
Heidrick & Struggles A/S

Amaliegade 10, 5., DK-1256 Copenhagen K

Annual Report for 1 January - 31 December 2021

CVR No 10 39 84 01

The Annual Report was
presented and adopted at
the Annual General
Meeting of the Company on
17/6 2022

Michael Cullen
Chairman of the General
Meeting

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Management's Statement

The Executive Board and Board of Directors have today considered and adopted the Annual Report of Heidrick & Struggles A/S for the financial year 1 January - 31 December 2021.

The Annual Report is prepared in accordance with the Danish Financial Statements Act.

In our opinion the Financial Statements give a true and fair view of the financial position at 31 December 2021 of the Company and of the results of the Company operations for 2021.

In our opinion, Management's Review includes a true and fair account of the matters addressed in the Review.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Copenhagen, 17 June 2022

Executive Board

Stephen Anthony Bondi
CEO

Board of Directors

Michael Martin Cullen
Chairman

Tobias Petri

Mark Robert Harris

Stephen Anthony Bondi

Independent Auditor's Report

To the Shareholder of Heidrick & Struggles A/S

Opinion

We have audited the financial statements of Heidrick & Struggles A/S for the financial year 1 January 2021 - 31 December 2021, which comprise the income statement, balance sheet, statement of changes in equity, cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial statements are prepared in accordance with the Danish Financial Statements Act (Årsregnskabsloven).

In our opinion, the accompanying financial statements present fairly, in all material respects, the company's assets, equity and liabilities and financial position at 31 December 2021 and the company's financial performance for the financial year 1 January 2021 - 31 December 2021 in accordance with the Danish Financial Statements Act.

Basis for conclusion

We conducted our audit in accordance with International Standards on Auditing and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of the auditor's report. We are independent of the company in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, 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.

Management's responsibility for the financial statements

The management is responsible for the preparation and fair presentation of the financial statements in accordance with the Danish Financial Statements Act and for such internal control as the management 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 management is responsible for assessing the company'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 management either intends to liquidate the company 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 International Standards on Auditing and the additional requirements applicable in Denmark 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

Independent Auditor's Report

basis of these financial statements.

As part of an audit conducted in accordance with International Standards on Auditing and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional scepticism 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 company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting in its preparation of the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company'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 company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures in the notes, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

Statement on management's review

The management is responsible for the management's review.

Our opinion on the financial statements does not include the management's review, and we do not express any form of opinion on the management's review.

Independent Auditor's Report

In connection with our audit of the financial statements, it is our responsibility to read the management's review and in this connection consider whether the management's review is materially inconsistent with the financial statements or the knowledge we have obtained during our audit, or in any other way appears to be materially misstated.

Furthermore, it is our responsibility to consider whether the management's review contains the information required under the Danish Financial Statements Act.

Based on the work performed, we believe that the management's review is in accordance with the financial statements and has been prepared in accordance with the provisions of the Danish Financial Statements Act. We have not detected any material misstatement in the management's review.

Soeborg, Copenhagen, 17 June 2022

Beierholm

Statsautoriseret Revisionspartnerselskab

CVR No 32 89 54 68

Kim Larsen

statsautoriseret revisor

mne32179

Company Information

The Company

Heidrick & Struggles A/S
Amaliegade 10, 5.
DK-1256 Copenhagen K

CVR No: 10 39 84 01

Financial period: 1 January - 31 December

Municipality of reg. office: Copenhagen

Board of Directors

Michael Martin Cullen, Chairman
Tobias Petri
Mark Robert Harris
Stephen Anthony Bondi

Executive Board

Stephen Anthony Bondi

Auditors

Beierholm
Statsautoriseret Revisionspartnerselskab
Knud Højgaards vej 9
DK-2860 Søborg

Management's Review

Key activities

The Company's activities consist of recruitment and related consultancy services.

Development in the year

The income statement of the Company for 2021 shows a loss of DKK 1,782,830, and at 31 December 2021 the balance sheet of the Company shows equity of DKK 8,477,275.

Unusual events

The spread of COVID-19 involves a risk of high uncertainty to what extent it will affect the Company.

There is a risk that staff, customers and clients will not be available to the same extent as before and that the Company's customers will receive a reduced demand. This would make a declining sale with an impact on earnings.

Regardless of the COVID-19, the Nordics remain strategically important for Heidrick & Struggles and we expect to continue our position in Sweden.

Subsequent events

No events materially affecting the assessment of the Annual Report have occurred after the balance sheet date.

