



# SUSTAINABILITY REPORT 2024



*More than the sum of our parts*



# CONTENTS

3

SECTION

SUSTAINABILITY AT SYNERGY



7

APPROACH & COMMITMENTS



17

OUR IMPACT IN ACTION



31

LOOKING AHEAD







# SUSTAINABILITY AT SYNERGY





# SYNERGY CAPITAL: COMMITMENT TO SUSTAINABLE GROWTH



**Sudhir Maheshwari**  
Founder & Managing Partner

*Synergy Capital is a specialist private equity manager offering structured and creative solutions. We drive operational value creation to help companies transform their businesses and strengthen their finances.*

*We focus on investments that drive significant human and economic benefits, promoting the energy transition, developing sustainable infrastructure, and ensuring resilient supply chains.*

Synergy Capital is dedicated to playing a crucial role in the ongoing shift towards sustainability. We take pride in our commitment to directing investments towards low-carbon prospects, not only to drive progress but also to deliver favourable returns to our investors.

We are pleased to present our 2024 Sustainability Report, a comprehensive overview of our dedication to environmental, social, and governance (ESG) principles within the private equity landscape.

As stewards of significant capital, we recognize the pivotal role our investments play in shaping a sustainable future. By integrating ESG values into our business model, we enhance the long-term value and resilience of our investments while contributing positively to society and the planet.

Our stewardship approach is proactive, focusing on driving ESG enhancements within our portfolio companies. We believe that this strategy will offer us a considerable business edge.

Despite the current economic and security challenges, we maintain confidence in our capacity to create value. We are committed to building financially successful companies underpinned by robust ESG principles.

Since becoming a signatory to the UN Principles for Responsible Investment in 2020, we have adopted this framework to assess our progress and affirm our dedication to these principles.

Join us as we reflect on our milestones, challenges, and vision for a future where financial success and sustainable impact coexist. Our journey embodies our belief that responsible investing is not just a strategy but a duty to our investors, communities, and future generations.





# SYNERGY CAPITAL IS A RESPONSIBLE SPECIAL SITUATIONS FUND MANAGER

*Special situations are complex, demand tailored solutions, and require more than just capital*



*Synergy Capital provides structured and creative solutions across the capital spectrum, coupled with operational value creation, to help companies transform their businesses and optimize their balance sheets.*



## Structured Capital Solutions

Synergy Capital bridges the gap between traditional private credit and private equity with bespoke structures that combine downside protection with equity upside.

We partner with asset owners to:

- + Accelerate growth initiatives
- + Resolve event-driven situations
- + Unlock liquidity from complex assets
- + Strengthen capital structures

Our thorough and principled, yet flexible, investment approach is effective across market cycles, providing “all-weather”, asymmetrical and repeatable returns with strong, recurrent cashflows.



## Owner-Operator Mindset

Synergy Capital has an extremely experienced team with solid track record and joint work experience.

<b>\$100bn+</b>	<b>\$10bn</b>	<b>100</b>
Transaction experience	AUM team experience	Country C-level work experience

This enables us to source, assess, structure, and execute opportunities that are beyond other investors may not have due to insufficient skills or lacklustre interest.

Our deep bench also enables us to make operational improvements, partnering with management teams, to drive value creation post-investment.



## Sustainable Investing

Synergy Capital focuses on critical sectors that generate strong positive human and economic impact, which are central to enabling the energy transition and the development of sustainable infrastructure with resilient traceable supply chains.

We believe that integrating ESG factors throughout the investment process generates sustainable value and lasting environmental and social impact. We focus our efforts on areas where we can make a quantifiable difference.

*Signatory*



*Partner*







# WE INVEST IN THE INDUSTRIALS & INFRASTRUCTURE SECTORS THE CORE OF THE ENERGY TRANSITION

**\$50 trillion**

investment required in electrification and other decarbonization technologies through 2050 according to Morgan Stanley



