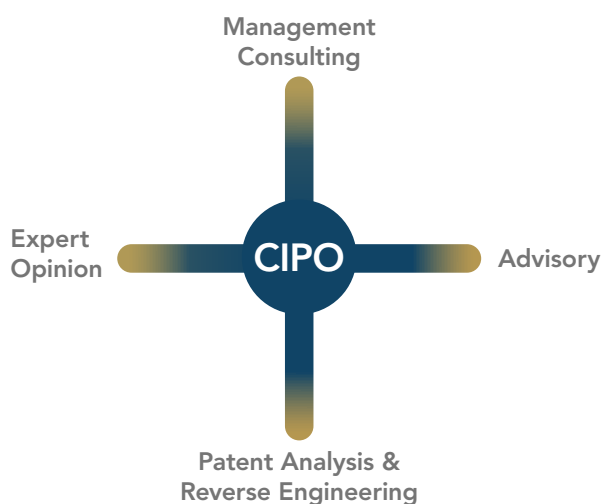


OCEAN TOMO

INTELLECTUAL PROPERTY LIFECYCLE MANAGEMENT



Intangible assets account for 90% of company value, according to the Ocean Tomo Intangible Asset Market Value Study. As a result, the need for sophisticated intellectual property (IP) leadership has never been greater. Organizations can no longer treat IP as a legal formality—it must function as a strategic business asset, integrated into innovation planning, investment decisions, competitive positioning, and long-term growth strategies.



Our multidisciplinary team brings decades of experience advising corporations, investors, law firms, governments, and technology-driven enterprises. From innovation capture to monetization, from risk mitigation to competitive analysis, Ocean Tomo supports the entire IP lifecycle. We help companies not only protect their intellectual capital, but leverage it—turning intangible assets into measurable, defensible value.

Ocean Tomo offers flexible engagement models tailored to your organization's needs, including fractional/part-time CIPO services for ongoing strategic oversight, full-time interim leadership during transitions or transformations, and project-based consulting for targeted IP challenges. These scalable options ensure expert IP leadership without long-term commitments and with the option to transition successful placements into permanent roles.

WHY OCEAN TOMO

Ocean Tomo's unique understanding of IP value is driven by the firm's engagement across all matters involving intangible assets, spanning strategic planning, investments, disputes, and transactions. Litigation outcomes refine valuation methodologies, while advisory engagements are shaped by real-world insights from the boardroom and public markets. Transaction outcomes—buying, selling, and licensing IP—validate strategic decisions and inform how IP is valued in practice. Ocean Tomo valuations used by IP owners to access capital provide insight into how financial institutions recognize IP as a bankable asset.

Our 360 Degree Intellectual Property Expertise™ provides continuous feedback, enhancing our ability to deliver credible, actionable insights across all matters involving intangible assets.

Informed by the continuous feedback loop that drives our 360° IP perspective, these strategic pillars represent the integrated disciplines required to manage, strengthen, and realize value from the enterprise's most important intangible assets. These strategic pillars define the core responsibilities of the modern CIPO—ensuring companies can protect what they create, leverage what they own, and unlock the full value of their intellectual capital equity®.

Strategic Pillar 1: IP Strategic Management

IP Strategic Management is the overarching discipline ensuring that IP assets reinforce business goals, support innovation, and shape competitive advantage.

KEY CAPABILITIES

- **Enterprise-Level IP Strategy Formulation:** Built on deep industry understanding and tailored to corporate goals
- **Corporate Planning & Executive Alignment:** Ensuring IP influences investment decisions, M&A, portfolio planning, and technology development
- **Operational Execution Across the Organization:** Connecting IP strategy to R&D, product teams, finance, marketing, and leadership
- **IP Risk Management:** Monitoring competitive threats, market shifts, and regulatory changes
- **Portfolio Visualization & Dashboarding:** Using custom reporting tools to communicate the strategic role of IP to executives, boards, and investors
- **Ongoing Governance Through IP Committees:** Enabling structured cadence, accountability, and strategic oversight

Strategic Pillar 2: Trade Secret Strategy

Trade secrets increasingly represent some of the most valuable—and most vulnerable—assets within an organization. We help companies implement a comprehensive, modernized framework for identifying, protecting, valuing, and leveraging proprietary know-how.

