

# *Exhibit C*

AVANCI 

ACCELERATING IoT CONNECTIVITY

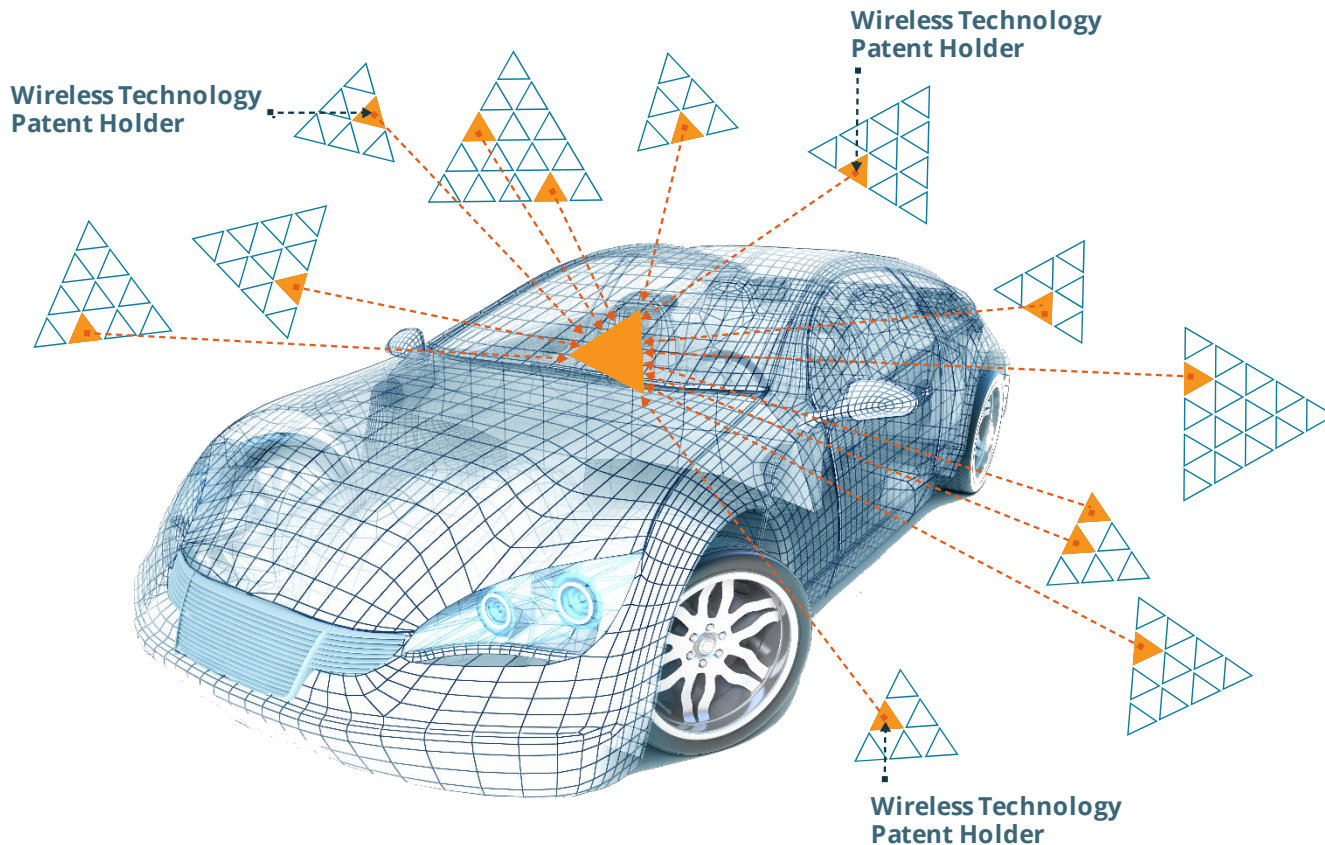
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The Internet of Things (IoT) has already seen explosive growth in a range of industries such as commercial real estate, healthcare, manufacturing, automotive and more who embrace the benefits of data insight and automation. Wireless connectivity will enable billions of products, from smart meters and connected cars to telerobotics and remote surgery equipment to join the IoT. To enable this unique ecosystem, where existing products are adding connectivity to enhance their current functionality, Avanci has created the first marketplace for IoT manufacturers to license crucial, standard-essential wireless technologies with an emphasis on fair, transparent pricing. Avanci's pricing model offers flat rate royalty calculations that streamline licensing and enable predictable costs to help IoT developers capitalize on a dynamic market opportunity.



