



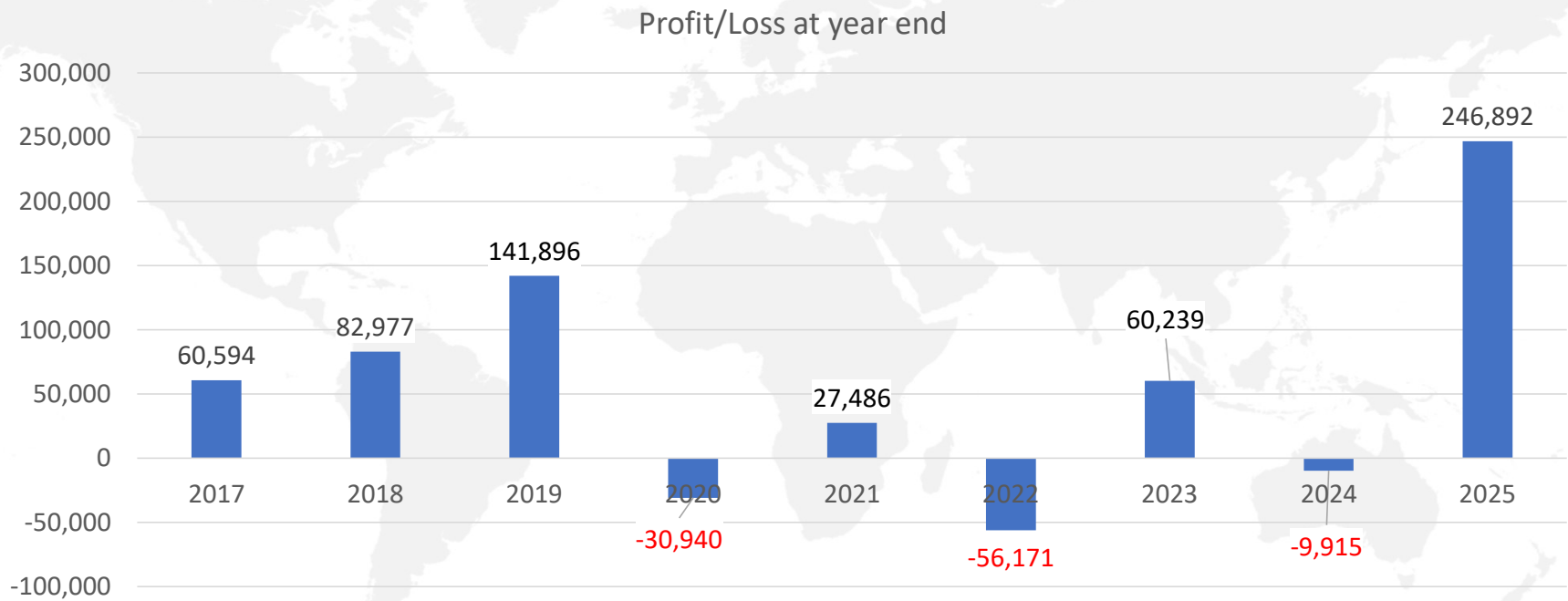
# Treasurer's Report

Licensing Executives Society International  
*Advancing the Business of IP Globally*

Matteo Sabattini

April 26, 2026

# Profit/Loss at Year End in 2017-2025 (US\$)



Yokohama conf  
financial success

Covid hit, Berlin  
meeting cancelled  
(with loss)

Covid continued  
Seoul meeting  
converted to  
virtual

Back to travel,  
Venice meeting  
almost at break  
even

Montreal Conf  
made good  
surplus

Madrid Conf made  
surplus,  
sponsorship targets  
not achieved

Singapore Conf made large  
surplus, High revenue from  
investments, NNE VAT  
refund

