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AGENDA					
Sunday, 30 April 2023– International Management & Delegates Meeting					
No.	Time (CET)	Description	Presented by	Action	Attachments
1.		President declares the meeting convened.	Ichiro Nakatomi		
2.		Confirmation of Delegates & Proxies and Agenda adjustments	Tatiana Campello		
3.	9:00am 15 minutes	Overview of votes to be taken: - Minutes from 2022 IMDM in Venice - Awards Committee Proposed Winners - 2023-2024 Board Slate	Dana Robert Colarulli	Info	
4.		Approval, and waiver of reading the minutes from the last IMDM Meeting (held May 8, 2022 in Venice)	Tatiana Campello Pam Cox	Vote	4(a) Minutes of the 2022 IMDM Mtg (May 8, 2022 - Venice)
5.	9:15am 30 minutes	President's Report	Ichiro Nakatomi	Presentation	
6.	9:45am 10 minutes	Executive Director's Report	Dana Robert Colarulli	Presentation	
7.	9:55am 20 minutes	Treasurer's Report • Budget review • LESI financial outlook for 2023 and 2024 • Highlights from the WPM and Strategic budget initiatives Discussion / Feedback	Sonja London, Dana Robert Colarulli	Presentation	7(a) Treasurer's Report 7(b) Summary Slides from the WPM
	10:15-10:45 am 30 minutes	COFFEE BREAK			
8.	10:45 am 30 minutes	Collaboration: Society reports • LES Andean (Renzo Scavia) • LES Hungary (Ester SZAKÁCS) • LES Thailand (Michelle Ray-Jones)	Ichiro Nakatomi (intro)	Presentation	

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No.	Time (CET)	Description	Presented by	Action	Attachments
9.	11:15 am 15 minutes	Collaboration: Young Members Congress (YMC) Report – Forward looking plans to engage new licensing professionals <i>YMC Charter: Founded to meet the networking and professional needs of young executive LESI members.</i>	Kilian Schärli, Stacey Dunn	Presentation	
10.	11:30 am 15 minutes	Collaboration: Meetings Committee <i>Meetings Committee Charter: Responsible for receiving, evaluating and providing recommendations as to bids for International Conference meeting sites, as well as any other meetings designated by the International President to the Board of Directors and the Board of Delegates, and for establishing guidelines as to how International Conferences should be organized and conducted. The Meetings Committee also assists the individual societies in connection with the planning, organizing and running of International Conferences.</i>	Thomas Adcock, Laura Macdonald, Alexander Haertel	Presentation	
11.	11:45 am 15 minutes	Collaboration: Education Committee Update <ul style="list-style-type: none"> • LES100 and advanced course roll-out • Pop-Up Courses • LES/EPO advanced licensing course • Society Education Highlights <i>Education Committee Charter: Responsible for the development and delivery of educational programs and materials of LESI, as well as of the LES Member Societies. Its tasks include the training of trainers and development of materials for courses and co-operating with other institutions in the development and dissemination of educational materials.</i>	Martin Schneider, Danie Dohmen, Natalie Raffoul	Presentation	
12.	Noon 15 minutes	LESI's Thought Leadership Program <ul style="list-style-type: none"> • Results from the three tracks in 2022-2023: <ol style="list-style-type: none"> 1. SEPs 2. Automotive 3. Mediation & Arbitration • Plans for 2023-24 / Call for Sponsors & Proposed Tracks 	Sonja London, Dana Robert Colarulli, Mattia Fogliacco	Presentation	



2023 LESI Management and Delegates Meeting (IMDM)

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No.	Time (CET)	Description	Presented by	Action	Attachments
13.	12:15 - 1:15 pm 1 hour	LUNCH			
14.	1:15 pm 10 minutes	LESI Publications Report - les Nouvelles and Global News	David Drews, Dana Robert Colarulli	Presentation	
15.	1:25pm 30 minutes	LESI Awards (Presentations) <ul style="list-style-type: none"> • Presentation of 2023 Awards <ul style="list-style-type: none"> ◦ Outstanding Event/Activity of Year ◦ Member Society of the Year ◦ President's Most Progressive Society of the Year ◦ Yvonne Chua's Joining Hands Award ◦ Certificate of Merit ◦ Service Recognition Certificates • Nominees for 2023 Awards (for IMDM Vote): <ul style="list-style-type: none"> ◦ Peter K. Hess Award of Achievement ◦ LESI 2023 Society of the Year ◦ Gold Medal Award • 2023 Innovation Award 	François Painchaud, Madelein Kleyn Tanja Sovic, Bayani Loste	Presentation & Vote	
16.	1:55 pm 15 minutes	Nominating Committee Report and Vote: <ul style="list-style-type: none"> • Vote on Officers for the 2023-2024 LESI Board of Directors • Presentation of the Proposed Officers for 2024-2025 	John Paul	Presentation & Vote	
17.	2:10pm 5 minutes	Report out of the votes: <ul style="list-style-type: none"> • Approval of the Minutes from 2022 (Virtual IMDM) • Approval of 2023 Awards • Approval of the 2023-2024 Officers 	Dana Robert Colarulli	Decision	



2023 LESI Management and Delegates Meeting (IMDM)

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No.	Time (CET)	Description	Presented by	Action	Attachments
18.	2:15 pm 20 minutes	Industry Advisory Boards (LESI High-Tech Committee) – Updates: <ul style="list-style-type: none"> Chemicals, Environment, Energy, and Materials Committee (CEEM) IAB Automotive IAB 	John Carney, Ningling Wang	Presentation	18(a) CEEM IAB Presentations 18(b) Auto IAB Presentation
19.	2:35pm 20 minutes	Promotion for Upcoming Meetings and Events: <ul style="list-style-type: none"> Promo for the USA & Canada Annual Meeting in Chicago 15-18 October https://www.lesuscanada.org Promo for the 2023 Pan-European Meeting in Israel 10-11 October https://les-israel2023.org Promo for LESI2024 (Madrid, Spain April 28-30) LESI2025 Annual Conference (Location: Singapore) LESI2026 Annual Conference (Location: Dublin) 	Ann Cannoni Karthika Perumal Hananel Kvativsky José Miguel Lissen Thomas Adocker	Presentation	19(a) Post card for the Pan-European Conference in Jerusalem, Oct. 10-11 (LESI Israel) 19(b) Materials announcing LESI2024 in Madrid, Spain
20.	2:55 pm 20 minutes	Incoming LESI President's Report	Michael Lasinski	Presentation	
21.	3:15pm	Meeting Adjourned			



2023 LESI Management and Delegates Meeting (IMDM)

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LESI President's Report 2022-2023



Ichiro Nakatomi



2023 LESI Management and Delegates Meeting (IMDM)

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LESI Board 2022-2023

Current Board of Directors

BOARD MEMBERS:

- Ichiro Nakatomi, Avida Science (Japan)
- Mike Lasinski, Ankura (USA)
- John Paul, Finnegan Law (USA)
- Sonja London, TactoTek (Scandinavia)
- Tatiana Campello, Demarest Advogados (Brazil)
- Karin Hofmann, TU WIEN (Austria)
- Junko Sugimura, Sugimura, Tamura & Partners (Japan)
- Mattia Dalla Costa, CEA (Italy)
- Madelein Kleyn, Mad-K IP (South Africa)
- Hayley French, Apitope International (Britain & Ireland)
- Duncan Ferguson, Sugar Research Australia (Australia & New Zealand)
- Russell Levine, Kirkland & Ellis (USA)

LEGAL COUNSELS:

- Emmanuel Gougé, Finsent Masons (France)
- Ningling Wang, Finnegan Law (China)

EXECUTIVE DIRECTOR:

- Dana Robert Colarulli, Executive Director (USA)

OBSERVER:

- Killian Schärli, Meyerlustenberger Lachenal (Switzerland)

President
President-Elect
Immediate Past President
Treasurer
Corporate Secretary

VP
VP
VP
VP

Director
Director
Director





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Speaking Activity 2022-2023

✓ **Two Board Meetings Monthly (including Prep Meeting)**

✓ **Speaking Engagements (Conferences for LES & External Partners):**

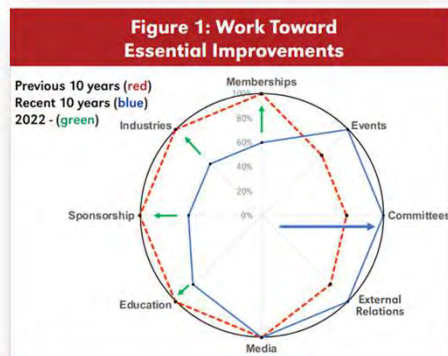
- Annual General Membership meeting - **LES Philippines**
- Annual Conference – **LES Japan**
- 50th Anniversary Symposium – **LES Japan**
- IP CAMP – **LES Turkey**
- Annual Conference - **LES Thailand**
- Annual Conference APPA Korea (substituted participation)
- Annual Conference in San Francisco, CA - **LES USA & Canada**
- IIPC Patent Court of Korea
- Asia Pacific Conference - **LES Philippines**
- Young Members Congress Asia-Pacific - **LES Philippines**
- Annual Conference and Board Meeting - **LES France**
- General Meeting at WIPO in Geneva
- Winter Planning Meeting in Geneva
- AIPLA-LESJ Joint Meeting in Tokyo



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Subject Matter of LESI



How improve LESI for the next 50 years

Major Subject Matters

1. By-Laws
2. Membership
3. Budget

Initiatives and Action Plan

- Importance of Communication
- Importance of Transparency



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Subject Items of LESI

LESI By-Laws

Effective April 2013

1. Definition of Non-Executive Directors
2. Challenges of Committees and Events
3. Memberships through Membership Committee
4. Budget and Sponsorship



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Non-Executive Directors

Summary of Legal Opinion on Non-Executive Director

Articles V. Section 1 and VII, Section 5

1. **The Non-Executive Director (or Director) shall be nominated by Nomination Committee and approved by LESI Board of Delegates** (International Delegates).
2. **Director has an equal right as other Members of the LESI Board of Directors**
3. **The travel budget of Director discussed separately.**



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Challenge of Committees (2022-2023)

Why you want Committees?

Why you want webinars and events?

Three committee types:

1. Management (12)
administrative support to LESI
2. Industry, Professional and Regional (13)
gateway to membership
3. Ad hoc or Working Groups
addressing new Board initiatives (6)

>30 Committees

~90 Leaders – Chairs and Co-chairs

Article VII, By-laws - Committees

Section 1. The Board of Directors, in consultation with the Board of Delegates, shall have the power to establish and to abolish committees, in addition to the Audit Committee as provided in Section 6 of Article IX hereof. The Board of Directors shall have the power to establish and change the name of a committee and the power to designate and change the duties, responsibilities, and description of a committee.

The members of committees need not be members of the Board of Directors or the Board of Delegates. Unless otherwise provided in these By-Laws, each Committee shall have a Committee Chair and may have Co-Chairs and Vice-Chairs. Committees may act and make recommendations to the Board of Directors and Board of Delegates as provided in these By-Laws, but no committee shall exercise the powers and authority of the Board of Directors or the Board of Delegates.



