



Global Private Capital Association (GPCA)

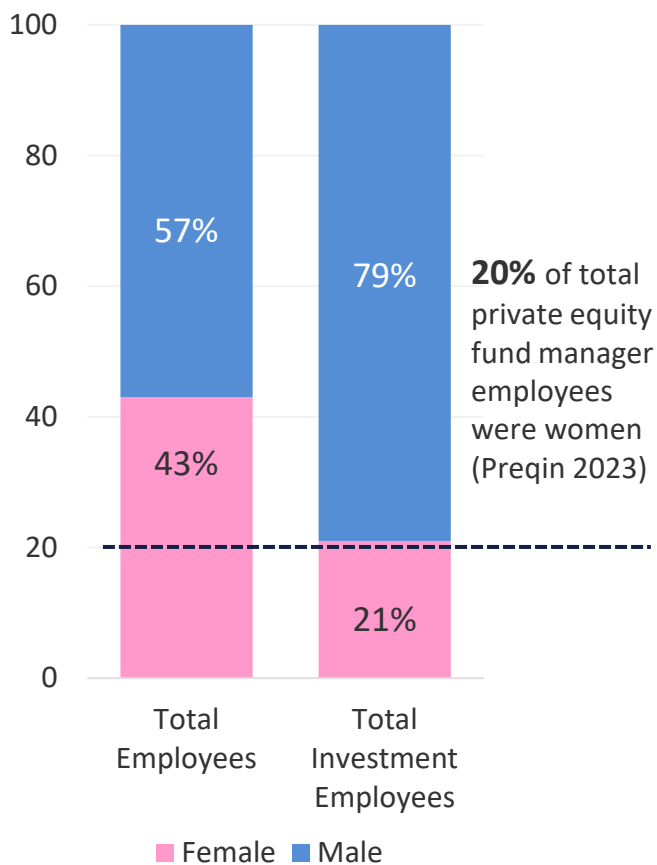
Gender Training, Singapore, 20th August 2024



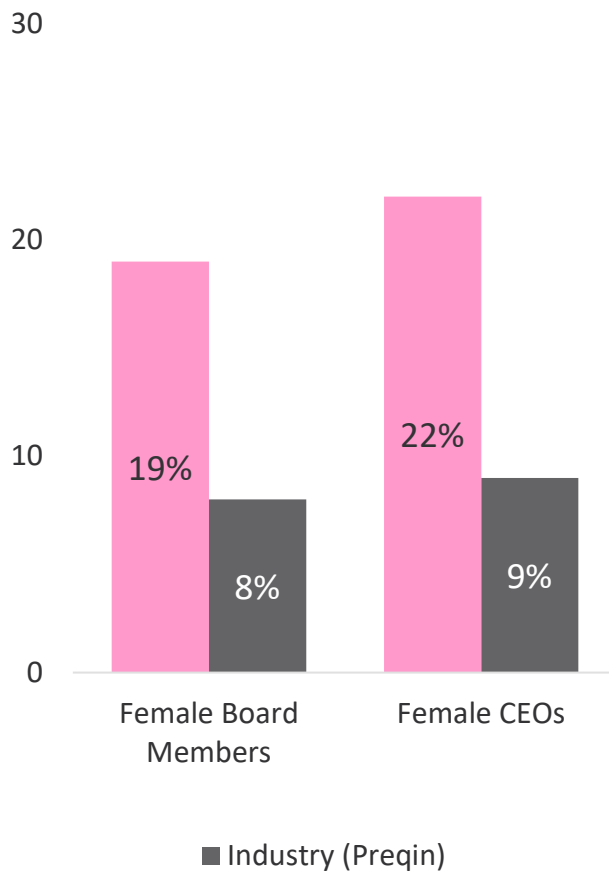
Overview of DEI in Navis

Navis is driving DEI at the Fund-level and across the Portfolio, starting from a strong base

