

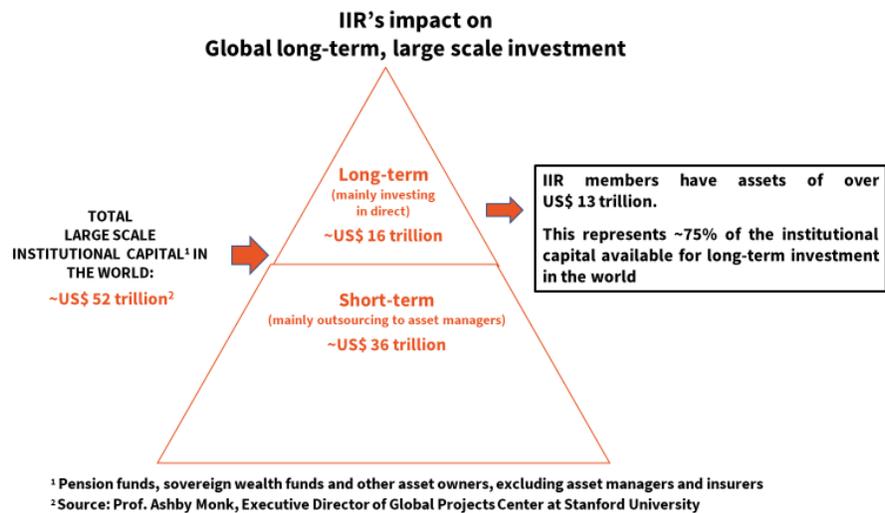
PRESENTATION OF IIR'S "DEEP DIVE DISCUSSIONS"

A. About the Institutional Investors Roundtable ("IIR")

Created in 2011, the IIR is the pre-eminent platform for senior investment executives of leading Global pension funds, sovereign wealth funds, government reserve funds and endowments ("Global Asset Owners") with direct investment capabilities to collaborate on private market investments to maximize long-term risk-adjusted returns.

The "IIR Community" comprises over 45 leading Global Asset Owners with collective assets exceeding US \$ 13 trillion¹, representing over 75% of the institutional capital available for long-term investment in the world today²:

Before the IIR's formation, no formalized recurring opportunity existed for the community of the world's leading asset owners enabling their senior leadership to have high-level, direct, continued and confidential discussions with their peers to explore ways of improving collaboration around private market investment.



Key information:

- **Mission:** The IIR's mission is to foster collaboration among Global Asset Owners around private market investments with the objective of maximizing their long-term risk-adjusted returns, with a focus on long-term, large scale co-investment opportunities.
- **Modus Operandi:** The IIR actively engages participants in private, direct and continued discussions on long-term investment strategy and opportunities in intimate and well-planned semi-annual (Spring and Fall) meetings over two days set in different parts of the world.
- **Governance:** The IIR is peer-owned³, not for profit, independent and by-invitation only for eligible Global Asset Owners⁴. To protect its independence, the IIR doesn't accept any commercial sources of funding.

¹ A list of the participating organizations in the last four IIR meetings ("IIR Community") is available [here >>](#).

² Source: Prof. Ashby Monk, Executive and Research Director of the Stanford Global Projects Center.

³ The voting members (and not-for-profit owners) of the IIR represented on the board are: ATP (Denmark), Banque Publique d'Investissement (France), California State Teachers' Retirement System (CalSTRS), Caisse de dépôt et placement du Québec (CDPQ), Canada Pension Plan Investment Board (CPPIB), China Investment Corporation (CIC), Aware Super (formerly: First State Super; Australia), Future Fund (Australia), GIC (Singapore), Hong Kong Monetary Authority, Ontario Teachers' Pension Plan (OTPP, Canada), PFA Pension (Denmark), (PGGM (Netherlands), QIC (Australia), Temasek (Singapore), The Wellcome Trust (UK) and Christian Racicot as IIR's Founder and CEO.

⁴ IIR's Admission Policy is available [here >>](#).

B. Need (for the World) and Opportunity (for Global Asset Owners)

Need:

The world is facing a series of significant challenges that can only be met through long term collaborative strategies requiring the support of long-term, large-scale private market capital, including: disruption arising from climate change, global healthcare challenges (stopping infectious diseases, preparing for epidemics, addressing the rise of anti-microbial resistance, etc.), need for sustainable mobility (electric mobility, hydrogen/fuel cell, etc.), need for sustainable energy (renewable energy, storage, grid, etc.), global food and water sufficiency, etc. (“Global Economic Challenges”).

A key obstacle to such remedy is that [traditional public finance is insufficient to support government-driven strategies to address them >>](#). In response, national governments have increasingly been trying to tap patient asset-owner capital (“long-term private finance”) but these efforts have thus far largely been unsuccessful, in what is being described by experts as a [“structural gap in the capital marketplace” >>](#).

