POLICY NAME	MAS Communications Policy
POLICY OWNER	DIRECTOR – CORPORATE COMMUNICATION
POLICY DATE	August 2020
APPROVED BY	MAS APPAREL BOARD
LAST REVIEW DATE	October 2026

MAS
CHANGE IS COURAGE

MAS COMMUNICATIONS POLICY

The MAS Communications Policy is categorized into two areas, Internal and External Communications, therefore the purpose for each will differ. While the former aims to ensure strong employee engagement that aligns internal communications with MAS' corporate objectives, the latter aims to strengthen MAS' reputation amongst our key stakeholders through consistent, accurate and timely communications across all mediums.

Contents

1. PURPOSE 2
2. SCOPE 2
5. PURPOSE 5
6. SCOPE 5
7. GUIDING PRINCIPALES 5
9. MEDIA INQUIRIES 7
10. MEDIA ENGAGEMENT 8
11. MEDIA OUTREACH BY MAS: 11
12. NON-COMPLIANCE 11
13. STAKEHOODER COMMUNICATIONS 12

ALL TEXT, IMAGES AND OTHER MATERIALS CONTAINED IN THIS DOCUMENT ARE PROPRIETARY AND CONSTITUTE VALUABLE INTELLECTUAL PROPERTY OF MAS HOLDINGS (PRIVATE) LIMITED. NO PART OF THIS MATERIAL MAY BE REPRODUCED OR TRANSMITTED OR IN ANY OTHER FORM DISSEMINATED WITHOUT THE PRIOR WRITTEN CONSENT OF MAS HOLDINGS (PRIVATE) LIMITED AND SHALL ONLY BE USED TO THE EXTENT AUTHORISED BY THE LAW UNLESS PRIOR AUTHORISATION IS OBTAINED FROM MAS HOLDINGS (PRIVATE) LIMITED AND SUFFICIENT ACKNOWLEDGEMENT FOR SUCH MATERIAL IS PROVIDED. ALL UNAUTHORIZED DUPLICATION OR ANY OTHER USE OF MATERIALS SHALL CONSTITUTE INFRINGEMENT OF THE INTELLECTUAL PROPERTY OF MAS HOLDINGS (PRIVATE) LIMITED AND SHALL ENABLE MAS HOLDINGS (PRIVATE) LIMITED TO FULLY EXECERCISE ITS RIGHTS THERETO.

POLICY NAME	MAS Communications Policy
POLICY OWNER	DIRECTOR – CORPORATE COMMUNICATION
POLICY DATE	August 2020
APPROVED BY	MAS APPAREL BOARD
LAST REVIEW DATE	October 2026

MAS
CHANGE IS COURAGE

1. PURPOSE

1.1. This segment of the Communications Policy aims to nurture strong employee engagement, understanding, cooperation and team spirit by aligning internal communications with MAS' corporate objectives and overarching vision. This involves ensuring that all communications and disseminated information is relevant, accurate, easy to access and is appropriate in content and quantity.

1.2. The purpose of the Internal Communications Policy is to help employees identify the various channels of communication within MAS, their intended purpose, and the roles and responsibilities of employees in accessing and utilizing them in compliance with the MAS DNA – our Code of Conduct

2. SCOPE

2.1. The policy applies to all MAS employees.

3. COMMUNICATION CHANNELS

3.1. Open Door Policy: MAS maintains an open-door communication policy to guarantee all employees equal and easy access to their senior management and leadership. We encourage open dialogue, transparency and most importantly fast communication and problem resolution among employees.

3.2. All Staff Emails: Used to communicate urgent and/or important messages that concern all employees of MAS. Emails ensure a continued flow of information and effective communication among all employees. A guideline on the compilation of such emails will be shared by Group Corporate Communications to the respective Functions that regularly use this channel to share information. All staff emails can be:

- **Group-wide Emails:** All employees are required to read and comply with or respond as appropriate to any group-wide communication. Group-wide all staff communications can only be sent out by the Chairman's Office, the CEO's Office, and the following central functions:

  Group Corporate Communications, Group HR, Career Opportunities, Women Go Beyond, MAS TS, Group Legal, Group Sustainability, MOS, MAS DNA, MAS Changemakers, MAS Foundation for Change, MAS Futurestars. Any other requirements for Group-wide circulations will be subject to the approval of the Head of Corporate Communications.

- **Value Stream Emails:** All relevant value stream employees are required to read and comply with or respond as appropriate to their value stream communications. All such value stream communication is controlled and managed by the respective Value Stream Communications and HR departments.

