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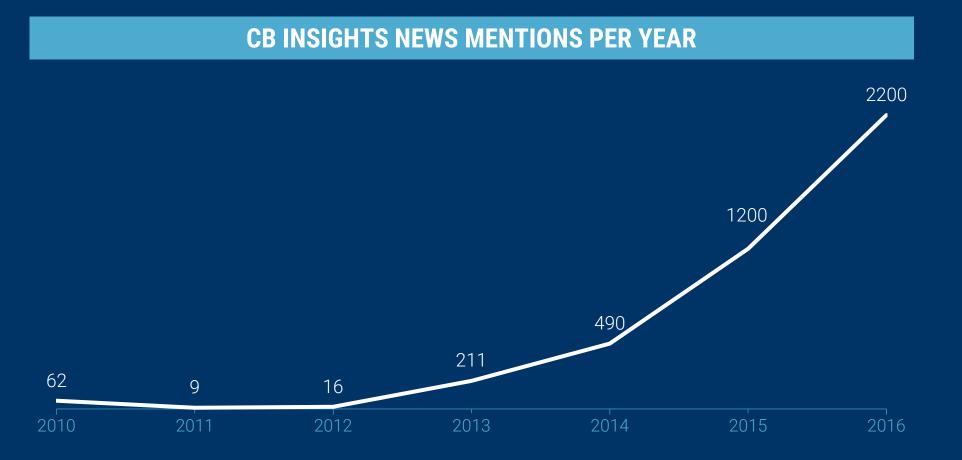
### **Pat Grady**

Sequoia, Partner



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### **SUMMARY OF FINDINGS**

#### **GLOBAL CVC DEAL ACTIVITY ESSENTIALLY FLAT IN 2016:**

Corporate venture capital deal activity decreased 2% in 2016, while deals fell 21% in Q4'16. Intel Capital and Google Ventures were the most active CVCs globally in 2016.

**NEWLY FORMED CVCs GROWING AT 20% GLOBALLY**: 107 new corporate VC funds made their first investment in 2016, 20% more than the previous year. Nearly 75% of CVC deals completed in H2'16 were made at the seed, Series A or Series B stage.

**UK AND INDIA DEAL ACTIVITY UP IN 2016, CHINA DOWN:** CVC deal activity in China decreased 17% in 2016, while UK deal activity increased 35% and India increased 50% over the same time period. However, Indian CVC deal activity decreased significantly in Q4'16, compared to a record Q3'16.

**US CVC ACTIVITY DECLINES BY 12%**: 2016 full-year deal activity decreased 12% over 2015. US CVC deal activity fell to 153 deals in Q4'16, the lowest number since Q4'13. 21% of all US VC-backed financings included participation from CVC investors.

**NUMBER OF ACTIVE CVCs DROPS IN US**: The number of CVCs active in the US in each quarter dropped to 102 in Q4'16 compared to 131 in Q3'16. Average deal size for deals with CVC participation was \$28M in Q4'16, double that of VC-only deals.

CALIFORNIA AND MASSACHUSETTS DEAL ACTIVITY DECLINES IN 2016, NEW YORK HAS UP YEAR: 2016 full-year CVC deal activity in California decreased 12% compared to full-year 2015.

Massachusetts deal activity decreased 24% over the same time period, while NY increased 22%.

2016 GLOBAL DEAL ACTIVITY TO INTERNET COMPANIES INCREASES MARGINALLY, HEALTHCARE DECLINES, AND MOBILE DROPS 18%: 2016 full-year CVC global deal activity to internet companies increased 4%, while healthcare deals decreased 3%. Europe notably saw healthcare double its share of CVC deals in Q4'16. Global CVC deals to mobile companies dropped 18% in 2016.

#### **Note on Report Methodology:**

Report only includes investment by CVC funds. With the exception of page 19, this report only covers the funding activity of specific, separately demarcated corporate venture arms. Corporates making strategic investments directly are not included.

For questions regarding this methodology please reach out to info@cbinsights.com.





Globally, corporate VCs participated in

\$24.9 BILLION

of funding across

1,352 DEALS

in 2016.

### QUARTERLY GLOBAL CVC FINANCING TREND

Q1'12 - Q4'16



### 2016 FULL-YEAR DEALS DECREASED BY 2% OVER 2015

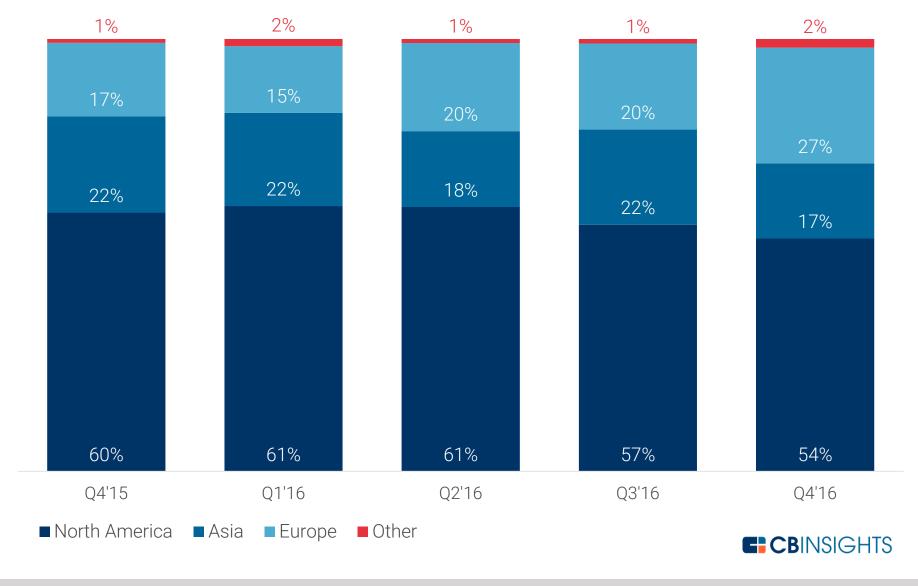
CVC deal activity sunk below 300 for first time in 11 quarters in Q4'16.

Quarterly deal activity in Q3'16 increased 18% from the preceding quarter, but fell 21% in Q4'16.

Corporate VCs participated in 676 deals and in nearly \$12B of total capital in H2'16.

### **QUARTERLY GLOBAL CVC DEAL SHARE BY CONTINENT**

Q4'15 - Q4'16



# EUROPE HOME TO INCREASING NUMBER OF CVC DEALS

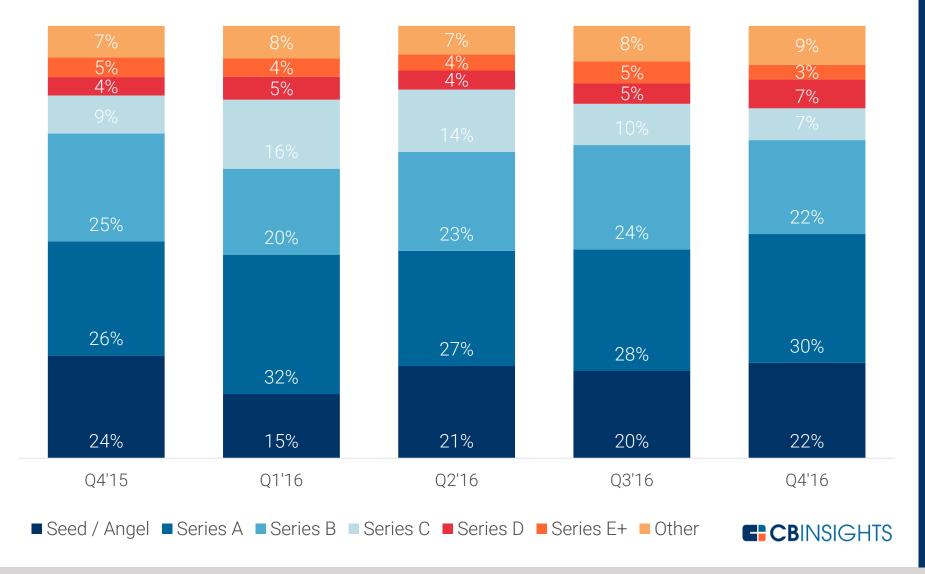
In Q4'16, 27% of deals with corporate VC participation were conducted in Europe.

North America accounted for 54% of CVC deals, down three percentage points from Q3'16.

In absolute terms, Europe CVC deals increased marginally, while other regions declined sharply.

#### **QUARTERLY GLOBAL CVC DEAL SHARE BY SERIES**

Q4'15 - Q4'16



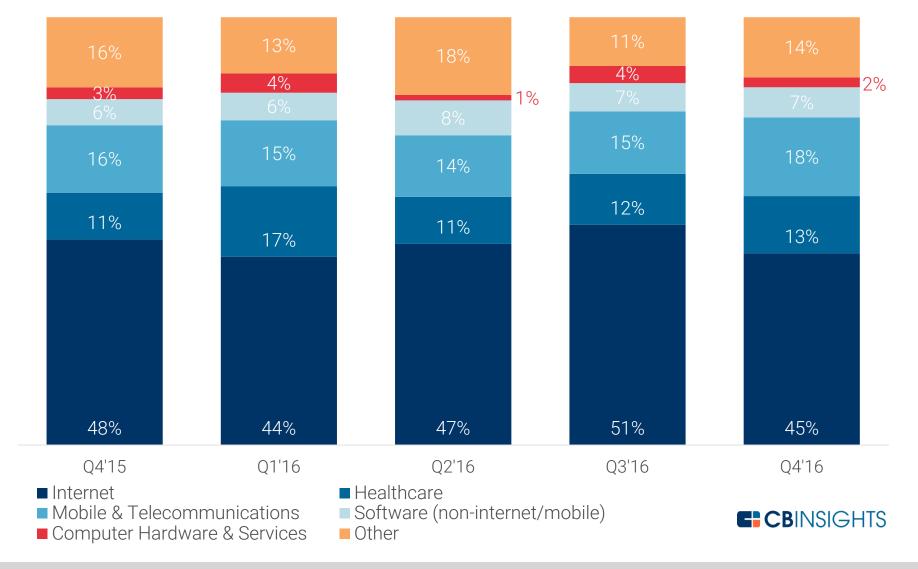
## CVCS RETURN TO EARLY-STAGE DEALS

Nearly half of all deals with CVC participation in H2'16 were early stage (seed and Series A). This compares to Q1'16, in which seed investment pulled back to only 15%.

