



CONSOLIDATED ESG PERFORMANCE

GRI 103-2, 103-4, 103-5)

ENVIRONMENTAL PERFORMANCE

In this section, information pertaining to the following GRI disclosures is provided: GRI 103-2, 103-4 and 103-5.

ENERGY	2025/2026					2024/2025
	Total	Tourism	Maritime & Freight Logistics	Strategic Investments	Services	(Refer NOTE) Total
Total energy consumption (GJ)	794,758	437,525	42,906	310,319	4,007	734,143*
Non-renewable sources						
Petrol	4,689	1,615	809	1,916	349	5,201
Diesel	405,704	324,426	37,410	43,455	413	378,021*
Furnace Oil	-	-	-	-	-	-
LPG	16,694	16,379	-	314	-	15,463
Kerosene	-	-	-	-	-	2
Total energy consumed from non-renewable sources	427,086	342,419	38,219	45,685	762	398,686*
Renewable sources						
Biomass/fuel wood	192,891	12,274	-	180,617	-	152,463
Briquettes	860	-	-	860	-	877
Hydropower	-	-	-	-	-	977
Solar energy	2,073	2,073	-	-	-	2,032
Wind energy	8,268	8,133	-	135	-	6,251
Municipal solid waste	53,283	-	-	53,283	-	52,774
Total energy consumed from renewable sources	257,375	22,479	-	234,895	-	215,375
Total indirect energy consumption within the organisation	110,297	72,626	4,687	29,738	3,245	120,082*
Energy consumption per unit revenue (Rs. Mn)	8.5	6.8	2.8	28.6	2.0	8.1*
Energy produced (GJ)	1,059,630	335,222	460	723,948	-	997,744*
Total energy produced from renewable sources (GJ)	693,384	14,347	460	678,577	-	665,508
Total energy produced from non-renewable sources (GJ)	366,246	320,875	-	45,371	-	332,236*

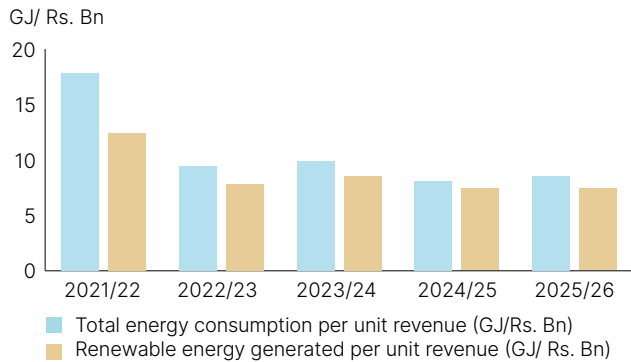
NOTE: Due to realignment of reporting boundaries as well as corrections made to emission factors used in emission calculations, the applicable data has been restated to allow a more accurate representation of comparative data keeping with the reporting principles of the GRI Standard. The GRI Topic have also been updated to align with the new topics introduced under climate change (GRI102) and energy (GRI103). GRI 302 Energy 2016 has been revised and will be superseded by GRI 103: Energy 2025, which we have adopted early ahead of the effective date of 1 January 2027.

Our renewable energy generation over the years, as shown on the next page, reflects the strength of our investments in low-carbon energy assets and our contribution to national decarbonisation efforts.

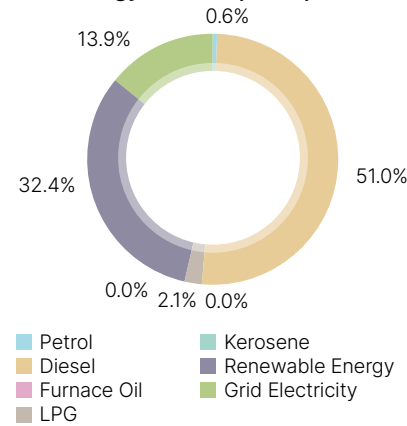


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Total energy consumed per unit revenue (GJ/ Rs. Bn) and Total renewable energy generated per unit revenue (GJ/ Rs. Bn)



