





Section 172(1) statement

"Protecting our planet for future generations" is at the core of our business strategy and governance. Our board is committed to making decisions that advance the long-term success of the company for the benefit of our stakeholders, always with our core purpose in mind. This statement outlines how the board considers the factors in Section 172 of the Companies Act 2006.

STAKEHOLDER CONSIDERATIONS

de believe that building strong relationships with our key stakeholders is fundamental to our longterm value creation.

EMPLOYEES:

Our people are the driving force behind our success. We are dedicated to fostering a culture of empowerment, diversity, and professional growth, ensuring our employees feel valued and supported. By actively seeking their input and providing comprehensive training, we equip our team with the skills necessary to innovate and thrive within the dynamic sustainable energy sector.

CUSTOMERS:

We view our customers as partners in the transition to a sustainable future. We are committed to delivering exceptional service and innovative solutions that not only meet their evolving energy needs but also support their own sustainability objectives. Our goal is to be their trusted provider for holistic energy solutions, from initial generation to final consumption.

SUPPLIERS:

We recognise that a responsible supply chain is essential to our environmental and ethical commitments. We actively collaborate with partners who share our values on sustainability and ethical

sourcing. Our prompt and fair payment practices, detailed in our Payment Practice Report, underscore our commitment to building strong, reliable relationships.

COMMUNITY:

Our engagement with local and wider communities is a fundamental part of our social purpose. Through our impactful Climate Education programme, we inspire the next generation by providing valuable insights into climate change and sustainable energy careers. We also empower our employees through volunteering days and other community investments, ensuring we deliver meaningful social value wherever we operate.

INVESTORS:

We are dedicated to maintaining transparent and consistent communication with our investors, providing them with timely information on our performance and strategic direction. Our commitment to strengthening the company's financial foundation was highlighted shortly after the year-end through the successful raising of a £175m bond in the Nordic bond market in August 2025. This significant transaction provides substantial long-term liquidity and reinforces investor confidence in our vision and long-term growth strategy.



LONG-TERM CONSEQUENCES

As a developer and asset owner in the renewable energy sector, our decisions are guided by a strategic imperative to build a resilient and sustainable business. We assess the long-term consequences of every action, considering:

SUSTAINABILITY:

Our investments and operations are inherently focused on promoting energy efficiency, developing renewable energy sources, and minimising our carbon footprint to advance the UK's Net Zero Pathway.

FINANCIAL STABILITY:

We actively manage and mitigate against risks to ensure robust financial health and liquidity, enabling us to continue investing in pioneering sustainability initiatives.

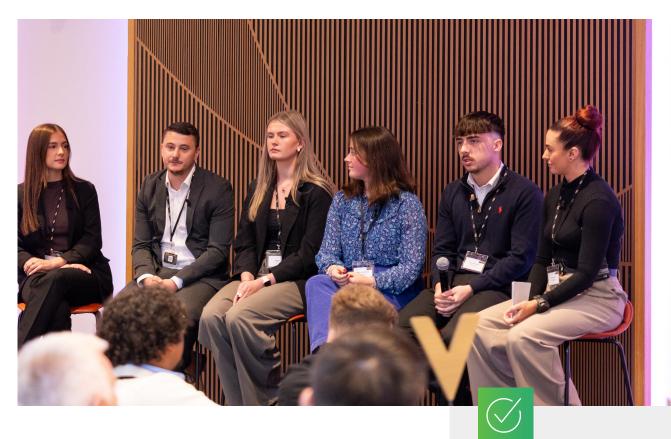
INNOVATION:

We are committed to continuous investment in technology and intellectual property, ensuring we remain at the forefront of the industry and offer market-leading solutions.

MARKET TRENDS:

We proactively anticipate and adapt to changing market dynamics, positioning the company to capitalise on emerging opportunities in the energy transition.





CORPORATE SOCIAL RESPONSIBILITY (CSR)

Our commitment to Corporate Social Responsibility is integrated into our operations and reflects our dedication to a wider social purpose.

EDUCATION AND SKILLS DEVELOPMENT:

Our educational engagement has reached over 10,000 students this year, while our apprenticeship and training schemes ensure we attract and nurture future talent for the industry.

COMMUNITY INVESTMENT:

We provide ongoing support to our local communities through sponsorships and impactful projects, such as Manchester South Foodbank, Leeds and Salford NHS Children's Hospital, Ronald McDonald House Charity and Lancaster West Neighbourhood Residents Team.

EMPLOYEE ENGAGEMENT:

We encourage employee-led charitable efforts, which have raised over £163,000 for various causes, and support a culture of giving by offering two dedicated volunteering days per year.

SUSTAINABLE PRACTICES:

We actively prioritise working with local suppliers and investing in renewable energy solutions to reduce our environmental footprint across all our activities.

CONCLUSION

By aligning our core business activities with a **responsible** and purpose-driven approach, we are well-positioned to drive long-term value for our stakeholders. This approach is central to our strategy and ensures we are contributing to a more sustainable and equitable future.

ON BEHALF OF THE BOARD

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Mr G J Fielding, Chairman 17th December 2025