

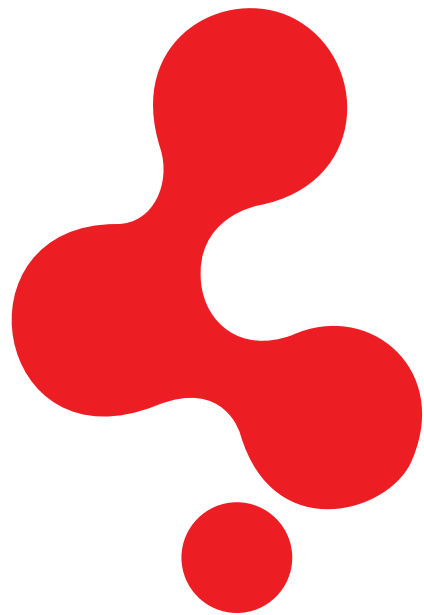


BUILT ON TRUST

THE SRI LANKAN APPAREL INDUSTRY PAYS TRIBUTE TO MARTIN TRUST

BUILT ON TRUST

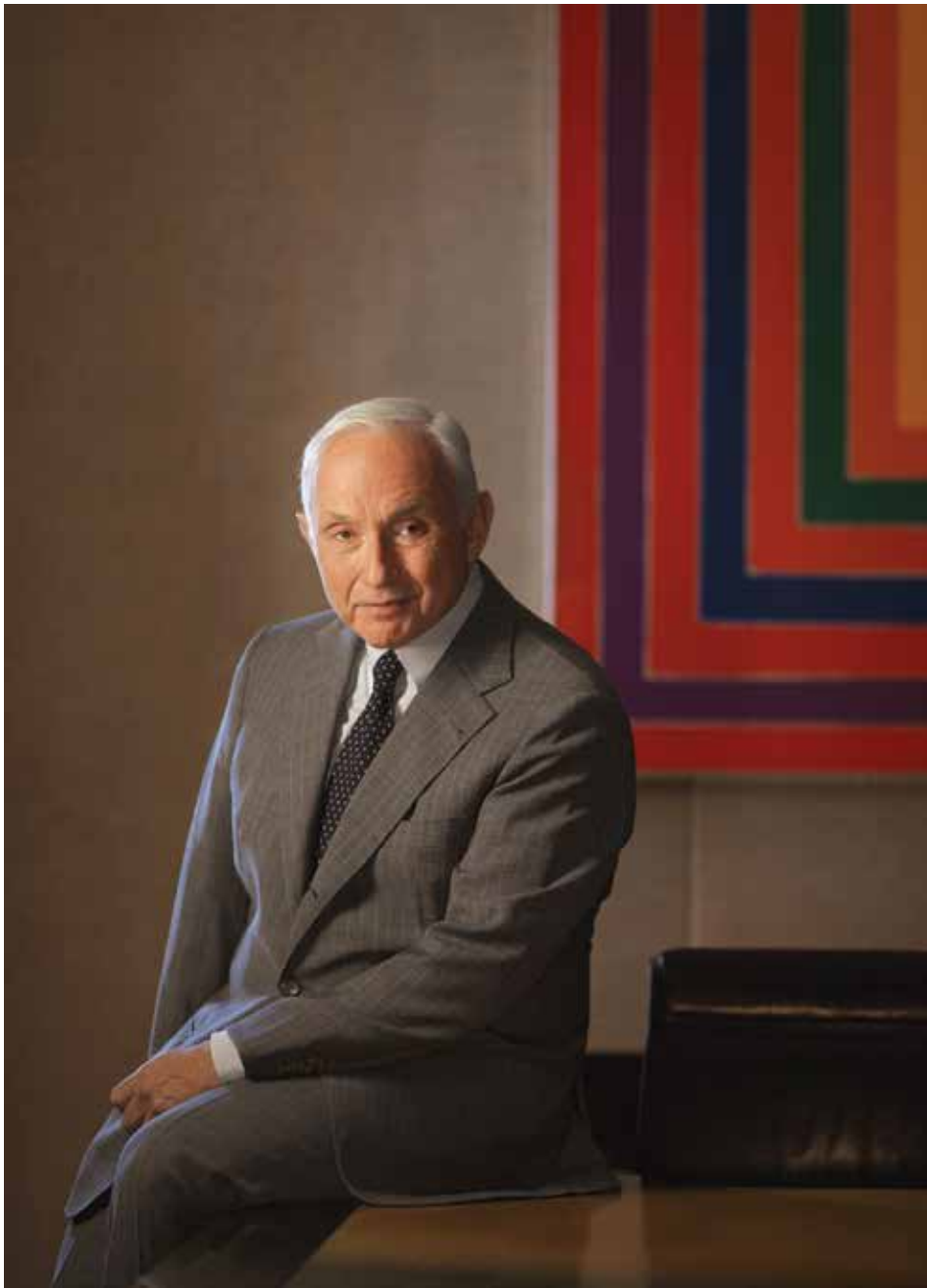
THE SRI LANKAN APPAREL INDUSTRY PAYS TRIBUTE TO MARTIN TRUST



brandix[®]
inspired solutions

This is the story of an industry and a man who helped transform it over four decades. Documented through photo archives and retold through personal anecdotes and candid interviews of people who were privileged to be a part of this epic journey.

Dedicated to Martin Trust

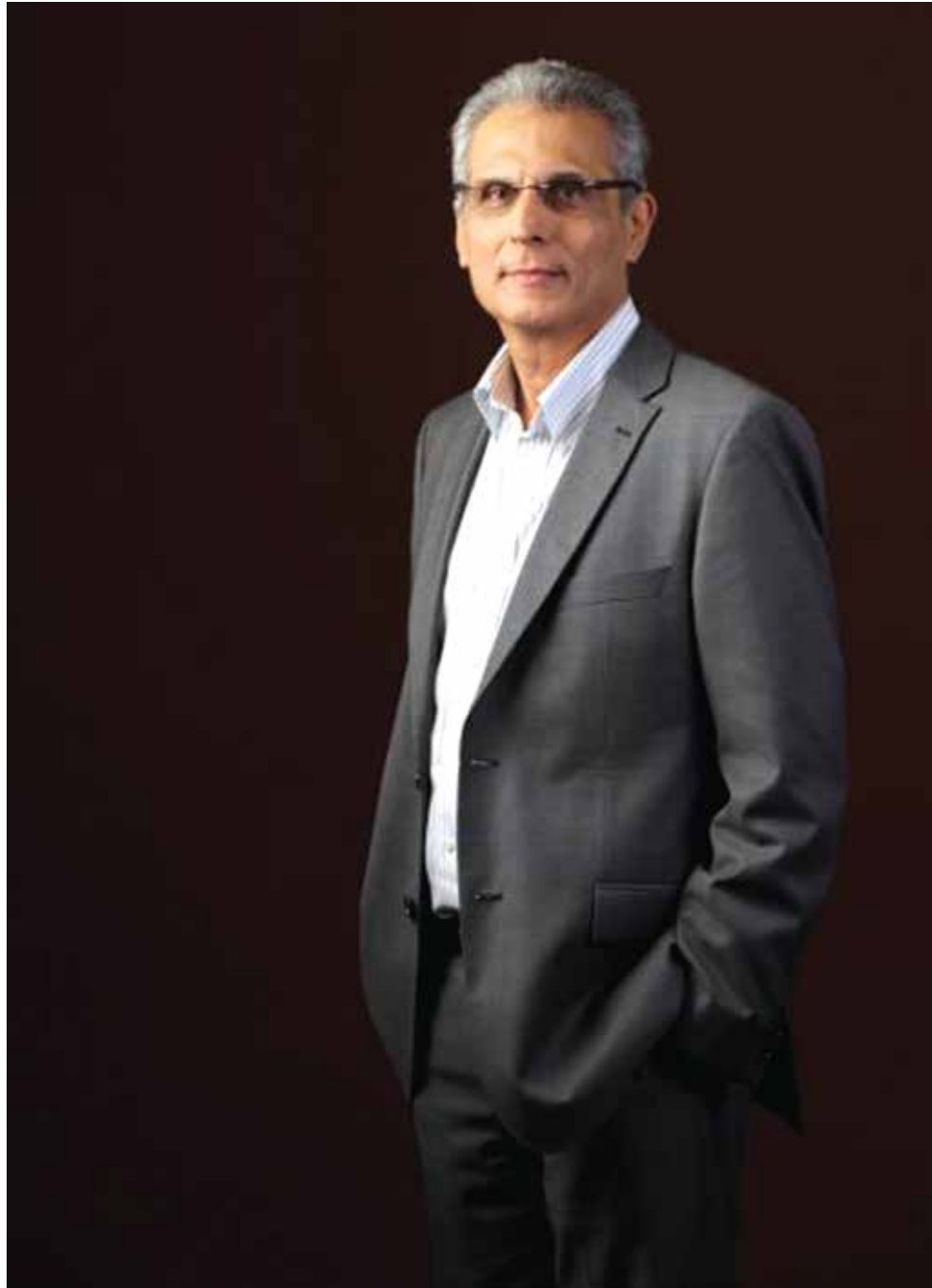


I am proud to say that Marty has been my indispensable business partner, trusted advisor and confidante, and close personal friend for more than 40 years. It was my good fortune to have met Marty early in my career, to have worked with him in the development of specialty retail businesses and global sourcing, and to eventually be able to combine his company, Mast Industries, with The Limited in 1978. Marty's leadership skills, innovative business practices, entrepreneurial acumen, and deep personal integrity were absolutely critical in our early and continuing success, and I have always relied on and appreciated his uniquely insightful judgment and counsel. Marty's role in the development of Sri Lanka's textile and apparel industry is well known, and we have benefitted greatly from it. Perhaps less well known is Marty's foresight in taking us to China in 1977, well before it opened up to the West. In an age where the rest of the world has only recently discovered the potential of Asia, it is well to remember that a visionary named Martin Trust not only saw that opportunity, but also played an important role in shaping an exciting future for us and the entire industry.

Marty is a pioneer – a leader and a close personal friend.

Leslie H. Wexner

Founder, Chairman & Chief Executive Officer – L Brands, Inc



When I met Marty, he was 47 years old and I was 26. I was a small supplier to MAST, and he was the President of MAST Industries Inc, and a Board Member of Limited Inc. He is Jewish and I am Moslem. Even in physique, we were opposites! In spite of us being so different in every way, we hit it off from the beginning.

Marty is always full of energy and drive. He has the guts to take bold decisions. He is very quick to grasp any situation. In all our numerous interactions with politicians, government officials, bankers and others, we did not ever have to prepare - we were in perfect synch.

Back in 1983, just after the worst riots in the history of our country, we were very depressed. Marty visited Sri Lanka and at our discussions told me that it is indeed very sad, what had taken place. But, he advised that as a business community, we should not give up. He was insistent that this was the time when it was important for us to march forward. This, coming from an American customer, was very encouraging and gave me immense strength. This was in contrast to most buyers who had pronounced the country as a dead end. MAST Industries' vote of confidence in the long term future of the country was one major factor in the growth of the apparel industry.

At the first meeting of our first joint venture, I was in a very satisfied state as I had managed to get a quota allocation of 25,000 dozens of clothing categories which were in high demand. I expected Marty to acknowledge my awesome feat. When I announced the allocation I had managed to win, Marty asked me when do I think we will get to an allocation of 100,000 dozen! I was shocked and did not say much. Just after the meeting, Jack Welch, the President of MAST Far East, asked me for my response to Marty's challenge. I told him that I now question Marty's mental disposition. Not much later, we had surpassed the 100,000 dozen goal. He kept on prodding us to stretch our thinking and not let our current achievements make us complacent.

Marty was very keen to fully engage directly with my brothers, Aslam and Feroz. So, over a period, we made the sewing thread plant which was under Aslam and the textile plant which reported to Feroz, into joint ventures. This was followed by a spree of joint ventures of all sorts, in different countries, with different partners and different product groups.

It would not have been possible for Marty to achieve what he has done if not for the support and guidance of his charming wife Dena. Over the years, I have come to recognize and admire her as the strength behind Marty's phenomenal success.

Finally, I would like to state that if not for Marty's visionary contribution to the Apparel industry, this country and the region would not be what it is today.

I wish him and his family the very best.

Ashroff Omar

Chief Executive Officer – Brandix Lanka Ltd
Founder Chairman – Joint Apparel Association Forum
Former Chairman – Sri Lanka Apparel Exporters Association





When reflecting back at Marty's contribution to MAS and the Sri Lankan apparel industry, I can say with confidence that his contribution in both success stories was significant. On a personal note, Marty has not only been a good business partner but an exceptional teacher, someone whom I have learned a great deal from over the past 25 years.

He has the unique ability to understand our priorities and also that of the customers. This helped us when we first engaged with Victoria's Secret; Marty would drive the outcomes of the discussion because he understood the concerns and priorities of both sides.