Navis Fund Level Gender Diversity at Navis



Gender Diversity in Navis' Total Portfolio

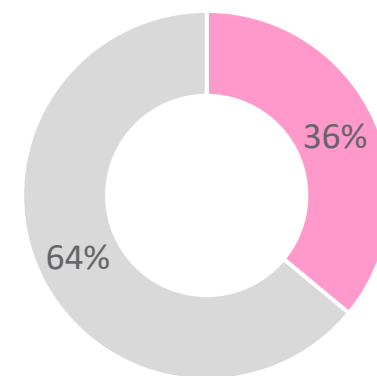


Navis Portfolio 2x Challenge



Achieved 100%

Target for CLMV Fund:
Commitment to build
30% of 2x qualifying deals.



■ Meets 2x Criteria ■ Others

Sources: Navis' Data as of December 2023 & Gender Diversity in Global Private Markets by Preqin (March 8, 2023)

Navis is committed to leading DEI initiatives across our portfolio companies

Fund Level Commitments



The initiative led by DFC to provide women improved access to leadership opportunities, quality employment, finance and products & services.

Promote and maintain gender balance

Adopt a gender lens approach to build 30% of 2x qualifying deals

Build value through implementation of gender smart practices

Capture performance outcomes and reporting

Leadership Commitment



18-month global program to support private equity and venture capital (PE/VC) in increasing gender diversity through gender-smart investment strategies.

Develop and strengthen Navis gender smart HR management processes

Provide Unconscious Bias training across Navis CLMV Fund portfolio companies

Navis has made steady internal progress on DEI

2021 - 2022

2023

Key Initiatives

Implementation of a **revised Recruitment Policy**

Launch **Unconscious Bias** training

Target 50:50 candidate pool by gender

Selection by merit, no gender target recruitment

Introduction of a **DEI Policy**

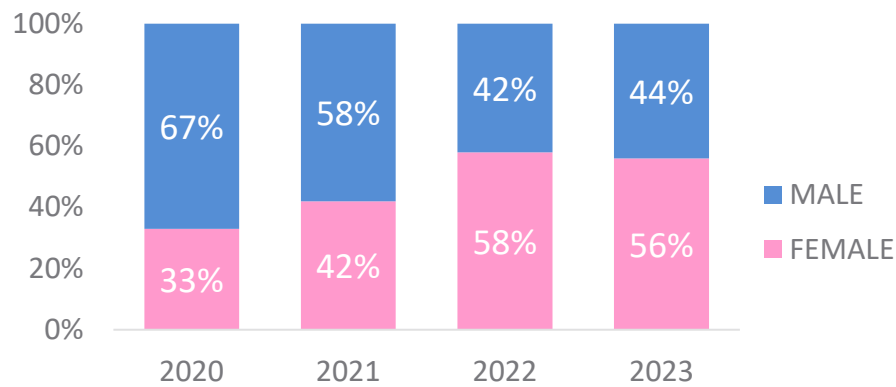
Events **supporting/ motivating** female staff

IFC and Founder/ CEO experience sharing session

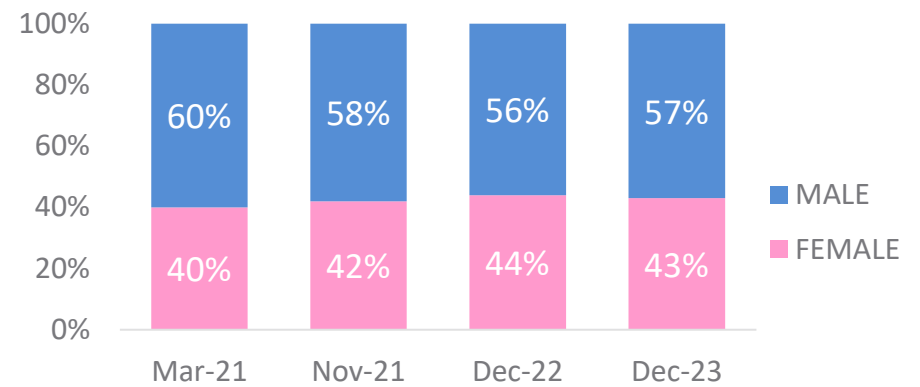
HR Reporting on gender diversity

Outcomes

Overall Male:Female New Hires



Overall Male:Female Staff Ratio



Sources: Navis' Data as of December 2023

In 2023, Navis continued with more engagement programs at the fund level, whilst expanding it to the Portfolio Companies

