





# GLEIF enables people and businesses to make smarter, less costly and more reliable decisions about who to do business with.

We do this by facilitating the implementation of the Legal Entity Identifier (LEI) and by making available the Global LEI Index. The Global LEI Index is a central portal that captures entity data and ownership data. It is the only global online source that provides open, standardized and high-quality legal entity reference data which can be accessed free of charge by any user.

We deliver trusted services and reliable data for unique entity identification management in partnership with the LEI issuing organizations. Our joint efforts have generated great results. Our data pool nearly doubled in size reaching almost one million LEIs assigned to entities of global transactions.

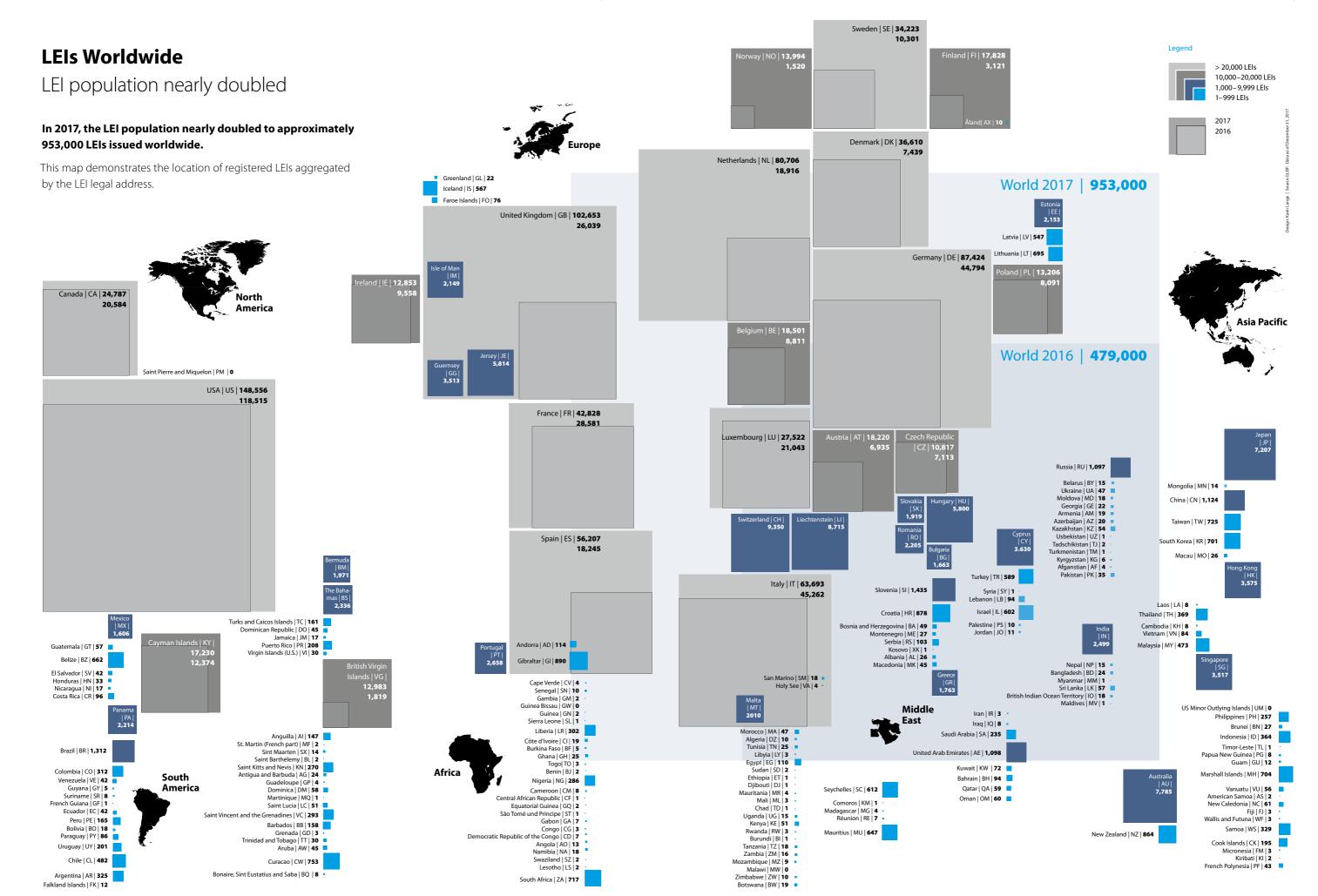
# Our Vision: One Identity Behind Every Business

We believe in the benefits of having only one identity behind every business.

Having an LEI will help to achieve this objective.

Our services ensure the operational integrity of the Global LEI System. We promote the adoption of shared open data principles, standards and best practice across sectors around the world. By doing so, the LEI remains the industry standard best suited to providing quality-assured data for entity identification management.

Established by the Financial Stability Board, GLEIF is a not-for-profit organization with a global mandate to deliver the LEI as a broad public good for any user in the public and private sector. GLEIF's international governance framework reinforces the global nature of its mission.



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# **GLEIF and Global LEI System**

# **GLEIF Foundation**

GLEIF is a Swiss foundation established by the Financial Stability Board (FSB) with a G20 mandate.

GLEIF is overseen by the LEI Regulatory Oversight Committee (LEI ROC) consistent of 71 regulators from 50 countries.

The GLEIF Board of Directors and supreme governing body of the Foundation has 18 independent members.

# The Global LEI System Operates in Three Tiers

# **Information Available with LEI**

# **Business Card**

Level 1 data Information on "who is who

# **Ownership**

Level 2 data Information on "who owns whom"

The LEI adds value to regulators and public authorities such as for the areas of systemic risk analysis, reporting of AML and CFT and sanctions regimes.

#### **Private Sector**

Up until now, legal entity reference data has been proprietary, siloed and non-standardized.

The LEI changes that. When used in business processes. the LEI contributes to risk management, client onboarding and cost reduction.

# **LEI Regulatory Oversight Committee** (LEI ROC):

Represents public around the world

# **GLEIF Core Competences**

trusted partner in

Identification Management for legal entities

► Accreditation Agency runs a leading quality management system for its network of LEI issuing partners.



LEI Issuing Organizations (LOUs):

Issue LEIs to legal entities

# The Global LEI Inde

Every business worldwide should have only one identity. This identity should include a digital identity. Having an LEI will help to achieve this objective.

**Global Legal Entity Identifier** 

Ensures the operational integrity of the Global LEI System

Foundation (GLEIF):

# **GLEIF Mission**

GLEIF manages a network of partners, the LEI issuing organizations, to provide trusted services and open, reliable data for unique legal entity identification worldwide.

# **GLEIF Scope**

As a not-for-profit organization GLEIF is, by its statutes, agnostic to any particular commercial or political interests. GLEIF is uniquely positioned in the entity identification market.

# **GLEIF Key Services**

- Central portal for LEI entity and ownership data
- Access to LEI data free of charge for users
- Accreditation certification
- Data Quality Management

# **GLEIF Commitment**

- Restoring trust in entity identification management
- Ensuring high data quality
- Supporting open data principles

# **LOU Role and Services**

- Local authoritative source
- Providing accurate legal entity reference data
- Using Global LEI System standards
- Data verication

# The LEI Code

20-digit, alphanumeric code based on the ISO 17442 standard developed by the ISO

# 506700GE1G29325QX363

# **LOU Identifier**

Prefix used to ensure uniqueness among codes from LOUs

Entity-specific part of the code generated and assigned by LOUs according to transparent, sound and robust allocation policies

# **LEI Benefits**

The LEI remains the industry standard best suited to providing open and reliable data for unique legal entity identification management worldwide.

# **LEI Product Features**

- Global
- Open

Two check digits as described in the ISO 17442 standard

- Standardized
- Quality-assured

# **2017 Highlights**

A year of GLEIF exceeding targets

2104
jurisdictions with LEI service availability

7.9 million

34
staff members from 18 countries

2,284
data challenges managed

308
data quality reports issued

2,100 service desk inquiries managed



1000006 growth of LEI data pool in 2017

10,5000
LEI issuance peak day

>999%

LEI total data quality score

# **2017 Highlights**

What GLEIF delivers

# **LEI Business Statistics**

Access to key facts and figures on global LEI population

# **Accreditation Certification Service**

Ensuring quality and performance standards for LEI services

# **Regulatory Use of the LEI Worldwide**

Providing an overview on regulatory activities globally including the use of LEI

# **Data Quality Management Program**

Monitoring and ensuring high-quality data for users



# **First Global Registration Authorities List**

Reference to over 650 (business) registers enable more reliability and usability of LEI data

New

# Level 2 Ownership Data: "Who Owns Whom"

Users now have access to the first free global ownership data source connecting the corporate dots

New

# **First Entity Legal Forms Code List**

Over 1,600 entity legal forms and 50 jurisdictions: richer data delivers improved user experience and more global market place insight

# **Chairman's Report**



# Dear Stakeholder,

In 2017 the Global LEI System saw a fast growth of issued Legal Entity Identifiers (LEIs) after the establishment of the Foundation in June 2014. By year-end 2017, close to one million entities worldwide had registered to obtain an LEI.

LEI adoption was mainly driven by regulatory requirements, but increasingly the market participants see merit in using our LEI data services as a reliable source for entity data management to support business processes.

The LEI identifies legally distinct entities to financial transactions and is free of charge and intellectual property rights. Our aim is to further develop and maintain the LEI as a broad public good available for any user.

In 2017 specifically, market participants needed to get ready to comply with growing regulatory demands. In particular, the requirements of the Markets in Financial Instruments Directive II (MiFID II) and Markets in Financial Instruments Regulation (MiFIR) of the European Union, requiring LEIs for transaction reporting, have led to the regulator's mantra – no LEI, no trade.

GLEIF played a key role in enabling growth in the Global LEI System. LEI issuing organizations demonstrated preparedness to process increasing volumes, notably in the fourth quarter 2017.

We are pleased to announce that GLEIF achieved its target for accreditation of additional LEI issuers for 2017. The GLEIF Board of Directors approved the awarding of in total 20 LEI issuers with GLEIF accreditation certificates. All those organizations have passed a rigorous accreditation process in order to be prepared to deliver high-quality services to its users, ensuring reliable data in our Global LEI Index.

Achieving this accreditation target led to the finalization of the interim system by which pre-LOUs, endorsed by the LEI Regulatory Oversight Committee (LEI ROC), have now become fully accredited LEI issuers. We are pleased to see a growing number of LEI issuers interested in joining the Global LEI System, thus enforcing competition for the benefit of registrants.

The Members of the Board of Directors cooperated intensively with the members of the LEI ROC and GLEIF Executive Management to implement key projects notably to strengthen the management of the quality of the data of LEI records and to deliver additional services.

# **Financial Performance**

In 2017 GLEIF generated a gross revenue of US\$ 7.9 million with a net surplus of US\$ 252.9 thousand that will be added to the retained surplus of the organization.

The financial result is in line with the objectives of GLEIF as a not-for-profit organization. The LEI fee was maintained at US\$ 19 for the approved budget 2017. Given the implementation of regulation of MiFID II/MiFIR, more LEIs were issued than expected by the end of 2017.

The Board of Directors welcomes the joint efforts of GLEIF, the LEI issuers and the LEI ROC to improve the renewal rate across jurisdictions. Finding measures to curb the increasing lapsed LEI rate in some jurisdictions was one of the key topics discussed among the three partners of the Global LEI System. The quality of the LEI data is a mission-critical task of the Global LEI System for the benefit of its users.

# **GLEIF Strategy**

The Board of Directors approved several accompanying strategic initiatives and pilot projects for the GLEIF Strategy for capital and money markets, for banking services and for supply chain management. The launch of a research project for the digital economy for embedding LEIs in digital certificates constitutes a promising road to make the Global LEI System fit for the digital age.

# Cooperation with the Partners of the Global LEI System

Maintaining dialogue among the partners of the Global LEI System remains key to jointly achieve our common goal of developing the LEI to become a broad public good.

The Board of Directors held several meetings with the Executive Committee of the LEI ROC. In addition, the CEO had quarterly meetings with the LEI issuing organizations for continued improvements of applications. The exchange of views with the LEI ROC and the LEI issuers contributed to further enhancing and improving GLEIF's services.

To intensify the dialogue of the partners, it was agreed to hold an annual Global LEI System Forum bringing together GLEIF. LEI issuers and LEI ROC members.

# Governance

The Board of Directors had eight meetings in 2017 with four in-person meetings.

The Board of Directors was supported by six committees, including the Audit and Finance Committee, Governance Committee, Technology and Operations Standards Committee, the Business Development Committee, the Committee of Chairs and a newly established ad hoc Competition Committee to assess the level of competition in the Global LEI System.

Our Foundation is committed to ensure a high degree of transparency. The minutes of the Board of Directors meetings are published on the GLEIF website. This enables our stakeholders to follow the dialogue and conclusions of the Board of Directors.

Further in 2017, the Board of Directors published the Code of Conduct for the Board of Directors embracing ethical standards for professional behavior as well as the responses of GLEIF to public consultations of regulatory authorities and organizations focusing on the use of the LEI and identity management.

# Regulatory Landscape

The regulatory community was an important driver for LEI adoption in 2017. By requiring the LEI for legal entity identification into their rulemaking, the Global LEI System was further strengthened. More legislators across the globe see the benefit of mandating the LEI for their public purposes.

#### **Promotion**

A major step forward to illustrate the wide range of business value of the LEI was highlighted in the McKinsey-GLEIF White Paper published in October 2017. It demonstrated how using LEIs in capital markets and for commercial transactions can trigger cost savings for businesses. Market participants can reduce costs and risks by including the LEI data in their business processes. We are confident that more use cases where the LEI adds value will become public in the near future.

The Board of Directors reiterated, in close cooperation with the LEI ROC, the need for concerted public-private action to achieve a larger coverage of the LEI for financial transactions. Members of the Board of Directors and of the LEI ROC continue to act as ambassadors promoting the value of the LEI in their jurisdictions or industries.

#### Outlook 2018

The driver to success of the LEI initiative comes with the use of LEIs for business applications. Higher market acceptance and favorable regulatory developments will trigger this value so that the LEI will indeed become a broad public good.

Financial institutions, among others, are well aware of the potential cost savings associated with a universal identification system.

We are confidently seeing a widened scope of LEI use for businesses beyond the derivatives markets, notably for the capital and money markets, banking services, supply chain management and digital economy.

I express my thanks to the Board of Directors as well as GLEIF's management team and staff for their perseverance and hard work. I also thank all partners and organizations that have jointly supported the growth of the Global LEI System.

We can only achieve a strong Global LEI System by working in close cooperation with our partners to achieve the objectives of our Foundation to make the LEI a broad public good for the benefit of any user.



Gerard Hartsink Chairman

# **CEO's Report**

# 2017 was a strong year for GLEIF. We saw the Legal Entity Identifier (LEI) data pool grow by nearly 100%.

The number of downloads of the concatenated LEI record file by users increased ten times.

With the Global LEI Index, GLEIF provides an easy-to-use service for accessing the data online and on demand. It is the largest online source that provides open, standardized and high-quality entity data. Our role as a provider of reliable entity data lies at the heart of what we do. We are committed to deliver unique entity identification worldwide.

# **Operational Performance**

GLEIF delivered outstanding results in 2017, exceeding its targets. Two landmark developments can be highlighted: We completed our target and accredited in total 20 organizations that deliver services in over 210 jurisdictions. We enriched our data pool with relationship data of direct and ultimate parents in early 2017.

