

CHANGE IN PROGRESS

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Transformation does not happen overnight. It unfolds through stages of reflection, adaptation and growth, gradually shaping something stronger and more resilient. This year, we draw inspiration from the lifecycle of a butterfly, symbolising the

journey of transformation MAS has undertaken through its Plan for Change. Over the past five years, ideas have taken root, efforts have compounded, and people and processes have evolved with purpose. As a result, the organisation

has become stronger, more agile, and better prepared for what lies ahead. The emergence of the butterfly reflects the progress achieved through years of learning, collaboration and commitment.

More importantly, it signals the beginning of the next phase of our journey. As we take flight, it is our intention to build on what has been achieved, accelerate momentum and move forward with greater ambition.

*Because at MAS, change is never complete.
Ours is a story of change in progress.*

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GRI 2-1

ABOUT MAS HOLDINGS

MAS Holdings is a global apparel technology conglomerate providing concept-to-delivery solutions to many of the world’s leading apparel brands.

As a hub for apparel innovation and technology, we develop solutions that address evolving consumer and industry needs, while advancing product performance, functionality, and sustainability.

Across our operations, our products span key segments including intimate wear, sports and activewear, swimwear, performance apparel, shapewear, adaptive clothing, FemTech, and wearable technology. Our integrated capabilities span design, product development, fabric and material engineering, manufacturing, and logistics, supported by a global network of design hubs and manufacturing facilities.

In addition to our core operations, we continue to build on these capabilities by expanding our ecosystem through ventures and emerging apparel technologies, including sustainable material solutions, while integrating sustainability and ethical manufacturing across our operations.

Organisational Details



Legal Form:
Private Limited Company



Headquarters:
Sri Lanka



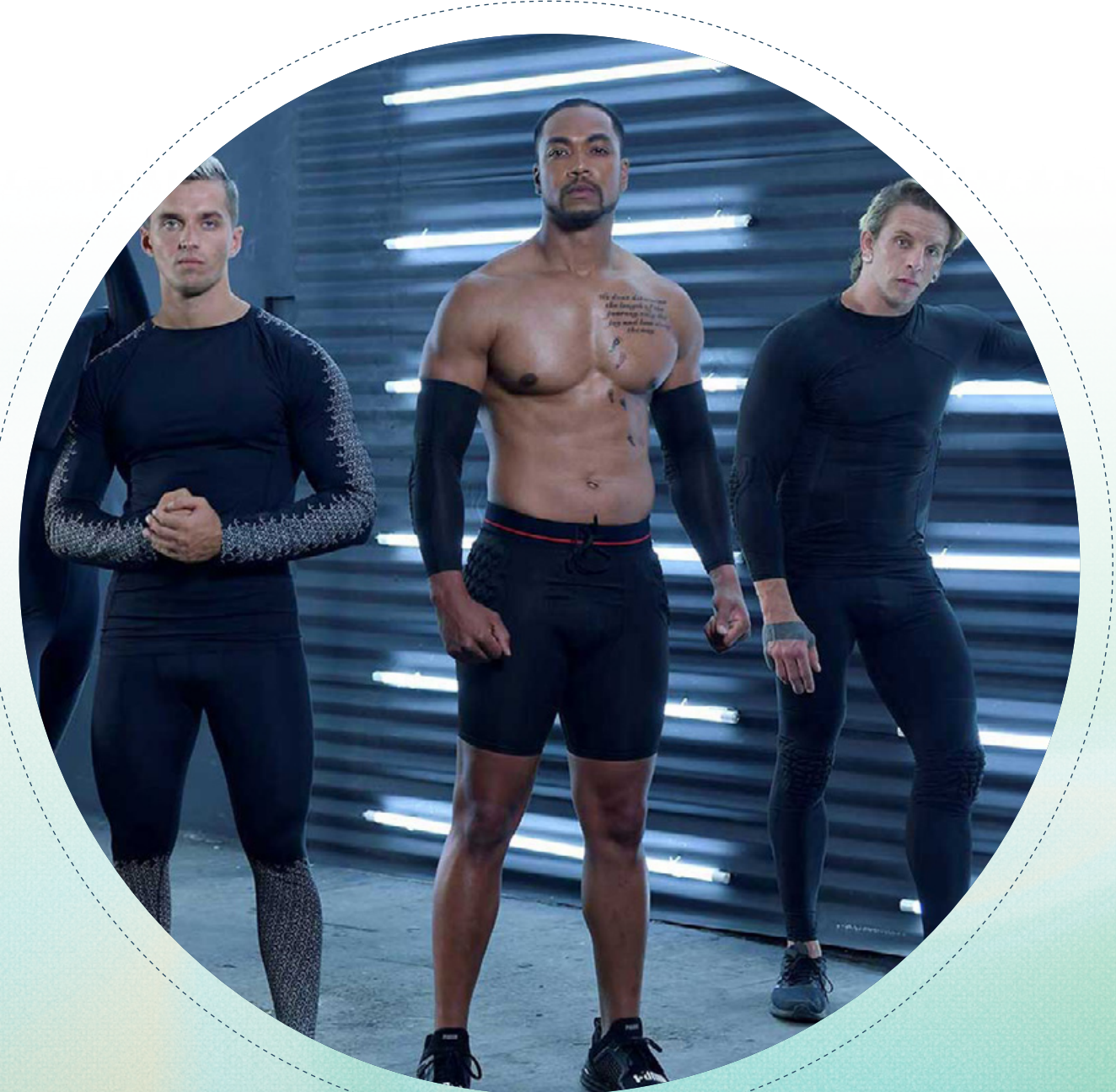
Reporting Currency:
USD & LKR

Scale and Reach

We are among the largest apparel vendors to several of the world’s leading brands, serving a diverse portfolio that spans global apparel and retail conglomerates as well as emerging brands operating at the forefront of fashion, technology, and sustainability.

Serving Leading Global Brands

- Victoria’s Secret • PINK • NIKE • lululemon • Calvin Klein
- Gap • Athleta • Marks & Spencer • Hanes Brands • Speedo
- Aerie • Ralph Lauren • Tommy Hilfiger • Hugo Boss • New Balance • Patagonia • Walmart • Target • Lindex • Lacoste
- Gymshark • Soma • MeUndies • Tchibo • Odlo • Arcteryx
- Adore Me • Everlane • Skims • Savage x Fenty • Decathlon
- Jockey – and others



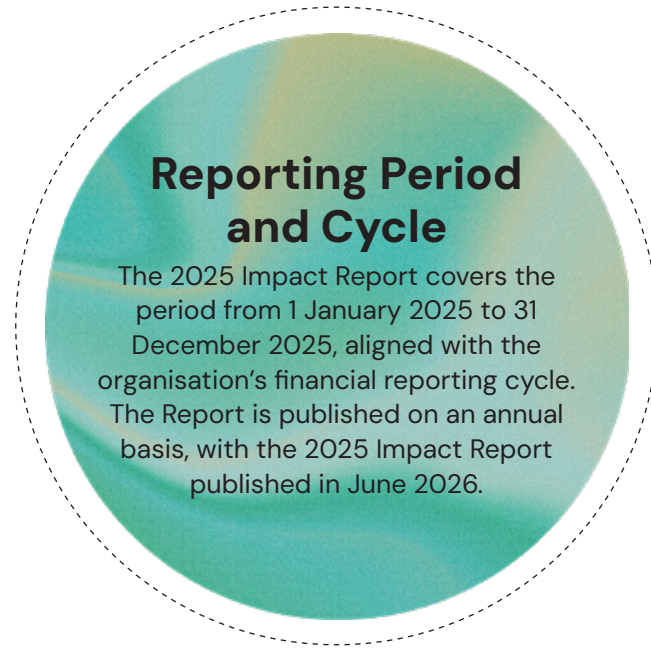
GRI 2-2, 2-3, 2-4, 2-5

BACKGROUND TO THIS REPORT

This Report presents MAS Holdings' (MAS) Annual Impact Report for 2025, offering a comprehensive overview of our ongoing commitment to responsible and impactful operations.

As we reach the culmination of our MAS Plan for Change (2020–2025), this Report reflects performance in the final year of our five-year strategy cycle. It highlights key milestones and outcomes achieved over the period, while also providing perspective on successes, challenges, and lessons learned.

The Report is structured around the Group's material topics, and presents our progress through a combination of quantitative performance data, case studies, and impact stories from our employees, partners, and beneficiaries — demonstrating the tangible outcomes of our collective efforts.



Building on this foundation, the Report also introduces MAS' Plan for Change 2030, launched in 2025, which sets a more ambitious direction to drive deeper impact across Products, Lives, and Planet.

Our Public Reporting Suite

This Annual Impact Report serves as the Group's primary sustainability report, published by MAS Holdings (Private) Limited, (referred to in this Report as "MAS", "MAS Holdings", or "the Group").

Since 2020, the Report also functions as MAS' Communication on Progress (COP) against the Ten Principles of the United Nations Global Compact (UNGC).

In addition to statutory reporting carried out across our countries of operation, MAS also reports to the International Finance Corporation (IFC), outlining compliance with applicable IFC guidelines.

Reflecting our continued commitment to transparency and consistency, the 2025 Report, published in June 2026, marks the third consecutive report prepared in accordance with the Global Reporting Initiative (GRI) Standards.

Reporting Standards and Frameworks

- Carbon Disclosure Project
- GRI Standards
- UN Global Compact (Communication on Progress)
- International Finance Corporation (IFC) Guidelines
- UN Sustainable Development Goals

Reporting Scope and Boundary

For consistency and comparability, the Report adopts a reporting boundary that primarily reflects the sustainability performance of our wholly owned subsidiaries.

In addition, where relevant and feasible, we incorporate sustainability information from joint ventures where MAS exercises operational control, to provide a more comprehensive view of our impact.

Given the interconnected nature of the apparel ecosystem, our impacts extend beyond internal operations. Accordingly, we aim to define reporting boundaries that present a holistic and transparent perspective of our influence.

There were no changes to the reporting scope and boundary during the year.

Entity

MAS Capital (Private) Limited	●
MAS Active (Private) Limited	●
Bodyline (Private) Limited	●
Linea Aqua (Private) Limited	●
Noyon Lanka (Private) Limited	●
Silueta (Private) Limited	●
MAS Legato (Private) Limited	●
MAS Fabrics (Private) Limited	●
MAS Fabric Park (Private) Limited	●
MAS Unichela (Private) Limited	●

Relationship to MAS Holdings during the reporting period

- Wholly owned, direct
- Wholly owned, indirect
- Joint venture

Restatements of Information

There were no material restatements of information reported in 2025.

MAS continues to strengthen its data collection methodologies and align reporting practices with evolving standards. Where relevant, limitations in historical data availability and changes in scope or boundary may affect comparability across reporting periods.

Data Integrity and Assurance

We are committed to maintaining the accuracy, transparency, and reliability of our disclosures. Wherever possible, we utilise standardised metrics and objectively verifiable indicators to track progress against our sustainability targets.

Internal Assurance

Our sustainability audit teams play an ongoing role in reviewing and validating information presented in the Report, strengthening governance and accountability across the reporting process.

Data Management and Validation

Group-level Centres of Expertise (COEs) and Global Reporting functions support the collation, validation, and consolidation of data across the organisation.


Leadership Oversight

Sustainability disclosures are reviewed by senior leadership, with CEOs providing direct oversight of Plan for Change reporting.

External Assurance

MAS continues to obtain independent external assurance for its sustainability disclosures.

For 2025, assurance was conducted by Ernst & Young, covering disclosures aligned with GRI Standards, including GRI 2, GRI 3, and related material topics. The engagement was carried out as a limited assurance exercise.

 [Click to access our full Independent Assurance Statement](#)

Feedback and Contact

We welcome feedback, suggestions, and perspectives to further strengthen the quality and effectiveness of our reporting and sustainability journey.

For feedback and clarifications, please contact:

Sithari Perera



Manager

Strategic Planning and Investments
MAS Holdings (Private) Limited



No. 199, Kaduwela Road, Battaramulla, Sri Lanka



Sitharip@masholdings.com

 [Products](#) 

 [Lives](#) 

 [Our Planet](#) 

THE MAS STORY

A Journey of Transformation

Every transformation has a beginning.

For MAS, that journey began decades ago when Mahesh Amalean, Ajay Amalean and Sharad Amalean set out with a simple, yet ambitious idea: that Sri Lanka could build a world-class apparel industry rooted in craftsmanship, innovation and strong values.

What began as a small manufacturing venture has grown into a two-billion-dollar global apparel technology and manufacturing leader, partnering with many of the world's most recognised brands.

Along the way, MAS has steadily strengthened its capabilities, invested in its people and redefined what responsible manufacturing can look like.

Yet at its core, the MAS story is one of continuous reinvention and transformation.

Today, as the apparel industry navigates a rapidly evolving landscape shaped by climate pressures, resource constraints and social expectations, MAS is reshaping its business to create value that extends far beyond products.

Read on to discover our Plan for Change.



1987 Where we **began**...



26 machines
60 employees
1 location

2025 Where we are **today**...

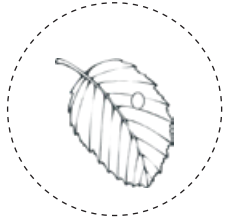


97,989 employees
13 countries
50 facilities



The **journey continues**...

OUR FOUNDATION



PURPOSE

- To Be Changemakers – enabling dreams and enriching the fabric of life on our planet.



VISION

- We see a day when we clothe the world with possibility, our people and partners realise their dreams and sustainability is woven into the fabric of our industry.



MISSION

- We inspire our **PEOPLE** to change the world for good.
- We innovate **PRODUCTS** that are human-centred and sustainable.
- We build **PARTNERSHIPS** to excel and achieve ambitious profitable growth, together.



GRI 2-15 UNGC P10

THE MAS DNA

Guiding Principles

The MAS DNA represents the values, behaviours and governance principles that guide how we think, act and conduct business. Rooted in the culture shaped by our founders, it defines the standards that underpin our relationships with our people, partners and stakeholders.

For more details on conflict of interest policies, anti corruption and fraud prevention mechanisms, please refer page 29 of our DMMT.



VALUES

The Foundation of our Culture

- Honesty and Integrity
- Trust and Mutual Respect
- Freedom with Accountability
- Humility
- Passion for Excellence
- Entrepreneurial and Innovative
- Giving Back

BEHAVIOURAL PILLARS

How we Bring our Values to Life

- Respecting People
- Protecting Assets
- Valuing Customers
- Sustaining Relationships
- Nurturing Communities
- Competing Ethically
- Complying with the Law

POLICIES

How our Standards are Upheld

Code of Conduct Related Policies

- Equal Opportunity and Anti-Harassment Policy
- Conflict of Interest Policy
- Gift Policy
- Social Media Policy
- Confidentiality and Data Protection Policy
- Intellectual Property Policy

Administrative Policies

- Information System Usage Policy
- Flexible Working Policy
- Leave Policy
- Electioneering Policy

GRI 2-23, 2-24 UNGC P1, P2

THE PLAN FOR CHANGE

Turning Ambition into Action

Launched in 2020 as a five-year roadmap to 2025, the Plan for Change outlines MAS' commitments to drive sustainable progress across our products, people and the planet.

Through experimentation, collaboration and sustained commitment, progress has taken shape across three interconnected areas of focus. Together, these pillars guide transformation across the MAS value chain, spanning design and materials to manufacturing operations and community impact.



PRODUCTS CHANGED FOR GOOD

50% revenue generated through sustainable products by 2025

- **Innovate and Disrupt**
Innovate the way products are made so they can last longer, use fewer resources and be recycled after use.
- **Source Sustainably**
Partner with the supply chain to responsibly source and develop organic, natural and recycled raw materials.
- **Pioneer Circularity at Scale**
Close the loop by using post-consumer waste to create new products.



LIVES CHANGED FOR GOOD

- **Empowering Women**
Empower 100% of women on the factory floor and achieve 30% women in management.
- **Meaningful Employment**
Accelerate employee wellbeing and work-life balance.

Ensure and elevate sustainable compensation for all employees.

Foster diversity and inclusion with freedom of expression and identity for all
- **World-class Workplaces**
Be first-in-class for working conditions in our industry
- **Thriving Communities**
Enable positive impact in the communities where we operate.



OUR PLANET CHANGED FOR GOOD

- **Limit Emissions**
Reduce emissions footprint by 25.2%.
- **Transform Waste**
Value enhance 100% of non-hazardous waste.
- **Responsible Chemical Use**
Achieve zero toxic products and processes.
- **Safeguard Water**
Achieve zero impact to MAS' operations and mitigate negative impact to the environment and community.
- **Champion Biodiversity**
Restore biodiversity in 100x the space we occupy.

GRI 2-1, 2-6

OUR GLOBAL REACH

Connecting People, Ideas and Opportunity

Building on decades of growth, MAS today operates across a global network of manufacturing facilities and design hubs, bringing together talent, partnerships, capabilities, and expertise to support leading apparel brands worldwide.

Canada

USA

UK

Jordan

Bangladesh

India

Sri Lanka

Kenya

China

Hong Kong

Vietnam

Singapore

Indonesia

Our Operations

Key Markets



97,989

Employees across the Group



13

Countries with MAS operations



50

Manufacturing facilities and design hubs



80+

Global brand partnerships



38 years

Industry leadership in apparel manufacturing

AN ECOSYSTEM THAT DRIVES GROWTH

Product and Manufacturing Capabilities

MAS operates across specialised product platforms, advanced manufacturing capabilities and continuous innovation to support global brands and advance responsible apparel production.

Across our operations, the Group brings together product expertise, material engineering and technical manufacturing capabilities to develop apparel solutions that strive to achieve a balance between performance, functionality and sustainability.

Product Platforms

We offer specialised expertise across diverse apparel categories



Manufacturing and Material Expertise

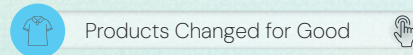
We combine advanced garment engineering with deep material expertise to support high-performance apparel production.

Manufacturing Capabilities	Material and Component Expertise
<ul style="list-style-type: none"> Apparel engineering and technical product development Precision garment construction Digital design and prototyping Advanced finishing and embellishment techniques 	<ul style="list-style-type: none"> Fabric engineering and development Dyeing and finishing technologies Elastics and trims Lace development Printing technologies Functional material integration

Innovation

Innovation plays an important role in MAS' continued evolution.

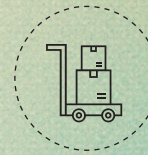
Through Twinery, the Group's innovation arm, MAS explores technologies that enhance the functionality, performance and sustainability of apparel, including developments in smart textiles, materials engineering, lighting and heating technologies, odour protection and water-repellency.



AN ECOSYSTEM THAT DRIVES GROWTH

An Integrated Supply Chain

MAS' global ecosystem is supported by a vertically integrated supply network that connects materials, design, manufacturing and strategic partnerships across multiple regions. This enables greater transparency, collaboration and efficiency across the apparel value chain. Beyond manufacturing, MAS' operations also include industrial parks, innovative brands, logistics and warehousing solutions that support us throughout the product lifecycle.



1,000+
Suppliers

A diverse supplier network supporting MAS' integrated supply chain



41
Countries

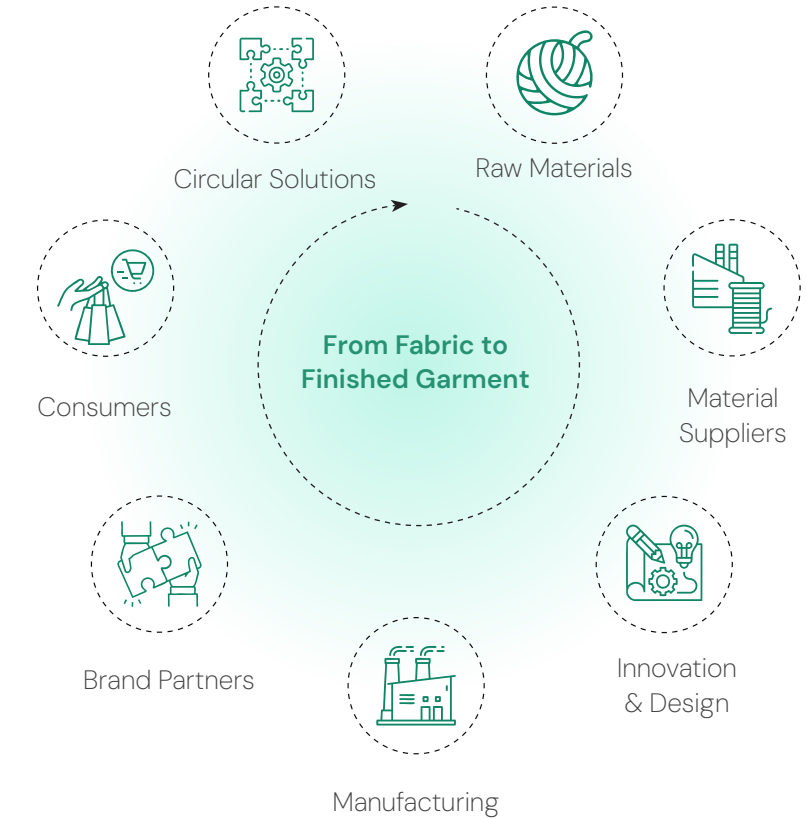
Global sourcing footprint across MAS' apparel value chain



20

Power Partners

Strategic partnerships enabling deeper collaboration across MAS' global apparel ecosystem



GRI 204-1

ECONOMIC VALUE CREATION

Value for People, Communities and Economies

Economic value creation reflects the broader impact our operations generate across people, communities and the industry ecosystem. While maintaining a strong and resilient business remains essential, we also recognise the wider role our operations play in supporting livelihoods, strengthening local economies and advancing responsible industry practices.

Through our global operations, partnerships and investments, MAS contributes to long-term economic opportunity while helping shape a more resilient and sustainable apparel industry.

We create value through



Industry Advancement

Working with global brands and partners to develop more responsible products, materials and supply chains.

Employment and Opportunity

Providing meaningful employment and professional development opportunities across our global workforce.

Responsible Investment

Investing in innovation, sustainable manufacturing technologies and future-ready capabilities that support responsible production.

Community Development

Supporting initiatives that strengthen education, wellbeing and economic resilience in the communities where we operate.

Key Highlights



2,852,799

total training hours



9,400+

vendors supported across MAS operations



42%

Local procurement spent across key sourcing regions



28.6 Mn

Beneficiaries through corporate citizenship activities since 2017



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GRI 2-22

Message from Suren Fernando

Group CEO

Resilience in a Defining Period

The past five years have been among the most defining in MAS' journey. While the global disruption of COVID-19, the economic crisis in Sri Lanka, and continued volatility across our key markets shaped and forged us, it also tested the resilience of our organisation and the clarity of our long-term direction.

Throughout this period, we have demonstrated the ability to adapt quickly, make disciplined decisions, and remain focused on what matters most. While the external environment required us to respond to immediate challenges, we remained anchored to our long-term priorities: ensuring business continuity, supporting our people, and sustaining momentum in areas that are critical to our future.

Empowering Transformation

Alongside navigating these headwinds, MAS has also undergone a significant structural and strategic evolution. Over the past few years, we have taken steps to streamline our structures, strengthen connectivity across business units, and unlock greater synergies within our global operations.

Simultaneously, we have expanded into new growth areas and geographies, with the aim of positioning ourselves to capture emerging opportunities and diversify our exposure to risk. These strategic choices have allowed

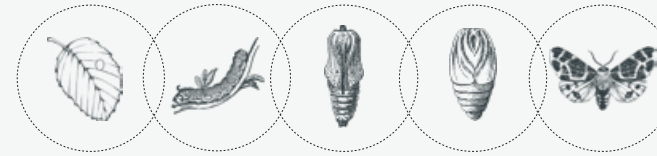
us to function with greater agility while remaining aligned to our goals. In doing so, we have strengthened our responsiveness in the short-term, and ensured that we prepare for the growth and longevity of the organisation.

Sustainability: A Strategic Imperative

Today, sustainability is fully integrated into how we operate as a business. While it has long been so, it is now a defining force that shapes how we position ourselves for the future, determining how we compete, respond to external shifts, and allocate capital across our operations.

In an environment shaped by evolving customer expectations, tightening regulatory requirements, and increasing pressure on global value chains, sustainability has become a key driver that enables us to build resilience and differentiate ourselves. It informs the choices we make, particularly across product development, partnerships, and investment, and ensures that we remain relevant in a rapidly changing landscape.

Our Plan for Change (2020–2025) played a pivotal role in this shift. It brought greater structure, discipline, and accountability to our sustainability efforts, allowing us to incorporate sustainability into decision-making, strengthening ownership across the organisation, and building the systems and capabilities required to measure and manage our impact more effectively.



“Sustainability is a defining force that shapes how we position ourselves for the future.”





As a result of these efforts, sustainability now lies at the core of our business model. Integrating such considerations across our strategy, operations, and culture will undoubtedly shape how we create and sustain value both today, and in the years ahead.

Scaling Impact: The Plan for Change 2030

As we reach the end of this phase of our journey, our focus is evolving. Over the past five years, we have established the fundamental structures we needed to embed sustainability into the business. The next phase will see us build on the progress we have made, as we work towards extending and amplifying that impact across the value chain.

This requires moving beyond improvements within our own operations and focusing on collaborating more closely with suppliers, customers, and industry partners to drive purposeful change at scale. It also calls for accelerated innovation, deeper collaboration, and a more active role in shaping and influencing the ecosystems in which we operate. Our ambition is not merely to meet emerging expectations, but to play a leading role in building a platform for change across the wider industry.

Looking ahead, our Plan for Change 2030 is centred on future-proofing MAS in a rapidly evolving global landscape. Our priorities span three core areas: embedding sustainability by design into our products and processes, advancing a climate- and nature-positive value chain, and empowering the lives of our people and the communities we serve. These areas are critical towards enhancing our competitiveness; while

also ensuring our ability to improve transparency, enable more responsive and data-driven decision-making, and generate more positive value for the people and communities around us.

People and Culture: A Driving Force

Our achievements thus far would not have been possible without our people. Their resilience, adaptability, and commitment have enabled us to navigate these times of uncertainty and allowed us to transform our business into what it is today.

As we look ahead, we remain focused on building a workforce that balances performance with purpose: one that supports wellbeing, fosters inclusion, and creates opportunities for continuous learning and growth. Strengthening our culture and investing in our people will continue to be central to sustaining our journey as a responsible, future-fit entity, operating within a constantly changing landscape.

Expanding Influence and Leadership

MAS is progressively evolving from a manufacturing business into a product and technology-led organisation, with innovation, insight and value creation at the centre of how we serve our customers. We are building on decades of manufacturing expertise and cross-industry partnerships, to strengthen our role as a strategic partner; one that enables customers to solve complex challenges, create scale, unlock new opportunities, and shape the future of our industry.

We view this as an opportunity to extend our sphere of influence beyond our immediate operations – through advocacy, partnerships, and collaborative platforms that enable scalable impact. By doing so, we aim to build beyond our own progress and targets, and enable meaningful progress across the industry as a whole.

Facing the Future with Confidence

We enter this next phase with confidence in our direction and purpose, ready to navigate a changing global environment with focus and resilience. The foundations we have built, the progress we have made, and the capabilities we continue to strengthen have positioned us well for the future. Our focus remains on building a business that is resilient, responsible, and relevant – one that is equipped to lead through change, and create a new landscape of growth for people, partners, and planet alike.



“Real change can only be achieved by combining our strengths.”

Sustainability has long been rooted in our core values and embodied in the many initiatives and programmes we have built over the course of nearly four decades. In 2020, we launched the Plan for Change – an enterprise-wide roadmap designed purely as a means of formalising this journey, embedding sustainability more deeply into our core business, and establishing a consistent and accountable framework to guide the implementation of our sustainability efforts over time.

Looking back on the past five years, our journey has been challenging – yet it has also shaped and defined who we are. As we navigated global disruptions and transformation across our markets and value chains, we had to adapt, reprioritise, and make difficult choices. At the same time, these experiences highlighted the importance of being anchored to a clear long-term direction. While the path was not always linear, the Plan for Change kept us grounded in our core purpose. It

helped us to remain focused on our long-term impact and purpose, even as our strategies and approach evolved.

From Intent to Impact

Over time, the Plan for Change has shifted how we have embedded sustainability across our processes. What we once achieved through individual initiatives is now more closely integrated into how we operate. Today, rather than being considered in isolation, sustainability considerations shape decisions, partnerships, and the way we work from day to day.

One of the more important developments has been in how we view our role as a manufacturer. Traditionally, we responded to the requirements of our customers. Today, we are more involved in shaping those decisions – engaging with value chain partners and customers to influence choices, invest in next-generation solutions, and support the adoption of more sustainable products. This has strengthened how we work together to achieve industry progress, while supporting a wider transition towards more sustainable apparel.

Our ESG credibility is not built at the point of disclosure – it is shaped through the systems, governance, and discipline embedded across our operations. As expectations continue to transform, we see our role as not being passive participants but as active contributors to a more aligned, resilient and purpose-driven apparel sector.

Message from Amanthi Perera Head of Sustainable Business

Partnerships for Progress

We know that lasting progress can only be achieved by empowering and strengthening the communities and the ecosystems in which we operate. Partnerships are a vital part of our movement from independent action towards more system-level impact, and we believe that real change can only be achieved by combining our strengths. It is only then that we can build more resilient and self-sustaining communities across the areas in which we operate.

Our partners are also a key enabler of how we progress against our plan. Collaboration with technology partners, industry platforms, communities, and public institutions has been instrumental in enabling us to align with evolving standards. Our engagement with platforms such as bluesign®, as well as broader initiatives such as the Science Based Targets initiative (SBTi) have helped us to anchor our efforts towards responsible manufacturing within globally recognised frameworks. Our collaborations have also enabled us to participate in wider industry dialogue, ensuring that the perspectives of manufacturers and emerging markets are represented and heard at every stage.

Products Changed for Good

In terms of products, our focus has been on making practical changes within our core programmes, shifting towards more consistent integration across what we produce.



Our partnerships with organisations such as Ambercycle, alongside investments in innovations like HeiQ AeonIQ™, are fast driving our ability to rethink how sustainable and circular materials are used across our products. What started as early-stage development is now finding its way into real-world use through wearer trials and customer-led collections – a clear indicator of how these materials are beginning to gain traction across our products and markets.

At the same time, we are playing a more direct role in shaping material choices upstream – supporting the transition from limited collections towards more consistent use of lower-impact materials across core product lines.

As a result, 46% of our revenue is now derived from sustainable products, and we remain deeply committed to building on this progress in the years ahead.

Lives Changed for Good

People continue to be at the heart of everything we do. Our sustainable development education programme Eco Go Beyond, now in its 19th year, works closely with schools and the Ministry of Education to build awareness and leadership among students, encouraging them to take forward solutions within their own communities, and drive positive change.

Our flagship programme Women Go Beyond, has also now been a part of our journey for over two decades, supporting women across our organisation and the communities. Alongside strengthening access to health

and safety, building skills and leadership, and creating pathways for greater economic participation, we have also sought to address broader issues such as gender-based violence and emerging concerns among women in the workforce – because we believe that when women feel safe and supported, they are better able to grow, contribute, and lead change.

Across our community initiatives, we have created impact at scale, reaching over 1.8 million individuals through programmes across education, health, environment, local connect, and nation-minded activities. We don't simply focus on reach – we also regularly reflect on the relevance and impact of these initiatives to ensure they continue to respond to real needs on the ground and make a meaningful difference in the communities we serve.

Over the course of our journey, we have strengthened our focus on inclusion, with particular attention to persons with disabilities, reflected in the over 400 individuals currently employed across our workforce. Central to this commitment is creating meaningful opportunities that enable individuals to grow, contribute, and thrive, supported through initiatives such as the Dialog MAS Enabler Programme, which provides aspiring undergraduates with disabilities with workplace exposure and skills development. Our approach to inclusive employment has been recognised with the Zero Project Award by the ESSL Foundation of Austria, reinforcing our continued commitment to building a more inclusive and equitable workplace where every individual matters.

Our Planet Changed for Good

Climate change remains one of the most pressing challenges of our time, with far-reaching impacts on ecosystems, communities, and the long-term continuity of the systems we depend on. During the year, we strengthened our climate response by formalising a more structured, science-based pathway, with validated targets across Scope 1, 2 and 3 emissions – marking an important step towards building a more consistent and accountable approach to decarbonisation within our operations, as well as across our value chain.

We also continued to advance our resource management priorities by sustaining our zero waste to landfill performance while achieving 76.9% waste value enhancement. This reflects a growing shift in how we view waste – not as something to be discarded, but as a resource within our operations. In addition, renewable energy reached 42% of total consumption, alongside continued improvements in water efficiency as we move closer to our long-term intensity reduction targets.

Biodiversity conservation remains a key priority for us, as the health of natural ecosystems underpins the resilience of communities, supply chains, and the environments around us. Our approach focuses on long term, scalable restoration rather than one off initiatives, using a range of approaches including a pioneering aerial reforestation programme in partnership with the Sri Lankan Air Force. Through these efforts, we have exceeded our original target of 25,000 acres, restoring over 25,800 acres to date, and remain committed to responsibly expanding our footprint while protecting and restoring the natural systems that sustain us.

Looking Forward

As we come to the close of the first iteration of our Plan for Change, we reflect on the learnings we have gathered along the way – particularly in terms of the importance of building solutions that are measurable, scalable, and shared. These insights are shaping the next chapter of our journey as we move forward with our Plan for Change 2030, by raising the bar on our ambitions and accelerating our actions, while broadening the scope of our efforts.

As we transition into the next phase, we are eagerly anticipating what comes next. Our work thus far has given us a deeper and evolving understanding of what it takes to embed sustainability meaningfully within our strategy and operations. As we continue to build on this, we are learning how to create more tangible, lasting value – both within our own operations and across the wider industry, by sharing what works and advocating for more collective, system-level progress.

While we can take pride in our collective achievements, being an organisation of this scale brings with it an inherent responsibility to constantly elevate our standards. Given the unique knowledge we've gathered, the vision we've established, and as people fully invested in this cause, we believe it is up to us to act as torchbearers and share these insights with the wider world. Our vantage point across the value chain allows us to see both challenges and opportunities more clearly, and it is through this perspective that we seek to share what we have learned, support others on their journeys, and continue pushing beyond our own boundaries.

PROGRESS TO PLAN

Tracking our progress against defined goals, translating commitments into measurable outcomes across our key impact areas.

	Focus Area	Goal	Metric	Target	2024	2025	Progress
PRODUCTS CHANGED FOR GOOD	Innovate and Disrupt	Generate revenue through sustainable products	% of revenue generated through sustainable products	50%	40%	46%	<div style="width: 46%;"></div>
	Source Sustainably		% of primary products with recycled input materials	—	22%	15%	<div style="width: 15%;"></div>
	Pioneer Circularity at Scale						

	Focus Area	Goal	Metric	Target	2024	2025	Progress
LIVES CHANGED FOR GOOD	Empowering Women	Empowering women in management	Women in management positions	30%	26%	26%	<div style="width: 26%;"></div>
	Thriving Communities	Investing in community initiatives	Opportunities created	—	2.1 Mn	1.8 Mn	<div style="width: 86%;"></div>
	Meaningful Employment	Empowering persons with disabilities	Number of persons with disabilities employed	—	453	436	<div style="width: 96%;"></div>

	Focus Area	Goal	Metric	Target	2024	2025	Progress
OUR PLANET CHANGED FOR GOOD	Limit Emissions	Reducing emissions in line with our SBTi commitment	Decrease in absolute emissions (Scope 1 & 2 vs 2019)	25.2%	24.04%	25.44%	<div style="width: 25.44%;"></div> +
		Inspiring decarbonisation across the apparel value chain	% of suppliers by spend committed to science-based targets	85%	45%	53%	<div style="width: 53%;"></div>
		Enabling the energy transition	% of energy from renewable sources	—	39%	41%	<div style="width: 41%;"></div>
Safeguard Water	Practicing sustainable water management	% of reduction in water intensity (textiles)	65%	50% (198 ML)	40.3% (316.4 ML)	<div style="width: 40.3%;"></div>	
Transform Waste	Driving waste value enhancement and transforming waste streams	% of waste value enhanced	80%	76.2%	76.9%	<div style="width: 76.9%;"></div>	
		% of waste diverted from landfill	99%	99%	99%	<div style="width: 99%;"></div>	
Responsible Chemical Use	Upholding our commitment to responsible chemical use	% of MAS Chemicals at ZDHC MRSL version 3.1 Level 1 or above accepted status.	100%	96%	99%	<div style="width: 99%;"></div>	
		bluesign® approved chemicals used in our dye facilities.	100%	95.4%	97.2%	<div style="width: 97.2%;"></div>	
Champion Biodiversity	Scaling-up our biodiversity conservation efforts	Acres restored / conserved	25,000	19,927	25,811	<div style="width: 103%;"></div> +	

OUR SUSTAINABILITY JOURNEY

The Journey so Far

Before 2015 Foundation of Doing the Right Thing

- Early adoption of ethical manufacturing practices
- Focus on employee wellbeing and progressive workplace standards
- Initial investments in resource efficiency and compliance systems

2015 – 2019 Embedding Sustainability

- Integration of sustainability into core operations and strategy
- Expansion of environmental management systems and certifications
- Strengthening of community engagement and social responsibility programmes
- Early progress in sustainable product innovation and material sourcing

2020

Launch of Plan for Change

- Introduction of Group-wide sustainability goals across Product, Lives, and Planet
- Shift from an initiative-based approach to a target-driven approach
- Community Engagement Model Activation

2021 – 2022

Building the Framework

- Establishment of baselines, measurement systems, and governance structures
- Increased adoption of global frameworks and certification systems
- Early momentum in renewable energy, waste, and social impact tracking

2023 – 2024

Scaling Impact

- Acceleration of renewable energy and operational efficiency
- Strategic investments and partnerships in circular materials
- Strengthening of transparency, disclosures, and value chain integration

2025

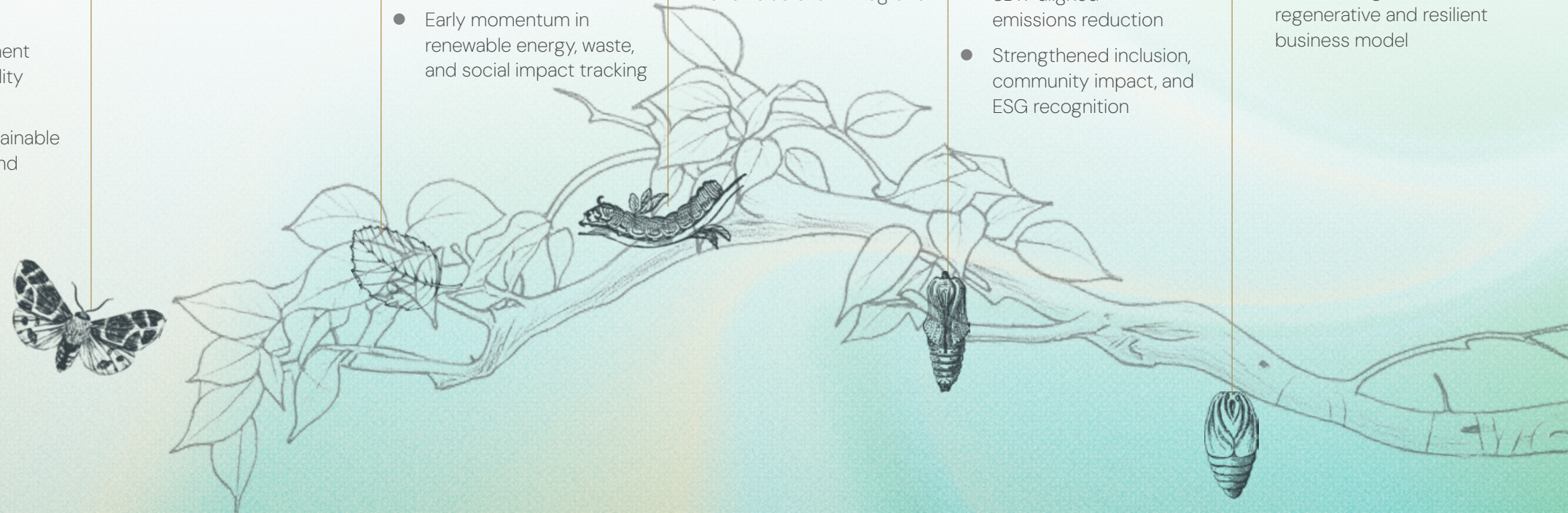
Advancing Towards Targets

- Achievement of key milestones across climate, circularity, and social impact
- Progress towards SBTi-aligned emissions reduction
- Strengthened inclusion, community impact, and ESG recognition

2025 ONWARDS

Accelerating Impact and Elevating Ambition

- Scaling proven sustainability initiatives across operations and the value chain
- Embedding science-aligned targets, KPIs and data-driven decision-making to elevate performance
- Transitioning towards a regenerative and resilient business model



Milestones Across Our Plan for Change

	2020	2021	2022	2023	2024	2025
<p>PRODUCTS CHANGED FOR GOOD</p>	<p>Embedded sustainability into product strategy, advancing early adoption of sustainable materials and circular design principles</p>	<p>Progressed development of sustainable material pathways and product innovation frameworks</p>	<p>Strengthened integration of preferred and lower-impact materials across product portfolios</p>	<p>Investment in HeiQ AeoniQ, advancing next-generation sustainable materials</p>	<p>Offtake agreement with Ambercycle, supporting textile-to-textile circularity</p>	<p>Progressed customer-led collections using circular materials developed with other innovation partners.</p> <p>Completed wearer trials using AeoniQ fabrics</p>
<p>LIVES CHANGED FOR GOOD</p>	<p>Introduced the Supported Employment Process for persons with disabilities</p> <p>Launched the Social Sustainability Score Tool to strengthen impact measurement</p>	<p>Expanded structured social impact and inclusion programmes across operations</p>	<p>Mobilised crisis response during the economic downturn, including:</p> <ul style="list-style-type: none"> Sisu Diriya initiative supporting employees' children through provision of books and stationery Contribution of Rs. 100 million to the Manudam Mehewara national initiative via the Sarvodaya movement Distribution of dry rations to employees and third-party service providers <p>Expanded diversity and inclusion scope to include SOGIESC, strengthening inclusive policies and workplace practices</p> <p>Introduced MAS DNA ethics hotline enabling confidential reporting of workplace violations</p> <p>Strengthened monitoring and evaluation of social initiatives and workforce programmes</p>	<p>Continued scaling of inclusion, community engagement, and employee support initiatives across facilities</p> <p>Launched Women's Development Networks</p> <p>Delivered Certificate-level Team Leader / Group Leader (TL/GL) Technical Skills Development Programme (Batch 6), achieving 89% completion and 100% retention post-certification</p>	<p>Enhanced social performance tracking and programme integration across the organisation</p> <p>MOU signed with UNFPA on Women's Health & Wellbeing</p>	<p>Increased Career-to-Competency (C2C) mapping coverage for Executive & Above roles to 81%, with a target to exceed 90%</p> <p>Trained 6,161 employees, including female workforce segments, through structured capability-building initiatives</p> <p>Achieved sustained progress in gender representation:</p> <ul style="list-style-type: none"> Women in Management increased to 26% (from 21% in 2019) Board representation increased to 21% (from 8% in 2018) <p>Strengthened external leadership in inclusion through UNGC Network Sri Lanka's D&I Working Group as its Patron, and hosted a PRIDE Month panel on "Advancing LGBTQIA+ Inclusion in Corporate Policies".</p> <p>Led disaster response efforts following extreme weather events, rehabilitating 857 employee homes</p> <p>Awarded Gold DEI Champion of the Year (CIMA-JXG Pinnacle Awards)</p> <p>Rolled out Community Satisfaction survey for Community Engagement Model across all facilities</p>
	<p>Institutionalised an enterprise-wide Disaster Management Model, supporting employees and communities through COVID-19, the economic crisis and flood events</p> <p>Recognised with 21 Gold Awards in the Achievement category by RoSPA (The Royal Society for the Prevention of Accidents)</p>					

Milestones Across Our Plan for Change



OUR PLANET CHANGED FOR GOOD

2020	2021	2022	2023	2024	2025
Established climate and resource efficiency baselines, initiating structured action on emissions, energy, water, and waste	Strengthened environmental data systems and expanded renewable energy and efficiency initiatives	Advanced resource efficiency programmes and expanded environmental compliance across operations MAS Fabrics Intimo became a bluesign® System partner in 2022	Initiated monitoring of chemical and wastewater compliance across the raw material supply chain MAS Fabrics Intimo became a bluesign® article delivering facility in 2023	Expanded adoption of bluesign® system partnerships across operations	Achieved 25.2% reduction in Scope 1 & 2 emissions (SBTi-aligned near-term target) Secured validation for long-term SBTi Net-Zero target Achieved 40% reduction in water intensity (textiles) Progressed Non Hazardous Waste Value Enhancement as 76.9% extending 100% target to 2030 Achieved CDP 'B' rating (Climate), 'B-' (Water) and 'A' rating for Supply Chain Engagement
Restored 25,811 acres, exceeding our global operational footprint and surpassing our biodiversity target (1:100 goal)					

Awarded Gold for ESG Sustainability Champion of the Year at the CIMA–JXG Pinnacle Awards 2025
recognising our collective efforts across Product, Lives, and Our Planet



03 Sustainability Commitment

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GRI 2-23, 2-24 UNGC P1, P2

THE PLAN FOR CHANGE

Defining Our Core Focus Areas

How We Define What Matters

Materiality assessments, together with structured sustainability oversight, play a central role in shaping the Group’s annual sustainability priorities. This approach enables MAS to focus on the environmental, social, and governance issues that are most critical to long-term value creation.

Materiality outcomes are derived by evaluating a combination of internal and external factors, ensuring that priorities remain relevant and responsive within a dynamic operating environment. The resulting focus areas form the basis for defining targets, policies, and strategic initiatives across the Group.

How We Govern Our Priorities

The prioritisation of focus areas and material topics is supported through established governance mechanisms, including guidance from the Sustainability Advisory Council. Through this process, priorities are reviewed, validated, and refined, ensuring alignment with global best practices and the Group’s broader strategic direction.

This ensures that sustainability priorities are not determined in isolation, but are continuously assessed against risk, performance, and stakeholder expectations, strengthening the robustness and credibility of decision-making.

What We Evaluate:

Focus areas are determined through a structured evaluation of:

- Stakeholder expectations across key groups
- Business risks and opportunities
- Scale of environmental and social impact across the value chain
- Regulatory developments and evolving compliance requirements
- Customer expectations and industry trends
- Operational performance and progress against commitments

From Insight to Action

The insights we derive from this process are translated into annual goals, policy updates, and investment decisions, enabling MAS to allocate resources to initiatives with the highest relevance and impact.

This creates a clear line of sight between identified priorities and execution, supporting measurable progress across the three pillars of the Plan for Change.



GRI 3-1, 3-2

Our Focus Areas

The following focus areas reflect where MAS drives the greatest impact across Products, People, and Planet, aligned with relevant global standards and development priorities.

	Focus Areas	GRI Topics	Aligned SDGs
<p>PRODUCTS CHANGED FOR GOOD</p>	<p>Innovate and Disrupt</p>	Product and Process Innovation	Industry, Innovation and Infrastructure
	<p>Source Sustainably</p>	Responsible and Ethical Sourcing	<ul style="list-style-type: none"> GRI 308: Supplier Environmental Assessment GRI 414: Supplier Social Assessment Responsible Consumption and Production
		Supply Chain Management	<ul style="list-style-type: none"> GRI 408: Child Labour GRI 409: Forced or Compulsory Labour Decent Work and Economic Growth
		Sustainable Materials	<ul style="list-style-type: none"> GRI 301: Materials Reduced Inequalities
<p>Pioneer Circularity at Scale</p>	Circularity	Responsible Consumption and Production	

LIVES CHANGED FOR GOOD

	Focus Areas	GRI Topics	Aligned SDGs
<p>Empowering Women</p>	Women's Empowerment and Advocacy	<ul style="list-style-type: none"> GRI 403: Occupational Health and Safety GRI 404: Training and Education 	Gender Equality Quality Education
	Sustainable Compensation	<ul style="list-style-type: none"> GRI 401: Employment 	Decent Work and Economic Growth
<p>Meaningful Employment</p>	Diversity, Equity and Inclusion	<ul style="list-style-type: none"> GRI 405: and Equal Opportunity GRI 406: Non-Discrimination 	Gender Equality Reduced Inequalities
	Learning and Development	<ul style="list-style-type: none"> GRI 404: Training and Education 	Quality Education
<p>World-Class Workplaces</p>	Health, Safety and Wellbeing	<ul style="list-style-type: none"> GRI 403: Occupational Health and Safety 	Good Health and Well-being
	Engaging and Purposeful Culture	<ul style="list-style-type: none"> GRI 402: Labour Management Relations GRI 407: Freedom of Association and Collective Bargaining 	Decent Work and Economic Growth Peace, Justice and Strong Institutions
<p>Thriving Communities</p>	Community Development	<ul style="list-style-type: none"> GRI 413: Local Communities 	Sustainable Cities and Communities Partnerships for the Goals

Our Focus Areas



**OUR PLANET
CHANGED
FOR GOOD**

Focus Areas	GRI Topics	Aligned SDGs
<p>Limit Emissions</p> <p>Energy and Emissions Management</p>	<ul style="list-style-type: none"> GRI 302: Energy GRI 305: Emissions 	<p>Affordable and Clean Energy</p> <p>Climate Action</p>
<p>Transform Waste</p> <p>Waste Management</p>	<ul style="list-style-type: none"> GRI 306: Waste 	
<p>Responsible Chemical Use</p> <p>Chemicals Management</p> <p>Product Stewardship</p>	<ul style="list-style-type: none"> GRI 303: Water and Effluents GRI 416: Customer Health and Safety 	<p>Responsible Consumption and Production</p>
<p>Safeguard Water</p> <p>Water Stewardship</p>	<ul style="list-style-type: none"> GRI 303: Water and Effluents 	<p>Clean Water and Sanitation</p>
<p>Champion Biodiversity</p> <p>Biodiversity Conservation</p>	<ul style="list-style-type: none"> GRI 101: Biodiversity 	<p>Life Below Water</p> <p>Life on Land</p>

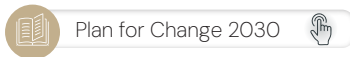
**MAS
FOUNDATION
FOR CHANGE**

Focus Areas	Aligned SDGs
Cleaner Oceans	Life Below Water
Life on Our Planet	Life on Land
Access to Water	Clean Water and Sanitation

Looking Ahead

Insights from our 2020–2025 Plan for Change have directly shaped how we define the next phase of our sustainability journey. Through this process, we have identified what has delivered meaningful impact, where challenges persist, and where greater scale and focus are required.

We are building on learnings from initiatives in renewable energy, material innovation, circularity, and social programmes, using these to scale solutions that have demonstrated tangible results. At the same time, insights from target performance, stakeholder engagement, and value chain integration are guiding the development of more measurable KPIs, while strengthening governance, accountability, and resource allocation.



Re-assessing What Matters

As we transition beyond 2025, we are re-evaluating our sustainability focus across Products, People, and Planet. This includes:

- Reviewing progress against our existing commitments
- Assessing emerging risks and opportunities across the apparel value chain
- Incorporating evolving stakeholder expectations and regulatory developments

As part of this process, we are undertaking a refreshed materiality assessment to further refine our priorities, ensuring they remain aligned with the areas of greatest impact and relevance.

This forward-looking assessment is supported by benchmarking, stakeholder engagement, and horizon scanning, enabling us to strengthen existing focus areas while identifying new and emerging priorities.

Priorities for the Next Phase

We will continue to focus on driving impact across three core pillars:



- Scaling sustainable products
- Advancing textile-to-textile circularity
- Expanding next-generation and regenerative materials



- Strengthening wellbeing and fair care practices
- Advancing diversity, equity, and inclusion
- Deepening community impact, including climate adaptation and education



- Reducing emissions across Scopes 1, 2, and influencing Scope 3
- Strengthening value enhancement of non-hazardous waste
- Advancing responsible chemistry and water stewardship
- Supporting biodiversity and ecosystem restoration

Positioned for What's Next

Our evolving strategy is aligned with key global sustainability priorities, including net zero, circularity, and nature-positive action, as well as emerging regulatory frameworks.

It also reflects a deliberate choice to move ahead of the curve, advancing our own goals in ways that help our brands progress towards theirs. By strengthening our systems, capabilities, and partnerships, we are proactively seeking to support our partners' sustainability commitments and enable shared progress across the apparel value chain.

Building on proven foundations while strengthening our focus on measurable impact, we are positioning MAS to remain resilient, responsive, and ready for what comes next.

GRI 2-23 UNGC 10

COMMITMENTS, PARTNERSHIPS AND ADVOCACY

At MAS, we understand that achieving meaningful impact requires collective action to drive lasting and sustainable change across the value chain.

Our approach to sustainability is therefore guided by broad-based global commitments, partnerships, and collaborative platforms that support progress across environmental and social priorities.

As a partner within the apparel value chain, these commitments create avenues for collaboration, enabling MAS to share learnings, amplify stakeholder perspectives, and contribute to the dialogue shaping our industry. We're advocating for systemic change, together.

Commitments

The following commitments represent key global initiatives that guide MAS' sustainability approach and areas of engagement. Together, they provide a structured framework that supports MAS in strengthening responsible practices and contributing to broader industry progress, while enabling progress within our Plan for Change.





ALIGNMENT TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Aligning MAS' sustainability priorities with

15/17

Sustainable Development Goals

MAS aligns its sustainability priorities with the United Nations Sustainable Development Goals (SDGs), focusing on 15 priority SDGs that are most relevant to its operations and value chain.

These are integrated within the Group's material topics and strategic focus areas.



PRODUCTS CHANGED FOR GOOD



Decent Work and Economic Growth



Industry, Innovation and Infrastructure



Reduced Inequalities



Responsible Consumption and Production



LIVES CHANGED FOR GOOD



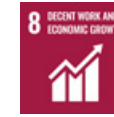
Good Health and Well-being



Quality Education



Gender Equality



Decent Work and Economic Growth



Reduced Inequalities



Sustainable Cities and Communities



Peace, Justice and Strong Institutions



Partnerships for the Goals



OUR PLANET CHANGED FOR GOOD



Clean Water and Sanitation



Affordable and Clean Energy



Responsible Consumption and Production



Climate Action



Life Below Water



Life on Land

MAS FOUNDATION FOR CHANGE



Clean Water and Sanitation



Life Below Water



Life on Land

GRI 2-28

Memberships

We engage with a range of industry bodies and collaborative platforms that support alignment, knowledge sharing, and the advancement of responsible practices across the apparel value chain.

These memberships enable us to contribute to industry dialogue, stay aligned with evolving standards, and collaborate with peers and stakeholders on shared priorities.



CASCALE

Global Industry Platform

We are a member of Cascale, an industry-wide alliance representing stakeholders across the global apparel value chain. Through this platform, we engage in collaborative efforts to advance sustainability standards, share best practices, and contribute to the development of industry tools and frameworks.



Joint Apparel Association Forum Sri Lanka (JAAFSL)

Industry Body – Sri Lanka

We engage with the Joint Apparel Association Forum Sri Lanka (JAAFSL), contributing to collective industry efforts that support the growth, competitiveness, and responsible development of Sri Lanka’s apparel sector.



Global Compact Network Sri Lanka

UN-Linked Network

We actively participate in the Global Compact Network Sri Lanka, including its Board, Steering Committee, and Working Groups on Diversity & Inclusion, Business & Human Rights and Climate Action. This engagement supports alignment with UNGC principles while contributing to local dialogue and initiatives that advance sustainable business practices.

Memberships



Zero Discharge of Hazardous Chemicals (ZDHC)

Global Industry Platform

ZDHC is a multi-stakeholder organisation comprising over 320 signatories from across the industry including Brands, Suppliers, Solution Providers and Chemical Suppliers. The Roadmap to Zero Programme, by ZDHC, leads the fashion industry to eliminate harmful chemicals from its global supply chain by building the foundation for more sustainable manufacturing to protect workers, consumers and our planet's ecosystems. of industry tools and frameworks.



Fashion Product Collective (FPC)

Global Industry Platform

Runs with a vision of "We imagine a world where producers are co-creators of sustainability, not just its implementers." as they see Fashion's sustainability strategies are failing because they were not co-created with meaningful input from the entities tasked with delivering them: manufacturers. Most sustainability strategies are designed without the people expected to deliver them. Producers are handed roadmaps and plans they had no role in shaping, filtered through systems that rarely reflect their reality. The Fashion Producer Collective exists to change that.



Advocacy

Achieving the targets set out in our Plan for Change and driving change at scale require collective action. This calls for active engagement in shaping industry standards, policies, and practices.

We contribute to industry dialogue through participation in global and local platforms, sharing implementation insights and supporting the adoption of responsible practices across key environmental and social areas. This includes contributing perspectives through forums, panels, and collaborative initiatives, supporting broader thought leadership across the apparel value chain.

Global Platforms & Industry Leadership

Event / Platform	Nature of Engagement	Topics Covered
Cascale Forums (Worldly Summit, Full Member Meeting, Scope 3 Forum)	Panels, keynote, technical engagement	Sustainability measurement and management, supplier-led social impact
	Opening keynote given by CEO at 2025 Cascale Full Member meeting	Business longevity, leadership and innovation
Global Fashion Agenda (GFA)	Panel participation	Carbon transition pathways and electrification, addressing barriers and enabling solutions for decarbonisation across the apparel value chain
M&S Summit	Industry engagement	Net zero roadmap across the supply chain
Sourcing Journal	Speaking engagement	Industry perspectives on sourcing and sustainability
Raisina Dialogue 2025 (India)	Panel participation	Women, entrepreneurship, economic participation
2025 ZDHC Annual Event	Event Participation	Sustainable Chemical Management in Action, Finance & the Future of Sustainability, Systemic Solutions at Scale

Through these engagements, we support evolving approaches across the apparel value chain, contributing to greater alignment, transparency, and sustainable change. Key advocacy engagements during the year are outlined on the following pages.

Social Impact, Inclusion & Workforce Advocacy

Event / Platform	Nature of Engagement	Topics Covered
UN Global Compact Platforms (Compass 2025, Regional Webinar – Bangladesh)	Panels, working groups	Gender equality, corporate sustainability
UNGC Gender & Diversity Platforms (Sri Lanka Working Group, Pride Panel)	Panels, hosting, working group leadership	Gender equality, LGBTQIA+ inclusion
UNFPA MoU	Strategic partnership	Sexual and reproductive health, workforce wellbeing
Equal Pay Roundtable (UNGC Sri Lanka)	Roundtable participation	Pay equity
Asia Foundation Panel – Unpaid Care Work	Panel participation	Care economy and workforce participation
UNDP Panel on Economic Independence	Panel participation	Gender-based violence and economic empowerment
Menopause Society of Sri Lanka Conference	Panel participation	Women's health and workforce participation
SLASSCOM Women in Tech Event	Panel participation	Women in leadership
Roar Global Women's Day Event	Speaking engagement	Employee engagement and empowerment
Multi-Stakeholder Childcare Consortium (World Bank, ILO)	Consortium participation	Childcare systems and female workforce participation

National Policy & Industry Engagement

Event / Platform	Nature of Engagement	Topics Covered
Commercial Bank Sustainability Summit / ComBank "Forward Together" Summit	Panel participation / speaking	Sustainable finance and the role of banking in sustainability
Verité Research Forum	Panel discussion	Sri Lanka's global competitiveness
Ceylon Chamber of Commerce – Steering Committee on Climate Action	Committee representation	Climate policy and industry coordination
Public Utilities Commission of Sri Lanka (PUCSL)	Consultative committee participation	Energy regulation and renewable integration
JAAF Sustainability Council	Industry council participation	Sector-wide sustainability priorities

Partnerships, Capacity Building & Thought Leadership

Event / Platform	Nature of Engagement	Topics Covered
Centre for Smart Futures	Thought leadership engagement	Corporate environmental reporting
Innovation Island Summit Sri Lanka	Panel participation	Innovation, sustainability, governance
UNGC Network Sri Lanka (MoU, Board & Advisory Roles)	Leadership and advisory engagement	Gender, diversity, corporate responsibility
Target Gender Equality Accelerator (UNGC Global)	Programme participation	Women in leadership
Thought Leadership Piece: Threads of Equity	Published article	Diversity and inclusion
Podcast – "Beyond the Labels"	Media engagement	Inclusive workplace policies
NIBM Lecture	Lecture / knowledge sharing	Ethical leadership
ITC – GTEX Circularity Training	Training participation	Circularity practices
CASCALE	Thought leadership & advisory engagement	Product Impact Calculation and Scope 3 CASCALE's Public Policy & regulatory strategy
ZDHC	Thought leadership & advisory engagement	Enhance ZDHC strategy & deliverables

Tools for Transparency Strengthening Accountability Through Recognised Standards

Achieving meaningful and lasting change requires robust systems to measure, validate, and transparently communicate progress. At MAS, we leverage a suite of internationally recognised standards, certifications, and disclosure platforms to strengthen accountability across our operations and value chain.