Series B deals remained consistent, while Series C deals decreased from 15% in H1'16, to 9% in H2'16.

### **QUARTERLY GLOBAL CVC DEAL SHARE BY SECTOR**

Q4'15 - Q4'16

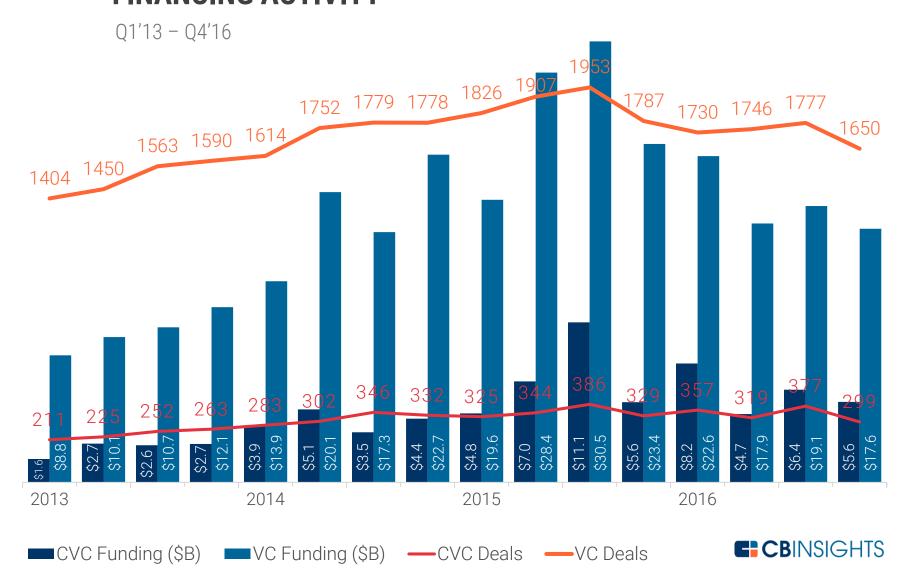


# INTERNET AND MOBILE STILL TAKE MAJORITY OF CVC DEAL SHARE

Internet deal share peaked at 51% of CVC-backed deals in Q3'16.

Internet and mobile together accounted for 63% of deal share in Q4'16, as mobile increased to 18% of deal share.

## QUARTERLY GLOBAL CORPORATE VC VS OVERALL VC FINANCING ACTIVITY



# CORPORATE VCS PARTICIPATE IN NEARLY 20% OF ALL DEALS IN H2'16

Corporate venture funds participated in nearly 20% of the 3,427 venture-backed financings that occurred in the second half of 2016.

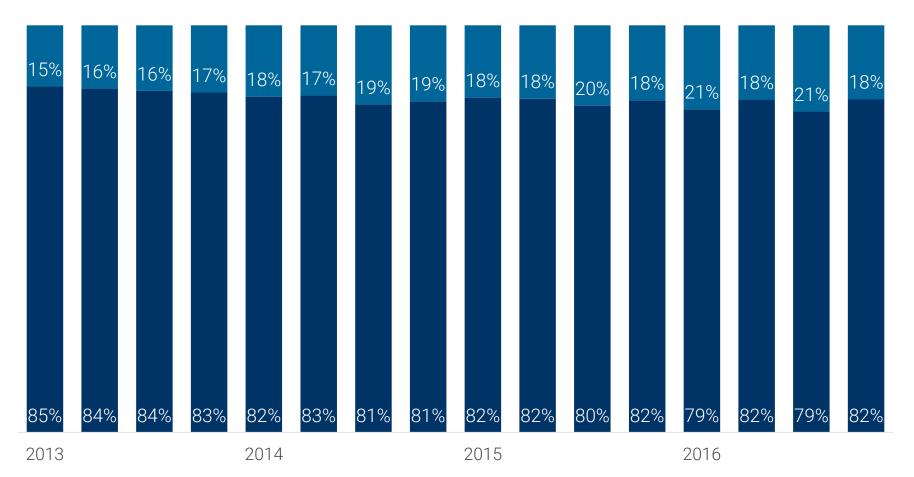
While total deal activity fell by 7% in Q4'16, CVC activity fell by 21%.

Note: CVC investment includes rounds in which a corporate venture fund participated. Therefore CVC deal and funding totals could include other participating investors and capital.



## QUARTERLY GLOBAL CORPORATE VC SHARE OF ALL VC DEALS

Q1'13 - Q4'16



■ All VCs ■ CVC Deal Share

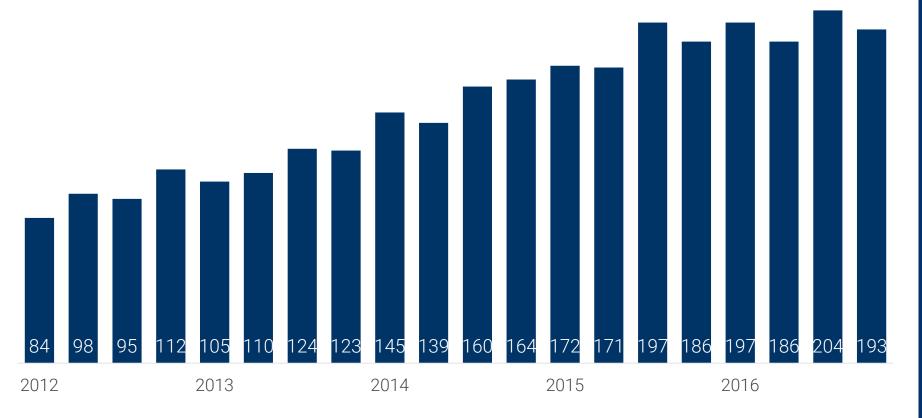


### CVC DEAL SHARE 18%+ FOR 10 QUARTERS STRAIGHT

Corporate venture groups participated in 21% of all deals in Q3'16, but finished the year at an 18% share.

2016 average CVC quarterly deal share was exactly 19.5%, one percentage point higher than in 2015.

## QUARTERLY GLOBAL ACTIVE CORPORATE VC INVESTORS Q1'12 - Q4'16



■ Unique CVC Investor



# ACTIVE QUARTERLY CVC COUNT BREAKS 200

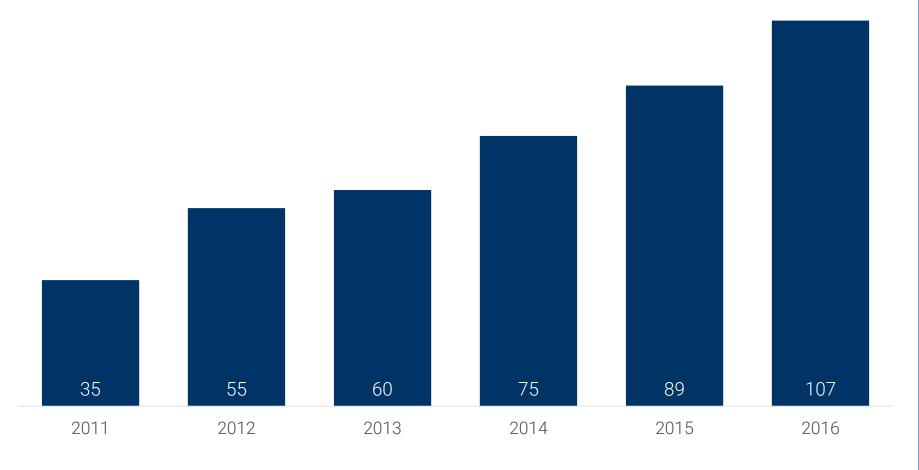
204 CVCs actively invested in Q3'16, the most since 2012.

On average, 195 CVCs invested per quarter in 2016. By comparison, 182 CVCs actively invested per quarter on average in 2015.



### NUMBER OF NEW CORPORATE VENTURE CAPITAL GROUPS

2011 - 2016



### NUMBER OF NEW CVC FUNDS HITS FRESH RECORD

107 new corporate VC funds made their first investment in 2016.

New funds included
JetBlue Technology
Ventures and the Sony
Innovation Fund.

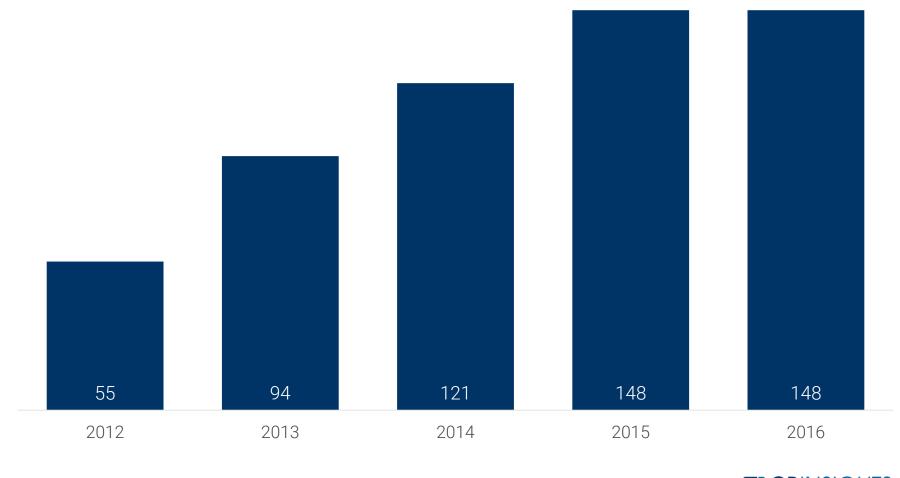
Year-over-year growth in new funds was 20%, up from 19% growth in 2015.





