



Business Plan 2021 - 2023

Contents

Introduction	3
Market trends	4
Member survey	5
Vision and Mission	8
1. Goals and objectives	10
Professional Standards	11
Research	12
Market Information	13
Public Affairs	14
Events	15
Education	16
2. Internal priorities	17
Marketing and Communications	18
Member Relationship	19
Information Technology	20



Introduction

The annual Business Plan is an important source of guidance for INREV's activities through the year, both within our office and in INREV's committees and focus groups.

Member input and awareness of market trends are integral to the Business Plan, as both influence INREV's focus and strategy.

The plan captures input from members through the annual Member Survey, and from key contributors including the INREV Management Board, Committees, Investor Advisory Council and Fund Manager Advisory Council.

The Business Plan begins with an analysis of market trends which we consider to have a significant impact to non-listed real estate, its players and as such to INREV.

The next chapter follows with key outcomes of the annual member survey, which provide important input for the Plan.

Then we look at INREV's strategic goals and deliverables, which have been designed to create significant value for our members as well as the wider non-listed industry and that support our overall Mission and Vision. Finally, we break these down into practical priorities, under INREV's service areas.

The work involved in carrying out these key priorities would not be possible without the expertise, dedication and commitment of our members, who provide the driving force behind our success.

We understand that the outbreak of COVID-19 presents a span of challenges for our industry now and in the future. During these exceptional market circumstances there will be a strong focus on providing the community with practical guidance and insights on issues impacting our industry.

We will strive to keep adapting our services to provide innovative ways for the community to keep well informed, stay ahead of the curve and interact with each other as and when possible.

We also want to keep our industry looking forward and will continue to be the platform for our community, driving innovation around megatrends to keep the industry's long-term progress on track.

Even in the most unusual circumstances we will continue to deliver member services at a high level, and to do this we will pay particular attention to attracting and retaining a highly professional, dedicated and diverse INREV team.



Market trends

While our industry has witnessed periods of business interruption before, the current crisis has hit at the heart of where we were progressing and innovating.

It's too soon to know exactly what the new norm will be, but this disruption is certainly not the end to the mega trends we were already addressing in our industry. These include ESG, impact investing, diversity and inclusion, as well as the challenges of climate change and of course the rising importance of technology.

E.S.G.

Sustainable finance is playing an important role in the European economic recovery plan and we are witnessing the introduction of many new ESG regulations that should encourage it.

The growing availability of ESG data due to increased use of technology helps investors and managers deal with the challenges of climate change, provide healthy workplaces for the employees and deliver the necessary insight to build resilient portfolios.

Real estate has an important role to play in meeting the 17 Sustainable Development Goals of the United Nations. COVID-19 has accelerated the sustainable agendas of many real estate investors and managers and placed increased emphasis on a more balanced and forward-looking vision to invest in better places and evolve into an industry that considers social as well as financial outcomes.

Long-term impact of COVID-19

National governments have responded very differently to COVID-19, which will feed into a fragmented economic recovery and with that impact and provide opportunities for real estate.

While there is still a cushion from the low interest rates and much dry power waiting to be invested, the bottom-up nature of this crisis is centred on operating income. This pandemic is testing our innovation in reshaping many traditional sectors, not only the already struggling retail sector, as we are forced to rethink our connections with the workplace.

Many industry players are dealing with more immediate issues in the short term, but it is important to keep the industry's long-term progress on track. We need to keep a close eye on trends like the change in investment approach from providing space as a product to embracing space as a service; and the long-term structural trends, stemming from accelerating economic and social megatrends.

There is a growing need for investors and fund managers to find ways to unlock value from their assets and minimise risks in the face of shortening lease lengths and reducing business lifecycles.

Technology and data

Technology has allowed businesses to deal with the impact of COVID-19 rather rapidly, and the crisis accelerated the technological development that already started years ago. This has occurred in daily business from an operational point of view, as well as with asset management and investments.

