

IP Commercialisation Roadmap (India)

Strategic planning template for maximising commercial value from the Company's IP portfolio

HOW TO USE THIS TEMPLATE

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| 1. | This document: IP Commercialisation Roadmap (India). |
| 2. | Fill all bracketed fields before use. |
| 3. | Template only — not a substitute for qualified legal advice. |

1. PORTFOLIO VALUE ASSESSMENT

Purpose. The IP Commercialisation Roadmap identifies the most commercially valuable IP assets, the best strategy for each, and specific actions over a 3-year planning horizon. Update annually as part of the business planning process.

Value Assessment Framework. Rate each material IP asset on: Commercial Value (A) — the asset's intrinsic commercial value based on what it enables (score 1 to 5); and Exploitability (B) — how readily can value be extracted through licensing or other routes (score 1 to 5). Assets with A multiplied by B greater than 15 are priority commercialisation targets.

Portfolio Quadrant Analysis. High A, High B (Exploit aggressively — license, monetise, IP-backed financing); High A, Low B (Protect carefully — competitive moat, do not license to competitors); Low A, High B (Opportunistic — license if approach received); Low A, Low B (Prune — abandon or sell rather than maintain).

2. COMMERCIALISATION STRATEGIES

Active Competitive Use. IP used exclusively in Company products to create competitive advantage. No licensing. Best for: core technology patents where licensing would arm competitors; flagship trademark that is the Company's primary brand.

Outbound Licensing. Licensing to non-competing companies in adjacent markets or geographies. Royalty rates: 2 to 10% of revenue depending on technology type. Requirements: clear contractual boundaries; quality monitoring for trademark licences.

Cross-Licensing. Exchanging licences with other IP holders — to resolve FTO issues or gain technology access. Structured to include cash equalisation if portfolios are unequal in value.

IP-Backed Financing. Using registered IP as collateral for debt finance. Best for patents with commercial revenue and trademarks with brand equity. Requirements: independent IP valuation; clean ownership chain; IP insurance.

IP Sale. Permanent transfer for lump sum. Best for non-core IP or technology in a field the Company is exiting. Tax note: sale proceeds may be capital gains — engage tax advisor before agreeing consideration.

3. THREE-YEAR COMMERCIALISATION PLAN

Year 1 — Foundation: Complete IP audit and portfolio valuation; identify top 5 licensing targets; file outstanding registrations; commission 2 FTO analyses for expansion markets; initiate 2 licensing discussions.

Year 2 — Activation: Close first 2 licensing deals; establish recurring royalty revenue; apply for IP-backed credit facility if portfolio value exceeds Rs. 5 crores; expand trademark registrations into new markets; evaluate cross-licensing with 3 identified partners.

Year 3 — Optimisation: Review all active licences for renegotiation at renewal; prune non-performing IP assets; assess whether any patents should be sold or donated; target total IP licensing revenue of Rs. [X] lakhs; and prepare IP portfolio summary for Series B fundraising narrative.

4. LICENSING PIPELINE MANAGEMENT

Identifying Potential Licensees. Look for: companies in adjacent industries using similar methods; international companies seeking Indian market entry; companies who have independently developed similar technology and face infringement risk; and academic or research institutions for educational-use licences.

Initiating Discussions. Approach through: direct outreach by CEO or Business Development team; IP broker or licensing agency; industry conferences and trade associations; and patent licensing databases. Initial outreach should be relationship-building, not transactional — lead with the technology's value to the potential licensee.

Pipeline Tracker. Maintain a licensing pipeline tracker: company name; contact person; status (identified / initial contact / NDA signed / term sheet shared / negotiation / closed); expected close date; and projected annual royalty. Review at every quarterly IP committee meeting.

Licensing KPIs. Track quarterly: number of active licences; total annual royalty income; royalty income as percentage of total revenue; average royalty rate by technology area; and new licences signed in the period. Report these KPIs in investor updates as evidence of IP portfolio health.

IMPORTANT NOTE

Working template for IP Commercialisation Roadmap (India). Verify requirements with a qualified IP advocate.

IP COMMERCIALISATION IN PRACTICE — INDIAN STARTUP CASE STUDIES

Three commercialisation patterns are most relevant for Indian technology startups: (1) The University Spin-Out Model: a startup commercialising technology developed in an academic institution typically holds a technology licence from the institution rather than outright ownership. The commercialisation roadmap in this case must address: the licence scope (is it exclusive? in all fields? globally?)

