OPTIMAL IMPACT COUNTRY REPORT

AN INSIGHT TO THE OPPORTUNITY OF REINVENTION INVESTING IN SRI LANKA, ASIA

enyaw™

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INTRODUCTION

AN INSIGHT INTO REINVENTON OPPORTUNITY

By sharing this country report with you, we hope it will provide a deeper insight into the country. As one of our target countries for reinvention opportunities, we believe it offers an opportunity to make a positive impact on the lives of local people, whilst making a strong return for investors by investing into the reinvention phase of our projects & ventures.

It's important to recognise, most of our data is collated from sources whom may have a bias toward things staying the same, hence publishing opinions & reports which don't favour investment attraction.

We believe it's important to be at ground level, to really get a sense of the scale of opportunity, rather than just blindly accepting what the bureaucratic organisations of the world say about a country. We do not offer investment advice, you should make your own investigations and due diligence before investing in any opportunity



THE WHY

THINK OF A CHILD YOU LOVE.

Now imagine the day comes when their parents cannot afford to keep them. Not because they stopped loving them. Because the economic system around them ran out of road.

That child is called Kofi. He is not one child. He is not one nationality, race or gender. He is thousands of children - in every country, every generation - where possibilities were decided before they could speak, by the environment they were born into.

The system is not broken, it's working exactly as it was designed - for the people who designed it. It extracts. It excludes. With every generation it produces another Kofi and calls it an unfortunate inevitability.

We call it what it is: A design decision. One that can be unmade

Everything Enyaw Group builds is either directly reinventing a broken part of that system, or generating the income that lets us do exactly that. This is why we're here. This is why we are looking for you.





THE REINVENTION MODEL

WE TAKE PLACES THE WORLD GAVE UP ON - REINVENT THEM - THEN GIVE THEM BACK

We work in frontier and emerging markets - the places where investment can make the biggest difference to the most people. We find distressed assets: Abandoned villages, failing resorts, struggling businesses, underused estates. Places with a story, a community, and a future that nobody has believed in yet.

Then we reinvent them. Completely. The physical environment. The business model. The community relationship. The way the project earns, sustains itself, and gives back. We don't just build better buildings. We build better systems.

Every project is documented as a real time series - part case study, part documentary, part proof of concept. The reinvention framework is then licensed to operators globally who want to do the same in their own communities.

Enyaw Group - Est. 1924

COMMUNITY FOUNDATION

EVERY PROJECT & VENTURE WE BUILD IS A CLOSED LOOP

That means value stays where it was created. We use local suppliers. We hire local people. We buy local. We train local. And we aim for local people to own the businesses we create - not just work in them.

Our profits are reinvested back into the community. Not as a gesture, as a permanent structural commitment - built into every project from day one. This funds food, water, healthcare, education, & opportunity for the people who live in and around what we build.

We do not extract and leave. We build, we invest, and we stay accountable.

This is what REAL sustainability looks like. Not a certificate on a wall. A community that is genuinely better, because we were there.



OUR STORY



WE'VE BEEN BUILDING SINCE 1924.

Four generations, Real estate, Business reinvention, Specialist engineering, Media, Finance, and Health. We've built things that lasted - and watched things fall when they were built for the wrong reasons. That experience is what drives how we work today.

We've now shifted to a global focus - An asset-light licensing model, appying what we've learnt from a century of building, to places that need it most. We've assembled experts across the globe: architects, engineers, health specialists, investors, & local operators who share our commitment to building differently.

We're not developers looking for a quick return. We're venture builders with a long term view - and the track record, the vision, the network, and the framework to deliver on a legacy scale.

SRI LANKA

OVERALL SCORE	19 / 30
INVESTABILITY	6 / 10
IMPACTABILITY	7 / 10
LIVEABILITY	6 / 10



In the following pages we go into details, how these scores were created across the 32 different scoring categories.

INVESTABILITY SCORE

INV

PEACE INDEX

7 / 10



The Peace Index score is taken from the Global Peace Index. The index ranks each country by order of how peaceful they are. It covers 23 different indicators, including political stability, relations with foreign countries, and number of criminals jailed in the country.