## GLOBAL ACTIVE CORPORATE VC INVESTORS AT THE SEED STAGE

2012 - 2016

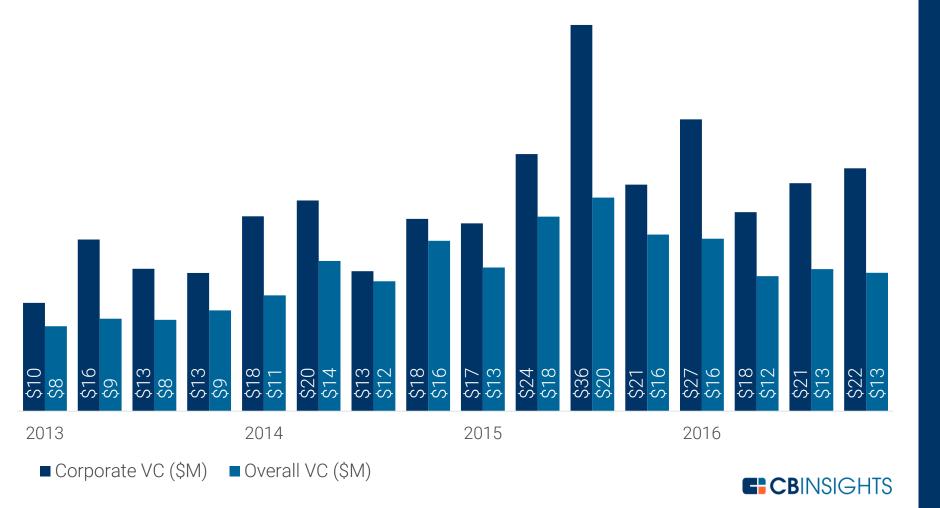


## **CVC ACTIVITY AT SEED STAGE MATCHES 2015**

In 2016, 148 unique CVC funds participated in at least one seed financing round, the same total as in 2015.



## GLOBAL CORPORATE VC VS OVERALL VC AVERAGE DEAL SIZE 01'13 - 4'16



### CVC AVERAGE DEAL SIZE REMAINS LARGER THAN VC

H2'16 average deal size remained consistent at nearly \$22M, compared to H1'16.

Average VC deal size over the same period was \$13M, down \$1M from H1'16.

2016 average CVC deal size was down 10% compared to 2015.

## **GLOBAL MOST ACTIVE CVC INVESTORS**2016

RANK	INVESTOR	SELECT INVESTMENTS
1	(intel) capital	SigFox, Sprinklr, Thalmic Labs
1	G/	Oscar Health Insurance Co., Stripe, LendUp
3	salesforce Ventures	SigFox, Anaplan, NewVoiceMedia
4	COMCAST VENTURES.	Slack Technologies, Accolade, Interactions
5	QUALCOMM° VENTURES	OneWeb, Magic Leap, WellTok
6	Cisco Investments	Celeno Communications, Springpath, Stratoscale
6	GE VENTURES	Human Longevity, Carbon3D, Hyperloop One
8	<b>Bloomberg</b> BETA	Flexport, Orbital Insight, BlueTalon

# INTEL CAPITAL AND GOOGLE VENTURES TIE FOR 1<sup>ST</sup> GLOBALLY

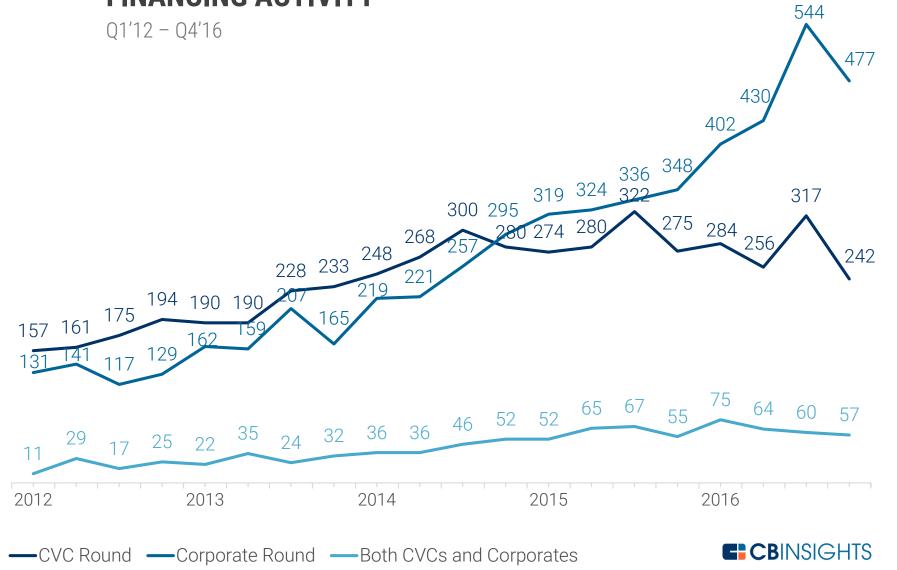
Intel Capital and Google Ventures were tied for most active CVCs, participating in over 50 investments each.

Salesforce Ventures and Comcast Ventures were the third and fourth most active, each participating in over 40 deals.





## GLOBAL CORPORATE VC VS GLOBAL CORPORATION FINANCING ACTIVITY



PRIOR TO Q4'16
DECLINE, DIRECT
CORPORATE
INVESTMENT HAD
RISEN FOR FOUR
QUARTERS STRAIGHT

CVC-only deals declined by 24% in Q4'16, in line with a fall in direct corporate investment.

However, direct corporate investment had seen a four-quarter rally since Q3'15, growing 56% in Q3'16 over Q3'15.



### **UK QUARTERLY CORPORATE VC FINANCING HISTORY**

01'12 - 04'16



Investment (\$M)





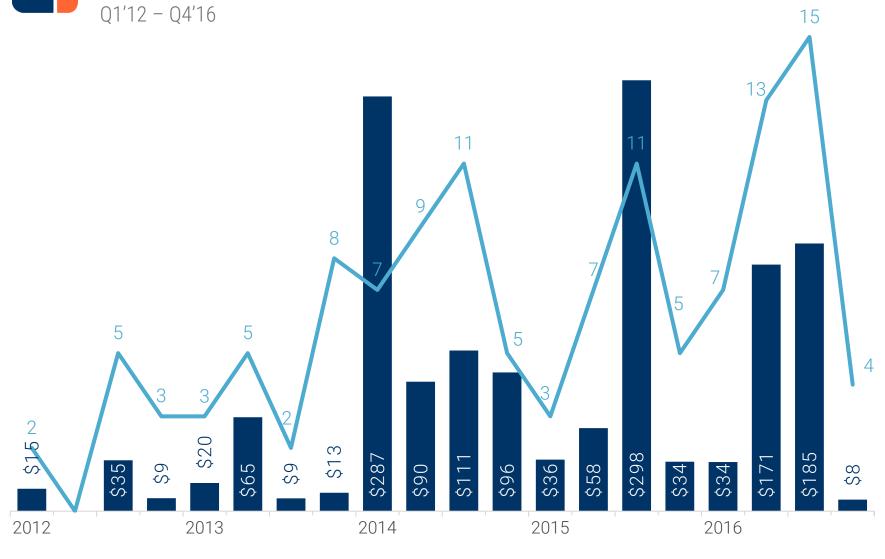
# UK CVC DEAL ACTIVITY REACHES RECORD HIGH IN Q2'16

2016 full-year CVC deal activity increased 35% over 2015.

However, deal activity dropped from 22 deals in Q2'16, to 12 in Q3'16.

Notable CVC-backed deals in H2'16 included a \$275M Series E financing to Deliveroo, and a \$65M Series C to Darktrace.

### INDIA QUARTERLY CORPORATE VC FINANCING HISTORY



■Investment (\$M)

**—**Deals

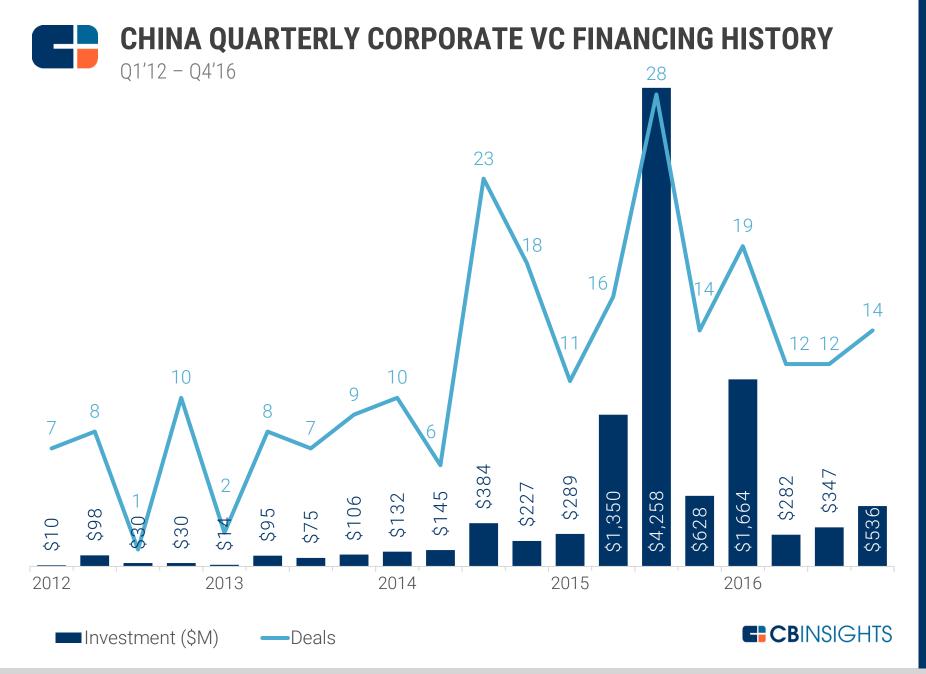
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### INDIA CVC DEAL ACTIVITY DROPS IN Q4'16 BUT 2016 AN UP YEAR

2016 full-year CVC deal activity increased 50% over 2015's total.