These frameworks provide a structured basis to:

- ensure consistency and comparability of data
- enable independent verification of performance
- enhance transparency in disclosures to stakeholders
- track progress against the goals outlined in our Plan for Change

Importantly, many of these standards extend beyond our own operations to our supplier ecosystem, supporting alignment on responsible practices across the apparel value chain.

Enabling Verifiable Measurement and Transparent Disclosure

Standards and measurement tools play a critical role in translating commitments into measurable outcomes. They enable us to:

- monitor environmental and social impacts through standardised methodologies
- benchmark performance across facilities, divisions, and peers
- support data integrity through structured validation processes
- strengthen disclosures through credible, externally recognised platforms

This approach ensures that sustainability performance is not only tracked internally but also communicated in a manner that is transparent, decision-useful, and aligned with global expectations.

Driving Credibility Through Global Frameworks and Certifications

Global certifications and disclosure frameworks reinforce the credibility of our sustainability journey by embedding recognised best practices into our operations. They:

- provide assurance to stakeholders on the integrity of our processes
- align our practices with evolving regulatory and customer expectations
- facilitate continuous improvement through periodic assessments and audits
- support industry-wide harmonisation and comparability

Through active participation in these frameworks, MAS contributes to shaping more transparent, accountable, and responsible practices across the apparel sector.

Key Tools and Platforms Supporting Transparency

LCP Gateway & Converged Assessment Framework (CAF)

A centralised industry platform that enables standardised collection, validation, and sharing of environmental and social data across facilities. Supports alignment with brand requirements and reduces audit duplication.

Sedex Members Ethical Trade Audit (SMETA)

A globally recognised ethical audit methodology covering labour standards, health and safety, environment, and business ethics, supporting responsible supply chain practices.

Carbon Disclosure Project (CDP)

A leading global disclosure platform through which we report climate and water-related impacts, risks, and opportunities, enhancing transparency for investors and stakeholders.

Carbon Disclosure Project Performance (2025)

B	B -	A
Climate Change Rating	Water Security Rating	Supply Chain Engagement Rating

ZDHC Gateway

A global platform that enables brands, suppliers and chemical companies to share verified data on safer chemicals and wastewater compliance, supporting improved chemical management and industry-wide transparency.

BHive

A digital platform that supports chemical tracking, compliance monitoring and supply chain transparency by enabling facilities to manage and share chemical-related data more efficiently.

Higg Index and Industry Measurement Tools

Embedding Standardised Impact Measurement

As a founding member of the Sustainable Apparel Coalition (now Cascale), MAS has played an active role in the development and adoption of the Higg Index – a globally recognised suite of tools designed to measure environmental and social performance across the apparel and footwear industry.

Our Design and Merchandising teams also utilise the Higg Materials Sustainability Index (MSI) and Higg Product Module (PM) to evaluate product-level impacts, supporting more sustainable material selection and product development.

Higg Index Performance Overview (2025)

During the year, **41** facilities were covered under the Higg Index assessment framework, reflecting continued expansion of standardised impact measurement across our operations.

An average Facility Environmental Module (FEM) score of **89** was achieved, indicating sustained performance in managing environmental impacts, including energy, emissions, water, and waste.

Key Outcomes:



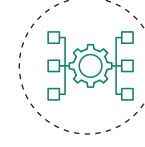
- Consistent, facility-level assessment of environmental and social impacts



- Data-driven decision-making across design, sourcing, and operations

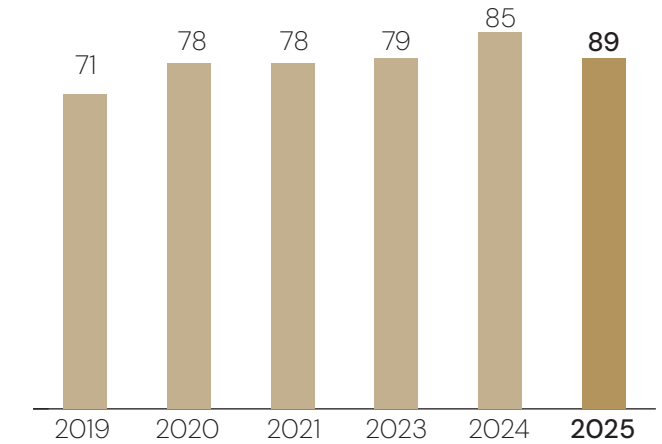


- Enhanced transparency for customers and stakeholders

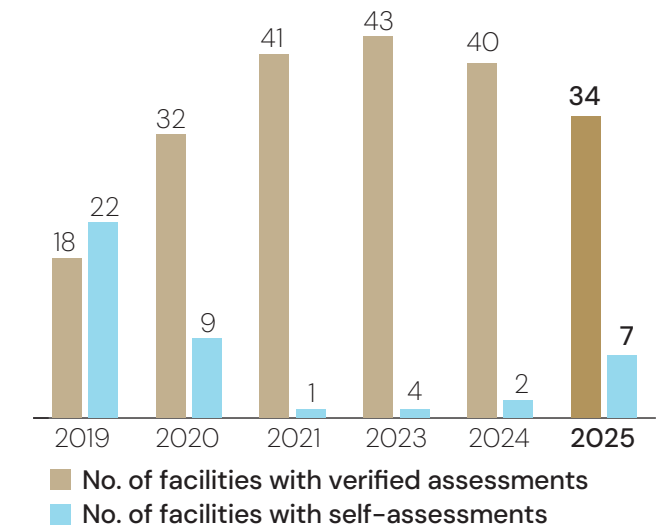


- Alignment on a common measurement framework across the industry

Average FEM score (%)



Higg FEM



* 2025 FEM status is presented as of 15 May 2026. The verification process is ongoing and is expected to continue until November 2026.



INTERNATIONAL CERTIFICATIONS & ACCREDITATIONS

To complement measurement and disclosure tools, we maintain a broad portfolio of internationally recognised certifications and frameworks across our operations. These embed best practices, strengthen risk management, and provide assurance on environmental, social, and governance performance.

Environmental, Climate, and Operational Impact Management



ISO 14001 A facility-level foundational Environmental Management Systems standard that supports the systematic identification, management, and continuous improvement of environmental impacts.



ISO 14064 A facility-certified framework enabling the quantification and reporting of greenhouse gas emissions, enhancing transparency and strengthening climate-related disclosures.



bluesign® A globally recognised certification ensuring sustainable textile production through rigorous chemical management, resource efficiency, and the protection of worker health and safety.



Higg FEM (Facility Environmental Module) A globally recognised assessment tool that evaluates environmental performance across energy use, water, waste, emissions, and chemical management at facility level, with independently verified assessments (vFEM) enhancing the credibility, accuracy, and comparability of reported data.



ZDHC Supplier to Zero Certification A global certification programme that helps manufacturers assess, improve, and demonstrate their performance in safe and sustainable chemical management.

Social and Labour Practices



Higg FSLM (Facility Social & Labour Module) A globally recognised assessment tool that evaluates labour practices, worker wellbeing, and social compliance across manufacturing facilities, with independently verified assessments (vFSLM) enhancing the credibility, accuracy, and comparability of reported data.



Worldwide Responsible Accredited Production (WRAP) A certification ensuring ethical, lawful, and safe manufacturing practices.



Sedex Members Ethical Trade Audit (SMETA) A globally recognised ethical audit framework evaluating labour practices, workplace health and safety, environmental compliance, and business ethics.



ILO Better Work Programme A global initiative that improves working conditions and promotes compliance with international labour standards through factory assessments and advisory services.



Fairtrade A certification promoting fair wages, ethical sourcing, and improved livelihoods for workers and producers across global supply chains.

INTERNATIONAL CERTIFICATIONS AND ACCREDITATIONS

Health, Safety, and Operational Compliance



ISO 45001

A facility-level Occupational Health and Safety Management Systems standard supporting the systematic management of workplace health and safety, ensuring safe and healthy workplaces.



OSH Transformational Leadership (IOSH, UK)

A globally recognised programme that strengthens leadership capability in occupational health and safety, promoting a proactive safety culture across organisations.



Global Security Verification (GSV)

A supply chain security certification that ensures facilities meet international standards for cargo handling, storage, and transportation security.

Product and Material Sustainability



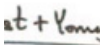
Global Recycled Standard & Recycled Claim Standard (GRS & RCS)

Globally recognised standards that verify recycled content and ensure responsible production practices throughout the value chain.



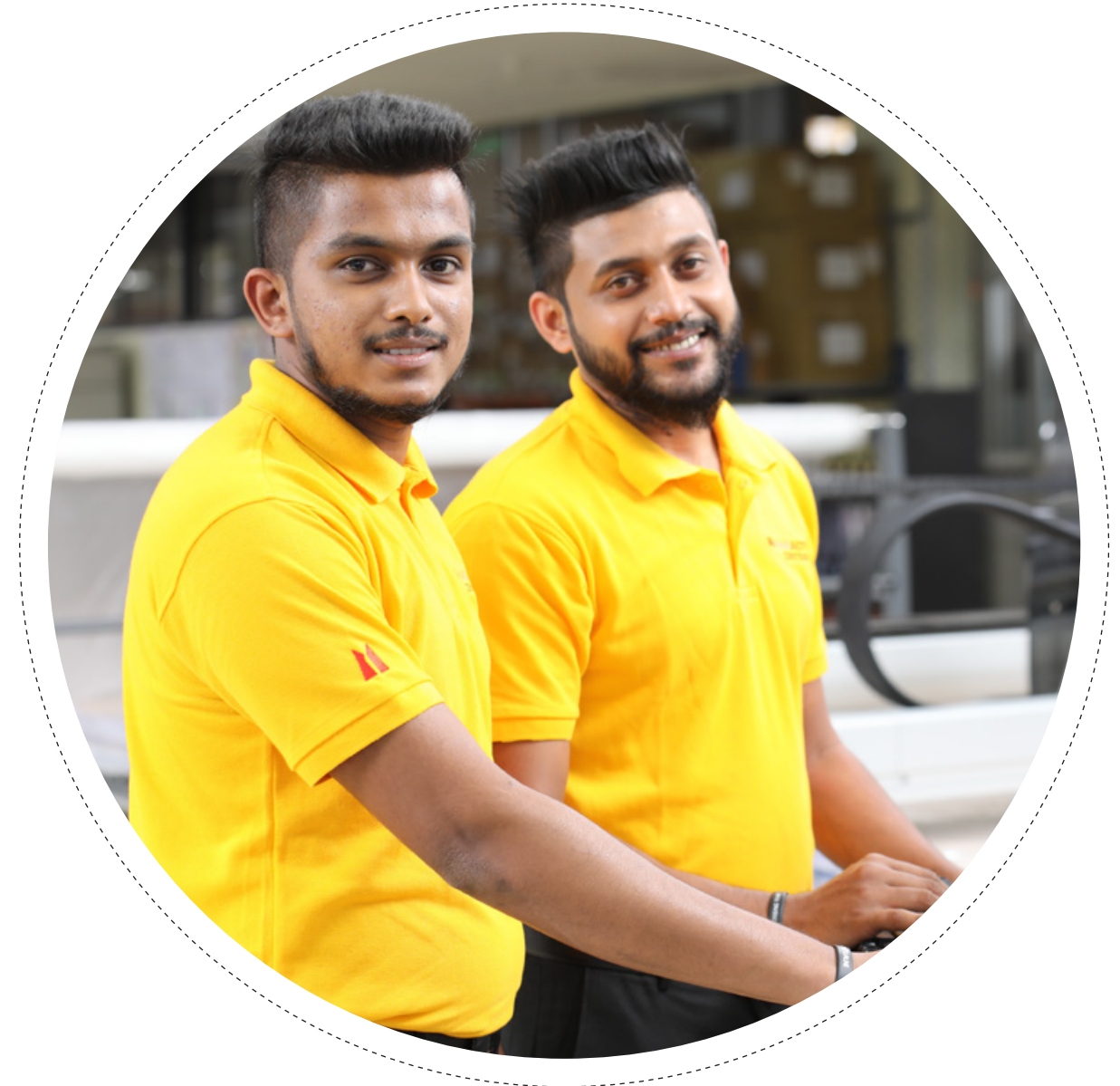
OEKO-TEX® Standard 100

Certification ensuring textiles are tested for harmful substances and safe for human use.



Global Organic Textile Standard (GOTS)

A certification supporting sustainable textile production by verifying organic fibers and ensuring compliance with environmental and social standards across the supply chain.





Sustainability Standards and Certifications Coverage (2025)

Our footprint across sustainability certifications and globally recognised standards and frameworks continues to expand in line with our commitment to measurable, verifiable progress. The following highlights reflect the scale at which these standards and assessment tools have been adopted and embedded across our operational footprint, thereby reinforcing accountability, transparency, and responsible manufacturing practices.

45

Total facilities covered

41

ISO 14001 & ISO 14064 certified

41

Facilities adopted Higg FEM

34

Facilities verified Higg FEM

31

Facilities under Higg FSLM

29

GRS / RCS certified

24

OEKO-TEX® certified

Division	Total Facilities	Environmental, Climate, and Operational Impact Management					Product and Material Sustainability				
		Higg FEM	Higg vFEM	ISO 14001	ISO 14064	bluesign®	GRS / RCS	OEKO-TEX®	GOTS	OCS	
MAS Intimates	17	14	10	14	17	1	12	15	9	11	
MAS Active	7	7	7	7	7	1	7	1	0	2	
MAS Kreedaa	10	9	9	10	10	0	0	0	0	1	
Bodyline	4	4	4	4	4	0	4	3	0	1	
Linea Aqua	3	3	2	3	3	0	3	2	0	0	
Noyon Lanka	1	1	0	1	1	1	1	1	0	0	
Matrix	1	1	1	1	1	0	1	1	0	1	
Texo	1	1	1	1	1	1	1	1	1	0	
ACME USA	1	1	0	0	1	0	0	0	0	0	
Total	45	41	34	41	45	4	29	24	10	16	

Division	Total Facilities	Social and Labour Practices							Health, Safety, and Operational Compliance	
		Higg FSLM	Higg vFSLM	WRAP	SMETA	OSH Transformational Leadership – IOSH, UK	ILO Better Work Programme	Fairtrade	ISO 45001	GSV
MAS Intimates	17	13	13	9	11	0	0	1	1	0
MAS Active	7	0	0	0	1	0	0	3	7	0
MAS Kreedaa	10	10	10	0	1	1	3	1	10	0
Bodyline	4	4	4	0	4	0	0	0	0	0
Linea Aqua	3	2	2	0	2	0	1	0	1	0
Noyon Lanka	1	0	0	0	1	0	0	0	1	0
Matrix	1	1	1	0	0	0	0	0	1	0
Texo	1	1	1	0	1	0	0	0	0	0
ACME USA	1	0	0	0	0	0	0	0	0	1
Total	45	31	31	9	21	1	4	5	21	1



04 Sustainability Integration

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GOVERNANCE & LEADERSHIP

We believe that responsible governance is essential to creating long-term value for our stakeholders and maintaining trust across our global operations. Guided by our corporate purpose to be changemakers, we seek to ensure that our business decisions create positive outcomes that extend beyond our organisation to transform society, the environment and the communities we serve.

This approach is reflected in our governance framework, which combines strong leadership oversight, clearly defined accountability and a culture shaped by our core values. At its foundation is the MAS DNA — the values established by our founders that guide behaviour across the organisation and form the basis of our Code of Conduct.

Through this values-driven approach, we seek to go beyond compliance with laws and regulations by embedding responsible business practices across our strategy, operations and relationships. These principles also underpin our sustainability strategy, Plan for Change, which focuses on changing products, lives and our planet for good.



GRI 2-10, 2-11

Our Leadership: Changemakers at the Helm

Our leadership has always believed in putting people first, adapting to change and creating opportunity even in challenging circumstances. These principles were established by our founders Mahesh Amalean, Sharad Amalean, and Ajay Amalean, whose vision and values continue to shape our journey today.

Board of Directors

At the highest level of governance is the MAS Holdings Board, which provides strategic oversight and guidance for the organisation's long-term direction. Our Directors work together to ensure that our strategy remains aligned with our purpose, values and long-term commitments.

The Board brings together diverse experience across global business, sustainability, finance, strategy and the apparel industry. Through this collective expertise, it supports responsible decision-making while guiding MAS' continued growth and impact.



Mahesh Amalean
Chairman



Sharad Amalean
Deputy Chairman



Eliaz Poleg
Non-Executive Director



Gail Klintworth
Advisor to the Board



Thomas Zimmerhaeckel
Advisor to the Board

Board Profiles

Board composition

<p>3 Directors</p>	<p>2 Senior Advisor to the Board</p>
<p>2 Nationalities Represented</p>	

Board Expertise

The nomination and selection of Board members is guided by predefined criteria, including diversity, independence and relevant expertise. We maintain confidentiality regarding the details of this process, supporting objective and independent decision-making.

GRI 2-9, 2-12

Governance Structure and Responsibilities

Our governance structure provides clear oversight and accountability across the organisation, ensuring that strategy, operations and risk management remain aligned with our purpose, values and long-term commitments.

Governance responsibilities are structured across Board, leadership and operational levels, enabling decisions to be made effectively while maintaining strong oversight.

Together, the MAS Holdings Board and the MAS Capital Board form the backbone of our governance structure, ensuring that strategic direction and operational execution remain closely aligned.

MAS Holdings – Board of Directors

Vision, Leadership, Direction, and Alignment with Purpose

The Board serves at the highest level of governance within the Group, and works collaboratively and in consultation with the MAS Capital Board in order to achieve its objectives. The Board primarily focuses on:

- Providing strategic oversight and guidance for the organisation's long-term direction
- Developing long-term strategies in consultation with leadership and management
- Ensuring alignment with MAS' purpose, vision, mission and values
- Providing oversight to support disciplined execution and operational excellence

Entity and Value Stream/ Divisional Governance

Operational Oversight and Decision-Making, Direction, and Alignment with Purpose

In addition to the MAS Holdings and MAS Capital Boards, each legal entity and excos within the Group maintains its own governance structure, including entity-level boards where applicable. Entity and divisional governance structures help to:

- Provide leadership and oversight at entity and divisional levels
- Support operational and strategic decision-making within business units
- Ensure alignment with Group strategy, policies and governance frameworks

MAS Capital – Board of Directors

Strategy Execution, Leadership, and Capability Building

The MAS Capital Board, comprises of 11 operational leaders, including the Group CEO.

This leadership body brings together leaders from across the Group representing its core business and key centers of excellence, who play a critical role in guiding the organisation's success. The MAS Capital Board focuses on:

- Supporting the implementation of strategic priorities across the organisation
- Championing initiatives that create opportunities for MAS and its customers
- Building capabilities across the organisation

Audit Committee

Guiding Accountability

The Audit Committee guides the Board and Management by providing independent and objective advice on the adequacy of the Organisation's processes for:

- Organisational governance
- Values and ethics
- Control
- Financial reporting
- Compliance with laws and regulations
- Risk management
- Oversight of internal audit activity, External Auditors and other providers of assurance

Structured Delegation:

The governance framework systematically delegates and cascades management and oversight across functions and divisions at Group, Strategic Business Unit (SBU) and facility levels.

Governance Framework in Practice

Our governance framework ensures that oversight and decision-making are effectively delegated across the organisation while maintaining alignment with Group strategy and values.

Policy Framework:

These functions operate within a well-defined and routinely reviewed policy framework that addresses the Group's material risks and impacts.

Responsible Impact Management:

Through this system of leadership oversight, policies and operational processes, MAS manages its impact across the economy, environment and communities where it operates.

Integration with Sustainability Governance:

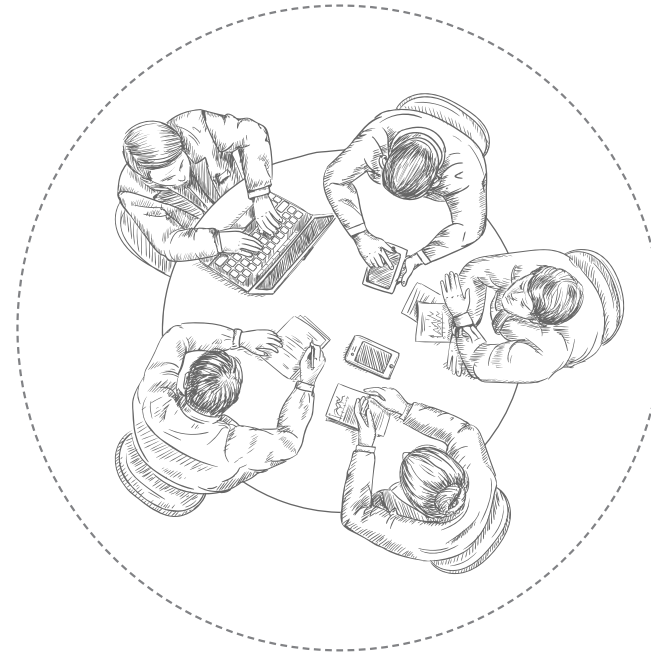
Together with processes established for Sustainability Governance, which support the implementation of our Plan for Change, this framework helps integrate sustainability priorities into decision-making and operational management.



Responsible Financial Management

MAS strives to be responsible stewards of its financial position and resources, ensuring that financial management practices support long-term value creation for stakeholders.

Financial governance across the Group is supported by established control mechanisms, oversight structures and compliance with applicable laws and regulations in the jurisdictions in which MAS operates.



The Group contributes to statutory employee benefit schemes, in addition to gratuity and similar obligations, in accordance with regulatory requirements in each country in which it operates.

The following functions and financial processes are part of a comprehensive governance framework under the Group’s Economic and Governance pillars, that addresses business risks and impacts and ensures responsible financial stewardship.



Independent Audit Committee

Independent Audit Committee providing financial governance oversight and guidance



Tax Function

This dedicated function supports tax compliance, planning and reporting in line with applicable regulatory and statutory requirements.



Internal Audit and Enterprise Risk Management

The Group Risk & Control function conducts internal audits and coordinates all areas of operational risk management that fall within the purview of the Audit Committee.



Human Resources Divisions

Central and SBU-level Human Resources Divisions overseeing employee-related obligations and compensation structures.



Financial Management

Central and SBU-level Finance teams overseeing financial management and reporting.



Operational and Compliance Teams

SBU-level operational, engineering, and compliance teams support governance and risk management across business units.



Legal Function, Intellectual Property Management and Statutory and Regulatory Compliance

The Group Legal Team provides integrated legal oversight covering corporate legal matters, protection and management of intellectual property, and compliance with all statutory and regulatory requirements.



Health, Safety and Sustainability Functions

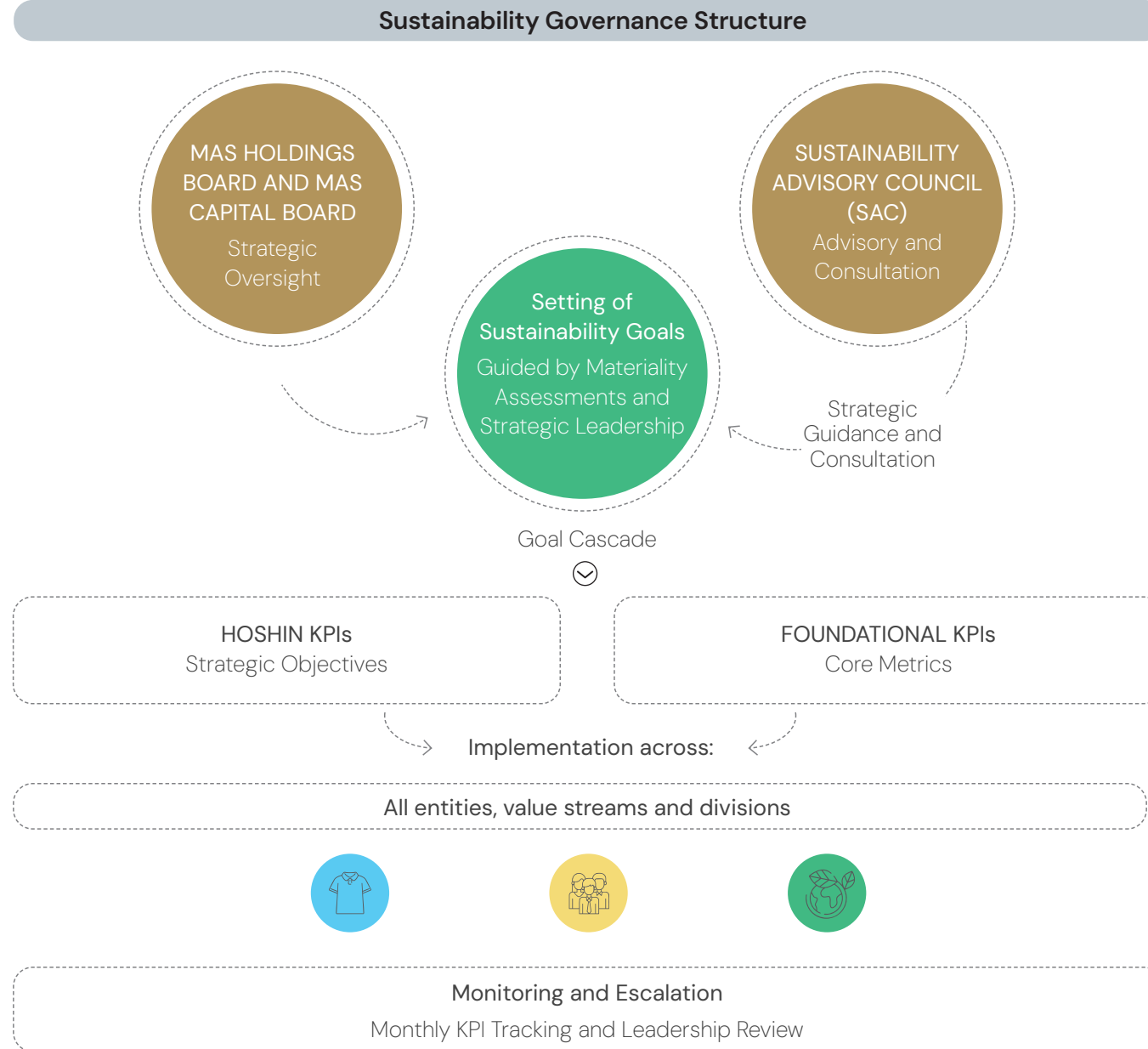
Health and Safety, CSR, Sustainability, and ESG teams at each SBU support responsible business practices and sustainability priorities.

Sustainability Governance

Guiding the Plan for Change

MAS' sustainability governance framework supports the implementation and monitoring of our Plan for Change, which focuses on creating positive impact across Products, Lives and Our Planet.

The framework is built on leadership oversight, goal setting, operational monitoring and independent oversight. It ensures sustainability priorities are embedded across the organisation, while being aligned with stakeholder expectations and evolving regulatory requirements.



Strategic Oversight

MAS Holdings Board

- Provides strategic oversight of sustainability and the Plan for Change
- Guides long-term sustainability priorities
- Reviews progress against sustainability commitments
- Ensures alignment with MAS' purpose, values and strategy

Setting Sustainability Goals

Sustainability priorities are defined through materiality assessments and strategic leadership guidance. Based on these inputs, goals are cascaded across the organisation through two KPI categories.

Hoshin KPIs define strategic sustainability objectives, while Foundational KPIs track core operational performance.

Together, these KPIs support the three pillars of the Plan for Change.

Monitoring and Review

Progress against sustainability KPIs is monitored monthly by pillar leads and divisional teams. Performance is tracked against defined targets and assessed against year-end goals. This process helps identify concerns or operational roadblocks early, enabling timely intervention and ensuring progress towards sustainability commitments.

Advisory and Consultation

Sustainability Advisory Council (SAC)

Composition:

- Members of the MAS Capital Board, including the Group CEO

Includes:

- Group Legal Director, Group HR Director, Business Director, Non-Executive Director

Meeting Frequency:

- Bi-annual

Responsibilities:

- Advises the Director – Group Sustainable Business
- Reviews sustainability priorities and emerging risks
- Provides guidance on implementation of the Plan for Change
- Supports alignment of sustainability initiatives across business units

Implementation and Learning

Where challenges are identified, issues are reviewed at Group level and solutions are implemented across the relevant business units. Insights and lessons learned are shared across the organisation to support continuous improvement and cross-business learning.

Sustainability Monitoring and Escalation Process

Monthly KPI Monitoring
(Pillar & Divisional Leads)



Concerns / Roadblocks Identified



Director-Group Sustainable Business
(Leadership Level)



Solutions Implemented
(Group Level)



Learnings Shared Across the Group

Strategic issues escalated to SAC if required



GRI 2-17, 2-18, 2-27

RESPONSIBLE OVERSIGHT AND COMPLIANCE

We maintain a governance framework that supports responsible leadership oversight, regulatory compliance and effective management of labour-related risks. Through structured governance mechanisms, leadership review processes and compliance monitoring systems, the organisation ensures that sustainability commitments are implemented responsibly while maintaining transparency and accountability across its operations.

Leadership Oversight and Capability

Senior leadership plays a key role in guiding sustainability performance and disclosures. This includes strengthening leadership capability on emerging sustainability standards, supporting governance processes that enable effective oversight, and reinforcing accountability in reporting.

Leadership Training and Capability

MAS continues to strengthen leadership capability on emerging sustainability standards and regulatory developments. Directors and senior leadership receive ongoing training from subject matter experts and institutions such as the Centre for Creative Leadership, ensuring they remain equipped with up-to-date knowledge to guide sustainability-related decision-making.

Board Performance Evaluation

Specific details of the Board evaluation process and ESG-related assessments are kept confidential and handled anonymously to support an independent and impartial evaluation of leadership effectiveness.



- CSRD / CSDDD training
- IFRS sustainability standards training
- GRI Textile and Apparel Sector Standard training



- ESPR – EU Eco-Design for Sustainable Products (from 2027)
- California EPR Law (2026–2028)
- France Fast Fashion Tax
- Product Environmental Footprint (PEF) Regulation

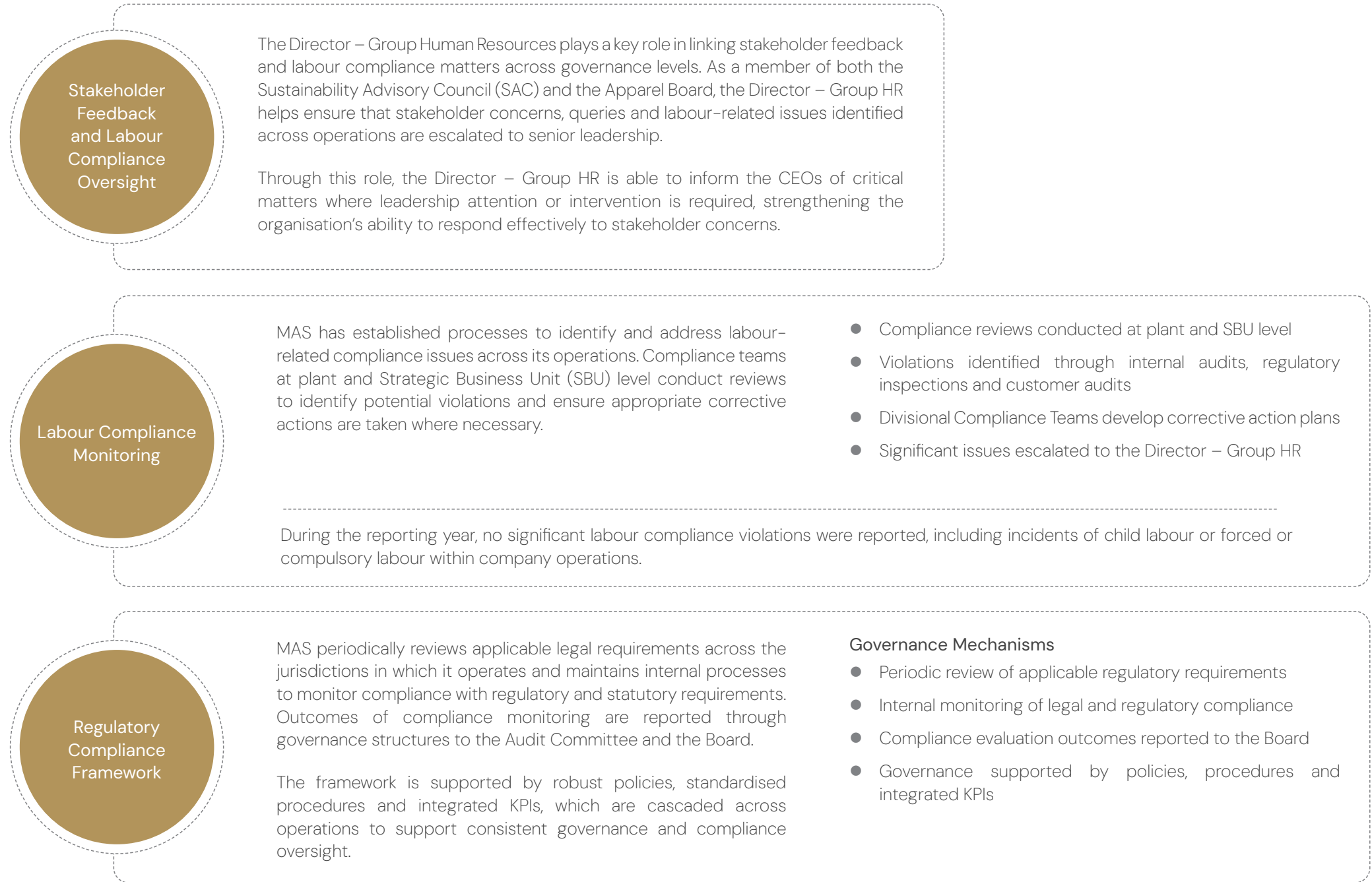
Leadership Review and Independent Oversight

Senior leadership is actively involved in reviewing sustainability disclosures and commitments. The CEOs personally review and assess key sustainability reports, including MAS' Communication on Progress (CoP) submitted to the UN Global Compact, as well as the organisation's annual sustainability report, which provides stakeholders with a comprehensive view of how MAS manages sustainability impacts, risks and opportunities.

GRI 2-9

HR Compliance and Labour Governance

MAS maintains structured processes to monitor compliance with applicable laws and regulations while ensuring that labour-related concerns and stakeholder feedback are escalated through appropriate governance channels.



GRI 2-29

STAKEHOLDER ENGAGEMENT

At MAS, we consider our stakeholders to be core partners who enable us to deliver on our Plan for Change. We recognise that long-term value creation depends on maintaining strong, transparent relationships across our ecosystem.

Our stakeholders both influence, and are influenced by our operations and value chain. As an active participant within this ecosystem, we engage with them in a structured and consistent manner, supporting stronger relationships, shared progress, and alignment with our long-term priorities.



During the year, we expanded our stakeholder framework to reflect evolving engagement dynamics, including the formal recognition of educational institutions and tech startups, a clearer distinction of government authorities, and the repositioning of suppliers as supply chain partners.

Stakeholder Engagement Process

Our approach to stakeholder engagement is guided by a structured process that is shaped by our business activities and operating environment. This supports consistent and well-defined engagement across our value chain and wider ecosystem.



How We Engage with Our Stakeholders







The table below summarises our stakeholder groups, engagement mechanisms, focus areas, and frequency of engagement.

Stakeholder Group	Engagement	Focus Areas	Frequency	Relevant Sections
CORE VALUE CHAIN				
 Customers	<ul style="list-style-type: none"> Vendor summits and roadshows Customer feedback surveys Strategic engagement sessions In-person engagement through customer-facing teams Meetings, calls, and written correspondence Product and design collaboration reviews 	<ul style="list-style-type: none"> Strategic business partnerships and alignment Raw material and product innovation Digitalisation and technology integration Product development, sourcing, and manufacturing capabilities Risk mitigation and production resilience Sustainable product and environmental initiatives 	Ongoing / Project-based Monthly, Quarterly, Biannually, Annually	 Products Changed for Good 
 Employees	<ul style="list-style-type: none"> Organisational Health Index and employee surveys Quarterly town halls and engagement forums Performance reviews and feedback mechanisms Leadership engagement platforms and committee structures Internal communication platforms and channels Grievance and support mechanisms 	<ul style="list-style-type: none"> Workplace balance and flexible working practices Safety, wellbeing, and diversity & inclusion Community and volunteer initiatives Career development and capability building Learning and development opportunities Employee concerns and grievances 	Ongoing, Monthly, Quarterly, Biannually, Annually	 Lives Changed for Good 
 Supply Chain Partners	<ul style="list-style-type: none"> Supplier audits and third-party assessments Management and supplier review meetings Collaboration forums and onboarding sessions Supplier production and quality reviews 	<ul style="list-style-type: none"> Long-term partnership development Compliance with contractual and sustainability requirements Supply chain resilience and performance Responsible sourcing and environmental practices 	Ongoing / Routine Monthly, Biannually, Annually	 Lives Changed for Good   Our Planet Changed for Good 

How We Engage with Our Stakeholders

Stakeholder Group	Engagement	Focus Areas	Frequency	Relevant Sections
ENABLING ECOSYSTEM				
<p>Regulatory Authorities</p>	<ul style="list-style-type: none"> ● Certifications, audits, and compliance reviews ● Licensing, approvals, and regulatory submissions ● System certification processes 	<ul style="list-style-type: none"> ● Compliance with legal, regulatory, and environmental requirements ● Operational standards and reporting obligations ● Environmental and social compliance 	Ongoing / As required	<p>Governance </p> <p>Our Planet Changed for Good </p>
<p>Government Authorities</p>	<ul style="list-style-type: none"> ● System and audit reviews ● MoUs and public-private partnerships ● Policy forums and advisory platforms ● Direct licensing and regulatory engagement 	<ul style="list-style-type: none"> ● Labour and welfare (minimum wage, EPF/ETF, OHS standards) ● Environmental stewardship (wastewater, hazardous waste, national targets) ● Trade and investment (export duties, FTAs, industrial zones) ● Social development (childcare, disability inclusion) ● Sustainable Education 	Ongoing, Daily / monthly, Periodic, Quarterly / Annual, Ad-hoc, As Required	<p>Governance </p> <p>Our Planet Changed for Good </p>
<p>Banks and Financial Institutions</p>	<ul style="list-style-type: none"> ● Performance reviews and investor meetings ● Annual audited accounts and disclosures ● Meetings, calls, and ongoing correspondence 	<ul style="list-style-type: none"> ● Financial performance and capital management ● Investment strategy and funding requirements ● Risk management and compliance ● Economic outlook and financial stability 	Ongoing Quarterly, Biannually, Annually	—
EXTERNAL STAKEHOLDERS				
<p>International and Local Media</p>	<ul style="list-style-type: none"> ● Media releases and digital platforms ● Public relations and leadership forums ● Engagement campaigns and communications 	<ul style="list-style-type: none"> ● Corporate updates and announcements ● Industry insights and thought leadership ● Brand reputation and public perception ● Sustainability and CSR initiatives 	Regular / As required	—

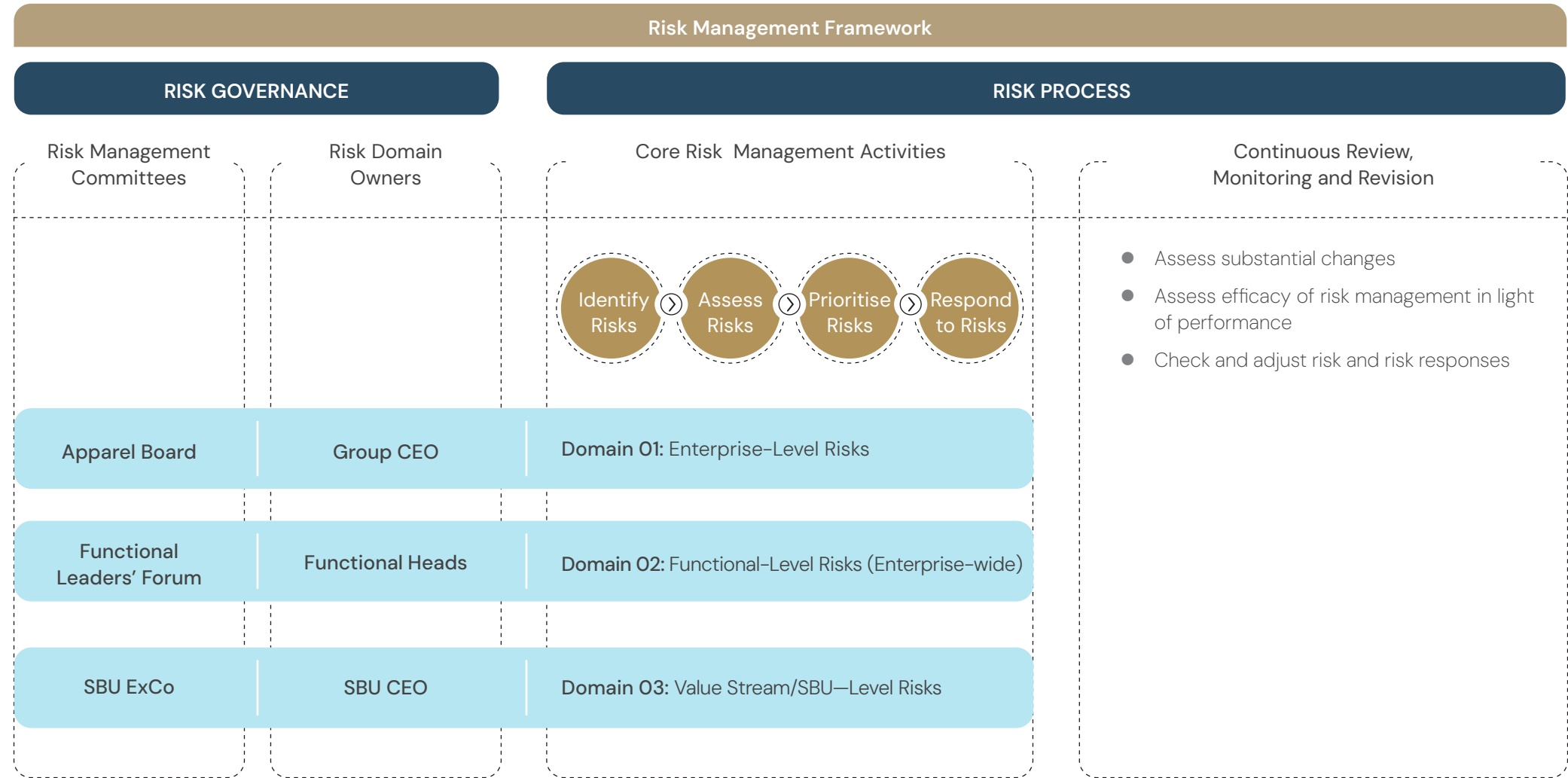
How We Engage with Our Stakeholders

Stakeholder Group	Engagement	Focus Areas	Frequency	Relevant Sections
 NGOs	<ul style="list-style-type: none"> Partnership engagements and feedback mechanisms Forums on social and environmental topics Collaborative initiatives and programmes 	<ul style="list-style-type: none"> Community and environmental issues Industry sustainability practices Partnership opportunities Social and environmental impact 	Ongoing / Project-based	 Lives Changed for Good 
 Consumers	<ul style="list-style-type: none"> Product testing and feedback through customer brands 	<ul style="list-style-type: none"> Product safety and responsible use Consumer expectations and product performance 	Project-based	 Products Changed for Good 
 Educational Institutions	<ul style="list-style-type: none"> MoUs and academic partnerships “Eco Go Beyond” school programme Internship programmes University career fairs Research collaborations 	<ul style="list-style-type: none"> Curriculum alignment with industry needs Sustainability and climate education Research and development in textile technologies Talent pipeline and recruitment 	Ongoing for schools Semester-based for universities	 Lives Changed for Good 
 Tech Startups	<ul style="list-style-type: none"> Innovation partnerships and co-development projects Proof-of-concept (POC) trials and pilot implementations Startup accelerator/incubator collaborations Technology scouting and open innovation platforms Joint problem-solving workshops 	<ul style="list-style-type: none"> Circularity-enabling technologies (textile recycling) Material innovation and sustainability-linked technologies Environmental technology solutions (waste reduction, circularity tools, water/energy optimisation) Traceability and supply-chain transparency systems 	Ongoing / Project-based	 Products Changed for Good   Our Planet Changed for Good 

GRI 2-9, 2-13

ENTERPRISE RISK MANAGEMENT

We adopt a structured, enterprise-wide approach to managing risk and opportunity, recognising that exposure arises from strategic choices, internal operations, and the external environment. Oversight is anchored at Board level, with accountability distributed across defined risk domains to ensure that risks are identified, assessed, managed, and monitored in line with the organisation’s objectives.



*ESG risks and opportunities are integrated across all risk domains and processes.

Governance Oversight

The MAS Holdings Board retains ultimate oversight responsibility for risk and opportunity management, ensuring the effectiveness of MAS' risk management and internal control systems. It defines the organisation's risk appetite, including a zero-tolerance stance on compliance breaches, human rights violations, corruption, and environmental non-compliances, and periodically reviews major risk areas to ensure alignment with strategic objectives.

Board oversight | Defined risk appetite | Zero tolerance on critical compliance areas

Distributed Risk Ownership

Oversight responsibilities are supported through established governance structures, with clearly defined reporting lines and accountability mechanisms. Responsibility for managing risks is delegated to management and distributed across defined risk domains, enabling structured risk review processes and dedicated ownership at enterprise, functional, and divisional levels of the organisation.

Distributed accountability | Defined risk domains | Structured review and escalation

Structured Risk Management Approach

MAS adopts a structured and proactive approach to risk management through its Enterprise-wide Risk Management (ERM) framework. This factors in the principles of globally accepted frameworks duly adopted to the operating context of MAS. This framework supports the identification, assessment, prioritisation, and response to risks, while maintaining a consolidated portfolio view across the organisation.

Mature internal framework | Systematic risk process | Enterprise-wide risk visibility

Integration into Strategy

Enterprise Risk Management is embedded within MAS Holdings' strategic planning and decision-making processes. The Board considers strategic risk across three dimensions: whether the chosen strategy remains aligned with the organisation's vision, mission, purpose, and core values; risks that may affect the achievement of strategic objectives; and risks that may arise as a consequence of strategic choices, ensuring that risk insights inform long-term planning, capital allocation, and the pursuit of sustainable value creation.

Embedded in planning | Risks linked to strategic choices | Enables long-term value creation

ESG Risk Integration

Environmental, Social, and Governance (ESG) risks and opportunities are managed within the Organisation's ERM framework rather than treated separately. Through the materiality assessment process, sustainability-related impacts, risks, and opportunities are evaluated and incorporated, supporting more informed decision-making and reinforcing responsible business practices.

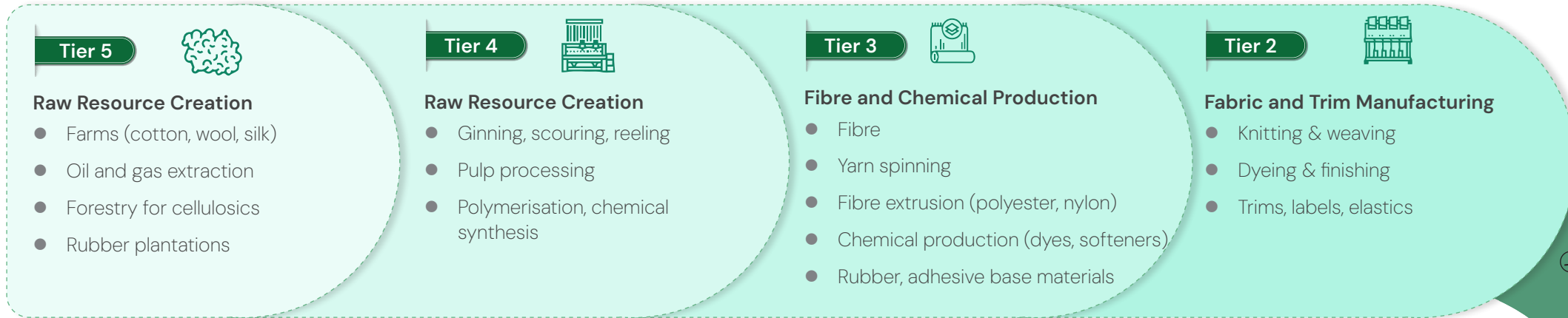
ESG integrated within ERM | Informed by materiality | Informed decision-making

GRI 2-6

OUR VALUE CHAIN

Our value chain illustrates how value is created across each stage of our operations, from sourcing and manufacturing to distribution and end-of-life.

UPSTREAM

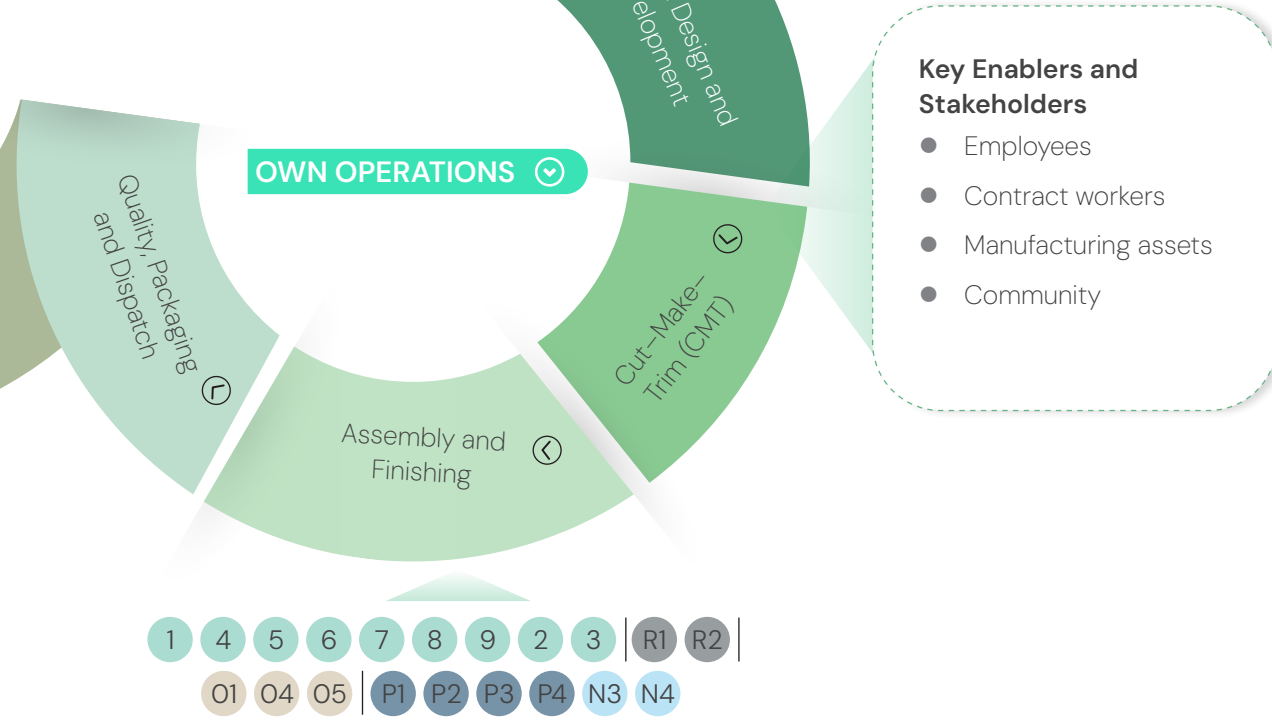


1 3 6 2 4 8 9 | R3 R4 R2 | O2 O3 | N1 N2 N3 N4 P1

DOWNSTREAM



4 1 3 6 8 9 | R1 R2 | O5 O6 O2 | P5 P6 N3 N4



1 4 5 6 7 8 9 2 3 | R1 R2 | O1 O4 O5 | P1 P2 P3 P4 N3 N4

● Filled in - Core relevance
○ Non-Filled in - Secondary/ Indirect relevance

Material topics: ○ ●
Risks: ○ ●
Opportunities: ○ ●
Negative Impact: ○ ●
Positive Impact: ○ ●

Visit the next page for more insights on the material topics, risks, opportunities and impacts across our value chain

Key Enablers and Stakeholders

- Employees
- Contract workers
- Manufacturing assets
- Community



Material Topics, Risks, Opportunities and Impacts Mapped Across the Value Chain

Material Topic	Upstream	Own Operations	Downstream	Key GRI Standards
1 Climate & Energy	Fibre & fabric emissions	Energy use, renewables	Freight emissions	GRI 302, GRI 305
2 Water & Effluents	Dyeing & finishing	Process water, ZLD	Indirect impact	GRI 303
3 Chemicals & Materials	Hazardous inputs	Chemical handling	Product safety	GRI 301, GRI 306
4 Waste & Circularity	Fabric waste	Cutting waste	End of life textiles	GRI 301, GRI 306
5 Occupational Health & Safety	Limited	Core exposure	Limited	GRI 403
6 Labour & Human Rights	Forced / child labour risk	Wages, wellbeing	Extended supply chain	GRI 402, 404, 408, 409
7 Diversity, Equity & Inclusion	–	Workforce and leadership	–	GRI 405
8 Economic Performance	Input cost volatility	Value creation	Customer value	GRI 201
9 Ethics & Compliance	Supplier conduct	Business ethics	Brand trust	GRI 205

Opportunities

O1	Energy and emissions efficiency across operations and the value chain
O2	Adoption of sustainable and circular materials
O3	Advancement of low-impact processing and chemical innovation
O4	Strengthening product innovation and design capabilities
O5	Enhancing supply chain transparency and preferred partner positioning
O6	Strengthening stakeholder trust and long-term relationships

Positive Impacts

P1	Material and process innovation
P2	Energy & water efficiency
P3	Worker wellbeing
P4	Skills & employment
P5	Circularity initiatives
P6	Customer sustainability support

Risks

R1	Climate-related disruption
R2	Regulatory non-compliance
R3	Resource scarcity
R4	Labour rights violations
R5	Reputational risk

Negative Impacts

N1	Environmental footprint
N2	Social and labour risks
N3	Waste generation
N4	Compliance risks




05 Impact Review

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Products Changed for Good	64
Lives Changed for Good	79
Our Planet Changed for Good	142
MAS Foundation for Change	190

PERFORMANCE HIGHLIGHTS




Advancing our sustainable products agenda



46%
revenue generated through sustainable products

▲ 6% (2024: 40%)

Closing the loop




15%
of our primary products included recycled input materials

▼ 7% (2024: 22%)

PRODUCTS CHANGED FOR GOOD




Empowering women in management



26%
women in management positions

- Sustained at 26%

Investing in community initiatives



1.8million
opportunities created

▼ 14.3% (2024: 2.1million)

Empowering persons with disabilities



436
persons with disabilities employed

▼ 3.89% (2024: 453)

LIVES CHANGED FOR GOOD



OUR PLANET CHANGED FOR GOOD



Reducing emissions in line with our SBTi commitment

25.44%

decrease in absolute emissions (Scope 1 & 2), against 2019 baseline

▼ 1.40% (2024: 24.04%)

Inspiring decarbonisation across the apparel value chain



53%

suppliers by spend committed to science-based targets

▲ 8% (2024: 45%)

Enabling the energy transition



41%

of our energy from renewable sources

▲ 3% (2024: 39%)



Upholding our commitment to responsible chemical use

99%

ZDHC MRSL compliant chemicals

▲ 3% (2024: 96%)

97.2%

bluesign® approved chemicals in Dye houses

▲ 3.6% (2024: 95.4%)



Scaling-up our biodiversity conservation efforts

25,811 acres

restored or under conservation

▲ 30% (2024: 19,927 acres)

103x

the space we occupy

▲ 30% (2024: 79x)



Driving waste value enhancement and transforming waste streams

76.9%

of waste value enhanced

▲ 0.7% (2024: 76.2%)

99%

of waste diverted from landfills

- Sustained at 99%



Practicing sustainable water management

40.3%

reduction in textile production water intensities (vs. 2011 baseline)

▼ 9.7% (2024: 50%)

316.4ML

water recycled, reducing freshwater demand by 11.69%

▲ 60% (2024: 198 ML)

MAS FOUNDATION FOR CHANGE

Driving positive change through the MAS Foundation for Change



2.8Mn kg

annually captured floating waste through Ocean Strainers

▲ 7.7% (2024: 2.6 Mn kg)

AWARDS AND INDUSTRY RECOGNITION

MAS received over 40 awards and recognitions during the year, reflecting continued strength across export performance, sustainability, innovation, and leadership.

40+
awards and accolades in
2025



Sustainability and Inclusive Impact – Local Recognition

Presidential Environment Awards 2025



Textile & Textile Processing Industry

- MAS Active Linea Intimo – Gold
- MAS Kreedaa Vaanavil – Silver
- Silueta – Bronze

Apparel Industry

- MAS Kreedaa Shadeline – Silver
- MAS Intimates Thurulie – Silver
- MAS Active Contourline – Bronze
- MAS Kreedaa Balangoda – Merit

Responsible Care Excellence Awards 2025

Commitment to Sustainability

- MAS Active Nirmaana – Silver
- MAS Active Shadowline – Bronze
- Texo (Pvt) Ltd – Merit

Global Chemical Leasing Awards

Women led initiative

- Texo (Pvt) Ltd – Bronze

Water Stewardship Champion Award

Women led initiative

- Texo (Pvt) Ltd

National Cleaner Production Awards



Textile Sector – Manufacturing, Large

- MAS Active Linea Intimo – Gold
- MAS Fabrics Intimo – Silver

Apparel Sector – Manufacturing, Large

- Silueta – Gold
- Bodyline – Silver
- MAS Intimates Slimline – Silver
- MAS Kreedaa Shadeline – Bronze
- MAS Active Contourline – Merit Certificate

Best Corporate Citizen Awards



Best Sustainability Projects

- MAS Intimates – Winner
- Bodyline – Merit Award

AICPA x CIMA – JXG Pinnacle Awards



ESG / Sustainability Champion of the Year

MAS Holdings – Gold



DEI Champion of the Year

MAS Holdings – Gold



AWARDS AND INDUSTRY RECOGNITION

Sustainability and Inclusive Impact – Global Recognition

UNIDO Global Chemical Leasing Awards 2024



Women-Led Initiative

- MAS Fabrics Intimo – Silver
- MAS Holdings – Bronze

Worldly Impact in Action Award

- Worldly

Human & Environmental Excellence

- MAS Holdings



Export & Business Performance

Presidential Export Awards 2023/24



MAS Holdings was adjudged:

- Overall Exporter of the Year
- Net Foreign Exchange Earner of the Year
- Best Exporter in Product Diversification
- Contributor to Sustainable Development in Exports
- Best Performing Exporter in Emerging Markets
- Contributor from the Regions to the Export Supply Chain
- Best Exporter in Apparel – Large Category

Occupational Health and Safety

RoSPA Awards 2025

Gold Award in Achievement Category

- MAS Synergy
- MAS Vaanavil
- MAS Balangoda
- MAS AI Safi Sahab
- MAS Kreedha Campus
- MAS AI Dulayl
- MAS Methliya

Leadership & Functional Excellence

AICPA x CIMA – JXG Pinnacle Awards



Chief Financial Officer of the Year

- Surath Chandrasena – Gold

Business Manager of the Year

- Asanka Samarasekera – Bronze

Innovation & Industry Recognition

South Asia Innovation Award 2025

Clarivate

South Asia's Leading Innovators

Twinery

LMD Most Respected Entities 2025

LMD Brands Annual 2024 (LMD)

MAS Holdings – Ranked 3rd in the Corporate Brands Category



PRODUCTS

Changed for Good

We are redesigning how apparel products are created by scaling circular materials, advancing responsible sourcing systems, and embedding innovation across our design-to-delivery model, helping our brand partners transition toward next-generation product ecosystems.

Our Approach

Our sustainable product strategy reflects a structured shift in how we design, develop, and deliver products by embedding sustainability at the heart of product creation, while responding to evolving industry expectations and advancing positive impact across the apparel sector.

We are guided by a clear definition of sustainable products — those that are good for the wearer, good for the planet, and good for business. We have embedded this into how we grow, by linking progress in sustainable products directly to business performance.

Building on this foundation, we are advancing the integration of next-generation circular materials and product platforms across our portfolio toward 2030.

