

EDGES OF SRI LANKA



Deloitte.



Signals from the Edge

All meaningful transformation begins at the edges.

At the periphery of what is dominant today - outside established industries, familiar narratives, and conventional growth paths - new ideas take shape. Some fade. Others gather momentum and, over time, begin to reshape the core. The purpose of the Edges series is to identify and explore those early signals of change.

This inaugural edition of Edges of Sri Lanka arrives at a pivotal moment in the country's evolution.

Sri Lanka is emerging from a period of economic disruption with renewed focus and intent. As global investors and business leaders reassess supply chains, talent strategies, sustainability imperatives, and digital capabilities, Sri Lanka is increasingly being viewed not only as a place of recovery, but as a platform for reinvention. Small in size but global in footprint, the country has long competed beyond its scale - from world-class agricultural exports and apparel manufacturing to software engineering and digital services.

The next chapter will be defined by how Sri Lanka moves up the value chain - combining its natural assets, human capital, and entrepreneurial ambition with new technologies, business models, and partnerships.

Produced in collaboration between Deloitte, the Sri Lanka Export Development Board, the Board of Investment of Sri Lanka, and the Ceylon Chamber of Commerce, this publication highlights a curated set of enterprises operating at the edges of Sri Lanka's economy today. These are organisations experimenting with new ways to create value: unlocking community potential, accelerating nature-driven prosperity, innovating from technological frontiers, and championing Brand Sri Lanka on the global stage.

What unites these case studies is not scale alone, but direction.

They point to emerging capabilities, ecosystems, and mindsets that signal where future competitiveness may come from. Together, they offer investors and business leaders a grounded view of where momentum is building - and where collaboration and capital can play a catalytic role.

This series is not intended to be comprehensive or definitive. Rather, it is an invitation: to look beyond the familiar, to explore the edges, and to engage with the ideas,

Duleesha Kulasooriya

Managing Director,
Deloitte Center for Edge,
Innovation Leader, Deloitte Asia Pacific

Understanding Sri Lanka

Population

21.8 mn

Total Area

65,610 sq. km

Literacy Rate

~93% (2024)

GDP Per Capita

US \$4,516

(Current Market Price, 2024)

Real GDP

US \$99 bn (2024)

Human Development Index Rank

89 (2023)

Total Exports

US \$15.8 bn (as at Nov 2025)

Strategic Location

Access to a market of ~2 bn people in South Asia and located at crossroads of major maritime trade routes



Table of Contents

Forewords

Export Development Board

Board of Investment of Sri Lanka

Deloitte

Chamber of Commerce

About the Edges

Exploring the Edges of Sri Lanka





The Edges of Sri Lanka initiative arrives at a pivotal moment in our nation's growth journey. At a time when Sri Lanka seeks to redefine its position on the global stage, this publication celebrates the remarkable individuals and enterprises who stand at the forefront of innovation, creativity, and resilience - the true "edges" shaping our nation's future.

The case studies featured here highlight Sri Lanka's emerging potential and the diversity of its economic landscape - from visionary entrepreneurs to pioneering industries that have transformed challenges into opportunities. Their stories reflect the strength of our human capital and inspire confidence in our ability to compete and thrive globally.

As the country's premier organization for the development and promotion of exports, the Sri Lanka Export Development Board (EDB) works to position Sri Lanka prominently on the world map as a leading Export Hub. This initiative aligns with our mission to strengthen global competitiveness and advance sustainable growth. Our collaboration with Deloitte Sri Lanka, the Board of Investment, and the Ceylon Chamber of Commerce underscores the power of partnership in amplifying Sri Lanka's voice internationally and promoting sectors that embody innovation and global relevance.

The EDB continues to drive this vision through policies and initiatives that empower exporters, encourage diversification, and enhance competitiveness. By promoting exports, facilitating market access, encouraging value addition, and fostering international partnerships, we strive to position Sri Lanka as a hub for sustainable growth and global trade.

We believe this publication will serve as both a celebration and a catalyst - inspiring new possibilities, partnerships, and pathways that will define the next chapter of Sri Lanka's success. Let us continue to showcase to the world that Sri Lanka's strength lies not only in its products, but in the people and ideas that move our nation ahead.

Mangala Wijesinghe

Chairman / Chief Executive Officer
Sri Lanka Export Development Board



In an increasingly connected global landscape, the most successful nations are those that embrace innovation, collaboration, and resilience to achieve their fullest potential. At this pivotal moment, as Sri Lanka stands poised with opportunity, determination, and forward momentum, the Board of Investment takes pride in this enabling effort to showcase the nation's unique investment strengths and position it as a trusted, forward-looking destination for global investors.

Through this publication, we proudly highlight the remarkable “Edges”, whose vision and expertise embody the very best of our industries. Their accomplishments go beyond business success; they demonstrate the creativity, ingenuity, and determination that fuel our country's progress. From advanced manufacturing and sustainable energy to digital transformation and high-value services, these industry champions exemplify the transformative spirit driving our economy forward.