; milestone payments and royalties payable to the institution; the Company's right to sublicense to customers and development partners; and the institution's right to academic publication (which creates prior art for future patent prosecution). Work with the institution early to negotiate the cleanest possible commercial licence — overly restrictive academic licences have killed many promising spi

n-outs. (2) The API and Platform Licensing Model: SaaS companies with proprietary technology (AI models, data processing algorithms, or specialised infrastructure) can commercialise through API licensing — allowing other developers and companies to access the technology on a usage-metered basis. This model requires: clear API terms of service specifying the IP licence granted to API users; usage-b

ased royalty structures (typically per API call, per processed unit, or per active user); technical access controls (API keys, rate limits, usage monitoring) that enforce commercial boundaries; and a programme for higher-tier commercial licences for enterprise customers who want more access, support, or exclusivity. (3) The Data Licensing Model: companies that have accumulated proprietary datasets

through their operations (user behaviour data, transaction data, sensor data, annotated training data) can commercialise the data through licensing to research institutions, analytics companies, or industry players. Data licensing requires: a clear legal assessment of whether the data is owned by the Company or whether users have rights over it under DPDP Act 2023; a data licence agreement specif

ying: what data is licensed, in what form, for what purposes, with what use restrictions; and a revenue model (per-dataset flat fee, per-API-call, or annual subscription). Data licensing is an increasingly significant revenue stream for data-rich startups and is particularly attractive to investors as a low-cost-to-deliver revenue source.

ADDITIONAL COMPLIANCE GUIDANCE AND BEST PRACTICES

ADDITIONAL GUIDANCE ON COMPLIANCE AND BEST PRACTICES. Indian IP law continues to evolve rapidly, with the Patent Office, Trade Marks Registry, and Copyright Office all implementing digital transformation initiatives that affect how IP is filed, prosecuted, and enforced. The Patents Amendment Rules 2024 introduced new provisions for startup fee concessions and updated the examination procedure timelines. The Trade Marks Act 1999 has been interpreted by courts in a growing body of decisions that clarify how confusion is assessed, how well-known

marks are recognised, and how bad faith is established. The DPDP Act 2023 has implications for IP-linked customer data and product development processes. For each IP action described in this document, the Company should consult a qualified IP advocate licensed to practice before the Indian Patent Office and Trade Marks Registry. IP advocates combine technical expertise with legal training specific to Indian IP law. When selecting an IP advocate, assess: their specific experience in your technology sector or product category;

their track record at the relevant Patent Office branch or Trade Marks Registry; and their ability to coordinate international filings through their network of foreign associates. The IP Manager should maintain a master calendar tracking all IP filing deadlines, prosecution response deadlines, renewal dates, and opposition window close dates. IP deadlines are typically non-extendable and missing them can result in permanent loss of rights. Use a dedicated IP management tool or a carefully maintained calendar system with triple-reminder alerts. Document

all IP decisions and the reasoning behind them. When the Company decides not to file a patent application for a particular technology, document the decision and reasoning. When a trademark opposition is decided not to pursue, document the decision. This decision trail is important for investor due diligence, management continuity, and defence of subsequent IP disputes. Build a quarterly IP Committee meeting cadence: the IP Manager, CTO or Head of Product, CFO, and CEO should review IP programme status, upcoming

decisions, and strategic IP priorities every quarter. This keeps IP on the leadership agenda and ensures that commercial and technical strategy is aligned with IP investment decisions. The IP Committee meeting should produce a brief written record of decisions taken and actions assigned. International IP coordination requires proactive management of priority deadlines. The Paris Convention priority period of 12 months for patents and 6 months for trademarks and designs starts from the Indian filing date. If international protection is planned,

calendar these priority deadlines immediately on the Indian filing date. The cost of filing internationally increases significantly if priority is not claimed because prior art in the intervening period may destroy novelty. Budget for professional indemnity insurance for the IP function. As IP becomes a larger component of the Company's value and IP decisions involve significant financial stakes, the IP Manager and the Company's IP counsel should be appropriately insured against errors and omissions. Review the IP programme's documentation quality

annually. The best IP strategy is undermined by poor documentation. Every IP right should have a complete file: the registration or application document, all prosecution history, all renewal receipts, and all related agreements. Files should be backed up in at least two locations and access-controlled to prevent inadvertent deletion. Template only. Not legal advice. Consult a qualified IP advocate for all decisions affecting the Company's intellectual property rights.