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Challenge of Committees (2022-2023)

1. **Should the Board consider removing inactive Committees?**
2. **How about the consolidation or merge committees?**
ex. Copyright Licensing and Trademark, Design and Merchandize
3. **How about set up Industry Advisory Board?**
ex. Life Science Committee IAB, Software & IT IAB
4. **Importance of Education Committee to expand LES 100**
ex. South Africa
4. **Importance of Planning Ahead more than one year at a time**
ex. Long Range Planning Committee, Winter Planning Meeting
6. **Established New Trend Committees**
ex. High-Growth Technology Business, SDG-IP Index



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Challenge of Committee 2022-2023

SDG-IP Index Committee

LES's SDG-IP Index: Part 1



Quantitative Index

LES's SDG-IP Index: Using Quality Of Life Aspects And Intellectual Property As An Indicator Of A Company's Future Success (Part I)

Qualitative Index

By Ichiro Nakatomi, Andreas Zagor and Dana Robert Colarulli

Table 2. Comparison Of Corporate Knights Ranking With Sustainable Patent Value Ranking Of The Top 100 Companies

No	Company Name	Ranking Corporate Knights	Sustainable Patent Value/ Total Assets	Country
1	SAMSUNG SDI CO.,LTD.	60	17,72%	KR
2	OSRAM LICHT AG	23	15,07%	DE
3	NOVOZYMES A/S	36	4,20%	DK
4	VESTAS WIND SYSTEMS A/S	21	3,43%	DK
5	SEKISUI CHEMICAL CO LTD	51	3,09%	JP
6	BYD COMPANY LIMITED	94	3,02%	CN
7	TAIWAN SEMICONDUCTOR MANUFACTURING	20	2,38%	TW
8	VALEO SA	66	2,15%	FR
9	SIEMENS AG	25	1,82%	DE
10	MAXIM INTEGRATED PRODUCTS INC	96	1,59%	US
11	KONICA MINOLTA, INC.	41	1,39%	JP
12	ABB LTD	33	1,18%	CH

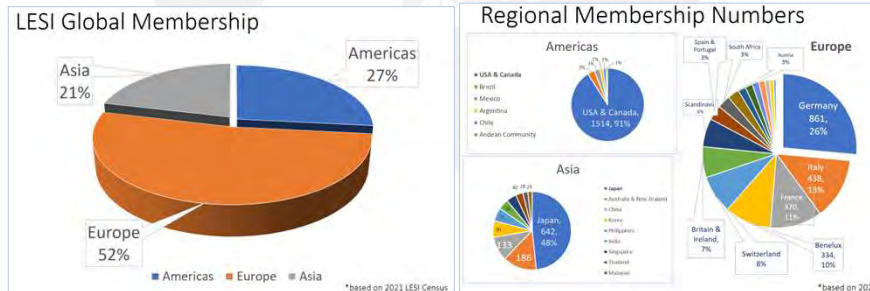


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Memberships 2022-2023

Uneven global balance of LES members



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Challenge of Committee 2022-2023

Membership Committee and Survey/Feedback

Discounted Membership Fee:

Group membership, Discount from 2nd member or Academia, or Value added (Licensing Course, LES Royalty Survey, Early Bird Entry)

LES USA/Canada, ANZ, Britain/Ireland, Japan, China, China/Hong Kong, Chinese Taipei, Benelux, Thailand, Singapore, India, (in progress of considering Corporate Membership fee in Czech Republic & Slovakia and Japan)



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Challenge of Memberships 2022-2023

Membership Committee and Survey/Feedback

Not much favor for Young Membership

The rate of young members is vary 3-30%.

Discounted Fee:

LES Italy, Switzerland, USA/Canada, British/ Ireland (S), LES Brazil (in Process)

Show interest in young members and act in an attractive manner!



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Challenge of Memberships 2022-2023

Membership Committee and Survey/Feedback

Not much favor for Small Societies

Joining Hands for Small Societies

Request for National Presidents - Membership

In order to increase membership and increase activity

1. Review the annual fees of Group Memberships (by using 2 models) and Young Membership at your Board Meeting
2. Review the benefit for small societies by introducing Group Memberships in case big organizations having subsidiaries.
3. Identify what is the problems in small society to increase memberships.
4. Identify who would be a Mentor society for small society in Americus, Asia-Pacific and European regions.

Please report results of above consideration to LESI Board by the end of November 2022.

Please also report the reason if you can't introduce the Items 1 and 2.



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Challenge of National Presidents

Building Community and Networking

Continuous and Creative Communications become more important after the Pandemics and Digital Environments.

More direct communication between local Societies

More direct communication with external organizations where the local society desires



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Analysis of Budget 2022-2023

Number of LES members 2017-2022 is down roughly 25%

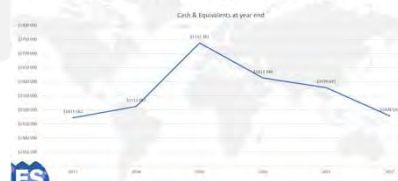
Revenue from membership fees 2017-2022 is down roughly 24%

Revenue from Sponsorship is significantly down after Pandemics (2020)

Profit/loss at year end 2017-2022



Cash & Equivalents at year end 2017-2022



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For Future Budget

- **Maintain number of members for the due**
- **Sales activities to obtain appropriate Sponsors**
- **Breaking away from income dependent on Membership Due and Annual Conference**
- **Leverage products and media as source of income**



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Publication and Sales Promotion

Sales activity not only for members but non-members in increase memberships

Sales promotion of video taken at Annual Conference, Webinars and Education Course



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Risk of Annual Conference

- **Dates and venue by INTA**
At least a month away from INTA in case of held in Spring
- **Guidance of Selection Criteria made by Meeting Committee – in process**
- **Revenue oriented by Organizing Committee**

2024 April 21-23, Madrid

2025 April ?, Singapore

2026 May ?, Dublin

Table 1 INTA and LESI Spring Events in the past 10 years

	INTA Annual Meeting		LESI Annual Conference	
Year	Location (Attendance)	Dates	Location	Dates
2023	Singapore (145)	May 16-20	Montreal	Apr 30-May 2 *
2022	Washington DC (144)	Apr 30-May 4 *	Venice	May 8-10
2021	virtual (143)	(Nov 15-19)	virtual	May 27-28
2020	virtual (142)	(Nov 16-20)	Berlin (cancelled)	May 18-20
2019	Boston (141)	May 18-22	Yokohama	May 26-28
2018	Seattle (140)	May 19-23	San Diego	Apr 29-May 2 *
2017	Barcelona (139)	May 19-24	Paris	Apr 24-25
2016	Orlando (138)	May 21-25	Beijing	May 15-18
2015	San Diego (137)	May 1-6 *	Brussels	Apr 10-15
2014	Hong Kong (136)	May 10-14	Moscow	May 18-21

(* in the middle of Japanese Spring Break, by the way)



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Unsolved Issues 2022-2023 and Future Org.

- **LES Arab Countries**
- **Presidency Period – 2 years**
- **President being focus on Revenue - CEO**
- **Audit mechanism for President**



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President's Messages (2022-2023)

President's Message:

Sustainable Innovation And Sustainable Collaboration To Support IP Business Goals

By Ichiro Nakatomi, President, LES International

President's Message:

The Need For More Collaboration Within Our LES Family

By Ichiro Nakatomi, President, LES International

President's Message:

**Vision For LES—
Think And Act From A Business Perspective**

By Ichiro Nakatomi, President, LES International

President's Message:

The Importance Of New Challenges In Good Traditions

By Ichiro Nakatomi, President, LES International



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Acknowledgement

Thank you for Past Presidents, Committee Leaders, National Presidents and Leaders, Organizing Committee members, Administration members and Board Members.

Thanks for your attention !

Key Words For Future LESI



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LESI Executive Director's Report 2022-2023



Dana Colarulli



2023 LESI Management and Delegates Meeting (IMDM)

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LESI History

- 1973 was a critical year for this organization (50 years ago)
- In January 1973, the Board approved a plan finalized by a committee chaired Marcus Finnegan to form an International LES.
- Drafts of a constitution and by-laws for the organization were drafted and formally approved later that year (in London, June 1973)



2023 LESI Management and Delegates Meeting (IMDM)

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LESI Through the years (LESI @50)

President	John A. Gay (U.K.)
President-Elect	Marcus B. Finnegan (U.S.A.)
Vice-President	Mitsuya Okano (Japan)
Vice-President	Michel Brochon (France)
Vice-President	Alberto M. Ferrari (Italy)
Vice-President	Bertil Hedberg (Scandinavia)
Secretary	Anthony McClellan (U.K.)
Treasurer	Florent Gevers (Benelux)

Fig. 1 The First LESI Leadership Slate (1973).



Three of the most popular personalities to grace LES, Mark Finnegan, his wife Betzi, and Dudley Smith, visit at the 1977 LES (UK) meeting in London.

Fig.2 Picture of Mark Finnegan (LES USA) and Dudley Smith (LES UK)



Source: "Licensing Executives Society: The First 40 Years, A Living History, 1965-2005" Jack Stuart Ott (© 2006)

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The IP World has changed over the last 50 years and so has LES!



The audience kept busy at the 1975 LES Scandinavia Annual Meeting.



LESI Board of Directors Meeting, April 29, 2023




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Year	Name	LES Society
2023	Ichiro Nakatomi	Japan
2022	John Paul	USA & Canada
2021	Audrey Yap	Singapore
2020	Fiona Nicolson	Britain/Ireland
2019	Francois Painchaud	USA & Canada
2018	Peter Hess **	Germany
2017	Patricia Bunye	Philippines
2016	Jim Sobieraj	USA & Canada
2015	Arnaud Michel	France
2014	Yvonne Chua **	China (HK)
2013	Kevin Nachtrab	Benelux
2012	Jim Malackowski	USA & Canada
2011	Alan Lewis	South Africa
2010	Pat O'Reilly	USA/Canada
2009	Adam Liberman	Australia & New Zealand
2008	Chikao Fukada (福田親男)	Japan
2007	Ron Grudowski	USA & Canada
2006	Peter Chrocziel	Germany
2005	Willy Manfroy	USA & Canada
2004	Jonas Gulliksson	Scandinavia
2003	Melvin Jager	USA & Canada
2002	Thierry Sueur	France
2001	Ed Shalloway **	LES USA/Canada
2000	Heinz Goddard	Germany
1999	Platon Mandros	USA & Canada
1998	Rodney DeBoos	Australia & New Zealand
1997	Sam Layton, Jr. **	USA & Canada
1996	Jeremy Brown	Britain & Ireland
1995	Norman Jacobs	USA & Canada
1994	Oliver Axster **	Germany
1993	Larry Evans	USA & Canada
1992	Akira Mifune	Japan
1991	Fernando Noetinger	Argentina
1990	Jean-Marc Portier	France
1989	Ken Payne	USA & Canada
1988	Desmond Ryan	Australia & New Zealand
1987	Pierre Hug	Switzerland
1986	Len Mackey **	USA & Canada
1985	Michiko Ariga	Japan
1984	Fernando Pombo	Spain & Portugal
1983	Henry Hodding	Britain & Ireland
1982	William Poms	USA & Canada
1981	Sam Heijn	Benelux
1980	John Stonier	Australia/New Zealand
1979	Jacques Gaudin	France
1978	Dudley Smith **	USA & Canada
1977	Mitsuyo Otsano	Japan
1976	Bertil Hedberg	Scandinavia
1975	Marcus Finnegan **	USA & Canada
1974	John Gay	Britain & Ireland
1973	LES Officially Formed	


LESI Past Presidents




Current President
Ichiro Nakatomi
(2023)




John Paul
(2022)




Audrey Yap
(2021)




Fiona Nicolson
(2020)




Painchaud Francois
(2019)




Peter-Hess
(2018)




Patricia A. O. Bunye
(2017)




Jim Sobieraj
(2016)



Arnaud Michel
(2015)




Yvonne Chua
(2014)



Kevin Nactrab
(2013)


With 6 past LESI Presidents attending our Meeting here in Montreal



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Today

- Technology continues to take enormous leaps, and LES provides a place to understand its impacts.
- The organization is as relevant as ever to professionals - at all stages - but we must continue to grow back members and to differentiate the focus of LES discussions and activities (the business of IP).
- During the last few years, we have increased our focus on growing and funding the organization and providing value to members and to societies to create a more sustainable organization.
- All of us have a part in the success of the organization.



2023 LESI Management and Delegates Meeting (IMDM)

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2023 LESI Management and Delegates Meeting (IMDM)
 Licensing Executives Society International
 April 30, 2023

Treasurer's Report
 Sonja London

LES **LESI 2023 MONTREAL**
 LICENSING EXECUTIVES SOCIETY INTERNATIONAL
 INTERNATIONAL ANNUAL CONFERENCE 30 APRIL-2 MAY

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Agenda

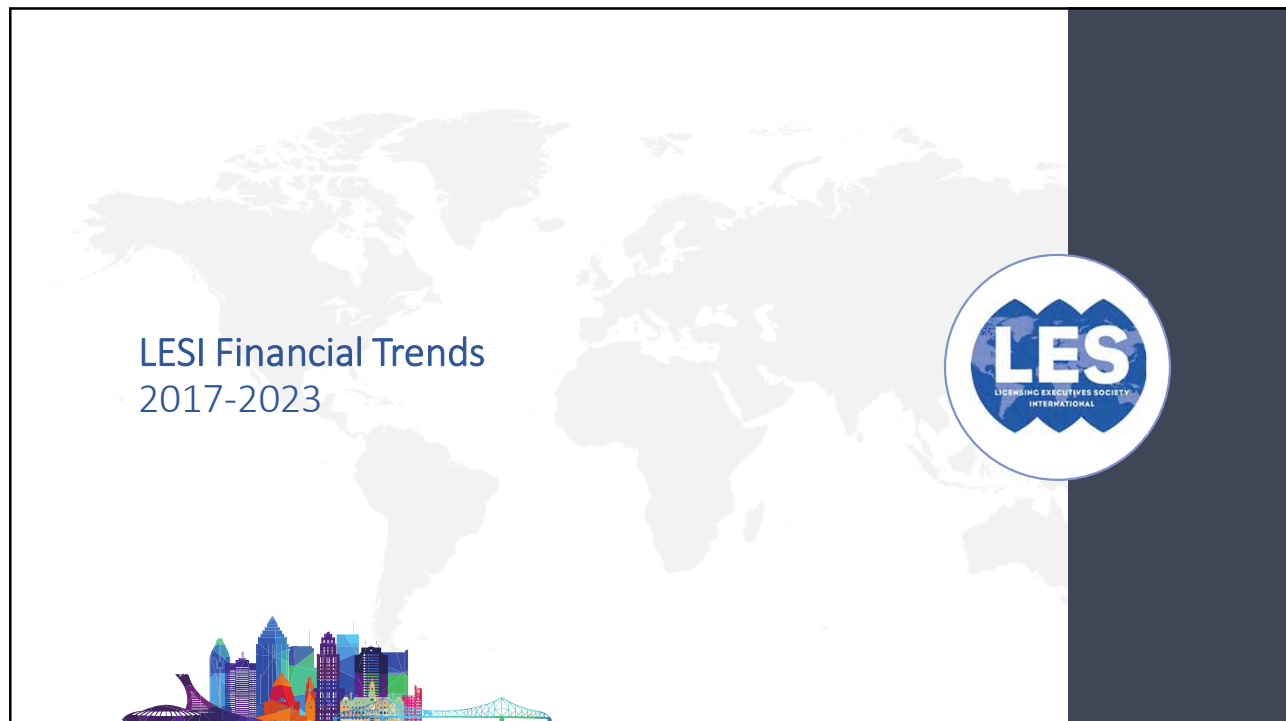
- LESI Financial Trends 2017-2023
- Current Financial Position
- Budget for 2023
- Proposal for Sustainable Financial Position