Sri Lanka scores a relatively safe score, meaning its relatively peaceful. We wouldn't want to take on projects in a warzone country, or a place where the risk of terrorism was highest. Sri Lanka offers a safe opportunity in this context, especially in the vast rural areas where the population is much lower than the main cities

INV



POLITICAL STABILITY

5 / 10

The Political stability score measures how stable a country is. If comparing the political stability of a country, its important for it to be as positive as possible. In assessment of this index, it's important to compare it with western nations, where in recent years, we might say the political stability of Western nations has become less stable, and many on the road toward civil war, yet the political stability index scores do not reflect this realty, so we could ask how reliable is this data.

With a political stability index score of a slightly negative -0.35, we can consider this to be relatively neutral, neither brilliant, nor extremely bad. We probably wouldn't want to enter a country with a very low score, for fear of civil war whilst we were actively involved or invested in the country.

INV

PROPERTY RIGHTS

5 / 10



The Property Rights Score is taken from the Heritage Foundation, Index of Economic Freedom. It measures the degree to which a countries laws can protect the rights of property owners in that system.

Sri Lanka scores at the mid point in the range, which points to a potential risk, especially where corruption might be high. It also presents an opportunity where strict guarantees might be sought from government, but also necessary for both local lawyers to be involved in contract negotiations, but also overseen by an international law firm to highlight potential risks and look to mitigate them ahead of the event. Having some kind of government buy-in may also be a beneficial factor, if they're incentivised for us to remain involved in the islands economy. Good stakeholder relations should be a paramount focus. As a general comparison, the country scores higher than many emerging market countries, and is the highest scoring country in the Asia-Pacific region.

INV



INVESTMENT FREEDOM

10 / 10

The Investment Freedom score is sourced from the Heritage foundation Investment Freedom Index. The index measures the ability of individuals and companies to move capital into, or out of a particular country or sector. Where a countries investment incentives remedy any issues, the country will recieve a recalculated score based on the ‘post investment’ status.

Sri Lanka scores low (3 out of 10) on this index pre-incentives. However under the investment incentives program, it offers full repatriation of funds, and zero dividend or witholding taxes.

INV

CREDIT RATING

2 / 10



The Countries credit rating is provided by the three main ratings agencies in the USA. The credit rating determines the ease by which a country can obtain debt, and also what rates of interest they'll pay for the loans. For external investors, this metric is an interesting factor, as it may affect the cost of borrowing for any project or venture that you wish to invest in, thus increasing project costs, and reducing potential returns. On the counter, if you're providing debt to the government, this also determines the rate that you might earn from that loan.

The countries credit score is CCC+, meaning its very poor. Whilst it might be an area of weakness for some, we believe it might be an opportunity, if you can provide the funding from overseas instead. The rates being paid for borrowing from the local market will be expensive, and thus, it presents an arbitrage opportunity to bring in capital from 'low return' overseas locations.

INV



CORRUPTION

4 / 10

The Corruption score is a weighted average of three published corruption index's. Corruption perception; Control of corruption; and Local corruption index. It factors in, corruption at government level, but also actual data at the local level. It also considers the perception of corruption, which could be biased by media, or purely the opinion of the index publisher.

In Sri Lanka, the corruption scores all score 4 or less out of 10. As with many frontier and emerging market countries, this is a factor, and a risk that needs to be managed. If we wish to be involved in these countries, it's just something that should be factored in, and managed. Having a good stakeholder relationship in place will help improve our chance of success.

INV

REGULATORY QUALITY

5 / 10



The Regulatory Quality Index measures the ability for governments to set and promote policies that encourage private sector investment and development.

Sri Lanka scores at the midway point on this index. It's worth noting that they actively look for external foreign investment, however when trying to speak with someone, it's very hard to identify contact details, or even actual members of staff who might work at the investment promotion agency. Whilst this is only one side of the equation, it may also reflect in the ability of the country for setting policies too. This we feel would warrant the current score.

INV



RULE OF LAW

5 / 10

The Rule of Law is a formal metric created by the World Justice Project to identify and score how bound government officials are to the law of the country. The better a score is, the more reliable a justice system is. It's worth noting that the majority of countries in the world, have declined in this metric over the past five years. It seems the world might be getting more dictatorial regardless of where we look.

The country scores at the midway point on this index, like many countries in the index.

INV

INFLATION

6 / 10



The Inflation score comes directly from the World bank data.