This publication is made possible through the invaluable partnership and engagement of Deloitte, whose expertise and commitment have been instrumental to its success. Their collaboration has greatly enriched this initiative, helping us bring to light the stories and insights that reflect our nation's dynamic investment landscape.

We extend our heartfelt appreciation to the visionary leaders and enterprises featured within, and to all our partners who continue to believe in our collective journey. Together, we are advancing a stronger, more connected, and globally competitive future for our nation.

Renuka M Weerakone
Director General
Board of Investment of Sri Lanka



Sri Lanka stands at a pivotal moment in its economic and societal evolution. As the world moves through rapid shifts in technology, sustainability, and talent, our nation's unique blend of creativity and entrepreneurial ambition is beginning to shape new possibilities.

Edges of Sri Lanka seeks to capture and celebrate those frontier ideas, ventures, thinkers, and communities that are redefining what Sri Lanka can offer the region and the world. This initiative builds on Deloitte's global Center for the Edge ethos: looking beyond the mainstream to understand the emerging forces that challenge convention and inspire innovation. In Sri Lanka, these edges are found in unexpected places, from purpose-driven founders to globally competitive creative industries, from the reinvention of traditional crafts to technology-led models.

What unites these stories is a spirit of possibility. Despite just recovering from a period of economic difficulty, Sri Lankans continue to push forward with courage and ingenuity. Their work signals not just recovery, but reinvention, unlocking new markets, capabilities, and narratives for the country.

As Deloitte, we are proud to shine a light on these pioneers and to support the ecosystems that enable them to grow. Our hope is that this publication becomes a platform for dialogue, collaboration, and investment, encouraging others to explore the edges, and imagine a future that is both boldly innovative and uniquely Sri Lankan. I commend the teams and contributors who made this inaugural edition possible and look forward to the conversations it sparks.

Channa Manoharan

Country Managing Partner,
Deloitte Sri Lanka & Maldives

Sri Lanka is entering a phase where fresh ideas, resilience, and innovation will play a central role in shaping the country's next chapter of growth. Edges of Sri Lanka is a timely initiative that brings these qualities to light by highlighting a diverse group of enterprises who are demonstrating leadership in their respective fields. Their efforts reflect the country's evolving strengths across industry, technology, creativity, and social impact, and offer a grounded view of the opportunities emerging across the nation.

In a rapidly changing global landscape, Sri Lanka's competitiveness depends on our ability to collaborate, adapt, and project our unique value proposition with clarity and confidence. These stories remind us that progress is built through collective effort where businesses, policymakers, entrepreneurs, and communities work together to position Sri Lanka more effectively on the world stage.

The Ceylon Chamber of Commerce is pleased to be associated with this initiative, which complements our broader vision of creating an enabling environment for trade, investment, and private-sector-led growth. By supporting platforms that showcase practical examples of competitiveness and innovation, we aim to contribute to a more informed and forward-looking narrative about Sri Lanka.

The case-study cards produced through this first iteration of Edges of Sri Lanka will offer useful insights into how different sectors are responding to challenges, pursuing new opportunities, and engaging with global markets. As an inaugural effort, they set the foundation for what we hope will become a continued exploration of Sri Lanka's evolving strengths. They also serve as a reminder that the country's potential is multifaceted and constantly emerging in new forms.

We extend our appreciation to those featured in this initial edition and trust that these stories will inspire further collaboration, new thinking, and fresh perspectives on Sri Lanka's future trajectory.

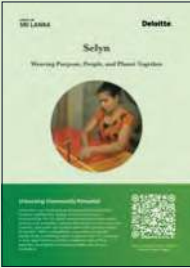
Buwanekabahu Perera
Secretary General and CEO
The Ceylon Chamber of Commerce

This initiative highlights four key themes, under which each Edge has been categorized. These colour-coded themes showcase both the impact delivered by each Edge and the broader potential the country has to offer across these areas.

