

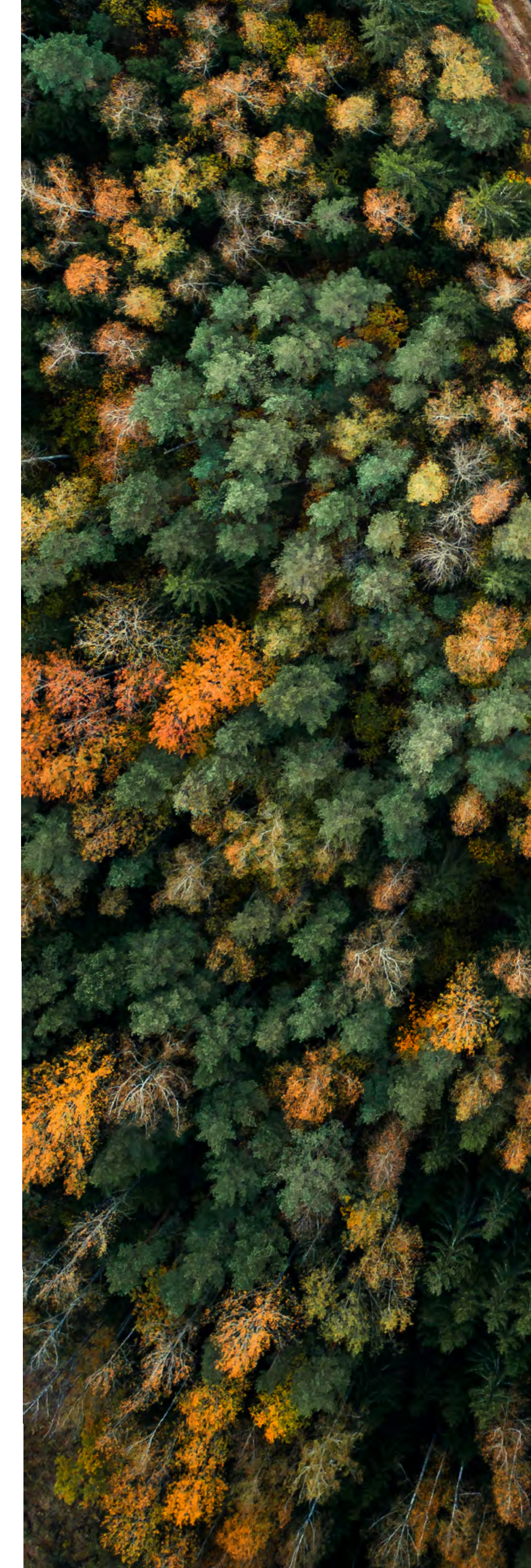


2022
ESG Report

Northleaf

TABLE OF CONTENTS

Message from our ESG Committee	3
About Northleaf	
About Northleaf	6
Mission Statement	7
ESG at Northleaf	8
Responsible Investing	
Approach to Responsible Investing	10
Commitment to Responsible Investing	11
ESG Affiliations	12
Northleaf's ESG Objectives	13
Northleaf's ESG Considerations	14
Responsible Investment in Practice	15
Investment Process	16
ESG Assessment Tools	17
Case Studies	
Private Equity	22
Private Credit	25
Infrastructure	28
Social Impact	
Diversity, Equity and Inclusion	32
Corporate Social Responsibility and Charitable Giving	34



MESSAGE FROM OUR ESG COMMITTEE



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Head of Asia-Pacific
Tokyo
Chair, ESG Committee



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Marketing &
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Toronto



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Private Credit
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Managing Director
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Vishal Shah
Managing Director
Private Equity
Toronto



Michelle Winters
Director
Private Credit
Toronto



Katherine Young
Vice President
Private Equity
Toronto



George Zakem
Executive Operating Partner
Infrastructure
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We are pleased to share Northleaf’s 2022 ESG Report – a review of the recent responsible investment initiatives and activities across our firm and global private markets investment platform.

At Northleaf, we believe that responsible corporate behaviour will have a positive influence on long-term financial performance. This belief has guided our investment processes since our inception. We remain committed to incorporating environmental, social and governance (ESG) considerations into our investment processes at every level.

We continue to closely monitor and participate in the rapid evolution and integration of ESG efforts across the private markets investment community, and 2022 was another active year for our firm. Throughout the year, Northleaf sponsored a number of conferences focused on responsible investing for the private markets industry. We also contributed to several panel discussions on the growing importance of ESG considerations in your private markets portfolio.

Recognizing the increasing levels of awareness and activity across our firm and the industry, we expanded Northleaf’s ESG Committee with additional members from each of our asset classes – Jessica Kennedy (Infrastructure); Michelle Winters (Private Credit); and Vishal Shah and Katherine Young (Private Equity) – as well as Jon McKeown, Head of Portfolio Strategy & Analytics. Our newly expanded Committee will be better able to serve our investors through Northleaf’s continued involvement in leading industry organizations and the adoption of the most appropriate ESG frameworks and tools.

We continued to update our [Responsible Investment Policy](#) to ensure that our ESG considerations align with those identified by the Principles for Responsible Investment (PRI). As a signatory to the PRI since 2016, we were proud to receive scores of five out of five stars across all three asset classes in our most recent assessment. We continue to work closely with the organization to support responsible investment decision-making and ownership practices.

MESSAGE FROM OUR ESG COMMITTEE



As a signatory to the PRI, we were proud to receive scores of five out of five stars across our private markets platform in our most recent assessment.

In 2022, we reinforced and improved our ESG and climate-related suite of tools to support our investment due diligence, monitoring and reporting. We continued to integrate RepRisk for data coverage on the underlying assets in our portfolios, enabling us to conduct in-depth ESG risk research and identify, monitor, manage and report material ESG issues. We also leveraged Climanomics, a risk analytics platform that informs climate-related risk reporting and disclosure aligned with the Task Force on Climate-Related Financial Disclosures (TCFD). In addition, we created a web-based tool to strengthen our sustainability outcomes framework, allowing us to identify and assess how each investment opportunity may be aligned with the 17 goals outlined in the UN's Sustainable Development Goals (SDG) framework.

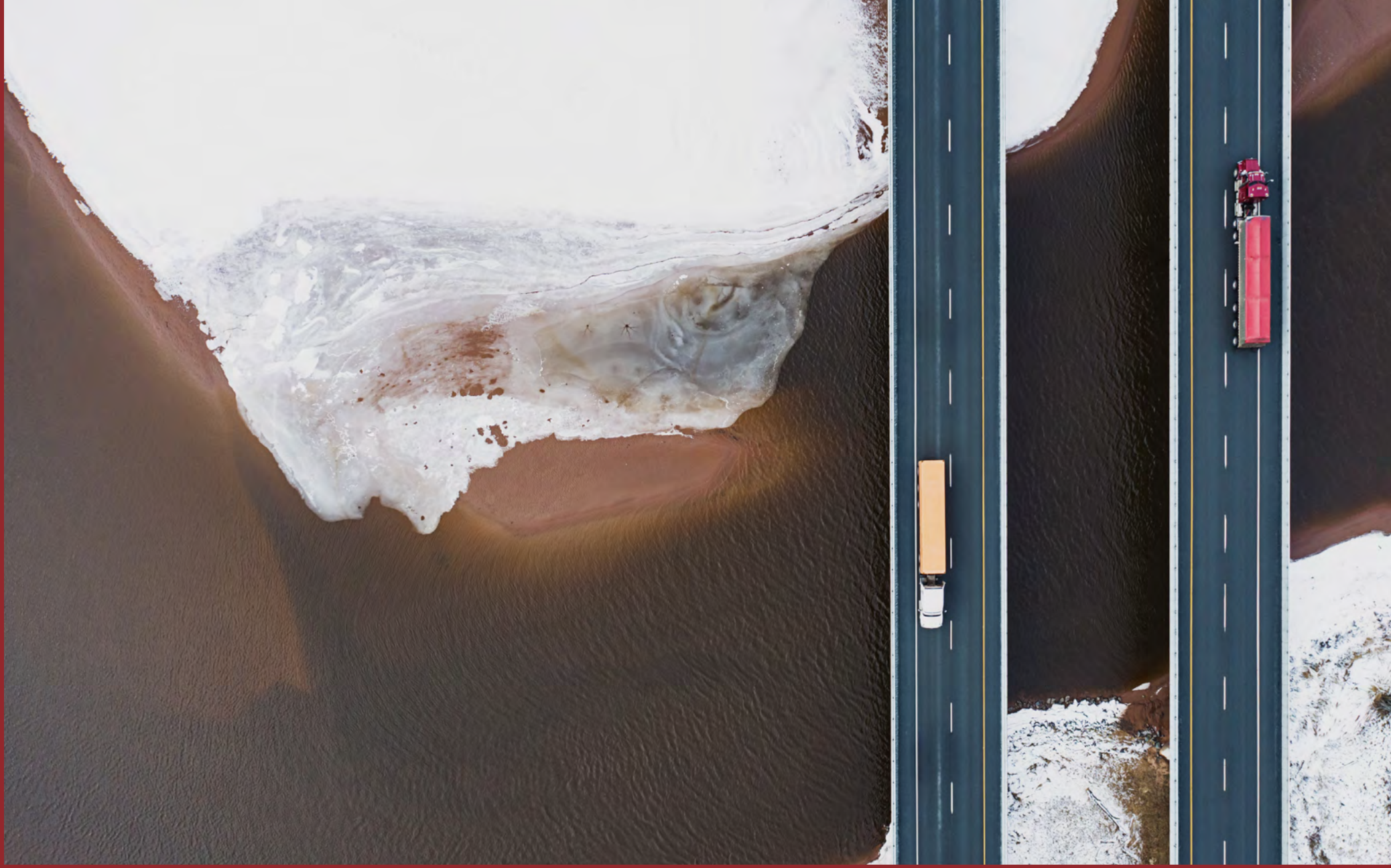
Our team is actively working to ensure that our investment programs are aligned with emerging regulations, such as the Sustainable Financial and Disclosure Regulation (SFDR) introduced by the European Commission. We also became a member of the ESG Data Convergence Initiative (EDCI), sponsored by the Institutional Limited Partners Association (ILPA). We look forward to participating alongside our industry peers in encouraging common use of meaningful ESG metrics to generate useful, performance-based, comparable ESG data across the private markets industry.

Looking ahead, our Committee continues to focus on climate-related initiatives, including collaborative projects to support the goal of achieving net-zero greenhouse gas emissions by 2050 or sooner, such as the Net Zero Asset Managers initiative.

Finally, led by our Diversity, Equity and Inclusion (DEI) Committee, we continued to advance our DEI initiatives this year. We have maintained our commitment to DEI in the private markets through our sponsorship and support of a number of industry associations. Read more about Northleaf's DEI activities in our annual [DEI Report](#).

Overall, 2022 was a very active year for Northleaf's responsible investment program. We look forward to working with our investors, our investment partners, colleagues and other industry stakeholders in the years ahead as we continue to ensure that responsible investing remains a core component of driving value across our private markets platform. We welcome any questions you may have and hope you enjoy this report.

About Northleaf



ABOUT NORTHLEAF

\$22B

Capital raised¹

9

Offices

200+

Professionals

250+

Institutional investors & family offices served

Rigorously selective. Responsibly opportunistic.

Northleaf Capital Partners (Northleaf) is a global private markets investment firm focused on providing our investors with differentiated access to mid-market companies and assets.

With more than \$22 billion in capital commitments raised to date, Northleaf has an established, long-term track record as a principal investor in private equity, private credit and infrastructure.

As a well-established, specialized investment firm, we serve more than 250 institutional investors and family offices globally.

Our integrated platform is available through a range of pooled fund solutions and custom mandates, managed by our experienced team of mid-market specialists with an extensive global network.

Our team of more than 200 professionals, located in nine offices in North America, UK/Europe, Asia and Australia, is focused exclusively on sourcing, evaluating and managing private markets investments on behalf of investors.

Our diversified mid-market private markets programs provide innovative solutions to investors seeking attractive, risk-adjusted returns.