According to the World Bank data, Sri Lanka has no inflation, with an annual rate of -0.4%, meaning its slightly deflationary. This was driven by supply side corrections, meaning supplies became cheaper, mainly caused by the reduction in energy tariffs from the government. It means an investor has more purchasing power. Whilst this provides a somewhat better opportunity than other frontier or emerging countries that suffer from very high inflation, devaluing the value of any investment, in Sri Lanka, with an almost neutral level of inflation, investment shouldn't become devalued. As more investment enters the country, we estimate the slightly negative value of inflation will actually neutralize or go slightly positive. We believe this is what the country hopes for, with its push for seeking oversees investors.

INV



INTELLECTUAL PROPERTY RIGHTS

10 / 10

The Intellectual Property Rights score is based on the International Property Rights Index. It determines how well protected your Intellectual property rights are in the country. Where a countries investment incentives remedy any issues, the country will recieve a recalculated score based on the ‘post investment’ status.

Based on the published data, the country would receive a score of ‘4’, for the IP rights category. However the government incentives program resolve any issues related to Intellectual Property Rights, providing the Intellectual property is registered in the Colombo Port City. It’s worth noting, based on the low score ‘pre-investment’, if developing your IP inside the country, it would be beneficial not to grant open access outside of a small circle of people, to avoid any litigation or claim of ownership.

TAXATION

10 / 10



The Taxation score is based on the taxation rates available after investment incentives have been taken into consideration. These include import and export taxes, corporation tax, VAT, dividend and royalty taxes.

Sri Lanka is very attractive from an incentives perspective. It offers corporation tax holidays up to ten years, then heavily reduced tax rates for an additional 15 years. Import and export taxes, as well as VAT is also 0% in most cases. Full repatriation of funds, and no dividend or royalty taxes, with no withholding tax. In many sectors, it also offers tax free living for foreign employed staff which is an important factor in attracting good employees, if you can't find a suitably experienced team member locally.

INV



COUNTRY RISK

2 / 10

The Country risk score is sourced from CoFace. It measures the assumed risk level of receiving payment from corporate sources based on the political stability of the country. It also represents how high default risk is in the country.

Sri Lanka scores low in this rating. It rates corporate default risk as very high, and the overall country rating as ‘D’. What is important to factor in, is whether an investment will be reliant on the factors that create this risk. If an investment isn’t reliant on payment from corporate sources, then the risk level is irrelevant. If some degree of connection or reliance is relevant, then active risk management planning and actions should be taken, such as maintaining strict credit control, liquidity controls, emergency funds to cover non payment, as well as insurance where applicable.

BUSINESS CLIMATE

6 / 10



The Business Climate Rating measures areas around generally doing business in the country. Areas such as, how easy is to obtain accurate financial information about a company, as well as other useful information.

Sri Lanka scores just above the mid point in the group. We feel that we can improve this ourselves through our existing model of transparency. We do not need to rely on external parties, or the data they do or don't provide to the relevant authorities. By controlling this process ourselves, for every project and venture we create, reinvent or operate, all financial records and data is externally audited and verified, with a focus on maximizing transparency.

INV



LANGUAGE

10 / 10

The Language score is based solely on the principle, that if we're going to do something impactful, then we need an ability to communicate on a local level. Whilst we can use translation apps to improve communication, it just adds a layer of complexity in a place where we need to break down barriers, not create bigger hurdles to climb over, just to achieve the same objective.

Sri Lanka scores highly in this category, with English as its first language. This makes the process much easier, including making legal contracts with parties on the ground.

INV

BUSINESS EASE

6 / 10



The Business Ease score, is taken directly from the ‘Ease of doing business index, published by ‘Doing Business’. The index measures the vibrancy of the business environment based on how much regulation is in place.

Sri Lanka scores higher than the majority of Asia-Pacific and Africa, so would be a favourable choice if choosing to invest in these regions, assuming this score was a critical factor in the investment decision.

INV



COMPANY OWNERSHIP

8 / 10

The Company Ownership score takes into consideration, how easy it is for foreigners to own a company.

