



IMPACT REPORT **2024**

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01

Previous Year Highlights



Our Previous Year Highlights



* Serving as cleaner energy source, to over 10m people
** 100% effluent water management from Sygen Pharma operations

Through Àrgentil Capital Management Limited (ÀCML)'s investments and portfolio companies, 4,500 jobs were created, 45 training programmes delivered, and 50% of early-stage funding directed to female-led businesses.

On climate action, 349,024 tonnes of CO₂ are to be reduced annually, 900 containers were recycled, and 100% effluent water management achieved. In health and well-being, 14 product portfolios and 3 life wellness solutions were implemented. On infrastructure, 117 construction contracts delivered 250 homes.

Powered by PRI, 2X Challenge, and IRIS+, ÀCML measures what matters.

In this 2024 report, ÀCML will spotlight three portfolio companies and expand impact through initiatives like onboarding Sygen Pharmaceuticals to the Manufacturing Africa programme

02

A Message
from the
Managing
Partner



Message from The Managing Partner

Building a Legacy of Impact Through Our ESG Journey



Gbenga Hassan
Managing Director

“

This year we have improved the way we integrate Environmental, Social, and Governance (ESG) principles into our investment strategy.

”

At Àrgentil, we have always maintained a steadfast belief in the transformative power of investment, not solely as a means of driving growth and delivering financial returns, but as a catalyst for unlocking meaningful, lasting value within the communities we serve.

As a society, we face significant environmental and social challenges on a global scale. It is therefore essential to recognise that our values must extend beyond financial metrics. We must strive to forge a positive and lasting legacy, one that unites people and planet as part of a shared future.

This year we have improved the way we integrate Environmental, Social, and Governance (ESG) principles into our investment strategy. Doing so is in line with our long-term commitment to aligning our business objectives with the United Nations' Sustainable Development Goals (SDGs) and addressing the unique challenges and opportunities that are present in our target markets and the wider Sub-Saharan Africa region

At Àrgentil we believe the potential for transformative impact from our investments is immense. From pioneering clean energy initiatives, supporting the provision of

affordable housing solutions, promoting job creation, making food and medication affordable and available and supporting female led business uniquely positioned to serve as a catalyst for change.

Through this report, we aim to highlight the proactive steps we are taking to further embed sustainability in our investment practices, showcase the invaluable contributions of our portfolio companies, and articulate our vision for a future where sustainable practices become an integral part of every decision we make.

We remain committed to engaging with, listening to, and learning from our stakeholders as we continuously seek to improve our approach and amplify our impact. Together, we can transform challenges into an array of opportunities, fostering innovations that enhance social equity and environmental stewardship, ultimately crafting a legacy for future generations to benefit from and pay forward thereafter.

Thank you for embarking on this transformative journey with us. Your partnership is essential as we work together toward a sustainable future.

03

About ÀCML

- *Who we are*
- *Our Team*



About Àrgentil Capital Management Limited (ÀCML)

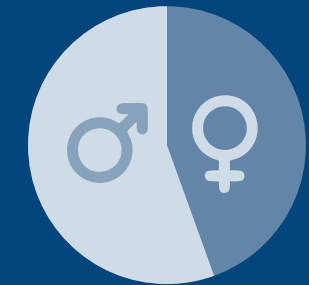
Who We Are



\$100M+
deployed in
focus markets



125+
years of combine
team experience



2019
PEA Deal of the
Year Award



2024
PEA Portfolio
Company of the
Year Award

45:55
female-to-male
investment team
ratio

Àrgentil Capital Management Limited (ÀCML) is a Nigeria-based private equity, principal investment, and asset management firm with a decade-long track record of investing across West Africa. Since our inception in 2012, we have focused on supporting small and medium-sized enterprises (SMEs) with high growth potential, especially those led by visionary and innovative entrepreneurs. Through these investments, we aim to drive value creation, enable job growth, and foster sustainable business practices.

Our team brings together over 125 years of combined experience across private equity, deal origination, financial advisory, and asset management, both within the West African region and globally. We have successfully deployed over US\$100 million in our focus markets and are supported by a dedicated team of investment professionals with deep local insight and institutional experience.

ÀCML has earned global recognition for our investment activity. Notable achievements include winning the Private Equity Africa (PEA) Deal of the Year Award in 2019, and the PEA Portfolio Company of the Year Award in 2024. We have also been twice shortlisted for "Impact Investor of the Year" at the Impact Investor Foundation (IIF) Awards. Recently, one of our senior partners received the AVCA recognition for Black Leaders Awareness Day and was honoured with the Individual Decade Award at the 2024 PEA Awards.

