



IMPACT REPORT 2018

FASE
FINANCING AGENCY FOR
Social ENTREPRENEURSHIP


Supported by
the European Union

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INTRODUCTION

Social enterprises (SE) play an increasingly important role in solving social and environmental problems. These mission-driven actors have become important drivers for sustainability and social change: Operating on the basis of viable business models, they provide innovative solutions to social and ecological problems. Social enterprises develop innovative approaches, models or practices for resolving societal challenges in an entrepreneurial way. Thus, they actively support a paradigm shift that prioritizes inclusive, socially fair and environmentally sustainable economic development and social change – a role that is vital for reaching the Europe 2020 targets and implementing the Sustainable Development Goals. For these agents of innovation, poor access to finance is still perceived as one of the most significant barriers. Social enterprises are chronically underfunded, often lack scale and struggle to access funding from mainstream financial markets. In addition, existent market actors do not seem to cooperate very well.

Different suppliers of financing usually apply a broad range of mostly incoherent and unrelated eligibility criteria, return expectations, conditions for repayment, and requirements for accounting as well as reporting. This phenomenon often leaves social enterprises lost between different “financing planets” and prevents them from scaling their impact. They also face substantial difficulties when trying to develop an efficient mix of funding sources. In particular, this bottleneck rules in the critical segment of smaller deals (EUR <500k) and risky development activities, for which risk sharing is essential and hard to find. As a consequence, there is a strong need for suitable platforms or market facilitators that enable cooperation between investors, donors and public authorities. They may be considered as grey literature. Most jurisdictions require companies to prepare and disclose annual reports, and many require the annual report to be filed at the company's registry.



VISION AND APPROACH

Our mission is to assist social enterprises with outstanding concepts in finding appropriate financing. Through our coaching and consulting we enable social enterprises to finance significant growth steps across the rigid boundaries between donors, investors and the public sector. Thereby, we overcome one of the most pressing obstacles to the spread of social innovation in Germany and Europe.

„Our mission
is to assist
social enterprises
in finding
appropriate
financing.“

SCOPE OF THE REPORT

This report gives a brief overview over FASE's social impact achievements concerning the support of social enterprises becoming investment ready and finding the right investors. The reporting period is the calendar year and relates to the previous business year (2018) to be in accordance with the financial results of the Financing Agency of Social Entrepreneurship GmbH.

Application of SRS: 2014

Contact person for the report: Magdalena Keus





THE SOCIAL CHALLENGE AND SOLUTION

THE EARLY-STAGE FINANCING CHALLENGE

Social entrepreneurship continues to gain strong momentum. According to a definition by David Bornstein, there is a huge significance of social enterprises for implementing social change:

„What business entrepreneurs are to the economy; social enterprises are to social change. They are driven, creative individuals who question the status quo, exploit new opportunities, refuse to give up, and remake the world for the better“

(David Bornstein)

The European Commission has come up with another, more detailed definition for its “Social Business Initiative”¹ and describes its goals for the sector as follows:

Social enterprises combine societal goals with an entrepreneurial spirit. These organisations focus on achieving wider social, environmental or community objectives. The European Commission aims to create a favourable financial, administrative and legal environment for these enterprises so that they can operate on an equal footing with other types of enterprises in the same sector. The Social Business Initiative, launched in 2011 identified actions to make a real difference and improve the situation on the ground for social enterprises.

¹ http://ec.europa.eu/growth/sectors/social-economy/enterprises_en

From a funding perspective, the lifecycle of a social enterprise typically involves a diverse group of capital providers. Most projects initially rely on friends and family and/or philanthropic funders to financially master the stage of creating and piloting their concept. In the following stage, when the social enterprise sets out to enter the market and grow, this type of funding is often insufficient. Larger amounts of capital are required then to scale solutions and expand operations and/or geographic reach. Many social enterprises can become attractive candidates for institutional impact investors later in their lifecycles, but are typically considered too small and risky at this early stage. Funding needs mostly range between EUR 100k to 500k, which, in the eyes of po-

tential investors, makes transaction cost relatively high. Additional challenges for investors include volatile revenues of the potential investees, a distant break-even point, novel impact and business models as well as untested "pioneer" markets. The lack of a meaningful impact measurement may be another reason why investors tend to refrain from getting engaged early. Most (social) venture funds or institutional banks are rather searching for well-established, more mature social enterprises with proven business models and attractive risk-return ratios. The majority of early-stage social enterprises, however, are not able to cover more than 75% of their operating costs with revenues yet.

The consequence is a strategic financing challenge, a market failure often termed "the valley of death". Yet solving this challenge is a compelling opportunity at the same time: Developing innovative financing models, mobilizing impact-minded investors, and building a pipeline of investment-ready social enterprises can strongly contribute to removing barriers and creating a thriving social finance ecosystem across Europe.

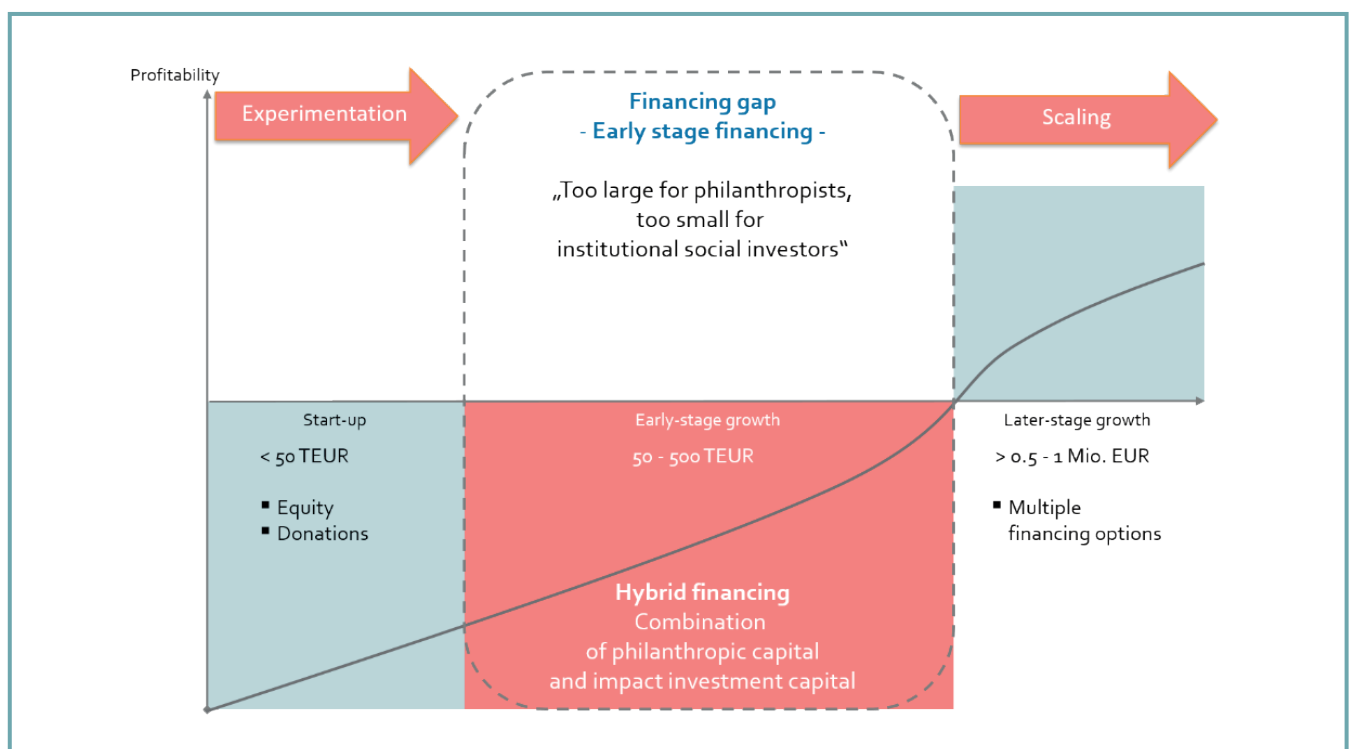


Figure 1: FASE - an intermediary for the social finance sector

On the capital provision side, impact investing has become a growing trend in social enterprise finance. The concept embraces the idea that social purpose and business acumen can be combined, making social impact a fully integrated dimension in every investment decision. In the most widely accepted definition, impact investing is described as “investments made into companies, organizations, and funds with the intention to generate social and environmental impact alongside a financial return” (Global Impact Investment Network, GIIN). While there has been strong growth in

the global markets lately, Germany as well as most EU member countries are still relatively nascent markets when it comes to impact investing. Requirements for a well-functioning social finance ecosystem are therefore not yet established (figure 2). In Germany, for example, only 70 Mio. EUR of impact-oriented investments were made in 2016, as estimated by the Bertelsmann Foundation.² In the most recent market report provided by the GIIN, the global market has reached a size of US\$ 502 billion³ in 2018, which is equivalent to 0.8 % of global assets under management only.

Current challenges and opportunities in the European social finance market:



Many social enterprises are not yet investment-ready (e.g. in terms of well-defined business plans and structured revenue models) and strongly rely on grants or bursaries. Simultaneously, they are searching for appropriate business models that generate revenue streams and attract repayable forms of capital.



Many investors are highly interested in impact investments but are not able to engage in this new investment discipline yet. One major obstacle is the lack of an open and fluid pipeline providing them with investment-ready social enterprises.



Intense transaction support is not economically viable for the majority of financing rounds in the size of EUR 100-500k. Transaction costs are often too high and cannot be offset by the limited financial upside that these impact investment opportunities typically offer.

