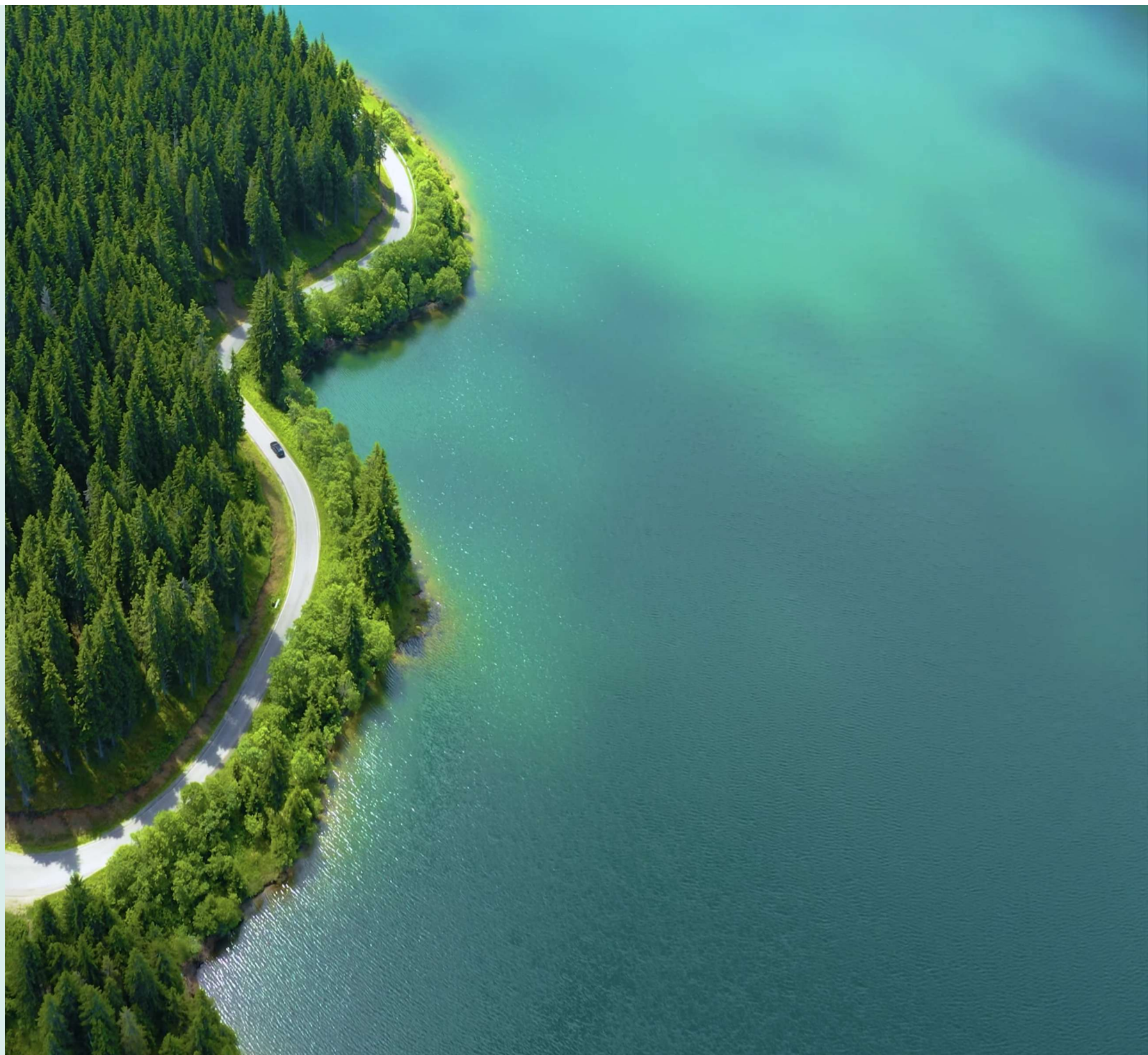




SUSTAINABILITY REPORT 2026





CONTENTS

3

SUSTAINABILITY AT
SYNERGY



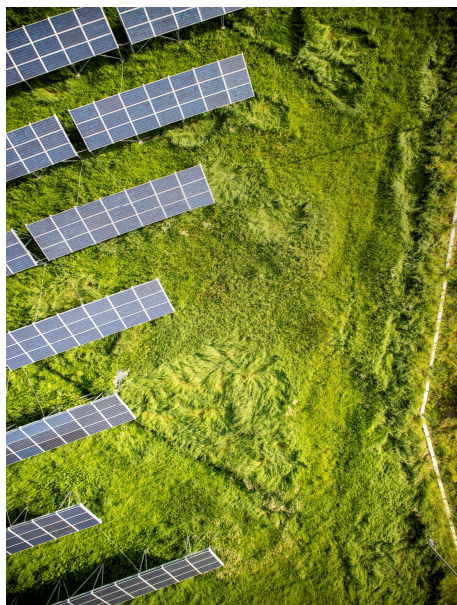
8

APPROACH &
COMMITMENTS



13

RESPONSIBLE
INVESTMENT



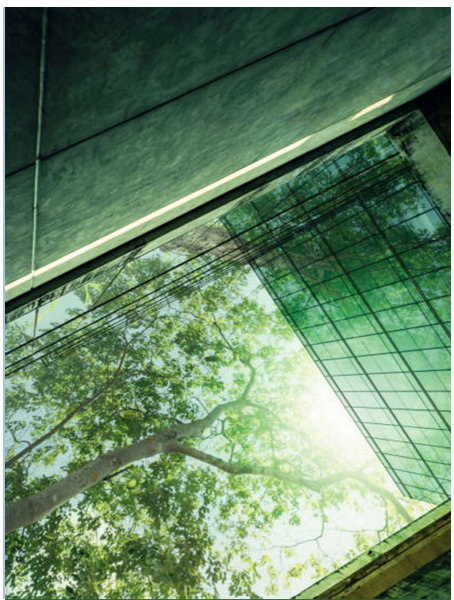
25

CORPORATE
SUSTAINABILITY



40

LOOKING AHEAD



LETTER FROM LEADERSHIP



Davinder Chugh

Senior Partner & COO

“Sustainability is not a separate agenda for us. It is part of how we assess risk, protect capital, and identify businesses built to endure.”

We are pleased to present Synergy Capital's third annual Sustainability Report. It records what we did this year, what remains unfinished, and where we are heading.

We are an Asia-focused private credit and private equity manager, investing in industrials and infrastructure. Our mandate is to deliver strong risk-adjusted returns through disciplined investment, which means the questions we ask before committing capital matter more than anything we say after.

The year was marked by geopolitical disruption with global consequences. The conflict that began in February disrupted oil supply chains, driving freight and energy costs higher. The impact was uneven, with Asia's energy importers bearing the greatest burden.

The private credit industry also came under closer scrutiny from regulators and investors. Their attention focused on the pace of market growth, the valuation of illiquid loans, the use of leverage, borrower credit quality, liquidity arrangements, and links between private credit funds and the banking system. This industry-wide scrutiny reinforced the importance of disciplined underwriting, conservative structuring, and active portfolio monitoring.

Against this backdrop, we continued to focus on resilient businesses, disciplined underwriting, and conservative structuring.

Fund III has now deployed over \$550 mn across ten investments, including \$100 mn in GEMS Education, the world's largest K-12 private school operator. We also backed run-of-river hydro generation, which adds clean power to grids without a reservoir behind it. Both are essential to the economies in which we invest, and both are designed to operate for decades through changing economic conditions.

Separately, Fund II, a 2022 vintage, has already returned more than its invested capital, at a time when industry distributions have been scarce. That is the test we would rather be judged on.

Discipline of that kind shows up as much in the deals we invest in as in the ones we turn down. We sharpened our underwriting, weighing environmental and social factors alongside financial ones and carrying the dialogue through the holding period. When we saw problems, we either tightened the terms or walked away from the deal.

That approach is now consistent across our portfolio. ESG factors are incorporated in the assessment and monitoring of more than 95% of the portfolio. A second consecutive 5-star PRI rating provides external validation of the framework.

The same standard applies to our people. Our community reach passed 23,000 workers and children, anchored by our partnership with the SmartLife Foundation. Inside the firm, the Buddy Pairing System gives every colleague a designated point of contact.

Investment continues to flow into infrastructure & industrial modernisation across Asia, with private capital funding a fast-growing share of it. We intend to pursue these opportunities with the discipline that helped us grow through these years. We thank our investors, our portfolio companies, and our team for the commitment they bring to this work every day.

A large, stylized orange graphic on the left panel, consisting of several overlapping, curved lines that form a circular shape, resembling a stylized 'C' or a series of orbits.