However, CVC funds participated in only 4 deals in Q4'16.

Notable 2016 deals included a \$60M financing to One97 Communications (the parent of Paytm).



# CHINA DEAL ACTIVITY SHOWS SMALL UPTICK BUT 2016 DEALS DOWN

2016 full-year CVC deal activity decreased by 17% over 2015.

Corporate VC arms participated in \$536M of funding across 14 deals in Q4'16, up slightly from the previous two quarters.

The Q3'15 spike was driven by two tranches of a Series F to Didi Chuxing, totaling \$3B.

### UK MOST ACTIVE CVC INVESTORS 2016

RANK	INVESTOR
1	SAATCHINVEST
1	salesforce ventures
1	Unilover
4	G/
4	Pfizer
4	AVIVA Ventures
7	LIBERTY GLOBAL

### INDIA MOST ACTIVE CVC INVESTORS 2016

RANK	INVESTOR
1	# BRAND CAPITAL
2	BIII Bertelsmann India Investments
3	QUALCOMM' VENTURES
4	Ventures
5	COMMENS VENTURES
5	ASTARC VENTURES
5	(intel) capital

### CHINA MOST ACTIVE CVC INVESTORS 2016

RANK	INVESTOR
1	LEGEND CAPITAL 君联资本
2	中国平安 创新 PINGAN VENTURES
3	复星 昆仲 KINZON
4	(intel) capital
5	Lilly Asia Ventures 礼来亚洲基金
5	據 WuXi 亦 Healthcare 本 Ventures
5	QUALCOMM' VENTURES

### DIVERSE CVC INVESTORS IN ALL THREE MARKETS

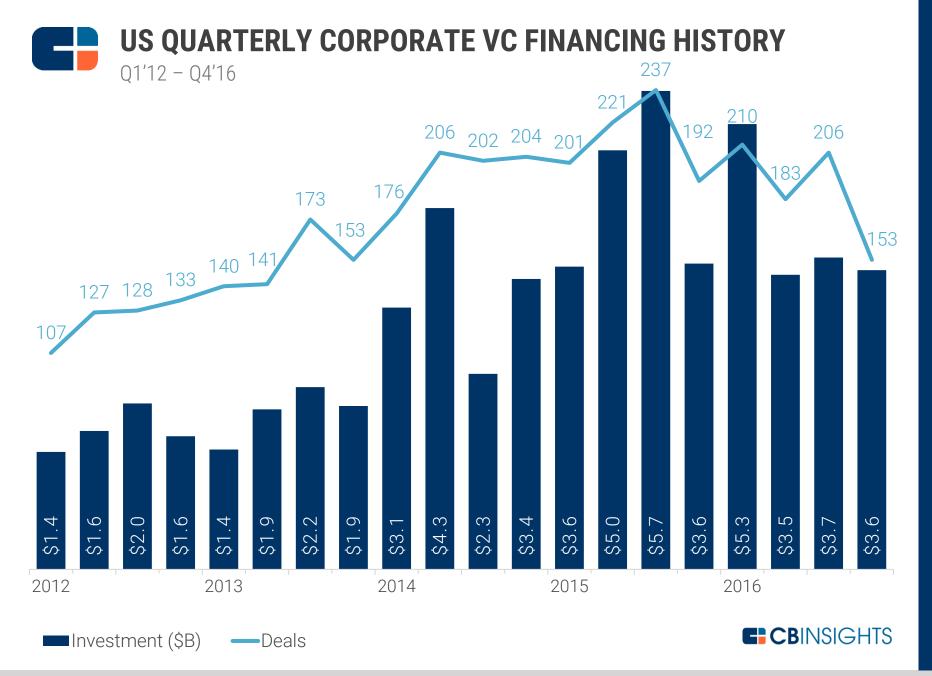
Unlike global and US trends, technology industry corporate venture capital arms did not dominate the UK, India, or China markets in 2016.











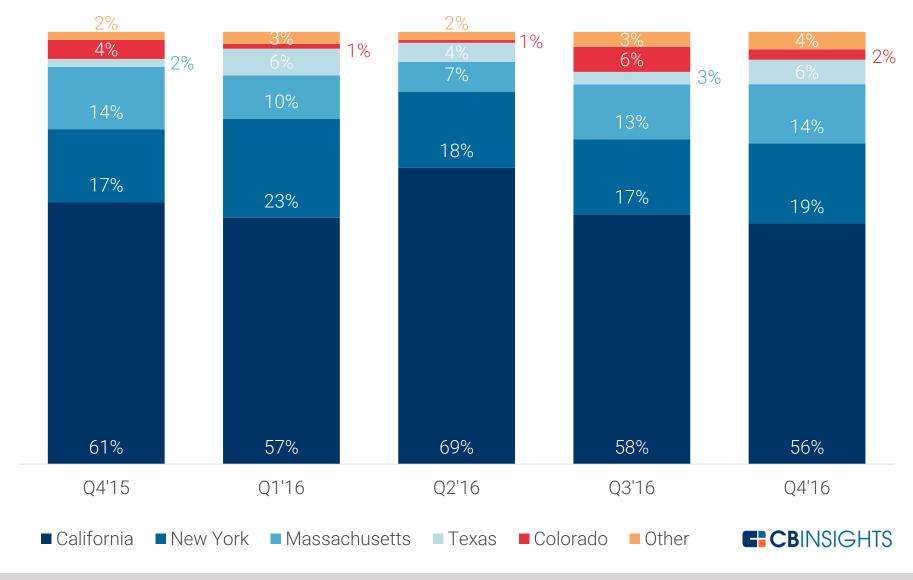
# US CORPORATE VC DEAL ACTIVITY FALLS IN 2016

US corporate VC deal activity fell to 153 deals in Q4'16, the lowest amount since Q4'13.

2016 full-year CVC deal activity decreased 12% over 2015.

#### **US CVC DEAL SHARE BY STATE**

Q4'15 - Q4'16

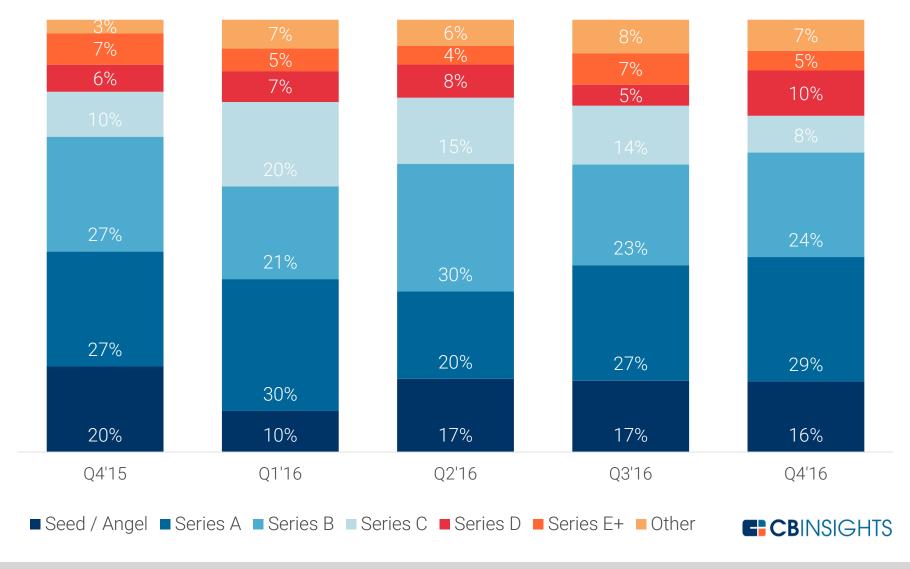


### MASSACHUSETTS DEAL SHARE GROWS

In H2'16, the share of deals made in California fell from 63% in H1'16 to 57%.

Massachusetts notably increased its percentage of deal share in H2'16 to 14% from 9% in H1'16.

## US CVC DEAL SHARE BY SERIES 04'15 - 04'16



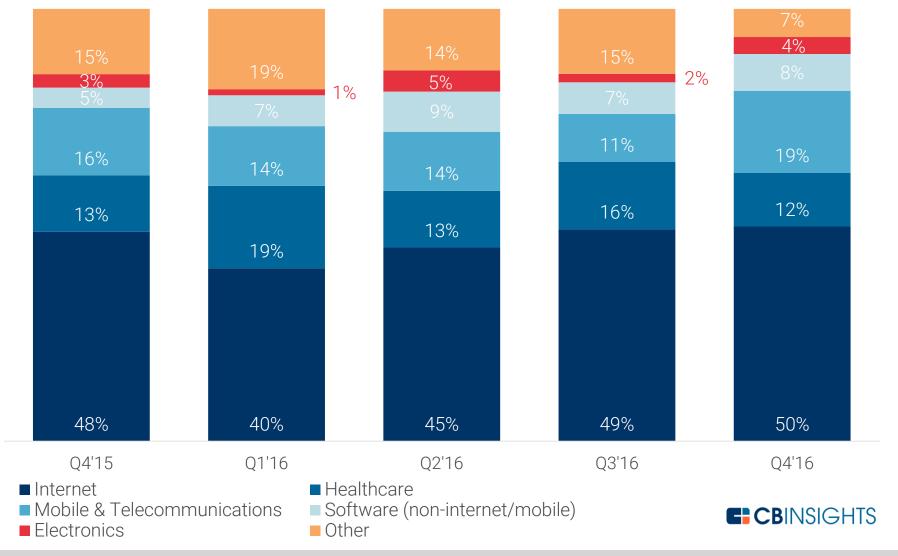
### SERIES C DEAL SHARE SHRINKS, SERIES D DEAL SHARE DOUBLES

In H2'16, Series A and Series B deals accounted for over 50% of deal share.

