WindForce PLC

RESPONSIBLE GROWTH IN MOTION

WINDFORCE PLC

ANNUAL REPORT 2024/25

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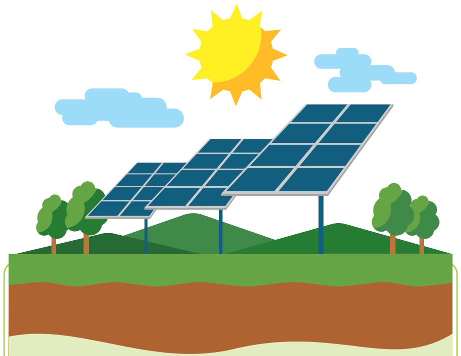
RESPONSIBLE GROWTH IN MOTION

Growth, for us, is more than just scaling up—it is about moving forward with purpose. We remain deeply committed to environmental stewardship, ensuring that our advancements contribute to a greener tomorrow without compromising the delicate balance of our ecosystems. Our projects are designed to harness the power of nature while protecting it, reinforcing our pledge to a future where progress and sustainability go hand in hand.

At the heart of our journey is empowerment—not just through energy, but through opportunity. From uplifting communities to fostering an inclusive workforce, we continue to create avenues where talent, innovation, and responsibility converge. Our commitment to diversity, especially in championing women in renewable energy, is a driving force behind our success. As we move ahead, our vision remains clear: to propel clean energy forward with integrity, responsibility, and unwavering momentum. With each rotation of our turbines, we power not just homes and industries, but a future that is brighter, stronger, and truly sustainable.

WindForce PLC: Responsible Growth in Motion



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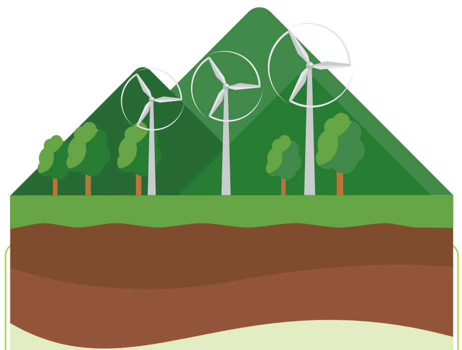


ABOUT US

Our History

WindForce PLC was incorporated in July 2010 to promote and to handle all aspects of renewable energy developments. Over the years, through its investments in the renewable energy space, what began with a team of 5 individuals including our Managing Director, has now transformed to become the largest Independent Power Producer in the renewable energy generation sector in Sri Lanka and have expanded operations globally.

Since inception, WindForce's strategy has remained firmly anchored to its mission. Hence, we use a combination of short, medium and long-term planning cycles to enable WindForce to realise its strategic intent, while striking the right balance to safeguard stakeholder interests.

WindForce's overall strategy is underpinned by four strategic pillars that have been established by scrutinising the list of material topics relevant to the Company.

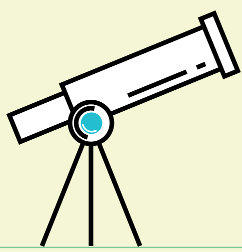
ORGANISATIONAL OVERVIEW

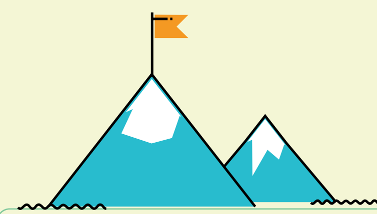
GRI 2-1

Established in 2010, WindForce PLC leads Sri Lanka's renewable energy sector as its largest Independent Power Producer, with a growing global presence. We manage the entire lifecycle of renewable energy projects – from feasibility studies and engineering to construction, commissioning, and ongoing operation and maintenance.

Our diverse portfolio spans wind, solar, and hydropower. We drive sustainable growth focused on expansion, profitability, and ESG principles, delivering clean energy solutions for a greener future. This approach, combined with a wide geographical footprint, gives us a commanding 18% market share among our Sri Lankan peers.

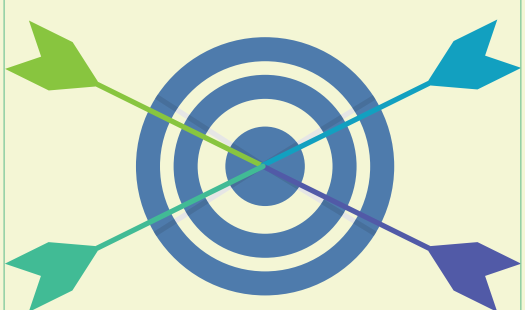
- Sri Lanka's leading sustainable energy Producer
- Seasoned and versatile engineering team
- 60% of our installed capacity is located in Sri Lanka
- 243 MW installed capacity
- Engineers with accreditation from the RISO Campus of DTU
- Handle the complete operation and maintenance lifecycle of the plants
- Rs. 16.97 (USD cents 5.65) Our average Selling price to CEB





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.



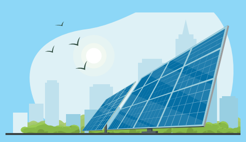
Mission

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 prominent players in the global market.

Economic	Environmental	Social	Governance
Rs. 6,903 Mn. Revenue	398,821 MT CO_2 Emission Saved	206 Employees and Gender Diversity	Rs. 6,903 Mn. Revenue
Rs. 2,250 Mn. PAT	562 GWh Renewable Energy Produced	5,200+ CSR Beneficiaries	Robust Risk Control Framework
Rs. 39 Bn. Assets	142,539 Units of Carbon Credits to be Sold	Rs. 37 Mn. Investment in CSR	Competent and Balanced Board of Directors
5.71% ROA	253 Electric Two-Wheelers Sold	Source from Suppliers with Proven Compliance & Track Records	Strong Business Ethics and a Culture of Transparency and Anti-Corruption

Wind

- Pioneering wind power producer in Sri Lanka
- 8 wind power plants in operation
- Sri Lanka's leading supplier and facilitator of wind power
- Saved 154,768 MT of CO_2 emissions



Solar

- Pioneer of Agrivoltaic Plants in Sri Lanka
- 12 solar power plants across the globe
- Saved 171,447 MT of CO_2 emissions

Hydro

- 10 hydropower plants
- Saved an estimated 72,606 MT of CO_2 emissions

Automotive

- Sale of E-two wheelers
- After-sales network increased to 79 outlets
- 2 new models introduced to the market under VMOTO brand

Our Presence

As Sri Lanka's largest renewable energy developer with international operations, we manage a diverse portfolio of 08 wind, 12 solar, and 10 hydropower plants both domestically and overseas.

Ukraine	
Solar	9 MW

Uganda	
Solar	10 MW
Hydro	10.3 MW

Sri Lanka	
Wind	84.2 MW
Solar	45.3 MW
Hydro	16 MW

Pakistan	
Solar	68 MW

REPORT PROFILE

GRI 2-3

This is the 5th Integrated Annual Report of WindForce PLC, providing a balanced account of our performance for the financial year ending 31st March 2025. Statements herein are substantiated by evidence from reliable sources, where appropriate. Building on our 2023/24 report, which is our most recent report preceding the publication of this report, we continue our commitment to enhancing readability and highlighting material matters.

Improvements to Our Report

- We detail our adoption strategy for IFRS S1 and S2 standards, demonstrating transparency and commitment to evolving reporting requirements.

Scope and Boundary

GRI 2-2

This report covers the WindForce Group's operations in Sri Lanka, Pakistan, Uganda, and Ukraine, outlining our core business as a renewable energy producer. Reporting boundaries for financial and non-financial information are aligned to the Group level, unless specified otherwise. Non-financial data for equity-accounted investees has been aggregated. The Group's organisation structure is detailed on page 12.

Standards and Frameworks

We align our reporting with global best practices and comply with the internationally accepted reporting frameworks listed 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 Securities and Exchange Commission of Sri Lanka (SEC)

Reporting Principles

- <IR> Framework 2021 issued by the International Integrated Reporting Council
- 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)

Integrating ESG to Facilitate Integrated Thinking

Taking on the challenge of GRI reporting four years ago, our organisational processes have evolved to integrate non-financial information into the reports used for monitoring performance at every level, from the factory to the Board. These are affirmed by certifications on environmental and social responsibility, which serve to enhance management of these topics whilst also facilitating access to markets. All these services embed ESG principles into our organisational processes, providing deeper insights into our impacts on society and the environment and stakeholder concerns. These insights facilitate holistic decision-making through integrated thinking, optimising the efficient allocation of finite resources. This information also feeds into our risk management processes, enabling evaluation of potential threats and opportunities which are critical for resource allocation decisions to deliver progress on strategic goals and strengthen the resilience of the Group.

Assurance

➢ GRI 2-5

Demonstrating our commitment to transparency and reliability, we obtained limited assurance from Deloitte Sri Lanka, confirming that the sustainability information within our Integrated Annual Report has been prepared in accordance with the GRI Standards.

Messrs Ernst & Young provided assurance on financial statements. Their report is set out on page 194.

Connectivity of Information

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

The Capitals	Stakeholders	Strategy
Financial Capital	Customers	Progressive Growth
Human Capital	Employees	A Great Place to Work
Intellectual Capital	Business Partners	Contribution to the National Development Agenda
Natural Capital	Government & Regulators	Operational Excellence
Social & Relationship Capital	Communities	
Manufactured Capital	Investors	

Significant Changes During the Year & Restatements

➢ GRI 2-4

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

Forward-Looking Statements

Included in this report are forward-looking statements derived from current information, perceptions, and opinions available to us. These statements aim to facilitate assessment of the Group's future performance but are subject to inherent uncertainties. Because they pertain to future events, outcomes, and impacts beyond our control, their ultimate accuracy can only be determined later. The operating environment remains unpredictable, particularly considering significant geopolitical risks. We advise readers to evaluate these forward-looking statements using the most current information and their own judgment. In light of the high degree of uncertainty, neither the Board nor other preparers of this Annual Report assume any liability for these statements.

Feedback & Inquiries

➢ GRI 2-3

We are committed to improving our reporting and welcome your feedback. Please send comments and suggestions to:
lasith@windforce.lk
(Chief Executive Officer)

Acknowledgement

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.

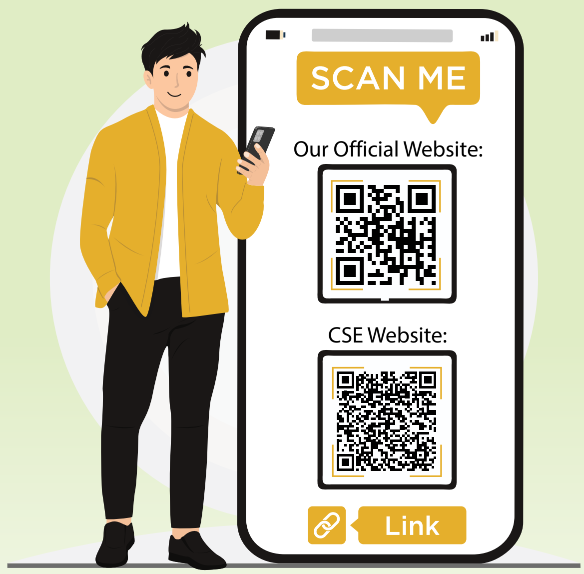
The Annual Report of the Board of Directors includes an acknowledgement of the Directors' responsibilities with regard to the Annual Report. The Board of Directors acknowledge their responsibility to ensure the integrity of the Integrated Report and are of the opinion that the Integrated Annual Report of WindForce PLC for the financial year ending 31 March 2025 is presented in accordance with the <IR> Framework 2022.

Ranil Pathirana
Chairman
Board of Directors

Dilshan Hettiaratchi
Chairman
Audit and Risk Committee

Lasith Wimalasena
Chief Executive Officer
WindForce PLC

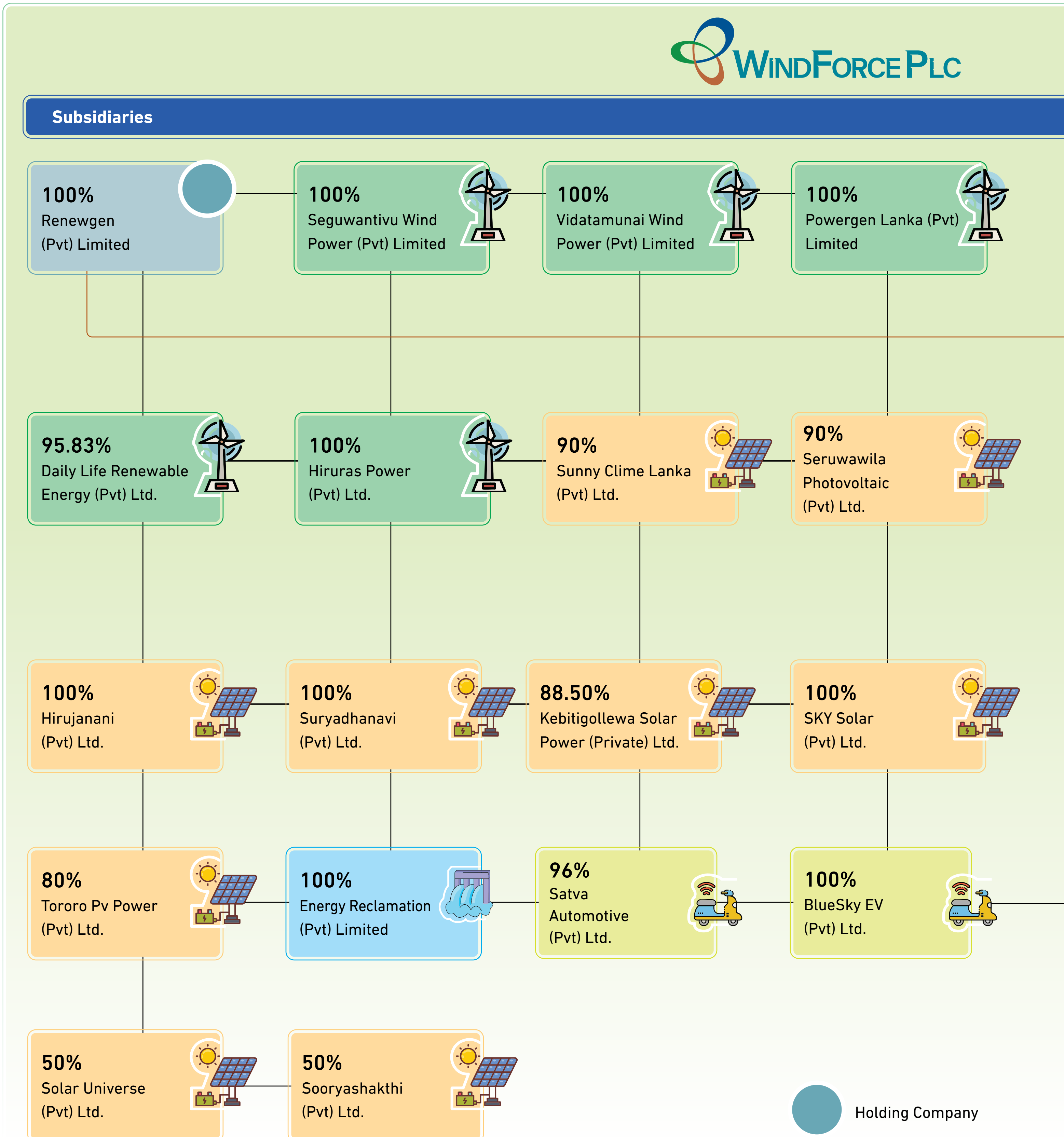
This report is available online at:

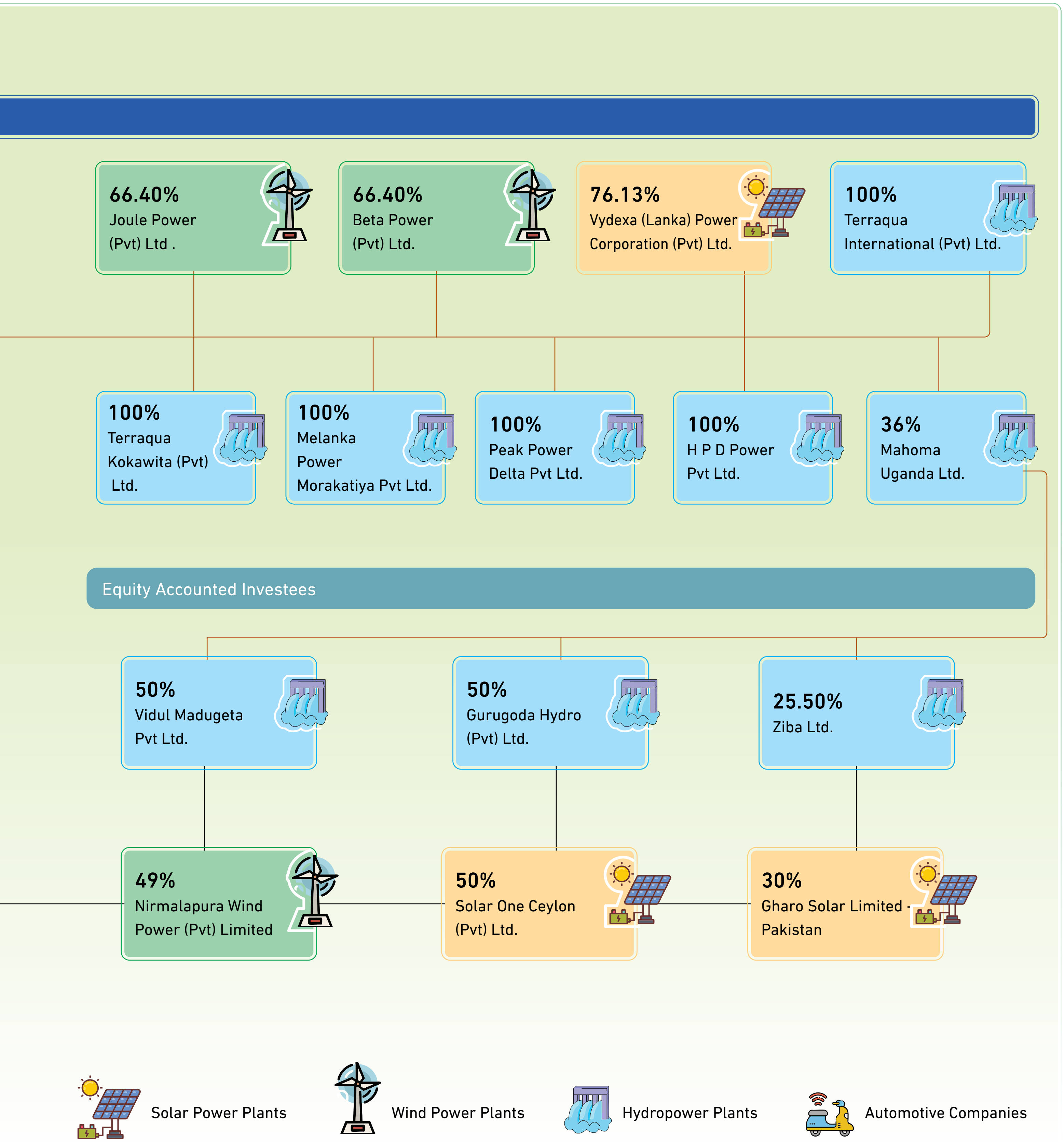


CSE Website at: https://www.cse.lk/pages/company-profile/company-profile.component.html?symbol=WIND.N0000

RESPONSIBILITY CREATES TEAMWORK AND A SHARED VISION FOR GROWTH

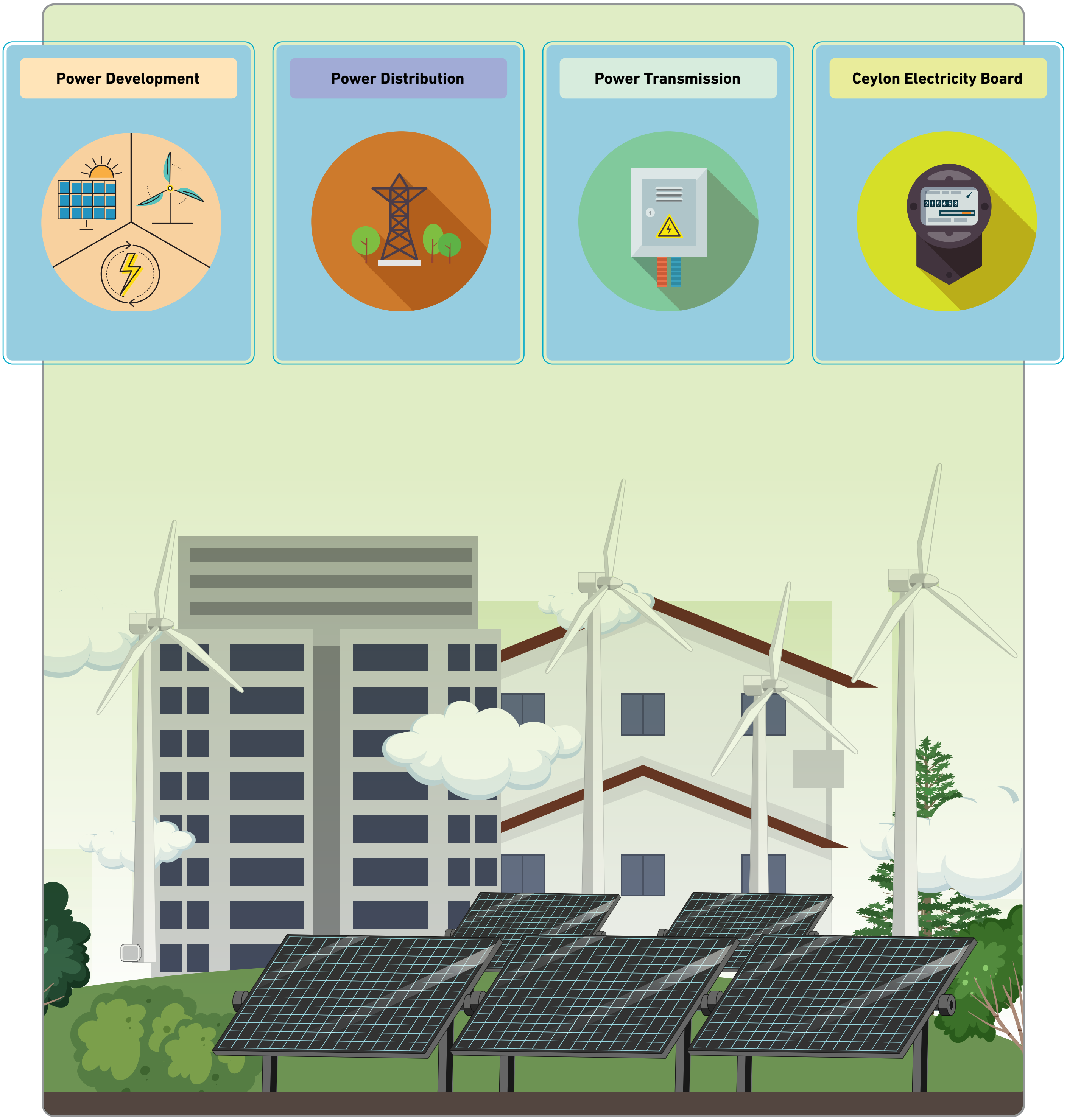
GROUP STRUCTURE




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
Solar Power Plants
Wind Power Plants
Hydropower Plants
Automotive Companies

OUR PRESENCE IN THE VALUE CHAIN

GRI 2-6



OUR SOCIAL AND ECONOMIC IMPACT

We fulfill our socio-economic responsibility by collaborating closely with local communities and stakeholders. This partnership ensures our actions are aligned with their priorities, fostering their wellbeing and development.

Advancing Renewable Energy Generation

We maintain a balanced renewable energy portfolio across Wind, Solar, and Hydro with optimal local and international exposure.

- 30 power plants in Sri Lanka and overseas
- 243 MW total installed capacity
- Development into the electric two-wheelers (EV) automotive segment
- 60% of the installed capacity is based in Sri Lanka
- 40% of the installed capacity is spread across 3 continents
- We are the only company in Sri Lanka operating large-scale wind plants
- Proposed 5 MW floating solar project will be the first commercial-scale initiative of its kind
- Setting new standards in innovation and dependability by integrating a 12 MWh Battery Energy Storage System (BESS)

Enhancing Renewable Capabilities in Sri Lanka

By championing technological innovation, we are enhancing Sri Lanka's renewable energy capabilities and driving long-term, sustainable growth within the sector.

- Advancing Sri Lankan technology via Norsk Solar & Frontier Energy partnerships
- In-house SCADA systems for solar power
- Sole provider of predictive solar irradiance forecasts in Sri Lanka
- Our engineers hold DTU/RISO accreditation
- First to implement agrovoltaic technology in Sri Lanka
- Full lifecycle wind power expertise
- In-house workshop for turbine repairs using proven technology

External Sector Activities

We pioneered international expansion for Sri Lankan renewables, with operations in Uganda, Ukraine, and Pakistan.

We are the first renewable energy company to operate across international markets

Offshore earnings covers approximately 18% of the Group revenue

03
Employees in overseas operations

Rs. 1,041 Mn.
Tax payment to government

Uplifting Employment

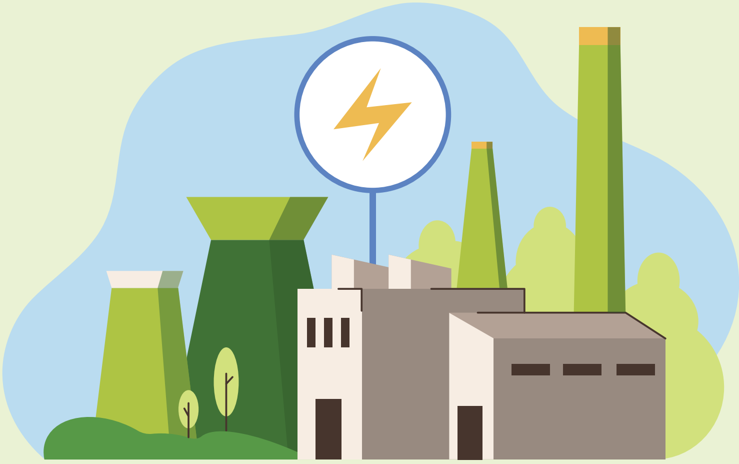
206
Employees

Rs. 16 Mn.
investment in employee training and development

Positive Impact on Communities

Rs. 37 Mn. Investment in CSR	Over 5,200 Beneficiaries	Sipsathara 2,540 Beneficiaries
Sahana 800 Beneficiaries	Haritha Huruwa 968 Beneficiaries	Athahitha 90 Beneficiaries
Suwadiri 802 Beneficiaries		

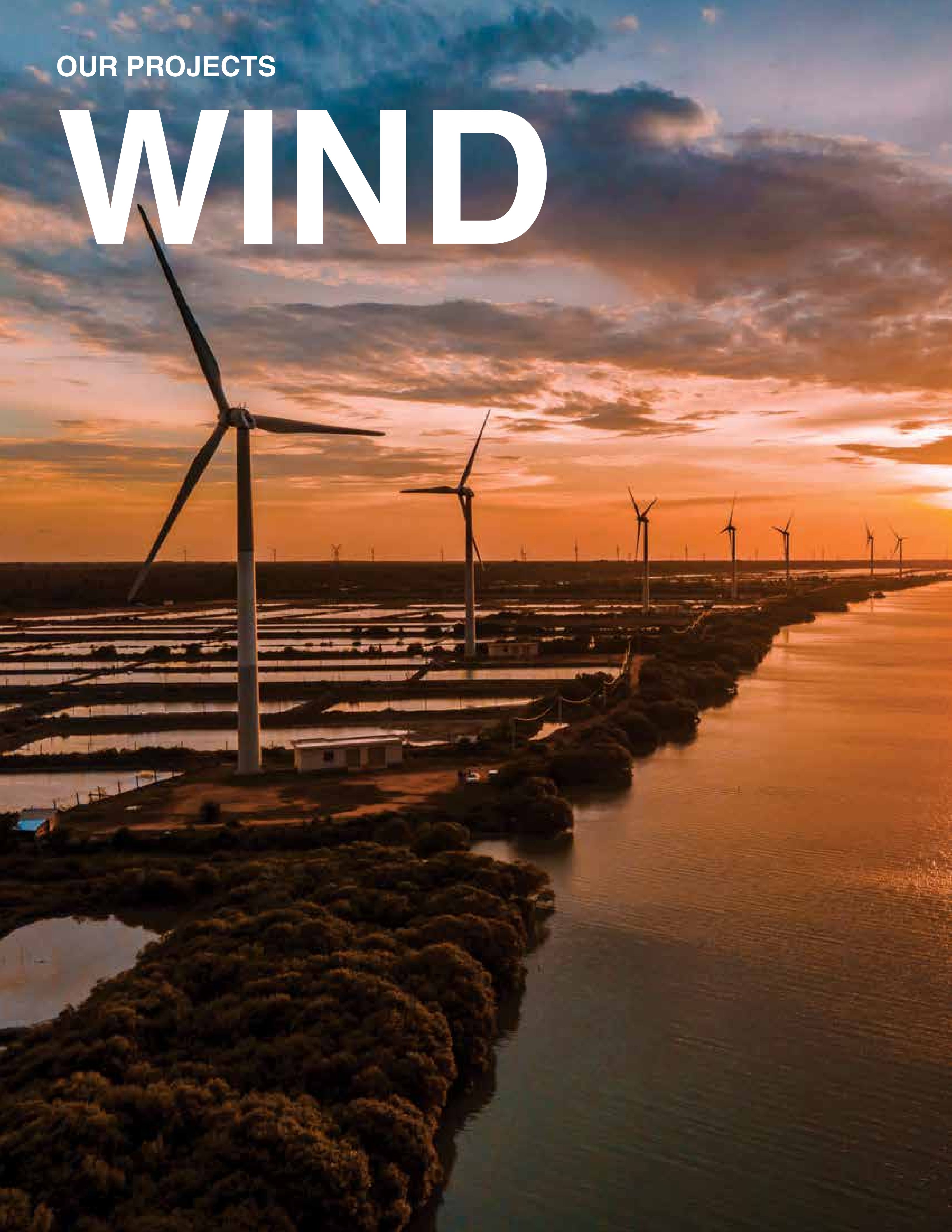
Developing Capital Markets



One Listed Company in the Group	Rs. 33.8 Bn. Market Capitalisation
Fitch Rating - A+ (lka) Stable Rating	Rs. 1.35 Bn. Dividend Paid

OUR PROJECTS

WIND



8

Plants

217.9GWh

Annual Generation

154,768MT

CO_2 Saved

84.2MW

Installed Capacity

WE HARNESS WIND POWER TO DELIVER CLEAN, RENEWABLE ELECTRICITY AND REDUCE CARBON EMISSIONS.

Charting the course for clean energy in Sri Lanka, we stand as the nation's pioneering and sole large-scale wind power operator. With a formidable 84.2 MW capacity, we generate 32% of Sri Lanka's total wind energy, a testament to our strategic site selection and operational excellence. Our journey has endowed us with unique advantages, from securing favourable tariffs to cultivating deep in-house expertise spanning the entire lifecycle of wind plants – from initial design to complex component repairs managed at our dedicated workshop. The past fiscal year (FY 2024/25) saw us consolidate our position; while capacity remained steady, generation experienced a marginal decline (2%), reflecting the ongoing impact of previous technical challenges despite mitigation efforts. Our future is one of strategic evolution. We are poised to boost efficiency and output by replacing ageing turbines with innovative, higher-capacity models at our established high-wind locations. Simultaneously, we are unlocking new potential by considering the launch of our specialised repair services as a standalone business, initially serving the domestic market with an eye on South Asian expansion and exploring external applications for our civil design expertise. Aligned with national clean energy targets, we are leveraging our unique foundation and capabilities to drive sustainable growth and solidify our leadership in Sri Lanka's energy transition.

Seguwantivu

Location
Puttalam, Sri Lanka

Capacity (MW)
9.6

Date of Commission
May 2010

Annual Generation (GWh)
17.4

Annual Average CO_2 Savings (MT)
12,363

WindForce's Investment (Rs.)
1.2 Bn

WindForce's Stake
100%

Vidatamunai

Location
Puttalam, Sri Lanka

Capacity (MW)
9.6

Date of Commission
July 2010

Annual Generation (GWh)
18.0

Annual CO_2 Savings (MT)
12,761

WindForce's Investment (Rs.)
1.5 Bn

WindForce's Stake
100%

Nirmalapura

Location
Puttalam, Sri Lanka

Capacity (MW)
10

Date of Commission
July 2012

Annual Generation (GWh)
23.2

Annual CO2 Savings (MT)
16,450

WindForce's Investment (Rs.)
490 Mn

WindForce's Stake
49%

Daily Life Renewable Energy

Location
Puttalam, Sri Lanka

Capacity (MW)
10

Date of Commission
July 2012

Annual Generation (GWh)
27.8

Annual CO2 Savings (MT)
19,729

WindForce's Investment (Rs.)
1.2 Bn

WindForce's Stake
95.83%

Powergen

Location
Puttalam, Sri Lanka

Capacity (MW)
10

Date of Commission
July 2012

Annual Generation (GWh)
11.1

Annual CO2 Savings (MT)
7,870

WindForce's Investment (Rs.)
1.5 Bn

WindForce's Stake
100%

Joule Power

Location
Kilinochchi, Sri Lanka

Capacity (MW)
10

Date of Commission
December 2014

Annual Generation (GWh)
30.6

Annual CO^2 Savings (MT)
21,747

WindForce's Investment (Rs.)
580 Mn

WindForce's Stake
66.40%

Beta Power

Location
Kilinochchi, Sri Lanka

Capacity (MW)
10

Date of Commission
December 2014

Annual Generation (GWh)
29.4

Annual CO_2 Savings (MT)
20,895

WindForce's Investment (Rs.)
580 Mn

WindForce's Stake
66.40%

Hiruras Power

Location
Mannar, Sri Lanka

Capacity (MW)
15

Date of Commission
June 2023

Annual Generation (GWh)
60.5

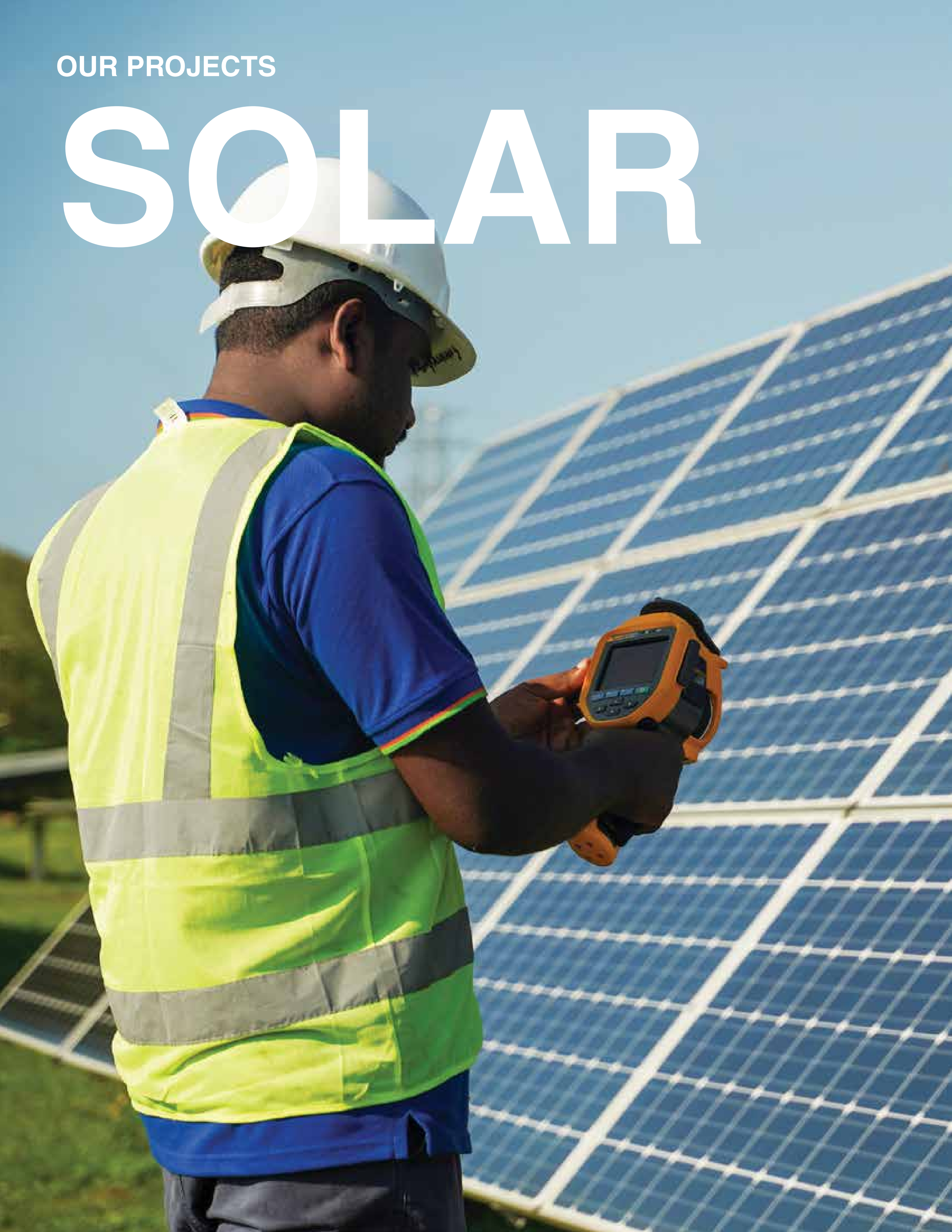
Annual CO_2 Savings (MT)
42,953

WindForce's Investment (Rs.)
2.5 Bn

WindForce's Stake
100%

OUR PROJECTS

SOLAR



12

Plants

241.5GWh

Annual Generation

171,447MT

CO_2 Saved

132.3MW

Installed Capacity

WE HARNESS SUNLIGHT WITH PHOTOVOLTAIC PANELS TO GENERATE CLEAN, RENEWABLE ELECTRICITY, EFFECTIVELY REDUCING CARBON EMISSIONS.

At the forefront of our renewable energy strategy is solar power, representing our largest capacity segment with 12 plants totaling 132.32 MW. We are not just building solar farms; we are creating a diverse ecosystem incorporating ground-mounted solutions, innovative agrovoltaic systems, and advanced technologies such as bi-facial panels. Flagship projects such as the 100 MW Siyambalanduwa and the groundbreaking 10 MW Kebitigollewa Plant – proudly Sri Lanka's first 100% female-operated facility – exemplify our commitment to both technical excellence and community empowerment. Our generation was consistent in FY 2024/25, reaching 241 GWh, significantly aided by new additions like Kebitigollewa, even as we made a strategic shift by divesting most rooftop solar to concentrate on larger, more impactful ground-mounted projects. Innovation defines our path forward, from pioneering land use techniques like spun pile foundations for challenging sites (e.g., the upcoming Sooryashakthi plant) and scaling agrovoltaics, to spearheading digital transformation with our proprietary IoT-enabled SCADA system, enhancing efficiency, and solidifying our technological edge.

Solar One

Location
Welikanda, Sri Lanka

Capacity (MW)
10

Date of Commission
December 2016

Annual Generation (GWh)
18.0

Annual CO2 Savings (MT)
12,770

WindForce's Investment (Rs.)
490 Mn

WindForce's Stake
50%

Vydexa

Location
Vavuniya, Sri Lanka

Capacity (MW)
10

Date of Commission
July 2017

Annual Generation (GWh)
18.3

Annual CO2 Savings (MT)
13,018

WindForce's Investment (Rs.)
923 Mn

WindForce's Stake
76.13%

Harappa Solar

Location
Pakistan

Capacity (MW)
18

Date of Commission
October 2017

Annual Generation (GWh)
31.7

Annual CO2 Savings (MT)
22,482

WindForce's Investment (Rs.)
109 Mn

WindForce's Stake
12.85%

Suryadhanavi

Location
Akbar Brothers company Rooftops, Sri Lanka

Capacity (MW)
1.2

Date of Commission
November 2018

Annual Generation (GWh)
5.2

Annual CO_2 Savings (MT)
3,699

WindForce's Investment (Rs.)
360 Mn

WindForce's Stake
100%

Sunny Clime

Location
Vavuniya, Sri Lanka

Capacity (MW)
1

Date of Commission
February 2019

Annual Generation (GWh)
1.7

Annual CO_2 Savings (MT)
1,216

WindForce's Investment (Rs.)
47 Mn

WindForce's Stake
90%

Seruwawila

Location
Vavuniya, Sri Lanka

Capacity (MW)
1

Date of Commission
February 2019

Annual Generation (GWh)
1.7

Annual CO_2 Savings (MT)
1,224

WindForce's Investment (Rs.)
47 Mn

WindForce's Stake
90%

Gharo Solar

Location
Pakistan

Capacity (MW)
50

Date of Commission
December 2019

Annual Generation (GWh)
101.0

Annual CO2 Savings (MT)
71,698

WindForce's Investment (Rs.)
970 Mn

WindForce's Stake
30%

Semypolky Solar

Location
Ukraine

Capacity (MW)
9

Date of Commission
July 2020

Annual Generation (GWh)
10.4

Annual CO_2 Savings (MT)
7,354

WindForce's Investment (Rs.)
101 Mn

WindForce's Stake
12.5%

Tororo PV Power

Location
Uganda

Capacity (MW)
10

Date of Commission
August 2020

Annual Generation (GWh)
20.1

Annual CO2 Savings (MT)
14,278

WindForce's Investment (Rs.)
580 Mn

WindForce's Stake
80%

Sky Solar

Location
Sunshine Group Factory Rooftops - Sri Lanka

Capacity (MW)
2.1

Date of Commission
February 2022

Annual Generation (GWh)
2.1

Annual CO_2 Savings (MT)
1,460

WindForce's Investment (Rs.)
265 Mn

WindForce's Stake
100%

Solar Universe

Location
Vavunativu, Sri Lanka

Capacity (MW)
10

Date of Commission
September 2022

Annual Generation (GWh)
17.4

Annual CO_2 Savings (MT)
12,352

WindForce's Investment (Rs.)
410 Mn

WindForce's Stake
50%

Kebitigollewa Solar Power

Location
Kebitigollewa,
Sri Lanka

Capacity (MW)
10

Date of Commission
July 2024

Annual Generation (GWh)
13.0

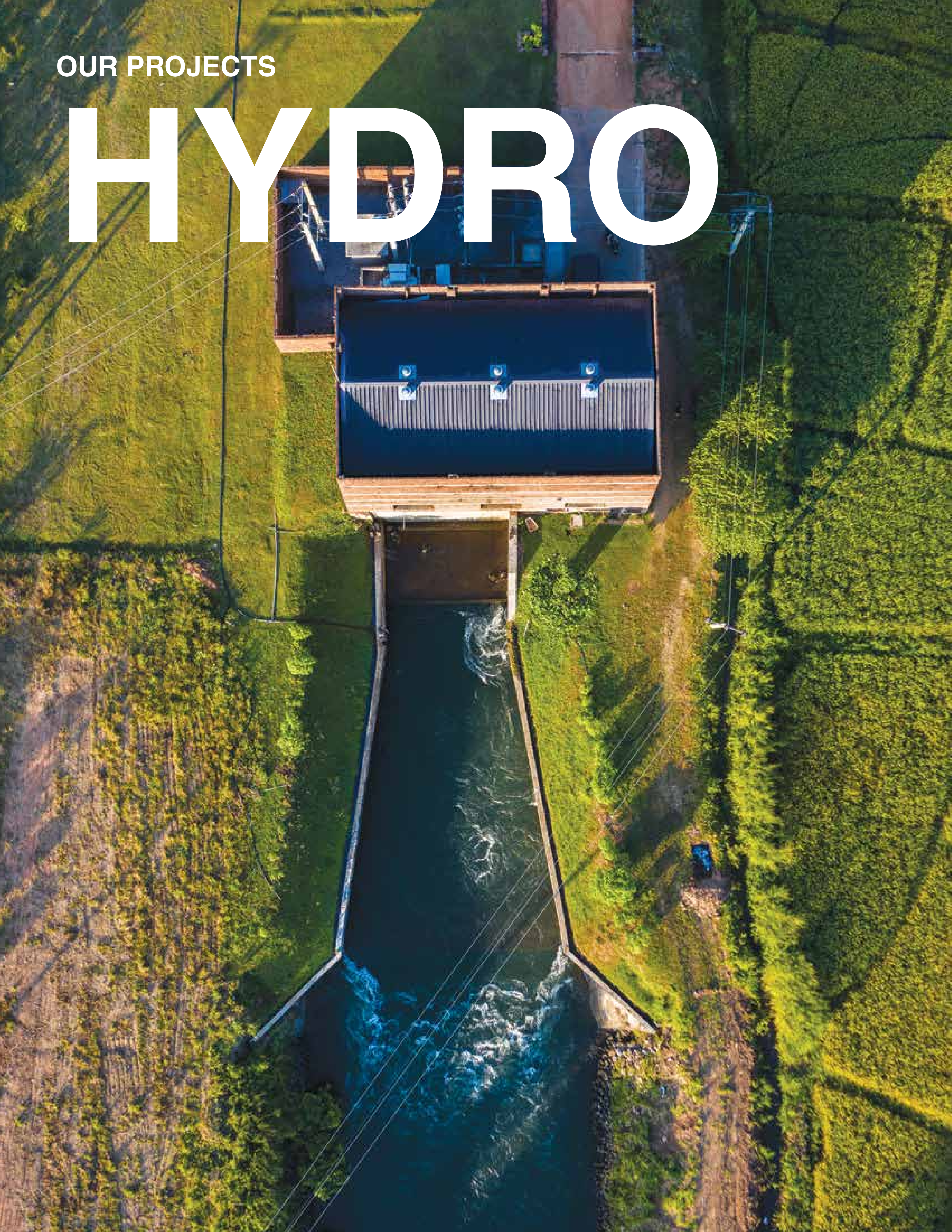
Annual CO_2 Savings (MT)
9,259

WindForce's Investment (Rs.)
549 Mn

WindForce's Stake
88.5%

OUR PROJECTS

HYDRO



10

Plants

102.2GWh

Annual Generation

72,606MT

CO_2 Saved

26.3MW

Installed Capacity

OUR MINI-HYDRO PLANTS CONVERT FLOWING WATER FROM SMALL RIVERS/RESERVOIRS INTO SUSTAINABLE, LOW-IMPACT RENEWABLE ELECTRICITY

A cornerstone of our diverse energy mix, our mini-hydro portfolio exemplifies reliability and strategic advantage. Comprising 10 plants strategically located in high-rainfall regions across Sri Lanka and Uganda, these flood-resilient assets contribute 26.3 MW to our capacity, generating approximately 110.4 GWh annually and displacing a significant 78,300 MT of CO2 emissions. Our operational performance remains consistently robust, boasting high plant availability and a proven track record. A landmark achievement securing government approval for 20-year PPA extensions for all expiring hydro agreements provides exceptional long-term revenue security and operational certainty, leveraging favourable tariffs. This strategic win, already implemented with the successful renewal of the Energy Reclamation PPA, solidifies the foundation for continued, stable contribution from this vital segment.

Energy Reclamation

Location
Sitagala, Sri Lanka

Capacity (MW)
0.8

Date of Commission
April 2019

Annual Generation (GWh)
3.1

Annual CO_2 Savings (MT)
2,202

WindForce's Investment (Rs.)
130 Mn

WindForce's Stake
100%

Terraqua International

Location
Halwathura Ganga, Sri Lanka

Capacity (MW)
1.3

Date of Commission
February 2009

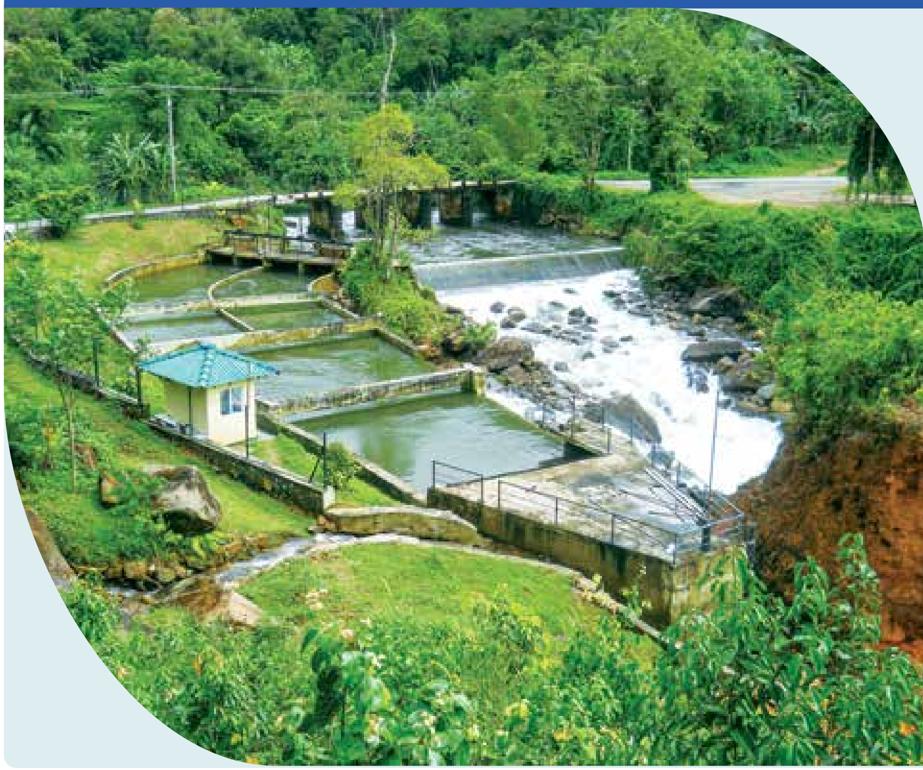
Annual Generation (GWh)
4.6

Annual CO_2 Savings (MT)
3,275

WindForce's Investment (Rs.)
300 Mn

WindForce's Stake
100%

Terraqua Kokawita



Location
Kalawana, Sri Lanka

Capacity (MW)
1.2

Date of Commission
June 2012

Annual Generation (GWh)
4.0

Annual CO_2 Savings (MT)
2,834

WindForce's Investment (Rs.)
327 Mn

WindForce's Stake
100%

Melanka Power

Location
Haldummulla, Sri Lanka

Capacity (MW)
3.8

Date of Commission
February 2014

Annual Generation (GWh)
9.7

Annual CO_2 Savings (MT)
6,914

WindForce's Investment (Rs.)
466 Mn

WindForce's Stake
100%

Vidul Madugeta

Location
Neluwa, Sri Lanka

Capacity (MW)
2.5

Date of Commission
November 2013

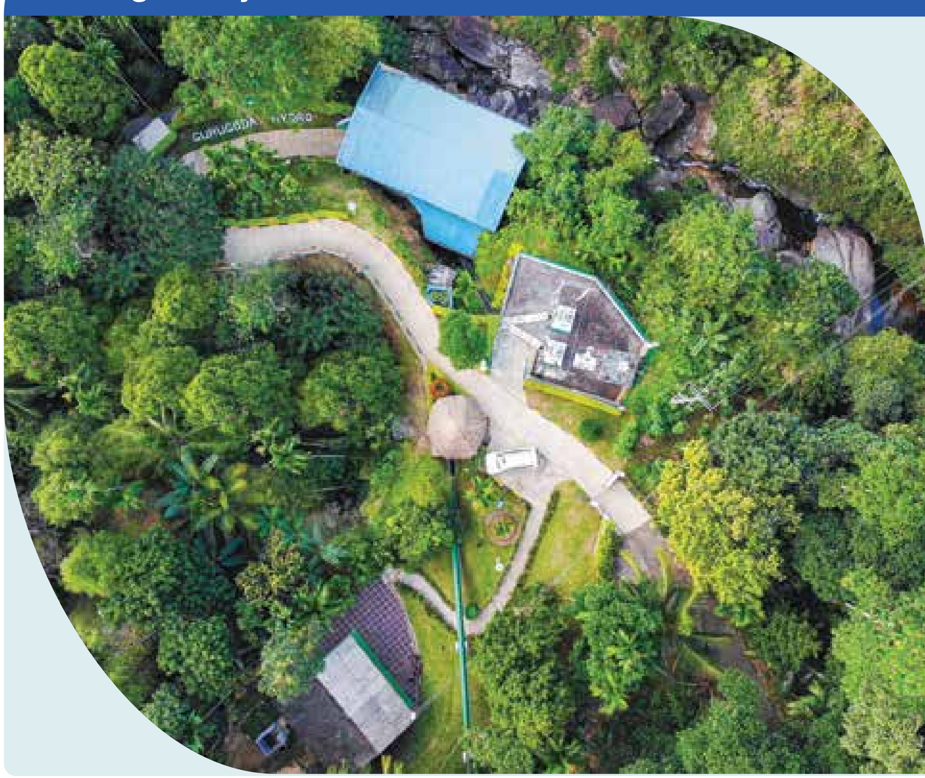
Annual Generation (GWh)
10.0

Annual CO_2 Savings (MT)
7,116

WindForce's Investment (Rs.)
110 Mn

WindForce's Stake
50%

Gurugoda Hydro



Location
Kegalle, Sri Lanka

Capacity (MW)
1.2

Date of Commission
March 2010

Annual Generation (GWh)
3.5

Annual CO_2 Savings (MT)
2,512

WindForce's Investment (Rs.)
80 Mn

WindForce's Stake
50%

Peak Power

Location
Ginigathhena, Sri Lanka

Capacity (MW)
2

Date of Commission
May 2016

Annual Generation (GWh)
5.9

Annual CO2 Savings (MT)
4,221

WindForce's Investment (Rs.)
230 Mn

WindForce's Stake
100%

H.P.D. Power

Location
Dambulla, Sri Lanka

Capacity (MW)
3.2

Date of Commission
December 2016

Annual Generation (GWh)
11.8

Annual CO_2 Savings (MT)
8,361

WindForce's Investment (Rs.)
382 Mn

WindForce's Stake
100%

Mahoma Uganda

Location
Uganda

Capacity (MW)
2.7

Date of Commission
October 2018

Annual Generation (GWh)
9.0

Annual CO2 Savings (MT)
6,396

WindForce's Investment (Rs.)
98 Mn

WindForce's Stake
36%

Ziba

Location
Uganda

Capacity (MW)
7.6

Date of Commission
July 2019

Annual Generation (GWh)
40.5

Annual CO_2 Savings (MT)
28,775

WindForce's Investment (Rs.)
266 Mn

WindForce's Stake
25.50%

Sooryashakthi

Location
Vavunathivu, Sri Lanka

Type of Project
Solar

Capacity (MW)
10

Expected Date of Commission
July 2025

WindForce's Stake
50%

In a landmark development for Sri Lanka's renewable energy sector, WindForce PLC, in collaboration with Vidullanka PLC, is nearing completion of the 10MW Solar Universe Phase II solar power project, developed through Sooryashakthi (Pvt) Ltd. Located in Vavunathivu, Batticaloa District, the project is set to become the first solar power facility in Sri Lanka constructed entirely on precast pile foundations. Its innovative design ensures uninterrupted natural water flow and preserves the original land structure, reflecting a strong commitment to sustainable development.

With a total investment of Rs. 2.25 Bn and an anticipated Internal Rate of Return (IRR) exceeding 25%, the project exemplifies WindForce's focus on delivering high-yield, environmentally responsible energy solutions. Beyond supplying clean power to the national grid, the initiative has generated employment and fostered extensive community engagement across education, healthcare, sports, religious, and infrastructure sectors.

Rividhanavi

Location
Siyambalanduwa, Sri Lanka

Type of Project
Solar

Capacity (MW)
100

Expected Date of Commission
April 2026

WindForce's Stake
50%

In partnership with Lakdhanavi Ltd, we commenced the groundbreaking Rividhanavi 100 MW Solar Power Plant project in Siyamabalanduwa, Sri Lanka, marking a significant step towards sustainable energy for the nation. Backed by a USD 133 Mn investment, the project introduces Sri Lanka's first large-scale integration of a 12MWh Battery Energy Storage System (BESS) alongside the solar plant. It also includes essential infrastructure, including a dedicated grid substation and a 27km transmission line to ensure efficient energy distribution.

Notably, the project utilises an innovative dollar-pegged tariff structure to balance investor returns and consumer affordability. Awarded as a single package by the Ceylon Electricity Board (CEB), this initiative highlights the consortium's commitment to driving innovation, sustainability, and collaboration within Sri Lanka's energy sector.


WE ARE CHANGING THE LANDSCAPE
OF SUSTAINABLE POWER

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 WindForce.
- Issue of Initial Public Offering (IPO) with 08 times over-subscription.
- WindForce 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 WindForce'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.
- WindForce is accredited as a CIMA Training Partner since October 2022.
- TAGS Awards 2022 – WindForce 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.

2024

- Presidential Environment Awards 2021/2022 - WindForce was awarded the Bronze Trophy of Commendation for the Nendum Kulam Solar Powe Project, Vydexa.
- WindForce 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 - WindForce 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 - WindForce was Awarded the Joint Bronze under the "Power and Energy" Category.

2023

- WindForce 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.

2025

- WindForce marked its 15th anniversary on 15 June 2024, a significant milestone reflecting years of innovation and leadership in the renewable energy sector.
- WindForce PLC secured the Gold Award for Solar Universe (PVT) Ltd and the Bronze Award for Melanka Power (Pvt) Ltd, recognising its outstanding contributions to environmental sustainability.
- WindForce was honoured as the subject company for the CFA Institute Research Challenge Sri Lanka 2024/25, solidifying its status as a leader in renewable energy.
- Launched the 10 MW Kebitigollewa Solar Power Project, with an all-women technical team.
- Kebitigollewa Solar Power (Pvt) Ltd received Sri Lanka's first-ever clean energy subsidy grant under the Joint Crediting Mechanism (JCM) between the governments of Sri Lanka and Japan.
- WindForce commissioned a 389 kWp Solar Power Project in Zanzibar.
- WindForce was awarded First Runner-Up for Best Integrated Report in the Power/Electricity Sector and received the Certificate of Compliance at the CMA Excellence in Integrated Reporting Awards 2024.
- WindForce received the Certificate of Compliance in the Power & Energy Sector and a Certificate of Recognition in the Special Award Category for Sustainability Reporting at the TAGS Awards 2024.

