



Annual  
report  
2021

## Board of Directors' report

Following the global economic downturn in the wake of the COVID-19 pandemic in 2020, the world economy rebounded in 2021 with GDP growth of 5.5 per cent<sup>[1]</sup> and strong growth in foreign direct investment. The upturn is expected to be of limited duration, however, and it will be many years before developing countries, particularly the poorest ones, again reach their income levels prior to the outbreak of the pandemic. The differences within and across countries are wide and have increased. Low-income groups have been disproportionately impacted, and the pandemic has inflicted extreme poverty on large groups, also in medium-income countries where extreme poverty was virtually eradicated prior to the outbreak of the pandemic. Investment is important for employment and economic growth, but in 2021 only 1.7 per cent<sup>[2]</sup> of global direct investment found its way to the least developed countries (LDCs). Increased poverty and an inequitable distribution of global investment heightens the need for Norfund's activity. Norfund's exit from SN Power, which was announced in 2020, was completed in 2021 and released capital for new investments. This, coupled with annual allocation of capital from the Norwegian government, puts Norfund in a position to maintain a high level of investment in the years ahead. In 2021 the Fund increased its investment in developing countries by 10 per cent, to a record-high NOK 5.3 billion. Clean Energy was the largest investment area, with NOK 2.7 billion in new investments.

## 1. About Norfund

### 1.1 Norfund's mandate and strategy

Norfund was founded in 1997 as Norway's key instrument for promoting investment in developing countries. The Fund's mission is to share risk with commercial actors by investing in challenging markets. The Fund's mandate is to contribute to the development of sustainable business and industry in developing countries by providing equity and other risk capital and furnishing loans and guarantees. The aim is to establish viable, profitable activities that would not otherwise be initiated because of the high risk involved.

Norfund has four investment areas, the largest being *Clean Energy*. The next largest is *Financial Institutions*, which invests in banks, microfinance, insurance and other financial institutions. *Scalable Enterprises* covers investment in the agricultural value chain, manufacturing industry and funds. The area *Green Infrastructure* covers investment in water supply and waste management. Each of the four investment areas has ambitions that contribute directly and in a measurable way to the achievement of the UN Sustainable Development Goals.

Norfund prioritises investing in Least Developed Countries (LDCs) and Sub-Saharan Africa. Investment in LDCs accounted for 40 per cent of the portfolio at the end of 2021, while investment in Sub-Saharan Africa accounted for 65 per cent of the portfolio. The Fund is primarily an equity investor. Equity investment accounted for 75 per cent of the portfolio at the end of the year. Norfund's portfolio is thus well within the key indicators set by the Board, which stipulate that at least 33 per cent of the portfolio must be in LDCs and 50 per cent must be in Sub-Saharan Africa.

With effect from 2022, Norfund has been commissioned to manage the new Climate Investment Fund, which is to provide risk management capital for investment in renewable energy in developing countries, as decided by the Storting in its consideration of the budget for 2022. NOK 1 billion was appropriated over the central government budget for 2022. The fund is to be built up to NOK 10 billion over a five-year period, with Norfund financing half from its surplus and the government contributing the other half in the form of annual grants. Under this new mandate, Norfund will further increase its investment in renewable energy, largely in medium-income countries where there is a considerable potential for supplanting investment in coal power.

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<sup>[1]</sup> Source: World Bank, Global Economic Prospects, January 2022. Washington, DC

<sup>[2]</sup> Source: UNCTAD, Global Investment Trends Monitor, No. 40

## 1.2 Financing

Norfund is financed through annual capital allocations from the Norwegian government and the surplus generated by its investment activities. In 2021, government allocations amounted to NOK 1,678.2 million. Norfund was allocated an additional NOK 32 million for its Business Support Programme. As of 31 December 2021, Norfund's committed portfolio amounted to NOK 26.9 billion. The return in the form of interest and return on investment, repayment of loans and realisation of earlier investments makes up a growing share of the Fund's available investment capital and enables Norfund to increase the volume of its investment and contribute to even stronger development effects going forward.

## 1.3 Additionality and development effects

Additionality is a key part of Norfund's mandate. The Fund invests in markets and activities characterised by high risk and lack of capital. The Fund is financially additional in that it supplies capital that businesses would otherwise have difficulty securing because of a shortage of capital and high risk. In terms of value, the Fund is additional in that it adds value over and above the value of the capital through active ownership, promoting environmental and social standards, and business improvements. The Fund must always be a minority investor and thereby also contribute to mobilising capital from other investors, both in Norway and worldwide. Norfund's additionality ambitions for the individual investments are registered and reported to the OECD Development Assistance Committee.

Most countries in which Norfund invests hold little attraction for international investors because the risk associated with them is considered too high. Norfund's expertise, willingness and ability to manage high risk are therefore important for succeeding in these countries.

Norfund's investments contribute directly to the attainment of the UN Sustainable

Development Goals – particularly the goals of eradication of poverty, sustainable growth and job creation, equal opportunities, access to energy, industry, innovation and infrastructure, and climate action. The development effects of the investments in the form of jobs, increased access to energy, avoided greenhouse gas emissions, credits for companies and microfinance clients etc. are measured annually and the results presented in the 2021 Report on Operations. In 2021, Norfund also estimated the indirect effects of investments for the first time.

## 1.4 Developments in Norfund's markets

The global economy and Norfund's markets were severely impacted by the economic downturn caused by the COVID-19 pandemic in 2020. In 2021 GDP rose again in a number of economies, but at very different paces. Norfund invests mainly in three areas: Sub-Saharan Africa, Central America and South and South-East Asia.

*Sub-Saharan Africa:* The World Bank estimates that following a fall of 2.2 per cent in 2020, GDP growth in Sub-Saharan Africa was 3.5 per cent in 2021, and that the growth rate will increase somewhat going forward. GDP per capita increased by 0.8 per cent in 2021, but per capita incomes in some countries, including Angola, Nigeria and South Africa, have fallen in 2022 and are now at a lower level than they were ten years ago. Other countries have not been so hard hit and have maintained or increased their per capita income levels. In general, economic activity picked up somewhat more than expected in 2021, partly driven by increased export revenue as a consequence of higher commodity prices worldwide. The largest economy in the region, Nigeria, had a relatively weak growth rate of 2.4 per cent in 2021 as a consequence of falling petroleum production and low investment levels, while the next largest, South Africa, reported considerably stronger growth of 4.6 per cent, driven by stronger developments in the mining, manufacturing and service sectors.

Increasing social unrest in a number of countries contributed to weak economic growth, including in some West African countries and in Ethiopia, where developments have been particularly challenging. A number of countries in both West and East Africa, including Senegal, the Ivory Coast, Ghana, Kenya, Tanzania and Rwanda have seen growth rates well over the average for Sub-Saharan Africa. However, some sectors, such as tourism, are still hard hit by the pandemic. High commodity prices, a gradual upswing in tourism and higher vaccination figures are expected to lead to stronger growth in

Sub-Saharan Africa. The World Bank forecasts average growth rates of 3.6–3.8 per cent annually in 2022 and 2023. Social unrest and weak investment may constrain growth in a number of countries, however.

*Central America:* The countries in the region had average GDP growth of 7.1 per cent in 2021, after a somewhat larger decline the previous year. Of Norfund's investment countries, Panama, Honduras and Nicaragua were hard hit in 2020. Despite the upturn in 2021 and expected continued growth in 2022, several countries will still have a lower income level than before the pandemic. Others, such as the Dominican Republic, Guatemala and El Salvador had growth rates of 7.5–11 per cent in 2021, and expect continued growth. Higher vaccination rates, strong consumer demand and public investment are expected to contribute to relatively strong economic development in the region. The World Bank expects growth rates of from 3 to 5 per cent in 2022 and 2023 in the majority of Norfund's core countries in the region.

*South and South-East Asia:* There are large differences between Norfund's core countries in the region. Bangladesh got through the pandemic with a growth rate of 3.5 per cent in the crisis year of 2020 and 5 per cent in 2021, and with expectations that growth will continue to gather pace. Vietnam also reported strongly positive figures through the pandemic relative to other countries in the region. The pandemic did lead to lower growth rates for both countries than before the outbreak of the pandemic. Cambodia and Laos were hard hit, and with GDP growth of 2.2 per cent, their economic development in 2021 was also weak compared with other countries in the region. Myanmar's economy was severely impacted by the military takeover in February 2021. GDP fell by 18 per cent, and the situation going forward is very uncertain. The World Bank expects growth rates of from 5 to 8 per cent in 2022 and 2023 in Norfund's core countries in the region, with the exception of Myanmar.

## **2. Investments and results in 2021**

### **2.2 Investments in 2021**

Norfund's investment level in 2021 was historically high in terms of both the total committed amount of NOK 5.3 billion and the number of investments. Investments were broadly distributed within Norfund's investment areas, with Clean Energy accounting for the largest portion, at NOK 2.7 billion. Investment in Financial Institutions amounted

to NOK 1.2 billion and NOK 1 billion was invested in Scalable Enterprises through funds. Direct investment in Scalable Enterprises in manufacturing and the agricultural value chain amounted to NOK 342 million, and the Fund made its first investment of NOK 17 million in Green Infrastructure. In 2021, investment in the least developed countries (LDCs) accounted for 23 per cent of new investment agreements.

## 2.2 Review of the financial statements

The financial statements for 2021 show a record high after-tax result of NOK 5 815 billion. The main reason for the high result is that the gain on sale of SN Power was recorded in 2021, boosting the result by NOK 4.8 billion. In addition, Norfund received a dividend of NOK 799 million from the company. In 2020 Norfund entered into an agreement to sell SN Power to Scatec Solar. The purchase price for the shares was USD 966 million in cash and USD 200 million in seller credit. The agreement was signed in 2020, and the financial risk was transferred to Scatec with effect from 31.12.2020, but the settlement and transfer of shares took place in January 2021, and both are therefore recorded in 2021. The freed-up capital is being reinvested in new projects. Surplus liquidity is being invested temporarily as a combination of loans to banks in the Fund's markets, development bank bonds, financial institutions and companies focusing on sustainability, and deposits in banks in Norway and in banks with exposure to Norfund's markets.

In general, a number of companies in the portfolio have shown positive development through the year, and have rebounded after relatively large write-downs and negative developments in value as a consequence of COVID-19 in 2020. As a result of the coup in Myanmar and current situation in the country, the values of all investments in Myanmar have been written down by 50 per cent on average. In all, Norfund had net write-downs in 2021 of NOK 230 million, with NOK 167 million due to the write-downs in Myanmar.

In 2021, Norfund's portfolio delivered an estimated return, measured as IRR, of 1.5 per cent measured in the investment currency and 3.8 per cent measured in NOK. Since its inception, the portfolio has had an IRR of 4.9 per cent measured in investment currencies and 7.4 per cent measured in NOK. The profitability of the portfolio was in line with expectations. The after-effects of the COVID crisis and the commodity crisis are likely to have a negative impact on results in the years ahead.

Last year overall labour costs rose by 17 per cent, to NOK 158.1 million, after substantial

strengthening of both the administration and the investment departments. This also means increases in the other cost areas, but on balance within the expectations for 2021. A substantial part of Norfund's project development costs for hydropower projects were previously associated with the subsidiary SN Power. Following the exit from SN Power, these costs will have to be assumed directly by Norfund.

Norfund's overall balance at the end of 2021 was NOK 32.5 billion, an increase of NOK 7.5 billion on 31.12.2020. The allocation from Owner in 2021 was NOK 1.68 billion, and earnings added to earned equity amounted to NOK 5.82 billion. As of 31.12.2021 the net asset value, based on the estimated market value of Norfund's portfolio, was NOK 34.7 billion. A total reconciliation of the recorded investment portfolio as of 31.12.2021 detected historical errors totalling NOK 161 million on the balance sheet. The error was classified as an extraordinary write-down in 2021.

At the end of 2021, Norfund had outstanding, unpaid commitments totalling NOK 7 123 billion. Cash holdings at the same time were NOK 4.3 billion, in addition to current assets of NOK 6.1 million. The Board regards liquidity as sound and confirms that the going concern assumption applies. In the opinion of the Board of Directors, the financial statements for 2021 provide a true and fair view of Norfund's financial position.

## **3. Organisation, environment and corporate social responsibility**

### **3.1 Corporate governance**

The General Meeting is Norfund's supreme body. Corporate governance is exercised through decisions taken by the General Meeting, including the adoption of Articles of Association. In 2021 the General Meeting passed a resolution to change Norfund's Articles of Association in order to align Norfund with the rules regarding salaries for senior employees in the Public Limited Liability Companies Act. The Norwegian Ministry of Foreign Affairs receives quarterly reports, and regular meetings are held through the year. Norfund's Board of Directors is elected by the General Meeting, two members are elected by and from among the Fund's employees. The Board consists of nine members. In 2021, the Board held a total of nine Board meetings, of which one was an extraordinary meeting. In addition, because of the COVID-19 restrictions, the Board conducted a virtual tour to meet a selection of Norfund's investments and partners. New and updated rules of procedure for the Board and for the CEO were also adopted by the



Board in 2021. Norfund has subscribed to Directors and Officers Liability Insurance with AIG.

Norfund has a framework of governing documents ranging from acts and statutes, via guidelines for important areas, to procedures for the conduct and follow-up of investment activities. The structure is geared to Norfund's activities. It is constantly evolving, and makes measurement and verification possible. The Investment Committee considers investment proposals and contributes to quality assurance. The committee consists of eight persons, two of whom are external. As a consequence of increased investment activity, the Board decided in 2021 to establish a dedicated Credit Committee, and to increase the decision-making limits of both committees. The Credit Committee considers and approves loans to financial institutions and consists of five members, one of them an external member with relevant expertise. Both committees are authorised to approve individual investments of between USD 4 million and USD 20 million. Both committees must also submit their recommendations for investments of over USD 20 million, but it is the Board that approves them. Investments of less than USD 4 million are considered and approved by the administration.

### **3.2 Risk management and internal control**

In recent years the Board and administration have launched several initiatives to strengthen risk management work in Norfund. The Fund has prioritised data security, but other areas of Norfund have also been strengthened in terms of risk management and internal control.

Norfund as an institution normally takes more risk than commercial investors. This is a necessity for being able to create jobs and reduce poverty in the world's least developed countries. Norfund's mandate nonetheless entails various risk aspects that it is important to understand how to identify, manage and report.

In recent years the Board, Risk and Audit Committee and administration of Norfund have been implementing a comprehensive framework for identifying and monitoring the company's relevant risk categories, and the results of semi-annual reviews of these activities are reported to the Board. In 2021, Norfund adopted a document that describes the Fund's appetite for risk. The document defines both the risks Norfund should and is willing to take, and the area in which efforts are made to minimise risk through risk-mitigating measures. The document is published on Norfund's website.

The risk spectrum Norfund has to manage includes country, exchange and market risk, but also risk associated with choosing the right countries and management teams. The environmental and social risk factors of the companies in which investment takes place must be managed. Risk is reduced by measures like local presence through Norfund's regional offices, market insight and holding a diversified portfolio.

In 2021 Norfund developed a country risk tool which assists the investment departments in identifying the risk factors in a particular country on the basis of external sources, and the tool also provides information about Norfund's exposure, broken down according to the risk classifications of the different countries.

As a consequence of the exit from SN Power, Norfund now has a more diversified portfolio than previously, as the Fund had relatively high exposure to the Philippines as a country, and to hydropower as a technology. At the end of 2021, Norfund's highest exposure was to Kenya, and accounted for 10.1 per cent of total committed capital, followed by Uganda with 8 per cent of the total portfolio. The Fund's exposure to these countries is distributed among a number of investments across all investment areas. At the end of 2021, the highest exposure to an individual company accounted for 10.5 per cent of the total portfolio, and the next highest 8.7 per cent. Both the companies in question, which are the platform companies Arise and Globeleq, are diversified into a number of different investments in several countries.

Norfund has zero tolerance for corruption, and seeks to minimise risk through sound, effective processes. Any suspicion of corruption demands an immediate response and reporting.

The Board's risk management work is supported by the Risk and Audit Committee and the Fund's external internal auditor, which is the assurance company EY. Annual internal audit plans are approved by the Board using a risk-based approach. In 2021 four audits were conducted in the following areas: overarching management principles, financial control, information security and business integrity. In 2022 data security will also be covered by external internal audit, and parts of the investment process will be reviewed by the internal auditor in light of the fact that Norfund's investment manual was reviewed and updated in 2021.

### 3.3 Personnel, organisation and gender equality

As both the annual investment level and the Fund's total portfolio are growing, it was necessary to strengthen several parts of the organisation also in 2021. Norfund has conducted targeted recruitment to boost the organisation's ability to deliver on the Fund's strategy, and there is ongoing work on building skills and on internal employee development programmes. The internal training platform Norfund Academy underwent further development through the year, and the Fund placed special emphasis on skills building in the area of environmental and social responsibility and a corporate review in connection with the implementation of a new environmental and social management system (ESMS). Norfund arranged a “business integrity” week for all employees in 2021 for the first time. It included sessions with external and internal specialists who shared their experiences in the course of the week.

In 2021 Norfund's staff consisted of 106 full-time equivalents. As of 31 December 2021 there were 119 employees, 52 of them with a background from countries other than Norway. Twenty-four different nationalities are represented. Norfund currently has five regional offices, in Accra, Cape Town and Nairobi in Africa, Bangkok in Asia and San José in Central America. In 2021, 36 of the employees were working at regional offices. Where possible, personnel for regional offices are recruited from the countries in which Norfund is investing.

Norfund has guidelines for recruitment, competencies and gender equality and procedures for employee follow-up and remuneration. Diversity and equal opportunities are important, both in the organisation itself and in the companies in which Norfund invests. Further information is provided in the Gender Position Paper and in the Annual Report on Operations, both available on Norfund's website. In an international operation like Norfund, diversity of gender, nationality, age, background and competencies is vital for ensuring that the company makes sound decisions.

All employees gather annually for the Norfund Week, for updating on strategy, status and plans, and for training and discussions on important and relevant topics. One of the main events in Norfund Week 2021 was a session on the freedom of expression climate, which is very important for increasing understanding of different personalities, cultures and problem-solving methods in an international enterprise such as Norfund.

In recent years Norfund has hired more young employees than previously, and the

average age in the company is falling. The share of women in the organisation remains steady at 52 per cent. On the Fund's investment side there is a smaller share of women than men, especially in senior positions. With a view to changing this situation over time, the Fund is seeking both to attract more women to these job categories, but also to retain and develop younger employees. In 2021, Norfund hired 24 new employees, 50 per cent of them women. Seventeen positions were announced through Norfund's internal systems, and 33 per cent of the applicants for these jobs were women. The internal network "Young Norfund" was launched in 2021 to work with relevant topics such as self-leadership, network building and professional development. The forum was also a sparring partner with the management in connection with the question of how Norfund should work after the COVID-19 pandemic.

In 2021 Norfund also continued the Norfund internship programme, which was established in 2019, and five students/newly qualified persons were engaged in different departments to enhance diversity, profile Norfund as an attractive workplace, and challenge managers and other company employees. Among other things, this involved a reverse mentor scheme, with the interns mentoring members of the management group. The interns also carried out a project to see how Norfund can be more sustainable internally.

At the 2021 annual wage settlement, Norfund placed special emphasis on levelling any differences in pay for comparable positions. An external review has previously been performed to classify the various positions in the investment departments into job categories, and in 2021 the same was done for staff functions. As a result, salary per job category can now be compared across the organisation. The review that was conducted did not reveal systematic differences between the genders, but some adjustments were made to level differences at the same position level.

**Table 1 Gender balance in different job categories**

| Norfund                 | Women | Men |
|-------------------------|-------|-----|
| Board of Directors      | 56%   | 44% |
| Management team         | 43%   | 57% |
| Head of regional office | 40%   | 60% |
| New employees           | 50%   | 50% |

In 2021, working from home was again a requirement for much of the year, and despite difficult working conditions and travel restrictions the Fund delivered a record-high level of investment commitments for the second consecutive year, and the portfolio showed positive developments. The Board was impressed to see the employees' teamwork on digital platforms, and how the management, employees and Social Committee managed to create both digital meeting places and social arrangements to maintain the well-being and working morale of the employees during the pandemic.

Sickness absence in 2021 amounted to 3 per cent of total working hours. This is 0.7 percentage point higher than in 2020. The Board of Directors does not find it necessary to implement any special measures relating to the working environment or designed to promote the aims of the Norwegian Anti-Discrimination Act and Anti-Discrimination and Accessibility Act.

**Table 2 Temporary employees, parental leave and voluntary part-time work for Oslo employees**

| Temporary employees as a percentage of all employees [3] |       | Parental leave, average number of weeks |       | Part-time as a percentage of all employees [4] |       |
|--|-------|---|-------|--|-------|
| Men  | Women | Men                                     | Women | Men  | Women |
| 3%   | 3%    | 9.4                                     | 28.1  | 1%   | 2%    |

<sup>[3]</sup> Five temporary employees, three men and two women, are participating in an internship programme. In addition some resources were hired as substitutes for personnel on leave or for temporary projects/periods involving an increased amount of work.

<sup>[4]</sup> No non-voluntary part-time

### 3.4. Corporate social responsibility

Social responsibility lies at the heart of Norfund's activities, and is discharged through requirements set for both Norfund's own activities and those of the companies in the portfolio. The cross-cutting considerations of development policy – human rights, gender equality, anti-corruption, climate and environment – all form part of these efforts.

Fundamental to Norfund's climate position, adopted in 2020, is that the Fund must contribute to avoiding greenhouse gas emissions, reducing climate risk in our portfolio and promoting climate resilience in our markets. In practice this means i) increasing investment in climate-friendly solutions, in particular renewable energy, ii) excluding direct investment in fossil energy except gas-fired power where this supports an energy transition aligned with the Paris agreement, iii) surveying and managing climate risk in all new investments and iv) continuing to prioritise the least developed countries and Sub-Saharan Africa, which are expected to be hardest hit by climate change. In its work on the position, the Fund has drawn on analyses of climate-related work by other development finance institutions and investment funds, relevant guidelines and legislation (such as the Report on Diverse and Value-creating Ownership, Task Force on

Climate-related Financial Disclosures (TCFD) and Principles for Responsible Investment (PRI) and discussions with professional communities and environmental organisations. In 2021 climate risk was incorporated into Norfund's general risk framework, and it is additionally assessed at investment level. In 2020, Norfund pledged to abide by the EDFI Statement on Climate and Energy Finance, with ambitions that the investment folio should have net zero greenhouse gas emissions by 2050 and that all new investments should be in line with the goals of the Paris agreement.

As a small, knowledge-based enterprise, Norfund has limited direct environmental impact, associated largely with air travel that is necessary for business operations. Norfund has been preparing the way over time for increased use of digital meetings rather than travel, where this serves the purpose. The amount of air travel in 2021 was very limited because of travel restrictions.

Norfund works systematically with ESG throughout the investment process, applying the environmental and social standards of the International Finance Corporation (IFC). The IFC standards are tailored to Norfund's activities and special nature. Their use contributes to meeting the expectations of responsible business conduct in Meld. St. 8 (2019–2020) (*The state's direct ownership of companies*) including expectations that due diligence be performed to avoid harm to humans, society or the environment described in the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights (UNGP).

Good working conditions are a fundamental objective. Norfund monitors HSE in all its investments, with a particular focus on training and compliance with HSE procedures. The investment agreements contain a requirement that serious accidents and fatalities must be reported. In 2021 Norfund regrettably experienced ten deaths related to Norfund's direct investment. Four of the deaths were a result of traffic accidents. These incidents are reported to the Board, and in special cases also to the Ministry of Foreign Affairs. Norfund follows up all project-related fatalities associated with our investments to ensure that they are investigated, that safety procedures are modified if necessary, and that the next of kin receive the compensation to which they are entitled.

Norfund's ethical guidelines were reviewed in 2021 with a view to possible updating and improvement. Four cases of financial irregularities were reported in 2021 through Norfund's established systems for dealing with irregularities in its portfolio. One of these was reported further to the Ministry of Foreign Affairs.

Norfund has a clear policy on responsible tax. The guidelines were reviewed in 2021 with a view to updating and adjusting them where necessary. In connection with the review, an external investigation was conducted of Norfund's use of third party countries. The report was published and discussed with civil society representatives. The review, including the dialogue with civil society, revealed that the existing guidelines were satisfactory, but that certain operational adjustments would be appropriate with respect to investment through third countries, to increase awareness of the corporate structures used. Norfund's responsible tax guidelines describe seven principles, including a requirement of transparency, that companies in which Norfund invests must pay tax to the countries in which they have operations and in which their revenue is created, and that third countries should only be used when it is necessary for attaining the company's development goals. There was substantial investment in funds in 2021, and hence extensive use of third countries also in 2021.

Norfund decided in 2021 to take part in the international collaboration "2xChallenge", designed to promote investors' work for equal opportunities in their investment activities.

Norfund regularly engages in dialogue with different interest groups, including civil society organisations and other partners. In the course of 2021, this involved meetings on topics such as responsible tax and the use of third countries, Norfund's results and development effects.

Norfund has a special Business Support Programme funded by the Ministry of Foreign Affairs that is intended to be used to enhance the development effects of our investments, including intensifying work on the four cross-cutting issues: human rights, gender equality, anti-corruption, and health, safety and environment. For example, Norfund can provide assistance for project development, local community development, skills building and operational improvements. In 2021 seventeen projects received support from this scheme, and consisted overall of an active portfolio of 45 grant-financed projects.

The Storting has established a special project development and risk mitigation scheme which enables Norfund to make risk capital available in the most demanding markets when access to early stage risk capital is limited. The scheme has two aims: early stage project development in Norfund's priority investment areas, and risk mitigation for commercial investors who invest in Norfund-financed projects. The scheme is to be used



for projects with higher risk than the investments in Norfund's ordinary portfolio and is to be managed separately. In 2021, NOK 28.52 million was committed to two projects under this scheme.

## 4. Outlook for the future

The UN sustainable development goals and the climate ambitions set out in the Paris agreement provide important guidelines for development going forward. The funding gap hindering the attainment of the sustainable development goals was formidable in developing countries before the pandemic. The investment gap has now widened even more.

The economic outlook for developing countries features increased food and energy prices and uncertainty as to whether and how rapidly the countries will again reach the growth paths that were ruptured by the outbreak of the pandemic. These factors, along with uncertainty about vaccination rates, possible new virus outbreaks, fear of inflation and limited fiscal freedom of manoeuvre in many countries, imply risk for production and investment in developing countries.

An important event since balance sheet date which will also have consequences for Norfund's activities, is Russia's attack on Ukraine in February 2022. The war may create food shortages and lead to a scarcity of goods and higher prices for grain, energy, fertiliser and other important imported goods. This in turn may exacerbate balance of payments problems for many countries, with repercussions for exchange rates and companies' access to foreign exchange. The crisis may entail new challenges for companies in Norfund's portfolio, but at the same time increase the need for investing to improve the efficiency of agricultural value chains in many countries, not least Sub-Saharan Africa, a region which at the outset is a large net importer of food.

The market cannot resolve the business sector's challenges alone. Development finance institutions such as Norfund will be even more important going forward. Norfund is the Norwegian government's most important tool for private sector investment in developing countries, and therefore has a key part to play.

Norfund's strategy for 2019–2022 is ambitious, with plans for the Fund to grow – in terms of both invested capital and number of employees. Norfund has lived up to this in 2021, and aims to continue along the same path in 2022, when this strategy will be

revised for the period up to 2026. The Fund is in position to keep its level of investment high in the years ahead, but maintaining the investment level is contingent on continued annual injections of capital from the Norwegian government.

Given the new climate investment mandate in addition to its traditional development mandate, Norfund now has an even more important part to play in the work to attain the sustainable development goals. Norfund will utilise important synergies in the Fund's existing activities to fulfil its new mandate, including investment and market expertise, acquired by Norfund over time in renewable energy. The first investments under the new mandate will take place in 2022 already. The Fund must anticipate some costs in connection with the administration of the climate investment mandate. The new mandate will enable Norfund to strengthen its presence in investment in renewable energy in coal-intensive medium-income countries. At the same time it will maintain a high level of investment in LDCs, Sub-Saharan Africa and sectors where the development effects are especially high, including in the value chains associated with agriculture and fish farming.

The Board regards Norfund as well equipped to deliver on the goals that have been set, and thanks the management and employees for their work in a demanding year. Norfund will continue to make an important contribution to the success of an ambitious development policy and contribute to creating jobs and improved living conditions in the developing countries of the world.

*Oslo, 29 March 2022*

Olaug Johanne Svarva, Chair

Vibeke Hammer Madsen      Tove Stuhr Sjøblom  
Brit Kristin Sæbø Rugland      Martin Skancke  
Vidar Helgesen Finn Marum Jebsen  
Karoline Teien Blystad      Lasse David Nergaard

# Income Statement

| Income Statement   |          |                  |                 |
|--|----------|------------------|-----------------|
| Figures in 1000s of NOK  | Note     | 2021             | 2020            |
| Interest income loans  | 2        | 297 674          | 322 143         |
| Realised gains   | 2        | 4 794 267        | 0               |
| Dividends received   | 2        | 878 634          | 597 585         |
| Other operating income   | 2        | 21 265           | 22 067          |
| <b>Total operating income</b>  |          | <b>5 991 841</b> | <b>941 795</b>  |
| Operating expenses   |          |                  |                 |
| Payroll expenses   | 8        | 158 142          | 135 273         |
| Depreciation fixed assets  | 8        | 2 767            | 2 331           |
| Other operating expenses   | 5/6      | 111 086          | 80 095          |
| Total operating expenses prior to exchange rate adjustment of loans and write-downs, investment projects |          |                  |                 |
| <b>Investment projects</b>   |          | <b>271 994</b>   | <b>217 699</b>  |
| Adjustment for gain/loss on FX, project loans  | 2        | 198 299          | -243 243        |
| Write-down investment projects (-) / reversals (+)   | 2        | -390 365         | -717 923        |
| <b>Profit/loss on operations</b>   |          | <b>5 527 781</b> | <b>-237 070</b> |
| <b>Net financial items</b>   | <b>7</b> | <b>295 171</b>   | <b>115 298</b>  |
| <b>Profit/loss before tax</b>  |          | <b>5 822 952</b> | <b>-121 772</b> |
| Taxes  | 10       | -7 655           | -6 389          |
| <b>Profit/loss for the year</b>  |          | <b>5 815 297</b> | <b>-128 161</b> |
| Allocations  |          |                  |                 |
| Transferred to / from surplus fund   | 12       | 5 815 297        | -128 161        |
| <b>Total allocations</b>   |          | <b>5 815 297</b> | <b>-128 161</b> |

# Balance

| Balance Sheet                                      |      |                   |                   |
|--|------|-------------------|-------------------|
| Figures in 1000s of NOK                            | Note | 2021              | 2020              |
| <b>Assets</b>                                      |      |                   |                   |
| <b>Non-current assets</b>                          |      |                   |                   |
| <b>Fixed assets</b>                                |      |                   |                   |
| Equipment and vehicles, fittings and fixtures etc. | 8    | 8 132             | 7 976             |
| <b>Total fixed assets</b>                          |      | <b>8 132</b>      | <b>7 976</b>      |
| <b>Financial fixed assets</b>                      |      |                   |                   |
| Pension plan assets                                | 5    | 24 242            | 21 620            |
| <b>Total financial fixed assets</b>                |      | <b>24 242</b>     | <b>21 620</b>     |
| <b>Total non-current assets</b>                    |      | <b>32 374</b>     | <b>29 596</b>     |
| <b>Current assets</b>                              |      |                   |                   |
| <b>Receivables</b>                                 |      |                   |                   |
| Other receivables                                  | 9    | 3 527 783         | 227 576           |
| <b>Total receivables</b>                           |      | <b>3 527 783</b>  | <b>227 576</b>    |
| <b>Investments</b>                                 |      |                   |                   |
| Capitalised project development costs              |      | 8 717             | 8 650             |
| Loans to investment projects                       | 2/3  | 4 803 865         | 4 546 618         |
| Investments in equities and funds                  | 2/3  | 11 906 383        | 16 423 502        |
| Other current investments                          | 11   | 7 996 748         | 884 675           |
| <b>Total investments</b>                           |      | <b>24 715 713</b> | <b>21 863 444</b> |
| <b>Bank deposits, cash and cash equivalents</b>    |      |                   |                   |
| Bank deposits, cash and cash equivalents           | 11   | 4 237 965         | 2 897 203         |
| <b>Total bank deposits</b>                         |      | <b>4 237 965</b>  | <b>2 897 203</b>  |
| <b>Total current assets</b>                        |      | <b>32 481 462</b> | <b>24 988 224</b> |

| Balance Sheet           |      |                   |                   |
|-------------------------|------|-------------------|-------------------|
| Figures in 1000s of NOK | Note | 2021              | 2020              |
| <b>Total assets</b>     |      | <b>32 513 835</b> | <b>25 017 820</b> |

| Balance Sheet                               |      |                   |                   |
|---|------|-------------------|-------------------|
| Figures in 1000s of NOK                     | Note | 2021              | 2020              |
| Equity and liabilities                      |      |                   |                   |
| Equity                                      |      |                   |                   |
| Called and fully paid capital               |      |                   |                   |
| Primary capital                             | 12   | 15 813 989        | 14 574 125        |
| Reserve capital                             | 12   | 5 464 214         | 5 025 926         |
| <b>Total called and fully paid capital</b>  |      | <b>21 278 203</b> | <b>19 600 051</b> |
| Retained earnings                           |      |                   |                   |
| Surplus fund                                | 12   | 10 861 015        | 5 060 694         |
| <b>Total retained earnings</b>              |      | <b>10 861 015</b> | <b>5 060 694</b>  |
| <b>Total equity</b>                         |      | <b>32 139 218</b> | <b>24 660 745</b> |
| Liabilities                                 |      |                   |                   |
| Provision for obligations and charges       |      |                   |                   |
| Pension obligations                         | 5    | 72 109            | 58 074            |
| <b>Total provision for liabilities</b>      |      | <b>72 109</b>     | <b>58 074</b>     |
| Current liabilities                         |      |                   |                   |
| Accounts payable                            |      | 11 753            | 5 520             |
| Unpaid government charges and special taxes |      | 11 538            | 9 963             |
| Grants from the Ministry of Foreign Affairs | 13   | 160 306           | 158 837           |
| Other current liabilities                   | 15   | 118 912           | 124 952           |
| <b>Total current liabilities</b>            |      | <b>302 509</b>    | <b>299 000</b>    |
| <b>Total liabilities</b>                    |      | <b>374 617</b>    | <b>357 074</b>    |
| <b>Total equity and liabilities</b>         |      | <b>32 513 835</b> | <b>25 017 820</b> |

Figures in 1000s of NOK.

# Cashflow Statement

## Figures in 1000s of NOK

| Cash flows from operations  | Note | 2021              | 2020              |
|---|------|-------------------|-------------------|
| Profit before tax   |      | 5 822 952         | -121 772          |
| Taxes paid  |      | -7 655            | -6 389            |
| Ordinary depreciation   | 8    | 2 767             | 2 331             |
| Gain/loss (-) on sales  |      | -4 794 267        | 181 251           |
| Reversal of write-down (-) / Write-down investment projects                           |      | 390 365           | 496 105           |
| Differences in pension costs and receipts/disbursements, pension plan                 |      | 121               | 1 834             |
| Effect of exchange rate changes   |      | -220 016          | 157 828           |
| Investments in tangible fixed assets  | 8    | -2 456            | -2 179            |
| Change in other accruals  | 9    | -3 299 321        | 197 604           |
| Disbursements of grant capital  | 13   | -29 393           | -22 758           |
| <b>Net cash flow from operations</b>  |      | <b>-2 136 904</b> | <b>883 856</b>    |
| Cash flows from investment activities   |      |                   |                   |
| Proceeds of sales/reflows from shares/holdings recorded at historical cost            |      | 12 160 721        | 122 032           |
| Disbursements in connection with acquisition of shares/interests in other enterprises |      | -3 098 611        | -1 957 019        |
| Disbursements of investment loans   |      | -1 389 654        | -1 785 976        |
| Receipts - repayment of principal, investment loans                                   |      | 1 207 133         | 941 407           |
| Changes current investments   | 11   | -7 112 074        | -1 141            |
| <b>Net cash flow from investments</b>   |      | <b>1 767 515</b>  | <b>-2 680 697</b> |
| Cash flows from financing activities  |      |                   |                   |
| Receipt of grant resources carried as current liabilities                             | 13   | 32 000            | 50 000            |
| Increase in/repayment of equity   | 12   | 1 678 152         | 1 820 000         |

**Figures in 1000s of NOK**

**Cash flows from operations**

|  | <b>Note</b> | <b>2021</b>      | <b>2020</b>      |
|--|-------------|------------------|------------------|
| <b>Net cash flow from financing activities</b>           |             | <b>1 710 152</b> | <b>1 870 000</b> |
| Net change in cash and cash equivalents                  |             | 1 340 762        | 73 159           |
| Bank deposits, cash and cash equivalents at 01.01        |             | 2 897 203        | 2 824 044        |
| <b>Bank deposits, cash and cash equivalents at 31.12</b> | <b>11</b>   | <b>4 237 965</b> | <b>2 897 203</b> |

# Notes



# Note 1 – Accounting principles

## **The financial statements for Norfund consist of the following:**

- Income statement
- Balance sheet
- Cash flow statement
- Notes

The financial statements, which are prepared by the Board of Directors and the executive management of Norfund, must be read in conjunction with the Board of Directors' report and the auditor's report.

## **Basic principles – assessment and classification**

The financial statements are presented in compliance with the Norwegian Accounting Act and Norwegian generally accepted accounting principles in effect at 31 December 2021. The financial statements provide a true and fair view of assets and liabilities, financial standing and profit.

The financial statements have been prepared on the basis of fundamental principles governing historical cost accounting, comparability, the going concern assumption, congruence and prudence. Transactions are recorded at their value at the time of the transaction. Revenue is recognised when it accrues and expenses are matched with the related revenue. A more detailed account of the accounting policies is provided below. When actual figures are not available at the time the accounts are closed, generally accepted accounting principles require management to make the best possible estimate for use in the income statement and the balance sheet. Actual results could differ from these estimates.

Current assets/liabilities are recorded at the lower/higher of historical cost and fair value. The definition of fair value is estimated future sales price reduced by expected sales costs. Other assets are classified as non-current assets. Non-current assets are

carried in the accounts at historical cost, with deductions for depreciation. In a portfolio such as Norfund's, with a large share of both listed and unlisted equities in markets of variable liquidity, there will always be substantial uncertainty associated with valuation. Investments are valued on the basis of available information, in accordance with the IPEV guidelines. If the estimated market value of an investment is lower than the historical cost, the investment will be subject to write-down.

Some exceptions are made to the general valuation rules, and these are commented upon in relevant notes. When applying the accounting policies and disclosure of transactions and other items, the “substance over form” rule is applied. Contingent losses that are probable and quantifiable are expensed. The segmentation is based on Norfund's internal management and reporting requirements as well as on risk and earnings. Figures are presented for geographical markets, since the geographical distribution of activities is of material importance to the users of the financial statements.

**The most important accounting principles used by Norfund are described below.**

### **Principles for revenue recognition**

Operating income includes dividends, gain on sale of shares/ownership interests in other companies, interest on loans made to other companies, directors' fees and other project income.

Gains on sales of shares/ownership interests in other companies are recognised in the year in which the sale takes place. Changes in the value of funds are calculated for the individual fund as they arise. Receipts are recorded either as dividend or as reflow of capital and deducted from the book value.

Interest is recorded as and when it is estimated to be earned.

When loans to development projects are classified as problem loans, interest is taken to income on the basis of the written-down value or, if an evaluation indicates that interest cannot be expected, interest is not recorded. In the event of known losses, recorded interest is reversed.

## **Financial income and expenses**

Interest on Norfund's liquidity reserve in Norges Bank and other banks is recorded as financial income.

