



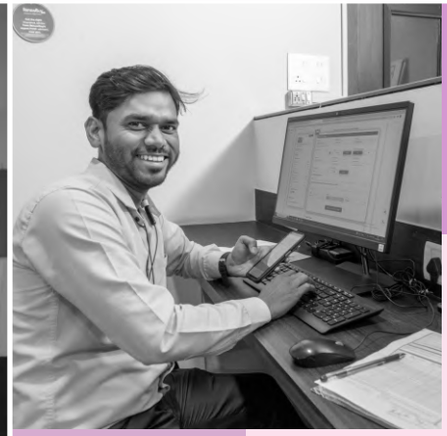




2022 IMPACT REPORT







AMICUS
CAPITAL PARTNERS

FOREWORD

Dear Reader,

We are pleased to present Amicus Capital's annual Impact Report for 2022, our third such report. The impact report presents the stories of our portfolio companies and our contribution to them, as we work together to create opportunities and provide livelihoods across India. While the report contains metrics showcasing our performance, it also presents the voices of the many partners, clients, customers and beneficiaries of Amicus Capital and its portfolio companies that bring this report to life. You can hear directly from them using the QR codes that punctuate this report. In this report, you will read of how our capital contributed to the growth of our portfolio companies – by establishing new facilities/branches, expanding deeper into India and scaling-up their businesses. **We would like to point out that the impact presented here is a direct outcome of our investment themes and strategy, and the support we provide to our portfolio companies.** We are excited at presenting this to the community at large.

India is one of the fastest growing large economies in the world. This growth is led by dreamers - a cohort of entrepreneurs with visionary zeal and gumption to tackle complex socio-economic issues. At Amicus Capital, we work with such entrepreneurs to build resilient businesses that generate long-term sustainable gains for shareholders and other stakeholders. **With our backing, our companies have grown, and so has their ability to generate livelihood and employment – the focus of our 2022 Impact Report.** Portfolio companies of Amicus Capital have supported over **13,300 full time jobs** and over **230,000 flexible jobs** across India since our first investment in 2017. In the past one year alone, our portfolio companies have been able to increase full time employment by 31%, and flexible employment by 54%. The societal impact of this is profound: employment can help workers and their families to avail hitherto inaccessible goods and services, invest in education & healthcare, save for the future and better manage risks.

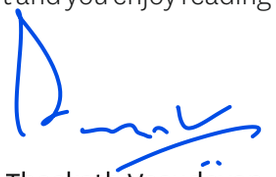
For India's diverse population, productive employment is not 'one-size-fits-all'. For some, the stability of a manufacturing facility offers comfort and confidence. Others may require flexibility, often facilitated by technology riding on India's now-

ubiquitous telecom network. What is universal is every individual's desire for a reliable income, benefits, upskilling and professional growth fuelled by the aspiration for better standards of living and upward mobility. Our portfolio companies attract, engage and retain workers across the country's varied geographies and demographics. **We have spotlighted one such company, Awign, that aims to empower anyone, anywhere, to access opportunities on their terms, needing nothing more than an internet connection.**

When we first began our investing journey, we did not anticipate the impact that our work would create. We could not predict the lives it would touch, the people it would empower through access to markets and financial services, or the livelihood it would create. So, when we did begin tracking these metrics three years ago, we approached the task – as with everything we do – systematically. Our methodology today, as advised by PricewaterhouseCoopers (PwC), is based on global best practices on capturing and reporting impact metrics. The detailed methodology is presented later in this report.

We would like to specially thank the teams at our portfolio companies, PwC, the design team (OH! Design Studio), photographers (Vicky Roy & Anoop Panthri) and the Amicus Capital Team (especially Meghna Nooyi Talati) who have all contributed to make this report a reality.

As we continue to grow, we remain committed to building category-leading and innovative businesses that create long-term value by driving positive changes in the lives of their stakeholders. We hope this commitment comes through in this report and you enjoy reading it as much as we did creating it.



Sunil Theckath Vasudevan



Mahesh Parasuraman

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SPOTLIGHT

AWIGN

TECHNOLOGY TRANSFORMING THE FUTURE OF WORK

Anchal worked as a banker for 13 years. However, when she became a mother, she realized that she needed flexibility, which was not afforded by the company she had worked for. As her children, now aged 12 and 6 respectively grew up, she wanted to return to work – but on her terms. That's when she learnt of – and signed-up with – Awign. Following a rigorous screening and training process, she began working as an online proctor through Awign two years ago.

> "I STOPPED WORKING AS A BANKER WHEN I BECAME A MOTHER. BUT I ALWAYS WANTED TO CONTINUE WORKING, SO I WAS EXCITED WHEN I HEARD OF AWIGN. AWIGN HAS GIVEN ME THE OPPORTUNITY TO WORK FROM THE COMFORT OF MY HOME AND THE FLEXIBILITY TO WORK AROUND MY CHILDREN'S SCHEDULES. I FEEL SO EMPOWERED, AND MY FRIENDS HAVE NOTICED. IN FACT, FOUR OF MY FRIENDS HAVE ALSO RETURNED TO WORK THROUGH AWIGN."
>
> *ANCHAL, ONLINE PROCTOR AT AWIGN, KOLKATA, WEST BENGAL*

Karishma was a 19-year-old undergraduate student who had just lost her father when she began developing content for various clients for 20 hours a week through Awign. A few months later, she learnt how to optimize



Bandana Das, Proctor at Awign, Guwahati, Assam

her time to work up to 30 hours per week on the platform. Her earnings through Awign enabled her to enrol her younger sister in college, and even buy a new laptop!

Anchal and Karishma are just two of the 58,000+ active freelancers/gig-workers[1] that leverage Awign's tech-led platform to supplement their incomes. The company is India's largest workforce platform that is transforming the future of work using its proprietary technology to allow freelancers to perform tasks for corporates. Awign helps its enterprise customers variablise their costs on various core and non-core activities or tasks. It achieves this by leveraging its low-code platform that breaks down the tasks of its enterprise customers into simple executable steps that are digitised, and then executed by freelancers registered on the platform. The freelancers are onboarded, trained, and guided digitally through a step-by-step process to fulfil the task assigned to them with minimal human intervention, thus allowing it to scale. For freelancers, the platform enables access to flexible employment opportunities, irrespective of whether they're in Mumbai or Mathura[2]. Freelancers are empowered to choose the type of work they do, the modality (digital or in-person) and even their working hours, truly transforming the nature of work in India. A recent report (BCG, 2023) suggests that freelance work has the potential to service up to 90 mn jobs in India's non-farm economy alone, transact over $250 bn in volume of work, and contribute approximately 9% (an incremental 1.25%) to India's GDP over the long term. Awign is harnessing this potential.

Awign has fulfilled over 110 mn tasks for 100+ large enterprises in 530 districts covering 12,000+ PIN codes across India since inception. Of the 58,000+ active freelancers, 33,500+ were located in Tier 2 cities and beyond, growing at 123% between December 2021 and 2022. The total payout to freelancers since inception till December 31, 2022 was INR 1,461 mn ($17.8 mn).

58,518
Active freelancers/ gig-workers

14,054
Woman freelancers/ gig-workers

110 mn
Tasks completed

530
Districts across India

INR 950 mn
($11.5 mn)
Payout to freelancers/ gig-workers in 2022

INR 1,461 mn
($17.8 mn)
Total payout since inception

1. Active freelancers/gig-workers are defined as those who have completed at least one task through Awign in the past 12 months.
2. A Tier 3 town in Uttar Pradesh.Indian cities are classified into Tiers by a ranking system developed by the Government of India to allocate House Rent Allowance and income tax exemptions to public officials. Cities are classified based on their population
3. 1 $ = 82 INR

The young company was founded in 2016 by friends and classmates - Annanya Sarthak, Gurpreet Singh and Praveen Kumar Sah. We spoke to Annanya Sarthak about Awign's vision, the journey so far and their commitment to creating livelihoods across India.

Tell us about how you, Gurpreet and Praveen started Awign.

Gurpreet and I were classmates at IIT Ropar. In fact, we played together in a classic rock band. Praveen was senior by a few years at IIT. It was some years after graduating and with a few years of work experience, I started noticing that enterprises were looking for creative but trustworthy ways of outsourcing business-critical tasks. In parallel, youngsters – particularly college students – were looking for ways to learn skills and earn. I wanted to build a bridge between the two.