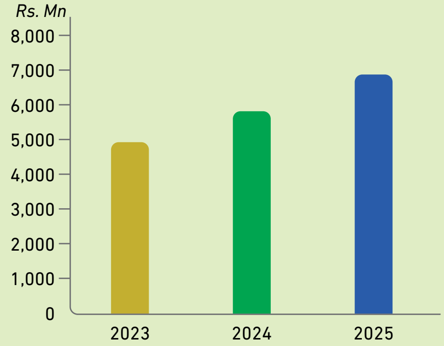
FINANCIAL HIGHLIGHTS

Group Revenue	GP Margin	Net Profit Margin	Our Average Selling Price to CEB
Rs. 6.9 Bn	60%	33%	Rs. 16.97 (USD Cents 5.65)

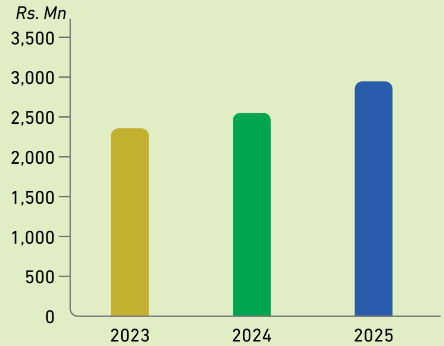
Year ended 31st March	Rs. '000	2025	2024	%
Operating Results				
Group Revenue		6,902,690	5,851,800	18%
Operating Profit		3,015,244	2,855,838	6%
Profit Before Taxation		2,949,902	2,555,104	15%
Profit After Taxation		2,249,690	1,750,594	29%
Profit Attributable to Parent		1,787,078	1,549,546	15%
Gross Dividend Paid		1,350,769	1,350,769	0%
Financial Position				
Total Assets		39,424,452	38,041,861	4%
Stated Capital		18,226,456	18,226,456	0%
Retained Earnings		4,510,596	4,178,500	8%
Equity Attributable to the Equity Holders of the Parent		23,266,655	22,994,184	1%
Total Liabilities		13,025,179	12,582,327	4%
No. of Ordinary Shares	No. '000	1,350,769	1,350,769	0%
Current Assets		7,092,144	7,261,345	-2%
Current Liabilities		2,040,838	2,928,451	-30%
Gearing Ratio	%	28.31%	28.12%	1%
Return on Capital Employed	%	9.65%	9.73%	-1%
Shareholder Information				
Return on Assets	%	5.71%	4.60%	24%
Earnings Per Share	Rs.	1.32	1.15	15%
Dividend Per Share	Rs.	1.00	1.00	0%
Dividend Payout	%	75.59%	87.17%	-13%
Net Asset Value Per Share	Rs.	17.22	17.02	1%
Market Capitalisation		33,769,224	26,475,071	28%
Float Adjusted Market Capitalisation		8,250,497	5,248,948	57%
Price Earning Ratio	Times	18.90	17.09	11%
Interest Cover	Times	3.73	2.79	33%
Highest Price For The Year	Rs.	27.80	20.40	36%
Lowest Price For The Year	Rs.	19.20	16.50	16%

Operating Results

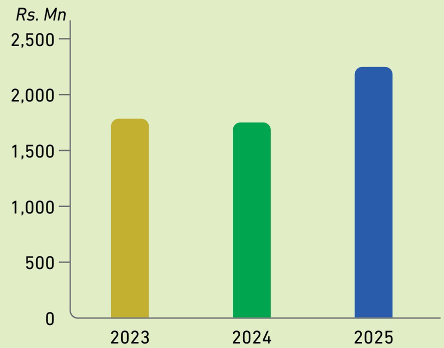
Group Revenue (Rs. 000)



Profit Before Taxation (Rs. 000)

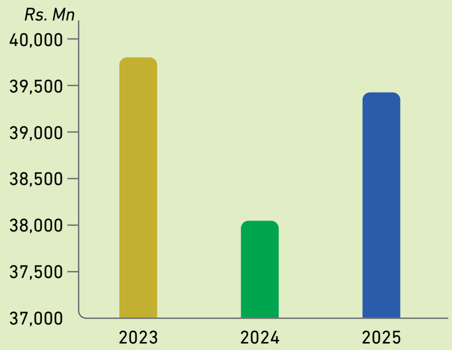


Profit After Taxation (Rs. 000)

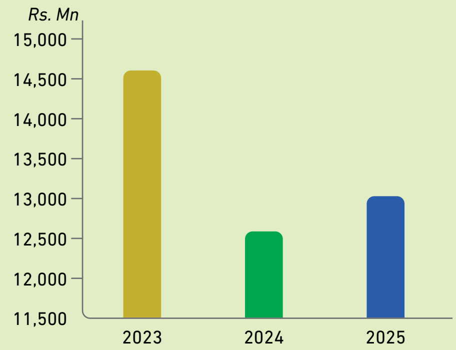


Financial Position

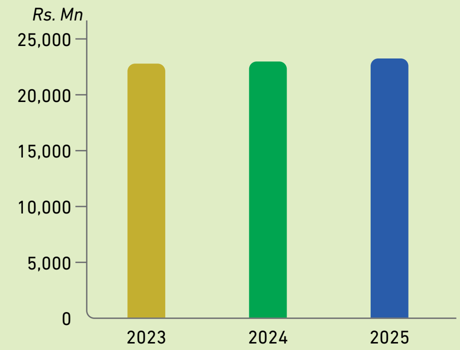
Total Assets (Rs. 000)



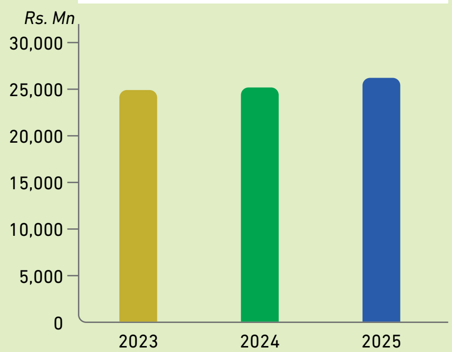
Total Liabilities (Rs. 000)



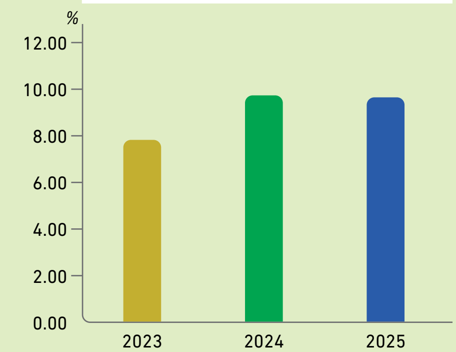
Total Equity Without NCI (Rs. 000)



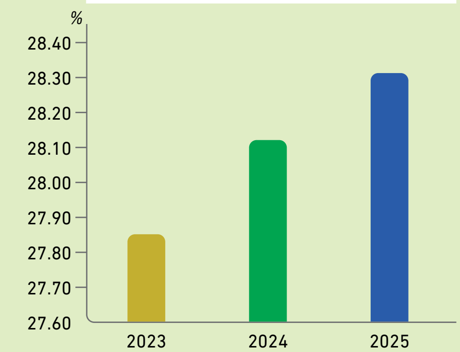
Total Equity With NCI (Rs. 000)



Return on Capital Employed %

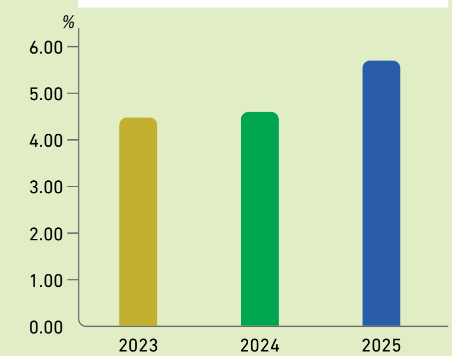


Gearing Ratio %

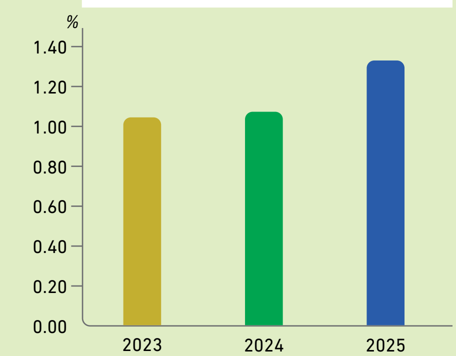


Shareholder Information

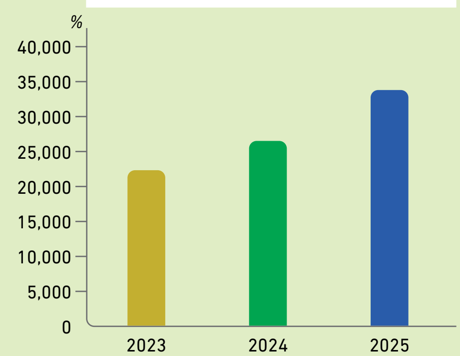
Return On Assets %



Earnings Per Share (Rs.)



Market Capitalisation (Rs. 000)



NON-FINANCIAL HIGHLIGHTS

	Human Capital	Unit	2024/25	2023/24	Variance (%)
Human Capital	Number of employees	No.	206	190	8%
	Investment in employee learning	Rs. Mn.	15.5	6.1	154%
	New recruits	No.	43	33	30%
	Employee retention rate	%	89%	91%	-2%
	Female participation	%	10%	6%	67%
	Fatal injury rate	%	0%	0%	-

	Manufactured & Intellectual Capital	Unit	2024/25	2023/24	Variance (%)
Manufactured & Intellectual Capital	Value of PPE	Rs. Bn	24.80	23.02	8%
	Capital expenditure	Rs. Bn.	4.68	4.27	10%
	Depreciation and amortisation	Rs. Bn.	1.80	2.20	-18%

	Social & Relationship Capital	Unit	2024/25	2023/24	Variance (%)
Social & Relationship Capital	Number of suppliers	No.	413	119	247%
	Investment on CSR	Rs. Mn.	37	32	16%

	Natural Capital	Unit	2024/25	2023/24	Variance (%)
Natural Capital	Carbon credits income	Rs. Mn	280	-	100%
	Carbon credits to be sold	Units	142,539	142,539	-
	CO_2 saved	MT	398,821	408,209	-2%
	Electricity consumption	GWh	0.88	0.84	5%
	Volume of water withdrawn	m3	10,850	10,767	1%

GROWTH THAT MAKES THE WORLD GO ROUND

GRI 2-22

"WE ARE PLEASED TO REPORT CONSOLIDATED REVENUE OF RS. 6.9 BILLION, MARKING A 18% YEAR-ON-YEAR INCREASE. PROFITABILITY RECORDED STRONG GROWTH, WITH EBITDA INCREASING BY 9% TO RS. 6.1 BILLION, AND NET PROFIT INCREASING BY 29% TO RS. 2.25 BILLION. THIS ACCELERATED PROFIT GROWTH WAS NOTABLY DRIVEN BY THE FULL YEAR'S OPERATION OF THE HIRURAS 15MW WIND POWER PLANT AND THE COMMISSIONING OF THE 10MW KEBITIGOLLEWA SOLAR PLANT IN JULY 2024, COMPLEMENTED BY STABLE INCOME STREAMS INCLUDING RS. 708 MILLION FROM CEYLON ELECTRICITY BOARD'S STANDARD POWER PURCHASE AGREEMENTS."

I am pleased to present the Annual Report for WindForce PLC, reflecting on a year defined by decisive strategic advancement, operational resilience, and robust financial performance. As the global transition to clean, affordable energy accelerates, WindForce stands at the forefront, driven by a clear strategic framework focused on expanding our geographic footprint, diversifying our technological mix, and upholding an unwavering commitment to excellence across our operations.

Review of Performance

This capacity expansion, strategically commissioned during the year, directly fueled our strong performance in the financial year 2024/25. We are pleased to report consolidated revenue of Rs. 6.9 billion, marking a 18% year-on-year increase. Profitability recorded strong growth, with EBITDA increasing by 9% to Rs. 6.1 billion, and net profit increasing by 29% to Rs. 2.25 billion. This accelerated profit growth was notably driven by the full year's operation of the Hiruras 15MW Wind Power Plant and the commissioning of the 10MW Kebitigollewa Solar Plant in July 2024, complemented by stable income streams including Rs. 708 million from Ceylon Electricity Board's standard power purchase agreements.

Our robust performance and disciplined financial management were further validated by Fitch Ratings with an upgrade to WindForce's National Long-Term Rating to 'A+(lka)' from 'BBB+(lka)' with a Stable Outlook. This reflects our financial health and improved sector conditions, particularly the enhanced credit profile of our key counterparty, the Ceylon Electricity Board (CEB).

Delivering sustainable value to our shareholders remains paramount. Our strong financial results enabled a payout of Rs. 1.35 billion for FY 2024/25, contributing to total dividends exceeding Rs. 4.4 billion since our initial public offering (IPO) and yielding a 35% total return for shareholders during the financial year.

Operating Landscape & Strategic Navigation

Sri Lanka's renewable energy sector holds immense potential, but macroeconomic volatility and political challenges have created a cautious investment climate, restricting access to crucial international financing. The lack of clear direction and urgency in policy execution further risks slowing industry growth.

WindForce remains proactive, diligently exploring innovative financing solutions to overcome funding constraints and drive our projects forward.

Accelerating Future Growth

Expanding and deepening our international footprint remains a key strategic priority, with strong potential identified in markets such as Africa and Pakistan. We are optimistic about securing new projects beyond Sri Lanka in FY 2025/26, driven by improving macroeconomic stability and the relaxation of exchange controls. In these markets, our technological focus will be primarily on solar, leveraging its immense potential.

Domestically, Sri Lanka remains at the core of our strategy, with the national commitment to achieving 70% renewables by 2030 serving as a crucial driver of growth. Supported by anticipated favourable trends in renewable technology costs, these strategic imperatives collectively position WindForce for sustained expansion, ensuring enhanced shareholder value in the years ahead.

"IT HAS BEEN A PERIOD OF SIGNIFICANT MILESTONES AND PROUD ACHIEVEMENTS FOR WINDFORCE. THIS YEAR, WE PROUDLY CELEBRATED OUR 15TH ANNIVERSARY ON JUNE 15, 2024. THIS REPRESENTS A REMARKABLE JOURNEY OF INNOVATION, RESILIENCE, AND LEADERSHIP IN THE RENEWABLE ENERGY SECTOR, A TESTAMENT TO THE VISION LAID 15 YEARS AGO AND THE DEDICATION OF EVERYONE INVOLVED ALONG THE WAY."

Sustainability and ESG Commitment

Sustainability is more than a value; it is integral to WindForce's identity and strategy. We view Environmental, Social, and Governance (ESG) principles not merely as compliance, but as essential drivers of long-term value and responsible growth. Accordingly, we are embedding ESG considerations across our operations and strategic decision-making.

To formalise and guide our approach, we have embarked on building a comprehensive ESG framework across the group, partnering with external experts. Moreover, we are making significant progress towards aligning our sustainability reporting with international standards, including the IFRS Sustainability Disclosure Standards (SLFRS S1 and S2), to enhance our transparency and accountability. This foundational work positions us to continuously improve our ESG performance and reporting.

Corporate Governance

Upholding the highest standards of corporate governance is fundamental to maintaining the trust of our stakeholders and ensuring long-term success. We are dedicated to transparency, accountability, and ethical conduct.

During the year, the Board took concrete steps to strengthen our framework. We established a new Nominations and Governance Committee, enhancing the structure for Board appointments. We also formally integrated risk management oversight within the responsibilities of the Audit Committee. Looking ahead, we intend to further evolve this oversight, aligning with international best practices, including IFC performance standards, by establishing a standalone Risk Committee. These actions reinforce our commitment to robust, effective, and continuously improving governance practices.

Recognition

Looking back at the past year, it has been a period of significant milestones and proud achievements for WindForce. This year, we proudly celebrated our 15th anniversary on June 15, 2024. This represents a remarkable journey of innovation, resilience, and leadership in the renewable energy sector, a testament to the vision laid 15 years ago and the dedication of everyone involved along the way.

Our commitment to environmental stewardship and sustainable development continues to be recognised at the highest levels. We were honoured at the Presidential Environment Awards 2024, where our subsidiary Solar Universe (PVT) Ltd received the prestigious Gold Award, and Melanka Power (Pvt) Ltd was awarded Bronze. These accolades underscore our tangible contribution to a greener future for Sri Lanka.

Transparency, good governance, and clear communication are fundamental pillars of how we operate and build trust with our stakeholders. We are pleased that our commitment in this area was externally validated at the CMA Excellence in Integrated Reporting Awards 2024, where we were awarded First Runner-Up for Best Integrated Report in the Power/Electricity Sector and received the Certificate of Compliance. This was further reinforced at the TAGS Awards 2024, where we received the Certificate of Compliance in the Power & Energy Sector and a notable Certificate of Recognition in the Special Award Category for Sustainability Reporting.

These recognitions are not just awards; they are affirmations of our strategic direction, operational excellence, and commitment to sustainability and good corporate citizenship. They reflect the hard work, dedication, and passion of our entire team.

Acknowledgements

Behind every achievement detailed in this report is the relentless effort of our team. On behalf of the Board of Directors, I wish to thank the Managing Director and CEO, the Corporate Management Team and all other team members in the Company. Your dedication, tenacity, and proactive embrace

of innovation have not just navigated challenges but propelled our Company forward on its growth trajectory.

I also sincerely thank my fellow Board members for their guidance and support, which have been instrumental in shaping WindForce's success. Our operational success is deeply reliant on strong external partnerships. We are grateful for the essential cooperation and support received from key stakeholders, including the Ceylon Electricity Board, the Sri Lanka Sustainable Energy Authority, relevant regulatory bodies, and utility partners across our operational footprint. Their collaboration is critical to facilitating our projects and operations.

To our esteemed shareholders and stakeholders, we are deeply grateful for your unwavering trust and support. Your confidence in our vision empowers us. This partnership remains critical as we continue to expand our clean energy footprint and deliver sustainable value for all.

Ranil Pathirana
Chairman
Non-Executive, Non-Independent Director
30th May, 2025

"TRANSPARENCY, GOOD GOVERNANCE, AND CLEAR COMMUNICATION ARE FUNDAMENTAL PILLARS OF HOW WE OPERATE AND BUILD TRUST WITH OUR STAKEHOLDERS. WE ARE PLEASED THAT OUR COMMITMENT IN THIS AREA WAS EXTERNALLY VALIDATED AT THE CMA EXCELLENCE IN INTEGRATED REPORTING AWARDS 2024, WHERE WE WERE AWARDED FIRST RUNNER-UP FOR BEST INTEGRATED REPORT IN THE POWER/ELECTRICITY SECTOR AND RECEIVED THE CERTIFICATE OF COMPLIANCE."

MANAGING DIRECTOR'S MESSAGE

"OUR ESTABLISHED TRACK RECORD POSITIONS US AS SRI LANKA'S LARGEST PRIVATE RENEWABLE ENERGY PRODUCER, WITH AN INSTALLED CAPACITY REACHING 243 MW. THIS CAPACITY IS A TESTAMENT TO OUR CAPABILITY AND TANGIBLE CONTRIBUTION TO THE NATIONAL ENERGY LANDSCAPE."

During the financial year 2024/25, the renewable energy sector remained dynamic and vital to global sustainability, and WindForce made significant strides, guided by our core strategic pillars: geographic expansion, technological diversification (wind and solar), and a relentless commitment to operational excellence.

Our established track record positions us as Sri Lanka's largest private renewable energy producer, with an installed capacity reaching 243 MW. This capacity is a testament to our capability and tangible contribution to the national energy landscape.

Global Energy Transition

Globally, the transition to clean energy is accelerating at an unprecedented pace. In 2024, clean power sources surpassed 40% of global electricity generation for the first time, driven overwhelmingly by record growth in renewables. Solar power has emerged as the clear engine of this transition, demonstrating remarkable expansion by doubling its generation in just the last three years and leading global growth for the 20th consecutive year.

This rapid expansion of renewables is occurring alongside a significant rise in global electricity demand, fuelled by factors such as technological advancements and increasing need for cooling. While this strong demand growth in 2024 slightly outpaced clean generation additions in some instances, leading to a small increase in fossil generation, the overarching trend is undeniable: the world is fundamentally shifting towards an electrified energy system powered by clean sources. The combined contribution of wind and solar is now surpassing hydro in the low-carbon energy mix, and technological advancements such as Battery Energy Storage Systems (BESS) are further enhancing the economics of solar. These global dynamics underscore the immense and growing opportunities within the renewable energy sector and strongly validate WindForce's strategic focus on expanding our clean energy portfolio.

Navigating the Sri Lankan Market

Turning our attention to our home market, Sri Lanka has reaffirmed its ambitious national renewable energy goals, targeting 100% clean energy with a key milestone of 70% by 2030. A significant step forward in operationalising this vision is the 'Green Energy Acceleration Plan 2025-2030' launched in 2025. Endorsed by the Prime Minister, this five-year roadmap provides a clear strategic direction, focusing on expanding renewable energy sources including solar, wind and BESS to provide affordable, reliable power. This plan presents considerable opportunities, aligning well with our core business.

However, industry growth is currently influenced by the intricacies of the project approval process, which can involve navigating requirements across potentially 24 different agencies. While collaboration is key, the multi-layered nature of these procedures can sometimes lead to extended timelines for project realisation, particularly within the context of the current economic environment. We are dedicated to collaborating constructively with all relevant stakeholders to support efforts towards enhancing the efficiency and transparency of the approval framework. Advocating for streamlined processes remains a priority to facilitate faster deployment of clean energy solutions. In parallel, we are exploring diverse financing options to navigate the current funding environment and ensure continued progress on our projects.

A significant positive development that brings greater confidence to the sector is the progress made by the Ceylon Electricity Board (CEB) towards improved financial health, including the settlement of historical arrears and steps towards financial independence. This enhanced stability and predictability are vital for attracting and sustaining the necessary investment for the growth of Sri Lanka's renewable energy capacity. This is an encouraging sign that provides a more robust foundation for future development.

While our strategy is robust and we are poised for significant growth, realising the full potential of renewable energy, particularly the successful integration of crucial technologies such as Battery Energy Storage Systems (BESS) needed for grid stability, hinges critically on decisive and timely implementation action from the utility and government. While policy frameworks are evolving, the pace and clarity of execution in certain areas remain key challenges. Accelerating the national clean energy transition and enabling the sector to contribute effectively requires concerted effort, clear direction, and committed execution from policymakers and the national utility to translate policy intent into tangible infrastructure development and grid modernisation. Without this crucial enabling environment, the ambitious targets for renewable energy growth risk are being constrained.

Operational Performance and Capacity Enhancement

Reflecting on our operational performance and strategic growth during the year, I am pleased to report significant strides towards our ambitious target of achieving 500MW total capacity by 2027. A pivotal achievement was the commissioning of the 10 MW Kebitigollewa Solar Power Project. This state-of-the-art facility makes a valuable contribution to the national grid and stands as a proud testament to our commitment to gender equality, featuring an all-women technical team. Furthermore, it highlights successful international collaboration, having achieved Sri Lanka's first JCM clean energy subsidy of USD 898,895 from the Japanese government.

As of 31 March 2025, our operational capacity stood at 243 MW. This figure reflects deliberate strategic portfolio management undertaken during the year, notably the divestment of certain rooftop solar assets. This strategic move was aimed at sharpening our focus and directing resources towards the development and acquisition of larger, high-impact utility-scale projects, including key assets such as Kebitigollewa and Rividhanavi, in clear alignment with our long-term capacity expansion strategy. Substantial progress was also achieved on the Rividhanavi 100 MW Solar Power Project during the year, where we maintain an equal joint shareholding, further highlighting the strength of our development pipeline.

Looking ahead, our robust pipeline of projects is poised to drive significant capacity growth. The 10 MW Sooryashakthi solar power plant is prepared for commissioning during Q2 of FY2025/26, and the 100 MW Rividhanavi solar power project in Siyambalanduwa continues to progress successfully. Furthermore, the 2x10 MW Mannar Wind Power Projects and our pioneering 5 MW floating solar power project, representing the first commercial-scale initiative of its kind, are both in the final stages of securing necessary approvals. This robust pipeline underscores our commitment to sustained growth and expanding our contribution to renewable energy generation.

Commendable Performance

FY 2024/25 marked another period of solid financial performance for WindForce. Our consolidated revenue reached Rs. 6.90 billion, representing an 18% growth year-on-year (YoY). While our cost of sales increased by 31% YoY to Rs. 3.48 billion, this was primarily due to depreciation directly associated with the commissioning of new assets during the year, notably the Hiruras (15MW) Wind Plant and the Kebitigollewa (10MW) Solar Plant and higher operational and maintenance expenses. Despite these higher operating costs linked to growth, our profitability remained strong. We achieved a gross profit of Rs. 4.13 billion, a 7% growth, demonstrating effective management of our direct costs. This positive trend continued through the income statement, with profit from operating activities increasing by 6% to Rs. 3.02 billion, and profit before tax rising by 15% to Rs. 2.95 billion. Crucially, our profit after tax recorded a growth of 29% to Rs. 2.25 billion for the year.

These operational advancements and strong financial outcomes, coupled with positive developments in the sector – including the improvement in the Ceylon Electricity Board's (CEB) credit profile – were recognised by Fitch Ratings, leading to an upgrade in WindForce's National Long-Term Rating. This improved rating underscores our financial stability and enhanced risk profile, further supporting our growth trajectory towards the 500MW target.

Building a Sustainable Future

As we expand our operational capacity and reach, we are equally focused on ensuring our growth is sustainable and responsible. We are embedding robust Environmental, Social, and Governance (ESG) principles across our organisation, recognising that this is fundamental to long-term value creation and resilience.

To formally structure this commitment, we have partnered with Nangia Andersen LLP in India as our ESG consultants. Together, we are establishing a comprehensive ESG framework across the WindForce group. Significant foundational steps have been taken, including the formation of a dedicated Core Working Group (CWG) and Sector-Specific Working Groups (SWG) with clear responsibilities, and the development of our core ESG policy.

We are also making substantial progress towards aligning our sustainability reporting with the international best practices, specifically the IFRS Sustainability Disclosure Standards (SLFRS S1 and S2). We have established a structured roadmap and are nearing the finalisation of a robust framework to enhance our transparency and reporting in this critical area. Our full-scale ESG implementation is planned for FY 2025/26, aiming to be fully operational by the end of the current financial year, with the framework aligning with standards including IFC and ADB.

A key aspect of our ESG commitment is transparently reporting our environmental impact. For the FY 2025/26 report, we will be publishing our Greenhouse Gas (GHG) emissions, aligning with forthcoming mandatory requirements for top-listed companies and further enhancing our emissions footprint analysis. Furthermore, we are integrating ESG considerations into our project development from the outset. All our future projects will strictly adhere to IFC Performance Standards, which comprehensively cover environmental and social aspects. This commitment to global standards not only mitigates risks but also significantly enhances our reputation, broadens our access to international investors and financiers, and potentially secures preferential financing rates.

The Strength Behind WindForce

Our success is inextricably linked to the talent and dedication of our people. We are proud to maintain a history of exceptionally low staff turnover, particularly within our top management team, where retention has been consistently strong since inception. This stability provides invaluable institutional knowledge and leadership continuity.

Recognising the evolving demands of our industry and our ESG commitments, a key focus area is investing in the capabilities of our team. We are undertaking significant training initiatives, particularly focused on ESG reporting standards and the implementation of a new, comprehensive ERP system, to ensure our staff are equipped with the necessary skills for future growth and efficiency.

To further align the interests of our team with the Company's success and enhance talent retention, we have developed an Employee Share Option Plan (ESOP) framework. This framework is nearing finalisation and will be presented for shareholder approval soon. The ESOP is designed to provide our middle and senior management with the opportunity to share directly in the Company's future value creation. Finally, we continue to prioritise succession planning and internal career progression. We are nurturing the next generation of leaders within WindForce and have been pleased to see recent promotions of younger staff members into positions of increased responsibility.

Strategic Outlook and Growth Drivers

Looking ahead, our strategic focus is clearly defined, centered on capitalising on significant opportunities both internationally and domestically to drive future growth. A strong pillar of our forward strategy is the focused re-entry into international markets, particularly in Africa. We are hopeful that the easing of exchange controls will facilitate securing new projects outside Sri Lanka in FY 2025/26, with an ambition to derive at least 30% of our revenue from these international ventures, contributing valuable USD income. Technologically, our international focus will primarily be on solar and solar coupled with BESS.

Domestically, Sri Lanka remains a primary target market, driven by the ambitious national goal of achieving 70% renewable energy by 2030. This target necessitates the addition of approximately 3,300MW of new capacity within a relatively short timeframe, and we anticipate significant, large-scale tenders for both wind and solar power projects.

A significant emerging opportunity lies in BESS. The increasing integration of large-scale rooftop solar capacity (approximately 1,500MW total, with ~500MW added in FY 2024/25) has created grid instability, highlighting the critical need for storage solutions. We are studying the integration of BESS technology for both new and existing solar plants and are advocating with the government for the establishment of a dedicated BESS tariff, a matter for which a committee has now been appointed. Furthermore, we anticipate a favourable trend in the cost of solar and wind technologies, potentially influenced by global manufacturing dynamics and geopolitical factors. These strategic priorities and the identified market opportunities position us for significant future growth, reinforcing our role in advancing the renewable energy landscape.

A Note of Appreciation

The foundation of WindForce's performance remains the dedication of our people. Our team's hard work and commitment have been instrumental in achieving our milestones and driving our vision forward. I express my sincere appreciation to every employee for their significant contributions. I also acknowledge the crucial guidance and support provided by our Chairman and the Board of Directors throughout the year.

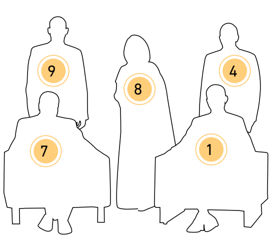
Our operational success is deeply reliant on strong external partnerships. We are grateful for the essential cooperation and support received from key stakeholders, including the Ceylon Electricity Board, the Sri Lanka Sustainable Energy Authority, relevant regulatory bodies, and utility partners across our operational footprint. Their collaboration is critical to facilitating our projects and operations.

To our valued shareholders, thank you for your sustained trust and investment in WindForce. Your support empowers us to pursue new opportunities and deliver value. We look forward to building on this partnership as we embark on the next phase of our growth journey.

Manjula Perera
Managing Director
Executive, Non-Independent Director

30th May 2025

BOARD OF DIRECTORS



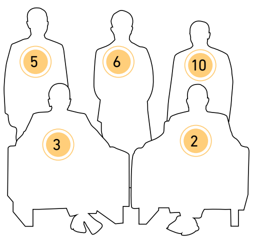
1 **Ranil Pathirana**
Chairman, Non-Executive Non-Independent Director

2 **Asgi Akbarally**
Deputy Chairman, Executive Non-Independent Director

3 **Manjula Perera**
Managing Director, Executive Non-Independent Director

4 **Huzefa Akbarally**
Non-Executive Non-Independent Director

5 **Hussain Akbarally**
Executive, Non-Independent Director



6 **Vinod Hirdaramani**
Non-Executive Non-Independent Director

7 **Dilshan Hettiaratchi**
Non-Executive Independent Director

8 **Saumya Amarasekera**
Non-Executive Independent Director

9 **Savantha De Saram**
Non-Executive Independent Director

10 **Harin Udeshi**
Non-Executive
Non Independent Director

Ranil Pathirana 1
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 from his role as Director of the Hirdaramani Group, which includes apparel, leisure & investment holding companies, and as Managing Director for Hirdaramani International Exports (Pvt) Limited, with apparel manufacturing facilities across Sri Lanka, Bangladesh, Vietnam, and Ethiopia.

In addition to his leadership at WindForce, Mr. Pathirana holds Non-Executive Director roles in multiple listed entities, including Hemas Holdings PLC, BPPL Holdings PLC, Dankotuwa Porcelain PLC and Ceylon Hotels Corporation PLC. His broad expertise in corporate governance and strategic management significantly contributes to guiding WindForce PLC's growth and operational excellence.

Asgi Akbarally 2
Deputy Chairman, Executive Non-Independent Director

Mr. Ali Asghar (Asgi) Akbarally, Executive Deputy Chairman of WindForce PLC, holds a BSc in Industrial Engineering from California State University and is a Fellow of the Institute of Certified Professional Managers. His extensive leadership roles include serving as Chairman of Amana Bank PLC, Hermitage Resorts (Pvt) Ltd, Uthurumaafaru Holding (Pvt) Ltd Maldives, Lhaviyani Holdings (Pvt) Ltd, and Cocoon Investments (Pvt) Ltd Maldives, as well as Director of Alumex PLC.

Mr. Akbarally is the Managing Director at Akbar Brothers (Pvt) Ltd, a leader in Sri Lanka's tea export industry, overseeing numerous subsidiaries within the Akbar Group. He also holds the position of Honorary Consulate of the Hashemite Kingdom of Jordan. An avid classic car enthusiast, Mr. Akbarally has authored a book titled "Classic and Vintage Automobiles of Ceylon" and serves as the Patron of the Classic Car Club of Ceylon.

Manjula Perera 3
Managing Director, Executive Non-Independent Director

Mr. Manjula Perera, holding the position of Managing Director and Executive Non-Independent Director at WindForce PLC, plays a pivotal role in the Company's leadership. A distinguished Fellow of the Institute of Engineering and Technology, UK, Mr. Perera earned his First-Class Honours Degree in Electrical Engineering from the University of Moratuwa and a MEng from the same institution.

His professional journey commenced at Lanka Transformers Limited, Sri Lanka's premier private sector power generation entity, where he garnered extensive experience over a decade, ascending from Design Engineer to Group Business Development Manager.

In 2008, Mr. Perera embarked on his entrepreneurial path within the power generation sector. Collaborating with local investment firms, he spearheaded the development of mini hydropower plants before pioneering the establishment of Sri Lanka's inaugural and largest wind power plant at that time, significantly bolstering the national grid.

Huzefa Akbarally 4

Non-Executive Non-Independent Director

Mr. Huzefa Akbarally holds the position of Non-Executive, Non-Independent Director within the company. He holds a Bachelor of Science Degree in Computer Science, a Bachelor of Engineering Degree in Electrical and Computer Systems Engineering, and a Master of Engineering Science Degree by Research in Electrical and Computer Systems Engineering from Monash University Australia.

Apart from his role in WindForce PLC, he serves on the board of Akbar Brothers and holds the position of Deputy Chairman at CleanCo Lanka Limited and he is also the Chairman of the Tea Exporters' Association. Akbar Brothers, renowned as Sri Lanka's premier exporter of Ceylon tea, has diversified business interests spanning mini hydro, wind power generation, and pharmaceuticals.

Hussain Akbarally 5

Executive, Non-Independent Director

Mr. Hussain Akbarally serves as an Executive, Non-Independent Director on the WindForce PLC Board.

Mr. Hussain Akbarally, holding a Science Degree from the University of Melbourne and an MBA from Harvard Business School, is an Executive Director at Akbar Brothers (Pvt) Ltd, Sri Lanka's largest exporter of Ceylon Tea. His strategic leadership has been pivotal in diversifying the company's interests into sectors such as renewable energy, hospitality, and agriculture. For his significant contributions to the renewable energy sector, he was recognised as one of the New Energy Leaders by the Asian Development Bank in 2018. Mr. Akbarally's extensive experience and innovative vision significantly contribute to the strategic direction of WindForce PLC.

Vinod Hirdaramani 6

Non-Executive Non-Independent Director

Mr. Vinod Hirdaramani, a respected member of the WindForce PLC Board as a Non-Executive Non-Independent Director, brings a wealth of experience and expertise to the table. Educated at Harrow School in the UK and holding a BA from Northwestern University in the USA, Mr. Hirdaramani is also an esteemed alumnus of Harvard Business School.

Since joining the Board of Directors of the Hirdaramani Group in 1993, Mr. Hirdaramani has played a pivotal role in overseeing the operations of the Group's knit facilities in Sri Lanka and Vietnam. His keen focus and strategic involvement in the Group's investments in the renewable energy sector align closely with WindForce PLC's mission and objectives in sustainable energy.

In addition to his duties with WindForce, Mr. Hirdaramani holds directorial positions in several subsidiary companies within the Hirdaramani Group, which operates 38 facilities across Sri Lanka, Bangladesh, Vietnam, and Ethiopia. His global perspective and business acumen are further enhanced by his active participation in the Young Presidents' Organisation, where he has notably served as the past Chapter Chair for the Sri Lanka Chapter.

Mr. Hirdaramani's extensive experience and strategic insights in international business and renewable energy investments are invaluable to our Board's governance and forward-looking initiatives.

Dilshan Hettiaratchi 7
Non-Executive Independent Director

Mr. Dilshan Hettiaratchi is a seasoned finance professional with over 30 years of experience in the finance and banking sectors, specialising in capital markets and renewable energy. He holds a CFA Charter, an ACMA qualification, and an MBA from the University of Colombo. Mr. Hettiaratchi also completed a high-performance leadership programme at Saïd Business School, University of Oxford.

He is the Managing Director of Faber Capital Limited, a Dubai-based investment banking firm, and serves on the boards of SC Securities Limited and Asset Trust Management Limited. Previously, he was the Head of Debt Capital Markets for MENA and Pakistan at Standard Chartered Bank and has been a key figure in the development of Sri Lanka's first Utility Scale Solar PV project. He was also a Steering Committee member of the Gulf Bond and Sukuk Association (GBSA), and the Chair of the Government Bond issuance committee in 2011. His in- depth expertise in financial strategy and commitment to renewable energy greatly enhance the governance and strategic direction of WindForce PLC.

Saumya Amarasekera 8
Non-Executive Independent Director

Mrs. Saumya Amarasekera, P.C., Attorney-at-Law, counts over 35 years in active legal practice mainly in Civil Law practising in the Original, Appellate and the Supreme Court. Her extensive knowledge and practice centres on Property Law, Family Law, Testamentary Law, and Trust and Condominium Law. Additionally, she has wide exposure and practice in handling litigation on behalf of finance companies and banks. in respect of money recovery cases. She has also participated in many arbitrations both local and international, as a Counsel as well as an Arbitrator.

She holds a Degree in Master-of-Laws (LLM) from the University of Pennsylvania with particular emphasis on Insurance Law and the Law of Defamation and Privacy.

Mrs. Amarasekera was appointed a President's Counsel in 2018.

She served as a Non-Independent, Non-Executive Director on the Board of Sampath Bank PLC and was thereafter appointed as its Deputy Chairperson and served as such until her retirement from Sampath Bank PLC in June 2020.

Mrs. Amarasekera presently serves as Independent Non-Executive Director on the Board of Hayleys Fibre PLC and Kelani Valley Plantations PLC.

Savantha De Saram 9
Non-Executive Independent Director

Mr. Savantha De Saram brings a wealth of legal expertise to the WindForce PLC Board as a Non-Executive, Independent Director. He is the Managing Partner at M/s D. L. & F. De Saram, one of the premier legal firms specialising in infrastructure projects, mergers and acquisitions, cross-border financing including project financing, and corporate and commercial law. With over two decades of experience in the legal field, Mr. De Saram has established himself as an authority in navigating complex legal and corporate landscapes.

In addition to his role at WindForce PLC, Mr. De Saram also contributes his expertise as a Non-Executive Director to BPPL Holdings PLC and Hunter & Company PLC. His extensive experience and profound knowledge of legal aspects enhance the governance and strategic legal insights provided to the Board, ensuring robust oversight and guidance in corporate affairs.

Harin Udeshi 10

Non-Executive Non - Independent Director

Mr. Harin Udeshi serves as a Non-Executive, Non-Independent Director on the Board of WindForce PLC. He holds a Bachelor of Science in Electrical and Electronic Engineering from the University of London and a Master of Business Administration in Finance and Banking from the University of San Francisco.

Since 1996, Mr. Udeshi has been the Managing Director of Mona Exports (Pvt) Ltd, where he has been instrumental in expanding the company's scale tenfold. His strategic implementation of lean manufacturing techniques has significantly reduced costs and enhanced operational efficiencies across the board. Mr. Udeshi also holds the prestigious role of Chairman at Asha Securities (Pvt) Ltd, leveraging his extensive experience in the financial services industry to guide the firm.
Mr. Udeshi's diverse expertise in engineering and finance, coupled with his proven track record in business leadership, continues to bring valuable insights to the strategic operations of WindForce PLC.

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
Deputy General Manager – Solar

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 Accountant

Neena Silva
Manager - Reporting and Investor Relations

Chandika Rathnayaka
Manager - Operations and Maintenance

Waruna Edirisinghe
Assistant Manager - Operational Services

Janith Aththanayaka
Accountant

Shalini Sivakumar
Senior HR Executive

GROWTH THAT SUPPORTS THE NEXT GENERATION


Wind
Annual Generation
217.9 GWh
Solar
Annual Generation
241.5 GWh
Hydro
Annual Generation
102.2 GWh

OUR BUSINESS MODEL

Our Inputs

Financial Capital
(Refer pages 100 to 105)

- Shareholders' Funds – Rs. 23.3 Bn.
- Non-Controlling Interest - Rs. 3.1 Bn.
- Debt Capital – Rs. 10.4 Bn.

Human Capital
(Refer pages 116 to 124)

- 206 Employees
- Diverse Board
- Continuous Learning and Development

Manufactured Capital
(Refer pages 136 to 141)

- Rs. 4.7 Bn. Fixed Assets Additions
- TPM Process
- EPC Process

Intellectual Capital
(Refer pages 128 to 135)

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

Social and Relationship Capital
(Refer pages 106 to 115)

- Relations with governing bodies
- Procurement Practices
- 413 Suppliers
- 37 Mn. Community Investment

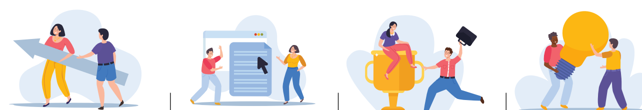
Natural Capital
(Refer pages 142 to 149)

- Electricity Consumption 0.88 GWh
- Water 10,850 m3
- Sustainable Use of Resources
- Waste management

Our Core Functions and Enablers

Vision

Strategic Priorities



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

Driven by Business Activities

Enabled by

Finance	Human Resources	Engineering and Procurement

Supported by

Strong Governance and Ethics
Risk Management
Focus on Sustainability

Our Outputs	Our Outcomes	Our Stakeholders
• Rs. 6.90 Bn. Revenue • Rs. 10.43 Bn. gross loans and borrowings • Rs. 1,041 Mn. taxes paid to the government	• EPS Rs. 1.32 • DPS Rs. 1.00 • NPAT Rs. 2.25 Bn.	Investors Government & Regulators
• Rs. 15.5 Mn. on training and development • Ratio of entry-level wage (men:women) 1:1 • 10% of female employees • Safe work environment	• A trained, highly skilled and engaged team • Employee retention ratio 89% • Rs. 479 Mn. salaries and benefits • 2,219 training hours	Employees
• 8 Wind Power Plants • 12 Solar Power Plants • 10 Hydropower Plants	• 97% capacity utilisation • USD 300,000 savings through in-house maintenance	Business Partners
• 22% of employees with over 10 years of service • Renewable energy specialised engineers with RISO accreditation	• Culture of learning and development • Ethics and transparency • Cutting-edge technology • Secure systems	Government & Regulators Employees
• Rs. 37 Mn. investment in CSR • Rs. 16.97 (USD cents 5.65) cost per unit of electricity to CEB • 562 GWh electricity generated	• Strong business partnerships	Customers Business Partners Communities
• Rs. 5.96 Bn. green energy portfolio	• Generation of clean energy • Net zero emissions	Government & Regulators

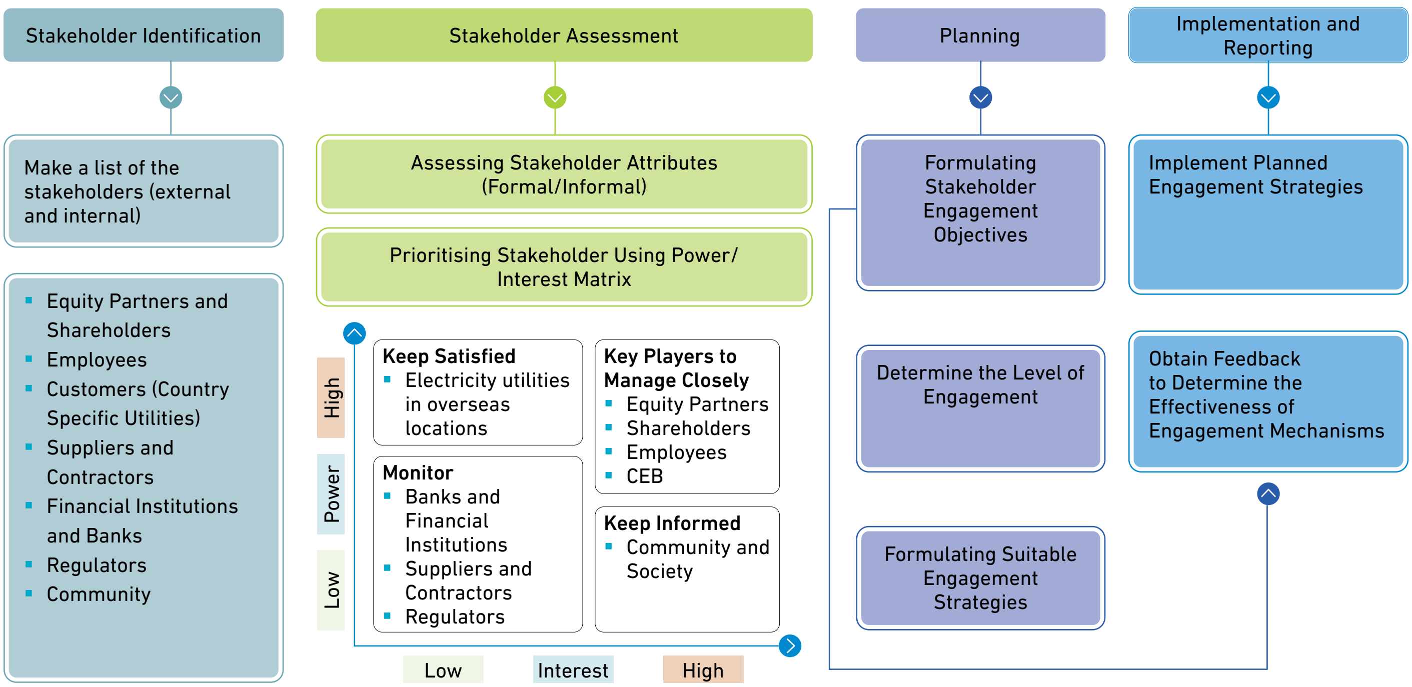
RESPONDING TO OUR STAKEHOLDERS

GRI 2-29, 207-3

We recognise the importance of ongoing dialogue with stakeholders to nurture strong relationships in our operating communities. This engagement helps us identify, assess, and manage potential risks while also fostering continuous improvement and collaboration. Stakeholder engagement is, therefore, a crucial process and a desired outcome, aligning with the objectives of ESG Guidelines and the GRI Standard.

Stakeholder Engagement Process

Our stakeholder engagement process is given below:



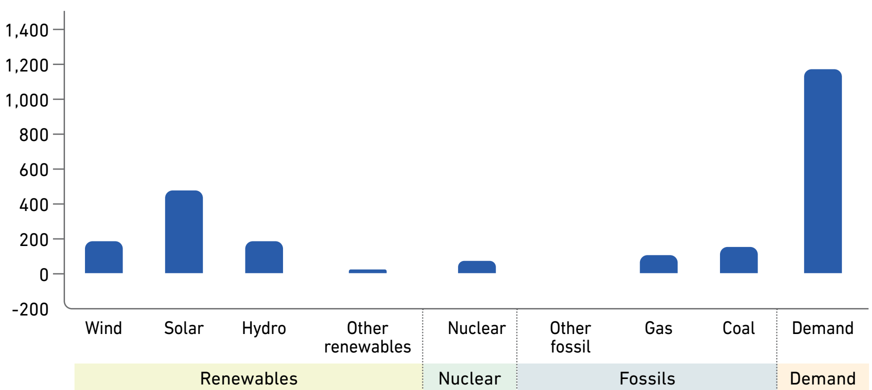
Given below are the stakeholder mechanisms, their concerns and our response during the year.

Engagement mechanisms	Frequency	Stakeholder concerns	Our strategic response/value proposition	Relevant capital/ stakeholder	Relevant SDGs
Customers (electrical utility in the relevant countries)					
▪ One-to-one meetings	▪ As required	▪ Payment of taxes ▪ Project commissioning and grid interconnection	▪ Adhering to the regulations, including those determined by the customer in the relevant countries ▪ Submitting relevant information as mentioned in the SPPAs		7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Suppliers and Contractors					
▪ Meetings/ site visits	▪ Project -related	▪ Timely payments ▪ Prices ▪ Quality ▪ Credit period ▪ Transparency ▪ Terms of contract	▪ Deploying of a special procurement team ▪ Following of a dedicated procurement plan		17 PARTNERSHIPS FOR THE GOALS

Engagement mechanisms	Frequency	Stakeholder concerns	Our strategic response/value proposition	Relevant capital/ stakeholder	Relevant SDGs
Community/Society/Environment					
▪ On-site visits ▪ Meeting with community-appointed leader	▪ Quarterly	▪ CSR ▪ Community needs and requirements	▪ Community investment programme		12 Responsible consumption and production 3 Good health and well-being 11 Sustainable cities and communities 6 Clean water and sanitation 4 Quality education 10 Reduced inequalities
Equity Partners and Shareholders					
▪ Quarterly and annual Financial Statements ▪ Annual General Meeting ▪ Board Meetings ▪ Announcements on the CSE and WF digital platform	▪ Quarterly ▪ Annually ▪ As required	▪ Brand positioning ▪ Business conduct ▪ Corporate governance and risk management	▪ Risk management ▪ Brand positioning ▪ Business conduct		17 Partnerships for the goals 7 Affordable and clean energy
Employees					
▪ Management meetings ▪ Internal communication ▪ One-to-one discussion ▪ Performance reviews	▪ Continuous and ongoing	▪ Job security ▪ Opportunities for training and development ▪ Remuneration	▪ Compliance and best practices ▪ HR governance and policy framework ▪ Employee value proposition		8 Decent work and economic growth 3 Good health and well-being
Government Institutions					
▪ Meetings ▪ WF website ▪ Networking events ▪ Press releases	▪ Project -Related	▪ Ensuring compliance with the relevant laws and regulations ▪ Health and safety mechanisms ▪ Sustainable business practices ▪ Job creation and community development ▪ Contribution towards creating a conducive industry environment	▪ Compliance with laws and regulations ▪ Ensure health and safety mechanisms ▪ Engage in community development and job creation		7 Affordable and clean energy 13 Climate action 9 Industry, innovation and infrastructure
Financial Institutions and Banks					
▪ Progress reports ▪ Announcements and financial publications on the CSE website	▪ Quarterly /annually ▪ As needed	▪ Business performance ▪ Project financing	▪ Corporate governance framework ▪ Business conduct framework		

OPERATING ENVIRONMENT

Annual change in Electricity Generation - 2024 Vs. 2023 (TWh)



Source: Ember Global Electricity Review 2025

Global Renewable Energy Market

Record Renewable Growth Propels Global Clean Power Share in 2024

Global clean electricity generation reached a record 40.9% share in 2024, increasing from 39.4% in 2023. This milestone, driven by a record surge in renewables (spearheaded by solar) and increased nuclear output, marked the first time low-carbon sources provided over 40% of global electricity since the 1940s, when the system was vastly smaller.

Wind (8.1%) and solar (6.9%) rapidly increased their share, together surpassing hydropower for the first time. Hydro remained the largest clean source at 14.3%, followed by nuclear at 9.0%, though their share is not growing as fast as demand, with nuclear hitting a 45-year low. Other renewables added 2.6%. This expansion led to 80 countries generating over half their electricity cleanly, 47 of which exceeded 75%.

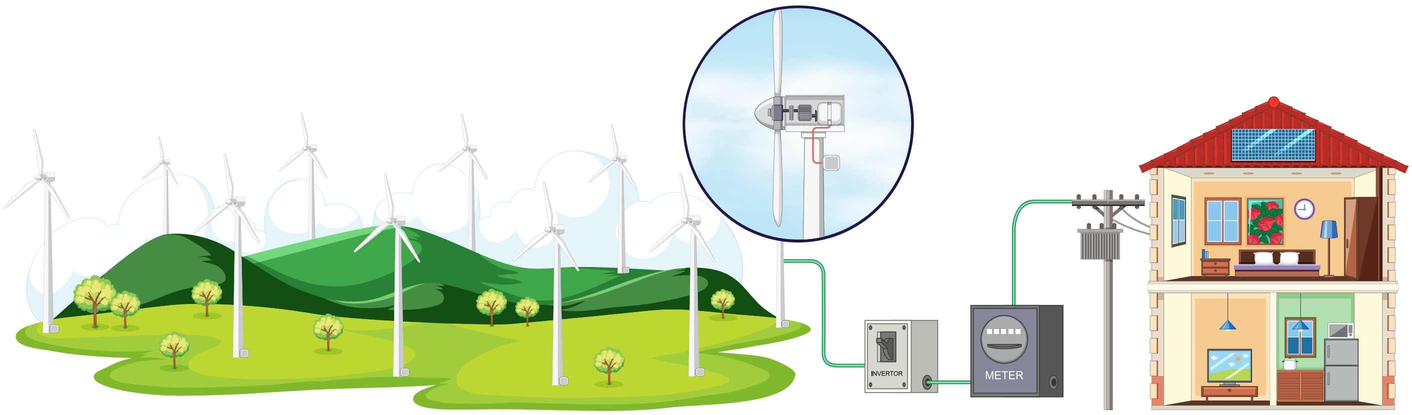
As a result, the fossil fuel share fell from 60.6% to 59.1%, dropping below 60% for the first time since the 1940s. Coal provided 34.4% and gas 22% of the total mix.

In 2024, renewable power sources collectively added a record 858 TWh of generation, representing a 49% increase over the previous record of 577 TWh set in 2022.

Global hydropower output reached a new all-time high in 2024, rising by 182 TWh. This growth was primarily a rebound from historic droughts in 2023 that had constrained production. Notably, China accounted for a significant portion of this recovery (72% of the global hydro rebound), having been particularly hard hit by droughts in late 2022 and 2023.

However, despite achieving record generation in 2024, the efficiency of the global hydro fleet – its capacity factor – remained significantly below historical levels. This is evident when comparing the 2024 output to the previous record in 2020: generation was only 2% higher, despite global hydro capacity increasing by 7% over the same period.

Wind generation increased by 182 TWh (+7.9%) in 2024. Despite high-capacity additions, weaker wind speeds in areas such as China and the EU tempered potential generation gains. Strong global



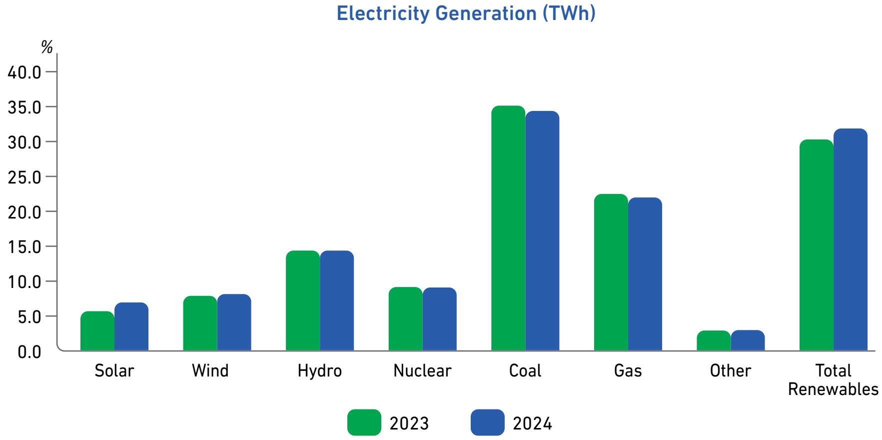
"GLOBAL ELECTRICITY DEMAND GREW BY A SIGNIFICANT 4.0% (+1,172 TWH) IN 2024, CROSSING THE 30,000 TWH THRESHOLD FOR THE FIRST TIME. THIS RATE OF INCREASE WAS THE THIRD-HIGHEST PERCENTAGE GROWTH IN ELECTRICITY DEMAND SEEN IN THE LAST TEN YEARS."

capacity growth suggests a return to higher generation growth in the future, though annual output remains dependent on wind conditions.

Nuclear power output rose by 69 TWh (+2.5%), marking its second year of growth, primarily due to higher utilisation in France.

Collectively, renewables and nuclear power played a vital role in meeting rising demand, covering 79% of global electricity consumption in 2024. Fossil fuels supplied the rest of this additional demand, which was largely spurred by hotter temperatures.

Electricity Generation (TWh)



Source: Ember Global Electricity Review 2025

Solar power is undergoing a rapid, global expansion, with 99 countries doubling production in the last five years, including diverse nations across economic and system sizes. While solar reached 6.9% of global generation in 2024, the fact that 21 countries now exceed 15% demonstrates the feasibility of much higher integration. This recent surge was primarily driven by record capacity installations in 2023 (up 86%) and 2024 (up another 30% to 585 GW added globally), suggesting strong generation growth will continue.

Mirroring the trend in solar, battery storage costs have plummeted over the last decade, with average prices dropping 84% to 115 USD/kWh in 2024. This sharp decline has spurred a surge in installations, which have averaged 67% annual growth over the decade. In 2024 alone, 69 GW of battery storage was installed, nearly equaling the entire global capacity (86 GW) that existed at the end of 2023.

Growing Global Electricity Demand

Global electricity demand grew by a significant 4.0% (+1,172 TWh) in 2024, crossing the 30,000 TWh threshold for the first time. This rate of increase was the third-highest percentage growth in electricity demand seen in the last ten years. Notably, nearly a fifth of this increase in 2024 was linked to

“SRI LANKA'S RENEWABLE ENERGY CAPACITY REACHED APPROXIMATELY 3,815 MW IN 2024. SIGNIFICANT EFFORTS ARE UNDERWAY TO MEET THE NATION'S AMBITIOUS GOAL OF GENERATING 70% OF ITS ELECTRICITY DEMAND FROM RENEWABLE SOURCES BY 2030.”

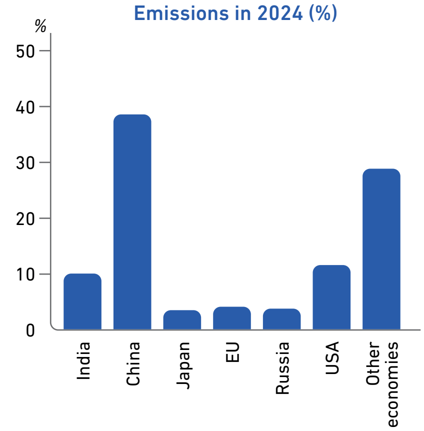
temperature. 2024 surpassed 2023 to become the hottest year on record, and crucially, saw especially high temperatures concentrated around population centres in major economies, particularly China, the US, and India, driving up cooling demand.

Fossil Fuel Growth Drives Power Sector Emissions to Record Peak

Despite continued growth in clean energy, global power sector emissions reached a new record high in 2024, rising by 1.6% or 223 million tonnes of CO_2 compared to 2023. This increase, similar to growth seen in 2022 and 2023, was driven by a rise in fossil generation, predominantly from coal.

Crucially, however, the emissions intensity – the amount of CO_2 emitted per unit of electricity produced – continued its decline. Intensity dropped by 2.3% to 473 grams of CO_2 per kilowatt hour (gCO_2/kWh), down from 484 gCO_2/kWh in 2023. This decrease in emissions intensity is a direct result of the growing share of clean power in the mix, which reached 40.9% in 2024. As of 2024, the emissions intensity of the global power sector has fallen by 15% since its peak of 555 gCO_2/kWh in 2007.

Share of Global Power Sector Emissions in 2024 (%)



Source: Ember Global Electricity Review 2025

Outlook

Forecasts anticipate strong growth in wind and solar capacity additions. Bloomberg New Energy Finance (BNEF) predicts annual solar capacity additions will approach 1 TW by 2030, a significant increase from the 585 GW added in 2024. Meanwhile, the Global Wind Energy Council (GWEC) expects annual wind capacity additions to reach 182 GW by 2028.

This projected capacity expansion is expected to drive substantial generation growth. Solar generation is forecast to increase by an average of 21% per year between 2024 and 2030, and wind generation by 13% per year. Including projected modest growth from hydro and nuclear power, total clean generation is expected to increase at an average rate of 9% per year between now and 2030, adding a combined 8,399 TWh of annual generation.

This anticipated clean growth is projected to be sufficient to match a projected demand increase of 4.1% per year through 2030 – a rate exceeding forecasts from the IEA (3.3% in STEPS, 3.7% short-term). The clear trend indicates that the next few years will be defined by a rapid and escalating build-out of renewables, led by solar power. Countries proactively adopting policies to integrate these low-cost, fast-deploying technologies are best positioned to capitalise on the clean energy transition, while those that hesitate risk falling behind.

Furthermore, recent global commitments, such as those from COP29, underscore this trajectory through increased climate finance, renewed pledges like tripling renewable energy capacity by 2030, and progress on carbon market frameworks.

