STRATEGIC BUSINESS PLAN / CORPORATE PROFILE

NORVION ADVISORY GROUP PTE. LTD.

Global strategy. Advanced technology.
Intelligent integration.

INTERNATIONAL ADVISORY / TECHNOLOGY TRANSFER / INNOVATION HUB

Singapore | 2026 Edition | Confidential discussion document

01 / EXECUTIVE SUMMARY

A bridge from frontier science to commercial value

NORVION is building an international advisory and innovation platform that helps organizations identify, evaluate, access and deploy advanced technologies across global markets.

NORVION ADVISORY GROUP PTE. LTD. operates at the intersection of international business advisory, technology intelligence, innovation transfer and applied deep technology. Its role extends beyond conventional consulting: NORVION brings together business objectives, scientific capability, technology providers, industry partners and capital to move selected opportunities toward implementation and commercialization.

ADVISE	SCOUT	VALIDATE	INTEGRATE	COMMERCIALIZE
Define strategic priorities	Find technologies and partners	Test fit, readiness and value	Structure delivery and adoption	Create scalable market pathways

Near-term engine

Fee-based international advisory, technology scouting, assessment, partner development and integration support.

Long-term value layer

A curated innovation hub capable of originating PoCs, prototypes, MVPs, IP, joint ventures and spin-offs.

The strategic thesis

Organizations do not lack access to technology. They lack a trusted, commercially disciplined capability to determine what matters, which partners are credible, how to reduce adoption risk and how to convert emerging technology into measurable advantage.

NORVION is designed to manage that interface - initially through advisory and ecosystem access, and progressively through co-development, intellectual property and venture creation.

DOCUMENT MAP

Business plan at a glance

A modular corporate narrative designed for investor, partner and future website use.

Positioning statement

NORVION is an independent strategic interface between capital, business, science, technology and global markets - combining board-level advisory discipline with access to specialist deep-technology ecosystems.

02 / VISION & MISSION

Making advanced technology commercially actionable

NORVION is designed around a clear purpose: shorten the distance between scientific possibility and real-world implementation.

Vision

To become a trusted international platform that turns frontier innovation into practical business advantage and commercially structured technology opportunities.

Mission

To help companies, investors, institutions and innovation-driven organizations navigate technological transformation through strategic advice, international technology intelligence, innovation transfer, advanced-technology integration and commercialization support.

Client promise

Independent judgment, global access and execution discipline - focused on technology that can create strategic, operational or economic value.

Innovation mandate

Develop the ecosystem and operating capability required to move selected opportunities from insight to validated technology assets.

Operating principles

- Business value before technology novelty.
- Evidence before scale.
- Specialist partners where scientific, engineering, regulatory or clinical depth is required.
- Technology-agnostic advice aligned with client objectives.
- Commercial structures that match risk, maturity and ownership.
- International reach with disciplined, project-specific execution.

03 / BUSINESS MODEL

A dual-engine model: advisory cash flow and innovation upside

The model combines an asset-light service platform with selective participation in the long-term value created by validated technologies.

Engine 1 - Advisory & Access

Recurring retainers and high-value mandates generate revenue, market intelligence, executive relationships and privileged visibility into unmet industry needs.

Engine 2 - Innovation & Assets

Selected opportunities may advance through partner-funded validation into prototypes, MVPs, proprietary IP, licenses, JVs or dedicated ventures.

How the engines reinforce each other

CLIENT NEED	INTELLIGENCE	ECOSYSTEM	VALIDATION	ASSET
Strategic or operational challenge	Market and technology insight	Specialists, IP and delivery partners	Evidence, economics and adoption path	Contract, IP, license or venture

Value creation logic

- Advisory relationships reveal high-value problems and decision contexts.
- Technology scouting provides differentiated access to solutions and research capabilities.
- Validation reduces technical, commercial and integration risk before significant capital is committed.
- Commercial structuring creates pathways for fees, licensing economics, equity participation or co-owned assets.
- Portfolio learning compounds across sectors, geographies and technology domains.

NORVION will not need to invent every underlying technology. Its defensible capability is the ability to select, connect, structure and progress the right opportunities with the right partners.