Our goal is to deliver a broad suite of services to our users. Strong data quality management and assurance mechanism supported by the right technology will further mitigate risks to the benefit of our users. Behind this background, cost efficiency of our core services remains key. We achieve this within the context of financial discipline and our commitment for optimization. We reflect our commitment by providing expertise and reliability throughout our organization and management of the Global LEI System.

# Growth

Doubling LEI issuance from 500 thousand to one million is a great success for all of us in the Global LEI System. We saw a major uptick of LEI issuance in the last quarter of the year. Market participants, namely investment firms and trading venues, got ready to fulfill requirements that include LEIs for transaction reporting under the EU Markets in Financial Instruments Directive II (MiFID II) and Markets in Financial Instruments Regulation (MiFIR).

On peak days, up to 10,500 entities registered for an LEI. We are pleased to see how relentlessly the LEI issuing organizations performed to market expectations ensuring timely registration while keeping service and data quality at high levels. Our joint efforts to promote registration agents gained traction in the course of the year.

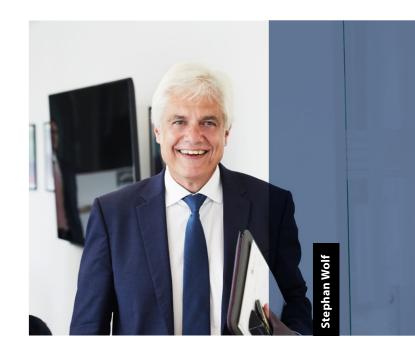
GLEIF generated a gross revenue of US\$ 7.9 million with a net surplus of US\$ 252.9 thousand. The financial result is in line with our objective as a not-for-profit organization. The LEI fee was maintained at US\$ 19 for 2017. Based on the strong results, GLEIF decided for 2018 to lower the fee to US\$ 17. We are committed to further lower prices in the coming years to deliver the LEI as broad public good.

GLEIF brought to the attention of the Board of Directors and the LEI Regulatory Oversight Committee (LEI ROC) the issue of lapsed LEIs in certain jurisdictions. We will further address this matter together with our stakeholders.

#### Promotion

Progress has been made on all fronts of LEI promotion. LEI adoption in financial and capital markets was further pursued and GLEIF initiated innovative projects for LEI value creation for the banking service sector and the digital economy.

Our research project with McKinsey & Company on the business value of the LEI as counterparty ID for entity verification processes delivered strong results: Global adoption of LEIs may yield annual savings of over US\$ 150 million within the investment banking industry and up to US\$ 500 million for banks in the issuance of letters of credit. Annual savings in investment banking would include at least 10% of total operating costs for onboarding clients and trading processing through the use of the LEI.



There is a lot of potential to increase the accuracy of risk data aggregation for risk management, support improved due diligence for KYC, client onboarding and anti-money-laundering (AML), and to provide strategic marketing information about which entities are driving revenue.

Our goal is to find innovative solutions and respond to the demands of the digital age and fast-moving technology developments. In this regard, I am honored to serve as Co-convener of the International Organization for Standardization Technical Committee 68 FinTech Technical Advisory Group (ISO TC 68 FinTech TAG) since early 2017. This advisory group liaises with the FinTech community on standards requirements to support the FinTechs and the broader financial services industry.

We look forward to engaging with representatives from the private and public sectors to foster value creation by providing one true digital identity behind any business.

# **Services: Increasing Data Usability**

Improving services for better usability of the LEI for entity data management for firms and regulators remains a key objective.

One of our milestones in 2017 was to enrich our LEI data pool with Level 2 ownership data. Users now have access to the first openly available global ownership data file providing answers to the question of "who owns whom." Specifically, legal entities that already have, or have regis-

tered for, an LEI report their "direct accounting consolidating parent" as well as their "ultimate accounting consolidating parent." This adds to Level 1 reference data providing business card information. We will further expand Level 2 data for the complete LEI population.

GLEIF started pilot phase mappings with SWIFT and ANNA. Both develop standard links between the LEI and BIC codes and ISIN identifiers. Mapping the LEI to other identifiers can provide the building block to understand companies' activities and to increase risk management, operational efficiency and customer services. This eases the use of the LEI data tremendously for the benefit of our users

GLEIF completed the LEI "Look-up" application programming interface (API), allowing users to pull entity data directly into in-house applications and third-party data management systems. We also welcomed the inclusion of the LEI in the XBRL taxonomy in 2017, allowing regulators to collect LEI data in a consistent and straightforward manner.

Further, GLEIF was chosen to be the Maintenance Agency for the ISO 20275 standard of entity legal forms. GLEIF resumed the role for maintaining the Entity Legal Forms (ELF) Code List by publishing the first ELF list in November 2017 that includes more than 1,600 entity legal forms

across more than 50 jurisdictions. In substance, the ELF Code List assigns a unique code to each entity legal form in a jurisdiction. Integrating ELF codes into the standardized set of reference data on a legal entity available within the Global LEI Index further enhances the business card information included in each LEI record. The richer data provides an improved user experience, because it helps to categorize legal entities and therefore allows for more insight into the global market place.

In order to improve data quality and provide less ambiguity in interpreting the LEI data, GLEIF and its partners developed a revised data standard for the LEI reference data. This standard defines how LEI issuing organizations collect and report their LEI and Level 1 reference data. The Common Data File standard LEI-CDF 2.1 was used in May 2017 to publish the first Level 1 LEI-CDF Version 2.1 Concatenated File. Additionally, the GLEIF services LEI Search, Challenge Management and Data Quality Reports were updated based on the new format. GLEIF also made further investments to optimize its LEI database. Getting ready for the production of Golden Copy Files and Delta Files in 2018, GLEIF will ensure easy access to the latest information on new and updated LEIs.

We are pleased to deliver more high-quality reports to our users. Besides our existing LEI statistics, we issue quarterly Global LEI Business Reports highlighting key developments relevant for LEI adoption globally. Adding to our monthly Global LEI Data Quality Reports identifying the overall data quality within the Global LEI System, we provide monthly LEI Issuer Data Quality Reports demonstrating the level of data quality achieved by the individual LEI issuing organizations. With our Service Reports, we are committed to ensuring transparency on our own performance of services delivered to our users. This way we assure operational stability.

# **Data Quality**

Delivering accurate, complete and up-to-date entity data to our users lies at the heart of our commitment. Our Data Quality Management Program ensures that the LEI remains the industry standard best suited to providing open and reliable data for unique legal entity identification management.

Based on a set of clearly defined and openly published criteria, the program allows the quality of the LEI data pool to be monitored, assessed and further optimized. 2017 has proven the effectiveness of our Data Challenge Facility – a centralized online service – where any user of LEI data can substantiate doubts regarding the uniqueness of an LEI code or completeness of the related reference data. This way we ensure that the LEI data pool remains a unique key to standardized information on legal entities worldwide.

Through our cooperation with the LEI issuing organizations, we ensure that data remains accurate and rigorous data quality standards are met. Full data validation remains an important cornerstone that we need to jointly deliver to our users. Therefore, we encourage investments in processes to validate the accuracy of entity data before and after it is published and ensure operational controls and performance metrics are executed effectively.

We will continue to focus on advancing data analytics for quality controls, data sourcing for data quality comparison, and Corporate Actions data management.

# Diversity

We embrace creating a diverse workplace at GLEIF. By hiring people with different cultural backgrounds, and at varied stages of their career, we want to foster creativity and offer a range of perspectives and ideas.

GLEIF has 34 staff members from 18 nations. We have a gender balance of 50% female and 50% male staff. Also, 70% of our Executive Management are women. We strive for continuous diversity and excellence for our team in the future.

# Cooperation

GLEIF runs a network connecting partners interested in unique entity identification management across the world. Our mission is to deliver trusted services and open reliable data to our users.

Throughout the year we engaged with our stakeholders to exchange ideas and find joint solutions.

GLEIF continued to work with the LEI ROC to monitor LEI inclusion in international data reporting standards as well as on data quality.

GLEIF participated in many public consultations, including correspondent banking, harmonization of key data elements for OTC derivatives and governance arrangements for the Unique Transaction Identifier, all which include the LEI as an important data element.

GLEIF pursues a structured dialogue with a variety of user groups that includes data and technology vendors, large statistical users and plans to widen this dialogue with regulatory organizations and the Global Systemically Important Financial Institutions (G-SIFIs).

We are committed to working together with our partners to advance the Global LEI System. By listening to our users, we can best learn and adapt to their needs.

#### Outlook

The LEI benefits are based on network effects. The more firms and public organizations use it, the more valuable its use becomes for organizations, both in the public and private sectors.

In our view, market demand for LEIs keeps on growing since firms look for entity identification solutions to increase their operational efficiency and generate additional revenue. The LEI delivers smarter, less costly and more reliable decisions about who to do business with. We see the first signs of adoption of the LEI in businesses outside the capital and money markets and in more

regions. As an example, India just decided to mandate the LEI for larger credit borrowers. Another example: trade finance and supply-chain organizations starting to engage with the system.

Our goal is to broaden our reach and integrate the LEI as a trusted standard on a global scale. To that end, we continue to invest in technology, infrastructure and communications. Additional services making the use of the LEI even more convenient will become a reality in 2018. The example of the Golden Copy File with embedded geocoding information is just one of numerous examples. GLEIF has engaged in a program which will lead to full ISO 20000 certification in 2019. By then, all GLEIF services and processes will follow the ISO 20000 guidelines, so that regulators and users will trust even more GLEIF's operational model.

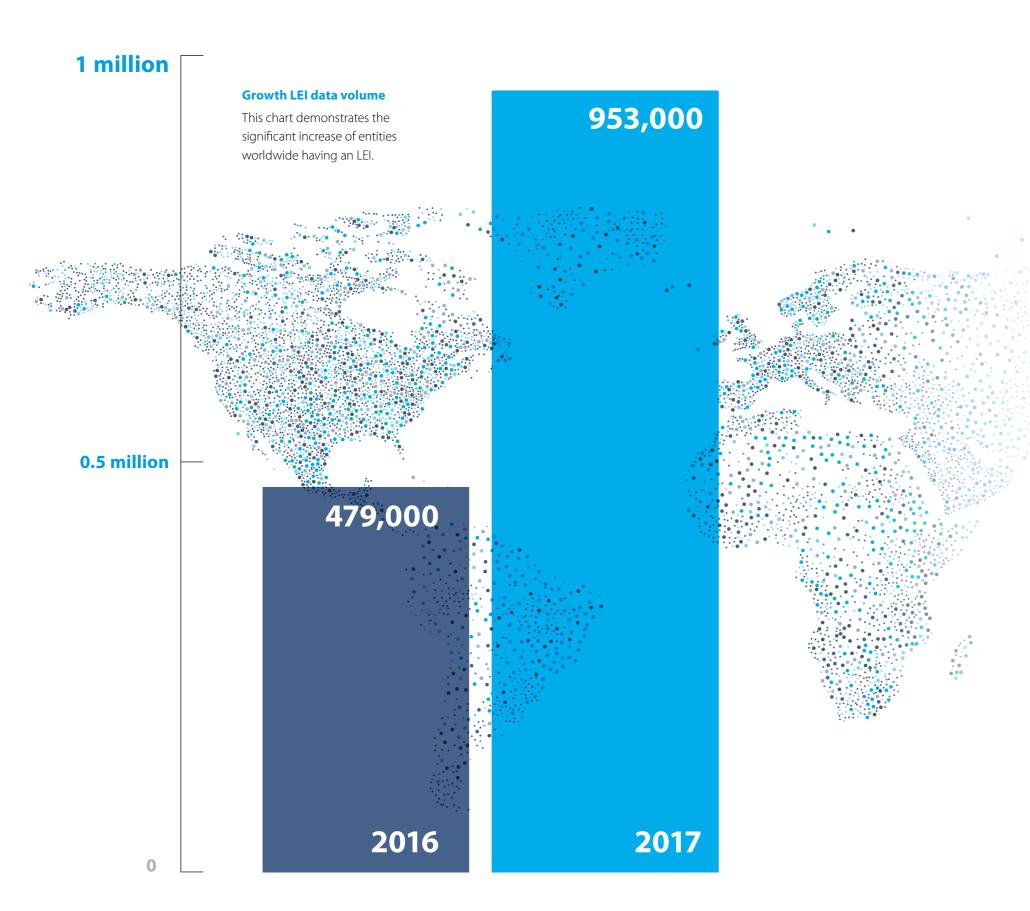
Our success is founded on expertise and dedication and reflects the open and innovative nature of our operational excellence. I witnessed this dedication among our team, and therefore want to thank all staff members for their contributions. I also want to thank our stakeholders and users for their trust and engagement and our Board of Directors for its guidance.

We are committed to drive innovation for the benefit of our users. Together with our partners we will continue to expand the Global LEI System.

Stephan Wolf
Chief Executive Officer

# **Performance**

Growth targets for LEI volumes exceeded for 2017



# GLEIF exceeded its growth targets for 2017: nearly 100% more entities worldwide registered for an LEI.

The global LEI data volume jumped from 479,000 at the end of 2016 to 953,000 at the end of 2017. LEIs allow unique identification of organizations entering into financial transactions. The largest LEI adoption is attributed to mandating LEIs by regulation especially in Europe's capital and money markets. There is a notable trend in LEI applications from other regions as well as worldwide from both the public and private sectors, especially in cases where counterparty identification is needed.

In terms of operational performance, GLEIF delivered outstanding results in 2017.
GLEIF further broadened its suite of services for its users and optimized existing services.

# **GLEIF** delivered on two milestone objectives:

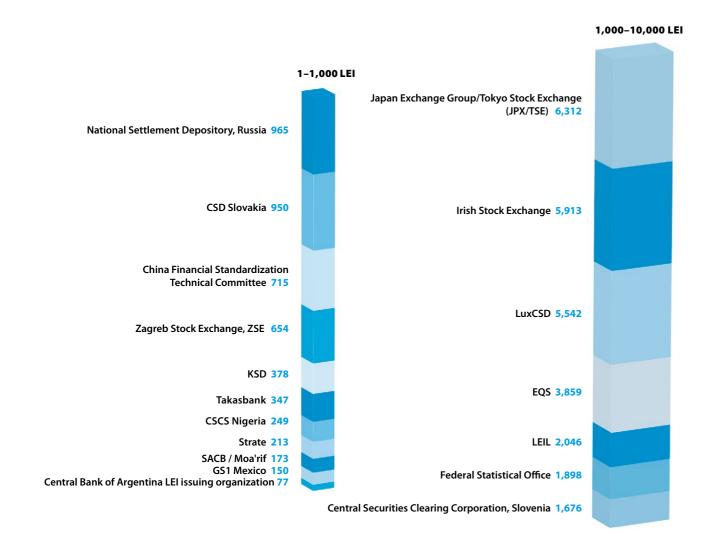
- GLEIF completed its target by accrediting 20 organizations delivering high-standard services in over 210 jurisdictions.
- The LEI data pool was enriched by relationship data of direct and ultimate parents, allowing users access to the first openly available global ownership data source. By publishing data on "who owns whom," the corporate dots can be connected globally based on open, standardized and high-quality LEI data.