Company ownership in Sri Lanka, is very welcoming to foreigners. Apart from restricted types of companies which may threaten the countries national security, all companies can be 100% owned by foreigners. Property owning companies can be owned 49% by foreigners, though most people use trust structures, or a PropCo / Opco structure, including drag-along clauses, and limited voting right clauses, to remove any negative effect that 49% ownership might have. After 20 years of land ownership, the company receives 100% of the ownership.

INV

LAND OWNERSHIP

8 / 10



The Land Ownership score is based on how easy it is for foreigners to own property and land in the country.

In Sri Lanka, a foreigner cannot own 100% of the land, they can own 49%. It can also be owned through a trust, or property company using a PropCo / Opco structure. Land ownership transfers to the foreigner 100% after 20 years of ownership. Other options are 99 year leases, which most people opt for.

Whilst the legal structure isn't as attractive as some Western nations, and on the surface may present an element of ownership risk, if the right trust or operating entity is created, it removes that risk. It must be about control, rather than ownership. If you plan to sell the property within a few years, then a lease might be the better option.

IMPACTABILITY SCORE

IMP

EDUCATION IMPACT

6 / 10



The Education Impact score is a combined scoring of the countries literacy rate, the Technical vocation training enrolment rate, and the academic enrollment rate at bachelors level or above. We have flipped these rates to be based on what impact could our presence have on the countries education level. If a countries Technical vocation training has low numbers, then creating demand for these sectors and jobs, then working to invest in that training in the country, would mean we'd have a significant impact on the country.

Whilst the literacy rate is high compared to the rest of the region, at 92%, the technical vocation, and academic enrolments are low, at between 3%-5%. This presents a good opportunity to impact the countries education level from our involvement in the country.

IMP



HUMAN RIGHTS

2 / 10

The Human Rights Impact score is taken from the Human Rights Index. We score this category based on what impact we can have, using our ventures or projects, to improve the human rights of local people in the community. Where the country has a high Human Rights Index score, based on this data it provides a low opportunity for us to impact that country.

Whilst it scores low on the impact opportunity, we believe that some areas still exist for improvement, which may not have been published in the standard human rights index.

IMP

PROPERTY AFFORDABILITY

9 / 10



The Property Affordability score is sourced from Numbeo statistics. It is interpreted by, how affordable the property market is, compared to the local wages. If the affordability is low, this represents an impact opportunity, we can improve the situation by investing in further real estate development. This increases supply, which naturally reduces the cost for the local community.

The Property Affordability score for Sri Lanka is very high, with it being one of the most expensive countries in the world in the context of this specific matrix

IMP



POVERTY IMPACT

10 / 10

The Poverty Impact score is a measure of the population living on less than $5.50 USD per day. We have shifted this metric to present it as an opportunity. Where high poverty exists, by creating opportunities for investment to flow into the country, creating local jobs for local people, using a local supply chain, investing into the education and training of the local people, this will have a massive impact on the poverty levels in those local economies of the country. The higher the Poverty Impact score is, the greater the opportunity there is available.

The country has a poverty rate of 53% of the population living on less than $5.50 per day. Over half of the population. This represents an excellent opportunity to make a positive impact on the lives of these people by channelling investments into the country.

IMP

WATER IMPACT

7 / 10



The Water Impact score is a measure of the percentage of people in rural communities who have access to clean drinking water. The impact score is a measure of the size of opportunity. The higher the score, the greater the opportunity to make a positive impact on those communities.

With only 38% of people in Sri Lankan rural communities having access to drinking water, this presents an incredible opportunity to improve their daily lives, whilst doing what we do every single day - creating infrastructure that works.

IMP



FUTURE POPULATION

4 / 10

The Future Population score takes into consideration, the level of opportunity in the future economy. Is the population declining, in which case the economy and demand in the economy will shift dramatically over the next 20 years. Ideally we want to find economies with a growing population, with a bias toward a large portion of the population being under 16 years of age. In many countries there are more people aged 65+, than there are children, meaning a rapid future decline in the population, and significant long term risk for investment. This Future Population factors in the age brackets of the population, the growth rate each year, and the life expectancy.

Sri Lanka has a high child population of 22%, whilst the 65+ age group makes up 12%. The growth rate is slightly negative, meaning new births have declined. Whilst the overall score is relatively low, this has been biased by the negative birth rate. With the current young generation it represents an interesting investment opportunity despite the low birth rate.