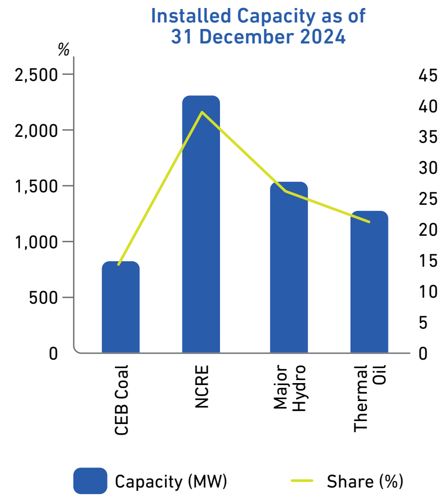
Sri Lanka's Renewable Energy Market

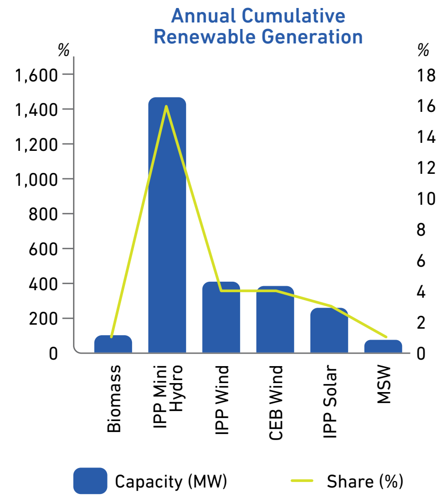
Sri Lanka's renewable energy capacity reached approximately 3,815 MW in 2024.

Significant efforts are underway to meet the nation's ambitious goal of generating 70% of its electricity demand from renewable sources by 2030. This is supported by a comprehensive framework designed to facilitate the transition.
Key measures include establishing a standardised power purchase agreement (PPA) model (facilitated by the Sri Lanka Sustainable Energy Authority and CEB), creating investor-friendly feed-in and solar rooftop tariffs to lower energy costs, and developing dynamic tendering models to foster transparency and competition. Risk mitigation for renewable investments is also addressed through a structured model supported by international agencies (World Bank, USAID, ADB), and transparent procurement processes are being enhanced with World Bank expertise, adhering to the integrity standards of the new Electricity Act.

In addition to these measures, the introduction of the power wheeling concept is progressing with regulations under development, and efforts to implement battery energy storage systems are in progress to improve grid quality and reliability.

The year 2024 saw a notable addition of 630 MW of renewable energy capacity to the grid, contributing to the year's total capacity figure.





Source: Public Utilities Commission of Sri Lanka

Outlook

Sri Lanka is setting an ambitious course for its energy future, targeting 70% renewable energy generation by 2030, and aiming for 100% clean energy and carbon neutrality by 2050. This vision is being operationalised through the 'Green Energy Acceleration Plan 2025-2030', a five-year roadmap launched in 2025 with the Prime Minister's endorsement. The plan provides clear strategic direction for expanding affordable, reliable power from sources like solar and wind. This presents significant opportunities, aligning well with our core business.

Pursuing these goals involves collaborative efforts from the Ministry of Power and Energy, PUCSL, and other service providers. This also contributes to global objectives such as Sustainable Development Goal 7 (affordable and clean energy) and fulfilling Sri Lanka's Nationally Determined Contributions (NDCs) for GHG emission reduction.

Capitalising on its rich potential in solar, wind, hydro, and biomass, Sri Lanka has outlined concrete capacity targets. The NDC plan aims for an additional 3,867MW of renewable energy capacity by 2030. Furthermore, the approved Long Term Generation Expansion Plan (LTGEP) base specifies targets of 4,705MW of solar, 1825MW of wind, 195MW of mini-hydro, and 200MW of biomass power, providing a clear path towards these renewable energy aspirations.

PESTEL Analysis of Sri Lanka's Renewable Energy Sector

PESTEL	Opportunities/ Threats
Political	Sri Lanka's political landscape supports renewable energy, with incentives and policies encouraging its development. The government's ambitious targets for renewable energy demonstrate their commitment. The government has unveiled the Green Energy Acceleration Plan 2025-2030, a five-year action plan. This initiative is intended to expand renewable energy production over the next five years and provide affordable electricity to all Sri Lankans.
Economic	Focusing on sustainable and green finance within Sri Lanka, the country is developing key mechanisms to support its energy transition. These include establishing a green taxonomy, an SDG investment map, and a framework for green bonds. International financial support is also crucial; Sri Lanka recently received a USD200 million policy-based loan from the ADB specifically aimed at expanding the power system and facilitating renewable energy integration. These domestic and international finance initiatives align with Sri Lanka's economic policies, which are designed to meet its Nationally Determined Contributions (NDCs) under the Paris Agreement.
Social	Implementation of a Gender Action Plan focused on promoting inclusivity across the renewable energy sector. Increased societal awareness regarding the negative environmental and social consequences of non-renewable energy.
Technological	The Ceylon Electricity Board (CEB) is transitioning towards a smarter grid to enhance energy management. This involves several key advancements, including the introduction of automated metering infrastructure (AMI) to improve operational efficiency and the deployment of emerging energy storage solutions to support renewable energy integration. Furthermore, technological innovation is evident with the use of AI-powered solar models for optimised energy production and consumption, alongside the emergence of innovative solar technologies such as agrovoltaic, bifacial, and floating solar systems.
Environmental	While Sri Lanka is highly vulnerable to climate change as an island nation, it possesses a key strategic advantage: a favourable geographic location and climate for diverse renewable energy sources such as solar, wind, and hydro. This natural endowment provides a robust foundation for the clean energy industry. To fully exploit this potential and accelerate the transition, the government's role is crucial in leveraging these resources and fostering an investment-friendly regulatory environment.
Legal	The regulatory environment surrounding renewable energy encompassing policies including feed-in tariffs, net metering, and renewable energy mandates, significantly shapes the operational landscape of companies in this sector. Equally crucial is strong intellectual property protection, which safeguards the investments made by companies in the research and development of innovative renewable energy technologies.

LOOKING TO NEW HORIZONS AS WE TAKE ON THE FUTURE

OUR STRATEGY

At WindForce, our vision for a sustainable future is anchored by four fundamental pillars that shape our strategy and guide every decision: Progressive Growth, Operational Excellence, A Great Place to Work, and Contribution to National Development. These guiding principles empower us to lead the renewable energy sector through continuous innovation, unwavering efficiency, and profound impact.

Our commitment to Progressive Growth propels our continuous expansion. We achieve this by embracing cutting-edge technology, forging strategic partnerships, and making sustainable investments, all while fostering innovation to scale our operations responsibly.

Operational Excellence is our pledge to optimise efficiency across every facet of our business. We leverage best practices and advanced processes to consistently enhance productivity, reliability, and overall sustainability.

Creating a Great Place to Work means empowering our employees within a culture of inclusivity, collaboration, and continuous growth. By investing in talent development and nurturing a supportive environment, we ensure our team thrives, driving our collective success.

Finally, our Contribution to National Development underscores our identity as a responsible corporate citizen. We advance renewable energy infrastructure, actively support our communities, and drive economic progress, steadfastly committed to shaping a cleaner, more prosperous future for all.

Together, these four pillars are the bedrock of our strategy. They inform our resource allocation, direct our efforts in long-term value creation, and ensure we consistently safeguard the interests of all our stakeholders.

Accordingly, we use a combination of short-, medium- and long-term planning cycles to enable us to realise our strategic intent, while striking the right balance to safeguard stakeholder interests.

	Progressive Growth	Operational Excellence	A Great Place to Work	Contribution to National Development
Objectives	▪ Maintaining a strong renewable energy mix. ▪ Maintaining an optimal split between local and overseas project exposure. ▪ Maintaining overall gearing ratio at 25%-50%. ▪ Strengthening competitive position through strategic partnerships and alliances.	▪ Maintaining the plant availability (≥97%) for optimal energy delivery. ▪ Ensuring peak energy generation efficiency across our entire portfolio. ▪ Disciplined operational cost management and reduction. ▪ Guaranteeing infrastructure quality and long-term reliability. ▪ Systematic continuous improvement of all operational processes.	▪ Prioritising employee satisfaction is a cornerstone of our high-performance culture. ▪ Implementing targeted strategies to minimise employee turnover and retain top talent. ▪ Investing in comprehensive programmes to support employee wellbeing and encouraging sustainable work-life integration. ▪ Maintaining a commitment to zero workplace fatalities and eliminating all accidents.	▪ Supporting Sri Lanka's 2030 renewable energy and 2050 carbon neutrality targets. ▪ Contributing to national sustainable development goals. ▪ Delivering social and economic value to communities. ▪ Advocating for progressive renewable energy policies. ▪ Promoting renewable energy through education and awareness.

	Progressive Growth	Operational Excellence	A Great Place to Work	Contribution to National Development
Strategic drivers	▪ Strategically expanding our project pipeline to build a resilient and diversified portfolio across wind, solar, hydro, and innovative clean energy solutions, ensuring long-term growth and technological leadership. ▪ Pioneering entry into high-potential overseas markets to secure early-mover advantages and establishing long-term growth platforms. ▪ Prudently managing our capital structure to maintain an optimal balance between equity and debt, ensuring financial resilience and the capacity to fund future growth. ▪ Forging strategic, value-enhancing partnerships to accelerate innovation, expand market access, and amplifing our impact on sustainable value creation.	▪ Strategic adoption of leading-edge renewable energy technologies (wind, solar, hydro). ▪ Implementation of best-practice management systems for project quality, EHS, and risk mitigation. ▪ Streamlined and efficient Engineering, Procurement, and Construction (EPC) execution. ▪ Enhancing organisational expertise by strengthening employees' tacit knowledge. ▪ Driving innovation through a supportive and collaborative team environment.	▪ Embedding best-practice occupational health and safety by adopting ISO 45001 standards across all operations. ▪ Advancing diversity, equity, and inclusion through dedicated programmes and Company-wide initiatives. ▪ Supporting our workforce through progressive work-life balance policies and wellbeing support systems. ▪ Valuing our people by implementing recognition and rewards frameworks to foster high performance.	▪ Solidifying our leadership as the foremost private sector renewable energy provider, crucial to enhancing national energy security and grid stability. ▪ Integrating Sustainable Development Goals (SDGs) into our core business strategy, with a primary focus on driving impact for SDG 7 (Affordable and Clean Energy), SDG 9 (Industry, Innovation, and Infrastructure), and SDG 17 (Partnerships for the Goals). ▪ Empowering communities and fostering shared value through targeted social investments aligned with broader Sustainable Development Goals (including those addressing poverty, hunger, education, clean water, decent work, reduced inequalities, climate action, and life on land). ▪ Championing supportive policy and regulatory frameworks to accelerate the national renewable energy transition. ▪ Enhancing public understanding and engagement in the renewable energy transition through strategic communication and awareness initiatives.

	Progressive Growth	Operational Excellence	A Great Place to Work	Contribution to National Development
Impact from the operating environment	▪ Implications of evolving regulatory frameworks on market entry, expansion, and operational compliance. ▪ The imperative to adapt to technological advancements shaping product innovation, operational efficiency, and competitive positioning. ▪ The prevailing economic conditions guide investment strategies, capital allocation, and risk management.	▪ Key technological advancements driving innovation and efficiency. ▪ Influential energy market dynamics shaping opportunities and risks. ▪ Critical regulatory requirements governing operations and market entry.	▪ Prevailing labour market conditions and their impact on talent acquisition, development, and retention. ▪ Evolving social norms, cultural values, and community expectations shaping stakeholder engagement and corporate responsibility. ▪ The dynamic regulatory landscape and its implications for compliance, operational standards, and strategic planning.	▪ The evolving landscape of government policies and regulations. ▪ Shifting socio-economic conditions and their implications. ▪ The influence of public perception and community engagement.
Key activities	▪ Conducting in-depth market research and analysis to identify emerging opportunities and inform strategic direction. ▪ Investing strategically in research & development to drive innovation and enhance our product portfolio. ▪ Forging strategic partnerships and alliances to expand market reach and leverage complementary strengths. ▪ Securing project mandates through competitive tendering and optimised tariff strategies.	▪ Adopting and integrating advanced renewable energy technologies (wind, solar, hydro). ▪ Implementing systematic process optimisation and efficiency improvements. ▪ Upholding stringent quality assurance standards and programmes. ▪ Fostering talent through employee training and professional development.	▪ Building a high-performing workforce through targeted recruitment and strategic talent acquisition. ▪ Promoting holistic employee well-being and work-life integration via accessible on-site facilities (gym, yoga, swimming) and supportive programmes. ▪ Implementing agile and flexible work policies to support diverse employee needs and enhance productivity. ▪ Motivating excellence and fostering loyalty through impactful recognition and rewards programmes.	▪ Strategic community empowerment through targeted investment programmes. ▪ Proactive policy advocacy and stakeholder engagement to foster a supportive renewable energy ecosystem. ▪ Knowledge dissemination and capacity building via educational workshops and expert forums. ▪ Broadening public understanding and support through impactful awareness campaigns and outreach.

	Progressive Growth	Operational Excellence	A Great Place to Work	Contribution to National Development
Measuring progress	▪ Commissioned the 10 MW Kebitigollewa Solar Power Plant. ▪ Continued progress on the significant 100 MW Siyambalanduwa Solar Project (with Lakdhanavi Ltd). ▪ Commenced the 10 MW 'Sooryashakthi' Solar Project in Vavunathivu.	▪ Achieved 95% in-house O&M management, ensuring direct oversight and optimised plant performance. ▪ Delivered 2,219 total training hours in FY 24/25, reflecting our commitment to workforce capability development. ▪ Implemented employee satisfaction surveys as a key tool for continuous feedback and fostering a positive work environment.	▪ Maintained an 89% employee retention rate, demonstrating high levels of workforce loyalty and satisfaction. ▪ Our commitment to employee compensation and wellbeing is reflected in Rs. 458 Mn. distributed as monetary benefits. ▪ Provided essential financial support to employees through increments and bonuses to help mitigate the impacts of the national economic downturn.	▪ WindForce's installed capacity: 243 MW, with 60% supporting Sri Lanka's energy needs. ▪ Total community investment: Rs. 37 Mn, contributed to local development. ▪ CSR initiatives reached over 5,200 beneficiaries, enhancing community welfare.

	Progressive Growth	Operational Excellence	A Great Place to Work	Contribution to National Development
Future action	▪ Expand research and development (R&D) capabilities. ▪ Explore new market opportunities. ▪ Strengthen strategic partnerships. ▪ Engage in continuous innovation.	▪ Prioritise investment in innovative and emerging renewable energy technologies. ▪ Dedicate to continuous optimisation of plant O&M processes for enhanced efficiency. ▪ Enhance quality assurance systems to ensure best-in-class operational standards. ▪ Invest in ongoing employee development to build a skilled and adaptable workforce.	▪ Strategically refine and innovate our recruitment strategies to attract, select, and onboard top-tier talent critical for future growth and organisational success. ▪ Deepen our commitment to Diversity, Equity, and Inclusion (DE&I) by expanding and strengthening programmes that foster an equitable, inclusive culture and leverage diverse perspectives. ▪ Proactively develop and implement new initiatives that enhance employee wellbeing and promote effective work-life integration, supporting a thriving and engaged workforce. ▪ Elevate and expand our recognition and rewards framework to more effectively acknowledge contributions, incentivise high performance, and cultivate a culture of appreciation and motivation.	▪ Strategic resource allocation to impactful community investment programmes aimed at fostering local development, empowerment, and wellbeing. ▪ Dedicated budgetary commitment to advocacy efforts designed to shape supportive policy, regulatory frameworks, and industry best practices. ▪ Targeted investment in educational and awareness campaigns to enhance public understanding, stakeholder engagement, and support for sustainable initiatives.

	Progressive Growth	Operational Excellence	A Great Place to Work	Contribution to National Development
Resource allocation	▪ Invest in R&D. ▪ Invest in broadening our geographical and customer reach. ▪ Allocate resources for synergistic collaborations. ▪ Diversify into advanced floating solar technologies.	▪ Financially back the integration of advanced technologies to maintain a competitive edge. ▪ Budget for key projects aimed at continuous process optimisation and operational improvement. ▪ Invest in robust quality assurance systems to guarantee superior performance and output. ▪ Allocate essential resources to comprehensive employee training programmes for workforce excellence.	▪ Strategic resource allocation to bolster our talent acquisition capabilities, ensuring we attract and secure top-tier professionals critical for our growth. ▪ Dedicated budgetary commitment to comprehensive Diversity, Equity, and Inclusion (DE&I) training programmes aimed at fostering an inclusive culture and enhancing team collaboration. ▪ Targeted investment in innovative work-life integration initiatives designed to support employee wellbeing, improve engagement, and boost productivity. ▪ Prioritise funding for enhanced recognition and rewards programmes to acknowledge contributions, incentivise excellence, and nurture a motivated workforce.	▪ Financially backing transformative community investment programmes that deliver sustainable local benefits. ▪ Budgeting for influential advocacy initiatives that promote a favourable environment for renewable energy. ▪ Investing in wide-reaching educational and awareness campaigns to nurture public support and informed action.

Building Our ESG Foundation

Demonstrating our commitment to sustainability, we have established a strategic framework that fully integrates Environmental, Social, and Governance (ESG) values across our operations. This framework is structured around key pillars: ensuring organisational alignment, fostering active stakeholder engagement, utilising data for informed insights, and adhering to globally recognised best practices. Below, we present a comprehensive breakdown of the key milestones and initiatives that will be undertaken to bring this strategy to life.

Building Our ESG Framework: 5 Key Actions

1. Foundational Training
Completed Double Materiality Assessment training (~30 core team members).

2. Engaging Stakeholders
Consulting stakeholders to identify risks and concerns (underway).

3. Defining Success Metrics
Establishing KPIs based on findings to track progress (upcoming).

4. Transparent Reporting
Planning detailed Sustainability Report & Annual Report disclosures (post-implementation).

5. Driving Improvement
Committing to annual review and continual enhancement of ESG performance.

The key milestones and initiatives undertaken as part of our multi-tiered sustainability strategy are outlined below:

1. Establishing the Sustainability Governance Structure

To ensure robust cross-functional and regional coordination, we formed key internal groups. A central Core Working Group (CWG) was established at our corporate office in Colombo, Sri Lanka, complemented by dedicated Sector-specific Working Groups (SWGs) covering our wind, solar, hydro, and automobile operations. A significant outcome of this initial phase will be the creation of a detailed department-wise Master List of Stakeholders.

2. Enhancing ESG Understanding and Capability

Extensive training programmes were delivered to members of both the CWG and SWGs. These sessions were designed to build internal capacity and deepen understanding of the critical business relevance of ESG, its evolution globally, and its specific implications for WindForce PLC. Training covered essential topics such as ESG fundamentals and reporting trends, effective ESG risk management, and achieving internal alignment on material issues.

3. Systematic Stakeholder Engagement and Materiality Analysis

We developed a comprehensive Stakeholder Engagement and Consultation (SEC) Framework and a robust Structured Double Materiality Assessment (SDMA) Process. This systematic approach will allow us to identify and prioritise the most significant ESG topics by: considering both internal (1D) and external (2D) impacts; benchmarking against industry practices; identifying and prioritising key ESG risks; and gathering structured feedback directly from stakeholders through tailored questionnaires.

4. Sustainability Policy, Vision & Mission Formulation

Based on stakeholder input and guidance from international ESG frameworks, we developed a formal Sustainability Policy and updated our corporate Vision and Mission statements. These documents articulate the organisation's long-term commitment to ESG goals and operational integrity. The Sustainability Policy was aligned with global standards, including GRI, SASB and the SDGs.

5. Operationalising ESG Frameworks

Departments are continuously trained and supported in the implementation of the SEC and SDMA processes. Key steps taken include:

- Stakeholder mapping and prioritisation
- Conducting department-specific materiality assessments
- Performing ESG benchmarking within and across sectors
- Developing strategic KPIs tailored to each department

Departmental leaders propose these ESG KPIs, which are then reviewed by the leadership team for finalisation and approval.

ESG Training and Implementation

ESG Training and Implementation

6. KPI Target Setting and ESG Data Management

A dedicated Management Information System (MIS) will be developed to enable efficient collection, monitoring, and evaluation of ESG KPIs. Tools that will be developed within the MIS include a GHG Emissions Tracking Tool (Scopes 1 & 2), KPI dashboards linked to departmental inputs, and functionality to support science-based target methodology using baseline data. Teams will receive targeted capacity-building support to ensure effective MIS usage and data accuracy.

Key KPIs include:

- Environmental: GHG emissions; waste management; water consumption; material usage; energy efficiency.
- Social & Health: employment metrics; training & education; occupational health & safety (ohs); diversity & inclusion.
- Economic & Governance: anti-corruption measures; tax contribution; economic impact; legal and regulatory compliance; market presence; supply chain management.

7. Implementation and Training

Some training sessions have already been conducted, while others are planned to support the rollout of KPIs, enhance ESG documentation, and ensure reporting compliance. Practical sessions will focus on ensuring data accuracy, promoting process transparency, and aligning departmental goals with corporate ESG objectives as the initiative progresses.. Key deliverables from this phase will include:

- Department-specific implementation guides
- Refined ESG reporting formats
- MIS training decks and FAQ sheets

8. ESG Strategy and Roadmap Development

Our ESG strategy and roadmap, currently under development, is informed by techno-feasibility assessments, resource availability and sector potential, and prioritised KPI implementation based on defined short-, medium-, and long-term ESG goals. This crucial roadmap will serve as our guide for driving continuous improvement and advancing our global ESG performance.

9. Sustainability Reporting

Aligned with international standards, we will be preparing a Sustainability Report, the draft of which will be shared with key stakeholders for validation and feedback prior to finalisation. The report presents a summary of ESG KPI performance, an overview of stakeholder concerns and resolutions, details on the ESG governance structure, performance data on emissions and resource use, and results from supplier ESG assessments.

SLFRS S1 & S2 Compliance Progress

We are progressing towards compliance with the IFRS Sustainability Disclosure Standards, SLFRS S1 and S2. The following roadmap details our structured approach, highlighting key milestones achieved since March 2025 and outlining the targeted steps through August 2025 towards establishing a robust framework for enhanced sustainability reporting.

Initiation & Support

- Initiated the compliance process for SLFRS S1 & S2 (March 2025).
- Appointed Nangia-Andersen LLP (NAL) (India) to support and facilitate the ESG process, reporting, and SLFRS compliance.

Foundation & Assessment (Completed March 2025)

- Conducted an onsite Double Materiality Assessment (DMA) training workshop at our Colombo premises.
- Completed the development of the Sustainability Double Materiality Assessment framework.
- Drafted the corporate ESG Policy (currently awaiting Board approval).

Upcoming Milestones & Implementation Plan

- Complete stakeholder engagement, subsequent DMA assessments, and KPI finalisation (Target: May-June 2025).
- Finalise strategy & documentation for material KPIs and identify associated metrics (Target: June 2025).
- Commence implementation of the sustainability framework (Target: July 2025).
- Develop an initial internal sustainability report analysing ESG performance based on gathered data (Target: July-August 2025).

MATERIALITY

➤GRI 3

Our material topics define the most significant impacts on our organisation and stakeholders. These issues provide a crucial lens on operating trends, business risks, and opportunities, directly shaping our ability to create value. As such, they form the foundation of our strategic planning and reporting.

Materiality Assessment Process

Our four-step materiality assessment process is given below.

Step1: Identification

Strategic Focus Alignment with Strategy

Based on:

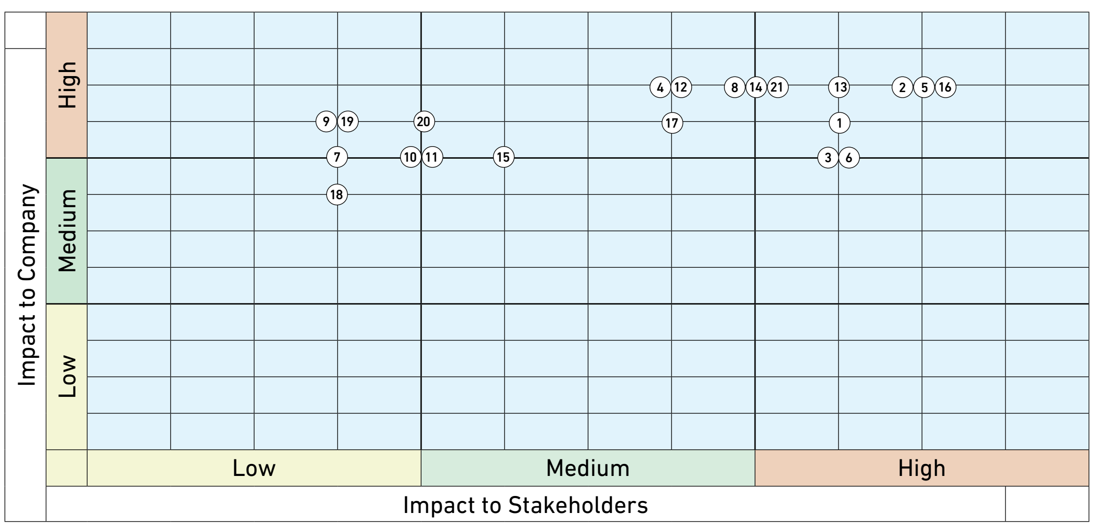
- Key Drivers of Value Creation
- Our Impact on Social, Human, and Natural Capital

- **Analysing Key Risks:** Evaluating significant risks with the potential to affect value creation.
- **Gauging Stakeholder Concerns:** Ascertaining the primary issues and expectations of our stakeholders.

Step1: Identification

Alignment with the GRI's G4 aspects / UN SDGs

1.	Financial Performance	13.	Corporate Stewarship
2.	Financial Stability	14.	Environmental Impacts
3.	Capacity to be Installed	15.	Taxation
4.	Technology	16.	Energy Generation
5.	Ethical Business Conduct	17.	Supplier Social & Env Assessment
6.	Economic Stability	18.	Security Practices
7.	Excellence in Quality	19.	Local Communities
8.	Strategic Partnerships	20.	Infrastructure integration and related regulations
9.	Motivation and Team Spirit	21.	Product End-of-Life management
10.	Culture and Work Ethic		
11.	Knowledge Enhancement		
12.	Health & Safety		



Step 3: Validation

Review by Corporate Management | Approval by the Board

Step 3: Validation

Integration into our Strategic Plan

Material topic	Topic boundary (internal/ external)	Reason for materiality	Change in level of importance (INC/ DEC/ SAME)	GRI Standards	SASB - Electric Utilities & power generators standard	Affected stakeholder/s	Capital impacted	Strategic pillar	Management approach	Metrics to evaluate the management approach	SDG
Financial Performance	Internal	Improves shareholder returns and strengthens brand equity	Same						Financial Capital (page 100)	NPBT NPAT ROE Credit rating No. of new projects	8
Financial Stability	Internal	Enhance investor confidence	Same						Financial Capital (page 100)	Liquidity ratio Debt: equity ratio	8
Capacity to be Installed	Internal	Supports business and national objectives	Same						Manufactured Capital (page 136)		9, 11
Technology	Internal	Improves efficiency and performance	Same						Intellectual Capital (page 128)		
Ethical Business Conduct	Internal	Enhances customer and investor confidence	Same						Intellectual capital (page 128)	Incidents of non-compliance Brand awards Plant availability	
Economic Stability	External	Enhance investor confidence and strategic planning	Same	GRI 201, 203					Financial Capital (page 100) Human Capital (page 116) Natural capital (page 142) Social and Relationship Capital (page 106)		
Excellence in Quality	Internal	Increases customer and investor confidence	Same						Intellectual Capital (page 128)		
Strategic Partnerships	Internal	Business expansion	Same	GRI 204, 416					Social and Relationship Capital (page 106)		17

Material topic	Topic boundary (internal/ external)	Reason for materiality	Change in level of importance (INC/ DEC/ SAME)	GRI Standards	SASB - Electric Utilities & power generators standard	Affected stakeholder/s	Capital impacted	Strategic pillar	Management approach	Metrics to evaluate the management approach	SDG
Motivation and Team Spirit	Internal	Achieve corporate goals	Same	GRI 401, 402, 408, 409					Human Capital (page 116)	Employee satisfaction level Employee attrition rate	8
Culture and Work Ethic	Internal	Enhances brand reputation and stakeholder confidence	Same	GRI 405, 406					Human Capital (page 116)		8
Knowledge Enhancement	Internal	Achieve corporate goals	Same	GRI 404					Human Capital (page 116)		
Health & Safety	Internal	Improves employee confidence	Same	GRI 403	IF-EU-320a.1				Human Capital (page 116)	Safety track record	3
Corporate Stewardship	Internal	Strengthen brand reputation	Same						Social and Relationship Capital (page 106)	Direct contribution to communities No. of beneficiaries	8, 12
Environmental Impacts	External	Supports national goals	Same	GRI 201, 303, 304	IF-EU-110a.2 IF-EU-140a.1 IF-EU-140a.2				Natural Capital (page 142)	Incidents of non-compliance Contribution to the national renewable energy mix	6, 7, 9, 11, 12, 13, 14, 15
Taxation		Supports economic growth	Same	GRI 207					Financial Capital (page 100)		
Energy Generation	Internal	Supports national goals	Same						Natural Capital (page 142)		12
Supplier Social & Env Assessment	Internal	Strengthen sustainability	Same	GRI 308 , 414					Social and Relationship Capital (page 106)		
Security Practices	Internal	Strengthens resilience and privacy	Same	GRI 410					Intellectual Capital (page 128)		

Material topic	Topic boundary (internal/ external)	Reason for materiality	Change in level of importance (INC/ DEC/ SAME)	GRI Standards	SASB - Electric Utilities & power generators standard	Affected stakeholder/s	Capital impacted	Strategic pillar	Management approach	Metrics to evaluate the management approach	SDG
Local Communities	External	Secure license to operate	Same	GRI 413					Social and Relationship Capital (page 106)		11, 12
Infrastructure Integration and Related Regulations	External	Strengthen compliance	Same						Social and Relationship Capital (page 106)		9, 12
Product End-of-Life Management	Internal	Focus on environmental stewardship and responsible business practice	Same						Natural Capital (page 142)		12

Stakeholders	Customers	Employees	Business Partners	Government & Regulators	Communities	Investors

Strategy	Progressive Growth	A Great Place to Work	Contribution to the National Development Agenda	Operational Excellence

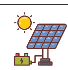
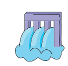
REVIEW OF BUSINESS OPERATIONS

Leveraging our wide geographical footprint and diversified portfolio (wind, solar, hydro), we command a 18% market share in Sri Lanka's renewable energy sector. This market leadership is underpinned by strong and consistent operational performance.

In FY 2024/25, all plants operated consistently, ensuring stable energy production. While total generation volumes saw a marginal 2% adjustment compared to the previous year, our operational base remained strong, comprising 30 power plants with 243 MW of cumulative installed capacity and a 145 MW effective capacity as of 31 March 2025. Our robust domestic presence, representing 60% of Sri Lanka's installed renewable capacity, has been built over 14 years of strategic expansion and is further reinforced by global partnerships with leading renewable energy brands.

We are implementing strategies to sustain our market dominance. A key market shift—the unbundling of the Ceylon Electricity Board (CEB), which will enable direct Power Purchase Agreements (PPAs)—presents a significant opportunity. Our leadership position and technological capabilities give us a distinct advantage in capitalising on this liberalisation to secure a broader customer base directly.

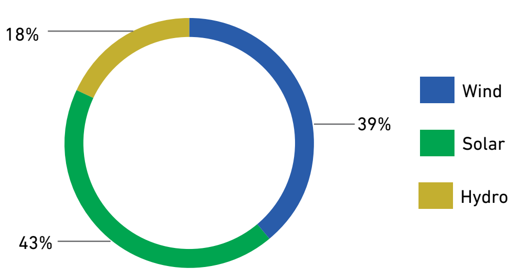
Our Portfolio

 Wind Power	 Solar Power	 Hydropower
Capacity – 84.2 GWh	Capacity – 132.3 GWh	Capacity – 26.3 GWh
Generation - 218 GWh	Generation - 241 GWh	Generation – 102 GWh
154,768 MT CO_2 Emissions saved	171,447 MT CO_2 Emissions saved	72,606 MT CO_2 Emissions saved

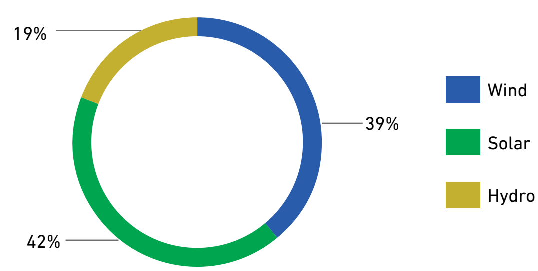
Number of Power Generation Plants

Local			Overseas		
Wind	Solar	Hydro	Wind	Solar	Hydro
8	8	8	0	4	2
24			6		

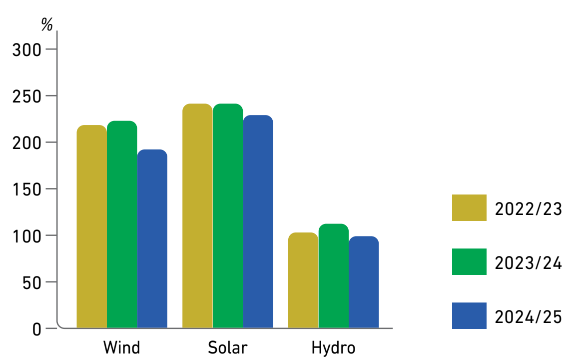
Energy Generation Mix FY 2024/25



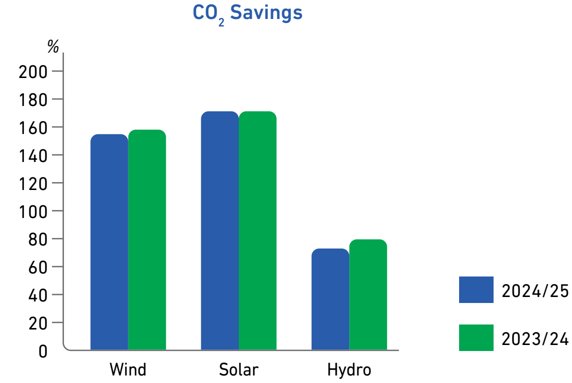
Energy Generation Mix FY 2024/25



Plant Performance



CO_2 Savings

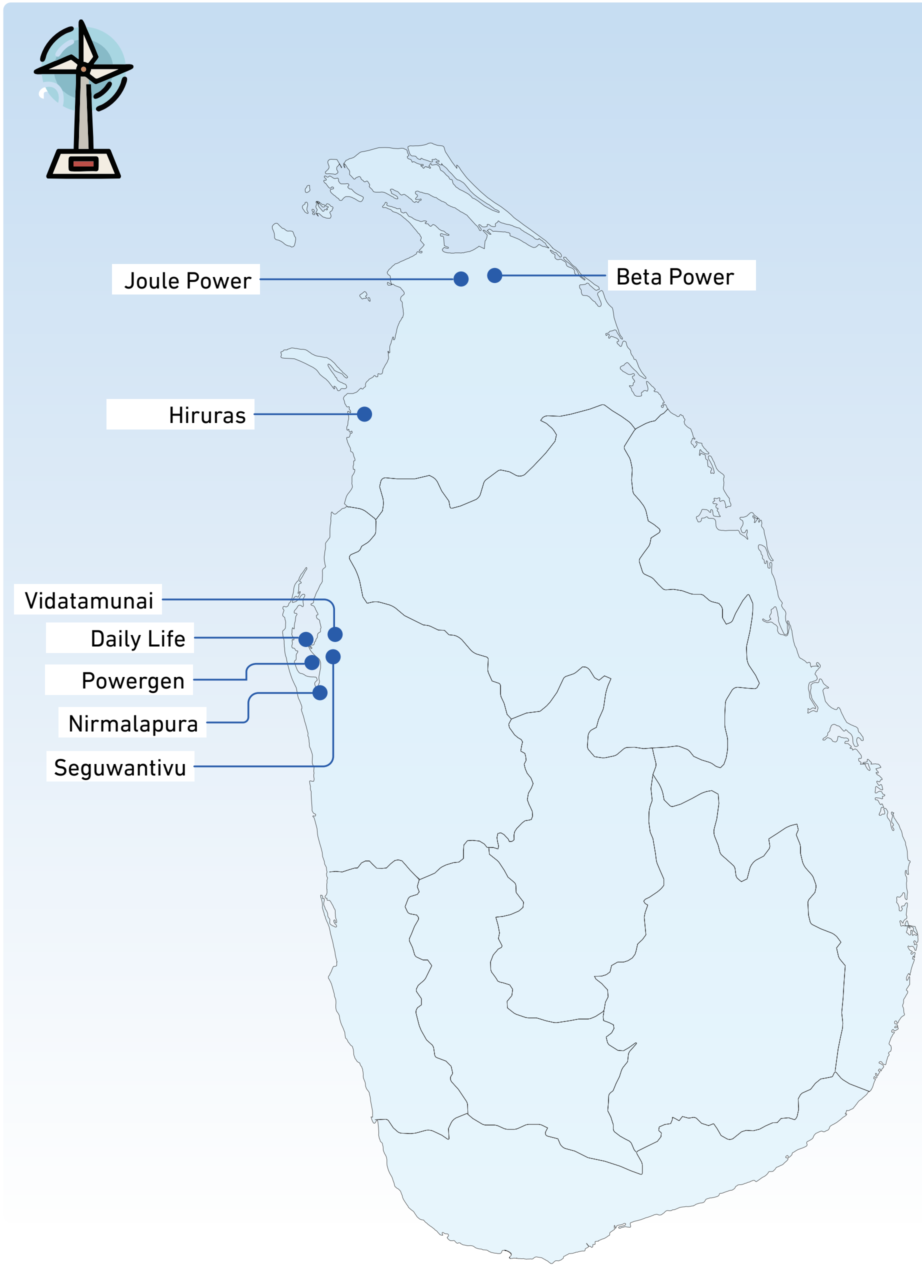


WIND POWER GENERATION

As the pioneer of wind power generation in Sri Lanka, we have established ourselves as an industry trailblazer. This first-mover status provides strategic advantages, including the ability to secure favourable tariff rates. Our wind power plants are optimally sited in regions with high wind density to maximise energy capture. Furthermore, we stand as the sole operator of large-scale wind plants in Sri Lanka, commanding a significant 84.2 MW capacity, which represents 52% of the nation's total installed wind energy capacity by independent power producers.

Performance

During the financial year ending 31st March 2025, no new wind power plants were commissioned, resulting in installed capacity remaining unchanged from the previous year. Operations proceeded normally, with climate impacts and wind patterns falling within expected ranges and no major disruptions beyond typical variations. Despite the stable capacity and standard operating conditions, overall generation saw a slight improvement compared to FY 23/24. This gain is primarily attributed to the newest addition Hiruras Wind Power Plant (15MW) and the successful rectification of significant machine failures that had adversely affected performance in the prior year.



Key Highlights

8
Wind Power Plants

84.2 MW
Installed Capacity

Expertise in EPC

Challenge	Response
▪ Damage from high winds, lightning strikes, and storms impacting turbines.	▪ Use of specialised craneless tools for turbine maintenance and repair. This helps to reduce mobilisation time and cost compared to large cranes, enabling faster rectification of damages. ▪ Proactive maintenance schedules and component health monitoring (gearboxes, generators). ▪ Repowering older sites with newer, potentially more resilient turbine technology.

WIND POWER GENERATION CONTD.

Operating Dynamics During FY 2024/25

Strengths

- Pioneers in the wind sector.
- Extensive experience in setting up, designing, and operating wind power plants; skilled and experienced staff with technical expertise; managing most O&M in-house.
- Developed expertise and facilities for in-house repair of critical components such as generators and gearboxes.
- Established a dedicated workshop equipped with proven technology for wind turbine equipment repair.

Weaknesses

- Ageing fleet/outdated turbine capacity compared to newer technologies.
- High costs associated with regular maintenance and overhauls for older power plants.
- Impending expiry of Power Purchase Agreements (PPAs) for some plants.

Opportunities

- Capitalise on expiring Power Purchase Agreements (PPAs) by replacing older turbines with new, higher-capacity models at existing wind farm sites, leveraging established infrastructure and proven wind resources to enhance generation and efficiency.
- Develop the existing in-house workshop and repair capabilities into a potential distinct business venture, offering specialised technical services (such as generator repairs/overhauls) to third-party clients, initially within Sri Lanka with potential expansion into the South Asian market.
- Further utilise internal civil structure and design capabilities for optimising project development and potentially exploring specialised consultancy or service offerings.
- Continue capitalising on the supportive domestic policy environment and growing demand for renewable energy, driven by national targets and energy transition goals.

Threats

- Difficulty securing the substantial funding required for high-capacity developments due to challenges associated with Sri Lanka's sovereign credit rating.
- Reduced economic feasibility for developing smaller-scale projects (e.g., ~10 MW) compared to larger, utility-scale initiatives favored by current market dynamics.
- Entry of large domestic and international players, potentially facilitated by sector reforms encouraging foreign investment, increasing competitive pressure.
- Potential for larger competitors to receive preferential treatment or greater government support, potentially marginalising existing players.
- Susceptibility of wind power generation forecasts and consistency to changing weather patterns and the long-term impacts of climate change.

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

Future Focus

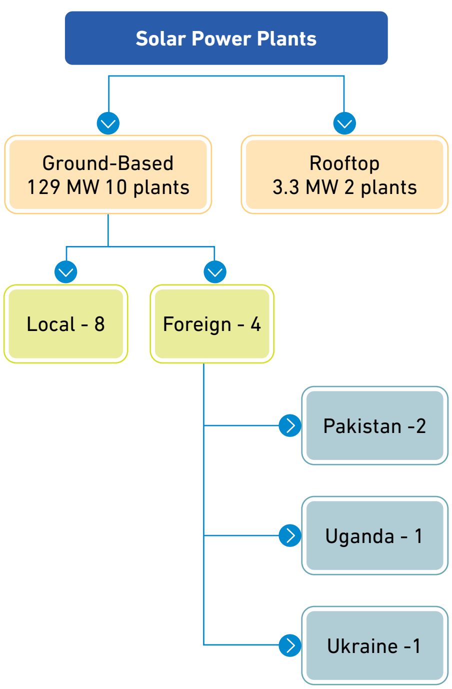
Looking ahead, we are pursuing several key strategic initiatives. We will continue geographic expansion within Sri Lanka, focusing on developing new wind projects in high-potential regions such as Hambantota and Mannar. Concurrently, we are working to commercialise our technical expertise by further developing our in-house workshop capabilities into a distinct business line offering repair and maintenance services externally, with potential expansion into the South Asian market.

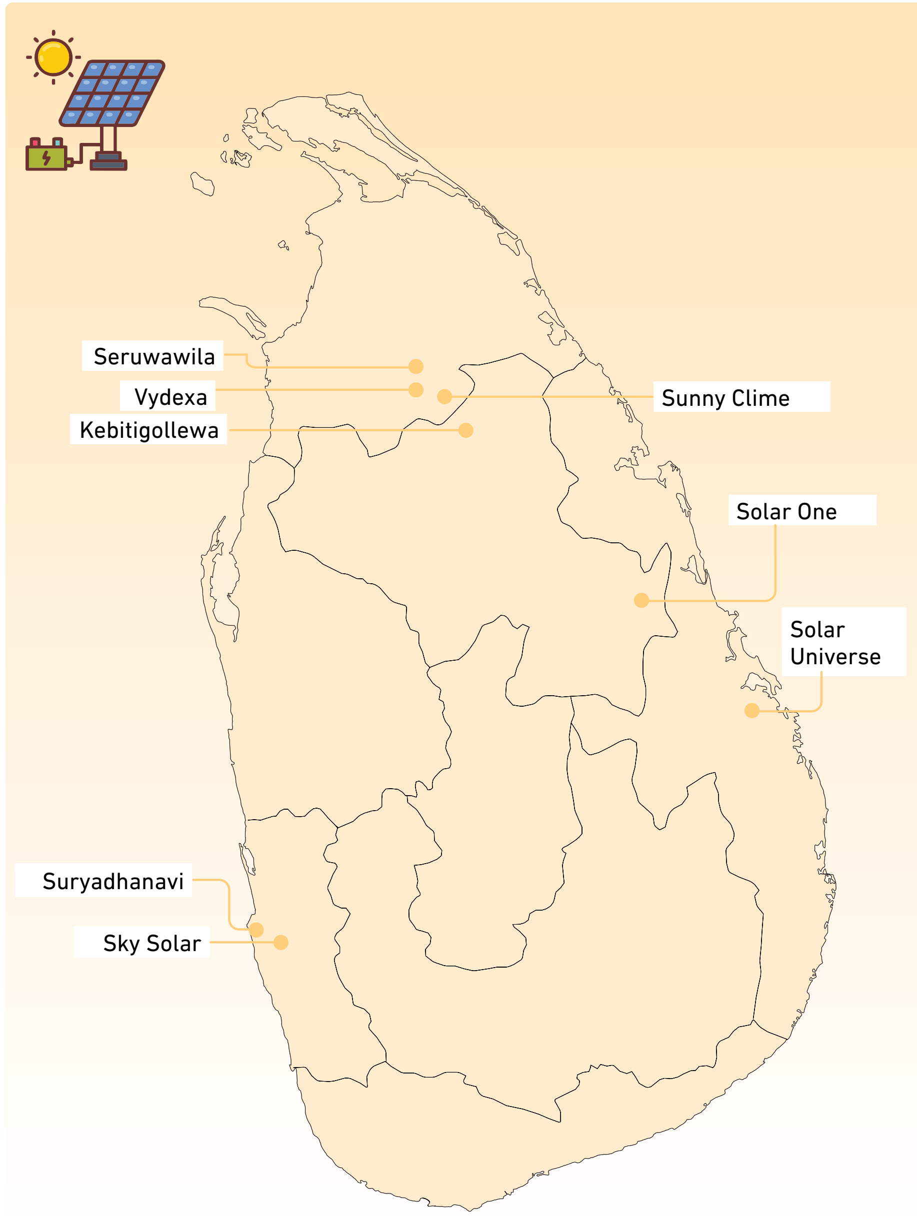
A major strategic priority is implementing a comprehensive repowering strategy for our wind farms nearing the Power Purchase Agreement (PPA) expiry. This involves replacing older turbines with new, higher-capacity technology at existing sites to significantly boost generation from proven locations. We are proactively securing the necessary financing through discussions with specialised green energy lenders and engaging with government bodies and advocacy groups to foster supportive policies for repowering, capitalising on the government's favourable outlook driven by the scarcity of new prime wind sites.

SOLAR POWER PROJECTS

Solar power constitutes our largest segment by capacity, featuring 12 plants with a combined installed capacity of 132.3 MW. Our portfolio incorporates ground-mounted and innovative agro-voltaic systems, optimising energy generation through advanced technologies such as bi-facial solar panels. Flagship projects, such as the large-scale 100 MW Siyambalanduwa facility and the 10 MW Kebitigollewa plant, highlight our expertise in deploying cutting-edge solar solutions.

Profile of our Ground Based – Ground Mounted 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 2024/25 has remained consistent at 241 GWh. This performance reflects growth from new capacity additions, primarily the successful commissioning of the 10 MW Kebitigollewa Solar Plant in July 2024, which was partially offset by strategic portfolio adjustments. Notably, Kebitigollewa marks a significant milestone as Sri

Key Highlights

12
Solar plants
(8 in Sri Lanka and 4 overseas)

Embarked on the largest-ever
100 MW project

New Project Sooryashakthi commissioning in July 2025

Agrovoltaics solar plants

REVIEW OF BUSINESS OPERATIONS CONTD.

SOLAR POWER PROJECTS CONTD.

Lanka's first 100% female-operated power facility, underscoring our commitment to community empowerment and sustainable practices. Concurrently, in August 2024, we strategically divested approximately 80% of our rooftop solar portfolio (reducing related capacity from 15.6 MW to 3.3 MW) to sharpen our focus on developing larger-scale ground-mounted, floating solar, and wind power projects.

Key Project Under Development

A key project currently under development is the 10 MW Sooryashakthi Solar Plant, which highlights our commitment to innovation and strategic land use. Targeting commissioning in July 2025, this project pioneers the use of spun pile foundation technology – a first for Sri Lanka's solar sector. This advanced technique enables the productive development of 30 acres of challenging marshy and saline land otherwise unsuitable for agriculture, demonstrating our ability to optimise difficult terrains for renewable energy generation.

Commitment to Innovation

Our commitment to technology and innovation is evident in two key strategic pillars: advanced land utilisation and digital transformation. We are pioneering agrovoltaics – combining solar generation with agriculture – currently active at the Solar Universe and Vydexa plants and emerging at Kebitigollewa, with plans for a dedicated university-collaborated research arm to scale this high-productivity land use model.

Simultaneously, our digital transformation advanced significantly with the 2025 launch of the "WindForce Digitalisation Journey," featuring a proprietary, state-of-the-art SCADA system developed in-house through a joint venture. This IoT-enabled system provides enhanced monitoring and control, boosting efficiency across applicable assets and solidifying our digital capability as a competitive advantage aligned with national initiatives.

Challenge	Our Response
▪ Damage to panels and mounting structures from extreme winds or floods (especially ground-mounted). ▪ Unpredictable solar radiation levels due to tropical weather patterns affecting consistent generation.	▪ Robust design of mounting structures. ▪ Site selection considering flood risks, where possible. ▪ Advanced forecasting tools to predict generation. ▪ Co-locating agriculture with solar panels optimises land use, potentially addressing land scarcity issues driven partly by climate pressures. ▪ Development and deployment of BESS to store energy and mitigate intermittency impacts on the grid.

Strengths

- Dedicated Operations & 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.

Weaknesses

- Natural degradation/deterioration of hardware over time.
- Reliance on costly imported spare parts.
- Regular maintenance/overhaul costs.

Opportunities

- Supportive environment for renewable energy, including the new Electricity Sector Reforms Act (and upcoming amendments).
- Improving economic conditions, better credit ratings attracting international investors and Development Finance Institutions (DFIs)/foreign funding.
- Growing public awareness, environmental consciousness, and demand for renewables (including uptake of electric vehicles - EVs).
- Opportunities presented by floating solar, BESS integration.

Threats

- Recycling end-of-life solar panels remains a significant industry challenge.
- Intense competition; potential grid integration issues (implied).
- Growing scrutiny/potential limitations on land availability for large ground-mounted projects.

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

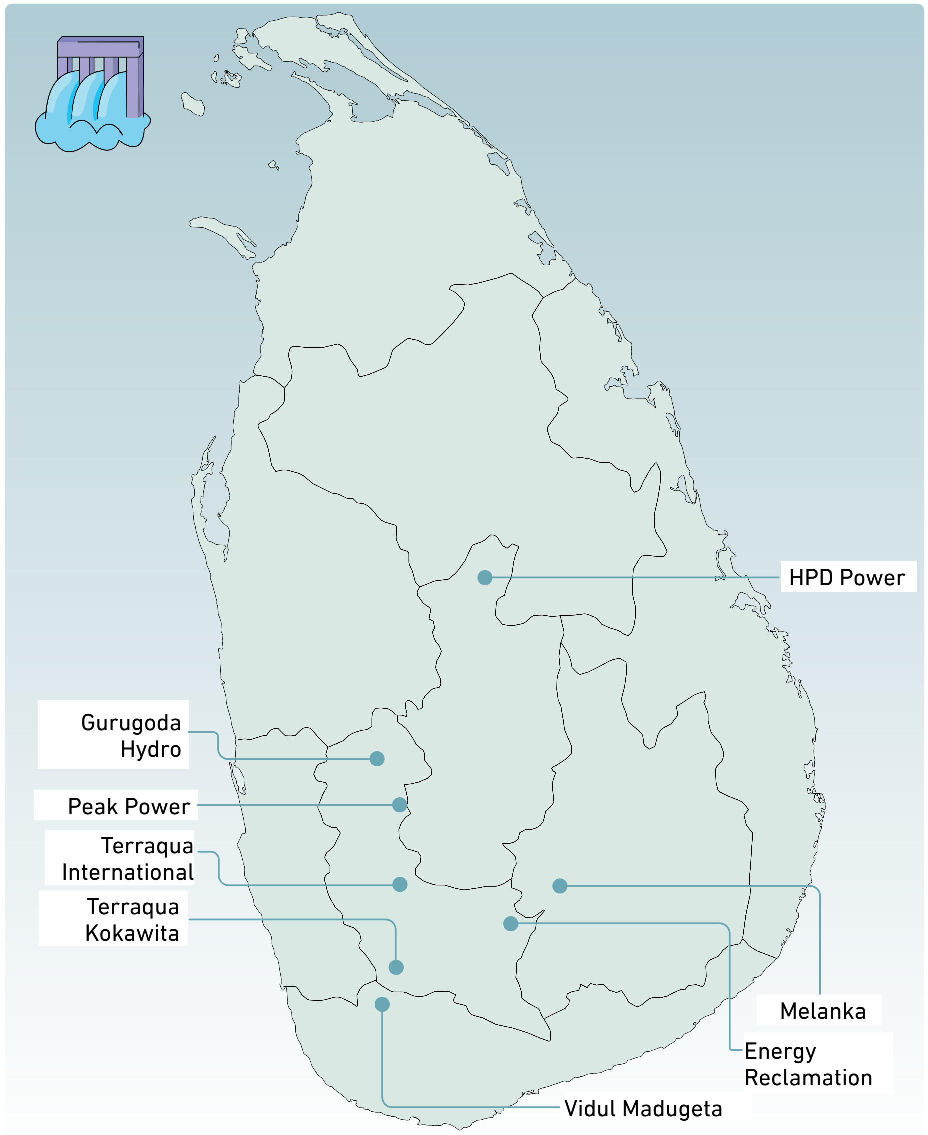
Future Focus

Our future focus centres on pioneering new energy solutions within Sri Lanka and expanding our geographical footprint. Domestically, we are advancing floating solar development, with specific proposals in progress for the Dambulu Oya reservoir, focusing on appropriately scaled projects.

Furthermore, we are strategically entering the Battery Energy Storage Systems (BESS) arena, recognising its critical role in stabilising the grid. By planning to integrate BESS with future solar projects, we aim to solve the challenge of storing daytime solar generation for evening peak demand (6 PM-10 PM), supporting national energy goals. In parallel, our international expansion efforts are active, targeting solar projects in Sierra Leone (25 MW), Togo (10 MW), Uganda, and Mozambique. The realisation of these international ventures currently awaits requisite Central Bank investment approvals.

HYDROPOWER 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 110.4 GWh annually, these reliable assets contribute significantly to environmental goals by displacing an estimated 78,300 MT of CO_2 emissions per year.



Performance

In FY 2024/25, hydropower revenue recorded a 13% YoY growth, driven primarily by favourable rainfall patterns throughout the financial year. While no new hydro capacity was commissioned during this period, the sector expanded its portfolio with the addition of the Mahoma Uganda plant as a subsidiary in January 2024.

Operational performance remained strong, highlighted by a high plant availability of approximately 99%, ensuring consistent energy generation. Notably, there were no major breakdowns reported.

A landmark achievement during the period was securing a government-approved policy guaranteeing 20-year extensions for all expiring hydro Power Purchase Agreements (PPA). This crucial development provides exceptional long-term revenue security and operational certainty across our entire hydro fleet, utilising agreed-upon, favourable tariff formulas. This policy represents a major strategic opportunity for the sector. As an initial implementation under this framework, the PPA for the Energy Reclamation Private Limited plant was successfully renewed in April 2024, incorporating an attractive, revised tariff structure based on factors such as plant performance and including annual O&M cost escalation.

Key Highlights

8
Hydropower plants (8 local / 2 in Uganda)

99%
Overall plant availability

PPA extension for 15 years for the Energy Reclamation Power Plant from 2024

Overseas expansion

Challenge	Response
Altered rainfall patterns: Droughts reducing water availability for generation; intense rainfall potentially causing floods or damaging catchment areas/intakes.	Implementation of catchment area protection plans, including reforestation and sustainable land management practices. Strict adherence to environmental flow requirements to minimise downstream impacts, especially during dry seasons.
Impacts on riverine ecosystems and biodiversity due to changes in flow regimes.	Utilising underground GRP pipes in some plants to minimise surface disruption and maintain animal crossing routes.

Operating Dynamics During FY 2024/25

Strengths

- High operational reliability and plant availability (99%).
- Proven operational track record.
- Expertise in setting up, designing and operating hydropower plants.
- Trained, skilled and experienced staff with technical knowledge and capabilities.

Weaknesses

- Ageing machinery.

Opportunities

- Guaranteed 20-year PPA extensions with favourable tariff structures provide significant revenue certainty and stability for the hydro portfolio.
- Potential to leverage multilateral funds (e.g., World Bank) allocated for renewable energy initiatives to support strategic expansion into target African markets.
- Capitalise on increasing global and local demand for renewable energy, driven by accelerating carbon neutrality commitments and a strong ESG focus from investors and stakeholders.

Threats

- Susceptibility to long-term climate change impacts and extreme weather events (floods, droughts) affect water flow.

99%
Plant Availability → Experienced Team → Expertise in Hydropower Generation

Future Focus

We will focus on expanding our presence into West and East Africa, which presents promising prospects. In particular, we will explore the opportunities provided by the World Bank allocating funds for African renewable energy initiatives which provides a solid foundation for growth and collaboration. Furthermore, we plan to restructure our portfolio by increasing our stake in existing projects, both local and foreign, in projects operating below 5MW capacity.

AUTOMOBILE SECTOR

The Sri Lankan market for new two-wheelers totals approximately 7,000 units monthly. Electric vehicles (EVs) represent a significant and rapidly expanding segment within this, accounting for roughly 1,900 units (~27%) and exhibiting strong 20% month-on-month growth. However, this growth is currently led by lower-cost models, predominantly using lead acid batteries, exemplified by the market leader Yadia which targets the budget segment. Satva, positioned as the fourth brand overall, strategically differentiates itself as the only provider offering high-quality electric two-wheelers equipped with premium NCM lithium-ion batteries, targeting a more discerning customer base seeking superior technology and performance.

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 70 outlets, covering the Southern, Western, Northwestern, and North Central provinces. To address market segmentation, we secured a new, competitively priced brand aimed at capturing share in the lower-end market. Complementing this, our sales dealer network grew to 10 outlets. Furthermore, we successfully repositioned an existing scooter model to enhance volume growth in the crucial mid-range market segment.

Operating Dynamics During FY 2024/25

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 70+ outlets).
- Leveraging Australian brand heritage and a unique affiliation with Ducati CORSA for premium market appeal.
- 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.

Opportunities

- High petrol prices and reduced electricity tariffs create a clear operating cost benefit for EVs over petrol bikes.
- 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 and, more significantly, established high-recognition brands (like TVS) transitioning their product lines to include EVs.
- 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, while also launching a dedicated lower-end brand featuring lithium-Ion batteries to directly compete and capture market share from lead-acid competitors. Supporting this product push, we aim to significantly increase our sales network reach to 20-30 outlets. Furthermore, we will invest in critical infrastructure by establishing a fast-charging network in key cities and high-population areas. Finally, to ensure customer satisfaction and build long-term loyalty, we will expand our after-sales service network to achieve comprehensive island-wide coverage.

GAINING MOMENTUM AND REDEFINING DEVELOPMENT AND INNOVATION

GROWTH THAT HELPS SHARPEN OUR VISION

FINANCIAL CAPITAL

PRUDENT AND DISCIPLINED FINANCIAL MANAGEMENT STRENGTHENED OUR FINANCIAL CAPITAL IN FY 2024/25, SUPPORTING OUR GROWTH INITIATIVES AND POSITIONING US FOR FUTURE OPPORTUNITIES.

Focus Areas

- Profit Maximisation
- Cost Management
- Balance Sheet Growth
- Profitability
- Gearing Ratio

Value Creation Highlights

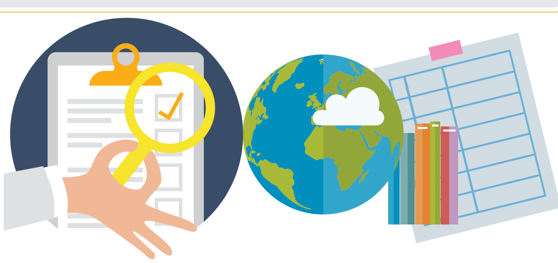
- **18% YoY** growth in revenue
- **6% YoY** increase in EBIT
- **15%** increase in EPS
- **24%** increase ROA

Impact of Intellectual Capital on Other Capitals

Manufactured Capital	Investing financial capital in continuous capacity expansion strengthens our manufacturing capital base by reinforcing assets.
Social and Relationship Capital	Through investments in community development and timely supplier payments, we build social and relationship capital.
Human Capital	Investing in training and staff benefits directly nurtures human capital through a motivated and skilled workforce.
Natural Capital	Investing in renewable energy generation improves natural capital by reducing environmental impact.
Intellectual Capital	Investing financial capital to enhance competitive advantage and brand position cultivates intellectual capital.

