## AGENDA

### Sunday, 30 April 2023 – International Management & Delegates Meeting

<table>
<thead>
<tr>
<th>No.</th>
<th>Time (XX)</th>
<th>Presentation</th>
<th>Action</th>
<th>Attachments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>9:00 am</td>
<td>President’s report</td>
<td>Presented by: Luke Nakazomi</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>9:15 am</td>
<td>Confirmation of Delegates &amp; Process and Agenda adjustments</td>
<td>Presented by: Tatiana Campillo</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>9:30 am</td>
<td>Overview of actions to be taken</td>
<td>Presented by: Gino Robert</td>
<td>Action</td>
</tr>
<tr>
<td>4.</td>
<td>9:50 am</td>
<td>Approval and vote of the minutes of the last HIMM Meeting (held May 8, 2022 in Venice)</td>
<td>Presented by: Tatiana Campillo</td>
<td>Action</td>
</tr>
<tr>
<td>5.</td>
<td>10:15 am</td>
<td>Treasurer’s report</td>
<td>Presented by: Serko London, Gino Robert</td>
<td>Action</td>
</tr>
<tr>
<td>6.</td>
<td>10:30 am</td>
<td>COFFEE BREAK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>10:45 am</td>
<td>Collaboration Society reports</td>
<td>Presented by: Luke Nakazomi</td>
<td>Action</td>
</tr>
</tbody>
</table>

### Notes
- President declares the meeting convened.
- Minutes from HIMM in Venice.
- Treasurer’s report
- Highlights from the HIMM and strategic initiatives.
- Summary of the INM Chair Report.
<table>
<thead>
<tr>
<th>No.</th>
<th>Time (CET)</th>
<th>Description</th>
<th>Presented by</th>
<th>Action</th>
<th>Attachments</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.</td>
<td>11:30 am</td>
<td>Collaboration: Meetings Committee</td>
<td>Thomas Alborek, Laura Minchinton, Alvaro Martel</td>
<td>Presentation</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>11:45 am</td>
<td>Collaboration: Education Committee Update</td>
<td>Martin Schindler, Danie Dufresne, Nadir Raafad</td>
<td>Presentation</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Noon</td>
<td>10 minutes</td>
<td>Songsi Kowes, Dana Robert, Colbrafi, Maria Fragata</td>
<td>Presentation</td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>1:15 pm</td>
<td>Lunch</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>1:30 pm</td>
<td>LES Publications Report - Les Novelties and Global News</td>
<td>Dana Dufresne, Dana Robert, Colbrafi</td>
<td>Presentation</td>
<td></td>
</tr>
<tr>
<td>17.</td>
<td>1:30 pm</td>
<td>LES Awards (Presentation)</td>
<td>François Patrick, Madeleine Kripy</td>
<td>Presentation &amp; Vote</td>
<td></td>
</tr>
<tr>
<td>18.</td>
<td>1:45 pm</td>
<td>Nominating Committee Report and Vote</td>
<td>John Paul</td>
<td>Presentation &amp; Vote</td>
<td></td>
</tr>
<tr>
<td>19.</td>
<td>2:15 pm</td>
<td>Report out of the votes</td>
<td>DAC Robert Colbrafi</td>
<td>Decision</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Time (CET)</td>
<td>Description</td>
<td>Presented by</td>
<td>Action</td>
<td>Attachments</td>
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<td>------------------------------------------</td>
</tr>
<tr>
<td>18</td>
<td>2:15 pm</td>
<td>Industry Advisory Boards (LESI High-Tech Committee) – Updates: • Chemicals, Environment, Energy, and Materials Committee (CEEM) AAB • Automotive AAB</td>
<td>John Carney, Ningning Wang</td>
<td>Presentation</td>
<td>18(a) CEEM AAB Presentations 18(b) Auto AAB Presentation</td>
</tr>
<tr>
<td>19</td>
<td>2:35pm</td>
<td>Promotion for Upcoming Meetings and Events: • Promo for the USA &amp; Canada Annual Meeting in Chicago 15-18 October</td>
<td>Alon Cannoni, Karthika Persumal</td>
<td>Presentation</td>
<td>19(a) Poster for the Pan-European Conference in Jerusalem, Oct. 10-11 [LESI Israel] 19(b) Material announcing LESI024 in Madrid, Spain</td>
</tr>
<tr>
<td></td>
<td>2:35pm</td>
<td>Promotion for the 2023 Pan-European Meeting in Israel 19-21 October</td>
<td>Hanan El-Kafrawy</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2:35pm</td>
<td>Promotion for LESI2024 (Madrid, Spain</td>
<td>April 28-30)</td>
<td>José Miguel Lissón</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2:35pm</td>
<td>LESI2023 Annual Conference [Location: Singapore]</td>
<td>Thomas Adcock</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2:35pm</td>
<td>LESI2023 Annual Conference [Location: Dublin]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>2:55 pm</td>
<td>Incoming LESI President’s Report</td>
<td>Michael Lucaski</td>
<td>Presentation</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>3:15pm</td>
<td>Meeting Adjourned</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