² Bertelsmann Foundation (2016): Impact Investment in Deutschland. Kann das Momentum zum Aufbruch genutzt werden.
[Open case study here](#)

³ <https://thegiin.org/impact-investing/need-to-know/#what-is-impact-investing>

BUILDING A FUNCTIONING ECOSYSTEM

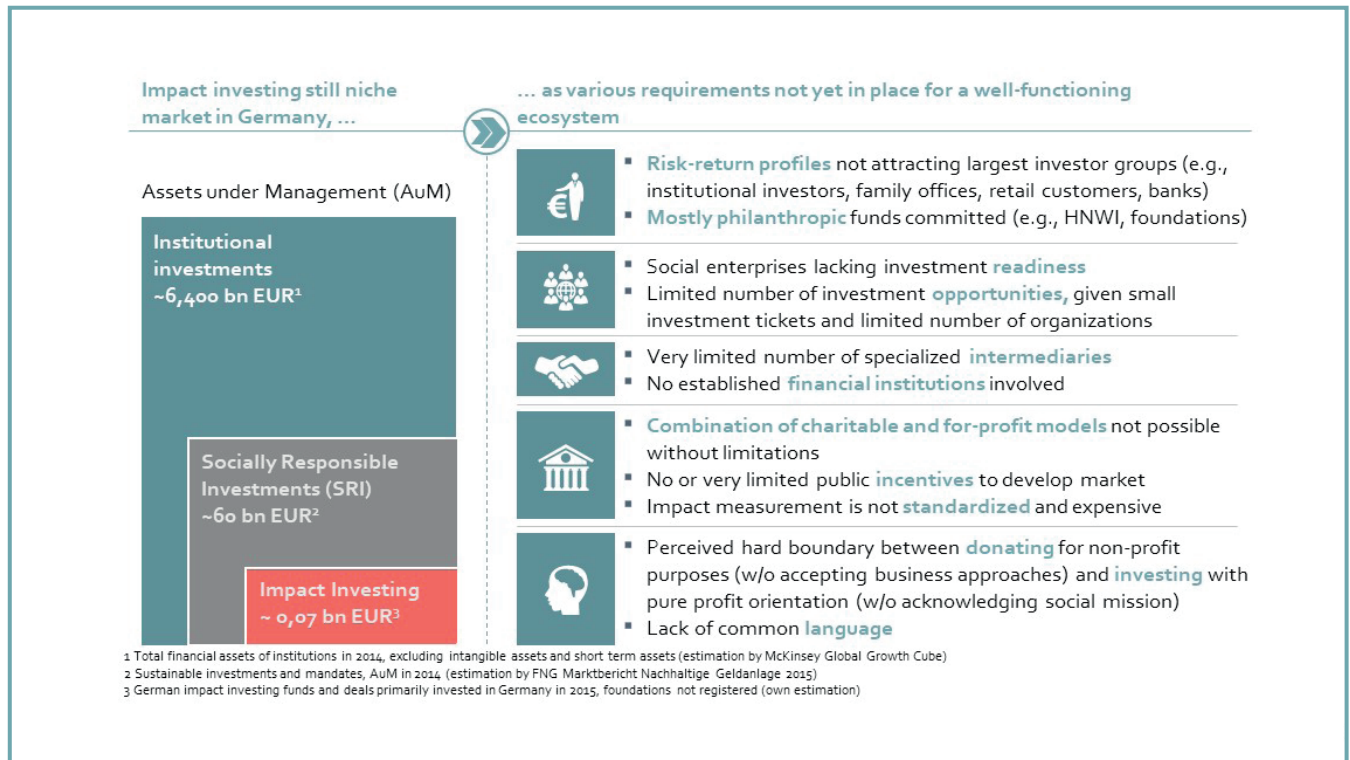


Figure 2: The market challenge

The importance of social enterprises and their role for society has strongly grown in Europe over recent years. Supported by dedicated organisations such as Ashoka, innovative social changemakers increasingly receive a full range of support services to scale and grow. Institutional investors such as social venture funds, impact funds and (ethical) banks are on the rise, providing investees with finance, network access and know how. Foundations and family offices have an equally vital function: They often assume the role of early-stage

fundes, ecosystem builders and/or investors, with the willingness to put impact first and provide concessional and catalytic capital at very low, below market-rate financial returns. In addition, universities, research institutes and support organisations such as Impact Hubs, accelerators and incubators have established themselves as important enablers across Europe, helping social entrepreneurs to design and implement their ideas and become more sustainable, structured and professional.



FASE'S SOLUTION – BUILDING THE BRIDGE BETWEEN SOCIAL ENTERPRISES AND IMPACT INVESTORS

DIRECT TARGET GROUPS, MAIN PROCESSES AND INSTRUMENTS

FASE's main target groups are **social enterprises** on the one hand, and **impact investors** and **philanthropists** on the other hand. Therefore, two main processes will be illustrated here:

(1) transaction management and (2) investor relations.

In addition, FASE designed several hybrid financial models that shall be explained in more detail.

I. PIPELINE MANAGEMENT

FASE generates pipeline candidates via various channels. Some of the potential clients contact the team directly, others are recommended to the team. In addition, FASE also conducts a proactive search for suitable candidates. Potential candidates are considered on the basis of defined criteria. In addition to the business model, the impact and impact measurement as well as the proof of concept and the management team play a decisive role. After an initial contact with the social enterprise, the FASE team exchanges internal information on the company's potential on the basis of the criteria. In doing so, the FASE team also pays close attention to the interests of potential investors.

II. TRANSACTION MANAGEMENT

One of the key success factors of transaction management is to ensure a lean and transparent process (figure 3). It has to be reliable, well-structured and efficient for a social enterprise and potential investors alike in order to build trust. All participants need to know that they will save time, money and hassle by engaging with an experienced financial intermediary. The process typically begins with initial discussions and ends with the successful closing of a transaction.

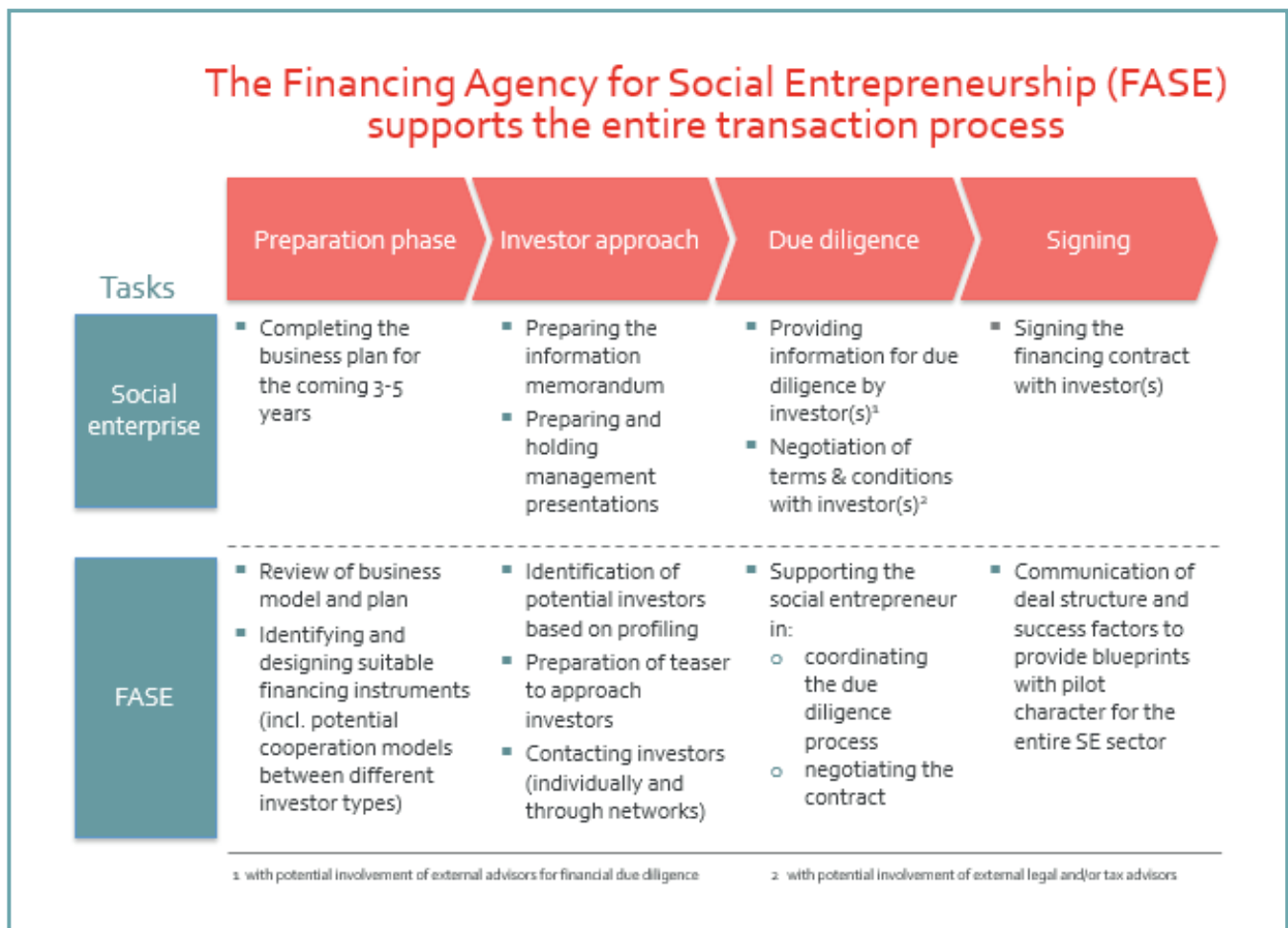


Figure 3: FASE lean transaction process management

The main support that FASE provides in each of the individual phases can be briefly described as follows:

Preparation

In this initial phase, FASE screens the social enterprise and its documents provided (e.g. executive summary, pitch deck, financial projections) and makes an assessment if the transaction promises to be feasible, based on previous experiences and the preferences of the impact investors within FASE's network. Then, if the mandate is signed, business plan and financial projections are analysed and challenged, followed by the identification of the most suitable financing model that is tailored to the social enterprise's needs and ideally supports its financial plan. While doing so, FASE mostly draws from the models that were specifically created and piloted in the course of the first project with the European Commission.

Investor Approach

This phase starts with FASE preparing a short profile that will serve for kicking off the transaction with potential investors. FASE actively built a network of more than 800 investors covering a wide range of different types of financiers and investment preferences. Before approaching concrete investors, FASE profiles its investor network according to the specific social enterprise and the transaction at hand. Over time, more detailed discussions with interested investors lead to a shortlist, which is followed by management presentations given by the social enterprise to selected investors. In addition, FASE has set up different formats that allow social enterprises to personally introduce themselves and their innovations to investors (e.g. digital WebLounges, Social Finance Events).

Due Diligence and Negotiation

Here, FASE supports the social enterprise in the due diligence process with investors. FASE's main role is to contribute its experience and act as a moderator between all parties involved. The goal of this phase is to have all parties aligned with a fine-tuned and agreed-upon term sheet at the end. Similar to the previous phases of marketing, it is crucial to exert soft pressure on all parties to keep the transaction process efficient, timely and lean.

Signing

This phase involves the signing of the financing contract between the social enterprise and its investors. FASE's mandate is now fulfilled. Investors and social enterprise continue to interact directly with each other and focus on building an ongoing and beneficial relationship. FASE's main role at this stage is to summarize and disseminate the knowledge about suitable deal structures and key learnings to the benefit of other social enterprises and the social finance market in general. Thereby, powerful blueprints for replication are created so that the ecosystem is able to evolve. On average, approximately six to eight months may pass until the financing finally reaches the social enterprise's account.

FASE's core services in this process include:

Coaching the social entrepreneur



FASE provides an important service by coaching the SE about the investors' expectations and attitudes. As a consequence, he or she is much better prepared to deal with different investor types and their very specific needs. FASE also guides the enterprises throughout the whole process in all relevant questions of financing, business planning and other important issues.

Involving strong partners

With Ashoka as a strong partner, FASE is able to engage Ashoka's pro bono network for the benefit of the SE. This allows to secure valuable support, e.g. legal advice when designing the term sheet of the financing.