**2.5x**  
US GDP



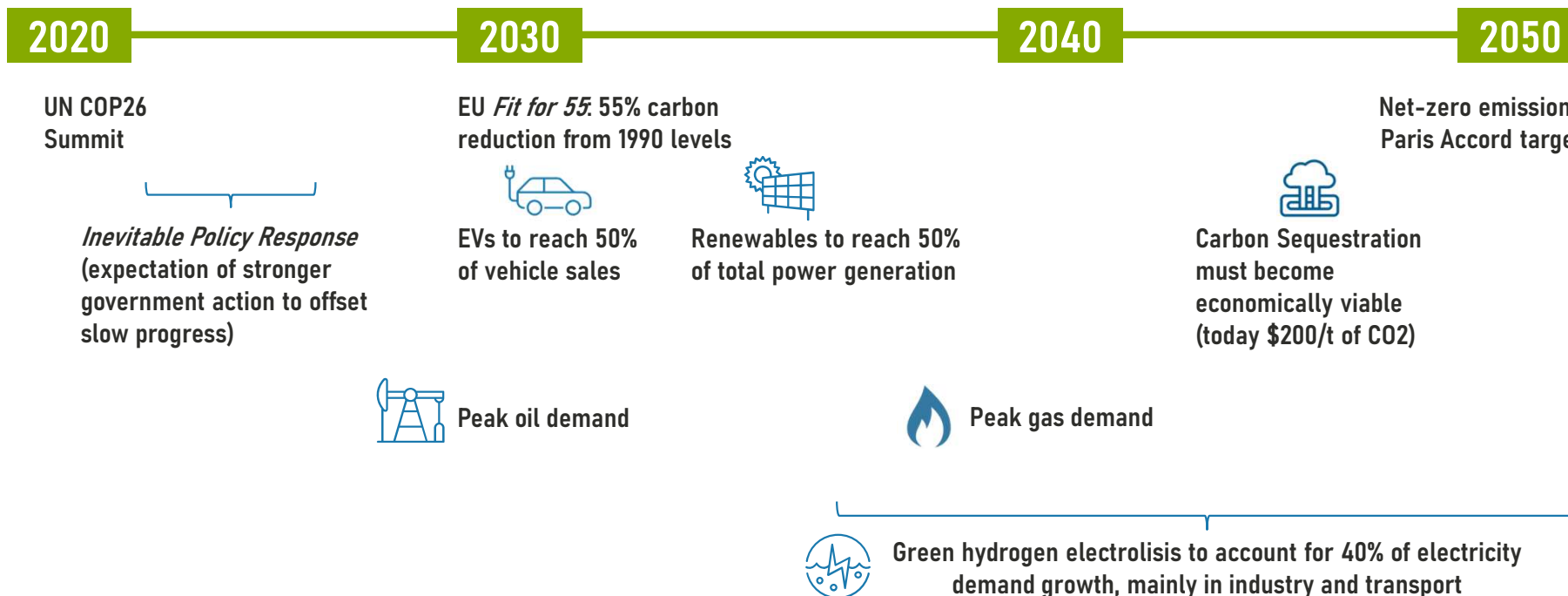
**2x**

Global power demand growth between 2020-2050



**-40%**

GDP intensity through electrification, retrofitting and localization





The background of the slide is an aerial photograph of a lush green forest bordering a large, calm blue lake. The forest is dense and vibrant, with sunlight filtering through the trees, creating a dappled light effect. The lake's surface is smooth, reflecting the sky and the surrounding greenery. The overall scene is serene and natural.

# APPROACH & COMMITMENTS





# WHAT DRIVES US

## *Our ESG Approach*

We believe that robust ESG management can improve investment outcomes and generate positive impacts for our stakeholders. Our firm is committed to driving exceptional value and sustainable growth for our clients and stakeholders.

Recognizing the ever-evolving investment landscape, we understand the importance of strategies that deliver strong financial returns while also fostering positive social and environmental impact.

To achieve this, we have fully integrated Environmental, Social, and Governance (ESG) considerations into our operations, business practices, and investment decisions.

This holistic approach ensures that we not only meet today's challenges but also contribute to a more sustainable future.



## *Our commitment to responsible investment is driven by*

### *Core Values*

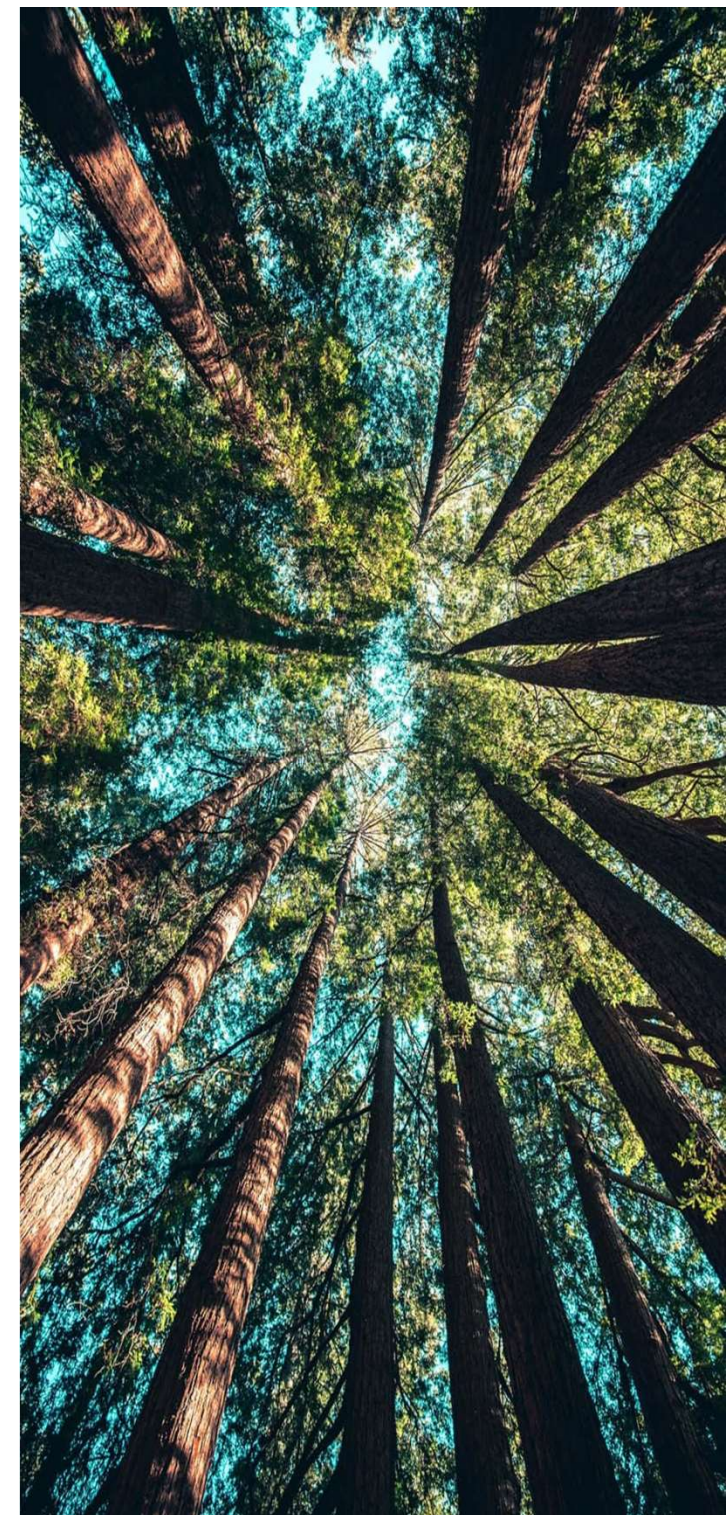
At the heart of our organization lies a set of values that prioritize sustainability, ethical practices, and the well-being of all stakeholders. We believe that investments should reflect these values, ensuring that we contribute to a better future for all.