Marty is also undoubtedly one of the best salesmen I have seen in action. When we decided to establish our first joint venture "Unichela" to manufacture lingerie in Sri Lanka; the country did not have a history of lingerie manufacturing and as joint venture partner, I did not have experience manufacturing the product. This was the background in which we approached Victoria's Secret. We had to go across to meet the then president of the company, Howard Gross and his senior leadership team and convince them that we can manufacture world class lingerie in Sri Lanka. Without Marty on our side, the outcome of the meeting would have been very different. He led the discussion and used all his convincing, coercing skills as a salesman to sell the idea of sourcing out of Sri Lanka which was a quota free country for lingerie at that point of time. Today, Sri Lanka is the single largest supplier of intimate apparel to Victoria's Secret.

It was Marty who introduced me to the concept of "Equal Partnerships", because he believed that both partners working together and taking collective responsibility was essential for a successful joint venture.

When we were establishing the joint venture to manufacture bras with Triumph (a German Company globally renowned for its bra manufacturing competencies), my brothers and I decided to take a smaller stake in the business due to the large size of the project and investment. Over a phone call with Marty we shared our decision based on our financial constraints. Marty reiterated his philosophy of equal partnerships and the importance of MAS being an equal partner in the project. He convinced us, despite our financial constraints, to be equal partners in the business. It was the right decision and I am thankful to Marty for guiding us through that decision.

To me, Marty is an entrepreneur with the conviction and courage to venture beyond the comfort zones of most corporate leaders. Over the years, he has been a pillar of strength to us, he has been a great business partner and moreover a coach, mentor and a good friend.

Mahesh Amalean

Chairman – MAS Holdings (Pvt) Ltd
Executive Committee Member – Joint Apparel Association Forum
Past Chairman – Sri Lanka Apparel Exporters Association





In the early 80's, I made my first visit to the United States to participate in Sri Lanka's first garment exhibition held in New York. Part of the programme was a visit to MAST Industries where I met Marty for the first time. He was soon to become partners with Ashroff and Mahesh and a regular visitor to Colombo. At the time, Jewelknit was exporting clothing mainly to the United Kingdom and France from three factories. We were also shipping basic lingerie to New York, and thereby had built a sizeable quota.

I was somewhat surprised when, in 1993/4, Ashroff mentioned that MAST was interested in discussing a possible Joint Venture with me and Jewelknit. MAST soon became an equal shareholder in the Jewelknit Group and I became their third partner in Sri Lanka. My expectation of the tie up was an enhancement of value for the quota holding, whilst Marty's was to make the factories world class, with product excellence to deal with Brands rather than importers. This entailed a complete change in thinking from being happy in adequacy to being amongst the best in manufacturing and product. Marty was the driving force, with regular visits to our production sites ensuring we improve our standards and methods. With his guidance, Jewelknit soon commenced shipping to the Limited Inc. brands, especially Victoria's Secret.

Marty regularly teased me that the clothing trade was not for those who were born "with a silver spoon in the mouth". He never accepted that I, like most in the apparel trade, started with very little and went through a lot of grief to finally get there. In 2003, the Jewelknit Group merged with Phoenix Ventures Group apparel and textiles sector owned by the Omar family to form Brandix which became the single largest exporter of clothing from Sri Lanka. Marty continued his association with Brandix, and in driving the company to greater heights.

Sri Lanka is greatly indebted to Marty as we were exporting whilst terrorism was upon the country. He never wavered in his commitment and encouraged us to expand and keep striving for excellence. His faith in Sri Lanka encouraged others to keep buying from the country and the apparel trade became the largest export earner for the country.

Marty was the greatest influence in my business life. He was and still is a visionary who instilled in me that anything one does must be geared towards excellence with passion. I am privileged and honored to have been invited to contribute to this publication on Marty - A doyen in the clothing world and a good friend.

Ajith Dias

Chairman – Jewalex Trading (Pvt) Ltd

Past Chairman – Joint Apparel Association Forum

Past Chairman – Free Trade Zone Manufacturers Association







CHAPTER ONE

**WELL DONE...
YOU'RE FIRED!**



Lowell Technological Institute where Marty, as Associate Professor in the late 50's and early 60's, developed a life-long habit of imparting knowledge

After graduating from MIT in 1958 with a Masters' degree in Industrial Management and a computer background, on a friend's recommendation, Marty moved to a knitting company that made ladies' sweaters in Manchester, New Hampshire. The owner was keen that Marty use his knowledge of computers to develop a data processing system to manage the company's accounts receivables and payables. Computers in those days used a punch card coding system, which was the equivalent of using a manual typewriter to code software. It was anything but Silicon Valley. At the same time, Marty was working as an Associate Professor at Lowell Technological Institute. At the knitting company, it did not take long before he was working closely with the owner and learning the knitwear business. The company sent him to England to buy knitting machinery and, later to Hong Kong, to see this new source of knitwear coming into the United States. Soon, Marty began importing sweaters for the company.

A few years later, Garland Corp. hired Marty, undoubtedly, for his knowledge of the sweater business and his credentials as a pioneer in importing apparel from the Orient. The sweaters he imported were well made and cheaper than those made in the USA. But, at the behest of influential subcontractors, who simply could not compete on price and quality, Marty was fired. Garland also closed down their Hong Kong buying office that Marty had established for the company. This later became MAST's first overseas office. With hindsight, Garland did not understand the global shift that was taking place in apparel manufacturing. It was headed east. Hong Kong was to become the proverbial corner stone of Marty's business, as the quota system became the new reality.



Massachusetts Institute of Technology (MIT)



Hong Kong in the 70s



Manchester, New Hampshire – fashioned after the great industrial center and home to the world's largest cotton mill at the time



*The first office manager Tim Sung
with Marty & Yale Fung in
Hong Kong circa 1971*



*Marty in Macau in 1970, the pioneer
in sourcing from the region*

Entrepreneurs study failure. Failure happens. And failure is okay, provided you understand the consequences of the downside.

”



Visiting Sinotex Mauritius in 1985 with Kenneth Lo – Marty's first ever Joint Venture partner. Their JV in China in the mid-70's came at a time that the United States had not yet even established diplomatic relations with the country



Tim Sung, Hanna Sung, John Kar with Dena – the start-up team in Hong Kong

ONE STEP UP WITH GEORGE

After his exit from Garland Corp., Marty approached George Reisman and offered to supply him. George was in the business of buying close-out merchandise, which he would retail in a chain of women's clothing stores, where he was a partner. George offered Marty USD 500 per week against commissions on whatever he brought in. At that time Marty did not even have an order pad so George scratched out one of his own and gave it to him. When Marty queried what the product label should be? George looked out of the window, saw his car – a Pontiac Grand Prix and said, "Call it 'GRAND PRIX'".





SELL OR PERISH

In his 2nd year of business Marty received a substantial USD 50,000 order from a large company that specialized in men's printed shirts. Just as the goods arrived at the West Coast port, the trade union went on strike. Only perishable goods could be unloaded. Desperate, Marty tried calling Harry Bridges, the trade union leader, but only managed to get as far as his secretary. Explaining his plight, Marty said, "If I don't deliver the goods, I will perish". Sympathetic, the secretary asked Marty to call Captain Soriano, the local union head and tell him that he had spoken to Harry Bridges office. To Marty's relief, Captain Soriano allowed the consignment to be unloaded. For years, Captain Soriano received a gift hamper every Christmas.





CHAPTER TWO

**THE DEFINING
MOMENT OF TRUTH**



A candid moment during a global sourcing tour, with Les in the 80's



A cold Moscow morning, Marty and Les in front of the Chamber of Commerce

With wife, a son and a new baby daughter, and no regular source of income, Marty was at the crossroad of his life. Make or break, 1969 would be a defining moment in his life. One day Marty came home and declared to Dena, "We are in business". He had just received his first order from George Reisman. It was 1970. Dena withdrew USD 1000 from their saving account and opened a checking account, while Marty met with his lawyer to incorporate the company. And thus in the basement of their home at Canton, Massachusetts, MAST Industries, Inc. was born.

By 1971, Marty got his first big order from Limited Stores, as it was known then, before becoming Limited Brands. Since MAST did not have an office in New York, Marty met Les Wexner, CEO of Limited Stores, at the York Hotel, where one could rent a room by the hour. It would mark the start of something special. Not only was it the start of a long-lasting friendship, but it would influence the way the apparel industry did business. Les was of the firm belief that anything made could be made better and he proved it by turning stores into shopping experiences and brands into mega brands. Marty, in turn, would revolutionize the concept of 'supply chain' by building strategic partnerships in all parts of the world, long before 'globalization' became the reality. By 1978, MAST Industries, Inc. was acquired by The Limited Brands, Inc. with Marty still at the helm. Marty also sat on the Limited Brands Board of Directors till 2003, by which time MAST Industries had become a USD 1.5 billion Enterprise.



On the road again, Marty and Les in Mauritius in 1985

		Cash		July	
		dr	cr	dr	cr.
	7/1, Martin Trust, Capital Initial deposit of cash - purchase of stock in Mast Industries 7/3	1000 -			1000 -
	Calfax Travel retainer - income 7/5	150 -			150 -
1-A	Country Airlines 7/6		10605 -		
	Carnegie House on acct income 7/5	400 -			400 -
2-A	Jimmy Lee Henry - Phone Airlines 7/13		880 -		
	Carnegie House - on acct income 7/13	400 -			400 -
3-A	Postmaster 7/14	12 -	12 -		
	Apparel Buying - income 7/13-7/15 7/14	500 -			500 -
101	American Express 7/14		1680 -		
102	Law of Boston antioptic 7/14		1320 -	1320 -	
103	Diners Club		220 -		
		1150	10509	1320	24500

Dena's first ledger entry for MAST Industries



*Dena and Marty discovering
the world together*



*Dena with son, David, on the steps
of their old home cum first office*

Discovery and curiosity meant seeing what was happening in the world.

Martin Trust

”



The Limited New York Store in 1985, pioneering the new shopping experience



In the early days, Marty was sourcing sweaters from Hong Kong for The Limited

MAST Industries, Inc.

FACT BOOK

MAST Industries Timeline

- 1970 • Martin Trust and Dena Trust start MAST Industries at their house in Canton, MA.
 - Hong Kong office opened.
- 1971 • Martin Trust meets Leslie Wexner— obtains first order from The Limited, Inc.
- 1972 • MAST moves to 44 Industrial Way in Norwood, MA.
 - Total MAST associates: 40.
- 1973 • MAST Taiwan opens in Taipei.
- 1974 • Martin Trust visits Canton Fair in China— places first order in China.
- 1976 • MAST moves to Morse Road, Norwood, MA.
 - Total MAST associates: 70.
 - MAST Korea opens in Seoul.
- 1978 • MAST is acquired by The Limited, Inc.
 - MAST moves to Cummings Park, Woburn, MA.
 - Total MAST associates: 100.
 - Sinotex, a joint venture established in China with Crystal Knitters.
- 1983 • Achieved \$100 million in sales.
- 1986 • Achieved \$500 million in sales.
 - Moves to 100 Old River Road, Andover, MA.
 - Established MacPell, a joint venture partnership in Israel with the Peleg Group.
 - Established a joint venture partnership in Sri Lanka with the Omar Group.
- 1987 • Established a joint venture partnership in Sri Lanka with the Amalean Group.
- 1988 • 10th anniversary of MAST with The Limited, Inc.
- 1990 • MAST Italia S.R.L. opens in Milan, Italy.
 - 20th anniversary of MAST Industries.
- 1992 • Achieved \$1 billion dollars in sales.
 - MAST Indonesia opens in Jakarta.
- 1993 • MAST China opens in Shanghai.
 - MAST Portugal opens in Porto.
- 1994 • Established worldwide business units to enhance customer intimacy and service.
 - Established a joint venture partnership in the United States with the Lilli Group.
- 1995 • 25th anniversary of MAST Industries.
- 1996 • MAST Hungary opens in Budapest.
 - MAST opens Miami, Florida office.
- 1997 • Established Intimark, a joint venture in Mexico.
 - MAST Connection launched.
 - Phoenix College of Clothing Technology established in Sri Lanka

MAST is an independent division of The Limited, Inc., and a major supplier for:

- Limited Stores
- Limited Too
- Cacique
- Express
- Structure
- Lerner
- Victoria's Secret Stores
- Victoria's Secret Catalogue
- Lane Bryant
- Abercrombie & Fitch
- Henri Bendel
- Bath & Body Works
- and many more unrelated customers



MAST Industries timeline outlined in the company Fact Book produced in 1998



The World of MAST. A presence in 29 countries by 1998

HOW MAST GOT ITS NAME

Marty had a very close friend and business associate in the Far East, Mr. Y.L. Shen from Federal Industries, Inc., Taiwan, with whom he had worked closely. Through Y.L. Shen, he met Miss Ma from Sino British Textile Company. The two went out of their way to help Marty through the maze of doing business in the East. They even thought of forming a partnership together. The partnership never materialized, but the name they had come up with stuck. MAST. MA was for Miss Ma; S was for Y.L. Shen and you guessed right, T was for Trust. Marty added "Industries" at the end to make the company sound larger than it actually was – a startup company run from the basement of their home.