## **Project development expenses**

Development expenses are entered on the balance sheet when it is probable that they will lead to future investments and a positive return on the investment. Determining such probabilities entails using judgement based on experience and best estimate of future developments. In view of Norfund's investment strategy and geographical investment areas, there is uncertainty associated with expectations of future developments. In an early phase of project development, some costs will be expensed as they accrue.

## **Equity investments**

Norfund treats its investments in other companies as current assets. In other words, the equity method is not used, even though Norfund's shareholdings provide it with considerable influence. This is because the aim of the institution's investments is for all or part of each investment to be exited, normally after 3-10 years. This is in accordance with Norfund's objects and with the provisions of the Norwegian Accounting Act and generally accepted accounting practice. According to generally accepted accounting practice, such investments are temporary by their very nature and should therefore be included under current assets.

Pursuant to Norfund's Statute 12, Norfund's injection of capital into a portfolio company shall not exceed 35 per cent of the company's total equity. Norfund's share of the equity may be higher in special cases, but nonetheless such that the Fund's total equity holding does not exceed 49 per cent of the portfolio company's total equity.

Equity investments in companies are valued at the lower of historical cost or market value on the basis of a concrete evaluation of each investment. Individual investments are written down where this is seen to be required, according to the lowest value principle, to the lower of historical cost or assumed fair value. Norfund conducts individual valuations of all its investments. Because of the nature and volume of the investment portfolio, the management calculates estimates, makes discretionary assessments and makes assumptions that affect the book values of investments.

Estimates of fair value are calculated continuously and are based on historical experience, known information and other factors that are regarded as probable and relevant on balance sheet date.

No group write-downs are made for either the company's equity investments or its loan investments. See also the section below relating to the treatment of currency items.

When investments are exited wholly or in part, the gain/loss is calculated on the basis of the original cost in NOK. This means that realisations are a function of changes in exchange rates and the change in the value of the investment expressed in foreign currency.

By “committed investments” is meant an external future commitment for a specified amount.

Norfund often utilises various instruments – such as options, conversion options and so forth – in investment agreements in order to reduce risk. These are taken into account when valuing the individual investment.

## **Loans**

Norfund manages two types of loans:

- loans relating to Norfund’s investments and disbursed by Norfund (project loans)
- loans to enterprises in developing countries that have been taken over from NORAD (loan portfolio).

Project loans are treated as current assets.

Loans are carried at amortised cost in accordance with the straight-line allocation method.

In accordance with Norfund’s strategy, the loan portfolio taken over from NORAD is classified as a current asset and carried in the accounts at historical cost, which is NOK 0. Receipts from the loan scheme are therefore treated on a cash basis and recorded as income.

When estimating write-down of loans, both the current and the anticipated future financial position of the client in question are considered. Key considerations when

assessing whether the client will be able to repay the loan are for example the general market situation, company-specific factors, the risk of bankruptcy and associated collateral.

Individual assessments are made, and any write-down of the individual loans. Group write-downs are not made for the company's loan portfolio.

There will be uncertainty associated with the valuation of the loan portfolio and associated collateral.

### **Guarantees**

In some cases, Norfund issues guarantees in connection with investments. Accounting provisions are made when the likelihood of the guarantee being invoked is 50% or higher. On the balance sheet, the guarantee provision is entered under other current liabilities.

### **Known losses**

Losses as a result of insolvency, the winding-up of a company and the like, and losses on the sale of shares are recorded as known losses.

### **Currency items**

Monetary items are carried at the exchange rate prevailing on 31 December. Unrealised foreign exchange gains/losses on loans are included in the operating result. Unrealised gains/losses on other monetary items are recorded as financial income/expenses respectively. The assessment of changes in the value of investments (see above) also includes assessing changes caused by exchange rate movements.

In 2021 Norfund hedged its bond portfolio against USD. The portfolio consists of securities denominated in both EUR and GDP as well as USD. Futures contracts are used as a hedging instrument, with daily settlements that are not recorded on the balance sheet, but entered on the income statement as they mature.

### **Bank deposits and other short-term investments**

Liquid assets consist of bank deposits without any kind of binding.

Other current investments consist of instruments (time deposits, loans and bonds) with

a longer or shorter binding period intended for temporary investment of surplus liquidity waiting to be invested within Norfund's mandate. Interest income from these is recorded as other financial income.

### **Current receivables/Accounts receivable**

Current receivables, including accounts receivable, are recorded at their estimated value and adjusted for irrecoverable items.

### **Fixed assets**

Tangible fixed assets are recorded at historical cost reduced by commercial depreciation based on the estimated economic life of the asset in question.

### **Leases**

Rent paid under leases that are not recorded on the balance sheet is treated as an operating cost and allocated systematically over the whole term of the lease.

### **Equity**

Norfund's capital is divided into primary, reserve and surplus capital. This breakdown is made on the basis of the framework conditions for Norfund's activities, which specify that the Ministry of Foreign Affairs must be notified if the institution's losses are so great that its primary capital is affected. Any net profit is added to surplus capital, while any net losses are deducted from the surplus capital or from reserve capital if the former fund is insufficient to cover the net loss.

### **Government grants**

Norfund receives government grants that are treated in accordance with Norwegian Accounting Standard (NRS) 4. In Norfund's view, net recording of government grants received by the institution provides the best picture of the accounts.

### **Related parties**

Two parties are related if one party can influence the other's decisions. Relations with related parties are regarded as normal in business.

Norfund's related parties are mainly companies in which Norfund has invested, and

which it buys services from or sells services to. Norfund's investments are presented in a separate note in the accounts.

The company has direct transactions with a limited number of companies in its investment portfolio. There are some transactions of an administrative nature with companies we have a stake in, including Norfinance AS and KLP Norfund Investments AS. All transactions are according to separate agreements and pricing based on the arm's length principle.

### **Deferred tax and tax expense**

Norfund is exempt from tax pursuant to a separate section in the Taxation Act. In certain countries, Norfund is obliged to pay withholding tax on interest and dividends.

### **Cash flow statement**

The cash flow statement is compiled using the indirect method.

### **Pension liabilities and costs**

Norfund has pension plans known as defined benefit plans which entitle employees in Norway to defined future benefits. Pension liabilities are calculated on a straight-line earnings basis, taking into account assumptions regarding the number of years of employment, discount rate, future return on plan assets, future changes in pay, pensions and National Insurance benefits, and actuarial assumptions regarding mortality, voluntary retirement etc. The chosen principle is the IAS 19R option of NRS 6, with unamortised actuarial losses over equity.

Plan assets are stated at fair market value. Net pension liability comprises gross pension liability less the fair value of plan assets. Net pension liabilities from underfunded pension plans are included on the balance sheet as a provision, while net plan assets in overfunded schemes are included as long-term interest-free receivables if it is likely that the overfunding can be utilised. Employer's social security contribution is made on the basis of net plan assets.

The effect of changes in pension plans with retroactive effect not conditional on future earnings is defined as an actuarial gain or loss and charged directly to the company's equity.

Net pension costs, which consist of gross pension costs less estimated return on plan assets, are classified as an ordinary operating cost and presented as part of the payroll expenses item. All actuarial gains or losses are charged directly to the company's equity. Employer's social security contribution is calculated on contributions paid to the pension plans.

In 2018 the company closed its defined benefit plan and introduced defined contribution plans for new employees. At the end of year, the company therefore had two different pension plans. In addition, the company has defined contribution plans for employees at regional offices outside Norway.

### **Estimates and uncertainties**

Determining estimates and probabilities entails using judgement based on experience and best estimate of future developments. Given Norfund's investment strategy and geographical investment areas, there is a high degree of uncertainty associated with expectations regarding future developments. Specific areas that include an extensive amount of estimation and judgement are net asset value / valuation of equity investments, write-down of equity investments including currency adjustment and provision for losses on loans to investment projects.



## Note 2 – Segment Information

Norfund's operations fall into five segments: Funds, Financial Institutions, Clean Energy, Green Infrastructure and Scalable Enterprises. The table below provides an overview of the results in each segment. The costs of shared functions have largely been allocated according to the number of employees in each segment and are recorded as part of other operating expenses.

|                               | 2021             |              |                        |                  |                      |                      |                     |
|-------------------------------|------------------|--------------|------------------------|------------------|----------------------|----------------------|---------------------|
| (Figures in 1000s of NOK)     | Nofund total     | Funds        | Financial Institutions | Clean Energy     | Green Infrastructure | Scalable Enterprises | Administration etc. |
| Operating income              |                  |              |                        |                  |                      |                      |                     |
| Interest – invested portfolio | 297 674          | 1 125        | 196 332                | 57 949           | 329                  | 41 939               | 0                   |
| Realised gains on shares      | 4 794 267        | 0            | 0                      | 4 794 267        | 0                    | 0                    | 0                   |
| Dividends received            | 878 634          | 2 939        | 57 716                 | 817 485          | 0                    | 495                  | 0                   |
| Other project revenues        | 21 265           | 9            | 8 810                  | 8 757            | 176                  | 1 241                | 2 273               |
| <b>Total operating income</b> | <b>5 991 841</b> | <b>4 074</b> | <b>262 857</b>         | <b>5 678 458</b> | <b>505</b>           | <b>43 675</b>        | <b>2 273</b>        |
| Operating expenses            |                  |              |                        |                  |                      |                      |                     |
| Payroll expenses              | -158 143         | -10 424      | -28 474                | -29 877          | -3 759               | -3 759               | -57 389             |

|  | 2021         |         |                        |              |                      |                      |                     |
|--|--------------|---------|------------------------|--------------|----------------------|----------------------|---------------------|
|  | Nofund total | Funds   | Financial Institutions | Clean Energy | Green Infrastructure | Scalable Enterprises | Administration etc. |
| Depreciation tangible fixed assets                 | -2 767       | 0       | 0                      | 0            | 0                    | 0                    | -2 767              |
| Other operating expenses                           | -111 085     | -2 837  | -8 076                 | -36 419      | -137                 | -12 561              | -51 055             |
| Allocation of shared expenses                      | 0            | -12 624 | -27 962                | -28 799      | 0                    | -39 438              | 108 824             |
| Total operating expenses                           | -271 993     | -25 885 | -64 511                | -95 095      | -3 896               | -80 218              | -2 387              |
| Gain/loss (-) on FX, project loans                 | 198 299      | 546     | 110 246                | 69 548       | 18                   | 17 941               | 0                   |
| Provision for (-)/reversal of (+) loss on projects | -390 365     | -49 725 | -293 923               | -61 525      | 0                    | 14 808               | 0                   |
| Profit/loss on operations                          | 5 527 782    | -70 990 | 14 668                 | 5 591 386    | -3 373               | -3 794               | -114                |
| Net financial items**                              | 295 171      | -3      | 5 446                  | 26 996       | -1                   | -13                  | 262 745             |
| Profit/loss before tax                             | 5 822 952    | -70 993 | 20 114                 | 5 618 382    | -3 374               | -3 808               | 262 631             |
| Taxes  | -7 655       | 0       | -7 655                 | 0            | 0                    | 0                    | 0                   |
| Profit/loss for the year                           | 5 815 297    | -70 993 | 12 459                 | 5 618 382    | -3 374               | -3 808               | 262 631             |

\*Income is directly attributable. Expenses that are not directly attributable are shared costs which are allocated in accordance with distribution formulae based on employee numbers.

\*\*Financial items include gain/loss on FX bank deposits and current liabilities.

**Balance Sheet (Investments and Loans) Net Book Values**

|                                      | <b>Norfund Total</b> | <b>Funds</b>     | <b>Financial Institutions</b> | <b>Clean Energy</b> | <b>Scalable Enterprises</b> |
|--------------------------------------|----------------------|------------------|-------------------------------|---------------------|-----------------------------|
| Investments                          | 18 336 139           | 2 315 915        | 8 124 190                     | 5 795 357           | 2 100 677                   |
| Write-downs                          | -1 625 893           | -586 193         | -428 980                      | -284 586            | -326 134                    |
| <b>Total investments per segment</b> | <b>16 710 248</b>    | <b>1 729 722</b> | <b>7 695 210</b>              | <b>5 510 771</b>    | <b>1 774 543</b>            |

| <b>Balance Sheet</b>           | <b>Africa</b>     | <b>Asia</b>      | <b>America</b>   | <b>Europe/Asia</b> | <b>Global</b> | <b>Write-downs</b> | <b>Total</b>      |
|--------------------------------|-------------------|------------------|------------------|--------------------|---------------|--------------------|-------------------|
| Loans to investments           | 2 067 739         | 1 162 300        | 1 691 095        | 28 599             | 0             | -145 867           | 4 803 865         |
| Equity investments             | 10 148 836        | 2 250 599        | 973 987          | 12 984             | 0             | -1 480 026         | 11 906 381        |
| <b>Total balance sheet</b>     | <b>12 216 575</b> | <b>3 412 899</b> | <b>2 665 082</b> | <b>41 583</b>      | <b>0</b>      | <b>-1 625 892</b>  | <b>16 710 248</b> |
| Interest income loans          | 115 662           | 77 881           | 102 568          | 1 563              | 0             | 0                  | 297 674           |
| Realised gain on shares        | 2 157 420         | 2 636 847        | 0                | 0                  | 0             | 0                  | 4 794 267         |
| Dividends received             | 399 645           | 440 569          | 38 420           | 0                  | 0             | 0                  | 878 634           |
| Other project revenues         | 9 541             | 5 445            | 5 090            | 136                | 1 053         | 0                  | 21 265            |
| <b>Total operating income</b>  | <b>2 682 268</b>  | <b>3 160 743</b> | <b>146 078</b>   | <b>1 699</b>       | <b>1 053</b>  | <b>0</b>           | <b>5 991 841</b>  |
| Gain/loss on FX, project loans | 71 810            | 69 060           | 57 695           | 296                | -562          | 0                  | 198 299           |

## Note 3 – Loans and Investments

| Loans to Companies        |                      |                  |                                 |                  |
|---------------------------|----------------------|------------------|---------------------------------|------------------|
| (Figures in 1000s of NOK) | Committed investment | Historical cost  | Accumulated loan loss provision | Book value       |
| Financial Institutions    | 5 299 723            | 3 184 618        | -18 227                         | 3 166 391        |
| Green Infrastructure      | 17 639               | 8 819            | 0                               | 8 819            |
| Clean Energy              | 2 087 955            | 1 024 433        | -58 631                         | 965 802          |
| Scalable Enterprises      | 1 252 530            | 711 728          | -64 750                         | 646 978          |
| Funds                     | 35 463               | 20 135           | -4 260                          | 15 875           |
| <b>Total loans</b>        | <b>8 693 311</b>     | <b>4 949 732</b> | <b>-145 867</b>                 | <b>4 803 865</b> |

By 'committed investment' is meant that there is an external commitment for a specific amount. For conversions to NOK, the exchange rate on the disbursement date is used for the part of the amount that is disbursed. The exchange rate at 31.12.2021 is used for the part that has not been disbursed.

Norfund makes a semi-annual assessment of each of the loans in the loan portfolio, including provisions for losses.

### Loan loss provision

A loan is regarded as non-performing when borrower has not made due payments within 60 days of the due date. On balance sheet date Norfund had 12 (14 in 2020) non-performing loans with total interest and repayments due of NOK 114.6 million (NOK 125 million in 2020) and a total outstanding amount of NOK 274.8 million (410 million in 2020). Examples of default or losses are significant financial problems on the part of debtor, restrictions on foreign exchange transfers in countries in which debtor operates, debt settlement proceedings or winding up of a business.

| Days past due date | Amount due     |
|--------------------|----------------|
| 0–60               | 5 984          |
| 61–120             | 6 212          |
| 121                | 102 409        |
| <b>Total</b>       | <b>114 605</b> |

Loans are written down by up to 100% of the outstanding principal and accumulated interest, depending on the likelihood of the amount being repaid.

### Repayment

Twelve loans (6 in 2020) were repaid in the course of the year, while no loans were converted to equity capital and one loan of NOK 42.2 million was recognised as lost.

| Equity investments in funds    |                      |                  |                       |                  |
|--------------------------------|----------------------|------------------|-----------------------|------------------|
| (Figures in 1000s of NOK)      | Committed Investment | Historical cost  | Accumulated loan loss | Book value       |
| Financial Institutions         | 1 029 169            | 695 753          | -33 548               | 662 205          |
| Clean Energy                   | 719 793              | 1 206 763        | -80 181               | 1 126 583        |
| Scalable Enterprises           | 172 787              | 77 460           | 0                     | 77 460           |
| Funds                          | 4 875 872            | 2 230 863        | -556 141              | 1 674 722        |
| <b>Total invested in funds</b> | <b>6 797 621</b>     | <b>4 210 839</b> | <b>-669 869</b>       | <b>3 540 970</b> |

| <b>Equity Investments in Companies</b> |                             |                        |  |                   |
|--|-----------------------------|------------------------|--|-------------------|
| <b>(Figures in 1000s NOK)</b>          | <b>Committed investment</b> | <b>Historical cost</b> | <b>Accumulated loan loss provision</b> | <b>Book value</b> |
| Financial Institutions                 | 7 104 231                   | 4 243 820              | -377 205                               | 3 866 614         |
| Clean Energy                           | 4 794 740                   | 3 555 341              | -145 775                               | 3 409 567         |
| Scalable Enterprises                   | 1 322 432                   | 1 311 490              | -261 384                               | 1 050 106         |
| Funds                                  | 94 429                      | 64 917                 | -25 792                                | 39 125            |
| <b>Total invested in equity</b>        | <b>13 315 832</b>           | <b>9 175 568</b>       | <b>-810 156</b>                        | <b>8 365 413</b>  |

By 'committed investment' is meant that there is an external commitment for a specific amount. For conversions to NOK, the exchange rate on the disbursement date is used for the part of the amount that is disbursed. The exchange rate as of 31.12.2021 is used for the part that is not disbursed.

Accumulated loan loss provisions are accrued, not realised losses on portfolio investments.

## Note 4 – Exited Investments

In 2021, Norfund sold its largest individual investment, SN Power, which generated a recorded gain of NOK 4.8 billion and an IRR of 17.5%, calculated in NOK, during the ownership period. No other funds or equity investments were exited during the accounting year.

## Note 5 – Payroll Expenses

### **Statement on the setting of salaries and other remuneration for senior employees**

Norfund complies with the government guidelines laid down on 13 February 2015 with respect to the setting of salaries and other remuneration for senior employees. These are based on changes published in the white paper *A diverse and value-creating ownership*. “The State's guidelines for remuneration for senior executives in companies with state ownership” (St. meld. 27 (2013–2014)). The changes were adopted with effect from 30 April 2021, will be submitted to the General Meeting in 2022 and form the basis for the preparation of the Board of Directors’ statement for 2021.

### **Guidelines for Norfund on the setting of salaries and other remuneration in 2021**

The following guidelines apply to the setting of salaries for senior Norfund employees until the ordinary General Meeting in 2022.

The remuneration system is designed to attract and retain competent personnel. In setting salaries, emphasis is placed on the individual’s contribution to fulfilling Norfund's mandate.

Norfund wishes to promote moderation in executive salaries. The aim in setting salaries is that senior Norfund employees should have pay conditions that are competitive, but not at the top end of the scale, to ensure that Norfund secures and retains sufficient expertise in the Fund.

Norfund considers that other government funds such as the National Insurance Scheme Fund, Export Credit Norway and Investinor form a relevant benchmark.

### **Setting of salaries**

The Board sets the salary of the managing director. The managing director sets the



salaries and bonuses of the corporate heads of department who report to him, after executive salary conditions have been endorsed by the Board. This group consists of senior Fund employees. Norfund's pay conditions for senior employees consist of fixed salary, pension and insurance schemes and other benefits that cover newspapers, electronic communications etc. The fixed salary is subject to regulation in line with pay developments in the financial sector, represented by reference figures from Finance Norway, the results of the main settlement and for the companies Norfund has defined as its peers, and an assessment of the individual's performance and goal achievement. The managing director sets annual goals for the individual member of the executive group and the Board sets goals for the managing director.

Senior employees have three months notice of termination. The CEO has an agreement for pay after termination of employment equivalent to 6 months' salary. This arrangement is in line with the guidelines for salary and other remuneration.

### **Bonus scheme**

Norfund has a bonus scheme that covers all company employees except the managing director. The bonus scheme is in line with the guidelines' requirement of variable pay.

Bonus candidates are proposed by an individual's line manager for an overall assessment by the management team. Bonuses awarded to both senior and other employees are fixed by the managing director. Bonuses are awarded once or twice a year, and individual bonuses vary from NOK 10 000 to NOK 100 000 per award, with NOK 100 000 as the maximum amount per year.

### **Pension and insurance conditions**

In 2018 Norfund closed its defined benefit pension scheme to new employees, and now offers a defined contribution scheme to all company employees, including managers. The transition to the new scheme was voluntary for existing employees. This means that Norfund has both a defined benefit and a defined contribution scheme for agreements entered into before the closure of the former in 2018. The defined benefit scheme entitles the individual to defined future benefits and depends primarily on the number of qualifying years, pay level on reaching retirement age and size of National Insurance benefits. Agreements entered into prior to 2018 exceed the current guidelines for senior executives, as the previous scheme entailed a full qualifying period of 30 years and pension payments of 70% of salaries up to 12 G. The pension scheme satisfies the

requirements of the Act on Mandatory Occupational Pensions. There are currently 47 employees covered by the defined contribution scheme and 30 by the defined benefit scheme. Norfund also has a scheme which entitles employees to pension rights for pay in excess of 12 G. This scheme was closed to new members in 2012. The scheme, which is funded from operations, consists of 66% of pay in excess of 12 G with a retirement age of 67 and a full qualification period of 30 years in the calculation base. If the service period is calculated as being less than 30 years, the pension is reduced proportionately. On termination of employment or on reaching retirement age, employees receive a settlement for the value of the amount saved. This scheme currently covers 4 employees. In the defined contribution scheme, 7% of salary is set aside from pay from 0–7 G, and 20% from salaries of 7.1–12 G. The costs of both schemes are included in the calculation of pension expenses.

Senior Norfund employees are covered by insurance schemes that apply to all Norfund employees.

### Review of the financial statements 2021

Salary policy in the 2021 accounting year has adhered to the principles of the Management Salary Statement as adopted by the General Meeting on 24 June 2020 and 21 June 2021. Salary adjustment for the CEO and other members of management in 2021 was 3.5% on average. The total pay adjustment in 2021 for the management team, including the CEO, amounted to NOK 547 050.

| Wages, salaries and other payroll expenses<br>(In 1000s of NOK) | Norfund        |                |
|---|----------------|----------------|
|   | 2021           | 2020           |
| Wages and salaries  | 106 928        | 91 451         |
| Employer's social security                                      | 19 818         | 16 334         |
| Pension expenses  | 18 330         | 14 694         |
| Other benefits  | 13 065         | 12 795         |
| <b>Total wages, salaries and other payroll expenses</b>         | <b>158 142</b> | <b>135 273</b> |

### Pay for Senior Employees

|                         | Title                      | Salary    | Bonus  | Insurance and other payment in kind | Pension   | Total     |
|-------------------------|----------------------------|-----------|--------|-------------------------------------|-----------|-----------|
| Jan Tellef Thorleifsson | CEO                        | 2 954 288 | 0      | 20 305                              | 203 367   | 3 177 961 |
| Ylva Lindberg           | EVP Strategy & Analysis    | 1 708 654 | 50 000 | 19 880                              | 198 484   | 1 977 018 |
| Cathrine Kaasen Conradi | EVP CFRO until 30.11.      | 1 703 836 | 50 000 | 23 414                              | 196 254   | 1 973 504 |
| Fride Andrea Hærem      | EVP CFRO from 01.12.       | 555 096   | 0      | 8 949                               | 68 945    | 632 990   |
| Thomas Fjeld Heltne     | EVP Legal Department       | 1 705 421 | 50 000 | 20 038                              | 197 925   | 1 973 384 |
| Erik Sandersen          | EVP Financial Institutions | 1 926 602 | 50 000 | 19 795                              | 366 865   | 2 363 262 |
| Mark Davis              | EVP Clean Energy           | 2 109 094 | 50 000 | 83 636                              | 1 055 051 | 3 297 781 |
| Ellen C. Rasmussen      | EVP Scalable Enterprises   | 1 750 350 | 50 000 | 19 896                              | 200 248   | 2 020 494 |
| Olaug Svarva            | Chair                      | 285 000   | 0      | 0                                   | 0         | 285 000   |

Salaries for senior employees are reported for the whole year, including the period when they were not senior employees.

### Remuneration to Norfund's Board of Directors

Norfund's Board of Directors consisted in 2021 of the Chair and 8 Board members. In 2021 the General Meeting set remuneration to the Chair at NOK 285 000, while remuneration to the Board members, with the exception of the two employee representatives, was set at NOK 142 500. In 2021 the General Meeting set remuneration for the chair of the Risk and Audit Committee at NOK 77 000 and for the members of the committee at NOK 67 000.

The company has no share or option schemes for its employees, and there are no plans for such schemes.

The highest total bonus allocation in 2021 was NOK 100 000. The bonus scheme accounted for 2.6% of Norfund's payroll expenses in 2021, a total of NOK 2 850 000. Bonuses are paid for extraordinary performance, and in 2021 the average payment to recipients of bonuses was NOK 23 554. The highest payment represented 7% of the individual's salary. A number of employees, including some senior employees, were awarded a bonus in 2021. The awarding of bonuses was based on a strong performance during a demanding period marked by Covid and difficult working conditions. A record-high commitment level was achieved through the year, and a number of portfolio companies saw positive developments.

| <b>Auditors Fee</b>                          |              |              |
|--|--------------|--------------|
| <b>(Figures in 1000s of NOK)</b>             | <b>2021</b>  | <b>2020</b>  |
| Statutory audit                              | 627          | 607          |
| Accounting assistance                        | 0            | 14           |
| Other attestation services                   | 0            | 0            |
| Other services (including lawyer's services) | 685          | 578          |
| <b>Total</b>                                 | <b>1 312</b> | <b>1 199</b> |

Auditor's fee is inclusive of VAT.

In addition, business partners of Deloitte AS in other countries delivered other services expensed in the amount of NOK 1.6 million (4.6 million in 2020).

### **Number of permanent employees**

The company had 111 (102) employees at the end of 2021. The number of full-time equivalents was 106 (100.5).

### **Pensions**

In addition to the employee pension plans described in the Executive Pay Statement, local employees at Norfund's regional offices in South Africa, Ghana, Thailand, Kenya and Costa Rica have defined contribution pension plans. Norfund therefore has no obligations other than what has been paid through the year. In 2021, NOK 1 709 351 (1 943 140) was expensed in connection with these schemes.

| <b>Financial Assumptions</b>  |             |             |
|---|-------------|-------------|
|   | <b>2021</b> | <b>2020</b> |
| Discount rate   | 1.90%       | 1.70%       |
| Expected return on plan assets                                      | 1.90%       | 1.70%       |
| Salary adjustment   | 2.75%       | 2.25%       |
| Pension adjustment  | 2.50%       | 2.00%       |
| Adjustment of the basic amount (G) in the National Insurance System | 2.50%       | 2.00%       |
| Turnover  | 9.00%       | 9.00%       |
| Employer's social security contribution                             | 19.10%      | 19.10%      |

| <b>Financial Assumptions</b>                                 |               |               |
|--|---------------|---------------|
| <b>(Figures in 1000s of NOK)</b>                             | <b>2021</b>   | <b>2020</b>   |
| Net present value of pension earned in the period            | 9 948         | 7 529         |
| Capital cost of previously earned pensions                   | 2 202         | 2 070         |
| Expected return on plan assets                               | -1 421        | -1 737        |
| Administrative costs   | 1 133         | 1 133         |
| Accrued employer's social security contribution*             | 2 438         | 1 366         |
| <b>Net pension liabilities for the year incl. employer's</b> | <b>13 928</b> | <b>11 433</b> |

\*Employer's social security contribution is calculated on the amount paid in.

### Estimated Pension Liabilities

|   | Funded        | Unfunded      | 2021          |
|---|---------------|---------------|---------------|
| Estimated pension liabilities                     | 130 234       | 22 669        | 152 903       |
| Estimated plan assets*                            | 92 358        | 0             | 92 358        |
| Net pension liabilities 31.12                     | 37 876        | 22 669        | 60 545        |
| Accrued employer's social security contribution** | 7 234         | 4 330         | 11 564        |
| <b>Net pension liabilities 31.12</b>              | <b>45 110</b> | <b>26 999</b> | <b>72 108</b> |

\*Estimated plan assets consist of paid premiums invested in Nordea Life.

\*\*Accrued employer's social security contribution is based on net pension liability.

### Reconciliation Opening/Closing Balance

|   | 2021    | 2020   |
|---|---------|--------|
| Carrying amount net pension liabilities 01.01 incl. employer's social security contribution | 58 074  | 25 632 |
| Net pension expenses for the year incl. employer's social security contribution             | 13 928  | 10 215 |
| Actuarial gain/loss charged directly to equity  | 14 975  | 32 469 |
| Pensions paid, early retirement / unfunded, incl. employer's social security contribution   | -1 916  | -1 161 |
| Investment in plan assets, etc., incl. employer's social security contribution              | -12 953 | -9 082 |
| Carrying amount net pension liabilities 31.12 incl. employer's social security contribution | 72 108  | 58 074 |

**Nordea Life's Asset Mix\***

|                               | <b>30 September</b> | <b>30.09.2020</b> |
|-------------------------------|---------------------|-------------------|
| Property                      | 14.40%              | 14.40%            |
| Equities                      | 12.2%               | 9.90%             |
| Bonds at amortised cost       | 12.7%               | 3.50%             |
| Short-term bonds/certificates | 60.5%               | 61.30%            |
| Other                         | 0.0%                | 10.60%            |
| Total financial assets        | 100.00%             | 100.00%           |

\* Known values at calculation date

Norfund has paid into a separate fund intended to meet future commitments related to the unfunded scheme, the book value of which was NOK 24.2 million as of 31.12.

## Note 6 – Other Operating Expenses

| (Figures in 1000s NOK)                           | 2021           | 2020          |
|--|----------------|---------------|
| Seminars, conferences, upgrading of competencies | 4 030          | 2 234         |
| Travel expenses                                  | 4 135          | 3 591         |
| External assistance, projects                    | 51 095         | 23 445        |
| External assistance, other                       | 12 471         | 15 124        |
| Rent, Oslo, including shared costs               | 8 199          | 8 505         |
| Rent regional offices                            | 3 083          | 2 763         |
| Other expenses                                   | 28 073         | 24 433        |
| <b>Total operating expenses</b>                  | <b>111 086</b> | <b>80 095</b> |

|  | Lease Duration         | Annual Rental Costs |
|--|------------------------|---------------------|
| Premises at Fridtjof Nansens Plass 4, Oslo | 15.11.2016– 31.12.2026 | 5 282 469           |

In addition there are rental contracts for our regional offices.



## Note 7 – Net financial income/expense

| (Figures in 1000s of NOK)              | 2021           | 2020           |
|--|----------------|----------------|
| Other interest income                  | 128 438        | 32 527         |
| Other financial income                 | 647 719        | 213 484        |
| Other financial expenses               | -480 987       | -130 713       |
| <b>Total financial income/expenses</b> | <b>295 171</b> | <b>115 298</b> |

Other interest income comes from the fixed income portfolio and investment of liquid assets in loans in addition to deposits in banks.

## Note 8 – Fixed Assets

| (Figures in 1000s of NOK)                                  | Equipment and<br>vehicles, fittings and<br>fixtures etc. | Works of art    | Total        |
|--|--|-----------------|--------------|
| Historical cost at 01.01                                   | 21 637   | 1 463           | 23 100       |
| + acquisitions during the period                           | 2 456  | 0               | 2 456        |
| Historical cost at end of period                           | 24 093   | 1 463           | 25 556       |
| Accumulated ordinary depreciation at 01.01                 | 15 124   | 0               | 15 124       |
| + ordinary depreciation for the period                     | 2 767  | 0               | 2 767        |
| Acc.ordinary depreciation at 31 December                   | 17 891   | 0               | 17 891       |
| <b>Book value for accounting purposes at end of period</b> | <b>6 202</b>   | <b>1 463</b>    | <b>7 665</b> |
| Depreciation period  | 3-4 years  | Non-depreciable |              |

A deposit of NOK 467 000 is additionally recorded under this item.

## Note 9 – Other Receivables

| (Figures in 1000s of NOK) | 31.12.2021       | 31.12.2020     |
|---------------------------|------------------|----------------|
| Accrued interest          | 118 322          | 74 789         |
| Other receivables         | 3 409 461        | 152 787        |
| <b>Total receivables</b>  | <b>3 527 783</b> | <b>227 576</b> |

‘Other receivables’ consist primarily of three positions: an interest-bearing seller credit (interest rate of 3% for 7 years, after which the interest rate increases to 30%) to Scatec in connection with the sale of SN Power of NOK 1 764 million (USD 200 million), a right in relation to Scatec to 49% of the assets in SN Power’s African operations equivalent to NOK 1 566 million (USD 183 million). The shares had not been transferred as of 31.12. In addition, an agreed settlement for sale of equities of NOK 62 million in the period which falls due in 2022. Settlement was considerably delayed because of the Covid situation and the payment schedule was renegotiated.

## Note 10 – Tax

Tax expenses are attributable in their entirety to withholding tax on dividends and interest on foreign investments. Norfund is tax-exempt in Norway; see § 2-30 (1e) of the Norwegian Taxation Act.

## Note 11 – Bank Deposits, Cash and Cash Equivalents

| (Figures in 1000s of NOK)  | 2021             | 2020             |
|----------------------------|------------------|------------------|
| Deposits in Norges Bank    | 3 256 120        | 2 345 227        |
| Tax deductions             | 6 118            | 5 316            |
| Unused resources, note 14  | 176 417          | 158 837          |
| Ordinary bank deposits     | 799 308          | 387 822          |
| <b>Total bank deposits</b> | <b>4 237 965</b> | <b>2 897 203</b> |

### Other current assets

Other current assets are bank deposits in USD and with agreed short-term interest due dates of 3– 6 months.

| Other short-term Investments                          |                  |
|---|------------------|
| (Figures in 1000s of NOK)                             | 2021             |
| Deposits with a fixed-interest period (1 to 6 months) | 1 767 915        |
| Lending to banks of excess liquidity in our markets   | 1 867 067        |
| Bonds (average maturity 3.3 years)                    | 4 361 787        |
| <b>Other short-term investments</b>                   | <b>7 996 769</b> |

As a consequence of the exit from SN Power, substantial liquidity was available and was placed in temporary investments: First, loans were extended to three banks with an average interest rate of 1.5% + LIBOR and a maturity of 5 years, with linear repayment after the first year. Second, USD deposits were placed in banks with fixed-interest periods of 1– 6 months.

Furthermore, Allianz has been commissioned to manage USD 500 million. The portfolio consists of highly liquid covered bonds and has a weighted credit rate of AA- and average maturity of 3.3 years. The portfolio is to be mainly invested in development banks, i.e. within the sector in which we operate ourselves. Up to 40% can be invested in other sectors, however, but the bonds must then meet the requirements of either being green and sustainable or having a social impact. Norges Bank's Investment Management's exclusion list is also applied. 38% of the portfolio is invested in euros and 7% in sterling but hedged against USD by means of 3-month rolling futures contracts. Hedging contracts have been made for EUR 164.1 million and GBP 25.6 million. The value of the portfolio has fallen in pace with expectations of higher key policy rates, and we expect further falls in the period ahead. However, Norfund intends to hold the portfolio until maturity, with the result that the average annual return is estimated at 0.88% for the life of the portfolio.

| Bonds                     | Instrument currency | Fair value of instr. currency | Historical cost in USD | Fair value in USD | Change in value | Book value in NOK |
|---------------------------|---------------------|-------------------------------|------------------------|-------------------|-----------------|-------------------|
| <b>Enterprises</b>        |                     |                               | <b>163 964</b>         | <b>161 828</b>    | <b>-2 136</b>   | <b>1 427 228</b>  |
| Financial institutions    | EUR                 | 75 579                        | 86 814                 | 85 949            | -866            | 758 014           |
|                           | USD                 | 33 105                        | 33 651                 | 33 105            | -546            | 291 964           |
| Manufacturing             | EUR                 | 3 156                         | 3 627                  | 3 589             | -38             | 31 656            |
|                           | USD                 | 17 707                        | 18 054                 | 17 707            | -347            | 156 166           |
| Supply                    | EUR                 | 18 887                        | 21 818                 | 21 478            | -339            | 189 427           |
| <b>Public authorities</b> |                     |                               | <b>303 971</b>         | <b>299 585</b>    | <b>-4 386</b>   | <b>2 642 161</b>  |
| Agencies                  | EUR                 | 14 682                        | 16 876                 | 16 697            | -179            | 147 254           |
|                           | USD                 | 22 067                        | 22 367                 | 22 067            | -300            | 194 616           |
| Local authorities         | EUR                 | 2 035                         | 2 324                  | 2 314             | -10             | 20 405            |
| Independent organisations | USD                 | 7 720                         | 7 766                  | 7 720             | -46             | 68 085            |
| Supranational authorities | EUR                 | 48 750                        | 55 954                 | 55 439            | -516            | 488 935           |
|                           | GBP                 | 25 293                        | 34 813                 | 34 258            | -555            | 302 138           |

| Bonds                   | Instrument currency | Fair value of instr. currency | Historical cost in USD | Fair value in USD | Change in value | Book value in NOK |
|-------------------------|---------------------|-------------------------------|------------------------|-------------------|-----------------|-------------------|
|                         | USD                 | 161 091                       | 163 870                | 161 091           | -2 779          | 1 420 728         |
| <b>Government bonds</b> |                     |                               | <b>19 930</b>          | <b>19 911</b>     | <b>-19</b>      | <b>175 600</b>    |
| US government bonds     | USD                 | 19 911                        | 19 930                 | 19 911            | -19             | 175 600           |
| <b>Cash</b>             |                     |                               | <b>11 480</b>          | <b>13 243</b>     | <b>1 763</b>    | <b>116 798</b>    |
|                         | EUR                 | 331                           | 377                    | 886               | 509             | 7 813             |
|                         | GBP                 | 221                           | 300                    | 315               | 16              | 2 779             |
|                         | USD                 | 10 804                        | 10 804                 | 12 042            | 1 238           | 106 206           |
| <b>Total</b>            |                     |                               | <b>499 345</b>         | <b>494 567</b>    | <b>(4 777)</b>  | <b>4 361 787</b>  |

## Note 12 – Capital Movements

| Company                          |                   |                  |                   |                   |
|----------------------------------|-------------------|------------------|-------------------|-------------------|
| (Figures in 1000s of NOK)        | Primary capital   | Reserve capital  | Surplus fund      | Total equity      |
| Capital at 31.12. 2020           | 14 574 125        | 5 025 926        | 5 060 694         | 24 660 745        |
| Capital supplied in 2021         | 1 239 864         | 438 288          | 0                 | 1 678 152         |
| Other changes                    |                   |                  | 0                 | 0                 |
| Actuarial gains/losses, pensions | 0                 | 0                | -14 975           | -14 975           |
| Net surplus/deficit (-)          | 0                 | 0                | 5 815 297         | 5 815 297         |
| <b>Capital at 31.12.2021</b>     | <b>15 813 989</b> | <b>5 464 214</b> | <b>10 861 016</b> | <b>32 139 219</b> |

Reserve capital can only be used to cover losses that cannot be covered from other reserves apart from primary capital

Of the capital received in 2021, 75% was allocated to primary capital and 25% to reserve capital.



## Note 13 – Unused Resources

In 2019 the Storting established a special scheme that enables Norfund to make risk capital available in the most demanding markets, particularly in vulnerable states and in the least developed countries (LDCs), where access to risk capital is limited. The scheme is to be used for projects with higher risk than investments in Norfund's ordinary portfolio and is to be administered as a separate scheme. The Storting granted NOK 100 million for the scheme in 2019, of which NOK 75 million was disbursed in 2019 and NOK 25 million in 2020. At the end of 2021, NOK 12.63 million remains to be allocated, while NOK 65.37 million of allocated capital has not yet been disbursed.