Key Focus Areas:



Innovate and Disrupt

46%

revenue generated through sustainable products



Source Sustainably

63.5%

raw material suppliers (by spend) monitored against ZDHC MRSL



Pioneer Circularity at Scale

15%

recycled input materials in primary products

9.45%

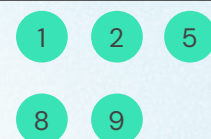
fabric waste diverted to textile-to-textile recycling

Circular and next-generation material partners onboarded and materials validated across portfolios

Aligned SDGs:



UNGC Principles



46%

of all MAS revenue generated through sustainable products

[https://](#) Detailed disclosures on our management approach are available online.



Sustainability is brought to life through the products we create

Bringing together materials, processes, and performance to create tangible outcomes

Products at the Core

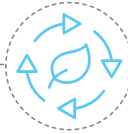
At MAS, sustainability is ultimately realised through the products we create. While environmental and social initiatives continue to evolve across the business, it is through product design, material selection, and manufacturing processes that these efforts are translated into tangible outcomes.

A Collaborative Effort

This perspective shapes how product sustainability is approached—bringing together considerations such as material impact, resource efficiency, and compliance into the way products are developed and delivered. In this sense, product sustainability is not treated as a standalone initiative, but as the convergence of multiple efforts across the value chain, including global brands, material innovators, and responsible producers.

Putting Commitment into Practice

Product sustainability is therefore closely linked to how materials are selected, how products are made, and how they perform over time. This includes reducing environmental impact through improved material choices, lowering water and carbon intensity in production, and strengthening product safety and compliance with global standards.



Our Role in Enabling Change

As a manufacturer, MAS operates at the intersection of brands and supply chains. This position enables the business to translate emerging technologies and material innovations into scalable product solutions.

By working closely with partners across the value chain, MAS supports the adoption of sustainable materials and circular approaches — bridging the gap between innovation and commercial application. This role is particularly important in areas such as circularity, where alignment between multiple stakeholders is required to move from concept to scale.

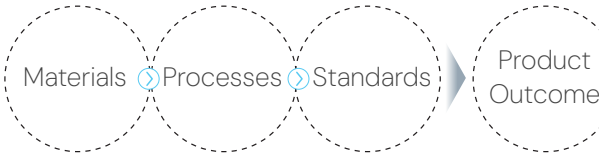


Moving Forward

Looking ahead, MAS will continue to focus on strengthening sustainable material pathways, advancing circularity, and aligning product development with evolving regulatory and stakeholder expectations.

These efforts provide the foundation for the next phase of progress—where sustainability is increasingly embedded into every product, and scaled across the portfolio.

Embedding Sustainability into Products



Factors Shaping the Transition

- Evolving global regulations
- Changing industry standards
- Increasing brand expectations
- Constraints in recycled material supply

What Defines a Sustainable Product

- Lower material impact
- Reduced resource intensity
- Compliance with global standards
- Improved product performance
- Designed for recyclability and circularity
- Extended product lifetime through durability



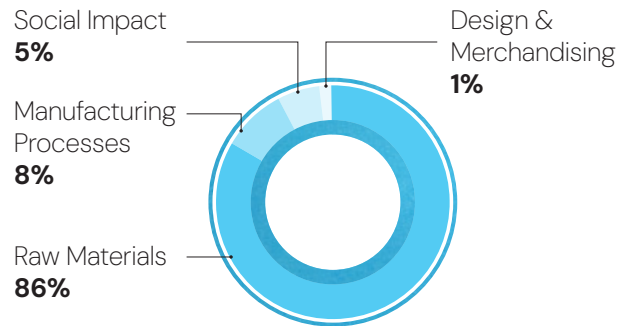
GRI 301-1, 301-2

Upholding Our Commitment to Sustainable Products

At MAS, our approach to sustainable products is guided by a clear and structured framework. The Sustainable Product Criteria embeds sustainability into how products are designed, sourced, and manufactured — defining and assessing products across raw materials, design and merchandising, manufacturing processes, circularity, and social impact.

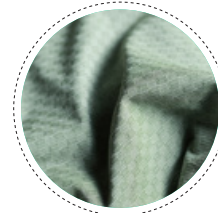
Applied across product teams and monitored centrally, it ensures sustainability is considered consistently throughout the product lifecycle, while continuing to evolve alongside new technologies and industry practices.

Contribution to Sustainable Product Progress



In 2025, our commitment continued to translate into steady progress across the portfolio. Progress was predominantly driven by raw materials, reflecting the continued shift toward more sustainable and next-generation inputs.

Manufacturing improvements and products with positive social outcomes also contributed, while design and merchandising remain an area where deeper integration will be important going forward.



Raw Materials

Revenue generated through products made using sustainable and next-generation materials



Design & Merchandising

Revenue generated through improvements in design and merchandising processes



Manufacturing Processes

Revenue generated through improvements to manufacturing efficiency and impact



Social Impact

Revenue generated through products delivering positive social outcomes

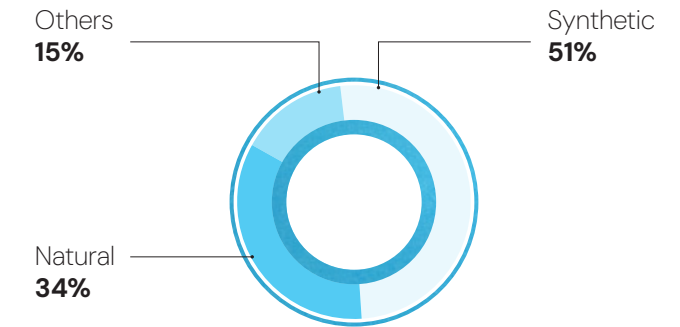
Sustainable Product Criteria



Material choices remain central to this transition. Recycled inputs accounted for 15% of primary product materials during the year, while renewable materials represented 34% of the overall input profile.

Cotton, polyester and nylon continue to make up the majority of the portfolio, reinforcing the importance of strengthening sustainable pathways across both natural and synthetic fibre categories.

Material Mix



Naturals : includes Cotton and Modal

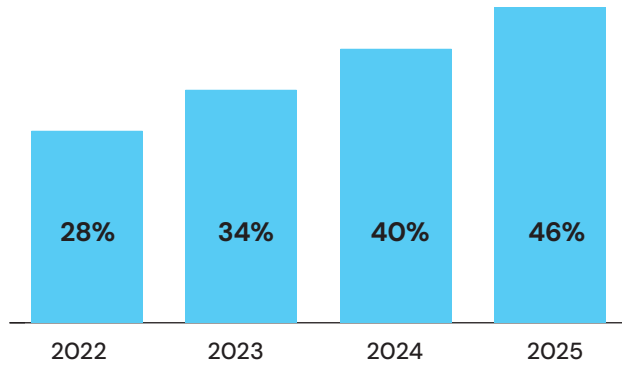
Synthetics : includes Nylon, Polyester, Spandex

Input Material Profile



Revenue Generated Through Sustainable Products

50%



■ % of Revenue generated — Target

Sustainable products contributed 46% of revenue in 2025, continuing a steady increase from 28% in 2022. While this reflects strong progress, it remains slightly below the 50% target, highlighting the continued effort required to scale adoption across product lines.

Translating Criteria Into Practice



Material Adoption

Continued use of recycled inputs alongside a growing shift toward alternative and next-generation material pathways, supported by expanded access to sustainable yarns.



Circularity

Progress in textile-to-textile pathways, including developments in polyester and early-stage work in nylon.



Manufacturing

Further alignment with bluesign® standards in dyeing and finishing, including onboarding of Noyon Lanka as a certified partner.



Innovation Integration

Material validation and product trials supported application of next-generation materials, including HeiQ AeonIQ™.

An Evolving Landscape

Evolving regulatory expectations are increasingly shaping how products are designed, validated, and brought to market. MAS continues to align its product innovation and material strategies with these developments to ensure compliance, credibility, and long-term market relevance.

Regulatory Development	What It Means for MAS	Response
Established Regulations		
Product Environmental Footprint (PEF)	Greater emphasis on measurable environmental performance and comparable product-level data	Strengthening LCA-based validation, benchmarking next-generation materials against conventional baselines, and expanding lifecycle data readiness to align with EU PEF Category Rules for apparel
Ecodesign for Sustainable Products Regulation (ESPR)	Increased focus on circularity, durability, and resource efficiency in product design	Advancing circular material pathways and embedding durability and efficiency into product development
Digital Product Passports (DPP)	Increased need for traceability and structured product-level data	Enhancing data systems and preparing for product-level disclosure requirements
EU Textile Strategy & Waste Regulations	Acceleration of circular material adoption and waste reduction	Expanding textile-to-textile recycling and scaling the use of recycled materials, while strengthening product design for recyclability and advancing lifecycle responsibility across products
REACH & Chemical Regulations (EU)	Stricter requirements on chemical use and material safety	Strengthening material selection processes and aligning with global standards for safer inputs
Emerging Regulations and Policy Direction		
Green Claims Directive (EU)	Stronger expectations for substantiated and verifiable sustainability claims, with increased scrutiny on product-level disclosures	Strengthening internal validation frameworks, enhancing traceability of product claims, and aligning disclosures with LCA-backed evidence

Innovate and Disrupt

Translating Ideas into Impact

Innovation at MAS is driven through a central function that works across two areas — exploring opportunities beyond the core, while strengthening existing capabilities through focused, high-impact solutions. This enables the business to evolve while building on what it already does well.

A key priority is the development of proprietary technologies and intellectual property that strengthen differentiation. These efforts are focused on improving product performance, enhancing efficiency, and enabling more cost-effective solutions. Close collaboration across divisions ensures that innovation is practical, scalable, and aligned with long-term business priorities.



Innovation in Action

- Next-generation materials validated and applied across product lines
- Circular pathways advanced through textile-to-textile solutions
- On-demand and resource-efficient production models scaled
- Health and performance solutions expanded into new segments

Our Approach to Innovation

Our innovation efforts are anchored in two complementary areas, ensuring a balance between future-focused exploration and strengthening what we do today.

Exploring Future Opportunities:

Identifying and developing new solution spaces beyond the core business

- Expanding into emerging segments such as health-tech and performance wearables
- Creating proprietary technologies that open new applications and markets
- Building intellectual property that strengthens long-term differentiation
- Translating research and insights into scalable, commercially viable solutions

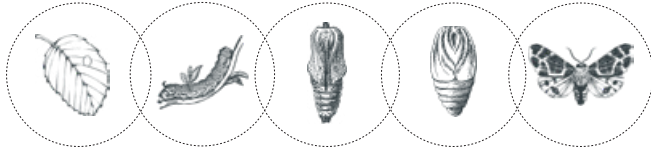
Strengthening Core Capabilities:

Enhancing how we design, make, and deliver products

- Advancing materials, manufacturing, and design capabilities
- Improving efficiency, speed, and consistency across production processes
- Integrating innovation into existing product categories and operations
- Enabling faster translation of ideas into practical, real-world applications



How We Have Evolved...



The shift towards more sustainable materials was not straightforward. It required balancing performance, scalability, and commercial viability — while responding to growing expectations for lower-impact products.

Against this backdrop, MAS has been working to move beyond conventional materials through both alternative fibre innovation and circular material pathways.

Following the partnerships and off-take commitments established over the past two years, 2025 marked a shift from early collaboration to real-world application, with these materials moving into product development and use.



From Partnerships....

HeiQ AeoniQ™ | Alternative Fibre Innovation

Partner: HeiQ (Switzerland)

Partnership: Established in 2023 through a strategic investment and long-term offtake agreement

What It Is: A next-generation cellulosic yarn developed to replicate the performance of polyester and nylon, while being derived from renewable feedstock

Why It Matters: Supports the shift away from fossil-based fibres by enabling lower-impact alternatives without compromising performance

Ambercycle | Textile-to-Textile Circularity

Partner: Ambercycle (USA)

Partnership: Established in 2024 through a 3-year off-take agreement

What It Is: Cycora® – a regenerated polyester made from end-of-life textile waste using molecular regeneration technology

Why It Matters: Enables textile-to-textile recycling by converting discarded garments into new fibres, reducing reliance on virgin polyester

...To Application

In 2025, innovation moved beyond development into application, with next-generation and circular materials integrated into products and tested under real-world conditions.

HeiQ AeoniQ™ | Alternative Fibre Innovation



Integrated into a real-world marathon wearer trial to assess performance, comfort, and durability under actual use conditions, while also being evaluated within customer development pipelines for future product applications.

Key Enablers

- Strong partnerships and offtake commitments
- Cross-functional collaboration across design, sourcing, and product teams
- Capability-building to support adoption of new materials
- Integration of Sustainable Product Criteria into decision-making

Ambercycle | Textile-to-Textile Circularity



Applied two material types within a customer-led collection as part of customer pipeline validation, supporting ongoing testing and material development, and laying the groundwork for future expansion into nylon circularity.

Why This Matters

- Moves innovation into product use
- Builds confidence in performance and scalability
- Strengthens integration of alternative and circular materials
- Supports the shift toward lower-impact material systems

Innovation in Action: Solutions That Drive Change

MAS' innovation pipeline reflects a deliberate shift from concept to application — where solutions are not purely designed to perform, but to address real-world challenges across circularity, efficiency, health, and evolving consumer needs. These innovations demonstrate how material science, engineering, tech, and design converge to create scalable, market-relevant outcomes that deliver both commercial and sustainable value.



Visit our product ecosystem for more details

Extending Product Life and Enabling Circularity



PERCVD | Plasma Coating Technology

A proprietary plasma-based coating technology—among the first of its kind in apparel — designed to restore and enhance garment functionality of finished garments.

What it does

Enables garments to regain properties such as water repellency and stain resistance, without compromising the garment's integrity.

How it works

Uses a water-free, effluent-free plasma enhanced coating process to restore or enhance surface performance while preserving the base material's inherent properties such as hand-feel, structure, and appearance. The solution incorporates C-Zero (non-fluorinated) chemistries, thereby eliminating persistent 'forever chemicals' and reducing long-term environmental and human health risks, while supporting safe reuse and recycling.

Why it matters

Extends product life and reduces waste by allowing garments to be refreshed and used for longer, helping to reduce landfill impact while supporting circular models such as reuse, resale, and repair.



Redefining Production Efficiency and Resource Use



Promptly | On-Demand Manufacturing

A demand-driven business model that shifts away from forecast-based manufacturing. Leveraging precision digital printing, real-time data integration, and digitally enabled manufacturing systems, garments are produced only when required — eliminating excess inventory, minimising waste, and improving water and energy efficiency across the value chain.



Advancing Health, Recovery, and Quality of Life



Wavetec | Health-Tech Wearables

Clinically validated and regulatory compliant wearable solutions that combine textiles, engineering, and design to improve patient outcomes. Active compression systems support circulation, manage fluid build-up, and enhance recovery—enabling greater comfort, accessibility, and adherence to treatment.



Enhancing Performance and Emerging Lifestyles



GamerTech & Passive Compression Solutions

Wearable performance solutions designed for emerging segments such as esports. Passive compression technologies provide targeted support to improve circulation, reduce fatigue, and enhance endurance—translating wearable-tech innovation into high-performance, lifestyle-driven applications.



Addressing Underserved Needs in Women's Health



Femography | Absorbent Technology

A textile-based innovation addressing underserved needs such as menstrual health and urinary incontinence. By combining a moisture-wicking top layer, high-capacity absorbent core and leak-proof barriers, this technology provides reliable protection and ultra-thin comfort for the wearer. It offers a sustainable, reusable alternative to traditional disposables, protecting the planet and empowering women with confidence and comfort throughout every stage of life.



Building Capability and Future Opportunity

To us, innovation is inherently collaborative—bringing together central teams and divisional expertise to translate ideas into scalable solutions. This approach has enabled the development of a strong pipeline of opportunities across core focus areas. At the same time, innovation serves as a platform for capability building. Exposure to advanced technologies, cross-functional development, and solution-driven thinking strengthens technical expertise across teams—supporting both business transformation and employee progression, and reinforcing MAS' commitment to creating meaningful opportunities through Lives Changed for Good.

GRI 308-1, 414-1, 414-2

Sourcing Sustainably



- Higg FEM onboarding increased to 83.57% of suppliers, with growing SBTi adoption
- Vendor Code of Conduct implemented across 100% of suppliers, with majority sign-up
- Fabric production established in Egypt to strengthen regional supply resilience
- Supplier training, calibration, and quality alignment initiatives implemented across key sourcing markets
- Raw material mapping completed to capture sustainability data across key inputs
- Traceability pilots advanced with key customers and Tier 2 suppliers

Future Focus: Strengthening Core Capabilities

As MAS continues to scale innovation, focus is also directed toward strengthening core capability areas that enable faster and more effective translation of ideas into impact. Several priority areas have been identified to enhance execution and long-term value creation.

Materials



Advancing next-generation materials with enhanced functionality, sustainability, and performance, while improving integration across product categories and applications.

Assembly



Improving manufacturing agility through simplified construction, automation readiness, and scalable production techniques that support speed, consistency, and cost efficiency.

Design



Embedding design earlier in the innovation cycle to ensure solutions are consumer-led, purpose-driven, and aligned with emerging needs across health, performance, and lifestyle segments.

Technology



Strengthening the integration of digital, engineering, and platform-based capabilities to accelerate innovation, improve precision, and unlock new solution pathways.

Building a Responsible and Future-Ready Supply Chain

Sourcing at MAS enables the business to operate across a complex, multi-country supply chain — ensuring continuity, responsiveness, and alignment with evolving business needs.

Our sourcing approach is designed to build a resilient and future-ready supply chain by strengthening supplier ecosystems, enabling more sustainable material pathways, and improving transparency across the value chain to support long-term business and sustainability goals.

Key Priorities:

Our sourcing efforts centre around three primary focus areas, balancing operational efficiency with capability building and long-term sustainability.

Managing Cost and Network Complexity:

Ensuring continuity across a dynamic and evolving supply network

- Managing raw material price volatility and pricing pressures
- Adapting to tariff-driven shifts in production allocation
- Balancing capacity across manufacturing locations
- Maintaining supply continuity while driving cost discipline

Strengthening Supply Chain Capabilities:

Building capability to support evolving product and market needs

- Developing supplier capability for sustainable and complex materials
- Strengthening local and regional supply chain presence
- Improving production reliability and delivery performance
- Enabling faster translation of requirements into production

Advancing Sustainability and Transparency:

Strengthening sustainability alignment and data transparency across the supply chain

- Aligning suppliers to recognised sustainability platforms and standards
- Strengthening environmental and social compliance across the supply base
- Improving availability and quality of raw material sustainability data
- Expanding end-to-end traceability across customer and internal supply chains

Sustainable Sourcing at MAS

Our Sourcing Model

Sourcing connects suppliers, manufacturing operations, and customers – enabling coordination across the value chain to support continuity and responsiveness.

Why It Matters

The global apparel supply chain is highly interconnected, making responsible sourcing critical to managing environmental and social impacts at scale.

What This Enables

This empowers stronger alignment, improved visibility, and more effective integration of sustainable materials across the supply chain.

Where We Were

Our supply chain was built with a strong focus on cost efficiency, driven by the need to manage raw material costs, which account for approximately 60% of total cost. Efforts were centred on securing supply, maintaining consistency, and optimising pricing across a multi-country network.

Sustainability adoption across the supply base remained limited and largely voluntary, with low initial onboarding to environmental and social platforms.

How We Have Evolved...



Our approach has shifted from a primary focus on cost efficiency and supply continuity to one that integrates sustainability into how the supply chain is managed.

In 2025, this meant navigating pricing pressures, raw material volatility, and tariff changes, while strengthening supplier alignment to sustainability platforms and advancing traceability—embedding environmental and social considerations into sourcing decisions.

Our Response to Changing Dynamics

Managing Cost and Network Complexity

The sourcing environment in 2025 was shaped by cotton price volatility, customer-driven pricing pressures, and tariff-related shifts across manufacturing locations. Operating across seven countries, these dynamics required continuous reallocation of production volumes, resulting in uneven capacity utilisation across the network. Amid these dynamics, we maintained cost discipline and ensured supply continuity through active supplier allocation and procurement management.

Operational Impact

- Continuous production rebalancing across countries
- Strained vs underutilised capacity across locations
- Margin pressure from cotton price fluctuations
- Increased coordination across sourcing and manufacturing

Strengthening Supply Chain Capabilities

We continued to strengthen supplier capability to support more sustainable and technically demanding materials, including recycled nylon and alternative inputs requiring higher process control.

These efforts improved responsiveness, consistency, and operational performance across the supply chain.

Capability Development

- Local supplier base strengthened
- Reduced dependency on external sourcing markets
- Fabric production initiated in Egypt
- Supplier training, calibration, and quality alignment

Advancing Sustainability and Transparency

MAS expanded the integration of Environmentally Preferred Materials (EPMs), while strengthening traceability and certification processes.

These initiatives were implemented amid navigating wide-ranging considerations, including cost pressures, climate risks, regulatory changes, and market readiness.

Sustainable Materials

- Organic & regenerative cotton
- Recycled polyester
- Man-made cellulosic fibres
- Preparation of textile-to-textile recycled polyester
- Alternatives to conventional synthetics

GRI 308-1, 414-1, 414-2, 408-1, 409-1

Supply Chain ESG Compliance and Due Diligence

From compliance to capability and continuous improvement

MAS has established a structured ESG framework across its supply chain—combining clear standards, consistent monitoring, and active supplier engagement. This approach moves beyond baseline compliance to strengthen capability, improve transparency, and enable long-term alignment with sustainability priorities.

1 Governance and Standards

The MAS Vendor Code of Conduct (VCC) forms the foundation of supplier engagement, setting expectations across ethical, environmental, and social dimensions. The VCC covers aspects including ethical business practices, environmental compliance, labour standards, including human rights and anti-bribery, as well as product stewardship. It is a mandatory requirement for all newly onboarded suppliers.

80%

of suppliers by spend signed onto the VCC

100%

of new supplier spend covered through mandatory onboarding

2 Environmental Monitoring and Compliance

Environmental performance is monitored through globally recognised platforms, with oversight extending to Tier 2 suppliers and subcontractors. Together, these measures support stronger environmental oversight across the supply chain and alignment with SLFRS S2 value chain transparency expectations.

- Higg Facility Environmental Module (FEM): assesses environmental management
- ZDHC Gateway (InCheck reports): used for chemical tracking.
- ZDHC MRSL: defines restricted substances for manufacturing inputs, supporting safer chemical management
- ZDHC WWG 2.0: utilised to monitor wastewater discharge against defined compliance thresholds
- Third party validation: supporting accountability and verification of performance

Higg FEM Onboarding



of suppliers by spend onboarded

Third-Party Validation



of suppliers with verified FEM data

ZDHC MRSL Compliance

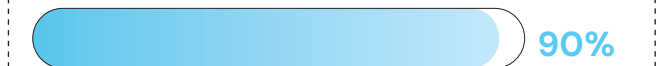


of suppliers achieving ≥80% MRSL compliance threshold

ZDHC Wastewater Compliance (WWG 2.0)



of suppliers fully compliant with ZDHC guidelines



of wet subcontractors recorded full compliance

3 Social and Labour Practices

We strengthen labour and human rights standards through a combination of standardised tools and independent verification. MAS encourages adoption of Higg FSLM, aligned to the SLCP framework, while MAS divisions conduct internal audits to validate subcontractor practices. Focus areas include the prevention of child labour and forced labour, alongside ethical sourcing and responsible purchasing practices.

Outcome:

Our efforts to assess and engage with suppliers has enabled MAS to uphold an excellent record with regard to prohibiting underage or child labour and forced or compulsory labour. The MAS VCC upholds these essential elements of sustainable sourcing, through which 100% of our raw material vendor base is now engaged, reflecting the broader commitment of the MAS Supply Chain ESG strategy.

4 Capability Building and Supplier Engagement

We adopt a collaborative approach to supplier development, supporting continuous improvement across the supply base. This includes supplier onboarding to sustainability platforms, training and awareness programmes across regions, and digital traceability pilots with Tier 2 suppliers to strengthen data visibility and improve supplier capability over time.

53%

of suppliers by spend committed to Science-Based Targets (SBTi)

5 Screening, Risk Assessment and Onboarding

Structured due diligence is applied prior to supplier onboarding, ensuring alignment from the outset. This includes mandatory mill evaluation visits, supplier compliance with VCC requirements prior to entry, and the use of an impact-influence matrix to prioritise suppliers based on risk and strategic importance.

100%

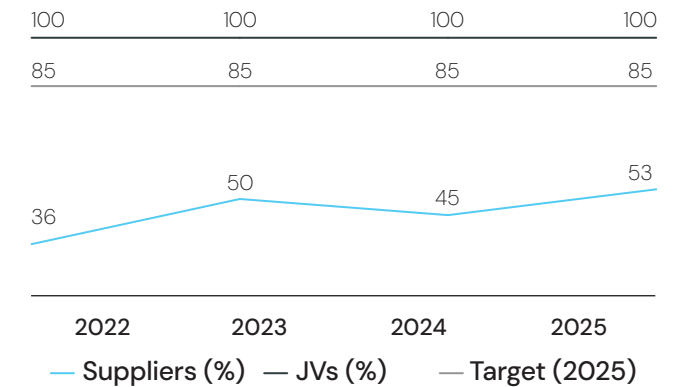
of all new suppliers undergo pre-onboarding screening (environmental & social)

What the Framework Enables

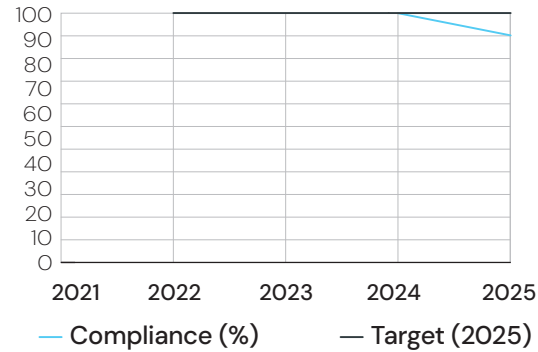
This integrated approach strengthens performance and alignment across the supply chain, enabling:

- 1 Improved environmental and social outcomes
- 2 Greater transparency and traceability
- 3 Stronger alignment with regulatory and customer expectations
- 4 Continued capability development to support sustainable product innovation

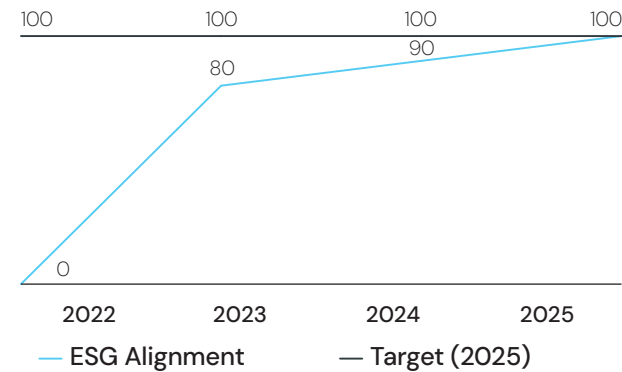
SBTi (Suppliers)



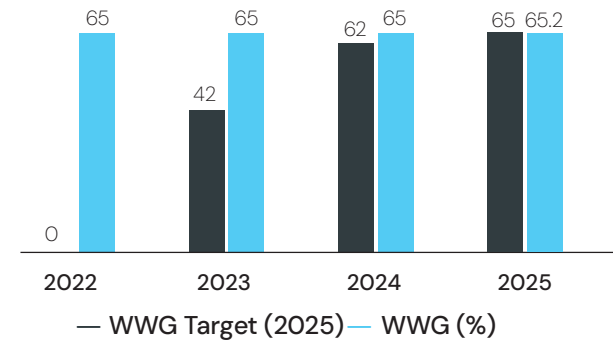
Sub-Contractor Wet Operations Compliance



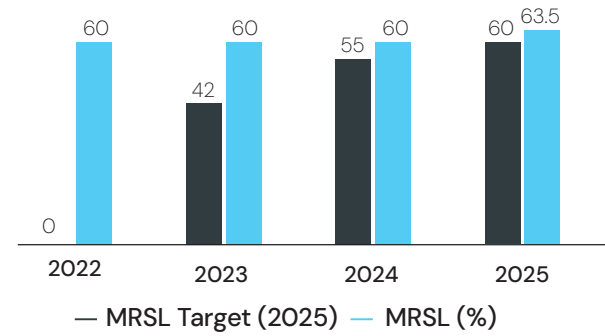
Communication of VCC to Suppliers (%)



ZDHC Monitoring - Wastewater



ZDHC - Chemical Management



2025 Key Highlights

53%

of suppliers (by spend) committed to SBTi targets

100%

alignment across joint ventures (SBTi)

63.5%

of suppliers achieved MRS L compliance thresholds

90%

compliance across subcontracted wet operations

65.2%

of suppliers monitored under ZDHC Wastewater Guidelines (WWG)

100%

of direct raw material vendor base aligned to MAS Supply Chain ESG strategy

Category	KPI	Metric	2022	2023	2024	2025	Target
Environmental	MAS SBTi KPI	% of suppliers (by spend) committing to SBTi targets for emission reduction	36	50	45	53	85
		% of JVs in Scope 3 investments committing to SBTi targets for emission reduction	100	100	100	100	100
	MAS (Chem) KPI Wastewater discharge / chemical compliance	% of subcontracting wet operations compliant with local discharge regulations and ZDHC WWG	100	100	100	90	100
		% of RM suppliers monitored against ZDHC WWG	-	42	62	65.2	65
Social	MAS Supply Chain ESG Strategy	% of RM suppliers monitored against ZDHC MRS L	-	42	55	63.5	60
		% of direct RM vendor base to whom the Vendor Code of Conduct was communicated	-	80	90	100	Sustaining 100

Pioneering Circularity at Scale

Advancing Circular Systems Through Capability, Validation, and Partnerships

Circularity at MAS is evolving from early exploration towards building the capabilities, partnerships, and material pathways required to scale. In 2025, the focus was on strengthening internal readiness, validating next-generation materials, and aligning with emerging regulatory and customer expectations.

Our Approach to Circularity

Circularity initiatives are built on three focus areas — ensuring progress from concept to application while building the foundation for scale.

Exploring Circular Material Pathways:

Exploring Circular Material Pathways

- Validation of Ambercycle Cycora® materials across customer-led programmes
- Assessment of performance, application suitability, and readiness for future use
- Exploratory work to extend textile-to-textile regeneration beyond polyester

This validation marks a key milestone in progressing textile-to-textile circularity towards future scale and supports increasing the share of recycled inputs within the overall material portfolio.

Building Capability Across Product Functions:

Embedding circular thinking into how products are designed and developed

- Structured training across design, merchandising, sourcing, and product teams
- Focus on material selection, circular design, and end-of-life considerations
- Alignment with MAS Sustainable Product Criteria

These programmes are designed to support informed decision-making during product development, moving beyond awareness to practical application.

Enabling Scale Through Partnerships:

Strengthening ecosystem collaboration to support circular adoption

- Continued progress on Ambercycle offtake partnership
- Engagement with customers to integrate circular materials into future pipelines
- Evaluation of emerging technologies and partners

Circularity in Action

- Circularity training embedded across core product functions
- Textile-to-textile validation progressed across multiple material streams
- Customer-led development programmes initiated
- Expanded exploration into additional fibre categories



Industry Shift Towards Circular Systems



Scaling Circular Materials

Recycled and next-generation materials are moving toward broader commercial adoption

Increased availability of fibre-to-fibre recycled inputs is enabling early-stage scaling



Evolving Supply Ecosystems

Growing collaboration between brands, manufacturers, and recyclers to build circular supply chains

Long-term offtake agreements supporting investment in recycling capacity



Changing Customer Expectations

Rising demand for traceable, circular products with verified sustainability attributes

Increased focus on durability, recyclability, and material transparency

What This Enables

Capability for Circular Design

Teams are better equipped to integrate circular principles into product development decisions.



Validated Pathways to Scale

Material validation and partnerships support future commercialisation of circular solutions.



Alignment with Market Expectations

Strengthened readiness to meet regulatory requirements and evolving customer demands.



Challenges to Scaling Circularity

- Infrastructure for collection and recycling still developing
- Complexity in sorting and processing textile waste
- Limited availability of quality feedstock
- Cost and scalability constraints

2025 represents a foundation-building phase – focused on strengthening capability and validating material pathways required to scale circular solutions in the years ahead.

Way Forward

Transforming how products are designed, sourced, and scaled

Under the 2030 Plan for Change, Products Changed for Good is a core strategic pillar focused on reimagining the product lifecycle—from materials and design to sourcing and scale. The ambition is to generate 75% of revenue from sustainable products by 2030, positioning product innovation and responsible sourcing as key drivers of long-term value creation.

Progress is anchored across three focus areas that together enable this transition. Together, these focus areas define a pathway to scaling sustainable products—embedding circularity, advancing material innovation, and strengthening responsible sourcing across the value chain.



Textile-to-Textile Circularity

Advancing closed-loop material systems to reduce waste and shift towards circular product models.



Materials of the Future

Accelerating the adoption of next-generation materials that combine performance with reduced environmental impact.



Natural Fibres

Expanding the use of more responsibly sourced natural fibres to support resilience and improved ecosystem outcomes.

LIVES Changed for Good

We are committed to creating equitable, safe, and empowering environments for our people while contributing to meaningful, long-term social impact across the communities in which we operate.

Our Approach

We embed fair labour practices, inclusive workplaces, and continuous investment in our people across our operations. In an industry shaped by complex labour dynamics, we are focused on moving beyond conventional models—creating pathways for meaningful careers through training, development, and equitable opportunities. Beyond our operations, we work with communities through partnerships and locally driven initiatives that support long-term, sustainable growth. We continue to assess and refine our programmes to ensure they remain relevant and effective in addressing evolving socio-economic needs.

Key Focus Areas:

Empowering Women	Meaningful Employment	World-Class Workplaces	Thriving Communities
97,989 total workforce		14,600+ employees reached through inclusion programmes	
4,924 employees trained		1.77 Mn community beneficiaries reached	

Aligned SDGs:				UNGC Principles			

[http://](#) Detailed disclosures on our management approach are available online.



Advancing People Culture & Capability

Empowering Women



Advancing Gender Equity Through Leadership and Advocacy

2024

Launched the Men-Engage Initiative

Launched “empower inclusivity” micro-site (<https://empowerinclusivity.com/>)

2025

Signed MoU as Patron of the Diversity & Inclusion Working Group of UNGC Network Sri Lanka, providing leadership and advocacy to advance gender and diversity priorities

Recognised as DEI Champion of the Year at the AICPA & CIMA – JXG Pinnacle Awards

Meaningful Employment



Talent Performance Capability Development

2021

Established critical talent retention frameworks to safeguard key capabilities

2022

Rolled out refreshed leadership competency framework aligned with strategic priorities



Rewards, Benefits & Mobility

2023

Introduced experience & recharge leave to enhance employee wellbeing

2024–2025

Revamped performance management and reward structures to strengthen alignment and accountability

2025

Institutionalised enterprise-wide critical talent identification and strengthened employer value proposition

2024

Expanded employee protection through critical illness cover

Launched a policy on global mobility to support cross-border talent deployment



World Class Workplaces



Resilience and Crisis Preparedness

2020–2021

Established enterprise-wide crisis response protocols during COVID-19, including employee care systems

2022

Expanded response to economic disruption through employee and community support initiatives

2025

Strengthened disaster response capabilities to address climate-related events, including large-scale employee housing rehabilitation



Digital Enablement & Process Excellence

2017 onwards

Established and continuously enhanced enterprise HR systems through the implementation of the Oracle platform, standardising and integrating key HR functions within a single application while driving ongoing improvements over time



Health, Safety and Wellbeing

2023

Introduced dedicated mental health support through the Sri Lanka Sumithrayo – MAS Hotline

2025

Achieved international safety recognition, including RoSPA Gold Awards across multiple facilities

2020–2025

Developed and executed a strategic HR technology roadmap aligned with enterprise priorities

Implemented automated dashboards and data flows to enable insight-driven decision-making via real-time data capture. Strengthened processes for sharing HR insights across all organisational levels



Employee Experience, Inclusion & Culture

2017

Introduced formal grievance mechanisms (DNA Helpdesk) to support ethical conduct and transparency

2021

Activated enterprise-wide purpose initiatives to strengthen alignment and engagement

2021–2025

Embedded continuous listening through pulse checks, and leadership assessments

2023

Strengthened confidential reporting channels through the MAS DNA hotline



GRI 2-7

The Strength of Our People

Our manufacturing operations span nine countries, in addition to customer-facing and corporate functions in North America and Singapore. This global footprint enables us to deliver at scale while remaining closely connected to key markets and stakeholders.

We employ a diverse workforce across our operations, bringing together a wide range of skills, experiences, and perspectives that support execution and innovation.

All employees across our operations, including those on the factory floor, are classified as full-time employees, hence the total and the breakdown is similar to the total number of employees MAS does not employ any staff on a part time or non-guaranteed hours basis.

Workforce Composition

Our workforce is primarily composed of permanent employees, who account for 81.93% of total employment, reflecting stability and continuity across our operations. A further 8.52% of employees are engaged on temporary or fixed-term contracts, while 9.55% fall under other employment categories.

In certain markets such as Jordan, Kenya, and Vietnam, a higher proportion of employees are engaged on fixed-term contracts. In 2025, fixed-term employment accounted for approximately 70.7% in Jordan, nearly 100% in Kenya, and 96.3% in Vietnam, reflecting alignment with local labour regulations and operational requirements, where contract-based structures are commonly adopted.

Across all regions, MAS remains committed to ensuring that all employees are provided with fair working conditions, equitable opportunities, and access to safe and supportive workplace environments, regardless of contract type.

Note: The values for the employees were taken from the system as at 31st January 2026.



97,989

employees

13

countries

81.93%

permanent workforce

69.93%

female representation

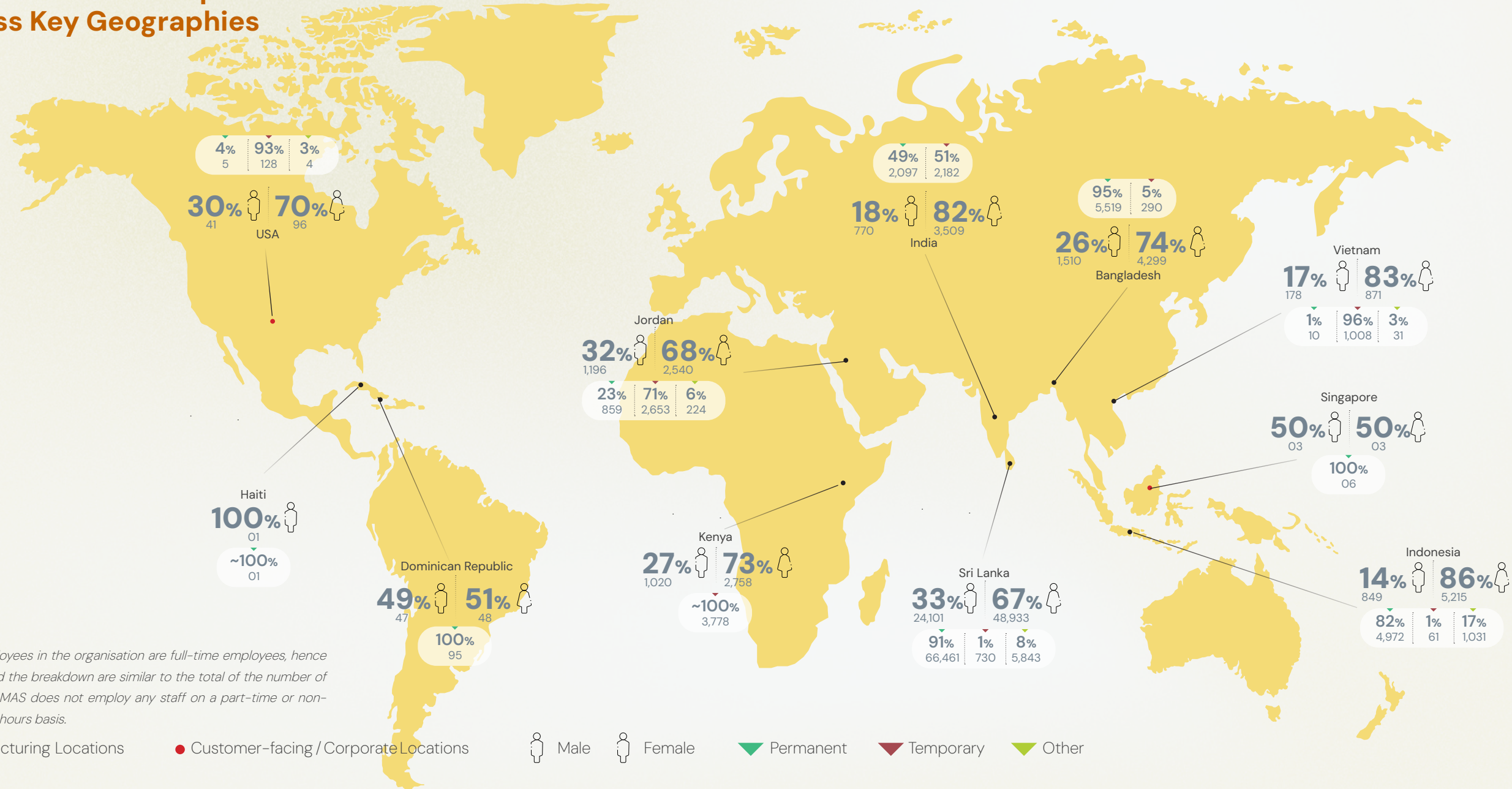
49.28%

under 30

32.34%

new hire rate

Our Workforce Composition Across Key Geographies

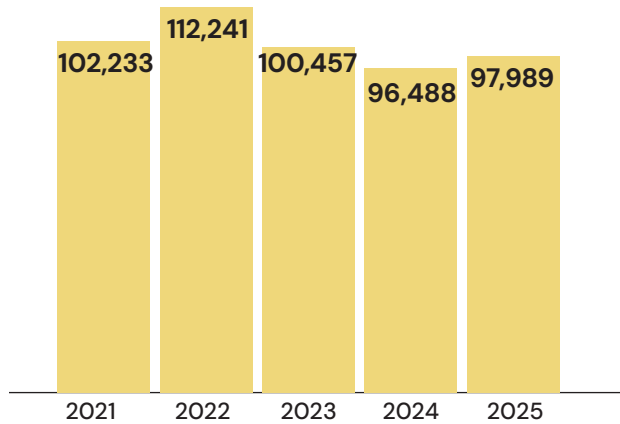


All the employees in the organisation are full-time employees, hence the total and the breakdown are similar to the total of the number of employees. MAS does not employ any staff on a part-time or non-guaranteed hours basis.

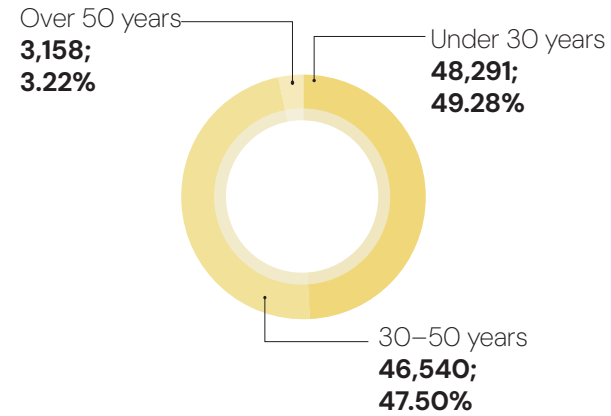
Our Workforce Profile

Our workforce profile represents a stable core supported by a predominantly permanent employee base. This flexibility extends to specific markets. Strong female representation and a relatively young workforce contribute to an inclusive and dynamic operating environment throughout the Group.

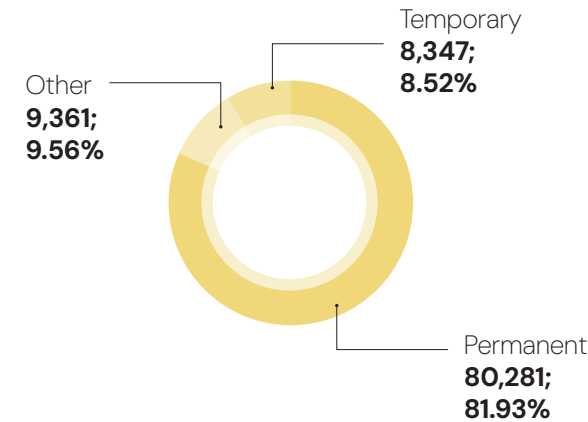
Total Workforce



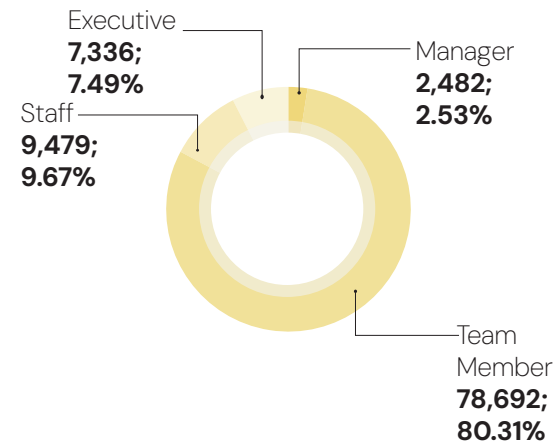
Employees By Age



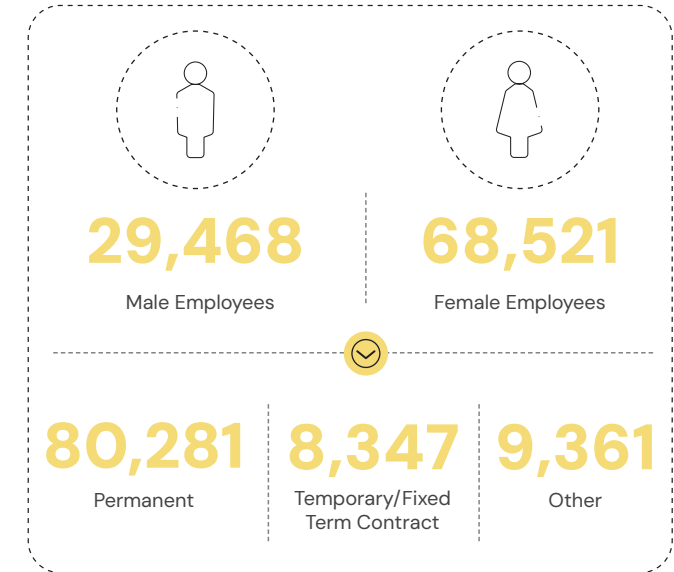
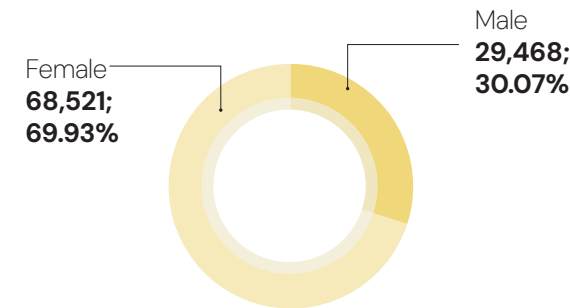
Employment Status



Employees By Designation



Workforce by Gender



Employees by Region

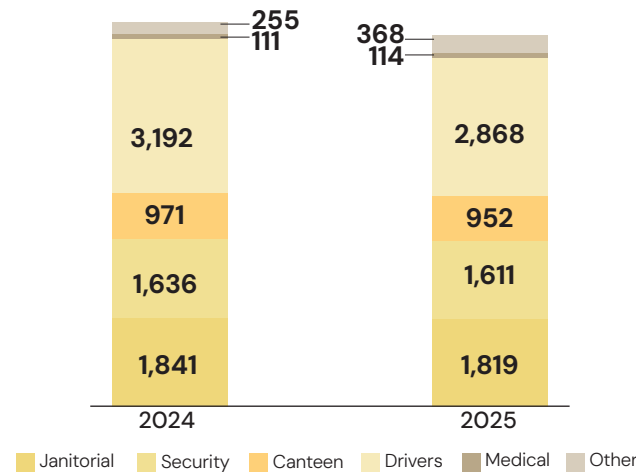
Region (Country)	Employees	Percentage
Sri Lanka	73,034	74.53%
Bangladesh	5,809	5.93%
Indonesia	6,064	6.19%
Jordan	3,736	3.81%
Kenya	3,778	3.86%
India	4,279	4.37%
Vietnam	1,049	1.07%
Haiti	1	<0.01%
Dominican Republic	95	0.10%
USA	137	0.14%
Singapore	6	0.01%

GRI 2-8

Partner and Service-Provider Personnel

Given the scale and complexity of our operations, we work closely with contracted partners and on-site service providers who support essential functions across our facilities. These include sanitation, security, medical services, canteen operations, transport, and other support services that enable safe and efficient day-to-day operations. These partners are considered an integral part of our operational ecosystem and are subject to MAS' due diligence processes. All service providers are expected to comply with the MAS Vendor Code of Conduct (VCC), which outlines requirements relating to ethical business practices, labour standards, and environmental responsibility. While not directly employed by MAS, these personnel operate within our workplaces and are supported through our health, safety, and wellbeing frameworks. In line with changes in operational requirements and service-provider categories, the overall number of third-party personnel decreased slightly in 2025.

Partner and Service-Provider Personnel



Note: The values for the employees were taken from the system as at 31st January 2026.

Empowering Women

Enabling Pathways of Transformation

At MAS, women's empowerment has never been approached as a standalone initiative. It is embedded in how we operate as an entity — shaped by the belief that gender equity is not simply an individual concern, but a social imperative that is fundamental towards building organisational resilience and empowering communities.

With over 69% of our workforce comprising women, our approach recognises that enabling women to thrive directly strengthens workforce sustainability, family wellbeing, and broader societal progress.

We know that equity does not evolve organically. That's why we undertake an intentional, systems-driven approach — designing targeted interventions to address structural barriers, while embedding accountability across the organisation.

A Two-Pronged Approach to Empowerment

Our efforts are anchored in two interconnected priorities, which ensure that women are supported across their full career lifecycle, from entry-level roles to leadership.

Empowering Women on the Factory Floor:

Targeted interventions that enhance capability, wellbeing, safety, and economic resilience

Advancing Women in Management:

Strengthening leadership pipelines, addressing systemic barriers, and enabling greater representation in decision-making roles through intentional interventions

Achievements



Our commitment:

Empower 100% of women at the factory floor

26%
women in management

5.9million+
opportunities created since inception

44
lactation rooms

400,000+
opportunities created in 2025

3,000+
programmes conducted in 2025

38
locations providing employer-supported childcare solutions

43.30%
maternity return rate

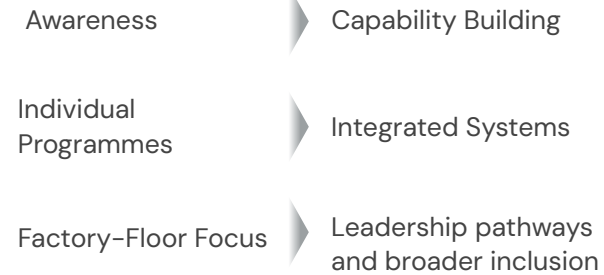
3,530
mothers supported

19,342
programmes delivered since inception

Women Go Beyond: A Journey of Evolution

Our flagship programme, Women Go Beyond (WGB), has evolved over the course of 22 years, moving from a series of targeted interventions, into a comprehensive ecosystem of empowerment.

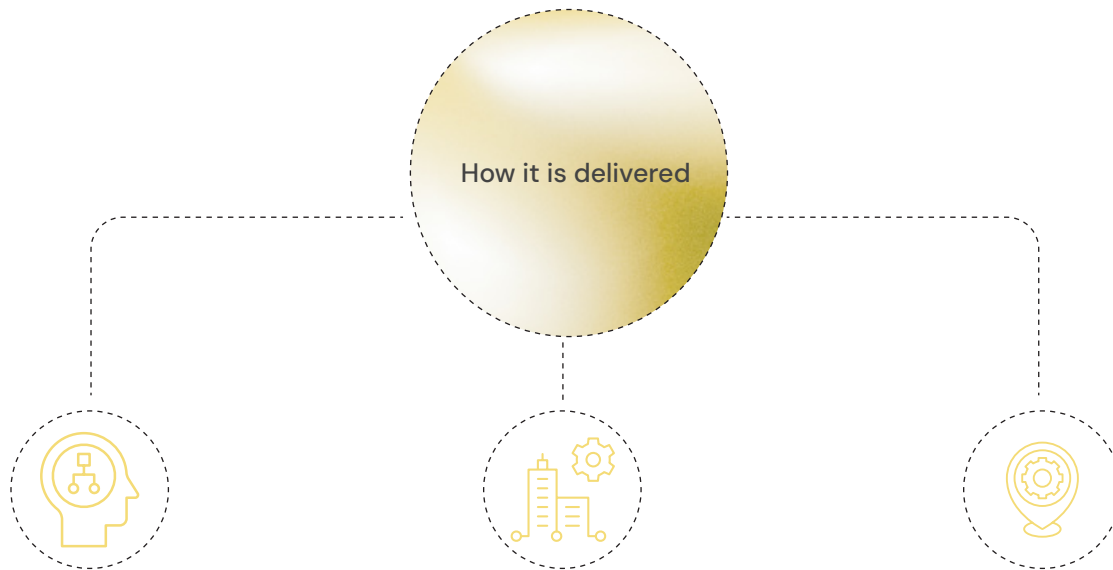
This evolution reflects how we broadened our scope from:



While Women Go Beyond (WGB) is anchored in programme-based interventions, it is supported by a broader systemic approach that addresses structural barriers through policy, infrastructure, and organisational practices. This includes strengthening access to resources, building capabilities, and creating enabling environments for women and other groups impacted by gender-related inequalities.

Our broader commitments to diversity, inclusion, and freedom of expression and identity are further detailed in the Meaningful Employment section from pages 102–119.





Programme-Based Interventions

Women Go Beyond is primarily delivered through a wide range of programmes implemented across locations. These focus on key areas including career advancement, skills development, entrepreneurship, women’s health and sexual and reproductive health and rights (SRHR), and the prevention of gender-based violence. These initiatives support capability building, awareness, and access to resources.

Policy, Infrastructure and Organisational Support

In addition to programmes, WGB is supported by broader interventions that address structural barriers through policy, infrastructure, and organisational practices. These include initiatives that strengthen access to resources, support employee wellbeing, and create more enabling and inclusive work environments.

Execution at Location Level

Implementation is supported by a network of Go Beyond Champions (GBCs) across locations. GBCs facilitate programme delivery, support employee engagement, and help ensure that initiatives are accessible and relevant within operational contexts.

Our Framework of Empowerment

Career Advancement

1,085	62,026
programmes	opportunities

Women’s Health & SRHR

1,277	202,190
programmes	beneficiaries

Preventing Gender-Based Violence

740	123,872
programmes	opportunities

Childcare Facilities

38	740+
locations with childcare support (30 local 8 global)	children benefited (44 wellness / lactation spaces)

Awareness on Diverse SOGIESCs

14,600+	50
employees sensitised since inception	internal trainers

Skill Development

67	12,641
programmes	opportunities

Creating Role Models

27 programmes

2,560 opportunities

Unconscious Bias Training

105 Unconscious Bias Reduction (UBR) Programmes

342 Diversity, Accessibility and Respect (DAR) Programmes

Mentoring and Sponsorship for Women

254 women mentored

73 women sponsored

3,400+ employees sensitised (UBR)

8,800+ employees sensitised (DAR)

Recruitment, Retention & Promotion Strategies

Flexible Work



Key Focus Areas: Women on the Factory Floor

Career Advancement

We support women in building the skills and confidence required for upward mobility through targeted interventions in language development, leadership capability, and career planning. These programmes also enable women to explore and transition into non-traditional roles within operations and technical functions.

Skills Outside the Job Role

Recognising the importance of holistic growth, we provide opportunities for women to develop capabilities beyond their immediate roles. This includes entrepreneurship, financial literacy, business planning, and creative and industrial skills – supporting both personal development and income diversification.

Preventing Gender-Based Violence

We promote safe and inclusive environments through awareness and prevention programmes addressing domestic violence, cyber violence, and broader gender-related issues. This includes sensitisation on diverse Sexual Orientation, Gender Identity and Expression, and Sex Characteristics (SOGIESCs), training internal counsellors, and extending engagement to families and communities.

Women's Health and Sexual and Reproductive Health and Rights (SRHR)

Our health programmes address women's needs across different life stages, with a focus on reproductive health, family planning, and preventive care. Initiatives include awareness on breast and cervical cancer, nutrition and hygiene, maternal care, and access to medical screening and support services.

Creating Role Models

We actively recognise and elevate women who demonstrate excellence and resilience, creating visible role models across the organisation. Through structured recognition, storytelling, and mentorship, we aim to inspire and support the next generation of women leaders.

GRI 403-6, 404-2

**Career Advancement:
Enabling Growth Pathways
& Skills**

In 2025, MAS implemented multiple interventions across all its main divisions to support women’s career advancement on the factory floor. These initiatives covered a broad range of areas including leadership and personality development, technical competency building, communication, public speaking and presentation skills, IT literacy, conflict management and negotiation and influencing. To enhance progression pathways, each business unit identified high-potential women and mapped their leadership and skill gaps through structured assessments. This insight informed the creation of targeted development programmes to build capability and strengthen internal talent pipelines. A key focus in 2025 was also bridging technical gaps in traditionally male-dominated roles. This involved targeted training and certification programmes aligned to specific job functions.

Cross-Departmental Training (Matrix)

A structured programme enabling women to gain exposure to different functions, supporting skill diversification, adaptability, and increased opportunities for internal mobility.

**Speech Craft Programme –
MAS Intimates Kenya**

Focused on developing public speaking, communication, and leadership confidence, this programme supports employees in becoming more effective communicators in both operational and professional contexts.

Panhinda (Stylus) – Linea Aqua

A creative writing platform that enables participants of English programmes to practise and apply their language skills through poems, reflections, and short pieces, reinforcing learning through continuous expression.

FutureFemme – MAS KREEDA

A leadership development initiative designed to identify and nurture high-potential women on the factory floor, supported by career mapping, skill gap assessments, and targeted training to build a strong pipeline of future leaders.

Piyawara (Steps) – MAS Active

A guided learning pathway that provides employees with a recognised internal qualification, enabling progression across roles and supporting transitions into higher-level positions within the organisation

**Key Influencer Programme –
MAS Intimates**

Designed to bridge capability gaps between Team Member and Staff levels, this programme complements existing career development initiatives by strengthening skills, confidence, and readiness for progression into higher roles.

**Ignite – Women in Leadership –
(MAS KREEDA)**

A leadership development programme aimed at building a strong pipeline of women leaders by equipping high-potential employees with leadership, decision-making, and strategic thinking capabilities through structured training and mentorship.

SparkMech – MAS KREEDA

A technical training initiative designed to enable women to enter traditionally male-dominated roles, providing hands-on training and certification in operational and mechanical functions, decision-making, and strategic thinking capabilities through structured training and mentorship.





Key Interventions Across Divisions

Language & Communication Development

MAS Intimates launched a five-month certification programme in Conversational English across its global business units. This programme aimed to build practical language skills including reading, writing, listening and speaking. It involved activities like presentations, role plays, journalling, and formal communication exercises alongside mentoring support. Furthermore, initiatives like the Speech Craft

Programme in Kenya and Panhinda (Stylus) at Linea Aqua provided platforms for participants to further develop and practise their communication skills.

405

Unconscious Bias Reduction (UBR) programmes

Structured Career Pathways & Internal Mobility

MAS Active continued to scale Piyawara (Steps), a flagship learning initiative designed to prepare employees for both current and next-level roles. The programme supports structured career progression through recognised internal pathways and enables transitions across roles and functions (refer page 91 for more details).

Matrix further supported internal mobility through cross-departmental training, enabling women to gain exposure to different functions and expand their career pathways.

Leadership Development and Pipeline Building

MAS Bodyline continued to strengthen its leadership pipeline through a range of programmes including: **Future Team Leader Development Programme** focused on building foundational leadership and technical capabilities

IGNITE, a leadership development initiative focused on strengthening decision-making, problem-solving, and continuous improvement capabilities

FutureFemme continued during the year, targeting prospective women leaders, supported by formal career mapping and skill gap assessments

Future Group Leader Development Programme enhancing advanced leadership and operational capabilities

41

Future Team Leaders participants

08

Future Group Leader participants

30

IGNITE participants

250+

Prospective women leaders (FutureFemme)

Technical Capability Development

Targeted programmes were implemented to strengthen technical competencies and address skill gaps in identified job roles. These initiatives focused on enhancing technical knowledge, quality standards, efficiency, and adherence to best manufacturing practices, while also enabling women to enter traditionally male-dominated technical roles.