2023 DEI Calendar at the Fund Level

✓ Completed

All Navis staff

Female staff only

Approach	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Communication	DEI updates to Partner Group (13 th Jan) ✓		International Women's Day Email Greetings (8 th Mar) ✓	I2E Check-in session with IFC (4 th Apr) ✓				IC2 signed off DEI Playbook. Introduction of Nurture Room. ✓	DEI Committee Meeting #1 (18 th Sep) ✓			
Training	I2E Learning Addressing Workplace Bullying & Sexual Harassment (25 th Jan) ✓		I2E Learning Investing in Women Entrepreneurs (15 th Mar) ✓	I2E Learning Gender Action Plans and Portfolio Measurement Approaches (19 th Apr) ✓	Gender Impact: Investment Strategies & Reporting to LPs (31 st May) ✓				DEI Onboarding with Pilot Portfolio Companies ✓	I2E Learning Gender Equality Scorecards & Assessments (3 rd Oct) ✓		
Event		Advanced Gender Equality in PE & VC by IFC & SVCA (21 st Feb) ✓			Navis CFO Conference (10 th May) ✓					2X CEO Flagship Event (17 th Oct) ✓	Navis AGM 2023, SG (8-9 th Nov) ✓	
Informal get together			International Women's Day Tea (8 th Mar) ✓		Navis Company Trip (12 th May) ✓							Office year end event (Dec) ✓



Navis' commitment in I2E

Invest2Equal

18-month global program (kicked-off in August 2022) to support private equity and venture capital (PE/VC) in **increasing gender diversity through gender-smart investment strategies.**

Develop and strengthen Navis gender smart HR management processes.



Provide **Unconscious Bias training** across Navis CLMV Fund portfolio companies.

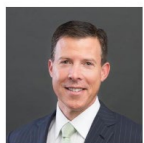
Developed a **DEI Playbook** and **onboarded >20% of Portfolio Companies** since 2023.



Invest2Equal Learning Events

17th August 2022 – 3rd October 2023

Kick-off Event on 17th August 2022



Bill Sonneborn
Global Director & Chair of
Investment Committee, IFC



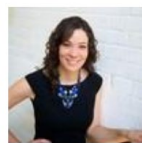
Nicholas Vickery
Global Head of Private Equity
Funds, IFC



Carlos Mayorga
Global Senior Portfolio Manager,
Private Equity Funds, IFC



Laurien Field
Global Gender Lead for
Disruptive Technologies and
Funds, IFC



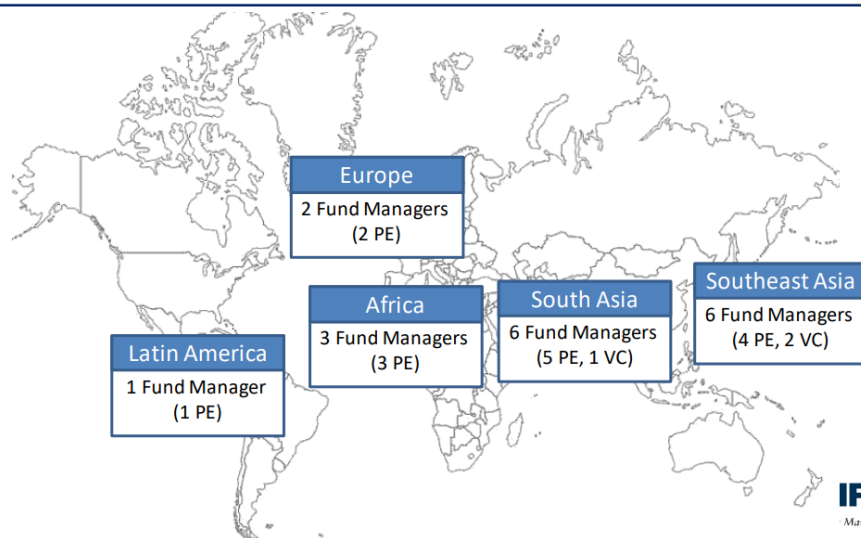
Heather Kipnis
Global Product Lead, Gender and
Economic Inclusion Group, IFC