LES 2023 LESI Management and Delegates Meeting (IMDM)

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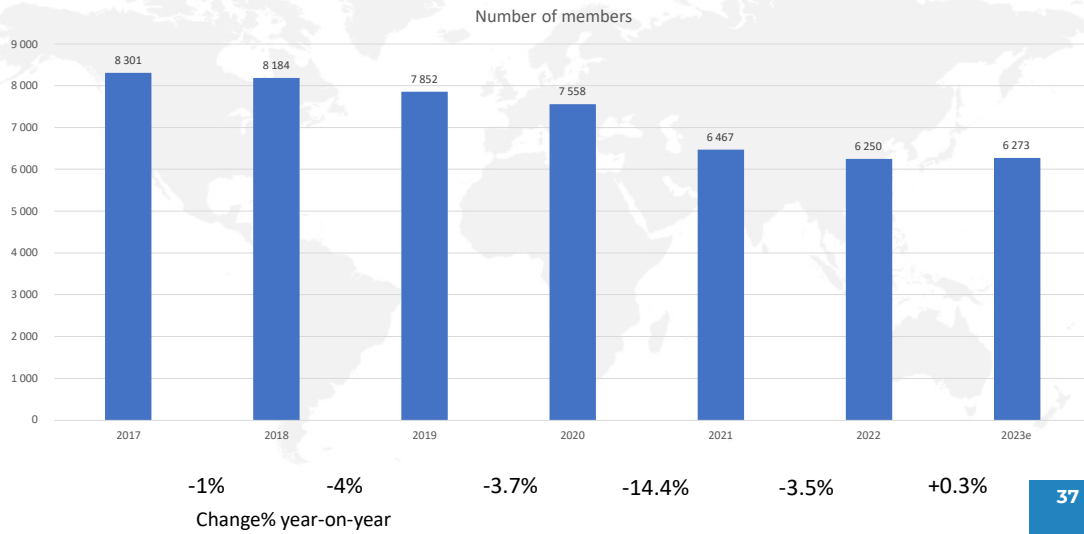


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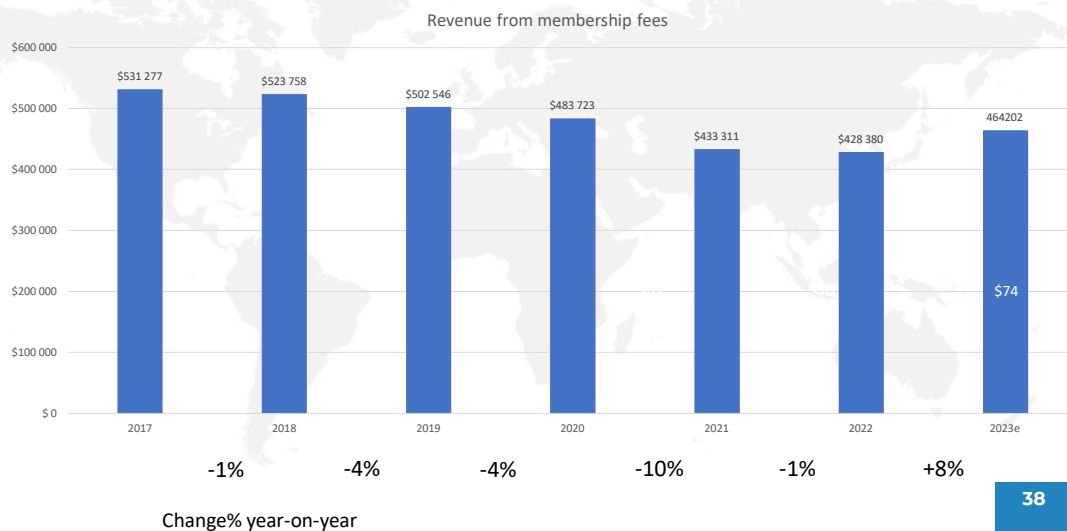
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Summary: Number of LES members globally from 2017 – 2023 is down roughly 24%

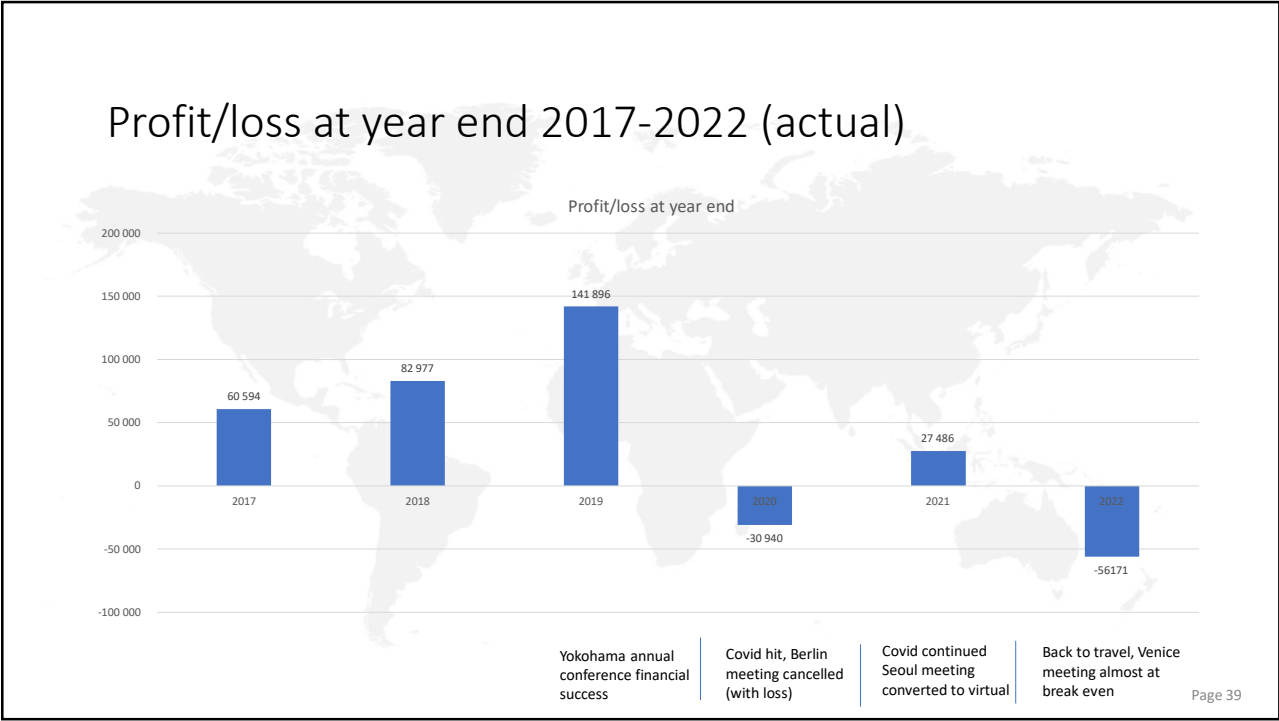


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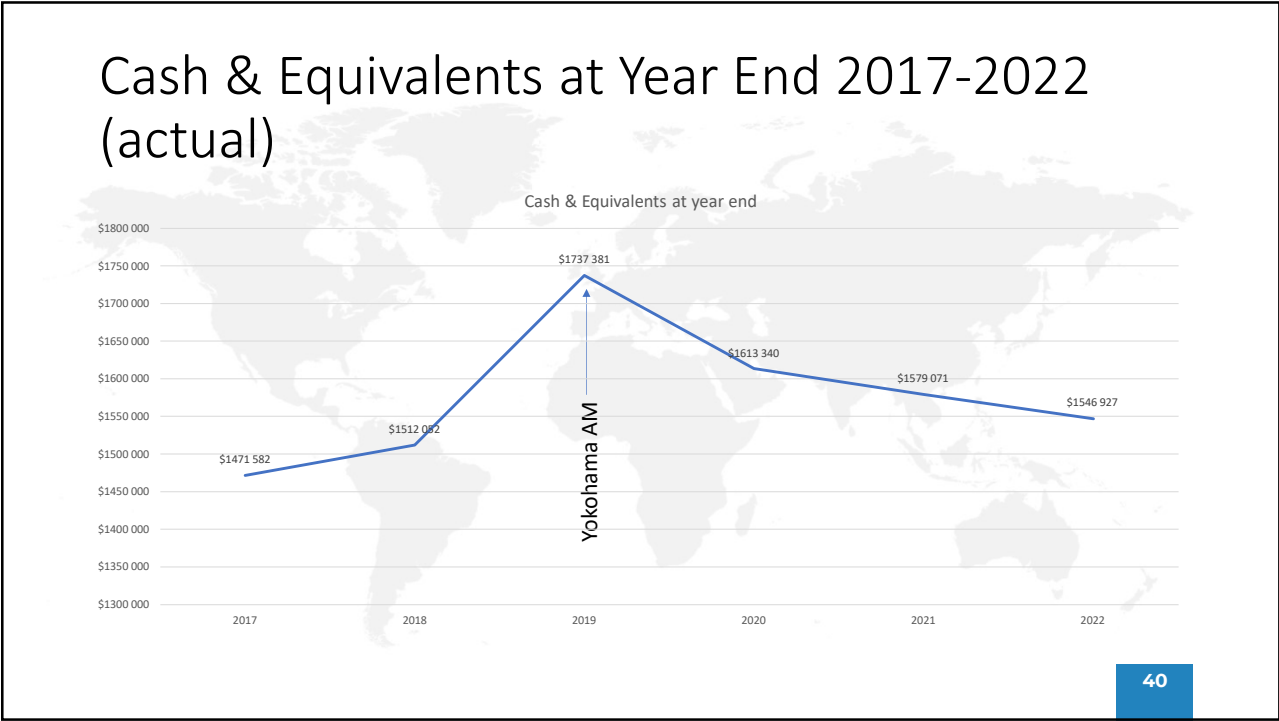
Revenue from membership fees 2017- 2023 is down roughly 13%



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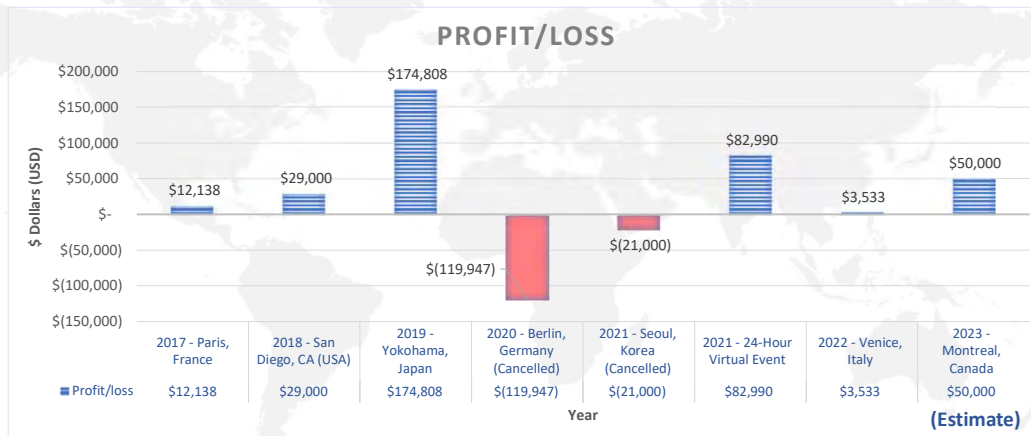


