

Independent Minds
deliver Innovative
Services

ICM International



ICM International is a leading independent professional services network specialized in: Valuation, Valorization and Finance of Intangible and Intellectual Property assets and related businesses.

THE NETWORK IS ORGANIZED IN FOUR PRACTICES:

- IA/IP Valuation and Strategy (ICM Advisors)
- Competitive Market & Technology Intelligence (ICM Research)
- Systematic Innovation & Technology Transfer (ICM Industrial)
- Technology & IP Value Management (PATEV-ICM)

Our advisors, analysts and subject matter experts operate in 7 European offices and in a worldwide network of local experts.



INDUSTRIES

Aerospace
Automotive
Biochips
Chemistry
Cleantech
Consumer Goods
Electronics
Energy & Environment
Equipment Manufacturing
Fuel Cells

Green Buildings
ICT
Life Science
Luxury Goods & Services
Materials
Mechatronics
Media/Digital TV
Medtech
Optics
Packaging

Pharmaceuticals
Private Equity
Public & Private Research
Secondary Batteries
Semiconductors
Smart Grid
Software
Telecommunications
Textile/Apparel
Venture Capital

| ICM Advisors |

LEVERAGE THE INTANGIBLE ASSETS

ICM Advisors provides Valuation and Strategic Services to support companies in maximizing the strategic and financial value of their IP and Intangible Assets portfolios.

The firm's mission is to create wealth for its clients through the strategic and financial use of intellectual property and intangible assets.

The firm has a strong specialization in industrial and financial management of IP and intangible assets supported by valuation methodologies recognized by the financial community and proprietary methodologies at the state-of-the-art of the best international practices.

The innovative IA/IP value management practices are integrated with Corporate and IP Finance capabilities to assist companies, investors (Private Equity, VC, Public funds) and banks in every step of the M&A lifecycle and the financing solutions design.

The high seniority of its advisors, with international experience in many industries and with multi-disciplinary skills such as marketing, technology, business strategy, economic-financial valuation, corporate finance and development of international markets, enables robust strategic and financial valuations and monetization solutions.

| ICM Research |

INTELLIGENCE FOR COMPETITIVE ADVANTAGE

ICM Research delivers actionable Competitive Market & Technology Intelligence Services to support critical business decisions and anticipate the competition's moves.

ICM Research's Competitive Intelligence (CI) services support organizations to integrate and use market, technology and IP intelligence in their business, strategic, R&D, Technology, IP and Risk Management processes.

ICM Research has state-of-the-art processes, tools, information and data bases to deliver high-value added CI services. Hundreds of studies, reports and recurring monitoring have been delivered for different businesses and technology needs.

The firm owns an advanced **Global Competitive Market & Technology Intelligence Service Platform** with public and proprietary infobases continuously updated and organized by industries, players, technologies and patents. Clients can access the services and customize their intelligence systems by integrating their internal information with the external one provided by ICM.

| ICM Industrial |

ENABLING SUSTAINABLE INNOVATION

ICM Industrial delivers Innovation and Technology Transfer Services to accelerate the innovation and the transfer to the market.

ICM Industrial supports Large Companies, SMEs, Research Centers, TTOs and Innovation Networks to implement Systematic Innovation Processes particularly in Open Innovation Environment, Technology Transfer and Collaborative R&D.

Services are provided through **IRM® Platform (Innovation Relationship Management)**, an advanced digital applications environment of competitive intelligence, innovation and technology management best practices and processes.

Service delivery is also supported by a qualified network of collaborations with Subject Matter Experts and high profile Research Centers specialized on critical technologies and engineering disciplines in many industries.

| PATEV-ICM |

GLOBAL LEADING IP PRACTITIONERS

PATEV-ICM is the PATEV Associates GmbH and ICM Advisors Sàrl joint venture firm that supports Large and Midsize enterprises in maximizing the industrial and financial value of their technology and IP portfolios.