We are committed to gender equity, maintaining a female-to-male investment team ratio of 45:55, with continued ongoing efforts to strengthen diversity and inclusion across our operations

Our Commitment to Impact and ESG

ÀCML is deeply committed to advancing sustainable and impactful investment in Africa. Our investment strategy is built around three core ESG priorities:

- Job quality and gender equity
- Operational sustainability
- Alignment with the United Nations Sustainable Development Goals (UN SDGs)

To date, our investments have delivered measurable contributions to **12 of the 17 UN SDGs**, reflecting our mission to generate both financial and social returns. We embed **ESG** considerations into every stage of the investment cycle—from sourcing and due diligence to portfolio management and exit.

Our Funds and Forward Strategy

ÀCML is currently raising capital for a third vehicle, the **Àrgentil Investment Fund (ASIF)LP**, with a target size of US\$75 million. ASIF is designed to address the financing gap faced by SMEs across priority growth sectors, with investment ticket sizes ranging from **US\$2 million to US\$5 million**, through a combination of equity and quasi-equity instruments. ASIF will be guided by globally recognised ESG and impact measurement frameworks, including:

- GIIN's IRIS+ system for impact metrics
- The 2X Challenge for gender lens investing
- UN Global Compact (UNGC) principles
- Principles for Responsible Investment (PRI)
- IFC Operating Principles for Impact Management (OPIM)
- African Carbon Initiative
- International Finance Corporation (IFC) Exclusion List

ÀCML is a proud signatory to the **UN Global Compact**, and we continue to align our operations with the ten principles on human rights, labour, environment, and anti-corruption. As we grow, we are committed to expanding our transparency, deepening impact reporting, and maintaining alignment with emerging global best practices.

04

Key
Frameworks,
Partnerships
and Assurance









ESGI Frameworks ^(1/2)



ÀCML is a signatory to and actively participates in several internationally recognised frameworks that guide responsible investment, ESG integration, and impact measurement. These include the United Nations Global Compact (UNGC), which informs our principles on human rights, labour, environment, and anti-corruption; and the African Carbon Initiative, which reinforces our commitment to climate-conscious investment strategies. As we continue to grow, ÀCML is strengthening its alignment with additional global standards to enhance our ESG capabilities and impact rigour. We are actively working toward adopting and implementing the **2X Challenge criteria**, reinforcing our commitment to gender-smart investing. We are also aligning our internal policies with the **Principles for Responsible Investment (PRI)** and the **IFC Operating Principles for Impact Management (OPIM)** to ensure consistent, transparent, and accountable practices across our investment lifecycle.

These frameworks serve not only as benchmarks but as tools for continuous improvement, helping us ensure that every dollar we deploy contributes meaningfully to inclusive, resilient, and sustainable development in the regions we serve.

Our commitment & application	
ESG & Climate	 <p>United Nations Global Compact</p> <p>ÀCML is a proud signatory of the United Nations Global Compact, having joined in 2022. We are guided by its ten universal principles across human rights, labour, environment, and anti-corruption. These principles are reflected in our internal policies and are applied throughout our investment cycle, from pre-investment due diligence to post-investment monitoring. In practice, we use the UNGC framework to:</p> <ul style="list-style-type: none"> Screen for red flags during ESG risk assessments. Guide portfolio company engagements, especially around workplace practices and governance. Inform our annual ESG reporting structure, particularly in the areas of ethics and compliance. As of our latest review, our investments have addressed 12 out of the 17 United Nations Sustainable Development Goals (SDGs), highlighting our commitment to inclusive and responsible development.
	 <p>CFA Climate Finance Accelerator</p> <p>ÀCML's participation in the UK-FCDO-backed Climate Finance Accelerator began in 2022, further strengthening our approach to low-carbon development and blended finance. Through this platform, we have worked with the CFA team and partners to:</p> <ul style="list-style-type: none"> Refine the climate-related value proposition of specific investments. Develop financing strategies for clean energy and low-emission infrastructure.
	 <p>AFRICA CARBON MARKETS Initiative</p> <p>ÀCML actively supports the African Carbon Markets Initiative, which aims to scale voluntary carbon markets across the continent. As part of this effort, we are exploring investment strategies and partnerships that enhance carbon credit access and climate resilience in West Africa. Our commitment to ACMI is reflected in:</p> <ul style="list-style-type: none"> Early-stage engagement with climate-smart businesses with carbon mitigation potential. Internal conversations around how to price carbon risk and value co-benefits in our pipeline. Long-term intention to support the development of investable, verified carbon projects in our region. We have also incorporated carbon-conscious assessment criteria into our broader climate-friendly investment screening.
Impact Management	 <p>PRI Principles for Responsible Investment</p> <p>ÀCML is aligning its internal ESG processes with the PRI framework. Although we are not yet formal signatories, we have adopted several of the PRI's six principles in our investment selection, engagement, and portfolio management practices. This includes:</p> <ul style="list-style-type: none"> Using ESG checklists and scoring tools during due diligence. Incorporating ESG clauses in shareholder agreements and side letters. Conducting periodic ESG reviews to assess performance and track improvements. Our current objective is to align our internal policies and reporting structures with the PRI to enable future signatory status.
	 <p>2X Challenge</p> <p>ÀCML has been working toward alignment with the 2X Challenge criteria since 2022, a global standard for gender-smart investing. We are currently embedding the 2X eligibility thresholds across our deal sourcing and screening processes, with a focus on:</p> <ul style="list-style-type: none"> Women in leadership roles at portfolio companies. High female employment rates or inclusive workplace policies. Support for women-owned businesses or products that target women consumers. Our gender lens strategy targets 30% ownership or leadership by women across our portfolio.
	 <p>IFC International Finance Corporation WORLD BANK GROUP</p> <p>ÀCML began aligning with the IFC's Impact Principles in 2022 to strengthen transparency, measurement, and accountability in impact investing. We have begun applying the nine principles by:</p> <ul style="list-style-type: none"> Clearly articulating impact objectives at the fund and deal level. Mapping each investment to relevant SDGs and using metrics aligned with IRIS+. Establishing processes for impact verification and exit-level assessment. Our internal impact management system is structured to ensure alignment with the full scope of the nine IFC principles.