3.3. **Team Emails:** Used to communicate urgent, important and/or confidential messages that concern employees belonging to a certain group/business account/initiative within MAS. The targeted group is required to read and comply with any communication that is disseminated through Team Emails. Team emails are managed by team leads and/or authorized personnel who are unanimously appointed by the respective group/business account/initiative within MAS to manage/disseminate their communications.

3.4. **Direct Emails:** MAS employees are allowed and encouraged to communicate directly with their peers or their management via email for official business purposes.

3.5. **Viva Engage (former Yammer):** This is our corporate Social Media platform that connects all MAS associates across the globe to communicate and engage with each other.

3.6. **One MAS Homepage:** In our mandate to nurture a transparent and open work culture, MAS operates an internal portal within the company to share news, information as well as knowledge. The One MAS Homepage acts as the single source of tribal knowledge that enables our employees to locate relevant information that includes but is not limited to; on-boarding material, legal policies, updates from the Group, industry news, upcoming events, shortcuts to employee benefits, HR policies, Oracle, latest news and company information.

3.7. **SharePoint:** This is a platform that functions as internal webpages that contain Group and Function specific information. SharePoint pages can be developed and published by making a request to MAS TS.

3.8. **Microsoft Stream:** This is an internal video platform to publish video content and host live streaming sessions at MAS.

3.9. **Microsoft Teams/ Zoom:** Essential tools when working remotely, these are platforms through which unified communication and collaboration takes place in the form of workplace chats, video meetings and file sharing.

3.10. **Town Hall Meetings:** For important updates and announcements on significant changes in the company's corporate strategy, Town Hall Meetings are held as open forums by the Managing Directors and appropriate General Managers at plant level to enable visible, hands-on leadership and unfiltered raw feedback from all participating employees.

3.11. **Notice Boards:** A compulsory channel of communication across all MAS facilities, each notice board contains announcements, news, activities, internal vacancies, extracurricular activities, training opportunities and any other relevant information that should be disseminated to all MAS employees. Contributions to the notice board must first be approved by the contributor's Team Lead/Line Manager and once approved, be sent to the respective HR Department of each facility for review and final approval.

3.12. **Employee Surveys/Questionnaires:** Employee engagement/satisfaction/opinion surveys and other questionnaires will be conducted by MAS routinely and arbitrarily to gauge and understand employee perceptions and give employee opinions a voice.

3.13. **Team Meetings/Briefings:** Smaller groups and teams are encouraged to meet within their functions/initiatives to enable greater clarity, transparency and communication between each team. Such meetings may be inter-level (Board, team member, senior leadership, etc.) or inter-functional (planning, safety, quality assurance, strategy, etc.).

3.14. **JCC and ERB Meetings:** The Joint Consultative Committee (JCC/ERB) comprises of representatives from each department and production team at each MAS facility. JCC/ERB meetings occur monthly at each plant and involves all JCC/ERB members, HR manager/s and representatives as well as the facility manager/CEO. Each production line elects a JCC/ERB representative annually, where the elected representative communicates relevant issues or concerns to the management during the monthly meeting.

4. GRIEVANCE HANDLING PROCEDURE

MAS continues to improve our grievance handling procedure so that any and all MAS employees can effectively bring forward their grievances to the attention of the Management without fear of any negative repercussions or injustice. Grievances are communicated to the management in two ways

4.1. Active Communication – Grievances are brought forward during JCC/ERB meetings or to relevant SBU/ Value Stream/ Group Code Officers, Line Managers, HR Representatives or Counselors to be discussed and sorted openly.

4.2. Passive Communication – Suggestion Boxes are provided near employee locker rooms to encourage workers to make any complaints, grievances or suggestions, withholding their identity and remaining anonymous depending on personal preference. These boxes are opened monthly and solutions are implemented where possible and recorded in the grievance logbook by HR.

Furthermore, employees are also able to raise their concerns through the MAS DNA Help Desk. Log on to masdnahelpdesk.ethicspoint.com or call the MAS DNA hotline numbers 0723005005 (Hutch), 0758005005 (Airtel), 0117395005 (Dialog).

Refer the MAS HR Policy for the complete Grievance Handling Procedure.

5. PURPOSE

5.1. MAS considers its reputation among key stakeholders to be a competitive advantage, a driver of business growth and most importantly a valuable strategic asset. This segment of the Communications Policy aims to nurture and strengthen this reputation amongst our key stakeholders through coordinated communications, ensuring all information disseminated is accurate, timely and consistent across all mediums.

