

DRAFT

MINUTES OF THE INTERNATIONAL MANAGEMENT AND DELEGATES MEETING ("IMDM") LICENSING EXECUTIVES SOCIETY INTERNATIONAL (LESI)

Held on April 30, 2023 at 09:00 AM EDT (Montréal, Canada)

ATTENDANCE

LESI Board
International Delegates of Member Societies ("**Delegates**") to the meeting (in person or represented by proxy)
Permitted Observers
SEE LIST ATTACHED AS APPENDIX "A" TO THESE MINUTES, INDICATING BOARD/DELEGATE/PROXY/OBSERVER STATUS

Note: Where the term "presentation" is used, copies of this presentation are available on the LESI website.¹

1. CHAIR AND SECRETARY OF THE MEETING

Ichiro Nakatomi ("Ichiro"), LESI's President, chaired the meeting and, **Tatiana Campello ("Tatiana")**, LESI's Corporate Secretary, acted as secretary.

Ichiro was joined by the current LESI Board:

Ichiro Nakatomi (LES Japan)	President
Mike Lasinski (LES USA-Canada)	President-Elect
John Paul (LES USA-Canada)	Immediate Past President
Sonja London (LES Scandinavia)	Treasurer
Tatiana Campello (LES Brazil)	Corporate Secretary
Karin Hofmann (LES Austria)	Vice Presidents
Junko Sugimura (LES Japan)	
Mattia Dalla Costa (LES Italy)	
Madelein Kleyn (LES South Africa)	
Hayley French (LES B&I)	Directors
Duncan Ferguson (LES ANZ)	
Russell Levine (LES USA-Canada)	
Emmanuel Gougé (LES France)	Board Counsels
Ningling Wang (LES China)	
Kilian Schärli (LES Switzerland)	YMC Chair; Observer
Dana Robert Colarulli	Executive Director

2. CONFIRMATION OF DELEGATES & PROXIES AND AGENDA ADJUSTMENTS

The attending Delegates representing the majority of all Delegates were either present or presented by proxy*. Quorum was reached and confirmed by Tatiana. Ichiro declared the meeting properly convened.

**66 delegates were present or represented by proxy at the opening of the IMDM representing 26 Member Societies. No Delegates were present from the following Member Societies: LES Arab Countries, LES Australia-New Zealand, LES Chile, LES Korea, LES Malaysia, LES Philippines, LES Poland, LES Russia,*

¹ See: <https://www.lesi.org/about/lesi-meeting-documents/imdm-2023-montreal>

3. OVERVIEW OF THE VOTES TO BE TAKEN

Dana Colarulli (“Dana”) informed the meeting participants on the running of the meeting and the votes to be taken, including the minutes from the 2022 IMDM, Awards, and 2023-2024 Board Slate.

4. APPROVAL AND WAIVER OF READING OF THE MINUTES OF THE LAST IMDM

Tatiana called for a vote which was passed by the delegates.

IMDM 2022-1	Upon motion proposed and seconded, the delegates present voted to waive the reading of and to ratify the minutes of the International Management and Delegates Meeting held on May 8, 2022 in Venice, Italy.
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5. PRESIDENT’S REPORT

Ichiro presented his outgoing president’s report which referenced the submissions, numbers and challenges LESI has gone throughout the year. He highlighted the importance of communication and transparency and approached the following topics:

- Speaking activity
- Initiatives and action plan
- Issues addressed in light of the LESI By-laws (including resolving issues related to the creation of the non-executive directors)
- Committees
- SDG-IP Index
- Budget & Members issues /Analysis (including encouraging LES members to pull more young professionals into the organization and to consider having large societies mentor smaller societies)
- Publications
- Mitigating risk with the LESI Annual meeting (including his conversations with INTA)
- Unresolved issues

He ended his remarks thanking LESI, Past Presidents, Committee Leaders, National Presidents and Leaders, Organizing Committee members, Administration members and Board Members.

6. EXECUTIVE DIRECTOR’S REPORT

Dana first asked all the new delegates to stand and identify themselves and thanked them for attending. He briefly ran through some LESI history, noting that it was a significant milestone year for the organization. In 1973, 50 years ago, the international organization was officially born through the work of a number of professionals including Marcus Finnegan, from the Finnegan Law Firm, who chaired the committee proposing the organization and the initial by-laws.