In parallel, programmes such as SparkMech (MAS KREEDA) continued to expand access to technical roles through structured training and certification.

In 2025, the mini boiler operator certification programme introduced in the previous year was further implemented, training ironers in mini boiler operations.

130

Participants in technical craftsmanship training

60

Women certified in technical roles (SparkMech) across Biyagama, Avissawella, Kilinochchi, and Thulhiriya

At divisional level, interventions such as the Craftsmanship Training Programme conducted by the Bodyline Academy supported the development of hands-on capabilities among Sample Technicians and Sewing Technicians, strengthening workmanship and contributing to improved product quality and operational excellence.

PIYAWARA (STEPS) – MAS ACTIVE

Launched in 2022, Piyawara (Steps) is a structured learning pathway designed to prepare Team Members and Staff for both current and next-level roles. The programme provides a recognised internal qualification, supporting career progression and helping employees overcome barriers to advancement.

In 2025, the programme continued to enable progression across levels from Team Leader to Group Leader roles, and from staff-level positions to executive roles, thereby strengthening MAS Active’s internal talent pipeline.

How We Have Evolved...



Originally focused on sewing-related roles, Piyawara has expanded to include participation from non-sewing functions such as cutting, RMFG, and technical areas. Its curriculum provides cross-functional exposure and equips participants with the skills required to transition across roles, supporting greater internal mobility and more diverse career pathways.

In Focus: FutureFemme (MAS KREEDA)

FutureFemme is MAS KREEDA’s flagship leadership development initiative aimed at identifying and nurturing high-potential women on the factory floor. Implemented across all 10 locations, the programme focuses on Abhimani winners and women in manufacturing roles serving as Shadow Team Leaders, creating a structured pathway into leadership positions. Aligned with MAS’ Plan for Change and the Nike Gender Equity Strategy, FutureFemme follows a rigorous selection process to identify over 250 prospective women leaders. Participants undergo formal career mapping and skill gap assessments, which form the basis for targeted development interventions. The programme combines leadership development, soft skills training, and technical capability-building, enabling participants to strengthen both functional and behavioural competencies required for progression. By building a strong pipeline of women

leaders from operations, FutureFemme supports greater representation in leadership roles while strengthening succession planning and organisational resilience.



Progress in Practice – Hear from our Women in the Workforce

Sumali Kayasinghe
Commercial
– Matrix

“Working in Commercial department, I connect with external stakeholders all the time. But before I joined the English class, I would always go to my line manager if a customer or a stakeholder is from Hong Kong or China. I was scared to speak in English, but the classes helped us to improve our vocabulary and grammar which helped me to start speaking in English confidently. Now I practice English with my classmates and it has boosted my confidence to speak with overseas stakeholders as well.”

Ruwani Maheshika
Group Leader
Production
– Shadowline
– Active

“After becoming a Certified Team Leader in 2022 after completing the required training, which taught me the importance of following a clear, step-by-step approach to leadership, in 2025, I participated in the “Piyawara” training programme, which provided a strong foundation for my leadership career. I became a Certified “Piyawara” Leader in June 2025 and successfully passed my GL evaluation in December 2025. Today, with eight years of service, I am proud to serve as a Certified Group Leader”

Rasika Priyadarshani
Sewing
– Group Leader
– Matrix

“The programme gave me the opportunity to develop competencies outside my core technical role. I participated in training sessions focused on leadership, communication, problem-solving, and cross-functional understanding. Through the programme, I gained exposure to areas such as planning, quality management, and inter-department collaboration. Understanding how different departments work together helped me see the bigger picture of the organisation and how my role contributes to overall business success. This programme has played an important role in my professional growth. It has prepared me to take on additional responsibilities in the future and continue contributing positively to the organisation.”

Skills Outside the Job Role: Empowerment Through Entrepreneurship

Building Entrepreneurial Capability

In 2025, MAS continued to strengthen entrepreneurship as a pathway for income diversification and economic empowerment, responding to growing interest among women to build additional income streams alongside their primary roles. A Group-led entrepreneurship and skill development programme was conducted for a new cohort of Team Members and Staff, in partnership with Lonali Rodrigo (House of Lonali). The programme provided practical exposure to key business topics, and participants were subsequently supported in developing structured business plans with the potential to scale into viable enterprises. This initiative was also extended to overseas operations, including a workshop conducted at Intimate Fashions India, broadening exposure to entrepreneurial thinking across locations. The session explored the journey of building a sustainable, women-led brand that views textile waste as a resource. Key moments of the brand’s entrepreneurial journey were highlighted, along with the social and environmental impact created, and insights from hands-on collaborations with MAS in Sri Lanka were shared.

Entrepreneurship Programme at a Glance

Topics Covered

- Business registration & legal framework**
- Taxation & financial literacy**
- Sustainable business practices**
- Supply chain & market dynamics**
- Marketing & customer engagement**
- Financial management & cost structure**
- Business model development**

33
Participants
(Overseas: India)

50
Participants
(Sri Lanka cohort)

“The programme provided comprehensive insights on how to effectively run a business.”

Nadeeka Priyadarshani
Unichela, Panadura

“We gained valuable knowledge about business, and I hope programmes like this are extended to support more aspiring entrepreneurs.”

Rekha Wickramasinghe
Methliya

“The sessions on taxation and marketing were especially insightful, with concepts explained in a clear and practical manner.”

Palitha Upul
Linea Intimo, Biyagama

“I gained a clear understanding of business registration processes and how to manage taxes effectively.”

Palitha Upul
Linea Intimo, Biyagama

“The programme helped me better understand how to identify business opportunities and sustain a venture in the marketplace.”

Sandhya Kariyawasam
Linea Aqua

Enabling Entrepreneurship at Location Level

Entrepreneurship development was further supported through hands-on training across locations, covering areas such as tailoring, beauty culture, culinary skills, and product development.

Initiatives such as Diriyapola by MAS Active provided a structured platform for women entrepreneurs to showcase and grow their businesses, while encouraging a shift towards more sustainable, value-driven ventures.

Similarly, Sawi Paura (translated to “Wall of Strength”) was launched by Linea Aqua. This ‘entrepreneurship wall’ created visibility for employee-led businesses within the workplace, fostering peer support, collaboration, and increased market access.



Yesilva Sandamali
Executive Production
Operations – Sleekline,
MAS Active

“I participated in several entrepreneurship programmes, including a three month Beauty Culture course and specialised training in cake making and decoration. These programmes provided me with practical skills and certifications that I could directly apply. Today, I run a home-based business offering cake production and beauty services for events and functions, creating an additional source of income. These opportunities have been instrumental in helping me build something of my own.”

Nelum Surangi
Sample Machine
Operator – Nirmaana,
MAS Active

“Through the Entrepreneurship Workshop conducted at my workplace, I was encouraged to develop my skills into a viable business. With the support and guidance provided, I was able to turn my passion for creating flowerpots and floral arrangements into a source of income. Today, I run a small business, named NS Flower, where I design and sell customised flowerpots and bouquets. While continuing my full-time role, I dedicate my time outside work to growing this venture, which has strengthened both my confidence and determination.”

Strengthening Financial Capability

To complement entrepreneurship efforts, MAS expanded its focus on financial literacy, equipping employees with the knowledge required to manage income, plan finances, and make informed investment decisions.

Workshops conducted in partnership with the Central Bank of Sri Lanka covered personal financial planning, debt management, savings, investing, and financial risk awareness. In parallel, “Rupees and Sense” was introduced for executive-level employees, delivered in collaboration with financial sector partners.

The programme explored a range of investment options and wealth management strategies, and was subsequently developed into a digital learning module accessible across the Group.



200+

Participants –
Financial Literacy
(TM/Staff)



300+

Participants –
Rupees and Sense
Programme

“The financial literacy sessions were very practical. The insights on managing personal income were especially useful and have helped me make better financial decisions.”

Nimesh Madhushanka
Team Member – Marketing, Silueta



“The session provided clear and practical insights into managing finances and exploring investment options, helping me better understand how to plan and grow my finances over time.”

Andrew Fernando
Engineering Projects – MAS KREEDA



Creating role models: Inspiring progress

ABHIMANI: EMPOWERED WOMAN OF THE YEAR

The Abhimani – Empowered Woman of the Year Awards, held biennially since 2004, is MAS’ flagship platform for recognising women who demonstrate exceptional resilience, growth, and leadership across the organisation. Aligned with MAS’ purpose of being changemakers and enabling dreams, Abhimani celebrates individuals who have progressed across roles, overcome challenges, and created meaningful impact within their teams and communities.

Abhimani also serves as a pipeline for future leaders, with winners gaining access to targeted training, cross-functional exposure, and platforms to share their journeys—enabling them to inspire others and contribute to a more inclusive and aspirational workplace.

How We Have Evolved...



In 2025, the focus shifted from recognition to development and amplification, with structured efforts to further support Abhimani winners and expand their influence as role models. This included mentorship, increased visibility, and the creation of platforms to share their journeys within and beyond MAS.

These efforts were complemented by targeted initiatives to strengthen women’s representation in Manufacturing and Operations, alongside a Group-wide campaign showcasing progression stories of women who have advanced from entry-level roles to leadership positions. This in turn reinforces our commitment to building visible role models and enabling more women to pursue and sustain career growth across the organisation.



Enablers and Supporting Structure

Mentorship and Sponsorship

All Abhimani winners were supported through structured mentorship, with each winner paired with a dedicated mentor and provided regular engagement with Factory General Managers to strengthen visibility and career progression.

Storytelling and Visibility

A Group-wide communication campaign launched in 2025 featured 10 women (Sri Lanka and overseas) who progressed from entry-level roles to leadership positions in Manufacturing and Operations, showcasing real career pathways and challenging traditional perceptions.

Platforms for Engagement

Events such as International Women’s Day (IWD) continued to provide opportunities for both internal and external role models to share their journeys through talks, discussions, and interactive sessions across global locations.

Role Model Ecosystems

Locations continued to build structured engagement platforms. For instance, Linea Aqua’s role model pool – comprising Abhimani winners, senior leaders, and high-performing employees—was developed to support peer learning, storytelling, and inspiration for new recruits.

Leadership Mindset Development

In partnership with the Grassrooted Trust, MAS implemented a targeted learning module for senior leaders, focusing on gender mindsets, capability gaps, and enabling practices. These sessions reached a significant proportion of the DGM cadre and were supported by practical case studies.



“I joined MAS in December 2011 as my first job, starting as a sewing team member with no prior experience and without knowing how to operate a machine. With many learnings and growth points in my career, in 2022, I joined the Industrial Engineering (IE) Department, a completely new role where I continue to learn and gain experience.

In 2023, I participated in several leadership development programs and became the 2nd Runner-Up of Abhimani recognition awards in 2023, which opened many opportunities including WGB English classes, career and skill development sessions, participation in a Women’s Day Debate Competition at BOI – Biyagama where I won a skill award, and the SLIIT English course, where I won 2nd Runner-Up in an English Speech Competition. In 2025, I was promoted to Staff level – Assistant IE Operations and I believe all of the training and exposure I got largely supported this personality and professional growth”

Hansani Liyanage

Assistant – Industrial Engineering Operations Linea Intimo – Active

GRI 401-3, 403-6

Women’s Health and SRHR : Enabling Wellbeing Across Life Stages

Enabling Environment and Affirmative Action

MAS continues to strengthen an enabling environment for women through a combination of policy support, infrastructure, and targeted affirmative action, aimed at addressing structural barriers and supporting sustained workforce participation.

Policy and System Strengthening

- Ongoing implementation of Maternity Support Guidelines, with a 2025 addendum capturing operational best practices across divisions
- Provision of parental leave policies, including maternity, paternity, and adoption leave
- Promotion of flexible work arrangements to support diverse caregiving needs
- Integration of inclusive recruitment considerations to improve access and retention of female talent
- Participation in the Multi-Stakeholder Childcare Consortium, contributing to national-level childcare solutions

Supportive Infrastructure

38 global locations providing employer-supported childcare, benefitting over 740 children through:

- on-site crèches
- external partnerships
- childcare allowances
- 44 locations with dedicated lactation rooms, supporting nursing mothers returning to work



Targeted Maternal and Caregiving Support

Dignity of Motherhood (MAS Intimates):

- Prenatal and postnatal care
- Counselling and wellbeing support
- Yoga, music, and art therapy
- Guidance for mothers and families

Dignity of Motherhood (MAS Intimates):

- Ultrasound scans and medical check-ups
- Pregnancy healthcare and post-partum awareness sessions
- Engagement with medical professionals

3,530 mothers supported in 2025 through:

- maternity leave
- nutrition and care packs
- awareness and education

1,054 fathers utilised paternity leave, supporting shared caregiving responsibilities

Return to Work and Retention

MAS actively monitors return-to-work outcomes following parental leave to enable targeted support and continuous improvement

The whole staff cadre at MAS is eligible for parental leave

43.30%

Maternity return rate

84.35%

Paternity return rate

Those still employed 12 months after they returned to work

3.88%

Maternity leave
(Nos. 137)

6.26%

Paternity leave
(Nos. 66)

Insights from these outcomes inform enhancements to workplace practices, ensuring employees are supported in balancing caregiving responsibilities while sustaining long-term career progression.

As maternity leave is a statutory entitlement, all mothers are entitled to 84 days of maternity leave. Accordingly, the total number of maternity instances reported during the year, 3,530, has been considered as the number of women entitled to maternity leave.

Note: The values for parental leave were taken from the system as at 31st January 2026.

Paternity leave is not a statutory requirement. Therefore, visibility on the total number of employees eligible for paternity leave is currently limited.



Partnering for Women’s Health and Wellbeing

We adopt a life-stage approach to women’s and sexual and reproductive health and rights (SRHR) ensuring interventions meet women’s changing needs.

This includes early awareness and preventive care, maternal health, mid-life wellbeing and broader community impact.

This approach is delivered through a combination of awareness, healthcare access, targeted interventions, internal capability building and ecosystem partnerships across all locations.

Early Awareness and Preventive Health	Access to Healthcare and Screening	Maternal and Reproductive Health	Mid-Life and Specialised Women’s Health
<p>Building foundational awareness and enabling informed health decisions</p> <p>SRHR awareness programmes conducted across locations in collaboration with Medical Officer of Health (MOH) offices, covering:</p> <ul style="list-style-type: none"> ● menstrual health and hygiene ● family planning and safe sex ● emotional and mental wellbeing related to sexuality ● prevention of sexually transmitted diseases (STDs) ● consent and personal choice 	<p>Enabling early detection and access to professional care</p> <p>Medical camps conducted across all MAS locations, providing:</p> <ul style="list-style-type: none"> ● breast cancer screening ● PAP testing ● general health checks (blood sugar, blood pressure, BMI) ● on-site medical centres at all facilities, supported by trained nurses and visiting doctors 	<p>Supporting women through pregnancy, childbirth, and early motherhood</p> <p>Dignity of Motherhood (MAS Intimates):</p> <ul style="list-style-type: none"> ● holistic pre- and post-natal support ● counselling and wellbeing interventions ● prenatal yoga, music and art therapy ● practical guidance for mothers and families 	<p>Addressing under-recognised health conditions and transitions</p> <p>“Suwani” (MAS Intimates):</p> <ul style="list-style-type: none"> ● menopause awareness ● endometriosis and uterine fibroids ● small-group consultations with obstetricians and gynaecologists
<p>Integration of menstrual health and personal hygiene awareness into new employee induction programmes (e.g., Linea Aqua), ensuring early outreach</p>	<p>Targeted health programmes:</p> <ul style="list-style-type: none"> ● “Suwa Nari” (MAS Fabric Park, Thulhiriya) – comprehensive women’s health and SRHR screening programme delivered with MOH collaboration 	<p>Location-level interventions:</p> <ul style="list-style-type: none"> ● ultrasound scan check-ups (e.g., Intimates Arya, Silueta Indonesia) ● pregnancy healthcare and post-partum awareness sessions (e.g., Linea Aqua) ● engagement with visiting medical professionals 	<p>Nutrition-focused programmes covering:</p> <ul style="list-style-type: none"> ● iron, iodine, and calcium deficiencies ● prevention and management of anaemia, osteoporosis, and related conditions
<p>Strengthening of internal capability through a Groupwide trainer pool (52 trainers):</p> <ul style="list-style-type: none"> ● mock training sessions to identify gaps ● refresher training on SRHR, cancer awareness, and menopause delivered in collaboration with the Family Planning Association (FPA) with multilingual accessibility ● provision of emergency sanitary products, made available free of charge or at subsidised rates across all locations 	<p>Awareness and screening sessions (e.g., Noyon Lanka – Biyagama), covering reproductive health, hygiene, and wellbeing</p> <hr/> <p>Strengthened referral pathways enabling employees to access external medical care where required</p>	<p>3,530 mothers supported in 2025 through:</p> <ul style="list-style-type: none"> ● maternity leave ● nutrition and care packs ● awareness and education programmes 	<p>Corporate engagement in national dialogue on menopause and workforce participation, contributing to broader awareness and policy discourse</p>

Community and Ecosystem Impact
Extending SRHR awareness and services beyond the workplace

110+ community programmes, creating 5,930 opportunities for women

Partnership with the International Trade Centre (ITC) under the GTEX programme:

SRHR, gender-based violence (GBV), and cyber awareness programmes delivered to employees in SMEs across multiple regions supported by MAS internal trainers

Collaboration with UNFPA and Good Business Lab (GBL):

- development of frameworks and ROI-based analysis of SRHR programmes
- contribution to global case study on the business case for workplace SRHR

Establishment of the Wellbeing Centre (MAS Intimates – Vidiyal, Kilinochchi):

- reproductive health services
- mental health support
- GBV-related assistance in a safe and confidential environment

Specialised Health and Social Support Initiatives
Enabling early detection and access to professional care

“Nobody Fights Alone” (Bodyline):

- breast cancer awareness and early detection
- support for affected individuals
- donation of mastectomy bras and essential care packs to patients at Apeksha
- Cancer Hospital



Preventing Gender-Based Violence: Enabling Safe and Respectful Environments

MAS prioritises preventing and responding to gender-based violence (GBV) through awareness, capability building, community engagement and structured support. This ensures safe confidential and responsive environments throughout the workplace and value chain.

Awareness and Prevention

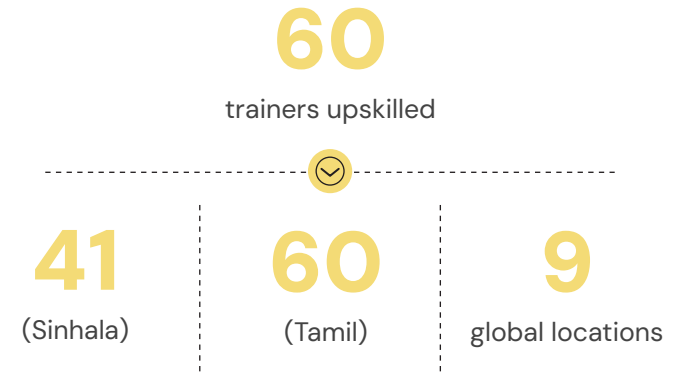
Mandatory quarterly awareness sessions conducted across all business units, covering GBV prevention, response mechanisms, and legal rights

Legal consultation sessions providing employees with access to guidance on rights, protections, and available support systems

Capability Building and Internal Support

Strengthening internal response capacity through refresher training programmes for trainers:

- 3 sessions conducted (2 local, 1 overseas)
- Delivered in collaboration with legal and gender specialists
- Covered GBV, domestic violence, cyberbullying, and survivor support supporting nursing mothers returning to work



Community Engagement and Outreach

MAS Bodyline-led awareness sessions for over 500 parents at Gamini Central College:

- local government representatives
- law enforcement officials
- education sector participants

Sessions addressed:

- forms and impact of domestic violence
- legal protections and reporting mechanisms
- creating safe environments for families and communities





Safe Reporting and Response Environment

MAS maintains mechanisms to ensure that individuals affected by GBV have access to safe, confidential, and effective reporting and support systems, supported by:

- trained internal personnel
- access to legal and counselling support
- structured awareness on rights and available recourse creating safe environments for families and communities

Engaging Men as Allies: Fostering Equity and Inclusive Culture

MAS continues to actively engage men as allies in advancing gender equity, recognising their critical role in shaping inclusive, respectful, and supportive workplace cultures.

Insight-Led Programme Design

Following a series of focus group discussions (FGDs) conducted in 2024, MAS identified key challenges, perceptions, and support needs among male employees. These insights informed the development of targeted interventions in 2025, aimed at strengthening awareness, wellbeing, and allyship.

Shifting Mindsets Through Communication

To complement in-person interventions, MAS collaborated with its Group Communications team to launch a two-part awareness campaign addressing prevailing attitudes towards gender, sexuality, and men’s mental health, aimed at strengthening awareness, wellbeing, and allyship.

“man 2 man” campaign:

- featured open conversations between male participants
- addressed less-discussed topics in a relatable format
- received strong engagement and positive reception
- a podcast series is currently in development and will continue these conversations into 2026

Men’s Wellbeing and Ally-ship Programmes

Structured men’s wellbeing workshops were introduced to address both individual and societal dimensions of gender and wellbeing. These sessions covered:

- physical and sexual health
- nutrition and substance use
- mental health and emotional wellbeing

- understanding gender, unconscious bias, and allyship
- the role of men as positive role models

The sessions were collaboratively developed and delivered by Dr. Manoj Fernando, a medical professional and therapist with expertise in gender, mental health, and community engagement.

Participation and Engagement in 2025

- 2 sessions were conducted for Team Members and staff in Biyagama and Thulhiriya, reaching 105 participants
- 6 sessions were conducted for executive-level employees and above, reaching 168 participants

Each session included interactive discussions, Q&A segments, and opportunities for one-to-one consultations, enabling deeper engagement and personalised support. Follow-up focus areas have been identified for continued engagement in 2026.

Integration with Broader Interventions

Insights from FGDs also informed the design of related initiatives, including financial literacy programmes, ensuring that interventions address the broader socio-economic and behavioural challenges experienced by male employees.

Women in Management: Building a Sustainable Leadership Pipeline

We continue to advance gender representation in leadership through a combination of aspirational targets, structured pipeline development, and targeted interventions, while recognising the systemic challenges that influence progress across the industry.



Mentorship For Women

- A structured programme to support and encourage high performing women from junior executive positions to remain and move up in their career
- Connecting young women to senior management



Childcare

- Onsite and offsite childcare facilities at 38 locations across the group
- Open to all MAS parents
- 44 locations with a dedicated space for breastfeeding and other wellness needs



Unconscious Bias Training

- Focused sensitisation at different levels of the organisation
- Address bullying and sexual harassment
- Sensitisation to identify and fight unconscious bias



Gender Smart Communication

- Gender responsive programming
- Sensitising to achieve gender transformative communication
- Champions of change through communication space for breastfeeding and other wellness needs



Sponsorship for Women

- A structured programme connecting women in management to senior leadership, including Board Members and Executive Committees



Progress and the Way Forward

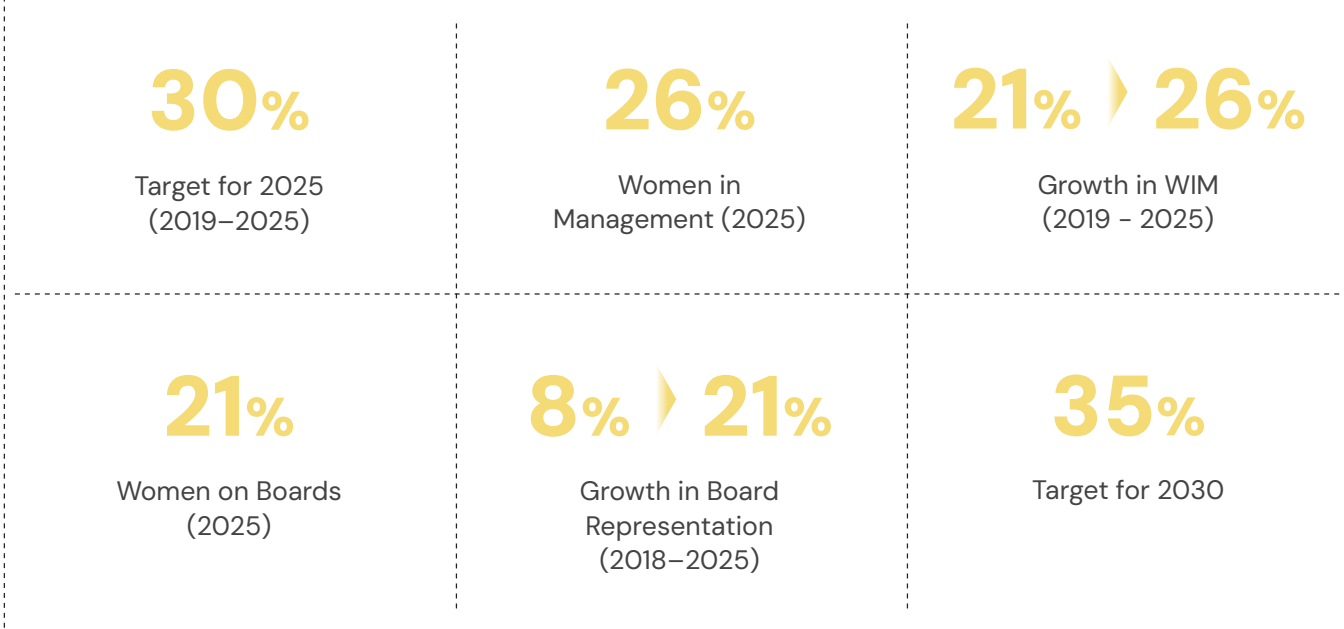
Having set an ambitious target of achieving 30% women in management by 2025, our progress was guided by incremental, context-specific targets across our businesses. This approach ensured our ambitions remained realistic and actively supported by senior leadership.

Despite steady long-term progress, 2025 presented a challenging operating environment. This necessitated significant effort to maintain existing representation levels. Consequently, our overall Women in Management (WIM) representation remained at 26%, unchanged from the start of the year and below our target.

While our broader trajectory remains positive, this highlights the ongoing structural challenges we face in building leadership pipelines and attracting and retaining women within the industry.

In response, we recalibrated our long-term aspiration to reach 35% women in management by 2030. This adjustment is supported by strengthened interventions and a continued focus on pipeline development and targeted action.

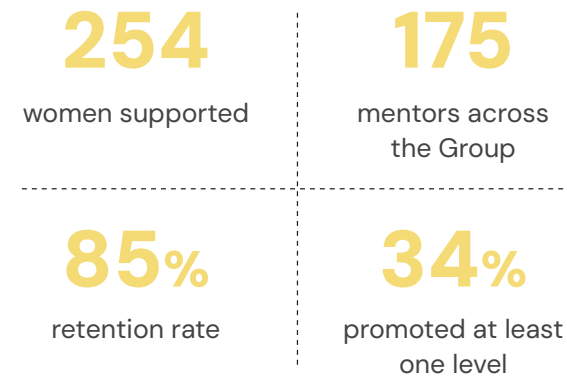
Women in Management – Progress Snapshot



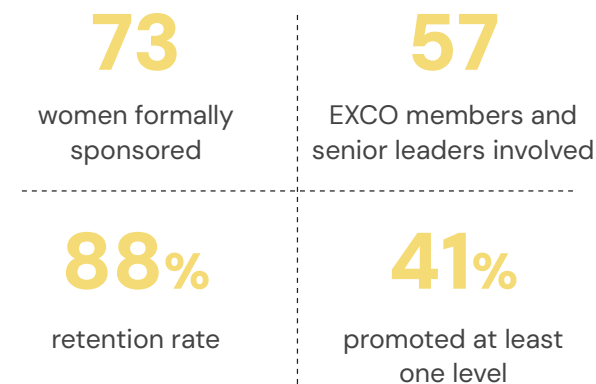
Pipeline Development : Mentorship and Sponsorship

MAS continues to invest in the following programmes to build a strong internal pipeline of future women leaders.

Mentorship Programme (Executive & Senior Executive)



Sponsorship Programme (Manager and Above)



“Through the program, I was paired with a senior leader who supported me through regular mentoring sessions. These conversations helped me reflect on my leadership style, improve my decision-making approach, and build confidence in handling complex situations. One of the biggest changes I experienced was in how I communicate with stakeholders. My mentor guided me on presenting ideas clearly and thinking more strategically before making decisions. This helped me contribute more effectively during leadership meetings and gain greater visibility within the organisation.

During the mentorship period, I had the opportunity to lead a cross-functional project. With the support and encouragement from my mentor, I approached the project with more confidence and structure. The project was successfully completed and improved collaboration between teams. Today, I feel more prepared to take on greater responsibilities and contribute to the organisation at a higher level. The mentorship programme has played a significant role in shaping my professional growth and leadership journey.

Shanika Bandara
FCDC Senior Executive
– Mentee – Matrix

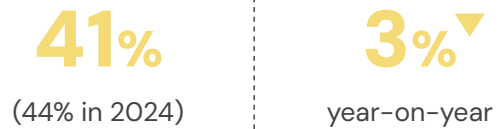
“Undivided attention I received from an Apparel Board Member to discuss all my challenges and having a role model to look up to, meant a lot”

Anonymous Protégé
from 2025 Sponsorship programme – MCAP

Workforce Trends and Internal Progression

Despite external hiring challenges, MAS observed encouraging internal momentum:

Women recruited at executive level and above



Women's percentage in executive level and above resignations



Promotions into decision-making roles



These trends reflect stronger internal pipeline development and improved engagement and a sense of belonging among female talent.

Strengthening the External and Internal Talent Pipeline

Recognising that leadership representation is influenced by broader ecosystem factors, MAS continues to engage beyond the organisation:

- 6 sensitisation workshops were conducted across multiple universities with a focus on Diversity, Accessibility, Respect, and Unconscious Bias as core workplace capabilities
- Continued engagement with youth groups and academic institutions, supporting long-term mindset shifts and talent pipeline development

Leadership Commitment and External Positioning

Senior leadership continues to play a critical role in driving the gender equity agenda through:

- active sponsorship and mentorship
- visibility of women leaders
- advocacy and external engagement

MAS' continued efforts, including media campaigns, profiling of women leaders, and advocacy initiatives, have strengthened its position as an employer of choice for women, while reinforcing long-term commitment to gender equity.

Refer **page 89–93** for more details on these campaigns. For detailed memberships, advocacy, and commitments, please refer **page 30–35**.

Women's Networks and Leadership Enablement

MAS continues to strengthen peer support and development through divisional women's networks, aligned to Group-level guidelines. These platforms foster collaboration, confidence-building, and shared learning, enabling women to strengthen both professional and personal capabilities.



"Colours of Calm" (Bodyline):

An art therapy session supporting mental wellbeing and reflection

Cross-divisional development programmes (Active x KREEDA):

Focused on self-awareness, negotiation, emotional intelligence, and change management.

"The programme was truly valuable for women, offering insights on confidence, growth and networking. The sessions were engaging and empowering. Overall, it was an inspiring experience."

Hirunika Alahakoon

Senior Executive – Plant Lean Enterprise, Fabrics Intimo – Active



"Last year, I had the opportunity to participate in the Women's Networks Programme organised for female employees. As a Senior Executive in HR, my role involves managing HR processes and supporting employees, but this programme gave me a unique chance to connect with women across different departments, share experiences, and learn from their professional journeys. Through the programme, I participated in workshops and discussions on leadership, communication, career growth, and challenges women face in the workplace. Being part of this network helped me gain confidence, develop new perspectives, and understand the importance of supporting and empowering other women in the organisation"

Meena Gunarathne

Senior Executive HR – Matrix

Meaningful Employment

Enabling Purpose-Driven Work and Sustainable Careers

At MAS, meaningful employment is woven into how we design work, develop our people, and create long-term value. Our actions stem from a longstanding belief that employment should connect individuals to a sense of purpose, while enabling meaningful contributions to MAS' broader organisational goals through initiatives that enhance processes, innovation, and impact. In doing so, we strive to foster growth with confidence while supporting sustainable livelihoods.

In the context of our diverse global workforce, our approach extends beyond roles and remuneration. We focus on access, capability, fairness and wellbeing, creating inclusive environments where individuals can realise their full potential.

We adopt a deliberate and systematic approach to meaningful employment. Our goal is to create an environment where our people can access opportunities, grow and thrive throughout their entire employment journey.

Key Areas Shaping Meaningful Employment

Our efforts are guided by a series of interconnected priorities that collectively shape the employee experience throughout their journey.

Attracting and retaining talent:

Building strong talent pipelines and positioning MAS as an employer of choice through purpose-led engagement

Learning and development:

Enabling continuous capability building through structured programmes and experiential learning

Employee wellbeing and work-life balance:

Creating environments that support physical, mental, and social wellbeing

Sustainable compensation:

Ensuring fair, equitable, and competitive remuneration aligned with performance and market benchmarks

Performance management:

Strengthening accountability and growth through structured performance evaluation and feedback mechanisms

Diversity, equity and inclusion:

Embedding inclusive practices and equal opportunity across all stages of the employee lifecycle



GRI 401-1

Attracting and Retaining Talent

Building on last year's momentum, we strengthened MAS' value proposition for both current and prospective employees through targeted and authentic engagement. Our approach centres on connecting individuals to purpose by positioning MAS as a workplace where they can meaningfully contribute and develop their skills.

As an equal opportunity employer, we ensure recruitment remains merit-based with inclusivity woven into our policies, practices, and candidate interactions. This commitment is consistently reflected across all recruitment channels and processes.

Our workforce levels remained broadly stable throughout the year. This was due to a period of operational consolidation and hiring closely aligned with attrition and selective expansion in key markets. Consequently, there was no significant net change in overall headcount.

Hiring vs Turnover



97,989

Total Average Employees

31,693

Total new hires

32.34%

Rate of new hires

31,460

Total terminations

32.11%

Rate of turnover

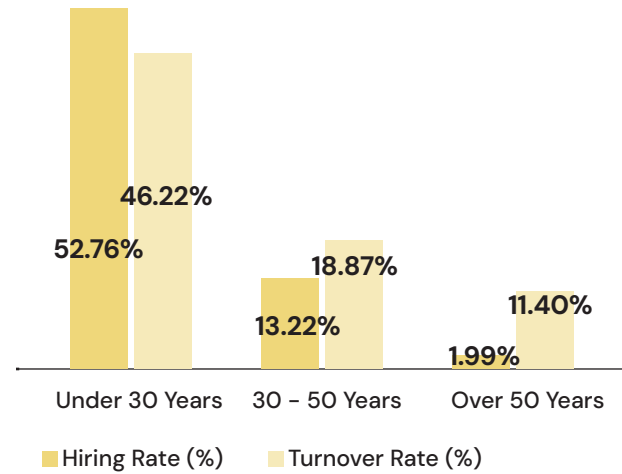
7,323

Male Hires

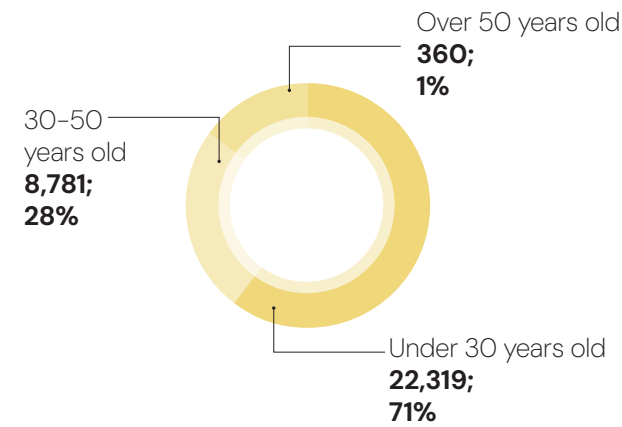
24,730

Female Hires

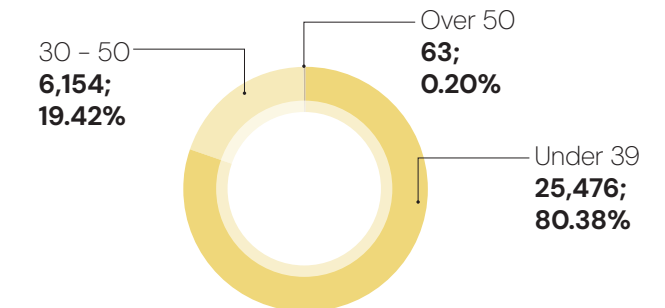
Workforce Movement by Age



Total Terminations by Age

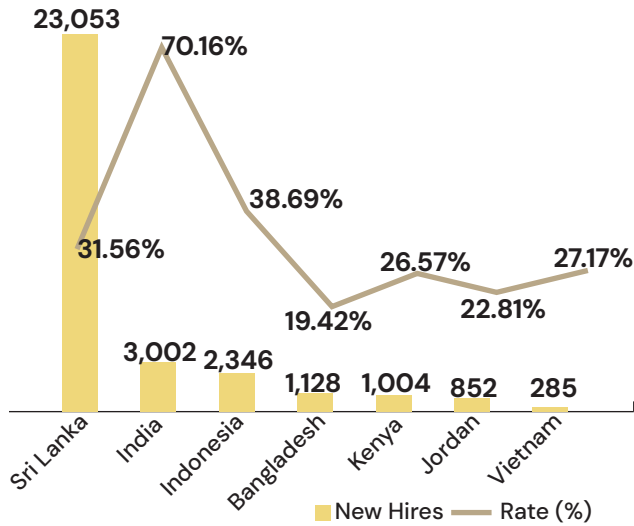


New Hires by Age

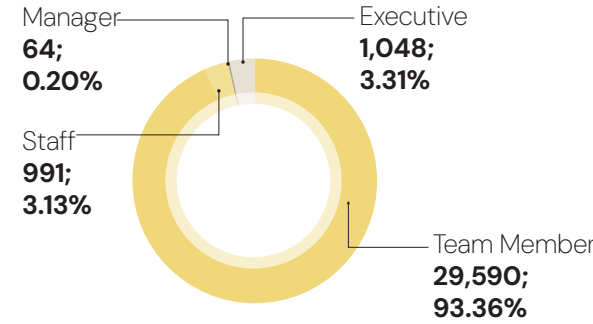


Workforce movement is highest among employees under 30, reflecting early-career mobility and pipeline dynamics.

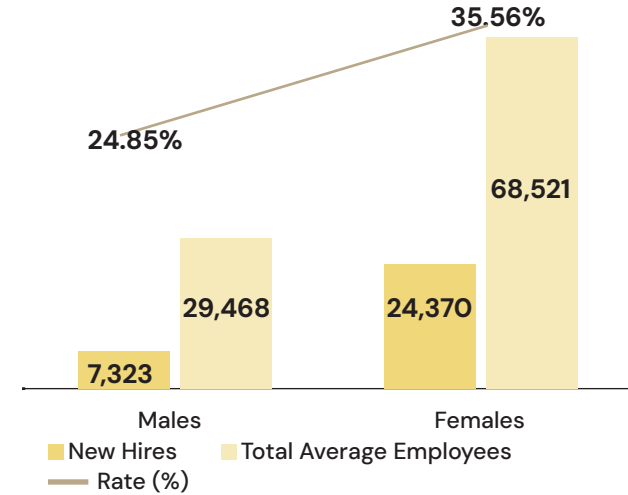
Employee Hires by Region



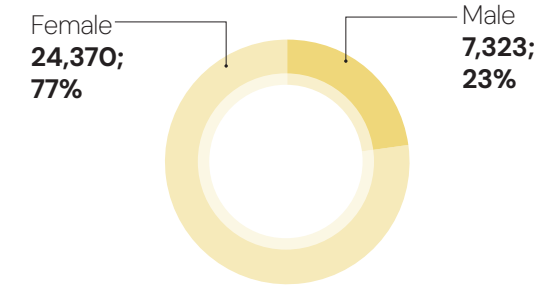
Employee Hires by Grade



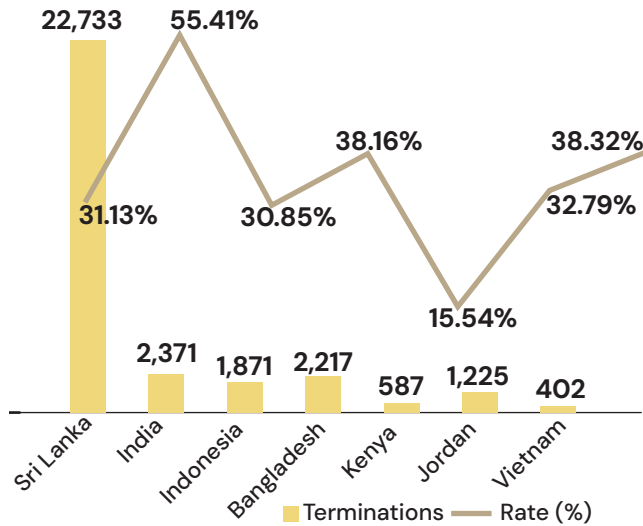
Hires by Gender



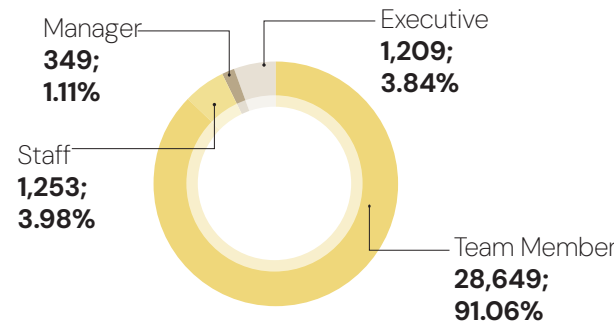
New Hires by Gender



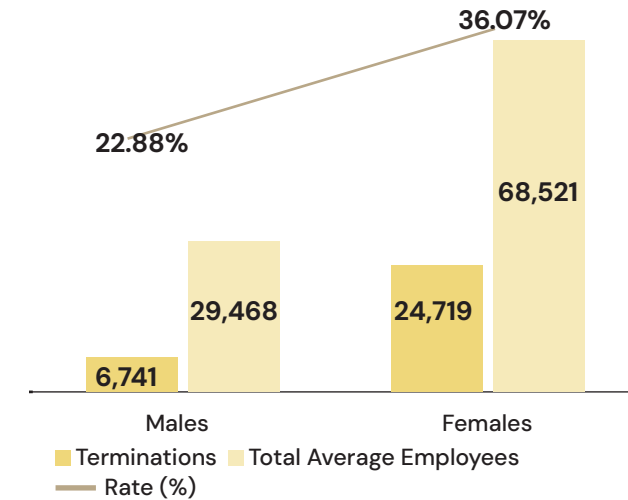
Employee Turnover by Region



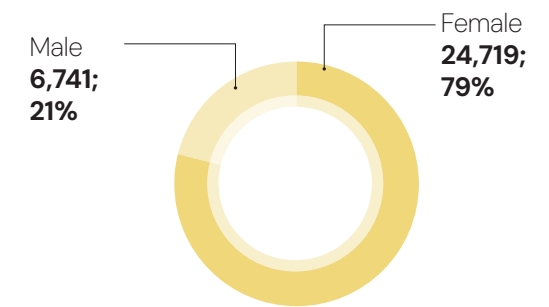
Employee Turnover by Grade



Turnover by Gender



Terminations by Gender



Hiring activity focussed on key operating markets, mirroring the workforce scale and targeted expansion. Turnover trends varied regionally, influenced by local labour market dynamics and operational factors.

Employee hiring patterns by grade are heavily skewed towards team member roles. This reflects the operational nature of the workforce and ongoing capacity expansion at the frontline. Similarly turnover trends by grade also follow a similar distribution. The majority of exits occur within team member categories, which broadly aligns with workforce composition and role dynamics across the organisation.

Hiring patterns broadly reflect the current workforce composition across operational roles, while turnover patterns by gender are aligned with workforce composition and role distribution.

Progress in 2025

In 2025, we continued to strengthen our talent attraction and retention strategy. This involved targeted outreach capability-building initiatives and structured talent management practices. Our priority remained building robust talent pipelines and fostering an environment that enables growth and sustained long-term careers.

Talent Acquisition and Attraction

Early Talent Engagement and Pipeline Development

MAS maintained a strong connection with universities through a variety of initiatives including career fairs targeted recruitment and outreach programmes. These efforts extend beyond recruitment, focusing on building employability and supporting Sri Lanka's future workforce.

During the year, we participated in 47 career fairs across Sri Lanka's private and state universities and hosted dedicated Open Days to engage high-calibre graduates. We also extended our outreach to school students through awareness and upskilling sessions, supporting their transition into higher education.

Our talent attraction strategy was further reinforced through partnerships with universities, professional bodies, and institutes, enabling deeper engagement with both early-career and mid-career professionals.

Beyond recruitment events, MAS invested significantly in capability building through 51 employer branding initiatives, including workshops, guest lectures, and interactive sessions aimed at enhancing student skills and future readiness. These initiatives underscored our commitment to developing the next generation of Sri Lankan talent.

47

career fairs conducted

7

MAS Open Days hosted

51

employer branding initiatives delivered Skills

Skills for Work Programme

The Skills for Work programme effectively bridged the gap between academic learning and industry demands. In collaboration with state universities, it emphasises practical, work-ready capabilities through formalised learning programmes and hands-on experience.

4

state universities engaged

5

faculties covered

8

week programme

380+

students upskilled

Global and Experiential Learning Opportunities

MAS Global Internship Programme

The MAS Global Internship Programme, conducted in partnership with the University of Oregon, entered its third year in 2025. Designed for postgraduate students, the programme provides structured, project-based exposure to MAS operations, combining technical learning with practical, real-world experience.

Participants engage with cross-functional teams and senior leadership, gaining insights into manufacturing innovation and broader business operations. The programme also offers exposure to MAS' global footprint, enabling participants to develop a more holistic understanding of the industry while broadening their perspectives.

MAS–Dialog–Hemas Summer Internship Programme

This flagship programme continued into its 20th consecutive year in 2025, providing cross-industry exposure for a cohort of 15 interns over a six-week programme. Participants experienced various organisational environments and working styles at MAS, Dialog and Hemas.

Interns undertook project-based assignments supported by mentorship and guided learning sessions. They also interacted with industry leaders and subject matter experts, gaining practical insights into business operations and decision-making.

The cross-company format fostered a broader understanding of different sectors and helped participants develop transferable skills and professional networks.

Extending Talent Relationships Beyond Employment

MAS continues to maintain connections with former employees through its Alumni Network, recognising that talent relationships extend beyond tenure. The platform enables ongoing engagement through knowledge sharing, referrals, and potential re-entry opportunities, supporting a broader and more connected talent ecosystem.



79

active alumni

Strengthening Employer Brand and EVP

Strengthening Employer Brand and EVP

In 2025, MAS advanced its employer branding efforts through the rollout of its Employer Value Proposition (EVP). This strengthened alignment between internal culture and external positioning, ensuring a more consistent and authentic representation of MAS across markets.

The EVP helped bring greater clarity to how MAS communicates its purpose, values, and employee experience—enhancing engagement across recruitment platforms and supporting more targeted outreach to potential talent. It also enabled stronger consistency across markets, reinforcing MAS' positioning as an employer of choice in an increasingly competitive talent landscape.

Talent Retention

Enterprise Talent Reviews and Succession Planning

We conduct enterprise-wide talent reviews to identify critical and high potential talent. This process is supported by a Talent Board with Group-level representation, enabling consistent evaluation, succession planning, and targeted development of key individuals.

Proactive Talent Monitoring

The organisation continues to strengthen its ability to proactively identify and manage retention risks. This enables earlier intervention and more targeted retention strategies, particularly in a competitive and evolving talent landscape.

Responding to Talent Mobility and Evolving Expectations

Retention strategies are shaped by broader workforce trends, including increased talent mobility, migration, and changing employee expectations. MAS has responded by enhancing flexibility and exploring alternative engagement models to maintain connections with talent over time.

Flexible Engagement Approaches

In selected cases, MAS has introduced flexible engagement models enabling individuals pursuing further studies or global exposure to remain connected through part-time or project-based contributions.

GRI 404-1, 404-2

Learning and Development

At MAS, learning and development is centred on building capability at scale, with a continued focus on strengthening both technical and leadership competencies to support evolving business needs.

Our approach is based on the 70:20:10 learning framework, combining experiential, social and formal learning. Employees primarily develop through on-the-job experience supported by coaching and mentoring, while structured programmes are delivered in physical, virtual and hybrid formats.

Guided by a competency-based framework, employees are assessed against defined technical and leadership competencies. These assessments inform Individual Development Plans (IDPs) ensuring development aligns with both personal growth and organisational priorities.



70%
On-the-job learning



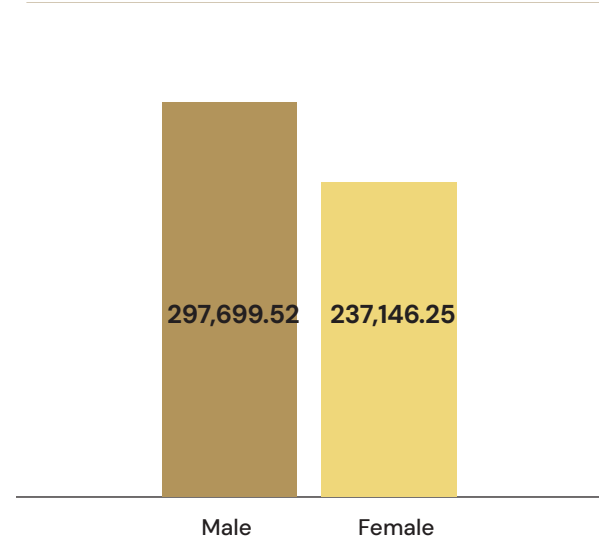
20%
Coaching and mentoring



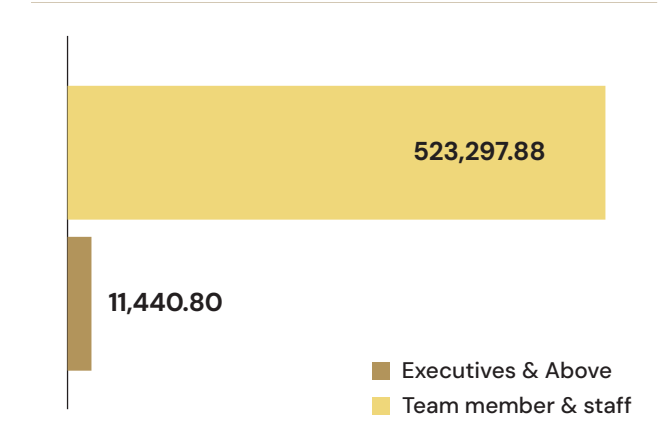
10%
Structured programmes



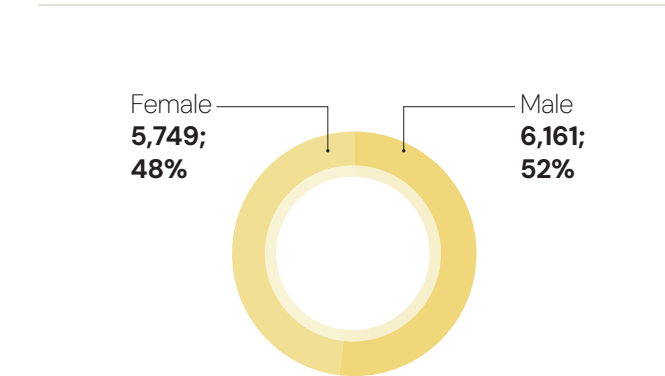
Training Hours by Gender



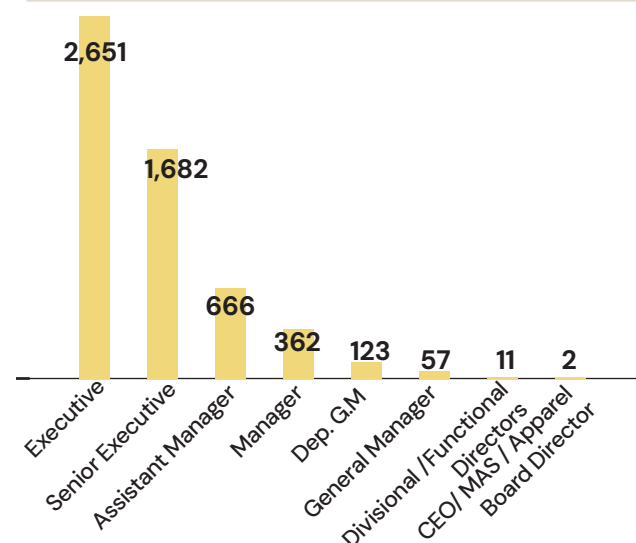
Training Hours by Employee Grade



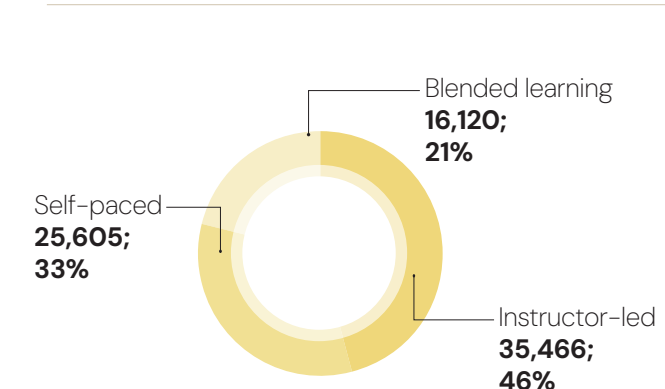
Training by Gender



Number of Employees Trained - Executive and Above



Training by Method



Strengthening Capability Through Structured Learning

MAS follows a clearly defined learning cycle starting with competency assessment, followed by development planning, programme delivery and finally, evaluation. This ensures targeted, measurable, and continuously improved learning interventions.

In 2025 a key focus was advancing course-to-competency mapping, which reached close to 90% completion. This in turn strengthened alignment between identified capability gaps and learning interventions.

Other focus areas included strengthening leadership capability, enhancing team effectiveness and feedback culture and enabling cross-functional learning across the organisation.

Competency Assessment
Employees are assessed against defined technical and leadership competencies

Development Planning
Individual Development Plans (IDPs) are created to address identified gaps

Evaluation and Feedback
Programme effectiveness is reviewed and feedback integrated for continuous improvement

Learning and Delivery
Targeted interventions delivered through 70:20:10 learning approaches



Core Frameworks

- Competency-based learning framework
- Individual Development Plans (IDPs)
- Succession Development Plans (SDPs)

Leadership and Technical Development

- Leadership development programmes
- Technical Skills Development Programme (NVQ-aligned)

Mobility and Career Progression

- Cross-functional learning and job rotations
- Talent Conversations and internal mobility pathways
- Global Talent Mobility Programme

Learning Delivery and Support

- Coaching, mentoring, and feedback mechanisms
- Digital and self-directed learning platforms



Nurturing the Talent Pipeline

Our talent pipelines are nurtured through a deliberate, forward-looking approach to training and development. This supports individual growth while also strengthening business continuity and succession planning.



Succession Planning and Development

MAS strengthens its talent pipeline through a structured succession planning approach. Talent is identified during the Talent Review process and then developed into Succession Development Plans (SDPs) for critical roles.

Each SDP is guided by MAS' 70:20:10 learning approach, and are customised to address specific capability gaps and readiness timelines, ensuring alignment with future role requirements. Periodic reviews ensure these plans remain relevant, particularly as business needs change.

Talent Mobility and Career Development

Talent Conversations enable meaningful movement across roles, functions, and geographies, supporting targeted development opportunities.

This approach ensures alignment between individual aspirations and organisational needs, while providing employees with broader exposure and career progression pathways.

Leadership Accountability for Talent Development

Accountability for developing talent is embedded within leadership teams, reinforcing ownership of capability building across the organisation. This supports the development of a diverse, future-ready talent pool and strengthens succession pipelines to ensure long-term business continuity.

Global Talent Mobility

MAS continues to use global mobility as a key tool for developing capabilities and planning for succession. This programme supports both short-term and long-term international assignments, helping businesses meet their needs like scaling operations deploying critical expertise and strengthening leadership oversight across markets.

Furthermore, global mobility acts as a targeted development intervention, with international exposure incorporated into Succession Development Plans (SDPs) to build leadership readiness and enhance organisational capability.

106

Employees on international assignments

25

Short-term

81

Long-term



Top 3 By Division

40

INTIMATES

40

KREEDA

13

SILUETA



Top 3 By Destination

41

JORDAN

28

KENYA

15

INDIA



Assignments by Grade

31

Senior Executive

23

Executive

18

Staff

Technical Skill Development at the Shop Floor

Building Technical Capability at Scale

MAS' Technical Skills Development Programme is an ongoing programme designed to strengthen shop-floor capability for Team and Group Leaders in the textile and apparel sector. It builds industry-relevant technical skills and professional confidence supporting career progression and developing a pipeline of technically and managerially skilled talent aligned with Sri Lanka's evolving industrial needs.

Introduced in 2017, the programme offers Certificate and Diploma levels for progressive capability development as employees move into more complex technical and supervisory roles.

Structured and Industry-aligned Learning

This programme seamlessly integrates technical and behavioural development, combining core manufacturing competencies with essential soft skills like communication and professional conduct. Internal subject matter experts and external institutions support delivery ensuring practical relevance and industry alignment.

Accreditation under the National Vocational Qualification (NVQ) framework further reinforces the programme's credibility, with certification at NVQ Level 4 and Level 5. MAS stands out as one of the first in the industry to achieve NVQ Level 5 accreditation in Textile and Apparel Technology.

Standardising Capability Across the Group

Shop-floor training programmes have commenced standardisation across the Group from mid-2025 onwards to ensure consistent capability development. Starting in 2026, training delivery will be decentralised to business units while governance and certification will remain centrally managed to maintain quality and alignment.

Programme Structure



Certificate Level

NVQ Level 4 | 6 months
Focus on core technical and supervisory skills



Diploma Level

NVQ Level 5 | 24 months
Advanced technical and industry-focused learning

What the Programme Builds

- Technical capability across apparel manufacturing processes
- Supervisory and production management skills
- Professional conduct and communication
- Industry-recognised qualifications supporting career progression

Certification Trends

TSI Certifications Completed
2023: 23 | 2024: 22 | 2025: 0

Certificate Level Graduates (NVQ Level 4)
2023: 28 | 2024: 42 | 2025: 0

Diploma Level Graduates (NVQ Level 5)
2024: 27 | 2025: 33

(2025 figures ongoing — certification expected in 2026)

GRI 403-6

Employee Wellbeing and Work-life Balance

A Holistic Approach to Employee Wellbeing

At MAS, employee wellbeing is viewed as an integrated system supporting individuals across various life and work dimensions. This year, it was operationalised through four interconnected components: Mental, Physical, Financial and Emotional Wellbeing. Each addresses distinct yet overlapping workforce needs.

Rather than a one-size-fits-all approach, initiatives are decentralised and context-specific. This allows business units to respond to local workforce dynamics while aligning with Group-wide principles. Collectively, these programmes facilitated over 1,000 knowledge-sharing sessions reaching more than 97,000 employees globally. This demonstrates MAS' commitment to building a resilient engaged and supported workforce.

Focus Areas



Mental Wellbeing



Physical Wellbeing



Financial Wellbeing



Emotional Wellbeing

Employee Wellbeing at a Glance

97,000+

employees reached through wellbeing initiatives

70,000+

employees covered by the MAS mental health helpline (Sri Lanka)

1,000+

knowledge-sharing sessions conducted globally

53 SBUs

with access to trained counsellors



Employee Wellbeing and Work-life Balance

In 2025 among the many initiatives practiced, some of the notable initiatives conducted at MAS are outlined below:

Mental Wellbeing

In Asia, mental health, drug prevention, domestic violence and suicide prevention are crucial for overall wellbeing and workplace productivity. Our commitment to advancing mental health and creating an inclusive compassionate and supportive environment for all employees goes beyond traditional commercial objectives.

Initiative	Description	Impact Focus
Sri Lanka Sumithrayo MAS Hotline	Dedicated multilingual mental health hotline serving 70,000+ employees, available six days a week with access to trained professionals and in-person consultations across 10+ centres.	Access to professional mental health support supported by early intervention
MindCare Programme	Builds counselling capabilities among middle managers, equipping them to act as “barefoot counsellors” supporting team wellbeing and conflict resolution.	Embedding peer-level psychological support within teams
Art Therapy Sessions	Creative sessions enabling employees to express emotions non-verbally, reduce stress, and improve self-awareness and emotional regulation.	Stress reduction and emotional processing
Happy Hour Sessions	Engagement platforms fostering informal interaction, collaboration, and a sense of community across teams.	Social connection and workplace morale

Physical Wellbeing

At MAS, ensuring our workforce’s physical health and wellbeing is of paramount importance. We promote healthy lifestyles and preventive healthcare through various initiatives and programmes, creating a culture of wellbeing and vitality.