INTRODUCTION



SYNERGY CAPITAL AT A GLANCE

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



Synergy Capital provides bespoke structured solutions across the capital structure, enabling asset owners to accelerate growth, unlock liquidity and bolster balance sheets. With deep operational expertise and a disciplined approach, we deliver resilient, all-weather returns and lasting value across market cycles.



Structured Capital Solutions

Synergy Capital bridges the gap between traditional private credit and private equity with tailored 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 a highly experienced team with a strong track record and extensive joint work experience.

\$100bn+	\$10bn	100
Transaction experience	AUM team experience	Country C-level work experience

This enables us to source, assess, structure, and execute opportunities that others may overlook due to insufficient expertise or limited interest.

Our deep bench also enables us to drive operational improvements by partnering with management teams to create value post-investment.



Responsible Investment

We are an Asia-focused manager investing across the capital structure in energy, infrastructure and industrials, in both private credit and private equity.

ESG factors are assessed at underwriting and monitored through the holding period. How far our influence extends depends on the position we hold, from engagement in minority positions to board oversight where we hold control. This report sets out how that works and what it produced this year.

Signatory



Partner





RESPONSIBLE INVESTMENT JOURNEY

2021

- + Became a signatory to United Nations-supported Principles for Responsible Investment (PRI)
- + Published our Responsible Investment Policy

2022

- + Formed a working group to coordinate ESG activity
- + Appointed a Head of Sustainability

2023

- + Formed a dedicated ESG Committee with formal oversight over ESG strategy and integration
- + Updated Responsible Investment Policy to include sector-specific guidelines
- + Submitted our first PRI Transparency Report

2024

- + Received 4-star in PRI assessment
- + Updated Responsible Investment Policy to include additional guidelines on stewardship
- + Published our first-ever Sustainability Report
- + Submitted our second PRI Transparency Report
- + Publicly disclosed Synergy Capital's operational emissions footprint for the first-time

2025

- + Received 5-star in PRI assessment
- + Updated Responsible Investment Policy to include governance structure, screening framework, and reporting guidelines
- + Submitted our third PRI Transparency Report
- + Launched our first employee survey in partnership with Great Place to Work®

2026

- + 5-star PRI rating, second consecutive year
- + Submitted our fourth PRI Transparency Report
- + Certified as a Great Place to Work®
- + Internal ESG scorecard rolled out across the portfolio
- + Dedicated ESG training for the investment team
- + Employee volunteering programme launched

An aerial photograph of a landscape. On the left, a wide, muddy river flows. To its right are several rectangular plots of land, some of which are densely planted with green crops, likely corn. The right half of the image is a solid, dark green background.

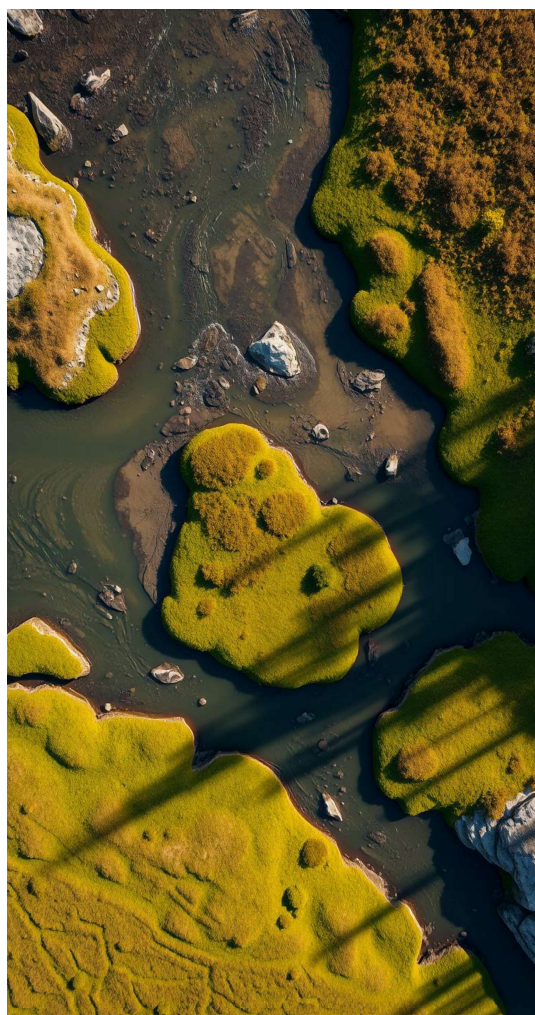
APPROACH & COMMITMENTS

WHAT DRIVES US

“We manage ESG risk because it changes what an asset is worth, and because the businesses we back operate in places where getting it wrong is expensive.”

In a dynamic investment landscape, we prioritise strategies that deliver strong financial returns while also advancing social and environmental progress. To achieve this, we integrate ESG considerations into our operations, our business practices and our investment decisions.

This approach lets us address the issues that are material to the assets we finance today while building resilience into the portfolio over the longer term.



A fiduciary matter first

Our first duty is to our investors' capital. We consider ESG factors as part of our investment process because they can affect performance. In the infrastructure and industrials sectors in which we lend and invest, the risks are tangible: a permit withheld, a safety failure, a community dispute that stops construction, or a governance gap identified during diligence. These can affect credit quality and equity value. We address them through diligence, structuring and portfolio monitoring.

Influence depends on position

We are an Asia-focused manager investing across the capital structure, with the majority of our capital deployed in private credit. As a lender, our influence comes through diligence, the terms we set, and ongoing dialogue with management, where possible. Where we hold equity and board positions, our reach extends to strategy and oversight. We calibrate what we commit to against the influence each position gives us, which is what makes those commitments credible.

Material, not comprehensive

We concentrate on what is financially material to each asset. Our internal ESG scorecard benchmarks each company and tells us which gaps to prioritise, and where progress falls short, we have a defined route for escalation. This is a focused approach by design: it directs attention to the issues that move value in each asset, and it is the version we can act on.



RESPONSIBLE AND SUSTAINABLE INVESTMENT

Synergy invests in sectors that shape our society and geographies, delivering strong positive human and economic impact. Our ESG policies align with the United Nations-supported Principles for Responsible Investment (PRI).

We believe that robust ESG standards drive stronger and more resilient long-term returns through superior decision-making, risk-mapping and mitigation. We integrate ESG practices into the entire lifecycle of our funds.

- + Screening eligible investments
- + Reviewing ESG practices at target companies prior to making an investment
- + Engaging portfolio companies on the gaps identified in diligence and in our ESG scorecard, with a defined route for escalation
- + 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
- + Assess nature and biodiversity risk, including land use, water and waste management, as part of environmental diligence
- + Promote 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

- + Identify financially material governance issues through a formal process at underwriting
- + Benchmark governance practice at each company using our internal ESG scorecard, and prioritise the gaps that matter most
- + Monitor for governance controversies and incidents through the holding period
- + Engage to strengthen governance and disclosure, calibrated to the influence our position gives us
- + Escalate where progress falls short, and decline or exit where risks cannot be mitigated

Signatory of:





INVESTING WITH INTENT

We invest for risk-adjusted returns. ESG factors are screened at entry and monitored through the holding period, because they affect both risk and return.

Our Responsible Investment Policy sets out how we apply this in practice. Our ESG Committee owns the policy and updates it as standards develop, and how that works is set out on the pages that follow.

Stewardship

We engage portfolio companies on the material ESG issues identified in diligence and through our internal ESG scorecard, prioritising the gaps that matter most to each asset. How far that engagement reaches depends on the position we hold, from dialogue with management in our credit positions to board oversight and director appointment where we hold control.

Where we invest alongside other lenders, we engage co-lenders regularly, pooling information and aligning on the governance and operational risks most material to the asset.

Conflicts of Interest

We have governance, compliance, and audit functions, manage confidential information, require disclosure of personal financial interests, and regularly review potential conflicts.

We do not contribute to political parties or engage with policy makers or standard setters, directly or through third parties acting on our behalf.

Exclusions

We exclude investments in companies primarily engaged in and deriving significant revenue from:

Thermal coal mining and coal power generation

Tobacco and gambling

Controversial weapons

Companies that have violated international human rights

Any exceptions, e.g. brown-to-green strategies, require special LP approval





OUR PRIORITY AREAS

Environment

GHG Emissions

We recognise the importance of measuring and disclosing what we can measure directly.

Our own footprint is small and concentrated. We neither own nor control emission sources, so we report Scope 2 emissions from our office (electricity, district cooling) and Scope 3 emissions from water consumption and business travel, which is our largest source. We are focused on quantifying this footprint accurately and reducing it where we can.

