

# A decade of Unreasonable Impact

WE > |

unreasonable impact

Created with

 BARCLAYS

# Table of contents

**03 INTRODUCTION**

**04** Foreword from Barclays

**06** Foreword from Unreasonable Group

**08 CHAPTER 1: ABOUT THE PROGRAMME**

**10 CHAPTER 2: TEN YEARS, IN NUMBERS**

**12 CHAPTER 3: PARTNERSHIP IN ACTION**

**14** In action across Barclays

**14** Agricarbon

**15** Green Fuels

**16** Lithium Urban Technologies

**16** Naked Energy

**17** Re:Dish

**17** Winnow

**18** In action across the community

**18** Modularity Grid, Brill Power and Mandulis Energy

**19** Mission Zero Technologies and 44.01

**19** Unspun and Circ

**20 CHAPTER 4: THE PORTFOLIO UP CLOSE**

**22** AirEx Technologies

**25** ChargerHelp!

**28** Ecozen Solutions

**31** EnergyNest

**34** Enpower Greentech

**37** Sevva AI

**40** SunGreenH2

**43** Terviva

**46** Voyager Technologies

**49** Awards and recognition

**50** Voices from the community

**56** Methodology + fellow directory

# Meet Unreasonable Impact

- Unreasonable Impact is a partnership between Barclays and Unreasonable Group to **support high-growth companies that use innovative technologies to address pressing global issues**. The programme connects the entrepreneurs behind these companies with a network of mentors and industry specialists, including experts from across Barclays.

The Unreasonable Impact programme is designed to help participating entrepreneurs **build strategic relationships and quickly solve key challenges** facing their business to help them scale.

Unreasonable Impact companies have raised over \$19 billion in financing, driving innovations across industries from food and agriculture to energy and manufacturing.



By **C.S.  
VENKATAKRISHNAN**

Group Chief Executive,  
Barclays

FOREWORD FROM BARCLAYS

# 10 years of impact, hundreds of solutions, one Unreasonable Impact

This year marks the 10-year milestone of Barclays and Unreasonable Group's Unreasonable Impact programme, which is dedicated to supporting purpose-led technology founders.

Over the past decade, the initiative has surpassed our expectations and demonstrated the power of building a global community of technology and business innovators. The programme has now supported more than 420 ventures, who have collectively raised over \$19 billion in financing, and employ tens of thousands of people around the world.

As importantly, these businesses are using and developing new technologies to deliver positive impacts in the communities and markets they serve. This includes helping to make energy more reliable, improving manufacturing efficiency and enhancing the resilience of supply chains.

"

The programme has now supported 421 ventures, who have collectively raised over \$19 billion in financing, and employ over 35,000 people around the world.

"

Barclays champions businesses as drivers of innovation and sustainable growth. Through our resources, networks and expertise, we support them at every stage of their journey, from idea to IPO. Through Unreasonable Impact, we have provided expertise, senior mentorship, and access to business networks to aid these companies to scale and grow hundreds of new technology solutions, covering almost every sector of the economy, from agriculture to space.

Together, with Unreasonable Group, whose expertise has helped build a unique and co-operative founder network, our partnership has created a movement. Unreasonable Impact has become more than a programme: it is a global community of founders, mentors and partners working together to address global challenges while creating the jobs of the future. And, in an increasingly complex and constrained world, this connectivity and partnership give these entrepreneurs a competitive edge.

Barclays and Unreasonable Group are committed to working together for a better financial future, deepening this partnership to widen the global impact of these ventures. I am confident these ventures will help play an important role in driving resilience and prosperity worldwide over the next decade.



By **DANIEL EPSTEIN**

Founder & CEO,  
Unreasonable Group

#### FOREWORD FROM UNREASONABLE GROUP

For the last decade, we've held a conviction that entrepreneurs are best positioned to solve the greatest challenges of the 21st century. Ten years ago, Barclays shared that belief, and together we launched Unreasonable Impact.

At its core, Unreasonable Impact was built around a simple idea: the future will not be shaped by institutions alone, nor by entrepreneurs in isolation, but by what becomes possible when the world's most disruptive and visionary founders are supported by a global community alongside one of one of the world's premier global financial institutions.

Over the last ten years, we've supported 421 ventures that have collectively raised over \$19bn in financing, generated over \$17bn in revenue, and now employ more than 35,000 people. Dedicated to redefining our conceptions of progress, they are helping to transform agriculture and energy systems, decarbonise heavy industry, divert billions of kilograms of waste, expand access to healthcare for millions, and create new economic opportunities around the world. They are not merely imagining a better future. They are building it.

”

The future will be shaped when the world’s most disruptive and visionary founders are supported by a global community alongside one of the world’s premier global financial institutions.

”



When confronted by the scale of the geopolitical, ecological, and societal challenges we now face, what makes me most hopeful is the scale of human ingenuity rising to meet these challenges. Again and again, we’ve seen that when extraordinary founders are trusted, connected, and championed, they can and will shape trillion-dollar industries towards a brighter future.

A decade into this partnership, I remain deeply grateful for Barclays’ leadership, courage, and long-term commitment to co-creating a global community that is working to define progress in our time. I am also ever-humbled by the privilege of supporting such courageous entrepreneurs across the Unreasonable Impact Fellowship. Ten years in, the truth of the matter is that we are only getting started.

**CHAPTER 1**

# About the programme

**Inside Unreasonable Impact**

Unreasonable Impact invites growth-stage companies who are already wielding some of the most effective solutions to world problems. They have financing, staff, and revenue. Entrepreneurs are handpicked to join the programme based on their companies' ability to scale, solve global problems, and spur job growth.



Lithium Urban Technologies

## Ecosystem of support

Each programme is highly curated and shaped around the entrepreneur's critical business needs – from growing company culture to shifting regulatory marketing to expanding to new markets and scaling manufacturing. With both virtual and in-person components, the sessions are designed to activate deep connections between the entrepreneurs and curated members of the Unreasonable global network.

## Unreasonable Fellowship

After the programme, each entrepreneur becomes part of the Unreasonable Fellowship with access to a network of successful entrepreneurs, industry leaders, and global funders. With their own go-to relationship manager, fellows receive lifetime support to help their companies to scale.