Initiative	Description	Impact Focus
Outbound Training Programmes	High-energy, team-based physical challenges designed to build resilience, collaboration, and leadership through experiential learning.	Physical fitness, teamwork, and resilience
Medical Camps	Preventive healthcare initiatives including screenings (BMI, blood pressure) and awareness sessions conducted with local health authorities.	Early detection and health awareness
Chat with Doc	Interactive sessions with medical professionals allowing employees to engage directly on key health concerns.	Accessible health education
Cancer Awareness Programmes	Education-led initiatives on early detection and prevention, supported by qualified medical practitioners and follow-up care pathways.	Preventive healthcare and risk awareness



Employee Wellbeing and Work-life Balance

Financial Wellbeing

Sri Lanka’s rising cost of living has continued to place financial pressure on many households even as the economy recovers post-crisis in 2025. To address this, the company has launched a series of initiatives to enhance employees’ personal financial management skills and help them manage ongoing economic challenges. These efforts demonstrate our ongoing commitment to supporting our workforce’s financial wellbeing and resilience in an ever-changing environment.

Initiative	Description	Impact Focus
Seasonal Promotional Campaigns	Financial support through discounts, instalment schemes, and festive benefits to ease short-term financial pressures.	Household financial relief and inclusion
Apeksha Entrepreneurship Programme	End-to-end support for employees to develop business ventures, including training, mentorship, and practical skill-building.	Income diversification and financial independence
Magnate+ Programme	An entrepreneurship development initiative for employees engaged in or exploring small-scale businesses.	Strengthening long-term economic resilience

Emotional Wellbeing

Emotional wellbeing is fundamental to a healthy thriving workplace. At MAS, we prioritise our employees’ mental health and emotional resilience through targeted programmes and initiatives. By encouraging open dialogue, offering support and promoting self-care we create a work culture that values emotional wellbeing and ultimately boosts employee satisfaction and success. A respectful and supportive workplace is essential.

Initiative	Description	Impact Focus
Drug Awareness & Psychological Health Programme	Awareness sessions addressing substance use, behavioural risks, and pathways to counselling and support.	Early awareness and behavioural intervention
Children’s Day Celebrations	Family-inclusive initiatives fostering stronger emotional connections between employees, their families, and the organisation.	Family engagement and belonging
Blessing Programme for Expectant Mothers	Combines medical guidance with emotional and cultural support, creating a reassuring environment for employees during pregnancy.	Emotional security and maternal wellbeing
Leadership Development Programme	Builds confidence, communication, and leadership capabilities, supporting personal growth and emotional resilience.	Personal development and self-efficacy

Beyond Wellbeing: Enabling Support Systems

MAS extends its wellbeing approach beyond core pillars through additional employee support mechanisms, including legal guidance and workplace childcare facilities such as crèches and daycare services. These provisions further strengthen the organisation’s ability to support employees across different life stages and needs.

GRI 2-19, 2-20, 2-21, 401-2, 405-2

Sustainable Compensation

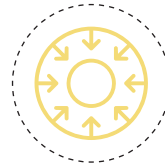
We adopt a structured and forward-looking approach to compensation, designed to ensure fairness, equity, and competitiveness across our global workforce. Remuneration frameworks are anchored in clearly defined salary structures, performance-linked incentives, and consistent governance oversight, ensuring alignment with both individual contribution and broader organisational performance.

All employees are compensated above statutory minimum thresholds, with a strict commitment to non-discriminatory practices, including equal pay for equivalent roles regardless of gender or background. Compensation benchmarks are informed by market data, global salary insights, and location-specific studies, ensuring relevance across diverse operating contexts.

The compensation ratio between the entity's highest and lowest paid employees is confidential.

MAS provides employees with benefits such as medical, illness, and accident insurance, communication and transport allowances, and support for professional development and wellbeing. These benefits are delivered equitably, while also considering specific job roles and designations.

In 2025, MAS further strengthened standardisation across SBUs and enhanced governance through Compensation Committee oversight, reinforcing transparency, consistency, and alignment with long-term talent attraction, retention, and business sustainability objectives.



Purpose:
Ensuring fair, equitable, and competitive remuneration aligned with performance and market benchmarks



- Key Elements:**
- Market-aligned pay structures
 - Performance-linked incentives
 - Equal pay and non-discrimination
 - Compensation Committee oversight

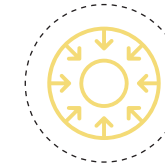
GRI 404-3

Performance Management

MAS' performance management framework is designed to drive accountability, continuous development, and alignment between individual performance and organisational goals. The system integrates structured goal setting, periodic reviews, and year-end evaluations, supported by ongoing performance conversations across all levels of the organisation.

Performance assessments are tailored by employee category, with formal annual evaluations for executive levels and above, while assessments for Staff and Team Members are aligned to role-specific requirements and skill levels. This ensures relevance, fairness, and clarity in performance expectations across a diverse workforce.

In 2025, MAS refined its framework by ensuring that values assessments no longer contribute to overall performance ratings and instead directly impact performance-related pay (PRP), where applicable. This strengthens the link between behaviours and reward, reinforcing a performance culture that values both outcomes and alignment with organisational values.



Purpose:
Strengthening accountability and growth through structured performance evaluation and continuous feedback



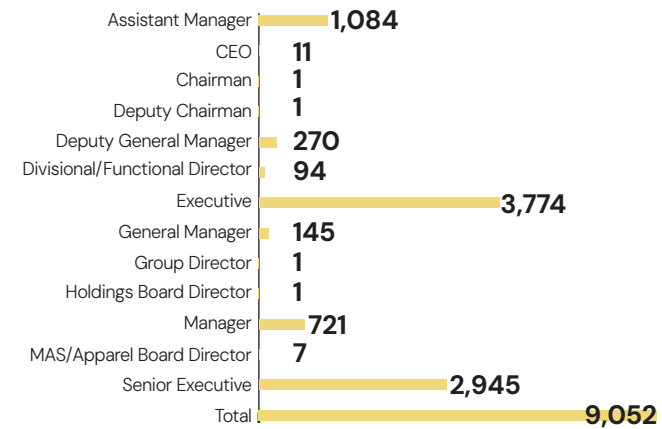
- Key Elements:**
- Goal setting and periodic reviews
 - Values linked to performance-related pay
 - Continuous performance dialogue

Performance Review Coverage by Employee Category and Gender

Performance reviews are conducted across defined employee categories, with 9.24% of the total workforce covered under formal appraisal processes in 2025. A total of 9,052 employees were eligible for performance reviews, reflecting a formal and targeted approach focused on executive and management levels.

Employee Category	Male (no.)	Male (%)	Female (no.)	Female (%)
Assistant Manager	766	70.7%	318	29.3%
CEO	11	100%	0	0.0%
Chairman	1	100%	0	0.0%
Deputy Chairman	1	100%	0	0.0%
Deputy General Manager	205	75.9%	65	24.1%
Divisional/Functional Manager	73	77.7%	21	22.3%
Executive	2,150	57.0%	1,621	43.0%
General Manager	118	81.4%	27	18.6%
Group Director	1	100%	0	0.0%
Holdings Board Director	1	100%	0	0.0%
Manager	556	77.1%	165	22.9%
MAS/Apparel Board Director	5	71.4%	2	28.6%
Senior Executive	1,920	65.2%	1,025	34.8%
Total	5,808	64.2%	3,244	35.8%

Employees Eligible for Performance Reviews



GRI 405-1

Diversity, Equity & Inclusion

MAS adopts a rights-based approach to diversity, equity, and inclusion (DEI), ensuring all employees are treated with dignity, fairness, and respect. Our focus spans gender equity, the inclusion of persons with disabilities, and the inclusion of individuals of diverse Sexual Orientations, Gender Identities, Expressions, and Sex Characteristics (SOGIESCs).

Gender equity efforts related to women’s empowerment and advocacy are advanced through the Women Go Beyond (WGB) programme (refer **pages 86–94**), while broader inclusion is embedded through policies, systems, and workplace practices. This approach is supported by the Equal Opportunity and Anti-Harassment policy and MAS DNA (Code of Conduct), ensuring non-discrimination and accountability across all employment practices.

Progress is monitored through gender-disaggregated data across hiring, succession, and promotion pipelines, strengthening accountability and enabling more targeted interventions to address representation gaps over time.

Equal Remuneration

MAS is striving to ensure equal remuneration for men and women for work of equal value, supported by structured compensation and benefits frameworks. Compensation structures are aligned to role, performance, and market benchmarks, and are applied consistently across the organisation.

Ecosystem Leadership

- Patron of UNGC Network Sri Lanka – Diversity & Inclusion Working Group
- National-level engagement through panels, podcasts, and public dialogue
- Featured in platforms such as The Inclusion Equation podcast, advancing conversations on inclusive innovation and workplace practices
- Leading conversations on LGBTQIA+ inclusion in workplace policies

Advancing Inclusion of Diverse SOGIESCs

In 2025, MAS continued to strengthen broader DEI efforts across the organisation:

- Strengthened internal trainer capability through a refined and quality-focused trainer model
- Updated gender transition support guidelines, with structured protocols and access to trained counsellors
- Continued awareness-building on individuals of diverse SOGIESCs, grounded in science-based, locally contextualised approaches



Awareness on Diverse SOGIESCs

In 2025, MAS continued to build organisation-wide awareness of inclusion for individuals with diverse SOGIESCs. This ensured consistent and structured sensitisation across all business units. These locally contextualised and science-based sessions helped employees understand inclusion within Sri Lankan culture. Furthermore, business units reinforced key messages through ongoing communication, translating awareness into everyday workplace behaviours.

Strengthening Internal Capability for Inclusive Workplaces

Throughout the year, we strengthened our internal trainer ecosystem to ensure consistent and high-quality inclusion initiatives across the organisation. Prioritising depth and effectiveness over sheer scale, we refined and supported our trainer pool through targeted capability-building interventions. These included targeted mock sessions to evaluate delivery approaches identify gaps and better understand on-ground realities. We also provided refresher training programmes to enhance facilitation skills.

This approach led to a more aligned and context-sensitive delivery of sensitisation programmes. This improved the overall quality and consistency of inclusion-related engagement across all business units.

Diverse SOGIESCs Sensitisation Programmes

14,600+
employees reached

620
programmes conducted

Internal Capability Building

69
Pool of internal trainers strengthened

13
Mock training sessions conducted

50
trainers further upskilled

Enabling Support for Gender Transition

In 2025, we took tangible steps to strengthen how we support employees undergoing gender transition. This was achieved by updating internal guidelines and formalising support mechanisms across the organisation, and was implemented via the introduction of defined protocols, access to trained counsellors, and the designation of resource personnel to guide employees through the process.

Developed in collaboration with expert organisations, these guidelines are designed to ensure that support is delivered in a manner that is informed, respectful, and grounded in lived realities.

Enabling Inclusive Work Environments

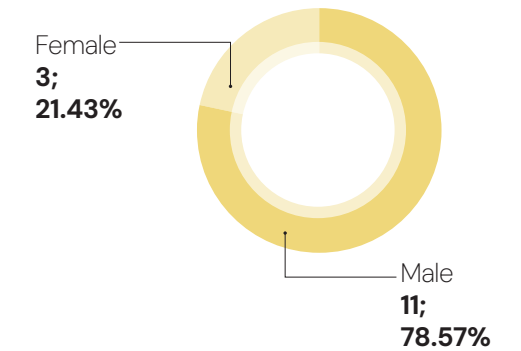
We continue to strengthen workplace systems that support diverse employee needs and enhance overall wellbeing. These efforts focus on creating enabling environments that promote accessibility, flexibility, and inclusion across the employee lifecycle.

Key enablers include flexible work arrangements, employer-supported childcare, inclusive infrastructure such as lactation rooms and prayer spaces, and access to counselling and mental health support. Altogether, these systems guarantee that employees receive assistance not only in their professional duties but also in their broader life contexts, thereby promoting ongoing involvement, commitment, and development.

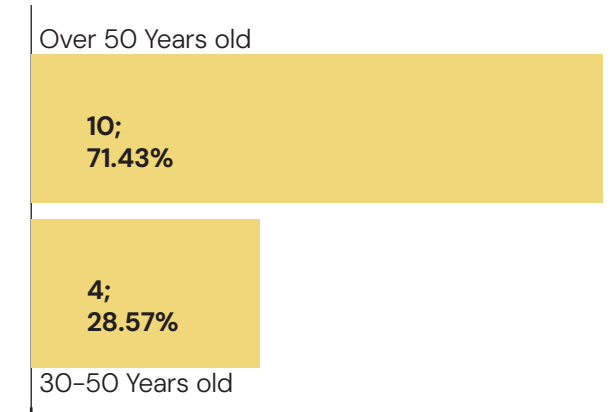
GRI 405-1

Diversity of Governance Bodies and Employees

Percentages of Individuals Within the Organisation's Highest Governance Bodies - By Gender

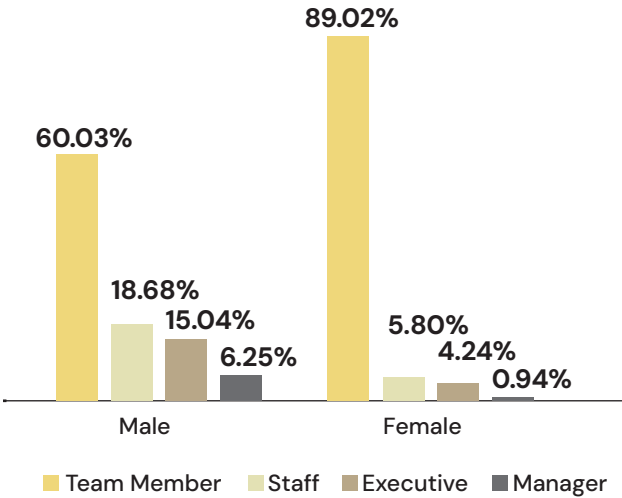


Percentages of Individuals Within the Organisation's Highest Governance Bodies - By Age

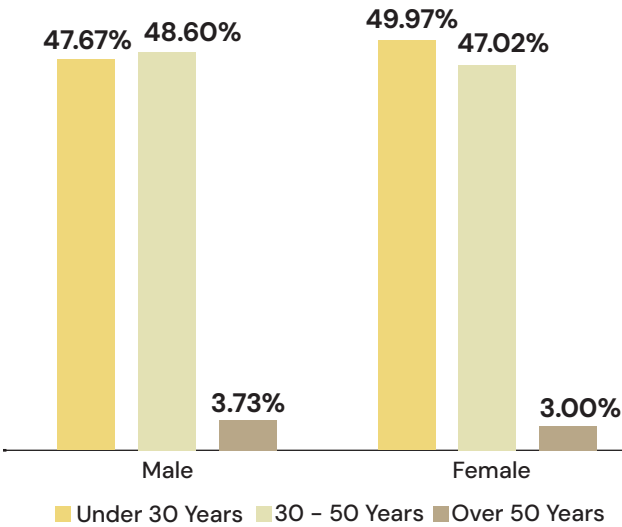


Note: The organisation's highest governance bodies comprise the Boards of MAS Capital and MAS Holdings

Employees by Grade and Gender

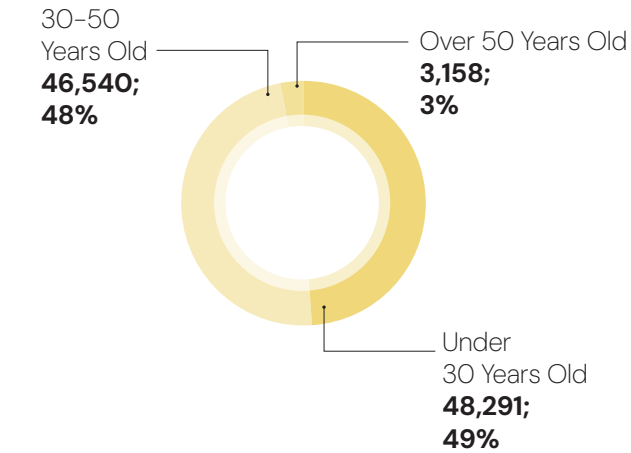


Employees by Gender and Age

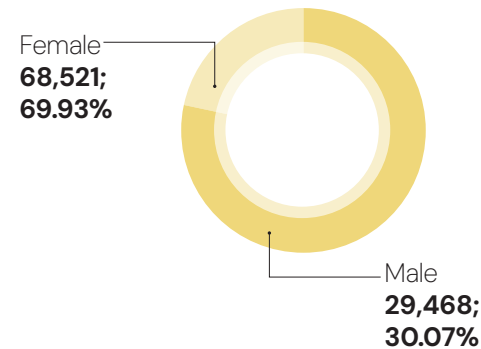


Note: The above graphs show the overall gender-wise percentage distribution of employees across different grade levels and age groups, highlighting the total workforce composition and demographic structure within the organisation.

Workforce by Age



Workforce by Gender



Empowering Persons with Disabilities

A structured approach to meaningful, inclusive employment.

MAS' disability inclusion approach is anchored in a four-pillar model (Employ, Enable, Engage, Empower), designed to support access, participation, and long-term growth for persons with disabilities across the organisation.

Employ - Providing Meaningful Employment Opportunities



Persons with Disabilities 2025

- 436** Total Employees
- 303** Persons with speech and hearing impairments
- 123** Persons with physical impairments
- 20** Persons with vision impairments
- 7** Persons with cognitive/intellectual impairments

Enable - Removing Barriers to Access

Focused on creating accessible and supportive workplace environments with access to the resources they need:

- 34** buddy systems supporting workplace integration
- 28** sign language training programmes
- 34** accessible workplace interventions across locations
- 2** assistive tools and technologies provided

Engage — Building Inclusion and Participation

Strengthening communication, inclusion, and connection:

35

Supported Employment processes in place

33

annual engagement events

23

sign language and emergency training sessions for buddies and families

29

JCC communications to PWDs

13

partnerships with disability networks

These efforts foster a workplace culture where employees with disabilities feel valued, respected, and included in company culture.

Empower — Enabling Growth and Progression

Supporting long-term development and career mobility:

34

specialised counselling, mentoring, or coaching interventions

28

leadership and soft-skill development programmes

13

new job opportunities and cross-functional roles

Through these initiatives, employees are supported to build confidence, develop capabilities, and progress within their careers.



Dialog–MAS Enabler Programme 2025

Held from 23 June to 7 July, the two-week programme brought together selected undergraduates and graduates with disabilities, offering them immersive experiences across Dialog and MAS operations. Participants were placed within corporate offices, customer-facing service centres, and large-scale manufacturing facilities, where they received guided briefings on organisational culture while gaining hands-on exposure to day-to-day business operations.

The programme blended theoretical learning with practical experience, covering key aspects of employability such as workplace etiquette, recruitment and hiring processes, interview preparation, career development, and department-specific forums facilitated by industry experts. Alongside technical and operational knowledge, strong emphasis was placed on soft skill development, including communication, teamwork, leadership, time management, and self-confidence – critical competencies for sustained career growth and effective integration into dynamic work environments.

As part of their MAS exposure, participants spent a full working day at MAS Capital, Battaramulla, gaining first-hand insight into the organisation’s work culture and its central leadership role. They were introduced to “Plan for Change,” MAS Holdings’ sustainability strategy, and engaged in conversations with senior leaders who shared their leadership journeys and personal experiences. Visits to the Legato Techno Hub further highlighted MAS’ advanced use of technology and innovation within the apparel industry.

Participants also undertook a dedicated one-day programme at MOS Academy, where they learned Lean Manufacturing concepts including 5S and the 7 wastes and applied these principles to everyday activities. Manufacturing facility visits to MAS Linea Intimo, Unichela Panadura, MAS Silueta, and MAS Kreedaa provided deep insight into garment manufacturing processes, organisational structures, HR functions, and inclusive workplace practices.

Throughout the programme, participants engaged in team-building and confidence-building activities, employability skills development, and professional CV-building sessions.

Reflecting on their learning, participants emphasised areas of personal growth and self-development, noting gains in self-belief, overcoming fear, balancing personal and professional life, and managing time effectively. Many highlighted improvements in teamwork, communication, and leadership, including learning to collaborate effectively and navigate challenging workplace dynamics. From an operational perspective, key learnings included Lean concepts, factory operations, and inclusive HR practices.

Importantly, participants provided constructive feedback on how MAS can further adapt workplaces and processes to enhance employability for persons with disabilities. They also reflected on the skills and competencies they need to strengthen as they prepare to enter the workforce.

Through the Dialog MAS Enabler Programme, MAS Holdings and Dialog Axiata PLC continue to demonstrate their commitment to fostering inclusive talent pipelines and bridging education and employment, while creating meaningful opportunities for persons with disabilities to thrive in professional environments.





World-Class Workplaces

Creating Safe, Resilient, and High-Performing Environments

At MAS, building world-class workplaces is not simply about occupational safety — it also encompasses fostering a culture where employees feel secure, valued, and empowered to perform at their best. Our approach integrates strong occupational health and safety systems, continuous capability development, employee wellbeing initiatives, and a culture grounded in ethics, engagement, and open communication.

By embedding these elements across our operations, we create environments that support both operational excellence and long-term employee wellbeing.

Our Approach to World-Class Workplaces

The following priorities collectively enable safe, healthy, and high-performing work environments across our operations:

Ensuring employee health and safety:

Strengthening occupational health, safety, and preventive care through robust systems, risk management, and employee-focused health initiatives.

Enabling operational continuity and responsiveness:

Maintaining uninterrupted operations through structured escalation mechanisms, Group-wide problem solving, and coordinated crisis response across the enterprise.

Strengthening governance, systems and standardisation:

Driving consistency and compliance through policy development, process standardisation, and enterprise-wide governance frameworks across the employee lifecycle.

Empowering employee voice and engagement:

Embedding formalised consultation mechanisms, digital tools, and feedback platforms to capture employee sentiment and strengthen organisational responsiveness.

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

Ensuring Employee Health and Safety

At MAS, our commitment to health and safety extends beyond compliance, with a continued focus on building safe, resilient, and high-performing workplaces. Our approach integrates robust management systems, strong governance structures, and active employee participation, enabling us to sustain a culture where safety is embedded in everyday operations.

During the year, we continued to strengthen our alignment with globally recognised standards. Multiple SBUs maintained ISO 45001 certification, while our broader safety performance was recognised through 10 Gold Awards at the RoSPA Health and Safety Awards 2025. In particular, MAS Shadeline was recognised as “Highly Commended” at the RoSPA Awards, ranking second globally in the manufacturing sector, placing it among the top-performing organisations worldwide.

The nine RoSPA Gold Awards were received across MAS facilities in Sri Lanka, Jordan, and Indonesia, reflecting consistent safety performance across our global operations. MAS KREEDA also achieved Gold (Proactive Level) under the IOSH Business Assurance Certification, reflecting the maturity of our occupational health and safety management systems and practices.

Our Commitment

Be first-in-class for working conditions in our industry

Achievements



2,123
H&S Committee members

2,467
additional H&S point-persons engaged

343
H&S-related committee meetings

1,460
specialised H&S trainings

1,905
total H&S trainings conducted

17,070
total training exposure



Recognition & Certifications

RoSPA Health and Safety Awards 2025

10
Gold Awards across the Group

ISO 45001 certified across multiple SBUs

MAS Shadeline

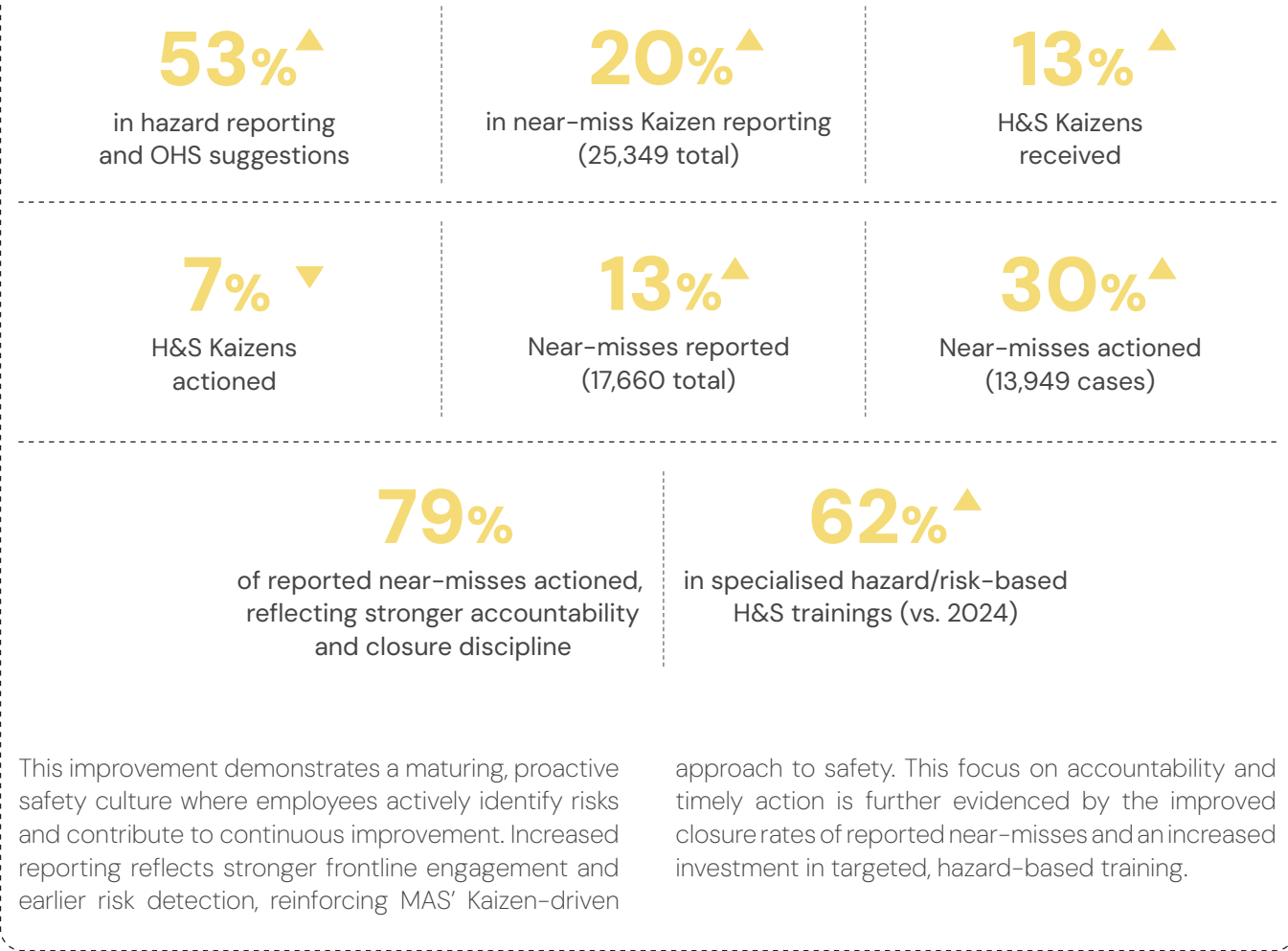
Highly Commended Award Winner, Ranked 2nd Globally in the Manufacturing Sector

MAS Kreedaa

- IOSH Business Assurance Certification
- Globally benchmarked standards aligned with internationally recognised OHS frameworks

Performance Overview

We recorded strong improvements in safety performance during the year:





Health & Safety at MAS

Hazard Management and Context

MAS adopts a systematic and proactive approach to identifying, assessing, and managing occupational safety and health risks across its operations, with a focus on preventing work-related injuries and ill-health and enhancing employee wellbeing. This approach is aligned with ISO 45001 and supported by leadership, integrated systems, employee participation, and continuous monitoring mechanisms.

- Engineering Controls:**
 Ergonomic workstation redesign, improved ventilation, and equipment modifications
- Administrative Controls:**
 Job rotation, fatigue management programmes, and standardised operating procedures
- Training and Awareness:**
 Targeted training on hazard recognition and safe work practices
- Monitoring and Surveillance:**
 Continuous tracking, health surveillance, and periodic reassessment of risks

Key Ill-Health Risks

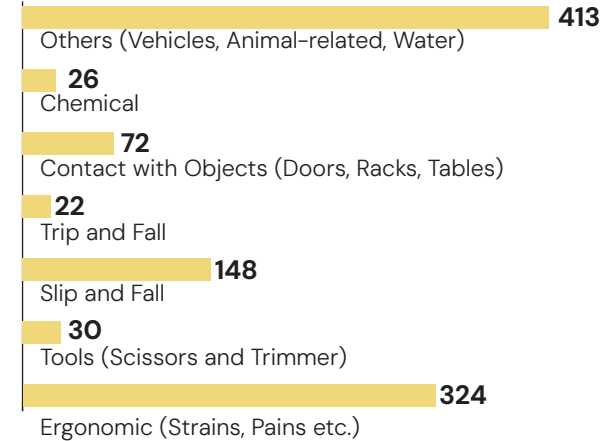
- Ergonomic strain from repetitive tasks, manual handling, and prolonged postures
- Exposure to chemicals, noise, heat, and other workplace environmental conditions
- Fatigue and psychosocial stressors arising from operational demands

Hazard Identification and Risk Assessment

- Formal risk assessments and workplace inspections across operations
- Ergonomic evaluations and health surveillance programmes
- Incident and ill-health reporting systems, supported by employee feedback mechanisms
- Periodic internal audits aligned with ISO 45001 requirements

The health and safety data presented within this report includes all employees and workers across MAS operations, with no exclusions applied.

Work Environment



642
Lost time injuries

2,279
Lost man-days

103
Road-related injuries

468
Road-related lost days

1
Fatality

17.5
Non-employee lost man-days

Ergonomic-related risks and tool-related incidents continue to represent the largest share of injuries, highlighting key focus areas for targeted interventions. Slip, trip, and fall incidents remain consistent, while vehicle and environment-related risks also contribute significantly to overall incident distribution. Continued focus on preventive controls, targeted interventions, and commuter safety initiatives is expected to further reduce incident frequency and severity over time.

Governance and Participation

A robust governance framework ensures oversight and accountability across all levels of the organisation. At Group level, safety performance and strategic priorities are reviewed regularly, while divisional and SBU-level teams monitor performance indicators, implement initiatives, and track progress against defined targets.

Employee participation remains central to this approach. Dedicated mechanisms such as H&S committees and workplace engagement platforms enable employees to raise concerns, contribute solutions, and actively participate in strengthening safety practices across operations.

Capability and Systems

Safety performance is underpinned by continuous capability building and system enhancements. Robust training programmes cover both specialised and general safety aspects, thereby equipping employees to identify risks and adopt safe practices in their daily roles. During the year, specialised hazard and risk-based training rose by 62% compared to 2024, with the aim of enhancing employee capability in managing high-risk areas like electrical safety chemical handling and operational hazards.

Simultaneously, MAS is strengthening safety systems and infrastructure, including improvements to monitoring reporting and response mechanisms. This enables more effective risk identification and management across facilities.

*Refer **Disclosure of Management of Material Topics** for more details on governance and oversight mechanisms*



Employees

Work-Related Injury Data

Fatality Rate	1	per 100,000 hours
Recordable Injury Rate	47.26	per 100,000 hours
Total Number of Hours Worked	175,038,526.57	

Work-Related Ill-Health Data

Number of Fatalities	0
Recordable Ill-Health	118

Non-Employees

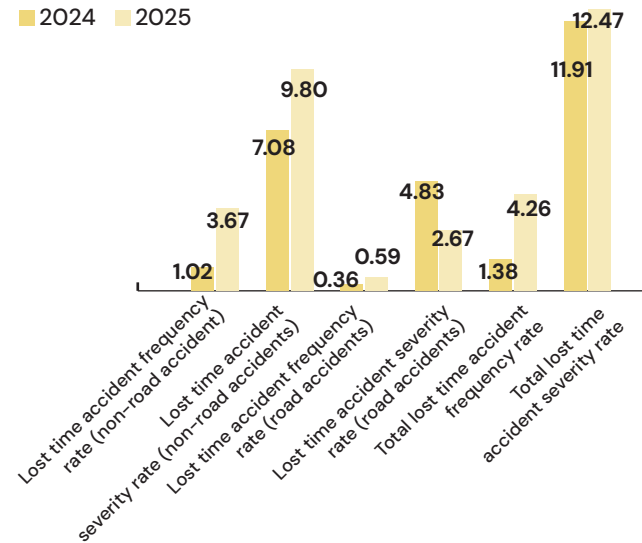
Work-Related Injury Data

Recordable injuries	9
Injury rate	0.07
Total Number of Hours Worked	122,212,848

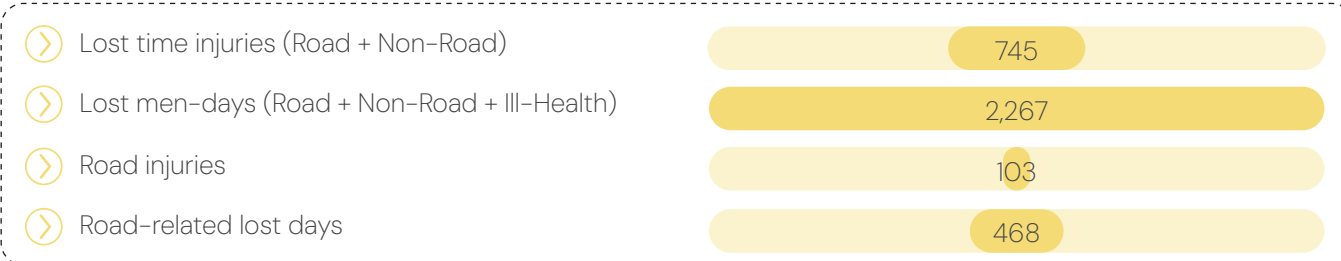
Work-Related Ill-Health Data

Number of Fatalities	0
Recordable Ill-Health	11

LTIFR & LTSR 2024 vs. 2025 Stats



Category	2024	2025
Lost time accident frequency rate (non-road accident)	1.02	3.67
Lost time accident severity rate (non-road accidents)	7.08	9.80
Lost time accident frequency rate (road accidents)	0.36	0.59
Lost time accident severity rate (road accidents)	4.83	2.67
Total lost time accident frequency rate	1.38	4.26
Total lost time accident severity rate	11.91	12.47



Strengthening Communication and Participation

OSH Communication Channels

- Access to policies, procedures, KPIs, and performance data
- Shared through intranet platforms, reports, displays, and notices
- Reinforced through training, awareness sessions, and newsletters

Engagement and Awareness

- Townhalls, quizzes, and focused group discussions
- Continuous awareness programmes across facilities
- Platforms enabling two-way communication and feedback

Employee Participation

- Quality circles and problem-solving forums
- Employee involvement in identifying and resolving OSH issues
- Strengthening understanding of workplace risks and controls

H&S Committee Governance

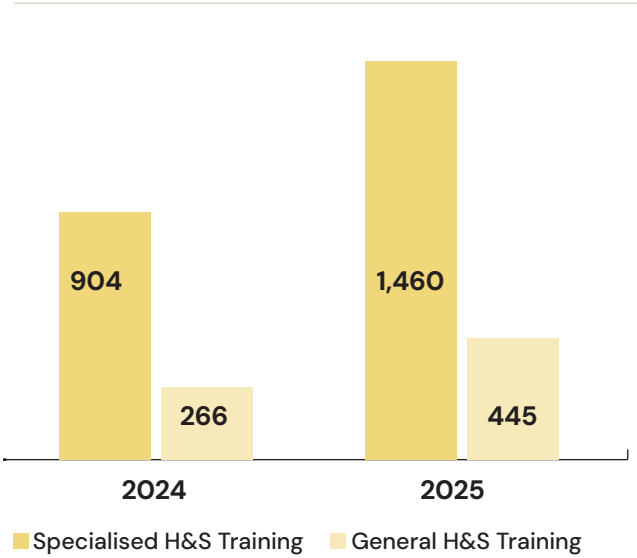
- Members selected through independent employee elections
- Clearly defined roles, responsibilities, and authority
- Monthly meetings with management participation
- Continuous review and resolution of concerns and suggestions

Monitoring Effectiveness

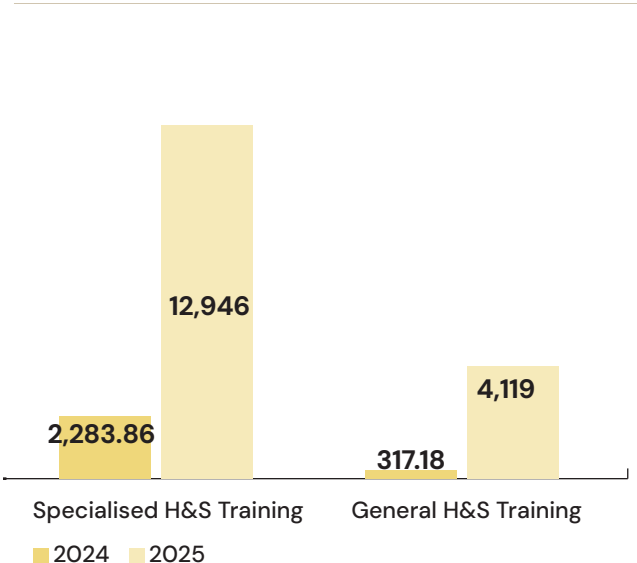
- Internal divisional audits
- Post-training evaluations
- Periodic engagement assessments including quizzes and feedback

Health and Safety Training

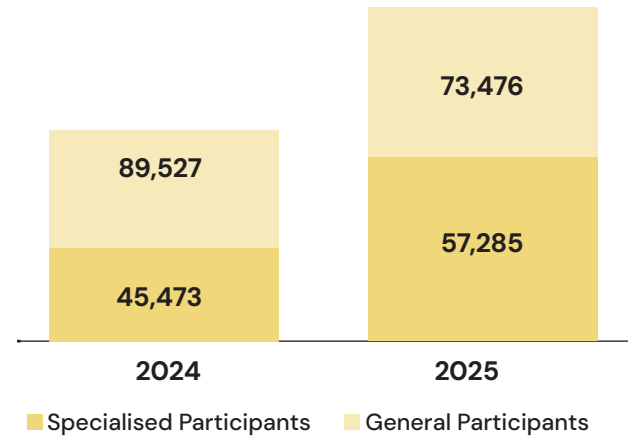
Training Sessions (Iterations)



Training Hours by Type



No. of Participants



Targeted Interventions

In addition to system-level improvements, MAS also initiated targeted programmes to address emerging risk areas.

A key focus area during the year was commuter safety, where pilot initiatives were introduced to strengthen transportation safety through enhanced monitoring and control mechanisms. These pilots are being evaluated for broader rollout across the organisation.

MAS Shadeline

Enhancing Transport Safety Through Structured Controls

The Commuter Safety Programme at MAS Shadeline focuses on improving transportation safety through effective journey planning, monitoring, and driver and passenger practices, enabling a more proactive approach to managing road-related risks.

Specialised H&S Training

57,285 participants **26%**▲

12,946 hours delivered **467%**▲

1,460 sessions conducted **62%**▲

General H&S Training

73,476 participants **18%**▼

4,119 hours delivered **1,199%**▲

445 sessions conducted **67%**▲

Journey Planning and Risk Assessment

- Established journey planning processes covering routes, travel time, rest breaks, and advance communication of destinations
- Conducted risk assessments for all routine and ad hoc journeys
- Integrated risk-based controls, including section-wise speed limits, into GPS monitoring systems

Fatigue Management

- Introduced mandatory rest breaks and dual-driver deployment for journeys exceeding eight hours

Safety Communication and Awareness

- Deployed multilingual safety briefings for passengers at the start of journeys and on a regular basis for routine routes

Driver Governance and Monitoring

- Improved driver controls through license verification and competency checks
- Enhanced GPS-based speed monitoring (including GPS logs) and geofencing aligned with defined route risk assessments
- Implemented weekly driver performance monitoring and monthly journey compliance reporting

Reporting and Continuous Improvement

- Enabled passenger reporting mechanisms for safety violations and improvement suggestions
- Strengthened change management controls for route and schedule deviations, with documented approvals and communication protocols

2025 Focus: Strengthening Health Risk Visibility

In 2025, MAS expanded its focus beyond traditional safety metrics to strengthen visibility of occupational health risks.

While existing systems have been effective in tracking accidents and leading indicators, the year highlighted the need to improve the capture of ill-health-related data, particularly non-lost-time cases that were not consistently reported at ground level.

In response, we initiated improvements to:

- Strengthen data capture and reporting of ill-health cases
- Enhance visibility into non-lost-time health impacts
- Improve consistency of health-related data across operations

These efforts build on existing practices, including workplace condition monitoring (such as exposure to chemicals and noise), bio-monitoring and medical surveillance, and ongoing evaluation of ergonomic risks.

This shift enables a more comprehensive understanding of workplace health risks, supporting earlier identification of issues and more proactive intervention.



Nurturing employee health and wellbeing

MAS continues to elevate employee health through targeted interventions that promote preventive care, early detection, and overall wellbeing. Recognising that employee health is critical to sustaining productivity and long-term performance, the organisation adopts a proactive approach that integrates medical support, awareness, and accessibility.

Expanding access to preventive healthcare

During the year, MAS expanded its health outreach through Health and Wellness Camps, providing employees with access to essential medical services. These included diagnostic testing, consultations, and awareness sessions covering cardiovascular health, metabolic conditions, and general wellbeing—supporting early identification of risks and timely intervention.

Supporting mental health and wellbeing

Mental health continues to be a key priority. The MAS–Sumithrayo Hotline, now in its third year, provides confidential access to professional counselling services for over 70,000 employees, supported by in-person consultations across multiple locations. This ensures employees have access to timely and holistic mental health support.

Strengthening vision care

MAS further enhanced its focus on employee wellbeing through vision screening programmes, supporting employees in identifying and addressing vision-related concerns, contributing to both wellbeing and workplace safety.

Highlights

70,000+
employees covered through mental health support services

Enabling Operational Continuity and Responsiveness

MAS leverages a centralised execution function that connects teams across divisions, drives accountability, and resolves cross-functional challenges. This ensures aligned execution, strong governance, and consistent delivery of business objectives across the organisation.

Operational Connect

To ensure the continual running of our business, MAS relies on a robust Operational Connect framework that enables timely escalation, coordinated problem-solving, and consistent responsiveness across business units. A Group-level HR Operational Connect platform brings together HR Operations leads across divisions to address cross-cutting challenges, align on priorities, and share best practices. This forum supports consistent execution, strengthens coordination, and enables a unified “One MAS” approach across business units.



Escalation Across Levels

At the shop-floor level, dedicated Employee Relations (ER) representatives support day-to-day operations, addressing concerns related to employee grievances, either individual or collective and workplace conditions. Issues are escalated through a defined hierarchy across plant, divisional, and Group levels, ensuring clear resolution pathways and accountability at each stage. Escalation protocols are supported by documented processes and defined ownership across governance layers. In addition, as a secondary level of escalation, Group-wide plant visits are conducted by senior management to better understand the shop floor’s ground situation, ensuring that employees’ concerns, grievances, issues, and feedback are carefully considered and addressed. To further fortify these measures MAS practices an open-door policy where employees are freely able to access the leadership in order to address and resolve any concern or grievance they may have.



Crisis response in action

Crisis preparedness is supported through structured disaster management frameworks encompassing scenario identification, shop-floor communication protocols, and coordinated response planning to

minimise operational disruption and safety risks. In addition, MAS has partnered with the Asia-Pacific Alliance for Disaster Management (APAD) to strengthen natural disaster readiness by accessing comprehensive weather forecasts, thereby enabling timely preparedness measures across its operations.

The effectiveness of this approach was demonstrated during Cyclone Ditwah, where coordinated interventions supported:

6,000+
employees and families

857
homes rehabilitated or supported

Proactive measures including early risk identification, clear communication, and distribution of essential support enabled MAS to maintain operational continuity while prioritising employee wellbeing.



Employee-management interface

Formal mechanisms such as the Joint Consultative Committees (JCCs) and Employee Representative Bodies (ERBs) enable structured dialogue between employees and management. These are aligned with the principles of freedom of association under ILO Convention 135, with representatives democratically elected by employees on an annual basis. JCC/ERB meetings are conducted monthly with employee representatives.

Discussion points and action items are systematically tracked, with documented minutes certified and shared to ensure transparency, accountability, and timely resolution of concerns. These forums serve as vital platforms for consultation, issue resolution, and workplace engagement, supporting productivity, employee wellbeing, and operational stability.



Real-time visibility through digitisation

Operational responsiveness is strengthened through the digitisation of operational data and the establishment of robust data-capturing mechanisms. These functions enable real-time visibility into shop-floor dynamics, employee sentiment, health and safety performance, and recruitment trends through platforms such as ERB/JCC dashboards, disaster response dashboards and recruitment portals, thereby supporting data-driven decision-making across business units.

*Further details on MAS’ divisional management, monitoring and escalation mechanisms are provided in the **DMMT** section.*



Strengthening Governance, Systems and Standardisation:

Our focus is on enhancing and establishing robust governance mechanisms to support increasing scale and operational complexity, through structured frameworks, standardised processes, and system-driven oversight. This approach ensures consistency across business units while maintaining the flexibility required to respond to diverse regulatory and stakeholder-related expectations across geographies.

HR Advisory: Enabling Compliant and Consistent People Practices

The HR Advisory function serves as a central hub for expert guidance on employment and labour law at Group level. It supports the development and implementation of policies that standardise and simplify labour practices across the Company's divisions, ensuring alignment with regulatory requirements and organisational expectations.

The function also provides legal advisory support for key initiatives, including manufacturing consolidation efforts, working closely with internal and external stakeholders to address potential complexities. Through this proactive approach, HR Advisory plays a critical role in supporting effective problem-solving, strengthening legal adherence, and safeguarding both the organisation and its employees during periods of change.

Standardising how we operate

MAS has strengthened consistency across operations through a focused approach to standardising, modernising, and digitising key people processes. This includes digitising Employee Lifecycle Management (ELM) processes, covering critical stages such as onboarding, transitions, exit, and retirement. In parallel, policies continue to be developed and refined to address emerging risks particularly in areas relating to labour practices and workforce protection ensuring alignment with evolving expectations.

Key initiatives included the standardisation of the Team Member Letter of Appointment (LOA), clarification of Fixed-Term Contract (FTC) transition processes, and alignment of employee lifecycle governance across onboarding, confirmation, and exit stages.

Policy and system enhancements also included the introduction of a standardised designation structure for outsourced personnel, improving ergonomics survey participation, and streamlining employee exit protocols to ensure consistency in transitions.

Enabling consistency through systems and forums

To support consistent interpretation and application of requirements, MAS has established compliance forums that facilitate knowledge sharing across business units. These platforms enable alignment across diverse customer expectations and regulatory environments, while system-enabled monitoring provides visibility into compliance and operational performance, supporting more informed and timely decision-making.

Oversight and accountability

Governance is reinforced through a multi-tier structure, enabling both strategic alignment and operational accountability.

At Group level, oversight and policy direction are defined, while divisional teams provide monitoring and coordination across business units. At the SBU level, implementation and performance tracking ensure that standards and requirements are effectively embedded within day-to-day operations.

Governance is further strengthened through clear role definition across Group, divisional, and SBU levels, ensuring policy direction, monitoring, and implementation are effectively coordinated.

Oversight extended to initiatives such as the voluntary Flood Relief Fund, reflecting a structured and proactive approach to ensuring compliance and governance across employee-related programmes.

Culture and Ethics

At MAS, culture is strengthened through a structured listen-act-reinforce cycle, enabling employee feedback to inform priorities, guide action and sustain desired behaviours across the organisation.

Shaping our Culture

Listen

Insights from the Group-wide Pulse Check and leadership engagements informed key focus areas for 2025, ensuring that employee perspectives are systematically captured and understood.

Act

These insights are translated into culture roadmaps, combining Group-wide priorities with division-led initiatives. With strong execution across divisions, feedback is converted into measurable outcomes.

Reinforce

Leadership accountability and recognition mechanisms strengthen culture on an ongoing basis. Feedback through the Leadership Survey and programmes support continuous improvement, while recognising employees who drive positive impact reinforces desired behaviours.

Another effort to reinforce the required leadership behaviours and mindsets to build empathetic and effective team environments was the Team Care training programme, delivered across the organisation. This further reinforced the organisation's renewed emphasis on leadership capability while strengthening ownership and accountability among leaders.

GRI 2-25, 2-26, 402-1

Empowering Employee Voice and Engagement

MAS enables employee voice through established grievance reporting channels and robust handling processes, ensuring that concerns can be raised safely and addressed in a fair, transparent, and consistent manner across the organisation. These mechanisms are supported by representative forums and aligned with internationally recognised principles on worker representation, ensuring legitimacy through democratic participation and transparent consultation processes.

Grievance Reporting

MAS has established a comprehensive and accessible system for reporting concerns through its Code of Conduct, known as the MAS DNA. Employees are encouraged to raise individual or collective grievances, as well as report violations of policies, laws, or their rights through multiple channels.

These include Employee Relations Officers, HR representatives, and designated Code Officers at factory, company, and Group levels. For employees who prefer anonymity, MAS provides access to a confidential, third-party operated hotline and DNA Help Desk, alongside grievance boxes across business units, ensuring accessibility at all levels.

To strengthen awareness and confidence in these mechanisms, MAS conducts continuous engagement and training initiatives, with mandatory programmes reaching over 90,000 employees, reinforcing understanding of reporting channels and employee rights.

Grievance Handling and Resolution

MAS ensures that all concerns raised are addressed through a structured and impartial grievance handling process, designed to uphold fairness, confidentiality, and natural justice.

Each case undergoes a preliminary investigation involving fact-finding, evidence gathering, and engagement with relevant stakeholders. This is followed by formal inquiry processes, where required, with the involvement of independent external professionals to ensure impartiality. All parties are given the opportunity to present evidence and respond, reinforcing transparency and due process.

Outcomes are determined through a robust consequence management framework that ensures consistency and equity across business units and employee categories. All cases and outcomes are recorded on a centralised platform, with visibility at Group level and oversight by senior leadership, including the Audit Committee—enabling continuous monitoring and improvement.

Internal Stakeholder Engagement

A range of communication channels, including annual and biannual town halls, divisional briefings, and cross-functional forums, enable consistent information flow, facilitate two-way dialogue, and support alignment across business units.

MAS adopts a multi-layered approach to employee engagement, with town halls serving as a key platform for open communication and transparency. These sessions provide employees with insights into the evolving business landscape, customer trends, and

strategic direction. In parallel, leaders across Strategic Business Units (SBUs) and divisions conduct regular briefings to ensure timely updates and reinforce a shared understanding of organisational priorities.

This structured approach to communication strengthens engagement, encourages knowledge sharing, and supports a more collaborative and informed workplace culture.

Town halls and related forums also serve as a platform to communicate significant operational changes. MAS provides notice of such changes in accordance with applicable labour laws, contractual obligations, and internal policies. While the timing may vary depending on the nature and complexity of the change, the organisation remains committed to informing employees in a timely manner, allowing adequate opportunity for review, feedback, and alignment, thereby reinforcing transparency and trust.

For further information on external stakeholder engagement, please refer 'Leading Industry Change' on page 36 in the DMMT.

Strengthening Engagement and Connection

Beyond formal grievance mechanisms, MAS continues to strengthen employee engagement through initiatives that foster connection, collaboration, and overall organisational wellbeing. These include participation in sporting and recreational activities, team-based events, and cross-functional engagement platforms that promote interaction across employee groups.

Embedding MAS' Purpose

Our Purpose serves as a shared reference point, helping employees understand their contribution, guide everyday decisions and bring the MAS ethos to life.

During the year, MAS continued to embed its Purpose through dedicated workshops and digital learning platforms. These initiatives help employees connect organisational intent with personal meaning and role-level relevance, while reinforcing Purpose across key employee touchpoints from onboarding to everyday work processes.

Purpose Workshop Rollout Completion by End-2025

94%

Executive and above cadre

95%

Staff and Team Members

Such initiatives contribute to a more inclusive and connected workplace environment, supporting open communication and reinforcing a culture where employees feel valued and heard. By strengthening informal channels of engagement alongside formal mechanisms, MAS enhances overall employee experience and organisational cohesion.

Employee Engagement Activities

- Participation in mercantile sporting events
- Inter-facility sports tournaments (e.g., cricket, netball, volleyball)
- Team-building programmes across business units
- Cross-functional engagement sessions and collaboration forums
- Cultural and festive celebrations across locations
- Recognition and appreciation events, including the Changemaker Awards
- Wellbeing and fitness initiatives
- Community engagement and volunteer activities

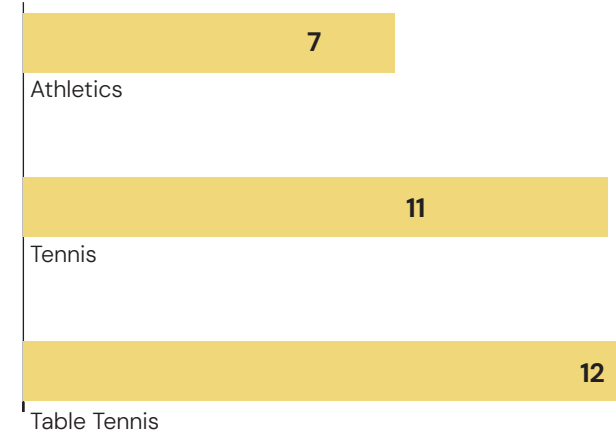
Sporting Excellence at MAS

1,053
employees
participated

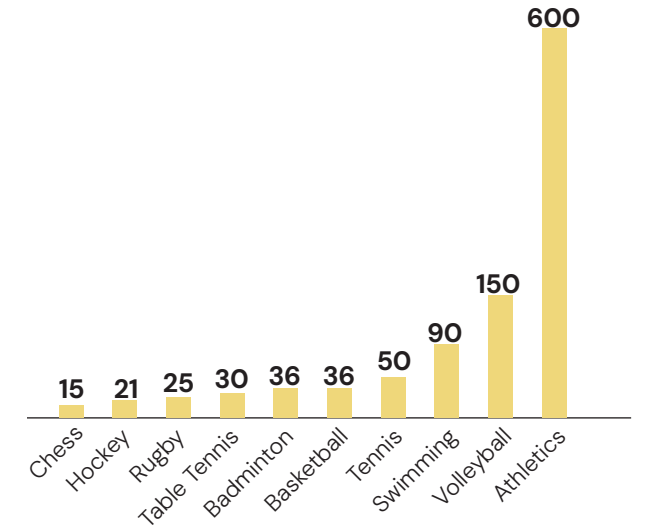
10
sports disciplines
covered

7+
Championship Titles

Consecutive Championship Wins (Years)



Sports Participants



Sport	Participants	Championship	Achievement	Highlights
Table Tennis	30	Mercantile	Champions	12 consecutive years
Tennis	50	Mercantile	Champions	11 consecutive years
Athletics	600	Mercantile	Champions	7 consecutive years
Basketball	36	Mercantile	Champions (Women's Division)	-
Volleyball	150	Mercantile	Champions (4 Divisions)	3 Women's, 1 Men's
Badminton	36	Mercantile	Doubles Team Champions	-
Chess	15	Mercantile	Classic Champions	-
Hockey	21	Mercantile	7-a-side Champions	-
Rugby	25	Mercantile	Shield Category Champions	-
Swimming	90	Mercantile	2nd Runner-up	-



GRI 413-1

Thriving Communities

Empowering Meaningful and Positive Change

At MAS, our commitment to communities goes beyond corporate responsibility. It is integrated into our operations, rooted in the belief that long-term business success hinges on the resilience and wellbeing of the communities we serve.

In 2025, our efforts evolved further, with a demonstrated shift from broad-based outreach to more focused high-impact interventions designed to drive lasting change.

We achieve positive impact through a structured engagement approach across six categories of intervention, namely: education, environmental initiatives, health, local connect, nation-minded, and sports.

Our Commitment:

Be an enabler of positive, long-term impact in all communities we operate in.

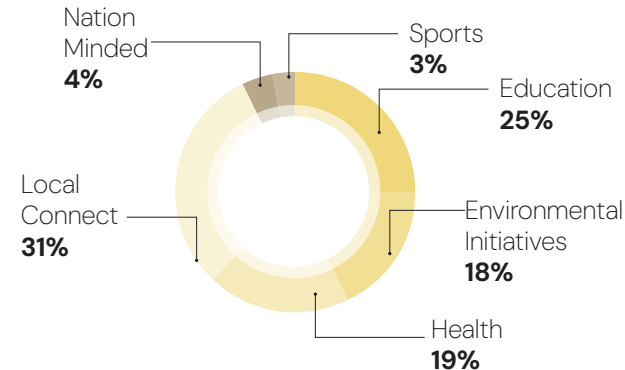
Our Impact:

Our community initiatives align with the UN Sustainable Development Goals (SDGs) and UNGC Principles, allowing us to meaningfully contribute to global priorities while addressing local needs. In 2025 we focused on delivering measurable impact across dimensions of education, health, environmental sustainability, and community development. This involved locally driven initiatives and employee participation and was implemented across 100% of our operations. This ensured our contributions are globally relevant and consistently embedded within the communities we operate in.

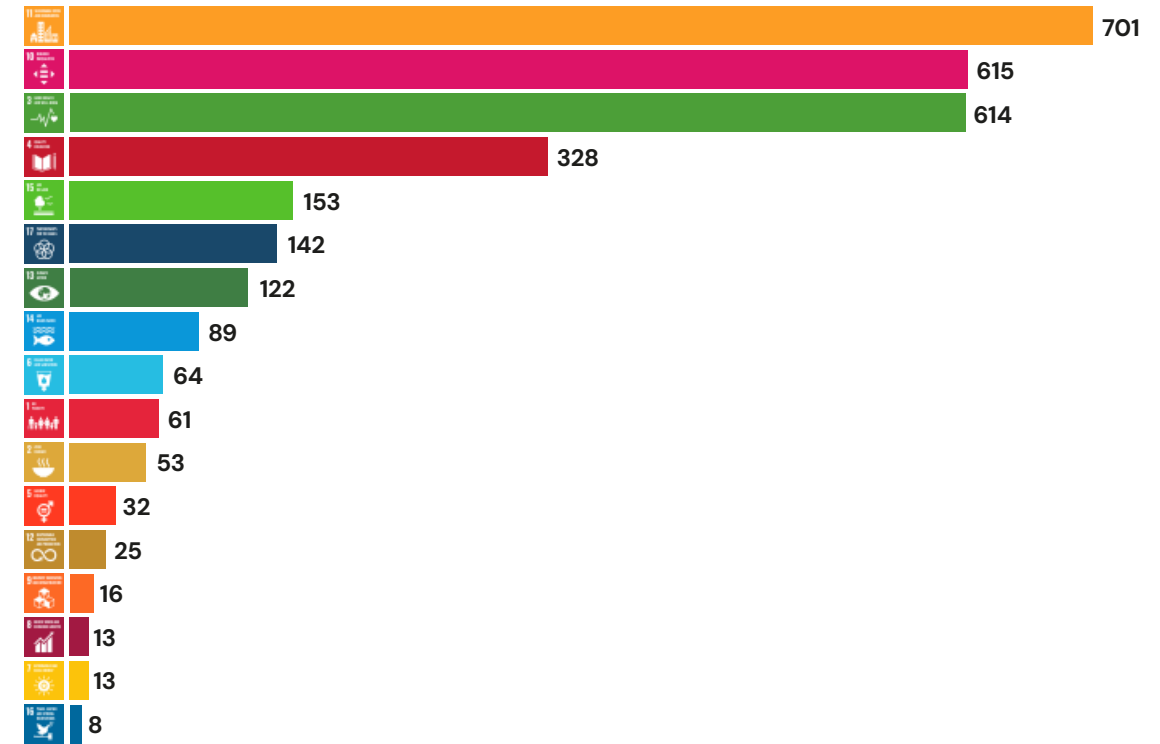
Achievements:



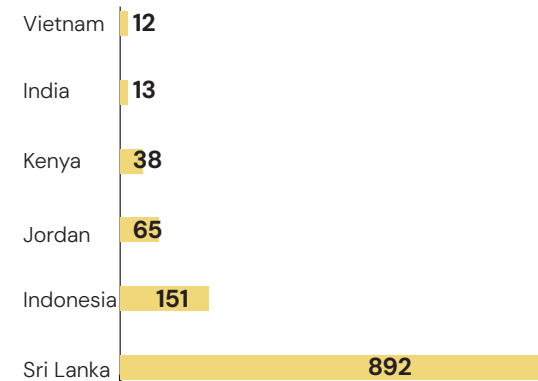
Community Initiatives by Category



SDG Impact



Community Initiatives by Location



Key Priorities Shaping Thriving Communities

Our approach is guided by key priorities that influence our engagement and support for our surrounding communities.