UNLOCKING COMMUNITY POTENTIAL



English Tea Shop
Sri Lanka

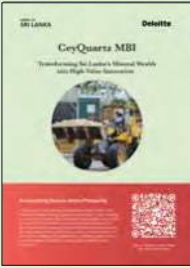


Selyn
Sri Lanka

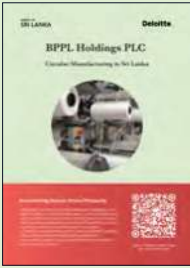
ACCELERATING NATURE-DRIVEN PROSPERITY



AGC Innovate
Sri Lanka



CeyQuartz MBI
Sri Lanka



BPPL Holdings
Sri Lanka



Oceanpick
Sri Lanka

INNOVATING FROM THE TECHNOLOGICAL EDGES



Twinery
Sri Lanka



CodeGen
Sri Lanka



WSO2
Sri Lanka

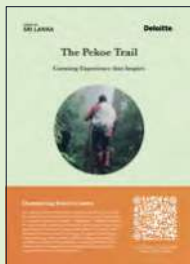


SimCentric
Sri Lanka



LSEG Sri Lanka
Sri Lanka

CHAMPIONING BRAND SRI LANKA



The Pekoe Trail
Sri Lanka



Dilmah
Sri Lanka

Arjuna Herath
Bhagya Wijerathna
Buwanekabahu Perera
Channa Manoharan
Dilhara Rupasinghe
Duleesha Kulasooriya
Haridhu Abeygooneratne
Hasanka Dasun
Indumini Kodikara
Kumudinie Mudalige
Madurika Manikpura
Mangala Wijesinghe
Manoja Dissanayake
Michael Karounten Sagna
Nishan Mendis
Priyanka Samaraweera
Raed Ahmed
Ranjith Dharmasiri
Rashmi de Silva
Rehan Fiyaz
Renuka M. Weerakoon
Ruvini Fernando
Samalka Athuraliya
Sanjaya Ariyawansa
Shalindri Salgado
Sharada Weerawardana
Shayala Jayawardena
Shiran Fernando
Talib Mansoor
Thanuja Bandara

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English Tea Shop

Brewing Growth in Sri Lanka's Tea Sector



Unlocking Community Potential

Sri Lankan tea is prized for its taste and quality. The country has grown to become one of the largest tea exporter in the world in value terms. Despite Sri Lanka's success, growers are facing challenges with high fertiliser costs, rising labour expenses, and a high cost of replanting. Innovative brands are now exploring new strategies to overcome these challenges and secure the future of the world-renowned Ceylon tea.



Scan to discover more about
this and other Edges

ENGLISH TEA SHOP

Founded in 2010, English Tea Shop (ETS) is an organic tea brand built with the desire to bridge the social gap between farmers and tea companies. Guided by its Prajāva (community) philosophy, today, the the B Corp-certified company supports over 3,700 hectares of certified organic land, reflecting not just growth in scale, but in shared prosperity.

ETS achieves this impact by fostering direct relationships with small-scale organic farmers. The brand operates on a unique model of employee ownership, with 30% of the company owned by 77% of its employees. Environmental stewardship is another core focus, with all products certified carbon-neutral and packaged using recyclable or compostable materials, ensuring sustainability throughout the supply chain. These business models serve as mechanisms to empower the 1,500 farmers ETS works with, allowing the brand to offer training, long-term contracts, assistance with essential farming equipment and certifications, and premium prices to the farmers they work with.

Such initiatives have empowered communities and promoted gender equality, with women representing 46% of its workforce. By embracing organic farming, English Tea Shop's cultivation practices help capture carbon in the soil and reduce greenhouse gas emissions, while avoiding synthetic fertilizers further supports soil health and environmental protection. The company has expanded Sri Lanka's presence in the global organic tea market, exporting a substantial portion of the country's organic tea to over 55 countries.

ETS represents a compelling opportunity in Sri Lanka's emerging sustainable agriculture sector. Its combination of farmer partnerships, employee ownership, and environmental stewardship demonstrates a scalable, resilient business model aligned with global trends in responsible consumption and inclusive economic growth. ETS aims to invest in securing further certifications and expand to premium markets in North America, the EU, and East Asia, thereby positioning the business for sustainable, long-term growth.

Key Stats



US \$40/kg

export earnings for organic tea



**30% ownership by
77% of employees**

reflecting meaningful participation through shared ownership



**2025 King & Queen's Award
for Enterprise in Sustainable
Development**

recognising the Prajāva model for linking sustainability with measurable business impact

Selyn

Weaving Purpose, People, and Planet Together



Unlocking Community Potential

Consumers are moving toward purpose-led brands that combine authenticity, equity, and environmental responsibility. Yet Sri Lanka's women-led enterprises often face structural barriers, namely limited access to finance and markets, and under-recognition within the country's export ecosystem. With sustainability, traceability and gender equity rising as defining values in global trade, Sri Lanka has a clear opportunity to position medium-scale, ethical exporters as engines of inclusive growth and circular innovation.



Scan to discover more about
this and other Edges

SELYN

Founded in 1991, Selyn began as a small handloom workshop in Kurunegala with a belief that craft could empower women and sustain communities. Today, it has grown into a Group of Impact Companies, spanning Fair Trade handlooms, lifestyle products, toy manufacturing, and femtech innovation. The group is united under two key purposes: empowering women and protecting the planet. With vertically integrated and fully traceable operations from dyeing to packaging, and a robust internal traceability system built on blockchain, Selyn bridges traditional craftsmanship with modern design and sustainability standards.

Sustaining over 1,000 women artisans across Sri Lanka with Fair Trade wages, flexible work, and childcare, Selyn amplifies its social impact through the Selyn Foundation's continuous training programs in financial literacy, health, and entrepreneurship. From this emerged FemmeCare — a women-led femtech venture scaling sustainable menstrual care across South Asia and East Africa. Recognised globally, Selyn exports to 20+ destinations and partners with ethical retailers, global toy brands, and humanitarian supply chains.

Selyn, Sri Lanka's only Fair-Trade-guaranteed handloom enterprise, represents a high-potential impact investment and strategic partnership opportunity. Given its diversified verticals across fashion, toys, and homeware, and growing global demand grows for transparent supply chains, Selyn's governance makes it a strong partner for impact funds, DFIs, sustainability alliances, and premium retail investors. Key growth priorities include scaling Selyn Play as an ethical toy producer, expanding FemmeCare regionally, and positioning handloom collections in luxury and hospitality markets.

