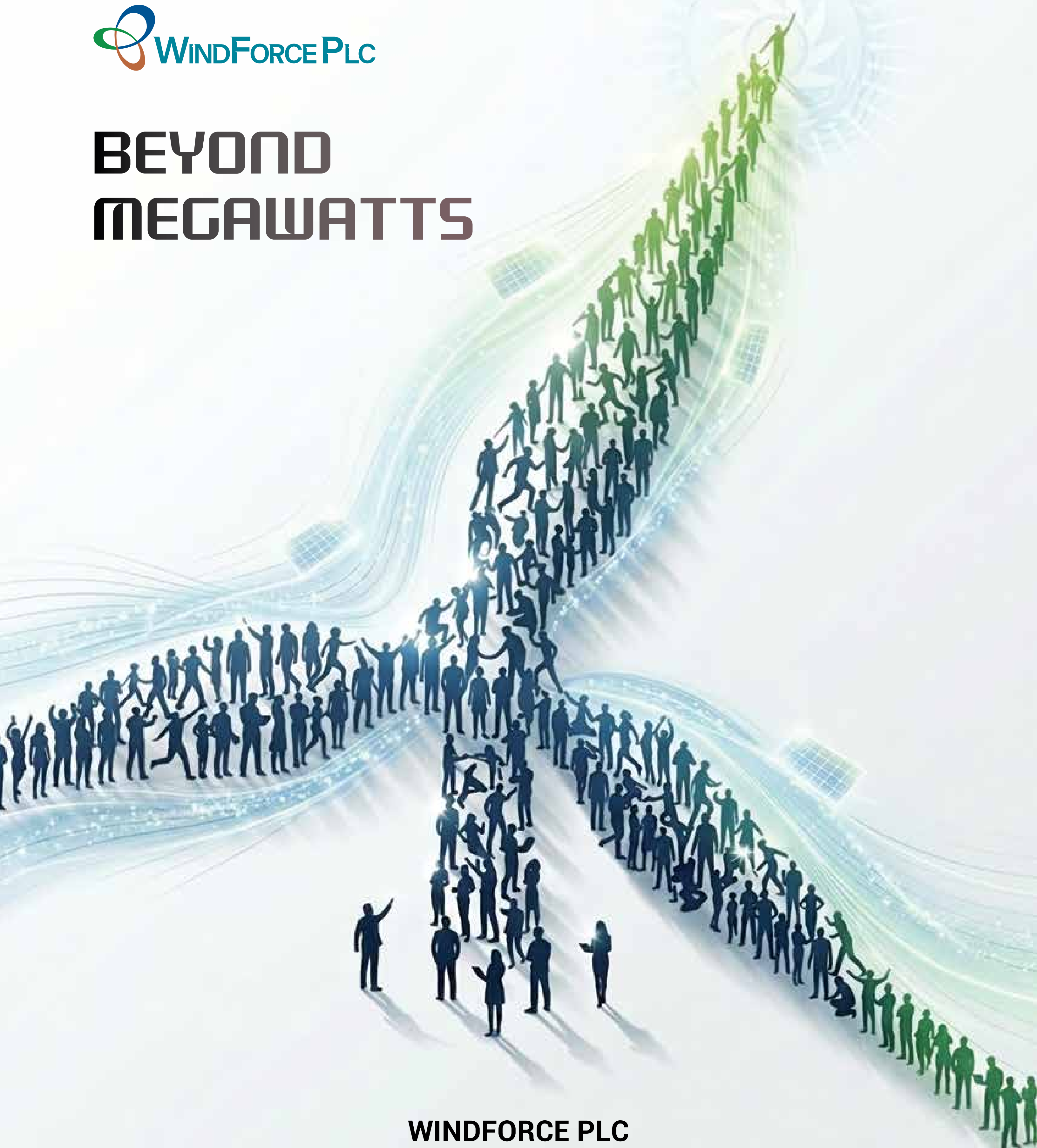
WindForce PLC

BEYOND MEGAWATTS



WINDFORCE PLC
Annual Report 2025/26

Accessibility to All

At WindForce, we are committed to fostering inclusion and accessibility in our communications. We aim to present information in a clear and accessible manner and continuously seek to improve access to our disclosures for all stakeholders.

Plain Language:
A concise summary of key Information, performance and priorities

Easy to Read E book:
A digitally accessible version designed for convenience

Scan to access the Easy to Read E-book
Point your Camera or QR code reader to access the Easy to Read E-book

BEYOND MEGAWATTS

Energy, for decades, has been defined by a single measure; the megawatt. A metric of scale, capacity, and output. Yet, as the world transitions toward a more complex and sustainable energy future, true progress demands a broader perspective.

At WindForce, growth is no longer measured by how much energy is generated, but by how meaningfully it is delivered, sustained, and expanded. With a portfolio spanning wind, solar, hydro, and emerging solutions such as floating solar and battery energy storage systems (BESS), WindForce continues to build an integrated energy ecosystem that balances generation with stability, and innovation with reliability.

This evolution is underpinned by a commitment to responsible growth. By aligning its operations with internationally recognised IFC Performance Standards, the Company ensures that every project meets rigorous environmental, social, and governance benchmarks. During the year, the signing of a USD 18 Mn loan agreement with the International Finance Corporation (IFC) marked a significant milestone in the Company's journey. More than a financing arrangement, it reflects a strategic partnership that reinforces WindForce's commitment to sustainable development, supports the expansion of its clean energy portfolio, and strengthens its contribution to the broader climate agenda.

At the same time, the Company's continued investment in energy storage through BESS underscores a forward-looking approach to the challenges of renewable integration. By capturing and dispatching energy with greater precision, WindForce is enhancing grid stability and ensuring that renewable power remains dependable, even in moments of variability.

Together, these efforts signal a transition from generating power to enabling progress. It is a reflection of WindForce's enduring vision to move beyond scale, and beyond megawatts.

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Chairman's Message

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Managing Director's Message

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WindForce Instagram

WindForce Facebook

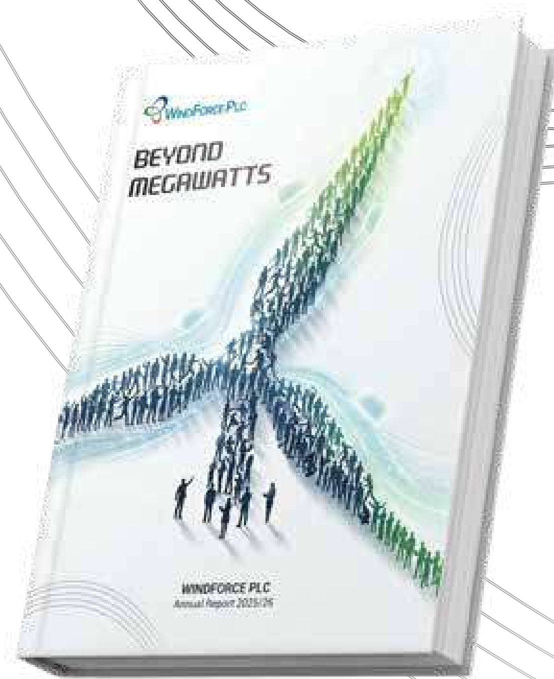
WindForce LinkedIn

CSE Webpage

REPORT PROFILE

GRI | 2-3

This is the sixth Integrated Annual Report of WindForce PLC, presenting a balanced overview of our performance for the financial year ended 31 March 2026. The statements included are supported, where appropriate, by evidence from reliable sources.



Building on our 2024/25 report, our most recent report before this publication, we remain committed to enhancing readability and focusing on material matters. This report provides our stakeholders with relevant information and demonstrates how resources have been allocated to create value for them over the short, medium, and long term.

SCOPE AND BOUNDARY

GRI | 2-2

This report covers the WindForce Group's operations in Sri Lanka, Pakistan, Uganda, and Ukraine, and outlines our core business as a renewable energy provider. The reporting boundaries for both financial and non-financial information are aligned at the Group level, unless otherwise stated. Non-financial data relating to equity-accounted investees has been aggregated. Details of the Group's organisational structure are provided on page 12.

STANDARDS AND FRAMEWORKS

We align our reporting with global best practices and adhere to the internationally recognised reporting frameworks outlined below:

Risk and Governance Reporting

- Colombo Stock Exchange Listing Rules
- Code of Best Practice on Corporate Governance issued jointly by the Institute of Chartered Accountants of Sri Lanka (ICASL) and the Securities and Exchange Commission of Sri Lanka (SEC)

Reporting Principles

- <IR> Framework 2021 issued by the International Integrated Reporting Council (IIRC)
- GRI Standards issued by the Global Reporting Initiative in 2021
- The Companies Act No. 7 of 2007
- Sri Lanka Accounting Standards issued by the Institute of Chartered Accountants of Sri Lanka

Sustainability Reporting

- Global Reporting Initiative (GRI) Standards
- UN Sustainable Development Goals
- Sustainability Accounting Standards Board (SASB)

IMPROVEMENTS TO THE REPORT 2025/26

This Integrated Annual Report incorporates several key enhancements to improve clarity, transparency, and alignment with best practices in integrated reporting, informed by stakeholder feedback and evolving regulatory and sustainability expectations.

Adoption of SLFRS S1 and S2, with applicable transition reliefs, ensuring enhanced transparency and alignment with evolving reporting standards.

A comprehensive materiality assessment was conducted in collaboration with Deloitte, aligned with relevant industry standards.

INTEGRATING ESG TO FACILITATE INTEGRATED THINKING

Since undertaking GRI reporting five years ago, our organisational processes have evolved to integrate non-financial information into performance monitoring at all levels, from operational units to the Board. These efforts are supported by environmental and social responsibility certifications, which strengthen the management of these areas while enhancing access to markets.

Collectively, these initiatives embed ESG principles across our operations, enabling deeper insights into our impacts on society and the environment, as well as stakeholder concerns. Such insights support holistic decision-making through integrated thinking, optimising the allocation of finite resources. They also inform our risk management processes, facilitating the assessment of potential risks and opportunities that are critical to resource allocation, advancing strategic objectives, and strengthening the Group's resilience.

ASSURANCE

GRI | 2-5

Demonstrating our commitment to transparency and reliability, we obtained limited assurance from Messrs Ernst & Young, confirming that the sustainability information included in our Integrated Annual Report has been prepared in accordance with the GRI Standards.

Messrs Ernst & Young provided assurance on the financial statements. Their report appears on page 268.

SIGNIFICANT CHANGES DURING THE YEAR & RESTATEMENTS

GRI | 2-4

There were no significant changes requiring the restatement of financial or sustainability information during the reporting period.

FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements based on current information, assumptions, and expectations available to us. These statements are intended to provide insight into the Group's anticipated future performance; however, they are inherently subject to uncertainty. As they relate to future events, outcomes, and impacts beyond our control, their accuracy cannot be assured.

The operating environment remains volatile, particularly in light of ongoing geopolitical risks. Accordingly, readers are advised to consider these statements in the context of the most current available information and to apply their own judgement. Given the high level of uncertainty, neither the Board nor the preparers of this Annual Report accept any liability in respect of these forward-looking statements.

Report Profile

CONNECTIVITY OF INFORMATION

The connectivity of information has been improved by using the following icons throughout the report.

CAPITALS	STAKEHOLDERS	STRATEGY
Financial Capital	Employees	Progressive Growth
Human Capital	Consumers	Operational Excellence
Manufactured Capital	Community	A Great Place to Work
Intellectual Capital	Business Partners	Sustainability and Contribution to National Development
Social and Relationship Capital	Investors	
Natural Capital	Government and Regulators	

ACKNOWLEDGEMENT

GRI | 2-14

The Annual Report has been prepared by the Senior Management of the Group on behalf of the Board of Directors. Senior Management has used internal and external resources in compiling this report to enhance the presentation and readability of the report.

The Annual Report of the Board of Directors includes an acknowledgement of the Directors' responsibilities with regard to the Annual Report. The Board of Directors acknowledge their responsibility to ensure the integrity of the Integrated Report and are of the opinion that the Integrated Annual Report of WindForce PLC for the financial year ending 31 March 2026 is presented in accordance with the <IR> Framework 2022.

Ranil Pathirana
Chairman
Board of Directors

Sanjay Kulatunga
Chairman
Audit Committee

Lasith Wimalasena
Chief Executive Officer

FEEDBACK & INQUIRIES

GRI | 2-3

We are committed to continuously enhancing our reporting practices and welcome feedback to improve the quality and relevance of our future reports. Please share your comments or suggestions with us:

lasith@windforce.lk
Chief Executive Officer

ABOUT US

At WindForce PLC, we are the pioneers in renewable energy in Sri Lanka and the country's largest renewable energy developer with a growing global footprint.

Established in July 2010, we were founded to drive and manage all aspects of renewable energy development, laying the foundation for a cleaner, more sustainable future.

From a humble beginning with a team of just five members, we have grown into the leading Independent Power Producer (IPP) in Sri Lanka's renewable energy sector. Today, we develop, own, and operate state-of-the-art power plants that meet the rising demand for clean and sustainable energy, both locally and internationally.

Vision

To pioneer and spearhead the growth of renewable energy in Sri Lanka and progress into overseas markets with the use of cutting-edge technology and energy-efficient renewable energy plants that are socially, financially, and legally sustainable to our investors in the long run.

Mission

To hold our position as the largest contributor to Sri Lanka's renewable energy by investing in viable, eco-friendly, and state-of-the-art renewable energy power plants and to venture beyond our shores and become a prominent player in the global market.

ORGANISATIONAL OVERVIEW

GRI | 2-1

Our strategy is firmly aligned with our mission, guided by an integrated approach that balances short, medium, and long-term priorities to deliver sustainable growth while safeguarding stakeholder interests. Since commissioning our first wind power project in 2010, we have built a strong and enduring presence in Sri Lanka's renewable energy sector, contributing meaningfully to the nation's transition towards clean energy.

Established in 2010, we have grown to become Sri Lanka's largest independent power producer in the renewable energy space, with an expanding global footprint. We manage the entire life cycle of renewable energy projects, from feasibility studies and engineering design to construction, commissioning, and ongoing operations and maintenance, ensuring efficiency, reliability, and long-term value creation.

Our diversified portfolio spans wind, solar, and hydropower, enabling us to meet evolving energy demands while advancing our commitment to sustainability and ESG principles. This holistic approach, combined with our expanding geographical reach, has strengthened our leadership position within the industry, securing a significant market share among our Sri Lankan peers.

In 2026, we secured 13 standalone battery energy storage system (BESS) projects under Sri Lanka's first grid-scale BESS initiative led by the CEB. The portfolio includes 13 projects (130 MW / 520 MWh), all to be developed under a 15-year Build, Own, and Operate (BOO) model.

With a combined investment exceeding Rs. 22.5 billion and an 80:20 debt-to-equity financing structure, the projects strengthen our leadership in energy storage and its role in enhancing grid stability, supporting renewable energy integration, and improving peak demand management.

Moreover, we remain committed to delivering these projects to high technical, environmental, and operational standards, contributing to Sri Lanka's transition to a sustainable, renewable energy-driven power system.

Our success is driven by our people. Our team of highly skilled professionals brings deep expertise across engineering, procurement, construction, and operations, supported by strong capabilities in feasibility analysis and project execution. By leveraging advanced technologies and adapting to diverse geographical conditions, we consistently deliver innovative, efficient, and environmentally responsible energy solutions that meet international standards.

Sri Lanka's Leading Sustainable Energy Producer

A highly experienced engineering team with globally recognised accreditations, including certification from DTU's Risø Campus

Average selling price to NSO: Rs. 18.17 (USD Cents 5.79)

Total installed capacity of 253 MW

62% of installed capacity based in Sri Lanka

405,541 MTs of CO_2 avoided

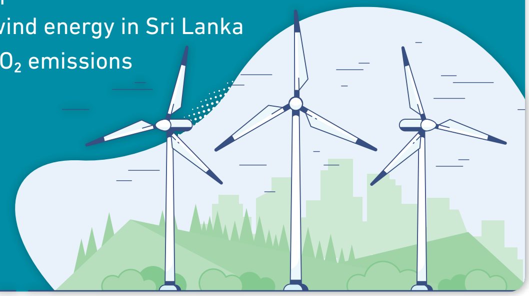
End-to-end expertise in operation and maintenance across the plant lifecycle

Economic	Environmental	Social	Governance
Rs. 8,040 Mn Revenue	405,541 MT CO2 Emissions Saved	223 Employees and Gender Diversity	Compliance with Relevant Regulations
Rs. 2,151 Mn PAT	569 GWh Renewable Energy Produced	72,000 + CSR Beneficiaries	Robust Risk-Control Framework
Rs. 44 Bn Assets	253 MW Installed Capacity	Rs. 30 Mn. Investment in CSR	Competent and Balanced Board of Directors
4.88% ROA	883 Electric Two-Wheelers Sold	Source from Suppliers with Proven Compliance & Track Records	Strong Business Ethics and a Culture of Transparency and Anti-Corruption

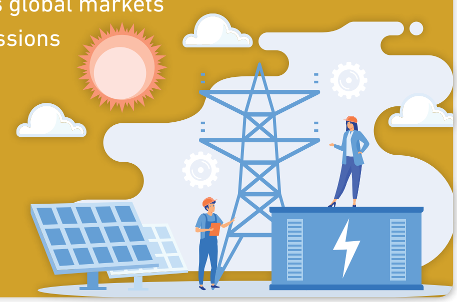
Organisational Overview

OUR OPERATING SEGMENTS

WIND
- Pioneer in wind power generation in Sri Lanka
- 08 wind power plants in operation
- Leading supplier and enabler of wind energy in Sri Lanka
- Offset 160,408 metric tonnes of CO_2 emissions

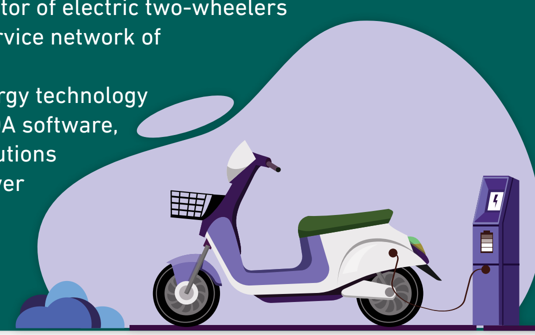


SOLAR
- Pioneer in agrivoltaic solutions in Sri Lanka
- Portfolio of 13 solar power plants across global markets
- Offset 174,367 metric tonnes of CO_2 emissions



HYDRO
- Portfolio of 10 hydropower plants
- Offset 70,766 metric tonnes of CO_2 emissions

AUTOMOTIVE & OTHER
- Satva Automotive is a distributor of electric two-wheelers with a growing after-sales service network of over 85 outlets
- Energenix is a renewable energy technology company specializing in SCADA software, networking, and analytics solutions for solar, wind, and hydro power assets.



OUR PRESENCE

As Sri Lanka's largest renewable energy developer with an expanding international footprint, we manage a diversified portfolio of **08 wind, 13 solar, and 10 hydropower plants** across both domestic and global markets.

Uganda	
	10 Mw
	10.3 Mw

Ukraine	
	9 Mw

Pakistan	
	68 Mw

Sri Lanka	
	84.2 Mw
	55.3 Mw
	16 Mw

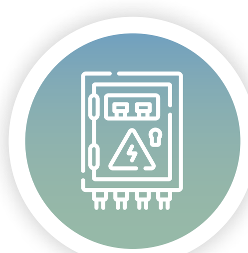
OUR PRESENCE IN THE VALUE CHAIN

GRI | 2-6

Power Development

Power Distribution

Power Transmission



The National System Operator (NSO)

OUR GROUP STRUCTURE

WindForce PLC

SUBSIDIARIES

100% Renewgen (Pvt) Limited

95.83% Daily Life Renewable Energy (Pvt) Ltd.

100% Hirujanani (Pvt) Ltd.

80% Tororo Pv Power (Pvt) Ltd.

50% Solar Universe (Pvt) Ltd.

100% Seguwantivu Wind Power (Pvt) Limited

100% Hiruras Power (Pvt) Ltd.

100% Suryadhanavi (Pvt) Ltd.

100% Energy Reclamation (Pvt) Limited

50% Sooryashakthi (Pvt) Ltd.

100% Vidatamunai Wind Power (Pvt) Limited

90% Sunny Clime Lanka (Pvt) Ltd.

88.50% Kebitigollewa Solar Power (Private) Ltd.

51% Safe Power International (Pvt) Limited

96% Satva Automotive (Pvt) Ltd.

51% Storex (Pvt) Limited

100% Powergen Lanka (Pvt) Limited

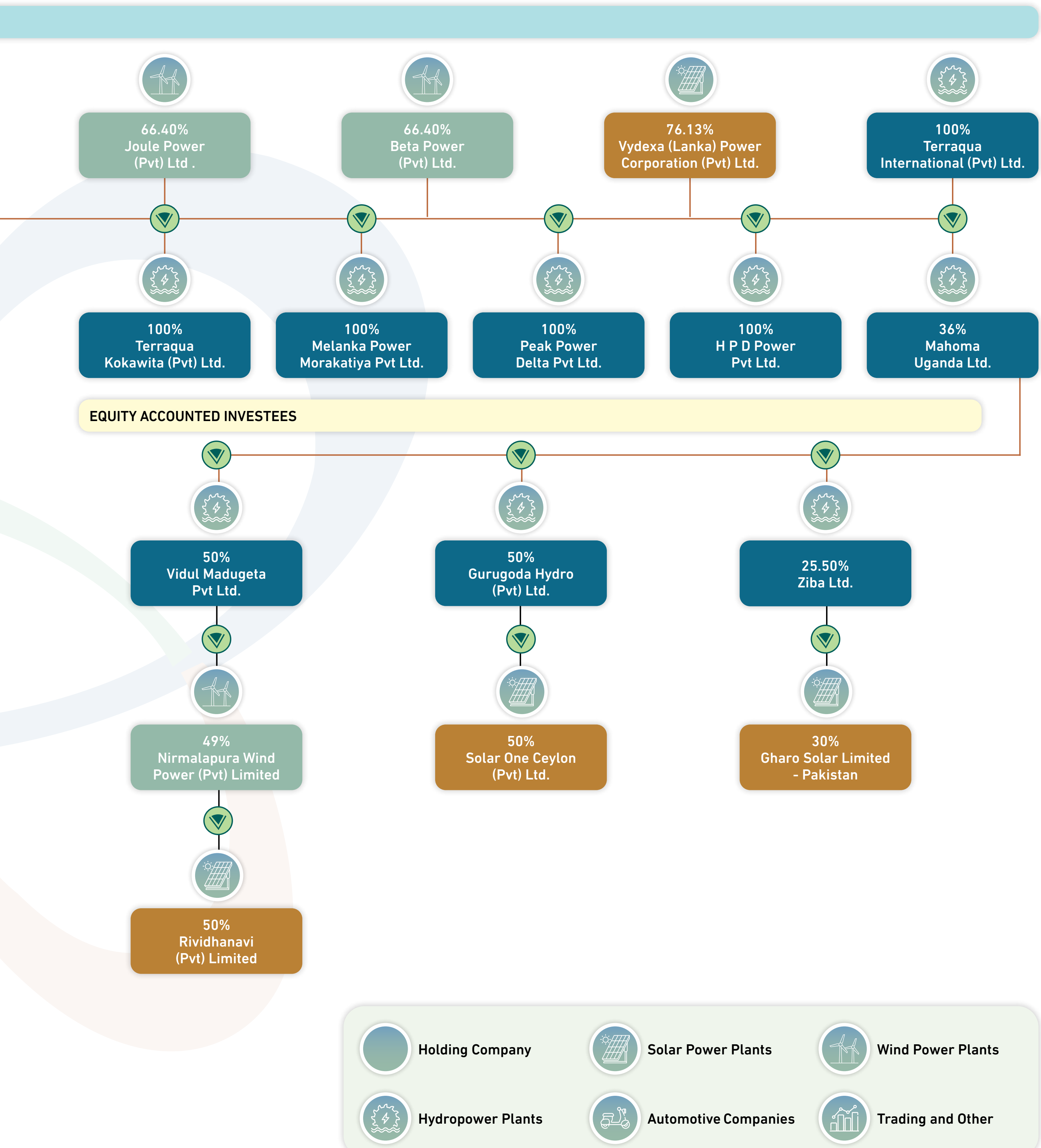
90% Seruwawila Photovoltaic (Pvt) Ltd.

100% Sky Solar (Pvt) Ltd.

100% Diyajanani (Pvt) Limited

100% Bluesky EV (Pvt) Ltd.

51% Energenix (Pvt) Limited


66.40%
Joule Power
(Pvt) Ltd .
66.40%
Beta Power
(Pvt) Ltd.
76.13%
Vydexa (Lanka) Power
Corporation (Pvt) Ltd.
100%
Terraqua
International (Pvt) Ltd.
100%
Terraqua
Kokawita (Pvt) Ltd.
100%
Melanka Power
Morakatiya Pvt Ltd.
100%
Peak Power
Delta Pvt Ltd.
100%
H P D Power
Pvt Ltd.
36%
Mahoma
Uganda Ltd.
EQUITY ACCOUNTED INVESTEES
50%
Vidul Madugeta
Pvt Ltd.
50%
Gurugoda Hydro
(Pvt) Ltd.
25.50%
Ziba Ltd.
49%
Nirmalapura Wind
Power (Pvt) Limited
50%
Solar One Ceylon
(Pvt) Ltd.
30%
Gharo Solar Limited
- Pakistan
50%
Rividhanavi
(Pvt) Limited
Holding Company
Solar Power Plants
Wind Power Plants
Hydropower Plants
Automotive Companies
Trading and Other

OUR SOCIAL AND ECONOMIC IMPACT

We meet our socio-economic responsibilities by working in close partnership with local communities and stakeholders. Through ongoing collaboration, we align our actions with their priorities, supporting sustainable well-being and long-term development.

DRIVING A SUSTAINABLE ENERGY FUTURE

Supporting Sri Lanka's targets of 70% renewable energy by 2030 and carbon neutrality by 2050, we deliver clean, reliable energy solutions that advance a sustainable future. Through strategic investments, we drive national development while creating long-term value for our stakeholders.

We maintain a diversified renewable energy portfolio across wind, solar, and hydro, with a strategic balance of local and international exposure for optimal performance and resilience.

- Secured 13 standalone battery energy storage system (BESS) projects under Sri Lanka's first grid-scale BESS initiative led by the CEB
- 31 Power plants in Sri Lanka and overseas
- 253 MW total installed capacity
- 62% of installed capacity is in Sri Lanka
- 38% of of installed capacity is spread across 3 continents
- Only compnay in Sri Lanka to operate large-scale wind plants

ADVANCING RENEWABLE ENERGY THROUGH INNOVATION

By championing technological innovation, we are strengthening Sri Lanka's renewable energy capabilities and accelerating long-term, sustainable growth across the sector. Through forward-thinking solutions and continuous advancement, we enhance efficiency, resilience, and the nation's transition toward a cleaner energy future.

- Driving Sri Lanka's technology growth with Norsk Solar & Frontier Energy partnerships
- Advanced in-house SCADA systems driving efficiency in solar power generation
- Exclusive provider of advanced predictive solar irradiance forecasts in Sri Lanka
- DTU/Risø-accredited engineers driving technical excellence
- Pioneering agrovoltaic technology implementation in Sri Lanka
- Comprehensive wind power expertise with in-house turbine repair facilities

LEADING SRI LANKA'S RENEWABLE ENERGY EXPANSION GLOBALLY

As pioneers of international growth, we have extended Sri Lanka's renewable energy footprint into Uganda, Ukraine, and Pakistan, driving sustainable impact across diverse markets.

- Sri Lanka's first globally operating renewable energy company
- Offshore revenue contributes approximately 13% toward the Group revenue
- Empowering international growth with a team of 3 employees in overseas operations
- Contributing Rs. 595 Mn. in taxes, supporting national development and economic value creation

EMPLOYMENT GENERATION

Our operations contribute to employment generation by creating jobs across the entire project lifecycle, from construction to long-term operations and maintenance. Through continuous training and knowledge development, we also strengthen Sri Lanka's renewable energy talent pool and drive sustainable socio-economic growth.

- 223 employees
- Rs. 11 Mn investment in training and development
- Rs. 535 Mn employee benefits

Our Social and Economic Impact

UPLIFTING COMMUNITIES

We contribute to enhanced living standards and economic opportunities. In addition, our initiatives in skills development and community support help build resilience, empower individuals, and foster long-term social well-being alongside clean energy generation.

Rs. 30 Mn
investment in CSR

73,000 +
Beneficiaries

DEVELOPING CAPITAL MARKETS

We support the development of Sri Lanka's capital markets through our listed entity, demonstrating strong market presence, financial stability, and consistent shareholder value creation through continuous regular returns.

One Listed Company
in the Group

Rs. 60.9 Bn.
Market Capitalisation

Fitch Rating -
A+ (lka) Stable Rating

Continuous & regular returns

OUR PLANTS AND PROJECTS

WIND POWER

8 Plants

225.2 GWh Annually

160,408 MT CO_2 Saved

84.2 MW Installed Capacity

By harnessing wind energy, we deliver reliable, renewable electricity while advancing global carbon reduction.

Our Plants and Projects

We are at the forefront of Sri Lanka's clean energy transition, proudly standing as the country's pioneering and only large-scale wind power operator. With an installed capacity of 84.2 MW, we contribute 31% of the nation's total wind energy generation, underscoring our leadership in strategic site selection and operational excellence.

Our journey has built a strong competitive advantage, from securing favourable tariff structures to developing deep in-house expertise across the entire wind power lifecycle. From initial design and development to advanced component repairs conducted in our dedicated workshop, our capabilities are both comprehensive and resilient.

In FY 2025/26, wind power generation increased by 3% YoY. This growth was primarily driven by reduced operational interruptions, as a higher volume of maintenance and upkeep activities conducted in the previous year improved overall reliability. Notably, this increase was achieved despite curtailments imposed by the National System Operator (NSO), previously known as the Ceylon Electricity Board (CEB), to maintain grid stability during periods of low electricity demand, particularly on weekends. These curtailments resulted in an estimated loss of approximately 6.75 GWh.

Looking ahead, our focus remains on strategic evolution and sustainable growth. We are advancing plans to enhance efficiency and output by repowering ageing turbines with higher-capacity, next-generation models at proven high-wind sites. At the same time, we are unlocking new value streams by exploring the potential to expand our specialised repair services into a standalone business, initially serving the domestic market, with a long-term vision for regional expansion across South Asia. We are also evaluating opportunities to extend our civil engineering expertise beyond wind power projects. Aligned with Sri Lanka's national clean energy ambitions, we are leveraging our unique capabilities to accelerate sustainable growth, strengthen resilience, and reinforce our leadership in the country's energy transition.

Seguwantivu

Location	Puttalam, Sri Lanka
Date of Commission	May 2010
Capacity (MW)	9.6
Annual Generation (GWh)	16.9
Annual Average CO_2 Savings (MT)	12,047
Our Investment (Rs.)	1.2 Bn
Our Stake	100%

Vidatamunai

Location	Puttalam, Sri Lanka
Date of Commission	July 2010
Capacity (MW)	9.6
Annual Generation (GWh)	18.7
Annual Average CO_2 Savings (MT)	13,355
Our Investment (Rs.)	1.5 Bn
Our Stake	100%

Our Plants and Projects

Nirmalapura

Location	Puttalam, Sri Lanka
Date of Commission	July 2012
Capacity (MW)	10
Annual Generation (GWh)	28.7
Annual Average CO_2 Savings (MT)	20,439
Our Investment (Rs.)	490 Mn
Our Stake	49%

Daily Life Renewable Energy

Location	Puttalam, Sri Lanka
Date of Commission	July 2012
Capacity (MW)	10
Annual Generation (GWh)	32.9
Annual Average CO_2 Savings (MT)	23,435
Our Investment (Rs.)	1.2 Bn
Our Stake	95.83%

Powergen

Location	Puttalam, Sri Lanka
Date of Commission	July 2012
Capacity (MW)	10
Annual Generation (GWh)	7.8
Annual Average CO_2 Savings (MT)	5,536
Our Investment (Rs.)	1.5 Bn
Our Stake	100%

Joule Power

Location	Kilinochchi, Sri Lanka
Date of Commission	December 2014
Capacity (MW)	10
Annual Generation (GWh)	27.9
Annual Average CO_2 Savings (MT)	19,896
Our Investment (Rs.)	580 Mn
Our Stake	66.40%

Our Plants and Projects

Beta Power

Location	Kilinochchi, Sri Lanka
Date of Commission	December 2014
Capacity (MW)	10
Annual Generation (GWh)	30.9
Annual Average CO_2 Savings (MT)	21,987
Our Investment (Rs.)	580 Mn
Our Stake	66.40%

Hiruras Power

Location	Mannar, Sri Lanka
Date of Commission	June 2023
Capacity (MW)	15
Annual Generation (GWh)	61.4
Annual Average CO_2 Savings (MT)	43,711
Our Investment (Rs.)	2.5 Bn
Our Stake	100%

SOLAR POWER

13 Plants

244.8 GWh Annually

174,367 MT CO_2 Saved

142.3 MW Installed Capacity

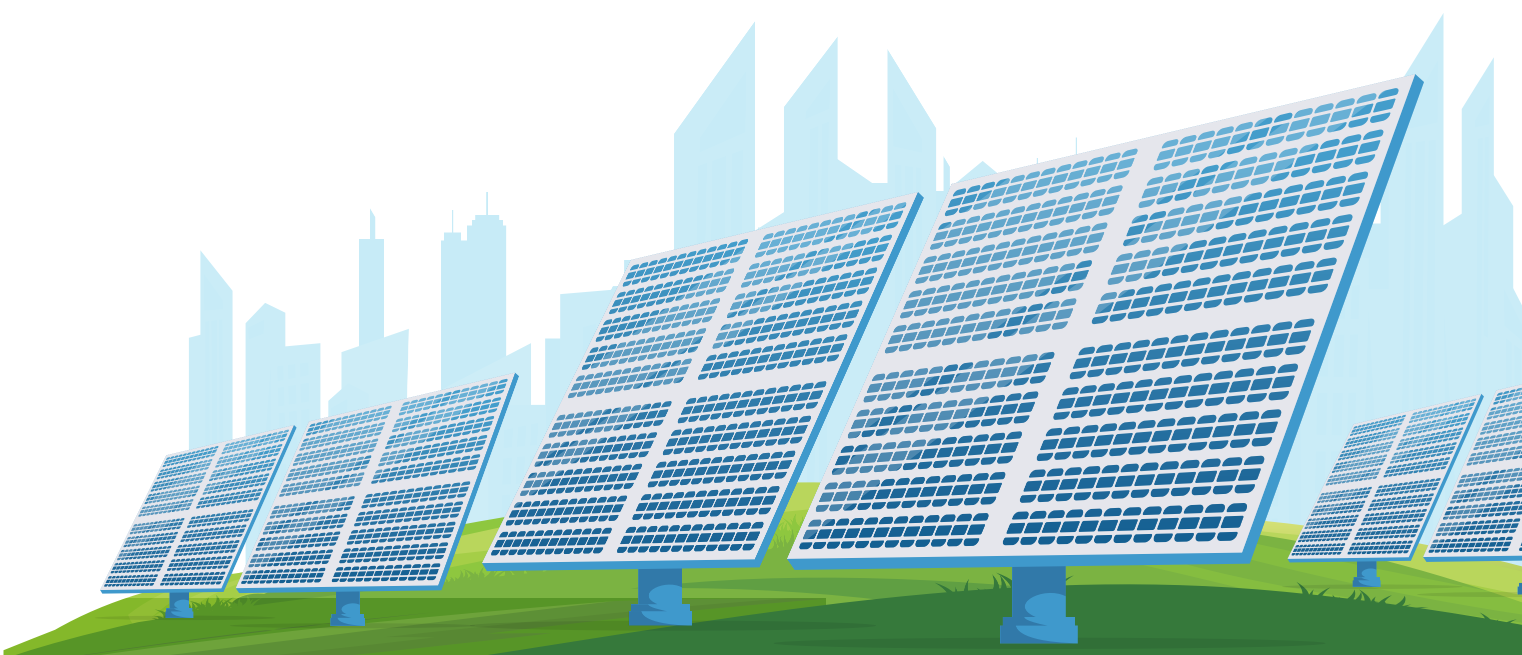
Harnessing sunlight through advanced photovoltaic technology to deliver clean, renewable power, reducing carbon emissions and energising a sustainable future.

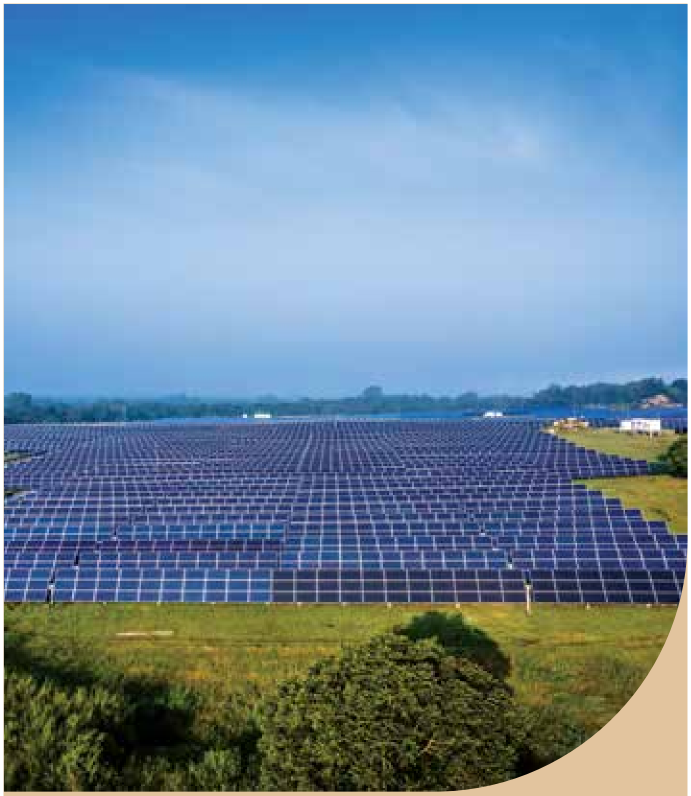
Our Plants and Projects

Solar power remains the cornerstone of our renewable energy strategy, with 13 plants contributing a total installed capacity of 142.3 MW, making it our largest energy segment. Beyond the development of solar farms, we are building a diversified solar ecosystem that integrates ground-mounted installations, agrovoltaic solutions, and advanced technologies such as bifacial panels. Flagship projects, including the 100 MW Rividhanavi Solar Power Plant in Siyambalanduwa and the pioneering 10 MW Kebitigollewa facility, Sri Lanka's first fully female-operated solar plant, demonstrate our commitment to innovation, operational excellence, and inclusive progress.

During FY 2025/26, solar power generation increased by 1% YoY, supported by the contribution from the Kebitigollewa Solar Power Plant, which commenced operations in August 2024, and the addition of the Sooryashakthi Solar Power Plant in July 2025. This growth was achieved despite curtailments imposed by the National System Operator (NSO) to maintain grid stability during periods of low electricity demand, particularly on weekends. These curtailments resulted in an estimated reduction of approximately 8.77 GWh in potential generation during the year.

Innovation continues to shape our next phase of growth. From deploying advanced foundation solutions for complex terrains to scaling agrovoltaic applications and rolling out our proprietary IoT-enabled SCADA platform, we are enhancing operational efficiency, unlocking new value streams, and strengthening our technological advantage.





Solar One

Location	Welikanda, Sri Lanka
Date of Commission	December 2016
Capacity (MW)	10
Annual Generation (GWh)	17.4
Annual Average CO_2 Savings (MT)	12,360
Our Investment (Rs.)	490 Mn
Our Stake	**50%**

Vydexa

Location	Vavuniya, Sri Lanka
Date of Commission	July 2017
Capacity (MW)	10
Annual Generation (GWh)	16
Annual Average CO_2 Savings (MT)	11,375
Our Investment (Rs.)	923 Mn
Our Stake	76.13%

Our Plants and Projects

Harappa Solar

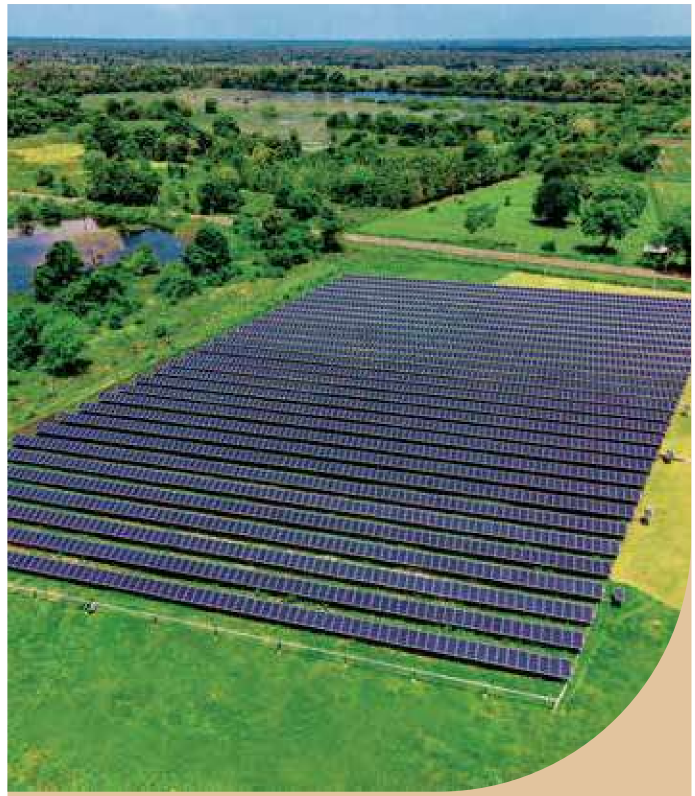
Location	Pakistan
Date of Commission	October 2017
Capacity (MW)	18
Annual Generation (GWh)	30.2
Annual Average CO_2 Savings (MT)	21,536
Our Investment (Rs.)	109 Mn
Our Stake	12.85%

Suryadhanavi

Location	Akbar Brothers Factory Rooftops, Sri Lanka
Date of Commission	November 2018
Capacity (MW)	1.2
Annual Generation (GWh)	1.4
Annual Average CO_2 Savings (MT)	1,009
Our Investment (Rs.)	**360 Mn**
Our Stake	**100%**

Sunny Clime

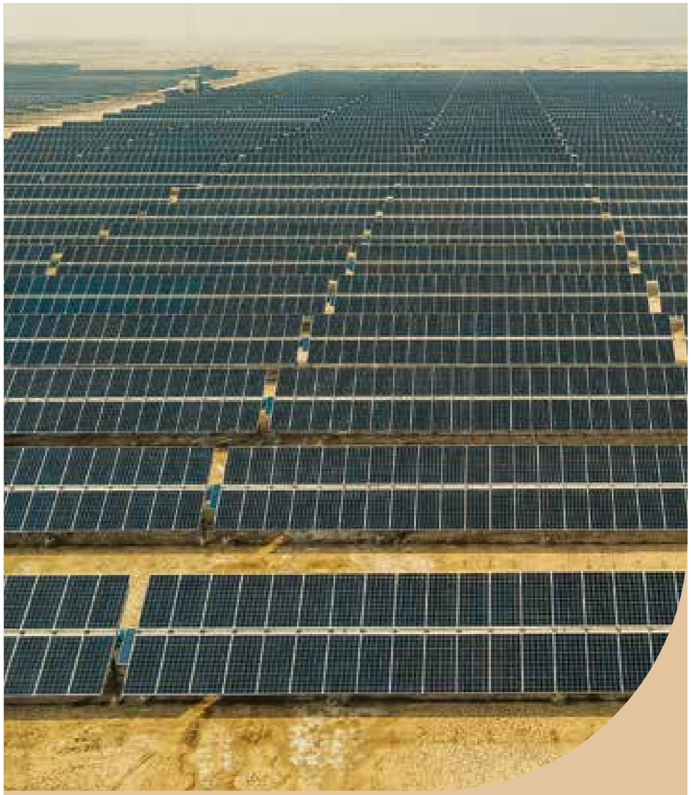
Location	Vavuniya, Sri Lanka
Date of Commission	February 2019
Capacity (MW)	1
Annual Generation (GWh)	1.6
Annual Average CO_2 Savings (MT)	1,105
Our Investment (Rs.)	47 Mn
Our Stake	**90%**



Seruwawila

Location	Vavuniya, Sri Lanka
Date of Commission	February 2019
Capacity (MW)	1
Annual Generation (GWh)	1.5
Annual Average CO_2 Savings (MT)	1,084
Our Investment (Rs.)	47 Mn
Our Stake	90%

Our Plants and Projects



Gharo Solar

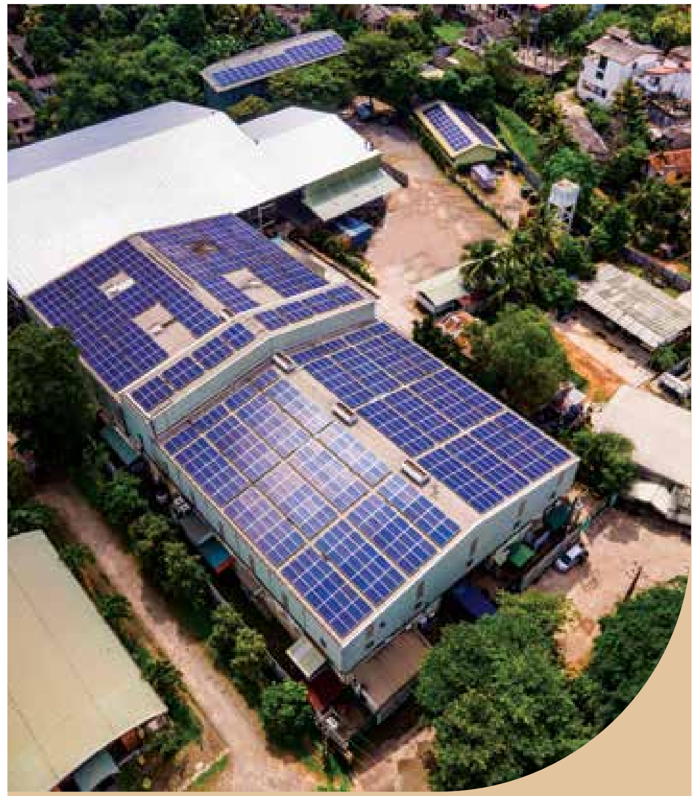
Location	Pakistan
Date of Commission	December 2019
Capacity (MW)	50
Annual Generation (GWh)	97.3
Annual Average CO_2 Savings (MT)	69,304
Our Investment (Rs.)	970 Mn
Our Stake	30%

Semypolky Solar

Location	Ukraine
Date of Commission	July 2020
Capacity (MW)	9
Annual Generation (GWh)	9.7
Annual Average CO_2 Savings (MT)	6,930
Our Investment (Rs.)	**101 Mn**
Our Stake	**12.5%**

Tororo PV Power

Location	Uganda
Date of Commission	August 2020
Capacity (MW)	10
Annual Generation (GWh)	20.1
Annual Average CO_2 Savings (MT)	14,285
Our Investment (Rs.)	580 Mn
Our Stake	**80%**



Sky Solar

Location	Sunshine Group Factory Rooftops - Sri Lanka
Date of Commission	February 2022
Capacity (MW)	2.1
Annual Generation (GWh)	2.2
Annual Average CO_2 Savings (MT)	1,594
Our Investment (Rs.)	265 Mn
Our Stake	100%

Our Plants and Projects

Solar Universe

Location	Vavunativu, Sri Lanka
Date of Commission	September 2022
Capacity (MW)	10
Annual Generation (GWh)	15.6
Annual Average CO_2 Savings (MT)	11,118
Our Investment (Rs.)	605 Mn
Our Stake	50%

Kebitigollewa Solar

Location	Kebitigollewa, Sri Lanka
Date of Commission	July 2024
Capacity (MW)	10
Annual Generation (GWh)	18.2
Annual Average CO_2 Savings (MT)	12,997
Our Investment (Rs.)	**549 Mn**
Our Stake	**88.5%**

Sooryashakthi

Location	Vavunativu, Sri Lanka
Date of Commission	July 2025
Capacity (MW)	10
Annual Generation (GWh)	13.6
Annual Average CO_2 Savings (MT)	9,669
Our Investment (Rs.)	300 Mn
Our Stake	**50%**

HYDRO POWER

10 Plants

99.3 GWh Annually

70,766 MT CO_2 Saved

26.3 MW Installed Capacity

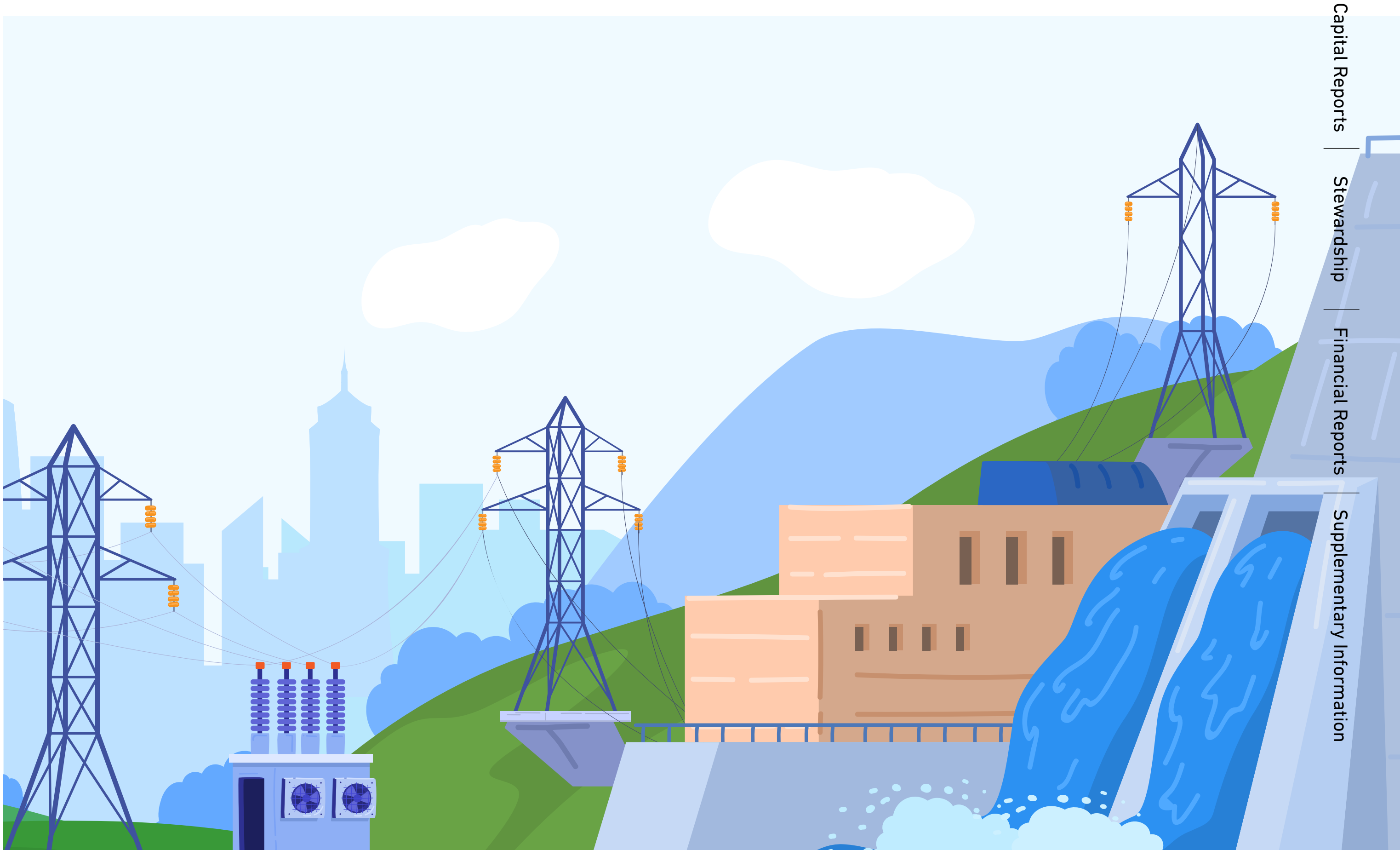
Our mini-hydro plants transform flowing water into clean, reliable energy, delivering low-impact, renewable electricity.

A cornerstone of our energy mix, our mini-hydro portfolio delivers stable, low-impact renewable power with strong strategic value. Spanning 10 plants across high-rainfall regions in Sri Lanka and Uganda, these flood-resilient assets contribute a total installed capacity of 26.3 MW, generating over 99.3 GWh annually while offsetting approximately 70,766 MT of CO_2 emissions.

Operationally, this segment continues to demonstrate strong reliability, supported by high plant availability and a consistent performance track record. A key milestone was securing 20-year power purchase agreement (PPA) extensions in FY 2024/25 for all expiring hydro assets. Furthermore, in FY 2025/26, a new PPA was secured for the Energy Reclamation plant.

This achievement enhances long-term revenue visibility, tariff stability, and operational certainty. With renewals already underway, including the successful execution of the Energy Reclamation PPA, the segment is well-positioned to deliver sustained and dependable value.

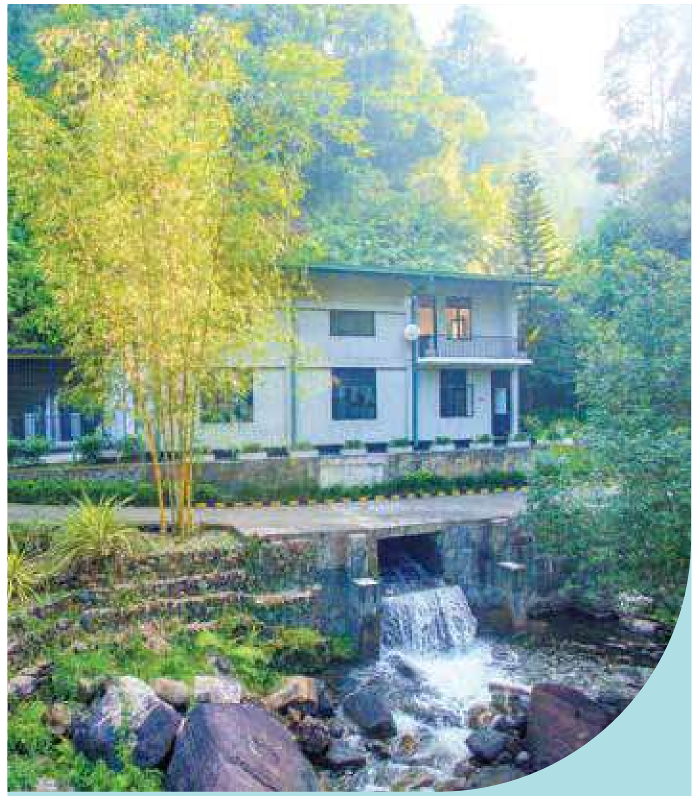
During FY 2025/26, hydro-power generation declined by 4% YoY, primarily due to lower rainfall in key catchment areas. Furthermore, performance was also affected by curtailments imposed by the National System Operator (NSO) to maintain grid stability during periods of low electricity demand, particularly on weekends. These curtailments resulted in an estimated reduction of approximately 5 GWh in potential generation during the year.



Our Plants and Projects

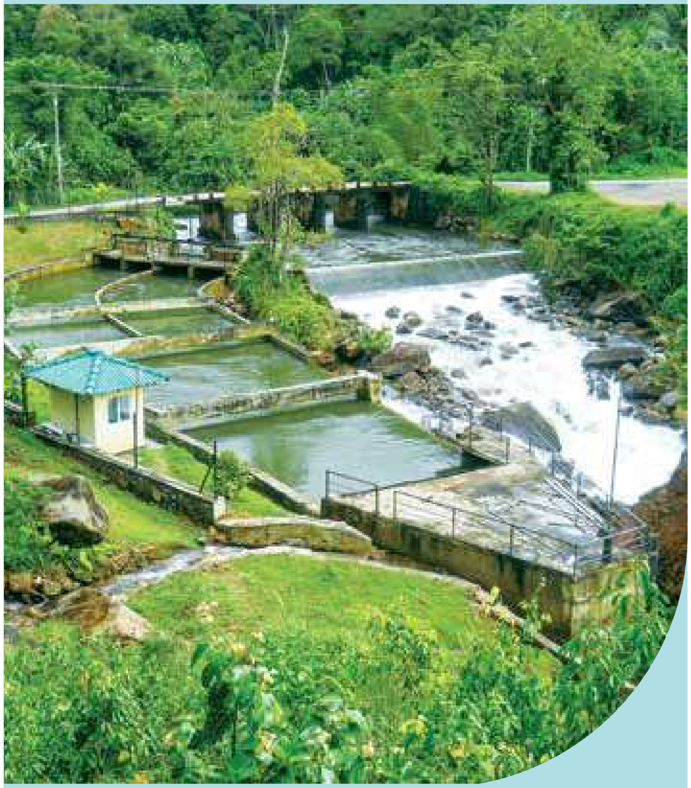
Energy Reclamation

Location	Sithagala, Sri Lanka
Date of Commission	April 2019
Capacity (MW)	0.8
Annual Generation (GWh)	2.3
Annual Average CO_2 Savings (MT)	1,608
Our Investment (Rs.)	130 Mn
Our Stake	**100%**



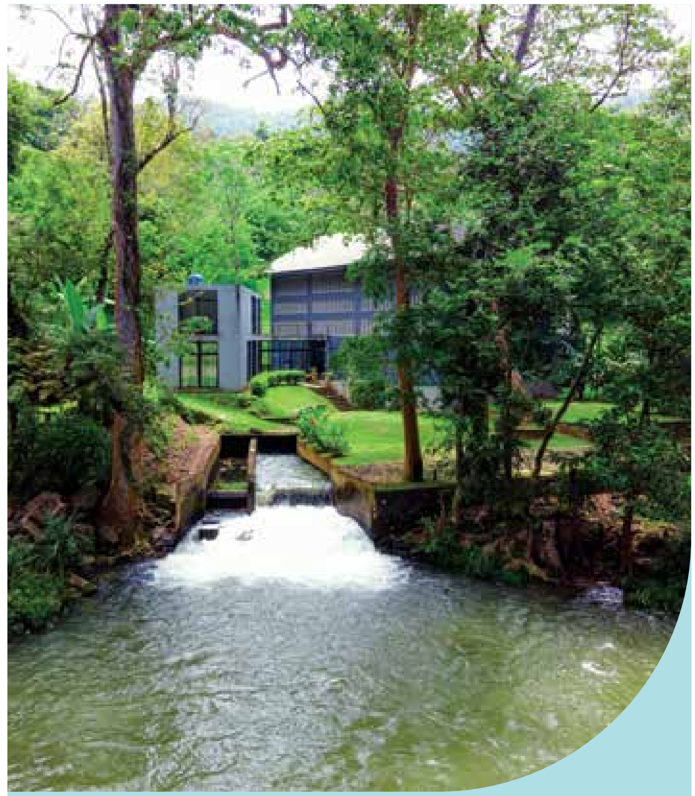
Terraqua International

Location	Halathura Ganga, Sri Lanka
Date of Commission	February 2009
Capacity (MW)	1.3
Annual Generation (GWh)	5.0
Annual Average CO_2 Savings (MT)	3,559
Our Investment (Rs.)	300 Mn
Our Stake	**100%**



Terraqua Kokawita

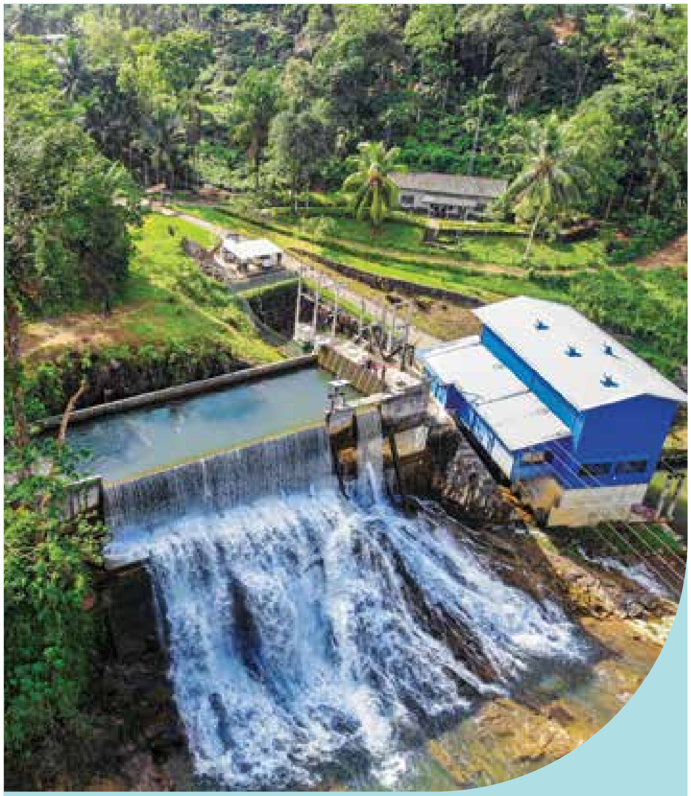
Location	Kalawana, Sri Lanka
Date of Commission	June 2012
Capacity (MW)	1.2
Annual Generation (GWh)	2.7
Annual Average CO_2 Savings (MT)	1,952
Our Investment (Rs.)	327 Mn
Our Stake	**100%**



Melanka Power

Location	Haldummulla, Sri Lanka
Date of Commission	February 2014
Capacity (MW)	3.8
Annual Generation (GWh)	8.9
Annual Average CO_2 Savings (MT)	6,373
Our Investment (Rs.)	466 Mn
Our Stake	**100%**

Our Plants and Projects

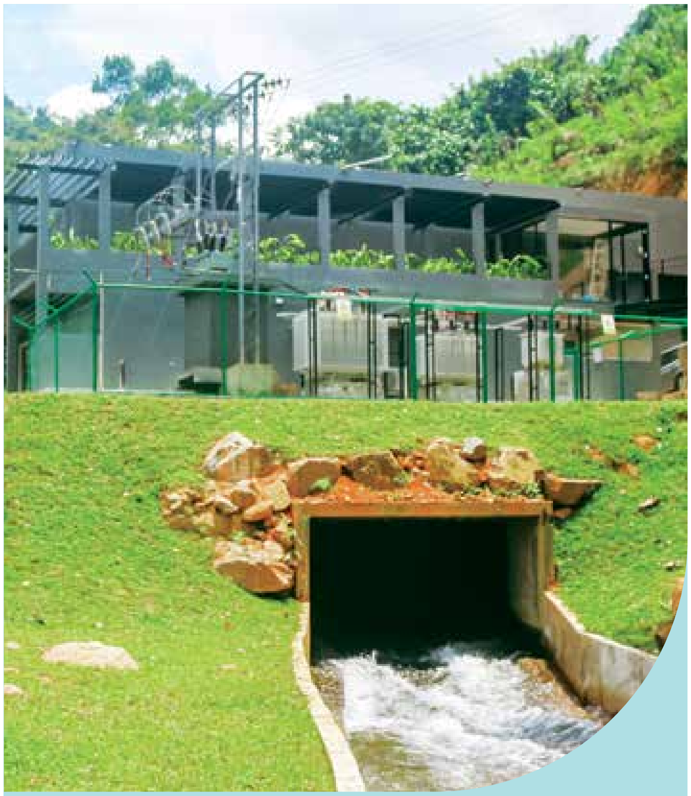


Vidul Madugeta

Location	Neluwa, Sri Lanka
Date of Commission	November 2013
Capacity (MW)	2.5
Annual Generation (GWh)	6.9
Annual Average CO_2 Savings (MT)	4,918
Our Investment (Rs.)	110 Mn
Our Stake	**50%**

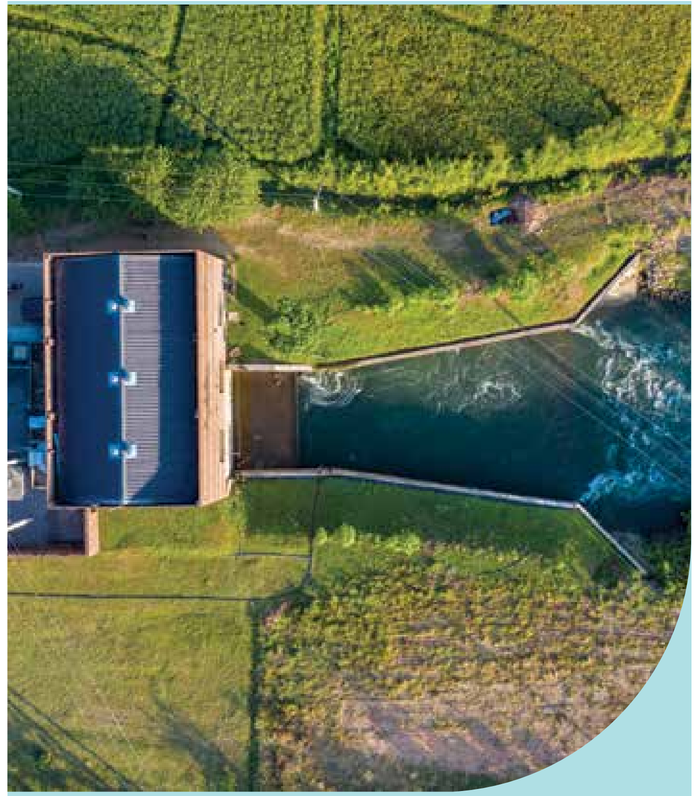
Gurugoda Hydro

Location	Kegalle, Sri Lanka
Date of Commission	March 2010
Capacity (MW)	1.2
Annual Generation (GWh)	2.8
Annual Average CO_2 Savings (MT)	1,988
Our Investment (Rs.)	80 Mn
Our Stake	**50%**



Peak Power

Location	Ginigathhena, Sri Lanka
Date of Commission	May 2016
Capacity (MW)	2
Annual Generation (GWh)	5.7
Annual Average CO_2 Savings (MT)	4,028
Our Investment (Rs.)	230 Mn
Our Stake	**100%**



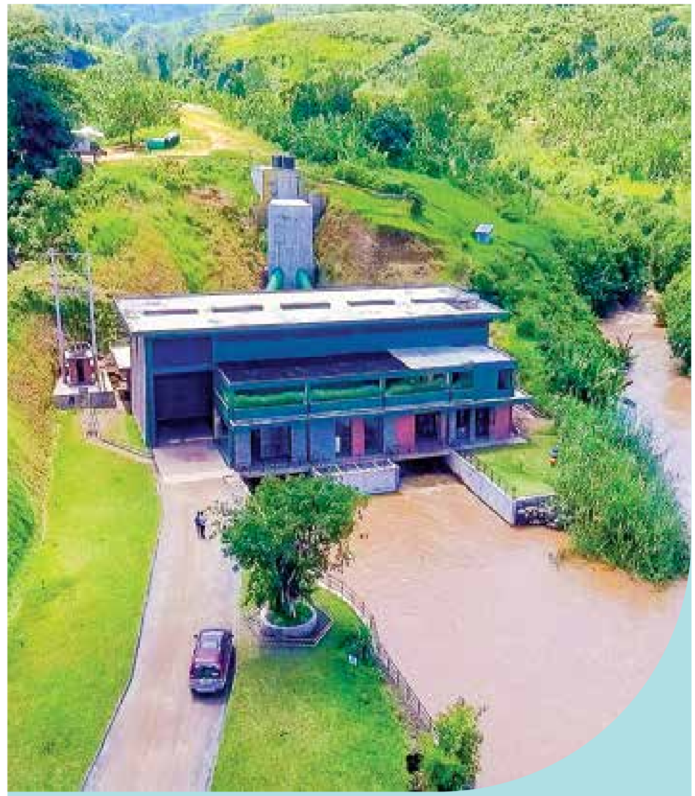
H.P.D. Power

Location	Dambulla, Sri Lanka
Date of Commission	December 2016
Capacity (MW)	3.2
Annual Generation (GWh)	13.1
Annual Average CO_2 Savings (MT)	9,363
Our Investment (Rs.)	382 Mn
Our Stake	**100%**

Our Plants and Projects

Mahoma Uganda

Location	Uganda
Date of Commission	October 2018
Capacity (MW)	2.7
Annual Generation (GWh)	10.7
Annual Average CO_2 Savings (MT)	7,605
Our Investment (Rs.)	98 Mn
Our Stake	**36%**



Ziba

Location	Uganda
Date of Commission	July 2019
Capacity (MW)	7.6
Annual Generation (GWh)	41.2
Annual Average CO_2 Savings (MT)	29,372
Our Investment (Rs.)	266 Mn
Our Stake	**25.50%**

Beyond the Surface -
Taking solar energy to new frontiers, on land and water.

Our Plants and Projects

NEW PROJECTS

Project Pipeline and Development Progress

We advanced our renewable energy portfolio with significant milestones across solar, wind, and energy storage projects, reinforcing our long-term growth strategy and commitment to sustainable power generation.

Rividhanavi 100 MW Solar Power Project – Siyambalanduwa

Overview: The Rividhanavi 100 MW Solar Power Project in Siyambalanduwa represents a key milestone in our expansion of large-scale renewable energy capacity. Following the signing of the Land Lease Agreement on 10 October 2025, the project has transitioned into its implementation phase, underscoring its strategic importance within our solar portfolio. With an estimated project cost of US$ 133 million, the initiative marks a significant investment in advancing sustainable energy generation and strengthening long-term energy security.

Progress: Civil construction activities for the solar park facility have commenced, marking a significant milestone in the project timeline. Concurrently, final negotiations are underway with selected major equipment suppliers. Construction of the transmission infrastructure is progressing steadily. Foundation works for the 132/33 kV transmission line have been completed, with tower erection currently in progress. In addition, civil construction of the 132/33 kV grid substation has commenced.

Challenges: No material challenges have been reported during the year.

Outlook: The project is advancing in line with planned timelines, with targeted completion scheduled for August 2027. Upon commissioning, it is expected to significantly enhance the Company's solar generation capacity and contribute meaningfully to Sri Lanka's renewable energy targets.

Diya Janani (Pvt) Ltd – 5 MW Floating Solar Power Project

Overview: We are expanding our renewable energy portfolio through the development of a 6.5 MWdc / 5 MWac floating solar power plant on the Dambuluoya Reservoir, undertaken by our wholly owned subsidiary, Diya Janani (Pvt) Ltd. With an estimated investment of Rs. 1,176 million, the project represents one of the first private-sector floating solar initiatives in Sri Lanka, highlighting our commitment to deploying advanced clean energy technologies and driving innovation in the power sector.

Progress: A key milestone was achieved with the signing of the Standard Power Purchase Agreement (SPPA) with the Ceylon Electricity Board (CEB) on 27 November 2025, establishing the commercial framework for the project.

Challenges: No material challenges have been reported during the year.

Outlook: The project is progressing in line with planned timelines, with target completion scheduled for September 2026. It is expected to further diversify our renewable portfolio while strengthening our position in emerging solar technologies.

Overview | Leadership | The Strategic Report | Review of Business Operations | The Capital Reports | Stewardship | Financial Reports | Supplementary Information

Safe Power International (Pvt) Ltd – 10 MW Wind Power Project

Overview: We acquired a 51% equity stake in Safe Power International (Pvt) Ltd during the year, with the remaining 49% held by Arinma Power (Pvt) Ltd. A Shareholder Agreement formalising this partnership was executed on 03 October 2025. We are developing a 10 MW wind power project in Alankuda, Puttalam District, Sri Lanka, with an estimated total investment of Rs.4.2 billion, funded through a 75:25 debt-to-equity structure.

Progress: An Addendum to the Power Purchase Agreement (PPA) with the Ceylon Electricity Board (CEB) was executed on 29 October 2025, further advancing the project's development framework.

Challenges: Project execution was impacted by the Ditwah Cyclone, which caused significant damage to the main transportation route from Trincomalee to Puttalam, including the Thabbowa Bridge. This event resulted in logistical constraints affecting the timely movement of key components. Consequently, force majeure was declared.

Outlook: Following the force majeure event, an extension for project completion has been granted until May 2027. In response to ongoing logistical limitations, we are implementing alternative transportation solutions, including the use of sea routes via barge operations to ensure continuity of project activities. The project remains on track within the revised timeline.

Battery Energy Storage Systems (BESS)

Overview: Secured through an international competitive bidding process, these Battery Energy Storage System (BESS) projects form part of Sri Lanka's first grid-scale standalone BESS initiative, aimed at enhancing national grid stability and enabling greater integration of renewable energy. The projects will be developed under a Build, Own and Operate (BOO) model over a 15-year contract period. We were awarded Letters of Award for 13 projects on 16 February 2026 and 20 March 2026. Of these, 12 projects will be developed by Storex (Pvt) Ltd, a joint venture in which we hold a 51% stake, with Vidullanka PLC holding the remaining 49%. The remaining project will be developed through a separate consortium between WindForce and Vidullanka.

Progress: The award of the 13 BESS projects marks a significant expansion into energy storage, strengthening our position in supporting grid reliability and renewable energy integration.

Challenges: No material challenges have been reported during the year.

Outlook: The total estimated investment for the 13 projects amounts to approximately Rs. 22.52 billion, with financing expected to follow an 80:20 debt-to-equity structure. These projects are expected to play a critical role in strengthening grid stability and supporting the continued growth of renewable energy in Sri Lanka over the long term.

NEW PROJECT PORTFOLIO SNAPSHOT

Total Pipeline	Solar	Floating Solar	Wind	BESS	Total Investment
~115 MW+	100 MW	5 MW	10 MW	13 Projects	~Rs. 71 Bn+

OUR MILESTONES

2010

- WindForce Limited (WF) was incorporated.
- WF pioneered wind power generation in Sri Lanka by commissioning the Seguvantivu and Vidatamunai power plants in Puttalam.
- National Science and Technology Award Winner - Outstanding Leadership in Introducing Technologies.

2012

- National Chamber of Commerce Sri Lanka - Winner – National Business Excellence.
- Engineering Excellence Award - Institution of Engineers, Sri Lanka.

2015

- Energy and Environment Foundation of New Delhi, India -Platinum Award for Outstanding Achievements in Sustainability Management.

2016

- WF commissioned its first solar power plant, Solar One.
- The Ceylon Chamber of Commerce - Best Corporate Citizen Sustainability Award Winner.
- Presidential Environmental Award - Silver Renewable Energy Generating Projects.
- Renewgen (currently a fully owned subsidiary of WF) commences operation and acquires five small hydro projects.

2017

- Presidential Environmental Award - Silver Renewable Energy Generating Projects.
- WF marks its entry into foreign markets by commissioning Harappa Solar in Pakistan.

2018

- Renewgen commissioned its first small hydro plant in Uganda.

2019

- First solar power plant in Ukraine by a Sri Lankan Renewable Energy Company.
- WF commissioned its largest solar power plant with an install capacity of 50MW in Gharo, Pakistan.

2020

- First solar power plant in Uganda by a Sri Lankan Renewable Energy Company.
- WF acquires Renewgen, Seguvantivu, Energy Reclamation, Vidatamunai and Powergen becoming the leading independent power producer in renewable energy sector.

2021

- ICRA assigns issuer rating of [SL] AA- (stable) to WF.
- Issue of Initial Public Offering (IPO) with 08 times over subscription.
- WF was approved as an IESL (Institute of Engineers Sri Lanka) Training Partner for graduate engineers for corporate membership in electrical engineering in June 2021.

2022

- Certified as an issuer of Carbon Emission Reduction Credits (CER).
- National Business Excellence Awards - Gold Winner under Utilities and Infrastructure Sector
- Our very first Annual Report for FY 2020/21 received the Certificate of Compliance at the 56th Annual Report Awards conducted by the Chartered Accountants of Sri Lanka
- ICRA Lanka reaffirms WF's Issuer Rating as [SL]AA- Stable in May 2022
- Commissioning of Solar Universe, the first agrovoltaic plant in Sri Lanka, in September 2022 with a capacity of 10 MW
- WF has been accredited as a CIMA Training Partner since October 2022
- TAGS Awards 2022 – WF was awarded the Silver Award under the Power and Energy Category and the Certificate of Compliance for the Annual Report 21/22, organised by the Institute of Chartered Accountants of Sri Lanka

2023

- WF was awarded the APAC Employer Recognition Certificate for recruiting CIMA members and students and helping in developing world-class Chartered Management Accountants.
- Diversification into Sustainable mobility with the opening of "SATVA" (Pvt) Ltd and the introduction of VMOTO, (subsidiary of SATVA) electric cycle range into the Sri Lankan market. Herewith, WF now engages in the business of development of the EV range and "Bluesky EV Ltd." for EV conversions.

2024

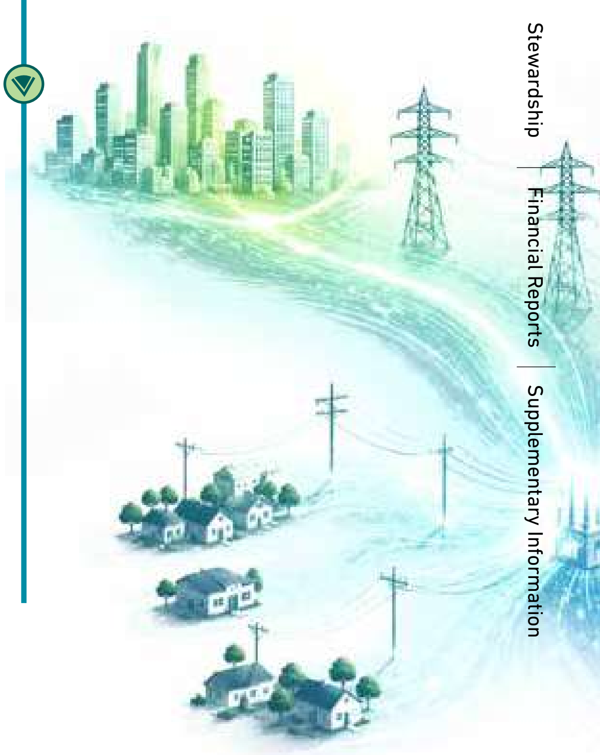
- Presidential Environment Awards 2021/2022-WF was awarded the Bronze Trophy of Commendation for the Nendum Kulam Solar Power Project, Vydexa.
- WF commissioned the Hiruras Wind Power Project in Mannar with a combined capacity of 15 MW.
- The largest renewable energy project of 100 MW Solar Park in Siyambalanduwa was awarded to a consortium of WindForce PLC, Lakdhanavi Ltd & Blue Circle Pte Ltd.
- TAGS Awards 2023 -WF was awarded the Bronze Award under Emerging Listed Companies Sector at the TAGS Awards 2023 and the Certificate of Compliance under Power and Energy Sector.
- South Asian Federation of Accountants (SAFA) Best Presented Annual Report Awards, Integrated Reporting Awards & SAARC Anniversary Awards for Corporate Governance Disclosure 2022 -WF was Awarded the Joint Bronze under the "Power and Energy" Category.

2025

- Marked 15th anniversary, a significant milestone reflecting years of innovation and leadership in the renewable energy sector.
- Fitch rating upgraded to A+(lka) Stable.
- Won sustainability awards (Gold – Solar Universe; Bronze – Melanka Power) at the Presidential Environment Awards 2024.
- Selected as subject company for CFA Research Challenge Sri Lanka 2024/25.
- Launched 10 MW Kebitigollewa Solar Project (all-women team).
- Secured the first JCM clean energy subsidy grant in Sri Lanka, for Kebitigollewa Solar Power (Pvt) Ltd.
- Commissioned 389 kWp solar project in Zanzibar, as an EPC Project.
- Secured CMA Integrated Reporting Awards recognition (First Runner-Up + Compliance).
- Received TAGS Awards recognition (Power & Energy compliance; Sustainability Reporting).

2026

- Completed 366 kWp rooftop solar PV project at Cocoon Island, Maldives (EPC).
- Commissioned 10 MW Sooryashakthi Solar Power Project in Vavunathivu.
- Approved Employee Share Option Scheme (ESOS) for issuance of ordinary shares.
- Acquired 51% stake in Safe Power International (Pvt) Ltd for a 10 MW wind project in Alankuda, Puttalam.
- Signed 24-year lease agreement with SLSEA for 100 MW Rividhanavi Solar Project.
- Won Best Integrated Report – Power/ Electricity Sector at CMA Awards 2025.
- Diya Janani (Pvt) Ltd signed SPPA with CEB for 6.5 MWdc / 5 MWac floating solar project at Dambuluoya Reservoir.
- Commissioned 432.2 kWp rooftop Solar PV project at Joy Island, Maldives (EPC).
- Received CEB award for Lot 1 of the Mullikulam 50 MW Wind Project.
- Fitch Ratings affirmed A+(lka) Stable rating (26 January 2026).
- Won Joint Silver – Power & Energy at TAGS Awards 2025 and received. 3 recognition awards (Corporate Governance, Integrated Reporting, Sustainability Reporting).
- Received Letters of Award for 13 BESS projects totaling 130 MW / 520 MWh.

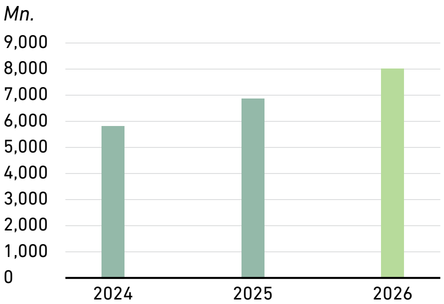


FINANCIAL HIGHLIGHTS

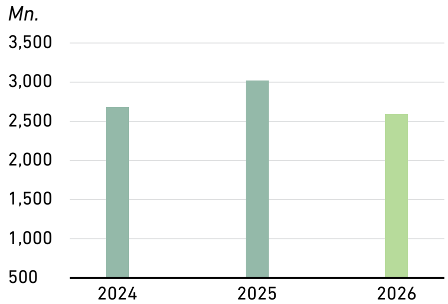
Group Revenue	GP Margin	NP Margin	Our Average Selling Price to NSO
RS. 8 BN	53%	27%	RS. 18.17 (USD Cents 5.79)

For the Year Ended 31 March	LKR '000	2026 Rs.	2025 Rs.	%
Operating Results				
Group Revenue		8,040,257	6,902,690	16%
Operating Profit		2,751,021	3,015,244	-9%
Profit Before Taxation		2,453,741	2,949,902	-17%
Profit After Taxation		2,151,236	2,249,690	-4%
Profit Attributable to Parent		1,539,589	1,787,078	-14%
Gross Dividend Paid		-	1,350,769	-100%
Financial Position				
Total Assets		44,082,044	39,424,452	12%
Stated Capital		18,341,653	18,226,456	1%
Retained Earnings		6,048,666	4,510,596	34%
Equity Attributable to the Equity Holders of the Parent		25,388,416	23,266,655	9%
Total Liabilities		15,106,449	13,025,179	16%
No. of Ordinary Shares	No. '000	1,354,304	1,350,769	0.3%
Current Assets		10,885,457	7,092,144	53%
Current Liabilities		3,900,024	2,040,838	91%
Gearing Ratio	%	30.52%	28.59%	7%
Return on Capital Employed	%	6.60%	8.16%	-19%
Shareholder Information				
Return on Assets	%	4.88%	5.71%	-14%
Earnings Per Share	LKR	1.14	1.32	-14%
Dividend Per Share	LKR	-	1.00	-100%
Dividend Payout	%	-	76%	-100%
Net Asset Value Per Share	LKR	18.75	17.22	9%
Market Capitalisation		60,943,675	33,769,224	80%
Float Adjusted Market Capitalisation		14,972,642	8,250,497	81%
Price Earning Ratio	Times	39.51	18.90	109%
Interest Cover	Times	2.72	2.93	-7%
Highest Price for the Year	LKR	56.10	27.80	102%
Lowest Price for the Year	LKR	22.90	19.20	19%

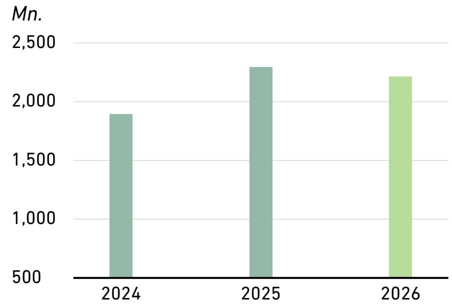
GROUP REVENUE (LKR MN.)



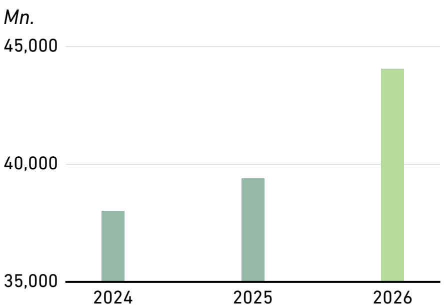
PROFIT BEFORE TAXATION (LKR MN.)



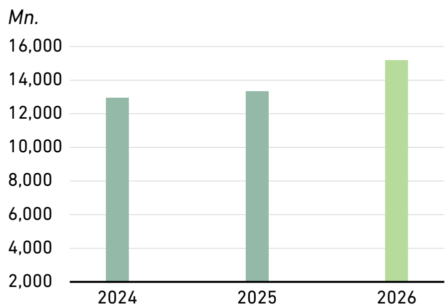
PROFIT AFTER TAXATION (LKR MN.)



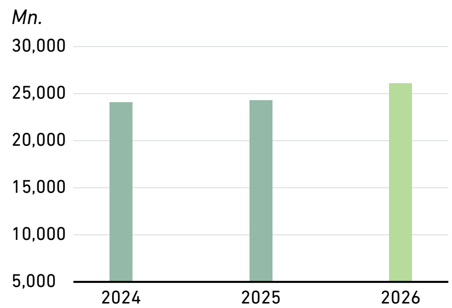
TOTAL ASSETS (LKR MN.)



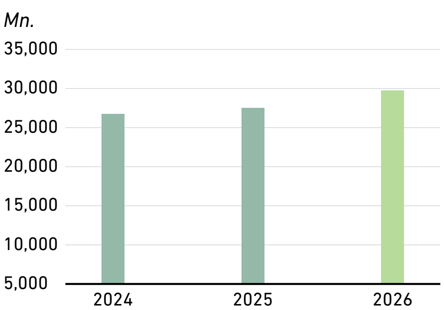
TOTAL LIABILITIES (LKR MN.)



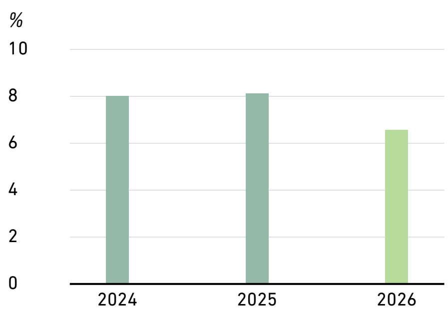
TOTAL EQUITY WITHOUT NCI (LKR MN.)



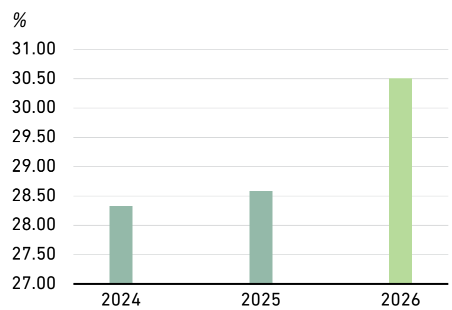
TOTAL EQUITY WITH NCI (LKR MN.)



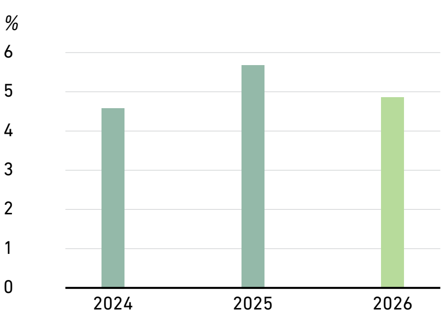
RETURN ON CAPITAL EMPLOYED (%)



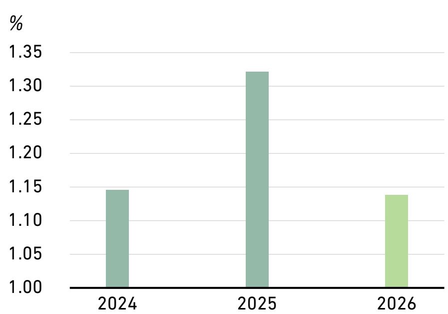
GEARING RATIO (%)



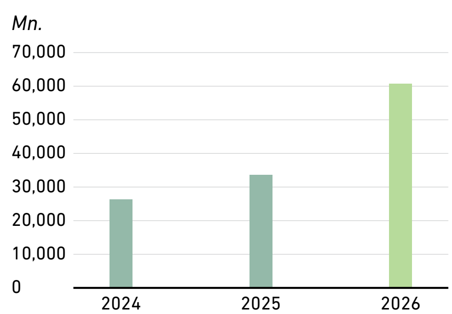
RETURN ON ASSETS (%)



EARNINGS PER SHARE (RS.)



MARKET CAPITALISATION (LKR MN.)



NON-FINANCIAL HIGHLIGHTS

	Human Capital	Unit	2025/26	2024/25	Variance (%)
Human Capital	Number of employees	No.	223	206	8%
	Investment in employee learning	Rs. Mn.	11	16	-29%
	New recruits	No.	35	43	-19%
	Employee retention rate	%	91%	89%	2%
	Female participation	%	11%	10%	10%
	Fatal injury rate	%	0%	0%	-
Manufactured & Intellectual Capital	Value of PPE	Rs. Bn	24.78	24.80	0%
	Capital expenditure	Rs. Bn.	1.72	4.68	-63%
	Depreciation and amortisation	Rs. Bn.	2.00	1.80	11%
Social & Relationship Capital	Number of suppliers	No.	284	413	-31%
	Investment in CSR	Rs. Mn.	30	37	-24%
	Number of CSR beneficiaries	No.	72,000+	5,200+	1,285%
Natural Capital	Carbon credits income	Rs. Mn.	-	280	-100%
	CO_2 saved	MT	405,541	398,821	2%
	Energy consumption	GWh	1.00	0.88	14%
	Volume of water withdrawn	m^3	10,867	10,850	0%
	Renewable energy generated	GWh	569	562	1%

ENABLING ENTERPRISE

Advancing dreams. Creating value.

CHAIRMAN'S MESSAGE

GRI | 2-22

> "Guided by operational excellence, prudent capital allocation, innovation, and sustainable growth, we continue to strengthen our portfolio and support Sri Lanka's goal of generating 70% of electricity from renewable sources by 2030."

It is my pleasure to present the Annual Report of WindForce PLC for the financial year ended 31 March 2026. In a year that tested Sri Lanka's energy sector, WindForce advanced its strategic objectives, strengthened its market position, and continued creating sustainable value for stakeholders.

ADVANCING ENERGY SECURITY AND SUSTAINABILITY

Sri Lanka's transition to renewable energy is both an environmental priority and a national strategic imperative. Reducing reliance on imported fossil fuels is essential to strengthening energy security, easing foreign exchange pressures, and limiting exposure to global fuel price and supply disruptions.

Renewable energy also offers a cost-effective pathway to meet rising electricity demand, support national climate commitments, reduce emissions, and create opportunities for investment, innovation, employment, and infrastructure development.

As the country pursues its renewable energy ambitions, the private sector will be vital in mobilising capital, deploying technology, and accelerating project development.

NAVIGATING AN EVOLVING ENERGY LANDSCAPE

FY 2025/26 was a pivotal year for Sri Lanka's power sector, shaped by regulatory reform, changing market dynamics, and greater renewable energy integration. The Sri Lanka Electricity Act No. 36 of 2024 and the restructuring of the Ceylon Electricity Board marked a major step towards a more transparent, efficient, and financially sustainable sector.

The year also brought challenges, including renewable energy curtailments, foreign exchange and interest rate volatility, unpredictable weather, and logistics disruptions caused by Cyclone Ditwah.

Despite this environment, we maintained disciplined execution and secured a leading position in Sri Lanka's first grid-scale standalone Battery Energy Storage System programme, while strengthening financial capacity through an USD 18 million IFC facility for the 100 MW Rividhanavi Solar Power Project and other eligible projects.

Guided by operational excellence, prudent capital allocation, innovation, and sustainable growth, we continue to strengthen our portfolio and support Sri Lanka's goal of generating 70% of electricity from renewable sources by 2030.

REVIEW OF PERFORMANCE

Despite a challenging environment, Group revenue increased by 16% to Rs. 8.04 billion in FY 2025/26, supported by newly commissioned capacity, a full year of operations from recent assets, and improved portfolio performance.

Profitability was affected by the absence of significant non-recurring income recognised in the previous year and by industry-wide energy curtailments. Nevertheless, the Group maintained strong earnings and cash-generation capabilities, reflecting the quality of its asset base, long-term power purchase agreements, and disciplined management.

The year also saw meaningful progress across large-scale renewable energy and energy storage initiatives, strengthening our development pipeline and positioning the Group for future growth.

Stakeholder confidence remained strong, reflected in Fitch Ratings reaffirming

Chairman's Message

WindForce's National Long-Term Rating of A+ (lka) with a Stable Outlook and in our ability to secure strategic financing for expansion.

We enter the next financial year with a strong project pipeline, sound financial foundation, and clear visibility for sustainable long-term growth.

BUILDING THE FOUNDATION FOR FUTURE GROWTH

WindForce has built a strong foundation for its next growth phase through a diversified portfolio spanning solar, wind, floating solar, and energy storage. Supported by strategic partnerships and disciplined capital allocation, these investments position the Company to create sustainable long-term value.

We also continued investing in our people. The Board approved an Employee Share Ownership Scheme, reinforcing a culture of ownership, accountability, and alignment with shareholders.

By strengthening our infrastructure, technology, people, governance, and institutional capability, WindForce is well positioned to pursue its ambitions with confidence.

DRIVING SUSTAINABLE VALUE THROUGH ESG LEADERSHIP

At WindForce, sustainability is central to how we create long-term value. During the year, we established a dedicated ESG function, adopted SLFRS S1 and S2 sustainability reporting standards, and implemented IFC Performance Standards across key development projects. These initiatives strengthen risk management, stakeholder trust, and alignment with global best practices as we grow responsibly.

STRENGTHENING GOVERNANCE AND STEWARDSHIP

The Board remains committed to high standards of corporate governance, providing oversight of strategy, risk management, financial stewardship, and ESG priorities with transparency and accountability.

The appointment of Mr. Sanjay Kulatunga as an Independent Non-Executive Director, following the resignation of Mr. Dilshan Hettiaratchi, further strengthened the Board's expertise and independent oversight.

We will continue to uphold strong governance standards that support stakeholder confidence, regulatory compliance, and sustainable long-term value creation.

KEY MILESTONES AND EXTERNAL RECOGNITION

Key milestones during the year included the commissioning of the Sooryashakthi Solar Power Plant, progress on the 100 MW Rividhanavi Solar Project, entry into Battery Energy Storage Systems, and securing IFC financing. Together, these achievements strengthened our foundation for long-term growth.

Our governance, transparency, and sustainability efforts were recognised through the Joint Silver Award in the Power & Energy Companies category at the TAGS Awards, further recognition for Integrated Reporting, Corporate Governance Disclosure, and Sustainability Reporting, and the Power and Electricity Category win at the CMA Excellence in Integrated Reporting Awards.

A NOTE OF APPRECIATION

The achievements highlighted in this Annual Report reflect the dedication of the entire WindForce team. On behalf of the Board, I thank our Managing Director and Chief Executive Officer, the Corporate Management Team, and all employees for their resilience, professionalism, and commitment.

I also thank the Government of Sri Lanka, the National System Operator (NSO), the Sri Lanka Sustainable Energy Authority, regulatory authorities, financing partners, and all stakeholders whose support remains vital to the growth of the renewable energy sector and our projects.

Finally, I thank our shareholders for their continued confidence. Your trust and support underpin our success and inspire us to create sustainable value while contributing to Sri Lanka's clean energy future.

Ranil Pathirana
Chairman,
Non-Executive, Non-Independent Director

14th August 2026

Beyond Limits -
Making renewable energy more reliable, responsive and ready.

MANAGING DIRECTOR'S MESSAGE

"As a renewable energy company, our mission extends beyond generating electricity; we are committed to creating lasting value for our stakeholders while contributing to a cleaner, more resilient, and energy-secure future for Sri Lanka."

The financial year 2025/26 was marked by transformation, resilience, and strategic progress for WindForce. Operating within a rapidly evolving energy landscape, we remained focused on executing our growth strategy, strengthening our renewable energy portfolio, and delivering value to our stakeholders. While the year presented its share of challenges, including regulatory changes, energy curtailments, and economic volatility, it also created new opportunities that reinforced the importance of innovation, adaptability, and long-term thinking.

Throughout the year, we continued to advance key strategic initiatives, expand our project pipeline, and strengthen our presence across emerging renewable energy technologies. These achievements reflect the dedication of our people, the resilience of our business model, and our commitment to supporting Sri Lanka's transition towards a more sustainable and energy-secure future.

GLOBAL ENERGY TRANSITION

The global energy sector continues to undergo one of the most significant transformations in modern history. Driven by the need to address climate change, enhance energy security, and reduce dependence on fossil fuels, countries around the world are accelerating investments in renewable energy, energy storage technologies, and sustainable infrastructure. Solar and wind power have become increasingly cost-competitive, while advancements in battery storage and grid technologies are enabling greater integration of renewable energy into national power systems.

This transition is no longer driven solely by environmental considerations. Energy independence, economic resilience, and long-term energy affordability have become equally important priorities for governments and businesses alike. As nations seek to diversify their energy mix and strengthen their energy security, renewable energy is emerging as a critical pillar of sustainable economic development.

Sri Lanka is part of this global movement, with ambitious targets to increase the share of renewable energy in its electricity generation mix. In this context, the role of private sector renewable energy developers has become increasingly important. As a leading renewable energy company, WindForce remains committed to supporting this transition through continued investment in wind, solar, and energy storage solutions, contributing to a cleaner, more resilient, and sustainable energy future for generations to come.

NAVIGATING THE SRI LANKAN MARKET

The Sri Lankan renewable energy sector continued to evolve during FY 2025/26, presenting both opportunities and challenges for industry participants. While the country remains firmly committed to increasing renewable energy penetration and achieving its target of generating 70% of electricity from renewable sources by 2030, the sector experienced several transitional developments, including regulatory reforms, grid constraints, energy curtailments, and changing market dynamics.

One of the most significant developments during the year was the implementation of reforms under the new Electricity Act and the restructuring of the Ceylon Electricity Board. While the transition created short-term operational and administrative challenges across the sector, these reforms have the potential to strengthen the industry's long-term sustainability, improve efficiency, and create a more conducive environment for private sector investment.

Managing Director's Message

The year also highlighted the growing need for investments in grid modernisation and energy storage solutions. Curtailments experienced across the renewable energy sector reinforced the importance of developing infrastructure capable of supporting higher levels of renewable energy integration. In this context, Battery Energy Storage Systems (BESS) have emerged as a key enabler of Sri Lanka's energy transition, creating new opportunities for both the industry and the country.

Despite these challenges, we remain encouraged by the long-term outlook for the sector. Sri Lanka possesses significant untapped renewable energy potential, and the increasing national focus on sustainability, energy security, and economic resilience continues to create an attractive environment for renewable energy development. Through strategic investments, disciplined execution, and a long-term perspective, we remain well positioned to navigate this evolving landscape and contribute meaningfully to the country's clean energy ambitions.

OPERATIONAL PERFORMANCE AND CAPACITY ENHANCEMENT

During FY 2025/26, we delivered a strong operational performance despite a challenging operating environment. Supported by the commissioning of the Sooryashakthi Solar Power Plant, the first full year of operations from the Kebitigollewa plant, and improved generation across our portfolio, the Group recorded revenue growth of 16% compared to the previous year. These results reflect the benefits of our continued investments in renewable energy assets and our focus on maximising operational efficiency.

The year was not without challenges. Industry-wide energy curtailments and the absence of significant non-recurring income recognised in the previous year impacted profitability. Nevertheless, we maintained strong earnings and demonstrated the resilience of our diversified portfolio. Our ability to navigate these headwinds underscores the strength of our operating model, disciplined management approach, and commitment to operational excellence.

In parallel, we continued to enhance our capabilities and strengthen our platform for future expansion. Strategic financing secured during the year, including the funding support obtained from the International Finance Corporation (IFC), has strengthened our capacity to pursue large-scale development opportunities and execute our growth strategy. The reaffirmation of WindForce's A+ (lka) Stable Rating by Fitch Ratings further reflects the confidence of investors, lenders, and stakeholders in our financial strength, governance standards, and long-term prospects.

BUILDING A SUSTAINABLE FUTURE

At WindForce, sustainability is at the very core of our purpose and long-term strategy. As a renewable energy company, our mission extends beyond generating electricity; we are committed to creating lasting value for our stakeholders while contributing to a cleaner, more resilient, and energy-secure future for Sri Lanka.

During the year, we continued to strengthen our sustainability framework by embedding Environmental, Social, and Governance (ESG) principles more deeply into our operations, project development activities, and decision-making processes. The establishment of a dedicated ESG function, the adoption of SLFRS S1 and S2 sustainability reporting standards, and the implementation of IFC Performance Standards across key projects represent important milestones in our sustainability journey.

As Sri Lanka advances towards its renewable energy ambitions, the private sector has a crucial role to play in driving this transition. Through our continued investments in solar, wind, floating solar, and battery energy storage technologies, we are not only expanding our renewable energy footprint but also supporting national efforts to enhance energy security, reduce dependence on imported fossil fuels, and build a more sustainable economy.

Looking ahead, we remain confident that sustainability will continue to be a defining driver of our growth. By balancing economic performance with environmental stewardship, social responsibility, and strong governance, we are well positioned to create enduring value for stakeholders while helping shape a sustainable future for generations to come.

THE STRENGTH BEHIND WINDFORCE

Behind every milestone achieved and every unit of clean energy generated is a team of dedicated professionals whose passion, expertise, and commitment continue to drive the success of WindForce. Our people are our greatest strength and the foundation upon which our growth and resilience are built.

The renewable energy industry demands innovation, agility, and the ability to adapt to a rapidly evolving environment. Time and again, our team has demonstrated

> "Looking ahead, we see significant opportunities emerging from Sri Lanka's ongoing energy transition and the increasing focus on renewable energy development, grid modernisation, and energy security."

these qualities, consistently rising to challenges and delivering results with professionalism and determination. From project development and operations to engineering, finance, and corporate functions, every employee plays a vital role in advancing our vision and creating sustainable value.

During the year, we continued to invest in fostering a culture of collaboration, accountability, and continuous learning. The introduction of the Employee Share Option Scheme (ESOS) further reinforced our commitment to recognising and rewarding the contributions of our employees while strengthening their sense of ownership in the Company's long-term success.