04 / CORE CAPABILITIES

International advisory and technology transfer

NORVION supports organizations from strategic definition through cross-border partnership and commercialization design.

International Business Advisory

International growth strategy; market-entry planning; cross-border business development; strategic partnerships; corporate innovation; commercial structuring; executive decision support.

Innovation & Technology Transfer

Technology and IP sourcing; research-to-industry transfer; licensing opportunity identification; university and laboratory collaboration; commercialization pathways; international partner development.

International Business Advisory

NORVION helps clients assess where to compete, which markets and partners matter, how technology changes strategic options and how international initiatives should be structured. Engagements can range from focused market-entry work to ongoing executive-level advisory.

Innovation & Technology Transfer

NORVION acts as an intermediary between technology creators and technology adopters. The company identifies relevant technology, clarifies ownership and readiness, develops the commercial case, connects counterparties and supports the path toward licensing, integration or joint development.

Typical mandate outputs

- Strategic opportunity map and decision brief
- Technology or partner shortlist with screening rationale
- Market-entry or commercialization roadmap
- Partnership structure and negotiation support
- Technology-transfer pathway and governance design
- Board or investment committee recommendations

04 / CORE CAPABILITIES

Advanced technology integration and intelligence

The objective is not adoption for its own sake. It is controlled deployment linked to measurable business outcomes.

Advanced Technology Integration

DISCOVERY	ASSESSMENT	VALIDATION	INTEGRATION	SCALE
Business need and use case	Fit, readiness and risk	Evidence and economics	Architecture, partners and delivery	Adoption, governance and expansion

Technology Intelligence & Scouting

NORVION can operate as an external strategic technology-intelligence function. It monitors defined landscapes, identifies credible companies and research groups, compares maturity and commercial relevance, and translates technical developments into executive decisions.

Core questions

Which technologies matter? Who is developing them? What is deployable now? What could disrupt the client? What should be built, bought, licensed, partnered or observed?

Assessment lens

Strategic fit; technology readiness; commercial potential; integration complexity; scalability; IP position; regulatory exposure; partner quality; execution risk.

Decision outputs

- Adopt now - commercially mature and strategically relevant.
- Validate - promising but requires evidence through a PoC or pilot.
- Partner - access capability through a specialist provider or research organization.
- Monitor - strategically relevant, but insufficiently mature.
- Decline - weak strategic fit, economics or execution profile.

Artificial Intelligence & Machine Learning

AI is the horizontal intelligence layer across NORVION's advisory work and wider technology portfolio.

Enterprise & operational AI

AI strategy; intelligent automation; predictive systems; decision support; data-driven optimization; generative and agentic AI; responsible deployment.

Convergent AI

Machine vision; autonomous systems; multimodal intelligence; neural-signal processing; sensor-data interpretation; human-machine interaction.

NORVION's role

NORVION helps clients identify where AI can create genuine economic or operational value, assess solution and provider quality, design the adoption roadmap, and coordinate specialist resources for validation and implementation.

A typical AI mandate may include

- Portfolio of prioritized use cases linked to value drivers
- Data, architecture and operating-readiness assessment
- Vendor, model or specialist partner evaluation
- PoC design with defined success metrics and decision gates
- Governance, human oversight and risk considerations
- Scale roadmap and change requirements

Strategic discipline

NORVION does not position generic AI deployment as innovation. The focus is defensible use cases, evidence of value, operational fit and responsible integration.

Neuroscience & Neuroengineering

A differentiated domain at the convergence of neuroscience, engineering, computation, sensing and artificial intelligence.

Opportunity landscape

- Neurotechnology and neuroengineering
- Neural sensing and signal analysis
- Brain-computer interface technologies
- Computational neuroscience
- AI-assisted interpretation
- Cognitive technologies and human-machine interfaces

Strategic & commercial role

Identify relevant innovations; assess technical and market potential; facilitate research and industry partnerships; support technology transfer, validation and commercialization.

Responsible scope

Clinical, medical-device or regulated activities require qualified scientific, clinical, regulatory and legal partners. NORVION's initial role is orchestration, strategy and commercialization support.