Key Stats



85%

women led workforce



100% Fair Trade

and Supplier Ethical Data Exchange/
Business Social Compliance Initiative
(SEDEX/BSCI)-compliant supply chain



20+ global export

destinations across Europe, Asia, and
North America

AGC Innovate

Turning Waste into Roads



Accelerating Nature-driven Prosperity

The business model of AGC Innovate is propelled by rapid urbanization, digital transformation and energy transition. Deloitte research forecasts that the global construction market will grow 41% from 2024 levels to reach US \$16.11 trillion by 2030. However, the industry is being constrained by the high cost of construction materials, inconsistent supplies, and sustainability concerns.



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this and other Edges

AGC INNOVATE

How can Sri Lanka strengthen its road network sustainably? Founded in 2018, AGC Innovate aims to do so by converting non-recyclable plastic waste into a high-performance road surfacing material, known as plastic modified asphalt concrete (PMAC). By integrating non-recyclable plastic which otherwise would have gone to landfill, AGC addresses both the need for sustainable construction materials for Sri Lanka's road network, and the plastic waste crisis.

Since its inception, AGC Innovate has executed more than 35 PMAC projects across Sri Lanka. The company has also entered into a Memorandum of Understanding (MoU) with Cargills to complete 25 carpark projects using PMAC technology. Notable developments include Cinnamon Life, which diverted 790kg of plastic from landfill, Crescat Boulevard, the Royal Colombo Golf Club, and around 10 Cargills carpark projects. Across these projects, AGC Innovate has diverted more than 25 metric tonnes of non-recyclable plastic while reducing the carbon footprint of construction materials by approximately 31 tonnes. Performance testing also has shown that PMAC offers higher strength, improved water resistance, and reduced pothole formation relative to conventional asphalt, resulting in longer-lasting infrastructure and lower maintenance cycles.

In addition to PMAC, AGC Innovate is advancing two innovative products currently in the research and development stage. These include an Areca Leaf Cup, which secured a LKR 2.5 million grant from the John Keells PlasticCycle initiative, and a Plastic Modified Brick, which received a LKR 1 million grant from ACTED. These initiatives further reflect AGC Innovate's commitment to developing sustainable, circular-economy-driven solutions across multiple material applications.

By developing advanced infrastructure materials, AGC Innovate occupies a rapidly expanding niche at the intersection of environmental technology, circular economy innovation, and construction material science. This makes the firm increasingly attractive from an investment perspective, as the firm aims to scale through replication in South Asian, Southeast Asian, and African markets via overseas technology licensing, while also targeting the delivery of its first international plastic road project within the year.

Key Stats



9 tonnes of PMAC – non-recyclable plastic waste diverted from landfill by AGC's PMAC to date



By reducing fossil fuel bitumen, PMAC cuts emissions by approximately 4 kg CO₂-equivalent per ton



Registered for 5 Patents and Affiliated with Road Development Authority and Central Environmental Authority

CeyQuartz MBI

**Transforming Sri Lanka's Mineral Wealth
into High-Value Innovation**



Accelerating Nature-driven Prosperity

Sri Lanka sits on a geological advantage: over 90% of the island is covered by high-grade metamorphic rock, creating access to high-purity Silica deposits. Historically much of this resource left the country as raw or semi-processed ore, limiting domestic value capture. With global demand rising for high-purity silica in electronics, solar, and ceramics, the sector is increasingly recognized as a strategic pillar for Sri Lanka's advanced materials and export diversification ambitions.



Scan to discover more about
this and other Edges

CEYQUARTZ MBI

Founded in 1996 through a technical collaboration between Sri Lanka's Aristons (Pvt) Ltd and Japan's Morimura Bros. Inc., CeyQuartz has evolved into one of Sri Lanka's most advanced vertically integrated mineral-processing enterprises. From its own quartz deposits, the company extracts and refines high-purity silica into precisely engineered quartz sand (grit) and silica flour (powder), used as raw material for Engineered Quartz Surfaces and production of Fused Spherical Silica used in epoxy moulding compounds (EMC), respectively. Every step, from mining and processing to export, is handled internally, ensuring control over quality, consistency, and traceability.

CeyQuartz has evolved into a strategic supplier within the global advanced materials ecosystem, serving cutting edge sectors including electronics, epoxy moulding compounds, and even advanced engineering such as polysilicon, solar feedstocks, and engineering stone. The company has exported over 500,000 metric tons and maintains a presence in more than 20 countries while steadily moving up the value chain. Describing its operations as "ethical mines," CeyQuartz upholds strong commitments to worker safety, fair wages, and mitigating environmental impact.

CeyQuartz presents an investment case anchored in Sri Lanka's quartz endowment, transforming a once commodity-based operation into a model of value-added production.

The company is actively prioritising opportunities that include scaling capacity for custom blends, upgrading processes to meet higher-purity specifications for advanced applications, and developing downstream product lines aimed at semiconductor or solar-grade markets.