Technology offers great opportunities for investors and managers, firstly to make more informed investment decisions, secondly to improve management of both assets and portfolios and thirdly to support the green revolution.

Standardisation of increasingly granular data, and the possibility to exchange and combine different data sets, are of great essence.

Global capital flows, interrupted by travel restrictions that are unlikely to disappear soon, will be supported by the speedy implementation and acceptance of many technological developments.

This disruption is certainly not the end to the mega trends we were already addressing in the industry



Member survey

INREV canvassed the views of its membership in September 2020, through the annual Member Survey. The survey seeks members' views on the success and relevance of INREV's activities and helps us to understand their needs and identify gaps in our current offering. The results of the survey are key in formulating the Business Plan.

The survey covers both the general level of satisfaction with INREV's activities, how we supported members during the initial stage of COVID-19 and satisfaction in specific areas.

The survey seeks members' views on the success of INREV's activities, and helps us to understand their needs



Respondents

In 2020, we had 188 individuals completing the survey from 23 different countries. This is lower than previous years but given the increasing number of online activities, requests and surveys in the industry it's not so surprising. The sample is representative of the composition of the overall membership.

Benefits

When we asked if they felt that their membership of INREV has grown their knowledge of the industry, 98% of respondents agreed. Also 91% of members felt that their membership had enabled them to be more active in the industry.

Benefits



98% OF MEMBERS

FEEL THEIR MEMBERSHIP HAS GROWN THEIR KNOWLEDGE OF THE INDUSTRY

Recommend INREV



91% OF MEMBERS

FEEL THEIR MEMBERSHIP HAS ENABLED THEM TO BE MORE ACTIVE IN THE INDUSTRY

Overall satisfaction

Satisfaction levels continue to increase, with 87% of our members rating INREV services as better than other associations, up from 81% in 2019.



High satisfaction

87%

OF MEMBERS RATE INREV AS BETTER THAN OTHER ASSOCIATIONS



MUCH BETTER

35%



BETTER

52%



SAME

12%



LESS

0%

Adapting to serve member needs during COVID-19

We have adapted our offerings and services during COVID-19 to provide members with insights and practical guidance on how to respond during these exceptional market circumstances. Members appreciated this information specifically the sentiment survey, the market insights and guidance on liquidity, pricing and reporting.

To help them navigate future challenges during this crisis they felt insights on long term trends and valuations would be helpful.

While business travel has been significantly reduced, we worked hard to expand our online offerings. Over 80% of members kept informed through the wide variety of online events and briefings offered. Almost half of the respondents attended an online training, this was reflected in the high demand we encountered for online training courses, with waiting lists for many topics such as ESG.

Almost a quarter attended their first INREV event due to it being online and the increased accessibility this brought. Going forward, 86% of members are likely to attend an online event in the next year and 77% a local event highlighting that a blended approach to online and on location events is desired.

Access to online events



23%

ATTENDED
THEIR FIRST
INREV EVENT

Professional Standards

Most members, 90%, use the INREV Guidelines. .

Usage of the performance measurement module of the INREV Guidelines increased but usage of the other seven modules decreased slightly compared with the previous year.

The Due Diligence Questionnaire (DDQ) remains the most widely used standard with 54% of members using it. Awareness of the guideline's assessments tool increased as more and more members assess their compliance with the INREV Guidelines.

Research

Investment Intentions remains the top-rated report followed by the Fund Manager Survey, Management Fees and Terms and Capital Raising.

The Coming of Age paper on the rebirth and renewal of the non-listed industry which was launched in April 2020 was the least read report, showing that we could use these results more to increase awareness of our industry. Topics that members would like to see new research on include ESG, alternative sectors, debt funds and impact investing.



**Investment Intentions
Survey**

No 1

TOP RATED REPORT

Market Information

The main reason why members use the INREV indices is for market and peer-to-peer comparison, followed by research. Over half (55%) members are considering joining or contributing to the Asset Level Index. .