He showed a picture of the initial Board of Directors and said that the mission of the organization today is still just as important as it was at that time – to professionals at various stages in their careers. He said that the core goals 50 years ago – build an organization to create opportunities for networking and to develop stronger relationships, with professionals throughout the world that understand and can provide insight into why industries are changing what that means. He said that it was critical to differentiate the work that LESI does from other organizations. He quoted Past President Arnaud Michael who said that LESI conversations focus on “real life” – in other words, the practical side of

effectively using IP; to leveraging and monetizing IP to brings new technology into the world that would not have otherwise existed.

He quoted LESI Past-President John Paul described LESI as a “community of communities” noting that was often those smaller communities within LES that were the most valuable to our members and the need to enable those smaller communities to flourish as we, at the same time, try to grow the global organization.

He provided a short overview of the IMDM agenda including the budget report from Sonja London, and remarks from Mike Lasinski on his priorities in order to grow a sustainable organization. He noted that great program and speakers to come during the conference during the next two days and LESI had drawn more than 500 people to Montreal. He thanked the delegates for leading many of the conversations in the program and workshops and for drawing more people into the organization.

7. TREASURER’S REPORT

Sonja London (“Sonja”) provided a budget report and the financial outlook for LESI for 2023 and 2024. Including information about LESI Financial Trends 2017-2023; Current Financial Position; Budget for 2023 and offered a Proposal for Sustainable Financial Position for LESI & LES Member Societies.

8. COLLABORATIONS

8.1. Collaboration: Society reports

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

8.2. Collaboration: Young Members Congress (YMC)

Kilian Schärli, Current YMC Chair and Stacey Dunn, Incoming YMC Chair, presented the YMC Report – An Update and forward-looking plans to engage new licensing professionals.

They reported the innovation initiatives being taken by YMC, the Annual Conference, YMC Pan-Europe, YMC Asia-Pacific, Winter Planning Meeting and YMC Pan-American. At last, they presented the 2022-23 Committee, as well as, Upcoming Events.

8.3. Collaboration: Meetings Committee

Thomas Adocker, Alexander Haertel and Laura MacDonald Co-Chairs of the Meetings Committee presented on the following topics:

- 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

8.4. Collaboration: Education Committee Update

Martin Schneider, Natalie Raffoul and Danie Dohmen, Co-Chairs of the Meetings Committee, and Karin Hofmann LESI Board Liaison of the Education Committee presented on the following topics:

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

9. LESI'S THOUGHT LEADERSHIP PROGRAM

- Results from the three tracks in 2022-2023
- Plans for 2023-24 / Call for Sponsors & Proposed Tracks (SEPS, Life Sciences and AI (?) and UPC Litigation Strategies)

10. LESI PUBLICATIONS REPORT

David Drews, Editor, presented the achievements made in 2022 regarding “LES NOUVELLES” and “GLOBAL NEWS”, as well as updates regarding its Expanded Relevance and Increased Awareness.

11. AWARDS

The Awards Committee composed by François Painchaud (LES USA & Canada), Chair of the Committee and Committee Members: Andrea Lobos (LES Chile) Sophie Pasquier (LES France) Kevin Nachtrab LES (Benelux) Duncan Ferguson (LES ANZ), presented the committee report describing the process, the nominations received, and awards recommended by the Committee. The awards and certificates were then presented as follows and the recipients were congratulated by the Board and all the Delegates.

- **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
- **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
- **Board's & President's Certificates of recognition**
 - Certificates of Merit: Yorikatsu Hohokabe; Aimin Huo; Gary D. Fedorochko; Bayani B. Lose; Dr Orakanoke Phanraksa; Lakshika Joshi; Sue Muggleston.
- **Yvonne Chua's Joining Hands Award:**

- LES China
- LES France
- LES Brazil
- **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
- **President's Service Recognition Certificates (2023):**
 - Archana Shanker; Jeff Whittle; Pam Cox; Ann Cannoni; George Hwang; Peter Ling; Rinaldo Plebani; Kilian Schärli; Tanja Sovic.

12. COMMITTEE REPORTS/NOMINATING COMMITTEE REPORT AND VOTE

John Paul led the vote on the LESI Board nomination slate for the Presidential Year 2023-2024 presented at the 2022 IMDM in Venice, Italy by Audrey Yap. The Nominations Committee proposed the slate for 22/23, in accordance with the current by-laws, which was to be voted on by the delegates.

Proposed Slate for 2023-2024 presented to the Delegates for a vote:

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)	Sugimura, Tamura & Partners	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
Stacey Dunn (USA & Canada)	Robic	YMC Observer

Announcement of the Proposed 2024-2025 Board slate presented by the Nominations Committee for information to the Delegates (for vote at the next IMDM by the LESI Board of Delegates in Madrid).