Approaching investors in a targeted way



FASE has built a network of impact investors and knows about their preferences. This allows FASE to profile, coordinate and syndicate different potential funders during the transaction process in a very effective way. FASE has also set up a targeted process when approaching investors so that the list can be narrowed down quickly to those seriously interested in joining the deal. This process involves the preparation of suitable material such as teasers as well as the assistance in setting up management presentations with the social enterprise's team.

Securing neutrality

FASE is an independent financial intermediary that does not act as an investor in its own right. It is therefore able to consult with both sides of the financing equation without any conflicts of interest or an agenda of its own – other than helping the company to achieve the best possible impact on society.



Providing innovative financing instruments



FASE understands the specific profiles of SEs and impact investors. FASE designs new, state-of-the-art financing instruments that match both sides. During the transaction process, the models are explained in detail to both parties and adjusted in a way that they achieve the best possible fit between social enterprises and their potential investors.

III. INVESTOR RELATIONS

In general, FASE captures the profile of each investor in a customer database. To expand the investor network, FASE arranges meetings and calls with potential financiers to better understand their specific investment focus, preferences as to impact themes, regions and expectations. This investor profile serves FASE to offer tailored impact investing opportunities according to the personal preferences of each investor. Periodically, the investors receive so-called “deal flights”, which include short presentations of selected social enterprises that seek to attract growth capital. Interested investors are then invited to digital WebLounges and management presentations, allowing them to get a deeper understanding of the social enterprise, its management team, busi-

ness and impact models as well as investment (e.g. risk-return) profile. Although the effort to match investors and social enterprises is generally very time-consuming, it is also highly effective. FASE positioned as a trusted advisor to create the best possible fit between investors and social entrepreneurs and to customize investor coalitions according to the specific needs of each enterprise mandate. In addition, FASE regularly organizes social finance events where social enterprises from the FASE pipeline can present themselves to investors. Since 2018, a digital pitching event has been offered on a monthly basis. In an online pitch, social enterprises present themselves to investors and can thus answer initial questions directly.

From the perspective of an investor, the process is typically structured as follows:

- 1 A first meeting/call is used to understand the **investors’ individual preferences** such as impact areas, ticket sizes, risk/return profile, engagement level, time horizon and preferred financing instruments.
- 2 Based on these preferences, the Transaction Managers approach the investors with concrete investment opportunities out of the pipeline of social enterprise mandates (“**deal flights**”).
- 3 The investors receive a short **investment profile** (“2-pager”) and a **brief video** that presents the social enterprise, its concept, market approach and team.
- 4 Investors decide whether they are generally interested in the opportunity and would like to proceed.
- 5 If so, they receive a detailed **information memorandum** about the investment opportunity and the enterprise. The team of FASE arranges management presentations where potential funders have the chance to meet the social enterprise’s management and discuss all relevant questions.
- 6 Based on the feedbacks received following these events, the team continues to **build investor coalitions** of typically 2-4 investors and finalizes the transaction. This involves the preparation of individual financing contracts.
- 7 The **deal closing** takes place as soon as all investors are identified, aligned and ready to sign.

IV. HYBRID FINANCING MODELS

In FASE's experience to date, many social enterprises choose to operate with hybrid organisational structures and business models that combine both non-profit and for-profit business elements. These models are often best served by implementing equivalent hybrid financing models. Typically, repayable financing instruments are well-suited to finance for-profit activities of such enterprises. For non-profit entities, the ideal support often comes with donations and public grants. FASE's innovative financing approach consists in coupling these two types of funding and thus enable a full coverage of the spectrum of sources and return expectations - from (100%) or donation-type of returns to market rate-or investment-type of returns.

FASE designed five different models to enable a cooperation between investors, donors and public authorities. Typically, the impact investment parts are based on mezzanine capital and include smart features such as revenue or profit participation agreements and/or social impact incentive mechanisms. With its open-source approach, FASE regularly shares these innovative models to allow for a replication of successful blueprints within the European ecosystem and create additional impact for the ecosystem. This cross-national knowledge dissemination is supported by the European Union, who has identified and supported FASE as a key player for social enterprise finance with three won calls for proposals to date.

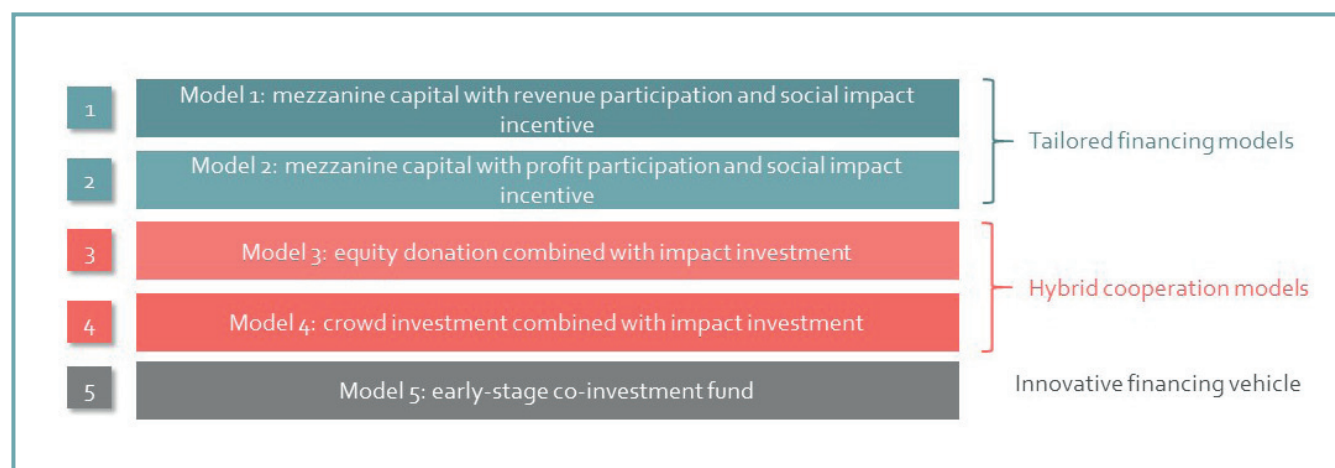


Figure 4: Hybrid financing models

Tailored financing models	This group includes financing solutions that are specifically designed for hybrid social enterprises with both non-profit and for-profit subsidiaries ("structural hybrids"). In general, while non-profit legal entities are able to accept donations or public grants, the most appropriate financing instrument for profit subsidiaries is typically quasi-equity (e.g. mezzanine capital).
Model (1): Mezzanine capital with revenue participation and social impact incentive	In this model, the mezzanine capital is designed without loss participation but it features a fixed interest rate coupled with a revenue share. The basic intention is to define a target return for the investor while capping the revenue share amount in the beginning. This enables the social enterprise to develop its business without initially paying too much for the freshly raised capital. One mechanism to achieve this goal is to define a cap on the revenue share. In the end, investors are entitled to catch up on their claims so that their target return is finally achieved.
Model (2): Mezzanine capital with profit participation and social impact incentive	This second model principally follows the same structure as the first. But this time, it uses a profit participation mechanism instead of a link to the social enterprise's revenue streams. A fixed interest rate is combined with a share in the enterprise's profit (EBIT). Similar to model number one, there is a social impact incentive embedded in the model: It comes in the form of a one-time final payment that is dependent on the level of social impact that the enterprise generates. To avoid any misinterpretations, this impact goal should be defined as precisely as possible.
Hybrid cooperation models	This second group features two solutions combining different types of investors in a single deal. This is another effective way of mobilising more capital for social enterprises: instead of having different financing "planets" with their own unique but separate cultures, an entire universe becomes accessible.
Model (3): Equity donation combined with impact investment	Model number four combines philanthropic funders with investors: A foundation, a philanthropist or a group of private donors contribute a part of the overall financing by making a donation to the non-profit entity of a hybrid social enterprise. This donation then increases the non-profit's capital stock and enables it to hand over capital to the second entity, a fully owned for-profit subsidiary. This step opens up even more funding opportunities: To further support the financing of the for-profit arm, impact investors can now inject additional growth capital. This is typically done in the form of quasi-equity. Again, this impact investing part is very flexible and can come with features such as revenue or profit participation.
Model (4): Crowd investment combined with impact investment	In this co-operation model, the financing of the hybrid social enterprise is split between a crowd investment and an impact investment. The crowdfunding is very beneficial as it is highly flexible: The crowd can either finance the non-profit entity via donations or support the for-profit organization with investments. The impact investment part, again, is meant for the for-profit entity. It can be structured with the typical features and rights as previously described in models one, two and four.
Innovative financing vehicles	The early-stage co-investment fund is currently in the pre-marketing stage.
Model (5): Early-stage co-investment fund	This is another vehicle addressing systematic market failures: how to secure more financing for early-stage social enterprises. The main idea is to offer impact investors access to a diversified portfolio of early-stage deals. The fund will be linked to FASE's open pipeline of investment opportunities in social enterprises and will co-invest at the identical terms and conditions defined by the respective lead investors ('pari passu'). To make the fund economics more attractive, the vehicle will be passively managed, with fund administration performed by an experienced partner. In addition, the fund will apply for a newly established EU guarantee program ("EaSI"), which offers the potential to further improve the risk-return profile for investors. As of report date, this FASE project is in the stage of marketing under the name of "Social Innovation and Impact Fund".

WORKING PERFORMED (OUTPUT) DURING THE PERIOD OF OPERATION

FASE concentrated on identifying enterprises in need of growth capital and enabling them to establish a realistic business case to repay the investors ("investment readiness"). As a result, more than 500 social enterprises were screened cursorily, 80 considered by and discussed within the team and 42 transactions successfully completed until December 2018 with a total investment volume of more than EUR 20 Mio.

Additionally, FASE established a strong network of over 800 potential investors from different "financing planets". Until today, private investors, business angels and family offices still represent the first movers and a majority of the investors in this network. Another potent source of finance for SEs is foundations.

Although there are several pioneers in the market, the majority of foundations is only beginning to tap into the possibility of doing impact investing. Many of them have difficulties with embracing the idea of a "mission-related investment" philosophy: leveraging their social impact not only by making grants and donations out of program budgets, but by additionally investing (part of) their capital stock into projects that are close to their individual missions. Finally, several investments into FASE mandates come from banks, investment funds and social investors. These are mostly impact players that pioneered the market and represent a vital part of today's social finance scene. Also multipliers such as asset managers or business networks and clubs are very important players in the market.

INTENDED RESULTS (OUTCOME/IMPACT) ON DIRECT AND INDIRECT TARGET GROUPS

ECOSYSTEM FOR IMPACT INVESTING

FASE's main target is to create a rich ecosystem for impact investing to finance social innovation. Therefore, conducting investor discussions and negotiating contracts between investors and social enterprises are a core outcome. With the investment, the early-stage social enterprise is able to scale the intended social impact, which becomes more visible and concrete for the investor, potential further investors and of course society. During this process, the investors become more familiar with social enterprises, its challenges and opportunities. They develop a deeper understanding of the social finance market and social investments and share their experiences

with other potential impact investors. The dissemination of investment opportunities and the attainment of new investors are further important steps towards an ecosystem for social impact investing. In recent years, FASE observed that, despite the huge network of potential investors, only a small group of investors entered into concrete investments so far. The ticket size is less than EUR 100k in average.