# **Performance**

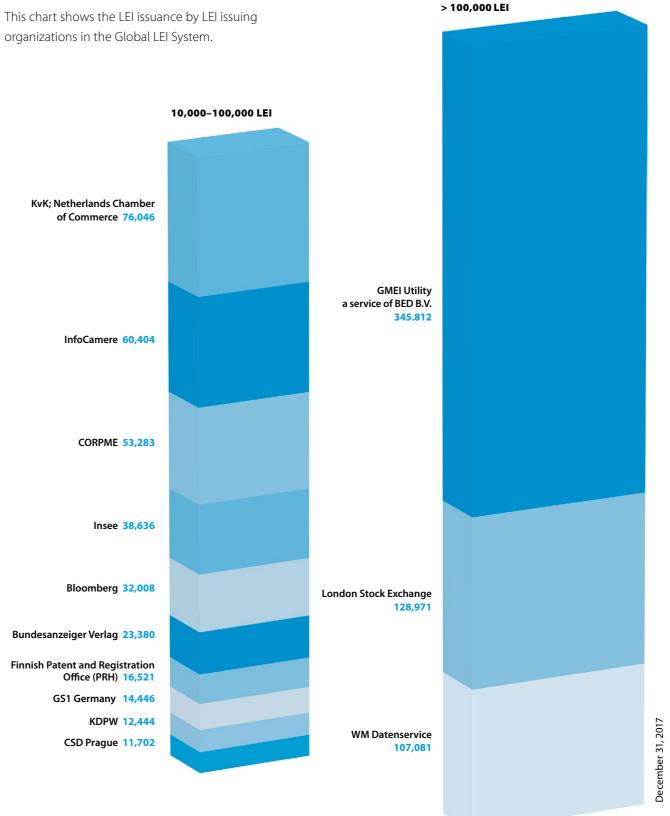
# Robustness of the Global LEI System

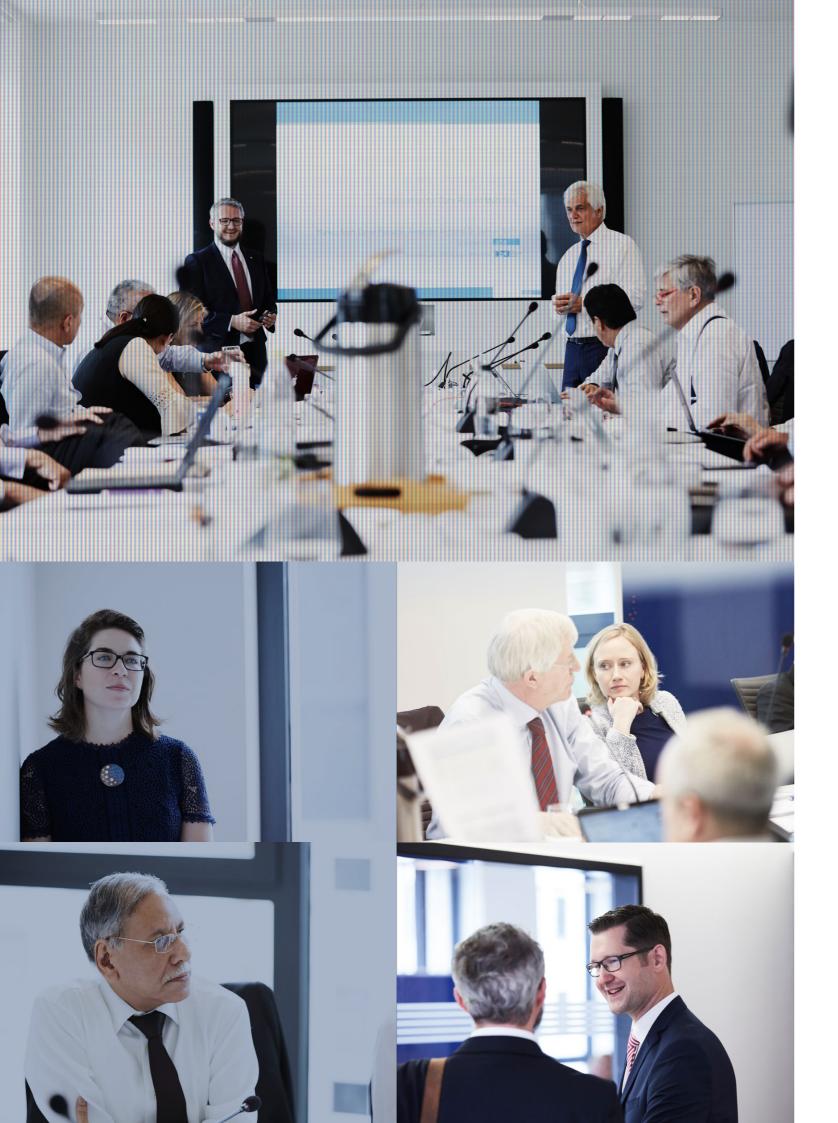
In 2017, the LEI issuing organizations were challenged to handle a massive surge in LEI registration, most notably towards the end of the year. LEI issuers demonstrated strong capacities to meet market expectations. This is substantiated by the high level of data quality maintained throughout the reporting period demonstrating the overall robustness of the Global LEI System. The number of accredited LEI issuers increased from 3 at the end of 2016 to 20 at the end of 2017.

The LEI issuers act as the primary interface for legal entities wishing to obtain an LEI. They supply registration, renewal, verification and other services. Only organizations duly accredited by GLEIF are authorized to issue LEIs.



# **LEI Issuance by LEI Issuer**





# 2017 LEI Issuance by LEI Issuer

(growth versus 2016)

	<b>LEI</b> (Dec. 31, 2017)	<b>LEI</b> (Dec. 31, 2016)
GMEI Utility a service of BED B.V.	345,812	231,723
London Stock Exchange	128,971	42,779
WM Datenservice	107,081	68,564
KvK; Netherlands Chamber of Commerce	76,046	15,369
InfoCamere	60,404	43,437
CORPME	53,283	15,855
Insee	38,636	27,848
Bloomberg	32,008	*
Bundesanzeiger Verlag	23,380	1,726
Finnish Patent and Registration Office (PRH)	16,521	2,491
GS1 Germany	14,446	
KDPW	12,444	7,267
CSD Prague	11,702	7,693
Japan Exchange Group/Tokyo Stock Exchange (JPX/TSE)	6,312	4,537
Irish Stock Exchange	5,913	3,833
LuxCSD	5,542	2,171
EQS	3,859	
LEIL	2,046	22
Federal Statistical Office	1,898	_
Central Securities Clearing Corporation, Slovenia	1,676	217
National Settlement Depository, Russia	965	848
CSD Slovakia	950	565
China Financial Standardization Technical Committee	715	225
Zagreb Stock Exchange, ZSE	654	267
KSD	378	64
Takasbank	347	145
CSCS Nigeria	249	182
Strate	213	21
SACB / Moa'rif	173	28
GS1 Mexico	150	_
Central Bank of Argentina LEI issuing organization	77	76

<sup>\*</sup> Newly accredited organizations with no LEIs under management in 2016.

# **Performance**

No LEI, no trade

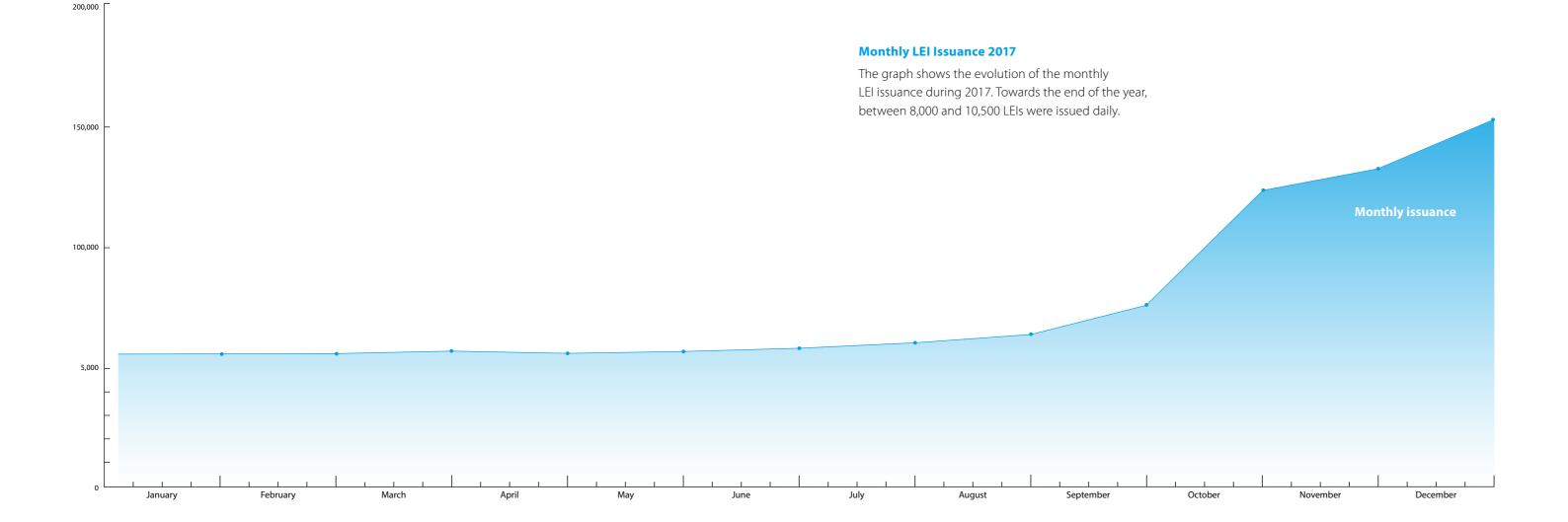
# The LEI develops rapidly into the primary identifier for regulatory reporting in derivatives, capital and money markets.

In particular, the requirements of the Markets in Financial Instruments Directive II (MiFID II) and Markets in Financial Instruments Regulation (MiFIR) of the European Union, requiring LEIs for transaction reporting, have led to the regulator's mantra – no LEI, no trade.

MiFID II and MiFIR, which cover trading venues, investment firms and intermediaries, came into effect on January 3, 2018. Virtually all market participants conducting trade in the European space including its counterparties needed to obtain an LEI before they could trade. Banks and brokers applied LEIs for their clients before trading on their behalf. The regulation is designed to provide investors more protection and make markets more transparent and competitive.

Due to the incoming MiFID II/MiFIR regulation, the end of 2017 marked a major uptick of LEI registration. From the almost 500,000 LEIs issued in 2017, 77% were issued in the fourth quarter.

In order to enable large amounts of LEI issuance, GLEIF continued to promote its "Registration Agent" concept which allows organizations to help their clients to access the network of LEI issuing organizations.





# **Directors' Report**

The Board of Directors is pleased to present the GLEIF Annual Report 2017 outlining the main developments and the statements of financial condition, including the independent auditor's report for the period from December 31, 2016 to December 31, 2017.

GLEIF is a Swiss foundation. The Board of Directors is composed of 18 independent Directors from 16 jurisdictions and several industries. The Board is the highest authority in terms of decision-making of the Foundation and oversees the GLEIF strategy and activities, exercising its powers in the best interest of the Foundation.

GLEIF is subject to oversight by the LEI Regulatory Oversight Committee (LEI ROC).

# **Core Activities**

2017 was a dynamic year for the Foundation and the LEI issuer partners of the Global LEI System. We are pleased to announce that GLEIF achieved strong results, focusing on the execution of core services. The LEI issuance of the LEI issuers exceeded targets. GLEIF delivered more added value services to its users. Our Global LEI Index started to make more relationship entity data available, such as the direct and ultimate parents of legal entities. GLEIF proved to deliver reliable, high-quality data supported by its rigorous Data Quality Management Program.

The GLEIF Board of Directors approved the accreditation of in total 20 LEI issuing organizations. Another 30 potential LEI issuers are currently enrolled in the GLEIF Accreditation Program. More LEI issuers in the system will strengthen the coverage for the LEI program and the federative structure of the Global LEI System.

GLEIF continued to successfully implement its strategy which sets out to strengthen core services, and to address users' evolving needs.

With close to one million LEIs in our data pool, we offer the largest open source for quality-assured, standardized data for legal entities. Businesses and public authorities around the world can benefit from our data. GLEIF's position as a trusted partner for legal entity data to the global community grows stronger by the day.

The Board of Directors ensured that public and private users were able to use the LEI data of the Global LEI Index free of charge including the option of a bulk download of all LEIs. Ensuring strong data quality and high-end services for our users form a key achievement of GLEIF in 2017.

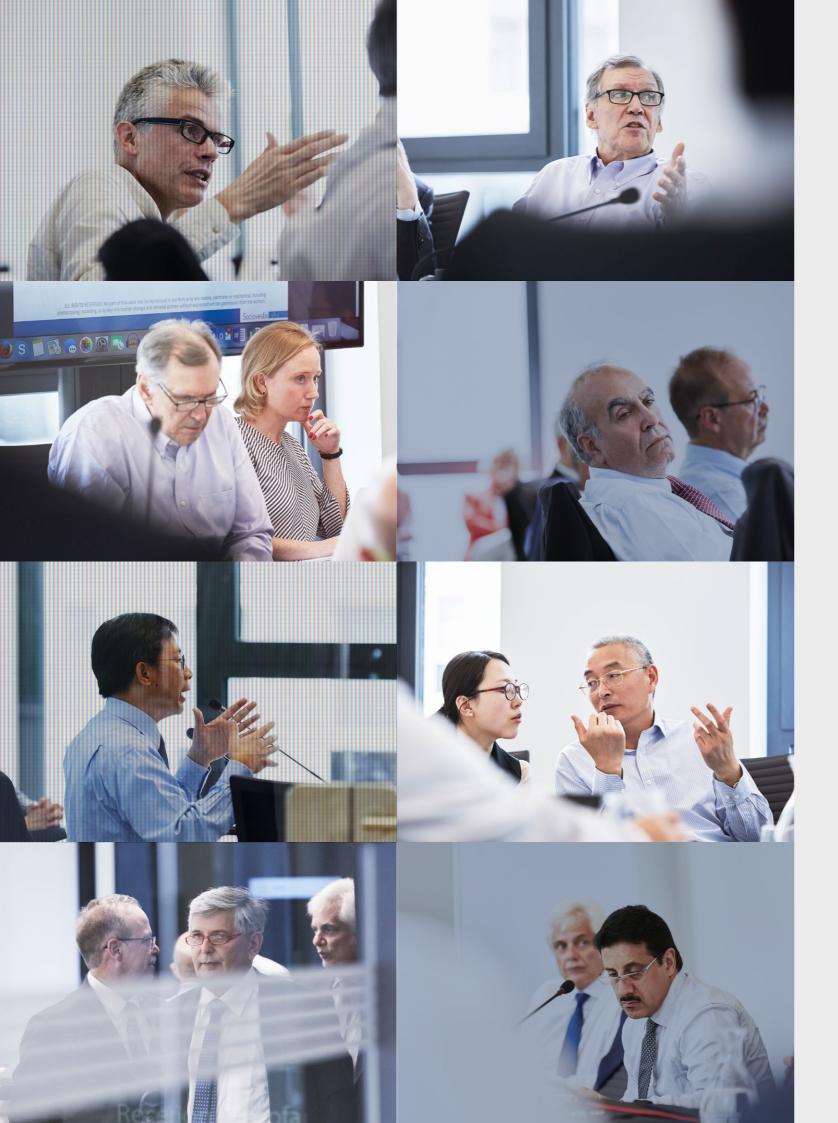
# Cooperation

The Board of Directors and the CEO together with the Executive Management worked hard to identify and get ahead of challenges, and set out a strategy to help define how to make use of the LEI in markets adjacent to the capital and money markets. Identifying the business needs and taking action to help potential users to make better use of the LEI for their business processes remained key. The CEO and his team acted with conviction and commitment, and demonstrating leadership.

