

2022 IMPACT REPORT

TABLE OF CONTENTS

02
MANAGING
PARTNER'S
NOTE

03
OUR 2022
IMPACT STORY

04
SUMMARY OF KEY
ESG ACHIEVEMENTS
IN 2022

05
SAHEL 2022
IMPACT METRICS

06
FAFIN'S FIRST EXIT –
THE L&Z IMPACT
JOURNEY

07–08
ISO IMPLEMENTATION
AND FIRST AID
TRAINING

09–12
SAHEL CAPITAL 2022
IMPACT DISCLOSURE
STATEMENT

13–14
COSCHARIS FARM
LIMITED – A CLIMATE
RESILIENT AND
ADAPTIVE RESPONSE

15
TRADEDEPOT –
ACHIEVING IMPACT
BY ENABLING LAST
MILE DISTRIBUTION

16–17
SEFAA – DEMONSTRATING
AGRIBUSINESS IMPACT
ACROSS AFRICA

18–19
ACHIEVING IMPACT
IN OUR COMMUNITY

20–46
APPENDIX –
FAFIN PORTFOLIO
COMPANIES IMPACT
METRICS

MANAGING PARTNER'S NOTE

Dear Partners,

We are at a critical time in the world today.

It does not matter where in the world you live, food has become expensive. In many African countries, food prices have increased by over 50% in the past year, pushing many families into hunger. This situation is not unique to Africa, as drought and supply chain constraints impacted crop yields in Europe and consequently pushed food prices to record highs in 2022. What we need during this time are thoughtful investments aimed to strengthening the resilience of food ecosystems; especially in regions where there is the greatest need.

Sahel Capital is a food and agriculture focused investment firm established over 12-years ago to solve many of these problems. We invest across selected countries in sub-Saharan Africa and manage \$90 million across two funds, the fund for Agricultural Finance in Nigeria ("FAFIN") and the Social Enterprise Fund for Agriculture in Africa ("SEFAA"). Sustainable impact is key to our driving financial returns.

At Sahel Capital, we devote our time and energy to:

- Supporting agribusinesses to scale-up so they can, in turn, provide affordable and nutritious foods to consumers across sub-Saharan Africa;
- Creating regional supply chain anchored around smallholder farmers, along with the efficient distribution of packaged food products to end-consumers; and
- Looking at appropriate financing to meet the needs of SME agribusinesses.

We are also pleased to announce that we opened a regional office in Abidjan in November 2022, led by two senior team members, to engage with entrepreneurs more effectively across the region.

We are pleased to present our 2022 Impact Report, which provides an overview of the successes we achieved over the past year in strengthening the resilience of the food ecosystem.

Best wishes,
Mezuo Nwuneli



A handwritten signature in black ink, appearing to read 'Mezuo Nwuneli'.

Mezuo O. Nwuneli
Managing Partner

OUR 2022 IMPACT STORY

Despite major macro-economic headwinds during the year, our portfolio companies continued to strengthen the resilience of the food ecosystem in their respective markets addressing food security, creating rural jobs, improving the livelihood of farmers, and providing continuous capacity building to the farmers to ensure an increase in farm yield.

One of our major highlights in 2022 was the exit of our investment in L&Z Integrated Farms, an integrated dairy farm in Kano State. Over our investment period, and with the combined efforts of the founders and the Sahel team, we successfully executed various value creation initiatives and achieved significant impact in the dairy value chain, including the aggregation of over 3.1 million liters of milk from 3,160 pastoralists, mostly Fulani cattle herders.

We further devoted resources to improving operational systems at our portfolio companies. Leveraging our Technical Assistance Facility, Sahel Capital engaged consultants to support the leadership team at its portfolio companies in implementing ISO standards. The standards focused on Food Safety Management System, Quality Management System, Environmental Management System and Occupational, Health and Safety Management System. By implementing these standards, the portfolio companies improved their operational systems and unlocked more business opportunities. Sahel Capital also coordinated First Aid and CPR training for the staff of its portfolio companies and was able to reach 226 direct employees of these companies.