Therefore, it is a main target of FASE to support investors becoming more familiar with impact investing (figure 5).

The impact of FASE's work is the creation of a thriving financial ecosystem for social innovations. The mission of FASE is to assist early-stage social enterprises with outstanding concepts in finding appropriate financing and to close the strategic financial gap as described earlier. Therefore, a

main outcome is the provision of growth capital and the scaling of impact. As a result of growth, social enterprises have negotiated the described financial gap and have developed to well-established and stronger enterprises, so that they may use conventional financing sources.

THE IMPACT LOGIC

The following graphic illustrates the straight output, the learnings and the long-term impact for both target groups as described in the chapter above.

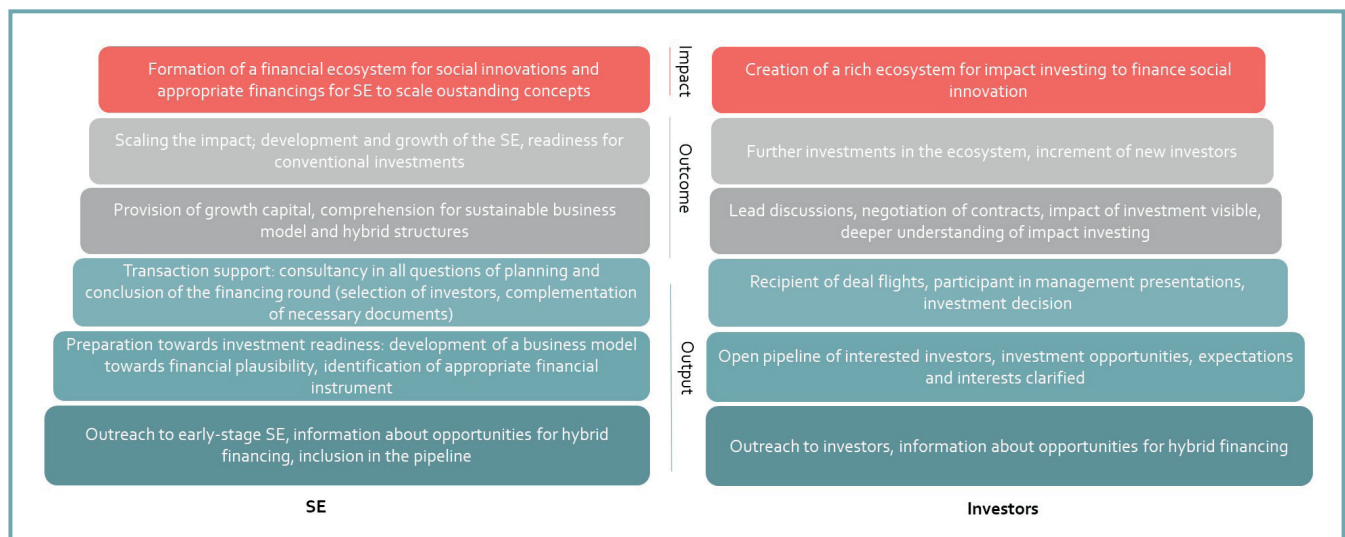


Figure 5: Impact chain SE & Investors

MAIN OUTPUTS SINCE 2013

>500 enterprises considered

total investment volume of >20 Mio. EUR

42 transactions completed successfully

*Network of ~800 institutional investors, multipliers
and interested impact-oriented individuals*

RESOURCES, WORK PERFORMED AND RESULTS 2018

RECOURCES USED (INPUT)

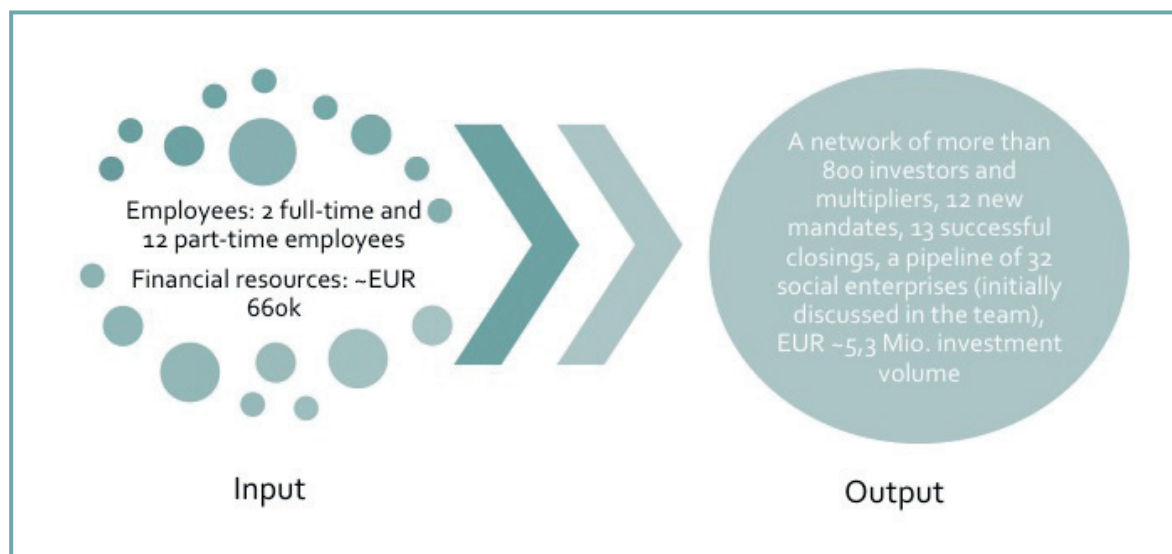


Figure 6: Inputs and outputs 2018

In 2018, the team of FASE counted 14 employees. Most of them are located in Munich, but some are domiciled in Berlin, Dusseldorf, Den Haag, Brussels and Budapest. More than EUR ~66k have been used to generate the illustrated output.

HIGHLIGHTS 2018

5 new employees

*Start of FASE in the Netherlands and
the CEE region*

Successful closing of 13 deals*

EUR ~5,3 Mio invested in the sector

WORK PERFORMED (OUTPUT)

EXTENSION OF INVESTOR NETWORK

The following charts illustrate the breakdown of FASE's impact investor network by investor type and activity level. In 2018, the network of investors grew to ~800 potential investors and multipliers, who are informed regularly about new investment opportunities via "deal flights" (figure 7). Most of the individual investors are private investors and business angels. Institutional investors and multipliers are mainly foundations, banks, (social) venture funds and family offices.

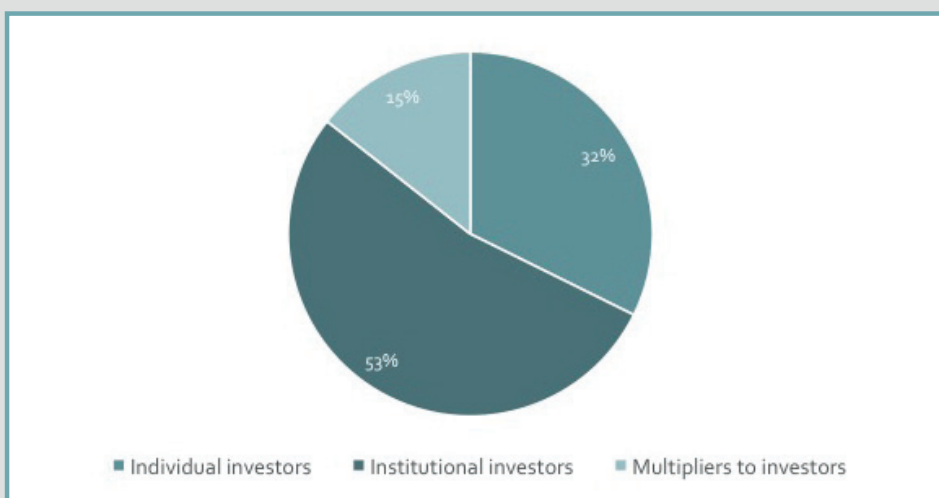


Figure 7: Investors and multipliers informed about new investment opportunities by FASE regularly

* therefrom 2 first closings (second closings planned for 2019) 1 second closing (first closing in previous year)



Level 1 and 2 (investor lead and initially interested investors) haven't invested in social enterprises through FASE yet, but are generally interested in social finance and social entrepreneurship. Validated interested investors are more familiar with social entrepreneurship and closely interested in social finance. These investors haven't invested through FASE yet, but joined management presentations and had a closer look on some projects. Basic investors have done at least one investment through FASE. Premium investors invested > EUR 500k or two times in the past 3 years (figure 8).

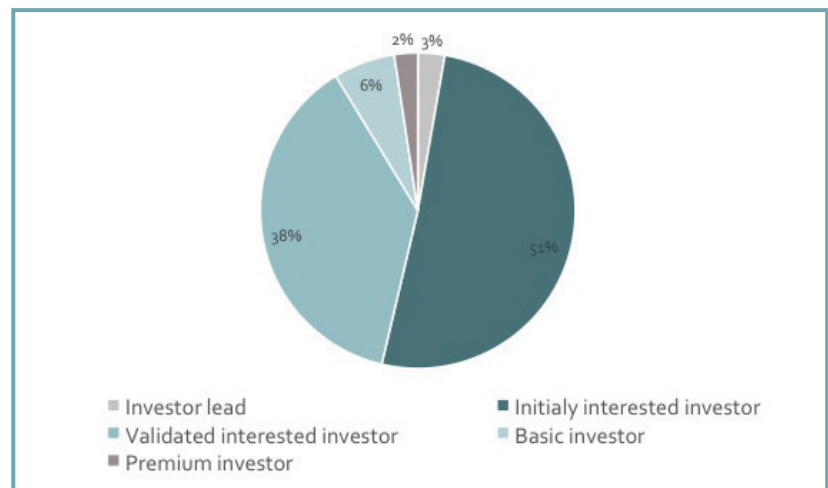


Figure 8: Activity level of investors and multipliers

TRANSACTIONS AND IMPACT-ORIENTED PROJECTS

PROJECTS AND TRANSACTION VOLUME

Since FASE's foundation in 2013, 63 social enterprises were supported by the team. Therefrom, 47* enterprises are successfully supported with growth capital, 13 are discontinued and 4 are still ongoing and will be closed in 2019. Currently, FASE has a success rate of 80 %. This means that 80 percent of the transaction mandates signed achieved a final or at least first closing (figure 11).