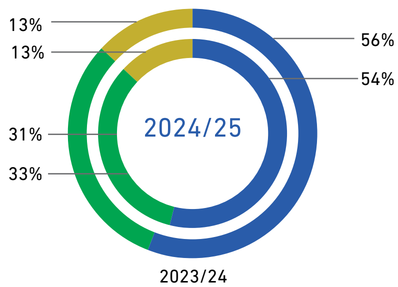
Employees	Communities	Customers	Government & Regulators	Investors	Business Partners

Link to Material Topics



- Strategic Partnerships
- Supplier Social & Environmental Assessment
- Local Communities
- Infrastructure Integration and Related Regulations

Revenue Breakdown for Supply of Electricity



Wind Sector Revenue

The wind sector recorded a 4% growth for the year ended 31 March 2025. This was largely attributed to the full-year operation of the newly added Hiruras plant, which commenced operations partway through the preceding financial year. Additionally, the Powergen plant posted a 30% growth, following the successful resolution of software and operational issues that had resulted in frequent breakdowns in the prior year. Conversely, performance at the Seguwanthivu, Vidatamunai, and Daily Life plants was hampered by gearbox and generator failures during the year, impacting results compared to the previous year.

Solar Sector Revenue

Despite the full sale of the Hirujanani rooftop plant and partial sale of the Suryadhanavi rooftop plant, the solar sector recorded a 19% increase in revenue for the year ended 31 March 2025 compared to the previous year. This growth was primarily driven by the addition of the Kebitigollewa plant in July 2024 and the consolidation of the Solar Universe plant following its conversion to a subsidiary in August 2024. Conversely, the Tororo plant's revenue declined by 9%, a result of currency translation losses, despite its generation remaining stable compared to the prior year.

Hydro Sector Revenue

Despite a tariff drop affecting the Terraqua International, Peak Power, and HPD plants due to tier changes during the year under review, the hydro sector recorded a 13% YoY growth compared to the previous financial year. This growth was primarily driven by the inclusion of Mahoma as a subsidiary since January 2024, coinciding with the gaining of management control. Additionally, higher rainfall in catchment areas contributed to a 27% revenue growth for the Terraqua Kokawita plant.

Automotive Sector

The automotive sector generated Rs. 167 million in revenue in FY 2024/25.

Cost of Sales and Gross Profit

Cost of sales increased by Rs. 830 Mn during the year, representing a 31% YoY growth. This increase was primarily attributable to two factors: A 36% portion stemmed from higher depreciation and amortisation, mainly due to the newly added Hiruras, Kebitigollewa, Mahoma, and Solar Universe plants. The remaining 64% resulted from increased operational costs, including operations and maintenance, spare parts, plant repairs, and crane hiring, commensurate with the addition of new plants. Additionally, Rs. 708 Mn in billing related to delayed payments from previous years by the Ceylon Electricity Board was recognised under the standard power purchase agreement during FY 24/25. Despite the rise in costs, the Group recorded a gross profit of Rs. 4.13 Bn for FY 24/25, a 7% YoY growth from Rs. 3.86 Bn in FY 23/24.

Administration Expenses

Administration expenses increased by 54% YoY. This rise was largely attributable to two main factors: A 68% portion of the increase resulted from goodwill amortisation, including a Rs. 390 Mn impairment based on the entities' remaining useful lives and an additional provision for the Seguvanthivu and Vidatamunai plants. Furthermore, 12% of the increase stemmed from higher employee benefits expenses. This reflects our commitment to supporting our employees, whom we consider our most valuable asset, particularly during a period of increased cost of living.

Selling and Distribution Expenses

Selling and distribution expenses increased by nearly 16% compared to the previous financial year. This rise is largely due to the SATVA E two-wheeler segment. As a newer company, SATVA's expenses are heavily focused on marketing efforts aimed at expanding its reach and capturing market share for its E two-wheeler.

Finance costs

Group finance cost declined by 19% in FY 24/25 compared to FY 23/24. While additional borrowing costs were incurred from the newly added Kebitigollewa, Hiruras wind power, Solar Universe, and Mahoma plants (integrated as subsidiaries), the overall borrowing cost decreased. This reduction primarily stemmed from the repayment of most of the Group's project loans, made possible by significant settlements of outstanding payments from the Ceylon Electricity Board. Furthermore, declining AWPLR rates during FY 24/25 also contributed to this decrease.

Share of Results from Equity-Accounted Investees

The share of results from equity-accounted investees increased by 6% during FY 24/25. This positive trend was observed despite the Uganda-based Mahoma plant becoming a subsidiary from January 2024 and the Solar Universe plant also becoming a subsidiary from August 2024, thereby no longer contributing via equity accounting. The increase primarily stemmed from higher profit shares recorded by the Solar One, Nirmalapura, and Vidul Madugeta plants compared to the previous financial year.

Income Tax

Group income tax expense declined by 13% in FY 24/25 compared to FY 23/24. This expense comprises Income tax, Dividend tax, and deferred tax.

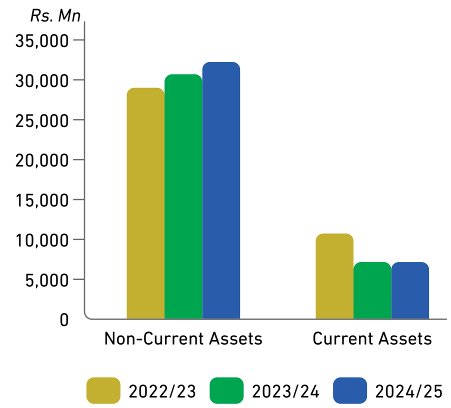
Income tax, however, increased by 146% YoY. This rise was primarily due to income generated from EPC work, CEB interest on delayed payments, rooftop solar panel disposal, and other income streams. Conversely, Dividend tax declined by 8% YoY. Deferred tax also indicated a decline, reflecting a reversal compared to the previous financial year's position.

Contextually, corporate income tax rates applicable to the Group were revised under the Inland Revenue (Amendment) Act, No. 45 of 2022 (certified December 19, 2022), effective October 1, 2022. Under this revision, the tax rate for business income of project companies not under concessionary schemes, as well as the holding company, is set at 30%.

Asset Growth

During FY 24/25, the Group's non-current assets grew by 5% YoY. This growth was primarily driven by the addition of the Solar Universe Power Plant as a subsidiary in August 2024 and the investment in the Rividhanavi Solar Power Plant. These additions occurred despite a Rs. 390 Mn goodwill impairment based on the remaining useful lives of the entities and an additional provision for the Seguvanthivu and Vidatamunai plants, both decided by management. In contrast, current assets declined by 2%, a decrease primarily attributable to dividend payments at both the Group and subsidiary levels.

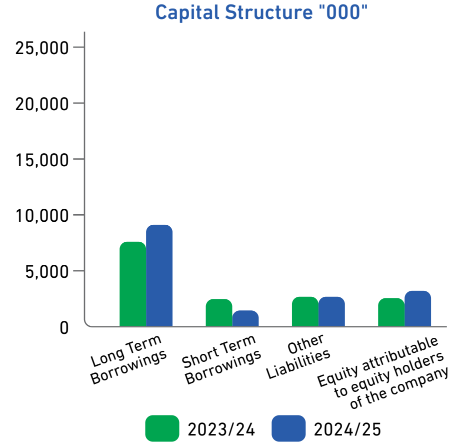
Asset Growth



Capital Structure

Having benefited from a conservative capital structure during challenging economic times, WindForce is now strategically increasing its gearing. This move aims to achieve an optimal capital structure to boost Return on Equity (ROE) and support aggressive expansion goals. The shift reflects strong confidence in future growth prospects and represents a strategic step to enhance shareholder value.

Capital Structure "000"

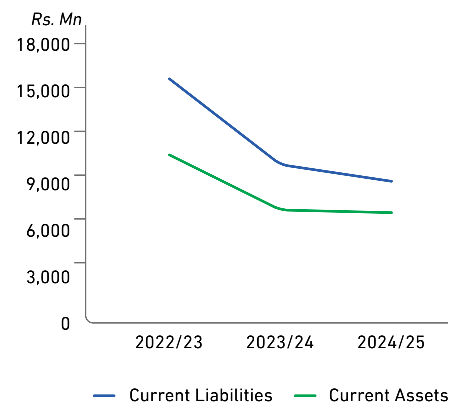


Trade receivables decreased by 43% in FY 24/25 due to the CEB settling its payments. This improved the Group's liquidity and enabled us to pay dividends at both the Group and subsidiary levels.

Working Capital

WindForce achieved a notable reduction in its working capital position, indicative of enhanced efficiency in financial resource management. This improvement stemmed from initiatives including the adoption of Total Productivity Management (TPM) strategies across our operations. Understanding that excessive working capital impedes financial returns, we remain committed to the continuous optimisation of our working capital requirements. These efforts are directed towards maximising the efficiency of capital deployment and enhancing shareholder value.

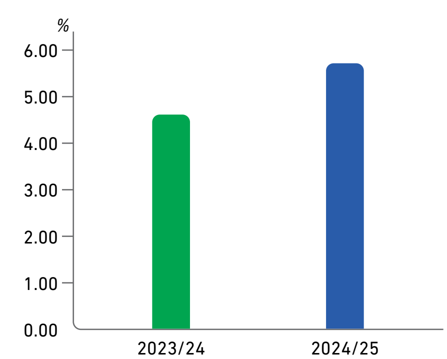
Working Capital Movement



Cash and Cash Equivalents

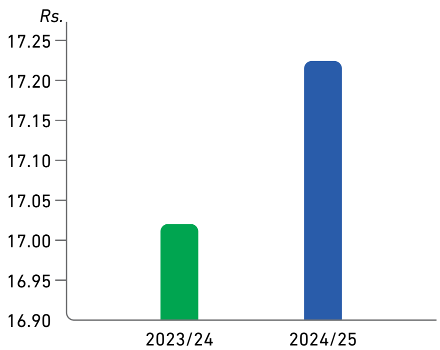
Cash and cash equivalents declined by 32% in FY 24/25, primarily due to dividend payments. Simultaneously, positive cash inflows led to a decrease in bank overdrafts. The available cash will be utilised to meet the capital commitments of new projects in the pipeline.

Return on Assets (%)



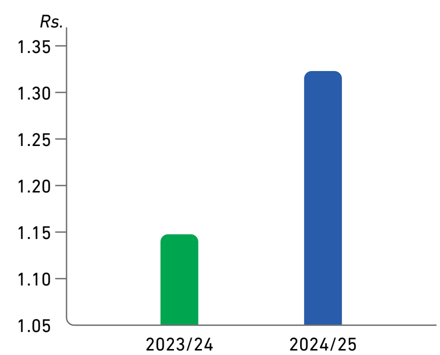
Return on assets increased by 24% YoY in the current financial year, reflecting more effective asset utilisation compared to the previous year.

Net Asset Value Per Share (Rs.)



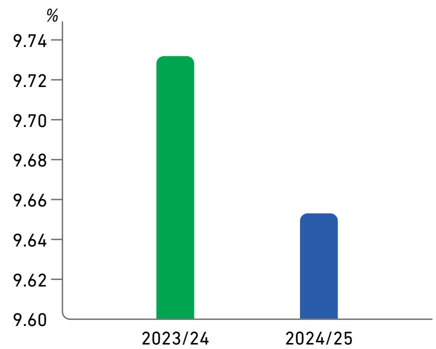
Driven by the addition of the Solar Universe subsidiary and investment in the Rividhanavi Solar Plant, the Group's Net assets per share increased from Rs. 17.02 to 17.22 during FY 24/25.

Earnings Per Share (Rs.)



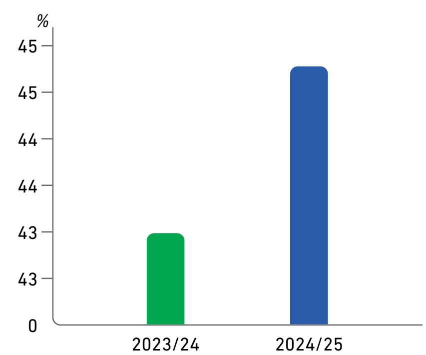
Driven by increased profits from newly commissioned projects in recent years, the profit share attributable to the parent's equity holders rose by 15% in FY 24/25, resulting in a 15% increase in EPS compared to FY 23/24.

Return on Capital Employed (ROCE) (%)



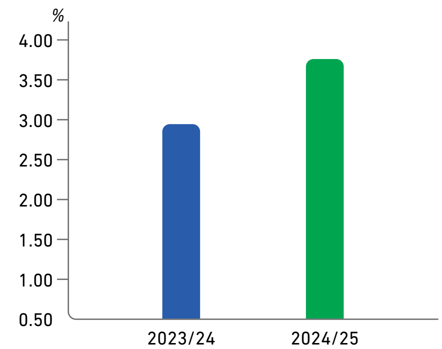
ROCE decreased from 9.73% to 9.65% in FY 24/25. While EBIT increased by 6% during the period, this decline was primarily due to the increase in capital employed, which also grew by 6%. The 6% increase in EBIT stemmed from revenue recognised under the standard power purchase agreement (reflecting late payments by the CEB) and increased revenue from the newly commissioned Hiruras and Kebitigollewa plants, along with the addition of the Solar Universe plant as a subsidiary.

Debt to Equity Ratio (%)



Gearing increased by 3% compared to the previous financial year, primarily due to investments in the new Sooryashakthi and Kebitigollewa projects and the addition of the Solar Universe plant as a subsidiary in August 2024.

Interest Cover (Times)



For the year under review, interest cover improved from 2.79 times to 3.73 times. This enhancement is attributable to the combined impact of a 6% increase in Earnings Before Interest and Tax (EBIT) and a 21% decrease in interest expenses relative to the preceding financial year.

Outlook for FY 2025/26 and Beyond

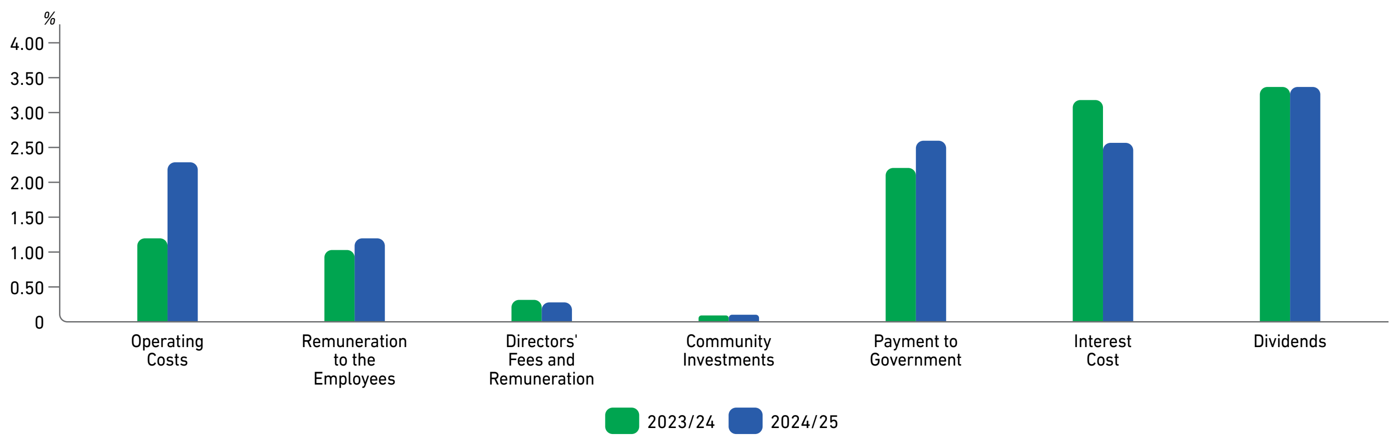
We will augment our financial capital through strategic project expansion, which will drive revenue growth and create value for all stakeholders.

Direct Economic Value Generated and Distributed

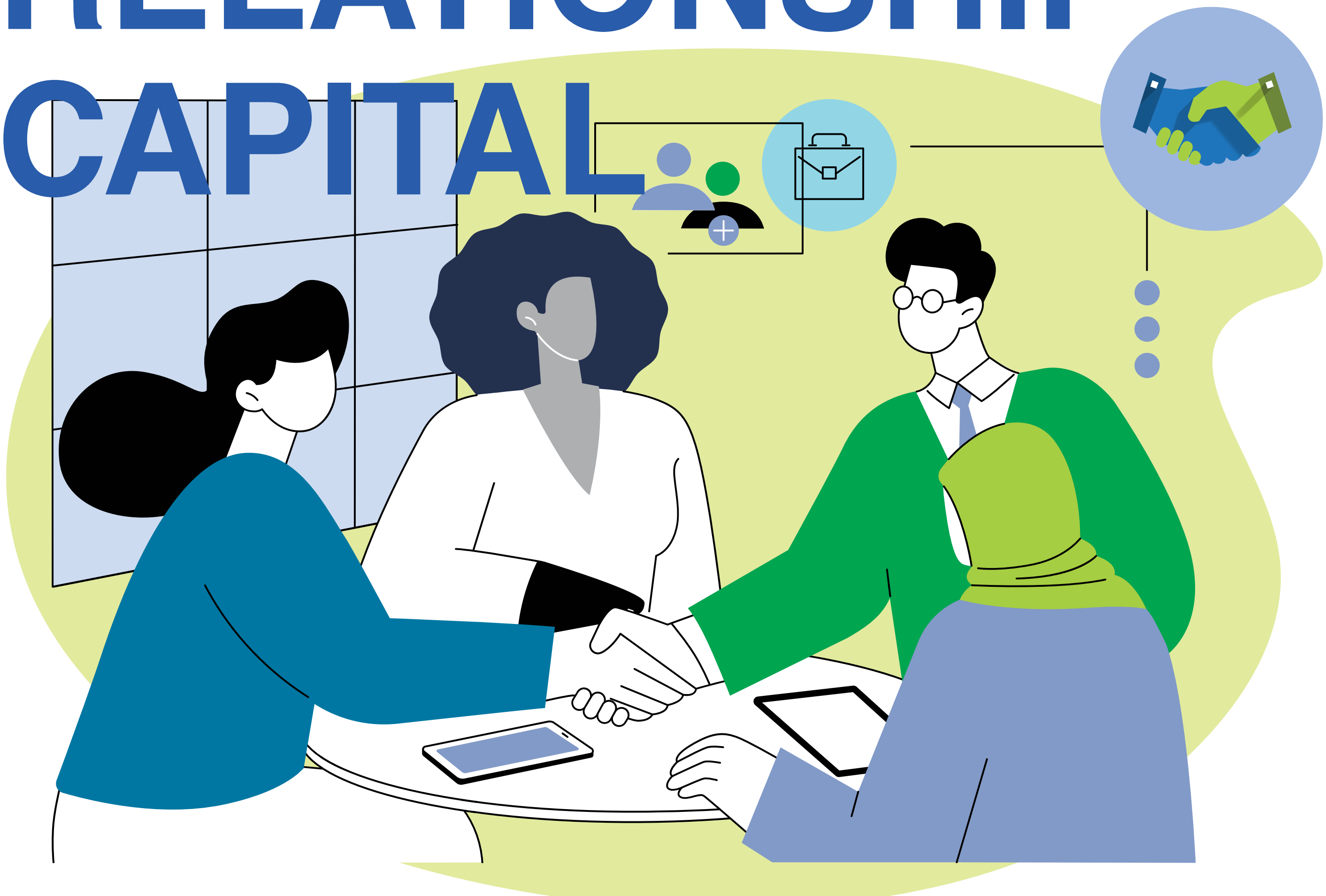
GRI 201-1

	2024/25	2023/24
Value Created		
Gross Revenue	7,611,169	6,516,258
(-) Cost of Goods and Services (excluding depreciation and remuneration to employees)	(1,792,615)	(1,258,082)
Value Added from Operations	5,818,554	5,258,176
Other Income	679,192	277,591
Finance Income	227,946	205,268
Total Value Created	6,725,692	5,741,035
Value Distributed	2024/25	2023/24
Operating Costs	917,748	476,954
Remuneration to the Employees	479,019	410,007
Directors' Fees and Remuneration	108,240	122,638
Community Investments	37,320	32,458
Payment to Government	1,040,943	884,270
Interest Cost	1,029,657	1,276,622
Dividends	1,350,769	1,350,769
Total Value Distributed	4,963,695	4,553,718
Total Value Retained	1,761,996	1,187,317

Value distributed (Rs.'000)



SOCIAL AND RELATIONSHIP CAPITAL



OUR RELATIONSHIPS WITH CUSTOMERS, SUPPLIERS, AND COMMUNITIES FORM OUR VITAL SOCIAL AND RELATIONSHIP CAPITAL. FOUNDATIONAL TO OUR CORE BUSINESS, THESE RELATIONSHIPS REPRESENT OUR ESSENTIAL SOCIAL LICENCE TO OPERATE. PRIORITISING STAKEHOLDER INTERESTS FOSTERS MUTUAL TRUST, ENSURING A SHARED COMMITMENT TO OUR LONG-TERM PROGRESS.

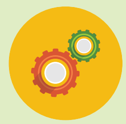
Focus Areas

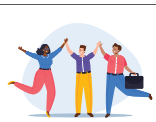
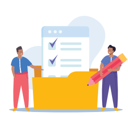
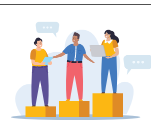
- Customer Relationship Management
- Strengthening Our Supply Chain
- Community Engagement
- Regulatory Compliance

Value Creation Highlights

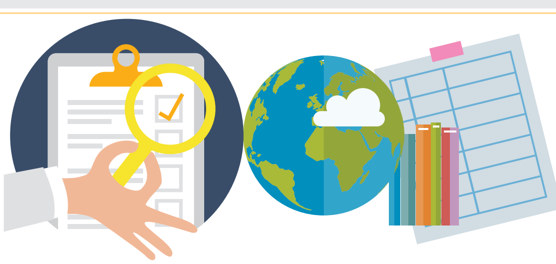
- **413** new suppliers
- Dedicated project liaison officers to handle community concerns
- **Rs. 37 Mn.** investment in community development
- **562 GWh** of renewable energy generated

Impact of Intellectual Capital on Other Capitals

Financial Capital 	Strengthens financial capital via income generation, enhancing long-term sustainability.
Manufactured Capital 	Strong supplier relationships, nurtured through investment, enhance operational efficiency and contribute to building our manufactured capital.
Human Capital 	Our employees executing strategy function as the conduit, translating the value of this nurtured social capital into tangible benefits for customers, partners, and the community.
Natural Capital 	Supplier screening and community engagement, while requiring resources, represent a necessary trade-off to foster a sustainable value chain.
Intellectual Capital 	The resources and commitment invested in cultivating strong stakeholder relationships and ethical standing directly translate into a stronger brand reputation.

				
Employees	Customers	Government & Regulators	Communities	Business Partners

Link to Material Topics



- Strategic partnerships
- Supplier social & environmental assessment
- Local communities
- Infrastructure integration and related regulations

Management Approach

Building a culture of trust and ensuring stakeholder commitment to our long-term sustainability and growth requires placing their interests at the forefront. We demonstrate this commitment by allocating resources to address community needs; fostering local entrepreneurship and employment; investing in innovation and technology to meet customer demands, maintaining ongoing dialogue with business partners, and strengthening the resilience of our supply chain.

Customer capital

Customer health and safety

➤ GRI 416-1, 416-2

We produce renewable energy primarily for regional utility companies under long-term Power Purchase Agreements (PPAs). These agreements mandate adherence to specific Grid Code quality standards for the electricity we supply. Our fundamental commitment, therefore, is ensuring uninterrupted electricity delivery by consistently meeting these Grid Code requirements for the duration of the PPA. Operational excellence, driven by Total Productive Maintenance (TPM) protocols, is key to fulfilling this commitment. By emphasising proactive and preventative maintenance, TPM maximises plant and equipment reliability and efficiency, while also enhancing team productivity and innovation. As a direct result of implementing TPM, we consistently achieve plant availability rates above 97%.

- Sri Lanka – Ceylon Electricity Board (CEB)
- Uganda – Uganda Electricity Transmission Company Limited (UETCL)
- Pakistan - K-Electric (KE, Central Power Purchasing Agency (Guarantee) Limited
- Ukraine – Energorynok

While our role as an electricity producer for utilities limits our direct interaction with and control over end-consumer safety, we maintain stringent safety standards within our own operations. Protecting our workforce is a top priority, managed through a comprehensive safety manual and strict adherence to its protocols. To ensure continuous improvement and awareness, certified trainers conduct mandatory annual safety training across all our plants. Reflecting these robust safety measures, we recorded zero incidents of non-compliance concerning 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 vital to our customer relationships. Dedicated liaison officers provide regular points of contact, while formal meetings several times annually allow the senior management Managing Director, the Chief Executive Officer, and the Chief Operating Officer to engage directly with customers on concerns and mutual interests. Customers can also readily submit written complaints via email or phone. Internally, we prioritise responsiveness by equipping our employees with knowledge and authority to proactively resolve issues according to our established complaint procedure.

Our success in maintaining open dialogue and addressing concerns effectively is reflected in the absence of any reported complaints concerning Grid Code non-compliance, product safety, or regulatory issues in FY 2024/25.

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 unwavering 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	
▪ Board of Investments of Sri Lanka (BOI) ▪ Forest Department ▪ Department of Archaeology ▪ Civil Aviation Authority of Sri Lanka	At the construction stage
▪ Sri Lanka Sustainable Energy Authority (SEA) ▪ Public Utilities Commission of Sri Lanka (PUCSL) ▪ Ceylon Electricity Board (CEB)	Running of operational plants

Pakistan	
▪ National Electric Power Regulatory Authority (NEPRA) ▪ K-Electric Limited (KE) ▪ Sindh Environmental Protection Agency (SEPA) ▪ Central Power Purchasing Agency (CPPA-G) ▪ Environment Protection Agency (EPA) ▪ Private Power & Infrastructure Board (PPIB)	At the construction stage

Pakistan	
▪ 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)	At the operational stage

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)

Customer Complaint Management

Customer feedback and complaints serve as important mechanisms for learning and the continuous refinement of our systems and processes, ensuring alignment with evolving customer requirements. The methodology for addressing complaints is formalised in our seven-point customer complaint resolution procedure, illustrated below.

Listen to the Complaint	▪ Thank the customer, apologise, take ownership, and remain courteous without blaming others for the issue.
Record Details of the Complaint	▪ Review the complaint thoroughly to grasp the problem. Maintain a centralised record of all complaints.
Get all the Facts	▪ Ensure accurate complaint details. Clarify with questions, if needed, to confirm understanding and record.
Discuss Options for Fixing the Problem	▪ Inquire about desired response: rectification, refund, or apology; assess reasonableness of the request.
Act Quickly	▪ Aim to resolve the complaint quickly.
Keep Our Promises	▪ Inform customer promptly of any delays in resolving their request.
Follow up	▪ Follow up with customer for satisfaction and explain preventive measures taken.

Business Partner Capital

We view our suppliers as essential partners and strive to build long-term, mutually beneficial relationships with each one. Our partnership strategy emphasises open and transparent communication, trust, and mutual respect, which allows for effective issue resolution and adaptive alignment.

Our Supply Chain

➢ GRI 414-1, 414-2, 204-1, 308-1, 308-2

Supplier Selection & Onboarding Process

We adhere to global best practices for supplier selection and onboarding. Potential suppliers, including local suppliers chosen based on specific project requirements, are against multiple criteria. These include product quality, performance history, compliance certifications, competitiveness, adherence to timelines, climate adaptability, spare parts availability, labour practices, and environmental compliance.

Following the initial assessment, a comparative evaluation among peers precedes shortlisting. Shortlisted candidates then undergo review and require final approval from top management before being contracted for a specified duration. Once project suppliers are contracted and mobilised, a dedicated procurement plan is developed. This plan ensures seamless interface management for products and services and establishes clear divisions of work among suppliers.

Local O&M Supplier Management

For ongoing operational and maintenance (O&M) needs, we use our vendor database for the selection of local suppliers. This database, reviewed and updated annually by top management, enables fast and efficient sourcing to meet daily plant requirements. During the year under review, 413 new suppliers were onboarded.

OEM & Global Sourcing

Our Original Equipment Manufacturer (OEM) supplier base is globally limited, necessitating reliance on a select group of reputable suppliers known for adhering to regulatory compliance and possessing commendable track records. We explicitly do not accept equipment or machinery detrimental to the environment or community.

Sourcing Philosophy and Performance

We prioritise sourcing from local suppliers whenever possible. Only when required equipment or machinery is unavailable locally do we engage global suppliers. Reflecting this commitment, approximately 44% of our average annual procurement expenditure is with local suppliers. Furthermore, during the year, new suppliers were screened aligning with acceptable social criteria, reinforcing our commitment to a responsible supply chain.

Our Suppliers

Project-Related Suppliers	Operational and Maintenance (O&M) Related Suppliers
Local contractors/ service providers facilitating new project construction requirements such as piling, civil construction, erection, logistics, heavy lifting, transport, etc.	For daily plant operations and maintenance (O&M), essential services and consumables are primarily sourced from local suppliers. Critical spare parts, however, are typically sourced internationally from Original Equipment Manufacturers (OEMs) or their recommended 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 Challenges	
Market Fragmentation	The renewable energy sector, being relatively young and fragmented compared to traditional industries, features a limited number of suppliers specialising in areas such as solar, wind, hydro, and biomass. This fragmentation presents challenges in finding suitable suppliers to source the required machinery and equipment.
Specialised Equipment and Components	Renewable energy projects require specific components. Finding competitive suppliers, particularly for niche technologies, can be difficult due to the scarcity of such specialised providers.
Global Supply Chain Dynamics	Renewable energy projects often rely on global supply chains vulnerable to geopolitical tensions, trade disputes, and transportation disruptions, all of which can significantly impact procurement.
Limited Competition	The limited number of suppliers inherently reduces competition within the renewable energy industry, potentially leading to higher procurement prices or extended lead times.
Quality and Reliability Concerns	Ensuring the quality and reliability crucial for project success becomes more complex, as the limited supplier pool makes finding proven, dependable providers more challenging.
Regulatory Compliance	Sourcing equipment compliant with the complex and often varied national and international regulations for renewable energy projects presents a significant challenge.

Our Strategic Responses	
Quality and Reliability	Assessing supplier dependability and quality by reviewing their history of meeting industry standards for products or services.
Financial Stability	Assessing a supplier's capacity for long-term collaboration by carefully reviewing their financial stability, including liquidity and market resilience.
Technology and Innovation	Selecting suppliers committed to renewable energy innovation, evidenced by their adoption of advanced technologies and ongoing investment in research and development.
Cost Competitiveness	Balancing cost considerations with performance factors by evaluating supplier bids based on overall value, ensuring competitive pricing does not override critical quality or sustainability requirements.
Supplier Relationships	Fostering strong, collaborative supplier connections by emphasising transparency, proactive communication for issue resolution, and a mutual commitment to ongoing enhancement.
Risk Management	Proactively assessing potential supplier vulnerabilities, including supply chain instability, geopolitical factors, or regulatory shifts, and developing corresponding risk mitigation and contingency measures.

Community Capital

Community Engagement Management

We focus on creating meaningful community impact by fostering trust through ongoing engagement and investing strategically in CSR activities.

Assessing Our Community Impact

➢GRI 203-2, 413-2, 419-1

Uganda:

Our operations in Uganda strictly adhere to International Finance Corporation (IFC) performance standards, encompassing social compliance. To verify adherence and ensure positive community impact, we conduct annual social audits. These audits incorporate community feedback to guide efforts aimed at fostering social wellbeing within local communities.

Sri Lanka:

In Sri Lanka, proactive community engagement begins during project construction. Prior to any work commencing, a mandatory Environmental and Social Impact Assessment (ESIA), overseen by the Central Environmental Authority, is conducted. Based on the ESIA findings, we implement necessary measures to mitigate potential adverse effects on surrounding communities and ecosystems, aiming to prevent any deterioration in their quality of life. Where significant impacts were unavoidable historically, mitigation has included compensation and relocation efforts, such as providing alternative housing and farmland. We ensure full compliance with applicable social and environmental requirements throughout the construction stage.

During the subsequent operational phase in Sri Lanka, any community issues that have arisen have typically been minor and are addressed promptly through established channels.

While we strive for seamless integration and positive impact, we acknowledge areas for improvement. During the year under review, there were no incidents of non-compliance with certain laws and regulations in social and economic areas.

Community Engagement

To build trust through ongoing community engagement, we implement a structured approach. Each project has a dedicated liaison officer responsible for community relations, working closely with an informally designated community leader who acts as a spokesperson. This partnership addresses local concerns directly. For effective issue resolution, an escalation path involves chief engineers providing oversight and intervention, with further escalation to sector general managers if needed. Beyond addressing concerns, liaison officers regularly communicate with the community spokesperson to identify potential projects aligned with our five-point CSR strategy. These proposed projects require review and approval by top management before inclusion in the annual CSR plan and budget.

Community Investment

➢GRI 203-1, 413-1

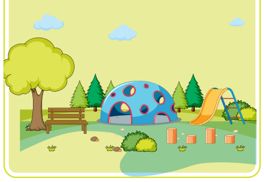
Guided by the UN Sustainable Development Goals (SDGs), our five-point community investment strategy directs our efforts to create meaningful impact for underserved communities across all our operating locations. In FY 2024/25, this strategy led to a total community investment of Rs. 37 Mn, directly benefiting more than 5,200 individuals through targeted CSR projects.

"Sahana" Community and Livelihood Development

Community Project	Location	Number of Beneficiaries
Contribution to the Northern Provincial Council for the establishment of a facility dedicated to traditional and nutritious food preparation and sales.	Ammachchi in the Killinochchi district	660, the community of Ammachchi

"Sahana" Community and Livelihood Development

Community Project	Location	Number of Beneficiaries
Development of a children's playground for Child Action Lanka.	Rajagiriya	88 students



Construction of a Playground

Community Project	Location	Number of Beneficiaries
Construction of a children's playground at Kirimatiyawa Junior School.	Kebetigollewa	52 students

Children's Playground -Kirimetiyawa School

"Haritha Huruwa" Environmental Conservation

Community Project	Location	Number of Beneficiaries
Establishment of a community nursery, distribution of trees, and planting of 500 eucalyptus and 170 assorted fruit tree seedlings.	Tororo, Uganda	68 households and 900 students

Contribution of Trees and Plants

"Sipsathara" Education and Childhood Development

Community Project	Location	Number of Beneficiaries
Provided electricity to Utro Primary School	Tororo, Uganda	900 students

Provided Electricity to Utro Primary School

"Sipsathara" Education and Childhood Development

Community Project	Location	Number of Beneficiaries
Renovation of the library and donation of books to the Buyemba Primary School	Tororo, Uganda	1,000 students

Renovation of the Library and Donation of Books

"Sipsathara" Education and Childhood Development

Community Project	Location	Number of Beneficiaries
Donation of desks and benches to Rusona Nursery and Primary School	Mahoma, Uganda	20 students

Donation of Desks to Rusona Nursery

"Sipsathara" Education and Childhood Development

Community Project	Location	Number of Beneficiaries
Supplied sports equipment to Dambulu Halmillewa School.	Dambulla	620 students

Supplied Sports Equipment to Dambulu Halmillewa School

"Athahitha" Pure Hands for Emergency Relief

Community Project	Location	Number of Beneficiaries
Development of a community water supply for clean water access.	Mahoma, Uganda	90 families

Development of a Community Water Supply

"Suvadiri" Health Care

Community Project	Location	Number of Beneficiaries
Donation of a 5KW rooftop solar system to Apeksha Hospital Temple.	Maharagama	Patients and families

Donation of a 5KW rooftop solar system to Apeksha Hospital

"Suvadiri" Health Care

Community Project	Location	Number of Beneficiaries
Conducted a community health camp in Utro Village, Kayoro Sub-County	Tororo, Uganda	400 persons

Community Health Camp

"Suvadiri" Health Care

Community Project	Location	Number of Beneficiaries
Conducted a community health camp in Ndali	Mahoma, Uganda	402 persons

Community Health Camp in Ndali

Outlook for FY 2024/25 and beyond

We are committed to deepening our engagement with the communities where our projects are located. This involves organising public forums, participating in local events, and establishing transparent communication channels to address concerns and gather feedback.

Prioritising strong relationships with key stakeholders—including government agencies, environmental organisations, and industry partners—remains essential. These collaborations foster mutually beneficial outcomes, such as effective policy advocacy, resource access, and expertise sharing. By investing in sustained partnerships, we aim to build significant social capital and mutual trust over time.

Transparency is fundamental to our approach. We will continue to provide clear, comprehensive information about our operations, including environmental impact assessments, project timelines, and community benefits. Demonstrating accountability this way builds credibility and trust among all stakeholders.

Furthermore, through ongoing educational initiatives, we will raise awareness about renewable energy and its benefits. Our activities range from school programmes and workshops to broad public awareness campaigns, all designed to enhance understanding and acceptance of renewable energy technologies. Finally, we prioritise listening to stakeholder feedback and adapting our strategies accordingly. This responsiveness demonstrates our commitment to genuine collaboration, fostering goodwill and strengthening relationships within the community.

Short-Term (Upto 1 year)	Medium to Long-Term (1-3 years)
Scale up our CSR efforts to significantly increase benefits for communities in need.	Adopt a comprehensive supplier screening protocol to verify sustainable sourcing and safeguard against negative environmental consequences.

HUMAN CAPITAL

OUR EMPLOYEES ARE OUR MOST VALUABLE ASSET. THEIR COMMITMENT, KNOWLEDGE, AND EXPERTISE DRIVE OUR SUCCESS ACROSS ALL OPERATIONS. THE PROFESSIONALISM AND COMMITMENT OF OUR TEAM DIRECTLY ENSURE WE DELIVER ON OUR BRAND PROMISE. THEREFORE, WE ARE DEDICATED TO EMPOWERING OUR PEOPLE WITH THE SKILLS, KNOWLEDGE, AND OPPORTUNITIES TO REACH THEIR FULL POTENTIAL WITHIN A SUPPORTIVE, THRIVING ENVIRONMENT THAT PRIORITISES THEIR WELLBEING.

Focus Areas

- Recruitment
- Employee engagement
- Training and development
- Performance management
- Occupational health and safety
- Diversity and equal opportunity

Value Creation Highlights

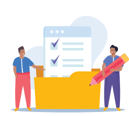
- **206** employees
- **10.2%** female employees
- **3 Females** in leadership positions
- **89%** retention rate
- **Rs. 16 Mn.** invested in training and development
- **2219 hours** of training
- **Rs. 479 Mn.** payment to employees as remuneration and benefits

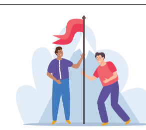
Impact of intellectual capital on other capitals

Financial Capital	Strengthening the Company's ability to drive long-term sustained earnings.
Social and Relationship Capital	Build trust and confidence among customers, business partners, and the community at large.
Human Capital	Investing in training and development boosts innovation and knowledge, strengthening our competitive advantage and brand.
Manufactured Capital	A competent team ensures effective and efficient use of the Company assets.
Natural Capital	Staff engagement in environmental sustainability initiatives builds natural capital.

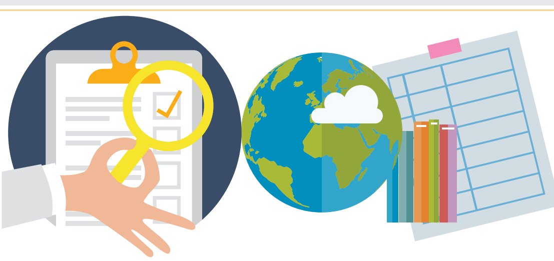

Employees


Customers


Government & Regulators


Business Partners

Link to Material Topics



- Motivation and team spirit
- Culture and work ethic
- Knowledge enhancement
- Health & safety

Management Approach

➢GRI 3-3

Our human capital approach, blends commitment and family values, fosters collaboration, autonomy, and teamwork for personal growth, thereby cultivating an engaged, motivated, and thriving workplace culture. This commitment enhances employee wellbeing and drives our Company's success, ensuring sustainable growth through a dedicated and empowered workforce.

HR Governance

➢GRI 2- 23, 403-9, 403-10, 408-1, 409-1

Central oversight for human capital management rests with the Chief Executive Officer (CEO), who is responsible for implementing the Board-approved HR policy framework. Furthermore, senior management contributes significantly to strategic HR processes, including cadre planning, onboarding, performance management, and employee relations.

Compliance

Shop and Office Employees Act, No. 19 of 1954

Factories Ordinance (No. 45 of 1942)

HR Policy Framework	HRM	Best Practices
▪ 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 ▪ Remuneration and benefits ▪ Training and development ▪ Work-life balance ▪ Compensation and benefits	▪ ISO 45000 Occupational Health and Safety Standard ▪ Equal opportunity and nondiscriminatory employment ▪ No child labour ▪ No forced or compulsory labour

Our Track Record

11% attrition rate

Zero incidents of child labour

Zero incidents of forced or compulsory labour

Zero incidents of discrimination

Zero fatalities

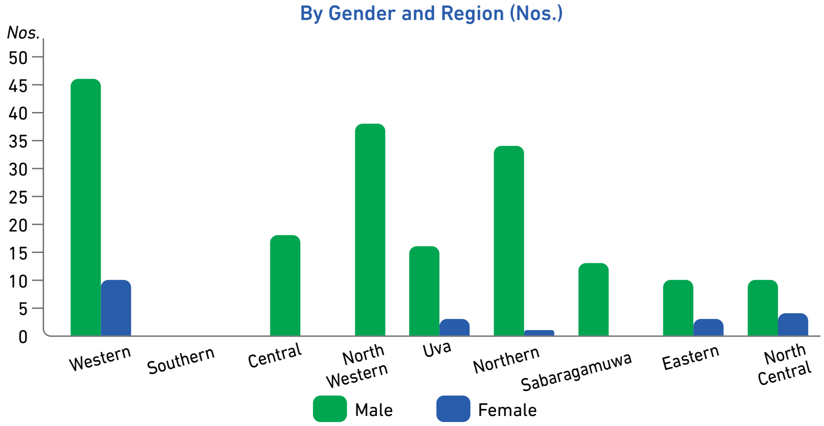
Zero major fatalities

Employee Profile

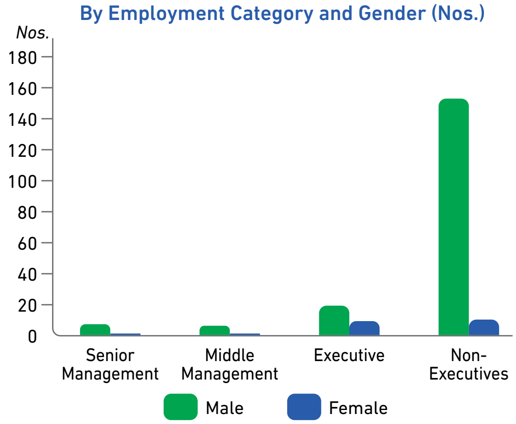
➢GRI 2-7

Our team of 206 employees drives our strategic goals and creates value across diverse sectors. We are committed to attracting, nurturing, and retaining top talent while fostering equal opportunity. A profile of our team is presented below:

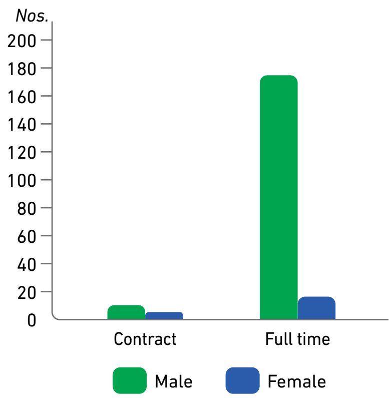
By Gender and Region (Nos.)



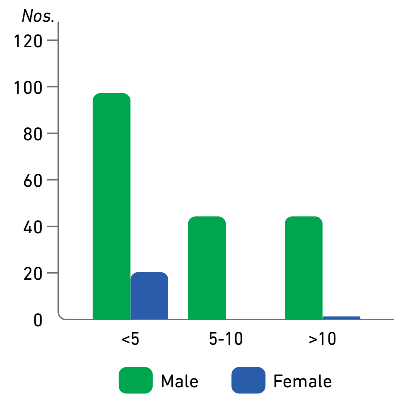
By Employment Category and Gender (Nos.)



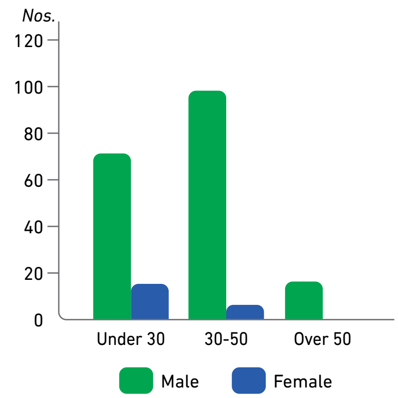
By Contract and Gender (Nos.)



By Years of Service (Nos.)



Age Analysis Based on Gender (Nos.)



Cardre Planning

During the annual budgeting cycle, heads of departments work closely with the CEO and COO to plan the cadre required for the next financial year. This planning is directly informed by and aligned with the Company's corporate strategy and business plan.

Movement in our human resources

➢GRI 202-1, 401-1

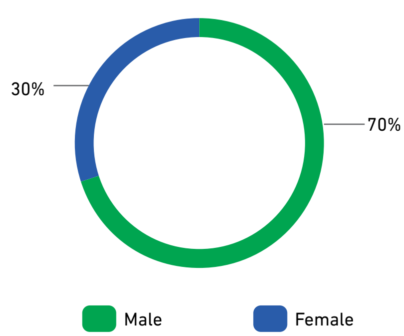
We adhere to a fair, transparent, and merit-based recruitment and selection policy. Our structured process—including job analysis, advertising, rigorous screening, interviews, and assessments—identify the best candidates based on skills and organisational fit. While this process ensures meritocracy, we prioritise internal candidates for available vacancies whenever suitable talent exists within the Company. Only then do we proceed with external recruitment.

Subsequent background checks and comprehensive onboarding ensure a smooth transition for all new hires. We view onboarding as crucial for integrating new team members into our unique culture and work ethic. Therefore, our approach is personalised, empowering each individual through tailored training and job-specific assignments. As part of this vital integration, recruits for senior roles, including engineers and managers, receive direct mentorship from corporate management.

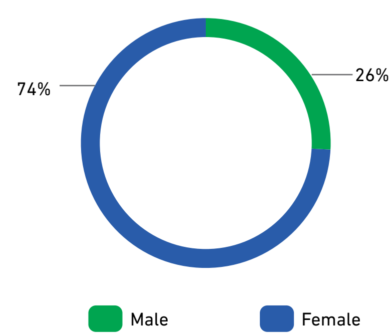
Our talent strategy includes sourcing all senior management positions from within Sri Lanka. Consistent with this, lead engineers overseeing international plant operations are also dispatched from Sri Lanka.

During the year under review, 21 employees left the Company.

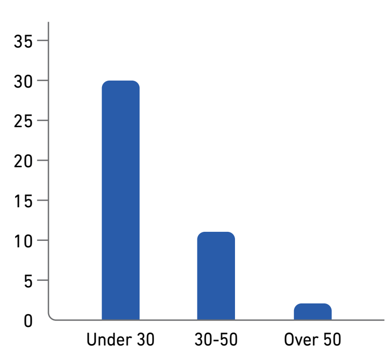
Recruitments by Gender



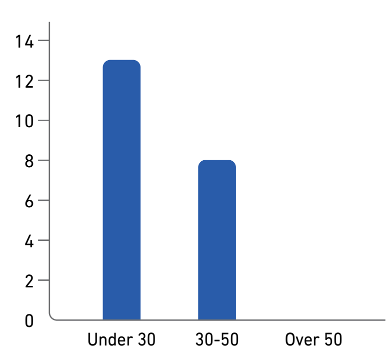
Turnover by Gender



Recruitment by Age Category

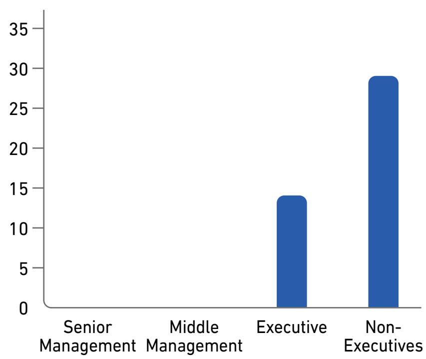


Turnover by Age Category

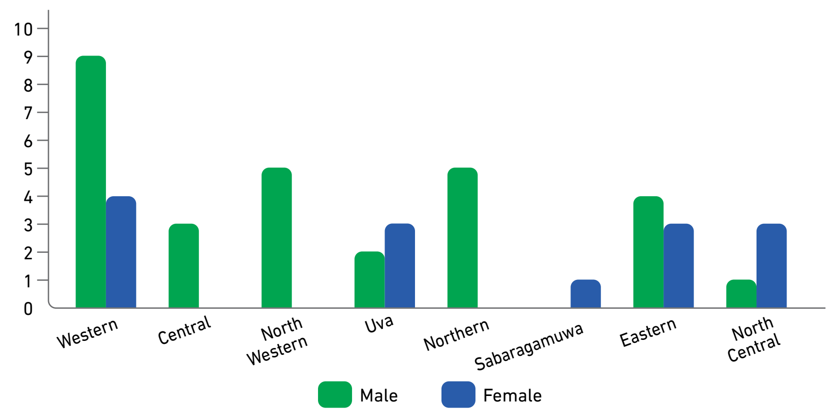


Our Employee Value Proposition

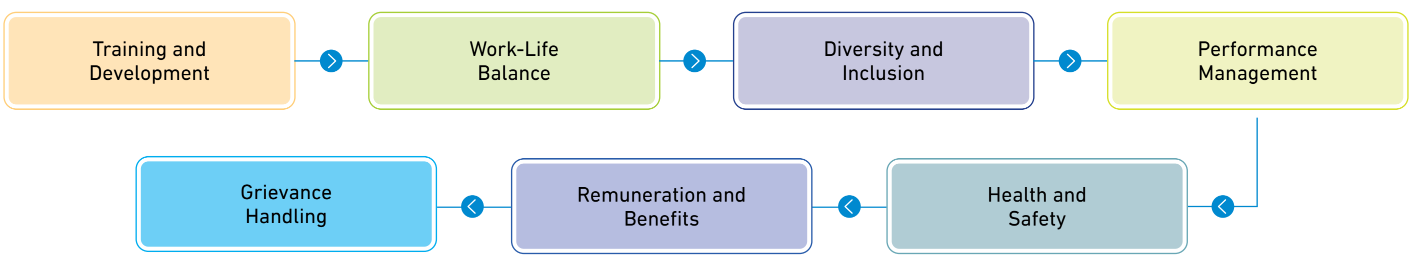
Recruitment by Employment Category



Recruitment by Province

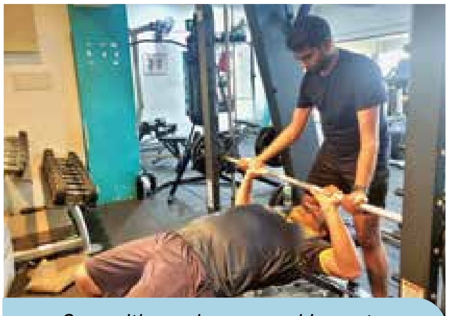


Our Employee Value Proposition



Work-Life Balance

We support our employees' work-life balance and respect their personal commitments. Administrative staff benefit from a standard 40-hour workweek with weekends off and protected downtime, as management avoids contact after 5 pm unless urgent. While administrative roles offer flexible working hours, operational requirements necessitate a structured roster system for our plant teams, which involves 12-hour shifts designed to provide predictable schedules. Project teams also operate under schedules dictated by operational needs. To ensure adequate rest, we have a policy requiring all employees to utilise at least 70% of their annual leave each year. Furthermore, we foster employee engagement and wellbeing through annual staff trips, cultural celebrations such as Sinhala Tamil New Year and Christmas, and comprehensive on-site fitness facilities including a gym with trainers, a swimming pool, basketball court, and yoga sessions.



Gym with employees working out

Corporate yoga sessions for employees

15th Anniversary Celebration

Performance Management ➢GRI 404-3

Staying competitive in renewable energy requires a high-performing team. Our performance management system drives this through regular feedback and clear expectations, with specific processes for different roles. All permanent employees receive a formal performance assessment at least yearly.

- **Plant Teams:** Plant managers continuously track performance, offer ongoing coaching, discuss improvement areas, and identify training needs. A formal annual review includes the employee, the plant manager, and their reporting manager.
- **Admin & Managerial Staff:** Performance is reviewed in one-on-one meetings with the MD/CEO. the management team (CEO, COO, CDO, CFO) monitors managerial performance against targets throughout the year.

Open communication is key; employees can meet with the MD/CEO anytime to discuss concerns. All permanent staff were appraised this year, with bonuses tied to these results. We are enhancing this process by introducing a structured appraisal form soon.

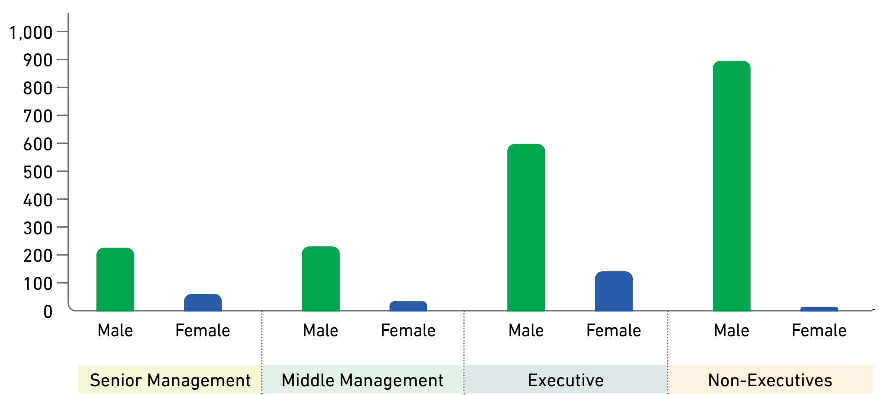
Training and Development ➢GRI 404-1, 404-2

We are committed to employee development through high-quality learning opportunities designed to build skills, align work with company goals, and foster career growth. Individual training requirements are determined via performance reviews and input from plant managers and department heads.

Our Total Productivity Management (TPM) challenge is a key initiative driving plant efficiency by fostering continuous learning and innovation within our teams. To further empower our workforce and support operational excellence, we provided extensive training programs covering a wide spectrum of essential disciplines, including finance, accounting & taxation, ESG & sustainability, technical & engineering (energy focus), health & safety, leadership & professional development, procurement & supply chain management, and administrative & secretarial skills.

Reflecting this commitment, our investment in training and development this year totaled Rs. 15.5 Mn., providing an average of 6.5 training hours for each employee.

Average Training Hours by Gender and Employment Category



Training Statistics for FY 2024/25

Target Group	No. of Participants	Training Hours		
		Male	*Female*	*Total*
Engineering	82	1070	19	1089
Engineering/Finance	54	448	93	541
Finance	187	291	124	414
General	16	151	24	175
	339	**1,960**	**259**	**2,219**

➢GRI 405-1, 406-1

We are an equal opportunity employer dedicated to equity, diversity, and inclusion. Discrimination based on gender, race, religion, ethnicity, or any other protected status is not tolerated. We confirm there were no reported incidents of discrimination in FY 2024/25.

Gender parity indicators	2023/24 (%)	2024/25(%)
Female representation at Board level	9.00%	9.00%
Female representation at Senior Management level	12.50%	12.50%
Female representation at Middle Management	17.00%	14.30%
Female representation at the Executive level	29.00%	32.14%
Female representation at Non-Executive level	2.00%	6.13%
Female recruits	12.00%	30.23%

Remuneration and Benefits

➢GRI 401-2, 405-2

We offer competitive remuneration and benefits aligned with industry standards, determined through a merit-based approach that rewards employee capabilities within their respective roles. As an equal opportunity employer committed to fairness, we guarantee identical remuneration and benefits for men and women in similar positions across all levels, maintaining a strict 1:1 salary ratio. Furthermore, our entry-level wages intentionally exceed the local minimum wage, ensuring fair compensation from the start.

To ensure our overall compensation structure remains fair, competitive, and sustainable, it is periodically reviewed by the CEO. Any recommendations for adjustments require approval from the Remuneration Committee. This governance ensures our remuneration strategy continues to attract and retain talent effectively.

The following benefits are given to all permanent employees:

- Life and Surgical Insurance cover
- Annual Bonus linked to Company Profitability
- Medical Insurance Covering OPD Expenses
- Compulsory Annual/ Blocked Leave
- Education Assistance
- Death Donation Plans

Retirement Benefits Paid to Employees

To support our employees' long-term financial security, we offer a defined benefit plan and other retirement benefits as part of their total compensation. These plans aim to provide a reliable income stream post-employment and are regularly reviewed to ensure their ongoing value and sustainability.

Our comprehensive package also includes a defined benefit plan and other retirement benefits designed to provide employees with long-term financial security and stable post-employment income.

(Rs. Mn.)	2022/23	2023/24	2024/25
Renumeration	237	349	410
Contribution to EPF & ETF	31	42	48
Contribution to the Gratuity Fund	(3)	19	21
Total	265	410	479

Maternity Leave ➢GRI 401-3

We support employees through significant life events by offering competitive parental leave benefits. These benefits are provided equally to all parents, regardless of gender, ensuring fair opportunities for family care time.

No
Female employees took maternity leave in 2024/25

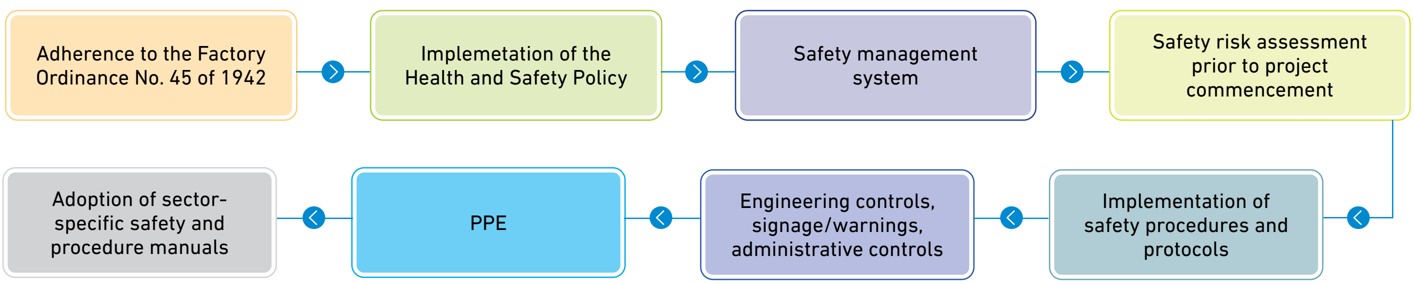
No
Female employees returned to work after completing their maternity leave

Grievance Handling ➢GRI 2 -25, 2 -26

We maintain a transparent, inclusive, and collaborative workplace culture underscored by principles of openness, respect, and fairness. We encourage communication, inviting employees at all levels to provide feedback, express concerns, and request guidance. While the CEO maintains an open-door policy for direct discussion, employees are encouraged to utilise their immediate supervisor as the primary point of contact for structured issue resolution. Our commitment is to foster a supportive environment where all voices are valued.