Our energy consumption profile

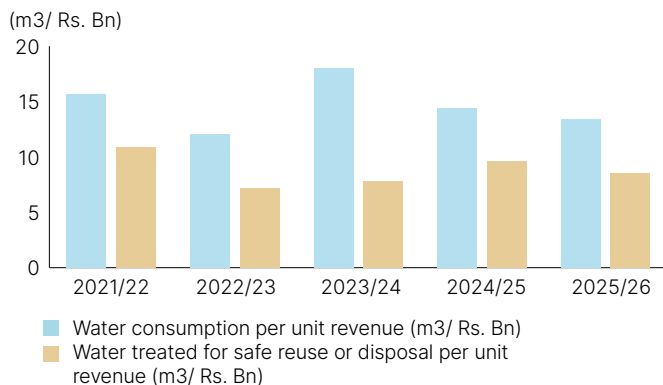


This information presents the Group's energy consumption across various sources, reflecting how energy is utilised as a critical resource in line with operational activities and strategic priorities. Comparative figures for energy consumption have been restated to incorporate updated grid emission factors based on the latest available national energy balance, as well as to align more closely with the operational control approach adopted for emissions reporting. In addition, minor adjustments to operational boundaries reflect changes in office space utilisation across certain business units based at Aitken Spence Towers. These refinements aim to enhance the accuracy, consistency, and comparability of reported data.

In this section, information pertaining to the following GRI disclosures is provided: GRI 303-1, 303-3, 303-4 and 303-5.

WATER	2025/2026					2024/2025
	Total	Tourism	Maritime & Freight Logistics	Strategic Investments	Services	Total
Volume of water withdrawn (m3)	1,245,545	912,755	31,434	281,468	19,888	1,303,811*
Water treated for reuse or safe disposal (m3)	793,259	767,484	6,354	19,299	122	868,394
Water recycled and re-used/ disposed (%)	64%	84.1	23.8	6.9	-	67
Water sources significantly affected by withdrawal of water	None	None	None	None	None	None
Water withdrawn from areas in water distress	-	-	-	-	-	-

Water Consumption



This table presents the Group's water withdrawal and consumption across operations, reflecting our responsible use of water as a key natural resource. Comparative figures for total water withdrawal for 2024/25 have been restated to reflect adjustments in operational boundaries as mentioned previously. Based on assessments carried out during the reporting period, the Group has not identified any significant adverse impacts on water bodies arising from its withdrawal practices. Water is not sourced from areas currently classified as water-stressed, and no material impacts on local communities have been identified. The Group continues to monitor its water use to support responsible management and alignment with evolving best practices.

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ENVIRONMENTAL PERFORMANCE



In this section, information pertaining to the following GRI disclosures is provided: GRI 306-1, 306-3, 306-4, 306-5.

WASTE	2025/2026					2024/2025
	Total	Tourism	Maritime & Freight Logistics	Strategic Investments	Services	Total
Tonnes	22,618	1,659	6	20,943	11	26,888*
Solid waste - hazardous	3,331	9	-	3,321	2	3,143*
Solid waste - non-hazardous	19,287	1,650	6	17,622	9	23,745*
Units	648	70	568	-	10	642*
Solid waste - hazardous	74	64	-	-	10	54*
Solid waste - non-hazardous	574	6	568	-	-	588*
Total amount of effluents safely disposed (Litres)	16,380	14,000	-	2,380	-	53,243*
Waste oil, ETP/ STP sludge - hazardous	-	-	-	-	-	36,300*
Waste oil, ETP/ STP sludge - non-hazardous	16,380	14,000	-	2,380	-	16,943
Total number and volume of significant spills	None	None	None	None	None	None
Total amount of waste converted to renewable energy	-	-	-	180,241	-	178,859

This table presents the Group's waste generation and management practices, reflecting our approach to minimising environmental impact through responsible resource use. Comparative figures have been restated where applicable to reflect adjustments in operational boundaries during the reporting period as detailed. The Group adopts the 7R principle—Reject, Reduce, Reuse, Reclaim, Repair, Replace, Recycle—to guide waste management practices, with the long-term objective of minimising and completely eliminating waste sent to landfill. As part of our contribution to national infrastructure for a circular economy, the Group owns and operates Sri Lanka's first and only waste-to-energy power plant, supporting efforts and providing a locally owned solution to divert waste from landfill while contributing to energy generation. The Group continues to strengthen our waste management practices in line with circular economy principles and evolving best practices.



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In this section, information pertaining to the following GRI disclosures is provided: GRI 102-5, 102-6, 102-8, and 102-9.

