



IMEC'S INNOVATION MODEL





WHO WE ARE





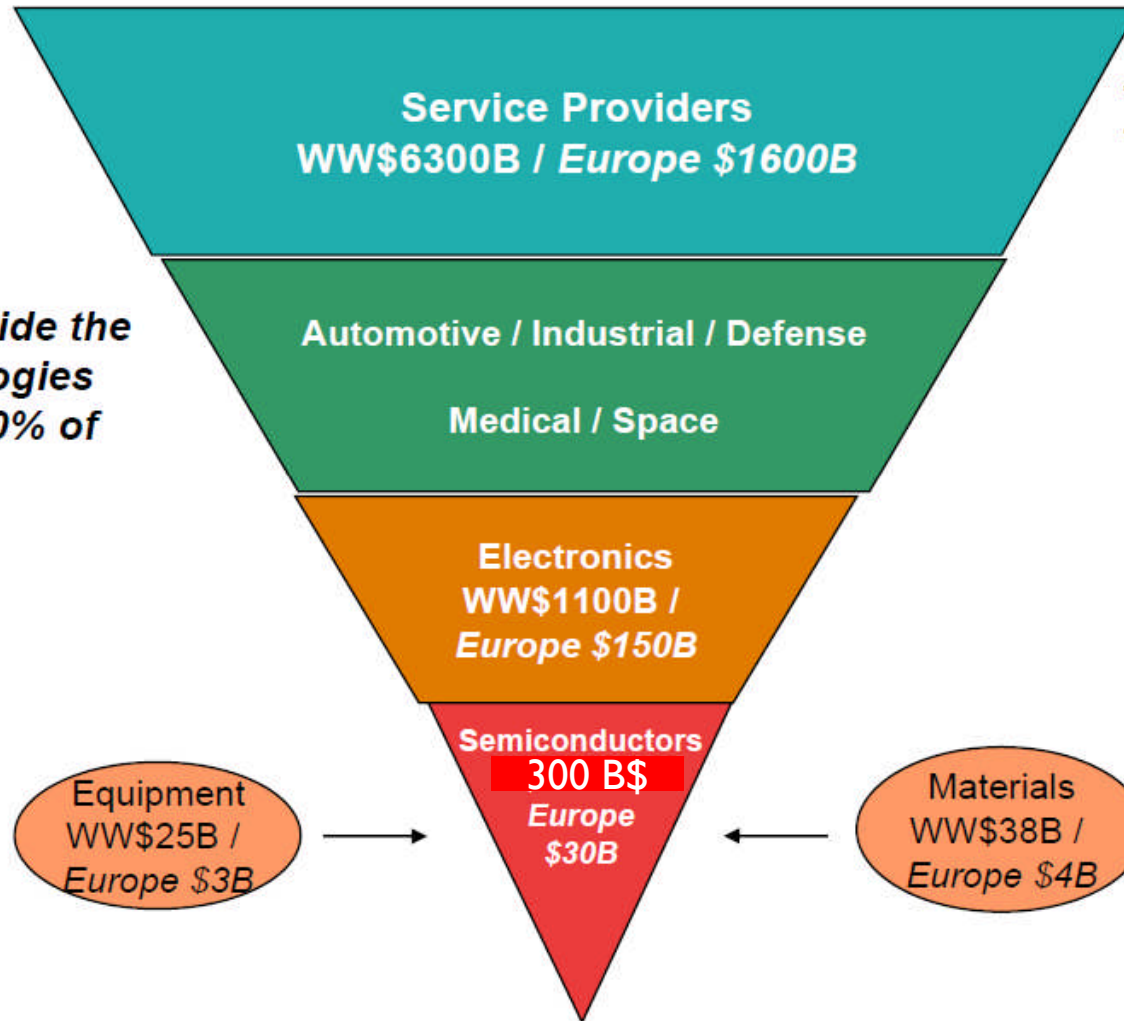
KEY ATTRIBUTES

- ▶ Non-for-profit
- ▶ Independent
- ▶ Established by the Flanders gov't in 1984
- ▶ Worldwide reach
- ▶ 2012 income budget: ~ 310 M€
- ▶ 2012 staff: ~2000

- Internet Services Providers
- Games

- Broadcast
- Telecom Operators

Semiconductors provide the knowledge & technologies that generate some 10% of global GDP.



Equipment
WW\$25B /
Europe \$3B

Materials
WW\$38B /
Europe \$4B

INDUSTRIAL STRATEGY: SOCIETY NEEDS TRANSLATED INTO APPLICATION DOMAINS

Health

Body area networks

In vitro / in vivo diagnostics

Bio-Chips / Body-Sensors

Sustainable Energy

Energy harvesting (photovoltaics)