Health and Safety

➢GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-8 ➢SASB IF-EU-320a.1



Our Commitment to Occupational Health and Safety ➢GRI 2- 24

We nurture a proactive, safety-first culture where the health and wellbeing of everyone involved in our operations is paramount. This commitment is embedded in our comprehensive Occupational Health and Safety (OHS) Management System, aligned with the ISO 45001 standard, and implemented across our global operations, including Sri Lanka.

Framework, Compliance and Governance

Our OHS Management System governs all safety aspects during the construction, operation, and maintenance of our wind, solar, and hydropower plants. It ensures adherence to applicable legal frameworks, including Sri Lanka's Factory Ordinance No. 45 of 1942 and relevant safety regulations in all jurisdictions where we operate. Underpinned by our Board-approved Health and Safety Policy, the OHS system establishes clear principles, goals, and structured protocols to proactively identify, assess, and mitigate workplace hazards.

Training, Resources and Communication

Equipping our workforce is vital. Comprehensive safety training, integral to our OHS Management System, ensures all employees understand risks and protocols. This is supplemented by detailed, sector-specific safety manuals, developed under Plant manager guidance. These manuals provide essential guidelines for daily operations, address specific workplace risks, outline best safety practices, and help prevent work-related illnesses, serving as crucial ongoing educational resources. A total of 659 hours of training were allocated for safety training in FY 2024/25.

Engagement and Third-Party Adherence

Effective OHS relies on active participation. We foster employee engagement through regular safety meetings, training sessions, and feedback forums where personnel can voice concerns, suggest improvements, and stay informed. Employees are involved, under plant manager guidance, in developing and reviewing critical safety documents such as policies, risk assessments, and procedures. This commitment extends to all parties on our sites; subcontractors, visitors, and partners are required to adhere to the same stringent safety standards, reinforced through inductions, contractual agreements, and access to necessary safety information.

Proactive Risk Management and Controls

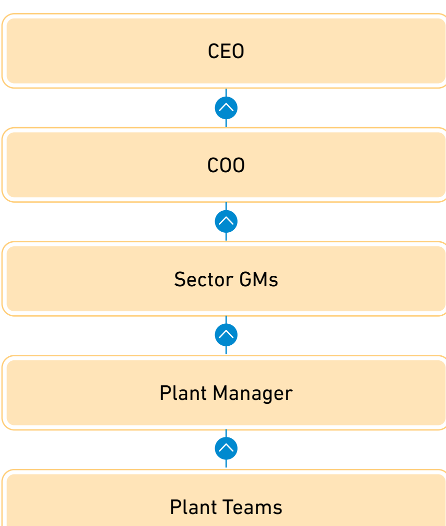
We employ a proactive approach to managing occupational health and safety risks. This involves rigorous hazard identification and risk assessment, including comprehensive safety and health risk assessments conducted during the planning phase of any new project. We mitigate identified risks using the hierarchy of controls – prioritising elimination or substitution, followed by implementing robust engineering controls, administrative measures (including clear safety signage), and providing appropriate Personal Protective Equipment (PPE). Specific initiatives such as regular health screenings and awareness programmes further support employee wellbeing and minimise occupational health risks.

Potential safety risks and mitigating measures are given below:

New Project Construction		Operational Plants	
Identified Safety Risk	*Mitigating Action*	*Identified Safety Risk*	*Mitigating Action*
Burn risk due to high voltage hazard	Isolation procedures Lockout and tag-out procedures	Burn risk due to high voltage hazard	Isolation procedures Lockout and tag-out procedures
Theft of items at construction sites or during transportation	Adequate security at sites with plant parts stored in locked warehouses Appropriate insurance policies to cover theft and damage	Injuries caused due to uncalibrated or defective lifting tools/ equipment	Load testing of lifting equipment and constant inspection of all tools/equipment

Common Safety Risks (New Project Construction + Operational Plants)	
Identified Safety Risk	*Mitigating Action*
Working at heights	Maintaining a comprehensive H&S approach that includes adopting high standards, utilising necessary equipment (such as ropes, harnesses, anti-slip safety shoes), and conducting continuous training and inspections covering all procedures and equipment use.
Injuries caused by falling objects	All personnel must wear safety helmets and hard boots.
Entrapment and ergonomic failure hazards	We provide proper training for relevant employees covering safe work practices and rescue operations. Additionally, clear safety signage and adequate safety systems are implemented and maintained to ensure a safe environment.

Safety Governance Structure



Employee input is crucial for enhancing our safety performance. We facilitate this daily through 'Toolbox' meetings at operational plants, focused on identifying immediate hazards and risks. On a monthly basis, Plant Managers present accident reports and statistics to the management committee, enabling review and determination of corrective actions and improvements. Periodic oversight includes bi-annual safety audits of operational plants and random spot checks at construction sites by the Management Committee, complemented by formal annual safety audits of all sites conducted by the COO to ensure comprehensive hazard identification and compliance.

Safety Harness for Fall Protection

Women's Day Celebration

Strengthening Employee Relations

➤GRI 402-1

We nurture a strong sense of belonging, ensuring every employee understands their vital contribution to the Company's success. Earning our employees' trust and respect begins the moment they join us. Our tailored onboarding processes establish a culture of transparency and open, continuous communication between employees and leadership from the start.

Our open-door policy encourages employees to connect directly with senior management. We guarantee bi-annual one-on-one meetings with the MD and CEO for all employees, including plant teams, offering a dedicated space to discuss performance and raise concerns. Weekly stand-ups provide direct communication between department/cluster heads and the Management Committee, while daily toolbox meetings keep plant managers and their teams aligned. These channels ensure both plant and administrative staff receive important operational updates, with a minimum of two weeks' notice before implementation. This commitment to frequent, upfront communication is key to maintaining our harmonious working relationships.

Outlook for FY 2024/25 and Beyond

We recognise our employees as our greatest asset and are committed to fostering a positive, progressive workplace culture. Accordingly, we will enhance our non-financial benefits, offering diverse wellness programmes and engagement initiatives to boost job satisfaction, motivation, and wellbeing.

Simultaneously, we will refine our performance appraisal process for greater transparency, objectivity, and a stronger development focus. By integrating structured feedback and aligning evaluations with organisational goals, we will nurture a high-performance culture that recognises and rewards excellence.

Furthermore, we will continue to implement targeted training programmes to upskill our employees, equipping them with the expertise needed in the evolving energy sector. These programmes would bolster technical and leadership capabilities while embedding an ESG-focused mindset, ensuring sustainability, ethical practices, and social responsibility remain core to our operations.

Short-term	Medium to Long-Term
Implement Targeted Training Programmes Launch focused learning and development initiatives to address current competency gaps and support employee growth across all levels. **Enhance Health, Safety, and Environment (HSE) Awareness** Roll out comprehensive HSE training tailored to the specific operational needs of energy plant environments, reinforcing our commitment to workplace safety.	**Aligning HR Strategy with ESG Objectives** Introduce measurable HR metrics that support environmental responsibility, social impact, and corporate governance, including diversity and inclusion initiatives. **Establishing a Comprehensive Health & Safety Framework** Formalise and implement structured health & safety policies and practices with defined performance indicators and periodic audits to ensure compliance across all operational sites.
Establish ESG-Aligned HR Policies Review and update HR policies to reflect core ESG values, with emphasis on diversity, inclusion, and occupational health and safety.	
Improve Employee Engagement and Wellbeing Introduce mental health and wellness programmes to support staff wellbeing and promote active participation in community outreach and corporate social responsibility (CSR) initiatives.	

KEBITIGOLLEWA SOLAR POWER PLANT

KEBITIGOLLEWA SOLAR POWER PLANT

Pioneering Sustainable Energy and Inclusive Development

During the reporting period, WindForce PLC proudly commissioned the 10 MW Kebitigollewa Solar Power Project, a significant addition to Sri Lanka's renewable energy capacity and a landmark initiative reflecting our commitment to both environmental sustainability and social responsibility.

Strategically located in Hadagala, Kebitigollewa, Anuradhapura District, this 35-acre facility is projected to contribute 20.24 GWh annually to the national grid. The project utilises a fixed tilt structure and comprises 23,296 state-of-the-art PV modules integrated with advanced Huawei string inverters and transformers, representing best practices in solar technology deployment.

A Testament to Empowered Expertise: The All-Women Technical Team

A defining and integral aspect of the Kebitigollewa project was the composition of its core technical team. In alignment with our strategic pillars focusing on Diversity, Equity, and Inclusion (DEI), and our commitment to fostering women in STEM, the technical design, engineering oversight, and project execution were significantly led by an all-women team. This was not only a demonstration of our values but also a testament to the exceptional technical capabilities and leadership skills presents within our female workforce. Their rigorous attention to detail, technical proficiency, and collaborative approach were critical drivers in ensuring the high quality and timely delivery of this complex project. This initiative serves as a powerful model, proving that empowering women in technical roles is not just socially responsible but also contributes directly to operational excellence and innovation in the renewable energy sector.

Financially, Kebitigollewa is notable as the first project in Sri Lanka to benefit from a clean energy subsidy grant under the Joint Crediting Mechanism (JCM) between Japan and Sri Lanka, highlighting effective cross-border collaboration for green initiatives. The involvement of Amana Bank further showcases innovative financing models in the sector.

We managed the comprehensive Engineering, Procurement, and Construction (EPC) phases internally, leveraging our expertise. The project's integration into the grid is facilitated by a newly constructed 12 km transmission line to the Kebitigollewa gantry, connecting ultimately to the Vavuniya grid substation.

The successful commissioning of the Kebitigollewa Solar Power Project stands as a dual achievement: a substantial contribution to Sri Lanka's sustainable energy goals and a powerful statement on the capability and essential contribution of empowered women in leading technical endeavors. This project reinforces WindForce PLC's position as a leader in innovative and inclusive energy solutions, setting a benchmark for future developments and advancing our vision for a cleaner, greener, and more equitable future.

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.

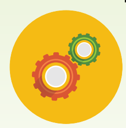
Focus Areas

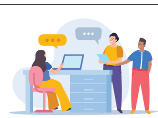
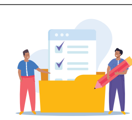
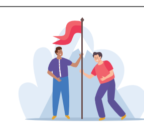
- Brand Reputation
- Business Networks
- Business Ethics
- Standards and Certifications
- Knowledge-Based Assets
- Systems and Processes

Value Creation Highlights

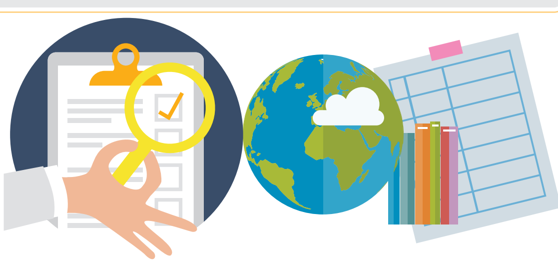
- Largest independent renewable energy power producer in Sri Lanka
- Pioneer in wind energy generation
- Engineering capability and practical, field-tested expertise
- Sole certified user of WAsP, wind resource assessment system in Sri Lanka
- Use PVsyst for solar resource assessment
- Expertise in Hydro, Wind, and Solar power generation
- Six projects registered under standard carbon trading platforms

Impact of Intellectual Capital on other Capitals

Financial Capital 	Our strong brand attracts strategic partners, enabling us to secure revenue and market share. Furthermore, this brand's strength fuels business expansion and successful entry into new overseas markets.
Social and Relationship Capital 	By committing to quality, excellence, and ethics, we deliver exceptional customer value and nurture strong relationships with our business partners and communities.
Human Capital 	Equip employees with the knowledge and expertise needed to deliver exceptional service.
Manufactured Capital 	Leveraging innovation to enhance the efficiency of our manufactured capital.
Natural Capital 	Driving automation, innovation, efficiency, and resource management improves sustainable resource use.

 Employees	 Customers	 Government & Regulators	 Business Partners

Link to Material Topics



- Motivation and team spirit
- Culture and work ethic
- Knowledge enhancement
- Health & safety

Management Approach

GRI 3-3

Our strategy for enhancing intellectual capital involves strengthening our brand reputation, investing in employee capabilities, and leveraging technology for operational excellence. Part of investing in capabilities includes supporting professional development, such as enabling staff to attain the Project Management Professional (PMP) designation from PMI.

Brand Reputation

High Plant Availability → 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 10 MW wind power plants in Puttalam, significantly accelerating the nation's decarbonisation efforts. Since its inception, we have maintained an exclusively clean energy portfolio, setting a benchmark for sustainability. Expanding across wind, solar, and hydropower, we continue to lead Sri Lanka's renewable energy sector. This leadership, coupled with our strong brand reputation, reinforces our standing as a large-scale developer and recognised international player active in foreign markets.

From the outset, our comprehensive approach—managing financing, design, construction, commissioning, and maintenance for all plants—has defined our operations. This end-to-end responsibility, combined with our proven track record of timely project delivery and consistent performance, has established us as Sri Lanka's most preferred renewable energy developer. Our commitment is further validated by numerous awards recognising our industry excellence, robust management systems, engineering capabilities, quality standards, and strong financial performance.

Knowledge-Based Assets

- Engineers accedited by the DTU Denmark's RISO Campus for wind resource assessment 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 is a cornerstone of our success, possessing comprehensive expertise across the entire power project lifecycle – from feasibility and design to construction, operation, and maintenance. This versatility is enhanced by an entrepreneurial culture promoting innovation and technical excellence. Our team's proficiency is underpinned by:

Specialised Competencies	Hands-On Experience	Innovative Culture	Continuous Development	Skilled Technical Support
We hold key licences and accreditations, including accreditation from the RISO Campus of the Technical University of Denmark (DTU) for Wind resource assessment and modelling. Notably, we hold the unique distinction of being the sole certified user of this wind resource assessment system in Sri Lanka, highlighting our leadership in this field.	Practical, field-tested expertise gained across diverse geographical conditions ensures effective project execution.	Our entrepreneurial management style fosters agility, technical excellence, and a solutions-oriented approach, positioning our team as industry all-rounders.	We strategically invest in attracting top engineering talent from leading institutions and are committed to their ongoing professional growth. We actively support and fund professional memberships and Continuing Professional Development (CPD) activities to ensure our team remains at the forefront of global renewable energy advancements.	Our engineers are complemented by adept technical officers equipped with the necessary skills and familiarity with advanced technologies to support our diverse business operations effectively.

Technology-Enabled Operations

Our operational resilience is reinforced by a robust IT ecosystem:

- **Core Business Systems:** We use industry-leading, cloud-based software for critical functions, including Microsoft Dynamics NAV for finance, Oracle FCCS for financial consolidation, and MiHCM for HR management, ensuring efficiency and scalability.
- **Proprietary Innovation:** Demonstrating our technical ingenuity, our engineers have developed bespoke Supervisory Control and Data Acquisition (SCADA) systems for most of our solar power plants. Tailored to local conditions, this in-house development yields significant cost savings and conserves foreign currency.
- **Predictive Analytics:** We are pioneering the use of AI in Sri Lanka's renewable sector. As the only Company utilising the predictive solar irradiance model developed by the University of Moratuwa, we leverage AI to optimise energy generation and efficiently manage power source integration.

Improved Software Systems & Integration Strategy

Our technology infrastructure uses several key platforms, including Microsoft Dynamics NAV, Oracle FCCS for financial consolidation, specialised HR software, and SCADA systems for operational control.

A major strategic focus is enhancing system integration to create a more unified and efficient digital environment. Key elements of this strategy include:

- Migrating from Microsoft Dynamics NAV (2018 version) to the cloud-based Microsoft Dynamics 365 Business Central.
- The primary goal is to integrate Business Central with Oracle FCCS, our Technical Workbench, and the HR solution. This integration aims to streamline workflows, improve data visibility across functions, increase overall efficiency, and minimise manual processes and human intervention.
- We have identified a potential implementation partner possessing specialised expertise in integrating these systems, particularly within the renewable energy sector.

Improved Cybersecurity Measures

We maintain a multi-layered approach to cybersecurity to protect our digital assets and infrastructure:

- Network security using robust firewall systems (e.g., FortiGate) across our network, covering the head office and interconnected operational sites.
- Implementing reliable backup systems to ensure data recovery capabilities.
- We have significantly upgraded our internet security system to a new, advanced platform. This platform leverages Artificial Intelligence (AI) and Machine Learning (ML) for predictive threat detection. It analyses application behaviour to identify and mitigate not only known threats but also potential zero-day exploits and emerging risks, providing a more proactive security posture.

Our Involvement in a Power Project Lifecycle

Bidding and Signing Power Purchase Agreements (SPPA)

We have a dedicated "Bidding team" to submit bids for projects identified by the internal team or through requests for proposals by relevant authorities. The team is involved in all stages of the process, securing approval from all parties and overseeing the execution of the SPPA.

Feasibility and Design

An expert team of engineers and finance professionals examines project details before investment. Planning and design involve collaboration with external architects and structural engineers.

Construction

Our team of engineers closely oversee the construction progress.

Operation and Maintenance

Our in-house technical team, comprising over 100 skilled professionals, handles all operations and maintenance tasks in the absence of a separate agreement with suppliers.

Decommissioning and Renewal

Our technical team possesses the capability to decommission projects at the end of their lifecycle. However, we have a successful track record of renegotiating Small Power Purchase Agreements (SPPAs) to extend their durations, avoiding decommissioning expenses.

Research and Innovation

We foster a culture of innovation through a structured research and development (R&D) process intrinsically linked to our corporate objectives. Each year, we identify key development areas, actively encouraging our staff to propose projects aligned with our strategic goals. The most promising initiatives, selected through a rigorous internal evaluation, are prioritised for development and implementation. Our R&D efforts are focused on practical applications that enhance operational efficiency and contribute to the broader energy landscape. This includes:

- Optimising imported equipment to ensure peak performance within local environmental conditions.
- Conducting research into critical areas such as cloud detection and predictive energy modeling to improve forecasting and support national grid stability.
- Engaging in collaborative R&D initiatives with local universities to foster innovation, share knowledge, and advance sustainable energy practices within the community.

Investing in Our People

Complementing our R&D focus is a dedicated investment in our human capital. Annually, we provide specialised, targeted training for approximately 30 engineers and engineering executives within our operations. This ensures that our workforce possesses the advanced skills required to meet evolving industry demands and effectively implement new technologies developed through our R&D activities.

Our commitment to innovation and R&D drives continuous improvement in operations and the development of new technological solutions. We maintain a structured approach to identifying and funding R&D initiatives. Before budgeting cycles, internal brainstorming sessions are held to identify potential development areas. Projects are then prioritised based on strategic importance and potential impact, with funds allocated accordingly. Key activities and developments include:

Generator Integration Solution (Solar PV + Diesel)

Developed an innovative solution allowing direct integration of solar PV systems with diesel generators, significantly reducing fuel consumption without requiring battery storage.
The system incorporates self-learning software to optimise and control generator load management relative to solar generation.
This was successfully deployed at multiple locations in Sri Lanka (including the airport), a resort in Tanzania, and a hotel in the Maldives.

Commercialisation: This proven solution is also targeted for future commercial offerings.

Generator Integration Solution (Solar PV + Diesel)

Proprietary SCADA System Development

Developed a comprehensive SCADA solution tailored for solar power plants using specialised local IT expertise.
Features include monitoring of individual plants and an aggregated "umbrella view" of the entire solar portfolio.
This solution is planned for commercial release within the next few months under a separate entity, aiming to provide total SCADA solutions for the broader renewable energy market.

Proprietary SCADA system Development

Enhancing Permanent Magnet Generator Durability through R&D

We initiated an R&D project to address magnet failures affecting our 31 wind turbine Permanent Magnet Generators (PMGs). Failures were primarily caused by corrosion of uncoated NdFeB magnets and displacement due to inadequate mechanical retention. The resulting solution enhances durability through protective coatings, robust mechanical fixing, and vacuum resin infusion. As of FY 2024/25, three generators have been successfully refurbished with this method; two are now operating reliably, demonstrating significant progress towards improving long-term turbine performance.

Permanent Magnet Generators

Ongoing Research Projects

Continuing our research collaboration with the University of Moratuwa focused on cloud detection and solar energy prediction, aimed at developing tools to better support national grid management.

Solar PV Tracker Controller

We engineered a proprietary, cost-effective controller and communication system for the Vydexa Single Axis Tracker. Developed entirely in-house by our R&D team, this system optimises tracker efficiency while reducing dependence on external manufacturers. By managing the design internally and strategically partnering with a Chinese PCB factory for mass production, we achieved significant cost reductions. This initiative underscores our commitment to innovation and operational optimisation in renewable energy tracking systems.

Tracker System

Maintenance Efficiency Tools

Developed an in-house, mobile app-based solution specifically designed to monitor and record preventive maintenance activities at our solar power plants, improving tracking and efficiency.

Workshop Enhancements

Improved generator repair capabilities within our workshops. Implemented enhanced quality assurance procedures aligned with international standards to ensure high-quality repairs and maintenance.

Business Networks

➢GRI 2-28

Our strategic partnerships and business network are vital for project development, knowledge sharing, and workforce training. Key relationships include:

1. **Project development partnerships**
    - We maintain a significant strategic partnership with Lakdhanavi, currently collaborating on Rividhanavi, a major 100 MW Solar renewable energy project.
    - We partnered with Vidullanka to develop the Sooryashakthi 10 MW Solar Power Project
2. **Academic and training collaborations**
    - We partner with universities & engineering Institutions to provide valuable training opportunities and industry exposure for undergraduates.
    - We extend our training collaborations to include key technical schools and NVQ-level institutions (such as German Tech) to develop skilled technicians for the industry.
    - Our collaboration with the University of Moratuwa on cloud detection and solar PV resource prediction research is ongoing.
    - We hold Approved Training Partner status with the Institution of Engineers Sri Lanka (IESL) and the Chartered Institute of Management Accountants (CIMA), supporting the professional development of our employees and the wider industry.
3. **Other initiatives**

We participate in carbon credit markets through multiple frameworks:

- UNFCCC mechanisms: We currently have six projects registered under standard carbon trading platforms within the United Nations Framework Convention on Climate Change (UNFCCC) structure.
- Joint Crediting Mechanism (JCM): Participation in the bilateral Joint Crediting Mechanism (JCM) between Sri Lanka and Japan. We hold the unique position of being the first Sri Lankan independent renewable energy power producer qualified under the JCM. Through this, we received an upfront grant covering partial capital costs for a specific project in exchange for transferring the project's carbon credits over 17 years via the JCM framework.

Business Ethics ➢GRI 2-27

Responsible business ethics and strict regulatory compliance are integral to our operations and stakeholder trust. Our ethical framework is founded on a zero-tolerance policy for violations of any legal, regulatory, socio-economic, or environmental requirements.

Our conduct is guided by our core values – dedication, unity, mutual respect, achievement, dynamism, integrity, responsibility, and innovation – and reinforced through comprehensive policies covering conduct, discipline, anti-bribery/corruption, and whistleblowing. These are clearly communicated, with accessible channels for ethical guidance.

To prevent corruption, our Related-Party Transactions Review Committee ensures strict adherence to regulations, including CSE Listing Rules, promoting fairness. As a listed Company, we uphold transparency through regular quarterly updates and annual reports, meeting all disclosure obligations.

We are proud that our commitment to integrity is reflected in our performance: There were no reported incidents of corruption or non-compliance with socioeconomic or environmental regulations during the financial year 2024/25.

Standards and Certifications

We are implementing management systems aligned with the best practices outlined in key international 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 for these standards in the near future, demonstrating our commitment to quality, environmental stewardship, and occupational health and safety.

Awards and Recognition

We have garnered the following awards during the year.

Presidential Awards

Presidential Environment Awards 2024

Gold Award for Solar Universe (PVT) Ltd. recognising its outstanding contributions to environmental sustainability.

Presidential Awards

Presidential Environment Awards 2024

Bronze Award for Melanka Power (PVT) Ltd. recognising its outstanding contributions to environmental sustainability.

CMA Awards

CMA Excellence in Integrated Reporting Awards 2024

WindForce was awarded First Runner-Up for Best Integrated Report in the Power/Electricity Sector and received the Certificate of Compliance.

TAGS Awards

WindForce received the Certificate of Compliance in the Power & Energy Sector and a Certificate of Recognition in the Special Award Category for Sustainability Reporting at the TAGS Awards 2024

Outlook for FY 2024/25 and Beyond

Moving forward, we are focused on sustainable growth and operational excellence. Our integrated management system (covering quality, environment, OHS) will continue to be maintained in alignment with the principles of relevant ISO standards (10006, 14001, 45001). We will further invest in our people, enhancing their knowledge and expertise, while fostering a culture of innovation to improve processes and systems. Our research and development efforts remain central, aiming to establish us as the industry benchmark in Sri Lanka. This includes our ongoing initiative to introduce floating solar technology, for which comprehensive assessments are underway.

Short-term (Upto 1 year)	Medium to Long-Term (1-3 years)
Upgrading our cybersecurity platform to leverage Artificial Intelligence (AI) and Machine Learning (ML) for predictive threat detection.	Migrating the core ERP system from Microsoft Dynamics NAV (2018 version) to the cloud-based Microsoft Dynamics 365 Business Central.
Expanding our research and development (R&D) efforts.	Expanding partnerships with universities and research institutions to accelerate knowledge transfer and innovation.
Enhancing employee skills through targeted training programs.	Establishing strategic partnerships with foreign and local investors to facilitate project development.
Aligning with ISO 27001 Information Security Standard	

MANUFACTURED CAPITAL

OUR MANUFACTURED CAPITAL, COMPRISING CUTTING-EDGE POWER PLANTS, MACHINERY, AND EQUIPMENT, IS FOUNDATIONAL TO OUR COMPETITIVE ADVANTAGE, REVENUE STREAMS, AND VALUE CREATION. WE PRIORITISE INVESTMENTS THAT MAXIMISE COST-EFFECTIVENESS AND ENHANCE OPERATIONAL RESILIENCE. THIS ENSURES OUR LONG-TERM VIABILITY WITHIN A CONSTANTLY EVOLVING MARKET.

Focus Areas

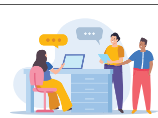
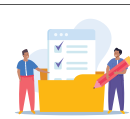
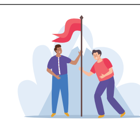
- Location Strategy
- Operations and Management
- Technology and innovation
- Engineering, Procurement and Construction
- Protection Coverage

Value Creation Highlights

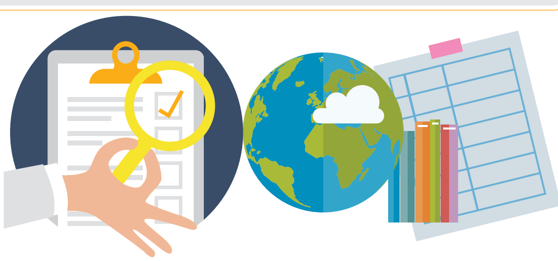
- **97%** capacity utilisation
- Approximately **USD 300,000** annual savings through in-house maintenance
- **Rs. 39 Bn.** assets
- **Rs. 4.7 Bn.** fixed assets additions

Impact of Intellectual Capital on other Capitals

Financial Capital 	Strengthens financial capital via income generation, enhancing long-term sustainability.
Social and Relationship Capital 	Ensures reliable and uninterrupted electricity generation for customers using eco-friendly methods.
Human Capital 	Creates opportunities for employee learning, development, and enhanced experience.
Natural Capital 	Contributes significantly to environmentally friendly energy generation.
Intellectual Capital 	Enhances reputation and brand value.

 Employees	 Customers	 Government & Regulators	 Business Partners

Link to Material Topics



- Capacity installed
- Infrastructure integration and related regulations

Management Approach

We operate 30 renewable energy plants (wind, solar, hydro) across Sri Lanka and overseas. These physical assets form our critical manufactured capital. We proactively enhance this base by developing advanced facilities, conducting scheduled upgrades and maintenance, strengthening in-house O&M capabilities, adopting leading technologies, and ensuring compliance with global standards. Continuous investment in research and innovation further boosts the efficiency, quality, and environmental sustainability of our operations.

Plant Infrastructure

As the largest renewable energy developer in Sri Lanka with a global presence, our portfolio comprises 8 wind power plants, 12 solar power plants, and 10 hydropower plants in Sri Lanka and overseas.

	No. of power plants		
	Wind	Solar	Hydro
Sri Lanka	8	8	8
Ukraine	-	1	-
Pakistan	-	2	-
Uganda	-	1	2

Please refer to page 7 under 'About Us' section for our global presence.

Rs. Bn.	2022/23	2023/24	2024/25
Cost of the Assets	30.67	34.19	37.57
Additions	6.59	4.27	4.68
Value of Asset Base as at the End of the Year	21.49	23.02	24.80

Location strategy

Project acquisition primarily follows two paths: government tenders with predetermined locations, and Feed-in-tariffs (FIT) requiring proactive site identification by the company. For potential FIT projects, a mandatory, detailed resource analysis is a crucial foundational step before any commitment. This assessment is fundamental because it determines if the energy resource – whether wind or solar – is sufficiently robust at the proposed location to support a viable project; if the resource analysis indicates poor potential, the project will not proceed.

For wind projects, specialised software such as WAsP (Wind Atlas Analysis and Application Programme) is employed. This tool analyses wind speed, consistency, and other meteorological data to model the wind climate. The results are then used to determine the optimal placement and layout of turbines within the identified land area to maximise energy capture.

For solar PV projects, licensed software such as PVsyst is utilised. PVsyst analyses key variables specific to the site, primarily solar energy availability and irradiance levels. Based on the detailed outputs from PVsyst, critical engineering and design decisions are made. These include determining the most suitable system type (e.g., fixed-tilt vs. tracking systems), optimising panel orientation and spacing to minimise shading and maximise yield, and even comparing the performance of different solar module manufacturers under the specific local conditions.

The core output generated from both WAsP and PVsyst analyses is the predicted Annual Energy Generation (AEG) for the potential plant. This AEG figure is essential for confirming the technical viability and also serves as a critical input for the finance team. They use this prediction to conduct thorough financial feasibility studies, assessing the project's potential revenue against estimated costs (including logistical challenges, particularly relevant for transporting large wind components).

Strategically, while new hydropower development is no longer actively pursued in Sri Lanka due to market maturity, we manage our existing hydro portfolio, conducting periodic energy assessments to verify resource availability against design parameters. The primary domestic development focus is now firmly on wind and solar (including the identified opportunity in floating solar, which aligns with government priorities on land use and offers potential efficiency benefits).

Beyond Sri Lanka, we actively pursue geographic diversification, targeting new projects in regions including East Africa and South Asia.

Operations and Maintenance (O&M)

Beyond plant construction, the Company offers a comprehensive suite of services, including equipment handling, project commissioning, and supervision of subcontracted plant construction. Central to long-term asset performance is a robust operations & maintenance (O&M) strategy. This implements a comprehensive approach encompassing scheduled, preventive, and predictive maintenance protocols, going beyond standard manufacturer guidelines to ensure optimal asset performance and longevity.

This strategy is underpinned by a strong organisational structure and framework. Three general managers, each possessing extensive senior engineering expertise and overseeing a specific sector (wind, solar, hydro), report to the Chief Operating Officer (COO). The overall O&M programme functions as a cohesive framework integrating business operations, management, budgeting, and maintenance procedures to ensure efficient Company functioning and the timely completion of all tasks.

Operational excellence is driven by a highly experienced, dedicated technical team. Comprising over 5 senior engineers with more than 20 years of experience each, this team leads the O&M activities. Adhering to Total Productive Maintenance (TPM) principles, they consistently strive to achieve high levels of plant availability, targeting 97%. This in-house capability has yielded significant efficiencies, demonstrated by achieving a substantial annual saving of approximately USD 300,000 per 10 MW of capacity during the year under review through self-performed maintenance operations. The commitment to investing in cutting-edge O&M technology further supports this efficiency drive and ensures alignment with the latest industry standards.

Technology and Innovation

A core element of our operational strategy is a commitment to technology and innovation to drive sustainability and efficiency. This commitment starts with procuring high-tech equipment from reputable global suppliers, verifying their capability for long-term service support and ensuring compliance with global standards.

A significant focus within this strategy is the adoption and integration of advanced technologies, particularly utility-scale Battery Energy Storage Systems (BESS), primarily alongside solar power projects. This move is strategically aligned with national energy goals and government initiatives aimed at enhancing grid stability and reliability, mitigating issues stemming from grid instability and reducing curtailment risks.

The government is promoting BESS adoption, potentially through incentives, recognising its role in regulating energy output from renewable sources. Consequently, we are incorporating BESS into the design of new projects and are also evaluating the feasibility and potential benefits of integrating BESS solutions into suitable existing operational plants. The implementation of BESS is viewed not only as a contribution to a more robust national grid but also as a potential avenue to enhance project value, possibly securing more favourable terms or tariffs in Power Purchase Agreements (PPAs) by offering improved grid support services.

The focus on advanced technology is demonstrated across the portfolio:

- **Wind Power:** Investments have included Type AE59 wind turbine generators and Vensys 82 wind energy converters. At the most recent wind power project, we are currently installing state-of-the-art Goldwind GW 121 wind turbines.
- **Solar Power:** Most solar plants utilise a combination of advanced technologies, including bifacial solar modules, efficient string inverter technology, and single-axis tracking systems to maximise energy capture. Notably, the latest ground-mounted solar project in Vavunathivu pioneers the use of agrovoltaic technology in Sri Lanka, integrating energy production with agricultural activity.
- **Hydropower:** Existing hydro plants feature equipment sourced from world-renowned European specialists such as Global Hydro GmbH, Repros GmbH, and Kolektor Turbointitut d.o.o.

Engineering-Procurement-Construction Process (EPC)

We provide end-to-end services covering every phase from concept to completion, ensuring the seamless execution of projects. Our team of engineers collaborates with finance professionals to define project specifications. Then, in partnership with external architects and structural engineers, we engage in meticulous planning, design, and construction.

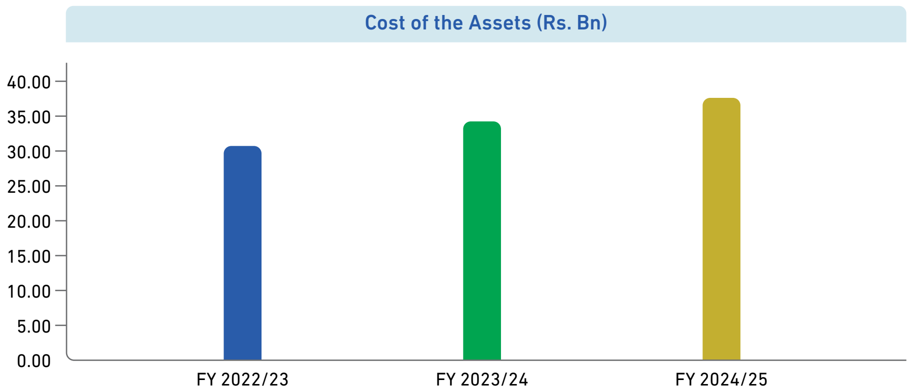
The Engineering, Procurement, and Construction (EPC) process is critical in upholding the quality and long-term sustainability of our infrastructure. Accordingly, we manage the entire EPC process internally, leveraging our industry-leading team of experts. They oversee all facets, including design, technology planning, risk management, quality assurance, and occupational health and safety (OHS) planning. Moreover, our experts handle budgeting, procurement planning, and implementation.

Project management is entrusted to engineers specialising in various fields such as wind, solar, and hydro. While civil construction work is outsourced, it is strictly supervised by appointed Project Managers. These managers benefit from internal support services including finance, logistics, and design & engineering.

Our Chief Development Officer (CDO) ensures stringent governance and oversight across all EPC activities. Each project manager reports directly to the CDO throughout the project lifecycle, ensuring adherence to the highest standards of execution and delivery.

Insurance Coverage

Comprehensive insurance policies are maintained for all company assets, providing cover against natural disasters and other foreseeable eventualities. During the fiscal year 2024/25, expenditures for insurance premiums amounted to Rs. 121.5 Mn.



Strengths

Our strong manufactured capital base, combined with deep technical know-how in developing and maintaining world-class renewable energy power plants, enables lower operating costs and drives higher profitability.

Weaknesses

Constructing power plants requires a substantial initial investment, resulting in significant capital requirements and associated financing costs.

Opportunities

We are expanding our business scope by diversifying into complementary renewable energy solutions beyond traditional power generation, such as e-bikes (Satva). Simultaneously, we are innovating within our core operations by deploying Battery Energy Storage Systems (BESS). This technology aims to minimise the impact of grid instability while creating opportunities to secure higher tariffs for energy supplied during peak demand periods.

Threats

Key challenges include the substantial ongoing investment required to keep pace with rapid technological advancements and the financial risks associated with constructing new power plants, particularly exposure to currency depreciation. Furthermore, operational risks are significant, including potential curtailment (forced reduction of output) and the broader impacts of grid instability.

Outlook for FY 2025/26 and Beyond

Our strategic focus centres on driving sustainable long-term growth and resilience through targeted efforts.
We are concentrating on substantially increasing renewable energy generation capacity, particularly through large-scale wind and solar projects, often pursued in partnership with foreign investors. Concurrently, significant investment is being directed towards technology, both to accelerate the Company's digital transformation and to integrate environmentally friendly innovations that enhance operational sustainability. This forward-looking strategy recognises that achieving long-term growth and resilience necessitates ongoing investment in our manufactured capital and strategic development projects.

Short-Term (Upto 1 year)	Medium to Long-Term (1-3 years)
Review and update insurance policies to mitigate risks associated with extreme weather events and operational hazards.	Improve supply chain resilience by diversifying suppliers and adopting sustainable construction practices.
	Conduct feasibility studies in line with the new ESG policy and framework for new plant locations.

WE ARE POWERING PROGRESS,
WHILE SUSTAINING THE PLANET

NATURAL CAPITAL

AS AN ENVIRONMENTALLY RESPONSIBLE ORGANISATION, WE FOCUS ON CLEAN ENERGY GENERATION AND RESOURCE MINIMISATION, ACHIEVED THROUGH IMPROVED EFFICIENCY AND MODERN TECHNOLOGY ADOPTION.

Focus Areas

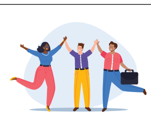
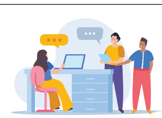
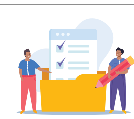
- Waste Management
- Energy Management
- Water Management
- Biodiversity Conservation
- Managing Ecological Impacts
- Environmental Management System

Value Creation Highlights

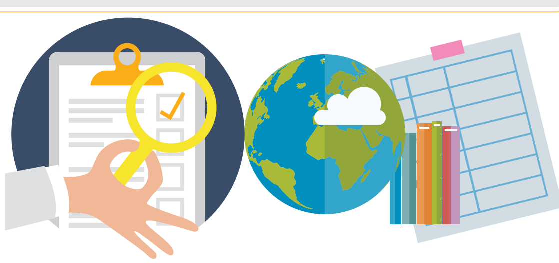
- **Zero** emissions from core business
- **Rs. 280 Mn.** earned through carbon credits
- Water treatment and reusing process
- Responsible waste disposal

Impact of Intellectual Capital on other Capitals

Financial Capital 	Investing in sustainable energy and related initiatives demands significant financial resources upfront but offers long-term cost savings and access to sustainable finance opportunities.
Social and Relationship Capital 	Climate action enhances community wellbeing, improves brand reputation, and strengthens stakeholder relationships.
Human Capital 	Creates employment opportunities and improves work environments.
Manufactured Capital 	Investment in energy-efficient plants and technology builds manufactured capital.
Intellectual Capital 	Expertise in renewable energy generation, supported by R&D, drives the adoption of clean energy in Sri Lanka and worldwide.

 Employees	 Customers	 Government & Regulators	 Business Partners

Link to Material Topics



- **Environmental impacts**
- **Energy**
- **Supplier social and environmental assessment**

Management Approach ➢GRI 3-3

Committed to environmental stewardship and responsible business, our management approach focuses on protecting the environment and creating value from natural resources. Although our power plants utilise significant land, robust environmental management processes ensure we minimise adverse impacts. We strive to positively influence climate change management and achieve sustained net positive environmental outcomes. Our efforts concentrate on land, energy, water, climate action, waste, and biodiversity, aligning with global best practices and ESG standards. This focus on resource protection, long-term sustainability, and governance underscores our dedication to responsible operations.

Risks and Opportunities due to Climate Change ➢GRI 201-2 ➢SASB IF-EU-110a.2 ➢SASB IF-EU-140a.3

Wind		Solar	
Risk	*Mitigation Measures*	*Risk*	*Mitigation Measures*
▪ Increased frequency and intensity of climate change-induced events (lightning, floods, high winds, storms, droughts) pose a threat to physical assets (turbines, panels, hydro infrastructure), potentially exceeding design parameters and causing damage or operational disruption.	▪ Use of specialised crane-less tools for turbine maintenance and repair. (Benefit: Significantly reduces mobilisation time and cost compared to large cranes, enabling faster rectification of damages). ▪ Proactive maintenance schedules and component health monitoring (gearboxes, generators). ▪ Repowering older sites with newer, potentially more resilient turbine technology.	▪ Damage to panels and mounting structures from extreme winds or floods (especially ground-mounted). ▪ Unpredictable solar radiation levels due to tropical weather patterns affecting consistent generation.	▪ Robust design of mounting structures. ▪ Site selection considering flood risks where possible. ▪ Advanced forecasting tools to predict generation. ▪ Agrovoltaics: Co-locating agriculture with solar panels optimises land use, potentially addressing land scarcity issues driven partly by climate pressures. ▪ Development and deployment of Battery Energy Storage Systems (BESS) to store energy and mitigate intermittency impacts on the grid.

Hydro		Other	
Risk	*Mitigation Measures*	*Risk*	*Mitigation Measures*
▪ Altered rainfall patterns: Droughts reducing water availability for generation; intense rainfall potentially causing floods or damaging catchment areas/intakes. ▪ Impacts on riverine ecosystems and biodiversity due to changes in flow regimes.	▪ Implementation of catchment area protection plans, including reforestation and sustainable land management practices. ▪ Strict adherence to environmental flow requirements to minimise downstream impacts, especially during dry seasons. ▪ Continuous monitoring of aquatic ecosystems. ▪ Utilising underground GRP pipes in some plants to minimise surface disruption and maintain animal crossing routes.	▪ High dependency on a single buyer (CEB) for electricity sales in Sri Lanka.	▪ Geographic diversification through pursuing projects and establishing operations overseas (e.g., Africa - Uganda, Sierra Leone, Kenya, Malawi, Mozambique, Togo).
		▪ Over-reliance on specific renewable technologies or market segments.	▪ Maintaining a diversified portfolio across Wind, Hydro, and Solar. ▪ Expanding into adjacent technologies such as Floating Solar and BESS. ▪ Strategic divestment from less core areas (e.g., rooftop solar) to focus resources. ▪ Exploring related sectors such as Satva EV two-wheeler business by assessing commercial viability carefully.
		▪ Rapid technological advancements potentially make existing assets less competitive or efficient over time.	▪ Prioritising investment in the latest, most efficient, and proven technologies for new projects and repowering initiatives. Developing in-house technical capabilities (repairs, SCADA).

Opportunities	Our Response
Advances in renewable technology (more efficient turbines/ panels, floating solar, BESS, digitalisation) offer pathways to increase generation, improve efficiency, and address intermittency.	Continuously evaluating and investing in cutting-edge, proven technologies (e.g., latest turbines, BESS, proprietary SCADA systems) to maintain competitiveness and enhance asset performance.
Global commitments (e.g., Paris Agreement) and national targets (Sri Lanka: 70% renewables by 2030, carbon neutral by 2050) create strong demand for renewable energy, aligning directly with the core business. Favourable government policies and the new Electricity Sector Reforms Act further support growth.	Pursuing new projects, leveraging policy support, positioning the company as a key player in achieving national renewable energy targets.
Sri Lanka's geographical location and climate are highly conducive to harnessing solar, wind, and hydropower.	Generating renewable energy enables us to play a direct role in combating climate change. By replacing fossil fuel-based power generation, we contribute significantly to lowering global Greenhouse Gas (GHG) emissions, the main cause of climate change.

Environmental Compliance

As a renewable energy producer, our operations strictly adhere to specific environmental regulations. Key among these is the National Environmental Act No. 47 of 1980 (as amended by Acts No. 56:1988 and 53:2000), alongside any project-specific environmental conditions stipulated during the approval process. We maintain a consistent record of full compliance, with no instances of non-adherence reported during the current fiscal year or at any point since our inception

Environmental Management System (EMS)

Integrating global best practices into our environmental management, we ensure all operational plants meet high standards. This process includes securing location and, specific to each plant's type and location, adapting our procedures as needed to comply with regulatory guidelines. Internally, we reinforce this through clear environmental performance objectives and targets, supported type-specific environmental approvals and making necessary procedural adjustments based on governing body guidelines. Furthermore, we establish internal environmental objectives and targets, coupled with continuous monitoring, to foster progressive improvement in our environmental performance.

Solid Waste Seperation for Disposal

Solid waste Seperation to Dispose Responsibly ➤GRI 306-1

We implement waste segregation practices across our facilities to ensure responsible, environmentally friendly disposal. Waste collected, including trash retrieved from riverbanks near our power plants, is carefully sorted. Non-biodegradable materials such as polythene are sent to registered municipal council recyclers, while degradable waste is composted and provided to the local community.

Solar Panel Repair and Reuse

Damaged solar panels are repaired in-house for internal use. This practice maximises resource utilisation, minimises waste, reduces the need for new panel procurement, and contributes to cost savings and environmental sustainability.

Electronic Circuit Board Repair

Electronic Circuit Board Repair

We operate a dedicated workshop for repairing electronic circuit boards under expert supervision. This extends component lifespan, significantly minimising electronic waste in line with our environmental commitments. Additionally, by repairing rather than replacing, this initiative helps conserve foreign exchange and supports national economic stability.

We minimise paper consumption through staff awareness campaigns promoting reuse and by implementing digital solutions such as online payment systems.

Construction scrap metal waste is collected, sorted, and stored safely and responsibly.

Ensure proper adherence to recycling protocols

Energy Management ➢GRI 302-1, 302-4

We leverage sustainable energy solutions to enhance operational efficiency and reduce energy intensity. These efforts are integral to achieving our net zero status, which we are committed to maintaining going forward.

Electricity is the primary energy source for electromechanical equipment vital to our daily power plant operations. Our commitment to energy efficiency spans the entire asset lifecycle, guided by established technical guidelines and our EMS. During project construction, engineering teams ensure all procured equipment meets stringent efficiency standards. Operationally, plant managers monitor energy usage against EMS targets and foster innovation in efficiency improvements. Supporting these efforts, our technical staff continually evaluate equipment performance and recommend necessary modifications to corporate management to optimise energy use.

Solar Universe (Agrovoltaic Project)

Our Solar Universe 10 MW agrovoltaic project is a landmark initiative for our company and Sri Lanka – the nation's first utility-scale, ground-mounted solar plant integrating agricultural activity. Located in Vavunathivu, this project uniquely allocates land plots to local farmers for cultivation, enabling them to generate additional income from their harvests. This dual-use approach simultaneously promotes renewable energy adoption and fosters sustainable land management practices. Furthermore, the investment directly supports local food production and creates valuable livelihood opportunities within the community.

Carbon Emission Reduction (CER) Issuer Status

Pioneering in Sri Lanka, we are the first local renewable energy producer authorised to issue Carbon Emission Reduction (CER) certificates. This enables other organisations to invest in verified climate change mitigation by purchasing credits linked to the emissions reductions achieved through our renewable energy operations. This initiative not only supports broader decarbonisation efforts but also generated Rs. 280 Mn. for our Company through carbon credit sales in 2024/25.

Electricity prodcued in FY 2024/25 (subsidiaries) 323 GWh

Excess renewable energy produced 322 GWh

Electricity consumed in FY 2024/25 (subsidiaries) 0.9 GWh

Water Management

➢GRI 303-1, 303-2, 303-5
➢SASB IF-EU-140a.1
➢SASB IF-EU-140a.2

Water management is essential for maintaining our solar power plant infrastructure. At most of our ground-mounted facilities, dedicated deep tube wells supply the water needed for cleaning. Significantly, runoff from panel washing, which is free of chemicals, is repurposed for on-site irrigation, conserving water resources. For our rooftop solar projects, cleaning water is sourced directly from the host factory's supply, typically groundwater or municipal pipe-borne water. We confirm full compliance with all water quality permits, standards, and regulations, with no instances of non-adherence reported during the year.

Solar Universe Agrivoltaic Project

Solar Universe Agrivoltaic Project

Water Consumption by Source

Source	2023/24 Volume (m3)	2024/25 Volume (m3)
National Water (Municipal)	1,967	3,857
Borehole Water	6,738	6,970
River Water	2,063	-
Rain Water	-	23
Total Water Consumption	10,767	10,850

Biodiversity conservation ➤GRI 304-2, 304-3

Biodiversity Protection & Habitat Management:

- 'Haritha Huruwa' Framework provides a structured approach to promoting sustainable practices, environmentally conscious operations, and minimising the ecological footprint across our local plants.
- Glass-reinforced fibre pipes (CCGRP) have been introduced at several hydro plants (e.g., Melanka, Terraqua Kokawita). Burying these pipes preserves wildlife corridors and minimises disturbance to natural animal activity post-implementation.
- Cover slabs have been installed along headraces to facilitate safe animal passage.
- At Melanka MHPP, 11km of 33kV ABC (aerial bundled conductor) was used to significantly reduce the need for tree felling along the transmission line route.
- Project areas undergo landscaping and replanting post-commissioning.
- We implement tree planting programmes within catchment areas to enhance environmental sustainability and ecosystem health.

Glass-reinforced Fibre Pipes (CCGRP)

Haritha Huruwa

Water Management & River Health:		*Environmental Assessment, Compliance & Auditing:*		
▪ We manage environmental flows to minimise downstream impacts on river health. Plant staff are trained to ensure appropriate releases, including suspending generation during dry seasons when necessary to prioritise human water needs, supported by continuous monitoring. ▪ Annual aquatic monitoring is conducted to assess and ensure the health and viability of local aquatic and terrestrial ecosystems affected by our operations.		▪ We comply fully with Initial Environmental Examination (IEE) requirements for all projects, conducting preliminary assessments to evaluate potential impacts, identify mitigation measures, and secure necessary approvals before implementation. ▪ Projects exceeding 3 MW undergo environmental evaluations as part of the licence renewal process. ▪ Environmental audits are performed during project construction phases to ensure adherence to regulations and minimise potential ecological disturbances. ▪ We conduct annual environmental audits, particularly at larger capacity and international hydro plants (including our Ugandan operations), to promote the adoption of international best practices in biodiversity management and effective impact mitigation.		
Initial Environmental Examination (IEE)	Site Restoration and Enhancement	Aquatic Ecosystem Monitoring	Annual Environmental Audits	Tree Planting in Catchment Areas

Managing Ecological Impacts from Our Solar Operations

To address the ecological footprint of our solar projects, we partner with local communities. Our agrivoltaics programme, for example, provides opportunities for residents to farm land within and around the plant, generating income while coexisting with energy production. This collaborative model minimises environmental disturbance and builds a stronger sense of community stewardship and sustainability.

Maintaining a reliable energy supply hinges on optimised operations and maintenance (O&M). While external variables such as low irradiance are uncontrollable, we focus intensely on maximising plant availability and performance through proactive O&M strategies. Utilising advanced techniques and tools allows us to manage controllable factors effectively, ensuring energy continuity.

Management of Energy Infrastructure Integration & Related Regulations

The output of solar power is directly tied to variable irradiation levels, impacting the consistency of energy supplied to the national grid. While our Power Purchase Agreement (PPA) mandates reliable delivery of agreed capacity, achieving this consistently depends on broader grid stability. Mitigating the risk of supply shortfalls due to solar intermittency requires a national strategy incorporating diverse energy sources. A balanced portfolio including wind, hydro, and sufficient firm generation capacity is essential for a reliable and sustainable power system that supports both consumer needs and producer commitments.

Outlook for FY 2024/25 and Beyond

Our forward strategy concentrates on pioneering innovative renewable energy solutions and expanding our geographical footprint. We are advancing floating solar development, with specific proposals focused on the Dambulu Oya reservoir, targeting smaller-scale deployments. Simultaneously, we are making a strategic entry into Battery Energy Storage Systems (BESS). Future solar projects will integrate BESS technology, enabling us to address Sri Lanka's crucial challenge of storing daytime solar generation to meet evening peak demand (6 PM - 10 PM) and supporting grid stability, in alignment with evolving government policies and tariffs. Complementing these technological advancements, we are pursuing targeted international expansion, with solar projects in Sierra Leone, Togo, Uganda, and Mozambique.

Short-Term (Upto 1 year)	Medium to Long-Term (1-3 years)
Advancing floating solar development projects.	Our strategic entry into Battery Energy Storage Systems (BESS)
Leveraging our ESG framework to drive sustainable practices and enhance performance reporting.	Targeted international expansion, with solar projects in Africa
	Implementation of ESG initiatives

GROWTH THAT HELPS US JOURNEY INTO THE FUTURE

CORPORATE GOVERNANCE

Dear Shareholders,
At WindForce PLC, effective corporate governance remains at the core of our operations, ensuring we navigate an increasingly complex and evolving business landscape with integrity and accountability. The Board has established a governance framework that upholds legal and regulatory requirements while embracing industry best practices.

Over the past year, we have refined our strategic focus, prioritising large-scale renewable energy projects while exiting rooftop solar ventures. In line with this vision, we increased our stakes in Solar Universe (Pvt) Ltd. and Rividhanavi (Pvt) Ltd., strengthening our presence in the sector. A notable milestone was the commissioning of a 10 MW solar project in Sri Lanka, led by an all-women technical team, an achievement that reflect our commitment to inclusivity and sustainable growth. Additionally, we completed a 389 kWp solar EPC project in Zanzibar, furthering our mission to drive global renewable energy adoption.

We are pleased to confirm our compliance with Section 9 of the CSE Listing Rules, marked by the formation of a Nominations & Governance Committee in May 2024. In alignment with these regulations, we conducted a thorough review of director independence, redesignated roles where necessary, and reconstituted Board committees to reinforce governance standards.

Our commitment to sustainability continues to evolve. WindForce is actively progressing towards compliance with the IFRS Sustainability Disclosure Standards (SLFRS S1 and S2). A structured roadmap is in place, and we are nearing the finalisation of a comprehensive framework to enhance transparency and accountability. Our full-scale ESG implementation is scheduled for FY 2025/26, aiming to align with global standards such as the IFC and the ADB by the end of the financial year.

During the year, we bid farewell to our Board Member and a Director since inception, Mr. Moiz Najmudeen, whose contributions have been invaluable to WindForce's journey.

Looking ahead, the Board remains committed to strengthening governance, ensuring that our organisation is equipped with the necessary oversight and direction to thrive in a dynamic environment. With robust strategies in place, we are confident in our ability to drive sustainable innovation and create a lasting impact in the renewable energy sector.

Ranil Pathirana
Chairman
30th May, 2025

Highlights

Item	Description
Increase in stake of Solar Universe (Pvt) Ltd., and a new shareholder agreement with Vidullanka PLC	WindForce PLC and Vidullanka PLC entered into a definitive share sale and purchase agreement with Hi-energy services (Pvt) Limited on 11 July 2024. Accordingly, WindForce PLC and Vidullanka PLC will acquire the 36,500,000 ordinary voting shares of Solar Universe (Pvt) Limited held by HiEnergy Services (Pvt) Limited for a consideration of Rs. 370 million. WindForce PLC's share of investment will be Rs.185 million to acquire 18,250,000 shares. The transaction once completed will result in the shareholding of WindForce PLC in Solar Universe increasing from 33.3% to 50%. A new shareholder agreement will be signed between WindForce PLCand Vidullanka PLC.
Commissioning of a 389 kWp Ground Mount Off-Grid Solar Power Project in Zanzibar	Completion of the 389 kWp Ground Mount Off-Grid Solar Power Project in Zanzibar. This project was initially announced on November 9, 2023, and was completed on July 15, 2024.

Item	Description
Inauguration of the 10 MW Solar Power Project in Kebitigollewa with an all-female technical team	Inauguration of the 10 MW Solar Power Project in Kebitigollewa, Anuradhapura. Spanning 35 acres, the project is set to significantly enhance Sri Lanka's national grid with an estimated annual output of 20.24 GWh. It features 23,296 PV modules, advanced Huawei string inverters, and transformers on a fixed-tilt structure. Additionally, a new 12 km/33 kV transmission line connects the plant to the Kebitigollewa Gantry and ultimately to the Vavuniya grid substation. It is also the first project in Sri Lanka to receive a clean energy subsidy grant under the Joint Crediting Mechanism (JCM) program between Japan and Sri Lanka.
Increased shareholding in Rividhanavi from 30% to 50%	The shareholding of WindForce PLC in the project company, Rividhanavi (Private) Limited ("Rividhanavi"), increased from 30% to 50% with effect from 11th September 2024, upon the transfer of two non-voting ordinary shares held by The Blue Circle Pte Ltd in Rividhanavi to WindForce PLC.
Asset disposal and strategic focus shift	WindForce completed a partial disposal of the fixed assets of our subsidiary, Suryadhanavi (Pvt) Ltd., and a full disposal of the fixed assets of our subsidiary, Hirujanani (Pvt) Ltd. This decision aligns with our strategy to exit the rooftop solar business and focus on larger-scale renewable energy projects.
Resignation of the Director Mr. Moiz Najmudeen	Resignation of Mr. Moiz Najmudeen as a Non- Executive, Non-Independent Director from the Board of Directors of WindForce PLC with effect from 05th July 2024. Further, Mr. Moiz Najmudeen has resigned as a member of the Audit and Risk Committee of WindForce PLC with effect from 05th July 2024. Appointed Mr. Vinod Hirdaramani, a Non-Executive, Non-Independent Director to the Audit and Risk Committee.
Change of Chairperson of the Remuneration Committee	Appointment of Mr. Savantha De Saram, Non-Executive, Independent Director, as the new chairman of the Remuneration Committee, replacing the vacated position of Mr. Ranil Pathirana as the committee chairman.
Board Committees	Constitution of the Nominations and Governance Committee

A Framework for Governance

The Board of Directors of WindForce PLC has set in place a governance framework that aims to comply with the following regulatory requirements as well as voluntary standards that support our social license 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 the 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

Composition ➢GRI 2-9

The Board comprises 10 Directors whose profiles are given on page 58 and their collective strengths are summarised below. There are three executive directors including the Deputy Chairman and the Managing Director. There are seven non-executive directors of whom 3 are independent and account for one/third of the Board in accordance with section 9.8.2 of the CSE Listing Rule on Corporate Governance.

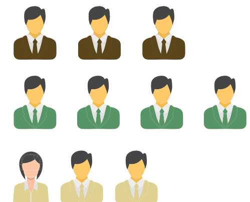
The mix of skills, experience and perspectives ensures that matters set before the Board are considered through multiple lenses, paving the way for objective decision-making.

A Balanced Board

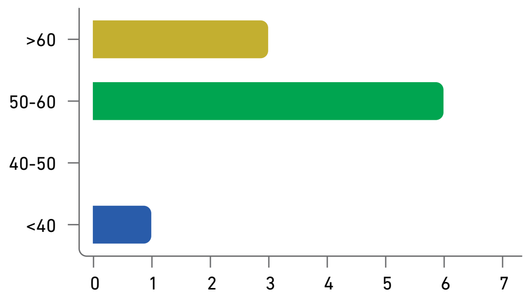
Executive Directors (Including Chairman and MD) -

Non-Independent Non-Executive Directors -

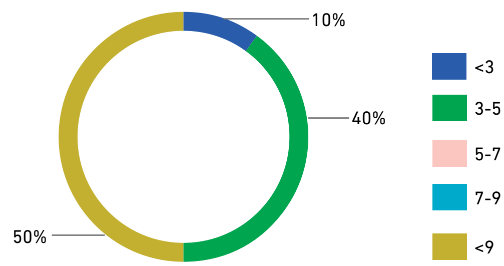
Independent Non-Executive Directors -



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	
Mr. Dilshan Hettiaratchi	Non-Executive Independent Director	
Mrs. Saumya Amarasekera	Non-Executive Independent Director	
Mr. Savantha De Saram	Non-Executive Independent Director	
Mr. Harin Udeshi	Non-Executive Nevertheless Independent Director	

Finance	Engineering	Management	Law	Investment Management
IT/ Technology	Marketing	Renewable Energy	Corporate Finance	Industry and Commerce
Sustainability	Hospitality	Healthcare		

Nomination & Selection ➢GRI 2-10

The Board finds suitable candidates as needed and evaluates the potential nominees' skills, competencies, experience and attributes, as well as the Board's overall composition and diversity. The main objective is to select the best person for the company's business needs who also meets the Board's independence and diversity standards.