Norfund has additionally received NOK 32 million (NOK 25 million in 2020) of grants under the previously established Business Support scheme, which is to be used to increase the development effects of Norfund's investments by improving businesses and through local community development. Support may, for example, be provided for training and transfer of expertise and equal opportunity programmes, workers' rights, improvement of internal control, corporate governance and leadership development. The resources are treated as current liabilities, and undisbursed amounts are included in Norfund's liquid assets. When costs are met from the resources, the liability is reduced by an equivalent amount. At the end of 2021, NOK 11.28 million remains to be allocated to projects, while NOK 41.8 million of allocated capital has not yet been disbursed.

The grant fund earmarked for projects in the Balkans has primarily taken the form of loans to finance companies. At the end of 2021, unused resources relating to the Balkans consisted of three outstanding loans totaling NOK 15.9 million, and one equity investment of NOK 5.9 million.

| (Figures in 1000s of NOK)                          | Unused Resources: Norfund |                | Unused Resources: Balkan |               |
|--|---------------------------|----------------|--------------------------|---------------|
|  | 31.12.2021                | 12.12.2020     | 31.12.2021               | 31.12.2020    |
| Receipts   |                           |                |                          |               |
| Carried over from previous year                    | 141 588                   | 106 898        | 17 247                   | 11 639        |
| Transferred from Ministry of Foreign Affairs       | 32 000                    | 50 000         | 0                        | 0             |
| Corrections grant resources                        | 0                         | 7 448          | 0                        | 0             |
| <b>Total receipts</b>                              | <b>173 588</b>            | <b>164 346</b> | <b>17 247</b>            | <b>11 639</b> |
| <b>Income</b>                                      | <b>0</b>                  | <b>0</b>       | <b>12</b>                | <b>1 207</b>  |
| <b>Disbursements</b>                               |                           |                |                          |               |
| General costs                                      |                           |                |                          |               |
| Fund management                                    | 0                         | 0              | 0                        | 0             |
| General follow-up                                  | 0                         | 0              | -380                     | -345          |
| Intervention                                       |                           |                |                          |               |
| Project development                                | -557                      | -2 408         | 0                        | 0             |
| Amplify and support project development effects    | -5 705                    | -7 924         | 0                        | 0             |
| Promote social responsibility                      | -2 542                    | -1 163         | 0                        | 0             |
| NMI start-up support                               | 0                         | 0              | 0                        | 0             |
| Local investment funds                             |                           |                |                          |               |
| Follow-up costs                                    | 0                         | 0              | -768                     | -134          |
| Loans / investment projects                        | -20 589                   | -11 263        | 0                        | 4 879         |
| <b>Total disbursements</b>                         | <b>-29 393</b>            | <b>-22 758</b> | <b>-1 148</b>            | <b>4 399</b>  |
| <b>Non-disbursed resources</b>                     | <b>144 195</b>            | <b>141 588</b> | <b>16 111</b>            | <b>17 247</b> |
| <b>Total non-disbursed resources at 31.12.2021</b> | <b>160 306</b>            |                |                          |               |

## Note 14 – Information on financial market risk and the use of financial instruments

According to Norfund's mandate, the company's investments are intended to be additional, in that they provide access to capital and expertise to enterprises that would not otherwise have had such funding because of the high risk involved. Norfund's investments are assessed through an extensive selection process that consists of checking against Norfund's mandate, thorough evaluations and analysis of legal, financial, commercial and ESG-related aspects. The Investment Committee and/or the Board take the final decision regarding investment.

Efforts are made to diversify portfolio risk by achieving portfolio breadth in terms of countries, industries, business partners, instruments and investment times. Norfund exercises active ownership in the largest investments in its portfolio through representation on boards, investment committees and other governance bodies.

Norfund is exposed to several different types of risk, including liquidity risk, credit risk, currency risk, interest-rate risk and other market risk, including political risk. The financial risk management has been established to identify and analyse these risks, and to establish appropriate risk limits and risk controls. Norfund regularly reviews the established risk management guidelines and the system that has been established to ensure that changes in markets are reflected in the risk limits.

Responsibility for Norfund's risk management and control is shared between Board and management.

The Board has adopted Norfund's zero tolerance policy, which is based on the risk Norfund is willing to take in order to deliver on its mandate. This includes country risk and political risk, and in 2021 developing a system for managing country risk has been a

high priority task. Efforts to actively minimise risk are largely about how Norfund chooses its investment partners and how the investment process and other operational processes in the business are carried out. This concerns risk of corruption, for example, and if this is detected an immediate response is triggered. Minimising and managing risk associated with ESG and questions concerning the integrity of our business partners are based on best practice for development finance institutions (DFIs). Norfund's approach to risk is summarised in a Risk Appetite Statement adopted by the Board and published on Norfund's website.

### **Market risk**

Norfund's mandate is to invest in developing countries, which means investing in countries, markets and companies that are characterised by high risk. Future returns depend among other things on the ability to manage and mitigate risk in all phases of an investment.

In addition, movements in interest rate levels and inflation in the individual markets in which Norfund operates will influence the results achieved. Loans to projects are usually based on variable LIBOR or corresponding rates plus a margin.

### **Credit risk**

Norfund has a substantial number of loans, and a semi-annual review is made of the borrowers' financial situation and their ability to service the loan in accordance with the payment plan.

Loans are assessed individually, and if default appears highly likely, the value of the loan is written down.

Norfund does not carry any general loss provisions for the loan portfolio but makes a specific allocation for each loan; see also Note 3.

### **Liquidity risk**

Liquidity risk is the risk of Norfund being unable to fulfil its commitments. This risk is regarded as low, as Norfund operates with substantial cash holdings, receives annual allocations from the Owner and has an investment portfolio that generates reflows in the form of interest, payments, dividends and through exits from enterprises. The cash

holdings are intended to cover future committed investments that have not yet been disbursed.

## Currency risk

Norfund's investments are largely made in USD (more than 90%), but in some cases in other currencies, the next largest being EUR and ZAR. As Norfund's base currency is NOK, its future returns and gains/losses for accounting purposes are strongly influenced by the exchange rate between NOK and USD. The portfolio companies are subject to a greater or lesser extent to fluctuations in the exchange rate between USD and the local currency in the individual country, which in turn may affect the results and values of the portfolio companies on Norfund's balance sheet.

Three-month forward contracts are used to hedge the portion of the bond portfolio denominated in EUR and GBP against USD.

Norfund's liquid assets are mainly placed in NOK-denominated, interest-bearing accounts in Norges Bank.

| FX Rates Used in Conversion |     |            |            |                        |
|-----------------------------|-----|------------|------------|------------------------|
|                             |     | 31.12.2021 | 31.12.2020 | Change during the year |
| US Dollar                   | USD | 8.819      | 8.533      | 3.4%                   |
| South African rand          | ZAR | 0.553      | 0.581      | -4.8%                  |
| Rwandan franc               | RWF | 0.008      | 0.009      | -1.9%                  |
| Kenyan shilling             | KES | 0.077      | 0.078      | -0.9%                  |
| Ugandan shilling            | UGS | 0.002      | 0.002      | 5.6%                   |
| Mozambican metical          | MZN | 0.137      | 0.113      | 20.6%                  |
| Bangladeshi taka            | BDT | 0.101      | 0.099      | 1.5%                   |
| Cambodian riel              | KHR | 0.002      | 0.002      | 1.9%                   |
| Swaziland lilangeni         | SZL | 0.552      | 0.584      | -5.6%                  |
| Euros                       | EUR | 10.470     | 9.864      | 6.1%                   |

## Operational risk

Operational risk is the risk of financial losses occurring as a consequence of faults in internal processes and systems, human error or as a consequence of external events. In principle, we expect this risk to be low, but risk in some areas has increased, such as cyber risk. Management of operational risk is monitored continuously at many organisational levels through clearly defined processes, procedures, guidelines and training. The risk and threat picture is mapped and coordinated by means of the Enterprise Risk Management System.

Norfund's risk exposure and management thereof is followed up by the company's external internal auditor, and reports are submitted regularly to the Board and the Risk and Audit Committee.

## Note 15 – Current liabilities and guarantees

### **Other current liabilities**

Included in other current liabilities is an item of NOK 98.2 million to the Dutch bank FMO in connection with the acquisition of shares in Green Resources, of which Norfund was the owner at year-end.

### **Guarantees**

As part of its activities, Norfund has issued 9 guarantees totalling NOK 185.8 million. An annual assessment is made by the project manager of whether the guarantee is at risk of being invoked, and a proportional provision is made accordingly. As of 31.12.2021, a provision of NOK 6.8 million had therefore been made for guarantee obligations.

## Note 16 – Events after balance-sheet date

### The Russian invasion of Ukraine

On 24 February Russia launched a military invasion of Ukraine. This has led to very strong international reactions and heavy sanctions have been imposed on Russia. In consequence, business ties between Russia and Europe/the USA have been severely weakened. This has led to very high commodity prices, as Russia and Ukraine are important suppliers of commodities such as grain, oil and gas and ammonia (fertilizer). If the conflict persists, the global flow of goods will be considerably disrupted. In addition to the global economy being heavily impacted, global security is being threatened in a way we have not seen for many decades. Norfund's investments are not directly affected by the conflict, but Norfund invests in many countries that are particularly vulnerable to the effects of the war in Ukraine. This is due to factors such as substantially elevated food prices, risk of food shortages in countries with large import needs, increased prices for oil, gas and fertiliser and hence a danger of increased political turbulence. As a consequence of this situation, the risk premium for investing in emerging markets will also increase.



# Auditors report



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To the General Meeting of Norfund

## INDEPENDENT AUDITOR'S REPORT

### *Opinion*

We have audited the financial statements of Norfund (the Company), which comprise the balance sheet as at 31 December 2021, the income statement and cash flow statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion

- the financial statements comply with applicable statutory requirements, and
- the financial statements give a true and fair view of the financial position of the Company as at 31 December 2021, and its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway.

### *Basis for Opinion*

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company as required by laws and regulations and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Other Information*

The Board of Directors and the Managing Director (management) are responsible for the information in the Board of Directors' report. The other information comprises information in the annual report, but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the information in the Board of Directors' report.

In connection with our audit of the financial statements, our responsibility is to read the Board of Directors' report. The purpose is to consider if there is material inconsistency between the Board of Directors' report and the financial statements or our knowledge obtained in the audit, or whether the Board of Directors' report otherwise appears to be materially misstated. We are required to report if there is a material misstatement in the Board of Directors' report. We have nothing to report in this regard.

Based on our knowledge obtained in the audit, it is our opinion that the Board of Directors' report

- is consistent with the financial statements and
- contains the information required by applicable legal requirements.

### *Responsibilities of Management for the Financial Statements*

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



side 2  
Independent Auditor's Report -  
Norfund

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern. The financial statements use the going concern basis of accounting insofar as it is not likely that the enterprise will cease operations.

***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error. We design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- conclude on the appropriateness of management's use of the going concern basis of accounting, and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves a true and fair view.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Oslo, 29 March 2022  
Deloitte

**Grete Elgåen**  
State Authorised Public Accountant

*Note: This translation from Norwegian has been prepared for information purposes only.*



Report on  
Operations  
2021

## Letter from the CEO

Since our inception in 1997, Norfund’s mandate has focused on investing to build sustainable businesses and alleviate poverty through job creation. This year marks 25 years since the Norwegian Parliament brought Norfund to life, and filled a need for an active, strategic investment fund for developing countries. Our focus though is on the future, and the next 25 years and beyond.



We very recently reached another milestone: the Ministry of Foreign Affairs, acting on one of the most pressing challenges of our time, entrusted Norfund with an additional mandate — to manage [the Climate Investment Fund](#). While the world is taking steps toward addressing the climate crisis, the [recent IPCC Report](#) is a stark reminder that more action is needed. Norfund's Climate Investment Fund is allocating 10 billion NOK over five years to invest in the transition to net zero in emerging markets. Each year, for the next ten years, one billion NOK from Norfund's capital and one billion NOK from the state budget will be invested in renewable energy in the growing economies where the climate effect will be greatest. Norfund's total investments in renewable energy during the past 25 years have already contributed to avoiding 9 million tonnes of CO<sub>2</sub> emissions annually — equivalent to almost one fifth of Norway's annual emissions, or all Norwegian road traffic.

The market landscape is being hit by not only the remaining negative impact of the COVID-19 pandemic, but also the impact of rising interest rates and climate change all at once. While this outlook may appear grim, it makes the role of development finance even more crucial. Norfund increased its investments in developing countries by 10% in 2021 — hitting a record high of 5.3 billion NOK. This is a testament to the drive of our team and investees, who have been able to deliver despite facing unprecedented challenges and circumstances.

Last year, Norfund received 1.68 billion NOK from the development assistance budget and invested three times as much — increasing our contribution to job creation and the fight against poverty, despite the endurance of the pandemic. In total, Norfund made 32 new investments and 13 follow-up investments in existing companies in 2021. Last year we also made our [first investment in water supply](#), an exciting new area for us. Through returns and sales, we can use the same money several times, and thus contribute to creating even more jobs, making a difference, effectively.



*Visiting the South Africa team in October 2021*

During large parts of 2021, we had to work from our home offices. Travelling was also highly restricted. COVID-restrictions put a large burden on the Norfund team, but they taught us that we are able to unite to achieve a common goal. With travel resuming in some regions in the second half of the year, I was lucky enough to travel to Kenya and South Africa in October where I amongst others visited Marginpar, an East African flower producer that was initially hit hard by the effects of COVID but managed to recover.

I also was able to visit our partners at Fourth Partner Energy (4PEL) on a trip to India in November. 4PEL is one of India's leading distributed solar platforms, providing on- and off-site power supply to larger commercial and industrial (C&I) clients. The company is targeting 3 GW of installed solar capacity by 2025 and expansion of capabilities across energy storage and EV charging infrastructure. It was great to see our investment and team in action in the field!

Finally, the war in Ukraine shocked the world with full force early this year. The toll it

has taken on human life is heartbreaking, while also causing increasing food, energy and fertilizer prices in our markets, leading to increased food insecurity. There is no blueprint to deal with a crisis like this, but we can adjust our operations to address the situation at hand. That is something Norfund excels at: we are nimble, and able to adapt quickly to face dilemmas head on.

### **The next quarter century**

Over the years we have grown as an organization, in terms of resources and staff, and in terms of the depth of our reach, our responsibility and our relationships; with our stakeholders, with the public and crucially, with our investees. Our mandates are becoming ever more pressing as issues of inequality and climate change reach critical tipping points. These topics will remain front and center in Norfund's focus and will clearly articulate the drivers and markets we will focus on to deliver our goals and create significant impact. We firmly believe that by using public funds to strengthen business and the private sector, we have the power to change lives.



**Tellef Thorleifsson**

Chief Executive Officer

May 18, 2022



# History



1997



## Norfund is established

Chairman: Arve Johnsen, Managing director: Per Emil Lindøe. (Photo: Norsk olje og gass, via Wikimedia Commons)

1999



Norfund enters into co-operations with the World Bank's International Finance Corporation (IFC) and the Association of European Development Finance Institutions (EDFI)

2000

**A grant facility for Norfund is established by the Norwegian Ministry of Foreign Affairs**

2001



**A regional office for Latin America is opened in San Jose**

**Aureos Capital Limited (ACL) was established**

It was established as a joint venture between CDC and Norfund in 2001, and became a leading fund manager for SME investments in emerging markets.

2002

**Norfund's investments are untied from Norwegian industry**



**SN Power was established**

SN Power Invest was established – a joint venture between Norfund and Statkraft. The company grew to be a leading commercial investor and hydropower project developer in emerging markets. In 2020 Scatec acquired SN Power (see highlight).

2003



**A regional office for Southern Africa is opened in Johannesburg**

2004

**A system for measuring development effects is introduced**



### **Agribusiness Development Corporation (LAAD)**

Norfund invests in Latin American Agribusiness Development Corporation (LAAD), a specialized lender that finances small and medium-sized agribusiness companies in Latin America. In 2017, Norfund supported LAAD further by providing an additional loan.

2006



### **Kjell Roland was appointed as Managing Director for Norfund**

### **European Financing Partners (EFP)**

Norfund invested in EFP, a private limited liability company owned by 12 European Development Finance Institutions (DFIs) and the European Investment Bank.

2007



**Kristin Clemet is appointed chair of the board of Norfund, and a new focused strategy is adopted**

**A regional office for East Africa is opened in Nairobi**



**Hattha Kaksekar (HKL)**

Norfund’s equity investments, loans and active shareholding in HKL contributed to its extensive development, from a small NGO to one of Cambodia’s leading mid-size microfinance institutions. In 2016 the institution was ready for investment from an experienced shareholder in the banking sector, and Norfund sold our shares.

2008



**The Norwegian Microfinance Initiative (NMI) is established**

NMI gives poor people in developing countries access to financial services by uniting private and public capital. Established in 2008 by Norfund and a group of Norwegian private investors, the Initiative aims to be the leading Nordic microfinance platform. In 2016 the Danish Investment Fund for Developing

2009



### **Africado**

Africado – an agricultural investment that has succeeded in commercialising a traditionally low-value crop. New techniques and agricultural training are creating jobs and new sources of revenue for small-scale avocado farmers in Tanzania. This also enabled them to expand production and reach export markets.



### **Bugoye Hydropower Plant**

The 13 MW plant in Uganda was a joint development project between Trønder Energi and Norfund.

2010



### **Agri-Vie Fund**

Agri-Vie Fund I, a fund focused on the food and agribusiness sector in Sub-Saharan Africa. In 2017 Norfund worked closely with the management to also establish Agri-Vie II.

2011



**A regional office for Asia is opened in Bangkok**

2012

**A regional office is opened in Maputo, Mozambique**



### **Scatec Solar Kalkbult**

The Kalkbult plant in South Africa's Northern Cape region is one of Africa's largest solar plants. The 75MWp plant, developed by Scatec Solar, became operational in late 2013.

### **Kinyeti Venture Capital**

– a pioneering investment company in the recently independent Republic of South Sudan, investing in SMEs, was established as a joint venture between Norfund and Swedfund.

2013

### **KLP Norfund Investment AS (KNI) is established**

KNI is a co-investment vehicle financed jointly by KLP and Norfund. KNI invests equity in selected finance and renewable energy projects within Norfund's investment strategy.



### **Lake Turkana Wind Power Project (LTWP)**

LTWP is the largest wind power plant of its kind on the African continent, providing almost 17% of Kenya's installed capacity with 365 wind turbines installed in a dry and arid area in Northern Kenya. The LTWP is the largest single private investment in Kenya's history. The



windfarm was connected to the national grid in 2018. In July 2021, Norfund sold all its shares to the Anerg Group.

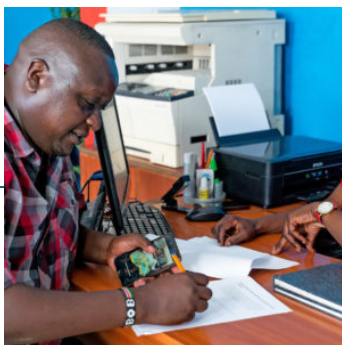
2014



### **Globeleq**

In 2014, Norfund and CDC took full ownership of Globeleq, one of Africa's leading electricity generation developers and operators. With 13 power plants total Globeleq currently generates more than 1,400 MW and has another 2,000 MW in development.

2015



### **Equity Bank**

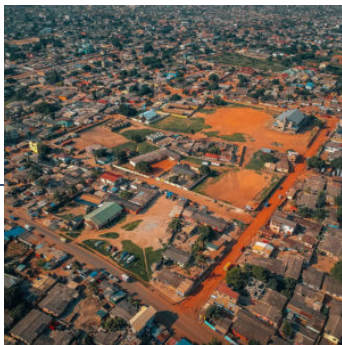
One of East Africa's leading banking groups, Equity Bank has over 9 million customer accounts in Kenya, South Sudan, Uganda, and Rwanda. Few banks have succeeded as well as Equity Bank in developing efficient services for mass markets in developing countries. Its services include insurance agency, investment banking, securities brokerage and information and telecommunications technology outsourcing services.

2016

### **Arise**

Norfund, FMO, NorFinance, and Rabobank joined forces in establishing Arise. The aim is to strengthen the financial sector in Sub-Saharan Africa and increase SMEs' and poor unbanked peoples' access to capital. Arise partners with sustainable, locally-owned Financial Services Providers and has become a leading African investment company.

**The Johannesburg office is closed, and staff are transferred to Arise**



**A regional office for West Africa is decided to be opened in Accra, Ghana**

2017



### **M-KOPA**

Norfund was part of a lender consortium that provided M-Kopa with USD 80 million in local currency debt to expand its business of supplying pay-go solar home systems in Kenya and Uganda. This was the largest single financing to date in the off-grid segment.



### **Neofresh**

– a South African company that specializes in the production, packing and marketing of papaya and other sub-tropical fruits. Norfund's investment contributes to skills development and a more efficient production line and value chain with higher yields.

2018



### **The Nordic Horn of Africa Opportunities Fund**

Norfund, together with Shuraako and the Danish development finance institution, IFU, established a USD 10 million fund to support small and medium sized companies in Somalia. The Fund is among the first commercial investment funds in Somalia and the business environment in Somalia is extremely challenging.



### **Marginpar**

An integrated group of flower producers in Kenya and Ethiopia. Norfund's investment in Marginpar enabled the acquisition and development of several underperforming farms which have secured decent jobs. Additionally, during the COVID-19 pandemic in 2020 Norfund stepped in with an emergency loan to keep people employed and the company going.



### **Tellef Thorleifsson becomes new CEO of Norfund**

2019

### **Arise makes a direct equity investment in Ecobank**

A pan-African bank operating in 33 countries, including in the Sahel region where very few other financial institutions are present. Ecobank has a strong brand recognition through a substantial network of over 24 million customers served by some 14,000 employees and 690 branches across the continent.



### **First Fintech investment**

Norfund invested in Quona Capital, a venture firm and an experienced investor in the Fintech sector focusing on financial inclusion in emerging markets.

2020

### **SN Power sold to Scatec**

After building SN Power into a leading hydropower company in developing countries, Norfund sells all the shares to Norwegian energy developer Scatec for 1,17 billion dollars.



### **Lilongwe Dairy**

Norfund invests in a company that has grown to be Malawi's leading dairy producer. A year after the investment, the number of smallholder farmers delivering milk to the dairy has increased by from 8000 to 9000.

### **Joint Impact Model (JIM)**

Norfund applies a new model to estimate the number of jobs our investments support indirectly. The results are calculated using economic modelling and do not represent actual figures, but still give a new insight into the overall impact of our investments.

2021

### **Norfund asked to manage new climate investment fund**

The Norwegian government plans to allocate NOK 10 billion over five years to a new fund that will invest in renewable energy in developing countries with the aim of contributing to reduced greenhouse gas emissions. One billion NOK from Norfund's capital and one billion NOK from the state budget will be set aside annually for the fund. [Read more here.](#)

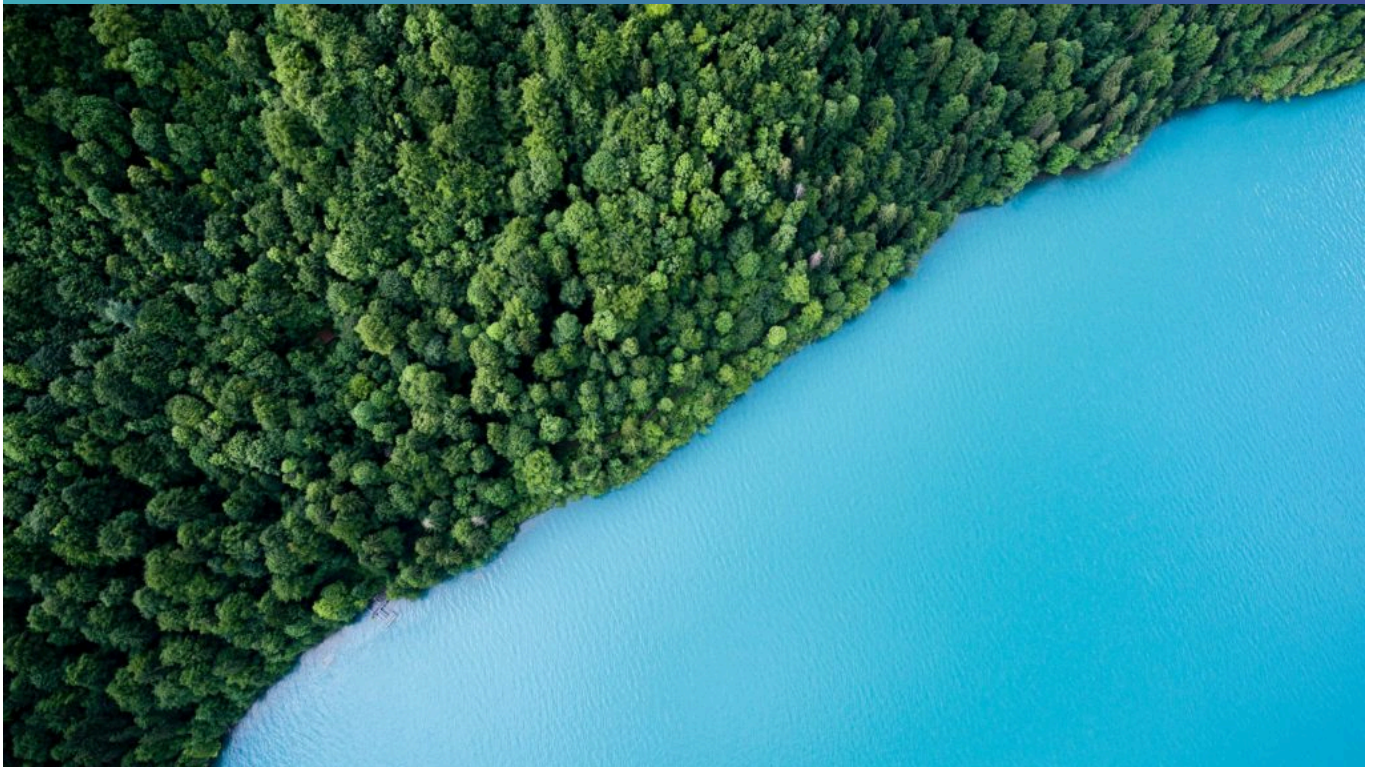


### **Phatisa Food Fund 2**

Together with BII, Finnfund, FinDev Canada, and BIO, Norfund jointly committed 83 million USD to the fund which will invest across the African food value chain, considering investments in mechanisation, inputs, poultry and meat production, food processing and manufacturing, logistics, aggregation and distribution across Sub-Saharan Africa. Norfund's commitment totalled 20 million USD.



# Norfund to manage new climate investment fund



**The Norwegian government has decided to set up a new climate investment fund to be managed by Norfund. The goal is to contribute to avoiding greenhouse gas emissions, by investing in renewable energy in developing countries.**

Clean energy is Norfund's largest investment area. This priority has been set based on the knowledge of how a lack of access to energy is a key constraint for businesses in low-income countries, and how essential reliable and affordable energy is for business activity and job creation.

However, investments in renewable energy in developing countries are also key to limit the climate crisis, meaning that Norfund's contributions also to avoiding emissions have steadily gained more attention.

The average return on Norfund's clean energy investments has been 6.2% since inception.

**The renewable energy projects of Norfund's investees since the fund's inception in 1997 contribute annually to 9 million tonnes of CO2 in avoided greenhouse gas emissions. That is equivalent to almost one fifth of Norway's annual emissions, or all Norwegian road traffic.**

## Proposal in the state budget

In the state budget for 2022, the Norwegian government proposed to establish a climate investment fund for developing countries. The government proposed to allocate 10 billion NOK over five years. The financing will come from the state budget and Norfund. The government proposed that the fund should be managed by Norfund.

According to the proposal, the Climate Investment Fund will contribute by reducing or avoiding greenhouse gas emissions from the power sector, especially from coal power plants, through investments in renewable energy in developing countries. The fund will trigger investments that would not otherwise be realized and provide risk-relieving capital.

The fund may use appropriate financial instruments (equity, loans, guarantees, etc.) to achieve the purpose. The fund's investments will be made on a commercial basis and in accordance with national climate and energy plans of the countries it invests in.





*H1 investment announcement in South Africa, 2022.*

## Already operational

In December 2021, a [unanimous Parliament approved](#) the decision to establish the fund and allocate the first billion NOK to the fund.

In March 2022, Norfund [announced what will become the first investment](#) under the new climate mandate, in the company H1, to finance large scale solar and wind plants in South Africa.

*'We have no time to lose, so I am very happy that we have succeeded in making the new climate investment fund operational in record time, so that the money can be put into work in energy investments that are crucial to stopping the climate crisis'*

*Minister of Development Anne Beathe Tvinnereim*

Amendments to the Norfund Act were [proposed](#) to the Parliament in April 2022, and the statutes of Norfund were amended at a General Assembly in May 2022, to include the management of the new fund, along with a new directive from the Ministry of Foreign Affairs. That means that the fund is now operational.

[Read more about the strategy and plans for the fund here.](#)

# Record year for Norfund despite pandemic



**Norfund increased investments by 10% to a record 5.3 billion NOK in 2021.**

“We’re proud that even in the middle of the pandemic we have increased our investments toward job creation and fighting poverty”, says Norfund CEO Tellef Thorleifsson.

**This is the third year in a row Norfund has increased investments to a record high. In 2020, the first year of the pandemic, Norfund also increased investments by 20%, to 4.8 billion NOK.**

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→ [Key figures 2021](#)

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While in 2020 the pandemic caused a reduction in the overall investment level of the European Development Finance Institutions (DFIs), last year they reported a [recovery to pre-pandemic levels of investment](#).

## Overall recovery in 2021

Following the economic downturn for the world economy that followed the outbreak of the COVID-19 pandemic in 2020, the world experienced an economic recovery in 2021 with a GDP growth of 5.5% and a strong growth in cross-border direct investment. Investments are important for employment and economic growth, but only 1.7% of global direct investment in 2021 found its way to the least developed countries (LDCs). The small share of world investments flowing to the poorest countries underlines the necessity of development finance institutions (DFIs) like Norfund, channeling investment capital to cover investment needs in LDCs and Sub-Saharan Africa.

Future world economic development has become more uncertain. The Russian invasion in Ukraine has led to a marked deterioration in global business sentiment and is likely to weaken global activity. Norfund's key markets such as LDCs and Sub-Saharan countries will primarily be impacted through higher commodity prices in the world market, especially the prices of food, fertilisers and energy. However, this comes on top of the impact of COVID-19 still being felt, as well as increasing interest rates which is making financing pricier.

## Invested three times the awarded budget

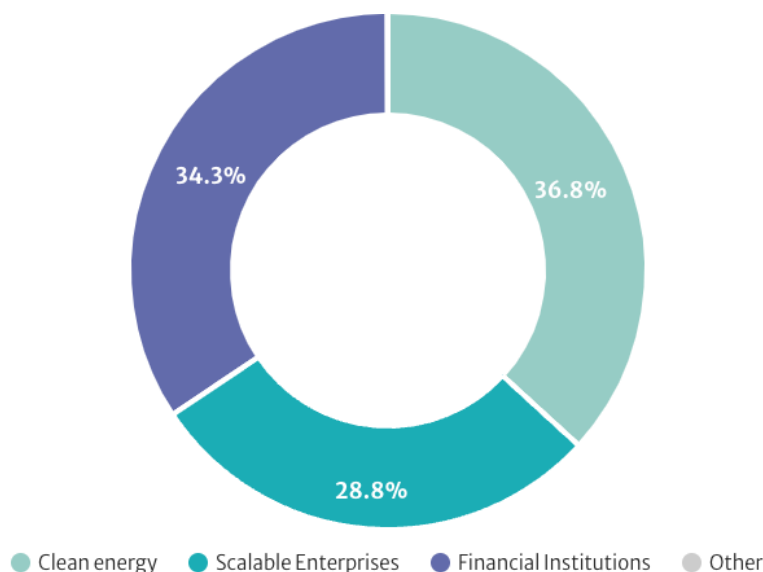
Norfund was awarded 1.68 billion NOK in last year's development budget, but invested three times as much.

“We can see how effective it is to make a difference through investing the capital, as our returns and profits can be used to reinvest again and again, creating more impact”, says

Thorleifsson.

In total Norfund made 32 new investments and 13 follow-on investments in existing companies. Clean Energy was the biggest investment area with 2.7 billion NOK in new investments. The remaining capital was invested in Scalable Enterprises and Financial Institutions. Norfund also made its first investment related to water supply.

### Total portfolio in 2021 by investment area



## Defied the pandemic

“We are particularly glad to have increased the pace of our investments the last two years. It has been even more important during the pandemic to create jobs and prevent job losses”, says Thorleifsson. “That has also made our work more challenging.”

[More than 700 million people lived in extreme poverty in 2021.](#) That is over 50 million more than in 2019 and nearly 100 million more than there would have been without the pandemic.

“We are particularly glad to have increased the pace of our investments the last two years, when the pandemic has made our work to create jobs and prevent job losses even more important, but also more challenging”, says Thorleifsson.

# Improving our enterprise risk management



**Norfund continuously seeks to increase our understanding of the risks involved in fulfilling our mandate and improve the way we manage them.**

As a Development Finance Institution, Norfund is set up to take more risk than commercial investors, creating jobs and reducing poverty by investing in the private sector in developing countries. It is, however, important to understand how these risks

are identified, managed, and monitored. The risks range from those connected to specific countries, markets, and sectors, to the risks involved in selecting the right management teams and raising environmental, social and governance standards, while maximizing impact.



*“Norfund is willing to assume more risk than most other investors. To have a clear understanding of both the risks Norfund is set up to take and the risks we seek to minimize is crucial, and this requires an organization working systematically based on a dynamic risk approach.”*

*Olaug Svarva, Chair, Norfund’s Board of Directors*

## Defining our risk appetite

The Board of Directors in Norfund has further developed our risk management over the last few years. An important part of this work has been to define a risk appetite statement. The statement makes it clear which risks we are willing to take. These are primarily about where and in what we invest, risks that are essential for us to take to deliver on our development mandate. They include country and political risk, financial risk to achieve development impact and positive financial return, as well as currency risk, including local currency exposure. Norfund will also take risk in investing in greenfield projects, ventures, SME’s and micro-finance; take exit risk by investing in equity, and equity funds, and be a first mover in new markets and sectors where the potential for development is high.

Norfund manages these risks by using market insight, local presence, and portfolio diversification. Norfund seeks to have a diversified portfolio of countries, instruments, currencies, and sectors, thereby being able to reduce the impact of adverse events in one or more markets.

The risks we seek to minimize are primarily about how we select our investment partners and how we operate and run our investment and other operational processes. These include the risk of corruption – where Norfund has zero tolerance, triggering an immediate response if uncovered, risks related to environmental, social and governance compliance defined by DFI (Development Finance Institution) best practice, as well as the business integrity of our investees. The same applies for risks connected to the health, safety, and security of our employees, security and integrity of our IT systems, and integrity and reliability of our financial controls and payment systems. Norfund minimizes these risks by designing and implementing appropriate systems and processes, regular training, contractual requirements, internal control, and compliance.

## **Assigning responsible risk owners**

Through the implementation of an Enterprise Risk Management framework, relevant risk categories have been defined. All individual risks identified within the various categories are assigned to a designated risk owner responsible for suggesting mitigating actions and monitoring the development of the actual risk. The Risk and Audit committee works closely with the administration in presenting the overall risk picture to the Board of Directors twice a year.

## **A dynamic risk approach**

The last two years, the pandemic has illustrated the need for a dynamic risk approach where emerging risks are considered. While the COVID situation led to travel restrictions and prevented physical encounters, it has been possible to continue investments in the private sector even at a distance. Cooperation among European DFIs has continued to grow during the pandemic and helped the institutions achieve their investment objectives.