Key Stats



500,000

metric tonnes
of quartz products
exported by CeyQuartz
to 20+ countries



2.7 mn tonnes

of mineable Quartz (estimated) in
Sri Lanka



Over 90%

of the island is covered by
high-grade metamorphic rock,
creating access to high-purity
Silica deposits

BPPL Holdings PLC

Circular Manufacturing in Sri Lanka



Accelerating Nature-driven Prosperity

Every year, Sri Lanka faces the challenge of managing over 249,000 metric tonnes of plastic waste, much of which ends up in landfills and coastal zones. As the global community shifts toward sustainable production, the need for circular economy solutions has never been more urgent. Sri Lanka's manufacturing sector holds significant potential to lead this transformation by turning waste into value-added products that generate both environmental and economic returns.



Scan to discover more about
this and other Edges

BPPL HOLDINGS PLC

Founded in 1984 as a brush manufacturer, BPPL Holdings PLC stands as a leader of the circular manufacturing movement. Under its flagship subsidiary Eco Spindles, the company scales plastic recycling by unlocking the power of the market, converting discarded PET bottles into high-value yarn and monofilaments (thread) for brushware exported globally. The company stands out for its integrated approach to responsible production, sourcing materials from certified sustainable plantations and recycled plastic. The company has installed 2MW of renewable energy capacity to power its recycling operations, recovers ten tonnes of plastic bottles each day before they reach landfills or oceans, and treats over 12,000 litres of wastewater daily to prevent damaging the eco-system from its manufacturing filaments.

To date, BPPL has recycled more than 748 million plastic bottles, providing over 900 full-time jobs and creating income opportunities for more than 600 waste collectors across the country. This impact is facilitated by commercial viability - the company maintains a robust export presence in markets such as the US, UK, Canada, Oceania, and the Middle East. It also fosters strategic collaborations with partners including Coca-Cola, Unilever, Fonterra, and other leading manufacturers to promote nationwide plastic collection and recycling initiatives.

BPPL Holdings Group represents a compelling investment opportunity in Sri Lanka's emerging circular economy. Its proven ability to convert waste into high-value exports, coupled with scalable recycling infrastructure and measurable social impact, positions the company as a key enabler of sustainable industrial growth.

Key Stats



3.5 mn kgs

of PET bottles processed
in FY25



36 mn

litres of water usage improvements
made across brush manufacturing
and plastic recycling in FY25



**6 Key
Certifications**

achieved including the Global
Recycled Standard, Confidence
in Textiles, and ISO 14001

Oceanpick

Aquaculture in Sri Lanka



Accelerating Nature-driven Prosperity

Wild fisheries are being depleted, and yet 90% of Sri Lanka's seafood remains wild-caught. The country's aquaculture industry could be key to helping coastal communities sustain climate-resilient livelihoods.

Today in Sri Lanka, aquaculture is currently concentrated in brackish-water locations, with farms typically focusing on the production of shrimp. For the industry to capture the full range of value and support food security, it must expand to a broader range of species, including both other forms of fish farmed in brackish water such as seabass, grouper, mussels, and oysters, but also through oceanic fish farming.



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OCEANPICK

Oceanpick, founded in 2012, stands as South Asia's premier oceanic barramundi farm and Sri Lanka's first commercial-scale offshore finfish operation. In partnership with Scotland's Kames Fish Farming Ltd., Oceanpick has introduced world-class aquaculture technology to Sri Lanka's coastal waters. Its flagship product, Barramundi, has already made waves globally, with over five million units sold. The company currently operates 32 offshore cages and plans to add 10 more, while expanding into Trincomalee and other strategic locations. Beyond barramundi, Oceanpick is building capacity to farm additional species, positioning itself as a leader in sustainable seafood.

The impact of Oceanpick's operations extends far beyond production. By offering a viable alternative to wild-caught fishing, the company helps protect coral reefs and restore marine biodiversity. Its initiatives have created over 150 jobs, revitalized rural coastal economies, and spurred ancillary business growth. As Oceanpick scales up, it is preparing to enter major global markets, including the USA, Europe, and India, cementing Sri Lanka's role in the sustainable seafood trade.

Oceanpick's commitment to excellence is a reflection in its certifications. It is the only farm in the Indian subcontinent - and one of just two globally - to hold the Aquaculture Stewardship Council (ASC) Tropical Marine Finfish Certification. The company also boasts Best Aquaculture Practices (BAP) 4-Star Certification, SMETA 4-Pillar Certification for ethical trade and labor standards, and ASC Chain of Custody Certification ensuring traceability across its supply chain.

Recognition of Oceanpick's sustainability leadership has come through prestigious awards. In 2025, it earned the Presidential Environment Award (Bronze) under the Animal Farm Category for its environmental stewardship and community engagement. Additionally, Oceanpick was among the Top 4 Global Finalist for the UNIDO ONE World Sustainability Award, underscoring its role as a pioneer in responsible aquaculture.

For investors, Oceanpick represents a rare opportunity to participate in Sri Lanka's emerging blue economy. Backing Oceanpick's next phase of sustainable yet exponential growth could be transformative - not only for the company but for the future of seafood production in South Asia.