Biodiversity

Mining, cement, steel and infrastructure sit directly on land, water and ecosystems: disturbing land, generating waste, and drawing heavily on water and raw materials.

This year we added biodiversity and land use to our portfolio-wide assessment variables. For every asset, we apply local environmental and biodiversity regulation, including national clearance regimes: we look for evidence that clearances are obtained and their conditions are met on an ongoing basis, not just once.

Social

Philanthropy & Community

We stay actively involved in the communities where we work, sponsoring multiple foundations and giving back through our time and resources. These partnerships benefit both the causes we support and the team members who take part. Our focus areas include children's health, shelter, nutrition, and education, along with urgent needs like disaster relief.

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

Diversity & Inclusion

Workforce diversity remains a priority in our own recruitment and talent-development practices. We also value the commitment to diversity and inclusion demonstrated by many of our portfolio companies, recognising that approaches and progress will vary across businesses and markets.

Governance

Anti-Bribery & Corruption

All employees complete annual anti-bribery, corruption and anti-money laundering training, reflecting their shared responsibility for compliance, counterparty due diligence and transaction screening. Our Responsible Investment Policy sets the standards we expect portfolio companies to maintain, and integrity and financial crime exposure is screened in diligence.

Cybersecurity

Cyber risk is a growing concern for both our firm and our portfolio companies. As attacks become more frequent, and sophisticated, we monitor the risks closely and maintain controls designed to protect our systems, data and operations.

We treat cyber risk as an ongoing management priority, not a one-off project. Further detail on our controls, testing and monitoring during the year is set out on page 26.



RESPONSIBLE INVESTMENT



ESG GOVERNANCE

Subject to the guidance and supervision of Synergy Capital's Board of Directors, senior leadership oversees the firm's ESG strategy.

At Synergy, ESG is a responsibility shared by everyone rather than a specialist silo, a reflection of our motto, "more than the sum of our parts". Synergy's dedicated ESG team is tasked with developing and implementing our approach to responsible investment.

ESG Committee

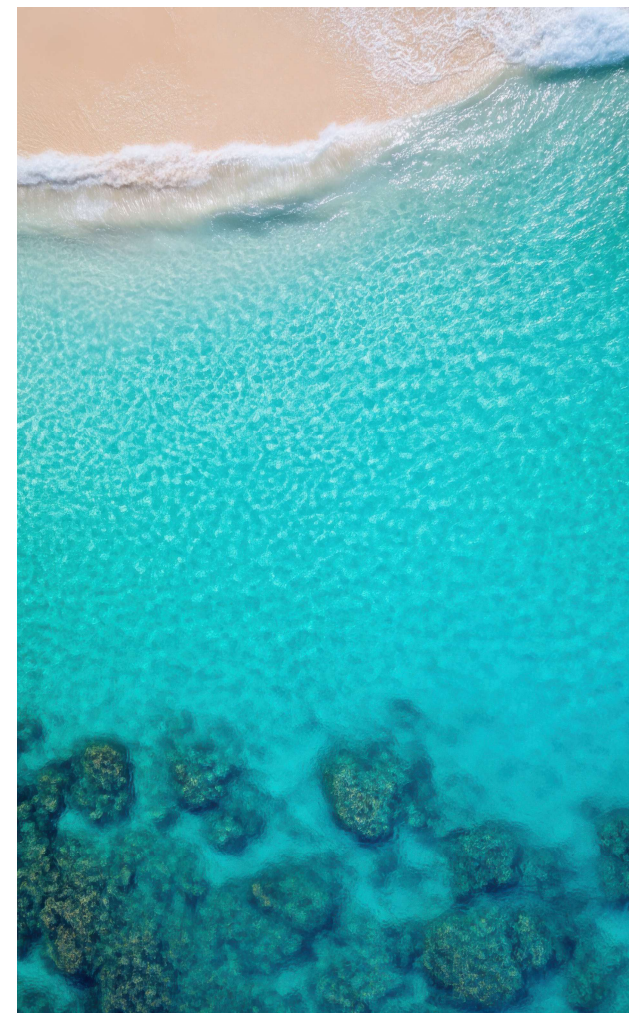
Includes representatives from the investment committee, portfolio management, investor relations, and operations. The committee defines ESG objectives, implementation steps, and firmwide processes.

Together with the ESG team, it tailors implementation for each strategy, adapting the framework to specific asset classes and investment approaches.

Investment Team

Works closely with the ESG Committee to lead the implementation of strategy-specific ESG processes, conducting regular reviews to keep them effective as the portfolio changes.

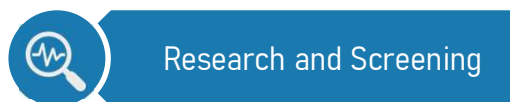
Investment teams incorporate material ESG factors into decision-making, carrying them through underwriting, ownership and exit. How that works in practice is set out on the following page.



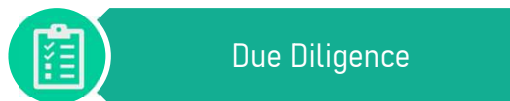


ESG INTEGRATION INTO THE INVESTMENT CYCLE

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



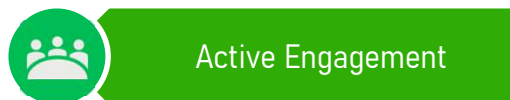
Research and Screening



Due Diligence



Transparency & Accountability



Active Engagement



Exclusion Screening

- + Every opportunity is assessed against the binding prohibited categories list
- + Pre-investment risk analysis to determine whether a prospective opportunity comes with substantial initial ESG risks

ESG Due Diligence

- + Structured questionnaire: environment, climate, social, labour, governance, human rights
- + Research and benchmarking on ESG factors along with financial and technical analyses
- + Draws on management interviews, site visits, and third-party advisers
- + Material ESG risks identified during diligence

Climate Risk Assessment

- + Physical and transition risks assessed for sectors with material climate exposure
- + Focus on whether identified risks could impair debt serviceability over the holding period
- + Risk findings documented in investment memo and reviewed by ESG team before IC

IC Review

- + Every memo contains a standalone ESG section reviewed by the IC
- + IC may reject a transaction on ESG grounds alone
- + Written ESG profile retained for the life of the investment

Active Engagement

- + Through constructive dialogue and collaboration, we aim to drive positive change from within
- + Participation in relevant board activities to foster dialogue, share insights, and exert influence where appropriate
- + Check-ins, monthly or quarterly, with management to discuss progress and address key issues

Transparency & Accountability

- + We are committed to being transparent about our investment choices and their impact
- + We also pledge to review and refine our responsible investment strategy periodically, ensuring it remains aligned with global best practices and stakeholder expectations



ASSESSMENT OF CLIMATE-RELATED RISKS



Screening

- + Synergy Capital's firm-wide investment policy restricts investments in businesses primarily engaged in thermal coal mining and coal power generation, tobacco, gambling, and controversial weapons or companies that have violated international human rights
- + 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 past incidents:** Assess disruptions to operations, regulatory actions, litigation, and insurance reports to identify historical risks and recurring issues
- + **Operational assessment:** Identify areas within the business that are prone to climate risk, including water usage, power supply, production processes, supply chain vulnerabilities, dust emission, and noise pollution
- + **Technical and legal review:** Engage external consultants to uncover risks and opportunities related to climate risk. Review both current and anticipated regulations to ensure compliance and preparedness
- + **Stakeholder engagement:** Engage with employees and local communities to understand their concerns, ensuring that due diligence reflects the perspectives of all key stakeholders.



