

**INVEST
EUROPE**

THE VOICE OF
PRIVATE CAPITAL
VENTURE CAPITAL
PRIVATE EQUITY
INFRASTRUCTURE
LONG TERM INVESTORS

Corporate Venture:

Why **become** an Invest Europe **Member**



Welcome to Invest Europe

At Invest Europe, we care about **Corporate Venture**

Invest Europe represents the wide range of **organisations that invest in privately held companies in Europe.**

Our members represent the full breadth of LPs and GPs, from fund-of-funds to institutional investors, from private equity firms, infrastructure funds managers, VC and include Corporate Venture units.

One of Invest Europe's key roles is to ensure that European legislators and regulators have a **clear understanding** of our industry and the **beneficial impact** it has on the wider economy.



As corporate venture (CV) increases its presence and role within the venture capital ecosystem worldwide – in particular in Europe – the more important it is that Brussels understand this important constituency.

About CVR See p6-7

Therefore, within Invest Europe we have a **dedicated cross-platform Corporate Venture Roundtable** (CVR), representing many of the best-in-class corporate venture companies in Europe.

It has a specific remit to represent corporate venture interests, and ensure it is an integrated part of the industry's voice. You'll find more about the work of the CVR on page 6.

I would invite you to consider joining our non-profit industry association as a member. As well as providing you with the range of direct benefits set out in this booklet, your support will help us to broaden our voice and make us even more effective at shaping an appropriate legal and regulatory environment within Europe.

Michael Collins
Chief Executive Officer

Our principal activities:

Influencing public policy See p2-3

Promoting our industry See p4-7

What Invest Europe does See p8-9

Shaping European legislation See p10-11

Providing industry leading data See p12-13

Promoting good practice See p14-15

Delivering bespoke training See p16-17

Promoting and enhancing industry reputation See p18-19

Delivering member services See p20

Influencing public policy

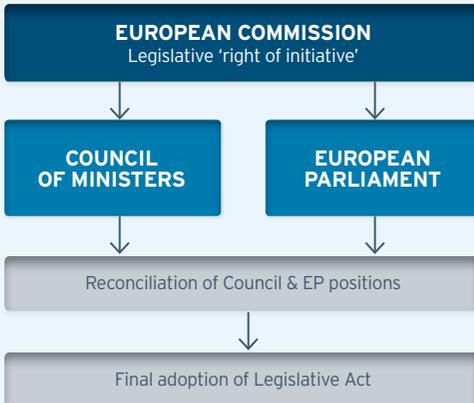
An effective **voice** in Europe

“Invest Europe is the **go-to organisation for information** and to get a single-source industry perspective. They are **highly knowledgeable** and we respect and value their opinion.”

Member of the European Commission,
2014/15 brand research study

European Union framework

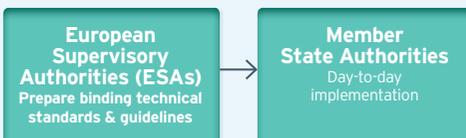
Primary legislation
(Co-decision)



Invest Europe Actions
Feeding relevant industry information through early contact and consultation responses

Influencing negotiations (amendment suggestions, meetings with policymakers)

Implementation



Providing ESAs with technical information on the industry

The diversity, scale, and economic impact of our membership gives Invest Europe a **strong and credible voice** with stakeholders, such as regulators and legislators.

Our experienced Public Affairs team as well as our robust and unique research and data are highly respected by our industry and stakeholders. We also work closely with other industry associations from across the world including the NVCA in the US.

Our activities in shaping legislation and regulation focus on both pan-industry and sector-specific issues that affect key groups such as VCs and corporate ventures.

Case Study: Merger Rules

Merger extension plans on hold

Invest Europe has played a key role in convincing the **European Commission** to put the brake on their plans to extend the current Merger Regulation to certain acquisitions of non-controlling minority shareholdings.

Instead of pushing ahead without further consultation, the Commission is **re-assessing the risks and implications** and internally discussing the modalities of any such system.