LESI President’s Report 2022-2023

Ichiro Nakatomi
**LESI Board 2022-2023**

**BOARD MEMBERS:**
- Ichiro Nakatomi, Avida Science (Japan)
- Mike Lasinski, Ankura (USA)
- John Paul, Finnegan Law (USA)
- Sena London, TactoTek (Scandinavia)
- Tatiana Campello, Emunavest Advocados (Brazil)
- Kariin Hofmann, TU WIEN (Austria)
- Junko Sugimura, Tamura, Tamura & Partners (Japan)
- Matteo Dalla Costa, CBA (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)
- Emmanuel Gougé, Pinsent Masons (France)
- Ningling Wang, Finnegan Law (China)
- Dana Robert Colarulli, Executive Director (USA)
- Killian Schärli, Meyerlustenberger Lachenal (Switzerland)

**Treasurer:** Sonja London, TactoTek (Scandinavia)
**Corporate Secretary:** Tatiana Campello, Emunavest Advocados (Brazil)
**President:** Ichiro Nakatomi, Avida Science (Japan)
**President-Elect:** Mike Lasinski, Ankura (USA)
**Immediate Past President:** John Paul, Finnegan Law (USA)
**VP:** Karin Hofmann, TU WIEN (Austria)
**VP:** Junko Sugimura, Tamura, Tamura & Partners (Japan)
**VP:** Matteo Dalla Costa, CBA (Italy)
**VP:** Madelein Kleyn, Mad-K IP (South Africa)
**VP:** Hayley French, Apitope International (Britain & Ireland)
**VP:** Duncan Ferguson, Sugar Research Australia (Australia & New Zealand)
**VP:** Russell Levine, Kirkland & Ellis (USA)
**VP:** Emmanuel Gougé, Pinsent Masons (France)
**VP:** Ningling Wang, Finnegan Law (China)
**Director:** Hayley French, Apitope International (Britain & Ireland)
**Director:** Duncan Ferguson, Sugar Research Australia (Australia & New Zealand)
**Director:** Russell Levine, Kirkland & Ellis (USA)
**Director:** Emmanuel Gougé, Pinsent Masons (France)
**Director:** Ningling Wang, Finnegan Law (China)

**LEGAL COUNSELS:**
- Emmanuel Gougé, Pinsent Masons (France)
- Ningling Wang, Finnegan Law (China)

**EXECUTIVE DIRECTOR:** Dana Robert Colarulli, Executive Director (USA)

**OBSERVER:** Killian Schärli, Meyerlustenberger Lachenal (Switzerland)

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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-LESI Joint Meeting in Tokyo
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

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
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.