Sahel published its first Impact Management Principles Disclosure Statement in 2022, highlighting our alignment with the eight Impact Principles and showcasing how we have worked hard towards achieving specific Sustainable Development Goals (SDG) whilst implementing the investing strategy of our two managed funds.

- S Sustainable
- D Development
- G Goal

SUMMARY OF KEY ESG ACHIEVEMENTS IN 2022

ENVIRONMENT

- 100% compliance of portfolio companies with Environmental Regulatory Requirements¹
- Alignment with Impact Principles
- Implementation of relevant ISO Standards in respective portfolio companies
- Reduction of scope 1, 2 and 3 emissions - Business emissions accounting for both direct and indirect Greenhouse Gases (GHGs).
- Ongoing Implementation of Carbon Reduction Initiatives

SOCIAL AND IMPACT

- Successful implementation of Ingrower/Outgrower Programs in three of our portfolio companies
- Implementation of Corporate Social Responsibility Projects
- Alignment with the Sustainable Development Goals 1,2,5,8,9,10 and 13²
- Promotion of Inclusion and Diversity across our portfolio companies

GOVERNANCE

- Effective Corporate guidance across portfolio companies by ensuring effective boards comprising of:
 - o FAFIN representatives
 - o Independent Directors
 - o Founding representatives
- Ensuring Women representatives on all boards

¹ ESIA, ESMP and Environmental Audit

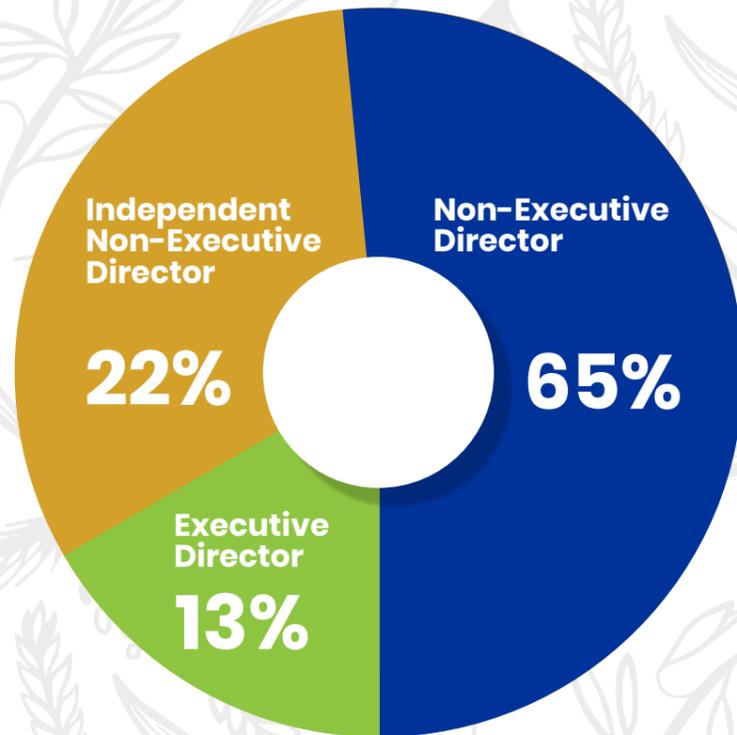
² Ending Poverty (SDG 1); Eliminating Hunger (SDG 2); Gender equality (SDG 5); offering decent work and economic growth (SDG 8); industry, innovation, and infrastructure (SDG 9); reducing inequalities (SDG 10) and climate action (SDG 13).