## Key figures

**5.3** **New commitments**  
billion NOK in 2021\*

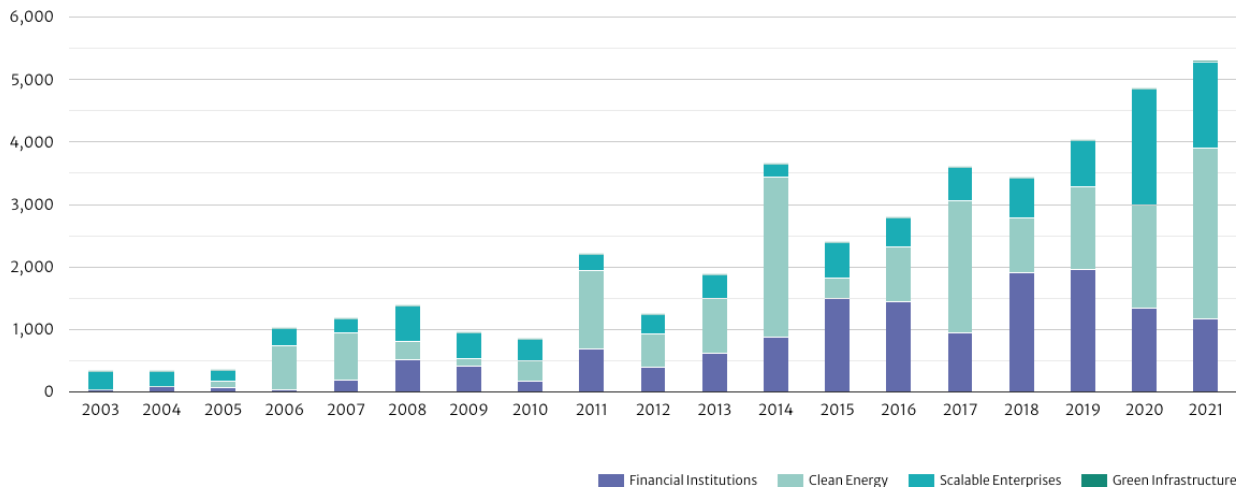
*\*Excluding Business Support and PDRMF*

**26.9** **Total commitments**  
billion NOK in portfolio

**33/11** **Investments**  
new / follow-on investments in 2021

**198/855** **Companies**  
total direct/indirect investees in the portfolio

### Committed investments per year (MNOK)



**451,000** Jobs  
in Norfund portfolio companies

**13400** Jobs created  
new jobs created in portfolio companies

**34 %** Female employees  
in Norfund portfolio companies

[More about job creation](#)

**1578 MW** New electricity capacity  
New capacity financed in 2021, 100% renewable

**13.8TWh** Electricity produced  
Equivalent to the combined electricity consumption of Tanzania, Botswana, and Namibia

**9/ 4.5mill** CO<sub>2</sub>  
avoided annually from new renewable

**tonnes** capacity since inception/ 2021 portfolio

[Investments and results - Clean Energy](#)

**7.5 million** **New clients**  
 Offered financial services in 2021

**54 million** **Total clients**  
 Offered financial services in 2021

**48.5 BNOK** **Increased lending**  
 Increase in total lending volume (+12%)

[Investments and results - Financial Institutions](#)

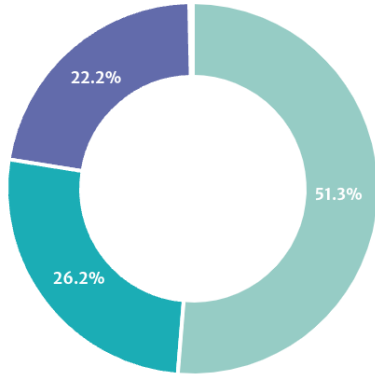
**1.5%** **IRR in 2021**  
 in investment currency  
 3.8% in NOK

**4.9%** **IRR since inception**  
 in investment currency  
 7.4% in NOK

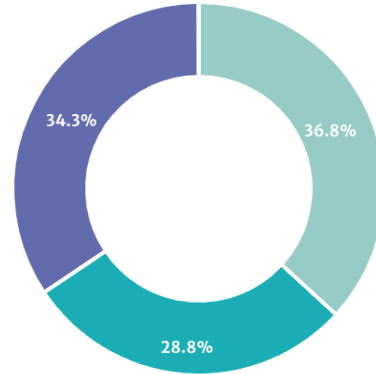
[More about IRR and financial results](#)

**Commitments per investment area**

In 2021 (MNOK)



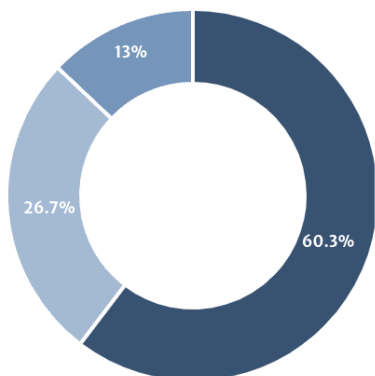
Total portfolio (MNOK)



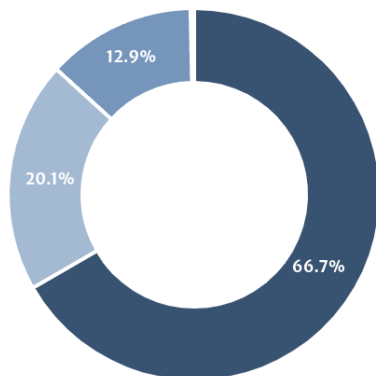
● Clean energy ● Scalable Enterprises ● Financial Institutions ● Green Infrastructure ● Clean energy ● Scalable Enterprises ● Financial Institutions ● Other

### Commitments per region

In 2021 (MNOK)



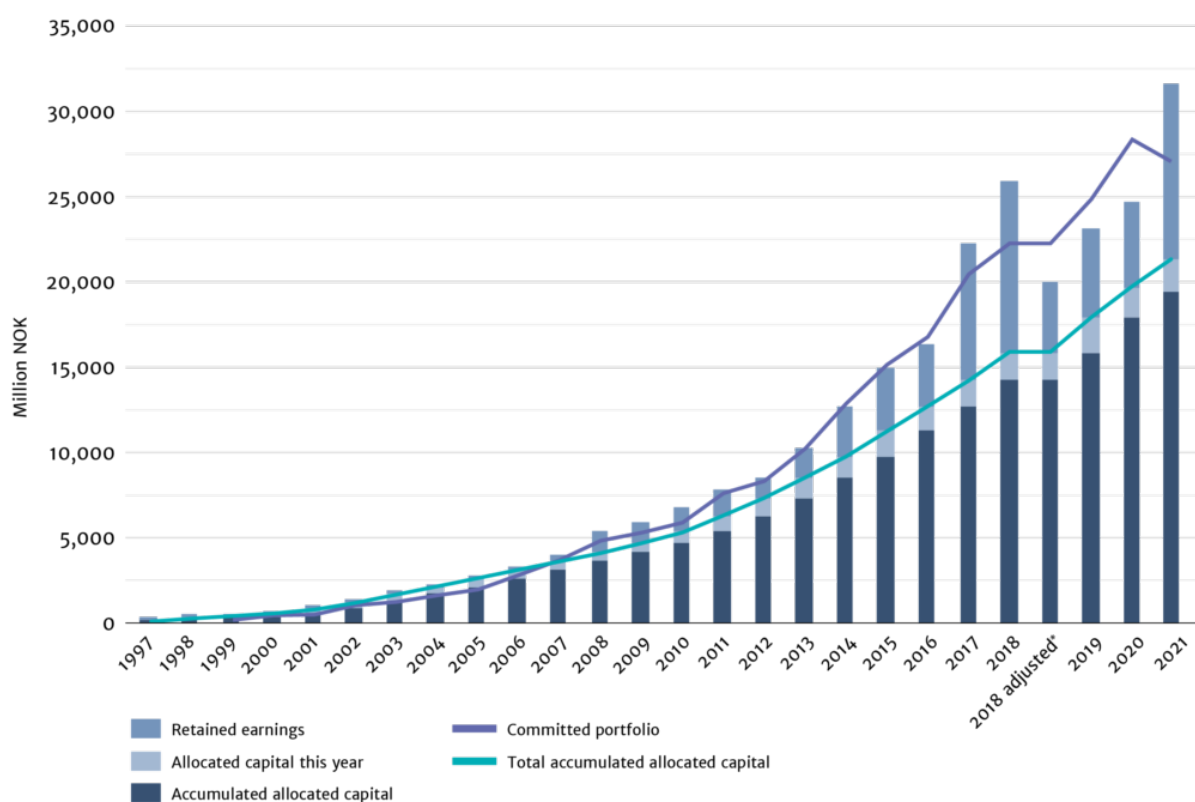
Total portfolio (MNOK)



● Africa ● Asia ● Latin America

● Africa ● Asia ● Latin America ● Global

### Portfolio since inception



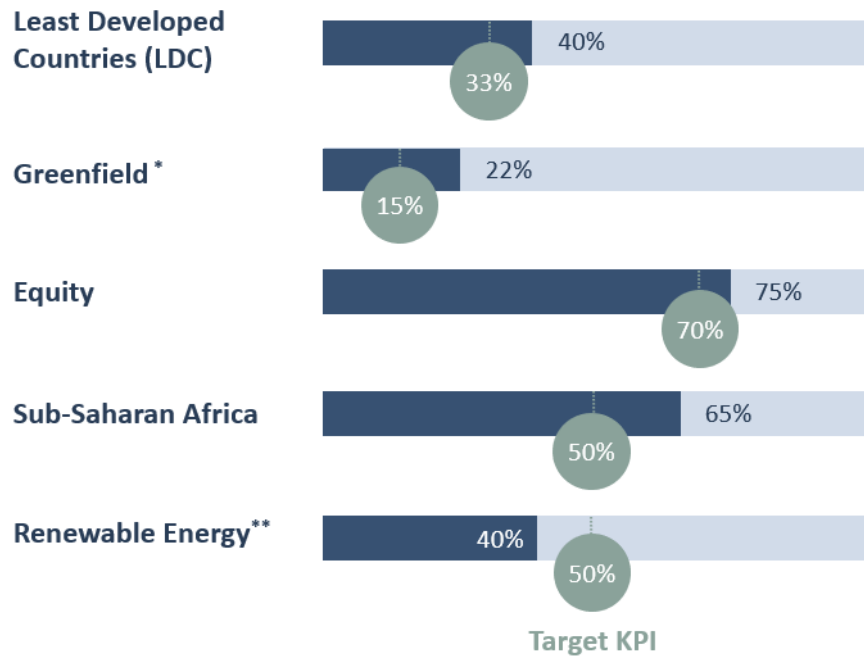
\* Norfund changed the presentation of its accounts in 2019. Figures for 2018 have been adjusted accordingly. Preadjusted figures for 2018 are presented in lighter tints.

### [Portfolio overview](#)

## Norfund Key Performance Indicators

Five key performance indicators (KPIs) are developed as a tool to secure that the portfolio develops according to Norfund's mandate. The KPIs are all measured at the portfolio level, though also monitored year by year (see table below).

The drop in the share of accumulated allocated capital from the government invested in renewable energy, from 54% in 2020 to 40% in 2021, is primarily due to the sale of SN Power. The sale of SN Power also caused a drop in the share of our investments in Asia, and is hence the main reason for the increase in the share in Sub-Saharan Africa, from 54% in 2020 to 65% in 2021.



Estimates as of 31.12.21  
 \*Percentage of three years moving average of annual commitments  
 \*\*Per 31.12.21, share of accumulated allocated capital from government

## Gender Equality in Norfund, 2021



→ [More about gender equality](#)



## Key figures per year

| Key figures  | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    |
|--|---------|---------|---------|---------|---------|---------|---------|
| Committed Portfolio (MNOK)                             | 15 127  | 16 762  | 20 439  | 22 253  | 24 944  | 28 352  | 26 924  |
| Return on invested capital (IRR) (inv. currency)       | 3.5%    | 2.9%    | 14%     | 4.6%    | 6.3%    | -0.1%   | 1.5%    |
| New investments (MNOK)                                 | 2 395   | 2 784   | 3 600   | 3 511   | 4 015   | 4 839   | 5 320   |
| Number of direct investments in portfolio              | 129     | 124     | 136     | 149     | 163     | 170     | 195     |
| Capital allocated by the owner (MNOK)*                 | 1 480   | 1 478   | 1 500   | 1 690   | 1 905   | 1 820   | 1 680   |
| KPI: Share of investments in least developed countries | 29%     | 33%     | 36%     | 41%     | 40%     | 39%     | 40%     |
| KPI: Share of investments in Sub Saharan Africa        | 53%     | 52%     | 50%     | 55%     | 53%     | 53%     | 65%     |
| KPI: Share of greenfield investments                   | 18%     | 20%     | 27%     | 32%     | 31%     | 25%     | 22%     |
| KPI: Share of equity and indirect equity               | 85%     | 85%     | 85%     | 81%     | 79%     | 79%     | 75%     |
| KPI: Renewable energy share of allocated capital       | 22%     | 62%     | 145%    | 60%     | 55%     | 54%     | 40%     |
| Number of employees in Norfund                         | 69      | 69      | 71      | 75      | 82      | 96      | 111     |
| Number of jobs in portfolio companies                  | 382 000 | 276 000 | 292 000 | 304 000 | 380 000 | 377 000 | 451 000 |
| Taxes paid by portfolio companies (BNOK)               | 8.6     | 10.9    | 9.3     | 13.9    | 14.1    | 16.9    | 16.9    |

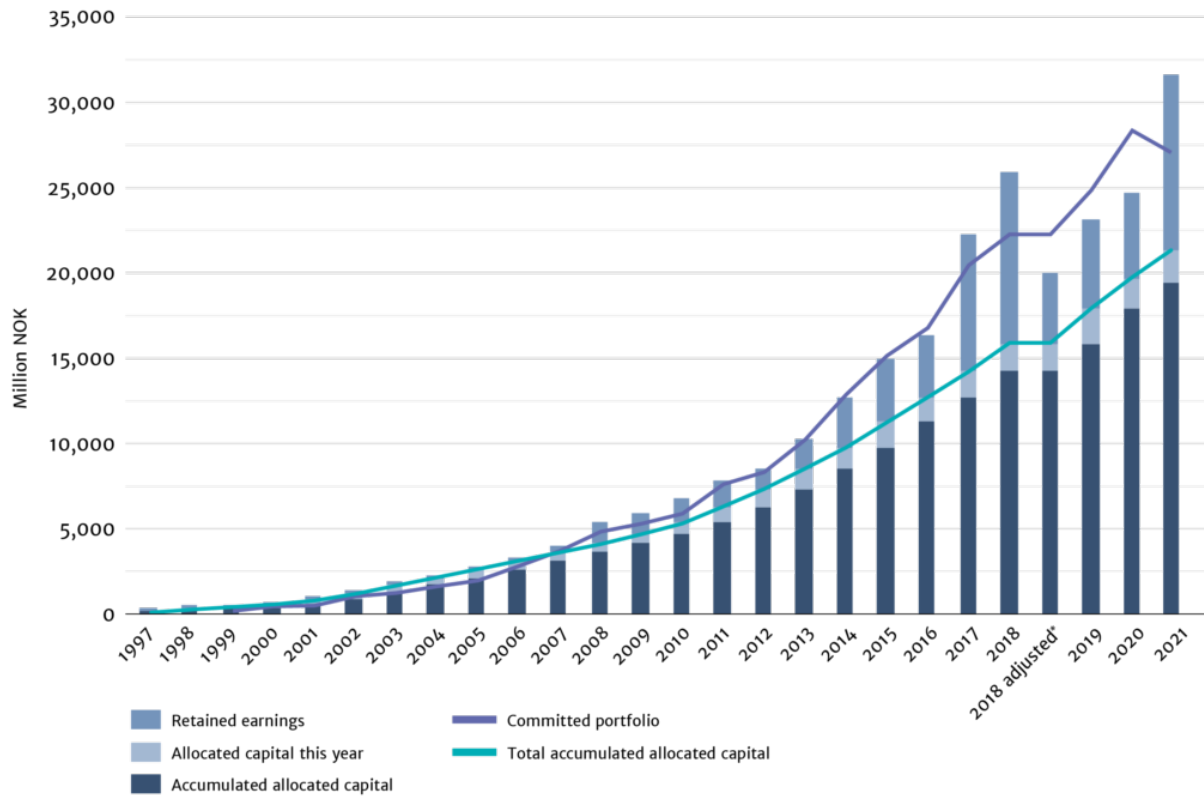


## Portfolio overview



**By year end 2021, Norfund had committed investments totalling 26.9 billion NOK in 195 projects. In 2021 Clean Energy made up over a third of investments. It was also the first year a Green Infrastructure investment was made.**

## Portfolio since inception

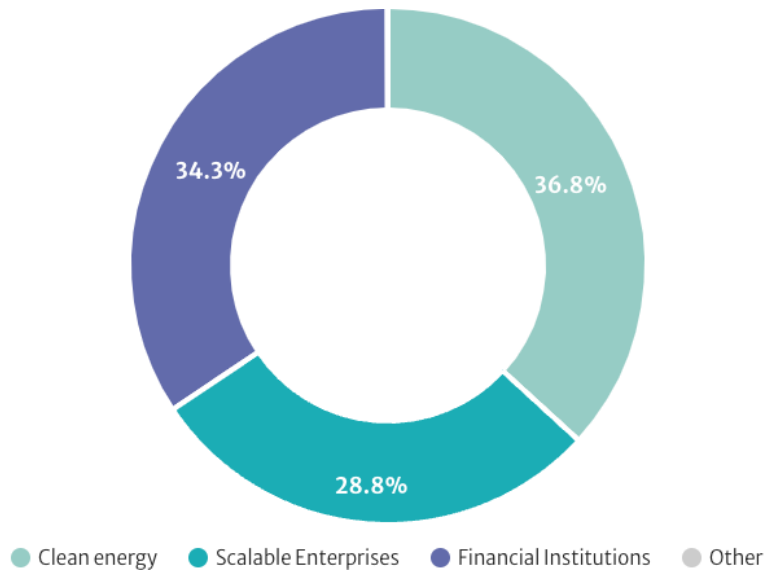


\* Norfund changed the presentation of its accounts in 2019. Figures for 2018 have been adjusted accordingly. Preadjusted figures for 2018 are presented in lighter tints.

## Priority investment areas

Norfund invests in four areas where the potential for development impact is substantial and that are aligned with the SDGs: Clean Energy, Financial Institutions, Scalable Enterprises and Green Infrastructure.

### Portfolio per investment area (MNOK)



## Key Performance Indicators (KPIs) for Norfund's portfolio

Four Key Performance Indicators are defined for Norfund's portfolio.

### Least Developed Countries >33%

The scarcity of capital available in Least Developed Countries (LDC) means the needs for our investments are high. 40% of Norfund's total portfolio is in these markets.

**40** Total portfolio in LDCs

### Sub-Saharan Africa >50%

In line with Norfund's strategic target, 50% of all commitments in 2021 were in Sub-Saharan Africa. The sale of SN Power caused a drop in the share of our investments in

Asia, and is hence the main reason for the increase in the share in Sub-Saharan Africa, from 54% in 2020 to 65% in 2021.

**65** Investments in Sub-Saharan Africa

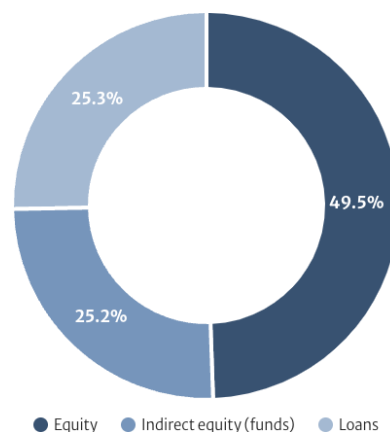
### Greenfield >15% of three years' moving average

Investments in new power plants, startups and first-generation funds are classified as greenfield investments. Greenfield investments often carry high risk, but may be particularly important to development. The greenfield KPI is different to the other KPIs. This is a floating average of commitments over the past three years and not a portfolio level measure.

**22** Total portfolio in greenfield

### Equity and indirect equity >70%

Norfund provides capital in the form of equity, debt and fund investments. Preference is given to equity investments – both direct investments and through funds – because in most developing countries equity is the scarcest type of capital available to enterprises.



# Exited companies

**Norfund creates the greatest development effects by ensuring that its capital is constantly deployed where it contributes most. We strive to be a predictable, long-term investor that does not retain ownership for longer than necessary.**

When an investment is made, its duration and the exit strategy are planned at the same time. Typically, Norfund exits equity investments after 5–10 years, debt holdings after 5–7 years and fund investments after 10–12 years. A few investments might be exited earlier or later than planned due to unexpected circumstances.

Capital and profit generated by investments are reinvested in new businesses in which there is a greater need for our risk capital.

## SN Power

- Region: Global
- Business sector: Energy
- First investment year: 2013
- Investment: 5.4 billion NOK
- IRR (investment currency): 12.4%

After building SN Power into a leading hydropower company in developing countries, Norfund sold its shares to Norwegian energy developer Scatec for 1.17 billion USD. Each year, SN Power plants produce power equivalent to the electricity consumption of 7 million people and help avoid 3 million tonnes of carbon emissions. Read more about the sale in [the 2020 annual report here](#).

## Lake Turkana Wind Power

- Country: Kenya
- Business sector: energy
- First investment year: 2011
- Investment: 112.2 million NOK

Lake Turkana Wind Power is the largest windfarm of its kind on the African continent. Norfund has been a patient and long-term investor since our first involvement through a Project Development Facility in 2011, and later with an equity investment in 2014 through KLP Norfund Investments, a company financed by Norfund and KLP. The windfarm was connected to the national grid in 2018, and now constitutes approximately 17% of Kenya's installed capacity. In July 2021, KLP Norfund Investments sold all its shares to the Anergi Group. [Read more here.](#)

# Financial Institutions



**By investing in banks, microfinance and other financial institutions, Norfund contributes to increased financial inclusion and in particular to more jobs in small and medium sized companies.**

## Key achievements in 2021

**1175** MNOK committed

**7.57 million** new clients served

**48.5 BNOK** increase in lending to clients

## Development Rationale

Inclusive financial systems provide businesses and individuals with greater access to resources to meet their financial needs, such as capitalising on business opportunities, investing in homebuilding or education and managing unforeseen circumstances.

In low- and middle-income regions, the financial sector is often underdeveloped. Businesses and individuals have limited access to basic financial services, such as bank accounts, payment services and credit facilities. Across developing countries, it is estimated that 65 million formal Micro-, Small- and Medium-sized enterprises (MSMEs) have unmet financing needs, and about 1.7 billion adults remain unbanked.

## Investment Needs

Banks and microfinance institutions rely on access to debt and equity when extending loans to their clients.

Increasing the availability of capital enables them not only to grow existing credit facilities, but also to develop products, increase their market reach and pay for costly yet crucial capital investments. IT systems for example are expensive, but are needed to provide high-quality, effective, and secure services.

## Norfund's Strategy

Norfund provides debt and equity to financially viable banks and microfinance



institutions that want to grow appropriate, valuable services in our core countries. Our investments are made both directly and through investment platforms and funds and focus on growing locally owned financial institutions.

In response to the COVID-19 pandemic, Norfund's strategy is to help our countries' own banking systems to become better positioned to provide additional loans to businesses to see them through the crisis. Our investments in banks target medium-sized and large banks that have a focus which includes SMEs and the retail market and have clients who previously lacked access to financial services.

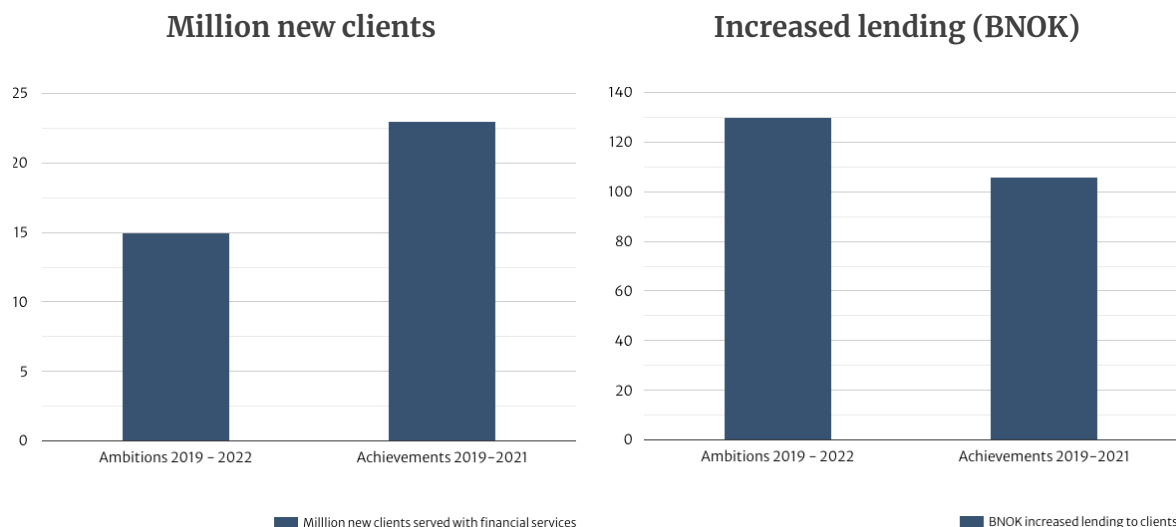
Our main vehicle for equity investments in African banks is Arise, a 1 billion USD bank investment company in which Norfund owns more than 40 percent of the shares. We invest directly in microfinance institutions in our core countries as well as indirectly through the Nordic Microfinance Initiative (NMI).

## Strategic ambitions

Norfund has defined two ambitions for its direct investments in financial institutions for the strategy period 2019 - 2022:

- Offer financial services to 15 million new clients
- Extend 130 billion NOK more in loans to clients

### Accumulated achievements 2019 – 2021



## Investments and Results in 2021

Norfund is invested directly in 61 financial institutions (FI), ranging from regional banking groups and funds that invest in banks to local microfinance institutions.

**1175 MNOK** committed in 2021

**9241 MNOK** committed in total FI portfolio

## Impact 2021

**23.1 million new clients provided with financial services during the strategy period**

Taking into account investments only and companies with two consecutive years of reporting, the number of new unique clients reach 23.1 million with accumulation from the previous years. There was 450 billion NOK in total deposits by the end of 2021.

## 106.9 billion NOK increased loans to clients during the strategy period

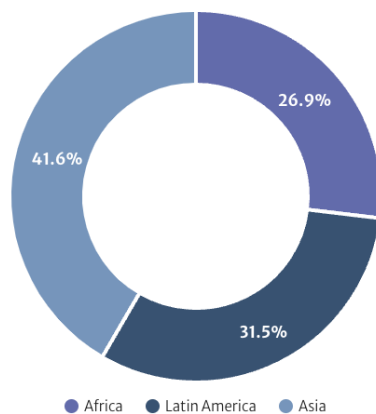
With a 48.5 billion NOK increase in lending (12% growth) during 2021, on top of accumulation from previous years, the total lending volume reached 464 billion NOK. Of this, 106.9 billion NOK was accumulated during the strategy period 2019-2021 thus far.

7.6 million clients were provided with credit, of which 4.2 million were retail customers, 2.1 million were microfinance clients, and 528,000 were loans to SMEs.

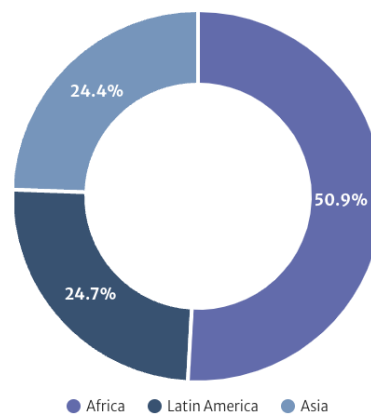
## Investments per region

In 2021, a total of 12 commitments were signed with financial institutions in Sub-Saharan Africa, Asia and Latin America.

Investments per region in 2021



Total Portfolio per region



## COVID-19: A cautious recovery

The start of the pandemic in 2020 posed challenges, including a liquidity crisis for several of the microfinance institutions with which we are involved, in response to which Norfund provided additional short- and medium-term loans as well as additional equity. However, 2021 heralded a cautious pick-up after the initial slowdown. Though there were concerns banks would not be able to pay back their loans, there were in fact no COVID-related payment defaults during 2021. The portfolio developed positively

during this period, and Norfund made eight new loans, in addition to the previous portfolio.

## **Myanmar**

Another challenge during 2021 was the economic situation in Myanmar, precipitated by the military coup early in the year. Though the country had been a major focus for several years, economic development has now slowed. Norfund maintains three investments in the country with Yoma Bank and the microfinance institutions Myanmar Finance and Advans Myanmar. However, due to the economic slowdown there have not been any new investments in the area in 2021, and we have lengthened loans that could not be paid back in time.

## Highlights of 2021

**8** new investee companies

**4** follow-on investments

### Arise

In 2021 the biggest single investment was through Arise, Norfund's main vehicle for large scale equity investments in banks in Africa. Arise is a unique specialized investment company with a growing portfolio of leading financial institutions across sub-Saharan Africa, established in August 2016 when its four founding owners – Norfund, Rabobank, FMO and NorFinance – agreed to transfer their various equity holdings in financial institutions in sub-Saharan Africa.

The aim of Arise is to contribute to the building of economic growth and poverty reduction by developing strong and stable financial service providers.

In 2021 Arise completed a USD 75 million investment in Alternative Tier 1 (AT1) capital into ETI, the holding company of Ecobank. This was a ground-breaking deal and the first AT1 investment ever in Sub-Saharan Africa outside of South Africa.

ETI was founded in 1985 and progressively expanded its presence across 33 sub-Saharan Africa countries. Ecobank has a strong brand recognition through a substantial network of over 24 million customers served by some 14,000 employees and 690 branches across the continent.

### FinTech

Access to high quality, affordable financial services is essential for social and economic development, gender equality, resilience, and livelihoods. Unfortunately, globally around 1.7 billion people are unbanked. It is also a gender issue: women are

disproportionately affected, with around 1 billion lacking access to financial institutions. Additionally, lack of financial access is an issue for businesses: 70% of SMEs cite lack of access to finance as a barrier to growth.

While many individuals may not have access to financial services, two out of three of them have mobile phone access, making this a useful tool to bridge this gap. FinTech can increase the breadth of available financial services. Our mandate is to increase financial inclusion, making FinTech a natural area of interest for Norfund.

In 2021 several commitments were made in this area:

- Norfund committed 65.4 million NOK to Amarth, a peer-to-peer lending platform in Indonesia with a focus on funding rural women. Amarth has disbursed more than USD 250 mill and empowered 678,502 women across more than 18,900 villages in Jawa, Sumatra, and Sulawesi. Norfund's senior loan to the company is an initiative to help them provide microcredit to many more female micropreneurs in the bottom of the pyramid and to promote financial inclusion of the unbanked in Indonesia. In addition to providing capital, Norfund will provide technical assistance and global expertise assisting Amarth to promote global environmental and social standards.
- Quona Capital, a venture firm focused on financial inclusion in emerging markets, announced the Accion Quona Inclusion Fund in 2019 which Norfund then invested into. The fund invests in financial technology companies to increase access to financial services for businesses and consumers in developing countries. Norfund committed an additional 15 million NOK to a new fund, Quona III, in 2021 with the same investment focus.
- 41.3 million NOK was committed in a loan to Lula Lend, a technology driven financial institution with a credit scoring model that enables them to more efficiently assess the risk of SMEs in South Africa. Lula Lend is able to offer credit to underserved and financially excluded SMEs, many of them accessing credit for the first time. Accion Quona is a shareholder in Lula Lend.

### **Increasing SME's access to capital in Sri Lanka**

In early 2021, Norfund announced an agreement with the National Development Bank in Sri Lanka, for Norfund to invest new equity for up to 9.9% ownership in the bank. This is the first foreign equity placement agreement for NDB bank, and the investment

increased its foreign shareholding percentage to around 21%.

National Development Bank PLC (NDB) is a premier bank with 113 branches and over 150 ATMs and CRMs across the island, serving millions of Sri Lankans through a host of financial services.

In addition to investing equity capital, Norfund will provide technical assistance and global expertise assisting the bank to promote global environmental and social standards, and to achieve best in class corporate governance.

This was Norfund's first equity investment in Sri Lanka, and the second investment in the country.

By investing in The National Development Bank in Sri Lanka, Norfund aims to contribute to increased access to capital for SMEs and the unbanked in a country hard hit by COVID-19.

### **First investments for Colombia, Indonesia, Senegal**

In line with the 2019 updated strategy, three new countries were invested in during 2021.

- The first investment in Indonesia was Amaritha (see above), followed by Bina Artha, a fast-growing microfinance institution. Bina Artha provides its services through an extensive network of almost 346 branches reaching over 382,412 clients in Java and Sulawesi islands and plans to gradually expand to other islands of Indonesia. Norfund committed 43.5 million NOK in 2021.
- In Colombia, a 131.7 million NOK commitment was made to Kandeo, a private debt fund targeting mid-sized companies in Colombia and Peru. The fund will focus on providing USD 4-10m in debt to companies in various economic sectors.
- In Senegal, Norfund committed 131.7 million NOK to Cofina Senegal, a microfinance institution focusing on meso-finance, meaning the missing middle of SMEs that are too large for traditional micro lending, but still too small or informal to source funding from ordinary banks. The loan from Norfund will promote access to financial services for entrepreneurs and MSMEs in Senegal.

## Financial Institutions portfolio

| Investment                               | Country      | Investment year | Sector                   | Instrument   | Owner share | Domicile       | Committed (MNOK) |
|--|--------------|-----------------|--------------------------|--------------|-------------|----------------|------------------|
| National Development Bank                | Sri Lanka    | 2021            | Banking                  | Equity       | 10%         | Sri Lanka      | 141.8            |
| Kandeo Fund 3 Debt                       | Regional     | 2021            | Microfinance             | Funds        | 8%          | Canada         | 132.3            |
| Ecobank Transnational Incorporated (ETI) | Regional     | 2021            | Banking                  | Loans        | 0%          | Togo           | 132.3            |
| Quona Inclusion Fund III                 | Global       | 2021            | Investment funds         | Funds        | 0%          | Cayman Islands | 132.3            |
| Amartha                                  | Indonesia    | 2021            | Microfinance             | Loans        | 0%          | Indonesia      | 66.5             |
| Cofina Senegal SA                        | Senegal      | 2021            | Microfinance             | Loans        | 0%          | Senegal        | 49.9             |
| PT Bina Artha Ventura                    | Indonesia    | 2021            | Microfinance             | Loans        | 0%          | Indonesia      | 44.3             |
| Lula Lend Proprietary Limited            | South Africa | 2021            | Microfinance             | Loans        | 0%          | South Africa   | 39.5             |
| First National Bank Ghana                | Ghana        | 2020            | Banking                  | Loans        | 0%          | Ghana          | 132.3            |
| Softlogic Life                           | Sri Lanka    | 2020            | Other financial services | Loans        | 0%          | Sri Lanka      | 66.1             |
| LOCFUND NEXT L.P.                        | Regional     | 2020            | Microfinance             | Funds        | 30%         | Canada         | 53.4             |
| LOLC (Cambodia) PLC.                     | Cambodia     | 2020            | Microfinance             | Loans        | 0%          | Cambodia       | 52.9             |
| Yoma Bank Limited                        | Myanmar      | 2019            | Banking                  | Equity       | 11%         | Myanmar        | 295.0            |
| Mutual Trust Bank Limited                | Bangladesh   | 2019            | Banking                  | Loans Equity | 10%         | Bangladesh     | 294.2            |
| Equity Bank                              | Regional     | 2019            | Banking                  | Loans        | 0%          | Kenya          | 132.3            |
| FCMB                                     | Nigeria      | 2019            | Banking                  | Loans        | 0%          | Nigeria        | 88.2             |
| Accion Quona Inclusion Fund LP           | Global       | 2019            | Investment funds         | Funds        | 6%          | Cayman Islands | 82.9             |
| Banco BCT                                | Costa Rica   | 2019            | Banking                  | Loans        | 0%          | Costa Rica     | 80.8             |



| Investment                                     | Country     | Investment year | Sector                   | Instrument   | Owner share | Domicile    | Committed (MNOK) |
|--|-------------|-----------------|--------------------------|--------------|-------------|-------------|------------------|
| Optima Servicios Financieros SA de CV          | El Salvador | 2019            | Microfinance             | Equity       | 36%         | El Salvador | 53.7             |
| Credicomer                                     | El Salvador | 2019            | Microfinance             | Loans        | 0%          | El Salvador | 41.2             |
| AfricInvest Financial Inclusion Vehicle (FIVE) | Regional    | 2018            | Banking                  | Equity       | 21%         | Mauritius   | 276.7            |
| Banco Promerica Costa Rica                     | Costa Rica  | 2018            | Banking                  | Loans        | 0%          | Costa Rica  | 220.5            |
| NMI Fund IV                                    | Global      | 2018            | Microfinance             | Funds        | 25%         |             | 216.0            |
| ONE Bank Limited                               | Bangladesh  | 2018            | Banking                  | Loans        | 0%          | Bangladesh  | 49.6             |
| NMI GP IV AS                                   | Global      | 2018            | Microfinance             | Equity       | 22%         | Norway      | 24.0             |
| Banco BDF                                      | Nicaragua   | 2017            | Banking                  | Loans        | 0%          | Nicaragua   | 143.3            |
| AB Bank  | Vietnam     | 2017            | Banking                  | Loans        | 0%          | Vietnam     | 88.2             |
| Access Bank Plc.                               | Nigeria     | 2017            | Banking                  | Loans        | 0%          | Nigeria     | 49.6             |
| Arise B.V.                                     | Regional    | 2016            | Banking                  | Equity       | 33%         | Netherlands | 2813.9           |
| Fedecredito                                    | El Salvador | 2016            | Microfinance             | Loans        | 0%          | El Salvador | 161.7            |
| Banco Promerica Guatemala                      | Guatemala   | 2016            | Banking                  | Loans        | 0%          | Guatemala   | 88.2             |
| Banco Promerica El Salvador                    | El Salvador | 2015            | Banking                  | Loans        | 0%          | El Salvador | 176.4            |
| ARREND Central America                         | Regional    | 2015            | Other financial services | Loans Equity | 22%         | Guatemala   | 82.8             |
| Advans MFI Myanmar Company Limited             | Myanmar     | 2015            | Microfinance             | Loans Equity | 40%         | Myanmar     | 55.4             |
| Myanmar Finance International Limited          | Myanmar     | 2015            | Microfinance             | Loans Equity | 25%         | Myanmar     | 24.7             |
| LAFISE NICARAGUA                               | Nicaragua   | 2014            | Banking                  | Loans        | 0%          | Nicaragua   | 176.4            |
| ACLEDA Bank Lao Ltd.                           | Laos        | 2014            | Banking                  | Loans        | 0%          | Laos        | 13.6             |

| Investment                           | Country   | Investment year | Sector       | Instrument   | Owner share | Domicile  | Committed (MNOK) |
|--------------------------------------|-----------|-----------------|--------------|--------------|-------------|-----------|------------------|
| NorFinance AS                        | Regional  | 2013            | Banking      | Equity       | 50%         | Norway    | 495.1            |
| NMI Fund III                         | Global    | 2013            | Microfinance | Funds        | 26%         |           | 241.1            |
| Prasac Microfinance Institution Plc. | Cambodia  | 2013            | Microfinance | Loans        | 0%          | Cambodia  | 202.8            |
| FDL                                  | Nicaragua | 2013            | Microfinance | Loans Equity | 13%         | Nicaragua | 91.2             |
| Amret Plc.                           | Cambodia  | 2013            | Microfinance | Loans        | 0%          | Cambodia  | 61.7             |
| LOCFUND II                           | Regional  | 2013            | Microfinance | Funds        | 26%         | Canada    | 26.6             |
| First Finance Plc.                   | Cambodia  | 2013            | Microfinance | Loans Equity | 15%         | Cambodia  | 26.1             |
| NMBZ Bank                            | Zimbabwe  | 2013            | Banking      | Loans        | 0%          | Zimbabwe  | 12.3             |

# Financial institutions portfolio 2021

| Investment                               | Country      | Investment year | Sector                   | Instrument | Owner share | Domicile       | Committed (MNOK) |
|--|--------------|-----------------|--------------------------|------------|-------------|----------------|------------------|
| National Development Bank                | Sri Lanka    | 2021            | Banking                  | Equity     | 10%         | Sri Lanka      | 141.8            |
| Kandeo Fund 3 Debt                       | Regional     | 2021            | Microfinance             | Funds      | 8%          | Canada         | 132.3            |
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| Amartha                                  | Indonesia    | 2021            | Microfinance             | Loans      | 0%          | Indonesia      | 66.5             |
| Cofina Senegal SA                        | Senegal      | 2021            | Microfinance             | Loans      | 0%          | Senegal        | 49.9             |
| PT Bina Artha Ventura                    | Indonesia    | 2021            | Microfinance             | Loans      | 0%          | Indonesia      | 44.3             |
| Lula Lend Proprietary Limited            | South Africa | 2021            | Microfinance             | Loans      | 0%          | South Africa   | 39.5             |
| First National Bank Ghana                | Ghana        | 2020            | Banking                  | Loans      | 0%          | Ghana          | 132.3            |
| Softlogic Life                           | Sri Lanka    | 2020            | Other financial services | Loans      | 0%          | Sri Lanka      | 66.1             |
| LOCFUND NEXT L.P.                        | Regional     | 2020            | Microfinance             | Funds      | 30%         | Canada         | 53.4             |
| LOLC (Cambodia) PLC.                     | Cambodia     | 2020            | Microfinance             | Loans      | 0%          | Cambodia       | 52.9             |

| Investment                                     | Country     | Investment year | Sector                   | Instrument   | Owner share | Domicile       | Committed (MNOK) |
|--|-------------|-----------------|--------------------------|--------------|-------------|----------------|------------------|
| Yoma Bank Limited                              | Myanmar     | 2019            | Banking                  | Equity       | 11%         | Myanmar        | 295.0            |
| Mutual Trust Bank Limited                      | Bangladesh  | 2019            | Banking                  | Loans Equity | 10%         | Bangladesh     | 294.2            |
| Equity Bank                                    | Regional    | 2019            | Banking                  | Loans        | 0%          | Kenya          | 132.3            |
| FCMB   | Nigeria     | 2019            | Banking                  | Loans        | 0%          | Nigeria        | 88.2             |
| Accion Quona Inclusion Fund LP                 | Global      | 2019            | Investment funds         | Funds        | 6%          | Cayman Islands | 82.9             |
| Banco BCT                                      | Costa Rica  | 2019            | Banking                  | Loans        | 0%          | Costa Rica     | 80.8             |
| Optima Servicios Financieros SA de CV          | El Salvador | 2019            | Microfinance             | Equity       | 36%         | El Salvador    | 53.7             |
| Credicomer                                     | El Salvador | 2019            | Microfinance             | Loans        | 0%          | El Salvador    | 41.2             |
| AfricInvest Financial Inclusion Vehicle (FIVE) | Regional    | 2018            | Banking                  | Equity       | 21%         | Mauritius      | 276.7            |
| Banco Promerica Costa Rica                     | Costa Rica  | 2018            | Banking                  | Loans        | 0%          | Costa Rica     | 220.5            |
| NMI Fund IV                                    | Global      | 2018            | Microfinance             | Funds        | 25%         |                | 216.0            |
| ONE Bank Limited                               | Bangladesh  | 2018            | Banking                  | Loans        | 0%          | Bangladesh     | 49.6             |
| NMI GP IV AS                                   | Global      | 2018            | Microfinance             | Equity       | 22%         | Norway         | 24.0             |
| Banco BDF                                      | Nicaragua   | 2017            | Banking                  | Loans        | 0%          | Nicaragua      | 143.3            |
| AB Bank  | Vietnam     | 2017            | Banking                  | Loans        | 0%          | Vietnam        | 88.2             |
| Access Bank Plc.                               | Nigeria     | 2017            | Banking                  | Loans        | 0%          | Nigeria        | 49.6             |
| Arise B.V.                                     | Regional    | 2016            | Banking                  | Equity       | 33%         | Netherlands    | 2813.9           |
| Fedecredito                                    | El Salvador | 2016            | Microfinance             | Loans        | 0%          | El Salvador    | 161.7            |
| Banco Promerica Guatemala                      | Guatemala   | 2016            | Banking                  | Loans        | 0%          | Guatemala      | 88.2             |
| Banco Promerica El Salvador                    | El Salvador | 2015            | Banking                  | Loans        | 0%          | El Salvador    | 176.4            |
| ARREND Central America                         | Regional    | 2015            | Other financial services | Loans Equity | 22%         | Guatemala      | 82.8             |

| Investment                            | Country   | Investment year | Sector       | Instrument   | Owner share | Domicile  | Committed (MNOK) |
|---------------------------------------|-----------|-----------------|--------------|--------------|-------------|-----------|------------------|
| Advans MFI Myanmar Company Limited    | Myanmar   | 2015            | Microfinance | Loans Equity | 40%         | Myanmar   | 55.4             |
| Myanmar Finance International Limited | Myanmar   | 2015            | Microfinance | Loans Equity | 25%         | Myanmar   | 24.7             |
| LAFISE NICARAGUA                      | Nicaragua | 2014            | Banking      | Loans        | 0%          | Nicaragua | 176.4            |
| ACLEDA Bank Lao Ltd.                  | Laos      | 2014            | Banking      | Loans        | 0%          | Laos      | 13.6             |
| NorFinance AS                         | Regional  | 2013            | Banking      | Equity       | 50%         | Norway    | 495.1            |
| NMI Fund III                          | Global    | 2013            | Microfinance | Funds        | 26%         |           | 241.1            |
| Prasac Microfinance Institution Plc.  | Cambodia  | 2013            | Microfinance | Loans        | 0%          | Cambodia  | 202.8            |
| FDL                                   | Nicaragua | 2013            | Microfinance | Loans Equity | 13%         | Nicaragua | 91.2             |
| Amret Plc.                            | Cambodia  | 2013            | Microfinance | Loans        | 0%          | Cambodia  | 61.7             |
| LOCFUND II                            | Regional  | 2013            | Microfinance | Funds        | 26%         | Canada    | 26.6             |
| First Finance Plc.                    | Cambodia  | 2013            | Microfinance | Loans Equity | 15%         | Cambodia  | 26.1             |
| NMBZ Bank                             | Zimbabwe  | 2013            | Banking      | Loans        | 0%          | Zimbabwe  | 12.3             |

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[→ About Norfund's investments in financial institutions in 2020](#)

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[→ Financial institutions - impact ambitions and results](#)

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# Scalable Enterprises



**Growing sustainable scalable enterprises drives industrialisation, economic growth and job creation.**

## Results in 2021

|                      |   |
|----------------------|---|
| <b>1408 MNOK</b>     | Committed through direct investments and funds                              |
| <b>6700 new jobs</b> | Created in direct investments and investee companies within funds portfolio |
| <b>682 MNOK</b>      | Increase in revenue (32% increase)  |

### Development Rationale

Jobs are vital to reducing poverty. Jobs generate income, are a basis for taxation, provide security, and can enable knowledge and skills development. In most countries, private enterprises create the vast majority of jobs. This is especially true in developing countries, where more than 90% of jobs are in the private sector.