We believe that responsible corporate behaviour will have a positive influence on long-term financial performance and are committed to incorporating environmental, social and governance (ESG) considerations into our investment processes at every level.

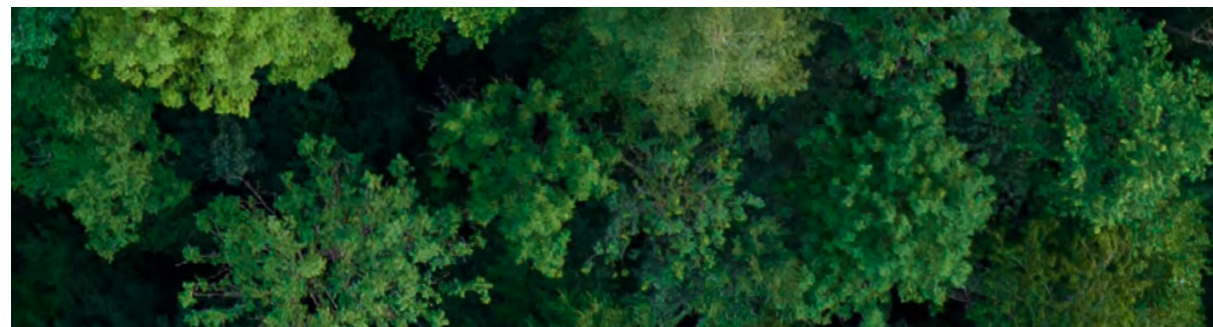
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We are committed to incorporating ESG considerations into our investment processes at every level.

MISSION STATEMENT

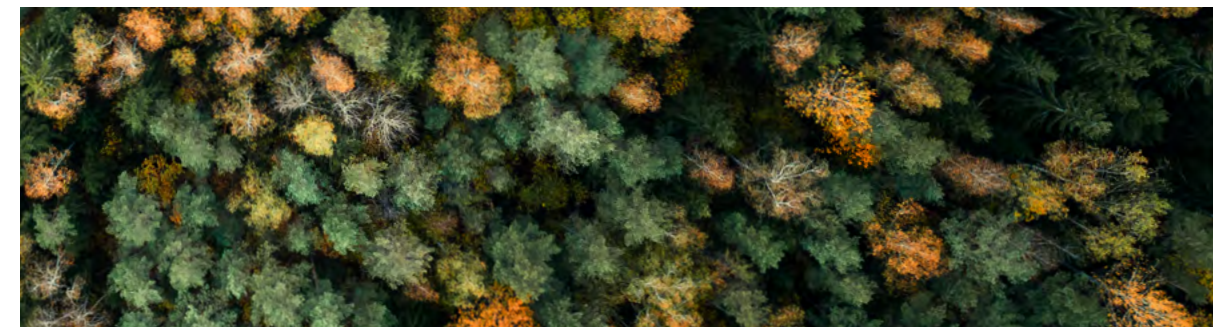
Northleaf's approach to responsible investment is rooted in our Mission Statement.

We are committed to building enduring relationships with our investors, investment partners and colleagues based on trust, openness, respect and the highest standards of integrity and professionalism.



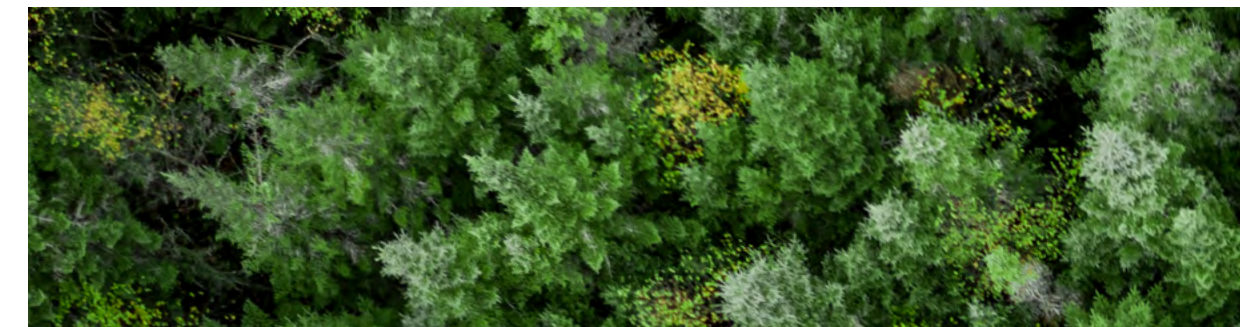
We will be the private markets partner of choice for our investors by:

- › Seeking to generate superior, long-term investment returns
- › Ensuring that our interests are aligned with theirs
- › Working collaboratively and openly to exceed expectations through best-in-class private markets solutions, investor reporting and client service



We will be a preferred investment partner by:

- › Employing a professional, fact-based investment approach grounded in a deep understanding of private markets
- › Being a trusted, collaborative, long-term partner
- › Providing a global investment perspective informed by our long and successful history of private markets investing



We will attract, develop and retain exceptional professionals by:

- › Providing and reinforcing a one-team culture that is both supportive and challenging
- › Ensuring that our interactions are founded on honesty and mutual respect
- › Expecting, recognizing and celebrating excellence in everything we do
- › Supporting the professional, community and personal development efforts of every team member



As a firm, Northleaf includes ESG considerations in its corporate decisions.

Environmental stewardship

Northleaf strives to reduce our environmental footprint and ensure the efficient use of resources across our firm. We have stopped providing single-use plastic water bottles in our offices and have taken further steps to reduce paper consumption and other waste.

Environmental considerations are a key component of our office space selection process. Northleaf's nine global office locations are centrally located and readily accessible to public transportation so that team members are able to take public transit, cycle or walk to the office. In addition, all offices with ten or more team members are in LEED-certified buildings. The Leadership in Energy and Environmental Design (LEED) Certification is the most widely used global standard that recognizes buildings that are efficient, cost-effective, and better for occupants and the environment.

Northleaf complies with all applicable environmental laws, regulations and standards across our global office network.

Social impact

Northleaf understands the importance of promoting sustainability and building capacity in the communities in which we operate. We are committed to giving back to the communities in which we live, work and invest. Northleaf team members are empowered to give back in ways that are meaningful to them, and the firm supports employee giving through a charitable donation matching program. In addition, as a firm, we support a number of charitable organizations and initiatives,

Northleaf meets or exceeds all health, safety, labour and employment laws and standards and has implemented a full suite of policies that address vacation and employee leave (including parental leave); discrimination, harassment and violence in the workplace; and accessibility.

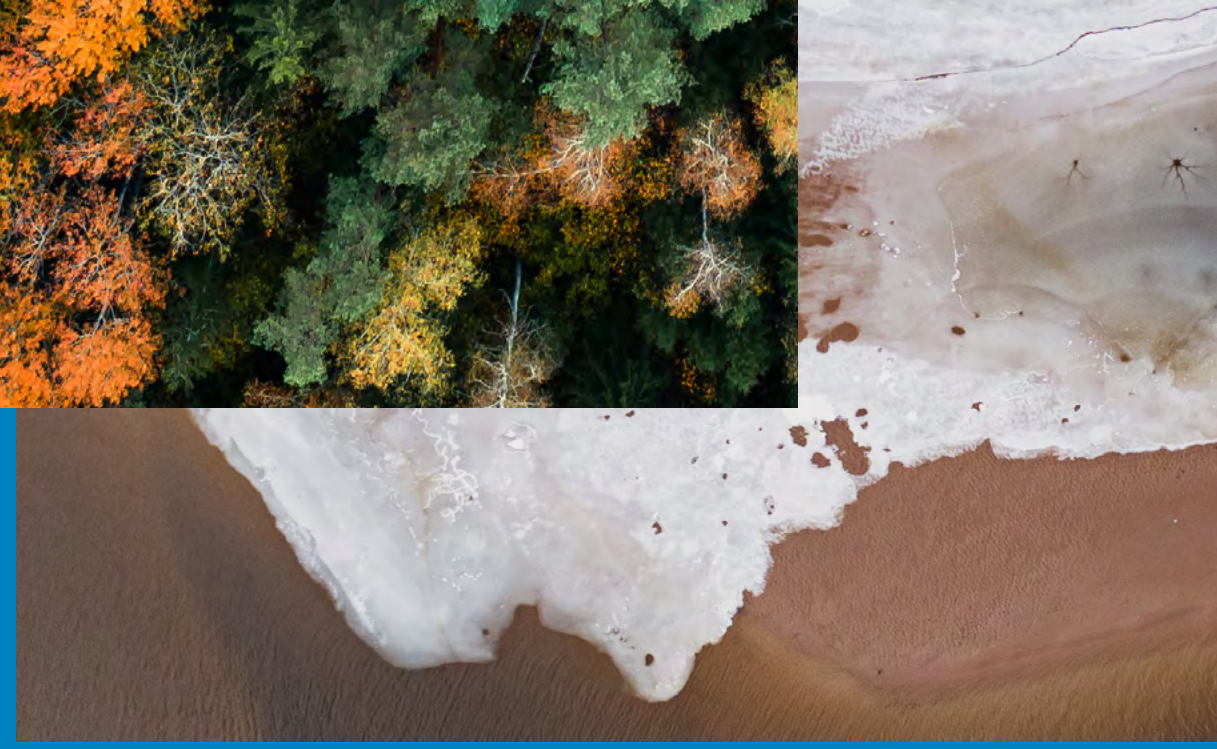
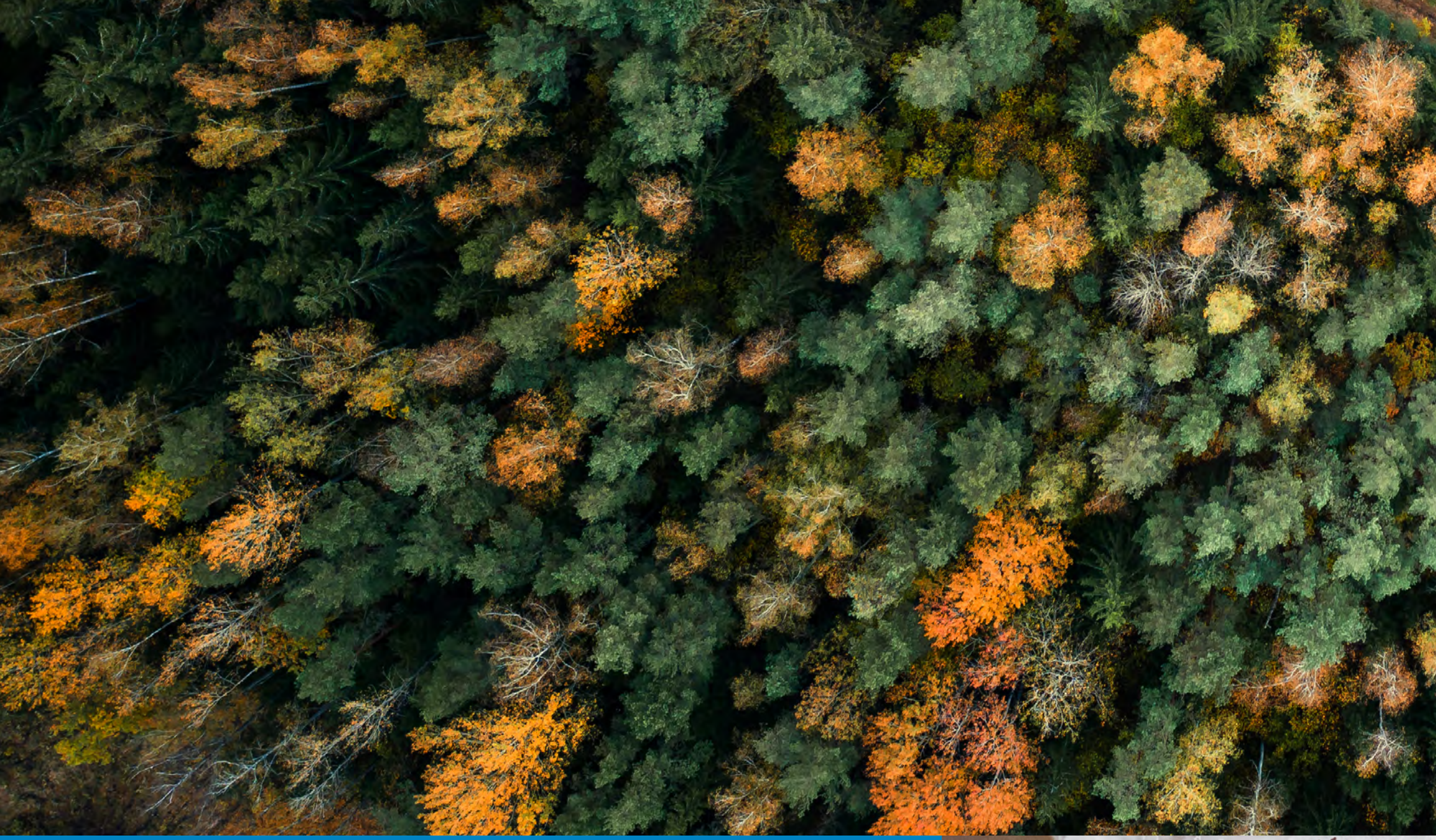
Governance, ethics, fairness and transparency

Northleaf is committed to good governance, built on a foundation of enduring, trust-based and transparent relationships with our investors, investment partners and colleagues.