Advancing Education:

Expanding access to inclusive and sustainable education while building future-ready skills and opportunities for underrepresented groups.

Enhancing Health and Wellbeing:

Improving access to healthcare through community outreach and support for infrastructure and essential services.

Driving Environmental Stewardship:

Delivering environmental initiatives through conservation, responsible practices, and community-led awareness.

Engaging in Local Connect Activities:

Building strong community relationships through volunteerism, cultural engagement, and responsive local support.

Supporting Nation-Minded Initiatives:

Contributing to national priorities through programmes that promote inclusion, awareness, and social cohesion.

Encouraging Sports and Active Lifestyles:

Fostering community wellbeing and engagement through sports and physical activity.

A Sustainable Model of Engagement

Community engagement at MAS is embedded in our operations, enabling initiatives that are locally relevant, integrated into our business, and focused on long-term impact.

Our Community Engagement Model (CEM) provides a structured framework to guide how initiatives are designed and delivered — ensuring consistency across operations while allowing flexibility to respond to local priorities.

Through this model, we:

- assess community needs and priorities
- align initiatives to key impact areas
- collaborate with local stakeholders and partners
- track outcomes to strengthen effectiveness over time

In 2025, 395 initiatives were aligned to this model, reflecting a more structured and intentional approach to community engagement. A community satisfaction assessment was also conducted across participating SBUs, providing insights that will inform future strategy, enhance stakeholder relations, and strengthen long-term impact.

Designed with Purpose

The CEM Model was initiated to:



Build trust and goodwill with communities



Foster mutual growth between MAS and communities



Position MAS as a reliable partner in development



Encourage community advocacy and collaboration



Reduce risks like opposition or distrust



Gather feedback and ideas to improve social sustainability

Employee-Driven Impact

Volunteerism is a crucial aspect of delivering tangible community impact. Employees are supported through structured opportunities to contribute their time and skills including a paid day of volunteer leave (9 hours) each year.

These initiatives are usually local and may be division-led, SBU-led or externally organised offering flexibility while meeting community needs. This approach fosters a culture of collective responsibility and strengthens our community engagement.

In 2025:

29,410

internal volunteers participated in community initiatives (+35.6% YoY)

368

initiatives had at least 10 internal volunteers

Employee volunteer participation grew significantly in 2025, highlighting increased engagement and ownership in community initiatives.

How We Have Evolved...



In 2025, our community engagement strategy became more focused and structured. This shift ensured our community investments extended beyond short-term gains, fostering lasting improvements in resilience wellbeing and opportunity.

We placed greater emphasis on:

- depth and relevance of impact
- capacity building and awareness
- employee-driven engagement
- collaboration with stakeholders
- long-term sustainability of outcomes

Employee Volunteerism in Action: Hair for Care

Led by employees of MAS Active – Contourline under the Local Connect initiative, Hair for Care is a volunteer-driven effort to support cancer patients through a hair donation campaign.

The initiative mobilised 585 employees, who contributed their time and donated hair to enable the creation of wigs for 146 beneficiaries, in partnership with the Nenapaha Association.

With no financial outlay, the programme was entirely driven by employee participation – demonstrating how collective action can translate into meaningful social impact. Beyond material support, the initiative helped restore confidence and emotional wellbeing among patients undergoing cancer treatment.

Flagship Initiatives

MAS Eco Go Beyond (EGB)

Now in its 19th year, Eco Go Beyond is a flagship initiative that remains dedicated to promoting sustainability education among school students in partnership with the Ministry of Education as a strong example of a public-private partnership. This long-standing commitment focuses on embedding environmental awareness and responsible practices from a young age. The programme employs a student-led, action-oriented model, empowering participants to translate their knowledge into practical community-level impact.

In 2025, the programme supported 29 schools, enabling students to develop and implement 53 projects. These projects spanned various areas including biodiversity conservation waste management sustainable agriculture water stewardship and responsible consumption.

Building on its structured approach EGB continues to prioritise continuous evaluation and feedback. This ensures projects remain relevant impactful and aligned with long-term sustainability goals while also fostering leadership and problem-solving skills among students.

Students are encouraged to design and implement projects on a wide variety of themes including:

- 👉 **Ecosystem restoration:** Restoring ecosystems by protecting biodiversity and increasing vegetation and tree cover.
- 👉 **Waste management:** Systematic reduction, segregation, recycling, and safe disposal of all waste materials.
- 👉 **Sustainable food systems:** Producing food sustainably using resource-efficient, organic, climate-smart agricultural practices.
- 👉 **Water conservation and management:** Efficient protection, use, storage, and recycling of water resources sustainably.
- 👉 **Energy conservation and efficiency:** Reducing energy consumption through efficiency, renewable sources, and responsible usage.
- 👉 **Sustainable lifestyles:** Making environmentally responsible choices in consumption, travel, events, and daily living.



MAS Eco Go Beyond: Impact at a Glance

Project Reach and Participation

53

student-led projects

29

schools

2,214

awareness programmes conducted

63,751

households

255,987

people reached

2,122

stakeholders engaged

Ecosystem Restoration

122.6 Mn m²

forest cover increased

9.68 Mn kg

carbon sequestered

31,815

trees planted

24,040

crops cultivated

Resource Conservation

175,560 litres

of water saved

LKR 102,575

in energy savings

Waste Management and Circular Economy

40,449 kg

total waste collected

26,829 kg

biodegradable waste

15,367 kg

non-degradable waste

29,225 kg

compost produced

LKR 173,341

income generated from recycling

Sustainable Food Systems

17,955

food plants grown

1,713.8 kg

crop yield

265,127.9 sq. ft.

cultivated land

Social Inclusion and Innovation

01

adaptive solution for persons with disabilities

01

multicultural awareness initiative

MAS Girls in STEM

Launched in 2022, the MAS Girls in STEM programme aims to tackle Sri Lanka's limited access to advanced STEM education and broaden opportunities for young women in science, technology, engineering and mathematics.

Combining technical learning industry exposure and mentorship, the programme empowers participants to build confidence challenge traditional gender norms and explore cutting-edge fields like artificial intelligence wearable technology and digital product development.

By 2025, 91 students from 10 schools completed the programme, engaging in six structured modules and a practical learning journey culminating in a career readiness workshop. Beyond the programme itself, participants spearheaded 10 school-level giveback initiatives fostering peer learning and community knowledge sharing.



91
students

10
schools

- Bishop's College
- Holy Family Convent
- Ladies' College
- Methodist College
- Musaeus College
- Muslim Ladies College
- Saiva Mangaiyar Vidyalayam
- Sirimavo Bandaranaike Vidyalaya
- St. Bridget's Convent
- Visakha Vidyalaya



Structured Learning Journey

Delivered monthly from July to December 2025 via Microsoft Teams, the programme consisted of six specialised online modules. These modules provided students with a holistic understanding of modern technology and its applications.

Experiential Learning and Career Readiness

An in-person career-building workshop led by HR professionals from MAS Innovation complemented this programme. This session focused on developing soft skills, preparing for a career in STEM and exploring future career paths.

Peer Learning Through Giveback

In January 2026, participants transitioned into mentorship roles during the Giveback phase. They delivered ten school-level initiatives at each participating school, allowing students to share their learning with peers and reinforce their knowledge while extending the programme's reach.

Experiential Learning and Career Readiness

An in-person career-building workshop led by HR professionals from MAS Innovation complemented the programme. This session focused on developing soft skills, preparing for a career in STEM and exploring future career paths.

The programme concluded with a formal closing ceremony on January 2026 at Hive Auditorium in Twinery by MAS Innovation. Representatives from MAS, school students and teachers attended this event marking the final milestone for the 2025 cohort.

Students are encouraged to design and implement projects on a wide variety of themes including:

- **Intellectual Property:** Securing innovation and creative outputs
- **Femography:** Advancing women's health through science and innovation
- **Artificial Intelligence:** Understanding intelligent systems and their applications
- **Digital Product Creation:** Designing virtual prototypes using advanced tools
- **Machine Build & Engineering:** Exposure to smart machines and future industry applications
- **Wavetec & Innovation:** Simplifying innovation in healthcare and technology

The Way Forward

The MAS Girls in STEM programme has reached its current milestone with the conclusion of the 2025 sustainability strategy. Insights gained will inform future initiatives under the 2030 strategy, supporting MAS' ongoing commitment to building inclusive and future-ready talent pipelines.

Ninety-one students who completed the programme received certificates and gifts in recognition of their participation and successful giveback programmes.



Advancing Education

We empower individuals and communities to develop skills access opportunities and achieve long-term success. Our initiatives prioritise education awareness and capability-building, recognising that sustainable impact stems from knowledge access and empowerment.

297

activities

13,476.5

volunteer hours

3,954

internal volunteers

231,103

beneficiaries

LKR 28,734,646

total investment

“Akura” Stationery Donation Initiative

In January 2025, the MAS Bodyline 1 facility implemented a CSR initiative focused on supporting education through the donation of essential school supplies to Grade 1 students. Titled “Akura – Providing Stationery Packs to Grade 01 School Children,” the programme was internally initiated in response to the financial pressures faced by employees and their communities at the start of the school year.

Recognising the burden associated with back-to-school expenses, the initiative mobilised collective support across all departments within the facility. Through internal fundraising efforts, the team raised LKR 1,040,000, which was utilised to provide 200 fully-equipped stationery packs. Each pack included essential learning materials along with a school bag, ensuring children were adequately prepared to begin their educational journey.



A total of 600 internal volunteers contributed approximately 1,200 volunteering hours to successfully execute the project in the Kalutara district. The programme directly benefited 200 children, while also easing financial strain on employees and strengthening connections within the community.

The impact of the initiative was evident both at the individual and organisational levels. Employees expressed relief and appreciation as the support reduced their back-to-school expenses, while also fostering a stronger sense of belonging and unity within the workplace. Additionally, the programme enhanced engagement with the wider community, reinforcing MAS Bodyline’s role as a socially responsible organisation. Overall, the Akura initiative demonstrated how collective action within the organisation can create meaningful social impact, particularly in times of economic difficulty, while contributing to long-term educational and social development.

LKR 1,040,000

raised through internal fundraising

600

employees engaged as volunteers

200

stationery packs distributed to Grade 1 students

1,200

volunteering hours contributed



Kalutara district communities supported

Enhancing Health and Wellbeing

Our focus lies in improving healthcare access, boosting community wellbeing and supporting vulnerable groups through targeted interventions. In doing so, we place a significant emphasis on addressing immediate healthcare needs while fostering long-term improvements in community health infrastructure and resilience.

217

activities

9,210.5

volunteer hours

6,045

internal volunteers

341,477

beneficiaries

LKR 9,845,265

total investment

Improving Public Healthcare Infrastructure

We continued to support critical upgrades to public healthcare facilities, improving access, quality, and patient experience.

Paediatric Unit Renovation at Kandy General Hospital:

MAS Linea Clothing spearheaded the renovation of the Paediatric Unit at Kandy General Hospital. This comprehensive refurbishment initiative tackled key infrastructural challenges. Local partners generously contributed funding, materials and labour, resulting in an upgraded facility that now serves around 1,500 beneficiaries. The improved environment enhances patient comfort and supports efficient healthcare delivery.



1,500+
beneficiaries reached through
paediatric unit renovation

Essential medical equipment provided, including ICU bed and storage facilities

Intensive Care Unit Expansion and OPD Renovation at Base Hospital Nikaweratiya:

Similarly, MAS Slimtex supported the expansion of the Intensive Care Unit and the renovation of the Outpatient Department at Base Hospital Nikaweratiya. This initiative involved providing essential medical equipment, upgrading facilities and enhancing patient areas. These improvements bolster the hospital's capacity to deliver efficient accessible care, improve patient flow and overall experience.

These initiatives illustrate the private sector's vital role in strengthening public healthcare systems, particularly in resource-constrained areas.

ICU expansion supported at Base Hospital Nikaweratiya

OPD renovation completed at Base Hospital Nikaweratiya

Supporting Vulnerable Communities Through Health Initiatives

We also supported targeted initiatives aimed at addressing the needs of vulnerable communities, with a focus on both care and awareness.

Dare to Be Bald

In Semarang, Indonesia, MAS Silueta collaborated with YKAKI, a child cancer support organisation, to launch the "Dare to Be Bald" initiative. This programme provided crucial support to 120 children undergoing cancer treatment through a combination of awareness-building, community engagement and direct assistance.

Key activities included a community marathon fostering solidarity, a blood donation drive that collected 150 pints of blood and the distribution of essential care packages covering hygiene nutrition and household needs. Furthermore, the initiative involved public and private partners like the Red Cross Indonesia and the Social Security Agency for Health, broadening its reach and impact.

Beyond immediate support, the initiative significantly raised awareness empathy and community engagement around childhood cancer.



120

children supported

150

pints of blood donated



Multi partner collaboration enabled programme delivery



Care packages distributed to support treatment and recovery



Driving Environmental Stewardship

Beyond our operations, we are deeply committed to preserving ecosystems, promoting responsible environmental practices and raising awareness at the community level. Our initiatives are built around protecting shared natural spaces and encourage collective responsibility for environmental stewardship.

207
activities

14,145
volunteer hours

4,206
internal volunteers

1,034,141
beneficiaries

LKR 6,327,543
total investment

Sri Pada Cleanup Initiative (MAS Bodyline II)

MAS Bodyline II's Sri Pada (Adam's Peak) Cleanup Project is a large-scale environmental initiative dedicated to preserving one of Sri Lanka's most culturally and ecologically important sites.

The project mobilised 450 employee volunteers, who collectively contributed over 10,800 hours to a comprehensive clean-up from the summit to the base of the pilgrimage route. This effort resulted in the collection and responsible disposal of 4,000 kg of waste at the Pradeshiya Sabha, Nallathaniya.

The project received support from over 10 external partners, including public institutions like the Police and Army, which significantly enhanced its scale and effectiveness. Beyond restoration, the initiative also served as a platform for awareness-building, reinforcing responsible waste management and environmental stewardship among volunteers and the wider community.



450
volunteers mobilised

10+
partners engaged

4,000 kg
waste collected

10,800+
volunteer hours contributed



Engaging in Local Connect Activities

This pillar primarily focuses on interventions that foster meaningful relationships with surrounding communities, preserve cultural traditions, and provide timely support during periods of need. These efforts reflect a strong emphasis on volunteerism, compassion, crisis response, and shared community values.

361
activities

17,929.5
volunteer hours

11,426
internal volunteers

114,683
beneficiaries

LKR 10,992,453
total investment

Annual alms-giving at Wadaththa Temple – MAS Bodyline 1

On 25 July 2025, employees of MAS Bodyline 1 organised the Annual Alms Giving at Wadaththa Temple in the Puttalam district, a rural community where the temple plays a central spiritual and cultural role. This fully employee-led initiative aimed to preserve cultural traditions while strengthening engagement with the local community.

Over two days, employees contributed more than LKR 420,000 to support the programme. A total of 4,000 internal volunteers dedicated approximately 2,400 volunteer hours, preparing and serving meals for resident theros and visiting devotees. All arrangements, including food preparation, transportation, and logistics, were managed with care to ensure the highest quality of offerings.

The initiative benefited around 100 community members and was supported by key local stakeholders, including MEPA and the Divisional Secretariat Office. Overall, the programme fostered a strong sense of unity and pride among employees while reinforcing MAS Bodyline’s connection with the local community.



4,000
volunteers engaged

100
beneficiaries supported

2,400
volunteer hours contributed

LKR 420,000 +
invested



Response to Cyclone Ditwah – Supporting Community Recovery

MAS implemented a structured response to support communities affected by Cyclone Ditwah in November 2025, with interventions spanning short-, medium-, and long-term recovery phases. Initial efforts prioritised the safety and wellbeing of employees and their families, alongside support for neighbouring communities.

Assistance focused on addressing immediate needs, including food, medical care, clothing, and essential items, before extending to recovery-related support such as household essentials, education, and safety. At the SBU level, teams coordinated targeted interventions guided by community needs assessments and inputs from local authorities, ensuring timely and relevant support.

200+
employees engaged

50
beneficiaries supported

35
volunteers mobilised

140
volunteer hours contributed

Community Support Programme for Cyclone-Affected Communities – MAS Unichela Koggala

On 9 December 2025, MAS Unichela Koggala implemented a Community Support Programme to provide humanitarian assistance to communities affected by the Ditwah Cyclone in the Kandy and Badulla areas.

A structured donation drive engaged over 200 employees, who contributed essential relief items including clothing, water, sanitary items, and dry rations. The initiative was supported by 35 internal volunteers, who contributed approximately 140 volunteer hours in sorting, packing, and coordinating donations alongside the JCC team.

All items were handed over to the Divisional Secretariat in Habaraduwa, with the team further supporting the handling of public donations. The initiative benefited approximately 50 affected individuals and families, while reinforcing employee solidarity and MAS Unichela Koggala's commitment to responsive and responsible community engagement.





Supporting Nation-minded Initiatives

We continued to support nation-minded initiatives that contribute to national priorities, promote social inclusion, and enhance societal wellbeing. These efforts focus on recognising the role of individuals in driving economic and social progress, while strengthening awareness around rights, health, and dignity at a broader societal level.

51
activities

12,288
volunteer hours

3,423
internal volunteers

32,778
beneficiaries

LKR 5,167,679
total investment

Voices of Labour: Honouring Hands that Build the Nation – International May Day Programme, Semarang

On 3 May 2025, MAS Silueta Indonesia commemorated International May Day by organising the “Voices of Labour: Honoring Hands that Build the Nation” Worker Appreciation Programme in Semarang, Central Java. The initiative was designed to recognise the contributions of workers while promoting health, wellbeing, and awareness of labour rights.

The programme engaged approximately 350 participants from the labour community and surrounding areas. A blood donation drive conducted in collaboration with the Indonesian Red Cross recorded 96 successful donors, contributing around 100 pints of blood to support local requirements. Free medical check-ups were also provided to 150 participants, including screenings for blood pressure, BMI, and blood sugar.

An awareness session led by the Manpower and Labour Department of Semarang focused on fair labour practices, workplace dignity, and grievance mechanisms, reaching all participants. Additional activities, including a health walk and community engagement elements, further strengthened participation and awareness.

Supported by four key stakeholders, including local authorities, the initiative reinforced community engagement, enhanced health awareness, and demonstrated MAS Silueta Indonesia’s continued commitment to worker wellbeing, inclusion, and responsible social impact.



350
participants engaged

96
donors contributed

approx. 100
pints of blood

150
individuals received free medical screenings

Encouraging Sports and Active Lifestyles

Our efforts are also directed towards promoting sports and active lifestyles through community-based initiatives that encourage physical wellbeing, teamwork, and social cohesion. These interventions serve as inclusive platforms for engagement while fostering strong relationships within surrounding communities.

34

activities

771

volunteer hours

306

internal volunteers

12,055

beneficiaries

LKR 1,196,115

total investment

Campurejo Cup V – Football Competition 2025, Kendal, Central Java

MAS Arya Indonesia organised the Campurejo Cup V – Football Competition 2025, a community-based sports initiative held over three weeks from 23 June 2025 in the Campurejo area, Kendal, Central Java. The biennial tournament was designed to promote healthy lifestyles while strengthening community engagement and local networks.

The tournament brought together 21 local football teams, engaging approximately 670 participants and spectators. MAS Arya Indonesia supported the event by providing essential equipment, including soccer balls, fair play flags, and corner poles, ensuring smooth execution of the competition.

The initiative was further strengthened through partnerships with four key stakeholders, including local authorities, private sector organisations, and a medical clinic. Partner contributions supported operational costs, while on-site medical assistance ensured participant safety throughout the tournament.

Overall, the Campurejo Cup V served as a platform to foster teamwork, healthy competition, and sustained community engagement, reinforcing MAS Arya Indonesia’s commitment to promoting wellbeing through sports.



21

football teams participated

670

participants and spectators engaged

3 week

tournament duration

4

key stakeholders supported delivery



OUR PLANET

Changed for Good

Our aim is to leave the planet better than we found it — reducing our impact, restoring natural systems, and strengthening the resilience of our operations for the long term.

Our Approach

We consider environmental sustainability a non-negotiable mandate that is embedded in how we operate, and integrated into our strategy and decision-making.

Driven by the principle to leave the planet better than we found it, this pillar focuses on managing and minimising the environmental footprint of operations while championing transformative change across the apparel supply chain. Our approach is science-based, target-driven, and aligned with national priorities and international standards.

Our proactive commitments integrate environmental stewardship directly into MAS' core business, leveraging collaborative partnerships to catalyse systemic change across the global apparel industry.

Key Focus Areas:



Limit Emissions



Responsible Chemical Use



Champion Biodiversity



Transform Waste



Safeguard Water

25.44%

reduction in Scope 1 and 2 emissions (vs. 2019 baseline)

99%

chemical compliance aligned to ZDHC MRSL v3.1

76.9%

non-hazardous waste value enhanced

25,811 acres

restored under biodiversity commitment

53%

of suppliers by spend engaged in science-based targets

40.3%

reduction in textile production water intensities (vs. 2011 baseline)

Aligned SDGs:



UNGC Principles



<http://> Detailed disclosures on our management approach are available online.

Where we made Progress



Limit Emissions

- Achieved near-term science-based target for Scope 1 and 2 emissions reduction
- Continued transition to renewable energy and lower-impact fuel sources
- Advanced energy efficiency through process optimisation and technology upgrades



Transform Waste

- Progressed waste value enhancement across non-hazardous waste streams
- Expanded reuse, recycling, and waste-to-value initiatives
- Continued pilots in textile-to-textile recycling
- Strengthened waste segregation and recovery practices



Responsible Chemical Use

- Advanced alignment with global chemical management standards



Safeguard Water

- Significant scale-up of wastewater recycling across operations
- Improved water efficiency through process optimisation and reuse initiatives



Champion Biodiversity

- Surpassed biodiversity restoration commitments
- Integrated conservation initiatives across Sri Lanka, Kenya, and Indonesia
- Embedded biodiversity considerations into operational practices



Limit Emissions

Progressing Our Decarbonisation Journey

At MAS, limiting emissions is embedded in how we operate, innovate, and scale our business responsibly. It reflects our commitment to align growth with climate action by reducing environmental impact while strengthening long-term resilience.

Our approach is guided by science-based targets and a clear focus on decarbonisation across operations and the value chain. We prioritise efficiency, transition toward lower-impact energy sources, and strengthen accountability across our ecosystem.

This includes scaling renewable energy through initiatives such as Project Photon, expanding the use of certified biomass, and advancing certified biomass conversion across Sri Lankan operations as a key pathway to reduce reliance on fossil fuels. In parallel, we are engaging our supply chain to drive broader adoption of science-based targets and enable emissions reduction beyond our direct operations. Additionally, we are strengthening our renewable energy strategy through power purchase agreements in India, a Renewable Energy Certificate (REC) agreements in Indonesia, and the purchase of iRECs across our facilities in Sri Lanka, Vietnam and India.

Key Priorities Shaping How We Limit Our Emissions

Our approach focuses on managing emissions across all categories, and prioritising key levers that drive continuous improvement across operations and the value chain.

Operational Emissions (Scope 1 and 2):

Monitoring and reducing emissions from our operations through improved efficiency and lower-impact energy use

Other Significant Emissions:

Monitoring and managing air pollutants and ozone-depleting substances in line with regulatory requirements

Value Chain Emissions (Scope 3):

Strengthening measurement and engagement to reduce and manage emissions across the value chain

Energy Transition

Increasing the use of renewable and lower-impact energy while improving efficiency through monitoring and optimisation

Target for 2025

25.2%

reduction of Scope 1 and 2 emissions

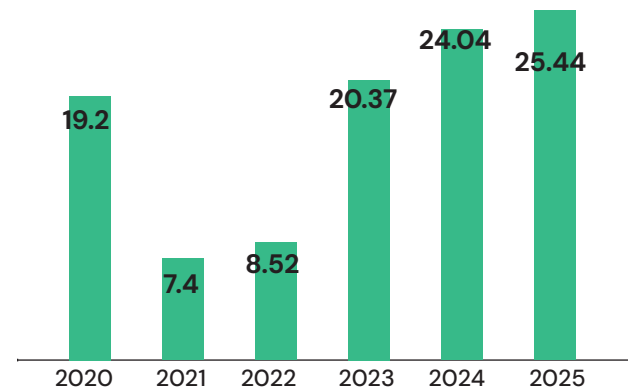
85%

of suppliers by spend with SBTis

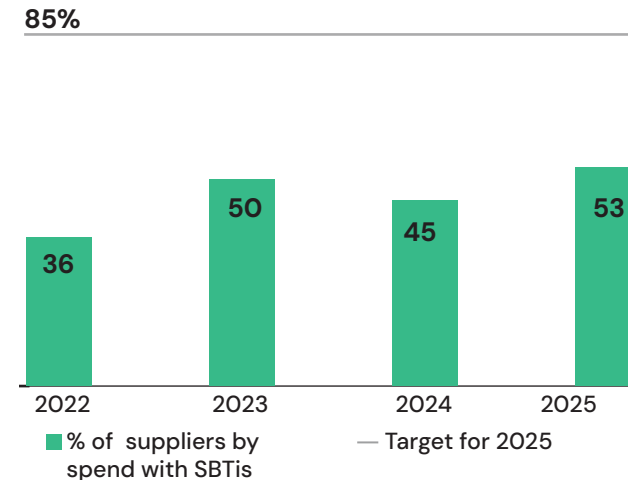
100%

of joint ventures in Scope 3 investments with SBTis

Emission Reduction against 2019 (%)



% of suppliers by spend



GRI 305-1, 305-2, 305-3, 305-5

Group GHG Emissions

Total Group GHG emissions in 2025 amounted to 1,227,379.71 MtCO₂e. Scope 3 remained the dominant contributor, accounting for 88.77% of the Group's total emissions footprint, largely driven by purchased goods and services and downstream transportation and distribution.

Scope 1 and Scope 2 actual emissions totalled 137,865.09 MtCO₂e, compared with target emissions of 138,301.36 MtCO₂e. In 2025, we achieved a 1.84% reduction in Scope 1 and 2 emissions against the previous year, exceeding our near-term science-based target of 25.2% against the 2019 baseline. This progress reflects improvements in how energy is sourced and used across operations, alongside continued efforts to work with partners across the value chain. We track emissions and energy performance across key areas of our operations and value chain to monitor progress, strengthen accountability, and identify opportunities for further improvement.

Emission factors:

- GHG Protocol and IPCC AR6
- International Energy Authority (IEA) factors
- HIGG FEM and PM
- U.S. Environmental Protection Agency (EPA)
- India Specific Road Transport Emission Factors - India GHG Program

1,227,379.71 MtCO₂e

Total Group GHG emissions

138,301.36 MtCO₂e

Target emissions

137,865.09 MtCO₂e

Scope 1 and 2 actual emissions

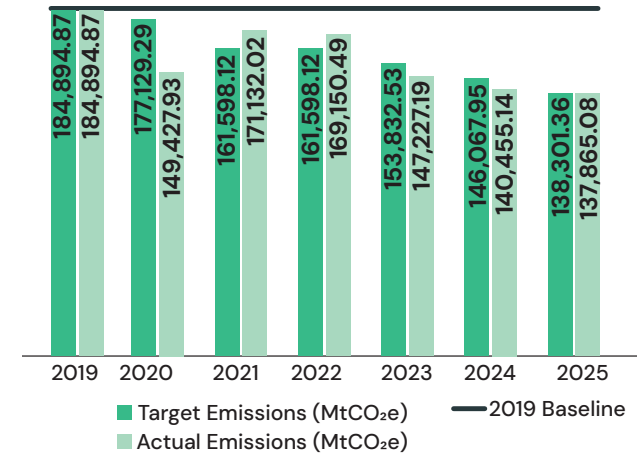
25.2%

Expected reduction from baseline

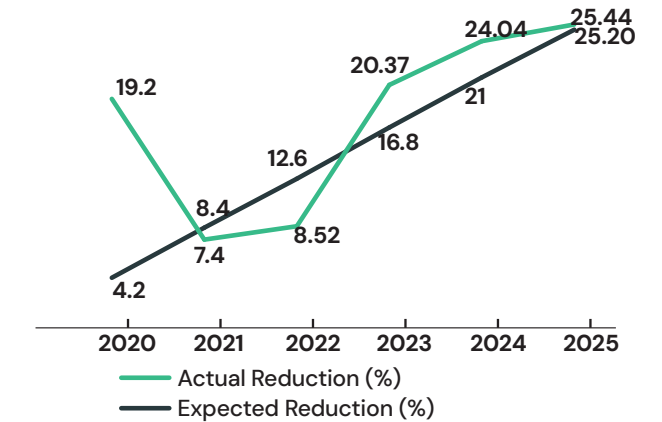
25.44%

Actual reduction from baseline

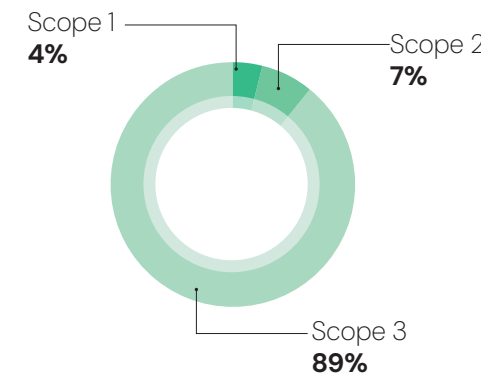
GHG Emissions against Baseline



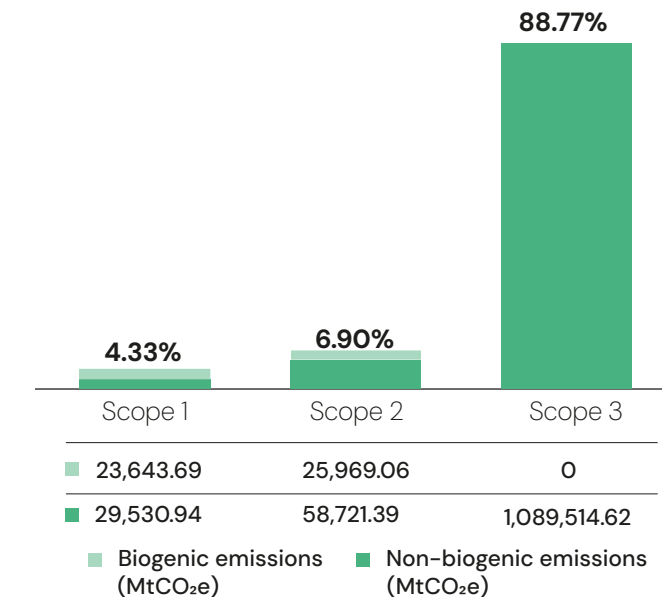
Emission Reduction against Targets



GHG Emissions by Scope



GHG Emissions by Scope: (Biogenic vs. Non-biogenic)



Emissions at a Glance

Our carbon footprint spans a range of activities across the value chain, including raw material sourcing, Group operations, transportation and distribution, product processing, and end-of-life treatment.



Upstream Activities

67.38%
826,966.08 MtCO₂e

Group Operations

11.23%
137,865.08 MtCO₂e

Downstream Activities

21.39%
262,548.54 MtCO₂e



SCOPE 3	SCOPE 3	SCOPE 3	SCOPE 3	SCOPE 3	SCOPE 3	SCOPE 3	SCOPE 2	SCOPE 1	SCOPE 3	SCOPE 3	SCOPE 3	SCOPE 3
55.40%	0.38%	2.03%	5.92%	0.00%	0.13%	3.51%	6.90%	4.33%	15.41%	0.34%	4.69%	0.94%
679,998.42 MtCO ₂ e	4,696.08 MtCO ₂ e	24,896.78 MtCO ₂ e	72,669.92 MtCO ₂ e	46.78 MtCO ₂ e	1,595.75 MtCO ₂ e	43,062.34 MtCO ₂ e	84,690.45 MtCO ₂ e	53,174.63 MtCO ₂ e	189,171.76 MtCO ₂ e	4,218.60 MtCO ₂ e	57,565.15 MtCO ₂ e	11,593.03 MtCO ₂ e
Purchased goods and services	Capital goods	Fuel and energy related activities	Upstream transportation and distribution	Waste generated in operations	Business travel	Employee commuting	Purchased energy	Company facilities and vehicles	Downstream transportation and distribution	Processing of sold products	End-of-life treatment of sold products	Investments

GRI 305-1, 305-2, 305-4, 305-5

Scope 1 and 2 – Direct and Indirect Emissions of our Operations

The reduction in Scope 1 and Scope 2 emissions was supported by a combination of cleaner energy use and improved operational efficiency, as outlined in the previous pages.

Efforts to reduce Scope 1 emissions focused on improving performance in energy-intensive processes such as dyeing and finishing, while continuing to reduce the use of fossil fuels.

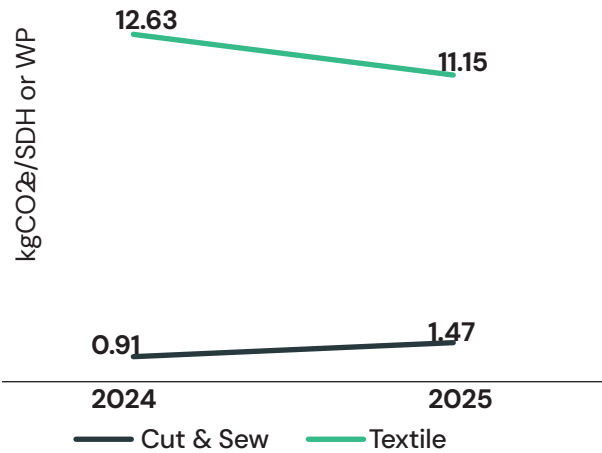
Scope 2 emissions were reduced through:

- Expansion of renewable energy sources such as solar and biomass
- Use of Renewable Energy Certificates (RECs)
- Power Purchase Agreements (PPAs) in key locations and through purchase of IRECs (offsetting through IRECs)

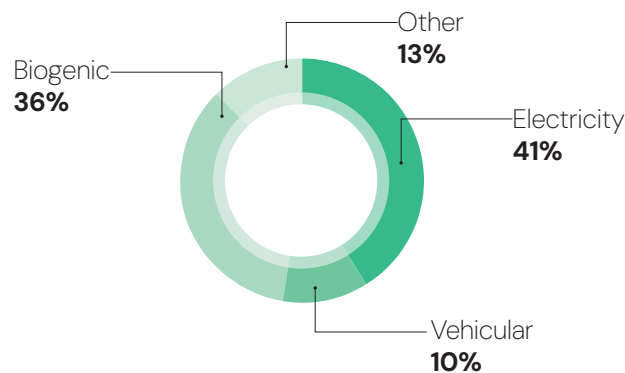
Biogenic and Non-biogenic Emissions

MAS' operational emissions profile is comprised of both biogenic and non-biogenic sources across Scope 1 and Scope 2 emissions. Biogenic emissions accounted for a higher share of Scope 1 emissions, while Scope 2 was largely driven by non-biogenic emissions. Overall, non-biogenic sources represented the larger share of operational emissions, reflecting the continued influence of purchased electricity and fossil fuel-based energy use within the energy mix. (Refer **page 145** for details)

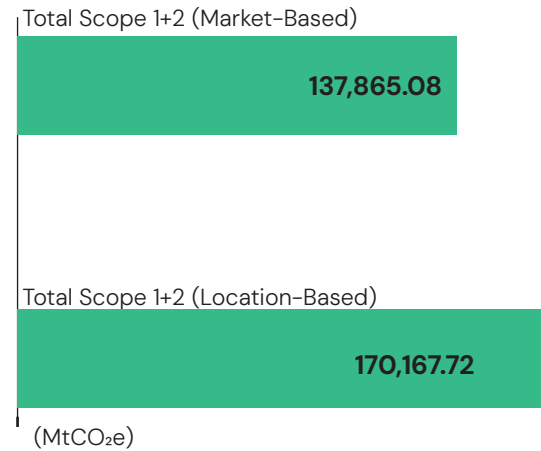
Emissions Intensity Across Processes



Scope 1 & 2 Emissions by Operational Source



Scope 1 & 2: Location-Based vs. Market-Based



GRI 305-3, 305-5

Scope 3 – Emissions Across our Value Chain

Scope 3 emissions remain the largest component of our total emissions footprint, primarily driven by purchased goods and services. The apparel value chain involves a wide network of suppliers and partners, with emissions extending beyond direct operations. Given its scale and complexity, reducing these emissions requires stronger supplier engagement, improved data, and material innovation.



Performance

53%

of suppliers by spend committed to SBTi (2024: 50%)

100%

alignment maintained with SBTi commitment across joint ventures, including Prym, TRISCHEL, and Stretchline

Although supplier alignment improved during 2025, it remained below our aspirational SBTi supplier engagement commitment of 85% of total spend, reinforcing the need to accelerate broader engagement with supply chain partners.



Measurement Improvements

- Expanded data granularity for capital goods and fuel-related activities
- Broadened coverage within Purchased Goods and Services
- Included additional upstream emissions (e.g. fuel transport and energy-related activities)

These improvements provide a more complete and reliable view of value chain emissions.



Reduction Levers

Reduction efforts within Scope 3 are closely linked to product transformation initiatives with a focus on material innovation and circularity.

- 15% recycled raw materials in primary products
- Advanced textile-to-textile recycling solutions, including Cycora®
- Initiated expansion of circular solutions beyond polyester into nylon

These efforts support a shift away from virgin materials while enabling lower impact product pathways across the value chain.

Products Changed for Good



Future Direction

- Strengthen supplier engagement and accountability
- Expand circular materials across polyester, nylon, and cotton
- Increase use of lower-impact and regenerative materials

Expected to improve emissions intensity and moderate long-term emissions growth.

During the year, Gross Scope 3 emissions in 2025 amounted to 1,089,514.62 MtCO₂e, reflecting a 11.13% decrease from 1,225,959 MtCO₂e in 2024. This reduction was recorded despite the Group continuing to strengthen the completeness and reliability of its Scope 3 inventory through broader data coverage and improved granularity across key upstream categories.

Purchased goods and services accounted for 62.41% of Scope 3 emissions in 2025. Transportation and distribution represented a further 24.03%, comprising upstream transportation and distribution at 6.67% and downstream transportation and distribution at 17.36%. Employee commuting accounted for 3.95%, while end-of-life treatment of sold products contributed to 5.28% of total emissions.

The 2025 Scope 3 profile reinforces the continued importance of supplier engagement, improved data quality, logistics optimisation, and material innovation in addressing emissions across the wider value chain. As in the previous year, Category 11, the use of sold products, has not been considered within the Scope 3 boundary, in line with allowances under the GHG Protocol guidelines.

1,089,514.62 MtCO₂e

Gross Scope 3 emissions in 2025

11.13%▼

Year-on-year reduction from 2024

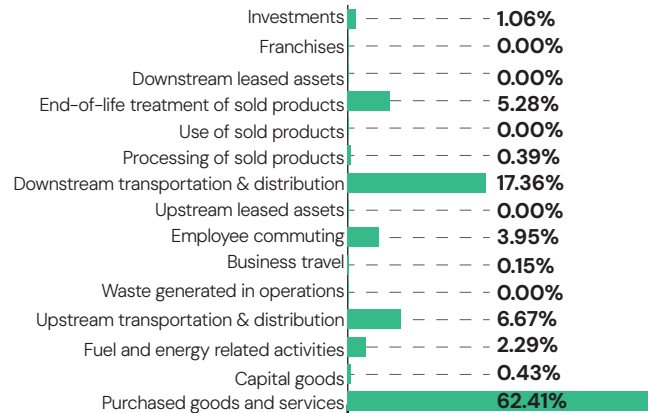
62.41%

Share from purchased goods and services

24.03%

Share from upstream and downstream transportation and distribution

Scope 3 Emissions by Source



GRI 305-6, 305-7

Other Significant Emissions

The Group’s environmental management processes include the regulation and monitoring of air quality and other air emissions from our facilities, in compliance with local regulations and international best practices. While our operations do not use Ozone Depleting Substances (ODS) in primary processes, products, or services, we continue to account for the presence of hydrochlorofluorocarbons (HCFCs) in Heating, Ventilation, and Air-Conditioning (HVAC) systems. In 2025, emissions associated with ODS amounted to 2,106.54 MtCO₂e.

In addition, the Group continued to monitor other air emissions arising from operational activities, including carbon monoxide (CO), nitrogen oxides (NOx), sulphur oxides (SOx), volatile organic compounds (VOC), and particulate matter (PM). Our efforts to phase out ODS remain aligned with regulator-driven requirements in the countries we operate in, including Sri Lanka.

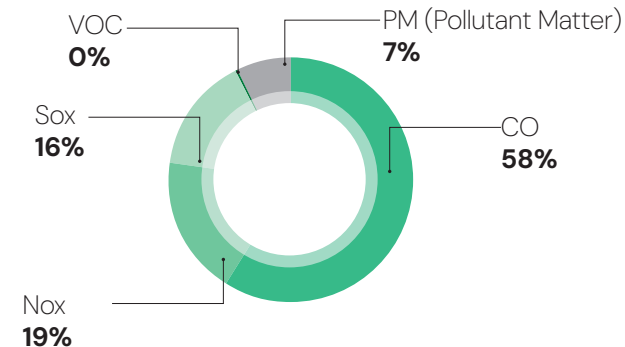
2,106.54 MtCO₂e

Ozone-depleting substances from HCFCs in HVAC systems

75.7%

increase in ODS year-on-year

Ozone Depleting Substances



OUR PATHWAY TO NET ZERO BY 2048

Reducing emissions across operations, materials and the value chain

Strategic Ambition

MAS has established a formal decarbonisation roadmap to reach Net Zero emissions by 2048, supported by interim science-based targets for 2030. The roadmap focuses on reducing emissions across operations, transitioning to renewable electricity, transforming materials and products, advancing circularity, and engaging suppliers across the value chain.

MAS Capital (Pvt) Ltd also commits to reduce absolute Scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution, business travel, employee commuting, downstream transportation and distribution, processing of sold products and investments to 46.2% within the same timeframe.

When setting new SBTi targets, we have considered that the target boundary includes land-related emissions and removals from biogenic feedstocks, aligned to SBTi Criteria and Recommendations for Near-Term Targets Version 5.1. Hence, our baseline emissions changed from 184,894.87 to 134,272.14 MtCO₂e. From 2026 onwards, we will be reporting using the new baseline aligned with SBTi 5.2 criteria.

Key Targets:

2019
Baseline year for emissions reduction

2030
80% absolute reduction in Scope 1 and 2 emissions
46.2% reduction in Scope 3 emissions

2048
90% absolute reduction across Scopes 1, 2 and 3
100% renewable electricity ambition

Operational Energy Efficiency

Scopes 1 & 2

Reducing energy intensity across manufacturing operations through infrastructure upgrades, process optimisation and improved cooling efficiency.

Key levers

- Centralised air conditioning
- Variable Speed Drives for motors
- Digital timer controls for lighting
- High-efficiency heat seal machines
- Compressor grid optimisation HVAC efficiency for heat stress management

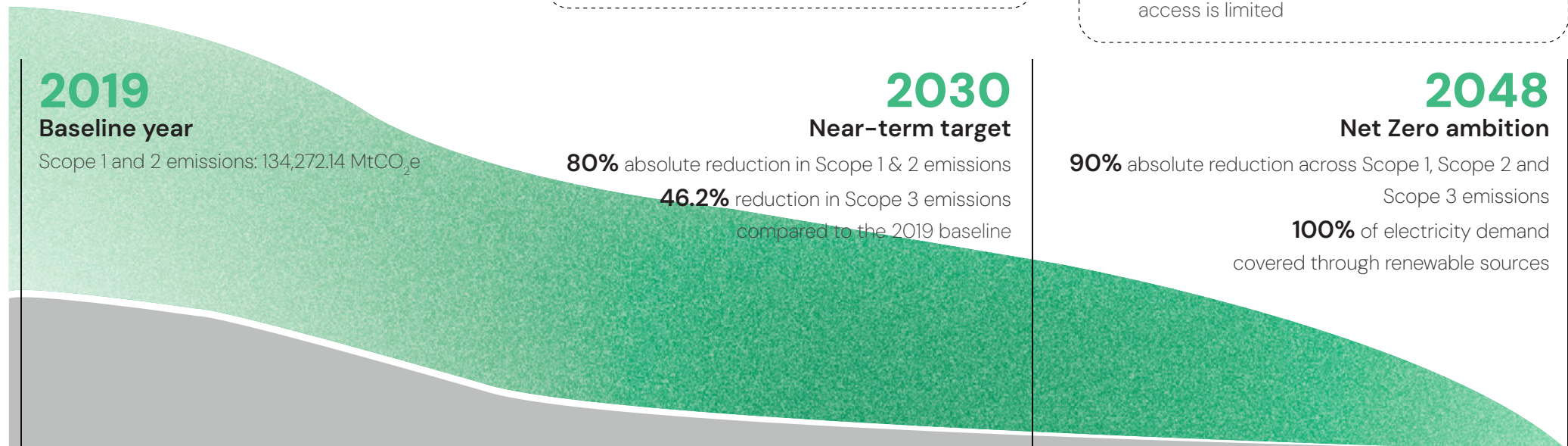
Renewable Energy Transition

Scope 2

Transitioning electricity consumption towards renewable sources, with the ambition of covering 100% of electricity demand through renewable sources by 2048.

Key levers

- Rooftop solar across manufacturing facilities
- Off-site Power Purchase Agreements
- Open energy access schemes in Sri Lanka
- Virtual and direct PPAs in India, Indonesia, Vietnam and Jordan
- i-RECs and TIGRs where direct renewable access is limited



OUR PATHWAY TO NET ZERO BY 2048



Sustainable Materials and Products

Scope 3

Reducing value chain emissions by shifting towards lower-impact materials and increasing the share of sustainable products in the portfolio.

Key levers

- 75% revenue from sustainable products
 - Recycled polyester and nylon
 - Regenerative or organic cotton
 - Man-Made Cellulosic Fibres and other natural material alternatives
- Moving toward 100% certified biomass for steam generation by supporting smallholders
- Low-carbon product innovation through R&D



Circularity and Waste Management

Scope 3

Using circular design, recycling infrastructure and waste value enhancement to reduce dependence on virgin inputs, divert waste from landfill, and mitigate regulatory risks like the EU Border Carbon Adjustment Tax.

Key levers

- Textile-to-textile recycling
- Closed-loop product solutions
- 80% manufacturing waste value enhancement target
- Reuse and upcycling pathways
- Pioneering 'Engineered Knit' to produce zero-waste garments
- Design for longevity and recyclability



Value Chain Decarbonisation

Scope 3

Extending emissions reduction beyond MAS' own operations by working with suppliers and logistics partners to reduce value chain emissions.

Key levers

- Supplier engagement across Tier 1 and Tier 2
- Cascading science-based targets across the supply chain
- Reducing air travel and logistics related emissions
- Transitioning to electric vehicles for manager fuel needs
- Progressing towards near-zero logistics emissions by 2048



Governance and Accountability

Oversight and execution discipline

Embedding decarbonisation into leadership oversight, performance management and innovation priorities to support delivery against long-term emissions reduction targets.

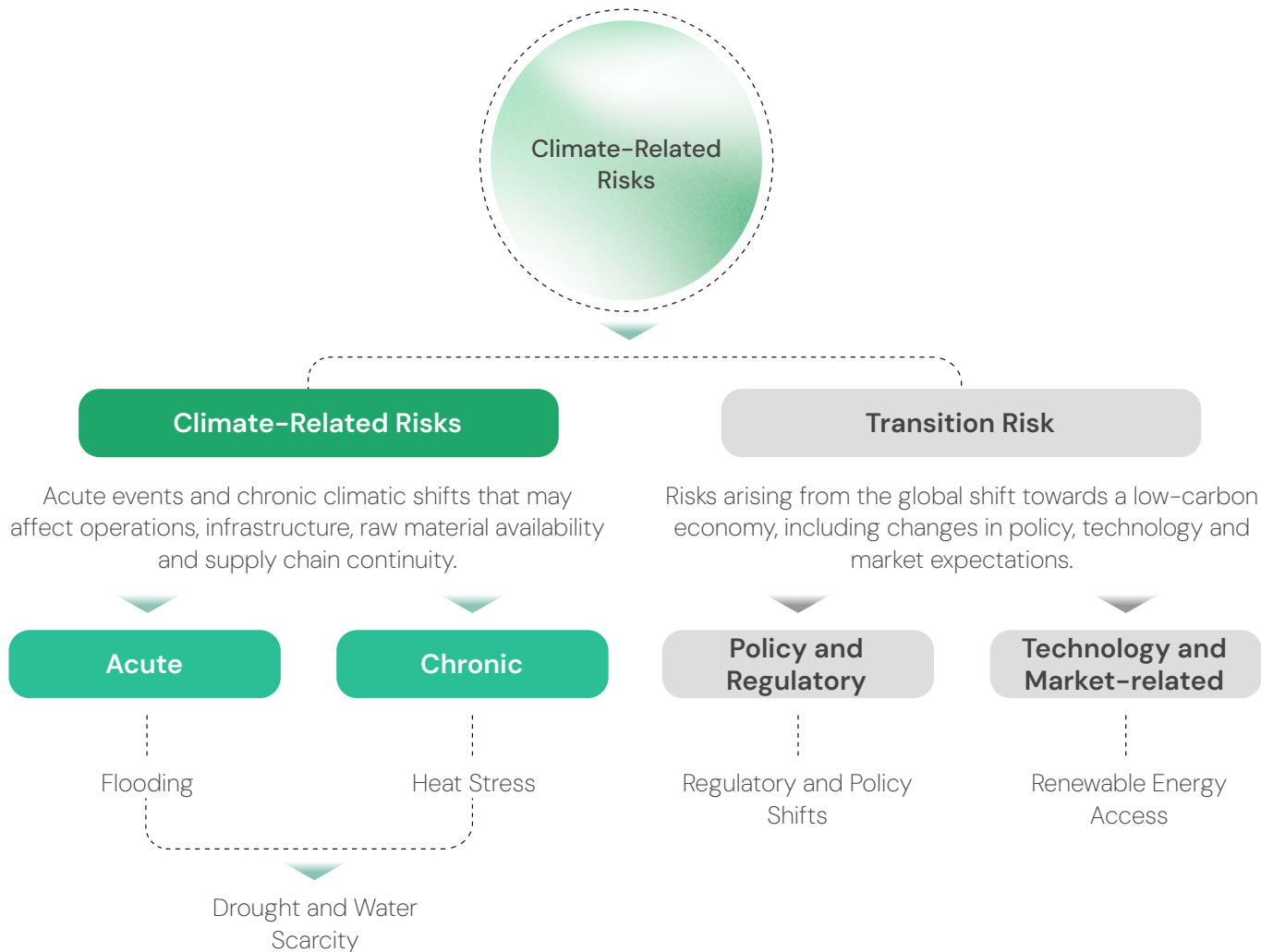
Key levers

- Sustainability Advisory Council oversight
- Quarterly monitoring of decarbonisation KPIs
- Leadership incentives linked to SBTi emissions reduction targets
- Board-level visibility of decarbonisation progress
- Strategic R&D through MAS Innovation
- Dedicated budgets for low-carbon product innovation

Climate-Related Risk Identification

MAS has established a comprehensive process to identify, assess and manage climate-related risks across its direct operations and wider value chain. These risks are classified into physical risks and transition risks, enabling

MAS to understand exposure across operations, sourcing networks, infrastructure, compliance requirements and long-term decarbonisation commitments.



Physical Risks		
Acute Risk	Acute/Chronic Risk	Chronic Risk
Flooding	Drought and Water Scarcity	Heat Stress
<p>Impact on operations</p> <p>Operations in Sri Lanka, including locations such as Bodyline Horana, Linea Aqua Hanwella, and Biyagama EPZ are increasingly impacted by floods. This may result in production capacity loss and operational disruption.</p> <p>Impact on value chain</p> <p>Primarily affects direct operations, with possible knock-on effects on continuity of production and fulfilment.</p> <p>Estimated financial impact</p> <p>Potential financial impact estimated at up to USD 1.1 million.</p>	<p>Impact on operations</p> <p>Facilities in the Jaffna Peninsula of Sri Lanka face potential water scarcity, which may increase short-term operational costs.</p> <p>Impact on value chain</p> <p>Tier 2 manufacturing operations, particularly weaving and dyeing in China, India, Indonesia and Taiwan, require high volumes of water. Low water availability may disrupt the delivery of raw materials and affect strategic pricing arrangements.</p>	<p>Impact on operations</p> <p>Rising temperatures in tropical manufacturing zones including Bangladesh, India, Indonesia, Jordan and Sri Lanka increase demand for HVAC and cooling systems, leading to higher indirect operating costs.</p> <p>Impact on value chain</p> <p>Primarily affects manufacturing efficiency and cost of operations across production locations in tropical regions.</p>

Transition Risks

Policy and Regulatory

Technology and Market-Related

Regulatory and Policy Shifts

Renewable Energy Access

Impact on operations

Evolving climate-related regulations are expected to increase compliance requirements and data management needs across MAS' operations and reporting processes.

Impact on value chain / markets

Several European legislative developments, including the EU Border Carbon Adjustment Tax, Digital Product Passport and EU PEF, may increase the need for product-level emissions data, traceability and compliance readiness across the value chain.

Estimated financial impact

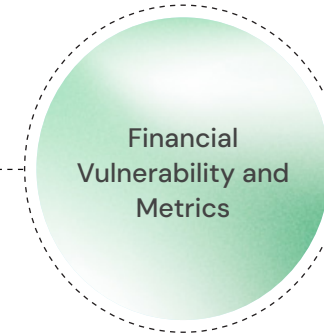
Increased compliance and data management costs are anticipated.

Impact on operations

In developing countries such as Sri Lanka, India and Bangladesh, limited opportunities for Green Power Purchase Agreements or off-site renewable energy access may make it more difficult for MAS to decarbonise its electricity consumption in line with long-term targets.

Impact on value chain / commitments

Limited renewable energy pathways may affect MAS' ability to achieve long-term Science Based Targets. Failure to meet these commitments may create a brand reputation risk.



Climate-related Financial Exposure

MAS has quantified the proportion of selected financial metrics considered vulnerable to climate-related transition risks, supporting more informed planning around cost exposure, capital allocation and decarbonisation investment.

OPEX Vulnerability

31%–40%

of total operating expenditure is considered vulnerable to transition risks

Largely represents the additional costs of raw materials required to align with SBTi pathways and support the shift towards lower-carbon products and materials.

CAPEX Alignment

11%–20%

of capital expenditure is aligned with transition risks

Primarily relates to upgrading manufacturing equipment, including dyeing machines, over the next five years to support emissions reduction targets.

Primary Impact Areas:

Climate-related transition risks are expected to influence both operating costs and future investment priorities, particularly in relation to raw material sourcing, manufacturing upgrades and emissions reduction pathways.

Governance and Accountability

Board Oversight

The Sustainability Advisory Council (SAC), which includes the CEO and other Board members, meets biannually to monitor progress against sustainability KPIs and manage climate risks.

Strategic Responses

MAS has identified targeted responses to manage climate-related risks across its operations and value chain:



Business Continuity

Relying on overtime planning and subcontractor hiring to mitigate flood disruptions.



Policy Engagement

MAS actively engages with regulators to enable power wheeling for off-site renewable energy projects. Leadership

Leadership Accountability and Incentive Alignment

Bonus payments for the CEO, CSO and Divisional CEOs are explicitly linked to the achievement of absolute emissions reduction targets in line with net-zero commitments.



Connecting Risk, Strategy and Action



Low-Carbon Materials and Circularity

Addressed through MAS' Scope 3 pathway, including recycled polyester and nylon, textile-to-textile recycling and lower-impact material innovation.

Refer pages 150-151



Operational Integration and Governance

Addressed through SAC oversight, sustainability KPI monitoring, leadership incentives and the integration of climate considerations into business management.

Refer pages 46-47



Nature and Ecosystem Stewardship

Supported through on-site biodiversity management using native species, the commitment to restore 100 times the land footprint and the use of certified biomass to reduce deforestation risks.

Refer pages 175-185



Climate Risk Assessment and Resilience

Addressed through ongoing assessment of flooding, drought, water scarcity and heat stress, together with business continuity planning and infrastructure responses.

Refer pages 152-153

Energy Transition

Accelerating the Shift to Cleaner Energy

At MAS, energy transition is a fundamental component of our climate strategy, focused on transforming how energy is sourced and used across operations. We seek to achieve this by reducing reliance on fossil-based energy while building a more resilient and sustainable energy mix.

In addition to increasing the share of renewable and lower-impact energy sources, we also seek to strengthen energy management across operations. This includes scaling onsite generation, leveraging external sourcing mechanisms, and improving efficiency in energy-intensive processes.

Our approach combines operational improvements with system-level interventions, enabling a steady shift towards cleaner energy across regions. These efforts are supported by targeted investments and integrated into operations to drive long-term impact.

Purchased iREC quantities have not been included in the energy consumption figures presented in this section, as they do not represent energy consumed in operational form. iRECs are treated separately as renewable energy instruments used for market-based accounting purposes.

Optimising the Energy Mix

Optimising the energy mix remained a key driver of emissions reduction during the year, with continued efforts to shift towards renewable and lower-impact energy sources across operations. Renewable energy now accounts for 40.1% of the total energy mix, supported by initiatives such as scaling solar power through Project Photon and expanding the use of certified biomass for steam generation.

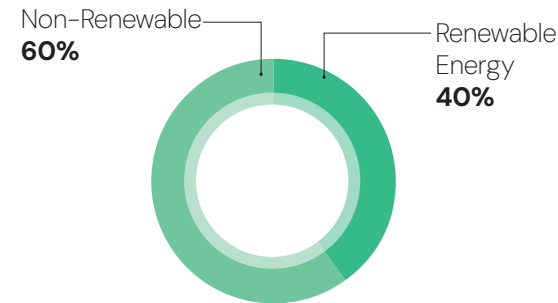
These efforts were supported through a combination of onsite energy generation and external sourcing mechanisms, contributing to a cleaner and more resilient energy mix across operations and regions.

Renewable Energy at MAS

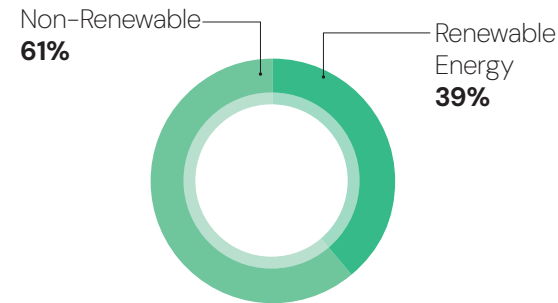
Renewable energy use at MAS includes onsite rooftop solar generation through Project Photon, which supports the Group's transition towards cleaner energy by expanding self-generated renewable electricity across selected facilities.

This is complemented by renewable energy sourcing mechanisms, including a power purchase agreement in India for the Intimates Fashion India and MAS Udyat Pvt Ltd facilities and 100% renewable energy across Indonesian operations, including PT MAS Arya Indonesia, PT MAS Arya 2 Indonesia and PT MAS Silueta Indonesia. Renewable Energy Certificates (iRECs) are also procured across facilities to support the transition towards cleaner energy and reduce Scope 2 emissions.

2025 Energy Share



2024 Energy Share



Key Highlights

40.1%

of total energy mix from renewable sources
(1.1% increase since 2024)

Project Photon

- 22.84 MW installed capacity
- 29 GWh renewable energy generated annually
- 13,456 MtCO₂e emissions avoided

Biomass Energy

Expanded use of certified biomass for steam generation

MAS Biomass Certification Programme

Primary Objective:

To promote sustainable and certified biomass sourcing by strengthening environmental integrity, biodiversity protection, regulatory compliance, and positive socio-economic outcomes across the value chain.

Methods of Action:

In 2025, MAS facilities including MAS Linea Intimo, Noyon Lanka, and MAS Fabric Park continued their efforts to utilise certified biomass under the SLS 1551 certification standard which is provided by Sri Lanka Standards Institution.

- MAS Linea Intimo and Noyon Lanka are focused on procuring biomass from suppliers already certified under SLS 1551.
- MAS Fabric Park is working towards certifying its own biomass supply chain by progressively engaging and certifying its supplier base.

