Charting the Course with Kuberno:

Discovering Strategic Gold through Entity Intelligence
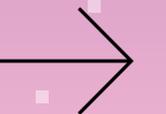
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"I spent nearly 20 years as a General Counsel and Corporate Secretary before founding Kuberno … I have lived your frustrations."

Zoe Bucknell – Kuberno CEO

I spent nearly 20 years as a General Counsel and Corporate Secretary. I know first-hand the challenges you face. The constant pressure to deliver more with less. The uphill battle to prove the value of legal and governance teams in ways that truly resonate with board members, CFOs, and CEOs. I have lived those frustrations.

Much has been written on this topic. Yet one treasure trove of strategic insight remains largely untapped by Governance Professionals, despite its potential to demonstrate the true value legal and governance teams bring to the entire organization.

That treasure trove is entity data. And the key to unlocking it is transforming that data into actionable Entity Intelligence, giving you the insights, influence, and confidence to lead from the front.

This guide is for anyone working with legal entity data, and shows you how to harness what you already hold, close the visibility gap, and redefine your impact on the business."

This white paper explores the evolving role of professionals holding governance responsibilities, including General Counsel, Company and Corporate Secretaries. For the purposes of this paper, we will refer to such role holders collectively as governance professionals.
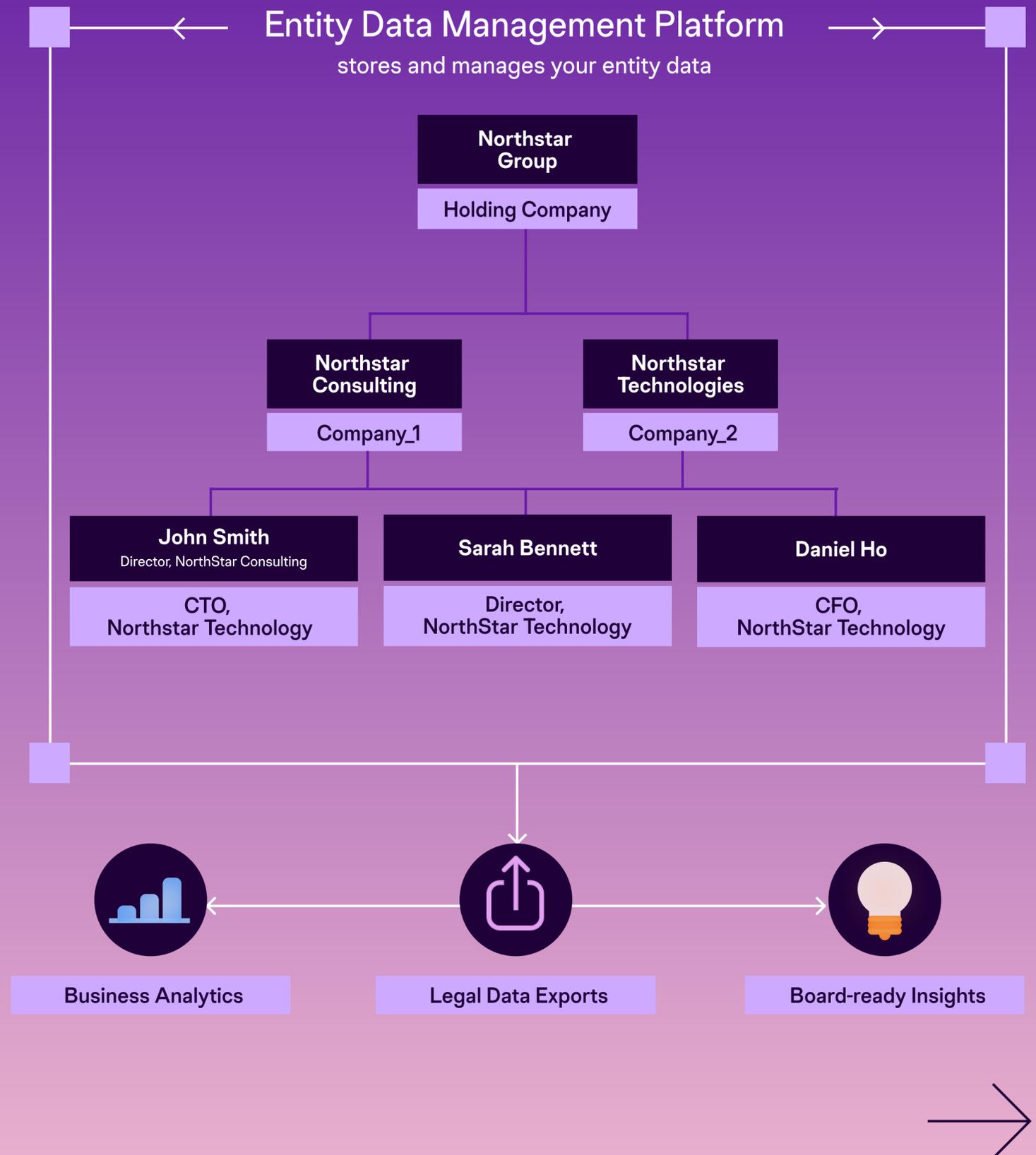
The Hidden Treasure:

Legal Entity Data

What is Entity Data?

Legal entity data is often treated as a back-office necessity. A compliance artifact to be maintained, filed, and forgotten. In reality, it is one of the most underleveraged strategic assets in the business.

At its core, entity data includes foundational information about a company's legal structure: registered entities, directors and officers, ownership hierarchies, governance documents, and jurisdictional obligations. But its reach extends far beyond the governance professional's desk. It underpins decisions in tax structuring, treasury operations, cross-border hiring, regulatory reporting, global expansion, and M&A readiness.

Entity Data Management Platform
stores and manages your entity data

Northstar Group
Holding Company

Northstar Consulting
Company_1

Northstar Technologies
Company_2

John Smith
Director, NorthStar Consulting
CTO, Northstar Technology

Sarah Bennett
Director, NorthStar Technology

Daniel Ho
CFO, NorthStar Technology

Business Analytics

Legal Data Exports

Board-ready Insights

Why Entity Data Remains Hidden

Despite this potential, entity data is rarely treated as a strategic asset. Legacy systems have conditioned organizations to see it as static, a digital version of a paper register. Most tools were built to meet compliance requirements, not to deliver business insight. As a result, entity data is often:

- Fragmented across spreadsheets, systems, and jurisdictions.

- Siloed within legal or governance teams, with limited visibility elsewhere.

- Owned by no one but touched by everyone.

This leads to entity data being (mis)used daily across critical business units, but governed by no one with no true entity data ownership.

A Missed Opportunity

This disconnect means that while entity data is used by many, it is owned by no one strategically. Functions like Tax, Compliance, and Finance often build their own workarounds, duplicating or even conflicting with the core data. The result is inefficiency, inconsistency, and a lack of trust.

A Vision for Change

Imagine a single, trusted source of entity data, accessible to all relevant functions, governed centrally, and enriched with analytics. This is the foundation for Entity Intelligence. It is not just better compliance, it is about enabling the business to move faster and with confidence.

By embracing technology that unifies and activates entity data, transforming it from a compliance artifact into actionable intelligence, legal and governance leaders can close the visibility gap, surface new insights, and clearly connect their work to commercial outcomes.

Modern platforms (such as **Kube** from **Kuberno**) offer the means to break down silos, drive efficiency, and unlock the strategic value of legal entity data for the entire enterprise, turning entity data into entity intelligence.

> "Imagine a single, trusted source of entity data, accessible to all relevant functions, governed centrally, and enriched with analytics. This is the foundation for Entity Intelligence."

Jay Dodd
Kuberno Chief Growth Officer

Entity Intelligence

If legal entity data is the hidden treasure, then Entity Intelligence is the map that unlocks it. Governance Professionals are uniquely placed to navigate this new territory.

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Creating the Entity Intelligence Map

Drawing this map requires digitization, but it also requires a mindset shift from those who work with and handle legal entity data. Entity data must be reframed not as a compliance artifact, but as a source of enterprise intelligence. That means:

- Treating entity data as a shared, strategic asset.

- Investing in platforms that unify, analyze, and visualize data.