► **See pages 10**
for details of our **public affairs** activities



Promoting our industry

CV Representation at Invest Europe

Invest Europe is structured around four principal platforms, representing different industry segments.

VC has its own platform Council, made up of members of the VC and corporate venture community

Corporate venture also has a dedicated cross-platform initiative - the **Corporate Venture Roundtable** - which focuses on issues specific to corporate venture, and gives corporate ventures a clear voice in the association

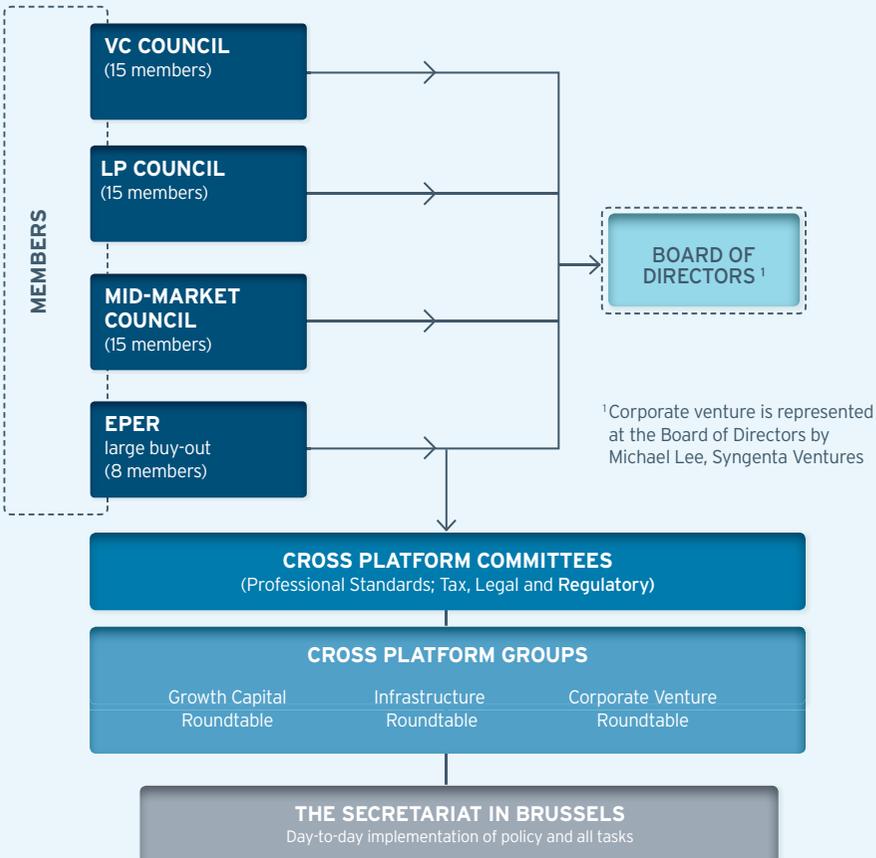
“The CVR provides a **unique** and valuable forum to **exchange ideas** with other corporates and their corporate VCs in a private setting. Being part of a **broad and respected** industry body like Invest Europe also gives us the critical mass to ensure **our voice** is heard in Europe. I would encourage anyone in the corporate venture space to join and contribute to the debate.”

Jan Westerhues, Robert Bosch Venture Capital GmbH
and Leader of the CVR

“Through direct representation on various levels at Invest Europe, we have ensured our peers and stakeholders have gained **better understanding** of the particular **issues and challenges** we face.”

Michael Lee, Syngenta Ventures

Our governance structure



The Corporate Venture Roundtable

The **voice** of corporate venture in Europe



The CVR is both an integral part of Invest Europe, and is also part of a global community of corporate ventures with strong ties to networks in other countries, in particular with the NVCA's CVG in the US.