Progress and Way Forward

MAS Linea Intimo

Achieved 9% utilisation of certified biomass under the SLS 1551 certification scheme

Noyon Lanka

Planned transition to certified biomass, with adoption expected from 2026

MAS Fabric Park

- Identified top 10 suppliers (from a base of 400), representing ~10% of biomass volume
- Initiated supplier engagement on SLS 1551 certification requirements
- Conducted site visits to validate biomass sources and supplier locations
- Mapped the supplier value chain
- Delivered training on sustainability, traceability, and certification standards
- Initiated implementation of required systems and processes
- Targeted completion of third-party audits in 2026, followed by SLS 1551 certification.

GRI 302-5

Energy Management

Energy management continued to support emissions reduction through better use of energy across operations. During the year, MAS focused on improving efficiency in energy-intensive processes, particularly in textile and apparel manufacturing.

These improvements helped reduce energy use across production stages and contributed to continued improvements in both energy intensity and emissions intensity (see page 156-158).

Process Innovation
– Textile
Operations (TEXO)

What we changed

- Replaced conventional black dyeing with an optimised grey dyeing process
- Introduced high-fixation dyes and streamlined process steps
- Optimised process sequencing and chemical dosing without changes to existing machinery

Impact

- Reduced water use and energy consumption per kg of fabric
- Shortened processing times, resulting in improved machine efficiency
- Lower wastewater generation due to better dye absorption

Outcomes

~28%
reduction in power
consumption
(↓ ~0.047 kWh/kg)

~19%
reduction in water
consumption
(↓ ~18.9 L/kg)

~29%
reduction in thermal
energy use
(↓ ~0.55 kWh/kg)

~23%
reduction in
processing time
(↓ ~2.45 hours
per batch)

**Equipment Upgrades
– MAS Intimates**

What we changed

- Upgraded compressed air systems in cutting operations
- Replaced manual heat seal machines with energy-efficient technology
- Optimised compressor room performance and heat management
- Strengthened leak detection and system efficiency
- Introduced localised pressure control and improved airflow management within compressed air systems

Impact

- Reduced electricity consumption across operations
- Lower system losses and improved equipment efficiency
- Reduced operating costs and emissions

Outcomes

656,339 kWh
saved annually

USD 41,149.56
saved annually

3.6%▼
in water consumption

**Smart Energy Management
– MAS Silueta**

What we changed

- Converted conventional moulding machines to induction heating technology
- Optimised HVAC systems through capacity reduction and airflow improvements
- Upgraded compressed air systems and reduced leakages
- Introduced automated controls for lighting and ventilation
- Supported by heat load assessments, duct redesign, and system-level efficiency improvements

Impact

- Reduced electricity consumption across production and facility operations
- Improved efficiency of heating, cooling, and compressed air systems
- Eliminated energy use during idle and non-operational periods

Outcomes

USD 62,326
annual savings

38
machines converted

~25%
energy savings per machine

90 tons
excess cooling capacity removed

Operational Efficiency
– MAS Active

What we changed

- Installed motorised valves to isolate compressed air during non-production hours
- Enabled controlled system shutdown without manual intervention

Impact

- Reduced unnecessary compressor operation
- Lower energy use during idle periods

Outcomes

25% - 29%[▼]
in compressor energy consumption

System Optimisation
– MAS KREEDA

What we changed

- Identified and repaired compressed air leaks
- Optimised distribution systems and reduced pressure losses
- Improved compressor room ventilation and operating conditions
- Strengthened monitoring and preventive maintenance
- Included pipeline resizing and receiver capacity improvements

Impact

- Reduced system-wide energy losses
- Improved stability and efficiency of compressed air systems
- Enhanced equipment performance

Outcomes

122,425 kWh
saved annually

USD 216,368.3
machines converted

Targeting **10%[▼]**
in compressed air leakage

Scaling Capability
– MAS KREEDA

Best Practice Library

A centralised platform to capture, track, and share sustainability initiatives across facilities, enabling visibility and replication of successful projects across business units.

ES Capability Building

Structured development of sustainability teams to strengthen technical, management, and leadership capabilities, improving execution of environmental initiatives across operations.

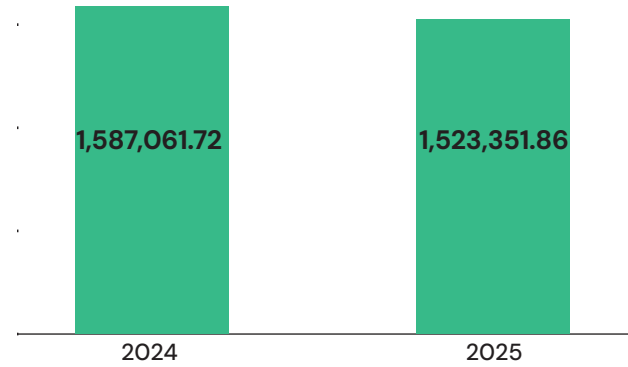
GRI 302-1, 302-2, 302-3, 302-4

Energy Consumption at a Glance

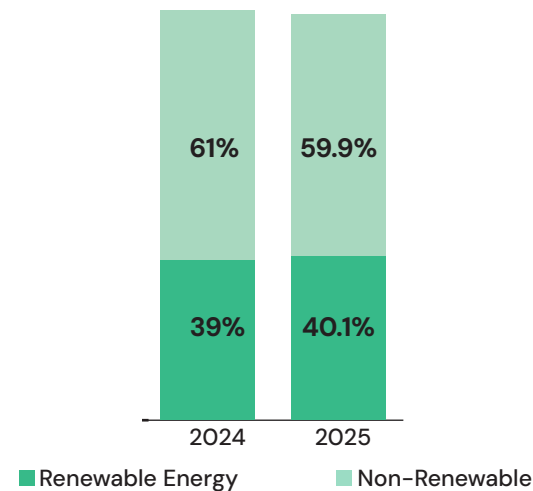
In 2025, total energy consumption amounted to 1,523,351.86 GJ, reflecting a 4.01% reduction from 1,587,061.72 GJ in 2024. Energy consumption from non-renewable sources reduced by 6.09%, from 972,507.41 GJ in 2024 to 913,234.28 GJ in 2025.

Energy consumption from renewable sources stood at 610,117.59 GJ, compared to 614,554.31 GJ in the previous year. As a result, renewables accounted for 40.1% of the Group's energy mix in 2025, up from approximately 39% in 2024.

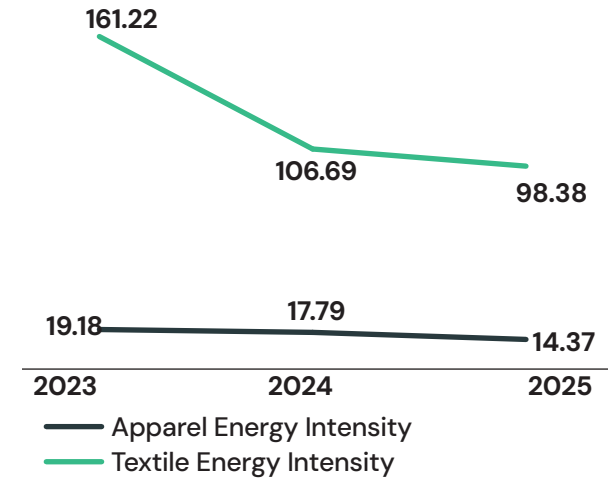
Total Energy Consumption GJ



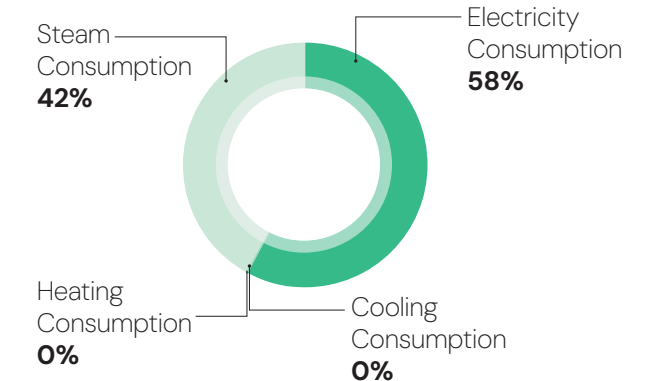
Renewable vs. Non-Renewable Energy Mix



Energy Intensity by Business Category



Purchased and Consumed Energy

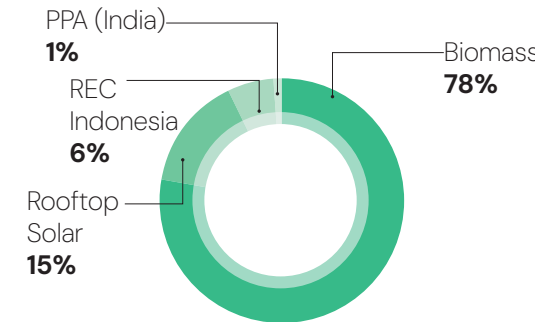


Energy Monitoring

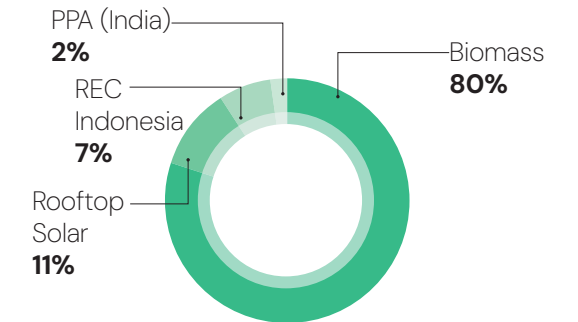
Year-on-year improvements in energy use and efficiency are supported by strengthened facility-level measurement systems and standardised monitoring approaches, enabling more consistent tracking of energy performance across operations.

Energy consumption is monitored through the implementation of an Energy Monitoring System (EMS) across MAS operations. This system is supported by structured data collection, analysis, and reporting mechanisms, enabling continuous monitoring of energy consumption patterns. The approach facilitates the identification of inefficiencies, supports data-driven decision-making, and drives energy optimisation initiatives across facilities.

Renewable Energy by Source - 2024



Renewable Energy by Source - 2025



Energy Consumption at a Glance



Key insights

- The Group's energy profile improved during the year, with renewable energy gaining a larger share as overall energy consumption and non-renewable energy use reduced.
- Biomass continued to anchor the renewable energy mix, reflecting its continued importance in supporting thermal energy requirements across operations.
- Rooftop solar remained the largest direct renewable electricity source, strengthening the Group's renewable energy base beyond biomass.
- RECs and PPAs supported the Group's market-based renewable energy sourcing approach, complementing direct renewable energy generation and consumption.
- Electricity and steam continued to account for over 99% of all purchased and consumed energy, underscoring the importance of electricity transition and thermal energy efficiency in the Group's decarbonisation pathway.
- The sale of electricity reflects the Group's ability to generate energy beyond direct operational consumption in selected locations.

1.52 Mn GJ
Total energy consumption in 2025

4.0%
Year-on-year reduction in total energy consumption

80.0%
Biomass share within renewable energy

11.3%
Rooftop solar share within renewable energy

53,061 GJ
Combined contribution from RECs and PPAs

26,235 GJ
Electricity sold during the year



Transform Waste

Driving Value Enhancement Across Waste Streams

At MAS, waste management is centred on one core objective: ensuring that materials retain value for as long as possible within the value chain. This means moving beyond disposal, toward recovery pathways that prioritise reuse, textile-to-textile recycling, and down-cycling. As operations scale, we continue to strengthen how waste is managed across our ecosystem, focusing on improving segregation, recovery processes, and enabling circular solutions where feasible. Our efforts are guided by a clear ambition: to achieve zero landfill and energy recovery, while maximising value enhancement across all waste streams.

Target for 2025

80%
value enhancement

Highlights:

76.9%
total non hazardous value enhancement

98.6%
waste diverted from landfill

1.4%
waste to landfill

Key Priorities Shaping how we Transform Waste

Our approach focuses on managing waste across all categories, while prioritising key levers that improve value enhancement and minimise reliance on disposal pathways across operations and the value chain.

Increasing Value Enhancement:

Reuse, recycling, and conversion of waste to steam

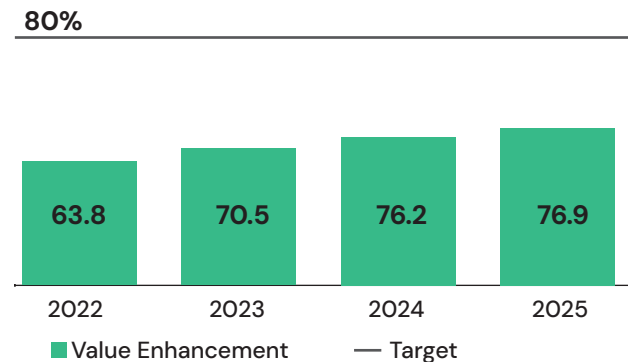
Strengthening segregation, recovery systems, and circular pathways to maximise material value through innovative applications across operations and partnerships

Reducing Environmental Impact and Residual Waste

Minimising disposal, managing residual waste, and preventing environmental leakage

Redirecting waste into productive and controlled pathways, including recovery and treatment systems, while reducing reliance on landfill and preventing leakage into natural environments

Value Enhancement Trend



GRI 306-3, 306-4, 306-5

Our Waste Footprint

Understanding Waste Categories and Disposal Methods

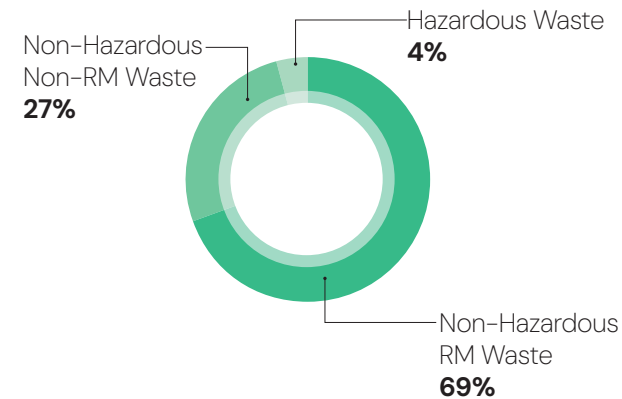
We manage waste across categories and disposal methods to ensure that materials retain value within the system for as long as possible, while minimising environmental impact where recovery is not feasible. As operations expand, strengthening how waste is classified,

recovered, and treated remains a key priority. In 2025, total waste generated across operations amounted to 25,096.70 MT (2024: 23,929.20 MT), reflecting an increase of 1,167.50 MT, largely driven by higher volumes of production-related waste.

25,096.70 MT

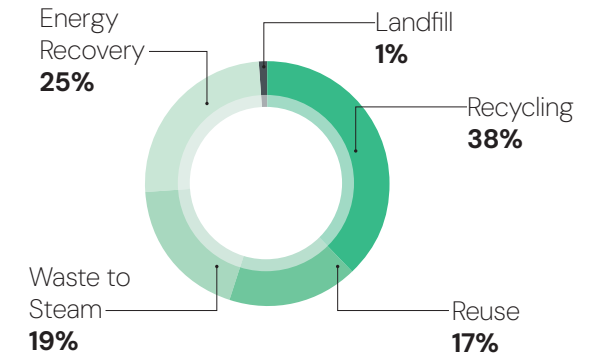
Total Waste Generated (approx. 4.9% increase since 2024)

Waste Composition What We Manage



Non-hazardous RM waste remains the dominant waste category, highlighting the importance of improving material efficiency and circularity across production processes.

Waste Disposal Pathways How We Manage It



Over 55% of waste is recovered through reuse and recycling, while the remainder is managed through energy recovery pathways, including waste-to-steam for internal operations, with minimal reliance on landfill.

GRI 306-1, 306-2, 306-4, 306-5

WASTE CATEGORIES
What We Manage

NON-HAZARDOUS RM WASTE

17,406.89 MT | +422.93 MT YoY

Production-related waste generated from raw materials during manufacturing, including fabric offcuts, foam, yarn, and leftover material from production processes.

NON-HAZARDOUS NON-RM WASTE

6,642.06 MT | +697.36 MT YoY

Operational waste not derived from raw materials, including paper, cardboard, plastics, polythene, metals, glass, and biodegradable waste.

HAZARDOUS WASTE

1,047.75 MT | +47.21 MT YoY

Waste requiring controlled handling due to hazardous properties, including materials that are flammable, corrosive, reactive, toxic, infectious, or otherwise harmful to human health or the environment.

13,834.78MT | - 0.9%YoY

Diverted from Disposal
(Reuse and Recycle)
55.2% of total waste

WASTE DISPOSAL METHODS
How We Manage It

11,261.92 MT | + 11.4% YoY

Directed to Treatment and Disposal
(Controlled Pathways)
44.8% of total waste

Energy Recovery

6,186.03 MT | +39.54 MT

Waste supplied to external industrial operations as an alternative fuel

Waste to Steam

4,733.85 MT | +1,145.64 MT

Waste processed through MAS Linea Intimo boilers to generate steam for internal operations

Sanitary Landfill

342.04 MT | +110.50 MT

Final disposal at regulated landfill facilities, limited to locations where recovery pathways are not available

Recycling

9,550.76 MT | +80.36 MT

Processing waste into secondary raw materials for reuse in production or other applications

Reuse

4,284.02 MT | -200.07 MT

Direct reuse of materials within operations or by external partners without further processing

While recovery methods remain the primary approach, increased volumes directed to treatment in 2025 reflect constraints in scaling recycling solutions, particularly for production-related waste streams.



GRI 306-2, 306-4

Increasing Value Enhancement

Reuse, Recycling, and Conversion of Waste to Steam

We prioritise retaining material value within the system by strengthening recovery pathways across operations. This includes improving how waste is segregated, handled, and converted into reusable inputs, while developing new applications that extend the life of materials. In 2025, 55.2% of total waste generated was recovered through reuse and recycling pathways, while 19% was converted from waste to steam, reflecting our continued prioritisation of waste value enhancement.

In Action: Improving Value Recovery Across Operations



Strengthening Recovery Systems

Efforts during the year focused on improving the quality and consistency of waste streams to enable higher-value recovery:

- **Strengthened segregation at source**, particularly across cutting and production processes
- **Enhanced monitoring and tracking** of waste streams across facilities
- **Improved material handling practices** to preserve recyclability

These improvements support the scalability of circular solutions, particularly for production-related waste.



Innovation

Textile-to-Textile Recycling (Pilot Phase)

Context

Textile waste remains challenging to recycle due to mixed material compositions and limited recycling infrastructure, particularly for Nylon-based waste streams. Market constraints, including the exit of some recyclers, further impacted continuity of recycling pathways.

Objective

Develop scalable fibre-to-fibre recycling pathways

What We Did

- Conducted pilot trials on cutting table waste
- Engaged multiple recycling partners to explore textile-to-textile pathways, particularly for Nylon waste
- Strengthened segregation practices at cutting tables to maximise recoverability of textile waste

Results

- Identified material, infrastructure, and market-related constraints, including recycler availability
- Strengthened internal segregation practices to improve waste quality and recyclability
- Generated critical insights on operational processes, waste composition, and partnership requirements
- Established a foundation for scaling textile-to-textile recycling solutions in future phases



Recovery

Foam Waste Repurposing – Laminated Offcuts (MAS Silueta – Biyagama)

Context	Objective	What We Did	Results
Foam offcuts were previously directed to energy recovery, limiting material value retention	Improve value recovery through higher-value reuse pathways	<ul style="list-style-type: none"> Segregated foam waste at source Partnered with a third-party entity for collection and processing Introduced crushing and baling to optimise transport Enabled use as a secondary raw material in mattress manufacturing 	<ul style="list-style-type: none"> Reduced reliance on energy recovery Lowered disposal and transport costs Established a local circular value chain

Reusable Packaging System – Closed-Loop (MAS Kreeda – Methliya)

Context	Objective	What We Did	Results
Single-use cardboard packaging generated recurring waste across supply chains	Reduce waste generation at source	<ul style="list-style-type: none"> Introduced reusable crate systems Implemented return logistics with the support of a third-party entity Implemented closed-loop packaging cycle 	<ul style="list-style-type: none"> 1,056 kg/year reduction in cardboard waste Eliminated approx. 20 boxes/month and approx. 50 cardboard cores/month Strengthened supply chain collaboration

Community

KREEDA Elevate – Phase 2: Extending Fabric Value Through Community Reuse

Context	Objective	What We Did	Results
Fabric recovery systems within operations have strengthened segregation, recycling, and reuse pathways. However, a portion of production offcuts remains underutilised or limited to lower-value applications, highlighting the opportunity to enhance value through alternative reuse pathways.	Enable community-based reuse of fabric offcuts by creating value-added product pathways that support livelihood development.	<ul style="list-style-type: none"> Channelled production fabric offcuts into structured community-based reuse initiatives Delivered upcycling and product development training through KREEDA Elevate Established pathways for communities to utilise fabric offcuts for product creation 	<ul style="list-style-type: none"> Fabric offcuts diverted from low-value or underutilised pathways into community reuse Increased value realisation from fabric waste through value-added products Strengthened community livelihoods through income-generating opportunities

GRI 306-2, 306-5

Reducing Environmental Impact and Residual Waste

Managing Waste and Preventing Environmental Leakage

Where waste cannot yet be recovered through reuse or recycling, our focus shifts to how it is managed. We prioritise controlled pathways that enable value extraction where possible, while ensuring that environmental impacts are minimised. The preceding pages (161-164) outline how waste was disposed and treated during the year. 144.55 MT of waste sent to sanitary landfill comprises mixed fabric and non-hazardous non-raw-material waste generated from MAS Kenya and MAS Silueta Indonesia operations, where recovery or co-processing solutions are currently unavailable. Efforts are underway to minimise this waste stream through the development of alternative recovery pathways, including co-processing solutions.



Infrastructure-Led Waste Minimisation—MAS Fabric Park (MFP)

From complex waste streams to productive use



Site-Level Infrastructure (MFP)

Water and Wastewater Systems
 9,000 m³/day water 8,500 m³/day wastewater
 Meets over 60% of Group requirements

Renewable Energy Integration
 22.84 MW solar
 Approx. 29 GWh annually

Monitoring & Control
 ISO 17025 accredited laboratory

What this enables

- Waste is stabilised, reduced, and redirected into productive pathways
- Reliance on final disposal is minimised
- Complex waste streams are managed in a controlled, scalable system

Innovation | Ocean Strainer – Turning Waste into Environmental Infrastructure

Partnership: MAS Foundation for Change

Facility: MAS Silueta – Biyagama

Context

At MAS Silueta, laminated foam offcuts generated through production were primarily directed to energy recovery. While this ensured controlled disposal, it limited material value recovery and increased reliance on downstream processing.

At the same time, plastic and textile waste leakage into waterways continues to be a growing environmental challenge in Sri Lanka, highlighting the need for solutions that address both waste management and environmental protection.

What We Set Out to Do

In 2025, we reassessed how internal waste could be used differently. Rather than manage it, we sought to repurpose it into a solution. Building on the Ocean Strainer Project initiated by the MAS Foundation for Change in 2021, MAS Silueta developed an alternative main building material for the strainer using foam waste generated from its operations, replacing the previously used rigifoam. This innovation reflects a shift from waste management to waste repurposing, transforming internal production waste into a functional component of a system designed to prevent environmental leakage.

Why it Matters

This initiative reflects a shift from managing waste within operations to extending its impact beyond operational boundaries:

- Addresses waste leakage at source
- Converts low-value waste into a long-term environmental solution
- Strengthens circularity through practical, applied innovation
- Supports MAS' broader ambition towards value enhancement of all waste

What We Did

For the first time within MAS and in Sri Lanka an Ocean Strainer was:

- designed and engineered entirely in-house
- built using 100% upcycled internal waste, including foam, polythene, and fabric
- developed with a focus on durability, buoyancy, and structural stability
- deployed to intercept floating waste in inland water bodies before it reaches the ocean

The project combined engineering capability with circular thinking, demonstrating how waste can be repurposed into environmental infrastructure.

Impact

- Prevents approximately 1–1.5 MT of waste per week from entering waterways
- Diverts internal waste from conventional disposal into functional infrastructure
- Enables recovery and recycling of intercepted waste through authorised partners
- Strengthens circularity through practical, applied innovation



GRI 416-1

Responsible Chemical Use

Driving Safe and Compliant Chemical Management Across Operations

Practicing responsible chemical management in the apparel industry gives us the means to minimise harm and maximise positive impact to achieve far-reaching benefits for employees, consumers, and the environment.

Our goal, to be zero toxic in products and processes, involves a commitment to green chemistry practices and a continuous journey to study chemical impacts, incorporate regulatory requirements, uphold industry best practices, and meet consumer expectations.

To this end, we are actively streamlining chemical management within our facilities, implementing robust procurement controls, forging collaborative partnerships with chemical suppliers, and upholding transparency through rigorous verification and certification.

In 2025, these efforts delivered strong performance, with overall compliance reaching 99% according to ZDHC performance InCheck criteria, supported by improvements across facilities and the value chain.

Key Priorities Shaping Responsible Chemical Use

Chemical risks are managed within the operational boundary, from input selection and procurement to process control, wastewater treatment and supplier engagement, supporting consistent compliance and minimising environmental impact.

Strengthening Input Compliance:

Driving safer inputs and improving visibility across operations

Enhancing controls over chemical selection and procurement, while increasing the use of approved and lower-risk alternatives to ensure consistent compliance across facilities and the supply chain, aligned with internal standards and internationally recognised practices and frameworks.

Reducing Disposal and Environmental Impact:

Managing use, discharge, and downstream impacts

Strengthening process controls, wastewater treatment, and monitoring systems to minimise environmental impact and prevent leakage across operations and the supply chain, in line with regulatory requirements and internationally recognised wastewater guidelines and standards.

Target for 2025

100%

ZDHC MRSL v3.1 Level 1 compliance or above

Highlights

99%

overall chemical input compliance in 2025 (↑ from 96% in 2024)

100%

compliance in dye facilities (↑ from 99% in 2024)

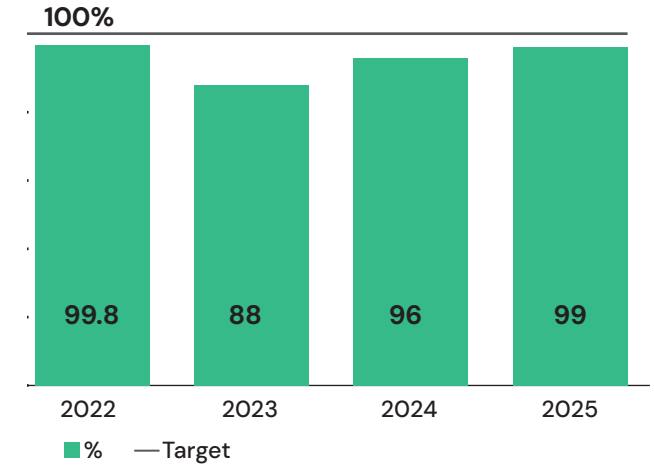
97%

compliance in embellishment facilities (↑ from 88% in 2024)

100%

compliance with ZDHC wastewater discharge limits

Chemical Input Compliance Trend



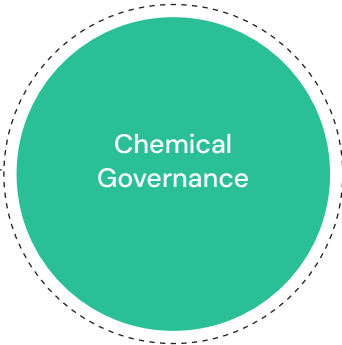
Strengthening Input Compliance

Driving Safer Inputs and Improving Visibility Across Operations

MAS continued to strengthen input chemical management through enhanced procurement controls, improved transparency, and alignment with ZDHC MRSL requirements. By controlling chemical inputs at source, the Group minimises the risk of hazardous substances entering processes and subsequently impacting products, employees, and the environment.

These efforts enabled overall compliance to reach 99% in 2025, with 100% compliance achieved in dye facilities and significant improvement in embellishment facilities to 97.2% (2024: 88%), reflecting a 9% increase in performance.

The transition towards safer alternatives continued to grow, with 97.2% of chemicals used in dye facilities being bluesign®-approved (2024: 95.4%), supported by procurement Standard Operating Procedures (SOPs) mandating the use of approved dyes and auxiliaries. Alignment with the ZDHC Commodity Chemical Guide was also implemented across operations, strengthening consistency in chemical selection and reducing reliance on higher-risk inputs.



Reinforced by system maturity and certification progress:

- 16 OEKO-TEX Standard 100 certifications covering 24 facilities
- 22 facilities completed ZDHC Supplier to Zero Level 1 Self Assessment, with 2 facilities achieving Level 2
- 1 facility achieved ZDHC Verified InCheck Level certification



Served as a key enabler of compliance:

- 43 RSL tests were conducted to meet customer-specific requirements
- Approx. 100 additional tests covering bisphenol, formaldehyde, and AFIRM RSL
- Training delivered across all levels, including executive sessions on ZDHC MRSL, bluesign®, and internal policies, while selected staff participated in RSL trainings conducted by Nike, GAP, Skims, and HBI.
- ZDHC CMS TIG certification expanded to 47 trained staff



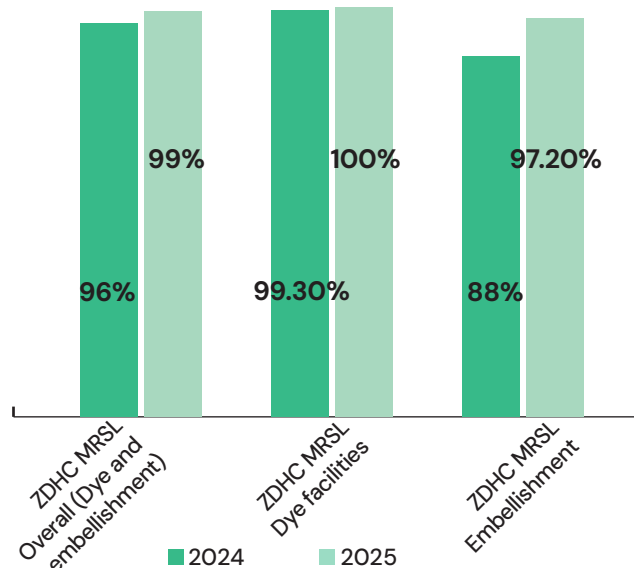
Supported reduced chemical intensity and improved efficiency:

- Dye substitution and recipe standardisation reduced process time from 3 hours to 2 hours conducted in Noyon Lanka (Pvt) Ltd.
- Introduction of a grey dye process at Texo (Pvt) Ltd reduced batch run time by 2.15 hours, delivering:
 - 0.55 kWh/kg energy savings | 18.9 L/kg water reduction
 - Elimination of 5 chemicals
- Reuse of dye machine cooling water with a capacity of approx. 50 m³/day and adoption of the VECO dye method further reduced chemical usage at Texo (Pvt) Ltd.
- In 2025, we continued the initiatives introduced in 2024, including chemical replacements, MLR improvements, and process optimisations, maintaining a focus on reducing water, energy, and chemical use while improving overall efficiency.

Implementation of Commodity Chemical Guidelines and Benchmarking of Facilities

In 2025, we implemented the ZDHC Commodity Chemical Guide, ensuring alignment of all commodity chemicals with its requirements. To support consistent implementation and performance benchmarking, we continued to assess our facilities through the Higg Facility Environment Module (FEM) and the internal MAS SCalE (Sustainability Calibration for Environment) tool. Extending this approach across the value chain, a forum was held on 5th February 2026 with sub-contractors to review 2025 performance and align on 2026 expectations relating to input compliance, process controls, and output compliance.

Progress in Facility-Level Input Compliance



Progress in 2025

99%

overall input compliance (↑ 3 pp)

100%

dye facilities (↑ 0.7 pp)

97.2%

embellishment (↑ 9 pp)

97.2%

bluesign® approved chemicals used in dye facilities (↑ 1.8 pp)

Advancing the bluesign® Commitment Across our Operations

In 2022, we began alignment of our chemical management with bluesign® – one of the most stringent global sustainable chemical certifications. As of 2025, MAS Fabrics Private Limited – Intimo Division remains a bluesign® System Partner delivering bluesign® certified articles, while Noyon Lanka (Pvt) Ltd and Texo (Pvt) Ltd have obtained bluesign® system partnership during the year. The process of obtaining bluesign® system partnership for apparel facilities was also initiated in 2025.

Dye Facility SOPs for chemical procurement aligned with the MAS Chemical Management Manual, mandates the use of bluesign® dyes and auxiliaries for dyeing operations. Success in this regard saw our Dye Facilities enhance compliance in 2025, achieving 97.2% bluesign®-approved chemicals. To support the mainstreaming of this commitment, we conducted staff training programmes that included awareness on bluesign® standards, and assessed the latest updated version of bluesign® Black Limits for threshold limits, standards, and guidance to inform our processes. We prioritised sourcing of low-risk bluesign®-approved chemicals and continued to encourage the use of bluesign®-approved chemicals across all inputs and in-house chemical use.

Reducing Chemical Risk and Environmental Impact

Managing Use, Discharge, and Downstream Impacts

We maintained robust controls to manage the environmental impacts of chemical use, particularly in relation to wastewater discharge and the potential contamination of water bodies. Industrial wastewater from all relevant facilities was monitored against ZDHC Wastewater Guideline, as well as local regulatory requirements including Central Environmental Authority (CEA) and Board of Investment (BOI) standards. Together, these measures ensure that chemical use does not result in adverse discharge impacts, while safeguarding surrounding ecosystems and communities.

Monitoring Impacts within our Operations

Monitoring wastewater includes:

- Quarterly compliance reporting to local regulators
- Biannual testing of wet processing facilities in line with the ZDHC requirements
- Disclosure of performance through the ZDHC Gateway

In 2025, no instances of non-compliance with ZDHC wastewater discharge limits were recorded, reflecting strong operational control and consistent adherence to global standards.

Refer **Awards and Recognition** for more details on our achievements during the year.

Monitoring Impacts Across our Value Chain

Supply Chain

Supply chain engagement continued to expand, strengthening the management of chemical-related impacts beyond direct operations, with a focus on Tier 1 suppliers engaged in wet processing and chemical-intensive operations.

Monitoring focused on suppliers representing the top 90% of the spend base, with progressive coverage achieved through ZDHC tools. This included input chemical compliance through InCheck reporting and wet processing discharge monitoring through ClearStream reporting via the ZDHC Gateway.

- **63.5% of spend base** monitored against ZDHC MRSL (2024: 55%)
- **65.2% of spend base** generated ClearStream reports (2024: 62%)
- **83.6% of suppliers** onboarded to Higg FEM (2024: 82%)

Zero incidents of non-compliance was maintained against ZDHC wastewater discharge limits through continuous monitoring, periodic testing, and proactive supplier engagement.

Subcontractors

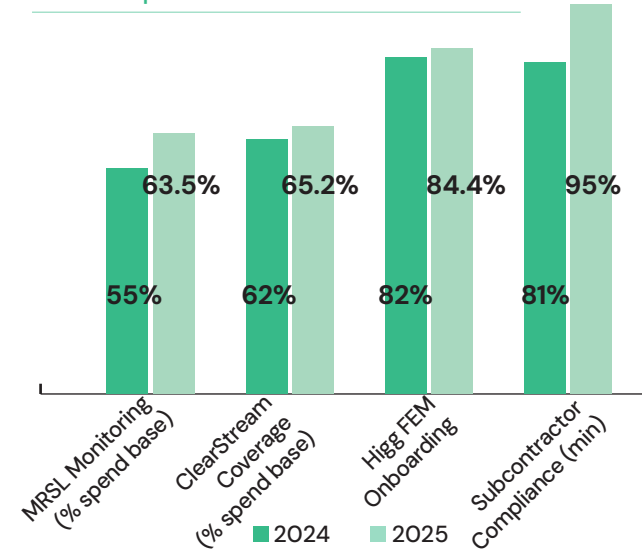
Subcontractor performance improved significantly across key chemical management areas:

- **Minimum 95% compliance** achieved across all subcontractors (2024: 81%), with three facilities achieving 100% compliance against ZDHC MRSL Version 3.1
- **90% of subcontractor facilities** aligned with ZDHC Wastewater Guidelines through wastewater testing
- **100% of subcontractor facilities** monitored for completion of verified Higg FEM assessments, with 90% achieving ≥80% scores

Structured engagement mechanisms supported this progress:

- Annual subcontractor forums to communicate expectations and performance
- Interim monitoring reviews to track compliance and address gaps
- Collaborative identification and substitution of chemicals of concern

Progress in Supply Chain Monitoring and Compliance



Supply Chain Monitoring Progress

63.5%

MRSL monitoring (↑ 8.5 pp)

65.2%

ClearStream Report Generation (↑ 3.2 pp)

83.6%

onboarded to Higg FEM (↑ 2.4 pp)

Safeguard Water

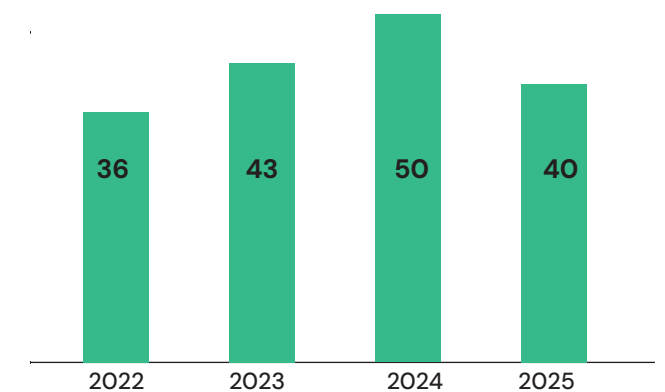
Strengthening Water Stewardship Across our Value Chain and Communities

At MAS, water stewardship is approached as a balance between operational efficiency, environmental responsibility, and shared value creation. As a resource that is both critical to production and increasingly constrained, water is managed through continuous optimisation of processes, strengthened monitoring systems, and targeted investments across facilities.

Our ambition is to significantly reduce water intensity while advancing circular water practices and minimising environmental impact across operations and the value chain.

Key conservation measures include rigorous daily monitoring, proactive leak detection, rainwater harvesting, and a significant scale-up of wastewater recycling. Additionally, we prioritise community-focused initiatives to improve water accessibility and quality for local stakeholders.

Water Intensity Reduction Trend (%)



Key Priorities Shaping how we Safeguard Water

Water risks are managed across all operations, with the aim of ensuring responsible use and minimised environmental impact.

Strengthening Water Efficiency:

Driving optimisation and reducing operational intensity

Enhancing monitoring systems and improving process efficiency to reduce consumption across textile and apparel operations.

Advancing Circular Water Use:

Scaling recycling and reducing freshwater dependency

Expanding wastewater treatment and reuse, alongside initiatives such as rainwater harvesting and greywater recycling to increase circularity.

Managing Water Quality and Discharge:

Ensuring compliance and minimising environmental impact

Maintaining strict wastewater treatment protocols and aligning with ZDHC wastewater guidelines to ensure responsible discharge across operations and the supply chain.

Target for 2025

65%

Reduction in textile production water intensities based on 2011 baseline

Highlights

40%

Reduction in textile production water intensities

2,707.1 ML

total water withdrawal

52% | 48%

textile vs apparel water use

316.43 ML

recycled water (↑60% YoY)

0 instances

of non-compliance with wastewater discharge limits

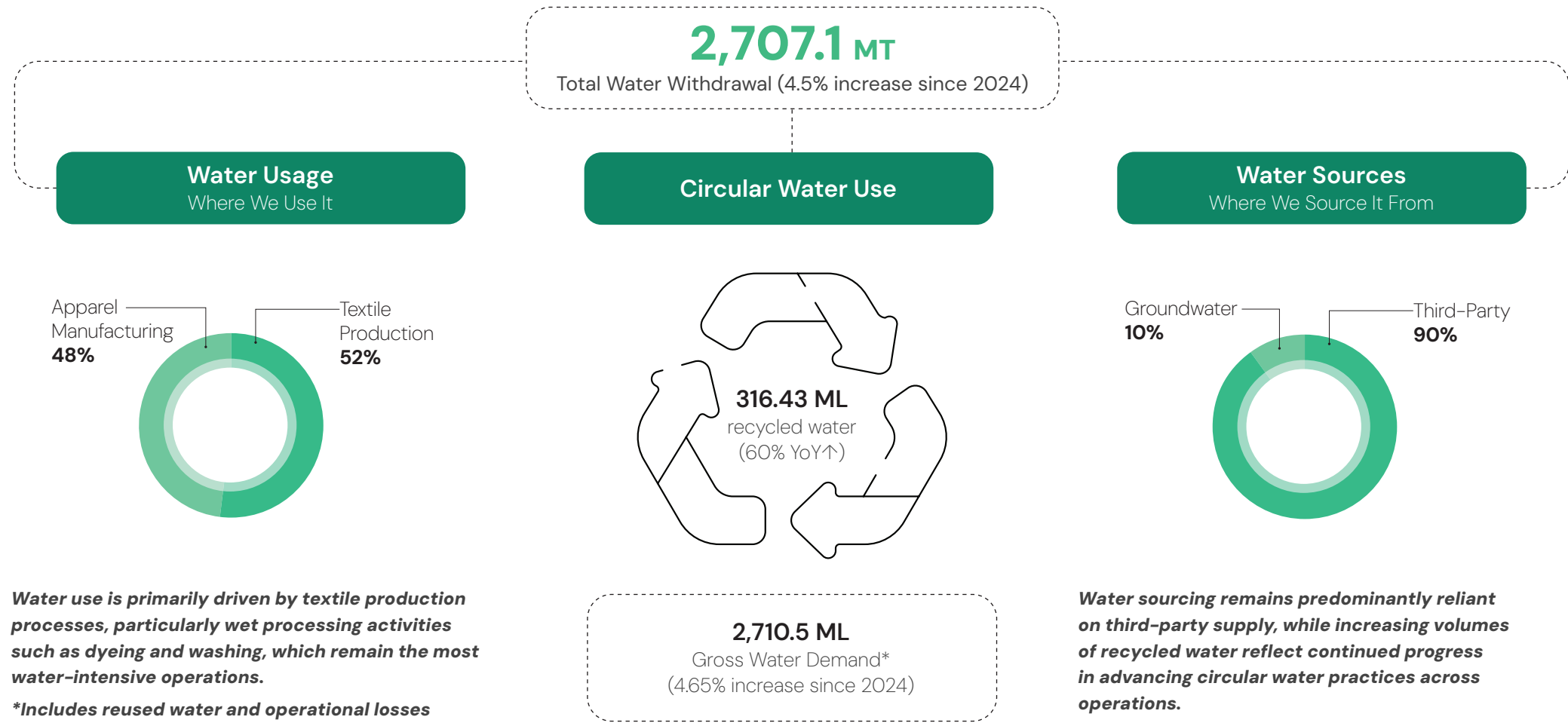


GRI 303-1, 303-2, 303-3, 303-4, 303-5

Our Water Footprint

Water use across MAS is largely driven by textile processing activities, where wet processing requires significant volumes for dyeing, washing, and finishing. Apparel manufacturing, while less water-intensive, contributes through domestic and auxiliary uses including sanitation, HVAC, and landscaping. MAS does not engage in water withdrawal from water-stressed areas.

In 2025, total water withdrawal (equivalent to water consumption across operations) amounted to 2,707.1 ML, with 52% attributed to textile production and 48% to apparel manufacturing. As water withdrawn is fully utilised across operations, reported water consumption is equivalent to total water withdrawal during the reporting period. Water sourcing remains predominantly reliant on third-party supply, supplemented by groundwater, while recycled water continues to increase as circular practices scale across facilities. In addition to withdrawal, our gross water demand (water footprint) reached 2,710.5 ML in 2025 (2024: 2,590 ML) reflecting the total water required to support operations, including process needs and system losses. This increase is aligned with operational requirements, while continued improvements in monitoring and reuse help manage overall demand.



Water use is primarily driven by textile production processes, particularly wet processing activities such as dyeing and washing, which remain the most water-intensive operations.

***Includes reused water and operational losses**

Water sourcing remains predominantly reliant on third-party supply, while increasing volumes of recycled water reflect continued progress in advancing circular water practices across operations.

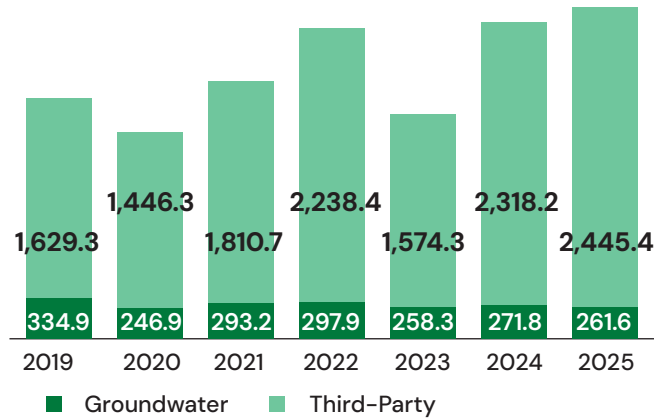
Wastewater Discharge

In 2025, total water withdrawal amounted to 2,707.1 ML, with 52% attributed to textile production and 48% to apparel manufacturing. Water sourcing remained predominantly reliant on third-party supply, supplemented by groundwater.

During the year, total wastewater discharge, comprising both domestic and industrial wastewater, amounted to 2,072.99 ML. Of this, 426.81 ML was discharged directly, while 1,646.18 ML was discharged indirectly through Central Effluent Treatment Plants (CETPs).

Note: A portion of the wastewater reported under direct discharge was reused/recycled and has already been reported under recycled water volumes.

Water Withdrawal Trend (MT)



- Water withdrawal increased marginally in 2025 (+4.5%), reflecting stable operational demand
- Reliance on third-party supply remains high, accounting for the majority of water sourced across operations
- Groundwater usage continues to be managed conservatively, maintaining a relatively small share of total withdrawal
- Trend indicates improved control and predictability in water use, supporting efficiency initiatives
- Increased recycled water usage complements stable withdrawal levels, supporting reduced pressure on freshwater sources

Strengthening Water Efficiency

Reducing Intensity Across Operations

Enhancing process efficiency, strengthening daily monitoring and balancing, and deploying water-efficient technologies to reduce consumption across textile and apparel manufacturing.

In 2025, overall water intensity reduction of the textile facilities moderated to 40% against the 2011 baseline, following peak performance in the previous year. Despite this, facilities continued to demonstrate incremental improvements supported by strengthened operational controls and targeted interventions.

In terms of water intensity, textile operations recorded a 1.53% reduction, while apparel manufacturing achieved a 5.53% reduction against 2024, reflecting steady progress across operational segments.



Key Interventions at MAS Silueta

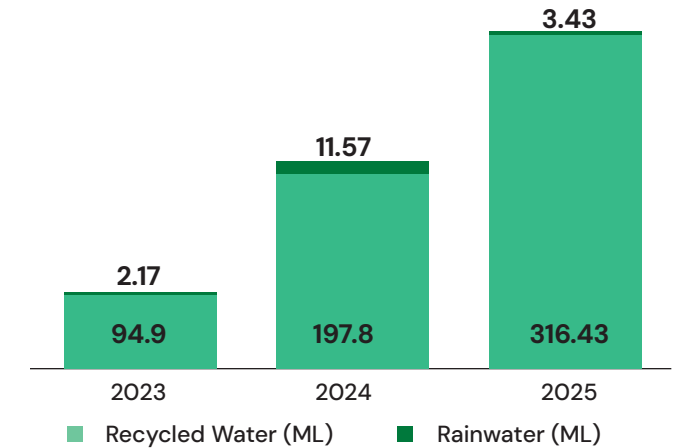
- Rearrangement of underground water lines to **surface level**, following identification of leakages and abnormal consumption through meter analysis
 - Improved accessibility, monitoring, and maintenance efficiency
 - Enabled faster leak detection and corrective action
 - Resulted in a reduction in facility-level water intensity from 111.4 to 97.7 within the year
- Installation of automated dishwasher systems
 - Delivered approx. 1,560 units of annual water savings
 - Supported by structured awareness programmes to drive behavioural change

Advancing Circular Water Use

Reducing Dependence on Freshwater Sources

Scaling wastewater recycling, reuse, and rainwater harvesting initiatives to increase circularity and improve resource efficiency across facilities. In 2025, recycled water increased significantly to 316.43 ML, reflecting the continued expansion of reuse systems and infrastructure improvements across operations. Facilities also enhanced recycling for non-process applications, contributing to reduced freshwater demand.

Circular Water Trend



Key Interventions

- Expansion of wastewater recycling and reuse systems
- Increased use of treated water for non-process applications (e.g., landscaping)
- Infrastructure improvements to enhance water recovery and reuse

Managing Water Quality and Discharge

Ensuring Compliance and Minimising Environmental Impact

We maintain robust wastewater treatment systems and aligning with ZDHC wastewater guidelines to prevent environmental impact and ensure consistent compliance. Strict controls are applied across wastewater treatment and discharge processes, supported by monitoring systems and standardised testing protocols to ensure consistent performance across operations and the supply chain.

Performance Snapshot:

100%

compliance with ZDHC wastewater discharge limits

0 instances

of non-compliance recorded

65.2%

Raw material suppliers aligned with ZDHC Wastewater guideline

Key Interventions:

- Wastewater testing aligned with ZDHC guidelines
- Expansion of supplier and subcontractor wastewater compliance coverage

Extending Impact Through Community Initiatives

We recognise that water stewardship extends beyond our operations. In many of the regions where we operate, access to safe and reliable water remains a critical challenge. As such, we continue to invest in community-based initiatives that improve access to clean water, strengthen infrastructure, and promote responsible usage—contributing to long-term resilience and shared value creation.

Impact at a Glance:

200,000+

daily users supported (Anuradhapura)

750+

students and teachers benefited (Aluthwewa)

150

students

20

staff

supported (Pingamuwa)

15,000 L/day

+

2,000 L/day

RO capacity installed

Water Smart Project : Noyon and Linea Aqua

Pingamuwa Maha Vidyalaya

We implemented a comprehensive water infrastructure upgrade at Pingamuwa Maha Vidyalaya to improve groundwater management, reduce water wastage, and ensure reliable access to clean water throughout the year.

Key interventions included deepening the existing well, reinforcing its structure with concrete rings, repairing damaged sections, and increasing storage capacity from 500L to 1,500L. The pumping system was also optimised to improve efficiency and reduce energy consumption.

In addition, we conducted awareness programmes and hands-on training sessions on water conservation and basic plumbing, enabling students to identify and address leakages both at school and at home.

The project currently supports 150 students and 20 staff, while delivering long-term benefits through improved system efficiency, reduced water losses, and strengthened community awareness and resilience.

Water For All: Bodyline

Anuradhapura Pooja Bhoomiya

To address the high demand for safe drinking water at one of Sri Lanka's most significant religious sites, we installed an additional RO plant with a capacity of 15,000 litres per day, supplementing the existing system.

We also installed drinking water access points along key high-traffic routes, improving accessibility for pilgrims and visitors.

This initiative now provides safe drinking water to over 200,000 daily users, with numbers increasing during peak religious periods. Maintenance is supported through a partnership model, with MAS funding ongoing upkeep and the Sri Lanka Navy managing operations.

The project contributes to improved public health, visitor experience, and sustainable water access in a high-demand environment.

Aluthwewa Kumara Maha Vidyalaya

We extended our "Water for All" initiative to Aluthwewa Kumara Maha Vidyalaya through the installation of an RO water purification system with a capacity of 2,000 litres per day.

This initiative provides consistent access to safe drinking water for over 750 students and teachers, addressing a critical need in a water-scarce region. The system is maintained by the school, ensuring long-term sustainability and local ownership.

The project supports improved health outcomes, reduces exposure to water-related risks, and strengthens resilience within the school community.

GRI 101-2, 101-4

Champion Biodiversity

Restoring and Conserving Biodiversity

While MAS operations are not located in close proximity to designated global biodiversity hotspots, biodiversity remains a key focal point across all operating regions. In 2017, we embarked on a bold biodiversity journey conceptualising a strategy to restore and rehabilitate ecosystems at a scale 100 times greater than the land we occupy, equivalent to 25,100 acres by 2025. Today, that vision has become a reality. We have successfully surpassed our 1:100 biodiversity commitment, restoring 25,811 acres against a target of 25,100 acres. This milestone was achieved through a combination of ecosystem restoration, conservation initiatives, invasive species removal, and the adoption of analog forest and forest garden concepts across Sri Lanka, Kenya, and Indonesia.

Beyond scale, this achievement reflects MAS' commitment to creating measurable environmental value and positive social impact, strengthening ecosystems while supporting community wellbeing and long-term ecological resilience.

Key Priorities Shaping how we Champion Biodiversity

Biodiversity considerations are addressed through an integrated approach spanning the following areas:

Biodiversity Restoration:

Rebuilding degraded landscapes

Expanding ecosystem restoration across large landscapes through reforestation, habitat rehabilitation, and enrichment planting, improving vegetation cover, ecosystem functionality, and long-term resilience.

Biodiversity Conservation:

Safeguarding ecosystems and species

Strengthening conservation efforts in ecologically sensitive areas, including biodiversity corridors and analog forests, supporting species survival, habitat quality, and ecosystem stability.

Invasive Removal and Habitat Enrichment:

Addressing ecosystem disruption

Managing invasive species and restoring native ecosystems to improve habitat quality, regenerate biodiversity, and enhance ecological balance across key landscapes.

Target for 2025

1:100

biodiversity commitment (25,100 acres)

Highlights

103x

restoration achieved
(vs the land we occupy)

25,811

acres restored

5,884

acres added in 2025

Exceeded target by

711 acres

Multi-country impact
Sri Lanka | Indonesia | Kenya

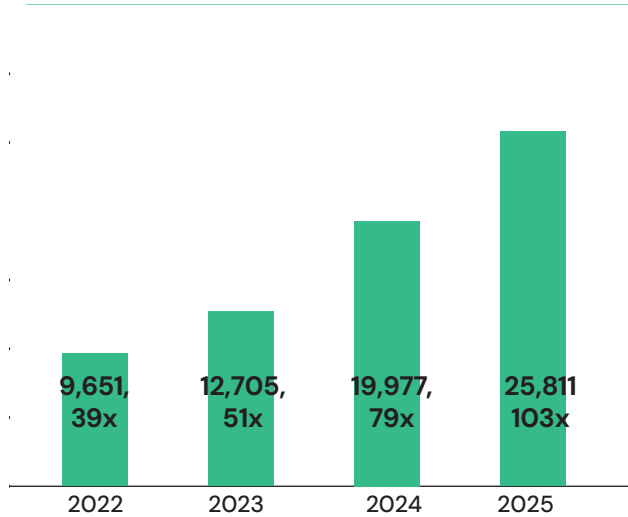
At MAS, none of our direct operational facilities are located within, or in close proximity to, legally protected areas or areas of high biodiversity value outside protected areas. Consequently, our direct operations currently present no immediate risk of significant adverse impacts on biodiversity hotspots.

Value Chain Impacts & Forward-Looking Commitments

Recognising that our environmental footprint extends beyond our immediate physical boundaries, we are currently in the process of evaluating the broader impacts on biodiversity across both our direct operations and our supply chain. This comprehensive assessment aims to identify potential upstream dependencies and impacts, ensuring a holistic understanding of our value chain's ecological footprint.

We are committed to transparency and will be reporting the methodologies, findings, and subsequent mitigation strategies from this evaluation in the near future.

Acres Restored



Biodiversity Restoration Rebuilding Degraded Landscapes

Our restoration efforts focus on rehabilitating large, degraded landscapes while strengthening ecosystem functionality and long-term resilience. These initiatives are designed to increase vegetation cover, as well as to rebuild ecological systems that can sustain biodiversity over time.

Sustainable Forest Management – Central Java, Indonesia

Location: KHDTK–UGM (Forest Area with Special Purposes), spanning Blora (Central Java) and Ngawi (East Java)

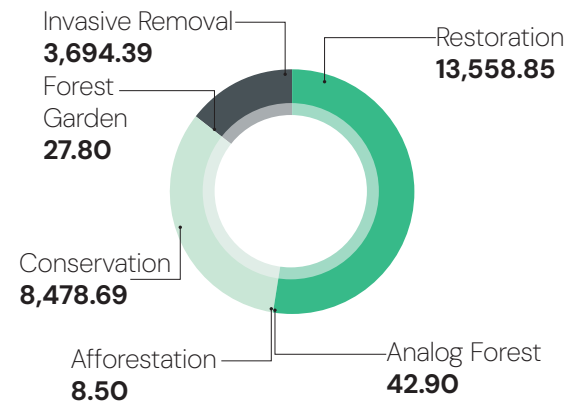
Project Timeline: 2023 – 2027

Area: 12,701 acres

This initiative represents one of MAS’ largest restoration programmes, focused on developing a multi-stakeholder forest management model that integrates ecosystem restoration, habitat enhancement, and community engagement. Implemented in collaboration with academic and local partners, the project is contributing to the restoration of degraded forest landscapes, strengthening ecosystem resilience, and improving biodiversity outcomes across the region.

Beyond restoration, the initiative is helping to establish more sustainable land-use practices, enhance habitat connectivity, and support long-term forest regeneration. It also creates shared value for local communities through inclusive engagement, while building a scalable model for collaborative forest management that can be replicated across similar landscapes.

Projects by Acreage



Partnerships:

Internal:

MAS Capital, MAS Intimates, MAS Active, MAS Kreeda, Noyon Lanka, Linea Aqua, Bodyline, MAS Matrix, PT Prym Intimates Indonesia, Trischel Fabric, Silueta

External:

MAS partners provide funding, oversight, and monitoring, while PT Pesona Indonesia Tours leads on-ground implementation in collaboration with the University of Gadjah Mada.

Project Objectives

- Develop a collaborative forest management model integrating protection, rehabilitation, and sustainable use
- Improve wildlife habitat quality through ecosystem restoration and protection of critical areas
- Enhance habitat connectivity and carrying capacity to support wildlife populations
- Increase wildlife presence and population stability within KHDTK Getas





Key Threats Addressed

- Encroachment driven by settlement pressures and limited land ownership
- Over-extraction of forest resources
- Forest fires and illegal activities (including hunting and wildlife trade)
- Broader regional pressures such as population growth, agriculture expansion, mining, and invasive species



Action Metrics & Implementation Approach

Planning & Community Engagement

- Site surveys across KHDTK-UGM forest areas (Bloro and Ngawi)
- Social engagement with local forest-dependent communities
- Development of technical plans for forest rehabilitation
- Continuous stakeholder engagement and community participation

Restoration & Planting

- Land preparation and pre-planting activities
- Large-scale planting in degraded and priority areas
- Habitat enrichment through native and forage species

Protection & Monitoring

- Forest patrols combined with biodiversity monitoring
- Ongoing protection efforts to mitigate illegal activities
- Continuous monitoring of ecosystem recovery and habitat quality

Outcomes and Highlights

41,106
Total seedlings planted

~90%
Seedling survival rate achieved

22,214
Java long pepper

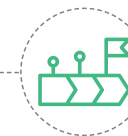
11,108
Gliricidia

5,564
Coffee

1,200
Jackfruit

1,020
Candlenut

- Strengthened collaborative forest management systems involving multiple stakeholders
- Improved habitat quality and ecological functionality
- Expansion and enrichment of critical wildlife habitats
- Increased forage availability, supporting herbivore populations
- Establishment of plant nurseries to sustain restoration efforts
- Development of ecological corridors and buffer zones to enhance connectivity



Long-Term Goal

- Restore and maintain healthy, resilient forest ecosystems through improved vegetation cover and soil quality
- Enhance wildlife habitat quality and carrying capacity through enrichment planting and corridor development
- Increase wildlife populations through sustained habitat availability and protection
- Establish a scalable, multi-stakeholder forest management model
- Strengthen community stewardship and participation in forest conservation
- Ensure long-term protection through monitoring, enforcement, and adaptive management

Next Steps

Restoration & Planting

- Continue planting in rehabilitation and enrichment areas to strengthen forest cover

Monitoring & Maintenance

- Regular monitoring of survival rates, growth, and habitat improvement
- Ongoing maintenance to ensure long-term vegetation establishment

Community Engagement

- Deepen local participation in planting, maintenance, and forest management
- Strengthen community structures and long-term collaboration

Ongoing Protection & Capacity Building

- Ongoing forest protection to prevent illegal activities
- Continued awareness, training, and capacity-building programmes

Etamassa Kandha Rainforest Restoration – Sri Lanka

Location: Etamassa Kandha Forest Reserve, Galle District, Sri Lanka

Project Timeline: 2025 – 2026

Area: 10 acres

Located within the Etamassa Kandha Forest Reserve, this initiative targets the restoration of degraded lowland rainforest patches, contributing to the conservation of one of Sri Lanka’s most threatened ecosystems. Through native species reforestation, boundary demarcation, and community engagement, the project is supporting the recovery of ecological balance in areas previously impacted by fragmentation and non-native species.