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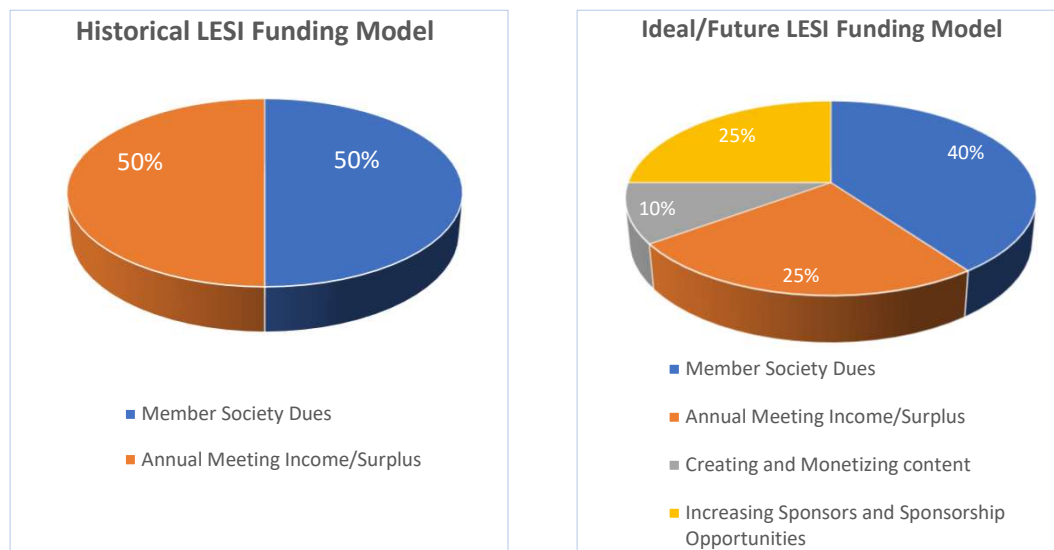
Financial Performance of LESI Annual Meetings 2017-2023



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LESI Budget: Revenue Sources



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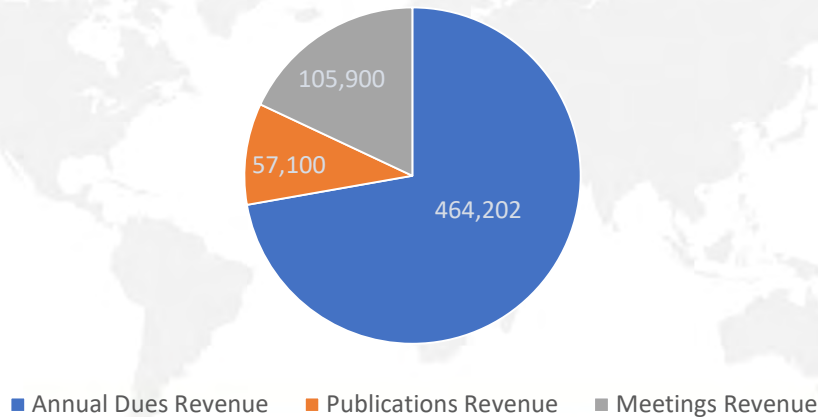
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Revenue Sources Planned 2023

TOP 3 Revenue sources:

1. Annual Dues
2. Meetings
3. Publications

2023 Budget



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Budget Analysis: Conclusions

Historical LESI budget has been dependent on Society Dues and Annual Meeting Surplus. This is not sustainable in the long run. Problems:

- **Members Society Dues** - varies from year to year; subject to society management and the local economy
- Management of **LESI Annual Meeting** - inconsistent and challenging for different societies. Risky for LESI.

LESI needs to change its financial model to ensure longer-term financial sustainability.



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Budget Analysis: Conclusions

- A sustainable financial position requires being consistently at least at break even.
 - Cost savings do not lead to membership growth in the long run
 - We need to make strategic investments in things that bring value to societies
- In recent years, we have started to move to change our financial model -- to diversify and increase our income streams:
 - **Member Society Dues** (implementing a graduated fee increase in 2021 – over 3 years)
 - **Annual Meeting Income** (increasing LESI engagement / support on program and budget)
 - **Creating and Monetizing content** (webinars, les Nouvelles articles, other publications)
 - **Increasing Sponsors and Sponsorship Opportunities** (including thought leadership program)



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LESI Current Financial Position



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2022 Independent Accountants Review Report

- Total revenue = \$521,637
- Total expenses = \$577,808
- Profit/Loss = **-\$56,171**

Loss significantly less than budgeted (-\$219,150)

Cash and Equivalents at Year End at December 31, 2022 = \$1,546,927



2023 LESI Management and Delegates Meeting (IMDM)

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2022 Independent Accountants Review Report

CJC
CHRISTOPHER J. CLAIR, CPA, P.A.

INDEPENDENT ACCOUNTANTS' REVIEW REPORT
March 28, 2023

To the Board of Directors
Licensing Executives Society International

Accountant's Conclusion

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

Christopher J. Clair, CPA, P.A.
Shawnee, KS

of Licensing Executives Society International (a
its of financial position as of December 31, 2022
total expenses and cash flows for the years then
A review includes primarily applying analytical
requirements of the Society's management. A review
of which is the expression of an opinion regarding
not express such an opinion.

ate
in presentation of these financial statements in
in the United States of America; this includes the
not relevant to the preparation and fair presentation
ement whether due to fraud or error.

In accordance with Statements on Standards for
Accounting and Review Services Committee of the
we standards require us to perform procedures in
we are aware of any material modifications that
in accordance with accounting principles generally
the results of our procedures provide a reasonable

ives Society International and to meet our other
tical requirements related to our review.

03/30/2023 FAX: 913-659-0775 cjc@clclair.com



2023 LESI Management and Delegates Meeting (IMDM)

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Summary of budget 2023 compared to 2022

	Budget 2022	Budget 2023
Total Revenue	474 300	627 202
Total Expenses	693 450	740 900
Net	-219 150	-113 698

Note: 2022 actual was -56 171

FOCUS for LESI's 2023 Budget:
 Budgeted loss is not on sustainable level for long term. Tight cost control needs to continue.
 We propose to invest \$50,000 to manage and attract more partnership for meetings and publications (which, if done effectively, should offset this cost)

2023 LESI Management and Delegates Meeting (IMDM)

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View of budget changes 2022 to 2023

Description	2022 budget	2023 Budget
Revenues		
Annual Dues	437 500	464 202
Publications	33 000	57 100
Meetings	3 800	105 900
Total Revenue	474 300	627 202

Expenses		
Publications	187 200	90 750
Communications and online	79 800	109 300
Committees	11 500	11 500
Executive Director	170 000	170 000
Administration	119 950	119 950
Special projects	20 500	20 000
Meetings (Annual, IMDM, WPM)	14 000	116 900
Board of Directors travel	90 500	102 500
Total Expense	693 450	740 900
Planned Net total	-219 150	-113 698

Revenue increasing

- Annual dues budgeted slightly increasing due to re-check of membership count
- Growth in Thought Leaders Program and other publications
- Significantly higher meeting revenues budgeted

Expenses

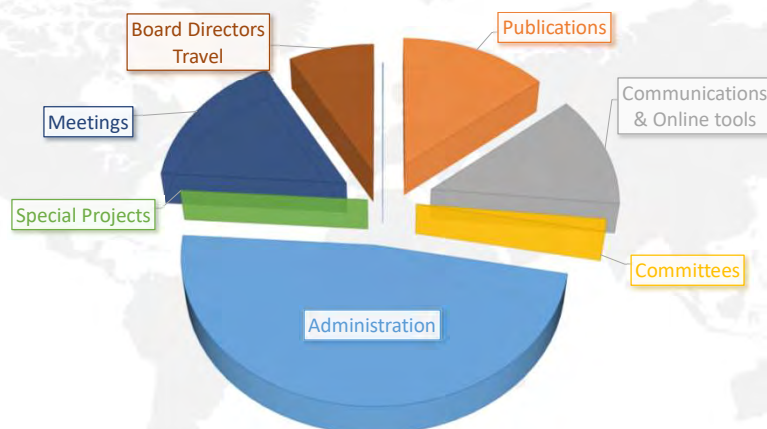
- Decrease in publications costs (printing, shipping)
- Investment to website design, online graphics and marketing
- Investment to partnership and meetings management
- Increase in board travel budget for equal treatment of non-executive directors
- Expenses of administration, executive director and projects stay the same, IT costs expected to lower next year (due to long term projects)

2023 LESI Management and Delegates Meeting (IMDM)

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LESI Budget: Costs



2023 LESI Management and Delegates Meeting (IMDM)

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Proposal for Sustainable Financial Position

(for LESI & LES Member Societies)





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Proposal for sustainable financial position

- Maintain/Continue tight cost controls
- Increase revenue of partnerships and content sales
- In particular, during 2023-2024:
 - Continue website project to enable savings in IT hosting and services
 - Invest into sales of *les Nouvelles* advertising and partnership
 - Continue the Thought Leadership Program, increase partnership revenue
- In the long term:
 - Invest in increasing membership and content production
 - Invest in partner visibility and LESI visibility, advocacy and thought leadership




2023 LESI Management and Delegates Meeting (IMDM)

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Proposal for sustainable financial position

New Budget Proposals:

- **Continued / Additional** Graphics design & video editing (*to support polished sales of LESI content*)
- **Enhanced Social media promotion to drive members to join local societies and to highlight content created and enable passive sales** (*dedicated/sufficient budget for paid posts on LinkedIn, twitter and explore external communications support*)
- **Add Budget Support for Annual Meeting Host Societies** – Amend contract with NNE to support local society budget and planning when hosting the LESI Annual Meeting (*to ensure that LESI annual meeting budgets are consistent from year to year, to support the local society and to ensure a consistent surplus for LESI*)
- **Add Additional Staff Member** to support sponsorship and sponsor management as well as sales of Ads and LESI content (*all of which also support local society member recruiting*)



2023 LESI Management and Delegates Meeting (IMDM)

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Collaboration: Society Reports

- LES Andean Societies (Renzo Scavia)
- LES Hungary (Eszter Szakács)
- LES Thailand (Michelle Ray-Jones)



2023 LESI Management and Delegates Meeting (IMDM)

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Licensing Executives Society
Thailand

LES Thailand: Society Report



LES 2022

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History of LES Thailand

- Incorporated in 2014 with assistance from many LES societies and members including LES Japan
- Five core founding members:



LES-2022

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Current LES Thailand Committee Members



Michelle Ray - Jones
President of LES Thailand



Kamonphan Minjoy
Vice President of LES Thailand



Ploynapa Julagasigorn
Secretary of LES Thailand



Varit Intrama
Treasurer



Mrs. Darani Vachanavuttivong
Trusted Advisor



LES-2022

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Professional Committee and Sub-Committee Members

Alan Adcock: Life Sciences

San Chaithiraphant: LESI Innovation Trends Task Force

Vikran Duangmanee: Chemicals, Environment, Energy, and Materials, Young Members Congress

Ploynapa Julagasigorn: Copyright Committee

Orakanoke Phanraksa: Co-chair of Industry, University & Government Transactions Committee

Eliza Stefaniw: High Technology Committee

Chalermopol Tuchinda: Asia Pacific Committee

Suracha Udomsak: Chemicals, Environment, Energy, and Materials

LEST 2022



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LEST Highlights: 2021-2022

LEST 2022



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LEST Annual Conference 2021



LEST
THAILAND

LES THAILAND ANNUAL CONFERENCE 2021

Supporting Sustainable Development Goals (SDGs):
Challenges and Opportunities During the COVID-19 Era