## The talent of Barclays

Since it started, Unreasonable Impact has engaged hundreds of Barclays colleagues who have shared their expertise as mentors and advisors. From connecting them to clients to offering industry insights, Barclays mentors have helped guide and grow these growth-stage ventures to maximise their impact on the world.

## The power of technology

Unreasonable's custom-built platform leverages technology to encourage entrepreneurs, mentors, and funders to connect and support one another on an ongoing basis. This digital ecosystem allows them to make warm introductions, post in the multi-channel forum, and stay up-to-date with a real-time newsfeed. It also allows the partnership to track the entrepreneurs' impact and progress over time.

CHAPTER 2

# Ten years, in numbers

Ten years of the partnership,  
in cumulative figures. The  
numbers are as of May 2026.



\$19.7 billion+

Funding raised (cumulative  
and all-time since  
company founding)



\$17.6 billion+

Revenue generated  
(cumulative and all-time  
since company founding)

## The portfolio

The Unreasonable network has  
made over **14,000 commitments  
of support** to Unreasonable  
Impact companies over the last  
ten years, **including over 2,000**  
from Barclays colleagues.

## The portfolio



421

Companies have gone through Unreasonable Impact



35,000+

Full time equivalent (FTE) employees



12,000+

Net new employees (since completing the programme)



3B+

Kilograms of waste avoided or diverted from landfills



165M+

Tonnes of GHG emissions reduced

## The community

600+

Mentors have participated in Unreasonable Impact

Hundreds of Barclays colleagues have sat within this mentor network, alongside external industry experts. Many have stayed engaged across multiple cohorts. The fellow-to-fellow, fellow-to-mentor connections that have formed across the decade are a meaningful and compounding source of commercial outcomes for the ventures in the portfolio.

CHAPTER 3

# Partnership in action

Barclays and Unreasonable Group co-created Unreasonable Impact in 2016, grounded in a shared belief that high-growth businesses, powered by technology and innovation, can play a critical role in strengthening economies around the world and create the jobs of the future.



The partnership launched that autumn with an inaugural cohort of ten founders who came together in the UK. Since then, hundreds of entrepreneurs have participated in Unreasonable Impact across the Americas, the United Kingdom and Europe, and Asia Pacific and the Middle East.

The strengths of both organizations are brought together in a way neither could replicate alone. Unreasonable Group curates a community of ambitious growth-stage founders, alongside mentors and collaborators who help them navigate

inflection points in their businesses. Barclays brings institutional reach through its global network, sector expertise, and client relationships, helping companies accelerate commercial traction.

The collaboration reaches across Barclays' businesses, enabling ventures to access coordinated support, while colleagues engage in meaningful skills-based volunteering aligned with their expertise. At each programme, Barclays activates its network to create targeted connections for the participating ventures.

# In action across Barclays

Relationships continue well beyond the program, with participants remaining part of the Unreasonable Impact community. Over the past decade, Barclays has worked with these companies as suppliers, partners, clients, or through direct investment via Barclays Climate Ventures.

## Agricarbon

### UNITED KINGDOM

Annie Leeson's Dundee-based Agricarbon takes physical soil samples and processes them at industrial scale to verify carbon sequestration at a cost low enough for full farms and estates. Barclays Climate Ventures invested in December 2023 and afterwards joined the UK and Europe 2024 cohort. The company has built a database of more than 75,000 samples across 25,000 acres and has now opened a North American facility.

## Green Fuels

### UNITED KINGDOM

James Hygate's Gloucestershire-based Green Fuels, founded in his parents' garage in 2003, converts waste oils and fats into biodiesel deployed across 80+ countries, producing over 400 million litres per year. The company holds a Royal

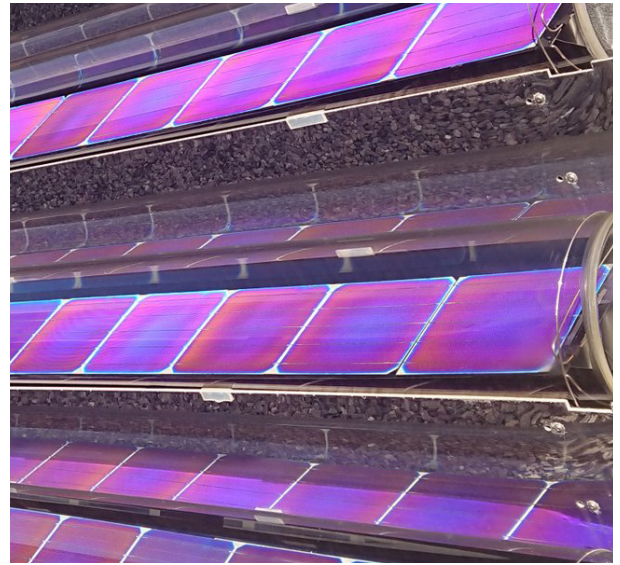
Warrant from His Majesty King Charles III as a supplier of sustainable biofuel. As a UK and Europe 2017 alumnus, Green Fuels has drawn long-term Barclays advisory support, and its spinout Firefly Green Fuels is developing sewage-to-SAF technology.



## Lithium Urban Technologies

### INDIA

Sanjay Krishnan's Bangalore-based Lithium Urban Technologies operates electric vehicle fleets for over 100 corporate clients, including Fortune 500 companies, across 15 Indian cities, and has built and now runs one of India's largest fast-charging networks. The company joined the Asia Pacific & Middle East 2017 cohort, and has a strategic partnership with Uber in India to supply and electrify its ride-hailing fleet. Barclays uses Lithium's fleet to move colleagues to and from its offices in Pune and Noida, and since 2015 the partnership has supported a reduction of 74,000 tonnes of greenhouse gas emissions.



## Naked Energy

### UNITED KINGDOM

Christophe Williams's Naked Energy designs solar thermal and PVT technology three to four times more efficient than traditional panels. The company joined the UK and Europe 2022 cohort, and Barclays Climate Ventures invested that year with a follow-on in 2024. The technology is installed on Barclays' Cambridge Eagle Lab, and in 2025, 130 collectors were installed at The Championships, Wimbledon, through Barclays' partnership with the All England Lawn Tennis Club.