# LESI 2025 Actuals

	Budget Revenue (US\$)	Budget Expenses (US\$)	Revenue (US\$)	Expenses (US\$)	Notes
Annual Dues (includes Global IP Owner Membership )	469,212	5,000	457,837	10,030	LES Argentina, Israel, Poland,& Turkey have not paid full dues for 2025 as end of year. Increased expenses linked to onboarding of Global IP Owner Membership
IMPAC3T Meta Project	22,500		22,160	542	
Investments	10,000		99,453		Higher than budgeted
Thought Leadership/ Sponsorship	45,000		45,000	12,940	
Publication	26,500	89,350	15,975	84,726	Special edition generated additional revenue as well as additional costs
Communications		72,500		43,752	Expenses lower than budgeted
Executive Director		170,000		180,000	Includes \$10K Bonus and \$11,500 Travel allowance which was not in 2025 budget
Business Development Consultant		17,500			
Administration		111,900		66,350	Expenses lower than budgeted due to VAT reclaim
Special Projects	27,000	37,000	7,200	17,732	Revenue from webinars not achieved, CLP and YMC expenses lower than budgeted
Meetings	100,000	93,000	193,447	87,576	WPM 2025 Bangkok significant expense (\$32,506),
					Singapore 25 Conference made surplus (\$122,424)
					Madrid 24 additional income form VAT reclaim (\$8,403)
					Montreal 23 additional income form VAT reclaim (\$5,670)
Board Directors		92,500		90,532	
<b>Total</b>	<b>700,212</b>	<b>699,70</b>	<b>841,072</b>	<b>594,180</b>	
<b>Surplus/Loss</b>	<b>462</b>		<b>246,892</b>		

The Surplus is significantly higher than the budget for 2025.

The Annual conference in Singapore made significant surplus of \$122,424 (helped by local government grant) VAT Refund from NNE \$83,653 for previous years reduced expenses and increased Annual meeting surplus Tight expenses control has helped reduce vendor expenses in 2025.

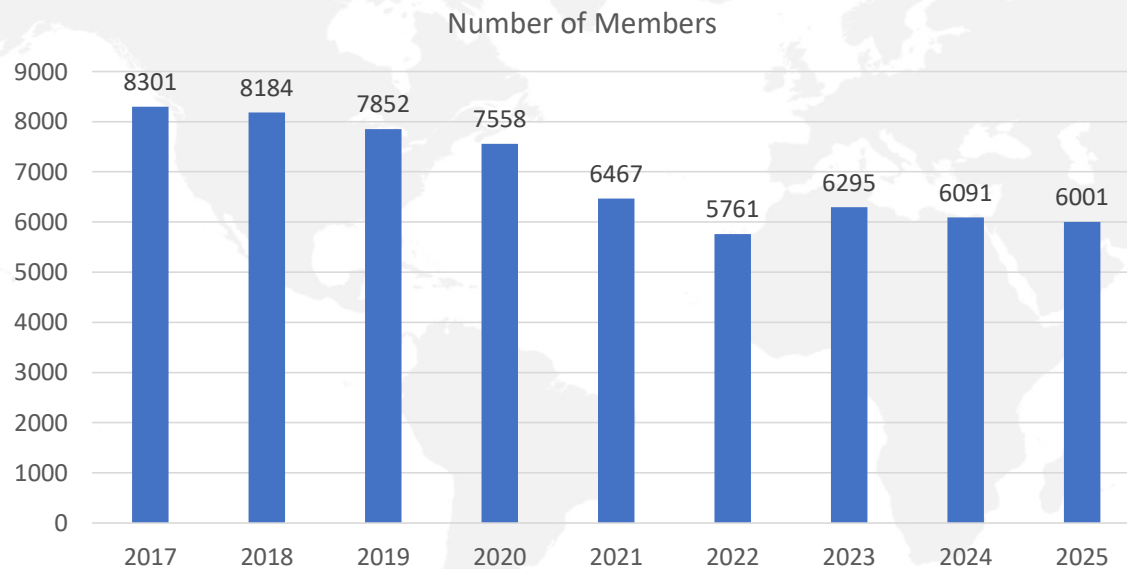


LESI Membership Trends &  
LESI Financials Trends  
2017-2025

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# Summary: Number of LES Members in 2017 – 2025