MAST



MAST LOGO. DON'T TELL, SHOW

Marty's business was very China-centric in the early years. MAST's first employee Tim Sung advised him to create a logo as Chinese recognize symbols, even if they do not read English. Heeding his advice, Marty created the MAST logo you are now familiar with. The color Red is for prosperity. The circle represents the world with a big "M" cut out in the center. Very prophetic indeed, as MAST did grow to become very central to the global apparel business.



CHAPTER THREE

**WHAT THEY WON'T
TEACH YOU IN
BUSINESS SCHOOL**



Bringing international buyers...

If one could break down Marty's mental make-up, one could say he was a man of razor sharp acumen, bold in decision-making and like a true chess grandmaster, always two thoughts ahead of the opposition. Marty's business philosophy holds many truths for entrepreneurship today. For a man with a quick temper, he had the patience of a long-distance runner when it came to building business. Marty's strength lay in bringing together the right people at the right time at the right place. Core competencies aside, the pre-requisites to become a partner with Marty was and will always be good old-fashioned trust, honesty and decency. Once Marty is committed to a partnership, he goes beyond investment, technology and infrastructure. He mentors, supports and cares for his partners like family. That is why all MAST Industries, Inc. joint ventures are 50-50 partnerships, a fine gesture of equality, respect and goodwill, where no one partner has an undue advantage over the other. His Sri Lankan partners also benefited greatly from his ability to attract important labels like Victoria's Secret, Abercrombie & Fitch, M&S and Nike, among a host of world's leading brands into the country. In the early days, his partners struggled to comprehend the greater responsibilities and higher expectations that were asked of them. But, if the true test of a man is his ability to stand by his friends through the early trials, tribulations and difficult times, then Marty was like the Rock of Gibraltar – built to last.



...and world class brands to Sri Lanka



With Marty WORD as BOND, he believes that one's reputation is everything



Stickler for quality, Marty takes a keen interest in the product



The MAST table at The Limited Annual Meeting



*Mentoring early
– Marty showing daughter, Laura, the ropes*

**What you already know is not as important
as what you are capable of learning.**

Martin Trust

”



BETTER SMART THAN SORRY

Marty had taken three sweaters to show Les Wexner and his newly hired merchandiser, Verna Gibson. It was 1971 and this was the first time they were meeting. Les was impressed; he was paying double for the same sweater that Marty was selling. He immediately gave him an order. After leaving the meeting, Verna said to Les "You just met this guy and you gave him an order!" Unperturbed, Les replied "I gave him an order not money."

SINOTEX - THE FIRST EVER JOINT VENTURE

Marty started his first joint venture with his very good friend, Kenneth Lo, to produce sweaters in China. It was the first of many more joint ventures with Sinotex from Indonesia and Malaysia to Mauritius and Sri Lanka. At the time both spouses, Yvonne Lo and Dena Trust, were very involved in their business and they would travel the world together. One day, Kenneth Lo told Marty that he would like to turn the Sinotex business over to his son, Andrew, and asked to buy out Marty. Marty shook his hand and said "Sure". To this day the two families remain the closest of friends.





CHAPTER FOUR

**WHERE ON EARTH
IS SRI LANKA?**



Marty and Dena spent hours poring over the Atlas looking for places to invest

In the early 80's, very few garments were being made in the USA and with the new Multi-Fiber Arrangement in place, quotas came into play. These quotas were allocated to different governments across the world to help countries build their economies and, in turn, supply the American fashion retail sector. This was a stroke of good fortune for Marty who, by then, had built his reputation as the king of speed sourcing. Resourceful and seasoned travelers, Marty and Dena would spend hours poring over the atlas with a magnifying glass scouring for places to set-up business, where MAST could take advantage of the quota system.

On a trip to India, he heard of an island close by called Sri Lanka, which he was told, had a nascent garment industry. On his first visit, he immediately liked the country and the people. He found Sri Lankans to be well-educated, sincere, conscientious and absolutely contented with life. That was the problem. There was no intent or desire to be bigger, to be better. Truth be told, when Marty first approached Sri Lankan Apparel companies they were not exactly rolling out the red carpet. However, Marty persisted. There was no way to dissuade him. As it turned out, the Sri Lankan industry was in for a pleasant surprise.



On a trip to India, Marty heard of an island called Sri Lanka

**Innovators in business are constantly
studying, learning and discovering.
Running in place is falling behind.**

”

Martin Trust



Welcome to Sri Lanka



Les, Marty, Jack with Alok – General Manager for MAST in Sri Lanka in the late 80's



Marty's favorite mode of transportation – Ashroff's white Jaguar SJX series



THE QUOTA GOLDMINE

In the 80's and early 90's, Quota was everything. Production was secondary. You could produce all you wanted but without quota you couldn't ship even a hair-strand of fabric into the USA. And quota was allotted only to manufacturing companies and trading companies. Fortunately, Marty had established MAST Industries, Inc. in Hong Kong as a "Trading Company" back in the 70's. Thus, the company was able to amass the largest quota in the region. It is said that at the time, MAST Industries Hong Kong office resembled a Stock Exchange with buyers arriving from everywhere.

THE GURU OF SPEED SOURCING

As Marty says himself, the idea of speed sourcing did not come to him like a bolt of lightning. He had been working on it unconsciously for twenty years. It was a process of trying new things and tinkering with the old. Finally, with the cooperation of the customer, the factory and early booking of air freighters, he was able to achieve a high degree of synchronicity. Through this speed sourcing model, Marty was able to deliver the kind of turnarounds customers had never seen before. He found the right people and used the power of technology in a way that was simple and fast. The rest is history.





CHAPTER FIVE

**WELCOME TO THE
WORLD OF
PARTNERSHIPS**



Never a dull moment with Marty around

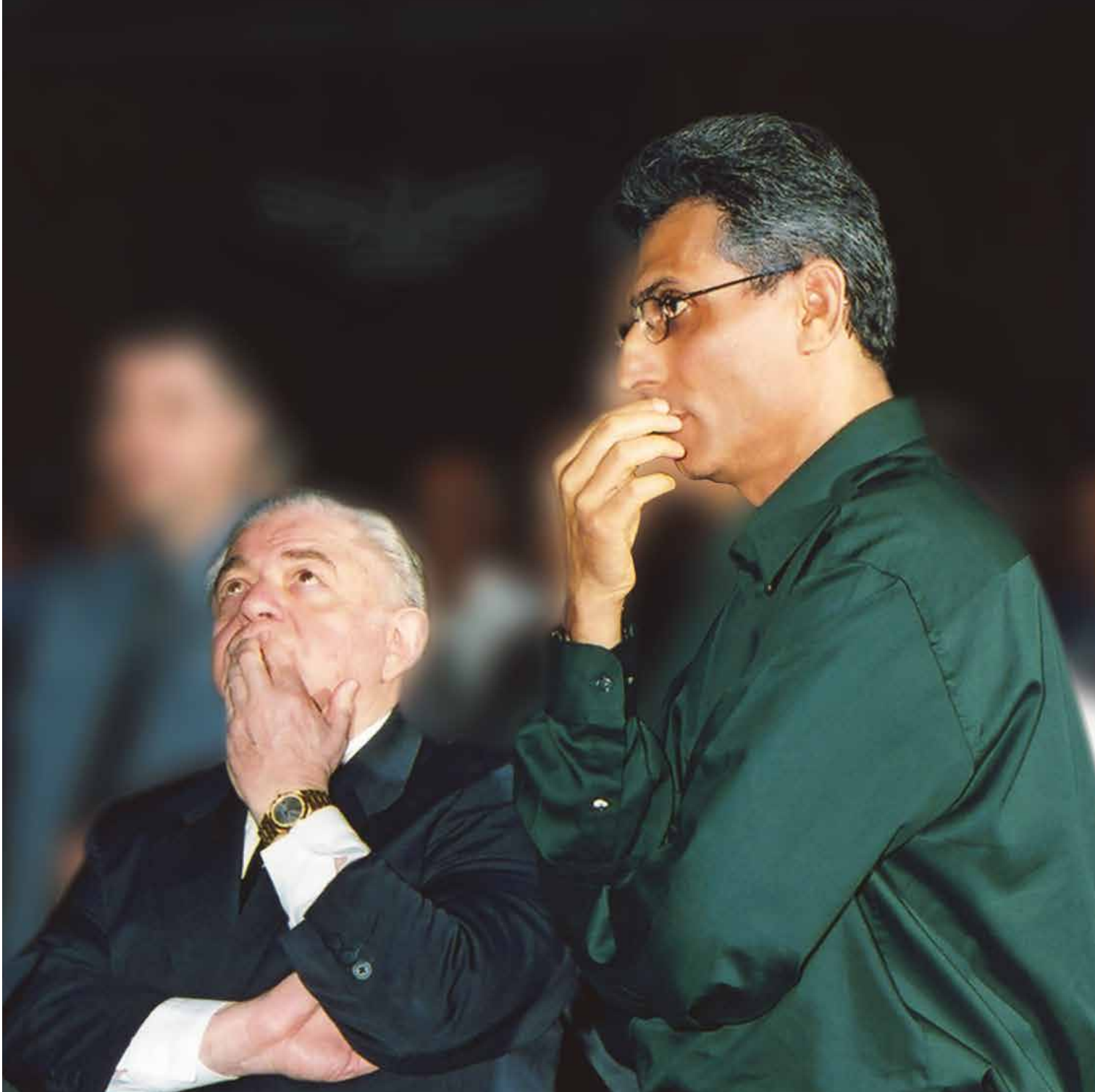
A couple of years after setting-up base in Sri Lanka, Marty was in search for possible joint venture partners. He was particularly looking for a partner with 341 quota and he found both with Ashroff Omar of Brandix (a single factory at the time known as Lux Shirts). He asked Ashroff for, at the very least, a 10% stake in his company. However, Ashroff refused to give him any stake at all. Exasperated, Marty said "Take me to your father. He is the only sensible person around here!" The elder Omar intervened with his son and Marty finally got a small foothold in Ashroff's young company. A year later, they would start their first full-fledged 50-50 JV partnership taking over the closed SunCornel factory and rechristening it, as LM (Lux-MAST) Apparel. This was the first of more than 26 joint ventures with the Sri Lankan partners. Next, Marty bought a stake in Mahesh Amalean's 26-machine Sigma factory, which he ran with his brother, Ajay and their spouses, an enterprise they had newly started after breaking away from their established two-generation family business. The last Sri Lankan tie-in was with the three-factory Jewelknit Group run by Ajith Dias, which specialized in Knitwear. From his partners, Marty insisted that they build first class factories, emphasizing the importance of quality manufacturing. Together they scripted the meteoric rise of the Sri Lankan Apparel industry. An undisputed success story. For Marty & MAST, it also led to three amazing partnerships that have remained strong through the test of time.



Marty and Dena with his three JV partners – Mahesh, Ajith and Ashroff

MARTY WITH ASHROFF

After the initial hesitant start, the relationship between Ashroff and Marty matured into one of complete faith and confidence in each other. And one thing they shared in common was an insatiable appetite for adventure and the thrill of the game. So much so, when Ashroff bid in an auction for the defunct SunCornel factory he bid as LM Apparel, without even informing Marty. After he won the bid, he informed Marty, who immediately told him to proceed and wired him the investment money from MAST Industries, without even a signed MOU. Another trait, Ashroff and Marty share is an incredible sense of energy and urgency. As Jack Welch, Marty's go-to-man in Asia said of Ashroff, "He has 87 balls in the air at any given time". Impulsive as ever, Ashroff ventured to Gan Island, Maldives, with Jack Welch in tow, to take advantage of the quota system. Jack Welch, the most influential person in MAST Industries' Far East hierarchy, whose opinion Marty regarded highly, declined to bring MAST on board. The project seemed fraught with uncertainty and logistical tangles. Yet, Ashroff's mind was made up. He was ready to go ahead and go it alone. A few months later, Marty came down on one of his regular visits and looked at Gan. He said, "This is going to be one of our most successful projects ever". Not only that, he even roped in Mahesh and Ajith to invest in Gan Island. And for all three JV partners, it turned to be a blockbuster. This success fuelled their desire to think and be even bigger. So much so, that when Brandix went to India to set up a factory, the last thing they expected was for the Government to offer them 1000 acres to set up and manage a Supply Chain Park, something they had no experience doing, but they took it. By now they had learned that the only way to find a solution is to jump into the heart of the problem without reservation. The opening of Brandix India Apparel City (BIAC) positioned Brandix and Sri Lanka as a regional player with the wherewithal to draw some of the biggest names in the global supply chain to one place and on a scale that had not been attempted before in South Asia. BIAC has grown into a highly sophisticated vertically-integrated city, with one of the fastest 'speed-to-market' in the world.