With this spark of an idea and my life's savings (but little else), I moved to Bangalore in 2016. I reconnected with Gurpreet and pitched the idea to him – he was excited and jumped on board! We then spoke to Praveen. We really wanted him on board, but were nervous because Praveen had extensive technology experience. To our delight, he agreed immediately. Together, we registered our company in July 2016. Ever since then, there has been no looking back.



Annanya Sarthak, Co Founder & CEO, Awign

What challenges have you faced so far?

Awign is a unique idea. In the early days, enterprises were hesitant to allow our freelancers to deliver recurring core work, so we struggled to bag large contracts. With no peers or listed company doing what we do in India or abroad, we found it difficult to raise capital in the initial days. I've always been frugal, but even so, I ran out of my savings within a year. I borrowed money from friends and family to keep the company afloat. Around the same time, COVID-19 related lockdown was announced across the country. Within 15 days of lockdown, our revenue fell to zero.

We had to pivot – and do it fast. We worked round the clock to re-imagine our entire business model. We launched last-mile operations to capitalize on the shortage of delivery partners, and digital tasks that could be fulfilled remotely. By early-2021, our revenues had reached pre-COVID levels. In fact, our diversified services allowed us to ride the second wave from a revenue and growth standpoint. Today, we have a large client base and are well capitalized.

Tell us why freelancers are flocking to Awign.

Awign offers all freelancers, irrespective of age, gender or location, the opportunity to work. Anyone hungry for opportunities is welcome to register on the platform.

They are matched with tasks depending on their skill-set. To enhance skills, we have a training program which is executed via the platform through 'Awign University'. The process is simple: A person signs up on our platform, and we select them based on their skill-set. If they require training, we provide it. If the tasks to be completed are moderately complex, we host webinars to train new workers. If the tasks to be completed are highly complex, we may have a new worker shadow an experienced professional for a few days. In this way, we are working towards enabling cross-functionality between tasks that any worker can complete, even encouraging blue collar workers to take on grey-collar or white-collar work.

What has your approach to benefits for freelancers been?

Many business leaders believe that providing benefits to freelancers takes away from their companies' profitability. We, as founders, disagree with this approach. We believe that providing benefits to freelancers is not just the right thing to do but makes complete business sense as it ensures that our freelancers are more engaged on the platform. We want to change the perception that gig-work is unreliable and temporary. We believe this is only possible through benefits that enable favourable work conditions and encourage financial inclusion and engagement.

We encourage favourable working conditions by not incentivizing long days. We allow workers to define their boundaries. We provide accident insurance for all workers, are working towards providing group health insurance, including free doctor consultations and also partnering with non-banking finance companies to enable our freelancers to avail credit via the platform.

What next for Awign?

Over the next few years, we would like to work towards fulfilling our vision of enabling income growth through Awign amongst all people, irrespective of their location in Tier 2/3 cities and towns. We want to improve our algorithm to match workers with the right job, reducing travel time. We want to engage with more women who are looking to remain in the workforce – whether through remote or in-person tasks.

Building a resilient Awign has been incredibly rewarding, and we are just getting started.



An Awign freelancer travels to work.





IMPACT IS INHERENT TO WHAT WE DO

In a country with a working population of greater than 500 mn (World Bank, 2021), fostering employment opportunities to enable access to better livelihoods is a macro-economic imperative. Amicus Capital, through its investments, is addressing this by helping generate employment - both direct employment at investee companies and promoting indirect employment in the larger ecosystem of these companies.

INVESTMENT THEMES DRIVING IMPACT

We are a private equity firm that backs high-growth and capital efficient companies in India, early in their growth cycle. As of December 31, 2022, Amicus Capital invested a total of INR 4,596 mn ($63.7 mn) across 11 companies in 4 sectors – healthcare, consumer, technology & business services and financial services.

The Firm follows an investment philosophy which has been developed by the investment team over years of successful investment experience. The investment strategy is also tailored around its investment philosophy. Overlaid on the investment philosophy and strategy are two important investment themes which the Firm believes will drive growth in India over the next two decades. The two key investment themes are backing companies (a) that provide access to markets or credit, and/or (b) that digitize their business model or are digital-first businesses.

The selection of these two themes for the Firm is influenced by the following factors:

- Metros and Tier 1[1] markets in India are well served and highly competitive. In comparison, Tier 2 markets and beyond are underserved. In our opinion, companies that will succeed in the next decade will be those who can effectively provide products/services/credit deeper into India – geographically and demographically.

- Technology/digitization leapfrogs limitations of geography and infrastructure to reduce friction and lower costs. Digitization not only smoothens access to the underserved but also allows people or businesses in those parts to produce and sell to a wider market.

Amicus Capital has demonstrated the intent and capability to: (a) invest and help build valuable companies targeting Tier 2 markets and beyond, and (b) help its portfolio companies digitize their businesses to grow faster and expand their reach. Amicus Capital will continue its focus on the said themes. Thus, the Firm's strategy and the target selection of businesses that provide products and services in underserved geographies and those that digitize the Indian economy will automatically drive strong impact.

The outcome of our investment philosophy, strategy and themes are well-capitalized and fast-growing portfolio companies that deliver high impact. These portfolio companies touch the lives of their partners, clients, customers, beneficiaries and other stakeholders. The infographics on the following pages of this section depict the overall impact of the portfolio companies of Amicus Capital as of December 31, 2022.

To align with global reporting standards, we have measured and reported our impact as a Firm across the five dimensions of Global Impact Investing Network's (GIIN's) IRIS+ impact measurement framework. The team from PwC compiled the data shared by portfolio companies and mapped the same against relevant IRIS+ indicators and the UN SDGs, conversed with the Amicus Capital team, and interviewed employees and other stakeholders of portfolio companies covered in this report.

The methodology adopted is detailed later in this report.

1.Indian cities are classified into Tiers by a ranking system developed by the Government of India to allocate House Rent Allowance and income tax exemptions to public officials. Cities are classified based on their population.

The key impact outcomes of this strategy are:

1 GENERATION OF EMPLOYMENT IN TIER 2 TOWNS & BEYOND

Many of the companies that the Firm invests in are growing at a compounded annual growth rate greater than 30%-50%. Bolstered by capital invested by the Firm, these companies expand rapidly by setting-up new facilities and expand into newer geographies, and in many cases, run decentralized operations that hire people in smaller towns and cities. Capital provided by the Firm drives strong employment growth as well as increased economic activity in smaller towns and cities across India. Portfolio companies of Amicus Capital engage with over **230,000 employees, advisors and consultants** and have created over **13,300 full time jobs.**

2 INVESTMENT IN AND SUPPORTING MICRO, SMALL & MEDIUM ENTERPRISES (MSMES)

Being an early growth investor, Amicus Capital invests in companies early in their growth cycle. Most of these companies are MSMEs[1,2]. Capital provided by the Firm helps MSME companies to upgrade technology, establish manufacturing capacity and improve the skills of workers. In addition, many portfolio companies engage and source products and services from MSME companies. Further, our portfolio companies have set-up MSME lending platforms and provided capital to MSMEs. **76,741 MSMEs** have availed loans and **58 MSME manufacturers** have been engaged through Amicus Capital portfolio companies.

3 EMPOWERMENT THROUGH ACCESS & INCLUSION

Amicus Capital's strategy of focusing on companies in Tier 2 towns and beyond has resulted in the Firm investing in companies that target customer groups who do not have easy access to products and services. Products and services for these customers need to be tailored to suit their requirements, consumption pattern and/or income levels. Technology also plays a major role in reaching out to these unserved and/or underserved customers and making goods and services more accessible to them. As on December 31, 2022, Amicus Capital's portfolio companies had served over **180,000 formerly new-to-credit customers.**

4 DRIVE MANUFACTURING/ MAKE IN INDIA

The Firm shall invest in speciality manufacturing which includes speciality chemicals, healthcare products and other niche engineering products that will cater to domestic and international markets. As of December 21, 2022, **3 out of our 11 portfolio companies engaged with manufacturers in India, many of whom are MSMEs.** Going forward, Amicus Capital shall also invest in speciality manufacturing thereby directly participating in the 'Make In India' initiative.