Northleaf operates with the highest standards of integrity and professionalism, conducting business in compliance with all legal and regulatory requirements. We have a Northleaf Code of Ethics and Conduct, and a comprehensive suite of policies covering issues such as corporate governance; compliance; anti-money laundering; anti-corruption and bribery; anti-discrimination, harassment and violence in the workplace; data protection; cyber security; risk controls; and valuation. Northleaf has implemented additional supplemental policies focused on specific issues, including a Responsible Contractor Policy and a Controversial Weapons Policy.

Northleaf ensures corporate compliance with key ESG considerations and has developed an internal dashboard to monitor and report on these considerations quarterly.

Responsible Investing



APPROACH TO RESPONSIBLE INVESTING

As a long-term investor in private markets, Northleaf recognizes that responsible corporate behaviour has a positive influence on long-term financial performance. This belief has underpinned our approach to private markets investing since the firm's inception. In 2011, we established a formal Responsible Investment Policy (RI Policy), which continues to develop and evolve.

Northleaf's RI Policy builds upon leading responsible investment frameworks, and its implementation is supported using tools designed to support the identification, assessment, monitoring, management and reporting of ESG-related investment risks and opportunities.

We believe investment success is tied to the health and sustainability of the communities and environment in which we operate. We act as a responsible steward of our investors' capital and seek to ensure an alignment of interests with our investors and investment partners alike.

Northleaf's ESG Committee was formally established in 2018 and comprises members from across the firm, including senior Investment Team members from each asset class, who chair asset class-specific ESG sub-committees.

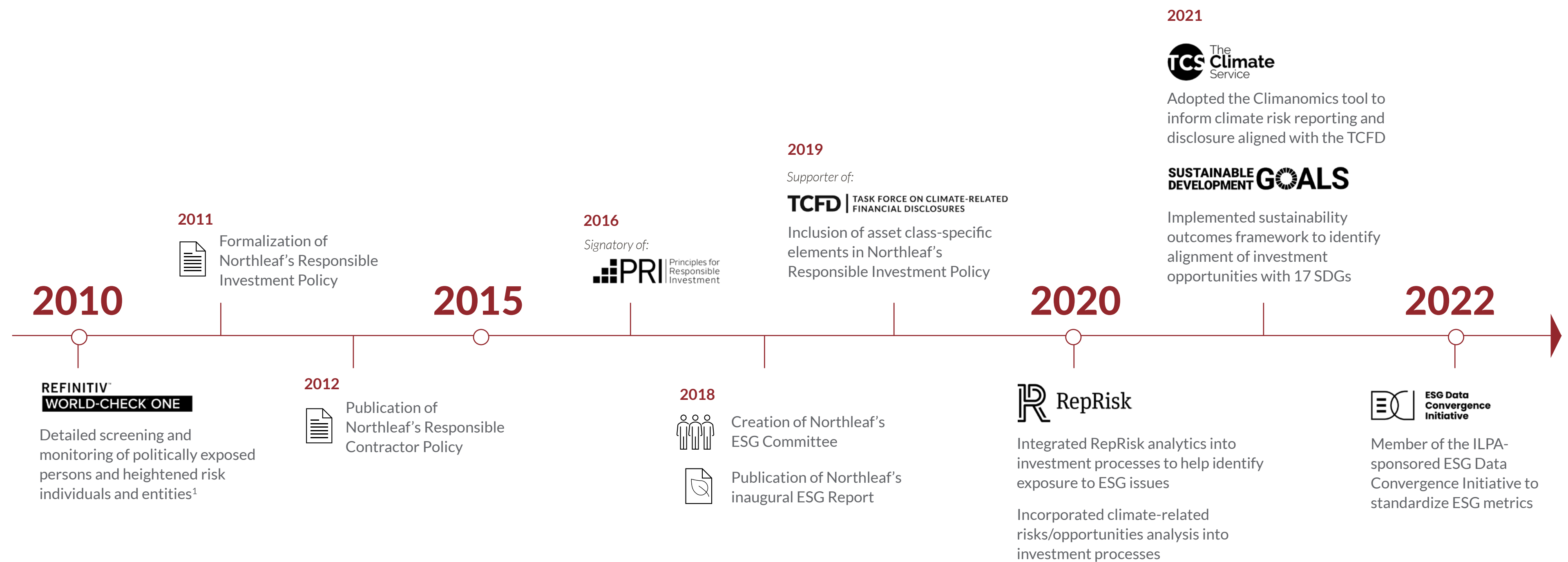
The ESG Committee is accountable for the oversight of the firm's approach to responsible investing in general and our RI Policy in particular. We are committed to incorporating ESG considerations into our investment processes at every level.



COMMITMENT TO RESPONSIBLE INVESTING

Responsible investing has been a longstanding tenet at Northleaf.

Northleaf is committed to responsible investing and our ESG journey continues to evolve.



1. World-Check One is Northleaf's current provider; however, Northleaf has engaged several providers of this screening tool since 2010.

ESG AFFILIATIONS

We continue to actively participate in the rapid evolution and integration of ESG efforts across the private markets investment community.

We engage with leading ESG organizations and initiatives and seek to advance ESG awareness in the private markets industry. At the same time, we are enhancing our own ESG reporting in line with evolving best practices.

Some organizations and initiatives with which we are affiliated include:

Signatory of:



As a signatory to the Principles for Responsible Investment (PRI) since 2016, Northleaf is committed to upholding the values of PRI and applying its principles across all our investment activities firm-wide. The Principles provide an industry-wide standard against which we can continue to assess ourselves and strive for best-in-class due diligence, investment monitoring and investor reporting. Northleaf is proud to have received scores of five out of five stars across our three asset classes in our most recent PRI assessment.

Supporter of:



Northleaf has been a supporter of the recommendations of the Financial Stability Board (FSB) Task Force on Climate-related Financial Disclosures (TCFD) with respect to developing voluntary, consistent climate-related risk disclosures since 2019. We believe that support for the TCFD's recommendations will catalyze more consistent, comparable and reliable disclosure of climate-related information that will, in turn, facilitate more informed business and investment decision-making.



In 2022, Northleaf became a member of the Institutional Limited Partner Association (ILPA)-sponsored ESG Data Convergence Initiative (EDCI), which is working towards the goal of standardizing ESG metrics. We look forward to participating alongside our industry peers in encouraging common use of meaningful ESG metrics to generate useful, performance-based, comparable ESG data across the private markets industry.

NORTHLEAF'S ESG OBJECTIVES



Assess

Assess ESG risks and opportunities as part of investment due diligence through every stage of the investment process



Quantify

Quantify the risk/return impact of ESG-related considerations where possible



Monitor

Monitor ESG considerations as part of ongoing asset and portfolio management and monitoring activities



Report

Report on ESG-related matters to investors

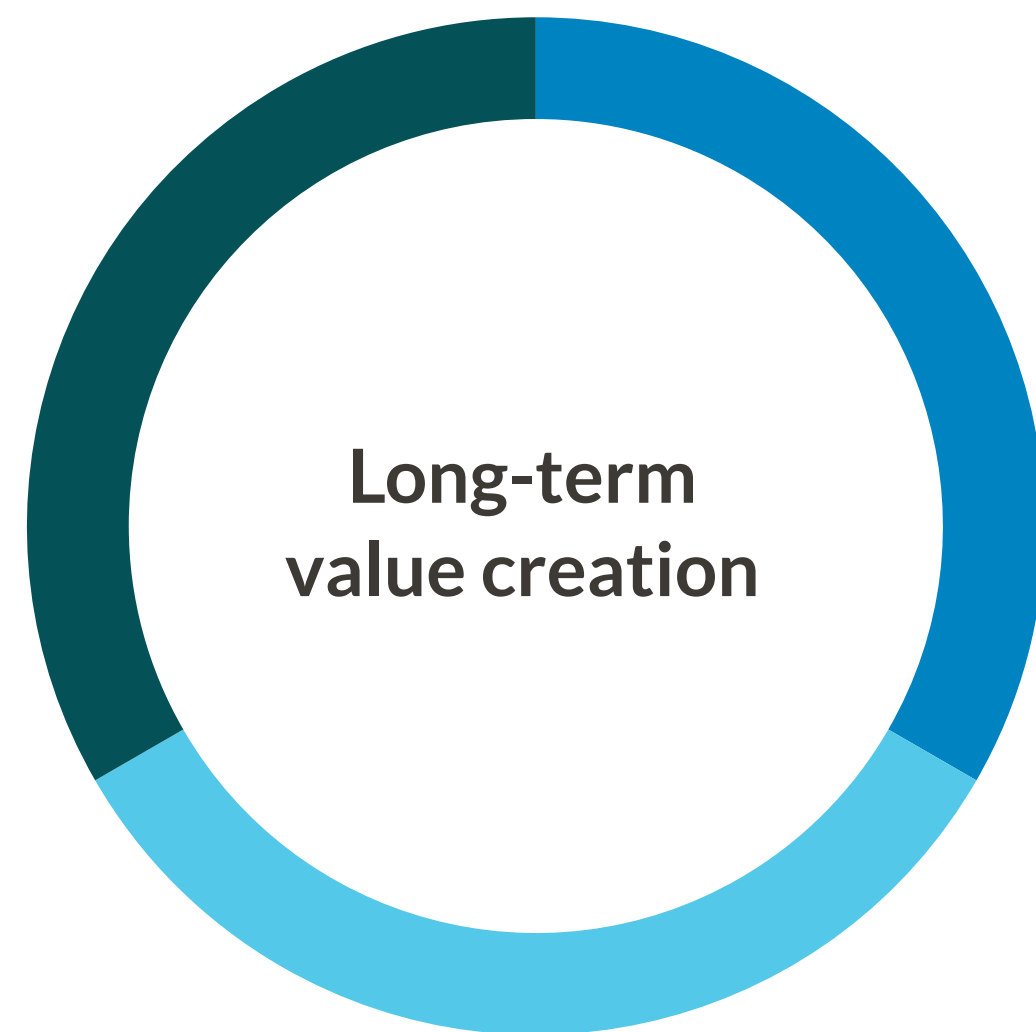


Promote

Promote responsible investing to employees, partners, regulators, service providers and investors

NORTHLEAF'S ESG CONSIDERATIONS

Northleaf's ESG considerations include a wide range of factors that may have an impact (individually or in combination) on the risk and return profiles of investments.