- Empowering legal and governance teams to lead with quality and actionable business insight.

When entity data becomes visible, it becomes valuable. When it becomes intelligent, it becomes indispensable. When Governance Professionals own it, it becomes their superpower.

Practical Steps to Begin Charting the Course to Strategic Value – Case Study with Gamma.
When Kuberno first began working with partners, it was clear that many organizations were sitting on a wealth of entity data without realizing its full potential. Legal and governance teams were frustrated by duplication, Finance and Tax had built their own workarounds, and trust in the data was low. Together, we set out to change that.

1. Auditing the Entity Data Landscape
We worked with one organization to uncover where entity data lived and how it was being used. It was scattered across spreadsheets, local systems, and old registers, with multiple versions of the truth creating inefficiencies. This gave us a baseline for change.

2. Modernising Entity Intelligence Software
In the UK, entity information had lived in a Word document with snapshots and no history of directors, audit trails of share allotments, or name-change lineage beyond Companies House filings. Kuberno's team helped gather core data globally, structure it within **Kube**, and support implementation so colleagues could self-serve a reliable picture of the group structure.

3. Establishing a Single Source of Truth
With **Kube from Kuberno**, Gamma centralized its entity data for the first time. Legal and Finance teams, previously working in silos, finally could work from one clean dataset.

As Rachael Matzopoulos, Corporate Secretary at Gamma, put it when she launched **Kube** internally: "This is our single source of truth." The shift was cultural as much as operational, from fragmented, country-by-country records to a shared, holistic view of the organization, from chaos to purpose.

"Finance and legal teams that had previously worked in silos could finally self-serve a reliable picture of our group structure."

Gamma

Rachael Matzopoulos
Gamma Communications plc – Corporate Secretary

Creating the Entity Intelligence Map

When captured, connected, and shared, it becomes the foundation for better business decisions across functions such as Legal, Tax, Finance, and Compliance.

An effective culture that's ready to take advantage of entity intelligence has the following features:

- Departments work together on single source of truth for data;
- Key Performance Indicators (KPIs) link governance to business outcomes Leadership is engaged with good governance practices;
- Teams are entrepreneurial and want to self-serve high-quality, reliable data.

High-quality reliable data is the foundation of an organization. Entity intelligence is influenced not only by robust systems, but also by organizational mindset, including how data is prioritized, accessed, and utilized.

Charting the Course to Strategic Value with Sarah Hollinsworth, Chief of Staff, Barclays Corporate Secretariat.
Barclays requires a unified, up-to-date view of its group structure, supported by clear ownership, data lineage, and controlled feeds to enable colleagues to self-serve with confidence. This eliminates dual keying and duplication, increases the speed of reporting, strengthens controls and enhances key stakeholder experiences.

As a function at the heart of the organization, Barclays Corporate Secretariat has created a clear plan to implement entity intelligence as a key driver to enable process improvement, efficiencies and enhance their control environment.

1. Building a "Know Your Business" Culture
Over the past decade, the Barclays Group has evolved in response to Regulatory expectations and strategic changes, which has driven the need for more awareness of the importance of entity data as essential infrastructure. In 2016, a centralized team was set-up dedicated to legal entity initiatives such as legal entity rationalization and the development of an authoritative source for legal entity data. This work identified knowledge gaps, which were leveraged to strengthen and embed a more comprehensive "know your business" culture within the organization. This culture continues and remains a focus for the Barclays Group.

2. Measuring and Communicating Impact
Measuring and communicating organizational changes, tracking progress against business metrics, provided valuable insights. Delivering high quality dashboards and reporting on progress, provided transparency and demonstrated value to stakeholders and management.

3. Championing Cross-Functional Collaboration
Entity data underpins an organizational structure and its ability to produce reliable reporting to support management decisions. Delivering simplified processes and driving efficiencies for stakeholders is paramount. The outcome of the legal entity rationalisation initiative, combined with continued efforts towards simplification is a more optimal group structure: simplified where appropriate, with trapped capital repatriated.

"Entity data is regarded as a highly valuable organizational asset, forming the foundation of our operations. The implementation of Entity Intelligence strengthens compliance and enhances decision-making, fostering process improvements and operational efficiencies that support a robust control environment."