As we continue our growth journey, our people will remain at the heart of everything we do. I am deeply grateful for their dedication, resilience, and unwavering commitment to excellence, and I am confident that their collective talent and determination will continue to propel WindForce towards even greater achievements in the years ahead.

STRATEGIC OUTLOOK AND GROWTH DRIVERS

Looking ahead, we see significant opportunities emerging from Sri Lanka's ongoing energy transition and the increasing focus on renewable energy development, grid modernisation, and energy security. Our growth strategy remains centred on expanding capacity, diversifying technologies, and strengthening our presence across the renewable energy value chain.

A key pillar of our growth strategy is the advancement of our project pipeline, which now comprises approximately 300 MW of projects across solar, wind, floating solar, and Battery Energy Storage Systems (BESS). These projects are at various stages of development, construction, and procurement, providing strong visibility for future growth and earnings.

Significant progress was achieved on the 100 MW Rividhanavi Solar Power Project in Siyambalanduwa, one of the Company's flagship renewable energy developments. Following the execution of the land lease agreement during the year, the project has advanced steadily with site preparation activities, procurement processes, and supplier evaluations for major equipment. Civil construction of the solar park has commenced, while transmission infrastructure development is progressing with the completion of foundation work for the 132/33kV transmission line, ongoing tower erection activities, and the commencement of substation construction. Once completed, Rividhanavi will substantially enhance our generation capacity and contribute meaningfully to Sri Lanka's renewable energy targets.

WindForce also continued to expand its footprint in the wind energy sector through its participation in the 10 MW Alankuda Wind Power Project in Puttalam. While progress was temporarily impacted by the damage caused to the Thabbowa Bridge and transport routes following Cyclone Ditwah, the Company successfully secured an extension of the project completion timeline until May 2027. Alternative logistics solutions, including transportation via barge operations, are currently being implemented, while plant design activities have been completed and civil construction is expected to commence shortly.

Overview | Leadership | The Strategic Report | Review of Business Operations | The Capital Reports | Stewardship | Financial Reports | Supplementary Information

Managing Director's Message

Our diversification strategy was further strengthened through the development of innovative renewable energy solutions. During the year, our wholly owned subsidiary, Diya Janani (Pvt) Ltd, entered into a Power Purchase Agreement with the Ceylon Electricity Board for the development of a 6.5 MWdc / 5 MWac floating solar project at the Dambuluoya Reservoir. This project represents an important milestone in expanding WindForce's renewable energy portfolio into emerging technologies and demonstrates our commitment to maximising renewable energy opportunities through innovation.

Among the most significant developments during the year was our successful participation in Sri Lanka's first grid-scale standalone Battery Energy Storage System (BESS) programme. WindForce was awarded 13 BESS projects with a total capacity of 130 MW/520 MWh, to be developed under the Build, Own and Operate (BOO) model with 15-year operating contracts. These projects position us at the forefront of one of the most important developments within the energy sector, helping address grid stability challenges, reduce renewable energy curtailments, and facilitate greater integration of renewable energy into the national grid.

In addition, we emerged as the Lowest Cost Bidder for Lot 1 of the 50 MW Mullikulam Wind Power Project, an important step towards securing another large-scale renewable energy development opportunity. While the Power Purchase Agreement is yet to be signed, this achievement further strengthens our development pipeline and reflects our competitiveness within the renewable energy sector.

Collectively, these initiatives have created a development pipeline providing a strong foundation for future expansion and long-term value creation. Supported by our proven execution capabilities, diversified asset base, strong governance framework, and ability to attract strategic partnerships, we remain confident in our ability to capture emerging opportunities and contribute meaningfully to Sri Lanka's sustainable energy future.

A NOTE OF APPRECIATION

As I reflect on the achievements of the year, I am reminded that the true strength of WindForce lies in our people. The dedication, professionalism, and passion demonstrated by our employees continue to be the driving force behind our success. Their resilience, commitment to excellence, and focus on our goals have enabled us to navigate challenges, capitalise on opportunities, and deliver another year of progress. I extend my sincere gratitude to every member of the WindForce team for their invaluable contributions and steadfast commitment to our shared vision.

I am also deeply grateful to our Chairman and the Board of Directors for their guidance, insight, and stewardship throughout the year. Their strategic direction and unwavering support have played a vital role in strengthening our position and shaping our long-term growth trajectory.

My appreciation also extends to the National System Operator (NSO) the Sri Lanka Sustainable Energy Authority, regulatory authorities, financing partners, business associates, and the communities in which we operate. Their continued collaboration, support, and partnership remain fundamental to the successful execution of our projects and the advancement of Sri Lanka's renewable energy ambitions.

Finally, I would like to thank our shareholders for the confidence and trust they continue to place in WindForce. Your unwavering support inspires us to pursue new opportunities, invest in innovation, and create sustainable long-term value. As we look to the future, I am confident that WindForce is well positioned to build on its achievements, accelerate its growth trajectory, and contribute meaningfully to a cleaner, more resilient, and sustainable energy future.

Manjula Perera
Managing Director
Executive, Non-Independent Director

14th August 2026

Beyond the Power -
People who power ideas, innovation and progress.

BOARD OF DIRECTORS

Standing from Left to Right

Savantha De Saram *(Non-Executive Independent Director)*, **Saumya Amarasekera** *(Non-Executive Independent Director)*, **Huzefa Akbarally** *(Non-Executive Non-Independent Director)*

Seated from Left to Right:

Sanjay Kulatunga *(Non-Executive Independent Director)*, **Ranil Pathirana** *(Chairman, Non-Executive Non-Independent Director)*

Standing from Left to Right

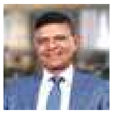
Hussain Akbarally *(Executive, Non-Independent Director)*, **Vinod Hirdaramani** *(Non-Independent Director)*, **Harin Udeshi** *(Non-Executive Non-Independent Director)*

Seated from Left to Right:

Manjula Perera *(Managing Director, Executive Non-Independent Director)*, **Asgi Akbarally** *(Deputy Chairman, Executive Non-Independent Director)*

Board of Directors

GRI | 2-11



RANIL PATHIRANA

Chairman, Non-Executive Non-Independent Director

Mr. Ranil Pathirana serves as the Non-Executive Chairman of WindForce PLC. He holds a Bachelor of Commerce Degree from the University of Sri Jayewardenepura and is a Fellow Member of the Chartered Institute of Management Accountants, UK (FCMA – UK).

Mr. Pathirana brings extensive industry experience through his role as a Director of the Hirdaramani Group, encompassing apparel, leisure, and investment holding businesses. He also serves as Managing Director of Hirdaramani International Exports (Pvt) Limited, overseeing apparel manufacturing operations across Sri Lanka, Bangladesh, Vietnam, and Ethiopia.

In addition, Mr. Pathirana holds directorships in several other listed entities. His broad expertise in corporate governance and strategic management contributes significantly to guiding WindForce PLC's growth and operational excellence.

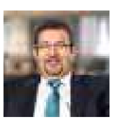
MANJULA PERERA

Managing Director, Executive Non-Independent Director

Mr. Manjula Perera is the Managing Director and an Executive Non-Independent Director of WindForce PLC. He is a Fellow of the Institute of Engineering and Technology (UK) and holds a First-Class Honours Degree in Electrical Engineering and a Master of Engineering from the University of Moratuwa.

He began his career at Lanka Transformers Limited, gaining over a decade of experience and progressing to Group Business Development Manager.

In 2008, Mr. Perera entered the renewable energy sector, playing a pioneering role in establishing one of Sri Lanka's earliest large-scale wind power plants. Under his leadership, WindForce PLC has evolved into a leading renewable energy company with investments in wind, solar, mini-hydro, and battery energy storage systems (BESS).



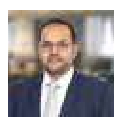
ASGI AKBARALLY

Deputy Chairman, Executive Non-Independent Director

Mr. Ali Asghar (Asgi) Akbarally serves as Executive Deputy Chairman of WindForce PLC. He holds a BSc in Industrial Engineering from California State University and is a Fellow of the Institute of Certified Professional Managers.

He brings extensive leadership experience, having held positions as Chairman of Amana Bank PLC and several regional investment and resort entities, and as a Director of Alumex PLC.

Mr. Akbarally is also the Managing Director at Akbar Brothers (Pvt) Ltd, a leading tea exporter in Sri Lanka. In addition, he serves as Honorary Consul of the Hashemite Kingdom of Jordan. He is a well-known classic car enthusiast and author of Classic and Vintage Automobiles of Ceylon, and Patron of the Classic Car Club of Ceylon.



HUZEFA AKBARALLY

Non-Executive Non-Independent Director

Mr. Huzefa Akbarally holds a Bachelor of Science in Computer Science, a Bachelor of Engineering in Electrical and Computer Systems Engineering, and a Master of Engineering Science (Research) from Monash University, Australia.

He serves on the Board of Akbar Brothers (Pvt) Ltd and is the Chief Executive Officer of CleanCo Lanka Limited. Akbar Brothers is a leading exporter of Ceylon tea with diversified interests in renewable energy and other sectors.

HUSSAIN AKBARALLY

Executive Non-Independent Director

Mr. Hussain Akbarally serves as an Executive Director of WindForce PLC. He holds a Bachelor's degree in Science from the University of Melbourne and an MBA from Harvard Business School. He is a Past Chapter Chair of the YPO Colombo Chapter, where he actively contributed to leadership development and peer learning among business leaders, and has also served as Treasurer of the Ceylon Motor Sports Club, supporting the governance and growth of the sport in Sri Lanka.

He serves as an Executive Director at Akbar Brothers (Pvt) Ltd, contributing to the Group's diversification across energy, hospitality, agriculture, and private equity. He has played a key role in driving strategic expansion and strengthening long-term value creation and international partnerships, with a strong focus on governance, sustainability, and operational excellence. He was also recognised as one of the Asian Development Bank's New Energy Leaders.

In addition to his role at Akbar Brothers, Mr. Akbarally serves on the listed Board of JAT Holdings PLC. He is the Chairman of Glowbal Outlets and Glowbal Retail (Pvt) Ltd, a company specialising in reverse logistics and retail lifecycle solutions, with commitment to innovation and circular economy practices. He also serves as a Director of Barista Sri Lanka and The Colombo Coffee Company, where he contributes to brand growth, market expansion, and strategic oversight within the food and beverage sector.

His strategic insight and leadership experience contribute significantly to the Company's growth and long-term direction.

VINOD HIRDARAMANI

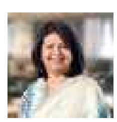
Non-Executive Non-Independent Director

Mr. Vinod Hirdaramani serves as a Non-Executive Non-Independent Director of WindForce PLC. He holds a Bachelor of Arts degree from Northwestern University, USA, and is an alumnus of Harvard Business School. He received his early education at Harrow School in the United Kingdom, which has contributed to his global outlook and strategic leadership approach

Mr. Hirdaramani is the Group Chairman of the Hirdaramani Group, having joined its Board of Directors in 1993 and subsequently playing a pivotal role in the Group's expansion across diverse sectors, including renewable energy, hospitality, and luxury retail.

As Group Chairman, Mr. Hirdaramani provides strategic oversight of the Group's investments, subsidiary operations, and sustainability initiatives, contributing to the advancement of progressive and sustainable business practices.

In addition to his responsibilities within the Hirdaramani Group, he serves as the Deputy Vice Chairperson of the Ceylon Chamber of Commerce, where he contributes to initiatives aimed at strengthening Sri Lanka's business environment. He also holds board positions in several leading organisations within the country's corporate sector.



SAUMYA AMARASEKERA

Non-Executive Independent Director

Mrs. Saumya Amarasekera, Attorney-at-Law and President's Counsel, has over 35 years of experience in legal practice, primarily in civil law. Her expertise includes property law, family law, testamentary law, trust law, and condominium law. She has significant experience in litigation involving financial institutions, particularly in recovery matters.

She also has extensive experience in arbitration as both counsel and arbitrator. Mrs. Amarasekera holds a Master of Laws (LLM) from the University of Pennsylvania.

She previously served as Deputy Chairperson of Sampath Bank PLC and currently serves as an Independent Non-Executive Director of Hayleys Fibre PLC and Kelani Valley Plantations PLC.

Board of Directors

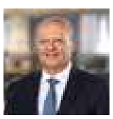
SAVANTHA DE SARAM

Non-Executive Independent Director

Mr. Savantha De Saram is a Non-Executive Independent Director of WindForce PLC and the Managing Partner of D. L. & F. De Saram, a leading law firm specialising in infrastructure, project finance, mergers and acquisitions, and corporate law.

With over two decades of legal experience, he brings deep expertise in complex corporate and financial transactions. He also serves as a Non-Executive Director of several listed companies.

His legal expertise strengthens the Board's governance and oversight capabilities.



HARIN UDESHI

Non-Executive Non-Independent Director

Mr. Harin Udeshi holds a Bachelor of Science in Electrical and Electronic Engineering from the University of London and an MBA in Finance and Banking from the University of San Francisco.

He has served as Managing Director of Mona Exports (Pvt) Ltd since 1996, where he has driven significant business expansion and operational efficiency improvements through lean management practices. He also serves as Chairman of Asha Securities (Pvt) Ltd.

His combined expertise in engineering, finance, and business leadership adds value to the Board's strategic direction.

SANJAY KULATUNGA

Non-Executive Independent Director

Mr. Sanjay Kulatunga holds an MBA from the University of Chicago Booth School of Business, is a CFA Charter holder, and a member of CIMA (UK). He is the Co-Founder and Chief Executive Officer of LYNEAR Wealth Management. He previously played a key role in establishing Amba Research, now part of Acuity Analytics.

He has served on several national-level institutions, including the Central Bank of Sri Lanka's Financial Sector Stability Consultative Committee, the Board of Investment (BOI), and the Securities and Exchange Commission (SEC). He is also a member of the Colombo Port City Economic Commission.

Mr. Kulatunga serves as a Trustee of the Geoffrey Bawa and Lunuganga Trust and as Honorary Consul General for Sweden in Sri Lanka.

Beyond the Sun -
Harnessing daylight to power a sustainable tomorrow.

CORPORATE MANAGEMENT

Seated from Left to Right

Lasith Wimalasena *(Chief Executive Officer)*, **Manjula Perera** *(Managing Director)*

Standing from Left to Right:

Prasanna Dissanayake *(General Manager – Hydro)*, **Chamira Gunaratne** *(General Manager – Wind)*, **Chamika Perera** *(Chief Development Officer)*, **Rusiri Cooray** *(Chief Financial Officer)*, **Sanjeewa Dharmapriya** *(General Manager - Projects)*, **Samantha Epa** *(General Manager – Solar)*, **Sudath Chandana** *(Chief Operating Officer)*

Seated from Left to Right

Ahadha Hassan *(Executive Secretary)*, **Lalith Hewagama** *(Deputy General Manager – Corporate Finance),* **Aravinda Karunarathne** *(Deputy General Manager - Research and Development)*

Standing from Left to Right:

Rajkumar Kanagaratnam *(Deputy General Manager - Wind),* **Prasad Wijesinghe** *(Manager - Operations and Maintenance)*, **Mervyn Francis** *(Deputy General Manager - Finance and Compliance)*, **Sayuru Rangana** *(Assistant Finance Manager Projects & Overseas Operations)*, **Neena Silva** *(Manager - Reporting and Investor Relations)*, **Chandika Rathnayaka** *(Manager - Operations and Maintenance)*, **Jivanka Pathirage** *(Manager - Sustainability)*, **Janith Aththanayaka** *(Assistant Finance Manager Group Accounting & Compliance)*, **Shalini Sivakumar** *(Senior HR Executive)*

EMPOWERING PEOPLE

Supporting talent. Sustaining life.

OPERATING ENVIRONMENT

GLOBAL RENEWABLE ENERGY MARKET

Driven by record-breaking solar expansion, low-carbon power generation rose by 887 TWh in 2025, exceeding electricity demand growth of 849 TWh. Solar alone accounted for 75% of the net increase in demand. Combined with wind, these two sources met nearly all demand growth (99%). As a result, fossil fuel generation did not increase, marking the first such decline since the Covid-19 pandemic in 2020 and only the fifth occurrence this century, with output falling slightly by 38 TWh (-0.2%).

Solar Leads Record Low-Carbon Growth in 2025

In 2025, solar generation rose by a record 636 TWh (+30%), equivalent to twice the United Kingdom's annual electricity demand. Solar alone accounted for 75% of the 849 TWh increase in global electricity demand (+2.8%). China led the expansion, contributing more than half of the global increase (+336 TWh), while the United States (+85 TWh) and the European Union (+60 TWh) also delivered substantial gains.

Solar output has roughly doubled every three years, rising from 1,333 TWh in 2022, and has increased more than tenfold over the past decade from just 256 TWh in 2015. In 2025, solar generation surpassed wind for the first time globally and is approaching parity with nuclear. Both solar and wind are projected to overtake nuclear in 2026.

Wind Growth Remains Robust as Clean Power Meets Demand

Wind recorded the second-largest increase in 2025, rising by 205 TWh (+8.2%), broadly in line with growth in 2024 (+190 TWh, +8.2%). Although below the record gain of 265 TWh in 2021, this expansion still exceeded Poland's total annual electricity demand.

As with solar, China accounted for the majority of global wind growth, adding 138 TWh (+14%), followed by India with a notable increase of 22 TWh (+28%). Together, wind and solar generation grew by 841 TWh, meeting 99% of global electricity demand growth.

With nuclear and other low-carbon sources contributing a further 46 TWh, total clean power additions surpassed demand growth, resulting in a small decline in fossil generation of 38 TWh (-0.2%).

Hydropower Remains Stable Amid Regional Divergence

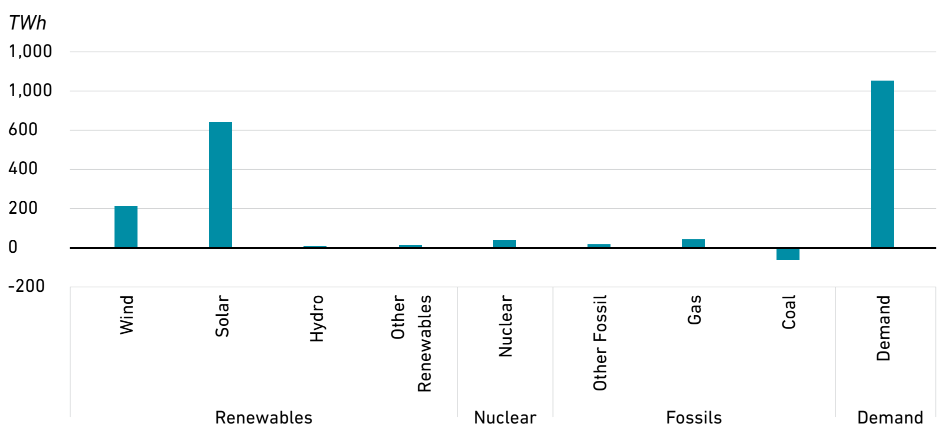
Hydropower generation remained broadly stable in 2025, increasing by just 3 TWh (+0.1%). Output rose significantly in China (+45 TWh), while strong monsoon rainfall boosted generation in India (+21 TWh). These gains were offset by substantial declines in Brazil (-25 TWh), Türkiye (-17 TWh), and the EU (-43 TWh), where reduced precipitation, particularly in the Alpine regions of Italy, France, and Switzerland, followed relatively strong hydrological conditions in 2024.

Electricity Demand Growth Returns to Long-Term Trend

Global electricity demand grew at a moderate rate of 2.8% (+849 TWh) in 2025, significantly slower than the 4.3% increase recorded in 2024, but broadly in line with the ten-year average annual growth of 2.7% (2015–2024). Despite the slowdown, the increase still ranks as the sixth-largest absolute annual rise on record.

Weaker industrial activity, particularly in major manufacturing economies such as China, contributed to the slower growth in 2025. In contrast, rising electrification in sectors such as transport, along with expanding demand from data centres, continued to drive increases in electricity consumption.

ANNUAL CHANGE IN ELECTRICITY GENERATION - 2025 VS. 2024 (TWh)

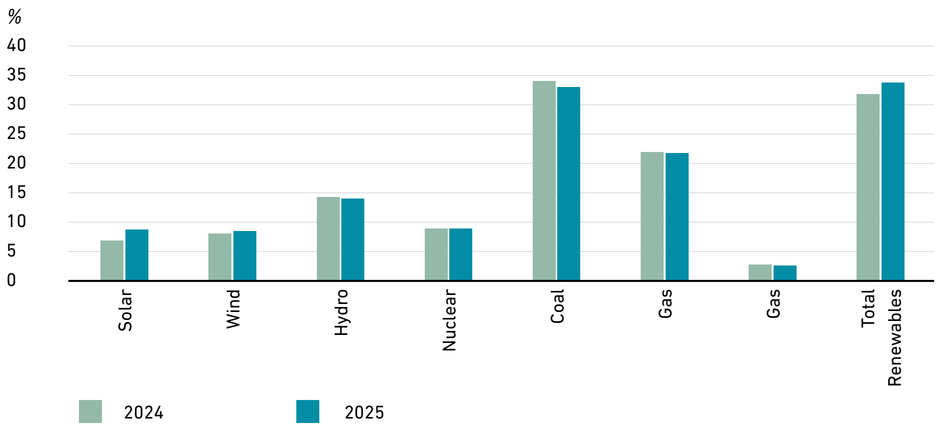


Source: Ember Global Electricity Review 2026

Overview | Leadership | The Strategic Report | Review of Business Operations | The Capital Reports | Stewardship | Financial Reports | Supplementary Information

Operating Environment

ELECTRICITY GENERATION (TWh)



Source: Ember Global Electricity Review 2026

Battery Storage Enters the Mainstream

In 2025, batteries moved firmly into the mainstream, enabling solar generation to extend beyond daylight hours and unlocking the next phase of its expansion.

As a result, global battery storage additions surged to an estimated 250 GWh, a 46% year-on-year increase. At the same time, improving business models, supported by revenue stacking, are strengthening the investment case for storage.

Batteries have evolved beyond their early niche role in grid stability and are now becoming core energy infrastructure, storing excess daytime solar generation and supplying power during evening and nighttime hours.

Outlook

As per Bloomberg New Energy Finance (BNEF), electricity demand is rising across most regions, driven by population growth, rising incomes, new sources of consumption such as data centres, and the electrification of end-use sectors. This trend supports improved energy productivity, greater energy security, and emissions reductions. Electrification enhances system efficiency, reduces energy losses, and shifts emissions into the power sector, where demand can increasingly be met by low-cost clean technologies.

Electric technologies, such as motors and heat pumps, are significantly more efficient than combustion-based alternatives, reducing primary energy use even as demand for useful energy grows. Across transport, buildings, and industry, electrification lowers reliance on oil, coal, and gas while strengthening energy security. In 2025, electricity accounted for 21% of global final energy consumption, second only to oil products at 38%. In the base case, electricity is projected to become the dominant source of final energy by 2047.

Data centres, particularly those supporting generative artificial intelligence, are emerging as a major and rapidly growing driver of electricity demand, with little sign of slowing. Their electricity use is expected to more than triple by 2035, reaching 5.4% of global demand, with significantly higher shares in some high-growth regions.

On the supply side, solar is set to play a central role. Under the Energy Transition Scenario (ETS), solar becomes the largest zero-carbon source by the end of this decade and the single largest source of electricity generation overall by 2032.

Battery storage is also expanding rapidly, but its deployment faces economic and technical limits as renewable penetration increases. As solar and wind capacity grows, battery utilisation rates tend to decline, particularly in systems with strong seasonal variation, reducing project returns. Once storage assets are no longer fully cycled on a daily basis, their economics weaken, potentially constraining further expansion without additional flexibility solutions.

New long-duration energy storage technologies are making progress toward cost competitiveness and attracting growing investment, although they have yet to scale sufficiently. Overall, investment in the energy transition is projected to rise by a further 19% over 2031–2035, driven by strong growth in electrified transport (+58%) and industry (+53%). Electrified transport is expected to become the largest segment, accounting for nearly 61% of total low-carbon investment by 2035.

SRI LANKA'S RENEWABLE ENERGY SECTOR

Sri Lanka's renewable energy sector is undergoing a significant transformation as the country works to reduce its reliance on imported fossil fuels and transition toward a low-carbon, sustainable energy future. In response to rising energy demand and growing climate concerns, the government has prioritised the expansion of clean energy technologies, including solar, wind, biomass, and small-scale hydropower.

A key milestone was achieved in June 2025, when the Ceylon Electricity Board (CEB) generated 70% of electricity from renewable sources, the first time this has been achieved since the early 1990s. This progress indicates that Sri Lanka has, in some periods, already met its 2030 renewable energy target ahead of schedule.

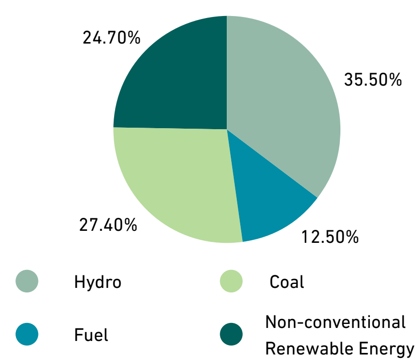
The country has set ambitious climate goals, including achieving 70% renewable electricity generation by 2030 and carbon neutrality by 2050. These objectives align with Sustainable Development Goal 7 and Sri Lanka's commitments under the Paris Agreement to reduce greenhouse gas emissions.

Supporting this transition, the CEB has launched the Long-Term Generation Expansion Plan 2025–2044, a 20-year roadmap designed to meet electricity demand while fulfilling environmental and climate obligations. Sri Lanka has strengthened its climate commitments through updated Nationally Determined Contributions (NDCs), aiming to reduce greenhouse gas emissions by 5% unconditionally and up to 20% conditionally, compared to a business-as-usual scenario.

As per CEB, electricity demand has grown at an average annual rate of 3.8% over the past 15 years, with long-term projections indicating continued growth of around 4.8% per year. To meet this demand sustainably, the plan outlines significant investments in renewable energy, with over 10,700 MW of new capacity expected to be added between 2025 and 2044.

Overall, this transition represents a major step forward in Sri Lanka's clean energy journey, reinforcing its commitment to sustainability, energy security, and climate action.

SRI LANKA ELECTRICITY GENERATION -2025



Source : CBSL

Structural Reforms Reshape Sri Lanka's Electricity Sector

The Government introduced major structural reforms to guide the development of Sri Lanka's electricity sector. During the year, the Sri Lanka Electricity (Amendment) Act, No. 14 of 2025, was enacted, building on the Sri Lanka Electricity Act, No. 36 of 2024.

In March 2026, the Ceylon Electricity Board (CEB) was restructured under this framework into four state-owned entities responsible for generation, transmission, distribution, and system operations, with the aim of enhancing efficiency, accountability, and governance. In addition, two separate institutions were established to manage the residual functions and assets of the CEB.

The Cabinet of Ministers also approved the National Electricity Policy, including the sector's tariff policy, in March 2026. This policy provides an overarching framework to guide the industry transition, outlining both foundational and cross-cutting policy directions. It establishes principles for fair, cost-reflective, and sustainable electricity pricing, while supporting the development of a competitive electricity market.

Outlook

The Renewable Energy Project Development Plan (draft) presents a forward-looking pipeline of projects for the next five years, developed in alignment with the approved Long-Term Generation Expansion Plan. It incorporates key recommendations from the Ceylon Electricity Board and the Sri Lanka Sustainable Energy Authority, ensuring that priority energy requirements are consistent with national development objectives.

The plan outlines a dynamic portfolio of projects that will be periodically updated to reflect evolving electricity demand, policy priorities, and emerging technologies. As an action-oriented roadmap, it provides clear guidance on project timelines, resource allocation, and the policy framework required to accelerate implementation.

A central focus of the plan is the deployment of critical renewable energy projects across solar, wind, and hydropower, alongside the integration of emerging energy technologies. It also emphasises enabling factors such as grid readiness, digitalisation, and energy storage solutions to support higher penetration of renewable energy.

In addition, the plan addresses the need for targeted infrastructure upgrades, robust transmission strategies, and strengthened stakeholder engagement to ensure the efficient integration of large-scale renewable energy projects into the national grid.

Source : https://energymin.gov.lk

Operating Environment

PESTEL ANALYSIS OF SRI LANKA'S RENEWABLE ENERGY SECTOR

PESTEL	Opportunities/ Threats
Political	Sri Lanka's political environment remains highly supportive of renewable energy development, with government policies, incentives, and strategic initiatives designed to accelerate the transition to clean energy. The country's ambitious renewable energy targets reflect a strong commitment to sustainable energy generation and long-term energy security. To strengthen this commitment, the Government introduced the Green Energy Acceleration Plan 2025–2030, which outlines a comprehensive roadmap for expanding renewable energy capacity, enhancing digitalisation, developing energy storage solutions, and implementing sector-wide regulatory reforms. In addition, Cabinet approval of the Renewable Energy Resource Development Plan reinforces the national objective of achieving 70% renewable electricity generation by 2030, creating a favourable environment for further investment and growth in the renewable energy sector.
Economic	Sri Lanka continues to attract international funding for clean energy initiatives, strengthening the growth prospects of the renewable energy sector. Investments supported by development finance institutions are facilitating transmission network expansion, grid modernisation, and the integration of renewable energy into the national electricity system. Consequently, opportunities for investment in solar, wind, energy storage, and renewable energy infrastructure continue to increase. The Board of Investment (BOI) has identified renewable energy as a key investment priority, highlighting opportunities across solar, wind, offshore wind, floating solar, battery storage, hydrogen technologies, and renewable energy parks. Several large-scale renewable energy projects and designated development zones further enhance the sector's long-term growth potential. Additionally, the introduction of Sri Lanka's first utility-scale battery energy storage projects represents a major milestone in the country's energy transition. As renewable energy capacity expands, energy storage is expected to play an increasingly important role in improving grid reliability, enhancing energy security, and supporting the efficient integration of renewable power into the national grid.
Social	Growing public awareness of energy security, electricity costs, and the impacts of climate change is driving greater acceptance of renewable energy solutions across Sri Lanka. The increasing adoption of rooftop solar systems by both households and businesses continues to support the expansion of the renewable energy sector. In addition, renewable energy projects are contributing to broader socio-economic development by promoting gender diversity, enhancing workforce skills, and creating opportunities for small and medium-sized enterprises (SMEs) to participate in the value chain.
Technological	Sri Lanka is making significant progress in modernising its electricity infrastructure through the implementation of country's first utility-scale Battery Energy Storage Systems (BESS), which are expected to strengthen grid stability, improve energy reliability, and facilitate greater penetration of renewable energy sources. Furthermore, investments in floating solar projects, advanced solar technologies, and dedicated renewable energy control centres continue to drive technological innovation and support the ongoing transformation of the energy sector.
Environmental	Although Sri Lanka remains highly vulnerable to the impacts of climate change as an island nation, it benefits from favourable geographical and climatic conditions that support the development of renewable energy sources such as solar, wind, and hydropower. This abundance of natural resources provides a strong platform for the growth of the clean energy sector. Realising this potential will depend on continued efforts to harness these resources effectively, supported by government policies and a stable, investor-friendly regulatory framework that encourages renewable energy development and accelerates the country's transition to a low-carbon energy future.

PESTEL	Opportunities/ Threats
Legal	The enactment of the Sri Lanka Electricity (Amendment) Act No. 14 of 2025 marked a significant step in the reform of the country's power sector. The legislation reinforces the national commitment to sustainable energy development by embedding policy objectives aimed at expanding renewable energy generation, reducing carbon emissions, maximising the use of indigenous energy resources, and supporting Sri Lanka's climate obligations. The Act also provides the foundation for the establishment of a National Electricity Market, encompassing wholesale, contract, ancillary services, and retail market structures. This enhanced regulatory framework is expected to encourage greater private-sector participation, improve market efficiency, and facilitate the increased integration of renewable energy into the country's electricity system.

OUR STRATEGY

At WindForce, we drive positive change through our strategy, which prioritises progressive growth, operational excellence, employee empowerment, and meaningful societal impact. By staying true to our core values and leveraging our strengths, we aim to lead the renewable energy sector toward a more sustainable and prosperous future.

To achieve this, we adopt a balanced approach that integrates short-, medium-, and long-term planning cycles. This enables us to realise our strategic objectives while maintaining the right balance between growth and the protection of stakeholder interests.

Our four strategic pillars serve as the foundation of this approach, acting as the central framework that guides decision-making and resource allocation across the organisation.

STRATEGIC PILLAR 1: PROGRESSIVE GROWTH

Area	Details
Objectives	Maintain a strong renewable energy mix Achieve an optimal balance between local and overseas project exposure Sustain an overall gearing ratio between 25%–50% Strengthen competitive positioning through strategic partnerships and alliances
Strategic Drivers	Expand the project pipeline to build a resilient and diversified portfolio across wind, solar, hydro, and emerging clean energy solutions Invest in Battery Energy Storage Systems (BESS) to stabilise the grid, support renewable integration, reduce reliance on thermal energy, and manage peak demand Enter high-potential overseas markets to secure early-mover advantages and long-term growth platforms Maintain a disciplined capital structure, balancing equity and debt for financial resilience Develop value-enhancing strategic partnerships to accelerate innovation and expand market reach
Impact from the Operating Environment	Evolve regulatory frameworks impacting market entry, expansion, and compliance Rapid technological advancements influencing innovation and operational efficiency Macroeconomic conditions shaping investment decisions, capital allocation, and risk management
Key Activities	Conduct in-depth market research and analysis to identify emerging opportunities Invest in research and development (R&D) to drive innovation and strengthen the portfolio Forge strategic partnerships and alliances to expand market presence and leverage synergies Secure project mandates through competitive tendering and optimised tariff strategies
Measuring Progress	Progressed on the 100 MW Rividhanavi solar project in Siyambalanduwa Commissioned the 10 MW Sooryashakthi solar project in Vavunathivu Initiated 13 Battery Energy Storage System (BESS) projects across 13 locations (tenders secured) Commenced the 5 MW floating solar project at the Dambuluoya Reservoir Launched the 10 MW Safe Power international, wind power project in Alankuda, Puttalam

Area	Details
Future Actions	Expand R&D capabilities Explore new market opportunities and geographies Strengthen strategic partnerships and alliances Drive continuous innovation across technologies
Resource Allocation	Invest in R&D to support technological advancement Allocate capital to expand geographical footprint and customer reach Channel resources toward strategic collaborations Diversify into advanced technologies, including floating solar and energy storage

STRATEGIC PILLAR 2: OPERATIONAL EXCELLENCE

Area	Details
Objectives	Maintain plant availability at ≥97% to ensure optimal energy delivery Achieve peak energy generation efficiency across the portfolio Drive disciplined cost management and operational cost reduction Ensure infrastructure quality and long-term asset reliability Embed continuous improvement across all operational processes
Strategic Drivers	Adopt leading-edge renewable energy technologies across wind, solar, and hydro Implement best-practice management systems for quality, environment, health & safety (EHS), and risk management Optimise engineering, procurement and construction (EPC) execution for efficiency and consistency Strengthen organisational capability through the development of employee expertise and tacit knowledge Foster a culture of innovation through collaboration and continuous learning
Impact from the Operating Environment	Rapid technological advancements driving efficiency and innovation Dynamic energy market conditions influencing opportunities and risks Regulatory requirements shaping operational practices and compliance standards
Key Activities	Integrate advanced renewable technologies into operations (wind, solar, hydro) Implement systematic process optimisation and performance improvement initiatives Maintain rigorous quality assurance frameworks and standards Invest in employee training and professional development to enhance capabilities
Measuring Progress	Achieved 71% in-house O&M management, strengthening operational oversight and performance Delivered 2,152 training hours in FY 2025/26, demonstrating commitment to workforce development Implemented employee satisfaction surveys to support continuous improvement and engagement
Future Actions	Increase investment in innovative and emerging renewable technologies Continuously optimise plant O&M processes to improve efficiency and performance Enhance quality assurance systems to align with best-in-class standards Strengthen employee development programmes to build a skilled and adaptable workforce
Resource Allocation	Allocate capital for advanced technology integration and operational upgrades Fund process optimisation and efficiency improvement initiatives Invest in robust quality assurance systems to ensure superior output Provide resources for comprehensive employee training and capability development

Our Strategy

STRATEGIC PILLAR 3: A GREAT PLACE TO WORK

Area	Details
Objectives	◈ Prioritise employee satisfaction as a foundation of a high-performance culture ◈ Implement targeted strategies to reduce employee turnover and retain top talent ◈ Invest in comprehensive well-being programmes that promote sustainable work-life integration ◈ Maintain a zero-harm workplace with a commitment to zero fatalities and accidents
Strategic Drivers	◈ Embed best-practice occupational health and safety standards, including ISO 45001, across all operations ◈ Advance Diversity, Equity, and Inclusion through dedicated programmes and company-wide initiatives ◈ Strengthen employee well-being through progressive work-life balance policies and support systems ◈ Implement recognition and rewards frameworks to motivate performance and foster engagement
Impact from the Operating Environment	◈ Labour market dynamics influencing talent attraction, development, and retention ◈ Evolving social expectations shaping employee engagement and organisational culture ◈ Regulatory developments impacting workplace standards, compliance, and HR practices
Key Activities	◈ Attract and retain talent through targeted recruitment and strategic workforce planning ◈ Introduction of a Work From Home (WFH) scheme to offer employees greater flexibility and promote work–life balance ◈ Promote holistic employee well-being through accessible facilities (e.g., gym, wellness programmes) and support initiatives ◈ Implement flexible and agile work policies to meet diverse employee needs ◈ Strengthen engagement through recognition and rewards programmes
Measuring Progress	◈ Achieved an 91% employee retention rate, reflecting strong engagement and workforce stability ◈ Distributed Rs. 535 Mn in employee benefits, demonstrating commitment to compensation and well-being ◈ Provided financial support through salary increments and bonuses to help employees navigate economic challenges
Future Actions	◈ Enhance recruitment strategies to attract and onboard high-calibre talent ◈ Expand Diversity, Equity, and Inclusion initiatives initiatives to foster an inclusive and equitable workplace culture ◈ Introduce new programmes to further strengthen employee well-being and work-life integration ◈ Evolve recognition and rewards frameworks to reinforce a culture of performance and appreciation
Resource Allocation	◈ Allocate resources to strengthen talent acquisition and workforce planning capabilities ◈ Invest in Diversity, Equity, and Inclusion initiatives training and development programmes to support an inclusive culture ◈ Fund innovative well-being and work-life integration initiatives ◈ Enhance investment in recognition and rewards programmes to drive engagement and performance

STRATEGIC PILLAR 4: SUSTAINABILITY AND CONTRIBUTION TO NATIONAL DEVELOPMENT

Area	Details
Objectives	◈ Support Sri Lanka's 2030 renewable energy targets and 2050 carbon neutrality goals ◈ Contribute to national sustainable development priorities ◈ Deliver measurable social and economic value to communities ◈ Advocate for progressive renewable energy policies ◈ Promote renewable energy adoption through education and awareness
Strategic Drivers	◈ Strengthen our position as a leading private-sector renewable energy provider, contributing to national energy security and grid stability ◈ Integrate Sustainable Development Goals (SDGs) into core strategy, with focus on SDG 7 (Affordable and Clean Energy), SDG 9 (Industry, Innovation and Infrastructure), and SDG 17 (Partnerships for the Goals) ◈ Drive community empowerment through targeted social investments aligned with broader SDGs (including poverty alleviation, education, clean water, decent work, reduced inequalities, climate action, and biodiversity) ◈ Advocate for enabling policy and regulatory frameworks to accelerate the renewable energy transition ◈ Enhance public awareness and stakeholder engagement through strategic communication and outreach
Impact from the Operating Environment	◈ Evolving government policies and regulatory frameworks influencing sustainability initiatives ◈ Changing socio-economic conditions affecting community needs and priorities ◈ Increasing importance of public perception and stakeholder engagement in driving impact
Key Activities	◈ Implement targeted community investment and empowerment programmes ◈ Engage proactively with policymakers and stakeholders to support renewable energy development ◈ Deliver educational programmes, workshops, and knowledge-sharing platforms ◈ Conduct awareness campaigns to strengthen public understanding and support for sustainability initiatives
Measuring Progress	◈ Total installed capacity of 253 MW, with 63% contributing to Sri Lanka's energy needs ◈ Community investment of Rs. 30 Mn supporting local development ◈ CSR initiatives reaching over 72,000 + beneficiaries, enhancing community well-being
Future Actions	◈ Expand and deepen community investment programmes to drive long-term impact ◈ Strengthen advocacy efforts to support progressive energy policies and regulatory frameworks ◈ Scale up education and awareness initiatives to enhance stakeholder engagement and public participation
Resource Allocation	◈ Allocate funding to high-impact community development programmes ◈ Provide budgetary support for policy advocacy and stakeholder engagement initiatives ◈ Invest in education, awareness, and outreach programmes to promote sustainability and renewable energy adoption

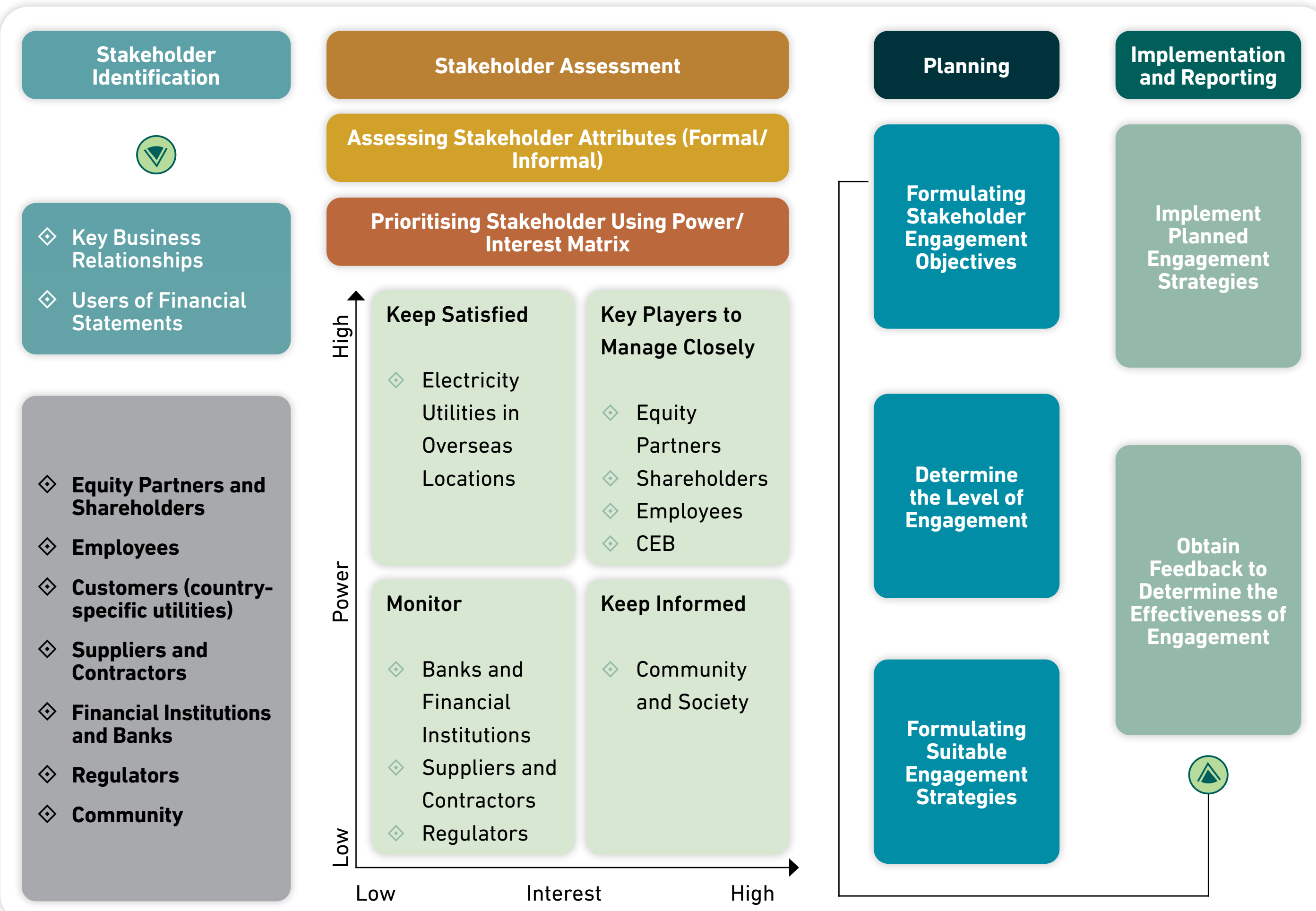
STAKEHOLDER ENGAGEMENT

GRI | 2-29, 207-3

We recognise the importance of maintaining ongoing dialogue with our stakeholders to build and sustain strong relationships within the communities where we operate. Meaningful engagement enables us to identify, assess, and manage potential risks, while also driving continuous improvement, collaboration, and shared value creation. Stakeholder engagement is therefore both a critical process and a strategic outcome, supporting transparency, accountability, and sustainable business practices. It aligns closely with the principles and objectives of ESG guidelines and the GRI Standards.

STAKEHOLDER ENGAGEMENT PROCESS

Our stakeholder engagement process is given below:



Given below are the stakeholder mechanisms, their concerns and our response during the year.

CUSTOMERS (Electrical utilities in the relevant countries)

METHOD OF ENGAGEMENT AND FREQUENCY

- One-to-one meetings – As required

FREQUENCY

- As required

RELEVANT MATERIAL TOPICS

- Grid Resilience
- Financial Performance
- Financial Stability
- Economic Stability

KEY CONCERNS RAISED

- Payment of taxes
- Project commissioning and grid interconnection

OUR STRATEGIC RESPONSE/ VALUE PROPOSITION

- Adhering to all applicable regulations and customer-specific requirements in the relevant countries.
- Submitting all required information and documentation in accordance with the provisions outlined in the SPPAs.

SDG

7 AFFORDABLE AND CLEAN ENERGY
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Link to Capitals	Link to Strategy

SUPPLIERS AND CONTRACTORS

METHOD OF ENGAGEMENT

- Meetings Company/ Site visits - Project-related

FREQUENCY

- As required

RELEVANT MATERIAL TOPICS

- Supplier Social and Environmental Responsibility
- Financial Performance
- Financial Stability
- Economic Stability
- Ethical Business Conduct

KEY CONCERNS RAISED

- Timely payments
- Prices
- Quality
- Credit period
- Transparency
- Terms of contract

OUR STRATEGIC RESPONSE/ VALUE PROPOSITION

- Deploying a dedicated procurement team
- Implementing and adhering to a structured procurement plan

SDG

17 PARTNERSHIPS FOR THE GOALS

Link to Capitals	Link to Strategy

Stakeholder Engagement

COMMUNITY/SOCIETY/ENVIRONMENT

METHOD OF ENGAGEMENT AND FREQUENCY

- On-site visits
- Meeting with community appointed leader

FREQUENCY

- Project-related

RELEVANT MATERIAL TOPICS

- Supplier Social and Environmental Responsibility
- Biodiversity & Ecosystems
- Financial Performance
- Financial Stability
- Economic Stability

KEY CONCERNS RAISED

- Community Investments/CSR
- Community needs and requirements

OUR STRATEGIC RESPONSE/ VALUE PROPOSITION

- Launching community investment programmes

SDG

3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
6 CLEAN WATER AND SANITATION
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Link to Capitals	Link to Strategy

EQUITY PARTNERS AND SHAREHOLDERS

METHOD OF ENGAGEMENT

- Quarterly and Annual Financial Statements
- Annual General Meeting
- Board Meetings
- Announcements on the CSE and WindForce Digital Media

FREQUENCY

- Quarterly
- Annually
- As required

RELEVANT MATERIAL TOPICS

- Resource Use and Circular Economy
- Grid Resilience
- Climate-related Transition Risk
- Extreme Weather Events
- Technology
- Financial Performance
- Financial Stability
- Economic Stability
- Ethical Business Conduct

KEY CONCERNS RAISED

- Brand positioning
- Business conduct
- Corporate governance and risk management

OUR STRATEGIC RESPONSE/ VALUE PROPOSITION

- Risk management
- Brand positioning
- Business conduct

SDG

7 AFFORDABLE AND CLEAN ENERGY
17 PARTNERSHIPS FOR THE GOALS

Link to Capitals	Link to Strategy

EMPLOYEES

METHOD OF ENGAGEMENT

- Management meetings
- Internal communication
- One-to-one discussion
- Performance reviews

FREQUENCY

- Continuous and ongoing

RELEVANT MATERIAL TOPICS

- Workforce Health & Safety
- Financial Performance
- Financial Stability
- Economic Stability
- Technology
- Culture and Work Ethics

KEY CONCERNS RAISED

- Job security
- Opportunities for training and development
- Remuneration

OUR STRATEGIC RESPONSE/ VALUE PROPOSITION

- Compliance and best practices
- HR governance and policy framework
- Employee value proposition

SDG

3 GOOD HEALTH AND WELL-BEING
8 DECENT WORK AND ECONOMIC GROWTH

Link to Capitals	Link to Strategy

FINANCIAL INSTITUTIONS AND BANKS

METHOD OF ENGAGEMENT

- Progress reports
- Announcementand financial publication on the CSE website

FREQUENCY

- Quarterly
- Annually
- As needed

RELEVANT MATERIAL TOPICS

- Financial Performance
- Financial Stability
- Economic Stability
- Grid Resilience
- Technology
- Climate-related Transition Risks
- Extreme Weather Conditions
- Ethical Business Conduct

KEY CONCERNS RAISED

- Business performance
- Project financing

OUR STRATEGIC RESPONSE/ VALUE PROPOSITION

- Corporate governance
- Business conduct framework

SDG

7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
13 CLIMATE ACTION

Link to Capitals	Link to Strategy

Stakeholder Engagement

GOVERNMENT INSTITUTIONS

METHOD OF ENGAGEMENT

- Meetings
- WindForce website
- Networking events
- Press releases

FREQUENCY

- Project-related

KEY CONCERNS RAISED

- Compliance with applicable laws and regulations
- Effective health and safety management
- Sustainable and responsible business practices
- Job creation and community development
- Support for a positive and conducive industry environment

SDG

Link to Capitals	Link to Strategy

RELEVANT MATERIAL TOPICS

- Supplier Social and Environmental Responsibility
- Biodiversity & Ecosystems
- Resource Use and Circular Economy
- Culture and Work Ethics
- Financial Performance
- Financial Stability
- Economic Stability
- Grid Resilience
- Extreme Weather Events
- Local Communities
- Security Practices
- Ethical Business Conduct
- Culture and Work Ethics

OUR STRATEGIC RESPONSE/ VALUE PROPOSITION

- Compliance with applicable laws and regulations
- Maintaining effective health and safety standards
- Supporting community development and employment generation
- Timely tax payments and filing tax returns

MATERIALITY

GRI | 3-1, 3-2, 3-3

While our core business operations remained consistent throughout the year, we conducted a review of our material topics to ensure continued alignment with our strategic priorities. Having validated their relevance, we are now preparing for the next reporting cycle with a forward-looking approach. Recognising the rapidly evolving sustainability landscape, we plan to broaden our materiality assessment in the coming year. This expanded exercise will incorporate the requirements of SLFRS S1 and S2, strengthening the quality of our disclosures and ensuring they remain robust, transparent, and fully compliant with emerging climate-related reporting standards.

MATERIALITY TOPIC SCREENING PROCESS

STEP 1: SCOPE & BOUNDARIES	Define reporting boundaries per SLFRS S1 and identify key sustainability risks and opportunities across all operations.
STEP 2: IDENTIFY ESG TOPICS	Create a comprehensive ESG topic list using global frameworks (IFRS, SASB, GRI, CDSB).
STEP 3: PEER BENCHMARKING	Analyse peer disclosures to identify common ESG priorities and best practices.
STEP 4: STAKEHOLDER ENGAGEMENT	Gather stakeholder input on key ESG concerns through surveys and consultations.
STEP 5: ASSESS MATERIALITY	Evaluate ESG topics based on financial, operational, and reputational impact over time.
STEP 6: PRIORITISE TOPICS	Rank topics using a materiality matrix, focusing on highest impact areas.
STEP 7: MANAGEMENT VALIDATION	Review and refine priorities with senior management.
STEP 8: FINALISE TOPICS	Confirm material ESG topics aligned with standards and stakeholder expectations.
STEP 9: REPORTING INTEGRATION	Embed material topics into annual and sustainability reporting.
STEP 10: CONTINUOUS REVIEW	Update the assessment annually to reflect changes and emerging risks.

Materiality

Material Topic	Reason for Materiality	Category (Env./Social/ Economic/ Governance)	Relevant Strategic Pillar	Capitals Impacted	Most Affected Stakeholders	Relevant GRI/SASB	Relevant SDG /s
1) Financial Performance	Drives sustainable shareholder value creation and enhances brand equity	Economic					8
2) Financial Stability	Enhances investor confidence and strengthens stakeholder trust.	Economic					8
3) Technology	Strengthens operational effectiveness and performance outcomes.	Economic					
4) Economic Stability	Strengthens investor confidence while enabling effective long-term strategic planning.	Economic				GRI 201 , 203	8
5) Grid Resilience	The resilience of the national grid plays a critical role in the revenue generation of our Organisation.	Economic				SASB IF-EU-550a.2	
6) Supplier Social and Environmental Responsibility	We procure PPE and related spare parts from a diverse range of countries, including China, Spain, France, and India. We recognise that ongoing evaluation of our suppliers is essential to ensure the resilience and sustainability of our value chain.	Social and Environmental				GRI 204, 308, 408, 409, 414	17

Material Topic	Reason for Materiality	Category (Env./Social/ Economic/ Governance)	Relevant Strategic Pillar	Capitals Impacted	Most Affected Stakeholders	Relevant GRI/SASB	Relevant SDG /s
7) Climate-related Transition Risk	With the global shift to a low-carbon economy can lead to changes in regulations, technology, market dynamics, and stakeholder expectations that affect the Company's operations and profitability.	Environmental Economic				GRI 305	13
8) Workforce Health & Safety	To meet regulatory compliance requirements and address the legal implications associated with occupational health and safety (OHS) risks.	Social				GRI 403, SASB IF-EU-320a.1	3
9) Biodiversity & Ecosystems	The risks associated with wildlife incidents, including snake bites and elephant encounters, although mitigation measures such as electric fencing are in place. Additionally, we remain mindful of the potential impact of our operations on migratory bird pathways.	Environmental				GRI 101	14,15

Materiality

Material Topic	Reason for Materiality	Category (Env./Social/ Economic/ Governance)	Relevant Strategic Pillar	Capitals Impacted	Most Affected Stakeholders	Relevant GRI/SASB	Relevant SDG /s
10) Resource Use and Circular Economy	We recognise that the decommissioning of existing solar projects at the end of their 20-year lifecycle, as stipulated in government contracts, involves high costs and presents considerable operational and financial risks.	Economic Environmental				GRI 302, 303, 306	
11) Extreme Weather Events	Extreme weather events such as floods, extreme heat, sea level rise, and wildfires are material to WindForce PLC because they can disrupt power generation operations, damage renewable energy infrastructure, increase maintenance and insurance costs, and affect the reliability of electricity supply.	Environmental Economic				GRI 305	
12) Local Communities	Local communities are key to WindForce PLC's operations, supporting project success, continuity, and growth.	Social				GRI 413	11,12

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Material Topic	Reason for Materiality	Category (Env./Social/ Economic/ Governance)	Relevant Strategic Pillar	Capitals Impacted	Most Affected Stakeholders	Relevant GRI/SASB	Relevant SDG /s
13) Security Practices	Strengthens business continuity, resilience, and data privacy.	Governance					
14) Ethical Business Conduct	Strengthens customer trust and investor confidence, reinforcing long-term business growth.	Governance				GRI 207, 416	
15) Culture and Work Ethics	Builds a strong brand reputation while fostering stakeholder confidence and engagement.	Social				GRI 401, 404, 405, 406	8

MATERIALITY MATRIX

Our Material Topics

	Material Topic
1	Financial Performance
2	Financial Stability
3	Technology
4	Economic Stability
5	Grid Resilience
6	Supplier Social and Environmental Responsibility
7	Climate-related Transition Risk
8	Workforce Health & Safety
9	Biodiversity & Ecosystems
10	Resource Use and Circular Economy
11	Extreme Weather Events
12	Local Communities
13	Security Practices
14	Ethical Business Conduct
15	Culture and Work Ethic

OUR BUSINESS MODEL

Capital Inputs

Financial Capital
- Shareholders' Funds Rs. 25.4 Bn.
- Non-Controlling Interest Rs. 3.6 Bn.
- Borrowed Funds Rs. 12.4 Bn.

(Refer to pages 136 to 146)

Human Capital
- 223 Employees
- Ongoing Learning and Development
- Talent management
- Health and Well-Being
- Diverse Board of Directors

(Refer to pages 164 to 180)

Manufactured Capital
- Fixed Assets Additions Rs. 1.7 Bn.
- TPM Process
- EPC Process

(Refer to pages 148 to 153)

Intellectual Capital
- Systems and Processes
- Brand Reputation
- Knowledge-Based Assets
- Best Practices
- Certifications

(Refer to pages 154 to 163)

Social and Relationship Capital
- Relations with Governing Bodies
- Procurement Practices
- 284 Suppliers
- Rs. 30 Mn. CSR Investment

(Refer to pages 182 to 191)

Natural Capital
- Energy Consumption 1 GWh
- Water Consumption 10,867 m^3 Litres
- Sustainable Use of Resources
- Waste Management

(Refer to pages 192 to 204)

Our Core Functions and Enablers

VISION & MISSION

OUR FOUR STRATEGIC PILLARS GUIDE DECISIONS IN LINE WITH OUR VISION

Progressive Growth	A Great Place to Work
Operational Excellence	Sustainability and Contribution to National Development

DRIVEN BY BUSINESS ACTIVITIES

- Wind Power
- Solar Power
- Hydropower
- Automotive and Other

Enabled by

- Finance
- Human Resources
- Engineering and Procurement

Supported by

- Strong Governance and Ethics
- Risk Management
- Focus on Sustainability

Our Outputs	Our Outcomes	
Rs. 2.15 Bn profit after tax Rs. 12.41 Bn gross loans and borrowing Rs. 595 Mn taxes paid to the government Rs. 1.14 EPS	3% increase in GP 4% decrease in PAT 16% increase in revenue	Relevant Stakeholders Material Topics SDG's: 8 Strategic Pillars
Rs. 11 Mn training and development 11% female employees Safe work environment 2,152 training hours 91% employee retention ratio Rs. 535 Mn salaries and benefits	A team of highly engaged experts	Relevant Stakeholders Material Topics SDG's: 3, 8 Strategic Pillars
8 wind power plants 13 solar power plants 10 hydro power plants 1 wind plant, 1 floating solar and 1 ground mounted solar plant in development 13 BESS projects in development	Improved productivity Enhanced efficiency	Relevant Stakeholders Material Topics SDG's: 9, 12 Strategic Pillars
20% of employees have served the Company for over 10 years Riso Campus-accredited engineers	Enhanced operational resilience Culture of learning and development Ethics and transparency Advanced technology Knowledge-based assets Secure systems	Relevant Stakeholders Material Topics SDG's: 9 Strategic Pillars
Rs. 30 Mn investment in CSR Rs. 18.17 (USD cents 5.79) cost per unit of electricity to CEB/NSO 569 GWh of electricity generated	Strong business relationships Empowered communities Cost saving and efficiency gain	Relevant Stakeholders Material Topics SDG's: 7, 9, 13, 17 Strategic Pillars
Rs. 658 Mn green energy portfolio	Generation of clean energy	Relevant Stakeholders Material Topics SDG's: 7, 9, 13, 17 Strategic Pillars

SUSTAINABILITY REPORTING

SUSTAINABILITY REPORTING

Embedding ESG into Strategy and Decision-Making

We embed ESG considerations into our strategy and core decision-making by aligning sustainability with our renewable energy business model. This integration extends across the strategic planning cycle, project development processes, operational controls, governance structure, and our ongoing sustainability roadmap. ESG is positioned as a key driver of long-term value creation, resilience, investor confidence, and compliance with evolving disclosure requirements, including SLFRS S1 and S2.

Strategic Integration

- ESG considerations are embedded across our renewable energy expansion strategy, including project initiation, planning, construction, operations, and long-term business planning.

Data-Driven Decision-Making

- During FY 2025/26, we established structured monthly sustainability data collection across operational plants. This includes Scope 1 and Scope 2 emissions, energy consumption, fuel use, SF6/refrigerant leakage, water usage, waste generation, environmental approvals, CSR activities, and health and safety indicators.

Environmental and Social Risk Management

- We initiated alignment with IFC Performance Standards, beginning with the 100 MW Rividhanavi Solar Project, strengthening environmental and social risk management and supporting investor and lender requirements.

Health and Safety Integration

- Health and safety performance was enhanced through systematic monthly data collection, first aid training, incident monitoring, and medical screening programmes for technical staff.

Biodiversity Management

- A one-year avifaunal study was initiated for wind energy sites in Mannar and Jaffna to assess bird collision risks and inform mitigation strategies

Governance Framework

- A structured sustainability governance system has been implemented, with clear accountability at management and Board levels. ESG oversight is integrated into the Board Risk Committee, supported by a management-level risk team.

Continuous Improvement

- Regular plant visits, environmental and health & safety assessments, designated plant-level officers, and weekly sustainability review meetings support ongoing monitoring and corrective action.

Key Sustainability Milestones and Initiatives

1. Initiation of structured monthly ESG data collection across all operational plants
2. Establishment of FY 2025/26 as the ESG performance base year
3. Commencement of Scope 1 and Scope 2 emissions data tracking
4. Implementation of plant-level health and safety monitoring systems
5. Conduct of first aid training and medical screening programmes
6. Introduction of environmental and H&S assessment reporting from plant visits
7. Assignment of dedicated Environmental and H&S Officers at plant level
8. Launch of weekly sustainability progress review meetings
9. Initiation of a one-year avifaunal biodiversity study
10. Alignment of selected projects with IFC Performance Standards
11. Enhancement of ESG due diligence readiness for investors
12. Strengthening of ESG governance structures and reporting frameworks

Sustainability Kick-Off Seminar 2025

Sustainability Reporting

Our ESG Governance Framework

We have established a multi-level governance structure to ensure effective oversight and implementation of ESG priorities:

Board Level

- **Board of Directors:** Holds ultimate accountability for ESG performance, strategy, and disclosures.
- **Board Risk Committee:** Oversees sustainability and climate-related risks, ESG strategy, and performance monitoring.

Executive Level

- **Managing Director and CEO:** Responsible for implementation of ESG strategy and escalation of key issues to the Board.

Management Level

- **Manager – Sustainability:** Leads ESG coordination, reporting, and performance tracking.
- **Health and Safety Manager:** Oversees sustainability and climate-related risks, ESG strategy, and performance monitoring.
- **Environment and Social Officer:** Manages environmental compliance, biodiversity, and stakeholder-related risks

Operational Level

- **Plant-Level Officers:** Environmental and H&S Officers are responsible for site-level implementation, data collection, and corrective actions.

Assurance and Controls

- Finance and internal control functions support data integrity, while internal and external assurance mechanisms enhance reporting reliability.

Sustainable Development Goals (SDG) Alignment

FY 2025/26 marks our ESG base year, following the introduction of structured sustainability data collection. Targets for FY 2026/27 are therefore focused on strengthening data quality, governance, and operational integration, with more defined long-term targets expected from FY 2026/27 onwards.

Key Focus Area

ESG Pillar	Focus Area	Relevant SDGs
Environmental	Strengthening emissions tracking and climate-related disclosures	SDG 7, 13
	Improving water monitoring and conservation practices	SDG 6, 12
	Enhancing waste management and recycling systems	SDG 12
	Advancing biodiversity protection through avifaunal studies	SDG 15
Social	Strengthening workplace health and safety systems	SDG 3, 8
	Enhancing employee health monitoring and well-being programmes	SDG 3
	Improving community engagement and CSR documentation	SDG 11, 17
	Building sustainability awareness and capacity at plant level	SDG 4, 8
Governance	Strengthening ESG governance structures and accountability	SDG 16, 17
	Formalising ESG controls across project stages	SDG 16
	Aligning projects with IFC Performance Standards	SDG 12,16
	Enhancing ESG due diligence readiness for investors	SDG 16,17
	Improving evidence-based sustainability reporting and corrective action tracking	SDG 12,16

SLFRS S1 AND S2 DISCLOSURE

1. BASIS OF PREPARATION

1.1 Compliance with SLFRS Sustainability Disclosure Standards

The sustainability report of WindForce PLC and its subsidiaries (the 'Group') has been prepared in accordance with the SLFRS S1 and S2 standards localised to reflect ISSB standards by the Institute of Chartered Accountants of Sri Lanka. Transitional reliefs applied under the localised SLFRS Sustainability Disclosure Standards has been included in Appendix I of this report.

Disclosure topics in the Sustainability Accounting Standards Board (SASB) standards have been referred to and considered when preparing this report. Refer to Note 5 for further information on how the SASB Standards disclosure topics have been considered in the materiality assessment process.

1.2 Connectivity with Financial Statements (reporting Period, Reporting Entity, and Presentation Currency)

The sustainability report has been prepared for the Group and should be read in conjunction with the Group's consolidated financial statements which are prepared in accordance with the Sri Lanka Financial Reporting Standards (SLFRS), IFRS Accounting Standards in Sri Lanka. This report covers the financial year ended 31 March 2026 and is aligned with the reporting period of the related consolidated financial statements.

The Group defines time horizons based on when the climate-related risks and opportunities could reasonably be expected to occur. As of the end of the reporting period the following time-horizons were identified which align with the timelines used for strategic decision-making:

- short term (0 to 12 months)
- medium term (1 to 3 years)
- long term (3 - 15 years)

The sustainability-related financial disclosures cover the same reporting entity as the related consolidated financial statements. The reporting entity comprises the parent company, WindForce PLC and its subsidiaries. In preparing these sustainability-related financial disclosures, the Group has assessed its own operations and its value chain which includes, amongst others, the joint ventures and associates of the Group. Refer to Note 2.3 for information on the value chain.

The presentation currency of the sustainability-related financial disclosures is Sri Lankan rupees (LKR), which aligns to the presentation currency used in the consolidated financial statements. Unless specified otherwise, all amounts are rounded to the nearest million.

1.3 First-time Adoption of IFRS Sustainability Disclosure Standards and Transition Reliefs

The Group is reporting under the SLFRS Sustainability Disclosure Standards for the first time for the annual reporting period ended 31 March 2026. It has applied the following standards for its annual reporting period commencing 1 April 2025:

- SLFRS S1 'General Requirements for Disclosure of Sustainability-related Financial Information'
- SLFRS S2 'Climate-related Disclosures'

As of 31 March 2026, there are no other IFRS Sustainability Disclosure Standards issued by the ISSB.

IFRS Sustainability Disclosure Standards provide transition reliefs for the first annual reporting period in which an entity applies the standards. The SLFRS Sustainability Disclosure Standards issued by Institute of Chartered Accountants of Sri Lanka provide additional transition reliefs for issuers in Sri Lanka. The Group has applied the transition relief where it is not required to disclose comparative information in the first annual reporting period.

2. OVERVIEW OF THE GROUP AND VALUE CHAIN

2.1 Overview of the Group

Key Business Activities

The Group operates across the renewable energy value chain, encompassing project development, and power generation activities. The Group owns and operates a diversified portfolio of wind, solar and hydropower plants across multiple locations in Sri Lanka, with an expanding footprint in overseas markets. As of 31 March 2026, the Group manages several operational wind farms, hydro plants and solar energy facilities, contributing significantly to the national grid through sustainable energy generation.

The Group's operations encompass the development, construction, and operation of renewable energy projects across wind, solar, and mini-hydropower generation. Having commenced its renewable energy journey with Energy Reclamation hydropower project, the Group has since expanded its portfolio across all three segments, creating a diversified renewable energy mix that supports energy security and decarbonisation efforts.

SLFRS S1 and S2 Disclosure

Electricity generated by the Group is supplied to the national grid under long-term power purchase agreements, primarily with the NSO. Through its operations, the Group contributes to reducing dependence on fossil fuels while supporting Sri Lanka's transition towards a low-carbon economy.

All power generation plants operated by the Group are structured as subsidiaries and associates within the Group, reflecting its investment and operational model. The detailed Group structure, including these entities, is presented on page 12 of the Annual Report.

The Group's key business activities are as follows.

As of March 31, 2026, the Company manages a diverse portfolio of 31 power plants across three main sectors:

- **Wind Power**: Operates 8 plants (all in Sri Lanka), contributing a significant portion of the nation's wind energy capacity.
- **Solar Power**: Operates 13 plants (9 in Sri Lanka and 4 overseas in Pakistan, Uganda, and Ukraine). This includes ground-mounted, rooftop, and innovative agrovoltaic systems.
- **Hydropower**: Operates 10 mini-hydro plants (8 in Sri Lanka and 2 in Uganda).

Beyond energy production, WindForce manages the entire lifecycle of renewable energy projects, providing end-to-end services from initial feasibility studies and Engineering, Procurement and Construction (EPC), commissioning, and ongoing operation and maintenance (O&M). A significant competitive advantage is its in-house technical team of over 100 professionals who handle the complete maintenance of the plants, consistently achieving availability rates above 97%.

The company also operates a specialised workshop for repairing complex turbine components like generators and gearboxes, which they intend to commercialise as a standalone business venture.

The company has successfully diversified into sustainable mobility through its subsidiary, Satva Automotive (Pvt) Ltd. This business segment focuses on importing, assembling, and selling high-quality electric two-wheelers under the VMOTO brand, as well as converting internal combustion engine vehicles to electric. To support this segment, the group has established an extensive after-sales service network that currently includes over 70 outlets across various provinces in Sri Lanka.

Furthermore, the company is pioneering advanced technologies such as agrovoltaics (combining solar power with agriculture), floating solar, and Battery Energy Storage Systems (BESS). These storage solutions are strategically designed to enhance grid stability and meet evening peak demand.

2.2 Our Business Model

GRI | 101-2,4

The Group's business model allows to capture the total value of a renewable project while retaining control over construction and health and safety matters, while managing the potential impact on people, communities, and the environment.

This business model includes the development, construction, ownership, and operation of renewable energy plants in emerging markets and the sale of power primarily under long-term power purchase agreements (PPAs).

1. Development

During the initial phase of a project, environmental and social impact assessments and studies are performed to ensure that each project meets the strict CEA (Central Environmental Authority of Sri Lanka) standards. WindForce works to secure attractive locations, grid connections, as well as licences and permits, and enter discussions with potential long-term partners. WindForce negotiates commercially viable PPAs with CEB (Ceylon Electricity Board) and starts plant design.

2. Structuring & financing

WindForce structures and integrates all project documents in collaboration with financing partners to raise equity and predominately non-recourse debt for the project. Further development work, as well as engineering and construction planning, is performed in parallel with readying the project for construction. Another key task is optimising project cash flows to maximise returns. Once these have been agreed with our financing partners, a final investment decision is made, and the project reaches financial close.

3. Construction

During construction, WindForce typically assumes the role of engineering, procurement, and construction provider for the power plant, dependent on project structure and technology. This ensures full control over risk mitigating actions, costs, quality, and progression as well as maintaining a strong emphasis on health, safety, security, and environmental issues.

4. Operations

Once commissioned, the power plant commences commercial operation and WindForce is often responsible for operations and maintenance, and asset management services for its own projects with the aim of maximising performance. These services are delivered under long- term service contracts with pre-agreed commercial terms.

5. Ownership

As owner of the power plants, the role of WindForce, is to ensure that the plant is operating according to set requirements. WindForce also manages stakeholders and reports to lenders, partners, and the authorities. WindForce receives payments based on cash flows that are generated under the long-term PPAs with the CEB.

2.3 Our Value Chain

The value chain of WindForce PLC reflects an integrated approach to renewable energy generation, spanning from project origination to electricity distribution, while embedding sustainability, innovation, and operational excellence at each stage.

1. Project Inception and Resource Assessment

The value chain begins with project identification and acquisition through two primary pathways: participation in government tenders with predefined project locations, and the development of feed-in-tariff (FIT) projects through independent site identification.
For FIT projects, comprehensive resource assessments are conducted using advanced modelling tools. Wind projects are analysed using WAsP, which evaluates meteorological data and optimises turbine placement, while solar projects utilise PVsyst to assess solar irradiance and determine optimal system configurations, including fixed-tilt and tracking systems. These assessments generate projected Annual Energy Generation (AEG) outputs, forming the basis for technical validation and financial feasibility.

2. Engineering, Procurement, and Construction (EPC)

The Group adopts an integrated EPC model, managing the full lifecycle of project execution internally. This includes detailed engineering design, procurement of high-quality equipment from globally recognised suppliers, and construction management. Internal engineering teams collaborate with external specialists to ensure structural integrity and efficiency. Procurement strategies balance global technology sourcing with local contractor engagement for civil works and logistics, supporting local economic development. Construction activities are overseen by dedicated project managers, ensuring adherence to quality standards, occupational health and safety (OHS) protocols, and risk management frameworks.

3. Operations and Maintenance (O&M)

A key strength of the Group lies in its in-house O&M capabilities, which support the performance and longevity of its renewable energy assets. Continuous monitoring is enabled through proprietary SCADA systems, allowing real-time tracking of plant performance at both individual and portfolio levels.

A skilled technical workforce applies Total Productive Maintenance (TPM) practices to maintain high operational efficiency, targeting plant availability levels of approximately 97%. Additionally, advanced predictive analytics, including AI-driven solar irradiance modelling, are used to optimise energy output and enhance grid integration.

4. Specialised Technical Services and Repowering

The Group extends its value chain through specialised technical services, including a dedicated workshop for the repair and refurbishment of critical components such as turbine generators and gearboxes. This capability enhances asset life cycles and contributes to waste reduction and resource efficiency.
Repowering initiatives are also undertaken to replace aging infrastructure with higher-capacity technologies, thereby improving generation efficiency and maximising value, particularly as Power Purchase Agreements (PPAs) approach maturity.

5. Distribution and Delivery

Electricity generated is supplied to national grids under long-term PPAs. In Sri Lanka, the primary off-taker is the National System Operator (NSO) which was previously Ceylon Electricity Board (CEB), while international operations supply utilities in markets such as Uganda, Pakistan, and Ukraine.

SLFRS S1 and S2 Disclosure

Diversified Value Chain: Sustainable Mobility
Beyond energy, the Group has diversified into sustainable mobility through its subsidiary operations. This includes the importation, local assembly, and distribution of electric two-wheelers, supported by an extensive after-sales service network. This diversification aligns with broader decarbonisation goals and strengthens the Group's contribution to sustainable transportation.

3. REPORTING BOUNDARY

3.1 Reporting Boundary (Excluding GHG Emissions)

Reporting Entity
The entities, assets and operations (referred to as the 'reporting entity') included in the Group's sustainability report are the same as those included in the Group's 31st March 2026 financial statements. During the reporting period, there was the following change to the Group structure:

Entities in the reporting entity	Note in financial statements	Information considered and included
Subsidiaries	Note 16	100% of the sustainability information
Associates	Note 17	0% of the sustainability information is disclosed as WindForce does not maintain operational control over them.

Value Chain
The Group also has entities (including investments in associates and joint ventures), activities, resources, and relationships that form part of its value chain. These have been considered in assessing the sustainability-related risks and opportunities of the Group. In the current reporting period, all metrics reported (except for GHG emissions) relate to the Group's own operations.

3.2 Reporting Boundary for GHG Emmissions

The Group uses the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) the GHG Protocol') to measure its GHG emissions unless otherwise stated by SLFRS S2. The Group intends to use the GHG Protocol Corporate Value Chain Standard 2011 ('Scope 3 Standard') to define the fifteen (15) Scope 3 categories as part of the requirement to disclose Scope 3 GHG emissions. However, the group is currently opting to utilise the transitional relief available to not disclose scope 3 emissions for the first 2 years of adopting the standard.

The Group's reporting boundary for GHG emissions includes its organisational boundary and operational boundary.

a. Organisational Boundary
The Group applies the operational control approach to establish its organisational boundary for the reporting of GHG emissions.

The Group believes that the use of the operational control approach is the most appropriate method to measure the Group's GHG emissions, considering that there are entities and assets outside the Group's financial reporting group over which it has operational control.

The Group has operational control over the following entities, assets and operations:

Type of entity and asset	Note in financial statements	Information considered and included
Parent and consolidated subsidiaries	Note 16	The Group has operational control across its subsidiaries, because it has full authority to introduce and implement operational policies across them.
Associates, joint ventures, joint operations and unconsolidated subsidiaries	Note 17	The Group also does not have operational control over any of its other investments in associates and joint ventures.

b. Operational boundary
Direct GHG emissions from sources that are owned or controlled by businesses and operations within the Group's organisational boundary are reported as Scope 1 GHG emissions of the Group. GHG emissions from the generation of purchased electricity consumed by these businesses and operations are reported as Scope 2 GHG emissions of the Group. The Group's relevant portion of other indirect emissions arising from its activities are to be reported as the Group's Scope 3 GHG emissions, and will be reported from the financial period of 2027/2028.

4. JUDGEMENTS AND MEASUREMENT UNCERTAINTIES

In the process of preparing this sustainability report, management has exercised judgement in a number of areas, including the process of identifying sustainability-related risks and opportunities and identifying material information to report. Additionally, the preparation of this report requires the use of estimates for certain amounts which cannot be measured directly. Estimates have been made where the sustainability information relates to an entity in the value chain and needs to be estimated, is related to forward-looking information, or involves data limitations.

This section outlines the most critical judgements made by management in preparing this sustainability report as well as the amounts that are subject to a high degree of measurement uncertainty. The detail of the judgement made, or the source of estimation uncertainty, is included in the disclosure note referenced.

4.1 Significant Judgements

	Description	Note reference
Materiality process	Management applied significant judgement to identify the sustainability-related risks and opportunities that could reasonably be expected to affect the Group's prospects, as well as the material information related to those risks and opportunities. The process followed by the Group in making the assessment of what information could reasonably impact the Group's financial prospects and influence decisions of primary users is set out in Note 5 of this report. Judgement was also applied in considering which metrics included within the disclosure topics in the industry-based SASB Standards were applicable to the Group.	Note 5
Organisational boundary for GHG emissions	The Group has applied the operational control approach to determine its organisational boundary for reporting GHG emissions. The operational control approach requires the Group to identify the operations over which the Group has full authority to introduce and implement operational policies. Both the determination of organisational boundary consolidation approach and the identification of operations over which the Group has operational control are areas of significant judgement.	Note 3.2
Calculation methods for GHG emissions	The Group currently does not report Scope 3 GHG emissions. The entity intends to apply the transitional reliefs available under the relevant reporting framework in relation to Scope 3 GHG emissions disclosure, while progressively enhancing its data collection processes and methodologies to support future reporting.	Note 7.1

4.2 Measurement uncertainty

The following amounts have a high degree of measurement uncertainty:

	Description	Note reference
GHG-related metrics	The Group measures its GHG emissions in accordance with the GHG Protocol unless otherwise stated as required by IFRS S2. The related disclosed metrics are subject to inherent high uncertainties arising from reliance on activity data and emission factors obtained from third parties. Where activity data and emission factors cannot be obtained on a timely basis, or are incomplete, estimation is used.	Note 7.1

SLFRS S1 and S2 Disclosure

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	Description	Note reference
Climate physical risk – extreme weather events	There is significant uncertainty regarding how climate change, including the effect of the increase/decrease in GHG emissions, will affect the frequency and intensity of the future extreme weather events in the region where the Group operates. These uncertainties arise from the variability in climate projections and the potential unexpected changes in weather behaviour due to shifting weather patterns and evolving climate conditions as well as the corresponding impacts to the Group's operations. Hence, the measurement of anticipated financial effects due to extreme weather events, in the short, medium and long term, is subject to significant measurement uncertainty.	Note 7.1

Given that it is the first year that WindForce Group reports sustainability information in accordance with SLFRS Sustainability Disclosure Standards, the following areas have not been disclosed:

Changes in estimates

A change in estimate takes place where an entity needs to revise an estimated metric in the preceding year because additional information becomes known, and the new information provides evidence of circumstances that existed in that period. The IFRS Sustainability Disclosure Standards require entities to disclose a revised comparative amount, the difference between the amount disclosed in the preceding period and the revised comparative amount, to explain the reason for revising the comparative amount, and to disclose the effect of the revision.

Material errors

Prior-period errors are omissions from and misstatements in the entity's sustainability-related financial disclosures for one or more prior periods. Such errors arise from a failure to use, or the misuse of, reliable information that was available when the sustainability-related financial disclosures for that period(s) were authorised for issue; that could reasonably be expected to have been obtained and considered in the preparation of those disclosures.

(a) the nature of the prior-period error;
(b) the correction, to the extent practicable, for each prior period disclosed; and
(c) if correction of the error is impracticable, the circumstances that led to the existence of that condition and a description of how and from when the error has been corrected.

Additionally, other disclosures have not been disclosed, such as revisions to targets (SLFRS S1 paragraph 51(g) and SLFRS S2 paragraph 34(d)) and reassessment of the scope of any climate-related risk or opportunity throughout its value chain (SLFRS S1 App B paragraph B11, SLFRS S2 App B paragraphs B34-B35).

5. MATERIALITY ASSESSMENT

GRI | 2-29

Materiality process

SLFRS S1 paragraphs 44(a) and (b) require entities to disclose the process and related policies that the entity uses to identify, assess, prioritise and monitor sustainability-related risks and opportunities. Note 5 illustrates some of these disclosures by describing the process followed by WindForce PLC and its subsidiaries in making the assessment of what information could reasonably affect its financial prospects and influence decisions of primary users. IFRS S1 does not prescribe specific thresholds for material information, nor does it predetermine what information would be material in a particular situation.

This year marks the first year WindForce PLC prepared a sustainability report in accordance with SLFRS Sustainability Disclosure Standards. Consequently, a robust and detailed materiality assessment was performed to identify sustainability-related risks and opportunities that could reasonably be expected to affect the Group's prospects.

The materiality process was performed by the management, with input from other management personnel in the Group as well as external advisors.

A two-step materiality process was conducted:

Step 1: identify sustainability-related risks and opportunities that could be reasonably expected to affect the Group's prospects over the short, medium, and long term.

Step 2: identify material information – determination of the disclosures which are needed in relation to the sustainability-related risks and opportunities identified.

The purpose of this process was to identify information on sustainability-related risks and opportunities that could reasonably be expected to affect the Group's prospects, as well as influence decisions made by primary users of general-purpose financial reports. Management specifically focused on existing and potential investors (shareholders or holders of preferred shares), lenders (refer to Note 31 in the Group's 31 March 2026 financial statements) and other creditors in general.

The Group finalised its materiality assessment, which includes the identification of sustainability- related risks and opportunities at the end of the 2025/26 reporting period. Any events or changes that occurred during the period (for example, acquisitions of subsidiaries during the period, refer to Note 3.1) were considered as part of the materiality determination process.

Step 1: Identification of sustainability-related risks and opportunities

The Group followed a systematic approach and referred to several different sources to identify the sustainability-related risks and opportunities of the Group. The Group considered its own activities, and its upstream and downstream value chain (refer to 2.3) in the assessment. The process is summarised below:

1.1 Understand the Group's operations, resources and relationships	Understanding the context in which the Group operates was the first step of the process. The Group considered its business activities, including products and services provided as well as the geographical, legal and regulatory landscape of the operations. The Group also considered the resources that it depends on and the relationships that it has along its value chain. A high-level overview of the context considered as part of this assessment is summarised below: 1) **Key locations**: The Group operates in Sri Lanka, Pakistan, Uganda, and Ukraine. The Group sources its high-tech machinery and equipment from reputable global OEM suppliers, while prioritising local contractors for civil construction, logistics, and on-site services. 2) **Regulations:** Due to the nature of the renewable energy industry, the Group must adhere to stringent regulatory requirements established by various national bodies, such as the Public Utilities Commission of Sri Lanka (PUCSL), the Sustainable Energy Authority (SEA), and international equivalents in its overseas markets. 3) **Key resources:** The Group depends on several resources, which includes the following: ◇ Land, which provides the specific geographic locations and climatic conditions (such as high wind density or optimal solar irradiance) necessary for power plant development. ◇ Specialised equipment for energy generation, including wind turbines, solar PV modules, and hydro turbines sourced from global technological leaders. ◇ Energy, with the Group generating 569,340 MWh of renewable electricity in the FY 2025/26. ◇ Credit facilities from its lenders as disclosed in Note 31 of the financial statements. ◇ Key talent and employees, including a seasoned engineering team with RISO qualifications and an in-house technical team of over 100 professionals. **4) Transportation and logistics:** The Group's primary product, which is clean electricity is sold to national utility companies under long-term Power Purchase Agreements (PPAs), including the NSO in Sri Lanka and regional utilities in Uganda and Pakistan.

SLFRS S1 and S2 Disclosure

1.2 Identify risks and opportunities	The primary source to identify the Group's risks and opportunities was the understanding of the Group's operations and its value chain (described in Note 2.3 above). The Group considered whether it's critical resource inputs, relationships and interdependencies with the value chain are subject to sustainability-related risks or whether they create opportunities that would affect the Group's ability to generate cash flows. The Group also considered other internal and external sources of information to identify whether there were any additional risks and opportunities. The sources consulted included the following, but not limited to: ◇ existing risk management and due diligence processes performed by the Group, including the Group's Enterprise Risk Management (ERM) framework. ◇ educational materials issued by the CA Sri Lanka related to SLFRS S1 and S2. ◇ disclosure topics in the SASB Standards for the 'Electric Utilities and power generators' industry. ◇ sustainability-related risks and opportunities identified by entities that operate within the same industries as the Group. Where needed, the Group also consulted with an independent sustainability advisor and third-party experts as part of this process.
1.3 Assess whether the risks and opportunities could reasonably be expected to affect the Group's prospects	Only those sustainability-related risks and opportunities that could reasonably be expected to affect the Group's cash flows, access to finance or cost of capital (that is expected to affect the Group's prospects) are disclosed in the Group's sustainability report. In making this assessment, the Group considered a combination of: ◇ the likelihood of the event occurring, and ◇ the magnitude of the impact on the Group's financial prospects if the event did occur. WindForce identifies and manages sustainability-related risks through its Management Risk Committee, which is established to conduct regular monitoring and evaluation of all risk exposures and enterprise risk policies, in alignment with guidance from the Integrated Risk Management Committee. The Committee is responsible for ensuring that the Company's risk management practices are implemented in line with the enterprise-wide risk framework and objectives. Its role includes identifying, mitigating, and managing risks to safeguard the Company's continued success and sustainability. Sustainability-related risks are identified as part of the Company's wider enterprise-wide risk identification process, which covers strategic, financial, operational, environmental, technological, compliance, and international business risks. Environmental risks are specifically recognised as risks relating to extreme climate conditions, natural disasters, and sustainability challenges, while compliance and social-related matters are also addressed through risks relating to environmental regulation violations, labour laws, safety standards, inadequate reporting, land disputes, community opposition, and environmental impact assessments. The Management Risk Committee manages these risks by developing and maintaining the Company's risk management framework, implementing risk mitigation strategies, and advising Risk Officers and Primary Resource Providers on resource allocation for critical risk areas. It also establishes and monitors enterprise-wide processes and systems for risk identification, reporting, and control effectiveness to ensure that mitigation measures are applied.

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	The Committee assigns authority, responsibility, and reporting lines to maintain accountability and ensure that necessary resources are available to manage enterprise-wide risks in line with the Company's risk appetite and tolerance levels. It also ranks identified risks and determines appropriate risk management actions, prioritising those with the greatest potential impact on operations, financial stability, compliance, and reputation. Specific sustainability-related risks identified in the Terms of Reference include climate and resource risks arising from variable wind speeds, rainfall-dependent hydro output, solar radiation variation, and long-term climate pattern changes affecting production. Environmental and social risks are also identified as arising from land disputes, community opposition, and environmental impact assessments. In addition, compliance risks include non-compliance with safety standards, environmental regulation violations, non-adherence to labour laws, and inadequate reporting and documentation practices. Risk reporting is carried out primarily through a Risk Matrix, which assesses risk levels by evaluating likelihood against severity of potential consequences. Each risk item is required to identify a designated risk owner, together with action plans and timelines for mitigation. The Management Risk Committee reports its activities, decisions, and recommendations to the IRMC, which reviews the Risk Matrix, other risk reports, and significant matters raised by the Committee. Where critical or emerging risks are identified, the Management Risk Committee submits an ad-hoc report to the IRMC, which may escalate the matter to the Board as necessary. The Committee also undertakes deep-dive reviews into significant risks at the request of the IRMC or based on its own assessment of areas requiring further scrutiny, focusing on material risks and reputational impacts.
1.4 Mitigation actions and plans to remediate	The Group has disclosed sustainability-related risks and opportunities assessed before the Group's prevention and mitigation actions.
1.5 Final consolidation and approval of risks and opportunities for the Group	The determination of sustainability-related risks and opportunities requires judgement. In line with the established ESG governance framework, sustainability-related risks and opportunities identified across the Group's upstream and downstream operations are reviewed and consolidated under the oversight of the Board.

Applicability of disclosure topics in the SASB Standards
In identifying sustainability-related risks and opportunities that could reasonably be expected to affect an entity's prospects, an entity shall refer to and consider the applicability of the disclosure topics in the SASB Standards in addition to applying the IFRS Sustainability Disclosure Standards. Similarly, when identifying applicable disclosure requirements about a sustainability-related risk or opportunity, in addition to applying the IFRS Sustainability Disclosure Standards that specifically applies to that risk or opportunity that could reasonably be expected to affect an entity's prospects, an entity shall refer to and consider the applicability of the metrics associated with the disclosure topics included in the SASB Standards.

However, since the entity is using the transitional relief of disclosing only climate-related risks and opportunities in the first year of reporting, the SASB standards were referred to only as an additional source material.

Step 2: Identification of material information
After identifying sustainability-related risks and opportunities, the second step is to determine the material information that should be disclosed in relation to each risk or opportunity. The Group considered whether information is material within the context of the Group's overall sustainability reporting and took both qualitative and quantitative aspects into consideration. The judgements used to identify of material information for the sustainability-related risks and opportunities will be reviewed at each reporting date.

Outcome of the process
The table below includes the sustainability-related risks and opportunities identified as part of the materiality process described. Further information can be found in the notes referenced in the table below.

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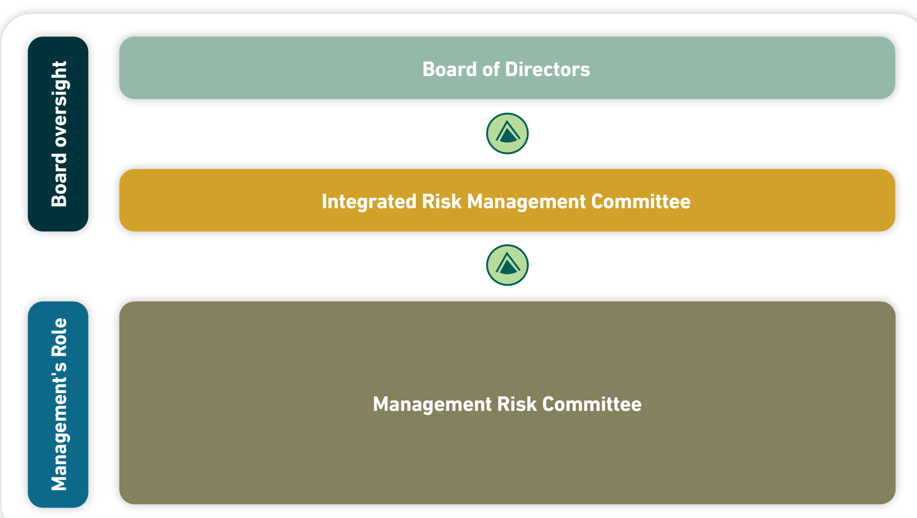
	Risk / opportunity identified	Affected component of the reporting boundary	Note reference
1	Circular Economy Transition and End-of-Life Asset Management Risk	Own operations; upstream equipment and material suppliers; downstream decommissioning, waste management, recycling, and site restoration activities	Note 7.1
2	Sustainable Supplier Access and ESG Compliance Risk	Upstream suppliers; procurement activities; project development; contractors and service providers	Note 7.2
3	Global Trade Uncertainty and Renewable Energy Supply Chain Risk	Upstream international suppliers; logistics and procurement; project development; operations and maintenance	Note 7.3
4	Stakeholder and Investor ESG Expectations Risk	Own operations; corporate governance; project development; suppliers; investors, lenders, regulators, communities, and other external stakeholders	Note 7.4
5	Changes in Power Purchase Agreements and Contractual Revenue Risk	Revenue and contracting arrangements; project financing; regulatory and policy environment; operating assets	Note 7.5
6	Grid Infrastructure Limitation Risk	Own operations; grid connection and transmission infrastructure; national utility interface; renewable energy generation assets; downstream electricity dispatch and monetisation	Note 7.6

6. SUSTAINABILITY GOVERNANCE

The Integrated Risk Management Committee (IRMC) of the Board of WindForce PLC retains overall responsibility for the oversight of Environment, Social and Governance (ESG) matters across the Group. The Committee is responsible for overseeing ESG matters to ensure alignment with the Company's Sustainability Policy, monitoring ESG performance across upstream and downstream operations, and guiding the effective implementation of sustainability initiatives. The Committee meets quarterly and is supported by the management risk committee, which provides strategic focus on sustainability integration across operations.



The responsibilities and activities of the Board of Directors and each of the committees are set out below.

6.1 Board Oversight

Audit and Risk Committee

The Integrated Risk Management Committee is responsible for approving Group-level ESG policies, guidelines, and governance structures, and for ensuring alignment with applicable global sustainability reporting standards, including SASB, SLFRS S1 and S2, and ISSB.

The Committee reviews periodic ESG performance reports submitted by business units and evaluates progress against established KPIs, targets, and regulatory commitments. Where performance gaps are identified, the Committee mandates corrective actions and monitors their implementation.

The Committee assists in the strategic management of sustainability-related risks and opportunities and supports the identification of key environmental, social, governance, and climate-related risks across the Group. It ensures the implementation of approved risk mitigation plans and climate adaptation strategies across subsidiaries.

However, the Board of Directors as a whole oversees the preparation of the Group's annual sustainability/ESG reports and ensures the accuracy, completeness, and auditability of ESG-related data.

The Committee also engages with independent sustainability advisors and third-party experts to support training and provide technical briefings.

The IRMC meets quarterly and ensures that ESG considerations are embedded into both operational and strategic decision-making.

Main responsibility of WindForce Integrated Risk Management Committee includes;

- Oversight of Environment, Social and Governance matters to ensure alignment with the Company's Sustainability Policy and its effective implementation.
- Monitor ESG performance of Upstream and Downstream business segments.
- Undertake any other functions related to sustainability as may be determined by the Board of WindForce from time to time.

6.2 Management's role in governance

WindForce identifies and manages sustainability-related risks through its Management Risk Committee, which is established to conduct regular monitoring and evaluation of all risk exposures and enterprise risk policies, in alignment with guidance from the Integrated Risk Management Committee.

The Committee is responsible for ensuring that the Company's risk management practices are implemented in line with the enterprise-wide risk framework and objectives. Its role includes identifying, mitigating, and managing risks to safeguard the Company's continued success and sustainability.

The main responsibilities of the Management Risk Committee include:

- Developing and maintaining the Company's risk management framework
- Implementing risk mitigation strategies across the organisation
- Advising Risk Officers and Primary Resource Providers on resource allocation for critical risk areas
- Establishing and monitoring enterprise-wide processes and systems for risk identification, reporting, and control effectiveness
- Assigning authority, responsibility, and reporting lines to ensure accountability in risk management
- Ranking identified risks and determining appropriate risk management actions based on impact and likelihood
- Ensuring alignment of risk management practices with the Company's risk appetite and tolerance levels
- Reporting risk-related activities, decisions, and recommendations to the Integrated Risk Management Committee (IRMC)

Sustainability-related risks are identified as part of the Company's wider enterprise-wide risk identification process, which covers strategic, financial, operational, environmental, technological, compliance, and international business risks. Environmental risks are specifically recognised as risks relating to extreme climate conditions, natural disasters, and sustainability challenges, while compliance and social-related matters are also addressed through risks relating to environmental regulation violations, labour laws, safety standards, inadequate reporting, land disputes, community opposition, and environmental impact assessments.

The Management Risk Committee manages these risks by developing and maintaining the Company's risk management framework, implementing risk mitigation strategies, and advising Risk Officers and Primary Resource Providers on resource allocation for critical risk areas. It also establishes and monitors enterprise-wide processes and systems for risk identification, reporting, and control effectiveness to ensure that mitigation measures are applied.

The Committee assigns authority, responsibility, and reporting lines to maintain accountability and ensure that necessary resources are available to manage enterprise-wide risks in line with the Company's risk appetite and tolerance levels. It also ranks identified risks and determines appropriate risk management actions, prioritising those with the greatest potential impact on operations, financial stability, compliance, and reputation.

Specific sustainability-related risks identified in the Terms of Reference include climate and resource risks arising from variable wind speeds, rainfall-dependent hydro output, solar radiation variation, and long-term climate pattern changes affecting production. Environmental and social risks are also identified as arising from land disputes, community opposition, and environmental

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impact assessments. In addition, compliance risks include non-compliance with safety standards, environmental regulation violations, non-adherence to labour laws, and inadequate reporting and documentation practices.

Risk reporting is carried out primarily through a Risk Matrix, which assesses risk levels by evaluating likelihood against severity of potential consequences. Each risk item is required to identify a designated risk owner, together with action plans and timelines for mitigation. The Management Risk Committee reports its activities, decisions, and recommendations to the IRMC, which reviews the Risk Matrix, other risk reports, and significant matters raised by the Committee.

Where critical or emerging risks are identified, the Management Risk Committee submits an ad-hoc report to the IRMC, which may escalate the matter to the Board as necessary. The Committee also undertakes deep-dive reviews into significant risks at the request of the IRMC or based on its own assessment of areas requiring further scrutiny, focusing on material risks and reputational impacts.

6.3 Impact of Sustainability on Rumeneration Policies

Sustainability considerations are not currently linked to remuneration through formal sustainability-related key performance indicators (KPIs) within WindForce PLC. The Group has not established sustainability-specific KPIs that are tied to management performance evaluations, promotions, salary increments, or performance-based incentives. However, sustainability initiatives are overseen as part of broader management responsibilities and operational decision-making processes.

6.4 Risk Management

The processes and policies to identify and assess sustainability-related risks, including climate-related risks are set out in Note 5 of this report. The risk assessment process incorporates both qualitative and quantitative factors, and considers the nature, likelihood and magnitude of potential risks.

Sustainability-related risks, including climate-related risks are identified through a materiality assessment alongside other risks for the Group. Once the sustainability-related risks and opportunities are identified, the Group follows a process to prioritise and monitor them. The Board IRMC is responsible for identifying and managing the overall risks for the Group.

The prioritisation of overall risks for the Group is performed by the Board IRMC. Risks are prioritised based on severity and likelihood, considering potential financial impacts, operational disruptions, and regulatory changes. These prioritised risks are approved by the Board.

7. SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

7.1 Circular Economy Transition and End-of-Life Asset Management Risk

GRI | 101-1, 2, 6, 8

a. Description

WindForce PLC identifies the fixed-term structure of its Power Purchase Agreements (PPAs) as a sustainability-related risk arising from circular economy and asset lifecycle considerations, particularly in relation to end-of-life management, resource efficiency, and infrastructure decommissioning obligations.

Across the Group's renewable energy portfolio—including solar, wind, and hydro assets—projects are developed within a long-term but finite lifecycle framework, typically supported by PPAs with a tenure of twenty (20) years from the Commercial Operation Date. These agreements underpin the economic viability of assets constructed through significant upstream resource use, including land development, civil works, manufacturing and installation of energy infrastructure, and associated material and energy inputs. Thus based on the timelines, this is a medium to long term risk for the Group.

From a circular economy perspective, the fixed-term nature of PPAs creates inherent uncertainty regarding the continuation of productive use of installed assets beyond their designed contractual life.

In such cases, the absence of continued offtake arrangements may require the cessation of operations and full decommissioning of renewable energy infrastructure. This introduces sustainability-related risks associated with circular economy principles, including suboptimal recovery of embedded materials, increased waste generation from large-scale energy assets, and the need for responsible dismantling, recycling, and disposal of components such as solar panels, wind turbine blades, and associated electrical systems.

Furthermore, decommissioning activities give rise to land rehabilitation obligations and potential environmental impacts on surrounding ecosystems, requiring careful management to ensure restoration of sites to acceptable ecological conditions. These downstream impacts extend the risk profile beyond operational emissions (IFRS S2) to broader lifecycle considerations under IFRS S1, particularly in relation to resource efficiency, waste circularity, and long-term environmental stewardship.

b. Current effects on business model and value chain

From a value chain perspective, this fixed contractual lifespan determines the downstream phase of each asset, requiring the Group to embed lifecycle planning at the point of project origination and development. As each facility approaches the end of its contracted operational term, the Group faces inherent uncertainty regarding continued use, renewal, or decommissioning, thereby necessitating a structured pipeline of new renewable energy projects to ensure continuity of generating capacity and avoid stranded assets within the portfolio.

Within current operations, the Group actively integrates circular economy practices during the Operation & Maintenance stage, including repair, refurbishment, and reuse strategies. This is supported through in-house repair infrastructure and the reuse of solar panels where technically feasible, thereby extending asset usefulness, reducing waste generation, and enhancing resource efficiency in line with circular economy principles.

In addition, the Group optimises the use of natural resources across its operational portfolio through innovative and resource-efficient approaches. These include agrivoltaics, which enable dual land use for energy generation and agriculture, and there are floating solar installations to be commissioned that will improve land-use efficiency while reducing evaporation impacts on water bodies. Complementary practices such as water reuse and environmental flow management support conservation objectives, while energy optimisation is further enhanced through proposed storage systems and advanced forecasting technologies, improving grid integration and reducing curtailment losses.

c. Anticipated effects on business model and value chain

WindForce PLC anticipates that increasing regulatory expectations relating to circular economy principles, material efficiency, waste reduction, and lifecycle traceability will have significant implications for its business model and across its renewable energy value chain.

These developments are expected to result in higher compliance and operating costs across the lifecycle of renewable energy assets, including enhanced requirements for waste management and material traceability. This is likely to increase the complexity of operational processes and drive higher ongoing administrative and assurance-related expenditures.

From a capital investment perspective, future project development decisions are expected to increasingly incorporate circular economy considerations, including recyclability of components, supplier sustainability credentials, and lifecycle cost optimisation. This may influence technology selection and supplier engagement, with a shift toward materials and equipment that support end-of-life recovery and compliance with emerging sustainability expectations.