## Re:Dish

### UNITED STATES

Caroline Vanderlip’s Brooklyn-based Re:Dish operates a reusable dishware service for corporate cafés, replacing single-use packaging with a logistics-managed loop of washable containers. The company connected with Barclays’ operations team during the Unreasonable Impact programme and is now a Barclays supplier across multiple US offices. Since 2023, their services have helped Barclays avoid more than one million single-use food containers.

## Winnow

### UNITED KINGDOM AND UNITED STATES

Marc Zornes’s Winnow uses AI-driven cameras to identify food being thrown away in commercial kitchens, cutting waste by 40-70% in year one. The London-based company joined the UK and Europe 2024 cohort and now Barclays has deployed Winnow across its staff restaurants in the UK and US.





# In action across the community

The Unreasonable Impact community builds momentum over time. Companies stay connected, collaborate, and help each other unlock new opportunities and markets.

The sparks that begins during programme grow into relationships that deepen over time and catalyse broader impact.

Here are a few examples:

## Modularity Grid, Brill Power and Mandulis Energy

Modularity Grid (UK & Europe 2022), Brill Power (UK & Europe 2022) and Mandulis Energy (UK & Europe 2023) deliver solar-powered water infrastructure to Ugandan communities. Brill Power's battery management system, spun out of Oxford research, pairs with Modularity Grid's mini-grid energy management to power a local water pumping and treatment facility. The project is funded by the UN Capital Development Fund, Innovate UK and the African Development Bank.



## Mission Zero Technologies and 44.01

Mission Zero Technologies (UK & Europe 2022) and 44.01 (UK & Europe 2022) deliver Project Hajar in Oman's Al Hajar mountains. Mission Zero's electrochemical direct air capture extracts CO<sub>2</sub> from the air using a fraction of the energy of conventional capture, and 44.01 mineralises it permanently into peridotite rock. The collaboration won the \$1 million XPRIZE Carbon Removal Milestone Award.

## Unspun and Circ

Unspun (Americas 2023) and Circ (Americas 2024) partnered in 2025 to produce wide-leg black denim jeans using Circ's recycled polycotton fibres. The product brings textile-to-textile recycled materials into denim production, combining Unspun's 3D-woven manufacturing with Circ's recycled polycotton feedstock.



Introduction

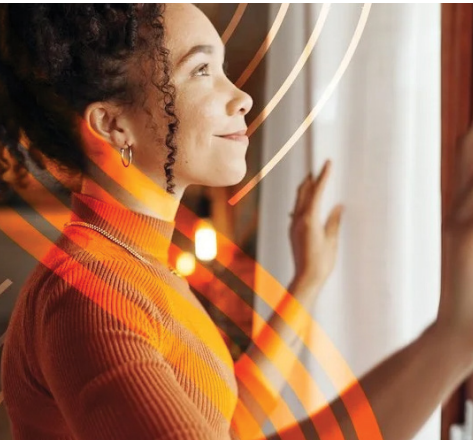
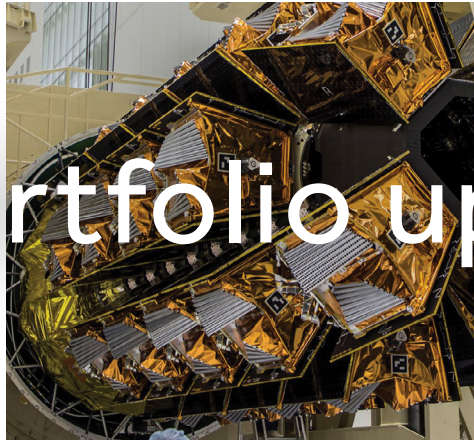
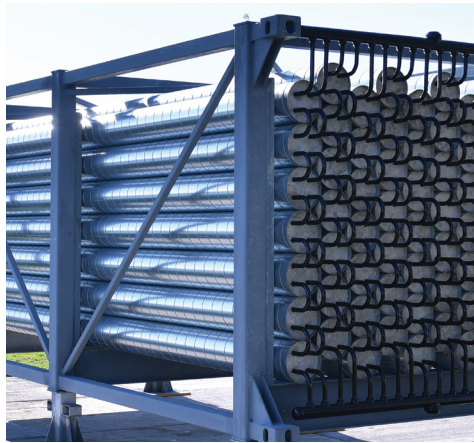
Foreword

Chapter 1

Chapter 2

Chapter 3

Chapter 4



- **More than 400 ventures have been through the partnership in ten years. The nine introduced in this chapter are working examples of what the portfolio looks like up close, companies that support energy security, boost economic resilience and reduce business costs.**

Together they span space infrastructure, thermal energy storage, advanced batteries, solar agriculture, electric-vehicle infrastructure, capital-markets AI, retrofit ventilation, sustainable food and feed, and green hydrogen. They are headquartered across the Americas, Europe and Asia Pacific.

Here are their stories.

# AirEx Technologies

The world's first smart air brick, cutting heating bills and tackling dampness.





# AirEx

AirEx Technologies makes the world’s first smart air brick: a self-regulating vent that responds to indoor humidity and temperature. The product reduces heat loss in older housing while maintaining the ventilation needed to prevent damp and mould, cutting average heating bills by twelve per cent and paying for itself within two years.

Agnes Czako, co-founder and CEO, studied economics in Budapest before qualifying as a Passivhaus consultant in London. From 2011 she worked as a lead energy assessor, overseeing thirty thousand fuel-poverty surveys. She kept seeing the same pattern: tenants blocking their air bricks to reduce draughts, and ending up with damp, mould and respiratory illness in children.

She co-founded AirEx in 2016 with Sustainable Ventures, a London cleantech incubator (and a Barclays Climate Venture investment). More than 40,000 air bricks have now been installed across UK social housing, free of charge to lower-income households. Czako won Innovate UK’s Women in Innovation Award (2019) and the Royal Academy of Engineering’s SME Leaders Award (2020).