### *Fiduciary Responsibility*

As stewards of our clients' capital, it is our responsibility to ensure that their investments are sustainable in the long run. We recognize that environmental, social, and governance (ESG) factors can impact the performance and, by integrating ESG considerations, we aim to provide superior risk-adjusted returns.

### *Future-Orientation*

The world is rapidly evolving, with emerging challenges such as climate change, social inequalities, and corporate governance issues. By engaging in responsible investment, we position ourselves to navigate these challenges effectively, ensuring resilience and adaptability in an ever-changing landscape.







# RESPONSIBLE AND SUSTAINABLE INVESTMENT AT SYNERGY

*Synergy invests in sectors that shape our society and geographies and bring strong positive human and economic impact. Our ESG policies align with the UN Principles of Responsible Investment*

We believe that effective ESG standards lead to stronger and more robust long-term returns on our investments, resulting from superior decision-making, risk-mapping and mitigation. Moreover, we hold a strong conviction that these standards create tangible and sustainable benefits in the communities where they operate.

We integrate ESG practices into all activities and lifecycle of our funds.

- + Screening eligible investments
- + Reviewing ESG practices at target companies prior to making an investment
- + Encouraging invested companies to establish new practices
- + Monitoring their implementation and results during our holding period



## *Environmental*

- + Manage the potential impact of our investments on the environment, including greenhouse gas emissions that contribute to climate change
- + Promote biodiversity, conservation and the efficient use of natural resources



## *Social*

- + Treat all employees fairly and comply with applicable employment laws
- + Strive to make a positive social and economic impact through our investments
- + Maintain a safe and healthy working environment and foster human capital
- + Promote positive relationships with key external stakeholders
- + Promote higher standards of living, and employee engagement and advancement



## *Governance*

- + Establish solid foundations for management and oversight
- + Structure the board to add value and oversight
- + Promote high standards of business integrity with ethical and responsible decision-making
- + Safeguard integrity in financial reporting and controls
- + Comply with applicable laws and make timely and balanced disclosures
- + Respect the rights of shareholders
- + Recognize and manage risk

*Signatory of:*







# ENGAGING FOR POSITIVE CHANGE

*We aim to achieve positive sustainability outcomes by investing in companies with clear and measurable environmental or social impact along with continuous monitoring and screening of ESG factors, ensuring alignment with our objectives.*

Our commitment to responsible investment reflects Synergy Capital's motto: "more than the sum of our parts". Synergy Capital has an ESG committee that is responsible for the application and regular update of this Responsible Investment Policy to incorporate new standards and best practices.

## *Stewardship*

As stewards of our partners' capital, we actively engage with investee companies to enhance ESG awareness, vote responsibly in line with ESG principles, and collaborate with investors, stakeholders, industry associations to amplify our impact.

## *Exclusions*

We exclude investments in companies primarily engaged in and derive significant revenue from thermal coal mining and oil production, and coal power generation. Any exceptions, e.g. brown-to-green strategies, will require special LP approval. Also, those violating international human rights or environmental standards.

## *Conflicts of Interest*

To ensure investment integrity, we have governance, compliance, and audit functions, maintain processes for confidential information, require disclosure of personal financial interests, and regularly review potential conflicts. While we do not contribute to political parties, we may provide input on relevant regulations.







# OUR PRIORITY AREAS

## *Environment*

### *GHG Emissions*

We recognize the most urgent challenges confronting us today, and the importance of disclosing environmental information.

At Synergy Capital, our commitment remains firm in quantifying and offsetting our carbon footprint. Nevertheless, we are mindful that our primary source of emissions stems from our travel activities.

### *Biodiversity*

By investing in projects that preserve biodiversity, we aim to promote sustainable environmental practices, mitigate climate risks, and ensure long-term ecological and economic benefits. Prioritizing biodiversity aligns with our commitment to responsible investing and environmental stewardship.

## *Social*

### *Philanthropy & Community*

Synergy Capital maintains active involvement with its charitable partners, providing sponsorships to seven foundations. We understand the mutual advantages these partnerships offer, benefiting both the charities we endorse and our team members who participate in our philanthropic endeavours.

A substantial portion of our portfolio companies also engage with charities and local communities.

### *Diversity & Inclusion*

Ensuring workforce diversity remains a top priority for us, evident in our recruitment and educational practices. Many of our portfolio companies are also dedicated to this cause, and we will continue supporting them in setting Diversity & Inclusion objectives.

## *Governance*

### *Anti-Bribery & Corruption*

We provide annual training pertinent to all our staff. We will maintain this practice in 2024 and beyond. Our training program includes anti-money laundering sessions for our investment team. Our investment policy requires our portfolio companies to maintain similar standards.

### *Cybersecurity*

Given the increasing frequency, sophistication, and specificity of cyberattacks on businesses, cybersecurity is a prominent area of concern for us.

At Synergy Capital, we are highly vigilant in implementing robust precautions and taking timely actions to safeguard against such threats.