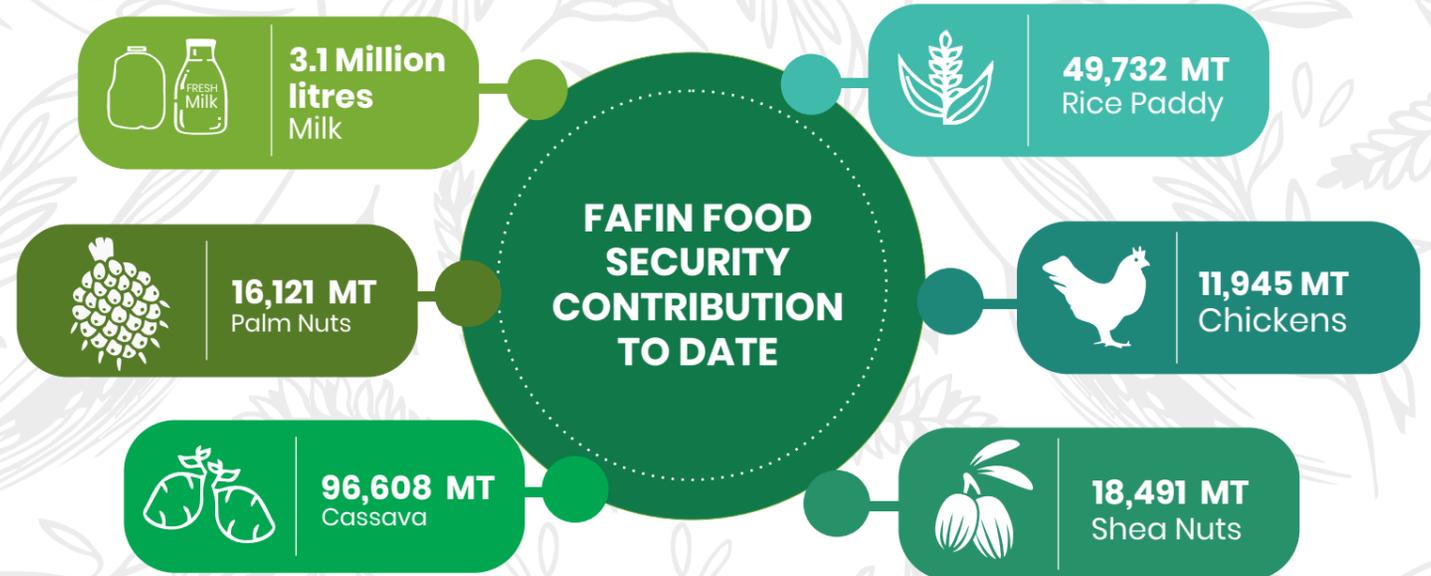
SAHEL 2022 IMPACT METRICS

Sahel measures the impact of its funds (FAFIN and SEFAA), across portfolio companies based on quantitative and qualitative impact metrics, in line with the funds' Theory of Change. A highlight of the impact achieved is provided below:

FAFIN PORTFOLIO COMPANIES BOARD COMPOSITION



FAFIN FOOD SECURITY CONTRIBUTION TO DATE



FAFIN'S FIRST EXIT – THE L&Z IMPACT JOURNEY

In February 2015, Sahel Capital, through its maiden fund, Fund for Agriculture Finance in Africa (“FAFIN”), invested in L&Z Integrated Farms Limited to support the company in expanding its business operations by increasing the capacity of its processing plant and dairy farm in Nigeria. The decision to invest in L&Z was predicated on a few reasons:

1. **Significant import substitution opportunity in the dairy sector, with a considerable volume of locally consumed milk being imported.**
2. **A fast-growing untapped yoghurt market, riding on a rapidly expanding population with more sophisticated consumption patterns.**
3. **A fast-growing and profitable dairy producer and processor with the capacity to become a market leader in the dairy sector, strategically located in Kano State, with good proximity to the fresh milk source.**
4. **Partnership with a family with a strong passion for agriculture and a high level of integrity.**
5. **Opportunity to create impact at scale through engagement with pastoralists.**

Over the seven-year period of our investment, Sahel Capital worked with L&Z to implement various value-creation initiatives and achieve significant impact in the dairy value chain. As a result of Sahel Capital's investment and support:

1. **The company set up a board of directors and onboarded two independent directors to the board. The advice and guidance of the independent directors were crucial for strengthening the institutional structures of the firm.**
2. **L&Z expanded its dairy processing operations by 400% and increased its milking cow herd size**
3. **The company onboarded top talents to the team in functions such as finance, operations, and sales, to support the growth of the business.**
4. **L&Z accelerated its reach across the country by expanding its direct sales from only three states to national coverage, deepening its distribution and expanding coverage across its markets.**

As a result, L&Z recorded historic revenue and profitability growth over the past seven years (119% growth) and had a significant development impact on the communities in Northern Nigeria. With its creation of four milk collection centres, L&Z aggregated over 3.1 million litres of fresh milk from almost 3,200 pastoralists and generated a good income stream for these pastoralists, most of whom are no longer nomadic as we helped settle them within these communities. Furthermore, since their milk was being off taken by L&Z, their children no longer had to hawk milk and could go to school. In addition, L&Z provided several scholarships to these children, including enrolling over 600 female children in school under its Girl Child Initiative.

As we exited the investment in 2022, we were indeed proud to have been a part of L&Z's incredible growth and success story. L&Z has now become a formidable brand in Nigeria's dairy sector, and we are confident that the company will continue to play a pivotal role in the sector's evolution over the coming years.



ISO IMPLEMENTATION AND FIRST AID TRAINING

In 2022, Sahel Capital took very deliberate steps to align the operations of our portfolio companies with appropriate international operational principles and procedures. This was achieved by utilizing FAFIN Technical Assistance Facility plus prorated contribution from the portfolio companies (through a cost-share arrangement) to implement ISO standards across the portfolio companies.

Hence, all FAFIN's portfolio companies successfully aligned their operations with the following ISO Standards, Principles, and Procedures.

- ISO 14001 - Environmental Management Standards, to reduce environmental impacts, reduce waste, and be more sustainable.
- ISO 22000 – Food Safety Standards, to ensure safety in the global food supply chain.
- ISO 45001 – Occupational, Health and Safety Standards, to reduce accidents in the workplace.
- ISO 9001 - Quality Management Standards, to work more efficiently and reduce product failures.

The implementation of the ISO standards has helped some of our portfolio companies unlock new business opportunities and provided international procedures for continuous operational improvement and process standardization.



FIRST AID & CPR TRAINING

Sahel Capital further engaged a reputable consultant who conducted the First Aid and Cardiopulmonary Resuscitation (CPR) training- for 226 delegates across FAFIN's portfolio companies to enhance the safety and welfare of workers.



SAHEL CAPITAL 2022 IMPACT DISCLOSURE STATEMENT

As a signatory to the Impact Management Principles, we align our impact framework with the Eight Impact Principles, which cover all our relevant strategic and operational components, thereby integrating impact in our investment lifecycle.

PRINCIPLE 1: DEFINE STRATEGIC IMPACT OBJECTIVE(S), CONSISTENT WITH THE INVESTMENT STRATEGY.

Sahel Capital, through its funds, has continued to generate and preserve jobs and delivered on the following important Sustainable Development Goals (SDGs)- Ending Poverty (SDG 1); Eliminating Hunger (SDG 2); Gender Equality (SDG 5); Offering Decent Work and Economic Growth (SDG 8); Industry, Innovation, and Infrastructure (SDG 9); Reducing Inequalities (SDG 10) and Climate Action (SDG 13).

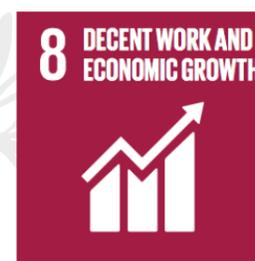
Investment Focus

Our Funds invest in opportunities in five thematic areas:

1. Employment Creation
2. Revenue Generation
3. Inclusion of Smallholder Farmers
4. Increased Food Security
5. Improved Efficiency of Value Chains

All investments are evaluated based on these five impact themes to ensure compliance with the impact thesis and investment model. In our view, we are indeed pivotal to the

the food and agricultural sector in Africa, to fix the challenges along agribusiness value chains, and meet the growing demand for food in Sub Saharan Africa.