BARCLAYS

Sarah Hollinsworth
Barclays Corporate Secretariat – Chief of Staff

Entity Intelligence is being applied by organizations to improve decision-making, reduce risk, and unlock measurable value. When entity data is unified, accurate, and accessible, it transforms into a strategic resource that drives outcomes across the enterprise.

What is in the Treasure Chest?

Entity Intelligence in Action

Use Entity Intelligence to:

Accelerate deal execution by clarifying ownership and control structures.

Reduce risk through clarity and certainty over organizational structure.

Enable **agile** market entry by surfacing jurisdictional obligations.

Support ESG and regulatory reporting with verified governance data.

Cut costs through **tax optimization** and cost control.

Drive collaboration across Corporate Secretariat/ Governance, Legal, Tax, Finance, Compliance, and Operations.

1

Accelerating Deal Execution

In one organization, fragmented ownership and governance records slowed a major transaction. Counterparties lacked confidence in who had authority, creating bottlenecks and raising the risk of last-minute surprises. By consolidating this information into a single source of truth, the team presented clear, verified data to buyers. The result was faster negotiation, quicker approvals, and closure weeks ahead of schedule. Entity Intelligence turned an uncertain process into a seamless one.

Kube by Kuberno provides real-time dashboards of ownership and governance data, giving deal teams verified information when they need it most.

2

Accelerating Market Entry

For a global group, international expansion was slowed by limited visibility of existing entities. Leaders could not easily see which subsidiaries could be leveraged, which created duplication and unnecessary cost. Once data was unified, the group identified underutilized entities, restructured them, and moved quickly into priority markets. Instead of building from scratch, existing structures were reused and a roadmap was created for future consolidation. Expansion became faster, leaner, and less risky.

Kube centralizes jurisdictional obligations and entity records, enabling confident and agile decisions on market entry.

3

Enabling Strategic Fundraising and Asset Acquisition

When a business sought to raise capital for a new venture, investors demanded clarity over the legal structures underpinning the deal. Previously, mapping interdependencies across SPVs and joint ventures was time-consuming and error-prone. With Entity Intelligence, leadership could show clean structures, clear ownership, and accurate obligations. This reassured investors, smoothed fundraising, and optimized tax outcomes. A potential obstacle became a strategic enabler.

Kube tracks ownership, obligations, and interdependencies in real time, keeping complex structures accurate and investor-ready.

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4

Reducing Reorganisation Costs

Over time, a FTSE 20 Group accumulated hundreds of dormant and redundant entities, each carrying audit and compliance costs. The board had little visibility of the scale of the problem until the Group Corporate Secretary initiated an elimination program. Despite slow progress due to poor-quality data, the project ultimately reduced the entity count by more than 75 per cent.

The impact was immediate, millions saved annually, significant trapped capital released, and reduced risk exposure. With Entity Intelligence in place, this could have been achieved faster, at lower cost, and with far less friction.

Kube identifies redundant entities, supports structured workflows for consolidation or elimination, and provides dashboards to demonstrate impact in real time.

5

Enabling Cross-Functional Collaboration

Previously, Legal, Tax, and Treasury teams in one organization each worked from their own datasets, leading to duplication and delays. By creating a single source of truth, Entity Intelligence became the foundation for genuine cross-functional collaboration. Teams coordinated on M&A due diligence, tracked compliance together, and shared the same understanding of the organizational map. The result was reduced duplication, faster decision-making, and stronger trust across departments.

Kube provides the collaborative platform that allows all functions to work from the same verified dataset.

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Entity Intelligence Metrics:

Unlocking the Treasure Chest

To shift the perception of legal and governance teams from cost centers to strategic enablers, you need to speak the language of your business. That means evidencing value in outcomes the board recognizes.
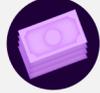
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Connecting to Strategic Priorities

From Reactive to Proactive
The most compelling business case is proactive. Rather than waiting for a mandate, Entity Intelligence enables you to anticipate needs, reduce friction, and unlock value in advance. That is how you move from reporting activity to shaping strategy.
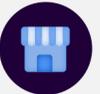
Revenue Generators

Time to Market
Centralize your jurisdictional obligations clearly, to enable confident market entry.