Energy Storage

Energy management

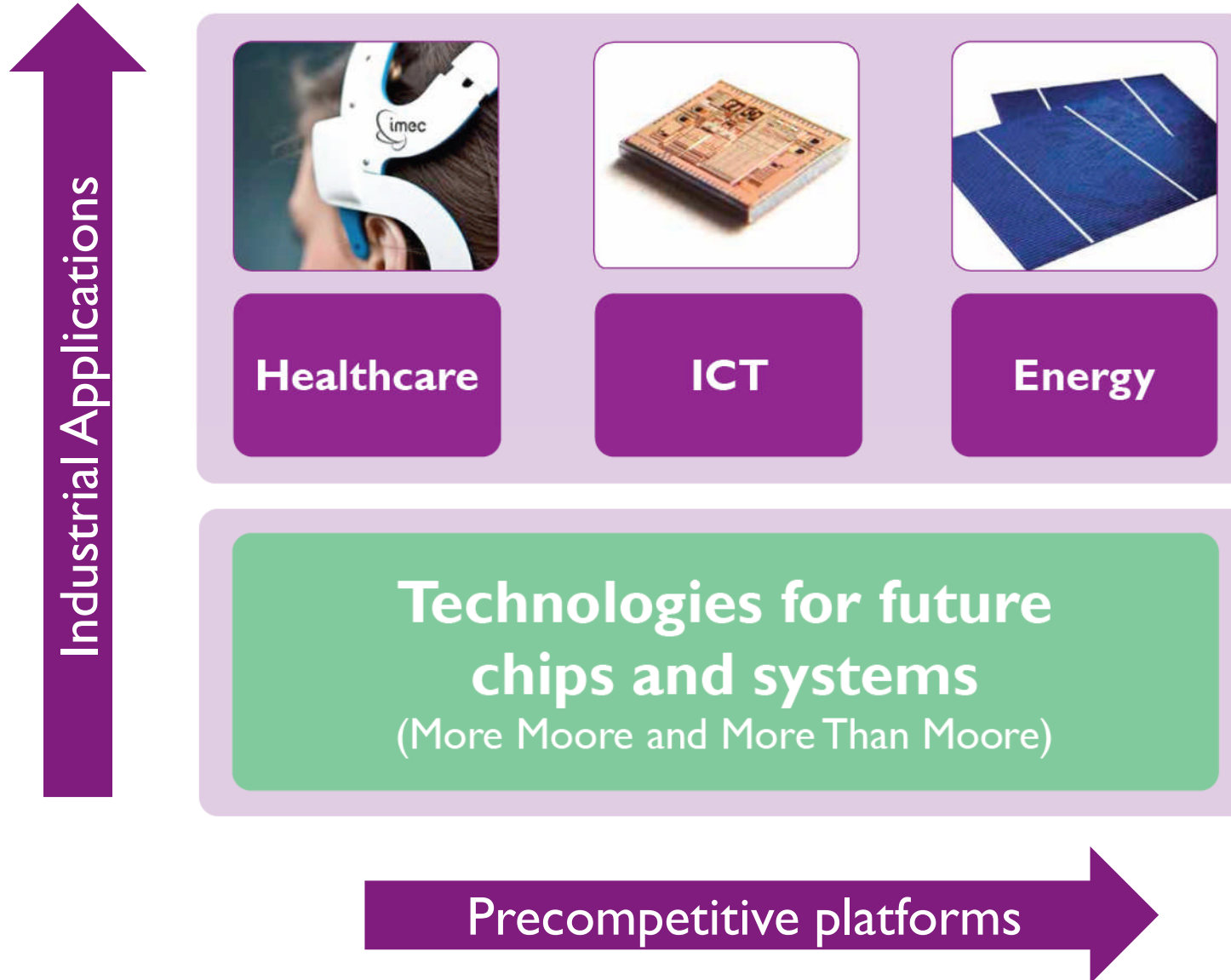
Communications

Seamless Wired / Wireless Access

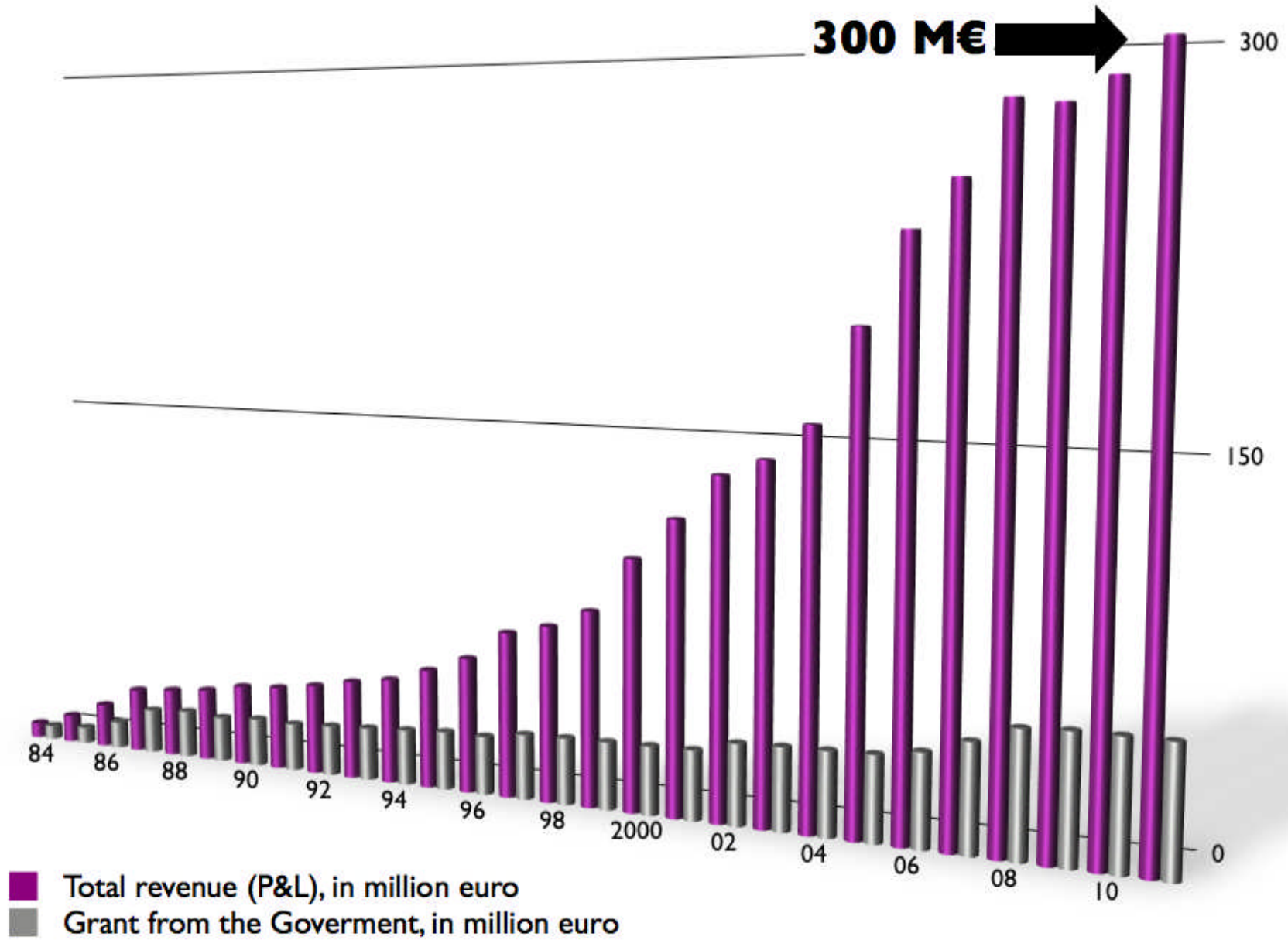
Mobile Services

Portable devices

IMEC'S TWO DIMENSIONS



IMEC'S TOTAL REVENUE



BREAKDOWN OF CONTRACT REVENUES

70% Outside Europe

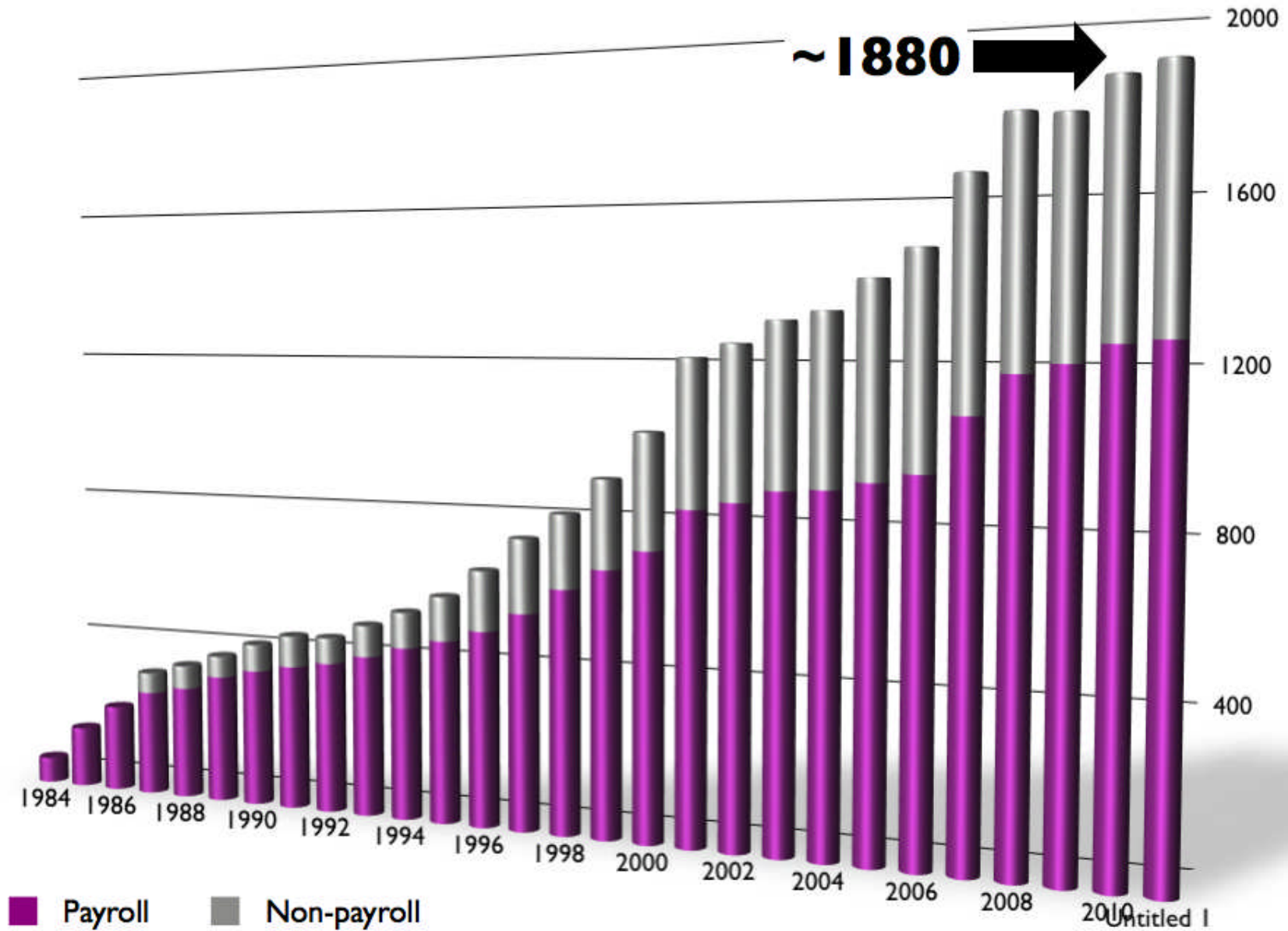
15% Europe: 5% EU + 10% bilateral

15% Local (Flanders region)

RESEARCH PROGRAM PARTNERS



IMEC'S HEADCOUNT



IMEC MANPOWER

250 Doctoral students

350 Industrial residents

1300 payroll employees

> 70 nationalities

10,000m² CLEAN ROOM

300mm pilot line
450mm ready
Sub-22nm CMOS
Ball room, clean sub-fab

200mm pilot line
R&D and prototyping
facility for heterogeneous
Integration - CMORE