Potential development pathway

SIGNAL	PARTNER	VALIDATE	PROTOTYPE	STRUCTURE
Unmet need or capability	Research and engineering expertise	Technical, ethical and market case	Functional non-clinical system	IP, regulation and commercialization

Long-term opportunity

The Hub can progressively support dedicated programs where a credible use case, appropriate expertise, defensible IP pathway and responsible development framework align.

Quantum Sensing Technologies

Advanced sensing and measurement capabilities with potential applications across navigation, infrastructure, industry and scientific instrumentation.

Initial positioning

NORVION is not presented as a quantum hardware manufacturer. Its initial role is to identify promising capabilities, translate them into commercially relevant use cases, connect specialist developers with industrial partners and structure controlled validation programs.

Hub activities

Global technology scouting; specialist and research relationships; use-case identification; readiness and economics assessment; partner formation; PoC and prototype coordination.

Application logic

Focus on use cases where measurement sensitivity, resilience, precision or navigation capability can create material operational or strategic advantage.

Commercialization questions

- What measurement problem is not adequately solved by incumbent technology?
- What performance advantage is required to justify adoption?
- Is the system deployable outside a laboratory environment?
- Which industrial partner can provide the most credible validation setting?
- What IP, supply-chain and certification constraints apply?
- Can the solution evolve into a product, subsystem, license or dedicated venture?

Long-term objective

Move selected quantum-sensing opportunities from advanced scientific capability toward validated, application-specific and commercially deployable technology.

05 / TECHNOLOGY DOMAINS

Humanoid Robotics & Autonomous Systems

The physical intelligence layer - where AI, perception, sensing, control and human-machine interaction converge.

Technology scope

Humanoid and application-specific robotics; intelligent autonomy; machine vision; perception and sensing; control software; human-machine interaction; robotic subsystems.

Commercial scope

Industrial and commercial use cases; global technology scouting; provider selection; integration architecture; PoCs; prototype and MVP programs; commercialization partnerships.

NORVION's role

NORVION initially operates as a strategic and technology hub, not as a manufacturer of a complete humanoid platform. It identifies high-value problems, assembles specialist partners, validates technical and commercial assumptions and supports the creation of application-specific solutions.

Potential outcomes

- Integration of existing robotic platforms into client environments
- Validated application layer or workflow
- Proprietary software, perception or control component
- Application-specific subsystem or reference architecture
- Joint development program with an industrial partner
- Dedicated venture where independent commercial potential is demonstrated

Strategic principle

The most credible entry point is a narrow, valuable and testable use case - followed by evidence, operational learning and progressive system integration.

An orchestration platform for technology creation

The Hub connects science, technology, industry, capital and global markets - and turns selected intersections into structured development programs.

SCIENCE	TECHNOLOGY	INDUSTRY	CAPITAL	MARKETS
Research and knowledge	IP, engineering and platforms	Problems and validation settings	Funding and risk capacity	Commercial adoption and scale

Hub functions

- Curate international networks of researchers, technology companies, engineers, investors and industrial partners.
- Translate market needs into technology briefs and scouting mandates.
- Form project-specific consortia and governance structures.
- Coordinate feasibility work, PoCs, prototypes and MVPs.
- Support IP strategy, commercial rights and route-to-market design.
- Create the conditions for licensing, integration, joint ventures or spin-offs.

Convergence is the opportunity

AI + Sensing + Robotics

Intelligent interpretation, enhanced perception, navigation and autonomous physical systems.

AI + Neurotechnology

Next-generation neural interfaces, signal interpretation and human-machine interaction.

Quantum Sensing + Industry

Application-specific precision measurement and resilient navigation opportunities.

Neurotechnology + Robotics

Human-centered control, interaction and assistive-system concepts.

07 / DEVELOPMENT MODEL

From Scout to Venture

A gated pathway designed to reduce uncertainty, preserve strategic flexibility and match capital commitment to evidence.

01	**SCOUT**	Find technology and market signals
02	**CONNECT**	Assemble rights holders and partners
03	**VALIDATE**	Test feasibility, demand and strategic fit
04	**PoC**	Prove the core technical principle
05	**PROTOTYPE**	Build a functional implementation
06	**MVP**	Test a usable solution with early adopters
07	**IP**	Define and protect proprietary value
08	**COMMERCIALIZE**	License, integrate or deploy
09	**VENTURE / JV / SPIN-OFF**	Create a dedicated vehicle where justified

Gate discipline

Each stage should have explicit evidence requirements, ownership decisions, budget authority and stop / proceed criteria. Not every opportunity should advance; disciplined termination protects capital and management attention.