The COVID-19 pandemic has had a serious negative impact on businesses in developing countries and on global working hours and income levels, further increasing already high unemployment rates in many of Norfund's markets. Avoiding further job losses and creating a substantial number of new jobs in developing countries is therefore more important now than ever.

The agribusiness sector is labour intensive and employs a large portion of the Sub-Saharan African population. The sector, however, remains largely underdeveloped in terms of productivity and participation in the most value-adding activities in global value chains. Investing in businesses throughout the agribusiness value chain can thus enable more job creation, increased competitiveness, import substitution and economic growth.

Manufacturing similarly holds great potential as an enabler of economic growth and transformation in Africa. Few countries have developed their economies without developing a strong manufacturing base.

In Africa, more than 80% of the jobs are within the informal sector. This means that the workers are unregistered, have no insurance or sick leave schemes and have limited access to training. As such, it is crucial to develop formal job opportunities and ensure that these are quality jobs where workers' rights are protected.

Norfund's investments in scalable, sustainable businesses help to create jobs, generate government revenue and provide the goods and services that people need.

## **Investment Needs**

Lack of finance is a significant obstacle to business growth. The volume of foreign direct investment in developing regions is low. Additionally, the COVID-19 crisis has resulted in considerable capital outflow from emerging markets.

Growth capital, sector expertise and investors who are willing to take risks are needed to unlock the potential of scalable enterprises in developing countries.

## **Norfund's Strategy**

Norfund invests in businesses both directly and through funds. Our direct investments are focused on scalable enterprises within agribusiness and manufacturing in Sub-Saharan Africa. These investments are always made in collaboration with strong industrial or financial partners.

As a direct equity investor, Norfund acts as a responsible owner. We assist developing businesses in becoming robust and sustainable while supporting their growth strategies. Norfund also provides advice to identify and mitigate environmental and social risks.

Fund investments enable us to reach a broader range of businesses and sectors together with fund managers with local knowledge and business insight than what we have capacity to do on our own. Investments are funnelled through 4 different strategic areas



called (1) large-cap funds, (2) SME-funds, (3) venture funds and (4) purpose funds. The large cap funds create jobs and growth through established and well-run companies with a potential to further scale and expand its business activities. SME funds access smaller businesses that traditionally don't have sufficient access to the capital markets. Venture funds support the establishment of new businesses, most often with a technological approach to their markets which enable them to create new and innovative business models. Lastly, purpose funds target fragile states and areas in developing countries where private capital is most scarce, and where our investments are highly additional.

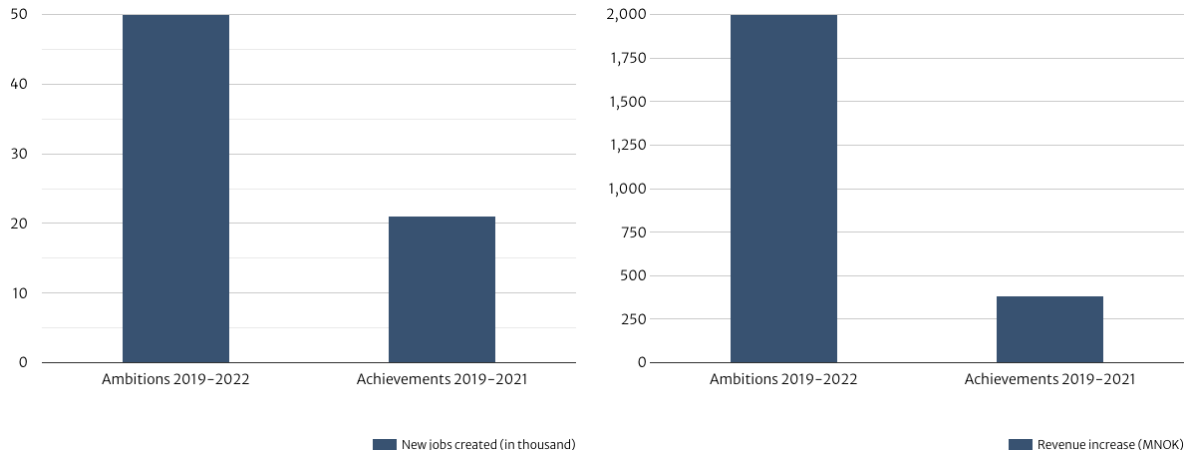
## Strategic ambitions

Norfund's impact objective for this business area is to foster growth in portfolio companies, both in the form of increased employment and increased revenues.

Norfund has defined the following ambitions for the strategy period 2019–2022:

- **Create 50,000 jobs** through direct investments and funds, whereof 3,000 jobs created in direct investments
- **2 billion NOK revenue increase** in direct investments

### Accumulated achievements 2019 - 2021



### Investments and Results in 2021

Scalable enterprises account for 28% of Norfund portfolio. By the end of 2021, the portfolio included 28 direct investments and 62 fund investments.

**1408 MNOK** Committed in 2021

**7754 MNOK** Committed in total SE portfolio

## Impact 2021

### 6,700 jobs created

In 2021, the number of jobs in Scalable Enterprises' direct investments increased by 2,400. When including the investee companies within our funds portfolio, the total number of new jobs created was 6700.

The total number of direct jobs in the Scalable Enterprises portfolio (incl. funds) was over 200,000.

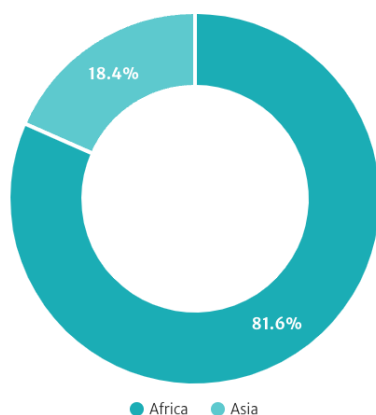
### 32% revenue increase

In 2021, revenues in Scalable Enterprise's direct investments increased by 682 million NOK (32%). This is a substantial improvement from 2020, when revenues decreased by 18%, largely due to the COVID-19 pandemic.

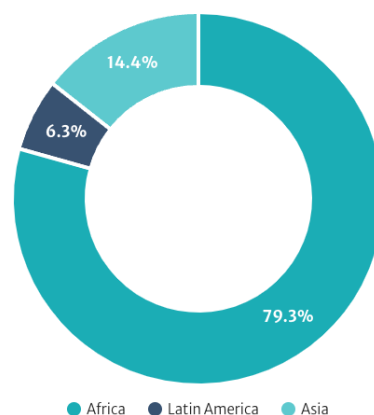
## Investments per region

Sub-Saharan Africa is the priority region of direct investments in agribusiness and manufacturing. Norfund's staff in South Africa, Kenya and Ghana played key roles in identifying and monitoring our direct investments.

Investments in 2021



Total Scalable Enterprise portfolio



## Highlights of 2021

**6** New investee companies

**8** New fund investments

**4** Follow-on investments

### Marginpar

Norfund initially invested in Marginpar in 2018. The company is a successful import agent and flower producer operating in East Africa, and Norfund invested after seeing the close alignment of our geographic and sectoral priorities with the company which covers the value chain from breeding of flowers to distribution. There were risks, but Norfund saw long-term growth opportunities and from the start was an active owner.

In 2020 though the pandemic hit, and Marginpar lost all business overnight. The Amsterdam flower market collapsed and air freight out of Africa was simultaneously affected, so flowers could neither be sold nor exported.

With 3,000 employees and no one to buy its flowers, Marginpar was in a crisis. The management of Marginpar and Norfund as investor faced an exceptionally difficult situation. Instead of implementing layoffs, all employees voluntarily took a 50% pay cut and Norfund stepped in with an emergency loan to keep people employed and the company going. Six months later, the flower demand picked up and people came back to work with 100% pay and compensation for the 50% pay reduction that they had contributed with.

Since then, Marginpar has recuperated and delivered record figures for the year ending June 2021. Stories like Agnes (see video below) illustrate the value of long-term relationships and active ownership with our investees, even during challenging events like the pandemic.

## **Phatisa Food Fund 2**

In the beginning of 2021 Norfund, together with CDC Group (now BII), Finfund, FinDev Canada and BIO, announced an 82 million USD joint commitment to Phatisa Food Fund 2, managed by Phatisa. PFF 2 will invest across the African food value chain, considering investments in mechanisation, inputs, poultry and meat production, food processing and manufacturing, logistics, aggregation and distribution across Sub-Saharan Africa.

Norfund committed 20 million USD to the investment that aims to strengthen and increase food supply, local production and distribution across the region.

The fund, via its investment in companies in the food value chain, targets over 90,000 small-holder farmers and micro-entrepreneurs and aims to create over 2,000 permanent jobs and sustain another 10,000 jobs. The investment follows the success of Phatisa's African Agriculture Fund (AAF), which has created more than 1,800 jobs and benefitted 86,000 farmers operating in over 20 markets across the continent.

Building on AAF, Phatisa Food Fund 2 will enable small-holder farmers and micro-entrepreneurs to develop their skills, broadening access to markets and economic opportunities. The new fund will also address access to, and affordability of products among farmers and promote smart agricultural methods – enhancing crop resilience, reducing food loss and waste by 50% in the companies it finances, while increasing outputs, yields and incomes.

## Scalable Enterprises direct investments portfolio

| Investment                                   | Country    | Investment year | Sector                           | Instrument   | Owner share | Domicile   | Committed (MNOK) |
|--|------------|-----------------|----------------------------------|--------------|-------------|------------|------------------|
| Phatisa Food Fund 2                          | Africa     | 2021            | Agriculture forestry and fishing | Funds        | 0%          | Mauritius  | 172.8            |
| SPECIAL ICE COMPANY LIMITED                  | Ghana      | 2021            | Manufacture of beverages         | Loans        | 0%          | Ghana      | 61.7             |
| Seba Foods                                   | Zambia     | 2021            | Manufacture of beverages         | Loans        | 0%          | Zambia     | 44.1             |
| Kagera Sugar Limited                         | Tanzania   | 2020            | Crop and animal production       | Loans        | 0%          | Tanzania   | 132.2            |
| FES  | Malawi     | 2020            | Agriculture forestry and fishing | Loans Equity | 23%         | Mauritius  | 117.4            |
| Lilongwe Dairy (2001) Limited                | Malawi     | 2020            | Crop and animal production       | Loans        | 0%          | Malawi     | 86.4             |
| Sundry Foods                                 | Nigeria    | 2019            | Manufacture of food products     | Equity       | 13%         | Nigeria    | 65.1             |
| Marginpar Group                              | Africa     | 2018            | Crop and animal production       | Equity       | 18%         | Mauritius  | 93.3             |
| Neofresh                                     | Africa     | 2017            | Crop and animal production       | Loans Equity | 34%         | Mauritius  | 78.9             |
| Nyama World Malawi Ltd                       | Malawi     | 2017            | Crop and animal production       | Loans        | 0%          | Malawi     | 29.1             |
| African Century Nampula                      | Mozambique | 2017            | Real estate activities           | Equity       | 32%         | Mozambique | 4.9              |
| Associated Foods Zimbabwe (AFZ)              | Zimbabwe   | 2016            | Manufacture of food products     | Loans        | 0%          | Zimbabwe   | 17.6             |
| Freight in Time                              | Africa     | 2015            | Transportation and storage       | Loans Equity | 24%         | Mauritius  | 70.3             |
| African Century Real Estates Ltd.            | Mozambique | 2015            | Construction of buildings        | Equity       | 21%         | Mauritius  | 32.9             |
| African Century Infrastructure Services Ltd. | Africa     | 2014            | Other service activities         | Loans Equity | 17%         | Mauritius  | 81.6             |

| Investment                                | Country     | Investment year | Sector                           | Instrument   | Owner share | Domicile    | Committed (MNOK) |
|---|-------------|-----------------|----------------------------------|--------------|-------------|-------------|------------------|
| Vertical Agro (Sunripe & Serengeti Fresh) | Africa      | 2014            | Crop and animal production       | Loans        | 0%          | Mauritius   | 53.6             |
| Lake Harvest Group                        | Africa      | 2013            | Fishing and aquaculture          | Loans Equity | 33%         | Mauritius   | 140.2            |
| ASILIA (African Spirit Group Limited)     | Africa      | 2013            | Tourism                          | Loans Equity | 32%         | Mauritius   | 132.8            |
| UAP Properties Limited                    | South Sudan | 2013            | Real estate activities           | Loans        | 0%          | South Sudan | 8.8              |
| Agrivision                                | Zambia      | 2012            | Agriculture forestry and fishing | Equity       | 24%         | Mauritius   | 161.6            |
| Across Forest AS                          | Nicaragua   | 2012            | Forestry and logging             | Loans        | 0%          | Norway      | 1.3              |
| TPS Dar es Salaam                         | Tanzania    | 2011            | Tourism                          | Loans        | 29%         | Kenya       | 5.3              |
| Basecamp Explorer                         | Kenya       | 2010            | Tourism                          | Equity       | 39%         | Kenya       | 36.4             |
| Green Resources USD                       | Africa      | 2009            | Forestry and logging             | Equity       | 51%         | Norway      | 560.8            |
| Africado Ltd.                             | Tanzania    | 2009            | Agriculture forestry and fishing | Equity       | 33%         | Mauritius   | 7.1              |
| European Financing Partners SA            | Global      | 2006            | Investment funds                 | Loans Equity | 6%          | None        | 525.9            |
| Afrinord Hotel Investments                | Africa      | 2005            | Tourism                          | Loans Equity | 20%         | Denmark     | 25.4             |

## Scalable Enterprises funds portfolio

| Investment | Country | Investment year | Sector           | Instrument | Owner share | Domicile | Committed (MNOK) |
|------------|---------|-----------------|------------------|------------|-------------|----------|------------------|
| Helios IV  | Africa  | 2021            | Investment funds | Funds      | 0%          | Guernsey | 220.5            |

| Investment                             | Country        | Investment year | Sector   | Instrument | Owner share | Domicile       | Committed (MNOK) |
|--|----------------|-----------------|--|------------|-------------|----------------|------------------|
| Vantage Mezzanine Fund IV – USD        | Africa         | 2021            | Investment funds   | Funds      | 0%          | South Africa   | 211.7            |
| Meridiam Africa Fund II                | Africa         | 2021            | Investment funds   | Funds      | 0%          | France         | 199.8            |
| Vietnam Investments Fund IV            | Vietnam        | 2021            | Investment funds   | Funds      | 0%          | Cayman Islands | 132.3            |
| African Rivers Fund III                | Africa         | 2021            | Investment funds   | Funds      | 0%          | Mauritius      | 132.2            |
| AFMF: ASEAN Frontier Markets Fund      | Asia & Pacific | 2021            | Investment funds   | Funds      | 0%          |                | 88.2             |
| Vantage Mezzanine Fund IV – ZAR        | Africa         | 2021            | Investment funds   | Funds      | 0%          | South Africa   | 49.8             |
| ACI Motors Ltd                         | Bangladesh     | 2021            | Manufacture of motor vehicles trailers and semi-trailers | Equity     | 5%          | Netherlands    | 41.0             |
| AfricInvest Fund IV                    | Africa         | 2020            | Investment funds   | Funds      | 10%         | Mauritius      | 262.6            |
| Navis CLMV                             | Asia & Pacific | 2020            | Investment funds   | Funds      | 17%         | Cayman Islands | 216.8            |
| CASEIF IV                              | America        | 2020            | Investment funds   | Funds      | 26%         | Canada         | 176.3            |
| Excelsior Vietnam                      | Vietnam        | 2020            | Investment funds   | Funds      | 19%         | Singapore      | 131.7            |
| Openspace Ventures III                 | Asia & Pacific | 2020            | Investment funds   | Funds      | 8%          | Cayman Islands | 131.6            |
| Ascent Rift Valley Fund II             | Africa         | 2020            | Investment funds   | Funds      | 12%         | Mauritius      | 87.9             |
| Novastar Ventures Africa Fund II       | Africa         | 2020            | Investment funds   | Funds      | 7%          | Mauritius      | 71.1             |
| Solon Capital Holdings                 | Africa         | 2020            | Investment funds   | Funds      | 30%         | Mauritius      | 35.0             |
| Antler East Africa Fund I              | Africa         | 2020            | Investment funds   | Funds      | 20%         | Cayman Islands | 13.2             |
| Development Partners International III | Africa         | 2019            | Investment funds   | Funds      | 4%          | Guernsey       | 355.4            |
| Verod Capital Growth Fund III          | Africa         | 2019            | Investment funds   | Funds      | 10%         | Mauritius      | 178.0            |



| Investment                                | Country        | Investment year | Sector                         | Instrument   | Owner share | Domicile               | Committed (MNOK) |
|---|----------------|-----------------|--------------------------------|--------------|-------------|------------------------|------------------|
| Frontiir Co. Ltd.                         | Myanmar        | 2019            | Information service activities | Equity       | 2%          | British Virgin Islands | 26.9             |
| ECP Africa Fund IV                        | Africa         | 2018            | Investment funds               | Funds        | 8%          | Mauritius              | 242.3            |
| Cepheus Growth Capital Fund               | Ethiopia       | 2018            | Investment funds               | Funds        | 18%         | Mauritius              | 135.3            |
| Myanmar Opportunities Fund II             | Myanmar        | 2018            | Investment funds               | Funds        | 14%         | Cayman Islands         | 72.8             |
| EcoEnterprises Partners III LP            | America        | 2018            | Investment funds               | Funds        | 5%          | Ireland                | 54.5             |
| Nordic Horn of Africa Opportunities Fund  | Somalia        | 2018            | Investment funds               | Funds        | 11%         | Canada                 | 34.3             |
| Agri-Vie II                               | Africa         | 2017            | Investment funds               | Funds        | 11%         | Mauritius              | 130.4            |
| Fanisi Capital Fund II                    | Africa         | 2017            | Investment funds               | Funds        | 35%         | Mauritius              | 109.0            |
| Spear Africa Holding II                   | Africa         | 2017            | Manufacturing                  | Funds        | 21%         | Mauritius              | 66.7             |
| Oasis Africa Fund                         | Africa         | 2017            | Investment funds               | Funds        | 10%         | Ghana                  | 42.7             |
| Fanisi Management II                      | Africa         | 2017            | Investment funds               | Loans Equity | 25%         | Mauritius              | 22.1             |
| FIPA II                                   | Africa         | 2016            | Investment funds               | Funds        | 38%         | Luxembourg             | 156.7            |
| Frontier Fund II                          | Bangladesh     | 2016            | Investment funds               | Funds        | 10%         | Cayman Islands         | 29.4             |
| GroFin SGB Fund Limited Partnership       | Africa         | 2015            | Investment funds               | Funds        | 19%         | Mauritius              | 125.6            |
| Cambodia Laos Myanmar Development Fund II | Asia & Pacific | 2015            | Investment funds               | Funds        | 16%         | Singapore              | 93.3             |
| BPI East Africa LLC                       | Africa         | 2015            | Investment funds               | Funds        | 17%         | Mauritius              | 51.1             |
| CASEIF III                                | America        | 2014            | Investment funds               | Funds        | 24%         | Canada                 | 80.9             |
| Ascent Rift Valley Fund Ltd               | Africa         | 2013            | Investment funds               | Funds        | 13%         | Mauritius              | 84.4             |

| Investment                          | Country     | Investment year | Sector                           | Instrument   | Owner share | Domicile       | Committed (MNOK) |
|-------------------------------------|-------------|-----------------|----------------------------------|--------------|-------------|----------------|------------------|
| Novastar Ventures East Africa Fund  | Africa      | 2013            | Investment funds                 | Funds        | 13%         | Mauritius      | 83.1             |
| CORECO                              | America     | 2012            | Other financial services         | Funds        | 22%         | Delaware       | 75.0             |
| Kinyeti Capital Ltd                 | South Sudan | 2012            | Other financial services         | Loans Equity | 50%         | South Sudan    | 35.4             |
| Africa Health Fund (Aureos)         | Africa      | 2011            | Investment funds                 | Funds        | 9%          | South Africa   | 44.5             |
| Voxtra East Africa Agribusiness Ini | Africa      | 2011            | Agriculture forestry and fishing | Funds        | 30%         | Norway         | 31.7             |
| Vantage Mezzanine Fund II           | Africa      | 2011            | Investment funds                 | Funds        | 5%          | South Africa   | 23.1             |
| Frontier Fund                       | Bangladesh  | 2010            | Investment funds                 | Funds        | 11%         | Cayman Islands | 49.5             |
| Neoma South-East Asia Fund II       | Regional    | 2010            | Investment funds                 | Funds        | 2%          | Canada         | 27.2             |
| Agri-Vie                            | Africa      | 2010            | Agriculture forestry and fishing | Funds        | 9%          | South Africa   | 22.7             |

# Scalable enterprises – Funds portfolio 2021

| Investment                        | Country        | Investment year | Sector   | Instrument | Owner share | Domicile       | Committed (MNOK) |
|-----------------------------------|----------------|-----------------|--|------------|-------------|----------------|------------------|
| Helios IV                         | Africa         | 2021            | Investment funds   | Funds      | 0%          | Guernsey       | 220.5            |
| Vantage Mezzanine Fund IV – USD   | Africa         | 2021            | Investment funds   | Funds      | 0%          | South Africa   | 211.7            |
| Meridiam Africa Fund II           | Africa         | 2021            | Investment funds   | Funds      | 0%          | France         | 199.8            |
| Vietnam Investments Fund IV       | Vietnam        | 2021            | Investment funds   | Funds      | 0%          | Cayman Islands | 132.3            |
| African Rivers Fund III           | Africa         | 2021            | Investment funds   | Funds      | 0%          | Mauritius      | 132.2            |
| AFMF: ASEAN Frontier Markets Fund | Asia & Pacific | 2021            | Investment funds   | Funds      | 0%          |                | 88.2             |
| Vantage Mezzanine Fund IV – ZAR   | Africa         | 2021            | Investment funds   | Funds      | 0%          | South Africa   | 49.8             |
| ACI Motors Ltd                    | Bangladesh     | 2021            | Manufacture of motor vehicles trailers and semi-trailers | Equity     | 5%          | Netherlands    | 41.0             |
| AfricInvest Fund IV               | Africa         | 2020            | Investment funds   | Funds      | 10%         | Mauritius      | 262.6            |
| Navis CLMV                        | Asia & Pacific | 2020            | Investment funds   | Funds      | 17%         | Cayman Islands | 216.8            |
| CASEIF IV                         | America        | 2020            | Investment funds   | Funds      | 26%         | Canada         | 176.3            |
| Excelsior Vietnam                 | Vietnam        | 2020            | Investment funds   | Funds      | 19%         | Singapore      | 131.7            |
| Openspace Ventures III            | Asia & Pacific | 2020            | Investment funds   | Funds      | 8%          | Cayman Islands | 131.6            |

| Investment                               | Country  | Investment year | Sector                         | Instrument   | Owner share | Domicile               | Committed (MNOK) |
|--|----------|-----------------|--------------------------------|--------------|-------------|------------------------|------------------|
| Ascent Rift Valley Fund II               | Africa   | 2020            | Investment funds               | Funds        | 12%         | Mauritius              | 87.9             |
| Novastar Ventures Africa Fund II         | Africa   | 2020            | Investment funds               | Funds        | 7%          | Mauritius              | 71.1             |
| Solon Capital Holdings                   | Africa   | 2020            | Investment funds               | Funds        | 30%         | Mauritius              | 35.0             |
| Antler East Africa Fund I                | Africa   | 2020            | Investment funds               | Funds        | 20%         | Cayman Islands         | 13.2             |
| Development Partners International III   | Africa   | 2019            | Investment funds               | Funds        | 4%          | Guernsey               | 355.4            |
| Verod Capital Growth Fund III            | Africa   | 2019            | Investment funds               | Funds        | 10%         | Mauritius              | 178.0            |
| Frontiir Co. Ltd.                        | Myanmar  | 2019            | Information service activities | Equity       | 2%          | British Virgin Islands | 26.9             |
| ECP Africa Fund IV                       | Africa   | 2018            | Investment funds               | Funds        | 8%          | Mauritius              | 242.3            |
| Cepheus Growth Capital Fund              | Ethiopia | 2018            | Investment funds               | Funds        | 18%         | Mauritius              | 135.3            |
| Myanmar Opportunities Fund II            | Myanmar  | 2018            | Investment funds               | Funds        | 14%         | Cayman Islands         | 72.8             |
| EcoEnterprises Partners III LP           | America  | 2018            | Investment funds               | Funds        | 5%          | Ireland                | 54.5             |
| Nordic Horn of Africa Opportunities Fund | Somalia  | 2018            | Investment funds               | Funds        | 11%         | Canada                 | 34.3             |
| Agri-Vie II                              | Africa   | 2017            | Investment funds               | Funds        | 11%         | Mauritius              | 130.4            |
| Fanisi Capital Fund II                   | Africa   | 2017            | Investment funds               | Funds        | 35%         | Mauritius              | 109.0            |
| Spear Africa Holding II                  | Africa   | 2017            | Manufacturing                  | Funds        | 21%         | Mauritius              | 66.7             |
| Oasis Africa Fund                        | Africa   | 2017            | Investment funds               | Funds        | 10%         | Ghana                  | 42.7             |
| Fanisi Management II                     | Africa   | 2017            | Investment funds               | Loans Equity | 25%         | Mauritius              | 22.1             |
| FIPA II                                  | Africa   | 2016            | Investment funds               | Funds        | 38%         | Luxembourg             | 156.7            |

| Investment                                | Country        | Investment year | Sector                           | Instrument   | Owner share | Domicile       | Committed (MNOK) |
|---|----------------|-----------------|----------------------------------|--------------|-------------|----------------|------------------|
| Frontier Fund II                          | Bangladesh     | 2016            | Investment funds                 | Funds        | 10%         | Cayman Islands | 29.4             |
| GroFin SGB Fund Limited Partnership       | Africa         | 2015            | Investment funds                 | Funds        | 19%         | Mauritius      | 125.6            |
| Cambodia Laos Myanmar Development Fund II | Asia & Pacific | 2015            | Investment funds                 | Funds        | 16%         | Singapore      | 93.3             |
| BPI East Africa LLC                       | Africa         | 2015            | Investment funds                 | Funds        | 17%         | Mauritius      | 51.1             |
| CASEIF III                                | America        | 2014            | Investment funds                 | Funds        | 24%         | Canada         | 80.9             |
| Ascent Rift Valley Fund Ltd               | Africa         | 2013            | Investment funds                 | Funds        | 13%         | Mauritius      | 84.4             |
| Novastar Ventures East Africa Fund        | Africa         | 2013            | Investment funds                 | Funds        | 13%         | Mauritius      | 83.1             |
| CORECO                                    | America        | 2012            | Other financial services         | Funds        | 22%         | Delaware       | 75.0             |
| Kinyeti Capital Ltd                       | South Sudan    | 2012            | Other financial services         | Loans Equity | 50%         | South Sudan    | 35.4             |
| Africa Health Fund (Aureos)               | Africa         | 2011            | Investment funds                 | Funds        | 9%          | South Africa   | 44.5             |
| Voxtra East Africa Agribusiness Ini       | Africa         | 2011            | Agriculture forestry and fishing | Funds        | 30%         | Norway         | 31.7             |
| Vantage Mezzanine Fund II                 | Africa         | 2011            | Investment funds                 | Funds        | 5%          | South Africa   | 23.1             |
| Frontier Fund                             | Bangladesh     | 2010            | Investment funds                 | Funds        | 11%         | Cayman Islands | 49.5             |
| Neoma South-East Asia Fund II             | Regional       | 2010            | Investment funds                 | Funds        | 2%          | Canada         | 27.2             |
| Agri-Vie                                  | Africa         | 2010            | Agriculture forestry and fishing | Funds        | 9%          | South Africa   | 22.7             |

# Scalable Enterprises – Direct portfolio 2021

| Investment                    | Country    | Investment year | Sector                           | Instrument   | Owner share | Domicile   | Committed (MNOK) |
|-------------------------------|------------|-----------------|----------------------------------|--------------|-------------|------------|------------------|
| Phatisa Food Fund 2           | Africa     | 2021            | Agriculture forestry and fishing | Funds        | 0%          | Mauritius  | 172.8            |
| SPECIAL ICE COMPANY LIMITED   | Ghana      | 2021            | Manufacture of beverages         | Loans        | 0%          | Ghana      | 61.7             |
| Seba Foods                    | Zambia     | 2021            | Manufacture of beverages         | Loans        | 0%          | Zambia     | 44.1             |
| Kagera Sugar Limited          | Tanzania   | 2020            | Crop and animal production       | Loans        | 0%          | Tanzania   | 132.2            |
| FES                           | Malawi     | 2020            | Agriculture forestry and fishing | Loans Equity | 23%         | Mauritius  | 117.4            |
| Lilongwe Dairy (2001) Limited | Malawi     | 2020            | Crop and animal production       | Loans        | 0%          | Malawi     | 86.4             |
| Sundry Foods                  | Nigeria    | 2019            | Manufacture of food products     | Equity       | 13%         | Nigeria    | 65.1             |
| Marginpar Group               | Africa     | 2018            | Crop and animal production       | Equity       | 18%         | Mauritius  | 93.3             |
| Neofresh                      | Africa     | 2017            | Crop and animal production       | Loans Equity | 34%         | Mauritius  | 78.9             |
| Nyama World Malawi Ltd        | Malawi     | 2017            | Crop and animal production       | Loans        | 0%          | Malawi     | 29.1             |
| African Century Nampula       | Mozambique | 2017            | Real estate activities           | Equity       | 32%         | Mozambique | 4.9              |

| Investment                                   | Country     | Investment year | Sector                           | Instrument   | Owner share | Domicile    | Committed (MNOK) |
|--|-------------|-----------------|----------------------------------|--------------|-------------|-------------|------------------|
| Associated Foods Zimbabwe (AFZ)              | Zimbabwe    | 2016            | Manufacture of food products     | Loans        | 0%          | Zimbabwe    | 17.6             |
| Freight in Time                              | Africa      | 2015            | Transportation and storage       | Loans Equity | 24%         | Mauritius   | 70.3             |
| African Century Real Estates Ltd.            | Mozambique  | 2015            | Construction of buildings        | Equity       | 21%         | Mauritius   | 32.9             |
| African Century Infrastructure Services Ltd. | Africa      | 2014            | Other service activities         | Loans Equity | 17%         | Mauritius   | 81.6             |
| Vertical Agro (Sunripe & Serengeti Fresh)    | Africa      | 2014            | Crop and animal production       | Loans        | 0%          | Mauritius   | 53.6             |
| Lake Harvest Group                           | Africa      | 2013            | Fishing and aquaculture          | Loans Equity | 33%         | Mauritius   | 140.2            |
| ASILIA (African Spirit Group Limited)        | Africa      | 2013            | Tourism                          | Loans Equity | 32%         | Mauritius   | 132.8            |
| UAP Properties Limited                       | South Sudan | 2013            | Real estate activities           | Loans        | 0%          | South Sudan | 8.8              |
| Agrivision                                   | Zambia      | 2012            | Agriculture forestry and fishing | Equity       | 24%         | Mauritius   | 161.6            |
| Across Forest AS                             | Nicaragua   | 2012            | Forestry and logging             | Loans        | 0%          | Norway      | 1.3              |
| TPS Dar es Salaam                            | Tanzania    | 2011            | Tourism                          | Loans        | 29%         | Kenya       | 5.3              |
| Basecamp Explorer                            | Kenya       | 2010            | Tourism                          | Equity       | 39%         | Kenya       | 36.4             |
| Green Resources USD                          | Africa      | 2009            | Forestry and logging             | Equity       | 51%         | Norway      | 560.8            |
| Africado Ltd.                                | Tanzania    | 2009            | Agriculture forestry and fishing | Equity       | 33%         | Mauritius   | 7.1              |
| European Financing Partners SA               | Global      | 2006            | Investment funds                 | Loans Equity | 6%          | None        | 525.9            |
| Afrinord Hotel Investments                   | Africa      | 2005            | Tourism                          | Loans Equity | 20%         | Denmark     | 25.4             |

# Green Infrastructure



**Green Infrastructure is a new investment area for Norfund. The goal is to develop projects and companies by investing with partners to improve water and waste management – challenging investment areas, but vital parts of the infrastructure of our target countries.**



**450 million NOK** To be committed in 3–7 investments by the end of 2022

## Development rationale

Today, for the first time in history, more people live in urban than in rural areas. The total number of people living in cities is expected to grow from approximately 4.4 billion today to 6.7 billion in 2050. The cities need to grow in a way that creates economic growth, jobs and prosperity without putting a strain on land and resources.

While 93% of waste is dumped in low-income countries, waste management has the potential to be profitable, create many new jobs and build local supply of recycled raw material. Waste also contributes with 20% of global methane gas emissions, fuelling climate change.

In Sub-Saharan Africa alone, 315 million people lack access to safe drinking water and a 300% increase in demand is projected between 2005 and 2030. Contaminated water has enormous consequences on health, causing 6% of deaths in low-income countries. Fetching water is also a barrier towards school attendance. In all, every 1 USD invested in water is considered to return 4 USD on a societal level by countering these issues.

By investing in urban infrastructure, such as the safe removal and management of waste as well as increased access to clean water and sanitation, we can help address urbanisation challenges while improving resource use, reducing pollution and contributing to job creation.

## Investment needs

35 billion USD of investments are needed annually in Sub-Saharan Africa to reach SDGs 6.1 and 6.2. Green infrastructure-related areas have achieved increased global attention and funding. Several major funds are turning their attention to investments in waste, water and oceans. Still, the difficulty to secure funding to provide basic services and necessary water- and waste-infrastructure is a major challenge in Africa.

## **The African infrastructure paradox**

While many projects are in search for financing and investor interest is high, it is difficult to find commercially sustainable and bankable projects. This is Africa's infrastructure paradox.

Operational challenges and risks often lead projects to collapse before they can reach financial close. Only very few projects manage to get passed the feasibility stage and to financial close. Out of 30 water projects the team has reviewed, only two have turned out to be at an investable stage. Within Waste to energy projects, the ratio is nine out of a hundred.

## **Where Norfund can play a role**

Water and waste management are especially challenging sectors given the limited willingness to pay for the services offered.

In developing countries, people are often not used to paying for access to clean water, and the responsibility for and ownership of waste collection is often lacking. This leads to complex projects with high inherent ESG and business integrity risks and therefore start-ups struggle with profitability and growth.

While commercial investors shy away from immature opportunities where risk adjusted returns become unattractive, Norfund can fill a gap by taking higher (but thoroughly considered) risks to validate nascent business models and pave the way for commercial investors.

## **Norfund strategy:**

Green Infrastructure's aim is to improve essential infrastructure services in:

- Waste management, including waste-to-energy
- Water supply and sanitation, including waste-water treatment

The priority is direct investments in Sub-Saharan Africa. Our focus so far has been to carefully assess and understand market dynamics and business models to pinpoint commercially sustainable business opportunities. As described above, investments in this sector will require strong technology and market knowledge to identify

commercially viable projects early on.

Norfund prefers to invest in collaboration with experienced industry partners who are able to transfer best practices to investee companies. Local or regional smaller players will also be considered.

## Strategic ambitions

Norfund has defined the following ambitions:

- Improve essential infrastructure, primarily in Sub-Saharan Africa
- Establish partnerships and make investments in waste management and water
- Invest NOK 0.5 billion annually

## Highlights

### First investment for Green Infrastructure

After being established in 2020, Green Infrastructure made its first investment in 2021. A convertible loan of 2 million USD was provided to TransAfrica Water Systems, a water solutions company involved in the distribution of equipment and services related to water pumping solutions, water treatment, wastewater management solutions, swimming pool equipment, solar powered water borehole rigs, solar powered water heating systems and generators. The company is one of the recognised distributors of world-renowned water and solar systems in East Africa.

The company was incorporated in the year 2011 and has presence in Kenya and Tanzania with focus on regional expansion. Norfund has provided the company with a loan in 2021 to aid its expansion strategy.

The loan will accelerate access to clean and affordable water to households and institutions in East Africa, deepen the water sector, and facilitate jobs creation directly through the company's expansion and indirectly through improved economic activities, for example, use of water for irrigation. In addition, TransAfrica is a family-owned business and remains so, while Norfund assists in institutionalising the business with proper governance and structures.

Norfund's investment in the company will enable it to achieve its full growth potential

and further develop the water industry in East Africa.



*Special Ice Company Limited produces bottles for carbonated beverages. Norfund set up business support to finance plastic waste collection.*

## **Potential in plastic recycling**

An area of great potential is plastic recycling. We see a clear demand from multinational companies that want to take responsibility for the waste they are generating, and in March 2022 the UN Environment Assembly adopted a resolution addressing plastics through the entire lifecycle, including reuse and recycling of plastics.

In 2021 Scalable Enterprises – Agri and Manufacturing made a 61.7 million NOK commitment to Special Ice Company Limited, an indigenous -owned mineral water and carbonated soft drinks production company established in 2011 in Ghana.

The company's portfolio of products includes mineral water in bottles and sachets of various sizes ranging from 500 ml to 18.5 litre jar bottles and carbonated soft drinks in

500- and 350-ml PET bottles. As part of the deal Norfund set up business support to finance plastic waste collection. This was led by Agri and Manufacturing, but Green Infrastructure contributed with input. Some manufacturers of plastic have backward integrated into recycling, and there is not always a sharp line between manufacturing and waste management. In the future we may look at helping to build the ecosystem between manufacturing and recycling.