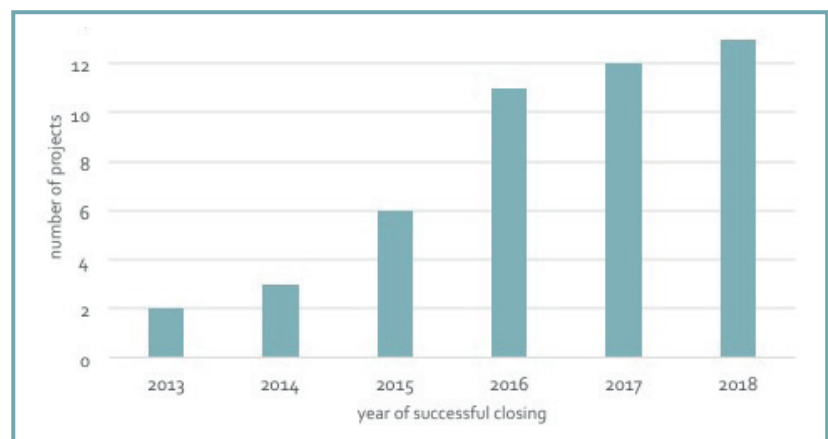


Figure 9: Annual successful closed transactions

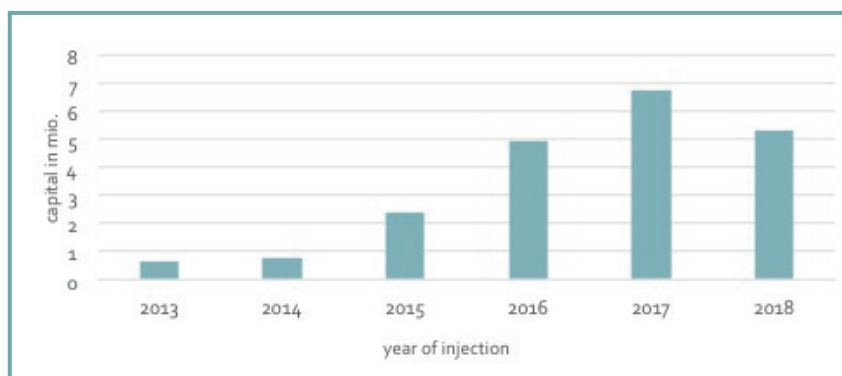


Figure 10: Annual capital injected into the sector with the support of FASE

Figure 9 shows the annual number of successful closed transactions and figure 10 the annual capital injected in the sector. The year in which the mandate agreement with FASE is signed is not necessarily the same year as the successful closing or termination of a transaction.

* therefrom 2 without the contribution of FASE, 1 got a donation, 2 achieved a first closing in 2018 but will probably close a second investment round in 2019.

With the support of FASE a total volume of EUR ~ 20,8 Mio. of growth capital has been injected into the sector since 2013. More than 70 percent of the closed deals encompassed a volume of less than EUR 500k. On the one hand, this fact can be explained by the early-stage level of the supported social enterprises (as described in the preceding chapter) and, on the other hand, by the fact that larger financing rounds are likely to be split in two sub-rounds within the consulting phase. The decision of splitting is done on a case by case basis and depends mainly on the required investment sum and the business model of the enterprise.

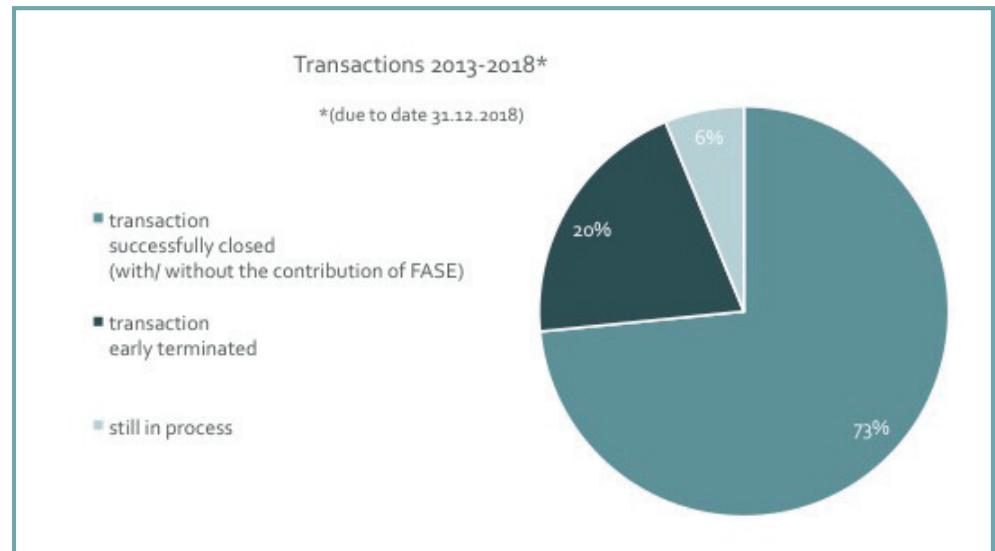


Figure 11: Transactions 2013 - 2018

All enterprises consulted by FASE in the last five years are contributing to fulfil the Sustainable Development Goals (SDGs), adopted by the United Nations in 2015 (figure 12).

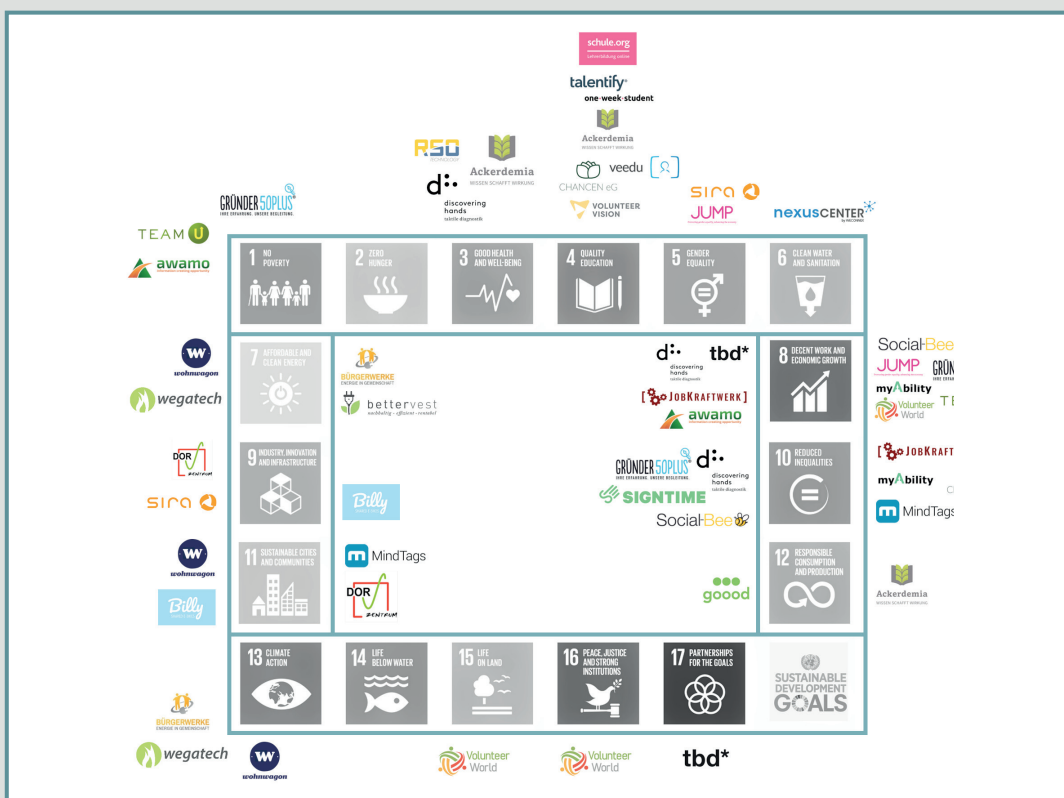


Figure 12: Sustainable Development Goals and Social Enterprises supported by FASE

SOCIAL ENTERPRISES

SUPPORTED BY FASE -

SUCCESSFULLY CLOSING IN 2018



Agency & online solution for sustainable school education

Opening up schools for the expertise, engagement, enthusiasm and ideas from society is key to an education system that strives to be fit for the future. The school world has to be much more closely linked to the "real" world. The mission of the social enterprise SchulePLUS is to achieve this goal by connecting schools with external partners such as corporates and individuals and by integrating their specific knowledge into the curriculum through project weeks, practice-driven tuition and onsite factory tours. Since 2013, SchulePLUS has reached a convincing proof of concept and was able to attract 600,000 pupils to its only one-year old online platform "schülerpraktikum.de". To expand the agency business as well as to establish and build up two online offerings that are targeted at job orientation and advanced education for teachers, the social enterprise raised growth capital in a second round supported by FASE.



Barrier-free access to media content for deaf people

Currently, TV, movie and internet media content is translated into sign language in a time-consuming and rather costly studio production process with real actors. As a result, the demand for such content exceeds the supply by far. The Austrian social enterprise signtime has set the mission to improve the inclusion of deaf people by developing an innovative software solution that produces video content in sign language semi-automatically with the use of animated avatars. SiMAX includes a translation software plus database that spans the basic vocabulary of the German, Austrian and – to some degree – the US-American sign languages. The working prototype is the only operational, barrier-free solution for sign language content communication in the market right now. In addition, it has already been successfully implemented with a number of clients. With support from FASE, Signtime secured a financing round to further develop and regionally expand this highly scalable and impactful business model.



A simple and disruptive technology to disinfect water in developing countries

Safe drinking water is essential for humans to survive. Yet, 1.8 million people worldwide have no or only limited access to this essential source. The solar-powered UV measurement device WADI was developed in Austria and provides an innovative and simple method to use the sun to disinfect water, which results in a sustainable and affordable access to safe drinking water. The product is patent-protected and its effectiveness was confirmed by WHO (World Health Organization), with disinfection performance exceeding the harsh threshold of 99.99% in terms of water quality. Using WADI instead of the usual approach of boiling water reduces the carbon footprint. It can be transferred by HELIOZ into carbon credit certificates that customers can acquire for CO₂ mitigation and CSR activities. In addition, HELIOZ distributes WADIs via NGOs, local distribution partners and corporate aid projects. Until today, 15,000 WADIs have been placed in the market in 15 collaborative projects. HELIOZ successfully raised growth capital for further expansion with support from FASE.



Consulting & installation of sustainable energy systems for households

Wegatech offers digital consulting and installation solutions to allow private households to switch to sustainable energy systems. More and more people generate their own power from photovoltaic systems or heat pumps. The future success of the energy transition, however, not only lies in sustainable technologies, but in the intelligent combination of renewable energy systems that ensure the decentralized supply of electricity and heat. Private houses can reach up to 70% of electricity and heat self-sufficiency with an intelligent combination of photovoltaic systems, heat pumps and battery storages. As a result, the customer is able to become independent from increasing energy prices while reducing its CO₂ emissions substantially. To continue boosting the scaling of Wegatech in Germany, Austria and Switzerland as well as to build up sales and improve the IT infrastructure, the social enterprise successfully secured growth capital in this second round of financing supported by FASE.



