



SAGANA  
CAPITAL

# ALIGNING YOUR RESOURCES WITH THE WORLD YOU WANT TO SEE

Impact Journey of the Hafenmayers

9<sup>th</sup> May 2024

# Raya Papp Hafenmayer



# Wolfgang Hafenmayer



Morgan Stanley



Harvard  
Business  
School

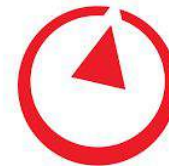


THOMSON REUTERS

Deutsche Bank



LGT Venture Philanthropy



BAIN & COMPANY

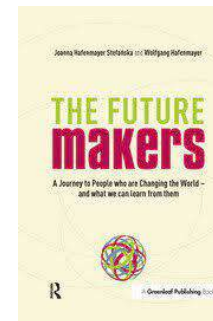
CONSILEON



BONVENTURE



TRUSTED FAMILY



LGT Venture Philanthropy

## Raya Papp Hafenmayer



Corporate  
Finance



## Wolfgang Hafenmayer



Management  
Consultant



Raya Papp Hafenmayer



Engineer



Wolfgang Hafenmayer



Entrepreneur



# Raya Papp Hafenmayer



Ocean



# Wolfgang Hafenmayer



Mountains



Raya Papp Hafenmayer



Wolfgang Hafenmayer



# Global Citizens – Hafenmayer Family Journey



# HYPOTHESIS

WE WILL LIVE A MORE  
MEANINGFUL AND FULFILLING LIFE  
IF WE ALIGN OUR RESOURCES  
(FINANCIAL, HUMAN AND SOCIAL CAPITAL)  
WITH THE WORLD WE WANT TO SEE

## ACTION PLAN

- › Created a vision of the world we want to see
- › Started building several impact businesses
- › Built our investment portfolio for financial and impact returns

# WE CREATED THE HAFENMAYER FAMILY VISION



Four cross-cutting themes and four sectors - to realize the world they we want to see



Climate stability through circularity and decarb



Diversity, equity and inclusion



Inner development



Abundance mind-set



Renewable energy



Healthy lives



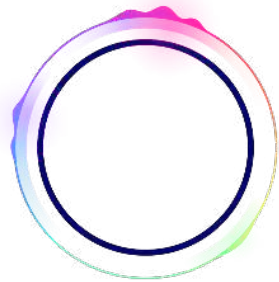
Affordable, healthy food



Nature inspired materials

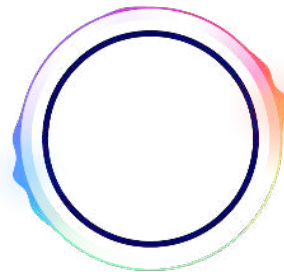
# BUILT IMPACT BUSINESSES TO ACCELERATE THAT VISION

All three Sagana businesses are built around the core competencies of analyzing, investing in, and building companies with significant impact and outstanding financial performance to improve human and planetary health



SAGANA  
CAPITAL

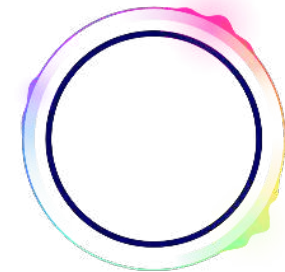
Our **Capital business** partners with individuals, families, companies and foundations in their journey towards building and managing bespoke investment portfolios to create a world their hearts know is possible.



SAGANA  
CONSULTING

Our **Consulting business** collaborates with development organizations, foundations and investors to maximize the transformational effect of their resources.

It also works with companies to implement their decarbonization/net-zero strategies.



SAGANA  
TALENT

Our **Talent business** works with purpose-driven businesses to build healthy organizations through great people, inclusive practices, and high-performing cultures.