In addition, the Group anticipates growing pressure to adopt design-for-disassembly principles and recyclable technologies within its renewable energy infrastructure, particularly in relation to wind turbine components such as rotor blades. This may accelerate technology transition requirements and potentially shorten the economic relevance of existing asset designs where circularity standards evolve more rapidly than asset lifespans.

d. Effect on strategy and decision making

The Group identifies resource efficiency, circular economy integration, and end-of-life asset management as key sustainability-related considerations, particularly in the context of fixed-term Power Purchase Agreements (PPAs) and future decommissioning obligations.

In the short term (0–1 year), the Group plans to strengthen sustainable procurement practices by prioritising materials with higher recyclable content and establishing a Resource Baseline Monitoring System to track energy, waste, and water consumption across all operational facilities.

Over the long term (5 - 15 years), the Group aims to establish comprehensive circular procurement systems and integrate resource efficiency initiatives. Digital technologies, including IoT-enabled systems and Enterprise Resource Planning (ERP) platforms, are expected to support enhanced lifecycle tracking, material traceability, and optimisation of resource utilisation across the renewable energy value chain.

e. Financial Effects

The fixed 20-year operational life impacts the carrying value and recoverability of renewable energy assets, as property, plant, and equipment (PP&E) must be depreciated and economically recovered within the contractual period of the PPAs. This may result in higher accumulated depreciation over the asset lifecycle and increased impairment risk where future economic benefits beyond the contract term are uncertain. In addition, the Group may recognise or increase provisions

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relating to future decommissioning, dismantling, and site restoration obligations associated with end-of-life renewable energy infrastructure. The limited contractual life may also influence capital allocation decisions, requiring continued recognition of capital work-in-progress and investments in replacement projects to sustain future generation capacity.

The Group may experience increased depreciation and maintenance expenses over the operational life of renewable energy assets, particularly as facilities age and require higher levels of refurbishment, repair, and operational optimisation to maximise output before contract expiry. Profitability may also be affected by impairment losses if assets are expected to generate lower economic returns due to non-renewal of PPAs or reduced operational efficiency toward the end of the lifecycle. Furthermore, the need to continuously develop replacement projects may increase administrative, technical, and sustainability-related operating expenses associated with project development, lifecycle management, and compliance activities.

f. Metrics

The Group has identified a set of metrics to monitor its Circular Economy Transition and End-of-Life Asset Management Risk, with a focus on resource efficiency, material circularity, and end-of-life asset performance across its renewable energy value chain. The metrics have not been validated by a third party.

WindForce is currently in the process of structured data consolidation and the metrics will be disclosed in the next reporting period following enhanced data validation procedures.

Description	Methodology to calculate metric	Measuring unit
Portfolio Lifecycle – PPA Remaining Term	Average remaining duration of active Power Purchase Agreements across all operating assets	Years
End-of-Life Circularity – Recycling and refurbishment rate	Percentage of decommissioned or replaced key components (e.g., turbine blades, solar panels) diverted from landfill through recycling or refurbishment	Percentage (%)
Contract Renewal – Repowering success rate	Percentage of sites successfully repowered with new technology or granted contract extensions beyond initial 20-year term	Percentage (%)
Site Restoration – Restoration compliance	Percentage of decommissioned sites restored to baseline or original environmental condition in line with regulatory and internal standards	Percentage (%)
Resource Circularity – Recycling, reuse, and refurbishment rate of key components	Proportion of materials and components reused, refurbished, or recycled across operational and decommissioning activities	Percentage (%)
Resource Efficiency – Waste intensity per rupee of turnover	Total waste generated divided by total revenue	kg/LKR revenue (or equivalent intensity unit)
Resource Monitoring – Energy and water audits	Total number of formal energy and water efficiency audits conducted across operational sites	Count (number)
Circular Partnerships – Recycling partnerships	Total number of active agreements with certified recycling and waste recovery providers	Count (number)
Waste Performance – Waste reduction/ recycled/reused	Total waste reduced, recycled, or reused as a proportion of total waste generated	Percentage (%)

7.2 Sustainable Supplier Access and ESG Compliance Risk

a. Description

The Group's operations are heavily dependent on specialised suppliers for critical renewable energy components, including wind turbines, solar modules, inverters, transformers, and associated electrical infrastructure. As global ESG standards and supply chain due diligence requirements continue to tighten, there is an increasing risk that certain existing suppliers may not meet enhanced expectations relating to environmental performance, labour practices, human rights, and end-to-end traceability across their own value chains.

This may result in a contraction of the pool of ESG-compliant suppliers available to the Group, creating a potential bottleneck in procurement and project execution. Consequently, the Group may face increased risk of supply chain disruption, procurement delays, and upward pressure on input costs, which could impact timely project delivery and the execution of its renewable energy development pipeline. This is deemed to be a short to medium term risk.

b. Effects on business model and value chain

The increasing emphasis on ESG compliance and supply chain due diligence is expected to have material implications for the Group's business model and broader value chain. In particular, enhanced regulatory and stakeholder expectations around material traceability are expected to place greater pressure on procurement and asset development processes. This is especially relevant for key renewable energy components such as solar photovoltaic modules, wind turbine components, and associated electrical infrastructure, where full-chain traceability and documentation of environmental and social impacts are becoming increasingly required to demonstrate compliance with evolving sustainability standards.

In response, the Group may need to progressively shift its supplier base away from long-standing commercial relationships toward a more limited pool of ESG-compliant and sustainability-certified suppliers. While this transition supports improved alignment with regulatory expectations, it is expected to increase procurement complexity, reduce sourcing flexibility, and potentially result in higher input costs and longer lead times for critical project components, thereby impacting project delivery timelines across the value chain.

In addition, there is an increasing social risk within the value chain relating to labour practices across upstream suppliers and subcontractors. This includes potential exposure to inadequate health and safety standards, insufficient human rights protections, and the absence of effective grievance mechanisms for workers involved in manufacturing, logistics, and construction activities. Such deficiencies may result in heightened reputational exposure, as well as potential regulatory and contractual sanctions, particularly as ESG assurance requirements extend further into Tier 2 and Tier 3 supply chain participants.

c. Effects on strategy and decision-making

To manage this risk, WindForce PLC has established a structured action agenda designed to progressively strengthen ESG governance across its supplier base and enhance visibility over upstream value chain risks.

- **Short Term (0–1 year)**: The Group will introduce a formal Supplier Code of Conduct to clearly define minimum ESG, environmental, and ethical expectations for all vendors engaged in its value chain. This will be complemented by ESG awareness sessions with existing suppliers to improve understanding of compliance requirements, build alignment with emerging sustainability standards, and support initial readiness for enhanced due diligence expectations.
- **Medium Term (1–3 years)**: The Group will implement mandatory ESG audits for all Tier 1 suppliers to ensure systematic verification of environmental performance, labour standards, and human rights compliance. In addition, ESG-based key performance indicators (KPIs) will be integrated into supplier selection, evaluation, and contract management processes, embedding sustainability considerations into commercial decision-making and strengthening accountability across the procurement lifecycle.
- **Long Term (3 - 15 years)**: The Group aims to achieve 100% compliance of Tier 1 suppliers with defined sustainability and ESG requirements, thereby ensuring full alignment with evolving regulatory and investor expectations. In parallel, the Group will progressively expand supply chain mapping to include Tier 2 and Tier 3 suppliers, enabling deeper visibility into upstream value chain risks, improving traceability of critical components, and strengthening long-term resilience of the supplier ecosystem.

d. Financial Effects

The increasing requirement for enhanced ESG due diligence and supply chain transparency is expected to result in higher short-term financial costs for the Group. In particular, the Group anticipates increased procurement and administrative expenditure associated with conducting supplier assessments, ESG audits, and ongoing monitoring of Tier 1 suppliers, as well as potential expansion of compliance and assurance processes across the value chain. These costs are expected to be recurring as regulatory expectations continue to evolve and extend further into upstream supply chain tiers.

In the longer term, however, these investments are expected to strengthen supply chain resilience and reduce the likelihood of operational disruptions, project delays, and non-compliance-related penalties. Improved transparency and traceability across the supply chain may also enhance the Group's access to sustainable financing instruments, including green and sustainability-linked bonds, by strengthening investor confidence in ESG governance and supply chain integrity.

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e. Metrics

The Group has identified a set of metrics to monitor and assess its exposure to supply chain ESG compliance and Sustainable Sourcing Constraint Risk across the upstream value chain. These metrics are designed to evaluate the effectiveness of supplier ESG governance, sustainability due diligence processes, and value chain transparency initiatives in line with evolving regulatory, investor, and stakeholder expectations.

The metrics focus on key areas including supplier ESG compliance, sustainability audit coverage, traceability of critical materials and components, supplier engagement activities, and labour and human rights performance within the supply chain.

WindForce is currently in the process of structured data consolidation, and the metrics will be disclosed in the next reporting period following enhanced data validation procedures.

Description	Methodology to calculate metric	Measuring unit
Supplier Code of Conduct Adoption	Number of suppliers that have formally acknowledged and adopted the Group's Supplier Code of Conduct divided by total active suppliers	Percentage (%)
ESG Screening Coverage	Number of suppliers subjected to ESG screening and due diligence procedures divided by total active suppliers	Percentage (%)
Supplier ESG Audit Completion	Number of completed ESG audits conducted on Tier 1 suppliers divided by total planned ESG audits for the reporting period	Percentage (%)
Screened Supplier Ratio	Number of suppliers screened for environmental, social, and governance compliance divided by total supplier population	Percentage (%)
Supplier Engagement Programmes	Total number of supplier engagement programmes, workshops, awareness forums, or capacity-building initiatives conducted during the reporting period	Count (number)

7.3 Global Trade Uncertainty and Renewable Energy Supply Chain Risk

a. Description

WindForce PLC identifies global trade uncertainty and renewable energy supply chain disruption as a sustainability-related risk and a climate-related transition risk arising from the Company's dependence on imported equipment, international suppliers, cross-border logistics, and specialised renewable energy technologies required to support the expansion and operation of renewable energy infrastructure.

As the global economy transitions toward low-carbon energy systems, demand for renewable energy technologies such as wind turbines, solar photovoltaic panels, inverters, transformers, battery storage systems, and related electrical infrastructure is expected to increase. This transition may intensify competition for critical components, increase pressure on global manufacturing capacity, and expose the Company to risks associated with tariff changes, trade restrictions, geopolitical developments, foreign exchange volatility, shipping delays, and limited supplier competition in certain specialised technology segments.

Across the Group's renewable energy portfolio, including wind, solar, and hydropower assets, project development and ongoing operations depend on the timely procurement of critical equipment and components sourced from international suppliers and specialised original equipment manufacturers. Therefore, disruptions in global trade or limitations in access to renewable energy technologies may directly affect the Group's ability to execute current projects, maintain operational continuity, and deliver planned renewable energy capacity.

This is considered a short, medium, and long-term risk for the Group, as procurement delays or cost escalations can affect current project execution, future development pipelines, and the long-term resilience of operations. In the short term, delays in equipment delivery and freight cost increases may affect project timelines and operational maintenance. In the medium to long term, increasing global market fragmentation and protectionist trade policies may reduce access to competitive renewable energy technologies and increase supply chain complexity.

From a climate-related transition perspective, the risk is relevant because the Group's ability to contribute to the low-carbon transition depends on reliable and cost-effective access to renewable energy infrastructure and related technologies. Delays, cost escalations, or supply constraints may affect the pace at which the Group can develop new renewable energy projects and expand clean energy generation capacity.

The risk also has broader implications under IFRS S1 and IFRS S2, as it affects the resilience of the Group's business model, value chain, strategy, financial planning, and ability to manage sustainability-related and climate-related dependencies across its upstream supply chain.

b. Current effects on business model and value chain

From a business model and value chain perspective, WindForce PLC's renewable energy operations are currently exposed to supply chain risks due to dependence on imported equipment and internationally sourced components. The development of new renewable energy projects, as well as the maintenance of existing assets, requires access to specialised equipment that may not always be readily available in the local market.

Global trade disruptions, shipping delays, increased freight costs, and volatility in foreign exchange rates have created procurement challenges and extended lead times for critical renewable energy equipment. These factors may affect the timing of project execution, increase capital expenditure, and create uncertainty in project planning and budgeting.

The Company currently manages this risk by incorporating supplier reliability, equipment quality, price stability, delivery timelines, and technical compliance into procurement decisions. WindForce has also established relationships with multiple international suppliers to improve supply chain flexibility and reduce overreliance on single vendors.

In addition, the Group uses in-house technical capabilities and specialised procurement expertise to manage interface coordination, technical compliance, and supplier performance. This supports operational continuity by reducing the potential impact of extended lead times and improving the Company's ability to respond to equipment availability constraints.

Where feasible, the Company prioritises local procurement and regional sourcing to reduce dependency on cross-border logistics and mitigate the impact of import-related disruptions. However, given the specialised nature of renewable energy technologies, the Group continues to rely on international suppliers for certain critical equipment and components.

c. Anticipated effects on business model and value chain

WindForce PLC anticipates that continued global trade uncertainty, geopolitical tensions, tariff escalations, and market fragmentation may have increasing implications for its business model and renewable energy value chain.

Prolonged global trade uncertainty may increase the cost of renewable energy infrastructure, delay future project development, and affect the Company's ability to execute its expansion plans within expected timelines. Potential trade restrictions, changes in import duties, and limited access to specialised equipment may increase procurement complexity and reduce the availability of competitively priced technologies.

The Group also anticipates that supply chain localisation trends and regional manufacturing shifts may require changes to procurement strategies. This may include greater supplier diversification, increased use of regional and local suppliers where feasible, and the development of long-term partnerships with key equipment manufacturers and engineering, procurement, and construction providers.

In the future, the global shift towards decarbonisation is expected to increase demand for wind and solar technologies. If the supply of critical components and specialised equipment does not increase at the same pace, renewable energy companies may face resource and equipment shortages. This demand-supply mismatch may result in limited equipment availability, higher prices, and longer procurement lead times, particularly for specialised or high-efficiency technologies.

The Group expects that strategic partnerships, long-term supplier agreements, supplier risk assessments, and digital supply chain monitoring will become increasingly important in maintaining business continuity, securing equipment availability, and managing procurement cost volatility. Over time, the development of local or regional renewable energy manufacturing capacity could reduce exposure to international logistics risks and support greater supply chain resilience.

d. Effect on strategy and decision making

In the short term, the Company intends to prioritise supplier diversification and regional sourcing to reduce dependency on cross-border logistics. The Group also plans to closely monitor trade policies, tariff developments, geopolitical risks, and shipping market conditions that may affect the availability and cost of renewable energy equipment. In addition, WindForce may develop contingency logistics plans, including alternative shipping routes, transport providers, and warehousing options for critical equipment and spare parts.

In the medium term, the Group expects to strengthen strategic partnerships with regional and local suppliers, maintain buffer stocks of critical spare parts

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and key equipment, and incorporate flexible procurement arrangements to manage price and supply volatility. The Company also anticipates strengthening supply chain risk assessment and scenario planning processes to improve preparedness for future disruptions.

In the long term, WindForce aims to develop a fully diversified and resilient global supply chain network supported by long-term relationships with original equipment manufacturers and regional suppliers. The Group may also support local and regional renewable energy manufacturing ecosystems where feasible, thereby improving supply chain security and reducing exposure to external trade shocks.

Digital supply chain monitoring and predictive risk management are expected to play an increasing role in the Company's procurement strategy. These systems may support real-time visibility over supplier performance, delivery timelines, logistics risks, inventory levels, and potential disruption indicators. The Group also expects to increasingly integrate climate risk and ESG considerations into supplier contracts and procurement decision-making to strengthen long-term resilience.

e. Financial Effects

Global trade uncertainty may affect the Group's financial position through increased procurement costs, higher freight charges, foreign exchange volatility, import duty changes, and cost escalation in renewable energy equipment and spare parts. As a significant portion of renewable energy infrastructure is sourced from international markets, fluctuations in foreign currency exchange rates may affect capital expenditure, project budgeting, and operating cost stability.

Project delays arising from supply chain disruptions may affect revenue timing and cash flows, particularly where delays occur during the construction, commissioning, or expansion phases of renewable energy projects. Delays in equipment delivery may also result in additional administrative, financing, logistics, and project management costs.

The Group may incur higher operating expenses to strengthen supply chain resilience, including costs associated with supplier diversification, long-term procurement agreements, buffer inventory, warehousing, logistics planning, and digital supply chain monitoring systems. While these costs may increase short to medium-term expenditure, they are expected to support operational continuity and reduce the financial impact of future disruptions.

Profitability may also be affected where increased procurement costs cannot be fully recovered through project returns or tariff structures. In addition, prolonged supply chain disruptions may influence capital allocation decisions by increasing the need for contingency budgets, flexible procurement strategies, and investment in replacement or alternative technologies.

In the long term, increased availability of local or regional sourcing may help reduce procurement and logistics costs, improve cost predictability, and support more resilient project development. However, until such supply chains mature, the Group may continue to experience exposure to international price volatility, supplier concentration, and trade-related uncertainty.

f. Metrics

The Group has identified a set of metrics to monitor its Global Trade Uncertainty and Renewable Energy Supply Chain Risk, with a focus on procurement resilience, supplier diversification, delivery performance, import dependency, and supply chain continuity. The metrics have not been validated by a third party.

WindForce is currently in the process of structured data consolidation and the metrics will be disclosed in the next reporting period following enhanced data validation procedures.

Description	Methodology to calculate metric	Measuring unit
Supplier Diversification – Number of active critical equipment suppliers	Total number of approved suppliers providing critical renewable energy equipment and spare parts across the Group's portfolio	Count
Supplier Concentration – Dependency on top suppliers	Percentage of total procurement value attributable to the Group's top five suppliers	Percentage (%)
Local and Regional Sourcing – Local vs imported procurement	Value of locally and regionally sourced procurement as a percentage of total procurement spend	Percentage (%)

Description	Methodology to calculate metric	Measuring unit
Import Dependency – Imported equipment procurement	Value of imported equipment and components as a percentage of total renewable energy equipment procurement	Percentage (%)
Critical Equipment Lead Time	Average time between purchase order placement and delivery of critical equipment or spare parts	Days
Supplier Delivery Performance	Percentage of supplier deliveries completed within the agreed delivery timeline	Percentage (%)
Long-Term EPC and Equipment Supply Contracts	Percentage of major projects or critical equipment categories covered by long-term EPC or equipment supply agreements	Percentage (%)
Strategic Supplier Partnerships	Total number of active strategic partnerships with original equipment manufacturers, regional suppliers, or key equipment providers	Count
Critical Spare Parts Availability	Percentage of identified critical spare parts maintained in stock against minimum inventory requirements	Percentage (%)
Procurement Cost Variance	Difference between budgeted procurement cost and actual procurement cost for key renewable energy equipment	Percentage (%) or LKR
Foreign Exchange Exposure – Procurement	Percentage of procurement spend denominated in foreign currencies	Percentage (%)
Supply Chain Risk Monitoring	Number of formal supply chain risk assessments or supplier reviews conducted during the reporting period	Count
Digital Supply Chain Monitoring Coverage	Percentage of critical suppliers or procurement categories monitored through digital tracking or risk management systems	Percentage (%)

7.4 Stakeholder and Investor ESG Expectations Risk

a. Description

WindForce PLC identifies stakeholder and investor ESG expectations as a sustainability-related risk arising from increasing expectations for transparent sustainability disclosures, responsible project development, environmental and social performance, governance oversight, and alignment with recognised sustainability and climate-related reporting frameworks.

As a renewable energy company, the Group operates in a sector that is closely linked to the global low-carbon transition. While the Company's business model supports decarbonisation through renewable energy generation, stakeholders increasingly expect renewable energy developers to demonstrate strong ESG performance beyond emissions reduction. These expectations include responsible land use, biodiversity protection, community engagement, ethical procurement, worker health and safety, supplier due diligence, climate resilience, transparent reporting, and effective governance of sustainability-related risks and opportunities.

This is also considered a climate-related transition risk, as investor and stakeholder expectations are increasingly shaped by the transition toward a low-carbon economy, sustainable finance requirements, climate-related disclosure standards, and the need for credible decarbonisation and sustainability strategies. Failure to meet such expectations may affect the Group's reputation, investor confidence, access to capital, commercial partnerships, regulatory standing, and social licence to operate.

The risk is relevant over the short, medium, and long term. In the short term, the Group may experience increased administrative and compliance efforts due to enhanced ESG data collection, disclosure preparation, and stakeholder engagement requirements. In the medium to long term, ESG performance may become an increasingly important factor in capital allocation, investor decision-making, access to green finance, international expansion, and competitiveness within the renewable energy sector.

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Accordingly, this risk has broader implications under IFRS S1 and IFRS S2, as it affects the resilience of the Group's business model, value chain, governance, strategy, risk management, financial planning, and ability to respond to evolving sustainability-related and climate-related expectations.

b. Current effects on business model and value chain

From a business model and value chain perspective, stakeholder and investor ESG expectations are currently influencing the way WindForce PLC develops, operates, monitors, and reports on its renewable energy projects.

The Group is progressively strengthening its ESG governance through alignment with IFRS Sustainability Disclosure Standards, including SLFRS S1 and SLFRS S2. This has increased the need for structured ESG data collection across project sites, business units, suppliers, and operational functions to support consistent, accurate, and decision-useful disclosures.

Stakeholder expectations are also driving improvements in environmental impact management, community engagement, governance practices, and sustainability oversight across project development and operations. Environmental and social impact assessments are conducted for renewable energy projects to support regulatory compliance, stakeholder engagement, and responsible project implementation.

ESG considerations are progressively being integrated into investment evaluation, project development, procurement, and supplier selection processes. This includes consideration of environmental and social impacts, regulatory compliance requirements, supplier reliability, governance practices, and long-term sustainability implications.

The Group is also enhancing internal data systems and governance structures to improve ESG reporting accuracy, consistency, and oversight of sustainability-related risks. This supports greater transparency and responsiveness to evolving investor expectations, regulatory requirements, and stakeholder concerns.

c. Anticipated effects on business model and value chain

WindForce PLC anticipates that ESG requirements will become increasingly stringent, with greater demand for standardised disclosures, assurance of sustainability data, climate-related reporting, and measurable ESG performance.

Access to capital may increasingly depend on alignment with global sustainability frameworks, investor ESG benchmarks, climate-related disclosure standards, and demonstrated performance against sustainability objectives. Strong ESG performance may improve access to green finance, sustainability-linked loans, concessional funding, and strategic partnerships, while weak ESG performance may increase reputational risk and reduce investor confidence.

The Group also anticipates that strategic decisions will increasingly reflect stakeholder and investor ESG expectations. Sustainability considerations are expected to become more embedded in project design, procurement, supplier selection, technology selection, capital allocation, and long-term investment planning.

International expansion may increase scrutiny from global investors, lenders, regulators, and communities. This may increase reputational risk exposure and require the Group to demonstrate stronger alignment with international ESG expectations, including recognised environmental and social standards, climate-related disclosures, and responsible supply chain practices.

Enhanced ESG credibility may strengthen market access, brand value, commercial partnerships, and customer loyalty. Conversely, failure to meet evolving ESG expectations may result in reduced access to funding, higher cost of capital, loss of key commercial opportunities, regulatory penalties, or adverse stakeholder responses.

d. Effect on strategy and decision-making

The Group identifies ESG governance, transparent reporting, stakeholder engagement, investor confidence, and sustainable finance readiness as key strategic considerations in managing stakeholder and investor ESG expectations.

In the short term, the Company plans to strengthen ESG reporting in line with SLFRS S1 and SLFRS S2 requirements, improve ESG data collection processes across operations, and enhance stakeholder communication on sustainability performance. The Group also plans to engage with investors to understand evolving ESG expectations and to improve transparency around sustainability-related risks, opportunities, targets, and performance.

In the medium term, WindForce expects to establish and further strengthen ESG governance frameworks, including board-level oversight and management-level accountability for sustainability matters. The Group also plans to develop structured ESG data systems to improve tracking, monitoring, and reporting quality, while strengthening supplier ESG assessment and due diligence processes.

The Company also expects to expand its stakeholder engagement framework across investors, regulators, communities, suppliers, and other relevant stakeholder groups. ESG KPIs may be strengthened and progressively linked to leadership accountability and incentive structures, supporting greater integration of sustainability performance into management decision-making.

In the long term, WindForce aims to fully embed ESG considerations into capital allocation, strategic planning, investment evaluation, project design, procurement, and business model development. The Group expects to align its long-term strategy with decarbonisation, renewable energy expansion, responsible growth, and sustainability targets.

The Company also anticipates enhancing assurance and verification of ESG data to improve investor confidence and support access to sustainable finance. Maintaining ESG leadership and transparency within the renewable energy sector is expected to remain an important strategic priority.

e. Financial Effects

Stakeholder and investor ESG expectations may affect the Group's financial position through increased compliance, reporting, assurance, and administrative costs. These may include costs associated with ESG data management systems, sustainability reporting, stakeholder engagement, internal controls, supplier assessments, project approvals, environmental and social impact assessments, and infrastructure development requirements.

In the short term, ESG-related investments may increase capital expenditure and operating expenditure, particularly where the Group invests in improved data systems, governance structures, environmental and social management processes, assurance readiness, and stakeholder engagement mechanisms.

However, strong ESG performance may create positive financial effects by improving access to green financing, sustainability-linked loans, concessional funding, and other sustainability-related financing opportunities. This may enhance long-term financial flexibility, support investor confidence, and potentially improve the Group's cost of capital over time.

Conversely, failure to meet evolving ESG expectations may result in reputational damage, increased regulatory scrutiny, delays in project approvals, loss of investor confidence, reduced access to capital, higher financing costs, regulatory penalties, or loss of key commercial contracts and partnerships.

As ESG performance becomes more closely linked to investment decisions, capital allocation, and market access, the Group's ability to maintain credible sustainability performance may have increasing implications for profitability, cash flows, funding strategy, and long-term enterprise value.

f. Metrics

The Group has identified a set of metrics to monitor its Stakeholder and Investor ESG Expectations Risk, with a focus on ESG disclosure quality, stakeholder engagement, governance oversight, sustainable finance access, ESG integration, and assurance readiness. The metrics have not been validated by a third party.

WindForce is currently in the process of structured data consolidation and the metrics will be disclosed in the next reporting period following enhanced data validation procedures.

Description	Methodology to calculate metric	Measuring unit
ESG Disclosure Completeness	Percentage alignment of sustainability disclosures with applicable SLFRS S1 and SLFRS S2 disclosure requirements	Percentage (%)
ESG Data Coverage	Percentage of operational sites and business units included within ESG data collection and reporting processes	Percentage (%)
ESG Assessment Coverage	Number of ESG assessments, reviews, or due diligence exercises conducted across projects, suppliers, or operational sites	Count
Sustainable Finance Access	Value of green loans, sustainability-linked loans, or other ESG-linked financing secured during the reporting period	LKR
ESG Training Coverage	Percentage of relevant employees, management, or board members receiving ESG, sustainability, or climate-related training	Percentage (%)

7.5 Changes in Power Purchase Agreements and Contractual Revenue Risk

a. Description

WindForce PLC identifies changes in Power Purchase Agreements and contractual revenue structures as a sustainability-related risk and climate-related transition risk arising from the Group's reliance on long-term offtake arrangements, renewable energy tariff frameworks, regulatory approvals, and contractual stability to support renewable energy project development and revenue generation.

Across the Group's renewable energy portfolio, revenue from power generation is largely dependent on long-term Power Purchase Agreements (PPAs) entered into with state utilities, government-linked counterparties, and other offtakers. These agreements provide the contractual basis for revenue certainty, project financing, investment returns, and long-term cash flow stability. Therefore, changes to PPA terms, delays in PPA approvals, tariff revisions, payment delays, contract renegotiations, or changes in renewable energy regulatory frameworks may affect the Group's financial planning, project feasibility, and future expansion strategy.

This is considered a short, medium, and long-term risk for the Group. In the short term, delays in contract execution, tariff approvals, or counterparty payments may affect revenue recognition and cash flow stability. In the medium term, renegotiation of tariffs, changes in cost-escalation mechanisms, foreign exchange movements, or revised regulatory requirements may affect project returns. In the long term, structural changes in electricity markets, market liberalisation, competitive bidding mechanisms, and evolving renewable energy pricing models may alter the basis on which the Group secures future revenue.

From a climate-related transition perspective, the risk is relevant because renewable energy companies operate within policy and market frameworks designed to support the transition to a low-carbon economy. Changes in tariff mechanisms, renewable energy procurement models, grid reforms, and electricity market liberalisation may create both risks and opportunities for the Group. While such changes may support broader renewable energy deployment, they may also introduce revenue uncertainty, competitive pricing pressure, and increased exposure to market-based revenue models.

The risk has broader implications under IFRS S1 and IFRS S2, as it affects the resilience of the Group's business model, value chain, strategy, financial planning, and ability to manage sustainability-related and climate-related dependencies linked to renewable energy policy, market design, and contractual revenue arrangements.

b. Current effects on business model and value chain

From a business model and value chain perspective, the Group's renewable energy projects are currently supported by long-term PPAs that provide a stable and predictable revenue base. These contractual arrangements are central to project feasibility, financing, investment appraisal, and long-term operational planning.

The Company's investment decisions are closely linked to the stability, tenure, tariff structure, escalation clauses, foreign currency exposure, and counterparty strength of existing and proposed PPAs. Revenue certainty under fixed or agreed tariff structures supports the Group's ability to finance renewable energy assets and maintain predictable cash flows over the contracted operating period.

However, reliance on PPAs with state utilities and regulated offtakers creates exposure to policy decisions, tariff approvals, contract renewal processes, payment performance, and regulatory developments. Any delays in PPA approvals, tariff determinations, contract renewals, or renegotiations may affect project development timelines, financial modelling, and revenue planning.

The Company is currently responding to this risk by prioritising secure and flexible revenue structures. This includes active engagement with utilities, regulators, financiers, and government stakeholders, as well as efforts to negotiate contract extensions, particularly in relation to hydro projects and assets approaching the end of their PPA periods.

WindForce is also prioritising repowering strategies for wind farms nearing PPA expiry, including the potential upgrading of existing sites with higher-capacity turbines. These initiatives are intended to improve asset productivity, strengthen cost competitiveness, and support continued revenue generation beyond existing contractual periods.

In addition, the Group aims to diversify revenue by expanding beyond the Sri Lankan market and increasing exposure to international markets, including opportunities that may support USD-denominated income streams and reduce reliance on a single national offtake.

c. Anticipated effects on business model and value chain

WindForce PLC anticipates that changes in renewable energy policy, tariff structures, electricity market design, and PPA frameworks may have increasing implications for the Group's business model and value chain.

Greater regulatory oversight may lead to periodic tariff revisions, changes in renewable energy procurement mechanisms, or increased use of competitive bidding and auction-based PPAs. These developments may affect long-term revenue predictability and could compress margins in future renewable energy projects.

Potential renegotiation of tariffs and contractual terms due to evolving energy policy, economic conditions, foreign exchange movements, or affordability concerns may also affect the Group's expected project returns. Increased variability in revenue structures may require more detailed scenario analysis, contract risk assessment, and financial risk management.

The Group anticipates that future revenue models may increasingly include hybrid and multi-technology renewable energy projects, direct offtake arrangements, merchant revenue exposure, and blended contracted and market-based revenue streams. While these developments may create opportunities for revenue diversification, they may also introduce greater exposure to market pricing, demand fluctuations, and counterparty risk.

Accordingly, regulatory scenario analysis, policy engagement, contract structuring, hedging mechanisms, and geographic diversification are expected to become increasingly important in maintaining resilient revenue streams.

d. Effect on strategy and decision-making

The Group identifies PPA stability, tariff predictability, counterparty reliability, regulatory engagement, and revenue diversification as key strategic considerations in managing changes in Power Purchase Agreements and contractual revenue risk.

In the short term, the Company plans to standardise PPA contract structures (where feasible) by ensuring that new PPAs include protective tariff mechanisms, escalation clauses, payment terms, and appropriate risk-sharing provisions where feasible. The Group also plans to strengthen monitoring of existing PPA compliance, counterparty payment performance, regulatory approvals, and contract renewal timelines.

The Company expects to maintain close engagement with national utilities, regulators, and policymakers on tariff, payment, contract renewal, and market reform matters. Where relevant, WindForce may use hedging instruments and other financial risk management mechanisms to reduce foreign exchange exposure and cash flow volatility arising from PPA-linked revenue streams.

In the medium term, the Group aims to negotiate stronger PPA terms with improved risk-sharing mechanisms, including indexation clauses, payment security arrangements, and cost-escalation provisions. WindForce also expects to diversify its revenue base through international markets, USD-denominated contracts, and broader offtaker relationships. Scenario analysis is expected to be increasingly integrated into contract structuring, investment appraisal, and capital allocation decisions. This will support the Group in assessing the potential impact of tariff revisions, foreign exchange movements, policy changes, competitive bidding mechanisms, and electricity market liberalisation on future project returns.

In the long term, the Group aims to maintain a stable long-term contract portfolio while reducing dependence on single offtaker markets through geographic diversification and expanded customer access. WindForce also plans to invest in repowering and higher-efficiency assets to improve generation performance and cost competitiveness.

The Group may transition toward a hybrid revenue portfolio that combines contracted revenue with merchant or direct offtake revenue streams, where appropriate. Strengthened long-term partnerships with governments, utilities, financiers, and commercial offtakers are expected to support revenue resilience and future project development.

e. Financial Effects

Changes in PPAs and contractual revenue structures may affect the Group's financial position through impacts on revenue certainty, tariff stability, cash flow predictability, project returns, and asset recoverability.

Revenue from existing renewable energy projects is dependent on fixed or agreed tariff structures under long-term PPAs. Any delays in tariff approvals, contract execution, PPA renewals, or counterparty payments may defer revenue recognition and affect operating cash flows. Payment

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delays from offtakers may also affect working capital requirements and short-term liquidity management.

Potential PPA revisions, tariff reductions, or changes in escalation mechanisms may reduce long-term revenue and project returns. Where future expected cash flows decline, the Group may face increased impairment risk in relation to renewable energy assets, particularly for projects nearing PPA expiry or operating under less favourable tariff arrangements.

Foreign exchange fluctuations may also affect revenue and cost stability, particularly where project financing, equipment procurement, or contractual income is linked to foreign currency movements. The use of dollar-pegged, indexed, or cost-escalation tariff mechanisms may support revenue stability, but may also depend on regulatory approval and contractual enforceability.

Increased variability in revenue streams may affect financial planning, debt servicing capacity, capital allocation, and future project financing. Competitive procurement mechanisms, including auctions or bidding-based PPAs, may compress margins in future projects and require the Group to improve cost competitiveness through technology upgrades, repowering, operational efficiency, and portfolio diversification.

Conversely, successful market liberalisation, direct PPAs, international expansion, and USD-denominated contracts may improve revenue diversification, strengthen cash flow resilience, and reduce dependence on a single market or offtake.

f. Metrics

The Group has identified a set of metrics to monitor its Changes in Power Purchase Agreements and Contractual Revenue Risk, with a focus on PPA stability, contract renewal, tariff exposure, counterparty performance, revenue diversification, and regulatory approval timelines. The metrics have not been validated by a third party.

WindForce is currently in the process of structured data consolidation and the metrics will be disclosed in the next reporting period following enhanced data validation procedures.

Description	Methodology to calculate metric	Measuring unit
PPA Coverage Ratio	Revenue or generation capacity covered by active long-term PPAs as a percentage of total revenue or installed capacity	Percentage (%)
Average Remaining PPA Tenure	Average remaining contractual term of active PPAs across the operating portfolio	Years
PPA Renewal Success Rate	Percentage of expiring PPAs successfully renewed, extended, or replaced with new offtake arrangements	Percentage (%)
Revenue Concentration by Offtaker	Percentage of total revenue generated from the Group's largest offtaker or top five offtakers	Percentage (%)
Tariff Exposure – Fixed vs Variable Tariffs	Proportion of revenue generated under fixed tariffs compared with indexed, variable, or market-linked tariff structures	Percentage (%)
Counterparty Payment Performance	Percentage of PPA payments received within agreed credit or settlement periods	Percentage (%)
Outstanding Receivables from Offtakers	Total receivables outstanding from PPA counterparties at reporting date	LKR
PPA-linked Foreign Exchange Exposure	Percentage of PPA revenue or project cash flows exposed to foreign currency fluctuations	Percentage (%)
International Revenue Contribution	Revenue generated from international projects as a percentage of total Group revenue	Percentage (%)
USD-denominated Revenue Share	Revenue generated under USD-denominated or USD-linked contracts as a percentage of total revenue	Percentage (%)
Contract Risk Reviews	Number of formal PPA, tariff, counterparty, or regulatory risk reviews conducted during the reporting period	Count

7.6 Grid Infrastructure Limitation Risk

a. Description

WindForce PLC identifies grid infrastructure limitation as a sustainability-related risk and climate-related transition risk arising from the Group's dependence on the national electricity grid for the transmission, dispatch, and monetisation of renewable energy generated from its wind, solar, and hydropower assets.

The Group's renewable energy operations are dependent on the availability, capacity, reliability, and resilience of transmission and distribution infrastructure. Grid constraints, delays in grid upgrades, insufficient storage capacity, curtailment, transmission congestion, and limitations in grid integration can restrict the ability of renewable energy plants to dispatch electricity efficiently. As a result, the Group may be unable to fully realise the generation potential of its assets, particularly in periods of high renewable output or where grid infrastructure is not adequately modernised to absorb variable renewable energy.

This is considered a short, medium, and long-term risk for the Group. In the short term, grid instability, curtailment, and limited real-time grid visibility may affect plant availability, operational efficiency, and revenue generation. In the medium term, delays in supportive policy frameworks, grid reinforcement, energy storage deployment, and smart grid technologies may affect project viability and expansion plans. In the long term, the pace of national grid modernisation and electricity market development will influence the Group's ability to scale renewable energy generation and participate in more advanced energy solutions.

From a climate-related transition perspective, the risk is relevant because the transition to a low-carbon energy system depends on the ability of electricity grids to absorb higher levels of renewable energy. As renewable energy penetration increases, grid flexibility, storage capacity, forecasting capabilities, and transmission infrastructure become critical enablers of decarbonisation. Any delay in grid modernisation may limit the Group's contribution to renewable energy expansion and may result in lost generation, reduced dispatch reliability, and lower financial returns.

The risk also has broader implications under IFRS S1 and IFRS S2, as it affects the resilience of the Group's business model, value chain, strategy, financial planning, and ability to respond to sustainability-related and climate-related risks associated with energy transition, grid reliability, and infrastructure resilience.

b. Current effects on business model and value chain

From a business model and value chain perspective, WindForce PLC's ability to generate revenue depends on the successful transmission and dispatch of electricity through the national grid. Grid-related constraints directly affect the downstream stage of the value chain, as electricity generated by renewable energy assets must be absorbed by the grid and delivered to offtakers in order to be monetised.

The Group's operations are currently exposed to limitations in national grid capacity, grid stability, and transmission infrastructure, particularly as variable renewable energy generation increases. These limitations may result in curtailment, operational inefficiencies, and reduced ability to dispatch the full output of renewable energy plants.

The Company has responded to this risk by strengthening internal monitoring and control capabilities. WindForce has developed in-house technical expertise, including advanced Supervisory Control and Data Acquisition (SCADA) systems, to enhance plant monitoring, operational control, real-time performance visibility, and overall operational efficiency. Such systems support improved detection of anomalies, faster response to operational disruptions, and better integration of renewable energy assets with grid requirements.

WindForce PLC's current strategic direction for addressing grid resilience includes the use of Battery Energy Storage Systems within its solar portfolio to store daytime solar generation for use during evening peak demand. This approach supports improved dispatch reliability, reduced curtailment exposure, and better alignment between renewable generation and grid demand.

The Group also utilises predictive forecasting tools, including irradiance forecasting and data-driven monitoring capabilities, to improve generation planning and demand-supply management. In addition, the Group's diversified renewable energy portfolio across wind, solar, and hydro supports greater flexibility and resilience compared with reliance on a single technology.

c. Anticipated effects on business model and value chain

WindForce PLC anticipates that grid infrastructure limitations and the pace of national grid modernisation will have increasing implications for its business model and renewable energy value chain.

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As renewable energy penetration increases, greater reliance on grid upgrades, transmission reinforcement, energy storage, smart grid infrastructure, and supportive regulatory frameworks is expected to influence the viability and scalability of renewable energy projects. Delays in implementing such infrastructure and policy support may limit the Group's ability to fully realise the potential of existing and future projects.

The Group anticipates that its business model may evolve toward hybrid energy systems that combine solar, wind, hydro, battery storage, and potentially decentralised energy solutions. Battery Energy Storage Systems are expected to become increasingly important in improving dispatch reliability, reducing curtailment, supporting grid balancing, and enabling renewable energy to be supplied during periods of peak demand.

For plants located in remote or disaster-prone regions, the Group may explore microgrid architecture and decentralised generation models to improve energy resilience and reduce dependency on vulnerable grid networks. Such systems may allow selected assets or energy networks to operate independently during grid disruptions, thereby improving continuity of supply.

The Group may also consider opportunities to expand beyond generation into broader renewable energy solutions, including project development, operation and maintenance services, energy storage solutions, grid-support services, and renewable energy system integration. This could create new revenue streams and improve the Group's role in supporting national energy transition objectives.

In the long term, the use of predictive analytics, AI-driven forecasting, IoT-enabled monitoring, and smart grid technologies is expected to become increasingly important in managing renewable generation variability, improving demand-supply alignment, and reducing grid-related operational risks.

d. Effect on strategy and decision-making

The Group identifies grid resilience, energy storage, smart grid readiness, renewable energy forecasting, and collaboration with national utilities as key strategic considerations in managing grid infrastructure limitation risk.

In the short term, WindForce plans to participate in grid reinforcement and planning initiatives with national utilities and relevant government stakeholders. The Group also expects to assess the wider deployment of SCADA systems and IoT-enabled sensors across its renewable energy plants to improve real-time monitoring, anomaly detection, plant performance management, and grid integration.

The Company also plans to perform climate risk and scenario analysis in line with SLFRS S2 requirements to assess the potential impacts of grid disruptions, curtailment, climate-related physical disruptions, and energy transition scenarios on its operations and project portfolio.

In the medium term, the Group expects to scale up energy storage integration by expanding battery storage across key renewable energy projects. WindForce may also develop hybrid renewable systems, such as solar or wind projects combined with storage or backup generation, to improve dispatch reliability and reduce exposure to curtailment.

The Group may further deploy AI-driven analytics and predictive forecasting tools to optimise grid operations, predict energy demand, manage renewable generation fluctuations, and improve real-time decision-making. Smart grid solutions, including automated switches, advanced metering infrastructure, and distributed energy resource management systems, may also be considered to improve grid flexibility and operational resilience.

In the long term, WindForce aims to strengthen partnerships with government agencies, utilities, financiers, technology providers, and industry forums to support national grid resilience and renewable energy integration. The Group may also upgrade selected assets to be compatible with microgrid operations, enabling segments of the network or project portfolio to operate independently during grid failures where technically and commercially feasible.

The Group expects to strategically allocate capital and technical expertise toward enhancing grid resilience, including investments in battery storage, smart grid technologies, microgrid readiness, digital monitoring systems, and research and development.

d. Financial Effects

Grid infrastructure limitations may affect the Group's financial position through revenue losses, curtailment, reduced plant availability, operational inefficiencies, and delayed project development.

Where the grid is unable to absorb renewable electricity generated by the Group's assets, curtailment may result in lost generation and reduced revenue. Operational inefficiencies may also arise where plants are unable to operate at optimal capacity due to grid instability, transmission limitations, or lack of sufficient storage infrastructure.

Capital expenditure is expected to increase as the Group invests in grid-support technologies, including Battery Energy Storage Systems, SCADA systems, IoT-enabled monitoring, smart grid technologies, forecasting tools, and hybrid renewable energy systems. While these investments may increase short to medium-term capital requirements, they are expected to improve dispatch reliability, reduce curtailment exposure, and support long-term operational resilience.

Project returns may become increasingly dependent on curtailment levels, grid connection availability, transmission capacity, and the timing of national grid upgrades. Delays in grid reinforcement or supportive policy frameworks may affect project feasibility, revenue forecasts, financing assumptions, and investment returns.

At the same time, new revenue opportunities may emerge from participation in energy trading, energy storage services, grid balancing, energy solutions, operation and maintenance services, and hybrid renewable energy project development. If supported by suitable market mechanisms and regulatory frameworks, these opportunities may improve revenue diversification and long-term financial resilience.

Failure to address grid-related limitations may result in lower profitability, increased impairment risk for underperforming assets, higher operating costs, and reduced ability to scale renewable energy capacity. Conversely, successful investment in grid resilience and storage technologies may improve asset utilisation, cash flow predictability, and long-term enterprise value.

e. Metrics

The Group has identified a set of metrics to monitor its Grid Infrastructure Limitation Risk, with a focus on curtailment, plant availability, energy storage integration, grid-support technologies, climate-resilient infrastructure, and smart monitoring coverage. The metrics have not been validated by a third party.

WindForce is currently in the process of structured data consolidation and the metrics will be disclosed in the next reporting period following enhanced data validation procedures.

Description	Methodology to calculate metric	Measuring unit
Grid Curtailment Losses	Total renewable energy generation curtailed due to grid constraints as a proportion of total potential generation	Percentage (%) or MWh
Revenue Loss from Curtailment	Estimated revenue lost due to curtailed electricity generation during the reporting period	LKR
Plant Availability Rate	Actual available operating hours of renewable energy plants as a proportion of total planned operating hours	Percentage (%)
Grid-related Downtime	Total hours of plant downtime attributable to grid instability, transmission constraints, or grid outages	Hours
Energy Storage Integration	Installed battery energy storage capacity as a percentage of total installed renewable energy capacity	Percentage (%)
Energy Storage Capacity	Total installed battery energy storage capacity across the Group's renewable energy portfolio	MWh or MW
SCADA and Advanced Monitoring Coverage	Percentage of renewable energy assets equipped with SCADA, IoT sensors, or advanced real-time monitoring systems	Percentage (%)
Forecasting System Coverage	Percentage of renewable energy assets using AI-driven forecasting, irradiance forecasting, or predictive analytics tools	Percentage (%)
Grid-support Technology Investment	Total capital expenditure incurred on battery storage, smart grid systems, monitoring technologies, or other grid-support infrastructure	LKR
Reduction in Grid Curtailment Losses	Year-on-year reduction in curtailed generation due to grid constraints	Percentage (%)
Strategic Partnerships for Grid Resilience	Number of active partnerships with utilities, government agencies, technology providers, or industry bodies for grid resilience and transmission infrastructure development	Count

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Description	Methodology to calculate metric	Measuring unit
Climate Disruption Rate Across Operations	Number of climate-related grid disruptions or operational interruptions affecting renewable energy plants during the reporting period	Count

7.7 Extreme Weather and Climate Physical Risk

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a. Description

WindForce PLC identifies extreme weather and climate physical risk as a climate-related risk arising from the direct impacts of climate change on the Group's operations, assets, supply chains, and long-term competitiveness.

WindForce PLC is a renewable energy company specialising in wind, solar, and hydropower generation, with operations closely linked to wind variability, solar irradiation, grid stability, energy regulations, and climate-related risks. The Group's renewable energy generation assets are therefore exposed to physical climate hazards that may affect the reliability, performance, and resilience of critical wind and solar generation infrastructure.

Physical risks stem from the direct impacts of climate change on operations, assets, and supply chains. These include acute risks driven by extreme weather events, such as floods, storms, and heatwaves, which may disrupt operations or supply chains, as well as chronic risks arising from longer-term shifts in climate patterns, such as rising temperatures, sea-level rise, water scarcity, and changes in resource availability.

Sri Lankan companies are vulnerable to climate risks due to increasing floods, droughts, heat stress, and policy transitions, which pose material risks to operations, supply chains, costs, and long-term competitiveness. For WindForce PLC, climate risk assessment is therefore a strategic tool to protect critical operations and infrastructure, strengthen financial resilience, enhance investor and stakeholder confidence, and support the Company's transition toward sustainable and climate-resilient growth.

The Group's climate risk assessment considers relevant physical hazards across the districts where WindForce assets are located, including extreme heat, water scarcity, extreme rainfall flood, riverine flood, landslide, cyclone, and sea-level rise. The assessment applies baseline and future climate hazard analysis using climate scenarios, including SSP3-7.0 and SSP5-8.5, across the 2030 and 2050 time horizons.

b. Current effects on business model and value chain

From a business model and value chain perspective, extreme weather and climate physical risks may affect the Group's renewable energy generation assets, operational continuity, supply chains, costs, and long-term competitiveness.

The Group's operations are dependent on the continued performance and resilience of wind, solar, and hydropower generation assets. Climate-related hazards such as floods, droughts, heat stress, storms, cyclones, landslides, water scarcity, and sea-level rise may affect the reliability and productivity of these assets, as well as the stability of supporting infrastructure and supply chains.

The climate risk assessment conducted for WindForce PLC evaluates climate-related risks across provinces and districts where the Group's assets are located, including Western, Central, Southern, Northern, Eastern, North Western, North Central, Uva, and Sabaragamuwa provinces. The assessment considers district-level baseline and future climate change events with reference to relevant natural hazards affecting WindForce PLC locations.

The assessment supports the Group in identifying historical hazards over the past 20–25 years, conducting baseline hazard assessment, and assessing future climate hazards through secondary research and publicly available data sources. This enables a more structured understanding of exposure and vulnerability across the Group's asset locations.

The assessment also supports stronger climate governance and transparency by enabling data-driven investment and site selection decisions for climate-resilient energy infrastructure, while demonstrating preparedness to investors, lenders, and other stakeholders.

c. Anticipated effects on business model and value chain

WindForce PLC anticipates that physical climate risks may continue to affect renewable energy operations, assets, supply chains, costs, and long-term competitiveness under future climate scenarios.

By 2030 and 2050, under both SSP3-7.0 and SSP5-8.5 scenarios, almost all districts in Sri Lanka are projected to experience high extreme heat risk, with Nuwara Eliya remaining at medium risk. This indicates increasing exposure to temperature-related climate hazards across the Group's operating environment.

For riverine flood risk, most provinces, including Southern, Eastern, North-Western, North Central, Uva, and Sabaragamuwa, show significant vulnerability. Several districts such as Colombo, Kalutara, Mannar, Vavuniya, and Kilinochchi are at medium risk, while by 2030 and 2050 under both SSP3-7.0 and SSP5-8.5, most districts become high risk, with the Northern Province remaining medium. Nuwara Eliya has no flood risk across all timelines and scenarios.

For extreme rainfall flooding, Western, Central, Sabaragamuwa, and parts of Southern provinces are at high risk at baseline, while Northern and North Central districts are mostly low to medium risk. By 2030 and 2050 under SSP3-7.0 and SSP5-8.5, high-risk districts largely remain high or reduce slightly to medium, while many low-risk districts increase to medium risk, indicating a broader geographic spread of flood hazard.

For cyclone risk, Northern, North Central, North-Western, and Eastern provinces are at high risk in both baseline and all future scenarios. The rest of the provinces are at medium risk, escalating to high risk by 2050 under both SSP3-7.0 and SSP5-8.5 scenarios.

For sea-level rise, coastal districts such as Colombo, Kalutara, Mannar, Kilinochchi, Batticaloa, and Puttalam are at medium risk across timelines and are projected to face high risk under SSP5-8.5 by 2050. Inland provinces, including Central, North Central, Uva, and Sabaragamuwa, are not at risk for this hazard.

These future hazard trends may influence the Group's investment decisions, site selection, asset protection measures, climate resilience planning, and stakeholder disclosures.

d. Effect on strategy and decision-making

The Group identifies climate risk assessment as a key strategic tool to protect critical operations and infrastructure, strengthen financial resilience, enhance investor and stakeholder confidence, and support sustainable, climate-resilient growth.

The assessment supports data-driven investment and site selection decisions for climate-resilient energy infrastructure. It also enhances preparedness for evolving renewable energy regulations, carbon policies, and disclosure requirements, while demonstrating strong climate governance and transparency to investors, lenders, and stakeholders.

The Group's climate risk assessment approach includes identifying historical hazards over the past 20–25 years in districts where WindForce assets are located, conducting baseline hazard assessment, and assessing future climate hazards under SSP3-7.0 and SSP5-8.5 scenarios for 2030 and 2050.

The methodology includes identifying relevant hazards and hazard assessment parameters, reviewing secondary data and district-specific information, baseline hazard assessment on QGIS, climate data processing for climate indices, and future climate hazard assessment.

The assessment uses publicly available secondary sources and tools, including the World Bank Climate Change Knowledge Portal, Asian Development Bank Climate Risk Country Profile, IPCC Regional Atlas, national departments and boards, news and reports, Google Earth coordinates, global databases and tools, and local databases such as the Department of Meteorology, Disaster Management Centre, and National Spatial Data Infrastructure.

By applying scenario analysis, the Group can explore a range of possible climate futures, assess how hazards such as heat, floods, and storms may change, and stress-test strategy and investment decisions under both best-case and worst-case scenarios.

e. Financial Effects

Extreme weather and climate physical risks may affect the Group's financial position by creating risks to operations, supply chains, costs, and long-term competitiveness.

Climate-related hazards may disrupt operations or supply chains, affect critical wind and solar generation assets, and create exposure to increased costs. Acute climate hazards such as floods, storms, heatwaves, cyclones, and landslides may affect operational continuity, while chronic hazards such as rising temperatures, water scarcity, and sea-level rise may affect assets, productivity, and resource availability over the longer term.

The climate risk assessment supports financial resilience by helping the Group identify exposure and vulnerability, assess potential consequences, and strengthen preparedness for current and future climate-related hazards. This supports data-driven investment and site selection decisions, protects critical infrastructure, and enhances investor and stakeholder confidence.

The assessment also supports the Group's ability to respond to evolving renewable energy regulations, carbon policies, and disclosure requirements, which may influence long-term competitiveness and access to stakeholder confidence.

SLFRS S1 and S2 Disclosure

f. Metrics

The table below summarises, for the Group total GHG emissions for the year with 2026 as the base year.

Metric tonnes of CO_2 equivalent (tCO_2e)	FY 2026
Scope 1 GHG emissions	
Stationary and Mobile combustion and fugitive emissions	247.658 $MTCO_2$
Total Scope 1 GHG emissions	**247.658 $MTCO_2$**
Scope 2 GHG emissions	
Purchased electricity	415.929 $MTCO_2$
Total Scope 2 GHG emissions	**415.929 $MTCO_2$**
Total Scope 1 & 2 GHG emissions (Gross)	**663.587 $MTCO_2$**
$MTCO_2$ saved through Renewable Energy Generation	**238,693.00 $MTCO_2$**
Net GHG Emissions	**238,029.413 $MTCO_2$**

Methodology, inputs and assumptions

The Group measures its greenhouse gas (GHG) emissions at a Group level using the World Resources Institute (WRI) Greenhouse Gas Protocol. This approach has been adopted as the GHG Protocol is a widely recognised and commonly used standard for corporate GHG accounting, enabling consistent and comparable measurement across the Group's operations and with industry peers.

The group has not reported on Scope 3 GHG emissions in the current financial period (Transitional relief applicable for FY 2025/26).

All figures above are extracted using the organisational boundary disclosed in Section 3.2; Reporting Boundary for GHG emissions. Accordingly, the Metric Tonnes of CO_2 saved through renewable energy generation is also reported for the same boundary. Further note that for the WindForce group, irrespective of the boundary has saved a total of 405,541.131 $MTCO_2$.

Global warming potential (GWP) values

The Group applies the GWP values based on a 100-year time horizon from the most recent (6th) Assessment Report (AR6) of the IPCC to convert the constituent gases into CO_2 equivalent values, which represents the latest published GWP values by IPCC.

The group uses activity-based data sourced from operational records and financial systems. Where direct measurement is not feasible, estimation methodologies and expenditure-based approaches are applied in line with GHG Protocol guidance.

Scope	Emission Category	Sub- Category	Activity Data	Activity Data Source	Emission Factor Source	Source of GWP Values
Scope 1	Stationary Combustion	Diesel, petrol used for stationary applications	Fuel consumption	Fuel invoices, plant-level logs	2006 IPCC Guidelines; DEFRA	IPCC AR6 (2021)
Scope 1	Mobile Combustion	Fuel used in company vehicles	Fuel consumption	Fuel bills, transport logs	DEFRA; IPCC 2006	IPCC AR6 (2021)
Scope 2	Purchased Electricity	Grid electricity (CEB)	Electricity consumption	Monthly electricity bills	SLSEA (location based EF)	IPCC AR6 (2021)

8. EVENTS AFTER THE REPORTING PERIOD

No transactions, other events or conditions occurring after the end of the reporting period and before the date of authorisation of issue of this report have taken place that need to be disclosed in this sustainability report.

Appendix I: Transition Reliefs

	Description	Transition relief under the IFRS Sustainability Disclosure Standards	Transition relief applied in the Report?
A	Relief from disclosing comparative information	Entities are not required to provide the disclosures specified in IFRS S1 for any period before the date of initial application. Accordingly, applicable entities are not required to disclose comparative information in the first annual reporting period in which it applies SLFRS S1. [SLFRS S1 Appendix E3] A similar relief is available in SLFRS S2 where applicable entities are not required to provide the disclosures specified in SLFRS S2 for any period before the date of initial application. Accordingly, applicable entities are not required to disclose comparative information in the first annual reporting period in which it applies SLFRS S2. [SLFRS S2 Appendix C3]	Yes
B	Relief from reporting sustainability- related financial disclosures at the same time as the related financial statements	In the first annual reporting period in which an entity applies SLFRS S1, the entity is permitted to report its sustainability-related financial disclosures after it publishes its related financial statements. In applying this transition relief, an entity shall report its sustainability-related financial disclosures: (a) at the same time as its next second- quarter or half-year interim general purpose financial report, if the entity is required to provide such an interim report; (b) at the same time as its next second- quarter or half-year interim general purpose financial report, but within nine months of the end of the annual reporting period in which the entity first applies SLFRS S1, if the entity voluntarily provides such an interim report; or (c) within nine months of the end of the annual reporting period in which the entity first applies SLFRS S1, if the entity is not required to and does not voluntarily provide an interim general purpose financial report [SLFRS S1 Appendix E4]	No
C	Relief from reporting information about sustainability- related risks and opportunities beyond climate-related risks and opportunities	In the first annual reporting period in which an entity applies SLFRS S1, the entity is permitted to disclose information on only climate-related risks and opportunities (in accordance with SLFRS S2) and consequently apply the requirements in SLFRS S1 only insofar as they relate to the disclosure of information on climate-related risks and opportunities. If an entity uses this transition relief, it shall disclose that fact. [SLFRS S1 Appendix E5] If an entity uses the transition relief in paragraph E5: (a) in the first annual reporting period in which the entity applies SLFRS S1, it is not required to disclose comparative information about its climate-related risks and opportunities; and (b) in the second annual reporting period in which the entity applies SLFRS S1, it is not required to disclose comparative information about its sustainability- related risks and opportunities, other than its climate-related risks and opportunities. [SLFRS S1 Appendix E6]	No

SLFRS S1 and S2 Disclosure

	Description	Transition relief under the IFRS Sustainability Disclosure Standards	Transition relief applied in the Report?
D	Measurement method other than the GHG Protocol can be used to measure Scope 1, Scope 2 and Scope 3 GHG emissions	In the first annual reporting period in which an entity applies SLFRS S2, if, in the annual reporting period immediately preceding the date of initial application of SLFRS S2, the entity used a method for measuring its GHG emissions other than the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004), the entity is permitted to continue using that other method. [SLFRS S2 Appendix C4(a)] If an entity uses the relief in paragraph above, the entity is permitted to continue to use that relief for the purposes of presenting that information as comparative information in subsequent reporting periods. [SLFRS S2 Appendix C5]	No
E	Relief from disclosing Scope 3 GHG emissions	In the first two annual reporting periods in which an entity applies SLFRS S2, the entity is not required to disclose its Scope 3 GHG emissions which includes, if the entity participates in asset management, commercial banking or insurance activities, the additional information about its financed emissions. [SLFRS S2 Appendix C4(b)] If an entity uses the relief in the above paragraph, the entity is permitted to continue to use that relief for the purposes of presenting that information as comparative information in subsequent reporting periods. [SLFRS S2 Appendix C5]	Yes
F	Relief on disclosing climate-related scenario analysis	In the first two annual reporting periods in which an entity applies SLFRS S2, the entity is not required to disclose information on conducting a climate-related scenario analysis. [SLFRS S2 Para 22]	Yes
G	Relief on disclosing anticipated financial effects	In the first two annual reporting periods in which an entity applies SLFRS S2, the entity is not required to disclose information anticipated financial effects. [SLFRS S2 Para 15(b)]	Yes

UPLIFTING COMMUNITIES

Building livelihoods. Strengthening the nation.

REVIEW OF BUSINESS OPERATIONS

Leveraging our extensive geographical footprint and diversified portfolio across wind, solar, and hydro, we command a 14% market share in Sri Lanka's renewable energy sector. This position of market leadership is underpinned by strong and consistent operational performance.

In FY 2025/26, all plants operated reliably, ensuring stable and sustained energy production. Total generation volumes recorded a 1% increase compared to the previous year, despite curtailments amounting to 20.6 GWh across all three sectors. In contrast, curtailments in the previous financial year (2024/25) were minimal, affecting only a short period.

As of 31 March 2026, our operational base comprised 31 power plants, with a cumulative installed capacity of 253 MW and an effective capacity of 152 MW. Our strong domestic presence, accounting for 62% of Sri Lanka's installed renewable capacity, has been built over 16 years of strategic expansion and is further strengthened through global partnerships with leading renewable energy technology providers.

To minimise curtailments and enhance system efficiency, we have developed a state-of-the-art renewable energy monitoring and control centre in close collaboration with the National System Operator (NSO). This initiative digitally integrates all our power plants with the NSO, supporting a combined technology roadmap and driving performance optimisation.

We continue to implement strategies to sustain our market leadership. A key market development, the transition from the Ceylon Electricity Board (CEB) to the National System Operator (NSO) and the resulting sector unbundling, has enabled the potential for direct Power Purchase Agreements (PPAs). Our strong market position and technological capabilities place us at a distinct advantage in capitalising on this liberalisation and expanding our direct customer base.

*We do not consider government owned major hydro's, wind and private rooftop solar as part of our market.

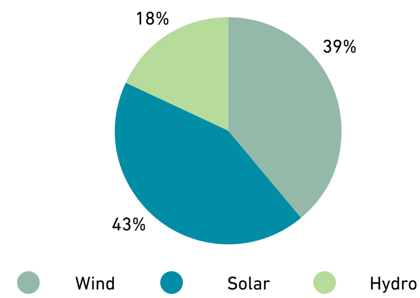
OUR PORTFOLIO

Wind power	Solar power	Hydropower
Capacity - 84.2 GWh	Capacity – 142.32 GWh	Capacity - 26.3 GWh
Generation - 225 GWh	Generation - 245 GWh	Generation - 99 GWh
Curtailed Gen - 6.75 GWh	Curtailed Gen - 8.77 GWh	Curtailed Gen - 5.04 GWh
160,408 MT Co_2 emissions saved	174,367 MT Co_2 emissions saved	70, 766 MT Co_2 emissions saved

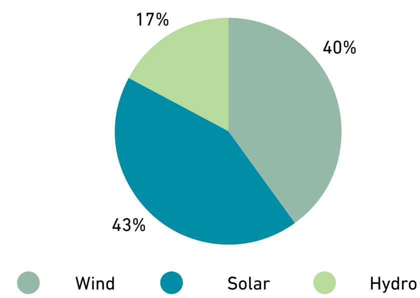
NUMBER OF POWER GENERATION PLANTS

Local			Overseas		
Wind	Solar	Hydro	Wind	Solar	Hydro
8	9	8	0	4	2
25			6		

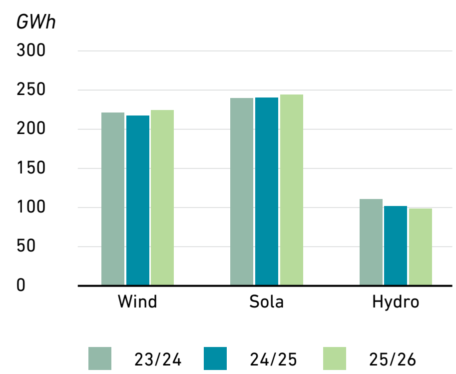
ENERGY GENERATION MIX FY 24/25



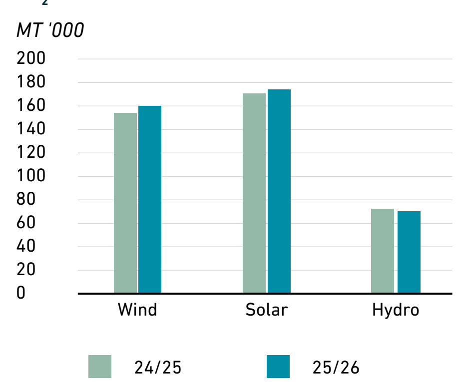
ENERGY GENERATION MIX FY 25/26



PLANT PERFORMANCE



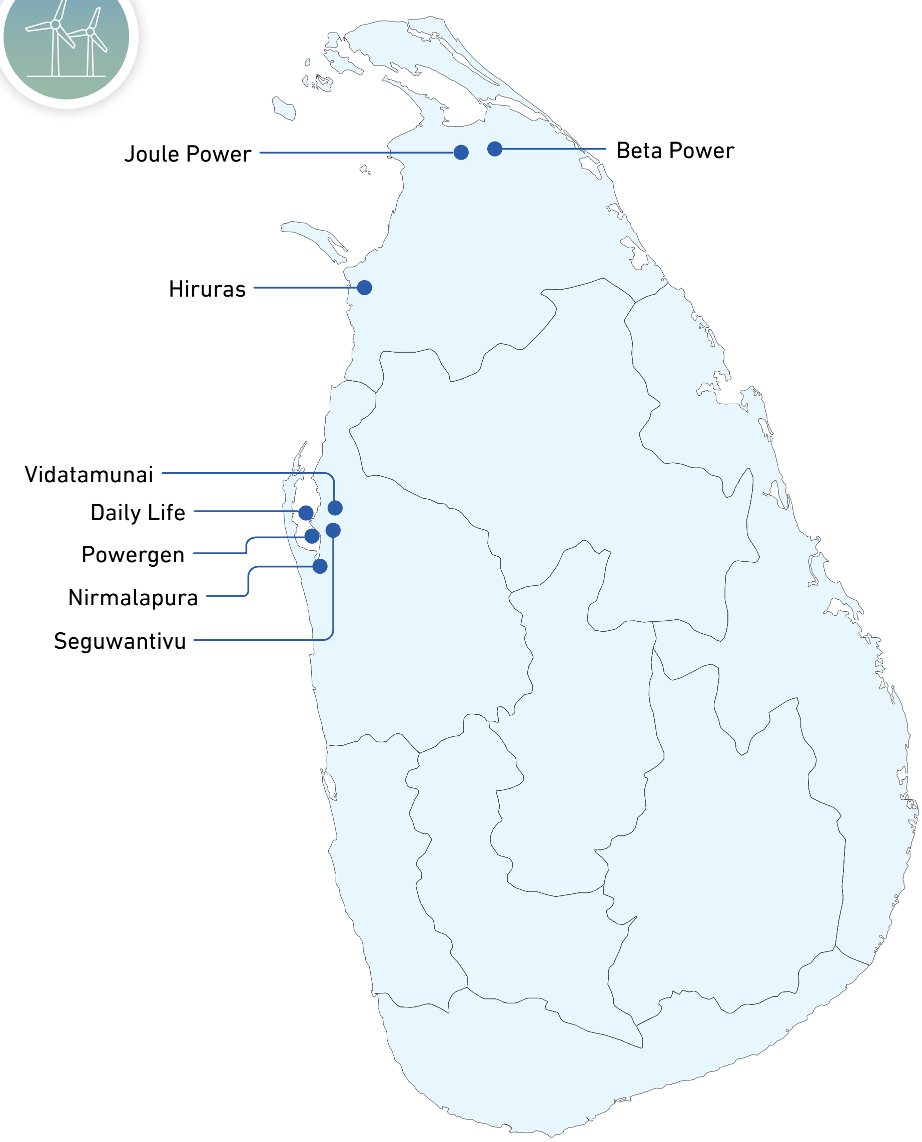
CO_2 SAVINGS



WIND POWER GENERATION

As a pioneer of wind power generation in Sri Lanka, we have established ourselves as a leading force in the industry. This first-mover advantage has enabled us to secure strategic benefits, including access to favourable tariff structures. Our wind power plants are strategically located in regions with high wind density, ensuring optimal energy capture and operational efficiency.

We are also the sole operator of large-scale wind power plants in the country, with a total capacity of 84.2 MW, representing 50% of the nation's installed wind energy capacity among independent power producers. This leadership position underscores our technical expertise, early market entry, and sustained commitment to advancing Sri Lanka's renewable energy landscape.



PERFORMANCE

During the financial year ended 31 March 2026, no new wind power plants were commissioned, and installed capacity therefore remained unchanged from the previous year. Operations continued under normal conditions, with climate impacts and wind patterns falling within expected ranges and no major disruptions beyond typical variability. Overall plant availability for the wind sector was maintained at 86%, reflecting stable operational performance.

Despite unchanged capacity and standard operating conditions, total generation recorded a modest increase compared to FY 2024/25. This improvement was primarily driven by the continued contribution of the Hiruras Wind Power Plant (15 MW), as well as the successful rectification of significant machine failures that had affected performance in the prior year.

During the year, WindForce further reinforced its position as a market leader by submitting the most competitive bid for the 50 MW Mullikulam Wind Power Project (Lot 1), securing the award. The Power Purchase Agreement (PPA) is currently in the final stages of execution with the National System Operator (NSO) (Private) Limited, following the restructuring of the Ceylon Electricity Board (CEB). This project represents a significant milestone in advancing Sri Lanka's renewable energy transition and strengthening national energy security.

In addition, construction is underway on the 10 MW Safe Power International wind project in Alankuda, Puttalam, with commissioning expected in the first quarter of FY 2027/28.

8
WIND POWER PLANTS

84.2 MW
INSTALLED CAPACITY

EXPERTISE IN EPC

Review of Business Operations

Challenge	Response
Damage to turbines caused by high winds, lightning strikes, and severe storm conditions.	• Deployment of specialised craneless tools for turbine maintenance and repair, reducing mobilisation time and costs compared to conventional crane-based methods and enabling faster damage rectification. • Implementation of proactive maintenance schedules and continuous component health monitoring (including gearboxes and generators) to detect and address potential issues early. • Progressive repowering of older sites with newer, more resilient turbine technologies to enhance durability and operational reliability under extreme weather conditions.

OPERATING DYNAMICS DURING FY 2025/26

Strengths	• First mover and pioneer in Sri Lanka's wind energy sector. • Extensive expertise across the full project lifecycle, including development, design, construction, and operations, supported by a highly skilled and experienced technical team. • Strong in-house operations and maintenance (O&M) capabilities, reducing reliance on third-party service providers. • Established in-house expertise in repairing critical components such as generators and gearboxes. • Dedicated workshop equipped with proven technologies for the repair and refurbishment of wind turbine equipment.
Weaknesses	• Ageing asset base, with certain turbines becoming less efficient compared to newer technologies. • Increasing maintenance and overhaul costs associated with older power plants. • Impending expiry of Power Purchase Agreements (PPAs) for select assets, creating revenue uncertainty.
Opportunities	• Repowering existing wind farm sites by replacing older turbines with higher-capacity, more efficient models, leveraging established infrastructure and validated wind resources. • Expansion of in-house workshop capabilities into a standalone commercial venture, offering specialised repair and maintenance services to third-party clients locally, with potential regional expansion into South Asia. • Leveraging internal civil engineering and design expertise to optimise project development and explore consultancy or specialised service offerings. • Capitalising on supportive domestic energy policies and increasing demand for renewable energy, driven by national targets and the energy transition agenda.
Threats	• Challenges in securing large-scale project financing due to constraints linked to Sri Lanka's sovereign credit profile. • Lower economic viability of small-scale projects (e.g., ~10 MW) compared to larger utility-scale developments. • Intensifying competition from both local and international players, particularly with increased market liberalisation and foreign investment. • Risk of preferential treatment or stronger institutional backing for larger competitors. • Variability in wind patterns and long-term climate change impacts affecting generation predictability and performance. • Grid instability and supply-demand imbalances, limiting the integration of new capacity. • Exposure to global political instability and broader macroeconomic fluctuations.

In-house Major Component Repair → Pioneer in Wind Sector → State-of-the-Art Workshop

FUTURE FOCUS

Looking ahead, we are advancing several key strategic initiatives to strengthen our growth trajectory. We will continue our geographic expansion within Sri Lanka, with a focus on high-potential wind corridors such as Hambantota and Mannar. This includes the development of the 50 MW Mullikulam wind power project, two 10 MW wind projects in Mannar, and the 10 MW Safe Power International (Pvt) Ltd wind project in Puttalam, collectively adding 80 MW to our development pipeline.

In parallel, we are working to commercialise our technical expertise by transforming our in-house workshop capabilities into a distinct business line. This initiative aims to offer specialised repair and maintenance services to external clients, with potential expansion into the broader South Asian market.

A major strategic priority is the implementation of a comprehensive repowering programme for wind farms approaching the expiry of their Power Purchase Agreements (PPAs). This strategy involves replacing older turbines with modern, higher-capacity technology at existing sites, enabling a significant uplift in generation from proven locations. To support this, we are proactively engaging with specialised green energy financiers to secure funding, while also collaborating with government bodies and industry stakeholders to promote enabling policies. This approach is aligned with the government's favourable outlook on repowering, given the limited availability of new high-quality wind sites.

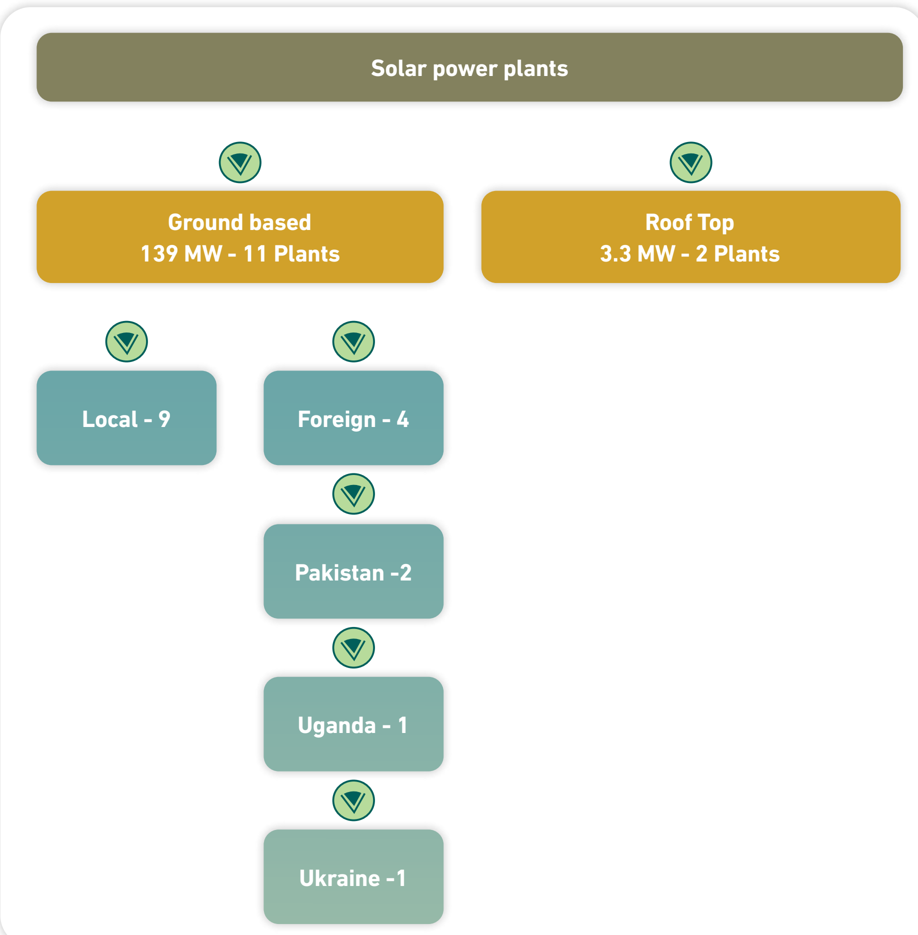
Review of Business Operations

SOLAR POWER GENERATION

Solar power constitutes our largest segment by installed capacity, with 13 plants and a combined capacity of 142.32 MW. Our portfolio includes both ground-mounted systems, roof top solar systems and innovative agrovoltaic solutions, enabling optimised land use while maximising energy yield. We further enhance performance through the adoption of advanced technologies, including bifacial solar panels.

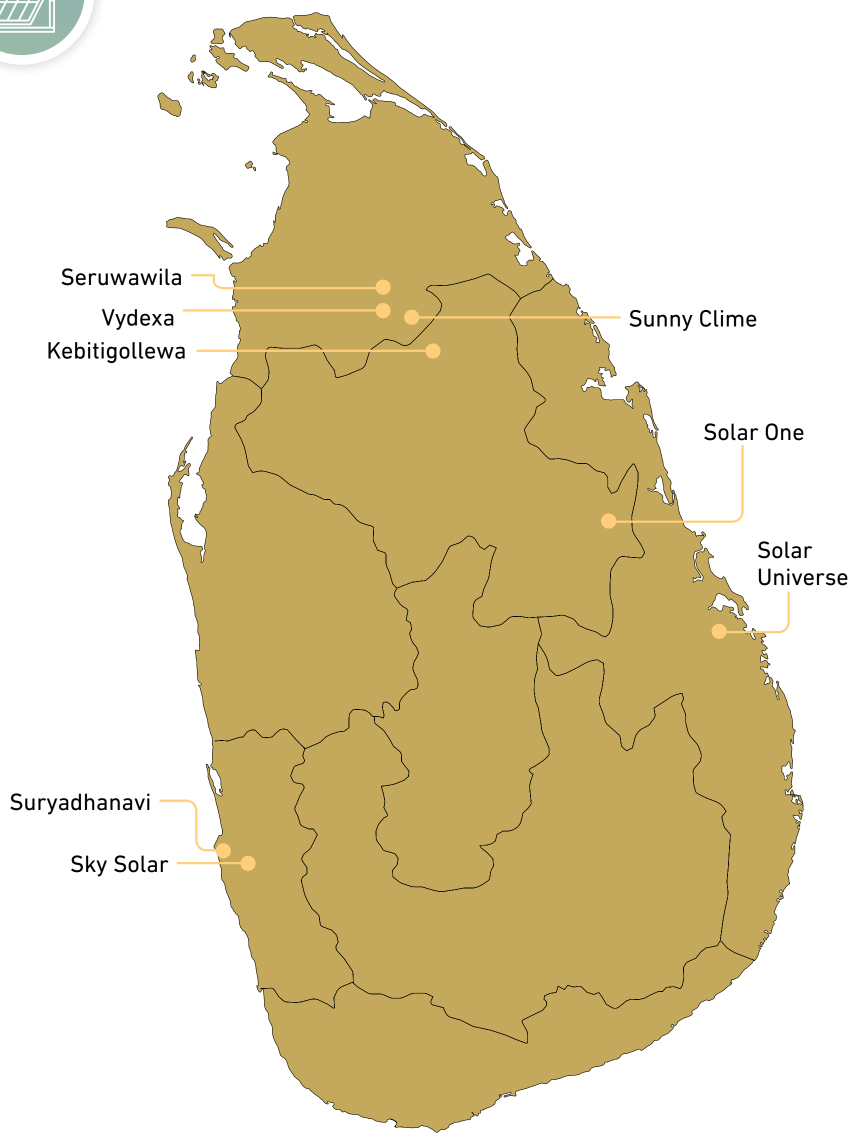
Recent and ongoing projects underscore our capability to deliver large-scale and technologically advanced solar developments. These include the commissioning of the Sooryashakthi solar plant during FY 2025/26, and the 100 MW Rividhanavi (Siyambalanduwa) project, which is currently under construction. In addition, a 5 MW floating solar project is also underway, reflecting our continued focus on innovation and diversification within the solar segment.

PROFILE OF OUR GROUND-MOUNTED AND ROOFTOP SOLAR PLANTS



OUR STRATEGY

Our solar plants are strategically located in regions with high Annual Average Global Horizontal Irradiance (GHI), maximising sunlight exposure and contributing directly to strong Plant Load Factors. While high irradiance is beneficial, we also manage operational efficiency carefully, recognising that solar panel performance naturally decreases as temperatures rise significantly above optimal operating conditions. Ensuring efficient operation under varying thermal conditions is key to maximising output.



OUR PERFORMANCE

Overall generation in FY 2025/26 increased by 1% to 245 GWh. In line with our ongoing expansion, WindForce PLC inaugurated the 10 MW Sooryashakthi Solar Power Project in Vavunativu, Batticaloa, on 26 July 2025, following the initial announcement made on 12 July 2024.

The project was developed in collaboration with Vidullanka PLC and executed under WindForce's full Engineering, Procurement, and Construction (EPC) scope. Constructed on 27 acres of high-salinity land previously unsuitable for agriculture, the plant now contributes approximately 19.5 GWh of clean energy annually to the national grid, transforming otherwise unproductive land into a valuable renewable energy asset.

Key project features include the installation of 22,048 photovoltaic modules and the deployment of 34 string inverters, enhancing both efficiency and operational reliability. Despite construction challenges, including seasonal flooding, the project was successfully completed on schedule, reflecting the strong commitment of the project team and effective coordination with local communities and government stakeholders.

This milestone underscores WindForce's continued commitment to expanding Sri Lanka's renewable energy capacity and supporting the country's transition towards a cleaner and more sustainable energy future.

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SOLAR PLANTS
(9 IN SRI LANKA AND 4 OVERSEAS)

EMBARKED ON THE LARGEST-EVER 100 MW PROJECT

DIYA JANANI 5 MW FLOATING SOLAR PLANT IN CONSTRUCTION ON DAMBULUOYA RESOVOIR, PLANNED TO COMMISSION IN OCTOBER 2026

KEY PROJECT UNDER DEVELOPMENT

Key projects currently under development include the 100 MW Rividhanavi solar project in Siyambalanduwa and Diya Janani, a 6.5 MWdc / 5 MWac floating solar power project being developed on the Dambuluoya Reservoir. WindForce PLC, through its wholly owned subsidiary Diya Janani (Pvt) Ltd, entered into a standard

Review of Business Operations

Power Purchase Agreement (SPPA) with the Ceylon Electricity Board on 27 November 2025 for the implementation of this project. As one of the first and largest commercial scale floating solar developments in Sri Lanka's private sector, Diya Janani represents a significant milestone, reinforcing our leadership in pioneering innovative and sustainable energy technologies.

In addition, the 10 MW Sooryashakthi Solar Plant has already been successfully commissioned and is contributing to the national renewable energy portfolio. Together, these initiatives reflect our continued commitment to expanding utility-scale renewable energy capacity while advancing innovative and environmentally adaptive energy solutions.

COMMITMENT TO INNOVATION

Our floating solar initiative incorporates advanced design and engineering innovations that enhance energy generation efficiency while promoting sustainable resource management.

- Enhanced Energy Generation Efficiency
  The presence of water beneath the panels provides natural cooling, maintaining lower operating temperatures and improving efficiency by approximately 5–15% compared to ground-mounted systems—particularly advantageous in tropical climates such as Sri Lanka.
- Optimised Land Utilisation
  By deploying solar panels on water bodies such as reservoirs and lakes, the project eliminates the need for land acquisition, thereby preserving valuable agricultural and commercial land and reducing land-use conflicts.
- Water Conservation Benefits
  The floating panels provide shade over the water surface, reducing evaporation by up to 5% depending on coverage and climatic conditions. This supports the conservation of water resources for irrigation, drinking, and hydropower generation.
- Reduced Maintenance Requirements
  The aquatic environment results in lower dust accumulation compared to land-based systems, thereby reducing cleaning frequency and improving operational efficiency.
- Minimal Environmental Impact
  The solution avoids deforestation and large-scale land clearing, minimising disruption to natural habitats and promoting environmentally responsible project development.

Simultaneously, our digital transformation accelerated significantly with the launch of the "*WindForce Digitalisation Journey*" in 2025. This initiative features a proprietary, state-of-the-art SCADA system developed in-house through a joint venture, Energenix (Pvt) Ltd. The IoT-enabled platform enhances real-time monitoring and control, improving operational efficiency across our assets and strengthening our digital capabilities as a key competitive advantage aligned with national energy modernisation efforts.

Further strengthening operational integration, all our local power plants have been successfully connected to the National System Operator (NSO) control centre through a secure API gateway, enabling seamless real-time data exchange and enhanced system visibility. This achievement forms a key component of our broader collaboration with the NSO to develop a state-of-the-art renewable energy monitoring and control centre.

By digitally integrating our renewable energy assets with the national grid operator, we are improving coordination, forecasting accuracy, and operational responsiveness, while supporting more efficient grid management. The platform also provides a foundation for a shared technology roadmap focused on performance optimisation, minimising renewable energy curtailments, and facilitating the greater integration of clean energy into Sri Lanka's power system.

In parallel, we are developing a Business Intelligence (BI) platform to enable advanced analytics, support data-driven decision-making, and enhance overall plant productivity.

OPERATING DYNAMICS DURING FY 2025/26

Strengths	◇ Dedicated Operations and Management team driving efficiency through ongoing Continuous Process Excellence (CPE) initiatives. ◇ Large operational footprint enables cost efficiencies in procurement and management across an established island-wide network. ◇ Largest private renewable energy producer, enabling economies of scale and operational efficiencies. ◇ Involvement in overseas projects provides valuable expertise and allows capitalisation on cross-border synergies and best practices. ◇ Demonstrated capability reinforced by securing Sri Lanka's largest solar power project award (100 MW Rividhanavi project at Siyambalanduwa - Note: via Rividhanavi (Pvt) Ltd, a 50/50 JV). ◇ In-house development of an advanced SCADA system enhances plant monitoring, control, and overall operational efficiency. ◇ Adoption of world-class sustainability standards and H & S practices across the power plants
Weaknesses	◇ Natural degradation of plant equipment over time, impacting efficiency and output. ◇ Dependence on imported spare parts, leading to higher costs and potential supply chain risks. ◇ Ongoing maintenance and overhaul requirements, particularly for ageing assets, resulting in elevated operational expenditure.
Opportunities	◇ Supportive policy environment for renewable energy, including the Electricity Sector Reforms Act and anticipated regulatory developments. ◇ Improving macroeconomic conditions and sovereign outlook, enhancing access to foreign investment and Development Finance Institution (DFI) funding. ◇ Rising public awareness and demand for clean energy, including increased adoption of electric vehicles (EVs). ◇ Emerging opportunities in innovative technologies such as floating solar and Battery Energy Storage Systems (BESS).
Threats	◇ Industry-wide challenges related to recycling and disposal of end-of-life solar panels. ◇ Intensifying competition and potential constraints related to grid integration capacity. ◇ Increasing scrutiny and potential limitations on land availability for large-scale ground-mounted projects. ◇ Climatic uncertainty impacting resource predictability and generation performance. ◇ Exposure to global geopolitical instability and associated macroeconomic volatility.

Extensive Industry Expertise & Experience ▶ **Market Leadership in Large-Scale Projects** ▶ **Proprietary Technological Capability** ▶ **International Project Experience**

FUTURE FOCUS

Our future strategy is centred on pioneering advanced energy solutions in Sri Lanka while expanding our geographic footprint. Domestically, this includes the ongoing development of the 100 MW Rividhanavi solar project in Siyambalanduwa and the Diya Janani floating solar project, a 6.5 MWdc / 5 MWac facility being developed on the Dambulu Oya Reservoir and scheduled for commissioning in October 2026. As one of the first and largest private-sector floating solar developments in Sri Lanka, the project underscores our commitment to innovative, environmentally sustainable energy solutions while further strengthening our utility-scale renewable energy portfolio.

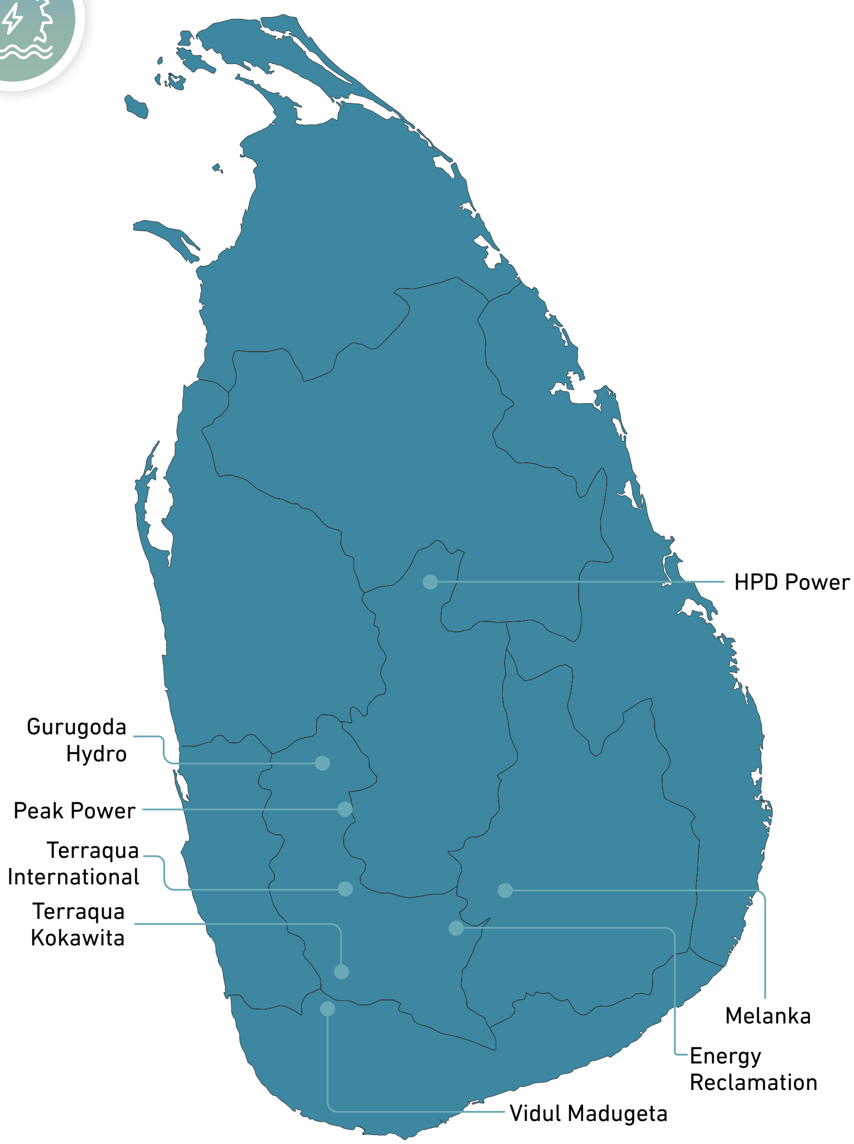
In parallel, we are strategically entering the Battery Energy Storage Systems (BESS) space, recognising its critical role in enhancing grid stability and enabling greater integration of renewable energy. By integrating BESS with future solar developments, we aim to address the challenge of storing daytime solar generation for dispatch during evening peak demand hours (6:00 PM – 10:00 PM), thereby supporting national energy security and transition goals.

Our international expansion strategy is also gaining momentum, with identified opportunities in key African markets, including Sierra Leone, Zambia, Uganda, and Mozambique. The advancement of these projects is currently subject to obtaining the necessary Central Bank approvals for overseas investment.

Review of Business Operations

HYDRO POWER GENERATION

Strategically located in high-rainfall areas and designed for flood resilience, our portfolio of 10 mini-hydro plants (across Sri Lanka and Uganda) has a total capacity of 26.3 MW. Generating an average of 99 GWh annually, these reliable assets contribute significantly to environmental goals by displacing an estimated 70,766 MT of CO_2 emissions per year.



10
Hydropower plants
(8 local / 2 in Uganda)

99.5%
Overall plant availability

Overseas expansion

Performance

In FY 2025/26, hydropower revenue declined marginally by 3% year-on-year, primarily due to lower rainfall in catchment areas compared with the previous financial year. No new hydro capacity was commissioned during this period, with performance gains stemming from optimal operating conditions.

Operational performance remained strong, supported by high plant availability of approximately 99.5%, ensuring stable and consistent energy generation. Notably, no major breakdowns were reported during the year, reflecting the reliability and robustness of our hydro portfolio.

Challenge	Response
◈ Changing rainfall patterns, including droughts that reduce water availability for generation and intense rainfall events that can lead to flooding or damage to catchment areas and intake structures. ◈ Potential impacts on riverine ecosystems and biodiversity due to altered flow regimes.	◈ Implementation of catchment area protection plans, including reforestation and sustainable land management practices to preserve watershed integrity. ◈ Strict adherence to environmental flow requirements to minimise downstream ecological impacts, particularly during dry periods. ◈ Use of underground GRP (Glass Reinforced Plastic) pipelines in selected plants to reduce surface disruption and maintain natural wildlife movement corridors.

OPERATING DYNAMICS DURING FY 2025/26

Strengths	◈ High operational reliability, with plant availability of approximately 99.5%. ◈ Strong and proven operational track record in the hydropower sector. ◈ Extensive expertise across the full lifecycle of hydropower projects, including design, construction, and operations. ◈ Skilled, experienced, and technically proficient workforce supporting efficient plant performance.
Weaknesses	◈ Ageing machinery, potentially leading to increased maintenance requirements and efficiency limitations over time.
Opportunities	◈ Long-term stability through guaranteed 20-year power purchase agreement (PPA) extensions with favourable tariff structures. ◈ Potential to access multilateral financing (e.g., World Bank and other development institutions) to support expansion, particularly into targeted African markets. ◈ Growing global and domestic demand for renewable energy, driven by carbon neutrality commitments and increasing ESG-focused investment.
Threats	◈ Exposure to long-term climate change impacts extreme weather events, including floods and droughts, which can affect water availability and generation reliability.

FUTURE FOCUS

We will prioritise expanding our presence in West and East Africa, where significant growth opportunities exist in the renewable energy sector. In particular, we aim to capitalise on funding initiatives by multilateral institutions such as the World Bank, which are supporting large-scale renewable energy development across the region, providing a strong platform for partnership and expansion.

In parallel, we intend to optimise our portfolio through strategic restructuring, including increasing our equity stakes in selected existing projects, both locally and internationally, particularly in plants above 5 MW capacity. This approach will allow us to enhance returns, strengthen operational control, and unlock additional value from our established asset base.

Review of Business Operations

EV AUTOMOTIVE SECTOR

The Sri Lankan market for new two-wheelers totals approximately 30,000 units per month. Within this, electric vehicles (EVs) represent a rapidly expanding segment, accounting for around 5,000 units (16%) and demonstrating steady month-on-month growth of approximately 10%.

However, this growth is predominantly driven by low-cost models, largely powered by lead-acid batteries, with market leaders such as Yadea targeting the budget segment.

In contrast, Satva, currently positioned as the sixth brand in the market, adopts a differentiated strategy as the only Australian brand offering premium electric two-wheelers equipped with advanced NCM lithium-ion battery technology. This positioning enables Satva to cater to a more discerning customer base seeking superior performance, reliability, and technological sophistication.

PERFORMANCE

Despite persistent challenges in attracting skilled sales personnel and navigating inconsistent sales volumes amid market volatility, we achieved significant progress in strengthening our market presence and capabilities. Key accomplishments include substantially expanding our after-sales service network to 85 outlets, covering the Southern, Western, North Western, Uva, Sabaragamuwa and North Central provinces. To address market segmentation, we secured a new, competitively priced brand aimed at capturing share in the lower-end market in September 2024. Complementing this, our sales dealer network grew to 19 outlets. Furthermore, we successfully repositioned an existing scooter model to enhance volume growth in the crucial mid-range market segment.

OPERATING DYNAMICS DURING FY 2025/26

Strengths	◇ Led by seasoned professionals with deep industry knowledge. ◇ Offering high-quality electric two-wheelers featuring superior-grade NCM lithium-ion batteries for enhanced performance and longevity. ◇ Providing robust customer support through a rapidly expanding network (currently 85+ outlets). ◇ Leveraging Australian brand heritage and a unique affiliation with Ducati CORSA for premium market appeal. ◇ Entry into lower end market segment with new brand Dimentro yet offer high quality bike with a LIFEPO4 lithium-ion battery where most competitors in this segment still offer lead Acid batteries. ◇ Strong Financial Backing & Stability: Supported by the significant resources and financial stability of the WindForce (WF) Group.
Weaknesses	◇ Higher retail price point compared to dominant mass-market competitors, potentially limiting volume adoption in budget-sensitive segments. ◇ The current size and geographical coverage of the dedicated sales dealer network restrict broad market access and customer accessibility compared to established players. ◇ Inadequate human resources to increase market expansion. ◇ Lack of lower end products is a barrier to reach larger segment of rural customers.
Opportunities	◇ High petrol prices comparatively to the electricity tariffs create a clear operating cost benefit for EVs over petrol bikes. ◇ Increasing market share of VMOTO and Dimentro allowed more customer confidence. ◇ High demand for EV motorcars created market shift of confidence on the customers who were on the fence about technology shift. ◇ Lower interest rates and increased lender appetite improve consumer access to financing for EV purchases. ◇ The rising total cost of owning petrol bikes enhances the relative financial attractiveness of electric alternatives.
Threats	◇ The market faces growing pressure from both new entrants focused on budget offerings. ◇ Rapid market expansion of some new entrance to the market, especially Indian brands. ◇ 60% LTV imposed on motor vehicles. ◇ The prevalence of low-cost, potentially lower-quality EV options risks driving down overall market pricing expectations and could negatively affect consumer trust and perception of EV technology if reliability issues become widespread.

Experienced Senior Management Team → Extensive After-Sales Service Network → Strong Financial Backing & Stability → Distinctive Brand Positioning

FUTURE FOCUS

Our future strategy focuses on aggressive market penetration and enhancing the customer value proposition. We plan to expand our product portfolio, introducing new models that balance high quality with affordability, longer range and with market acceptance features. Supporting this product push, we aim to significantly increase our sales network reach to 40-50 outlets. Furthermore, we will invest in critical infrastructure by establishing a fast-charging network in key cities and high-population areas together with our main brand VMOTO. Finally, to ensure customer satisfaction and build long-term loyalty, we will expand our after-sales service network to 150+ outlets to achieve comprehensive island-wide coverage.

BEYOND THE SUN

Capturing light. Expanding potential

Financial CAPITAL

Strong financial stewardship and disciplined capital management enhanced the Group's financial capital in FY2025/26, supporting the execution of growth initiatives, preserving balance sheet strength, and positioning the Group for sustainable long-term growth.

VALUE CREATION HIGHLIGHTS

16.5% REVENUE GROWTH	**50.1%** NORMALISED EBIT GROWTH
6.6% ROCE	**RS. 1.14** EPS

RELATED STAKEHOLDERS

KEY FOCUS AREAS

- PROFIT MAXIMISATION
- COST MANAGEMENTT
- BALANCE SHEET GROWTH
- PROFITABILITY
- GEARING RATIO

RELATED STRATEGIC PILLAR

RELATED MATERIAL TOPICS

- **Financial Performance**
- **Financial Stability**
- **Technology**
- **Economic Stability**
- **Supplier Social and Environmental Responsibility**
- **Climate-related Transition Risk**
- **Resource Use and Circular Economy**
- **Extreme Weather Events**

Financial Capital

	Description
Manufactured Capital	Investing financial capital in continuous capacity expansion strengthens the Group's manufacturing capital by enhancing operational capabilities, improving efficiency, and supporting long-term business growth.
Social and Relationship Capital	Investments in community development initiatives and the maintenance of strong supplier partnerships through timely payments enhance trust, strengthen stakeholder relationships, and reinforce the Group's social licence to operate.
Human Capital	Investments in employee training, development, and well-being foster a skilled, engaged, and motivated workforce, enhancing productivity, innovation, and organisational performance.
Natural Capital	Investments in renewable energy generation and environmentally responsible practices contribute to reducing the Group's environmental footprint, supporting resource efficiency and long-term sustainability.
Intellectual Capital	Investments in innovation, technology, brand development, and competitive capabilities strengthen intellectual capital, enhancing the Group's knowledge base, market positioning, and ability to create sustainable value.

MANAGEMENT APPROACH

GRI | 3-3

Financial capital is fundamental to WindForce's ability to create long-term value, execute its growth strategy, and support Sri Lanka's transition to renewable energy. It enables the Group to invest in new generation capacity, maintain operational excellence, meet its financial obligations, and deliver sustainable returns to shareholders.

Our financial management approach is centred on balancing growth, profitability, and financial resilience. We seek to generate consistent revenue and earnings growth through a diversified portfolio of contracted renewable energy assets, while maintaining a prudent capital structure and strong liquidity position. Capital allocation decisions are guided by disciplined investment criteria, with a focus on projects that offer attractive risk-adjusted returns, stable cash flows, and strategic alignment with the Group's long-term objectives.

CFO / FINANCIAL LEADERSHIP REVIEW

WindForce's financial strategy remains anchored in a clear and consistent objective: enhancing shareholder value while expanding the Group's renewable energy portfolio. As Sri Lanka progresses towards its national target of generating 70% of electricity from renewable sources, we see our role as accelerating this transition in a commercially sustainable manner by deploying capital into high-return wind and solar assets while maintaining the margin discipline, cash generation, and financial resilience that underpin a strong balance sheet.

FY2025/26 was a landmark year for the Group, with revenue reaching a record high and normalised profitability continuing to strengthen. Returns on capital improved alongside profitability, while gearing remained at prudent levels, demonstrating that growth and financial discipline can be pursued in tandem. Further reinforcing this position, Fitch Ratings affirmed WindForce's National Long-Term Rating at 'A+(lka)' with a Stable Outlook, providing independent validation of the Group's financial strength, resilience, and creditworthiness.

Our projects are developed to international engineering, safety, and environmental standards from inception, with the Rividhanavi project serving as a notable example. This reflects our broader commitment to creating sustainable value for all stakeholders, including local communities, employees, investors, and the environment, while ensuring that the Group's growth is founded on responsible and sustainable business practices.