1. MSMEs are defined by the Government of India's Ministry of Micro, Small and Medium Enterprises here: https://msme.gov.in/know-about-msme.
2. As of December 31, 2022, 8 out of the 11 companies we invested in are MSMEs. Of the balance 3 companies, 2 of them are also MSMEs, but have been excluded because the investments have been made in the parent company headquartered outside India. The Indian subsidiaries of these 2 are, however, MSMEs.

MAPPING OUR IMPACT



WHAT

- Empower people through productive, decent work
- Work to engage MSMEs
- Enable access to market, goods & services & promote inclusion into formal finance



WHO

- Geographically and demographically under represented
- Full-time and flexible workers, women, youth (<24 years)
- MSMEs across India



HOW MUCH

- Lives touched
- Women empowered
- MSMEs empowered
- Full time employment
- Person-hours spent in professional development
- New to credit customers
- Flexible employment
- Customer touch points in Tier 2 cities & beyond



CONTRIBUTION

The Firm contributes to portfolio companies in many ways :

- **Active engagement**: The Firm is a value-added partner and is actively engaged with its portfolio companies to help grow their businesses. Exhibit 1 has captured the various areas of engagement of the Firm with its portfolio companies.
- **Capital mobilization**: The Firm has invested a total of INR 4,596 mn ($63.7 mn) across 11 portfolio companies. This has catalyzed further investments in portfolio companies raising across both debt and equity. The various portfolio companies have further raised a total of INR 47,113 mn ($574.5 mn) across debt and equity thereby creating manifold impact. The table in Exhibit 2 provides a detailed break-up this impact.



RISK

Impact may be affected by many risks at once, or a risk may affect an impact for only a period of time. Amicus Capital has mapped most common risks to delivering impact at scale through our operations and identified possible mitigation measures. The key risks are:

- External risk;
- Stakeholder participation risk; and
- Endurance & evidence risk.

The above risks are described in Exhibit 3.

2022 KEY IMPACT METRICS

5,441,562
Lives touched

13,379
Full-time employment generated[1]

3,208
Customer touch-points in Tier 2 cities & beyond

76,741
MSMEs that have availed loans

238,356
Flexible employment generated

193,007
Women empowered[2]

187,500
Formerly unserved (NTC) or underserved customers

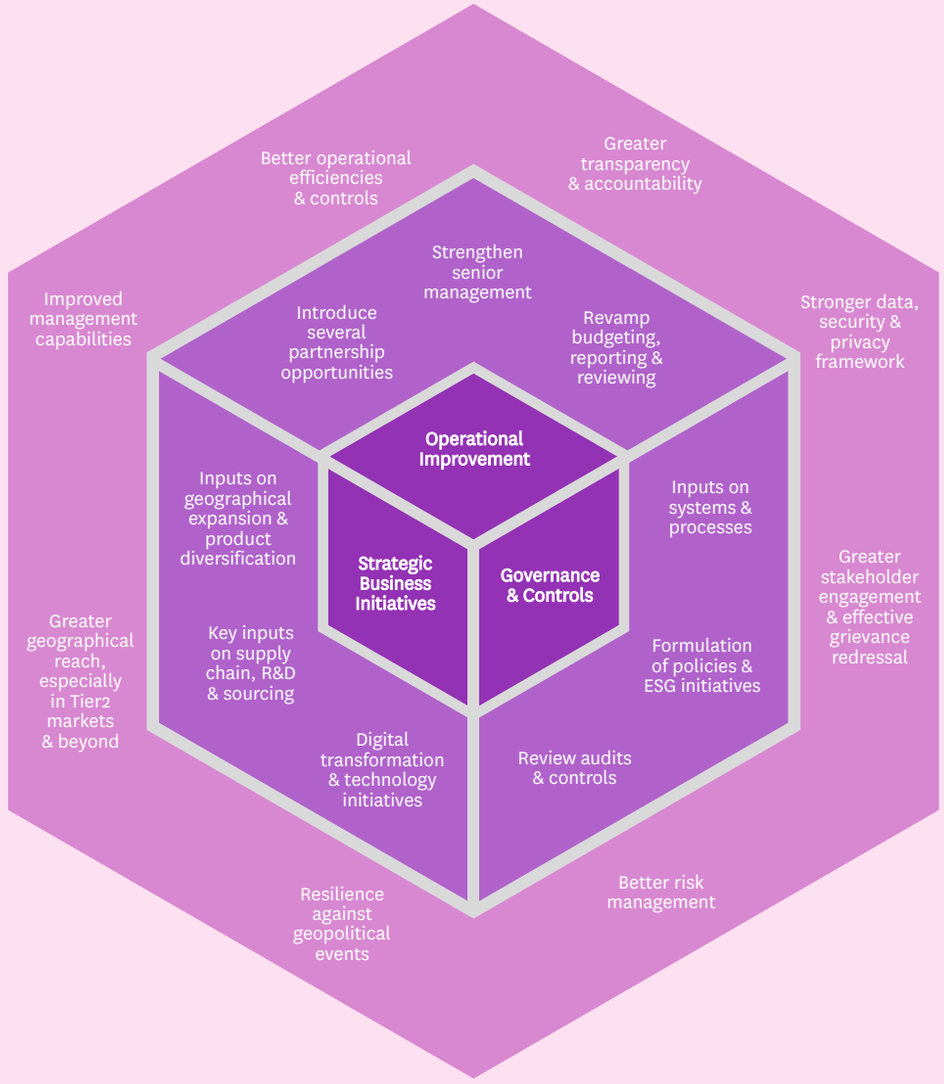
58
MSME manufacturers engaged

231,571
Person-hours spent in professional development

1. Direct and indirect, as on December 31, 2022.
2. Includes women employees, entrepreneurs and borrowers.

EXHIBIT 1: ACTIVE ENGAGEMENT & CONTRIBUTION TO PORTFOLIO COMPANIES

Making investments that have the potential to drive impact is just the first step. At Amicus Capital, we strive to engage with entrepreneurs and other investors to create significant lasting value and achieve long-term growth. We do this by actively engaging in company-building by working with our companies' teams to strategize sustainable growth, upgrade systems & processes, strengthen partnerships with various stakeholders and bolster policies & programs. Each of these is underpinned by an unwavering focus on good governance and proactive risk management.



Outcome of Active Engagement

Key Actions to Drive Strategic Focus Areas

Strategic Focus Areas

EXHIBIT 2: CATALYZING CAPITAL FOR PORTFOLIO COMPANIES

Portfolio Company	Debt catalysed		Equity catalysed	
	INR mn	$ mn	INR mn	$ mn
Altum Credo	1,819	22.2	380	4.6
Awign	-	-	806	9.8
Berar	4,242	51.7	850	10.4
Capital SFB	29,495	360	917	11.2
mCaffeine	50	0.6	1,567	19.1
Namaste Credit	26	0.3	63	0.8
Pickrr	-	-	486	5.9
RenewBuy	1,008	12.3	4,178	51
Rivaara Labs	-	-	100	1.2
Wonderchef	322	3.9	805	9.8
Total	36,961	451	10,152	124



V. Vinothkumar, an Altum Credo beneficiary from Chithode, Tamil Nadu

Notes:
1. Debt includes borrowings and/or deposits from the month of Amicus Capital's investment until December 31, 2022.
2. Investment includes capital infused by investors excluding Amicus Capital for the same period.
3. 1 $ = 82 INR

EXHIBIT 3: IMPACT RISK ASSESSMENT

1 EXTERNAL RISK

The lack of a supportive local regulatory framework—or inappropriate government intervention—could impede the development of inclusive products and services for people as well as small & medium businesses. Companies must be agile, but built on a strong foundation of good governance.

2 STAKEHOLDER PARTICIPATION RISK

Increased access to goods and services may not lead to increased participation by stakeholders who may be held back by ingrained perceptions and practices. It is important to engage customers and clients during product/service development and tailor the product/service to their needs.

3 ENDURANCE & EVIDENCE RISK

Potential beneficiaries may not see immediate positive changes in their business when improving workers' job security and stability, which could lead them to stop implemented improvement measures. A method to mitigate this would be to institute relevant policies and processes (such as HR performance management systems) and engaged implementation, providing incentives and engraining best practices in the companies' working culture.