FELLOW

Agnes Czako  
Co-founder & CEO



SECTOR

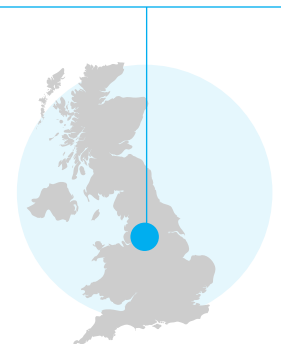
Energy efficiency,  
affordable housing

REGION

Europe

HEADQUARTERS

UK

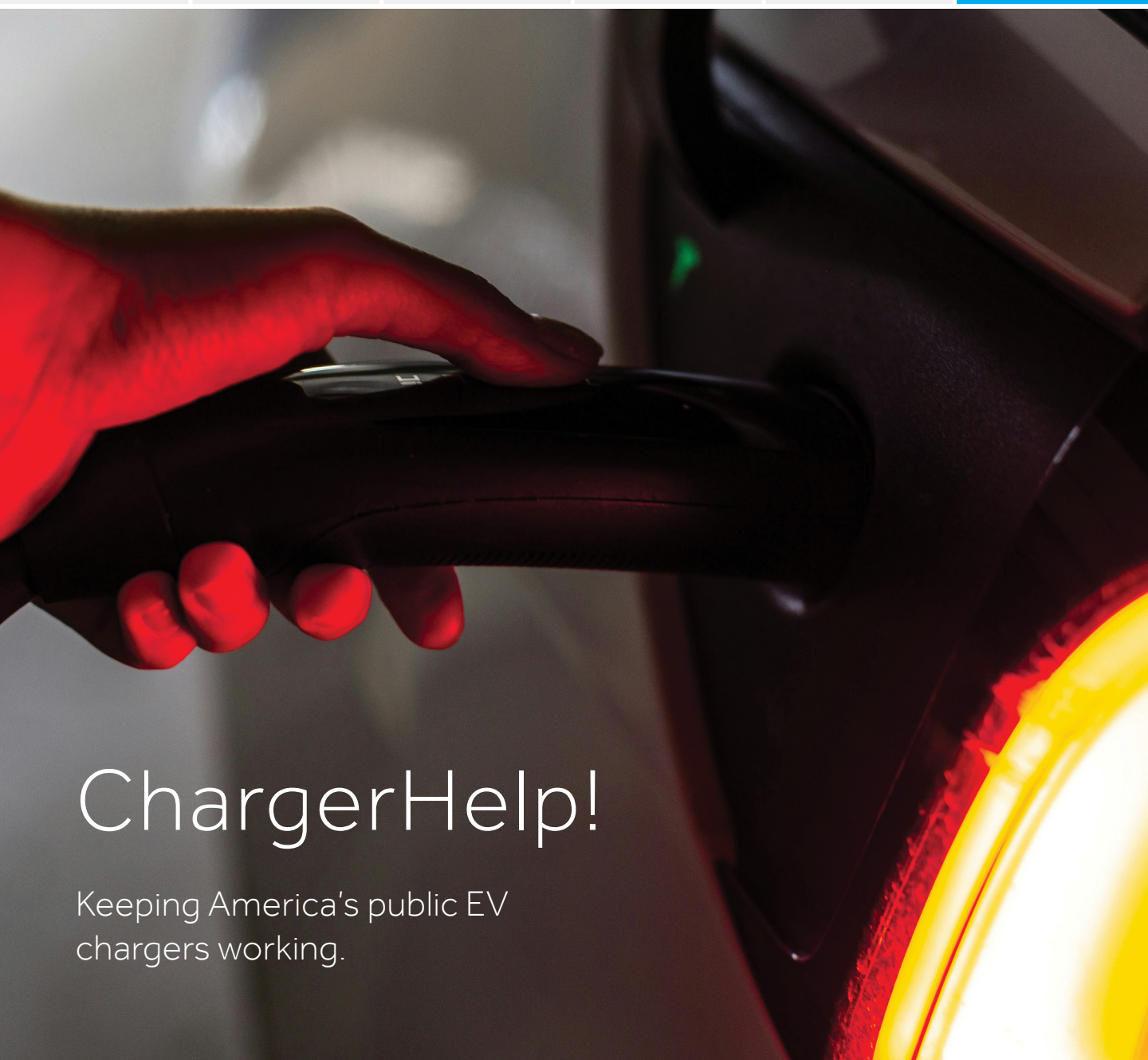


12%  
average reduction  
in heating  
energy bills

40,000+  
smart air bricks  
installed in UK  
social housing

Innovate UK  
Women in  
Innovation  
Award (2019)





# ChargerHelp!

Keeping America's public EV  
chargers working.



ChargerHelp keeps America’s public EV chargers working. Most chargers fail for non-electrical reasons: firmware, payment systems and communication failures the existing electrical-contractor trade is not equipped to repair. The company’s analysis of 300 million data points found drivers failing to start a charge on the first attempt nearly one in three times, despite reported uptime of 98.7 to 99.9 per cent.

Co-founders Kameale Terry and Evette Ellis started ChargerHelp in 2020. Kameale, who grew up in South Central Los Angeles, had spent four years running customer experience and operations at the EV charging software company EV Connect. Evette brought fifteen years of workforce-development expertise from the US Department of Labor’s Job Corps.

ChargerHelp now operates across 47 US states and has resolved more than 30,000 charger failures. By leveraging its EVSE-trained technician network, the company ensures that when physical intervention is necessary, it is executed swiftly through scoped, first-visit field service. To focus purely on this core mission of network reliability, the company spun off SmarterHelp, which now exclusively handles all workforce development and training for EV technicians.