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)

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.
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 setting up Industry Advisory Board?  
   *ex. Life Science Committee IAB, Software & IT IAB*
4. Importance of Education Committee to expand LES 100  
   *ex. South Africa*
5. 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*

SDG-IP Index Committee

**LES’s SDG-IP Index: Part 1**

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

*By: Rumen Rusevski, Asst. Prof. Dr. and Zora Robert Cassett*

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

<table>
<thead>
<tr>
<th>No</th>
<th>Company Name</th>
<th>Ranking Corporate Knights</th>
<th>Sustainable Patent Value/Total Assets</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SAMSUNG SDI CO., LTD.</td>
<td>60</td>
<td>17.72%</td>
<td>KR</td>
</tr>
<tr>
<td>2</td>
<td>OSRAM LIGHT AG</td>
<td>23</td>
<td>15.07%</td>
<td>DE</td>
</tr>
<tr>
<td>3</td>
<td>NOVOZYMES A/S</td>
<td>36</td>
<td>4.20%</td>
<td>DK</td>
</tr>
<tr>
<td>4</td>
<td>VESTAS WIND SYSTEMS A/S</td>
<td>21</td>
<td>3.43%</td>
<td>DK</td>
</tr>
<tr>
<td>5</td>
<td>SANKYO CHEMICAL CO LTD</td>
<td>51</td>
<td>3.09%</td>
<td>JP</td>
</tr>
<tr>
<td>6</td>
<td>BYD COMPANY LIMITED</td>
<td>94</td>
<td>3.02%</td>
<td>CN</td>
</tr>
<tr>
<td>7</td>
<td>TAIWAN SEMICONDUCTOR MANUFACTURING</td>
<td>20</td>
<td>3.38%</td>
<td>TW</td>
</tr>
<tr>
<td>8</td>
<td>VLING DA</td>
<td>66</td>
<td>2.15%</td>
<td>FR</td>
</tr>
<tr>
<td>9</td>
<td>SIEMENS AG</td>
<td>25</td>
<td>1.82%</td>
<td>DE</td>
</tr>
<tr>
<td>10</td>
<td>MAXIM INTEGRATED PRODUCTS INC</td>
<td>96</td>
<td>1.59%</td>
<td>US</td>
</tr>
<tr>
<td>11</td>
<td>KONICA MBOIKA, INC.</td>
<td>41</td>
<td>1.35%</td>
<td>JP</td>
</tr>
<tr>
<td>12</td>
<td>ABM LTD</td>
<td>33</td>
<td>1.18%</td>
<td>CH</td>
</tr>
</tbody>
</table>
Memberships 2022-2023

Uneven global balance of LES members

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)
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!

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 American, Asia-Pacific and European regions.

Please report results of above consideration to LES Board by the end of November 2022.
Please also report the reason if you can't introduce the ideas 1 & 2.
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

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)
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

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
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

<table>
<thead>
<tr>
<th>2024 April 21-23, Madrid</th>
<th>INTA Annual Meeting</th>
<th>LESI Annual Conference</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>Singapore (144)</td>
<td>May 16-20</td>
</tr>
<tr>
<td>2022</td>
<td>Washington DC (146)</td>
<td>Apr 30-May 4*</td>
</tr>
<tr>
<td>2021</td>
<td>virtual (143)</td>
<td>Nov 12-19</td>
</tr>
<tr>
<td>2020</td>
<td>virtual (142)</td>
<td>Nov 10-20</td>
</tr>
<tr>
<td>2019</td>
<td>Boston (141)</td>
<td>May 16-22</td>
</tr>
<tr>
<td>2018</td>
<td>Seattle (140)</td>
<td>May 19-23</td>
</tr>
<tr>
<td>2017</td>
<td>Barcelona (139)</td>
<td>May 22-24</td>
</tr>
<tr>
<td>2016</td>
<td>Orlando (138)</td>
<td>May 21-25</td>
</tr>
<tr>
<td>2015</td>
<td>San Diego (137)</td>
<td>May 1-5*</td>
</tr>
<tr>
<td>2014</td>
<td>Hong Kong (136)</td>
<td>May 10-14</td>
</tr>
</tbody>
</table>

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

Unsolved Issues 2022-2023 and Future Org.