ESGI Frameworks ^(1/2)

(Continued)

Our commitment & application	
Impact	<div>  <div>Operating Principles for Impact Management</div> </div> <p>ÀCML began aligning its investment approach with the Operating Principles for Impact Management in 2022. These nine principles serve as a foundational framework for managing and measuring impact throughout the investment lifecycle. Our commitment to OPIM is reflected in how we:</p> <ul style="list-style-type: none"> • Set clear impact objectives at both fund and deal levels. • Map each transaction to relevant Sustainable Development Goals (SDGs). • Apply IRIS+ metrics to define, monitor, and report on impact performance. • Embed verification and exit assessment practices to track delivery. Though ÀCML is not yet a signatory, our internal processes are fully aligned with OPIM, and we continue to strengthen our accountability mechanisms in anticipation of formal adoption.
	<div>  </div> <p>ÀCML uses the IRIS+ system developed by the Global Impact Investing Network (GIIN) to guide portfolio-wide impact measurement and management. This global framework provides standardized indicators that ensure our impact data is consistent, comparable, and decision-useful. In practice, IRIS+ enables us to:</p> <ul style="list-style-type: none"> • Define clear KPIs across our investment themes. • Measure outcomes tied to our impact thesis at the company level. • Track portfolio-wide performance in alignment with global standards. All key impact metrics used in our reporting, including gender lens indicators, job quality, and environmental outputs, are selected from the IRIS+ catalogue.
	<div>  </div> <p>ÀCML's investment strategy is closely aligned with the United Nations Sustainable Development Goals. We recognize the SDGs as a universal framework for inclusive, equitable, and sustainable development. To date, our portfolio has contributed to 12 of the 17 SDGs, with direct impact in areas such as:</p> <ul style="list-style-type: none"> • SDG 5 – Gender Equality • SDG 7 – Affordable and Clean Energy • SDG 8 – Decent Work and Economic Growth • SDG 9 – Industry, Innovation and Infrastructure • SDG 13 – Climate Action <p>Each investment is mapped to specific SDGs during the screening process, and we monitor impact through measurable ESG and value creation metrics. Our goal is to ensure that every capital deployment contributes meaningfully to long-term development outcomes in West Africa.</p>



ESG Strategy ^(2/2)



Environmental, Social, and Governance & Impact (ESGI) considerations are embedded at every stage of ÀCML's investment process — from initial screening through to exit. This integration ensures that we not only identify financially sound opportunities but also assess the long-term sustainability, resilience, and inclusivity of the businesses we invest in.

During the **due diligence phase**, we conduct a comprehensive assessment of each potential investee company's operations. This includes identifying environmental and social risks, evaluating governance practices, and assessing the company's alignment with relevant **UN SDGs**, compliance with the **IFC Exclusion List**, and potential contributions to inclusive economic growth. We also evaluate each company's capacity and willingness to track impact data, implement ESG improvement plans, and comply with international reporting standards.

Post-investment, we adopt a proactive approach to ESG and impact management. We work closely with portfolio companies to establish tailored ESG action plans and support the integration of good practices into their operations. Our impact monitoring framework leverages globally recognised tools and standards such as **GIIN IRIS+**, **2X Challenge indicators**, and **IFC Operating Principles for Impact Management (OPIM)** to ensure structured, comparable, and decision-relevant reporting.