September 9-10, 2021

SCG NSTDA Tilleke & Gibbins YUSARN AUDREY TC&LS



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IP Valuation Webinar



LES
THAILAND

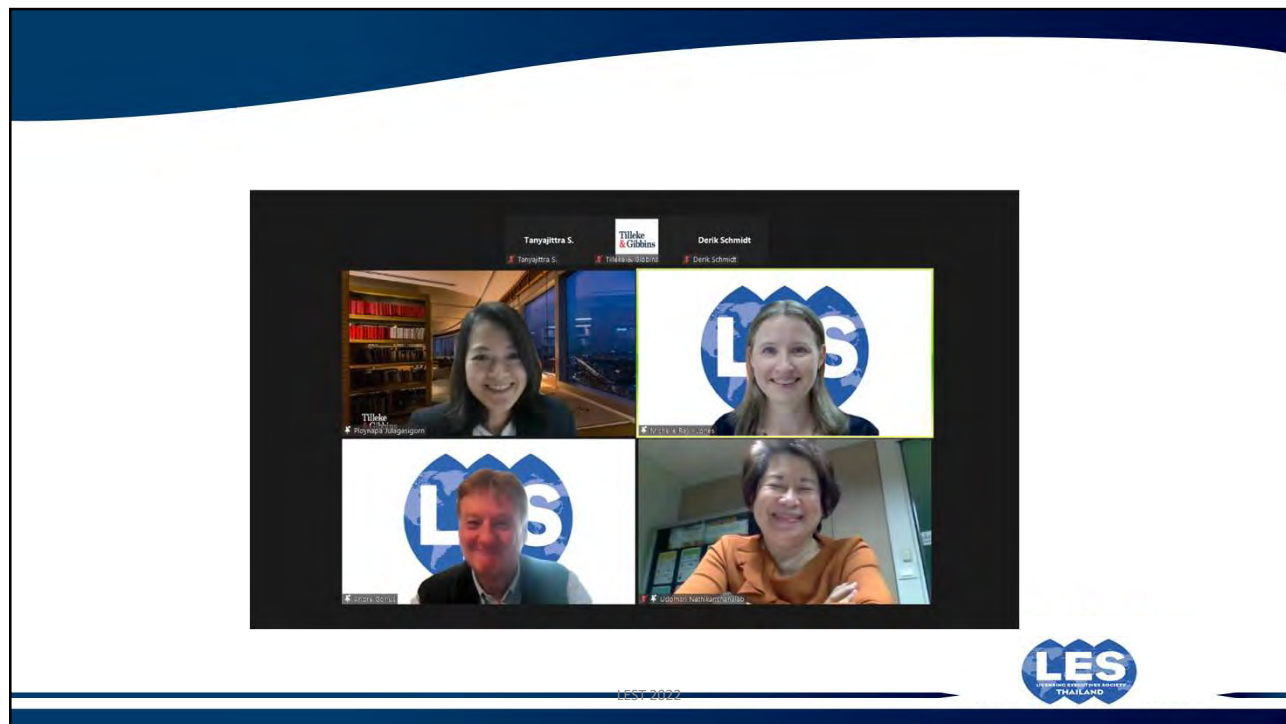
Webinar on IP Valuation: With a Focus on Trademarks

Date: Thursday, 2 December 2021
Time: 3.00 p.m. – 4.30 p.m. (Bangkok time UTC+7)
Venue: Virtual meeting (Zoom platform)
Language: English

- 1). **MR. ANDRÉ GORIUS**, the Chair of IP Valuation Committee of LESI
How to value IP assets, updates on the current IP Valuation trends from an international perspective
- 2). **MS. UDOMSRI NATHIKANCHANALAB**, Managing Director at UK Valuations and Agency Co., Ltd,
Sharing extensive experience on IP Valuation, with a focus on trademark valuation in Thailand
- 3). **MS. PLOYNAPA JULAGASIGORN**, Senior Associate at Tilleke & Gibbins International Ltd.,
elaborating IP valuations from the legal perspective, focusing on the trademark valuation matters.



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Unitary Patent & UPC Webinar

WEBINAR ON:
**Unitary Patent and
Unified Patent Court**

Date: Tuesday, 31 May 2022
Time: 1.00 p.m. – 3.00 p.m. (Bangkok time UTC+7)
Venue: Virtual meeting (Zoom platform)
Language: English

Dr. Urs Ferber (Mewburn Ellis) speaking on traditional EP patents, introduction of Ups, and benefits and drawbacks.

Christof Karl (Bardehle Pagenberg) speaking on the UPC, opt-out during the transition phase, benefits and drawbacks of the UPC.

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LEST 2022



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Collaboration with Other Societies

WEBINAR

7 PM AUGUST 25, 2022

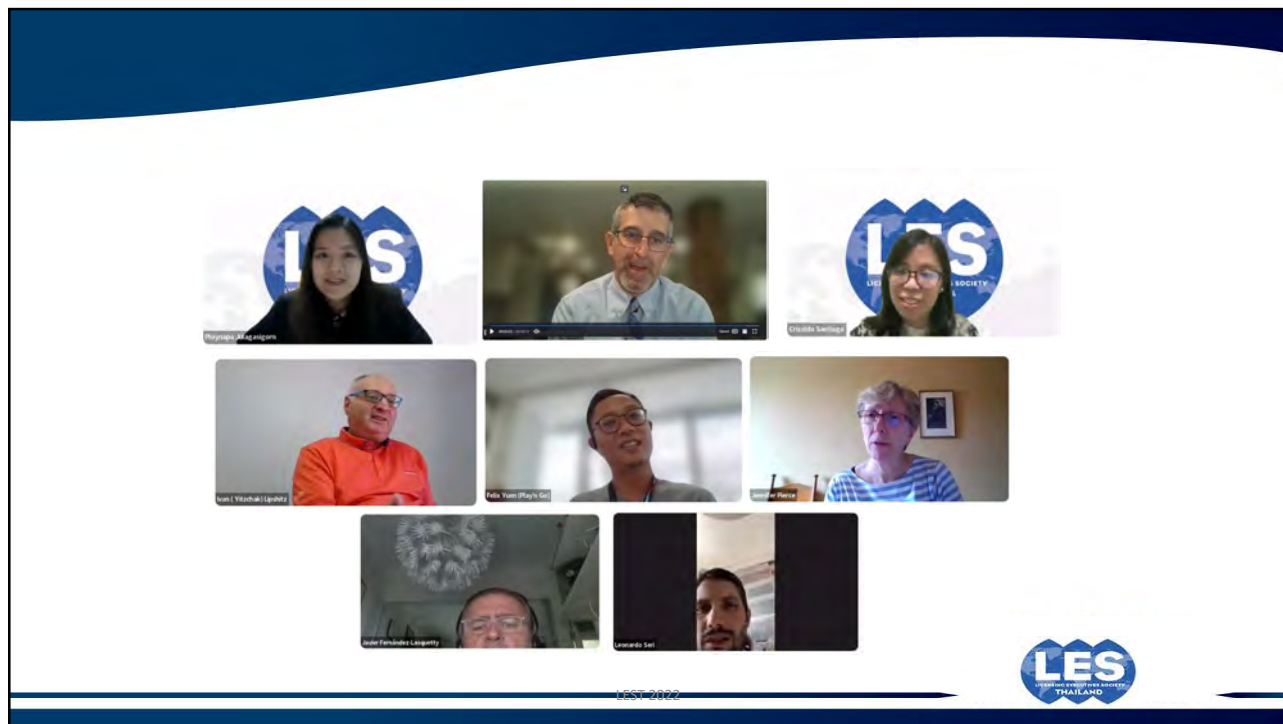
Roundtable Discussion on NFTs

LES1.ORG/EVENTS



LEST 2022

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Challenges in Maintaining & Growing LES Thailand

- Less activity during COVID-19, Thai companies had smaller budgets for memberships. Not fully recovered.
- Thai government agencies have yearly budgets which leads to fluctuating membership numbers.
- Difficulty convincing members to sustain their membership each year. Majority of memberships are to attend the LEST Annual Conference.

LEST 2022



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Ways LESI and LES Societies Could Support LES Thailand

- Increased collaboration among societies/LESI committees
- Seminars and education aimed at knowledge sharing
- More incentives for LES Thailand members to participate in global activities

LEST 2022



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Thank you

LEST 2022



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Collaboration: Young Members Congress (YMC)

- Kilian Schärli, Current YMC Chair
- Stacey Dunn, Incoming YMC Chair



2023 LESI Management and Delegates Meeting (IMDM)

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Collaboration: Young Members Congress (YMC)

YMC Report – Update and forward-looking plans to engage new licensing professionals

Stacey Dunn & Kilian Schärli

LES LESI 2023 MONTRÉAL INTERNATIONAL ANNUAL CONFERENCE 30 APRIL-2 MAY HOSTED BY LES USA-CANADA

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Content directed at Young Members

Unique **Networking** opportunities

Fun events

Leadership and **Volunteer** opportunities



2023 LESI Management and Delegates Meeting (IMDM)

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<https://ymcpanamerica.lesi.org/>

Annual Conference
YMC Pan-Europe
YMC Asia-Pacific
Winter Planning Meeting
YMC Pan-American



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Annual Conference



MLL MEYERLUSTENBERGER LACHENAL FRORIEP

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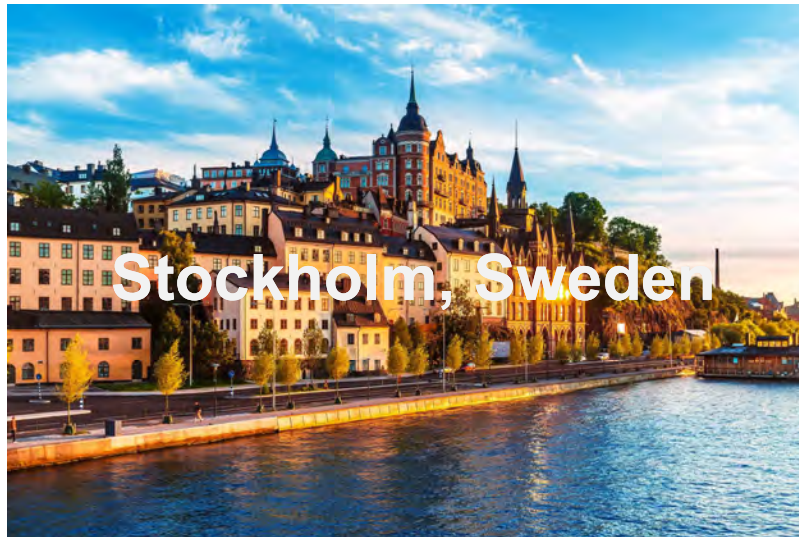
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MLL MEYERLUSTENBERGER LACHENAL FRORIEP

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MLL MEYERLUSTENBERGER LACHENAL FRORIEP

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YMC Pan-European



MLL MEYERLUSTENBERGER LACHENAL FRORIEP

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MLL MEYERLUSTENBERGER LACHENAL FRORIEP

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Prague, Czech Republic



MLL MEYERLUSTENBERGER LACHENAL FRORIEP

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YMC Asia-Pacific



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MLL MEYERLUSTENBERGER LACHENAL FRORIEP

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Winter Planning Meeting



Geneva, Switzerland



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YMC Pan-American



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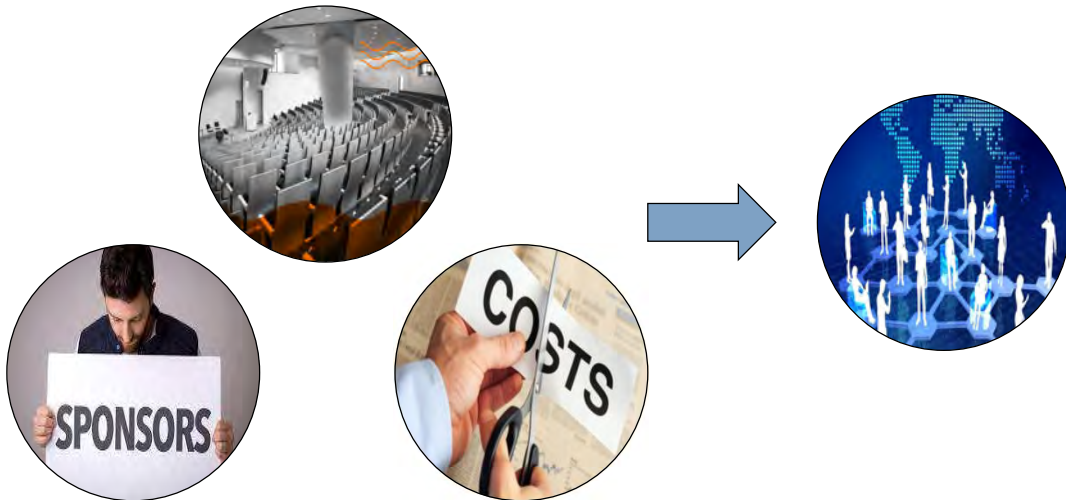


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Challenges and Learnings



MLL MEYERLUSTENBERGER LACHENAL FRORIEP

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Support from LES Societies / LESI



MLL MEYERLUSTENBERGER LACHENAL FRORIEP

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The 2022-23 Committee

Chair:

Kilian Schärli (LES Switzerland)

Incoming-Chair:

Stacey Dunn (LES USA/Canada)

Immediate Past-Chair:

David Swain (LES China (Hong Kong Sub-Chapter))

Vice-Chairs:

Pan-European Region: Mustafa Çakir (LES Turkey)
 Pan-American Region: Stacey Dunn (LES USA & Canada)
 Latin American Region: Christian Thomae (LES Mexico)
 Asia-Pacific Region: Roberto Carapeto (LES Japan)
 Membership, Committees: Sam Wiley (LES USA/Canada)
 WILA: Eszter Szakács (LES Hungary)
 Communications: Anna Giedke (LES Germany)
 Mentoring: Birdie Egan (LES Australia & New-Zealand)
 NYC virtual 2021 meeting: Merri Moken (LES USA & Canada)
 Milan virtual 2021 meeting: Alberto Dalle Ceste (LES Italy)
 Manila virtual 2021 meeting: Reena Mitra-Ventanilla (LES Philippines)