In Q4'16, Series D financings doubled from 5% to 10%, while Series C deals decreased by six percentage points.

#### **US CVC DEAL SHARE BY SECTOR**

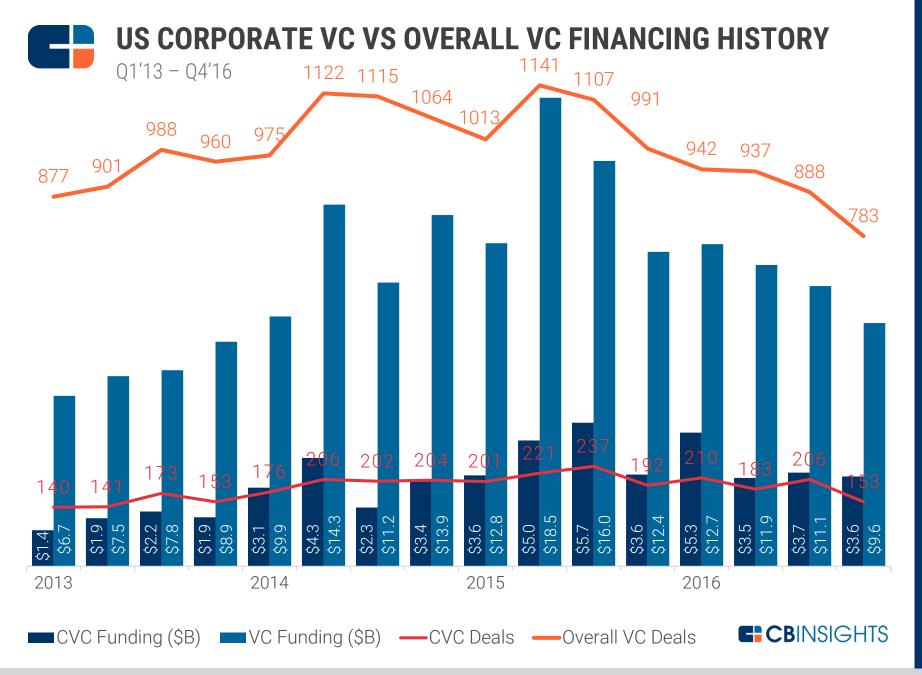
04'15 - 04'16



### INTERNET TAKES HALF OF DEAL SHARE

While slightly more diversified in the beginning of 2016, corporate VCs made nearly 50% of their investments in internet companies in H2'16.

Mobile & telecommunications increased to a 19% share in Q4'16, from 11% in Q3'16, taking the second-greatest deal share ahead of healthcare.



# CORPORATE VC FUNDS PARTICIPATE IN 21% OF US DEALS

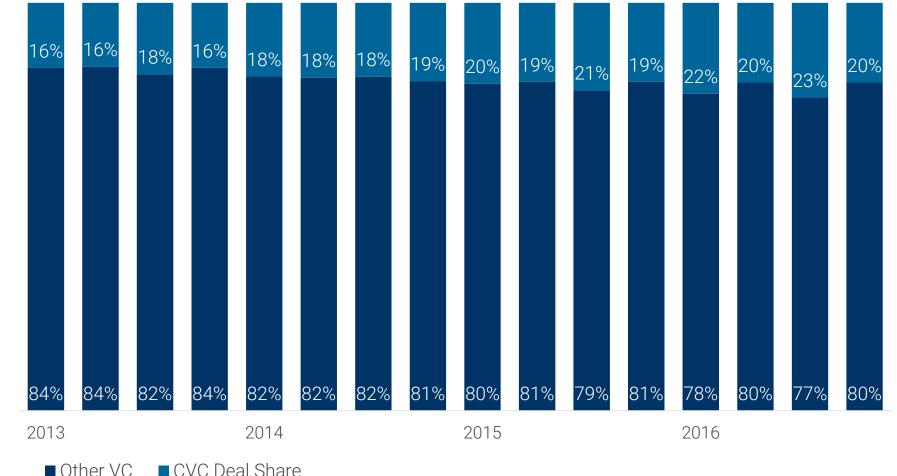
In H2'16, corporate venture funds participated in 21% of the 1,671 VC deals in the US.

While total US VC deal activity decreased by 12% in Q4'16, CVC activity decreased by 26%.

Note: CVC investment includes rounds in which a corporate venture fund participated. Therefore CVC deal and funding totals could include other participating investors and capital.

#### US CVC DEAL SHARE OF ALL VC DEALS

01'13 - 04'16



# QUARTERLY CVC DEAL SHARE TOPS 20%+ THROUGHOUT 2016

CVC quarterly deal share in the US hit a high of 23% in Q3'16 and did not fall below 20% in 2016.

2016 average CVC deal share was exactly 21.25% on a quarterly basis, half a percentage point higher than 2015.

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## US QUARTERLY ACTIVE CVC INVESTORS Q1'12 - Q4'16

# 2012 2013 2014 2016 2015

■ Unique CVC Investors

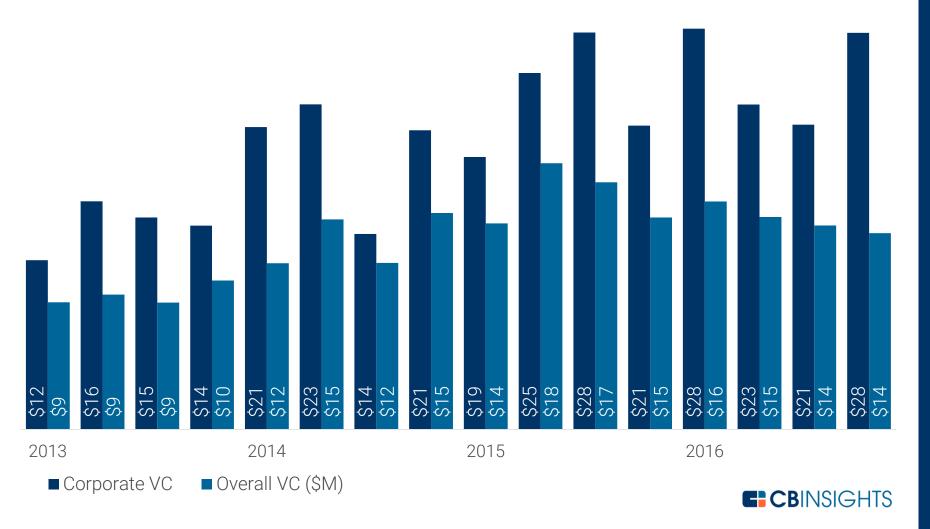


## ACTIVE US CVC FUNDS DROPPED IN Q4'16

Only 102 CVCs actively invested in Q4'16, the lowest amount since Q2'14.

On average, 120 invested on average per quarter in 2016. By comparison, 125 CVCs actively invested per quarter in 2015.

## US CVC VS OVERALL VC AVERAGE DEAL SIZE Q1'13 - 4'16



### CVC DEAL SIZES 2X LARGER THAN VC IN Q4'16

Average corporate VC deal size was larger than US VC deal size in 2016.

In Q4'16 average deal size reached \$28M, twice as large as VC at \$14M.

## US MOST ACTIVE CVC INVESTORS 2016

RANK	INVESTOR	SELECT INVESTMENTS
1	G/	Oscar Health Insurance Co., Stripe, LendUp
2	COMCAST VENTURES.	Slack Technologies, Accolade, Interactions
3	(intel) capital	Sprinklr, Enovix, CareCloud
4	salesforce ventures	Anaplan, BloomReach, Vlocity
5	GE VENTURES	Human Longevity, Carbon3D, Hyperloop One
6	<b>Bloomberg</b> BETA	Flexport, Orbital Insight, BlueTalon
7	Cisco Investments	Springpath, Skyport Systems, Paxata
8	QUALCOMM° VENTURES	OneWeb, Magic Leap, WellTok
9	SAMSUNG SAMSUNG VENTURE INVESTMENT	Quanergy Systems, Kateeva, WEVR

## GOOGLE VENTURES MOST ACTIVE CVC IN US MARKET

Comcast Ventures, Intel Capital, Salesforce Ventures, and GE Ventures rounded out the top 5 most active CVCs investing in the US market.





### CALIFORNIA QUARTERLY CVC FINANCING HISTORY

Q1'12 - Q4'16



Investment (\$B)

—Deals

### **CB**INSIGHTS

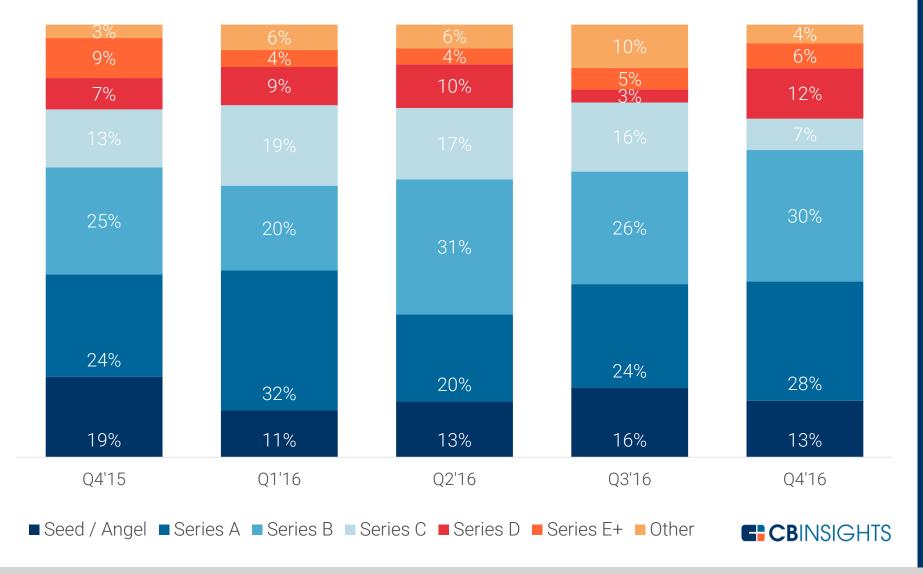
## CALIFORNIA: \$8.2B ACROSS 380 DEALS IN 2016

California deal activity with CVC participation dropped significantly in Q4'16. With only 69 CVC rounds for the quarter, deal activity decreased 31%, while funding activity deceased 36% with \$1.4B invested in Q4'16.