Turnaround and restart advisory for SMB – entrepreneurs, self-employed and freelancers

There is no specific support for small and medium businesses in Germany that face critical situations, although an insolvency can threaten their existence permanently. Insolvencies harm society, paralyze the entrepreneurs and often exclude them from economic life for a long time. TEAM U addresses this social problem by offering targeted advisory services as well as pro bono consultancy. Now this offering will be extended by enhancing the consulting arm as well as opening up an online help platform. Through a proprietary academy, TEAM U also aims to educate new advisors. TEAM U aspires to a culture in which crisis is seen as a learning opportunity towards business success and where entrepreneurs who failed get a second chance. A support system for entrepreneurs in peril where they get professional help and personal guidance to manage a successful restart is a necessary step.



Mobile information system to provide guidance to people with disabilities

MindTags is a social enterprise providing a unique information and orientation system that allows people with disabilities to be included in a much more simple and effective way in public life. With the help of small chips and beacons, user can retrieve information from a central content management system (CMS) via mobile app. The service spans areas such as municipalities to museums to guided city tours and is relatively simple and cost-effective to implement. Given the solution's multiple applications, it enables real inclusion of people with a variety of disabilities (vision, hearing or mobility impairments) as well as those without. To expand the offering, MindTags successfully raised a round of financing with support from FASE.



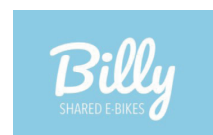
Making microfinance better for meeting the needs of the future African middle class (today's BoP population)

awamo offers a unique mobile & biometric banking platform to microfinance lenders in sub-Saharan Africa. Using awamo® 360, these customers can conveniently and securely manage their microfinance business. The social enterprise's solution is able to help more than 500M people in this region to get (better) access to microfinance by making it mobile-secure and more affordable for borrowers. awamo is headquartered in Frankfurt/Main (Germany) and has subsidiaries in Kampala and Mbarara (Uganda). The enterprise successfully raised its second round of financing with support from FASE.



The world's first maritime ranger service

The Sea Ranger Service ('SRS') is an innovative solution with a combined impact on ocean conservation and employability in the maritime sector. While there are international agreements to protect our oceans against the effects of climate change, pollution and overfishing, there is a lack of resources at sea to monitor and service marine protected areas ('MPAs'). The SRS' vision is to fill this gap with a globally scalable model built on 3 legs: training and employment of -unemployed-youths in the maritime sector, purpose-built sailing vessels and offshore services offered to governments, maritime agencies, private organisations and scientific institutions. The first Sea Ranger Bootcamp (training) was delivered in March-April 2018 with funding from the Rabobank Foundation and the municipality of Rotterdam. SRS now raises a round to launch the commercial Sea Ranger Service operationally, and to finance the final stages of construction of the Sea Ranger Ship. SRS was founded by Wietse van der Werf, a globally recognized expert in ocean conservation.



Ecological, inclusive, and affordable e-bicycle sharing system for cities

Billy is starting the first dock less electric bicycle sharing system in the world out of Brussels. Shared, free-float and electric bicycles are an inclusive solution to substantial problems associated with motorized traffic in cities. Billy extends the accessibility of cycling – as a daily means of transport and mainstream alternative to cars – by including a much larger proportion of citizens since it is gender-neutral and also serves people who are physically less fit. No helmets nor permits are required, no storage or maintenance skills needed. The solution is affordable, allows occasional use and is suitable for short to long distances. Billy-cycling offers a very positive impact on the environment and health and helps avoiding the consequences of pollution and congestion caused by motorized transport within cities.



Digital tools for integration of migrants into work and society

JobKraftwerk offers three complementary digital solutions to ease and accelerate the regional integration of refugees and migrants. The initiator of this platform is the German social enterprise LQ Enterprise GmbH based in Berlin. The JobKraftwerk solution comprises several activities to improve integration in the job market: (I) analysis and profile of the target group's competences and strengths, (II) individual integration planning with binding goals, (III) job matching with regional corporates and enterprises, (IV) digital links to the relevant processes of regional authorities, and (V) access to data for local municipalities. Thus, the JobKraftwerk platform is situated at the intersection of regional authorities, employment agencies, job centers and corporates. By receiving a software-as-a-Service (SaaS) solution, these stakeholders are enabled to integrate refugees regionally. Now the social enterprise is seeking growth capital to further develop the platform and achieve a stronger market penetration in Germany.



wohnwagon

Self-sufficient, sustainable and resource-conserving living and building

WW Wohnwagon demonstrates how the future of sustainable living can look like by providing concrete solutions for implementation. Innovative and self-sufficient systems for water, energy and heat consumption as well as the flagship product WOHNWAGON, a tiny house that convinces by its design and sustainable concept, provide compelling alternatives to the excesses of the traditional building- and life-styles. The social enterprise WW Wohnwagon GmbH was founded in 2013 in Austria and realized the first WOHNWAGON prototype with the support of a crowdfunding in 2014. With three fully established and integrated business units – 1) flagship projects, 2) planning and consulting, and 3) web platform – combined with numerous projects implemented in Austria and abroad, the enterprise is on a successful scaling path and successfully secured capital for expansion with the help of FASE.

RESULTS ACHIEVED (OUTCOME/IMPACT)

EUROPEAN ROLL-OUT

In 2018, FASE increased its core team to roll out its transaction support to other European regions. Zsolt Pethe, based in Budapest, started to build up FASE in the CEE region. Simone Pourier, based in Den Haag, took over the Dutch activities of FASE. The colleagues focused primarily on two pillars: (1) building a network of impact investors in the region and (2) contacting and researching potential social enterprise mandates.

The Netherlands

Simone joined FASE in February 2018 in the role of Regional Manager for the Netherlands, sharing FASE's intermediary role in the quickly developing Dutch social impact field. Events from network partners such as Ashoka, Social Enterprise NL, Pymwymic, and Euclid as well as meetings with several impact investors resulted in a broadened network of social enterprises and investors. Initial contacts with impact enterprises led to more elaborate assessments of 20 social enterprises and funding mandates from the two Dutch enterprises, Sea Ranger Service and Healthy Entrepreneurs.

CEE region

Zsolt started his activities for FASE in October 2018. He mainly focussed on building a network of social enterprises and impact investors in the region. Therefore he held different workshops, attended the EVPA's CEE Impact Day and built relationships with various investors in the region. He scanned over 100 Ashoka fellows from the region and took a closer look at an additional 25 social business, which were recommended to him.

KNOWLEDGE DISSEMINATION

FASE's main target is to create an ecosystem for social impact investing and social innovation in Germany and Europe-wide. Therefore, FASE communicates its findings broadly into the social finance market. In 2018 the team attended several events and conferences, held different kind of workshops, speeches and webinars. Additionally, articles and interviews were published in which FASE contributed its insights and experiences with innovations in social finance.

SOCIAL FINANCE EVENTS

FASE continued to build on its series of social finance dinners, roundtables and lunches to expand the reach to potential impact investors and enable first-hand experiences with social enterprises in a relaxed atmosphere. These events should support the further growth of the existing investor network. In addition to the social finance events, FASE implemented regular digital pitching opportunities for social enterprises. These events are less time-consuming for investors and social enterprises. Many investors took over this opportunity, so that from 2019 the digital format will be established as a monthly event.

With Dorothee Vogt FASE increased its team with an Investor Relations Manager. She mainly focussed on re-activating interested investors and getting a better understanding of their preferences, interests and opportunities.

PIPELINE SCREENING

With the experience of the past 5 years, the team proactively explored the market for innovative, early-stage ventures in 2018. During the year nearly 200 companies were screened cursorily, more than 40 were discussed in detail within the team. Sources used for this were not only awards for innovative and sustainable ideas, but also network partners such as Ashoka and coworking spaces such as the Impact Labs and Hubs. A newly implemented questionnaire on the FASE website also help interested social enterprises to find out whether a collaboration with FASE is suitable in time and stage. This questionnaire basically asks questions about the business model and the size of the growth capital the ventures are looking for.

In 2018 the team analyzed in detail its pipeline activities for the first time: How and how many social enterprises become aware of FASE? How many social enterprises are recommended to FASE and from whom? For what reasons are they rejected, if applicable? How long does the process take between an initial interview and becoming a FASE client? Above all, the answers to these questions should help the team to better understand the market, thus find suitable projects and increase the impact.

EU III

In 2018 FASE got funding from the European Commission. The action runs for 24 months. The objective of the action is to build an open, pan-European pipeline of investment-ready, early-stage social enterprises with a customized deal-by-deal support. The action is specifically targeted at catalysing smaller risk-

capital investments of below EUR 500k that otherwise would not be possible. The transaction cost of sourcing, preparing and executing these small, customized deals are disproportionately high compared to the small ticket sizes and often limited financial upside. These transaction costs prevent investors from investing in early-stage social enterprises. The proposed action will serve to lower these transaction costs for small financing rounds and help overcome a market failure in the social enterprise finance ecosystem.

INTERREG

Since mid- 2018 FASE has been participating in the Finance for Social Change (F4SC) project. This is an EU-funded INTERREG project in the European Danube Region that aims to bring together the dynamically growing field of impact investors and social enterprises in the region. The role of FASE and the other German-speaking project partners (e.g. Ashoka Austria, CSI Heidelberg) is to pass on the experience and know-how already existing in these markets to the Eastern European partners. Within the framework of the F4SC project, two workshops of FASE with different stakeholder groups were organized in 2018 in Germany and the experiences from these workshops were shared with the project partners. In addition, the project partners are particularly interested in the mezzanine capital constructions developed by FASE, which FASE shared and discussed with the F4SC partners at several train-the-trainer events. The project will run until 2022 and will conclude with a Danube-wide pitching competition, which FASE will play a major role in shaping.



PROVISIONS TAKEN FOR THE ACCOMPANYING EVALUATION AND QUALITY ASSURANCE

To ensure a high professional consultancy, FASE implemented standardized processes in advising and assisting their target groups, as described in chapter 2. During the whole process, the team works in sets of two to ensure quality and objectivity. The supervising transaction managers are permanently in contact with the investors and the social enterprises. Additionally, various meetings are set up once a week to discuss ongoing transactions, open questions and pipeline candidates within the team. Once the mandate is terminated, an evaluation interview with the social entrepreneur helps the team to improve its work and to adjust the processes to the needs of their clients.

PREVIOUS YEAR COMPARISON: OBJECTIVES ACHIEVED, LEARNING EXPERIENCE AND SUCCESS

In 2018 FASE celebrated its fifth anniversary. Since its launch, FASE has not only reinforced its team (see figure 13), but most importantly developed its activities: reaches 42 clients, with a volume of EUR >20 Mio.

