A decade of impact and investment

Ten years ago, AMC was created to invest institutional capital from third-party investors alongside IFC. The goal was both to deliver development impact and provide good returns to investors. It is still our goal today.

AMC is the only third-party asset management business housed within a development organization. AMC benefits from IFC’s global footprint and network, and access to attractive investment opportunities in over 100 emerging market countries. Often, there is no other way for investors to access these opportunities.

Back in 2009, I was fortunate to be one of AMC’s first employees and part of the team for our first fund, the IFC Capitalization Fund. When I look back over the past decade, there is much we can be proud of.

LEADING THE WAY
Cumulatively, AMC has raised more than $10 billion, including $8 billion from investors other than IFC.

Our broad range of funds enables investors to choose regions and sectors that best fit their investment needs. We have attracted new investors to emerging markets.

We’ve deployed $6.6 billion alongside IFC into more than 110 companies and funds. With the underlying investments of those funds, we’ve invested in more than 300 companies.

AMC has also had a significant development impact. In our direct investments, portfolio companies directly employ more than 165,000 people.

INVESTMENT WITH IMPACT
The IPO delivered a strong return to IFC and to the IFC Financial Institutions Growth Fund.

One of our newest investments also seeks greater financial inclusion. In 2018, we invested in Voyager Innovations, a payments business in the Philippines. This investment was the largest-ever fintech investment in the country.

Voyager will improve access to finance for millions of people in a country where it is estimated that 68% of the 105 million population do not have access to a bank account.

Also in 2018, two AMC funds completed their investment commitments. The IFC Catalyst Fund, which invests in low-carbon power generation and energy efficiency, now has 15 fund and platform commitments with investments in more than 100 underlying companies.

The Women Entrepreneurs Debt Fund, which lends to banks for on-lending to women-owned or -managed SMEs, has now made 10 investments – five in Asia, three in Africa and two in Latin America. Based on the most recent IFC Reach Survey results, those 10 investor banks have incrementally made more than $100 million to women-owned or -managed SMEs.

In April 2019, we were excited to be among the first group of signatories to the IFC Operating Principles for Impact Management. AMC contributed to the development of these Principles, along with other investors, and they describe the essential features of managing investment funds with the intent to contribute to measurable positive social, economic, or environmental impact, alongside financial returns. This goes beyond asset selection that aligns investment portfolios with impact goals – for example, the Sustainable Development Goals (SDGs) – to requiring a robust investment thesis of how the investment contributes to the achievement of impact.

These achievements are a result of the hard work of the IFC and AMC teams and the entrepreneurs and management teams we are supporting.

LOOKING AHEAD
Our 10-year anniversary is an opportunity to look ahead to the next decade and our ambitions for the business. AMC has an important role to play in helping IFC and other institutions to mobilize significant amounts of capital to meet the needs in emerging markets.

As we have always done, we will work closely with IFC to identify, evaluate, and manage new fund investment opportunities, and maintain a clear focus on exits. Finally, we will ensure that AMC funds lead the market in ensuring that impact considerations are integrated into our decision-making processes.

I am grateful for the hard work of the AMC team during 2018 and the close support of our colleagues at IFC. I would also like to thank all our portfolio companies and investors for their continued support.

MARCOS BRUJIS
Chief Executive Officer
IFC Asset Management Company

IFC Asset Management Company at a glance

$10.1bn
Total funds raised

$6.6bn
Investment commitments by AMC funds

110+
Investments in companies and funds by AMC funds

70+
Countries invested in

$2.4bn
Cumulative capital returned to investors

Data as of December 31st, 2018

Portfolio impact

17m
Customers reached with power and water services

164,376
Direct employment

$700m
Payments to governments

885,385
Students reached

9.73m
Number of microfinance and SME loans, totaling $52.4 billion

1.74m
Patients served

Data as of June 30th, 2018
INVESTING IN WOMEN ENTREPRENEURS

IFC’s commitment to gender diversity in the development finance sector is evident in its investment in the Women Entrepreneurs Debt Fund (WEDF). In October 2018, IFC released its Operating Principles for Impact Investment, a new project impact measurement tool called Anticipated Impact Investing Initiatives: a new project impact measurement tool.

INVESTING IN WOMEN ENTREPRENEURS

The Women Entrepreneurs Debt Fund lends to banks for on-lending to women-owned or managed SMEs (WEDF). It completed its investment period in mid-2020, having disbursed a total of $110 million across 10 investments.

Case study: Voyager Innovations

INVESTING IN INNOVATION

AMC’s latest fintech investment has the potential to increase access to finance for millions in the Philippines.

THE COMPANY

Voyager Innovations is a leading digital payments company in the Philippines. It was created by PLDT, the country’s largest telecommunications and internet service provider. PLDT is also one of the largest companies listed on the Philippine Stock Exchange.