# CO-CREATED CIRCULATE CAPITAL, ORIGINALLY A CLIENT, NOW A USD 250M GROWTH EMERGING MARKETS FUND PLATFORM



**CIRCULATE CAPITAL:**  
The leading circular economy investment management firm in high-growth markets



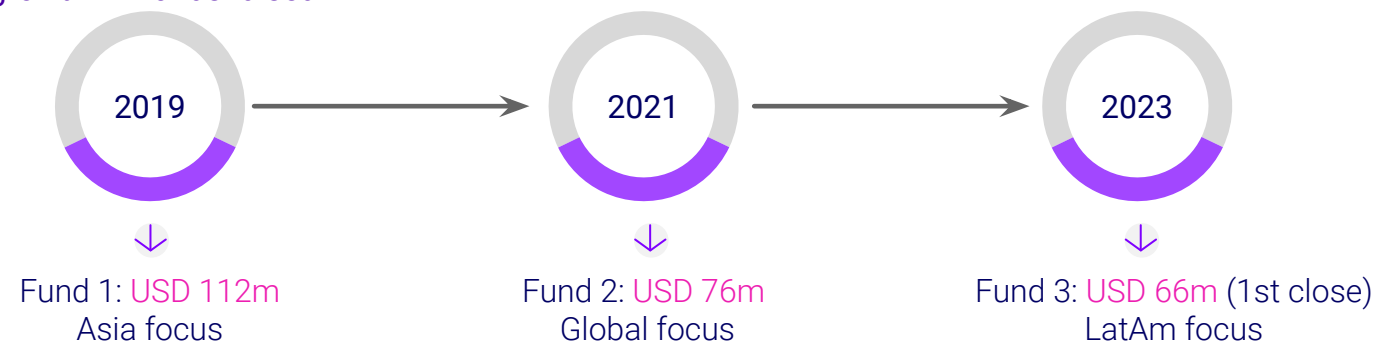

*Sagana is an integral partner in Circulate Capital's mission to bring its expertise in circular economy and drive change on the ground with early and growth stage companies globally*

**Rob Kaplan**  CIRCULATE CAPITAL

## Select Investments

<p><b>Dalmia, USD 17m</b></p> 	<p><b>Solution:</b> High quality recycled PET plastic for textile &amp; packaging</p> <p><b>Impact:</b> Prevent plastic leakage of 1.3m tons of plastic by 2030</p> <p><b>Value-add:</b> Facilitated offtake of recycled PET plastic; strengthen leadership team</p>	<p><b>Lucro, USD 13m</b></p> 	<p><b>Solution:</b> Flexible packaging goods using recycled flexible plastic trash</p> <p><b>Impact:</b> Prevent plastic leakage of 127,000 tons of plastic by 2030</p> <p><b>Value-add:</b> Facilitating offtake, support during fundraise</p>
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## 3 growth PE funds raised



Select Partners (LPs)

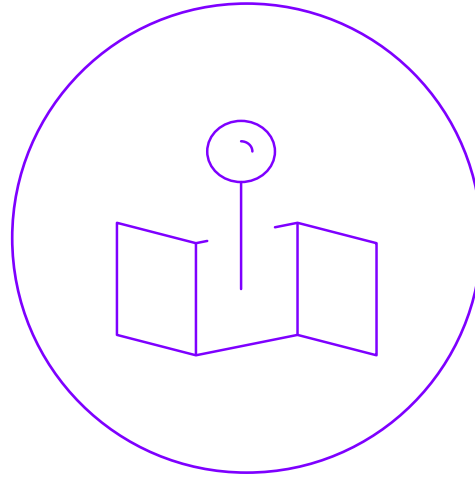
# IN 2020, ENTERED INTO RAYA'S FAMILY'S HEALTH-TECH BUSINESS MANAGED A TURN-AROUND & SOLD IT 3 YEARS LATER



## Family dynamics

Compounded with two families – different values

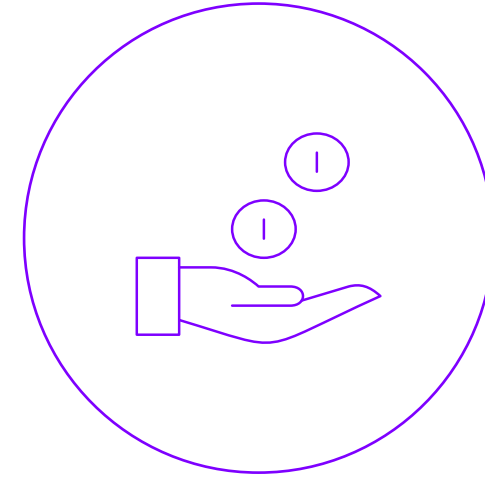
Respect for complexities



## Guiding principles

Set ahead of joining

Everything is bonus  
(time together, financial returns)



## Control & influence

Wolfgang & Raya  
investments

Dad & other family  
member investments

# REFRESHED OUR VISION AND OUR INVESTMENT STRATEGY

## Investment strategy

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- › Seed stage via funds for diversification purposes
- › Earlier and late growth stage for directs
- › Geographic diversification (US, EU, India)
- › Game-changing technologies/models in our core vision themes
- › Easily integrate into existing value chains
- › Excellent management teams with impact intentionality
- › Open to working on any opportunities to improve gender and diversity

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## Additional impact strategy

- › Sagana Consulting advises catalytic capital and blended finance providers
- › Sagana Consulting helps the corporate world to implement their decarbonization strategies
- › Sagana Talent creates healthy organizations
  
- › Philanthropy: quality education for less-advantaged children & support for inner development initiatives