EMISSIONS	2025/2026					2024/2025
	Total	Tourism	Maritime & Freight Logistics	Strategic Investments	Services	Total
Total direct and indirect emissions (Scope 1 & 2) (tCO2e)	53,103	35,290	3,460	13,805	549	52,402
Scope 1 emissions	40,395	26,949	2,916	10,357	173	37,450
Scope 2 emissions	12,708	8,341	543	3,447	376	14,798
Reduction of GHG emissions/ emissions offset (tCO2e)	188,922	2,778	53	186,086	5	208,891
Total investments in sustainability processes at Group Level (Rs. Mn)	35	2.2	0.1	32.3	0.2	74
Investments in sustainability processes	12					9
Investments in sustainability processes at Group Level	49					82

This table presents the Group's greenhouse gas (GHG) emissions across operations, reflecting our impact from energy use and broader operational activities. Comparative figures have been restated where applicable to align with updated methodologies and operational boundaries. The Group has been progressively increasing our use of renewable energy as part of our efforts to reduce emissions intensity and transition towards lower-carbon operations. During the reporting period, the Group's near-term emissions reduction targets were validated by the Science Based Targets initiative (SBTi), the first conglomerate in Sri Lanka to achieve this milestone, reinforcing our commitment to climate action and reflecting the maturity of our systems. The Group is currently exploring longer-term net zero ambitions and remains focused on investing in decarbonisation initiatives and low-carbon solutions to support a just and sustainable pathway towards becoming a net zero organisation.

Overall performance

The Group continued to demonstrate measurable progress across key ESG indicators, reflecting on our sustained focus on operational efficiency and resource optimisation. While total energy consumption per unit revenue increased marginally by 5% at Group level, this was balanced by notable efficiency improvements in several sectors, including reductions of 6% in Tourism, 12% in Maritime and Freight Logistics, and 17% in Services in energy intensity. The Group's waste-to-energy operations remained a significant contributor to our decarbonisation efforts, repurposing 180,241 MT of residual waste to generate renewable energy for the national grid. This is the average weight of about 32,700 adult elephants at peak recorded weight that has been kept away from landfills, through which the company has contributed to avoiding 114,933 tCO₂e of net GHG emissions from being released. This is equivalent to the annual carbon footprint of over 32,600 urban households. More than 90% of our own solid waste generated during the year was diverted from landfill, reinforcing our circularity efforts. Water consumption intensity decreased by 7% overall, supported by 15% reductions in Tourism and Services. From a decarbonisation perspective, emissions reductions against the 2019/20 base year excluding the impact of changes in the power generation portfolio remain at approximately 5%. However, with the establishment of the Sustainability Council and more structured implementation following target validation, the Group expects to accelerate progress towards its emissions reduction goals in the coming years.



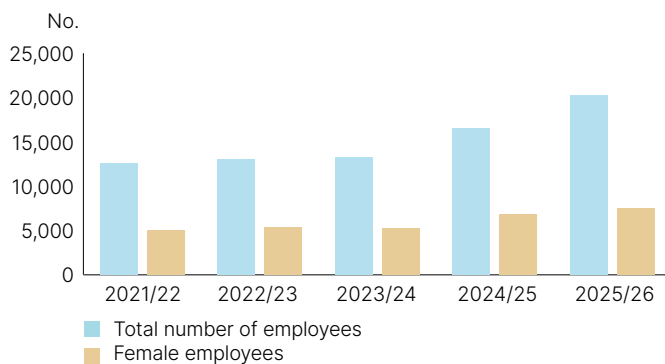
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SOCIAL PERFORMANCE

In this section, information pertaining to the following GRI disclosures is provided: GRI 404-1

PEOPLE AND EMPLOYEES	2025/2026					2024/2025
	Total	Tourism	Maritime & Freight Logistics	Strategic Investments	Services	Total
Total Employees (No.)	20,300	3,978	1,966	7,754	6,602	16,513
Permanent employees	10,978	2,170	1,069	7,541	198	11,171
Contract employees	9,322	1,808	897	213	6,404	5,342
Female Representation (%)	37%	16%	20%	57%	32%	42%
Percentage of female managers in the managerial workforce (%)	22%	20%	23%	23%	27%	21%
Training & Development						
Avg. training hours per employee	16	51	2	12	1	17
Rs. Mn	87	43	10	30	4	79
Workplace Injuries (No.)	314	90	46	176	2	348
Lost Working Days	771	80	363	295	33	1,177
Entities certified for health and safety (No.)	-	-	-	-	-	46
Turnover Rate (%)	39	25	20	37	63	34
Average years of service	7	6	7	10	3	7
Customers, Suppliers and Society						
Brand stewardship (No.)	23	7	4	7	5	23
Funds channelled for community development initiatives (Rs. Mn)	85	8	1	75	1	281