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 Sabbatini	USA and Canada	Director
TBD		Counsel
TBD		Counsel
TBD		YMC Observer (expected)

Past President Patricia Bunye inquired whether the practice of rotating the LESI presidency among the different regions was still taken into consideration by the Nominating Committee. She emphasized that she was not objecting to the qualifications of any of the nominees to any of the positions, but merely highlighting that there would be successive European presidents for the next two terms.

IMDM

Upon motion proposed and seconded, the Delegates approved the LESI Board slate for 2023 - 2024, in accordance with the LESI Bylaws, as proposed by the LESI Nominations Committee.

13. REPORT OUT OF THE VOTES

- Approval of the Minutes from 2022 (Virtual IMDM)
- Approval of 2023 Awards
- Approval of the 2023-2024 Officers

14. INDUSTRY ADVISORY BOARDS (LESI HIGH-TECH COMMITTEE) – UPDATES:

Ningling Wang & Dallas Wilkinson presented on the Industrial Advisory Board (IAB) of Chemicals Energy Environment & Materials (CEEM) Committee of LESI.

The Committee reported on IAB's activities, such as Speakers for LESI Annual Meetings, Asia Pacific Regional Conferences and Webinars, and Collaborations with Other Committees and Organizations. At last, the Committee also explored 2023 planning and focus areas.

15. UPCOMING MEETINGS

Ann Cannoni, Karthika Perumal, Hananel Kvatinsky, José Miguel Lissen and Thomas Adocker presented on:

- Promo for the USA & Canada Annual Meeting in Chicago, 15-18 October

- <https://www.lesusacanada.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)

16. INCOMING PRESIDENT'S REPORT

Michael Lasinski (“Mike”) provided a short background of how he joined LES in the mid-90's and eventually served on the LES USA & Canada Board of Directors. He said that when he was asked to be treasurer of LESI, he was told that he would just need to look to passing a dues increase and putting an investment policy in place. He joked that he was not warned about the global pandemic or about shutting down Berlin when he accepted the position.

He then ran through his slides detailing out his priorities for 2023-2024 and the LESI Board Members and other volunteers that would lead these efforts. He noted that he had asked the incoming board members to take on one of more specific areas to help implement a focused Agenda for 2023-2024. That agenda would include:

- **Revamp the Website (and make it society friendly).** Initial management team: Tilman Mueller-Stoy & Georgina Busku. He said that he hoped to get this done in the next year before the Madrid Annual Meeting and to make updates that also support the local societies in some way.
- **Consider Global Organizational Memberships.** Initial management team: Emmanuel Gouge & Matteo Sabattini. He noted that this might be an area that is controversial, but something that he wanted to investigate to see wouldn't be possible for an organization to join, and such that that organization joining is that you know.
- **Create a Partnership Position to Manage Business Development.** Initial management team: Sonja London, Russell Levine, & Junko Sugimura. He noted the budget allocation for a business development manager to support these efforts as well as an interest in looking at possible grant proposals.
- **Create an Executive Director Review and Support Team.** He said that he wanted to provide some structure to both provide Dana Colarulli with input and support and so that he can provide the Board with input on the correct focus areas.
- **Continued Support for the Thought Leadership Program.** He said this program had been successful during the last year and he would like to further improve it and bring in more revenue to support the program.
- **Rethink our Committee Support Systems.** Initial Management Team: Tatiana Campello, Karin Hofmann, Ningling Wang & Keith Lutsch. This includes having the LESI committees report directly to the board and devoting the first :30 minutes or so of each board meeting to committee issues. He said that he also wanted to tie in what was happening in the local societies into the LESI committee work.

- **Annual Conference in Madrid (can we get to 700?).** Finally, he said he was committed to working with Jose-Miguel and the LES Spain & Portugal team to have a successful annual meeting next year.

Proposed 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 Deputy Treasurer	Committees
Matteo Sabattini (USA & Canada)	Ericsson	Non-Executive Director	Creating an Organizational Membership
Keith Lutsch (USA & Canada)	Keith Lutsch, PC	Counsel	Committees
Emmanuel Gouge (France)	Pinsent Masons	Counsel	Creating an Organizational Membership
Stacy Dunn (USA & Canada)	Robic	YMC Observer (expected)	YMC

17. MEETING ADJOURNED

As reported by:

Tatiana Campello, Corporate Secretary and Secretary of the IMDM

Additional information provided by:

Dana Robert Colarulli, Executive Director