It has three principal aims:

Align public policy interests

As the **voice of corporate venture in Europe**, Invest Europe advocates for policies that enhance entrepreneurialism and innovation

Many of the topics we are dealing with are of shared interest to corporations

We believe that **building alliances** on public policy issues is the key to creating a regulatory environment that encourages rather than stifles **investment in growth**

Build co-operation

There are many ways in which corporate ventures and VCs interact and are co-operating with each other:

A formal GP/LP relationship

As potential co-investors in direct deals

As mutual sources of deal flow

In a commercial relationship between a corporate venture and VC portfolio company

And in many other informal interactions

The CVR's cross-platform structure helps foster these interactions, encouraging and developing mutually beneficial relationships

Develop corporate venture talent

Invest Europe offers its members a broad range of **training courses** focused on education as well as a series of networking events for young professionals

We also address the issues of **best practice, metrics** and **compensation**

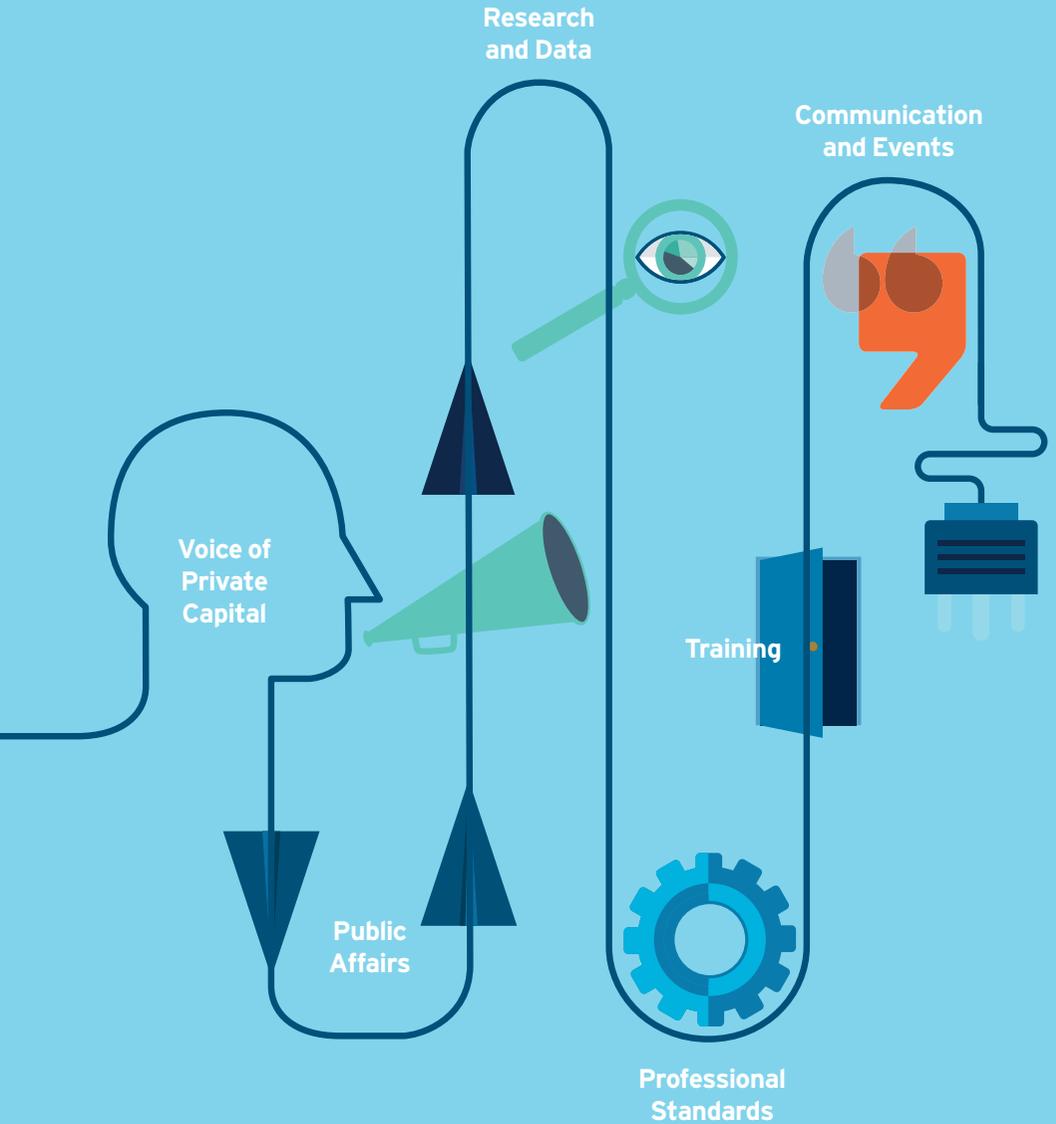
We also provide a wide range of **online resources** and **events** to support these activities including corporate venture workshops and the Venture Capital Forum