Determining Independence

The criteria set out in the CSE Continued Listing Rules is used to determine the independence of directors and all independent directors met the required criteria.

Appointment, Retirement and Resignations

Directors are appointed by the shareholders at the Annual General Meeting and the Board of Directors recommends suitable candidates. The following details of new Directors are disclosed on their appointment to the Colombo Stock Exchange and in selected newspapers.

a. A brief resume of the Director
b. The nature of his expertise in relevant functional areas
c. The names of companies in which the Director holds directorships or memberships in Board Committees; and
d. Whether such Director can be considered 'Independent' in accordance with the CSE Listing Rules

The Board has the power to appoint directors to fill any casual vacancies that may arise during the year. The Articles of Association require that Directors appointed in this manner hold office until the next Annual General Meeting and seek election by the shareholders at that meeting, thereby ensuring shareholder participation in the election of Directors.

One third (1/3) of the Directors in office retire at each Annual General Meeting by rotation with the directors who have served for the longest period since their appointment/re-appointment retiring first. Retiring Directors are generally eligible for re-election. The names of Directors submitted for election or re-election are accompanied by or disseminated to the CSE by a resume to enable shareholders to make an informed decision on their election. Provisions of the Articles of the Company do not require retirement by rotation for Executive Directors who serve for the duration of their employment contract.

Governance Structure

The Group has 24 subsidiaries and 6 associates engaged in power generation. 2 subsidiaries and 2 associates are located overseas. Exercising oversight over operations of these companies requires a sound corporate governance structure that is fit for purpose.

Roles & Responsibilities

Chairman ➢GRI 2-11

Leads the Board, preserving good corporate governance and ensuring that the Board works ethically and effectively.

Responsibilities:

- Setting the ethical tone for the Board and Company;
- Setting the Board's annual work plan and the agendas, in consultation with the Company secretary and the MD
- Building and maintaining stakeholder trust and confidence;
- Ensuring effective participation of all Board members during Board meetings.
- Facilitating and encouraging discussions amongst all Directors of matters set before the Board and ensuring a balance of power is maintained between Executive and Non-Executive Director (NED).
- Monitoring the effectiveness of the Board.

Managing Director/Chief Executive Officer

Accountable for implementation of strategy and driving performance.

Responsibilities:

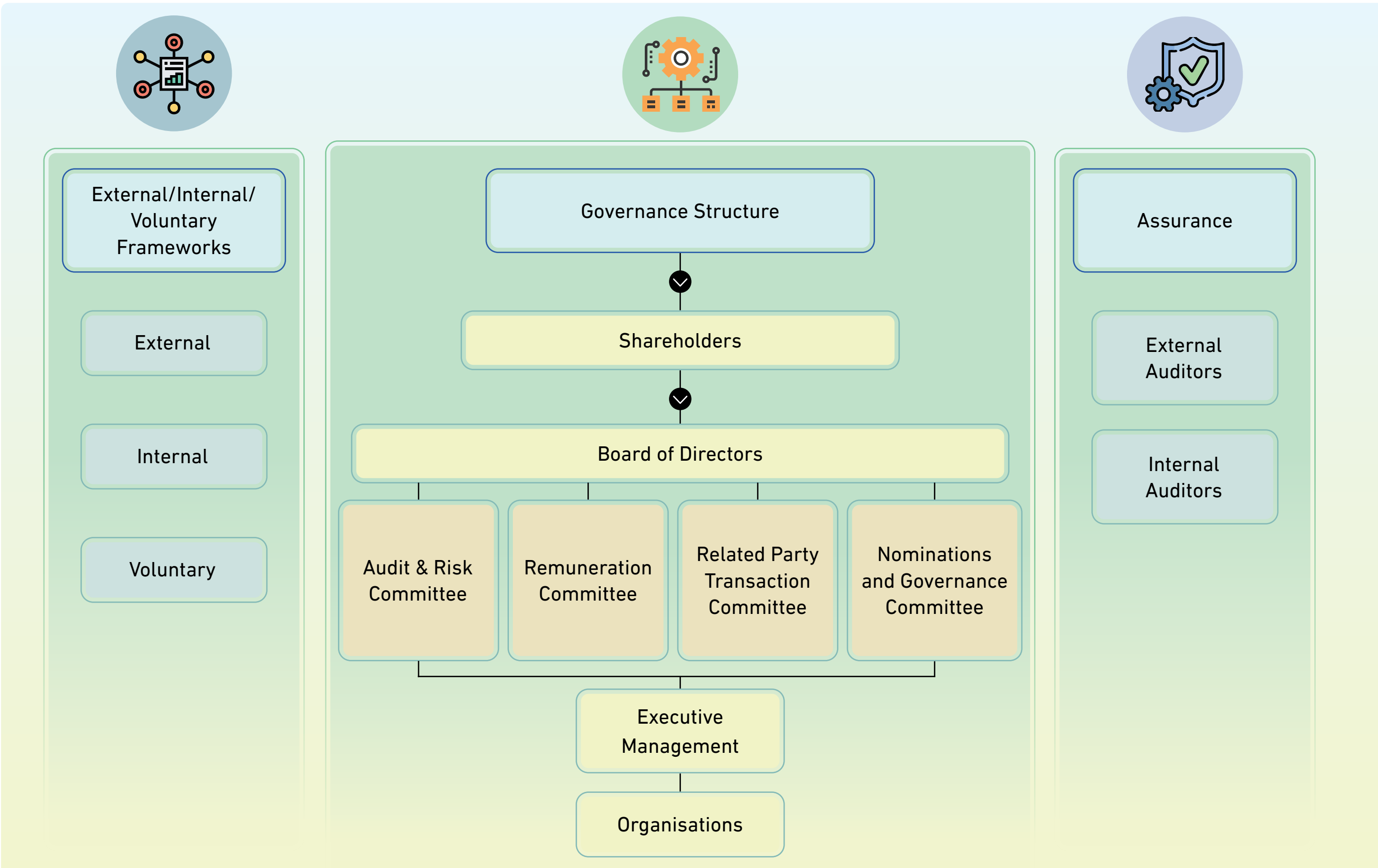
- Appointing a corporate management team, ensuring succession planning and assessing their performance;
- Developing the Company's strategy for consideration and approval by the Board;
- Developing and recommending to the Board budgets supporting the Company's long-term strategy.
- Monitoring and reporting to the Board on the performance of the Company and its compliance with applicable laws and Corporate Governance principles.
- Establishing an organisational structure for the Company which is appropriate for the execution of strategy;
- Ensuring a culture that is based on the Company's values;
- Ensuring that the Company operates within the approved risk appetite.

Company Secretaries

The office of the Company Secretary is integral to the effective functioning of the Board. Secretarial services to the Board are provided by Nexia Corporate Consultants (Pvt) Ltd. The Company Secretary guides the Board on discharging its duties and responsibilities, promoting best practices in Corporate Governance. Appointment and removal of the Company Secretary is a matter for the Board as a whole. The responsibilities of the Company Secretaries include;

- Ensuring the conduct of Board and General Meetings in accordance with the Articles of Association and relevant legislation.
- Maintaining statutory registers and the minutes of Board Meetings.
- Prompt communication to regulators and shareholders.
- Filing statutory returns and facilitating access to legal advice in consultation with the Board, where necessary.
- All Directors have access to the advice and services of this group function as necessary.

Corporate Governance Framework and Governance Structure



Sub-Committees of the Board ⮚GRI 2-13

The Board has appointed an Audit and Risk Committee with oversight responsibility for financial reporting, risk management, internal controls and reviewing work of external and internal auditors including independence of external auditors. The composition and roles of these committees are summarised below.

Board Committee	Areas of Oversight	Composition	Further Information
Audit and Risk Committee	▪ Financial Reporting ▪ Internal Controls ▪ Internal Audit ▪ External Audit	▪ Mr. Dilshan Hettiaratchi - Chairman ▪ Mr. Savantha De Saram ▪ Mr. Vinod Hirdaramani	Report of the Audit and Risk Committee on page 187
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. Dilshan Hettiaratchi	Report of the Remuneration Committee on page 188
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 190
Nominations and Governance Committee	▪ Board Composition & Recruitment ▪ Board & Leadership Succession Planning	▪ Mr. Savantha De Saram - Chairman ▪ Mr. Dilshan Hettiaratchi ▪ Mr. Ranil Pathirana	Report of Nominations and Governance Committee on page 189

Conflict of Interest

➢GRI 2-15

A Director or Key Management Personnel (KMP) is prohibited from using his or her position, or confidential or price- sensitive information, for personal benefit or benefit of any third party, whether financially or otherwise. Directors notify the Board promptly of any conflicts of interest they may have in relation to particular items of business or other Directorships. Directors do not participate in and excuse themselves from the Meeting when the Board considers matters in which a conflict may arise.

Meetings, Minutes & Information

➢GRI 2-16

Board meetings are held quarterly with provision for additional meetings as and when required. An annual calendar is prepared by the Company Secretaries and dates and times are agreed at the commencement of the financial year.

Meeting agendas are set by the Chairman in consultation with the Managing Director and the Company Secretary. These are made available to the Directors seven days before the meeting together with the relevant papers, allowing members sufficient time to review the papers and seek clarification in preparation for the meeting. Regular agenda items include performance review, risk management and approval of financial statements besides other matters.

Board papers are uploaded on to a secure electronic platform which enables directors to access papers relevant to the current meeting as well as those prior to it. KMP attend Board meetings on invitation to make presentations and update the Board on internal and external developments that impact the business. Management is open and transparent with the Board and directors are encouraged to seek further information or clarification as may be required to make an effective contribution.

All board minutes are circulated to members within 1 week of the Board meeting and formally approved at the subsequent Board meeting. Directors' concerns regarding matters which are not resolved unanimously are recorded in the minutes. All directors have access to past Board papers and minutes via electronic means.

Resolutions concerning business matters may be passed by circulation, within regulations. However, if a single Director deems it necessary that such resolution must be decided at a Board meeting not by circulation, the Chairman shall put the resolution to be decided in a meeting.

Attendance

Attendance of directors at meetings is given below:

Meeting Attendance	Board Meetings	Committee Meetings			
FY 2024/25		Remuneration Committee	Audit Committee	Related Party Transaction Review Committee	Nominations & Governance Committee
Mr. Ranil Pathirana	4/4	1/1	-	-	0/0
Mr. Asgi Akbarally	4/4	-	-	-	-
Mr. Manjula Perera	4/4	-	-	-	-
Mr. Huzefa Akbarally	3/4	-	-	3/4	-
Mr. Hussain Akbarally	4/4	-	-	-	-
Mr. Moiz Najmudeen (Resigned)	1/4	-	1/4	-	-
Mr. Vinod Hirdaramani	1/4	-	2/4	-	-
Mr. Dilshan Hettiaratchi	3/4	1/1	4/4	-	0/0
Mrs. Saumya Amarasekera	3/4	-	-	3/4	-
Mr. Savantha De Saram	4/4	1/1	4/4	4/4	0/0
Mr. Harin Udeshi	2/4	-	-	-	-

Induction & Training for Directors

Directors receive an orientation pack with regulatory documents and a plant tour upon appointment. They stay updated on legislation, sector developments, and business environment changes. Directors also pursue personal training and professional development.

Appraisal of MD/CEO

The Board annually reviews the MD/CEO's performance based on agreed goals. These include short, medium, and long-term expectations. Performance is evaluated at year-end considering the Group's results, operating environment, and feedback. Appraisal outcomes affect annual pay increments and variable compensation.

Remuneration

➢GRI 2-19, 2-20

The Board is assisted by the Remuneration Committee of the parent company in determining remuneration of Executive Directors, Non-Executive Directors, KMP and others. Remuneration policy and schemes are designed to attract and retain the skills, capabilities and experience required to pursue business objectives.

Remuneration Policy

Remuneration of KMP and Executive Directors is linked to sustainable value creation objectives in line with WindForce's strategy which are agreed with the parent company by the MD/CEO and cascaded to direct reports and others below. Please refer page 188 for the Report of the Remuneration Committee and Terms of Reference.

Remuneration for Non-Executive Directors reflects the time commitment and responsibilities of their role, taking into consideration market practices. They do not receive any performance related / incentive payments. Services of HR professionals are sought when required, by the Board and Remuneration Committee in discharging their responsibilities.

Level and Make Up of Remuneration

- The Remuneration packages of Executive Directors are designed to attract eminent professionals as directors with the requisite skills and experience. Remuneration of Executive Directors are compliant with the provisions of Schedule E of the Code of Best Practice on Corporate Governance issued by the Institute of Chartered Accountants of Sri Lanka in 2023 and comprises fixed and variable components with the variable component linked to performance. No special early termination clauses are included in the contract of employment of Executive Directors that would entitle them to extra compensation. However, such compensation, if any, would be determined by the Board of Directors. Please refer page 224 for the total Directors' Remuneration.

Accountability & Audit

- This report provides a balanced assessment of the Company's financial position, performance and prospects in compliance with applicable laws and voluntarily adopted reporting standards, codes and frameworks set out on page 8. The company's position and prospects have been discussed in sufficient depth in the following sections of this annual report.
- Chairman's Message pages 48 to 51 Managing Director's Message pages 52 to 55.
- Annual Report of the Board of Directors on the Affairs of the Company on pages 181 to 184.
- Directors' Statement on Internal Controls on page 185.
- Risk Management on page 176 to 180.
- Capital Reports on pages 100 to 149.

The Board approved the quarterly reports prior to publication and dissemination to the public through the CSE and the corporate website within 45 days of first three quarters and within 2 months of the last quarter. The Audit and Risk Committee reviewed and recommended the financial statements for approval to the Board. Price sensitive information, which may have an impact on the shares of the company, has been disclosed in a comprehensive but concise manner to the Colombo Stock Exchange on a timely basis. Reports required by regulators including the Department of Inland Revenue, Sri Lanka Accounting & Auditing Standards Monitory Board, and the Colombo Stock Exchange have been filed in a timely manner in compliance with specified requirements. The following reports set out further information required by the Code:

- Managing Director's, Chief Executive Officer's and Chief Financial Officer's Responsibility Statement on page191 (including the declaration that the company is a going concern)
- The Statement of Directors' Responsibility on page 186
- Independent Auditors' report on page 194.

External Auditor

The External Auditor is appointed by the shareholders at the Annual General Meeting in line with the provisions of the Companies Act. The Board makes recommendations in consultation with the Audit and Risk Committee in this regard. The Audit and Risk Committee monitors and reviews the External Auditor's independence, objectivity and the effectiveness of the audit process considering relevant professional and regulatory requirements.

Assignment of non-audit services to External Auditors is reviewed by the Audit and Risk Committee to determine the whether the potential impairment of independence and objectivity of the External Auditor in carrying out his duties and responsibilities.

Shareholders approved the reappointment of Messrs. Ernst and Young (Chartered Accountants) as the External Auditor for

2023/24 at the AGM held on 28th June 2024. In compliance with Section 163 (3) of the Companies Act No. 07 of 2007, the External Auditors submit a statement annually confirming their independence in relation to the external audit.

Whistle Blowing/Grievance Mechanism
➤GRI 2- 26

Mechanisms are in place for employees and other stakeholders to seek advice or report concerns about unethical or unlawful behaviour including corruption and bribery. The Company Group Whistle-blower policy enables anonymous reporting of matters of concern regarding possible inappropriate financial reporting, internal controls or other issues that may require internal investigation. An Independent Non-Executive Director, was appointed by the Board to handle whistle blowing matters. Information on accessibility, anonymity, processes and the policy relating to the whistle-blowing service is communicated to all employees.

Information Technology & Cyber Security Governance

IT is an agenda item of the monthly Group Management Committee meetings with matters escalated to the WindForce Board where deemed necessary considering risk, impact and other prudential measures.

Sustainability Governance

WindForce has a business model that seeks to replace environment degrading technologies for power generation with environmentally friendly technologies. Environment impact studies are done prior to the implementation of wind, solar or hydro projects to ensure that projects are sustainable. More information is provided 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 100
Environment	Natural Capital	page 142
Labour Practices	Human Capital	page 116
Society	Social and Relationship Capital	page 106
Product Responsibility	Social and Relationship Capital	page 106
Shareholder Identification, Engagement and Effective Communication	Investor Information	page 264

Relations with Shareholders

The Board is accountable to shareholders and is committed to reporting performance and other regulatory matters in a timely manner with sufficient information to provide a clear understanding on the subject.

Communication with Shareholders

WindForce communicates with its shareholders through various channels, such as the Annual General Meeting (AGM), annual report, interim financial statements, a specialised investor relations page on the company's website and announcements of major events to the CSE that are made public through the CSE's website. Shareholders can also ask questions, comment or make suggestions to the Board through the Company Secretaries and at the Annual General Meeting. The Board considers all significant issues and concerns of Shareholders with the input of the Management.

Constructive use of Annual General Meeting (AGM)

The Board encourages the active participation of shareholders at the AGM and makes arrangements accordingly. The Chairman, Board members and Chairpersons of Board Sub-committees are available for discussion at the AGM, and respond to questions directed to them by the Chairman. Additionally, KMPs of the Group are also present assist the directors in this regard.

The AGM Notice, the Annual Report and Accounts, and any other resolution with the relevant information that may be presented to the shareholders at the AGM are circulated/notified to shareholders at least 15 days before the AGM. This enables all shareholders to examine the documents and take part in the AGM in an effective manner. Each item of business has a separate resolution, allowing shareholders to vote on each of them individually. The voting methods at the AGM are shared with the shareholders beforehand.

The Company encourages all Shareholders to use their voting rights. The Company has a reliable system to register and tally all proxy votes cast for each resolution. If there is a large number of votes against a resolution, the Board will seek to comprehend the reasons for the vote results and decide on any actions needed. The Company informs the CSE of the result of the vote on each resolution, soon after the AGM ends.

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: Seven 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 61 of this Annual Report. Information on Directors' shareholdings in WindForce can be found in the Investor Information section on pages 264 to 265.			
A.1.1	Board Meetings	Complied	The Board meets quarterly, with additional meetings convened as necessary. During the year under review, the Board met four times. Details of these meetings and member attendance are provided on page 156 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 ▪ 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.

Reference to CASL code	Requirement	Compliance	Details of Compliance
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 and Risk Committee. ▪ 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.

Reference to CASL code	Requirement	Compliance	Details of Compliance
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 ample 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.
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. ▪ Ensure the Board is fully in control of the company's affairs and mindful of obligations to shareholders and stakeholders.

Reference to CASL code	Requirement	Compliance	Details of Compliance
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 and Risk committee holds a CFA Charter and 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.
A.5.4	Annual declaration of independence - Non Executive Directors	Complied	Each Non-Executive, Independent Director has submitted a declaration stating the 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.
A5.6	Alternative Directors	Not Applicable	None of the Directors have appointed alternate directors.
A.5.7	Requirement to appoint Senior Independent Director	Not Applicable	WindForce has not appointed a Senior Independent Director
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	Not Applicable	
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.

Reference to CASL code	Requirement	Compliance	Details of Compliance
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 155.
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 58 to 61.
A.7.5	Nomination Committee	Complied	Nomination and Governance Committee was appointed on the 29th of May 2024. The Nomination and Governance Committee of the Company did not meet during the fiscal year from 1st April 2024 to 31st March 2025, as the rules of the Colombo Stock Exchange do not mandate a specific frequency for NGC meetings. Additionally, no appointments to the Board of Directors were reported during this period.
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	Non-Compliant	
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 58 to 61 of this Annual Report. The number of Board meetings attended by the Directors is available in the page 156 of this Report. The shares in WindForce held by each Director is available under Investor Information in page 264.

Reference to CASL code	Requirement	Compliance	Details of Compliance
Principle: A.11 Appraisal of Chief Executive Officer			
A.11.1, A.11.2	Evaluation the performance of the CEO/MD	Complied	At the beginning of each fiscal year, short, medium, and long-term objectives, including financial and non-financial targets, are established for the CEO and Managing Director. The Board conducts an annual evaluation to determine whether these targets have been met or if the achievement is reasonable given the prevailing circumstances.
B. Directors Remuneration			
Principle: B.1 Remuneration procedure			
B.1.1, B.1.2, B.1.3, B.1.4, B.1.5	Establishment of a remuneration committee.	Complied	Refer Governance structure in the Corporate Governance Report on page 155. Payment of remuneration to Directors is disclosed in page 224 of this report. No Director is involved in deciding his own remuneration.
Principle: B.2 The level and make up of remuneration			
B.2.1, B.2.2, B.2.3, B.2.4	Levels of remuneration	Complied	The Remuneration Committee determined remuneration structures with the objective of attracting, retaining and motivating skilled Directors who can drive the Company's strategic agenda. The remuneration levels relative to other companies and performance of the Directors are taken into account when considering the remuneration levels of the Directors.
Principle: B.3 Disclosure of the remuneration			
B.3.1	Disclosure of the remuneration	Complied	Please refer the Remuneration Committee Report on page 188. 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.
C. Relations with Shareholders			
Principle: C.1 Constructive use of the AGM and conduct of General Meetings			
C.1.1	Notice of 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.

Reference to CASL code	Requirement	Compliance	Details of Compliance
C.1.4	Answer questions at the Annual General Meeting (AGM)	Complied	The Board arranges the Chairman of the Audit and Risk 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.
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	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.

Reference to CASL code	Requirement	Compliance	Details of Compliance
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 186 and page 185 respectively.
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 181 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 Notes 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 186 and Directors statement on internal controls is given in page 185. The Auditors' Report is available on pages 194 to 197.

Reference to CASL code	Requirement	Compliance	Details of Compliance
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	Complied	In the event the net assets of the Company fall below 50% of the value of the Company's Stated Capital, the Directors will forthwith summon an Extraordinary General Meeting to notify shareholders' the remedial action being taken. However, such an event has not taken place since the adoption of the Companies Act No 07 of 2007.
Principle: D.2 Risk Management and Internal Control			
D.2.1, D.2.2. D.2.3, D.2.4.	Monitoring sound system of internal control	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 and Risk 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 186.

Reference to CASL code	Requirement	Compliance	Details of Compliance
Principle: D.3 Audit Committee			
D.3.1	Composition of Audit Committee	Complied	An Audit and Risk Committee was established in 2021. The Committee consists of two Independent Non-Executive Directors and one Non-independent Non-Executive Director. The Chairman of the Audit and Risk Committee is an Independent Non-Executive Director, an ACMA member, and a CFA Charter holder. The Company Secretary serves as the Committee Secretary. The Chairman of the Audit and Risk 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 and Risk Committee helps the Group achieve a balance between conformance and performance. Refer to the Audit and Risk Committee Report on page 187 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 the 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 and Risk 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 are reported in "Audit and Risk Committee Report' in page 187 of this report.
D4	Risk Committee	Complied	The scope of the Audit and Risk Committee has been widened to include risk management duties. Refer to the Audit Committee Report on page 187 of this Annual Report for further information.
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	Refer Related Party Transactions Review Committee Report on page 190.
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 on page 190.

Reference to CASL code	Requirement	Compliance	Details of Compliance
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 in the course of our business activities.
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 265 and the annual report of Board of Directors on the affairs of the Company.
D. 6.4	Code of Business Conduct Affirmation of Code in the Annual Report by the Chairman	Complied	The Company has a procedure to deal with complaints received from whistleblowers as employees, customers and other parties. 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.
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 151 to 175 of this report. **IT Governance** Strategic emphasis is placed on enhancing the Company's IT capabilities to align with operations, processes, and capacity improvements. Dedicated staff support this initiative. IT investment spans both centrally operated and factory/estate-deployed resources. Most business operations have access to ERP systems, internet, 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.

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			
Principle: F.1. Investing /Divesting Decisions, F.2. Shareholders Voting			
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 Cyber security			
G.1	Cyber security risk of sending and receiving information	Complied	A Disaster Recovery plan is implemented with hardware infrastructure. All the data backups are maintained by Group IT. Investments are also made in cyber security systems and frameworks which are updated on a regular basis.
Principle: H. Environment, Society and Governance (ESG)			
H.1.1	Provide Sufficient information relating to ESG risks	Complied	The Company's material ESG risks are identified through the materiality assessment. The Annual Report complies with the Integrated Reporting Framework and the GRI . Establishment and Maintenance of Policies Standards for Sustainability Reporting. The Report also contains sufficient and relevant information of ESG. The impact of ESG issues are disclosed in Risk management report in pages176 to 180.
Principle I. Establishment and maintenance of Policies			
I.1	Policies	Complied	The Company has established a Policy on the 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), (ii)	Names of persons who during the financial year were Directors and principal activities during the year	Compliant	Board of Directors page 56 Corporate Governance page 151
7.6 (iii), (iv)	Twenty largest Shareholders, float adjusted market capitalisation, public holding percentage, no. of public shareholders and minimum required public shareholding	Compliant	Investor Information page 264
7.6 (v)	Directors' and CEO's holding in shares	Compliant	Investor Information page 264
7.6.(vi)	Material foreseeable risk factors of the entity	Compliant	Risk Management on page 176
7.6 (vii)	Details of material issues pertaining to employees and industrial relations of the Entity	Compliant	Human Capital on page 116
7.6 (viii)	Extents, locations, valuations, number of buildings	Not Applicable	
7.6 (ix)	Number of shares representing the Entity's stated capital	Compliant	Investor Information page 264
7.6 (x)	Shareholder Distribution Schedule including percentage of total holding in given categories	Compliant	Investor Information page 264
7.6 (xi)	Ratios and Market Price Information		Refer Pages 44 to 45
7.6(xii)	Changes in Entity's and subsidiaries fixed assets and market value of land	Compliant	Please refer Notes to the Financial Statements No. 14 page 227
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	Not Applicable	
7.6 (xv)	Disclosures pertaining to Corporate Governance practices in terms of Section 9 of the Listing Rules	Compliant	Corporate Governance Report page 151
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	Compliant	Refer Note 35 - Related Party Transactions

Compliance With CSE Continuing Listing Rules

CSE Rule Reference	Corporate Governance Principles	Compliance Status	Extent of Adoption
9.2.1	Policies	Compliant	The following policies which are mandated by the revised CSE Listing Rules are currently in place; ▪ Policy on the 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 All policies are now hosted in the WindForce's website at the link https://www.windforce.lk
9.3	Board Committees	Compliant	The Audit and Risk Committee met 4 times during the year, the Remuneration Committee met 1 time during the year and the Related Party Transactions Review Committee met 4 times during the year. The Nominations and Governance Committee was appointed on 29th of May 2024. The Nomination and Governance Committee of the Company did not meet during the fiscal year from 1st April 2024 to 31st March 2025, as the rules of the Colombo Stock Exchange do not mandate a specific frequency for NGC meetings. Additionally, no appointments to the Board of Directors were reported during this period.
9.3.3	Chairperson of Board Committees	Compliant	Made necessary changes to be compliant and the Chairperson of Board Committees is not the Chairperson of the Board
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.
9.5	Policy on matters relating to the Board of Directors	Complaint	The Company has a Policy on Matters relating to the Board of Directors.
9.6.2	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

CSE Rule Reference	Corporate Governance Principles	Compliance Status	Extent of Adoption
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 has 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 2025.
9.8.1	Minimum number of Directors	Compliant	The Board consist of Ten Directors as of 31st March 2025.
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	Not Applicable	None of the Directors have appointed Alternate Directors
9.10.1	Disclosure relating to Directors	Not Applicable	
9.10.2	Disclosure relating to Directors	Compliant	No new directors were appointed during the year under review. Please refer to pages 58 to 61 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.
9.10.4	Disclosure relating to Directors	Compliant	Corporate Governance, Pages 151 to 175 of the Annual Report contains the relevant information. For profile of the board members, please refer to pages 58 to 61.
9.11.1-3	Nominations and Governance Committee	Compliant	With effect from 29th May 2024, the committee was established.
9.11.4	Composition of the Nominations and Governance Committee	Compliant	The Nominations and Governance Committee of the Company comprises two Independent Non-Executive Directors. And one Non-independent Non-Executive Director.
9.11.5	Functions of the Nominations and Governance Committee	Compliant	Refer the Nominations and Governance Committee Report on page 189.
9.11.6	Disclosures in Annual Report	Not Applicable	
9.12. 1	Remuneration Committee	Compliant	Refer the Remuneration Committee Report on page 188.
9.12.6	Composition of the Remuneration Committee	Compliant	The Remuneration Committee of the Company comprises two Independent Non-Executive Directors. And one Non-independent Non-Executive Director.

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 188.
9.12.8	Disclosure in the Annual Report relating to the Remuneration Committee	Compliant	
9.13.1	Composition of Audit Committee	Compliant	Refer Audit and Risk Committee Report on page 187.
9.13.4	Audit Committee Functions	Compliant	
9.13.5	Disclosure in the Annual Report relating to the Audit Committee	Compliant	
9.14. 2	Composition of the Related Party Transactions Review Committee (RPTRC)	Compliant	The Related Party Transactions Review Committee (RPTRC) Committee of the Company comprise two Independent Non-Executive Directors. And one Non-independent Non-Executive Director.
9.14.3	Functions of RPTRC	Compliant	Please refer the Report of the RPTRC on page 190.
9.14.4	RPTRC Meetings	Compliant	RPTRC met 04 times during the year.
9.14.7	Immediate Disclosures Disclosure of Non-Recurrent and Re-current Related Party Transactions	Not Applicable	No disclosures were deemed necessary during the period in review. Please refer Note 34-Related Party Disclosures, of the Notes to the Financial Statements on pages 249 to 254.
9.14.8	The Report by the Related Party Transaction Review Committee	Compliant	Please refer the Report of the Related Party Transaction Review Committee on page 190.
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 181 to 184.
9.16	Additional Disclosures	Compliant	Please refer the Board of Directors Report on Internal Controls on page 185.

Disclosures required by the Companies Act No. 7 of 2007

Section reference in the Companies Act No. 7 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 14, page 204
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 Pages 198 to 261
168 (1) (c)	Auditors' Report on Financial Statements of the Group and the Company	Independent Auditors' Report Pages 194 to 197
168 (1) (d)	Accounting Policies and any changes therein	Notes to the Financial Statements Note 3, page 207
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 181 to 184
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 224
168 (1) (g)	Corporate Donations made by the Company and its subsidiaries during the accounting period	Notes to the Financial Statements Not Applicable
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
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 224
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 181
		Audit and Risk Committee Report Page 187
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 181 to 184

Managing Risks

Effective risk management is critical to our success, given the dynamic nature of our operating environment. Accordingly, we have implemented a comprehensive risk management framework grounded in the principles of Governance, Direction, and Culture to achieve the following objectives:

- Identifying and Proactively Managing Key Risks: We identify key risks specific to our organisation and continuously re-evaluate them considering internal and external changes, ensuring our risk frameworks remain aligned with our evolving business strategy.
- Robust Controls: We implement comprehensive controls to effectively manage key risks throughout our daily operations.
- A Culture of Risk Awareness: We cultivate a strong risk management culture through a three-pronged approach encompassing governance, direction, and culture, fostering a proactive and responsible mindset across the organisation.

Our Risk Landscape

The WindForce Group is exposed to a fairly wide range of risks arising from the geographical and technology diversity of the Group as well as macroeconomic and environmental factors. Many of the risks noted below are correlated and connected which can compound their impacts.

The global economic outlook will drop from 3.3% in 2024 to 2.8% in 2025, with advanced economies growing at 1.4%. US tariffs have increased trade uncertainty and are expected to disrupt global supply chains, affecting many countries.

Sri Lanka started 2024 with 5% GDP growth but was downgraded by The World Bank to a forecast of 3% for 2026 due to the economic crisis, structural issues, and global trade uncertainties. Despite this, positive factors include stable policies, low interest rates, and a steady foreign currency rate. Vehicle import restrictions were lifted, which may affect foreign exchange liquidity, but monetary policy aims to manage these impacts.

Technology continues to advance at a rapid pace with new renewable energy technologies emerging at varying scales and price points. Many of these technologies may well challenge the cost efficiency of existing models necessitating new investments and write downs of older assets.

Extreme weather events continue to increase in frequency and intensity resulting in loss of lives, loss of crops and damage to infrastructure. As our technologies are typically based on specific climate conditions, the increasing unpredictability of weather patterns may result in suboptimal power generation. Additionally, the installations are exposed to the vagaries of weather with relatively high risks of damage to infrastructure. Increasing intensity of extreme weather also make insurance of infrastructure more expensive.

Risk Governance

Robust risk management starts with a strong foundation of risk governance. The Board of Directors, acting as the ultimate authority, provides strategic oversight for risk management, ensuring alignment with the Company's overall objectives. To effectively manage risk, the Board has established a comprehensive Risk Governance Structure built upon the well-established three lines of defence principle. This framework defines risk management duties and responsibilities across the Organisation, fostering a culture of accountability and proactive risk mitigation.

Board Audit and Risk Committee/the External Auditor

First Line of Defense

Sector/Department Heads
Responsible for implementing risk control procedures and identifying emerging risks in their respective areas

Second Line of Defense

Corporate Management/Risk Committee
The Corporate Management team, through its dedicated Risk Committee, plays a vital role in risk oversight. The Risk Committee conducts a formal review of all significant risks on a quarterly basis, ensuring that the Company remains vigilant in identifying and mitigating potential threats. This rigorous process also involves developing and implementing appropriate risk controls to address all key risks, fostering a culture of proactive risk management throughout the Organisation.

Third Line of Defense

Board Audit and Risk Committee/ The External Auditor
The Board Audit and Risk Committee, working closely with the independent External Auditor, plays a critical role in overseeing the company's risk management framework. They independently assess the effectiveness and sufficiency of implemented risk controls, ensuring their robustness and alignment with the company's risk appetite. This rigorous examination fosters a culture of continuous improvement and risk mitigation. The Committee and Auditor actively recommend enhancements to the risk management program, further strengthening the company's ability to identify, manage, and mitigate potential risks.

Board Audit and Risk Committee/the External Auditor

The Board Audit and Risk Committee, working closely with the independent External Auditor, plays a critical role in overseeing the company's risk management framework. They independently assess the effectiveness and sufficiency of implemented risk controls, ensuring their robustness and alignment with the company's risk appetite. This rigorous examination fosters a culture of continuous improvement and risk mitigation. The Committee and Auditor actively recommend enhancements to the risk management program, further strengthening the company's ability to identify, manage, and mitigate potential risks.

Risk Direction

The Board of Directors sets the strategic direction for risk management by defining acceptable risk tolerance limits for each key risk area. These limits are translated into clear, Board-approved policies, standards, and procedures that serve as a practical guide for operational teams in their daily activities. This ensures that risk considerations are embedded throughout the organisation.

Risk Culture ➤GRI 207-2

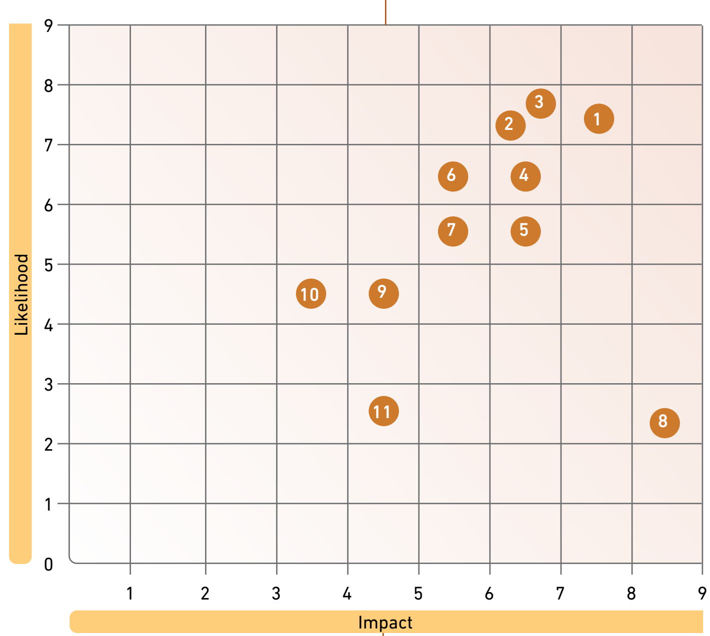
A proactive risk culture is paramount to the effective implementation of the three-lines-of-defense framework. The Board actively fosters a strong risk awareness culture by promoting appropriate values and behaviours that influence the risk-related decisions of both management and employees. This alignment with the company's risk management objectives creates a culture where individuals at all levels understand and embrace their responsibility for identifying, mitigating, and managing risks.

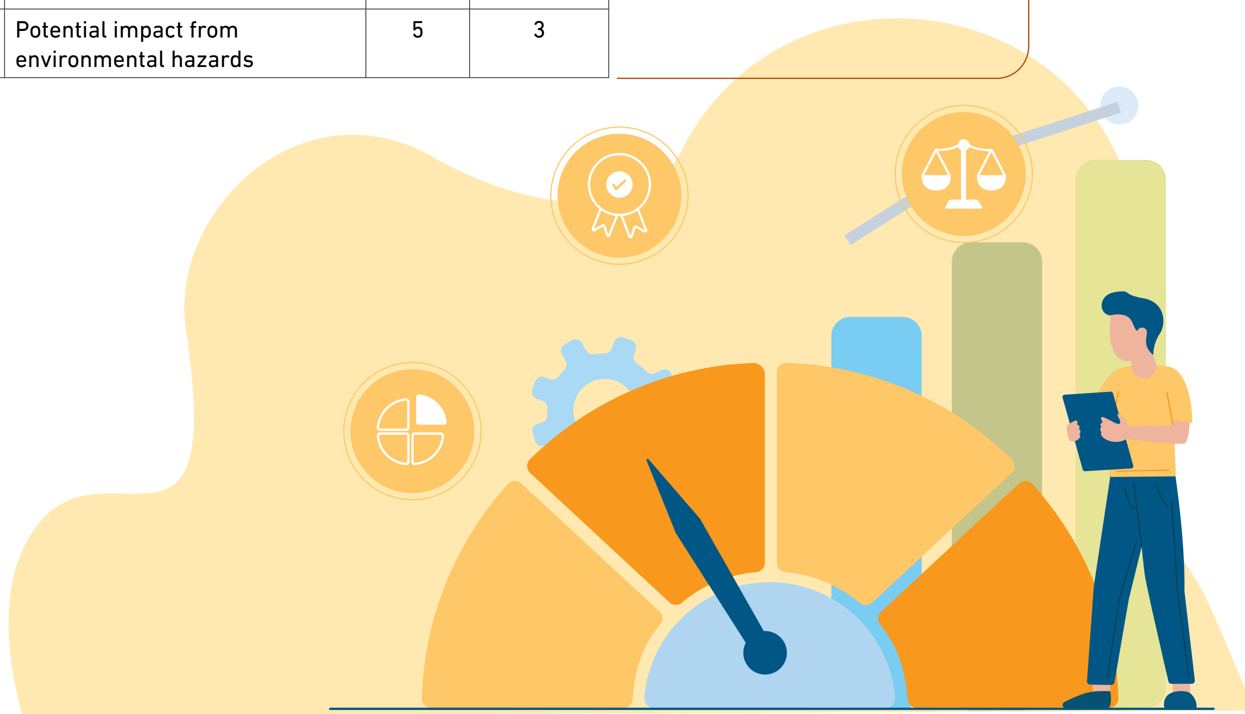
Our Principal Risks

Our principal risks have been ranked according to the severity of their impact and likelihood of their occurrence as set out in the heat map below and brief explanations are provided below in the map.

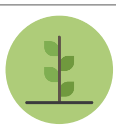
	Risk	Impact	Likelihood
1	Climate change and seasonality of wind conditions	8	8
2	Reduced energy generation due to changes/ fluctuations in solar irradiance	7	8
3	Reduced energy generation due to erratic rainfall and prolonged drought conditions	7	8
4	Disruption of natural water flows that could potentially harm surrounding ecosystems and agricultural zones	7	7
5	Health and safety of people	7	6
6	Team expertise	6	7
7	Project costs could have the possibility of exceeding the budget due to uncontrollable factors	6	6
8	Challenges in securing required finance to undertake projects	9	3
9	Vulnerability to foreign currency risk	5	5
10	Increased Taxation	4	5
11	Potential impact from environmental hazards	5	3

Risk Heat Map





Risk Category	Risk Description	Risk Impact	Assessment		Mitigation Strategies
 Strategic	Climate change and seasonality of wind conditions	Loss of revenue	Impact Likelihood Assessment	High High High	Evaluating wind speed and airflow patterns during the feasibility stage is crucial for wind farm projects. This process helps ensure that the wind plant is built in a location with the ideal wind resources for maximising power generation.
	Reduced energy generation due to changes/ fluctuations in solar irradiance	Loss of revenue	Impact Likelihood Assessment	High High High	Using bi-facial solar panels: These panels capture sunlight from both sides, increasing energy yield. Integrating battery storage facilities: This enables energy storage, improving grid stability and allowing for energy dispatch even when solar irradiance is low.
	Reduced energy generation due to erratic rainfall and prolonged drought conditions	Loss of revenue	Impact Likelihood Assessment	High Medium Medium	During the feasibility stage, the Company engages hydrologists to assess the viability of potential hydropower sites. This analysis encompasses the historical flow and duration curve, historical water flow data, rainfall pattern analysis and optimal site selection.
	Disruption of natural water flows that could potentially harm surrounding ecosystems and agricultural zones	Negative perceptions among the community	Impact Likelihood Assessment	High Low Low	Our hydropower plants are designed with a commitment to sustainability, prioritising both the uninterrupted natural flow of water and the needs of all stakeholders who rely on this vital resource.
 Operational	Health and safety of people	Lost days due to injuries could impact project completion deadlines	Impact Likelihood Assessment	High Low Low	Adoption of global best practices for health and safety management at construction sites and operational plants Conducting Health and Safety Training
	Team expertise	Inability to achieve plant productivity and quality targets due to a lack of skilled employees	Impact Likelihood Assessment	High Medium Medium	Adopting a team-based work ethic to promote continuous learning Adopting structured retention and growth plans for internal career development

Risk Category	Risk Description	Risk Impact	Assessment		Mitigation Strategies
 Economic	Project costs could have the possibility of exceeding the budget due to uncontrollable factors		Impact	High	Conducting sensitivity/scenario based analysis Entering into dollar-pegged tariff systems Entering into contracts with suppliers for fixed pricing Using of financial hedging instruments Entering into fixed-interest loans Implementing Export credit arrangements (ECA) arrangements and Letter of credit (LC) discounting
			Likelihood	Low	
			Assessment	Medium	
	Challenges in securing required finance to undertake projects		Impact	High	Obtaining services from financial advisors Obtaining credit ratings (Fitch Ratings) Maintaining lending partnerships
			Likelihood	Low	
			Assessment	Low	
	Vulnerability to foreign currency risk	Impacts Company's topline, dampens margins and impedes expansions both locally and overseas.	Impact	High	Natural Hedging- Using foreign currency dividends to pay foreign currency debt Financial Hedging-Entering into forward contracts
			Likelihood	High	
			Assessment	High	
	Increased Taxation	Impacts the bottom line	Impact	High	Tax Planning and structuring Obtaining tax concessions through the BOI Act to ensure certainty
			Likelihood	Low	
			Assessment	Medium	
 Environment	Potential impact from environmental hazards	Costly repairs and a reduction in profitability	Impact	High	Taken measures in plant design and construction to make the structures withstand natural impacts Insurance coverage
			Likelihood	High	
			Assessment	High	

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 2025, 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 was established to lead and manage all aspects of renewable energy development. Through strategic investments, we have become Sri Lanka's largest Independent Power Producer (IPP) in the renewable energy sector, with a global reach. Our expertise covers the entire power project lifecycle, including feasibility studies, design and engineering, procurement, commissioning, construction, and ongoing operation and maintenance of power plants.

In the year 2022/23, we launched our new business venture focusing on E-Two Wheelers.

Review of Performance

A review of the Company's performance and that of its subsidiaries for the Financial Year 2024/25 together with the future outlook is available in the Chairman's Message, Managing Director's Message on pages 48 to 55 and also in Review of Business Operations on pages 88 to 97.

Financial Statements

The Financial Statements of the Company for the year ended 31st March 2025 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 198 of this Annual Report.

Summarised Financial Statements

	Group		Company	
	2024/2025 Rs. '000	2023/2024 Rs. '000	2024/2025 Rs. '000	2023/2024 Rs. '000
Revenue	6,902,690	5,851,800	579,715	523,610
Profit/(Loss) Before Tax	2,949,902	2,555,104	2,783,213	2,459,010
Income Tax Reversal/ (Expenses)	(700,213)	(804,509)	(346,999)	22,344
Profit/(Loss) After Tax	2,249,690	1,750,594	2,436,215	2,481,354

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 207 to 220.

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 page 186 for Statement of Directors' Responsibility.

Board of Directors

As at 31st March 2025, 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 151 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 four Board Sub-Committees; Audit and 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 35 to the Financial Statements on page 250.

Directors' Remuneration

The Directors' Remuneration is disclosed in Note 10 to the Financial Statements on page 224.

Directors' Shareholding

The Directors' individual shareholdings in the Company as at 31st March 2025 are given on page 265 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 151 to 175 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 an internal process audit to support the development of a Standard Operating Procedure (SOP) Manual for Finance 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 Navision Dynamics cloud-based ERP system, ensuring a seamless transition to optimised financial processes. The "Report of the Audit and Risk" is contained on page 187 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 176 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 224.

Property, Plant and Equipment
The movement of property, plant and equipment of the company are given in Note 14 to the Financial Statements.

Employment
The collective manpower strength of the Company and Group as of 31st March 2025 was 206. Further information about the Company's workforce can be found in the section Human Capital on pages 116 to 127 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 did not have any employee share ownership/option plans during the year.

Stated Capital
The stated capital of the Company as of 31 March 2025 was Rs. 18 Billion represented by 1,350,768,942 fully paid Ordinary Shares.

Reserves
The reserves of the company as at 31st March, 2025 stand at Rs. 4.51 Billion (2023/24 – Rs. 4.18 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 264 to 265.

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 2025, 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 35 to the Financial Statements on page 250.

The members of the Board have been identified as "Key Management Personnel" of the Company. There were no Related Party Transactions by the Key Management Personnel with the Company.

As required by the Listing Rules, the Board confirms that the Company has complied with all requirements as per Section 9 of the Listing Rules.

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
An Interim Dividend amounting to Rs. 1.35 Bn. was 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 2025 have been audited by Messrs. Ernst & Young, Chartered Accountants and the Independent Auditors' Report thereon is given on page 194 of the Annual Report as required by the Section 168 (1) (c) of the Companies Act No. 07 of 2007.

A sum of Rs. 8.1 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 30th of June 2025. The notice of the Annual General Meeting appears on page 281.

Acknowledgement of the Contents of the Annual Report

As required by the Companies Act No. 07 of 2007, the Board of Directors hereby acknowledge 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

Nexia Corporate Consultants (Private) Limited
Secretaries

Colombo
30th May 2025

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 and Risk Committee of WindForce PLC conducts timely reviews to ensure that the systems of internal controls, 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 process audit to support the development of a Standard Operating Procedure (SOP) Manual for Finance 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 Navision Dynamics cloud-based ERP system, ensuring a seamless transition to optimised financial processes.

The Audit 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 and the Audit and 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 and Risk Committee Report in Page 187.

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,

R. P. Pathirana
Chairman

Dilshan Hettiaratchi
Audit and Risk Committee Chairperson/ Director

Rusiri Cooray
Chief Financial Officer

30th May 2025

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 Directors have confirmed that the Company satisfies the solvency test requirement under Section 56 of the Company's Act No. 07 of 2007 for interim dividends paid during the financial year.

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 194 to 197 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 the Group, and its Subsidiaries as at the Balance Sheet date have been paid or provided where relevant.

by order of the Board,

Nexia Corporate Consultants (Private) Limited
Secretaries

30th May 2025

REPORT OF THE AUDIT AND RISK COMMITTEE

The Audit and Risk Committee was appointed to assist the Board of Directors to oversee the Company's Financial Reporting Function, Internal Control System, Risk Management 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 Audit and Risk Committee with effect from 04th March 2021.

The Audit and Risk Committee consists of the following Non – Executive Directors.

- Mr. Dilshan Hettiaratchi - Non-Executive Independent Director
- Mr. Savantha De Saram - Non-Executive Independent Director
- Mr. Vinod Hirdaramani - Non-Executive Non- Independent Director

Meetings

Name	Membership Position	Attendance
Dilshan Hettiaratchi	Chairperson	4/4
Savantha De Saram	Member	4/4
Moiz Najmudeen (Resigned)	Member	1/4
Vinod Hirdaramani (New)	Member	2/4

The Committee convened four times during the financial year 2024/2025. 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. Moiz Najmudeen as a Non-Executive Non-Independent Director of WindForce PLC, effective 5th July 2024, he also stepped down as a member of the Audit and Risk Committee on the same date. Subsequently, Mr. Vinod Hirdaramani, Non-Executive Non-Independent Director, was appointed to the Audit and Risk Committee, effective 1st August 2024.

The Committee consists of members with varying experience and expertise, who have the required experience and expertise to carry out the responsibilities of the Audit and Risk Committee. The Company's Secretaries, Nexia Corporate Consultants (Private) Limited function as the Secretaries to the Audit and Risk Committee.

The Committee's responsibilities include monitoring and reviewing the following.

- 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 and Risk Committee reviewed the Financial Statements periodically to ensure that they were representative of the performance of the company. They also reviewed areas such as assumptions used in the preparation of Financial Statements, key points of disclosure and presentation to ensure adequacy, clarity and completeness in the Interim and Final Financials Statements and recommend the financials for regulatory disclosure to Board of Directors.

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 and Risk 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 2024/25 are included in Note 10 to the financial statements.

Conclusion

The Audit and Risk 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.

Dilshan Hettiaratchi
Chairperson – Audit and Risk Committee
Colombo

30th May, 2025

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 Company's Remuneration Policy of Executive Directors, considering company performance standards and industry practices. No Executive Director is involved in deciding his/her own remuneration package.

Composition of the Committee

Mr. Savantha De Saram - Non Executive - Independent Director (was appointed as the Chairman to the Committee with effect from 29th May 2024)
Mr. Dilshan Hettiaratchi - Non Executive – Independent Director
Mr. Ranil Pathirana – Non Executive – Non Independent Director

Meetings

Name	Membership Position	Attendance
Savantha De Saram	Chairman	1/1
Dilshan Hettiaratchi	Member	1/1
Ranil Pathirana	Member	1/1

The Committee convened once during the financial year 2024/25, in compliance with SEC and CA Sri Lanka Corporate Governance Guidelines. The attendance of members at this meeting 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 (including equity Incentive awards, terminal benefits and pension plans) and its application to the CEO, Executive Directors and the KMPs
- Determining remuneration and all incentive awards 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
- Recommending and ensuring that appropriate service contracts are available for Executive Directors
- 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 224.

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.

Adoption of the revisions of the Listing Rule Number 9.3.3 published on 11th September 2024 by the Colombo Stock Exchange.

(Rule No: 9.3.3 (ix) The Chairperson of the Board shall not be the Chairperson of the Board Committees.)

Considering the revisions of the Listing Rules introduced by the Colombo Stock Exchange, Mr. Savantha De Saram was appointed as the Chairman of the Remuneration Committee with effect from 29th May, 2024.

Savantha De Saram
Chairman – Remuneration Committee

Colombo
30th May, 2025

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 Nominations and Governance 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. Dilshan Hettiaratchi - Non-Executive – Independent Director
Mr. Ranil Pathirana - Non-Executive – Non-Independent Director

Meetings

The Nomination and Governance Committee ("NGC") of the Company did not meet during the fiscal year from 1st April 2024 to 31st March 2025, as the rules of the Colombo Stock Exchange do not mandate a specific frequency for NGC meetings. Additionally, no appointments to the Board of Directors were reported during this period.

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.
- Recommend, or where appropriate, not recommend the re-election of current Directors to the Board, based on their contributions to the effective discharge of the Board's overall responsibilities.
- Oversee the evaluation process effectiveness of the Board, its committees, and individual Directors, and report key findings and recommendations to the Board.
- Periodically assess the need for new expertise and review succession plans for retiring Directors and Key Management Personnel, providing recommendations to the Board on relevant new appointments.
- Review the structure, size, and composition of the Board and its Committees to ensure they effectively fulfill their duties and responsibilities.
- Conduct periodic reviews and provide 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 Group in the year under review.

The Nomination and Governance Committee ("NGC") of the Company has not met annually, as the rules of the Colombo Stock Exchange regarding the NGC do not specify a required frequency for its meetings. Nevertheless, necessary discussions and decisions concerning board members appointments have been decided through circulation among the NGC members.

Mr. Savantha De Saram
Chairman - Nominations and Governance Committee

Colombo
30th May 2025

REPORT OF THE RELATED PARTY TRANSACTIONS REVIEW COMMITTEE

The Related Party Transactions Review Committee (RPTRC) was formed to ensure that the Company complies with the requirements of the Code of Best Practices on Related Party Transactions issued by the Securities and Exchange Commission of Sri Lanka.

The objective of above related party transaction rules is to ensure that the interests of shareholders as a whole are taken into account when entering into related party transactions by the Company. The Committee specifies a process to capture related party transactions and to report to the Board of Directors of WindForce PLC as per the Code of Best Practices on Related Party Transactions.

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	Chairperson	3/4
Huzefa Akbarally	Member	3/4
Savantha De Saram	Member	4/4

During the financial year 2024/2025, the Committee convened four meetings to review information related to each quarter. The Finance Division presented a comprehensive report on 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 recognise 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 Charter and the RPT Policy at least annually and recommend amendments to the Charter and 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 Practices in CSE listing rules.
- Review 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.
- Review the Company's internal controls and obtain 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 9.14.5 or in the Annual Report under section 9.14.8

Conclusion

The Committee confirms that all applicable rules in the Code of Best Practice 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
Chairperson – Related Party Transactions Review Committee

Colombo
30th May, 2025

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, 2025 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 and Risk 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 and Risk 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 pages 194 to 197 of the Annual Report. The Audit and Risk 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

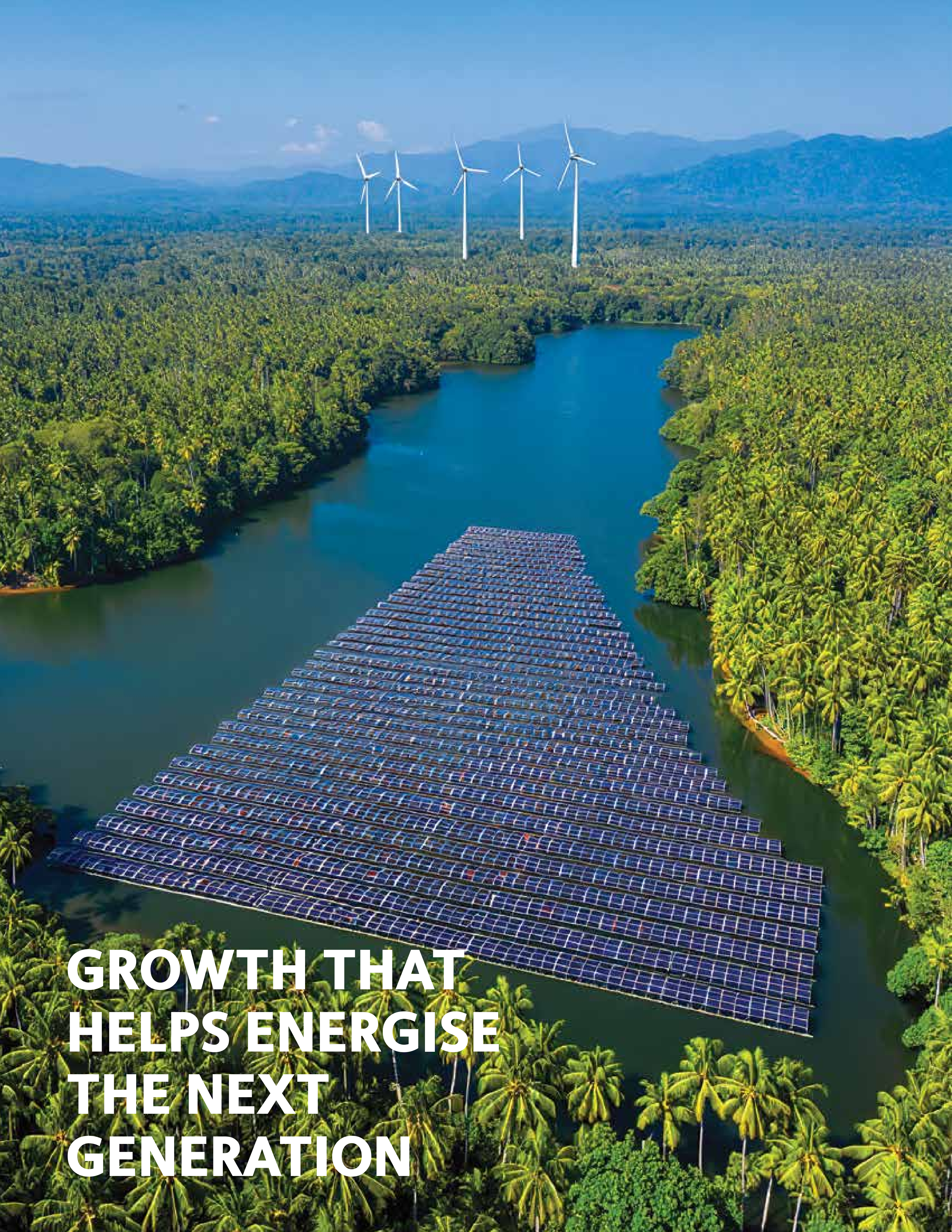
We confirm to the best of our knowledge, that we have discharged our responsibilities in maintaining proper financial records and preparing financial statements in accordance with SLFRSs and LKASs. We also confirm that the system of risk management and internal control were operating effectively during the year under review.