- LES Arab Countries

- Presidency Period – 2 years

- President being focus on Revenue - CEO

- Audit mechanism for President
Acknowledgement

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

Thanks for your attention!
LESI Executive Director’s Report
2022-2023

Dana Colarulli

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

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

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

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.
Treasurer’s Report
Sonja London

Agenda

• LESI Financial Trends 2017-2023
• Current Financial Position
• Budget for 2023
• Proposal for Sustainable Financial Position
Summary: Number of LES members globally from 2017 – 2023 is down roughly 24%

Revenue from membership fees 2017- 2023 is down roughly 13%
Profit/loss at year end 2017-2022 (actual)

Cash & Equivalents at Year End 2017-2022 (actual)
Financial Performance of LESI Annual Meetings 2017-2023

<table>
<thead>
<tr>
<th>Year</th>
<th>Location</th>
<th>Profit/loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Paris, France</td>
<td>$12,138</td>
</tr>
<tr>
<td>2018</td>
<td>San Diego, CA (USA)</td>
<td>$29,000</td>
</tr>
<tr>
<td>2019</td>
<td>Yokohama, Japan</td>
<td>$174,808</td>
</tr>
<tr>
<td>2020</td>
<td>Berlin, Germany</td>
<td>$(119,947)</td>
</tr>
<tr>
<td>2021</td>
<td>Seoul, Korea</td>
<td>$(21,000)</td>
</tr>
<tr>
<td>2021</td>
<td>24-Hour Virtual Event</td>
<td>$82,990</td>
</tr>
<tr>
<td>2022</td>
<td>Venice, Italy</td>
<td>$3,533</td>
</tr>
<tr>
<td>2023</td>
<td>Montreal, Canada</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

LESI Budget: Revenue Sources

**Historical LESI Funding Model**
- Member Society Dues: 50%
- Annual Meeting Income/Surplus: 50%

**Ideal/Future LESI Funding Model**
- Member Society Dues: 40%
- Annual Meeting Income/Surplus: 25%
- Creating and Monetizing content: 25%
- Increasing Sponsors and Sponsorship Opportunities: 10%
Revenue Sources Planned 2023

2023 Budget

- Annual Dues Revenue: 464,202
- Publications Revenue: 57,100
- Meetings Revenue: 105,900

TOP 3 Revenue sources:
1. Annual Dues
2. Meetings
3. Publications

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.**
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)
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
Summary of budget 2023 compared to 2022

<table>
<thead>
<tr>
<th></th>
<th>Budget 2022</th>
<th>Budget 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>474 300</td>
<td>627 202</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>693 450</td>
<td>740 900</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td><strong>-219 150</strong></td>
<td><strong>-113 698</strong></td>
</tr>
</tbody>
</table>

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)
View of budget changes 2022 to 2023

### 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)

#### LESI Budget: Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>2022 budget</th>
<th>2023 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Dues</td>
<td>437,500</td>
<td>464,202</td>
</tr>
<tr>
<td>Publications</td>
<td>33,000</td>
<td>57,100</td>
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<td><strong>Expenses</strong></td>
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<tr>
<td>Publications</td>
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<td>Meetings (Annual, IMDM, WPM)</td>
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<td>Board of Directors travel</td>
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<td>Total Expense</td>
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<td>Planned Net total</td>
<td>-219,150</td>
<td>-113,698</td>
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</table>

2023 LESI Management and Delegates Meeting (IMDM)
Proposal for Sustainable Financial Position

(for LESI & LES Member Societies)

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
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)*
Collaboration: Society Reports