What Invest Europe does

We work in five areas:

Each of these have direct benefits for the corporate venture community:

- | | | |
|--|---|---|
| <p>1</p> <p>Public Affairs</p> <p>We represent the asset class at the highest levels of government throughout Europe:</p> <p>Providing regulatory intelligence</p> <p>Promoting industry policy</p> <p>Engaging and influencing key policymakers</p> <p>► See pages 10-11</p> | <p>2</p> <p>Research and data</p> <p>Provide robust independent data and insightful in-depth research for the industry:</p> <p>Activity statistics</p> <p>Data analysis</p> <p>Trends in industry activity</p> <p>► See pages 12-13</p> | <p>3</p> <p>Professional Standards</p> <p>Developing standards deigned to enhance credibility and bring consistency to the way our industry operates:</p> <p>Industry standards</p> <p>Best practices, providing professional development opportunities</p> <p>► See pages 14-15</p> |
| <p>4</p> <p>Training</p> <p>Providing a comprehensive range of training programmes for new entrants and experienced practitioners:</p> <p>Professional development - keep up-to-date</p> <p>Run by industry-leading professionals</p> <p>Cross-platform approach</p> <p>► See pages 16-17</p> | <p>5</p> <p>Communication and Events</p> <p>Improving understanding of the industry and providing industry leading events:</p> <p>Increasing knowledge of the asset class and its benefits in society</p> <p>High-quality, specialist conferences, such as the VC Forum</p> <p>► See pages 18-19</p> | |



Public Affairs

Shaping European legislation

Invest Europe plays a crucial role in representing the views and interests of our industry at an EU level, seeking to influence and **shape European legislation** on behalf of VCs and corporate ventures.



“**Venture capital** has a key part to play in **supporting growth** and offering entrepreneurs an option to **raise funding** in Europe as well as from overseas.”

European Commission Action Plan for Building a Capital Markets Union

Our corporate venture and VC members are **important contributors** to our dialogue with political and regulatory stakeholders on many different fronts:

Policymakers and regulators increasingly recognise the central role that VCs and corporate ventures play in helping to build entrepreneurial businesses, creating jobs and stimulating economic growth

Policymakers can only frame regulations appropriately and effectively if they really understand what VC and corporate venture does and how it operates

The Public Affairs Executive (PAE) is the main decision-making body for our political advocacy work. Chaired by the association's Chair, it includes members from each of the **four member platforms** and the **largest national VC associations**.

The PAE is **supported** in its work by Invest Europe's Public Affairs team and Invest Europe's Tax, Legal and Regulatory Committee (TLRC) and its Working Groups:

The team has been involved in a number of **initiatives** that **impact on VC and corporate venture**, including:

The potential extension of EU merger rules to minority shareholdings

EuVECA (the European Venture Capital Funds Regulation) and the Pan-European VC fund of funds initiative

Solvency II and other prudential regulations (impacting on investors in the asset class)

European Commission's Capital Markets Union, which recognises the importance of VC and announced the launch of a package of measures to support venture capital and equity financing in the EU

Research and Data

Providing industry leading **data**



“A source of **information, analysis**
and **understanding** – fosters and
stimulates a vibrant interactive
community. An invaluable tool”

Bernhard Mohr, Evonik Venture Capital GmbH

Since 1984 Invest Europe has produced **insightful, in-depth research** for the industry including activity statistics and data analysis and uses this data to demonstrate positive trends in PE activity.