FOSTERING EMPLOYMENT OPPORTUNITIES

ENABLING THE GEOGRAPHICALLY & DEMOGRAPHICALLY UNDER-REPRESENTED

For India to leverage its demographic dividend, its workforce must have access to formal work, attendant benefits and a social safety net. After all, access to steady income, formal savings, credit and banking allows populations to absorb shocks and manage risk while investing in homes, education, insurance, healthcare, and other resources that can protect financial wealth (Institute of International Finance and Accion, 2016). Creating dignified and safe employment opportunities has never been more crucial for the country.

This is where portfolio companies of Amicus Capital have played a significant role by creating large employment opportunities. Portfolio companies of Amicus Capital have supported over 13,300 full time jobs and over 230,000 flexible jobs across India since our first investment in 2017. Our investments have created opportunities for employment not just in Tier 1 cities, but also in Tier 2 and beyond.

A case in point is **Berar Finance Limited (Berar),** a Nagpur, Maharashtra-based portfolio company that enables access to formal financing through its 116 branches spread across the states of Chhattisgarh, Madhya Pradesh, Telangana, Karnataka, Gujarat and Maharashtra. Of these, 93 branches (80%) are in rural and semi-urban areas. 1,621 of Berar's 2,505 employees representing ~65% are employed in rural and semi-urban areas, that are often characterized by limited opportunities for stable employment in large, stable and fast-growing companies.

The distribution of loans by Berar reflects its geographic diversity: 81% of the 243,301 loans outstanding as of December 31, 2022 are in rural and semi-urban areas. Berar's success in non-urban parts of India is driven by their keen understanding of their customers' needs, and then empowering their employees to cater to them. Employees, in turn, find themselves working in the communities they live in, earning respect in addition to income from stable employment.

> "WHERE I AM FROM, WOMEN AREN'T TYPICALLY ENGAGED IN FORMAL EMPLOYMENT. BUT I AM THE PRIMARY BREADWINNER FOR MY FAMILY. I HAVE THE CONFIDENCE THAT I CAN MANAGE ANY OF MY FAMILY'S EXPENSES. I HAVE EARNED THE RESPECT OF MY EXTENDED FAMILY AND THE COMMUNITY ON ACCOUNT OF MY WORK AT BERAR."
>
> *SIDDAMMA NAMANE, BERAR CREDIT MANAGER, GULBARGA, KARNATAKA*

80%
of branches in rural & semi-urban areas

65%
of employment generated in rural & semi-urban areas



Siddamma Namane, Berar Credit Manager, Gulbarga, Karnataka

The company's employee base has increased ~2x, from 1,379 in March 2020[1] to 2,505 as of December 31, 2022. This employment growth, especially in rural and semi-urban areas, will only accelerate as the company expands its operations to newer markets and expands its product offerings.

Headquartered in Jalandhar, Punjab, **Capital Small Finance Bank (Capital SFB or the Bank)** is an Amicus Capital portfolio company that has been able to win customer trust and drive behavioural change in areas that were formerly unserved or under-served. Key to Capital SFB's success has been its focus on employing local people. The Bank employs 915 people (over 51%) in unbanked rural areas, rural, semi-urban areas, out of a total of 1,786 employees. Ranked a 'Great Place to Work' for 7 years in a row, the Bank has quickly become an employer of choice for professionals in the region, who see this as a source of not just stable employment but also professional growth. This has also translated to customer satisfaction with confidence in the Bank amongst its customers. The company maintains a Fair Practice Code that codifies its commitment to transparency and guidelines for fair operations.

51%

of employees in unbanked rural, rural & semi-urban areas

Great place to work

7 years

in a row



Baljinder Singh, a Capital SFB customer in Kangna Village, Punjab

1. Amicus Capital invested in Berar in February 2020.

We spoke to Capital SFB's Managing Director, Sarvjit Singh Samra about the Bank's growth, approach to working with customers unfamiliar with formal banking and how the Bank works to enable and engage its employees.

Tell us about the Bank – its journey from a Local Area Bank (LAB) to a Small Finance Bank (SFB).

The Bank began operations in 2000 and was India's largest LAB before becoming the country's first SFB. When the Bank became an SFB, operations were limited to five districts in Punjab. As on date, the Bank has 168 branches spread across the states of Punjab, Haryana, Rajasthan, Himachal Pradesh, Union Territory of Chandigarh and the National Capital Region (NCR).

We are a 7-year young SFB and a 23-year old bank whose journey has been built on trust and performance. The culture of transparency and deep understanding of the target customer segment have helped us steer our steady growth and profitability. Our philosophy of being the primary banker, a single window service, holistic suite of product offerings, and a deep understanding of our target customer segment (middle-income group) helped us grow efficiently. Our strong presence in rural and semi-urban markets enables us to deliver banking services to the last-mile customer and our urban branches act as a catalyst for bringing efficiency in



Sarvjit Singh Samra, Managing Director, Capital SFB

intermediation between savers and borrowers. Our learnings as a LAB, the IT backbone, a prudent risk management framework, codified processes & policies and a strong team have helped us in becoming a leading SFB across metrics such as CASA (Current Account Savings Account) ratio, cost of deposits, asset quality, portfolio diversification and quantum of secured advances.

The Bank serves several communities that have been typically unbanked or underbanked. What is the Bank's approach to working with customers unfamiliar with formal banking?

With our comprehensive suite of products catering to the growing needs of the unbanked population across semi-urban and rural areas, we are the primary bankers to most of our customers. They use multiple products and this has increased customer stickiness.

The most important feature of our brand is our continuous 'Customer Centric Approach'. Everything we do is directed towards this. It has helped us not only win customers but also retain them. Our service reliability, easy access, timely disbursement and transparency in the banking process have helped us become the market leader in our area of operation. This has resulted in creating a high level of trust amongst the customers of the Bank.

For most customers, the face of the Bank is the front-line employee who works closely with them on their banking needs. How do you empower employees to engage with customers, especially those unfamiliar with formal banking?

We have a talented, committed, dedicated and honest workforce. This has helped us earn the trust of our customers. Some of the key strategies through which we empower our front-line staff are (a) comprehensive training covering banking communication and customer service, (b) establishment of clear, simple and jargon-free communication guidelines; (c) encourage employees to listen to the customer and demonstrate empathy; (d) encourage employees to adopt a personal approach; (e) foster culture of understanding internally; (f) establish mechanisms for ongoing support and feedback to help employees continuously improve; and (g) lastly, grant rewards and incentives and recognize employees for their work.

All of the above has led to enhanced customer satisfaction, stronger relationships, and increased confidence in the Bank.

The Bank has been ranked a 'Great Place to Work' for seven years in a row. What sets the company apart when it comes to enabling and engaging its employees?

Being certified as a ‘Great Place to Work’ for seven consecutive years reflects the Bank's consistent commitment to enabling and engaging its employees. Some general factors that have contributed are : (a) strong leadership which has clear expectations and provides guidance & support where needed; (b) empowerment of employees with autonomy and ability to take decisions resulting in high levels of ownership and initiative; (c) transparent and open two way communication, idea sharing and feedback; (d) flexible work arrangement and focus on work life balance; (e) commitment to employee learning, growth and professional advancement; (f) providing incentive and rewards and appreciation and recognition beyond monetary compensation; (g) an inclusive and diverse culture with equal opportunities; (h) focus on employee well-being including physical and mental well-being; and (i) lastly engagement in corporate social responsibility activities demonstrating a commitment to making a positive impact beyond the core business.



Abhilasha Pandey, Territory Credit Manager, Altum Credo branch in Bhilwara, Rajasthan.

Hear Abhilasha speak about her experience with Altum Credo via the adjacent QR code.

The importance of the role played by employees is not lost on Pune-based **Altum Credo Home Finance (Altum Credo)**, an affordable-housing finance company and an Amicus Capital portfolio company since 2021. The company lends to the economically weaker sections (EWS) and low-income groups (LIG) of society who are usually unserved or underserved by larger banks and financial institutions.