Pilar Marroquin
Consultant, Invest2Equal, Gender
and Economic Inclusion Group,
IFC

Participating fund managers at different stages in their gender journey, and investment strategies include VC and growth.

REGION	FUND
Africa	-AfricInvest -LeapFrog -Uhuru
Europe	-Horizon -Mediterra
Latin America	-Vinci
South Asia	-Chiratae -Gaja Capital -GEF South Asia -India Alt -Nepal BO2 -Vertex Ventures
Southeast Asia	-AC Ventures -Alpha JWC -Growthium -Navis -KV Asia -Provident Growth



IFC International
Finance Corporation
WORLD BANK GROUP
Markets, Creating Opportunities

14th September 2022

1

Business Case for
Gender Diversity on
Boards & Leadership

2nd November 2022

2

Hiring, Retention &
Promotion

25th January 2023

3

Addressing Workplace
Bullying and Sexual
Harassment

15th March 2023

4

Investing in Women
Entrepreneurs

19th April 2023

5

Gender Action Plans
and Portfolio
Measurement
Approaches

31st May 2023

6

Gender Impact:
Investment Strategies
& Reporting to LPs

3rd October 2023

7

Gender Equality
Scorecards &
Assessments

Key takeaways from I2E and our continuous commitments to champion DEI

Navis Fund Level	DEI committee underway to drive the DEI agenda at the Navis and fund level	Improve gender-balanced employee support, policy and benefits at Navis	Participate and organise DEI-related engagement events and programs	Incorporate gender-lens investing principles in the pre-investment due diligence framework
Portfolio Company Level	Conduct more DEI-related training at the Navis and fund level	Introduce and extend Navis DEI initiatives to the Portfolio Companies	Onboard remaining Portfolio Companies to the DEI agenda	Monitor the progress of DEI policy, events and program execution at the Portfolio Companies

At the GP level, we have successfully increased new female hires by 23% from 2020 to 2023, while maintaining a healthy attrition rate

Key factors attributed to female attrition

Health

Personal

Family

Career Move

Relocation

Retirement

New Challenges

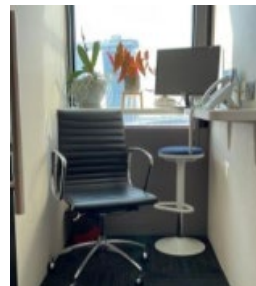
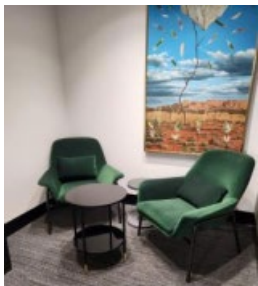
Initiatives introduced since 2022

Recruitment Policy with 50:50 candidate pool by gender.

Annual gender metrics tracking and reporting.

Flexible Work Arrangement based on staff circumstances.

Office **“Nurture Room”** and **Paternity Leave** benefits.



Latest development

DEI committee to drive the DEI agenda.