As a member of Invest Europe you will have access to in-house data reports, research partnerships and third party papers. We also produce dedicated corporate venture statistics based on data directly collected from corporate venture units that are active in Europe. These comprise investment trends by geography and sector as well as exit strategies. Moreover, we produce statistics to help you benchmark your corporate venture in terms of the size (such as staff and investment activity) with the market in Europe.

Invest Europe launched a **new database** in 2016 that contains:

Activity data on fundraising, investments and divestments

Performance data, including fund-level benchmarks for vintage year, quartile, fund investment sector, region or net return basis

Economic impact data relating to employment and performance at portfolio companies

Professional Standards

Promoting good practice

Invest Europe develops and promotes the **highest ethical and professional standards** within the industry. All of our members are encouraged to follow, adopt and abide by these standards. Indeed, being a member of Invest Europe creates a responsibility to act in a manner that is both ethical and beneficial to the interests of the industry and its stakeholders.

Not only is this good business practice, it also helps build confidence and trust and has a significant impact on the way our industry is seen/regarded and the regulatory framework in which we operate.

The **Invest Europe Professional Standards Handbook** brings together the key elements of governance, transparency and accountability that are expected of all industry participants.



The Handbook provides clear and practical guidance, based on two key principles:

Active and **responsible** ownership of companies

Long-term partnership between GPs and LPs, and between GPs and portfolio companies

The **Invest Europe Professional Standards Committee**, which has an equal composition of LPs and GPs, as well as service providers, **reviews our standards** on a regular basis and **relies on input** from across the membership to keep them up-to-date.

The most recent edition of the Handbook has published substantially updated guidelines for reporting by private equity and venture capital firms to their investors:

It emphasises the importance of **clear** and **detailed disclosure of fees**

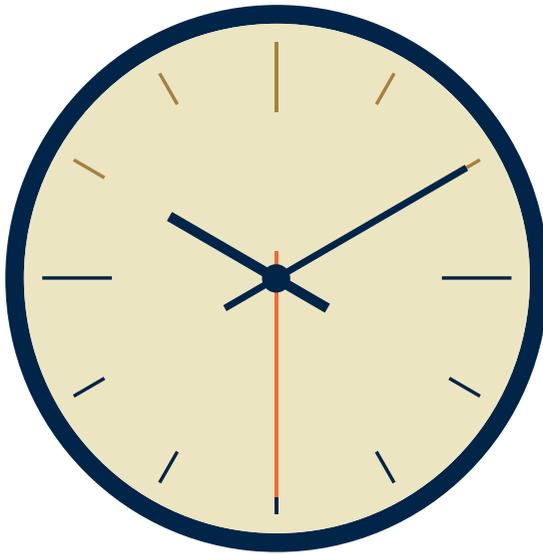
It includes input from Invest Europe's Responsible Investment Roundtable, whose members incorporated enhanced coverage of **environmental**, **social** and **corporate governance** considerations relating to every stage of the investment cycle as part of the Handbook revision.

“We consider it vital that professional standards are set by LPs as well as GPs. This helps the private equity industry to adequately address the need for ever greater **transparency** and **accountability**.”

Marta Jankovic, APG Asset Management and Chair of the LP Council and Invest Europe Vice-Chair

Development for Practitioners

Delivering bespoke training



“Invest Europe Training provided a very helpful combination of theoretical insights, real life examples and peer group exchange.

The speakers are great!”

Thierry Piret, Solvay Ventures

We provide a platform from which to train and enhance the professional expertise of industry practitioners in Europe.

Invest Europe Training offers a range of courses for all types of industry professionals including:

Investment managers, CFOs, accountants, fund administrators, legal counsels, back office and support staff

Training is based on **real life case studies** evaluated in groups, led by industry-leading professionals and academics

Graduates are awarded a certificate and participate in the Invest Europe Training **Alumni network**

The mixed-group sessions also provide participants with an opportunity to **network** with peers from across Europe.