We have designed an impact framework for ÀSIF built on our **UN SDG-aligned theory of change**, tailored to individual portfolio companies based on our pre-acquisition impact due diligence results. Positive contributions to the societies and economies in which our portfolio companies operate would be measured against the UN SDGs and IRIS+ System metrics, indicators and targets. Deals selected must ideally address at least 1 SDG from the following 3 categories in addition to any other SDG:

Sustainability of operations



SDGs: Sustainable cities & communities, Climate action

KPIs:

- International certifications,
- Quality of infrastructure,
- Resource efficiency programming,
- Water-saving,
- Energy-saving,
- Waste management,
- Carbon emissions,
- Contraventions.

Job quality and diversity



SDGs: No poverty, Gender equality, Decent work

KPIs:

- A decent living wage,
- Gender equality,
- Employee benefits,
- Career-building opportunities,
- A fair & engaging workplace,
- Employee incidents and Employee disputes.

Alignment with our 4 preferred sectors



- Agriculture (Increased food production capacity, improved farmer income)
- Energy (access to renewable power, CO² emission reductions)
- Infrastructure (Improved quality index, better transportation access)
- Healthcare (Affordable medicine, expanded healthcare services)

05

Our Approach to ESGI & ESGI Reporting



Our Integrated Approach

Stage	Action	Process & Outcomes
Risk Analysis(Pre-Investment Screening & Due Diligence)	<ul style="list-style-type: none"> We carry out a critical and a detailed screening of prospective investee companies with a strong focus on operations, risks and ESG alignment. 	<ul style="list-style-type: none"> We categorize risks according to their point of occurrence (e.g., operational, regulatory, financial, governance). We conduct a sector-specific ESG risk assessment, using external consultants where necessary. We develop a customized Theory of Change for each investment, ensuring alignment with global standards (e.g., PRI, SDGs, IRIS+). We Identify key ESG factors to monitor (e.g., governance policies, environmental impact, employee welfare). We assess ESG materiality: Identify top ESG risks and opportunities for each investee based on sector and geography. We establish clear ESG agreements and action plans that will govern the relationship with investees.
Investment Management & Risk Reduction.	<ul style="list-style-type: none"> We Implement Structured ESG risk management and value creation strategies post investment. 	<ul style="list-style-type: none"> We conduct regular ESG reviews and impact tracking (quarterly or biannual assessments). There is proactive engagement with management teams to guide ESG policy improvements. We conduct capacity-building workshops for investee leadership teams on ESG best practices. We have a defined corporate governance and business integrity standards to improve accountability. We set KPIs for ESG targets and ensure alignment with fund-wide ESG goals.
Investment Monitoring & Reporting	<ul style="list-style-type: none"> We Establish a sustainable monitoring system that ensures impact tracking, progress measurement, and transparent reporting to investors and stakeholders. 	<ul style="list-style-type: none"> Theres quarterly ESG performance reports provided to LPs and stakeholders. Theres periodic on-site ESG audits to track compliance and effectiveness. We maintain an open channel with investees for continuous ESG improvement. We implement impact dashboards with standardized and sector-specific ESG metrics.
Investment Monitoring & Reporting	<ul style="list-style-type: none"> Design an ESG aligned exit strategy that ensures long term sustainability and preserve positive impact continuity. 	<ul style="list-style-type: none"> Define ESG criteria for prospective buyers to ensure impact continuity. Include specific ESG clauses in the exit agreement that protect long-term sustainability goals. Ensure that new ownership upholds key ESG principles, such as fair labor practices, emissions reduction targets, and transparent governance. Conduct a final ESG performance review, measuring: <ul style="list-style-type: none"> Improved ESG scores since initial investment Carbon footprint reduction achieved Social impact milestones reached Investor Learning & ESG Evolution: Continue updating ÀCML's impact investing framework based on industry best practices. Share ESG lessons and successes with LPs and the wider investment community.

Our Responsible Investment Strategy

At Àrgentil, our investment philosophy is anchored in the belief that responsible investing is fundamental to creating sustainable value. Our ESG approach is guided by clarity, focusing on **who we partner with, what areas we prioritize, how we integrate sustainability into our investment process, and why it matters to us and our stakeholders.**



Responsible investing is built on the collaboration of key stakeholders committed to sustainable growth.

Our investment team ensures that ESG principles are integrated into decision-making, balancing financial performance with long-term impact.

Our portfolio companies are actively working to strengthen governance, reduce environmental footprints, and enhance social outcomes.

Our investors support and drive the commitment to sustainable investments, ensuring capital is allocated responsibly. Finally, the communities and employees impacted by our investments benefit from job creation, improved working conditions, and economic growth.



Our ESG strategy is embedded throughout the investment lifecycle, ensuring sustainability considerations are prioritized.