Altum Credo has devised alternative formats for assessment of potential customers considering the absence of formal income or credit history. The assessments are typically conducted in person at the applicant's home by Altum Credo's credit and branch personnel. The team also conducts post-disbursement follow-up visits during the construction process. The entire loan-approval process – from lead generation to repayment – relies extensively on customer handholding by Altum Credo's branch staff. Branch staff play a key role in how Altum Credo interacts with its customers. This requires a nuanced understanding of the business model of the customer, their income profile, cash flows and expenses, savings, and fluency (in many cases) in more than one regional language. Considering how extensively the branch staff interact with customers, the company has instituted a rigorous training program to prepare branch staff for these interactions in a manner that fosters trust.

> "EACH BRANCH IN OUR COMPANY HAS A BRANCH MANAGER, BRANCH CREDIT MANAGER, AND MULTIPLE RELATIONSHIP MANAGERS. BECAUSE WE ARE WELL-STAFFED AND WELL-TRAINED, WE ARE ABLE TO PROVIDE SERVICES TO OUR CUSTOMERS AT THEIR DOORSTEP. THIS, PLUS THE FACT THAT WE SPEAK TO EACH CUSTOMER IN THE LOCAL LANGUAGE, MEANS THAT WE HAVE BUILT CUSTOMER TRUST IN THE COMPANY."
>
> *SURESH KUMAR, REGIONAL CREDIT MANAGER, ALTUM CREDO BRANCH IN ERODE, TAMIL NADU*

48% employees work in rural & semi-urban branches

33 of **52** branches in rural & semi-urban areas

Great Place To Work. Certified JULY 2023 – JULY 2024 INDIA

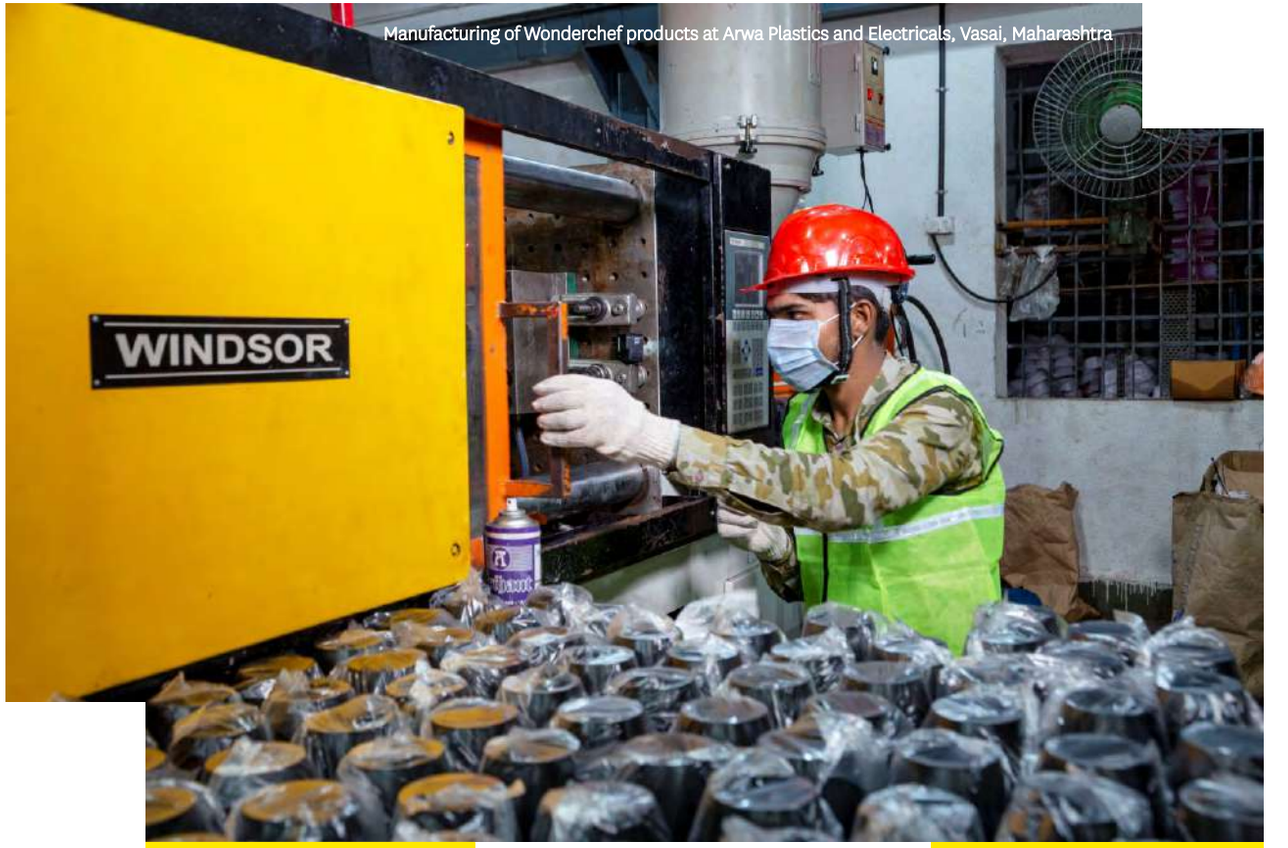


Abhilasha Pandey, Territory Credit Manager, Altum Credo, speaks to potential customers in their home.

Recognizing the important role played by its employees, Altum Credo hires from the regions they operate in. As of December 31, 2022, the company operated 33 branches in semi-urban and rural areas (out of a total of 52 branches), employing 235 of the company's 492 employees (48%). The total number of employees grew ~1.7x since Amicus Capital's investment. The company is growing its loan book rapidly at 75%-100% per annum and it's expansion will be through increased penetration in semi-urban and rural areas. Given the company's business model and reliance on employees hired locally, it will generate large number of stable employment opportunities in these smaller towns and cities in the next few years.

Stable employment opportunities have also been generated by **Wonderchef Home Appliances (Wonderchef)**, a national cookware and kitchen appliances brand, headquartered in Mumbai. When Amicus Capital invested in Wonderchef in 2018, its products were manufactured in 4 facilities across India and the total value of locally manufactured products was just INR 99 mn ($1.2 mn). This represented a mere 9.3% of total goods sourced. Amicus Capital worked with Wonderchef to transition the business model to purchase products that were manufactured locally. We introduced Wonderchef to two manufacturers and worked with them closely. In fact, the said manufacturers set-up new and dedicated production lines for Wonderchef.

Wonderchef's products are now manufactured in 56 facilities, 51 of which are MSMEs. This increase through their domestic sourcing initiative has resulted in the set-up of new factories across India (a majority of whom are in Tier 2 cities and beyond) and the expansion of production in existing factories, creating stable local employment opportunities. In 2022, the manufacturing (including warehousing) of Wonderchef's products resulted in the employment of 2,317 personnel, including 619 women (27%), a majority of whom were in Tier 2 cities and beyond. In addition, these factories bring infrastructure development, economic growth and access to livelihood to these parts of the country.



Manufacturing of Wonderchef products at Arwa Plastics and Electricals, Vasai, Maharashtra

9.3%
INR 99 mn ($1.2 mn)
FY18

MAKE IN INDIA

59%
INR 1,316 mn ($16 mn)
CY22

FY - Financial Year
CY - Calendar Year
1$ = 82 INR



Shalini AR, Research Scientist, Rivaara Labs, Bengaluru, Karnataka.

Hear Shalini speak of her experience returning to work at Rivaara Labs using the adjacent QR code.

Rivaara Labs, like all of Amicus Capital portfolio companies, actively works towards making each employee feel engaged and energized at work. Support is codified in the form of policies to encourage returning to work following temporary breaks such as paid maternity leave, health insurance for dependents and flexible working hours. Each of these is underscored by a supportive environment that fosters co-operation and collaboration. In a country where women drop out of the workforce to focus on care work bringing down their labour force participation rate to ~25% (as of 2021 per Government of India, Ministry of Finance, 2023), policies such as these become that much more critical.