Assessment

- + Integrate climate risk into valuation through financial analysis and qualitative scenario testing, quantified where the exposure is material to the asset
- + Add mitigation costs to projections
- + Quantify and add a potential risk premium to return requirements to mitigate losses from

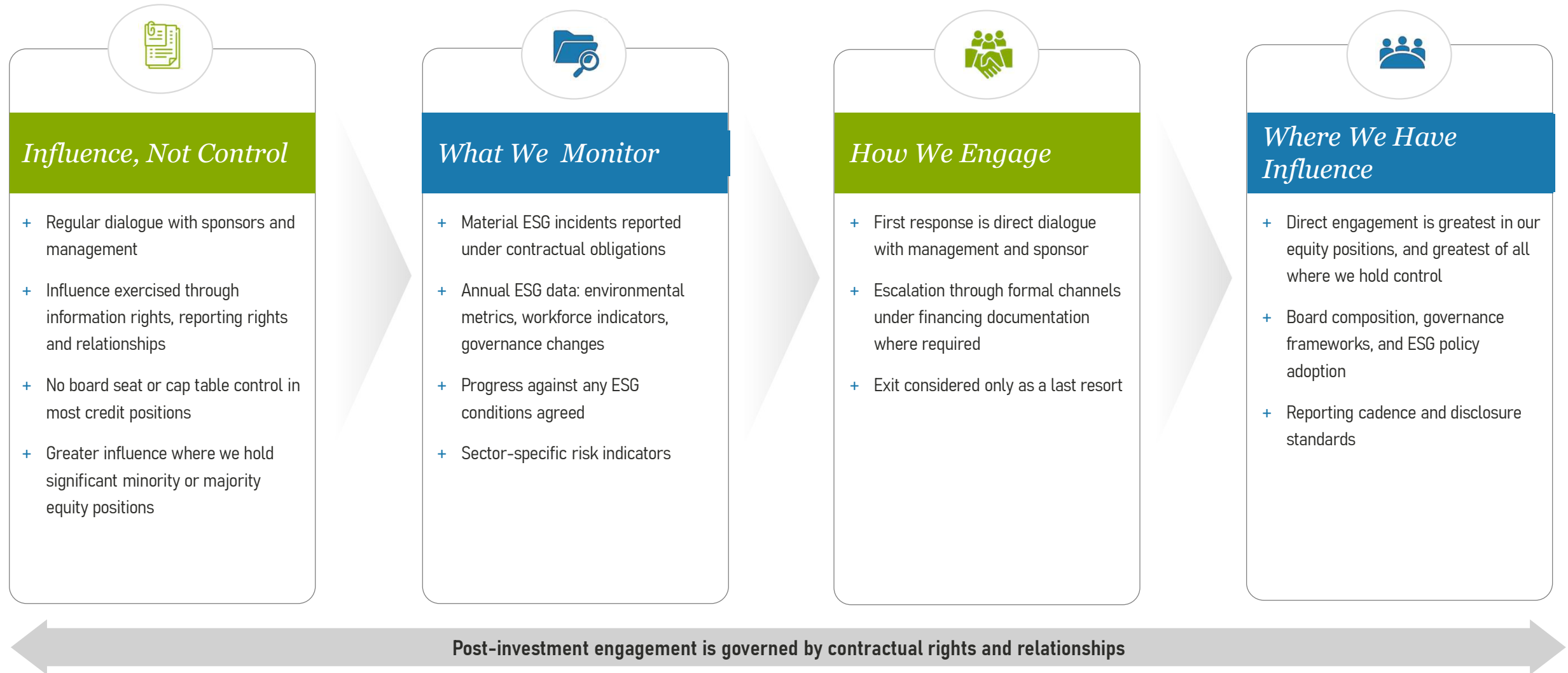


Management

- + Identify risks through data collection and stakeholder engagement
- + Assess and prioritise by severity and likelihood
- + Mitigate through preventive measures and risk transfer
- + Monitor for incidents through the holding period, and escalate
- + Review policies annually and train the team
- + Track agreed mitigation actions against the ESG scorecard



ENGAGEMENT AFTER INVESTMENT





ESG IN PRIVATE CREDIT — OUR APPROACH

Our Private Credit Fund carries ESG analysis and accountability through every stage of the lending lifecycle.

The book is concentrated in metals and mining, industrials and infrastructure sectors, where ESG risk is specific, material and bears directly on credit quality. In these sectors an environmental incident, a safety failure or a governance weakness is not a peripheral matter: it goes to a borrower's capacity to service its debt.

How We Exercise ESG Influence

A lender's toolkit is not an equity holder's: we own no equity, and our formal ability to require change extends only as far as the rights we contract for in the loan documentation.

ESG risk management in private credit is therefore front-loaded by necessity – our influence is greatest at origination, diligence and structuring, before the money goes out.

After disbursement we move from contractual control to relationship-based engagement, which we use actively while staying realistic about what it can deliver.

Our Four Principles

1

Analyse before we commit

ESG analysis is completed before any lending decision is taken, so the fund does not assume risk it never identified.

2

Write it into the loan

Where terms allow, we seek ESG reporting obligations in the loan documentation, through reporting covenants, representations and notification undertakings.

3

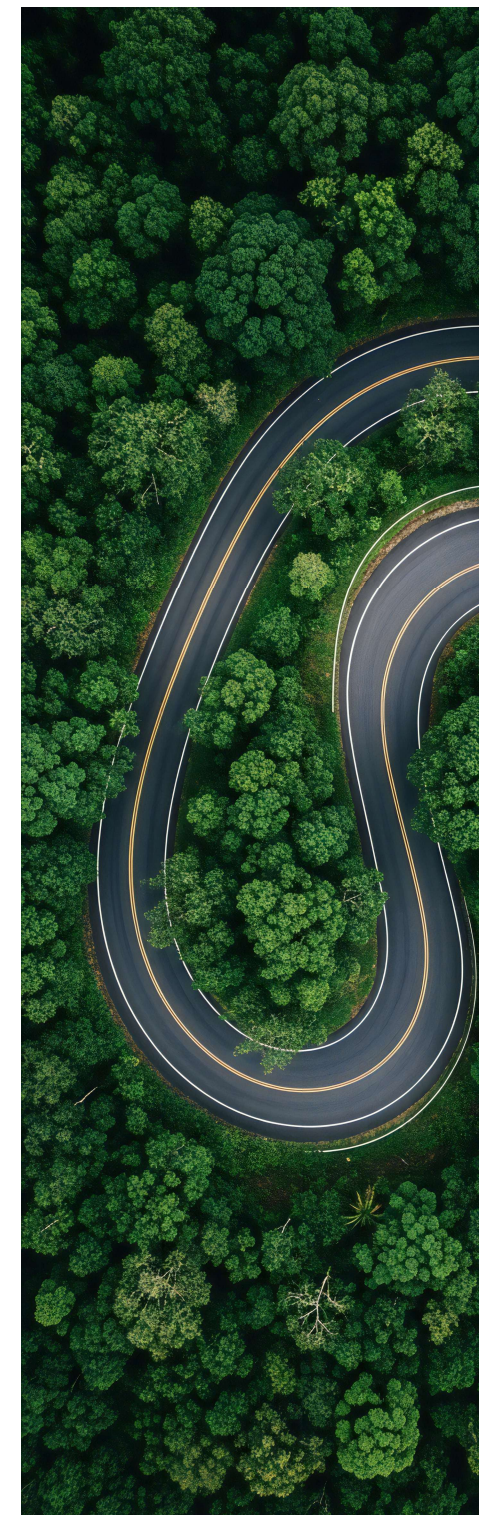
Engage through the life of the loan

We work constructively with borrowers through the relationship rather than relying on enforcement.

4

Report without gloss

We disclose to LPs what the data shows, including the limits of our influence as a lender, so investors can judge our ESG performance on an informed basis.





OUR ESG SCORECARD

We score what we can measure, and act on what the score reveals.

The scorecard is our own assessment framework, built in-house and applied consistently across the portfolio. It puts a number on judgements that would otherwise stay qualitative, so they can be compared between companies, recorded at the time and revisited later.

Each company is measured against the standards that apply in its own industry rather than one generic template. The scorecard also separates what a company already does from what it has yet to do, which is what turns an assessment into a list of things to work on.

What The Scorecard Gives Us

A structured baseline at due diligence, documented in the IC memo for every transaction, and a ranked view of gaps so that engagement can be prioritised on the issues most material to each individual asset.

A common language across deal teams, the ESG Committee and the Investment Committee: turning findings into agreed actions rather than observations.

Comparability across the portfolio, with progress tracked and re-scored at each annual review: cycle by cycle, a documented direction of travel for our investors.

What It Is Not

The scorecard informs investment judgement; it does not replace it. A score is an input to the decision, never the decision itself.

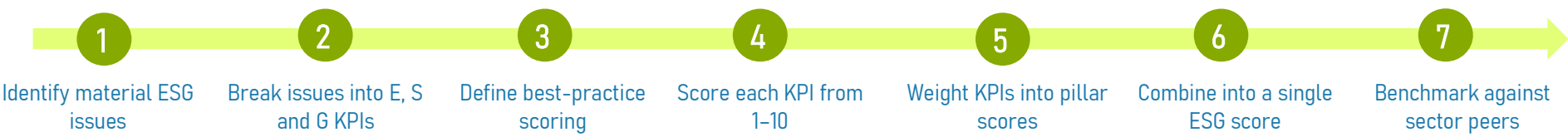
It is not a screening tool. Exclusions are applied separately and absolutely, before any scoring takes place.

Nor is it a substitute for engagement; a score is only useful once it produces a conversation and an agreed action.