Environmental impact is addressed through investments in clean energy, carbon reduction initiatives, and sustainable infrastructure.

Social responsibility is upheld by supporting diversity, equitable labor practices, and ethical business conduct.

Governance excellence is achieved by ensuring transparency, accountability, and robust corporate structures.

By aligning our investment approach with these principles, we create value that extends beyond financial returns.



Our ESG framework is structured to ensure consistency and measurable impact.

During the pre-investment phase, we conduct rigorous due diligence to assess ESG risks and opportunities, ensuring alignment with our sustainability objectives.

Post-investment, we actively engage with portfolio companies to implement ESG action plans, enhance operational efficiencies, and drive compliance with industry best practices.

Monitoring and reporting are conducted through global ESG benchmarks to ensure transparency and measurable progress.

At the exit stage, we ensure that the companies we have invested in are positioned for long-term sustainability, transitioning to responsible ownership that upholds ESG principles.



Integrating ESG considerations into investment decisions is fundamental to long-term value creation.

Risk mitigation is strengthened by identifying and addressing regulatory, reputational, and operational risks.

Financial performance is enhanced as companies with strong ESG practices demonstrate resilience and competitive advantages.

Sustainability ensures long-term business viability, enabling companies to navigate evolving market and environmental conditions.

Investor confidence is reinforced, as ESG aligned investments align with growing regulatory expectations and stakeholder priorities.

06

A Message From Our Head of Sustainability

Message from Head of Sustainability

Engaging Meaningful Transformation



Peju Kayode-Aluko

Head of Sustainability

ÀCML is committed to integrating ESG considerations including gender, climate and processes. I, as team lead, Consequently, stay immersed by doggedly keeping abreast with every global and industry-focused development in ESM. I intend to continue to work closely with my colleagues and portfolio companies' designated ESG interphase, especially cascading information and skills I have acquired. Consequently, carry everyone along and make ESG awareness second nature. Our key ESG policy is to embrace change and improvement as a continuous occurrence in prioritizing strategic focus points as we seek funds and build long lasting value. These influence and guide our business processes & action plans through the investment cycle and as an extension, the impact we make on the value chains in our different portfolio companies. These imply establishing fulfilling jobs, productive working conditions and an inclusive environment. These companies themselves act as positive change agents in their societies.

Synchronizing global standards with African contexts.

Our network includes African and global investors, partners and advocates and as a result we a few create a synergy with the expectations, interests and resources. We regard the high global standards as a motivating force to apply ourselves towards transformative capacity-building. We exercise ownership by constantly communicating and collaborating with investee management teams to steer the companies in the expected direction while building capacity to identify, anticipate and efficiently manage ESG risks & opportunities. We deploy our in-depth knowledge of the African business context and financial expertise in providing effective technical support.

Institutionalizing ESGI best practices for consistent performance

As signatories to a few global ESG frameworks we design and abide by our ESG policy according to the standards and practices of the frameworks. Consequently, we are currently developing our communications and data analytics system to support accountability, transparency and the assurance of data driven decisions. In addition, we set a portion of investor fund aside for other technical support. This ensures that every important area is addressed in drawing up the contracts that govern the investment relationship from providing resources to build efficient management systems, engaging experts, executing ESG plans to stakeholder reporting. Our core team liaises with the dedicated ESG champion in our investee companies through dedicated lines of communication through which we provide the necessary support in building valuable businesses with sustainable best practices.

07

Our Approach to Climate Change



At ÀCML, we recognize that climate change is not just an environmental issue but a financial and investment risk that must be integrated into our decision-making. As a firm with a strong track record in private equity and principal investments, we are committed to ensuring that our investment strategy aligns with climate resilience, energy efficiency, and sustainability goals.

Through the ÀSIF, we focus on supporting businesses that drive long-term economic growth while mitigating environmental risks. Our investments are guided by international ESG and climate finance frameworks, including IRIS+, GHG Protocol, TCFD, and 2X Climate Finance.

Our Standards and commitments

 PRI Principles for Responsible Investment	 SUSTAINABLE DEVELOPMENT GOALS
 IFRS ®	 IRIS+
 PARIS2015 UN CLIMATE CHANGE CONFERENCE COP21·CMP11	 Operating Principles for Impact Management
	 United Nations Global Compact

Integrating Climate Risk into our Investment Strategy

At ÀCML, climate risk is a financial risk. We embed climate considerations at every stage of the investment process, ensuring that the businesses we back are resilient, adaptive, and aligned with the transition to a low-carbon economy.

Due Diligence

Every investment undergoes climate risk screening as part of our ESG assessment.

We evaluate physical risks (floods, heat stress, extreme weather events) and transition risks (regulatory changes, carbon pricing, market shifts) to determine the long-term viability of a business.