Manjula Perera
Managing Director

Lasith Wimalasena
Chief Executive Officer

Rusiri Cooray
Chief Financial Officer

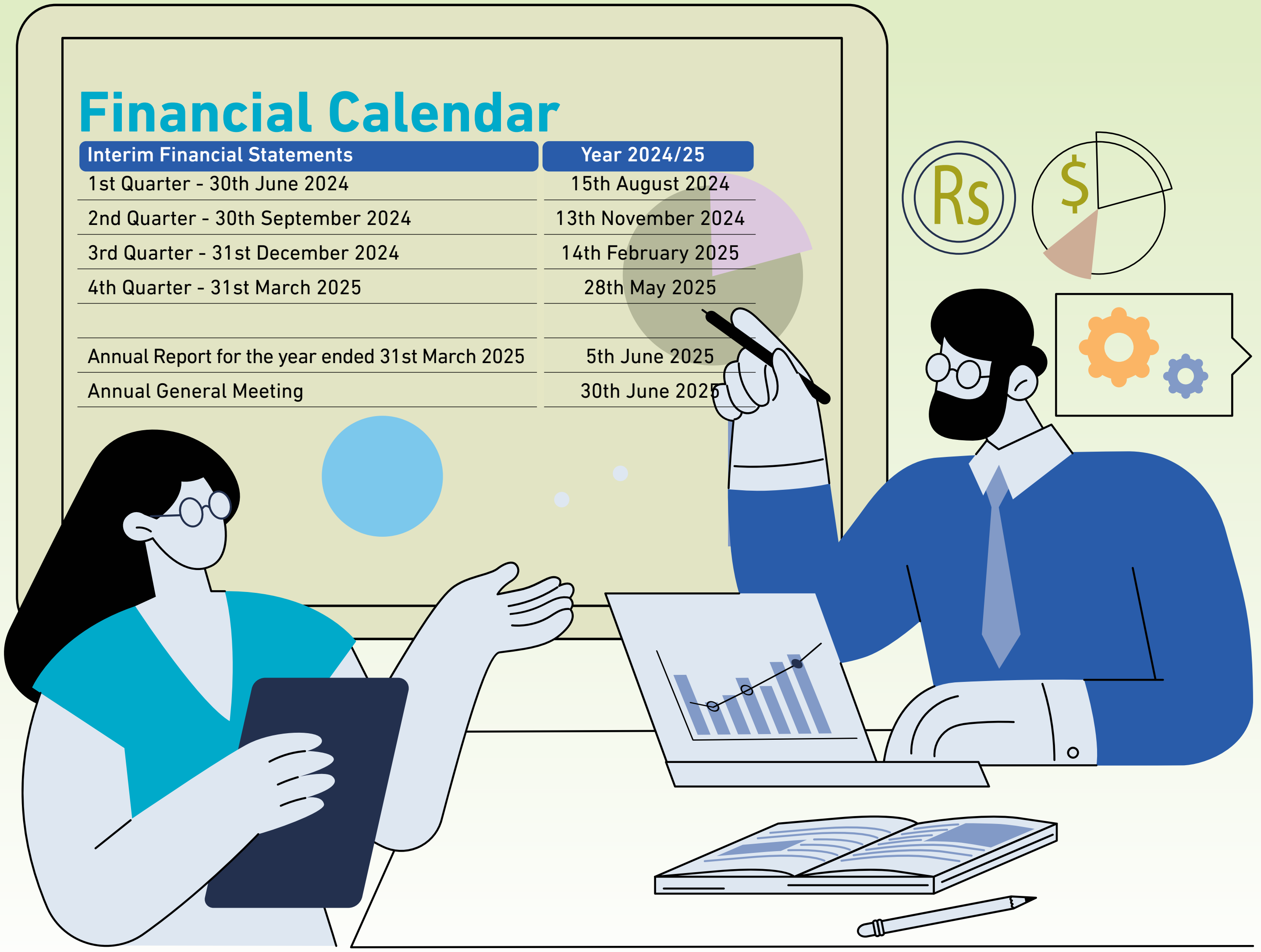
Colombo
30th May, 2025



GROWTH THAT HELPS ENERGISE THE NEXT GENERATION

Financial Calendar

Interim Financial Statements	Year 2024/25
1st Quarter - 30th June 2024	15th August 2024
2nd Quarter - 30th September 2024	13th November 2024
3rd Quarter - 31st December 2024	14th February 2025
4th Quarter - 31st March 2025	28th May 2025
Annual Report for the year ended 31st March 2025	5th June 2025
Annual General Meeting	30th June 2025



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CAY/KP/WAD/KJF

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 2025, and the Statement of Profit or Loss, 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 2025, 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.

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.2,038 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;** ▪ 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

Other Information included in the 2025 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.

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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 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance 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.

The Institute of Chartered Accountants of Sri Lanka membership number of the engagement partner responsible for signing this independent auditor's report is 7752.

30 May 2025
Colombo

STATEMENT OF PROFIT OR LOSS

		Group		Company	
Year ended 31 March	Note	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Revenue	5	6,902,690,234	5,851,799,675	579,715,208	523,610,531
Billing under the Standardised Power Purchase Agreement	5.1	708,478,303	664,458,692	-	-
Cost of Sales	6	(3,481,938,330)	(2,651,715,457)	(115,576,990)	(97,270,369)
Gross Profit		4,129,230,207	3,864,542,910	464,138,218	426,340,162
Other Operating Income	7	536,141,679	68,311,200	2,169,658	9,982,805
Administration Expenses		(1,633,609,592)	(1,062,824,049)	(792,874,570)	(640,078,465)
Selling and Distribution Expenses		(16,518,433)	(14,191,734)	-	-
Profit from Operating Activities		3,015,243,862	2,855,838,327	(326,566,695)	(203,755,498)
Finance Income	8	370,996,272	414,547,503	3,235,701,779	3,015,046,528
Finance Cost	9	(1,029,656,769)	(1,276,622,150)	(125,921,614)	(352,280,800)
Net Finance Cost		(658,660,498)	(862,074,647)	3,109,780,165	2,662,765,728
Share of Results of Equity Accounted Investee	17	593,319,088	561,339,988	-	-
Profit before Tax	10	2,949,902,452	2,555,103,667	2,783,213,471	2,459,010,231
Current year Tax Expense	11	(313,465,190)	(383,694,810)	11,046,370	22,344,007
Dividend Tax	11.1	(386,747,444)	(420,814,495)	(358,045,165)	-
Profit after Tax		2,249,689,819	1,750,594,362	2,436,214,676	2,481,354,237
Attributable To:					
Equity Holders of the Parent		1,787,077,960	1,549,546,103	-	-
Non-Controlling Interest		462,611,859	201,048,259	-	-
		2,249,689,819	1,750,594,362	-	-
Basic Earnings Per Share	12	1.32	1.15	1.80	1.84
Dividend Per Share	13	1.00	1.00	1.00	1.00

The Accounting Policies and Notes on Pages 204 to 261 form an integral part of the Financial Statements.

STATEMENT OF COMPREHENSIVE INCOME

		Group		Company	
Year ended 31 March	**Note**	**2025 Rs.**	**2024 Rs.**	**2025 Rs.**	**2024 Rs.**
Profit for the year		2,249,689,819	1,750,594,362	2,436,214,676	2,481,354,237
Other Comprehensive Income					
Items that will not be reclassified subsequently to the statement of profit or loss					
Actuarial Gain/(loss) on Defined Benefit Plans	31	(5,016,870)	(9,374,429)	(5,016,870)	(9,374,429)
Deferred tax impact on Actuarial Gain/(loss)	21	1,505,061	2,812,329	1,505,061	2,812,329
		(3,511,809)	(6,562,100)	(3,511,809)	(6,562,100)
Items that will be reclassified subsequently to the statement of profit or loss					
Net exchange differences on translation of foreign operations		(17,588,910)	(146,843,145)	-	-
Net loss on cash flow hedges	29	6,736,021	89,660,002	6,736,021	89,660,002
Total comprehensive income for the year, net of tax		2,235,325,120	1,686,849,119	2,439,438,889	2,564,452,139
Total comprehensive income for the year attributable to:					
Attributable To:					
Equity Holders of the Parent		1,772,713,262	1,485,800,860	-	-
Non-Controlling Interest		462,611,859	201,048,259	-	-
		2,235,325,120	1,686,849,119	-	-

The Accounting Policies and Notes on Pages 204 to 261 form an integral part of the Financial Statements.

STATEMENT OF FINANCIAL POSITION

		Group		Company	
Year ended 31 March	Note	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
ASSETS					
Non-Current Assets					
Property, Plant & Equipment	14	24,796,112,602	23,017,694,969	161,954,815	41,740,929
Right of Use Assets	15	138,609,423	120,012,224	14,967,841	5,117,287
Investments in Subsidiaries	16	-	-	16,754,575,118	16,078,074,117
Investments in Equity Accounted Investees	17	4,913,630,158	4,800,283,018	2,492,092,000	2,360,092,000
Other Non Current Financial Assets	18	223,660,000	223,660,000	223,660,000	223,660,000
Intangible Assets	19	2,260,295,155	2,618,865,381	796,506	1,491,666
Deferred Tax Asset	21	-	-	29,395,318	16,538,965
Total Non Current Assets		32,332,307,338	30,780,515,592	19,677,441,598	18,726,714,968
Current Assets					
Inventory	22	1,101,396,738	681,734,713	88,888,578	2,404,393
Intangible Assets	19	-	14,605,777	-	-
Trade and Other Receivables	23	1,628,664,523	2,489,759,541	211,154,632	273,012,608
Inter Company Loan Receivables	20	-	104,545,715	-	104,545,715
Amounts due from Related Parties	24	80,357,083	62,228,820	267,794,895	136,263,381
Income Tax Receivables	25	32,403,136	63,280,431	90,227,203	80,414,447
Short Term Financial Assets	26	3,053,374,016	2,087,181,530	1,756,016,010	2,022,506,601
Cash and Cash Equivalents	27	1,195,948,790	1,758,008,479	326,678,415	347,725,473
Total Current Assets		7,092,144,284	7,261,345,006	2,740,759,733	2,966,872,618
Total Assets		39,424,451,622	38,041,860,597	22,418,201,331	21,693,587,581
EQUITY AND LIABILITIES					
Stated Capital	28	18,226,455,904	18,226,455,904	18,226,455,904	18,226,455,904
Retained Earnings		4,510,595,856	4,178,500,475	3,217,061,135	2,135,127,209
Other Component of Equity		(49,817,878)	-	-	-
Cash Flow Hedge Reserve	29	(530,107)	(8,312,536)	(530,107)	(8,312,536)
Foreign Exchange Reserve		579,951,175	597,540,085	-	-
Equity Attributable to Equity Holders of the Company		23,266,654,950	22,994,183,928	21,442,986,932	20,353,270,577
Non-Controlling Interest		3,132,617,218	2,465,349,887	-	-
Total Equity		26,399,272,168	25,459,533,816	21,442,986,932	20,353,270,577
Non Current Liabilities					
Interest Bearing Loans and Borrowings	30.1	9,049,038,574	7,542,629,214	71,889,090	403,844,914
Retirement Benefit Obligations	31	110,958,618	85,231,460	110,958,618	85,231,461
Deferred Tax Liability	21	1,696,900,458	1,930,248,533	-	-
Lease Liabilities	32	127,444,250	95,766,227	3,783,575	-
Total Non Current Liabilities		10,984,341,900	9,653,875,435	186,631,283	489,076,375

		Group		Company	
Year ended 31 March	**Note**	**2025 Rs.**	**2024 Rs.**	**2025 Rs.**	**2024 Rs.**
Current Liabilities					
Interest Bearing Loans and Borrowings	30.2	1,378,055,365	2,418,039,792	325,801,434	496,126,837
Lease Liabilities	32	16,492,031	8,428,368	12,242,881	3,707,796
Trade and Other Payables	33	628,804,055	444,270,036	95,662,544	138,198,048
Amounts due to Related Parties	34	14,506,213	6,716,864	354,120,179	213,207,948
Bank Overdraft	27	2,979,889	50,996,286	756,073	-
Total Current Liabilities		2,040,837,554	2,928,451,345	788,583,111	851,240,629
Total Equity and Liabilities		39,424,451,622	38,041,860,597	22,418,201,331	21,693,587,581
Net asset value per share (NAV)		17.22	17.02	15.87	15.07

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 204 to 261 form an integral part of the Financial Statements.

30th May 2025
Colombo

STATEMENT OF CHANGES IN EQUITY

Group	Stated Capital Rs.	Retained Earnings Rs.	Other Components of Equity Rs.	Cash Flow Hedge Reserve Rs.	Foreign Exchange Reserve Rs.	Total Rs.	Non Controlling Interest Equity Rs.	Total Equity Rs.
Balance as at 01st April 2023	18,226,455,904	3,947,846,715	-	(97,972,538)	744,383,230	22,820,713,311	2,378,607,359	25,199,320,670
Adjustment on correction of error	-	38,438,701	-	-	-	38,438,701	(38,438,701)	-
Profit for the year	-	1,549,546,103	-	-	-	1,549,546,103	201,048,259	1,750,594,362
Net Gain loss on cash flow hedges	-	-	-	89,660,002	-	89,660,002	-	89,660,002
Actuarial Gain/(loss) on Defined Benefit Plans	-	(6,562,100)	-	-	-	(6,562,100)	-	(6,562,100)
Acquisition of Non controlling interest	-	-	-	-	-	-	647,073,617	647,073,617
Foreign currency translation reserve	-	-	-	-	(146,843,145)	(146,843,145)	-	(146,843,145)
Dividends - ordinary shares	-	(1,350,768,944)	-	-	-	(1,350,768,944)	(722,940,647)	(2,073,709,591)
Balance as at 31st March 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
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
Actuarial Gain/(loss) on Defined Benefit Plans	-	(3,511,809)	-	-	-	(3,511,809)	-	(3,511,809)
Excess Paid Over Share Buy Back	-	(100,701,826)	-	-	-	(100,701,826)	-	(100,701,826)
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

Company	Stated Capital Rs.	Retained Earnings Rs.	Cash Flow Hedge Reserve Rs.	Total Equity Rs.
Balance as at 01st April 2023	18,226,455,904	1,011,104,014	(97,972,538)	19,139,587,380
Profit for the year	-	2,481,354,237	-	2,481,354,237
Net Gain loss on cash flow hedges	-	-	89,660,002	89,660,002
Actuarial Gain/(loss) on Defined Benefit Plans	-	(6,562,100)	-	(6,562,100)
Dividends - ordinary shares		(1,350,768,942)	-	(1,350,768,942)
Balance as at 31st March 2024	18,226,455,904	2,135,127,209	(8,312,536)	20,353,270,577
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)	21,442,986,932

The Accounting Policies and Notes on Pages 204 to 261 form an integral part of the Financial Statements.

STATEMENT OF CASH FLOWS

		Group		Company	
Year ended 31 March	Note	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cash Flows From / (Used in) Operating Activities					
Profit before Tax		2,949,902,452	2,555,103,667	2,783,213,471	2,459,010,231
Adjustments for					
Share of Results of Equity Accounted Investee	17	(593,319,088)	(561,339,988)	-	-
Depreciation	14	1,755,130,519	2,160,123,147	34,657,152	34,873,852
Amortisation ROU	14	41,994,245	39,891,274	13,921,895	6,068,737
Impairment of Goodwill		390,000,000	-	-	-
Loss/ (gain) on fixed asset disposal	7	(485,721,451)	(15,750,785)	(301,981)	(7,745)
Inventory Cost Adjustment		(19,126,840)	25,924,054	-	-
Currency Translation gain/loss		(73,331,331)	146,843,145	-	-
Interest costs	9	1,029,656,769	1,240,412,826	117,402,537	352,280,800
Gratuity provision	31	20,962,327	18,882,869	20,962,327	18,882,869
Dividend income	8	(55,400,093)	(40,166,024)	(3,049,063,483)	(2,571,780,096)
ESC written off	25	-	21,732	-	-
Taxes Disallowed/WHT written off	25	2,641,278	3,573,895	-	-
Revaluation of assets and loans	9	(158,392,285)	570,307,377	(9,981,704)	(2,480,709)
Interest income	8	(315,596,179)	(374,381,480)	(186,638,297)	(413,220,798)
Operating Profit/(Loss) before Working Capital Changes		4,489,400,323	5,769,445,709	(275,828,082)	(116,372,860)
(Increase)/ Decrease in Trade and Other Receivables	23	871,369,243	2,838,596,530	66,254,571	90,407,573
(Increase)/ Decrease in Inventories	22	(419,662,025)	50,035,020	(86,484,185)	(2,404,393)
(Increase)/Decrease in Amounts Due from Related Parties	24	(18,128,264)	(23,054,498)	(131,531,514)	620,293,187
Increase/(Decrease) in Amounts Due to Related Parties	34	7,789,349	(24,293,106)	140,912,232	(19,965,994)
Increase /(Decrease) in Trade and Other Payables	33	184,534,020	(595,795,829)	(42,535,504)	(97,953,681)
		625,902,323	2,245,488,117	(53,384,400)	590,376,691
Cash Generated from /(used in) Operating Activities		5,115,302,646	8,014,933,826	(329,212,482)	474,003,831
Finance Costs Paid	9	(1,029,656,769)	(1,240,412,826)	(117,402,537)	(352,280,800)
WHT Paid	8	(10,274,224)	-	(4,396,595)	(9,814,478)
Dividend Tax	11	(386,747,444)	(420,814,495)	(358,045,165)	-
Income Tax Paid	25	(549,048,479)	(388,255,782)	(304,922)	(107,554,448)
Retirement Benefits Obligations Paid	31	(252,039)	(4,790,911)	(252,039)	(4,790,911)
		(1,975,978,956)	(2,054,274,014)	(480,401,258)	(474,440,637)
Net Cash from/(used in) Operating Activities		3,139,323,691	5,960,659,811	(809,613,740)	(436,806)
Cash Flows from / (Used in) Investing Activities					
Interest Income	8	315,596,179	374,381,480	186,638,297	413,220,798
Dividend Income equity investors		-	314,956,360	3,049,063,483	2,571,780,096
Dividend Income other non current financial assets	8	55,400,093	40,166,024	-	-
Acquisition Subsidiaries, Net of Cash		(90,590,494)	-	-	-
Acquisition of Property, Plant & Equipment	14	(2,723,135,643)	(4,242,898,394)	(155,424,273)	(1,645,724)
Disposal of Property, Plant & Equipment	14	1,494,247,190	864,023,265	553,239	4,831,997
Net impact on step acquisition		1,117,317,736	-	-	-
Investment in Subsidiaries		-	-	(676,501,001)	(1,298,783,313)
Investment in Associates	17	(132,000,000)	(150,000,000)	(132,000,000)	(150,000,000)
Short term Investments - Fixed Deposits	26	(966,192,486)	910,125,096	266,490,591	964,722,196
Net Cash Flows from/(Used in) Investing Activities		(929,357,425)	(1,889,246,170)	2,538,820,335	2,504,126,050
Cash Flows from /(Used in) Financing Activities					
Dividend paid for equity holders of parent		(1,350,768,942)	(1,350,768,944)	(1,350,768,942)	(1,350,768,942)
Dividend paid for non controlling interest		(437,442,164)	(722,940,647)	-	-
Sharebuy back		(100,701,826)	-	-	-
Proceeds of loan term loans	30	1,659,666,137	2,169,715,290	-	200,000,000
Repayments of interest bearing borrowings	30	(2,570,786,641)	(2,181,657,351)	(492,152,651)	(508,602,424)
Intercompany Loan Settlement	20	104,545,715	845,592,487	104,545,715	973,592,487
Lease paid	32	(28,521,833)	(19,425,503)	(12,633,848)	(7,242,682)
Net Cash Flows from/(Used in) Financing Activities		(2,724,009,556)	(1,259,484,668)	(1,751,009,726)	(693,021,560)
Net Increase/(Decrease) in Cash and Cash Equivalents		(514,043,292)	2,811,928,973	(21,803,131)	1,810,667,684
Cash and Cash Equivalents at the Beginning of the Period (Note A)		1,707,012,193	(1,104,916,779)	347,725,473	(1,462,942,211)
Cash and Cash Equivalents at the end of the Period (Note B)		1,192,968,901	1,707,012,193	325,922,343	347,725,473
Analysis of cash and cash equivalents					
Cash at bank - favourable	27	1,195,948,790	1,758,008,479	326,678,415	347,725,473
Bank overdrafts	27	(2,979,889)	(50,996,286)	(756,073)	-
		1,192,968,901	1,707,012,193	325,922,343	347,725,473

The Accounting Policies and Notes on Pages 204 to 261form an integral part of the Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS

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 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 2025 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.

Name of the Company	Nature of the Business
WindForce PLC	Owns & Manages Renewable energy (Solar, Wind & Hydro) generation plants. Supply of EPC and O&M Services Manages own investments in EV sector.
Renewgen Private Limited	Owns & Manages Renewable energy (Solar, Wind & Hydro) generation plants
Daily Life Renewable Energy (Pvt) Limited Powergen Lanka (Pvt) Ltd Beta Power (Pvt) Limited Joule Power (Pvt) Limited Seguwantivu Wind Power Private Limited Vidatamunai Wind Power Private Limited Hiruras Power (Pvt) Ltd	Generates Electricity using Wind Power and supply of electricity to the Ceylon Electricity Board.
Vydexa (Lanka) Power Corporation (Pvt) Ltd Sunny Clime Lanka (Pvt) Ltd Seruwawila Photovoltaic (Pvt) Ltd Kebitigollewa Solar Power (Pvt) Ltd Solar Universe (Pvt) Ltd Sooryashakthi (Pvt) Ltd	Generates Electricity using Solar Power (Ground Mounted) and sells electricity to the Ceylon Electricity Board.
Tororo Pv Power Company Limited	Generates Electricity using Solar Power and sells electricity to the Uganda Electricity Transmission Company Limited.
Sky Solar (Pvt) Limited	Generates Electricity using Solar Power (Rooftop) and sells electricity to the Ceylon Electricity Board.
Suryadhanavi (Pvt) Limited Hirujanani (Pvt) Limited	Generates Electricity using Solar Power (Rooftop) and sells electricity to the Ceylon Electricity Board and Operation and Maintenance services to Rooftop owners.

Name of the Company	Nature of the Business
Terraqua International (Pvt) Ltd	Generates Electricity using Hydro Power and sells electricity to the Ceylon Electricity Board.
Terraqua Kokawita (Pvt) Ltd	
Peak Power Delta (Pvt) Ltd	
HPD Power (Pvt) Ltd	
Melanka Power Moraketiya (Pvt) Ltd	
Energy Reclamation (Private) Limited	
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; specialised 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.

1.5 Date of Authorisation for Issue

The Consolidated Financial Statements of WindForce PLC, for the year ended 31 March 2025 was authorised for issue in accordance with a resolution of the Board of Directors on 30th May 2025.

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, Statement of Profit or Loss, 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.

Company	Country of Incorporation	Functional Currency
Tororo Pv Power Private Limited	Uganda	Ugandan shilling (UGX)
Mahoma Uganda Limited	Uganda	Ugandan shilling (UGX)
Gharo Solar (Private) Ltd	Pakistan	Pakistan Rupees (PKR)

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 Private Limited	31st December
Mahoma Uganda Limited	31st December
Ziba Limited	31st December
Gharo Solar (Private) Ltd	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.

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 recognised amounts and there is an intention to settle on a net basis, or to realise 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.

2.1.8 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 recognised 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 & Equipment

The Company reviews the residual values, useful lives and method of depreciation of Property, Plant & 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 uncertainly.

(c) Deferred Taxation – Utilisation of Tax Losses

Deferred tax assets are recognised for all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Management judgment is required to determine the amount of deferred tax assets that can be recognised, 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 uncertainly.

(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 SIGNIFICANT 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 2025. 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.

Due to changes in the ownership the associate status of Solar Universe (Pvt) Ltd was revised to subsidiary states with effect from the 01/08/2024. Although Rs.185Mn consideration was made for the increase in control.

Specifically, the Group controls an investee if, and only if, the Group has:

- 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.

Generally, there is a presumption that a majority of voting rights result in control. To support this presumption and when the Group has less or more 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 with the other vote holders of the investee
- Rights arising from other contractual arrangements.
- The Group's voting rights and potential voting rights.

The Group re-assesses whether or not 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.

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 derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised 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 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 within 'Share of profit or loss of equity accounted investees' in the Statement of Profit or Loss.

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 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 the Statement of Profit or Loss.

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 recognised in profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognised 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 recognised 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 recognised immediately in profit or loss.

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 recognised 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 recognised. 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 Statement of profit and loss 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 (Equity Accounted Investees) and Joint Ventures

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 recognised 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 Statement of profit and loss 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 recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised 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 Statement of profit and loss and represents profit or loss before tax.

Associates (Equity Accounted Investees) and Joint Ventures
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 statement of profit or loss. 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 profit or loss.

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 as current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle.
- Held primarily for the purpose of trading.
- Expected to be realised 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.

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, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised 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 recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (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 recognising the gains and losses on either the hedged item or the hedging instrument so that both are recognised in profit or loss 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 profit or loss.

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 profit or loss 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 profit or loss.

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 recognised directly in equity in the "Cash flow hedge reserve". The ineffective portion of the gains or losses on the hedge instrument is recognised 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/losses existing in other comprehensive income at that time remains in other comprehensive income and is recognised when the hedge forecast transaction ultimately recognised in the income statement. When a forecast transaction is no longer expected to occur, the Cumulative gains/loss 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 Statement of Profit or Loss. 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 nonmonetary 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.

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 Statements of Profit or Loss 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 profit or loss.

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 Measurement

Property, Plant & 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 recognised in the Statement of Income unless it reverses a previous revaluation surplus for the same asset.

3.5.2 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 recognised as an expense when incurred.

3.5.3 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 & Machinery (Wind & Solar)	Over 20 Years
Plant & 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 05 Years
Office Equipment	Over 08 Years
Computer & Telecommunication Accessories	Over 04 Years
Motor Vehicles	Over 05 Years
Furniture & 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 derecognised.

Asset additions to plant, machinery, and buildings made after the project commencement date are depreciated over the remaining lifetime of the plant.

3.5.4 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 amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in the Statement of profit or loss 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 amortised over the useful economic lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation 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 amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

The amortisation expense on intangible assets with finite lives is recognised in the statement of profit or loss in the expense category that is consistent with the function of the intangible assets.

Intangible assets with indefinite useful lives are not amortised, 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 recognised in the statement of profit or loss when the asset is derecognised.

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 realisable value. The Group assesses the viability of the projects at each reporting date for any indications of impairment. Any impairment recognised 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 recognised 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 recognised 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 recognised 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 recognised 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 recognised for the asset in prior years such reversal is recognised 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 amortised 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 (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL 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 amortised 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 amortised cost (debt instruments)
The Group measures financial assets at amortised 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 amortised cost are subsequently measured using the Effective Interest Rate (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial Assets at amortised 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 recognised in the statement of profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change recognised in OCI is recycled to profit or loss.

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 profit or loss. Dividends are recognised as other income in the statement of profit or loss 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.

However, the Group does not have any financial assets at fair value through OCI.

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 statement of profit or loss.

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:

Finance Payables

After initial recognition, finance payable is subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation 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 statement of comprehensive income.

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 recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

Financial risk management objectives and policies have been disclosed under Note 38.

3.11 Inventories

Inventories are valued at the lower of cost and net realisable value, after making due allowances for obsolete and slow moving items. Net realisable 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)

3.12 Trade Receivables

Trade receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components when they are recognised at fair value. They are subsequently measured at amortised 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 recognised, 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 post employment 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 Profit or Loss 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.

	2025 as per the actuarial valuation	2024 as per the actuarial valuation
Discount Rate	11%	12.25%
Expected Salary Increment Rate	Eng & Office Staff 10% Technical Staff 10%	Eng & Office Staff 10%-12% Technical Staff 11%
Retirement Age	60 Years	60 Years

3.18 Share-Based Payments

Employees of the Group receive remuneration in the form of share-based payment transactions, whereby employees render services as consideration for equity instruments (equity settled transactions). In situations where equity instruments are issued and some or all of the goods or services received by the entity as consideration cannot be specifically identified, the unidentified goods or services received (or to be received) are measured as the difference between the fair value of the share-based payment transaction and the fair value of any identifiable goods or services received at the grant date.

The Group applies SLFRS 2, Share based payments in accounting for employee remuneration in the form of shares.

3.19 Statement of Profit or Loss

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 recognised in the accounting period in which the services are rendered or performed.

b) Energy Supply

Revenue from energy supply is recognised 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 recognised using effective interest rate (EIR).

f) Dividends

Dividend income is recognised when the right to receive payment is established.

g) Others

Net Gains and losses of a revenue nature on the disposal of Property, Plant & 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 recognised 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 & 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 Statement of comprehensive income, 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 recognised in the statement of comprehensive income 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 recognised 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 utilised, 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 utilised.

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 utilised. Unrecognised 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 realised 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 profit or loss.

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.

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 17 – Insurance Contracts

SLFRS 17 is a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. Once effective, SLFRS 17 will replace SLFRS 4 Insurance Contracts (SLFRS 4) that was issued in 2005. SLFRS 17 applies to all types of insurance contracts (i.e., life, non-life, direct insurance and re-insurance), regardless of the type of entities that issue them, as well as to certain guarantees and financial instruments with discretionary participation features. The core of SLFRS 17 is the general model, supplemented by:

- A specific adaptation for contracts with direct participation features (the variable fee approach)
- A simplified approach (the premium allocation approach) mainly for short-duration contracts

SLFRS 17 is effective for annual reporting periods beginning on or after 1 January 2026, with comparative figures required. Early application is permitted, provided the entity also applies SLFRS 9 and SLFRS 15 on or before the date it first applies SLFRS 17. The amendments are not expected to have a material impact on the Group.

4.2 Lack of Exchangeability – Amendments to LKAS 21

The amendments specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking.

The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments will be effective for annual reporting periods beginning on or after 1 January 2025. Early adoption is permitted, but will need to be disclosed. When applying the amendments, an entity cannot restate comparative information. The amendments are not expected to have a material impact on the Group.

5. REVENUE

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Supply of electricity	5,963,303,431	5,421,809,904	-	-
Management fees	47,900,091	44,478,969	204,522,336	188,102,352
Operation & maintenance fees	115,883,054	93,473,306	259,764,209	243,100,781
Carbon credit income	279,507,069	-	10,139,322	-
Automobile	167,219,982	197,194,255	-	-
EPC and Others	328,876,606	94,843,241	105,289,340	92,407,398
	6,902,690,234	5,851,799,675	579,715,208	523,610,531

5.1 Billing under the Standardised Power Purchase Agreement

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Billing under the Standardised Power Purchase Agreement	708,478,303	664,458,692	-	-
	708,478,303	664,458,692	-	-

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
HPD Power (Pvt) Ltd	-	82,004,679	-	-
Vidatamunai Wind Power (Pvt) Ltd	13,585,256	99,957,715	-	-
Peak Power Delta (Pvt) Ltd	-	44,742,547	-	-
Sunny Clime Lanka Pvt Ltd	-	11,177,722	-	-
Vydexa (Lanka) Power Corporation (Pvt) Ltd	-	177,464,831	-	-
Melanka Power (Pvt) Ltd	-	36,809,052	-	-
Daily Life Renewable Energy (Pvt) Ltd	-	157,966,915	-	-
Powergen Lanka (Pvt) Ltd	10,011,004	54,335,231	-	-
Terraqua International (Pvt) Ltd	12,918,978	-	-	-
Terraqua Kokawita (Pvt) Ltd	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) Limited	9,890,916	-	-	-
Hiruras Power (Pvt) Ltd	13,563,340	-	-	-
	708,478,303	664,458,692	-	-

The companies have recorded the additional payment received from CEB as "Billing under the Standardised Power Purchase Agreement", which were recorded & billed as per the provisions of Standardised Power Purchase Agreement with Ceylon Electricity Board.

5.2 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.

Year ended 31 March	Wind Rs.	Hydro Rs.	Solar Rs.	Holding Rs.	Overseas Rs.	Automotive Rs.
Revenue	3,857,848,366	506,410,835	1,640,317,856	247,751,837	968,466,594	390,373,048
Direct Cost	(2,362,974,015)	(119,709,668)	(383,893,762)	(115,576,990)	(304,944,110)	(194,839,785)
Gross Profit	1,494,874,352	386,701,167	1,256,424,094	132,174,848	663,522,484	195,533,263
Other Income	38,091,486	-	493,668,665	4,361,991	-	19,538
Administration Expenses	(204,070,380)	(21,855,306)	(78,435,503)	(1,184,451,867)	(92,748,254)	(52,048,283)
Selling & Distribution Expenses	-	-	-	-	-	(16,518,433)
Net Finance cost	(449,448,983)	678,714	(208,390,650)	121,456,489	(124,360,692)	1,404,625
Profit from Operating Activities	879,446,475	365,524,575	1,463,266,606	(926,458,539)	446,413,537	128,390,710
Associate profit	18,620,660	44,483,217	198,251,298	-	331,963,912	-
Profit before Tax of the Group	898,067,135	410,007,792	1,661,517,903	(926,458,539)	778,377,450	128,390,710

Year ended 31 March	Wind Rs.	Hydro Rs.	Solar Rs.	Holding Rs.	Overseas Rs.	Automotive Rs.
Non current assets	12,335,317,292	2,223,906,116	6,964,064,971	7,052,640,132	3,749,954,980	6,423,848
Current assets	1,810,224,960	165,502,924	2,074,937,736	2,200,767,307	561,710,535	279,000,823
Total assets	14,145,542,251	2,389,409,040	9,039,002,706	9,253,407,439	4,311,665,515	285,424,671
Non current liabilities	5,209,237,598	532,972,060	3,316,821,510	146,962,976	1,777,328,783	1,018,973
Current liabilities	364,793,115	29,030,822	739,414,091	256,964,985	519,757,235	130,877,306
Net assets	8,571,511,539	1,827,406,158	4,982,767,105	8,849,479,478	2,014,579,497	153,528,392

6. COST OF SALES

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Depreciation - plant	1,656,339,800	1,393,633,467	-	-
Amortisation	32,983,800	-	-	-
Plant O & M cost	527,242,000	389,761,752	14,957,197	37,754,181
Crane hiring expenses	197,655,204	143,380,017	5,664,000	-
Deductions on transmission loss	3,564,055	-	-	-
Site - insurance	121,517,252	75,936,430	-	-
Plant repairs & maintenance	582,526,475	245,973,375	18,523,451	2,732,979
MASL royalty	30,947,213	30,327,044	-	-
Electricity	55,236,102	62,112,166	-	-
Carbon credit buying expense	-	580,280	-	580,280
Electric motor bike expenses	119,694,748	253,807,996	-	-
Cost of Sales - EPC	151,233,556	56,202,929	76,432,342	56,202,929
Generator Expense	2,998,125	-	-	-
	3,481,938,330	2,651,715,457	115,576,990	97,270,369

7. OTHER OPERATING INCOME

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Profit on other project	8,944,554	689,740	317,750	-
Gain on sales of assets	485,721,451	15,750,785	301,981	7,745
Income from Liquidity damages	3,553,305	14,567,452	640,764	8,897,794
Rental income	30,219,995	30,219,996	909,163	442,500
Sales of goods	-	634,766	-	634,766
Scrap Sales	4,148,875	2,873,460	-	-
Blade Hiring Charges	3,553,500	3,500,000	-	-
Insurance Claim	-	75,000	-	-
	536,141,679	68,311,200	2,169,658	9,982,805

8. FINANCE INCOME

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Interest on deposits	227,945,523	205,267,564	151,159,831	185,415,257
Dividends Income	55,400,093	40,166,024	3,049,063,483	2,571,780,096
Interest income on inter company	14,143,297	149,525,021	28,742,535	208,216,646
Exchange gain	66,771,428	-	-	30,045,634
Interest Income on Repo	3,838,599	6,822,445	3,838,599	6,822,445
Interest Income from Treasury bills	2,897,332	12,766,450	2,897,332	12,766,450
	370,996,272	414,547,503	3,235,701,779	3,015,046,528

9. FINANCE COST

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Bank over draft interest	4,379,928	177,414,049	1,302,539	170,063,188
Lease interest	14,572,626	6,165,837	3,375,220	2,036,896
Interest on bank loans	963,420,920	1,045,635,147	48,958,093	93,251,338
Bank charges	9,297,955	4,016,024	2,504,370	4,832,256
Bank charges on guarantee	30,529,772	7,181,768	314,434	387,115
Exchange loss	-	36,209,324	4,557,175	42,764,333
LC commission & amendment charge	1,143,098	-	1,143,098	-
Intercompany loan interest	6,312,470	-	63,766,686	38,945,674
	1,029,656,769	1,276,622,150	125,921,614	352,280,800

10. PROFIT/(LOSS) BEFORE TAXATION

	Group		Company	
For the year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Stated after Charging / (Crediting):				
Directors' remuneration	108,239,857	122,637,738	108,239,857	122,637,738
Audit fees	8,147,654	6,524,323	956,348	806,318
Staff costs	409,721,595	349,312,014	250,028,092	301,539,303
EPF	39,201,100	33,935,544	34,327,108	29,046,018
ETF	9,134,402	7,929,578	8,581,466	7,261,505
Depreciation & amortisation	1,797,124,764	2,200,014,421	48,579,047	40,942,589

11. INCOME TAX EXPENSES

11.1 Statement of Profit or Loss

	Group		Company	
For the year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
(I) Current Tax Expense				
Income tax expense/(Reversal) on current year profit	554,057,035	240,559,666	-	(13,759,976)
Under/ (Over) Provision of current taxes in respect of prior years	36,710,046	-	304,922	-
Dividend Tax	386,747,444	420,814,495	358,045,165	-
	977,514,525	661,374,161	358,350,087	(13,759,976)
(II) Deferred Tax Expense				
Origination/ (Reversal) of temporary differences	(277,301,891)	143,135,144	(11,351,292)	(8,584,031)
Net Tax Charge or (Reversal) reported in Statement of Profit or Loss	700,212,633	804,509,305	346,998,794	(22,344,007)

11.2 Statement of Comprehensive Income

Tax effect on Actuarial Gain/(Loss) on Retirement Benefit Obligations	(1,505,061)	(2,812,329)	(1,505,061)	(2,812,329)
Tax charged directly to comprehensive income	(1,505,061)	(2,812,329)	(1,505,061)	(2,812,329)

11.3 Reconciliation of Accounting Profit to Taxable Income

	Group		Company	
For the year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Accounting Profit before tax	2,949,902,452	2,555,103,667	2,783,213,471	2,459,010,231
Income which does not form part of the Business	(3,235,701,780)	32,586,516	(3,235,701,780)	-
Add: Disallowable Expenses	3,229,330,615	1,512,911,453	142,708,105	64,962,153
Less: Allowable Expenses	(5,168,666,388)	(5,416,533,384)	(47,653,551)	(3,036,429,638)
Profit/(Loss) from Business	(2,225,135,102)	(1,315,931,747)	(357,433,755)	(512,457,254)
Business income	1,010,566,678	(1,348,518,263)	-	-
Investment income	4,167,066,839	499,024,418	3,235,701,780	-
Loss claimed	(43,331,088)	(5,970,190)	-	-
Less:Unrelieved Losses	(710,308,861)	-	(170,496,353)	-
Tax exempt income	(4,676,543,845)	(497,139,054)	(3,065,205,427)	11,983,463
Assessable income	(252,550,277)	(1,352,603,089)	-	11,983,463

11.4 Current Taxation

Group tax expense is based on the taxable profit of each Company in the Group.

	Group	Company
For the year ended 31 March	2025 Rs.	2025 Rs.
Details of Business losses carried forward		
Loss Brought Forward	17,403,019,747	12,582,243
Loss Incurred during the year	3,631,978,216	357,433,755
Unclaimable losses	(140,136,617)	-
Loss Claimed during the year	(849,993,684)	(170,496,353)
Loss Carried Forward	20,044,867,662	199,519,645

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	3 Years	Tax Holiday From 2016 /2017 to 2027/2028
Joule Power (Pvt) Ltd	3 Years	Tax Holiday From 2016 /2017 to 2027/2028
HPD Power (Pvt) Ltd	1 Year	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
Seguwantivu Wind Power (Pvt) Ltd	15% p.a
Vidatamunai Wind Power (Pvt) Ltd	15% p.a
Vydexa (Lanka) Power 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

11. INCOME TAX EXPENSES (CONTD...)

11.6 Following Companies exempt from income tax/liable to tax at concessionary rates

Companies liable to tax at IRD rates

Company	IRD Rates
WindForce PLC	30% p.a
Renewgen (Pvt) Ltd	30% p.a
Peak Power Delta (Pvt) Ltd.	30% p.a
Melanka Power Moraketiya (Pvt) Ltd.	30% p.a
Energy Reclamation (Pvt) Ltd.	30% p.a
Bluesky EV (Pvt) Ltd	30% p.a
Satva Automotive (Pvt) Ltd	30% p.a
Sunny Clime Lanka (Pvt) Ltd.	30% p.a
Seruwawila Photovoltaic (Pvt) Ltd.	30% p.a
Suryadhanavi (Pvt) Ltd.	30% p.a
Hirujanani (Pvt) Ltd.	30% p.a
Sky Solar (Pvt) Ltd	30% p.a
Hiruras power (Pvt) Ltd.	30% p.a
Kebitigollewa Solar Power (Pvt) Ltd	30% p.a
Solar Universe (Pvt) Ltd	30% p.a
Sooryashakthi (Pvt) Ltd	30% 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	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Net profit attributable to ordinary shareholders (Rs.)	1,787,077,960	1,549,546,103	2,436,214,676	2,481,354,237
Weighted average number of shares outstanding during the year (Nos)	1,350,768,942	1,350,768,942	1,350,768,942	1,350,768,942
Earnings per share (Rs.)	1.32	1.15	1.80	1.84

13. DIVIDEND PER SHARE

For the year ended 31 March	Group 2025 Rs.	Group 2024 Rs.	Company 2025 Rs.	Company 2024 Rs.
Dividend paid during the year (Rs)	1,350,768,942	1,350,768,942	1,350,768,942	1,350,768,942
Weighted average number of shares outstanding during the year (Nos)	1,350,768,942	1,350,768,942	1,350,768,942	1,350,768,942
Dividend per share (Rs.)	1.00	1.00	1.00	1.00

14. PROPERTY, PLANT & EQUIPMENT

	Group				
Year ended 31 March	Balance As at 01.04.2024 Rs.	Exchange Difference Rs.	Additions for the Year Rs.	Disposal/ Transfers Rs.	Balance As at 31.03.2025 Rs.
Freehold Assets					
At Cost					
Land	11,262,894	28,600	22,105,000	-	33,396,494
Plant & machinery	31,056,460,618	134,475,008	4,082,572,881	(1,421,482,894)	33,852,025,613
Development cost	607,139,468	18,181,967	-	-	625,321,435
SCADA building	827,037,586	6,253,249	295,923,144	-	1,129,213,979
Engineering quarters	54,170,572	-	9,770,747	-	63,941,319
Office equipment	7,139,618	31,141	1,654,237	(60,975)	8,764,021
Furniture & fittings	42,174,685	167,479	7,135,559	-	49,477,723
Computer software	3,079,657	-	-	(3,079,657)	-
Computers & related equipment	26,803,978	25,063	15,954,506	(553,239)	42,230,308
Other civil structures	24,363,746	-	2,170,123	-	26,533,869
SODAR unit	12,052,683	-	-	-	12,052,683
Site equipment	164,658,359	73,715	104,514,723	-	269,246,798
Motor bikes	18,141,685	-	4,041,050	-	22,182,735
Motor vehicles	176,872,799	430,328	69,503,441	-	246,806,567
Total	33,031,358,348	159,666,551	4,615,345,411	(1,425,176,765)	36,381,193,545

	Group				
Year ended 31 March	Balance As at 01.04.2024 Rs.	Exchange Difference Rs.	Additions for the Year Rs.	Disposal/ Transfers Rs.	Balance As at 31.03.2025 Rs.
Leasehold Assets					
Motor vehicles	34,600,000	-	-	(34,600,000)	-
Land	952,600	-	-	-	952,600
	35,552,600	-	-	(34,600,000)	952,600
Capital work in progress					
Plant & machinery	1,119,554,817	-	1,985,946,057	(1,919,447,325)	1,186,053,548
	1,119,554,817	-	1,985,946,057	(1,919,447,325)	1,186,053,548

14.1 PROPERTY, PLANT & EQUIPMENT (CONTD...)

	Group				
Year ended 31 March	Balance As at 01.04.2024 Rs.	Exchange Difference Rs.	Additions for the Year Rs.	Disposal/ Transfers Rs.	Balance As at 31.03.2025 Rs.
Depreciation					
At Cost					
Plant & machinery	10,382,651,392	31,634,235	1,821,749,424	(415,795,804)	11,820,239,247
Development cost	156,376,799	3,540,215	28,369,950	-	188,286,963
SCADA building	251,449,066	1,172,632	46,964,161	-	299,585,859
Engineering quarters	21,298,917	-	7,458,490	-	28,757,407
Office equipment	5,097,756	8,692	1,142,594	(60,975)	6,188,068
Furniture & fittings	34,737,837	84,701	4,271,988	-	39,094,526
Computer software	-	-	-	-	-
Computers & related equipment	18,879,554	12,314	6,802,769	(543,469)	25,151,168
Other civil structures	7,822,597	-	1,262,824	-	9,085,420
SODAR unit	11,931,866	-	120,817	-	12,052,683
Site equipment	131,549,435	62,617	28,370,126	-	159,982,177
Motor bikes	8,219,278	-	5,052,527	-	13,271,805
Motor vehicles	111,439,634	430,328	31,205,139	27,316,667	170,391,768
Total	11,141,454,129	36,945,733	1,982,770,809	(389,083,580)	12,772,087,091
Leasehold Assets					
Motor vehicles	27,316,667	-	-	(27,316,667)	-
	27,316,667	-	-	(27,316,667)	-
Carrying Amount	23,017,694,969				24,796,112,602

For the year ended 31 March	Company			
	Balance As at 01.04.2024 Rs.	Additions for the Year Rs.	Disposal/ Transfers Rs.	Balance As at 31.03.2025 Rs.
Gross Carrying Amounts				
At Cost				
Office equipment	3,225,750	249,186	-	3,474,936
Furniture & fittings	19,787,642	118,100	-	19,905,742
Computers & Related Equipment	13,584,047	3,076,600	(553,239)	16,107,408
SODAR unit	12,052,685	-	-	12,052,685
Site equipment	25,047,787	74,872,897	-	99,920,683
Bicycle & motor cycle	341,000	731,950	-	1,072,950
Motor vehicles	62,976,038	70,286,441	-	133,262,479
Buildings	-	2,170,123	-	2,170,123
	137,014,949	151,505,297	(553,239)	287,967,007
Leasehold assets				
Motor vehicles	34,600,000	-	(34,600,000)	-
	34,600,000	-	(34,600,000)	-
Capital work in progress				
Plant & machinery	-	40,689,100	(2,170,123)	38,518,977
	-	40,689,100	(2,170,123)	38,518,977

For the year ended 31 March	Company			
	Balance As at 01.04.2024 Rs.	Charge for the year/ Transfers Rs.	Disposal/ Transfers Rs.	Balance As at 31.03.2025 Rs.
Depreciation				
At Cost				
Office equipment	2,299,232	235,498	-	2,534,729
Furniture & fittings	18,574,806	804,520	-	19,379,326
Computers & Related Equipment	8,507,491	2,471,083	(543,469)	10,435,105
SODAR unit	11,931,866	120,817	-	12,052,682
Site equipment	13,882,018	15,037,612	-	28,919,630
Bicycle & motor cycle	312,584	112,184	-	424,768
Motor vehicles	47,049,358	16,373,695	27,316,667	90,739,720
Buildings	-	45,211	-	45,211
	102,557,353	35,200,620	26,773,198	164,531,169
Leasehold assets				
Motor vehicles	27,316,667	-	(27,316,667)	-
	27,316,667	-	(27,316,667)	-
Carrying Amount	41,740,929			161,954,815

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	2025 Rs.	2024 Rs.
Office equipment	1,657,523	1,481,623
Furniture & fittings	17,558,231	16,346,231
Computers & Related Equipment	6,282,067	4,392,765
SODAR unit	12,052,685	-
Site equipment	7,247,791	816,390
Bicycle & motor cycle	341,000	-
Motor vehicles	45,800,000	27,300,000
	90,939,296	50,337,009

14.3 Transfer of Leasehold Assets

The cost 34.6Mn leasehold assets have been transferred to the property plant & equipments.

15. RIGHT OF USE ASSETS

	Group		Company	
For the year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Right of use asset - Land	123,641,582	114,894,937	-	-
Right of use asset - Building	14,967,841	5,117,288	14,967,841	5,117,287
	138,609,423	120,012,224	14,967,841	5,117,287

This right-of-use asset - land is amortised over the remaining lease term or useful life of the right whichever is shorter and is disclosed under non-current assets. With the adoption of SLFRS 16 , company recognised right of use asset and lease liability during the current financial year.

15.1 Right of use asset - Land

	Group		Company	
For the year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cost				
As at 1st April	148,228,378	-	-	-
Additions during the year	13,538,585	148,228,378	-	-
As at 31st March	161,766,963	148,228,378	-	-
Amortisation				
As at 1st April	33,333,441	25,577,808	-	-
Amortisation charge for the year	4,791,940	7,755,633	-	-
As at 31st March	38,125,382	33,333,441	-	-
Written down value	123,641,582	114,894,937	-	-

15.2 Right of use asset -Building

WindForce PLC, as a lessee, resides in a property owned by Akbar Brothers (Pvt) Ltd, which was recognised as an operating lease under LKAS 17. However, with SLFRS 16 replacing LKAS 17 Leases, the Group has transitioned to SLFRS 16, applying the modified retrospective approach to this leasing agreement. Consequently, the impact on the Statement of Financial Position and the building's amortisation up to March 31, 2025, is outlined below:

	Group		Company	
For the year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cost				
As at 1st April	15,351,846	-	15,351,846	-
Additions	23,077,289	-	23,077,289	-
Adjustment on reassessment of lease liability at 01st April	-	26,750,637	-	15,351,846
Disposals	(15,351,846)	(11,398,791)	(15,351,846)	-
As at 31st March	23,077,289	15,351,847	23,077,289	15,351,846
Amortisation				
As at 1st April	10,234,559	7,017,080	10,234,559	5,117,282
Amortisation charge for the year	13,226,735	8,120,184	13,226,735	5,117,277
Disposals	(15,351,846)	(4,902,705)	(15,351,846)	-
As at 31st March	8,109,448	10,234,559	8,109,448	10,234,559
Written down value	14,967,841	5,117,288	14,967,841	5,117,287

16. INVESTMENT IN SUBSIDIARIES

Company investments in subsidiaries

Unquoted investments

	Company					
	Effective holding %		No of shares		Value	
Year ended 31 March	2025	2024	2025	2024	2025	2024
Seguwantivu Wind Power (Pvt) Limited	100%	100%	114,285,715	114,285,715	1,232,126,194	1,232,126,194
Vidatamunai Wind Power (Pvt) Limited	100%	100%	114,285,715	114,285,715	1,579,125,663	1,579,125,663
Renewgen (Pvt) Limited	100%	100%	226,569,881	226,569,881	3,809,178,867	3,809,178,867
Powergen (Pvt) Limited	100%	100%	1,603,000	1,603,000	1,543,049,370	1,543,049,370
Energy Reclamation (Pvt) Limited	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%	88%	36,000,000	36,000,000	360,000,200	360,000,200
Tororo Pv Power Company Limited	80%	80%	105,890,776	105,890,776	579,854,800	579,854,800
Satva Automotive (Pvt) Ltd	96%	80%	14,600,090	2,400,000	148,666,667	98,666,667
Blusky EV (Pvt) Ltd	90%	90%	90	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%	66%	5,400,000	5,400,000	54,000,000	54,000,000
Kebetigollewa Solar Power (Pvt) Ltd	88.5%	0%	25,240,287	25,240,287	548,701,000	552,200,000
Solar Universe (Pvt) Ltd	50.0%	-	54,750,000	-	630,000,000	-
					16,754,576,118	16,078,074,117

17. INVESTMENTS IN EQUITY ACCOUNTED INVESTEES

		Group				Company			
		2025		2024		2025		2024	
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	676,117,139	49,000,000	805,968,841	49,000,000	490,000,000	49,000,000	490,000,000
Dividend Paid	-	-	(70,805,000)	-	(129,115,000)	-	-	-	-
Profit acquiring to the group net of dividend	-	-	18,620,941	-	(736,702)	-	-	-	-
Balance at the end 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
Solar One Ceylon (Pvt) Ltd	50%								
Balance at the beginning of the year	-	35,085,952	791,789,373	35,085,952	754,872,724	35,085,952	490,300,000	35,085,952	490,300,000
Dividend Paid	-	-	(226,058,788)	-	(62,628,424)	-	-	-	-
Profit acquiring to the group net of dividend	-	-	186,225,280	-	99,545,073	-	-	-	-
Balance at the end 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
Gharo Solar (Pvt) Ltd - Pakistan	30%								
Balance at the beginning of the year	-	30,061,849	1,511,054,372	30,061,849	1,467,626,847	30,061,849	969,792,000	30,061,849	969,792,000
Share of net assets accruing to the Group	-	-	(54,256,759)	-	(152,145,474)	-	-	-	-
Dividend Paid	-	-	(180,941,430)	-	(20,795,228)	-	-	-	-
Profit acquiring to the group net of dividend	-	-	207,414,378	-	216,368,227	-	-	-	-
Balance at the end 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
			207,542,816						
Vidul Madugeta (Pvt) Ltd	50%		(128,438)						
Balance at the beginning of the year	-	4,500,000	312,572,140	4,500,000	344,210,488	-	-	-	-
Dividend Paid	-	-	(26,775,000)	-	(51,637,500)	-	-	-	-
Profit acquiring to the group net of dividend	-	-	36,807,232	-	19,999,152	-	-	-	-
Balance at the end of the year	-	4,500,000	322,604,371	4,500,000	312,572,140	-	-	-	-
Gurugoda Hydro (Pvt) Ltd	50%								
Balance at the beginning of the year	-	2,472,000	113,827,644	2,472,000	112,069,369	-	-	-	-
Dividend Paid	-	-	(6,304,875)	-	(2,101,625)	-	-	-	-
Profit acquiring to the group net of dividend	-	-	7,675,986	-	3,859,900	-	-	-	-
Balance at the end of the year	-	2,472,000	115,198,754	2,472,000	113,827,644	-	-	-	-

17. INVESTMENTS IN EQUITY ACCOUNTED INVESTEES

		Group				Company			
	2025			2024		2025		2024	
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.
Mahoma Uganda Limited	36%								
Balance at the beginning of the year	-	-	-	2,317,021	372,651,496	-	-	-	-
Share of net assets accruing to the Group	-	-	-	-	(31,929,893)	-	-	-	-
Dividend Paid	-	-	-	-	(48,678,583)	-	-	-	-
Profit acquiring to the group net of dividend	-	-	-	-	35,513,593	-	-	-	-
Transfer to Subsidiary Investment	-	-	-	(2,317,021)	(327,556,613)	-	-	-	-
Balance at the end of the year	-	-	-	-	-	-	-	-	-
Solar Universe (Pvt) Limited	33%								
Balance at the beginning of the year	-	500,000	431,906,154	500,000	230,544,773	45,000,000	410,000,000	21,000,000	260,000,000
Investment made	-	-	-	-	150,000,000	9,750,000	185,000,000	24,000,000	150,000,000
Profit acquiring to the group net of dividend	-	-	12,025,737	-	51,361,381	-	-	-	-
Transfer to Subsidiary Investment		(500,000)	(443,931,891)	-	-	(54,750,000)	(595,000,000)	-	-
Balance at the end of the year	-	-	-	500,000	431,906,154	-	-	45,000,000	410,000,000
Ziba Limited - Uganda	25.5%								
Balance at the beginning of the year	-	516	963,016,197	-	-	-	-	-	-
Investment made	-	-	-	516	498,095,655	-	-	-	-
Share of net assets accruing to the Group	-	-	(12,898,204)	-	329,491,178	-	-	-	-
Profit acquiring to the group net of dividend	-	-	124,549,534	-	135,429,364	-	-	-	-
Balance at the end of the year	-	516	1,074,667,527	516	963,016,197	-	-	-	-
Rividhanavi (Pvt) Ltd	50%								
Balance at the beginning of the year	-	-	-	-	-	-	-	-	-
Investment made	-	5,420,000	542,000,000	-	-	5,420,000	542,000,000	-	-
Balance at the end of the year	-	5,420,000	542,000,000	-	-	5,420,000	542,000,000	-	-
Carrying value of equity accounted investee			4,913,630,158		4,800,283,018		2,492,092,000		2,360,092,000

The group recognises its interests in joint ventures using the equity method as per LKAS 28.

17.1 Summarised financial information of equity accounted investees

	For the year ended 31st March 2025						
Year ended 31 March	Nirmalapura Rs.	Solar One Rs.	Vidul Rs.	Gurugoda Rs.	Gharo Rs.	Solar Universe Rs.	Ziba Ltd Rs.
Revenue	403,961,015	587,663,472	98,454,975	31,921,319	1,913,818,538	333,417,229	1,276,738,028
Cost of sales	(330,939,602)	(149,714,834)	(44,622,594)	(21,372,618)	(587,707,519)	(153,959,385)	(95,420,612)
Other income/ net finance cost	53,088,824	(9,772,435)	42,859,210	11,571,699	162,925,324	(153,592,892)	39,024,626
Administration expense	(62,897,147)	(52,852,287)	(2,341,020)	(1,381,087)	(797,655,083)	(12,046,284)	(731,912,497)
Profit/(loss) before taxation	63,213,090	375,323,916	94,350,571	20,739,313	691,381,260	13,818,668	488,429,545
Taxation	(25,211,742)	(2,873,356)	(20,736,107)	(5,387,343)	-	175,386,970	-
Profit/(loss) after taxation	38,001,347	372,450,560	73,614,464	15,351,970	691,381,260	189,205,637	488,429,545

	Nirmalapura Rs.	Solar One Rs.	Vidul Rs.	Gurugoda Rs.	Gharo Rs.	Solar Universe Rs.	Ziba Ltd Rs.
Non current assets	792,620,622	1,174,383,899	407,073,719	94,234,684	7,367,215,075	2,545,088,747	4,609,601,862
Current assets	206,762,010	145,652,234	77,231,868	27,524,103	1,283,311,026	180,148,437	1,341,847,528
Total assets	999,382,632	1,320,036,133	484,305,587	121,758,787	8,650,526,101	2,725,237,184	5,951,449,390
Non current liabilities	4,971,273	43,432,969	28,128,573	2,962,084	5,610,567,031	1,193,690,499	4,134,122,083
Current liabilities	90,752,531	229,047,267	11,694,856	3,647,492	184,631,954	167,155,091	636,695,102
Net assets	903,658,828	1,047,555,897	444,482,158	115,149,212	2,855,327,116	1,364,391,594	1,180,632,205

18. OTHER NON CURRENT FINANCIAL ASSETS

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Other unquoted equity investments - foreign	223,660,000	223,660,000	223,660,000	223,660,000
	223,660,000	223,660,000	223,660,000	223,660,000

18.1 Other unquoted equity investments - foreign

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
East Africa Concrete Products Ltd - Uganda	13,290,000	13,290,000	13,290,000	13,290,000
Harappa Solar (Private) Ltd - Pakistan	109,350,000	109,350,000	109,350,000	109,350,000
Semipolky Solar Limited - Ukraine	101,020,000	101,020,000	101,020,000	101,020,000
	223,660,000	223,660,000	223,660,000	223,660,000

19. INTANGIBLE ASSETS

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Computer Software	942,519	1,700,255	796,506	1,491,666
Advance for grid substation - non current	82,266,329	86,264,537	-	-
Right to generate electricity from hydro resources	139,454,496	144,068,344	-	-
Goodwill on business combinations	2,037,631,811	2,386,832,245	-	-
	2,260,295,155	2,618,865,381	796,506	1,491,666

19.1 Computer Software

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cost				
As at 01st April	13,617,211	2,929,277	10,432,934	-
Additions /Transfers	-	10,687,934	-	10,432,934
As at 31st March	13,617,211	13,617,211	10,432,934	10,432,934
Amortisation				
As at 01st April	11,916,956	2,380,038	8,941,268	-
Transfer	-	7,989,808	-	7,989,808
Amortisation for the year	757,736	1,547,111	695,160	951,460
As at 31st March	12,674,693	11,916,956	9,636,428	8,941,268
Net book value	942,519	1,700,255	796,506	1,491,666

19.2 Advance for grid substation

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cost				
As at 01st April	268,929,311	268,929,311	-	-
As at 31st March	268,929,311	268,929,311	-	-
Amortisation				
As at 01st April	168,058,997	153,453,220	-	-
Amortisation for the year	18,603,985	14,605,777	-	-
As at 31st March	186,662,982	168,058,997	-	-
Net book value	82,266,329	100,870,314	-	-
	82,266,329	100,870,314	-	-

19.3 Right to generate electricity from hydro resources

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cost				
Balance as at 01st April	184,553,989	184,553,989	-	-
Additions	-	-	-	-
Balance as at 31 March	184,553,989	184,553,989	-	-
Amortisation				
Balance as at 01 April	40,485,645	35,871,795	-	-
Charge for the year	4,613,848	4,613,850	-	-
Total at the year end	45,099,493	40,485,645	-	-
Net book value Balance as at 31st March	139,454,496	144,068,344		

19.4 Goodwill on Business Combinations

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
As at 01st April	2,386,832,245	2,386,832,245	-	-
Additions during the year	40,799,566	-	-	-
Impairment of goodwill	(390,000,000)	-	-	-
As at 31st March	2,037,631,811	2,386,832,245	-	-
Seguwantivu Wind Power (Pvt) Limited	99,014,461	149,014,461	-	-
Vidatamunai Wind Power (Pvt) Limited	297,644,393	525,639,149	-	-
Renewgen (Pvt) Limited	1,184,912,430	1,262,040,966	-	-
Energy Reclamation (Pvt) Limited	81,215,010	87,457,056	-	-
Tororo Pv Power Company Limited	53,958,413	57,719,120	-	-
Vydexa (Lanka) Power Corporation (Pvt) Ltd	280,087,539	304,961,493	-	-
Solar Universe (Pvt) Ltd	40,799,566	-	-	-
	2,037,631,811	2,386,832,245	-	-

19.4 Goodwill on Business Combinations contd.

Goodwill as at the reporting date has been tested for impairment. Rs. 390 Mn impairment is noted by the management.