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

• Incorporated in 2014 with assistance from many LES societies and members including LES Japan

• Five core founding members:

![LES Thailand Members]

Current LES Thailand Committee Members

Michelle Ray – Jones  
President of LES Thailand

Kamonphan Mirjoy  
Vice-President of LES Thailand

Phynapa Jakkasigorn  
Secretary of LES Thailand

Vasli Isbramso  
Treasurer

Mrs. Donapi Vachanavudhivang  
Trusted Advisor
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
Chalermpol Tuchinda: Asia Pacific Committee
Suracha Udomsak: Chemicals, Environment, Energy, and Materials

LEST Highlights: 2021-2022
LEST Annual Conference 2021

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

September 9-10, 2021

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.

IP Valuation Webinar

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.
Unitary Patent & UPC Webinar

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.
Collaboration with Other Societies

WEBINAR
7 PM AUGUST 25, 2022

Roundtable Discussion on NFTs
LESI.ORG/EVENTS
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.
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

Thank you
Collaboration: Young Members Congress (YMC)

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

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

Stacey Dunn & Kilian Schärli
Content directed at Young Members

Unique Networking opportunities

Fun events

Leadership and Volunteer opportunities

https://ymcpanamerica.lesi.org/

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

Venice, Italy
Stockholm, Sweden

YMC Pan-European

Milan, Italy
YMC Asia-Pacific

Manila, Philippines
Winter Planning Meeting

Geneva, Switzerland
YMC Pan-American

Houston, Texas
Challenges and Learnings

Support from LES Societies / LESI
The 2022-23 Committee

Chair:
Kilian Schärfi (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 Szakacs (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)

2023-2024 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
Collaboration: LESI Meetings Committee

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

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
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

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.”
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.

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.
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 /workable 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

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
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!

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?
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?

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!*
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

LESI2024: Madrid
LESI2025: Singapore

LESI2026: Dublin
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

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 known trained trainers available
• LES Spain & Portugal hosted the course on 17 March 2023
• Online train the trained course planned
LES/EPO ADVANCED COURSE

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

- 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

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
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

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
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:

LESI Thought Leadership Program 2022-2023

1:40 - 15:00 Drummond West  
Track 1: Standard Essential Patents (SEPs)  
The Future of SEP Licensing  
Moderator: Mattia Fogliacono, Sisvel  
Panelists: Pat Patnode, General Electric  
Heath Hoglund, Via Licensing  
Dan McCurdy, RPX  
Fabian Gonell, Qualcomm  
Sophie Pasquier, Philips

1:40 – 15:00 Drummond East  
Track 2: Automotive Industry  
Moderator: John Carney, China IP Exchange, LLC  
Panelists: Laurie Fitzgerald, Avanci  
Christopher Ralph, Lion Electric  
Jeff Don Flo EV Charging

1:40 – 15:00 Drummond Center  
Track 3: Arbitration & Mediation  
Panelists: Tilman Müller-Stoy, Bardehle Pagenberg  
Adam Rattray, WIPO Arbitration and Mediation Center

LESI USA Canada 30 April-2 May

LESI 2023 MONTREAL

LESI THOUGHT LEADERSHIP PROGRAM 2022-2023

SEPs STANDARD ESSENTIAL PATENTS

AUTOMOTIVE

MEDIATION & ARBITRATION
LESI Thought Leadership Program, 2023-2024

Year #2

- Similar structure -- proposed topics:

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<thead>
<tr>
<th>Track 1:</th>
<th>Track 2:</th>
<th>Track 3:</th>
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</thead>
<tbody>
<tr>
<td>SEPs (cont.)</td>
<td>Life Sciences and Artificial Intelligence</td>
<td>UPC Litigation Strategies</td>
</tr>
</tbody>
</table>

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

LESI Publications Report

May 2022 – April 2022
by
David Drews, Editor
**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**

**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!
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.
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)