Mahesh Amalean met Marty while working for his family business. A few years later, when they met again, Marty inquired about his business. Mahesh informed him that he, along with his brother, Ajay, had ventured out on their own. The business was not big, but it was progressing reasonably well. Marty offered him a joint venture partnership over a handshake. A hesitant Mahesh accepted, after much deliberation and angst, since it promised to open more avenues for the brothers. A few years later, Marty asked Mahesh about the size of their JV business. Mahesh proudly said, "We are now a 6-8 million dollar business". Marty asked, "What will it take to be a 25 million dollar business?" Mahesh was taken aback. After a day or two of contemplation, Mahesh came back and said, "This current model cannot achieve that. We need to replicate a similar business in scale and offering". When Marty asked how long it would take, Mahesh's reply was that it would probably take a year for approvals and setting-up. He asked Mahesh, "Then working backwards, when do you think you should start?" Mahesh replied "Today". With Marty and Mahesh it was a thinking game - how to view the horizon and then telescope in on specific opportunities through differentiated thinking and, by extension, differentiated offerings. But there were other days when pure common sense was part of the give and take. One day, Marty approached Mahesh and said, "Mahesh, I need you to do this for me." He wanted MAS to manufacture bras and not just panties. Panties were MAS' strength. Mahesh refused, citing a previous bad experience. After gently trying to cajole an adamant Mahesh, Marty firmly laid down the law. "Mahesh, you are not listening! These retailers work with many suppliers. You can't cherry pick the things you like to work on and the leave the rest to others. If you stick with your position, you will lose it all". Thanks to Marty's insistence, today, Sri Lanka is the lingerie capital of the world and MAS is the leader, offering complete solutions in intimates.

MARTY WITH MAHESH

MARTY WITH AJITH

Ajith was one of the early pioneers in the Knitwear business and the third joint venture partner for MAST industries. Although he had been in JV partnerships in the past with German and British companies, it was nothing on the scale that Marty offered. For the UK-centric Jewelknit Group, it was also a chance to break into the US market and work with the top-end brands there. Ajith initially thought big US brands meant bigger margins, but he quickly learned they had other expectations. To top it off, Marty was even more demanding. He was not just interested in fulfilling his customers' expectations, but surpassing them. It turned out to be the most challenging and yet, the most rewarding experience of Ajith's career. The most technically accomplished of the three JV partners, Ajith and Jewelknit still had to improve by leaps and bounds to justify Marty's faith in him. And, like the other partners, he went all out to prove his excellence. Ajith recalls one day sitting in a New York business meeting along with Ashroff, Mahesh, Marty and an influential retail buyer. The buyer turned to Marty and asked "Why Sri Lanka? Why not some other country?" Marty replied "Because these are my three partners and I trust them, that's why." It is amazing how one man's word in the apparel business was worth more than gold. As Ajith would add, after that discussion Sri Lankan Apparel companies were elevated from dealing with middle management to the highest corridors of power in the retail fashion business. It was a tipping point in the growth of the Sri Lankan apparel business.





No story about Sri Lanka Apparel would be complete without a mention of Jack Welch, President of MAST Industries Far East, Inc. Although headquartered in Hong Kong, Jack would visit Sri Lanka six times a year. He had such an affinity for the place, he fondly calls it his second home. Jack's relationship with Marty goes back 50 years to when they first met at Garland Corp. Recounting the early days, when MAST industries first set up factories in Sri Lanka, Jack said the hardest thing was to get customers to visit the country because they were so Hong Kong-oriented. In the early years of Hong Kong, one could visit a dozen apparel factories in a day. It did not help that in Sri Lanka the factories were far apart across the island and the lead times were much longer, since Marty's Sri Lankan partners had not yet mastered the curve. It took plenty of persuasion and investments in helicopters and jet planes to get them to this new destination. Once they came and saw that the great work culture and great products were backed by great commitment, they were impressed. From then on, Sri Lanka was on a roll. Jack has visited Sri Lanka over two hundred times in thirty years and spent most of his time improving efficiency, products and streamlining operations. The perfect yin to Marty's yang, the customer interface. Together they are like two wings that launched an eagle called MAST industries into the stratosphere.

MARTY WITH JACK



*Model of Marty's first JV factory in Sri Lanka
- LM Apparel*



*MAST flag flew high
at every JV factory on the island*



*Aerial view of Bodyline,
Marty was instrumental in bringing
in Triumph as a partner*



*Speed is of the essence,
chartered helicopters maximize
Marty's visits around the island*



The JV team, meeting quarterly to review progress, in a relaxed moment at the Colombo Hilton

THE GAS STATION

Ashroff took Marty to see the abandoned SunCornel factory for their first JV partnership. For some odd reason the property was locked, even though informed a visitor was coming. So Marty picked up a scrap of paper and dusted the grimy window. He peered in for all of 10 seconds, then turned to Ashroff and said "Buy it". As an afterthought added "If it doesn't work out, we'll convert it into a gas station".





MAST LANKA. BORN IN THE NUNNERY

When Marty and Ashroff were searching for space for Mast Lanka's office, they received an offer from a nunnery, looking to relocate, to take over the nuns housing in Colpetty. Thus, Mast Lanka had a blessed opening. Since it was the first proper international Trading House to have an office in Sri Lanka, it became a major force in the garment business; setting the standard as the One-Stop-Source for international buyers. In addition to carrying out all front office activities, it expanded the network of in-house and contract manufacturing in Sri Lanka, Maldives and Madagascar.

What I have learned is that good partners will help you accomplish what you cannot accomplish on your own – and that is everything.

”

Martin Trust

BORN TO SELL

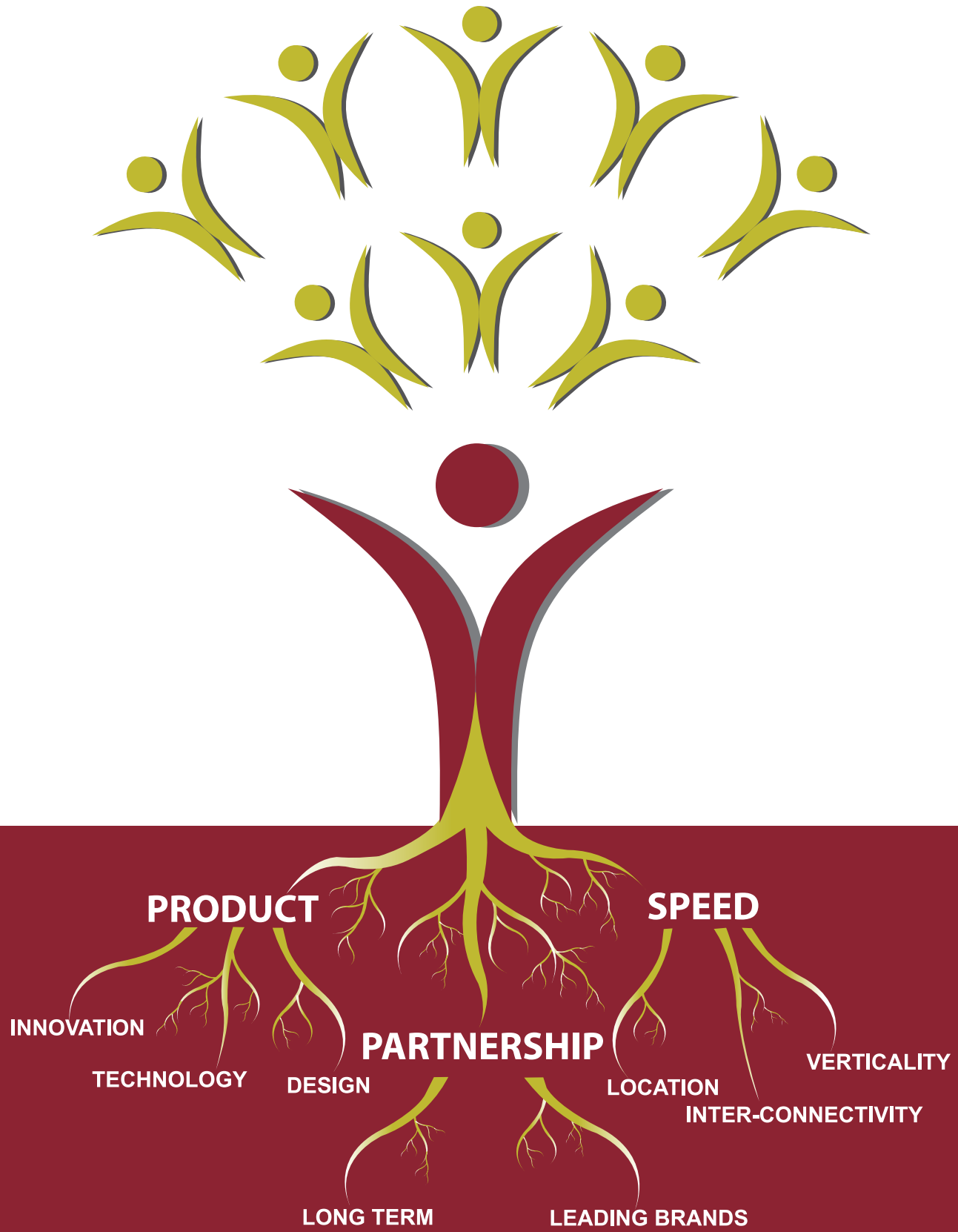
At one time, Marty was using all his powers of persuasion to convince MAS to set up Bodyline, to the point of backing them in a set-up-now-pay-back-later deal. At the same time, Jack Welch, his #2, was doing his best to talk them out of the deal, to the point of telling MAS it would financially wipe them out. Marty won the day and the business proved right. Marty had the uncanny vision to see the other side of the mountain; time after time.





RETAIL IS IN THE DETAIL

Ajith thought he was doing a fantastic job till Marty walked into his packaging department. He picked up a couple of cartons. The MAST logo was slightly off center and Marty gave Ajith the dreaded look. Ajith quickly learned perfection was not restricted to product, but included the outer carton and packaging.



CHAPTER SIX

**THE FATHER OF THE
SRI LANKAN
APPAREL INDUSTRY**



*Lighting the traditional oil lamp at a factory opening,
symbolizing prosperity and good luck*

There are four virtues Marty enshrined in the Sri Lankan Apparel industry which have since become the holy grail of how the industry operates today. The first is vision. See things not for what they are but for what they could be. Think long, think far. Second, be bold. Once you have made a decision, stick with it, no matter what. Today you may look foolish, but tomorrow will prove you right. Next, believe in good principles and ethics with business partners and in the best interest of society. Then and only then will you begin to build something of long lasting value. Good for you, good for society. Lastly, trust in the power of technology. It is the single most important factor that is driving innovation in the world. Invest in it. Over the years, Sri Lanka has come to account for nearly USD 1 billion of MAST Industries business, a quarter of the country's total apparel exports. Also it has established apparel as the single most important export from the island nation. As for his partners, Marty turned their simple dreams into big global thinking. They make no secret of it. None of this would have been possible without Marty. He is today rightly regarded as the father of the Sri Lankan apparel industry.



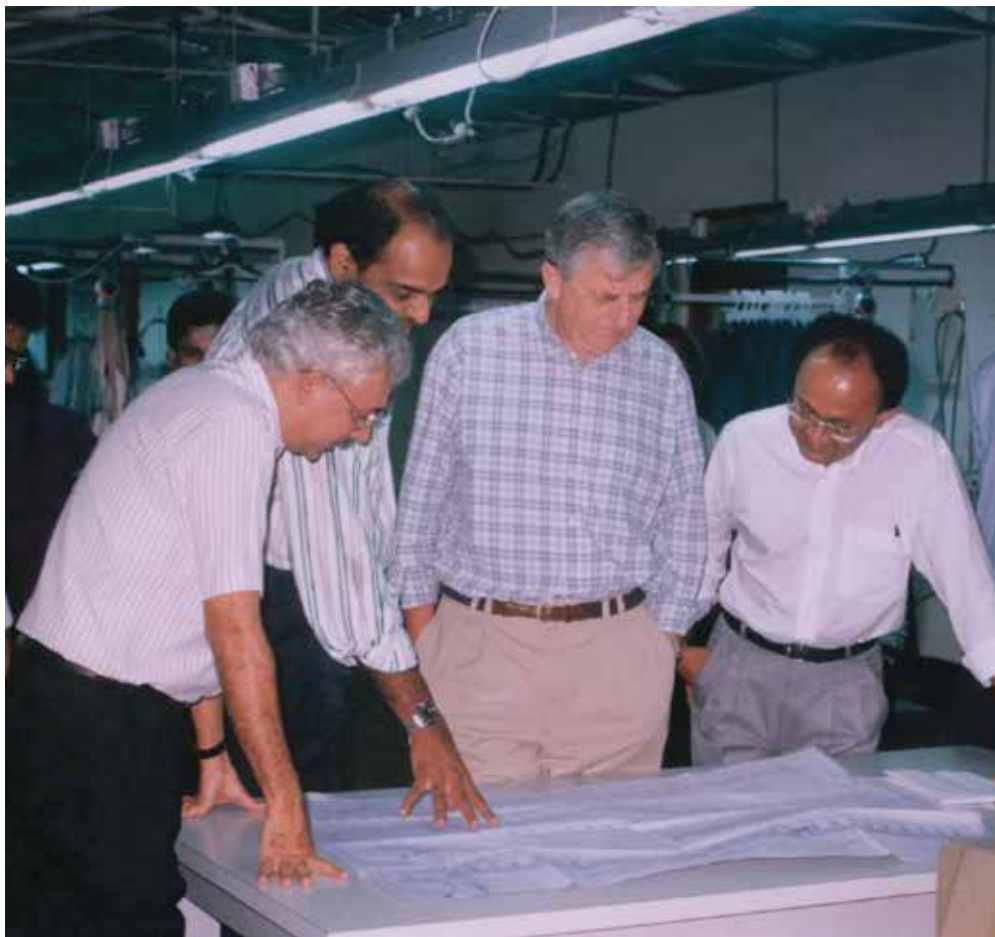
Laying the foundation stone for a new factory, yet again



Opening of Stretchline Sri Lanka, a world leader in manufacturing elastics



Always engaged, checking the new product offering with both customer and vendor



*Jack looking at a new blueprint
for expansion*



*Marty engaging in good natured banter
with sewing machine operators*

**Your ability to succeed will be defined
by your ability to identify ethical partners,
grow with them and provide the conditions
that sustain the partnership.**

”



Mast Lanka's Central Inspection Facility monitoring quality of all MAST products



Ocean Lanka groundbreaking ceremony. Marty convinced Fountain Set to establish a knit fabric mill in partnership with the Hirdaramani Group and Brandix

THE BOMBSHELL BOOM

At the height of the JVP insurgency and the LTTE war, there were bombs going off everywhere. People did not know if they would be dead or alive by the end of day. Not for a minute did Marty consider pulling out of Sri Lanka. Neither did he postpone any of his visits. In fact, if anything, he increased his investments. And his courage paid off as business boomed over the sound of guns.