> "IT'S CHALLENGING TO COME BACK TO WORK AFTER MATERNITY BREAK. BUT RIVAARA LABS HAS HELPED ME THROUGH GOOD EMPLOYEE POLICIES SUCH AS PAID MATERNITY LEAVE. EVEN ON RETURNING TO WORK, I HAVE FLEXIBLE WORK HOURS. MY COLLEAGUES – INCLUDING MY TEAM LEADS – HAVE SUPPORTED ME EVERY TIME I'VE NEEDED IT."
>
> *SHALINI AR, RESEARCH SCIENTIST, RIVAARA LABS, BENGALURU, KARNATAKA*

Each of our portfolio companies takes pride in the quality of employment they provide. Each direct employee benefits from clear terms of employment: written contracts, regular performance reviews and opportunities for growth, flexible working and other benefits. Our portfolio companies maintain policies relevant to their field of work, including Anti-Discrimination, Fair Hiring, Promotions & Dismissal, and Occupational Health & Safety. Of particular note are policies that espouse flexible working hours and working from home through the use of technology. It's these very types of policies that have encouraged women (and men) to remain in the workforce even as parental or other care responsibilities have taken temporary precedence. Studies around the world have articulated the many benefits of engaged, productive and happy workers i.e., greater inclusivity, stability, creativity and even greater profits. It's no coincidence that Amicus Capital companies are working to foster this environment among their respective teams.

Amicus Capital's companies will continue to generate employment and thereby, enable access to livelihoods across India – not just in Tier 1 cities but in Tier 2 cities and beyond – as they grow. The terms of employment will foster clarity, transparency and inclusivity to engage and empower workers, resulting in their greater agency while contributing to overall economic development.











FOSTERING EMPLOYMENT OPPORTUNITIES

SUPPORTING PROFESSIONAL DEVELOPMENT AND SKILLS IMPROVEMENT

> IT'S IMPORTANT THAT PEOPLE FEEL THAT THEY ARE GROWING WITHIN AN ORGANIZATION; THAT THEY ARE LEARNING. FURTHER, IT'S CRITICAL THAT THE LEARNING IS NOT JUST HARD SKILLS BUT ALSO SOFT SKILLS THAT MAKE OUR PEOPLE MORE CONFIDENT."
>
> *TEJAL, CHIEF HUMAN RESOURCES OFFICER, NAMASTE CREDIT, BENGALURU, KARNATAKA*

Tejal's understanding of what every employee needs for them to grow within an organization and Namaste Credit's congruent need to retain competitive and energized employees formed the foundation of 'Namasteesha', a women-focused training program and a growth initiative at Namaste Credit that commenced in May 2022. Namasteesha invites its 101 women employees (of a total of 270 employees) to share learnings and to collaborate with other women across teams and professional levels. Meetings that are conducted twice each month (in person and virtually) may also include formal training sessions – sometimes on topics unrelated to work!

In addition to this initiative, Namaste Credit has a focused training and development program open to all employees. In 2022, the company spent 1,208 person-hours on training employees on topics as diverse as credit and underwriting, information security and data protection, change management, road safety, delegation, negotiation and even flexibility / adaptability. These sessions, while driving greater productivity among employees, have also fostered creativity and clarity. In one special case, focused training even enabled a lateral move between teams within the organization.

> THROUGH NAMASTEESHA, I LEARNT ABOUT HOW TO MANAGE MY MONEY INDEPENDENTLY. I WANT TO BE FINANCIALLY INDEPENDENT, BUT I HAD NO IDEA WHERE TO BEGIN. THIS INITIATIVE HAS HELPED ME TREMENDOUSLY!"
>
> *SHEETAL S, ASSISTANT MANAGER – UNDERWRITING, NAMASTE CREDIT, BENGALURU, KARNATAKA*



Tejal, Chief HR Officer, Namaste Credit, Bengaluru, Karnataka.

Hear Tejal speak of her vision for Namasteesha through the QR Code here.



Training session at the Altum Credo office

Altum Credo is another portfolio company that has developed a systematic but flexible approach to learning and development. The company's employee training program is critical given that the entire loan approval process relies extensively on customer handholding by Altum Credo's staff. The company encourages in-person and online training through their centralized portal. In addition, junior employees are trained by experienced employees. In 2022, the company spent a total of 1,923 person-hours on 290 training sessions for their employees. Topics included credit, evaluation of customers, anti-money laundering (AML), Know-Your-Customer (KYC), IT security, customer service, and collections. In addition to a formal program, the company conducts daily huddles at each branch to assist employees overcome concerns expeditiously.

> "WHEN I JOINED, I RECEIVED RIGOROUS TRAINING ON VARIOUS TOPICS, INCLUDING CREDIT, UNDERWRITING, DATA ENTRY, EVEN HOW TO UNDERSTAND CUSTOMERS. TRAINING CONTINUES ON AN ONGOING BASIS. IT'S BECAUSE OF ALTUM CREDO THAT I HAVE DEVELOPED HOLISTICALLY: I USE THE MANAGERIAL SKILLS I'VE LEARNT AT THE COMPANY EVEN IN EVERY ASPECT OF MY LIFE, EVEN IN RUNNING MY HOME."
>
> *ABHILASHA PANDEY, TERRITORY CREDIT MANAGER, ALTUM CREDO BRANCH IN BHILWARA, RAJASTHAN*

That Altum Credo has been able to grow at 100% year-on-year while maintaining good asset quality (~0.8% Gross Non-performing Assets) is testament to their strong underwriting process, driven and delivered by its personnel having been trained through formal and informal channels.

RenewBuy exemplifies commitment to training its people. It spent nearly 6,200 person-hours training employees in 2022. The company has also instituted a Higher Education Policy, wherein an eligible employee may undertake a course relevant to their field of work, with half the cost of the course borne by the company, demonstrating its commitment to upskilling its employees.

> "I'M CURRENTLY DOING A COURSE ON PROJECT MANAGEMENT AT THE INDIAN SCHOOL OF BUSINESS. THE COMPANY PAID 50% OF MY FEE. IN ADDITION TO FINANCIAL SUPPORT, THE COMPANY HAS SUPPORTED ME BY GIVING ME TIME FOR MY COURSEWORK. I AM NOT PRESSURIZED TO WORK WEEKENDS IN CASE I NEED TO STUDY. THE COMPANY AND MY MANAGER HAVE BEEN VERY SUPPORTIVE."
>
> *K SRICHARAN BABU, PRODUCT MANAGER, RENEWBUY, GURUGRAM, HARYANA*

In addition to training employees, the company also trains its Insurance Advisors, a majority of whom have a high school degree. Given their skill levels, RenewBuy's training program and intuitive app-led digital distribution allow Insurance Advisors to earn a livelihood or supplement their income by providing insurance advice and service to their customers. In 2022 alone, the company trained 19,530 Insurance Advisors across 746 training sessions on various topics including insurance offerings across sectors, product launches and soft skills. These trainings increase their confidence levels, improve their skill levels, and allow them to be articulate, all resulting in the improved income earning ability of the Insurance Advisors.



Colleagues via Awign check their work


Kripal Rathod, Image Curator and Social Media Manager, Surat, Gujarat

Awign University' is a digital initiative by Awign aimed at upskilling, reskilling, and multiskilling its freelancers / gig-workers as well as providing foundation courses for both the gig-workers and their families. It offers curated courses and content to help freelancers / gig-workers expand their skill set, enabling blue collar workers to take on grey-collar or white-collar work. Moreover, it offers parent facing modules that allows gig-workers to get their children grade ready. Access to Awign University is free for all the registered freelancers / gig-workers.

Awign's efforts to train freelancers/gig-workers and its own employees doesn't end with Awign University. Any freelancer / gig-worker that requires handholding may be trained through webinars or even by shadowing experienced workers. The company dedicated 175,000+ person-hours to training freelancers/gig-workers and employees in 2022 alone.

> "I HAVE BEEN WORKING – AND LEARNING – WITH AWIGN SINCE THE FIRST YEAR OF COLLEGE. THROUGH AWIGN, I HONED MY SKILLS IN DIGITAL CATALOGUING, EVEN LEARNING MANY TOOLS OF THE TRADE. ALTHOUGH I AM A FRESH GRADUATE, I HAVE PRACTICAL EXPERIENCE, WHICH HAS GIVEN ME THE KNOWLEDGE, WORK ETHIC, CONFIDENCE AND EVEN CAPITAL TO START MY OWN BUSINESS."
>
> *KRIPAL RATHOD, IMAGE CURATOR AND SOCIAL MEDIA MANAGER, SURAT, GUJARAT*

Portfolio Company	Training Hours
Altum Credo	1,923
Awign	176,324
Berar	7,779
Capital SFB	690
mCaffine	1,246
MoEngage	8,033
Namaste Credit	1,208
RenewBuy	13,500
Rivaara Labs	10,164
Wonderchef	10,704
Total	231,571

All of our portfolio companies, like Namaste Credit, Altum Credo, RenewBuy and Awign, empower their employees and other stakeholders with the right knowledge backed by appropriate skills, catapulting them professionally and personally. These programs, when supported by the right policies, can engender greater confidence and participation in the workplace while enabling employees' holistic growth.