# ESG INTEGRATION INTO THE INVESTMENT CYCLE



## *Research and Due Diligence*


## *Active Engagement*

## *Transparency and Accountability*




Research and Screening

- + We have embedded ESG considerations into all facets of the investment process, from ideation and screening to the investment assessment, approval and integration plan




Due Diligence

- + We perform an evaluation of the restricted list to confirm that a potential opportunity is in line with our objectives and avoids any conflicting elements




Transparency and Accountability

- + In parallel, we conduct a pre-investment risk analysis to determine whether a prospective opportunity comes with substantial initial ESG risks that could potentially deter us from proceeding with the investment



Active Engagement

- + Conducting research and benchmarking on ESG factors, as well as performing financial and technical analyses and modelling



Stewardship

- + Engaging in management meetings and potentially visiting facilities to assess ESG performance, strategy, and priorities

- + We actively engage with the companies we invest in, advocating for best practices in ESG matters.

- + Through constructive dialogue and collaboration, we aim to drive positive change from within

- + Engaging in relevant board participation to foster dialogue, share insights, and exert influence where appropriate

- + Conducting frequent check-ins, either monthly or quarterly, with specific company management to discuss ESG initiatives and gauge performance

- + We are committed to being transparent about our investment choices and their impact

- + Furthermore, we pledge to review and refine our responsible investment strategy periodically, ensuring it remains aligned with global best practices and the expectations of our stakeholders





# ASSESSMENT OF CLIMATE RELATED RISKS



## *Screening*

- + Synergy Capital Fund II's investment policy restricts investments in businesses primarily engaged in thermal coal production and E & P assets
- + Other sectors that are highly exposed to climate risk, such as agriculture do not fall within the investment scope of the fund managed by Synergy Capital



## *Due Diligence*

- + Review of past incidents (disruption to operations, regulatory action, litigation, insurance reports)
- + Operational assessment: identify areas prone to climate risk, such as water usage, power supply, production processes, supply chain, dust emission and noise pollution
- + Technical and legal review: engage external consultants to identify risks and opportunities related to climate risk; review current and anticipated regulations
- + Stakeholder engagement: understand challenges and concerns faced by employees and the communities in which businesses operate



## *Assessment*

- + Quantify and integrate climate risk into the valuation process via financial analysis and scenario development
- + Add mitigation costs to projections
- + Quantify and add a potential risk premium to return requirements to mitigate losses from unmitigated risks



## *Management*

- + Risk identification: through data collection and stakeholder engagement
- + Assessment of quantitative and qualitative risks
- + Risk prioritization: severity and likelihood
- + Risk mitigation: adaptive and preventive measures, transfer of risks via insurance or financial instruments
- + Alignment of climate-related risks into Synergy Capital's strategy, objectives and risk appetite
- + Capital allocation towards areas that are resilient to climate risk or that offer solutions to climate challenges
- + Transparency in reporting and stakeholder engagement
- + Review and update processes and policies
- + Skill development and training





## OUR APPROACH TO DIVERSITY AND INCLUSION

*Our diversity and inclusion statement is a set of principles and core values that reflects our “Synergy” name.*

*Where synergy exists, different people working together will achieve great results not obtainable otherwise. This will only happen if we set an environment where our interactions can be effectively channeled, encouraging individual viewpoints and discussion while preventing groupthink.*



*We treat all employees equally, fairly and with respect. We oppose all forms of unlawful discrimination. We promote inclusive workstyles by providing work-life balance support and flexible workstyles.*

*Selection for employment, promotion, training and other benefits are made based on aptitude and ability. All employees are supported and encouraged to develop their full potential. We can only be “more than the sum of our parts” if everyone is engaged and energized.*

*Every employee is entitled to a working environment which promotes dignity and respect to all. No form of intimidation, bullying or harassment will be tolerated.*

*Workplace diversity is enriching and makes sound business sense. The resulting difference in perspectives fosters creativity and eliminates blind spots, leading to better and more robust decisions.*





# PROTECTING HUMAN CAPITAL



## *Equal Employment Opportunities*

Synergy Capital adheres to the principle of being "more than the sum of its parts." Employment opportunities are non-discriminatory, evaluating candidates solely on skills, qualifications, and experience. Policies for promotions, pay raises, demotions, and terminations are based on performance, behavior, and contribution to the firm's success, without regard to race, ethnicity, color, religion, gender, nationality, age, or marital status.

## *Open Door Policy*

Synergy Capital fosters an inclusive environment and encourages employees to discuss concerns, complaints, or business improvement ideas with managers, HR, or the Managing Partner. These issues will be handled impartially and confidentially.

## *Modern Slavery and Human Trafficking*

Synergy Capital is committed to preventing slavery and human trafficking in its operations adhering to the UN Global Compact principles. The firm encourages portfolio companies to adopt similar measures. Synergy Capital's suppliers are considered low risk for modern slavery. We conduct due diligence on new and material suppliers, addressing any concerns or discontinuing engagements if necessary.

## *Health and Safety*

Synergy Capital prioritizes a safe, healthy, and productive work environment. The guidelines aim to minimize accidents and promote a culture of safety and accountability. The firm adheres to all relevant laws and standards, encouraging employees to follow safety protocols, report hazards, and engage in training. Continuous improvement is ensured through regular risk assessments and implementing solutions to enhance workplace safety.





# UNWAVERING GOVERNANCE

## *Code of Ethics*

Synergy Capital is committed to high ethical standards. Employees must strictly adhere to the Code of Ethics & Professional Conduct. Core values include dedication, trust, care, passion, and excellence. Employees are required to exceed mere compliance to safeguard client assets and uphold the firm's reputation. Regular affirmations of adherence reinforce a culture of integrity and accountability, distinguishing Synergy Capital as a leader in ethical conduct.