Income Statement 1 January - 31 December

	<u>Note</u>	<u>2021</u> DKK	<u>2020</u> DKK
Gross profit/loss		36.528.648	32.195.836
Staff expenses	1	-38.153.836	-29.461.199
Depreciation of other fixtures and fitting, tools and equipment.		<u>-45.263</u>	<u>-167.593</u>
Profit/loss before financial income and expenses		-1.670.451	2.567.044
Financial income	2	227.174	624.410
Financial expenses	3	<u>-787.866</u>	<u>-1.120.356</u>
Profit/loss before tax		-2.231.143	2.071.098
Tax on profit/loss for the year	4	<u>448.313</u>	<u>-493.326</u>
Net profit/loss for the year		<u>-1.782.830</u>	<u>1.577.772</u>

Distribution of profit

Proposed distribution of profit

Retained earnings		<u>-1.782.830</u>	<u>1.577.772</u>
		<u>-1.782.830</u>	<u>1.577.772</u>

Balance Sheet 31 December

Assets

	<u>Note</u>	<u>2021</u> DKK	<u>2020</u> DKK
Other fixtures and fittings, tools and equipment		177.099	64.515
Property, plant and equipment	5	177.099	64.515
Fixed assets		177.099	64.515
Trade receivables		3.925.784	7.685.512
Receivables from group enterprises		36.969.026	36.160.470
Other receivables		2.137.835	765.202
Deferred tax asset		579.981	131.668
Prepayments		3.369.022	623.933
Receivables		46.981.648	45.366.785
Cash at bank and in hand		20.347.023	12.525.975
Currents assets		67.328.671	57.892.760
Assets		67.505.770	57.957.275

Balance Sheet 31 December

Liabilities and equity

	Note	2021 DKK	2020 DKK
Share capital		1.000.002	1.000.002
Retained earnings		7.477.273	9.260.103
Equity		8.477.275	10.260.105
Payables to group enterprises		30.967.111	23.390.777
Other payables		0	2.547.390
Long-term debt	6	30.967.111	25.938.167
Trade payables		119.414	497.790
Payables to group enterprises	6	370.605	696.194
Payables to group enterprises relating to corporation tax		125.729	310.029
Other payables	6	24.617.880	19.179.155
Deferred income		2.827.756	1.075.835
Short-term debt		28.061.384	21.759.003
Debt		59.028.495	47.697.170
Liabilities and equity		67.505.770	57.957.275
Contingent assets, liabilities and other financial obligations	7		
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Statement of Changes in Equity

	<u>Share capital</u> DKK	<u>Retained earnings</u> DKK	<u>Total</u> DKK
Equity at 1 January	1.000.002	9.260.103	10.260.105
Net profit/loss for the year	0	-1.782.830	-1.782.830
Equity at 31 December	<u>1.000.002</u>	<u>7.477.273</u>	<u>8.477.275</u>

Notes to the Financial Statements

	<u>2021</u>	<u>2020</u>
	DKK	DKK
1 Staff expenses		
Wages and salaries	36.912.332	28.226.312
Pensions	1.113.737	1.168.390
Other social security expenses	127.767	66.497
	<u>38.153.836</u>	<u>29.461.199</u>
Average number of employees	<u>13</u>	<u>17</u>
	<u>2021</u>	<u>2020</u>
	DKK	DKK
2 Financial income		
Exchange gains	227.174	624.410
	<u>227.174</u>	<u>624.410</u>
3 Financial expenses		
Interest paid to group enterprises	576.334	390.777
Other financial expenses	0	6.028
Exchange loss	211.532	723.551
	<u>787.866</u>	<u>1.120.356</u>
4 Tax on profit/loss for the year		
Current tax for the year	-392.022	310.029
Deferred tax for the year	-56.291	185.833
Adjustment of tax concerning previous years	0	-2.536
	<u>-448.313</u>	<u>493.326</u>

Notes to the Financial Statements

5 Property, plant and equipment

	Other fixtures and fittings, tools and equipment DKK
Cost at 1 January	537.164
Additions for the year	157.847
Disposals for the year	-452.114
Cost at 31 December	<u>242.897</u>
Impairment losses and depreciation at 1 January	472.649
Depreciation for the year	45.263
Reversal of impairment and depreciation of sold assets	-452.114
Impairment losses and depreciation at 31 December	<u>65.798</u>
Carrying amount at 31 December	<u>177.099</u>

6 Long-term debt

Payments due within 1 year are recognised in short-term debt. Other debt is recognised in long-term debt.

The debt falls due for payment as specified below:

	2021 DKK	2020 DKK
Payables to group enterprises		
Between 1 and 5 years	30.967.111	23.390.777
Long-term part	30.967.111	23.390.777
Other short-term debt to group enterprises	370.605	696.194
	<u>31.337.716</u>	<u>24.086.971</u>
Other payables		
After 5 years	0	2.547.390
Long-term part	0	2.547.390
Other short-term payables	24.617.880	19.179.155
	<u>24.617.880</u>	<u>21.726.545</u>

Notes to the Financial Statements

	<u>2021</u> DKK	<u>2020</u> DKK
7 Contingent assets, liabilities and other financial obligations		
Contingent liabilities, including	<u>896.880</u>	<u>319.518</u>

The Danish group companies are jointly and severally liable for tax on the jointly taxed incomes etc of the Group. The total amount of corporation tax payable is disclosed in the Annual Report of Heidrick & Struggles, filial af Heidrick & Struggles AB, Sverige, which is the management company of the joint taxation purposes. Moreover, the Danish group companies are jointly and severally liable for Danish withholding taxes by way of dividend tax, tax on royalty payments and tax on unearned income. Any subsequent adjustments of corporation taxes and withholding taxes may increase the Company's liability.