Integration Speed Post-M&A
Allow teams to co-ordinate more quickly post-merger or acquisition.

Effective Tax Rate (ETR)
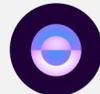Surface insights that support smarter tax planning.

Efficiencies and Savings

Entity Elimination
Identify opportunities to streamline and consolidate business entities.

Cost per Entity
Identify opportunities to reduce duplication of work and consolidate businesses with similar purposes.

Capital Released
Identify trapped capital within business entities for re-allocation.

Opportunity Creators

Cash Repatriation Efficiency
Ensure capital is put to better use, more quickly.

Market Readiness
Allocate resources and reuse existing structures to better prepare for entering a new market.

Board Insight
Help senior decision-makers identify revenue-generating opportunities.

Risk Reducers

Compliance Timeliness
More quickly extract information needed for legal reports and financial compliance.

Know Your Business
Facilitate the C-Suite and Directors' comprehension of the business group's structure.

Hidden Liabilities
Surface legacy obligations early to prevent deal-killing surprises.

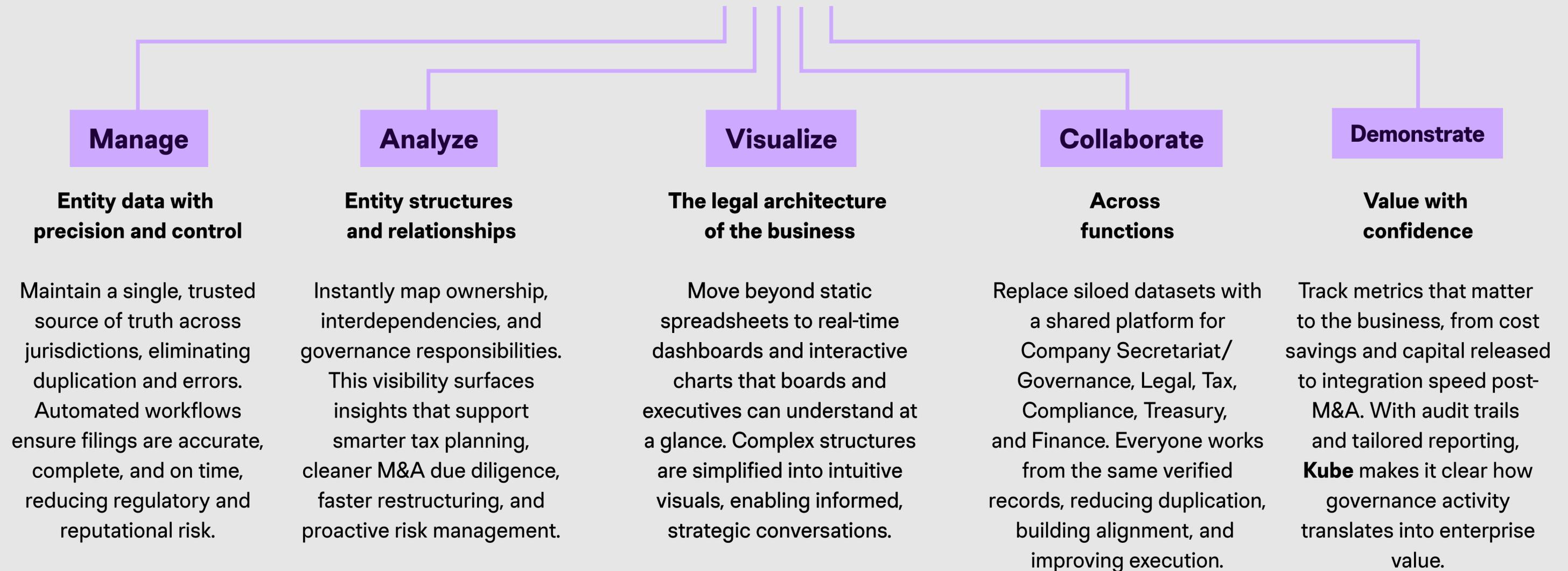## These metrics align directly with what the C-Suite cares about:

Growth — Faster market entry, smoother M&A, better capital deployment.