GLEIF has already made substantial progress but its approach should ensure that the LEI becomes a broad public good for the benefit of both the public and private sector users as required in GLEIF's Statutes.

GLEIF, together with the LEI ROC, continue to review the best cooperation model for interested users of the LEI from the public sector. The LEI adds value particularly where public authorities and administrations have to include legal entity data of other jurisdictions in their public services or supervisory responsibilities.

The Board of Directors looks forward to GLEIF engaging with market participants across industries, and welcomes projects launched such as expanding mapping services with business, industry or company identifiers of legal entities.



The Board of Directors believes that both the public and private sectors can achieve considerable benefits using the LEI for identity management systems. This was demonstrated by GLEIF's research with McKinsey & Company predicting substantial cost savings by using LEIs for core banking functions, client onboarding for KYC, e-invoicing and trade finance, to name just a few.

# **LEI Advocacy**

GLEIF delivers key services for identification management of legal entities. We believe GLEIF will further drive innovation by delivering solutions for the demands of the digital age. Those demands are real for e-government purposes and for the digital economy.

Continued advocacy is required at both the national and international levels as well as cooperation between the public and private sector institutions to target user needs effectively. Regulators play a key role by mandating the LEI for regulatory reporting, for supervisory and compliance purposes, and for the public sector at large.

The Members of the Board of Directors and the members of the LEI ROC Plenary reiterated in their joint meeting in October 2017 that they will continue to act as ambassadors to promote the LEI in their jurisdiction or industry. More concerted actions to foster LEI adoption in financial markets and beyond remain key to ensuring that the LEI becomes a broad public good.

As ambassadors, the members of the Board of Directors and the LEI ROC are expected to ensure a global awareness in both the public and private sectors of the benefits of the Global LEI System.

We are pleased to see that further adoption of legislation requiring an LEI emerged in 2017. Most prominent in 2017 was without doubt the MiFID II/MiFIR regulation triggering high volumes of LEIs issuance by requiring LEIs for investment firms and their customers participating in any transactions in the European Union. Also, we have seen, for instance, the mandating of LEIs for OTC derivatives reporting in India as well as for all investors investing in the Malaysian debt securities market. Another example is the Home Mortgage Disclosure Act (HMDA) in the United States, requiring mortgage issuers to have an LEI.

In 2017, Members of the Board of Directors and the CEO had several public-speaking engagements for multiple audiences worldwide. These opportunities supported the exchange of ideas on the use of the LEI and to respond to user demands in the private and public sectors.

# **Going Concern**

After a thorough review, the Board of Directors approved the Financial Statements for 2017 and agreed that GLEIF has strong financials and a functional internal control system in place.

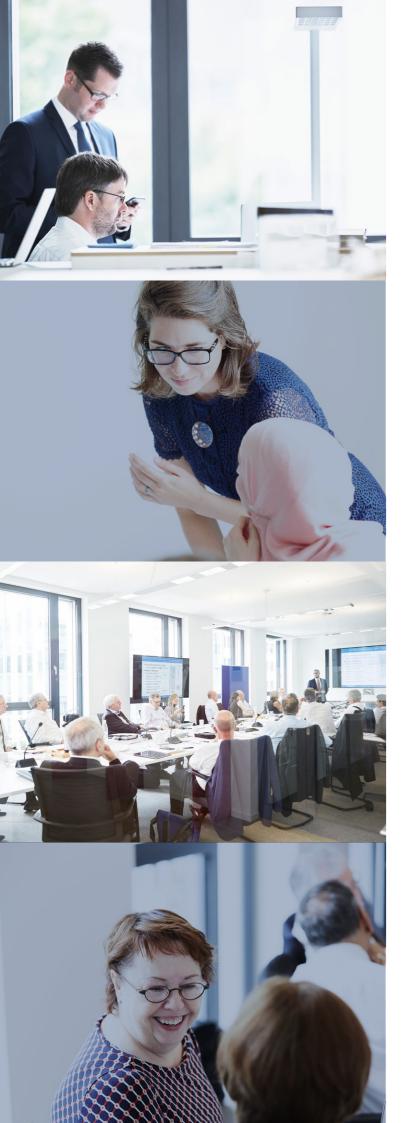
The Board of Directors encourages GLEIF's engagement together with the LEI ROC and the LEI issuers to advocate keeping LEIs active and renewed in time.

The Board of Directors recognizes the large portfolio of planned projects to strengthen or add to the LEI services and views the project risks and the availability of sufficient funds to be manageable.

By order of the Board

Chairman





# **Governance Statement**

GLEIF's governance reflects its Group of Twenty (G20) and Financial Stability Board (FSB) mandate to ensure that the LEI becomes a broad public good for the benefit of the users of the public and private sectors globally. GLEIF is agnostic to any commercial or political interests. GLEIF continues its commitment as a not-for-profit organization with the highest integrity of its operation and interaction with stakeholders guided by the High Level Principles laid out in the GLEIF Statutes and Annexes.

GLEIF's dedicated oversight system underscores its global dimension with the LEI Regulatory Oversight Committee (LEI ROC) that includes 71 regulatory organizations (central banks and securities regulators and rule makers) and 19 observers from 50 countries.

The global composition of the LEI ROC as our overseer and the international composition of our Board of Directors, with 18 Directors from 16 jurisdictions and several industries, is an expression of our international governance framework. It makes GLEIF unique and should ensure that GLEIF remains an important foundation realizing its objective for the Global LEI System.

The minutes of our Board meetings are published on our website to ensure the transparency of our decisions taken.

# Oversight

GLEIF is subject to the oversight of the LEI ROC to ensure that it realizes its mandate from its founder, the FSB, and its global role for ensuring legal entity identification by the LEI to financial transactions worldwide.

The members of the LEI ROC Plenary and their decisions taken are published at www.leiroc.org.

The cooperation model between the LEI ROC and GLEIF is laid out in the GLEIF Statutes. Both signed the Memorandum of Understanding, as published on the GLEIF website, specifying the processes and responsibilities between GLEIF and the LEI ROC.

GLEIF maintains an open and constructive dialogue with the oversight authorities. Key topics addressed with the LEI ROC in 2017 were, among others, the launch of data collection on parent entities, reduction of the lapsed LEI rate, data quality for statistical purposes, flagship LEI rulemaking, corporate actions and data history, and funds relationships. The GLEIF Board of Directors held two meetings with the ROC Executive Committee. In addition, the GLEIF Chairman and CEO were invited to report on the status of relevant activities and projects in two ROC Plenary meetings.

The GLEIF Chairman and the CEO have bi-weekly meetings with the LEI ROC Chair and the two Vice-Chairs.

#### Members of the Board of Directors

The Members of the Board of Directors serve on an unpaid basis according to the Statutes.

The Members sign a Director's Agreement for their services to the Board of Directors and annually acknowledge their responsibilities under the GLEIF Conflict of Interest Policy. The Board of Directors focused its oversight on the core activities of the Foundation. This includes the budgeted use of resources, the internal controls, the implementation of the GLEIF Accreditation Program, the large projects like providing ownership entity data in the Global LEI Index and the results of the GLEIF Data Quality Management Program providing accurate and reliable LEI data to its users.

# **Board of Directors Meetings**

In 2017 the Board of Directors had eight meetings to allow a constant exchange among the Directors, the CEO and his Executive Management team, thus ensuring an adequate oversight of the expanding operations of the Foundation.

The Chair and two Vice-Chairs of the LEI ROC are ex officio members of the Board of Directors and participated in all Board of Directors meetings in 2017.

#### **Succession of Members of the Board of Directors**

GLEIF's Board of Directors' composition reflects its global mandate in terms of geographic and sector representation, and ensuring an appropriate skills mix. The composition of the Board of Directors follows rules set out in the GLEIF Statutes and bylaws. Members are appointed within an open transparent process. The Board of Directors can appoint up to 25 Members to ensure international representation. Newly appointed Directors are subject to a "no objection declaration" of the LEI ROC.

The Governance Committee of the Board of Directors continued to conduct a comprehensive succession analysis. Consequently, the appointment and replacement process as well as the transition of Directors is guaranteed. The selection process of new Directors is undertaken under strict confidentiality according to Swiss privacy rules.

The Board of Directors approved the appointment of a new Director from South America who started his duties from July 2017.

Any newly appointed Member participates in an induction program.

#### **Board Committees**

The Board Committees meet at least four times a year, and as deemed necessary, more often to review and advise the Board of Directors on matters related to their mandate. The Chairs of the Board Committees actively report their findings and recommendations to the Board of Directors.

The GLEIF Board of Directors was supported by six Board Committees. The Board of Directors approved in 2017 to establish an ad hoc Competition Committee to assess the level of competition of the Global LEI System.

# ■ Committee of Chairs (CoC)

The CoC supports the preparation of agendas of the Board of Directors and assesses the annual remuneration of GLEIF's Executive Management.

# Audit and Finance Committee (AFC)

The AFC ensures oversight of the internal control system, financial reporting, accounting, budget and financial planning, internal audit and the assessment of the annual financial statements for recommendation to the Board of Directors.

# **■** Governance Committee (GC)

The GC is charged with advising the Chairman and the Board of Directors to ensure proper governance and compliance with the Statutes and bylaws.

# ■ Business Development Committee (BDC)

The BDC ensures oversight of the GLEIF strategic objectives and promotion plans and monitors the implementation of GLEIF's strategy.

# ■ Technology and Operations Standards Committee (TOPS)

The TOPS provides oversight and counsel for the technical and operational standards and for the architecture of the Global LEI System.

# ■ Ad hoc Competition Committee (CC)

The CC assesses the degree of competition in the Global Legal Entity System.

The Chairs of the Committees may request the presence of any member of GLEIF staff at his/her discretion.

External auditors are present when the annual Financial Statements or audit opinions are discussed and when deemed appropriate.

# **External Audit**

GLEIF's annual Financial Statements are prepared in accordance with International Financial Reporting Standards (IFRS). As required by law, GLEIF also prepares the annual Financial Statements according to the Swiss Code of

Obligations (CO) that are filed with the Swiss Supervisory Authority for Foundations. It includes the independent auditor's report with an unqualified opinion.

The Audit and Finance Committee reviews the findings of the external audits by Ernst & Young (EY) before the Board of Directors adopts the annual Financial Statements.

The Board of Directors approved the terms of engagement, including the engagement letter and the scope of the 2017 financial audit, in its meeting in February 2017. The Members of the Board of Directors confirmed that as far as the Members were aware, there was no relevant audit information of which the external auditor was unaware.

On recommendation of the Audit and Finance Committee, the Board of Directors approved the Financial Statements for 2016, which are included in the Annual Report 2016, in its meeting in April 2017.

# **Board Self-Assessment**

The Members of the Board of Directors participated in an annual self-assessment in 2017.

The Board of Directors reviewed the self-assessment methodology.

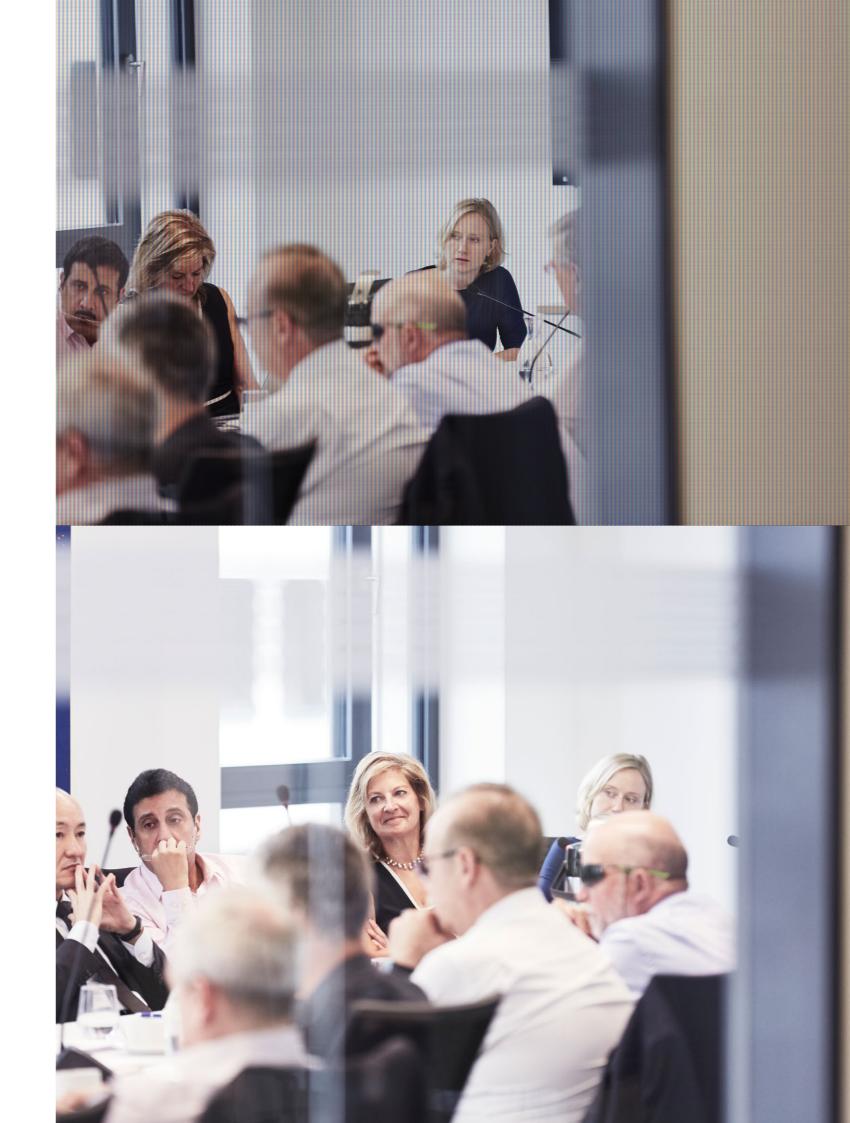
The Members were tasked to evaluate the Board of Directors and their respective Board Committee(s). The Governance Committee provided requested feedback on its findings and recommendations to the Board of Directors.

# **LEI Issuers**

GLEIF operates the Global LEI System in conjunction with the LEI issuers. GLEIF sets standards for, supports and oversees the LEI issuers' operations under the governing Master Agreement ensuring internal controls, data quality metrics, data validation and cost-recovery requirements are performed.

The LEI issuers implemented important guidelines to ensure direct and ultimate parent reporting of registrants.

The GLEIF Executive Management and the LEI issuers hold monthly meetings to progress and expand current services.



# **LEI for Business Value**

**LFL** Services



# **LEI for Business Value**

# GLEIF is uniquely positioned in the entity identification market

Our Global LEI Index and services connect data of almost one million companies and organizations in over 210 jurisdictions worldwide. Today, the Global LEI Index is the only global online one-stop-shop for open, standardized and high quality legal entity reference data.

# **Enabling Highest Data Quality**

Accurate, complete and up-to-date entity data remains of critical importance. Poorly managed data can trigger high costs and missed profit opportunities for companies. GLEIF puts a strong focus on data quality management. Our goal is to provide services that ensure any user can rely on the highest data quality and open access to the LEI data pool.

Setting high standards for data quality and making sure our guidelines are followed makes us perform to the highest data quality standard. Because data which is not quality-assured data is useless to any bank or regulator. This way we want to make sure we are a reliable partner for our users.