FELLOW

Kameale Terry  
Co-founder & CEO



SECTOR

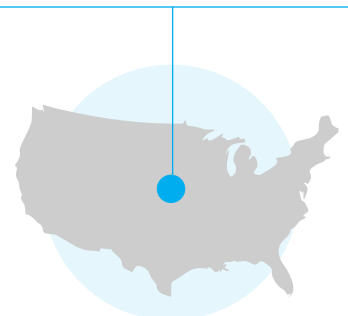
Electric vehicle  
infrastructure

REGION

Americas

HEADQUARTERS

USA





\$17.5M

Series A led by  
Blue Bear Capital,  
Feb 2023

---

47  
states

US operations

---

300M

data points used  
to diagnose  
chargers remotely

# Ecozen Solutions

Solar-powered cold storage,  
irrigation and decentralised  
energy for smallholder farmers  
and beyond.

# ecozen

Ecozen Solutions is a climate-smart technology company founded in 2010 by Devendra Gupta, Prateek Singhal, and Vivek Pandey, while still students at IIT Kharagpur. Built on the vision of decentralised energy independence, Ecozen began with Ecotron, a smart solar irrigation controller, and expanded into Ecofrost, a solar-powered cold room, born from the insight that higher yields meant little without cold storage. Together, these solutions today serve over 500,000 farms across India, East Africa, West Africa, and Southeast Asia.

As India confronts a deepening peak power crisis, Ecozen has chosen the decentralised route to national energy security, solarising rural and urban loads through intelligent control-tech, Solar AC, and rooftop solar. Each product functions as a node in a distributed energy architecture, reducing grid dependence while putting clean power in the hands of end users.

Ecozen has raised \$30 million in equity funding, saved 108,000+ tonnes of produce from waste, and delivered significant reductions in diesel use and emissions.



FELLOW

Devendra Gupta  
Co-founder & CEO



SECTOR

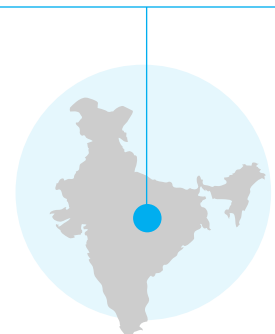
Climate-Smart  
Technology

REGION

Asia Pacific

HEADQUARTERS

India





\$30M

Equity funding  
raised so far

500,000+

farmers using  
Ecozen products

108K

tonnes of produce  
saved from going  
to waste

# EnergyNest

Industrial-scale thermal energy storage to decarbonise process heat.



## ENERGYNEST

EnergyNest’s ThermalBattery, built around a high-performance thermal-storage concrete housed in modules the size of shipping containers, converts electricity into heat only when power is cheaper than gas, stores it, and releases it on demand as steam or hot fluid up to 350°C. Combined with electric heaters and live energy-market optimisation, the system lets industrial customers electrify process heat at a lower cost than natural gas.

EnergyNest’s fifth and sixth projects are now in execution in Germany. At tesa’s Hamburg site, the largest in tesa’s global network, a 10 MW heater and 40 MWh ThermalBattery will cover around two-thirds of the plant’s steam demand, cutting roughly 4,600 tonnes of CO<sub>2</sub> per year and making it one of Germany’s largest industrial power-to-heat installations. At LEONHARD KURZ in Sulzbach-Rosenberg, a 3 MW heater paired with a 12 MWh ThermalBattery taps the site’s own solar PV to cover over 70% of one production line’s heat demand, displacing 3.5 GWh of natural gas annually.



FELLOW

Alex Robertson  
CEO



SECTOR

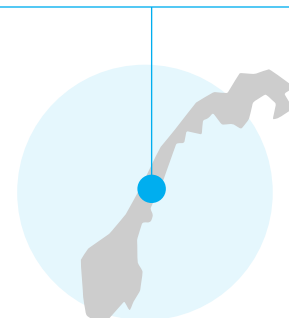
Industrial decarbonisation

REGION

Europe

HEADQUARTERS

Norway





10 MW /  
40 MWh  
power-to-heat plant  
for tesa in Hamburg

3 MW / 12 MWh  
power-to-heat system  
at LEONHARD KURZ,  
Bavaria

Heat  
cheaper  
than natural gas

# Enpower Greentech

Advanced battery cells for  
drones, electric aviation and  
electric vehicles.





Enpower Greentech designs and manufactures advanced battery cells that push the limits of energy density and safety, for applications where weight and reliability matter most: commercial drones, electric aviation and electric vehicles. The company’s product lines span semi-solid-state lithium-ion, lithium-metal-anode batteries, and emerging all-solid-state designs.

Dr. Sam Dai, co-founder and CEO, completed his PhD in materials science at the University of Texas at Austin under the late Nobel laureate Professor John B. Goodenough. He founded Enpower in 2012 with co-founder Che Yong, on Goodenough’s ninetieth birthday, and credits Goodenough’s advice to “do what people need, not what people want” with shaping the company’s mission.

The company is in the mass production phase, serving top-tier drone, eVTOL and robotics companies, including Phoenix Wings of SF Express, one of China’s largest logistics companies. In multi-year joint development with SoftBank, the company has demonstrated an all-solid-state cell achieving 350 Wh/kg specific energy. Manufacturing operations span Beijing and Anhui, China, with technical centres in Japan and Germany.



FELLOW

Sam Dai  
Co-founder & CEO



SECTOR

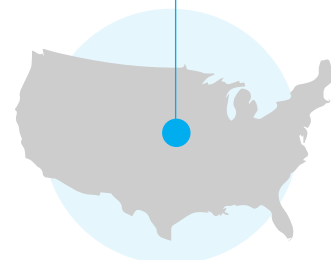
Battery technology

REGION

Asia Pacific

HEADQUARTERS

USA





350-500  
Wh/kg

solid-state cell with silicon  
and lithium-metal anode

UT Austin

founder trained  
under Nobel laureate  
John B. Goodenough

4 countries

Operations & R&D  
across China, USA,  
Japan and Germany

# Sevva AI

Generative-AI agents for capital markets and corporate research.

# sevva

Sevva AI is a multi-agent platform that helps companies and financial institutions build their AI workforce. Clients use Sevva AI Agents for the most demanding white-collar workflows, from ESG assessment, investment research and risk analysis to compliance, due diligence and supply chain oversight. The company serves FTSE 100 and FTSE 250 clients.