## Green Infrastructure portfolio

| Investments                       | Country/Region | Investment year | Sector       | Instrument | Owner share | Domicile | Committed amount (MNOK) |
|-----------------------------------|----------------|-----------------|--------------|------------|-------------|----------|-------------------------|
| Transafrica Water Systems Limited | Africa         | 2021            | Water supply | Loan       |             | Kenya    | 17 638                  |

# Clean Energy



**Increased supply and access to clean and reliable energy enables economic growth, job creation, improved living standards and mitigates climate change.**

## Key Achievements in 2021

|                    |   |
|--------------------|---|
| <b>2720 MNOK</b>   | Committed                                   |
| <b>1587 MW</b>     | New capacity financed, 100% renewable       |
| <b>3.5 million</b> | New households gained access to electricity |

### Development Rationale

Although most developing countries have considerable solar, wind and hydropower resources, the power sector is largely underdeveloped in terms of installed capacity, access to energy and per capita consumption.

Investments in clean energy generation enable economic growth and job creation and mitigate climate change. Better, more reliable energy supplies, resulting in fewer and shorter outages, help foster job creation and economic growth as new businesses are established and productivity improves. Access to renewable energy is crucial for developing countries to grow out of poverty without exacerbating the climate crisis.

Contributing to increased access to electricity improves living standards by substituting other fuels and reducing indoor air pollution, providing access to quality lighting and electronic communication, and improving health care services, security and educational outcomes.

### Investment Needs

The World Bank has estimated a need for USD 900 billion in renewable energy investments by 2025 to [meet the energy needs of developing countries](#).

The pandemic has also set back efforts to provide sustainable energy for all. In 2020

energy use fell by 4% due to pandemic effects on the world economy via lockdowns. In 2021 use recovered by 4.6%, rising above pre-pandemic levels. Still, [according to the International Energy Agency](#), on our current policy trajectory around 660 million people will lack access to electricity in 2030. Most of them will be in Sub-Saharan Africa. This makes Norfund's work in the region even more urgent.

Despite being home to 16% of the world's population, Africa currently accounts for just 4% of global power supply investment. The demand for power in this region is expected to more than triple by 2040. Previous focus on renewable energy in Africa has largely been limited to publicly funded hydro power. The shift to privately financed renewables like wind and solar can deliver low-cost power to new regions, while also limiting carbon emissions. However, currently the generation of new, clean electricity is not expanding fast enough in high-risk and capital-constrained markets.

One of the key barriers to widening the deployment and diffusion of clean and renewable energy is the shortage of well-prepared, 'bankable' projects for investors. The journey from the planning and development of clean energy projects through to their implementation is complex and long. To ensure successful project completion, risk-tolerant and long-term investors, such as Norfund, are needed.

## Norfund's Strategy

Historically, the majority of Norfund's energy investments have been in hydropower, wind, and solar energy, and in utility scale, grid-connected power plants. However, in 2021 more than 50% of new commitments in Clean Energy were to distributed generation, i.e. smaller scale projects or off-grid solutions typically supplying power directly to the end-user. After the sale of SN Power in 2020, hydropower became a smaller part of the portfolio, and there will be a more diversified technology mix in the portfolio going forward. The sale of SN Power also meant that Asia now accounts for a smaller part of our energy portfolio, but we expect to see new investments in countries such as Vietnam, Indonesia and India.

Norfund's strategy is to invest with – or via – industrial partners. Approximately 1,000 MWp of solar power has been financed in partnership with Scatec. Norfund has a 30% stake in Globeleq – one of Africa's leading independent power companies currently



having more than 1,500 MW of installed capacity, and another 700 MW in development. Following the sale of SN Power, we have a joint venture with Scatec to expand in hydropower in Africa. And in the distributed generation market, the 2021 investment into Fourth Partner Energy Ltd in India was one of the biggest transactions Norfund has ever done, at 100 million USD.

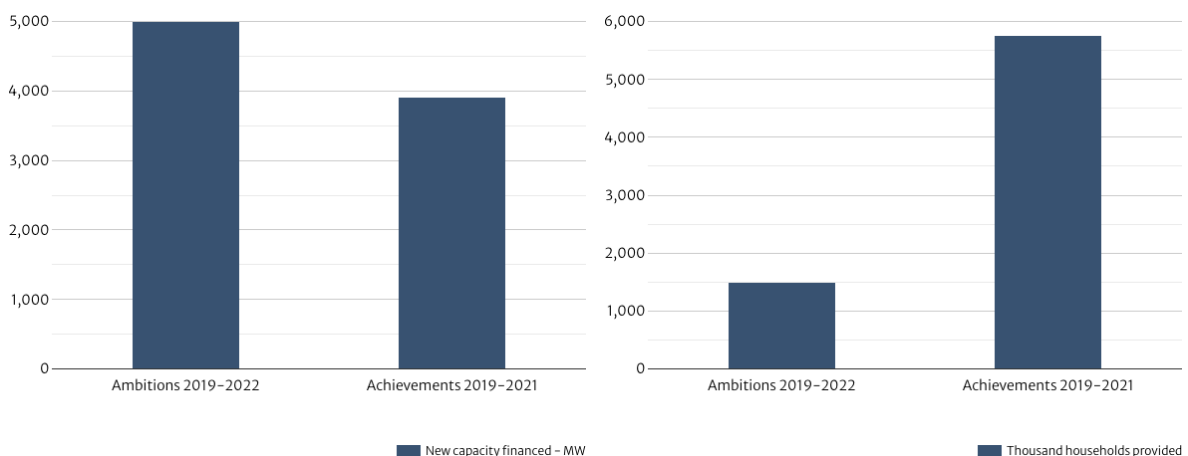
In the coming years, we will continue to increase Norfund’s portfolio in renewable power generation in our target markets, building on existing investment platforms and partnerships as well as working with new partners.

## Strategic ambitions

Norfund has defined the following ambitions for the strategy period 2019–2022:

- **5,000 MW** new capacity, of which **4,000 MW** is renewable
- **1.5 million households** provided with access to electricity

### Accumulated achievements 2019 – 2021



## Investments and Results in 2021

**2720 MNOK** committed in 2021

**9912 MNOK** committed in total CE portfolio

## Impact 2021

### 1,578 MW increased energy supply

In 2021, Norfund financed 1,578 MW of new electricity generation capacity.

The total capacity in our portfolio was 7,225 MW, of which 1,385 MW is under construction. The power plants produced a total of 13.8 TWh of electricity, an amount equivalent to the combined annual electricity consumption of Tanzania, Botswana, and Namibia.

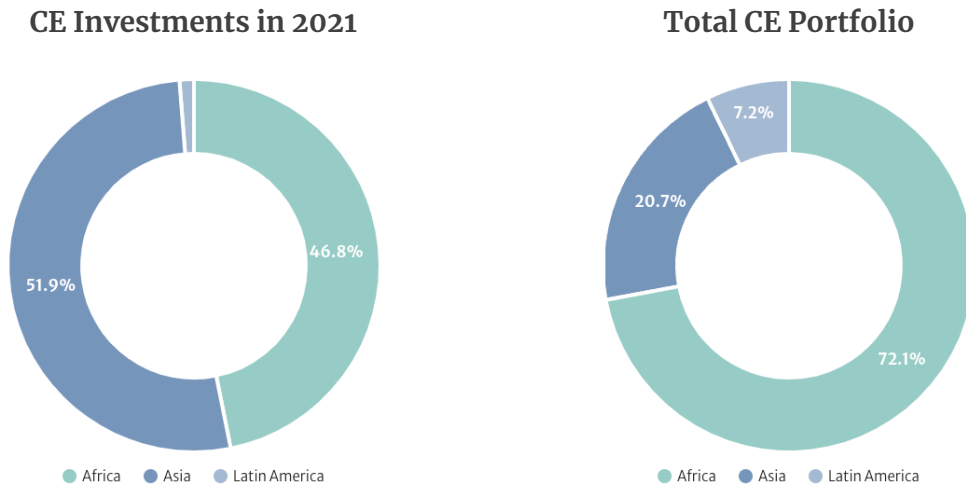
According to our estimates on indirect job creation, around 448,000 jobs were supported by the electricity produced by the power plants in Norfund's portfolio in 2021. ☒

### 100% of the new capacity financed was renewable in 2021

In 2021, 100 percent of the new capacity financed was renewable. A total of 5,709 MW of the capacity in our portfolio is renewable.

Together, the renewable power plants in our current portfolio produced 8.7 TWh electricity and have contributed to avoiding an estimated 4.5 million tonnes of CO<sub>2</sub> emissions in 2021. This has been calculated using the harmonized IFI approach [‘Methodological Approach for the Common Default Grid Emission Factor Dataset’ \(2022\)](#).

## Investments per Region



### Ongoing effects of the COVID-19 pandemic

The ongoing effects of the COVID-19 pandemic are still being felt. As in 2020, access to personnel was sometimes limited. With construction being affected by lockdowns and illness some projects were delayed. In addition, the supply chain has not recovered. Facing a microchip shortage, the off-grid business sector, which relies on higher value products, was affected by consumers going back to more basic options for lighting and energy.

### Highlights of 2021

|           |                        |
|-----------|------------------------|
| <b>10</b> | New investee companies |
| <b>7</b>  | Follow-on investments  |

## Climate Investment Mandate

One of the most significant developments in 2021 was the announcement that Norfund would manage the new Climate Investment Mandate for Renewable Energy. “It is a great honour that the Norwegian Government gives Norfund this responsibility”, said CEO Tellef Thorleifsson.

“The growth in energy demand in developing countries is enormous”, explained Thorleifsson. “We have experience from the most relevant markets and a network of partners, and we are confident that we can put the capital to work effectively and in line with host country energy plans.”

One billion NOK of Norfund’s capital and one billion NOK from the state budget will be set aside annually over five years for a NOK 10 billion capital base.

The money will be administered by Norfund’s Clean Energy team, bringing an even greater emphasis on renewable energy with the mandate to combat climate change in Official Development Assistance countries.

[To read more about this highlight, click here.](#)

## Sale of SN Power

The sale of SN Power closed in early 2021, with Norfund selling the company to the Norwegian renewable energy company Scatec for 1.166 million USD. As part of the transaction, Scatec and Norfund agreed to establish a new joint venture for hydropower in Africa. Norfund also retained ownership of SN Power’s stakes in hydropower plants in Zambia and Panama. The sale released capital for reinvestment in renewable energy.

As investor in SN Power, Norfund was instrumental in developing hydropower projects in developing countries. SN Power plants produce power equivalent to the electricity consumption of 7 million people and help avoid 3 million tonnes of carbon emissions annually.

[Read more about the significance of this sale in last year’s annual report.](#)

## Growth in Globeleq

Globeleq is a leading independent power producer in Africa which develops, owns and operates power plants utilising various technologies across the African continent. The

company is headquartered in London and has operations in South Africa, Tanzania, Kenya, Cote d'Ivoire and Cameroon. Norfund and CDC partnered to invest in Globeleq in 2015.

Two projects were under construction during 2021: Malindi Solar photovoltaic plant in Kenya and an expansion of Azito gas-fired power plant in Cote d'Ivoire.

In late 2021 Malindi was completed and started supplying power to the national grid in December 2021. The power plant is delivering enough clean and renewable power to supply approximately 250,000 residential customers and will avoid 44,500 tons of CO<sub>2</sub>-equivalent emissions annually.

Globeleq had two new projects reach financial close, both in Mozambique: The 450 MW Temane power plant, and the Cuamba solar/battery project. The company was also named as preferred bidder, together with Mainstream, for 1,400 MW of renewables in the South African renewable auction – a major milestone for the company.

In 2021 Globeleq paid a USD 15m dividend to Norfund.

### **Fourth Partner Energy – Enabling clean energy transition for India's commercial and industrial businesses**

Fourth Partner Energy is India's leading distributed renewable energy company, focused on building and financing energy solutions for commercial & industrial businesses. In June 2021 Norfund committed 100 million USD, the largest Norfund investment to date in India. TPG's RISE fund committed an additional 25 million USD alongside Norfund.

With an asset base of 850+ MW across both rooftop and ground-mounted solar installations – the firm is diversifying to offer customised clean energy solutions including wind-solar hybrid, floating solar, battery storage and EV charging infrastructure. Fourth Partner Energy is head-quartered in Hyderabad and has a pan-India presence with offices in 11 cities. The company has executed projects for over 150 marquee clients like Walmart, Unilever, Colgate Palmolive, Coca-Cola, PepsiCo, Skoda, Akzo Nobel, Schneider Electric, Ferrero, Mars, TCS and the Mahindra Group.

### **H1 partnership in South Africa**

In late 2021 Norfund, together with Macquarie-managed UK Climate Investments, announced funding for a joint venture partnership between H1 Holdings and Pele Green

Energy to develop wind power assets in South Africa. This is one of South Africa's largest renewable energy equity deals valued at around 100 million USD. The investment will aim to accelerate South Africa's transition to a low carbon economy.

The resulting projects will contribute to avoid an average of 2.2 million tonnes of CO<sub>2</sub> emissions annually, or 43.8 million tonnes over the lifetime of the projects. That is equivalent to the emissions of half of the total number of cars in Norway.

In total Norfund committed 403 million NOK to the H1/Pele joint venture in 2021.



## New partnerships and projects

In addition to supporting existing investees such as Globeleq, Serengeti Energy, M-Kopa and Greenlight Planet, in 2021 Norfund built new partnerships in hydropower, distributed solar and off-grid energy supply:

- In the Philippines Norfund committed 77 million NOK to the Kiangang hydropower project. This is a 17,5 MW hydropower plant in the Philippines being developed by the Japanese renewable energy company Renova and local partner Alternergy and

St Clara International.

- In Vietnam a 360 million NOK equity commitment was made to Green Roof Asia, a distributed generation company. This investment was made in partnership with Climate Fund Managers and Shire Oak International.
- In Cambodia, Norfund participated in a syndicate to provide USD 30m of debt financing to the 78 MWp Prime Road solar power plant – one of the first utility scale solar projects in the country.
- Norfund provided a loan of 9 million EUR in co-operation with the debt fund Facility for Energy Inclusion (FEI – also a Norfund investee) to Aktivco, a subsidiary of Camusat Holding which provides energy service solutions to telecom towers owned by mobile network operators. AktivCo has incorporated five subsidiaries in Niger, Chad, Cote d'Ivoire, Cameroon, and Burkina Faso where the energy services are being provided.
- In the off-grid space, we made a 10 million EUR equity investment in Baobab+, the leading distributor of solar home systems in West Africa and Madagascar. Baobab+, a Pan-African group already present in Côte d'Ivoire, Mali, Senegal and Madagascar, has equipped 220,000 households and served more than 1,200,000 beneficiaries in the past five years. This funding will allow the company to strengthen its presence in its existing countries and extend operations in Nigeria and the Democratic Republic of Congo.

## Clean Energy portfolio

| Investment  | Country        | Investment year | Sector      | Instrument   | Owner share | Domicile     | Committed (MNOK) |
|---|----------------|-----------------|-------------|--------------|-------------|--------------|------------------|
| Klinchenberg                                      | Africa         | 2021            | Hydropower  | Loans Equity | 49%         | Netherlands  | 1566.2           |
| Agua Imara  | Global         | 2021            | Energy      | Loans Equity | 19%         | Norway       | 893.5            |
| Fourth Partner Energy                             | India          | 2021            | Solar power | Equity       | 25%         | India        | 879.8            |
| H1 Pele SPV                                       | South Africa   | 2021            | Wind power  | Loans        | 0%          | South Africa | 395.3            |
| CN Green Roof Asia                                | Asia & Pacific | 2021            | Solar power | Equity       | 50%         | Singapore    | 369.7            |
| H1 Capital  | South Africa   | 2021            | Energy      | Equity       | 25%         | South Africa | 199.1            |
| Baobab+   | Africa         | 2021            | Solar power | Equity       | 30%         | France       | 99.3             |
| AktivCo   | Africa         | 2021            | Solar power | Loans        | 0%          | Regional     | 86.3             |
| Kiangan   | Philippines    | 2021            | Hydropower  | Loans        | 0%          | Singapore    | 78.5             |
| SUSI Asia Energy Transition Fund (Through KNI)    | Asia & Pacific | 2021            | Energy      | Funds        | 19%         | Luxembourg   | 67.4             |
| Prime Road Solar                                  | Cambodia       | 2021            | Solar power | Loans        | 0%          | Cambodia     | 36.0             |
| Lobu Dolom HPP                                    | Indonesia      | 2021            | Hydropower  | Loans        | 0%          | Norway       | 8.8              |
| Berkeley Energy Commercial & Industrial Solutions | Asia & Pacific | 2020            | Energy      | Equity       | 24%         | Singapore    | 241.5            |
| Brighter Life Kenya 1                             | Africa         | 2020            | Solar power | Loans        | 0%          | Jersey       | 132.3            |
| ESCOTEL   | Africa         | 2020            | Solar power | Loans Equity | 31%         | Mauritius    | 95.5             |
| FEI – Facility for Energy Inclusion               | Africa         | 2019            | Energy      | Funds        | 18%         | Mauritius    | 176.5            |
| Metier Sustainable Capital Fund II                | Africa         | 2019            | Energy      | Funds        | 17%         | Mauritius    | 175.3            |
| Evolution Fund II (Through KNI)                   | Global         | 2019            | Energy      | Funds        | 14%         | Mauritius    | 132.0            |
| Greenlight Planet                                 | Global         | 2019            | Solar power | Loans        | 0%          | Kenya        | 127.3            |
| responsAbility ACPF                               | Global         | 2019            | Energy      | Funds        | 8%          | Luxembourg   | 105.4            |
| Starsight   | Africa         | 2019            | Solar power | Loans        | 0%          | Nigeria      | 75.2             |
| Schneider Electric Energy Access Asia             | Asia & Pacific | 2019            | Energy      | Funds        | 30%         | France       | 63.2             |



| Investment                    | Country      | Investment year | Sector      | Instrument   | Owner share | Domicile                 | Committed (MNOK) |
|-------------------------------|--------------|-----------------|-------------|--------------|-------------|--------------------------|------------------|
| WeLight                       | Africa       | 2019            | Energy      | Loans Equity | 30%         | Mauritius                | 45.4             |
| Eco-Nor                       | Africa       | 2019            | Hydropower  | Equity       | 0%          | Mauritius                | 8.1              |
| Neo1 PV                       | Lesotho      | 2018            | Solar power | Equity       | 21%         | Lesotho                  | 7.5              |
| Serengeti Energy              | Africa       | 2017            | Hydropower  | Loans Equity | 26%         | Mauritius                | 423.6            |
| M-Kopa                        | Africa       | 2017            | Solar power | Loans        | 0%          | Kenya                    | 124.1            |
| Yoma Micro Power              | Myanmar      | 2017            | Solar power | Loans Equity | 15%         | Singapore                | 93.3             |
| Sunshine                      | America      | 2017            | Solar power | Loans Equity | 0%          | Costa Rica               | 18.3             |
| New Africa Power              | Zambia       | 2017            | Hydropower  | Equity       | 29%         | Mauritius                | 16.0             |
| Scatec Mocuba                 | Mozambique   | 2016            | Solar power | Loans Equity | 11%         | Mozambique               | 52.7             |
| d.light                       | Global       | 2016            | Solar power | Loans Equity | 0%          | United States of America | 51.5             |
| Scatec Solar Los Prados       | Honduras     | 2015            | Solar power | Equity       | 0%          | Honduras                 | 101.9            |
| Scatec Upington               | South Africa | 2015            | Solar power | Loans Equity | 30%         | Netherlands              | 71.1             |
| Scatec Benban                 | Egypt        | 2015            | Solar power | Equity       | 12%         | Netherlands              | 58.5             |
| Rwimi                         | Uganda       | 2015            | Hydropower  | Loans        | 0%          | Uganda                   | 13.6             |
| Globeleq                      | Africa       | 2014            | Energy      | Loans Equity | 30%         | United Kingdom           | 2086.7           |
| Scatec Solar Agua Fria        | Honduras     | 2014            | Solar power | Loans Equity | 30%         | Honduras                 | 196.7            |
| Scatec ASYV                   | Rwanda       | 2014            | Solar power | Loans Equity | 16%         | Rwanda                   | 34.6             |
| Renewable Energy Holdings     | South Africa | 2014            | Hydropower  | Loans        | 0%          | South Africa             | 17.9             |
| Bio2Watt Cape Dairy           | South Africa | 2014            | Biomass     | Loans        | 0%          | South Africa             | 5.7              |
| Kinangop                      | Kenya        | 2013            | Wind power  | Equity       | 19%         | British Virgin Islands   | 94.3             |
| Nam Sim                       | Laos         | 2011            | Hydropower  | Loans        | 38%         | Laos                     | 32.6             |
| Bronkhorstspruit Biogas Plant | South Africa | 2011            | Biomass     | Equity       | 11%         | South Africa             | 25.5             |
| ICCF                          | Global       | 2010            | Energy      | Loans        | 3%          | Luxembourg               | 328.2            |

# CLEAN ENERGY portfolio 2021

| Investment  | Country        | Investment year | Sector      | Instrument   | Owner share | Domicile     | Committed (MNOK) |
|---|----------------|-----------------|-------------|--------------|-------------|--------------|------------------|
| Klinchenberg                                      | Africa         | 2021            | Hydropower  | Loans Equity | 49%         | Netherlands  | 1566.2           |
| Agua Imara  | Global         | 2021            | Energy      | Loans Equity | 19%         | Norway       | 893.5            |
| Fourth Partner Energy                             | India          | 2021            | Solar power | Equity       | 25%         | India        | 879.8            |
| H1 Pele SPV                                       | South Africa   | 2021            | Wind power  | Loans        | 0%          | South Africa | 395.3            |
| CN Green Roof Asia                                | Asia & Pacific | 2021            | Solar power | Equity       | 50%         | Singapore    | 369.7            |
| H1 Capital  | South Africa   | 2021            | Energy      | Equity       | 25%         | South Africa | 199.1            |
| Baobab+   | Africa         | 2021            | Solar power | Equity       | 30%         | France       | 99.3             |
| AktivCo   | Africa         | 2021            | Solar power | Loans        | 0%          | Regional     | 86.3             |
| Kiangan   | Philippines    | 2021            | Hydropower  | Loans        | 0%          | Singapore    | 78.5             |
| SUSI Asia Energy Transition Fund (Through KNI)    | Asia & Pacific | 2021            | Energy      | Funds        | 19%         | Luxembourg   | 67.4             |
| Prime Road Solar                                  | Cambodia       | 2021            | Solar power | Loans        | 0%          | Cambodia     | 36.0             |
| Lobu Dolom HPP                                    | Indonesia      | 2021            | Hydropower  | Loans        | 0%          | Norway       | 8.8              |
| Berkeley Energy Commercial & Industrial Solutions | Asia & Pacific | 2020            | Energy      | Equity       | 24%         | Singapore    | 241.5            |
| Brighter Life Kenya 1                             | Africa         | 2020            | Solar power | Loans        | 0%          | Jersey       | 132.3            |
| ESCOTEL   | Africa         | 2020            | Solar power | Loans Equity | 31%         | Mauritius    | 95.5             |
| FEI - Facility for Energy Inclusion               | Africa         | 2019            | Energy      | Funds        | 18%         | Mauritius    | 176.5            |
| Metier Sustainable Capital Fund II                | Africa         | 2019            | Energy      | Funds        | 17%         | Mauritius    | 175.3            |
| Evolution Fund II (Through KNI)                   | Global         | 2019            | Energy      | Funds        | 14%         | Mauritius    | 132.0            |
| Greenlight Planet                                 | Global         | 2019            | Solar power | Loans        | 0%          | Kenya        | 127.3            |

| Investment                            | Country        | Investment year | Sector      | Instrument   | Owner share | Domicile                 | Committed (MNOK) |
|---------------------------------------|----------------|-----------------|-------------|--------------|-------------|--------------------------|------------------|
| responsAbility ACPF                   | Global         | 2019            | Energy      | Funds        | 8%          | Luxembourg               | 105.4            |
| Starsight                             | Africa         | 2019            | Solar power | Loans        | 0%          | Nigeria                  | 75.2             |
| Schneider Electric Energy Access Asia | Asia & Pacific | 2019            | Energy      | Funds        | 30%         | France                   | 63.2             |
| WeLight                               | Africa         | 2019            | Energy      | Loans Equity | 30%         | Mauritius                | 45.4             |
| Eco-Nor                               | Africa         | 2019            | Hydropower  | Equity       | 0%          | Mauritius                | 8.1              |
| Neo1 PV                               | Lesotho        | 2018            | Solar power | Equity       | 21%         | Lesotho                  | 7.5              |
| Serengeti Energy                      | Africa         | 2017            | Hydropower  | Loans Equity | 26%         | Mauritius                | 423.6            |
| M-Kopa                                | Africa         | 2017            | Solar power | Loans        | 0%          | Kenya                    | 124.1            |
| Yoma Micro Power                      | Myanmar        | 2017            | Solar power | Loans Equity | 15%         | Singapore                | 93.3             |
| Sunshine                              | America        | 2017            | Solar power | Loans Equity | 0%          | Costa Rica               | 18.3             |
| New Africa Power                      | Zambia         | 2017            | Hydropower  | Equity       | 29%         | Mauritius                | 16.0             |
| Scatec Mocuba                         | Mozambique     | 2016            | Solar power | Loans Equity | 11%         | Mozambique               | 52.7             |
| d.light                               | Global         | 2016            | Solar power | Loans Equity | 0%          | United States of America | 51.5             |
| Scatec Solar Los Prados               | Honduras       | 2015            | Solar power | Equity       | 0%          | Honduras                 | 101.9            |
| Scatec Upington                       | South Africa   | 2015            | Solar power | Loans Equity | 30%         | Netherlands              | 71.1             |
| Scatec Benban                         | Egypt          | 2015            | Solar power | Equity       | 12%         | Netherlands              | 58.5             |
| Rwimi                                 | Uganda         | 2015            | Hydropower  | Loans        | 0%          | Uganda                   | 13.6             |
| Globeleq                              | Africa         | 2014            | Energy      | Loans Equity | 30%         | United Kingdom           | 2086.7           |
| Scatec Solar Agua Fria                | Honduras       | 2014            | Solar power | Loans Equity | 30%         | Honduras                 | 196.7            |
| Scatec ASYV                           | Rwanda         | 2014            | Solar power | Loans Equity | 16%         | Rwanda                   | 34.6             |
| Renewable Energy Holdings             | South Africa   | 2014            | Hydropower  | Loans        | 0%          | South Africa             | 17.9             |
| Bio2Watt Cape Dairy                   | South Africa   | 2014            | Biomass     | Loans        | 0%          | South Africa             | 5.7              |
| Kinangop                              | Kenya          | 2013            | Wind power  | Equity       | 19%         | British Virgin Islands   | 94.3             |
| Nam Sim                               | Laos           | 2011            | Hydropower  | Loans        | 38%         | Laos                     | 32.6             |

| Investment                   | Country      | Investment year | Sector  | Instrument | Owner share | Domicile     | Committed (MNOK) |
|------------------------------|--------------|-----------------|---------|------------|-------------|--------------|------------------|
| Bronkhorstspuit Biogas Plant | South Africa | 2011            | Biomass | Equity     | 11%         | South Africa | 25.5             |
| ICCF                         | Global       | 2010            | Energy  | Loans      | 3%          | Luxembourg   | 328.2            |

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[→ About Norfund's investments in clean energy in 2020](#)

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## Financial results

**Norfund's financial results in 2021 are heavily positively affected by the sale of SN Power to Scatec. Further, a substantial share of our previous years write-downs due to the pandemic could be reversed as business conditions slightly have improved throughout 2021 in many markets. However, we have had to take write-downs of investments especially in Myanmar due to the military intervention at the beginning of 2021.**

The sale of SN Power, contributed to an exceptional profit of 5 815 million NOK after tax. Norfund's overall balance at the end of 2021 was 32.5 billion NOK. Our total investment portfolio at estimated market value has decreased by 1.4 billion NOK throughout 2021, as a result of the sale of SN Power.

Due to a growing balance sheet in foreign currencies, we see significant fluctuations in our values in Norwegian kroner. This year we end with a substantial foreign exchange gain.

The Internal Rate of Return (IRR) for 2021 was 1.5%, compared to -0.1% in 2020, calculated in investment currency. Calculated in Norwegian kroner, the IRR for 2021 was 3.8%, compared to -3.6% in 2020.

**1.5 %** IRR for 2021 (investment currency)

**4.9 %** IRR since inception (investment currency)

As we see significant annual variations, the return on our investment is better reflected in IRR calculations since inception. As of 31 December 2021, Norfund's IRR since inception, calculated in investment currency, was 4.9%. In Norwegian kroner, the IRR since inception was 7.4%.

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→ [Annual Accounts and Notes 2021](#)

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## Clean Energy portfolio

In 2021, Norfund's *Clean Energy* portfolio had an IRR in investment currency of 0%, mainly due to adjusted values related to the sale of SN Power. Except this, the IRR is 3.5%, which is higher than in 2020. The portfolio has been improving well during the year and major new investments will be finalized, including our first investment in India.

## Financial Institutions portfolio

Investments in *Financial Institutions* have had a positive development with an IRR of 1.5% in investment currency. This result was higher than the negative IRR of -2.2% in 2020. The main drivers for this were a recover of the values of the bank investment portfolio in Arise, while write-downs have had to be taken in Myanmar. However, there has been limited need for restructuring, and new investments were made during the year.

## Scalable Enterprises – funds

The IRR of our portfolio in *Scalable Enterprises – Funds* increased from minus 12.2% in 2020 to plus 5.6% in investment currency in 2021. The performance of funds in emerging and frontier markets is still negative, however there is a positive return in larger, institutional and venture funds. We have seen several improvements across all markets, with exception for the situation in Myanmar.

## Scalable Enterprises – direct investments

The *Scalable Enterprises – Agriculture & Manufacturing* portfolio had an IRR of 6.5 per cent

in 2021, substantially improving from -9.8% in 2020, measured in investment currency. After major write-downs in 2020, the main investments recovered quickly and contributed to the positive IRR.

The realised values from exits from all the above sectors will be reinvested in new investments that exhibit high development impact potential.

## Internal Rate of Return (IRR) in investment currency

|                             | Since inception | 2021 | 2020  | 2019 | 2018  | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 |
|-----------------------------|-----------------|------|-------|------|-------|------|------|------|------|------|------|------|
| Green Infrastructure        | 8.7             | 8.7  |       |      |       |      |      |      |      |      |      |      |
| Clean Energy                | 6.2             | 0    | 2.8   | 7.4  | 7.1   | 19.5 | 0.1  | 2    | -9   | -4   | 12   | 10   |
| Financial Institutions      | 5               | 1.5  | -2.2  | 7.1  | 3.3   | 5.8  | 8.2  | 12   | 6    | 4    | 9    | 6    |
| Scalable Enterprises Direct | -2.7            | 6.5  | -9.8  | 3.3  | -5.0  | 4.1  | -5.2 | -4   | -10  | -4   | -10  | 2    |
| Scalable Enterprises Funds  | -0.4            | 5.6  | -12.2 | -7.4 | -14.4 | -4.0 | -1.6 | 0    | -3   | 12   | 9    | 3    |
| Total                       | 4.9             | 1.5  | -0.1  | 6.3  | 4.6   | 14.0 | 1.6  | 3.5  | -6   | -1   | 8    | 8    |

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→ [Exited companies in 2021](#)

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→ [Key Figures 2021](#)

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# Increased energy access and supply



**Access to energy is a precondition for job creation, economic growth and improved living standards in developing countries. To limit the climate crisis, the world needs to transition to an energy system based on renewables.**



|                           |   |
|---------------------------|---|
| <b>1578 MW</b>            | New capacity financed, 100% renewable   |
| <b>3521000 households</b> | Provided with access to electricity through micro/mini-grid or solar home systems |
| <b>4.5 million tonnes</b> | Tonnes CO2 emissions avoided by investments in total portfolio in 2021*           |

\*When including all greenfield renewable capacity Norfund has supported since inception, calculations show that 9 million tonnes CO2 emissions are avoided annually

## Development rationale

Although most developing countries have considerable solar, wind and hydropower resources, the power sector is largely underdeveloped in terms of installed capacity, access to energy and per capita consumption.



*Norfund's investments in clean energy contribute directly to achieving SDG 7-1 and SDG 7-2.*

Investments in **clean energy generation** enables economic growth and job creation. More reliable energy supply, as well as fewer and shorter power outages, help foster more stable operating conditions, and increased productivity for local businesses.

Contributing to **increased access to electricity** improves living standards by substituting other fuels and reducing indoor air pollution, providing access to quality lighting and electronic communication, and improving health care services, security and educational

conditions.

Renewable energy can substitute fossil energy and thus mitigate climate change.

## Norfund's impact objectives

Norfund's impact objective for our clean energy investments is threefold:

1. Increasing the supply of energy
2. Increasing the share of energy from renewable sources
3. Increasing access to energy

Doing so leads to economic growth, job creation and improved living standards, while mitigating climate change.

## Results 2021

### Increased energy supply

In 2021, Norfund financed 1,578 MW of new electricity generation capacity. The total capacity in our portfolio was 7,225 MW, of which 1,385 MW is under construction.

**In 2021, the power plants produced a total of 13.8 TWh.  
This is equivalent to the combined annual electricity  
consumption of Tanzania, Botswana, and Namibia.**

The total energy production in Norfund's portfolio has decreased in comparison to 2020, due to Norfund's sale of SN Power to Scatec.

### Increased share of energy from renewable sources

In 2021, 1,587 (100%) MW of the new capacity financed was renewable. A total of 5,709 MW of the capacity in our portfolio is renewable.

**5709 MW** total capacity from renewable sources in  
Norfund portfolio

Together, the renewable power plants in our current portfolio have contributed to avoiding an estimated 4.5 million tonnes of CO<sub>2</sub> emissions in 2021. This has been calculated using the harmonized IFI approach '[Methodological Approach for the Common Default Grid Emission Factor Dataset](#)' (2022). The estimation includes all power producers where Norfund has an ownership share or has extended a loan to, that are providing electricity to the grid or substituting power from the grid (such as “captive power” solutions that provide power directly to a consumer, for instance rooftop solar). It does not include companies providing pure off-grid solutions such as Solar Home Systems.

## Increased access to energy

3,521,000 new households were provided with access to electricity through mini-grid solutions or solar home systems in 2021. This represents a doubling of last year's achievements in new households provided with access to electricity. This record high figure is mainly due to the performance of one of our funds in this segment.

Additionally, 2 million units of smaller solar-powered solutions, such as lanterns, were sold to households in 2021.

According to our estimates on indirect job creation, around 448,000 jobs were supported by the electricity produced by the power plants in Norfund's portfolio in 2021.



## Avoiding CO<sub>2</sub> emissions

When it comes to greenhouse gas emissions, our impact is made by adding new energy from renewable sources that replace energy that would otherwise have been generated from fossil sources.

Norfund's investments have, since the fund was established in 1997, supported the installation of a total of almost 6,800 MW new renewable energy capacity. These investments contribute to **avoiding 9 million tonnes of CO<sub>2</sub> emissions annually**. This corresponds to total annual emissions from road transport and domestic flights in Norway. Around 1,800 MW greenfield renewable capacity has been exited but are still up and running.

**The power projects Norfund has invested in have a total combined accumulated capacity of more than 12,000 MW. They are estimated to produce 34 TWh of electricity annually.**

**This is equivalent to the combined electricity consumption of Kenya, Tanzania, Zimbabwe and Ethiopia.**

**A total of 10,000 MW of the capacity financed is in renewable energy.**

## Tax revenues



**Norfund portfolio companies contribute to sustainable development by paying taxes and fees to the countries in which they operate.**

## Taxes paid in 2021

|                  |  |
|------------------|--|
| <b>16.9 BNOK</b> | Total taxes paid by portfolio companies              |
| <b>13.1 BNOK</b> | Total taxes paid in Africa                           |
| <b>16 %</b>      | Increase in total taxes paid by portfolio companies* |

\*In companies with two consecutive years of reporting

## Development rationale

Domestic resource mobilisation is one of the most important ways to facilitate sustainable development. A tax base provides governments with essential resources to spend on infrastructure and public services, such as health, education and social protection.



*Norfund's investments contribute both directly and indirectly to achieving SDG Target 17.1*



## Results 2021

Profitable businesses pay taxes to governments in the countries in which they operate. Taxes and fees are paid by Norfund's portfolio companies and by companies in their value chains.

In 2021, an amount equivalent to NOK 16.9 billion had been paid in taxes and fees by the companies in which Norfund is invested, both directly and through funds. This corresponds to 42% of the total Norwegian development aid in 2021.

45 % was paid as corporate income tax and 55 % was paid as other transfers, such as sales taxes, withholding taxes, net VAT, royalties, license fees and social security payments.

From the end of 2020 to the end of 2021, the total taxes and fees paid by companies with two consecutive years of reporting increased by NOK 1.84 billion.

## 6.6 BNOK Taxes and fees in LDCs

Around 6.6 billion NOK was paid in taxes and fees by companies operating in Least Developed Countries (LDCs).

About 77% of the taxes and fees paid by Norfund portfolio companies were paid by companies operating in Africa. Kenya, Ghana and Uganda alone accounted for 19%.

### Norfund's tax policy

A responsible tax policy is fundamental to Norfund's operations. Our tax policy is based on the principles of the Norfund Act of 1997, Norfund's statutes and EDFI's principles for responsible tax in developing countries. It sets out the principles that guide our approach to tax-related issues and what we expect from our portfolio companies and co-investors.

The tax policy includes requirements regarding transparency, that Norfund's investees shall pay taxes to the countries in which they operate and where the income occurs, and that third countries must only be used when necessary to meet the fund's development priority of investing in high-risk markets and to protect the fund's capital.

In 2021 Norfund's investments in funds increased, and hence so did the use of third countries. Norfund is actively tracking and monitoring the use of third countries.

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#### More about taxes and Norfund's Responsible Tax Policy

→ [at norfund.no](https://www.norfund.no)

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#### Why DFIs use offshore financial centers

→ [at norfund.no](https://www.norfund.no)

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## Financial inclusion



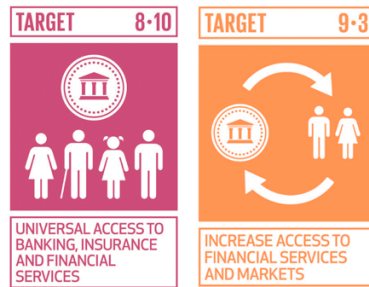
**Lack of access to finance is regarded as the most important constraint to the development and growth of businesses in low-income countries. Contributing to increased financial inclusion is a key priority for Norfund.**

**7.5 million** New clients served by direct investments

**48.5 billion NOK** Increase in lending to clients by direct investments

## Development Rationale

Inclusive financial systems provide businesses and individuals with greater access to resources to meet their financial needs, such as capitalizing on business opportunities, investing in homebuilding or education and managing unforeseen circumstances.



*Norfund's investments in financial institutions contribute directly to SDG 8-10 and 9-3.*

In low- and middle-income regions, the financial sector is often underdeveloped. Businesses and individuals have limited access to basic financial services, such as bank accounts, payment services and credit facilities.

Across developing countries, it is estimated by the International Finance Corporation (IFC) that 65 million formal micro-, small- and medium-sized enterprises (MSMEs) have unmet financing needs, and about 1.7 billion adults remain unbanked.

## Norfund's impact objectives

Norfund has the following impact objective for investments in financial institutions:

1. Increasing the provision of financial services
2. Increasing the provision of credit to clients

This enables economic growth and job creation in low- and middle-income regions and helps to improve living standards

## Results 2021



### Increased provision of financial services

The direct investments in our portfolio provided services to around 54 million clients in total.

Portfolio companies with two consecutive years of reporting increased the total number of clients by 7.5 million (17% growth) during 2021.

