

JAMES C. ROBERTS III

Professional with strategic, legal, M&A and venture capital skills who has built companies and advised US and non-US corporate, startup and venture investors in digital, virtual reality, blockchain, mobile, media & entertainment, biotech/medtech and cleantech sectors. Worked and resided in Europe, North America and Asia. Currently working between the US and the EU (Italy).

EDUCATION

JD The University of Chicago
MA Stanford University
BS University of California, Berkeley

EXPERIENCE

Global Capital Strategic Group, President. Global Capital Law Group PC, Managing Principal. 2004 to present. Milano and Los Angeles.

General. Manage strategic consulting firm and affiliated boutique transactional & corporate law firm, with offices in Milan (associated) and Los Angeles. The law firm provides transactional and corporate counsel and the consulting firm provides interim management teams and strategic implementation services. Clients for both firms range from Fortune 500 corporations to startups and their investors in digital (web, technology, entertainment, distribution & content), mobile, biotech/medtech and cleantech (nanotech, windpower and solar) industries. Staff ranges from 4—15 professionals. (Firms were originally formed under the name “Praxis.”)

Practice Areas & Clients. Responsible for the M&A, licensing and international practice areas. Work with companies such as News Corporation, Fox Interactive Media, MySpace, Dick Clark Productions, PBS, in addition to multiple startups and investors. Negotiated with media companies such as BBC, Google, AP, Reuters, Microsoft, AOL and Yahoo! and venture funds such as VantagePoint Venture Partners, Pequot Ventures, Summit Ventures and various Italian and other European venture funds.

Startups. Advise startup teams on strategy, implementation, revenue models, team development, international expansion and investment. Advised on the acquisition (or other disposition) of, or investment in, multiple startups. Developed and manage startup mentoring program and two startup networks. Judge, evaluator and mentor for various startup groups, e.g., Intesa San Paolo Startup Initiative, Mind the Bridge, Mind the Seed, TechPeaks, SeedLab, SocialAppItalia, Startup Weekend and Startmiup. Startups mentored in the last three years have raised more than \$20m in venture investments (not necessarily as a result of my mentoring).

REPRESENTATIVE PROJECTS:

Transactions (Consulting):

Negotiated international acquisitions for and sale of digital content licensing company (\$1,100,000 to 6,500,000)

Advised European company on US competitor acquisition (~\$7,000,000)

Developed international reseller strategy and negotiated SaaS and systems integration agreements for Italian startup

Led team to negotiate with private equity funds for \$25,000,000+ investment in digital company

Created strategy for domain monetization corporate structure

Advised investors in potential solar power investment in Europe

Structured international subsidiaries for multiple startups

Evaluated and negotiated to acquire non-US assets for multiplatform digital company (\$350,000 to 1,300,000)

Restructured Eastern European subsidiary structures for Western European digital companies

Alliances (Consulting):

For digital subsidiary of major multinational negotiated business terms with 65+ companies for digital and mobile content

Identified and negotiated with potential technology platform providers (search, CDN, DRM, CMS, video/image upload/download & ad-serving) for international media company

Structured strategic alliances for technology development for multiplatform company

Transactional (Legal):

Negotiated agreements for first VR title developed for Google

Negotiated several of the first SaaS distribution and platform integration agreements for Italian startups

Negotiated acquisition terms of biotech company by Fortune 50 company

Negotiated \$1,000,000 Series A round in nanotechnology company

Negotiated Chinese, Russian and Southeast Asian distribution agreements for Italian mobile game startup

Structured, formed and advised US subsidiary of European mobile startup

Negotiated seed, angel & VC term sheets and investments ranging from \$75,000 to \$300,000 for multiple European startups

Created and spun off subsidiaries and transferred assets (each valued from \$2,000,000 to 25,000,000) for Italian digital company

Negotiated private equity term sheets for \$50,000,000+ investment in web company

Negotiated international mobile publishing deals for mobile game developer

Advised multiplatform digital company on digital TV show production and distribution

Negotiated with venture capital investors on roll-up company

Provided strategic analysis for Internet ad companies on intellectual capital

Identified and negotiated with potential partners for technology commercialization

For mobile company negotiated terms with international telecoms

Negotiated alliances for digital television companies

Negotiated global licenses for prominent characters for B2C software, e.g., *Peanuts*, *The Flintstones*, *Hello Kitty!*

Negotiated acquisitions for multiplatform digital company

Negotiated sale of startup for \$7,500,000

Negotiated agreements for digital content licensor on international acquisitions

Negotiated with potential VC investment in Internet company for ~\$12,000,000

Negotiated international distribution agreements for digital content company

Structured, formed and advised US subsidiary of European windpower components company