Efficiency — Reduced overhead, fewer errors, streamlined operations.

Agility — Ability to pivot, restructure, or divest with minimal friction.

Resilience — Stronger compliance and reduced risk.

Claiming the Treasure: Why Kube by Kuberno Delivers

Kube does not just digitize records. It transforms them into a strategic asset, the infrastructure for Entity Intelligence and the foundation for a new chapter in legal and governance leadership.

Kube by Kuberno is purpose-built to turn entity data into Entity Intelligence. It empowers Governance Professionals to:

Manage

Entity data with precision and control

Maintain a single, trusted source of truth across jurisdictions, eliminating duplication and errors. Automated workflows ensure filings are accurate, complete, and on time, reducing regulatory and reputational risk.

Analyze

Entity structures and relationships

Instantly map ownership, interdependencies, and governance responsibilities. This visibility surfaces insights that support smarter tax planning, cleaner M&A due diligence, faster restructuring, and proactive risk management.

Visualize

The legal architecture of the business

Move beyond static spreadsheets to real-time dashboards and interactive charts that boards and executives can understand at a glance. Complex structures are simplified into intuitive visuals, enabling informed, strategic conversations.

Collaborate

Across functions

Replace siloed datasets with a shared platform for Company Secretariat/ Governance, Legal, Tax, Compliance, Treasury, and Finance. Everyone works from the same verified records, reducing duplication, building alignment, and improving execution.

Demonstrate

Value with confidence

Track metrics that matter to the business, from cost savings and capital released to integration speed post-M&A. With audit trails and tailored reporting, **Kube** makes it clear how governance activity translates into enterprise value.

The Leadership Prize: The Case for Change

This report has shown that entity data is not just a compliance requirement. It is a hidden strategic resource. When harnessed as Entity Intelligence, it delivers faster transactions, smoother market entry, reduced costs, stronger compliance, and better decision-making.

This is the opportunity for Governance Professionals to claim their leadership prize, moving from the back office to the strategy table and shaping the future of the organization with insights only they can provide.

"...this is the opportunity to claim their leadership prize, moving from the back office to the strategy table and shaping the future of the organization with insights only they can provide."

Glen Johnstone
Kuberno – Chief Operating Officer

How Entity Intelligence Maps to Business Needs

OVERVIEW		PROBLEM		SOLUTION		
Business Need	Department	Challenge	Key Risk	Entity Intelligence	Value Add	Metrics
Growth	Board Legal	Trapped capital.	Missed business opportunities due to lack of deployable capital.	Identifying entities with trapped capital and structuring elimination program.	Generating capital to fuel growth.	• Capital Released
Efficiency	Legal Finance	Complex and costly group structure.	High cost of compliance and diverts resource from strategic activities.	Clarity on organizational structure, identifying duplication or gaps.	Ensuring organizational structure is optimized for efficiency and strategy.	• Cost Per Entity • Entity Count Reduction • Audit Completion time • Accounts Close Time
Agility	Board Corporate Development Legal	Slow decision making.	Missed business opportunities due to inability to identify correct decision makers signatories or surface information.	Single source of truth accessible to all teams with analytics and data visualization across corporate structures and governance frameworks.	Streamlines due diligence processes, integration planning, decision making and deal execution.	• Process Cycle Times (decision making) • Post Close Integration Completion Time
Resilience	Tax Compliance	Lack of oversight and insights into corporate structure.	Missed or inaccurate compliance reporting leading to regulatory or tax sanctions.	Tracking and communicating compliance and governance requirements at entity level.	Reducing missed or inaccurate filings and ensuring effective tax planning maintained.	• Effective Tax Rate • Compliance Timeliness • Compliance Incidents

Entity data is the treasure. Entity Intelligence is the map. And **Kube by Kuberno** is the compass that brings both to life.

For legal and governance leaders ready to redefine their impact, the path forward is clear: close the visibility gap, harness the data you already hold, and turn it into intelligence the business cannot ignore.

**The opportunity is here.
With Kube, you are equipped to claim it.**

Talk to Kuberno →