PATEV-ICM works on the relevant links between business and financial objectives with the Technology and IP strategy leveraging on 16 years of broad and deep experience of its advisors and experts.

PATEV-ICM integrates industrial, financial, technology and IP competences in an advanced Technology & IP Value Management Best Practice supported by IP Risk Management and Competitive Technology Intelligence tools.

The firm has the economic and technology know-how and tools applied by its experts and professionals in different industries and technology fields in the most advanced industrial countries.



| BUSINESS NEEDS DRIVE VALUATIONS |

- Equity valuation for IP asset based Partnership and Joint Ventures
- Asset valorization strategies
- Monetization of non-core technologies and patents
- Corporate reorganizations - including transfer of assets between legal entities
- M&A transactions involving significant intellectual property
- Asset valuation during exit (sale, buyout, bankruptcy)
- In-use business performance contribution of IP assets
- Size appropriate royalty rates for asset licensing to third parties
- Size internal royalty rates for the use of assets within groups of companies
- Intangible Assets Portfolio valuation for strategic development plans
- Valuations for Early Stage and Startup organizations
- Establishment of Intellectual Property Holdings Companies
- Transfer Pricing Determination
- IP Collateral for lending and debt restructuring
- Pricing Patents for Licensing in Standard Setting Organizations (FRAND)
- Pre-Litigation Strategy
- Business and financial communication to investors
- Size the asset value at risk for IP insurance purposes

| VALUATION PRACTICE IP & INTANGIBLE ASSETS |

Intellectual property - patents, trademarks, copyrights, trade secrets and other forms of intellectual assets - is a highly specialized field.

Intangible Assets and IP valuation is our core expertise. To ensure defensible, accurate IP valuations ICM Advisors employs standard financial valuation methodologies recognized by the financial communities integrated by proprietary state-of-the-art IP equity measurement methodologies.

Since the foundation we have significantly invested in specific valuation methodologies by intangible asset class to integrate and strengthen the industry recognized financial valuation practices.

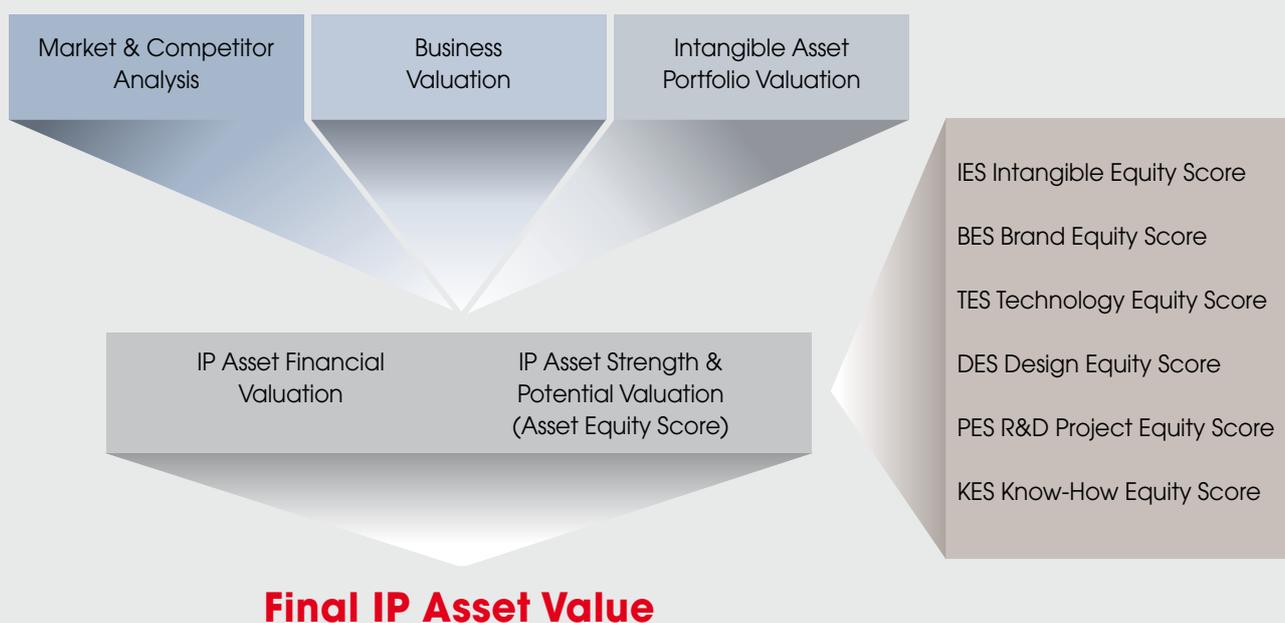
Our proprietary framework for valuing IP assets addresses all key elements impacting the IP value and encompasses asset strength score, market opportunities, role of IP and estimated economic benefits.