2016 full-year CVC deal activity decreased 12% over 2015.

### CALIFORNIA CVC DEAL SHARE BY SERIES

Q4'15 - Q4'16



## CORPORATE VENTURE FUNDS MOST ACTIVE IN EARLY AND MID-STAGE

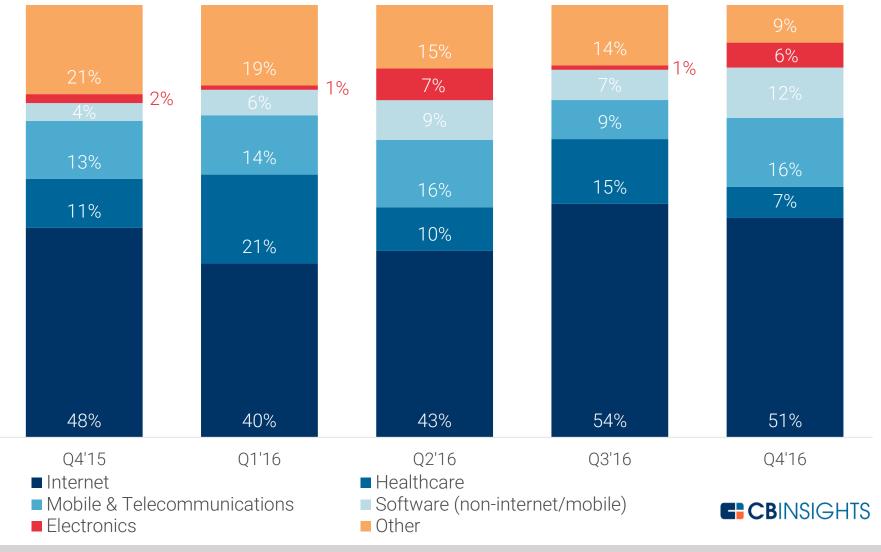
In 2016, CVCs were most actively involved in Series A and Series B deals.

In Q4'16 Series D deal share increased to 12% from 3% in Q3'16.

Series C deal share decreased to 7% in Q4'16, down from 16% in Q3'16.

### CALIFORNIA CVC DEAL SHARE BY SECTOR

Q4'15 - Q4'16



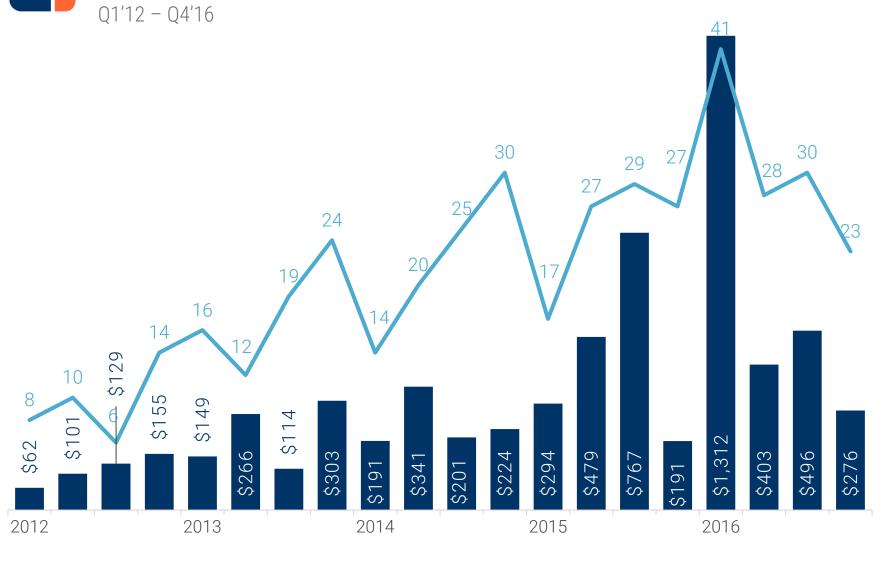
## CALIFORNIA CVC DEAL ACTIVITY FOCUSED IN INTERNET IN H2'16

In H2'16 deal share for internet sector companies increased to 52.5%.

Healthcare decreased from 15% in Q3'16, to 7% in Q4'16 and mobile & telecommunications increased from 9% in Q3'16 to 16% in Q4'16.



### **NEW YORK QUARTERLY CVC FINANCING HISTORY**



### NEW YORK: \$2.5B ACROSS 122 DEALS

On a quarterly basis, following Q1'16 in which \$1.3B was invested across 41 deals, deal and dollar activity dropped significantly in New York.

In Q4'16, \$276M was invested across 23 deals, a 23% decrease over Q3'16.

2016 full-year CVC deal activity increased 22% over 2015.

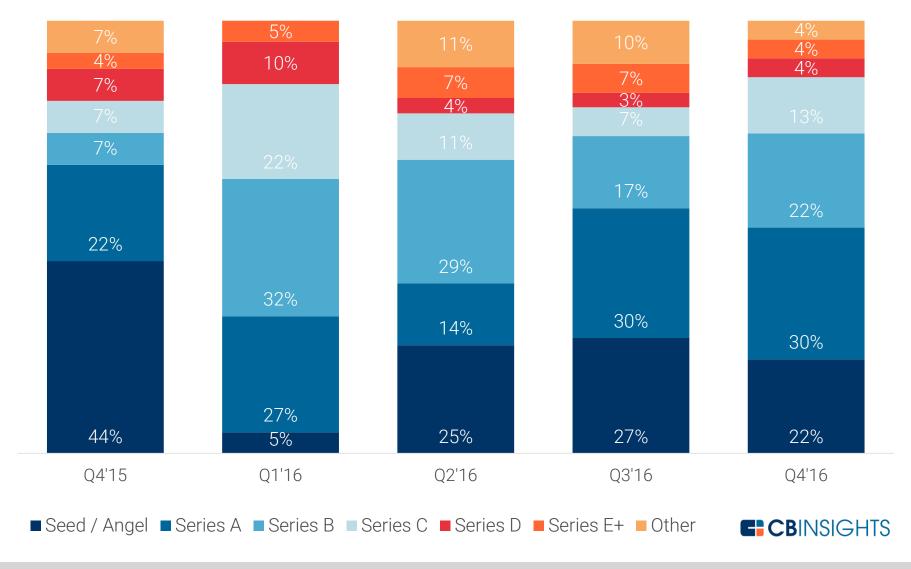
**CBINSIGHTS** 

Investment (\$M)

-Deals

### **NEW YORK CVC DEAL SHARE BY SERIES**

Q4'15 - Q4'16



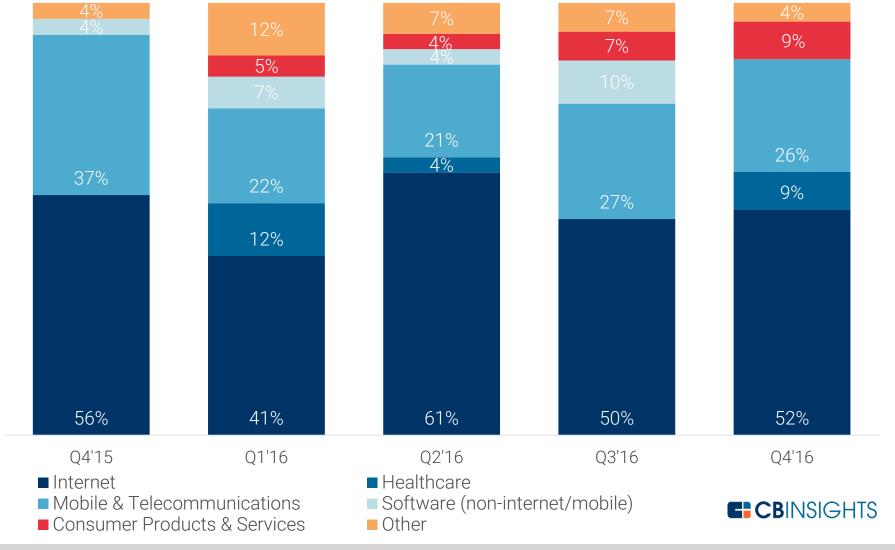
# CVC DEAL SHARE DISTRIBUTED ACROSS SEED THROUGH SERIES C ROUNDS

In Q4'16, Series A and Series B deals accounted for 30% and 22% of deal share, respectively.

Seed deal share averaged 25% in H2'16.

### **NEW YORK CVC DEAL SHARE BY SECTOR**

Q4'15 - Q4'16



## INTERNET AND MOBILE TAKE OVER 75% OF CVC DEAL SHARE

Internet and mobile & telecommunications accounted for roughly 77% of deal share in H2'16.

Non-internet software declined from 10% in Q3'16 to 0% in Q4'16.

Healthcare increased from 0% in Q3'16 to 9% in Q4'16.



### MASSACHUSETTS QUARTERLY CVC FINANCING HISTORY

Q1'12 - Q4'16



## MASSACHUSETTS: \$1.1B ACROSS 68 DEALS

Deals recovered from a two-year low of 11 in Q2'16, with 22 deals completed in Q3'16.

2016 full-year CVC deal activity decreased 24% over 2015.