Emanuela Vartolomei founded Sevva AI after an extensive career in financial services at Citigroup, ABN Amro, UniCredit and Dimensional Fund Advisors, followed by an MBA at Oxford's Saïd Business School. The platform was developed through a multi-year research partnership with the University of Cambridge.

Its first application was a UN Sustainable Development Goals Agent, scoring tens of thousands of public companies against the full SDG framework at a depth, consistency and scale no team of human analysts could match. Today, Sevva AI serves large corporates and global financial institutions, counts Barclays Investment Bank in New York among its customers, and has received multiple innovation awards from the UK government.



FELLOW

Emanuela Vartolomei  
Founder & CEO



SECTOR

AI, Agentic Platforms,  
Capital Markets

REGION

Europe & USA

HEADQUARTERS

UK





Cambridge  
multi-year University  
research partnership

---

Since 2015  
building AI  
agents for  
capital markets

---

FTSE clients  
large corporates  
and global financial  
institutions

# SunGreenH2

Advanced materials NanoFuzeX™  
electrode platform for  
electrochemical industries





Green hydrogen offers one of the few realistic paths to decarbonise steel, shipping and chemicals, but the electrolyzers that produce it rely on electrodes coated in platinum and other rare metals, making the hydrogen expensive.

SunGreen, a Singapore-headquartered advanced materials company, has reengineered that electrode. Its NanoFuzeX™ coating delivers higher hydrogen output without precious metals or rare-earth supply chains, and slots into equipment customers already own.

Tulika Raj, co-founder and CEO, spent fifteen years in renewable-energy finance and operations, with senior roles at BP Alternative Energy, Nexif Energy and the renewable funds of Denham Capital, Octopus Investments and Keppel Capital. She co-founded SunGreen in 2020 with Dr. Saeid Masudy Panah, the materials scientist whose research underpins the coating.

From its Singapore HQ and Australia R&D hub, SunGreen operates across eight markets, with industrial deployments in Spain and Turkey. The company has a 2025 order book of US\$2 million and a commercial pipeline of over US\$30 million entering 2026, and is moving into adjacent sectors including CO<sub>2</sub> reduction, synthetic fuels, water treatment and metal-air batteries.



FELLOW

Tulika Raj  
Co-founder & CEO



SECTOR

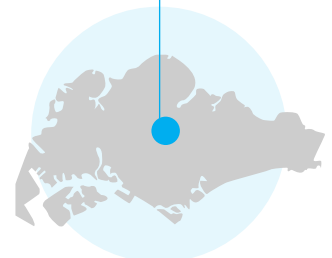
Electrochemical Industries

REGION

Asia Pacific

HEADQUARTERS

Singapore



Advanced AEM  
and Alkaline Hydrogen  
Solutions

No precious  
metals  
90% Higher  
Energy Efficiency

200%  
Hydrogen Production  
vs conventional  
electrode systems



# Terviva

Domesticating the pongamia tree as a commercial food, feed and biofuel crop.



Terviva is domesticating the pongamia tree, an oil-rich legume native to India and Southeast Asia. Pongamia thrives on poor soils with no irrigation, fertiliser or pesticides. Terviva’s pongamia genetics produce yields four to ten times higher per acre than soybeans, fix nitrogen and store carbon. The company processes the beans into culinary oil, plant protein and biofuel feedstock, using a patented process to remove their natural bitterness.

Naveen Sikka founded Terviva in 2010, after travelling through central India as a Berkeley business student researching biofuels that would not displace food crops. The first decade was about two breakthroughs: removing pongamia’s bitterness with alcohol, and finding farmers willing to grow it. That came when Florida’s citrus industry collapsed under disease, and citrus farmers planted pongamia in their idle groves.

Terviva’s Ponova oil is now used in Aloha protein bars. In 2023 and 2024 the company signed separate investment agreements with Mitsubishi Corporation, Chevron, and Idemitsu for biofuel feedstock, sustainable aviation fuel, and sustainable tree planting projects.



FELLOW

Naveen Sikka  
Founder & CEO



SECTOR

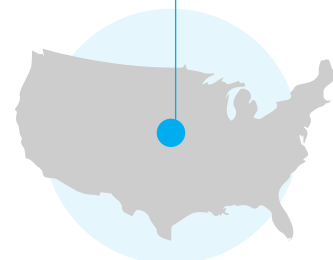
Sustainable agriculture

REGION

Americas

HEADQUARTERS

USA





4-10x  
oil yield per acre  
vs. soybeans

---

Mitsubishi,  
Chevron,  
Idemitsu  
partnership for  
biofuel feedstock,  
SAF, investment  
(2023, 2024)

---

Zero  
irrigation,  
fertiliser or  
pesticides  
required



# Voyager Technologies

Accelerating the advantage with defense  
technology and space solutions.



Voyager Technologies is a defense technology and space solutions company enabling mission-ready systems for the US and partner nations. From propulsion and energetics to advanced electronics, mission management and space exploration, Voyager delivers capabilities that protect national security, reinforce the industrial base and expand human presence beyond Earth.

The company is the lead partner in Starlab, the global joint venture building the next-generation commercial space station alongside Airbus, Mitsubishi Corporation, MDA Space, Palantir Technologies and Space Applications Services. Starlab is designed to continue the microgravity research the International Space Station enables when it is decommissioned in 2030, including work on cancer therapies, regenerative medicine and advanced semiconductors.

Voyager is also expanding access to space through VISTA: Voyager Institute for Space, Technology and Advancement, the first US campus dedicated to in-space research, manufacturing and service. VISTA now partners with The Ohio State University, University of North Dakota, University of Connecticut, Yonsei University and Obuda University.