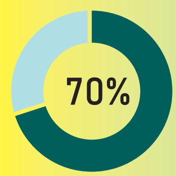
As we embark on the next phase of growth, we are actively advancing plans to significantly expand our renewable energy portfolio. A key milestone in supporting this ambition has been the establishment of a new partnership with the International Finance Corporation (IFC), a member of the World Bank Group. IFC's long-term funding support enhances our capital structure and extends our debt maturity profile, while its strategic partnership brings global best practices in project development, governance, and ESG standards. Together, these strengths provide WindForce with the financial flexibility and strategic capabilities required to accelerate investments across wind, solar, and hydro energy projects, supporting Sri Lanka's energy transition while delivering sustainable long-term returns to our shareholders.

We are committed to building a "**cleaner and greener future**".

Rusiri Cooray
Chief Financial Officer

14th August 2026

FITCH AFFIRMS SRI LANKA'S WINDFORCE AT 'A+(LKA)'; OUTLOOK STABLE



Renewable electricity target for 2030

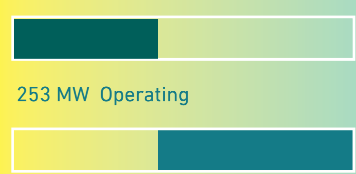
Carbon neutrality targeted by 2050 under the RERDP.

15,000–16,000

GWh of annual national electricity demand — among the region's highest-cost power markets.

548MW

Total Portfolio



253 MW Operating

295 MW Under Construction

Financial Capital

DELIVERING FINANCIAL VALUE

Financial Capital KPIs

Revenue

Revenue increased by 16.5% to a record Rs. 8.04 Bn, marking a fifth consecutive year of growth and delivering a five-year CAGR of 16.5%. The Group's growth profile continues to become more diversified and resilient, with solar power driving the expansion of the electricity portfolio, supported by the first full-year contribution from the recently commissioned Kebitigollewa plant. Meanwhile, the new Sooryashakthi project commenced operations only part-way through the year and is yet to contribute a full year of generation, providing further growth potential in the periods ahead.

The automobile segment recorded a 195% increase in revenue to Rs. 493 Mn, while the EPC business grew 120% to Rs. 725 Mn. Together, these segments contributed 15% of Group revenue, broadening the earnings base, reducing dependence on any single revenue stream, and strengthening the platform for sustainable long-term growth.

Rising underlying profitability

Underlying profitability strengthened significantly during the year. On a normalised basis, EBIT increased by 50.1% to Rs. 2.73 Bn, while the normalised EBIT margin expanded from 26.4% to 34.0%, reflecting a meaningful improvement in operating performance and tracking the Group's strong revenue growth.

The prior year's reported results included Rs. 708 Mn. in SPPA arrears billing and a Rs. 486 Mn. gain on asset disposals, both of which were non-recurring in nature. Excluding these items, the underlying earnings trajectory demonstrates robust operational momentum, improved profitability, and continued margin resilience.

(Normalised EBIT excludes the pre-tax non-recurring items — SPPA late-payment income and the gain on disposal of PPE)

Improving returns on capital

Returns on capital are on a clear upward path: on a like-for-like basis, ROCE strengthened to 6.6% from 4.9%, with the improvement achieved even as the Group invested in new capacity and maintained a conservative 30.5% gearing. The prior-year headline of 8.2 % was lifted by Rs. 1.19 Bn of non-recurring items (SPPA arrears and disposal gain); on a normalised basis, returns are rising steadily, positioning the Group well for continued value creation.

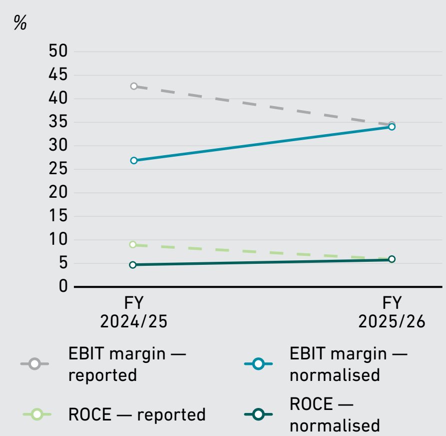
(Normalised ROCE excludes the pre-tax non-recurring items)

Revenue Growth (YoY %)	
FY 23	13.4%
FY 24	18.1%
FY 25	18.0%
FY 26	16.5%

EBIT Margin	
FY25 reported	43.7%
FY26 reported	34.2%
FY25 normalised	26.4%
FY26 normalised	34.0%

ROCE	
FY25 reported	8.2%
FY26 reported	6.6%
FY25 normalised	4.9%
FY26 normalised	6.6%

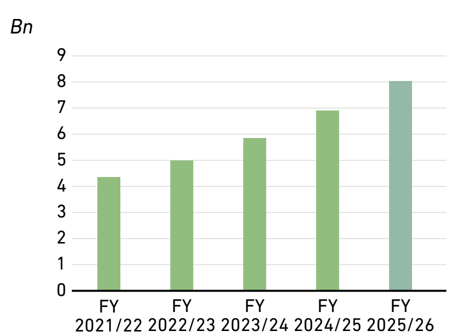
REPORTED VS NORMALIZED — ONE-OFFS MASKED A GENUINE YOY IMPROVEMENT



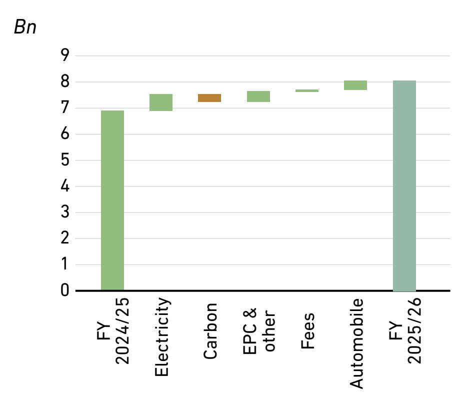
Revenue and Revenue Growth

Growth was broad-based across the Group's portfolio. The core electricity supply business, which accounted for 82% of revenue, grew by 10.4%, supported by the strong expansion of adjacent business streams, including Automobile (+195%), EPC and Engineering (+120%), and O&M and Management Services (+48% and +46%, respectively). This contributed to a stronger and more diversified revenue base, reducing reliance on any single revenue stream while maintaining the stability provided by long-term power purchase agreements.

FIVE-YEAR REVENUE TREND



REVENUE BRIDGE

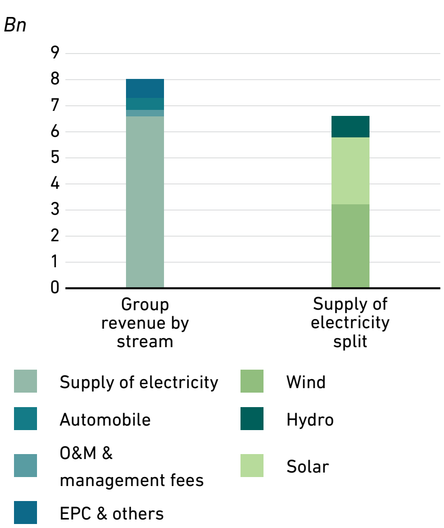


Segment / Sector Revenue Analysis

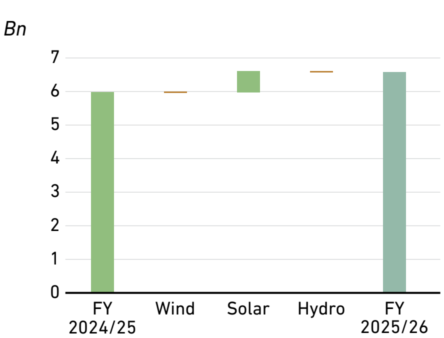
Within the Group's renewable energy portfolio, wind remained the largest generation source, although its share of electricity revenue moderated to 48% (from 54%) as solar capacity expanded rapidly, increasing solar's contribution to 40% and significantly narrowing the gap with wind. Hydro generation remained relatively stable, contributing 11.5% of electricity revenue.

This evolving generation mix reflects the commissioning and ramp-up of new solar assets, resulting in a more balanced portfolio across three complementary renewable energy technologies. Greater diversification reduces reliance on any single natural resource, whether wind conditions, solar irradiation, or rainfall patterns, thereby enhancing the stability, predictability, and resilience of generation output under varying climatic conditions.

FY 2025/26 REVENUE CONTRIBUTION



SUPPLY OF ELECTRICITY — REVENUE BRIDGE



Wind Sector Revenue

Wind sector revenue remained broadly stable at Rs. 3.2 Bn. (FY2024/25: Rs. 3.2Bn), demonstrating resilience against a strong prior-year performance. Hiruras continued to be the portfolio's largest contributor, generating Rs. 1.32 Bn. and accounting for 41% of wind sector revenue, followed by Daily Life (Rs. 496.4 Mn), Beta Power (Rs. 440.4 Mn), and Joule Power (Rs. 399.3 Mn).

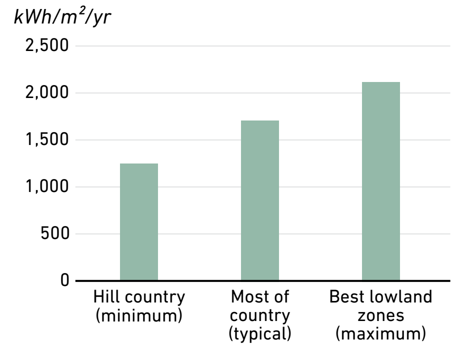
Wind generation is inherently seasonal, with output concentrated during the south-west monsoon period (May to September) when wind resources are strongest across Sri Lanka's high-potential wind corridors, including Puttalam, Mannar, and Kilinochchi (Jaffna Lagoon), where the Group's wind power plants are located. The sector's stable revenue performance reflects the predictable nature of these seasonal wind patterns and the reliable contribution of the Group's contracted wind generation assets.

Solar Sector Revenue

Solar continued to be the Group's primary growth driver in FY2025/26, with revenue increasing 32% to Rs. 2.64 Bn. (FY2024/25: Rs. 2.0 Bn.). Growth was driven principally by two projects: Kebitigollewa, which delivered its first full year of generation during FY2025/26, and the newly commissioned Sooryashakthi plant, which contributed only a partial year of operations and is yet to achieve a full year of generation.

No other plant additions materially influenced the year's performance. As Sooryashakthi continues to ramp up towards full operating capacity, the Group is well positioned to realise further growth in FY2026/27. These assets are supported by Sri Lanka's favourable solar resource potential, with global horizontal irradiance levels across the country ranging from 1,247 to 2,106 kWh/m^2 per annum, providing a strong foundation for sustained solar generation.

SRI LANKA SOLAR RESOURCE



Hydro Sector Revenue

Hydro sector revenue moderated marginally to Rs. 757.6 Mn. (FY2024/25: Rs. 774.2 Mn), representing a 2.1% decline compared with the previous year, which benefited from high rainfall across key catchment areas. Mahoma (Uganda) remained the portfolio's largest hydro asset, contributing Rs. 370.6 Mn. and accounting for 49% of hydro sector revenue, supported by H.P.D. Power (Rs. 130.2 Mn) and Melanka Power (Rs. 119.2 Mn).

Despite the slight normalisation in revenue, the hydro portfolio continues to provide the Group with stable, high-margin, annuity-like cash flows, reinforcing the diversification and resilience of its renewable energy generation portfolio.

Profitability (GP, Operating Profit, Margins)

Gross profit increased by 2.9% to a record Rs. 4.25 Bn. On a reported basis, all key profitability margins declined YOY, with the gross profit margin easing to 52.9% (FY2024/25: 59.8%), the EBIT margin to 34.2% (43.7%), and the net profit margin to 26.8% (32.6%).

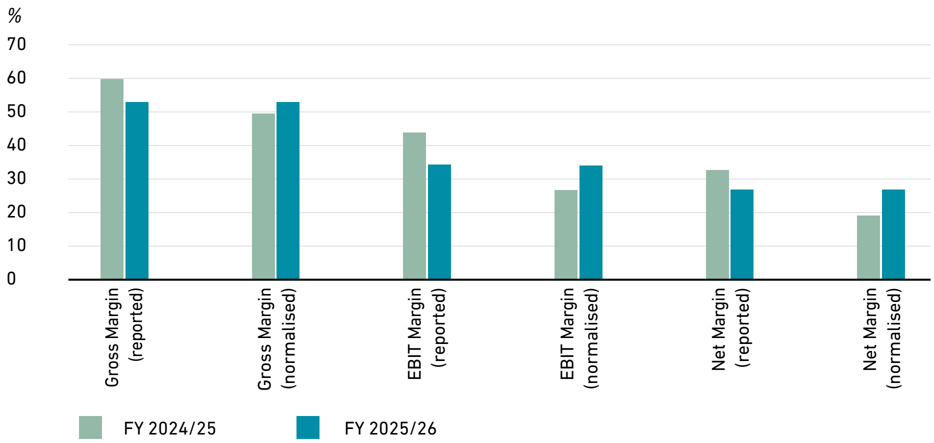
However, this comparison is influenced by two significant non-recurring items recognised in the prior year: Rs. 708 Mn. in high-margin SPPA catch-up billing and a Rs. 486 Mn. gain on asset disposals. Excluding these one-off gains provides a clearer view of underlying operating performance. On a normalised basis, profitability improved substantially, with

Financial Capital

the gross profit margin increasing to 52.9% from 49.6%, the EBIT margin rising to 34.0% from 26.4%, and the net profit margin improving to 26.6% from 19.1%.

(Normalised gross and EBIT margins strip the one-offs pre-tax; the normalised net margin strips them net of tax (SPPA Income 30%, disposal gain 10%).

PROFITABILITY MARGINS — REPORTED VS NORMALISED



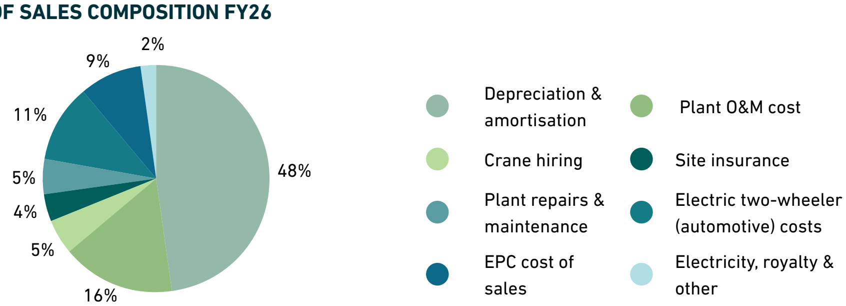
Cost and Operating Efficiency

Total cost of sales increased by 8.9% to Rs. 3.79 Bn. (FY2024/25: Rs. 3.48 Bn), a rate of increase well below revenue growth, reflecting continued operating discipline as the asset base expanded. As a result, the cost of sales margin improved to 47%, compared with 50% in the previous year.

Depreciation and amortisation remained the largest component of cost of sales at Rs. 1.84 Bn, accounting for 48% of the total, and increased by 8.7% following the commissioning of new generation assets. Plant repairs and maintenance costs declined significantly by 67% to Rs. 191.4 Mn, compared with an elevated prior-year base, while plant operation and maintenance expenses increased by 12.5% to Rs. 593.2 Mn, reflecting the expansion of the operating fleet.

Overall, the Group's cost base continues to scale efficiently alongside portfolio growth, while the mature renewable energy fleet demonstrates strong cost control and operating leverage.

COST OF SALES COMPOSITION FY26



Finance Costs and Interest Cover

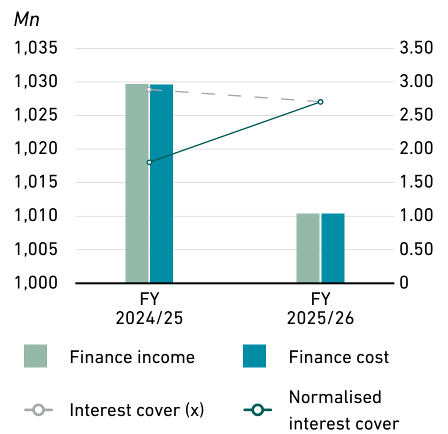
Group finance costs decreased by 1.9% to Rs. 1.01 Bn, while finance income of Rs. 0.34 Bn. resulted in a broadly stable net finance cost of Rs. 0.67 Bn, representing a marginal increase of 1.0% year-on-year.

Reported interest cover moderated to 2.72 times (FY2024/25: 2.93 times), primarily due to the elevated earnings base in the previous year, which included non-recurring income, rather than any increase in borrowing costs. On a normalised basis, however, interest cover improved significantly to 2.71 times from 1.77 times in FY2024/25, reflecting stronger underlying operating earnings and an enhanced capacity to service debt from recurring cash flows.

The Group's debt portfolio continues to consist predominantly of long-term project financing aligned with the cash flow profiles of its renewable energy assets, thereby mitigating refinancing risk and limiting exposure to interest rate volatility.

(Normalised interest cover = (EBIT – pre-tax non-recurring items) ÷ finance costs.)

FINANCE COST VS FINANCE INCOME



Taxation and Tax Strategy

Income tax expense decreased by 56.8% to Rs. 303 Mn, driven by a 60.0% reduction in the current tax charge to Rs. 222 Mn. and a Rs. 174 Mn. deferred tax reversal. Dividend tax also declined by 41.8% to Rs. 225 Mn.

The lower current tax charge primarily reflected the absence of non-recurring taxable income recognised in the previous year, including interest income arising from delayed payments by the Ceylon Electricity Board (CEB) and gains on the disposal of rooftop solar assets. The charge was further reduced by the benefit of enhanced capital allowances relating to the newly commissioned Sooryashakthi plant.

As a result, the Group's effective tax rate declined to 12.3%, compared with 23.7% in the previous year.

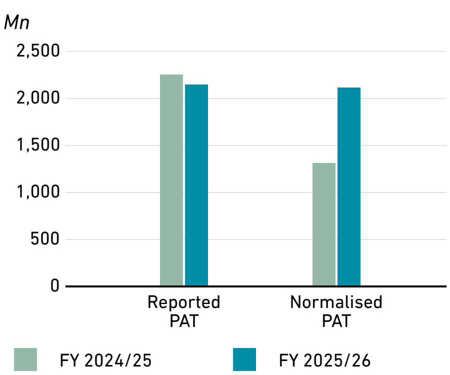
Project companies that do not qualify for concessionary tax schemes, together with the holding company, continue to be subject to corporate income tax at 30% under the Inland Revenue (Amendment) Act No. 45 of 2022.

Profit After Tax and Earnings

On a normalised basis, profitability improved significantly, with profit after tax (PAT) increasing by 62% to Rs. 2.14 Bn. (FY2024/25: Rs. 1.32 Bn). On a reported basis, PAT remained broadly stable at Rs. 2.15 Bn. (down 4.4%), while earnings per share (EPS) declined to Rs. 1.14 from Rs. 1.32 in the previous year (down 13.9%). The decline in reported earnings primarily reflects the elevated base created by non-recurring income recognised in FY2024/25, rather than any weakening in the Group's recurring, contracted earnings stream.

(Normalised PAT = PAT – non-recurring items net of tax (SPPA Income at 30%, gain on disposal of PPE at 10%)

PROFIT AFTER TAX — REPORTED VS NORMALISED

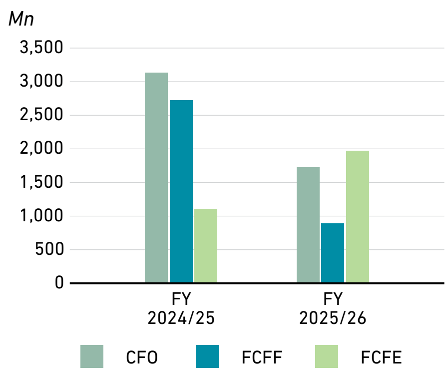


Cash Flow and Free Cash Flow

Free cash flow moved in opposite directions at the firm and equity levels during the year. Free Cash flow to the firm (FCFF) declined by 67% to Rs. 0.89 Bn. (FY2024/25: Rs. 2.70 Bn), primarily due to two factors. First, operating cash flow decreased by 45% to Rs. 1.72 Bn, reflecting working capital absorption and a lengthening of receivable collection periods. Second, net capital investment increased by 40% to Rs. 1.72 Bn.

In contrast, free cash flow to Equity (FCFE) increased by 82% to Rs. 1.96 Bn. (FY2024/25: Rs. 1.08 Bn), driven by a significant shift in financing activity. Net borrowings moved from an outflow of Rs. 0.84 Bn. in the previous year to an inflow of Rs. 1.96 Bn, reflecting the drawdown of new term facilities to fund capacity expansion.

OPERATING CASH FLOW, FCFF & FCFE

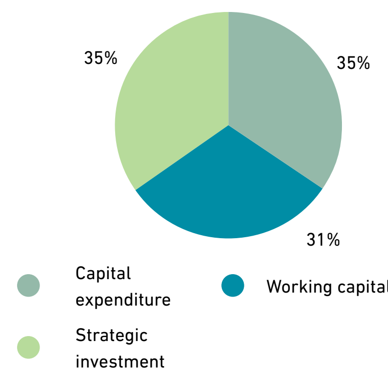


Funding Strategy / Sources & Uses

The Group's funding strategy remains focused on securing cost-effective financing to support the continued expansion of its renewable energy portfolio while maintaining sufficient liquidity to meet operational requirements. During FY2025/26, the Group secured Rs. 4.35 Bn. in new financing facilities, of which 69% was deployed towards capital expenditure on renewable energy projects and strategic investments. The remaining 31% (Rs. 1.34 Bn) was utilised to support working capital requirements. Total borrowings outstanding as at 31 March 2026 amounted to Rs. 12.77 Bn, including lease liabilities and overdraft facilities.

The borrowing portfolio comprises a balanced mix of variable-rate project financing and fixed-rate facilities. Project loans are primarily linked to the AWPLR, with interest rate floors and caps that provide a measure of protection against interest rate volatility, while fixed-rate borrowings enhance certainty over financing costs. This diversified funding structure enables the Group to efficiently finance long-term renewable energy assets while prudently managing liquidity, refinancing, and interest rate risks.

FACILITIES DRAWN DURING FY 2025/26 — BY PURPOSE



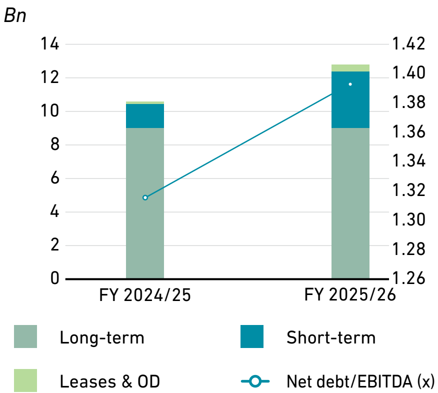
Borrowings and Debt Profile

Total interest-bearing borrowings increased by 19.0% to Rs. 12.41 Bn. (FY2024/25: Rs. 10.43 Bn), reflecting funding raised to support the Group's capacity expansion programme. Including lease liabilities of Rs. 0.32 Bn. and overdraft facilities, total gross debt amounted to Rs. 12.77 Bn. After deducting cash and cash equivalents of Rs. 2.15 Bn. and short-term financial assets of Rs. 4.00 Bn, net debt stood at Rs. 6.63 Bn. (FY2024/25: Rs. 6.32 Bn), remaining broadly stable despite the increase in gross borrowings as liquid reserves were strengthened alongside the new funding.

Leverage metrics remained at prudent levels, with net debt-to-EBITDA of 1.39x (FY2024/25: 1.31x) and net gearing improving to 18.6% (19.3%), while gross gearing increased marginally to 30.6% (28.6%). These ratios remain consistent with the Group's commitment to maintaining a conservative capital structure. EBITDA interest cover remained strong at 4.7 times (FY2024/25: 4.7 times), demonstrating comfortable debt-servicing capacity. Management continues to prioritise diversified, appropriately tenured funding sources aligned with the long-term cash flow profile of the Group's renewable energy assets.

Financial Capital

DEBT COMPOSITION & NET DEBT / EBITDA



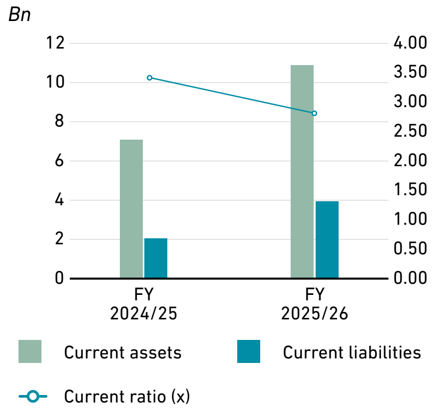
Working Capital Management and Liquidity Management

Net working capital increased by 38.3% to Rs. 6.99 Bn. (FY2024/25: Rs. 5.05 Bn), with current assets of Rs. 10.89 Bn compared with current liabilities of Rs. 3.90 Bn. This increase was primarily driven by growth-related investments in inventories (Rs. 1.37 Bn) and trade receivables (Rs. 1.54 Bn), resulting in the cash conversion cycle increasing to 143 days, compared with 96 days in the previous year.

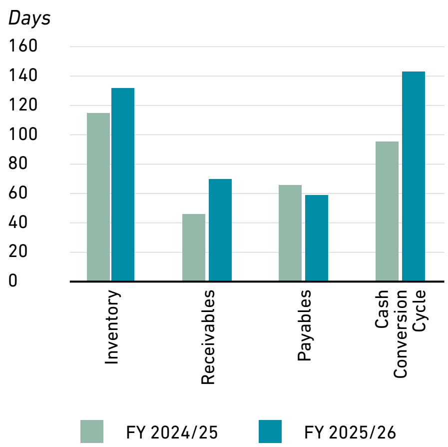
Inventory days increased to 132 days (FY2024/25: 115 days), while receivable days rose to 70 days (46 days), reflecting strong revenue growth and the timing of payments from the Ceylon Electricity Board (CEB). Payable days declined to 59 days from 66 days. As CEB collections normalise, a portion of the receivables build-up is expected to unwind, supporting improved working capital efficiency and cash flow generation in the year ahead.

Liquidity remained strong throughout the year. The current ratio stood at 2.79 times and the quick (acid-test) ratio at 2.44 times, remaining comfortably above prudent levels despite moderating from 3.48 times and 2.94 times, respectively, as current liabilities increased in line with business activity. The Group's Rs. 6.99 Bn. working capital surplus, together with contracted electricity receivables and Rs. 4.00 Bn. in short-term financial assets, provides a substantial liquidity buffer to support ongoing operations and fund the investment pipeline without significant reliance on additional short-term borrowing.

LIQUIDITY — CURRENT ASSETS, LIABILITIES & RATIO



WORKING CAPITAL — TURNOVER DAYS



Investment Pipeline

WindForce continued to expand its renewable energy portfolio through a robust investment pipeline that is set to more than double installed capacity from 253 MW to 548 MW. Spanning multiple technologies and geographies, the pipeline reflects a deliberate strategy to diversify generation sources, enhance portfolio resilience, and reduce resource concentration risk.

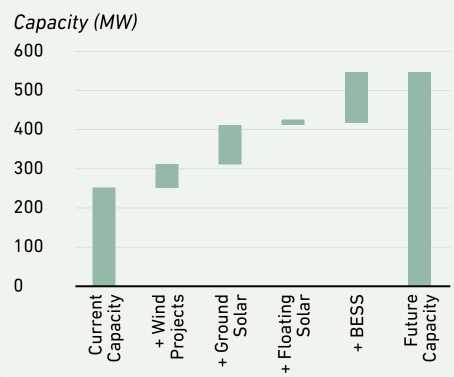
The Group's wind expansion is led by the flagship 50 MW Mullikulam Wind Project in Mannar, located within Sri Lanka's premier wind corridor, complemented by the 10 MW Alankuda Wind Project in Puttalam. Together, these developments will add 60 MW of new wind capacity to the portfolio.

Solar energy represents a key pillar of future growth, anchored by the 100 MW Siyambalanduwa ground-mounted solar project, which will significantly expand the Group's solar generation capacity. In addition, the 5 MW floating solar project at the Dambulu Oya Reservoir marks WindForce's entry into an emerging renewable technology, optimising land-use efficiency while reinforcing the Group's reputation for innovation and technical expertise.

A particularly strategic component of the pipeline is the 130 MW / 520 MWh Battery Energy Storage System (BESS), to be deployed across 13 locations. This investment positions WindForce at the forefront of grid stability and energy storage solutions, which are increasingly critical as Sri Lanka progresses towards its target of generating 70% of electricity from renewable sources. The BESS network is expected to enhance grid reliability, provide ancillary services revenue opportunities, and improve the flexibility and dispatchability of the Group's renewable energy assets.

With 295 MW currently under development, the pipeline provides strong visibility on future growth and highlights the scalability of the Group's business model. Supported by proven project development capabilities, diversified expertise across renewable technologies, and a strategic partnership with the International Finance Corporation (IFC), WindForce is well positioned to execute its growth ambitions and create long-term value for stakeholders.

CAPACITY GROWTH JOURNEY: 253 MW → 548 MW

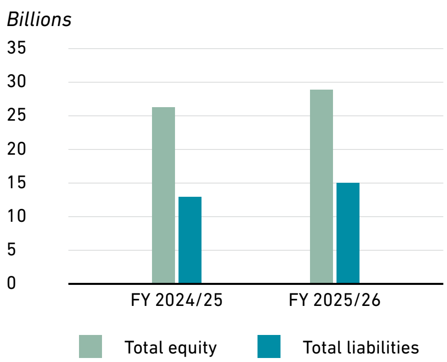


Financial Position / Balance Sheet Strength

The balance sheet expanded by 11.7% to Rs. 44.0 Bn. in total assets, funded by Rs. 29.0 Bn. of equity, which accounts for approximately two-thirds of the Group's capital base, alongside predominantly project-linked debt. Asset quality remains strong, with the majority of non-current assets comprising contracted, revenue-generating renewable energy infrastructure.

With equity financing representing around two-thirds of total assets and net debt remaining comfortably supported by EBITDA, the Group's balance sheet provides a solid foundation for scalable growth. This conservative capital structure enhances financial resilience while supporting the execution of the Group's long-term renewable energy expansion strategy.

FUNDING STRUCTURE — EQUITY VS LIABILITIES



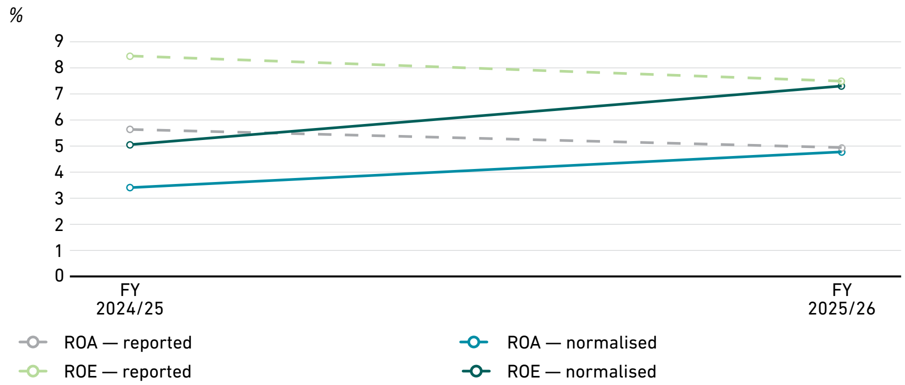
Return Ratios (ROE / ROCE / ROA)

Reported returns moderated year-on-year as non-recurring gains supported the previous year's performance. ROE declined to 7.4% (FY2024/25: 8.5%), ROCE to 6.6% (8.2%), and ROA to 4.9% (5.7%).

However, when adjusted for these one-off items, the underlying trend reflects a meaningful improvement in returns. Normalised ROE increased to 7.4% from 5.0%, normalised ROCE improved to 6.6% from 4.9%, and normalised ROA rose to 4.8% from 3.3%. The improvement reflects stronger earnings from core operations and the increasing contribution of newly commissioned capacity, demonstrating enhanced capital productivity and operating performance.

(Normalised ROE/ROA deduct the non-recurring items net of tax (SPPA Income at 30%, gain on disposal of PPE at 10%); normalised ROCE deducts them pre-tax.)

REPORTED VS NORMALISED — ROE & ROA



Shareholder Value Creation

Attributable equity increased by Rs. 2.12 Bn. to Rs. 25.39 Bn, driven by Rs. 1.54 Bn. in profit attributable to shareholders together with Rs. 0.58 Bn. in favourable reserve and foreign currency translation movements. As a result, net asset value (NAV) per share increased from Rs. 17.22 to Rs. 18.75, while earnings per share (EPS) amounted to Rs. 1.14 (FY2024/25: Rs. 1.32).

No dividend was declared for the year (FY2024/25: Rs. 1.00 per share), enabling the Group to retain earnings to support its capacity expansion pipeline. This disciplined capital allocation approach allows contracted earnings to be reinvested into growth projects, supporting the compounding of shareholder value and long-term growth in net assets per share.

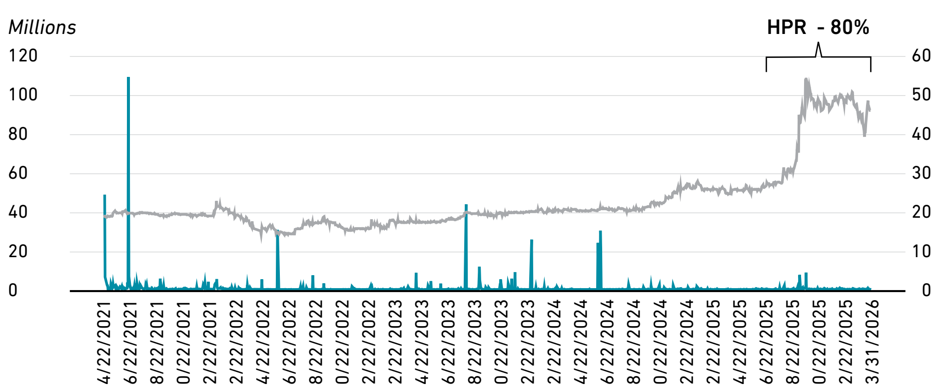
Investor Relations / Share Price

WindForce's share price closed FY2025/26 at Rs. 45.00, compared with Rs. 25.00 at the end of the previous year, delivering a one-year capital gain of 80%, despite no dividend being declared during the year. This performance significantly outpaced the broader market and reflects growing investor confidence in the Group's strategy, execution capabilities, and long-term growth prospects.

Based on earnings per share of Rs. 1.14, the share traded at a price-to-earnings (P/E) multiple of 39.5x, compared with 18.9x a year earlier. This re-rating suggests that investors are increasingly valuing the Group based on the substantial growth potential embedded within its renewable energy pipeline and the stability of its long-term, PPA-backed cash flows, rather than solely on current year earnings.

The Group remains committed to maintaining transparent and proactive engagement with the investment community through timely disclosures, investor briefings, and ongoing stakeholder dialogue, ensuring the market has a clear understanding of its strategy, performance, and long-term value creation potential.

SHARE & VOLUME PRICE MOVEMENT



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Financial Capital

Direct Economic Value Generated & Distributed - (Rs. '000)

GRI | 201-1

In FY2025/26, the Group generated Rs. 6.90 Bn. in direct economic value (FY2024/25: Rs. 6.73 Bn) and distributed Rs. 3.3 Bn. to stakeholders, while retaining Rs. 3.5 Bn. for reinvestment in its renewable energy portfolio.

The largest distributions comprised interest payments to providers of capital (Rs. 1.01 Bn), operating payments to suppliers (Rs. 0.81 Bn), employee remuneration (Rs. 0.53 Bn), and taxes paid to government (Rs. 0.6 Bn). In addition, the Group distributed Rs. 0.25 Bn. in dividends to non-controlling shareholders and invested Rs. 32 Mn. in community development initiatives.

The increase in economic value retained, from Rs. 1.3 Bn. in the previous year, reflects the Group's decision not to declare a dividend during the year, enabling a greater proportion of internally generated funds to be reinvested in capacity expansion and future growth opportunities.

Item	FY 2025/26	FY 2024/25
Value Created		
Gross Revenue	8,408,196	7,611,169
(-) Cost of Goods and Services (excl. depreciation and remuneration to employees)	-1,954,635	-1,792,615
Value Added from Operations	6,453,561	5,818,554
Other Income	96,694	679,192
Finance Income	344,983	227,946
Total Value Created	6,895,238	6,725,692
Value Distributed		
Operating Costs	811,379	917,748
Remuneration to the Employees	534,622	479,019
Directors' Fees and Remuneration	117,102	108,240
Community Investments	32,212	37,320
Payment to Government (Taxes)	594,823	1,040,943
Interest Cost	1,010,228	1,029,657
Dividends	247,283	1,788,211
Total Value Distributed	3,347,648	5,401,138
Total Value Retained	3,547,589	1,324,554

Financial Resilience

The Group's cash flows remain structurally resilient, supported by a portfolio of long-term, index-linked power purchase agreements with utility off-takers across four countries. Revenue streams are diversified across wind, solar, and hydro generation, reducing exposure to any single technology or resource profile. In addition, the Group maintains a conservative capital structure, with gearing of 30% and sufficient headroom within its target range, supported by strong liquidity reserves.

Together, these strengths provide a compelling answer to the key investor question of cash flow resilience. The combination of contracted revenues, technology diversification, prudent leverage, and robust liquidity underpins the Group's position as a low-risk renewable infrastructure investment with strong long-term growth potential.

Beyond the Flow -
Turning the power of water into lasting development.

MANUFACTURED CAPITAL

Our manufactured capital, comprising advanced power plants, machinery, and equipment, forms the foundation of our competitive advantage, revenue generation, and value creation. We prioritise investments that optimise cost-efficiency while enhancing operational resilience, ensuring our long-term viability in an increasingly dynamic and evolving market.

VALUE CREATION HIGHLIGHTS

95 %
(CAPACITY UTILISATION)

RS. 44 BN
ASSETS

APPROX. USD. 300,000 ANNUAL SAVINGS PER 10 MW PLANT THROUGH IN-HOUSE MAINTENANCE

RS. 1.7 BN
FIXED ASSETS ADDITIONS

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

RELATED STAKEHOLDERS

KEY FOCUS AREAS

- LOCATION STRATEGY
- OPERATIONS AND MANAGEMENT
- TECHNOLOGY AND INNOVATION
- ENGINEERING, PROCUREMENT AND CONSTRUCTION
- PROTECTION COVERAGE

RELATED STRATEGIC PILLAR

RELATED MATERIAL TOPICS

- **Grid Resilience**
- **Cybersecurity**

Manufactured Capital

TRADEOFFS

	Description
Financial Capital	Strengthens financial capital through sustainable income generation, supporting long-term growth and financial resilience.
Social and Relationship Capital	Delivers reliable and uninterrupted electricity to customers through environmentally responsible and sustainable energy solutions.
Human Capital	Fosters continuous employee development by creating opportunities for learning, skills enhancement, and enriched professional experience.
Natural Capital	Promotes environmentally responsible energy generation and the prudent use of natural resources. Through efficient and cost-conscious technologies, we minimise environmental impact while contributing to the preservation of our planet.
Intellectual Capital	Enhances brand value and organisational reputation through continuous training, upskilling, and knowledge sharing. This strengthens technical expertise, supports human capital development, and builds a robust repository of institutional knowledge.

MANAGEMENT APPROACH

GRI | 3-3

Our manufactured capital comprises a diverse portfolio of renewable energy assets, including wind, solar, and hydro plants across Sri Lanka and overseas, forming a critical foundation for value creation. We adopt a proactive approach to strengthening this asset base through the development of advanced facilities, regular upgrades and disciplined maintenance, and the enhancement of in-house operations and maintenance (O&M) capabilities. By integrating leading technologies and ensuring compliance with global standards, we continuously improve operational efficiency, reliability, and performance. In parallel, we place strong emphasis on research and innovation to drive improvements in efficiency, quality, and environmental sustainability, thereby reinforcing the long-term resilience and competitiveness of our operations.

SWOT ANALYSIS

Strengths	- Strong manufactured capital base comprising well-established renewable energy assets - Deep technical expertise in developing, operating, and maintaining world-class power plants - Cost efficiency driven by robust in-house capabilities, contributing to lower operating costs and improved profitability
Weaknesses	- Aging infrastructure and legacy technologies in certain plants - Some early-stage project technologies approaching the end of their lifecycle - High capital intensity of power plant development, resulting in significant upfront investment and financing costs
Opportunities	- Growing demand for renewable energy in both local and international markets - Supportive government targets (e.g., achieving 70% renewable energy by 2030) - Repowering existing plants with advanced technologies to enhance efficiency and output - Deployment of Battery Energy Storage Systems (BESS) to mitigate grid instability and capture higher tariffs during peak demand periods
Threats	- Grid instability and curtailment risks impacting energy dispatch - Currency depreciation and associated financial exposure - Rapid pace of technological advancement requiring continuous investment - Rising capital and operational costs linked to evolving energy market dynamics

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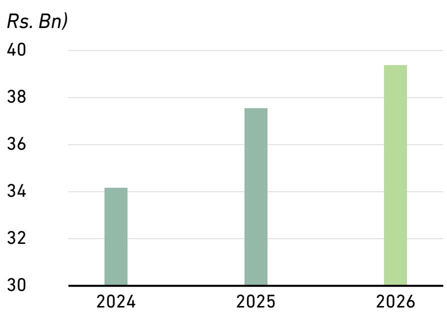
PLANT INFRASTRUCTURE

As the largest renewable energy developer in Sri Lanka with an expanding global footprint, our portfolio comprises 08 wind power plants, 13 solar power plants, and 10 hydropower plants across Sri Lanka and international markets.

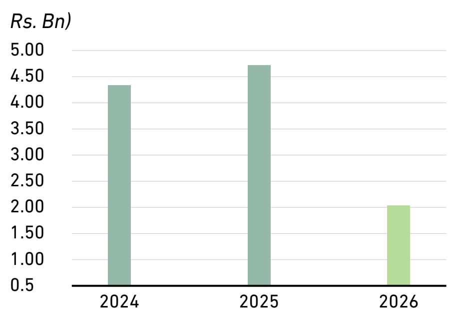
No. of power plants				
	Location	Wind	Solar	Hydro
Sri Lanka		08	09	08
Ukraine		-	01	-
Pakistan		-	02	-
Uganda		-	01	02
Total		**08**	**13**	**10**

Please refer to 'About Us' section on page 7 *for our global presence*

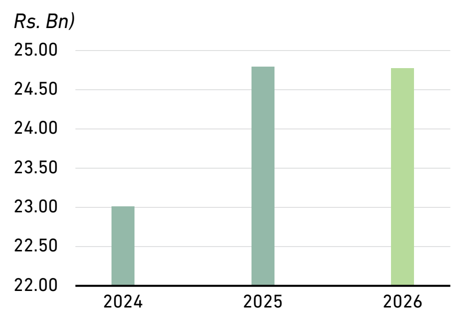
COST OF ASSETS (RS. BN)



ADDITIONS (RS. BN)



ASSET VALUE AT THE END OF THE YEAR (RS. BN)



LOCATION STRATEGY

Project acquisition follows two primary pathways: participation in government tenders, which specify pre-determined project locations, and Feed-in Tariff (FIT) schemes, which require proactive site identification by us. For FIT-based developments, a comprehensive resource assessment is a critical prerequisite, ensuring that the availability and quality of the energy resource, wind or solar, are sufficient to support a technically and commercially viable project. Projects are advanced only when resource potential meets the required thresholds.

For wind energy projects, specialised modelling tools such as WAsP (Wind Atlas Analysis and Application Programme) are utilised to analyse wind speed, consistency, and broader meteorological conditions. These insights inform optimal turbine placement and site layout, maximising energy generation efficiency. Similarly, solar photovoltaic (PV) projects are assessed using industry-leading software such as PVsyst, which evaluates solar irradiance and site-specific conditions. The outputs guide key design decisions, including system configuration, panel orientation, spacing, and technology selection to optimise performance and minimise losses.

A key outcome of both wind and solar resource assessments is the projected Annual Energy Generation (AEG), which serves as a critical input for evaluating technical feasibility and financial viability. This data underpins detailed financial modelling, enabling informed investment decisions by assessing expected revenues against capital and operational costs, including logistical considerations.

Strategically, while new hydropower development in Sri Lanka remains limited due to market maturity, we continue to optimise and manage our existing hydro portfolio through periodic performance and resource assessments. The primary development focus is on expanding wind and solar capacity, including emerging opportunities such as floating solar, which aligns with national priorities on efficient land use and offers potential performance advantages. In parallel, we are pursuing geographic diversification by targeting new opportunities in regions such as East Africa and South Asia.

Manufactured Capital

OPERATIONAL EXCELLENCE AND MAINTENANCE (O&M)

Beyond plant construction, we provide a comprehensive range of services, including equipment handling, project commissioning, and supervision of subcontracted construction activities. Central to sustaining long-term asset performance is our robust Operations and Maintenance (O&M) strategy, which encompasses preventive, predictive, and scheduled maintenance practices that go beyond standard manufacturer guidelines to ensure optimal efficiency, reliability, and asset longevity.

This approach is supported by a well-defined organisational structure. Three General Managers, each with extensive senior engineering expertise and dedicated oversight of our wind, solar, and hydro sectors, report directly to the Chief Operating Officer (COO). Our O&M function operates as an integrated framework, aligning business operations, planning, budgeting, and maintenance processes to ensure seamless execution and operational efficiency.

We drive operational excellence through a highly experienced in-house technical team, including senior engineers with over two decades of industry experience. Guided by Total Productive Maintenance (TPM) principles, we consistently target plant availability levels of approximately 97%. Our strong in-house capabilities have delivered significant cost efficiencies, with self-performed maintenance generating annual savings of approximately USD 300,000 per 10 MW of capacity during the year under review. We continue to invest in advanced O&M technologies to further enhance performance, optimise costs, and remain aligned with evolving industry standards.

TECHNOLOGY AND INNOVATION

We embed technology and innovation at the core of our operational strategy to enhance sustainability, efficiency, and long-term value creation. This begins with the procurement of advanced, high-quality equipment from globally reputed suppliers, ensuring reliability, long-term service support, and full compliance with international standards.

A key strategic priority is the integration of advanced technologies across our portfolio, particularly the implementation of utility-scale Battery Energy Storage Systems (BESS). We are actively advancing multiple BESS projects, primarily alongside our solar developments, in alignment with national energy goals and emerging government initiatives aimed at enhancing grid stability, improving reliability, and reducing curtailment risks.
Key benefits of BESS

- Enhance grid stability and reliability
- Enable efficient storage and utilisation of excess renewable energy
- Reduce dependence on diesel-based peak power generation
- Minimise energy curtailment during periods of low demand

Through these initiatives, we aim to improve renewable energy utilisation while strengthening national energy security and grid resilience. In addition, BESS deployment supports value creation by enabling access to more favourable tariff structures and enhanced grid support services under Power Purchase Agreements (PPAs).

Our commitment to innovation is further reflected in the continuous advancement of technologies across our portfolio. In wind energy, we are transitioning towards larger, higher-capacity turbine models, including state-of-the-art platforms such as the Goldwind GW 121, to enhance efficiency and maximise energy output. In solar energy, we deploy advanced solutions such as bifacial modules, high-efficiency string inverters, and single-axis tracking systems to optimise performance. We also lead innovative initiatives such as agrovoltaic projects in Vavunathivu, integrating solar energy generation with agricultural use.

Across our hydropower portfolio, we maintain high performance and reliability standards by utilising equipment sourced from globally recognised European manufacturers. Through these combined efforts, we continue to leverage cutting-edge technologies to optimise operational performance, enhance resilience, and support a sustainable energy future.

ENGINEERING, PROCUREMENT AND CONSTRUCTION (EPC)

We deliver end-to-end Engineering, Procurement, and Construction (EPC) services, ensuring the seamless execution of projects from concept to completion. Our multidisciplinary teams work collaboratively to define project specifications, integrating engineering expertise with financial planning, while partnering with external architects and structural engineers to support detailed design and construction. We manage the entire EPC process in-house, enabling strict control over quality, technology selection, risk management, and occupational health and safety (OHS) standards. Our experienced team oversees budgeting, procurement, and implementation, ensuring efficiency and cost discipline throughout the project lifecycle. Project execution is led by specialised engineers across wind, solar, and hydro segments, supported by robust internal functions including finance, logistics, and design. While civil works are outsourced, it is closely supervised by our project managers to maintain the highest standards. Overall governance is ensured through direct oversight by our chief development officer (CDO), with clear reporting lines in place to uphold accountability, consistency, and excellence in delivery.

INSURANCE COVERAGE

We maintain comprehensive insurance coverage for all our assets, safeguarding them against natural disasters and other foreseeable risks. During the financial year 2025/26, our total expenditure on insurance premiums amounted to Rs. 134.6 million, reflecting our commitment to robust risk management and asset protection.

Our insurance framework provides end-to-end coverage across the entire project lifecycle. During the pre-commissioning phase, we secure Erection All Risk (EAR) and Contractors All Risk (CAR) insurance to mitigate construction-related risks. Post-commissioning, we maintain coverage for business interruption, as well as fire and machinery breakdown, ensuring operational continuity and financial resilience. In addition, we carry public liability insurance to protect against third-party claims.

All assets are insured at market value, in line with industry best practices, reinforcing the adequacy and effectiveness of our risk mitigation approach.

OUTLOOK FOR FY 2025/26 AND BEYOND

We remain focused on accelerating our growth by expanding our renewable energy capacity while advancing innovative solutions such as Battery Energy Storage Systems (BESS). At the same time, we are repowering existing plants with modern technologies to enhance efficiency and extend asset lifecycles. Looking ahead, we will continue to explore new markets and diversify our portfolio through emerging energy solutions, including green energy initiatives, to strengthen our long-term sustainability and value creation.

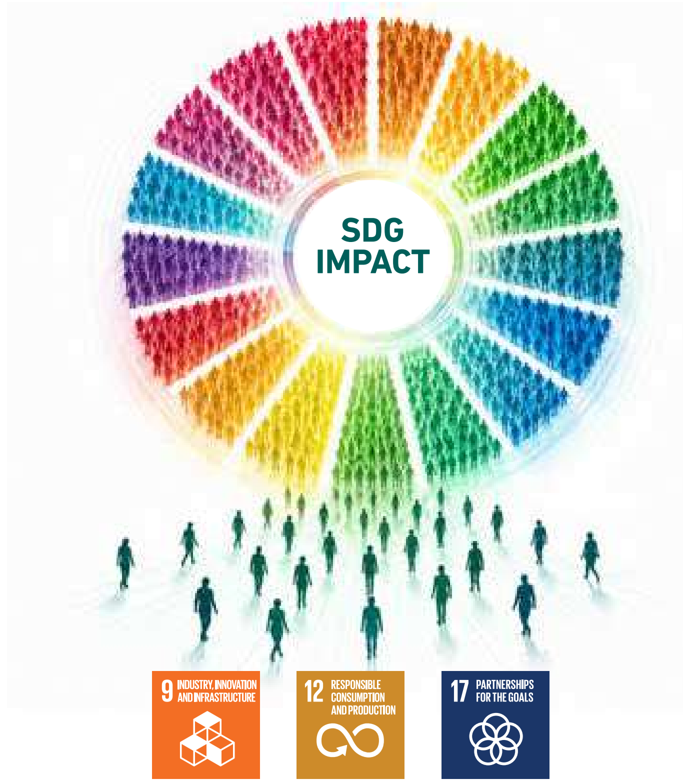
Short Term (1–2 years)	◇ Reduce energy curtailment through close coordination with grid operators (NSO) and by implementing real-time dispatch optimiation. ◇ Complete the implementation of Battery Energy Storage Systems (BESS) across 13 locations as part of Sri Lanka's first large-scale BESS deployment. ◇ Establish partnerships with original equipment manufacturers (OEMs) to secure proven BESS technologies backed by performance guarantees.
Medium Term (3–5 years)	◇ Optimise asset lifecycle performance by repowering ageing wind, solar, and hydro assets with higher-efficiency technologies.
Long Term (5+ years)	◇ Expand large-scale infrastructure by integrating energy storage and advanced technologies to support sustainable capacity growth and reduce dependence on external grid constraints.

Intellectual
CAPITAL

We recognise our intellectual capital, the unique knowledge, processes, and relationships that set us apart, as fundamental to our success. These intangible assets directly fuel our value creation, drive financial performance, and sustain our competitive advantage in the modern business landscape.

VALUE CREATION HIGHLIGHTS

- LARGEST INDEPENDENT RENEWABLE ENERGY POWER PRODUCER IN SRI LANKA
- PIONEER IN WIND ENERGY GENERATION
- SOLE CERTIFIED USER OF WAsP, WIND RESOURCE ASSESSMENT SYSTEM IN SRI LANKA
- USE PVsyst FOR SOLAR RESOURCE ASSESSMENT



RELATED STAKEHOLDERS

KEY FOCUS AREAS

- BRAND REPUTATION
- BUSINESS NETWORKS
- BUSINESS ETHICS
- STANDARDS AND CERTIFICATIONS
- KNOWLEDGE - BASED ASSETS
- SYSTEMS AND PROCESSES

RELATED STRATEGIC PILLAR

RELATED MATERIAL TOPICS

- Financial Performance
- Financial Stability
- Technology
- Security Practices

Intellectual Capital

TRADEOFFS

		Description
	Financial Capital	Our strong brand attracts strategic partners, enabling us to secure revenue and expand market share. It also supports business growth and facilitates successful entry into new international markets.
	Social and Relationship Capital	Through our commitment to quality, excellence, and ethical practices, we deliver exceptional customer value while fostering strong and lasting relationships with our business partners and communities.
	Human Capital	We equip our employees with the knowledge, skills, and expertise required to deliver exceptional service and drive organisational success.
	Natural Capital	Through automation, innovation, and efficient resource management, we promote the sustainable use of natural resources.
	Manufactured Capital	We leverage innovation to enhance the efficiency, effectiveness, and utilisation of our manufactured capital.

MANAGEMENT APPROACH

GRI | 3-3

Our strategy to enhance intellectual capital focuses on strengthening brand reputation, developing employee capabilities, and leveraging technology for operational excellence. We support professional growth through recognised qualifications such as the Project Management Professional (PMP) designation from PMI, while managing our workforce's collective knowledge and expertise to drive innovation, foster continuous development, and maintain a competitive advantage.

SWOT ANALYSIS

Strengths	◇ Strong technical leadership supported by a highly qualified engineering team with specialised professional accreditations. ◇ Deep proprietary expertise developed through years of renewable energy operations and project execution. ◇ Established brand reputation as Sri Lanka's largest independent renewable energy producer. ◇ Strong culture of innovation, research, and continuous technological improvement. ◇ Well-developed business networks and strategic relationships with key stakeholders across the industry.
Weaknesses	◇ Rapid technological advancements can lead to the obsolescence of existing knowledge and intellectual capital without continuous R&D investment. ◇ Dependence on key technical personnel, with a significant portion of institutional knowledge concentrated within a specialised engineering team. ◇ Continuous requirement for upskilling and knowledge enhancement to remain competitive in a fast-evolving industry.

Opportunities	◇ Collaborations with leading universities and research institutions to drive innovation and maintain technological leadership.
	◇ Commercialisation of internally developed technologies and solutions.
	◇ Development and licensing of:
	  ◇ SCADA solutions
	  ◇ Renewable energy monitoring platforms
	  ◇ Solar tracker control systems
	◇ Leveraging digitalisation, automation, and data analytics to enhance operational efficiency and value creation.

Threats	Cybersecurity risks, including hacking, malware attacks, and data breaches that could compromise sensitive information and business operations. Intense competition for highly skilled technical and engineering talent. Rapid technological disruption requiring continuous investment in innovation and capability development. Risk of intellectual property replication or technological advancements by competitors.

BRAND REPUTATION

- High plant avaibality
- Engineering innovations
- Timely project delivery
- Social and environmental integrity
- Comprehensive approach and expertise
- High returns to investors

As Sri Lanka's largest independent renewable energy power producer, our journey began in 2010 with pioneering investments in two 10MW wind power plants in Puttalam, significantly advancing the nation's decarbonisation efforts. Since inception, we have maintained an exclusively clean energy portfolio, setting a benchmark for sustainability. With a growing presence across wind, solar, and hydropower, we continue to lead Sri Lanka's renewable energy sector. This leadership, combined with our strong brand reputation, reinforces our position as a large-scale developer and recognised international player in overseas markets.

From the outset, our operations have been defined by a comprehensive, end-to-end approach, spanning financing, design, construction, commissioning, and maintenance of all our plants. This integrated model, together with our proven track record in timely project delivery and consistent performance, has established us as Sri Lanka's preferred renewable energy developer. Our commitment to excellence is further reflected in numerous industry awards recognising our strong management practices, engineering capabilities, quality standards, and robust financial performance.

KNOWLEDGE-BASED ASSETS

- Engineers accedited by the DTU Denmark's Risø Campus for wind resource assessent and modelling
- Continous professional development
- Expertise spans the entire lifecycle of the power project
- Expertise in Hydro, Wind, and Solar power generation

Our professional engineering team forms a cornerstone of our success, bringing comprehensive expertise across the entire power project lifecycle, from feasibility and design through to construction, operation, and maintenance. This breadth of capability is reinforced by an entrepreneurial culture that fosters innovation and drives technical excellence. Our team's strength is further supported by:

Intellectual Capital

Specialised Competencies	We hold key licenses and accreditations, including certification from the RISO Campus of the Technical University of Denmark (DTU) for Wind Resource Assessment and Modelling. Notably, we are the sole certified user of this system in Sri Lanka, underscoring our leadership in the field.
Hands-On Experience	Our practical, field-proven expertise, gained across diverse geographical conditions, ensures reliable and effective project execution.
Innovative Culture	Our entrepreneurial management approach promotes agility, technical excellence, and a solutions-driven mindset, positioning our team as well-rounded industry leaders.
Continuous Development	We strategically attract top engineering talent from leading institutions and invest in their continuous professional growth. Through active support and funding of Professional Memberships and Continuing Professional Development (CPD), we ensure our team remains at the forefront of global renewable energy advancements.
Skilled Technical Support	Our engineers are supported by proficient technical officers equipped with the necessary skills and familiarity with advanced technologies to effectively sustain our diverse operations.

TECHNOLOGY-ENABLED OPERATIONS

Our operational resilience is strengthened by a robust and integrated IT ecosystem:

- Core Business Systems: We leverage industry-leading, cloud-based platforms for critical functions—including Microsoft Dynamics NAV for finance, Oracle FCCS for financial consolidation, and MiHCM for human resource management, ensuring efficiency, accuracy, and scalability across the organisation.
- Proprietary Innovation: Demonstrating strong technical capability, our engineers have developed bespoke Supervisory Control and Data Acquisition (SCADA) systems for most of our solar power plants. These locally optimised solutions deliver significant cost efficiencies while reducing reliance on foreign technologies.
- Predictive Analytics: We are at the forefront of AI adoption in Sri Lanka's renewable energy sector. As the only company utilising the predictive solar irradiance model developed by the University of Moratuwa, we harness advanced analytics to optimise energy generation and enhance power integration management.

ENHANCED SOFTWARE SYSTEMS AND INTEGRATION STRATEGY

Our technology infrastructure is anchored by a suite of core platforms, including Microsoft Dynamics NAV, Oracle FCCS for financial consolidation, specialised HR systems, and SCADA solutions for operational control.

A key strategic priority is to strengthen system integration, enabling a more unified, efficient, and data-driven digital ecosystem. The main components of this strategy include:

- System Modernisation: Transitioning from Microsoft Dynamics NAV (2018) to the cloud-based Microsoft Dynamics 365 Business Central to enhance scalability, flexibility, and performance.
- Enterprise Integration: Integrating Business Central with Oracle FCCS, our Technical Workbench, and HR systems to create seamless data flows across functions. This will streamline workflows, improve real-time visibility, and significantly reduce manual processes and human intervention.
- Strategic Implementation Partnership: Engaging a specialised implementation partner with proven expertise in integrating enterprise systems, particularly within the renewable energy sector, to ensure effective and efficient delivery.

Overview | Leadership | The Strategic Report | Review of Business Operations | The Capital Reports | Stewardship | Financial Reports | Supplementary Information

ENHANCED CYBERSECURITY MEASURES

We employ a multi-layered cybersecurity framework to safeguard our digital assets and operational infrastructure:

Network Security

Robust firewall solutions (e.g., FortiGate) are deployed across our network, covering the head office and all interconnected operational sites, ensuring secure and reliable connectivity.

Data Protection & Recovery

Comprehensive backup systems are in place to ensure business continuity through secure and timely data recovery.

Advanced Threat Detection

Our internet security infrastructure has been significantly upgraded to an advanced platform that leverages Artificial Intelligence (AI) and Machine Learning (ML). This system analyses application behaviour to proactively detect and mitigate both known threats and emerging risks, including potential zero-day vulnerabilities, thereby strengthening our overall security posture.

OUR INVOLVEMENT IN A POWER PROJECT LIFECYCLE

BIDDING AND SIGNING POWER PURCHASE AGREEMENTS (SPPA)

Our dedicated bidding team actively identifies and evaluates project opportunities, responding to both internally sourced leads and public tenders. The team manages the entire process—from bid submission and stakeholder approvals to the successful negotiation and execution of Small Power Purchase Agreements (SPPAs)

FEASIBILITY AND DESIGN

A multidisciplinary team of engineers and finance professionals conducts thorough feasibility assessments to evaluate project viability. The design phase involves close collaboration with external architects and structural engineers to ensure optimal technical and financial outcomes.

CONSTRUCTION

Our engineering team provides close supervision throughout the construction phase, ensuring adherence to quality standards, timelines, and project specifications.

OPERATION AND MAINTENANCE

Our in-house technical team, comprising over 100 skilled professionals, manages all operational and maintenance activities efficiently, eliminating reliance on external service agreements.

DECOMMISSIONING AND RENEWAL

We possess the technical capability to manage project decommissioning at the end of the asset lifecycle. However, our strong track record in successfully renegotiating and extending SPPAs enables us to prolong project lifespans, optimise returns, and minimise decommissioning costs.

RESEARCH AND INNOVATION

We nurture a strong culture of innovation through a structured research and development (R&D) framework closely aligned with our corporate strategy. Each year, we identify priority areas for development and encourage our team to propose initiatives that support our strategic objectives. The most promising concepts are evaluated and prioritised for implementation.

Our R&D efforts are focused on practical, high-impact solutions that enhance operational efficiency and contribute to the broader energy ecosystem. Key focus areas include:

- Local Optimisation of Technology: Adapting and fine-tuning imported equipment to ensure optimal performance under local environmental conditions.
- Advanced Energy Analytics: Conducting research in critical areas such as cloud detection and predictive energy modelling to improve forecasting accuracy and support national grid stability.
- Collaborative Innovation: Partnering with local universities to drive joint research initiatives, promote knowledge sharing, and advance sustainable energy practices within the community.

Intellectual Capital

KEY INNOVATIONS IN FY 2025/26

Research & Development – Permanent Magnet Generator (PMG) Reliability Enhancement

We undertook a strategic research and development (R&D) initiative to address recurring reliability issues affecting the Permanent Magnet Generators (PMGs) installed across 31 wind turbines. Following detailed investigations, we developed an innovative refurbishment solution incorporating corrosion-resistant coatings, enhanced mechanical retention systems, and vacuum resin infusion technology to improve durability and performance. By the end of FY 2025/26, eight PMGs had been successfully refurbished and recommissioned, demonstrating reliable operation and validating the effectiveness of the solution. This initiative has strengthened asset reliability, reduced the risk of recurring failures and maintenance costs, and supported the long-term sustainability of our wind power operations.

Building on the success of this initiative, we plan to refurbish and replace the remaining PMGs across our fleet during FY 2026/27. This R&D programme marks a significant technological milestone for our Company, strengthening the reliability and availability of our wind power assets, reducing lifecycle maintenance costs, and supporting the long-term sustainability and resilience of our renewable energy operations.

Solar PV Tracker Controller Development

Our engineering team successfully developed and deployed an in-house single-axis tracker controller, communication system, and SCADA solution for the Solar One 10 MW solar plant in Welikanda. This initiative enhanced plant efficiency and reliability while significantly reducing dependence on imported spare parts and associated foreign exchange costs. The improved system enables faster fault detection and rectification, and plant personnel have been successfully trained to operate and maintain the new platform, supporting long-term operational efficiency and cost optimisation.

Digitisation Initiative for Renewable Energy Integration with NSO

In collaboration with our technology joint venture, Enegenix (Pvt) Ltd, we designed and developed an innovative digital platform that integrates solar, wind, and hydropower plants operating on multiple generations of SCADA technologies into a single centralised system. Leveraging IoT technology, we successfully connected these renewable energy facilities to the National System Operator (NSO), enabling real-time monitoring and control of grid-connected renewable energy assets. This industry-leading solution has enhanced renewable energy management at the NSO Control Centre, improved visibility and operational coordination, and contributed to reducing energy losses associated with bulk curtailment. The platform has since demonstrated broader applicability across Sri Lanka's renewable energy sector, supporting more efficient grid integration and utilisation of renewable energy resources.

Automation of Solar Plant Field Operations

To enhance operational efficiency and data-driven decision-making, our team at the 10 MW Tororo Solar Power Plant in Uganda collaborated with the Department of Electronic and Computer Engineering at Soroti University to automate routine field operation and maintenance activities. These activities include the regular inspection and monitoring of solar modules, cable networks, inverters, and transformers in accordance with technology provider guidelines and industry best practices.

The solution digitises the collection, processing, and analysis of operational data, enabling faster decision-making, improved reporting accuracy, and proactive fault detection through the use of historical performance data. The initiative also supports the transition to a paperless O&M environment while ensuring secure data storage and backup of critical plant information. As the next phase of development, the platform is being enhanced with AI-assisted fault identification and troubleshooting capabilities to further improve plant reliability, maintenance efficiency, and operational performance.

Extension of Agrivoltaic Practices for Paddy Cultivation Under a Tracking Solar Power Plant

As part of our commitment to sustainable land use and innovation, we initiated a pilot agrivoltaic project at the Solar Universe 10 MW Solar Power Plant in Vavunathivu, Batticaloa, to evaluate the feasibility of cultivating paddy beneath and between solar tracker arrays. The project involved the deployment of agricultural machinery for land preparation and harvesting while adhering to stringent safety measures to protect both personnel and solar infrastructure.

The trial produced encouraging results, demonstrating the potential for dual land use by combining renewable energy generation with agricultural production. This initiative highlights an opportunity to enhance land productivity through complementary economic activities and has created a platform for further academic and industry research into agrivoltaic applications. By integrating solar power generation with paddy cultivation, we aim to support sustainable agriculture, optimise land utilisation, and contribute to broader food and energy security objectives.

Bio-Fence Initiative for Human–Elephant Conflict Mitigation

We initiated a pilot Bio-Fence project at our 10 MW solar power plant in Kebithigollawa to complement the existing electric fence and enhance protection against seasonal wild elephant activity. The initiative utilises natural deterrents, including thorny lime plants and beehives, to create an environmentally friendly secondary barrier. Early results have been encouraging, and we plan to collaborate with Rajarata University to further refine the concept with a view to expanding its application across other renewable energy facilities facing similar wildlife-related challenges.

Intellectual Capital

INVESTING IN OUR PEOPLE

Complementing our R&D focus is a strong commitment to developing our human capital. Each year, we deliver specialised training programmes to approximately 30 engineers and engineering executives across our operations. This ensures our workforce is equipped with the advanced skills needed to meet evolving industry demands and effectively implement emerging technologies.

Our approach to innovation is supported by a structured R&D framework. Ahead of each budgeting cycle, internal brainstorming sessions are conducted to identify priority development areas. Projects are then evaluated based on strategic relevance and potential impact, with resources allocated accordingly to maximise value creation.

BUSINESS NETWORKS

GRI | 2-28

Our strategic partnerships and business networks play a critical role in project development, knowledge exchange, and workforce development. Key relationships include:

1. **Project Development Partnerships**
   - We maintain a strong strategic partnership with Lakdhanavi and are collaborating on Rividhanavi, a major 100 MW solar power project.
   - Partnered with Vidullanka PLC to develop Battery Energy Storage Systems (BESS) at 13 locations under the Ceylon Electricity Board's inaugural BESS development initiative, supporting the advancement of Sri Lanka's renewable energy infrastructure.
   - We continue to explore and pursue new collaborative ventures with local and international partners to expand our renewable energy portfolio and accelerate project development.
2. **Academic and Training Collaborations**
   - We partner with universities and engineering institutions to provide practical training opportunities and industry exposure for undergraduates.
   - Our training initiatives extend to technical schools and NVQ-level institutions (e.g., German Technical Training Institute), contributing to the development of a skilled technical workforce.
   - We maintain an ongoing research collaboration with the University of Moratuwa in areas such as cloud detection and solar PV resource prediction.
   - We are an Approved Training Partner of the Institution of Engineers Sri Lanka (IESL) and the Chartered Institute of Management Accountants (CIMA), supporting both employee development and broader industry capacity building.
3. **Sustainability and Carbon Market Initiatives**
   - UNFCCC Mechanisms: We currently have six projects registered under internationally recognised carbon trading platforms within the United Nations Framework Convention on Climate Change (UNFCCC).
   - Joint Crediting Mechanism (JCM): We participate in the Sri Lanka–Japan Joint Crediting Mechanism and hold the distinction of being the first Sri Lankan independent renewable energy power producer qualified under this framework. Through this mechanism, we have secured upfront grant funding for selected projects in exchange for transferring carbon credits over an agreed period.

BUSINESS ETHICS

GRI | 2-27

Responsible business conduct and strict regulatory compliance are fundamental to our operations and the trust we maintain with stakeholders. Our ethical framework is anchored in a zero-tolerance policy toward any breaches of legal, regulatory, socio-economic, or environmental obligations.

Our conduct is guided by our core values; Dedication, Unity, Mutual Respect, Achievement, Dynamism, Integrity, Responsibility, and Innovation, and reinforced through comprehensive policies covering Code of Conduct, Discipline, Anti-Bribery and Anti-Corruption, and Whistleblowing. These policies are clearly communicated across the organisation, with accessible channels for reporting and ethical guidance.

To further mitigate risks and promote transparency, our Related Party Transactions Review Committee ensures strict compliance with applicable regulations, including Colombo Stock Exchange (CSE) Listing Rules, thereby upholding fairness and accountability in all transactions.

As a listed entity, we are committed to high standards of disclosure and transparency, demonstrated through timely quarterly reporting and comprehensive annual disclosures.

Our commitment to integrity is reflected in our performance: no incidents of corruption or non-compliance with socio-economic or environmental regulations, fines and penalties were reported during the financial year 2025/26.

STANDARDS AND CERTIFICATIONS

We are in the process of implementing management systems aligned with internationally recognised best practices, guided by key standards including:

- **ISO 10006:2017** – Guidelines for Quality Management in Projects

- **ISO 14001:2015** – Environmental Management Systems
- **ISO 45001:2018** – Occupational Health and Safety Management Systems

Our strategic objective is to achieve formal certification against these standards in the near term, reinforcing our commitment to quality excellence, environmental responsibility, and the health and safety of our workforce.

AWARDS AND RECOGNITION

Our commitment to excellence has been recognised through several prestigious awards received during the year.

CMA Excellence in Integrated Reporting Awards 2025

TAGS Awards 2025

CMA Excellence in Integrated Reporting Awards 2025	TAGS Awards 2025
WindForce was honoured with the Best Integrated Report – Power & Electricity Sector Award at the CMA Excellence in Integrated Reporting Awards 2025, recognising the quality, transparency, and effectiveness of our integrated reporting practices. This achievement reflects our commitment to providing stakeholders with a comprehensive and balanced account of our strategy, governance, performance, and long-term value creation process.	WindForce received significant recognition at the TAGS Awards 2025, securing the Joint Silver Award – Power & Energy Sector in recognition of its high standards of corporate reporting and disclosure. In addition, we received three special recognition awards for excellence in: ◇ Corporate Governance Reporting ◇ Integrated Reporting ◇ Sustainability Reporting These achievements underscore our continued focus on accountability, transparency, stakeholder engagement, and the adoption of best practices in corporate reporting.

OUTLOOK FOR FY 2025/26 AND BEYOND

Short Term (1–2 years)	◇ Migrate the core Enterprise Resource Planning (ERP) platform from Microsoft Dynamics NAV 2018 to Microsoft Dynamics 365 Business Central, enhancing scalability, operational efficiency, system integration, and cloud-based capabilities.
Medium Term (3–5 years)	◇ Achieve alignment with ISO 27001 Information Security Management System (ISMS) standards to strengthen cybersecurity, data protection, and information governance practices. ◇ Expand collaborations with leading universities, research institutions, and industry partners to accelerate innovation, knowledge transfer, and technological advancement.
Long Term (5+ years)	◇ Further strengthen Research and Development (R&D) capabilities to drive innovation, operational excellence, and long-term competitiveness. ◇ Invest in continuous learning and targeted capability-building programmes to develop future-ready talent and strengthen technical expertise across the organisation. ◇ Establish strategic partnerships with local and international investors to support project development, technology transfer, and sustainable business growth.

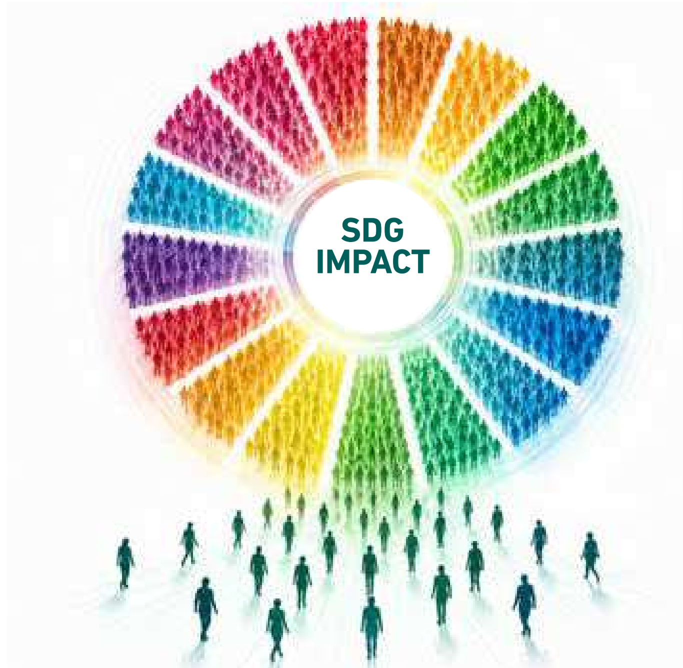
Human
CAPITAL

Our people are our greatest asset. Their commitment, expertise, and dedication drive our success across every aspect of our operations. The professionalism and passion of our team enable us to consistently deliver on our brand promise and create lasting value.

We are committed to empowering our employees by providing the skills, knowledge, and opportunities they need to realise their full potential. We foster a supportive and inclusive environment that promotes growth, encourages innovation, and prioritises the wellbeing of our people.

VALUE CREATION HIGHLIGHTS

91% EMPLOYEE RETENTION RATE	**9%** EMPLOYEE TURNOVER RATE
11% FEMALE EMPLOYEES	**RS. 11 MN** INVESTED IN TRAINING AND DEVELOPMENT



RELATED STAKEHOLDERS

KEY FOCUS AREAS

RECRUITMENT	EMPLOYEE ENGAGEMENT	TALENT MANAGEMENT
PERFORMANCE MANAGEMENT	OCCUPATIONAL HEALTH AND SAFETY	DIVERSITY AND EQUAL OPPORTUNITY

RELATED STRATEGIC PILLAR

RELATED MATERIAL TOPICS

- **Workforce Health & Safety**

Human Capital

TRADEOFFS

	Description
Financial Capital	Strengthening the Company's capacity to deliver sustainable and long-term financial performance.
Social and Relationship Capital	Building trust and fostering strong relationships with customers, business partners, and the broader community
Manufactured Capital	Leveraging a skilled and competent workforce to ensure the efficient and effective utilisation of Company assets.
Natural Capital	Promoting environmental sustainability through active employee engagement in eco-friendly initiatives.
Intellectual Capital	Investing in training, upskilling, and technical expertise to enhance human capital and develop deep, experience-based tacit knowledge.

MANAGEMENT APPROACH

GRI | 3-3

Our Human Capital Management approach is aligned with the IFC Performance Standards and is designed to foster a safe, inclusive, and high-performing workplace that supports sustainable business growth. We are committed to upholding fair employment practices, promoting non-discrimination, and ensuring full compliance with applicable labour laws, while strengthening worker protection in line with IFC Performance Standard 2 (PS2).

We place strong emphasis on occupational health and safety, employee wellbeing, and continuous learning, equipping our workforce with the skills and capabilities required to drive operational excellence. Our commitment to employee development is complemented by structured training, knowledge-sharing, and career growth opportunities.

We actively cultivate a culture of engagement and transparency through open communication, collaboration, and robust grievance and whistleblowing mechanisms that reinforce accountability and trust across the organisation.

Guided by our ESG commitments, we promote diversity, equity, and equal opportunity across all human resource practices. This integrated approach enables us to build a resilient, motivated, and future-ready workforce that contributes to long-term organisational sustainability and value creation.

Key Highlights	SDGs Impacted & Contribution
Strengthened employee engagement and worker–management relations through a people-centric culture built on collaboration, trust, and transparency, aligned with IFC Performance Standard 2 (Labour and Working Conditions).	**SDG 8 – Decent Work & Economic Growth** through fair employment practices and workforce engagement. **SDG 16 – Peace, Justice & Strong Institutions** through transparent and ethical workplace practices.
Continued investment in employee training, technical competency development, leadership capability building, and operational excellence across renewable energy projects.	**SDG 4 – Quality Education** by promoting continuous learning and professional development. **SDG 8 – Decent Work & Economic Growth** through enhanced workforce productivity and skills development.

Key Highlights	SDGs Impacted & Contribution
Enhanced occupational health and safety practices across wind, solar, hydro, and construction operations in line with IFC PS2.	**SDG 3 – Good Health & Well-being** through safe working conditions and proactive incident prevention.
Promoted diversity, equal opportunity, and non-discrimination, fostering an inclusive and equitable workplace aligned with IFC standards.	**SDG 5 – Gender Equality** through inclusive workforce participation. **SDG 10 – Reduced Inequalities** through equitable HR practices.
Strengthened grievance handling and whistleblowing mechanisms to enhance transparency, accountability, and ethical conduct.	**SDG 16 – Peace, Justice & Strong Institutions** through strengthened governance and employee trust.
Continued focus on employee wellbeing, engagement, and retention to support long-term workforce sustainability and organisational resilience.	**SDG 3 – Good Health & Well-being** through wellbeing initiatives. **SDG 8 – Decent Work & Economic Growth** through improved retention and workforce stability.

SWOT ANALYSIS

Strengths	◇ Strong worker–management relationships fostered through an employee-centric culture aligned with IFC PS2 principles ◇ Established a robust occupational health and safety framework across all operational sites ◇ Commitment to fair treatment, equal opportunity, and non-discrimination across the organisation ◇ Highly skilled technical workforce with deep expertise in the renewable energy sector ◇ Continuous investment in employee training, professional development, and ESG awareness ◇ Ethical governance culture reinforced by effective grievance handling and whistleblower mechanisms
Weaknesses	◇ Limited availability of specialized renewable energy technical talent within the local market, creating potential capability gaps ◇ Geographically dispersed project sites present ongoing challenges in employee engagement and effective communication ◇ Rapid operational expansion places increasing pressure on succession planning and leadership pipeline development ◇ Dependence on niche technical expertise for critical operations and maintenance functions
Opportunities	◇ Alignment with IFC-driven ESG and sustainability practices enhances employer reputation and strengthens talent attraction ◇ Expansion of renewable energy investments creates new employment opportunities and supports leadership pipeline growth ◇ Increased focus on gender diversity and inclusion strengthens workforce participation and organisational resilience ◇ Competency-based training programmes enhance workforce capability and drive operational excellence
Threats	◇ Intense competition for skilled renewable energy professionals across both local and international markets ◇ Evolving employee expectations around compensation, career progression, flexibility, and well-being ◇ Macroeconomic pressures, including inflation, impacting employee retention and overall workforce costs ◇ Occupational health and safety risks inherent in plant operations and construction activities

Human Capital

HR GOVERNANCE

GRI | 2-23, 403-9, 403-10, 408-1, 409-1

Central oversight of Human Capital Management rests with the Chief Executive Officer (CEO), who is responsible for implementing the Board-approved HR policy framework. Senior management plays a pivotal role in supporting and executing strategic HR initiatives, including workforce planning, talent acquisition and onboarding, performance management, and employee relations.

Compliance

Shop and Office Employees Act, No. 19 of 1954
Factories Ordinance (No. 45 of 1942)
Wages Board Ordinance – Engineering Trade

HR Policy Framework	HRM Functions	Legal and Compliance Standards
Recruitment and hiring policy Training and development policy On-boarding Protocol Work hours and attendance Grievance Policy and procedure Safety policy Conduct policies Employee handbook	Performance management Communication and engagement Health and safety Training and development Work-life balance Compensation and Benefits	ISO 45001 : 2018 (OHSMS) Occupational Health and Safety Standard[SS3.1] Equal opportunity and nondiscriminatory employment No Child Labour No forced or compulsory labour

Our Track Record

- **9.28%** Attrition rate
- **Zero** incidents of child labour
- **Zero** incidents of forced or compulsory labour
- **Zero** incidents of discrimination
- **Zero** fatalities due to work related injuries
- **Zero** major fatalities
- **Zero** fatalities as a result of work related ill-health

OUR EMPLOYEE PROFILE

GRI | 2-7, 2-8

Our team of 223 employees is at the core of our success, driving strategic priorities and creating value across our diverse operations. We focus on attracting, developing, and retaining top talent, while fostering a culture of inclusivity, equal opportunity, and professional growth. A snapshot of our workforce is presented below:

All personnel engaged by the Group are full-time employees; there are no part-time employees or workers engaged outside of employment arrangements.

Our staff strength increased by 8% YoY

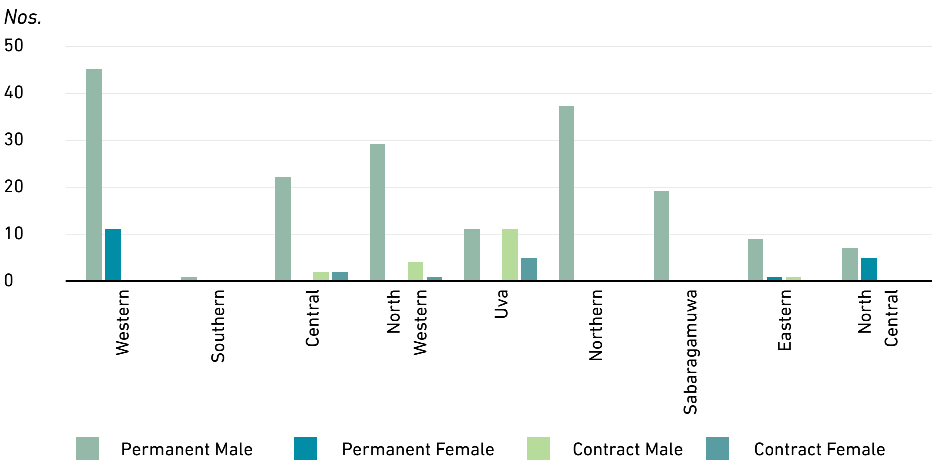
44 of the employees have served the Company for over 5 years

39% of the employees are under the age of 30 years

EMPLOYEES BY GENDER

	Male	Female
2025	198 (89%)	25 (11%)
2024	185 (90%)	21 (10%)

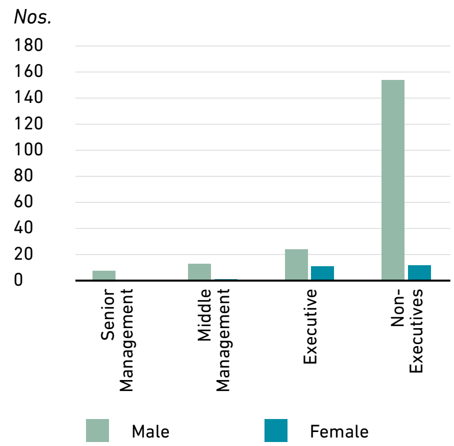
BY GENDER AND REGION



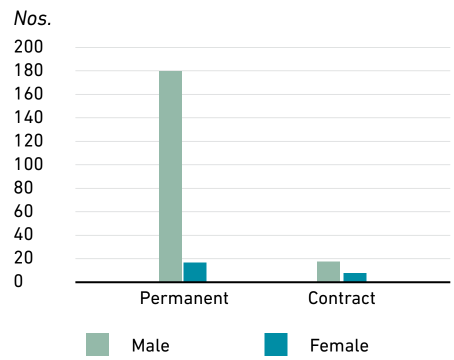
BY GENDER, YEARS OF SERVICE & CATEGORY

BY GENDER AND AGE

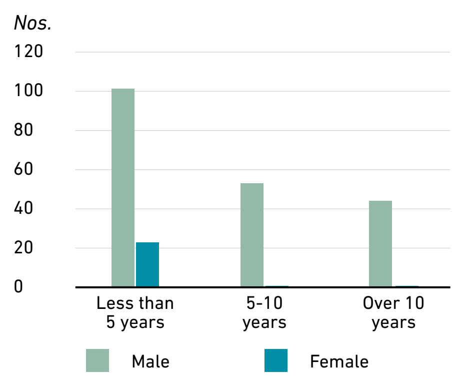
BY GENDER AND CATEGORY



BY EMPLOYMENT TYPE AND GENDER

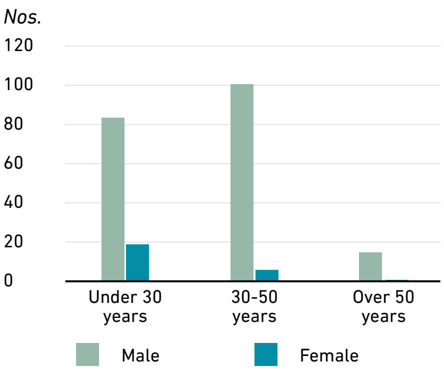


BY YEARS OF SERVICE & GENDER

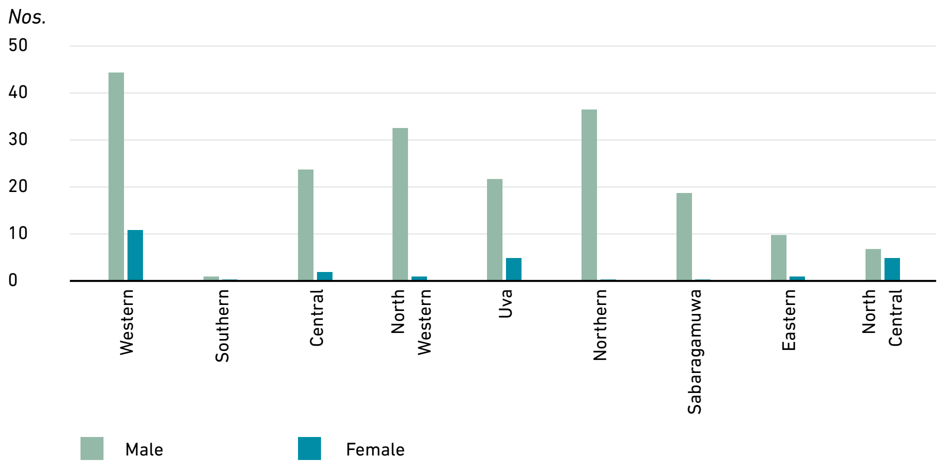


Human Capital

BY AGE & GENDER



BY GENDER AND REGION



TALENT ACQUISITION AND TURNOVER

GRI | 401-1

Our Recruitment and Selection Policy is designed to ensure a fair, transparent, and merit-based hiring process, aligned with applicable labour laws and the requirements of IFC Performance Standard 2 (Labour and Working Conditions). Our approach focuses on attracting, selecting, and retaining suitably qualified talent that aligns with our organisation values, technical requirements, and long-term strategic objectives.

The recruitment process is guided by structured job analysis and formal approval of vacancies, followed by transparent job advertising to promote equal opportunity for all applicants. Applications are assessed objectively against predefined criteria, with shortlisted candidates evaluated through structured interviews and, where appropriate, competency-based assessments.

Selection decisions are based on qualifications, experience, and organisation fit, while upholding strict principles of non-discrimination and equal opportunity throughout the process.

Background verification is conducted for selected candidates to ensure integrity and compliance.

Successful candidates undergo a structured onboarding programme to facilitate effective integration into the organisation. This includes orientation on company policies, culture, health and safety standards, and role-specific responsibilities, enabling a strong foundation for long-term success.

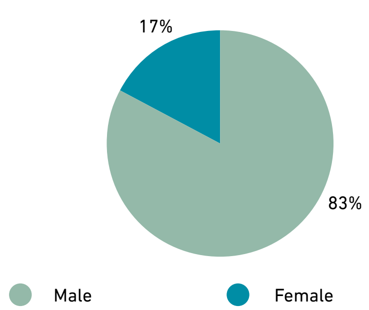
During FY 2025/26, 35 employees were recruited while 20 employees exited the organisation, resulting in an employee retention ratio of 91%.

Category	Recruitment		Turnover	
	Nos.	(%)	Nos.	(%)
Total	**35**	**16%**	**20**	**9%**
By Gender				
Male	29	83%	18	90%

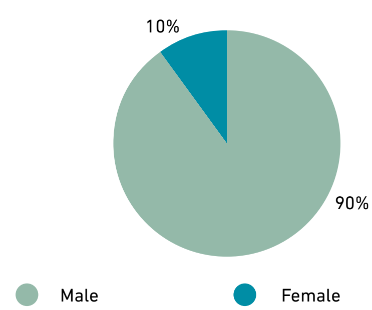
Category	Recruitment		Turnover	
	Nos.	(%)	Nos.	(%)
Female	6	17%	2	10%
By Age				
Below 30 years	28	80%	13	65%
30–50 years	5	14%	5	25%
Above 50 years	2	6%	2	10%
By Region				
Western	7	20%	4	20%
Southern	1	3%	-	-
Central	7	20%	3	15%
North Western	2	6%	3	15%
Uva	11	31%	3	15%
Northern	5	14%	2	10%
Sabaragamuwa	-	-	-	-
Eastern	2	6%	5	25%
North Central	-	-	-	-

The staff cadre movement in FY 25/26 is as follows:

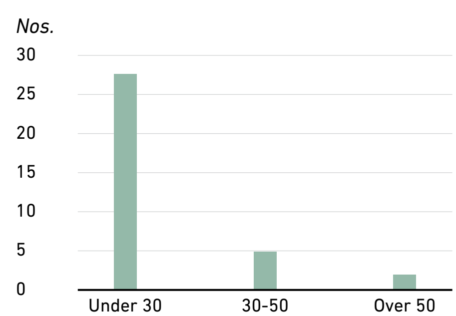
RECRUITMENT BY GENDER



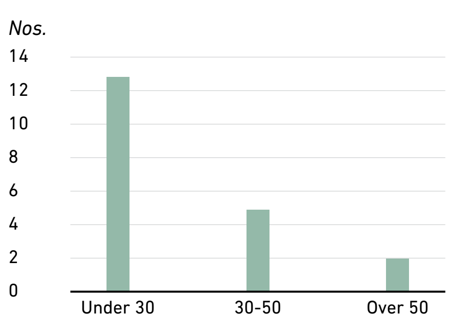
TURNOVER BY GENDER



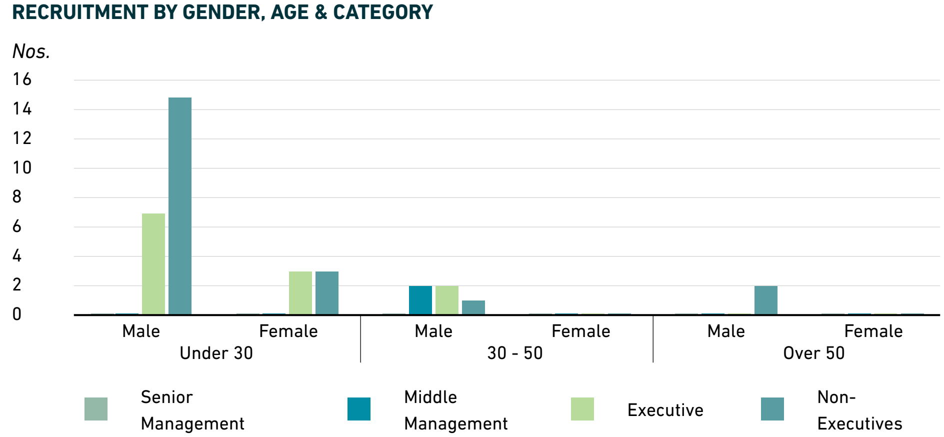
RECRUITMENT BY AGE CATEGORY



TURNOVER BY AGE CATEGORY

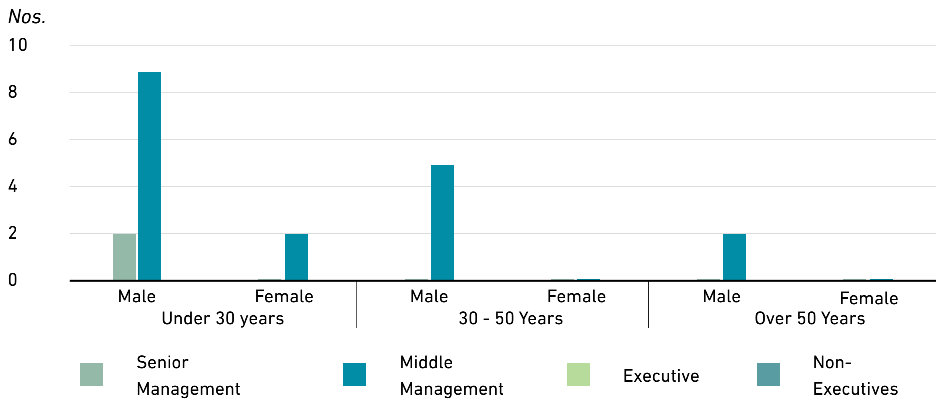


RECRUITMENT BY GENDER, AGE & CATEGORY

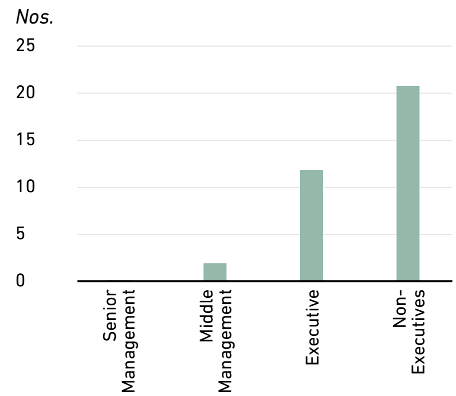


Human Capital

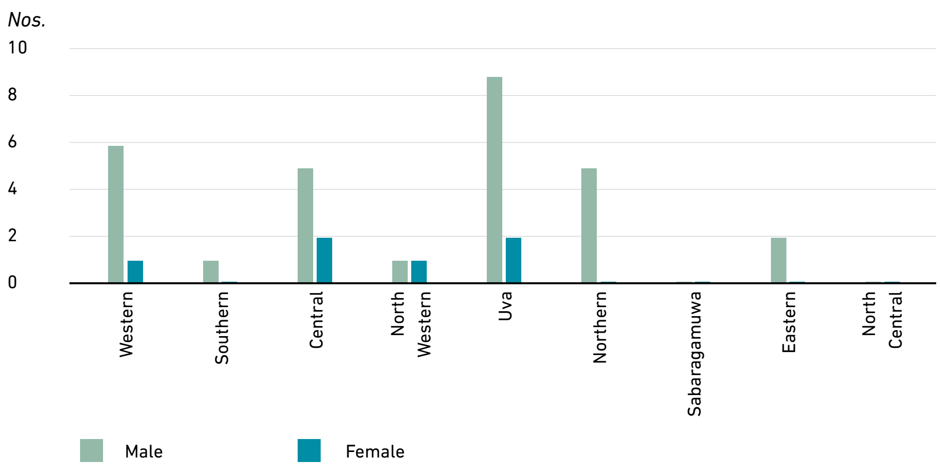
TURNOVER BY GENDER, AGE & CATEGORY



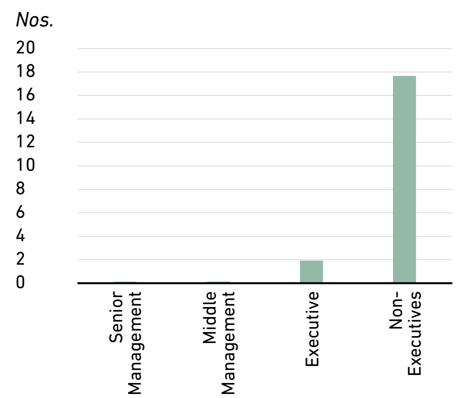
RECRUITMENT BY EMPLOYEE CATEGORY



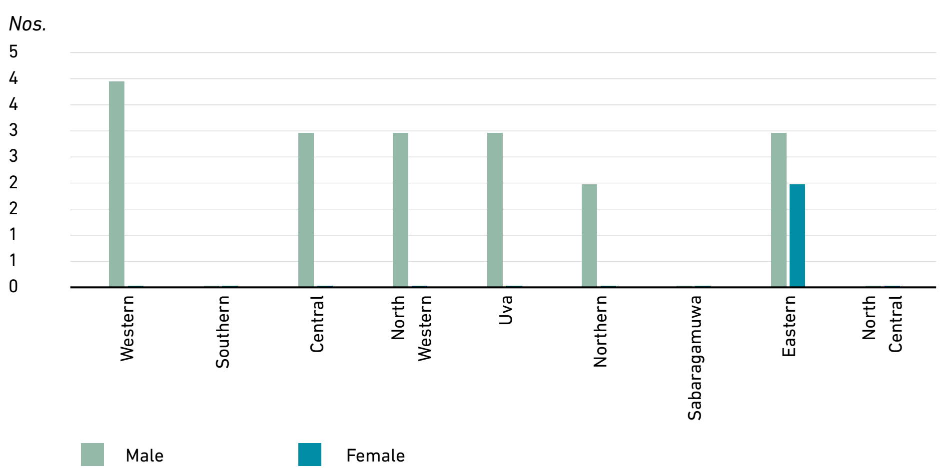
RECRUITMENT BY GENDER & PROVINCE



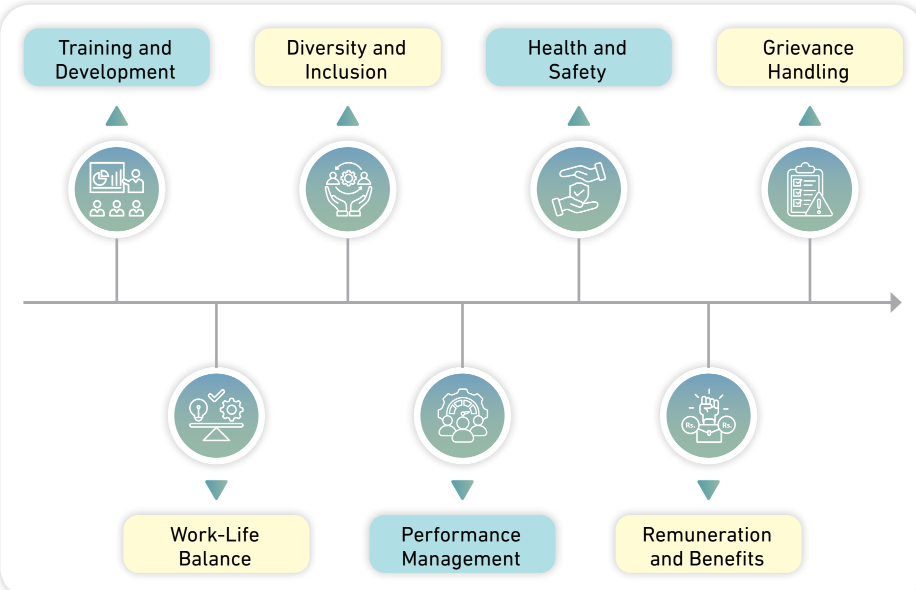
TURNOVER BY EMPLOYEE CATEGORY



TURNOVER BY GENDER & PROVINCE



OUR EMPLOYEE VALUE PROPOSITION



WORK-LIFE BALANCE

The following initiatives are implemented to support employee well-being, productivity, and retention while ensuring efficient business operations. We promote work-life balance through structured working arrangements that carefully consider employee well-being and operational requirements.

Administrative Employees

We maintain a standard 40-hour workweek with weekends off, and we limit communication after working hours (5:00 p.m.) to urgent matters only, ensuring a clear separation between work and personal time.

Plant and Plant and Project Operations Staff

We implement a roster-based shift system that ensures adequate rest periods while maintaining continuity of operations, supporting overall workforce well-being. Moreover, we offer flexible working arrangements for administrative staff where operationally feasible, while plant and project roles follow fixed shift structures due to the nature of their responsibilities.

Furthermore, we foster employee engagement and well-being through initiatives such as annual staff trips, cultural celebrations including Sinhala and Tamil New Year and Christmas, and comprehensive on-site fitness facilities. These include a fully equipped gym with professional trainers, a swimming pool, a basketball court, and organised yoga sessions.


Gymnasium Facility


Yoga Sessions


Annual Trip 2025


Women's Day Wellness Session

Human Capital

TRAINING AND DEVELOPMENT

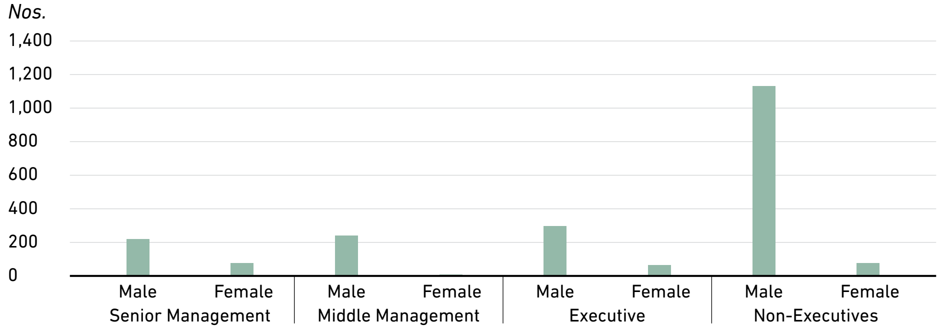
GRI | 404-1, 404-2

Our commitment to employee development is facilitated through high-quality learning opportunities that build competencies, align individual performance with organisational goals, and support long-term career growth. Training needs are systematically identified through performance evaluations, as well as input from Plant Managers and department heads, ensuring targeted and role-specific development.