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
# Awards Committee Report

## Process

### Awards requiring Board and ID approval

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<thead>
<tr>
<th>LESI Award</th>
<th>Who Nominates</th>
<th>Who Approves</th>
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</thead>
<tbody>
<tr>
<td>Gold Medal (award for 2022)</td>
<td>Board or Awards Committee</td>
<td>Board* &amp; ID*</td>
</tr>
<tr>
<td>Peter K. Hess Award of Achievement (Nomination for 2023, award for 2022)</td>
<td>Board or Awards Committee</td>
<td>Board* &amp; ID*</td>
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<tr>
<td>Society of the Year Award (Nomination for 2023, award for 2022)</td>
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<td>Board* &amp; ID*</td>
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### Awards/Certificates requiring Board approval

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<th>LESI Award/Certificate</th>
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</thead>
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<tr>
<td>Certificate of Merit</td>
<td>Board</td>
<td>Board*</td>
</tr>
<tr>
<td>Service Recognition Certificate</td>
<td>President (or Board or ID or Societies)</td>
<td>Board</td>
</tr>
<tr>
<td>Yvonne Chua’s Joining Hands Award</td>
<td>Board (or ID or Societies)</td>
<td>Board*</td>
</tr>
<tr>
<td>Most Progressive Society</td>
<td>Board (or ID or Societies)</td>
<td>Board*</td>
</tr>
<tr>
<td>Outstanding Activity/Event</td>
<td>Board (or ID or Societies)</td>
<td>Board*</td>
</tr>
</tbody>
</table>

* Approval upon recommendation of Awards Committee

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## 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
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

Presentation of Gold Medal Award

Winner 2022 Gold Medal
Arnaud Michel
Awards proposed for the 2023 (to be presented in the spring 2024)

Peter K. Hess Award of Achievement 2023:
Audrey Yap

LESI Society of the Year 2023:
LES Italy
For the LESI 2021 Annual Meeting
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
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

Yvonne Chua’s Joining Hands Award:

LES China
LES France and
LES Brazil
(for their joint sessions “Ask me anything”)
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)

Outstanding Activity Certificate:

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

Thank you

The Committee:
François Painchaud, Chair
Andrea Lobos (LES Chile)
Sophie Pasquier (LES France)
Kevin Nachtrab LES (Benelux)
Duncan Ferguson (LES ANZ)
### LESI Presidential Year 2023-2024

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<th>Office</th>
<th>Name</th>
<th>Country/Region</th>
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<tbody>
<tr>
<td>President</td>
<td>Mike Lasinski (USA &amp; Canada)</td>
<td>President Ankura</td>
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<tr>
<td>President-Elect</td>
<td>TactoTek</td>
<td>Sonja London (Scandinavia)</td>
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<tr>
<td>Immediate Past-President</td>
<td>Ichiro Nakatomi (Japan)</td>
<td>Avida Science</td>
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<tr>
<td>Treasurer</td>
<td>Russell Levine (USA)</td>
<td>Kirkland &amp; Ellis</td>
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<td>Corporate Secretary</td>
<td>Tatiana Campello (Brazil)</td>
<td>Demarest</td>
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<tr>
<td>Vice President</td>
<td>Karin Hofmann (Austria)</td>
<td>Vienna University of Technology (TU Wein)</td>
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<td>Junko Sugimura (Japan)</td>
<td>SUN PHARMA Japan</td>
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<tr>
<td>Vice President</td>
<td>Mattia Dalla Costa (Italy)</td>
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<td></td>
<td>Stacey Dunn (USA &amp; Canada)</td>
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Nomination Committee Chair: Audrey Yap  
(Presented at the 2022 IMDM in Venice, Italy)