How The Score Is Built

Each assessment begins by identifying the ESG issues material to the company, which are broken down into environmental, social and governance KPIs.

Every KPI is scored from 1–10 and weighted into pillar scores, which combine into a single ESG score that is benchmarked against sector peers.



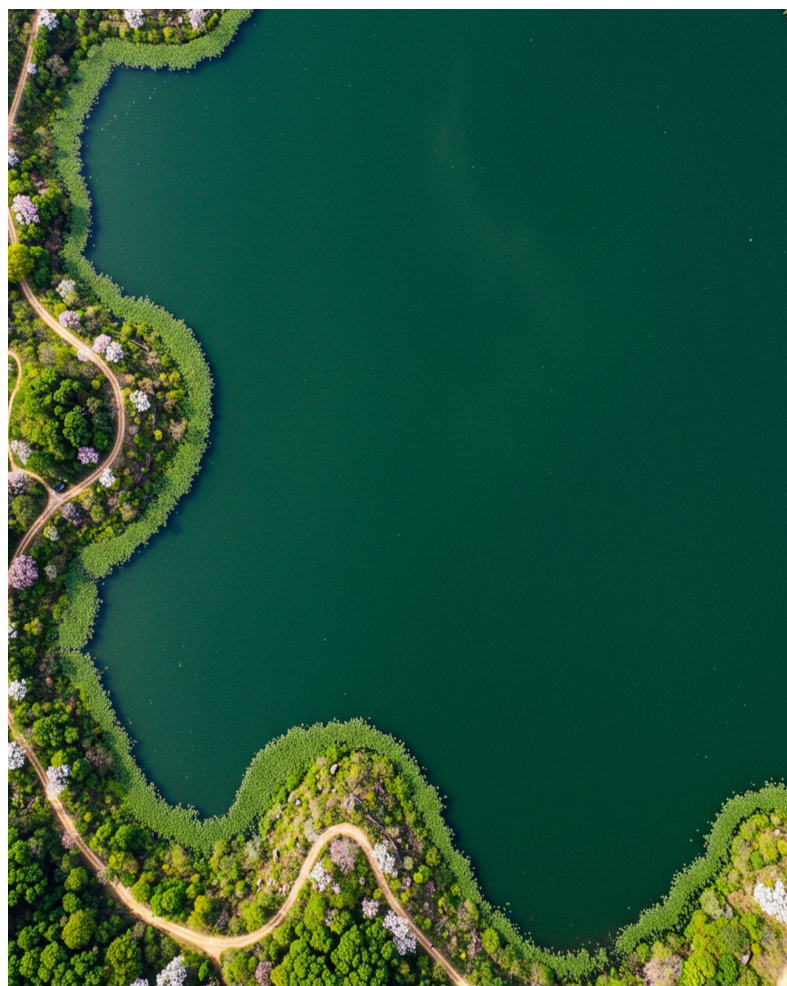


RESPONSIBLE STEWARDS OF CAPITAL

Stewardship, for us, is the discipline of ownership that is how we behave after the capital is committed.

ESG factors are central to our investment analysis, reflecting the conviction that they can meaningfully influence outcomes. Thorough assessment of these issues, which is built on gathering high-quality, relevant information, enables engagement with issuers to promote stronger transparency and improved practices, generating additional value for clients.

By fostering strong partnerships with portfolio companies, we seek to secure sustained, long-term value as we proactively address ESG risks and identify the opportunities and regulations that support the delivery of risk-adjusted returns, aligned with each client's investment objectives and timeframes.



Implementing Responsible Ownership

As stewards of our clients' capital, we act through a range of mechanisms:

ESG Integration

ESG analysis is built into research and underwriting, anchored by our in-house scorecard, so risk and value drivers are assessed before capital is committed and re-scored annually thereafter.

Engagement

Where we have influence and control over assets, we engage with companies, issuers, sponsors, servicers, service providers and industry bodies to improve transparency and sustainable practices.

Investor Alignment

We partner with investors on their goals, timelines and stewardship preferences, ensuring our strategies align with their values, a commitment underscored by our United Nations-supported PRI signatory status and 5-star 2025 assessment.

Stewardship is how we fulfil our fiduciary duty and our contribution to a more resilient financial system.



HANDS-ON VALUE CREATION

Where we hold control, the teams driving operational improvement also carry the ESG priorities identified in diligence, which is what turns an assessment into change on the ground.

Operations



Participate in formulating and overseeing strategy at the board level.

Identify and execute on operating improvement opportunities.

Provide functional expertise and fill temporary or permanent management roles through our operating partners and advisers.

Establish systems, processes and controls, including implementing professional support and decision-making tools like operational benchmarking, reliability-centered maintenance, value in use analysis, and total cost of ownership.

Finance



Optimise capital and cost budgeting, and cash flow management.

Establish efficient and sustainable capital structures and debt profiles.

Assist each portfolio company in the process of raising capital, through structuring expertise, lifting the portfolio company's profile among potential investors and by providing access to our relationships with financial institutions.

Assist in follow-on M&A acquisition opportunities, disposals and joint ventures.

Plan and execute optimal exit strategy and timing for the benefit of the Fund and each portfolio company.

Governance



Establish appropriate incentive and compensation schemes to align management interests.

Utilise long-term business relationships to recruit high-quality, high-integrity personnel on both permanent and contract basis.

Establish processes and policies to ensure ongoing environmental, health and safety compliance and stakeholder outreach.



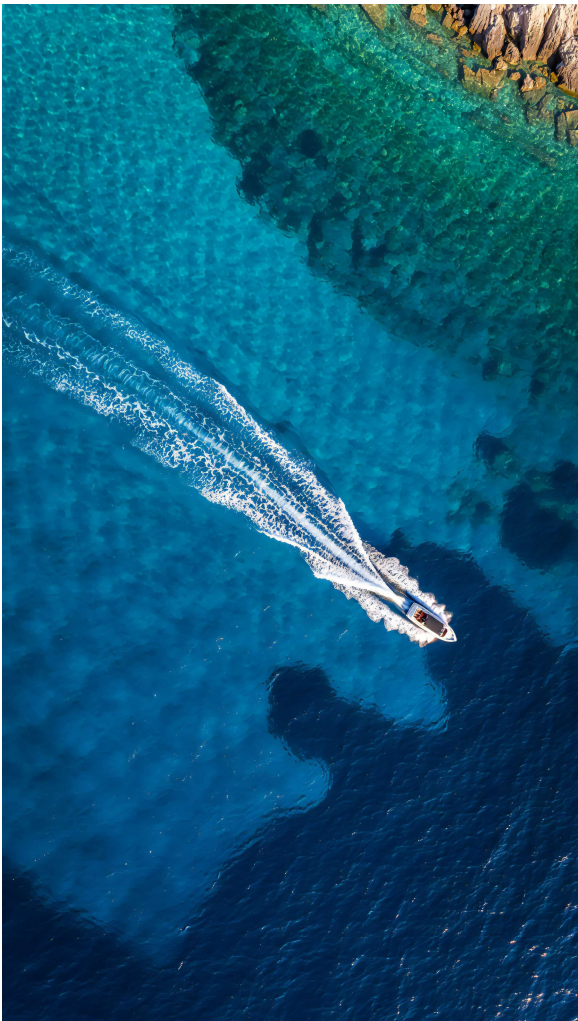
ESG INCIDENT MANAGEMENT

What Triggers Escalation

- + Any workplace fatality
- + Notifiable environmental violation, spill or discharge
- + Regulatory investigation covering environmental, anti-bribery and corruption, data protection, or material labour law violations
- + Significant governance event: fraud, undisclosed related-party transaction, or key management departure
- + Sustained public controversy posing reputational risk to the fund

Escalation Process

Engagement	The first course of action on all ESG concerns
ESG Committee	Escalation for support, joint engagement, or a recommendation for broader action
Portfolio Level	Reassess the investment thesis where ESG risks remain unresolved
Contractual Rights	Exercise the rights we hold, including information, consent and board rights, on material ESG matters where the situation warrants
Collaborative Action	Engage co-lenders where we invest alongside others, aligning on the risks most material to the asset
Exit	A last resort, if engagement and escalation fail to produce sufficient progress





LEARNING & INDUSTRY ENGAGEMENT

We actively expanded our participation in industry events, conferences, and thought leadership platforms to stay abreast of ESG developments and private credit trends.

ESG training is integrated into our ongoing professional development, with materials reviewed regularly by our ESG Committee as standards evolve. Alongside this, our people participated across industry events in 2025–26, spanning private credit and infrastructure to climate, inclusion and technology.