Board Liaison:

Duncan Ferguson (LESI Non-Executive Director)



2023 LESI Management and Delegates Meeting (IMDM)

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2023-2024 YMC Events

- **Pan-European** YMC Event in Stockholm, Sweden on November 17, 2023
- **Pan-Asian** YMC Event, location and date TBD
- **Pan-American** YMC Event, location and date TBD



2023 LESI Management and Delegates Meeting (IMDM)

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Collaboration: LESI Meetings Committee

**Thomas Adocker, Alexander Haertel and
Laura MacDonald**
Co-Chairs, Meetings Committee



2023 LESI Management and Delegates Meeting (IMDM)

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LESI International Conferences Reviewed

- Role of Meetings Committee and LESI offices
 - Review where we are currently at, per the Charter
 - Highlight co-ordinated roles of LESI, national committees and LESI committees
- Future meeting decisions
- Revised Guidance materials
- Supporting the National Hosting Chapters
- Spotlight on evolution of Program focus and content
- Spotlight on synergies of the AC with other LESI conferences
 - Pan-European
 - Asia-Pacific
 - Young Members International Conference



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Role of LESI Conferences

- In response to member surveys, meetings and conferences seen as the **most significant benefits** of membership
- **Education:** clearly an opportunity to exchange latest developments and share best practices
- **Building relationships:** through face to face contact, (important not just for professional roles, but) for the international elements of LES chapters
- **Networking** to build business partnerships
- LESI has a **family friendly** reputation (at least historically and so attractive to members)
- Other IP organisations still have well attended meetings – we have had good attendance in recent years but could do better!
- LESI Annual Meetings put **local societies in the spotlight**
- **International Committees** can develop, thrive and share latest trends and news from their sectors




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Charter

Meetings Committee Charter:

- *“Responsible for receiving, reviewing and providing recommendations as to bids for International Conference meeting sites, as well as any other meetings designated by the International President to the Board of Directors and the Board of Delegates,*
- *and for establishing guidelines as to how International Conferences should be organized and conducted.*
- *The Meetings Committee also assists the individual societies in connection with the planning, organizing and running of International Conferences.”*



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Bids for Upcoming Locations


Challenges-

Locations: what are the key requirements for city locations for LESI?


- *Accessible and attractive with significant local community likely to be relevant both to attend LESI conference but also to attract attendees for side meetings to enhance travel justification.*

Format decisions (balancing digital and in-person experiences and access)

- Return to in-person is welcomed. But significant interest from those not able to attend, in the content developed for LESI AC. Hybrid live event is not especially desirable (or practical) yet. We have tried to enable some digital access after the event by recording some key presentations, and then running digital sessions in Q3 where original theme moderators facilitated online discussion around the recorded themes.
- Later today- we will hear more about hosts /locations of upcoming LESI conferences.



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Updated Guidelines


- *“and for establishing guidelines as to how International Conferences should be organized and conducted. “*

Guidelines have been updated and expanded so they should be more user-friendly, relevant and offered as a combination of guidance and access to specific recommendations.

- Budget outlines
- Venue requirements described
 - “Targets”-attendance and income
- Marketing and promotional strategy
- Traditional sponsor list (who follow LESI regardless of location)
- IMDM planning
- Critical descriptions of the roles of each of the LESI meetings Committee, national planning committees, the programming committee and NNE/ LESI HQ are also described.




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Supporting Local Hosting Chapter

The Meetings Committee also assists the individual societies in connection with the planning, organizing and running of International Conferences.

- Budget planning support: **get advance sense of venue costs and set against budgets in similar range**
- Attraction of sponsors (especially from the local regions): **LESI contacts traditional sponsors while national chapter identifies local sponsorship targets and also helps shape customized sponsoring options**
- Negotiations with PCO: **advice on typical /workables terms of engagement can also be given by LESI, for a chapter which has had little experience of dealing with conference organisers.**
- Theme and Program planning: **critical element of the relationship between the national chapter and LESI is around creating an effective programming committee which combines both local and LESI representatives.**
- Marketing materials and strategy



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Engagement with Other LESI Committees

- **Review additional elements of engagement across wider LESI family, especially interactions with other committees and national chapters.**
- Co-ordination of Program Content- our version of SEPs-“Standard Essential Program-content”
 - All sector Committees for “state of the industry” news & discussions
 - All regulatory /IP committees for current trends/challenges
 - Attraction of Significant keynotes- to draw attendees globally
- Key Theme for each AC should reflect relevance and USPs of our conferences (unique selling points being the mix of industry/legal/IP/commercial/tech transfer)
- Co-ordination of location or themes with other LESI conferences
 - Young Members Conferences
 - Pan –European/ Asian Conferences



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Regional Meetings

Regional Meetings - very successful.

- The regular **Pan-European** Conferences: Traditionally these have been organized by a committee comprising all European Presidents, to ensure that an international conference accessible to members is held in years where the LESI International Conferences is located outside Europe (such as in Asia or North America)
- **Asia-Pacific:** Also organised by the Presidents in these regions- extremely successful meetings.
- Other emerging regions: **Mid- and South America:** Is there drive to develop additional meetings there?

Action/Discussion Points:

1. Timetables- not to clash with LESI international conferences, or specific local chapter events: e.g. LESI plays a co-ordinating role by promoting a diary of such events.
2. Should there be more focus on these –perhaps addressing travel challenges/sustainability goals ?
3. How can LESI Meetings Committee further contribute to Regional meetings?-possibly good source of potential speaker connections!



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International Young Members Conferences


- Continuing growth of this community can be seen in their highly successful events, following the regional meeting models such as in North America and in Europe.
- The IYM Committee has been developing its own meetings manual to assist different groups being able to lead such events.
- Are there further lessons to be learned and shared from this community in the spheres of shaping, driving interest in attendance and organising such conferences?

For example-are hybrid meetings truly feasible/attractive and necessary to deliver the goals of the LESI AC?

Are the administrative tasks too heavy for YMC alone? How can LESI help here?



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Challenges facing LESI Meetings:

How should we address these?

- Competition from other IP organisations – what should we do about this? What is the LESI differential? Do we market strongly enough the USP combination that we offer?
- Are we facing serious challenges from sustainability /travel restrictions?
- Should we be developing more digital content around the Annual Conference, or rely on LESI committees to continue to generate online events to meet the demand for digital?




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LESI Meetings – Grateful Thanks

- **Committee Members in the past year** alongside Thomas, Alexander and myself include very dynamic colleagues Gina Busku and Sue Muggleston (we are obviously recently missing Sergey's traditional contributions)
- **Dana and David /NNE team** have been instrumental in the enhanced support offered by LESI to local hosts- essential balance but a great development for LESI
- **Presidents/National Chapter inputs-** key time and contributions from Ichiro and Bob as well as Madrid /Seoul teams
- **Program and Committee champions** who all drive the theme/content and delivery of our wonderful conferences- too many to mention!

Future-proofing LESI is in all our hands- so please do share your views!



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Main Criteria for Choosing an LESI Annual Meeting location:

- **National group:** dedication and passion to have an Annual Conference; experience of having organized regional conferences
- **Location:** business city; easy accessible, capacity of hotels and conference venues, affordability, affiliation to IP/Licensing
- **Geographical spread:** not the same continent in a row, change between Europe/Americas/Asia-Pacific



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LESI2024:
Madrid



2023 LESI Management and Delegates Meeting (IMDM)

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LESI2025: Singapore



2023 LESI Management and Delegates Meeting (IMDM)

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LESI2026: Dublin



2023 LESI Management and Delegates Meeting (IMDM)

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Collaboration: Education Committee

- LES100 course roll-out
- LES//EPO advanced course
- Pop-Up Courses
- Society Education Highlights

Committee Co-Chairs:

Martin Schneider

Natalie Raffoul

Danie Dohmen

LESI Board Liaison: Karin Hofmann



2023 LESI Management and Delegates Meeting (IMDM)

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LES100

ONE DAY INTRODUCTORY LICENSING COURSE

- Reactivation completed
- Depository of all documents required for presenting the course:
 - Organisational information and guidelines; promotion evaluation form, certificate etc. templates
 - Course slide deck
 - Licensing game presentation notes, materials and instructions
- List of know trained trainers available
- LES Spain & Portugal hosted the course on 17 March 2023
- Online train the trained course planned



2023 LESI Management and Delegates Meeting (IMDM)

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LES/EPO ADVANCED COURSE

Succeeding at technology Commercialisation and negotiation
 23-24 November 2023
 Vienna, Austria

- Basel 2019, Turkey 2019, Dublin 2019, Berlin 2019;
- Test online negotiation masterclass 2021
- LESI / EPO memorandum 2019; EPO Academy:
- New Director Xavier Seuba; LESI High HTB Forum
- Vienna 2023 – Joint conference LES AT, LES HU, LES CRS
- 2023: Revising and quality enhancement work on existing slides and speaker notes





PRE-INVITATION

Succeeding at technology commercialisation and negotiation



Connecting the dots between IP and business

23-24 November 2023
Vienna, Austria

Joint Event of
LES Austria - LES Czech Republic & Slovakia - LES Hungary
in association with



2023 LESI Management and Delegates Meeting (IMDM)
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LES/EPO ADVANCED COURSE

Succeeding at technology Commercialisation and negotiation
 23-24 November 2023
 Vienna, Austria

Highlights & Planning (status 30.4.2023)

- Venue: TU Vienna (Prechtlsaal) (Support and Sponsor)
- European IP Helpdesk as Co-Organiser & Promoter
- Entre- & Intrapreneurs, IC & Business Development managers; IP & IC advisers
- High level with advanced expertise
- 1st day: presentations
- 2nd day, presentations; negotiation master class
- Networking event





PRE-INVITATION

Succeeding at technology commercialisation and negotiation



Connecting the dots between IP and business

23-24 November 2023
Vienna, Austria

Joint Event of
LES Austria - LES Czech Republic & Slovakia - LES Hungary
in association with



2023 LESI Management and Delegates Meeting (IMDM)
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Pop-Up Courses

- Various online Pop-up courses were planned and held during the year
- 1 November 2022 - WTO #COVID-19 waiver of #intellectualproperty rights Part 2;
- 16 November 2022 - Licensing Issues for Plant Variety-Breeders Rights;
- (postponed from early April) 31 May 2023 – Role of IP Portfolio's in securing venture financing for scale-ups
- Future topics being discussed: SEPs, metaverse, UPC



2023 LESI Management and Delegates Meeting (IMDM)

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SOCIETY EDUCATION HIGHLIGHTS

- LES Spain & Portugal successfully hosted the LES100
- LES SA planning 3 LES100 courses for Q3 2023
- LES SA planning to present LES100 for rest of Africa
- LES / EPO advanced course in Vienna (Nov 2023)
- LESI Edu Committee and LES Society Edu & Event managers to work more closely together with the purpose to add “international flavour” to national events



2023 LESI Management and Delegates Meeting (IMDM)

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2023 LESI Management and Delegates Meeting (IMDM)
 Licensing Executives Society International
 April 30, 2023

LUNCH   

LES **LESI 2023 MONTREAL**
 INTERNATIONAL ANNUAL CONFERENCE 30 APRIL-2 MAY

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LES
 thought LEADERS

LESI Thought Leadership Program 2023-2023
 Year #1

TRACK 1
 SEPs
 STANDARD ESSENTIAL PATENTS

TRACK 2
 AUTOMOTIVE

TRACK 3
 MEDIATION & ARBITRATION

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LESI Thought Leadership Program 2022-2023

- Three Substantive Tracks
- One public primer session + three substantive topic areas for LES member (or for purchase to non-members)
- Final session at the annual meeting

Sponsors provide input on the substantive topic areas and the speakers that can lead and provide industry insight into the conversation. LES recognizes sponsors as Thought Leaders fueling the discussion.