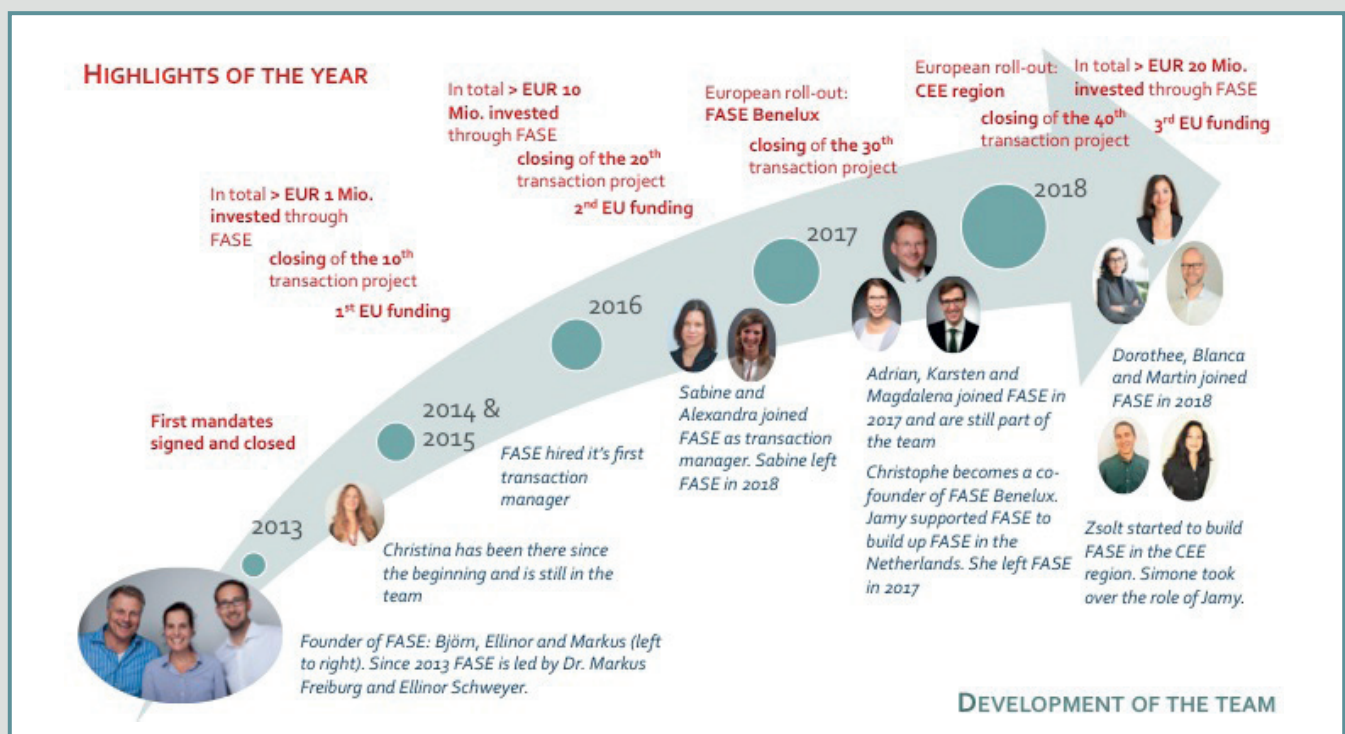


Figure 13: The development of FASE in the last 5 years



2018 was an important year for us in terms of analysis and lessons learned. Fundraising for social enterprises proved to be much more challenging and time-consuming than expected, which made us reflect upon what works and what doesn't and put our insights into action. Three social enterprises we started working with unexpectedly faced severe liquidity problems. Two clients closed their rounds with a much larger than planned share from their own investor network.

The first thing we realized is that there is a clear shift in the market, which mostly stems from a maturing ecosystem: More and more traditional investors are entering the impact space with substantial funds to invest. This, however, also brings the risk of less attractive conditions for us and of substantially higher return expectations vis-à-vis those early-stage social enterprises we typically work with. At the same time, we identified a growing demand from more mature enterprises who would like to raise their second or third rounds with support from us as a trusted advisor with a good reputation.

A second insight was an unfriendly reminder that FASE is operating in a stage of the social enterprise lifecycle that is not by coincidence called "the valley of death". Some transaction processes simply couldn't be completed successfully. The reasons are generally very individual to our clients and sometimes even personal, ranging from unclear expectations to strong time pressure to sudden health issues that can bring social enterprises to the edge of the funding abyss.

An immediate consequence for our work is to put even more importance on excellent communications and a clear expectation management right from the start. Transparency and efficient project management are becoming key to align all actors - whether entrepreneurs or potential investors – in order to save time, build stronger momentum and identify the right matches as early in the process as possible.

All in all, - although the mandate side of our business brought some unexpected challenges -, the build-up of our investor network is progressing very well. We managed to establish a strong network of investors and multipliers across Europe, out of which several have repeatedly invested in social enterprises from the FASE pipeline of opportunities that we are constantly creating.





PLANNING AND FORECAST

FASE plans to expand its relationships with important multipliers for social entrepreneurship and thus reach new early-stage social enterprises with outstanding concepts to support them scaling their businesses.

Based on the analysis of the year, the team will screen new sources and channels to identify innovative social enterprises across Europe.

In addition, the expansion and strengthening of FASE in Europe is a core target for the next year.

The team is looking forward to sign the first mandate in the CEE region.

In parallel, FASE is also working to reinforce its international investor network. FASE is planning to establish the social finance events and the digital WebLounges as core monthly events.

In addition, the investor relations manager will focus on re-activating existing investors and connecting to new investor groups.

The development of the fund remains a target and will continue to be a priority in 2019.

ORGANISATIONAL STRUCTURE, FINANCE AND TEAM

ORGANISATIONAL PROFILE AND STRUCTURE

FASE started its activities in 2013. Initially, the activities of FASE were undertaken within the legal entity of the non-profit organization Ashoka Deutschland gGmbH. In November 2013, the Financing Agency for Social Entrepreneurship GmbH (FASE GmbH) was founded to spin-off these activities into a separate legal entity.

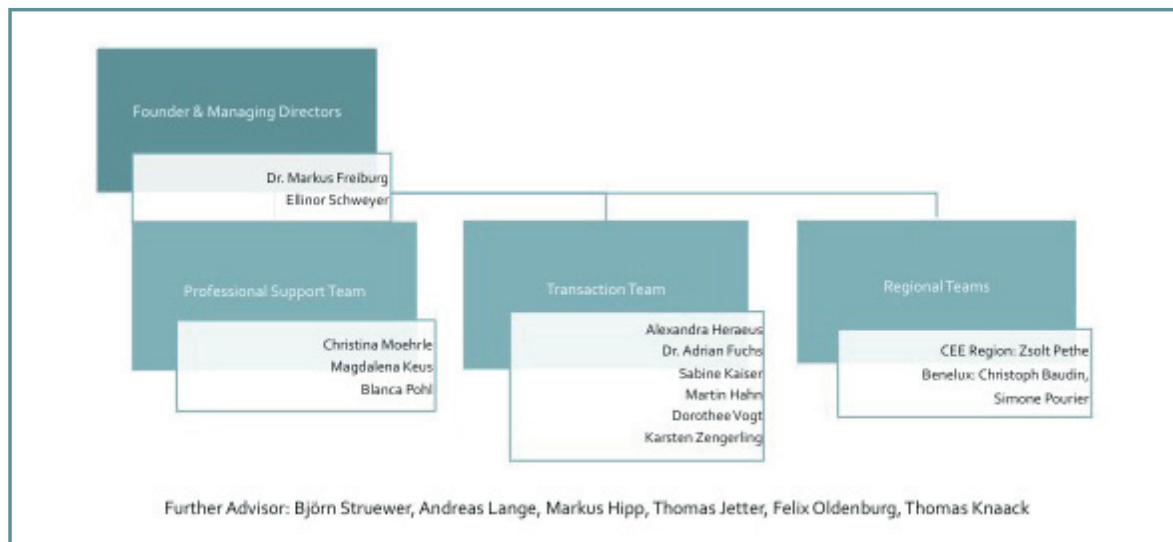


Figure 14: Team of FASE 2018

Since 2013 FASE is led by the Dr. Markus Freiburg and Ellinor Schweyer. The core team of FASE is supported by a strong team of senior advisors. Consequently, the administrative structure of FASE is very lean. The activities are headed by Dr. Markus Freiburg and Ellinor Schweyer as Managing Directors.

TEAM

Dr. Markus Freiburg - Founder and Managing Director

By building FASE to become the leading social finance intermediary in Germany and Europe, Markus combines his strategic and financial expertise with his passion for social entrepreneurship. Today he is recognized as a thought leader for social finance, with an active presence in public discourses e.g. as member of the Expert Group on Social Entrepreneurship (GECEs) of the EU Commission and the German National Advisory Board of G7 Social Impact Investing Taskforce. He was also selected for the 40 under 40 European Young Leaders Class 2017. Markus studied Economics at Witten/Herdecke (Dipl.-Ök.) and Cambridge (M.Phil) and promoted at the WHU Koblenz on investments by institutional investors in private equity funds. He also contributes his experience as a management consultant at McKinsey & Company and pro-bono advisor to social entrepreneurs.



Ellinor Schweyer - Founder and Managing Director

Ellinor discovered her passion for financing sustainable business models in 2012 when working as an investment manager for German impact fund BonVenture. Before Ashoka Germany approached her to become a co-founder of FASE, she also supported social entrepreneurs in her role as a fundraiser and social impact lecturer at the Munich-based Social Entrepreneurship Akademie (SEA). For FASE, Ellinor contributes her broad network of investors, multipliers and supporters as well as her extensive marketing and fundraising knowledge to build a pool of engaged impact investors. Through her father, Rolf Dienst, a seasoned venture capitalist, she knows the VC business from scratch and leverages her own entrepreneurial experience as a start-up founder. Ellinor is a frequent panellist for impact investing and social finance in workshops and conferences within and outside the impact sector. Originally, she obtained a bachelor degree in hotel and restaurant management from Lausanne and Oxford and ran marketing initiatives for premier brands such as Dom Pérignon, Dior and Falke.



Sabine Kaiser - Senior Transaction Manager

Sabine joined FASE in May 2016 as a senior transaction manager. Today, she continues to support FASE as a pro bono advisor. Sabine is passionate about technological and social innovations that have a significant positive impact on peoples' lives. She draws upon her experience from more than 20 years of consulting and entrepreneurial investing. Previously, she worked with McKinsey&Company, Technologieholding VC GmbH, 3i plc and BTV, an internationally active German family office. Sabine holds a Diploma in Human Biology from the Philipps-University of Marburg and a Master in Public Policy from Harvard Kennedy School.



Alexandra Heraeus - Transaction Manager

Alexandra joined FASE in April 2016 after gaining her transaction and project management experience in M&A and merger integration at Henkel Adhesives in Duesseldorf, Germany. Alexandra discovered her enthusiasm for solving social problems with economically sustainable business models during her studies. To link both worlds more closely, she co-founded "SensAbility", the largest conference in Germany organized by students around the topic of social entrepreneurship. Alexandra holds a Bachelor degree in Business Administration from the WHU Otto Beisheim School of Management, Germany, and a Master of Law and Business from WHU/Bucerius Law School. Since early 2019, Alexandra supports FASE as a pro bono advisor.