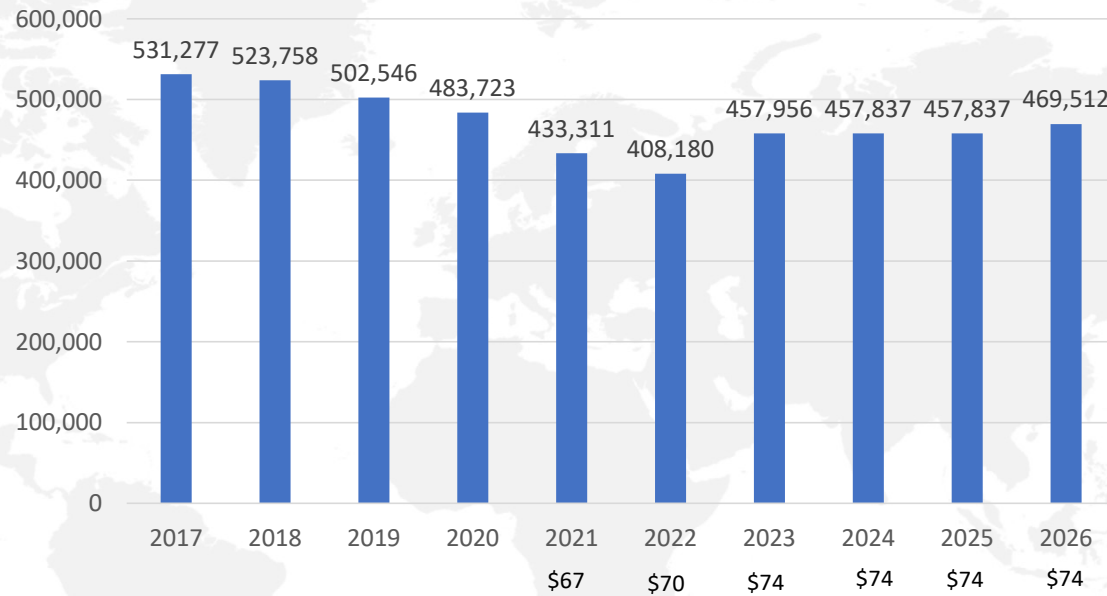


Based on 2026 census (2025 figures), overall global membership has decreased slightly (-90) with 2 societies still to report

However, in 2025, 13 societies (more than 1/3) grew membership:

1. Italy (+45)
2. France (+23)
3. Brazil (+16)
4. China (+16)
5. Korea (+14)

# Revenue from Membership Fees in 2017- 2025 (US\$)



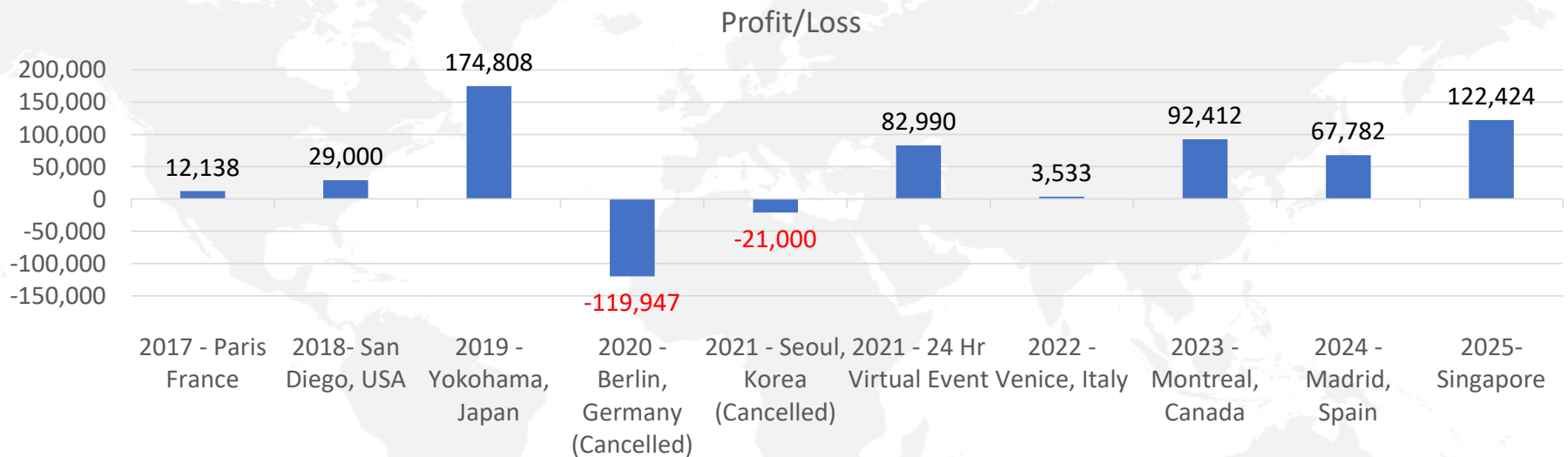
## Membership numbers have leveled off sine 2023