## *Anti- Money Laundering Policy*

Synergy Capital prioritizes financial security with a robust AML program overseen by dedicated individuals and AML compliance officers. This includes reporting suspicious activities, annual training, and independent audits. All employees must undergo annual AML training, including in-person sessions to gauge understanding. The program also includes robust CDD policies to assess and risk-rate clients, identifying high-risk individuals or entities for increased scrutiny.

## *Whistle-blower Policy*

Synergy Capital is dedicated to operating with honesty and integrity. This policy applies to all employees, officers, consultants, contractors, and interns. The purpose is to provide a framework for reporting, investigating, and addressing any workplace wrongdoing. We encourage openness and will support whistle-blowers who raise genuine concerns. Whistle-blowers must not face any detrimental treatment for reporting genuine concerns.

## *Data Protection*

Synergy Capital recognizes the importance of data protection and respect for IP rights. We adhere to stringent data protection measures to safeguard the sensitive and confidential information of our employees, clients and stakeholders. This includes secure storage, controlled access, and compliance with relevant data protection laws.







# OUR IMPACT IN ACTION





# OUR IMPACT IN ACTION

## Investments

**-80%**

*carbon footprint vs. Portland cement*



Leading green cement producer in India, using steel slag waste product

**1/6**

*carbon intensity vs. blast furnaces*



Largest Thai flat steel producers, using electric-arc furnace technology

**Tandem**

*Next generation PV technology*



Only US company with a core competency in wafer manufacturing

**Zero**

*Net emissions in 2024*



Upcoming lithium major, featured as "Sustainable Miner" at COP25-28



**180 MW**

*Hydro renewable power*



GMR Energy has a generation capacity of 4.8GW. and 2.8GW in the pipeline

## Engagement

*We are one of the first fund managers to become a PRI signatory in the Middle East*

*Signatory of:*



*World Climate Foundation partnership to drive investor awareness*



*Presented at the last two COP conferences*



*Participated at London Climate Action Week 2023, and the Global Sustainability Network Countdown 2030 Conference in Dubai in 2023*



*Our partners have participated providing thought leadership in several industry events globally*

*Established a practice of sharing suitable investment opportunities with like-minded investors*





# SUPPORTING ORGANIZATIONS |

Synergy Capital supports foundations and non-profit organizations dedicated to improving children's health, housing, nutrition and education

## Lions Club of Howrah Blood Centre



Synergy Capital and the Maheshwari Foundation collaborated to build the Lions Club of Howrah Blood Centre, which became fully operational in June 2023. The center serves 1.2 million people living in the city of Howrah, India.

In May 2024, the Blood Centre was expanded to include a Thalassemia Unit, which provides blood transfusions for up to six to eight children with blood disorders daily. The reach of the Blood Center was further expanded with the addition of a Blood Collection and Transportation Vehicle (BCTV) that collects blood from donors in remote areas, starting in June 2024.



1. Thalassemia encompasses a spectrum of inherited blood disorders characterized by diminished production of healthy red blood cells.

## Foundations assisted over the years



Nobel Peace Laureate Kailash Satyarthi ensures every child has a safe home, food, and education.



SICW is a Kolkata-based social welfare organization serving women and children since 1979.



Future Hope is a charity providing homes, school and medical care for Kolkata's vulnerable children



The foundation aims to ensure every underprivileged child in Jaipur has access to quality education.



Lion's Hospital, one of India's oldest NGOs, is devoted to humanity and uplifting the underprivileged.



The foundation supports education for the visually impaired and provides an on-site children's home.



St. Xavier's College, founded in 1860 by Society of Jesus, is a Christian minority higher education institute



Senses in Dubai is Middle East's first residential care facility for people of determination.



Don Bosco School Liluah is an all-boys, English medium school located in Howrah, India



The hospital supports the provision of medicine and blood





# COMMUNITY OUTREACH |

Synergy Capital has been engaging in outreach projects globally, providing support to nearly 20,000 workers and children from disadvantaged communities

## Local Initiatives



- + Distributed care packages to 1,400 labour workers since 2021
- + Provided 600 Iftar meals in Ramadan 2024
- + Supplied relief packages to 30 Syrian refugee families

## Academic Enrichment



- + Granted full scholarships to 12 students in India, Philippines and Uganda
- + Sponsored the campus expansion of Don Bosco School & St. Xavier's University in India
- + Supported UAE-based primary school serving students from low-income migrant families

## Empowering Children



- + Sponsored the Early Intervention Unit at Senses, providing space to nurture the unique skills of children with special needs in the UAE
- + Aided 500 underprivileged children aged 2-6 years old in two Indian villages since 2008

## Global Crisis Support



- + Secured and distributed medical relief equipment worth over USD350,000 to aid hospitals in India during the peak of Covid-19
- + Donated essential needs and food packets to 2,000 individuals in the Philippines after the Taal Volcano eruption





# REDUCING OUR FOOTPRINT AND IMPROVING EMPLOYEE WELLBEING

## Carbon Footprint

Synergy Capital does not generate Scope 1 greenhouse gas (GHG) emissions because we neither own nor control emission sources such as vehicles or facilities with on-site power generation, heating, or cooling systems. However, we do contribute to Scope 2 GHG emissions through the electricity, water and district cooling we purchase for our office space. Our main measured source of Scope 3 GHG emissions is business travel.