Thanks to:



SISVEL

Qualcomm



2023 LESI Management and Delegates Meeting (IMDM)

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thought
LEADERS



**LES 2023
MONTREAL**
HOSTED BY
LES USA-CANADA 30 APRIL-2 MAY

LESI THOUGHT LEADERSHIP PROGRAM 2022-2023			
14:00 - 15:00	Drummond West	Track 1: Standard Essential Patents (SEPs) The Future of SEP Licensing	Moderator: Mattia Fogliacco, Sisvel Panelists: Pat Patnode, General Electric Heath Hoglund, Via Licensing Dan McCurdy, RPX Fabian Gonell, Qualcomm Sophie Pasquier, Philips
14:00 - 15:00	Drummond East	Track 2: Automotive Industry	Moderator: John Carney, China IP Exchange, LLC Panelists: Laurie Fitzgerald, Avanci Christopher Ralph, Lion Electric Jeff Dion Flo EV Charging
14:00 - 15:00	Drummond Center	Track 3: Arbitration & Mediation	Panelists: Tilman Müller-Stoy, Bardehle Pagenberg Adam Rattray, WIPO Arbitration and Mediation Center

SEPs
STANDARD ESSENTIAL PATENTS

AUTOMOTIVE

**MEDIATION &
ARBITRATION**

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LESI Thought Leadership Program, 2023-2024

Year #2

- Similar structure -- proposed topics:

Track 1:	Track 2:	Track 3:
SEPs (cont.)	Life Sciences and Artificial Intelligence	UPC Litigation Strategies



*Engage sponsors early to provide input on topics and speakers
First sessions will launch in Fall 2023.*



2023 LESI Management and Delegates Meeting (IMDM)

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LESI Publications Report

May 2022 – April 2022

by

David Drews, Editor



2023 LESI Management and Delegates Meeting (IMDM)

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LESI Publications

- *les Nouvelles*: March, June, September, and December publication schedule. Digital-only format for all issues. June 2022 was a special issue in cooperation with the EPO and European IP Helpdesk. December 2022 was a special issue covering multi-institutional TTOs.
- *Global News*: January, April, July, and October publication schedule. Catch-all for current events, President's Message, society reports, committee reports. Digital only.

**Expanded Relevance + Increased Awareness =
Bolstered Membership**



2023 LESI Management and Delegates Meeting (IMDM)

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Expanded Relevance

- Articles covering numerous topics, including copyrights, trademarks, trade secrets, AI, licensing strategies, valuation, regulation, SMEs, etc., that may have historically been underserved by LESI publications.
- Special editions of interest to potential members that may already be targeted by AUTM, INTA, etc.
- Need more (*i.e.*, complete) reporting of committee and society activity, especially upcoming events.
- Increased promotion opportunities, including LinkedIn activity and *les Nouvelles Live*!



2023 LESI Management and Delegates Meeting (IMDM)

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Increased Awareness

- Special issues in cooperation with important IP authorities (EPO, European IP Helpdesk).
- Final negotiations regarding sharing of *les Nouvelles* content with WIPO and *vice versa*.
- Increases exposure of LES to potential members, provides members with access to expertise in other IP organizations.



2023 LESI Management and Delegates Meeting (IMDM)

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LES LESI 2023
MONTREAL



Awards Committee 2023 Report

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Awards Committee

Chair:

François Painchaud (LES USA & Canada)

Committee Members:

Andrea Lobos (LES Chile)
 Sophie Pasquier (LES France)
 Kevin Nachtrab LES (Benelux)
 Duncan Ferguson (LES ANZ)

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Awards Committee Report

The process

- Who Nominates
- Who Decides
- Role of Awards Committee

2023 Nominations

LESI Awards and Certificates

- 2022 Delegate voted winners
- Certificates awarded by Awards Committee as and voted for by the Board
- The President's awards

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Process

Awards Committee Report

Awards requiring Board and ID approval

LESI Award	Who Nominates	Who Approves
Gold Medal (award for 2022)	Board or Awards Committee	Board* & ID*
Peter K. Hess Award of Achievement (Nomination for 2023, award for 2022)	Board or Awards Committee	Board* & ID*
Society of the Year Award (Nomination for 2023, award for 2022)	Board	Board* & ID*

Awards/Certificates requiring Board approval

LESI Award/Certificate	Who Nominates	Who Approves
Certificate of Merit	Board	Board*
Service Recognition Certificate	President (or Board or ID or Societies)	Board
Yvonne Chua's Joining Hands Award	Board (or ID or Societies)	Board*
Most Progressive Society	Board (or ID or Societies)	Board*
Outstanding Activity/Event	Board (or ID or Societies)	Board*

* Approval upon recommendation of Awards Committee

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Awards Committee Report

Committee Process

- Nomination solicitation e-mail and reminders sent to each National Society requesting submission of nominations; and Extended the delay
- Committee sent report/recommendations to LESI Board after consideration of nominations and other discussions
- LESI Board members, although deserving, have declined to receive Awards

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Presentation of 2022 approved awards

LESI Gold Medal 2022:

Arnaud Michel

(awarded at Delegates Dinner – 29 April)

Peter K. Hess Award of Achievement 2022:

Fiona Nicolson

LESI Society of the Year 2022:

LES Italy

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*Presentation of Gold Medal
Award*

**Winner 2022
Gold Medal**

**Arnaud
Michel**

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**Awards
proposed for
the 2023** (to be
presented in the spring 2024)

Peter K. Hess Award of
Achievement 2023:

Audrey Yap

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**Awards
proposed for
the 2023** (to be
presented in the spring 2024)

LESI Society of the Year 2023:

LES Italy

For the LESI 2021 Annual Meeting

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*Awards
Committee
nominations
summary*

Based on

- Nomination duly made;
- Recommendation of the Awards Committee; and
- Approval of the LESI Board

The recommendation to the LESI International Delegates is for the approval of the nominations of:

- LESI Peter K. Hess Award of Achievement 2023:
[Audrey Yap](#)
- LESI Society of the Year 2023:
[LES Italy](#)

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Board's & President's Certificates of recognition

Awards Committee Report

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Awards Committee Report Board Certificates

Certificates of Merit:

**Yorikatsu Hohokabe; Aimin Huo; Gary D. Fedorochko;
Bayani B. Loste; Dr Orakanoke Phanraksa; Lakshika Joshi;
Sue Muggleston**

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Awards Committee Report Board Certificates

Yvonne Chua's Joining Hands Award:

**LES China
LES France and
LES Brazil**

(for their joint sessions "Ask me anything")

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Awards Committee Report Board Certificates

President's Most Progressive Society of the Year Certificate:

LES Philippines

(In recognition of the vibrancy of this society: in the performance of YMC, Asia-Pacific Regional Conference and LES Education)

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Awards Committee Report Board Certificates

Outstanding Activity Certificate:

LES South Africa

(with their drafting of Confidentiality Agreements and Life Science Afternoon talks)

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Awards Committee Report Board Certificates

President's Service Recognition Certificates (2023):

Archana Shanker; Jeff Whittle; Pam Cox; Ann Cannoni;
George Hwang; Peter Ling; Rinaldo Plebani; Kilian Schärli;
Tanja Sovic

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The Committee :

François Painchaud, Chair
Andrea Lobos (LES Chile)
Sophie Pasquier (LES France)
Kevin Nachtrab LES (Benelux)
Duncan Ferguson (LES ANZ)

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LESI Presidential Year 2023-2024

Mike Lasinski (USA & Canada)	Ankura	President
Sonja London (Scandinavia)	TactoTek	President-Elect
Ichiro Nakatomi (Japan)	Avida Science	Immediate Past-President
Russell Levine (USA)	Kirkland & Ellis	Treasurer
Tatiana Campello (Brazil)	Demarest	Corporate Secretary
Karin Hofmann (Austria)	Vienna University of Technology (TU Wein)	Vice President
Junko Sugimura (Japan)	SUN PHARMA Japan	Vice President
Mattia Dalla Costa (Italy)	CBA	Vice President
Madelein Kleyn (South Africa)	Omnisient	Vice President
Tilman Mueller-Stoy (Germany)	Bardehle Pagenberg	Director
Ningling Wang (China)	Finnegan	Director
Matteo Sabattini (USA & Canada)	Ericsson	Director
Emmanuel Gouge (France)	Pinsent Masons	Counsel
Keith Lutsch (USA & Canada)	Keith Lutsch, PC	Counsel (TBC)
Stacey Dunn (USA & Canada)	Robic	YMC Observer (expected)



Nomination Committee Chair: Audrey Yap
(Presented at the 2022 IMDM in Venice, Italy)

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Proposed LESI Presidential Year 2024-2025

Sonja London	Finland/Scandinavia	President
Jean-Christophe Troussel	Belgium/Benelux	President-Elect
Mike Lasinski	USA and Canada	Immediate Past-President
Russell Levine	USA and Canada	Treasurer
Tatiana Campello	Brazil	Corporate Secretary
Sophie Pasquier	France	Vice President
Hemang Shah	India	Vice President
Mattia Dalla Costa	Italy	Vice President
Madelein Kleyn	South Africa	Vice President
Ningling Wang	China	Director/Deputy Treasurer
Tilman Mueller-Stoy	Germany	Director
Matteo Sabattini	USA and Canada	Director
TBD		Counsel
TBD		Counsel
TBD		YMC Observer (expected)



Nominations Committee Chair 2023: John Paul

LESI Nominating Committee Recommended Slate for
confirmation by the LESI Board of Delegates in Madrid

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2023 LESI Management and Delegates Meeting (IMDM)
 Licensing Executives Society International
 April 30, 2023


**Industrial Advisory Board (IAB)
 of Chemicals Energy Environment & Materials
 (CEEM) Committee of LESI**

Ningling Wang & Dallas Wilkinson

LES **LESI 2023 MONTREAL**
 INTERNATIONAL ANNUAL CONFERENCE 30 APRIL-2 MAY

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IAB Members			
	Title	Organization	National Society
Ningling Wang Dallas Wilkinson	Co-Chairs of CEEM Committee	Finnegan 3ME Technology	China Australia/New Zealand
Suracha Udomsak	Chief Innovation Officer and Executive Vice President	SCG Chemicals	Thailand
Charlotta Ljungdahl	Global IP Director	ABB	France
Clive Erasmus	Lead IP Legal Advisor	Sasol	South Africa
Rebecca McCrackan	Principal IP Counsel	Rio Tinto	Australia/New Zealand
Cherie Van Wensveen	IP Commercialization Manager	CSIRO (Previously with BHP)	Australia/New Zealand
Beatriz Crisostomo	Head of Innovation Management	Iberdrola	Spain
Olivia Koentjoro	Director of IP Analytics Center of Excellence	Applied Materials	Singapore
Han Sun Lee	Director of IP & VP	LG Energy Solution, Ltd.	South Korea
Tomoko Miyashita	Senior Manager, IP	Resonac Corporation (i.e., Showa Denko KK)	Japan
Melody van Denzen	Senior Legal Counsel, IP	ConocoPhillips	US/Canada



2023 LESI Management and Delegates Meeting (IMDM)

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IAB Activities

- Quarterly Teleconference Calls
- Speakers for LESI Annual Meetings, Asia Pacific Regional Conferences, and Webinars
- Collaborations with Other Committees and Organizations
- Publications with *LES Nouvelles*
- Royalties Survey in Collaboration with LES US/Canada
- Promote CEEM Committee



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Quarterly Teleconference Calls



2023 LESI Management and Delegates Meeting (IMDM)

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Quarterly Teleconference Calls

- Platform for IAB members:
 - to interact with each other
 - to learn from each other
- Recent trends and hot topics:
 - Green technology, such as green hydrogen
 - Decarbonization
 - Electrification
 - Sustainable fuels, such as bio fuels



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Hemispheres

"The Importance of Sustainable Aviation Fuel (SAF)"

The science is clear: SAF is the nearest and most accessible tool to reduce our carbon footprint... United was the first airline to use SAF in regular operations ..."



2023 LESI Management and Delegates Meeting (IMDM)

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Making Sustainable Travel a Reality

A message from Lauren Riley

April 1 marks the beginning of Earth Month, giving us another opportunity to demonstrate what doing the right thing looks like at United. We've been focused on decarbonizing aviation for more than a decade, and we remain committed to investing in our future today for generations to come. We are taking real action when it comes to reducing our carbon footprint. Decarbonizing the aviation industry goes beyond United, and as a company at the forefront of this effort, we want and need to spark change for travelers around the world. This means doing more than just acknowledging our climate impact; it means holding ourselves accountable to create and implement meaningful future changes.

Paving the Way for More Sustainable Travel
We are driven by our goal to become 100% green by reducing our greenhouse gas emissions 100% by 2050—without relying on traditional carbon offsets. Sustainable flight may seem ambitious for a single company, but we believe that with the right forward-thinking mindset firmly rooted in science and technology, we can make our vision a reality and change how our industry operates for good. And we are not doing it alone. Together, with our industry peers, governments, and now customers, we are building tangible solutions and creating an industry from the ground up.

The Importance of Sustainable Aviation Fuel (SAF)
The science is clear: SAF is the nearest and most accessible tool to reduce our carbon footprint. Although United was the first airline to use SAF in regular operations, and we have invested in more SAF than any other airline globally, the industry as a whole is still in its infancy. That's why we must lay the groundwork now to increase the overall availability of SAF, so that one day, hopefully in the near future, the cost of SAF will be at least competitive with conventional jet fuel.