We asked members what was on their wish list for 2020 and leading the chart was a consensus forecast followed by a real estate debt funds performance index. Last year the number one request was for a statistics bulletin, which has dropped this year in popularity.



**Consensus
Forecast**

53% OF MEMBERS
REQUESTED THIS

↑ UP FROM 42% IN 2019

Public Affairs

Almost 70% of members found INREV's engagement on ESG related regulations important, followed by AIFMD and Brexit.

In 2019 we revamped the tax and regulatory monthly briefing to a streamed video format. This was appreciated and used by almost half of the members. The INREV News, events and round tables are considered the most useful way for members to keep informed in this area.



Top regulations

1. AIFMD
2. Solvency II
3. MIFID

Training

Those who have attended a training are extremely satisfied, with 100% saying they would recommend it to a colleague.

Our adaptability in bringing many of the courses online was appreciated and made it easier for many more members to attend our courses. Content remains the top factor in deciding whether to attend an INREV course for the fifth-year running, followed by speakers and location.

Awareness of the INREV/Henley Certificate decreased in 2020, with only 44% of members being aware, 13% less than in 2019. In 2021 we will once again start promoting the certificate as many students graduate, leaving space for a new cohort of students. The good news is that 45% of the respondents would be interested in participating in the future.



Training

100%

WOULD RECOMMEND AN INREV TRAINING COURSE

Events

Events continue to be an extremely important service, this year recommendation levels hit an all time high with 100% recommending an INREV event. The majority (86%) feel that the programme offers an event tailored to their specific needs.

Members are also satisfied with the frequency of events offered, with 77% stating that the frequency is just right.



Events

86%

OF MEMBERS FEEL THERE IS AN EVENT TAILORED TO THEIR NEEDS



Frequency



Just right

Communication

Top way to receive information



INREV NEWS

Community platform in demand



IMPROVE ABILITY TO FIND INFORMATION

Communication

INREV News, the weekly newsletter, is for the seventh year running the most popular way for members to receive information, we will continue to improve the service. Reports jumped in importance from 55% to 72% and online briefings jumped from 20% to 53%.

The IQ magazine also jumped in popularity from 30 to 43% and over half of the members would like to contribute to a future edition of the IQ.

Membership is increasingly aware of the unlimited number of representatives, with 85% of our members being aware of this, 22% more than last year. We will continue to encourage more and more members to make full use of this benefit.

The INREV website was rated well on content and look and feel but there was room for improvement in the ability to find information, we will work on that in 2021.

Vision and Mission

Vision

To champion the **European** non-listed real estate industry **globally** and build it as a competitive and sustainable asset class for institutional investors.

Mission Statement

INREV works to further transparency and accessibility, promote professionalism and best practice, be the voice of the industry and spread knowledge.