The funding – which provided the consortium with a 9% equity stake – will help Voyager to scale its e-wallet and merchant acquiring business to become one of the country’s leading payments businesses.

THE IMPACT

Digital technology is well placed to address some of the structural shortcomings in the economy of the Philippines. Around two-thirds of 105 million people who live in the country are unbanked, and cash accounts for three-quarters of all consumer transactions by value. But the country has a strong growth rate and rapidly improving telecoms infrastructure.

THE TRANSACTION

In December 2018, IFC and the IFC Emerging Asia Fund (EAF) invested $40 million in Voyager. The equity funding is part of the largest-ever investment in a Philippine fintech company, an investment package totaling $215 million.

ORLANDO R. VEA
PRESIDENT AND CEO, VOYAGER INNOVATIONS

“Investment establishes the Philippines as a destination for technology investment and provides Voyager with the funding it needs to become one of the country’s leading e-wallet providers.”

SAADIA KHAIRI
CO-HEAD, IFC EMERGING ASIA FUND

“The investment will support the rapid growth of digital infrastructure in the Philippines and provide formal financial services for millions of people and small businesses.”

68%

Percentage of Filipino people who do not have a bank account

>50%

Smartphone penetration in the Philippines
Case study: IFC Catalyst Fund

POWERING EMERGING MARKET GROWTH

AMC's first fund of funds completed its investment commitments in 2018 and has built a diverse portfolio of investments focused on lower-carbon power generation and energy efficiency.

WHY DID WE CREATE THE IFC CATALYST FUND?

Catalyst is part of IFC and AMC's response to the climate challenge. Emerging market growth increases demand for water, energy, and raw materials, and without alternative solutions these countries will likely embark on a high-carbon growth path. Catalyst was designed to provide innovative emerging market companies that meet this demand through improved resource efficiency and low-carbon power generation, with access to the risk capital and expertise uniquely provided by PE and VC funds, while mobilizing third-party capital at multiple levels.

A DIVERSE PORTFOLIO DELIVERING SIGNIFICANT DEVELOPMENT IMPACT

Through its 15 investments, the fund has underlying exposure to more than 100 companies and projects across a diverse range of regions and sectors.

Catalyst’s investee funds have made commitments to a wide variety of companies and projects. These include renewable energy, recycling, green logistics, and cleantech VC investments focused on batteries, lighting, power devices, and semiconductors, illustrating the geographic and sectoral breadth of attractive investment opportunities with positive climate impacts.

1.6 GW

Power generation capacity built by Catalyst's investee funds and platforms

Selected investment highlights:

- Hydro project improves access to power in Uganda
- Manager and Fund: Berkeley Energy / Africa Renewable Energy Fund
- Project: Construction of six small hydroelectric platforms that will generate 150 W when complete
- Impact: Uganda is an IDA country with a 13% electrification rate. The hydro projects will provide a source of power to rural regions, as well as jobs, local infrastructure, and community benefits.

Disruptive online logistics in China

- Co-investment: Full Truck Alliance (FTA)
- Activity: FTA is widely referred to as China’s ‘Uber’ for trucks. Its online logistics platform focuses on China’s $1 trillion long-haul trucking market and provides a variety of services for truckers, shippers, third-party logistics providers, and brokers. More than five million of China’s total six million truckers are registered on the website, along with one million shippers.
- Impact: By reducing waiting times at service centers and cutting the number of ‘empty’ journeys made, FTA’s logistics platform eliminates inefficiencies in a sector that is a large contributor of greenhouse gases.

JOHANNA KLEIN

PRINCIPAL, FUND OF FUNDS

‘Over the past six years, Catalyst has committed almost $400 million to more than 100 underlying companies and projects. These commitments are delivering positive impacts related to climate and the environment and are beginning to generate positive returns for our investors.’

Funds review

AMC has raised more than $10 billion across regional funds, sector-focused funds, and fund of funds on behalf of 58 major investors.

Our investors include seven of the top 15 sovereign wealth funds and three of the top 10 pension funds, and several major development finance institutions.

Selected funds:

- **REGIONAL FUNDS**
  - IFC Emerging Asia Fund: $693 million
  - IFC Middle East and North Africa Fund: $162 million
  - IFC African, Latin American and Caribbean Fund: $1.0 billion
  - China-Mexico Fund: $1.2 billion

- **SECTOR FUNDS**
  - IFC Global Infrastructure Fund: $1.2 billion
  - IFC Financial Institutions Growth Fund: $505 million
  - IFC Capitalization Fund (Equity): $1.275 billion
  - IFC Capitalization Fund (Subordinated Debt): $1.725 billion
  - Women Entrepreneurs Debt Fund: $115 million

- **FUNDS OF FUNDS**
  - IFC Global Emerging Markets Fund of Funds: $800 million
  - IFC Catalyst Fund: $418 million