08 / COMMERCIAL ARCHITECTURE

Client segments and priority needs

NORVION serves organizations that need independent judgment, international access and specialist technology execution capability.

Corporations

Transformation, innovation portfolios, technology access, partner selection and integration.

Technology Companies

Commercialization, international expansion, strategic partnerships and industry access.

Investors & Investment Groups

Technology intelligence, specialist due diligence, thesis development and portfolio support.

Universities, Labs & IP Owners

Research-to-industry pathways, licensing, industrial validation and international partners.

Governments & Institutions

Innovation ecosystems, strategic programs, technology access and international collaboration.

Deep-Tech Ventures

Positioning, market access, partnerships, pilots, commercialization and venture structuring.

Priority commercial entry points

- Executive advisory retainers with defined technology or international-growth agendas
- High-value scouting and assessment mandates
- Partner formation and commercialization programs
- PoCs and pilots with clear sponsors and decision gates
- Investor or board-level technology diligence

08 / COMMERCIAL ARCHITECTURE

A diversified revenue model

Recurring advisory income is complemented by project fees, commercialization economics and selective long-term participation.

REVENUE STREAM	VALUE DELIVERED	PROFILE
Advisory Retainers	Recurring executive, strategy and technology advisory relationships.	RECURRING
Project-Based Consulting	Fixed-scope strategy, market-entry, assessment and integration mandates.	PROJECT
Technology Scouting	Dedicated searches for technologies, companies, IP, researchers or partners.	PROJECT / RETAINER
Validation & Integration	Program design, partner coordination and implementation oversight.	MILESTONE
Technology Transfer	Commercialization, licensing or partnership fees where contractually appropriate.	TRANSACTIONAL
IP & Venture Participation	License economics, equity, warrants, carry or JV interests in selected cases.	LONG-TERM

Commercial safeguards

- Success-based fees only where legally, ethically and contractually appropriate.
- Clear separation between independent advice and vendor economics.
- Explicit IP ownership, confidentiality, background-IP and commercialization rights.
- Equity or venture participation used selectively, not as a substitute for sustainable cash revenue.

Competitive positioning

NORVION sits between categories that are usually fragmented - and is designed to coordinate them around a commercial outcome.

CATEGORY	TYPICAL STRENGTH	COMMON GAP
Management Consulting	Board-level strategy and structured analysis	Limited specialist technology access or build capability
Technology Vendors	Product depth and implementation capability	Incentivized toward a specific solution
Research & Universities	Scientific expertise and original innovation	Commercialization and market-access constraints
Venture Studios	Company formation and product execution	Often optimized for startup creation rather than client integration
NORVION	Independent strategy + global scouting + partner orchestration + validation + commercialization	Requires a curated expert network and disciplined program governance

Sources of differentiation

- Independent, technology-agnostic judgment
- Ability to connect international business strategy with specialist technology ecosystems
- A single pathway from discovery through validation and commercialization
- Selective focus on convergent frontier-technology domains
- Flexible engagement structures for corporations, investors, institutions and technology owners

09 / EXECUTION

Operating model and governance

A lean core organization orchestrates specialist expertise through project-specific teams and formal decision gates.

DEFINE	DISCOVER	EVALUATE	CONNECT	EXECUTE
Objective, sponsor and value case	Technology, market and partner scan	Readiness, economics and risk	Rights holders and delivery partners	PoC, integration or commercialization

Lean core

Executive advisory; engagement leadership; technology intelligence; commercial structuring; partner management; program governance.

Expert network

Scientists; engineers; sector specialists; regulatory advisors; legal and IP counsel; integration partners; investors and market-access partners.

Core governance requirements

- Named executive sponsor and decision owner
- Written scope, success metrics and decision gates
- Conflict-of-interest and confidentiality controls
- IP, data and background-technology rights defined before development
- Risk register covering technical, commercial, regulatory and execution issues
- Stage-based budgets and documented proceed / pivot / stop decisions

Indicative management indicators

Qualified mandates; recurring revenue share; proposal conversion; partner network quality; time from brief to shortlist; validation success rate; client expansion; PoCs progressed; IP opportunities originated; commercialization outcomes.