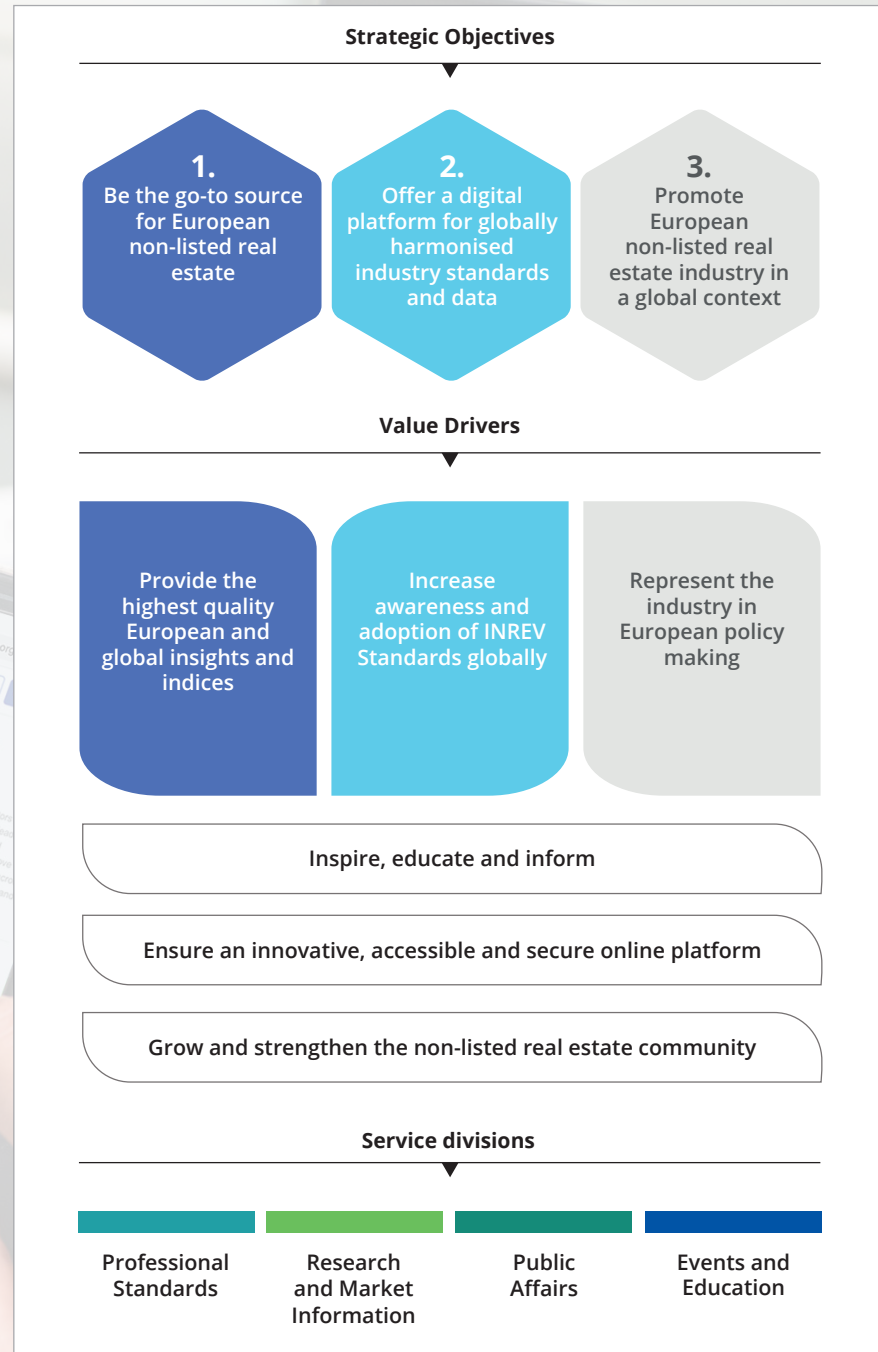


Value drivers supporting strategy

We aim to achieve our strategic objectives in 2021 by focusing on key value drivers, a number of carefully chosen steps designed to create significant value to our members and the industry.

INREV as a non-profit organisation provides members with a unique combination of services which exist to increase transparency, professionalism and best practice.

Together, these services provide leadership in professional standards, research, market information, public affairs, training and events for the entire spectrum of the non-listed real estate industry.



1. Goals and objectives

Service divisions

Professional Standards

INREV professional standards enables consistency and increases transparency and professionalism of the non-listed real estate investment industry.

Investors and managers adopt our Guidelines to excel in their performance and risk management, benefiting from detailed guidance and practical examples.

We improve understanding and drive strong adoption of the INREV Guidelines and tools across the globe and promote industry standards and best practices to new market entrants.