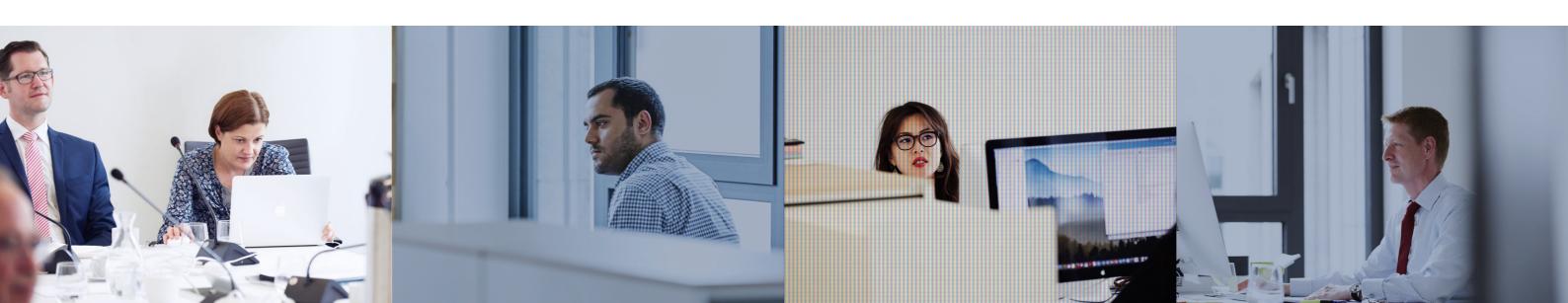
We are committed to keeping data quality marks high and ensure this with our rigid Data Quality Management Program. Based on a set of clearly defined criteria, the GLEIF Data Quality Management Program allows the quality of the LEI data pool to be monitored, assessed and further optimized. By delivering accurate data on companies, quality-assured linkages can be made to other identification systems across companies and sectors. Our aim is to make sure our data is relevant to the needs of our users. Further, we focus on completeness of the LEI data, meaning data should include all of the pertinent business information and is up-to-date. Enriching the LEI data pool with ownership data facilitates the data completeness our users are looking for. Legal entities need to supply accurate reference data that includes both the business card information ("who is who") and relationship information ("who owns whom"). Entity data relationships help companies to clarify exactly who they are dealing with and to comply with regional and international sanctions.

# **GLEIF LEI**



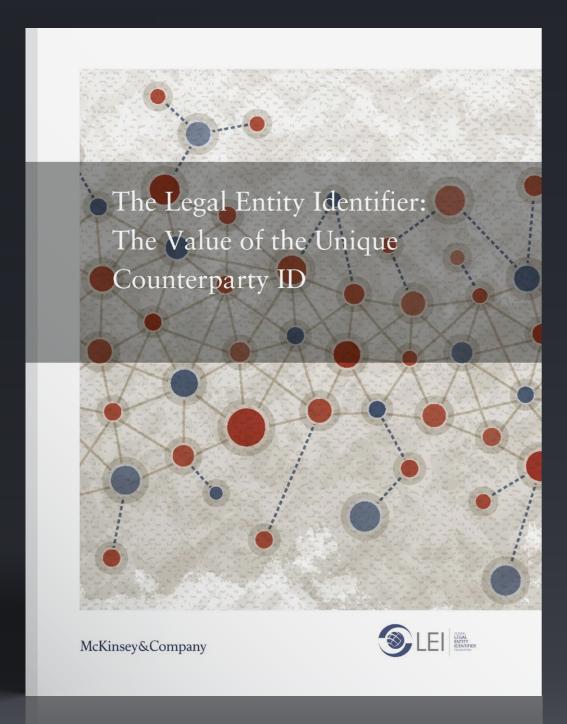
Introducing the LEI into almost any business process with a manual component and that requires counterparty identification and verification can result in more reliable information, efficient operations, significant cost savings, and reduction in the time it takes to onboard clients.

These benefits will only grow as more companies and banks work together to encourage the adoption of the LEI. In order to reap these benefits and the potential for further automatization and digitization of financial and commercial transactions, every business should adopt an LEI."



# **LEI for Business Value**

How the LEI can reduce costs and increase operational efficiency



**McKinsey & Company and GLEIF White Paper:** 

"The Legal Entity Identifier: The Value of the Unique Counterparty ID," October 2017 New research undertaken by McKinsey & Company and GLEIF estimate that broader, global adoption of LEIs could yield annual savings of over US\$ 150 million within the investment banking industry and up to US\$ 500 million for banks in the issuance of letters of credit. Annual savings in investment banking would include at least 10% of total operational costs for onboarding clients and trading processing through the use of the LEI.

McKinsey & Company has been working with GLEIF to examine the potential use cases of the LEI in streamlining entity verification processes.

# LEIs create value in two ways

- Reducing transactional and operational friction in the identification of transaction counterparties.
- Making important information about the background of a legal entity in a particular transaction more accessible and traceable.

Collectively, these benefits reduce the time spent on identifying counterparties and improve the reliability of information.

The white paper identifies three new use cases for LEIs: capital markets, commercial transactions and the extension of commercial credit. These are especially relevant to large corporations, small businesses and their banking institutions, and investment banks.

Analysis taken as part of this project also indicates that there are multiple additional use cases beyond the three identified. Operational efficiencies, cost savings, reduction of time to transact with clients and more reliable information can be gained by introducing the LEI into almost any process that requires identification and verification of a counterparty and that has a manual component. This resulting easier counterparty identification will open the door to further automation and digitalization of financial and commercial transactions across the globe.

To learn more about how the LEI brings efficiency, transparency and trust to legal entity identification, visit the GLEIF website: www.gleif.org

# **LEI for Business Value: Use Cases**

# In capital markets

The LEI's primary value is derived from reducing the cost of onboarding clients and of middle- and back-office activities related to the processing of stocks, bonds and other securities trades. All such activities could be simplified and streamlined if LEI use were more broadly adopted throughout the lifecycle of the client relationship. The use of the LEI would also reduce the time spent on data correction and reconciliation.

# In commercial transactions

LEIs would enable faster processing of letters of credit and better identification of sellers on e-invoicing networks.

# In the extension of commercial credit

LEIs would allow for more robust and efficient know-your-customer (KYC) diligence on borrowers, as well as better traceability of information on borrowers from multiple sources.



# **Partnerships**

# GLEIF's global engagement with partners

GLEIF participated in almost 50 conferences, round tables, or promotional meetings with stakeholders, and deepened engagement with communities such as the business registers.

GLEIF hosted the annual GLEIF-LOU meeting with the LEI issuing organizations in Frankfurt to exchange ideas on core projects such as the Level 2 ownership data collection with a view to jointly improve services for the users of the LEI data.



GLEIF continued cooperation with its stakeholder groups including data and technology vendors and large statistical users.

The Board of Directors met four times in-person during the year including twice with the LEI ROC Executive Committee to hold dialogue on the Global LEI System.



In 2018, GLEIF will widen its dialogue with data users of regulatory organizations and of the Global Systemically Important Financial Institutions (G-SIFIs). GLEIF will further pursue strategic partnerships with companies interested in identification management.



Global Legal Entity Identifier Foundation Basel, Switzerland

# **Financial Statements 2017**

for the Period from January 1 to December 31, 2017

**Statement of Comprehensive Income** for the Period from January 1 to December 31, 2017

	Notes	Jan. to Dec. 2017	Jan. to Dec. 2016
	_	US\$	US\$
Fee revenue	3.1	7,786,002	6,245,640
Wages and salaries	-	-3,404,031	-2,700,694
Social contributions and expenses for pensions and care	_	-456,337	-376,780
Personnel expenses	3.2	-3,860,368	-3,077,474
Other operating expenses	3.3	-4,058,493	-3,348,252
Other operating income	3.4	539,527	201,019
Amortization and depreciation expense	4.5/4.6	-214,955	-165,030
Operating surplus		191,713	-144,097
Subsidies and donations	3.5	61,454	158,354
Financial income/expense	3.6	-300	479
Net surplus		252,867	14,736
Changes of components of net equity from actuarial gains and losses in pension and similar obligations	3.2	44,426	-5,087
Items that will not be reclassified to net surplus		44,426	-5,087
Other comprehensive income	-	44,426	-5,087
Total comprehensive income	-	297,293	9,649

# **Balance Sheet**

for the Period Ending December 31, 2017

Assets	Notes	Dec. 31, 2017	Dec. 31, 2016
		US\$	US\$
Receivables from LEI issuer fees	4.1	4,889,942	1,409,636
Current financial assets	4.2	5,217	5,203
Other assets	4.3	177,236	470,701
Cash and cash equivalents	4.4	3,323,743	5,071,643
Current assets		8,396,138	6,957,183
Intangible fixed assets	4.5	397,337	146,079
Tangible assets	4.6	365,818	468,347
Financial assets	4.2	123,990	108,979
Non-current assets		887,145	723,405
		9,283,283	7,680,588
Liabilities and equity			
Payables due to vendors	4.7	808,738	853,295
Liabilities due to Board Directors	6.1	29,678	74,868
Deferred revenue	4.8	3,958,284	2,885,533
Other financial liabilities	4.9	146,650	218,892
Other payables	4.10	1,172,911	671,199
Current liabilities		6,116,261	4,703,787
Provision for pension costs	3.2	22,371	39,249
Payables due to vendors	4.7	74,362	100,308
Financial liabilities	4.9	8,098	10,892
Deferred subsidies	3.5	109,098	170,552
Non-current liabilities		213,929	321,001
Paid-in Foundation capital		55,927	55,927
Other reserves		29,514	-14,912
Retained surplus		2,867,652	2,614,785
Organizational capital	4.11	2,953,093	2,655,800
		9,283,283	7,680,588

# **Cash Flow Statement**

for the Period from January 1 to December 31, 2017

	Notes	Jan. to Dec. 2017	Jan. to Dec. 2016
		US\$	US\$
Surplus		252,867	14,736
Amortization and depreciation expense		214,955	165,030
Increase (decrease) of provisions		27,174	19,596
Financial income/expense		300	-479
Other non-cash expenses and income		-251,063	160,052
Decrease/increase of receivables and other current assets		-3,276,455	523,161
Increase/decrease of liabilities to vendors and other operating liabilities		1,265,472	764,372
Interest received		1,624	2,322
Cash flow from operating activities		-1,765,126	1,648,790
Acquisition of intangible and tangible fixed assets	4.5/4.6	-242,554	-233,896
Acquisition/settlement of financial assets	4.2	0	48,978
Cash flow from investing activities		-242,554	-184,918
Repayment of finance lease liabilities	_	-3,991	-3,796
Proceeds from other financing liabilities		13,880	-818
Interest paid	_	-1,098	-347
Cash flow from financing activities		8,791	-4,961
Total cash flow effects on cash and cash equivalents	_	-1,998,889	1,458,911
Effect of changes in exchange rates on cash and cash equivalents		250,989	-140,089
Cash and cash equivalents at beginning of period		5,071,643	3,752,821
Cash and cash equivalents at end of period	4.4	3,323,743	5,071,643

# **Statement of Changes in Organizational Capital**

	Notes	Paid-in Foundation capital	Other reserves, actuarial gains and losses from pension obligations	Retained surplus	Organizational capital
		US\$	US\$	US\$	US\$
Balance as of December 31, 2015	4.11	55,927	-9,825	2,600,049	2,646,151
Net surplus		0	0	14,736	14,736
Other comprehensive income		0	-5,087	0	-5,087
Total comprehensive income		0	-5,087	14,736	9,649
Balance as of December 31, 2016	4.11	55,927	-14,912	2,614,785	2,655,800
Net surplus		0	0	252,867	252,867
Other comprehensive income		0	44,426	0	44,426
Total comprehensive income		0	44,426	252,867	297,293
Balance as of December 31, 2017	4.11	55,927	29,514	2,867,652	2,953,093

# **Notes to the Financial Statements 2017**

# 1. Information on GLEIF

The accompanying financial statements present the operations of Global Legal Entity Identifier Foundation with its registered office in Basel, Switzerland (hereinafter: "GLEIF" or "the Foundation").

GLEIF is a foundation according to Swiss civil law, and registered under no. CHE-200.595.965 in the commercial register of Basel-Stadt, Switzerland. The address of the Foundation is St. Alban-Vorstadt 5, 4002 Basel, Switzerland. In February 2015, GLEIF began operating a permanent establishment in Frankfurt am Main, Germany, where the main operating activities of the Foundation are located.

GLEIF was founded on June 26, 2014 by the Financial Stability Board, an association under Swiss law. The purpose of GLEIF is to establish, maintain and monitor the Global Legal Entity Identifier System ("Global LEI System") which provides a worldwide unique identification number (the "LEI") for all parties of financial transactions.

The establishment of this system has been required by the Heads of State and Government of the Group of Twenty, calling the Financial Stability Board to coordinate the work among the regulatory bodies. Prior to the foundation of GLEIF, the Financial Stability Board established the Regulatory Oversight Committee ("LEI ROC") which had set forth requirements for the structure of the Global LEI System and for the managing, monitoring and standard setting functions, as well as the internal structure and the funding of the GLEIF. The LEI ROC has, as stipulated in Article 4 of the Statutes, the regulatory oversight of the Global LEI System, including the activities of GLEIF, in the broad public interest.

GLEIF is under supervision of the Swiss Supervisory Board of Foundations since the establishment of the GLEIF in June 2014.

The financial statements have been authorized for publication by the Board of Directors on March 14, 2018.

# 2. Basis of Presentation and Summary of Significant Accounting Policies

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB). GLEIF also prepares a set of statutory financial statements in accordance with the Swiss Code of Obligations.

These financial statements are presented in US dollars (US\$), with rounding to the nearest dollar, unless otherwise stated.

The financial statements are prepared on the historical cost basis, unless otherwise stated in the accounting policies.

The accounting policies set out below are unchanged from the prior period and have been applied consistently throughout both periods.

# 2.1 Foreign Currency

The functional currency of GLEIF is the US dollar, as the Foundation generates its revenues and receives almost all cash flows from the LEI issuers (also referred to as Local Operating Units ("LOU")) in this currency.

Transactions that are denominated in a currency other than the US dollar are recorded at the spot exchange rate at the date when the underlying transactions are initially recognized. At the end of the reporting period, foreign currency-denominated monetary assets and liabilities are retranslated into US dollars applying the spot exchange rate prevailing at that date. Gains and losses arising from these foreign currency revaluations are recognized in income.

The exchange rates of the most significant foreign currencies are:

	Dec. 31, 2017	Dec. 31, 2016
	US\$	US\$
Swiss franc to US dollar	1.0249	0.9816
Euro to US dollar	1.1993	1.0541

# 2.2 Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable net of discounts and rebates and excluding taxes or duty. Revenue is recognized over the term of the license period on an accrual basis.

The revenue of GLEIF is based on arrangements with the LEI issuers to pay to GLEIF a fixed service fee for each LEI issued and served by the respective issuer.

The license period of a LEI is one year from the date of issuance or renewal. During this period, the LEI issuers are responsible to manage and maintain the integrity and accuracy of the LEI entry data and of the related changes. The services provided by GLEIF to the LEI issuers relate to quality assurance, standardization, and certain other work with regard to the LEI issuers' management of LEIs. Accordingly, the revenue of GLEIF is related to the service periods of the LEIs. On a straight-line basis, GLEIF recognizes the revenue over the terms of the contracts between the LEI issuers and the LEI users, and defers the revenue which is allocated to the portion of the LEI service periods remaining after the balance sheet date. The outstanding portion of the LEI service periods is estimated based on quarterly performance reports of each LEI issuer.