FELLOW

Dylan Taylor  
 Founder, Chairman & CEO



SECTOR

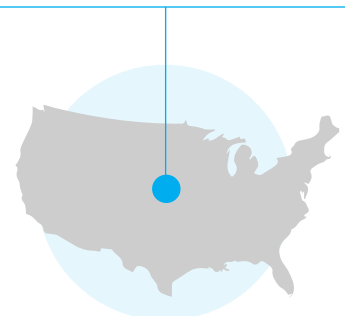
Aerospace & Defense

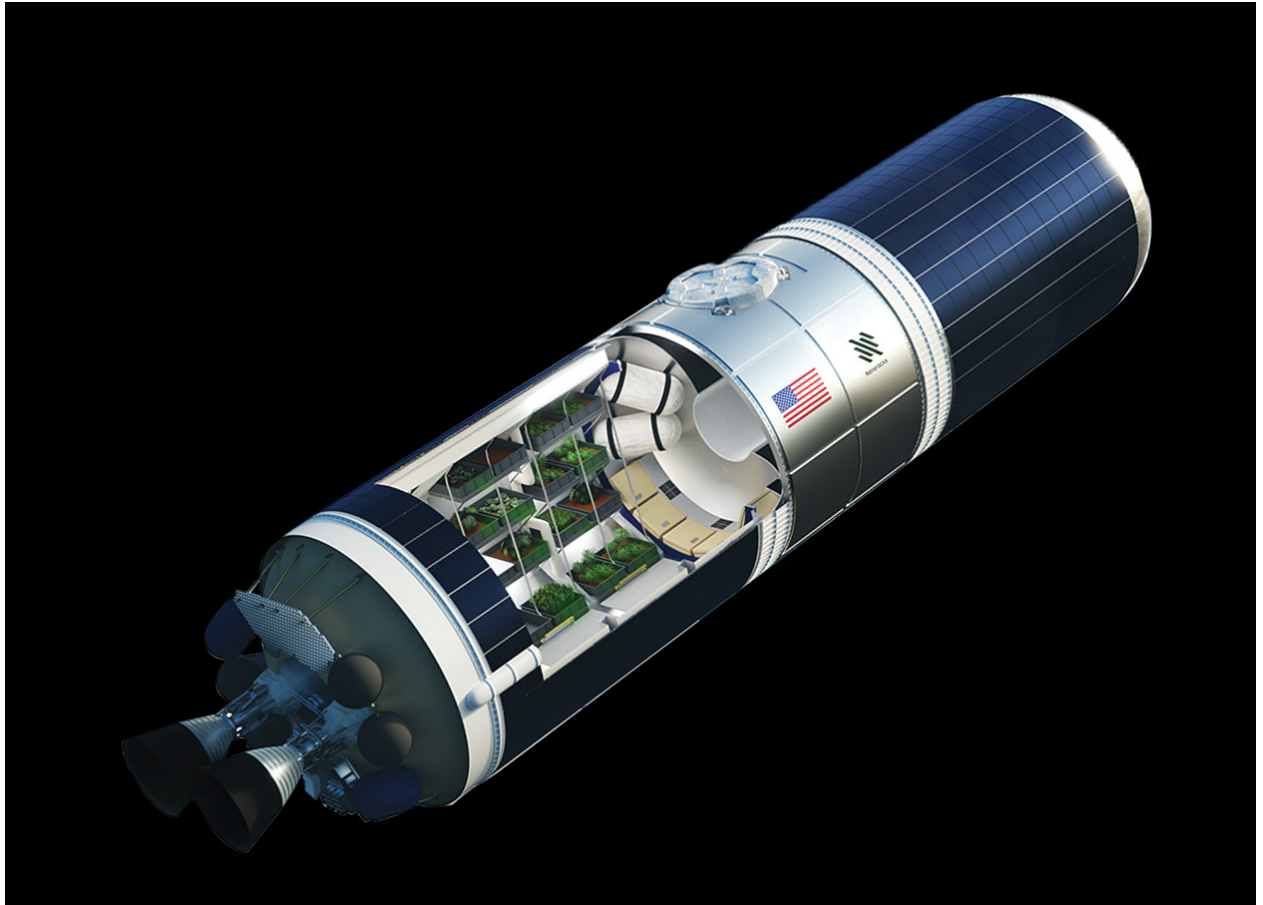
REGION

Americas

HEADQUARTERS

USA





NYSE:  
VOYG

IPO June 2025

Mission-critical  
solutions across  
domains

Airbus, Mitsubishi  
Corporation, MDA  
Space and Space  
Applications Services

Starlab JV partners

## TIME Best Inventions

- 2024** Cambium  
Cabinet Health  
GALY
- 2023** Brimstone  
Biolite
- 2021** unspun
- 2019** EConcrete

## Forbes 30 Under 30

- 2024** Kestrix
- 2022** C16 Biosciences  
Aura Health
- 2021** Prime Roots
- 2018** Via Separations  
Kuli Kuli

## FAST COMPANY Most Innovative Companies

- 2025** Greyparrot
- 2024** Aigen  
C16 Biosciences
- 2023** LanzaTech
- 2022** Cabinet Health
- 2021** 80 Acres Farms

## Awards and recognition

A partial selection of recognitions received by Unreasonable Impact ventures over the first decade.

## WORLD ECONOMIC FORUM

### Technology Pioneer

- Avant Meats
- Banyan Nation
- Greyparrot
  - Air Protein
  - Alesca Life
  - Full Harvest
  - TIPA
  - Hyfé
  - Sylvatex

## THE EARTHSHOT PRIZE

- 44.01, GRST and S4S Technologies have won for work in carbon mineralisation, cleaner battery technology and agriculture innovation respectively.
- Finalists have included LanzaTech, Aquacycl, Circ, and Phool.
- 2023** S4S Technologies  
GRST
- 2022** 44.01

# Voices from the community



Unreasonable Impact exceeded all my expectations. They have created a quality network of changemakers who work together to advance the missions and impact of the entrepreneurs in their programme.

**DR. LISA DYSON**  
Co-Founder and CEO, Air Protein



The network of Unreasonable Impact exceeded my expectations. All the mentors share their experience without hesitation. What I also like is the sense of safety to be open and vulnerable among the fellows who joined the cohort.

**RASSARIN CHINNACHODTEERANUN**  
Founder and CEO, ListenField





A life-changing opportunity to make lifelong friendships with an outstanding group of gifted individuals pursuing their passions. Nowhere else would you find people creating such an impact on humanity.

**SANJAY KRISHNAN**

Founder and CEO, Lithium Urban Technologies



The Unreasonable Impact team is very mission-focused and always has positive energy. I have made long-term relationships with other CEOs and gained a lot of new ideas for my business growth.