In 2025 includes \$12,500 of Global IP Owner Membership income, with \$10,030 expenses.

LES Argentina, Israel, Poland, & Turkey had not paid full dues for 2025 at year end.

Figures in 2026 based on 2025 census plus \$20,000 of Global IP Owner Membership and unpaid 2025 dues

# Financial Performance of LESI Annual Meetings 2017-2025 (US\$)



Conference surplus varies from year to year, since 2023 when NNE took over as the consistent PCO the annual conference has generated a surplus each year due to tight control of finances and planning.

# Budget for 2026



# Budget Analysis: Income

- Historically the LESI budget has been dependent on Society Dues and Annual Meeting Surplus for income.  
**Not sustainable** in the long run.

## Problems:

- **Members Society Dues** – membership numbers/income is remaining stable.
- Management of **LESI Annual Meeting** – previously inconsistent among societies, risk for LESI.
- **Investment revenue** can not be relied on.

## Solutions:

- **Member Society Dues** – New project Global IP Owner Membership to encourage engagement from international companies, which may lead to further income in terms of sponsorship or advertising venue.
- Management of **LESI Annual Meeting** – increasing LESI engagement / support in program and budget/consistent conference organizer (NNE) aggregated for ongoing conferences to give more stability. Since 2023 Annual conference have generated good surplus.
- In 2026 LESI needs to increase income from advertising, thought leadership sponsorship and general sponsorship
- LESI needs to concentrate on meeting income targets.



# Budget Analysis: Expenses

Some budget items have no income to directly cover the costs.

For example, Publications expenses far exceed the income and cost \$64,950 approx. \$10 per member

## Problems:

- **Les Nouvelles** – Income does not cover expenses to produce, no further cost savings can be made on costs to produce Les Nouvelles
- **Global News** - no income generated, no further cost savings can be made

## Solutions:

- **Les Nouvelles** – More advertisement, consider paid content to generate income?
- **Global News** - Consider paid content to generate income?

\*Paid content will still be peer reviewed



# Executive Director

## The role of an executive director (ED)

- Contributes to LESI's strategic vision and value proposition within the Board, in collaboration with the Board members and the other LESI leaders, incl. the Committee leaders
- Working closely with the President, the Board, the national chapters and the LESI Committees, coordinates and executes the priorities and actions set out by the Board and the President
- Provides executive direction for program strategies and efficiencies
- Supports the LESI committees
- Actively communicates with the national chapters; with the help of the Meetings Committee, coordinates the events within the LES family
- Creates and implements business plans for achieving said strategic vision and to deliver on the agreed strategy
- Oversees the daily operations of LESI, managing finances, HR, external communications, together with the members of the Board and other LESI leaders, and ensures the successful and compliant running of the organization according to the required governance standards
- Coordinates the LES activities between and for the national chapters and the LESI Committees
- In close cooperation with the President, ensures continuity on the implementation of the LESI vision, mission and strategy
- Increases the visibility and relevance of LESI, market the LESI brand and develop strategic partnerships and programs with LESI stakeholders
- Takes a proactive role and responsibility to grow membership, improve and increase sponsorship packages and action other sources of revenues, incl. through fundraising campaigns.