In turn, his Sri Lankan partners were the first to move into the newly-liberated areas of the East and the North following the end of the conflict.





SRI LANKAN TIME TRAVEL

Jack Welch was always amused with the Sri Lankan sense of time. When asked how long to just about anywhere, the invariable reply would be “20 minutes”. Jack was never sure whether to readjust his watch or his mind, as it usually turned out to be an excruciating 3-hour drive! The thirty year wait is finally over for Jack with the opening of the Colombo-Galle Expressway and, most importantly, the Katunayake-Colombo Expressway.



CHAPTER SEVEN

**THE HIGHEST
RECOGNITION FROM
A NATION**



The Ranjana medallion

Marty had high regard for the intentions and policies pursued by the Government of Sri Lanka. He felt they were investor-friendly, at the same time, socially beneficial. For example, President Premadasa's 200-Garment Factory Program which changed the social landscape. For the first time, young women did not need to leave their villages and their loved ones to come to the city for work. Instead, the factories came to them. The factories brought employment, as well as community and social initiatives that made life better for the rural poor. Marty once told President Premadasa he intended to open a new factory that would provide employment to fifteen hundred people. President Premadasa's reaction was to ask him to instead open three smaller factories employing five hundred people each. This showed his commitment to wider rural engagement and upliftment. In 1993, President Premadasa conferred the Ranjana Award on Marty for his outstanding contribution to the nation of Sri Lanka. This is the highest civil honor awarded to a foreign national. Marty continues to enjoy an excellent rapport with the nation's successive leaders, including President Chandrika Kumaratunga, Prime Minister Ranil Wickremasinghe and President Mahinda Rajapaksa.



A proud moment for Marty and his two partners, Ashroff and Mahesh



*Sharing the stage with
President Premadasa at the opening of
Lux Shirts Kahawatta plant in 1992*



*Sharing an auspicious moment with then
Prime Minister Ranil Wickremasinghe*



*With staunch supporter of the Apparel industry
- former Minister of Industrial Development
C. V. Gunaratne*



**Principled innovators improve themselves
and the world.**

Martin Trust

”



CHAPTER EIGHT

**THE NEW WAVE
IN THE INDIAN OCEAN**



Warm greetings in the Maldives

Marty's Sri Lankan Partners grew in stature and reputation. From New York to London, they were members of the "big boys" club. Around the same time, a new mind-shift was slowly taking shape. It started on Gan Island, Maldives and then spread across Asia. Sri Lankan apparel companies started to venture out. Further ashore, they learned to build diversified strengths and scales of operation. That is when and how Sri Lankan apparel companies came to be in places like the Maldives, Madagascar, Bangladesh, India, Vietnam, Indonesia and even Mexico. Many of them were in close partnership with Marty and MAST Industries. Among the most ambitious of these being the Brandix India Apparel City in Visakhapatnam, a one thousand-acre vertically integrated apparel park. It is one of the largest anywhere in the world. MAS, on its part, would launch Amanté, the first ever lingerie brand from Sri Lanka to be sold across South Asia. Marty believed, to achieve what has never been achieved, one must do what has never been done before. To this day, Marty has never stopped learning, discovering, exploring, innovating and growing. Thanks to him, so too has the Sri Lankan Apparel Industry.



Eden Fashions – the first JV factory to be set up in Gan Island



On the other side of the Indian Ocean, Marty and his Sri Lankan partners set up facilities in Madagascar to take advantage of African Growth Opportunity Act (AGOA) - Jack and Ashroff with Salim and Mathias Ismail of Groupe Socota, their JV partners in Madagascar



MAS Intimates facility in Bangladesh



Brandix India Apparel City (BIAC), one of the world's largest vertically integrated apparel parks



MARTY INTERVIEWS ALOK

Alok Malhotra was working for Dupont when Marty interviewed him for a position at MAST. For ninety-odd minutes Marty kept berating him for his lack of knowledge. He said, "You don't know anything about the apparel business!" Alok replied, "This is a good thing because I don't have to 'unlearn' anything." Marty hired him. Alok would go on to run the Sri Lanka operations of MAST and later Singapore and Jakarta. And at all three jobs he had since his time with MAST - Macy's, Tommy Hilfiger and PVH, an ex-MAST person was, or is, his boss.

BORN TO LEAD

Some of the brightest minds worked for MAST and, under the tutelage of Marty, they became some of the most sought after talents in the industry. Today, if you look around the global apparel industry, most leaders and presidents at some time or the other worked for MAST. This is a testament to Marty's ability to pick potential winners and groom them into leaders of the future. More importantly, thanks to Marty's thorough knowledge of the supply chain, they are to be found everywhere, from retail to logistics; and they are doing one thing - making things better.



You construct buildings and purchase equipment. But more importantly you build teams – mentoring those who will help you succeed.

”



CHAPTER NINE

**THE STORY OF
GAN ISLAND**



*Cut in Sri Lanka, assembled in the Maldives, washed and packed in Sri Lanka
– a logistical nightmare*

Gan Island, a former British airbase, lies at the southernmost tip of the Maldives. The island itself was uninhabited with a few ghostly hangars and a deserted runway that had not seen action since World War II. Setting up a garment industry in this remote wilderness was an audacious gamble, considering the logistics involved. The Hangars were converted into air-conditioned factories and dormitories to withstand the relentless heat. Everything had to be flown in from Sri Lanka, including seamstresses, food, heavy machinery and even needles and pins. At Gan's peak of operations, 1600 people lived and worked on the island. Gan was serviced daily by a chartered Russian cargo plane that flew in supplies and airlifted garments out. It was a pure quota play, according to Ashroff, who spotted the opportunity. Yes, it was an extremely expensive proposition but, on the other hand, it was also exceptionally productive. The excellent rapport between the partners made it a cohesive and a profitable venture for all. Gan ensured a steady stream of products to the customers, as Marty would say "You cannot NOT service the customer". The most remarkable part of this story is that it was the first time these Sri Lankan companies had ventured beyond their shores and it brought two of the fiercest rivals - MAS and Brandix –together in a three-way joint venture. Talking about their rivalry, Mahesh would later say, "Brandix needs MAS and MAS needs Brandix to succeed. We would never have been as successful on our own".

It was fascinating how Gan Island was run. Mahesh and MAS took over the catering, flying in fresh supplies from the markets in Sri Lanka and providing three quality meals every day for all factories. Ajith and the Jewelknit Group looked after the entertainment to ensure everybody had a good time when not on duty. Brandix and Ashroff, due to his excellent political connections in the Maldives, managed the legal and administrative portfolio. It worked brilliantly. After operating successfully until 2005, when the quota restrictions were lifted, Gan became economically unviable to sustain. Everyone who has ever worked there will recognize that, for a period of time, it was a significant source of production. It would also mark the beginning of Sri Lankan partners' expansion overseas.



Marty arrives in Gan Island on his private jet plane N529DM. Fond of coming up with acronyms, Marty created the jet's call sign by combining their wedding anniversary and initials



The first time Marty's Sri Lankan partners had ventured overseas and they did it together



... and production begins in the Maldives



The self-contained eco system created by the Sri Lankan partners in the Maldivian atoll



YOU CANNOT NOT SERVICE THE CUSTOMER

Marty's was a full-on style of engagement. He wanted to know first-hand, the customer's pressure points and strategic imperatives. This allowed him to go back to his partners and the factories and get them aligned with the customer needs. Many times this involved going beyond what they were ready or prepared to do. One thing is certain, no matter how big the challenge, with Marty "No" is never the answer. Thus the range of services MAST was able to offer its clients kept on expanding.

96 DEGREES IN THE SHADE

The pilots of the giant Russian cargo plane always followed one procedure that cannot be found in any flying manual. Once the plane had taken off and was at cruising altitude, they would strip off their immaculate uniforms and fly all the way to Gan in their boxer shorts. It was that hot. As the plane approached Gan and the landing signals came on, so too would their uniforms.



Entrepreneurs should have a vision to understand potential – a vision that others cannot see. And if you don't have it, try to secure a partner who does.

”

Martin Trust



Handwritten label on the machine frame:

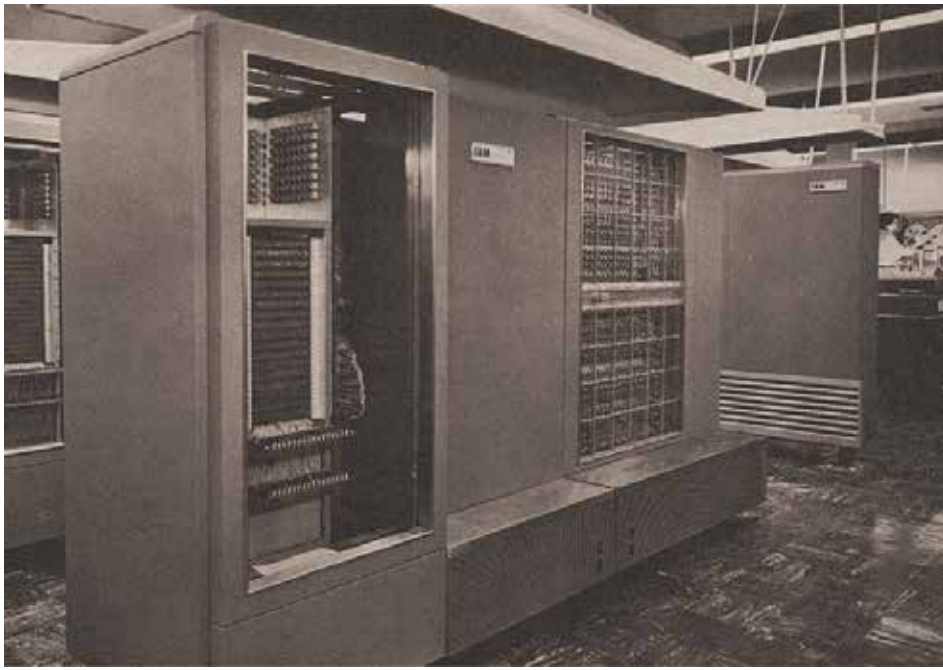
NO. 10	126
NO. 11	126
NO. 12	126
NO. 13	126
NO. 14	126
NO. 15	126

Handwritten label on the fabric:

4 3/4"
5 1/4"

CHAPTER TEN

**THE CHAMPION OF
PROGRESS**



The IBM 704 main frame computer at MIT occupied a whole room which 27 other universities had to share. Marty had to submit an abstract and a detailed proposal to compete for its use just to get the 3am slot

Marty loves to try different approaches and new things. As busy as he is, it seems he can pack 36 hours into a 24 hour day. He is fascinated by home construction and interior design. But his real love is technology, the driver of knowledge and progress. His first contact with computers came in 1958 at Massachusetts Institute of Technology. Most of us had never heard of a computer till thirty years later. That first computer was an IBM704. It took a large floor in a large building, a month to install and a crew of nine maintenance technicians just to keep it running, and for all of that, it had only 32k of memory. Much less than today's smart phone. At the time it fascinated Marty as much as the first moon landing. He bought his first fax machine in the early 1970s when it was new on the market. It was a cumbersome and unwieldy box that you would be forgiven for thinking it was a refrigerator. He was the first to use video conferencing and the first to set up an email network with his partners, long before emails came into existence. Marty bought space on a satellite and installed desktop computers that sent messages around the world via satellite. It was called the Spirit Mail System, SMS for short. Similarly, he encouraged his partners to adopt the latest technologies in manufacturing to set new standards for the global industry. When Marty first asked Ashroff to invest in advanced cutting machinery, Ashroff replied, "Why all this expensive machinery? Labor is cheap here". Twenty-five years later, Ashroff is an evangelist for technology. Sri Lankan apparel companies boast some of the most technologically-advanced manufacturing processes that speed up time and delivery, reduce overheads, enhance quality, meet multiple needs of clients and improve the efficiencies and wellbeing of its people. This was the revolution inspired by Marty.