IMEC IN THE WORLD

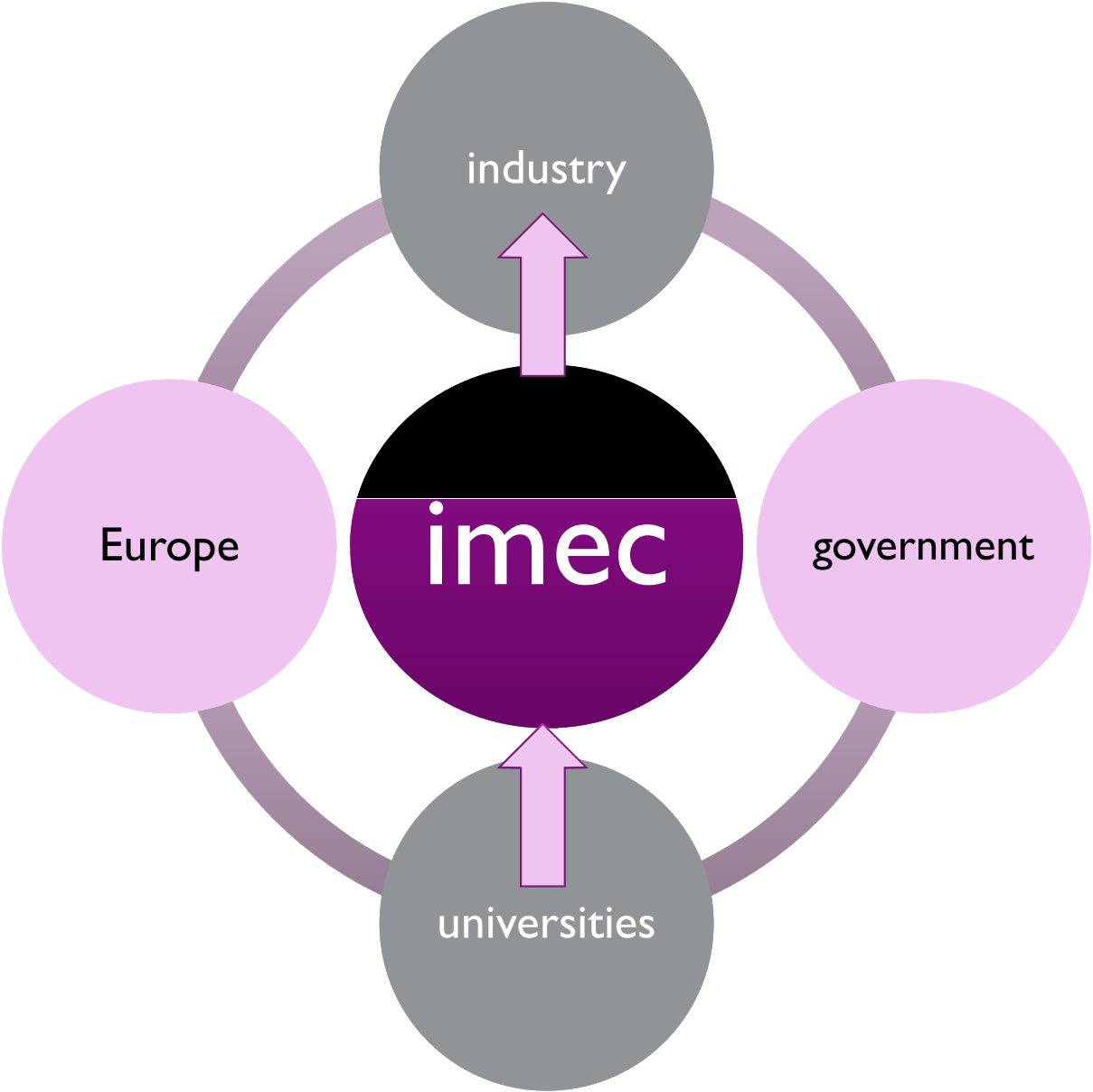




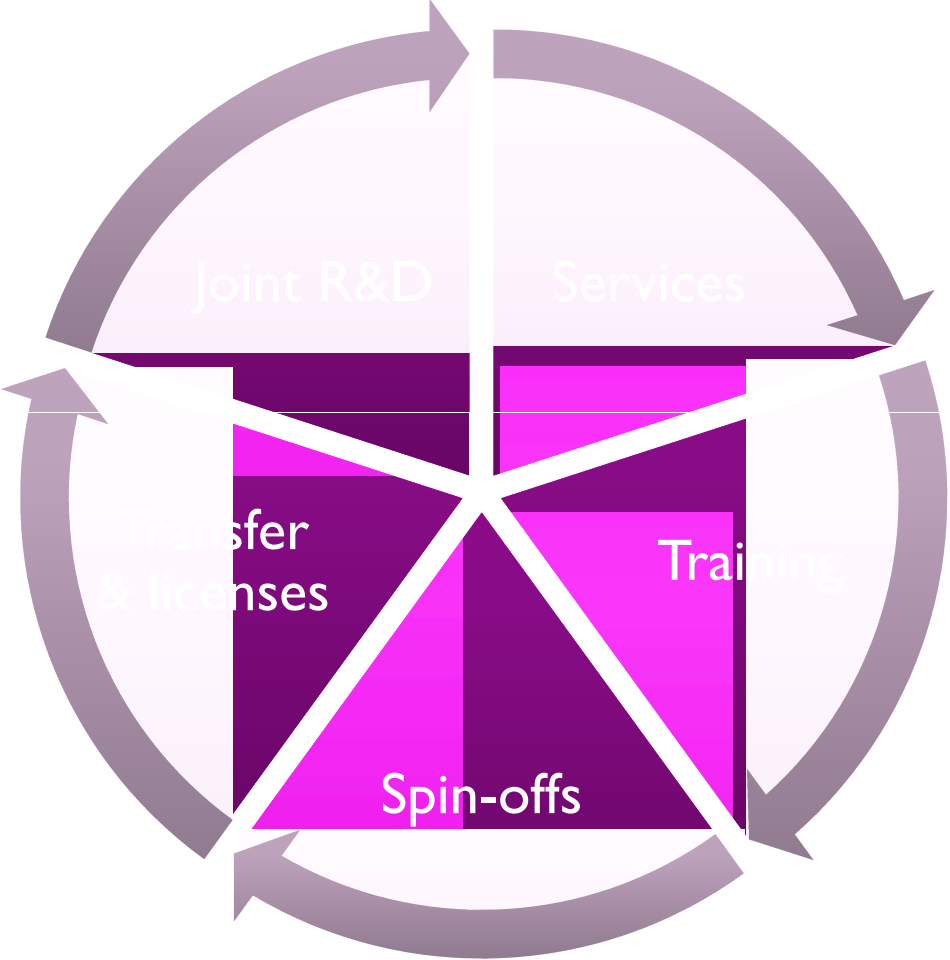
WHAT WE OFFER



IMEC FULL ECO SYSTEM

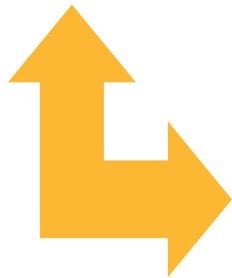


IMEC'S ACTIVITY MAP

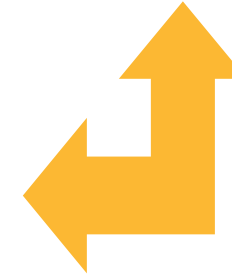


PARTNERING FOR COST-EFFECTIVE R&D

IC manufacturers
& system houses