What we will continue to do:

- Expand online tools and digital services to support implementation of the guidelines, increase accessibility and enable comparison against market peers.
- Ensure standards are more globally relevant by working with our strategic global partners to drive convergence where practical and expand reach.
- Enhance best practice guidance on ESG issues, including integration of new regulations, social aspects and corporate governance.
- Publish a bi-annual study on Trends in Investor Reporting

- ✚ Enhance Guidelines particularly related to performance, reporting and governance:
 - Performance metrics – at a global and asset level
 - ESG reporting and regulatory impact including EU Taxonomy
 - Pricing of open end funds
 - Code of Tax Conduct
- ✚ IPromote adoption and implementation of the Guidelines by rolling out a suite of practical examples
- ✚ Continue to offer practical guidance on COVID-19 issues for reporting, liquidity and due diligence
- ✚ Encourage (global) use of INREV Standards:
 - Standard Data Delivery Sheet (SDDS)
 - Due Diligence Questionnaire (DDQ) including revamping the Fund of Funds DDQ and introducing ESG related appendices on climate change and impact investing
- ✚ Continue to drive the global agenda by expanding the Global Definitions Database (GDD)
- ✚ Support the industry with standardisation of data for the exchange of data between different sources



Investors and managers
adopt our Guidelines
*to excel in their performance
and risk management*

Research

INREV research is the go-to platform for global insights on the non-listed real estate industry, with a research programme that builds on INREV's extensive proprietary data and covers a range of topics that anticipate the direction of the non-listed real estate industry globally.

The INREV research programme includes 6 evergreens as well as topical research:

- Investment Intentions Survey
- Capital Raising Survey
- Fund Manager Survey
- Management Fees and Terms (bi-annual)
- Funds Termination Study
- Funds of Funds Study

What we will continue to do:

- Build on existing global surveys and studies, expanding coverage, applicability and usage.
- Improve the understanding of European non-listed real estate in the global context
- Develop and improve research online analytical tools to allow deeper analysis of INREV survey data which is an integrated part of the IT roadmap project

Key priorities

- 🚩 Utilise existing INREV surveys and link with performance data to allow for deeper analytics insights, attribution analysis and to create trend analysis
- 🚩 Support members to understand the impact of COVID-19 with a suite of short reports on real estate during and post COVID-19, continue the market insights paper and roll-over the COVID-19 sentiment survey into a market consensus sentiment indicator
- 🚩 Finalise study dedicated to the specifics of investments through non-listed real estate vehicles versus other routes to real estate investments
- 🚩 Carry out a study on the impact of potential tax changes to the wider non-listed real estate industry
- 🚩 Review performance of open end funds across Europe, 12 to 18 months post COVID-19
- 🚩 Study productisation of real estate, building on from the Operational Real Estate paper published in 2020



Market Information

INREV market information is an independent source of comprehensive data on the non-listed real estate industry that supports all aspects of the real estate investment process, from asset allocation to performance measurement, and peer-to-peer and market comparisons.

The market information programme includes 13 indices: Annual and quarterly:

- INREV Fund Index
- INREV Asset Level Index
- INREV European ODCE Index
- German Vehicles Index
- IRR Index

Global:

- GREFI – Global Real Estate Fund Index
- Global Investor Index
- Global IRR Index

3 databases:

- INREV Vehicles Universe
- Debt Vehicles Universe
- Funds of Funds Universe

4 online analytical tools:

- Index Analysis Tool
- Asset Level Index Analysis Tool (subject to ALLI subscription)
- German Vehicles Index Analysis Tool
- Investor Vehicles Analysis Tool

Key priorities

- 🚩 Expand coverage and representation of the Asset Level Index including showcasing attribution analysis and investigate linking financial and ESG asset level performance data
- 🚩 Finalise the details for the official launch of the Asset Level index and the European ODCE Index
- 🚩 Extend transparency with asset to fund level attribution and reconciliation analysis
- 🚩 Expand outreach and raise awareness of the Global Investor Index
- 🚩 Build scale and promote greater visibility of the Debt Vehicles Universe by sharing in-depth analysis and debt related survey data

What we will continue to do:

- Increase quality, accuracy and completeness of the INREV's suite of market information
- Provide insights into the performance of the European non-listed vehicles space
- Develop market information analytical tools to allow members to effectively analyse the non-listed real estate industry as an integrated part of the overall IT developments



Public Affairs

INREV represents members' interests by increasing policymakers' awareness and understanding of the role and importance of real estate investment.