Asia PE-VC Summit – DealStreetAsia

Partner & Legal Counsel Hywel Phillip spoke at the region's leading private capital gathering in Singapore, representing Synergy's perspective on the panel stage for “India's Private Equity Comeback: Exits, Evolution, and Endgames”.

CARE Forum, Dubai

The Climate Action, Renewable Energy & Sustainability Forum, featuring a keynote on the UAE's path to Net Zero 2050, fireside chats on a just transition, and panels on green finance and women in ESG.

PDI Women's Circle – Asia

Fireside chat and small-group discussions with the Circle's founding members from CPPIB and Temasek, offering practical perspectives on advancing women in private debt.

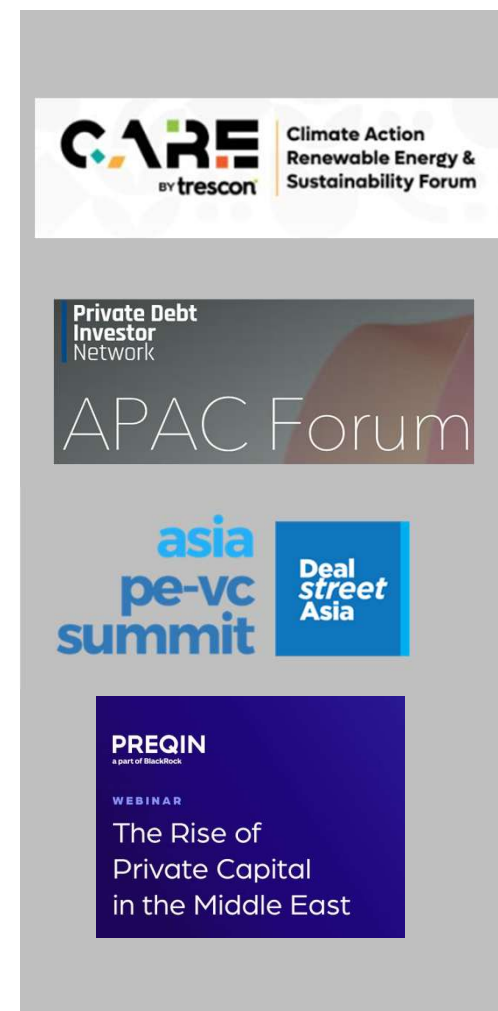
Preqin × BlackRock Session, Dubai

At “The Rise of Private Capital in the Middle East”, two senior team members, including our Sustainability Lead, joined regional family offices and institutional investors to explore private-market themes and LP priorities, with takeaways circulated internally to inform fundraising.

ManageEngine User Conference, DIFC

Our IT lead attended the two-day Dubai conference at The Ritz-Carlton, keeping our technology and security practices current and complementing the firm's cyber awareness programme.

What we take from these forums goes back into how we underwrite, what we ask portfolio companies, and how we report to investors.





BUILDING ESG CAPABILITY

ESG training, May 2026

In May 2026 we delivered a dedicated ESG training session for the employees.

“The ESG Imperative: From Concept to Practice” was delivered to all employees across investment, operations, investor relations and legal. The aim was practical rather than conceptual.

The session was built around our own materials, the scorecard, the sector ESG risk flags and the ESG section of the IC memo, and worked through them using examples from the sectors we lend to and invest in.

What it covered

From concept to practice: the responsible investment spectrum, the three ESG pillars, and why ESG failures are priced, illustrated through multi-billion-dollar case studies across E, S and G.

Our framework end-to-end: PRI commitments, governance, and how ESG enters screening, diligence, monitoring and exit, including the different lens for private credit and private equity.

The scorecard in practice: how a score is built, sector-specific KPIs, and a live walk-through of a portfolio company scorecard.

The honest challenges: data quality, modelling, valuation and greenwashing, plus incident escalation and reporting.

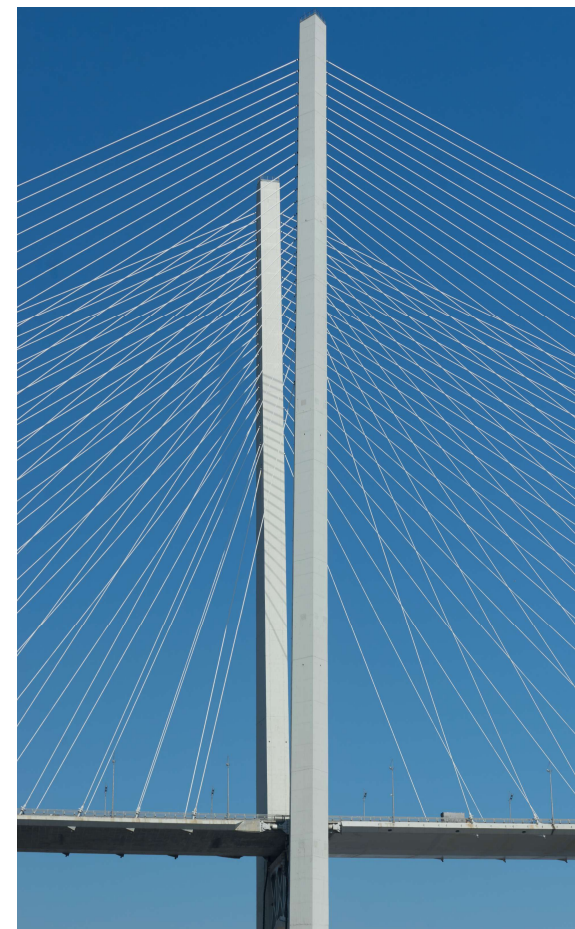
Why it matters

Holding the framework inside the deal and functional teams, rather than in a central function alone, is what makes it operational rather than procedural.

ESG integration is everyone’s responsibility: investment, operations & IR and legal each own defined tasks, from the scorecard on every deal to PRI reporting.

Training also builds consistency: scoring against the same criteria and evidence standards makes scores genuinely comparable, across the portfolio and, more importantly, across years.

The session had full attendance across all departments, ran for around two hours, and included a slide deck and case-study pack for future reference. Refresher sessions are held annually, with shorter updates as standards evolve.





CORPORATE SUSTAINABILITY



ENDURING COMMITMENT TO GOVERNANCE

Strong governance underpins everything we do, from ethical conduct and financial security to a culture of openness.

Our policies apply to all employees, officers, consultants, contractors and interns, and are reinforced through annual training, attestations and independent audits.

Code of Ethics

Employees must strictly adhere to the Code of Ethics & Professional Conduct, with core values including dedication, trust, care, passion and excellence.

Employees are expected to go beyond minimum compliance to safeguard investor assets and uphold the firm's reputation; regular affirmations of adherence reinforce a culture of integrity and accountability.

Whistle-blower Policy

A framework for reporting, investigating and addressing any workplace wrongdoing, ensuring that whistle-blowers who raise genuine concerns do not face detrimental treatment.

Anti-money Laundering

A robust AML programme is overseen by dedicated AML compliance officers, including reporting of suspicious activities, annual training and independent audits.

All employees undergo annual AML training, including in-person sessions to gauge understanding.

Robust CDD policies assess and risk-rate investors, identifying high-risk individuals or entities for increased scrutiny.





CYBER SECURITY & DATA PRIVACY

Protecting the data entrusted to us is fundamental to the trust our investors and stakeholders place in Synergy Capital.

We adhere to stringent data protection measures to safeguard the sensitive and confidential information of our employees, investors and stakeholders, including secure storage, controlled access, respect for IP rights and compliance with relevant data protection laws.

Indicator	2024	2025	2026 (upto July)
Material incidents	0	0	0
MFA adoption rate	100%	100%	100%
Security awareness training completion	100%	100%	100%
Email threats blocked	25,000	68,000	65,000
Vendors assessed for cyber risk	15	15	16

Over the past year, our key cyber initiatives included:

- Monthly IT security newsletters circulated firm-wide, with recent editions covering AI-driven phishing & digital impersonation risks and the escalating UAE cyber threat landscape
- Real-time alert & awareness emails on active threats, such as flagging suspicious external Teams chat requests impersonating known colleagues
- Mandatory response protocol for suspicious requests: stop and do not respond; do not click links or attachments; verify via official contact details; report to the IT team immediately
- Enhancing security monitoring capabilities, with a greater emphasis on identity and access management

SPOTLIGHT

Defending against AI-driven impersonation

Our IT team's awareness programme addresses the new generation of AI-enabled attacks, including grammatically flawless phishing emails, cloned voices and deepfake videos impersonating executives, training employees that a professional tone does not guarantee authenticity, and to verify every unusual request.

SPOTLIGHT

Technology and AI governance

Following firm-wide AI knowledge sessions, the use of AI tools across Synergy Capital and its portfolio companies is governed by clear guidelines.