The service contracts agreed with the LEI issuers in the past years ("commitment letter") set forth a fixed annual service fee for each LEI issued or renewed in the respective calendar year. Quarterly or annual advances are paid by the LEI issuer during the year, and only the final invoice or credit note is accounted for as a receivable or payable in the balance sheet. The revenue portion deferred to the next fiscal year from these kind of arrangements is shown as a separate deferral liability.

During 2017, the new "master agreement" arrangement has been set forth for the majority of LEI issuers. Under this contract, the LEI issuer pays a quarterly service fee based on all active LEIs under its management at the end of the quarter. According to the revenue recognition assumptions described above, 50% of the service fee charged at the end of each quarter is not recognized until the subsequent quarter. For service fees under this new agreement, GLEIF only reflects in the balance sheet the 50% portion of the quarterly service fee relating to the services recognized for the ending quarter as revenue during the period, the remaining 50% that has neither been earned nor billed at quarter end is not shown in the balance sheet and only recognized in the subsequent quarter.

## 2.3 Government Grants

A government grant or assistance is recognized only when there is reasonable assurance that GLEIF will comply with any conditions attached to the grant and the grant will be received. The grant is recognized as income over the period necessary to match with the related costs, for which they are intended to compensate, on a systematic basis. A grant receivable as compensation for costs already incurred or for immediate financial support, with no future related costs, is recognized as income in the period in which it is receivable. A grant relating to assets (capitalized expenditure) is recognized as deferred income (liability), and released in accordance with the amortization of the related assets.

#### 2.4 Interest

Interest income and expense are recognized using the effective interest method. The effective interest rate is established on initial recognition of the financial asset or liability and is not revised subsequently.

#### 2.5 Income Taxes

Since 2015, the Foundation's activities are located in Basel, Switzerland, and in Frankfurt am Main, Germany. GLEIF is free from Swiss income taxes based on an assessment of the tax authority Basel-Stadt, Switzerland. In Germany, the activities of GLEIF to manage and monitor the Global LEI System are free from corporate and trade tax on income by law.

#### 2.6 Provisions

A provision is recognized in the balance sheet when the Foundation has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. If the effect is material, provisions are recognized at present value by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money. When a contract becomes onerous, the present obligation under the contract is recognized as a provision and measured at the lower of the expected cost of fulfilling the contract and the expected cost of terminating the contract as far as they exceed the expected economic benefits of the contract. Additions to provisions and reversals are generally recognized in the income statements.

Provisions for pension obligations are recognized by using the projected unit credit method, based on reasonable assumptions for the long-term expected rate of salary increases and benefit increases, demographic assumptions and long-term interest rates as of the balance sheet date. The related plan assets are recognized at their fair value, in accordance with IAS 19.

# 2.7 Lease Commitments

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. All other leases are classified as operating leases.

#### **Finance Leases**

GLEIF recognizes assets held under finance leases at the fair value at the inception of the lease or if lower, at the present value of the minimum lease payments. The related liability to the lessor is included in the balance sheet as a finance lease obligation. Lease payments are apportioned between interest expenses and capital redemption of the liability.

Contingent rentals are recognized as expenses in the periods in which they are incurred.

# **Operating Leases**

GLEIF recognizes operating lease payments as an expense on a straight-line basis over the lease term. Contingent rentals arising under operating leases are recognized in the period in which they are incurred. Lease incentives and similar arrangements of incentives are taken into account when calculating the straightlined expense.

# 2.8 Tangible Fixed Assets

GLEIF items of tangible fixed assets are initially measured at cost. Cost includes expenditures that are directly attributable to the acquisition of each item. Tangible fixed assets are subsequently measured at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is charged to allocate the cost of assets less their residual values over their estimated useful lives, using the straight-line method.

The estimated useful lives of all items of tangible fixed assets are as follows:

Technical and computer equipment	3 to 5 years
Motor vehicles	6 years
Office equipment	6 to 10 years
Apartment equipment	3 to 5 years

# 2.9 Intangible Fixed Assets

Separately acquired items of intangible fixed assets are initially measured at cost. Cost includes expenditures that are directly attributable to the acquisition of each item. After initial measurement, intangible fixed assets are measured at cost less accumulated amortization and any accumulated impairment losses. Amortization is charged on a straight-line basis over the estimated useful lives of the intangible fixed assets.

The estimated useful lives of intangible assets are as follows:

Software	3 to 5 years

As at the end of the current fiscal year, GLEIF did not have intangible assets with an indefinite useful life

# 2.10 Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets of the Foundation mainly include cash and cash equivalents, long- and short-term security deposits and receivables from LEI issuers' fees. Financial liabilities of the Foundation mainly comprise payables to vendors, and to employees and Board Directors. GLEIF does not make use of the option to designate financial assets or financial liabilities at fair value through profit or loss at inception (Fair Value Option). Based on their nature, financial instruments are classified as financial assets and financial liabilities measured at cost or amortized cost and financial assets and financial liabilities measured at fair value.

Financial instruments are recognized on the balance sheet when GLEIF becomes a party to the contractual obligations of the instrument. Regular way purchases or sales of financial assets, i.e. purchases or sales under a contract whose terms require delivery of the asset within the time frame established generally by regulation or convention in the marketplace concerned, are accounted for at the trade date.

Initially, financial instruments are recognized at their fair value. Transaction costs directly attributable to the acquisition or issue of financial instruments are only included in determining the carrying amount, if the financial instruments are not measured at fair value through profit or loss. Subsequently, financial assets and liabilities are measured according to the category – cash and cash equivalents, available-for-sale financial assets, loans and receivables, financial liabilities measured at amortized cost – to which they are assigned.

**Cash and Cash Equivalents:** The Foundation considers all highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value and have less than three months maturity from the date of acquisition to be cash equivalents. Cash and cash equivalents are measured at cost.

**Loans and Receivables:** Financial assets classified as loans and receivables are measured at amortized cost using the effective interest method less any impairment losses. Impairment losses on trade and other receivables are recognized using separate allowance accounts.

**Financial Liabilities:** The Foundation measures financial liabilities at amortized cost using the effective interest method.

# 2.11 Accounting Pronouncements Applied in the Financial Statements

GLEIF has applied all IFRS accounting pronouncements which are effective for this reporting period. The Foundation has not adopted standards already issued but not yet effective for this reporting period.

# **2.12 Not Yet Adopted Recent Accounting Pronouncements**

The following pronouncements issued by the IASB are not yet effective and have not yet been adopted by the Foundation:

In July 2014, the IASB published the final version of IFRS 9: Financial Instruments. The new standard will replace IAS 39, Financial Instruments: Recognition and Measurement. IFRS 9 introduces a single approach for the classification and measurement of financial assets according to their cash flow characteristics and the business model they are managed in, and provides a new impairment model based on expected credit losses. IFRS 9 also includes new regulations regarding the application of hedge accounting to better reflect an entity's risk management activities especially with regard to managing non-financial risks. The new standard is effective for annual reporting periods beginning on or after January 1, 2018, while early application is permitted. The classification and measurement of financial instruments under the new standard will not have a material impact on the Foundation's financial statements.

In May 2014, the IASB issued IFRS 15: Revenue from Contracts with Customers. According to the new standard, revenue is recognized to depict the transfer of promised goods or services to a customer in an amount that reflects the consideration to which the Foundation expects to be entitled in exchange for those goods or services. Revenue is recognized when, or as, the customer obtains control of the goods or services. IFRS 15 also includes

guidance on the presentation of contract balances, that is assets and liabilities arising from contracts with customers, depending on the relationship between the entity's performance and the customer's payment. In addition, the new standard requires a set of quantitative and qualitative disclosures to enable users of the financial statements to understand the nature, amount, timing, and uncertainty of revenue and cash flows arising from contracts with customers. IFRS 15 supersedes IAS 11: Construction Contracts and IAS 18: Revenue as well as related interpretations. The standard is effective for annual periods beginning on or after January 1, 2018; early application is permitted. Based on the current revenue structure of GLEIF, the Foundation assesses that the adoption of IFRS 15 will not have a material impact on the financial statements.

In January 2016, the IASB issued IFRS 16, Leases. It supersedes IAS 17 and related interpretations. The new standard eliminates the classification of leases as either operating leases or finance leases as is required by IAS 17 and, instead, introduces a single lessee accounting model. Applying that model, a lessee is required to recognize assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value; and depreciation of lease assets separately from interest on lease liabilities in the income statement. The new stand will be effective for annual periods beginning on or after January 1, 2019. Early application is permitted, when IFRS 15 is also applied. Based on the current lease contracts which are mainly classified as operating lease in accordance with IAS 17, the Foundation assesses that the adoption will cause a material increase of assets and related lease liabilities.

GLEIF does not plan to adopt any new pronouncement prior to the regular effective date.

# **2.13 Critical Accounting Estimates**

The financial statements are prepared in accordance with IFRS as issued by the IASB. The significant accounting policies, as described above and in this section, are essential to understanding the Foundation's results of operations, financial positions, and cash flows. Certain of these accounting policies require critical accounting estimates that involve complex and subjective judgments and the use of assumptions, some of which may be for matters that are inherently uncertain and susceptible to change. Such critical accounting estimates may have a material impact on the results of operations, financial positions and cash flows.

**Revenue Recognition on Service Contracts:** The allocation of revenue relating to the Foundation's service contracts with LEI issuers to the appropriate accounting periods is based on reasonable estimates of the timing of the underlying LEI service contracts between the LEI issuers and the LEI users. The Foundation receives quarterly reports from the LEI issuers detailing the number of LEIs renewed or newly issued by the LEI issuers. GLEIF has applied estimates, assuming that the issuance and the renewal of each LEI, and the related start of a standard one-year service period, is distributed on a straight-line basis within the reported quarters. Changes in these estimates may lead to an increase or decrease of revenue.

# 3. Statement of Comprehensive Income

#### 3.1 Fee Revenues

The revenues split in regions (based on the legal seat of the LEI issuers) as follows:

Fee revenues	7,786,002	6,245,640
Other regions	11,759	6,404
North and South America	103,443	603
Asia	109,602	89,572
Europe	7,561,198	6,149,061
	US\$	US\$
	Jan. to Dec. 2017	Jan. to Dec. 2016

While a significant portion of the overall GLEIF fees are from LEI issuers with a legal seat in Europe, the underlying cash flows of the GLEIF are generated by a very geographically diverse population of LEI registrants. As a result, the GLEIF does not have a material concentration of its cash flows given the location of LEI registrants.

# **3.2 Personnel Expenses**

Personnel expenses	3,860,368	3,077,474
Social contributions and expenses for pension and care	456,337	376,780
Wages and salaries	3,404,031	2,700,694
	US\$	US\$
	Jan. to Dec. 2017	Jan. to Dec. 2016

The personnel expenses consist of the fixed and accrued variable remuneration as well as the bonus accrual for employees employed by the Foundation. Social, pension and care contributions are also included as part of these expenses.

As of year end 2017 GLEIF employed 34 (2016: 24) employees. The average headcount for 2017 is 29 (2016: 22) employees.

#### **Pension Plan**

Under Swiss law, GLEIF has to arrange for an affiliation contract with a pension fund for the Swiss employees to comply with legal requirements. The pension fund has to provide at least occupational benefits according to law.

In 2015 GLEIF set up a pension plan in Switzerland with AXA Vorsorgestiftung, as a collective foundation. Based on the plan rules and pension law in Switzerland the plan qualifies as a defined benefit scheme under IFRS. The insurance plan is contribution-based. The plan contains a cash balance benefit formula. Under Swiss law, the pension fund guarantees the vested benefit amount as confirmed anually to members.

The collective foundation of AXA guarantees a 40% coverage of the retirement accounts covered by an insurance. The other assets are pooled for all affiliated companies. The collective foundation can adjust risk and cost contributions according to the circumstances. The employer has to cover at least half of all contributions. The collective foundation is able to withdraw from the contract with the employer. In that case, the company needs to affiliate with another pension institution.

GLEIF recognized pension cost of US\$ 34,071 (2016: US\$ 35,841) within personnel expenses and net interest expenses of US\$ 374 (2016: US\$ 198), and paid employer and employee contributions of US\$ 8,385 (2016: US\$ 15,149) to the scheme.

Actuarial gains of US\$ 53,432 (2016: US\$ 1,461) from the defined benefit obligation, net of US\$ 9,006 losses (2016: US\$ 6,548) from the return on plan assets have been recognized as other comprehensive income.

The defined benefit obligation amounts to US\$ 47,124 at December 31, 2017 (December 31, 2016: US\$ 75,876), net of the plan assets of US\$ 24,753 (December 31, 2016: US\$ 36,627). A net pension liability of US\$ 22,371 (December 31, 2016: US\$ 39,249) has been recognized in the balance sheet as at December 31, 2017.

The weighted average duration of the obligation is 18.8 (2016: 18.9) years. The employee and employer contributions expected for the next fiscal year are US\$ 6,703 each.

For the calculation of the defined benefit obligation a discount rate of 0.7% (2016: 0.7%) and a long-term salary increase rate of 1.0% (2016: 1.0%) is used. Mortality, risk of disability, and turnover rates are set in accordance with the statistical database BVG 2015.

For the most important parameters which influence the pension obligation of the employer a sensitivity analysis has been performed. The discount rate and the assumption for salary increases are modified by a certain percentage. Sensitivity on mortality is calculated by changing the mortality with a constant factor for all age groups, resulting in a change of the longevity for the ages by one year longer or shorter as the baseline value. The sensitivity analysis results are as follows:

	Dec. 31, 2017	Dec. 31, 2017
	US\$	US\$
Defined benefit obligation with a change of		
discounting rate by +0.25% / -0.25%	44,977	49,487
future salary increases by -0.25% / +0.25%	47,020	47,232
life expectancy -1 year / +1year	46,701	47,546

Investment of assets is carried out by the governing bodies of the AXA Vorsorgestiftung or by mandated parties. The structure of the plan assets by classes is as follows:

	Dec. 31, 2017	Dec. 31, 2016
	US\$	US\$
Cash and cash equivalents	248	366
Equity instruments	6,188	9,157
Debt instruments	3,713	5,494
Real estate	2,475	3,663
Other	2,228	3,296
Total plan assets at fair value (quoted market price)	14,852	21,976
Total plan assets at fair value (non-quoted market price)	9,901	14,651
Plan asset classes	24,753	36,627

# **3.3 Other Operating Expenses**

Other operating expenses	4,058,493	3,348,252
Other	45,666	65,725
Risk allowances	195,000	0
Currency losses	219,407	276,989
Insurance premiums	20,017	19,932
Staff training expenses	17,400	21,640
Tax advice, accounting and audit	480,998	361,469
Legal advice	198,393	253,790
Consulting and advice	500,540	342,985
Telephone and communication, office expenses	118,834	95,702
Website translation expenses	328,008	237,944
IT service and maintenance	259,617	191,529
IT consulting and development	204,277	112,508
Travel and entertainment	476,651	461,485
Contractors	507,917	503,559
Rental	485,768	402,995
	US\$	US\$
	Jan. to Dec. 2017	Jan. to Dec. 2016

The currency losses result from payment of invoices in foreign currency as well as the translation of monetary balances as at the end of 2017. Currency gains of US\$ 451,851 (2016: US\$ 124,823) are shown within the other operating income, resulting in a net currency gain of US\$ 232,444 (2016: US\$ 152,166 net currency loss).