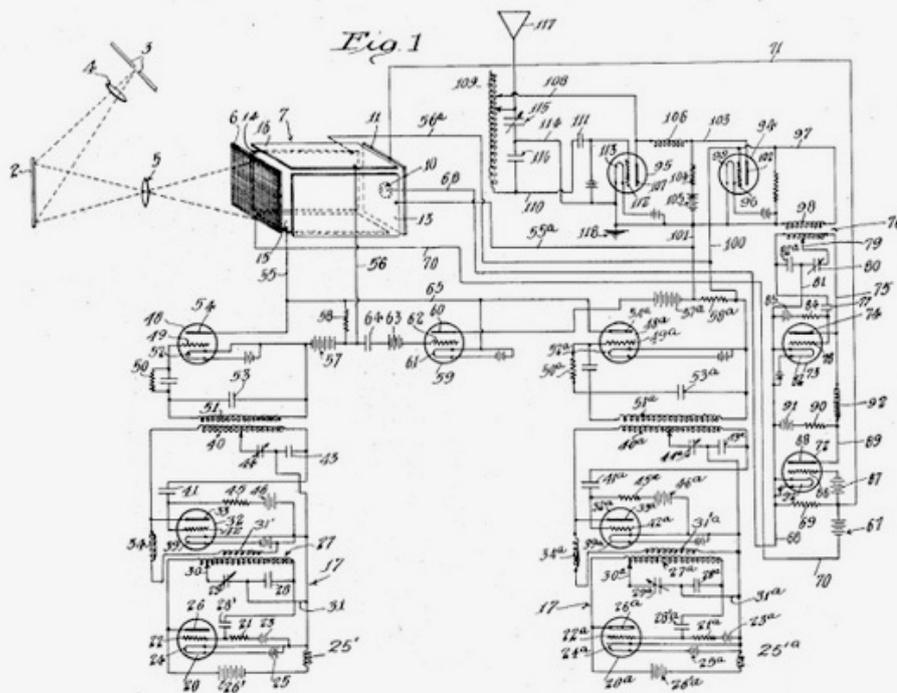
For each asset class we have developed a proprietary asset equity score that values the strength and the potential of the asset from business and financial point of view.

To develop robust valuations we leverage the **Global Competitive Market & Technology Intelligence System** organized and constantly updated by ICM Research.



| VALUATION PROCESS FRAMEWORK |





| BUSINESS NEEDS DRIVE IP VALUE EXPLOITATION |

STRATEGY

- Build a competitive IP Portfolio aligned with core and strategic technologies portfolio
- Generate high quality IP assets
- Use proactively IP assets in strategy and business development

FINANCE

- Monetize non-core patents and technologies
- Increase revenues through technology transfer (licensing, partnership, JV, M&A)
- Get the maximum return on dismissal
- Reduce patent portfolio management costs
- Improve R&D budget allocation (technology make or buy)
- Measure the performance of Patent Portfolio
- Avoid risks (infringement, waste of R&D resources)

IP OPERATIONS

- Align and integrate the IP Management with Innovation, R&D and Product Development Processes since the early phases
- Install auditable IP Management Processes and Policies
- Enhance Competitive Technology Intelligence capabilities
- Prepare technology transfer business

| TECHNOLOGY & IP VALUE MANAGEMENT PRACTICE |

Intellectual Property is becoming more and more a business issue for companies, investors, research organizations, government authorities and in some extents for financial institutions.