<b>SCOPE 2</b> Electricity, cooling and water	<b>81 tons CO2e</b>
<b>SCOPE 3</b> Indirect Emissions – Business travel	<b>88 tons CO2e</b>

## Supporting Sustainability and Wellness

*In 2023, we moved to our new office in Dubai, which allowed us to design a space from scratch, aligning with our commitment to sustainability and employee well-being. We embraced this chance by prioritizing environmentally friendly and recycled materials in the construction and furnishing of our new workspace.*

This extended to creating a person-centric environment, adorned with lush plants and thoughtfully designed common areas to foster collaboration.

We integrated ergonomics into our workspace, featuring height-adjustable desks to ensure comfort and promote better posture for our team members.

We also took a firm stance against waste, eliminating non-reusable F&B containers and implementing a comprehensive recycling program for paper, plastic, and food waste.

A key part of our recycling initiative involved partnering with Recapp, the UAE's first digital door-to-door recycling service, to streamline our waste management efforts. Additionally, we implemented policies to reduce electricity and water usage.

To minimize our carbon footprint, we consolidated deliveries, effectively reducing emissions associated with transportation.

All these efforts have resulted in a sustainable, efficient workspace that exemplifies our dedication to environmental responsibility, innovation, and the well-being of our employees and community.



Scope 2 emissions were derived from the utility companies that supply electricity and water (DEWA), and district cooling (Empower) by multiplying our office consumption in 2023 by the corresponding publicly reported emission intensity factors. Scope 3 emissions were determined using Google's Travel Impact Model Emissions Calculator.





CASE  
STUDIES





# INVESTMENT IMPACT CASE STUDY | SIGMA LITHIUM



UN Case Study on “Green Mining”

COP 25-28 Thought Leader on Sustainability



Producer of “quintuple-zero” spodumene concentrate

**Zero**

net carbon emissions with the purchase of 59kt CO2 Credits

**Zero**

Hazardous chemicals used

**Zero**

Tailings

**100%**

Water recycled

**100%**

Green hydro power

Commitment to Sustainable Development

- + Green Lithium Institute: endowed by 1% Founders lithium royalty
- + Homecoming program: Sigma prioritizes hiring locals from the region, with 98% of employees residing locally and 71% natives
- + Microcredit Program : Sigma launched Brazil's largest microcredit program for female entrepreneurs providing R\$2,000 loans per person. 2,258 women have enrolled currently
- + Zero Drought for Small Holder Farmers Program: 1,400 water capture basins have been constructed out of a planned 2,000 in disadvantaged communities of the Jequitinhonha Valley
- + Water For All Program: Sigma pledged to donate up to 3,000 water tanks to nearby residents. 151 tanks have been built
- + Environmental Sustainability: Sigma implements measures like sewage treatment, rainwater reuse, dust control, waste management, tailings recycling to reduce ecological footprint
- + Corporate Governance: 100% female CEO/Co-Chairs, a board with 67% independence, 88% independence among committee chairs, and 33% female/LGBTQ representation





# INVESTMENT IMPACT CASE STUDY | JSW CEMENT



*Sustainalytics ranked JSW Cement as the #1 company in the world in the “Construction and Materials Industry” in ESG rating, out of 141 companies*

## *Commitment that reflects consciousness*

- + Only cement producer in India that uses steel slag in 89% of the products sold
- + JSW's ground granulated blast furnace slag has a carbon footprint that is ~ 90% lower than that of traditional Portland cement

**219.7 kg per tonne**  
*cementitious materials Scope 1 gross CO2 emissions*

**68% lower**  
*Carbon emissions compared to the global average*

**52,488 m3**  
*Water recycled*

- + Committed to the GCCA 2050 Cement and Concrete Industry Roadmap for Net Zero Concrete
- + First company in the sector to have committed to all the three campaigns of RE100, EP100 and EV100
- + Signed the UN Energy Compact with specific targets
- + Signed the 'Global Framework Principles for Decarbonising Heavy Industry
- + Signed the CII's Climate Charter and is a member of the CII Climate council

## *UN SDGs Covered*





# INVESTMENT IMPACT CASE STUDY | GMR GROUP



*Delhi Airport is Asia Pacific's first Level 4+ (Transition) accredited airport and Second Airport Globally and Hyderabad airport achieved Level 3+, Neutrality status under ACI's Airport Carbon Accreditation program*

## *Aim for Net Zero emissions by 2030*

- + Delhi and Hyderabad International airports now source all their energy from renewables, including captive solar plants
- + GMR Group is planning to transition all airport vehicles to EVs and collaborating with Groupe ADP on a study about Sustainable Aviation Fuels (SAF) in India
- + Launch of a biodiesel fueling station in the airport premises

**100,000**

*Community beneficiaries*

**INR 224 mm**

*Community Expenditure*



## *Sustainability Initiatives*

- + GMR's airports have committed to become single-use plastic-free
- + GMR Power Plants and Highways have Zero Liquid Discharge systems in the design stage
- + GMR Varalakshmi Foundation focuses on Education, Health, Hygiene & Sanitation, Empowerment & Livelihoods and Community Development since 1991
- + GMR Varalakshmi Foundation received the 'Mahatma Award for Covid 19 Humanitarian Effort 2022' for SMILE project at Delhi
- + Training on health and safety measures and skill upgradation: Total man-hours for FY 2022-23 was 12,248. 85% of the total employees were given skill trainings
- + Health and safety management system: GMR Group has a robust occupational health and safety management system which covers 100% of their business operations





# WORLD CLIMATE FOUNDATION PARTNERSHIP







# SYNERGY CAPITAL: SUMMIT PARTNER OF WORLD CLIMATE SUMMIT 2023

## *World Climate Foundation*

World Climate Foundation is an international organization that promotes global climate action through collaboration. It hosts events like the World Climate Summit, fosters partnerships across sectors, and supports innovative solutions to combat climate change. The foundation aims to accelerate the transition to a sustainable global economy by raising awareness and advocating for effective climate policies.