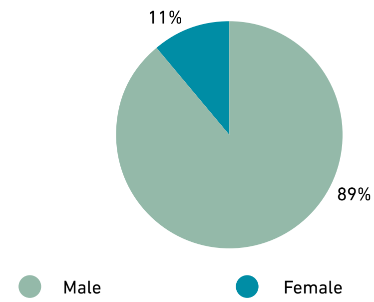
Our Total Productivity Management (TPM) Challenge serves as a key initiative in driving plant efficiency by fostering a culture of continuous improvement, learning, and innovation across our operations. To support operational excellence and workforce empowerment, we deliver a wide range of training programmes covering core areas such as finance, accounting and taxation, ESG and sustainability, technical and engineering disciplines (with a focus on energy), health and safety, leadership and professional development, procurement and supply chain management, and administrative and secretarial functions.

Reflecting this strong commitment, our investment in training and development during the year amounted to Rs. 11 Mn., with an average of 12 hours per employee. These efforts reinforce a culture of continuous learning while equipping our workforce with the knowledge and skills required to adapt to evolving industry and sustainability demands.

AVERAGE TRAINING HOURS BY CATEGORY - FY 25/26



AVERAGE TRAINING HOURS BY GENDER



2,152
TOTAL TRAINING HOURS IN FY 25/26

12
AVERAGE TRAINING HOURS PER EMPLOYEE IN FY 25/26

TRAINING SUMMARY

Target Group	No. of Participants	Training Hours		Total
		Male	Female	
Engineering	147	1,710	84	1,794
Finance	23	43	116	159
Sustainability	10	164	8	172
HR	2	-	24	24
General	1	-	4	4

REMUNERATION AND BENEFITS

GRI | 2-20, 401-2

RS. 535 MN
PAYMENT TO EMPLOYEES AS REMUNERATION AND BENEFITS IN FY 25/26

We offer competitive remuneration and benefits aligned with industry standards, based on a merit-driven approach that recognises employee capabilities and performance within their respective roles. As an equal opportunity employer committed to fairness and inclusion, we ensure equal pay for men and women in comparable positions across all levels. Entry-level wages are set above the local minimum wage, supported by role requirements, individual competencies, and market benchmarks to ensure fairness and internal equity.

Remuneration policies are periodically reviewed by the CEO to maintain a fair, competitive, and sustainable compensation structure, with any adjustments subject to approval by the Remuneration Committee. This governance framework ensures that our remuneration practices remain robust, transparent, and aligned with IFC Performance Standard 2, promoting non-discrimination and supporting the attraction, motivation, and retention of talent.

Benefits Provided to Full-Time Employees (Not Extended to Temporary or Part-Time Employees)

- Life and Surgical Insurance cover
- Annual Bonus linked to company profitability
- Medical insurance covering OPD expenses
- Education assistance
- Death donation plans

Defined Benefit Plan Obligations and Other Retirement Plans

GRI | 201-3

We provide retirement benefits to eligible employees in accordance with statutory requirements and applicable labour regulations. All retirement obligations are properly recognised, managed, and accounted for. Contributions to approved retirement schemes are remitted in a timely manner, supporting employees' long-term financial security after retirement. Where applicable, benefits are administered in a transparent and compliant manner, ensuring fairness and consistency in retirement planning.

Employee Remuneration and Benefits (Rs. Mn.)

Category	2023/24	2024/25	2025/26
Remuneration	349	410	456
Contribution to EPF & ETF	42	48	54
Contribution to the Gratuity Fund	19	21	25
Total	410	479	535

Human Capital

PERFORMANCE MANAGEMENT

GRI | 404-3

Staying competitive in renewable energy requires a high-performing team. Our performance management system supports this by promoting regular feedback and clearly defined expectations, with tailored processes for different roles. All permanent employees undergo a formal performance assessment at least once a year.

- Plant Teams: Plant Managers continuously monitor performance, provide ongoing coaching, identify areas for improvement, and assess training needs. This is complemented by a formal annual review involving the employee, the plant manager, and the reporting manager.
- Administrative and Managerial Staff: Performance is evaluated through one-on-one discussions with the MD/CEO, while the Management Team (CEO, COO, CDO, and CFO) tracks managerial performance against established targets throughout the year.

Moreover, we foster a culture of open communication, enabling employees to meet with the MD/CEO at any time to discuss concerns. All permanent employees received regular performance and career development reviews during the reporting period, achieving 100% workforce coverage. We continued to strengthen our performance review framework to support better employee development, career progression, and alignment with organisational objectives. Further enhancements are underway, including the introduction of a more structured appraisal format.

DIVERSITY AND INCLUSION

GRI | 405-1, 2, 406-1

We foster a fair, inclusive, and respectful workplace as an equal opportunity employer. All employment decisions are based on merit, skills, and qualifications, without discrimination on the grounds of gender, race, religion, ethnicity, or any other protected characteristic.

A strict zero-tolerance approach is maintained toward all forms of discrimination and harassment. We promote diversity and inclusion across the workforce, ensuring equal access to employment, development, and career advancement opportunities for all employees.

No incidents of discrimination were reported during the reporting period, underscoring the effectiveness of our inclusive workplace practices.

Gender parity indicators	2025/26 (%)	2024/25 (%)
Female representation at Board level	10.00%	10.00%
Female representation at Senior Management level	11.11%	12.50%
Female representation at Middle Management	7.14%	14.30%
Female representation at Executive level	31.43%	32.14%
Female representation at Non-Executive level	7.27%	6.13%
Female recruits	17.14%	30.23%

RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN IS 1:1

PARENTAL LEAVE

GRI | 401-3

We provide parental leave benefits in compliance with applicable labour laws, ensuring employees receive adequate support during key life events such as childbirth and childcare. Eligible employees are granted maternity leave in accordance with statutory requirements.

While paternity leave is not currently provided, employees may access other applicable statutory leave provisions as prescribed by labour regulations. We are committed to fostering a supportive work environment that enables employees to balance professional responsibilities with family needs, contributing to overall well-being and employee retention.

01
FEMALE EMPLOYEES TOOK MATERNITY LEAVE IN 2025/26

01
FEMALE EMPLOYEES RETURNED TO WORK AFTER COMPLETING THEIR MATERNITY LEAVE

During the reporting period, the Company achieved a 100% retention rate for employees returning from parental leave.

GRIEVANCE HANDLING

GRI | 2- 25

We have established a structured grievance handling mechanism in line with IFC Performance Standard 2, ensuring that employees and contractors can raise workplace concerns in a fair, transparent, and timely manner.

Accordingly, we promote an open-door policy, enabling employees to approach supervisors, HR personnel, or senior management, including the CEO, at any time to discuss work-related concerns. This fosters a culture of openness, trust, and accessible leadership.

In addition to this approach, employees are encouraged to first raise concerns with their immediate supervisors to facilitate prompt resolution at the operational level. Where necessary, matters are escalated through the management hierarchy for further review and appropriate action.

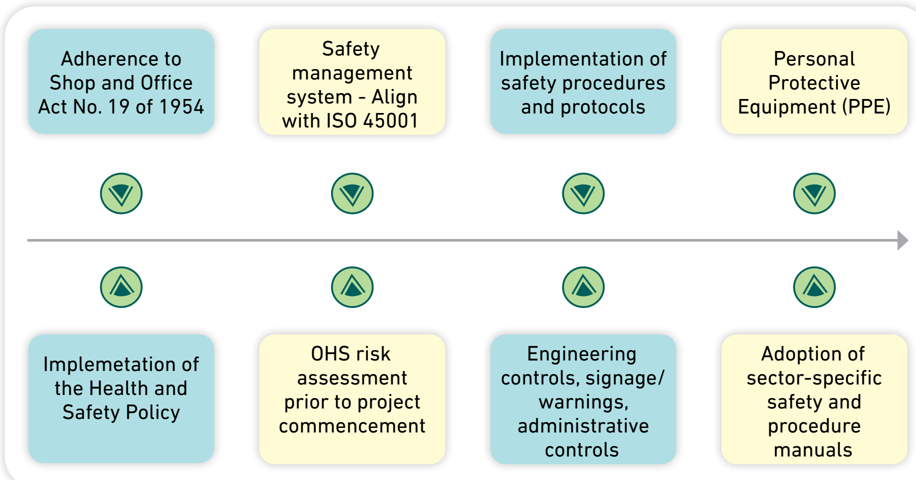
The grievance mechanism ensures that all concerns are managed confidentially, impartially, and without risk of retaliation. All grievances are formally documented, closely monitored, and resolved within reasonable timelines, ensuring accountability and consistency across the organisation.

OUR COMMITMENT TO OCCUPATIONAL HEALTH AND SAFETY

GRI | 2- 24, 403- 1, 2, 3, 4, 5, 6, 7, 8

At WindForce PLC, workplace safety is a core priority, guided by our commitment to protecting the health, safety, and well-being of employees, contractors, and other stakeholders across all operations and project sites. We maintain an Occupational Health and Safety Management System (OHSMS) and an Environmental and Social Management System (ESMS), which support the identification of occupational health and safety hazards, the assessment of occupational health and safety risks, and the implementation of appropriate control measures.

Through the consistent application of established safety procedures, operational controls, training, and monitoring processes, we seek to prevent workplace injuries, occupational illnesses, and property damage. Our approach is aligned with applicable statutory and regulatory requirements, while selected projects are implemented in accordance with relevant international standards, including IFC Performance Standards where applicable. By integrating proactive risk management into our operations, we strive to foster a safe, healthy, and responsible working environment across the organisation.



FRAMEWORK, COMPLIANCE, AND GOVERNANCE

Our Occupational Health and Safety (OHS) Management System governs all safety aspects across the construction, operation, and maintenance of our wind, solar, and hydropower facilities. It ensures full compliance with applicable legal and regulatory requirements, including Sri Lanka's Factory Ordinance No. 45 of 1942, as well as relevant safety regulations in all jurisdictions where we operate.

Underpinned by our Health and Safety Policy, the OHS framework establishes clear principles, objectives, and protocols to proactively identify, assess, and mitigate workplace hazards. This approach enables us to maintain a safe working environment while driving continuous improvement in health and safety performance.

Moreover, we conduct workplace inspections, internal safety audits, performance monitoring, and incident reporting to support compliance and strengthen health and safety practices across our operations. Personal Protective Equipment (PPE) is provided and maintained, with its use required within power plant operational areas in accordance with site-specific safety requirements. We further foster a strong safety culture by encouraging active employee participation, enabling the reporting of hazards and unsafe conditions without fear of reprisal, and investigating incidents to identify root causes and implement effective corrective and preventive actions.

TRAINING, RESOURCES, AND COMMUNICATION

Equipping our workforce with the knowledge, skills, and resources needed to operate safely is fundamental to maintaining a strong occupational health and safety (OHS) culture. As a core component of our OHS Management System, we implement continuous safety training, awareness initiatives, and capacity-building programmes for employees, contractors, and relevant stakeholders. These initiatives are designed to enhance hazard identification, reinforce safe work practices, and strengthen emergency preparedness and response capabilities, ensuring that all personnel fulfill their responsibilities safely and responsibly.

Human Capital

These efforts are supported by sector-specific safety manuals developed under the guidance of Plant Managers. Serving as practical references for day-to-day operations, these manuals provide clear instructions on managing site-specific risks, outline best safety practices, and contribute to the prevention of work-related injuries and illnesses, while supporting consistent and compliant operations across all sites.

A total of 944 training hours were dedicated to safety training during FY 2025/26, reinforcing a culture of continuous learning and proactive risk management. Regular communication through safety campaigns, toolbox talks, and strong leadership engagement further enhances awareness, accountability, and employee commitment to safety.

ENGAGEMENT AND THIRD-PARTY ADHERENCE

Effective occupational health and safety (OHS) performance relies on active participation across the workforce. We foster employee engagement through regular safety meetings, training sessions, and feedback platforms that enable personnel to raise concerns, share insights, and contribute to continuous improvement.

Employees are actively involved, under the guidance of Plant Managers, in the development and review of key safety documentation, including policies, OHS risk assessments, and operational procedures. This participatory approach strengthens ownership, accountability, and alignment with safety standards.

Our commitment to safety extends to all parties operating within our sites. Subcontractors, visitors, and business partners are required to adhere to the same stringent safety standards as our employees. Compliance is reinforced through induction programmes, contractual obligations, and the provision of relevant safety information and resources, ensuring consistent safety practices across all operations.

PROACTIVE RISK MANAGEMENT AND OCCUPATIONAL HEALTH SERVICES

We adopt a proactive approach to managing occupational health and safety risks across all operations. This encompasses hazard identification, OHS risk assessments, and safety and health evaluations conducted at the planning stage of all projects to ensure potential risks are identified and mitigated early.

Risk mitigation is guided by the hierarchy of controls, with priority given to elimination and substitution where feasible, followed by the implementation of effective engineering and administrative controls, including clear safety procedures, training, and signage. Where residual risks remain, appropriate personal protective equipment (PPE) is provided and strictly enforced.

Safety risk assessments are conducted throughout both the planning and execution phases of projects, ensuring continuous monitoring and control of potential hazards. In addition, all incidents are investigated to identify root causes, with corrective and preventive actions implemented to prevent recurrence and support ongoing improvement.

Targeted initiatives such as regular health screenings and awareness programmes further support employee well-being and help minimise occupational health risks. Through this structured and preventive approach, we maintain a safe working environment while strengthening operational resilience and driving continuous improvement in safety performance.

KEY SAFETY RISKS AND MITIGATION MEASURES

New Project Construction and Operational Plants

Category	Identified Safety Risk	Mitigation Measures
New Project Construction	Burn risk due to high-voltage hazards	◇ Implementation of strict isolation procedures ◇ Lockout and tag-out (LOTO) systems
	Theft of materials during construction or transportation	◇ Secured storage in locked warehouses ◇ Deployment of site security measures ◇ Insurance coverage for theft and damage
Operational Plants	Burn risk due to high-voltage hazards	◇ Isolation procedures ◇ Lockout and tag-out (LOTO) systems
	Injuries caused by uncalibrated or defective lifting tools/equipment	◇ Routine load testing of lifting equipment ◇ Regular inspection and maintenance of all tools and machinery

Common Safety Risks (Across Construction and Operations)

Identified Safety Risk	Mitigation Measures
Working at heights	◈ Adoption of comprehensive safety standards ◈ Use of appropriate fall protection equipment (harnesses, ropes, anti-slip footwear) ◈ Ongoing training and periodic inspections
Injuries caused by falling objects	◈ Mandatory use of personal protective equipment such as safety helmets and protective footwear
Entrapment and ergonomic hazards	◈ Targeted training on safe work practices and rescue procedures ◈ Installation of clear safety signage ◈ Implementation and maintenance of appropriate safety systems

SAFETY GOVERNANCE STRUCTURE

CHIEF EXECUTIVE OFFICER

↓

CHIEF OPERATING OFFICER

↓

SECTOR GMS

↓

HEALTH AND SAFETY MANAGER

↓

PLANT MANAGER

↑

PLANT TEAMS

Employee input is integral to strengthening our safety performance. We actively promote engagement through daily 'toolbox' meetings at operational plants, where teams identify and address immediate hazards and risks.

On a monthly basis, Plant Managers present accident reports and safety performance statistics to the Senior Management and the Board of Directors, enabling structured review and the identification of corrective actions and continuous improvement measures.

This is supported by a comprehensive oversight framework that includes safety audits of operational plants and unannounced inspections of both construction sites and operational facilities conducted by the Health and Safety Manager. These audits and inspections are designed to ensure effective hazard identification, compliance with regulatory requirements, and the continuous improvement of safety performance across all operations.

Human Capital

Overview | Leadership | The Strategic Report | Review of Business Operations | The Capital Reports | Stewardship | Financial Reports | Supplementary Information

Safety Gear

Kebitigollewa All-Women Operations Team

OUTLOOK FOR FY 2025/26 AND BEYOND

Short Term (1–2 years)	◇ Strengthen the implementation of existing HR policies in line with IFC Performance Standards (PS2), ensuring consistent application across all sites. ◇ Enhance awareness programmes on workplace rights, occupational health and safety, diversity, and grievance mechanisms for employees and contractors. ◇ Improve the effectiveness of grievance handling and open communication channels, ensuring timely resolution and proper documentation.
Medium Term (3–5 years)	◇ Expand structured training and competency development programmes aligned with renewable energy technologies and evolving ESG requirements. ◇ Strengthen employee engagement initiatives, wellbeing programmes, and retention strategies across all business units.
Long Term (5+ years)	◇ Position the organisation as a benchmark for IFC-aligned Human Capital Management within the renewable energy sector. ◇ Build a highly skilled, diverse, and innovation-driven workforce aligned with global ESG and sustainability standards. ◇ Foster a fully embedded culture of safety, inclusion, and continuous improvement across all operations.

Beyond the Wind -
Transforming nature's force into clean, lasting energy.

Social and Relationship CAPITAL

Our relationships with customers, suppliers, and communities form the backbone of our social and relationship capital. Integral to our core business, these connections sustain our social license to operate. By placing stakeholder interests at the forefront, we nurture trust and strengthen a shared commitment to long-term, sustainable growth.

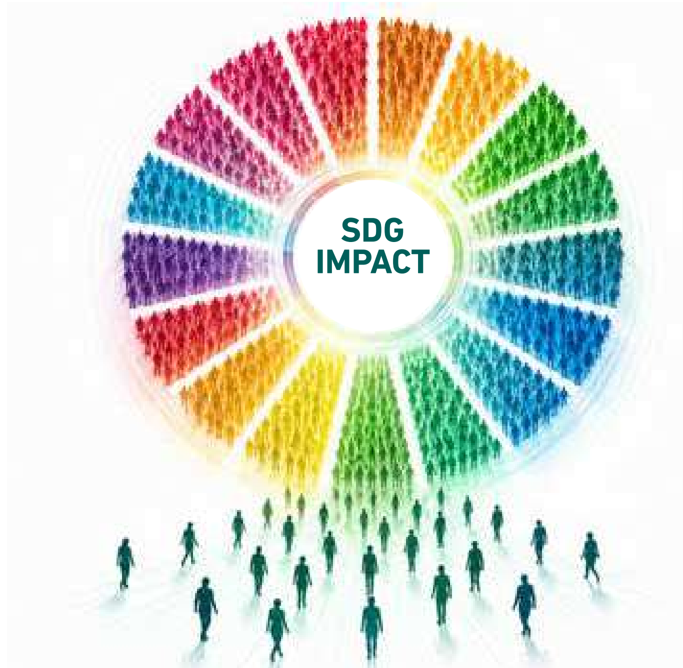
VALUE CREATION HIGHLIGHTS

284
NEW SUPPLIERS

RS. 30 MN
INVESTMENT IN COMMUNITY DEVELOPMENT

72,000+
CSR BENEFICIARIES

DEDICATED PROJECT LIAISON OFFICERS TO HANDLE COMMUNITY CONCERNS



RELATED STAKEHOLDERS

KEY FOCUS AREAS

- CUSTOMER RELATIONSHIP MANAGEMENT
- STRENGTHENING OUR SUPPLY CHAIN
- COMMUNITY ENGAGEMENT
- REGULATORY COMPLIANCE

RELATED STRATEGIC PILLAR

RELATED MATERIAL TOPICS

- **Supplier Social and Environmental Responsibility**

Social and Relationship Capital

TRADEOFFS

	Description
Financial Capital	Strengthens financial capital by driving income and long-term sustainability. Strong stakeholder relationships and a solid brand reputation build trust, attract investors, and enable strategic collaborations.
Manufactured Capital	Enhances operational efficiency and manufactured capital through strong supplier relationships, ensuring reliable supply chains and supporting infrastructure and asset development.
Human Capital	Employees translate social capital into value, with strong relationships and development opportunities driving engagement, loyalty, and shared success.
Natural Capital	Strategic supplier and community initiatives support a sustainable value chain, aligning stakeholder relationships with environmental stewardship and reinforcing our ethical licence to operate.
Intellectual Capital	Investment in stakeholder relationships strengthens brand reputation and enables access to global expertise and innovation, supporting long-term competitiveness.

MANAGEMENT APPROACH

GRI | 3-3

Building a culture of trust and securing stakeholder commitment to our long-term sustainability and growth requires placing their interests at the forefront. We demonstrate this through targeted resource allocation to address community needs, promote local entrepreneurship and employment, invest in innovation and technology to meet evolving customer demands, maintain continuous dialogue with business partners, and strengthen the resilience of our supply chain.

SWOT ANALYSIS

Strengths	- As the largest private-sector renewable energy company, we maintain strong relationships with financial institutions, regulators, customers, and strategic partners, enhancing trust, collaboration, and long-term stability. - Demonstrate meaningful social impact through community outreach initiatives, benefiting over 72,000 individuals during FY 2025/26. - Maintains high standards of regulatory compliance, supporting operational reliability and stakeholder confidence.
Weaknesses	- Concentration risk due to dependence on a single key buyer (NSO). - Significant reliance on external stakeholders (government bodies and regulators) for operational continuity, approvals, and compliance. - Inconsistent depth of stakeholder engagement across project locations, with particular gaps in overseas operations.
Opportunities	- Rising demand for renewable energy and Battery Energy Storage Systems (BESS) creating strong growth opportunities. - Recent IFC debt financing enhances credibility, strengthening global partnerships and boosting investor confidence. - Strategic collaboration with IFC supports knowledge transfer, adoption of best practices, and alignment with ESG standards.
Threats	- Regulatory and policy uncertainties may undermine stakeholder confidence and impact the stability of partnerships. - Payment delays from state utilities (NSO) could affect cash flow, operational efficiency, and the timely execution of new projects. - Talent migration (brain drain) may disrupt relationship continuity and weaken stakeholder engagement and management capacity.

CUSTOMER CAPITAL

Customer health and safety

GRI | 416-1, 416-2

We generate renewable energy primarily for regional utilities under long-term Power Purchase Agreements (PPAs), which require strict compliance with Grid Code quality standards. Our core commitment is to ensure an uninterrupted electricity supply by consistently meeting these standards throughout the PPA lifecycle. Operational excellence, supported by Total Productive Maintenance (TPM), underpins this commitment. By prioritising proactive and preventive maintenance, TPM enhances asset reliability, efficiency, and team productivity, enabling us to maintain average plant availability rates exceeding 97% across the majority of our operations.

Our key utility partners include the National System Operator (Pvt) Ltd (NSO) (Sri Lanka), Uganda Electricity Transmission Company Limited, K-Electric and Central Power Purchasing Agency (Guarantee) Limited (Pakistan), and Energorynok (Ukraine).

While our role limits direct control over end-consumer safety, we uphold stringent health and safety standards across our operational plants and being assessed for the Health and Safety standards. Employee safety remains a top priority, guided by a comprehensive safety framework and reinforced through mandatory annual training conducted by certified professionals at all locations. Reflecting these robust measures, we recorded zero incidents of non-compliance relating to the health and safety impacts of our products and services during the year under review.

Customer Relationship Management

Maintaining clear, transparent, and accessible communication channels is fundamental to fostering strong customer relationships. Dedicated liaison officers serve as consistent points of contact, while formal meetings held several times each year enable senior management, including the Managing Director, Chief Executive Officer, and Chief Operating Officer, to engage directly with customers on key concerns and areas of mutual interest. Customers are also able to submit written complaints conveniently via email or telephone.

Internally, we emphasise responsiveness by empowering employees with the knowledge and authority to proactively address and resolve issues in accordance with our established complaint-handling procedures.

Our commitment to open dialogue and effective issue resolution is demonstrated by the absence of any reported complaints related to Grid Code non-compliance, product safety, or regulatory matters during the 2025/26 financial year.

Regulatory Compliance

Our operations are overseen by numerous regulatory bodies, both domestic and international. Maintaining positive relationships with these entities is crucial, and we achieve this through compliance with all relevant regulations during plant construction and ongoing operations. For instance, fulfilling obligations such as the submission of annual techno-financial reports to Uganda's regulatory authority is a key part of this compliance framework.

Sri Lanka	
At the construction stage	Board of Investments of Sri Lanka (BOI) Forest Department Department of Archaeology Civil Aviation Authority of Sri Lanka
Running of operational plants	Sri Lanka Sustainable Energy Authority (SEA) Public Utilities Commission of Sri Lanka (PUCSL) National System Operator (Pvt) Ltd (NSO)

Pakistan	
At the construction stage	National Electric Power Regulatory Authority (NEPRA) K-Electric Limited (KE) Sindh Environmental Protection Agency (SEPA) Central Power Purchasing Agency (CPPA-G) Environmental Protection Agency (EPA) Private Power and Infrastructure Board (PPIB)
At the operational stage	National Electric Power Regulatory Authority (NEPRA) K-Electric Limited (KE) Central Power Purchasing Agency (CPPA-G) Federal Board of Revenue (FBR) Securities and Exchange Commission of Pakistan (SECP)

Social and Relationship Capital

Ukraine	Uganda
◇ Energomarket ◇ The National Commission for State ◇ Regulation of Energy and Public Utilities, ◇ National Energy and Utilities Regulatory ◇ Commission (NEURC) ◇ State Fiscal Service (Ukraine)	◇ Electricity Regulatory Authority (ERA) ◇ Uganda Electricity Transmission Company Limited (UETCL) ◇ Uganda Revenue Authority (URA) ◇ Ministry of Energy & Mineral Development ◇ State Ministry for Energy ◇ National Environment Management Authority (NEMA) ◇ Directorate of Water Resource Management (DWRM)

BUSINESS PARTNER CAPITAL

We regard our suppliers as essential partners and are committed to fostering long-term, mutually beneficial relationships. Our partnership approach is grounded in open and transparent communication, trust, and mutual respect, enabling effective issue resolution and continuous alignment with shared objectives.

Our Supply Chain

GRI | 204-1, 308-1, 414-1, 2

Supplier Selection and Onboarding Process

We align our supplier selection and onboarding practices with recognised global best practices and are in the process of further strengthening and formalising our approach. All new suppliers including local vendors identified based on specific project requirements are assessed against a range of key considerations such as product quality, performance track record, regulatory and certification compliance, cost competitiveness, delivery reliability, climate suitability, availability of spare parts and labour practices.

Suppliers are further evaluated against IFC Performance Standards on Environmental and Social Sustainability prior to registration. This assessment considers environmental policies and compliance, GHG emission reduction targets, and occupational health and safety performance, including records of fatalities and serious injuries.

Based on these considerations, suppliers are comparatively evaluated and shortlisted as appropriate, followed by further review and internal approvals prior to engagement.

Upon supplier mobilisation, procurement planning is undertaken to support coordination across products and services, facilitate effective execution, and define roles and responsibilities among all parties involved.

Local O&M Supplier Management

To support ongoing operations and maintenance (O&M), we utilise a centrally maintained vendor database for the selection of local suppliers. This database, which is reviewed and updated annually by senior management, enables efficient and timely sourcing to meet day-to-day plant requirements. During the year under review, 284 new suppliers were onboarded, further strengthening our local supply network.

OEM & Global Sourcing

Our Original Equipment Manufacturer (OEM) supplier base is inherently limited on a global scale, requiring us to engage a select group of reputable suppliers with proven track records and strong regulatory compliance. We maintain strict procurement standards and do not engage suppliers whose equipment or machinery may pose risks to the environment or surrounding communities.

Sourcing Philosophy and Performance

We prioritise sourcing from local suppliers wherever feasible, contributing to local economic development and supply chain resilience. Global sourcing is undertaken only when required equipment or services are unavailable locally. Reflecting this commitment, approximately 71% of our average annual procurement expenditure is directed towards local suppliers.

During the year under review, no significant negative environmental impacts were identified within our supply chain or in the operations of plants under our direct control.

Additionally, no significant negative social impacts were observed within the supply chain or in the actions undertaken during FY 2025/26 within these controlled operations.

This assessment applies to plants under our direct control; as such, we do not extend this assurance to foreign associate companies.

Project Related Suppliers

Local contractors and service providers engaged to support new project construction activities, including piling, civil construction, equipment erection, logistics, heavy lifting, and transportation services.

Operational and Maintenance (O&M) Related Suppliers

Essential services and consumables required for day-to-day operations and maintenance (O&M) are primarily sourced from local suppliers. In contrast, critical spare parts are generally obtained from international sources, including Original Equipment Manufacturers (OEMs) or their accredited suppliers.

Strengthening Our Supply Chain

The renewable energy supply chain often faces unique challenges due to a relatively limited supplier base compared to more established industries.

Key Supply Chain Challenges

Challenge	Description
Market Fragmentation	The renewable energy sector, being relatively young and more fragmented than traditional industries, has a limited pool of specialised suppliers across segments such as solar, wind, hydro, and biomass. This often makes it more challenging to identify suitable suppliers for specific machinery and equipment.
Specialised Equipment and Components	Renewable energy projects require highly specialised components. Sourcing competitive suppliers, particularly for niche technologies, can be difficult due to the limited availability of providers with the necessary expertise and capabilities.
Global Supply Chain Dynamics	Many renewable energy projects rely on global supply chains that are susceptible to geopolitical tensions, trade restrictions, and logistical disruptions, all of which can significantly affect procurement timelines and costs.
Limited Competition	The relatively small supplier base reduces competitive pressure within the industry, which can result in higher procurement costs and longer lead times.
Quality and Reliability Concerns	Ensuring consistent quality and reliability is more complex when supplier options are limited, making it essential to identify and engage proven, dependable providers.
Regulatory Compliance	Procuring equipment that meets diverse and often complex national and international regulatory requirements remains a key challenge, particularly across multiple operating jurisdictions.

COMMUNITY CAPITAL

Community Engagement Management

We create meaningful and lasting community impact by fostering trust through continuous engagement and targeted initiatives. Our approach emphasises building strong stakeholder relationships while strategically investing in Corporate Social Responsibility (CSR) activities that address community needs and contribute to sustainable development.

Assessing Our Community Impact

GRI | 203-2, 413-2,

Uganda

Our operations in Uganda are conducted in alignment with Ugandan Laws and International Finance Corporation (IFC) Performance Standards during both construction and operation stages, including stringent social compliance requirements. To monitor and validate adherence, we conduct annual social audits that assess both compliance and community impact.

These audits incorporate direct community feedback, enabling us to identify areas for improvement and implement targeted initiatives that enhance social well-being and strengthen relationships with local communities.

Sri Lanka

In Sri Lanka, our approach to community engagement begins proactively during the project development phase. Prior to the commencement of any construction activities, a mandatory Environmental and Social Impact Assessment (ESIA) is conducted under the oversight of the Central Environmental Authority. Based on the findings of the ESIA, we implement appropriate mitigation measures to

Social and Relationship Capital

minimise potential adverse impacts on surrounding communities and ecosystems, to preserve and enhance their quality of life.

In instances where impacts have historically been unavoidable, mitigation measures have included compensation and resettlement initiatives, such as the provision of alternative housing and agricultural land. Throughout the construction phase, we ensure full compliance with all applicable social and environmental regulations.

During the operational phase, community-related issues have generally been minor in nature and are addressed promptly through established engagement and grievance resolution mechanisms.

While we continuously strive for seamless integration and a positive community impact, we remain committed to ongoing improvement. Notably, during the year under review, there were no reported incidents of non-compliance with applicable laws and regulations in the social and economic domains.

In Sri Lanka, we are aligning with IFC Performance Standards in upcoming projects, including the Rividhanavi 100 MW project in Siyambalanduwa, as well as in projects financed through IFC debt funding. We also intend to adopt IFC standards in future projects where feasible, even where compliance is not a mandatory requirement.

Community Engagement

To build trust through sustained community engagement, we adopt a structured and proactive approach. Each project is supported by a dedicated liaison officer responsible for managing community relations, working closely with an informally designated community representative who acts as the primary spokesperson. This collaborative arrangement enables the timely identification and resolution of local concerns.

A clearly defined escalation framework supports effective issue management, with Chief Engineers providing oversight and intervention where necessary, and further escalation to sector General Managers when required.

Beyond addressing grievances, liaison officers engage regularly with community representatives to identify potential initiatives aligned with our five-pillar CSR strategy. Proposed initiatives undergo a formal review and approval process by senior management before being incorporated into the annual CSR plan and budget.

Community Investment

GRI | 203-1, 413-1

Guided by the United Nations Sustainable Development Goals (SDGs), our five-pillar community investment strategy directs our efforts towards creating meaningful and sustainable impact across underserved communities in all our operating regions.

In the 2025/26 financial year, this approach resulted in a total community investment of Rs. 30 Mn, directly benefiting more than 72,000 + individuals through targeted Corporate Social Responsibility (CSR) initiatives.

"Sahana" – Community and Livelihood Development

No.	Community Project	Location	Beneficiaries
1	Construction of a safe and durable playground base at Kirimatiyawa Junior School to enhance student safety and reduce the risk of injuries	Kebitigollewa	52 students
2	Restoration of the water filtration system in the Madurangala Grama Niladhari Division to ensure continued access to safe drinking water	Welikanda	845 persons

Construction of a safe and durable playground base at Kirimatiyawa Junior School

"Haritha Huruwa" – Environmental Conservation

No.	Community Project	Location	Beneficiaries
1	Distribution and planting of 500 fruit and Terminalia tree seedlings to promote environmental sustainability and community livelihoods	Tororo, Uganda	100 persons
2	Support for sapling development through greenhouse establishment, fertilisation, irrigation, maintenance, and plantation to promote sustainable greening initiatives	Kalawana	6,800 persons
3	To mark Environmental Conservation Day, a tree distribution programme was carried out to foster environmental sustainability, support reforestation efforts, and enhance Sri Lanka's green landscape.	Dambulla	200 persons

Distribution and planting of 500 fruit and Terminalia tree seedlings

Tree Seedling Distribution Program in Dambulla

Support for sapling development through greenhouse establishment

"Sipsathara" – Education and Childhood Development

No.	Community Project	Location	Beneficiaries
1	Donation of desktop computers and photocopy machines to Buyemba and Kasipodo Primary Schools to enhance access to technology	Tororo, Uganda	120 students
2	Provision of school materials to Buyemba, Kasipodo, and Utro Primary Schools to improve access to quality education	Tororo, Uganda	221 students
3	Supply of electrical equipment to VTA Ethimale to strengthen training capacity and upgrade the electrician programme to NVQ Level 4	Ethimale	24 students
4	Financial assistance was provided for the swimming competition organised by the Life Saving & Aquatic Club, Dambulla, to encourage community engagement in aquatic sports and support youth development initiatives.	Dambulla	500 students

Donation of desktop computers

Provision of school materials to Buyemba, Kasipodo, and Utro Primary Schools

Supply of electrical equipment to VTA Ethimale

Social and Relationship Capital

"Athahitha" – Pure Hands for Emergency Relief

No.	Community Project	Location	Beneficiaries
1	Contribution toward the construction of a house in the Kalawana Divisional Secretariat area	Kalawana	1 household
2	Support for the development of a traditional and nutritive food preparation and sales centre to enhance livelihoods	Palai (Kilinochchi)	660 persons

Contribution toward the construction of a house in the Kalawana Divisional Secretariat

"Suvadiri" – Healthcare

No.	Community Project	Location	Beneficiaries
1	Donation of a defibrillator to Mahiyanganaya Base Hospital to strengthen emergency response for cardiac care	Mahiyanganaya	61,389 patients
2	Conducting a community health camp to promote well-being	Mahoma, Uganda	1,000 persons
3	Conducting a community health camp to promote well-being	Tororo, Uganda	600 persons
4	Conducting a community health camp to promote well-being	Tororo, Uganda	400 persons

Donation of a defibrillator to Mahiyanganaya Base Hospital

Health camp at Kayaro Sub-County

Health Camp at Apokor Sub-County

OUTLOOK FOR FY 2025/26 AND BEYOND

Short Term (1–2 years)	◈ Implement a comprehensive supplier screening framework to ensure sustainable sourcing and mitigate potential environmental risks. ◈ Enhance stakeholder engagement by strengthening communication with government bodies, NGOs, and industry partners through regular updates and collaborative forums.
Medium Term (3–5 years)	◈ Scale CSR initiatives into structured, impact-driven programmes aligned with community development priorities. ◈ Establish robust feedback mechanisms and demonstrate responsiveness by integrating stakeholder input into strategic decision-making.
Long Term (5+ years)	◈ Enable integrated multi-stakeholder platforms that support policy advocacy, catalyse innovation, and facilitate knowledge sharing across the renewable energy ecosystem.

Natural CAPITAL

As an environmentally responsible organisation, we prioritise clean energy generation and the efficient use of resources, supported by continuous improvements and the adoption of modern technologies. As a renewable energy producer, we are inherently dependent on the finite natural resources available to us.

VALUE CREATION HIGHLIGHTS

253 MW
INSTALLED CAPACITY

569 GWH
RENEWABLE ENERGY GENERATED

3,700 KG
E-WASTE DISPOSED OF THROUGH REGISTERED RECYCLERS

405,541 MT
OF CO_2 REDUCTION

RELATED STAKEHOLDERS

KEY FOCUS AREAS

- WASTE MANAGEMENT
- ENERGY MANAGEMENT
- WATER MANAGEMENT
- BIODIVERSITY CONSERVATION
- MANAGING ECOLOGICAL IMPACTS
- ENVIRONMENTAL MANAGEMENT SYSTEM

RELATED STRATEGIC PILLAR

RELATED MATERIAL TOPICS

- **Biodiversity & Ecosystems**
- **Resource Use and Circular Economy**
- **Flood**
- **Extreme Heat**
- **Sea Level Rise**
- **Wild Fire**

Natural Capital

TRADEOFFS

	Description
Financial Capital	Investing in sustainable energy and related initiatives requires significant upfront financial resources, but it delivers long-term cost savings and provides access to sustainable financing opportunities.
Social and Relationship Capital	Climate action initiatives enhance community well-being, strengthen stakeholder relationships, and improve overall brand reputation.
Human Capital	Promotes employment creation and contributes to better, safer, and more supportive work environments.
Manufactured Capital	Investments in energy-efficient plants, infrastructure, and advanced technologies contribute to the development of manufactured capital.
Intellectual Capital	Expertise in renewable energy generation, supported by research and development (R&D), drives the adoption and innovation of clean energy solutions in Sri Lanka and globally.

MANAGEMENT APPROACH

GRI | 3-3

Committed to environmental stewardship and responsible business practices, our management approach focuses on protecting the environment while creating sustainable value from natural resources through a structured and disciplined framework that emphasises environmental protection, responsible resource utilisation, and the minimisation of impacts through robust management processes. Although our power generation operations require significant land use[JP5.1][NS5.2], we implement stringent environmental controls, safeguards, and monitoring mechanisms to mitigate adverse effects and ensure responsible land stewardship. Moreover, we strive to positively contribute to climate change mitigation and achieve sustained net-positive environmental outcomes, with a focus on key priority areas including Land, Energy, Water, Climate Action, Waste, and Biodiversity, all aligned with global best practices and ESG standards. This integrated approach to natural capital management reflects our commitment to long-term sustainability, strong environmental governance, and responsible operations.

RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE

GRI | 201-2, SASB IF-EU-140a.3, SASB IF-EU-110a.2

Sector	Risk	Mitigation Measures
Wind	Increased frequency and intensity of climate change–induced events (e.g., lightning, floods, high winds, storms, droughts) may exceed design limits, posing risks to turbines and associated infrastructure, potentially causing damage and operational disruptions.	◇ Utilisation of specialised crane-less tools for turbine maintenance and repair, reducing mobilisation time and costs while enabling faster recovery. ◇ Implementation of proactive maintenance schedules and continuous component health monitoring (e.g., gearboxes, generators). ◇ Repowering older wind sites with advanced, more resilient turbine technologies in the future.
Solar	◇ Damage to panels and mounting structures due to extreme weather events such as high winds and flooding, particularly for ground-mounted systems. ◇ Variability and unpredictability in solar radiation due to tropical weather patterns, impacting generation consistency.	◇ Adoption of robust and resilient mounting structure designs. ◇ Careful site selection with consideration of flood risk exposure. ◇ Use of advanced forecasting tools, such as PVSyst to improve generation predictability. ◇ Deployment of Battery Energy Storage Systems (BESS) to store excess energy and mitigate intermittency impacts on grid stability.

Sector	Risk	Mitigation Measures
Hydro	◈ Altered rainfall patterns, including droughts that reduce water availability for generation and intense rainfall that may lead to flooding or damage to catchment areas and intake systems. ◈ Potential impacts on riverine ecosystems and biodiversity due to changes in natural flow regimes.	◈ Implementation of Catchment Area Protection Plans, including reforestation and sustainable land management practices. ◈ Strict adherence to environmental flow requirements to minimise downstream ecological impacts, particularly during dry periods. ◈ Continuous monitoring of aquatic ecosystems to safeguard biodiversity. ◈ Use of underground GRP (Glass Reinforced Plastic) pipelines in selected plants to minimise surface disruption and maintain wildlife movement corridors.
Other (Business and Strategic)	◈ High dependency on a single buyer, National System Operator (Pvt) Ltd (NSO), for electricity sales in Sri Lanka. ◈ Over-reliance on specific renewable technologies or market segments. ◈ Rapid technological advancements that may render existing assets less competitive or efficient over time.	◈ Geographic diversification through expansion into international markets such as Uganda. ◈ Maintaining a diversified renewable energy portfolio across Wind, Hydro, and Solar. ◈ Expansion into adjacent technologies such as Floating Solar and Battery Energy Storage Systems (BESS). ◈ Strategic divestment from non-core segments (e.g., rooftop solar) to optimise resource allocation. ◈ Investment in advanced and efficient technologies for new developments and repowering initiatives , alongside strengthening in-house technical capabilities (e.g., repairs, SCADA systems).

Opportunity	Our Response
Advances in renewable energy technologies—such as more efficient turbines and solar panels, floating solar solutions, battery energy storage systems (BESS), and digitalisation—create opportunities to enhance generation capacity, improve operational efficiency, and address intermittency challenges.	We continuously evaluate and invest in cutting-edge, proven technologies (including advanced turbines, BESS, and proprietary SCADA systems) to strengthen competitiveness, optimise asset performance, and enhance reliability.
Global climate commitments (e.g., the Paris Agreement) and national targets (Sri Lanka's goal of 70% renewable energy in electricity by 2030 and carbon neutrality by 2050), supported by favourable government policies and the new Electricity Sector Reforms Act, are driving strong demand for renewable energy.	We pursue new development opportunities, leverage policy support, and position the Company as a key contributor to achieving national and global renewable energy targets.
Sri Lanka's geographic location and climatic conditions provide strong potential for solar, wind, and hydropower generation.	We harness these natural advantages to expand renewable energy generation, directly contributing to climate change mitigation by reducing reliance on fossil fuels and lowering greenhouse gas (GHG) emissions.

Natural Capital

SWOT ANALYSIS

Strengths	◇ Core business in renewable energy generation directly contributes to emission reduction and cleaner electricity. ◇ Diversified portfolio across wind, solar, and hydropower reduces reliance on a single energy source. ◇ Supports the national transition away from fossil fuels through clean energy generation. ◇ Strong environmental compliance and project-level approvals enable responsible operations. ◇ Integration of biodiversity protection and environmental mitigation throughout project lifecycle. ◇ Resource efficiency initiatives, including waste segregation, recycling, and equipment repair, enhance sustainability performance.
Weaknesses	◇ Renewable energy generation is inherently dependent on weather conditions such as rainfall, sunlight, and wind speeds. ◇ Hydropower output may decline during dry seasons or periods of low rainfall. ◇ Solar generation can be affected by cloud cover, dust, heavy rainfall, and reduced daylight hours. ◇ Wind energy output can fluctuate due to seasonal and daily variations in wind patterns. ◇ End-of-life management of solar panels, batteries, and electronic waste presents operational challenges.
Opportunities	◇ Rising demand for clean energy supports expansion of wind, solar, and hydropower projects. ◇ Emerging technologies such as battery storage, floating solar, and agrivoltaics improve efficiency and land utilisation. ◇ Improved environmental data tracking enhances reporting quality and supports sustainability disclosures. ◇ Waste reduction, recycling, and equipment repair initiatives can lower costs and have an environmental impact. ◇ Biodiversity conservation, reforestation, and habitat protection can strengthen environmental reputation. ◇ Strengthened supplier screening can reduce environmental and operational risks in the value chain. ◇ Growing investor focus on ESG and climate action can improve access to green financing.
Threats	◇ Climate change may disrupt rainfall, solar irradiation, and wind patterns, affecting generation predictability. ◇ Extreme weather events (floods, droughts, storms, heatwaves) may damage assets or disrupt operations. ◇ Water scarcity may impact hydropower generation and solar panel maintenance (cleaning). ◇ Supply chain disruptions for key components (solar panels, turbines, batteries, electronics) may delay projects and increase costs. ◇ Land-use constraints, biodiversity concerns, or community opposition may delay project approvals. ◇ Increasing challenges related to end-of-life disposal of renewable energy components.

ENVIRONMENTAL COMPLIANCE

As a renewable energy producer, our operations are fully aligned with applicable environmental regulations. Central to this is compliance with the National Environmental Act No. 47 of 1980 (as amended by Acts No. 56 of 1988 and No. 53 of 2000), along with all project-specific environmental conditions established during the approval process. We maintain a strong track record of regulatory compliance, [JP12.1][NS12.2]with no reported instances of non-compliance during the current financial year or at any time since our inception, reflecting our disciplined approach to environmental governance and responsible operations.

ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM (ESMS)

Integrating global best practices into our environmental management approach, we ensure that all operational plants meet consistently high standards. This includes obtaining all required location- and technology-specific environmental approvals and tailoring our procedures to align with applicable regulatory requirements. We further strengthen our approach through clearly defined environmental performance objectives and targets, supported by continuous monitoring and periodic reviews. These measures enable us to adapt proactively to evolving guidelines and drive ongoing improvements in environmental performance across all operations.

Overview | Leadership | The Strategic Report | Review of Business Operations | The Capital Reports | Stewardship | Financial Reports | Supplementary Information

WASTE MANAGEMENT

GRI | 306-1, 306-2, 306-3

E-WASTE RECYCLING CO_2e SAVINGS CERTIFICATE

This certifies that

WIND FORCE PLC

has demonstrated environmental stewardship through the proper collection and recycling of its electronic waste, resulting in the following quantified carbon footprint savings.

Period of Recycling:
2025/01/01 To 2025/12/31

Total E-Waste Recycled (Gross):
3.7 tonnes

Total Carbon Footprint Savings:
9.2 tonnes of CO_2e

Calculation Methodology
ISO 14064: 2018
ISO 14040: 2006

The material processing was performed by a Central Environmental Authority licensed recycler in accordance with environmentally sound management practices.

Certificate No	Version	Issue Date
IGI/2026/0036	2.7	12/02/2026

SANKA SAMUDAYA
MD/CEO

Certification body address:
INFINITY GREEN INTERNATIONAL (PVT) LTD
No.23A, Maguruwila Road, Gonawala, Kelaniya, Sri Lanka

Further clarifications regarding the scope of this certificate may be obtained by consulting the organisation.
To check this certificate validity please call + 94 11 4 701407 or E-mail: info@infinitygreen.lk

We follow established waste management practices across our operations, including the use of Central Environmental Authority (CEA)-certified e-waste collectors and disposal through local authorities, to support environmentally responsible handling, disposal, and resource recovery.

Waste generated on-site, including debris collected from riverbanks near our power plants, is segregated at source into hazardous and non-hazardous streams, enabling safe handling and effective treatment in line with regulatory requirements. Non-biodegradable waste, such as polythene, is directed to registered municipal recyclers, while biodegradable waste is composted [JP14.1][NS14.2]in most of our plants.

Our approach prioritises circularity and resource efficiency. E-waste is managed through authorised vendors under strict controls and is to ensure accountability. Solar panels and electronic components are repaired and reused wherever feasible to extend asset lifecycles.

Non-repairable materials, such as e-waste, are handed over to authorised e-waste collectors with whom we have formal arrangements. Other materials are managed through appropriate disposal channels where applicable, while selected components are repurposed for alternative uses, further minimising environmental impact.

A key focus area is in-house technical capability development. Damaged solar panels are repaired and repurposed for internal applications, while a dedicated workshop supports the repair of electronic circuit boards under expert supervision. These initiatives significantly reduce waste generation, enhance operational efficiency, and contribute to cost savings, while also supporting broader economic benefits such as reduced foreign exchange outflows.

We also minimise resource consumption through staff awareness initiatives that promote reuse and responsible practices, complemented by digital solutions such as online payment systems to reduce paper usage.

Key Waste Management Initiatives

Theme	Initiatives
Reuse and Recycling	Repairing and reusing damaged equipment; repurposing materials for alternative applications to maximise resource efficiency.
Segregation	Source segregation supported by clearly labelled bins to ensure effective processing of waste streams.
Packaging Reduction	Minimising packaging waste and reusing materials such as cardboard where feasible.
Paper Reduction	Promoting paper reuse and adopting digital systems to reduce overall paper consumption.
Composting	Converting organic waste into compost for use as natural fertiliser.
Storage and Disposal Control	Designated storage areas and disposal through authorised collectors in compliance with regulations.

Natural Capital

Waste Generated by Sector – FY 25/26

Sector	Hazardous (kg)	Non-Hazardous (kg)	Total (kg)
Wind	3,445	2,548	5,993
Solar	8,490	1,879	10,369
Hydro	222	1,298	1,520
Total	**12,157**	**5,725**	**17,882**

**Reporting for subsidiaries only*

Waste Generation by Type of Waste – FY 25/26

Category	kg	MT
Hazardous Waste	12,157	12.16
Non-Hazardous Waste	5,725	5.73
Total	**17,882**	**17.88**

Hazardous Waste Breakdown

Category	kg	MT
Oil, grease, solvents, paints	3,194	3.19
E-waste (incl. batteries, panels)	8,963	8.96
Total	**12,157**	**12.16**

Non-Hazardous Waste Breakdown

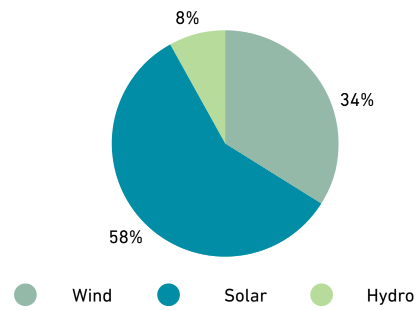
Category	kg	MT
Office waste	3,647	3.65
Construction debris	31	0.03
Scrap metal	44	0.04
Organic waste	2,003	2.00
Total	**5,725**	**5.73**


Waste Separation for Disposal

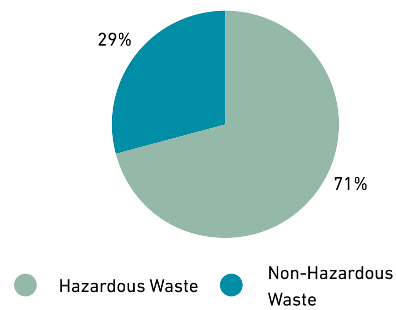

Composting at Plants

Decommissioned solar panels have been repurposed to construct a shaded parking facility at the Vydexa Solar Plant, extending material life while reducing waste and supporting resource efficiency.

WASTE GENERATION BY SECTOR - FY 25/26



WASTE GENERATION TYPE - FY 25/26



ENERGY MANAGEMENT

GRI | 302-1

Energy management focuses on the efficient use and continuous monitoring of electricity and fuel across our operations. During the year, we strengthened our approach by introducing a structured, data-driven monitoring system to track energy consumption across all plants, establishing a reliable baseline to support future efficiency improvements.

996,715 KWH

TOTAL ELECTRICITY CONSUMPTION IN FY 2025/26

Operational efficiency is driven by maximising plant availability, which enhances renewable energy generation and contributes to reducing reliance on fossil fuel-based power at a system level. To support this, we closely monitor key energy inputs, including electricity consumption for plant operations and fuel usage such as diesel and petrol, enabling improved visibility of energy performance and identification of optimisation opportunities.

We leverage sustainable energy solutions to improve operational efficiency and reduce overall energy intensity, reinforcing our commitment to environmental sustainability. As a renewable energy company, our operations inherently contribute to carbon emission reductions and support the broader transition toward a low-carbon future. Electricity remains the primary energy source for the electromechanical systems that underpin our daily operations, making energy efficiency a critical focus across the asset lifecycle. Guided by established technical standards and our Environmental and Social Management System (ESMS), efficiency considerations are embedded from project design through to operation. Engineering teams prioritise the use of high-efficiency equipment during development, while Plant Managers and technical teams continuously monitor performance and implement improvements during operations.

This integrated, data-driven approach enables us to sustain high levels of performance, drive energy efficiency, and support our long-term sustainability objectives.

Energy prodcued in FY 2026 335 GWh

Excess renewable energy produced 334 GWh

Energy consumed in FY 2026 1 GWh

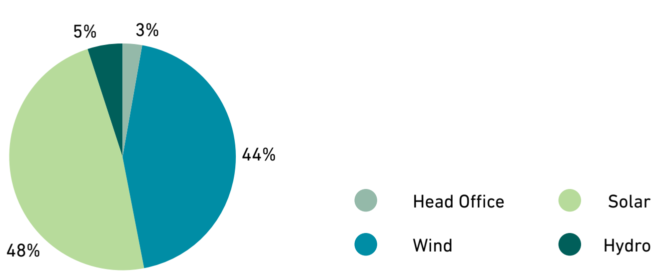
only subsidiaries taken in to account

Electricity consumption by sector – FY 2025/26

Sector	kWh	% of total
Head Office	26,976	2.71%
Wind	439,844	44.13%
Solar	481,133	48.27%
Hydro	48,762	4.89%
Total	**996,715**	**100.00%**

**Only electricity consumption*

ELECTRICITY CONSUMPTION BY SECTOR - FY 25/26



SOLAR UNIVERSE (AGROVOLTAIC PROJECT)

The Solar Universe 10 MW agrovoltaic project represents a landmark initiative for both the Company and Sri Lanka, as the nation's first utility-scale, ground-mounted solar plant to integrate agricultural activity. Located in Vavunathivu, the project adopts an innovative dual-use model by allocating cultivated land beneath and around solar installations to local farmers. This approach enables farmers to generate supplementary income from their harvests while maintaining productive use of the land.

By combining renewable energy generation with sustainable agriculture, the project promotes efficient land utilisation, enhances climate resilience, and supports responsible land management practices. In addition, it contributes directly to local food production and creates meaningful livelihood opportunities within the community, reinforcing the Company's commitment to inclusive and sustainable development.

Natural Capital

MANAGING OUR EMISSIONS

GRI | 305-1, 305-2

In the 2025/26 financial year, we commenced the process of calculating and recording the carbon footprint attributable to WindForce Group operations. This initial phase focuses on Scope 1 emissions, which include direct emissions from owned or controlled sources such as fuel combustion and other tracked onsite activities. We also included Scope 2 emissions, arising from purchased electricity and quantified by assessing energy consumption. The Group intends to incorporate Scope 3 emissions into its carbon footprint calculations in future years.

Carbon footprint	Metric	2025/26
Scope 1 emissions	tCO_2e	247.66
Scope 2 emissions	tCO_2e	415.93

- The base year for the emissions calculation is 2025/26
- Emission factors applied for Scope 1 emissions were sourced from IPCC and DEFRA guidelines, while Scope 2 emissions were calculated using the location-based electricity grid emission factors issued by the Sri Lanka Sustainable Energy Authority (SLSEA).

WATER MANAGEMENT

GRI | 303-1, 303-2, 303-3, 303-4, 303-5, SASB iIF-EU-140a.1, IF-EU-140a.2

Water management is essential to maintaining the efficiency and reliability of our solar power plant infrastructure. At most ground-mounted facilities, water requirements for panel cleaning are met through dedicated deep tube wells, while rooftop installations utilise water supplied by host facilities, typically sourced from groundwater or municipal pipe-borne systems.

To promote responsible water use, runoff generated during solar panel cleaning, being free of chemicals, is safely repurposed for on-site irrigation, supporting landscaping and reducing overall water consumption. Across our operations, we aim to comply with applicable water quality standards, permits, and regulatory requirements, supported by established operational practices. There were no reported instances of non-compliance during the year.

During the period, our focus has been on strengthening monitoring and data collection systems for water usage rather than introducing new initiatives. Water consumption is systematically tracked across key sources, including:

- Municipal water supply
- Groundwater (tube wells and bore wells)
- Limited use of surface water for operational and landscaping purposes

Water is primarily used for:

- Solar panel cleaning, which represents the largest share of consumption
- Landscaping and plant maintenance across sites

Hydropower operations involve minimal water consumption, primarily limited to general facility use, as water used for power generation is passed through turbines and returned to its source with negligible loss or impact. Accordingly, no significant water-related environmental impacts have been identified across operations.

This structured and responsible approach to water management supports efficient resource use while minimising environmental impact.

Water Consumption by Source – FY 25/26

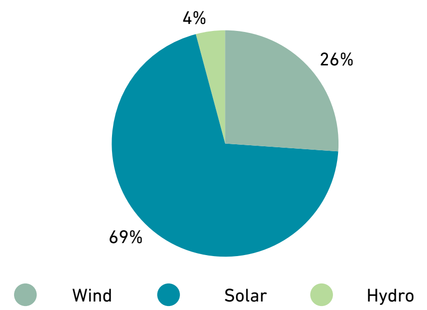
Water Source	Litres (L)	m^3	% of Total
Municipal / Public Supply	3,772,697	3,773	35%
Groundwater (Boreholes / Wells)	6,312,142	6,312	58%
Surface Water (Rivers / Lakes / Reservoirs / Canals)	690,250	690	6%
Bottled Water	10,867	92	1%
Total Water Consumption	**10,867,153**	**10,867**	**100%**

- During the period water withdrawal is equal to water consumption

Water Consumption by Sector

Sector	m^3
Wind	2,862
Solar	7,525
Hydro	480
Total	**10,867**

WATER CONSUMPTION BY SECTOR - FY 25/26



Reverse Osmosis (RO) Water Purification at Kebitigollewa Solar Power Plant

BIODIVERSITY CONSERVATION

GRI | 101- 1-2, 4-8

Biodiversity and Land Use

Our renewable energy operations interact closely with natural ecosystems, particularly through land utilisation for solar, wind, and hydropower projects. Biodiversity-related impacts may arise from land use requirements for solar installations, as well as site-specific factors associated with project development. Additional effects, such as noise emissions from wind turbines and potential habitat disturbance, may also occur depending on local environmental conditions.

To manage these impacts responsibly, all projects undergo either an Environmental Impact Assessment (EIA) or an Initial Environmental Examination (IEE) as part of the regulatory approval process. These assessments ensure that project development avoids protected areas and ecologically sensitive or high-biodiversity zones, thereby minimising potential environmental harm at the planning stage itself.

Where land clearing is unavoidable, mitigation measures are implemented through reforestation programmes, typically requiring the planting of approximately three trees for every tree removed. This approach helps offset ecological loss and contributes to long-term habitat restoration. For example, our upcoming 100 MW solar project incorporates a comprehensive reforestation initiative, demonstrating its commitment to balancing development with environmental stewardship.

Biodiversity Monitoring and Initiatives

We continue to strengthen our biodiversity management practices through enhanced monitoring and targeted conservation initiatives. During the year, a key development was the initiation of comprehensive avian (bird) studies across our wind power installations, covering species identification, habitat usage, and potential collision risks. With an investment of approximately Rs. 9 million, these studies address gaps in earlier projects where such assessments were not previously required, enabling more informed decision-making and improved biodiversity protection going forward.

Beyond operational monitoring, we support biodiversity conservation through a range of initiatives implemented via our corporate social responsibility (CSR) programmes and ecosystem-focused projects. These include habitat conservation efforts, awareness-building activities, and initiatives aimed at enhancing ecological resilience within and around our project sites.

Through these collective efforts, we strive to minimise our ecological footprint while contributing positively to biodiversity conservation and sustainable land use.

Biodiversity Protection & Habitat Management:

- The 'Haritha Huruwa' Framework provides an approach to promoting sustainable practices, enhancing environmental stewardship, and minimising the ecological footprint across our local operations.
- We have introduced glass-reinforced fibre pipes (CCGRP) at several hydro plants (e.g., Melanka and Terraqua Kokawita). The burial of these pipelines preserves wildlife corridors and minimises disruption to natural animal movement and habitats following project implementation.
- Cover slabs installed along headraces enable safe passage for wildlife, supporting habitat connectivity and reducing risks to fauna.
- At the Melanka Mini Hydropower Plant (MHPP), approximately 11 km of 33kV Aerial Bundled Conductors (ABC) were utilised, significantly reducing the need for tree clearing along transmission routes.
- All project areas undergo landscaping and revegetation post-commissioning, ensuring restoration of the surrounding environment and improved site integration with the natural landscape.
- We actively implement tree planting programmes within catchment areas, supporting ecosystem restoration, enhancing biodiversity, and contributing to long-term environmental sustainability.

Natural Capital

Haritha Huruwa

Glass-reinforced Fibre Pipes (CCGRP)

WATER MANAGEMENT AND RIVER HEALTH

- We carefully manage environmental water flows to minimise downstream impacts and maintain river ecosystem health. Our plant teams are trained to regulate water releases responsibly, including temporarily suspending generation during dry periods when necessary to prioritise community water needs. These practices are supported by ongoing monitoring to ensure appropriate flow levels are maintained.
- We also undertake aquatic monitoring activities [JP25.1][NS25.2]to assess the condition and sustainability of ecosystems influenced by our operations. This helps us evaluate the health of both aquatic and surrounding terrestrial environments, enabling timely interventions to support biodiversity conservation and long-term ecological balance.
- For the Diya janani 5 MW floating solar project, baseline environmental data was collected prior to construction to enable ongoing monitoring of water quality and biodiversity. A monitoring programme, including regular observations, sampling, and monthly testing, assesses conditions against regulatory standards and baseline data. No incidents of pollution or environmental harm were recorded during the reporting period.

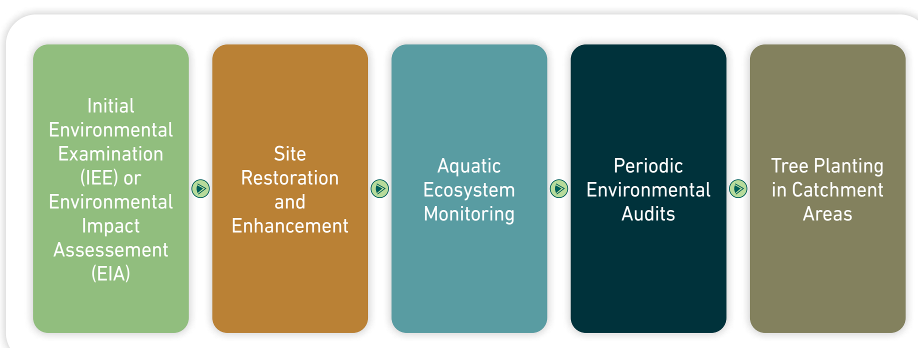
ENVIRONMENTAL ASSESSMENT, COMPLIANCE, AND AUDITING

We maintain a rigorous approach to environmental assessment and compliance, ensuring that all projects are developed and operated in line with applicable legal and regulatory requirements. Before implementation, projects undergo an initial Environmental Impact Assessment (EIA) or an Initial Environmental Examination (IEE) to identify potential environmental impacts, define mitigation measures, and secure the necessary approvals from regulatory authorities.

Depending on project scale and type, environmental compliance requirements vary. Wind and hydropower projects are typically subject to Environmental Protection Licences (EPL), with periodic evaluations conducted as part of the licence renewal process. In contrast, solar projects are subject to fewer regulatory requirements; however, all projects must obtain relevant environmental clearances under national regulations.

During the construction phase, environmental audits and monitoring activities are conducted to ensure compliance with approved environmental management plans and minimise potential ecological disturbances. In addition, we undertake periodic and project-specific environmental reviews, particularly for larger capacity projects and international operations, such as our Ugandan hydro plants, where regulatory requirements necessitate adherence to enhanced environmental standards.

Our compliance approach is therefore site-specific and risk-based, with environmental requirements tailored to the nature, scale, and location of each project. This ensures that all operations are conducted responsibly, while aligning with both local regulations and recognised international best practices in environmental management and biodiversity protection.



MANAGING ECOLOGICAL IMPACTS FROM OUR SOLAR OPERATIONS

To minimise the ecological footprint of our solar operations, we engage with local communities through collaborative land-use models. Our agrivoltaics programme, for instance, enables farmers to cultivate land within and around solar installations, creating additional income opportunities while coexisting with renewable energy generation. This integrated approach supports efficient land utilisation, reduces environmental disturbance, and fosters stronger community ownership and sustainability.

Maintaining a reliable and consistent energy supply is underpinned by optimised Operations and Maintenance (O&M) practices. While external factors such as variations in solar irradiance remain beyond our control, we focus on maximising plant availability and operational performance through proactive maintenance strategies. Leveraging advanced tools and techniques allows us to effectively manage controllable parameters, ensuring continuity of energy generation and enhancing overall system efficiency.

MANAGEMENT OF ENERGY INFRASTRUCTURE INTEGRATION AND RELATED REGULATIONS

The output of solar power is inherently dependent on variable levels of solar irradiance, which can affect the consistency of energy supplied to the national grid. While our Power Purchase Agreements (PPAs) require reliable delivery of contracted capacity, maintaining this consistency is influenced by broader grid stability and system-level constraints.

Addressing intermittency-related risks requires a coordinated, system-wide approach rather than isolated solutions. A well-balanced national energy mix, integrating diversified renewable sources such as wind, solar, and hydropower, alongside adequate firm generation capacity, is essential to ensuring a stable and resilient power system. This integrated approach not only supports reliable energy supply for consumers but also enables producers to meet contractual commitments effectively, contributing to a more sustainable and secure energy landscape.

CLIMATE AND OPERATIONAL RISKS

Our operations are exposed to a range of climate-related and operational risks that can influence both performance and reliability. Key risks include weather variability, such as fluctuations in wind, rainfall, and solar irradiance, which directly impact energy generation. In addition, grid instability and curtailment remain significant challenges, particularly as increasing levels of renewable energy generation at a national level can exceed grid capacity, resulting in limitations on energy dispatch.

To address these challenges, we are implementing innovative solutions aimed at enhancing resilience and operational efficiency. A key initiative is the development of Battery Energy Storage Systems (BESS), with 13 projects secured under national tenders. These systems are expected to play a critical role in stabilising the grid, managing peak demand, and improving the integration of renewable energy into the national energy mix.

In parallel, we have strengthened our digital capabilities through the development of real-time energy monitoring systems. These internally developed platforms provide enhanced visibility of energy generation, enabling grid operators to make more informed curtailment decisions and improve overall system efficiency.

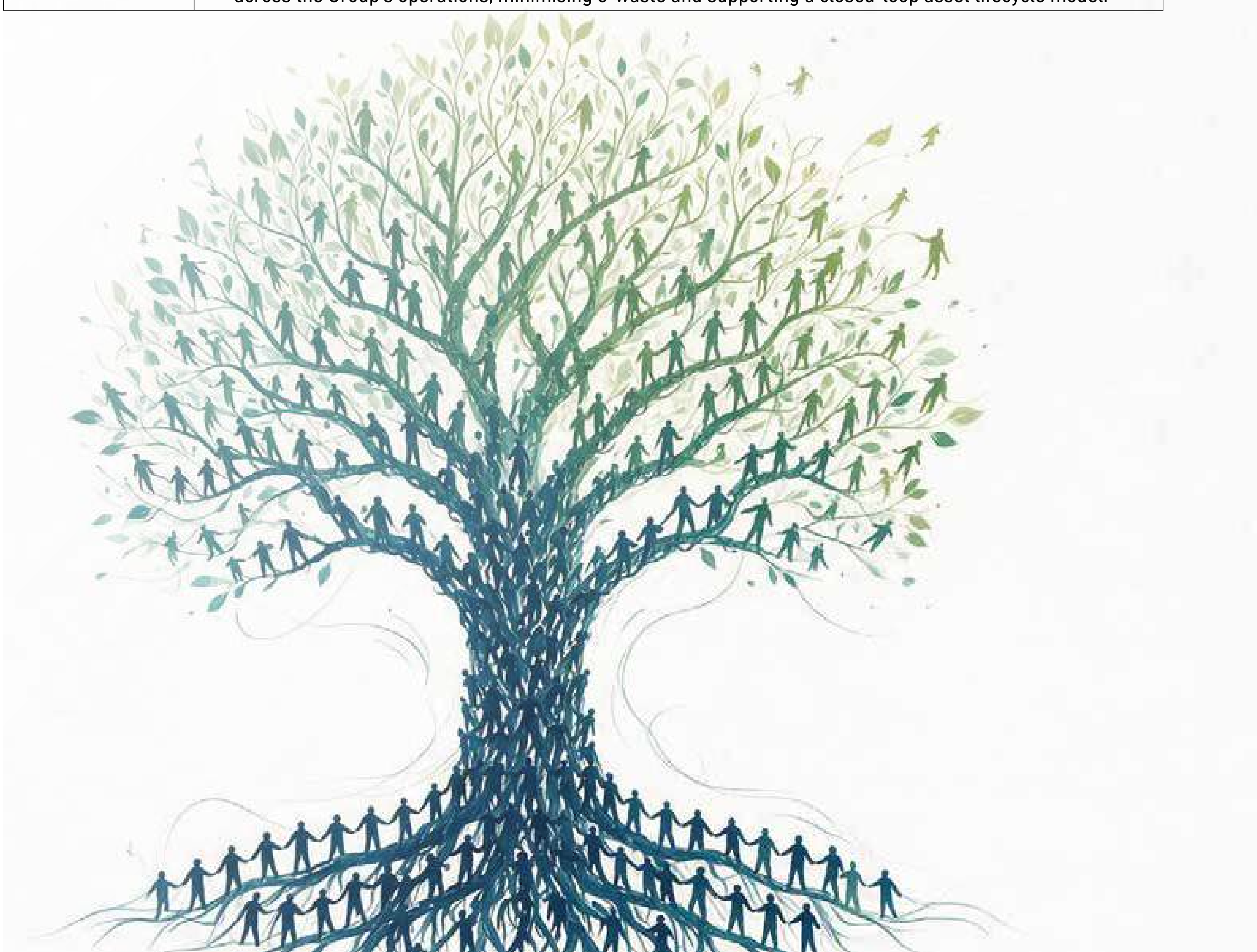
Through these measures, we are proactively adapting to evolving operational challenges while strengthening our contribution to a reliable and sustainable energy system.

OUTLOOK FOR FY 2025/26 AND BEYOND

Our future focus is centred on strengthening operational resilience and advancing sustainable energy solutions through targeted investments and innovation. We are prioritising the expansion of Battery Energy Storage Systems (BESS) to enhance grid stability, improve energy reliability, and support the efficient integration of renewable energy. At the same time, we continue to progress floating solar projects, enabling optimised energy generation while minimising land use impacts. Our efforts are further supported by enhanced environmental monitoring systems and data-driven reporting, which improve performance tracking and decision-making. In parallel, we are aligning our operations more closely with IFC Performance Standards and global ESG frameworks, ensuring adherence to international best practices and meeting evolving stakeholder expectations.

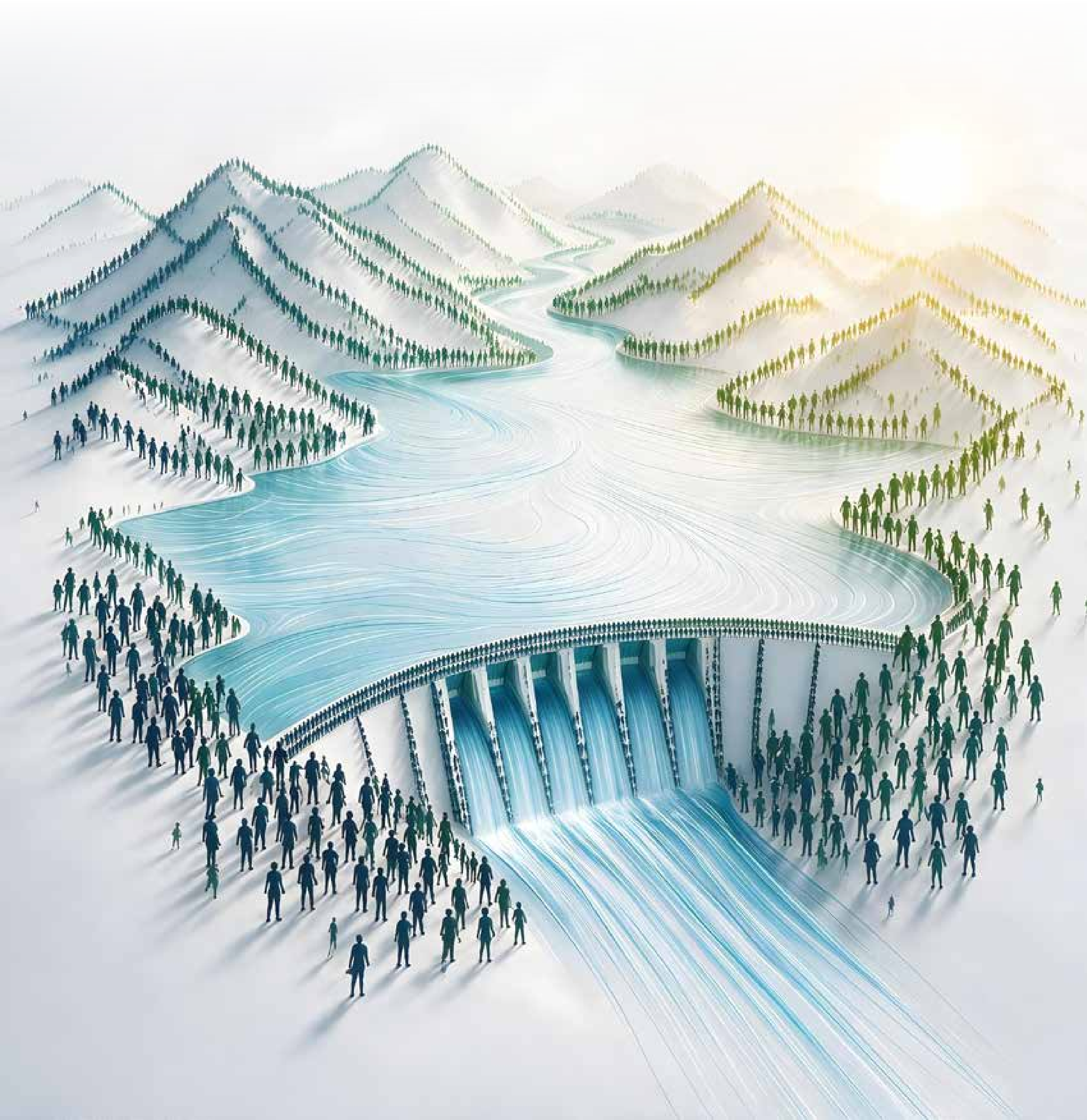
Natural Capital

Short Term (1–2 years)	◇ Establish FY 2025/26 as the base-year for Scope 1 and Scope 2 emissions, water, and waste data across all plants and set SMART environmental targets for 2030. ◇ Commence Scope 3 emissions data collection, identify material Scope 3 categories relevant to WindForce's value chain, and establish a methodology for future reporting. ◇ Roll out structured environmental and social due diligence screening for key suppliers and contractors, beginning with high-risk categories (e.g. solar panel and battery suppliers). ◇ Digitise environmental monitoring data collection across all plants to improve data accuracy, timeliness, and auditability ahead of SLFRS S2 reporting.
Medium Term (3–5 years)	◇ Achieve verified, auditable reductions in Scope 1, Scope 2, and material Scope 3 emissions, supported by science-based target methodology and aligned with Sri Lanka's national carbon neutrality pathway. ◇ Fully embed IFC Performance Standards and international ESMS requirements across all new project development cycles, making ESG compliance a standard pre-condition for all new investments.
Long Term (5+ years)	◇ Establish WindForce as a regional benchmark for ESG-aligned renewable energy development, with fully integrated climate-related financial disclosures under SLFRS S2, independently assured sustainability reporting, and demonstrable positive outcomes across biodiversity, water stewardship, and community resilience. ◇ Achieve full traceability and circularity for end-of-life solar panels, batteries, and turbine components across the Group's operations, minimising e-waste and supporting a closed-loop asset lifecycle model.



BEYOND THE FLOW

Transforming motion. Powering progress



CORPORATE GOVERNANCE

Dear Shareholders,

At WindForce PLC, effective corporate governance remains at the core of our operations, enabling us to navigate an increasingly complex and evolving business landscape with integrity, accountability, and transparency. The Board has established a robust governance framework that ensures compliance with legal and regulatory requirements while embracing industry best practices to support sustainable value creation for all stakeholders.

During the year, the Company achieved several significant milestones that strengthened its growth trajectory and strategic position within Sri Lanka's renewable energy sector. We secured a long-term financing facility of up to USD 18 million from the International Finance Corporation (IFC), a member of the World Bank Group. In addition, we were awarded 13 standalone Battery Energy Storage System (BESS) projects under Sri Lanka's first grid-scale standalone BESS programme, representing a total capacity of 130 MW / 520 MWh. These achievements reflect our commitment to advancing the country's renewable energy infrastructure while creating long-term value for our shareholders.

We are pleased to confirm our compliance with Section 9 of the Colombo Stock Exchange (CSE) Listing Rules. During the year, the Board further strengthened its governance framework by separating the former Audit and Risk Committee into two distinct Board committees: the Audit Committee and the Risk Committee. This enhancement enables more focused oversight of financial reporting, internal controls, risk management, and compliance matters. In addition, oversight of Environmental, Social, and Governance (ESG) responsibilities has been assigned to the Risk Committee, reinforcing the Board's commitment to integrating sustainability considerations into its risk governance processes.

Our commitment to sustainability continues to evolve in line with emerging global and local reporting expectations. We have adopted the Sri Lanka Financial Reporting Standards (SLFRS) S1 and S2 and is steadily progressing toward full alignment with the IFRS Sustainability Disclosure Standards. These initiatives enhance the transparency, consistency, and quality of our sustainability and climate-related disclosures, enabling stakeholders to better understand our long-term resilience and value creation approach.

Looking ahead, the Board remains committed to continuously strengthening governance practices and ensuring that the organisation is equipped with the oversight, expertise, and strategic direction necessary to thrive in a dynamic operating environment. With robust governance structures and clear strategic priorities in place, we are confident in our ability to drive sustainable innovation and create lasting impact within the renewable energy sector.

Ranil Pathirana
Chairman
14th August 2026

HIGHLIGHTS 2025/26

Item	Description
Appointment of new director Mr. Sanjay Kulatunga	WindForce PLC appointed Mr. Sanjay Kulatunga as an Independent Non-Executive Director to its Board with effect from 3rd March 2026, following the resignation of Mr. Dilshan Hettiaratchi, Independent Non-Executive Director.
Resignation of Mr. Dilshan Hettiaratchi	Mr. Dilshan Hettiaratchi, an Independent Non-Executive Director resigned from the Board of Directors of WindForce PLC, with the change taking effect on 3rd March 2026.
Audit and Risk Committee Separation	WindForce PLC strengthened its corporate governance framework by restructuring the former Audit and Risk Committee into two separate Board committees, namely the Audit Committee and the Risk Committee, enabling enhanced oversight and more effective governance across key areas of the business.
ESG Integration into Risk Governance	ESG-related responsibilities were formally assigned to the Risk Committee, reinforcing Board oversight of sustainability risks, opportunities, and climate-related matters.
Board Performance Evaluation	Conducted annual Board of Directors (BOD) Appraisals and Chief Executive Officer (CEO) Appraisal to strengthen accountability and support continuous leadership effectiveness.
Company Secretarial Transition	Appointed Corporate Advisory Services (Pvt) Ltd. as the Company Secretary with effect from 01 October 2025, following the cessation of services by Nexia Corporate Consultants (Pvt) Ltd.
Adoption of SLFRS S1 and S2 Sustainability Standards	Adopted SLFRS S1 and SLFRS S2 Sustainability Disclosure Standards as a Top 100 market capitalised company listed on the Colombo Stock Exchange (CSE).

A FRAMEWORK FOR GOVERNANCE

The Board of Directors of WindForce PLC has implemented a robust governance framework that aligns with applicable laws, regulations, and recognised best practices, supporting the Company's long-term sustainability and its social licence to operate.

Legal & Regulatory

- Companies Act No.7 of 2007
- CSE Listing Rules
- Securities and Exchange Commission of Sri Lanka Act No. 36 of 1987
- Shop and Office Employees (Regulation of Employment and Remuneration) Act, No. 19 of 1954
- Sri Lanka Accounting Standards
- Business-specific regulations
- Inland Revenue Act No.24 of 2017

Voluntary Standards & Codes

- Code of Best Practice, on Corporate Governance 2023
- GRI Standards issued by the Global Reporting Initiative
- IR Framework issued by IIRC
- Code of Ethics of Institute of Engineers of Sri Lanka (IESL)
- UN Sustainable Development Goals

Internal Documents

- Vision, Mission, Values
- Articles of Association & Board Charter
- TOR of Board Committees
- Board-approved policy frameworks for governance, risk, and operational areas
- Code of Conduct for Employees

Corporate Governance

Composition

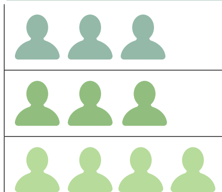
GRI | 2-9

The Board comprises 10 Directors, whose profiles are presented on page 60, and whose collective capabilities and experience are summarised below. The Board includes three Executive Directors, including the Deputy Chairman and the Managing Director, and seven Non-Executive Directors, of whom three are Independent Non-Executive Directors, representing one-third of the Board in compliance with Section 9.8.2 of the Colombo Stock Exchange (CSE) Listing Rules on Corporate Governance.

The Board brings together a diverse blend of expertise, industry knowledge, and professional experience across a range of disciplines. This diversity of skills and perspectives enables robust deliberation of matters placed before the Board, fostering independent judgement, balanced decision-making, and effective oversight of the Company's strategic direction and operations.

GRI | 2-17, 405-1

A Balanced Board

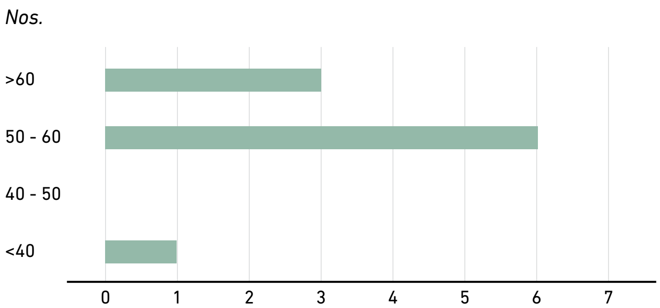


- Independent Non-Executive Directors
- Non-Independent Executive Directors
- Non- Independent Non-Executive Directors

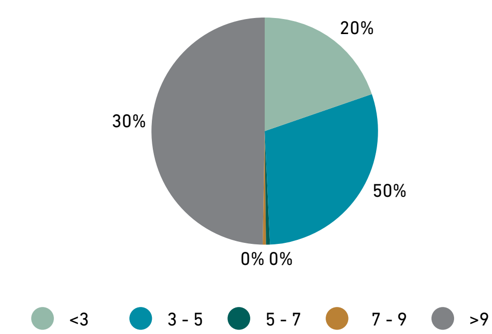
Gender Diversity

- Female
- Male

AGE DIVERSITY



TENURE OF SERVICES



Board Skills and Expertise

Name	Current Profile	Competencies and Experience
Mr. Ranil Pathirana	Chairman, Non-Executive, Non-Independent Director	
Mr. Asgi Akbarally	Deputy Chairman, Executive, Non-Independent Director	
Mr. Manjula Perera	Managing Director, Executive, Non-Independent Director	
Mr. Huzefa Akbarally	Non-Executive, Non-Independent Director	
Mr. Hussain Akbarally	Executive, Non-Independent Director	
Mr. Vinod Hirdaramani	Non-Executive, Non-Independent Director	
Mrs. Saumya Amarasekera	Non-Executive, Independent Director	
Mr. Savantha De Saram	Non-Executive, Independent Director	
Mr. Harin Udeshi	Non-Executive, Independent Director	
Mr. Sanjay Kulatunga	Non-Executive, Independent Director	

Finance	IT / Technology	Sustainability	Engineering	Marketing
Hospitality	Management	Renewable Energy	Healthcare	Law
Corporate Finance	Investment Management	Industry and Commerce		

Nomination & Selection

GRI | 2-10

The Board is responsible for identifying and recommending suitably qualified candidates for appointment as Directors. In evaluating potential nominees, the Board considers the individual's skills, competencies, experience, integrity, and leadership qualities, while also assessing the overall composition, diversity, and effectiveness of the Board. The objective is to ensure that appointments are aligned with the Company's strategic requirements and governance standards, while maintaining an appropriate balance of expertise, independence, and diversity.

Determining Independence

The independence of Directors is assessed in accordance with the criteria prescribed by the Colombo Stock Exchange (CSE) Listing Rules. The Board reviews the independence of Non-Executive Directors annually and confirms that all Independent Non-Executive Directors satisfied the applicable independence criteria throughout the year.

Appointment, Retirement and Resignations

Directors are appointed by shareholders at the Annual General Meeting (AGM) upon the recommendation of the Board. In accordance with applicable regulatory requirements, the appointment of new Directors is disclosed to the Colombo Stock Exchange and communicated through appropriate public announcements. Such disclosures include:

- A brief profile of the Director;
- Details of expertise and experience relevant to the Company's operations;
- Directorships and Board Committee memberships held in other companies; and
- The Director's independence status as determined in accordance with the CSE Listing Rules.

The Board is empowered to appoint Directors to fill casual vacancies that may arise between Annual General Meetings. Directors appointed in this manner hold office until the next AGM, at which they are required to offer themselves for election by shareholders, thereby ensuring shareholder participation in the appointment process.

In accordance with the Articles of Association, one-third (1/3) of the Directors retire by rotation at each AGM. Directors who have served the longest period since their appointment or last re-election retire first and are generally eligible for re-election. To facilitate informed shareholder decision-making, the profiles of Directors seeking election or re-election are provided to shareholders and disclosed to the Colombo Stock Exchange as required.

The Articles of Association do not require Executive Directors to retire by rotation, as they hold office for the duration of their respective employment contracts.

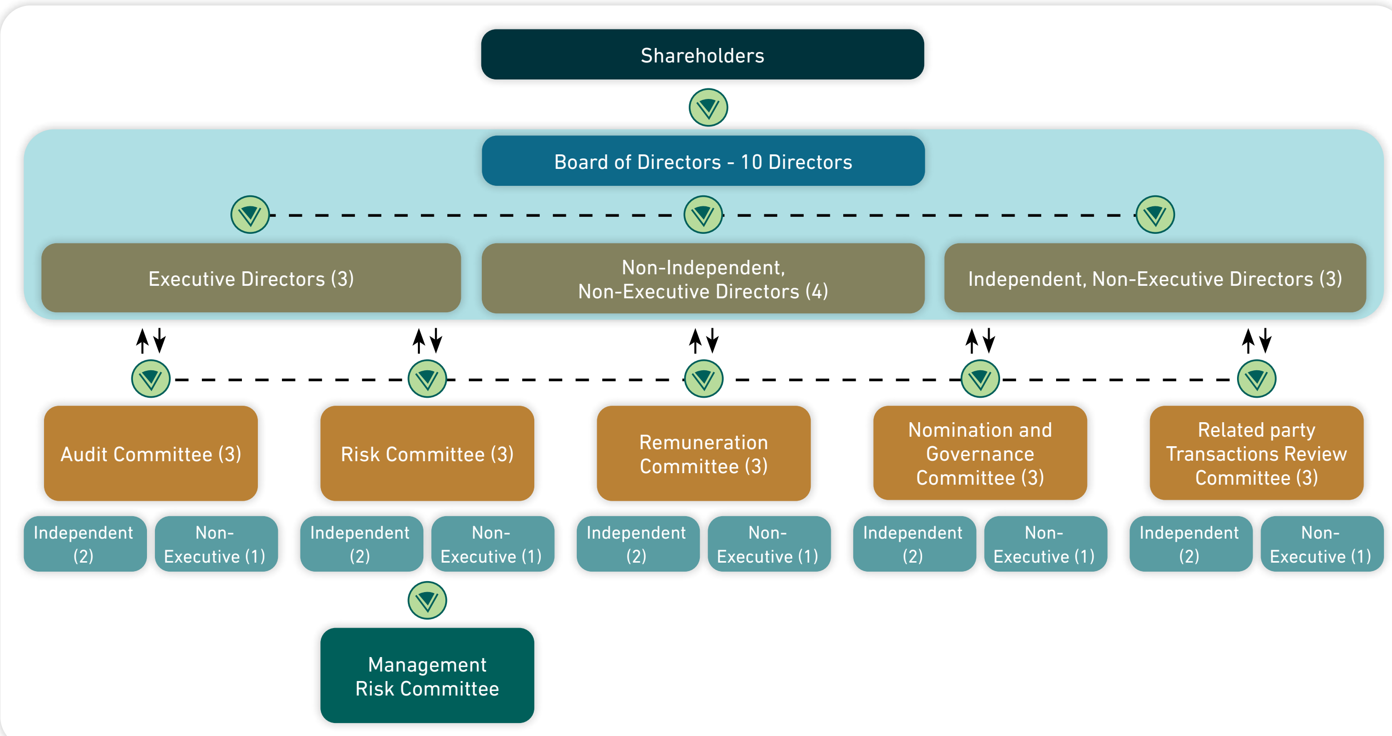
Corporate Governance

Governance Structure

GRI | 2-9

The Group consists of 24 subsidiaries and 6 associates operating in the power generation sector, including 2 subsidiaries and 2 associates located overseas. Effective oversight of this diverse portfolio requires a strong governance framework that supports sound decision-making, accountability, and sustainable value creation across the Group.

Corporate Governance Framework and Governance Structure



Roles & Responsibilities

GRI | 2-12

Chairman GRI | 2-11	The Chairman is not a senior executive in the organisation and provides leadership to the Board, promotes the highest standards of corporate governance, and ensures that the Board functions effectively, ethically, and in the best interests of the Company and its stakeholders. **Key Responsibilities** ◇ Setting the ethical and governance tone of the Board and the Company. ◇ Providing leadership to the Board and promoting a culture of integrity, accountability, and transparency. ◇ Approving the Board's annual work plan and meeting agendas in consultation with the Managing Director and Company Secretary. ◇ Fostering constructive engagement with shareholders and other key stakeholders to build trust and confidence in the Company. ◇ Ensuring that all Directors are able to contribute effectively and participate fully in Board deliberations. ◇ Facilitating open, balanced, and informed discussions on matters presented to the Board. ◇ Maintaining an appropriate balance of authority between Executive and Non-Executive Directors to support independent judgement and effective oversight. ◇ Promoting effective decision-making and ensuring that Board resolutions are implemented appropriately. ◇ Monitoring and evaluating the effectiveness of the Board and its governance processes.

Managing Director and Chief Executive Officer	The Managing Director and Chief Executive Officer are responsible for executing the Board-approved strategy, providing executive leadership, and driving the sustainable growth and performance of the Company. **Key Responsibilities** ◇ Providing leadership and direction in the implementation of the Company's strategic objectives and business plans. ◇ Appointing, developing, and evaluating the performance of the senior management team, while ensuring robust succession planning across key leadership positions. ◇ Developing and recommending the Company's strategy, business plans, and strategic initiatives for consideration and approval by the Board. ◇ Preparing and recommending annual budgets and operating plans aligned with the Company's long-term strategic goals. ◇ Monitoring the Company's operational and financial performance and regularly reporting progress to the Board. ◇ Ensuring compliance with applicable laws, regulations, and corporate governance requirements. ◇ Establishing and maintaining an organisational structure, resources, and capabilities necessary to effectively execute the Company's strategy. ◇ Fostering a high-performance culture founded on the Company's values, ethics, and commitment to stakeholder interests. ◇ Overseeing the identification, assessment, and management of key business risks and ensuring that the Company operates within the risk appetite approved by the Board. ◇ Promoting operational excellence, innovation, and sustainable value creation for shareholders and other stakeholders.
Company Secretary	The Company Secretary plays a vital role in supporting the effective functioning of the Board and maintaining high standards of corporate governance. During the year, Corporate Advisory Services (Pvt) Ltd. served as Company Secretary, following its appointment with effect from 1 October 2025, succeeding Nexia Corporate Consultants (Pvt) Ltd. The Company Secretary advises the Board on governance matters, regulatory requirements, and best practices, while facilitating the effective discharge of the Board's duties and responsibilities. The appointment and removal of the Company Secretary is a matter reserved for the Board as a whole. **Key Responsibilities** ◇ Ensuring that Board Meetings and General Meetings are convened and conducted in accordance with the Articles of Association, applicable laws, and regulatory requirements. ◇ Providing guidance to the Board on corporate governance developments, legal obligations, and emerging best practices. ◇ Maintaining statutory registers, corporate records, and accurate minutes of Board and Board Committee meetings. ◇ Facilitating timely and transparent communication with shareholders, regulators, and other relevant stakeholders. ◇ Ensuring the timely filing of statutory returns, disclosures, and other regulatory submissions. ◇ Coordinating access to independent professional and legal advice for the Board, where required. ◇ Supporting the induction and ongoing development of Directors on governance and regulatory matters. ◇ Ensuring that all Directors have unrestricted access to the advice and services of the Company Secretary in the discharge of their responsibilities.

Sub-Committees of the Board

GRI | 2-13

To support the effective discharge of its responsibilities and enhance governance oversight, the Board has established dedicated Committees with clearly defined mandates and delegated authority. These Committees assist the Board in providing focused oversight of key areas of the Group's operations and governance framework.

Corporate Governance

The Board has constituted an Audit Committee and a Risk Committee to provide independent oversight of financial reporting, internal controls, risk management, compliance, and assurance processes. The Audit Committee oversees the integrity of financial reporting and the effectiveness of both internal and external audit functions, including the independence of the external auditors, while the Risk Committee is responsible for overseeing the Group's risk management framework and ESG-related matters.

The composition, responsibilities, and activities of these Board Committees are outlined below.

Board Committee	Areas of Oversight	Composition	Further Information
Audit Committee	Financial Reporting Internal Controls Internal Audit External Audit	Mr. Sanjay Kulatunga - Chairman Mr. Savantha De Saram Mr. Vinod Hirdaramani	Report of the Audit Committee on page 260
Risk Committee	Risk Strategy Risk Framework Risk Exposure Resilience & Controls Reporting & ESG	Mr. Sanjay Kulatunga - Chairman Mr. Savantha De Saram Mr. Vinod Hirdaramani	Report of the Risk Committee on page 258
Remuneration Committee	Remuneration policy for Key Management Personnel Goals and targets for Key Management Personnel Performance evaluation	Mr. Savantha De Saram -Chairman Mr. Ranil Pathirana Mr. Sanjay Kulatunga	Report of the Remuneration Committee on page 262
Related Party Transactions Review Committee	Review of related party transactions Disclosure & Transparency	Mrs. Saumya Amarasekera - Chairman Mr. Savantha De Saram Mr. Huzefa Akbarally	Report of Related Party Transactions Review Committee on page 264
Nominations and Governance Committee	Board Composition & Recruitment Board & Leadership Succession Planning	Mr. Savantha De Saram - Chairman Mr. Sanjay Kulatunga Mr. Ranil Pathirana	Report of Nominations and Governance Committee on page 263

Conflict of Interest

GRI | 2-15

Directors and Key Management Personnel (KMP) are required to act in the best interests of the Company and are prohibited from using their position, authority, or access to confidential or price-sensitive information for personal gain or for the benefit of any third party. Directors promptly disclose any actual or potential conflicts of interest, including those arising from other directorships or business interests. Where a conflict exists, the Director concerned abstains from the related discussions and decision-making process and withdraws from the relevant portion of the meeting.

Meetings, Minutes & Information

GRI | 2-16

The Board meets at least quarterly, with additional meetings convened as required to address emerging matters and strategic priorities. An annual Board calendar is prepared by the Company Secretary and approved at the beginning of each financial year to facilitate effective planning and attendance.

Board meeting agendas are developed by the Chairman in consultation with the Managing Director and the Company Secretary. Directors receive meeting agendas and supporting papers at least seven days in advance, providing adequate time to review the materials and seek clarification where necessary. Standing agenda items include the review of business performance, financial results, risk management, strategic developments, and other matters requiring Board consideration and approval.

To support informed decision-making, Board papers are made available through a secure electronic platform, enabling Directors to access current and historical meeting documents conveniently and securely. Members of the Key Management Personnel (KMP) attend Board meetings by invitation to present on matters within their respective areas of responsibility and to provide updates on significant internal and external developments affecting the Group. The Board maintains an open and transparent engagement with Management, and Directors are encouraged to seek additional information and clarification as necessary to discharge their duties effectively.

Minutes of Board meetings are circulated to Directors within two weeks of each meeting and are formally approved at the subsequent Board meeting. Any concerns or dissenting views expressed by Directors on matters not unanimously resolved are appropriately recorded in the minutes. Directors have ongoing access to Board papers and minutes through secure electronic channels.

Where permitted by applicable laws and regulations, Board resolutions may be passed by circulation. However, if any Director considers that a matter warrants discussion at a formal Board meeting, the Chairman will ensure that the resolution is tabled for consideration and decision at a duly convened Board meeting.

Attendance

Attendance of directors at meetings is given below:

Meeting Attendance	Board Meetings	Committee Meetings				
FY 2025/26		**Remuneration Committee**	**Audit Committee**	**Risk Committee**	**Related Party Transaction Review Committee**	**Nominations & Governance Committee**
Mr. Ranil Pathirana	5/5	2/2	-	-	-	1/1
Mr. Asgi Akbarally	5/5	-	-	-	-	-
Mr. Manjula Perera	5/5	-	-	-	-	-
Mr. Huzefa Akbarally	5/5	-	-	-	4/4	-
Mr. Hussain Akbarally	4/5	-	-	-	-	-
Mr. Vinod Hirdaramani	5/5	-	4/4	4/4	-	-
Mrs. Saumya Amarasekera	4/5	-	-	-	4/4	-
Mr. Savantha De Saram	5/5	2/2	4/4	4/4	4/4	1/1
Mr. Harin Udeshi	3/5	-	-	-	-	-
Mr. Dilshan Hettiaratchi (Resigned)	5/5	2/2	4/4	4/4	-	1/1
Mr. Sanjay Kulatunga (New Appointment)	-	-	-	-	-	-

Induction & Training for Directors

Newly appointed Directors receive a comprehensive induction programme, including key regulatory and governance documentation, together with visits to operational sites to gain a deeper understanding of the Group's business and operations. Directors are encouraged to remain informed of developments in legislation, corporate governance practices, industry trends, and the broader business environment. In addition, they actively pursue relevant professional training and continuing development opportunities to enhance their knowledge and effectiveness in their roles.

Appraisal of CEO and Board of Directors

GRI | 2-18

The Board conducts an annual evaluation of the Chief Executive Officer (CEO) against predetermined performance objectives and strategic goals. The assessment considers the achievement of short-, medium-, and long-term targets, taking into account the Group's financial and operational performance, prevailing market conditions, and feedback from the Board. The outcomes of the evaluation are considered in determining annual remuneration adjustments and performance-based incentives.

Corporate Governance

The Board conducts an annual evaluation of its performance to ensure that its responsibilities are effectively discharged.

Remuneration

GRI | 2-19, 2-20

The Board is supported by the Remuneration Committee of the parent company in reviewing and recommending the remuneration of Executive Directors, Non-Executive Directors, Key Management Personnel (KMP), and other senior executives. The remuneration framework is designed to attract, motivate, and retain individuals with the skills, experience, and leadership capabilities required to achieve the Group's strategic objectives and deliver sustainable long-term value.

Remuneration Policy

The remuneration of Executive Directors and Key Management Personnel is aligned with the Group's strategy and sustainable value creation objectives. Performance goals are established by the Managing Director/Chief Executive Officer cascaded across the organisation to ensure alignment between individual performance and business objectives. Remuneration structures include an appropriate balance of fixed and performance-based components, linked to the achievement of agreed strategic and operational targets.

Further details on the remuneration framework and the Committee's responsibilities are provided in the Report of the Remuneration Committee and the Terms of Reference on page 262.

The remuneration of Non-Executive Directors is determined with reference to their responsibilities, expertise, time commitment, and prevailing market practices. Non-Executive Directors do not participate in performance-based incentive schemes or receive variable remuneration linked to the Company's financial performance, thereby preserving their independence and objectivity.

The Board and the Remuneration Committee may seek the assistance of independent human resource and remuneration professionals, where necessary, to support the effective discharge of their responsibilities and to ensure that remuneration practices remain competitive, equitable, and aligned with governance best practices.

Level and Make-up of Remuneration

The remuneration framework for Executive Directors is designed to attract, motivate, and retain high-calibre professionals with the expertise, leadership capabilities, and experience required to support the Group's long-term success. The remuneration structure is aligned with the provisions of Schedule E of the Code of Best Practice on Corporate Governance (2023) issued by the Institute of Chartered Accountants of Sri Lanka and comprises both fixed and performance-linked variable components.

The variable component of remuneration is linked to the achievement of predetermined performance objectives, thereby aligning executive rewards with the Company's strategic goals and sustainable value creation priorities.

The employment contracts of Executive Directors do not contain special provisions for early termination that would entitle them to additional compensation. Any compensation payable upon termination, if applicable, is determined by the Board of Directors in accordance with the relevant contractual and governance requirements.

Accountability & Audit

GRI | 2-14

This Annual Report provides a fair, balanced, and comprehensive assessment of the Company's financial position, performance, and future prospects, in compliance with applicable legal and regulatory requirements, as well as the reporting standards, codes, and frameworks voluntarily adopted by the Company, as detailed on page 207. Further discussion of the Company's performance, governance, and outlook is available in the following sections of this Annual Report:

- Chairman's Message (pages 49 to 50)
- Managing Director's Message (pages 53 to 56)
- Annual Report of the Board of Directors on the Affairs of the Company (pages 252 to 255)
- Directors' Statement on Internal Controls (page 256)
- Risk Management Report (pages 240 to 251)
- Capital Reports (pages 136 to 204)

The Board reviewed and approved the quarterly/ Annual financial and other reports prior to their release through the Colombo Stock Exchange (CSE) and the Company's corporate website, ensuring compliance with the prescribed reporting timelines. The Audit Committee reviewed the financial statements and recommended them to the Board for approval.

The Company is committed to the timely and transparent disclosure of material and price-sensitive information that may affect shareholder interests. Such information is communicated promptly to the Colombo Stock Exchange in accordance with applicable regulatory requirements. The Company also ensures timely submission of all statutory reports and filings required by regulatory authorities, including the Department of Inland Revenue, the Sri Lanka Accounting and Auditing Standards Monitoring Board (SLAASMB), and the Colombo Stock Exchange.

Additional information required by the applicable Corporate Governance Code is provided in the following sections:

- Managing Director's, Chief Executive Officer's and Chief Financial Officer's Responsibility Statement, including confirmation that the Company continues as a going concern (page 265)
- Statement of Directors' Responsibility for Financial Reporting (page 257)
- Independent Auditor's Report (page 268)

External Auditor

The External Auditor is appointed by shareholders at the Annual General Meeting (AGM) in accordance with the provisions of the Companies Act No. 07 of 2007. The Board, upon the recommendation of the Audit Committee, proposes the appointment or reappointment of the External Auditor for shareholder approval.