Environmental

- Climate change
- Clean technology
- Natural resource usage
- Air and water pollution
- Biodiversity
- Environmental practices
- Environmental footprint

Social

- Human capital
- Health and safety
- Labour relations and standards
- Human rights
- First Nations and Indigenous relations
- Demographic changes
- Community impacts and relations

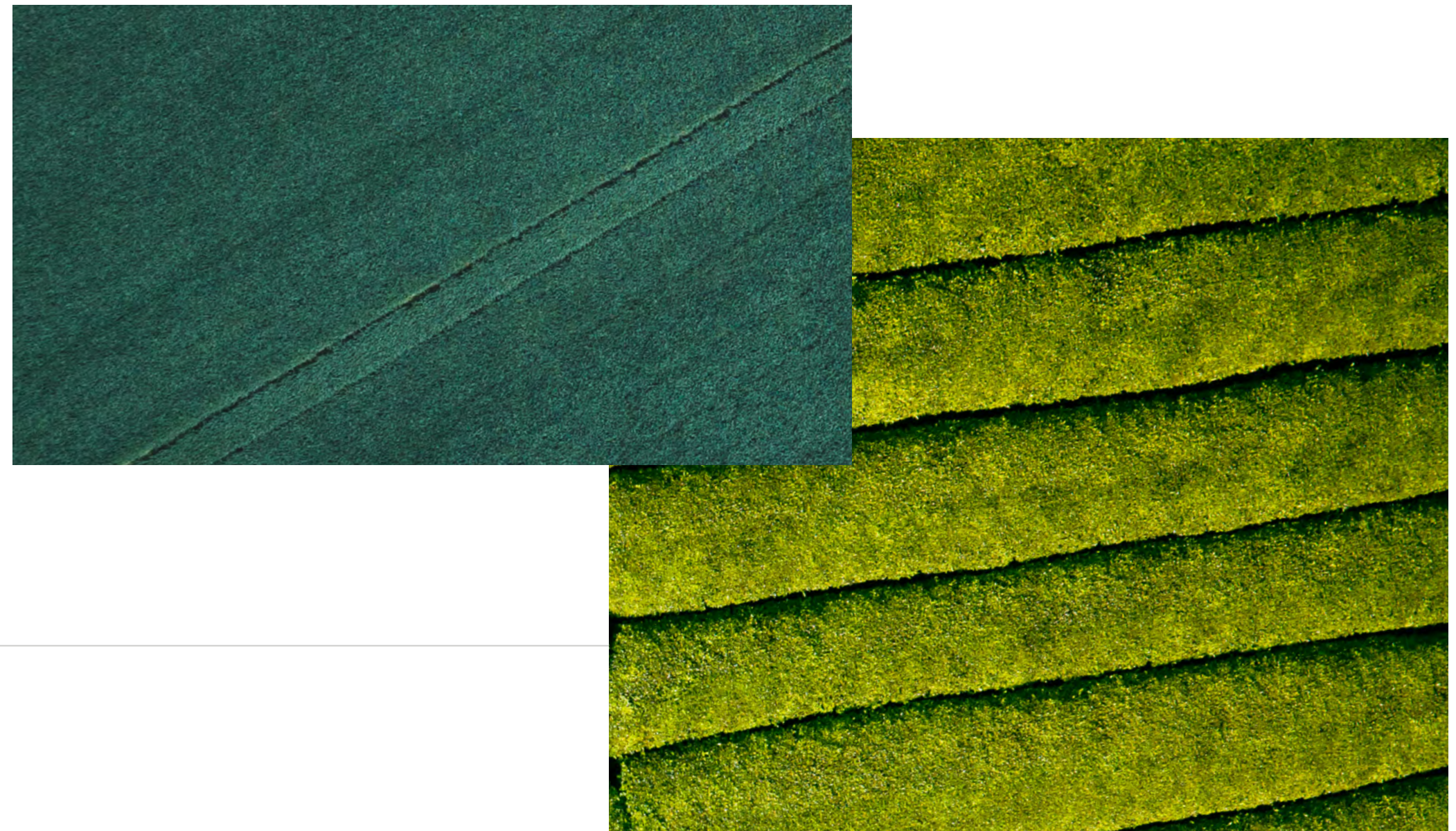
Governance

- Board set-up and composition
- Executive remuneration
- Corporate accountability
- Conflicts of interest
- Investor rights
- Accounting integrity
- Cyber security

RESPONSIBLE INVESTMENT IN PRACTICE

Northleaf integrates ESG considerations into our private equity, private credit and infrastructure investment activities with a tailored approach that acknowledges the varying degrees of influence we exercise across each asset class, the investment strategies we pursue and the funds and mandates we manage.

Our Investment Teams are responsible for assessing ESG considerations during each phase of the investment process. The Investment Committee for each mandate has ultimate responsibility for ensuring that Northleaf's ESG standards are maintained.



INVESTMENT PROCESS



Screening and initial review

Our Investment Teams identify transaction-specific ESG considerations and issues in the preliminary evaluation of a potential investment opportunity, including whether a prospective investment demonstrates ESG-related risks that could negatively impact value or otherwise prevent Northleaf from making a new investment or ESG-related opportunities that could create value.



Due diligence

Our Investment Teams assess ESG opportunities, considerations and risk factors related to a particular investment opportunity, and possible risk mitigation strategies. This includes considering climate change risks (both physical and transition) and opportunities and assessing how an investment may align with one or more of the SDGs.

Various tools may be used during the due diligence process, including RepRisk (to identify material ESG risk factors), Climanomics (to understand, quantify and mitigate climate risks), and our sustainability outcomes framework (to ascertain how one or more of the 17 SDGs may be impacted).



Asset management and monitoring

Our Investment Teams engage with and influence management teams, investment partners, private equity sponsors and boards of investments where improved ESG practices or the recognition of climate-related risks and opportunities could reduce risks or benefit performance.

Investment reviews are undertaken regularly (and at least quarterly). Tools such as RepRisk and Climanomics may be used to update and identify any new material ESG and climate risk factors or opportunities.



Reporting

We provide investors with regular updates on material ESG-related matters through our comprehensive investor reporting processes, including quarterly reports, in-person updates, our Annual ESG Report, our Annual Investor Conference and semi-annual updates, and ad hoc communications.

ESG ASSESSMENT TOOLS



To further enhance Northleaf's integrated approach to ESG considerations, we have incorporated a variety of tools into our investment due diligence and portfolio monitoring/asset management processes.

RepRisk - A leader in ESG data science



The RepRisk ESG Risk Platform is the world's largest database on ESG and business conduct risks. Northleaf partnered with RepRisk in 2020, and uses this database to perform in-depth risk research on companies, projects,

sectors and countries to identify material industry-specific risks in due diligence and monitor ESG risks across our existing portfolios. Combining AI and machine learning with detailed reviews by analysts, RepRisk provides our Investment and Portfolio Strategy & Analytics Teams with access to a unique database with extensive information from public sources and stakeholders that is updated daily.

RepRisk's proprietary risk metrics enable us to identify and assess reputational risk across our investment processes, from deal sourcing through due diligence and ongoing portfolio monitoring/asset management. The RepRisk Risk Index (RRI) score is a quantitative measure that ranks a company's or project's reputational risk exposure to ESG issues as low, medium or high.

RepRisk coverage across our most recent funds and mandates:



- › Private Equity
- › Private Credit
- › Infrastructure

Coverage of the portfolio companies in our funds ensures that we will be promptly alerted to ESG events in our portfolios.

ESG ASSESSMENT TOOLS

Climanomics – Quantifying climate risk



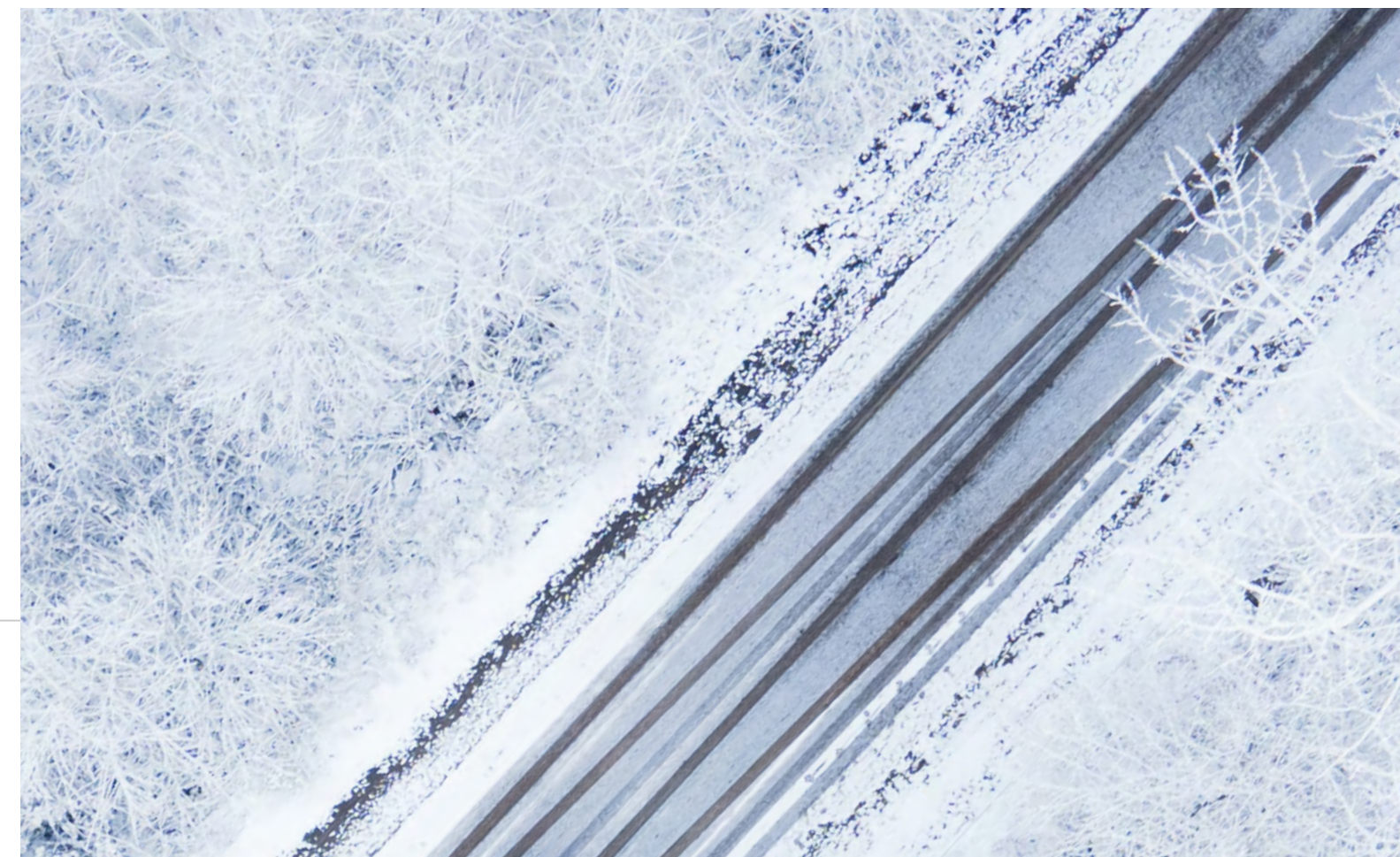
The Climate Service's Climanomics® (now a part of S&P Global) is a risk analytics platform that informs climate risk reporting and disclosure aligned with the TCFD. Northleaf partnered with Climanomics in 2021 to further enhance our integrated approach to climate considerations.

Powered by transparent methodology and rigorous science, Climanomics quantifies the climate risk related to a potential asset and provides our Investment and Portfolio Strategy & Analytics Teams with outputs, including modelled transition risk and physical risk analysis. We are able to use the outputs to measure and report on transition and physical risks and opportunities in financial terms under different climate scenarios and time horizons.

Climanomics incorporates granular analysis, which starts at the asset level and can be scaled up to a company or portfolio-level analysis. Climanomics provides global coverage of any location and multiple climate scenarios based on the Representative Concentration Pathways (RCPs), which are globally agreed-upon greenhouse gas concentration trajectories and climate scenarios reported by The Intergovernmental Panel on Climate Change (IPCC). Using standard scenarios allows for the comparison of outcomes based on a single set of underlying assumptions.

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We are focused on investing in and building well-managed, more valuable companies and assets. Responding to the risks and opportunities associated with climate change is an integral part of this approach.