OUR APPROACH TO DIVERSITY, EQUITY AND INCLUSION

Our diversity and inclusion principles reflect our “Synergy” name, where different people working together achieve great results not obtainable otherwise.



An Inclusive Workplace

We treat all employees equally, fairly and with respect, opposing all forms of unlawful discrimination, with inclusive work styles built on work-life balance and flexibility.

Diversity makes sound business sense: the difference in perspectives fosters creativity, eliminates blind spots and leads to more robust decisions.

Selection for employment, promotion, training and benefits is based on aptitude and ability, giving everyone a fair and equitable chance to advance. No form of intimidation, bullying or harassment is tolerated.

Women in Leadership

Women serve as directors on the boards of portfolio companies where our investment allows us to play an active role in shaping strategy and oversight.

Women also serve on our Disclosure and ESG committees, ensuring leadership at both board and committee level reflects our commitment to inclusion.

Over the past year, women’s representation within our investment team increased by 50%, accompanied by an increase in women holding senior-level roles. This marks meaningful progress towards more equitable representation across the firm.



NURTURING HUMAN CAPITAL

Our people are at the core of our success, and we foster a culture where every individual is respected, heard and supported.



Equal Employment Opportunities

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, behaviour and contribution to the firm's success, without regard to race, ethnicity, colour, religion, gender, nationality, age or marital status.

An Open Door Policy encourages employees to discuss concerns, complaints or improvement ideas with managers, HR or the Managing Partner, with all issues handled impartially and confidentially.

Modern Slavery

Synergy Capital is committed to preventing slavery and human trafficking in its operations, consistent with the UN Global Compact principles, and encourages portfolio companies to adopt similar measures.

Our suppliers are mainly professional service firms which we assess to be low risk for modern slavery.

Due diligence is conducted on new and material suppliers, with concerns addressed or engagements discontinued as necessary.

Health & Safety

Guidelines are in place to minimise accidents and promote a culture of safety and accountability, and the firm adheres to all relevant laws and standards.

Employees are encouraged to follow safety protocols, report hazards and participate in training, including fire safety training, regular fire drills and the yearly flu vaccination drive.

Continuous improvement is ensured through regular risk assessments and implementation of solutions to enhance workplace safety.



COMMUNITY AND PHILANTHROPY

Volunteering

Our activity this year

Through the year our team took part in activities run with our charitable partners, working directly with the people those organisations serve rather than funding the work from a distance.

Taking part is voluntary, and the firm makes room for it during the working week. An internal points system recognises colleagues for volunteering and for upskilling, which is how we keep direct involvement part of how the office runs rather than something that happens once a year.

Why we do it

Direct involvement keeps our giving grounded and builds a connection to the causes we support that funding alone does not.

Giving

Charitable partnerships

We continue to sponsor and support the foundations we have backed over several years, maintaining relationships rather than distributing one-off donations.

Our latest partnership is with the SmartLife Foundation, which works with low-income migrant workers in the UAE. Continuity matters more than breadth, because the organisations we support plan on multi-year horizons and need to know what they can count on.

Portfolio company programmes

Most of our portfolio companies run their own community and charitable programmes. We capture these through the annual ESG data return and reflect them in our reporting.





SUSTAINABILITY SNAPSHOT

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

Impact at a glance

23,000+

Workers and children supported through outreach projects globally

12+

Foundations and non-profit organisations supported over the years

USD350k+

Medical relief equipment provided during Covid-19

3,627+

Labourers supported since 2021

1.2M

People served by the Lions Club of Howrah Blood Centre

12

Full scholarships granted across India, Philippines and Uganda

1,600+

Beneficiaries reached during the reporting period

2,600+

Ramadan Iftar meals distributed since 2024

Foundations assisted over the years



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



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



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



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



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



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



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



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



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



The hospital supports the provision of medicine and blood



COMMUNITY OUTREACH

Synergy Capital's flagship community partnership, delivering Smart programmes for blue-collar workers and women in labour accommodation in Dubai

THE PARTNER

SmartLife Foundation is a Dubai-based non-profit registered with the Community Development Authority, empowering blue-collar workers through education, mentorship and well-being programmes.

BY THE NUMBERS

1,600+ beneficiaries reached

5 community events delivered

28 employee volunteer participations

3 programme verticals

UN SDG ALIGNMENT



Community Care

FOOD SECURITY



1,500

Iftar meals in Ramadan 2026

- + 500 meals at Al Quoz and 1,000 meals at Satwa Grand Mosque with Amal Community, delivered by 21 employee volunteers

Smart Living

MENTAL HEALTH AND WELL-BEING



45

labour camp residents supported

- + Mental health, well-being and stress management session at Dubai Industrial City Labour Camp
- + Practical coping and stress-management techniques led by employee volunteers

Smart Women

WOMEN'S EMPOWERMENT



70

women engaged in Al Quoz

- + Art therapy at Berkeley Ladies Camp: emotional well-being and creativity
- + Financial literacy at Elajah Ladies Camp: practical money management knowledge, led by employee volunteers



REDUCING OUR FOOTPRINT

Synergy Capital's operational footprint is limited to purchased utilities and business travel. The firm generates no Scope 1 emissions.

Scope 2 emissions arise from the electricity and district cooling purchased for our Dubai office. Our primary measured sources of Scope 3 emissions are water consumption and business travel, which is our largest source.

In 2025, we measured 49 tonnes CO₂e of Scope 2 and 132 tonnes CO₂e of Scope 3 emissions.

Scope 2 emissions from electricity are calculated based on the emissions data disclosed on DEWA's monthly invoices, while district cooling emissions are calculated using DEWA's published emission intensity factor of 0.38 tCO₂e/MWh.

Scope 3 emissions are calculated using Google's Travel Impact Model Emissions Calculator for business travel, and a water-related emission factor of 0.02 kg CO₂ per imperial gallon, derived from DEWA's 2025 disclosed water production volume (158,359 million imperial gallons) and associated desalination emissions (3.64 million tonnes CO₂e).

Our office initiatives include:

LEED Gold workspace: relocated in 2023 to a LEED Gold-certified building built with eco-friendly and recycled materials

Plastic-free office: single-use plastic and non-reusable containers eliminated

Recycling with Recapp: paper, plastic and food waste recycled via the UAE's first digital door-to-door recycling service

Resource conservation: reduced electricity and water usage; sustainable printing; eco-friendly supplies and corporate gifts

Environmental awareness: Earth Day and Plastic-Free July promoted across the office

UN SDGs recognised by our approach



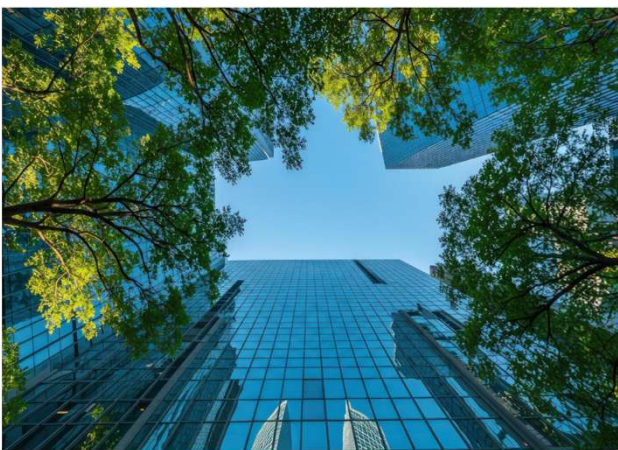
Clean water and sanitation



Responsible consumption and production



Climate action

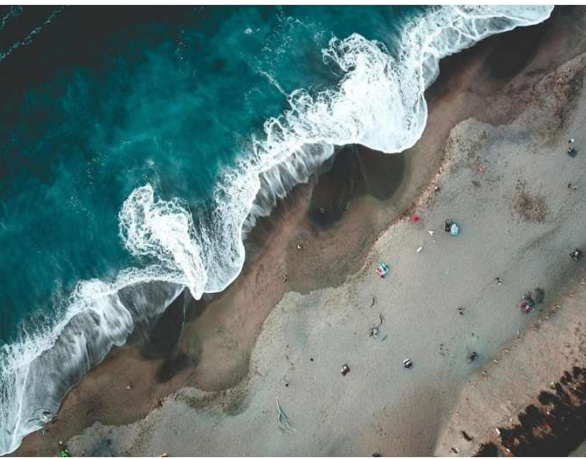




EMPLOYEE WELL-BEING

At Synergy Capital, the health, growth and connection of our people are integral to our success.