The consulting and advice item includes US\$ 100,633 (2016: US\$ 35,366) research costs.

In 2017, GLEIF changed its value-added tax (VAT) assessment related to the revenues recognized on the service contracts with certain LEI issuers in the current and previous year. The Foundation has accrued US\$ 195,000 for potential losses related to European LEI issuers who have not yet provided a VAT registration number. Accordingly, the service fee for these LEI issuers would not be eligible for VAT exemption.

# **Operating Leases**

The future minimum lease payments under non-cancellable operating leases for each of the following periods are as follows:

374,192 ————————————————————————————————————	4,137 0
1,060,210	4,137
	686,018

In April 2015 GLEIF entered into an operating lease agreement to rent office premises located in Bleichstrasse 59, Frankfurt am Main. The lease period is fixed for five years commencing on November 1, 2015 with the option to renew for a further five years. The option is expected to be exercised 12 months before the end of the initial five-year contract period. The agreement grants a 7-months rent-free period as an incentive to GLEIF. This incentive will be amortized over the initial five-year rental period.

The rent will be increased annually in accordance with the customer price index in Germany; the first change occurred in 2017.

In July 2015 GLEIF entered into an operating lease agreement to rent an apartment located in Frankfurt am Main. The lease period is unlimited, however it was fixed for one year commencing on August 1, 2015. After the conclusion of the fixed period, GLEIF has an option to terminate the agreement with an advance notice period of two months.

# 3.4 Other Operating Income

Other operating income	539,527	201,019
Other	470	1,550
Refunds and reimbursements	49,838	1,572
Release of prior-year liabilities	37,368	73,074
Currency gains	451,851	124,823
	US\$	US\$
	Jan. to Dec. 2017	Jan. to Dec. 2016

# 3.5 Subsidies and Donations

Income from subsidies and donations	61,454	158,354
Subsidy granted in 2016	41,095	137,995
Subsidy granted in 2015	20,359	20,359
	US\$	US\$
	Jan. to Dec. 2017	Jan. to Dec. 2016

In 2016 and 2015 GLEIF received assistance from a government authority of the region of Hessen, Germany ("Hessisches Ministerium für Wirtschaft, Verkehr und Landesentwicklung"). The assistance was limited to a maximum of EUR 250,000 in each year. In order to receive the assistance GLEIF was required to incur certain qualifying expenditure. GLEIF complied fully with the terms of the subsidy and in turn received the full amount of EUR 250,000 (US\$ 260,725 in 2016 and US\$ 274,400 in 2015). GLEIF has not benefited from any other form of government assistance. There are no unfulfilled conditions or other contingencies attaching to government assistance that has been recognized.

The portions of the subsidies attributable to capital expenditures (tangible and intangible fixed assets), advance payments and deferred expenses have been deferred, and is amortized over the useful life of the related fixed assets. The total cash flow from the subsidy in the prior year was US\$ 260,725.

The cash flow of the subsidies and donations is presented within the cash flow from operations.

# 3.6 Financial Income/Expense

	Jan. to Dec. 2017	Jan. to Dec. 2016
	US\$	US\$
Interest income	4,092	2,322
Interest expenses	-4,392	-1,843
Financial result	-300	479

# 4. Balance Sheets

# **4.1 Receivables from LEI Issuers' Fees**

In 2017, GLEIF changed its value-added tax (VAT) assessment related to the revenues recognized on the service contracts with certain LEI issuers in the current and previous year. The Foundation has recognized US\$ 400,926 receivables from German LEI issuers for which VAT will be re-invoiced. Correspondingly, an additional US\$ 400,926 was recognized as VAT payables.

As in the prior year, all receivables from LEI issuers fees will be due after the balance sheet date. As of the balance sheet date, there are no indications that the receivables will not be settled, and thus no allowances are recorded.

# **4.2 Current and Non-Current Financial Assets**

	Dec. 31, 2017	Dec. 31, 2016
	US\$	US\$
Security deposits due within one year	5,217	4,585
Receivables due from vendors	0	162
Other current financial assets	0	456
Current financial assets	5,217	5,203

	Dec. 31, 2017	Dec. 31, 2016
	US\$	US\$
Deposit due later than one year		
office premises	123,990	108,979
Non-current financial assets	123,990	108,979

The balance outstanding as at December 31, 2017 relates to security deposits for the operating lease contracts that the Foundation entered into during 2015.

The outstanding deposits receivable analysis is as follows:

Total deposits receivable	129,207	113,564
Deposits receivable later than one year and not later than five years	123,990	108,979
Deposits receivable not later than one year	5,217	4,585
	US\$	US\$
	Dec. 31, 2017	Dec. 31, 2016

GLEIF management has assessed the fair value of the security deposit balances to be equal to their carrying amounts as the market deposit rates are as low as 0%.

# **4.3 Other Current Assets**

Other current assets	177,236	470,701
Other	21	0
Reimbursements due from social organizations	7,347	0
Receivables due from employees	22,054	12,358
Other prepaid expenses	9,050	14,713
Prepaid travel expenses	14,044	7,300
Prepaid insurances	13,361	12,973
Annual newsletter subscriptions	8,124	24,493
Prepaid IT licenses and maintenance	55,140	65,007
VAT refunds Germany Switzerland Russia	0 17,169 0	130,742 16,590 195
Advance payments for soft- ware development expenses	30,926	186,330
	US\$	US\$
	Dec. 31, 2017	Dec. 31, 2016

# 4.4 Cash and Cash Equivalents

The position consists of current bank accounts and cash on hand.

Cash and cash equivalents	3,323,743	5,071,643
Cash on hand	329	143
Sparkasse Langen- Seligenstadt	790,481	120,843
UBS Group AG	2,532,933	4,950,657
	US\$	US\$
	Dec. 31, 2017	Dec. 31, 2016

# **4.5 Intangible Fixed Assets**

The carrying amounts of all intangible fixed assets are as follows:

	Global LEI System IT solutions	Other intangible assets	Prepayments	Total
	US\$	US\$	US\$	US\$
2016				
Accumulated cost	150,251	16,753	0	167,004
Accumulated depreciation	-11,975	-8,950	0	-20,925
Carrying amount as of Dec. 31, 2016	138,276	7,803	0	146,079
Reconciliation				•
Carrying amount as of Jan. 1, 2016	0	10,907	0	10,907
Additions	150,251	514	0	150,765
Depreciation	-11,975	-3,618	0	-15,593
Carrying amount as of Dec. 31, 2016	138,276	7,803	0	146,079
2017				
Accumulated cost	384,465	20,053	82,867	487,385
Accumulated depreciation	-77,901	-12,147	0	-90,048
Carrying amount as of Dec. 31, 2017	306,564	7,906	82,867	397,337
Reconciliation				
Carrying amount as of Jan. 1, 2017	138,276	7,803	0	146,079
Additions	234,214	3,300	82,867	320,381
Depreciation	-65,926	-3,197	0	-69,123
Carrying amount as of Dec. 31, 2017	306,564	7,906	82,867	397,337

The Global LEI System IT solutions contain specific developed software for the maintenance and quality assurance of the Global LEI System databases as well as data exchange tools for the communication between GLEIF and the LEI issuers. US\$ 121,130 of the 2017 investments were already paid in 2016 as advance payments.

The other intangible assets contain standard software licenses. The prepayments relate to a new ERP system which will be introduced in early 2018.

All intangible fixed assets stem from external developments or purchases.

# **4.6 Tangible Fixed Assets**

The carrying amount of all tangible fixed assets are as follows:

	Technical and computer equipment		Apartment equipment	Motor vehicles	Finance lease assets	Total
	US\$	US\$	US\$	US\$	US\$	US\$
2016						
Accumulated cost	354,912	251,678	9,564	70,466	19,657	706,277
Accumulated depreciation	-128,917	-79,039	-7,760	-17,621	-4,593	-237,930
Carrying amount as of Dec. 31, 2016	225,995	172,639	1,804	52,845	15,064	468,347
Reconciliation						
Carrying amount as of Jan. 1, 2016	270,500	177,972	2,592	64,592	18,997	534,653
Additions	47,669	35,461	0	0	0	83,130
Depreciation	-92,174	-40,794	-788	-11,747	-3,933	-149,436
Carrying amount as of Dec. 31, 2016	225,995	172,639	1,804	52,845	15,064	468,347
2017						
Accumulated cost	383,654	261,534	11,251	70,466	19,657	746,562
Accumulated depreciation	-227,066	-105,923	-9,861	-29,368	-8,526	-380,744
Carrying amount as of Dec. 31, 2017	156,588	155,611	1,390	41,098	11,131	365,818
Reconciliation			_			
Carrying amount as of Jan. 1, 2017	225,995	172,639	1,804	52,845	15,064	468,347
Additions	30,429	9,856	0	0	0	40,285
Transfer – Accumulated cost	-1,687	0	1,687	0	0	0
Depreciation	-99,368	-26,884	-882	-11,747	-3,933	-142,814
Transfer – Accumulated depreciation	1,219	0	-1,219	0	0	0
Carrying amount as of Dec. 31, 2017	156,588	155,611	1,390	41,098	11,131	365,818

The finance lease contract concerns specific computer equipment, the contract terms are disclosed under note 4.9. Legal ownership will not be transferred under these terms.

No asset is pledged as security for liabilities of the Foundation. Nevertheless, in accordance with general purchase conditions in Germany, most vendors will withhold the legal ownership of assets delivered until the purchase price is fully paid.

# **4.7 Payables to Vendors**

**Payables Due within Three Months:** The majority of the current payables to vendors, including accrued payables, are due or will become due within three months after the balance sheet date. Normal payment terms agreed with the vendors range between 7 and 30 days after invoicing.

**Payables Due Later than Three Months:** US\$ 114,724 (December 31, 2016: US\$ 135,432) payables relate to a deferred rent liability which reflects the amortization of an initial sevenmonth rental-free period over the five-year initial fixed rental period. This accrued liability is split into a long-term portion of US\$ 74,362 (December 31, 2016: US\$ 100,308) and a short term portion of US\$ 40,362 (December 31, 2016: US\$ 35,124) of which US\$ 30,272 (December 31, 2016: US\$ 26,343) are due between four and twelve months after the balance sheet date. This liability is recognized with its present value by using an appropriate interest rate for corporate bonds.

# **4.8 Deferred Revenue**

The deferred revenue is accrued in accordance with the outstanding portions of LEI service periods within the Global LEI System. See section 2.2. above.

Total deferred revenue	3,958,284	2,885,533
until December 31	400,117	181,664
until September 30	912,309	515,383
until June 30	1,134,155	860,730
until March 31	1,511,703	1,327,756
Amortization in the following year:		
	US\$	US\$
	2017	2016

# **4.9 Financial Liabilities**

Total financial liabilities	154,748	229,784
Current financial liabilities	146,650	218,892
Liabilities due to LEI issuers	121,907	210,063
Short-term bank liabilities	20,449	5,130
Leasing liability portion falling due within one year after the balance sheet date	4,294	3,699
Long-term financial liabilities	8,098	10,892
Leasing liabilities falling due later than one year and not later than five years	8,098	10,892
	US\$	US\$
	Dec. 31, 2017	Dec. 31, 2016

The short term bank liabilities reflect the balances on the foundation's credit card accounts. The liabilities due to LEI issuers arise from the annually true-up of the volume of LEIs managed by the LEI issuers. If the effective annual fee is lower than the amounts paid in advance, GLEIF issues a credit for such an overpayment.

# **Finance Lease**

In September 2015 GLEIF entered into a finance lease agreement to rent certain items of office equipment. The rental period is five years commencing November 2015. The interest rate has been calculated to approximately 2.02% over the rental period. The rental payments are equal and are payable monthly over the rental period. The ownership of the equipment does not pass to the Foundation at any time during the rental period.

The gross minimum lease payments and the related present values are as follows:

	Dec. 31, 2017	Dec. 31, 2017
	Present value	Gross amount
	US\$	US\$
Finance lease liabilities due		
Within one year	4,294	4,502
Later than one year and not later than five years	8,098	8,255
Total finance lease liabilities	12,392	12,757

The reconciliation of the changes in liabilities arising from financing activities with the related cash flows is shown in the following table:

	January to De	January to December 2017 .			ecember 2010	5
	Leasing liabilities	Short-term bank liabilities	Financing liabilities	5	Short-term bank liabilities	Financing liabilities
	US\$	US\$	US\$	US\$	US\$	US\$
Carrying amount as of Jan. 1	14,591	5,130	19,721	18,815	6,507	25,322
Charges from financing cash flows	-3,991	13,880	9,889	-3,796	-818	-4,614
Currency revaluation	1,792	1,439	3,231	-428	-559	-987
Carrying amount as of Dec. 31	12,392	20,449	32,841	14,591	5,130	19,721

# **4.10 Other Payables**

Other payables	1,172,911	671,199
Other	5,163	4,545
Other liabilities due to employees	47,380	24,275
Bonuses	345,536	226,117
Variable salary	337,049	264,990
VAT payable Germany	198,088	0
Outstanding vacation	134,927	66,769
Social security liabilities	34,905	36,729
Wage and church tax payables	69,863	47,774
	US\$	US\$
	Dec. 31, 2017	Dec. 31, 2016

The variable remuneration to the GLEIF employees are accrued for in 2017 in accordance with the employment contracts. The bonuses to employees are accrued in accordance with board and management decisions.

The outstanding vacation liability in 2017 reflects the accrued salary and social contribution payments for the respective time.

# **4.11 Organizational Capital**

The Foundation's initial paid-in foundation capital in an amount of CHF 50,000 was contributed by the Financial Stability Board, according to Article 7 of the GLEIF Statutes. With consent of the GLEIF Board of Directors, the Financial Stability Board is permitted, but not obliged to make additional contributions.

The total comprehensive income earned in 2017 will be allocated to the Foundation's reserves.

According to Article 10 of the GLEIF Statutes, any surplus generated by GLEIF is dedicated to pursue the purposes of the Foundation. Any distribution payment to Directors, employees or third parties, other than those made with the consent of the GLEIF Board of Directors and in accordance with the Foundation's purpose, is not permitted.

The Foundation's capital does not entitle the founder to receive distributions, or any repayment of the capital contributed.

Together with the retained surplus and other reserves, the total organizational capital is US\$ 2,953,093. According to the Statutes, GLEIF must operate on a not-for-profit basis. In order to ensure the sustainable performance of the Foundation, the GLEIF Board of Directors and management believe that a reasonable level of total capital reserves is necessary.

# 5. Financial Instruments

# **5.1 Additional Disclosures on Financial Instruments**

The following table presents carrying amounts of each category of financial assets and financial liabilities:

	Dec. 31, 2017	Dec. 31, 2016
	Carrying amount	Carrying amount
	US\$	US\$
Financial assets measured at cost or amortized cost		
Long-term security deposits	123,990	108,979
Receivables from LEI issuer fees	4,889,942	1,409,636
Cash and cash equivalents	3,323,743	5,071,643
Other non-derivative financial assets	5,217	5,203
	8,342,892	6,595,461
Financial liabilities measured at cost or amortized cost		
Payables due to vendors	883,100	953,603
Liabilities due to Board Directors	29,678	74,868
Finance lease liability	12,392	14,591
Liabilities due to banks	20,449	5,130
Liabilities due to LEI issuers	121,907	210,063
	1,067,526	1,258,255

All financial assets and liabilities are measured at cost or amortized cost.