1 All data as of December 31, 2018 except when stated otherwise
2 $1.43 billion including LP co-investments

DIVERSIFIED BY GEOGRAPHY

- 20% Pan-Asia
- 12% Latin America
- 19% China
- 10% M.E & N. Africa
- 8% India
- 4% S.E. Asia
- 18% Sub-Saharan Africa

Emerging markets, established expertise
IFC Emerging Asia Fund

“We saw significant progress at our portfolio companies in 2018. We disbursed our entire $20 million commitment to Shwe Taung Cement to support the expansion of the company’s facilities. These were completed at the end of 2018, almost six months ahead of schedule. Meanwhile, Summit Power continues to expand its power generation capacity. Total installed capacity has grown from 1.2 GW in 2016 to more than 1.6 GW in 2019.”

SAADIA KHAIRI
Co-Head, IFC Emerging Asia Fund

FUND FACTS
Start date – July 2016
Fund life – 11 years
Region focus – Emerging Asia
Sector focus – All sectors in which IFC invests
Fund size
$693m

FUND STATUS
Investment commitments – $145 million
Percentage committed – 21%
Number of investments – 5
Amount funded – $124 million

IFC Middle East and North Africa Fund

“The MENA Fund invests in stellar companies in a very challenging region of the world. Our philosophy is to identify companies that have the ability to operate effectively across different countries and are resilient to market challenges.”

BASSEH HAMWI
Head, IFC Middle East and North Africa Fund

FUND FACTS
Start date – July 2015
Fund life – 10 years
Region focus – Middle East, North Africa, and Turkey
Sector focus – All sectors in which IFC invests
Fund size
$162.4m

FUND STATUS
Investment commitments – $52 million
Percentage committed – 32%
Number of investments – 3
Amount funded – $30 million

IFC African, Latin American and Caribbean Fund

“Our exit progress continued in 2018 with three additional divestments. We were particularly pleased with our investment in National Cement, which delivered a multiple on invested capital (MOIC) of 2.1x and an IRR of 20% in USD. We have now returned $387 million to our investors and remain focused on creating value and returning capital over the remainder of our fund life.”

COLIN CURVEY
Head, IFC African, Latin American and Caribbean Fund

FUND FACTS
Start date – March 2010
Fund life – 10 years
Region focus – Sub-Saharan Africa, Latin America & the Caribbean
Sector focus – All sectors in which IFC invests
Fund size
$1bn

FUND STATUS
Investment commitments – $879 million
Percentage committed – 88%
Number of investments – 27
Amount funded – $854 million

China-Mexico Fund

“Our portfolio is performing well. The Red Compartida wireless telecommunications project funded by our investment in ALTÁN Redes is now operational and its clients began offering services to retail users at the end of 2018. The China-Mexico Fund team continues to have a very hands-on approach, with almost daily interactions with our investee companies.”

CESAR URREA
Head, China-Mexico Fund

FUND FACTS
Start date – December 2014
Fund life – 12 years
Region focus – Mexico
Sector focus – All sectors in which IFC invests
Fund size
$1.2bn

FUND STATUS
Investment commitments – $270 million
Investment commitments including co-investments – $320 million
Percentage committed – 22.5%
Number of investments – 2
Amount funded – $97 million
Amount funded including co-investments – $125 million
IFC Asset Management Company

IFC Global Infrastructure Fund

**FUND FACTS**
- Start date – March 2013
- Fund life – 13 years
- Region focus – Global emerging markets
- Sector focus – Infrastructure
- Fund size: $1.2bn

**FUND STATUS**
- Investment commitments – $702 million
- Investment commitments including co-investments – $931 million
- Percentage committed – 58.5%
- Number of investments – 10
- Amount funded – $672 million
- Amount funded including co-investments – $817 million

**PORTFOLIO DIVERSIFICATION BY SECTOR**
- 43% Power
- 21% Oil & gas
- 19% Telecom
- 9% Water & sanitation
- 8% Transport

**PORTFOLIO DIVERSIFICATION BY GEOGRAPHY**
- 31% Latin America & the Caribbean
- 28% Middle East & North Africa
- 15% East Asia & the Pacific
- 15% Sub-Saharan Africa
- 7% Central & Eastern Europe
- 5% South Asia

**SECTOR FUNDS**

IFC Financial Institutions Growth Fund

**FUND FACTS**
- Start date – March 2015
- Fund life – 11 years
- Sector focus – Financial institutions
- Region focus – Global emerging markets
- Fund size: $505m

**FUND STATUS**
- Investment commitments – $158 million
- Percentage committed – 31%
- Number of investments – 5
- Amount funded – $138 million