Our well-being initiatives span preventive healthcare, fitness, continuous learning and an inclusive, connected culture, delivered from our LEED Gold-certified Dubai office.



Health & Fitness

Dubai Fitness Challenge 30x30: 19 employees promoted physical activity and active lifestyles (Nov 2025), securing a Top 2 spot in the Team Challenge

Yearly flu vaccination: convenient access to preventive healthcare at Central Park Tower, supporting a healthier workplace (Jan 2026)

Standing by our people

During the regional tensions of 2026, the firm placed employee safety and connection first – leadership maintained regular safety check-ins and communications, offered flexibility to affected employees, and introduced the Buddy Pairing System so that every colleague had a designated point of contact and support.

Learning & Growth

AI knowledge session: 40 employees strengthened understanding of AI opportunities across Synergy and its portfolio companies

Arabic language classes: supporting effective daily and professional interactions and workplace inclusion (Jun-Jul 2026)

Skills & volunteering: firm-wide development programme running since Sep 2025

Higher education: Many employees are pursuing e-learning and higher education courses including MBA and CFA, reflecting a strong culture of continuous development

Connection & Culture

Buddy Pairing System: peer support, open communication and stronger workplace relationships

Wadi Hatta retreat: team building for all employees, fostering an inclusive culture (Feb 2025)

28 volunteer participations: employees personally delivering community sessions during the reporting period



synergy
CAPITAL

OUR IMPACT IN ACTION



OUR IMPACT IN ACTION

Investments

54%

less CO₂ compared to the global average



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

Zero

Net emissions in 2025



Annual capacity of 270,000 tonnes of "Quintuple Zero Green Lithium"

1/6

carbon intensity vs. blast furnaces



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

180 MW

Hydro renewable power



Run-of-river hydro on Ravi river , dispatchable clean power with no reservoir and no displacement

145,000+

Students educated daily across 60+ schools



GEMS Founders School – Masdar City is the GCC's first net-zero energy school

ACA¹ Level 5

Accreditation from ACI²



Asia's largest private airport operator with over 20 years of experience in sustainable airport development

170M

sq. ft. of commercial spaces delivered globally



150+ year infrastructure leader, pioneering sustainable construction

100%

Water treatment and sludge discharge ashore



World's first cylindrical vessel designed to optimize hydrodynamic performance and reduce fuel consumption



INVESTMENT IMPACT CASE STUDY | BAJOLI HOLI HYDROPOWER



*180 MW run-of-river hydro on Ravi river ,
dispatchable clean power with no reservoir
and no displacement*

- + SDG 7, 11 and 13 impact: affordable clean energy to grids; climate action through coal displacement; resilient infrastructure serving urban populations
- + Community integration in Chamba, HP: local employment during construction and O&M; tribal area development under HP state concession; no land alienation from run-of-river design
- + Air, water and noise monitoring on quarterly-basis

ENVIRONMENTAL (E)



750 million units
Clean electricity generation



Gold Award
Awarded by the Greentech Foundation
for in-house online silt monitoring
system



20 hectares
Compensatory afforestation



100%
Waste recycled. E-waste disposed via
authorised recycler



~505,900 tCO₂e –
Emissions avoided in FY26

SOCIAL (S)



89%
Workforce hired locally



15,000+
Beneficiary touchpoints across health,
education and community development



95 hours
Safety training hours per employee



4,847
Medical treatments; anaemia programme
covering 514 women



Zero
Fatalities and zero Lost Time Injury
Frequency Rate

GOVERNANCE (G)



Board Committees
Dedicated ESG and CSR Committees



Inclusive Board
Inclusion of women at board



Supply Chain
Sustainable Procurement Policy and
vendor ESG assessment



Ethics & Compliance
Anti-corruption policies, code of
conduct, whistleblower mechanisms



100%
All material environmental and
statutory compliances met



INVESTMENT IMPACT CASE STUDY | SHAPOORJI PALLONJI GROUP



SP Group has been recognised for commitment to safety, receiving multiple awards from National Safety Council of India

- + SP Group has received awards like Golden Peacock Occupational Health & Safety Award and over 300 recognitions over the past decade for safety and health standards. IKEA Bengaluru project received the Sword of Honour from the British Safety Council
- + SP Group focuses on waste-reduction and circular economy strategies aiming for near-zero landfill contribution

ENVIRONMENTAL (E)



Net Zero 2045

SP Group's decarbonisation roadmap at asset level



100%

IGBC platinum-rated properties in SP Infocity Pune



90%

C&D waste diversion, exceeding April 2026 statutory mandate by 3.6x



1M+

Native tree species planted in India



23 billion litres

Water harvested in arid regions of Rajasthan, India

SOCIAL (S)



2M

Nutritious meals served to address child malnutrition



Safety First

600+ HSE professionals, 1,000+ first-aid trained staff



23,000+

Children supported through quality education initiatives.



8,200

Women across 100 villages enabled to become micro-entrepreneurs



Zero

Fatalities and zero Lost Time Injury

GOVERNANCE (G)



Board Committees

Dedicated ESG and CSR Committees at asset levels



Inclusive Board

Women at board and senior management



Supply Chain

Sustainable Procurement Policy and vendor ESG assessment



Ethics & Compliance

Anti-corruption policies, code of conduct, whistleblower mechanisms



BRSR-ready

As the group moves towards listed-company reporting standards





INVESTMENT IMPACT CASE STUDY | GEMS EDUCATION



World's largest K-12 private school operator, founded in 1968 with 50+ years of excellence

- + GEMS Education operates 60+ schools across 15 countries, educating over 145,000 students
- + GEMS is committed to operating responsibly – minimising environmental impact, fostering innovation, inclusion and diversity
- + GEMS runs sustainability initiatives across its network of schools covering areas such as climate action, climate literacy, biodiversity, clean water and clean-up campaigns



All figures reported by GEMS Education

ENVIRONMENTAL (E)



2,398 tCO₂e –
Cumulative emissions reduction



12.7 MWp
UAE education sector's largest solar rollout across 23 schools



65%+
Teachers are UN climate-certified



40,000+
Trees planted across 42 countries as part of the GEMS Global Ambassadors Programme



100%
Schools embedding climate literacy in curriculum



40%
Reduction in water consumption in school campus at Masdar

SOCIAL (S)



13,000+
Students supported through GEMS For Life



100%
schools with inclusive education



\$1M
Global Teacher Prize awarded annually with UNESCO



1,667
Scholarships in 2023 benefiting 28% of the class, disbursing AED 17.6m



100,000+
GEMS families reached through the GEMS Rewards programme



100%
Students with access to trained professional counsellors

GOVERNANCE (G)



Board-level
Sustainability oversight



Speak Up
Formal whistleblowing mechanism



\$3.25B
Sustainability-linked financing with KPIs tied to SDG 4 and 7 (2024)



Ethical Practices
Zero tolerance for bribery, corruption and unethical conduct



Data Privacy
Robust privacy & data-protection framework



Engagement
Active engagement with parents, communities and educators



LOOKING AHEAD



BUILDING A RESILIENT AND RESPONSIBLE FUTURE



Archana Narayanan

Director – Sustainability Lead

The foundations of our responsible investment framework are in place. The focus over the next two years is less about adding tools and more about getting more out of the ones we have. That work is gradual by nature, and we would rather describe direction than set out promises the data cannot yet support.

The scorecard has only recently begun producing data. One cycle tells us where companies stand. It does not yet tell us how they move, and that will take a few years to become genuinely useful.

Collecting data remains the practical constraint. Private markets are more opaque than listed ones. Companies report on different definitions and timelines, disclosure is voluntary in most of our markets, and the smaller the business the thinner the reporting function behind it. We expect to keep improving the annual data return rather than solve it in a single cycle.

Which is why the character of the company matters more than the completeness of its file. Where information is limited, we place weight on the governance, reputation and conduct of the sponsor and management team, on their record with regulators, lenders and employees, and on how they behave when something goes wrong. That judgement has protected us better than any metric.

Human rights due diligence moved from principle to process this year, with the approach approved at senior executive level and severe and emerging controversies monitored across investments. The next step is applying it consistently at the asset level rather than at the point of screening, in the sectors and jurisdictions where labour risk is highest.

Biodiversity and land use entered our reporting for the first time this year. We expect the data to stay thin for a while. Our aim over the next two cycles is a workable asset-level picture rather than a complete one.

On climate, we assess financially material risk at the investment level. We are not setting a portfolio target we cannot yet measure against, and we would rather say so than publish one.

Our thanks go to our teams, our partners and our portfolio companies for the work behind this report. Progress here is measured in years rather than reporting cycles, and we intend to keep reporting it honestly either way.



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