Karsten Zengerling - Senior Advisor

Karsten has supported FASE as Senior Advisor since its beginnings. He has over 25 years of experience in corporate finance, banking and consulting, with a focus on structuring and implementing equity investments and mezzanine financings as well as corporate transactions. Prior to joining FASE, he was head of the equity participations and investment business of social-ecological GLS Bank. Prior to that, he was Managing Director at the German bank WestLB AG, Senior Investment Manager at the investment firm 3i and Senior Manager at A.T. Kearney. Karsten holds a Diplom-Kaufmann degree from WHU Koblenz.



Dr. Adrian Fuchs - Transaction Manager

Since March 2017, Adrian strengthens the FASE team as a transaction manager. He studied business economics in Maastricht (BSc.) and London (MA) before receiving his PhD from the University of Hamburg on the subject of impact investing for German charitable foundations (Dr. rer. pol.). Adrian gained relevant project management experience at BonVenture – where he assisted the establishment of the first German social venture capital fund for foundations (MRI pilot fund) – and at the Bertelsmann Foundation. He is driven by the goal to professionalise the impact driven sector.



Christophe Baudin - Founding Partner FASE Benelux



Christophe Baudin started to set up FASE Benelux in October 2016. He brings valuable sector expertise to the FASE team. Previously, he worked as an investment manager for SI²Fund, where he was responsible for deal flow generation, investment execution, and investment management. Before, he was the strategic development director for Sibelco Group in Antwerp leading the origination to completion of a broad range of cross border transactions. Christophe has relevant M&A experience from two banks and holds a Master in Business Engineering from Solvay Business School, Free University of Brussels. In 2018 Christophe took a sabbatical year.

Christina Moehrle - Communications Manager

Christina joined the team in August 2014 and takes care of FASE's communications. In 2011, she entered the sector as a freelance writer and journalist to actively promote social entrepreneurship and impact investing. Meanwhile, she focuses on impact finance product development for online and onsite education and on communications consulting. Christina gathered more than 15 years of experience in structured finance, venture capital and investor relations, with partner and management roles at international VC firm Star Ventures as well as at DB Trust, a fully owned subsidiary of Deutsche Bank. She holds a master degree in business administration from the University of Mannheim (Germany), and is a member of the German journalist association DFJV.



Magdalena Keus - Executive Assistant to the Managing Directors

Magdalena joined FASE as Executive Assistant to the Managing Directors in April 2017 after gathering relevant experience in change and project management roles. At Make-A-Wish, an international organisation based in Munich that fulfils wishes for critically ill children, she took care of partnerships and volunteers. During her studies, Magdalena was engaged with various renowned non-profits in the areas of education and development work. She first came in touch with sustainable solutions for social problems developed by hybrid organisations and social enterprises during her master studies. Magdalena holds a master degree in management for non-profit organisations.



In 2018 FASE increased its core team with five new faces.

Zsolt Pethe - Regional Manager CEE

Zsolt joined FASE in September 2018 as a regional manager for CEE. Over the past 20 years, he has accumulated a unique blend of business background and non-profit experience. Zsolt spent six years building a start-up Hungarian NGO focused on youth engagement and experiential education, for which he was elected an Echoing Green global fellow in 2001.



Having built a stable organization, he was recruited by GE Capital and spent the following ten years in various leadership positions in banking. Always keen on helping mission-driven organizations develop, he set out to follow his passion and became Country Representative for Ashoka Hungary in 2015. For FASE, Zsolt will focus on developing a diverse eco-system around social entrepreneurs across the CEE region.

Simone Pourier - Regional Manager The Netherlands

Simone joined FASE Benelux in February 2018 as a Regional Manager for the Netherlands. She brings more than 25 years of experience in business development, obtained through senior management positions in the staffing industry and as a partner in several start-ups. After fulfilling pro bono advisory roles at start-up companies, Simone is now using her business



skills to support social enterprises. Prior to FASE, she has been supporting Ashoka in the Netherlands during their start-up phase. She studied business economics (Tilburg University) and business administration (Rotterdam School of Management), and is currently researching the scalability of social enterprises at the Utrecht University in the Netherlands.

Dorothee Vogt - Investor Relations Manager

Dorothee joined FASE in February 2018, first as a Senior Transaction Manager and then as Head of Investor Relations. Acting as a pro bono senior advisor since mid 2019, she continues to contribute her extensive experience in social entrepreneurship, impact investing and philanthropy that she gathered e.g. as investment manager at the German impact fund pioneer BonVenture, as head of business development of the social business Change.org Germany, as well as project manager at Körber Stiftung, one of the largest German foundations. Dorothee holds a Master degree in cultural sciences and studied at Leuphana University Lüneburg (Germany) and Università degli studi di Macerata in Italy. As a passionate advocate for social change, she also has several pro bono roles for organisations with a social mission.



Martin Hahn - Senior Business Development Manager

Martin supports FASE in the areas of international expansion, business development and transaction management for European social enterprises. With more than 20 years of experience on three continents, Martin has learned and breathed innovation and entrepreneurship in various contexts. After studying economics and management and doing research in the field of innovation, he co-founded an IT start-up in Vietnam and was active for a technology incubator in Singapore. He then became partner in a financial advisory firm based in Zurich that focused on consulting and making VC investments in tech companies. After that, he co-founded a strategic development consultancy firm. Martin holds a master degree from the London School of Economics as well as from MIT.



Blanca Pohl - Finance and Accounting Manager



Since March 2018, Blanca is responsible for finance and accounting at FASE. Her professional experience builds on many years as a freelancer and entrepreneur, having been a founder and managing partner of a dotcom start-up as well as a freelance financial planner and controller. She supported enterprises in multiple sectors during their financing and growth stages and gained insights into social entrepreneurship when doing a "volunteer summer" with Ashoka in 2011. Blanca has a holistic and entrepreneurial view on numbers and sees financial success as the expression of a purpose-driven collaboration.

Unfortunately, Sabine Kaiser left FASE as a transaction manager in August, but still supports the team as a pro bono advisor. Christophe Baudin also decided to leave FASE after his sabbatical year at the end of 2018.

OWNERSHIP STRUCTURE, MEMBERSHIPS AND ASSOCIATED ORGANISATIONS

In 2018, the ownership structure of FASE was split between Ashoka Deutschland gGmbH (60%) and the founders (40%) Markus Freiburg, Ellinor Schweyer and Björn Strüwer.

FASE works closely together with its core partners and is well connected to important players in the market of social impact investing, as illustrated in the figure below. FASE is part of the European Venture Philanthropy Association (EVPA), which is a lively community of organisations creating positive societal impact through venture philanthropy. Important network partners are foundations and social impact investments funds.

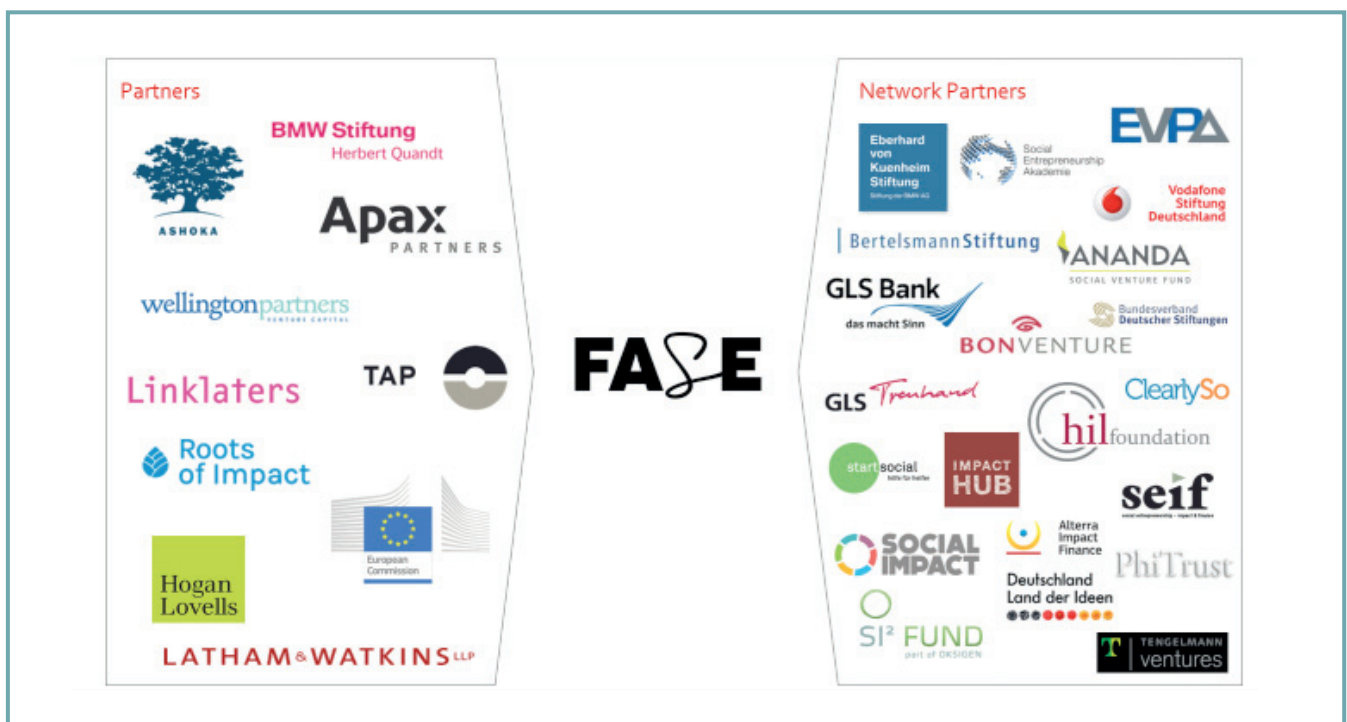


Figure 15: Partners and network

FINANCE

In 2018 FASE generated a total income of EUR 659.870 (2017: EUR 508.915) for their activities of which EUR 298.373 were transaction fees from social enterprises and consulting revenues (2017: EUR 405.787). EUR 361.497 came from infrastructure, project related funding as well as release of accruals (2017: EUR 103.102).

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IMPRESSUM

Template:
Verein Social Reporting Initiative e.V.

Text and illustration:
Magdalena Keus, Kristina Aschenbrenner

Pictures:
mainly Karsten Zengerling

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AckerPause



**SCHULE
PLUS**

d::

discovering
hands
taktile diagnostik



CHANCEN eG

SCHMÖKER

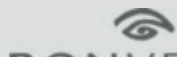


KISTEN

RSO
TECHNOLOGY



SIGNTIME



BONVENTURE

bettermarksTM
MATHS MADE EASY



Bürgerwerke
Energie in Gemeinschaft

TEAM 

myAbility



Volunteer
World

talentify[®]

one·week·student



GemüseAckerdemie



bettervest
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