## *Our Commitment to a Sustainable Future*

We are extremely pleased to have joined hands with the World Climate Foundation as a Summit Partner for the World Climate Summit 2023. This partnership is a testament to our belief that responsible investment and environmental stewardship go hand-in-hand.

## *Our Vision for Change*

Together, we have embarked on a journey to reshape the world of finance with an eye towards the well-being of our planet. Our commitment is reflected in our active participation and initiatives aimed at fostering sustainable development.

Synergy Capital is proud to be at the forefront of promoting sustainable investment and environmental responsibility. Through our ongoing efforts and strategic partnerships, we are paving the way for a greener, more sustainable future.

## *Leapfrogging the Energy Transition*

At the 2023 World Climate Summit, Synergy Capital highlighted the significance of tangible actions through its workshop, "Leapfrogging the Energy Transition: Engaging with India's Green Economy Innovators."

## *Inspiring Leadership from India*

The presenter panel included Mr. Videh Jaipurkar, CEO of Delhi International Airport Limited/GMR Group, Mr. Nilesh Narwekar, CEO of JSW Cement, and Mr. Manoj Kumar Rustagi, Chief Sustainability & Innovation Officer at JSW Cement. These distinguished business leaders from India demonstrated to the global community their dedication to eco-friendly practices and served as a source of motivation, exemplifying how to turn ecological goals into realities.





## LEAPFROGGING THE ENERGY TRANSITION | WCF INTERVIEW



In this interview, Sudhir Maheshwari, Founder & Managing Partner at Synergy Capital, answers questions on Synergy Capital's investment ethos, backing green change-makers and leveraging the World Climate Summit 2023 platform to inspire attendees to leapfrog into the next era. .

*What is your key message to the COP28 and the World Climate Summit stakeholders with respect to a more sustainable future?*

There are two key messages that I want to share, and both derive from the famous quote attributed to JFK: "Ask not what your country can do for you, ask what you can do for your country". I would however state that sustainability knows no borders. While many of the World's problems require private-public partnerships and government policies, there is much that remains in our power.

The first message is that the private equity sector is a pivotal force for driving the transition to a sustainable future. We possess the capital, the expertise, and the influence necessary to fuel innovation and foster the development of sustainable industries. Our investments are increasingly directed towards companies that prioritize sustainability, reducing greenhouse gas emissions, and creating resilient infrastructures. As long-term investors, we take a proactive approach to risk management, recognizing that climate risk directly affects investment risk..

By integrating climate considerations into our investment analysis and decision-making processes, we ensure that our portfolio is resilient

The second message is that we are not merely financiers; we are partners in building a sustainable economy. Synergy Capital is organizing a workshop at the World Climate Summit in Dubai, where we have invited a new generation of business leaders from India circumventing conventional energy systems and supply chains. This workshop is titled "Leapfrogging the Energy Transition: Meet the green economy creators from India".

We are providing a platform for these green champions to share their stories and offer inspiration for as many people as we can reach, to ask themselves "what they can do for the World" through innovation and green ambition.





# LEAPFROGGING THE ENERGY TRANSITION | WCF INTERVIEW

## *How did you decide the topic of the workshop?*

India hosts over 1/6 of the World's population and has the third-largest GDP on a PPP basis. It is a highly diverse country, a subcontinent, with 23 official languages undergoing a massive transformation. With such scale, there is no difference in the opportunities and challenges that India faces compared to the World at large. Therefore, the solutions that work in India can be implemented globally after localizing certain elements of the recipe.

India is also important in the context of the just transition. The country is creating the largest middle class by lifting people out of poverty. They should not be denied the opportunity for betterment. This is where the idea of leapfrogging is so important. In the same way that many countries went from no phones to wireless internet without developing a wired network, there are many advantages to starting with a clean slate.

I will not give any spoilers, so I encourage all of you to attend the workshop. Not only India is the key piece in the just transition, but also the lessons have global applicability. I am sure there will be no lack of gloomy forecasts shared during COP28. Instead, we want to offer a beacon of hope that it is possible to create sustainable value and that those who do will be rewarded.







# LEAPFROGGING THE ENERGY TRANSITION | WCF INTERVIEW

## *How is Synergy Capital supporting the energy transition?*

Synergy Capital is a medium to long-term investor specialising in the industrial and infrastructure sectors. These are hard assets with long lives that mould communities around them. They are the anchors of development joined by enabling infrastructure that also falls under our investment mandate. Sustainability and resilience are at the crux of what we do from the investment generation phase, through ownership and all the way to our exit.

The challenges of the energy transition and biodiversity seem unsurmountable, measured in trillions of dollars and requiring a multifold increase in funding from historical levels. As a result, there are many important conversations about policy support, blended finance, private-public partnership and other models in which governments and the private sector should cooperate to achieve the Paris Agreement targets. A significant portion of government funding and policy support is going to disruptive and nascent technologies with the aim of accelerating their adoption rate.

This leaves a gap for companies that have proven technologies that can deliver 50-80% of the benefits today so that the world can see higher early gains and the transition looks less like a cliff going from business as usual to net zero. How you get to the destination is as important as the end game itself.

---

*Companies with proven technologies can deliver 50-80% of the Paris Agreement targets today without government support. This is where Synergy Capital invests.*

---

These transitional technologies do not rely on government support. In fact, by being more efficient, they are more profitable than the status quo. In many cases, they are the direct manifestation of the maxim "necessity is the mother of invention".