The intervention directly addresses key environmental pressures, including habitat degradation, biodiversity loss, and disruption to soil and water systems, while facilitating the gradual transition from monoculture-dominated landscapes to diverse native rainforest ecosystems. By integrating scientific restoration approaches with community awareness and protection efforts, the project is helping to stabilise vulnerable forest patches and reinforce their long-term ecological resilience.

Partnerships:

Bodyline Trading provides funding, monitoring, and evaluation, while the Wildlife Conservation Society – Galle leads implementation and technical execution.

Internal:

Bodyline Trading (Pvt) Ltd

External:

Wildlife Conservation Society – Galle

Project Objectives

- Conserve remaining lowland rainforest patches in the Galle district
- Support the Department of Forestry in boundary demarcation using GIS-based approaches
- Restore degraded areas through replanting native rainforest species
- Strengthen habitat connectivity between fragmented forest patches
- Promote community awareness and education under a “conservation through awareness” approach
- Encourage scientific research and long-term conservation efforts



Target Species (Native Rainforest Flora)

- Dipterocarpus zeylanicus* (Hora)
- Shorea robusta* (Na)
- Calophyllum walkeri* (Kina)
- Canarium zeylanicum* (Kekuna)
- Artocarpus nobilis* (Bedi-del)
- Mangifera zeylanica* (Atamba)



Key Threats Addressed

- Ecological imbalance caused by Pinus monoculture plantations
- Suppression of native biodiversity and alteration of soil and water systems
- Habitat fragmentation and reduced ecosystem resilience
- Risk of encroachment and unsustainable resource extraction



Action Metrics & Implementation Approach

Restoration & Planting

- Assisted ecological succession through reintroduction of native rainforest species
- Nursery propagation to ensure healthy, site-appropriate seedlings
- Phased planting across degraded forest patches

Planning & Protection

- GIS-supported boundary demarcation of rainforest habitats
- Installation of awareness materials to reduce encroachment

Community & Education

- Awareness programmes for local communities and schools
- Promotion of conservation stewardship and behavioural change
- Enabling research and learning opportunities

Ecological Importance

- Strengthens biodiversity and native species recovery
- Improves soil stability and water retention capacity
- Supports endemic flora and fauna
- Enhances connectivity between Kottawa and Hiyare rainforest patches
- Contributes to long-term ecosystem resilience in the wet zone

Progress to Date

- 100 Native rainforest seedlings planted (initial phase)
- Establishment of nursery-based propagation system
- Early-stage restoration initiated within selected forest patches

Outcomes and Metrics

Ecological Outcomes

- 10 acres targeted for restoration to native rainforest composition
- Seedling survival rates tracked at Year 1, 3, and 5
- Increased abundance of key native taxa (*Dipterocarpus*, *Shorea*, etc.)
- Reduction in dominance of non-native/pioneer species

Water Quality Outcomes

- Monitoring of water quality improvements/stabilisation through baseline and follow-up testing

Social Outcomes

- Strengthened community stewardship and handover readiness
- Increased awareness reach through education initiatives
- Reduction in illegal extraction and encroachment incidents

Next Steps

- Scale up planting across identified restoration areas
- Continue nursery development and seedling propagation
- Monitor plant survival and ecosystem recovery to guide adaptive restoration
- Strengthen community engagement and conservation ownership



Long-Term Goal

- Conserve and restore lowland rainforest fragments in Galle, with Etamassa Kandha as a key intervention site
- Strengthen ecological connectivity between Kottawa and Hiyare forest patches
- Enable long-term conservation through restoration, research, and community stewardship
- Support sustainable forest management and protection mechanisms



Biodiversity Conservation

Safeguarding Ecosystems and Species

Our conservation initiatives prioritise ecologically sensitive landscapes and biodiversity-rich areas, focusing on habitat protection, species conservation, and long-term ecosystem stability.

Suduweli Ara Elephant Corridor Restoration – Sri Lanka

Location: Suduweli Ara, Hambegamuwa, Sri Lanka, adjoining Udawalawe National Park and the Wetahirakanda Elephant Corridor

Project Timeline: 2025 – 2028

Area: 50 acres

Targeting a critical elephant corridor between Udawalawe and Lunugamvehera National Parks, this initiative aims to restore and manage a degraded dry-zone forest landscape under increasing ecological pressure. Through targeted habitat restoration, boundary demarcation, and community engagement, the project is supporting the recovery of ecological functionality in a landscape under pressure from fragmentation and competing land uses.

By improving habitat quality and reconnecting fragmented forest and grassland systems, the restoration programme is focused on securing safe movement pathways for elephants and other wildlife, while reducing risks associated with habitat loss and human-wildlife conflict. The project also integrates research, education, and local stakeholder participation to strengthen long-term conservation outcomes and build resilience within this ecologically sensitive corridor.

Project Objectives

- Restore degraded forest land to support species and habitat conservation
- Strengthen ecological functionality and connectivity within a key elephant corridor
- Enable biodiversity research and long-term ecological monitoring
- Provide environmental education and awareness-building opportunities for students and local stakeholders

Partnerships:

MAS partners provide funding, oversight, and monitoring support, while TERN leads on-ground implementation and scientific research.

Internal:

MAS Capital, MAS Intimates, MAS Active, Noyon Lanka, Trischel Fabric, Silueta

External:

Tropical Ecosystem Research Network (TERN)



Target Species

The project adopts the Asian elephant as the flagship species, given the ecological importance of the corridor. Conservation efforts also support a wider range of biodiversity, including:

- **Mammals:** Leopard, spotted deer, sambar, pangolin
- **Avifauna:** Native and migratory bird species
- **Herpetofauna:** Amphibians and reptiles
- **Flora:** Native dry-zone plant species



Key Threats Addressed

- Habitat loss and fragmentation
- Poaching (including gunshot-related mortality)
- Electrocutation risks
- Degradation of grasslands and loss of foraging grounds
- Reduced shelter availability, particularly during dry periods

This habitat is especially critical during dry seasons, when resource scarcity increases vulnerability, particularly for juvenile elephants.

Anticipated Outcomes & Highlights

- Establishment of a functional community nursery supporting restoration efforts
- Increased native vegetation cover and improved habitat structure
- Enhanced habitat quality and ecological functionality
- Strengthened biodiversity, including improved habitat value for elephants
- Generation of scientific data to inform long-term conservation strategies
- Improved ecosystem services and landscape resilience



Long-Term Goal

To establish a stable, self-sustaining dry-zone forest ecosystem with diverse flora and fauna, supported by continuous monitoring, adaptive management, and protection against encroachment and illegal activities.

Action Metrics & Implementation Approach

The project adopts a science-based, multi-stakeholder approach combining restoration, monitoring, and community engagement:

Habitat Restoration & Management

- Facilitation of natural regeneration and replanting with native species
- Removal and control of invasive plant species
- Restoration of grasslands to support herbivore foraging
- Demarcation of project boundaries using non-intrusive methods
- Mapping and zoning of habitat areas for targeted interventions

Biodiversity Monitoring & Research

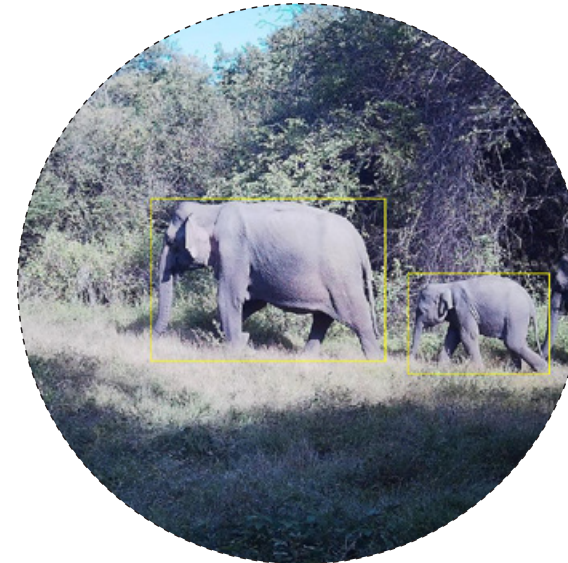
- Baseline biodiversity assessments using field surveys, drones, and camera traps
- Establishment of permanent monitoring plots and transects
- Bi-annual biodiversity surveys to build long-term ecological datasets
- Documentation of restoration techniques and species suitability
- Enabling external researchers to conduct species and habitat studies

Community Engagement & Capacity Building

- Establishment of a community-based native plant nursery
- Educational and awareness programmes for local communities and students
- Capacity-building initiatives based on identified training needs
- Dissemination of findings through reports, publications, and outreach SDG 15

Next Steps (2026)

- Complete and analyse baseline ecological and biodiversity assessments
- Strengthen monitoring systems to track qualitative and quantitative impact
- Refine restoration interventions based on scientific findings
- Scale community engagement and education initiatives



Thuruwadula Analog Forest – Biodiversity Assessment, Sri Lanka

Location: MAS Fabric Park, Thulhiriya, Sri Lanka

Area: 9.7 acres

Set within an industrial landscape, this initiative assesses the biodiversity value of the Thuruwadula Analog Forest, an established, human-restored ecosystem that demonstrates the potential for ecological regeneration in modified environments. The assessment establishes a scientific baseline to guide future conservation actions, strengthen habitat management, and better understand species diversity within the site.

By documenting species richness and ecological function, the initiative highlights the role of analog forestry in recreating structurally complex, resilient ecosystems. It also supports positioning the site as a model for integrating biodiversity into industrial zones, while informing long-term conservation planning and environmental stewardship.

Project Objective

- Conduct a rapid biodiversity assessment to evaluate species richness and ecological value
- Generate scientific evidence to inform conservation planning and habitat management
- Strengthen the role of the analog forest as a biodiversity refugium and learning site

Ecological Importance

- Functions as a biodiversity refugium within a landscape with limited comparable habitats
- Provides critical habitat for endemic, threatened, and indicator species
- Demonstrates the potential of analog forestry systems to restore ecological function within industrial settings

Impact & Landscape Transformation

In 2013, the site comprised largely open land with sparse vegetation. Through the introduction of native species and natural succession processes, the area has evolved into a structurally complex analog forest ecosystem.

Today, the site reflects key characteristics of a natural forest, demonstrating how restoration within industrial environments can yield meaningful biodiversity outcomes over time.



Research and Implementation Partners:
Dr. Sanjaya Weerakkody
 BSc (Zoology), PhD (Evolutionary Ecology)

Researcher
Vimukthi Gunasekara
 BSc (Zoology), MSc (Applied Statistics)

Researcher
Ruchira Nethmina
 BSc (Zoology) (Reading)

Target Species & Key Biodiversity Indicators

107

Total species

18

Endemic

6

Nationally threatened

4

Globally threatened

6 taxonomic groups spanning mammals, birds, reptiles, amphibians, butterflies, and odonates, with the following notable species identified:

- Golden Palm Civet (Endemic; Endangered)
- Purple-faced Langur (Endemic; Critically Endangered globally)
- Sri Lankan Paint Brush Swift butterfly (Endemic; Critically Endangered)
- Pale-faced Forest Skimmer (Endangered)
- Indian Pangolin (Endangered globally)

Long-Term Ecological Role

- Serves as a sustained biodiversity refuge within an industrial setting
- Supports long-term conservation of endemic and threatened species
- Functions as a living laboratory for ecological research and monitoring
- Provides educational and awareness-building opportunities for schools and universities

Next Steps

- Build on assessment findings to develop a site-specific biodiversity management plan
- Establish long-term monitoring protocols to track ecosystem health and species trends
- Enhance habitat features to support key threatened and endemic species
- Expand the site's role in research collaborations and environmental education

Assessment Methodology and Action Metrics

A multi-method field-based assessment was conducted to ensure comprehensive species documentation:

- Camera trapping (18-hour sampling effort)
- Small mammal trapping (5 nocturnal traps)
- Visual Encounter Surveys (day and night)
- Microhabitat searches for reptiles and amphibians
- Butterfly and odonate observations

Invasive Removal and Habitat Enrichment

Addressing Ecosystem Disruption

Addressing ecosystem imbalance particularly through invasive species management, is a critical component of maintaining biodiversity and restoring native habitats.

Invasive Alien Plant Species (IAPS) Removal – Lunugamvehera National Park, Sri Lanka

Location: Lunugamvehera National Park, Sri Lanka

Project Timeline: 2021 – 2025

Area: 1,545 acres

Invasive alien plant species (IAPS) have significantly altered the grassland ecosystems within Lunugamvehera National Park, reducing habitat quality and limiting access to key foraging areas for wildlife. This initiative focused on reversing these impacts through the systematic removal and control of invasive species, enabling the restoration of native grasslands critical for elephants and other herbivores.

This vital work has contributed to the regeneration of native vegetation, improved foraging conditions, and strengthened overall habitat quality. It also supports broader biodiversity recovery and helps alleviate pressures associated with habitat degradation, including human-wildlife conflict, while reinforcing the long-term ecological functionality of the park.

Partnerships:

MAS partners provided funding, monitoring, and evaluation, while the Federation of Environmental Organisations led on-ground implementation in collaboration with DWC.

Internal:

MAS Active, MAS Intimates, MAS Kreedha, MAS Bodyline

External:

Department of Wildlife Conservation, Federation of Environmental Organisations (FEO), Stretchline

Project Objectives

- Control and reduce the spread of *Lantana camara* and *Eupatorium odoratum* across 1,545 acres
- Restore native grasslands critical for elephants and other herbivores
- Improve habitat quality and support ecosystem recovery



Target Species

Removal of the following invasive species:

- *Lantana camara* (Gandapana)
- *Eupatorium odoratum* (Podi Singho Maran / Loka Paalu)

Action Metrics & Implementation Approach

- Cycle 1** Initial clearing in heavily invaded areas
- Cycle 2** Follow-up clearing after 6 months to address regrowth
- Cycle 3** Maintenance clearing 6–12 months later to suppress resurgence

Monitoring & Evaluation

- Continuous monitoring, documentation, and adaptive management across all cycles
- Tracking of regrowth patterns and effectiveness of interventions

Outcome Metrics

- Total area cleared tracked through daily progress measurements
- Wildlife sightings recorded through observations and photographic evidence
- Regrowth monitoring conducted to assess long-term control effectiveness

Outcomes & Highlights

- Significant reduction of invasive species across targeted areas
 - Regeneration of native flora and grasslands
- Biodiversity & Ecosystem Recovery**
- Increased wildlife sightings following habitat restoration
 - Reappearance of butterflies indicating ecosystem recovery

Socio-Economic Impact

- Supported livelihoods of 30–60 community members
- Strengthened collaboration between communities and park authorities

Ecosystem Services

- Improved habitat quality benefiting wildlife, tourism operators, and the Department of Wildlife Conservation



Key Threats Addressed

- Ecological Threats**
- Dense invasive plant growth overtaking native grasslands
 - High resilience of IAPS:
 - Tolerance to harsh climatic conditions
 - High seed production and long-term dormancy
 - Rapid regrowth from root fragments
 - Loss of feeding grounds for herbivorous wildlife

- Wildlife Impacts**
- Reduced food availability leading to increased human–elephant conflict
 - Decline in wildlife visibility within the park

- Socio-Economic Impacts**
- Reduced safari tourism value due to lower wildlife sightings
 - Impact on local livelihoods dependent on tourism images

Project Status & Next Steps

- The project was successfully completed in 2025.
- The Department of Wildlife Conservation, together with the Federation of Environmental Organisations, will continue site maintenance
 - Ongoing focus on sustaining invasive species control cycles and preventing re-establishment
 - Continued monitoring to ensure long-term habitat recovery and stability



Biodiversity Conservation in Action

Initiative: Wet Zone Leopard Conservation Project – Sri Lanka

The Wet Zone Leopard Conservation Project is a targeted biodiversity initiative focused on the protection of the endangered Sri Lankan wet-zone leopard, a species increasingly threatened by habitat loss, human-wildlife conflict, and limited ecological data.

Implemented in partnership with the Wildlife Conservation Society – Galle (WCSG), the project supports field-based research, ecological monitoring, and community engagement to strengthen conservation outcomes within Sri Lanka’s wet-zone forests—one of the most biologically rich yet vulnerable ecosystems in the country.

The initiative enables the scientific tracking of leopard populations, including habitat use and movement patterns, while also supporting the identification of critical habitat corridors. These insights contribute to more informed conservation planning and targeted interventions.

Alongside research, the project places strong emphasis on community-based conservation, working with local communities to build awareness, reduce human-wildlife conflict, and promote coexistence. This includes education programmes and engagement efforts aimed at strengthening local stewardship of biodiversity.

Partnerships:

Internal:

MAS Intimates

External:

Wildlife Conservation Society– Galle

Outcomes & Highlights

- Supports conservation of an endangered endemic species
- Enables scientific monitoring and data generation for conservation planning Identifies key habitat corridors and ecological patterns
- Strengthens community awareness and coexistence efforts
- Contributes to long-term protection of wet-zone ecosystems



Recognition:

Best Sustainability Project Award 2025
 Awarded by the Chamber of Commerce Sri Lanka



The MAS Fabric Park Sustainability Ecosystem

The MAS Fabric Park (MFP) operates a comprehensive sustainability ecosystem focused on circularity and resource efficiency, featuring an in-house water treatment and wastewater management network that handles up to 9,000 m³/day and 8,500 m³/day respectively, meeting over 60% of the group's total requirements.

The facility significantly reduces environmental impact by sustainably processing nearly 100% of the Group's textile sludge through solar and biomass drying, subsequently using a 17-ton multi-fueled boiler for controlled co-incineration to produce "ECO Bricks" from residual ash and slag.

These efforts are bolstered by an ISO 17025 accredited quality assurance lab, Sri Lanka's first industrial-scale composting project with a capacity of 2,000 tons annually, and a 22.84 MW solar installation (Photon Phase I and II) that generates 29 GWh of clean energy, effectively cutting annual carbon emissions by 13,456 tons of CO₂.





Water Stewardship

Inhouse Water Treatment and Distribution

- The MAS Fabric Park (MFP) operates Sri Lanka's largest private-sector in-house water treatment plant, sourcing raw water from the source Maha Oya which has a catchment area of about 1,538 km².
- The facility is designed to support large-scale apparel and textile operations within the MFP with a strong focus on sustainability and efficiency. It currently operates at a capacity of 9,000 m³/day.
- The treatment plant plays a critical role in supplying approximately 65% or more of the MAS Group's total water requirement, highlighting its strategic importance within the organisation.

Wastewater Management

In-House Wastewater Management and Disposal

- MAS Fabric Park operates Sri Lanka's largest combined chemical and biological centralised wastewater treatment plant, reinforcing its commitment to sustainable industrial practices and environmental compliance.
- The facility is designed to efficiently manage complex textile wastewater streams and currently handles approximately 60% of the MAS Group's total textile wastewater volume, making it a critical component of the organisation's environmental infrastructure.
- The plant has a current treatment capacity of 8,500 m³/day, with an approved discharge capacity of up to 14,000 m³/day.
- As part of the final stage of treatment, a surface flow wetland is maintained prior to discharge as a polishing stage.

Sludge Reduction

BEPZ Solar Dryer Facility – Sustainable Textile Wet Sludge Management

- The BEPZ Solar Dryer Facility represents a forward-thinking initiative in sustainable industrial waste management.
- Designed to address the challenges associated with high-moisture industrial sludge, the facility utilises renewable energy to significantly reduce waste volume while minimising environmental impact.
- Concentration of solar radiation energy within a thermodynamically controlled greenhouse improves the de-watering speed of wet textile sludge whilst providing adequate aeration.
- The BEPZ Solar Dryer Facility was established to reduce sludge volume through efficient moisture removal, with 1,600 tons of input getting reduced down to 600 tons of dried sludge annually.

Biomass Energy

Biomass Management and Boiler Operation

- MAS Fabric Park continues to strengthen Sri Lanka's industrial sustainability landscape through innovative and environmentally responsible steam generation practices that support its large-scale fabric manufacturing operations.
- Producing over 300 tonnes of steam daily, the facility operates using nearly 90,000 kg of sustainable biomass fuel per day, supported by a continuously managed biomass storage capacity exceeding 6,000 tonnes.
- Today, pulverised textile dyeing sludge is co-incinerated with biomass in specially designed hybrid boilers under controlled conditions approved by the Central Environmental Authority (CEA), significantly reducing landfill disposal while recovering valuable thermal energy.
- Complementing these initiatives is the "Prithivi" self-growing biomass program, established to create a standardised and carbon-neutralising Gliricidia cultivation framework.



Organic Waste Recovery

Compost Project

Value Enhancement of Organic Wastes

- The MAS Fabric Park's Centralised Effluent Treatment Plant, operated under the Hydro & Environmental Department, has a treatment capacity of 8,500 m³/day and generates biological sludge as a by-product of the biological treatment process.
- MFP established the first large-scale composting system pioneered within Sri Lankan Industrial Processing Zones by utilising biological sludge from the CETP as the primary raw material for compost production.
- The facility was developed using imported machinery and is designed with an annual production capacity of approximately 2,000 tons.
- This pioneering initiative supports a circular economy approach by converting waste into a value-added product that enhances soil quality while ensuring zero disposal of bio-sludge waste.
- The treatment plant plays a critical role in supplying approximately 65% or more of the MAS Group's total water requirement, highlighting its strategic importance within the organisation.

Laboratory Assurance

Water & Environmental Laboratory

- Censura Laboratory Services is accredited under ISO/IEC 17025:2017 and registered with the Central Environmental Authority of Sri Lanka as a professional laboratory in Environmental Assessments.
- The laboratory ensures high levels of accuracy and reliability through participation in both local and international proficiency testing programs, as well as inter-laboratory comparisons.
- Censura Laboratory Services plays a vital role in safer water management by continuously monitoring drinking water quality, enabling the timely identification and correction of any parameter deviations.
- In the area of wastewater management, the laboratory ensures compliance with local regulatory requirements while aligning with international standards such as UNGC and ZDHC.

Renewable Energy

MAS Fabric Park – Solar PV Initiative: The Project Photon

- MAS Fabric Park has implemented Project Photon, a large-scale rooftop solar photovoltaic initiative, as a cornerstone of its renewable energy and decarbonisation strategy.
- Photon Phase 01 and Phase 02 together delivers a total installed capacity of approximately 23 MW, comprising rooftop solar PV systems deployed across 19 MAS manufacturing facilities.
- The combined solar installations generate an estimated 29 GWh of renewable electricity annually, contributing to approximately 11% of the MAS Group's total electricity demand, while supplying up to 18% of MAS Fabric Park's daytime power requirements.
- From a climate impact perspective, Project Photon achieves an annual carbon footprint reduction of approximately 13,456 tonnes of CO₂.

Circular Sludge Management

Sustainable Management of Textile Sludge at MAS Fabric Park

- The global textile industry faces increasing challenges in sustainably managing hazardous waste, particularly textile sludge generated from effluent treatment processes.
- Addressing this critical environmental issue, MAS Fabric Park has pioneered an innovative closed-loop solution, the ECO Bricks Initiative.
- Developed through extensive in-house research and innovation, this initiative represents a landmark achievement in zero hazardous waste to landfill, resource recovery, and circular economy practices within Sri Lanka's textile sector.
- The treatment process generates approximately 10,000 tonnes of wet textile sludge annually, characterised by high moisture content and regulated hazardous components.
- The ECO Bricks Initiative delivers tangible environmental and financial benefits, including zero hazardous textile sludge sent to landfill, elimination of approximately 110,000km of heavy truck transportation per year, GHG emission reductions through avoided landfill disposal and reduced external hauling, and production and utilisation of ECO Bricks for in-house construction projects.

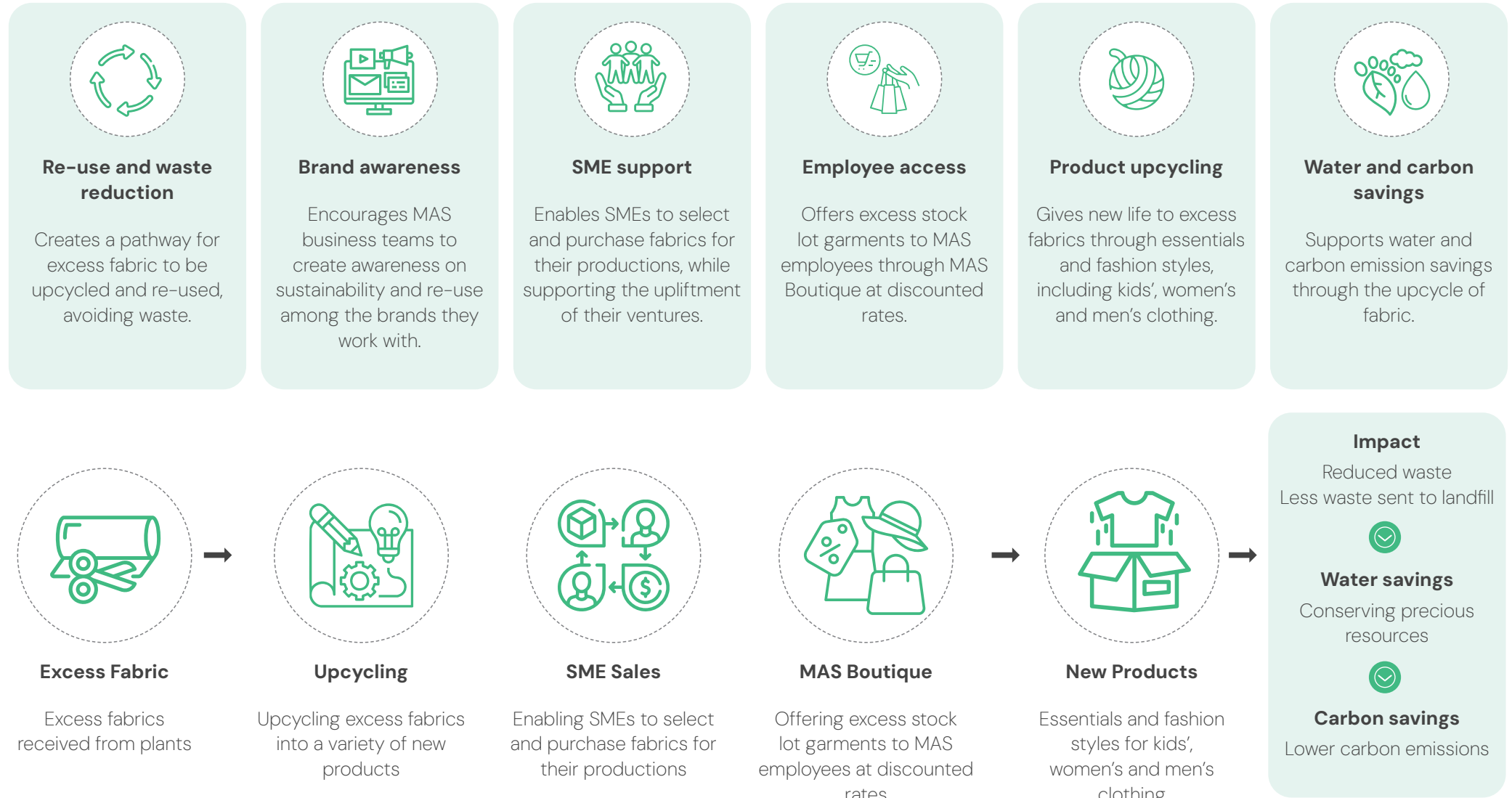
Re-using with Purpose

The R&B Project and MAS Boutique

Re-using is the ethical choice. MAS BPU embarked on a sustainable initiative to create a people and climate-positive drive, establishing a pathway for excess fabric to be upcycled and re-used, thereby avoiding waste.

Our objective is to encourage business teams at MAS to create awareness on the importance of sustainability and re-use among the brands they work with, by using upcycled fabrics for their various production needs. We also support SMEs by allowing them to select and purchase fabrics for their productions, while helping to uplift and enhance their ventures.

MAS Boutique is BPU's staff sales outlet, which sells excess stock lot garments received by plants with brand approvals at a discounted rate for MAS' own employees. Additionally, in order to give new life and prevent waste, BPU started using excess fabrics received from plants to produce and provide its customers with a variety of products, ranging from essentials to fashion styles such as kids', women's and men's clothing. In doing so, this allows us to further promote sustainability and re-use.





MAS FOUNDATION FOR CHANGE

Our mandate is to address large-scale environmental challenges beyond our operations through scalable, partnership-led interventions – preventing pollution, restoring ecosystems, and improving access to clean water.

Our Approach

The MAS Foundation for Change operates as an independent, non-profit entity, delivering environmental impact through partnerships, data, and scalable interventions.

It addresses interconnected challenges including ocean pollution, biodiversity loss, and water contamination across priority ecosystems and communities.

Our approach combines upstream prevention, ecosystem restoration, and system-level engagement, enabling immediate outcomes and long-term resilience.

MAS supports the Foundation through funding, infrastructure, and expertise, ensuring effective delivery and governance.



Key Focus Areas:



Cleaner Oceans



Life on Our Planet



Access to Water

2.8 Mn kg

Floating waste intercepted in 2025

Ecosystems supported

including mangroves and inland habitats

1 National Framework

on riverine plastic monitoring established

2 Global Methodologies

OSPAR and JICA adopted

1 Circular Solution

Upcycled Strainer Blocks scaled

Aligned SDGs:



UNGC Principles



Extending Impact Beyond Our Operations

The MAS Foundation for Change extends MAS' environmental efforts beyond its operations, focusing on areas where environmental challenges are most visible — in waterways, ecosystems, and communities.

Established as an independent, non-profit entity, the Foundation operates through a partnership-led model, working with government agencies, local authorities, and research organisations to deliver scalable, on-the-ground interventions. MAS supports the Foundation through funding, infrastructure, and governance oversight, enabling effective programme delivery and accountability.

The Foundation focuses on preventing pollution, restoring ecosystems, and improving water quality through practical, data-informed interventions.



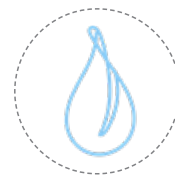
Cleaner Oceans

Preventing waste from entering marine ecosystems



Life on Our Planet

Restoring and protecting natural ecosystems



Access to Water

Improving water quality and reducing pollution

Partnerships for Change

Who we work with

- Government agencies
- Local authorities
- Research organisations
- Community partners

Core areas of engagement

- Waterways and marine environments
- Ecosystems and biodiversity
- Community-level interventions

Key priorities

- Pollution prevention
- Ecosystem restoration
- Improving water quality

Governance and Structure

The MAS Foundation for Change was incorporated in April 2022 as a Company Limited by Guarantee, with MAS Holdings and MAS Capital as its founding members, and is registered with the National NGO Secretariat of Sri Lanka.

Operations commenced in September 2022, supported by an independent financial management system to ensure transparency, accountability, and effective programme delivery.

The Foundation is led by Sharika Senanayake, Executive Director, supported by a lean team overseeing Grants and Partnerships, Field Operations, Monitoring and Evaluation, and Administration and Finance.



Cleaner Oceans

The Foundation's primary focus in 2025 remained on preventing waste from entering the ocean, by intercepting it upstream in rivers, canals, and urban drainage systems.

This is carried out through the OCEAN STRAINER™ network, which expanded to 93 operational units during the year, with 27 new installations added and 100 units achieved shortly thereafter. These systems are strategically placed at key leakage points including canals, river outflows, and urban drainage channels, with the aim of capturing floating waste before it reaches coastal and marine ecosystems.

In 2025, approximately 2.8 million kilograms of mixed floating waste was intercepted through this network, contributing to a cumulative total exceeding 7.1 million kilograms since inception.

Operations are supported through close coordination with local authorities and waste handlers, who are responsible for the routine clearing, segregation, and transfer of collected waste. This ensures that interception is sustained as a daily operational activity, rather than a one-off intervention.

How the System Works:



Intercept

Waste is captured upstream across rivers, canals, and drainage points before reaching the ocean

Measure

Collected waste is recorded and analysed to understand sources, composition, and flow

Recover

Efforts underway to sort and redirect waste into recycling and reuse streams





From Interception to Insight

Each installation also functions as a monitoring point. Waste collected is systematically recorded and analysed to understand:

- the types of waste entering waterways
- how waste moves across locations
- and where leakage is most concentrated

To strengthen monitoring and reporting, the Foundation aligned its approach with internationally recognised methods, including the OSPAR Marine Litter Monitoring Framework (with CEFAS, UK) and JICA waste-accounting methodologies.

This enables waste to be consistently classified, measured, and compared across locations, improving the reliability of data used for planning and decision-making.

Data quality was further strengthened through a third party data verification partnership with a globally recognised partner, ensuring that waste data is analysed and interpreted with greater accuracy and credibility.

Expanding Interception Approaches

In parallel with network expansion, the Foundation is developing new interception solutions designed for enclosed drainage systems, including hume pipes. A pilot trial is planned to assess suitability across urban drainage infrastructure, enabling broader coverage of waste leakage points.

Key Highlights

2.8Mn kg

floating waste intercepted in 2025

7.1Mn kg

cumulative waste prevented from entering ecosystems

100 units

OCEAN STRAINER™ network achieved nationwide

27 new units

deployed during the year

Global monitoring standards adopted

(OSPAR with CEFAS, UK)

Improved waste measurement systems

(JICA methodologies)

Towards Recovery and Circularity

Beyond collection, the Foundation is working to improve downstream outcomes.

In 2025, preparatory work was undertaken towards establishing Material Recovery Facility (MRF) models, aimed at:

- improving sorting of intercepted waste
- increasing recovery of recyclable materials
- reducing reliance on landfill disposal

In parallel, the Upcycled Strainer Block transitioned from a pilot initiative to a commercially viable product, demonstrating how recovered plastic can be converted into usable construction material while supporting circular economy objectives.

Enabling Systems

During the year, the Foundation progressed towards a more connected approach, linking waste interception, data, and recovery.

- Establishing a national approach to tracking waste in waterways
- Improving how waste is measured and compared across locations
- Using data to support local planning and national-level discussions
- Developing pathways to move waste from collection to recycling

This shift supports more coordinated and effective environmental solutions over time.

Life on Our Planet

Activities under this pillar focus on restoring and protecting ecosystems such as mangroves, lagoons, and inland water bodies.

Restoration efforts are carried out with the support of volunteers and local partners, ensuring that interventions are appropriate to each ecosystem and minimise disturbance. These efforts are supported by upstream waste interception through the OCEAN STRAINER™ network (refer **Cleaner Oceans**), which helps prevent restored areas from being polluted again. These efforts contribute to improving ecosystem health and supporting biodiversity across affected habitats.



Supporting Ecosystem Recovery

- Mangrove restoration in Trincomalee monitored to assess ecosystem recovery over time
- Lagoons and inland habitats supported through targeted clean-up and protection efforts
- Reduced re-pollution through upstream interception of floating waste
- Exploration of reuse pathways for waste and invasive species such as water hyacinth



Way Forward

The Foundation plans to expand restoration efforts across priority ecosystems, scale volunteer-led programmes, and deepen collaboration with conservation organisations and research institutions.

Further integration of upstream waste interventions will continue to support the protection of restored ecosystems, alongside expansion of nature-based and waste-to-value solutions.



Access to Water

This pillar focuses on improving water quality by reducing pollution at source, particularly in urban waterways and vulnerable catchments.

The Foundation works with government agencies and local authorities to address pollution at source and support cleaner rivers and canals, while also promoting awareness on responsible waste disposal. The Foundation works with government agencies and local authorities to address pollution at source and support cleaner rivers and canals.

Efforts are increasingly focused on areas where waste leakage and flooding risks intersect, strengthening resilience of urban water systems.



Strengthening Water Systems

- Supporting improved water quality in rivers, canals, and urban waterways
- Working with local authorities to address waste-related pollution challenges
- Building awareness on responsible waste disposal and water protection
- Expanding focus towards high-risk and flood-prone catchments



Way Forward

We are focused on expanding interventions across priority catchments, with a stronger focus on integrating waste management, water quality improvement, and flood resilience through partnerships with local authorities and community stakeholders.



Looking Ahead

The Foundation plans to expand restoration efforts across priority ecosystems, scale volunteer-led programmes, and deepen collaboration with conservation organisations and research institutions.

Further integration of upstream waste interventions will continue to support the protection of restored ecosystems, alongside expansion of nature-based and waste-to-value solutions.

Advancing Interception and Reuse Solutions

The Foundation will continue to enhance the OCEAN STRAINER™ network, including adapting designs for research-oriented deployments that generate more detailed insights on waste flows and composition. In parallel, efforts will explore improved reuse pathways for water-bound plastics, including applications in recycled construction materials such as Silueta Blocks.



Enhancing Data Credibility and Accountability

Ongoing investments in data systems will strengthen the accuracy and transparency of waste monitoring, supporting engagement with third-party verification processes and enabling more structured approaches to linking environmental outcomes with accountability and potential financing mechanisms.



Strengthening Urban Waste Systems

Future efforts will focus on addressing waste leakage at source by supporting improvements in urban waste management infrastructure, particularly in high-risk areas. This includes developing Material Recovery Facility (MRF) partnerships to enable better segregation, processing, and redirection of intercepted waste into recycling streams.





06 Closing Chapter

The Next Phase Begins 197

Plan for Change 2030 199

THE NEXT PHASE BEGINS...

The Plan for Change 2030

As we approach the conclusion of our 2020–2025 Plan for Change, we are entering a new phase in our sustainability journey – building on the progress achieved while responding to a rapidly evolving global context.

Over the past five years, we have strengthened our foundations across renewable energy, sustainable materials, circularity, and social impact. At the same time, rising climate urgency, shifting regulations, and increasing stakeholder expectations are reshaping what is required of us.

Recognising that change is an ongoing process, 2025 marks the formal launch of our Plan for Change 2030 – our next phase of ambition.

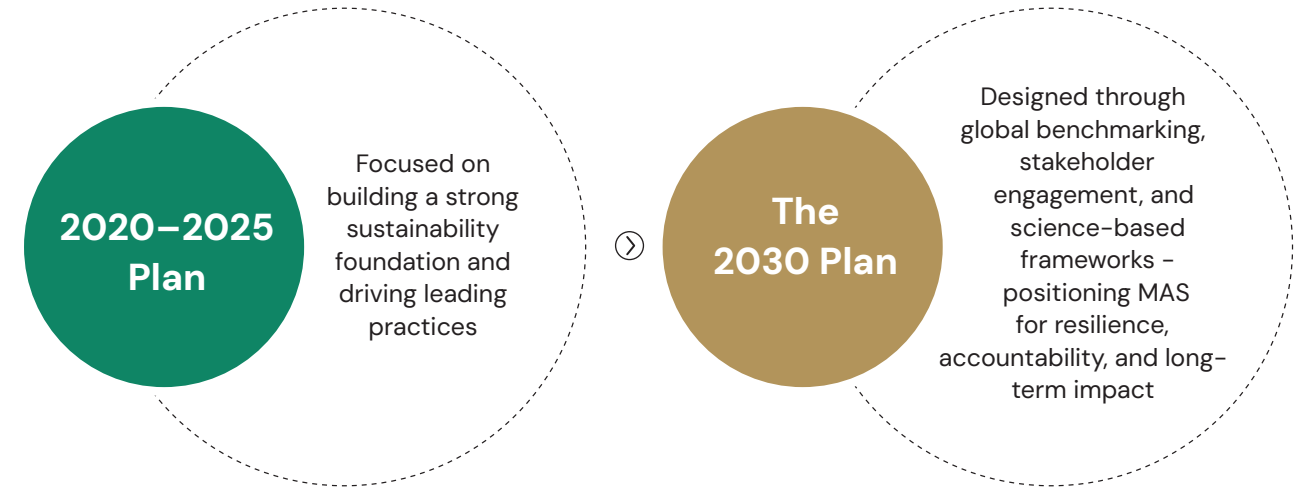
Building on the momentum of the past five years, the 2030 Plan sets clearer priorities, measurable outcomes, and stronger accountability across the Group, embedding sustainability more firmly into business decision-making and long-term value creation.

How the Strategy was Developed

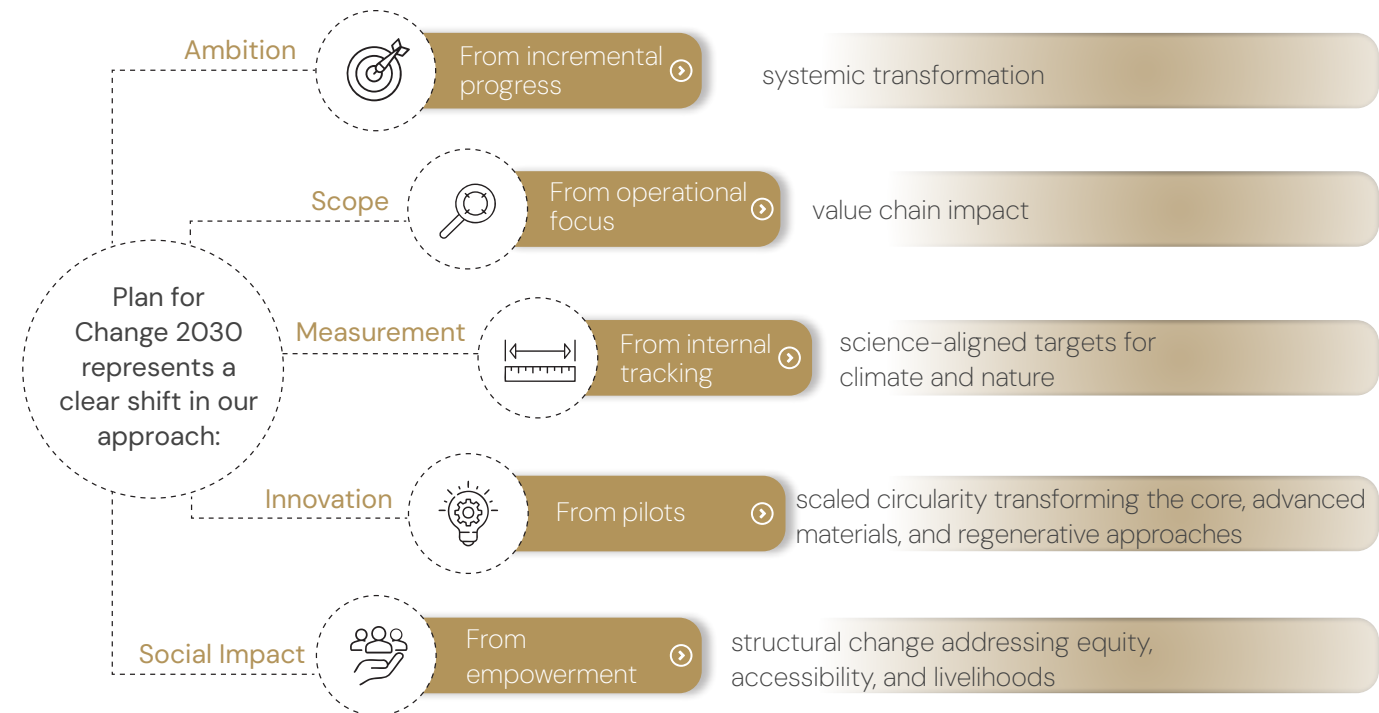
The 2030 strategy is grounded in a structured and forward-looking process:

- Reflection on performance under the 2020–2025 Plan
- Horizon scanning of global sustainability and regulatory trends
- Stakeholder engagement across internal and external groups
- Benchmarking against industry peers and leading practices
- A refreshed materiality assessment to prioritise critical issues

These inputs ensure the strategy is relevant, credible, and grounded in business realities, while guided by science-driven insights and global expectations.



A Pivotal Transformation – What has changed since Plan for Change 2025



Where we Focus Next...

Plan for Change 2030 focuses action across three core pillars:



PRODUCTS

Scaling circular product systems, advancing next-generation materials, and embedding sustainability into design and innovation to transform the core



LIVES

Strengthening wellbeing, advancing equity and inclusion, and deepening impact across our workforce and deepening community partnerships building climate resilience & climate adaptation.



PLANET

Accelerating decarbonisation, improving resource efficiency, advancing nature-positive outcomes, and strengthening supply chain engagement.



Delivering on our Strategy

As we begin execution, our focus is on translating ambition into delivery:

- Embedding targets into business planning and decision-making
- Developing pillar-level roadmaps and priorities
- Establishing baselines, systems, and governance structures
- Strengthening measurement, accountability, and reporting



Looking Ahead

Plan for Change 2030 moves MAS from foundation to acceleration - enabling the scale and pace of change required to deliver meaningful impact across our operations and value chain.

Future Impact Reports will provide deeper insight into:

- Governance and oversight structures
- Materiality outcomes and refinements
- Implementation roadmaps and priorities
- Progress against targets and key indicators

PLAN FOR CHANGE 2030

INSPIRING CHANGE BEYOND THE GOOD

PRODUCT CREATE FUTURE-FIT APPAREL

75% OF MAS REVENUE THROUGH SUSTAINABLE PRODUCTS



TEXTILE-TO-TEXTILE CIRCULARITY
Invest in and partner textile-to-textile recycling efforts across fibre types to scale circularity



MATERIALS OF THE FUTURE
Scale up materials made from non-finite resources, comparable in feel and performance.



NATURAL FIBRES
Increase use of natural fibres sourced through regenerative or equivalent business models.

LIVES BUILD RESILIENT LIVES



FAIR CARE RESPONSIBILITY
Enable an equal playing field for women by addressing their disproportionate care responsibility.



WELLBEING
Create a workplace that supports healthy, holistic lifestyles and enables a living wage for employees.



DIVERSITY, EQUITY & INCLUSION
Build a culture where all employees feel that they belong and are offered opportunities to flourish in work and in life.



COMMUNITY
Be an enabler for positive impact within our communities through education, infrastructure and adaptation.

PLANET REGENERATE OUR WORLD



CLIMATE & EMISSIONS
Reduce absolute greenhouse gases by 80% across our operations while influencing 46.2% Scope 3 reduction (from 2019 baseline).



CIRCULAR WASTE MANAGEMENT
Maximise value enhancement and circularity of non-hazardous waste.



RESPONSIBLE CHEMISTRY
Eliminate harmful substances and promote responsible use of chemicals.



WATER STEWARDSHIP
Strengthen the availability of water in our value chain while supporting our communities to reach water positivity.



ECOSYSTEM REGENERATION
Restore and revitalise ecosystems accounting for 100 times the space we occupy (from 2025 footprint baseline).



07 Annexures

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External Assurance Statement	215

GRI CONTENT INDEX

Disclosure/Requirement	Response
Statement of use	MAS Holdings (Private) Limited has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Explanation	SDGs	UNGCPinciple(s)
General Disclosures							
GRI 2: General Disclosures 2021	2-1 Organisational details	5, 12				—	—
GRI 2: General Disclosures 2021	2-2 Entities included in the organisation's sustainability reporting	6				—	—
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	6-7				—	—
GRI 2: General Disclosures 2021	2-4 Restatements of information	6-7				—	—
GRI 2: General Disclosures 2021	2-5 External assurance	6-7				SDG 16	Principle 10
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	12, 57				SDGs 8, 12, 16, 17	Principles 1, 2, 7, 8, 10
GRI 2: General Disclosures 2021	2-7 Employees	82-84				SDGs 5, 8, 10	Principles 1, 6



GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Explanation	SDGs	UNGCPinciple(s)
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	85				SDGs 8, 10	Principles 1, 2, 6
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	43, 46-47, 49, 55-56				SDGs 5, 16	Principle 10
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	42		Confidentiality Constraints	MAS is a privately held entity	SDGs 5, 16	Principle 10
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	42				SDG 16	Principle 10
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	43, 46-47				SDGs 12, 13, 16	Principles 1, 2, 7, 8, 10
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	46-47, 55-56				SDGs 12, 13, 16	Principles 1, 2, 7, 8, 10
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	46-47				SDGs 12, 13, 16	Principles 7, 8, 10
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	10				SDG 16	Principle 10
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	46-47				SDG 16	Principles 1, 2, 10
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	46-47, 48				SDGs 13, 16	Principles 7, 8, 10



GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Explanation	SDGs	UNGCPinciple(s)
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	48		Confidentiality Constraints	MAS is a privately held entity	SDG 16	Principle 10
GRI 2: General Disclosures 2021	2-19 Remuneration policies	113				SDGs 5, 8, 10	Principles 1, 6
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	113				SDGs 5, 8, 10, 16	Principles 1, 6, 10
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	113		Confidentiality Constraints	MAS is a privately held entity	SDGs 8, 10	Principles 1, 6
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	17				SDGs 3, 5, 6, 7, 8, 10, 12, 13, 16, 17	Principles 1-10
GRI 2: General Disclosures 2021	2-23 Policy commitments	11, 26-29, 30				SDGs 8, 12, 13, 16	Principles 1-10
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	11, 26-29, 46-47				SDGs 8, 12, 13, 16	Principles 1-10
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	128				SDG 16	Principles 1, 2, 10
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	128				SDG 16	Principles 1, 2, 10



GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Explanation	SDGs	UNGCPinciple(s)
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	46-47, 48				SDG 16	Principle 10
GRI 2: General Disclosures 2021	2-28 Membership associations	32				SDG 17	—
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	50-54				SDGs 16, 17	Principles 1, 2, 7, 8, 10
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements			Confidentiality Constraints	MAS is a privately held entity	SDG 8	Principle 3
Material Topics							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	27-28				SDGs 8, 12, 13, 16, 17	Principles 1-10
GRI 3: Material Topics 2021	3-2 List of material topics	27-28				SDGs 8, 12, 13, 16, 17	Principles 1-10
Biodiversity							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 40-41				SDG 14, 15	Principles 7, 8, 9
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	175-185				SDG 14, 15	Principles 7, 8, 9
GRI 101: Biodiversity 2024	101-4 Identification of biodiversity impacts	175-185				SDG 14, 15	Principles 7, 8, 9



GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Explanation	SDGs	UNGCP Principle(s)
Procurement Practices							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 4-12				SDGs 8, 12, 16, 17	Principles 1, 2, 4, 5, 6, 7, 8, 10
GRI 204: Procurement Practices 2016	204-1 Procurement practices	15				SDGs 8, 12, 17	Principles 1, 2, 4, 5, 6, 7, 8, 10
Materials							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 4-12				SDGs 12, 13	Principles 7, 8, 9
GRI 301: Materials 2016	301-1 Materials used by weight or volume	66				SDGs 12, 13	Principles 7, 8
GRI 301: Materials 2016	301-2 Recycled input materials used	66				SDGs 12, 13	Principles 8, 9
Energy							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 31-35				SDGs 7, 12, 13	Principles 7, 8, 9
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	159-160				SDGs 7, 12, 13	Principles 7, 8
GRI 302: Energy 2016	302-2 Energy consumption outside of the organisation	159-160				SDGs 7, 12, 13	Principles 7, 8



GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Explanation	SDGs	UNGCPinciple(s)
GRI 302: Energy 2016	302-3 Energy intensity	159				SDGs 7, 12, 13	Principles 7, 8, 9
GRI 302: Energy 2016	302-4 Reduction of energy consumption	159-160				SDGs 7, 12, 13	Principles 8, 9
GRI 302: Energy 2016	302-5 Reductions in energy requirements of products and services	156-158				SDGs 7, 12, 13	Principles 8, 9
Water and Effluents							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 41-42				SDGs 6, 12, 13	Principles 7, 8, 9
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	172-174				SDGs 6, 12	Principles 7, 8
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	172-174				SDGs 6, 12	Principles 7, 8
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	172-174				SDG 6	Principles 7, 8
GRI 303: Water and Effluents 2018	303-4 Water discharge	172-174				SDG 6	Principles 7, 8
GRI 303: Water and Effluents 2018	303-5 Water consumption	172-174				SDG 6	Principles 7, 8



GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Explanation	SDGs	UNGCP Principle(s)
Emission							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 31-32				SDGs 7, 12, 13	Principles 7, 8, 9
GRI 305: Emissions 2016	305-1 Direct Scope 1 GHG emissions	145-147				SDG 13	Principles 7, 8
GRI 305: Emissions 2016	305-2 Energy indirect Scope 2 GHG emissions	145-147				SDGs 7, 13	Principles 7, 8
GRI 305: Emissions 2016	305-3 Other indirect Scope 3 GHG emissions	145-147				SDGs 12, 13	Principles 7, 8
GRI 305: Emissions 2016	305-4 GHG emissions intensity	147				SDGs 12, 13	Principles 7, 8, 9
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	145-149				SDGs 7, 12, 13	Principles 8, 9
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances	149				SDGs 12, 13	Principles 7, 8
GRI 305: Emissions 2016	305-7 Nitrogen oxides, sulphur oxides and other significant air emissions	149				SDGs 3, 12, 13	Principles 7, 8
Waste							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 35-37				SDGs 12, 13	Principles 7, 8, 9
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	162				SDGs 12, 13	Principles 7, 8



GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Explanation	SDGs	UNGCPinciple(s)
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	162-166				SDGs 12, 13	Principles 7, 8, 9
GRI 306: Waste 2020	306-3 Waste generated	161				SDG 12	Principles 7, 8
GRI 306: Waste 2020	306-4 Waste diverted from disposal	161 - 163				SDG 12	Principles 8, 9
GRI 306: Waste 2020	306-5 Waste directed to disposal	161-165				SDG 12	Principles 7, 8
Supplier Environmental Assessment							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 4-12				SDGs 12, 13	Principles 7, 8, 9
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	72, 74-75				SDGs 12, 13	Principles 7, 8, 9
Employment							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 15				SDGs 3, 5, 8, 10	Principles 1, 6
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	103-104				SDGs 5, 8, 10	Principles 1, 6
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	113				SDGs 3, 5, 8, 10	Principles 1, 6



GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Explanation	SDGs	UNGCPinciple(s)
GRI 401: Employment 2016	401-3 Parental leave	95				SDGs 3, 5, 8	Principles 1, 6
Labour/Management Relations							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 24-29				SDG 8	Principles 1, 3
GRI 402: Labour/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	128				SDG 8	Principles 1, 3
Occupational Health and Safety							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 24-27				SDGs 3, 8	Principle 1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	120-124				SDGs 3, 8	Principle 1
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	120-124				SDGs 3, 8	Principle 1
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	120-124				SDGs 3, 8	Principle 1
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	120-124				SDGs 3, 8	Principles 1, 3



GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Explanation	SDGs	UNGCPinciple(s)
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	120-124				SDGs 3, 8	Principle 1
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	89, 95, 110-112, 120-124				SDGs 3, 8	Principle 1
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	120-124				SDGs 3, 8, 12	Principles 1, 2
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	120-124				SDGs 3, 8	Principle 1
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	120-124				SDGs 3, 8	Principle 1
GRI 403: Occupational Health and Safety 2018	403-10 Work-related ill health	120-124				SDGs 3, 8	Principle 1
Training and Education							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 15-21				SDGs 4, 5, 8, 10	Principles 1, 6
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	107				SDGs 4, 5, 8	Principles 1, 6



GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Explanation	SDGs	UNGCPinciple(s)
GRI 404: Training and Education 2016	404-2 Programmes for upgrading employee skills and transition assistance programmes	89, 107-110				SDGs 4, 8	Principle 1
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	113-114				SDGs 5, 8, 10	Principles 1, 6
Diversity and Equal Opportunity							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT 23-24				SDGs 5, 8, 10	Principles 1, 6
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	115-117				SDGs 5, 8, 10	Principles 1, 6
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	113				SDGs 5, 8, 10	Principles 1, 6
Child Labour							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 9-10				SDGs 8, 16	Principles 1, 2, 5
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	74-75				SDGs 8, 16	Principles 1, 2, 5
Forced or Compulsory Labour							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 9-10				SDGs 8, 16	Principles 1, 2, 4



GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Explanation	SDGs	UNGCPinciple(s)
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	72-74				SDGs 8, 16	Principles 1, 2, 4
Local Communities							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 30				SDGs 3, 4, 5, 8, 10, 11	Principles 1, 2
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	130-141				SDGs 3, 4, 5, 8, 10, 11	Principles 1, 2
Supplier Social Assessment							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 6-9				SDGs 5, 8, 10, 12, 16	Principles 1, 2, 3, 4, 5, 6, 10
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	72-76				SDGs 5, 8, 10, 12, 16	Principles 1, 2, 3, 4, 5, 6, 10
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	72-76				SDGs 5, 8, 10, 12, 16	Principles 1, 2, 3, 4, 5, 6, 10
Customer Health and Safety							
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer DMMT page 38-40				SDGs 3, 12	Principle 1
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	167-170				SDGs 3, 12	Principle 1

EXTERNAL ASSURANCE STATEMENT



Ernst & Young
Chartered Accountants
Rotunda Towers
No. 109, Galle Road
P.O. Box 101
Colombo 03, Sri Lanka

Tel: +94 11 246 3500
Fax: +94 11 768 7869
Email: eysl@k.ey.com
ey.com

Independent practitioner’s assurance report to the Board of Directors of MAS Capital (Private) Limited on the Sustainability reporting criteria presented in the Integrated Annual Report 2025

SCOPE

We have been engaged by **MAS Capital (Private) Limited** to perform a ‘limited assurance engagement,’ as defined by Sri Lanka Standard on Assurance Engagements, here after referred to as the engagement, to report on **MAS Capital (Private) Limited’s Economic, Environment, Social and Governance (EESG) indicators** (the “Subject Matter”) contained in **MAS Capital (Private) Limited’s Integrated Annual Report for the year ended 31 December 2025** (the “Report”).

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

CRITERIA APPLIED BY MAS CAPITAL (PRIVATE) LIMITED

In preparing the Subject Matter, **MAS Capital (Private) Limited** applied the following criteria (“Criteria”):

- **The Global Reporting Initiative’s (GRI) Sustainability Reporting Guidelines, publicly available at <https://www.globalreporting.org>**

Such Criteria were specifically designed for **the purpose of assisting you in determining whether Entity’s Economic, Environment, Social and Governance (EESG) indicators contained in the Entity’s Report is**

presented in accordance with the relevant criteria; As a result, the subject matter information may not be suitable for another purpose.

MAS CAPITAL (PRIVATE) LIMITED’S RESPONSIBILITIES

MAS Capital (Private) Limited management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

ERNST & YOUNG’S RESPONSIBILITIES

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the **Sri Lanka Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (SLSAE 3000 (Revised))**, and the terms of reference for this engagement as agreed with the **MAS Capital (Private) Limited on 24 March 2026**. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

Partners: D K Hulanqamulla FCA FCMA LLB (London), Ms. Y A De Silva FCA, Ms. G G S Manatunga FCA, W K B S P Fernando FCA FCMA FCCA, B E Wijesuriya FCA FCMA, R N de Saram ACA FCMA, N M Sulaيمان FCA FCMA, Ms. I C H I Fonseka FCA, Ms. P V K N Saleewani FCA, A A J R Perera FCA ACMA, N Y R L Fernando ACA, D M Gamage ACA ACMA, C A Yalagala ACA ACMA, Ms. P S Paranavithane ACA ACMA LLB (Colombo), B Vasanthan ACA ACMA, W D P L Perera ACA, M U M Yansoor ACA

Principals: T P M Roberu FCMA FCCA MBA, G B Goudian ACMA, D L B Karunathilaka ACMA, W S J De Silva Bsc (Hons) - MIS Msc - IT, V Shaktiwee B.Com (Sp)

A member firm of Ernst & Young Global Limited



We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

OUR INDEPENDENCE AND QUALITY MANAGEMENT

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the **Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka)** and have the required competencies and experience to conduct this assurance engagement.

EY also applies quality management standards, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

DESCRIPTION OF PROCEDURES PERFORMED

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the subject matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Validated the information presented and checked the calculations performed by the organization through recalculation.
- Performed a comparison of the content given in the Report against the criteria given in the selected sustainability standards/frameworks.
- Conducted interviews with relevant organization’s personnel to understand the process for collection, analysis, aggregation and presentation of data. Interviews included selected key management personnel and relevant staff.

- Read the content presented in the Report for consistency with our overall knowledge obtained during the course of our assurance engagement and requested changes wherever required.
- Provided guidance, recommendations and feedback on the improvement of the sustainability reporting indicators to improve the presentation standard.

We also performed such other procedures as we considered necessary in the circumstances.

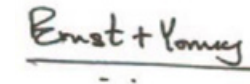
EMPHASIS OF MATTER

Economic, Environment, Social management data/ information are subject to inherent limitations given their nature and the methods used for determining, calculating and estimating such data. Such inherent limitations are common in Sri Lanka.

We also do not provide any assurance on the assumptions and achievability of prospective information presented in the Entity’s Report.

CONCLUSION

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to **the information on the Economic, Environment, Social and Governance (EESG) contained in the Integrated Annual Report of MAS Capital (Private) Limited for the year ended 31 December 2025**, in order for it to be in accordance with the Criteria.



12 June 2026

Colombo



www.masholdings.com