5.2. The External Communications Policy provides lines of responsibility for designated spokespersons and guidance to all MAS employees as custodians of the company's reputation, of procedures to follow when interacting and responding to media.

5.3. This External Communications Policy ensures that MAS employees can participate in the communication process within their individual levels of responsibility and have adequate knowledge to ensure compliance and the successful implementation of this policy.

6. SCOPE

6.1. This applies to all employees of MAS Holdings, its subsidiaries and JVs, in both an official and/or private capacity.

EXTERNAL COMMUNICAITONS

7. GUIDING PRINCIPALES

All MAS Communications should be:

7.1. One Voice. One MAS – Any comment made by an MAS employee, no matter their position within the company, may be construed as an official statement issued by MAS. Therefore while tone, messaging style and spokesperson may differ to suit different target groups, it is imperative that all our messaging across all mediums and stakeholders remains consistent, and ONLY designated spokespersons should communicate the agreed/official company position on all matters.

7.2. Transparent – Information acknowledged by Group Corporate Communications as relevant will be proactively shared with the media, thereby eliminating possibilities of creating mistrust, breeding rumors or raising false expectations. Transparency of facts is considered a priority in our objective to nurture a relationship of trust and mutual respect with the media.

7.3. Concurrent – All stakeholders must be informed of relevant facts simultaneously whenever possible except for confidentiality, legality and time zone differences. If the communication must first be disseminated across a select stakeholder group, they must be informed to keep the information confidential if and until such time it is released among other stakeholder groups.

7.4. Reputation Management – Our messaging will always be factual, but public perceptions may not always be consistent with our opinion and/or reality. This may result in rumours, speculations or even hostile criticism. While we do NOT comment on rumours or promote gossip, we will defend our position on issues that impact our reputation, particularly in the areas of media and stakeholder relations, and will use all appropriate means available to do so.

7.5. Private and Confidential – MAS employees are not permitted to make any public posting or statement of confidential or proprietary information related to any aspect of MAS' business. MAS withholds such classified information intentionally to safeguard the trade secrets of our partners and customers, as well as MAS' Intellectual Property. We are required to do so based on the highly competitive nature of our business, our research and development activities, innovations, patents, production processes, marketing plans, strategic intentions and financial position until such time disclosure is required and deemed appropriate. Sharing such information will be considered a breach of the NDA that employees sign with the company which can give rise to legal action against the employee.

8. MEDIA LIAISON

MAS wishes to be responsible and responsive to the interest shown by the media in the company and manage this growing interest in a proactive, pragmatic and timely manner.

8.1. All media liaison will be managed by Group Corporate Communications, as the sole approved interface between the media and MAS.

8.2. Any MAS employee wishing to engage with the media as an authorized representative or spokesperson of MAS must obtain approval from the CEO of the relevant Value Stream/SBU and Group Corporate Communications and obtain necessary guidance and information on the relevant subject, once approval is granted.

8.3. All media releases, statements and company messaging will be vetted and disseminated across all media channels by Group Corporate Communications in collaboration with relevant Value Stream Communications/SBU heads.

8.4. In line with the non-disclosure agreement (NDA) signed by all MAS employees, no confidential, business sensitive information related to MAS can be shared with the media.

9. MEDIA INQUIRIES

Media inquiries include formal requests for company information or opinions as well as seemingly informal requests for feedback and personal opinions that may be construed as the views of the company. MAS wishes to respond to all media inquiries in a professional and courteous manner, ensuring the integrity of all stakeholders involved. All MAS employees are requested to adhere to the following guidelines to ensure all our responses accurately reflect the views of MAS, regardless of the source of the inquiry.

9.1. Media queries may come from a variety of sources that include, but is not limited to: newspapers, magazines, websites, online forums, blogs, television, radio, vlogs, social networking channels with requests for interviews, statements, videos, audios, still images, etc.

9.2. All such media inquiries or requests for comments relating to MAS must be directed immediately to Group Corporate Communications and no comment, response or interaction should be made to the media at this point in any capacity.

9.3. All such queries and requests will be evaluated and actioned accordingly by Group Corporate Communications, who will either respond to the inquiry on MAS' behalf as the

spokesperson for the company or designate an appropriate spokesperson from MAS to handle the response.

9.4. Responses for each query will depend on its legitimacy and relevance and will be prepared and disseminated by Group Corporate Communications if and as required. Such responses may include formal statements regarding relevant subject matters, 'No Comment' responses with regard to irrelevant or legally bound subject matters and no response to inappropriate and unrelated subject matters.