KEY CAPABILITIES

- **Enterprise-Wide Governance & Protection Programs:** Reflecting shortened innovation cycles, global competition, and increased reliance on secrecy due to patent prosecution uncertainty
- **Trade Secret Identification & Prioritization:** Ensuring the company recognizes and safeguards its highest-value proprietary knowledge



- **Valuation & Monetization Advisory:** Leveraging financial and operational expertise to convert know-how into economic advantage
- **Litigation-Ready Support & Damages Modeling:** Informed by Ocean Tomo's leadership in expert testimony and involvement in some of the largest trade secret awards in the US
- **Risk Mitigation for Modern Threats:** Addressing evolving case law and increased exposure through digital ecosystems

Strategic Pillar 3: Monetization Strategy

We help organizations unlock the strategic and financial value of their IP portfolios through targeted monetization programs that align with overall business objectives.

KEY CAPABILITIES

- **Monetization Opportunity Assessment:** Grounded in sector trends, macroeconomic analysis, and expected future industry direction
- **Valuation & Strategic Scenario Modeling:** Evaluating licensing, sale, financing, and hybrid monetization routes and projecting their impact on enterprise value, EBITDA, capital costs, and revenue potential
- **Cross-Functional Strategic Alignment:** Ensuring monetization supports—not disrupts—core product and innovation objectives
- **Deal Execution & Market Outreach:** Powered by Ocean Tomo's unmatched network of capital providers, strategic buyers, and patent transaction experience
- **Long-Term Monetization Roadmaps:** Designed to maximize value and minimize business risk

Strategic Pillar 4: IP Department Operations

Operational excellence is the backbone of the IP function. We help organizations build the systems, processes, and decision frameworks that support long-term IP performance and value creation.

KEY CAPABILITIES

- **Process & Policy Optimization:** Strengthening invention capture, patent workflows, decision-making, and trade secret protocols—addressing time, budget, and data constraints
- **Portfolio Management & Continuous Assessment:** Ensuring IP assets remain aligned to evolving business priorities and competitive landscapes
- **Executive Dashboards, Benchmarking & Analytics:** Driving transparency and timely decision-making
- **IP Decision Support Frameworks:** Providing go/no-go analyses and budget optimization models
- **Training & Capability Building:** Equipping executives, engineers, scientists, and cross-functional partners with the skills needed to enhance IP literacy and accelerate strategy adoption
- **Strengthened Governance & Information Flow:** Enabling a more integrated IP culture and reducing organizational risk across business units



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FRACTIONAL CIPO SERVICES

Ocean Tomo's Fractional Chief Intellectual Property Officer (CIPO) services provide organizations with strategic, executive-level IP leadership precisely calibrated to their needs, expanding intellectual property management beyond the legal function. Our interim CIPOs are seasoned business strategists with decades of cross-functional experience who integrate IP portfolio management into corporate strategy, drive monetization and value creation, and provide decisive oversight during critical transitions, M&A transactions, rapid scaling, or periods requiring specialized expertise. Unlike traditional legal counsel, our professionals operate at the intersection of intellectual property, technology, and business strategy, delivering actionable solutions that transform IP from cost center to enterprise value driver.

We offer flexible engagement models tailored to organizational requirements:

Fractional/Part-Time CIPO arrangements provide strategic oversight and executive guidance on a part-time basis (typically 1-3 days per week), ideal for organizations not requiring full-time IP executive presence but seeking sustained strategic direction.

Full-Time Interim Leadership delivers complete executive responsibility for defined periods (typically 3-18 months) during leadership gaps, transformations, or major initiatives.

Project-Based Consulting addresses targeted challenges such as portfolio optimization, due diligence support, litigation strategy, or capability building. Our professionals bring proven expertise across diverse industries, a business-focused perspective that aligns IP activities with corporate objectives, and the objectivity to uncover hidden opportunities—all delivered through scalable, commitment-flexible engagement structures that ensure immediate impact and measurable business results.