The Audit Committee is responsible for overseeing the External Auditor's independence, objectivity, and effectiveness, while monitoring compliance with applicable professional and regulatory requirements. The Committee also reviews the quality and scope of the external audit process to ensure robust assurance over the Company's financial reporting.

The engagement of the External Auditor for non-audit services is subject to prior review by the Audit Committee. Such reviews assess whether the provision of non-audit services could impair, or be perceived to impair, the auditor's independence and objectivity.

In accordance with Section 163(3) of the Companies Act No. 07 of 2007, the External Auditor provides an annual written confirmation of independence in relation to the audit engagement.

The shareholders approved the reappointment of Messrs. Ernst & Young (Chartered Accountants) as the Company's External Auditor for the financial year 2024/25 at the Annual General Meeting held on 30 June 2025.

Whistle Blowing/Grievance Mechanism

GRI | 2-16, 2-25, 2-26

The Company maintains a culture of integrity, accountability, and ethical conduct. Established mechanisms are available for employees and other stakeholders to seek guidance or raise concerns regarding unethical, illegal, or inappropriate conduct, including matters relating to fraud, corruption, and bribery.

The Group's Whistleblowing Policy provides a secure and confidential channel for reporting concerns, including issues related to financial reporting, internal controls, regulatory compliance, or other matters requiring independent investigation. The framework allows for anonymous reporting and protects individuals who report concerns in good faith from retaliation.

The Audit Committee has been designated by the Board to oversee and address whistleblowing matters, ensuring impartial review and appropriate action where necessary. Information relating to the whistleblowing process, reporting channels, confidentiality safeguards, and applicable policies is regularly communicated to employees to promote awareness and accessibility of the mechanism.

Information Technology & Cybersecurity Governance

Information Technology (IT) and Cybersecurity matters are regularly reviewed as part of the Management Risk Committee's quarterly agenda. Significant IT and cybersecurity risks, strategic initiatives, and emerging issues are escalated to the Board for consideration where appropriate, based on their potential impact, risk profile, and governance requirements. This oversight process supports the effective management of technology-related risks while ensuring alignment with the Group's strategic objectives and operational resilience.

Sustainability Governance

WindForce's business model is centred on replacing environmentally harmful power generation methods with sustainable and eco-friendly alternatives. Before the development of wind, solar, or hydropower projects, comprehensive environmental impact assessments are conducted to ensure their long-term sustainability. Further details can be found in the Manufactured Capital and Natural Capital reports.

Environmental, Social and Governance (ESG) metrics are included in the relevant sections of the Annual Report as set out below:

Economic Sustainability	Financial Capital	page 136
Environment	Natural Capital	page 192
Labour Practices	Human Capital	page 164
Society	Social and Relationship Capital	page 182
Product Responsibility	Social and Relationship Capital	page 182
Shareholder Identification, Engagement and Effective Communication	Investor Information	page 346

Corporate Governance

Relations with Shareholders

The Board is responsible to shareholders and is dedicated to providing timely disclosures on the Company's performance and regulatory matters. It ensures that sufficient and relevant information is shared to enable shareholders to gain a clear understanding of key issues.

Communication with Shareholders

WindForce maintains open and transparent communication with shareholders through multiple platforms, including the Annual General Meeting (AGM), annual reports, interim financial statements, the investor relations section of the Company's website, and public announcements submitted to the Colombo Stock Exchange (CSE). Shareholders are encouraged to engage with the Board by raising questions, offering feedback, or making suggestions through the Company Secretaries or during the AGM. Significant shareholder concerns and matters are carefully reviewed by the Board with support from Management.

Constructive Use of Annual General Meeting (AGM)

The Board promotes active shareholder participation at the AGM and takes appropriate measures to facilitate meaningful engagement. The Chairman, Directors, and Chairpersons of Board Committees are available to interact with shareholders and address questions raised during the meeting. In addition, the Group's Key Management Personnel (KMPs) attend the AGM to support the Board in responding to shareholder inquiries.

The Notice of AGM, together with the Annual Report and other relevant documents relating to matters to be considered at the meeting, are made available to shareholders at least 15 days prior to the AGM. As the Company does not distribute printed annual reports, shareholders are informed through the AGM notice and the Colombo Stock Exchange (CSE) announcements of the availability of the Annual Report online, along with links for access and download. The AGM notice is also published in national newspapers in Sinhala, Tamil, and English, ensuring shareholders have adequate time to review the information and participate effectively in the meeting.

Each item of business is presented as a separate resolution, enabling shareholders to vote on individual matters independently. Information regarding voting procedures is communicated to shareholders in advance. The Company encourages all shareholders to exercise their voting rights and maintains a robust process for recording and counting proxy votes cast for each resolution.

Where a significant number of votes are cast against a resolution, the Board seeks to understand the underlying concerns and determine appropriate actions. The outcomes of all resolutions voted on at the AGM are promptly communicated to the CSE following the conclusion of the meeting.

COMPLIANCE WITH THE CODE OF BEST PRACTICE ON CORPORATE GOVERNANCE ISSUED BY CA SRI LANKA

Reference to CASL Code	Requirement	Compliance	Details of Compliance
Section 1: The Company			
A. Directors			
Principle: A.1 The Board **As of the end of the year under review, the Board comprised ten Directors: four Non-Executive Directors, including the Chairman, and three Executive Directors. The Board's diverse skills and expertise effectively drive the Group's strategic plan.** **This year, the Board evaluated its skills mix and confirmed that the current composition and expertise adequately meet the Group's needs. The Non-Executive Directors bring a wealth of knowledge and experience from their service in various public and private organisations.** **Detailed profiles of the Directors are available on pages 58 to 62 of this Annual Report. Information on Directors' shareholdings in WindForce can be found in the Investor Information section on pages 346 to 347.**			

Reference to CASL Code	Requirement	Compliance	Details of Compliance
A.1.1	Board Meetings	Complied	The Board meets quarterly, with additional meetings convened as necessary. During the year under review, the Board met five times. Details of these meetings and member attendance are provided on page 213 of this Report. To ensure the Board can effectively discharge its duties, it is provided with structured and regular information. This includes: ◇ Quarterly financial and operational results, including variance analysis ◇ Financial performance compared to previous periods and budgets ◇ Forecast for the next period ◇ Impact of risk factors on financial and operational results, with mitigation actions ◇ Compliance with laws and regulations, including any non-compliances ◇ Internal control reviews ◇ Share trading activities of the Company and related party transactions involving Key Management Personnel ◇ Any other relevant matters for the Board's attention ◇ Minutes of the previous Board meeting and the above information are distributed to members well in advance of each meeting. ◇ Sustainability/ environmental, social, and governance related risks and opportunities during the period.
A.1.2	Responsibilities of the Board	Complied	The Board Charter outlines the responsibilities of the Board. The Board is accountable to the shareholders for creating and delivering long-term sustainable shareholder value through entrepreneurial leadership. The Board is responsible to: ◇ Providing direction and guidance in formulating high-level medium and long-term strategies to promote the Company's sustainable long-term success. ◇ Appointing and reviewing the performance of the Chairman and Managing Director. ◇ Ensuring that Executive Directors and the key management team possess the necessary skills, experience, and knowledge to implement strategies effectively, with appropriate succession plans in place. ◇ Reviewing, approving, and monitoring the annual budget and capital expenditure. ◇ Reviewing and approving major acquisitions, disposals, and investments within management's limits of authority. ◇ Ensuring effective systems are in place to secure the integrity of information, internal controls, business continuity, and risk management. ◇ Ensuring compliance with laws, regulations, and ethical standards. ◇ Adopting Integrated Reporting since 2021 and embedding sustainability in corporate strategy, decisions, and activities. ◇ Setting and communicating the Company's values and standards, paying adequate attention to accounting policies and practices, and fostering compliance with financial regulations. ◇ Reviewing the adequacy and integrity of internal control systems over financial reporting and management information systems through the Board/Audit Committee.

Corporate Governance

Overview | Leadership | The Strategic Report | Review of Business Operations | The Capital Reports | Stewardship | Financial Reports | Supplementary Information

Reference to CASL Code	Requirement	Compliance	Details of Compliance
			◇ Ensuring the publication of quarterly financial statements and the Annual Report at the end of the financial year. ◇ Determining any changes to the discretions and authorities delegated from the Board to the key management team.
A.1.3	Compliance with the laws of the country and agreed to obtain independent professional advice	Complied	The Board, both collectively and individually, recognises its duty to comply with all applicable laws. It ensures that the Company has procedures and processes in place to maintain compliance with these laws and regulations. Directors are empowered to obtain independent professional advice at the Company's expense to fulfill their duties, coordinated through the Board.
A.1.4	Access to the advice and services of the Company Secretary	Complied	The services and advice of the Company Secretary are available to all the Directors. The Company Secretary ensures that Board procedures and all applicable rules and regulation are complied with. The removal of the Secretary is a matter for the Board as a whole.
A.1.5	Independent judgment of the Directors	Complied	The Non-Executive Directors are independent of management and free from any business or other relationships. This independence allows all Board members to exercise impartial judgment on matters of strategy, performance, resources, and standards of business conduct.
A.1.6	Dedication of adequate time and effort of the Directors	Complied	The Board of Directors dedicates adequate time and effort before each meeting to review Board papers, request additional information and clarification, and follow up on arising issues. This process ensures that Directors are well-informed of all significant developments affecting the Group, including business changes, operations, risks, and controls, enabling them to effectively fulfill their duties and responsibilities to the Company.
A.1.7	Calls for resolutions	Complied	Any Director may request that a resolution be presented to the Board if deemed necessary.
A.1.8	Training for new and existing Directors	Complied	The Board of Directors acknowledges the importance of ongoing training and knowledge expansion. Accordingly, they engage in professional development activities as deemed necessary to enhance their capabilities in fulfilling their roles as Directors.
Principle: A.2 Chairman and Chief Executive Officer (CEO) **A distinct division of responsibility is maintained between the Board and executive leadership, ensuring a balanced distribution of power and authority, thus preventing any individual from possessing unchecked powers. The Chairman is tasked with overseeing the conduct of the Board's business, while the Managing Director and CEO holds executive responsibility for managing the Company's operations.**			
A.2.1	Division of responsibilities of Chairman and CEO	Complied	The Chairman and CEO roles within the Company are distinctly separated, each with well-defined authority and responsibilities. This clear segregation ensures a balanced distribution of power and authority, fostering effective governance within the Company.

Reference to CASL Code	Requirement	Compliance	Details of Compliance
Principle: A.3 Chairman's Role **The Chairman's role in preserving good Corporate Governance is crucial. As the person responsible for running the Board, the Chairman should preserve order and facilitate the effective discharge of Board functions.**			
A.3.1	Conduct of Board Meetings	Complied	The Chairman ensures the following: ◇ Approve meeting agendas in consultation with the Managing Director and Company Secretary, considering strategy, performance, resource allocation, risk management, and compliance. ◇ Provide detailed agenda information to Directors promptly. ◇ Ensure all Directors understand their duties and responsibilities. ◇ Encourage all Directors to contribute effectively within their capabilities for the Company's benefit. ◇ Encourage Directors to seek necessary information and propose corporate concerns for agenda inclusion. ◇ Maintain a balance of power between Executive and Non-Executive Directors. ◇ Ascertain Directors' views on matters under consideration and record of such deliberations are reflected in minutes. ◇ Ensure the Board is fully in control of the Company's affairs and mindful of obligations to shareholders and stakeholders.
Principle: A.4 Financial Acumen **The Board should ensure the availability within it, of those with sufficient financial acumen and knowledge to offer guidance on matters of finance.**			
A.4.1	Financial acumen	Complied	The Board has sufficient financial acumen and knowledge to offer guidance on matters of finance. The Chairman of the Audit Committee and Risk Committee holds an ACMA qualification.
Principle: A.5 Board Balance **It is preferable for the Board to have a balance of Executive and Non-Executive Directors such that no individual or small group of individuals can dominate the Board's decision making.**			
A.5.1	Non-Executive Directors	Complied	Seven out of ten Directors on the Board are Non-Executive Directors. The composition of the Executive and Non-Executive Directors (the latter are over one third of the total number of Directors), satisfies the requirements laid down in the Listing Rules of the Colombo Stock Exchange. The Chairman and the Managing Director is not the same person.
A.5.2	Independence of Non- Executive Directors	Complied	Three out of Seven Non-Executive Directors are independent. The Board has determined that Three Non-Executive Directors satisfy the criteria for "independence" set out in the Listing Rules.
A.5.3	Independence of Non- Executive Directors	Complied	Non-Executive Directors' profiles reflect their calibre and industry insights and their contribution towards enhancing the depth of Board deliberations. Each one is independent of management and free from any relationship that can interfere with independent judgment. The balance of Executive, Non-Executive and Independent Non-Executive Directors on the Board ensures that no individual Director or small group of Directors dominates Board discussion and decision-making.

Corporate Governance

Reference to CASL Code	Requirement	Compliance	Details of Compliance
A.5.4	Annual declaration of independence - Non-Executive Directors	Complied	Each Non-Executive, Independent Director has submitted a declaration stating independence or Non-independence in a prescribed format.
A.5.5	Board determination of independence of Non-Executive Directors and disclosure in Annual Report	Complied	The Board considered the declaration of independence submitted by each Non-Executive Director with the basis for determination given in Code of Best Practices as a fair representation and will continue to evaluate their independence on this basis annually.
A.5.6	Alternative Directors	Not Applicable	None of the Directors have appointed Alternate Directors.
A.5.7	Requirement to appoint Senior Independent Director	Not Applicable	The requirement to appoint a Senior Independent Director did not arise during the year under review.
A.5.8	Senior Independent Director	Not Applicable	WindForce has not appointed a Senior Independent Director
A.5.9	Chairman's meetings with Non-Executive Directors	Compliant	The Chairman has exclusively met with the Non-Executive Directors once during the financial year
A.5.10	Record in the Board minutes of concerns not unanimously resolved	Complied	All Company matters are documented in Board Minutes with sufficient detail to thoroughly assess deliberations and decisions. Dissenting views, if any, are clearly recorded.
Principle: A.6 Supply of Information			
A.6.1	Timely information to the Board	Complied	Directors are provided with quarterly performance reports and variance analysis reports which are deemed necessary. The Chairman ensures all Directors are adequately briefed on issues arising at meetings.
A.6.2	Information provided in advance to the Board meetings	Complied	The Board Meeting dates are arranged at the beginning of the year and informed to all Directors. The Directors are provided the Agenda, Minutes, and Board papers well in advance giving adequate time to prepare and discuss matters at the meetings.
Principle: A.7 Appointments to the Board			
A.7.1, A.7.2	Appointment to the Board	Complied	Refer governance structure in the Corporate Governance Report on page 210

Reference to CASL Code	Requirement	Compliance	Details of Compliance
A.7.4	Disclosure of new appointments	Complied	A brief resume of the Director, nature of his/her experience and names of the companies he/she holds the directorship, and the independence is informed to the Colombo Stock Exchange and disclosed in the Annual Report on pages 60 to 62.
A.7.5	Nomination Committee	Complied	The Nomination and Governance Committee held one meeting during the year under review. During the year, the Committee reviewed the composition of the Board and recommended the appointment of Mr. Sanjay Kulatunga as an Independent Non-Executive Director of WindForce PLC upon the resigning of Mr. Dilshan Hettiaratchi. The recommendation was subsequently approved by the Board of Directors of WindForce PLC. Details of the Board appointment process are provided in the Nomination and Selection section of the Corporate Governance Report on page 209. Information relating to the Chairman and members of the Nomination and Governance Committee is available in the Nomination and Governance Committee Report under the Corporate Governance Report on page 263.
Principle: A.8 Re-election			
A.8.1, A.8.2	Re-election of Directors	Complied	The provisions of the Company's Articles require a Director appointed by the Board to hold office until the next Annual General Meeting, and seek re-election by the shareholders at that meeting. The Articles call for one third of the Directors in office to retire at each Annual General Meeting. The Directors who retire are those who have served for the longest period after their appointment /re-appointment. Retiring Directors are generally eligible for re-election. The Managing Director does not retire by rotation and is not counted in the number of Directors who have to retire.
Principle: A.9 Appraisal of Board Performance			
A.9.1, A.9.2, A.9.3	Appraisal of Board Performance	Complied	Annually, the Board conducts reviews and evaluations of its performance, the Chairman, and Board committees, addressing any arising matters accordingly.
Principle: A.10 Disclosure of Information in Respect of Directors			
A.10.1	Disclosures about Directors	Complied	Name, qualification, brief profile, and nature of expertise of Directors are given in the pages 60 to 62 of this Annual Report. The number of Board meetings attended by the Directors is available in the page 213 of this Report. The shares in WindForce held by each Director is available under Investor Information in page 346
Principle: A.11 Appraisal of Chief Executive Officer			
A.11.1, A.11.2	Evaluation of the performance of the CEO	Complied	The Board conducts an annual evaluation to determine whether the key targets have been met or if the achievement is reasonable given the prevailing circumstances.

Corporate Governance

Reference to CASL Code	Requirement	Compliance	Details of Compliance
B. Directors Remuneration			
Principle: B.1 Remuneration Procedure			
B.1	Establish procedures for development of policy on executive and director remuneration	Complied	Refer Remuneration Committee Report on Page 262
Principle: B.2 The level and make-up of Remuneration			
B.2.1-B.2.5	Remuneration committee and Levels of Remuneration	Complied	The Remuneration Committee determines the remuneration structures with the objective of attracting, retaining and motivating skilled Directors who can drive the Company's strategic agenda. Remuneration committee recommends the remuneration levels of Executive Directors, Non- Executive Directors, CEO and Senior management remuneration to the Board. The Remuneration Committee consults with external HR Professionals and overlooks remuneration levels of other companies in creating suitable remuneration packages for senior management and directors. Executive directors' remuneration comprises fixed and variable components with the variable component linked to performance. Remuneration committee comprises exclusively Non-Executive Directors out of two are independent directors. The chairman of the Remuneration Committee is an independent director appointed by the board. During the year Mr. Sanjay Kulatunga was replaced as a member of the remuneration committee followed by the resignation of Mr. Dilshan Hettiaratchi. Payment of remuneration to Directors is disclosed in page 214 of this report. No Director is involved in deciding his own remuneration. Refer Remuneration Committee Report on Page 262.
Principle: B.3 Disclosure of the Remuneration			
B.3.1	Disclosure of the remuneration	Complied	Please refer the Remuneration Committee Report on page 262. The remuneration policy aims to attract and retain a skilled workforce, foster a performance-driven culture, and align rewards with industry standards. Compensation packages are tailored to each business unit within the Group, reflecting individual expertise, contribution, and business performance, while also considering shareholder return. Please refer to the Remuneration Policy that is uploaded on official website :

Reference to CASL Code	Requirement	Compliance	Details of Compliance
C. Relations with Shareholders			
Principle: C.1 Constructive Use of the AGM and Conduct of General Meetings			
C.1.1	Notice of the AGM	Complied	The notice of the Annual General Meeting is published in national newspapers in three main languages, 15 working days prior to the meeting. The circular to the shareholders on the AGM is published on the Company's website and the CSE website. The Annual Report is published on the Company's website and CSE website.
C.1.2	Separate resolution for substantially separate items	Complied	A separate resolution is proposed at an Annual General Meeting on each substantially separate item. A form of proxy is provided with the Annual Report to all shareholders to direct their Proxy to vote.
C.1.3	Votes and use of proxy	Complied	The Company ensures that all proxy votes are properly recorded and counted. The number of proxies lodged on each resolution is conveyed to the Chairman.
C.1.4	Answer questions at the Annual General Meeting (AGM)	Complied	The Board arranges the Chairman of the Audit Committee, Risk Committee, Remuneration Committee, Nomination and Governance Committee, Related Party Transaction Committee to be available to answer queries at the AGM when necessary.
Principle: C.2 Communication with Shareholders			
C.2.1, C.2.2	Channel to reach all shareholders of the company.	Complied	The modes of communication between the company and the shareholders are the Annual Reports, Interim Reports, announcements made through the Colombo Stock Exchange, other press releases and Annual / Extraordinary General Meetings. Shareholders may raise concerns they have, with the Chairman, the Managing Director or the Secretaries, as appropriate. The website will also publish circulars for shareholders. The active participation of shareholders at the Annual General Meeting is encouraged. The Board believes the AGM is a means of continuing effective dialogue with shareholders. The Board offers clarifications and responds to concerns shareholders have over the content of the Annual Report as well as other matters which are important to them.
C.2.3	Implementation of the policy and methodology for communication with shareholders	Complied	Annual Report and Financial Statement of the Company are available on the website enabling all shareholders to access the Annual Report and Financial Statements. A copy of the interim financial statements are released to the Colombo Stock Exchange and posted on their website. Copies of all public announcements are made available to the CSE for dissemination to the public.
C.2.4	Disclosure of contact person	Complied	Shareholders can forward their inquiries via electronic media (e-mail, telephone call or in writing) to the relevant person to raise queries. The contact person for such communication is the Company Secretary.

Corporate Governance

Reference to CASL Code	Requirement	Compliance	Details of Compliance
C.2.5	Major issues and concerns of shareholders	Complied	All the major issues relating to shareholders are brought to the attention of the Board.
C.2.6	Person to be contacted with regard to shareholders matters	Complied	The Company Secretary holds the responsibility to be contacted in relation to shareholders matters.
C.2.7	Process for responding to shareholders matters	Complied	The Chairman and the Directors answer all the queries raised by the shareholders at the AGM and General Meetings. The Board in conjunction with the Company Secretary formulates the process for addressing shareholders matters.
Principle: C.3 Major Material Transactions			
C.3.1/ C.3.2/C.3.3	Disclosure of Major Transactions to shareholders	Complied	There have been no transactions during the year under review which fell within the definition of “Major Transactions” as set out in the Companies Act No. 7 of 2007.
D. Accountability and Audit			
Principle: D.1 Financial and Business Reporting			
D.1.1/ D.1.2	Balance and understandable information to shareholders	Complied	The Company has presented balanced and understandable financial statements which give a true and fair view of the performance and financial position on a quarterly and annual basis. In the preparation of Financial Statements, the Company has complied with the requirements of the Companies Act No. 07 of 2007 and requirement of Sri Lanka Accounting Standards and Securities and Exchange Commission. Price-sensitive public reports and reports for statutory requirements are also presented in a balanced and understandable manner.
D.1.3	CEO’s & CFO’s approval on financial Statements prior to Board approval	Complied	The Chief Financial Officer and two other Directors have signed the Financial Statements on behalf of the Board. Responsibilities of Board of Directors and Directors statement on internal controls are given in pages 212 and page 256 respectively. Managing Director’s, Chief Executive Officer’s and Chief Financial Officer’s responsibility statement on Financial Statements Page 265

Reference to CASL Code	Requirement	Compliance	Details of Compliance
D.1.4	The Directors Report	Complied	The Annual Report of the Board of Directors on the affairs of the Company is given on pages 252 of this Annual Report which contains the following: ◈ Declaration that the Company has not engaged in activities that contravene laws and regulations of Sri Lanka. ◈ Equitable treatment to shareholders. ◈ Compliance with best practices of corporate governance. ◈ Information relating to PPE has been given in Note 14 to the Financial Statements. ◈ Review of internal controls, risk management and reasonable assurance of effectiveness and adherence. ◈ Going concern of the business.
D.1.5	Statement of Directors' Responsibility and Statement on Internal Controls and Auditors' Report	Complied	The Statement of Directors Responsibilities for the financial statements is given on page 257 and the Statement on Internal Controls is given on page 256. The Auditors' Report is available on pages 268 to 271
D.1.6	Management Discussion Analysis	Complied	The Annual Report include the following sections as stipulated by the code. ◈ Business Model ◈ Industry Structure and Developments ◈ Opportunities and Threats ◈ Risk Management ◈ Internal control systems and their adequacy ◈ Corporate and enterprise governance ◈ Stakeholder relationships ◈ Social and environmental governance activities carried out by the company ◈ Financial performance ◈ Investment in physical and intellectual capital ◈ Human resource management ◈ Prospects for the future
D.1.7	Summon an EGM to notify serious loss of capital	Not Applicable	The net assets of the Company are higher than 50% of the value of the Company's Stated Capital
D.1.8	Related Party Transactions	Complied	Related Party Transactions are recorded and disclosed to shareholders in compliance with CSE listing rules and Code of Best Practice on Corporate Governance. Further, recurring and non-recurring related party transactions are adequately monitored by Related Party Transactions Committee quarterly. Summary of Related Party Transactions are given in Notes to the Financial Statements under Note no. 36 in Page no. 330

Corporate Governance

Reference to CASL Code	Requirement	Compliance	Details of Compliance
Principle: D.2 Risk Management and Internal Control			
D.2.1.1-D.2.1.3	Risk Management	Complied	The Board Risk Committee oversees the Group's overall risk management process. Its responsibilities include identifying key risk areas, defining and monitoring the Group's risk appetite and tolerance, and ensuring that a robust risk management framework and risk-aware culture are embedded across the organisation. Risk management responsibilities are structured across three levels: ◇ Operational level ◇ Management Risk Committee level ◇ Risk Committee level, operating at sub-Board level Key risks are identified across finance, operations, environment, technology, compliance, and international business. For each area, responsibilities are clearly defined and the risks are positioned on the Group's risk heat map to support effective monitoring and management. Please refer to the Risk Management Report on Page 240
D.2.1.4-D.2.1.8	Risk Committee	Complied	The Board has appointed a separate risk committee within the financial year to overlook the risk function of the group, including the ESG Risks. Risk function was under the supervision of Audit and Risk Committee before the appointment of the Risk Committee. The Risk Committee exclusively consists of Non-Executive Directors out of two Independent Directors. Chairperson of the Risk Committee is an Independent Director. Please refer to the Risk Committee Report on Page 258
D.2.2	Internal Controls	Complied	The Board oversees the Group's internal control and its effectiveness, focusing on safeguarding assets, ensuring accurate and timely information, and enhancing decision-making discipline. This encompasses financial, operational, and compliance controls, as well as risk management. It's important to note that while systems aim to prevent or detect errors and irregularities, they can provide only reasonable, not absolute, assurance. The important procedures in place to discharge this responsibility are as follows: ◇ The Directors are responsible for the establishment and monitoring of financial controls appropriate for the operation within the overall Group policies. ◇ Annual budgeting and regular forecasting processes are in place and the Directors review performance. ◇ The Group is subjected to regular internal audits (outsourced) and system reviews. ◇ The Audit Committee reviews the plans and activities of the internal audits and the management letters of External Auditors. ◇ The Group carefully selects and trains employees and provides appropriate channels of communication to foster a control conscious environment. ◇ The Board has reviewed the effectiveness of the system of financial control for the period up to the date of signing the accounts. The Directors' Responsibilities for the financial statements are described on page 257

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Reference to CASL Code	Requirement	Compliance	Details of Compliance
Principle: D.3 Audit Committee			
D.3.1	Composition of the Audit Committee	Complied	An Audit and Risk Committee was established in 2021. During the financial year, the Board established a separate Risk Committee to strengthen oversight of the Group's risk management function. The Committee consists of two Independent Non-Executive Directors and one Non-independent Non-Executive Director. The Chairman of the Audit Committee is an Independent Non-Executive Director, an ACMA member. The Company Secretary serves as the Committee Secretary. The Chairman of the Audit Committee and the members, Managing Director, Chief Financial Officer and Chief Executive Officer of WindForce PLC are invited to attend the Meetings, and the other Directors are invited as required. The input of the External Auditors is obtained where necessary.
			The Audit Committee helps the Group achieve a balance between conformance and performance. Refer to the Audit Committee Report on page 260 of this Annual Report for further information.
D.3.2	Committees' purpose, duties and responsibilities	Complied	The Committee is empowered to examine any matters relating to the Financial Reporting systems of WindForce PLC, and its external and internal audits. Its duties include detailed review of Financial Statements, internal control procedures and risk management framework, accounting policies and compliance with applicable accounting standards and other rules & regulations. It reviews the adequacy of systems in place for compliance with relevant legal, regulatory and ethical requirements and Company policies. The Audit Committee makes recommendations to the Board pertaining to appointment, re-appointment of External Auditors after assessing the independence and performance and approves the remuneration and terms of engagement of the External Auditors.
D.3.3	Disclosures of names of the members of Audit Committee	Complied	During the year under review the committee met on four occasions, the attendance at these meetings is reported in "Audit Committee Report' on page 260 of this report.
Principle: D.4 Risk Committee			
D.4	Risk Committee	Complied	The Board has appointed a separate risk committee within the financial year (FY 25/26) to overlook the risk function of the group, including the ESG Risks. Risk function was under the supervision of Audit and Risk Committee before the appointment of Risk committee. Risk Committee exclusively consists of Non-Executive Directors out of two Independent Directors. Chairperson of the Risk Committee is an Independent Director. The CEO and CFO participated in the Risk committee meetings. Please refer the Risk Committee Report on Page 258

Corporate Governance

Reference to CASL Code	Requirement	Compliance	Details of Compliance
Principle: D.5 Related Party Transactions Review Committee			
D.5.1	Related Party Transactions Review Committee	Complied	The Company established the Related Party Transactions Review Committee (RPTRC) in 2021.
D.5.2	Composition of Related Party Transactions Review Committee	Complied	Related Party Transactions Review Committee consists of Non-Executive Directors out of two Independent Directors. Chairperson of the Related Party Transactions Review Committee is an Independent Director. Refer Related Party Transactions Review Committee Report on page 264.
D.5.3	Terms of Reference	Complied	Related Party Transactions Review Committee has written terms of reference dealing with its authority and duties. RPT Review Committee Report describing the duties, task and attendance of the Committee appear in Related Party Transactions Review Committee Report on page 264.
Principle: D. 6 Code of Business Conduct & Ethics			
D. 6.1	Disclosure on presence of Code of Business Conduct & Ethics	Complied	WindForce PLC is committed to maintaining the highest standards of business conduct and ethics. This Internal Code of Business Conduct and Ethics ("the Code") applies to all directors and employees, including officers and staff at all levels, and outlines the principles and guidelines that must be followed during our business activities. Please refer to the Internal Code of Business Conduct and Ethics on our Website:
D.6.2	Process to identify and report price sensitive information	Complied	The Company has a process in place to ensure that material and price sensitive information is promptly identified and reported.
D.6.3	Shares purchased by directors and key management personnel	Complied	The Company has a policy and a process for monitoring, and disclosure of shares purchased by any Director and Key Management Personnel. Details of directors' shareholdings are given in page 253 of the Annual Report of Board of Directors on the affairs of the Company.

Reference to CASL Code	Requirement	Compliance	Details of Compliance
D. 6.4	Code of Business Conduct Affirmation of Code in the Annual Report by the Chairman	Complied	The Company has a whistleblowing policy to deal with complaints received from whistleblowers, such as employees, customers and other parties regarding unethical, illegal, or unsafe practices within and relating to the Company including non-compliance with Company's other codes, ethics, policies, key documents and guidelines. Training is given to new employees on the Internal Code of Business Conduct and Ethics. The Chairman affirms that he is not aware of any violation of any of the provisions of the Internal Code of Business Conduct and Ethics. Please refer to the Policy on Whistleblowing on our Website:
Principle: D.7 Corporate Governance Disclosures			
D.7.1	Disclosure of adherence to Corporate Governance	Complied	The extent to which the Company adheres to established principles and practices of good Corporate Governance is disclosed from pages 206 to 239 of this report. **IT Governance** The Company continues to strengthen its IT capabilities to support operational efficiency, process improvements, and capacity expansion. This is supported by dedicated IT staff and investments in both centrally managed systems and resources. Most business operations are supported by ERP systems, SCADA Monitoring systems, internet connectivity, and email services. **IT Value And Alignment** IT investments are carefully chosen based on their suitability for related projects. Considerations include cost savings, timely information provision, and achieving a balance between costs and benefits/needs. **IT Risk Management** IT risks are evaluated within the Risk Management process. Practices include using licensed software, closely monitoring internet usage for policy compliance, overseeing mail server operations, and employing anti-virus and firewall software.

Corporate Governance

Reference to CASL Code	Requirement	Compliance	Details of Compliance
SECTION 2: SHAREHOLDERS			
E. Institutional Investors			
Principle: E.1. Shareholder Voting, E.2. Evaluation of Governance Disclosures			
E.1, E.2	Dialogue with shareholders and Evaluation of governance disclosure	Complied	All investors are notified via the national newspapers regarding the Annual General Meeting. Their views, comments and suggestions are encouraged, and the Company maintains continuous dialogue with institutional investors. Impartiality is maintained on shareholder votes at the AGM based on individual holding and weightage.
F. Other Investors			
F.1, F.2	Adequate analysis for investment / divestment decisions and usage of voting right	Complied	All shareholders are urged to engage actively in the AGM, with full independence to use their votes as they see fit. The Company trusts that rational investors will maintain their investment without divestment. There are no restrictions on investing in or divesting from Company shares.
Principle: G. Internet of Things and Cybersecurity			
G.1	Cybersecurity risk of sending and receiving information	Complied	All the data backups are maintained by IT. Investments are also made in Cybersecurity systems and frameworks which are updated on a regular basis.
Principle: H. Environment, Society and Governance (ESG)			
H.1	Provide Sufficient information relating to ESG risks	Complied	WindForce Group identifies ESG-related risks and opportunities by analysing its business operations, resources, and stakeholder relationships. The potential impact of these ESG factors on the Company's financial prospects, and their relevance to the decisions of primary users, are assessed through the materiality assessment process. Mitigation actions and remediation plans are then developed to address identified sustainability impacts. The Annual Report complies with SLFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and SLFRS S2 (Climate-related Disclosures) in establishment and Maintenance of Policies Standards for Sustainability Reporting. Details of sustainability-related risks and opportunities, their potential impacts, and the corresponding mitigation plans are disclosed in the Materiality Assessment section under the SLFRS S1 and S2 disclosures on pages 91 to 122.
H.2	Significant Stakeholder engagement and Material matters	Complied	The Group applies a structured materiality assessment process supported by both formal and informal stakeholder engagement, enabling the identification of key stakeholders, their concerns, expectations, and level of interest. This approach ensures that material sustainability topics are aligned with stakeholder priorities and business objectives. Refer to the Stakeholder engagement of WindForce group on Page 76 and the Material Topics on Page 81

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Reference to CASL Code	Requirement	Compliance	Details of Compliance
H.3	Environmental and Social Governance	Complied	Company's sustainability framework outlined in Natural Capital on Pages 192 to 204 and Health and Safety policy under Human Capital on Page 164 provides the integrated approach on following Environmental, Social and Governance factors. ◈ Health and safety ◈ Climate change ◈ Pollution prevention ◈ Effluent treatment ◈ Sustainable resource use ◈ Restoration of natural resources ◈ Renewable energy ◈ Biodiversity
H.4	Sustainability Governance	Complied	Risk Committee (RC) of the Board of WindForce PLC retains overall responsibility for the oversight of Environment, Social and Governance (ESG) matters across the Group to ensure alignment with the Company's Sustainability Policy, monitoring ESG performance across upstream and downstream operations, and guiding the effective implementation of sustainability initiatives. The Committee meets quarterly and is supported by the management risk committee, which provides strategic focus on sustainability integration across operations. Refer ESG Governance section in Sustainability Reporting on Page 90
H.5	ESG Related Disclosures	Complied	WindForce group has established a structured ESG and sustainability governance framework supported by Board oversight and Management Risk Committee. Risk committee approves Group-level ESG policies and ensure alignment of operations with SLFRS S1 and S2. The Company conducts formal materiality assessments to identify sustainability related risks and opportunities, including climate change, biodiversity, resource use, supplier responsibility, grid resilience, and stakeholder expectations. After the identification of sustainability opportunities and threats These risks are integrated into the Company's enterprise risk management and strategic decision-making processes. The Company has a set formalised mechanism to collect ESG Data and report the data to the Board. Company make the disclosures according to SLFRS S1 and S2, GRI standards and SASB Standards.

Reference to CASL Code	Requirement	Compliance	Details of Compliance
Principle I. Establishment and Maintenance of Policies			
I.1	Policies	Complied	The Company has established Policies related to the following matters. ◇ Policy on matters relating to the Board of Directors ◇ Policy on Board Committees ◇ Policy on Corporate Governance, Nominations and Re-election ◇ Policy on Remuneration ◇ Policy on Internal Code of Business conduct and Ethics for all Directors and employees, including policies on trading in the Entity's listed securities ◇ Policy on Risk management and Internal controls ◇ Policy on Relations with Shareholders and Investors ◇ Policy on Environmental, Social and Governance Sustainability ◇ Policy on Control and Management of Company Assets and Shareholder Investments ◇ Policy on Corporate Disclosures ◇ Policy on Whistleblowing ◇ Policy on Anti-Bribery and Corruption.

COMPLIANCE WITH CSE CONTINUING LISTING RULES – SECTION 7.6

CSE Rule Reference	Corporate Governance Principles	Compliance Status	Page Reference
7.6 (i)	Names of persons who were the Directors during the financial year and principal activities during the year	Compliant	Board of Directors Page 58
7.6 (ii)	Principal activities of the Entity and its subsidiaries during the year and any changes therein.	Compliant	Corporate Governance Page 206
7.6 (iii)	The names and the number of voting, non-voting or any other Class of Shares held by the twenty largest shareholders, denominated in LKR and the percentage of such shares held.	Compliant	Investor Information page 346
7.6 (iv)	Float-adjusted market capitalisation, public holding percentage (%), number of public shareholders and the compliance with the Minimum Public Holding requirement, in respect of voting ordinary shares.	Compliant	Investor Information page 346
7.6 (v)	Directors' and CEO's holding in shares	Compliant	Investor Information page 346
7.6.(vi)	Material foreseeable risk factors of the entity	Compliant	Risk Management page 244
7.6 (vii)	Details of material issues pertaining to employees and industrial relations of the Entity	Compliant	Human Capital page 164
7.6 (viii)	Extents, locations, valuations, number of buildings	Not Applicable	

CSE Rule Reference	Corporate Governance Principles	Compliance Status	Page Reference
7.6 (ix)	Number of shares representing the Entity's stated capital	Compliant	Investor Information page 346
7.6 (x)	Shareholder Distribution Schedule including percentage of total holding in given categories	Compliant	Investor Information page 346
7.6 (xi)	Ratios and Market Price Information		Refer Pages 44 and 45
7.6(xii)	Changes in Entity's and subsidiaries fixed assets and market value of land	Compliant	Notes to the Financial Statements No. 14 pages 301 to 304
7.6 (xiii)	If during the financial year the entity has raised funds either through a public issue, rights issue or private placement.	Not Applicable	
7.6(xiv)	Information in respect of Employee Share Ownership or Stock Option Schemes	Compliant	Investor Information Page 346
7.6 (xv)	Disclosures pertaining to Corporate Governance practices in terms of Section 9 of the Listing Rules	Compliant	Corporate Governance Report Page 206
7.6 (xvi)	Related party transactions exceeding 10% of Equity or 5% of total assets of the Entity as per audited financial statements, whichever is lower. Details of investments in a Related Party and/or amounts due from a Related Party should be set out separately.	Compliant	Notes to the Financial Statements No.36 - Related Party Transactions Pages 330 to 336

COMPLIANCE WITH CSE CONTINUING LISTING RULES

CSE Rule Reference	Corporate Governance Principles	Compliance Status	Extent of Adoption
9.2 Policies			
9.2	Availability of Policies	Compliant	◇ The following policies which are mandated by the revised CSE Listing Rules are currently in place; ◇ Policy on matters relating to the Board of Directors • Policy on matters relating to the Board of Directors • Policy on Board Committees • Policy on Corporate Governance, Nominations and Re-election • Policy on Remuneration • Policy on Internal Code of Business conduct and Ethics for all Directors and employees, including policies on trading in the Entity's listed securities • Policy on Risk management and Internal controls • Policy on Relations with Shareholders and Investors • Policy on Environmental, Social and Governance Sustainability • Policy on Control and Management of Company Assets and Shareholder Investments • Policy on Corporate Disclosures • Policy on Whistleblowing • Policy on Anti-Bribery and Corruption • No waivers and exemptions granted from Code of Conduct and Ethics.

Corporate Governance

CSE Rule Reference	Corporate Governance Principles	Compliance Status	Extent of Adoption
			• The Policy on Environmental, Social and Governance Sustainability has changed during the year. • Please refer to the policies uploaded in the official website
9.3 Board Committees			
9.3	Board Committees	Compliant	◇ The Audit Committee met 4 times during the year. ◇ The Risk Committee met 4 times during the year. ◇ The Remuneration Committee met 1 time during the year. ◇ The Related Party Transactions Review Committee met 4 times during the year. ◇ The Nominations and Governance Committee met 1 time during the year. During the year, Mr. Dilshan Hettiaratchi resigned from directorship, and Mr. Sanjay Kulathunga was appointed as an Independent Non-Executive Director. Mr. Kulathunga was also appointed Chairman of the Audit Committee and Risk Committee and as a member of the Nominations and Governance Committee and Remuneration Committee.
9.3.3	Chairperson of Board Committees	Compliant	◇ The Chairperson of Board Committees is not the Chairperson of the Board
9.4 Adherence to Principles of Democracy in Adoption and Conducting the Meetings with Shareholders			
9.4.1	Meeting Procedures	Complaint	◇ The Company maintains records of all resolutions passed at General Meetings.
9.4.2	Communication and Relations with shareholders	Complaint	◇ The Company has a Policy on Relations with Shareholders and Investors. Policy on Relations with Shareholders and Investors are uploaded to the Official website

CSE Rule Reference	Corporate Governance Principles	Compliance Status	Extent of Adoption
9.5 Policy on Matters Relating to the Board of Directors			
9.5	Availability of Policies on matters relating to the Board of Directors	Complaint	◇ The Company has a Policy on Matters relating to the Board of Directors. The policy on matters relating to Board of Directors uploaded to the Official website
9.6 Chairperson and CEO			
9.6	Chairperson and CEO	Complaint	The Chairperson and the CEO/MD of the Company is not the same person.
9.6.3	Senior Independent Director	Not Applicable	The Company has not appointed a Senior Independent Director
9.7 Fitness of Directors and CEO			
9.7.1	Fitness of Directors and CEO	Complaint	The Company ensures that the Board of Directors fulfill the assessment criteria set out in the Listing Rules
9.7.4	Fitness of Directors and CEO	Complaint	The Directors and the CEO have provided the declaration confirming that they satisfy the Fit and Proper Assessment Criteria during the year.
9.7.5	Disclosure in the Annual Report	Compliant	All Directors and the CEO met the fit and proper assessment criteria stipulated in the listing rule of the CSE as of 31st March 2026.
9.8 Board Composition			
9.8.1	Minimum number of Directors	Compliant	The Board consists of Ten Directors as of 31st March 2026.
9.8.2	Independent Directors	Compliant	Three Directors are Independent Directors as per the criteria for minimum number of independent directors.
9.8.3	Independent Directors	Compliant	All NEDs have submitted their confirmations on Independence as per the criteria set by the Company, which is in line with the regulatory requirements.
9.8.5	Disclosure relating to Directors	Compliant	Each Independent Director signed and submitted a declaration regarding his/her independence. The Board assessed the independence declared by the Director.
9.9 Alternate Directors			
9.9	Alternate Directors	Not Applicable	None of the Directors have appointed Alternate Directors
9.10 Disclosures relating to Directors			
9.10.1	Disclosure relating to Directors	Not Applicable	

Corporate Governance

CSE Rule Reference	Corporate Governance Principles	Compliance Status	Extent of Adoption
9.10.2	Disclosure relating to Directors	Compliant	Mr. Sanjay Kulatunga has been appointed as a Non- Executive, Independent Director during the year and immediately disclosed to the market accordingly. Please refer to pages 60 to 67 for the brief resume of each Director.
9.10.3	Disclosure relating to Directors	Compliant	All changes to Board Committees were immediately informed to the Colombo Stock Exchange. During the year, Mr. Dilshan Hettiaratchi resigned from the Board and ceased to serve as Chairman of the Audit Committee and Risk Committee. He also resigned from his membership of the Nominations and Governance Committee, Risk Committee and Remuneration Committee. Mr. Sanjay Kulathunga was appointed as an Independent Non-Executive director, and also as the Chairman of the Audit Committee and Risk Committee and as a member of the Nominations and Governance Committee, Risk Committee and Remuneration Committee.
9.10.4	Disclosure relating to Directors	Compliant	Corporate Governance, Pages 206 to 239 of the Annual Report contains the relevant information. For profile of the board members, please refer to pages 60 to 67
9.11 Nominations and Governance Committee			
9.11.1-3	Nominations and Governance Committee	Compliant	Refer the Nominations and Governance Committee Report on page 263
9.11.4	Composition of the Nominations and Governance Committee	Compliant	The Nominations and Governance Committee comprises two Independent Non-Executive Directors and one Non-Independent Non-Executive Director. The Committee does not include any Executive Directors, and its chairperson is an Independent Non-Executive Director.
9.11.5	Functions of the Nominations and Governance Committee	Compliant	Refer the Nominations and Governance Committee Report on page 263
9.11.6	Disclosures in Annual Report	Not Applicable	
9.12 Remuneration Committee			
9.12. 1-5	Remuneration Committee	Compliant	Refer the Remuneration Committee Report on page 262
9.12.6	Composition of the Remuneration Committee	Compliant	The Remuneration Committee comprises two Independent Non-Executive Directors and one Non-Independent Non-Executive Director. The Committee does not include any Executive Directors, and its chairperson is an Independent Non-Executive Director.

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CSE Rule Reference	Corporate Governance Principles	Compliance Status	Extent of Adoption
9.12.7	Functions of Remuneration Committee	Compliant	Refer the Remuneration Committee Report on Page 262
9.12.8	Disclosure in the Annual Report relating to the Remuneration Committee	Compliant	
9.13 Audit Committee			
9.13.3	Composition of Audit Committee	Compliant	The Audit Committee comprises two Independent Non-Executive Directors and one Non-Independent Non-Executive Director. The Committee does not include any Executive Directors. Its chairperson is an Independent Non-Executive Director and a member of a professional accounting body.
9.13.4	Audit Committee Functions	Compliant	Refer Audit Committee Report on page 260.
9.13.5	Disclosure in the Annual Report relating to the Audit Committee	Compliant	
9.14 Related Party Transactions Review Committee			
9.14. 2	Composition of the Related Party Transactions Review Committee (RPTRC)	Compliant	The Related Party Transactions Review Committee (RPTRC) Committee of the Company comprises two Independent Non-Executive Directors. And one Non-independent Non-Executive Director. Chairperson of Related Party Transaction Committee is an Independent Non-Executive Director.
9.14.3	Functions of RPTRC	Compliant	Please refer to the Report of the RPTRC on page 264.
9.14.4	RPTRC Meetings	Compliant	RPTRC met 04 times during the year.
9.14.7	Immediate Disclosures	Not Applicable	No disclosures were deemed necessary during the period in review.
9.14.8 (1-2)	Disclosure of Non-Recurrent and Re-current Related Party Transactions	Compliant	Please refer Note 36-Related Party Disclosures, of the Notes to the Financial Statements on page 330
9.14.8	The Report by the Related Party Transaction Review Committee	Compliant	Please refer to the Report of the Related Party Transaction Review Committee on page 264
9.14.8 (4)	An affirmative declaration by the Board of Directors	Compliant	Please refer the Annual Report of Board of Directors on affairs of the Company for an affirmative statement of compliance of the Board on pages 252 to 255
9.16 Additional Disclosures			
9.16	Additional Disclosures	Compliant	Please refer to the Board of Directors Report on Internal Controls on Page 256 and Corporate Governance on Page 206

Corporate Governance

DISCLOSURES REQUIRED BY THE COMPANIES ACT NO. 7 OF 2007

Section reference in the Companies Act No. 1 of 2007	Disclosure Requirement	Reference in the Annual Report
168 (1) (a)	The nature of the business of the Group and the Company together with any change thereof during the accounting period	Notes to the Financial Statements Note 1, page 278
168 (1) (b)	Signed Financial Statements of the Group and the Company for the accounting period completed	Financial Statements and Notes to the Financial Statements Page 272 to 343
168 (1) (c)	Auditors' Report on Financial Statements of the Group and the Company	Independent Auditors' Report Page 268 to 271
168 (1) (d)	Accounting Policies and any changes therein	Notes to the Financial Statements Note 3, page 281
168 (1) (e)	Particulars of the entries made in the Interests Register during the accounting period	Annual Report of the Board of Directors on the Affairs of the Company Page 252 to 255
168 (1) (f)	Remuneration and other benefits paid to Directors of the Company during the accounting period	Notes to the Financial Statements Note 10, page 298
168 (1) (g)	Corporate Donations made by the Company and its subsidiaries during the accounting period	Notes to the Financial Statements N/A
168 (1) (h)	Information on the Directorate of the Company and its subsidiaries during and at the end of the accounting period	Group Structure Page 12 Board of Directors Page 58 to 67
168 (1) (i)	Amounts paid/payable to the External Auditors as audit fees and fees for other services rendered during the accounting period	Notes to the Financial Statements Note 10, page 298
168 (1) (j)	Auditors' relationship or any interest with the Company and its subsidiaries	Annual Report of the Board of Directors on the Affairs of the Company Page 252
		Audit Committee Report Page 260
168 (1) (k)	Acknowledgement of the contents of this Report and signatures on behalf of the Board	Annual Report of the Board of Directors on the Affairs of the Company Page 252

Beyond Generation -
Maintaining every panel, and utilising every unit of potential.

RISK MANAGEMENT

RISK MANAGEMENT

Effective risk management is fundamental to our ability to deliver sustainable value in a dynamic and evolving energy landscape. As a renewable energy company, we operate in an environment influenced by climatic conditions, technological advancements, regulatory developments, market fluctuations, and operational challenges. To navigate these complexities and support long-term growth, we have established a comprehensive risk management framework built on the principles of Governance, Direction, and Culture. This framework enables proactive identification, assessment, monitoring, and management of risks across the organisation while supporting the achievement of our strategic objectives. Our approach focuses on the following key priorities:

- **Proactive Identification and Management of Key Risks**
  We systematically identify, assess, and monitor risks that may affect our operations, projects, financial performance, and strategic objectives. Through continuous evaluation of both internal and external factors, including market conditions, regulatory changes, environmental considerations, and emerging industry trends, we ensure that our risk management practices remain responsive, relevant, and aligned with the Company's evolving business strategy.
- **Robust Control Environment**
  We maintain a strong system of internal controls, policies, and procedures designed to effectively manage key risks across all areas of the business. These controls support operational reliability, asset performance, regulatory compliance, financial integrity, and project execution, while helping to safeguard stakeholder value and strengthen organisational resilience.
- **A Strong Risk-Aware Culture**
  We foster a culture in which risk awareness and accountability are embedded throughout the organisation. Supported by clear governance structures, strategic direction, and ongoing communication, employees at all levels are encouraged to identify, evaluate, and manage risks proactively. This culture promotes informed decision-making, responsible business practices, and a shared commitment to achieving sustainable business outcomes while maintaining high standards of safety, ethics, and operational excellence.

OUR RISK LANDSCAPE

The WindForce Group operates across diverse geographies and renewable energy technologies, exposing it to a broad range of interconnected strategic, operational, financial, technological, environmental, and regulatory risks. These risks are influenced by global economic conditions, geopolitical developments, market dynamics, technological innovation, climate-related challenges, and evolving stakeholder expectations. Given the interrelated nature of these factors, developments in one area may amplify risks in another, resulting in compounded impacts on the Group's operations, financial performance, and long-term growth.

Ongoing geopolitical tensions in the Middle East continue to contribute to global economic uncertainty through elevated commodity price volatility, rising inflationary pressures, and tighter financial conditions. Any escalation of the conflict, particularly disruptions to critical energy infrastructure or key shipping routes, could further weaken global growth, disrupt supply chains, increase financing and procurement costs, and constrain access to capital. Under current baseline assumptions, these factors are expected to contribute to a moderation in global economic growth to 3.1% in 2026, before stabilising at 3.2% in 2027. However, a prolonged or broader disruption could lead to significantly weaker growth and heightened macroeconomic volatility.

Sri Lanka remains particularly vulnerable to external economic shocks due to its reliance on imported energy. Prolonged instability in the Middle East could increase fuel costs, intensify inflationary pressures, widen the trade deficit, and heighten exchange rate volatility. In addition, reduced remittance inflows, weaker export demand, higher logistics costs, and disruptions to international connectivity could negatively impact broader economic activity and investor sentiment.

The renewable energy sector is undergoing rapid technological transformation. As new technologies deliver improved efficiency and lower costs, existing assets and business models may face increased competitive pressure. This may necessitate targeted investments in digitalisation, operational optimisation, and performance enhancements to maintain competitiveness. However, renewable energy projects are typically designed and commissioned to operate effectively throughout the full term of their Power Purchase Agreements (PPAs), and for certain technologies, such as wind, extending the PPA term is generally not feasible. Accordingly, technological advancements are more likely to influence future investment and optimisation decisions than to materially affect the viability of existing projects during their contracted operating life.

Climate change remains a significant long-term risk to the Group. Increasing weather variability and changing climatic conditions may affect resource availability, generation predictability, and operational performance. More frequent and severe extreme weather events—including floods, droughts, storms, and heatwaves—could damage infrastructure, disrupt operations, increase insurance costs, and reduce generation reliability. Hydropower assets are particularly exposed to changes in rainfall patterns and water availability, which may affect generation output and operational resilience.

Through proactive risk management, portfolio diversification, disciplined capital allocation, and continuous operational improvement, the Group seeks to enhance resilience and mitigate the potential impact of these evolving risks on sustainable value creation.

Risk Governance

Risk Committee

The primary purpose of the Risk Committee (RC) of our organisation is to assist the Board in fulfilling its oversight responsibilities relating to the Company's risk management framework and practices. In recognition of the evolving risk landscape and the unique operational, regulatory, environmental, and strategic risks associated with the renewable energy sector, the Company has established a robust governance structure to ensure effective risk oversight and informed decision-making.

The RC provides independent oversight of the Company's Enterprise Risk Management (ERM) framework and risk management practices. Comprising Board members and senior executives, as appropriate, the Committee supports the Board in ensuring that the Company's risk appetite, risk tolerance, risk management strategies, and policies remain aligned with its strategic objectives and long-term goals.

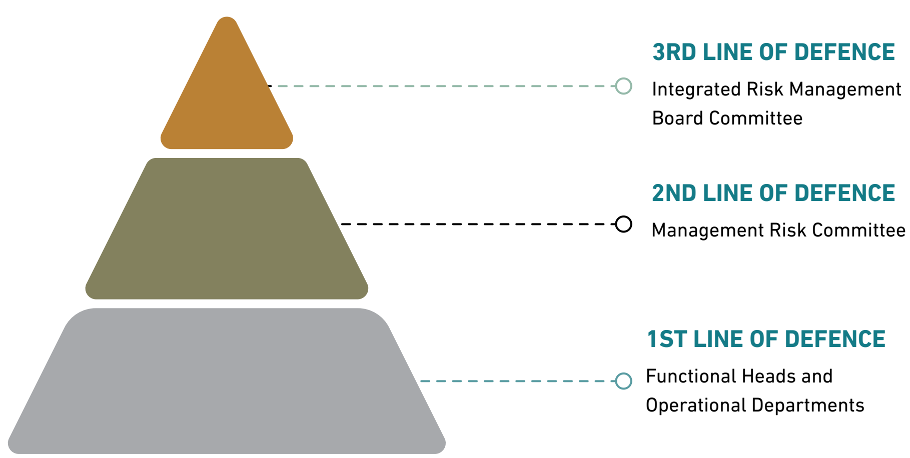
The Committee oversees risk appetite and tolerance across business areas, guides the development and continuous enhancement of the Company's Risk Management Framework, and reviews and challenges management's assessments of key risks and mitigation strategies. It also evaluates the effectiveness of measures implemented to mitigate, transfer, or avoid risks and ensures adequate enterprise-wide processes are in place to identify, assess, monitor, and report both existing and emerging risks.

In addition, the Committee oversees the Company's preparedness for crises and unforeseen events, promoting business continuity and organisational resilience. Through regular monitoring of key risk exposures and significant risk developments, the Committee provides guidance to the Board on emerging risks, regulatory compliance matters, and significant risk-related decisions. The Committee reports quarterly to the Board on risk management activities, including material changes in risk exposure and the effectiveness of actions taken to address them.

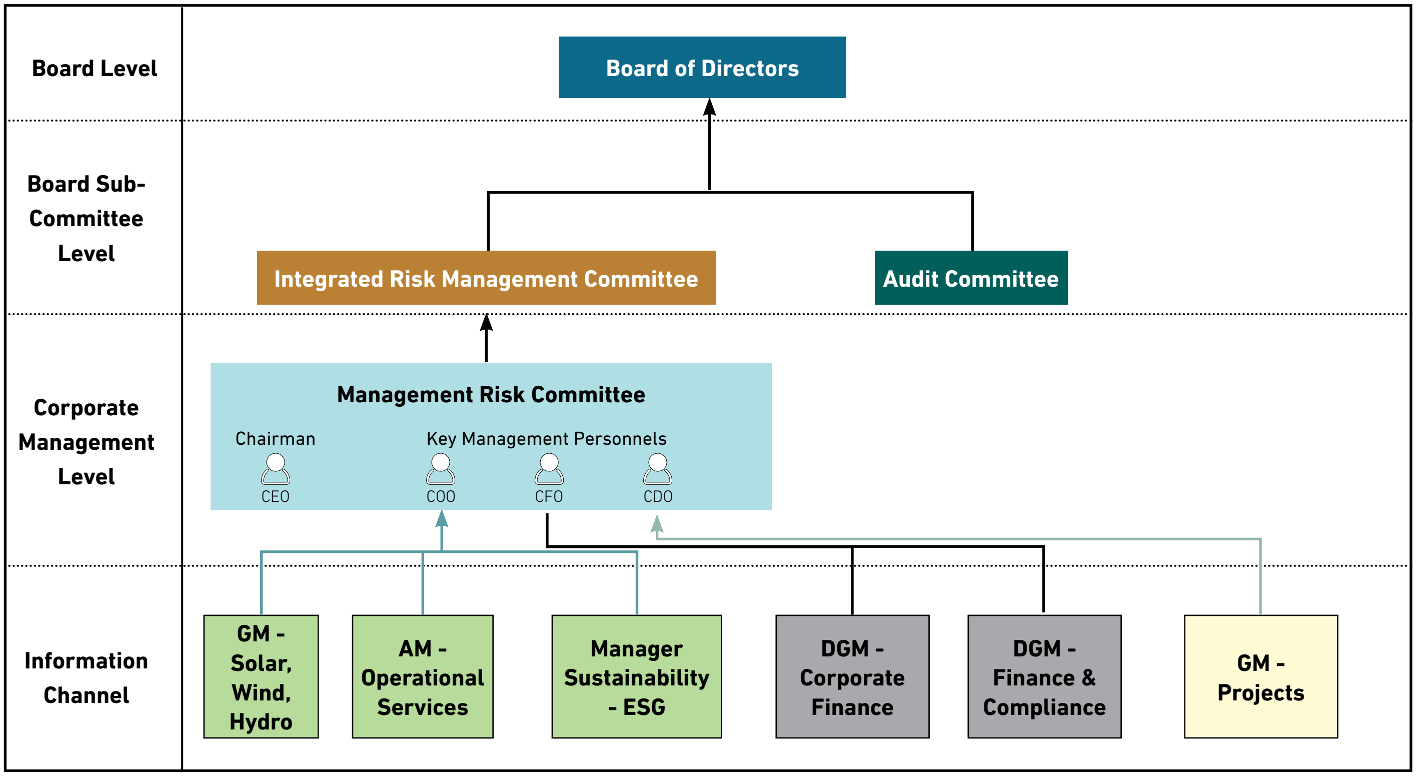
Through its independent oversight and guidance, the Risk Committee seeks to strengthen organisational resilience, enhance stakeholder confidence, safeguard shareholder value, and support the sustainable growth of the Company.

The Committee comprises a minimum of three (3) members, of whom at least two (2), including the Chairperson of the Committee, are Independent Non-Executive Directors appointed by the Board for a term of three (3) years.

The ERM framework is supported by the Three Lines of Defence Model, which clearly defines roles and responsibilities for risk ownership, risk oversight, and independent assurance across the organisation, as illustrated below.



Risk Management



The Risk Committee convenes quarterly and is responsible for assisting the Board in overseeing the Company's risk management framework, and risk governance processes. The Committee's responsibilities include, but are not limited to, the following:

- Review and recommend to the Board the Company's overall risk appetite, risk tolerance levels, and risk management strategy, taking into consideration:
  - The Company's values, corporate purpose, and commitment to sustainable value creation;
  - Current and emerging regulatory, macroeconomic, technological, environmental, social, and geopolitical developments that may influence the Company's risk profile; and
  - Relevant policies, guidelines, and directives issued by the Company and other applicable authorities.
- Periodically review and recommend the approval of the Enterprise Risk Management (ERM) Framework, ensuring it remains effective in identifying, assessing, monitoring, and mitigating risks across the organisation.
- Oversee the implementation of risk management strategies and mitigation actions, ensuring alignment with the Company's strategic objectives, approved risk appetite, and ERM framework. Monitor progress and recommend corrective actions where necessary.
- Review and advise the Board on the Company's current and emerging risk exposures and the appropriateness of its risk appetite. Guide risk management strategies relating to strategic, operational, financial, compliance, health and safety, environmental, conduct, and reputational risks.
- Assure the Board through an enterprise-wide assessment of the Company's key risks and the effectiveness of the risk management framework, including risk governance structures, processes, controls, key risk indicators (KRIs), and accountability mechanisms.
- Monitor the adequacy and effectiveness of risk management policies, systems, and processes by considering assurance obtained from internal and external audit reviews, independent assessments, and other relevant sources.
- Review and evaluate the Company's risk culture, including the values, behaviours, competencies, and attitudes that influence risk awareness, decision-making, and accountability throughout the organisation.

- Review the principal risks reported by Management, including risks that may impact the Company's business model, operational performance, financial position, liquidity, reputation, sustainability objectives, or long-term value creation.
- Assess the Company's capability to identify, evaluate, and manage emerging and evolving risks, including climate-related, technological, cybersecurity, regulatory, and market risks, and review management's preparedness to address such risks.
- Review and advise the Board on significant strategic transactions, including acquisitions, disposals, joint ventures, and the development of new renewable energy projects locally and internationally. Ensure that robust risk assessments and due diligence processes are undertaken and that proposed transactions align with the Company's risk appetite, sustainability commitments, and strategic objectives.
- Conduct periodic reviews of the evolving risk landscape, with particular focus on material, emerging, and reputational risks. Commission detailed assessments of significant risk areas and monitor the effectiveness of management's response strategies.
- Review reports relating to material breaches of risk limits, policy exceptions, or control failures, and evaluate the adequacy and timeliness of corrective actions implemented by Management.
- Review significant findings arising from Internal Audit engagements, investigations, or other assurance activities that have enterprise-wide risk implications. Assess Management's responses and remediation plans in coordination with the Audit Committee where appropriate.
- Oversee the adequacy of information technology, cybersecurity, and data protection controls, ensuring that Management maintains appropriate measures to safeguard the Company's information assets and critical systems.
- Oversee the identification, assessment, management, and monitoring of Environmental, Social and Governance (ESG) risks and opportunities, ensuring they are integrated into the Company's risk management framework and strategic decision-making processes.

Management Risk Committee

The Risk Committee (ARC) delegates the responsibility for the ongoing monitoring and management of risks to the Management Risk Committee (MRC) of WindForce PLC. The MRC operates under the guidance and oversight of the ARC and is responsible for ensuring the effective implementation of the Company's Enterprise Risk Management (ERM) Framework across all business operations.

Chaired by the Chief Executive Officer (CEO) and comprising members of senior management, the MRC meets on a monthly basis to review the Company's risk profile, evaluate risk exposures, monitor mitigation measures, and address emerging risks. The Committee serves as the primary management forum for risk oversight and decision-making, ensuring that risk considerations are embedded within strategic and operational activities.

The MRC provides regular updates to the Risk Committee through a structured risk reporting mechanism, ensuring timely communication of key risk developments, significant incidents, emerging threats, and the effectiveness of mitigation actions. This reporting framework enables the ARC and the Board to maintain effective oversight of the Company's risk landscape and risk management performance.

The Management Risk Committee is responsible for safeguarding the Company's resilience, operational continuity, and long-term sustainability by ensuring that risk management practices remain aligned with the Company's strategic objectives, risk appetite, and governance requirements.
The Committee discharges its responsibilities through the following key activities:

- Developing, maintaining, and continuously enhancing the Company's Enterprise Risk Management Framework while promoting a culture of informed risk-taking supported by sound governance and accountability.
- Identifying, assessing, and monitoring existing and emerging risks across strategic, operational, financial, environmental, social, technological, regulatory, health and safety, and international business activities.
- Reviewing and implementing appropriate risk treatment strategies, including risk avoidance, mitigation, transfer, or acceptance, while ensuring adequate resources are allocated to manage critical risk exposures.
- Establishing and overseeing enterprise-wide processes, systems, and controls for risk identification, monitoring, reporting, and mitigation, while evaluating the effectiveness of control measures and corrective actions.
- Providing quarterly reports to the Risk Committee on the Company's risk profile, key risk indicators, material risk events, and mitigation activities, with additional reporting on significant or emerging risks as required.

Risk Management

The major risks of WindForce PLC

Risk Category	Key Risk	Risk Description	Risk Owner
Financial Risks	Foreign Exchange Risk	Exposure to fluctuations in foreign exchange rates impacting imports, foreign currency-denominated loans, equipment purchases, and operations and maintenance (O&M) payments.	Chief Financial Officer (CFO)
	Insurance Risk	Inability to obtain or maintain adequate insurance coverage for renewable energy assets and liabilities arising from natural disasters, including floods, cyclones, lightning strikes, and other catastrophic events.	Chief Executive Officer (CEO) & Chief Financial Officer (CFO)
Strategic Risks	Regulatory and Policy Risk	Exposure to changes in energy regulations, licensing requirements, Power Purchase Agreement (PPA) terms, tariff structures, taxation policies, and government incentives that may affect business performance and project viability.	Chief Operating Officer (COO)
	Energy Demand and Market Risk	Risks arising from evolving electricity demand patterns, technological advancements, changing customer consumption trends, and emerging market dynamics, including the impact of digitalisation and artificial intelligence-driven energy demand.	Chief Operating Officer (COO)
Operational Risks	Technical and Maintenance Risk	Risks associated with equipment failures, plant downtime, aging infrastructure, delays in obtaining spare parts, and limited access to technical expertise, which may impact operational performance and energy generation.	Chief Operating Officer (COO)
	Grid Integration Risk	Risks arising from transmission constraints, grid instability, curtailment, delays in grid connectivity, and infrastructure limitations affecting energy dispatch and project operations.	Chief Operating Officer (COO)
	Operational Disruption Risk	Temporary or prolonged interruption of operations, project delays, or business continuity challenges resulting from accidents, safety incidents, workforce disruptions, equipment failures, or external events.	Chief Development Officer (CDO)
Environmental Risks	Climate and Resource Risk	Exposure to changing climatic conditions, including variability in wind resources, solar irradiation, hydrological conditions, and long-term climate change impacts that may affect electricity generation and asset performance.	Chief Operating Officer (COO)
	Environmental and Social Impact Risk	Risks arising from environmental compliance obligations, biodiversity impacts, land-use disputes, community concerns, stakeholder opposition, and environmental assessment requirements associated with project development and operations.	Chief Operating Officer (COO)

Risk Category	Key Risk	Risk Description	Risk Owner
Technology Risks	Cybersecurity and Data Protection Risk	Exposure to cyber threats, unauthorised access, ransomware attacks, system intrusions, and data privacy breaches that could affect business operations, critical infrastructure, and stakeholder information.	Chief Operating Officer (COO)
	Technology and Systems Risk	Risks relating to failures of critical information systems, operational technologies, communication infrastructure, and challenges associated with implementing or integrating new technologies.	Chief Operating Officer (COO)
Compliance Risks	Health, Safety and Environmental Compliance Risk	Non-compliance with occupational health and safety standards, environmental regulations, and permit conditions, potentially resulting in regulatory action, financial penalties, or reputational damage.	Chief Executive Officer (CEO)
	Employment and Operational Compliance Risk	Failure to comply with labour laws, employment regulations, internal policies, and reporting obligations, leading to legal, financial, or reputational consequences.	Chief Executive Officer (CEO)
	Corporate and Regulatory Compliance Risk	Non-compliance with CSE Listing Rules, SEC requirements, Companies Act provisions, corporate governance requirements, and other statutory disclosure obligations.	Chief Financial Officer (CFO)
International Business Risks	Country and Investment Risk	Exposure to political instability, regulatory uncertainty, currency restrictions, economic volatility, legal challenges, social unrest, or other country-specific factors that may adversely affect overseas investments and business operations.	Chief Development Officer (CDO)

The Risk Management Committee has identified the following framework to assess, mitigate and monitor the enterprise risk across our business portfolio. The Risk heat map is developed based on each risk's likelihood of occurrence and possible impact on our business operations and brand. Risk scores are given to decide the priority treatments and escalation.

Risk Management

The following major risks are being treated and monitored as per the framework.

Key Enterprise Risks

GRI | 207-2

The Risk Management Committee continuously monitors the Company's risk profile and evaluates emerging risks that could affect strategic objectives, operational performance, financial stability, and long-term value creation. The following key risks have been identified as the most significant risk exposures across our renewable energy portfolio and are subject to enhanced monitoring and mitigation measures.

Ref	Business Area	Key Risk	Likelihood	Impact	Risk Score	Severity	Mitigating Strategies
R1	Solar	**Flood Risk to Solar Plants** – Potential damage to solar assets and disruption to operations due to extreme rainfall and flooding events.	4	5	20	Critical	Strengthen infrastructure resilience, improve emergency response capabilities, enhance staff preparedness, and reduce financial risks through comprehensive insurance coverage.
R2	Wind	**Generator Rotor Magnet Corrosion** – Asset performance and generation losses arising from corrosion of generator rotor magnets and related equipment degradation.	5	4	20	Critical	Implement marine-grade corrosion protection, sealed electrical enclosures, moisture-control systems, and corrosion-resistant materials to safeguard equipment in harsh environmental conditions. These measures are supported by regular inspections, cleaning, thermographic monitoring, repainting and recoating activities, as well as maintaining critical spare parts and a strict preventive maintenance program to enhance reliability, reduce corrosion-related failures, and ensure long-term asset performance.
R3	Solar / Wind / Hydro	**Energy Curtailment Risk** – Reduced power dispatch and revenue losses resulting from grid curtailment and transmission constraints.	5	4	20	Critical	Implement a transparent and equitable curtailment framework in coordination with the utility to ensure that the impact of grid restrictions is fairly distributed across all renewable energy plants. Enhance grid integration through SCADA connectivity and dispatch compliance, utilise advanced forecasting tools to improve scheduling and reduce curtailment risks, explore hybrid renewable energy solutions with battery storage, and optimise turbine availability during non-curtailed periods to maximise energy generation and operational efficiency.

Ref	Business Area	Key Risk	Likelihood	Impact	Risk Score	Severity	Mitigating Strategies
R4	Projects	**Project Implementation Delays** – Delays in project execution caused by regulatory approvals, supply chain constraints, contractor performance, or external disruptions.	4	5	20	Critical	Incorporate weather patterns into project planning and scheduling to minimise weather-related delays and disruptions. Additionally, improve site accessibility and reduce flood-related risks by developing access roads at higher elevations, particularly for the Siyambalanduwa 100 MW project, to ensure safe and reliable operations during adverse weather conditions.
R5	Finance	**Cash Flow and Collection Risk** – Liquidity pressures arising from delayed payments by off-takers and other counterparties.	4	5	20	Critical	Maintain proactive engagement with the National System Operator (NSO) and Treasury to ensure timely coordination, effective cash flow management, and prompt resolution of operational and financial challenges. In addition, secure and maintain adequate working capital facilities with banking institutions to strengthen liquidity, support ongoing operations, and enhance financial resilience during periods of delayed payments or market uncertainty.
R6	Wind	**Grid Interruption Risk** – Revenue and operational impacts arising from prolonged grid outages and transmission network disruptions.	4	4	16	Critical	Enhance grid infrastructure resilience by elevating and flood-proofing substations and switchyards, deploying weather-resistant equipment, and strengthening earthing, lightning protection, and transmission structures. Support grid reliability through close coordination with the utility, backup communication systems, preventive maintenance and inspections, and well-defined contingency and restoration plans to ensure rapid recovery from disruptions and maintain stable operations.

Risk Management

Ref	Business Area	Key Risk	Likelihood	Impact	Risk Score	Severity	Mitigating Strategies
R7	Wind	**Lightning and Extreme Weather Risk** – Damage to wind energy assets and operational disruptions caused by lightning strikes and severe weather events.	4	4	16	Critical	Strengthen protection against lightning-related risks by implementing a comprehensive lightning protection and grounding system, surge protection devices, and effective shielding and bonding of critical equipment. Support these measures through regular inspections, lightning monitoring, SCADA-based alarms and automatic shutdown functions, and adequate insurance coverage to minimise equipment damage, operational disruptions, and financial losses.
R8	Finance	**Foreign Exchange Risk** – Exposure to adverse currency movements affecting foreign-denominated loans, imports, capital expenditure, and O&M costs.	5	4	20	High	Secure forward contracts with banks.
R9	Hydro	**Hydrological Variability and Drought Risk** – Reduced generation capacity due to changing rainfall patterns, water shortages, and prolonged drought conditions.	3	4	12	High	Implement a catchment area protection plan.
R10	Group-wide	**Regulatory and Policy Risk** – Impact of changes to energy regulations, tariffs, taxation, licensing requirements, and Power Purchase Agreement (PPA) terms.	3	4	12	High	Maintain continuous compliance with applicable regulatory requirements through regular reviews, reporting, and adherence to established standards and procedures.

Ref	Business Area	Key Risk	Likelihood	Impact	Risk Score	Severity	Mitigating Strategies
R11	Wind	**Climate Variability Risk** – Reduced energy generation resulting from fluctuations in wind resource availability and changing climatic conditions.	3	4	12	High	Reduce wind resource uncertainty by conducting regular wind resource assessments using long-term data and climate models, applying conservative energy yield estimates, and diversifying project locations. Enhance generation reliability through advanced forecasting and SCADA integration, deployment of site-specific turbine technologies, periodic performance reviews and model recalibration, and the adoption of hybrid renewable energy solutions with battery storage. These measures should be supported by flexible operation and maintenance strategies to adapt to changing wind conditions and optimise energy production.
R12	Solar	**Fire Risk** – Asset damage, operational downtime, and potential safety impacts arising from electrical faults, equipment failures, or external fire events.	3	4	12	High	Strengthen fire prevention and emergency preparedness through regular maintenance of fire belts and firefighting equipment, periodic staff training, installation of smoke detection systems, and continuous CCTV surveillance to enable early detection, rapid response, and enhanced site safety.
R13	Projects	**Project Cost Escalation Risk** – Increased project costs due to inflationary pressures, supply chain disruptions, foreign exchange fluctuations, and adverse economic conditions.	4	3	12	High	Implement robust Front-End Engineering Design (FEED) and currency hedging measures, use USD-indexed EPC contracts where feasible, maintain adequate currency contingencies, and negotiate foreign currency components within PPAs to enhance financial stability and protect project viability against exchange rate fluctuations.

Risk Management

Ref	Business Area	Key Risk	Likelihood	Impact	Risk Score	Severity	Mitigating Strategies
R14	Projects	**Human–Wildlife Interaction Risk** – Project delays, safety concerns, and operational disruptions arising from wildlife activity at project sites.	3	3	9	Moderate	For the Siyambalanduwa 100 MW project, an elephant fence will be constructed along the site boundary and regularly inspected and maintained to ensure its continued effectiveness in preventing human–elephant conflict. The design, installation, and maintenance of the fence will be carried out in full compliance with the guidelines and requirements issued by the Department of Wildlife Conservation, ensuring both project safety and wildlife protection.

WindForce PLC – Enterprise Risk Severity Heat Map

Probability X impact-based enterprise risk assessment overview

PROBABILITY

IMPACT	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost certain
5 Severe	**5**	**10**	**15**	**20**	**25**
4 Major	**4**	**8**	**12**	**16**	**20**
3 Moderate	**3**	**6**	**9**	**12**	**15**
2 Minor	**2**	**4**	**6**	**8**	**10**
1 Insignificant	**1**	**2**	**3**	**4**	**5**

Low | Moderate | High | Severe | Critical | Extreme

Risk Escalation and Oversight

Risks are managed and escalated in accordance with their assessed severity and potential impact on the Company. Risks classified as Critical are escalated to the Risk Committee and the Board for review, direction, and approval of appropriate mitigation strategies. These risks receive heightened oversight due to their potential impact on our strategic objectives, operational continuity, financial performance, reputation, and long-term sustainability.

Risks classified as High are actively monitored and managed by Senior Management under the direct supervision of the Chief Executive Officer (CEO), with regular reporting to the Management Risk Committee. Appropriate mitigation plans are implemented to ensure that these risks remain within our approved risk appetite.

Moderate and Low risks are managed by the respective functional heads and business units as part of their day-to-day operational responsibilities. These risks are subject to regular review through the monthly Management Risk Committee meetings to ensure that mitigation measures remain effective and that any changes in risk exposure are identified and escalated where necessary.

This structured approach ensures that risk management efforts are proportionate to the significance of each risk, enabling timely decision-making, accountability, and effective governance across the organisation.

Emerging Risks

We monitor emerging risks that may arise from changes in the business environment, industry developments, technological advancements, and regulatory reforms. Emerging risks are identified, discussed, and evaluated during quarterly risk review sessions conducted by the Management Risk Committee. Following assessment, material risks are incorporated into the Enterprise Risk Register and subjected to formal monitoring, mitigation, and reporting processes under the Company's Enterprise Risk Management Framework.

Key emerging risks currently under review include:

- Battery Energy Storage Systems (BESS) development and operational risks;
- Cybersecurity and information security risks;
- Environmental, Social and Governance (ESG) and sustainability-related risks;
- Strategic risks arising from changes in government policies and regulatory frameworks; and
- Risks associated with the restructuring of the Ceylon Electricity Board (CEB), including changes to policies, procedures, market structures, and power sector regulations.

Risk escalation and management are determined based on the severity and potential impact of each identified risk. Risks classified as Critical are escalated to the Risk Committee and the Board for review and direction on appropriate mitigation and response measures. Risks classified as High are managed at the executive level under the direct supervision of the Chief Executive Officer (CEO), with regular monitoring and reporting through the Management Risk Committee.

Risks rated as Moderate and Low are managed by the respective functional heads as part of their operational responsibilities and are periodically reviewed during the monthly Management Risk Committee meetings.

ANNUAL REPORT OF THE BOARD OF DIRECTORS ON THE AFFAIRS OF THE COMPANY

The Board of Directors of WindForce PLC takes pleasure in presenting their Report on the Affairs of the Company together with the Financial Statements for the year ended 31 March 2026, conforming to the requirements of the Companies Act No. 07 of 2007 and Sri Lanka Accounting Standards. The report also includes certain disclosures required to be made under Listing Rules of the Colombo Stock Exchange and the guidelines recommended best practices on Corporate Governance issued by the Institute of Chartered Accountants of Sri Lanka and the Colombo Stock Exchange.

COMPANY OVERVIEW

Incorporated in Sri Lanka on 06th July 2010 as a Private Limited Liability Company under the provisions of Companies Act No. 7 of 2007. The legal form of the Company was changed to a Public Limited Liability Company after it was listed on the Colombo Stock Exchange 22nd April 2021.

The Registered office of the Company and the principal place of business is situated at 334, T.B. Jayah Mawatha, Colombo 10, Sri Lanka.

GROUP STRUCTURE AND PRINCIPAL BUSINESS ACTIVITIES

The group structure can be found on page 12

WindForce PLC is Sri Lanka's largest Independent Power Producer (IPP) in the renewable energy sector, with a growing global presence. The Company provides end-to-end expertise across the power project lifecycle, including feasibility studies, design and engineering, procurement, construction, commissioning, and operation and maintenance of renewable energy assets.

Through strategic investments and innovation, WindForce continues to drive sustainable energy development and is currently pioneering Sri Lanka's first Battery Energy Storage Systems (BESS) to enhance grid stability and support the nation's energy transition.

REVIEW OF PERFORMANCE

A review of the Company's performance and that of its subsidiaries for the Financial Year 2025/26 together with the future outlook is available in the Chairman's Message, Managing Director's Message on pages 53 to 56 and also in Review of Business Operations on pages 124 to 134.

FINANCIAL STATEMENTS

The Financial Statements of the Company for the year ended 31st March 2026 are duly certified by the Chief Financial Officer and approved by the Board of Directors. The approved Financial Statements have been signed on behalf of the Board by two Directors in compliance with the Companies Act No. 07 of 2007 and are given on page 272 of this Annual Report.

Summarised Financial Statements

	Group		Company	
	2025/2026 LKR. '000	2024/2025 LKR. '000	2025/2026 LKR. '000	2024/2025 LKR. '000
Revenue	8,040,257	6,902,690	1,251,109	579,715
Profit/(Loss) Before Tax	2,453,741	2,949,902	1,673,786	2,783,213
Income Tax Reversal/(Expenses)	(302,505)	(700,213)	(249,746)	(346,999)
Profit/(Loss) After Tax	2,151,236	2,249,690	1,424,039	2,436,215

ACCOUNTING POLICIES AND CHANGES

In compliance with Section 168 (1) (d) of the Companies Act No. 7 of 2007, the Accounting Policies adopted in the preparation of the Financial Statements are given on pages 281 to 294.

DIRECTORS' RESPONSIBILITY FOR FINANCIAL REPORTING

The Directors are responsible for the preparation of the Financial Statements of the Company and the Group to reflect a true and fair view of the financial position and the performance of the Company and the Group.

Please refer pages 257 for Statement of Directors' Responsibility.

BOARD OF DIRECTORS

As at 31st March 2026, the Directorate of WindForce PLC consisted of 10 Directors with wide financial commercial knowledge and experience. The details, qualifications and experience of the Board of Directors is provided on page 206 under Corporate Governance of this Annual Report.

BOARD SUB-COMMITTEES

The Board, while assuming overall responsibility and accountability for the management of the Company, has appointed five Board Sub-Committees; Audit Committee, Risk Committee, Related Party Transactions Review Committee, Remuneration Committee and Nominations and Governance Committee, to ensure oversight and control over certain affairs of the Company.

The Board approved Terms of References for these Sub Committees conform to the recommendations made by various regulatory bodies such as the Institute of Chartered Accountants of Sri Lanka, the Securities and Exchange Commission of Sri Lanka and the Colombo Stock Exchange.

INTERESTS REGISTER

Directors' Interest in Transactions

The Directors have made general disclosures as provided in Section 192 (2) of the Companies Act No. 07 of 2007. Arising from this, details of contracts in which they have an interest are disclosed in Note 36.2 to the Financial Statements on page 336.

Directors' Remuneration

The Directors' Remuneration is disclosed in Note 10 to the Financial Statements on page 298.

Directors' Shareholding

The Directors' individual shareholdings in the Company as at 31st March 2026 are given on page 347 of this annual report.

CORPORATE GOVERNANCE

The Board is committed to maintaining high standards of governance in the process by which the Company is directed and managed. The Board of Directors is of the view that it has put in place the resources and processes to ensure that the Company is substantially compliant with the code of best practices on corporate governance issued by Institute of Chartered Accountants of Sri Lanka, the Securities and Exchange Commission of Sri Lanka and the Colombo Stock Exchange. The Corporate Governance Report is given on pages 206 to 239 of the Annual Report.

COMPLIANCE WITH THE CORPORATE GOVERNANCE RULES OF COLOMBO STOCK EXCHANGE

The Board of Directors confirms compliance with the Corporate Governance Rules of the Colombo Stock Exchange as at the date of this Annual Report.

INVESTOR RELATIONS

Annual Report of the Company, Quarterly Reports and the Annual General Meetings are the principal means of communication with the shareholders. The Board is ready to answer any questions raised at the Annual General Meetings. Shareholders may direct any questions or seek clarifications request for publicly available information by contacting the Company Secretary.

RISK MANAGEMENT AND INTERNAL CONTROLS

The Board of Directors, through the involvement of the internal audit, have taken steps to ensure risks are identified and efficiently controlled. The Board has obtained reasonable assurance that an effective and comprehensive system of internal controls is in place including the financial, operational and compliance controls required to carry on the business in an orderly manner, safeguard the Company's and Group's assets and secure, as far as possible, the accuracy and reliability of the financial records.

The Board is satisfied with the effectiveness of the system of internal controls that was in place during the year under review. During the year under review, Deloitte Advisory Services (Pvt) Ltd conducted the internal audit function for WindForce PLC and its subsidiary companies. The audit provided valuable insights, and a majority of the recommended enhancements were successfully implemented, strengthening operational efficiency. Looking ahead, further refinements will be integrated in alignment with the ongoing implementation of the Dynamics 365 Business Central cloud-based ERP system, ensuring a seamless transition to optimized financial processes. The "Report of the Audit Committee" is contained on page 260 and forms an integral part of this report.

The Directors periodically review and evaluate the risks that are faced by the Company. The various exposures to risks by the Company and specific steps taken to manage these risks are detailed under the "Risk Management" on page 240 of this Annual Report.

DONATIONS

The Group and the Company have not made any donations for political purposes during the year under review.

TAXATION

The Company's liability for taxation has been computed according to the provisions of the Inland Revenue Act. No. 24 of 2017 and subsequent amendments thereto and details are given in Note 11 to the Financial Statements on page 299.

Annual Report of the Board of Directors on the Affairs of the Company

PROPERTY, PLANT AND EQUIPMENT

The movement of property, plant and equipment of the company are given in the Note 14 to the Financial Statements.

EMPLOYMENT

The collective manpower strength of the Company and Group as of 31st March 2026 was 223. Further information about the Company's workforce can be found in the Human Capital section on pages 164 to 180 of this Annual Report. There were no material issues pertaining to employees and industrial relations during the year under review.

EMPLOYEE SHARE OWNERSHIP PLANS

The Company introduced a new Employee Share Option Scheme (ESOS) in 2025 following approval by the Board of Directors and subject to shareholder approval at the Extraordinary General Meeting held on 21 August 2025.

The Directors confirm that the Employee Share Option Scheme has been implemented in compliance with the applicable Listing Rules of the Colombo Stock Exchange and the approval granted by shareholders. The Company has not provided any funding, directly or indirectly, to employees for the exercise of options or the acquisition of shares under the scheme. Details of options granted, exercised, lapsed or outstanding, together with the relevant exercise prices, are disclosed in the Share Information section of the Annual Report.

STATED CAPITAL

The stated capital of the Company as of 31 March 2026 was LKR 18 Billion represented by 1,354,303,889 fully paid Ordinary Shares.

RESERVES

The reserves of the company as at 31st March, 2026 stand at LKR 6.05 Billion (2024/25 – LKR 4.51 Billion) comprising totally revenue reserves.

SHARE INFORMATION

Information relating to shareholding, market value of shares, public shareholding and the top twenty shareholders are available are available under the title 'Investor information' on pages 346 to 347.

EQUITABLE TREATMENT OF SHAREHOLDERS

The Company has made all endeavours to ensure that all shareholders are treated equitably.

RELATED PARTY TRANSACTIONS

Non-recurrent Related Party Transactions

There were no non-recurrent Related Party Transactions of which the aggregate value exceeded 10% of the Equity and 5% of the Total Assets of the Company during the year ended 31 March 2026, which require specific disclosure in the Annual Report in terms of Section 9.3.2 of the Listing Rules and the Code of Best Practices on Related Party Transactions issued by the Securities and Exchange Commission of Sri Lanka.

Recurrent Related Party Transactions

There were no recurrent Related Party Transactions which in aggregate exceeded 10% of the consolidated revenue of the Group as per latest Audited Financial Statements which require specific disclosures in the Annual Report in terms of Section 9.3.2 of the Listing Rules of the CSE and the Code of Best Practice on Related Party Transactions issued by the Securities and Exchange Commission of Sri Lanka.

The identified Related Parties as well as the Related Party Transactions undertaken during the year are set out in Note 36 to the Financial Statements on page 330.

The members of the Board of Directors have been identified as Key Management Personnel of the Company. There were no related party transactions between the Key Management Personnel and the Company, other than those disclosed in Note 36 to the Financial Statements.

As required by the Listing Rules of the Colombo Stock Exchange, the Board confirms that the Company has complied with the requirements set out under Section 9 of the Listing Rules relating to Related Party Transactions.

STATUTORY PAYMENTS

The Directors, to the best of their knowledge and belief, are satisfied that all statutory payments due in relation to employees and the Government have been made promptly up to date.

DIVIDENDS

The Board of Directors did not declare or recommend any dividends for the year ended 31 March 2026. Accordingly, no dividends were paid during the year.

ENVIRONMENTAL PROTECTION

To the best of knowledge of the Board, the Company has complied with the relevant environmental laws and regulations.
The Company has not engaged in any activity that is harmful or hazardous to the environment or in any activity that caused detriment to the environment.

GOING CONCERN

The Board is satisfied that the Company will have adequate resources to continue its operations into the foreseeable future. Therefore, the Company has continued to adopt the going concern basis in preparing the Financial Statements.

INDEPENDENT AUDITORS' REPORT, REMUNERATION AND APPOINTMENT

The Financial Statements of the Company for the twelve months ended 31st March 2026 have been audited by Messrs. Ernst & Young, Chartered Accountants and the Independent Auditors' Report thereon is given on page 268 of the Annual Report as required by the Section 168 (1) (c) of the Companies Act No. 07 of 2007.

A sum of LKR 14 million was paid to them as audit fee during the period under review. Based on the Independent Auditor's Report by Messrs. Ernst & Young, Chartered Accountants and as far as the Directors are aware, the Auditors do not have any relationship or interest in the Company other than that disclosed herein.

In accordance with the Companies Act No. 07 of 2007 a resolution proposing the re-appointment of Messrs. Ernst & Young, Chartered Accountants as Auditors to the Company will be tabled at the forthcoming Annual General Meeting of the Company.

ANNUAL GENERAL MEETING

The Annual General Meeting of the company will be held on 17th of September 2026. The notice of the Annual General Meeting appears on page 360.

ACKNOWLEDGEMENT OF THE CONTENTS OF THE ANNUAL REPORT

As required by the Companies Act No. 7 of 2007, the Board of Directors hereby acknowledges responsibility for the contents of this Annual Report.

This Annual Report is signed for and on behalf of the Board of Directors.

Ranil Pathirana
Chairman

Manjula Perera
Managing Director

Corporate Advisory Services (Private) Limited
Secretaries

Colombo

14th August 2026

BOARD OF DIRECTORS' STATEMENT ON INTERNAL CONTROLS

The Board of Directors present this Statement on Internal Controls in accordance with principle D.1.5 of the Code of Best Practice on Corporate Governance issued by the Institute of Chartered Accountants of Sri Lanka and the Securities and Exchange Commission, of Sri Lanka.

RESPONSIBILITY

The Board acknowledges its overall responsibility for maintaining a sound system of internal controls to safeguard shareholders' investments and the Company's assets. The Board's policy is to have systems in place that optimise the Company's ability to manage risk in an effective and appropriate manner.

Currently the Board has established an ongoing process for identifying, evaluating and managing the significant risks faced by the Company and this process includes the system of Internal Control over Financial Reporting. The process is regularly reviewed by the Board.

However, this internal control system is designed to manage the Company's key areas of risk within an acceptable risk profile, rather than to eliminate the risk of failure to achieve the business objectives. Therefore, the System of Internal Controls can only provide reasonable and not absolute assurance on the successful management of risks, financial losses, or frauds.

The Board is of the view that the system of Internal Control over financial reporting in place is sound and adequate to provide reasonable assurance regarding the reliability of financial reporting and that the preparation of financial statements for external purposes is in accordance with relevant accounting principles and regulatory requirements.

INTERNAL CONTROL AND INTERNAL AUDIT

The Audit Committee of WindForce PLC conducts timely reviews to ensure that the systems of internal control, are adequate and effective.

Board Sub-Committees have been established to assist the Board in ensuring the effectiveness of the Company's operations and to ensure that the Company's operations are directed towards its corporate strategy aligned to the Annual Budgets.

During the year under review, Deloitte Advisory Services (Pvt) Ltd conducted an internal audit covering procurement, inventory management, treasury operations, corporate governance, capital expenditure (CAPEX) approval processes, and asset management functions. The audit provided valuable insights, and a majority of the recommended enhancements were successfully implemented, strengthening operational efficiency. Looking ahead, further refinements will be integrated in alignment with the ongoing implementation of the new Business Central cloud-based ERP system, ensuring a seamless transition to optimised financial processes.

The Audit Committee and Risk Committee endorsed additional controls and risk mitigation strategies, where necessary, in order to strengthen the existing internal control system.

The Board of Directors, Audit Committee and the Risk Committee have concluded that the Group has an effective risk management and internal control system in place to protect the shareholders' investment and assets.

Refer Audit Committee Report and Risk Committee Report in Pages 260 and 258.

GROUP ETHICS AND CODE OF CONDUCT

The Group is dedicated to operating in an open, honest, and ethical manner. When interacting with numerous stakeholders, ethics and integrity have always been the main reference point for all personnel.

The Group Ethos is communicated to all employees of the Group during their onboarding process and is cited in the employee handbook. The Board and sub-committees ensure that all members of the group comply with the code of ethics when conducting their duties.

CONFIRMATION

The Board of Directors of WindForce PLC confirm that the financial reporting system has been designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of Financial Statements for external purposes in accordance with Sri Lanka Accounting Standards (SLFRSs/LKASs), requirements of the Companies Act No. 7 of 2007, the Listing Rules of the Colombo Stock Exchange and any other regulatory requirements.

By order of the Board,

Ranil Pathirana
Chairman

Sanjay Kulatunga
Audit Committee and Risk Committee Chairperson

Rusiri Cooray
Chief Financial Officer

14th August 2026

STATEMENT OF DIRECTORS' RESPONSIBILITY ON FINANCIAL REPORTING

The Directors are responsible under Sections 150 (1), 151, 152 (1) and 153 of the Companies Act No. 07 of 2007 ('the Companies Act'), to ensure compliance with the requirements set out therein to prepare Financial Statements for each financial year giving a true and fair view of the state of affairs of the Company and the Group as at the end of the financial year and of the profit and loss of the Company and the Group for the financial year.

The Directors are also responsible, under Section 148 of the Companies Act to ensure that proper accounting records are kept to enable determination of the financial position with reasonable accuracy, preparation of Financial Statements and audit of such statements to be carried out readily and properly.

The Board accepts responsibility for the integrity and objectivity of the Financial Statements presented. The Directors confirm that in preparing the Financial Statements, appropriate accounting policies have been selected and applied consistently while reasonable and prudent judgments have been made so that the form and substance of transactions are properly reflected.

They also confirm that the Financial Statements have been prepared and presented in accordance with the Sri Lanka Accounting Standards, the Companies Act and the Listing Rules of the Colombo Stock Exchange. The Directors are of the opinion, based on their knowledge of the Company and the Group, key operations and specific inquiries, that adequate resources exist to support the Company and the Group, on a going concern basis over the next year. These Financial Statements have been prepared on that basis.

The Directors have taken proper and sufficient measures to safeguard the assets of the Group and, in that context, have instituted appropriate systems of internal control and accounting records to prevent and detect fraud and other irregularities. These have been reviewed, evaluated and updated on an ongoing basis.

The external Auditors, Messrs. Ernst & Young, Chartered Accountants who were appointed in terms of Section 158 of the Companies Act were provided with every opportunity to undertake the inspections they considered appropriate to enable them to form their opinion on the Financial Statements. The Report of the Auditors, shown on pages 268 to 271 sets out their responsibilities in relation to the Financial Statements.

COMPLIANCE REPORT

The Directors confirm that to the best of their knowledge, all statutory payments relating to employees and the Government that were due in respect of the Company and its Subsidiaries as at the Balance Sheet date have been paid or provided where relevant.

by order of the Board,

Corporate Advisory Services (Private) Limited
Secretaries

14th August 2026

REPORT OF THE RISK COMMITTEE

The Risk Committee was appointed to assist the Board of Directors to provide effective oversight and strategic direction in relation to the Company's risk management framework and practices. The Company has considered regulatory requirements and sector/industry specific business risks to manage key risks within acceptable levels to support sustainable growth and to Safeguard shareholders' investments.

The Company constituted a separate Risk Committee on 6th November 2025 to strengthen oversight of the Group's risk management function. Before the establishment of Risk Committee, The Risk Function of the Company was overseen by Board Audit and Risk Committee.

Risk Committee consists of the following Non – Executive Directors.

- **Mr. Sanjay Kulatunga** - *Non-Executive Independent Director (was appointed to the Committee with effect from 03rd March 2026)*
- **Mr. Savantha De Saram** - *Non-Executive Independent Director*
- **Mr. Vinod Hirdaramani** - *Non-Executive Non- Independent Director*

MEETINGS

Name	Membership Position	Attendance
Dilshan Hettiaratchi (Resigned)	Chairman	4/4
Sanjay Kulatunga (New)	Chairman	-
Savantha De Saram	Director	4/4
Vinod Hirdaramani	Director	4/4

The Committee convened four times during the financial year 2025/2026. The attendance of members at these meetings is detailed above. The Committee members, Managing Director/Chief Executive Officer, and Chief Financial Officer were invited as permanent attendees.

Following the resignation of Mr. Dilshan Hettiaratchi as a Non-Executive Independent Director of WindForce PLC, effective 20th February 2026, he also stepped down as the Chairman of the Risk Committee on the same date. Subsequently, Mr. Sanjay Kulatunga, Non-Executive Independent Director, was appointed as the Chairman of Risk Committee, effective on 3rd March 2026.

The Committee consists of members with varying experience and expertise, who have the required experience and expertise to carry out the responsibilities of the Risk Committee. The Company's Secretaries, Corporate Advisory Services (Private) Limited function as the Secretaries to the Risk Committee.

ROLE OF THE COMMITTEE

- Review the Company's risk appetite, tolerance, and strategy in line with business objectives, stakeholder interests, and external developments.
- Promote and monitor a strong risk culture across the organisation, ensuring appropriate risk awareness, accountability, and decision-making practices.
- Monitor the implementation of risk management initiatives by decentralisation of risk management responsibilities to risk champions and ensure alignment with the Company's strategic goals and risk appetite.
- Oversee key risk exposures, advise the Board on risk appetite, and guide future strategies for operational, financial, compliance, conduct, reputational, and emerging risks.
- Evaluate the effectiveness of risk governance, policies on risk management and internal controls, and key risk indicators (KRIs) using internal and external assurance mechanisms.
- Review principal, emerging, and sustainability-related risks, including ESG risks, and ensure they are integrated into the overall risk management framework.
- Assess risk implications of major strategic projects, investments, acquisitions, disposals, and developments, ensuring alignment with the Company's risk appetite and tolerance.
- Oversee information security, disaster recovery, risk breaches, fraud investigations, and corrective actions to strengthen resilience and business continuity.
- Review the Risk Committee's Terms of Reference annually and recommend any amendments to the Board for approval, following discussion with the Management Risk Committee.

ACTIVITIES OF THE COMMITTEE

- During the year, the Committee strengthened the Company's risk governance framework by overseeing the development and formalisation of Terms of Reference for both the Board Risk Committee and the Management Risk Committee.

- The Committee reviewed and approved the Terms of Reference of both the Board Risk Committee and the Management Risk Committee. Risk Committee recommended enhancements based on industry's best practices and risk governance requirements to TORs.
- The Committee maintained oversight of the Group's risk governance framework, encompassing the Board Risk Committee, Management Risk Committee, and operational functional heads. The Committee also reviewed and approved the allocation of risk ownership to risk officers for key risk areas based on recommendations from the Management Risk Committee.
- Risk Committee monitored the Group's principal risks across financial, strategic, operational, environmental, technology, compliance, and international business areas, and reviewed the adequacy of mitigation measures adopted by Management. The Committee provided guidance on enhancing risk responses and strengthening controls.
- The Committee engaged with the Management Risk Committee to review significant and emerging risks across the Group. Key observations and recommendations arising from these discussions were communicated to the Board to support effective risk oversight and decision-making.

CONCLUSION

The Board Risk Committee is of the view that adequate risk management processes and controls are in place to identify, assess, and manage the Company's key risks. The Committee is satisfied that the risk governance framework supports the achievement of the Company's strategic objectives while safeguarding its assets, reputation, and long-term sustainability.

Sanjay Kulatunga
Chairman – Risk Committee

Colombo
14th August 2026

REPORT OF THE AUDIT COMMITTEE

The Audit Committee was appointed to assist the Board of Directors to oversee the Company's Financial Reporting Function, Internal Control System, Internal Audit Function and to review the functions of External Auditors with the intention of safeguarding the interests of shareholders and other stakeholders.

The Company constituted the Board Audit and Risk Committee on 4th March 2021. The Committee was entrusted with the oversight of both the audit and risk management functions of the Company and the Group.

To further strengthen governance and enhance the oversight of the Group's risk management framework, the Board established a separate Risk Committee on 6th November 2025. Prior to the formation of the standalone Risk Committee, responsibility for overseeing the Group's risk management function rested with the Board Audit and Risk Committee.

The Audit Committee consists of the following Non – Executive Directors.

- **Mr. Sanjay Kulatunga** - *Non-Executive Independent Director (was appointed to the Committee with effect from 03rd March 2026)*
- **Mr. Savantha De Saram** - *Non-Executive Independent Director*
- **Mr. Vinod Hirdaramani** - *Non-Executive Non- Independent Director*

Meetings

Name	Membership Position	Attendance
Dilshan Hettiaratchi (Resigned)	Chairman	4/4
Sanjay Kulatunga (New)	Chairman	-
Savantha De Saram	Director	4/4
Vinod Hirdaramani	Director	4/4

The Committee convened four times during the financial year 2025/2026. The attendance of members at these meetings is detailed above. The Committee members, Managing Director/Chief Executive Officer, and Chief Financial Officer were invited as permanent attendees.

Following the resignation of Mr. Dilshan Hettiaratchi as a Non-Executive Independent Director of WindForce PLC, effective 20th February 2026, he also stepped down as the Chairman of the Audit Committee on the same date. Subsequently, Mr. Sanjay Kulatunga, Non-Executive Independent Director, was appointed as the Chairman of Audit Committee, effective on 3rd March 2026.