PRINCIPLE 2: MANAGE STRATEGIC IMPACT ON A PORTFOLIO BASIS.

Sahel Capital developed an online impact assessment and monitoring portal to aggregate ESG performance indicators and impact metrics across its portfolio companies. The database is used to evaluate the impact framework to enhance decision-making process.

In concert with the portfolio companies' operating strategy and value chain, Sahel Capital collects specific ESG and Impact metrics on a weekly, monthly, or quarterly basis, and these metrics are used to analyze portfolio performance using the impact dashboard.

The annual portfolio impact target is further evaluated as part of our funds' annual non-financial performance indicators.





PRINCIPLE 3:

ESTABLISH THE MANAGER'S CONTRIBUTION TO THE ACHIEVEMENT OF IMPACT.

We adopt robust and globally accepted ESG and impact standards (pre- and post-investment) to assess and measure the impact of our investments across our portfolio companies. We also conduct impact baseline assessment based on the funds' impact targets and the portfolio company's expected impact goals.

The baseline assessment is conducted by a third consultant to ensure the independence and veracity of the data and the impact performance of each of the portfolio companies is measured against these baseline data.

PRINCIPLE 4:

ASSESS THE EXPECTED IMPACT OF EACH INVESTMENT, BASED ON A SYSTEMATIC APPROACH.

We assess the expected impact of each investment as part of the investment due-diligence process. Upon completion of the due diligence exercise, an alignment with the impact requirements of the respective fund must be established to obtain final approval from the Investment Committee. Prior to disbursement of funds, an external consultant is engaged to work with the portfolio company to conduct the baseline impact assessment.

Post-disbursement, impact indicators are tracked and monitored as a collaborative effort between Sahel Capital's ESG team and designated ESG officers in the investee company. In addition, -using the above-mentioned impact portal, Sahel Capital is able to map the impact metrics of its portfolio companies.

SAHEL CAPITAL 2022 IMPACT DISCLOSURE STATEMENT

PRINCIPLE 5:

ASSESS, ADDRESS, MONITOR, AND MANAGE POTENTIAL NEGATIVE IMPACTS OF EACH INVESTMENT.

Our in-house ESG specialist supports the investment team throughout the investment process and provides ESG oversight across all the portfolio companies. Our ESG policy and guidelines are tailored to the integrated performance standards of the International Finance Corporation (IFC), operational safeguards of the African Development Bank (AfDB), British International Investment's (BII's) Code of Responsible Investing, KfW Development Bank sustainability guidelines, Dutch Good Growth Fund ICSR Principles, and Nigerian Sustainable Banking Principles.

These ESG tools help to mitigate identified risk, unlock opportunities, and develop value creation across the portfolio companies, thus promoting a sustainable ecosystem. Depending on the investment size and value chain, ESG due diligence is carried out by either the in-house ESG expert or by external consultants based on their areas of expertise. As an output of the ESG due diligence, an ESG environmental and social action plan is developed for each portfolio company highlighting appropriate mitigating measures for identified risks and approaches to enhance the opportunities.

The ESG and Impact team provides continuous support to portfolio companies to integrate ESG standards in their operations by promoting best operating practices to enable sustainable value creation and develop a sustainable ecosystem through our responsible investment strategy.

PRINCIPLE 6:

MONITOR THE PROGRESS OF EACH INVESTMENT IN ACHIEVING IMPACT AGAINST EXPECTATIONS AND RESPOND APPROPRIATELY.

Following the baseline impact assessment for an investee, Sahel Capital reports the relevant impact metrics in quarterly reports to the investment committee, shareholders, and other relevant stakeholders. This periodic reporting helps to assess the progress towards the impact expectations for each investee and to determine areas of opportunities and improvement at each of the portfolio companies.