8 Related parties

Consolidated Financial Statements

The Company is included in the consolidated annual report of the Parent Company

<u>Name</u>	<u>Place of registered office</u>
Heidrick & Struggles International, Inc.	Chicago, USA

Notes to the Financial Statements

9 Accounting Policies

The Annual Report of Heidrick & Struggles A/S for 2021 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to enterprises of reporting class B as well as selected rules applying to reporting class C.

The accounting policies applied remain unchanged from last year.

Recognition and measurement

Assets are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow to the Company, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when the Entity has a legal or constructive obligation as a result of prior event, and it is probable that future economic benefits will flow out of the Company, and the value of the liability can be measured reliably.

Assets and liabilities are initially measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

Recognition and measurement take into account predictable losses and risks occurring before the presentation of the Annual Report which confirm or invalidate affairs and conditions existing at the balance sheet date.

Income is recognised in the income statement when earned, whereas costs are recognised by the amounts attributable to this financial year.

Translation policies

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Receivables, payables and other monetary items denominated in foreign currencies that have not been settled at the balance sheet date are translated using the exchange rate at the balance sheet date. Exchange differences that arise between the rate at the transaction date and the rate in effect at the payment date, or the rate at the balance sheet date, are recognised in the income statement as financial income or financial expenses. Property, plant and equipment, intangible assets, inventories and other non-monetary assets that have been purchased in foreign currencies are translated using historical rates.

Income Statement

Revenue

Revenue from the sale of services is recognised in the income statement when delivery is made to the buyer. Revenue is recognised net of VAT, duties and sales discounts and is measured at fair value of the consideration fixed.

Notes to the Financial Statements

9 Accounting Policies (continued)

Other external expenses

Other external expenses comprise expenses relating to the Entity's ordinary activities, including expenses for premises, stationery and office supplies, marketing costs, etc. This item also includes writedowns of receivables recognised in current assets.

Gross profit/loss

With reference to section 32 of the Danish Financial Statements Act, gross profit/loss is calculated as a summary of revenue, other operating income and other external expenses.

Staff expenses

Staff expenses comprise wages and salaries as well as payroll expenses.

Amortisation, depreciation and impairment losses

Depreciation, amortisation and impairment losses relating to property, plant comprise depreciation, amortisation and impairment losses for the financial year, calculated on the basis of the residual values and useful lives of the individual assets and impairment testing as well as gains and losses from the sale of property, plant and equipment.

Other operating income and expenses

Other operating income and other operating expenses comprise items of a secondary nature to the main activities of the Company.

Financial income and expenses

Other financial income comprises interest income, including interest income on receivables from group enterprises, net capital or exchange gains on securities, payables and transactions in foreign currencies, amortisation of financial assets as well as tax relief under the Danish Tax Prepayment Scheme etc.

Other financial expenses comprise interest expenses, including interest expenses on payables to group enterprises, net capital or exchange losses on securities, payables and transactions in foreign currencies, amortisation of financial liabilities as well as tax surcharge under the Danish Tax Prepayment Scheme etc.

Tax on profit/loss for the year

Tax for the year consists of current tax for the year and changes in deferred tax for the year. The tax attributable to the profit for the year is recognised in the income statement, whereas the tax attributable to equity transactions is recognised directly in equity.

Notes to the Financial Statements

9 Accounting Policies (continued)

Balance Sheet

Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and less any accumulated impairment losses.

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use.

Depreciation based on cost reduced by any residual value is calculated on a straight-line basis over the expected useful lives of the assets, which are:

Other fixtures and fittings, tools and equipment 3 - 7 years

Depreciation period and residual value are reassessed annually.

Items of property, plant and equipment are written down to the lower of recoverable amount and carrying amount.

Impairment of fixed assets

The carrying amounts of other fixed assets are reviewed on an annual basis to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

If so, the asset is written down to its lower recoverable amount.

Receivables

Receivables are measured in the balance sheet at amortised cost, which substantially corresponds to nominal value. Provisions for estimated bad debts are made.

Prepayments

Prepayments comprise prepaid expenses concerning subsequent financial years. Prepayments are measured at cost.

Notes to the Financial Statements

9 Accounting Policies (continued)

Deferred tax assets and liabilities

Deferred tax is recognised on all temporary differences between the carrying amount and the tax-based value of assets and liabilities, for which the tax-based value is calculated based on the planned use of each asset.

Deferred tax assets, including the tax base of tax loss carryforwards, are recognised in the balance sheet at their estimated realisable value, either as a set-off against deferred tax liabilities or as net tax assets.

Current tax receivables and liabilities

Current tax liabilities and receivables are recognised in the balance sheet as the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account. Extra payments and repayment under the on-account taxation scheme are recognised in the income statement in financial income and expenses.

Financial debts

Debts are measured at amortised cost, substantially corresponding to nominal value.

Deferred income

Deferred income comprises payments received in respect of income in subsequent years.