*1990 - the first ever video conference, Sony provides TV + Camera for HDTV.
Verna Gibson of The Limited wears a red jacket to see how color translates on the other side*



Marty giving a lecture in the Martin Trust Hall at the Brandix College of Clothing Technology



Impromptu Q&A with students at Brandix College



Advances in printing now allow concept to delivery of final product within 7 days



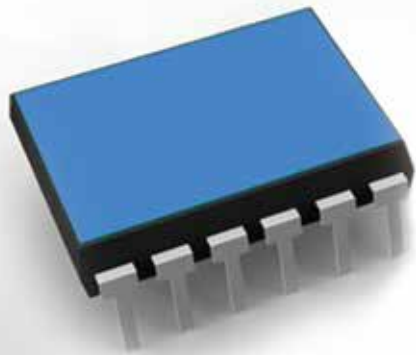
WARE IS THE HOUSE?

In the early days of MAST, Marty could not afford to warehouse goods. It was far too expensive.

To overcome this handicap he came up with an ingenious idea. He invented the pre-pack concept - twelve items to a box, one style, three colors, three sizes. Once unloaded at customs, the brokers would simply attach the shipping labels to these cartons, without having to split the boxes and ship them off directly to their destination. By skipping the costly warehouses, he was able to offer lower prices and deliver faster too.

A BLUE CHIP CALLED SCHIPS

Marty invited his Sri Lankan and Mexican partners on a trip to Switzerland to visit Schips Ag which was making cutting-edge machinery, no pun intended. Their machinery could integrate three processes at the press of a button and without the touch of a hand. The end-product was far superior in finish and it was also 3 times faster than the manual processes adopted by his partners. When told the cost, his partners gawked and drew back. The machinery was also 3 times more expensive. Relentlessly, Marty pushed them to invest in the new technology. The result, it revolutionized the manufacturing process in Sri Lanka forever. Good work turned out to be great work.



**We keep the business focused, we try
to keep it simple and we keep it fast**

”

Martin Trust





CHAPTER ELEVEN

BRANDIX

INSPIRED SOLUTIONS

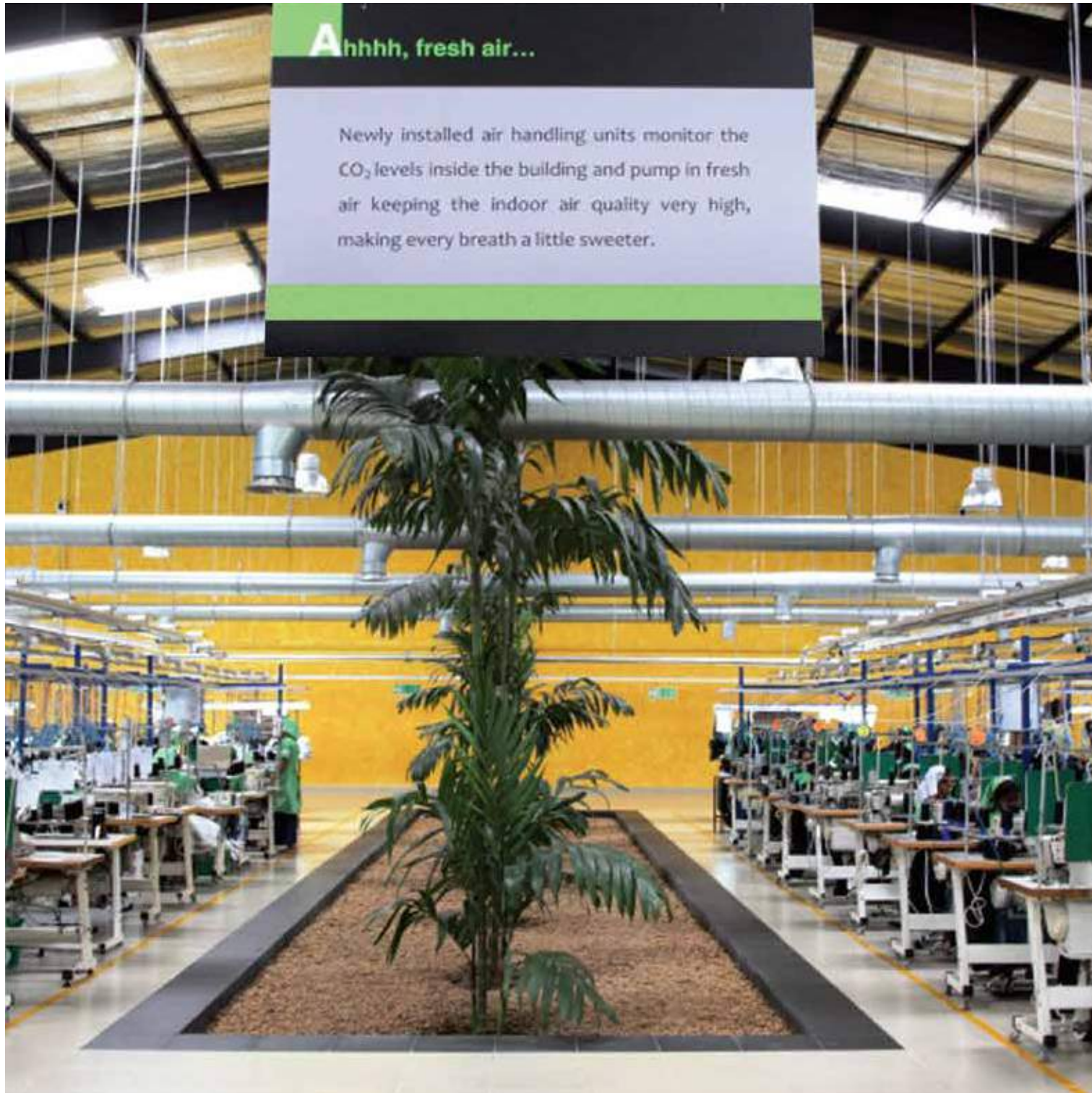


With MH Omar - the Founder of Phoenix Ventures Ltd, the parent company of Brandix



With Ken Balendra – first Chairman of Brandix

Brandix has grown rapidly from a single small factory employing thirty people into a regional player, employing tens of thousands in the space of twenty-five years. An attribute of Brandix' early rise was a series of mergers and acquisitions. It began with the divestment by MAST Industries, but Brandix would grow to include the Jewelknit Group of Ajith Dias. The company has since moved onto a greenfield model in Sri Lanka and South Asia to sustain future growth. Ashroff Omar, CEO of Brandix, states of the company's vision "By inspired solutions we mean - understand the pain-points of a client's business and deliver the solution". Brandix has continually lived up to its vision by setting up the first dyeing plant for the Express brand, the first advanced washing plant for Abercrombie & Fitch and running one of the world's fastest delivery programs for Victoria's Secret. So what will the inspired solutions of the future look like? Says Ashroff Omar "Just look at how ITUNES has revolutionized the music business, FACEBOOK changed social interaction or DTH revolutionized the entertainment business. Then if you look at the retail fashion business you will see it has not changed since the 1950's. We expect some interesting new business models will replace our current ones." But Brandix is not waiting for change. It is continuously looking for inspired solutions that will change the way the industry looks at itself and how they meet evolving customer expectations. Brandix is inspired by the future because only by redefining the future can one re-invent the future.



Two decades later with the advent of the sustainable movement, Marty's first JV in Sri Lanka becomes World's first Platinum rated LEED certified apparel manufacturing plant



100 machine plant to 1000 machines under one roof



Brandix continues the sustainable journey converting even office spaces achieving Gold LEED standards



In-house design teams develop collections every season



CHAPTER TWELVE

MAS

CHANGE IS COURAGE



MAS – named after Mahesh, Ajay, Sharad

Starting with twenty-six machines Mahesh, Ajay and Sharad have made MAS into a forty-one factory pan-Asian powerhouse with an enviable portfolio of the world's leading brands & retailers. MAS started out on a base of manufacturing excellence. Building on this foundation, the company went into an integration overdrive setting up JV factories with customers and suppliers. As Mahesh Amalean, Chairman of MAS Holdings puts it "Clearly the concept and philosophy of entering into strategic relationships with customers and suppliers has been the backbone of our business and brought us two significant gains. From our joint venture partnerships, we got access to the marketplace, to the likes of Victoria's Secret and Marks & Spencer. Through our supply chain partners, we brought home to Sri Lanka world class technology". Over a period of time MAS also built its product, design & development competencies. In Mahesh Amalean's words "As we evolved and developed additional competencies, our customers transferred the sourcing, product development and design to us and concentrated more on the retail side. So we opened design houses in London, New York and Hong Kong". In a way it perfectly encapsulates MAS' motto "Change is courage". Today, Mahesh is certain of one thing as MAS forays further afield, if they are to enter into any new area or category they must make an impact through differentiated offerings. "If not better, better not". A philosophy Mahesh credits to Marty.



The backbone of their success



Bodyline factory



Another groundbreaking ceremony as expansions continue





CHAPTER THIRTEEN

**WHERE THE WORLD'S
SUPERBRANDS
COME TO SHOP**



Over time Sri Lanka has emerged as the premier fashion and apparel outsourcing hub in South Asia. With its excellent strategic location, world class infrastructure and human resource capital, Sri Lanka has significantly enhanced its solutions through vertical integration and advanced technology investments. Marty was instrumental in introducing the product lines that the country now excels at. And Marty has had a singular influence in attracting the best-of-the-best international partners to the country in its effort to strengthen its backward linkages by setting up a local base for raw material to provide woven and knit fabrics and lace, along with premium finishing capabilities. Also, by attracting investments in other ancillaries such as thread, elastics, buttons, hangers, production units have built-up a value-addition of nearly 60% locally. It has reduced lead times from fabric to store, with every step of the manufacturing process solidly backed with the latest technology. Sri Lanka also offers a high level of collaboration in product design and innovative fabric development. All these services are offered in an environment that is ethical, transparent and geared towards long term sustainability. Small wonder, the world's leading high-end fashion brands love to do business here.





Sustainable Targets set by Brands

- H&M - Plan A
- GAP - 20% Reduction in Carbon Footprint by 2015
- Tesco - Reduce supply chain emissions by 20% by 2020
- Next - 20% reduction in CO2 emissions from Electricity Consumption by 2013
- H&M - Source at least 25% of their Renewable Energy needs by 2020

Sustainable

- H&M - Plan A
- GAP - 20%
- Tesco
- Next - 20%
- H&M - 25%

Brands

- Reductions by
- Emissions
- from E
- Renewable



I've had partners, who are Muslim, Buddhist, Hindu, Christian, Taoist, Jewish and more. All had one thing in common. They weren't like me. They had different experiences and different skills.









CHAPTER FOURTEEN

**SRI LANKA
AND THE MOVEMENT
FOR GOOD**

Code: 001

GARMENTS WITHOUT GUILT

This is to certify that

_____ abides by the charter on GARMENTS WITHOUT GUILT as laid out by the *Joint Apparel Association Forum* of Sri Lanka, which requires members to conduct their business in an environment friendly and ethical manner that is,
free of child labour
free of forced labour
free of discrimination on any grounds
and free of sweatshop practices.

This is to certify that SGS has audited as per the above charter, this facility on _____ and the certification will be valid for a period of _____.



**SRILANKA
APPAREL**
GARMENTS
WITHOUT GUILT
www.srilankaapparel.com

Signature

JAAF

Date

Signature

SGS

Further clarifications regarding the scope of this certificate and the applicability of Garments Without Guilt requirements may be obtained by consulting the organization.

Today, Sri Lanka's apparel manufacturing is a USD 4.3 billion business, employing over 300,000 people, and 80% of them are women. Sri Lankan factories had always been known to set a higher standard for labor rights and best business and social practices. Garments Without Guilt or GWG would take it further. For the first time the industry came together as one, to enshrine labor rights, social welfare and community development at the heart of its business. Over 350 plants have signed the charter and committed themselves to the cause - the only movement of its kind in the global apparel industry. Audited and Certified by SGS, Switzerland, GWG won worldwide acclaim featuring on BBC and CNN. A delegation from Sri Lanka Apparel, led by Ajith Dias, was even invited to Capitol Hill, Washington DC, to share their story. In the context of GWG, Marty has been an inspiration and mentor - from the way he conducted himself and his belief that business had a part to play in society. As he comments, "Principled innovators will improve themselves and the world". He not only knows how to create wealth, but also how to share wealth and success. In doing so, he has touched the lives of countless people.

Audited and certified by SGS Switzerland, the world's largest organization in the field of inspection, verification, testing and certification



The first choice for ethical sourcing



At six years, he knows a thing or two most business school graduates don't.