IMP

HEALTHCARE IMPACT

3 / 10



The Healthcare Impact score is sourced from the Legatum Prosperity Index. It represents the healthcare quality within the country. We use this metric as a measure of how much the quality of healthcare could be improved.

With Sri Lanka scoring in the index with a score of 76 out of 100, the country has relatively good quality levels of healthcare provision. This means impact would be low from our involvement in the country. Investment would make a small impact according to the data, but channelling it elsewhere would probably have a greater impact on the country.

IMP



COST OF LIVING

9 / 10

The Cost of Living score is sourced from the Local Purchasing Power Index, measuring how affordable it is, for the local population, based on the cost of items, versus the local salaries in the region. The scoring is based on how much of an impact opportunity is available, by us channeling investment into the country, increasing earning potential, or reducing the cost of products and services.

The country opportunity score is very high in Sri Lanka. A unique opportunity to invest into the country to reduce the cost of products and services, whilst creating jobs to improve the local economy.

IMP

HEALTHY FUTURES IMPACT

10 / 10

The Healthy Futures Impact score, is a metric based on the level of impact we could have on the future health of the population. The metric is based on the percentage of one year old babies, with Hepatitus B.

The sad news for Sri Lanka, is that the number of babies with Hepatitus B is 97%. By bringing investment into the country, using our model, along with developing our Healthy Human concept, we might be able to make a positive dent on this statistic. This presents a huge opportunity for us to impact this country in a positive way.



LIVEABILITY SCORE

LIV

FREEDOM

2 / 10



The Freedom score is taken directly from the Staatenlos Freedom Index. This is an index based on a libertarian perspective. It considers six areas of importance - Taxes, Money, Economy & Innovation, Ownership, Self determination, and Resilience & space.

Whilst it scores low on this index, the areas which bias its low score is property ownership, money & taxation. All of these factors can be mitigated by using alternative structures. This would improve the scoring significantly. It's worth considering that the investmwent incentives available remove the issues of 'money freedom', and taxation, as identified in the pubished freedom index. Whilst we can't change our own score for this category, it's worth noting that we'd estimate the score to be around '8', bringing the overall country score up to 25 out of 30.

LIV



RESIDENCY BY INVESTMENT

10 / 10

The Residency by Investment metric is ranks how easy it is to obtain residency in a country, based on either monthly income levels, or by investing a lump sum into the country. It's important that if we're investing into a country, we need long term access to our investments, without relying on visa bureaus for approval every 30 days.

Sri Lanka offer multiple residency options. Permanent residency is not available. Residency can be obtained for up to ten years, at investments ranging between $75,000 - $500,000. Residency is also available if you can prove an income of $1,500 per month. This can lead to citizenship after five years.

LIV

CBDC SCORE

5 / 10

The CBDC score is a direct reflection of how progressive a country is toward adopting central bank digital currencies. For countries with no CBDC program, they score maximum points. For countries with a program passed the research phase, they score no points. For countries with a program in the research phase, they score five points, with a caveat to keep track of their CBDC status. Many of the countries in the research phase, have been in this phase for over ten years, and we could assume, they're obliged to enter this 'research phase', in order for the country to obtain outside funding and humanitarian support. This doesn't necessarily mean they'll move on to the advanced stages, like many of the Western nations have done.

Sri Lanka is in the Research phase, so should be tracked to ensure this status doesn't change toward the negative.



LIV



CRIME SCORE

6 / 10

The Crime score is directly sourced from data published by Numbeo. This measures actual crime statistics, in both local areas, as well as average country level data. Whilst this data is based on a country wide average, we'd expect crime to be higher in the capital city, and lower than mentioned, in more rural or township areas. Data shows that where there's high levels of poverty, this directly affects how much crime is present in that area.

Sri Lanka has relatively low levels of crime on a country level, being the 29th safest country in the world. By reducing poverty further in these communities, it will further improve safety, and reduce crime.

LIV

CITIZENSHIP BY INVESTMENT

3 / 10



The Citizenship By Investment score is based on how easy it is to obtain citizenship in the country, by investing into a project. We then consider the ‘passport index, as created by Henley & Partners to determine how good a particular passport or citizenship actually is, and valuable it is.