The Committee consists of members with varied experience and expertise, who have the required experience and expertise to carry out the responsibilities of the Audit Committee. The Company's Secretaries, Corporate Advisory Services (Private) Limited function as the Secretaries to the Audit Committee.

ROLE OF THE COMMITTEE

- The integrity of the Group's Financial Statements and the significant reporting judgements contained in them.
- The effectiveness of the external audit process and making recommendations to the Board of Directors on the appointment of the External Auditors.
- The activities and effectiveness of the internal audit function.
- The effectiveness of the Group's internal control and risk management systems.
- The appropriateness of the Group's relationship with the External Auditors, including auditor independence, fees and provision of non-audit services.

FINANCIAL REPORTING

The Audit Committee periodically reviewed the Financial Statements of WindForce PLC and the Consolidated Financial Statements to ensure that financial reporting was reliable, transparent, and fairly represented the performance of the Company and the Group in compliance with Sri Lanka Accounting Standards. The Committee placed particular emphasis on significant judgmental areas, key assumptions, and the selection of critical accounting policies. It also reviewed key disclosures, and presentation to ensure the adequacy, clarity, and completeness of the interim and annual financial statements. The Audit Committee recommended the Company and Group financial statements to the Board of Directors, having concluded that Financial Statements present a true and fair view of the financial position of the Company and the Group.

EXTERNAL AUDITORS

The Audit Committee is responsible for the development, implementation and monitoring of the Company's policy with regards to the External Auditors. The policy is designed to maintain the objectivity and independence of the external auditors during the annual audit process. It also monitors the process followed when using external auditors for non- audit related assignments. The Audit Committee, having evaluated the performance of external auditors, has decided to recommend to the Board of WindForce PLC, the re-appointment of Messrs. Ernst and Young, Chartered Accountants as auditors of the Company for the financial year ending 31st March 2026, subject to the approval of the shareholders at the Annual General Meeting. Details of the fees payable to external auditors for FY 2025/26 are included in in Note 10 to the financial statements.

INTERNAL AUDIT OVERSIGHT

The Audit Committee reviewed the independence and objectivity of Deloitte Advisory Services (Pvt) Ltd in carrying out the internal audit function for WindForce PLC and its subsidiary companies. During the year, the Committee monitored the progress of internal audit activities through regular updates provided by the Chief Financial Officer (CFO) and reviewed the findings of audit engagements, with particular focus on key risk areas and opportunities to strengthen internal controls.

The Internal Auditors presented significant audit observations and recommendations to the Committee, while the CFO facilitated the implementation and monitoring of management action plans in response to audit findings. The Committee reviewed the adequacy of these actions and, where appropriate, made recommendations to the Board of Directors to further enhance the Group's governance and control environment.

CONCLUSION

The Audit Committee is of the view that adequate controls are in place to safeguard the Company's assets and that the financial position and the results disclosed in the audited Financial Statements substantially represent the company's financial position.

Sanjay Kulatunga
Chairman – Audit Committee

Colombo
14th August 2026

REPORT OF THE REMUNERATION COMMITTEE

The Remuneration Committee was appointed as a sub–committee to assist and be accountable to the Board of Directors on any matters regarding the Human Resource Management of the Company.

The Remuneration Committee determines the Remuneration for the Executive Directors including the Managing Director and Key management Personnel upon an evaluation of their performance, market comparators for similar positions and the Company's policy for Compensation and Benefits. No Executive Director is involved in deciding his/her own remuneration package.

COMPOSITION OF THE COMMITTEE

- **Mr. Savantha De Saram** - *Non Executive - Independent Director*
- **Mr. Sanjay Kulatunga** - *Non Executive – Independent Director (was appointed to the Committee with effect from 03rd March 2026)*
- **Mr. Ranil Pathirana** - *Non Executive – Non Independent Director*

MEETINGS

Name	Membership Position	Attendance
Savantha De Saram	Chairman	2/2
Dilshan Hettiaratchi (Resigned)	Member	2/2
Sanjay Kulatunga (New)	Member	-
Ranil Pathirana	Member	2/2

The Remuneration Committee convened twice during the financial year 2025/26 in compliance with the Colombo Stock Exchange (CSE) Listing Rules and applicable corporate governance requirements. The attendance of members at these meetings is detailed above.

FUNCTIONS OF THE REMUNERATION COMMITTEE

Functions performed by the Committee for the last financial year includes:

- Reviewing the remuneration policy and incentive framework and its application to the CEO, Executive Directors and the KMPs
- Determining remuneration and all incentive rewards of the CEO, any other Executive Directors, and KMPs.
- Evaluating the performance of the CEO, management development plans and succession planning;
- Reviewing and monitoring evaluation of performance of KMP, their management development, and succession planning
- Effective communication with shareholders on the Remuneration Policy and its work on behalf of the Board through a remuneration committee report
- Determining the terms of any compensation package in the event of early termination of the contract of any Executive Director.
- Reviewing the ongoing appropriateness and relevance of the remuneration policy.

DIRECTORS' EMOLUMENTS

The Directors' Emoluments are disclosed in page 298.

CONCLUSIONS

The Committee is satisfied that it has performed the responsibilities that were delegated to it by the Board and the necessary objectives were achieved for the year under review.

Savantha De Saram
Chairman – Remuneration Committee

Colombo

14th August, 2026

REPORT OF THE NOMINATIONS AND GOVERNANCE COMMITTEE

The Nominations and Governance Committee was established in accordance with the Listing Rules of the Colombo Stock Exchange and the Code of Best Practices on Corporate Governance, specifically focusing on Board Structure and the overall Corporate Governance framework. This ensures the Board continues to uphold a high standard of expertise and corporate exposure.

The objective of the Nominations and Governance Committee is to review the composition and structure of the Board, ensuring that all proposed appointments follow a transparent and formal procedure that complements the Board's corporate experience and knowledge. The Committee also oversees and recommends changes to the Company's Corporate Governance Structure in line with the Listing Rules of the Colombo Stock Exchange and the Code of Best Practices on Corporate Governance.

COMPOSITION OF THE COMMITTEE

The Company established the Nominations and Governance Committee in May 2024 as a subcommittee of the WindForce PLC Board.

The Nominations and Governance Committee comprises the following members.

- **Mr. Savantha De Saram** - *Non-Executive - Independent Director - Chairman*
- **Mr. Sanjay Kulatunga** - *Non-Executive – Independent Director (was appointed to the Committee with effect from 03rd March 2026)*
- **Mr. Ranil Pathirana** - *Non-Executive – Non-Independent Director*

MEETINGS

Name	Membership Position	Attendance
Savantha De Saram	Chairman	1/1
Dilshan Hettiaratchi (Resigned)	Director	1/1
Sanjay Kulatunga (New)	Director	-
Ranil Pathirana	Director	1/1

The Nomination and Governance Committee convened once during the financial year 2025/26. The meeting was held to consider and recommend the appointment of a Director to the Board. The Committee continued to discharge its responsibilities in accordance with its Terms of Reference and the applicable requirements of the Colombo Stock Exchange (CSE) Listing Rules and corporate governance best practices. Details of member attendance are provided above.

SCOPE OF THE COMMITTEE

- The Committee is responsible for reviewing the overall structure, size, and composition of the Board and its Committees to ensure effective governance.
- In furtherance of the above, the committee assesses whether the Board's collective skills, experience, and diversity align with the Company's strategic objectives, board balance and effective discharge of duties.
- The Committee ensures the Company adheres to the Listing Rules of the Colombo Stock Exchange and Code of Best Practices on Corporate Governance.

KEY RESPONSIBILITIES OF THE COMMITTEE

- Recommending the appointment of new Directors to the Board, ensuring that the selection process follows the approved, transparent, and structured procedure.
- Develop and uphold a defined set of criteria for the selection of Directors.
- Recommending, or where appropriate, not Recommending the re-election of current Directors to the Board, based on their contributions to the effective discharge of the Board's overall responsibilities.
- Overseeing the evaluation process effectiveness of the Board, its committees, and individual Directors, and report key findings and recommendations to the Board.
- Periodically assessing the need for new expertise and reviewing succession plans for retiring Directors and Key Management Personnel, providing recommendations to the Board on relevant new appointments.
- Reviewing the structure, size, and composition of the Board and its Committees to ensure they effectively fulfill their duties and responsibilities.
- Conducting periodic reviews and providing recommendations to enhance the overall corporate governance framework.

CONCLUSION

The Committee confirms that all applicable rules in the Code of Best Practice on Corporate Governance and Section 9.11 of CSE Listing Rules have been complied with by the Company in the year under review.

Mr. Savantha De Saram
Chairman - Nominations and Governance Committee

Colombo

14th August 2026

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REPORT OF THE RELATED PARTY TRANSACTIONS REVIEW COMMITTEE

The Related Party Transactions Review Committee (RPTRC) was established by the Board of Directors to oversee and ensure the Company's compliance with the requirements of Listing Rules of the Colombo Stock Exchange and the Code of Best Practice on Corporate Governance issued by the Institute of Chartered Accountants of Sri Lanka 2023. The Committee assists the Board in maintaining robust governance practices by reviewing related party transactions and ensuring that they are conducted in a transparent and accountable manner.

The Committee's principal objective is to ensure that the interests of shareholders as a whole are duly considered when the Company enters into related party transactions. In fulfilling its responsibilities, the Committee reviews and monitors related party transactions and reports its observations and recommendations to the Board of Directors of WindForce PLC in accordance with the Code.

COMPOSITION OF THE RELATED PARTY REVIEW COMMITTEE

The Company established the Related Party Transactions Review Committee in March 2021 as a subcommittee of the WindForce PLC Board.

RPTRC comprises the following members;

- **Mrs. Saumya Amarasekera** - *Non-Executive Independent Director*
- **Mr. Huzefa Akbarally** - *Non Executive Non-Independent Director*
- **Mr. Savantha De Saram** - *Non Executive Independent Director*

MEETINGS

Name	Membership Position	Attendance
Saumya Amarasekera	Chairman	4/4
Huzefa Akbarally	Member	4/4
Savantha De Saram	Member	4/4

During the financial year 2025/2026, the Committee convened four meetings to review information related to each quarter. The Finance Division presented the related party transactions at each meeting. The attendance of Committee members for these meetings is documented above. Any concerns raised by the Committee were promptly reported to the Board of Directors on an ongoing basis. The Committee meets quarterly to monitor, review and report on matters concerning related party transactions to the Board.

SCOPE OF THE COMMITTEE

- The Committee recognises that managing relationships with Related Parties are important to the business of the Company, and that the Committee's policies and procedures should be structured to uphold good governance and the best interests of the Company.
- In furtherance of this goal, the Committee shall provide independent review, approval and oversight of RPTs on the terms set forth in greater detail in the RPT Policy.
- The Committee shall review the RPT Policy at least annually and recommend amendments to the RPT Policy to the Board as and when determined to be appropriate by the Committee.

KEY RESPONSIBILITIES OF THE COMMITTEE

- Developing, updating, and recommending policies and guidelines to be adopted by the Company and the Board of Directors, when entering in to RPT in compliance with the Code of Best Practice on Corporate Governance and CSE listing rules.
- Reviewing all recurring and non-recurring RPT as set out in Section 9 of the CSE listing rules on a quarterly basis.
- Advising the Board, when necessary, of shareholder approval for any RPT.
- Reviewing the Company's internal controls and obtaining advice from independent professionals to confirm the adequacy of the Company's RPT framework.
- Ensuring the Company declares necessary information on RPT in accordance with the CSE listing Rules by way of market disclosure under section 9.14.8 in the Annual Report.

CONCLUSION

The Committee confirms that all applicable rules in the Code of Best Practice Corporate Governance on Related Party Transactions and Section 9 of CSE Listing Rules have been complied with by the Group in the year under review.

Saumya Amarasekera
Chairman – Related Party Transactions Review Committee

Colombo

14th August, 2026

MANAGING DIRECTOR'S, CHIEF EXECUTIVE OFFICER'S AND CHIEF FINANCIAL OFFICER'S RESPONSIBILITY STATEMENT

The Financial Statements of WindForce PLC and the Consolidated Financial Statements of the Group as at 31st March, 2026 are prepared and presented in compliance with the requirements of the following.

- Sri Lanka Accounting Standards issued by the Institute of Chartered Accountants of Sri Lanka;
- Companies Act No. 07 of 2007;
- Sri Lanka Accounting and Auditing Standards Act No. 15 of 1995;
- Listing Rules of the Colombo Stock Exchange; and
- Code of Best Practice on Corporate Governance 2023 issued by the Institute of Chartered Accountants of Sri Lanka.
- Code of Best Practices on Related Party Transactions issued by the Securities and Exchange Commission of Sri Lanka.

We confirm that the significant accounting policies used in the preparation of the Financial Statements are appropriate and are constantly applied, as described in the notes to the Financial Statements. The significant accounting policies and estimates that involved a high degree of judgment and complexity were discussed with the Audit Committee and our External Auditors.

We have taken measures in installing systems of internal control and accounting records, to safeguard assets, and to prevent and detect fraud as well as other irregularities. These have been reviewed, evaluated and updated on an ongoing basis.

The Audit Committee of the Company meets quarterly and additionally if required with the Independent Auditors to review the effectiveness of the audits, and to discuss auditing, internal control and financial reporting issues. The Independent Auditors and the Internal Auditors (outsourced) have full and free access to the Audit Committee to discuss any matter of substance.

The Financial Statements were audited by Messrs. Ernst & Young, Chartered Accountants, the Independent External Auditors. Their report is given from page 268 to 271 of the Annual Report. The Audit Committee reviews the audit and non-audit services provided by the External Auditor, in order to ensure that the provision of such services does not impair their independence.

WE CONFIRM THAT:

- The Company and its subsidiaries have complied with all applicable laws, regulations and prudential requirements:
- There are no non-compliances: and
- There is no material litigation that is pending against the Group.

CONCLUSION

We confirm to the best of our knowledge, that we have discharged our responsibilities in maintaining proper financial records and preparing financial statements in accordance with SLFRSs and LKASs. We also confirm that the system of risk management and internal control were operating effectively during the year under review.

Manjula Perera
Managing Director

Lasith Wimalasena
Chief Executive Officer

Rusiri Cooray
Chief Financial Officer

Colombo

14th August, 2026

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FINANCIAL CALENDAR

Interim Financial Statements		Year 2025/26
1st Quarter	- 30th June 2025	14th August 2025
2nd Quarter	- 30th September 2025	14th November 2025
3rd Quarter	- 31st December 2025	13th February 2026
4th Quarter	- 31st March 2026	27th May 2026
Annual Report for the Year Ended 31 March 2026		24th August 2026
Annual General Meeting		17th September 2026

INDEPENDENT AUDITOR'S REPORT

Ernst & Young
Chartered Accountants
Rotunda Towers
No. 109, Galle Road
P.O. Box 101
Colombo 03, Sri Lanka

Tel: +94 11 246 3500
Fax: +94 11 768 7869
Email: eysl@lk.ey.com
ey.com

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INDEPENDENT AUDITOR'S REPORT
TO THE SHAREHOLDERS OF WINDFORCE PLC

Report on the Audit of the Financial Statements

OPINION

We have audited the financial statements of WindForce PLC ("the Company") and the consolidated financial statements of the Company and its subsidiaries ("the Group"), which comprise the statement of financial position as at 31 March 2026, and the Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements of the Company and the Group give a true and fair view of the financial position of the Company and the Group as at 31 March 2026, and of their financial performance and cash flows for the year then ended in accordance with Sri Lanka Accounting Standards.

BASIS FOR OPINION

We conducted our audit in accordance with Sri Lanka Auditing Standards (SLAuSs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the Code of Ethics for Professional Accountants issued by CA Sri Lanka (Code of Ethics) and we have fulfilled our other ethical responsibilities in accordance with the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

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Key Audit Matter	How our audit addressed the Key Audit Matter
Impairment of Goodwill The Group's Statement of Financial Position includes an amount of Rs.2.099 Mn relating to Goodwill, as disclosed in Note 19.4 to the financial Statements. The CGU with Goodwill is tested annually for impairment based on its recoverable amount. The recoverable amount is estimated using value in use (VIU) computations prepared by Management based on discounted future cash-flows. Assessment of impairment of CGU with Goodwill was a key audit matter due to the degree of assumptions, judgements and estimates associated with deriving the estimated future cash-flows used for value in use calculations considering current economic conditions. As disclosed in note 19.4 key areas of significant judgements, estimates and assumptions included key inputs and assumptions related to the growth rate, discount rate and consideration of the agreed tariff rates, remaining periods and renewal options included in power purchase agreements.	**Our audit procedures included the following key procedures;** ◇ We gained an understanding of how management has forecast its discounted future cash flows. Our procedures included understanding how management has considered agreed tariff rates, remaining periods and renewal options included in power purchase agreement in forecasting the cash flows. ◇ We tested the calculations of the discounted future cash flows. We also agreed the data used by management to tariff rate, power purchase agreements and other relevant accounting records. ◇ Based on the best available information up to the date of our report, we assessed the reasonableness of significant assumptions, judgments and estimates used by the Group, in particular those relating to the growth rates and discount rate of the estimated future cash flows. ◇ We assessed the adequacy of the disclosures made in Note 19.4 in the financial statements.
Interest Bearing Loans and Borrowings As of the reporting date, the Group reported total interest bearing loans and borrowings of Rs.12,406 Mn, of which Rs.3,221 Mn is reported as current liabilities and the balance Rs.9,185 Mn as non-current liabilities. Interest bearing loans and borrowings was a key audit matter due to ◇ The materiality of the reported interest-bearing loans and borrowings balance which represents 83% of the Group's total liabilities as of the reporting date; and ◇ The existence of several financial and non-financial covenants, the breach of which could impact the classification of the interest-bearing loans and borrowings in the financial statements.	**Our audit procedures included the following key procedures:** ◇ Obtained an understanding of the terms and conditions attached to loans and borrowings, by perusing the loan agreements. ◇ Reviewed the Management's statements of compliance with loan covenants and timely reporting and monitoring of covenant compliances in relation to interest bearing loans and borrowings and payment of the loan installments. ◇ Obtained confirmations from financial institutions on outstanding loans and borrowings as at 31 March 2026 ◇ We assessed the adequacy and appropriateness of the disclosures made in Note 31 relating to interest bearing loans and borrowings

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Other Information included in the 2026 Annual Report

Other information consists of the information included in the Annual Report, other than the financial statements and our auditor's report thereon. Management is responsible for the other information.

Our opinion on the financial statements does not cover other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with Sri Lanka Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's and the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SLAuSs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SLAuSs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls of the Company and the Group.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such

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disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other Legal and Regulatory Requirements

As required by section 163 (2) of the Companies Act No. 07 of 2007, we have obtained all the information and explanations that were required for the audit and, as far as appears from our examination, proper accounting records have been kept by the Company.

CA Sri Lanka membership number of the engagement partner responsible for signing this independent auditor's report is 7752.

28 July 2026
Colombo

STATEMENT OF PROFIT OR LOSS

For the Year Ended 31 March	Note	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Revenue	5	8,040,257,231	6,902,690,234	1,251,109,341	579,715,208
Billing under the Standardized Power Purchase Agreement	5.1	649,137	708,478,303	-	-
Cost of Sales	6	(3,790,602,627)	(3,481,938,330)	(442,242,688)	(115,576,990)
Gross Profit		4,250,303,741	4,129,230,207	808,866,653	464,138,218
Other Operating Income	7	96,694,204	536,141,679	18,156,061	2,169,658
Administration Expenses		(1,569,787,070)	(1,633,609,592)	(957,859,054)	(792,874,570)
Selling and Distribution Expenses		(26,190,261)	(16,518,433)	-	-
Profit from Operating Activities		2,751,020,614	3,015,243,862	(130,836,340)	(326,566,694)
Finance Income	8	344,982,762	370,996,272	1,923,905,634	3,235,701,779
Finance Cost	9	(1,010,200,402)	(1,029,656,769)	(119,283,727)	(125,921,614)
Net Finance Cost/Income		(665,217,640)	(658,660,498)	1,804,621,907	3,109,780,165
Share of Results of Equity Accounted Investee	17	367,938,369	593,319,088	-	-
Profit before Tax	10	2,453,741,343	2,949,902,452	1,673,785,567	2,783,213,471
Current year Tax Expense	11	(77,244,570)	(313,465,190)	(19,977,099)	11,046,370
Dividend Tax	11.1	(225,260,748)	(386,747,444)	(229,769,217)	(358,045,165)
Profit after Tax		2,151,236,025	2,249,689,819	1,424,039,251	2,436,214,676
Attributable To:					
Equity Holders of the Parent		1,539,589,061	1,787,077,960	-	-
Non-Controlling Interest		611,646,963	462,611,859	-	-
		2,151,236,025	2,249,689,819	-	-
Basic Earnings Per Share	12	1.14	1.32	1.05	1.80
Dividend Per Share	13	-	1.00	-	1.00

The Accounting Policies and Notes on Pages 278 through 343 from an integral part of the Financial Statements.

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STATEMENT OF COMPREHENSIVE INCOME

		Group		Company	
For the Year Ended 31 March	Note	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Profit for the year		2,151,236,025	2,249,689,819	1,424,039,251	2,436,214,676
Other Comprehensive Income					
Items that will not be reclassified subsequently to the Income Statement					
Actuarial Gain/(loss) on Defined Benefit Plans	32	385,979	(5,016,870)	385,979	(5,016,870)
Deferred Tax Impact on Actuarial Gain/(loss)	11.2	(115,794)	1,505,061	(115,794)	1,505,061
Fair Value Reserves of Financial Assets at FVOCI	18	(7,573,986)		(7,573,986)	
		(7,303,801)	(3,511,809)	(7,303,801)	(3,511,809)
Items that will be reclassified subsequently to the Income Statement					
Net exchange differences on translation of foreign operations		233,602,407	(17,588,910)	-	-
Net loss on Cash Flow Hedges	29	(8,621,595)	6,736,021	(8,621,595)	6,736,021
Total comprehensive income for the year, net of tax		2,368,913,035	2,235,325,120	1,408,113,854	2,439,438,889
Total Comprehensive Income for the year attributable to:					
Equity Holders of the Parent		1,757,266,072	1,772,713,262	-	-
Non-Controlling Interest		611,646,963	462,611,859	-	-
		2,368,913,035	2,235,325,120	-	-

The Accounting Policies and Notes on Pages 278 through 343 from an integral part of the Financial Statements.

STATEMENT OF FINANCIAL POSITION

		Group		Company	
For the Year Ended 31 March	Note	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
ASSETS					
Non-Current Assets					
Property, Plant and Equipment	14	24,781,962,802	24,796,112,602	188,107,972	161,954,811
Right of Use Assets	15	344,704,360	138,609,423	3,429,205	14,967,841
Investments in Subsidiaries	16	-	-	17,312,269,927	16,754,575,118
Investments in Equity Accounted Investees	17	5,541,586,485	4,913,630,158	2,950,092,000	2,492,092,000
Other Non Current Financial Assets	18	216,086,014	223,660,000	216,086,014	223,660,000
Intangible Assets	19	2,312,247,389	2,260,295,155	2,043,701	796,506
Deferred Tax Asset	21	-	-	45,801,305	29,395,318
Total Non Current Assets		33,196,587,049	32,332,307,338	20,717,830,122	19,677,441,598
Current Assets					
Inventory	22	1,373,058,924	1,101,396,738	91,657,706	88,888,578
Trade Receivables	23	1,544,271,810	872,692,497	-	39,361,841
Project Advances and Other Receivables	23	1,674,648,990	755,972,026	877,210,758	171,792,791
Amounts due from Related Parties	24	46,183,013	80,357,083	446,453,212	267,794,895
Income Tax Receivables	25	102,115,789	32,403,136	67,009,871	90,227,203
Short Term Financial Assets	26	3,995,354,517	3,053,374,016	2,694,016,731	1,756,016,010
Cash and balances with banks	27.1	2,149,823,727	1,195,948,790	734,198,123	326,678,415
Total Current Assets		10,885,456,768	7,092,144,284	4,910,546,400	2,740,759,733
Total Assets		44,082,043,817	39,424,451,622	25,628,376,522	22,418,201,331
EQUITY AND LIABILITIES					
Stated Capital	28	18,341,652,935	18,226,455,904	18,341,652,935	18,226,455,904
Retained Earnings		6,048,665,931	4,510,595,856	4,641,370,572	3,217,061,135
Other Component of Equity	30	195,475,078	(49,817,878)	46,870,584	-
Cash Flow Hedge Reserve	29	(3,357,551)	(530,107)	(3,357,551)	(530,107)
Fair Value Reserves		(7,573,986)	-	(7,573,986)	-
Foreign Exchange Reserve		813,553,582	579,951,175	-	-
Equity Attributable to Equity Holders of the Company		25,388,415,989	23,266,654,950	23,018,962,555	21,442,986,932
Non-Controlling Interest		3,587,179,226	3,132,617,218	-	-
Total Equity		28,975,595,214	26,399,272,168	23,018,962,555	21,442,986,932
Non Current Liabilities					
Interest Bearing Loans and Borrowings	31.1	9,184,851,187	9,049,038,574	-	71,889,090
Retirement Benefit Obligations	32	135,236,274	110,958,618	135,236,274	110,958,618
Deferred Tax Liability	21	1,574,823,724	1,696,900,458	-	-
Lease Liabilities	33	311,513,592	127,444,250	15,435,191	3,783,575
Total Non Current Liabilities		11,206,424,776	10,984,341,900	150,671,465	186,631,283

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For the Year Ended 31 March	Note	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Current Liabilities					
Interest Bearing Loans and Borrowings	31.2	3,221,162,931	1,378,055,365	1,876,369,030	325,801,434
Lease Liabilities	33	8,946,378	16,492,031	6,995,364	12,242,881
Trade and Other Payables	34	613,152,980	628,804,055	314,321,294	95,662,544
Amounts due to Related Parties	35	8,479,770	14,506,213	260,314,728	354,120,179
Bank Overdraft	27.2	48,281,767	2,979,889	742,084	756,073
Total Current Liabilities		3,900,023,827	2,040,837,554	2,458,742,502	788,583,111
Total Equity and Liabilities		44,082,043,817	39,424,451,622	25,628,376,522	22,418,201,331
Net asset value per share (NAV)		18.75	17.22	17.00	15.87

These Financial Statements are in compliance with the requirements of the Companies Act No. 07 of 2007.

Rusiri Cooray
Chief Financial Officer

The Board of Directors is responsible for these Financial Statements. Signed for and on behalf of the Board by.

Ranil Pathirana
Director

Manjula Perera
Director

The Accounting Policies and Notes on Pages 278 through 343 from an integral part of the Financial Statements.

28 July 2026

STATEMENT OF CHANGES IN EQUITY

Group	Stated Capital Rs.	Retained Earnings Rs.	Fair Value Reserves Rs.	Other Components of Equity Rs.	Cash Flow Hedge Reserve Rs.	Foreign Currency Translation Reserve Rs.	Total Rs.	Non Controlling Interest Rs.	Total Equity Rs.
Balance as at 01st April 2024	18,226,455,904	4,178,500,475	-	-	(8,312,536)	597,540,085	22,994,183,928	2,465,349,887	25,459,533,816
Profit for the year	-	1,787,077,960	-	-	-	-	1,787,077,960	462,611,859	2,249,689,819
Net Gain loss on cash flow hedges	-	-	-	-	7,782,429	-	7,782,429	-	7,782,429
Excess Paid Over Share Buy Back	-	(100,701,826)	-	-	-	-	(100,701,826)	-	(100,701,826)
Actuarial Gain/(loss) on Defined Benefit Plans	-	(3,511,809)	-	-	-	-	(3,511,809)	-	(3,511,809)
Acquisition of Non controlling interest	-	-	-	(49,817,878)	-	-	(49,817,878)	613,891,395	564,073,517
Foreign currency translation reserve	-	-	-	-	-	(17,588,910)	(17,588,910)	28,206,242	10,617,332
Dividends - ordinary shares	-	(1,350,768,942)	-	-	-	-	(1,350,768,942)	(437,442,164)	(1,788,211,108)
Balance as at 31st March 2025	18,226,455,904	4,510,595,856		(49,817,878)	(530,107)	579,951,175	23,266,654,950	3,132,617,218	26,399,272,168
Balance as at 01st April 2025	18,226,455,904	4,510,595,856	-	(49,817,878)	(530,107)	579,951,175	23,266,654,950	3,132,617,218	26,399,272,168
Profit for the year	-	1,539,589,061	-	-	-	-	1,539,589,061	611,646,963	2,151,236,025
Issue of New Shares	115,197,031	-	-	-	-	-	115,197,031		115,197,031
Net Gain loss on cash flow hedges	-	-	-	-	(2,827,444)	-	(2,827,444)	-	(2,827,444)
Actuarial Gain/(loss) on Defined Benefit Plans	-	270,185	-	-	-	-	270,185	-	270,185
Excess Paid Over Share Buy Back	-	-	-	-	-	-	-	-	-
Transfer of share of net assets from Investment to JV	-	(1,789,171)	-				(1,789,171)	-	(1,789,171)
Share Based Payments	-	-	-	46,870,584	-	-	46,870,584	-	46,870,584
Fair Value Reserves of Financial Assets at FVOCI	-	-	(7,573,986)		-	-	(7,573,986)	-	(7,573,986)
Acquisition of Non controlling interest	-	-	-	198,422,372	-	-	198,422,372	17,148,418	215,570,790
Foreign currency translation reserve	-	-	-	-	-	233,602,407	233,602,407	73,049,352	306,651,759
Dividends - ordinary shares	-	-	-	-	-	-	-	(247,282,726)	(247,282,726)
Balance as at 31st March 2026	18,341,652,935	6,048,665,931	(7,573,986)	195,475,078	(3,357,551)	813,553,582	25,388,415,989	3,587,179,226	28,975,595,214

Company	Stated Capital Rs.	Retained Earnings Rs.	Fair Value Reserves Rs.	Other Components of Equity Rs.	Cash Flow Hedge Reserve Rs.	Total Equity Rs.
Balance as at 01st April 2024	18,226,455,904	2,135,127,209	-	-	(8,312,536)	20,353,270,577
Profit for the year	-	2,436,214,676	-	-	-	2,436,214,676
Net Gain loss on cash flow hedges	-	-	-	-	7,782,429	7,782,429
Actuarial Gain/(loss) on Defined Benefit Plans	-	(3,511,809)	-	-	-	(3,511,809)
Dividends - ordinary shares		(1,350,768,942)	-	-	-	(1,350,768,942)
Balance as at 31st March 2025	18,226,455,904	3,217,061,135	-	-	(530,107)	21,442,986,931
Balance as at 01st April 2025	18,226,455,904	3,217,061,135	-	-	(530,107)	21,442,986,932
Profit for the year	-	1,424,039,251	-	-	-	1,424,039,251
Issue of New Shares	115,197,031	-	-	-		115,197,031
Share Based Payments	-	-	-	46,870,584		46,870,584
Net Gain loss on cash flow hedges	-	-	-	-	(2,827,444)	(2,827,444)
Fair Value Reserves of Financial Assets at FVOCI	-	-	(7,573,986)			(7,573,986)
Actuarial Gain/(loss) on Defined Benefit Plans	-	270,185	-	-	-	270,185
Balance as at 31st March 2026	18,341,652,935	4,641,370,572	(7,573,986)	46,870,584	(3,357,551)	23,018,962,555

The Accounting Policies and Notes on Pages 278 through 343 from an integral part of the Financial Statements.

STATEMENT OF CASH FLOWS

		Group		Company	
For the Year Ended 31 March	**Note**	**2026 Rs.**	**2025 Rs.**	**2026 Rs.**	**2025 Rs.**
Cash Flows From / (Used in) Operating Activities					
Profit before Tax		2,453,741,343	2,949,902,452	1,673,785,567	2,783,213,471
Adjustments for					
Share of Results of Equity Accounted Investee	17	(367,938,369)	(593,319,088)	-	-
Depreciation and Amortization	10	1,968,841,989	1,755,130,519	44,611,076	34,657,152
Amortization ROU	15	33,991,666	41,994,245	11,538,636	13,921,895
Impairment of Goodwill	19.4	108,091,290	390,000,000	-	-
Loss/ (gain) on fixed asset disposal	7	(16,470,748)	(485,721,451)	(16,661,193)	(301,981)
Inventory Cost Adjustment		-	(19,126,840)	-	-
Currency Translation (gain/loss)		(15,846,372)	(231,723,617)	4,663,501	(9,981,704)
Unrealized Exhcnage (gain)/loss	8	(41,166,266)	-	4,581,431	-
Fair Value provision on share based option		70,972,030	-	70,972,030	-
Interest costs	9	1,010,200,402	1,029,656,769	119,283,727	117,402,537
Gratuity provision	32	25,194,910	20,962,327	25,194,910	20,962,327
Dividend income	8	(28,994,193)	(55,400,093)	(1,745,674,539)	(3,049,063,483)
Taxes Disallowed/WHT written off		-	2,641,278	-	-
Interest income	8	(274,822,303)	(315,596,179)	(127,742,973)	(186,638,297)
Operating Profit/(Loss) before Working Capital Changes		4,925,795,378	4,489,400,323	64,552,173	(275,828,082)
(Increase)/ Decrease in Trade and Other Receivables	23	(1,590,256,277)	871,369,243	(666,056,126)	66,254,571
(Increase)/ Decrease in Inventories	22	(271,662,186)	(419,662,025)	(2,769,128)	(86,484,185)
(Increase)/Decrease in Amounts Due from Related Parties	24	34,174,070	(18,128,264)	(178,658,317)	(131,531,514)
Increase/(Decrease) in Amounts Due to Related Parties	35	(6,026,443)	7,789,349	(93,805,451)	140,912,232
Increase /(Decrease) in Trade and Other Payables	34	(15,651,075)	184,534,020	218,658,750	(42,535,504)
		(1,849,421,911)	625,902,323	(722,630,273)	(53,384,400)
Cash Generated from /(used in) Operating Activities		3,076,373,467	5,115,302,646	(658,078,100)	(329,212,482)
Finance Costs Paid	9	(1,010,200,402)	(1,029,656,769)	(116,709,560)	(117,402,537)
WHT Paid	25	(5,485,775)	(10,274,224)	(4,418,704)	(4,396,595)
Dividend Tax	11	(225,260,748)	(386,747,444)	(229,769,217)	(358,045,165)
Income Tax Paid	25	(315,858,953)	(549,048,479)	(8,862,845)	(304,922)
Retirement Benefits Obligations Paid	32	(531,275)	(252,039)	(531,275)	(252,039)
		(1,557,337,152)	(1,975,978,956)	(360,291,601)	(480,401,258)
Net Cash from/(used in) Operating Activities		1,519,036,315	3,139,323,691	(1,018,369,701)	(809,613,740)
Cash Flows from / (Used in) Investing Activities					
Interest Income	8	274,822,303	315,596,179	127,742,973	186,638,297
Dividend Income		274,226,118	55,400,093	1,745,674,539	3,049,063,483
Acquisition Subsidiaries, Net of Cash		-	(90,590,494)	-	-
Acquisition of Property, Plant and Equipment	14	(1,735,095,606)	(2,723,135,643)	(52,788,869)	(155,424,273)
Disposal of Property, Plant and Equipment	14	16,838,636	1,494,247,190	16,838,636	553,239
Net impact on step acquisition		-	1,117,317,736	-	-
Funds received for share allotment		157,000,000	-	-	-
Investment in Subsidiaries		-	-	(557,694,809)	(676,501,001)
Investment in Associates	17	(458,000,000)	(132,000,000)	(458,000,000)	(132,000,000)
Short term Investments - Fixed Deposits	26	(941,980,500)	(966,192,486)	(938,000,721)	266,490,591
Net Cash Flows from/(Used in) Investing Activities		(2,412,189,049)	(929,357,425)	(116,228,251)	2,538,820,336
Cash Flows from /(Used in) Financing Activities					
Dividend paid for equity holders of parent		-	(1,350,768,944)	-	(1,350,768,942)
Dividend paid for non controlling interest		(247,282,726)	(437,442,164)	-	-
Share Buyback		-	(100,701,826)	-	-
Proceeds of term loans	31.3	4,345,107,574	1,659,666,137	2,550,000,000	-
Repayments of interest bearing borrowings	31.3	(2,323,631,726)	(2,570,786,641)	(1,083,393,869)	(492,152,651)
Intercompany Loan Settlement	20	-	104,545,715	-	104,545,715
Cash receipts from share option		91,095,584	-	91,095,584	-
Proceeds and Repayments of lease liabilities	33	(63,562,913)	(28,521,833)	(15,570,068)	(12,633,848)
Net Cash Flows from/(Used in) Financing Activities		1,801,725,793	(2,724,009,556)	1,542,131,647	(1,751,009,725)
Net Increase/(Decrease) in Cash and Cash Equivalents		908,573,059	(514,043,290)	407,533,696	(21,803,130)
Cash and Cash Equivalents at the Beginning of the Period (Note A)		1,192,968,901	1,707,012,193	325,922,343	347,725,473
Cash and Cash Equivalents at the end of the Period (Note B)		2,101,541,960	1,192,968,901	733,456,039	325,922,343
Analysis of cash and cash equivalents					
Cash at bank - favourable	27.1	2,149,823,727	1,195,948,790	734,198,123	326,678,415
Bank overdrafts	27.2	(48,281,767)	(2,979,889)	(742,084)	(756,073)
		2,101,541,960	1,192,968,901	733,456,039	325,922,343

The Accounting Policies and Notes on Pages 278 through 343 from an integral part of the Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS

1. CORPORATE INFORMATION

1.1 General

WindForce PLC ("The Company") is a public limited liability company incorporated and domiciled in Sri Lanka. The registered office of the company and the principal place of business is located at No.334, T.B Jayah Mawata, Colombo 10.

1.2 Ultimate Controlling Party

The Directors are of the opinion that the Company has no parent entity or ultimate controlling party as at the reporting date.

1.3 Consolidated Financial Statements

The Financial Statements for the year ended 31 March 2026 comprise "the Company" referring to WindForce PLC as the holding Company and the "Group" referring to companies that have been consolidated therein together with the group's Interests in Equity Accounted Investees.

1.4 Principal Activities and Nature of Operations

During the year the principal activities of the Group are as follows.

<table>
<tr><th>Name of the Company</th><th>Nature of the Business</th></tr>
<tr><td>WindForce PLC</td><td>◇ Owns & Manages Renewable energy (Solar, Wind & Hydro) generation plants.
◇ Supply of EPC and Operation and Management Services
◇ Manages own investments in EV sector.</td></tr>
<tr><td>Renewgen (Pvt) Ltd</td><td>◇ Owns & Manages Renewable energy (Solar, Wind & Hydro) generation plants</td></tr>
<tr><td>Daily Life Renewable Energy (Pvt) Ltd</td><td rowspan="8">◇ Generates Electricity using Wind Power and supply of electricity to the Ceylon Electricity Board.</td></tr>
<tr><td>Powergen Lanka (Pvt) Ltd</td></tr>
<tr><td>Beta Power (Pvt) Ltd</td></tr>
<tr><td>Joule Power (Pvt) Ltd</td></tr>
<tr><td>Seguwantivu Wind Power (Pvt) Ltd</td></tr>
<tr><td>Vidatamunai Wind Power (Pvt) Ltd</td></tr>
<tr><td>Safe Power International (Pvt) Ltd</td></tr>
<tr><td>Hiruras Power (Pvt) Ltd</td></tr>
<tr><td>Vydexa (Lanka) Power Corporation (Pvt) Ltd</td><td>◇ Generates Electricity using Solar Power (Ground Mounted) and sells electricity to the Ceylon Electricity Board.</td></tr>
<tr><td>Sunny Clime Lanka (Pvt) Ltd</td><td></td></tr>
<tr><td>Seruwawila Photovoltaic (Pvt) Ltd</td><td></td></tr>
<tr><td>Kebitigollewa Solar Power (Pvt) Ltd</td><td></td></tr>
<tr><td>Solar Universe (Pvt) Ltd</td><td></td></tr>
<tr><td>Sooryashakthi (Pvt) Ltd</td><td></td></tr>
<tr><td>Diyajanani (Pvt) Ltd</td><td>◇ Generates Electricity using Solar Power (Floating Solar) and sells electricity to the Ceylon Electricity Board.</td></tr>
<tr><td>Tororo PV Power Company Limited</td><td>◇ Generates Electricity using Solar Power and sells electricity to the Uganda Electricity Transmission Company Limited.</td></tr>
<tr><td>Sky Solar (Pvt) Ltd</td><td>◇ Generates Electricity using Solar Power (Rooftop) and sells electricity to the Ceylon Electricity Board.</td></tr>
<tr><td>Suryadhanavi (Pvt) Ltd</td><td rowspan="2">◇ Generates Electricity using Solar Power (Rooftop) and sells electricity to the Ceylon Electricity Board and Operation and Maintenance services to Rooftop owners.</td></tr>
<tr><td>Hirujanani (Pvt) Ltd</td></tr>
</table>

Name of the Company	Nature of the Business
Terraqua International (Pvt) Ltd Terraqua Kokawita (Pvt) Ltd Peak Power Delta (Pvt) Ltd HPD Power (Pvt) Ltd Melanka Power Moraketiya (Pvt) Ltd Energy Reclamation (Pvt) Ltd	Generates Electricity using Hydro Power and sells electricity to the Ceylon Electricity Board.
Mahoma Uganda Limited	Generates Electricity using Hydro Power and sells electricity to the Uganda Electricity Transmission Company Limited.
Bluesky EV (Pvt) Ltd	Company is converting Internal Combustion engine (ICE) vehicles to Electric vehicles; specialized for three wheelers, motor cars and providing EPC(Engineering Procurement and Construction) services.
Satva Automotive (Pvt) Ltd	Company is importing, assembling and sells of brand-new electric vehicles, spare parts and providing after sales services.
Energenix (Pvt) Ltd	Company is the development, implementation, and maintenance of state-of-the-art IT solutions for renewable power plant operations, maintenance, monitoring, and reporting systems, together with the provision of other related technology solutions and services

1.5 Date of Authorization for Issue

The Consolidated Financial Statements of Windforce PLC, for the year ended 31 March 2026 was authorized for issue by the Directors on 28 July 2026.

1.6 Responsibility for Financial Statements

The Board of Directors is responsible for the preparation and presentation of the financial statements of the Group and the Company as per Sri Lanka Accounting Standards and the provision of the Companies Act No.07 of 2007.

2. BASIS OF PREPARATION AND SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

2.1 BASIS OF PREPARATION

2.1.1 Statement of Compliance

The Consolidated Financial Statement of the Group and the separate Financial Statement of the Company, which comprise the Statement of Financial Position, Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows and Notes to the Financial Statements have been prepared and presented in accordance with Sri Lanka Accounting Standards (SLFRSs) laid down by the Institute of Chartered Accountants of Sri Lanka and in compliance with the requirements of the Companies Act No 7 of 2007.

2.1.2 Basis of Measurement

The consolidated financial statements have been prepared on an accrual basis and the historical cost basis, except financial instruments at fair value through profit or loss that have been measured at fair value and defined benefit obligations is recognised as the present value of the defined benefit obligation.

2.1.3 New Accounting Standards, Interpretations and Amendments Adopted by the Group

There are several Interpretations and amendments which are effective for the current financial year. However, Group does not have significant impact from them.

2.1.4 Going Concern

The Directors have made an assessment of the Group's ability to continue as a going concern and are satisfied that it has the resources to continue in business for the foreseeable future. Furthermore, the Board is not aware of any material uncertainties that may cast significant doubt upon the Group's ability to continue as a going concern and they do not intend either to liquidate or to cease operations of the Company. Therefore, the Financial Statements continue to be prepared on the going concern basis.

2.1.5 Functional and Presentation Currency

The financial statements are presented in Sri Lanka Rupees, which is the company's functional and Group's presentation currency.

Functional currency of all the Group companies is Sri Lankan Rupees, other than the following companies whose functional currency is given below. There were no changes in the presentation or functional currency of the Group during the year under review.

Notes to the Financial Statements

Company	Country of Incorporation	Functional Currency
Tororo PV Power Company Limited	Uganda	Ugandan Shilling (UGX)
Mahoma Uganda Limited	Uganda	Ugandan Shilling (UGX)
Gharo Solar Limited	Pakistan	Pakistan Rupees (PKR)
Ziba Limited	Uganda	United States Dollar (USD)

2.1.6 Financial Year

All companies in the Group have a common financial year which ends on the 31st of March, other than the following companies whose financial years are given below.

Company	Financial Year
Tororo PV Power Company Limited	31st December
Mahoma Uganda Limited	31st December
Ziba Limited	31st December
Gharo Solar Limited	30th June

2.1.7 Materiality and Aggregation

In compliance with Sri Lanka Accounting Standard - LKAS 01, (Presentation of Financial Statements), each material class of similar items is presented separately in the Financial Statements. Items of dissimilar nature or functions too are presented separately unless they are immaterial.

2.1.8 Offsetting

Financial assets and financial liabilities are offset and the net amount reported in the Statement of Financial Position only when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liability simultaneously. Income and expenses are not offset in the Statement of comprehensive income unless required or permitted by an Accounting Standard.

2.1.9 Comparative Information

The comparative information is restated or reclassified wherever necessary to confirm to the current year's presentation.

2.2 SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of Financial Statements of the Group in conformity with Sri Lanka Accounting Standards (SLFRSs) requires the management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

Information about critical judgements in applying accounting policies that have the most significant effect on the amounts recognized in the Financial Statements is included in the under mentioned notes:

(a) Assessment of Impairment – Key Assumptions Used on Discounted Cash Flow Projections

The Company assesses at each reporting date whether there is objective evidence that an asset or portfolio of asset is impaired. The recoverable amount of an asset or Cash Generating Unit (CGU) is the greater of its Value in Use (VIU) and its Fair Value (FV) less cost to sell. In assessing value in use, the estimated future cash flows are discounted to present value using appropriate discount rates that reflect the current market assessment of the time value of money and risks specific to the asset.

(b) Useful Lifetime of the Property, Plant and Equipment

The Company reviews the residual values, useful lives and method of depreciation of Property, Plant and Equipment at each reporting date. The judgement of the management is exercised in the estimation of these values, rates, methods and hence they are subject to uncertainty.

(c) Deferred Taxation – Utilization of Tax Losses

Deferred tax assets are recognized for all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilized. Management judgment is required to determine the amount of deferred tax assets that can be recognized, based upon the level of future taxable profits together with future tax planning strategies.

(d) Defined Benefit Plans

The assessment of the present value of the defined benefit obligations involves a significant element of assumptions; including discount rates, future salary escalations, mortality rates and future pension increases and due to the long-term nature of these plans, such estimations are subject to uncertainty.

(e) Current Taxation

Current Tax liabilities are provided for in the Financial Statements applying the relevant tax statutes and regulation, which the management believes reflect the actual liability.

(f) IFRIC 23 Uncertainty over income tax treatments

The IFRIC 23 interpretation on Uncertainty over income tax treatments involve uncertainty that affects the application of LKAS 12 Income Taxes specifically determination of taxable profit (tax loss), tax bases, unused tax losses, unused tax credits and tax rates. It does not apply to taxes or levies outside the scope of

LKAS 12, nor does it specifically include requirements relating to interest and penalties associated with uncertain tax treatments. The Company determines whether to consider each uncertain tax treatment separately or together with one or more other uncertain tax treatments and uses the approach that better predicts the resolution of the uncertainty. The Company applies significant judgement in identifying uncertainties over income tax treatments.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES

The accounting policies set out below are consistent with those used in the previous year. Accounting policies of subsidiaries are consistent with the policies adopted by the Group.

3.1 Basis of Consolidation

The consolidated financial statements comprise the financial statements of the Group and its subsidiaries as at 31 March 2026. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

3.1.1 Business Combinations

Business combinations are accounted for using the acquisition method as at the acquisition date, which is the date on which control is transferred to the Group.

The consolidated Financial Statements comprise the financial statements of the Parent and its subsidiaries in terms of the Sri Lanka Accounting Standard – SLFRS 10 on "Consolidated Financial Statements". Thus, the consolidated financial statements present financial information about the Group as a single economic entity distinguishing the equity attributable to the parent (Controlling Interest) and attributable to minority shareholders with non-controlling interest.

Subsidiaries

Subsidiaries are those entities controlled by the Group. Control exists when the Company has the power, directly or indirectly to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In assessing control, the Group takes into consideration potential voting rights that are currently exercisable and other contractual arrangements.

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)
- Exposure, or rights, to variable returns from its involvement with the investee
- The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement(s) with the other vote holders of the investee.
- Rights arising from other contractual arrangements.
- The Group's voting rights and potential voting right.

The Group re-assesses whether it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.
All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, non-controlling interest and other components of equity while any resultant gain or loss is recognized in profit or loss. Any investment retained is recognized at fair value.

Consolidation of Subsidiaries with Different Accounting Periods

Most subsidiaries with 31 December financial year ends prepare for consolidation purposes, additional financial information as of the same date as the financial statements of the parent. For subsidiaries which are unable to prepare additional financial information the parent uses the most recent financial statements of the subsidiaries and is adjusted for the effects of significant transactions or events that occur between the date of those financial statements and the date of the Consolidated Financial Statements. The difference between the date of the subsidiary's financial statements and that of the Consolidated Financial Statements will not be more than three months.

The Financial Statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognize an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and it carrying value, and then recognizes the loss within 'Share of profit or loss of equity accounted investees' in the Income Statement.

Consolidation of Subsidiaries with Different Accounting Periods

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognized in the Income Statement.

Business Combination

The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at the acquisition date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the Group elects whether to measure the noncontrolling interest in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred and included in administrative expenses. When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the previously held equity interest is remeasured at its acquisition date fair value and any resulting gain or loss is recognized in profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Contingent consideration which is deemed to be a financial liability or as equity that is a financial instrument and within the scope of LKAS 32 Financial Instruments: presentations. If the contingent consideration is not within the scope of LKAS 32, it is measured in accordance with the appropriate SLFRS. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is measured at fair value with changes in fair value either in profit or loss or as a change to the other comprehensive income (OCI).

Goodwill and Gain from a Bargain Purchase arising on the Acquisition of Subsidiaries

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interest over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the gain (bargain purchase) is recognized immediately in Income Statement.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash generating units that are expected to benefit from the combination transferred; the gain is recognized in profit or loss. Where goodwill has been allocated to a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the cash-generating unit retained. Goodwill is tested for impairment annually as of 31st March and when circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. Where the recoverable amount of the cash generating unit is less than their carrying amount, an impairment loss is recognized. Impairment losses relating to goodwill cannot be reversed in future periods.

Non-Controlling Interest

Non-Controlling Interests represent the portion of profit or loss and net assets that is not held by the Group and are presented separately in the Consolidated

Income Statement and within equity in the Consolidated Statement of Financial Position separately from parent shareholders' equity.

Non-controlling interest are measured at their proportionate share of the acquiree's identifiable net assets at the acquisition date. The Group elects whether to measure the non-controlling interest in the proportionate share of the acquiree's fair value or at the proportionate share of the acquiree's identifiable net assets.

Associates and Joint Ventures (Equity Accounted Investees)
An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries.
The Group's investments in its associate and joint venture are accounted for using the equity method.

Under the equity method, the investment in an associate and joint venture is initially recognized at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment individually.

The Income Statement reflects the Group's share of the results of operations of the associate or joint venture. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognized directly in the equity of the associate or joint venture, the Group recognizes its share of any changes, when applicable, in the statement of changes in equity.
Unrealized gains and losses resulting from transactions between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the Income Statement and represents profit or loss before tax.

Associates and Joint Ventures (Equity Accounted Investees)
The Financial Statements of the associate and joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date,

The Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and it carrying value, and then recognises the loss in the Income Statement.
Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in Income Statement.

3.2 Current versus Non-Current Classification

The Group presents assets and liabilities in statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realized or intended to be sold or consumed in normal operating cycle.
- Held primarily for the purpose of trading.
- Expected to be realized within twelve months after the reporting period.

Or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:
- It is expected to be settled in normal operating cycle.
- It is held primarily for the purpose of trading.
- It is due to be settled within twelve months after the reporting period.

Notes to the Financial Statements

Or

- It does not have a right at the reporting date to defer the settlement of the liability for at least twelve months after the reporting date.

The Group classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

3.3 Fair Value Measurement

The Group measures financial instruments at fair value at each statement of financial position date. Fair value related disclosures for financial instruments that are measured at fair value are disclosed, in respective notes: Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability or;
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. A fair value measurement of a nonfinancial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs. All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

3.3.1 Hedge Accounting and Cash Flow Hedge

Hedging' is a process of using a financial instrument to mitigate all or some of the risk associated to a hedged item. 'Hedge accounting' changes the timing of recognizing the gains and losses on either the hedged item or the hedging instrument so that both are recognised in Income Statement or other comprehensive income in the same accounting period in order to record the economic substance of the relationship between the hedged item and instrument.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedging instrument, the hedged item or transaction, the nature of the risk being hedged and how the Group will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on a prospective basis according to SLFRS 09 – 'Financial Instruments' requirements.

3.3.2 Cash Flow Hedge

When a non-derivative financial liability is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the non-derivative financial liability is recognised in OCI and accumulated in the hedging reserve. The effective portion of changes in the fair value of the non-derivative financial liability that is recognised in OCI is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the non-derivative financial liability is recognised immediately in Income Statement.

If the hedge no longer meets the criteria for hedge accounting (after taking into account any rebalancing of the hedging relationship) or the hedging instrument is sold, expires, is terminated or is exercised, then hedge accounting is discontinued prospectively. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in the hedging reserve remains in equity until, for a hedge of a transaction resulting in the recognition of a non-financial item, it is included in the non-financial item's cost on its initial recognition or, for other cash flow hedges, it is reclassified to Income Statement in the same period or periods as the hedged expected future cash flows affect profit or loss.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in the hedging reserve and the cost of the hedging reserve are immediately reclassified to Income Statement.

US dollar Borrowings from Standard Chartered Bank (SCB) and Hongkong and Shanghai Banking Corporation Limited (HSBC) are designated as hedging instruments in the cash flow hedge of forecast dividend income in US dollars. These forecast transactions are highly probable. The outstanding balances of the US dollar borrowings vary with the level of expected US dollar cash inflows and changes in foreign exchange forward rates.

There is an economic relationship between the hedged items and the hedging instruments as the terms of the US dollar borrowing match the terms of the expected highly probable forecast transactions (i.e., notional amount and expected payment date). The Company has established a hedge ratio of 1:1 for the hedging relationships as the underlying risk of the US dollar borrowing is identical to the hedged risk components. To test the hedge effectiveness, the Company uses the hypothetical derivative method and compares the changes in the fair value of the hedging instruments against the changes in fair value of the hedged items attributable to the hedged risks.

For designated and qualifying cashflow hedges, the effective portion of the gain or loss on the hedging instrument is initially recognized directly in equity in the "Cash flow hedge reserve". The ineffective portion of the gains or losses on the hedge instrument is recognized immediately in the Income statement. When the hedge cashflow affect the income statement, the gain or loss on the hedging instrument is recorded in the corresponding income or expense line of the income statement. When a hedging instrument expires, or is sold, terminated, exercised or when a hedge no longer meets the criteria for hedge accounting, any cumulative gains or losses existing in other comprehensive income at that time remains in other comprehensive income and is recognized when the hedge forecast transaction ultimately recognized in the income statement. When a forecast transaction is no longer expected to occur, the Cumulative gains or losses that was reported in other comprehensive income is immediately transferred to the income statement.

3.4 Foreign Currency

3.4.1 Foreign Currency Translation

Transactions in foreign currencies are initially recorded by the Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rate of exchange at the reporting date. Differences arising on settlement or translation of monetary items are recognised in Income Statement. Tax charges and credit attributable to exchange differences on those monetary items are also recognised in Other Comprehensive Income.

Non-monetary assets and liabilities which are measured in terms of historical cost in a foreign currency are translated using exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of gain or loss on the change in fair value of the item (i.e., translation differences on items of which fair value gain or loss is recognised in OCI or Profit or Loss are also recognised in OCI or Profit or Loss, respectively). In determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of advance consideration.

Notes to the Financial Statements

3.4.2 Foreign Operations

On consolidation, the assets and liabilities of foreign operations are translated into Sri Lanka Rupees at the rate of exchange prevailing at the reporting date and their Income Statement are translated at exchange rates prevailing at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in OCI. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to Income Statement.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the spot rate of exchange at the reporting date.

3.5 Property, Plant and Equipment

3.5.1 Basis of recognition

Property, plant and equipment are recognized if it is probable that future economic benefits associated with the asset will flow to the Company and the cost of the asset can be reliably measured.

3.5.2 Measurement

Property, Plant and Equipment are recorded at cost less accumulated depreciation and impairment losses.

The carrying value of property, plant and equipment is reviewed for impairment either annually or when events or changes in circumstances indicate the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets are written down to their recoverable amount. Impairment losses are recognized in the Income Statement unless it reverses a previous revaluation surplus for the same asset.

3.5.3 Restoration Costs

Expenditure incurred on repairs or maintenance of Property, Plant and Equipment in order to restore or maintain the future economic benefits expected from originally assessed standard of performance is recognized as an expense when incurred.

3.5.4 Depreciation

The provision for depreciation is calculated by using a straight-line method on the cost of all Property, Plant and Equipment other than freehold land, in order to write off such amounts over the following estimated useful lives. The principle annual periods used are;

Items	Years
Plant and Machinery (Wind and Solar)	Over 20 Years
Plant and Machinery (Hydro)	Over 40 Years
CGRP Line (Hydro sector)	Over 40 Years
Transmission Line (Hydro)	Over 40 Years
SCADA Building	Over 20 Years
Development Cost	Over 20 Years
Office Equipment	Over 08 Years
Computer and Telecommunication Accessories	Over 04 Years
Motor Vehicles	Over 05 Years
Furniture and Fittings	Over 04 Years
Software	Over 04 Years
Site Equipment	Over 04 Years

Depreciation of an asset begins when it is available for use and ceases at the earlier of the date that the asset is classified as held for sale and the date that asset is derecognized.

Asset additions to plant, machinery, and buildings made after the project commencement date are depreciated over the remaining lifetime of the plant.

Derecognition

An item of property, plant and equipment are derecognized upon replacement, disposal or when no future economic benefits are expected from its use. Any gain or loss arising on de-recognition of the asset is included in the income statement in the year the asset is derecognized.

3.5.5 Capital Work-in-Progress

Capital work – in – Progress is stated at cost. These are expenses of a capital nature directly attributable to the construction of the power plant. Expenses that are in the capital nature are accounted for as capital work – in – progress during the period of construction.

3.6 Intangible Assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangibles, excluding capitalized development costs, are not capitalized and the related expenditure is reflected in the Income Statement in the year in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite. Intangible assets with finite lives are amortized over the useful economic lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortization period or method, as appropriate, and are treated as changes in accounting estimates.

The amortization expense on intangible assets with finite lives is recognized in the Income Statement in the expense category that is consistent with the function of the intangible assets.

Intangible assets with indefinite useful lives are not amortized, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the Income Statement when the asset is derecognized.

3.7 Borrowing Costs

Borrowing costs are directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

3.8 Other Project Investments

The Group's investments in the development of various power generating projects are included under this category. Other Project Investments are stated at cost or lower of management's estimation of realizable value. The Group assesses the viability of the projects at each reporting date for any indications of impairment. Any impairment recognized will be charged to the statement of comprehensive income.

3.9 Impairment of Non-Financial Assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash generating unit's fair value less costs to sell and its value in use and is determined for individual assets, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Whereby, the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to assets. In determining fair value less costs to sell, an appropriate valuation model is used.

These calculations are corroborated by valuation multiples or other available fair value indicators.

Impairment losses of continuing operations are recognized in the statement of comprehensive income in those expense categories consistent with the function of the impaired assets, except for property previously revalued where the revaluation was taken to equity. In this case, impairment is also recognized in equity up to the amount of any previous revaluation.

For assets, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the Group makes an estimate of the recoverable amount. A previously recognized impairment loss is reversed only if there has been a change in the estimates used to determine the assets recoverable amount since the last impairment loss was recognised. If that is the carrying amount of the asset is increased to its recoverable amount.

The increased amount cannot exceed the carrying amount that would have been determined, net of depreciation. Had no impairment loss been recognized for the asset in prior years such reversal is recognized in the statement of comprehensive income unless the asset is carried at the revalued amount, in which case the reversal is treated as a revaluation increase.

3.10 Financial Instruments – Initial Recognition and Subsequent Measurement

3.10.1 Financial Assets

Initial Recognition and Measurement

Financial assets within the scope of SLFRS 9 are classified as amortized cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. This assessment is referred to as the Solely Payment of Principal and Interest (SPPI) test and is performed at an instrument level. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price.

At initial recognition, the company measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in income statement.

The Group's financial assets include cash and cash equivalents, short-term investments and trade and other receivables.

Subsequent Measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortized cost (debt instruments)
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at fair value through profit or loss

a) Financial assets at amortized cost (debt instruments)

The Group measures financial assets at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows,

And

- The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.

Financial assets at amortized cost are subsequently measured using the Effective Interest Rate (EIR) method and are subject to impairment. Gains and losses are recognized in Income Statement when the asset is derecognized, modified or impaired.

Financial Assets at amortized cost comprise of trade and other receivables, amounts due from related parties, and deposits.

b) Financial assets at fair value through OCI (debt instruments)

The Group measures debt instruments at fair value through OCI if both of the following conditions are met:

- The financial asset is held within a business model with the objective of both holding to collect contractual cash flows and selling,

And

- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognized in the Income Statement and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon derecognition, the cumulative fair value change recognized in OCI is recycled to Income Statement.

The Group does not have any debt instruments at fair value through OCI.

c) Financial assets at fair value through OCI (equity instruments)

Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under LKAS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument- by instrument basis.

Gains and losses on these financial assets are never recycled to Income Statement. Dividends are recognised as other income in the Income Statement when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Group elected to classify irrecoverably its non-listed equity investment under this category.

d) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments.

Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the Income Statement.

Financial Assets at fair value through profit or loss comprise of equity investments in non-listed companies.

De-recognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is de-recognised when:

- The rights to receive cash flows from the asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset and the Group has transferred substantially all the risks and rewards of the ownership.

Impairment of Financial Assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

3.10.2 Financial Liabilities

Initial Recognition and Measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, loans and borrowings, financial guarantee contracts.

Subsequent Measurement

The measurement of financial liabilities depends on their classification as described below:

Interest Bearing Borrowings

This is the category most relevant to the Company. After initial recognition, interest-bearing interest bearing borrowings are subsequently measured at amortized cost using the EIR method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the Income Statement.

De-recognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of comprehensive income.

Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount reported in the Statement of Financial Position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

Financial risk management objectives and policies have been disclosed under Note 39.

3.11 Inventories

Inventories are valued at the lower of cost and net realizable value, after making due allowances for obsolete and slow moving items. Net realizable value is the price at which inventories can be sold in the ordinary course of business less the estimated cost of completion and the estimated cost necessary to make the sale.

The costs incurred in bringing the inventories to its present location and the conditions are accounted as follows:-

Raw Materials	- At actual cost on first-in, first-out basis (FIFO)
Spare parts and Consumables	- At actual cost on first-in, first-out basis (FIFO)

3.12 Trade Receivables

Trade receivables are recognized initially at the amount of consideration that is unconditional, unless they contain significant financing components when they are recognized at fair value. They are subsequently measured at amortized cost using the effective interest method, less loss allowance.

3.13 Cash and Cash Equivalents

Cash and cash equivalents are defined as cash in hand, demand deposits, and short-term highly liquid investments, readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown in current liabilities in the Statement of financial position.

3.14 Leases

The Group assesses at the contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short term leases and leases of low-value assets. The Group recognises lease liability to make lease payments and right to use of assets representing the right to use the underlying assets.

3.15 Right of Use Assets

The Group recognises right to use of assets at the commencement date of a lease (i.e., the date the underlying asset is available for use). Right of use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right to use of assets includes the amount of lease liabilities recognized, initial direct cost incurred, and lease payments made at or before the commencement date less any lease incentive received.

Right of use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. If ownership of the leased asset transferred to the Group at the end of the lease period or the cost reflect the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease Liabilities

At the commencement date of the lease, the Group recognises lease liability measured at the present value of lease payment to be made over the lease term. The lease payment includes fixed payments (including in-substance fixed payments) less any lease incentive receivables, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

The lease payment also includes the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because of the interest rate implicit in the lease is not readily determinable. After the commencement date, amount of lease liability is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of the lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term Leases and Leases of Low-value Assets

The Group applies the short-term lease recognition exemption to leases that have a lease term of 12 months or less from the commencement date. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

3.16 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of comprehensive income net of any reimbursement.

3.17 Employee Benefits

a) Defined Contribution Plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to Provident and Trust Funds covering all employees are recognised as an expense in profit or loss in the periods during which services are rendered by employees.

The Company contributes 12% on consolidated salary of the employees to Employees' Provident Fund (EPF).

All the employees of the Company are members of the Employees' Trust Fund, to which the Company contributes 3% on the consolidated salary of such employees.

b) Defined Benefit Plans

A defined benefit plan is a postemployment benefit plan other than a defined contribution plan. The liability recognised in the Financial Statements in respect of defined benefit plan is the present value of the defined benefit obligation at the Reporting date. The defined benefit obligation is calculated annually using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash flows using the interest rates that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related liability.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised as in retained earnings through other comprehensive income. Past service costs are recognised immediately in Income Statement.

The provision has been made for retirement gratuities from the first year of service for all employees, in conformity with LKAS 19, Employee Benefits. However, under the Payment of Gratuity Act No. 12 of 1983, the liability to an employee arises only on completion of 5 years of continued service.

The Liability is not externally funded.

The key assumptions used in determining the retirement benefit obligations are as follows.

	2026 as per the actuarial valuation	2025 as per the actuarial valuation
Discount Rate	11%	11%
Expected Salary Increment Rate	Eng and Office Staff 10% Technical Staff 10%	Eng and Office Staff 10% Technical Staff 10%
Retirement Age	60 Years	60 Years

3.18 Share-Based Payments

The Group accounts for share-based payment transactions in accordance with SLFRS 2 – Share-based Payment.

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Equity-settled share-based payment transactions are measured at the fair value of the equity instruments granted at the grant date. The fair value determined at grant date is recognised as an employee benefit expense, with a corresponding increase in equity, over the period during which the employees become unconditionally entitled to the awards (the vesting period).

No adjustment is made for changes in market-based performance conditions after the grant date as these are reflected in the grant date fair value.

When share-based payment awards are exercised, the proceeds received, together with any amount previously recognised in the share-based payment reserve, are transferred to stated capital and other appropriate reserves.

3.19 Income Statement

3.19.1 Revenue Recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured, regardless of when the payment is being made. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty. Under SLFRS 15, revenue is recognised upon satisfaction of performance obligations.

The following specific criteria are used for the purpose of recognition of revenue.

a) **Rendering of Services**
Revenue from rendering of services is recognized in the accounting period in which the services are rendered or performed.

b) **Energy Supply**
Revenue from energy supply is recognized upon delivery of energy to Ceylon Electricity Board.

The electricity units (also known as the Energy Output) generated are measured via the metering equipment (owned by the CEB) located at each power plant. The title of the Energy Output shall transfer to the CEB at the metering point upon substantially satisfying the specifications of the SPPA.

c) **Carbon Credit Income**
Sale of Carbon credit generates from non-carbonate emission from Wind, Solar and Hydro plants to foreign customers.

d) **Revenue from Automobile Sector**
Sales from importing assembling and sells of brand-new electric vehicles, spare parts and providing after sales services.

e) **Interest**
Interest Income is recognized using effective interest rate (EIR).

f) **Dividends**
Dividend income is recognized when the right to receive payment is established.

g) **Others**
Net Gains and losses of a revenue nature on the disposal of Property, Plant and Equipment and other non-current assets including investments have been accounted for in the Income Statement, having deducted from proceeds on disposal, the carrying amount of the assets and related selling expenses.

Gains and losses arising from incidental activities to main revenue generating activities and those arising from a group of similar transactions which are not material are aggregated, reported and presented on a net basis.

3.19.2 Expenditure Recognition

a) Expenses are recognized in the income statement on the basis of direct association between the cost incurred and the earning of specific item of income. All expenditure incurred in the running of the business and the maintenance of the property plant and equipment in a state of efficiency has been charged to income in arriving at the profit for the year.

b) For the purpose of presentation of Income Statement, the Directors are of the opinion that function of expenses method presents fairly the elements of the Group's performance, and hence such presentation method is adopted.

c) Finance expenses are recognized in the Income Statement on effective interest cost basis.

3.20 Taxation

3.20.1 Current Taxes

Current income tax assets and liabilities for current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax law used to compute the amount are those that are enacted or substantively enacted at the reporting date.

The provision for income tax is based on the elements of income and expenditure as reported in the Financial Statements and computed in accordance with the provisions of the Inland Revenue Act.

Where a company is exempted from the Inland Revenue (Amendment) Bill, to amend the Inland Revenue Act, No.45 of 2022 through Board of Investment under section 17 of the Board of Investment Law, Applicable tax rate has been used pursuant to the relevant agreement provisions.

Applicability of income tax for group companies have been disclosed in Note 11 to the financial statements

3.20.2 Deferred Taxation

Deferred income tax is provided, using the liability method, on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognized to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilized, except:

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized. Unrecognized deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in Other Comprehensive Income or directly in equity.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in Income Statement.

3.21 Segment Reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relating to transactions with any of the Group's other components.

The Group has reported its business into several key segments: hydropower, solar energy, wind energy, overseas operations, automotive, and holdings.

3.22 Net Asset Per Share

The Net Asset Per Share is arrived by dividing the net asset attributable to the equity holders of the Company by the number of shares of the company.

3.23 Earnings Per Share

The Group presents basic and diluted earnings per share (EPS) for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

3.24 Dividend Per Share

The Company presents its dividend per share (DPS) for its ordinary shares. The DPS is calculated by dividing the total dividend by the number of ordinary shares.

3.25 Statement of Cash Flows

The Statement of Cash Flow has been prepared using the 'indirect method'. Interest paid is classified as operating cash flows, while dividends paid are classified as financing cash flows, for the purpose of presenting the Statement of Cash Flow.

4. STANDARDS ISSUED BUT NOT YET EFFECTIVE

The new and amended standards and interpretations that are issued up to the date of issuance of the Group's consolidated financial statements but are not effective for the current annual reporting period are disclosed below. The Group intends to adopt these new and amended standards and interpretations, if applicable when they become effective.

4.1 SLFRS 18 – Presentation and Disclosure in Financial Statements

SLFRS 18, which replaces LKAS 1, introduces significant enhancements to the way financial information is organized and communicated. The standard establishes new categories and subtotals in the Income Statement to improve consistency and comparability across entities. It also requires entities to disclose management-defined performance measures (as specified in the standard), together with clear explanations and reconciliations. In addition, SLFRS 18 introduces strengthened requirements regarding the location, aggregation, and disaggregation of financial information. These changes are designed to ensure that financial statements present information more transparently and in a way that enhances users' understanding of an entity's financial performance and position.

SLFRS 18, and consequential amendments to the other accounting standards, are effective for annual reporting periods beginning on or after 1 January 2027. Early application is permitted.

The potential impact of SLFRS 18 on the financial statements and the related notes is currently being identified and evaluated.

4.2 SLFRS 19 – Subsidiaries without public accountability: Disclosures

SLFRS 19 introduces reduced disclosure requirements for subsidiaries that do not have public accountability but continue to apply the full SLFRS recognition and measurement principles.

The purpose of SLFRS 19 is to lessen the financial reporting burden on qualifying subsidiaries by simplifying disclosure requirements, while still ensuring that financial statements remain high-quality, consistent, and comparable for users.

SLFRS 19 applies to Specified Business Enterprises, as defined in the Sri Lanka Accounting and Auditing Standards Act No. 15 of 1995. Subsidiaries that fall within this category and do not have public accountability are eligible to apply SLFRS 19.

The Standard becomes effective for annual reporting periods beginning on or after 1 January 2027. The entity is not eligible to apply SLFRS 19.

4.3 Classification and Measurement of Financial Instruments - Amendments to SLFRS 9 and SLFRS 7

The amendments introduce enhancements to the classification, measurement, derecognition, and disclosure requirements for financial instruments. Their objective is to strengthen transparency, promote greater consistency in financial reporting, and respond to emerging market developments - particularly features such as sustainability linked terms and nature dependent electricity contracts.
These amendments are effective for annual reporting periods beginning on or after 1 January 2026. Early application is permitted.

The amendments are not expected to have a material impact on the financial statements

4.4 Annual improvements to Sri Lanka Accounting Standards

Narrow scope amendments as part of its periodic maintenance of Sri Lanka Accounting Standards will be adopted, if applicable, when they become effective.

5. REVENUE

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Supply of Electricity	6,580,616,745	5,963,303,431	-	-
Management Fees	70,126,133	47,900,091	235,714,978	204,522,336
Operation & Maintenance Fees	171,541,463	115,883,054	315,975,502	259,764,209
Carbon Credit Income	-	279,507,069	-	10,139,322
Automobile	492,936,408	167,219,982	-	-
EPC and Others	725,036,481	328,876,606	699,418,861	105,289,340
	8,040,257,231	6,902,690,234	1,251,109,341	579,715,208

5.1 BILLING UNDER THE STANDARDIZED POWER PURCHASE AGREEMENT

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Billing under the Standardized Power Purchase Agreement	649,137	708,478,303	-	-
	649,137	708,478,303	-	-

	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
HPD Power (Pvt) Ltd	151,255	-	-	-
Vidatamunai Wind Power (Pvt) Ltd	-	13,585,256	-	-
Peak Power Delta (Pvt) Ltd	97,093	-	-	-
Melanka Power (Pvt) Ltd	271,010	-	-	-
Powergen Lanka (Pvt) Ltd	-	10,011,004	-	-
Terraqua International (Pvt) Ltd	46,953	12,918,978	-	-
Terraqua Kokawita (Pvt) Ltd	22,994	9,577,672	-	-
Seruwawila Photovoltaic (Pvt) Ltd	-	11,714,724	-	-
Seguwantivu Wind Power (Pvt) Ltd	-	137,561,112	-	-
Beta Power (Pvt) Ltd	-	253,074,053	-	-
Joule Power (Pvt) Ltd	-	236,581,249	-	-
Energy Reclamation (Pvt) Ltd	59,831	9,890,916	-	-
Hiruras Power (Pvt) Ltd	-	13,563,340	-	-
	649,137	708,478,303	-	-

The companies have recorded the additional payment received from CEB as "Billing under the Standardized Power Purchase Agreement", which were recorded & billed as per the provisions of Standardized Power Purchase Agreement with Ceylon Electricity Board.

Notes to the Financial Statements

5. REVENUE (CONTD)

5.3 Timing of Revenue Recognition

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Revenue transferred at a point in time	492,936,408	167,219,982	-	-
Revenue transferred over time	7,547,320,822	6,735,470,252	1,251,109,341	579,715,208
	8,040,257,231	6,902,690,234	1,251,109,341	579,715,208

5.4 Segmental Information

The Group has delineated its business into several key segments: hydropower, solar energy, wind energy, overseas operations, automotive, and holdings. The subsequent information is presented with these principal segments as the foundation.

	Wind Rs.	Hydro Rs.	Solar Rs.	Holding Rs.	Overseas Rs.	Automobile & Other Rs.
Revenue	3,184,840,386	387,609,953	2,016,337,874	880,398,289	1,051,111,957	520,607,908
Direct Cost	(1,964,427,968)	(132,663,845)	(504,080,960)	(442,242,688)	(330,075,719)	(417,111,448)
Gross Profit	1,220,412,418	254,946,108	1,512,256,914	438,155,601	721,036,238	103,496,460
Other Income	60,726,596	(190,445)	1,081,492	27,204,950	6,134,478	1,737,133
Administration Expenses	(226,518,072)	(26,970,735)	(83,959,484)	(1,076,753,651)	(92,258,399)	(63,326,728)
Selling & Distribution Expenses	-	-	-	-	-	(26,190,261)
Net Finance Cost	(374,011,304)	(1,648,507)	(282,528,504)	98,720,959	(96,325,585)	(9,424,699)
Profit from Operating Activities	680,609,638	226,136,422	1,146,850,418	(512,672,141)	538,586,732	6,291,905
Associate Profit	1,188,958	10,613,430	93,186,715	-	262,949,265	-
Profit before Tax of the Group	681,798,597	236,749,852	1,240,037,133	(512,672,141)	801,535,997	6,291,905
Total Revenue						8,411,617,419
Inter Group						(370,711,052)
External Revenue						8,040,906,367

	Wind Rs.	Hydro Rs.	Solar Rs.	Holding Rs.	Overseas Rs.	Automobile & Other Rs.
Non Current Assets	12,547,077,409	2,235,468,360	5,592,513,789	8,981,246,633	3,833,951,862	6,328,996
Current Assets	2,614,852,098	220,629,076	2,578,792,519	4,388,786,493	644,344,980	438,051,601
Total Assets	15,161,929,508	2,456,097,436	8,171,306,307	13,370,033,126	4,478,296,842	444,380,597
Non Current Liabilities	5,299,360,793	549,799,329	3,398,152,520	97,297,162	1,861,701,773	113,200
Current Liabilities	598,965,479	30,467,783	534,157,182	2,304,080,723	177,604,697	254,747,962
Net Assets	9,263,603,235	1,875,830,324	4,238,996,606	10,968,655,241	2,438,990,372	189,519,435

6. COST OF SALES

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Depreciation - Plant	1,800,097,234	1,656,339,800	-	-
Amortization	35,870,510	32,983,800	-	-
Plant O & M Cost	593,153,214	527,242,000	67,034,239	14,957,197
Crane Hiring Expenses	200,657,140	197,655,204	26,380,392	5,664,000
Deductions on Transmission Loss	6,118,245	3,564,055	-	-
Site - Insurance	134,593,010	121,517,252	-	-
Plant Repairs & Maintenance	191,446,837	582,526,475	89,757	18,523,451
MASL Royalty	18,250,309	30,947,213	-	-
Electricity	45,630,112	55,236,102	-	-
Electric Motor Bike Expenses	400,970,512	119,694,748	-	-
Cost of Sales - EPC	348,738,300	151,233,556	348,738,300	76,432,342
Generator Expense	-	2,998,125	-	-
Cost of Sales - Software Development	15,077,204	-		
	3,790,602,627	3,481,938,330	442,242,688	115,576,990

7. OTHER OPERATING INCOME

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Profit on Other Project	21,413,544	8,944,554	-	317,750
Gain on Sales of Assets	16,470,748	485,721,451	16,661,193	301,981
Income from Liquidity Damages	26,872,895	3,553,305	-	640,764
Rental Income	30,241,392	30,219,995	1,494,868	909,163
Scrap Sales	1,695,625	4,148,875	-	-
Blade Hiring Charges	-	3,553,500	-	-
	96,694,204	536,141,679	18,156,061	2,169,658

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8. FINANCE INCOME

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Interest on Deposits	211,101,222	227,945,523	104,952,211	151,159,831
Dividend Income	28,994,193	55,400,093	1,745,674,539	3,049,063,483
Interest Income on Inter Company	3,498,276	14,143,297	22,730,510	28,742,535
Realized Exchange Gain	60,162,552	66,771,428	50,488,122	-
Unrealized Exchange Gain	41,166,266	-	-	-
Interest Income on Repo	-	3,838,599	-	3,838,599
Interest Income from Treasury Bills	-	2,897,332	-	2,897,332
Interest Income from staff loans	60,253	-	60,253	-
	344,982,762	370,996,272	1,923,905,634	3,235,701,779

9. FINANCE COST

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Bank Over Draft Interest	12,738,865	4,379,928	7,087,598	1,302,539
Lease Interest	14,000,082	14,572,626	2,574,169	3,375,220
Interest on Bank Loans	950,091,898	963,420,920	48,029,141	48,958,093
Bank Charges	5,156,084	9,297,955	2,737,565	2,504,370
Bank Charges on Guarantee	24,793,455	30,529,772	1,257,116	314,434
Unrealized Exchange Loss	-	-	4,581,431	4,557,175
LC Commission and Amendment Charge	457,966	1,143,098	-	1,143,098
Intercompany Loan Interest	2,962,051	6,312,470	53,016,709	63,766,686
	1,010,200,402	1,029,656,769	119,283,727	125,921,614

10. PROFIT/(LOSS) BEFORE TAXATION

For the Year Ended 31 March Stated after Charging / (Crediting):	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Directors' Remuneration	117,102,063	108,239,857	117,102,063	108,239,857
Audit Fees	14,063,343	8,147,654	2,199,911	956,348
Staff Costs	455,807,967	409,721,595	285,993,688	250,028,092
EPF	43,502,982	39,201,100	38,265,459	34,327,108
ETF	10,116,239	9,134,402	9,566,364	8,581,466
Depreciation and Amortization	2,002,833,655	1,797,124,764	56,149,712	48,579,047

11. INCOME TAX EXPENSES

11.1 Income Statement

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
(I) Current Tax Expense				
Income Tax Expense/(Reversal) on current year profit	221,604,279	554,057,035	27,636,035	-
Under/ (Over) Provision of Current Taxes in respect of prior years	29,834,054	36,710,046	8,862,845	304,922
Dividend Tax	225,260,748	386,747,444	229,769,217	358,045,165
	476,699,081	977,514,525	266,268,097	358,350,087
(II) Deferred Tax Expense				
Origination/ (Reversal) of temporary differences	(174,193,763)	(277,301,891)	(16,521,781)	(11,351,292)
Net Tax Charge or (Reversal) reported in Income Statement	302,505,318	700,212,633	249,746,316	346,998,795

11.2 Statement of Comprehensive Income

	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Tax effect on Actuarial Gain/(Loss) on Retirement Benefit Obligations	115,794	(1,505,061)	115,794	(1,505,061)
Tax charged directly to comprehensive income	115,794	(1,505,061)	115,794	(1,505,061)

11.3 Reconciliation of Accounting Profit to Taxable Income

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Accounting Profit before tax	4,081,770,756	2,949,902,452	1,673,785,567	2,783,213,471
Income which does not form part of the Business	(1,883,555,577)	(3,235,701,780)	(1,873,417,512)	(3,235,701,780)
Add: Disallowable Expenses	2,259,974,991	3,229,330,615	278,336,885	142,708,105
Less: Allowable Expenses	(5,600,027,722)	(5,168,666,388)	(60,213,528)	(47,653,551)
Profit/(Loss) from Business	(1,141,837,553)	(2,225,135,102)	18,491,412	(357,433,755)
Business Income	(1,160,328,965)	1,010,566,678	-	-
Investment Income	1,977,941,475	4,167,066,839	1,873,417,512	3,235,701,780
Loss Claimed	315,269	(43,331,088)	-	-
Less: Unrelieved Losses	(55,622,420)	(710,308,861)	(5,908,813)	(170,496,353)
Tax Exempt Income	(2,093,690,724)	(4,676,543,845)	(1,775,388,581)	(3,065,205,427)
Assessable Income	(1,331,385,364)	252,550,277	92,120,118	-

Notes to the Financial Statements

11. INCOME TAX EXPENSES (CONTD)

11.4 Current Taxation

Group tax expense is based on the taxable profit of each Company in the Group.

Details of Business losses carried forward

For the Year Ended 31 March	Group 2026 Rs.	Company 2026 Rs.
Loss Brought Forward	18,737,493,467	5,908,813
Loss Incurred during the year	2,874,263,842	(18,491,412)
Loss Claimed during the year	(605,685,852)	12,582,599
Loss Carried Forward	21,006,071,457	-

11.5 Following Companies exempt from income tax/liable to tax at concessionary rates

Companies exempt from income tax

Company	Remaining Period	Tax Holiday Period
Beta Power (Pvt) Ltd	2 Years	Tax Holiday From 2016 /2017 to 2027/2028
Joule Power (Pvt) Ltd	2 Years	Tax Holiday From 2016 /2017 to 2027/2028
HPD Power (Pvt) Ltd	Over	Tax Holiday From 2016/17 to 2025/2026

11.6 Following Companies exempt from income tax/liable to tax at concessionary rates

Companies liable to tax at concessionary rates

Company	Concessionary Rate
Powergen Lanka (Pvt) Ltd	15% p.a
Seguwanthivu Wind Power (Pvt) Ltd	15% p.a
Vidatamunai Wind Power (Pvt) Ltd	15% p.a
Vydexa Lanka Corporation (Pvt) Ltd	15% p.a
Daily Life Renewable Energy (Pvt) Ltd	15% p.a
Terraqua International (Pvt) Ltd	20% p.a
Terraqua Kokavita (Pvt) Ltd	20% p.a

12. EARNINGS PER SHARE

Basic earnings / (loss) per share is calculated by dividing the net profit / (Loss) for the year attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the year.

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Net profit attributable to ordinary shareholders (Rs.)	1,539,589,061	1,787,077,960	1,424,039,251	2,436,214,676
Weighted average number of shares outstanding during the year (Nos)	1,351,858,258	1,350,768,942	1,351,858,258	1,350,768,942
Earnings per share (Rs.)	1.14	1.32	1.05	1.80

13. DIVIDEND PER SHARE

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Dividend paid during the year (Rs)	-	1,350,768,942	-	1,350,768,942
Weighted average number of shares outstanding during the year (Nos)	1,351,858,258	1,350,768,942	1,351,858,258	1,350,768,942
Dividend per share (Rs.)	-	1.00	-	1.00

14. PROPERTY, PLANT AND EQUIPMENT

For the Year Ended 31 March	Group Balance As at 01.04.2025 Rs.	Exchange Difference Rs.	Additions for the Year Rs.	Disposals/ Transfers Rs.	Balance As at 31.03.2026 Rs.
Freehold Assests					
At Cost					
Land	33,396,494	85,800	-	-	33,482,294
Plant and Machinery	33,852,025,613	403,490,989	2,443,808,449	(347,024,337)	36,352,300,714
Development Cost	625,321,435	54,545,901	-	-	679,867,336
Scada Building	1,129,213,979	18,759,748	5,997,847	-	1,153,971,574
Engineering Quarters	63,941,319	30,743	48,557,866	-	112,529,928
Office Equipment	8,764,021	147,297	2,573,254	(690,924)	10,793,648
Furniture and Fittings	49,477,723	502,437	5,450,790	(245,573)	55,185,377
Computer Software	-	-	-	-	-
Computers and Related Equipment	42,230,308	78,236	34,025,865	(2,681,290)	73,653,119
Other Civil Structures	26,533,869	-	-	-	26,533,869
Sodar Unit	12,052,683	-	-	-	12,052,683
Site Equipment	269,246,798	227,211	19,468,365	(807,354)	288,135,020
Motor Bikes	22,182,735	-	2,978,251	-	25,160,986
Motor Vehicles	246,806,567	1,290,983	37,077,525	(14,100,000)	271,075,075
Total	36,381,193,545	479,159,345	2,599,938,212	(365,549,478)	39,094,741,624
Leasehold assets					
Motor Vehicles	-	-	39,297,520	-	39,297,520
Land	952,600	-	-	-	952,600
	952,600	-	39,297,520	-	40,250,120

Notes to the Financial Statements

14. PROPERTY, PLANT AND EQUIPMENT (CONTD)

	Group				
For the Year Ended 31 March	Balance As at 01.04.2025 Rs.	Exchange Difference Rs.	Additions for the Year Rs.	Disposals/ Transfers Rs.	Balance As at 31.03.2026 Rs.
Capital Work In Progress	1,186,053,548	-	1,660,347,434	(2,575,379,037)	271,021,945
	1,186,053,548	-	1,660,347,434	(2,575,379,037)	271,021,945

	Group				
For the Year Ended 31 March	Balance As at 01.04.2025 Rs.	Exchange Difference Rs.	Charge for the year/ Transfers Rs.	Disposals/ Transfers Rs.	Balance As at 31.03.2026 Rs.
Depreciation					
Plant and Machinery	11,820,239,247	118,441,396	1,756,641,069	(201,611,035)	13,493,710,677
Development Cost	188,286,963	13,799,711	30,145,422	-	232,232,096
Scada Building	299,585,859	4,611,260	44,022,127	-	348,219,246
Engineering Quarters	28,757,407	300	10,693,195	-	39,450,903
Office Equipment	6,188,068	26,075	1,031,686	(403,748)	6,842,081
Furniture and Fittings	39,094,526	386,811	4,673,063	(239,103)	43,915,297
Computers and Related Equipment	25,151,168	55,662	11,591,271	(1,048,270)	35,749,833
Other Civil Structures	9,085,420	-	1,326,119	-	10,411,539
Sodar Unit	12,052,683	-	-	-	12,052,683
Site Equipment	159,982,177	267,749	36,815,399	(693,553)	196,371,772
Motor Bikes	13,271,805	-	4,705,579	-	17,977,384
Motor Vehicles	170,391,768	1,290,983	27,422,178	(14,100,000)	185,004,928
Total	12,772,087,091	138,879,948	1,929,067,109	(218,095,709)	14,621,938,440
Leasehold assets					
Motor Vehicles	-	-	2,112,448	-	2,112,448
	-	-	2,112,448	-	2,112,448
Carrying Amount	24,796,112,602	-	-	-	24,781,962,802

For the Year Ended 31 March	Company			
	Balance As at 01.04.2025 Rs.	Additions for the year Rs.	Disposals/ Transfers Rs.	Balance As at 31.03.2026 Rs.
Gross Carrying Amounts				
At Cost				
Office Equipment	3,474,936	752,474	(46,000)	**4,181,410**
Furniture and Fittings	19,905,742	1,242,905	-	**21,148,647**
Computers and Related Equipment	16,107,408	8,556,633	(412,116)	**24,251,925**
SODAR Unit	12,052,685	-	-	**12,052,685**
Site Equipment	99,920,683	8,920,261	-	**108,840,944**
Bicycle and Motor Cycle	1,072,950	-	-	**1,072,950**
Motor Vehicles	133,262,479	37,041,525	(14,100,000)	**156,204,004**
Buildings	2,170,123	-	-	**2,170,123**
	287,967,007	56,513,798	(14,558,116)	**329,922,688**
Leasehold assets				
Motor Vehicles	-	39,297,520	-	**39,297,520**
	-	39,297,520	-	**39,297,520**
Capital Work In Progress	38,518,977	111,836,133	(137,846,196)	**12,508,913**
	38,518,977	111,836,133	(137,846,196)	**12,508,913**

For the Year Ended 31 March	Company			
	Balance As at 01.04.2025 Rs.	Charge for the year Transfers Rs.	Disposals/ Transfers Rs.	Balance As at 31.03.2026 Rs.
Depreciation				
At Cost				
Office Equipment	2,534,729	276,278	(39,989)	**2,771,018**
Furniture and Fittings	19,379,326	488,747	-	**19,868,074**
Computers and Related Equipment	10,435,105	3,244,502	(240,687)	**13,438,920**
Sodar Unit	12,052,682	-	-	**12,052,682**
Site Equipment	28,919,630	24,053,837	-	**52,973,467**
Bicycle and Motor Cycle	424,768	146,390	-	**571,158**
Motor Vehicles	90,739,720	13,039,948	(14,100,000)	**89,679,668**
Buildings	45,211	108,506	-	**153,717**
	164,531,172	41,358,209	(14,380,676)	**191,508,702**
Leasehold assets				
Motor Vehicles	-	2,112,448	-	**2,112,448**
	-	2,112,448	-	**2,112,448**
Carrying Amount	161,954,811			**188,107,972**

Notes to the Financial Statements

14. PROPERTY, PLANT AND EQUIPMENT (CONTD)

14.2 Fully Depreciated Property, Plant and Equipment

The cost of fully depreciated Property, Plant and Equipment which are still in use as at date of Statement of Financial Position is as follows,

	Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.
Office Equipment	1,708,714	1,657,523
Furniture and Fittings	19,586,642	17,558,231
Computers and Related Equipment	8,620,776	6,282,067
Sodar Unit	12,052,683	12,052,685
Site Equipment	10,075,307	7,247,791
Bicycle and Motor Cycle	341,000	341,000
Motor Vehicles	62,198,580	45,800,000
	114,583,701	90,939,296

15. RIGHT OF USE ASSETS

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Right of use Asset - Land	341,275,155	123,641,582	-	-
Right of use Asset - Building	3,429,205	14,967,841	3,429,205	14,967,841
	344,704,360	138,609,423	3,429,205	14,967,841

15.1 Right of use asset - land

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Cost				
As at 1st April	161,766,963	148,228,378	-	-
Additions during the year	240,086,603	13,538,585	-	-
As at 31st March	401,853,566	161,766,963	-	-
Amortization				
As at 1st April	38,125,382	33,333,441	-	-
Amortization charge for the year	22,453,030	4,791,940	-	-
As at 31st March	60,578,411	38,125,382	-	-
Written down value	341,275,155	123,641,582	-	-

15.2 Right of use asset -Building

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Cost				
As at 1st April	23,077,289	15,351,846	23,077,289	15,351,846
Additions	-	23,077,289	-	23,077,289
Disposals	-	(15,351,846)	-	(15,351,846)
As at 31st March	23,077,289	23,077,289	23,077,289	23,077,289
Amortization				
As at 1st April	8,109,448	10,234,559	8,109,448	10,234,559
Amortization charge for the year	11,538,636	13,226,735	11,538,636	13,226,735
Disposals	-	(15,351,846)	-	(15,351,846)
As at 31st March	19,648,084	8,109,448	19,648,084	8,109,448
Written down value	3,429,205	14,967,841	3,429,205	14,967,841

16. INVESTMENT IN SUBSIDIARIES

Company investments in subsidiaries

Unquoted investments

	Company					
	Effective holding %		No of shares		Value	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Seguwantivu Wind Power (Pvt) Ltd	100%	100%	114,285,715	114,285,715	1,232,126,194	1,232,126,194
Vidatamunai Wind Power (Pvt) Ltd	100%	100%	114,285,715	114,285,715	1,579,125,663	1,579,125,663
Renewgen (Pvt) Ltd	100%	100%	226,569,881	226,569,881	3,809,178,867	3,809,178,867
Powergen (Pvt) Ltd	100%	100%	1,603,000	1,603,000	1,543,049,370	1,543,049,370
Energy Reclamation (Pvt) Ltd	100%	100%	2,900,000	2,900,000	130,145,014	130,145,014
SKY Solar (Pvt) Ltd	100%	100%	24,959,751	24,959,751	265,000,000	265,000,000
Hiruras Power (Pvt) Ltd	100%	100%	250,000,000	250,000,000	2,500,000,000	2,500,000,000
Daily Life Renewable Energy (Pvt) Ltd	96%	96%	116,656,000	116,656,000	1,166,560,000	1,166,560,000
Sunny Clime Lanka (Pvt) Ltd	90%	90%	4,680,000	4,680,000	46,800,000	46,800,000
Seruwawila Photovoltaic (Pvt) ltd	90%	90%	4,680,000	4,680,000	46,800,000	46,800,000
Suryadhanavi (Pvt) Ltd	100%	100%	36,000,000	36,000,000	360,000,200	360,000,200
Tororo Pv Power Company Ltd	80%	80%	105,890,776	105,890,776	579,854,800	579,854,800
Satva Automotive (Pvt) Ltd	96%	96%	14,600,090	14,600,090	148,666,667	148,666,667
Bluesky EV (Pvt) Ltd	100%	90%	100	90	30,125,243	30,125,243
Vydexa (Lanka) Power Corporation (Pvt) Ltd	76%	76%	92,385,610	92,385,610	923,856,101	923,856,101
Beta Power (Pvt) Ltd	66%	66%	59,220,000	59,220,000	580,293,000	580,293,000
Joule Power (Pvt) Ltd	66%	66%	59,220,000	59,220,000	580,293,000	580,293,000
Hirujanani (Pvt) Ltd	100%	100%	5,400,000	5,400,000	54,000,000	54,000,000
Kebitigollewa Solar Power (Pvt) Ltd	88.5%	88.5%	50,480,487	25,240,287	548,701,000	548,701,000
Solar Universe (Pvt) Ltd	50%	50%	54,000,500	9,750,000	605,000,000	630,000,000
Safe Power International (Pvt) Ltd	51%	-	73,811,938	-	351,494,758	-
Diyajanani (Pvt) Ltd	100%	-	23,120,000	-	231,200,000	-
Energenix (Pvt) ltd	51%	-	51	-	51	-
	-	-	-	-	17,312,269,927	16,754,575,118

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17. INVESTMENTS IN EQUITY ACCOUNTED INVESTEES

	Group					Company			
	2026			2025		2026		2025	
For the Year Ended 31 March	Effective Holding Percentage %	Number of Shares	Value Rs	Number of Shares	Value Rs	Number of Shares	Value Rs	Number of Shares	Value Rs
Nirmalapura Wind Power (Pvt) Limited	49%								
Balance at the beginning of the year	-	49,000,000	623,933,080	49,000,000	676,117,139	49,000,000	490,000,000	49,000,000	490,000,000
Dividend Paid	-	-	(6,247,500)	-	(70,805,000)	-	-	-	-
Profit acquiring to the group net of dividend	-	-	1,188,958	-	18,620,941	-	-	-	-
Balance at the end of the year	-	49,000,000	618,874,538	49,000,000	623,933,080	49,000,000	490,000,000	49,000,000	490,000,000
Solar One Ceylon (Pvt) Ltd	50%								
Balance at the beginning of the year	-	35,085,952	751,955,865	35,085,952	791,789,373	35,085,952	490,300,000	35,085,952	490,300,000
Dividend Paid	-	-	(50,997,431)	-	(226,058,788)	-	-	-	-
Profit acquiring to the group net of dividend	-	-	96,742,500	-	186,225,280	-	-	-	-
Balance at the end of the year	-	35,085,952	797,700,934	35,085,952	751,955,865	35,085,952	490,300,000	35,085,952	490,300,000
Gharo Solar (Pvt) Ltd - Pakistan	30%								
Balance at the beginning of the year	-	30,061,849	1,483,270,561	30,061,849	1,511,054,372	30,061,849	969,792,000	30,061,849	969,792,000
Share of foreign currency translation reserve	-	-	79,785,610	-	(54,256,759)	-	-	-	-
Dividend Paid	-	-	(141,045,181)	-	(180,941,430)	-	-	-	-
Profit acquiring to the group net of dividend	-	-	188,689,051	-	207,414,378	-	-	-	-
Balance at the end of the year	-	30,061,849	1,610,700,041	30,061,849	1,483,270,561	30,061,849	969,792,000	30,061,849	969,792,000
Vidul Madugeta (Pvt) Ltd	50%								
Balance at the beginning of the year	-	4,500,000	322,604,371	4,500,000	312,572,140	-	-	-	-
Dividend Paid	-	-	(28,687,500)	-	(26,775,000)	-	-	-	-
Profit acquiring to the group net of dividend	-	-	10,793,930	-	36,807,232	-	-	-	-
Balance at the end of the year	-	4,500,000	304,710,801	4,500,000	322,604,371	-	-	-	-
Gurugoda Hydro (Pvt) Ltd	50%								
Balance at the beginning of the year	-	2,472,000	115,198,754	2,472,000	113,827,644	-	-	-	-
Dividend Paid	-	-	(6,304,875)	-	(6,304,875)	-	-	-	-
Profit acquiring to the group net of dividend	-	-	(180,500)	-	7,675,986	-	-	-	-
Balance at the end of the year	-	2,472,000	108,713,379	2,472,000	115,198,754	-	-	-	-

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	Group					Company			
	2026			2025		2026		2025	
For the Year Ended 31 March	Effective Holding Percentage %	Number of Shares	Value Rs	Number of Shares	Value Rs	Number of Shares	Value Rs	Number of Shares	Value Rs
Solar Universe (Pvt) Limited	33%								
Balance at the beginning of the year	-	-	-	500,000	431,906,154	-	-	45,000,000	410,000,000
Investment made	-	-	-	-	-	-	-	9,750,000	185,000,000
Profit acquiring to the group net of dividend	-	-	-	-	12,025,737	-	-	-	-
Transfer to Subsidiary Investment		-	-	(500,000)	(443,931,891)	-	-	(54,750,000)	(595,000,000)
Balance at the end of the year	-	-	-	-	-	-	-	-	-
Ziba Limited - Uganda	25.5%								
Balance at the beginning of the year	-	589,431	1,074,667,527	516	963,016,197	-	-	-	-
Share of foreign currency translation reserve	-	-	26,498,495	-	(12,898,204)	-	-	-	-
Dividend Paid			(69,194,487)						
Profit acquiring to the group net of dividend	-	-	74,260,215	-	124,549,534	-	-	-	-
Balance at the end of the year	-	589,431	1,106,231,750	516	1,074,667,527	-	-	-	-
Rividhanavi (Pvt) Ltd	50%								
Balance at the beginning of the year	-	5,420,000	542,000,000	-	-	5,420,000	542,000,000	-	-
Investment made	-	4,580,000	458,000,000	5,420,000	542,000,000	4,580,000	458,000,000	5,420,000	542,000,000
Transfer of share of net assets from Investment			(1,789,171)						
Profit acquiring to the group net of dividend			(3,555,786)						
Balance at the end of the year	-	10,000,000	994,655,043	5,420,000	542,000,000	10,000,000	1,000,000,000	5,420,000	542,000,000
Carrying value of equity accounted investee			5,541,586,485		4,913,630,158		2,950,092,000		2,492,092,000

The group recognizes its interests in joint ventures using the equity method as per LKAS 28.