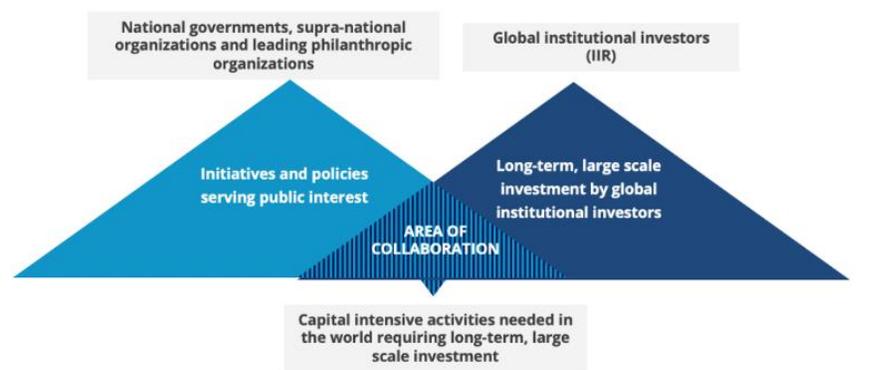
As such, the IIR can be a force for unprecedented societal benefit by bridging the gap between the IIR Community of leading Global Asset Owners with national governments and industry leaders to accelerate the deployment of long-term, large-scale capital in support of strategies addressing urgent Global Economic Challenges for the world.

Opportunity:

In the current context of political and economic uncertainty and low/negative long-term rates, Global Asset Owners have increasingly been looking for ways to create large-scale opportunities offering optimal long-term risk adjusted returns, by using to their advantage their unique competitive advantages:

- **Large scale:** providing Global Asset Owners with a disproportionate share of – and influence on - the private capital available in the world for large-scale, long-term investment.
- **Long-term horizon:** resulting from Global Asset Owners’ long-dated liabilities and requiring them to diversify their investments over geographies, sectors and time.
- **Natural alignment of interests and fiduciary duties with national governments:** resulting from the public nature of Global Asset Owners’ trustees and stakeholders: accountability to public stakeholders; duty focussed on long-term risk adjusted returns; and relative susceptibility to public opinion.

As such, there is an opportunity for Global Asset Owners to **play a leadership role in the design, development and implementation of strategies to accelerate the flow of large-scale capital around Global Economic Challenges** by convening and collaborating with national governments, industry leaders and leading experts and, in doing so, shape opportunities of global scope that are currently beyond the scope of any individual (or usual syndicate groups of) asset owners.



C. IIR's Response: Collaborative Effort Addressing Global Economic Challenges (“Deep Dive Discussions”)

An important initiative was approved by the IIR board in June 2019 to leverage the convening power of the IIR Community and proactively engage with national governments, global industry leaders and relevant civil society partners (“Key Stakeholders”) to address Global Economic Challenges through a structured, patient, and collaborative problem-solving approach branded as “IIR Deep Dive Discussions”.

Approach (“pull strategy”)

IIR Deep Dive Discussions are “investors’ driven” in the sense that Global Asset Owners invite national governments and Key Stakeholders to integrate into their investment process, thus allowing for a continuous and disciplined collaboration around complex investment opportunities of common interest on the basis of a proper alignment of interests.

This approach is explained by Dr. Ashby Monk, Executive and Research Director of the Stanford Global Projects Center in an opinion letter [here >>](#).

Guiding principles

Guiding principles were established by the IIR Board to provide optimal alignment of interests between Global Asset Owners and Key Stakeholders.

As such, all collaborative efforts (Deep Dive Discussions) must:

1. Leverage the convening power of the IIR Community to create opportunities of strategic importance for Global Asset Owners that would not likely be achievable without such convening power;
2. Overlap with important long-term objectives of global public interest (“Global Economic Challenges”) of strategic importance for national governments;
3. Align with the fiduciary duty of Global Asset Owners to achieve optimal long-term risk-adjusted returns; and
4. Not duplicate the efforts of other groups, organisations or associations concurrently serving the interests of IIR organizations.

Governance

To prevent conflicts of interests or appearance thereof between the IIR board and partnering governments and other Public Interest Partners⁵, a not-for profit and apolitical organization (“Long-Term Investment Organization”) closely aligned but independent from IIR was created and given the mandate to take logistical and financial responsibility for all Deep Dive Discussions.

Collaboration agreements with national governments and other Public Interest Partners

The following alliances have been concluded or are currently under discussion:

1. Partnership with the UK government:
 - 4-year partnership agreement concluded with the UK government to be IIR’s hosting country for Europe and to provide support (strategic and financial) for IIR’s initiative to bridge the IIR Community with world governments around Global Economic Challenges.
 - The 2021 Fall IIR Meeting will be hosted by the UK government in the margins of the COP26 meeting (dates not yet decided).
2. Other national governments:
 - Discussions with national governments in Europe, Asia and North America are currently underway to be Public Interest Partners.