# HAVE FURTHER BUILT OUT OUR PORTFOLIO TO SUPPORT THE WORLD WE WANT TO SEE



All energy is consumed from renewable sources efficiently



All people live healthy lives and have access to quality healthcare



All people have access to affordable, healthy food



All materials used are bio-based, backyard compostable

Cyclic Materials    ethic.  
Tandem PV    Oquant  
Prescinto  
ENERGYDOME  
GROUND-BREAKING ENERGY STORAGE  
ACE Green Recycling

inHEART  
HELEX  
SARSEN

BettaFish  
AgFunder

Colorifix  
Arzeda.  
Bioeconomy CAPITAL  
S0SV  
CIRCULATE CAPITAL

# COLORIFIX: A SYNTHETIC BIOLOGY PLATFORM FOR DYEING



Cost-competitive dyeing solution, already operating at industrial scale



Completely eliminates hazardous chemicals in the dyeing process



Commercial traction with H&M (also lead investor)

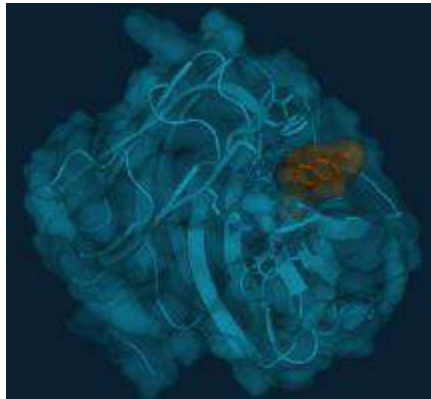


Cambridge synthetic biologists as founders



8.5x multiple

# ARZEDA: DE-NOVO ENZYME PLATFORM THAT DECARBONIZES VARIETY OF MARKETS



The only de-novo protein-design company in the world



Accelerates the path to achieve net-zero in various industries



Already at commercialization phase, with product out on market



Founded by world-leader in protein design



Potential for 20-30x multiple on investment

# GENDER DIVERSITY & DECARBONIZATION ARE KEY CROSS-CUTTING THEMES WHICH WE ALSO DRIVE THROUGH SAGANA CONSULTING

Global leader in gender diversity consulting

Supporting companies to implement their net-zero/decarbonization targets

**British International Investment**

**Australian Government**  
Department of Foreign Affairs and Trade

**TETRA TECH**  
International Development

**DFC** U.S. International Development Finance Corporation

**FMO**  
Entrepreneurial Development Bank

**USAID**  
FROM THE AMERICAN PEOPLE

Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development and Cooperation SDC