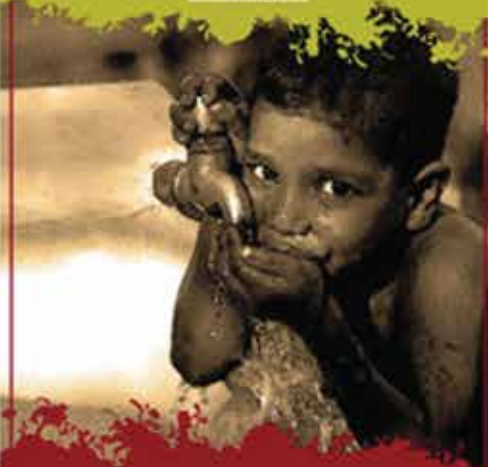
At Sri Lanka Apparel, we strongly believe children belong in school and not on a factory floor. Going even further, we are taking some of our best practices from the board room into classrooms around the island. Like the Japanese 5S system, widely applied in the Sri Lankan Apparel industry, the 5S system is designed to improve organizational skills and create discipline, improve efficiency and productivity. Sri Lanka Apparel invited over 150 school representatives to take part in a 5S training program and to implement it in their respective schools. By the end of the program, most participants were amazed at the benefits and felt inspired to adopt the principles to their own lives, families and communities. This is just one of many school programs. Sri Lanka Apparel conducts, we also help with computers, libraries, sports amenities and classroom facilities. So while little Siddharth may be a long way away from doing a business degree, for now, the Japanese 5S system is already a way of life for him.


PROTECTION	PROGRESSION
Free of child labor	Women's empowerment
Free of forced labor	Education
Free of discrimination	Rural poverty alleviation
Better working conditions	Environment
Free of sweat shop practices	Water and healthcare

For more information log on to www.srilankaapparel.com

SRILANKA APPAREL
GARMENTS WITHOUT GUILT

The worldwide advertising campaign to promote Sri Lanka as a premier destination for ethical and sustainable manufacturing







**SRI LANKA
APPAREL**
GARMENTS
WITHOUT GUILT

**Water is a lifeline of hope
from a lifetime of poverty**

For more information login to
www.srilankaapparel.com







**SRI LANKA
APPAREL**
GARMENTS
WITHOUT GUILT

**Women given opportunities,
will take control
of their destinies**

For more information login to
www.srilankaapparel.com







**SRI LANKA
APPAREL**
GARMENTS
WITHOUT GUILT

**A healthy community
is the backbone of a
healthy company**

For more information login to
www.srilankaapparel.com





**SRI LANKA
APPAREL**
GARMENTS
WITHOUT GUILT

**We make garments
with conscience and care**

For more information login to
www.srilankaapparel.com



**Children have no business
in our business**

**Where women are
respected and empowered
you will find a culture of
fair play, integrity,
discipline and pride of work**

**Our garments are made
with conscience and care**

**Ethical manufacturing
is not just a
business standard,
it's an attitude to life**



**SRI LANKA
APPAREL**

GARMENTS
WITHOUT GUILT

www.srilankaapparel.com

Carry bags carry the ethical manufacturing message



GWG story is heard on Capitol Hill



GWG promoted at international apparel shows

If we think about society and community we can all play a role in the renaissance of values in business.

”

Martin Trust



Brandix water initiative for rural communities

WATER IS LIFE

On average, it is estimated that among the rural poor, a woman spends up to six hours a day just securing the water needs of her family. If she had ready access to clean potable water it would allow her to do something more productive with her time. In situations like this, water can be a lifeline out of poverty and increase the overall health of a community. Brandix has embraced the idea of making rural communities self-sufficient for their water needs under the theme “Water is Life”. Reaching out through its own employees (after all women constitute 95% of Brandix staff), the Group has already provided micro water supply systems to over 2100 families and communities. Besides providing water infrastructure, such as tube wells, water storage towers and rain-water harvesting units, the initiative also seeks to imbibe in students, teachers, community and social workers the best water conservation and management practices through the establishment of the Water Resources Research and Training Centre at Anuradhapura. The Group’s community outreach programs are focused on four main principles - Provide, Educate, Research and Disaster Management - to ensure maximum efficacy and relief to rural communities. “Waste not, want not” should be everyone’s motto.

WOMEN GO BEYOND

Women are the change agents of a society and wherever women are empowered you will see better health, education, community cohesion and development. In an industry where 80% of the workforce is women, MAS developed a program called WOMEN GO BEYOND with the specific objective of enabling women to take control of their lives and destinies, and through it amplify their voices in society and business as a force for good. Here is what Jim Pappas of Victoria's Secret had to say "In all my travels, I have not come across a program so focused to empower women employees anywhere". In 2006 the French business school, INSEAD, used MAS as a case study on best practices within the apparel industry. The success of this program was highlighted when Mahesh Amalean was recognized with a UN Award at the Inaugural Women's Empowerment Principles Awards saluting Leadership Commitment and Innovation to advance women's empowerment in 2013. This initiative also won the American Apparel and Footwear Association Award for Excellence in CSR and was featured as a cover story in the World Business Magazine.

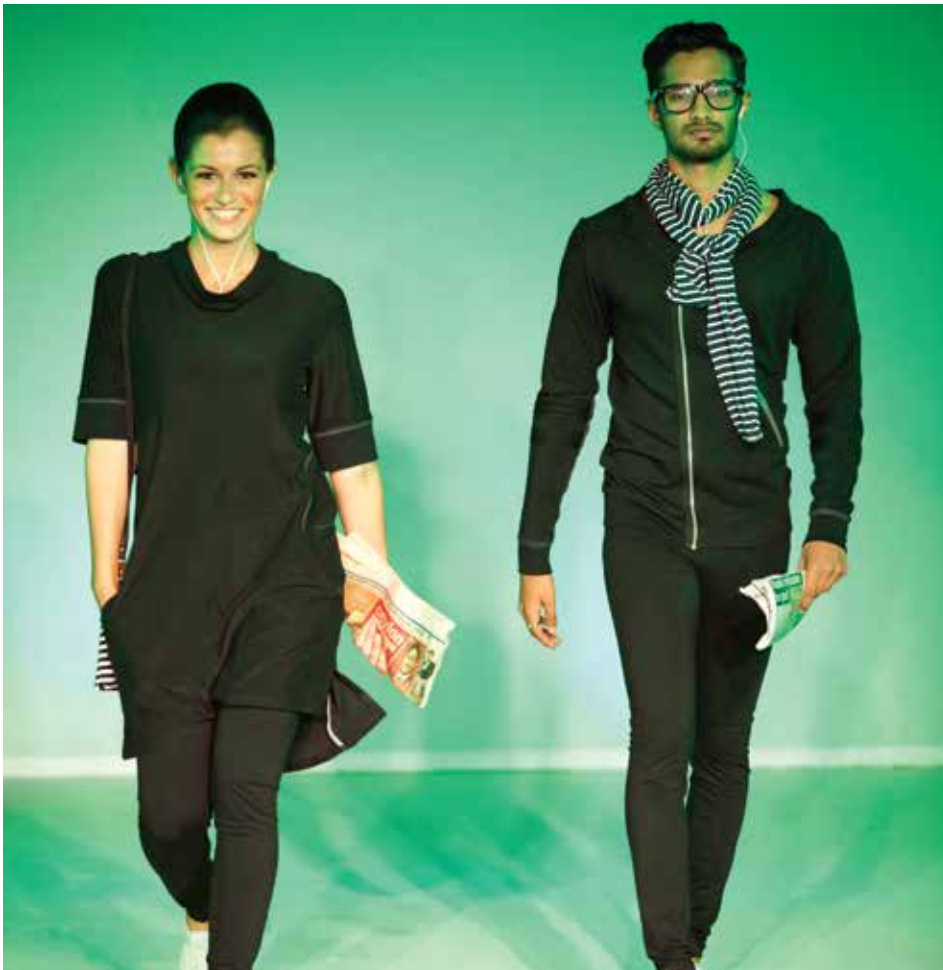


MAS supports women's empowerment



CHAPTER FIFTEEN

**THE FUTURE OF
SRI LANKA APPAREL**



Sri Lanka Apparel ventures into design and co-creation

The Captains of industry in Sri Lanka have implicit faith that the country can compete and collaborate with China and India. With its strategic location, ease of access and regulatory policies, highly-developed infrastructure and world class talent, Sri Lanka is well-placed to become the regional hub for the entire Indian subcontinent. New fashion designers are making their presence felt. The investment in fashion schools is generating new talent. Co-creation with leading brands is inspiring new designs and advancement in technology and research. This means more possibilities all along the value chain. Not many people know that the thinking of “to be better than better” is ingrained in the Sri Lankan industry because of Marty. After all, the thing about quality is that it can always be improved and keep improving. In a global industry that is continually challenged, Sri Lanka is continually challenging the status quo and raising the bar to create, innovate and deliver solutions that can benefit the region. As the spotlight increasingly falls on fair trade and labor rights, Sri Lanka has, and can demonstrate, the dual ability to value-add to business and add value to life. The future is bright. The future is Sri Lanka.



New product incorporating wearable electronics

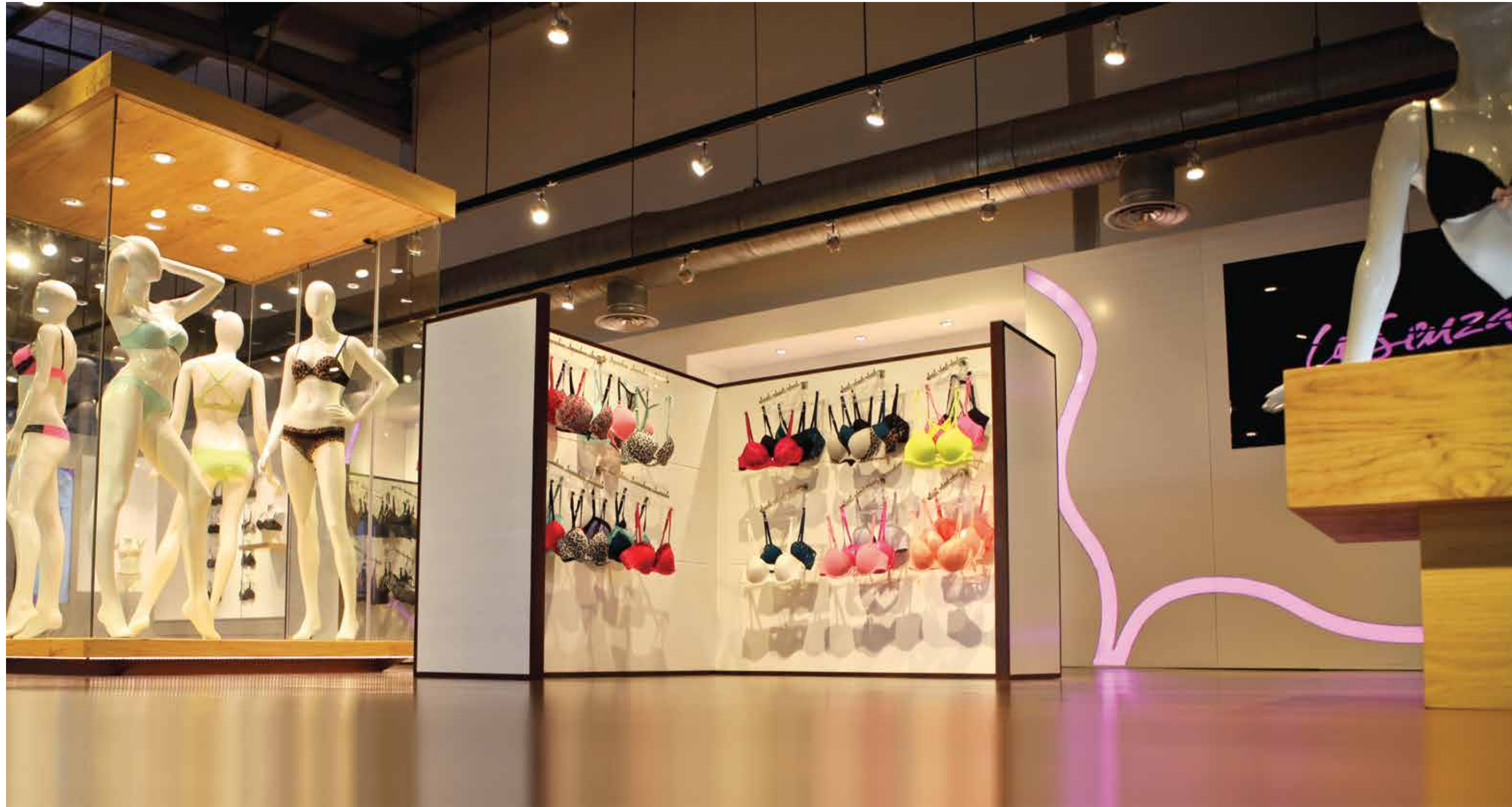


Laser cutting, high end finishing... the industry is switched on when it comes to adopting latest technologies



Encouraging young Sri Lankan fashion designers

The vision to understand potential, long term thinking, believing in we instead of I, not afraid to fail, doing more than just making money out of money, and especially – living by good values are all sound principles.