Sector Prioritization

Our investment strategy targets climate-resilient businesses, with a focus on:

- **Clean energy:** Supporting distributed energy solutions, renewable energy adoption, and energy efficiency projects.
- **Climate-smart agribusiness:** Investing in sustainable farming, water conservation, and regenerative agricultural practices.
- **Sustainable consumer & logistics:** Backing companies transitioning to green supply chains, circular economy models, and waste reduction initiatives.

Climate Commitment

ÀCML aligns with global climate investment standards, positioning itself as an attractive vehicle for climate-conscious institutional investors.

08

Our Impact Case Studies





Advancing Gender Equity and Social Inclusion (GESI) in Our Investments

Job Quality & Diversity



Over the years, impact has been central to our investment strategy, with a strong focus on improving gender diversity and inclusion. ÀCML's investments across portfolio companies have achieved significant progress in this area, with 40% of our portfolio companies now being gender-focused/female led, up from an initial 10% in 2022. We aim to further strengthen this statistic by making viable investment that cuts across the various areas of gender lens with a focus on promoting financial inclusion, leadership representation and investing in opportunities that meets the need of women.

Why is Gender Diversity Important to Our Investments?

Improving gender diversity and inclusion is vital to our investment process as it aligns with our commitment to social progress and enhanced business performance. Research shows that gender-diverse teams make better decisions, minimise risks more effectively, and deliver higher returns. By fostering inclusivity, ÀCML aligns its investments with ESG principles, which are integral to driving meaningful impact. Furthermore, women remain underrepresented in organisations and businesses despite their significant contributions to the economy.

In Nigeria, women entrepreneurs account for over 40% of small and medium-sized enterprises but face systemic barriers to mainstream financing. ÀCML aims to bridge this gap by promoting financial inclusion and reducing gender inequalities in governance, leadership, and ownership. Investing in diverse leadership and women-led businesses not only drives innovation but also enhances our reputation as a socially responsible and forward-thinking firm. Through these efforts, we strive to create lasting economic and social value while advancing gender equity across our portfolio companies.

A Vision for Workplace Transformation

From the onset of our investment in Sygen Pharmaceutical Limited in 2020, ACML saw the opportunity to revive a business with strong market brands but in distress and the same time transform it into a great workplace that prioritises dignity, equity, and long-term professional growth. Post acquisition, Sygen inherited a challenging legacy from Nigerian German Chemicals (NGC) PLC, a company that had fallen into receivership and therefore had issues with employee welfare and weak organisational motivations

Working with management's transformational plan there was a deliberate approach to integrate **ESG principles** and build a stronger, more inclusive workforce. Guided by the 2X Challenge framework, our vision was to reposition Sygen as a gender-smart employer and create the right structures to drive long-term value for its people. This has been further enhanced through working with the Foreign Commonwealth Development Office Manufacturing Africa Programme who has supported with Sygen's implementation of its GESI.

Today, Sygen is well on its way to becoming a workplace where governance, inclusion, and human capital are as important as financial metrics.

The Journey So Far: Progress in Action

Sygen's evolution reflects meaningful application of the 2X Challenge framework across multiple dimensions:

- **Governance & Ownership**
- **Leadership**
- **Employment**
- **Supply Chain & Products**

More details are presented on the next slide

What Next?

Building on the progress so far, Sygen is now focused on institutionalising gender equity across all aspects of its operations. Over the next three months, the company will develop a gender-responsive grievance and mediation process, alongside training materials, to help identify and manage workplace gender-based violence and harassment (GBVH) concerns more effectively.

A gender target of 25% female employment has also been formally set, with new indicators introduced to support this, including provision for maternity leave, breastfeeding facilities, and tracking of women-specific needs across HR systems.

Additionally, Sygen plans to:

- Incorporate GBVH-specific language into its existing non-discrimination policy.
- Develop a formal tracking system to integrate gender action items into broader business strategy.
- Track gender-related data from suppliers and explore ways to support and increase sourcing from women-owned contractors and suppliers.
- Begin disaggregating customer satisfaction data by gender, especially in areas such as product distribution, marketing experience, and strategic decision-making, to better understand and respond to the needs of female consumers.

These targeted steps reflect Sygen's shift from baseline compliance toward active gender integration. The aim is not only to create safer and more inclusive workplaces but also to drive systemic change across its value chain and customer engagement practices.