*The Internet of Things  
needs a patent  
licensing solution*

## AVANCI: ACCELERATING IoT CONNECTIVITY

With more than 41 billion devices expected to be connected to IOT platforms by the year 2025, the Internet of Things is fueling an entirely new and evolving economy of products that never existed before. This explosive growth, bounded only by imagination, opens the door for IoT manufacturers to reinvent brands and products, and for consumers to benefit from the convenience of a more connected world. To fully realize this vision of the Internet of Things, there must be an open and streamlined way for manufacturers of these new connected products to access the latest wireless technology.



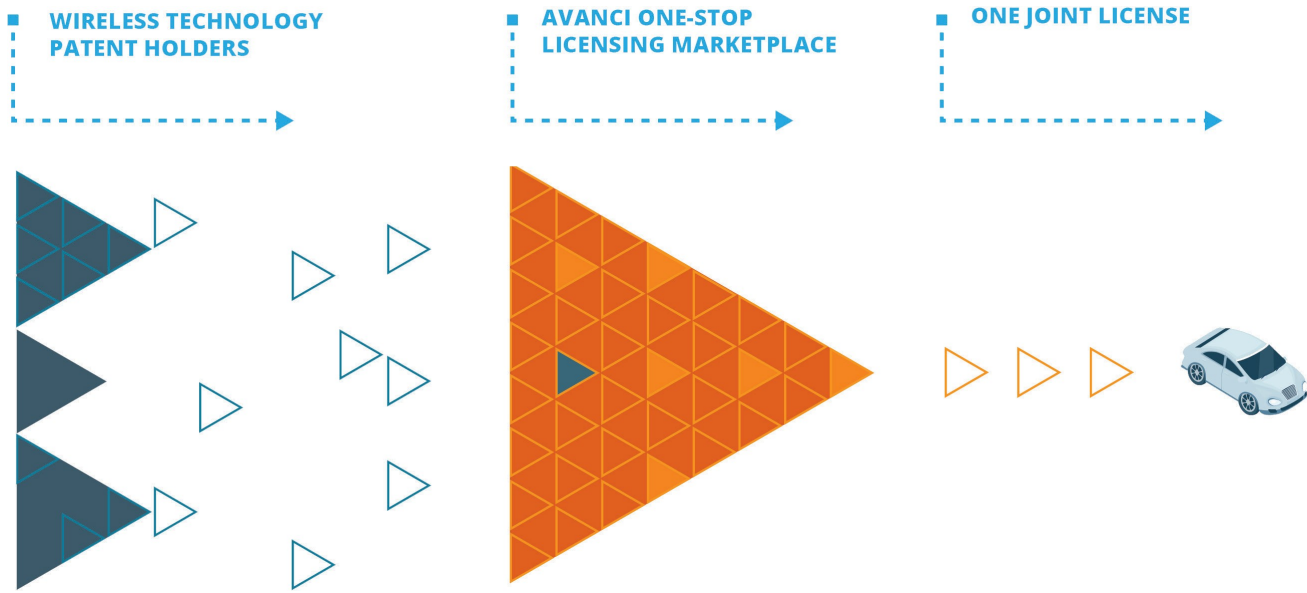
To meet this pressing industry need, Avanci designed a first-of-its-kind marketplace to license patented and standardized wireless technology for the Internet of Things. Avanci is making the world's best ideas easily accessible to industries and product developers that would have previously had to navigate a tangled web of Intellectual Property (IP) license agreements. This simplified, transparent approach to licensing lets manufacturers focus on what they do best—create new, innovative products to benefit consumers.

The goal of Avanci's efficient and scalable marketplace is simple: provide access to the vast majority of the standard-essential wireless patents that exist today in a manner that helps companies innovate more quickly.

This is accomplished by making connectivity technologies available to IoT product manufacturers in one place and in one license using fair, reasonable and non-discriminatory (FRAND) licensing terms.

*Avanci's pricing simplifies patent licensing for the Internet of Things*

Avanci has created a pricing model that provides patent licenses covering standard-essential wireless technology to the IoT ecosystem using well-established FRAND licensing principles. Currently including 2G, 3G and 4G technologies, this approach ensures necessary patent rights are available to product developers, while providing a return on investment to wireless technology patent holders. For companies entering the IoT market, this means that Intellectual Property Rights (IPR) costs will be predictable over time, and they can be confident they are getting a fair price that is the same as their competitors. For patent owners, this means a simple way to share their essential technology across many IoT industries. And it lowers transaction costs for everyone. To explain how all of this is possible, this white paper details four key benefits of Avanci's pricing model: transparency, flat rate royalty calculations, cost predictability and pro-competitive, differentiated rates based on the value the patented technology brings to different applications.



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