**PORTFOLIO DIVERSIFICATION BY SECTOR**
- 43% Banking
- 21% Insurance
- 16% Fintech
- 8% distressed assets

**REGIONAL FUNDS**

Women Entrepreneurs Debt Fund

**FUND FACTS**
- Start date – May 2016
- Fund life – 8 years
- Sector focus – Banks
- Region focus – Global emerging markets
- Fund size: $115m

**FUND STATUS**
- Investment commitments – $101 million
- Percentage committed – 88%
- Number of investments – 9
- Amount funded – $99 million
SECTOR FUNDS

IFC Global Emerging Markets Fund of Funds

“During a busy 2018, the GEM Fund made six new investment commitments and three follow-on commitments totaling $260 million. The fund is now 63% committed across a diverse portfolio of primary and secondary fund investments and one co-investment. The Fund of Funds team continues to actively seek attractive investments that fit the fund’s strategy.”

REYAZ A. AHMAD
Head, Fund of Funds

FAIR VALUE BREAKDOWN
BY SECTOR

- 34% Consumer
- 23% IT and telecom
- 17% Industrials
- 15% Healthcare
- 8% Financials
- 3% Other

The breakdown is based on fair value of IFC Global Emerging Markets Fund of Funds underlying companies as of December 31, 2018.


IFC Catalyst Fund

“In 2018, the IFC Catalyst Fund completed documentation of two new funds commitments and made one follow-on investment, totaling $51 million. The fund is 93% committed and enjoys excellent diversification by both geographic region and underlying strategy across more than 130 underlying companies and projects. While the portfolio is still young, it is starting to generate positive returns for investors in the fund.”

REYAZ A. AHMAD
Head, Fund of Funds

FAIR VALUE BREAKDOWN
BY SECTOR

- 51% Renewable energy
- 42% Resource efficiency
- 7% Industrial logistics & green real estate

The breakdown is based on fair value of IFC Catalyst Fund underlying companies as of December 31, 2018.

Experienced senior team

AMC is led by a diverse team of professionals with many decades of emerging markets experience, extensive investment expertise, and deep industry knowledge.

Team members have come from the private sector and from IFC—creating a unique group that benefits from IFC’s knowledge, relationships, and track record to meet the expectations of AMC’s investors.

Marcos Brujis
Chief Executive Officer

Ruth E. Horowitz
Deputy CEO & Chief Operating Officer

Bosworth Monck
Global Head, Client Relations

Reyaz A. Ahmad
Head, Fund of Funds

Saadia Khairi
Co-Head, IFC Emerging Asia Fund

Andrew Yee
Co-Head, IFC Emerging Asia Fund

Colin Curvey
Head, IFC African, Latin American and Caribbean Fund

Bassel Hamwi
Head, IFC Middle East and North Africa Fund

Cesar Urrea
Head, China-Mexico Fund

Deepali Bahl
IFC Global Infrastructure Fund

Timothy Krause
Co-Head, Financial Institutions Funds

Jun Nitta
Co-Head, Financial Institutions Funds

Marcos Brujis
Co-Head, Financial Institutions Funds

Emerging markets, established expertise
Emerging markets, established expertise

UNIQUE ACCESS
We provide investors with unique access to attractive investment opportunities in emerging markets across the world.

We invest alongside IFC in Latin America & the Caribbean, Africa, the Middle East, Eastern Europe, and Asia.

HIGH-QUALITY INVESTORS
We are proud to invest on behalf of 58 high-quality institutional investors and share with them our emerging markets experience, knowledge, and insights.

We invest through a range of regional, sectoral, and fund of funds. Our investors include leading sovereign wealth funds, pension funds, and development finance institutions.

STRONG RETURNS AND IMPACT
IFC, our owner and co-investor, has been achieving both development impact and financial returns for more than 60 years.

The capital we invest generates good financial returns for our investors and magnifies the development impact of IFC’s own investments, improving the lives of millions of people who live and work in emerging market countries.

ON THE GROUND
Having a strong local presence helps us to better evaluate investment opportunities and support portfolio companies after we have invested.

Our relationship with IFC gives us access to a pipeline of opportunities generated by IFC’s 3,900-person team in 100 offices across the developing world.

A DISCIPLINED PROCESS
Our rigorous decision-making process ensures we are strategic, thoughtful, and deliberate—attributes that serve our investors well.

Each of our funds has a dedicated investment team with fiduciary responsibility to the fund it manages. We make all investment and portfolio decisions for the benefit of our investors.

“Our relationship with IFC’s 3,900-strong team and its unparalleled footprint of 100 offices across the developing world gives us access to a pipeline of opportunities that generates impact and returns.”
Xuan Khanh Nguyen was born in 1976 in Vietnam. He studied at the Hanoi University of Fine Arts and the Central College of Music and Fine Arts. He views fine arts as a way to connect the spiritual cosmos with reality: the colours, shapes and line figures on his canvas reflect the artist’s inner world. Khanh’s work has been exhibited across Vietnam and Europe.