Since inception, Sygen has taken deliberate steps towards alignment with the 2x challenge. As a result, the company has made notable strides in implementation of processes and policies which help reduce inequalities in the workplace as follows:

		Current Status	Next Steps
<div>Basic 2X ESG¹</div> <div>The basic assessment of Sygen's fundamental environmental and social (E&S) standards that is required for 2X alignment. Particular attention is paid to their safeguarding measures against gender-based violence and harassment (GBVH).</div>		ESG	<ul style="list-style-type: none">Currently Sygen is compliant with ILO (international Labour Organization) standards and is working towards including GBHV safeguarding measures to be fully 2x Basic compliant.Sygen will be developing gender-responsive grievance mediation process and training materials to identify and manage GBVH issues in the workplace over the next 3 months
<div>Governance & Accountability</div>		G&A	<ul style="list-style-type: none">Sygen has developed a non discrimination and harassment policy.Develop a tracking system to incorporate gender action items into business strategyGBHV integration into nondiscrimination policySygen will be developing gender-responsive grievance mediation process to identify and manage GBVH (Gender-Based Violence and Harassment) issues in the workplace.
1	<div>Entrepreneurship & Ownership</div> <div><ul style="list-style-type: none">Expand opportunities for women entrepreneurs & business owners by providing access to finance.Promote women entrepreneurs & business owners as role models.</div>	C ₁	<ul style="list-style-type: none">Sygen currently has 15% of shares owned by women, falling short the 2x threshold of 51%Develop a strategy to gradually raise women's ownership (e.g., through Employee Share Ownership Plan (ESOP) targeted at female employees or inviting female investors into the cap table).
2	<div>Leadership</div> <div><ul style="list-style-type: none">Promote equal opportunity & the benefits of corporate & board diversity.Promote women business leaders as role models.</div>	C ₂	<ul style="list-style-type: none">Sygen's meets the 2x leadership criteria with 40% of the board comprising of women and 50% of its medical advisory boardNo further actions
3	<div>Employment</div> <div><ul style="list-style-type: none">Drive increased gender diversity of employees & improve women's access to quality work opportunities.Support women's career advancement & development.</div>	C ₃	<ul style="list-style-type: none">Only about 23% of Sygen's employees are women and the company is working towards establishing gender targets for the workforce.Gender target of 25% with regards to female employment has been established by the management and Indicators such as maternity leave, breastfeeding facilities, medicals etc. introduced.
4	<div>Supply Chain</div> <div><ul style="list-style-type: none">Enhance supplier & supply chain diversity.Empower businesses in the supply chain which are owned, led/founded by women /provide access to quality work opportunities for women.</div>	C ₄	<ul style="list-style-type: none">Sygen is yet to make an explicit commitment to having women in their supply chainTracking of gender related data of suppliers and assessment of opportunities to improve across the supply chain and tracking women-owned suppliers and contractors traded with.
5	<div>Products & Services</div> <div><ul style="list-style-type: none">Provide women access to products & services that enhance their well-being and/or drive gender equity.</div>	C ₅	<ul style="list-style-type: none">Sygen has developed three product categories that enhances wellbeing in teen girls, women aged 20 and above as well as pregnant women.Tracking customer satisfaction disaggregated by gender related to their experience with marketing distribution and strategic decision making.



Promoting Sustainability with Our Portfolio Companies

Sustainability of Operations



Our investment in THN reflects Àrgentil's commitment to sustainable, efficient, and future-facing infrastructure. THN is rethinking how spaces are built in Nigeria by using Corgetecture, a modular construction method that repurposes shipping containers into homes and workspaces.

Since our investment, the company has:

- Repurposed over **900** containers across multiple sites
- Reduced construction timelines by up to **3X**
- Cut costs by an average of **25%** compared to traditional methods
- Transitioned up to **75%** of operations to solar energy, reducing diesel dependence
- Aligned its developments with IFC's EDGE green building standards

These outcomes speak to THN's ability to address both affordability and environmental sustainability, creating infrastructure that is adaptable, efficient, and climate-resilient.

Why This Matters to Our Strategy

At Àrgentil, we see sustainability as a driver of long-term value. Rising energy costs, infrastructure inefficiencies, and the growing need for climate-resilient development make innovation in this space essential.

THN's work demonstrates how bold, practical solutions can address these challenges. By embedding sustainable practices into its model, the company is delivering measurable impact, both economically and environmentally. Supporting this kind of innovation aligns with our broader commitment to investing in businesses that are shaping more inclusive and resilient futures.

Sustainability in Action

Before our investment, THN's operations relied heavily on diesel, with high energy costs and zero waste management systems in place. That's now changed.

Today, up to 50% of energy used on THN's latest housing development, 3 Cliffs haven comes from solar power, reducing diesel consumption by over 300 liters monthly and cutting emissions by approximately 10.54 tons of CO₂ emissions monthly.