We develop aligned industry responses to proposed regulatory and policy initiatives while taking a leading role on issues affecting our industry among international and national associations.

Leveraging on our presence in Brussels, we provide members with first-hand insights into the development and implementation of regulatory and policy initiatives.

What we will continue to do:

- Keep members informed regarding the practical business impact of regulatory and policy initiatives through briefings, events, round tables focused on specific topics, training courses and publications

We represent members' interests by increasing policy makers' awareness



Key priorities

- 🚩 Ensure that policy makers are aware of the role and importance of non-listed real estate to the European economy and society as they develop regulations and policies impacting real estate investment
- 🚩 Provide input to members on practical aspects of transitioning to the post-Brexit situation on both sides of the Brexit divide
- 🚩 Develop aligned real estate industry responses to regulatory and policy initiatives including the reviews of AIFMD and Solvency II, Sustainable Finance, UK funds and tax- and technology related rule changes
- 🚩 Help members understand and implement new regulatory requirements related to MiFID II, Sustainable Finance, ATAD, revised AIFMD and Solvency II, technology, as well as COVID-19 regulations and national tax law changes



Events

INREV offers members high quality conferences, seminars, round-table discussions and briefings tailored to meet their specific needs. Through our leading position in the non-listed real estate industry, we provide a content-driven programme delivered by industry leaders.

Our events are designed to further knowledge, provide opportunities for sharing experience and enhance networking with industry peers across the spectrum of responsibility levels and focus areas. The programme has developed into a blended approach of online and on location events.

What we will continue to do:

- Organise high quality events with an emphasis on strong content and delivering INREV output
- Deliver a varied and high-quality events programme
- Ensure a high degree of quantitative and qualitative event participation, especially by investors
- Maintain and increase accessibility by continuing to offer events both online and in a wide range of locations near to our members
- Ensure gender diversity of speakers in the events programme
- Offer a structured events sponsorship programme for members

Key priorities

- 🚩 Increase accessibility through a blend of on and off-line events offering topical briefings, seminars and conferences presented by industry experts
- 🚩 Remain on top of emerging industry trends by including topics such as ESG with all its facets including impact investing, climate change, diversity and well-being, technology and post COVID-19 impact on real estate, in the events programme
- 🚩 Continue to offer targeted events for specific groups of members, clearly communicate how they differ and who should attend. Specifically for:
 - INREV's three flagship events (Annual, Autumn and Young Professionals Conferences)
 - Young Professionals events
 - Investors (introduce an online investor-only seminar)
- 🚩 Reflect our global efforts in our European events programme, increase awareness of our online offering to our global members and continue to offer the North America Conference



Our wide-range of on and offline events
further knowledge, provide opportunities to share and network

Education

The INREV education programme increases knowledge and meets the development needs of players in the non-listed real estate investment industry, specifically on INREV output.

We deliver best-in-class content, via classroom and online courses and increasingly through eLearning. Our courses focus on a wide range of subjects that support the exchange of professional best practice and deepen the knowledge of market participants at all levels.

Built on the success of our training courses we also offer the INREV/ Henley Certificate in partnership with Henley Business School, an education programme that combines practical application with academic rigour.

What we will continue to do:

- Deliver around 15 courses annually in a blended approach of online and classroom formats.
- Further improve the suite of our training offerings to reflect INREV best market practices across the industry
- Further strengthen the university outreach programme to increase the knowledge and understanding of the non-listed real estate industry by engaging with students at an early stage of their career
- Further improve awareness and adaptation of the INREV/Henley Certificate to increase acceptance and achieve industry recognition

Key priorities

- 🚩 Continue to restructure the training programme to offer a good blend of online and classroom courses
- 🚩 Develop a course on impact investing
- 🚩 Re-introduce the masterclass on innovation and digital transformation.
- 🚩 Further roll-out the eLearning strategy to support INREV outreach, to scale up the training programme and to reflect new learning trends. Include topics such as INREV data analysis, ESG reporting and Corporate Governance.
- 🚩 Introduce a one-day event for INREV/Henley students to meet and engage with each other
- 🚩 Further online communication and sharing of information between course participants and between Henley Certificate students.