Sustainability outcomes framework – Alignment with SDGs

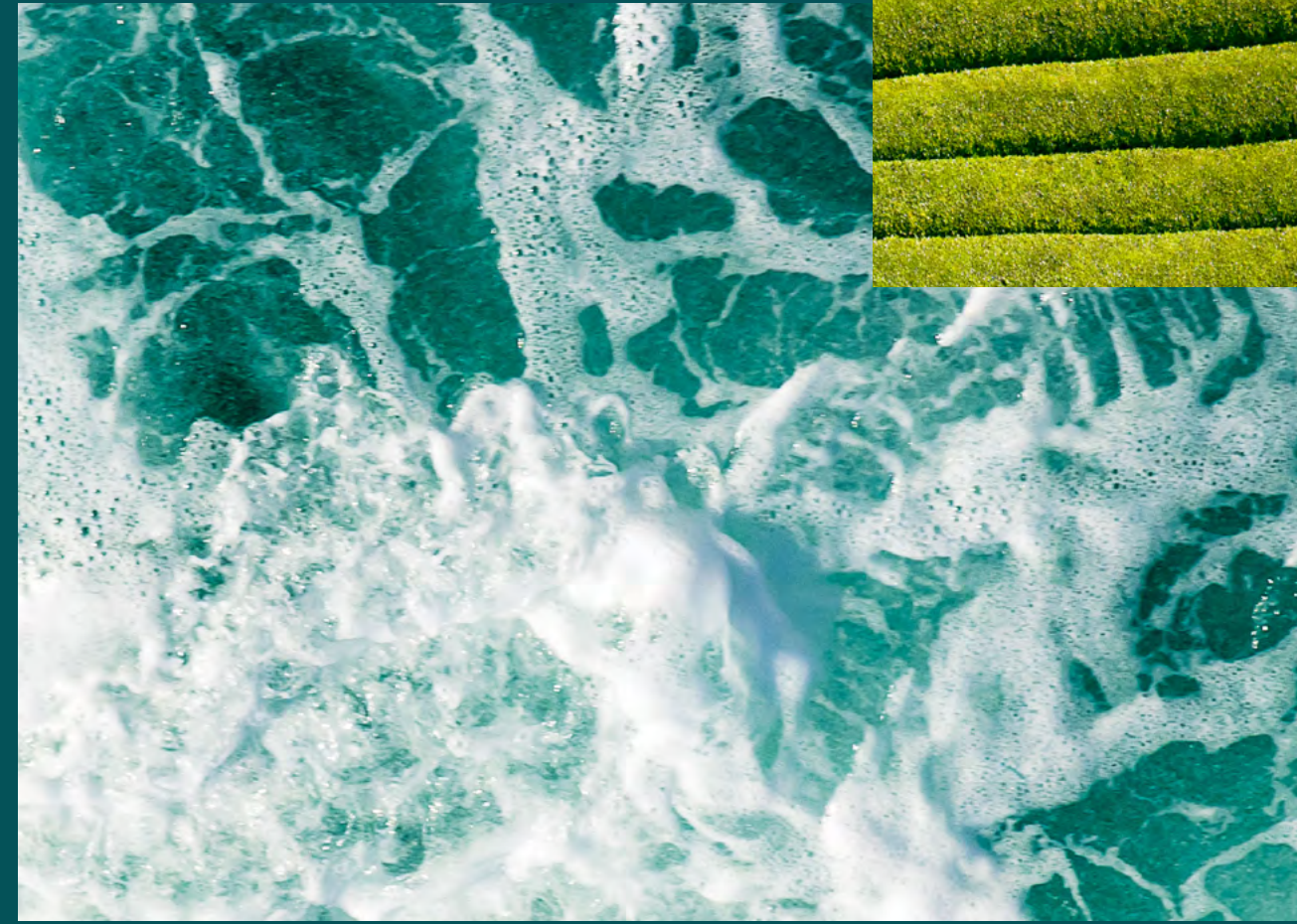
The 2030 Agenda for Sustainable Development, adopted by all United Nations (UN) Member States in 2015, provides a plan of action to achieve shared prosperity for the world at large. The UN’s Sustainable Development Goals (SDG) framework, through 17 goals, 169 targets and 230 related indicators, aims to help align international efforts to leave a peaceful, healthy and prosperous planet for future generations.

In a transition to an SDG-aligned world, Northleaf is committed to understanding the risks and opportunities in our investments. We have created a web-based tool for our SDG-based sustainability outcomes framework that is used as part of our due diligence process. This tool allows our Investment Teams to identify how each investment opportunity may be aligned with one or more of the 17 goals outlined in the UN’s SDG framework, with reference to the 169 targets and 230 indicators identified in the framework.

SUSTAINABLE DEVELOPMENT GOALS



Case Studies



Private Equity

- › Value creation in mid-market companies globally through secondaries, direct investments and primary fund investments
- › Seeks to deliver strong absolute/risk-adjusted returns with broad diversification and downside management



\$12B

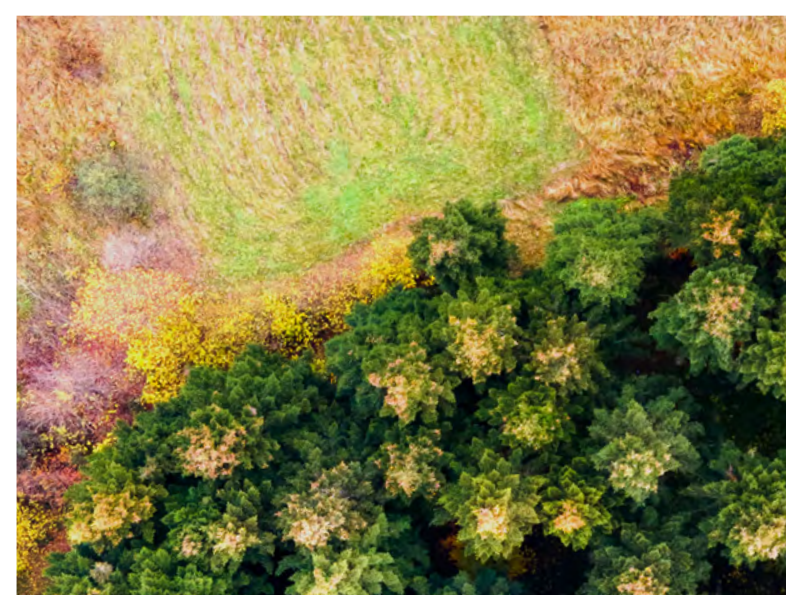
Commitments raised¹

450+

Primary, secondary and direct investments globally

Private Credit

- › Direct lending in senior and junior loans to private equity-backed and independent mid-market companies globally
- › Seeks to provide consistent income and attractive floating rate returns



\$5B

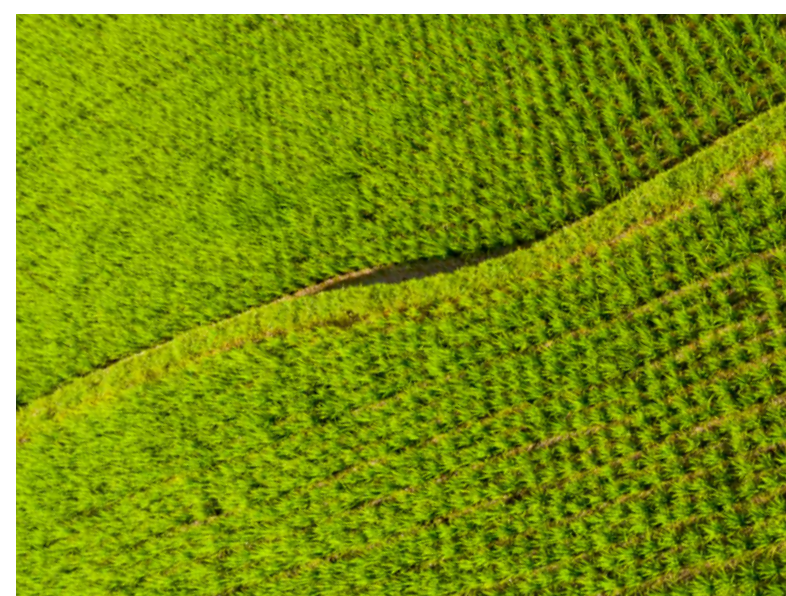
Commitments raised¹

65+

Active investments globally

Infrastructure

- › Direct investments in essential, mid-market infrastructure assets in select OECD countries
- › Seeks to generate stable returns and inflation protection with a low correlation to other asset classes



\$5B

Commitments raised¹

40+

Assets in targeted sub-sectors in OECD countries

Northleaf's private equity program integrates ESG analysis and evaluates ESG considerations across all elements of our primary, secondary and direct investment processes.

The private equity team assesses ESG and climate-related considerations throughout the investment process and seeks like-minded partners to drive positive ESG outcomes from portfolio companies.

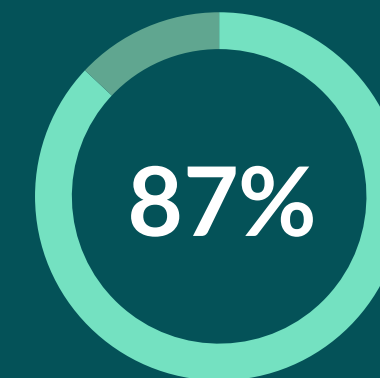
We complete an ESG assessment for each investment opportunity and seek ongoing engagement on ESG matters with our fund managers and portfolio company management teams.



Percentage of portfolio investments in Northleaf's latest vintage of private equity funds that are tracked in RepRisk



Percentage of Northleaf's private equity investments categorized by RepRisk as having "low" reputational risk exposure to ESG issues¹



Private equity fund managers that have a sustainable investing/ESG policy in place

Primary fund investments

When investing in or alongside private equity fund managers, Northleaf carefully diligences and evaluates ESG factors.

Across Northleaf's primary fund commitments made in 2022:

1. Includes 1,962 underlying portfolio companies from Northleaf's recent private equity mandates as of June 30, 2022. Of the 0.5% of portfolio companies that were not scored as "low" all were scored as "medium", and none were "high."

Case Study: Secondary Investment



SDGs assessed:



BGIS is a global provider of technically-led, integrated facility management services.

Northleaf invested in BGIS in December 2021, making a \$50 million commitment to a multi-asset continuation vehicle managed by CCMP Capital (CCMP), a US-based private equity manager.

CCMP has advanced ESG principles; the firm maintains a formal ESG policy and factors ESG considerations into its due diligence and monitoring processes. CCMP is focused on supporting ESG initiatives at the portfolio company level, including with BGIS, which is a leader in sustainability.

ESG Highlights

BGIS is an industry role model in sustainable operating practices and portfolio strategy in the provision of real estate and facility management services. BGIS helps its customers reduce energy emissions through its technologies and sustainable products.