C-level Executives, even if they understand the role of IP in business, still struggle to correlate the ROI and the impact on the business value drivers: IP is frequently loosely connected with technology, business and financial strategy.

While sometimes thought of as a primarily legal department responsibility, today Intellectual Property Value Management (IPVM) is a cross-functional enterprise concern.

R&D, marketing, product management and finance are more and more involved in IPVM, as technology and IP portfolios frequently play a critical role in determining company's performance. Furthermore technological innovation rate and collaborative R&D require a tight control on IP asset generation and sharing.

Furthermore Licensing and IP transactions, from the patent and know-how perspective, as well as trademarks, brands and merchandising, are increasingly active areas of business.

Expanded stakeholder involvement and more complex management processes are driving companies to reinforce their IPVM operations, including supporting information systems.

OUR FOCUS: THE STRATEGIC & ECONOMIC VALUE OF IP PORTFOLIO



WE WORK ON THE LINKAGES BETWEEN BUSINESS, TECHNOLOGY, IP AND FINANCE

| SERVICES |

Value-driven Technology & IP Strategy

Patent Portfolio Assessment

Patent Portfolio Competitive Benchmarking

Patent Portfolio Optimization

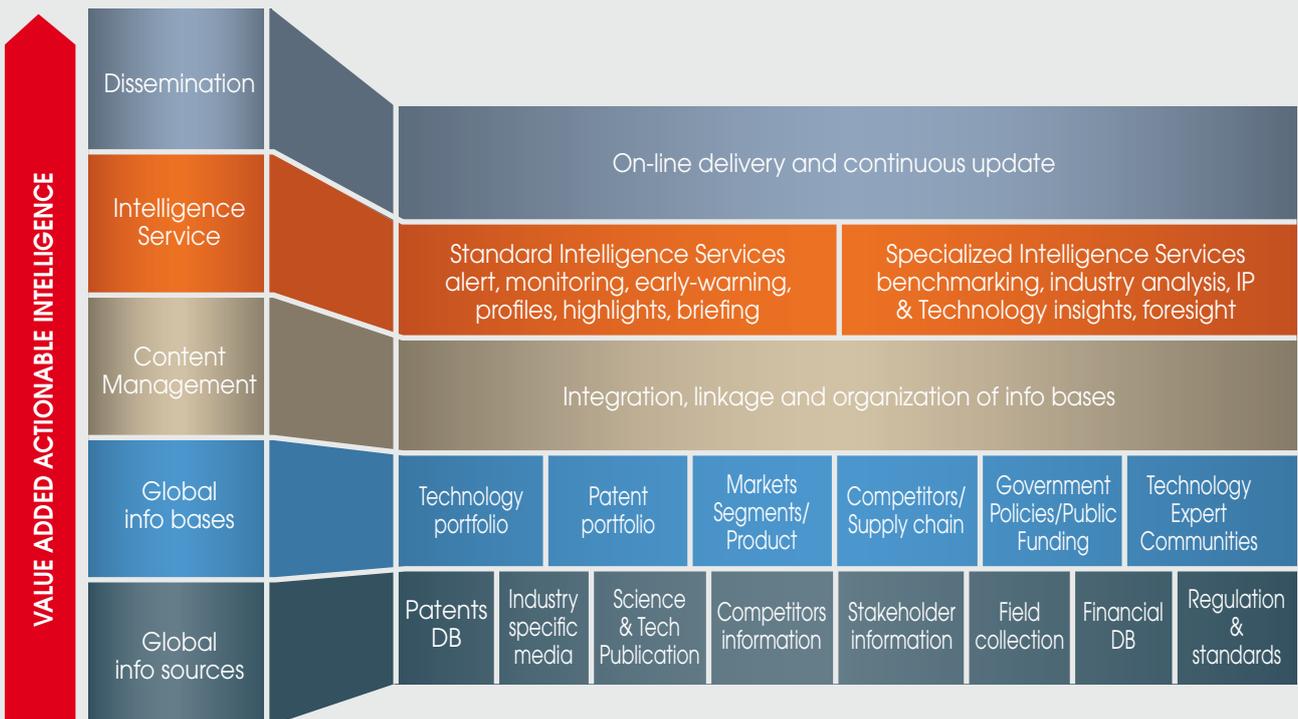
IP Financing & Monetization

IP Risk Management

Patent Portfolio Performance Management (KPI)

BUSINESS NEEDS DRIVE ACTIONABLE INTELLIGENCE

- Assess competitor’s technological positions and strategies
- Monitor competition’s moves
- Develop new products
- Determine R&D investment allocation decisions
- Develop Technology Strategy
- Identify & Monitor technology and IP “gaps” in strategic markets
- Assess the competitive positioning
- Identify targets for potential licensing, JV, M&A transactions
- Select industrial and technology partners
- Define market entry strategies
- Identify technologies for in-licensing
- Perform M&A strategic IP due diligence
- Identify technology scenario and opportunities
- Monitor IP litigation risk
- Benchmark the technology & IP portfolios
- Support technology licensing deal flow



| COMPETITIVE MARKET & TECHNOLOGY INTELLIGENCE PRACTICE |