A training session organized by Namasteesha underway.



FOSTERING EMPLOYMENT OPPORTUNITIES

CREATING INCLUSIVE EMPLOYMENT OPPORTUNITIES USING TECHNOLOGY

For India's large non-urban internet-linked population, access to economic opportunities is often through a screen. India clocked a ~200% increase in rural internet subscriptions between 2015 and 2021 (Business Today, 2023), even as remote working became the norm following the COVID-19 pandemic. Digital platforms that leverage technology have been able to link the country's nearly 700 mn active internet users with each other (Statista, 2023).

For businesses, rapid digital adoption by the Indian population has been revolutionary: it has changed how they work, how they engage with employees and customers, and who they can reach. Given its potential to enable opportunities for Indians, technology has been embraced by agile and innovative companies. Innovative 'digital-first' businesses models have emerged that enable people and workers across the country to engage with the wider economy.

One of our portfolio companies, **Awign**, has been able to do just that. Awign links enterprises with a mobile and distributed workforce to execute core and non-core, recurring, on-field, and digital work. It leverages its low code technology to configure, allocate, optimize and fulfil customer requirements including auditing, proctoring, business development, due diligence and tele-calling. For freelancers, Awign represents opportunities across skill-levels, irrespective of age, gender, qualifications and even location.

93% of the 58,518 freelancers active on Awign are between the age of 20 – 40 years. 57% of the company's freelancers hail from Tier 2, Tier 3 cities and beyond - enabling economic opportunities across 12,000+ PIN Codes across the country.

> "HAVING RETIRED FROM THE INDIAN ARMY, I HAVE THE ENERGY TO WORK LONG HOURS. MANY RETIRED PEOPLE FEEL BORED AND LONELY. WORKING AT AWIGN HAS BEEN VERY GOOD FOR ME – AT THE EXAMINATION CENTRE, I HAVE MANY FRIENDS, A FEW OF WHOM ARE EX-INDIAN ARMY AS WELL. THERE ARE QUITE A FEW YOUNGSTERS TOO. I GET TO LEARN A LOT FROM THEM, AND PERHAPS THEY ALSO LEARN A THING OR TWO FROM ME."
>
> *HON. CAPTAIN AJMAL LASKAR, VETERAN OF THE INDIAN ARMY AND PROCTOR AT AWIGN, GUWAHATI, ASSAM*



Hon. Captain Ajmal Laskar, Veteran of The Indian Army and Proctor at Awign, Guwahati, Assam

Hear Hon. Captain Ajmal Laskar speak about his experience with Awign through the QR Code here.



Partha Arun Xavier, Due Diligence,
Field Audit and Business Development at Awign

Awign's freelancers / gig-workers are empowered to work when they can and where they can. This has had a catalysing effect on women engaging with the platform; 14,054 or nearly 24% of the 58,518 active workers on the platform are women. The company saw a 175% increase in the number of active women freelancers / gig-workers between December 2021 and 2022. More women have been taking up tasks such as data entry, content and data operations and proctoring allowing them to earn and support their families, without losing flexibility.

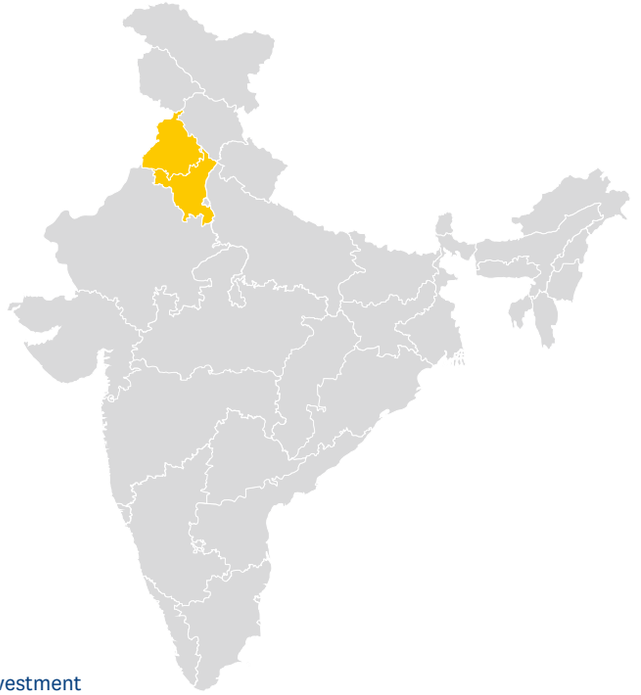
Awign is an excellent example of how the technology platform is helping temporary workers find new avenues of employment within their own cities, thereby reducing migration to Tier 1 cities to gain access to work. As the company scales in size over the next few years, the freelancers employed on the platform will increase manifold solving for an important socio-economic issue for India.

Other Amicus Capital companies that similarly leverage technology to enable flexibility in working are **RenewBuy** and **Namaste Credit.** RenewBuy's 86,942 Insurance Advisors use the full stack 'InsurTech' platform to digitize their customers' insurance journeys. They are located in 730 districts in 33 states and union territories; a manifold jump from 2,940 Insurance Advisors in 24 districts in 3 states and union territories at the time of our investment in 2017. The commission paid by RenewBuy to Insurance Advisors in 2022 alone was INR 2,328 mn ($28 mn) demonstrating the significant contribution to employment and income generation by the company. ~30% of RenewBuy's total Insurance Advisors (26,216 of 86,942), as of December 31, 2022 were women. The ability to work virtually, from anywhere, on their own schedule has encouraged women to engage with the RenewBuy platform.

Namaste Credit on the other hand relies on its 15,458 channel partners, who support the company's

Company	Number of women partners in 2022	Number of women partners in 2021	Increase in one calendar year
Awign	14,054	5,093	175%
RenewBuy	26,216	16,618	58%
Namaste Credit	2,477	1,750	42%

RenewBuy: Wider and deeper peneteration across India (2017 v/s 2022)



Presence prior to investment by Amicus Capital

24	3	2,940
Districts	States & UTs	Insurance Advisors



Presence post-investment by Amicus Capital

730	33	86,942
Districts	States & UTs	Insurance Advisors



Pankaj Prasad, a RenewBuy insurance advisor speaks to a customer.

'LoanHub' platform, a digital SME loan marketplace. Of these, 2,477 are women (representing 16% of the total number of channel partners). The commission paid to channel partners in 2022 was INR 112 mn ($1.37 mn) and this is expected to grow manifold in the next few years.

> "THE TRADITIONAL MODEL OF SME LOAN APPLICATION AND DISBURSEMENT WAS HEAVILY DEPENDENT ON VERBAL COMMITMENTS AND TOOK WEEKS FOR PROCESSING. WITH NAMASTE CREDIT'S TECHNOLOGY, COMMUNICATION IS TRANSPARENT, AND APPLICATIONS ARE PROCESSED WITHIN DAYS. I CAN ALSO REACH MORE CUSTOMERS, AND SO HAVE BEEN ABLE TO GROW."
>
> *SURYAKANT PANDEY, NAMASTE CREDIT CHANNEL PARTNER FROM LUDHIANA, PUNJAB*

As more Indians use technology to access opportunities, companies such as Awign, RenewBuy and Namaste Credit will find themselves uniquely positioned to grow by leveraging their experience, market position and stakeholder trust. Other digitally-native companies will follow suit in using technology to onboard workers, and maintain their engagement and improve their productivity. Technology also presents the opportunity for women to engage in the workforce on their own terms, offering them flexible but reliable employment opportunities to earn and grow, while driving macro-economic changes in the form of their greater participation in the labour force.



A worker at a Pickrr customer checks a shipment before dispatch.