09 / EXECUTION

Geographic strategy

Singapore provides a credible base for connecting Asia-Pacific with European, North American, Middle Eastern and selected emerging-market ecosystems.

Singapore / Asia-Pacific base

Corporate platform; regional technology and investment access; cross-border structuring; links to high-growth Asian markets and advanced manufacturing ecosystems.

Global network model

Market-specific experts and institutional partners activated around each mandate rather than a fixed, capital-intensive office footprint.

Strategic corridors

- Asia-Pacific - technology ecosystems, manufacturing, commercialization and investment connectivity.
- Europe - research institutions, industrial technology, deep-tech ventures and regulatory sophistication.
- North America - AI, venture capital, enterprise technology and commercialization networks.
- Middle East - strategic capital, transformation programs and advanced-technology adoption.
- Selected emerging markets - targeted use cases where technology can address material infrastructure or productivity needs.

Geographic discipline

Expansion should follow client demand, partner density and executable mandates. Network quality and delivery credibility matter more than symbolic office presence.

09 / EXECUTION

Phased strategic development

NORVION can evolve in stages, with each phase building capabilities and evidence required for the next.

STAGE	POSITION	BUILD	PRIMARY OUTPUTS
PHASE I	**Advisory Platform**	Establish identity, governance, anchor relationships and repeatable advisory offers.	Advisory retainers; scouting; assessments; market entry; AI and innovation strategy.
PHASE II	**Global Technology Network**	Formalize specialist, company, university, laboratory and investor relationships.	Partner network; sector intelligence; technology-transfer mandates; initial PoCs.
PHASE III	**Innovation Incubation**	Develop repeatable validation and venture-origination capability.	PoCs; prototypes; MVPs; industry validation; IP option structures.
PHASE IV	**IP & Venture Portfolio**	Selectively participate in validated, independently valuable technology assets.	Licenses; JVs; spin-offs; portfolio governance; strategic capital relationships.

Phase gates

Progression should depend on evidence: recurring client demand, delivery quality, a differentiated partner network, validated opportunity flow, robust IP governance and access to appropriate development capital.

10 / LONG-TERM POSITIONING

From advisory company to technology-enabled platform

NORVION's long-term objective is to build three mutually reinforcing capabilities under the official corporate identity.

NORVION ADVISORY

International strategy, technology intelligence, business development and executive decision support.

TECHNOLOGY & INNOVATION HUB

Scouting, ecosystem orchestration, transfer, validation, prototyping and commercialization.

FUTURE VENTURE CAPABILITY

Selective structures for IP, licensing, joint ventures, spin-offs and strategic participation where independent commercial potential has been validated.

Long-term value proposition

The company is designed to evolve from a fee-based advisory organization into a platform that combines trusted relationships, proprietary market intelligence, ecosystem access, technology-development capability and economic interests in selected assets.

The destination

A trusted international interface between Capital × Business × Science × Technology × Global Markets - able to identify what matters, mobilize the right capabilities and turn opportunity into evidence, IP and commercial value.

NORVION ADVISORY GROUP PTE. LTD.

Global Strategy | Advanced Technology | Intelligent Integration

This document presents a strategic direction and operating concept. Technology development, regulated activities, investment participation and commercial structures remain subject to project-specific diligence, contracts, specialist advice and applicable law.

PARTNER CONVERSATION

Where NORVION creates value

A concise foundation for discussions with clients, technology owners, researchers, investors and strategic partners.

For clients

Independent insight, global technology access and a disciplined path from strategic question to validated implementation.

For technology owners

Commercial context, international market access, industry relationships and structured pathways toward validation, licensing and deployment.

For research partners

A bridge to industrial use cases, commercial partners and project structures that respect scientific and IP realities.

For investors and capital partners

Curated opportunity flow, technology intelligence, specialist evaluation and staged exposure to validated deep-technology programs.

CORE PROPOSITION

NORVION helps organizations move from insight to technology, from technology to evidence, and from evidence to commercial value.

NORVION ADVISORY GROUP PTE. LTD.

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