Demand for Competitive Technology Intelligence is increasing among large companies, SMEs, Research Centres, Investors, and also institutions that need to understand and monitor markets, competitors, technologies and IP scenarios in order to improve their decision processes and get early warning on both threats and opportunities.

Competitive intelligence is defined as the collection, analysis, and application of publicly available information on markets, technology and IP that could affect a company's business and improve the quality of strategic and operational decisions by adding the perspective of external conditions and events.

ICM Research draws on its unique combination of technology know-how, expertise in market, industry analysis, technical and IP intelligence, to create services customized to clients' needs.

Competitive Intelligence services are supported by a proprietary Advanced Competitive Intelligence System based on the state-of-the-art applications, innovative delivery technologies and global infobases organized by industry, players, technologies and IP. The system can be integrated with the internal client intelligence processes, infobases and systems.



**ACTIONABLE
INTELLIGENCE**

ICM Research Competitive Technology Intelligence services include:

- Early-Warning by delivering regular updates and alerts for upcoming external events or threats/opportunities.
- Decision support actionable intelligence with the availability of updated, on time, clear and focused information for business, innovation, technology and IP strategic and tactical decision processes.

Hundreds of CI studies, reports and recurring monitoring have been delivered for different businesses and technology needs.



| BUSINESS NEEDS DRIVE SYSTEMATIC INNOVATION |

- Generate and qualify ideas
- Increase innovation rate
- Define sound product concepts by accessing to global markets, competitors, technology, patents information, intelligence and insights
- Exploit the current technology portfolio in new markets
- Raise funds and know-how by establishing a sound Innovation Network (open, closed)
- Exploit the collaborative research projects (from scouting of best partners to fall-out monetization)
- Increase business opportunities by scouting with potential partners and customers worldwide
- Effectively manage the technology transfer process (from opportunity to deal generation and contract management)