This is where Synergy Capital invests most of its resources, supporting change-makers with solid business models that require growth capital or companies that are fundamentally sound and yet are not living up to their potential.

We are not only investors but also strategic partners to the entrepreneurs we back. Synergy Capital's cross-functional team combines deep finance, technical, and operating capabilities with an entrepreneurial mindset, embodying the guiding principle of "more than the sum of its parts". In many cases, we have been working together for over 20 years.

Our members have been responsible for assets producing 125 million tons per year of steel, 100 million tons of various types of mined products, 4GW of power, and other large operations in upstream and downstream energy, cement and infrastructure. On the investment side, Synergy Capital's principals have successfully executed over \$100 billion worth of M&A and capital markets transactions in the sectors where we invest.



The background of the slide is an aerial photograph of a large body of water, likely a lake or a wide river. The water is a deep, vibrant blue, with some areas showing lighter blue and white patches, possibly due to reflections or aquatic plants. A dense, lush green forest covers a large portion of the right side of the image, extending into the water. A small boat is visible in the lower-left quadrant of the water. The overall scene is serene and natural.

# LOOKING AHEAD





# A MORE SUSTAINABLE WAY FORWARD



**Gonzalo Waldman**  
Partner & Sustainability Officer

Although we take pride in the progress we've made so far, we recognize that our journey is far from complete. To achieve our ambitions, we must consistently improve and deliver tangible results year after year. The dynamic nature of our environment presents an ongoing stream of challenges and opportunities that require our unwavering attention. We have outlined the following two-year roadmap to advance our commitment to Responsible Investment:

**Strengthening ESG Integration:** We will invest in state-of-the-art ESG analytics tools to enhance our investment decision-making process, ensuring a comprehensive assessment of potential investments based on ESG criteria.

**Continuous Learning and Capacity Building:** We will roll out comprehensive ESG training programs for our staff, ensuring they are equipped with the latest knowledge and best practices in responsible investment.

**Industry Partnerships:** We will join global responsible investment networks, collaborating with industry peers to drive positive change in the investment community.

We are trying to overcome the challenges we faced:

**Data collection:** multiplicity of ESG measurement standards that are not interoperative and challenges in sourcing reliable and comprehensive ESG data.

**Supply chain and trade disruption:** The global disruptions in supply chains, influenced by events such as the War in Ukraine, conflicts in the Middle East, and the rise of resource and technological nationalism, have led to the substitution of suppliers and feedstocks with alternatives that are less efficient from both economic and ESG perspectives.

These subjects, among others, will engage our attention as we seek out distinctive investment prospects that align with the energy transition. We remain committed to ensuring that you stay informed about these endeavors and more, and we greatly value your input and insights.





# SYNERGY CAPITAL: DISCLAIMER

This report has been prepared and approved by Synergy Management (DIFC) Limited (“Synergy”) solely for informational purposes in relation to the activities of Synergy and its affiliates (together, the “Synergy Group”) current as at the date of this policy. This information is given in summary form and does not purport to be complete. Information in this report including forecast financial information, should not be considered as advice or a recommendation to investors or potential investors in relation to holding, purchasing or selling securities or other financial instruments and does not take into account your particular investment objectives, financial situation or needs. Before acting on any information you should consider the appropriateness of the information having regard to these matters, any relevant offer document and in particular, you should seek independent financial advice. All securities and financial instrument transactions involve risks, which include (among others) the risk of adverse or unanticipated market, financial or political developments and, in international transactions, currency risk. This presentation is intended for professionals (as defined by the Dubai Financial Services Authority only) and no other person should act upon this information in this document.

This presentation may contain forward looking statements including statements regarding the intent, belief or current expectations with respect to the Synergy Group’s businesses and operations, market conditions, results of operation and financial condition, capital adequacy, specific provisions and risk management practices. The Synergy Group does not undertake any obligation to update you or publicly release the result of any revisions to these forward-looking statements or any other information to reflect events or circumstances after the date of this report. While due care has been used in the preparation of forecast information, actual results may vary in a materially positive or negative manner.

Forecasts and hypothetical examples are subject to uncertainty and contingencies outside the Synergy Group’s control. Past performance is not a reliable indication of future performance. The Synergy Group makes no representation or warranty as to the accuracy or completeness of this information and shall not have any liability for any representations (expressed or implied) regarding information contained in, or for any omissions from, this information or any other written or oral communications transmitted to the recipient in the course of its evaluation of the information set out in this report.

## Notice to US Investors

This report has been prepared by Synergy Management (DIFC) Limited (“Synergy”) solely for discussion purposes. By accepting delivery of this report, the recipient agrees not to distribute, publish, reproduce (in whole or in part) by any medium or in any form, or disclose to any other person without the prior consent of Synergy. This report is not an offer or solicitation of offers to buy interests nor shall it constitute or form part of an offer or solicitation to sell or an invitation to invest, to purchase nor shall it or any part of it, including the fact of its distribution, form the basis of, or be relied upon in connection with, any contract relating thereto. This report is furnished to the recipient with the express understanding, which recipient acknowledges, that it is not an offer, recommendation or solicitation to buy, hold or sell, or a means by which any security may be offered or sold.



## Contact

**Sudhir Maheshwari**  
Founder and Managing Partner  
sudhir@synergycapital.co.uk

**Davinder Chugh**  
Senior Partner  
davinder@synergycapital.co.uk

**Gonzalo Waldman**  
Partner  
gonzalo@synergycapital.co.uk

## Synergy Management DIFC

Office OT 32-30,  
Central Park Offices,  
DIFC, Dubai

+971-4-244-6340

www.synergycapital.co.uk