### Proposed LESI Presidential Year 2024-2025

<table>
<thead>
<tr>
<th>Office</th>
<th>Name</th>
<th>Country/Region</th>
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<tbody>
<tr>
<td>President</td>
<td>Sonja London (Scandinavia)</td>
<td>Finland/Scandinavia</td>
</tr>
<tr>
<td>President-Elect</td>
<td>Jean-Christophe Troussel</td>
<td>Belgium/Benelux</td>
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<tr>
<td>Immediate Past-President</td>
<td>Mike Lasinski</td>
<td>USA and Canada</td>
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<tr>
<td>Treasurer</td>
<td>Russell Levine (USA)</td>
<td>Immediate Past-President</td>
</tr>
<tr>
<td>Corporate Secretary</td>
<td>Tatiana Campello (Brazil)</td>
<td>Corporate Secretary</td>
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<tr>
<td>Vice President</td>
<td>Sophie Pasquier (France)</td>
<td>Vice President</td>
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<td>Hemang Shah (India)</td>
<td>Vice President</td>
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<td>Mattia Dalla Costa (Italy)</td>
<td>Vice President</td>
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<td>Director/Deputy Treasurer</td>
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<td>Tilman Mueller-Stoy (Germany)</td>
<td>Director</td>
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<td>Matteo Sabattini (USA &amp; Canada)</td>
<td>Counsel</td>
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Nominations Committee Chair 2023: John Paul  
LESI Nominating Committee Recommended Slate for confirmation by the LESI Board of Delegates in Madrid
IAB Members

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

Quarterly Teleconference Calls
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

“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 ...”
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

IAB Activities - Speakers for LESI Annual Meetings, Asia Pacific Regional Conferences, and Webinars
IAB Activities – Collaborations with Other Committees and Organizations

Green tech helping net zero emissions by 2050
Host: Axel Ferrazzini, Managing Director, 4P Council
Presenters:
- Dr. Saracha Udomsak
- Dr. Dallas Wilkinson
- Dr. Stephanie Guichard

WILA Speaker Series 2022-23
Session 2:
How To Become A Leader?
Thursday, November 17, 2022
10am – 11am (EST)
Virtual

Moderator: Ningling Wang, Partner, Finnegans
Panelists:
- Charlotte Liebold
  Senior Vice President & Global Head of IP
  ABB
- Shane Myszkowski
  IP Licensing & Litigation Manager
  Showa Denko KK
- Nicole Hartmann
  Director of IP Analytics
  Center for Excellence
  Applied Materials
- Ulisses Duarte
  IP Manager
  SocG Chemicals
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

Thank You!
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
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](http://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**
   - Tsinghua International [start up incubator for Tsinghua University]
   - President - Tsinghua 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. **Georges Stothaus**
   - FutureBridge Development - Antwerp, Belgium
   - Assoc. Director, Mobility Insider, FutureBridge,

9. **Scott McCormick**
   - Connected Vehicle Trade Association
   - President

10. **Amir Ghavi**
    - Fried, Frank, Harvey, Shriver & Jacobson LLP - Chair Aerospace & Aerospace -FES LES
    - Partner

11. **Mark Rhoda**
    - Next-Infra
    - CCO and Chief Brand Economist

12. **James Grove**
    - Ahead Energy
    - Chief Technology Officer

13. **Wang Longfang**
    - CATARC
    - IP Strategy Manager

14. **Alexander Kraus**
    - TopSpeed
    - Senior VP Mobility

15. **Matthias Schneider**
    - IP - Schneider
    - Owner

16. **Sylvie Lau**
    - Shihua Partners
    - CFO

17. **Arie Doster**
    - 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. **Feng Zhang**
    - Huawei Technologies Co., Ltd
    - Director of Intelligent Automotive Technology IPR Department
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

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)
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

Upcoming LES Meetings
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
You are cordially invited to participate in the Pan-European Conference in Jerusalem.
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**
SPREAD THE WORD...
and come yourself

les-israel2023.org
Incoming LESI President’s Report
2023-2024

Michael Lasiniski
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?)

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

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
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

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?