The carrying amounts of cash and cash equivalents, LEI issuers fee and other receivables and vendor payables with a remaining term of up to 12 months, other current financial assets and liabilities represent a reasonable approximation of their fair values, mainly due to the short-term maturities of these instruments. The carrying amount of the long-term security deposit represents a reasonable approximation of its fair value as the current market deposit rates are as low as 0%.

Net gains of financial instruments are US\$ 285,363 for 2017 (2016: US\$ 83,036 losses). The amounts presented consist of US\$ 270,363 net foreign currency gains from the realization and valuation of the financial assets and liabilities mentioned above, and of US\$ 15,000 gains from release of accrued liabilities.

Total interest income, interest expense and total expenses from financial instruments are:

	Jan. to Dec. 2017	Jan. to Dec. 31, 2016
	US\$	US\$
Total interest income	999	2,322
Total interest expense	989	1,574
Total bank transaction expenses	4,517	4,384

The bank transaction expenses are presented under the operating expenses.

# **5.2 Financial Risk Management**

The Foundation's operating business as well as its intended future investment and financing activities are affected by changes in foreign exchange rates, and interest rates. In order to optimize the allocation of the financial resources, GLEIF identifies, analyzes and manages the associated market risks. The Foundation seeks to manage and control these risks primarily through its regular operating and financing activities.

# Foreign Currency Exchange Rate Risk

The intended operating structure of GLEIF exposes the Foundation to foreign currency exchange rate risks, particularly regarding fluctuations between the US dollar and the Swiss franc as well as the euro, in the ordinary course of business. Based on an annual budget and monthly interim statements, the Foundation plans the future financial disbursements in each significant transaction currency to mitigate the risk exposure to unpredicted and unwanted currency exchange earnings.

IFRS 7 requires a presentation of the effects of hypothetical changes of currency relations on surplus and equity using a sensitivity analysis. The changes of currency prices are related to all financial instruments outstanding at the end of the reporting period. To determine the net foreign currency risk the financial instruments are categorized according to their foreign currency, and a 10% increase or decrease is assumed for the transaction currency. The following table shows the effect for the two main foreign transaction currencies.

	Effect on equity	Effect on surplus
	US\$	US\$
10% increase of transaction currency		
Swiss franc	12,593	12,593
Euro	258,639	258,639
	271,232	271,232
10% decrease of transaction currency		
Swiss franc	-12,593	-12,593
Euro	-258,639	-258,639
	-271,232	-271,232

#### Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. This risk arises whenever interest terms of financial assets and liabilities are different. Due to the short-term structure of a majority of financial assets and liabilities in the balance sheet as of December 31, 2017, the interest rate risk exposure of GLEIF is low.

# **Liquidity Risk**

Liquidity risk results from the Foundation's potential inability to meet its financial liabilities, in particular for ongoing cash requirements from operating activities.

Due to the quarterly installments and quarterly invoicing agreed in both kinds of arrangements with the LEI issuers, and the repeating cash structure of the most important operating expenses, the GLEIF management is able to mitigate liquidity risks.

# **Credit Risk**

Credit risk from fee receivables and other financial receivables includes the risk that receivables will be collected late or not at all. These risks are analyzed and monitored by the management. The Foundation mitigates the default risks by assessing the financial strength of an LEI issuer candidate during the accrediting and monitoring processes. However, default risk cannot be excluded with absolute certainty. The maximum default risk amount is the carrying amount of the financial asset. No collateral or insurance is agreed with regard to the default risk.

GLEIF has two major banking relationships. The majority of its cash holdings is concentrated with one of these banks.

# 6. Other Information and Disclosures

# **6.1 Related Party Transactions**

Related individuals of GLEIF include the Members of the Board of Directors, the Chief Executive Officer and the Executive Management, and the members of the Regulatory Oversight Committee. Related organizations include the Financial Stability Board.

The following table discloses the current and prior year transactions with related parties, and the payables due December 31, 2017 and 2016:

	1,508,496	347,420	1,534,051	324,901
Travel expenses reimbursement	0	0	15,306	0
Remuneration	0	0	55,800	0
Other related parties				
Travel expense reimbursement	117,593	2,893	80,315	1,665
Variable remuneration and bonus	306,229	311,851	226,103	226,103
Fixed remuneration	835,883	2,998	887,729	22,265
Key management personnel				
Travel expense reimbursement	248,791	29,678	268,798	74,868
Board Directors				
	US\$	US\$	US\$	US\$
	Expenses	Liabilities	Expenses	Liabilities
	Jan. to Dec. 2017	Dec. 31, 2017	Jan. to Dec. 2016	Dec. 31, 2016

The Directors did not receive remuneration for their services as Members of the Board of Directors, with the exception of the reimbursement of their travel costs.

The 2017 and 2016 travel reimbursement expenses and liabilities for the Board Directors include claimed expenses as well as accrued expenses for outstanding reimbursement. In 2017, US\$ 15,000 accrued liabilities for 2016 Board travel expenses are released.

The key management personnel of GLEIF consist of the CEO, the CFO, the Head of Business Operations and the General Counsel.

Short-term receivables due from key management personnel amount to US\$ 12,596 (December 31, 2016: US\$ 11,291), resulting from previous year's wage tax corrections.

The expenses for the pension scheme for Swiss employees in the favor of the Executive Management are US\$ 34,071 (2016: US\$ 35,841).

Prior year's other related parties consist of a US consulting firm which provided consulting services to GLEIF. The owner and managing director is a member of the Board of Directors.

# **6.2** Observance of the Requirements of the GLEIF Statutes

The purpose of GLEIF is to act as the operational arm of a global Legal Entity Identifier system, and thereby support on a not-for-profit basis the implementation of a global Legal Entity Identifier in the form of a reference code to identify uniquely legally distinct entities that engage in financial transactions, as per Article 3 of the GLEIF Statutes. The Board of Directors observed that all expenses and disbursements of GLEIF were made to pursue the purpose of the Foundation, in accordance with the Swiss law and the GLEIF Statutes.

#### **6.3 Auditor Fees**

Fees related to professional services rendered by the Foundation's independent auditors, Ernst & Young Ltd., Basel/Switzerland, for fiscal year 2017 are US\$ 40,940 for 2017 audit services.

# **6.4 Subsequent Events**

GLEIF is not aware of any significant subsequent event after the balance sheet date that would require disclosure.

# 7. Board of Directors, Secretary and Chief Executive Officer

The Board of Directors consisted of the following individuals on December 31, 2017:

			Term
Gerardus Hartsink (Chair of the Board)	Hilversum, the Netherlands		3 years
Nabil Al-Mubarak	Riyadh, Saudi Arabia		2 years
Jefferson Braswell	San Francisco, United States of America		3 years
Bo Chen	Beijing, China		3 years
Arthur Cousins	Johannesburg, South Africa		2 years
Robin Doyle	New York, United States of America		3 years
Daniel Goroff	New York, United States of America		2 years
Hiroshi Kawagoe	Tokyo, Japan		2 years
Paul Kennedy	Beecroft, Australia		2 years
Wolfgang König	Gelnhausen, Germany		3 years
Alfredo Reyes Krafft	Mexico City, Mexico		2 years
Hyoung-Seok Lim	Seoul, Republic of Korea		2 years
Ravi Mathur	Gurgaan, India		3 years
Bruno Schütterle	Bad Ragaz, Switzerland		3 years
Christopher Taggart	London, United Kingdom		3 years
Elemer Terták	Brussels, Belgium		2 years
Kam Keung Tse	Hong Kong, China		2 years
Henrique de Rezende Vergara	São Paulo, Brazil	nominated July, 2017	2 years

The first Directors were nominated in December 2013 by the Founder, the Financial Stability Board, and appointed at the inception of the Foundation on June 26, 2014 as per Article 14 of the GLEIF Statutes. Article 17 of the GLEIF Statutes stipulates that Directors are eligible for a term of two years, renewable (with consent of the Board of Directors) for an additional term of two years. To initiate a staggered rotation half of the initial Board of Directors were allowed to serve for a period of three years. The Board of Directors approved in its meeting in October 2016 that all eight Directors with a term of three years were allowed to serve an additional term of two years from June 2017 to June 2019.

For all subsequent Board Directors, a nomination procedure is coordinated by the Chairman of the Board of Directors. Irrespective of this procedure the Founder has the right to remove or nominate a Director of the Board based on a recommendation of the LEI ROC, as defined in Article 15 of the GLEIF Statutes.

The Chief Executive Officer is Stephan Wolf, residing in Wiesbaden, Germany. He started in his role in October 2014.

The Board of Directors appointed Thomas Sprecher, Zurich, Switzerland, as Secretary of the Board on June 26, 2014.

Signing authorities have been established as per GLEIF Statute Article 35 "Signatures."

Basel, March 14, 2018

# **Independent Auditor's Report**



Ernst & Young Ltd Maagplatz 1 P.O. Box

Phone +41 58 286 86 86 Fax +41 58 286 86 00 www.ev.com/ch

To the Board of Directors of

Global Legal Entity Identifier Foundation, Basle

Zurich, 14 March 2018

# Independent auditor's report on the audit of the financial statements

#### Opinion

In accordance with the terms of our engagement, we have audited the financial statements of the Global Legal Entity Identifier Foundation (GLEIF), which comprise the statement of financial position as of 31 December 2017 and the statement of comprehensive income, statement of changes in organizational capital and statement of cash flows for the year then ended 2017, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the GLEIF as of 31 December 2017, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

# Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

We are independent of the GLEIF in accordance with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA Code) and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion

# Other information included in the GLEIF's 2017 Annual Report

Other information consists of the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Board of Directors is responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



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#### Responsibilities of the Board of Directors for the financial statements

The Board of Directors is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the GLEIF's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate or to cease operations, or has no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the GLEIF's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the GLEIF's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the GLEIF to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



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Ernst & Young Ltd

John Alton Licensed audit expert (Auditor in charge) fun UN

Daniel Rohrer Licensed audit expert

# **Enclosure**

Financial statements (the statement of comprehensive income, balance sheet, cash flow statement, statement of changes in organizational capital and notes)

# **Board of Directors, CEO, LEI ROC Chairs and Executive Team**

As of December 31, 2017, the Board of Directors was comprised of 18 Directors of which the Chairman and 11 Directors were appointed by the FSB on a recommendation of the LEI ROC from industry and regulatory organizations who bring their expertise and experience to the GLEIF.

All Members of the Board of Directors serve the Global LEI System on an unpaid basis. They are eligible for reimbursement of reasonable expenses relating to their responsibilities as governed by Article 19 of the Statutes and the GLEIF Board of Directors Expense Policy.

GLEIF Board Directors	Board of Directors	Committee of Chairs	Audit and Finance Committee	Governance	Technology and Operations Committee	Business Develop- ment	Ad hoc Competition Committee
Gerard Hartsink	Chair	Chair		•			•
Nabil Al-Mubarak	•		Vice-Chair	•	_		
Jefferson Braswell	•	•	_		Chair	•	•
Bo Chen	•		_	•	•		
Arthur Cousins	•				Vice-Chair		
Robin Doyle	•	•	Chair	Vice-Chair			•
Daniel Goroff	•		•			Vice-Chair	Vice-Chair
Hiroshi Kawagoe	•	_	•		•	•	
Paul Kennedy	•	•		Chair	•		•
Wolfgang König	Vice-Chair	Vice-Chair			•		
Alfredo R. Krafft	•		•				
Hyoung-Seok Lim	•	_	•		_	_	
Ravi Mathur	•				•	•	
Bruno Schütterle	•		•			•	•
Chris Taggart	•				•	•	•
Elemer Tertak	•	_	•	_	_	•	Chair
Kam Keung Tse	•	•	_		_	Chair	
Henrique de Rezende Vergara	•			•			

Composition of the Board of Directors and Committees as of December 31, 2017.

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# **Members of the Board of Directors**

as of December 31, 2017



Director: Gerard Hartsink Role: Chairman



Director: Jefferson Braswell Affiliation: Tahoe Blue Ltd Founding Partner & Chief Executive Officer



Director: Robin Doyle Affiliation: JPMorgan Chase Managing Director for Corporate Regulatory Strategy & Policy



Director: Wolfgang König Affiliation: Johann Wolfgang Goethe University Frankfurt am Main Chair of Business the Institute for Information Systems



Director: Bo Chen Affiliation: China Financial Computerization General Manager



Director: Elemér Terták Affiliation: DG FISMA, **European Commission** Former Principal Adviser



Affiliation: SADC regional payment project Project Coordinator



Director: Hiroshi Kawagoe Affiliation: Sumitomo Mitsui **Banking Corporation** General Manager



Director: Hyoung-Seok Lim Affiliation: Korea Institute of Finance Research Fellow



Director: Paul Kennedy Affiliation: Macquarie University Honorary Fellow





Director: Chris Taggart

Director: Kam Keung Tse Affiliation: Tradelink Electronic Commerce Limited Chief Executive Officer



Director: Ravi Mathur

Chief Executive Officer

Affiliation: GS1 India

Director: Daniel L. Goroff Affiliation: Alfred P. Sloan Foundation Vice President and Program Director



Director: Nabil Al-Mubarak

Affiliation: SIMAH Rating Agency

(Tassnief)

Vice Chairman & CEO

Director: Henrqiue de Rezende Vergara Affiliation: Motta, Fernandes Advogados Senior Partner



Director: Bruno Schütterle Affiliation: Independent Independent Consultant

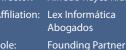


Secretary: Thomas Sprecher Affiliation: Niederer, Kraft & Frey AG Partner



Director: Alfredo Reyes Krafft Affiliation: Lex Informática Abogados

and Chairman



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# **Chief Executive Officer**



# **LEI ROC Chairs** Observers



LEI ROC Chair:

Michael Ritter Deutsche Bundesbank, Germany Head of Central Credit



Affiliation:

Role:

LEI ROC Vice-Chair: Joseph Tracy Federal Reserve Bank of Dallas, USA

Executive Vice President and Special Advisor to the President



Affiliation: Role:

LEI ROC Vice-Chair: Nanda S. Dave Reserve Bank of India Head of the Department of Payment and Settlement Systems

# **GLEIF Organization Chart 2017**





Business Operations Finance



Clare Rowley Head of Business Operations



Annette Booth Head of Finance

IT Development & Operations



Christoph Schneider Head of IT Development

Service Management



Anja Lechner Head of Service





Karla McKenna Head of Standard





Virginia Sven
Flynn Schum
Head of Genera
Accreditation & Chief C
Audit Services Officer



Sven
Schumacher
General Counsel &
Chief Compliance



Communica-



Meral Ruesing Head of Communications

# **Overview of Professional Advisors**

Advisor	Country of Origin	Type of Service
Niederer, Kraft & Frey AG	Switzerland	Legal Services Board Secretary
CMS von Erlach Poncet Ltd.	Switzerland	Legal Services Trademark LEI issuer Contracts
WP StB Christian Hecht	Germany	Accounting & Tax Services
Format A AG until 01.2017	Switzerland	Invoicing Tax Services Payroll
Ernst & Young Ltd. (EY)	Switzerland	Statutory Audit

# **General Information**

#### Images

People:

Manuel Barth: manuel-barth.com Jens Ripperger: ripperger.de Marco Stirn: fotostudio9.de

Katrin Hoffmann: Foto Studio Hoffmann

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Karin Lange: lange-di.com

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