SAHEL CAPITAL 2022 IMPACT DISCLOSURE STATEMENT

PRINCIPLE 7:

CONDUCT EXITS CONSIDERING THE EFFECT ON SUSTAINED IMPACT.

Sahel Capital works closely with the executive teams at portfolio companies to resolve ESG issues highlighted in the Environmental and Social Action Plan (ESAP) and impact opportunities identified by the baseline impact assessment, prior to an exit. During the exit process, we support the founders/management to ensure the sustainability of the ESG strategy and activities, even after our exit. This sometimes involves a transition phase where Sahel continues to support the company around board governance and other relevant ESG initiatives.

PRINCIPLE 8:

REVIEW, DOCUMENT, AND IMPROVE DECISIONS AND PROCESSES BASED ON THE ACHIEVEMENT OF IMPACT AND LESSONS LEARNED.

Sahel actively documents and reviews the impact achieved in each of its portfolio companies on a regular basis, through quarterly reports and annual impact reports. This process helps to leverage lessons learned from current and previous portfolio companies, while setting the impact expectations for new investments.



COSCHARIS FARM LIMITED – A CLIMATE RESILIENT AND ADAPTIVE RESPONSE

Coscharis Farm Limited (CFL) is an integrated rice processing firm in Anyaku, Anambra State, South-East Nigeria with a 36,000 MT capacity mill and a 2,500-ha rice farm that supplies rice paddies to the mill. The farm was extensively developed to cater to rain-fed and irrigated rice production. The company constructed over 14 km of primary and secondary canals to channel water from the adjoining Ezu river to irrigate the massive rice farmland. Despite this significant scale of canal development, the constructed canal can only irrigate about a quarter of the available farmland.

- **The continuous battle with significant flood crisis.**

While the Ezu river presents a considerable advantage to CFL in supplying the water required for its irrigation needs, it also compromises the integrity of the farm due to rising water levels which leads to flooding. At the onset of the rainy season, around March, the river is usually about 16 metres above sea level (“ASL”). At this level, the river holds more than enough water to commence farm irrigation and other uses for neighbouring communities. However, excess rainfall leads to water levels reaching about 21 metres ASL by the end of August, and a peak of about 23.5 metres ASL between October and November, which is considerably high. In 2022, the river went as high as 27 metres ASL, an extreme circumstance, resulting from a combination of climate-related and man-made changes, last witnessed a decade ago. With the rise of the Ezu river, the dykes at CFL were slowly submerged, and the farm became flooded.



In some years, intense rainfalls have pushed the river to as high as 23.5 metres ASL.

● Adapting to excess flooding

Despite the flooding at CFL, the loss on rice paddy was minimal, thanks to a proactive climate adaptation strategy, that Sahel Capital and the board of the company put in place over the years:

1. Raise dykes on the farm

Building dykes around the farm seemed like a decent approach given the rising river level. Typically, a long wall or embankment built to prevent flooding from the sea, dykes are large mounds of sand, or dirt gathered to form high barriers around an area, thick enough to withstand the pressure of rising water. CFL built an 8.5 km flood protection dyke around the farm. These dykes were 15m wide and 23.5m high and were built over several months. This height was predicated on historic flooding levels. However, since there are unique instances where the flood water rises above the 23.5 metres height and can destroy crops, a second adaptation strategy was implemented.

2. Adjust planting schedules to accommodate the periodic flooding

In southern Nigeria, normal rice planting starts well into the rainy season (typically April to June) because rice requires lots of water for good performance. Most rice varieties are 90 – 120 days crops, hence, harvest will occur between August and October. The implication of this calendar is that paddies would still be on the field when the farm is most susceptible to floods. To manage this risk, CFL decided to sequence its planting to ensure that there would be no crops on the field during the months with a high probability of flooding. This implies that, if planting ends by May, there would be no crop on the field by end of September. CFL's irrigation facility helps to ensure that this sequencing is possible such that cultivation can commence before the onset of significant rainfall. This way, CFL plants continuously between December and May, allowing it to harvest most of its crops before the months of high probability of flooding.