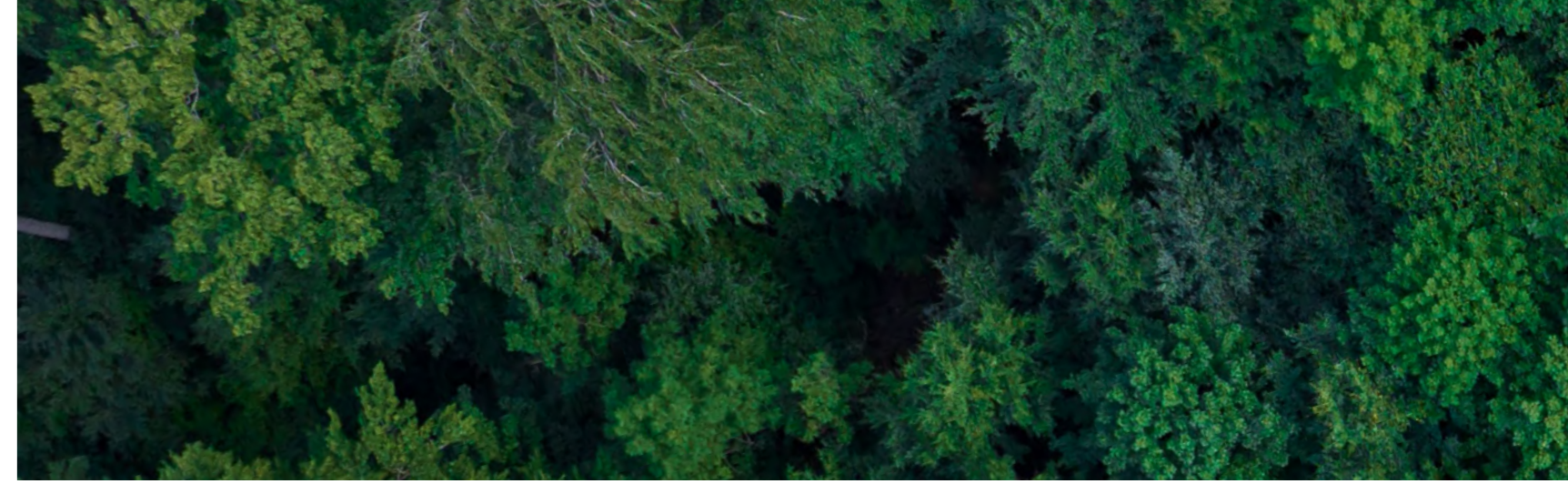
The company has adopted the recommendations of the TCFD and is committed to the Science-Based Targets Initiative (SBTi).

BGIS continues to be recognized for its ESG efforts. In 2022, BGIS was awarded:

- › BOMA Québec’s Building Energy Challenge Award
- › Canada’s Safest Employer Award for Best Wellness and Psychological Safety Program
- › Corporate Knights Best 50 Canadian Corporate Citizens
- › Workplace Benefits Award for Mental Health Program



PRIVATE EQUITY



Case Study: Primary Investment



Butterfly Equity (Butterfly) is a Los Angeles-based mid-market private equity manager focused on the food sector.

Northleaf has built a strong relationship with Butterfly. Northleaf completed a \$24 million commitment to Butterfly Fund II in 2020 and has participated in several Butterfly-led co-investments.

ESG Highlights

Butterfly seeks to execute on a highly differentiated ESG approach, which influences its due diligence, monitoring and reporting:

- › ESG is a key consideration through Butterfly's diligence process, typically having a third-party ESG report completed.
- › Butterfly aims for each of its portfolio companies to have a defined ESG plan, including driving two food-related and one company-specific impact areas.
- › Butterfly seeks to maintain best-in-class ESG reporting practices, publishing a full ESG report annually and regularly reporting to its limited partners on ESG initiatives.

Case Study: Direct Co-investment



SDGs assessed:



Milk Specialties Global (Milk Specialties) is a processor and distributor of whey and milk protein concentrates and isolates.

Northleaf completed a direct co-investment in Milk Specialties, led by Butterfly, in December 2022.



ESG Highlights

- › Milk Specialties prioritizes making a positive impact on waste.
- › In 2022, the company captured 13 million pounds of solids that would have otherwise been disposed of.
- › Milk Specialties maintains and reports on several other sustainability-related initiatives, including its wastewater recycling practices and fuel-efficient intermodal transportation.

Northleaf's private credit program seeks ongoing ESG engagement with our portfolio company sponsors and management teams.

The private credit team completes an ESG assessment of both the private equity fund manager (for sponsor-backed opportunities) and the portfolio company.

As lenders, we do not have ownership or operating control of our portfolio companies, though we seek to engage with our borrower's management teams and their owners to influence a company's ESG disclosure and practices. We have also been successful in structuring ESG-based margin ratchets in some of our investments, which incentivize borrowers to enhance their ESG outcomes and disclosure.

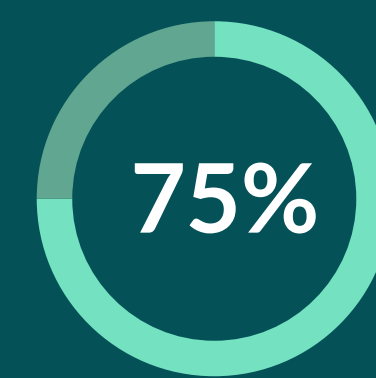
Across Northleaf's private credit program:



Percentage of Northleaf's private credit investments that are tracked in RepRisk



Percentage of Northleaf's private credit investments categorized by RepRisk as having "low" reputational risk exposure to ESG issues¹



Borrowers or their sponsors that have documented their commitment to responsible investing

Case Study

thinkproject

thinkproject is a global provider of collaboration and information management software solutions for large construction and engineering projects.

In 2021, Northleaf's unitranche loan agreement introduced margin ratchets that incentivize environmental, social and governance outcomes.

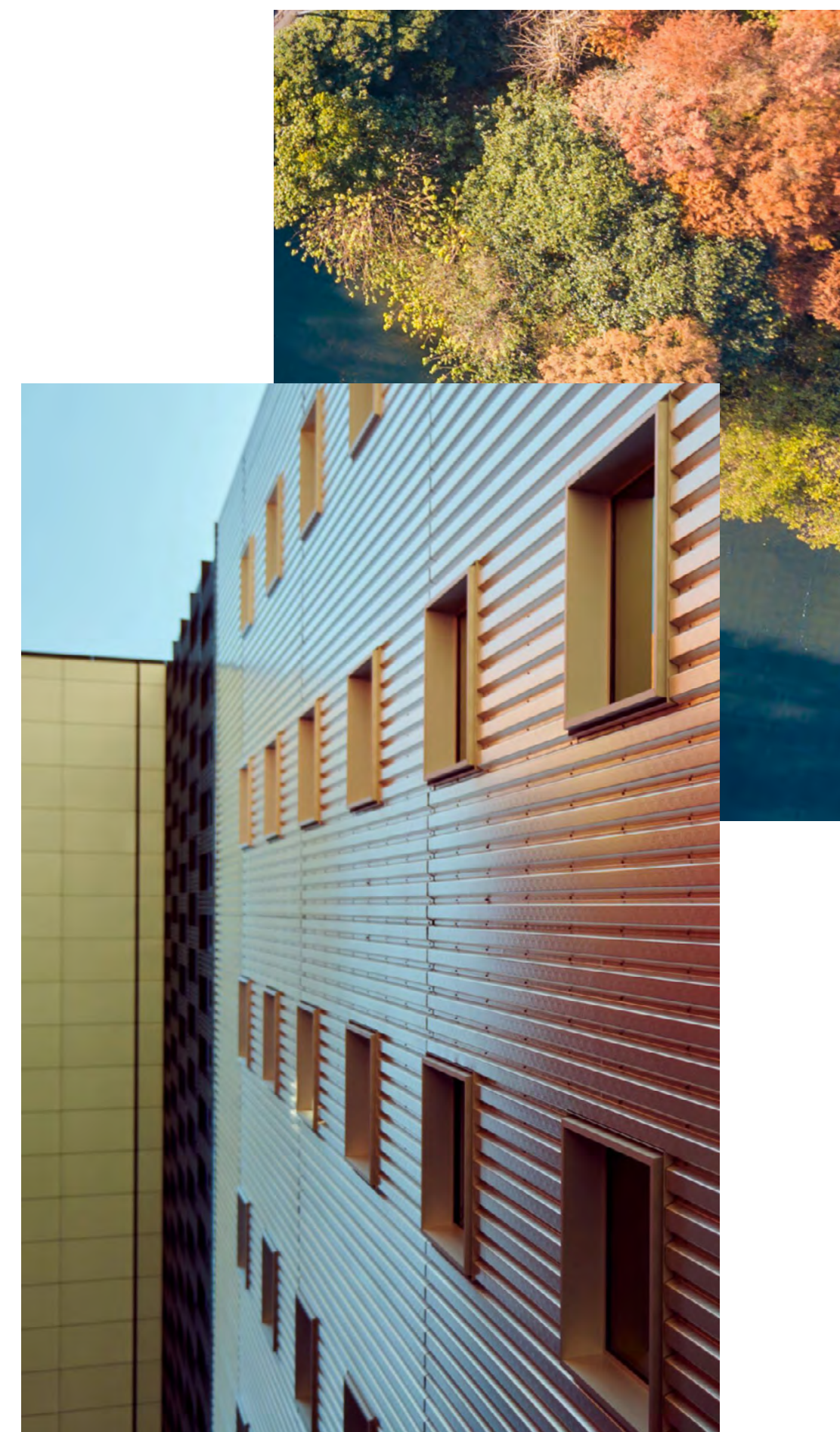
As an update, in 2022:

- › thinkproject achieved its objective for gender diversity within the senior management team

50% Women Board members

- › The company made significant progress towards sourcing the majority of its electricity from renewable energy sources

82% of electricity from renewable energy sources (versus 85% objective)



PRIVATE CREDIT



Case Study



IVC Evidensia (IVC) is a leading global veterinary care practice with 2,600 facilities across 20 countries.

Northleaf invested in IVC's first lien loan.

IVC has a strong commitment to corporate responsibility: Following the successful launch of IVC's 'Positive Pawprint' framework for sustainability in 2022, IVC significantly expanded its sustainability targets and KPI tracking across three key pillars.

Targets include:

People

50% Women executive roles by 2025

Planet

50% Reduction in absolute Scope 1 and 2 emissions by 2030

30% Reduction in Scope 3 emissions

Patients

2,500 'Patients' treated per year using the IVC Evidensia Care Fund, by 2025



Northleaf's infrastructure program focuses on ensuring the adoption and implementation of ESG policies and initiatives at each asset.

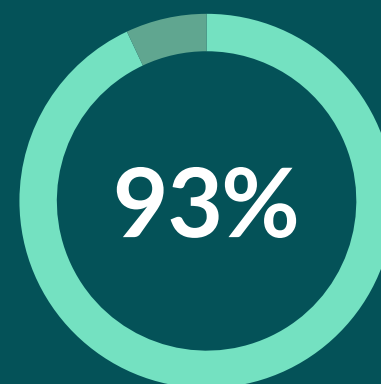
The infrastructure team employs a systematic process for assessing ESG and climate-related considerations throughout the investment process.

During due diligence, the team focuses on identifying and understanding potentially material ESG-related risks and opportunities in terms of three core ESG analytical principles: Economics, Responsibility and Oversight.