### MASSACHUSETTS CVC DEAL SHARE BY SERIES

Q4'15 - Q4'16



### MASSACHUSETTS CVC FOCUS ON SERIES A AND SERIES B DEALS

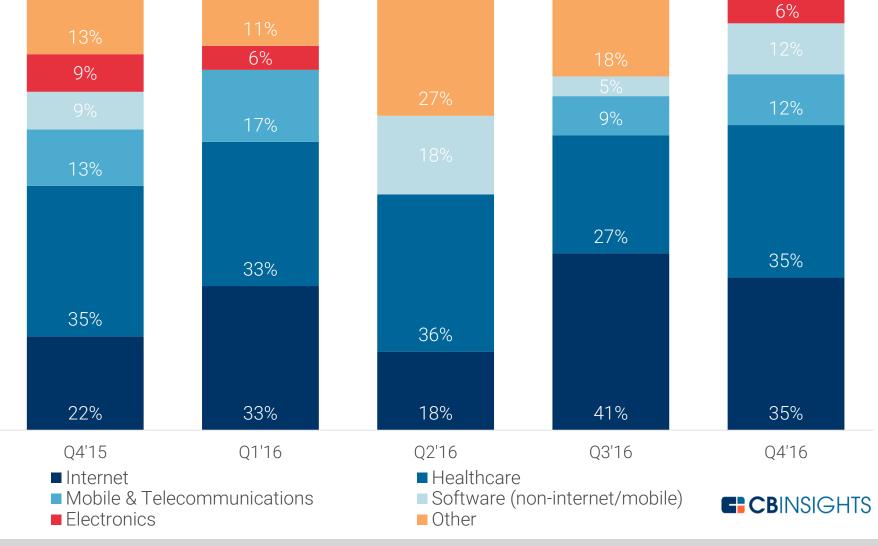
In H2'16, Series A and Series B deals accounted for 65% of deal share.

While seed rounds accounted for 27% of deal share in Q2'16, that share fell to 11% in H2'16.



### MASSACHUSETTS CVC DEAL SHARE BY SECTOR

Q4'15 - Q4'16



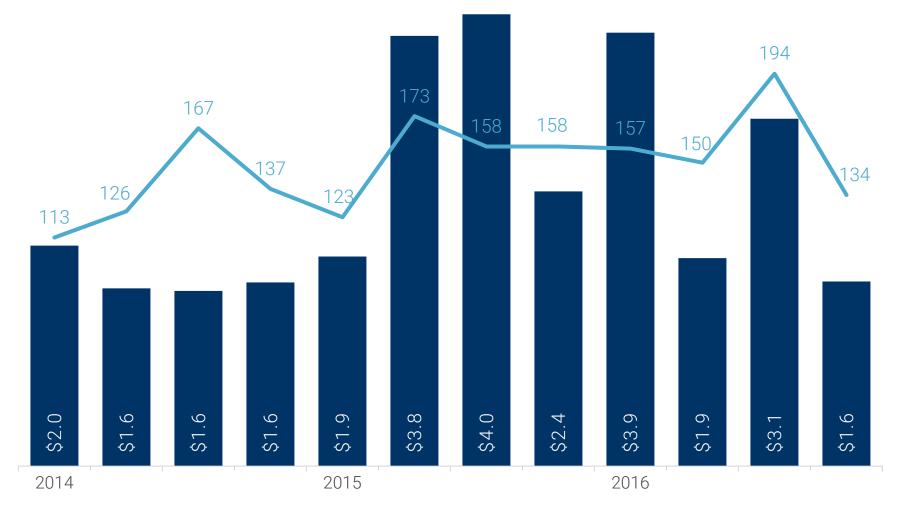
# INTERNET AND HEALTHCARE TAKE MAJORITY OF CVC INVESTMENTS

While historically Massachusetts has seen a heavy share of healthcare deals, in 2016 internet and healthcare were more balanced in distribution, accounting for the same amount of deal share in Q4'16.



### **GLOBAL QUARTERLY CVC FINANCING HISTORY: INTERNET**

01'14 - 04'16



**CBINSIGHTS** 

## CVC INTERNET DEAL ACTIVITY FALLS AFTER Q3'16 SPIKE

Before reaching 194 deals in Q3'16, corporate internet deal activity hovered between 150-158 deals per quarter.

Q4'16 saw a significant decline in deal activity however, decreasing 31% to 134 deals.

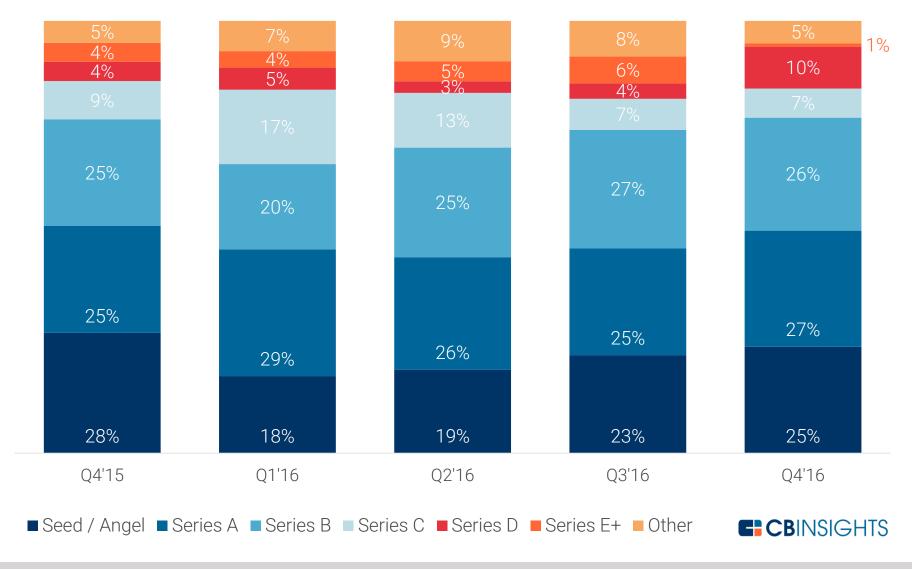
2016 full-year CVC deal activity increased 4% over 2015.

Investment (\$B)

-Deals

### **GLOBAL CVC DEAL SHARE BY STAGE: INTERNET**

Q4'15 - Q4'16



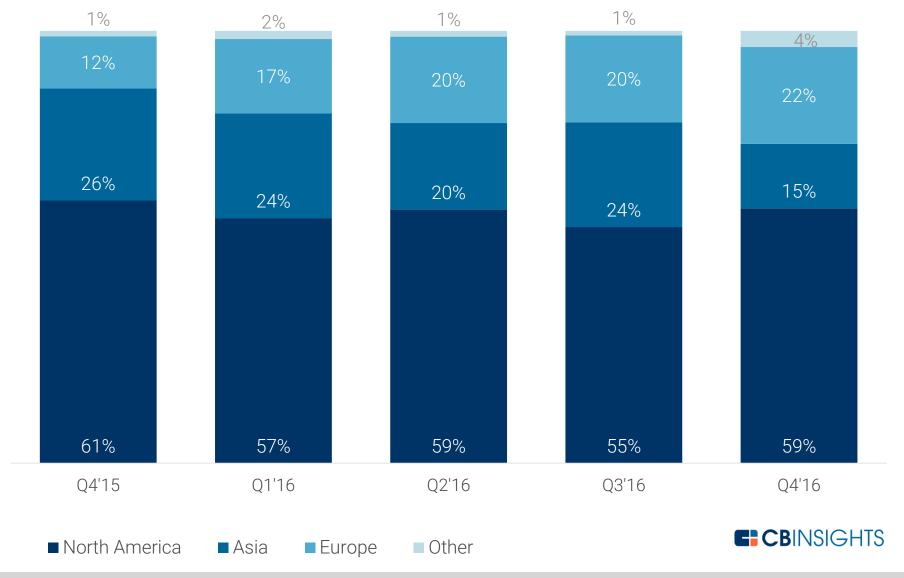
## CVC SEED INTERNET DEAL SHARE INCREASES

Seed internet deals involving CVCs increased from 18% in Q1'16 to 25% in Q4'16.

Series C internet deals decreased from 17% to 7%, as a percentage of deal share over the same time period.

### GLOBAL CVC DEAL SHARE BY CONTINENT: INTERNET

Q4'15 - Q4'16



## EUROPE GAINS WHILE ASIA FALLS SHARPLY

In 2016, CVCs completed an increasing share of internet deals in Europe.

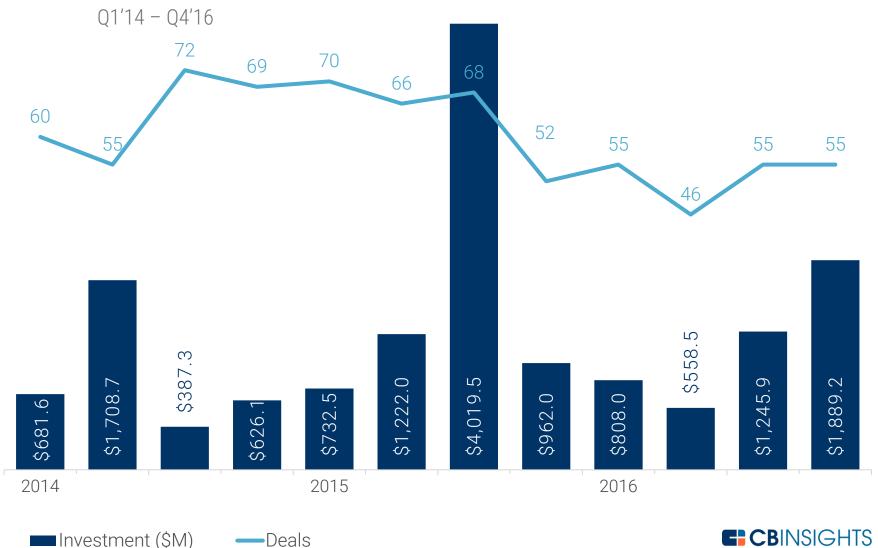
European internet deal share increased from 17% in Q1'16 to 22% in Q4'16.

