

LAWRENCE A. HORN

Larry Horn (American) is Vice President, Licensing and Business Development and part owner of MPEG LA, LLC. MPEG LA successfully pioneered one-stop technology standards licensing with the international digital video compression standard known as MPEG-2, which it began licensing in 1997. One-stop technology standards licensing enables widespread technological implementation, interoperability and use of fundamental broad-based technologies covered by many patents owned by many patent owners. MPEG LA provides the marketplace with fair, reasonable, non-discriminatory access to a portfolio of worldwide essential patents under a single license. The MPEG-2 Patent Portfolio License now has over 360 licensees and includes more than 400 MPEG-2 essential patents in 39 countries owned by 19 companies and a major university. As the legal and business template for one-stop technology standards licensing, MPEG LA also provides an innovative way to achieve fair, reasonable, non-discriminatory access to patent rights for other technology standards - the high-speed transfer digital interconnect standard known as IEEE 1394 and the terrestrial digital television standard used in Europe and Asia known as DVB-T. In addition, MPEG LA has been asked to facilitate the development of joint licenses for MPEG-4 and other emerging technologies. The company is based in Denver, CO and has offices in Chevy Chase, MD (Washington DC metropolitan area), the greater San Francisco area and London, England.

Before joining MPEG LA, Larry was Head, Business Development, Marketing and Sales for Martek Biosciences Corporation (NASDAQ:MATK) where he launched the company's first nutritional/medical product lines, evaluated and developed new business ventures and planned intellectual property strategies (1994-97); President and Owner of HKM Corporation which helped organise Cable Television Laboratories, Inc., advised early stage investors in The Discovery Channel and devised business plans for media industry and other financing (1985-93); Senior Vice President and General Counsel of Public Broadcasting Service (PBS) where he was recognised for turning around the US public television network through a restructuring of its network distribution, programming and labour assets and also managed human resources, labour negotiations and conference services while the board searched for a new president (1978-85); Attorney with the U.S. Securities and Exchange Commission's Office of General Counsel (1975-78); and Adjunct Professor of Chinese Law, Georgetown University Law Centre.

Larry graduated from Yale University (BA, Chinese Studies) and Columbia University (J.D.) where he was awarded the law school's highest honour for writing.

**NOVEL APPROACHES TO IP MANAGEMENT: CONSORTIA, PATENT POOLS,
COLLECTIVE RIGHTS ORGANISATIONS**

LAWRENCE A. HORN

Vice President, MPEG LA, LLC, United States

Having successfully pioneered one-stop technology platform licensing, MPEG LA is widely recognised as the legal and business template for patent pooling. By providing the marketplace with fair, reasonable, non-discriminatory access to a portfolio of world-wide essential patents under a single license, MPEG LA's one-stop technology platform licensing programs enable widespread implementation, interoperability and use of fundamental broad-based technologies covered by many patents owned by many patent owners. Mr. Horn will present observations and case studies from MPEG LA's unique experience and perspective including: history; achievements; legal and marketplace issues and needs that have been addressed; impact on the marketplace; current efforts; the necessary elements and principles on which such efforts are based; what works and why; MPEG LA's effort to apply this innovative licensing model to the biotech and pharmaceutical industries; marketplace issues and conditions that are unique to biotech and pharma; and thoughts for resolving them.