3. Have mechanism to harvest flood water for irrigation

In addition to the use of dykes, and planning of the planting cycle, CFL went further to harvest excess flood water for its cultivation, by raising sand around the river to retain water within the lakes on the farm. Then it gradually releases the trapped water to irrigate low-lying fields by gravity. This concept results in dry season cultivation with zero pumping cost. In 2022, CFL irrigated over 8 hectares of paddy with harvested flood water and intends to expand that to up to 50 hectares.

The CFL model proves sustainable because its benefits outweigh the initial outlay plus ongoing maintenance cost. It protects the environment from continuously degrading valuable topsoil materials. Furthermore, the model is inclusive because not only does it protect the farmers in the immediate community by presenting the first defence against the rising flood, but also ensures that farmers from the community can start cultivating earlier and longer on the CFL farm as in-growers.



...we stopped planting in May to ensure no crops on the field by the end of September.

TRADEDEPOT – ACHIEVING IMPACT BY ENABLING LAST MILE DISTRIBUTION



FAFIN invested in TradeDepot in October 2021, making TradeDepot, FAFIN's last portfolio company. The company is a technology enabled direct-to-retailer distribution company for the fast-moving consumer goods (FMCG) sector. TradeDepot leverages data, technology, and supply chain assets to connect mom-and-pop informal retail shops with suppliers, provide supply chain insights and unlock financing to the retailers to fund inventory purchases. The company provides access to inventory and financing to over 120,000 small retail businesses in Africa through our B2B eCommerce and Embedded Finance platform. The company achieves development impact in the following ways:

Improving productivity and incomes

TradeDepot is solving difficult route-to-market problems in the informal sector by using technology, backed by excellent operational execution to drastically minimize bottlenecks in the informal retail sector. Through its B2B ecommerce platform, the company provides price transparency to informal retailers, which ultimately leads to price reduction and cost savings. By organizing the value chain, the company is reducing lead time in product delivery, improving

sales at the retailer level, and improving margins, as retail store owners can save time from not having to travel to different grey markets to look for inventory thereby increasing sales times, sales volume, and margins. These predominantly low-income retailers can improve earnings with up to c.150% increase in sales volume and over 40% improvement in their margins.

Gender Inclusion:

Over 85% of the informal retailers serviced by TradeDepot are female-owned businesses. Access to inventory and affordable capital helps build these women-owned businesses into stronger businesses. Supporting these women helps drive economic growth in their communities.



SEFAA – DEMONSTRATING AGRIBUSINESS IMPACT ACROSS AFRICA

Our Impact-First fund, SEFAA, has the goal of reducing poverty by investing in Social Agricultural Enterprises (SAEs) that contribute significantly to enhancing the business eco-system (or income opportunities) of Smallholder Farmers (SHFs) in sub-Saharan Africa. SEFAA provides appropriate growth funding which actively and substantively contributes to enhancing the business ecosystem for Smallholder Farming and Smallholder Farmers (SHFs).

With 2022 vintage year, SEFAA's investments are targeted at agri-food enterprises who provide direct or indirect benefits to SHFs and have a business model that is focused directly on improving the rural agricultural economic ecosystem or indirectly- where the benefits to SHFs, their families and communities are a secondary result from the companies' primary commercial activities.



SEFAA investment pipeline fall into one of the three impact indicators of the fund:

- (i) Increase of the productivity of SHFs e.g. suppliers of agricultural inputs and equipment, companies that support SHFs along the entire production cycle,
- (ii) Address the market access and information asymmetries for SHFs through different business models ranging from transportation, warehousing, marketing and distribution to agri-tech,
- (iii) Offer agricultural finance tailored to the needs and production cycles of SHFs.