Equipment, material
suppliers



Collaborative
PROGRAMS & PROJECTS
in an unique R&D infrastructure

World-wide
Centralized Research Platform

OPEN INNOVATION

Build critical mass
Share R&D costs



EU, Regional funding

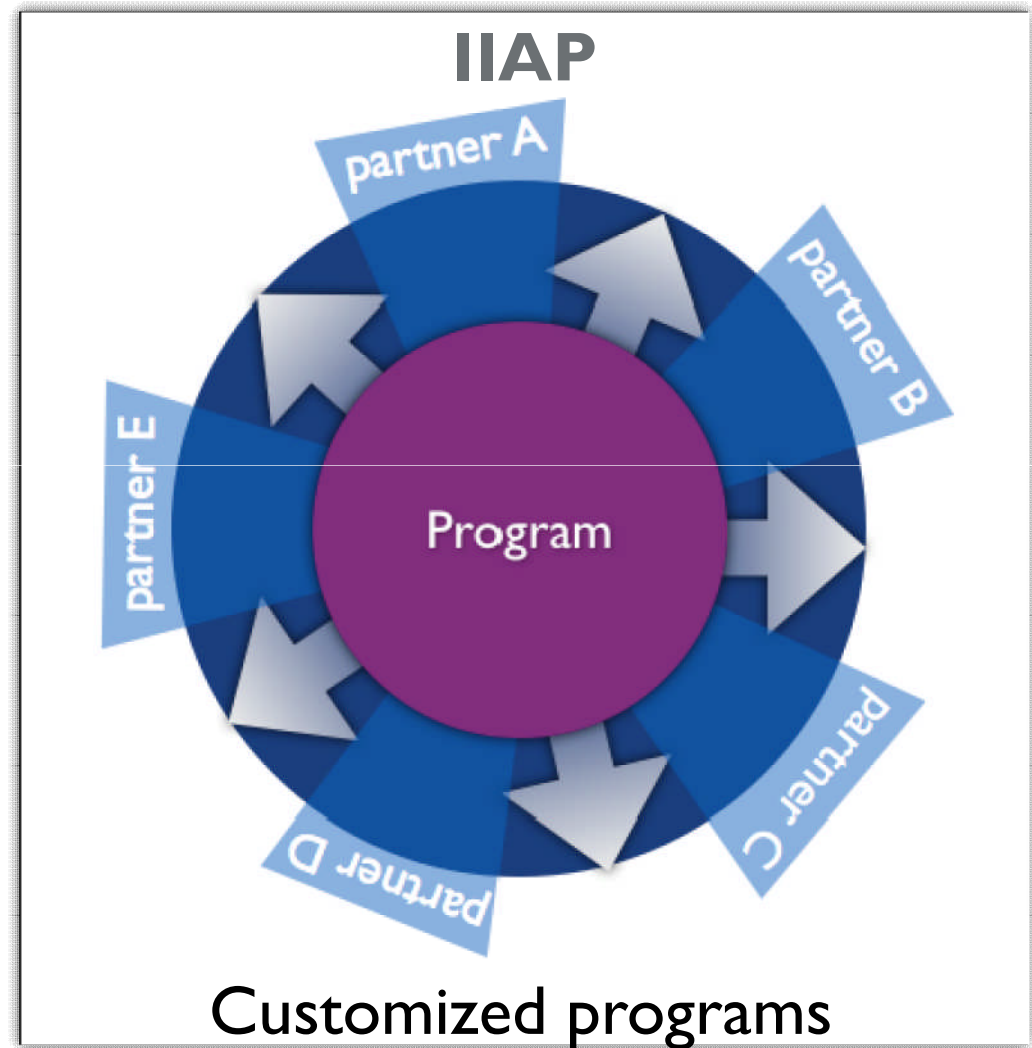
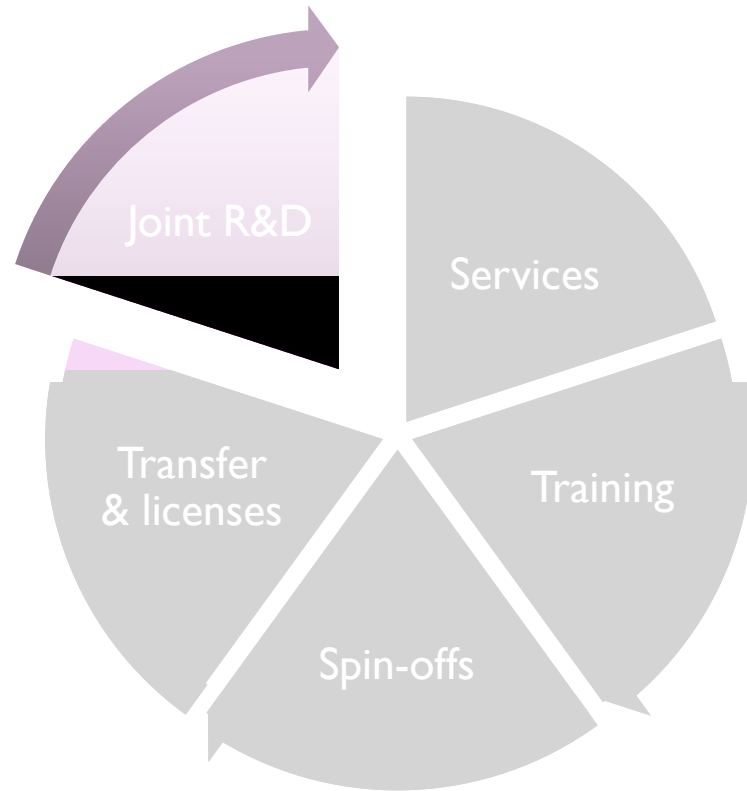