Structured and advised US subsidiary of European and Asian data analytics firm

Served as coordinating counsel for acquisition of Italian and Canadian medtech companies

Advised music platform startup on enterprise market penetration

Licensing (Legal):

Over a four-year period, negotiated multiple agreements with 100+ technology, platform and content providers for development of content platforms

Negotiated licenses for multiplatform digital company for development and distribution

Negotiated with potential partners for technology commercialization strategy

Served as interim general counsel for numerous pre-funded and funded European startup companies

Negotiated license agreements for digital television properties

Advised mobile company on international distribution strategy and negotiated terms with international telecoms

Negotiated alliances for DTV companies

Represented Asian mobile games company in the acquisition of licenses to well-known characters. Drafted and published most advanced TOUs and EULAs

Negotiated and drafted multiple NDAs, independent contractor agreements and SLAs

Advised on non-competition provisions under laws of multiple states

Prepared and maintained corporate records for multiple US corporations (including US subsidiaries of European and Asian corporations) and served as corporate secretary

Advised on data privacy regulatory compliance in multiple jurisdictions and drafted privacy/data security policies and supervised development and maintenance of policies in non-US jurisdiction and employment agreements and related policies

The Atlantic Advisory Group. *President. 1990 to 2004. Los Angeles and Washington, DC* (Firm was initially named “Pacific Strategies”). Advised on mergers & acquisitions, strategic alliances and developed and implemented strategies for companies in mobile and digital content, e-commerce, software, CD-ROM and Internet sectors, in US, European and Asian markets. Responsible for managing the international, alliances and M&A practice areas. Represented clients such as AOL, Philips Media and multiple startups. Representative projects:

Transactional: Managed Business Affairs department and international alliances for venture-backed web & mobile services company, structuring multiple domestic and international partnerships and participated in Series B and C venture rounds. Advised technology company on non-US sourced capital raise. Advised biotechnology company on second venture round. Identified and negotiated alliances for digital content company to enter IPTV markets. Launched international distribution partnerships in 14 countries for web and mobile services company. Negotiated and structured sale of multimedia software publisher. Restructured software company acquired by multinational to reduce \$425,000 monthly burn rate. Advised largest US title insurance corporation on Microsoft alliance for financial portal. Advised digital imaging company on capital & e-commerce alliances. Advised on raising seed capital of \$275,000 for Web-based employment service. Advised Mexican company on divestiture strategy. Advised broadcast company on Central European expansion.

Represented software company on alliances to commercialize Web-centric software.
Represented distance learning company raising additional capital.

Strategy & Implementation: Revised and helped implement digital content company web strategy. Developed forecasts and scenarios on impact of EU harmonization on innovation cycles. Created and implemented global licensing and brand development strategy for multimedia firm. Developed methodology for strategic development of intellectual capital. Advised cable channel on Web strategy. Analyzed comparative labor costs in eleven countries for multinational telecom. Analyzed foreign software markets and designed and managed international channel network in 26 countries. For European country's foreign direct investment office, developed strategy and created and directed training program. Developed and implemented channel strategy for software company.

White & Case. *Attorney. 1988 to 1990. Los Angeles.* Corporate and securities law relating to investment and mergers and acquisitions transactions representing financial institutions, investment banks and corporations.

Riordan & McKinzie. *Attorney. 1986 to 1988. Los Angeles.* Corporate and securities law relating to venture capital investments, mergers and acquisitions and leveraged buyouts representing LBO funds, venture capital funds, investment banks and corporations.

Brobeck, Phleger & Harrison. *Attorney. 1984 to 1986. San Francisco.* Corporate and securities law related to venture capital fund formation, venture capital investments and mergers and acquisitions.

SRI International (*formerly Stanford Research Institute*). *Associate. 1977 to 1981. Jakarta, Indonesia; Menlo Park, California.* Advised public and private sector clients on technology and investment strategies, trend analysis and political risk analysis in Europe, the Middle East and Southeast Asia.

OTHER INFORMATION

Steering Committee, University of Southern California *Creative Media & Behavioral Health Center*. Former Chair and Vice Chair, Licensing Interest Group, Intellectual Property Section of The State Bar of California and columnist, *New Matter*. Director emeritus of the Mayme A. Clayton Library & Museum.

Blogger at numerous sites and author, *Making VC Money Work* series (private publication; public version forthcoming). Admitted to the State Bar of California. Speaker and panelist at various US, European and Asian conferences and guest lecturer at several universities. Former columnist, *Linkiesta* (Italian online newspaper).

Moderate fluency in French; beginner knowledge of Italian and Bahasa Indonesia. Interests: Literature, art, sea-kayaking, squash, mountain biking, skiing (downhill & cross-country), snowshoeing.

I herewith authorize the use of this information given within the guidelines of the 196/2003 privacy act.

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