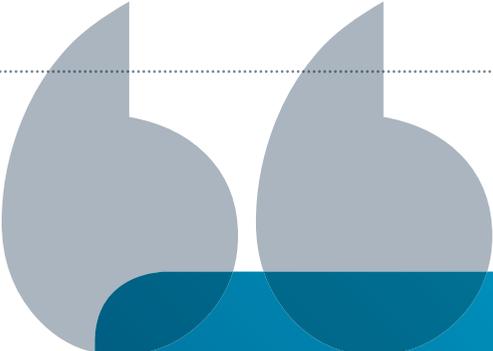
Communication and Events

Making better connections

Invest Europe organises a comprehensive range of pan-industry and sector specific **conferences** and **networking events**. Benefitting from our position as the world's largest private equity association, they deliver industry insight, encourage debate and provide **unparalleled networking opportunities**.

Our **sector specific events** include the Corporate Venture Summit, held exclusively for the Corporate Venture community, and the industry-leading Venture Capital Forum where Corporate Venture members have the opportunity to meet and participate alongside VCs.

We also host a number of **exclusive members-only events** across Europe, enabling members to meet their peers, network and discuss challenges and opportunities specific to their region. These include our Chairman's Dinners for senior executives, after-work receptions and a number of **dedicated regional Corporate Venture meetings**.



Industry leading events

Invest Europe organises a number of events and networking opportunities for VCs. These include:

The Corporate Venture Capital Summit

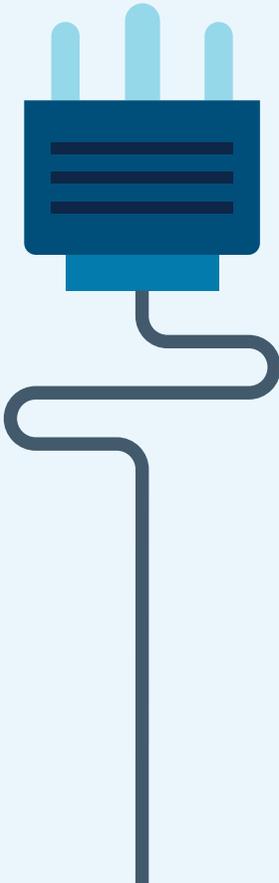
The Corporate Venture Capital Summit is our dedicated networking opportunity solely attended by the corporate venture community. Its collaborative format is designed to enable Corporate VCs to exchange best practice and discuss the latest opportunities and challenges specific to their investment strategy.

The Venture Capital Forum

The Venture Capital Forum is the only cross-sector venture capital event in Europe. It brings together participants from across sectors and different investment strategies to discuss the business of venture in Europe and carve the path for a robust, globally competitive VC ecosystem.

CVR activities and benefits

Better-informed and better **connected**



CVR activities and benefits

As part of the CVR you will benefit from the following activities:

Key issues that will be at the centre of all CVR discussions and activities:

Investment scope

Strategic and financial goal setting and tracking

Compensation

Exit environment

Recruitment

Deal flow sourcing

IP/Licensing

Interaction with internal R&D/Open innovation

Board participation

For the first year members of the CVR will receive:

**One complimentary pass to the Invest Europe
Venture Capital Forum**

Why become a member?

Becoming a member of the strongest network of Corporate Ventures across a broad range of industries will enable your company to profit from many advantages:

Gain access to Europe's main **network** of corporate venture capital practitioners. Meet and discuss with peers in a non-commercial environment

Benefit from the access to **other market segments**, like financial VCs, growth capital firms, buyout firms

Benefit from **specific surveys, statistics**

Have the ability to access **comprehensive data** from Invest Europe Research

Learn from the experience of your peers through **case studies** featuring individual investments, setting up a new Corporate Venture unit or the evolution and survival of a particular Corporate Venture

Gain access to **Invest Europe's unique network** of investment professionals, top law-firms, institutional investors, scientific community, national venture capital associations and the media



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