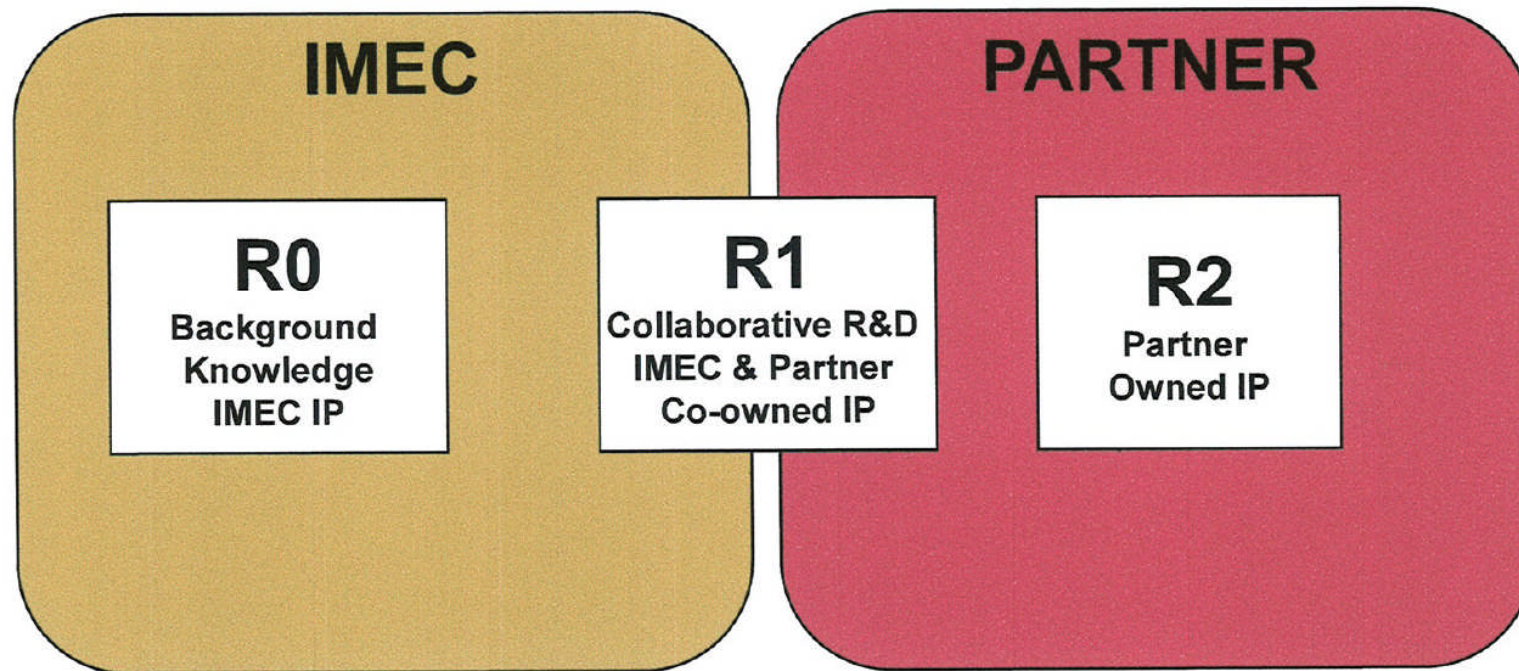
HOW WE OPERATE



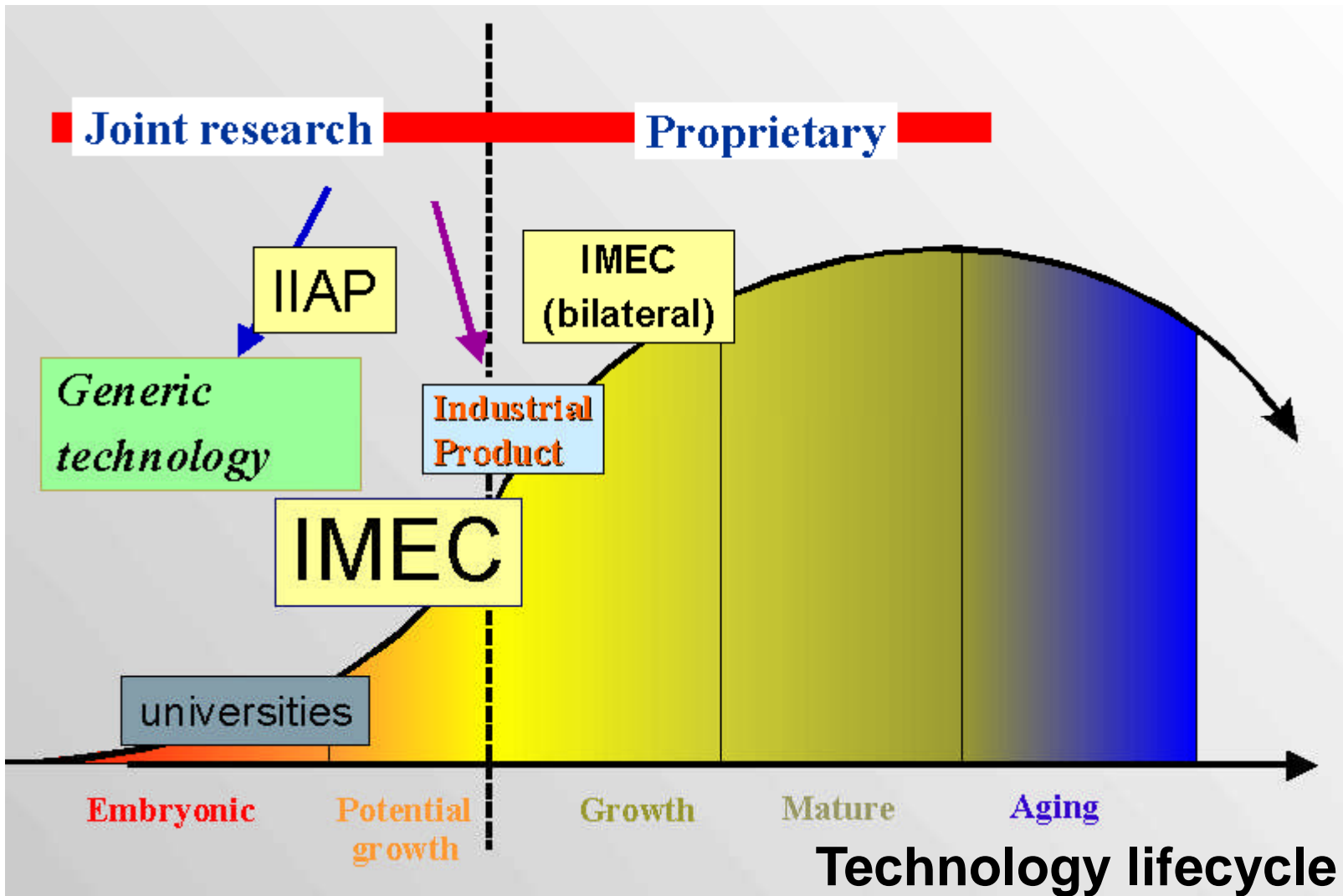
OPERATIONAL BASE: IMEC INDUSTRIAL AFFILIATION PROGRAM



IMEC'S IP SHARING MODEL

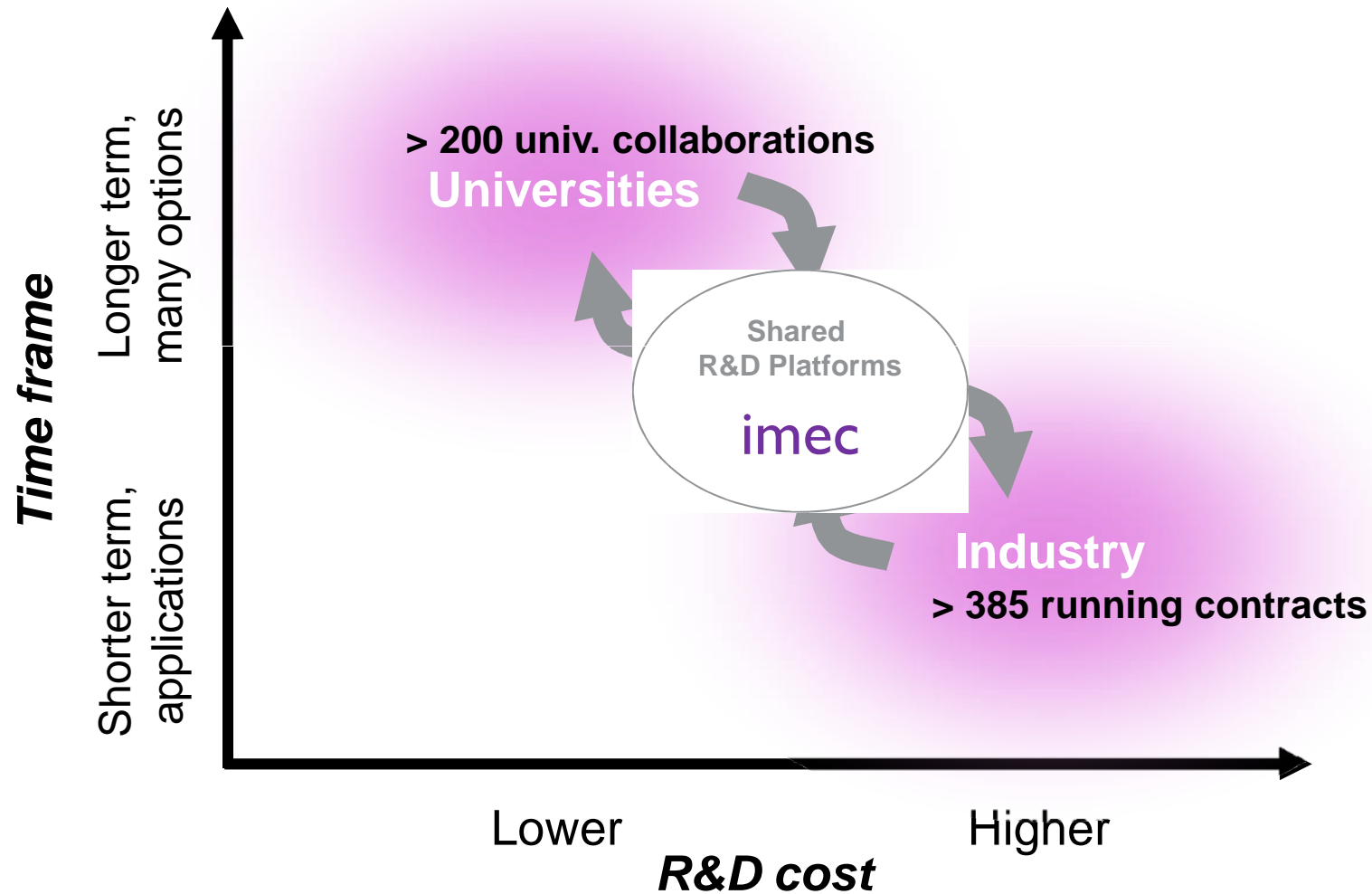