**54 million** Clients received financial services from portfolio companies in 2021

**17 %** Increase in number of clients since 2020

In addition, the financial institutions we have invested in through funds, with two

consecutive years of reporting, have provided 831,000 new clients with access to financial services and in total provided services to around 21 million clients.

## Increased provision of credit to clients

The combined loan book of the direct investments in our portfolio reached a total of 464 billion NOK by the end of 2021.

The total number of clients provided with credit was 7.6 million, including 4.2 million to retail clients, 2.1 million to microfinance clients and 528,000 to SMEs. Institutions with two consecutive years of reporting had increased their credit provision by NOK 48.5 billion (12% growth) during the year.

**464 million** NOK in combined loan book

**12 %** Increase in credit provision since 2020

The financial institutions in which we have invested through funds have provided an additional 13 million loans to clients, at a combined value of 67 billion NOK. Institutions with two consecutive years of reporting increased lending by 5.1 billion NOK during the year.

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→ [More about Norfund's investments in financial institutions in 2021](#)

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# Jobs created



**Norfund contributes to creating jobs directly in portfolio companies and indirectly through their value chains.**

## Results in 2021

**13400** New jobs created in portfolio companies\*

**451000** Total jobs in portfolio companies

\* In companies with two consecutive years of reporting

## Development rationale

Jobs are vital to reducing poverty. Jobs generate income, are a basis for taxation, provide security, and can enable knowledge and skills development.

*Norfund's investments contribute both directly and indirectly to the achievement of SDG Target 8.5.*

In 2021, the International Labour Organization estimated that 207 million jobs were needed to address the current levels of unemployment, an increase from 187 million in 2019. The COVID-19 pandemic has had a serious negative impact on businesses in developing countries and on working hours and income levels in Norfund's markets where unemployment rates were already high.



*Norfund's investments contribute both directly and indirectly to the achievement of SDG Target 8.5.*

## Record high investment level

In Africa, more than 80% of the jobs are within the informal sector\*. This means that the workers are unregistered, have no insurance or sick leave schemes and have limited access to training. As such, it is crucial to develop formal job opportunities and ensure that these are jobs where workers' rights are protected.

Avoiding further job losses and creating a substantial number of new jobs in the formal sector in developing countries is therefore more important now than ever. It is also a prerequisite that the jobs are in businesses that are financially viable to sustain the impacts.

[Read more about our financial results here.](#)

## Results 2021

### 451,000 jobs in Norfund portfolio companies

By the end of 2021, a total of 451,000 people were employed in the companies in which Norfund is invested, either directly or through funds. 85% of these were permanent jobs.

From the end of 2020 to the end of 2021, Norfund's portfolio companies (with two consecutive years of reporting) reported a net increase of new jobs by 4%, or more than 13,400 jobs.

Approximately 34% of the total people employed in Norfund's investees were women, and 22% were youth, defined as below 25 years.

**34** Female employees in Norfund portfolio companies

**22** Youth employees in Norfund portfolio companies

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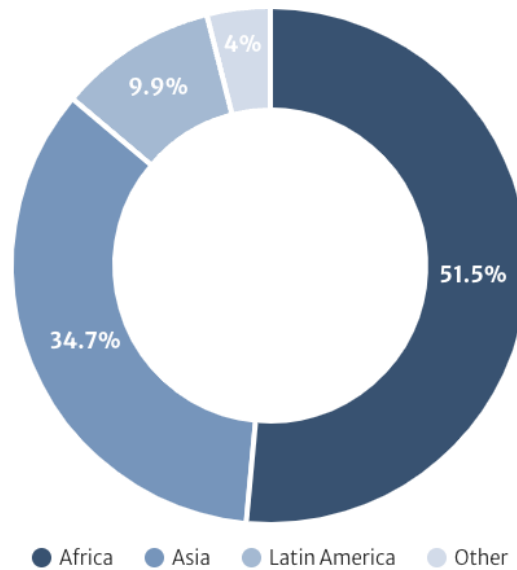
### → [Gender equality](#)

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217,000 people were employed in companies operating in Africa, or 52% of total employees in Norfund's investees.

26% of the jobs are in Least Developed Countries (LDC).

### Jobs per region



35% were employed in companies in Asia, 10% were employed in companies in Latin America and 4% were employed in companies operating globally.

As there is currently no consensus on how to quantify investor contribution to company growth and development impact, Norfund attributes the impact reported solely to our portfolio companies.

## JIM Model: Jobs indirectly supported

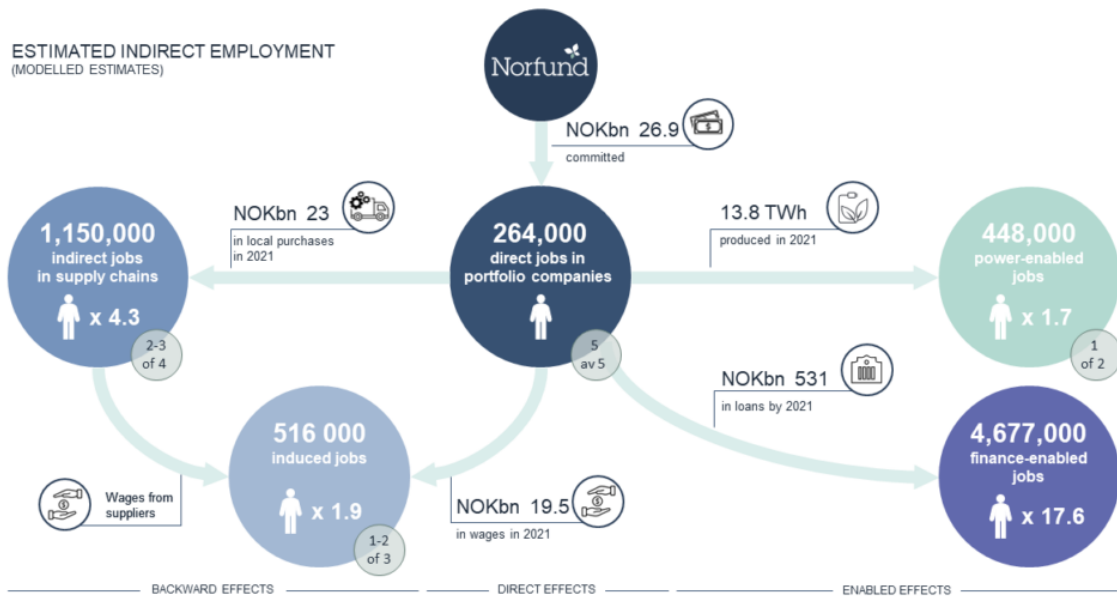
Norfund’s portfolio companies also contribute indirectly to employment and job creation through purchases of goods and services from other enterprises and when the employees or suppliers’ employees spend their salaries.

Portfolio companies also support employment through energy production and access to finance. Finally, all the companies contribute to government revenues and spending ability by paying taxes, stimulating further job creation in public service sectors such as healthcare and education.

In 2020, Norfund applied the Joint Impact Model (JIM) for the first time, to estimate the scope of indirect employment impacts. The model is continuously subject to updates and improvements. Norfund has also used the model to estimate indirect employment for



2021.



Source: Norfund development effects reporting 2021; Joint Impact Model version 2.0 estimates.

Disclaimer: Impact results are calculated using the Joint Impact Model, a web-based tool for impact oriented investors in developing markets developed by Steward Redqueen, in coordination with CDC, FMO, BIO, Proparco, AfDB, and FinDev Canada. The results are calculated using economic modelling and do not represent actual figures, rather, they are estimates and should be interpreted as such.

## Direct jobs

A total of 264,000 jobs are held directly in the subset of Norfund’s portfolio companies for which the model is applied. These are actual figures reported by investees and do not include third party hires. 33% of the direct jobs are in LDC, and just over half the jobs are in Africa. Around one third of the direct jobs are held by women, and around 1/5 is held by youth employees. The confidence level for the actual figures is high (5 of 5).



**Indirect jobs from supply chains:** During 2021, the companies in Norfund’s portfolio purchased 23 billion NOK of inputs from local providers.

This is estimated to have supported around **1,150,000** jobs in the supply chains, or 4.3 times as many jobs as held directly in Norfund's portfolio companies.

25% of the jobs from supply chains are in LDC and the majority are in Africa. The model estimates that 44% of the jobs are held by women, while one in five jobs are held by youth (aged 15-25).

The confidence level for the modelled estimates ranges from 2 to 3 (of 4), depending on investee data availability.



**Induced jobs from spending of wages:** During 2021, the companies in Norfund's portfolio companies reported paying 19.5 billion NOK in wages to employees. Wages spent by workers in the supply chain companies also support economic activity.

It is estimated that around **516,000** jobs were supported by this local spending, or 1.9 times as many jobs as held directly in Norfund's portfolio companies.

34% of the induced jobs are in LDC and 72% are in Africa.

It is estimated that 45% of the jobs are held by women and one in five of the jobs are held by youth (aged 15-25).

The confidence level for the modelled estimates ranges from 1 to 2 (of 3), depending on investee data availability and due to using 2021 fiscal year data.



**Enabled jobs by power:** During 2021, the companies in Norfund's portfolio generated a total of 13.8 TWh electricity. This is equated to output in electricity-using sectors, which in turn is translated to estimates of the number of workers needed to produce this output.

In 2021, around **448,000 jobs** were supported by the power produced by Norfund's clients, or 1.7 times as many jobs as held directly in Norfund's portfolio companies.

63% of the jobs are in LDC and nearly all of the jobs are in Africa.

The confidence level for the modelled estimates is 1 (of 2), due to using 2021 fiscal year data.



**Enabled jobs by finance:** The banks in Norfund's portfolio had lent NOK 531 billion to businesses by the end of 2021.

This supported an estimated **4,677,000** workers in borrowing companies, or 17.6 times as many jobs as held directly in Norfund's portfolio companies. 62% of the jobs are in LDC and while 58% of the jobs are in Africa.

It is estimated that an additional 2,808,000 jobs are supported through these companies' supply chains, and 1,925,000 jobs are supported by spending of wages.

The model does not estimate jobs in the public sector financed through increases in tax income, although there are good reasons to believe that there are such indirect effects as well.

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→ [Read more about the JIM in Norfund's Annual Report 2020](#)

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## Promoting job quality

Norfund promotes job quality using the IFC Performance Standards (PS) on Environmental and Social Sustainability in our investment processes.

The IFC PS is the key tool used by development finance institutions, such as Norfund, to assess the environmental and social risks of investments. One of the PS focuses on

Labour and Working conditions and includes provisions for issues such as workers' rights, health and safety, anti-discrimination and equal opportunity. The standards are aligned with the ILO's core conventions.

[More about harmonised indicators for private sector at Norfund.no](#)

# Norfund and the SDGs



## **Norfund is committed to contributing to implementing and supporting the UN Sustainable Development Goals.**

Norfund is the Norwegian government's main instrument for strengthening the private sector in developing countries to contribute to poverty reduction (SDG 1: No Poverty).

Our mission and strategy for 2019–2022 are based on the UN Sustainable Development Goals.



Norfund’s mission is to create jobs and improve lives by investing in businesses that drive sustainable development (SDG 8: Decent Work and Economic Growth).

As defined in Norfund’s strategy, the investments are concentrated in four investment areas that each also contribute directly to SDG targets:

- [Clean Energy](#) investments contribute to SDG 7-1 (universal access to energy services) and SDG 7-2 (increase share of renewables in the global energy mix)
- [Financial Institutions](#) investments contribute to SDG 8-10 (universal access to financial services) and SDG 9-3 (increased access to financial services for small and medium sized enterprises (SMEs))
- [Scalable Enterprises](#) investments contribute to SDG 8-5 (productive employment and decent work for all) and SDG 9-2 (promote inclusive and sustainable industrialization)
- [Green Infrastructure](#) investments contribute to SDG 11-6 (clean cities) and SDG 12-5 (reduce waste generation)

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→ [More about Norfund strategy 2019 – 2022](#)

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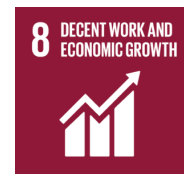
In addition, Norfund's work to mobilise capital from other investors contributes to reducing inequalities between countries (SDG 10) and to increasing investments in developing countries (SDG 17).

## Cross-cutting issues

The cross-cutting issues in Norway's development policy – human rights (SDG 8), anti-corruption (SDG 16), gender equality (SDG 5), climate and environment (SDG 13) – are assessed in all our investments.

### Human rights

The responsibility to respect human rights is a global standard of expected conduct for businesses and their responsibility as employers worldwide (SDG 8.7). As Norfund's role is to contribute to building sustainable businesses, we require our investees to respect human rights by adhering to the IFC Performance Standards. These standards cover relevant parts of the Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights – such as the core conventions of the International Labour Organisation (ILO) and indigenous peoples' rights.



### Zero tolerance for corruption

Norfund has zero tolerance for corruption in all its investments and activities. We make clear to our portfolio companies that we do not accept any form of corruption and require them to implement anti-corruption programmes. In addition, all Norfund employees and representatives (including external board members appointed to portfolio companies) are required to sign and abide by Norfund's Code of Conduct, which prohibits all forms of corruption. If financial irregularities or corruption are suspected, Norfund has a formal channel to support whistle-blowers.



### Gender Equality

Norfund is committed to addressing gender equality in our own organisation as well as in our investments. We use active ownership to promote equal opportunities for men and women across all levels in our investee companies.

Read more about Norfund's [work with gender here](#).



### Climate

The climate crisis disproportionately affects poor people in developing countries and is a major threat to the goal of eradicating poverty.

In 2021 the Norwegian government gave Norfund the mandate to manage the new Climate Investment Fund. [Read more about it here](#).





## How we work



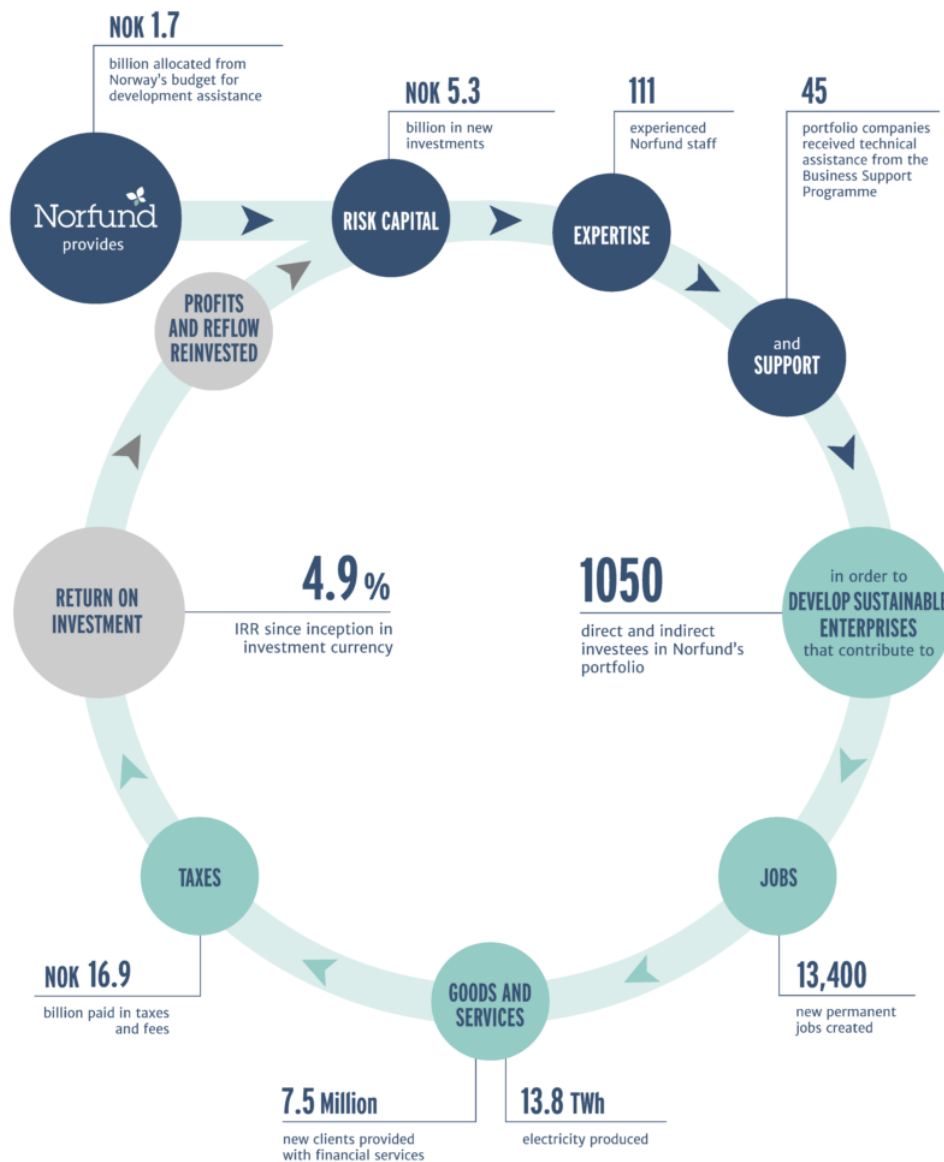
**Norfund’s mandate is to establish viable, profitable businesses in developing countries that would not otherwise be initiated because of the high risk involved.**

The development of sustainable enterprises is essential in promoting economic growth and reducing poverty.

To fulfil our mandate effectively, we focus on countries and investment areas in which capital is scarce and our development impact is likely to be strong. Capital is scarce where other investors are reluctant to invest because of high levels of real or perceived

risk. The extent to which an investment contributes to an outcome that would not have happened otherwise is often referred to as ‘additionality’. These two criteria – additionality and impact – constitute the backbone of our strategy.

The illustration below shows how Norfund works and how investments in 2021 contributed to creating jobs, increasing energy access and supply and strengthening financial inclusion. When Norfund is no longer considered additional, the investments are exited. The proceeds are then reinvested in new enterprises with greater need for risk capital.



## Norfund strategy 2019–2022

Norfund's strategy is rooted in the mandate, informed by the UN Sustainable Development Goals and reflects the priorities of the Norwegian government's development assistance policy.

Norfund invests in four areas where the potential for development impact is substantial and that are aligned with the SDGs.

Eight ambitions are defined for these investment areas to be achieved by the end of 2022:

### Clean Energy

- 5,000 MW new capacity financed, of which 4,000 MW is renewable
- 1.5 million households provided with access to electricity

[Clean Energy investments and results 2021](#)



### Financial Institutions

- 15 million new clients are offered financial services
- 130 billion NOK more extended in loans to clients

[Financial Institutions investments and results 2021](#)



### Scalable Enterprises

- 50,000 jobs created through direct investments and funds, whereof 3,000 jobs created in direct investments
- 2 billion NOK increased total revenues due to realised growth

[Scalable Enterprises investments and results 2021](#)



## Green Infrastructure

- NOK 450 million to be committed in 3-7 investments by the end of 2022

[Green Infrastructure investments and results 2021](#)



## Key Performance Indicators

To track progress Norfund also measure progress towards five key performance indicators (KPIs):

- Sub-Saharan Africa > 50%
- Least Developed Countries > 33%
- Equity Investments > 70%
- Greenfield Investments > 15% of three-years moving average of annual commitments
- Renewable energy > 50% share of accumulated allocated capital from government

[Portfolio status in 2021 according to Key Performance Indicators](#)

## A responsible and active investor

Norfund is an active owner of our portfolio companies, contributing expertise and sound corporate governance – helping our investees to improve their environmental and social performance.

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→ [Norfund's Environmental and Social policy](#)

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If environmental and social risks are not addressed appropriately, harm can be caused both to people and to the environment. The management of environmental and social risks is therefore an integral part of Norfund's investment process. Norfund uses the Environmental and Social Sustainability Performance Standards of the World Bank's International Finance Corporation (IFC). This framework covers eight standards that

form the basis for our assessments and follow-up interventions.

Norfund requires high standards of business integrity from employees and business partners and communicates its no-tolerance approach to all stakeholders.

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→ [More about Norfund's business integrity policy and other governing documents at norfund.no](#)

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## Principles for Responsible Investments (PRI)

Since 2017, Norfund has been a signatory to the [Principles for Responsible Investment \(PRI\) initiative](#). The PRI outlines six principles for responsible investment that Norfund has committed to and report on annually. The six principles reflect the increasing relevance of environmental, social and corporate governance issues to investment practices.

## Operating Principles for Impact Management

The “[Operating Principles for Impact Management](#)” is a new investment tool that has established a market consensus for the management of investments for impact. The principles were developed by the International Finance Corporation (IFC), in consultation with a core group of stakeholders and draw on emerging best practices. They provide a reference point against which the impact management systems of funds and institutions may be assessed.

Norfund was among the first founding signatories. In April 2020, Norfund signed its first Disclosure Statement which affirms that Norfund investments and operations are managed in alignment with these Principles.

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→ [Norfund Disclosure Statement Operating Principles for Impact Management](#)

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## A minority investor

Norfund invests jointly with other partners, and always as a minority investor. By being a significant minority investor, Norfund has influence, while supporting local ownership and encouraging other investors to invest in developing countries.

## Strategic partners and co-investors

Norfund's ownership will normally not exceed 35 percent of a company. This means we always depend on competent and trusted partners. Norfund has clear guidelines for how to analyse and evaluate potential partners. The partner's areas of expertise and knowledge, previous and existing positions and relationships, other roles in the society and reputation are among the factors that are carefully considered.

Being a minority investor is a principle that is defined in Norfund's mandate. This can enable other international investors to invest in developing countries and supports local ownership.

Co-investing this way enables Norfund to leverage additional capital and to provide the industrial and local knowledge needed for each investment.

[Overview of Norfund partners at norfund.no](#)

## Responsible Tax Policy

[Norfund's Responsible Tax Policy](#), adopted by the Board of Directors in 2019, sets out the principles that guide our approach to tax-related issues and what we expect from our portfolio companies and co-investors. The guidelines are based on internationally agreed principles and were drawn up with input from civil society. It consists of seven fundamental principles. They include requirements regarding transparency, that Norfund's investees shall pay taxes to the countries in which they operate and where the income occurs, and that third countries must only be used when necessary to meet the fund's development priority of investing in high-risk markets and to protect the fund's capital.

To ensure consistency with evolving international standards and best practice of multilateral and bilateral development finance institutions, Norfund reviewed its responsible tax policy in 2021. As part of this review, an external study on Norfund's use

of third countries was carried out by PwC.

The report from PwC was made public and shared with representatives from the Norwegian civil society, who were also invited to participate in the review of the policy. The review concluded there was no need to revise the current policy, but certain operational measures were updated to include more focus on tax structures to complement the assessment of domiciles. Norfund increased its investment volume in 2021, including several large fund investments, which led to extensive use of third countries also in 2021.

## **Business Support**

The Norfund Business Support Programme is a tool to enhance the sustainability and capacity development of our investees (SDG 12–6). The Programme addresses several thematic focus areas in line with the strategy developed in 2021

ESG and OHS, Climate, Corporate Governance and Business Integrity, Gender Equality, and focuses on operational improvements and training for board, management and staff.

In addition to supporting our investees, Norfund in certain cases supports projects that consolidate local development effects in host communities by supporting a company's local community outreach efforts. And sector-related initiatives which are projects that support an entire sector, for example E&S training for the banking sector in a particular country.

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→ [More about Norfund Business Support projects in 2021](#)

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## **The Project Development and Risk Mitigation Facility (PDRMF)**

The Project Development and Risk Mitigation Facility is funded by the Norwegian Ministry of Foreign Affairs.

**The facility has two purposes:**

- Enabling early phase project development within Norfund’s investment areas
- Risk mitigation for commercial investors that wish to invest in Norfund funded projects, throughout the project cycle

The Project Development and Risk Mitigation Facility is used for projects that have a risk level which is higher than other investments in Norfund’s core portfolio. These projects are managed as a separate facility and are not included in Norfund’s overall portfolio valuation.

No new projects were approved in 2021, however there is a strong pipeline that addresses the need for this kind of financing in renewable energy and waste and water management.

[For a list of PDRMF projects see the bottom of our Investments page here.](#)



# Organisation and team

**Norfund has Norway's largest specialist team investing in developing countries based in our office in Oslo, but also ensures local presence and expertise through five regional offices in Africa, Latin-America and Asia.**

## **Investment expertise**

In 2021, 70 out of 111 employees were working directly on investments, following the projects through all the phases of the investment process. This includes eight dedicated personal dealing with Environmental and Social issues (E&S).

Norfund has four sector-based investment areas: Clean Energy, Financial Institutions, Scalable Enterprises and Green Infrastructure.



## Country presence

Thirty-four Norfund staff members are employed across five regional offices (Nairobi, Cape Town, Accra, San José and Bangkok) to ensure local proximity and knowledge. The regional offices generate investments, monitor existing commitments and provide all the sector-based departments with support.

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→ [More about Norfund regional offices at Norfund.no](https://www.norfund.no)

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## Impact expertise, financial analysis, organisational development and legal support

The Strategy and Communication department leads strategy development and implementation, analyses development effects and additionality. They also manage stakeholder relations and communication, as well as dialogue with Norfund's owner, the Norwegian Ministry of Foreign Affairs.

The Finance, IT, Risk and HR departments are responsible for Norfund's accounts, financial analysis and portfolio reporting, as well as for recruitment, skills and staff development. This department is also responsible for Enterprise Risk Management, IT,

the Business Support scheme and the Project Development and Risk Mitigation Facility.

The Legal department is responsible for legal and compliance issues.

## Norfund Academy

As a result of the Norfund competence project, “Competence development”, “Teams” and “Knowledge sharing” was identified as key building blocks to improving the way we work. Subsequently, the Norfund Academy was established in order to strengthen and structure organisational learning initiatives.

Norfund Academy was well-received in the organisation, and during 2020–2021 new courses and content were added. By the end of 2021 topics such as IFC performance standards, Business Integrity and Core investment competencies were chosen to be the focus areas for competence development going forward. Alongside the revision of the investment manual, various internal contributors will work to produce content related to investment core competencies. The current course catalogue contains courses like New Joiner, Cyber Security, E&S training, Project Management, sessions for IT-systems in Norfund as well as courses arranged by European Development Finance Institutions (EDFI).

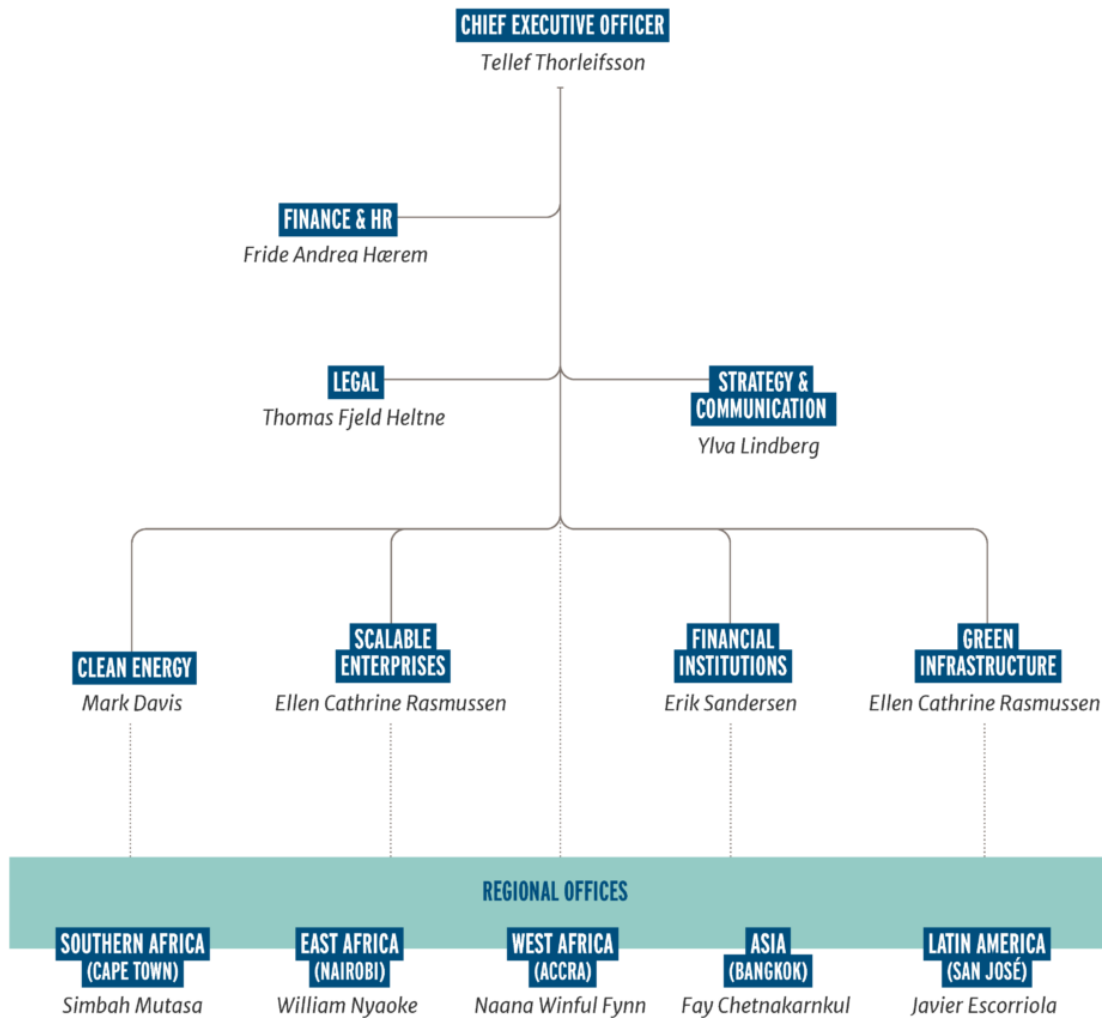
## Investment committee

Norfund’s Investment Committee (IC) is important, both for quality assurance and for strengthening decision-making. While the CEO/Management Team decide on investments up to USD 4 million, the IC is mandated to decide on investments between USD 4–15 million. The IC also reviews investment proposals exceeding USD 15 million; these proposals are given final approval by the Board of Directors.

The IC is chaired by the CEO, Tellef Thorleifsson and has seven additional members:

- Two external members: Per Aage Jacobsen and Kathryn Baker,
- Four management team members; Mark Davis, Erik Sandersen, Ellen Cathrine Rasmussen and Thomas Fjeld Heltne
- One ESG advisor; Karin Bianca Gullman.

## Management



### Tellef Thorleifsson

*Chief Executive Officer*

### Fride Andrea Hærem

*Chief Financial Risk Officer & HR*

### Thomas Fjeld Heltne

*Executive Vice President, General Counsel*

### Mark Davis

*Executive Vice President*

## **Ylva Lindberg**

*Executive Vice President, Strategy & Communication*

## **Erik Sandersen**

*Executive Vice President, Financial Institutions*

## **Ellen Cathrine Rasmussen**

*Executive Vice President, Scalable Enterprises*



Foto: Hanne Marie Lenth Solbø / Norfund

## **Tellef Thorleifsson**

Chief Executive Officer

Tellef Thorleifsson has been CEO of Norfund since Autumn 2018. Prior to Norfund, he was a co-founder and managing partner of Northzone. Thorleifsson was instrumental in building Northzone to become a leading international venture fund. Since inception in 1996 it has raised more than EUR 1.5 billion through nine funds and invested in more than 130 companies. Thorleifsson is also a co-founder of the Voxtra Foundation which has been making targeted investments and grants within agribusiness in East Africa. Thorleifsson has held several directorships.



## **Frida Andrea Hærem - from December 2021**

Chief Financial Risk Officer & Head of HR

Frida Andrea Hærem took the position as CFRO and Head of HR in Norfund in 2021. Before joining Norfund, she was EVP for HR, Marketing and Communication, IT and Strategy at Norconsult. She has more than 10 years of experience in HR directorship roles and has held several finance manager positions, including at Posten and Cermaq. She holds a Master of Management with a specialisation in international business leadership from BI Norwegian Business School.

## **Cathrine Kaasen Conradi – until December 2021**



**Chief Financial Risk Officer & Head of HR**

Prior to joining Norfund, Cathrine was a partner in Cinclus Equity Partner. She has more than 10 years' experience in private equity and has held several board positions in companies within the oil service sector, IT and retail. She also has a background from Accenture's Strategy Department working with clients within telecom, energy and the financial sector.



**Thomas Fjeld Heltne**

**Executive Vice President, General Counsel**

Thomas Fjeld Heltne took the position as General Counsel in Norfund in 2019. Before joining Norfund, he was Director M&A at Norsk Hydro. Heltne has throughout his career worked with transactions, financing and international projects, both from the legal and commercial side. He holds a degree in law from Norway as well as a Master of Laws from LSE and Corporate Finance from the Norwegian School of Management. Heltne has been member of and observer to boards of Norwegian industrial companies and served on the Trade Policy Panel for the Confederation of Norwegian Enterprise (NHO).



**Ylva Lindberg**

**Executive Vice President, Strategy & Communication**

Prior to joining Norfund, Ylva was founding partner of SIGLA, a boutique consultancy on sustainability and business, for 13 years. She has worked with sustainable and impact investments for almost 20 years and has experience with asset management and consumer goods. Ylva is a senior associate of the University of Cambridge Institute for Sustainability Leadership, board member of Lærdal Medical and member of the Responsible Investment Advisory Council of BMO Global Asset Management.



**Erik Sandersen**

Executive Vice President, Financial Institutions

Erik joined Norfund in 2014 and has represented Norfund on several boards of banks and microfinance institutions. He is currently a board member of the South Africa-based bank investment firm Arise and of the Nordic Microfinance Initiative. Prior to joining Norfund, Erik worked for 10 years as a co-founder and partner in a venture capital firm in the Nordic region. He has also worked as an executive in the IT sector and for the Boston Consulting Group in London and Oslo. He holds a master's degree in engineering from the Norwegian University of Science and Technology (NTNU) and an MBA from Stanford University.



**Mark Davis**

Executive Vice President, Clean Energy

Mark has worked extensively with renewable energy investments, regulation and policy in developing countries, with a focus on Africa. Prior to joining Norfund he was a partner at ECON Analysis, and previously was Postgraduate Director at the Energy & Development Research Centre, University of Cape Town. He holds a PhD in energy economics from the University of Sussex, and earlier degrees in mathematics and applied science from the University of Cape Town.



**Ellen Cathrine Rasmussen**

Executive Vice President, Green Infrastructure and Scalable Enterprises

Ellen Cathrine Rasmussen joined Norfund as EVP for Scalable Enterprises in March 2020. In 2021 she also took on the role of EVP for Green Infrastructure. Prior to Norfund, Ellen held several senior positions at Yara, the world's leading fertilizer company. Her last position in Yara was as VP of Sustainability Programs and Global Projects. Prior to that, she was country manager for the Ivory Coast. Earlier in her career Ellen spent four years as EVP for Agrinos, an international agriculture input provider, responsible for Europe, Middle East, Africa and Asia. Ellen has also had various management positions at Norsk Hydro and served as a board member for SINTEF. She studied economics in Norway and France.

## Board of Directors

Norfund's Board of Directors is appointed by the General Assembly. The General Assembly is constituted by the Norwegian Minister of International Development who governs the state's ownership in Norfund.

Norfund's Board of Directors ensures that the Fund operates in accordance with the Norfund Act of 1997 and the fund's statutes. The Board defines Norfund's strategy and approves individual investments exceeding specified thresholds. Other investment decisions are delegated to the CEO and Investment Committee.

In 2020, the Board decided to appoint a Risk and Audit committee consisting of three Board members with the aim to strengthen risk management. The members are Tove Stuhr Sjøblom, Martin Skancke and Brit Rugland.

In 2021, the Board held a total of 9 board meetings. The Board did not travel abroad in 2021.

### **Olaug Svarva**

*Chair*

### **Brit Rugland**

*Director*

### **Martin Skancke**

*Director*

### **Lasse David Nergaard**

*Director (Employee Elected)*

### **Finn Jebsen**

*Director*

### **Tove Stuhr Sjøblom**

*Director*

### **Vibeke Hammer Madsen**

*Director*

### **Vidar Helgesen**

*Director*

### **Karoline Teien Blystad**

*Director (Employee Elected)*



# Additionality

**Norfund is committed to making a difference by investing where capital is scarce and through active ownership.**

The Norfund Act states that Norfund shall contribute to establishing viable, profitable undertakings that would not otherwise be initiated because of the high risk involved.

The extent to which an action contributes to an outcome that would not have happened otherwise is often referred to as ‘additionality’. Proving the additionality of our investments is challenging because it requires insights into what could have happened had we not invested.

## What does it mean that an investment is additional?

### Financially additional

According to the OECD, an investment is financially additional if it supports capital-constrained markets in which private sector partners are unable to obtain commercial financing or if it mobilises investment from the private sector that would not otherwise have invested.

### Value additional

An investment is value additional if it provides non-financial value that the private sector is not offering through active ownership, promoting environmental and social standards or supporting enterprise improvement. Through our value additionality, we contribute to improving both the profitability and the development impact of the businesses in which we invest.



## Ten ambitions on additionality

Norfund has a defined additionality framework that helps assess the additionality of our investments and ensure alignment with the OECD definition. This framework consists of ten additionality ambitions (see table below) reflecting both the financial and value additionality of our investments. For each ambition, we have identified relevant indicators to assess the extent to which we meet these ambitions.

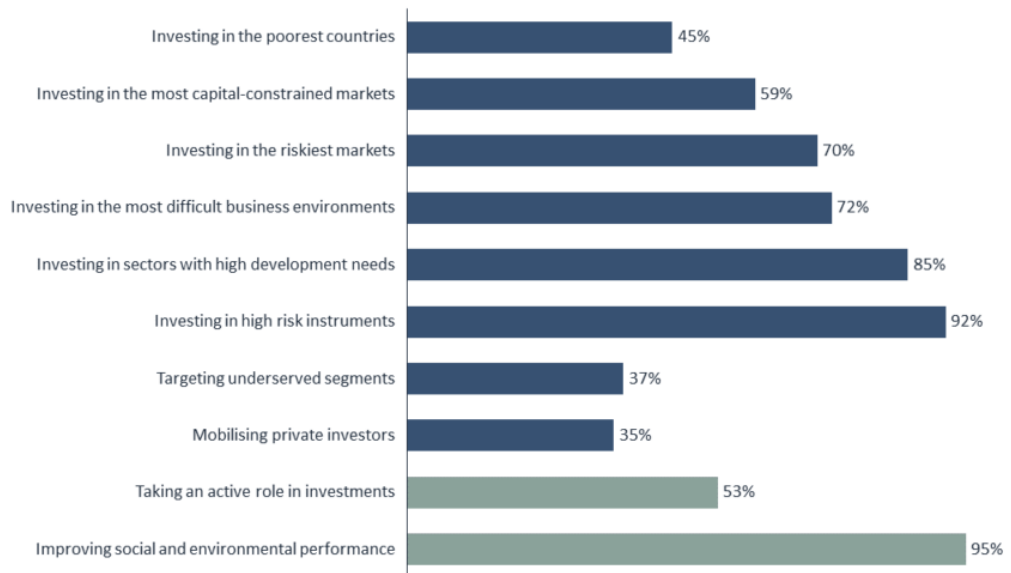
Based on our experience with the use of the framework since 2018, the framework was revised in 2020 to better reflect the markets we operate in.

## Additionality informs our investment decisions

The framework informs our investment decisions and the way we report on additionality. Each new potential investment is assessed against the ten ambitions, explained in the graph below, and is accompanied by a narrative description of additionality. In 2021, Norfund invested in 29 new companies and funds that were all assessed using the additionality framework. More information on which ambitions the investment is particularly additional on is listed on the individual investment webpage.

Percentage of committed capital to new projects in 2021 scoring materially on each additionality ambition (follow-on investments are not included):

Share of new committed capital 2021 scoring on each additionality ambition



# Climate



**The climate crisis disproportionately affects poor people in developing countries and is a major threat to the goal of eradicating poverty. Norfund’s climate position outlines the way in which Norfund intends to invest in a clean and climate resilient future in developing countries.**

Norfund’s climate position is built on three pillars: resilience, reduction, and risk, as illustrated in the diagram below.