10. MEDIA ENGAGEMENT

Official Spokespersons will be appointed as appropriate (GM level and above) to engage with the media from time-to-time on specific matters in the company's best interest. These engagements include, but are not limited to:

10.1. Emergency/Crisis Response

- **Accountability:** Group Corporate Communications will act as spokesperson during any emergency, supported by Group Human Resources and the management of the relevant Value Stream/SBU which is directly related to/impacted by the issue.
- **Immediate Response:** All crisis communications will be coordinated to ensure MAS' immediate public response to an emergency is aligned with our Senior Leadership's decisions, is quick, informative, accurate, sensitive and responsible. Group Corporate Communications will determine if an official statement should be released immediately and will formulate the message with the assistance of the relevant personnel as deemed necessary, followed by the immediate dissemination of the response across relevant media channels. Coverage will be monitored so that misinformation can also be immediately corrected.
- **Ongoing Response:** Frequency of public updates on changes or additional details of the crisis will be decided by Group Corporate Communications in consultation with Senior Leadership and will be carried out until MAS returns to pre-crisis status.

10.2. Interviews/Press Conferences/Briefings/Public Statements

- **Authorized Spokespersons:** Only CEOs, Directors and GMs will be permitted to grant interviews and be quoted on behalf of MAS as official spokesperson/s.

- **Approval Process:** All media requests should be directed to Group Corporate Communications for approval, at which point the appropriate spokesperson/s will be identified, informed and vetted with relevant information and materials to speak on behalf of MAS. Routine interactions with media houses/annual publications and updates previously approved by Group Corporate Communications can be carried out by keeping Group Corporate Communications informed on such interactions.
- In the event an employee is expected to speak at a public forum, they are required to inform Group Corporate Communications and adhere to the guidelines that will be issued. Furthermore, if she/he is asked about MAS, they must refrain from "commenting on behalf of MAS and make it clear that the views shared are his / her own.." and is no way construed to be that of the Organisation. In such circumstances, please use the following disclaimer: This post/statement reflects my own opinion and does not represent MAS' position, strategies or opinions.

10.3. Industry Specific Discussions/Webinars/Online Panel Discussions

- **Authorized Spokespersons:** Domain experts and thought leaders from MAS.
- **Approval Process:** All requests should be directed to the Value Stream/SBU CEO and Group Corporate Communications for approval, at which point the appropriate domain expert/thought leader will be identified, informed and vetted to speak on topics within their domain, and NOT purport to represent or speak on behalf of MAS unless authorized to do so. Domain experts, regardless of rank, can be a part of these discussions. However, they will be instructed to avoid commenting on the company's stance/position that is not related to the topic at hand. Routine interactions with industry publications, contributions to journal articles, technical reports, whitepapers and such updates previously approved by Group Corporate Communications can be carried out by keeping Group Corporate Communications informed on such interactions.

10.4. Speaking Engagements/Presentations/Publications

- **Authorized Spokespersons:** Presenters from Relevant Business Accounts/Value Stream. These spokespersons will be identified and vetted by their relevant Business Accounts/Value Stream to ensure clear and concise business messaging.
- **Approval Process:** All presentation/publication materials used externally will be reviewed by the relevant Value Stream Communications Team and cleared by Group Corporate Communications to ensure brand compliance as well as accuracy and consistency. Any material being shared in public forums which reflects MAS' views on

a particular topic should be vetted by Group Corporate Communications prior to presentation. This does not include customer presentations, initiative/project presentations or any other material developed to be shared with a particular stakeholder. It should be noted that this condition stems from the need for Group Corporate Communications to be aware of any information regarding MAS and the company's official stance that could potentially be shared in media. However, routine speaking engagements, presentations and publications previously approved by Group Corporate Communications can be carried out by simply keeping Group Corporate Communications informed on such interactions.

10.5. Responsibilities

- **Group Corporate Communications:** Designated interface between the media and MAS. Communication and engagement with the media is initially undertaken by Group Corporate Communications on subjects that affect or with potential to affect the reputation of MAS. Highly localized issues are managed by Value Stream Communications in collaboration with Group Corporate Communications.
- **CEO/Board of Directors:** The Executive Management and Leadership of MAS will represent the company as and when appropriate with necessary guidance and vetting from Group Corporate Communications.
- **Designated Spokespersons:** Will be identified, vetted and guided to represent MAS on certain subject matters and issues pertaining to their specific area of operation and/or expertise. The designation of the spokesperson is carried out by Group Corporate Communications in consultation with the relevant business unit/value stream.
- **Overseas SBUs:** All overseas business and operations must maintain contact with Group Corporate Communications either directly or through their Value Stream Communications or designated communications personnel for approval, PRIOR to any form of media engagement or media outreachOfficial Spokespersons will be appointed as appropriate (GM level and above) to engage with the media from time-to-time on specific matters in the company’s best interest. These engagements include, but are not limited to:

11. MEDIA OUTREACH BY MAS:

11.1. Group Corporate Communications is responsible for generating all contact with media as necessary on matters that are important to MAS, which are likely to come to public notice and generate key stakeholder interest.