WHERE DO WE POSITION OURSELVES?

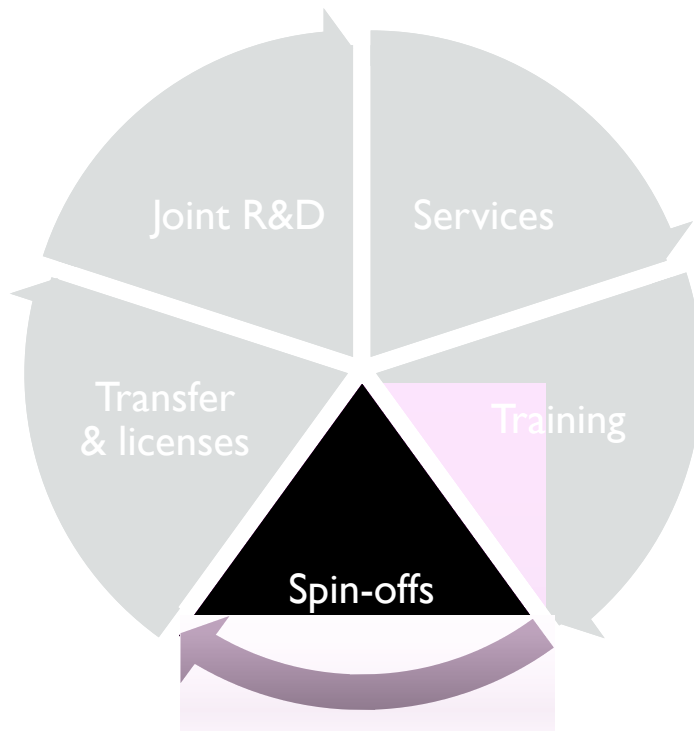


IMEC AS A TRANSFORMER

Providing focus for universities and know-how, IP and solutions for industrial partners