Key Stats



5 mn+ products exported globally, reflecting strong market demand and operational scale



Sri Lanka's first commercial scale offshore oceanic finfish farm, pioneering sustainable aquaculture



Scotland – Kames Fishing: Strategic partnerships integrating world-class aquaculture technology into Sri Lanka's coastal waters

Twinery

Creating New Value in Sri Lanka's Age Old Apparel Industry



Innovating from the Technological Edges

Sri Lanka's apparel industry has long been recognised as a regional leader in manufacturing for its ethical practices and quality output. The industry has grown steadily over the years, and now accounts for 42% of the country's national export revenue. With continued innovation and investment in advanced manufacturing, this sector is well-placed for further growth, strengthening its position as a key contributor to the national economy.



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TWINERY

How can a legacy business continue to capture new markets, make technological breakthroughs, and forge diverse partnerships? Industry giant MAS Holdings sought to answer this question and move beyond its role as an OEM to lead innovation for their clients. Founded in 2006, Twinery is MAS's answer, focusing on developing functional and consumer-centric apparel solutions, and incubating new business verticals for MAS. Twinery works with innovation partners leading the apparel-tech space, including universities such as MIT and Loughborough, technology providers such as SHIMA SEIKI, and sustainable material innovators including Ambercycle and HeiQ.

Through this dedicated innovation powerhouse, Twinery has built first to world tech solutions that have allowed MAS to be recognized by their customers as one of their most innovative partners. For example, when its consumer-research team identified menstruation discomfort as an unmet need in women's apparel, Twinery began developing new fabric technologies. By the time major global brands recognised the opportunity, Twinery had already built the science, capabilities, and partnerships needed to scale. Other innovations include GamerTech, a performance apparel solution engineered to improve gamer performance, and PERCVD, an onshoreable solution that extends garment lifespan through a nano-level plasma coating technology.

With over 100 granted patents, Twinery is at the forefront of shaping the future of textiles and consumer apparel, while providing new business opportunities for MAS. Twinery has built first to world, and cutting-edge tech solutions for MAS' customers and have incubated startups that have been acquired by leading global brands. Further capital infusion could accelerate R&D, expand scalable production of its health-tech and apparel innovations, and support entry into new international markets.

Key Stats



100+ granted patents across the world including USA, UK, Europe, China, Australia, Canada, Japan



In 2022, was named 18th Best Workplace for Innovators in the World by Fast Company



Diversified Talent:
66% Science Background,
34% Non-Science Background
33% Apparel Background,
67% Non-Apparel Background

CodeGen

ENGINEERING THE FUTURE FROM SRI LANKA



Innovating from the Technological Edges

Sri Lanka aims to achieve carbon neutrality by 2050, with the ambitious target of sourcing 70% of its electricity from renewables by 2030. Investment in domestic innovations, particularly in green technologies, will be critical in achieving these mitigation targets while also positioning Sri Lanka as a net exporter of these technologies.



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CODEGEN

Founded in Sri Lanka, CodeGen is a technology company built on a philosophy of radical, zero-to-one innovation. Best known for its TravelBox™ suite, an integrated platform used by travel agencies and tour operators to manage bookings, inventory, and customer engagement, the company has evolved into one of Sri Lanka's most ambitious deep-tech innovators.

CodeGen's radical innovation approach is sustained with strong resource commitments, with the company investing 60-70% of annual profits into research and development. Leveraging Sri Lanka's relatively low research costs, the company has developed new verticals in sustainability-tech. ChargeNET, CodeGen's first foray into green technologies, emerged as the company began developing a proprietary electric vehicle charging solution to expand access outside of the Sri Lankan capital. The company's natively-developed charging solution is now among the world's most powerful.

From there, CodeGen expanded vertically into solar energy and hydrogen fuel cell research, building the enabling layers required for a clean-energy future. The development of a supercar has served as a platform for cultivating local engineering capabilities previously unavailable in the country, ultimately paving the way for the firm to build electric three-wheelers designed to be among the safest and most advanced in the market.

CodeGen represents a rare combination of commercial scale, technological depth, and sustainability-driven purpose. It is a fully product-based enterprise with global clients and a diversified innovation engine spanning travel technology, clean energy, mobility, materials science, and synthetic intelligence. In a rapidly evolving digital and green economy, CodeGen offers resilience anchored in a proven model of high-impact, locally rooted innovation.

Key Stats



Total Units Sold:
100+ Electric Three
Wheelers



Fossil Fuel Conserved:
100,000 litres (Direct
reduction in imported fuel
dependency)



Emissions avoided:
230 Tonnes (Tangible
contribution to cleaner air
and climate action)

WSO2

Enterprise Digital Infrastructure in Sri Lanka



Innovating from the Technological Edges

Across the world, businesses are reengineering themselves through digital infrastructure built on APIs, cloud integration, and identity security. As global systems interconnect, the need for adaptable, open-source technologies has never been greater. Sri Lanka has quietly emerged as a developer hub serving this transformation, providing engineering talent that powers global fintech, government, and enterprise platforms.