SEFAA OUTLOOK IN 2023

SEFAA will directly reach over 2,500 smallholder farmers via its investment in its first portfolio company, Complete Farmer, a major aggregator of agricultural commodities who works with its growers and other farmers registered on its platform. Complete Farmer is expected to support both directly and indirectly, more than 10,000 SHFs.

The project's business model is mostly anchored on aggregation of farm produce from local farmers and growers, recording a significant growth in the numbers of farmers engagement from inception to date. The SEFAA investment will allow the SHFs to experience yield improvement thus ensuring a guaranteed offtake from local farmers to create additional jobs in the local environment and lead to a value chain improvement across Ghana and neighbouring communities even as the company seeks to expand its operations to Togo.

In addition to Complete Farm, SEFAA plans to provide funding to another company that aggregates commodity crops and operates a scheme where raw commodities are aggregated directly from 850 out-grower farmers thus providing market access to these SHFs. Additionally, it sources from over 2,000 non-network SHFs. It also distributes fertilizer and agrochemicals to over 5,000 smallholder farmers, both directly and indirectly. An additional 2,000 smallholder farmers have currently expressed interest in joining the out-grower scheme and a significant number of them are planned to be integrated into the out-grower scheme. In parallel, the company supplies SHFs in its out-grower program with inputs such as fertilizer, agrochemicals, and mechanization services. The SHFs are also supported with agronomic training to ensure efficient farm management practices that enhance yield and ensure environmental health and safety.

In Kenya, the fund will enable over 10,000 SHFs to have access to stable revenues and markets as the project sources raw commodities from over 10,000 SHFs, which it then processes into finished products for export purposes. The company provides an off-take market for the SHFs and has created over 300 employment opportunities to the local community most of whom are women and youth. The SHFs also benefit from a 2-year training program directed towards the conversion into organic crops. This will allow them to get increased revenue, thanks to the organic premium.

In Tanzania, the fund plans to invest in a company that indirectly sources raw materials from about 2,000 SHFs, through two cooperatives and informal farmer groups. The company also offers extension services to the farmers.

In Nigeria, SEFAA will support the access to markets and improved revenue through a company that engages more than 23,000 SHFs and employs 75% of women in the rural farming communities.

In Uganda, the fund will have an impact on around 28,000 SHFs. SEFAA plans to support a tech-enabled agro-input company that works directly with a network of 18,000 SHFs and indirectly with a further 10,000 through its partners. The company is involved in the supply and delivery of seeds, fertilizer, and other farm inputs to farmers either directly or through agro-input suppliers, co-operatives, NGOs, and corporations.



ACHIEVING IMPACT IN OUR COMMUNITY

We continuously implement projects and programmes that enhance competitiveness through meaningful value propositions that serve as a catalyst to advance social conditions in the communities in which we operate.

Sahel has two key CSV programmes: the Community Development Programmes and the Sahel Scholars Programmes (SASP). The community development programmes are implemented to address any of these three impact areas: Education, Environment, and Health by directly addressing identified pain points of selected beneficiaries. The SASP provide mentoring, internship and scholarship opportunities for top-performing Nigerian students in their penultimate year in the faculty of agriculture.



Community Development Projects

In 2022, employees of Sahel Capital, along with our sister companies, Sahel Consulting and African Food Changemakers, made personal contributions to implement three CSV projects (selected by the staff through a rigorous project nomination and voting process) in education within under-served communities in Nigeria. The personal contributions from staff were matched twofold by the three companies.

In partnership with Leap Africa, the first project was focused on providing furniture (desks, chairs, and stools) to four government schools in Karu, Karshi, Kuje, and Asokoro towns of the FCT, Abuja.

The second project was a STEM event organized in partnership with CANON Education to educate senior secondary school students at Lagos State Model College, Badore, on the importance of STEM (Science, Technology, Engineering, and Mathematics) while introducing them to programming and the need for afforestation.



For the third project, the team partnered with FlexiSAF Foundation to implement the waste-2-fees project. 20 underprivileged children were enrolled in primary schools in Abuja.





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