Notes to the Financial Statements

17. INVESTMENTS IN EQUITY ACCOUNTED INVESTEES (CONTD)

17.1 Summarized financial information of equity accounted investees

	For the year ended 31st March 2026						
For the Year Ended 31 March	Rividhanavi (Pvt) Ltd	Nirmalapura Wind Power (Pvt) Ltd Rs.	Solar One Ceylon (Pvt) Ltd Rs.	Vidul Madugeta (Pvt) Ltd Rs.	Gurugoda Hydro (Pvt) Ltd Rs.	Gharo Solar Limited Rs.	Ziba Ltd Rs.
Revenue	-	368,341,991	400,842,010	71,916,170	21,971,039	1,861,943,404	1,086,409,943
Cost of Sales	-	(300,292,133)	(154,839,675)	(42,486,915)	(20,417,137)	(601,226,788)	(148,821,268)
Other Income/ Net Finance Cost	9,953,788	(3,889,934)	343,800	304,047	224,105	69,446,527	(552,364,427)
Administration Expense	(17,065,359)	(42,438,525)	(52,208,653)	(740,100)	(1,034,763)	(692,558,365)	(43,366,115)
Profit/(loss) before Taxation	(7,111,571)	21,721,399	194,137,482	28,993,202	743,244	637,604,778	341,858,133
Taxation	-	(19,294,953)	(652,482)	(7,405,342)	(1,104,244)	-	(51,762,199)
Profit/(loss) after Taxation	(7,111,571)	2,426,446	193,485,000	21,587,860	(361,000)	637,604,778	290,095,934

	For the year ended 31st March 2026						
For the Year Ended 31 March	Rividhanavi (Pvt) Ltd	Nirmalapura Wind Power (Pvt) Ltd Rs.	Solar One Ceylon (Pvt) Ltd Rs.	Vidul Madugeta (Pvt) Ltd Rs.	Gurugoda Hydro (Pvt) Ltd Rs.	Gharo Solar Limited Rs.	Ziba Ltd Rs.
Non Current Assets	1,553,332,443	697,305,228	1,077,561,305	390,180,893	90,221,482	7,588,020,504	4,595,152,859
Current Assets	975,740,652	290,837,549	244,270,680	44,059,742	16,429,152	1,008,345,332	1,525,723,634
Total Assets	2,529,073,095	988,142,777	1,321,831,985	434,240,635	106,650,634	8,596,365,836	6,120,876,494
Non Current Liabilities	-	5,080,902	2,033,298	28,528,615	3,581,998	5,370,438,919	2,512,891,607
Current Liabilities	539,763,009	91,976,602	198,751,746	8,915,014	3,289,449	116,143,375	129,711,151
Net Assets	1,989,310,086	891,085,274	1,121,046,941	396,797,007	99,779,187	3,109,783,542	3,478,273,736

18. OTHER NON CURRENT FINANCIAL ASSETS

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Other Unquoted Equity Investments - Foreign	**216,086,014**	223,660,000	**216,086,014**	223,660,000
	216,086,014	223,660,000	**216,086,014**	223,660,000

18.1 Other unquoted Equity Investments - Foreign

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
East Africa Concrete Products Ltd - Uganda	-	13,290,000	-	13,290,000
Harappa Solar (Private) Ltd - Pakistan	**106,726,014**	109,350,000	**106,726,014**	109,350,000
Semipolky Solar Limited - Ukraine	**109,360,000**	101,020,000	**109,360,000**	101,020,000
	216,086,014	223,660,000	**216,086,014**	223,660,000

Equity instruments designated as fair value through OCI (FVOCI) consist of Investment in East Africa Concrete Products Ltd, Harappa Solar (Private) Ltd and Semipolky Solar Limited as at 31 March 2026. The Investment in East Africa Concrete Products Ltd, Harappa Solar (Private) Ltd and Semipolky Solar Limited have been valued using Cash Flow Models.

East Africa Concrete Products Ltd - Uganda

Equity instruments designated as fair value through OCI

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
As at 01 April	**13,290,000**	13,290,000	**13,290,000**	13,290,000
Net (loss)/gain	**(13,290,000)**	-	**(13,290,000)**	-
As at 31 March	-	13,290,000	-	13,290,000

Harappa Solar (Private) Ltd - Pakistan

Equity instruments designated as fair value through OCI

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
As at 01 April	**109,350,000**	109,350,000	**109,350,000**	109,350,000
Net (loss)/gain	**(2,623,986)**	-	**(2,623,986)**	-
As at 31 March	**106,726,014**	109,350,000	**106,726,014**	109,350,000

Semipolky Solar Limited - Ukraine

Equity instruments designated as fair value through OCI

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
As at 01 April	**101,020,000**	101,020,000	**101,020,000**	101,020,000
Net (loss)/gain	**8,340,000**	-	**8,340,000**	
As at 31 March	**109,360,000**	101,020,000	**109,360,000**	101,020,000

Notes to the Financial Statements

19. INTANGIBLLE ASSETS

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Computer Software	9,415,065	942,519	2,043,701	796,506
Advance for Grid Substation - Non Current	68,347,503	82,266,329	-	-
Right to Generate Electricity from Hydro Resources	134,840,647	139,454,496	-	-
Goodwill on Business Combinations	2,099,644,175	2,037,631,811	-	-
	2,312,247,389	2,260,295,155	2,043,701	796,506

19.1 Computer Software

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Cost				
As at 01st April	13,617,211	13,617,211	10,432,934	10,432,934
Additions /Transfers	10,891,478	-	2,387,614	-
As at 31st March	24,508,689	13,617,211	12,820,548	10,432,934
Amortization				
As at 01st April	12,674,693	11,916,956	9,636,428	8,941,268
Amortization for the year	2,418,932	757,736	1,140,419	695,160
As at 31st March	15,093,624	12,674,693	10,776,847	9,636,428
Net book value -	9,415,065	942,519	2,043,701	796,506

19.2 Advance for grid substation

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Cost				
As at 01st April	268,929,311	268,929,311	-	-
As at 31st March	268,929,311	268,929,311	-	-
Amortization				
As at 01st April	186,662,982	168,058,997	-	-
Amortization for the year	13,918,826	18,603,985	-	-
As at 31st March	200,581,808	186,662,982	-	-
	68,347,503	82,266,329	-	-
Net book value	68,347,503	82,266,329	-	-

19.3 Right to generate electricity from hydro resources

	Group		Company	
For the Year Ended 31 March	**2026 Rs.**	**2025 Rs.**	**2026 Rs.**	**2025 Rs.**
Cost				
Balance as at 01st April	**184,553,989**	184,553,989	-	-
Balance as at 31 March	**184,553,989**	184,553,989	-	-
Amortization				
Balance as at 01 April	**45,099,493**	40,485,645	-	-
Charge for the year	**4,613,850**	4,613,848	-	-
Total at the year end	**49,713,342**	45,099,493	-	-
Net book value Balance as at 31st March	**134,840,647**	139,454,496		

19.4 Goodwill on Business Combinations

	Group		Company	
For the Year Ended 31 March	**2026 Rs.**	**2025 Rs.**	**2026 Rs.**	**2025 Rs.**
As at 01st April	**2,037,631,811**	2,386,832,245	-	-
Additions during the year	**170,103,653**	40,799,566		
Impairment of goodwill	**(108,091,290)**	(390,000,000)	-	-
As at 31st March	**2,099,644,175**	2,037,631,811	-	-
Seguwanthiuv Wind Power (Pvt) Limited	**94,574,239**	99,014,461	-	-
Vidatamunai Wind Power (Pvt) Limited	**275,106,631**	297,644,393	-	-
Renewgen (Pvt) Limited	**1,143,505,365**	1,184,912,430	-	-
Energy Reclamation (Pvt) Limited	**77,053,890**	81,215,010	-	-
Tororo Pv Power Company Limited	**48,913,797**	53,958,413	-	-
Vydexa (Lanka) Power Corporation (Pvt) Ltd	**252,673,574**	280,087,539	-	-
Solar Universe (Pvt) Ltd	**37,713,025**	40,799,566	-	-
Safepower International (Pvt) Ltd	**170,103,653**	-	-	-
	2,099,644,175	2,037,631,811	-	-

Goodwill as at the reporting date has been tested for impairment. Rs. 108 Mn impairment is noted by the management.

Notes to the Financial Statements

19. INTANGIBLLE ASSETS (CONTD)

19.4 Goodwill on Business Combinations

For the Year Ended 31 March	Company 2026 Rs.
Seguwanthiuv Wind Power (Pvt) Limited	4,440,222
Vidatamunai Wind Power (Pvt) Limited	22,537,762
Renewgen (Pvt) Limited	41,407,064
Energy Reclamation (Pvt) Limited	4,161,119
Tororo Pv Power Company Limited	5,044,616
Vydexa (Lanka) Power Corporation (Pvt) Ltd	27,413,965
Solar Universe (Pvt) Ltd	3,086,541
	108,091,290

The recoverable amount of goodwill is determined based on value-in-use calculations. These calculations use cash flow projections based on financial budgets approved by management. The key assumptions used are given below;

Discount rate – risk free rate adjusted for the specific risk relating to the industry. (12.70%-14.28%)

Gross Margins
The basis used to determine the value assigned to the budgeted gross margins is the average gross margin achieved in the years preceding the budgeted year adjusted for projected market conditions.

Inflation rate
The basis used to determine the value assigned to the budgeted cost inflation, is the inflation rate, based on projected economic conditions.

Period Covered and Tariff
Period covered was as per the Standardised Power Purchase Agreement (SPPA) with Ceylon Electricity Board and Uganda Electricity Transmission Company Ltd.

20. INTERCOMPANY LOAN RECEIVABLES

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance as at 01st April	-	104,545,715	-	104,545,715
Loans granted during the year	-	-	-	-
Loan settlement during the year	-	(104,545,715)	-	(104,545,715)
Balance as at 31st March	-	-	-	-

21. DEFERRED TAX ASSETS/ (LIABILITIES)

	Group				Company			
	2026		2025		2026		2025	
For the Year Ended 31 March	Temporary Difference Rs.	Tax Effect Rs.	Temporary Difference Rs.	Tax Effect Rs.	Temporary Difference Rs.	Tax Effect Rs.	Temporary Difference Rs.	Tax Effect Rs.
As at 1 April	(7,669,256,351)	(1,696,900,458)	(5,969,953,020)	(1,930,248,533)	97,984,393	29,395,318	55,129,882	16,538,965
Amount originating during the year	641,605,400	122,076,734	(1,699,303,331)	233,348,075	54,686,624	16,405,987	42,854,511	12,856,353
As at 31 March	(7,027,650,951)	(1,574,823,724)	(7,669,256,351)	(1,696,900,458)	152,671,017	45,801,305	97,984,393	29,395,318

	Group				Company			
	2026		2025		2026		2025	
For the Year Ended 31 March	Temporary Difference Rs.	Tax Effect Rs.	Temporary Difference Rs.	Tax Effect Rs.	Temporary Difference Rs.	Tax Effect Rs.	Temporary Difference Rs.	Tax Effect Rs.
Temporary difference of Right-of-use asset	(176,864,779)	(52,450,274)	(139,079,019)	(40,984,018)	(3,429,205)	(1,028,761)	(14,967,841)	(4,490,352)
Temporary difference of Property, Plant and Equipment	(16,011,092,877)	(4,269,989,434)	(14,223,999,095)	(3,662,529,892)	(1,566,608)	(469,982)	(4,806,977)	(1,442,093)
Temporary difference of Retirement Benefit Obligation	135,236,275	40,570,882	110,958,618	33,287,585	135,236,275	40,570,882	110,958,618	33,287,585
Temporary difference of Lease Liabilities	191,124,194	56,766,651	2,180,869,423	653,459,908	22,430,555	6,729,167	16,026,457	4,807,937
Carried Forward Tax Losses	8,807,943,757	2,642,477,708	4,468,731,097	1,339,835,118	-	-	-	-
Temporary difference of unrealized exchange difference	25,741,273	7,722,382	(66,737,376)	(19,969,160)	-	-	(9,225,864)	(2,767,759)
Temporary Difference of Invetory provisions	261,205	78,362	-	-	-	-		
	(7,027,650,951)	(1,574,823,724)	(7,669,256,351)	(1,696,900,458)	152,671,017	45,801,305	97,984,393	29,395,318
Deferred Tax Asset	-	-	-	-	152,671,017	45,801,305	97,984,393	29,395,318
Deferred Tax Liability	7,027,650,951	1,574,823,724	7,669,256,351	1,696,900,458	-	-	-	-

Entities with signed aggreement with BOI applied the rate specified in the BOI aggreement and the other entities aplied 30% rate applicable as for IRD ACT.

As per LKAS 12, all companies except for those with BOI concessionary rates, have been considered for deferred tax liability at the rate of 30%.

Notes to the Financial Statements

22. INVENTORIES

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Spare parts and Consumables	**1,138,036,861**	903,037,949	**28,235,360**	29,258,770
Raw Material	**8,458,986**	8,981,396	**-**	-
Work in progress	**63,444,090**	58,691,517	**62,486,680**	58,691,517
Electric Two Wheelers	**144,070,073**	69,744,801	**-**	-
Item charge to be assign	**26,054,534**	62,334,841	**935,666**	938,292
Battery Packs	**4,059,912**	5,403,448	**-**	-
	1,384,124,456	1,108,193,952	**91,657,706**	88,888,578
Provision for inventory write down	**(11,065,532)**	(6,797,214)	**-**	-
	1,373,058,924	1,101,396,738	**91,657,706**	88,888,578

23. TRADE AND OTHER RECEIVABLES

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Trade debtors	**1,544,271,810**	872,692,497	**-**	39,361,841
Project Advances and Other Receivables (Note 23.1)	**1,674,648,990**	755,972,026	**877,210,758**	171,792,791
	3,218,920,800	1,628,664,523	**877,210,758**	211,154,632

23.1 Project Advances and Other Receivables

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Refundable Deposits	**12,770,139**	21,578,619	**3,755,000**	6,516,044
Purchase Control	**564,677,019**	433,140,067	**49,491,489**	19,947,601
Staff Loans	**13,450,459**	6,757,150	**13,120,709**	5,671,550
Advances and Prepayments	**109,244,714**	82,183,138	**14,890,798**	8,516,300
Interest Receivable	**24,939,941**	31,410,508	**15,036,934**	19,319,345
Insurance Receivable	**22,628,409**	54,940,174	**157,130**	-
Project Advances	**317,985,385**	52,164,506	**223,079,407**	39,428,823
Dividend Receivables	**57,245,049**	67,996,532	**57,245,049**	67,996,532
Warranty Receivables	**48,580**	48,580	**-**	-
WHT Receivables	**23,267,929**	5,752,750	**9,655,396**	4,396,595
Other Receivables	**528,391,367**	-	**490,778,846**	-
	1,674,648,990	755,972,026	**877,210,758**	171,792,791

23.2 Age Analysis of Trade debtors

For the Year Ended 31 March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Between 0 days to 60days	**1,544,271,810**	872,692,497	**-**	**39,361,841**
Over 60 days	**-**	-	**-**	**-**
	1,544,271,810	872,692,497	**-**	**39,361,841**

24. AMOUNTS DUE FROM RELATED PARTIES

For the Year Ended 31 March	Notes	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Beta Power (Pvt) Ltd	Subsidiary	**-**	-	**76,100,327**	6,202,078
Joule Power (Pvt) Ltd	Subsidiary	**-**	-	**68,459,262**	6,202,078
Vydexa (Lanka) Power Corporation (Pvt) Ltd	Subsidiary	**-**	-	**33,473,042**	3,347,298
Sunny Clime Lanka (Pvt) Ltd	Subsidiary	**-**	-	**182,939**	169,394
Melanka Power (Pvt) Ltd	Subsidiary	**-**	-	**152,452**	141,157
Seruwawila Photovoltic (Pvt) Ltd	Subsidiary	**-**	-	**182,939**	169,394
Daily Life Renewable Energy (Pvt) Ltd	Subsidiary	**-**	-	**1,425,572**	1,270,474
Suryadhanavi (Pvt) Ltd	Subsidiary	**-**	-	**1,210,264**	1,210,259
Powergen Lanka (Pvt) Ltd	Subsidiary	**-**	-	**9,604,813**	1,270,473
Hirujanani (Pvt) Ltd	Subsidiary	**-**	-	**147,029**	-
Seguwanthivu Wind Power Pvt Ltd	Subsidiary	**-**	-	**6,861,579**	1,570,473
Vidatamunai Wind Power (Pvt) Ltd	Subsidiary	**-**	-	**51,288,438**	45,713,994
HPD Power (Pvt) Ltd	Subsidiary	**-**	-	**152,451**	21,782,132
Energy Reclamation (Pvt) Ltd	Subsidiary	**-**	-	**137,209**	127,050
Hiruras Power (Pvt) Ltd	Subsidiary	**-**	-	**31,678,304**	41,742,921
Satva Automotive (Pvt) Ltd	Subsidiary	**-**	-	**75,511,260**	40,389,466
Terraqua International (Pvt) Ltd	Subsidiary	**-**	-	**137,209**	127,050
Terraqua Kokawita (Pvt) Ltd	Subsidiary	**-**	-	**137,209**	127,050
Peak Power Delta (Pvt) Ltd	Subsidiary	**-**	-	**152,451**	141,156
Kebetigollewa Solar Power (Pvt) Ltd	Subsidiary	**-**	-	**2,664,197**	1,404,433
Solar Universe (Pvt) Ltd	Subsidiary	**-**	-	**16,238,718**	24,285,813
Nirmalapura Wind Power (Pvt) Ltd	Associate	**9,355,451**	77,764,375	**6,837,118**	67,808,046
Solar One Ceylon (Pvt) Ltd	Associate	**28,211,592**	2,592,708	**28,001,246**	2,592,706
Sooryashakthi (Pvt) Ltd	Subsidiary	**-**	-	**17,370,508**	-
Energenix (Pvt) Ltd	Subsidiary	**-**	-	**1,617,577**	-
DiyaJanani (Pvt) Ltd	Subsidiary	**-**	-	**3,332,396**	-
Safe Power International (Pvt) Ltd	Subsidiary	**-**	-	**4,780,735**	-
Rividhanavi (Pvt) Ltd	Joint Venture	**8,615,970**	-	**8,615,970**	-
		46,183,013	80,357,083	**446,453,212**	267,794,895

Notes to the Financial Statements

25. INCOME TAX RECEIVABLE / (PAYABLE)

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at the beginning of the Year	**32,403,136**	63,280,431	**90,227,203**	80,414,447
Under/ (Over) Provision for Last Year	**(29,834,054)**	(36,710,046)	**(8,862,845)**	(304,922)
Addition/adjustments	**-**	1,038,015	**-**	-
During the year provisions	**(221,604,279)**	(554,057,035)	**(27,636,035)**	-
WHT Paid on Interest	**5,485,775**	10,274,224	**4,418,704**	9,814,478
WHT written off	**(193,741)**	(470,933)	**-**	(1,722)
Income tax payments	**315,858,953**	549,048,479	**8,862,845**	304,922
Balance at the end of the year	**102,115,789**	32,403,136	**67,009,871**	90,227,203
Income Tax Receivable	**102,115,789**	32,403,136	**67,009,871**	90,227,203

Out of this balance Income tax receivable amount of UGX 317Mn (Approx LKR 28Mn) due from Ugandan Tax Authority and balance (payable)/receivable net amount is from Inland revenue department of Sri Lanka.

26. SHORT TERM FINANCIAL ASSETS

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Investments in Fixed Deposits	**3,097,925,155**	1,954,758,847	**2,692,992,489**	1,548,857,783
Investment in Unit Trusts	**897,429,362**	1,098,615,169	**1,024,242**	207,158,227
	3,995,354,517	3,053,374,016	**2,694,016,731**	1,756,016,010

27. CASH AND BALANCES WITH BANKS

27.1 Favorable cash and balances with banks

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Cash and bank balances	**2,139,135,230**	1,186,866,285	**733,518,123**	325,958,415
Petty cash	**10,688,498**	9,082,505	**680,000**	720,000
	2,149,823,727	1,195,948,790	**734,198,123**	326,678,415

27.2 Unfavorable cash and balances with banks

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Bank overdrafts	**(48,281,767)**	(2,979,889)	**(742,084)**	(756,073)
	(48,281,767)	(2,979,889)	**(742,084)**	(756,073)

28. STATED CAPITAL

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
As at 31 March				
Issued and Fully Paid Number of Shares				
Ordinary Shares	**1,354,303,889**	1,350,768,942	**1,354,303,889**	1,350,768,942
Value of Issued and Fully Paid Shares				
Ordinary Shares	**18,341,652,935**	18,226,455,905	**18,341,652,935**	18,226,455,905

29. CASH FLOW HEDGE RESERVE

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
As at 01 April	**(530,107)**	(8,312,536)	**(530,107)**	**(8,312,536)**
OCI Revenue Impact	**(8,621,595)**	6,736,021	**(8,621,595)**	**6,736,021**
Effective portion of the hedge	**5,794,151**	1,046,408	**5,794,151**	**1,046,408**
As at 31 March	**(3,357,551)**	(530,107)	**(3,357,551)**	**(530,107)**

30. OTHER COMPONENT OF EQUITY

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
As at 01 April	**(49,817,878)**	-	**-**	**-**
OCE arise from Step acquisition	**198,422,372**	(49,817,878)	**-**	**-**
Share Based Payments (Note 30.1)	**46,870,584**	-	**46,870,584**	**-**
	195,475,078	(49,817,878)	**46,870,584**	**-**

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30. OTHER COMPONENT OF EQUITY (CONTD.)

30.1 Share Based Payments

a) Description of the Share-based Payment Arrangement

The Company obtained the approval of it's shareholders at an Extraordinary General Meeting held on 22 August 2025, to introduce an Employee Share Option Plan for the benefit of all Management Staff Level 1 and 2 by issuing share options up to 3% of the ordinary voting shares of the company at the rate of 1% shares in the first year and 0.5% shares in the subsequent years up to 5 years in 5 tranches, subject to the discretion of the remuneration committee.

Shareholders of the company in principle have approved the ESOP scheme. However, the board to resolve in subsequent reporting period further tranches to be issued based on the principal approval provided by the shareholders. A Remuneration Committee holds the sole authority to issue or reject the tranche, considering the Company's financial position, performance against forecasts, and other relevant considerations.

Key terms and conditions related to the offer are detailed below:

	Tranche 1
Percentage of issue of new voting shares (Maximum)	1%
Date granted	22-Aug-25
No. of share options granted	13,507,689
Lifetime of the tranche	3 years
Exercise Price	25.77
1st vesting date - 50% of the options	22-Aug-25
2nd vesting date - Remaining 50% of the options	22-Aug-26
Vesting conditions	50% of the share options granted in the tranche will vest immediately, while the remaining 50% of the share options will vest at the end of first year.
1st exercise period-50% of the options (3 years from the date of grant)	23rd Aug 2025 to 22nd Aug 2028
2nd exercise period-Balance 50% of the options	23rd Aug 2026 to 22nd Aug 2028

The exercise price of each tranche is computed based on the Volume Weighted Average Price (VWAP) of the Company's shares over the thirty (30) market days immediately preceding the respective Grant Date. All options are to be settled by physical delivery of ordinary voting shares of the company. There are neither cash settlement alternatives nor the company have a past practice of cash settlement for these types of options.

The fair value of the share options is estimated at the grant date using a binomial option pricing model, taking into account the terms and conditions on which the share options are granted.

Minimum of 1,000 shares should be exercised with a maximum of 3 purchase transactions allowed per month.

b) **Movement during the Year**

	Options Number 2026
Outstanding at 1 April 2025	-
Granted during the year	13,507,689
Exercised during the year	(3,534,947)
Forfeited during the year	-
Cancelled during the year	-
Expired during the year	-
Outstanding at 31 March 2026	**9,972,742**
Exercisable at 31 March 2026	**9,972,742**

c) **Expense charged to the income statement**

The cumulative expense recognized for equity-settled transactions at each reporting date until the vesting date, reflects the extent to which the vesting period has expired and the Company's best estimate of the number of equity instruments that will ultimately vest. Accordingly, the expense in the Income Statement represents the movement in cumulative expense recognized as at the beginning and end of that reporting period and is recognized in equity-settled share based payment expense under personnel expense.

The total expense recognized for the year arising from the Employee Share Option Plan was as follows:

	2026
Expense arising from equity-settled share-based payment transactions	70,972,030

d) **Fair value of options**

The weighted average fair value of options granted during the year in Tranche 1, estimated by using the Binomial option pricing model was LKR 6.82. The fair value of the options was estimated on the date of grant, based on the following assumptions:

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30. OTHER COMPONENT OF EQUITY (CONTD)

30.1 Share Based Payments(Contd)

Weighted Average Assumption	2026
Exercise price	25.77
Expected volatility	19.38%
Expected life	3 Years
Risk-free interest rate	8.03%
Employee turnover rate	4%

The expected volatility used was based on the historical annualized volatility of the voting share price of the company over a period equivalent to 2 years prior to its date of grant. The risk-free interest rate was based on Sri Lankan 1-year treasury bill rate as of 21 August 2025. 3,534,947 options were exercised during the year.

31. INTEREST BEARING LOANS AND BORROWINGS

31.1 Non-current interest-bearing loans and borrowings

			Group		Company	
For the Year Ended 31 March	Currency	Type	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Sampath Bank PLC	LKR	Loan	4,177,853,400	4,325,108,200	-	-
Hatton National Bank PLC	LKR	Loan	564,570,796	834,211,022	-	-
Seylan Bank PLC	LKR	Loan	2,812,862,576	2,076,427,904	-	-
Standard Chartered Bank	USD	Loan	-	71,889,090	-	71,889,090
National Development Bank PLC	LKR	Loan	343,231,081	379,402,358	-	-
Amana Bank PLC	LKR	Loan	1,286,333,333	1,362,000,000	-	-
			9,184,851,187	9,049,038,574	-	71,889,090

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31.2 Current interest bearing loans and borrowings

For the Year Ended 31 March	Currency	Type	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Sampath Bank PLC	LKR	Loan	**389,254,800**	293,254,800	**-**	-
Hatton National Bank PLC	LKR	Loan	**320,994,727**	417,782,266	**-**	-
Seylan Bank PLC	LKR	Loan	**401,333,328**	149,112,000	**-**	-
Standard Chartered Bank	USD	Loan	**76,369,030**	143,777,716	**76,369,030**	143,777,716
Hongkong and Shanghai Banking Corporation Limited	USD	Loan	**-**	177,054,417	**-**	177,054,417
Commercial Bank of Ceylon PLC	LKR	Loan	**1,957,544,379**	16,634,136	**1,800,000,000**	4,969,300
Amana Bank PLC	LKR	Loan	**75,666,667**	-	**-**	-
National Development Bank PLC	LKR	Loan	**-**	180,440,030	**-**	-
			3,221,162,931	1,378,055,365	**1,876,369,030**	325,801,434
Interest Bearing loans and borrowings			**12,406,014,118**	10,427,093,940	**1,876,369,030**	397,690,523

31.3 Interest Bearing loans and borrowings

For the Year Ended 31 March	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
As at 1 April	**10,427,093,940**	9,960,669,006	**397,690,523**	899,971,751
Obtained during the year	**4,345,107,574**	3,072,883,041	**2,550,000,000**	-
Repayments during the year	**(2,323,631,726)**	(2,570,786,641)	**(1,083,393,869)**	(492,152,651)
During the year Exchange difference	**(42,555,671)**	(35,671,467)	**12,072,376**	(10,128,577)
As at 31 March	**12,406,014,118**	10,427,093,940	**1,876,369,030**	397,690,523

Notes to the Financial Statements

31. INTEREST BEARING LOANS AND BORROWINGS (CONTD)

31.4 Security and Repayment Terms - Group

Company	Lender	Lender Loan Type	Currency	Loan Outstanding (Mn)	Rate	Repayment
Vydexa (Lanka) Power Corporation (Pvt) Ltd	Hatton National Bank PLC	Term Loan	LKR	1.70	AWPLR+1%	101 equal monthly instalments after grace period of 19 months
Windforce PLC	Commercial Bank of Ceylon PLC	Lease	LKR	9.32	10.25%	60 Equal monthly Instalments
		Lease	LKR	9.32	AWPLR+2%	60 Equal monthly Instalments
		Term Loan	LKR	-	8.80%	48 equal monthly instalments after 12 months grace period
		Money Market Loan	LKR	1,800.00	SOFR+1.6%	To be repaid after the 6 month as bullet payment
	HSBC Mauritius	Term Loan	USD	-	SOFR+1.75%	72 Equal Monthly Instalments after 12 months Grace Period
	Standard Chartered Bank Mauritius	Term Loan	USD	0.24		72 Equal Monthly Instalments after 12 months Grace Period
Sunny Clime (Pvt) Limited	Seylan Bank PLC	Term Loan	LKR	-	12%	107 consecutive capital repayment of LKR 463,000/- together with monthly interest. grace period for the loan is 12 months from the first disbursement of the loan.
Seruwawila Photovoltaic (Pvt) Limited	Seylan Bank PLC	Term Loan	LKR	-	12%	107 consecutive capital repayment of LKR 463,000/- together with monthly interest. grace period for the loan is 12 months from the first disbursement of the loan.
Tororo PV Power Company Limited	HNB FCBU	Term Loan	USD	2.77	SOFR+4%	to be repaid over 9 years in 36 quarterly installments after a grace period of 1 year from date of first disbursement - interest rate 6M LIBOR+ 4.5 %
Satva Automotive (Pvt) Ltd	Commercial Bank of Ceylon PLC	ILD	LKR	157.54	AWPLR +1% (AWPLR to be quarterly review)	To be repaid within 12 months from the date of grant
Hiruras Power (Pvt) Ltd	Sampath Bank PLC	Term Loan	LKR	1,990.00	8%	120 Monthly Installments after a 12 months Grace period
		Term Loan	LKR	2,162.00	AWPLR+0.75%	120 Monthly Installments after a 12 months Grace period
Solar Universe (Pvt) Ltd	Seylan Bank PLC	Term Loan	LKR	624.00	Profit rate of 3 Months AWPLR plus 0.75% per annum with a floor rate of 7.0% per annum & cap of 10% per annum	120 months (Including a Grace period of 24 months
	Seylan BankPLC	Term Loan	LKR	383.00	Profit rate of Monthly Average AWPL Plus 1.25% Per Annum With a Floor rate of 12% Per Annum (To be reprice monthly)	Till 25th Janaury 2032
	Seylan Bank PLC	Term Loan	LKR	175.20	(Profit rate of Monthly Average AWPL Plus 0.75% Per Annum With a Floor rate of 13% Per Annum (To be reprice monthly)	Till 25th Janaury 2032

Purpose	Security
Finance the construction and commission of 10MW solar power project at Nedunkulama, Vavuniya	Primary mortgage over all ordinary shares.
	Primary mortgage of project documents. (approvals, agreements, contracts, Bonds, etc.....)
	Letter of comfort for Es. 1.05 Billion from Windforce PLC
Purchase of brand new Mazda BT 50	Mortgage Over Vehicle
Purchase of brand new Mazda BT 50	Mortgage Over Vehicle
Importation of cranelss tools	Craneless tools
Working Capital Loan	No Security
Gharo Equity Loan	Lien over Sri Lanka Rupee cash deposit equivalent to 110% at the loan outstanding held with HSBC Bank
Tororo Equity Loan	Lien over Sri Lanka Rupee cash deposit equivalent to 110% at the loan outstanding held with SCB Bank
To part finance construction of 1Mw Solar power plant in Dikwewa in Mamaduwa division of Vavuniya district	Primary mortgage for LKR 135 Mn over machinery corporate guarantee from Windforce PLC for LKR 135Mn
To part finance construction of 1Mw Solar power plant in Dikwewa in Mamaduwa division of Vavuniya district	Primary mortgage for LKR 135 Mn over machinery corporate guarantee from Windforce PLC for LKR 135Mn
Construction and commissioning of plant and machinery, including other equipment of the solar power project	Primary mortgage over entirety of shares & projects assets
To retire the existing acceptance facilities granted to the company	Considering Stocks and Debtors
Part Finance the 15MW Wind Power Project	Primary Mortgage Over Shares / Primary Mortgage over Project Assets/ Corporate Guarantee From Windforce PLC
To generate funds by way of equity release where the proceeds will be utilized to settle the capital outstanding facility 1	Mortgage of moveable and immovable prpperties, custodian of project approvals and mortgage over entirety of shares, CEB receipts should be transferred to the bank
To Part Reimbursement the Letter of Credit obligations of Solar Universe (Pvt) Ltd already met by Windforce PLC	Mortgage of moveable and immovable prpperties, custodian of project approvals and mortgage over entirety of shares, CEB receipts should be transferred to the bank
To Part finance in desingning ,Constructing and developing a 10MW Ground mounted solar power project in vavunativu in munmunai west division of Batticaloa District	Mortgage of moveable and immovable prpperties, custodian of project approvals and mortgage over entirety of shares, CEB receipts should be transferred to the bank

Notes to the Financial Statements

31. INTEREST BEARING LOANS AND BORROWINGS (CONTD)

31.4 Security and Repayment Terms - Group (CONTD)

Company	Lender	Lender Loan Type	Currency	Loan Outstanding (Mn)	Rate	Repayment
Kebithigollawa Solar Power (Pvt) Ltd	Union Bank of Colombo PLC	Term Loan	LKR	1,362.00	3 Months AWPLR plus 0.25% per annum with a floor rate of 9.75% per annum & cap of 17.08% per annum	120 Month(s), (inclusive of 12 Month(s) grace period)
Sky Solar (Pvt) Ltd	Sampath Bank PLC	Term Loan	LKR	125.11	AWPLR + 1% payable together with statutory taxes reviewed monthly	To be repaid in 128 monthly instalments of Rs. 1,437,900/ and a final instalment of Rs. 1,448,800/- after capital grace period of 3 months
Sooriyashakthi (Pvt) Ltd	Seylan Bank PLC	Term Loan	LKR	1,494.98	Profit rate of 1 Months average AWPLR plus 0.5% per annum with a floor rate of 8.0% per annum & cap of 15% per annum	10 years inclusive of grace period of 12 months
Mahoma Uganda Limited	NDB Bank FCBU	Term Loan	USD	1.08	SOFR+ 4%	120 Monthly Installments after a 24 Months Grace period
Daily Life Renewable Energy (Pvt) Ltd	Nation Trust Bank PLC	Term Loan	LKR	177	AWPLR+0.5%	60 Equal monthly capital repayment
Beta Power (Pvt) Ltd	Seylan Bank PLC	Term Loan	LKR	180	AWPLR+0.5%	Grace Period 6 month 54 month equel installments
Joule Power (Pvt) Ltd	Seylan Bank PLC	Term Loan	LKR	180	AWPLR+0.5%	Grace Period 6 month 54 month equel installments
Diyajanani (Pvt) Ltd	Sampath Bank PLC	Term Loan	LKR	290	1. Average Weighted Prime Lending Rate (AWPLR) +1.0% p.a (Floor Rate 9.00% p.a and cap of 15% p a)Payable Monthly together with applicable statutory Levies at Prevelling Rates. 2. Average Weighted Prime Lending Rate (AWPLR) +0.75% p.a (Floor Rate 9.00% p.a and cap of 15% p a) Payable Monthly together with applicable statutory Levies at Prevelling Rates (Awplr to be reveiwed Monthly) will be offered after Execution of the machinary mortgage bond over project asset.	Capital to be paid in 155 equal monthly installment of rs 6,025,000/= and a final installment of Rs 6,125,000/- together with interest Payable on 26th day of Each month after a capital grace period of 24 months from the date of disbursement .(Interest to be serviced monthly during full tenor of the facility including Capital Grace period)

	Purpose	Security
	To finance the working capital requirement by Investing in the Property situated at Grama Niladhari Division No. 16, Handagala-Kirimatiyawa within Local Authority Limits of Kebitigollewa in Anuradhapura District depicted as Lot 2 in Survey Paln No. 4312 (Dated 14.12.2020) Made by Lalith J Pandikorala (L.S).	Mortgage of moveable and immovable prpperties, custodian of project approvals and mortgage over entirety of shares, CEB receipts should be transferred to the bank
	To grant a shareholder loan to the shareholder Windforce PLC to reimburse purchasing cost of shares of Sky Solar (Private) Limited from Sunshine Energy (Private) Limited.	Loan Agreement for Rs.185,500,000/- Corporate Guarantee from Windforce PLC for Rs.185,500,000/-
	To Part finance the Construction of the Ground Mounted Solar Project Located In Vavunativu	Mortgage of moveable and immovable prpperties, custodian of project approvals and mortgage over entirety of shares, CEB receipts should be transferred to the bank
	Part Finance the construction of 2.7 MW Hydro Power Project	Primary mortgage over entirety of shares & projects assets
	For repair & replacement of generators	No Security
	For repair & replacement of generators	No Security
	For repair & replacement of generators	No Security
	To Part Finance the 5MW -AC Floating Solar Power Project at Dambuluoya Reservior in matale District.	Loan Agreement for Rs 940,000,000/-

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32. RETIREMENT BENEFIT OBLIGATION

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
At the beginning of the year	**110,958,618**	85,231,460	**110,958,618**	85,231,460
Interest cost	**12,205,448**	10,440,854	**12,205,448**	10,440,854
Current Service cost	**12,989,462**	10,521,473	**12,989,462**	10,521,473
Payments made during the year	**(531,275)**	(252,039)	**(531,275)**	(252,039)
Actuarial (gain) / loss due to changes in financial assumptions	**(2,458,433)**	2,179,164	**(2,458,433)**	2,179,164
Actuarial (gain)/ Loss due to changes in experience assumptions	**1,781,319**	2,837,705	**1,781,319**	2,837,705
Actuarial (gain)/ Loss due to changes in demographic assumptions	**291,135**	-	**291,135**	
At the end of the year	**135,236,274**	110,958,618	**135,236,274**	110,958,618

An actuarial valuation of the retirement gratuity payable was carried out as at March 31, 2026 by Mr. K. Arumugam, Fellow Member (Institute of Actuaries of India), of Messrs. Actuarial & Management Consultants (Pvt) Ltd., a firm of professional actuaries. The valuation method used by the actuaries to value the liability is the “Projected Unit Credit Method (PUC)”, the method recommended by the Sri Lanka Accounting Standard - LKAS 19 on “Employee Benefits”.

Actuarial assumptions

The following key assumptions were made in arriving at the above figure.

	2026	2025
(i) Rate of discount	**11%**	11%
(ii) Rate of salary increase		
- Chief staff	**10%**	11%
- Engineer & office staff	**10%**	10%
- Technical staff	**10%**	10%
(iii) Retirement age	**60 Years**	60 Years

Assumptions regarding future mortality are based on the A1967/70 for Staff/Executive and A1949/52 for Worker, issued by the Institute of Actuaries, London.

The demographic assumptions underlying the valuation are with respect to retirement age early withdrawals from service and retirement on medical grounds.

The company uses market yields on Treasury Bonds issued by the Government of Sri Lanka, matching the remaining maturity with the average working life of its employees, to determine the discount rate for its defined benefit obligation as at the reporting date.

This adjustment has been made based on the guidance provided by the Institute of Chartered Accountants of Sri Lanka in "Frequently Asked Questions (FAQs) on Use of Discount Rate under the Uncertain Economic Conditions".

Sensitivity Analysis

Values appearing in the financial statements are very sensitive to the changes in financial and non-financial assumptions used. A sensitivity was carried out as follows:

	Group	
	Rs.	Rs.
A one percentage point change in the discount rate.	+1%	-1%
As at 31 March 2026	(7,379,890)	8,217,438
As at 31 March 2025	(6,631,736)	7,415,228
A one percentage point change in the salary increment rate.	+1%	-1%
As at 31 March 2026	9,016,944	(8,228,208)
As at 31 March 2025	8,056,236	(7,316,197)

	Company	
	Rs.	Rs.
A one percentage point change in the discount rate.	+1%	-1%
As at 31 March 2026	(7,379,890)	8,217,438
As at 31 March 2025	(6,631,736)	7,415,228
A one percentage point change in the salary increment rate.	+1%	-1%
As at 31 March 2026	9,016,944	(8,228,208)
As at 31 March 2025	8,056,236	(7,316,197)

Distribution of Employee Benefit Obligation over Future Working Lifetime

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Less than or equal 1 year	9,823,573	7,128,275	9,823,573	7,128,275
Over 1 year and less than or equal 5 years	58,803,951	49,217,712	58,803,951	49,217,712
Over 5 year and less than or equal 10 years	41,618,618	29,140,476	41,618,618	29,140,476
Over 10 years	24,990,133	25,472,155	24,990,133	25,472,155
	135,236,275	110,958,619	135,236,275	110,958,619

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33. LEASE LIABILITIES

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Lease liability on right of use asset - Land	**298,029,415**	155,391,084	**-**	-
Lease liability on right of use asset - Building	**3,783,575**	29,772,007	**3,783,575**	16,026,457
Lease liability on right of use asset - Motor Vehicle	**18,646,981**	-	**18,646,981**	-
	320,459,971	185,163,090	**22,430,556**	16,026,457

33.1 Lease Liability on Right of Use Asset - Land

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at the beginning of the year	**127,909,824**	100,428,565	**-**	-
Reassement of Adjustment	**-**	6,087,030	**-**	-
Additions during the year	**184,392,443**	26,738,538	**-**	-
Accretion of interest	**35,282,453**	4,603,436	**-**	-
Paid during the year	**(49,555,306)**	(9,947,745)	**-**	-
Balance as at end of the year	**298,029,415**	127,909,824	**-**	-

33.2 Lease liability on Right-of-Use asset- Building

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at the beginning of the year	**16,026,457**	2,280,907	**16,026,457**	2,222,675
Adjustment for opening balance	**-**	(58,232)	**-**	-
Additions during the year	**-**	23,077,289	**-**	23,077,289
Accretion of interest	**2,083,438**	3,353,373	**2,083,438**	3,353,373
Paid during the year	**(14,326,320)**	(12,626,880)	**(14,326,320)**	(12,626,880)
Balance as at end of the year	**3,783,575**	16,026,457	**3,783,575**	16,026,457

33.3 Lease Liability on Right-of-Use Asset-Motor Vehicle

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at the beginning of the year	-	1,485,124	-	1,485,124
Additions during the year	19,400,000	-	19,400,000	-
Accretion of interest	490,729	21,847	490,729	21,847
Paid during the year	(1,243,748)	(1,506,971)	(1,243,748)	(1,506,971)
Balance as at end of the year	18,646,981	-	18,646,981	-

33.4 Maturity Analysis of Lease Liability as follows,

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Less than one year	8,946,378	16,492,031	6,995,364	12,242,881
2 to 5 Years	87,281,482	36,615,104	15,435,191	3,783,575
More than 5 Years	224,232,110	90,829,146	-	-
	320,459,971	143,936,281	22,430,556	16,026,456

34. TRADE AND OTHER PAYABLES

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Trade Payables	67,258,348	314,825,173	20,332,688	33,104,400
Other Payables (Note 34.1)	545,894,632	313,978,882	293,988,606	62,558,144
	613,152,980	628,804,055	314,321,294	95,662,544

34.1 Other Payables

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Accrued Expenses	253,871,576	42,063,368	180,141,390	3,980,805
EPF/ETF/PAYE Payable	15,366,156	11,881,285	14,263,260	10,747,864
VAT Payable	97,791,789	16,021,030	76,429,199	7,677,787
SSCL Payable	18,577,506	1,445,952	12,407,376	1,219,122
Other Payables	136,348,163	117,751,440	-	32,439,738
Stamp duty Payable	39,227	1,500	37,975	-
WHT Payable	9,435,444	112,319,847	5,466,949	251,371
Dividend Payable	5,242,457	5,369,457	5,242,457	5,369,457
Audit Fee Payable	9,222,315	7,125,003	-	872,000
	545,894,632	313,978,882	293,988,606	62,558,144

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35. AMOUNTS DUE TO RELATED PARTIES

For the Year Ended 31 March	Relationship	Group 2026 Rs.	Group 2025 Rs.	Company 2026 Rs.	Company 2025 Rs.
Akbar Brothers (Pvt) Ltd	Shareholder	-	8,806,407	-	8,994,377
Nsovanga Ltd	Affiliate	-	5,699,806	-	-
Sky Solar (Pvt) Ltd	Subsidiary	-	-	260,314,728	235,109,503
Bluesky EV (Pvt) Ltd	Subsidiary	-	-	-	110,016,299
Vidullanka PLC	Affiliate	4,952,000	-	-	-
Arinma Power (Pvt) Ltd	Affiliate	3,527,770	-	-	-
		8,479,770	14,506,213	260,314,728	354,120,179

36. RELATED PARTY DISCLOSURES

36.1 Key Management Personnel

The details of the significant related party disclosure are as follows;

According to the Sri Lankan Accounting standards (LKAS) 24 - Related party disclosure “Key Management Personnel” are those having the authority and responsibility for planning, directing and controlling the activities of the entity. Accordingly, the Directors (including executive and non-executive directors) have been classified as KMP of the company.

(i) Key Management Personnel compensation is disclosed in note 36.2 to the financial statements

Name of the related party	Relationship	Nature of transaction	Value of transaction Rs.	Group 2026 Rs.	Company 2025 Rs.
Akbar Brothers (Pvt) Ltd	Shareholder	Opening balance	(8,994,377)		
		Rent & management fee	37,868,863		
		Intercompany Interest	(200,791)		
		WHT on Interest	20,079		
		Settlements	(28,693,774)		
		Closing balance	-	-	-
Daily Life Renewable Energy (Pvt) Ltd	Subsidiary Company	Opening balance	1,270,474		
		Share of cost	28,769,647		
		Settlements	(443,360,590)		
		Management Fees & Service Fee	50,965,404		
		Dividend	363,062,480		
		InterCo interest	797,953		
		WHT on Interest	(79,795)		
		Closing balance	1,425,572	-	1,425,572

36.1 Key Management Personnel and related companies

Name of the related party	Relationship	Nature of transaction	Value of transaction Rs.	Group 2026 Rs.	Company 2026 Rs.
Beta Power (Pvt) Ltd	Subsidiary company	Opening balance	6,202,078		
		Share of cost	13,228,377		
		Settlements	(119,417,183)		
		Dividend	66,948,210		
		Management Fees & Service fees	107,957,724		
		InterCo interest	1,312,358		
		WHT on Interest	(131,237)		
		Closing balance	76,100,327	-	**76,100,327**
Joule Power (Pvt) Ltd	Subsidiary company	Opening balance	6,202,078		
		Share of cost	6,960,160		
		Settlements	(160,002,884)		
		Management Fees & Service fees	104,957,724		
		Dividend	110,238,030		
		InterCo interest	115,726		
		WHT on Interest	(11,574)		
		Closing balance	68,459,262	-	**68,459,262**
Nirmalapura Wind Power (Pvt) Ltd	Associate company	Opening balance	67,808,046		
		Dividend Paid	11,500,000		
		Management fee	82,045,487		
		Other Expenses	9,956,464		
		InterCo interest	735,840		
		Settlements	(165,135,135)		
		WHT on Interest	(73,584)		
		Closing balance	6,837,118	**6,837,118**	**6,837,118**
Suryadhanavi (Pvt) Ltd	Subsidiary company	Opening balance	1,210,259		
		Management fee	228,690,535		
		Interest Charge	-		
		WHT on Inter Company Interest	-		
		Settlements	(228,690,531)		
		Closing balance	1,210,264	-	**1,210,264**
Hirujanani (Pvt) Ltd	Subsidiary company	Opening balance	-		
		Management fee	(10,411,236)		
		Interest Charge	-		
		WHT on Inter Company Interest	-		
		Settlements	10,264,207		
		Closing balance	(147,028.60)	-	**(147,029)**
Sunny Clime Lanka (Pvt) Ltd	Subsidiary company	Opening balance	169,394		
		Management fee	9,156,888		
		Interest Charge	(584,726)		
		WHT on Inter Company Interest	58,473		
		Settlements	(8,617,090)		
		Closing balance	182,939	-	**182,939**

36. RELATED PARTY DISCLOSURES (CONTD)

36.1 Key Management Personnel and related companies (CONTD)

Name of the related party	Relationship	Nature of transaction	Value of transaction Rs.	Group 2026 Rs.	Company 2026 Rs.
Seruwawila Photovoltaic Pvt Ltd	Subsidiary company	Opening balance	169,394		
		Management fee	2,195,388		
		Settlements	(2,169,517)		
		Dividend	-		
		Fund Transfers	(123,201)		
		WHT on Inter Company Interest	-		
		Interest Charge	110,874		
		Closing balance	182,939	**-**	**182,939**
Solar One Ceylon Pvt Ltd	Associate company	Opening balance	2,592,706		
		Management fee	33,601,500		
		Settlements	(8,192,959)		
		Dividend Paid	-		
		InterCo interest	-		
		WHT on Inter Company Interest	-		
		Closing balance	28,001,246	**28,001,246**	**28,001,246**
Powergen Lanka (Pvt) Ltd	Subsidiary company	Opening balance	1,270,473		
		Management fee	16,465,404		
		Share of cost	-		
		Settlements	(8,833,305)		
		Dividend Paid	-		
		InterCo interest	780,268		
		WHT on Interest	(78,027)		
		Closing balance	9,604,813	**-**	**9,604,813**
Vidatamunai Wind Power (Pvt) Ltd	Subsidiary company	Opening balance	45,713,994		
		Share of cost	4,824,218		
		Management fee	16,465,404		
		Settlements	(19,850,566)		
		InterCo interest	4,594,876		
		WHT on Interest	(459,488)		
		Closing balance	51,288,438	**-**	**51,288,438**
Seguwanthivu Wind Power (Pvt) Ltd	Subsidiary company	Opening balance	1,570,473		
		Share of cost	5,398,313		
		Management & O&M fee	16,465,404		
		Settlements	(16,741,325)		
		Dividend	-		
		InterCo interest	187,459		
		WHT on Interest	(18,746)		
		Closing balance	6,861,579	**-**	**6,861,579**

Name of the related party	Relationship	Nature of transaction	Value of transaction Rs.	Group 2026 Rs.	Company 2026 Rs.
Vydexa Lanka Power Corporation (Pvt) Ltd	Subsidiary company	Opening balance	3,347,298		
		Share of cost	-		
		InterCo interest	1,363,999		
		Management Fees	40,167,660		
		Settlements	(34,882,030)		
		Other Expenses	23,476,115		
		WHT on Interest	-		
		Closing balance	33,473,041	-	**33,473,041**
Solar Universe (Pvt) Ltd	Subsidiary company	Opening balance	24,285,813		
		Share of cost	-		
		Management Fees	93,002,540		
		InterCo interest	363,150		
		WHT on Interest	(36,315)		
		Settlements	(101,376,470)		
		Closing balance	16,238,718	-	**16,238,718**
Sky Solar (Pvt) Ltd	Subsidiary company	Opening balance	(235,109,503)		
		InterCo interest	(21,788,004)		
		Management fee	3,658,980		
		Inter Company Settlements	3,829,138		
		WHT on Interest	-		
		Fund Transfer	(10,905,339)		
		Closing balance	(260,314,728)	-	**(260,314,728)**
Kebetigollewa Solar Power (Pvt) Ltd	Subsidiary company	Opening balance	1,404,433		
		Settlements	(428,809,523)		
		Dividend	-		
		O&M Services	428,104,426		
		Share of Cost	-		
		InterCo interest	2,183,179		
		WHT on Interest	(218,318)		
		Closing balance	2,664,197	-	**2,664,197**
HPD Power (Pvt) Limited	Subsidiary company	Opening balance	21,782,132		
		InterCo interest	1,843,607		
		Settlements	(73,486,863)		
		Management fee	1,829,484		
		Fund Transfer	(3,387,263)		
		Dividend	51,571,355		
		WHT on Inter Compnay Interest	-		
		Closing balance	152,451	-	**152,451**
Peak Power Delta (Pvt) Ltd	Subsidiary company	Opening balance	141,156		
		Management fees	1,829,484		
		Settlements	(1,818,189)		
		Closing balance	152,451	-	**152,451**

36. RELATED PARTY DISCLOSURES (CONTD)

36.1 Key management personnel and related companies (CONTD)

Name of the related party	Relationship	Nature of transaction	Value of transaction Rs.	Group 2026 Rs.	Company 2026 Rs.
Terraqua International (Pvt) Ltd	Subsidiary company	Opening balance	127,050		
		Management fees	1,646,544		
		Settlements	(1,744,650)		
		InterCo interest	108,265		
		WHT on Inter Compnay Interest	-		
		Closing balance	137,209	-	**137,209**
Terraqua Kokawita (Pvt) Ltd	Subsidiary company	Opening balance	127,050		
		Management fees	1,646,544		
		InterCo interest	-		
		Settlements	(1,636,385)		
		WHT on Inter Compnay Interest	-		
		Closing balance	137,209	-	**137,209**
Melanka Power (Pvt) Ltd	Subsidiary company	Opening balance	141,157		
		Management fees	1,829,486		
		Settlements	(1,818,045)		
		Fund transfer	(48,721,460)		
		InterCo interest	1,458		
		Dividend Paid	48,720,002		
		WHT on Inter Compnay Interest	(146)		
		Closing balance	152,452	-	**152,452**
Energy Reclamation (Pvt) Ltd	Subsidiary company	Opening balance	127,050		
		Management fees	1,646,539		
		InterCo Interest	15,856		
		Settlements	(1,650,651)		
		WHT on Inter Compnay Interest	(1,586)		
		Closing balance	137,209	-	**137,209**
Hiruras Power (Pvt) Ltd	Subsidiary company	Opening balance	41,742,921		
		Management fees	41,163,516		
		Rent Expenses	384,856		
		Share of cost	43,961,436		
		Settlements	(282,182,295)		
		Intercompany Interest	(435,700)		
		Dividend	187,000,000		
		WHT on Inter Compnay Interest	43,570		
		Closing balance	31,678,303	-	**31,678,303**
Blue Sky EV (Pvt) Ltd	Subsidiary company	Opening balance	(110,016,299)		
		Intercompany Settlement	119,065,015		
		InterCo interest	(10,054,130)		
		WHT on Inter Compnay Interest	1,005,413		
		Closing balance	-	-	-

Name of the related party	Relationship	Nature of transaction	Value of transaction Rs.	Group 2026 Rs.	Company 2026 Rs.
Satva Automotive (Pvt) Ltd	Subsidiary company	Opening balance	40,389,466		
		Share of cost	874,656		
		Intercompany Settlement	30,000,000		
		InterCo interest	4,719,042		
		WHT on Inter Compnay Interest	(471,904)		
		Closing balance	75,511,260	**-**	**75,511,260**
Sooryashakthi (Pvt) Ltd	Subsidiary company	Opening balance	-		
		Share of Cost	17,370,508		
		WHT on Inter Compnay Interest	-		
		Closing balance	17,370,508		**17,370,508**
Energenix (Pvt) Ltd	Subsidiary company	Opening balance	-		
		Share of cost	1,019,789		
		Intercompany Settlement	96,896		
		Management Fees	484,103		
		InterCo interest	15,262		
		WHT on Inter Compnay Interest	1,526		
		Closing balance	1,617,577	**-**	**1,617,577**
DiyaJanani (Pvt) Ltd	Subsidiary company	Opening balance	-		
		Share of cost	3,332,396		
		Closing balance	3,332,396	**-**	**3,332,396**
Safe Power International (Pvt) Ltd	Subsidiary company	Opening balance	-		
		Share of cost	4,780,735		
		Intercompany Settlement	-		
		InterCo interest	-		
		WHT on Inter Compnay Interest	-		
		Closing balance	4,780,735	**-**	**4,780,735**
Rividhanavi (Pvt) Ltd	Joint Venture	Opening balance	-		
		Share of cost	8,615,970		
		Closing balance	8,615,970	**8,615,970**	**8,615,970**
Vidullanka PLC	Affiliate	Opening balance			
		Share of cost	48,000		
		Intercompany Settlement	(5,000,000)		
		Closing balance	(4,952,000)	**(4,952,000)**	
Arinma Power (Pvt) Ltd	Affiliate	Opening balance	(3,414,745)		
		Share of cost	(113,025)		
		Closing balance	(3,527,770)	**(3,527,770)**	

Notes to the Financial Statements

36. RELATED PARTY DISCLOSURES (CONTD)

36.2 Transactions maintained with related entities

Key Management Personnel comprise of the Directors of the WindForce PLC and details of transactions held with them are as follows.

(i) Loans to Key Management Personnel

No loans have been granted to the directors of the company.

(ii) Loans received from Key Management Personnel

No loans have been obtained from the directors of the company.

(iii) Key Management Personnel compensation

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Short-term employee benefits - cash	117,102,063	108,239,857	117,102,063	108,239,857

36.3 Terms and conditions of transactions with related parties

Transactions with related parties are carried out in the ordinary course of business. Outstanding current account balances at the year end are unsecured, and settlement occurs in cash.

Interest on related party transaction balances is charged at AWPLR + 1.5%. Sales to and purchases from related parties are made on terms equivalent to those prevailing in arm's length transactions.

37. CAPITAL COMMITMENTS, GUARANTEES AND CONTINGENT LIABILITIES

The Group and Company are subject to contingent liabilities and contractual commitments arising in the ordinary course of business. These include corporate guarantees issued in support of borrowings of subsidiaries, letters of credit, bank guarantees, performance bonds, legal claims and capital commitments. Management assesses these exposures at each reporting date in accordance with the requirements of LKAS 37 – Provisions, Contingent Liabilities and Contingent Assets, SLFRS 7 – Financial Instruments: Disclosures and SLFRS 9 – Financial Instruments.

37.1 Capital commitments

Company

Capital expenditure contracted for but not provided for in the financial statements is as follows:

Description	2026 Rs.
BESS Projects Under Construction	
Storex (Pvt) Ltd (12 Locations)	2,219Mn

Group companies

Capital expenditure contracted for but not provided for in the financial statements is as follows:

Description	2026 Rs.
BESS Projects Under Construction	
Storex (Pvt) Ltd (13 Locations)	2,376 Mn

37.2 Gurantees

Company

Corporate Guarantees

The Company has issued corporate guarantees to banks and financial institutions in support of financing facilities obtained by subsidiaries and other investee entities. The maximum exposure under such guarantees represents the outstanding facility amount or such lower amount specified in the guarantee documentation.

Beneficiary	Relationship	Currency	Value as at 31.03.2026
Sky Solar (Pvt) Ltd	Subsidiary	LKR	126Mn
Rividhanavi (Pvt) Ltd	Joint Venture	LKR	1,192Mn

Management has assessed the financial performance, debt service capacity and projected cash flows of the respective entities and is of the view that no material loss is expected to arise under these guarantees as at the reporting date.

Bank Guarantees

The Group has provided and obtained various guarantees in connection with project development, EPC contracts, operational activities and regulatory requirements.

Company

Nature of Guarantee	Bank Name	Outstanding balance as at 31.03.2026
Performance Bonds	Seylan Bank PLC	54Mn
Performance Bonds	Nations Trust Bank PLC	400Mn
Performance Bonds	DFCC Bank PLC	1188 Mn

Group

Company Name	Nature of Guarantee	Bank Name	Outstanding balance as at 31.03.2026
Windforce PLC	Performance Bonds	Seylan Bank PLC	54Mn
Windforce PLC	Performance Bonds	Nations Trust Bank PLC	400Mn
Windforce PLC	Performance Bonds	DFCC Bank PLC	1188 Mn
Soorayashakthi (Pvt) Ltd	Customs Guarantees	Seylan Bank PLC	496Mn
Solar Universe (Pvt) Ltd	Customs Guarantees	Seylan Bank PLC	156Mn
Hiruras Power (Pvt) Ltd	Customs Guarantees	Sampath Bank PLC	1,170Mn
Diyajanani (Pvt) Ltd	Customs Guarantees	Sampath Bank PLC	64Mn
Kebithigollawa Solar Power (Pvt) Ltd	Customs Guarantees	Amana Bank PLC	311.3Mn

Notes to the Financial Statements

37. CAPITAL COMMITMENTS, GUARANTEES AND CONTINGENT LIABILITIES (CONTD)

37.3 Letters of Credit and Trade Finance Instruments

The Group utilizes letters of credit and other trade finance instruments primarily for the importation of solar modules, wind turbine components, battery energy storage systems, plant and machinery, spare parts and other project-related equipment.

Company

There were no material Letters of Credit and Trade financial instruments outstanding as at the reporting date.

Group

Company Name	Type of Instrument	Beneficiary	Bank Name	LC Value USD
Diyajanani (Pvt) Ltd	Sight Letters of Credit	Hentong Global Business Co Ltd	Commercial Bank of Ceylon PLC	188,220
		Sungrow FPV Sci & Tech Co Ltd.	Sampath Bank PLC	252,073
		King Sun Estate Pte. Ltd	Sampath Bank PLC	131,052

37.4 Contingent liabilities

Group companies

There were no contingent liabilities as at 31st March, 2026 that require adjustment to or disclosure in the Financial Statements, other than those disclosed below,

Hiruras Power (Pvt) Ltd

H.C (Civil) Case No.251/2023/MR

Hiruras Power (Pvt) Ltd. Inititated legal action in the High Court against LOLC General Insurance on 10th November 2023, seeking to recover a sum of Rs 385 Mn for damages sustained to property and equipment because of a crane accident.

However, the merits and demerits of the case cannot be evaluated until a judgment is delivered by the High Court Judge.

CHC/156/24/MR

Case filed by Senok Trade Combine (Pvt) Ltd Claiming Crane damage during the construction, EURO 4,000,000/- or LKR equivalent, recovery of sum of LKR 1,930,500,000/- and further monthly damages allegedy amounting to Rs 87,750,000/- per month from October 2022 until restroration/payment.

Vydexa (Lanka) Power Corporation (Pvt) Ltd

The project is constructed on a leasehold land. Approval has been granted to BOI by the Cabinet of Ministers on 17th May 2016 to transfer the said land (extent of 22.0718 HA) in Nedun Kulam, Vavuniya to the project on lease hold terms. Lease agreement with BOI is still not signed and is in the process of approval . The entire lease rental is to be paid in a single instalment based on the valuation by the government Chief valour. This valuation has not been finalized and as such the Liability is unknown.

Sunny Clime Lanka (Pvt) Ltd

The project has been developed on leasehold land; however, approval from the Land Commissioner General's Department and the Divisional Secretariat of Vavuniya is still pending. Consequently, the lease agreement remains in the approval process. The company has made the necessary provision to recognized the lease liability in its financial statement.

Seruwawila Photovoltaic (Pvt) Ltd

The project has been developed on leasehold land; however, approval from the Land Commissioner General's Department and the Divisional Secretariat of Vavuniya is still pending. Consequently, the lease agreement remains in the approval process. The company has made the necessary provision to recognized the lease liability in its financial statement.

Seguwanthivu Wind Power (Pvt) Ltd

H.C. (Civil) Case No. 251/2017/MR

Mr. Vinod M. De Costa filed this case against Seguwantivu Wind Power (Pvt) Ltd., seeking the recovery of a sum of money with interest, allegedly due for consultancy services provided to the company. The Supreme Court has directed that the trial be proceeded with. However, the merits or demerits of the case cannot be commented upon until a decision is delivered by the High Court Judge.

Vidatamunai Wind Power (Pvt) Ltd

H.C. (Civil) Case No. 251/2017/MR

Mr. Vinod M. De Costa filed this case against Vidatamunai Wind Power (Pvt) Ltd., seeking the recovery of a sum of money with interest, allegedly due for consultancy services provided to the company. The Supreme Court has directed that the trial be proceeded with. However, the merits or demerits of the case cannot be commented upon until a decision is delivered by the High Court Judge.

Rividhanavi (Pvt) Ltd

All matters related to Rividhanavi (Pvt) Ltd are pertaining to the access road to the project site. However, an alternative lawful means of access to the site has been identified and developed, and the project construction activities have already commenced utilizing such access. Accordingly, the said cases have no material adverse impact on the project or its implementation.

1. 2784/L – District Court of Monaragala

The Plaintiff sought Enjoining Orders at the very first instance, and the Enjoining Order was granted on 01.07.2024. The Defendant thereafter made an application under Section 664(3) of the Civil Procedure Code seeking the vacation of the said Enjoining Order; however, the Learned District Judge refused to vacate the same by Order dated 11.07.2024. The Defendant subsequently appealed the said Order of the Learned District Judge to the Civil Appellate High Court of Badulla, whereupon an Interim Order was granted staying the Order of the Learned District Judge and vacating the Enjoining Order by Order dated 24.07.2024. The Interim Injunction Inquiry was conducted by way of Written Submissions, and the Interim Injunction sought by the Plaintiff (Athimale) was not granted by Order dated 11.09.2025.The matter was thereafter fixed for Answer.B101 However, the matter will be mentioned on 18.02.2026 for the consideration of the Intervention Papers filed by the Sustainable Energy Authority.

2. HC RE 23/2025 - High Court of Monaragala

This revision application has been filed by Ethimale Plantation Company challenging the order made by the learned Magistrate of Siyabalanduwa, which was issued in our favor based on objections submitted by us. At the initial stage, the learned High Court Judge has expressed a preliminary view that there appears to be no exceptional or sufficient grounds to maintain this revision application. Objections have already been filed by Rividhanavi, and the matter has been fixed for the filing of counter objections by the opposing party.

3. HC/WRIT/06/2025 - High Court of Monaragala

Ethimale filed a writ application alleging that the Pradeshiya Sabha's gazetting procedure for the road was improper. We were not initially made a party to the case. We intervened in the proceedings on 12th February, and our objections have been filed. Ethimale will file the Counter objections in the registry and will serve a copy to Rividhanavi.

4. 20341 MC Siyabalanduwa

Rividhanavi has filed an action for an Interim Order under Section 67(3) of the Primary Courts Ordinance against Ethimale Plantation. This case is laid-by until judgment of case No. HC RE 23/2025 High Court of Monaragala.

Notes to the Financial Statements

38. EVENTS OCCURRING AFTER THE REPORTING DATE

There have been no material events occurring after the reporting date that require adjustment to or disclosure in the Financial Statements, other than those disclosed below.

39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial liabilities, other than derivatives, comprise loans and borrowings, trade and other payables. The main purpose of these financial liabilities is to finance the Group's operations and to provide guarantees to support its operations. The Group has loan and other receivables, trade and other receivables, and cash and short-term deposits that arise directly from its operations. Accordingly the Group has exposure to namely Credit Risk, Liquidity Risk, Currency Risk and Market Risks from its use of financial instruments.

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk.

39.1 Financial risk management framework

The Board of Directors has the overall responsibility for the establishment and oversight of the group's financial risk management framework which includes developing and monitoring the Group's financial risk management policies.

The Group financial risk management policies are established to identify, quantify and analyse the financial risks faced by the Group, to set appropriate risk limits and controls and to monitor financial risks and adherence to limits. Financial risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities.

The Windforce PLC Audit Committee oversees how management monitors compliance with the Group's financial risk management policies and procedures and reviews the adequacy of the financial risk management framework in relation to the risks faced by the Group.

39.2 Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily for trade receivables) and from its financing activities, including deposits with banks and financial institutions.

Trade and other receivables

The trade receivables are due from the Ceylon Electricity Board which is the primary government institution responsible for distributing electricity to the general public. Credit risk in relation to electricity sales to the government institution is low as the probability of default is insignificant; in the past experience the customer has not defaulted payments at any occasion. The Group maintains a regular and healthy communication relationship in order to recover all the balances due.

Investments

Credit risks from invested balance with the financial institutions are managed by the Board of Directors. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to them. The limits are set to minimize the concentration of risks and therefore mitigate financial loss through potential counterparty's failure.

The Group held short term investments of Rs.3,995 Mn as at 31st March 2026 (2025 – Rs.3,053 Mn) which represents the maximum credit exposure on these assets.

Credit Risk Exposure

The maximum risk exposure of financial assets which are generally subject to credit risk are equal to their carrying amounts. Following table shows the maximum risk positions.

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Trade and Other Receivables	**3,218,920,800**	1,628,664,523	**877,210,758**	211,154,632
Amounts due from Related Parties	**46,183,013**	80,357,083	**446,453,212**	267,794,895
Cash and Cash Equivalents	**2,101,541,960**	1,192,968,901	**733,456,039**	325,922,343
Total credit risk exposure	**5,366,645,773**	2,901,990,507	**2,057,120,008**	804,871,869

39.3 Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group does not concentrate on a single financial institution, thereby minimizing the exposure to liquidity risk through diversification of funding sources. The Group aims to fund investment activities of the individual and Group level by funding the long-term investment with long term financial sources and short term investment with short term financing. Where necessary the Group consults the Treasury Department and Strategic Business Development Unit in Parent Company for scrutinizing the funding decisions.

The Table below summarizes the maturity profile of the Groups financial liabilities based on contractual undiscounted payments.

For the Year Ended 31 March	On Demand Rs. '000	Less than 3 Months Rs. '000	3 to 12 Months Rs. '000	2 to 5 Months Rs. '000	>5 years Rs. '000	Total Rs. '000
Group						
Lease liability on right of use asset - Land	-	2	10	170	348	530
Lease liability on right of use asset - Building	-	4	-	15	-	4
Lease liability on right of use asset - Motor Vehicle	-	-	-	-	-	-
Interest bearing loans & borrowing	-	1,800	1,421	9,185	-	12,406
Bank overdraft	48	-	-	-	-	48
	48	1,806	1,431	9,355	-	12,988

Notes to the Financial Statements

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39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD)

For the Year Ended 31 March	On Demand Rs. '000	Less than 3 Months Rs. '000	3 to 12 Months Rs. '000	2 to 5 Months Rs. '000	>5 years Rs. '000	Total Rs. '000
Company						
Lease liability on right of use asset - Land	-	-	-	-	-	-
Lease liability on right of use asset - Building	-	4	-	-	-	4
Lease liability on right of use asset - Motor Vehicle	-	1	4	14	-	19
Interest bearing loans & borrowing	-	1,800	76	-	-	1,876
Bank overdraft	1	-	-	-	-	1
	1	1,805	80	14	-	904
Group						
Lease liability on Right-of-Use asset- Land	-	1	3	33	91	128
Lease liability on Right-of-Use asset- Building	-	3	9	4	-	16
Lease liability on right of use asset - Motor Vehicle	-	-	-	-	-	-
Interest bearing loans & borrowing	-	345	1,034	9,049	-	10,427
Bank Overdraft	3	-	-	-	-	3
	3	349	1,046	9,086	91	10,574
Company						
Lease liability on Right-of-Use asset- Land	-	-	-	-	-	-
Lease liability on Right-of-Use asset- Building	-	3	9	4	-	16
Lease liability on right of use asset - Motor Vehicle	-	-	-	-	-	-
Interest bearing loans & borrowing	-	81	244	72	-	398
Bank Overdraft	1	-	-	-	-	-
	1	85	254	76	-	414

39.4 Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market prices comprise four types of risk: interest rate risk, currency risk & other price risk such as equity price risk. Financial instrument affected by market risk include loans & borrowings, deposits, available for sale investment & derivative financial instruments.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's long-term debt obligations with floating interest rates.

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings.

The Group's profit before tax is affected through the impact on floating rate borrowings as follows.

Year	Increase/ Decrease in Basis Points	Group Effect on Profit Before Tax	Company Effect on Profit Before Tax
2026	+/- 100	+/- 114.17 Mn	+/- 11.37 Mn
2025	+/- 100	+/- 101.9 Mn	+/- 6.5 Mn

39.5 Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group has exposure to foreign currency risk where it has cash flows in overseas operations and foreign currency transactions which are affected by foreign exchange movements.

	Group		Company	
For the Year Ended 31 March	Increase/ (decrease) in exchange rate USD	Effect on Profit before tax Rs.	Increase/ (decrease) in exchange rate USD	Effect on Profit before tax Rs.
2026	+10%	(130,356,028)	+10%	(7,636,886)
	-10%	130,356,028	-10%	7,636,886
2025	+10%	(221,486,549)	+10%	(41,719,431)
	-10%	221,486,549	-10%	41,719,431

39.6 Capital management

The Group's policy is to retain a strong capital base so as to maintain investor, creditor & market confidence and to sustain future development of the business. Capital consists of share capital, reserves, retain earning & non-controlling interest of the Group. The Board of Directors monitors the return on capital, interest covering ratio, dividend to ordinary shareholders.

The gearing ratio at the reporting date is as follows.

	Group		Company	
For the Year Ended 31 March	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Interest bearing borrowing	**12,406**	10,427	**1,876**	398
Equity	**28,976**	26,399	**23,019**	21,443
Equity & interest - bearing loans and borrowings	**41,382**	36,826	**24,895**	21,841
Gearing ratio	**30%**	28%	**8%**	2%

FIVE YEAR SUMMARY

	2025/2026		2024/2025	
Summary of Income Statement	**Group Rs '000**	**Company Rs'000**	**Group Rs '000**	**Company Rs'000**
Revenue	**8,040,257**	**1,251,109**	6,902,690	579,715
Billing under the Standardized Power Purchase Agreement	**649**	**-**	708,478	-
Gross Profit	**4,250,304**	**808,867**	4,129,230	464,138
Net Profit/(Loss) Before finance cost	**3,096,003**	**1,793,069**	3,386,240	2,909,135
Profit/(Loss) before Taxation	**2,453,741**	**1,673,786**	2,949,902	2,783,213
Taxation	**-302,505**	**-249,746**	-700,213	-346,999
Profit/(Loss) After Tax	**2,151,236**	**1,424,039**	2,249,690	2,436,215
Profit/(Loss) Attributable to Non-Controlling Share Holders	**611,647**	**-**	462,612	-

	As at 31.03.2026		As at 31.03.2025	
Summary of Financial Position	**Group Rs '000**	**Company Rs'000**	**Group Rs '000**	**Company Rs'000**
Capital and Reserves				
Stated Capital	**18,341,653**	**18,341,653**	18,226,456	18,226,456
Retained Earnings	**6,048,666**	**4,641,371**	4,510,596	3,217,061
Other Component of Equity	**195,475**	**46,871**	-49,818	-
Foreign Exchange Reserve	**813,554**	**-**	579,951	-
Fair Value Reserves	**-7,574**	**-7,574**		
Cash Flow Hedge Reserve	**-3,358**	**-3,358**	-530	-530
Total Equity Attributable to Equity Holders of the Company	**25,388,416**	**23,018,963**	23,266,655	21,442,987
Non-Controlling Interest	**3,587,179**	**-**	3,132,617	-
Total Equity	**28,975,595**	**23,018,963**	26,399,272	21,442,987
Asset and Liabilities				
Current Assets	**10,885,457**	**4,910,546**	7,092,144	2,740,760
Current Liabilities	**3,900,024**	**2,458,743**	2,040,838	788,583
Net Current Assets	**6,985,433**	**2,451,804**	5,051,307	1,952,177
Property, Plant and Equipment	**24,781,963**	**188,108**	24,796,113	161,955
Other Non Current Assets	**8,414,624**	**20,529,722**	7,536,195	19,515,487
Non Current Liabilities	**11,206,425**	**150,671**	10,984,342	186,631
Net Assets	**28,975,595**	**23,018,963**	26,399,272	21,442,987

2023/2024		2022/2023		2021/2022	
Group Rs '000	Company Rs'000	Group Rs '000	Company Rs'000	Group Rs '000	Company Rs'000
5,851,800	523,611	4,953,490	419,319	4,367,373	274,181
664,459	-	-	-	-	-
3,864,543	426,340	3,001,228	367,950	2,713,204	274,181
3,270,386	2,811,291	3,017,671	956,536	2,538,446	2,281,443
2,555,104	2,459,010	2,358,936	479,072	2,237,825	1,972,666
-804,509	22,344	-576,078	-52,827	-285,998	-151,526
1,750,594	2,481,354	1,782,857	426,245	1,951,827	1,821,140
201,048	-	302,913	-	376,893	-

As at 31.03.2024		As at 31.03.2023		As at 31.03.2022	
Group Rs '000	Company Rs'000	Group Rs '000	Company Rs'000	Group Rs '000	Company Rs'000
18,226,456	18,226,456	18,226,456	18,226,456	18,226,456	18,226,456
4,178,500	2,135,127	3,947,847	1,011,104	2,494,597	573,115
-	-	-	-	-	-
597,540	-	744,383	-	159,423	-
	-	-	-	-	-
-8,313	-8,313	-97,973	-97,973	-	-
22,994,184	20,353,271	22,820,713	19,139,587	20,880,477	18,799,571
2,465,350	-	2,378,607	-	1,940,457	-
25,459,534	20,353,271	25,199,321	19,139,587	22,820,934	18,799,571
7,261,345	2,966,873	10,722,441	5,380,107	9,062,317	4,972,064
2,928,451	851,241	4,911,517	2,969,912	2,450,764	1,304,055
4,332,894	2,115,632	5,810,924	2,410,196	6,611,553	3,668,008
23,017,695	41,741	21,491,328	71,152	14,629,777	59,605
7,762,821	18,684,974	7,588,469	17,304,420	6,827,043	16,236,835
9,653,875	489,076	9,691,400	646,181	5,247,439	1,164,878
25,459,534	20,353,271	25,199,321	19,139,587	22,820,934	18,799,571

INVESTOR INFORMATION

ANALYSIS OF SHAREHOLDERS ACCORDING TO THE NUMBER OF SHARES AS AT 31ST MARCH 2026

	Resident			Non-Resident			%		
No of Shares held	Number of Shareholders	Number of Shares	%	Number of Shareholders	Number of Shares	%	Number of Shareholders	Number of Shares	%
1 to 1,000	4,029	1,232,319	0.09%	12	4,195	0.00%	4,041	1,236,514	0.09%
1,001 to 10,000	1,881	7,441,200	0.55%	9	34,940	0.00%	1,890	7,476,140	0.55%
10,001 to 100,000	702	23,913,674	1.77%	12	462,403	0.03%	714	24,376,077	1.80%
100,001 to 1,000,000	149	36,388,241	2.69%	6	1,339,439	0.10%	155	37,727,680	2.79%
1,000,001 and over	28	1,146,755,623	84.67%	8	136,731,855	10.10%	36	1,283,487,478	94.77%
Total	6,789	1,215,731,057	89.77%	47	138,572,832	10.23%	6,836	1,354,303,889	100.00%

Shareholders by category as at 31st March 2026

Categories of Shareholders	Number of Shareholders	Number of Shares
Individual	6,594	146,792,764
Institutional	242	1,207,511,125
Total	6,836	1,354,303,889

TWENTY MAJOR SHAREHOLDERS

		31st March 2026	
	Shareholders	Number of Shares	Holding %
1	Akbar Brothers (Pvt) Ltd	492,754,404	36.38%
2	Hirdaramani (Pvt) Ltd	279,211,864	20.62%
3	Mona Exports (Pvt) Ltd	126,638,666	9.35%
4	BBH-Tundra Sustainable Frontier Fund	70,500,000	5.21%
5	Amaliya (Pvt) Ltd	44,676,827	3.30%
6	Mr. K.B.M.I. Perera	43,125,052	3.18%
7	BBH -Tundra Shikari Global	39,019,719	2.88%
8	Hirdaramani Power Private Limited	31,827,927	2.35%
9	Quick Tea (Pvt) Ltd	16,568,003	1.22%
10	Mr. H.M. Udeshi	14,550,000	1.07%
11	Tea House (Pvt) Ltd	13,092,218	0.97%
12	J.B. Cocoshell (Pvt) Ltd	12,804,500	0.95%
13	Cocoshell Activated Carbon Company (Pvt) Ltd	12,540,000	0.93%
14	Saboor Chatoor (Pvt) Ltd	8,300,000	0.61%
15	Mr. M.K.T. Darwazeh	7,413,761	0.55%
16	Mr. S.K.T. Darwazeh	7,413,761	0.55%
17	Mouldex (Pvt) Ltd	7,401,648	0.55%
18	Marina Blue (Pvt) Ltd	6,969,184	0.51%
19	Employees Trust Fund Board	4,601,894	0.34%
20	Falcon Trading (Pvt) Ltd	4,325,314	0.32%
	Other Shareholders	110,569,147	8.16%
	Total	1,354,303,889	100.00%

COMPUTATION % OF PUBLIC SHAREHOLDING AS AT 31ST MARCH 2026

Related Companies

Name of Related Company	Number of Shares
Akbar Brothers (Pvt) Ltd	492,754,404
Falcon Trading (Pvt) Ltd	4,325,314
Quick Tea (Pvt) Ltd	16,568,003
Rosewood (Pvt) Ltd	1,500,000
Hirdaramani (Pvt) Ltd	279,211,864
Hirdaramani Power (Pvt) Ltd	31,827,927
Mona Exports (Pvt) Ltd	126,638,666
Mouldex (Pvt) Ltd	7,401,648
Total	960,227,826

Directors Shareholding

Board of Directors	Number of Shares
Mr. R. P. Pathirana	1,963,323
Mr. A. A. Akbarally	166,145
Mr. K. B. M. I. Perera	43,125,052
Mr. Huzefa Akbarally	166,145
Mr. Hussain Akbarally	166,145
Mr. V. K. Hirdaramani	186,145
Mrs. Saumya Amarasekera	-
Mr. Savantha De Saram	-
Mr. H.M. Udeshi	14,550,000
Mr. Sanjay Kulathunga	-
Spouse, Children Under/Over 18 of Director	523,429
Total	60,846,384

Chief Executive Officer

Chief Executive Officer	Number of Shares
Mr. J. B. S. L. Wimalasena	500,000

Computation % of Public Shareholding as at 31st March 2026

Issued Share Capital as at 31st March 2026	1,354,303,889
Related Companies	960,227,826
Directors Shareholding	60,322,955
Spouse, Children Under/Over 18 of Director	523,429
Chief Executive Officer	500,000
Spouse, Children Under/Over 18 Years & Close Family Members of CEO	3,990
Public Holding	332,725,689
Public Holding as a % of Issued Share Capital	24.57%

SHARE PRICE INFORMATION

For the year ended 31st March	2026 Rs.	2025 Rs.
Highest	**56.10**	27.80
Lowest	**22.90**	19.20
Closing	**45.00**	25.00
No. of Transactions during the year	**36,700**	11,105
No. of Shares traded during the year	**59,267,138**	108,578,681
Value of Shares Traded (Rs.)	**2,457,209,309**	2,241,653,419
Market Capitalisation (Rs.)	**60,943,675,005**	33,769,223,550

EMPLOYEE SHARE OPTION PLAN

	Date of Grant	Employee Category	Shares Granted	Expiry Date	Option Grant Price (Rs.)	Exercised	Cancelled		Expired	Outstanding			End/ Current Price
							Due to Resignation	Due to Performance		Total	Vested	Unvested	
Grant 1	8/21/2025		13,507,689	8/21/2028	25.77	3,534,947	-	-	-	9,972,742	3,218,898	6,753,845	
		Executive Directors	1,480,689			-	-	-	-	1,480,689	740,345	740,345	
		Other Employees	12,027,000			3,534,947	-	-	-	8,492,053	2,478,553	6,013,500	

INDEPENDENT PRACTITIONER'S ASSURANCE REPORT TO THE BOARD OF DIRECTORS

Shape the future with confidence

Ernst & Young
Chartered Accountants
Rotunda Towers
No. 109, Galle Road
P.O. Box 101
Colombo 03, Sri Lanka

Tel: +94 11 246 3500
Fax: +94 11 768 7869
Email: eysl@lk.ey.com
ey.com

INDEPENDENT PRACTITIONER'S ASSURANCE REPORT TO THE BOARD OF DIRECTORS OF WINDFORCE PLC ON THE SUSTAINABILITY REPORTING CRITERIA PRESENTED IN THE INTEGRATED ANNUAL REPORT FY2025/26

Scope

We have been engaged by WindForce PLC to perform a 'limited assurance engagement,' as defined by Sri Lanka Standard on Assurance Engagements, here after referred to as the engagement, to report on WindForce PLC's Economic, Environment, Social and Governance (EESG) indicators (the "Subject Matter") contained in WindForce PLC's (the "Entity's") Integrated Annual Report for the year ended 31 March 2026 (the "Report").

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by WindForce PLC

In preparing the Subject Matter, WindForce PLC applied the following criteria ("Criteria"):

- The Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines, publicly available at https://www.globalreporting.org

Such Criteria were specifically designed for the purpose of assisting you in determining whether Entity's Economic, Environment, Social and Governance (EESG) indicators contained in the Entity's Report is presented in accordance with the relevant criteria; As a result, the subject matter information may not be suitable for another purpose.

WindForce PLC's responsibilities

WindForce PLC management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

Ernst & Young's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the Sri Lanka Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (SLSAE 3000 (Revised)) , and the terms of reference for this engagement as agreed with the WindForce PLC on 06 March 2026. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the Institute of Chartered Accountants of

Partners: G G S Manatunga FCA, Y A De Silva FCA, W K B S P Fernando FCA FCMA (UK) FCCA, B E Wijesuriya FCA FCMA (UK), R N de Saram ACA FCMA (UK), N M Sulaiman FCA FCMA (UK), L K H L Fonseka FCA, P V K N Sajeewani FCA, A A J R Perera FCA ACMA (UK), N Y R L Fernando ACA, D N Gamage FCA ACMA (UK), C A Yalagala ACA ACMA (UK), P S Paranavitane ACA ACMA (UK) LLB (Colombo), B Vasanthan ACA ACMA (UK), W D P L Perera ACA, M U M Mansoor ACA, S B G Jayawardena ACA ACMA (UK) ACCA

Principals: T P M Ruberu FCMA (UK) FCCA MBA, G B Goudian ACMA (UK), D L B Karunathilaka ACMA (UK), W S J De Silva Bsc (Hons) - MIS Msc - IT, V Shakthivel B.Com (Sp)

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EY
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Sri Lanka (CA Sri Lanka) and have the required competencies and experience to conduct this assurance engagement.

EY also applies quality management standards, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the subject matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Validated the information presented and checked the calculations performed by the organization through recalculation.
- Performed a comparison of the content given in the Report against the criteria given in the selected sustainability standards/frameworks.
- Conducted interviews with relevant organization's personnel to understand the process for collection, analysis, aggregation and presentation of data. Interviews included selected key management personnel and relevant staff.
- Read the content presented in the Report for consistency with our overall knowledge obtained during the course of our assurance engagement and requested changes wherever required.
- Provided guidance, recommendations and feedback on the improvement of the sustainability reporting indicators to improve the presentation standard.

We also performed such other procedures as we considered necessary in the circumstances.

Emphasis of matter

Economic, Environment, Social management data/information are subject to inherent limitations given their nature and the methods used for determining, calculating and estimating such data. Such inherent limitations are common in Sri Lanka.

We also do not provide any assurance on the assumptions and achievability of prospective information presented in the Entity's Report.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the information on the Economic, Environment, Social and Governance (EESG) contained in the Integrated Annual Report of WindForce PLC for the year ended 31 March 2026, in order for it to be in accordance with the Criteria.

Ernst & Young

14th August 2026
Colombo

GRI CONTENT INDEX

Statement of use	WindForce PLC has reported in accordance with the GRI Standards for the period 1 April 2025 to 31 March 2026.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not Applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GENERAL DISCLOSURES					
GRI 2: General Disclosures 2021	2-1 Organizational details	8, 365	*A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.*		
	2-2 Entities included in the organization's sustainability reporting	4			
	2-3 Reporting period, frequency and contact point	4, 6			
	2-4 Restatements of information	5			
	2-5 External assurance	5			
	2-6 Activities, value chain and other business relationships	11	2-6 (b) ii	Confidentiality constraints	Due to confidentiality the group does not disclose.
	2-7 Employees	168	2-7 (c)	Confidentiality constraints	Due to confidentiality the group does not disclose.
	2-8 Workers who are not employees	168			
	2-9 Governance structure and composition	208	2-9 (c)- vi, viii	Confidentiality constraints	Due to confidentiality the group does not disclose.
	2-10 Nomination and selection of the highest governance body	209			
	2-11 Chair of the highest governance body	60, 210			
	2-12 Role of the highest governance body in overseeing the management of impacts	210			
	2-13 Delegation of responsibility for managing impacts	211			
	2-14 Role of the highest governance body in sustainability reporting	214			
	2-15 Conflicts of interest	212			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	2-16 Communication of critical concerns	212, 215	2-16 (b)	Confidentiality constraints	Due to confidentiality the group does not disclose.
	2-17 Collective knowledge of the highest governance body	208	2-17	Confidentiality constraints	Due to confidentiality the group does not disclose.
	2-18 Evaluation of the performance of the highest governance body	213			
	2-19 Remuneration policies	214			
	2-20 Process to determine remuneration	175, 214			
	2-21 Annual total compensation ratio		2-21	Confidentiality constraints	Due to confidentiality the group does not disclose.
	2-22 Statement on sustainable development strategy	49			
	2-23 Policy commitments	168	2-23 (b)	Information unavailable/ incomplete	A policy statement on human rights is currently unavailable. However, as a group we follow ethical business conduct in relation to our human capital. Please see "Business Ethics" in Intellectual Capital. The policies can be found at www.windforce.lk
	2-24 Embedding policy commitments	177			
	2-25 Processes to remediate negative impacts	176, 215			
	2-26 Mechanisms for seeking advice and raising concerns	215			
	2-27 Compliance with laws and regulations	162			
	2-28 Membership associations	162			
	2-29 Approach to stakeholder engagement	76, 96			
	2-30 Collective bargaining agreements		2-30	Not applicable	There are no collective bargaining agreements.

GRI Content Index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
MATERIAL TOPICS					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	81			
	3-2 List of material topics	81			
Biodiversity					
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	102, 201			
	101-2 Management of biodiversity impacts	92, 102, 201			
	101-4 Identification of biodiversity impacts	92, 201			
	101-5 Locations with biodiversity impacts	201			
	101-6 Direct drivers of biodiversity loss	102, 201			
	101-7 Changes to the state of biodiversity	201			
	101-8 Ecosystem services	102, 201			
Economic Performance					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	146			
	201-2 Financial implications and other risks and opportunities due to climate change	194			
	201-3 Defined benefit plan obligations and other retirement plans	175			
Indirect Economic Impacts					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	188			
	203-2 Significant indirect economic impacts	187			
Procurement Practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	186			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Tax					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 207: Tax 2019	207-1 Approach to tax	292			
	207-2 Tax governance, control, and risk management	246, 292			
	207-3 Stakeholder engagement and management of concerns related to tax	76			
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	198	302-1	Information unavailable/ incomplete	The Group is enhancing its ESG reporting processes and aims to disclose fuel usage information in future reporting periods.
Water and Effluents					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	200			
	303-2 Management of water discharge-related impacts	200			
	303-3 Water withdrawal	200			
	303-4 Water discharge	200			
	303-5 Water consumption	200			
Emissions					
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	200			
	305-2 Energy indirect (Scope 2) GHG emissions	200			
	305-3 Other indirect (Scope 3) GHG emissions		305-3	Information unavailable/ incomplete	The Group is enhancing its ESG reporting processes and aims to disclose this information in future reporting periods.
	305-4 GHG emissions intensity		305-4	Information unavailable/ incomplete	The Group is enhancing its ESG reporting processes and aims to disclose this information in future reporting periods.

GRI Content Index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	305-5 Reduction of GHG emissions		305-5	Information unavailable/ incomplete	From this year The group has started tracking emissions.
	305-6 Emissions of ozone-depleting substances (ODS)		305-6	Information unavailable/ incomplete	The Group is enhancing its ESG reporting processes and aims to disclose this information in future reporting periods.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		305-7	Information unavailable/ incomplete	The Group is enhancing its ESG reporting processes and aims to disclose this information in future reporting periods.
Waste					
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	197			
	306-2 Management of significant waste-related impacts	197			
	306-3 Waste generated	197			
Supplier Environmental Assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	186			
	308-2 Negative environmental impacts in the supply chain and actions taken		308-2	Information unavailable/ incomplete	At present we do not assess the existing suppliers for the environmental impacts.
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	170			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	175			
	401-3 Parental leave	176			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Occupational Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	177			
	403-2 Hazard identification, risk assessment, and incident investigation	177			
	403-3 Occupational health services	177			
	403-4 Worker participation, consultation, and communication on occupational health and safety	177			
	403-5 Worker training on occupational health and safety	177			
	403-6 Promotion of worker health	177			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	177			
	403-8 Workers covered by an occupational health and safety management system	177			
	403-9 Work-related injuries	168			
	403-10 Work-related ill health	168			
Training and Education					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	174			
	404-2 Programs for upgrading employee skills and transition assistance programs	174	404-2 (b)	Information unavailable/ incomplete	The group has not Implemented this currently.
	404-3 Percentage of employees receiving regular performance and career development reviews	176			

GRI Content Index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Diversity and Equal Opportunity					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	176, 208			
	405-2 Ratio of basic salary and remuneration of women to men	176	405-2	Confidentiality constraints	Due to confidentiality the group does not disclose.
Non-Discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	176			
Child Labor					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	168			
Forced or Compulsory Labor					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	168			
Local Communities					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	188			
	413-2 Operations with significant actual and potential negative impacts on local communities	187			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Supplier Social Assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	186			
	414-2 Negative social impacts in the supply chain and actions taken	186	414-2	Information unavailable/ incomplete	At present we do not assess the existing suppliers for the social impacts.
Customer Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	82			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	185			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	185			

SASB INDICES

ELECTRIC UTILITIES & POWER GENERATORS STANDARD: SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

Topic	Metric	Unit of Measure	Code	Disclosure/ Pg. Reference
Greenhouse Gas Emissions & Energy Resource Planning	(1) Gross global Scope 1 emissions, percentage covered under (2) emissions limiting regulations and (3) emissions reporting regulations	Metric tonnes (t) CO_2-e, Percentage (%)	IF-EU-110a.1	N/A
	Greenhouse gas (GHG) emissions associated with power deliveries	Metric tonnes (t) CO_2-e	IF-EU-110a.2	Page 200
	Discussion of long- and short-term strategy or plan to manage Scope 1emissions, emissions reduction targets, and an analysis of performance against those targets	N/A	IF-EU-110a.3	N/A
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) particulate matter (PM10), (4) lead (Pb), and (5) mercury (Hg); percentage of each in or near areas of dense population	Metric tonnes (t), Percentage (%)	IF-EU-120a.1	N/A
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic metres (m^3), Percentage(%)	IF-EU-140a.1	Page 200
	Number of incidents of non-compliance associated with water quality permits, standards and regulations	Number	IF-EU-140a.2	Page 200
	Description of water management risks and discussion of strategies and practices to mitigate those risks	N/A	IF-EU-140a.3	Page 200
Coal Ash Management	(1) Amount of coal combustion products (CCPs) generated, (2) percentage recycled	Metric tonnes (t), Percentage (%)	IF-EU-150a.1	N/A
	Description of coal combustion products (CCPs) management policies and procedures for active and inactive operations	N/A	IF-EU-150a.3	N/A
Energy Affordability	Average retail electric rate for (1) residential, (2) commercial, and (3) industrial customers	Rate	IF-EU-240a.1	N/A
	(1) Number of residential customer electric disconnections for non-payment, (2) percentage reconnected within 30 days	Number, Percentage (%)	IF-EU-240a.3	N/A
	Discussion of impact of external factors on customer affordability of electricity, including the economic conditions of the service territory	N/A	IF-EU-240a.4	N/A

Topic	Metric	Unit of Measure	Code	Disclosure/ Pg. Reference
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Rate	IF-EU-320a.1	Page 177
End-Use Efficiency & Demand	Percentage of electric load served by smart grid technology	Percentage (%) by megawatt hours (MWh)	IF-EU-420a.2	N/A
	Customer electricity savings from efficiency measures, by market	Megawatt hours (MWh)	IF-EU-420a.3	N/A
Nuclear Safety & Emergency Management	Total number of nuclear power units, broken down by results of most recent independent safety review	Number	IF-EU-540a.1	N/A
	Description of efforts to manage nuclear safety and emergency preparedness	N/A	IF-EU-540a.2	N/A
Grid Resiliency	Number of incidents of non-compliance with physical or cybersecurity standards or regulations	Number	IF-EU-550a.1	N/A as it is not within the control of WindForce
	(1) System Average Interruption Duration Index (SAIDI), (2) System Average Interruption Frequency Index (SAIFI), and (3) Customer Average Interruption Duration Index (CAIDI), inclusive of major event days	Minutes, Number	IF-EU-550a.2	N/A as it is not within the control of WindForce

Activity Metric	Unit of Measure	Code	Disclosure/ Pg. Reference
Number of: (1) residential, (2) commercial, and (3) industrial customers served	Number	IF-EU-000.A	N/A
Total electricity delivered to: (1) residential, (2) commercial, (3) industrial, (4) all other retail customers, and (5) wholesale customers	Megawatt hours (MWh)	IF-EU-000.B	N/A
Length of transmission and distribution lines	Kilometres (km)	IF-EU-000.C	N/A
Total electricity generated, percentage by major energy source, percentage in regulated markets	Megawatt hours (MWh), Percentage (%)	IF-EU-000.D	Solar – 245 GWh Wind – 225 GWh Hydro – 99 GWh
Total wholesale electricity purchased	Megawatt hours (MWh)	IF-EU-000.E	N/A

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 16th Annual General Meeting of the shareholders of WINDFORCE PLC will be held on 17th September 2026 at 3.30 p.m. by way of a virtual meeting (online/audio–visual) at WindForce PLC, No: 334, T.B. Jayah Mawatha, Colombo 10.

1. ADOPTION OF STATEMENT OF ACCOUNTS

To lay before the meeting, the Annual Report of the Directors and the Financial Statements of the Company for the year ended 31st March 2026 together with the Report of the Auditors thereon.

2. RE- ELECTION OF DIRECTORS

1. To re-elect Mr. Sanjay Kulatunga, Director appointed since the last Annual General Meeting, in terms of Article No. 85 of the Articles of Association (Resolution 1)

2. To re-elect Mr. Savantha Rishard Sproule De Saram – Director who retires by rotation in terms of Article 78 of the Articles of Association of the Company and being eligible offers himself for the re-election. (Resolution 02)

3. To re-elect Mr. Hussain Akbarally who retires by rotation in terms of Article 78 of the Articles of Association of the Company and being eligible offers himself for the re-election. (Resolution 03)

4. To re-elect Mr. Vinod Hirdaramani- Director who retires by rotation in terms of Article 78 of the Articles of Association of the Company and being eligible offers himself for the re-election. (Resolution 04)

3. RE-APPOINTMENT OF AUDITORS

To re-appoint Messrs. Ernst & Young, Chartered Accountants, who have consented to be re-appointed Auditors of the Company until the conclusion of the next Annual General Meeting and to authorize the Directors to determine their remuneration. (Resolution 05)

4. DONATIONS

To authorize the Directors to determine donations for charities for the ensuing year. (Resolution 06)

By order of the Board,
Corporate Advisory Services (Private) Limited

Secretaries to WindForce PLC
14th August 2026

Notes -

1. A shareholder who is entitled to attend and vote is entitled to appoint a proxy or proxies to attend and vote on behalf of him/her.
2. A proxy need not be a shareholder of the Company.
3. A Form of Proxy accompanies this notice.

NOTES

Notes

FORM OF PROXY

WINDFORCE PLC
ANNUAL GENERAL MEETING - 2026
FORM OF PROXY – VOTING SHAREHOLDER

I/We (full name of shareholder and names of joint holder/s, if any) ....

.... of (address of main shareholder) .... being a Member/s

of WINDFORCE PLC do hereby appoint (full name of the Proxy Holder) Mr./Mrs./Ms...

of .... or failing him/her.

Mr. R.P. Pathirana	or failing him
Mr. A.A. Akbarally	or failing him
Mr. K.B.M.I. Perera	or failing him
Mr. Hussain Akbarally	or failing him
Mr. Huzefa Akbarally	or failing him
Mr. V.K. Hirdaramani	or failing him
Mr. S. Sanjay Kulatunga	or failing him
Mr. S. De Saram	or failing him
Ms. S. Amarasekara	or failing her
Mr. H.M. Udeshi	or failing him

as my/our Proxy to vote and speak for *me/us on *my/our behalf at the 16th Annual General Meeting of WINDFORCE PLC to be held at 3.30 PM, 17th September, 2026 by virtual means and at any adjournment thereof. Please indicate your preference by placing a "X" against the resolution number.

Please indicate your preference by placing a "X" against the resolution Number

Resolutions	For	Against
Resolution 01		
Resolution 02		
Resolution 03		
Resolution 04		
Resolution 05		
Resolution 06		

Signed on this .... day of .... 2026.

....
Signatures NIC/ Passport Number

Please furnish the following details;

CDS Account No. of the Shareholder/s		
Number of shares		
Shareholder/s contact numbers/s	Fixed Line:	Mobile:
Email address for the proxy holder's participation at the AGM (on-line link will be forwarded to this email address)		
Proxy Holder's NIC number		

Form of Proxy

INSTRUCTIONS AS TO COMPLETION

1. Kindly complete the Form of proxy with the information requested including the full name and address of the shareholder legibly and signing in the space provided and dating the same.

2. A member entitled to attend and vote at the meeting is entitled to appoint a Proxy to attend and vote instead of him/her.

3. If the Proxy Form is signed by an Attorney, the relative Power of Attorney should also accompany the completed form of proxy, if it has not already been registered with the Company.

4. The Shareholder shall indicate with an "X" in the space provided as to how the proxy is to vote on the resolution. If no indication is given, proxy shall exercise his/her discretion and vote as he/she thinks fit.

5. Shareholders who opt to appoint a proxy shall complete the Form of Proxy and the duly completed Form of Proxy should either be posted/deposited at the registered office at No.334, T.B. Jayah Mawatha, Colombo 10 or scanned and emailed to the email address info@windforce.lk with the subject title "WINDFORCE PLC AGM PROXY" to reach us not later than 48 hours prior to the time scheduled for the AGM.

CORPORATE INFORMATION

GRI | 2-1

NAME OF THE COMPANY

WindForce PLC

LEGAL FORM

Incorporated in Sri Lanka on 06 July 2010 as a Private Limited Liability Company under the provisions of Companies Act No. 7 of 2007. The legal form of the company was changed from Private Limited to a Public Limited Liability Company under provisions of the Companies Act No. 07 of 2007 on 22 April 2021.

DATE OF INCORPORATION

06 July 2010

COMPANY REGISTRATION NUMBER

PQ00234079

NATURE OF THE BUSINESS

Company develops, owns, and operates renewable energy projects and supplies renewable electricity to the national grid. It also develops Battery Energy Storage Systems (BESS).

REGISTERED OFFICE AND CURRENT PLACE OF BUSINESS

WindForce PLC
No. 334, T.B. Jayah Mawatha, Colombo 10.
Tel: +94 11 269 7151
Fax: +94 114 645 424
E-mail: info@windforce.lk
Web: www.windforce.lk

BOARD OF DIRECTORS

Mr. Ranil Pathirana – Chairman
Mr. Asgi Akbarally – Deputy Chairman
Mr. Manjula Perera – Managing Director
Mr. Huzefa Akbarally
Mr. Hussain Akbarally
Mr. Vinod Hirdaramani
Mrs. Saumya Amarasekera
Mr. Savantha De Saram
Mr. Harin Udeshi
Mr. Sanjay Kulatunga

COMPANY SECRETARY

Corporate Advisory Services (Private) Limited
No. 47, C.W.W. Kannangara Mawatha,
Alexandra Place,
Colombo 00700
Tel: +9411-2015200
Fax: +9411-2695410

AUDITORS TO THE COMPANY

Ernst & Young (Chartered Accountants)
No. 201, De Saram Place, Colombo 10
Tel: +94 11 2463500
Fax: +94 11 5578670

BANKERS TO THE COMPANY

Commercial Bank of Ceylon PLC
DFCC Bank PLC,
Hatton National Bank PLC
Sampath Bank PLC
National Development Bank PLC
Seylan Bank PLC
Standard Chartered Bank (Sri Lanka) Limited
Hongkong and Shanghai Banking Corporation Limited 24
Pan Asia Banking Corporation PLC
Bank of Ceylon
Diamond Trust Bank
Standard Chartered Bank Uganda Ltd
HSBC Bank (Mauritius) Limited
Standard Chartered Bank (Mauritius)
Amana Bank PLC

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WindForce PLC

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