**UMA VALETI**

Co-Founder and CEO, UPSIDE Foods





Unreasonable brings together people who refuse to accept the status quo. It's where bold ideas become scalable impact and where purpose-driven founders find the backing to make real change. Being part of this community has sharpened myself, my mission and expanded what I believe is possible.

**CARRIE HOWE**  
Managing Director, What The Future



I've never been on a programme before that has been so relentlessly focused on delivering such immediate, and high impact, value to your business through directly connecting you to the people you need to access — it's short-circuited months and even years of "knocking on doors". It has also given me renewed belief and conviction that we CAN do what we're doing and help shape the world into how it needs to be.

**TESSA CLARKE**  
Co-Founder & CEO, Olio





Being part of the Unreasonable community has been genuinely energising. What has stood out most is the inspiration from other founders tackling equally complex challenges, combined with the support from mentors and the Unreasonable team.

That mix of ambition and practical support has been invaluable as we continue to scale ENERGYNEST's impact.

**ALEX ROBERTSON**

CEO, EnergyNest



The Unreasonable program gave us global exposure and connected us to industry thought leaders that helped us expand into international partnerships. With Unreasonable's support, we moved confidently into being a truly global agriculture company."

**NAVEEN SIKKA**

Founder & CEO, Terviva





I'm proud to be part of the Unreasonable Impact Fellowship, a community of kind, intellectually curious individuals using community and capitalism as forces for good. It's inspiring to be surrounded by people committed to sustainable change and protecting our planet.

**PETE MAJERANOWSKI**

Co-Founder & CEO, Circ



It's hard to distill the experience and the impact it will have on you personally and professionally, but if you are lucky enough to be asked and then surrender to the experience, you will live with gratitude toward yourself and those you meet for the rest of your life.

**SARAH GARNER**

Founder & CEO, Retykle





Unreasonable Impact is an invaluable experience for founders navigating rapid growth. It gave me the space to step back, reset, and recalibrate my approach — not just to scaling the business, but to leading with purpose.

**VRIKO YU**

Co-founder & CEO, Archireef



Unreasonable Impact was a life-changing experience for me and the most impactful program for our business.

**ANNA CHENIUNTAI**

Co-Founder & CEO, Apis Cor





Unreasonable creates a community of entrepreneurs, mentors, and investors which is unmatched by anything I've been a part of. The unreserved willingness of those in the community to help lift each other up paired with the depth of relationships built by Unreasonable's unique approach to creating a safe space for people to connect sets it apart from anything else I've been a part of.

**MARC ZORNES**

Founder & CEO, Winnow



## Methodology

The headline statistics in this report are cumulative figures collected since each company's founding. They reflect portfolio-level outcomes, the full body of work by companies that have participated in Unreasonable Impact, rather than only the incremental work attributable to the programme itself.

This report does not claim that each company's outcomes are attributable only to Unreasonable Impact. Fellows are supported by many investors, customers, mentors and institutions, and Unreasonable Impact is one of several contributing factors. The figures here count gross positive outcomes. Data is self-reported by the Fellows and reviewed and verified by the Unreasonable team. For ventures that participated in Unreasonable Impact prior to 2026, the reported metrics reflect their most recent survey responses through December 31, 2025. For ventures that joined in 2026, only baseline data is included.

ADDITIONAL DEFINITIONS:

- Funding raised refers to private capital raised by companies over their lifetimes, aggregated in US dollars at prevailing exchange rates. It excludes capital raised through public markets.
  - Revenue is aggregated self-reported revenue.
  - Full-time employees refer to full-time-equivalent employment and includes only data reported by currently operating companies that have gone through Unreasonable Impact.
  - GHG emissions reduced refers to tonnes of CO<sub>2</sub> equivalent reduced or sequestered by company technologies as a result of their products and services, as reported by the companies.
  - Waste diverted aggregates kilograms of waste diverted through prevention, reduction, recycling and reuse, alongside food waste salvaged and marine debris diverted.
- User and customer stories referenced in the report are drawn from company-published case studies, verified press coverage, and publicly disclosed commercial partnerships.

## Fellow directory

A full index of the 421 ventures that have participated in Unreasonable Impact across the first decade:

Learn more by visiting  
**[unreasonableimpact.com](https://unreasonableimpact.com)**

 [@unreasonable](#)  
[#UnreasonableImpact](#)

## Important information

The Information in this document has been prepared by Barclays Bank PLC, including its affiliates (collectively, "Barclays") for general information and marketing purposes only.

It does not take into account any specific investment objectives, the financial situation or particular needs of any particular person or business and is not intended as a financial or investment recommendation, offer or investment advice.

Any references to Barclays' products and services or those of any third party are for illustrative purposes only. Nothing in this document is intended as a financial or investment recommendation, inducement, marketing of any financial service or product, offer or investment advice.

No part of it may be reproduced, distributed or transmitted without the prior written permission of Barclays. It is not intended for distribution, publication, or use in any jurisdiction where such distribution, publication, or use would be unlawful, nor is it aimed at any person or entity to whom it would be unlawful for them to access.

No Barclays entity nor any of its affiliates, or any of their respective directors, officers, employees or agents gives any guarantee, representation or warranty, or accepts any responsibility or liability as to the accuracy or completeness of this document or any use of, or reliance on, it by any third party. This report was prepared on the basis of information and data obtained from the sources referenced therein, in each case prior to the date hereof. The information in this document has not been independently verified by us, and we do not assume any liability for any such information. All opinions and estimates are given as of the date hereof and are subject to change and we assume no obligation to update this document to reflect any such changes. The information herein is not intended to predict actual results, and no assurances are given with respect thereto. These materials have not been produced by the Barclays group's research department and do not constitute investment research or a research recommendation.

Barclays Bank PLC is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority (Financial Services Register No.759676). Barclays is a trading name and trademark of Barclays PLC and its subsidiaries.

©Barclays

©Barclays 2026 Registered Office: 1 Churchill Place, London E14 5HP Registered in England Registered No. 1026167