Across Northleaf's infrastructure portfolio:



Percentage of Northleaf's infrastructure investments that are tracked in RepRisk



Percentage of Northleaf's infrastructure investments categorized by RepRisk as having "low" reputational risk exposure to ESG issues¹

> **100%**

Investments that include ESG in Board updates

> **93%**

Investments for which Northleaf has a Board seat

> **3.5M mWh**

Power generated annually by Northleaf's renewable power investments

INFRASTRUCTURE


Case Study

Uber Boat by **thames clippers**

SDGs assessed:



 **Hybrid vessels**

 **Captain training & diversity initiative**

 **Emissions reduction plan**

 **Transition to HVO**

 **Urban transportation**

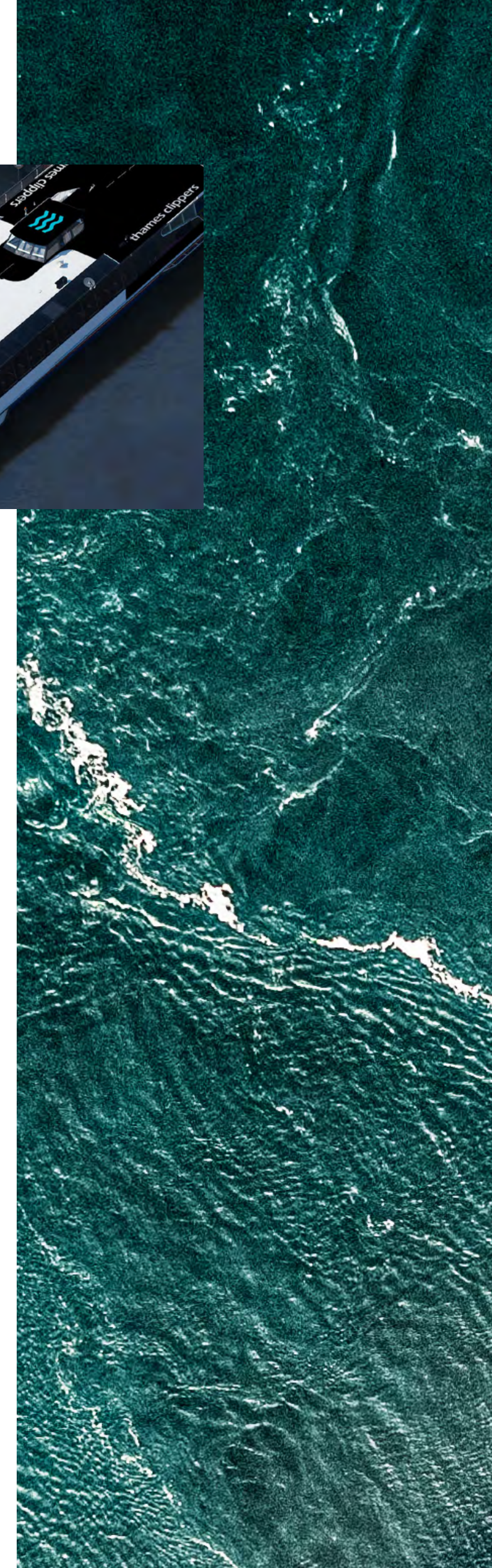
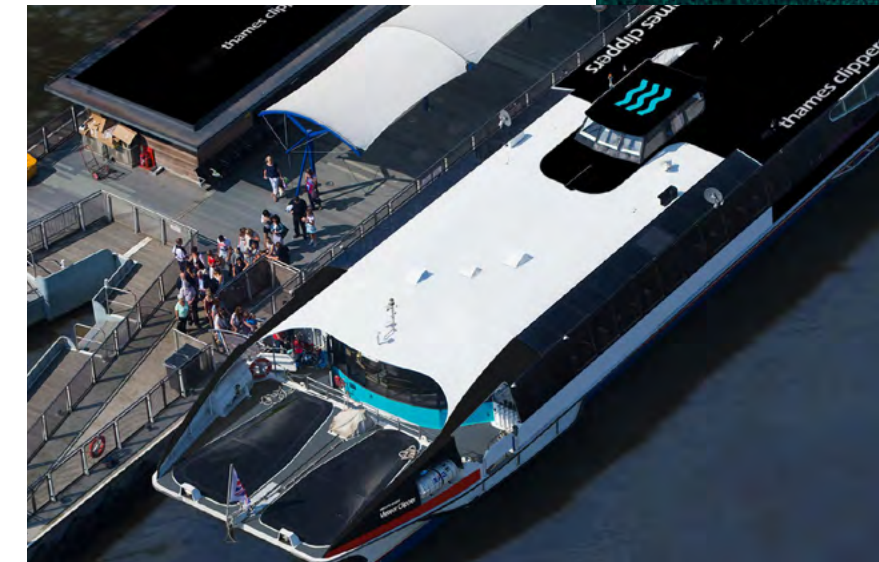
 **Management incentives linked to reductions**

Uber Boat by Thames Clippers (Thames Clippers) is London's only multi-stop river bus service, operating as the city's fourth public transportation mode.

Northleaf completed the acquisition of Thames Clippers in April 2022.

ESG Highlights

- › Ongoing compliance/monitoring of all current and published future/emerging environmental regulations
- › Vessels powered by new low sulphur diesel engines to reduce emissions
- › Trials being conducted to power vessels using 100% by Hydrotreated Vegetable Oil (HVO), a near net-zero biofuel
- › Near-term growth fleet includes procurement of low-emission hybrid vessels powered by electrical and HVO propulsion
- › Long-term plan for fleet growth to move to fully electric or hydrogen propulsion
- › Goal of targeting 50% reduction in emissions by 2030



Environmental Initiatives - Research

Thames Clippers' focus on ESG is evident in its research initiatives as it seeks to move to lower emissions across its fleet.

› Clipper 2.0 Hydrogen Vessel

- Economic and technical feasibility of decarbonization of high-speed public water transport on the Thames River.
- Key objective to understand economic and technical driving factors of three zero carbon fuel candidates.

› Project Host - Hydrogen Supply

- The study will start the process of decarbonizing the Thames River and consider a provision for refuelling the UK's first hydrogen fleet of British-built high-speed passenger river buses.

› Cross River Zero Emissions

- This feasibility study will help develop a clear plan for a future electric prototype vessel for cross-river services.

Social Initiatives - Diversity, Equity and Inclusion

Thames Clippers is focused on DEI at the company.

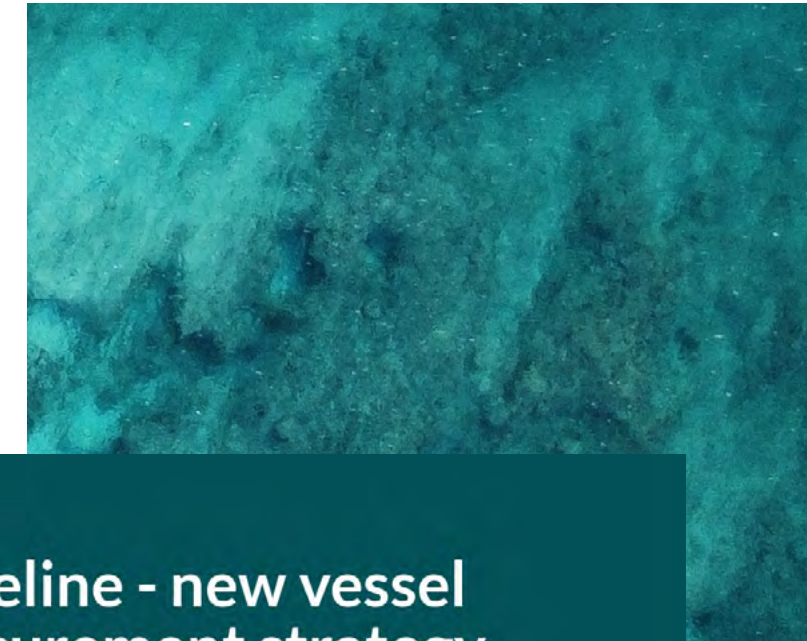
› In-house training academy:

- Launched in 2019 to train crew to operate on the unique conditions of the Thames River and offer opportunities for career advancement for the wider Thames Clippers workforce.

› Diversity:

- Co-founded an 'Employment Strategy Group' with the Thames Skills Academy (a collective of Thames River operators) to support more gender and ethnic diversity across the industry.

- › With its in-house training academy, by 2025 it is expected that Thames Clippers will have approximately 15% women captains, compared to less than 1% for the maritime industry generally.



Timeline - new vessel procurement strategy

2023

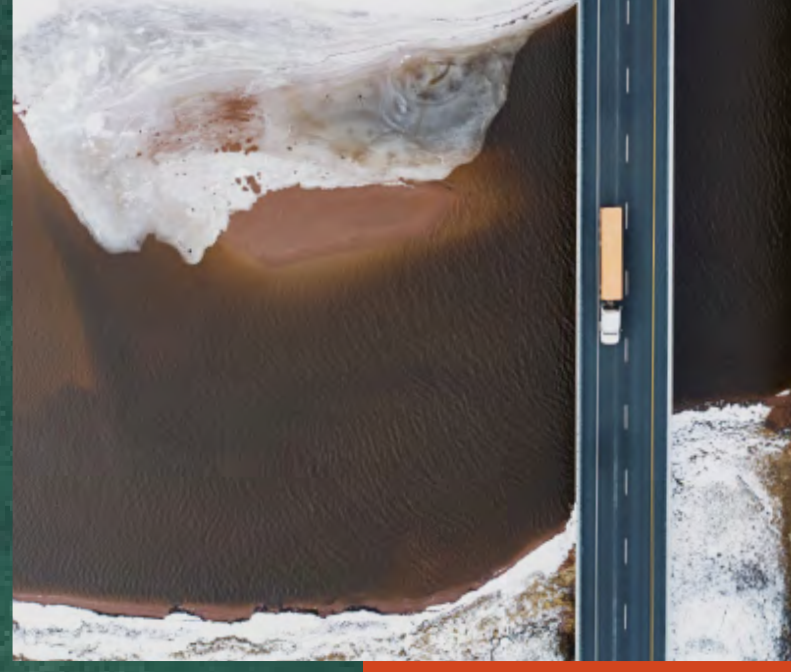
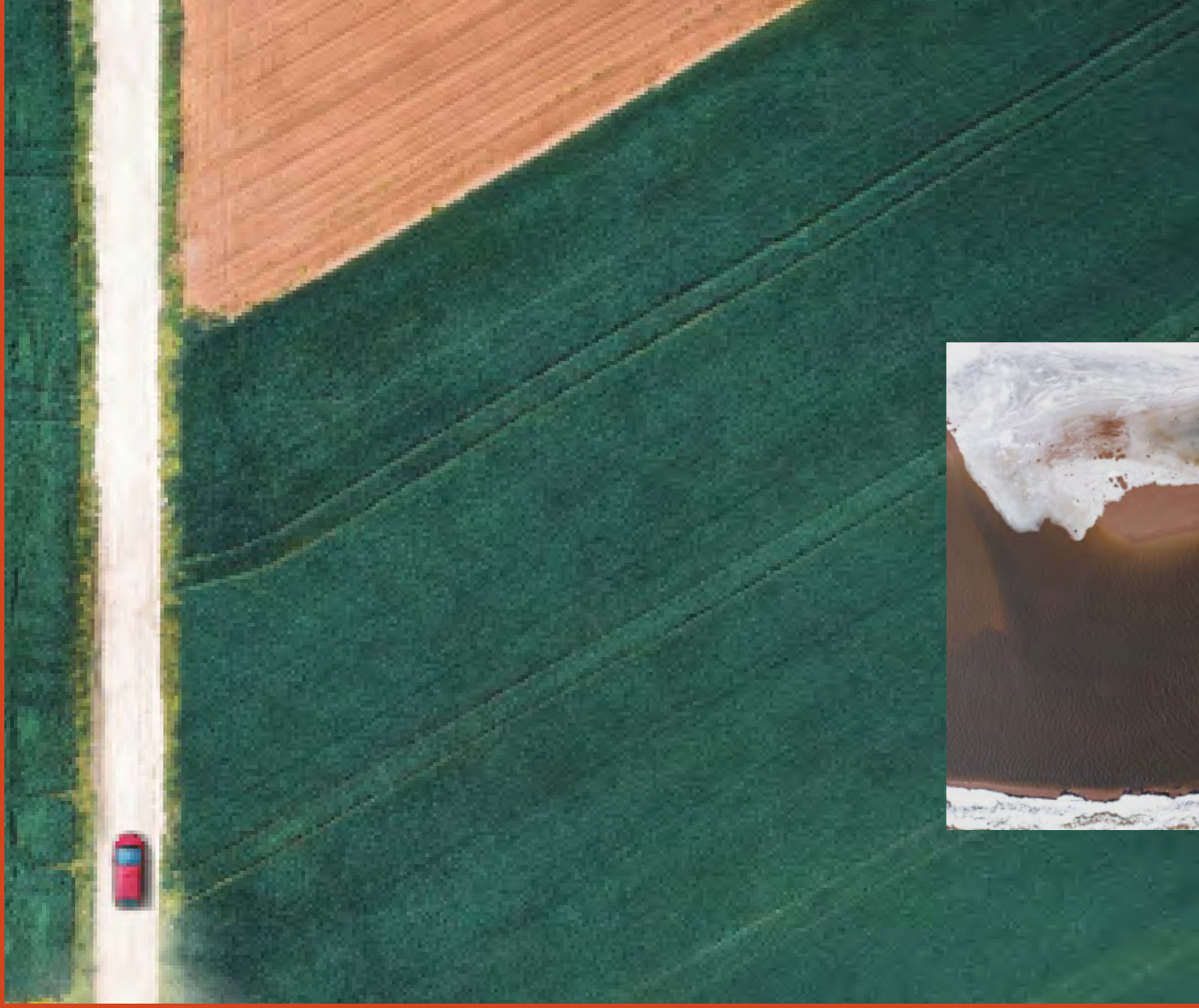
Procurement of Hydrotreated Vegetable Oil (HVO) diesel / electric hybrid vessels and required HVO