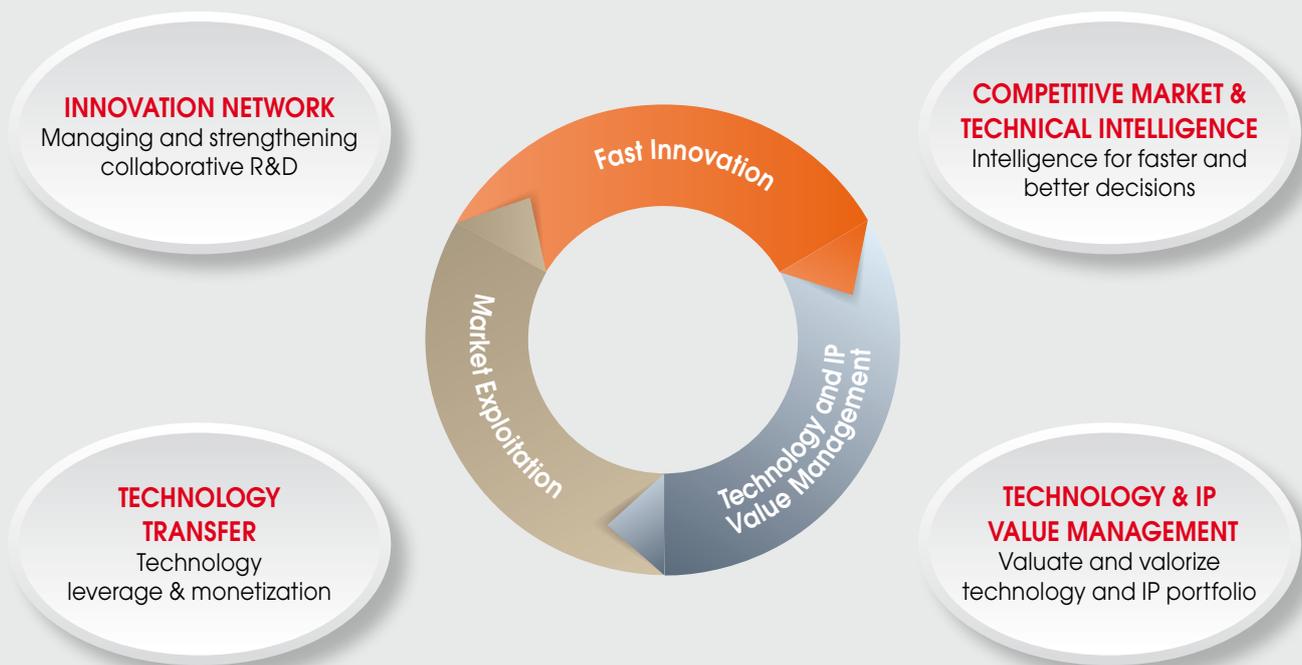
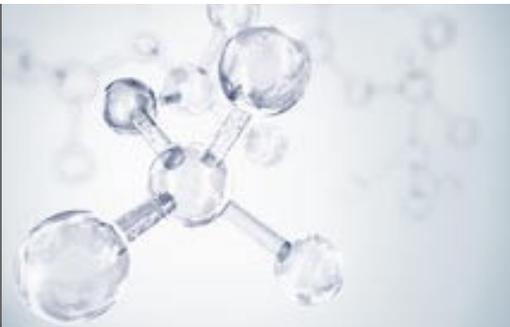
| SYSTEMATIC INNOVATION & TECHNOLOGY TRANSFER PRACTICE |

Innovation is the driver of economic growth. It is important for different stakeholders: firms, clusters, research centers, regions and nations that need advanced knowledge infrastructures to raise productivity, exploit the innovation potential and increase competitiveness.

To support the innovation acceleration and the market transfer, ICM Industrial has developed **the IRM® Platform (Innovation Relationship Management)** which is a digital application environment that supplies intelligence, best practices and processes to implement the following processes: technology and intellectual property management, innovation network management, collaborative R&D, technology transfer and new business identification activities.

IRM® platform capitalizes the know-how, experiences and tools developed by ICM in hundreds of projects with SMEs, clusters, large corporations in the field of innovation, R&D and technology valuation, IP management and technology transfer in leading markets and industries.

IRM® services are tailored to different industries, markets and business ecosystems (suppliers, customers, partners, universities).



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