## Resilience

### Norfund's contribution:

- Building climate resilience by prioritizing investments and job creation in the Least Developed Countries (LDCs) and Sub-Saharan Africa

## Reduction

### Norfund's contribution:

- Investing in climate solutions such as large-scale renewable energy, transmission, waste management and water solutions to help avoid emissions and facilitate the transition to a low-carbon economy. We invest at least half of the capital allocated by our owner in renewables. In the period 2021-2023, the ambition is to finance eight GW of new capacity, of which more than 90% is renewable, and provide access to electricity to more than two million new households.
- Aligning all new investments with the objectives of the Paris Agreement by 2022 (in line with the [EDFI climate and energy statement](#))
- Transitioning the total investment portfolio to net zero GHG emissions by 2050 at the latest (in line with the [EDFI climate and energy statement](#))
- Avoiding fossil fuel investments in line with our fossil fuel exclusion list (with exemptions for Paris-aligned gas-fired power until 2030)

### 2021 achievements:

- Norfund was awarded the management of a new climate investment fund from the

Norwegian Government and will step up climate funding significantly going forward. The plan is to allocate NOK ten billion over five years to the fund, of which half will come from Norfund's own account, that will invest in renewable energy in developing countries with the aim of avoiding GHG emissions.

- 1,578 MW of new capacity was financed, of which 100% was renewable. This is a significant jump up from 695 MW renewable in 2020.
- Our investments in renewable energy produced 8.7 TWh
- These investments contributed to avoiding 4.5 million tonnes of CO<sub>2</sub> emissions in 2021, down from 5.7 million tonnes of CO<sub>2</sub> avoided in 2020. The reduction is due to the sale of SN Power. Avoided emissions are calculated using the harmonized IFI approach '[Methodological Approach for the Common Default Grid Emission Factor Dataset](#)' (2022). The estimation includes all power producers where Norfund has an ownership share or has extended a loan to, that are providing electricity to the grid or substituting power from the grid (such as "captive power" solutions that provide power directly to a consumer, for instance rooftop solar). It does not include companies providing pure off-grid solutions such as Solar Home Systems.

Norfund's investments have, since the fund was established in 1997, supported the installation of a total of almost 6,800 MW new renewable energy capacity. These investments contribute to avoiding 9 million tonnes of CO<sub>2</sub> emissions annually, which corresponds to all total emissions from road transport and domestic flights in Norway.

## Risk

### Norfund's contribution:

- Assessing material climate risks (physical and transition) for sectors, geographies and investees
- Using our role as owner to build capacity and support our investees to manage climate impacts, reduce financial risk and seize climate-related business opportunities where relevant
- Disclosing information in line with the Task force on Climate related Financial Disclosures (TCFD) recommendations

- Integrating climate risk in our Enterprise Risk Framework

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## **TCFD (Task force on Climate related Financial Disclosures) report summary**

At the link below you can find a summary of Norfund's first report in line with the TCFD recommendations. We acknowledge that improving management of climate-related risks and opportunities is a journey, and we will continuously improve our practices.

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→ [TCFD 2021 at norfund.no](https://www.norfund.no/tcf2021)

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# Gender equality

**Norfund is committed to promoting gender equality, in our own organisation and in our portfolio companies.**

Norfund was one of the first development finance institutions (DFIs) to develop a Gender Strategy in 2016. In 2020, Norfund developed a new Gender Position based on the previous strategy and consultations with internal and external stakeholders. ☒ Norfund reports annually on the Gender Position and the related action plan to the Board of Directors and in the report on operations.

## **Norfund's position on gender equality and women's economic empowerment has three objectives:**

1. To ensure equal opportunities and promote gender balance across all levels in Norfund
2. To promote equal opportunities for men and women across all levels in investee companies and through access to finance
3. To engage with relevant stakeholders to learn and where possible influence others to promote gender equality

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→ [More about Norfund's Gender Position and our work to promote gender equality](#)

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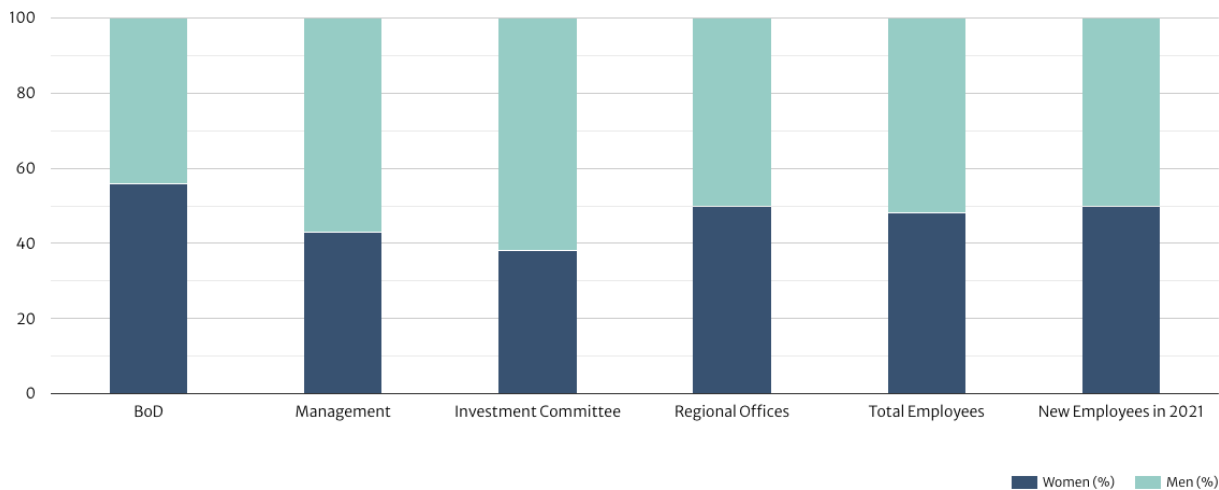




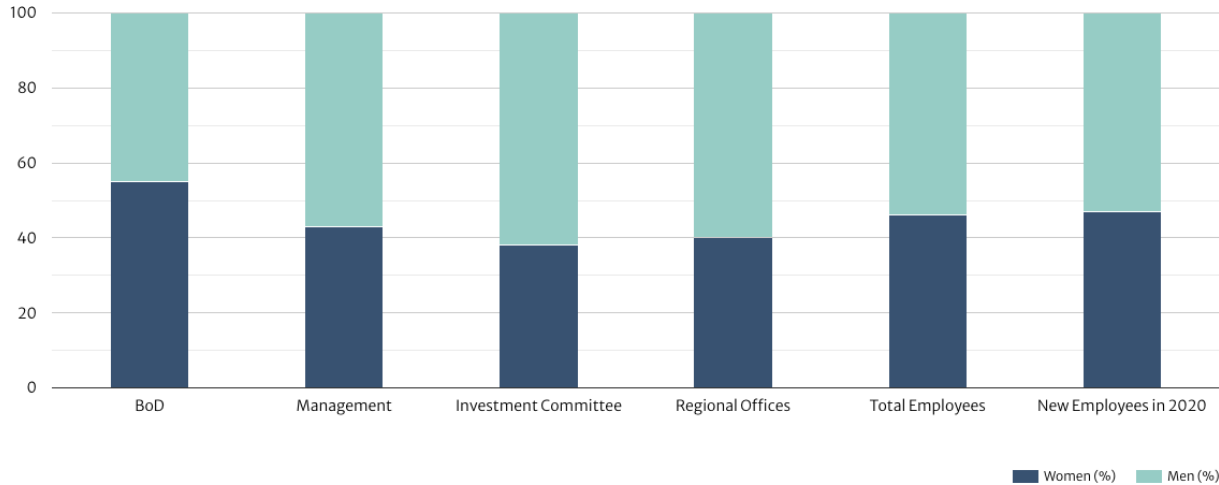
## Gender balance in Norfund

Norfund recognises the importance of starting with our own organisation. We track the gender balance in our own organisation annually.

Status 2021



### Status 2020



## Gender balance in Norfund’s portfolio companies

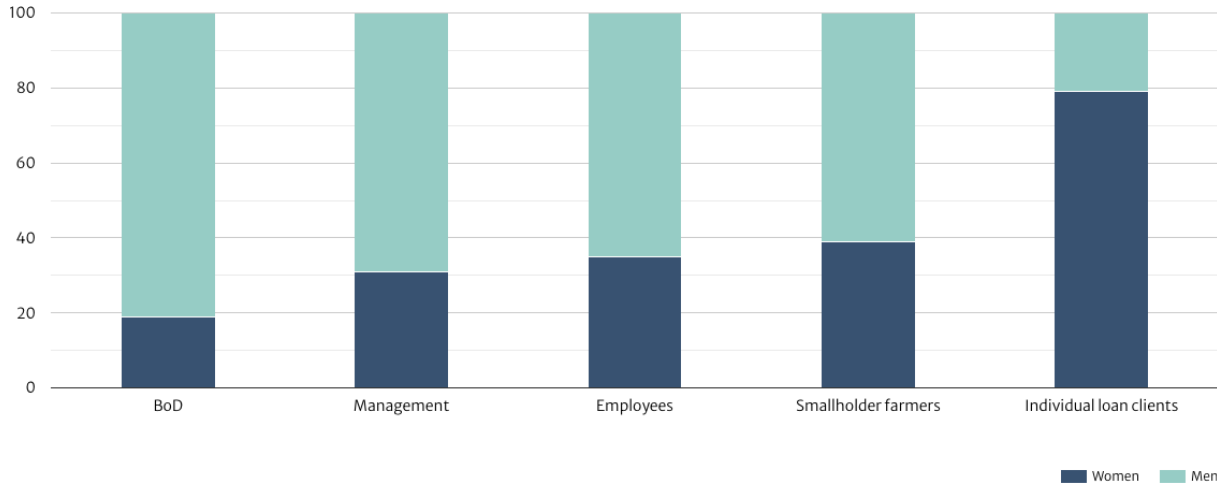
Each year, we collect gender disaggregated data from all investees. This enables us to carry out gender analyses at investee and portfolio level, and helps us to create awareness, both internally and externally.

*Note: The figures below are not directly comparable across years due to changes in Norfund’s portfolio.*

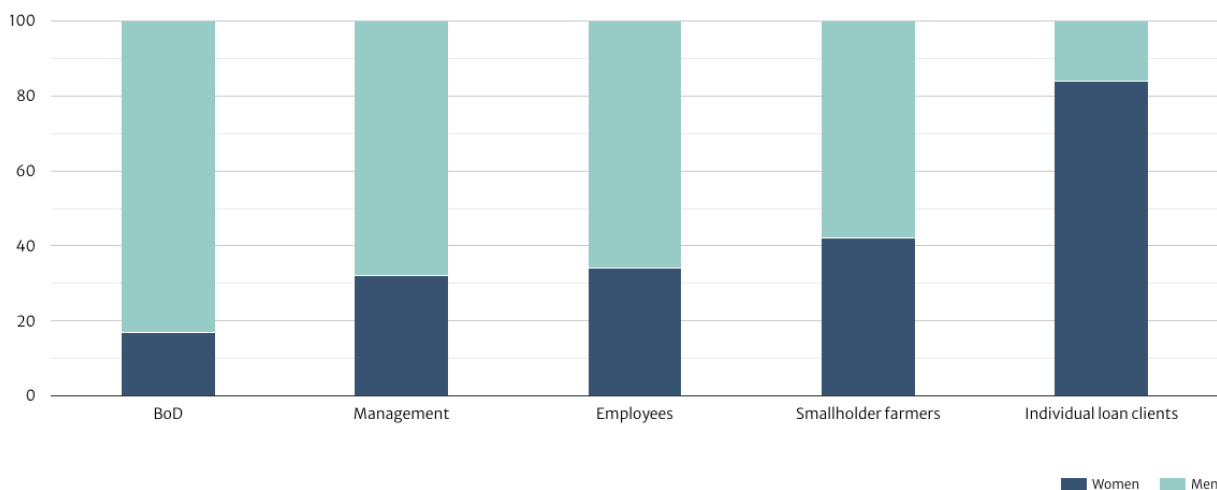
*In 2021, the number of direct jobs held by females increased by 3 320 jobs, or 3 per cent, within the Norfund’s portfolio companies (with two consecutive years of reporting)\*. This compares to a decrease of 1 700 jobs, or 2 per cent, in 2020.*

*\* Includes investees directly in Norfund portfolio as well as investees through platforms and funds*

### Status 2021



### Status 2020

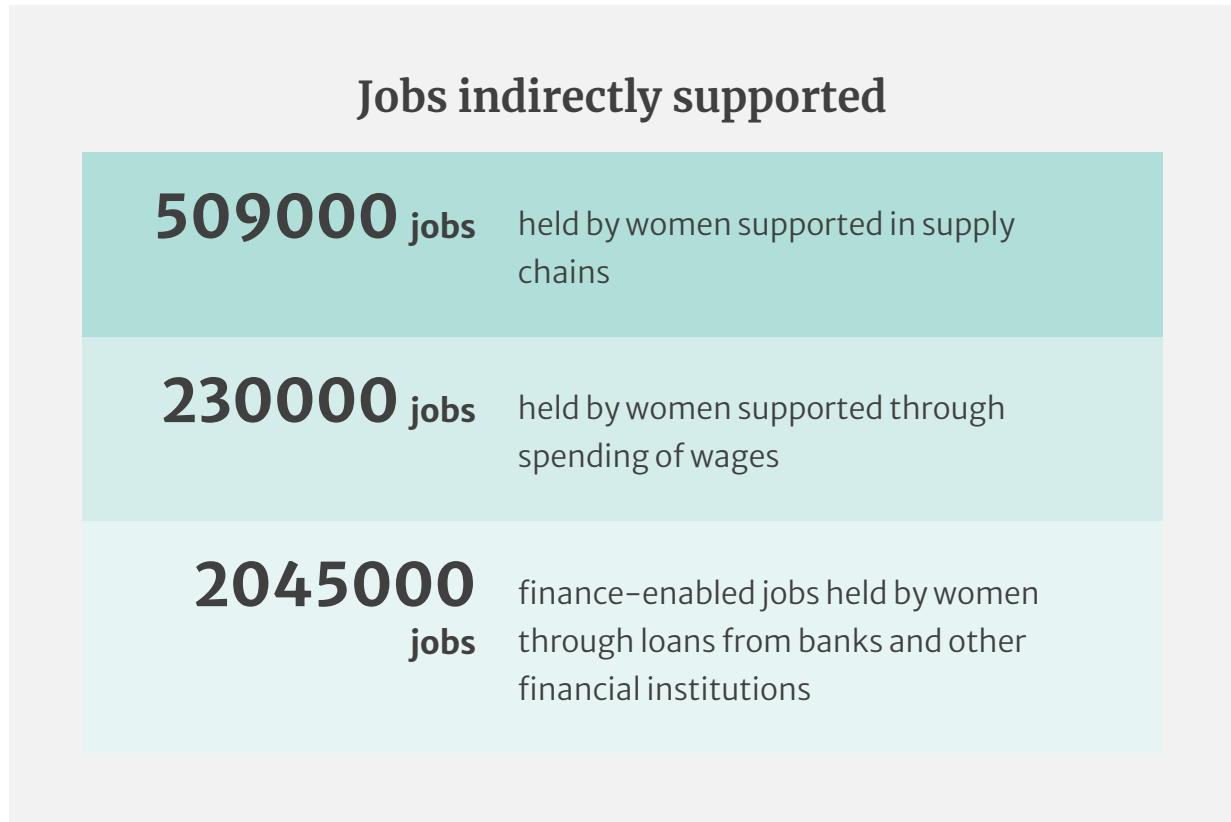


## Jobs indirectly supported through Norfund’s portfolio companies

Literature suggests that direct employment is only a fraction of the indirect employment that is supported by an investment. Norfund applies the [Joint Impact Model](#) (JIM) to estimate such indirect employment impacts supported through our portfolio companies, also disaggregated by gender.

The indirect employment impacts are divided in backward effects, from local purchases and spending of wages, and enabled effects, from power produced and loans provided by banks and other financial institutions.

The model is applied on a subset of Norfund's active portfolio by end of 2021, directly or through funds, for which sufficient data are available.



The subset covers 56% of Norfund's portfolio companies, direct and through funds, or 82% of committed capital by end of 2021. Norfund uses ex-post estimations and figures are reported without attribution.

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→ [More about job creation in Norfund](#)

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## Collaboration and 2X Challenge

Norfund continuously works to improve our approach to gender equality and works actively with external stakeholders to learn about and promote gender equality more widely.

Norfund was a founding member of the Gender Finance Collaborative, the predecessor of the newly established [2X Collaborative](#) where Norfund engages actively with peers to deliver tangible results with our partners on the ground. Norfund has decided to also become a member of the [2X Challenge](#) from the beginning of 2022.

#### Case: CASEIF IV – 2X Flagship Fund

Norfund is also exploring ways to better capture and promote other diversity, equity, and inclusion aspects in collaboration with peers through the 2X Collaborative and with other partners.

## **Promoting gender equality in investment agreements**

Greenlight Planet is a leading PAYG (“pay-as-you-go”) solar company that designs, produces, distributes, and in many cases, finances distributed off-grid solar powered energy solutions for off-grid and weak-grid households across sub-Saharan Africa and Asia. Norfund provided a first loan to the Greenlight Planet Group in 2018 together with the Dutch DFI (FMO) and British DFI (BII, formerly CDC group) and a local currency refinancing at the Kenyan level in 2021, this time joined by BII and the two commercial banks Citi and Stanbic.

Greenlight Planet has conducted an internal gender balance assessment and identified areas to further support gender balance in its field sales teams to better match the Greenlight consumer base or its beneficiaries. Norfund, through our Business Support programme, and BII are supporting two specific activities to close this gap. The first is support to women Area Business Managers in sustaining their success and retention through professional and leadership training. The second is to increase the volume of high performing women sales agents that are ready to step into an Area Business Manager role.

Additionally, and together with the co-lenders, three sustainability KPIs have been agreed with Greenlight Planet and linked to the margin of the provided loan, such that an achievement of the KPI will lead to a reduction in the margin and vice versa. One of the KPIs is gender related, namely the percentage of women in Greenlight Planet’s management.

## Read more

- [Business Support](#)
- [Female Future Program - Norfund](#)

# Gender Equality at CASEIF IV

## To build a brighter future, invest in women

On the 8<sup>th</sup> of March 2022, Lafise Investment Management (LIM) publicly announced that their CASEIF IV fund will be a Flagship Fund under the [2X Challenge](#). CASEIF IV is the first flagship fund in the region and achieving this status of a Flagship Fund is built on many years of experience with working on gender equality in investees through CASEIF I, II and III.

The Norfund team recently spoke with the Director General of LIM, Erick Lagos, Humberto Suarez, Corporate Governance Officer and Sustainability and Gender Officer, Patricia Velez, to discuss the motivation and implications of the recent commitment for CASEIF IV under the 2X Challenge.



## **Paradise Ingredients – change from the top**

LIM has long recognized the importance of gender equality. One of the success stories in this regard is the portfolio company, Paradise Ingredients, a food and beverage company in Costa Rica that was acquired by CASEIF III in 2016.

Since 2017, the company has adopted a code of ethic, seeking to integrate gender equality into organizational practices, by requirement of CASEIF III. Several concrete initiatives followed this code which led to an increase in women as line managers and middle management promotion.

The LIM team emphasizes that change was possible because Paradise Ingredients embraced such changes.

*‘There was commitment from the top, and the rest of the organization followed’*

*Humberto Suarez, Corporate Governance Officer and Sustainability and Gender Officer*

## **CASEIF IV’s commitment under the 2X Challenge**

LIM has monitored and reported on gender balance in its portfolio companies to, among others, Norfund for several years and had already adopted the 2X criteria before certification.

As part of CASEIF IV’s commitment under the 2X Challenge, the fund is adopting a gender lens investing approach to build a minimum of 30% 2X qualified deals at the portfolio level. The team is hence receiving support from IDB on gender lens investing training.

There is a commitment to support portfolio companies of CASEIF IV to implement gender smart practices, including the implementation of gender action plans. Patricia Velez has been hired as a new gender officer and together with external providers, she will support portfolio companies in their journey towards gender equality. Mr. Erick Lagos emphasizes that it is essential to make a difference during the lifetime of the



investment that will last, even after exit.

*‘To empower women and advance women to management positions will lead to positive results and is part of the strategic growth of our companies’*

*Patricia Velez*

Norfund will support the implementation of the gender smart initiatives through its contribution to the CASEIF IV Technical Assistance Facility (TAF).

### **Commitment also at the fund manager level**

LIM also has the ambition that CASEIF IV, as a 2X Flagship Fund, will be catalytic in the region. The team recognizes that this also requires commitment at fund manager level and will maintain women’s representation within its team at 40% or more. Current level is 50%, up from 27% under CASIEF III. In addition, one seat in the CASIEF IV Investment Committee is occupied by a woman.

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*‘This commitment on the part of CASEIF is a clear example of Lafise Investment Management’s foresightedness and this is no surprise as we have seen them being pioneers in the region leading many progressive initiatives over our 20-year partnership. We look forward to seeing more fund managers in the region taking up the 2x challenge since we view this as not only what is right but also as, just good business.’*

*Heidi Achong, Investment Manager Norfund*

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## **CASEIF IV and Norfund**

- CASEIF IV is the fourth private equity fund raised by LAFISE Investment Management Limited (“LIM” or “The Manager”), a General Partner joint venture between Norfund and LAFISE Group.
- CASEIF IV will focus on small and medium sized growth-oriented companies in Central America, Colombia and Dominican Republic.
- In 2020, Norfund committed a USDM 20 investment to CASEIF IV
- Norfund is also providing Business Support to the CASEIF IV Technical Assistance Facility through which LIM will directly support its portfolio companies on gender equality

# Environmental and Social Risk Management

**Appropriate Environmental & Social (E&S) measures reduce risk to workers, the environment, local communities and other stakeholders and provide business benefits which increase our impact. The management of environmental and social risks is therefore an integral part of Norfund’s investment process.**



## IFC PERFORMANCE STANDARDS

The IFC Performance Standards for Environmental and Social Sustainability and the World Bank Group Environmental, Health and Safety Guidelines are the main standards for operationalising Norfund's sustainability commitments. These standards are globally recognised benchmarks for environmental and social risk management in the private sector. The standards are used by development finance institutions, commercial banks and other similar institutions.

The eight Performance Standards define clients' responsibilities for managing their environmental and social risks. The following aspects are included:

- 1: Assessment and Management of Environmental and Social Risks and Impacts
- 2: Labour and Working Conditions
- 3: Resource Efficiency and Pollution Prevention
- 4: Community Health, Safety and Security
- 5: Land Acquisition and Involuntary Resettlement
- 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources
- 7: Indigenous Peoples
- 8: Cultural Heritage

## Our sustainability commitments

Norfund's Environmental, Social and Governance Policy (ESG Policy) is approved by the Board of Directors. The policy sets direction for Norfund's E&S work and presents our sustainability commitments and the main standards we use in our work. The policy also describes how we work to identify, assess and manage the environmental and social risks associated with the operations of our clients, and provides an overview of the cross-cutting issues that guide our work.

## Integrated part of investment process

E&S risk management is an integrated part of our investment process and specific actions are required for each step of the project cycle: initial screening, due diligence, legal agreements and monitoring.

## Understanding the risk profile of our portfolio companies

In the initial screening phase, Norfund evaluates the project against the [EDFI Exclusion list](#) and performs a high-level assessment of key E&S risks. An inherent risk category is assigned which will determine the depth of due diligence and the degree of E&S expert involvement. Our approach is aligned with EDFI's E&S Standards and was revised in 2021 to include new tools and training modules.

## Assessing E&S risks and impacts

If the project is approved by our investment committee, the E&S due diligence commences. This includes a comprehensive assessment of E&S risks and performance based on document reviews, site visits and interviews with key stakeholders. Gaging the potential client's capacity and commitment to E&S risk management is an important aspect of this process. Shortcomings and value add opportunities identified in due diligence are described in an Environmental and Social Action Plan which forms part of the investment agreement.

## E&S requirements included in legal agreements

Our portfolio companies are required to comply with applicable national laws and regulations as well as international standards such as IFC Performance Standards and World Bank Group Environmental Health and Safety Guidelines. This includes a requirement to develop an Environmental and Social Management System (ESMS) containing an ESG policy, procedures for identifying, managing and monitoring risks, sufficient organisational capacity, emergency preparedness measures and stakeholder engagement.

## Monitoring compliance and supporting capacity building

Norfund is a responsible owner and monitors portfolio companies' compliance with our E&S requirements. Investees are required to report at least annually to Norfund on their E&S risk management performance. Our business support facility is an important tool for building E&S capacity and is often used to strengthen portfolio companies' ESMS and provide training.

## Improving our system

Over the past year, Norfund has spent considerable resources revising our internal

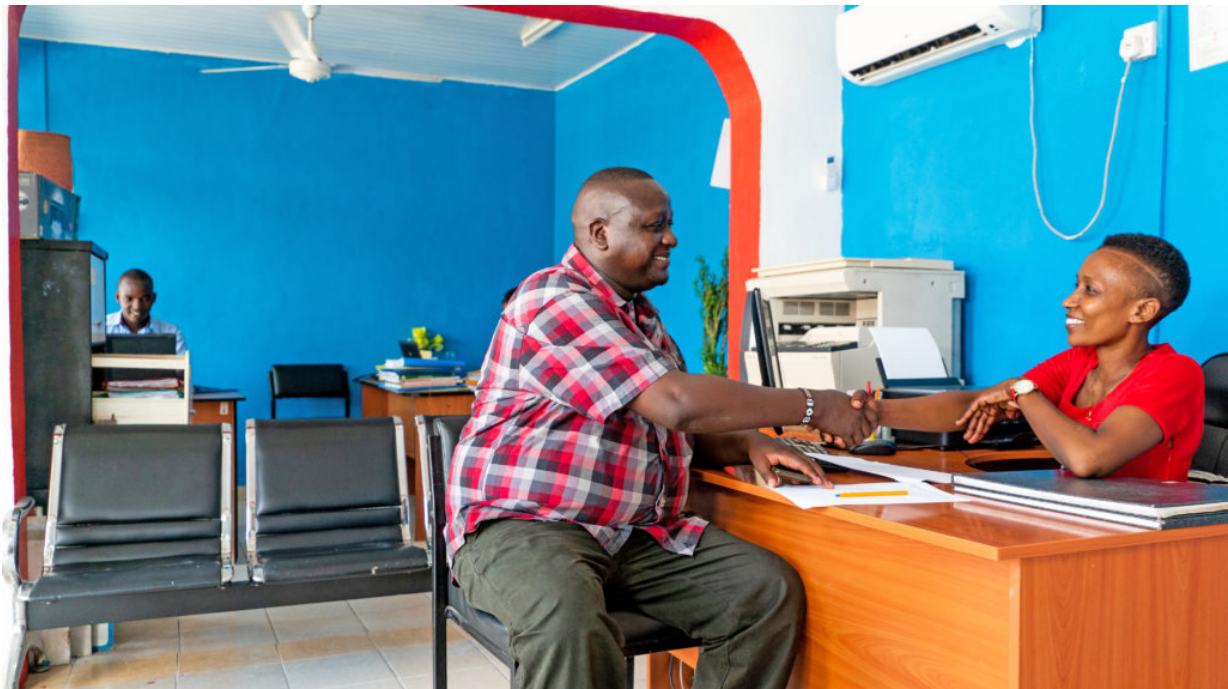
ESMS. This has strengthened our understanding of recurring issues in the Norfund portfolio and led to the identification of new thematic priorities for internal training and business support projects. Road traffic incidents, for example, are the main reason behind injuries and fatalities reported by our investees. Supporting investees to improve management of road traffic risks is one of our priorities going forward.

# Business Support

**Norfund’s Business Support facility aims to enhance the sustainability and development effects of our investments.**

Norfund’s Business Support is therefore an important instrument in exercising active ownership and creating value additionality for our investments in high-risk sectors and segments.

[Following the Norfund strategy](#), Business Support projects actively target the four cross-cutting issues of human rights, anti-corruption, climate and environment, and gender equality.



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## Business Support facility

→ [at www.norfund.no](http://www.norfund.no)

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## Business Support projects in 2021

In 2021, Norfund received NOK 32 million from the Norwegian MFA to provide technical assistance to our portfolio companies. Throughout the year, the Business Support portfolio consisted of 45 active projects, totaling a committed amount of NOK 64 million. Seventeen of these were new projects to which a total amount of NOK 15 million was committed.

Typical areas in the 2021 projects were capacity development and ESG improvement to our investment funds and their portfolio companies.

### Our work in 2021

In 2021, Norfund developed a new Business Support strategy that introduces a new structure, a focus on climate adaptation and mitigation, and a Business Support toolbox. The main purpose of this strategy was to make our Business Support facility fit for the future, and to incorporate the facility in Norfund's overall work and priorities.

The strategy reintroduces the three main target groups for Business Support, but are slightly adjusted considering the establishment of the Project Development and Risk Mitigation Facility (PDRMF) in 2019:

- Investees and prospective investees
- Local community surrounding our investments
- Certain sector initiatives

The strategy, in addition, makes a distinction between two kinds of projects:

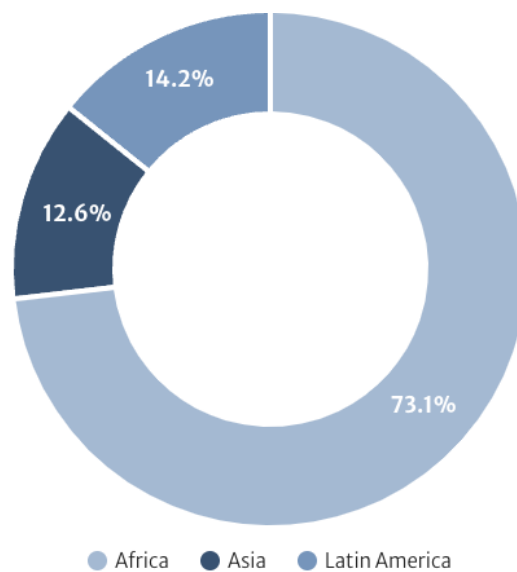
1. Tailor-made projects – projects developed together with investees – mainly demand driven
2. Standard offers through the Business Support toolbox. Standardized projects are readily defined and developed, and available to all Norfund portfolio companies. Existing offers are the Female Future Program, a Business Integrity assessment



and ESG training for our Fund managers and investees.

### Business Support project per region

The largest share of new projects approved in 2021 focused on Sub-Saharan Africa. The second region that receives most support is Latin America, mainly because Norfund supports indirect SMEs and MFIs in the region through Technical Assistance Facilities. (More information about the impact of this kind of support can be found in the [2021 Business Support annual report](#)).



# Business support: Smallholder farmers

**Smallholder agriculture is an important economic activity and source of employment in Sub-Saharan Africa. Over 50% of the Sub-Saharan African population is employed in agriculture, and the majority of these are smallholder farmers. Enabling the inclusion of smallholders in larger business value chains, through for instance outgrower schemes, can facilitate numerous benefits, including higher incomes and food security.**



Ensuring food security and stable incomes for subsistence farmers is also a key priority in Norway's foreign and development policy, as laid out in the 2019–23 action plan for sustainable food systems.

In Norfund's Agri and Manufacturing portfolio, the number of associated farmers has increased substantially in recent years, with over 35 000 in 2021. This increase has largely been driven by a strategic shift in the department's focus, from primary agriculture to investing in the value chain. This growth is therefore expected to persist in the coming years.

## Partnerships

Smallholder farmers have therefore become a focus area for Business Support, where we see numerous opportunities to drive value through strengthening capabilities and relationships, as well as promoting women's inclusion and climate adaptation. It is, however, important for us to conduct this work together with experienced partners that have the relevant required expertise. 2021 was an important year in this regard, as we entered a partnership with TechnoServe under the UK government's FCDO Commercial Agriculture for Smallholder and Agribusiness (CASA) Technical Assistance Facility (TAF). Through the TAF, CASA supports agribusinesses on the African continent that source from smallholder farmers and works alongside investors and companies to strengthen upstream supply chains and promote returns, development impact and resilience.

## Active projects

Business Support has conducted several interventions directed at smallholders and associated farmers in our portfolio companies. With Vertical Agro, for instance, Business Support facilitated the expansion of the company's outgrower scheme and provided input supply, training, and certification for new contract farmers. With all our interventions we look for opportunities to integrate elements from the Business Support focus areas. For instance, we encourage incorporating a gender component, and as of 2021, 41% of all associated farmers in Norfund's portfolio companies are female. Climate mitigation and adaptation is another key priority within our smallholder focus.

# Business Support: Digital transformation in Central America

**Locfund II is a second-generation local currency debt fund which is exclusively focused on the microfinance sector. Besides providing mid-term local currency loans to smaller MFIs in Latin America, and financial services to MFIs that are ready to access capital markets, the fund manages a Technical Support Facility.**

Since 2007, Norfund has, in addition to its investment, supported Locfund's MFIs through technical assistance. One of the largest achievements through this Technical Support Facility (TSF) is the progress that has been made in supporting MFIs in their digital transformation.

## Digital assessment

To make MFIs market ready, and competitive, digital transformation is essential. For this purpose, the management company responsible for Locfund II (BIM) developed a digital assessment tool in 2019 together with an external consultant. This tool allows MFIs to get insight into where progress can be made, and where change is needed in comparison on a country and portfolio level. Based on this assessment, with support from the Locfund TSF digital expert, a technical support project is developed in collaboration with the MFI. Where needed external experts are hired, and Locfund II has for this purpose collaborated in various instances with FinTech experts in the region.

## Outcome

Since 2019, the digital assessment tool has been used by 54 MFIs, and, following the results of this assessment, 17 projects were approved across eight countries. Projects that are developed and focus on digital transformation include roadmap development mobile banking apps and training but also digital onboarding. One of the most crucial steps is developing a digital roadmap, which includes key performance indicators and is an important first step in further digitalization.

In 2021, of the 27 new projects approved under the Locfund II TSF II, 13 projects focus on digital transformation. These initiatives that drive technological development and disruption have become even more important because of the pandemic. The support through the TSF can therefore provide a gentle push toward creating a level playing field.

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"For MFIs to continue to be able to compete with other actors, for example tech start-ups, the drive to digitalisation is crucial"

*Digitalisation expert at Locfund*

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# Business Support: Supporting our fund managers and indirect investees

**Investments through Funds make up 25% of Norfund’s total investment portfolio, and is an instrument used across all sectors. For Business Support the capacity building focuses on both the fund managers and their portfolio companies.**



*Norfund investee Novastar has invested in sustainable forestry company Komaza.*

Through this structure we are able to strengthen our fund managers, increase their capacity on Technical Assistance, lean on their local expertise in certain sectors and reach an increasing number of companies, beyond our own capacity.

During 2021, Norfund's Business Support Committee approved the support of five new Technical Assistance Facilities (TAF), thereby increasing the number of TAFs we support to a total of nine. The new projects target Fund managers, SMEs and MFIs from both the Scalable Enterprises and Financial Institutions departments.

Through the Scalable Enterprises department, Business Support has been allocated to funds investing in early-stage enterprises and SMEs in challenging markets, and for a fund investing in agribusinesses on the African continent. In the department for Financial Institutions, the key focus for the support has been, and will be, Micro Finance Institutions (MFIs). Norfund also supports the Arise investment banks through the Arise TAF.

Supporting our fund managers' TAFs is an opportunity for us to reach companies beyond our core focus, building local business sectors and strengthen the portfolio companies of our investment funds. Topics that will be covered by the TAFs include improving E&S capabilities, strengthening financial controls and heightening efforts on key topics such as climate and gender.



*Another indirect investee through Novastar is Sanergy, an urban non-sewered sanitation solutions company.*

## Novastar

Novastar is one example of a fund manager receiving Business Support in 2021. Novastar is a venture capital manager dedicated to finding and supporting the next generation of exceptional entrepreneurs designing and executing innovative business models to profitably serve Africa's mass market. In 2020 Norfund invested 8 million USD in Novastar Ventures Africa Fund II. The strategy of the fund is designed to manage the specific risks related to start-up and early-stage companies, whilst meeting the needs of the entrepreneurs for financial and management support.

The objective of the TAF is to support capacity development of Novastar's portfolio companies. The focus is on providing technical assistance for ESG improvements, feasibility studies, leadership training and operational improvements. With this support, Novastar can address specific challenges and opportunities faced by early-stage companies in the Fund's geographies which are difficult for commercial capital to fund.



## Outcome

Through supporting TAFs, Norfund has supported over 70 indirect investees since 2018. These projects have for example resulted in the development of Gender Action Plans, increased understanding of ESG standards, added capacity development training of managers, and improved corporate governance and knowledge sharing through seminars for fund managers' portfolio companies. This reach in capacity building would not be possible without the establishment of the TAF vehicle and through support to new TAFs approved this year it is expected that this impact will increase.

# Governance and Business Integrity



**High Business Integrity standards are prerequisites for succeeding in delivering on Norfund’s mandate.**

Corruption, money-laundering and other economic crime have wide-ranging negative effects on societies and are detrimental to reach the United Nation’s Sustainable Development Goals (SDGs). Norfund has a zero-tolerance approach to corruption and other forms of economic crime, and we are committed to promoting integrity, transparency and accountability in all our investments.

## The framework that governs our work

### Overall framework

Norfund has adopted a governance framework consisting of overarching policies adopted by our Board of Directors, relevant underlying guidelines and requirements approved by the management and detailed procedures and templates to help ensure compliance and consistency throughout the organization. The governance framework underwent a major overhaul in 2020 and implementation efforts continued throughout 2021. The governance framework is regularly reviewed to make sure it is up to date and relevant.

### Business Integrity framework

The management of Business Integrity risks is an integral part of Norfund's investment process. We require the companies we invest in, our business partners and our employees to promote and adhere to high standards, including:

- Norfund Code of Conduct
- Norfund Supplier Code of Conduct
- Norfund Compliance System
- Norfund Business Integrity Policy
- Norfund Responsible Tax Policy
- Gift and Hospitality Guidelines

The framework describes how we work to identify, assess and manage the Business Integrity risks associated with the operations of our investments, and provides an overview of the cross-cutting principles that guide our work, including our risk-based approach.

### Responsible Tax Policy

Appropriate, prudent and transparent tax behavior is a key component of corporate responsibility for investors and the investees. As a responsible investor, Norfund requires that all its investees have good corporate governance and sound environmental and social practices.

Norfund adopted a [Responsible](#) Tax Policy in 2019 with seven fundamental principles for handling of tax-related issues. In 2021, the tax policy was reviewed to ensure it was

relevant and up to date. As part of this review, Norfund’s investments through third countries was assessed by an independent expert. The findings from this assessment were published and discussed with representatives of the civil society. The review, including the external assessment and the engagement with civil society, concluded the existing policy was satisfactory, but certain operational adjustments were initiated to improve the assessment of corporate structures alongside tax domicile when considering investments through third countries. In large part because of the volume of fund investments committed, Norfund made extensive use of third countries in 2021.



## Dedicated resources

A dedicated Compliance function was added to Norfund’s legal department in 2021, in order to strengthen and further develop the organization’s capacity and competence within Governance and Business Integrity. The Compliance & Legal Counsel holds a second line of defence role in Norfund’s “three lines of defence” model and is responsible for providing a sound compliance infrastructure to enable the first line of defence to fulfil its compliance responsibility. Together with the FIHR department, the Compliance & Legal Counsel shall develop and maintain Norfund’s governance framework, facilitate implementation of Policies and Standards and provide support,

guidance and advice to investment teams and the organization on compliance issues and risk management activities. The Compliance & Legal Counsel reports to the CEO, and the function is located in Oslo.

To further raise awareness and secure harmonized practices between all offices, one Business Integrity Ambassador has been appointed for each of Norfund's regional offices. The Ambassadors work closely together with the Compliance & Legal Counsel and participate in a joint Business Integrity Ambassador network.

## **Business Integrity Week**

Norfund's first Business Integrity Week took place in November 2021. The purpose of the event is to spread awareness and provide training in important Business Integrity practices to the whole organization and continue to build a strong Compliance culture. The Business Integrity Week will be conducted on an annual basis.