**In 2025 the Executive Director was given a performance related budget of \$10,000.**

**In 2026, a bonus of maximum \$20,000 conditioned on a set of KPI's is budgeted, as well as an increased travel allowance of \$11,500 to allow Dana to attend more in person events/meeting to generate sponsorship income.**

# Summary of Budget/Actual 2025 Compared to Budget 2026

	2025 Budget (US\$)	2025 Actual (US\$)	Comments	2026 Budget (US\$)	Comments
Income	700,212	841,073	In 2025, Income was higher than budgeted due to the Singapore Conf made surplus and high revenue from investments	733,112	2026 Budget based on conservative annual conference surplus and investment revenue. Lower Thought leadership sponsorship
Expenses	699,750	605,167	In 2025, expenses were less than budgeted, due to tight expenses control and NNE VAT refunds (includes previous years)	729,427	2026 Budget includes reduced expenses for, administration (NNE no VAT), additional expenses for new items such at Education Committee, Leadership academy, both have income to break even
Surplus/Loss	462	235,906	<b>Actual significantly better than budget</b>	3,685	

- Actual expenses for 2025 were lower than budgeted – tight cost control from central office and NNE VAT refund of \$83,375
- Actual Income for 2025 was higher than budgeted in some areas, notably Annual Conference and investment revenue.
- In 2026, a concerted effort is required by all to increase sponsorship for Special Projects, Global IP Owner Membership and Publication Advertising.



# Changes in Proposed Budget 2026 (as compared to 2025):

- Sponsorship revenue from Thought Leadership decreased (renewed effort in preparation for 2027)
- Business Development Manager role removed, bonus to ED linked to BD revenues achieved by ED
- Communication Expenses reduced
- Expenses for Publications, Administration and Winter planning meeting remain similar, no further savings possible.
- Committees, Special Projects and Board travel budget stay at same level.
- Executive Director bonus will be paid based on KPI's including BD revenues
- Executive Director Travel allowance increased
- Projected breakeven

## **FOCUS for LESI's 2026 Budget and onwards:**

LESI Board to ensure sufficient sponsorship is secured to cover activities such as Education fund, Leadership Academy.

Publications need to generate more income to cover costs- More advertisement, consider paid content to generate income??

The Meta Project will be completed in 2026, focus on new revenue to replace this in 2027

# LESI Budget 2025- 2026

**2025 Budget**

**2026 Budget**

	Revenue \$USD	Expenses \$USD	Revenue \$USD	Expenses \$USD	2026 Comments
Annual Dues	469,212	5,000	469,512	19,327	Includes unpaid 2025 dues, expenses linked to Global IP Owner Membership
IMPAC3T Meta Project	22,500		24,700	4,500	Project will be completed in 2026
Investments	10,000		21,000		Budget based on conservative estimate, 2025 achieved \$99,453
Thought Leadership	45,000	11,000	38,000	15,000	3 Sponsors secured
Publications	26,500	89,350	20,500	85,450	Sponsored publication income in 2026 reduced
Communications		72,500		57,700	Vendor expenses reduced
Committee			10,000	10,000	Education fund added, to be breakeven
Executive Director		170,000		170,000	
Executive Director Bonus				20,000	Maximum bonus based on set KPI's
Business Development Consultant		17,500			Removed for 2026, to be reconsidered for 2027
Administration		111,900		108,600	Reduced where possible
Special Projects	27,000	37,000	25,000	40,000	YMC & Leadership academy break even, China Expo added for 2026
Meetings	95,000	88,000	124,400	100,600	Based on conservative annual conference surplus, industry Dinner added as breakeven
Board Travel		92,500		98,250	Board members allowances remain the same, Executive director travel moved
<b>Total</b>	<b>700,212</b>	<b>694,00</b>	<b>733,112</b>	<b>729,427</b>	
<b>Surplus/Loss</b>	<b>6,212</b>		<b>3,685</b>		