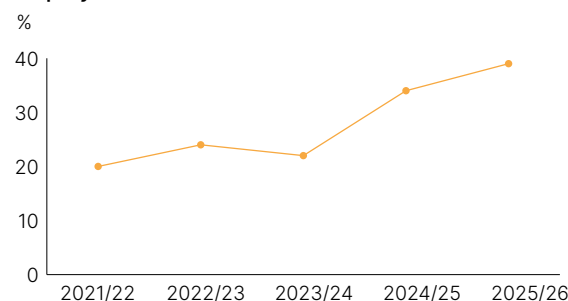
Female Representation and Total number of Employees



The number of female employees increased by approximately 10.2%, from 6,862 to 7,561 during the year. This growth reflects the Group's focused Diversity, Equity, and Inclusion (DE&I) agenda, particularly through initiatives such as SpenceWomen@Work.

The representation of female managers in the Group's managerial workforce increased by 1% this year, rising from 21% to 22%. Notable improvements were seen across all sectors, with the Tourism sector and Services sector showing measurable progress in advancing female leadership representation.

Employee Turnover



The Group's turnover rate has increased by 5%, mainly due to the inclusion of highly dynamic BPO operations in the Services sector along with industry volatility in the apparel and plantation segments within the Strategic Investments sector.

The Group's average years of service remained at 7 years in 2025/2026, unchanged from 2024/2025. While Strategic Investments Sector improved from 8 to 10 years.

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GOVERNANCE PERFORMANCE

In this section, information pertaining to the following GRI disclosures is provided: GRI 205-3, 206-1, 406-1, 411-1, 415-1, 416-2, 417-2, 417-3, 418-1, 13.24.1

	2025/2026					2024/2025
	Total	Tourism	Maritime & Freight Logistics	Strategic Investments	Services	Total
No. of Companies	115	39	31	31	14	121
Sri Lanka	89	26	23	28	12	95
Overseas	24	12	8	3	1	26
Offshore	2	1	None	None	1	2
No. of Subsidiaries	87	35	21	20	11	92
No. of Joint Venture / Associates	28	4	10	11	3	29
% of shares held by Twenty Largest Shareholders	91.0%	-	-	-	-	91.0%
Anti-corruption, anti-competitive behaviour and non-compliance with laws and regulations						
Total number and nature of confirmed incidents of corruption and action taken	None	None	None	None	None	None
Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	None	None	None	None	None	None
Total number of incidents of discrimination and corrective action taken	None	None	None	None	None	None
Incidents of violations involving rights of indigenous peoples	None	None	None	None	None	None
Incidents of non-compliance concerning the health and safety impacts of products and services	None	None	None	None	None	None
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling	None	None	None	None	None	None
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications	None	None	None	None	None	None
Total number of substantiated complaints received concerning breaches of customer privacy	None	None	None	None	None	None
Non-compliance with laws and regulations or reported incidents of financial and in-kind political contributions	None	None	None	None	None	None
Total number of grievances filed through formal grievance mechanisms	11	7	-	3	1	1

As at 31st March 2026, the number of companies within the Aitken Spence Group decreased by seven compared to 31st March 2025, while one new entity was incorporated during the year. This reduction primarily reflects the strategic liquidation of seven companies across all four sectors of the Group, undertaken in line with its ongoing portfolio rationalisation efforts. Such measures are intended to streamline operations, enhance management focus and improve overall efficiency. Notwithstanding the overall decrease, the Strategic Investments Sector recorded an increase of one company following the incorporation of Aitken Spence Plantations (Fiji) Pte Limited.

As signatories to the UN Global Compact (UNGC), and heading with Working Group on Business & Human Rights for UNGC Sri Lanka, Aitken Spence is aligned with the "Respect and Remedy" pillars of the United Nations Guiding Principles on Business and Human Rights. Aitken Spence is committed to ensuring that all employees are aware of their rights and have equal access to remedial mechanisms in case of any violations of rights. Our Human Resource partners serve as the focal points in this process and ensure that our employees can access our grievance handling procedures, which are designed to ensure fairness and confidentiality. Additionally, our open-door policy permits employees to escalate issues directly to the Managing Directors, ensuring resolution and access to remedy where needed.