ANNEXURES

ANNEXURE A:
IMPACT METRICS OF PORTFOLIO COMPANIES

TABLE 1: PORTFOLIO COMPANIES AND SUSTAINABLE DEVELOPMENT GOALS (SDGs) IMPACTED

Company	SDGs
Altum Credo	
Awign	
Berar	
Capital SFB	
mCaffeine	
MoEngage	
Namaste Credit	
Pickrr	
RenewBuy	
Rivaara Labs	
Wonderchef	

TABLE 2: EMPLOYMENT GENERATED

Portfolio Company	Number of Direct Employees	Number of Direct Women Employees	Number of Youth Employees (<24 years)	Number of Indirect / Contracted Employees
Altum Credo	492	43	33	25
Awign	365	97	101	-
Berar	1,451	135	-	1,054
Capital SFB	1,786	390	114	-
mCaffeine	365	127	32	983
MoEngage	741	200	75	9
Namaste Credit	270	101	29	-
Pickrr[1]	507	109	70	-
RenewBuy	2,345	355	243	-
Rivaara Labs	171	46	2	14
Wonderchef	387	88	24	2,414
Total	8,880	1,691	723	4,499

1. Amicus Capital exited Pickrr in June 2022. As such, the data presented here is as of May 31, 2022.

TABLE 3: PRESENCE ACROSS INDIA

Portfolio Company	Number of States and Union Territories	Towns
Altum Credo	6	50
Awign	31	629[1]
Berar	6	112[2]
Capital SFB	6	159
mCaffeine	36	National
MoEngage	36	National
Namaste Credit	31	National
Pickrr	36	National
RenewBuy	35	599[3]
Rivaara Labs	10	12
Wonderchef	36	National



Employees of mCaffine at a retail store

1. Towns with at least one freelancer / gig-worker.
2. Towns with at least one dealership.
3. Towns with at least one Insurance Advisor.



An Altum Credo employee explains the terms and conditions of their loan to customers

ANNEXURE B:
ENABLING IMPACT THROUGH RESPONSIBLE INVESTING

Investments made by Amicus Capital are underpinned by our 'Responsible Investment' guidelines. These 11-point guidelines are aligned with the IFC Performance Standards, publications by the American Investment Council (AIC), the United Nations supported Principles of Responsible Investment (UNPRI) and the Sustainable Development Goals (SDGs).

Amicus Capital applies its 'Responsible Investing' guidelines by incorporating ESG into each stage of the investment lifecycle: from screening a potential investment all the way to exit from portfolio companies.

Incorporation of ESG factors into the investment process and at portfolio companies has many direct benefits - from financial benefits (such as reduced energy costs, employee turnover related-costs, and reduced worker's compensation costs) to social benefits (such as fewer safety incidents, increased job satisfaction and a more productive workforce) to an overall alignment of interests through better governance infrastructure. By understanding and reducing risks, companies can become more resilient thereby enabling better investment outcomes. The exhibit on the next page captures the various ESG related activities carried out by Amicus Capital across the investment lifecycle.

Amicus Capital's Responsible Investing guidelines:

1. Remain committed to compliance with IFC Performance Standards, applicable national, state, and local labour laws in the countries in which Amicus Capital operates and/or invests in.
2. Commit to continuous improvement with respect to management of environment, social and governance matters.
3. Consider environmental, public health, safety, and social issues associated with target companies when evaluating whether to invest in a particular company or entity, as well as during the period of ownership.
4. Seek to be accessible to, and engage with, relevant stakeholders either directly or through representatives of portfolio companies, as appropriate.
5. Seek to grow and improve the companies in which Amicus Capital invests for long-term sustainability and to benefit multiple stakeholders, including on environmental, social and governance issues.
6. Seek to use governance structures that provide appropriate levels of oversight in the areas of audit, risk management and potential conflicts of interest and to implement compensation and other policies that align the interests of owners and management.
7. Support payment of competitive wages and benefits to employees; provide a safe and healthy workplace in conformance with national and local laws; and apply relevant international best practices.
8. Maintain policies that prohibit bribery and other improper payments to public officials consistent with the US Foreign Corrupt Practices Act, 1977; UK Bribery Act, 2010; The Prevention of Corruption Act, 1988; similar laws in other countries, and the OECD Anti-Bribery Convention.
9. Respect the human rights of those affected by its investment activities; and take steps to ensure that its investments do not flow to companies that utilize child or forced labour or maintain discriminatory policies.
10. Provide timely information to Amicus Capital's limited partners on the matters addressed herein, and work to foster transparency about the activities of Amicus Capital.
11. Encourage portfolio companies of Amicus Capital to advance these same principles in a way which is consistent with the fiduciary duties of Amicus Capital.

	INITIAL SCREENING	DUE DILIGENCE	INVESTMENT DECISION
ACTIVITIES	• Screen against Exclusion List, High Risk/Category A activities • Look for Negative Factors - high level of political connections, dubious reputation of Founders, multiplicity of businesses, high level of government contracts / intervention, high levels of labour intensity etc. • Fill the Preliminary Risk Screening Tool	• ESG DD through external consultant if preliminary ESG risk is High / Medium • Integrity DD and KYC • ESG factors in Legal and Accounting & Financial DD • Administration of Anti-Bribery & Anti -Corruption (ABAC) Questionnaire by Legal DD team • Administration of internal ESG Questionnaire by Amicus Capital team	• Reporting findings to Investment Committee along with the ESG Action Plan and feasibility / cost implications • Investment decision to be made considering ESG factors
OUTPUT	• Identification of 'no-go' and key ESG issues • Preliminary ESG risk categorization	• Final ESG risk categorization • ESG Action Plan • Summary findings for Investment Memo	• Decision of designated authority mintued • Update designated authority in case of material changes post approval

LEGAL DOCUMENTATION/ DEFINITIVE AGREEMENTS	INVESTMENT MONITORING	REPORTING	
• Incorporate appropriate clauses and undertaking in legal documentation / definitive agreements including implementation of Action Plan where needed • Formal undertaking on implementation of ESG policies / standards	• Support the implementation of the ESG Action Plan • Periodic review of ESG policies, compliance and secretarial audit, if required • Quarterly compliance certificates • Conduct site visits, if necessary	• Agreed system of reporting with portfolio companies • Routine communication with investors	ACTIVITIES
• Shareholders' agreement or equivalent that includes appropriate ESG clauses & clearly outlines how ESG matters will be handled during the life of the investment • Satisfactory completion of conditions precedent	• Appropriate influence and oversight • Record monitoring engagements including site visits, external review, etc.	• Quarterly and annual ESG related reporting to investors • ESG related incident reporting at portfolio companies to investors • Non-routine event communication	OUTPUT

ANNEXURE C:
IMPACT ASSESSMENT METHODOLOGY

At Amicus Capital, we use a consistent, systematic methodology to track the impact that our companies have created. Our impact measurement methodology relies on understanding change pathways, defining measurement indicators and stakeholders, data collection & reporting and verifying & validating data collected. The cyclical approach allows us to constantly re-evaluate our chosen indicators of impact and how our businesses perform against them.

Using Impact Management Project's (IMP's) five dimensions of impact as a framework, Amicus Capital identified and defined impact indicators for each portfolio company. Global Impact Investing Network's (GIIN's) IRIS+ was referred to for developing the indicators relevant to the operations of our portfolio companies. These indicators comprised of measurable factors that could be used to quantify impact for each company. Our companies' stakeholders were then identified who were contacted to gather data for analysis and reporting through interviews and surveys. The data gathered told us how the stakeholders experienced the outcome and the degree of change experienced. To gather data, we used a combination of quantitative and qualitative methods. These included:

- Collection of secondary data from companies to capture key themes such as employment, geographic reach, financial metrics;
- Designing of surveys to capture employee and other stakeholder sentiment. This was administered by PwC to maintain data integrity; and
- Conducting interviews of employees and other select beneficiaries of each portfolio company. Some of the interviews were telephonic or virtual, while others were conducted in-person. All interviews were conducted in the language preferred by the beneficiaries, which included English, Hindi, Kannada, Tamil, Telugu, and Bengali.

To ensure data integrity, objectivity and transparency throughout the impact assessment process, Amicus Capital worked with PwC. The team from PwC compiled the data shared by portfolio companies and mapped the same against relevant IRIS+ indicators and the UN SDGs. PwC also conversed with the Amicus Capital team, and interviewed employees and other stakeholders of portfolio companies covered in this report.

Unless otherwise specified, this report presents the findings of all of our investee companies as of December 31, 2022.

ANNEXURE D:
REFERENCES

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