Quarterly Teleconference Calls

- Recent trends and hot topics (continued):
 - Recycling ecosystem
 - New materials for batteries and 3D printing
 - Collaboration with small-medium enterprises (such as start-ups), universities, research institutes, and government agencies
 - FTO analysis has become complicated



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IAB Activities - Speakers for LESI Annual Meetings, Asia Pacific Regional Conferences, and Webinars



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IAB Activities – Collaborations with Other Committees and Organizations



Rigorous empirical
research on
intellectual property

Green tech helping net zero emissions by 2050

Host: Axel Ferrazzini, Managing Director, 4iP Council

Presenters:

- Dr. Suracha Udomsak
- Dr. Dallas Wilkinson
- Dr. Stephanie Guichard



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IAB Activities – Collaborations with Other Committees and Organizations



In Collaboration with Chemical
Energy Environment &
Materials (CEEM) Committee

WILA Speaker Series 2022-23

Session 2:
How To Become A Leader?



Thursday,
November 17, 2022
10am – 11am (EST)
Virtual

Moderator: **Ningling Wang**, Partner, Finnegan



Panelists →



Charlotta Ljungdahl
Senior Vice
President & Global
Head of IP

ABB



Tomoko Miyashita
IP Licensing &
Litigation Manager

Showa Denko KK



Olivia Koentjoro
Director of IP Analytics
Center of Excellence

Applied Materials



Vikran Duangmanee
IP Manager

SCG Chemicals



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What Works?

- Open sharing from the Board members
- Involvement (everyone contributes)
- Learning environment
- Members who are curious
- Each meeting has some value-added components
- No over commitment of time (no excessive time demands)
 - Calls kept to be within one hour
- Sense of team



2023 LESI Management and Delegates Meeting (IMDM)

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Thank You!


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LESI High Tech Automotive Industry Advisory Board

UPDATE
MONTREAL, APRIL 30, 2023

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LESI's Automotive Industry Advisory Board (IAB) What is it?

- An ad hoc group – providing Technology/Market/IP Points of View
- Tracks emerging vehicle technologies


Objective - Answer 4 key questions:

- **What technologies are changing the game for the producers of vehicles, systems and services?**
- **What is the likely impact in the major vehicle markets?**
- **What is the role of IP in the technology deployment in world vehicle markets?**
- **How can the IP profession help in making these IP rights/technologies available worldwide?**

The group will identify & maintain:

- A "Short list" of key drivers of change in the market for automobiles, services and data

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Auto IAB - Emerging Technology Reviews – “Short List”

Technologies - Reviewed / (Re-visited)

- Autonomous Vehicles - ADAS ([Feb. and Jun. '21](#))
- Connected Car Technology (V2X) ([May '20](#)) & [Sep & Dec '22, Mar '23](#)
- Vehicle Electrification ([Dec. '20](#))
- Transportation as a Service ([Dec. '21](#))
- Smart Cities & the Connected Car ([Mar. '22](#))
- Vehicle Open Architecture ([Jun. '22](#))
- Open-Source Software & Vehicle Controls ([Jul '20](#))
- Hydrogen Fuel Cells ([Oct. '20](#))
- Vehicle Cyber Security ([Sep. '21 & June 22, 2023](#))

Output: Written summaries available at: www.lesi.org/AutoIAB

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LESI Automotive Industry Advisory Board (IAB)

Current Membership

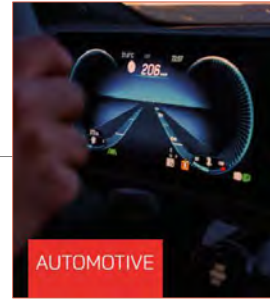
March 2023

1 John Carney	Chair	China IP Exchange, LLC	Managing Director
2 Humin Gong	Vice Chair	Borg Warner - China	Asia Licensing Executive
3 Frank Ni		TusStar International (start up incubator for Tsinghua University)	President - TusStar USA - Ann Arbor
4 Tu T. Le		Sino Auto Insights	Managing Director
5 Eric Gottschling		Borg Warner	Global Director Licensing & Commercialization
6 Jason Pankin		Autoharvest	CEO
7 Caterina Dauvergne		FutureBridge Development - Antwerp, Belgium	Director Business Development
8 Georgios Stathousis		FutureBridge Development - Antwerp, Belgium	Assoc. Director, Mobility Insider, FutureBridge,
9 Scott McCormick		Connected Vehicle Trade Association	President
10 Amir Ghavi		Fried, Frank, Harris, Shriver & Jacobson LLP - Chair Automotive & Aerospace - HTS LES	Partner
11 Mark Rhada		Stata Insights	Ceo and Chief Brand Economist
12 James Grieve		Ahead Energy	Chief Technology Officer
13 Wang Liangliang		CATARC	IP Strategy Manager
14 Alexander Kraus		Tuv Sud	Senior VP Mobility
15 Matthias Schneider		IP - Schneider	Owner
16 Sylvia Liu		Shihui Partners	Of Counsel
17 Ami Dotan		Karamba Security	CEO & Co-Founder
18 Dr. Roderick McConnell		Continental Automotive GmbH	Intellectual Property
19 Takanori Abe		ABE and Partners	Managing Partner
20 Han Sun Lee		LG Energy Solution, Ltd	Director IP Matters
21 Peng Zhang		Huawei Technologies Co., Ltd.	Director of Intelligent Automotive Technology IPR Department

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LES Thought Leadership Program
2022-2023
Track 2



2023 Session Topics:

- January 24 – Connected Vehicle and 5G (Matthias)
- February 9 – EV Fast Charging, Smart Grid and Vehicle Range (John)
- March 16 – Self Guided Vehicles – What's Happening/What's Next?(Scott)
- May 1 – LESI2023 (Montreal, Canada) – In person
Key Topics (The Path to Green Energy & the Smart Grid)

More information:

www.lesi.org/thoughtleadership

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2023 Planning – Focus Areas


Focus Sessions - Quarterly

- Cyber Security and Connected Vehicles ([June 2023](#))
- Autonomous Vehicles – Robo Taxis & Vehicle Fleets (Level 3 and Beyond) ([September 2023](#))
- EV Grid Readiness? The cars are coming – will the grid be ready? ([December 2023](#))

Outreach

- Reach out to the USPTO – Detroit Offices (key auto IP resource)
- LES US and Canada – High Tech Sector – Liaison (Panel Sponsor/Collaborator)

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How are Auto IAB efforts useful to LESI Members?

Written Reports Provide:

- Primer for new vehicle technologies – written for a non-technical audience (plain English)
- Identifies established/developing Industry Standards for new vehicle technologies
- Identifies the role of IP

Potentially useful as you engage with clients that are/will be active in these new vehicle technologies.

- It is not legal advice, but provides background information for and IP/Technology discussion for you and your teams.
- Join us! Email me at: john@chinaipxchange.com – Listen, watch, contribute, bring others to the Auto IAB

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Upcoming LES Meetings

2023 LESI Management and Delegates Meeting (IMDM)

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LES
LICENSING EXECUTIVES SOCIETY
USA & CANADA

2023
ANNUAL MEETING

Winds of Change

DEALMAKING TRENDS IN THE
EVOLVING INNOVATION ECONOMY

October 15–18, 2023
Chicago, IL

2023 LESI Management and Delegates Meeting (IMDM)

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Exceptional panels

- **Brand Management and Reputation Cost Keynote**, October 16
 - Camille Vasquez, Partner, Litigation & Arbitration Practice Group, Brown Rudnick
- **Dealmaking Trends Plenary Panel**, October 17
 - Pam Cox, Marshall, Gerstein & Borun, Moderator
 - Heather Walsh, PhD, Astellas, Executive Director, Head of New Business Opportunities, Rx+ Business Accelerator
 - Saumil Mehta, Clearcover, General Counsel
 - Nancy Sullivan, Illinois Ventures, CEO and Managing Director
 - Michelle A. Booden, PhD, Merck Research Laboratories, Director, Pacific BD&L

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Main Topics

- **Automotive:**
- **Alternative Foods**
- **AI and Machine Learning:**
- **Electronics, Semiconductors and Software:**
- **Pharma and Biotech:**
- **Academia- Industry relationship:**
- **New developments in licensing:**
- **IP growth and management – what's new?:**
- **Recent rulings in Europe pertaining to IP and IP related matters.** OK to submit same for other territories.
- **UP and UPC:** 'first impressions' and looking to the future.
- **IP Valuation and deal financing around the world.**
- **Free Topics**

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Jerusalem of Gold - Where History Meets Innovation

LES PAN-EUROPEAN CONFERENCE | 10-11 OCT 2023
JERUSALEM, ISRAEL

**CALL FOR SUBMISSION OF PROPOSALS
FOR SESSIONS AND INDIVIDUAL
PRESENTATIONS IS OPEN**

**BE A PART
OF THE 2023 PAN-EUROPEAN CONFERENCE**

SUBMIT HERE

WWW.LES-ISRAEL2023.ORG

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Jerusalem of Gold - Where History Meets Innovation



PAN-EUROPEAN CONFERENCE
JERUSALEM, ISRAEL



10-11
OCT
2023

SPREAD THE WORD...
and come yourself

les-israel2023.org



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LESI2024 – Madrid (Draft Concept)



28 - 30
APRIL, 2024

UNGLITCHED

LESI 2024 ANNUAL MEETING
MADRID




LES

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Incoming LESI President's Report
2023-2024

Michael Lasiniski





2023 LESI Management and Delegates Meeting (IMDM)

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Focused Agenda for 2023 / 2024

- Revamp the Website (and make it society friendly)
- Consider Global Organizational Memberships
- Create a Partnership Position to Manage Business Development
- Create an Executive Director Review and Support Team
- Continued Support for the Thought Leadership Program
- Rethink our Committee Support Systems
- Annual Conference in Madrid (can we get to 700?)



2023 LESI Management and Delegates Meeting (IMDM)

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Focused Board for 2023 / 2024

Board Member	Organization	Title	Focus Area
Mike Lasinski (USA & Canada)	Ankura	President	
Sonja London (Scandinavia)	TactoTek	President-Elect	BD/ Thought Leadership
Ichiro Nakatomi (Japan)	Avida Science	Immediate Past-President	Nominations Committee Chair
Russell Levine (USA)	Kirkland & Ellis	Treasurer	BD/Focus on Grants
Tatiana Campello (Brazil)	Demarest	Corporate Secretary	Committees
Karin Hofmann (Austria)	Vienna University of Technology (TU Wein)	Vice President	Committees
Junko Sugimura (Japan)	SUN PHARMA Japan	Vice President	BD/Sponsorship
Mattia Dalla Costa (Italy)	CBA	Vice President	Madrid2024
Madelein Kleyn (South Africa)	Omnisient	Vice President	ED Review Team
Tilman Mueller-Stoy (Germany)	Bardehle Pagenberg	Non-Executive Director	Website / Communications
Ningling Wang (China)	Finnegan	Non-Executive Director	Committees
Matteo Sabattini (USA & Canada)	Ericsson	Deputy Treasurer	
Keith Lutsch (USA & Canada)	Keith Lutsch, PC	Non-Executive Director	Creating an Organizational Membership
Emmanuel Gouge (France)	Pinsent Masons	Counsel	Committees
Stacy Dunn (USA & Canada)	Robic	Counsel	Creating an Organizational Membership
		YMC Observer (expected)	YMC



2023 LESI Management and Delegates Meeting (IMDM)

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Revamp the Website

- Initial Management Team:
 - Tilman Mueller-Stoy
 - Georgina Busku
- Obtain at least 3 bids to help with the design / administration
- Create a broader group of LES members and get input from users
- Provide support / infrastructure for societies to manage their websites
- Implement within the year



2023 LESI Management and Delegates Meeting (IMDM)

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Partnership & BD Management

- Initial Management Team:
 - Sonja London
 - Russell Levine
 - Junko Sugimura
- Budget for an individual (or firm) to manage our sponsor and partner relationships and identify and research new potential partners
- Consider and develop proposals grants available to LESI
- Ensure that we hear our sponsors and deliver what they are looking for
- Work with national societies to identify opportunities for their organizations



2023 LESI Management and Delegates Meeting (IMDM)

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Consider Global Organizational Memberships

- Initial Management Team:
 - Emmanuel Gouge
 - Matteo Sabattini
- Consider offering memberships to organizations (including global)
- Provide all members of an organization access to membership benefits
- More inline with certain other organizations and doesn't require individuals to get annual approval
- Consider society & by-law implications



2023 LESI Management and Delegates Meeting (IMDM)

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Rethink our Committee Support Systems

- Initial Management Team:
 - Tatiana Campello
 - Karin Hofmann
 - Ningling Wang
 - Keith Lutsch
- Higher Logic? Worthwhile to continue? More training needed?
- Support systems and transition planning year-to-year
- Our we passionate about the committee or are we just meeting requirements?
- What interaction / visibility do committees have with the LESI Board?



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