Ocean Tomo's integrated approach—linking strategy, valuation, operations, and monetization—ensures that IP becomes a catalyst for innovation, a driver of competitive advantage, and a core component of enterprise value. In an economy driven by intangibles, our Office of the CIPO helps companies manage significant legal and competitive risk while also harnessing IP as a strategic force for growth.



CONTACT

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John A. Hudson works from the Office of the Chief Intellectual Property Officer, J.S. Held. As the former CIPO of a food-tech company based in Raleigh, NC, John was a key member of the executive management team, brought on with the strategic goal of preparing the company for a near-term transaction. In this role, he oversaw all aspects of the company's intellectual property activities, including IP strategy and commercialization, portfolio management and development, IP disputes and litigation, IP transactions and licensing, education and awareness, and valuation and monetization.

With over 25 years of experience, John has built a distinguished career advising public and private companies, universities, law firms, Venture Capital and Private Equity firms, and government agencies across sectors, including technology, media, telecom (TMT); healthcare; food and agriculture; industrials; and energy.



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About Ocean Tomo, a Part of J.S. Held

Ocean Tomo provides expert opinion, management consulting, advisory, and patent analysis and reverse engineering services focused on matters involving intellectual property (IP) and other intangible assets. Practice offerings address economic damage calculations and testimony; business licensing strategy and contract interpretation; patent-focused business intelligence; portfolio development strategy; litigation support; trade secret reasonable measures; asset and business valuation; strategy and risk management consulting; merger and acquisition advisory; debt and equity private placement; and IP brokerage.

Ocean Tomo experts are routinely qualified in US District Courts, US Bankruptcy Courts, US Tax Court, US Court of Federal Claims, state courts, the US Patent and Trademark Office Patent Trial and Appeal Board, international courts, and arbitration tribunals on questions relating to IP economics. The firm's professionals have provided expert opinions on IP valuation, reasonable royalty, lost profits, price erosion, commercial success, corrective advertising, creditor allocations, Hatch-Waxman Act market exclusivity, business licensing terms, including RAND obligations, venture financing, and equities of a potential injunction. The firm's experience extends to general business valuation and commercial disputes, domestic and foreign, as well as policy issues affecting international technology transfer and economic matters before the International Trade Commission.

Intangible assets comprise 90 percent of business value but are also subject to significant impairment due to enterprise and regulatory compliance risk. Our services are built upon more than three decades of experience assessing IP in the most rigorous of venues. Our financial, market, scientific, and technical experts have deep experience with tangible and intangible assets protected by IP. We bring a unique understanding of the contributory value of proprietary innovation to every engagement. This is the cornerstone of our business.

Securities offered through PM Securities, LLC, d/b/a Ocean Tomo Investments, a registered broker-dealer. As a part of J.S. Held, Ocean Tomo works alongside more than 1,500 professionals globally and assists clients—corporations, insurers, law firms, governments, and institutional investors—on complex technical, scientific, and financial matters across all assets and value at risk.

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About J.S. Held

J.S. Held is a global consulting firm that combines technical, scientific, financial, and strategic expertise to advise clients seeking to realize value and mitigate risk. Our professionals serve as trusted advisors to organizations facing high stakes matters demanding urgent attention, staunch integrity, proven experience, clear-cut analysis, and an understanding of both tangible and intangible assets. The firm provides a comprehensive suite of services, products, and data that enable clients to navigate complex, contentious, and often catastrophic situations.

In 2022, Ocean Tomo joined J.S. Held, continuing the strategic growth of the firm. Leveraging the J.S. Held team of more than 1,500 professionals around the world, our clients now have access to J.S. Held's suite of specialized services including:

- Business Enterprise Valuation
- Compliance & Regulatory Consulting
- Cyber Security & Investigations
- Digital & Data
- ESG & Sustainability Consulting
- Financial Investigations
- Interim Management & Independent Directors
- Labor & Dispute Investigations
- M&A Regulatory Response
- Turnaround & Restructuring

Headquartered in New York, J.S. Held has offices across the United States, Canada, Latin America, Europe, Asia Pacific, the Middle East, and Africa.

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