Topical and highly relevant content
advance the skills and knowledge of participants

2. Internal priorities

Marketing and Communications

INREV delivers insightful and relevant information about non-listed real estate investment through best in class communication to the financial community.

We provide timely, reliable and easily accessible information for our members via a multi-channel approach.

What we will continue to do:

- Promote awareness, increased accessibility and usage of all INREV services and output
- Further increase industry awareness of headline results through engaging content and interactive visuals that allow users to digest information quickly and efficiently
- Broaden reach and penetration of key messages with financial and business media to promote non-listed real estate as an alternative asset class
- Adapt our services and find creative solutions to meet members changing business needs during and post COVID-19

Key priorities

- 🚩 Implement effective marketing campaigns to ensure existing and prospective members receive timely and relevant information on topics that directly impact them
- 🚩 Improve the online experience by cross selling services and offering a tailored user journey that increases awareness and usage of all services
- 🚩 Build and nurture the online community to facilitate member discussion, engagement and knowledge exchange
- 🚩 Explore new ways to make our content more easily accessible and digestible for our members
- 🚩 Promote and increase visibility of INREV in and outside of Europe as the go-to source for everything you need to know about non-listed investment in Europe



We provide
timely, reliable and easily accessible information for our members

Member Relationship

At INREV we pride ourselves as being the non-listed real estate community and the member relationship programme helps foster this community ensuring that it remains active and connected.

We connect members with their peers and with each of INREV's service areas while maintaining a close rapport with our members.

We support members to make optimum use of their membership by increasing their team's knowledge and usage of the tools and services available to them.

We provide the space for investor members to connect with each other and openly discuss common issues that affect them directly.

What we will continue to do:

- Further improve the communication channels among members and between members and the INREV team, while providing information and support resulting from our products and tools
- We will continue to reach-out to members individually, listen to their special needs in these unique market circumstances, and work on solutions or tools with the INREV team

Key priorities

- 🚩 Increase participation of all members and their teams to support and promote INREV's efforts
- 🚩 Connect investor members through targeted on-line and on location Invitation Only Get-Togethers with like-minded investors, broken down by investor type or by regional focus
- 🚩 Promote the new INREV Member Directory as a way for members to increase their visibility and search for the right industry players
- 🚩 Increase the focus on connecting with members and prospects across Europe, and globally to build-on and promote enhanced access to INREV activities, tools and services that are offered increasingly on-line

**A growing community
with a close, connected
rapport**



Information Technology

INREV's member services have increasingly turned digital and data based. Today, INREV delivers its member services through a wide set of data collection and analysis tools.

Through the continuation of the IT roadmap programme, INREV is consolidating its data reporting mechanisms and data storage into a single system. Members will benefit through a significantly reduced reporting burden as well as better data access.

Ensure that the INREV data collection process adheres to the highest standards in data collection, governance and complies with new regulations.

Data quality stands at the core of this strategy and INREV's members will automatically benefit from all developments.

INREV is committed to the highest standards in data reporting, governance and security.



Key priorities

- 🚩 Develop Data platform around increased efficiency:
 - Consolidate data access through a centralised system to manage data exchange between funds and investors
 - Increasingly automate the publication and indices production process
 - Increase data accessibility through a data warehouse containing all historically collected survey and index information
- 🚩 Facilitate the industry on the innovation and digital transformation:
 - Deliver research, facilitate online discussion via events and round tables on digital transformation
 - Help members to navigate through the fast-growing offering of technology solutions by creating awareness of the latest technologies and present practical success cases





CORPORATE



RESEARCH



INDUSTRY
DATA



PUBLIC
AFFAIRS



PROFESSIONAL
STANDARDS