**Chemonics**  
Development works here.

**RTI**  
INTERNATIONAL

**DAI**  
Shaping a more livable world.

**YPSOMED**  
SELF CARE SOLUTIONS

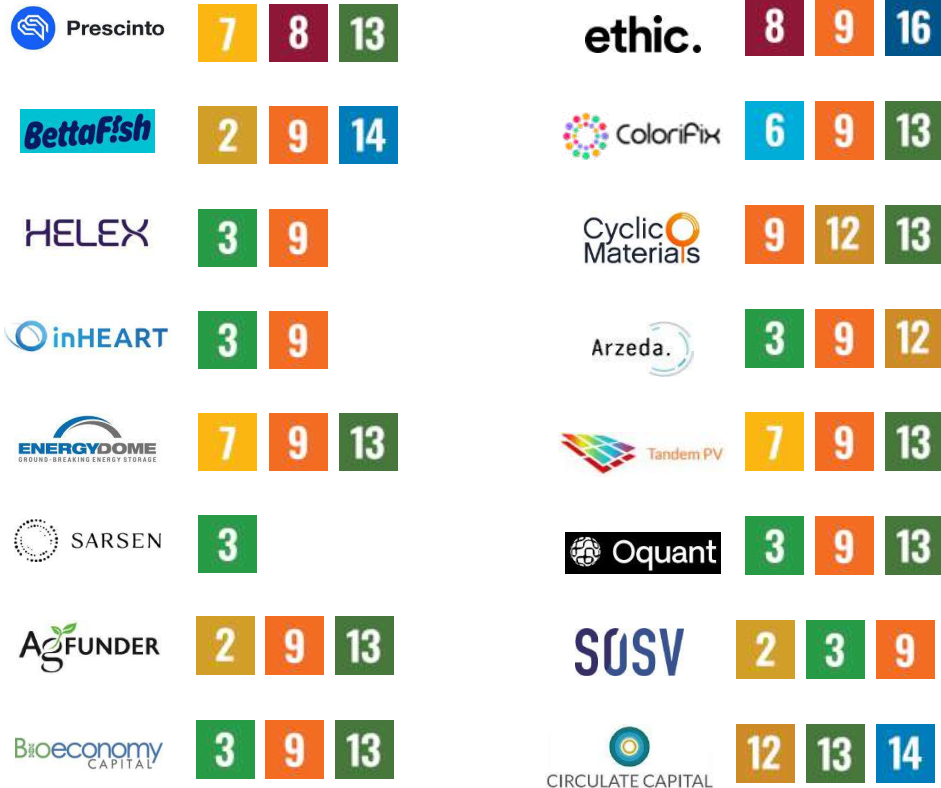
**Coca-Cola**  
EUROPACIFIC PARTNERS

**phlo**<sup>®</sup>

**Mondelez International**

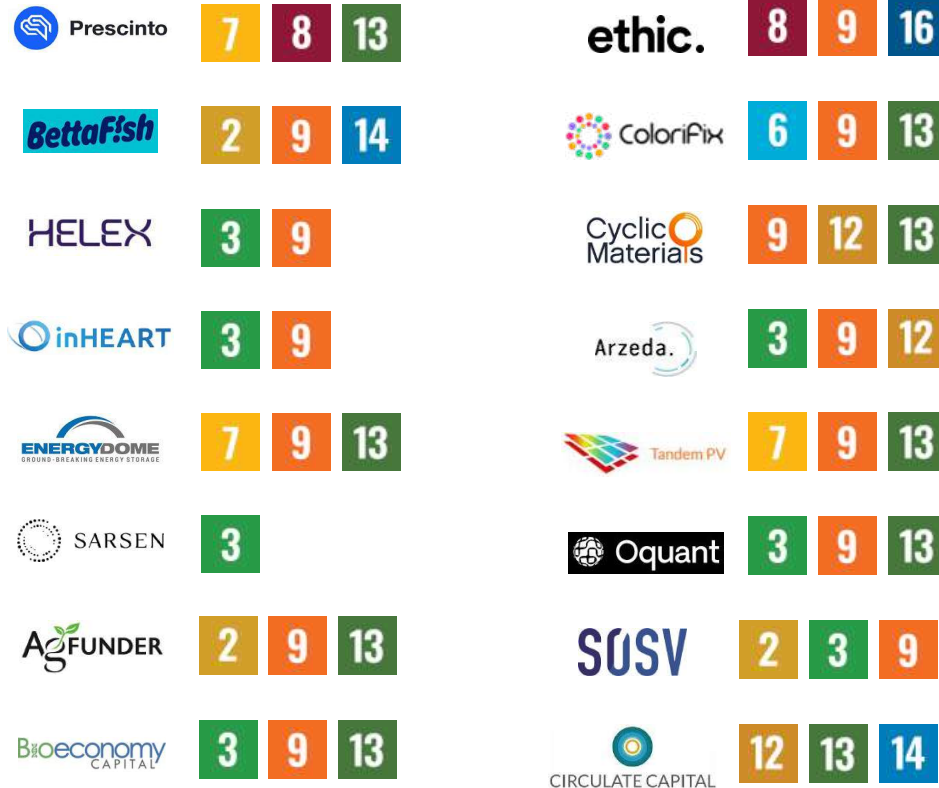
# THERE IS SIGNIFICANT IMPACT ON SDGS WITH OUR PORTFOLIO WHILE THE UNREALIZED FINANCIAL RETURN CONTINUES TO GROW

## Primary SDGs supported with our portfolio



# THERE IS SIGNIFICANT IMPACT ON SDGS WITH OUR PORTFOLIO WHILE THE UNREALIZED FINANCIAL RETURN CONTINUES TO GROW

## Primary SDGs supported with our portfolio



## Supporting companies to implement their net-zero/decarbonization targets

- › **Our funds are still early in their investment periods:, therefore average MOIC 1.1**
  - › Current MOIC 1.1
  - › Potential MOIC 3-4
- › **Our direct investments are tracking well, despite the difficult macro environment**
  - › Highlights:
    - › Ethic valuation uptick of 56x
    - › Colorifix valuation uptick of 15x
    - › Cyclic Materials valuation uptick of 10x
  - › Lowlights:
    - › Arzeda
    - › Sarsen
- › Majority is still rather early and at around 1x

# LEARNINGS

- › Sector expertise is critical (e.g. alternatives to plastic)
- › Deep tech solutions (climate, health care) take 10-15 years to get commercialized and are needed
- › Deep tech leadership teams often need more support on the business and BD side in portfolio mgt
- › Plan for challenging markets (e.g. Covid, ...) and mental barriers to take risk during difficult times (fundraising)
- › Outsized additionality and purpose by investing in areas which are super important to individual/family but, where it is not only about profit maximization, e.g. large parts of the food value chain, internal development
- › Working daily on progress towards meaningful solutions and seeing progress on the ground (staying close) provides a constant source of meaning & fulfillment, discussion and engagement

REALITY

WE LIVE A MORE  
MEANINGFUL AND FULFILLING LIFE  
ALIGNING OUR RESOURCES  
WITH THE WORLD WE WANT TO SEE

-

WHAT IS MEANINGFUL FOR YOU?