SPIN-OFFS





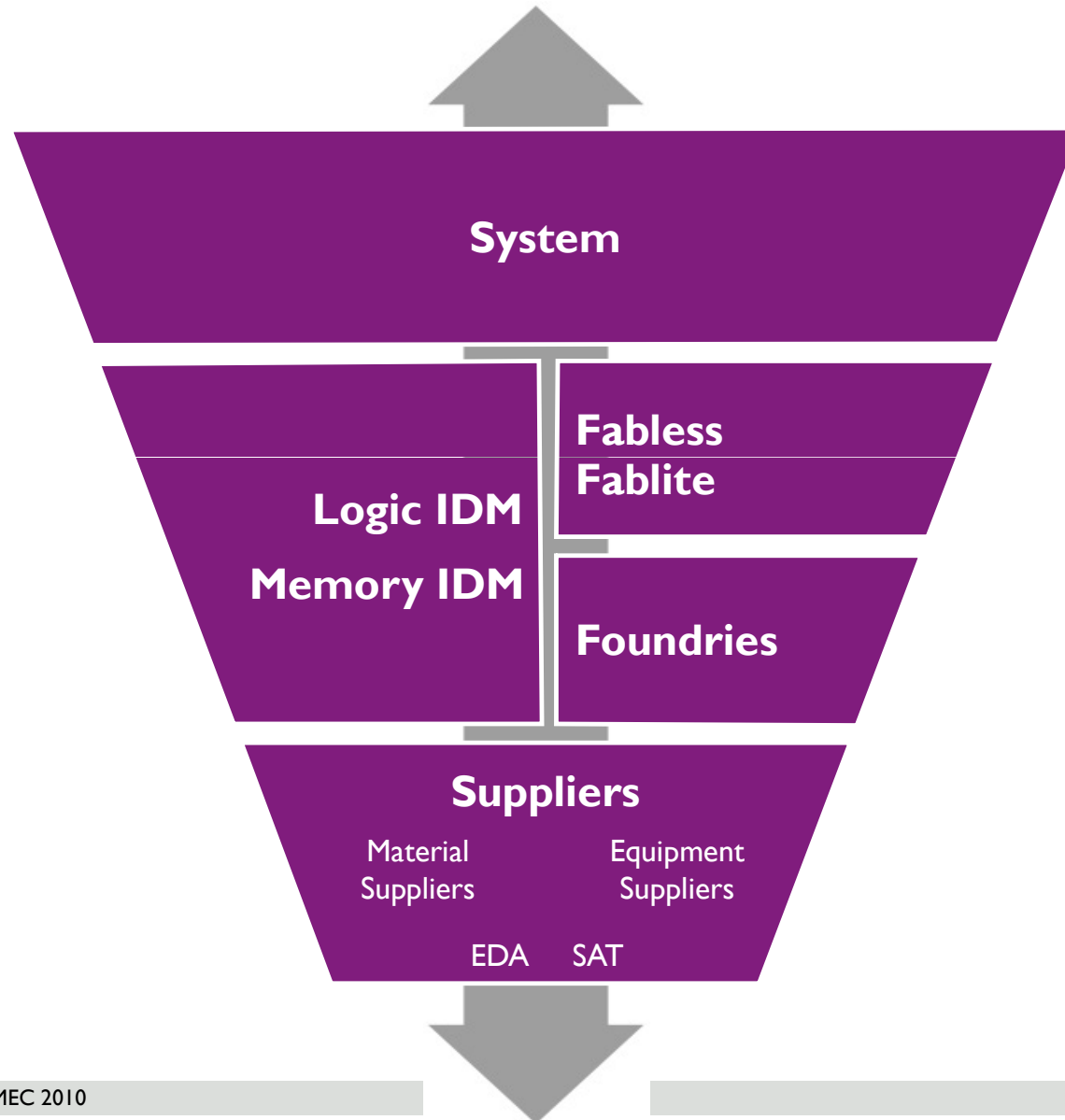
IMEC'S SUCCESS FACTORS



IMEC IS NEUTRAL AND INDEPENDENT

- ▶ imec is not dominated by a single company;
- ▶ imec has independent and efficient decision making proces;
- ▶ imec's management team has ownership of strategy process and can optimize the value offering for each individual customer;
- ▶ Business model is similar to a commercial industrial business offering; not consensus based, but maximizing value offering in each business agreement.

PROVEN VALUE OFFERING FOR FULL ECOSYSTEM



COMMITTED TO CULTURE OF..



Finer resolution of IP landscape needed

OPEN INNOVATION

Program based approach:
-Integration of techno life cycle
-Integration of value chain



e.g. PhD research



- Pre-competitive & IP sharing
- High added value
- Costly platform development
- Fast technological evolution
- Need for early insight & fundamental understanding
- Need for cost-sharing
- Mixed research teams & short learning cycles
- Need for de-risking
- Crucial for underpinning Core Business

Project-based R&D outsourcing



No IP sharing

IMEC'S KEY FIGURES FOR IMPACT ON FLANDERS 2002 - 2011

Impact Factor	2002	2007	2011
Total employment	4134	4718	5621
Total value added (M€)	233	389	395
Fiscal & parafiscal return to government (M€)	143	188	213

Source: IDEA Consult 2012



CONCLUSION



JOINT MULTI-DISCIPLINARY R&D OPEN INNOVATION

... THEY KEY TO CREATIVITY





**ASPIRE
INVENT
ACHIEVE**