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WSO2

Founded in 2005, WSO2 began as an open-source middleware project and has grown into a global enterprise technology provider serving over 700 direct customers and 5,000 OEM customers across 90 countries.

Its platform enables organisations to design, integrate, and secure digital experiences. For example, its WSO2 API Manager serves as an open-source platform that lets companies design, publish, secure, and monitor APIs throughout their entire lifecycle, whereas the WSO2 Identity Server, an Identity and Access Management (IAM) solution handles user authentication, single sign-on (SSO), and security across applications. Other applications like Choreo, a cloud based internal developer platform that helps developers build, deploy, and manage applications easily, contribute to WSO2's integrated middleware development pipeline, differentiating WSO2 from competitors by serving as a one-stop-shop for seamless digital infrastructure development.

As a result of the firm's broad suite of solutions and implementation capabilities WSO2's technologies underpin complex systems worldwide, including the Reserve Bank of India's digital infrastructure, Dubai's national pass system, and identity management for major hospitality brands. Its hybrid model, blending open-source innovation with software-as-a-service and consultancy, has created a resilient, globally scalable enterprise.

Backed by EQT following its 2024 acquisition and strengthened through the 2025 purchase of Moesif for API analytics, WSO2 continues to expand its product ecosystem and market reach. The company stands as a flagship example of Sri Lanka's capacity to export complex, high-value digital infrastructure, anchoring the country within the global API economy.

Key Stats



Over
5,000
OEM Customers



Over
25,000
Open Source
Customers



Over
60 trillion
Transactions

SimCentric Technologies

Defence Training Technology



Innovating from the Technological Edges

Modern militaries and defence institutions are rapidly adopting simulation, AI, and virtual-reality tools to train personnel more safely, cost-effectively, and at scale. As threat environments grow more complex, the need for accredited, high-fidelity training solutions that reproduce realistic decision-making under stress is rising - and with it the demand for specialised vendors who can marry domain expertise with robust software engineering.



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SIMCENTRIC TECHNOLOGIES

Founded in 2007, SimCentric Technologies is a veteran-owned advanced software developer specialising in AI and machine-learning applications for military and defence training. The company delivers modular, commercial, off-the-shelf simulation and middleware designed to accelerate learning while prioritising safety. Its flagship products are based on a custom-support-led model, catalysing the adoption of its products through realistic budgeting and ongoing training support. Through this approach, SimCentric works closely with its clients to upgrade their capabilities, rather than buy one-off tools.

SimCentric's product portfolio targets core training gaps through virtual-reality based simulations, which can upskill military personnel in a controlled environment. Core solutions include SAF-TAC, a low-overhead virtual training environments based on Epic Games Unreal Engine, designed specifically for military simulation and training. SAF FIRES, a scalable Call-For-Fire and Close Air Support training modules supporting Virtual BattleSpace 4, Unreal Engine and other virtual environments, and SAF FORESIGHT, a JSP 403-Compliant 3D Range Safety Tool that generates ballistically accurate Range Danger templates for live field firing. SimCentric's simulations have been implemented across global militaries, and its customers include the US Department of Defence, UK Ministry of Defence, Sweden Armed Forces, Australian Defence Forces, Singapore Airforce and system integrator such as Boeing, Lockheed Martin, BAH. The company also supports university training programs and practical upskilling to grow tech talent among new workforce entrants.

SimCentric combines stable financial fundamentals and strong ratio analysis with proven operational delivery. Active engagement with policymakers is helping the firm navigate a changing tax and regulatory environment.

Key Stats



Built 5+ globally deployed simulation products



Served 10+ international defence organisations with software developed entirely in Sri Lanka



Operated with a 100% Sri Lankan engineering workforce, 80% of whom hold advanced STEM qualifications

LSEG Sri Lanka

Global Financial Technology Infrastructure



Innovating from the Technological Edges

Global financial markets are undergoing rapid transformation driven by digitisation, sustainability, and integration across borders. Capital flows are increasingly shaped by technology-enabled trading, data-driven decision-making, and the push toward transparent, resilient financial systems.

Within this evolving landscape, Sri Lanka has positioned itself as a strategic hub for high-value financial technology and services. The London Stock Exchange Group (LSEG) stands as a flagship example of this transformation.



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LSEG SRI LANKA

LSEG's offices in Sri Lanka is a product engineering hub of the Group's global operations, housing one of its largest engineering and shared service centres. The Malabe and Colombo-based operation delivers mission-critical technology and shared services that underpins LSEG's global trading, data, and post-trade infrastructure, connecting capital markets, investors, and institutions worldwide. Its operations integrate software engineering, data analytics, and operational excellence to ensure efficiency, scalability, and reliability across LSEG's international network.

Beyond being a product engineering hub, LSEG's presence in Sri Lanka represents a model for sustainable high-skill investment in South Asia. With a workforce exceeding 1,500 professionals, it combines global best practices with local talent development, contributing to both Sri Lanka's economic diversification and the country's emergence as a regional technology centre. The company's presence has catalysed the growth of the broader fintech ecosystem — creating high-value employment and reinforcing investor confidence in Sri Lanka's digital economy.