11.2. Such matters include, but are not limited to;

- Acquisitions or mergers of businesses and/or related products
- Major changes and improvements to personnel, organizational structure, operating procedures and policies within MAS
- Public statements and updates relating to global, national and community level challenges and transformations that impact MAS (natural disasters, pandemics, civil unrest, etc.)

11.3. Perception correction: Group Corporate Communications will intervene on behalf of authorized, designated spokespersons who believe comments they made to a media Organisation were reported inaccurately, inappropriately contextualized or otherwise misrepresented in such a way to cause confusion, harm or a negative perception of MAS. Group Corporate Communications will reach out to media organizations in such scenarios to mitigate negative publicity and immediately correct the inaccuracies of the published statement.

12. NON-COMPLIANCE

12.1. You may report non-compliance of the policy via one of the following channels: Speak to your SBU, Value Stream or Group Code Officer Lodge a complaint via the DNA Helpdesk Log on to masdnahelpdesk.ethicspoint.com.

12.2. Complaints will not be dismissed or downplayed under any circumstance. The central DNA team, all Code Officers and other accountable parties will maintain the confidentiality of all parties involved in the recording and investigation of the complaint.

12.3. It is your responsibility to support ongoing investigations by being open, honest and maintaining confidentiality, in the event you are contacted by a member of the Central MAS DNA team or a Code Officer.

12.4. Retaliation against an individual for lodging or attempting to lodge a complaint, or supporting a victim or participating in investigations, amounts to non-compliance of The MAS DNA (Code of Conduct) and the policy.

12.5. Reporting unfounded/false allegations with wrongful intentions of malice, in a bid to tarnish reputations, amounts to non-compliance of The MAS DNA.

12.6. Non-compliance of the policy will be addressed by the relevant Code Officer and/or HR, based on guidelines set in the MAS Consequence Management Framework.

Persons who are found to have violated the policy will be subjected to disciplinary action up to and including termination of employment. Penal sanctions will be applicable in the event the offence is covered under the Penal Code of Sri Lanka.

13. STAKEHOODER COMMUNICATIONS

A strong relationship with external stakeholders is vital for the success of the Organisation. To this end, the information we provide them should be accurate, timely, relevant and contribute towards strengthening our relationships with each of our stakeholders. Information that is provided on an ongoing/regular basis as well as during times of crises should reflect the true circumstances or position of the Organisation and in no way should mislead our stakeholders.

All external stakeholder communications must be approved by the Director Corporate Communications.

Any special/sensitive communications must have the approval of the Group CEO prior to circulation.

In addition to the above, each unit must obtain approvals as applicable from the list below;

- JV Partners – Heaf of the JV Operation
- Customers – Chief Operating Officer, Value StreamDivisional CEO's and Business Directors
- Financial Institutions – Group FD
- Regulatory Authorities – Group Directors and Director Corporate Affairs

13.1. Channels of Communication

This policy is flexible in its accommodation of channels used for stakeholder communications. The CEO or Business Teams have the freedom to decide on how best to engage with the customer, based on the subject matter and requirements. However, adhering to the following guidelines is strongly recommended:

- Verbal communication – This refers to conversations that take place in person or through analog or digital means (mobiles, fixed lines or computer - audio only). While this is an accepted method of communication it is highly recommended that any conversation is followed up with an email summarizing the salient points.

- Email communication – This is an ideal channel of communication as it facilitates clarity of messaging and functions as a valid record for future reference.
- Video calls – In the event a video call is required, please ensure to use only platforms authorized by MAS TS for this purpose, due to security protocols. Currently, Microsoft Teams, and Zoom are the recommended platforms. Should you require to use any other platform for whatever reason, kindly obtain prior approval from MAS TS. It is also important to follow general best practices for the use of Video calls.
- Text messaging – It is not recommended to use text messaging or cross-platform messaging services such as WhatsApp for official communication purposes. But in the event you must do so, it is highly recommended that a follow-up email is sent out, summarizing the salient points.

With the evolving nature of communications and relevant channels, the practical use of these guidelines will require the individual's discretion. Should there be any particular queries, please reach out to Group Corporate Communications for clarity.