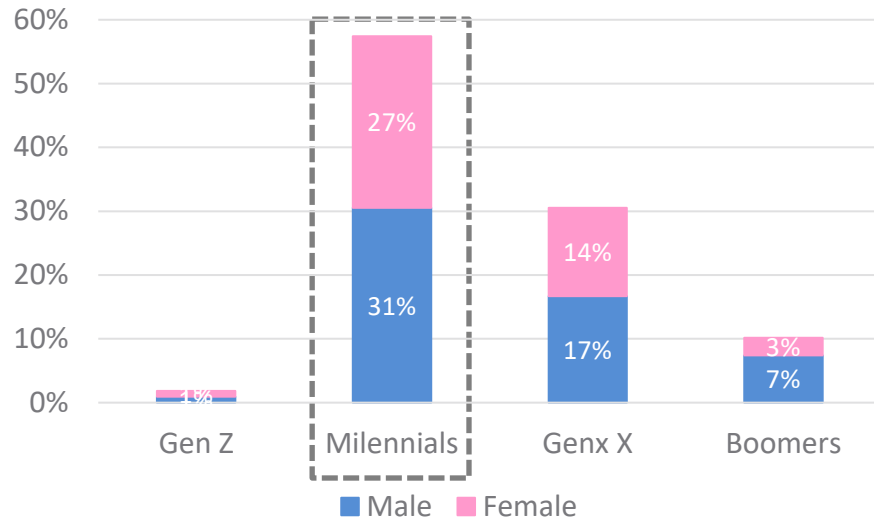
Staff mentoring program and **DEI-related engagement events**.

Gender-lens investing principles in pre-investment DD process.

DEI-related training for all employees.

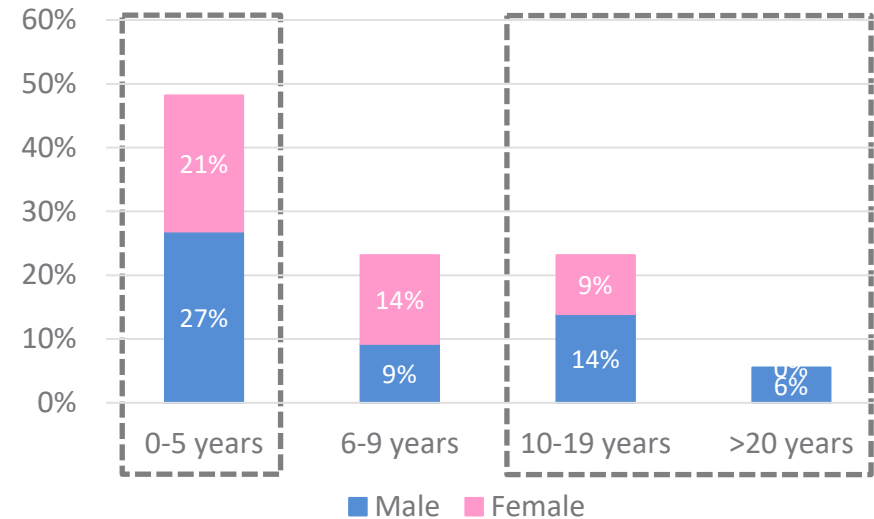
We have a growing population of Millennials joining the workforce, so we need to engage and retain effectively

GENERATION SPLIT



- There are 4 generations of workforce in the company.
- More than half (58%) of our employees are Millennials ranging from 27 – 42 years old.

TENURE BREAKDOWN



- The initial tenure range; 0 – 5 years has a higher male representation, however, there is a shift with more females staying through from 6 – 9 years.
- Then, we see a decreasing trend of female employees staying with the company more than 10 years.

Note:

- Gen Z (1997 – 2012), Millennials (1981 – 1996), Gen X (1965 – 1980), Boomers (1955 – 1964)

Structural misalignment and cultural misfits are the two main factors impacting senior talent retention in portfolio companies

COVID has disrupted the way we work - How, When and Where work gets done.

1 Trust & intervention from the Founder

2 Clarity of Structure, Roles and Accountability

3 R.A.W Leaders

However, many of our portfolio companies continue to operate with the same pre-COVID mindset.

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