Sri Lanka, under this category scores a flat zero. Citizenship by Investment, is not available, however for those choosing residency, you can apply for citizenship after five years of residency in the country. Some restrictions may apply. The passport has access to just 58 countries visa free, meaning it receives its low score.

LIV



COVID STRINGENCY

8 / 10

The Covid stringency score is a metric of how dictatorial a country is, based on past records of the Great Covid scam of 2020. This is a measure of how much the country reduced the rights of the local people in favour of pushing their corporate biased agenda. We use this metric as a guide to what we might expect in the future, should they try to enforce another scam onto the people.

The country scores fairly highly in this category. Whilst it did enforce some action, compared with other countries it was relatively low enforcement.

INVESTMENT INCENTIVES

INVESTMENT INCENTIVES

Sri Lanka offers investment incentives across a number of sectors. For the purpose of this document, we're focusing on just those relevant to our own business interests:

- Real Estate Development
- Tourism
- Healthcare
- Media Production
- Investment Funds
- Innovation, R&D, and Prototype Development
- Vehicle Engineering



REAL ESTATE DEVELOPMENT

Incentives are more aligned with a develop + operate model, rather than a develop + sell model. Combining real estate development with specific industries such as tourism, offers very favourable incentives.

- 0% import tax
- 0% VAT
- 100% land ownership in Colombo Port City
- Incentives slightly more favourable toward new development, rather than redevelopment





TOURISM

The Tourism sector offers a number of attractive incentives as follows:

- 0% import tax
- 0% VAT
- 0% corporate tax (10 years)
- 6%-12% corporate tax, additional 15 years
- Full repatriation of funds
- Tax free living for key foreign staff

HEALTHCARE

Healthcare in Sri Lanka, especially in areas with poor health provision is very favorable for government approval.

- 0% import tax
- 0% VAT
- 0% corporation tax (5-10 years)
- 12%-15% additional 15 years
- Full repatriation freedom
- Tax free living for key foreign staff





MEDIA PRODUCTION

The Media Production sector offers a number of attractive incentives as follows:

- 0% import tax on equipment
- 0% VAT on equipment
- 0% corporate tax (15 years)
- 7% corporate tax, additional 10 years
- Full repatriation for profits and production fees
- Tax free living for key foreign staff

INVESTMENT FUNDS

Sri Lanka has recently changed its 0% tax structure for Investment Fund Management services. It now offers other incentives

- 15% corporate tax on Fund Management services
- Full repatriation of funds
- 0% tax on Dividends
- 0% tax on Royalties
- Tax free living for key foreign staff





INNOVATION, R&D, PROTOTYPE DEVELOPMENTS

Innovation incentives are also available and favourable in Sri Lanka

- 100% Additional CAPEX claimable in the first three years
- 0% Corporate tax (8-15 years)
- Transact in USD, EUR, or GBP
- 100% IP ownership

VEHICLE ENGINEERING

Vehicle production with a focus on exporting the vehicles, is highly favored by the Sri Lankan government. However domestic sales carry heavy taxation. Importing registered vehicles also carries heavy import taxes

- 0% import tax
- 0% VAT
- 0% corporation tax (5 years)
- 14% corporate tax, additional 10-15 years
- 0% export tax
- Enhanced Capital Allowances
- Tax free living for key foreign staff



CONCLUSION

Whilst some of the countries categories do not achieve a high score, we believe that Sri Lanka presents one of the most attractive investment & impact opportunities in the Asia-Pacific region, as well as the world as a whole. With the investment incentives available, and the ability to make such a great impact on the local communities, we believe that we'd struggle to find 'the perfect storm' of opportunity.

It's important not to take a blanket approach to opportunities, each opportunity being judged on its own merits, based on its legal structure, the ability to invest into it, the relevant tax incentives, the ownership structure, the reinvention potential, and of course, how much of a local impact our model can have on the local community, whilst still providing a healthy return for venture & project investors.



LET'S TALK

HOW TO REACH US

Send us the details of your project by email first. If it looks like a good fit, we will follow up with a WhatsApp conversation

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If you're interested in being part of our reinvention process, whether as an investor, land owner, community, or partner - we want to hear from you.

Please include in your email:

- Location & country
- What your focus & intention is
- Why you believe this is a reinvention opportunity

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