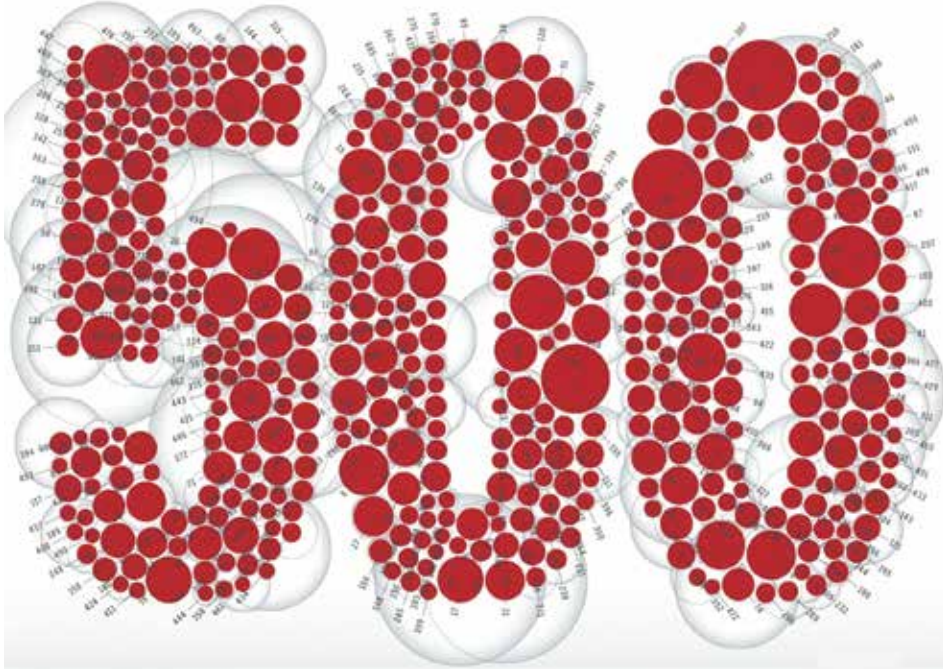
Stepping up with product specific Centers of Excellence



CHAPTER SIXTEEN

LIVE CURIOUS

FORTUNE



For someone who built fifty JV partnerships around the globe in thirty years in the apparel business, one can imagine Marty had no time for anything else. Very few know he was one of the founding investors in Staples Inc. the stationary giant when it was just three stores old. Today, it has two thousand outlets worldwide and is a Fortune-500 company. For twenty years he served on its board of directors along with former presidential candidate, Mitt Romney. He has interests in the Sapphire business in Sri Lanka, providing high-quality gems to top fashion accessory brands, like Cartier and Gucci. Marty, not one to knock a little white ball around a golf course like most business people, has an investment in the Boston Red Sox, which has won the World Series championship in 2004, 2007 and 2013. Marty also sits on the board of the Sri Lankan IT giant, Virtusa. The thing with Marty is, he has always been curious. When something takes up his fascination he wants to know the how, when, where. Just like an irrepressible schoolboy with lots of questions. Someone once said that Marty's idea of retirement is to start something new.



One of the founding investors and board member at Staples



Providing high quality gems and sapphires to the world's leading luxury brands



The IT giant Virtusa, another sound investment



MIT HONOURS ONE OF ITS OWN

The Massachusetts Institute of Technology opened the Martin Trust Center for MIT Entrepreneurship with USD 10 million of funding from the Trust Family foundation. The center aims to foster entrepreneurship at the school and around the world, a cause very close to Marty's heart.

THE FIRST PATENT

In the early 60's while still working for MKM Knitting Mills, Marty was given the task of seamlessly integrating shape into fabric. The idea was to create a swimsuit which did not require the fabric to be cut and sewn into bra cups. Ever ready for a challenge, Marty worked with the mechanics to create 3D fabric on 2D machines and finally managed to get a tiny bump. It was not nearly big enough. He persevered and made one bump big enough and eventually two breast cups followed. This invention allowed the company to use continuous print without cutting the fabric. Marty was off to obtain patents for the machinery in the U.S.A, Europe and then Japan. While in Japan, he heard of fine sweaters being manufactured in a place called 'Hong Kong'. So he made his first trip to Hong Kong. And yes, he did get the patent rights.



I always wanted to move into the higher realm of entrepreneurship – owning and building. It is harder to build something from nothing or nearly nothing than to simply buy and sell.

Martin Trust



CHAPTER SEVENTEEN

THE BOSTON HURRICANE



With Les – Marty is famous for his good humor

It would start with an impatient drum roll of the fingers on the table. Tap..tap...tap. Then a roll back of the shoulders like a boxer warming up. Pity the poor soul who did not know that something was about to erupt. It did not matter whether it was a customer, a supplier, president, floor manager or partner. Out of the blue, to the untrained eye, Marty would suddenly lash out with ferocity, venom, sarcasm, wit and the choicest of cuss words. It was fast, furious and bruising. Oddly though, it was over just as fast, leaving in its wake many a shattered and shell shocked ego. Even more dramatic, the very next minute Marty would magnanimously invite the victim of his rage to lunch, without an iota of malice. On a scale of tolerance, if most people have a zero to ten threshold for fools, with Marty, it was subzero. All his partners knew when a Marty storm was brewing. They figured the best way to handle it was to weather it, because in a few minutes the sun would come out again and Marty would be back to his humorous and receptive best. It is said, in later years, his daughter, Laura, could manage to chide and mellow him down to be more circumspect. However, if I were you, I wouldn't take that statement at face value.



A focused and intense listener, able to instantly spot any inconsistency

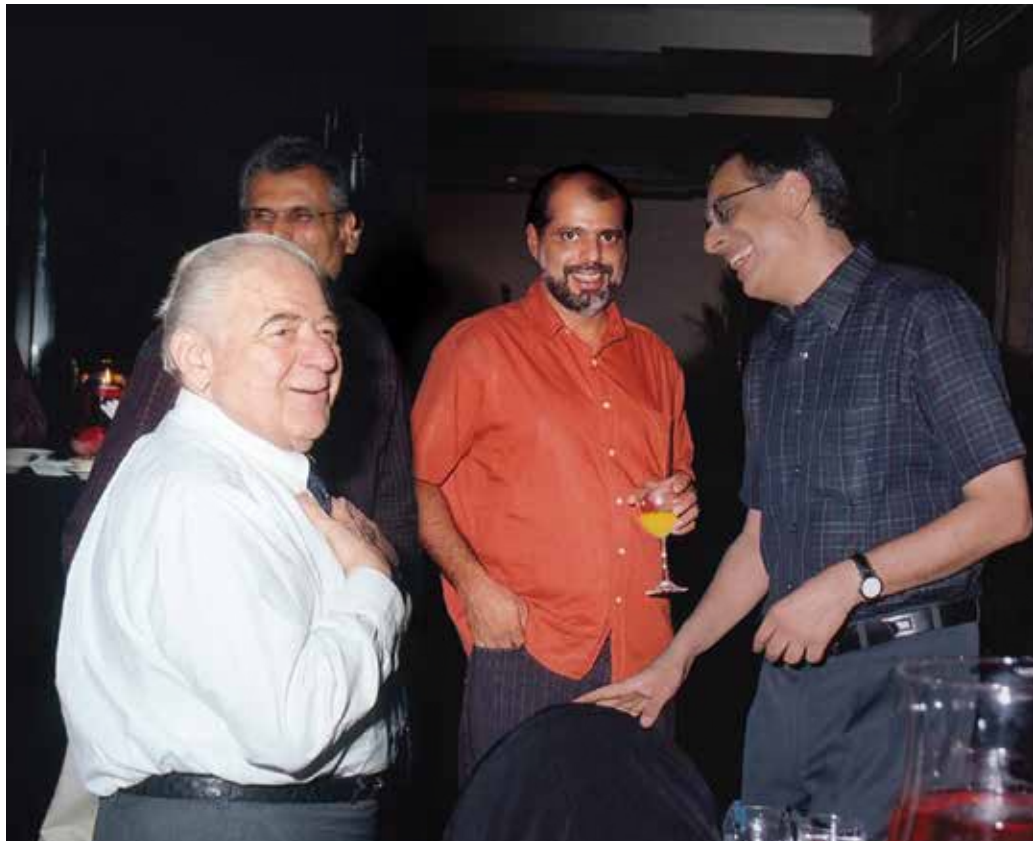
If you want to pursue endeavours that involve what you don't have, then you have two choices – learn them yourself or find someone who is capable and rely on them.

”

Martin Trust



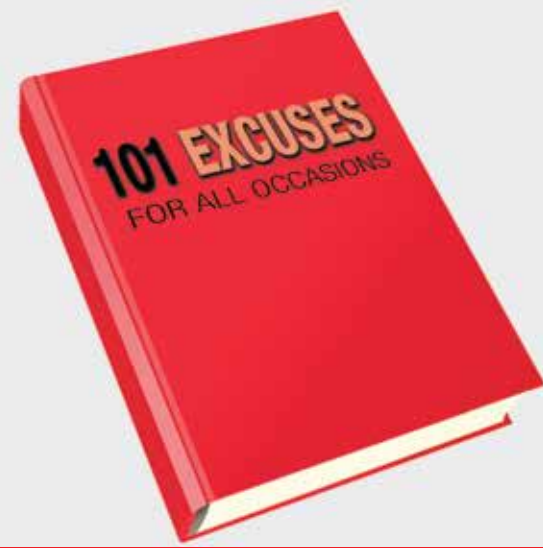
The JV team enjoys Marty's witty and swift repartee



*A masterful raconteur
– with Aslam & Feroz*



The original 'laugh out loud', able to enjoy the funny side of an often stressful trade



A TALL TALE

Marty has an amazing knack to see through lame excuses for failure, and has little or no patience to sit through such discussions. Ashroff recalls a visit to a factory in Madagascar, which they had just bought into. Marty noticed several flaws in the way it was managed, despite an impressively large expatriate team who supervised it. The General Manager, instead of answering Marty's queries, rolled off a laundry list of "I want's" to which Marty simply responded "and I want to be 6 feet tall!" No surprise the tenure of the expat team was very brief consequent to that meeting.

NOT A PENNY MORE, NOT A PENNY LESS

Marty is ruthless with money in an odd way. Not because he wants more, he wants the best value, and he wants people to be accountable. He would send the fanciest limousine to pick you up and dine you at the finest New York City restaurant. Yet, at the end of the evening when the bill came, he went through it meticulously. Damned if he was going to shell out a cent more than what was due.





CHAPTER EIGHTEEN

MARTY

THE FAMILY MAN



Laura with David in Taiwan in 1977- globetrotting from their younger days

Marty and Dena were not born into wealth, so they really had to work hard to get a start in life. Marty was fortunate to go to MIT Sloan School on a scholarship. Dena could not afford the tuition of a full-time college. She worked as a bookkeeper by day and went to college at night. Her commercial course came in very handy in the early days of MAST. When Marty was sourcing, Dena was the bookkeeper and secretary. As the business grew, they would travel together setting up new businesses at a frenetic pace. By this time, Marty was being heralded as the 'King of Speed Sourcing'. He had businesses just about everywhere which could collaborate and deliver with speed. Their increasing wealth did not change them. Their children, David and Laura, were given a good education, but they inculcated them with a strong work ethic. As a teenager, David, during his high school vacations, would work at MAST in various departments, including the pattern room, the chemical laboratory and in accounts receivables. For years, Laura worked in various capacities at MAST. She went back to college for her MBA at Sloan School of Management, Marty's alma mater, where she met her husband, Alan. After graduation, she was sent to Hong Kong to head the Limited Stores Division of MAST, the very place where Marty started MAST Far East. Alan joined her in Hong Kong working with a real estate company. With her vast experience in product development, third party sourcing in Asia and finding Joint Venture partners worldwide, Laura was the natural choice to succeed Marty. Today, Laura, David and Alan are involved in the business.



*David with Marty
– Costa Rica in 1980*



*Dena takes a stroll with Laura
in the old quarters*

**After building businesses and building teams,
one can look back as I do today, with a deep
sense of satisfaction and pride – knowing that
you have created something lasting, something
that lives on and keeps giving long after you.**

”

Martin Trust



Home away from home - the Peninsula Hotel, Hong Kong, 1975



As Editor of MASThead, the corporate newsletter, Dena kept the MAST family connected across continents



CHAPTER NINETEEN

**SRI LANKA
INSPIRED!**



Enjoying an excellent rapport with partners from every faith and every race in over 20 countries

What can you say about a Mentor who believed in Sri Lanka's talent and potential even when Sri Lankans doubted themselves?

A Maverick, who made history out of geography and revolutionized the global supply chain as the Speed Sorcerer?

A Pioneer, who turned small dreamers into big thinking premier global players that today support the livelihoods of over 300,000 people?

A Visionary, who espoused fair trade, ethical sourcing and green footprints, long before it became fashionable on the high street?

A Friend, who made sure we never walked alone, in the best and worst of times?

This is a tribute to Martin Trust and his legacy. One of the most outstanding and influential figures in the global apparel business and the father of the Sri Lankan garment industry. To a great mind and a great human being we simply call "Our friend, Marty".



The man with a larger than life personality



A visionary. A genius



THANK YOU MARTY

To the pioneer, the visionary, the maverick, our mentor and friend, we thank you for your trust, commitment and respect you have brought to our industry and the nation over the past forty years. On behalf of the joint venture teams of MAST Industries, Inc and Brandot International Ltd in Sri Lanka,

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