In Q4'16, Asian investment activity decreased nine percentage points from Q3'16.



## **GLOBAL QUARTERLY CVC FINANCING HISTORY: MOBILE &**

### **TELECOM**



## CVC MOBILE & TELECOM DEAL ACTIVITY STABILIZES

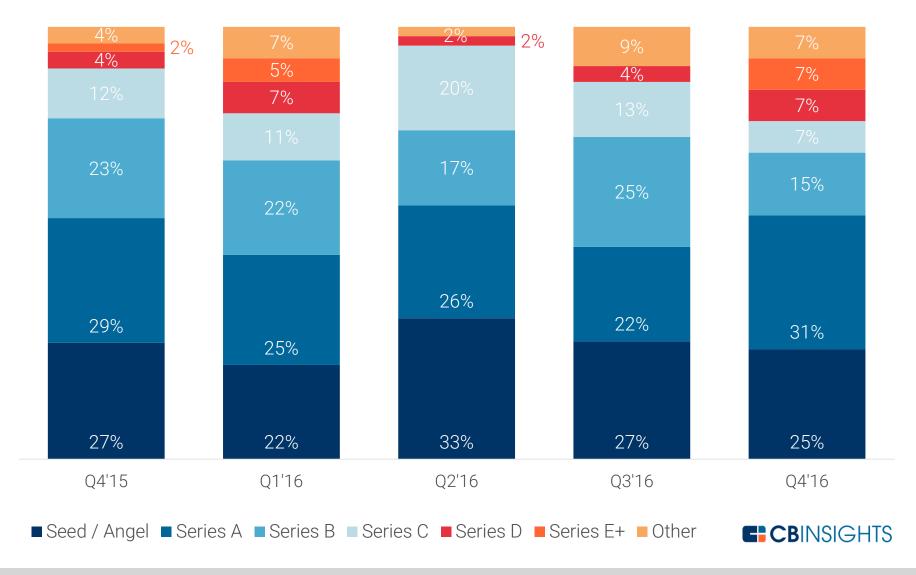
CVC investment in the mobile & telecom sector declined 16% in Q2'16, but rebounded in H2'16, posting two straight quarters with 55 deals.

2016 full-year CVC deal activity decreased 18% over 2015.

The spike in Q3'15 funding is largely driven by two Didi Chuxing financings.

### GLOBAL CVC DEAL SHARE BY CONTINENT: MOBILE & TELECOM

Q4'15 - Q4'16

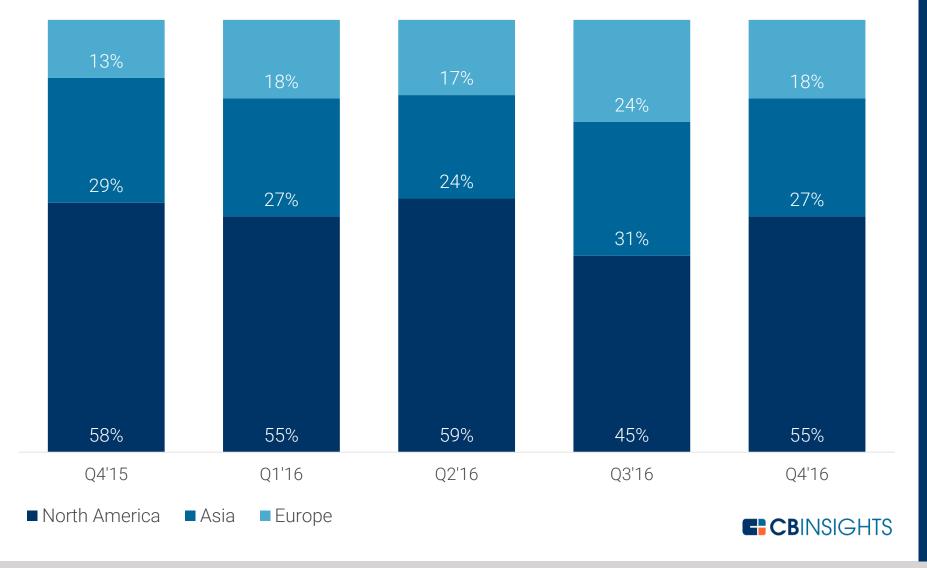


## CVC INVESTORS SHIFT AWAY FROM SERIES C MOBILE & TELECOM DEALS

In Q4'16, over 55% of CVC deal share was allocated to seed and Series A mobile & telecommunications deals, while Series C+ financings accounted for 7% of deal share each.

### GLOBAL CVC DEAL SHARE BY CONTINENT: MOBILE & TELECOM

Q4'15 - Q4'16



## NORTH AMERICAN MOBILE & TELECOM DIPS AND REBOUNDS

North American mobile & telecommunications deals with participating CVC investors declined to 45% in Q3'16, while Asia and Europe both increased their deal share to 31% and 24%, respectively.

However in Q4'16, North American deal share returned to 55%.



## **GLOBAL QUARTERLY CVC FINANCING HISTORY: HEALTHCARE** 01'14 - 04'16 64 52 45 49.3 \$1,000.7 \$1,662.3 \$1,094.0 \$1,572.9 \$1,054.3 \$1,046.4 \$415.9 \$801.4 \$948.4 \$441.1 2015 2014 2016

## CVC HEALTHCARE DEALS DECREASE SLIGHTLY

Despite notching 59 deals in Q1'16, full-year 2016 CVC deals to healthcare companies decreased 3% over 2015.



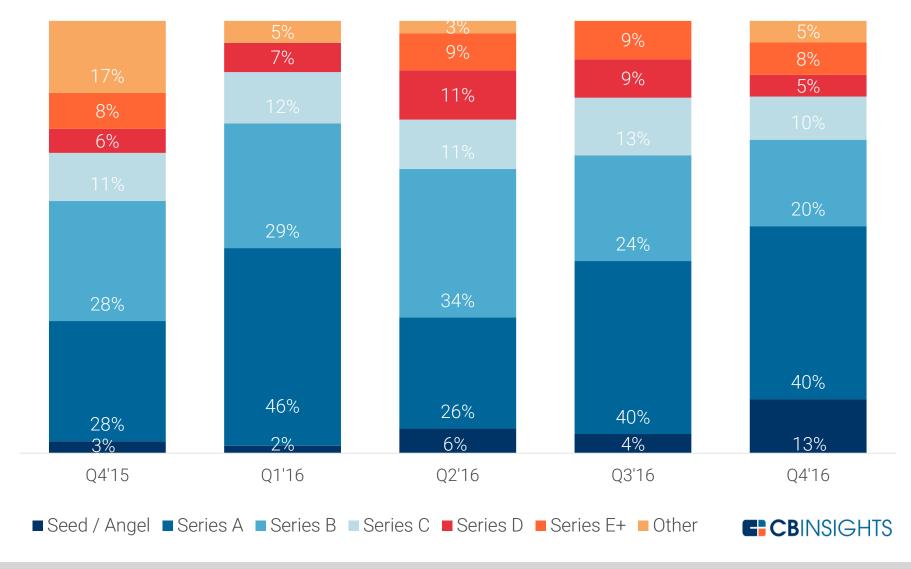
Investment (\$M)

-- Deals

**CBINSIGHTS** 

### GLOBAL CVC DEAL SHARE BY CONTINENT: HEALTHCARE

Q4'15 - Q4'16



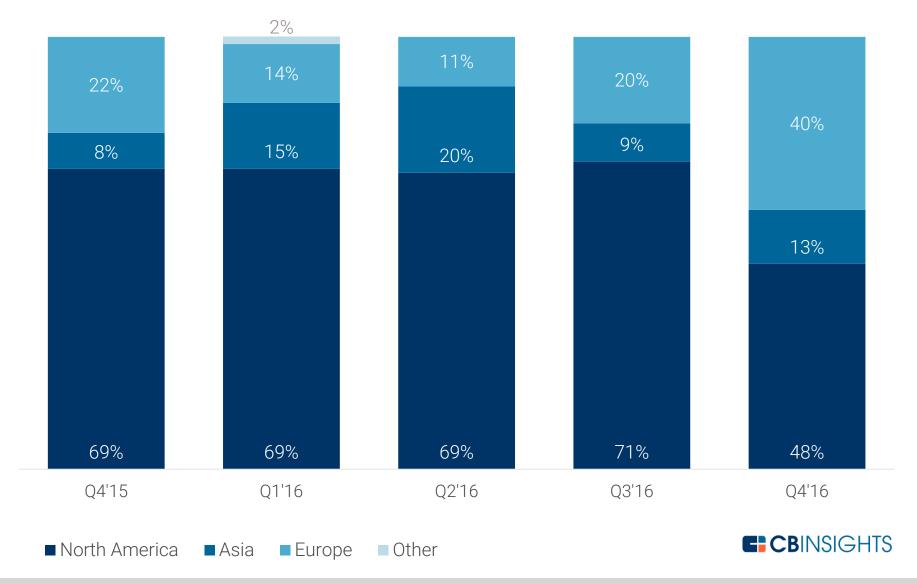
# CVC INVESTMENT IN EARLY-STAGE HEALTHCARE DEALS GROWS

In H2'16, seed deal share increased from 4% in Q3'16 to 13% in Q4'16.

Series A and Series B investment accounted for roughly 60% of deal share in H2'16.

### **GLOBAL CVC DEAL SHARE BY SERIES: HEALTHCARE**

Q4'15 - Q4'16



## EUROPE TAKES BROADER SHARE OF HEALTHCARE

In Q4'16, Europe increased its share of CVC healthcare deals from 20% in Q3'16 to 40%. North American deal share strikingly decreased from 71% to 48% over the same time period.

European deal count increased notably in Q4'16, while North American deal count decreased.