As global financial infrastructure becomes increasingly digital, LSEG continues to expand its capabilities in areas such as cloud computing, cybersecurity, and data science, advancing both the Group's global objectives and Sri Lanka's aspirations to integrate into the world's financial systems more deeply.

Key Stats



LSEG operates in
170+ countries.



Employing 26,000+ people
worldwide



Serving 44,000+ customers

The Pekoe Trail

Curating Experience that Inspire



Championing Brand Sri Lanka

The global experiential travel market is expected to double in value from US \$250 bn to US \$470 bn by 2032, according to research by industry leader, TripAdvisor. Global travellers are increasingly seeking immersive, sustainable experiences that connect them with nature and culture. Sri Lanka, with its diverse terrain and rich heritage, is ideally positioned to capture this growing market. Until recently, the country lacked a signature, long-distance trekking experience that could anchor its experiential tourism offering and drive consistent rural economic benefits.



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THE PEKOE TRAIL

In April 2024, The Pekoe Trail Organisation was established as a dedicated destination management company. The organisation was supported by Tourism Resilience Project, a joint initiative funded by the European Union and the United States Agency for International Development, aiming to create new, sustainable tourism products that diversify the country's offerings.

Bringing together seven regional tea plantation companies to create Sri Lanka's first long-distance hiking route, the country's flagship trail spans over 300 kilometres, weaving through tea estates, forest reserves, rural villages and historic landmarks. The trail, divided into 22 interconnected stages, invites travellers to experience the country's diverse landscapes and cultures as day treks or multi-day expeditions. The Pekoe Trail channels visitors into lesser-known rural regions, supports small enterprises and creates inclusive opportunities for local communities.

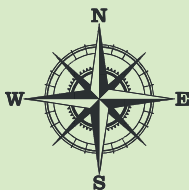
The organisation is founded on a public-private partnership, ensuring long-term stewardship of the trail by balancing conservation with commercial viability. This partnership operates on a sustainable business model that integrates sponsorship and branding opportunities, from trailhead signage to digital app features and promotional media, thus creating recurring revenue streams. This approach not only supports ongoing maintenance and community engagement, but also positions the Pekoe Trail as a scalable, investable model for sustainable tourism development in Sri Lanka.

With its proven international visibility, strong governance model, and diversified revenue streams, the Pekoe Trail represents a distinctive investment opportunity within Sri Lanka's tourism sector. Investment can accelerate its expansion, enhance visitor facilities, and position the country as a leading destination for sustainable experiential travel in Asia.

Key Stats



1st long distance hiking route in Sri Lanka which spans over 300Km



US \$470 bn by 2032: The global experiential travel market is on track to almost double in value



83 local communities supported through cultural exchange and income opportunities

Dilmah

Innovating While Preserving Heritage



Championing Brand Sri Lanka

Sri Lanka's tea industry is deeply woven into the country's economic and social fabric, sustaining livelihoods and shaping the global identity of Ceylon tea. Today, the industry faces mounting pressure as climate change and ageing plantations begin to redraw the limits of tea cultivation. Climate projections suggest that Sri Lanka could lose around 14% of its optimal tea-growing areas by 2050. The industry is increasingly embracing climate-resilient farming, improved land and water management, and greater value addition to safeguard long-term productivity and maintain Sri Lanka's place in the global tea market.



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DILMAH

Dilmah's first pack of producer-branded tea in 1985 represented a paradigm shift for Sri Lanka. The country's plantation industry, with its colonial roots, had been exporting value and opportunity alongside its bulk tea for over a century. Dilmah Founder, Merrill J. Fernando, was the first tea grower to offer Ceylon Tea of the finest quality, picked, perfected and packed at source, with profits accruing to Sri Lanka, for the benefit of the island's people.

As a family business, Dilmah maintains a focus on authenticity, quality and ethics in a highly commoditised global tea market. Dilmah's Centre for a Sustainable Future is just one example of this commitment, serving as a platform for innovation, climate action, sustainability, and nature-based solutions. Connecting Dilmah tea gardens, Dilmah Conservation and the MJF Charitable Foundation, the centre promotes climate resilience, traditional knowledge, modern technology, and support for sustainable entrepreneurship.

Genesis, a programme under the Centre, works to bring together entrepreneurs, researchers, policymakers, and investors to co-create scalable business models that support the UN Sustainable Development Goals. Genesis serves as a nexus for research, policy dialogue, and ethical investment, and underscores Dilmah's role as not only a global tea leader, but also a pioneer in the potential to shape regenerative enterprise for future generations.

Dilmah's commitment to sustainable community development has contributed to its industry leadership. Dilmah represents approximately 4% of Sri Lanka's total export value. In addition, Dilmah's average FOB value is more than two times the national average. With 644 employees and 890 supply chain partners, the Dilmah Ceylon Tea Company combines global scale with sustainable practice.

Key Stats



15%

of pre-tax profits dedicated to community uplifting and environmental conservation



100,000 lives

impacted by Dilmah's community initiatives for the less privileged



4%

of Sri Lanka's total exports represented by Dilmah alone