Year ended 31 March	2025 Rs.
Seguwantivu Wind Power (Pvt) Limited	50,000,000
Vidatamunai Wind Power (Pvt) Limited	227,994,756
Renewgen (Pvt) Limited	77,128,536
Energy Reclamation (Pvt) Limited	6,242,046
Tororo Pv Power Company Limited	3,760,707
Vydexa (Lanka) Power Corporation (Pvt) Ltd	24,873,954
	390,000,000

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;

Business growth rate – based on the long term average growth rate for each business unit.

Inflation rate – based on current inflation rate.
Discount rate – risk free rate adjusted for the specific risk relating to the industry.

Management has decided to provide Rs 390 Mn as Goodwill impairment based on the remaining life time of the entities.

20. INTERCOMPANY LOAN RECEIVABLE

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance as at 01st April	104,545,715	950,138,202	104,545,715	1,078,138,202
Loans granted during the year	-	-	-	146,624,393
Loan settlement during the year	(104,545,715)	(845,592,487)	(104,545,715)	(1,120,216,880)
Balance as at 31st March	-	104,545,715	-	104,545,715
Current	-	104,545,715	-	104,545,715
Non current	-	-	-	-
Balance as at 31st March	-	104,545,715	-	104,545,715

Company	Relationship
Solar Universe (Pvt) Ltd	Associate (2024/2025 F/Y Subsidiary)

21. DEFERRED TAX ASSETS/ (LIABILITIES)

	Group				Company			
	2025		2024		2025		2024	
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	(5,969,953,020)	(1,930,248,533)	(8,421,828,318)	(1,789,917,400)	55,129,882	16,538,965	17,142,014	5,142,605
Amount originating during the year	(1,699,303,331)	233,348,075	2,451,875,298	(140,331,133)	42,854,511	12,856,353	37,987,868	11,396,360
As at 31 March	(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

	2025		2024		2025		2024	
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	(139,079,019)	(40,984,018)	(5,106,155)	(1,579,479)	(14,967,841)	(4,490,352)	(5,117,287)	(1,535,186)
Temporary difference of Property, Plant and Equipment	(14,223,999,095)	(3,662,529,892)	(6,980,706,782)	(2,343,174,646)	(4,806,977)	(1,442,093)	1,353,546	406,064
Temporary difference of Retirement Benefit Obligation	110,958,618	33,287,585	85,231,461	25,569,438	110,958,618	33,287,585	85,231,461	25,569,438
Temporary difference of Lease Liabilities	2,180,869,423	653,459,908	4,868,797	1,286,489	16,026,457	4,807,937	3,707,796	1,112,339
Carried Forward Tax Losses	4,468,731,097	1,339,835,118	944,158,045	388,386,764	-	-	(30,045,634)	(9,013,690)
Temporary difference of unrealised exchange difference	(66,737,376)	(19,969,160)	(18,398,386)	(737,099)	(9,225,864)	(2,767,759)	-	-
	(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
Deferred Tax Asset	-	-	-	-	97,984,393	29,395,318	55,129,882	16,538,965
Deferred Tax Liability	7,669,256,351	1,696,900,458	5,969,953,020	1,930,248,533	-	-	-	-

Entities with signed agreement with BOI applied the rate specified in the BOI agreement and the other entities applied 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%.

22. INVENTORIES

Year ended 31 March	Group 2025 Rs.	Group 2024 Rs.	Company 2025 Rs.	Company 2024 Rs.
Spare parts & Consumables	903,037,949	661,439,284	29,258,770	2,404,393
Raw material	8,981,396	8,797,649	-	-
Work in progress	58,691,517	522,410	58,691,517	-
Electric two wheelers	69,744,801	31,495,976	-	-
Item charge to be assign	62,334,841	-	938,292	-
Battery Packs	5,403,448	5,403,448	-	-
	1,108,193,952	707,658,767	88,888,578	2,404,393
Provision for inventory write down	(6,797,214)	(25,924,054)	-	-
	1,101,396,738	681,734,713	88,888,578	2,404,393

23. TRADE & OTHER RECEIVABLES

Year ended 31 March	Group 2025 Rs.	Group 2024 Rs.	Company 2025 Rs.	Company 2024 Rs.
Trade debtors	872,692,497	1,518,480,669	39,361,841	30,385,779
Other Receivables (Note 23.1)	755,972,026	971,278,872	171,792,791	242,626,829
	1,628,664,523	2,489,759,541	211,154,632	273,012,608

23.1 Other Receivables

Year ended 31 March	Group 2025 Rs.	Group 2024 Rs.	Company 2025 Rs.	Company 2024 Rs.
Item charge to be assign	-	23,933,644	-	-
Refundable deposits & prepayments	21,578,619	56,261,079	6,516,044	5,207,756
Purchase Control	433,140,067	343,865,688	19,947,601	82,018,775
Staff loans	6,757,150	8,012,939	5,671,550	8,012,939
Advances	82,183,138	2,338,307	8,516,300	2,338,307
Interest receivable	31,410,508	27,416,555	19,319,345	16,278,054
Insurance receivable	54,940,174	360,180,167	-	9,302,800
Other Projects	52,164,506	138,593,141	39,428,823	109,653,720
Dividend receivables	67,996,532	-	67,996,532	-
Warranty Receivables	48,580	-	-	-
WHT Receivables	5,752,750	10,677,350	4,396,595	9,814,478
	755,972,026	971,278,872	171,792,791	242,626,829

23.2 Age Analysis of Trade debtors

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Between 0 days to 60days	872,692,497	1,518,480,669	39,361,841	30,385,779
Over 60 days	-	-	-	-
	872,692,497	1,518,480,669	39,361,841	30,385,779

24. AMOUNTS DUE FROM RELATED PARTIES

		Group		Company	
Year ended 31 March	Note	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Beta Power (Pvt) Ltd	Subsidiary	-	-	6,202,078	6,045,229
Joule Power (Pvt) Ltd	Subsidiary	-	-	6,202,078	6,045,229
Vydexa (Lanka) Power Corporation (Pvt) Ltd	Subsidiary	-	-	3,347,298	3,347,301
Sunny Clime Lanka (Pvt) Ltd	Subsidiary	-	-	169,394	156,844
Melanka Power (Pvt) Ltd	Subsidiary	-	-	141,157	130,708
Seruwawila Photovoltic (Pvt) Ltd	Subsidiary	-	-	169,394	470,542
Daily Life Renewable Energy (Pvt) Ltd	Subsidiary	-	-	1,270,474	20,830,740
Suryadhanavi (Pvt) Ltd	Subsidiary	-	-	1,210,259	1,333,219
Powergen Lanka (Pvt) Ltd	Subsidiary	-	-	1,270,473	1,176,364
Hirujanani (Pvt) Ltd	Subsidiary	-	-	-	392,123
Seguwantivu Wind Power Pvt Ltd	Subsidiary	-	-	1,570,473	1,176,365
Vidatamunai Wind Power (Pvt) Ltd	Subsidiary	-	-	45,713,994	1,176,364
HPD Power (Pvt) Ltd	Subsidiary	-	-	21,782,132	130,708
Energy Reclamation (Pvt) Ltd	Subsidiary	-	-	127,050	117,637
Hiruras Power (Pvt) Ltd	Subsidiary	-	-	41,742,921	2,388,198
Blue Sky EV (Pvt) Ltd	Subsidiary	-	-	-	14,127,955
Satva Automotive (Pvt) Ltd	Subsidiary	-	-	40,389,466	24,980,079
Terraqua International (Pvt) Ltd	Subsidiary	-	-	127,050	117,637
Terraqua Kokawita (Pvt) Ltd	Subsidiary	-	-	127,050	117,637
Peak Power Delta (Pvt) Ltd	Subsidiary	-	-	141,156	130,708
ECL Uganda Limited	Affiliate	-	3,805,283	-	160,804
Kebetigollewa Solar Power (Pvt) Ltd	Subsidiary	-	-	1,404,433	124,210
Solar Universe (Pvt) Ltd	Subsidiary	-	22,776,331	24,285,813	22,776,331
Akbar Brothers (Pvt) Ltd	Shareholder	-	4,890,706	-	-
Nirmalapura Wind Power (Pvt) Ltd	Associate	77,764,375	27,346,951	67,808,046	26,165,256
Solar One Ceylon (Pvt) Ltd	Associate	2,592,708	3,315,014	2,592,706	2,550,656
Diyaviduli (Pvt) Ltd	Affiliate	-	94,534	-	94,534
		80,357,083	62,228,820	267,794,895	136,263,381

25. INCOME TAX RECEIVABLE / (PAYABLE)

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance at the beginning of the Year	63,280,431	(80,820,059)	80,414,447	(47,928,233)
Under/ (Over) Provision for Last Year	(36,710,046)	-	(304,922)	-
Addition/adjustments	1,038,015	19,204,937	-	20,788,232
During the year provisions	(554,057,035)	(240,559,666)	-	-
WHT Paid on Interest	10,274,224	7,124,375	9,814,478	-
ESC written off	-	(21,732)	-	-
WHT written off	(470,933)	(3,573,895)	(1,722)	-
Income tax payments	549,048,479	361,926,471	304,922	107,554,448
Balance at the end of the year	32,403,136	63,280,431	90,227,203	80,414,447
Income Tax Payable	-	-	-	-
Income Tax Receivable	32,403,136	63,280,431	90,227,203	80,414,447

Out of this balance Income tax receivable amount of UGX 275Mn (Approx LKR 22Mn) 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	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Investments in fixed deposits	1,954,758,847	2,087,181,530	1,548,857,783	2,022,506,601
Investment in unit trusts	1,098,615,169	-	207,158,227	-
	3,053,374,016	2,087,181,530	1,756,016,010	2,022,506,601

27. CASH AND CASH EQUIVALENTS

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Favorable cash and cash equivalent balances				
Cash and bank balances	1,186,866,285	1,751,490,390	325,958,415	347,235,473
Petty cash	9,082,505	6,518,089	720,000	490,000
	1,195,948,790	1,758,008,479	326,678,415	347,725,473
Unfavorable cash and cash equivalent balances				
Bank overdrafts	(2,979,889)	(50,996,286)	(756,073)	-
	(2,979,889)	(50,996,286)	(756,073)	-

28. STATED CAPITAL

	Group		Company	
As at 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Issued and Fully Paid Number of Shares				
Ordinary Shares	1,350,768,942	1,350,768,942	1,350,768,942	1,350,768,942
Value of Issued and Fully Paid Shares				
Ordinary Shares	18,226,455,905	18,226,455,904	18,226,455,905	18,226,455,904

29. CASH FLOW HEDGE RESERVE

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
As at 01 April	(8,312,536)	(97,972,538)	(8,312,536)	(97,972,538)
OCI Revenue Impact	6,736,021	55,395,738	6,736,021	55,395,738
Effective portion of the hedge	1,046,408	34,264,264	1,046,408	34,264,264
As at 31 March	(530,107)	(8,312,536)	(530,107)	(8,312,536)

30. INTEREST BEARING LOANS AND BORROWINGS

30.1 Non-current interest-bearing loans and borrowings

Year ended 31 March	Currency	Type	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Sampath Bank	LKR	Loan	4,325,108,200	4,835,688,215	-	-
Hatton National Bank	LKR	Loan	834,211,022	1,317,149,278	-	-
DFCC Bank PLC	LKR	Loan	-	322,964,324	-	-
Seylan Bank	LKR	Loan	2,076,427,904	39,810,000	-	-
Commercial Bank of Ceylon	LKR	Loan	-	4,969,300	-	4,969,300
Standard Chartered Bank	USD	Loan	71,889,090	219,021,406	71,889,090	219,021,406
HSBC	USD	Loan	-	179,854,207	-	179,854,207
National Development Bank	LKR	Loan	379,402,358	623,172,484	-	-
Amana Bank	LKR	Loan	1,362,000,000	-	-	-
			9,049,038,574	7,542,629,214	71,889,090	403,844,914

30. INTEREST BEARING LOANS AND BORROWINGS

30.2 Current interest bearing loans and borrowings

Year ended 31 March	Currency	Type	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Sampath Bank	LKR	Loan	293,254,800	558,094,800	-	-
Hatton National Bank	LKR	Loan	417,782,266	456,461,618	-	-
DFCC Bank PLC	LKR	Loan	-	94,526,142	-	-
Seylan Bank	LKR	Loan	149,112,000	11,112,000	-	-
Standard Chartered Bank	USD	Loan	143,777,716	146,051,378	143,777,716	146,051,378
HSBC loan	USD	Loan	177,054,417	215,825,060	177,054,417	215,825,060
Commercial Bank of Ceylon - vehicle loan	LKR	Lease	-	34,250,400	-	-
Commercial Bank of Ceylon	LKR	Loan	16,634,136	100,000,000	4,969,300	34,250,400
Amana Bank	LKR	Loan	-	603,511,699	-	100,000,000
Union Bank	LKR	Loan	-	63,901,651	-	-
National Development Bank	LKR	Loan	180,440,030	134,305,044	-	-
			1,378,055,365	2,418,039,792	325,801,434	496,126,837
Interest Bearing loans and borrowings			10,427,093,940	9,960,669,006	397,690,524	899,971,751

30.3 Interest Bearing loans and borrowings

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
As at 1 April	9,960,669,006	9,727,394,221	899,971,751	1,308,449,127
Obtained during the year	3,072,883,041	2,290,146,832	-	200,000,000
Repayments during the year	(2,570,786,641)	(2,061,434,067)	(492,152,651)	(508,280,919)
During the year Exchange difference	(35,671,467)	4,562,021	(10,128,577)	(100,196,457)
As at 31 March	10,427,093,940	9,960,669,006	397,690,523	899,971,751

30.4 Security and Repayment Terms - Group

Company	Lender	Loan Type	Currency	Loan Outstanding (Mn)	Rate	Repayment
Vydexa (Lanka) Power Corporation (Pvt) Ltd	Hatton National Bank	Term Loan	LKR	118.75	AWPLR+1%	101 equal monthly instalments after grace period of 19 months
WindForce PLC	Commercial Bank	Lease	LKR	-	14.50%	60 Equal monthly Instalments
		Lease	LKR	-	14.50%	60 Equal monthly Instalments
		Lease	LKR	-	14.50%	60 Equal monthly Instalments
		Term Loan	LKR	4.96	AWPLR+2%	48 equal monthly instalments after 12 months grace period
	HSBC Mauritius	Term Loan	USD	0.59	SOFR+1.6%	72 Equal Monthly Instalments after 12 months Grace Period
	Standard Chartered Bank Mauritius	Term Loan	USD	0.72	SOFR+1.75%	72 Equal Monthly Instalments after 12 months Grace Period
Sunny Clime (Pvt) Limited	Seylan Bank	Term Loan	LKR	19.90	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	Term Loan	LKR	19.90	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	LKR	3.76	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	IDL	LKR	11.64	AWPLR+1%	Repayment within 3 months from date granted 24.01.2025 interest rate AWPLR + 1%
Hiruras Power (Pvt) Ltd	Sampath Bank	Term Loan	LKR	2,230.00	8%	120 Monthly Installments after a 12 months Grace period
		Term Loan	LKR	2,246.00	AWPLR+0.75%	120 Monthly Installments after a 12 months Grace period
Solar Universe (Pvt) Ltd	Seylan Bank	Term Loan	LKR	914.21	Profit rate of 3 Months AWPLR Plus 0.75% Per Annum with a Floor rate of 7.0% Per Annum and cap of 10% Per Annum	120 months (Including a Grace period of 24 months)
	Seylan Bank	Term Loan	LKR	407.00	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 January 2032
Kebithigollawa Solar Power (Pvt) Ltd	Union Bank	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	Term Loan	LKR	142.36	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	Term Loan	LKR	864.51	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	1.86	SOFR+ 5.75%	120 Monthly Installments after a 24 Months Grace period

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 Honda Vessel DAA motor vehicle	Mortgage Over Vehicle
Purchase of brand new Crew Cab motor vehicle	Mortgage Over Vehicle
Purchase of brand new Motor CRV vehicle	Mortgage Over Vehicle
Importation of cranelss tools	Craneless tools
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
For the retirement of Letter of Credit	No Security
Part Finance the 15MW Wind Power Project	Primary Mortgage Over Shares / Primary Mortgage over Project Assets/ Corporate Guarantee From WindForce PLC
Part Finance the Cost overrun of 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 utilised 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 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 properties, 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

31. RETIREMENT BENEFIT OBLIGATION

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
At the beginning of the year	85,231,460	61,765,074	85,231,461	61,765,074
Interest cost	10,440,854	11,117,713	10,440,854	11,117,713
Current Service cost	10,521,473	7,765,155	10,521,473	7,765,155
Payments made during the year	(252,039)	(4,790,911)	(252,039)	(4,790,911)
Actuarial (gain) / loss due to changes in financial assumptions	2,179,164	-	2,179,164	-
Actuarial (gain)/ Loss due to changes in experience assumptions	2,837,705	9,374,429	2,837,705	9,374,429
At the end of the year	110,958,618	85,231,460	110,958,618	85,231,461

An actuarial valuation of the retirement gratuity payable was carried out as at March 31, 2025 by Mr. M Poopalanathan, AIA, 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.

	Company	
For the year ended 31 March	2025 Rs.	2024 Rs.
(i) Rate of discount	11%	12.25%
(ii) Rate of salary increase		
- Chief staff	11%	10%
- Engineer & office staff	10%	12%
- Technical staff	10%	11%
(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. However, due to prevailing economic conditions in the country, the high yields of Treasury Bond market do not accurately reflect the time value of money. Therefore, the year-end Treasury Bond market yields have been adjusted for the credit risk spread to derive the rate used to discount the defined benefit obligation.

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".

31. RETIREMENT BENEFIT OBLIGATION (Contd...)

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	
Group	Rs.	Rs.
A one percentage point change in the discount rate.	+1%	-1%
As at 31 March 2025	(6,631,736)	7,415,228
As at 31 March 2024	(5,373,643)	6,018,733
A one percentage point change in the salary increment rate.	+1%	-1%
As at 31 March 2025	8,056,236	(7,316,197)
As at 31 March 2024	6,526,602	(5,914,646)

	Company	
Company	Rs.	Rs.
A one percentage point change in the discount rate.	+1%	-1%
As at 31 March 2025	(6,631,736)	7,415,228
As at 31 March 2024	(5,373,643)	6,018,733
A one percentage point change in the salary increment rate.	+1%	-1%
As at 31 March 2025	8,056,236	(7,316,197)
As at 31 March 2024	6,526,602	(5,914,646)

Distribution of Employee Benefit Obligation over Future Working Lifetime

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Less than or equal 1 year	7,128,275	6,003,236	7,128,275	6,003,236
Over 1 year and less than or equal 5 years	49,217,712	16,970,937	49,217,712	16,970,937
Over 5 year and less than or equal 10 years	29,140,476	41,027,028	29,140,476	41,027,028
Over 10 years	25,472,155	21,230,260	25,472,155	21,230,260
	110,958,619	85,231,461	110,958,619	85,231,461

32. LEASE LIABILITIES

	Group		Company	
Year ended 31 March	**2025 Rs.**	**2024 Rs.**	**2025 Rs.**	**2024 Rs.**
Lease liability on right of use asset - Land	127,909,825	100,428,565	-	-
Lease liability on right of use asset - Building	16,026,457	2,280,907	16,026,457	2,222,675
Lease liability on right of use asset - Motor Vehicle	-	1,485,124	-	1,485,122
	143,936,282	104,194,596	16,026,457	3,707,796
Lease Liability on Right of Use Asset - Land				
Balance at the beginning of the year	100,428,565	114,970,842	-	-
Reassement of Adjustment	6,087,030	(12,488,341)	-	-
Additions during the year	26,738,538	-	-	-
Accretion of interest	4,603,436	1,269,596	-	-
Paid during the year	(9,947,745)	(3,323,531)	-	-
Balance as at end of the year	127,909,825	100,428,565	-	-
Lease liability on Right-of-Use asset- Building				
Balance at the beginning of the year	2,280,907	16,891,112	2,222,675	8,585,836
Adjustment for opening balance	(58,232)	-	-	-
Additions during the year	23,077,289	-	23,077,289	-
Accretion of interest	3,353,373	1,977,085	3,353,373	1,364,838
Paid during the year	(12,626,880)	(8,859,290)	(12,626,880)	-
Transferred to accrued liability	-	(7,728,000)	-	(7,728,000)
Balance as at end of the year	16,026,457	2,280,907	16,026,457	2,222,675
Lease Liability on Right-of-Use Asset-Motor Vehicle				
Balance at the beginning of the year	1,485,124	8,055,746	1,485,124	8,055,746
Accretion of interest	21,847	672,060	21,847	672,060
Paid during the year	(1,506,971)	(7,242,682)	(1,506,971)	(7,242,682)
Balance as at end of the year	-	1,485,124	-	1,485,124
Maturity Analysis of Lease Liability as follows,				
Less than one year	16,492,031	8,428,368	12,242,881	3,707,796
2 to 5 Years	36,615,104	95,766,227	3,783,575	-
More than 5 Years	90,829,146	-	-	-
	143,936,282	104,194,596	16,026,457	3,707,796

33. TRADE AND OTHER PAYABLES

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Trade payables	314,825,173	235,834,884	33,104,400	109,242,520
Other Payables (Note 33.1)	313,978,882	208,435,152	62,558,144	28,955,528
	628,804,055	444,270,036	95,662,544	138,198,048

33.1 Other Payables

	Group		Company	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Accrued expenses	42,063,368	62,638,006	3,980,805	622,098
EPF/ETF/PAYE Payable	11,881,285	9,223,307	10,747,864	8,736,460
VAT payable	16,021,030	28,107,859	7,677,787	11,081,471
SSCL payable	1,445,952	1,639,383	1,219,122	1,639,383
Other payables	117,751,440	62,275,800	32,439,738	-
Stamp duty payable	1,500	61,277	-	60,652
WHT payable	112,319,847	371,675	251,371	143,064
Dividend payable	5,369,457	40,418,699	5,369,457	5,866,082
Audit fee payable	7,125,003	3,699,146	872,000	806,318
	313,978,882	208,435,152	62,558,144	28,955,528

34. AMOUNTS DUE TO RELATED PARTIES

		Group		Company	
Year ended 31 March	Relationship	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Akbar Brothers (Pvt) Ltd	Shareholder	8,806,407	1,197,770	8,994,377	1,197,770
Nsovanga Ltd	Affiliate	5,699,806	5,517,524	-	-
Sky Solar (Pvt) Ltd	Subsidiary	-	-	235,109,503	212,010,178
Daily Life Renewable Energy (Pvt) Ltd	Subsidiary	-	1,570	-	-
Bluesky EV (Pvt) Ltd	Subsidiary	-	-	110,016,299	-
		14,506,213	6,716,864	354,120,179	213,207,948

35. RELATED PARTY DISCLOSURES

35.1 Key management personnel and related companies

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 34.2 to the financial statements

Name of the related party	Relationship	Nature of transaction	Value of transaction Rs.	Group 2025 Rs.	Company 2025 Rs.
Akbar Brothers (Pvt) Ltd	Shareholder	Opening balance	(1,197,770)		
		Rent & management fee	(30,158,649)		
		Intercompany Interest	(6,302,473)		
		Settlements	28,664,515		
		Closing balance	(8,994,377)	(8,994,377)	(8,994,377)
Daily Life Renewable Energy (Pvt) Ltd	Subsidiary Company	Opening balance	20,830,740		
		Share of cost	26,630,360		
		Settlements	(397,617,984)		
		Management Fees	183,813,666		
		Dividend	168,567,920		
		Intercompany Interest	(954,228)		
		Closing balance	1,270,474	-	1,270,474
Beta Power (Pvt) Ltd	Subsidiary company	Opening balance	6,045,230		
		Share of cost	22,553,957		
		Settlements	(277,135,663)		
		Dividend	177,786,000		
		Management Fees	81,822,980		
		Intercompany Interest	(4,870,426)		
		Closing balance	6,202,078	-	6,202,078
Joule Power (Pvt) Ltd	Subsidiary company	Opening balance	6,045,229		
		Share of cost	77,418,430		
		Settlements	(287,667,466)		
		Dividend	216,306,300		
		Inter Company Interest	(5,900,415)		
		Closing balance	6,202,078		6,202,078
Nirmalapura Wind Power (Pvt) Ltd	Associate company	Opening balance	26,165,256		
		Dividend Paid	70,805,000		
		Management fee	118,432,726		
		Other Expenses	21,045,776		
		Intercompany Interest	43,457		
		Settlements	(168,684,168)		
		Closing balance	67,808,046	67,808,046	67,808,046

35. RELATED PARTY DISCLOSURES (CONTD...)

35.1 Key Management Personal and Related Companies cont.

Name of the related party	Relationship	Nature of transaction	Value of transaction Rs.	Group 2025 Rs.	Company 2025 Rs.
Suryadhanavi (Pvt) Limited	Subsidiary company	Opening balance	1,333,219		
		Management fee	16,215,790		
		Settlements	(16,338,750)		
		Closing balance	1,210,259	-	1,210,259
Hirujanani (Pvt) Ltd	Subsidiary company	Opening balance	392,123		
		Management fee	2,117,465		
		Settlements	(2,509,588)		
		Closing balance	-	-	-
Sunny Clime Lanka (Pvt) Limited	Subsidiary company	Opening balance	156,849		
		Management fee	2,202,162		
		Settlements	(10,145,617)		
		Dividend Paid	7,956,000		
		Closing balance	169,394	-	169,394
Seruwawila Photovoltaic Pvt Ltd	Subsidiary company	Opening balance	470,542		
		Management fee	2,032,766		
		Settlements	(10,289,915)		
		Dividend	7,956,000		
		Closing balance	169,394	-	169,394
Solar One Ceylon Pvt Ltd	Associate company	Opening balance	2,550,656		
		Management fee	31,112,494		
		Settlements	154,885,102		
		Dividend Paid	(185,955,546)		
		Closing balance	2,592,706	2,592,706	2,592,706
Powergen Lanka (Pvt) Ltd	Subsidiary company	Opening balance	1,176,364		
		Management fee	15,245,748		
		Share of cost	2,728,346		
		Settlements	(92,783,379)		
		Dividend Paid	76,302,800		
		Intercompany Interest	(1,399,406)		
		Closing balance	1,270,473	-	1,270,473

35. RELATED PARTY DISCLOSURES (CONTD...)

35.1 Key Management Personal and Related Companies cont.

Name of the related party	Relationship	Nature of transaction	Value of transaction Rs.	Group 2025 Rs.	Company 2025 Rs.
Vidatamunai Wind Power (Pvt) Ltd	Subsidiary company	Opening balance	1,176,364		
		Share of cost	162,710,208		
		Management fee	15,245,746		
		Settlements	(135,070,082)		
		Intercompany Interest	1,651,758		
		Closing balance	45,713,994	-	45,713,994
Seguwantivu Wind Power (Pvt) Ltd	Subsidiary company	Opening balance	1,176,365		
		Share of cost	2,413,011		
		Management & O&M fee	15,245,748		
		Settlements	(175,285,092)		
		Dividend	162,228,569		
		Intercompany Interest	(4,208,129)		
		Closing balance	1,570,473	-	1,570,473
Vydexa Lanka Power Corporation (Pvt) Ltd	Subsidiary company	Opening balance	3,347,301		
		Share of cost	12,772,200		
		Intercompany interest	166,062		
		Management Fees	36,820,355		
		Dividend	203,405,104		
		Settlements	(253,163,724)		
		Closing balance	3,347,298	-	3,347,298
Solar Universe (Pvt) Ltd	Subsidiary company	Opening balance	22,776,331		
		Share of cost	43,839,792		
		O&M Services	30,892,037		
		Settlements	(73,222,347)		
		Closing balance	24,285,813	-	24,285,813
Sky Solar (Pvt) Ltd	Subsidiary company	Opening balance	(212,010,178)		
		Intercompany Interest	(23,337,939)		
		Management fee	3,387,946		
		Expenses	217,699		
		Settlements	(3,367,032)		
		Closing balance	(235,109,503)	-	(235,109,503)
Kebetigollewa Solar Power (Pvt) Ltd	Subsidiary company	Opening balance	124,210		
		Settlements	(519,479,385)		
		Dividend	500,766,381		
		O&M Services	21,057,009		
		Share of Cost	175,000		
		Intercompany Interest	(1,238,783)		
		Closing balance	1,404,433	-	1,404,433

Name of the related party	Relationship	Nature of transaction	Value of transaction Rs.	Group 2025 Rs.	Company 2025 Rs.
HPD Power (Pvt) Limited	Subsidiary company	Opening balance	130,708		
		Intercompany interest	(277,327)		
		Settlements	20,234,798		
		Management fee	1,693,952		
		Closing balance	21,782,132	-	21,782,132
Peak Power Delta (Pvt) Ltd	Subsidiary company	Opening balance	130,708		
		Management fees	1,693,968		
		Cash Transfer	(40,000,000)		
		Intercompany Interest	(521,185)		
		Settlements	38,837,665		
		Closing balance	141,156	-	141,156
Terraqua International (Pvt) Ltd	Subsidiary company	Opening balance	117,637		
		Management fees	1,524,577		
		Settlements	(68,486,107)		
		Expenses incurred	68,000,008		
		Intercompany Interest	(1,029,064)		
		Closing balance	127,050	-	127,050
Terraqua Kokawita (Pvt) Ltd	Subsidiary company	Opening balance	117,637		
		Expenses incurred	720,103		
		Management fees	1,524,576		
		Intercompany Interest	(523,458)		
		Settlements	(1,711,807)		
		Closing balance	127,050	-	127,050
Melanka Power (Pvt) Ltd	Subsidiary company	Opening balance	130,708		
		Management fees	1,693,974		
		Share of cost	55,967,165		
		Settlements	(57,496,808)		
		Intercompany Interest	(153,883)		
		Closing balance	141,157	-	141,157
Energy Reclamation (Pvt) Ltd	Subsidiary company	Opening balance	117,637		
		Management fees	1,524,578		
		Share of cost	105,134,405		
		Intercompany Interest	(597,916)		
		Settlements	(106,051,653)		
		Dividend Received	-		
		Closing balance	127,050	-	127,050
Hiruras Power (Pvt) Ltd	Subsidiary company	Opening balance	2,388,198		
		Management fees	38,370,938		
		Rent Expenses	256,570		
		Share of cost	(5,248,429)		
		Settlements	6,431,930		
		Intercompany Interest	(456,286)		
		Closing balance	41,742,921	-	41,742,921

35. RELATED PARTY DISCLOSURES (CONTD...)

35.1 Key Management Personal and Related Companies cont.

Name of the related party	Relationship	Nature of transaction	Value of transaction Rs.	Group 2025 Rs.	Company 2025 Rs.
Blue Sky EV (Pvt) Ltd	Subsidiary company	Opening balance	14,127,955		
		Share of cost	(55,627,361)		
		Intercompany Settlement	(62,192,473)		
		Intercompany Interest	(6,324,420)		
		Closing balance	(110,016,299)	-	(110,016,299)
Satva Automotive (Pvt) Ltd	Subsidiary company	Opening balance	24,980,079		
		Share of cost	816,242		
		Intercompany Settlement	11,500,000		
		Intercompany Interest	3,093,144		
		Closing balance	40,389,466	-	40,389,466

35.2 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	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Short-term employee benefits - cash	108,239,857	122,637,738	108,239,857	122,637,738

36. CAPITAL COMMITMENTS AND CONTINGENT LIABILITIES

36.1 Capital commitments

Company

WindForce PLC has committed to invest LKR Equivalent of USD 20Mn as Equity in Rividhanavi (Pvt) Ltd out of which USD 1.8 Mn already invested as at 31st March 2025.

WindForce PLC has committed to Invest Euro 132,056 in Semipolki Solar project subject to country - Ukraine risk analysis.

Group companies

WindForce PLC has committed to invest LKR 330Mn through Solar Universe (Pvt) Ltd as equity in Sooriyashakthi (Pvt) Ltd out of Which Rs. 300Mn already invested as at 31st March 2025.

WindForce PLC has committed to invest LKR Equivalent of USD 20Mn as Equity in Rividhanavi (Pvt) Ltd out of which USD 1.8 Mn already invested as at 31st March 2025.

WindForce PLC has committed to Invest Euro 132,056 in Semipolki Solar project- Ukraine subject to country risk analysis.

Financial commitments

Company

There were no material financial commitments outstanding as at the reporting date.

Group companies

There were no material financial commitments outstanding as at the reporting date other than those disclosed below,

Supplier	Bank Name	Purpose	Currency	LC Value (Rs.)
Sooryashakthi (Pvt) Ltd	Seylan Bank PLC	Importation of plant equipments	Euro	29,980
			USD	2,711,151
	Seylan Bank PLC	Bonded warehouse	LKR	373Mn

36.2 Contingent liabilities

Group companies

There were no contingent liabilities as at 31st March, 2025 that require adjustment to or disclosure in the Financial Statements, other than those disclosed below,

WindForce PLC

Case No . SCFR/23/2025

This is a Fundamental Right Application filed by a Public Interest Litigant against the 7 Respondents, including WindForce PLC.

The petitioner is challenging the upward revision of the component of the Tender (payment of the Transmission facility), on the grounds of the Rule of Law and the Public Trust Doctrine.

Prayed for leave to proceed and an interim order to suspend the operation of the Tender and the operation of the Contract regarding the tender.

Hiruras Power (Pvt) Ltd

Bank Name	Proposal Amount	Purpose	Company	Period
Sampath Bank	Rs 4.48Bn	Until the finalisation of lease mortgage or Sampath Bank restructure the security requirement	Hiruras Power (Pvt) Ltd.	During the tenor of Loan

H.C. (Civil) Case No. 251/2023/MR

Hiruras Power (Pvt) Ltd. initiated legal action in the High Court against LOLC General Insurance on 10th November 2023, seeking to recover a sum of Rs. 385 million for damages sustained to property and equipment as a result 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.

Case No – CHC/156/24/MR

Case filed by Senok Trade Combine (Pvt) Ltd claiming the Crane damage during the construction, EURO 4Mn or LKR equivalent (Rs 1,930,500,000)

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 finalised 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.

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.

Seguwantivu 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.

S.C. Appeal No. 187/2019
This appeal relates to Case No. 251/2017/MR and has been decided in favor of Seguwantivu Wind Power (Pvt) Ltd.

Viadatamunai 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."

S.C. Appeal No. 187/2019
This appeal relates to Case No. 251/2017/MR and has been decided in favor of Vidatamunai Wind Power (Pvt) Ltd.

Rividhanavi (Pvt) Ltd
The Case Number is Supreme Court Fundamental Rights Application No. 23/2025.

The Petitioner, claims to have filed this application in the public interest and is challenging the award of the tender for the development of 100MW ground mounted solar power project in Siyambalanduwa and the construction of a 132kv transmission facility from Siyambalanduwa to Monaragala grid substation. The tender had been awarded to a consortium comprising of Lakdhanavi Limited, WindForce PLC and Blue Circle Pte Ltd. The special purpose vehicle set up by the consortium to implement the project is Rividhanavi Pvt Ltd. The Petitioner alleges that the tender award was made in violation of the Bid requirements since the semi-annuity price of USD 1,666,207.65 in the consortium bid had been revised to USD 2,288,642.85 during negotiations in contravention of the Procurement Guidelines. The Petitioner also alleges that one of the partners in the consortium is an indirect subsidiary of the Ceylon Electricity Board, and therefore, there was a conflict of interest in the award of the Tender to the said consortium. The Petitioner accordingly is seeking inter alia to declare the Award of the Tender and the subsequent Contract or Agreement be declared null and void and of no effect in law.

37. 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.

38. 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.

38.1 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 and Risk 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.

38.2 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 minimise the concentration of risks and therefore mitigate financial loss through potential counterparty's failure.

The Group held short term investments of Rs.3,053 Mn as at 31st March 2025 (2024 – Rs.2,087 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	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Trade and Other Receivables	1,628,664,523	2,489,759,541	211,154,632	273,012,608
Amounts due from Related Parties	80,357,083	62,228,820	267,794,895	136,263,381
Cash and Cash Equivalents	1,195,948,790	1,758,008,479	326,678,415	347,725,473
Total credit risk exposure	2,904,970,396	4,309,996,840	805,627,942	757,001,462

38.3 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 minimising 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 scrutinising the funding decisions.

The Table below summarises the maturity profile of the Groups financial liabilities based on contractual undiscounted payments.

As at 31st March 2025	On Demand Rs.'000	Less than 3 Months Rs.'000	3 to 12 3 Months Rs.'000	2 to 5 years Rs.'000	>5 years Rs.'000	Total Rs.'000
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	-	-	-	-	51
	51	628	1,872	7,565	-	10,116
Company						
Lease liability on right of use asset - Land						
Lease liability on right of use asset - Building	-	-	-	-	-	-
Lease liability on right of use asset - Motor Vehicle	-	3	9	4	-	16
Interest bearing loans & borrowing	-	-	-	-	-	-
Bank overdraft	-	81	244	72	-	398
	1	-	-	-	-	-
	-	146	427	331	-	904

38.3 Liquidity risk contd.

As at 31st March 2024	On Demand Rs.'000	Less than 3 Months Rs.'000	3 to 12 3 Months Rs.'000	2 to 5 years Rs.'000	>5 years Rs.'000	Total Rs.'000
Group						
Lease liability on Right-of-Use asset- Land	-	1	3	96	-	100
Lease liability on Right-of-Use asset- Building	-	2	-	-	-	2
Lease liability on right of use asset - Motor Vehicle	-	1	-	-	-	1
Interest bearing loans & borrowing	-	623	1,868	7,470	-	9,961
Bank Overdraft	51	-	-	-	-	51
	51	628	1,872	7,565	-	10,116
Company						
Lease liability on Right-of-Use asset- Land	-	-	-	-	-	-
Lease liability on Right-of-Use asset- Building	-	2	-	-	-	2
Lease liability on right of use asset - Motor Vehicle	-	1	-	-	-	1
Interest bearing loans & borrowing	-	142	427	331	-	900
Bank Overdraft	-	-	-	-	-	-
	-	146	427	331	-	904

37.4 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.

Interest Rate Sensitivity The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings.

38. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD...)

38.4 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

Interest Rate Sensitivity 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
2025	100	+/- 101.9 Mn	+/- 6.5 Mn
2024	100	+/- 99.60 Mn	+/- 9 Mn

The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

38.5 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	
Year ended 31 March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Interest bearing borrowing	10,427	9,961	398	900
Equity	26,399	25,460	21,443	20,353
Equity & interest - bearing loans and borrowings	36,826	35,420	21,841	21,253
Gearing ratio	28%	28%	2%	4%

FIVE YEAR SUMMARY

Summary of Income Statement	2024/2025		2023/2024	
	Group	Company	Group	Company
	Rs. '000	Rs. '000	Rs. '000	Rs. '000
Revenue	6,902,690	579,715	5,851,800	523,611
Billing under the Standardised Power Purchase Agreement	708,478	-	664,459	-
Gross Profit	4,129,230	464,138	3,864,543	426,340
Net Profit/(Loss) Before finance cost	3,386,240	2,909,135	3,270,386	2,811,291
Profit/(Loss) before Taxation	2,949,902	2,783,213	2,555,104	2,459,010
Taxation	- 700,213	- 346,999	- 804,509	22,344
Profit/(Loss) After Tax	2,249,690	2,436,215	1,750,594	2,481,354
Profit/(Loss) Attributable to Non-Controlling Share Holders	462,612	-	201,048	-

Summary of Financial Position	2024/2025		2023/2024	
	Group	Company	Group	Company
	Rs. '000	Rs. '000	Rs. '000	Rs. '000
Capital and Reserves				
Stated Capital	18,226,456	18,226,456	18,226,456	18,226,456
Pending Share Allotment	-	-	-	-
Retained Earnings	4,510,596	3,217,061	4,178,500	2,135,127
Other Component of Equity	-49,818	-	-	-
Foreign Exchange Reserve	579,951	-	597,540	-
Cash Flow Hedge Reserve	-530	-530	-8,313	-8,313
Total Equity Attributable to Equity Holders of the Company	23,266,655	21,442,987	22,994,184	20,353,271
Non Controlling Interest	3,132,617	-	2,465,350	-
Total Equity	26,399,272	21,442,987	25,459,534	20,353,271
Asset and Liabilities				
Current Assets	7,092,144	2,740,760	7,261,345	2,966,873
Current Liabilities	2,040,838	788,583	2,928,451	851,241
Net Current Assets	5,051,307	1,952,177	4,332,894	2,115,632
Property Plant and Equipment	24,796,113	161,955	23,017,695	41,741
Other Non Current Assets	7,536,195	19,515,487	7,762,821	18,684,974
Non Current Liabilities	10,984,342	186,631	9,653,875	489,076
Net Assets	26,399,272	21,442,987	25,459,534	20,353,271

2022/2023		2021/2022		2020/2021	
Group	Company	Group	Company	Group	Company
Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000
4,953,490	419,319	4,367,373	274,181	4,310,110	127,869
3,001,228	367,950	2,713,204	274,181	2,754,631	127,869
3,017,671	956,536	2,538,446	2,281,443	2,559,213	1,058,498
2,358,936	479,072	2,237,825	1,972,666	2,547,754	1,014,650
576,078	- 52,827	- 285,998	- 151,526	- 401,505	- 121,781
1,782,857	426,245	1,951,827	1,821,140	2,146,249	892,869
302,913	-	376,893	-	396,430	-

2022/2023		2021/2022		2020/2021	
Group	Company	Group	Company	Group	Company
Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000
18,226,456	18,226,456	18,226,456	18,226,456	14,984,610	14,984,610
-	-	-	-	3,241,845	3,241,845
3,947,847	1,011,104	2,494,597	573,115	2,731,034	563,345
-	-	-	-	-	-
744,383	-	159,423	-	1,123	-
-97,973	-97,973	-	-	-	-
22,820,713	19,139,587	20,880,477	18,799,571	20,958,613	18,789,801
2,378,607	-	1,940,457	-	1,880,602	-
25,199,321	19,139,587	22,820,934	18,799,571	22,839,216	18,789,801
10,722,441	5,380,107	9,062,317	4,972,064	12,409,681	8,906,796
4,911,517	2,969,912	2,450,764	1,304,055	5,216,096	3,898,409
5,810,924	2,410,196	6,611,553	3,668,008	7,193,585	5,008,387
21,491,328	71,152	14,629,777	59,605	15,239,784	61,058
7,588,469	17,304,420	6,827,043	16,236,835	6,383,982	14,805,834
9,691,400	646,181	5,247,439	1,164,878	5,978,135	1,085,478
25,199,321	19,139,587	22,820,934	18,799,571	22,839,216	18,789,801

INVESTOR INFORMATION

ANALYSIS OF SHAREHOLDERS ACCORDING TO THE NUMBER OF SHARES AS AT 31ST MARCH 2025

No of Shares held	Resident			Non-Resident			Total		
	Number of Shareholders	Number of Shares	%	Number of Shareholders	Number of Shares	%	Number of Shareholders	Number of Shares	%
1 to 1,000	1,726	540,888	0.04%	6	3,277	0.00%	1,732	544,165	0.04%
1,001 to 10,000	1,030	4,596,651	0.34%	6	43,500	0.00%	1,036	4,640,151	0.36%
10,001 to 100,000	567	20,653,337	1.53%	7	282,882	0.02%	574	20,936,219	1.57%
100,001 to 1,000,000	143	36,059,527	2.67%	6	1,149,440	0.09%	149	37,208,967	2.53%
1,000,001 and over	29	1,149,070,100	85.07%	8	138,369,340	10.24%	37	1,287,439,440	95.50%
Total	3,495	1,210,920,503	89.65%	33	139,848,439	10.35%	3,528	1,350,768,942	100.00%

Shareholders by Category as at 31st March 2025

Categories of Shareholders	Number of Shareholders	Number of Shares
Individual	3,338	135,966,800
Institutional	190	1,214,802,142
Total	3,528	1,350,768,942

TWENTY MAJOR SHAREHOLDERS

	Shareholder	31st March 2025	
		Number of Share	Holding
1.	Akbar Brothers Pvt Ltd	492,754,404	36.48%
2.	Hirdaramani Private Limited	279,211,864	20.67%
3.	Mona Exports (Pvt) Limited	126,005,666	9.33%
4.	BBH-Tundra Sustainable Frontier Fund	70,500,000	5.22%
5.	Amaliya Private Limited	44,676,827	3.31%
6.	Mr. K.B.M.I. Perera	43,125,052	3.19%
7.	BBH - Tundra Shikari Global	41,019,719	3.04%
8.	Hirdaramani Power Private Limited	31,827,927	2.36%
9.	Quick Tea Pvt Ltd	16,568,003	1.23%
10.	Mr. H.M. Udeshi	14,550,000	1.08%
11.	Tea House (Pvt) Ltd	13,092,218	0.97%
12.	J.B. Cocoshell (Pvt) Ltd	12,861,475	0.95%
13.	Cocoshell Activated Carbon Company (Pvt) Ltd	12,600,000	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.	Employees Trust Fund Board	6,972,822	0.52%
19.	Marina Blue (Private) Limited	6,969,184	0.52%
20.	Odyssey Capital Partners (Private) Limited	4,509,703	0.33%
	Other Shareholders	102,994,908	7.62%
	Total	1,350,768,942	100%

COMPUTATION % OF PUBLIC SHAREHOLDING AS AT 31ST MARCH 2025

Related Companies

Name of Related Company	Number of Shares
Akbar Brothers Pvt Limited	492,754,404
Falcon Trading (Pvt) Limited	4,325,314
Quick Tea (Pvt) Limited	16,568,003
Rosewood (Pvt) Limited	1,500,000
Hirdaramani Private Limited	279,211,864
Hirdaramani Power Private Limited	31,827,927
Mona Exports (Pvt) Limited	126,005,666
Mouldex (Pvt) LTD	7,401,648
Total	959,594,826

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. M. Najmudeen	-
Mr. V. K. Hirdaramani	186,145
Mrs. Saumya Amarasekera	-
Mr. Dilshan Hettiarachchi	332,888
Mr. Savantha De Saram	-
Mr. H.M. Udeshi	14,550,000
Spouse, Children Under/Over 18 of Director	498,435
Total	61,154,278

Chief Executive Officer

Chief Executive Officer	Number of Shares
Mr. J. B. S. L. Wimalasena	-

Computation % of Public Shareholding as at 31st March 2025

Issued Share Capital as at 31 March 2025	1,350,768,942
Related Companies	959,594,826
Directors Shareholding	60,655,843
Spouse, Children Under/Over 18 of Director	498,435
Chief Executive Officer	-
Public Holding	330,019,838
Public Holding as a % of Issued Share Capital	24.43%

SHARE PRICE INFORMATION

For the year ended 31st March	2025 Rs.	2024 Rs.
Highest	27.80	20.40
Lowest	19.20	16.50
Closing	25.00	19.60
No. of Transactions during the year	11,105	7,417
No. of Shares traded during the year	108,578,681	158,762,753
Value of Shares Traded (Rs.)	2,241,653,419	2,984,547,830
Market Capitalisation (Rs.)	33,769,223,550	26,475,071,263

INDEPENDENT ASSURANCE REPORT TO THE BOARD OF THE DIRECTORS

Deloitte.

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INDEPENDENT ASSURANCE REPORT TO THE BOARD OF THE DIRECTORS OF WINDFORCE PLC ON THE INFORMATION PRESENTED WITH REFERENCE TO THE GRI IN THE INTERGRATED ANNUAL REPORT -2024/25

Scope

We have been engaged by the management of WindForce PLC ("the Company") to perform an independent limited assurance engagement, as defined by the Sri Lanka Standard on Assurance Engagements, on the information presented with reference to the GRI (Global Reporting Initiative) in its Integrated Annual Report for the year ended 31 March 2025 (the "Report").

Management's Responsibility

Management of the Company is responsible for preparation and presentation of the information with reference to the GRI. This responsibility includes the design, implementation, and maintenance of internal control relevant to the preparation and presentation of the information that is free from material misstatement, whether due to fraud or error.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by CA Sri Lanka (Code of Ethics), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior. The firm applies Sri Lanka Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a conclusion on the information presented in Report with reference to the GRI. We conducted our limited assurance engagement in accordance with the Sri Lanka Standard on Assurance Engagements 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information ("SLSAE 3000") issued by the Institute of Chartered Accountants of Sri Lanka. That standard requires that we plan and perform this engagement to obtain limited assurance about whether the information is free from material misstatement.

A limited assurance engagement undertaken in accordance with SLSAE 3000 involves assessing the risks of material misstatement of the information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the information.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and were included,

- Comparing of the content of the Report against the GRI.

- Inquiring relevant organisation's personnel to understand the process for collection, analysis, aggregation, and presentation of data.
- Cross checking the non-financial data /information presented in the Report with the supporting documents and schedules maintained by the Company.
- Checking the calculations performed by the organisation on a sample basis through recalculation.
- Cross checking the financial information presented in the Report with the audited financial statements of the Company for the financial reporting period ended 31 March 2025.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the information, as defined above, for the year ended 31 March 2025, is not presented, in all material respects, with reference to the GRI.

Other Matter

Our assurance is not extending to the prospective/comparative information, or any other information presented in the Report other than based on the GRI. Further, we do not provide any assurance on the assumptions and achievability of prospective information presented in the Report.

Deloitte Partners.

Deloitte Partners Sri Lanka
Chartered Accountants

Colombo
5th June 2025

GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
Statement of use		WindForce PLC has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025.				
GRI 1 used		GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)		Not Applicable				
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organisational details	5, 280	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 organisation's sustainability reporting	8				
	2-3 Reporting period, frequency and contact point	8, 10				
	2-4 Restatements of information	10				
	2-5 External assurance	9				
	2-6 Activities, value chain and other business relationships	14	2-6 (b)	Confidentiality constraints	2-6 (b) due to the sensitivity of the supplier information and business transactions with suppliers we don't report on the upstream activities.	
	2-7 Employees	118	2-7 (c)	Confidentiality constraints	2-7 (c) Due to Confidentiality reasons we have not disclosed the methodologies of recording the number of employees.	
	2-8 Workers who are not employees	N/A	Omitted	Information unavailable/ incomplete	There are no workers who are not employees	

Statement of use	WindForce PLC has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not Applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-9 Governance structure and composition	152	2-9 (c)- vi, viii	Confidentiality constraints	Due to confidentiality we do not disclose.	
	2-10 Nomination and selection of the highest governance body	153				
	2-11 Chair of the highest governance body	154				
	2-12 Role of the highest governance body in overseeing the management of impacts	159				
	2-13 Delegation of responsibility for managing impacts	155				
	2-14 Role of the highest governance body in sustainability reporting	N/A	2-14	Confidentiality constraints	2-14 Due to the sensitivity of operational data embedded with sustainability Information we have not disclosed.	
	2-15 Conflicts of interest	156				

Statement of use			WindForce PLC has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025.			
GRI 1 used			GRI 1: Foundation 2021			
Applicable GRI Sector Standard(s)			Not Applicable			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-16 Communication of critical concerns	156	2-16 (b)	Confidentiality constraints	2-16 (b) the total number of critical concerns communicated to the BOD are not mentioned owing to the sensitivity of the information.	
	2-17 Collective knowledge of the highest governance body	153		Confidentiality constraints	2-17 (a) due to the sensitivity of the information we don't report on the training and development undertaken by the BOD.	
	2-18 Evaluation of the performance of the highest governance body	163		Information unavailable/ incomplete	Evaluations of the performance of the BOD is not implemented	
	2-19 Remuneration policies	157				
	2-20 Process to determine remuneration	157				
	2-21 Annual total compensation ratio		2-21 (a), (b), (c)	Confidentiality constraints	Due to confidentiality we do not disclose.	
	2-22 Statement on sustainable development strategy	49				

Statement of use	WindForce PLC has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025.					
GRI 1 used	GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)	Not Applicable					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-23 Policy commitments	170	2-23 (b)	Information unavailable/ incomplete	A policy statement on human rights is currently unavailable. However, 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	123				
	2-25 Processes to remediate negative impacts	123				
	2-26 Mechanisms for seeking advice and raising concerns	123, 158				
	2-27 Compliance with laws and regulations	134				
	2-28 Membership associations	134				
	2-29 Approach to stakeholder engagement	68				
	2-30 Collective bargaining agreements		2-30 (a) (b)	Not applicable	There are no collective bargaining agreements.	

Statement of use		WindForce PLC has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025.				
GRI 1 used		GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)		Not Applicable				
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	84	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.			
	3-2 List of material topics	84				
Economic Performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	105				
	201-2 Financial implications and other risks and opportunities due to climate change	144				
	201-3 Defined benefit plan obligations and other retirement plans	247				
	201-4 Financial assistance received from government		201-4 (a) (b) (c)	Not applicable	WindForce does not receive any assistance from the Government	
Indirect Economic Impacts						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	111				
	203-2 Significant indirect economic impacts	111				
Procurement Practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	109				

Statement of use	WindForce PLC has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not Applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Tax						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 207: Tax 2019	207-1 Approach to tax	218				
	207-2 Tax governance, control, and risk management	177, 218				
	207-3 Stakeholder engagement and management of concerns related to tax	68				
	207-4 Country-by-country reporting		207-1	Not applicable	We do not meet criteria for country by country reporting	
Water and Effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	147	303 - 1 (b) (c) (d)	Confidentiality constraints	Due to confidentiality we do not disclose.	
	303-2 Management of water discharge-related impacts	147				
	303-3 Water withdrawal		303-3 Water withdrawal	Information unavailable/ incomplete	We do not track this currently	
	303-4 Water discharge		303-4 Water discharge	Information unavailable/ incomplete	We do not track this currently	
	303-5 Water consumption	147				
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				

Statement of use		**WindForce PLC has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025.**				
GRI 1 used		**GRI 1: Foundation 2021**				
Applicable GRI Sector Standard(s)		**Not Applicable**				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		304 - 1 (a)	Confidentiality constraints	Due to confidentiality we do not disclose.	
	304-2 Significant impacts of activities, products and services on biodiversity	148				
	304-3 Habitats protected or restored	148				
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information unavailable/ incomplete	We do not track this currently	
Supplier Environmental Assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	109				
	308-2 Negative environmental impacts in the supply chain and actions taken	109				
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	119				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	122				
	401-3 Parental leave	122				

Statement of use	WindForce PLC has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not Applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Labor/Management Relations						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	125				
Occupational Health and Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	123				
	403-2 Hazard identification, risk assessment, and incident investigation	123				
	403-3 Occupational health services	123				
	403-4 Worker participation, consultation, and communication on occupational health and safety	123				
	403-5 Worker training on occupational health and safety	123				
	403-6 Promotion of worker health			Not applicable	There are no workers who are not employees	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	123				
	403-8 Workers covered by an occupational health and safety management system	123				
	403-9 Work-related injuries	118				
	403-10 Work-related ill health	118				

Statement of use		WindForce PLC has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025.				
GRI 1 used		GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)		Not Applicable				
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Training and Education						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	121				
	404-2 Programs for upgrading employee skills and transition assistance programs	121	404-2 (b)	Information unavailable/ incomplete	We have not Implemented this currently.	
	404-3 Percentage of employees receiving regular performance and career development reviews	121	404-3 (a)	Confidentiality constraints	Due to the confidential nature of development Process we do not disclose this information.	
Diversity and Equal Opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	122				
	405-2 Ratio of basic salary and remuneration of women to men	122				
Non-discrimination						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	122				
Child Labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	118				

Statement of use		WindForce PLC has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025.				
GRI 1 used		GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)		Not Applicable				
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Forced or compulsory labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	118				
Local Communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	111				
	413-2 Operations with significant actual and potential negative impacts on local communities	111				
Supplier Social Assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	109				
	414-2 Negative social impacts in the supply chain and actions taken	109				
Customer Health and Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	85				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	108				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	108				

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 144
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, 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 147
	Number of incidents of non-compliance associated with water quality permits, standards and regulations	Number	IF-EU-140a.2	Page 147
	Description of water management risks and discussion of strategies and practices to mitigate those risks	N/A	IF-EU-140a.3	Page 144 Water management risks are minimal as water is mainly used for cleaning and maintaining the infrastructure of our solar power plants.
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 1	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 123
End-Use Efficiency & Demand	Percentage of electric load served by smart grid technology 2	Percentage (%) by megawatt hours (MWh)	IF-EU-420a.2	N/A
	Customer electricity savings from efficiency measures, by market 3	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 the Group
	(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 4	Minutes, Number	IF-EU-550a.2	N/A as it is not within the control of the Group

ACTIVITY METRIC	UNIT OF MEASURE	CODE	DISCLOSURE/Pg. Reference
Number of: (1) residential, (2) commercial, and (3) industrial customers served5	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 lines6	Kilometres (km)	IF-EU-000.C	N/A
Total electricity generated, percentage by major energy source, percentage in regulated markets7	Megawatt hours (MWh), Percentage (%)	IF-EU-000.D	Solar – 241 MWh Wind – 218 MWh Hydro -102 MWh
Total wholesale electricity purchased8	Megawatt hours (MWh)	IF-EU-000.E	N/A

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
Generate and Supply Renewable Energy to the National Grid

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. R. P. Pathirana – Chairman
Mr. A. A. Akbarally – Deputy Chairman
Mr. K. B. M. I. Perera – Managing Director
Mr. Huzefa Akbarally
Mr. Hussain Akbarally
Mr. V. K. Hirdaramani
Mrs. Saumya Amarasekera
Mr. Dilshan Hettiaratchi
Mr. Savantha De Saram
Mr. H. M. Udeshi

COMPANY SECRETARY
Nexia Corporate Consultants (Private) Limited
No. 181, Nawala Road, Colombo 05.
Tel: +94 11 451 5236
Fax: +94 11 258 7490

AUDITORS TO THE COMPANY
Ernst & Young (Chartered Accountants)
Rotunda Towers, No 109, Galle Road, Colombo 03.
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
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

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 15th Annual General Meeting of the shareholders of WINDFORCE PLC will be held on 30th June 2025 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 Statement of the Company for the year ended 31st March 2025 together with the Report of the Auditors thereon.

2. **Re- Election of Directors**
   1. To re-elect Mr. Ali Asghar Akbarally – 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 01)

   2. To re-elect Mr. Huzefa 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 02)

   3. To re-elect Mr. Harin Morarji Udeshi - 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 03)

4. **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 authorise the Directors to determine their remuneration. (Resolution 04)

5. **Donations**
   To authorise the Directors to determine donations for charities for the ensuing year. (Resolution 05).

By order of the Board,
Nexia Corporate Consultants (Private) Limited

Secretaries to WindForce PLC
30th May 2025

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

FORM OF PROXY

WINDFORCE PLC
ANNUAL GENERAL MEETING

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. D. Hettiaratchi	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 15th Annual General Meeting of WINDFORCE PLC to be held at 3.30 PM, 30th June, 2025 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		

Signed on this .... day of .... 2025.

....

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	

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.

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