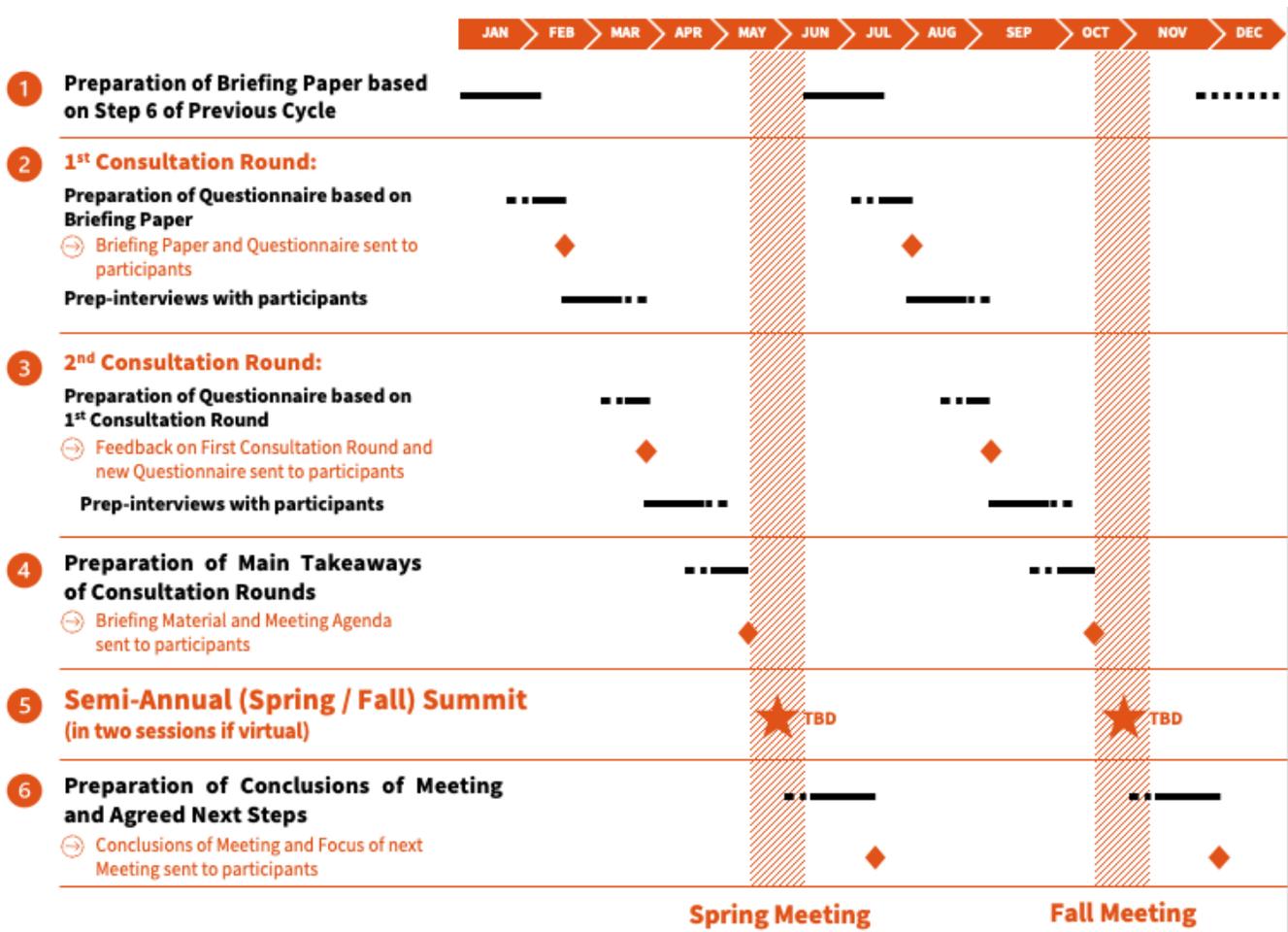
⁵ Public Interest Partners are national governments, global philanthropic organizations or not-or-profit supra-national organizations who agree to support a Deep Dive Discussion of interest to the IIR Community.

3. Partnership with the Ford Foundation:
 - 5-year partnership agreement concluded with the Ford Foundation as Public Interest Partner to provide financial and strategic support for IIR’s initiative to bridge the IIR Community with world governments around Global Economic Challenges.
4. Continued collaboration with His Royal Highness (HRH) The Prince of Wales:
 - HRH is the founder of the [Sustainable Markets Council >>](#), which was created in September 2019 “in response to the increasing threats posed by climate change and biodiversity loss”.

Modus Operandi

From an operational perspective, the objective of IIR Deep Dive Discussions is to allow for a structured and continuous “conversation” among the groups of stakeholders whose contribution is needed to address the “structural gap in the capital marketplace” described in the preceding section of this introduction.

As such, a process was designed to create, develop and execute large-scale investment opportunities through successive cycles of consultation, each cycle building on the previous one, with the support of partnering consultancy firms and global industry experts, as illustrated by the figure below:



Initial focus

In a board meeting of the IIR hosted by His Royal Highness The Prince of Wales on July 28, 2020, it was decided that IIR’s initial Deep Dive Discussions will focus on two of the most important Global Economic Challenges of our time: 1- **Climate change** and 2- **Global healthcare**