Their Cargotecture model is also delivering results. In 2024 alone, THN repurposed 30 containers, on 8 different projects cutting across sectors such as healthcare, Telecoms, banking, and hospitality. Projects are now delivered in as little as 4-6 weeks for a standard 20ft container office space fit out which could take up to 3 month using traditional methods.

The company also utilises solar power on its housing projects. As a result, tenants now save up to 20% on utility bills, proving that sustainability can be both smart and affordable.

Driving Inclusive, Scalable Innovation

THN's sustainable model is not just climate friendly, it is more accessible. THN building methods helps contribute to the local economy by upskilling semiskilled workers on prefabrication methods.

Thanks to its faster delivery cycles and lower construction costs, THN is also prioritizing developing a product for first time house owners and young professionals as well as continuing their mandate to provide solutions for the healthcare sector.

In 2024 alone, THN:

- Trained 77 semiskilled workers
- Became IFC EDGE (Excellence in Design for Greater Efficiency) certified in sustainable construction methods

What Next?

As demand for affordable and climate-smart spaces grows, THN is scaling its Corgetecture model to new projects across the 36 states.

Plans are underway to achieve 70% renewable energy adoption across its residential developments by 2030. The company is also plans to develop wellness centres and healthcare facilities in Lagos.

With every project, THN is proving that sustainable construction is not just possible, it is scalable, inclusive, and commercially viable. And as they grow, so does the impact.





Empowering Future Generations Through Inclusive African Narratives

Kunda Kids:
Peace & Justice



Over the years, impact has been central to our investment strategy, with a growing focus on promoting inclusive education, cultural equity, and global citizens through storytelling.

ÀCML's investments across portfolio companies reflect our belief that building strong institutions starts with access to inclusive, culturally relevant learning and the promotion of diverse voices in media and education. In a global landscape where cultural representation is often unequal, our focus is to support platforms that champion inclusion, challenge stereotypes, and foster a sense of identity and belonging from early childhood.

Why is Gender Equity Important to Our Investments?

Our approach to peace and justice extends beyond the conventional lens of legal systems and governance. We believe true systemic transformation begins with early access to value-based education, cultural pride, and representation. For millions of African children, access to literature and media that reflect their heritage and lived experiences remains limited. This gap contributes to a long-term erosion of identity, confidence, and inclusion, both within their communities and on the global stage.

Through our investments, we aim to bridge this gap by supporting businesses that promote early childhood education, historical literacy, and social inclusion, particularly for underserved African communities at home and in the diaspora. We see this as a long-term strategy to support peace, cultural preservation, and the development of strong, equitable institutions across the continent.



A Vision for Inclusive Storytelling

To take a deeper dive into how our investment is advancing peace, representation, and justice through media, we spotlight Kunda Kids, a digital children's media and publishing company we invested in 2022.

At the time of investment, the children's publishing space particularly across Africa was dominated by foreign narratives and characters that didn't reflect the values, faces, or stories of African children. Access to culturally relevant, high-quality children's literature and edutainment content was limited, especially for families outside urban centers and in the diaspora.

Today, Kunda Kids is creating high-impact storybooks inspired by African history and mythology, but needed strategic support to scale content, strengthen their digital platform, and increase reach.



The Journey So Far: Progress in Action

Elevating African Voices & Representation

Since our investment, Kunda Kids has:

- Developed and distributed over 30,000 culturally themed storybooks and digital content rooted in African heritage
- Reached 1.1 million households across 190 countries, including Nigeria, the UK, and the US, expanding access to inclusive education in the diaspora
- It has worked in collaboration with World Wildlife Fund (WWF), Bill and Melinda Gates Foundation etc. to publish books that promote diversity, cultural awareness, healthy living, and inclusive education for children
- Partnered with local educators and storytellers to ensure content is both historically accurate and engaging
- Launched a digital platform and YouTube animation channel to scale reach and accessibility

Promoting Peace, Identity & Inclusion

Through stories of courage, leadership, and justice, like those of Queen Amina, Mansa Musa, and Shaka Zulu. Kunda Kids helps children understand African history through the lens of empowerment and unity.

- This fosters identity and confidence among young learners.
- Encourages dialogue and understanding across cultures.
- Contributes to early values formation that promotes empathy, equity, and inclusion.

What Next?

Kunda Kids is scaling its digital platform to reach 20 additional schools and learning centers by 2025, as part of its Early Childhood Education intervention focused on historically marginalized communities. They also aim to;

- Translate content into local languages to improve regional access
- Develop teacher-friendly edutainment games and tools
- Expand partnerships with African ministries of education to integrate culturally relevant content into public curricula

As the company grows, it remains anchored to one belief: **Representation matters.** And in amplifying African stories, Kunda Kids isn't just entertaining children, it is building peace, promoting justice, and shaping a future rooted in identity and equity.





**FOR FURTHER INFORMATION,
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