2026+

Hydrogen fuel cell powered passenger and freight vessels



Social Impact



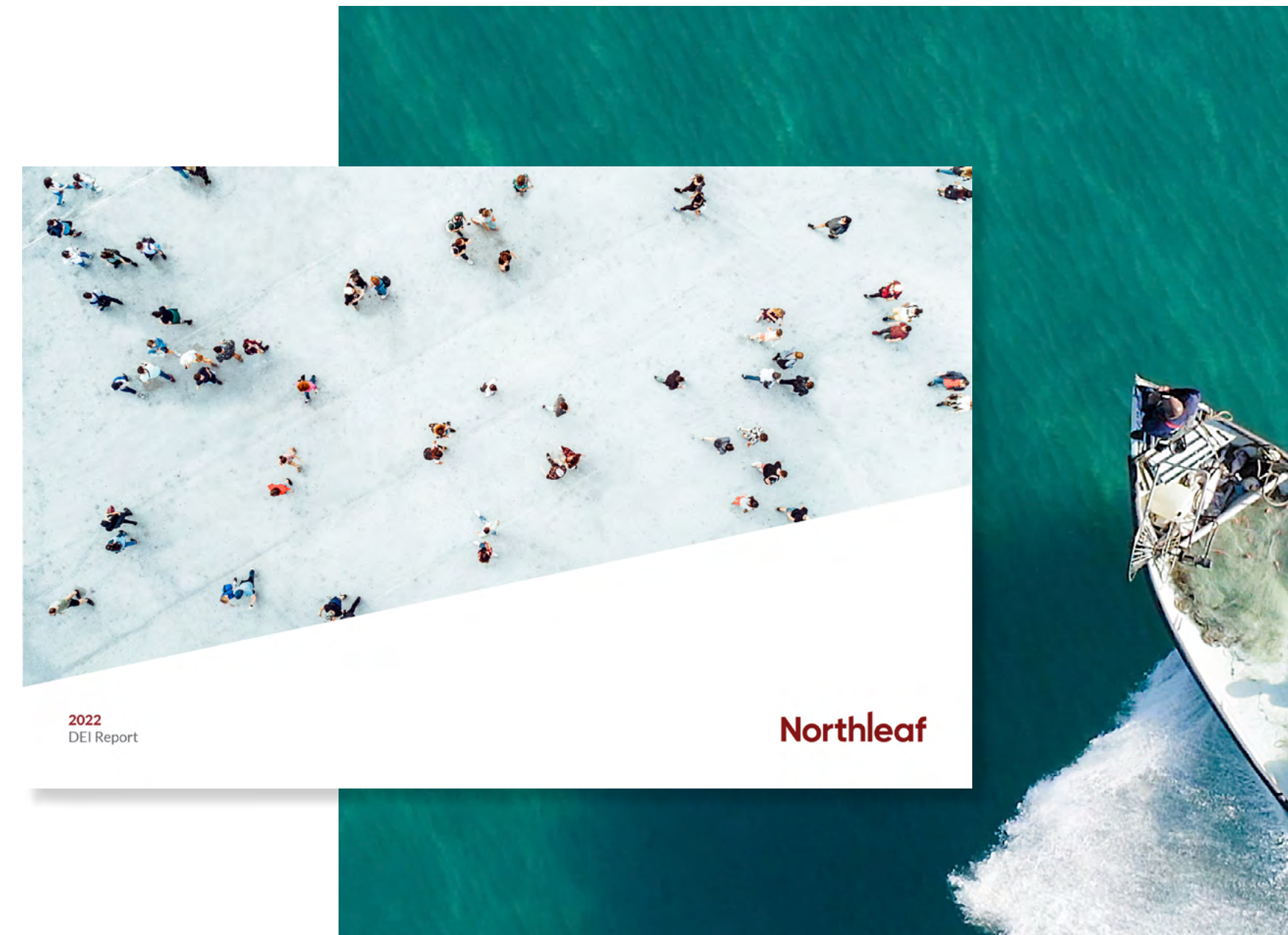
DIVERSITY, EQUITY AND INCLUSION

Based on our fundamental belief that diverse teams make better decisions, we are committed to our diversity, equity and inclusion strategy and are proud of the diverse, inclusive and engaging culture we continue to foster.

We understand and celebrate how diversity across Northleaf adds value to the benefit of our investors, our investment partners and our team. Led by our Diversity, Equity and Inclusion (DEI) Committee, we continued to progress a comprehensive program of DEI initiatives this year.

Northleaf's DEI Committee has developed a long-term DEI strategic plan that incorporates best practices and is tailored to the needs of our firm. We believe diversity of thought is a key factor in our investment decision-making capabilities, and we are committed to promoting a diverse workplace and fostering a culture of inclusion and engagement to ensure positive financial outcomes for our investors.

We have maintained our commitment to DEI in the private markets through our sponsorship and support of a number of industry associations.



For more information on Northleaf's DEI program and strategy, please see our [DEI Report](#) on our website.

DIVERSITY, EQUITY AND INCLUSION

Northleaf is committed to DEI in the private markets industry and provides sponsorship and support to a number of industry associations and initiatives.



Northleaf is a signatory to the Institutional Limited Partner Association (ILPA) Diversity in Action Initiative. ILPA's Diversity in Action framework includes a broad range of actions spanning talent management, investment management and industry engagement.



Northleaf is a supporter and founding member of the Toronto chapter of Out Investors, a global network of LGBT+ investment professionals and allied firms with the core mission of making the direct investing industry more welcoming and inclusive.



Northleaf remains actively involved on the Canadian Venture Capital and Private Equity Association's Diversity & Inclusion Committee. Northleaf also continued its support as a multi-year donor to Girls E-Mentorship, a charitable organization that provides a mentorship program for high school girls facing socioeconomic barriers to build their professional skills and achieve their academic and career potential.



Northleaf is a champion sponsor of the Black Innovation Programs at The DMZ, supporting programs that will provide start-ups led by Black entrepreneurs with the assistance and backing of a top university-based incubator network. Northleaf has pledged a five-year commitment.



Northleaf was a lead sponsor of the Conference Board of Canada's research project focused on women-led start-ups and venture capital success. Northleaf pledged \$50,000 to support the study and was a member of the study's Research Advisory Board.



Northleaf continued our support of Our Children's Medicine (OCM). OCM works with community organizations, innovative technology builders and business leaders to rethink how to connect Indigenous job seekers with employment opportunities nationwide. Northleaf committed to a two-year sponsorship of OCM's The Campaign for a Lifetime's Wage initiative.

CORPORATE SOCIAL RESPONSIBILITY AND CHARITABLE GIVING

Northleaf is committed to giving back to the communities where we operate, live and invest.

The need for charitable giving was particularly acute in 2022, given global macroeconomic challenges and geopolitical uncertainty.

Northleaf supported the United Nations Refugee Agency (UNHCR), which works to provide humanitarian assistance to those displaced by war and in support of people who have been forced to flee their homes due to emergencies around the world.



With higher food costs and rising inflation, the demand for community food banks has increased dramatically. For the holiday season, Northleaf made charitable donations to support local food banks in each of the nine communities where we work and live.



Daily Bread Food Bank
Toronto



The Greater Chicago Food Depository
Chicago



The Felix Project
London



World Harvest LA
Los Angeles



Foodbank Victoria
Melbourne



Second Harvest of Silicon Valley
Menlo Park



Moisson Montréal
Montréal



River Fund
New York



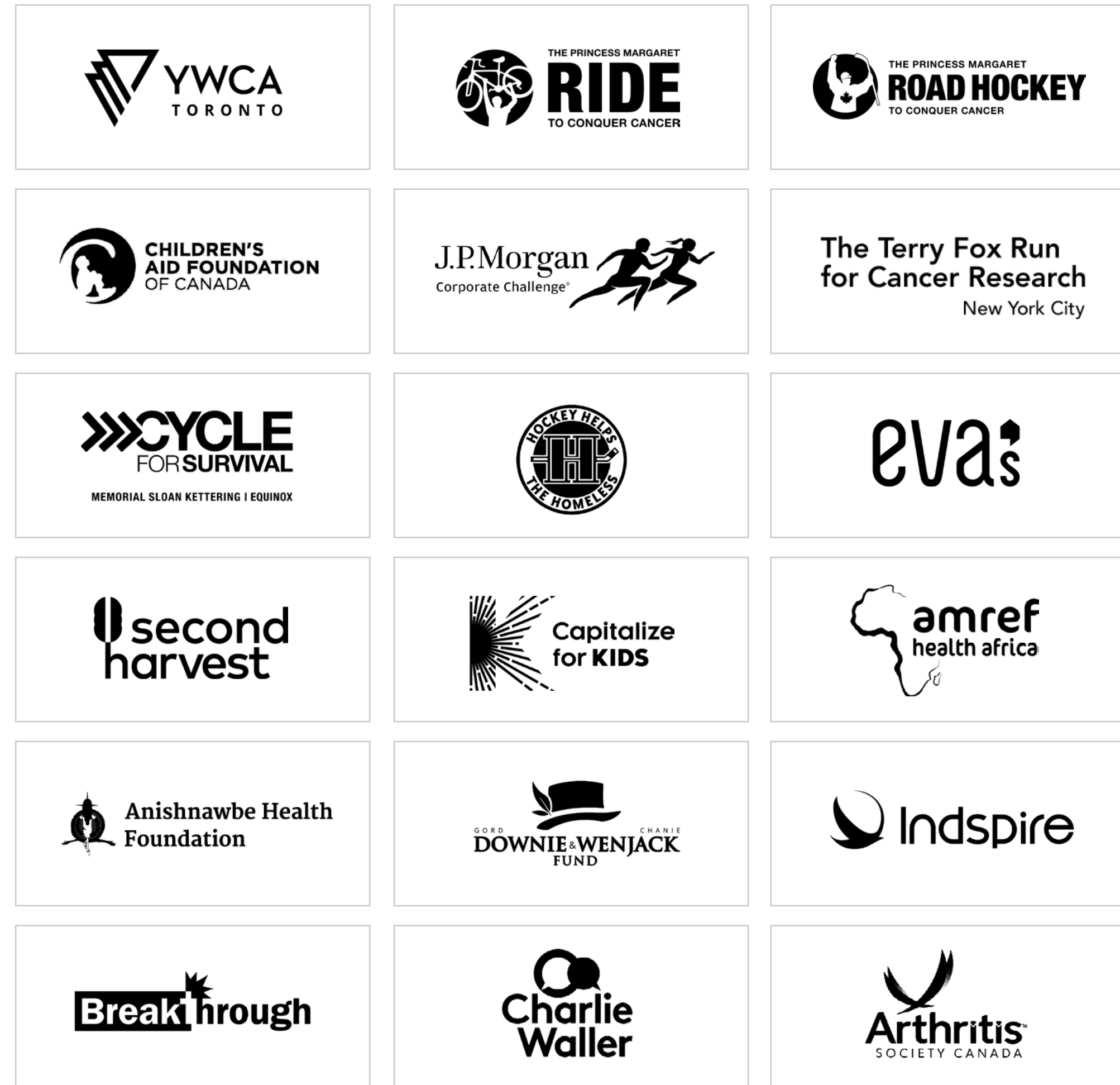
Second Harvest Japan
Tokyo

CORPORATE SOCIAL RESPONSIBILITY AND CHARITABLE GIVING

Northleaf empowers team members to give back in ways that are meaningful to them and supports employee giving through a charitable donation matching program.

Through this program, Northleaf contributed more than \$35,000 to match employee charitable donations in 2022.

In addition, the Northleaf team continued to support a number of charitable organizations and initiatives in 2022, including:



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 Northleaf Capital Partners

Toronto

Chicago

London

Los Angeles

Melbourne

Menlo Park

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