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***Leadership Pipeline***  
***Institute International A/S***

Bredgade 30, DK-1260 København K

**Annual Report for 1 January - 31  
December 2020**

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CVR No 35 86 45 04

The Annual Report was  
presented and adopted at  
the Annual General  
Meeting of the Company on  
17/5 2021

Kent Oksfeldt Jonassen  
Chairman of the General  
Meeting



# Contents

	<u>Page</u>
<b>Management's Statement and Auditor's Report</b>	
Management's Statement	1
Independent Auditor's Report	2
<b>Management's Review</b>	
Company Information	5
Financial Highlights	6
Management's Review	7
<b>Financial Statements</b>	
Income Statement 1 January - 31 December	8
Balance Sheet 31 December	9
Statement of Changes in Equity	11
Notes to the Financial Statements	12

# Management's Statement

The Executive Board and Board of Directors have today considered and adopted the Annual Report of Leadership Pipeline Institute International A/S for the financial year 1 January - 31 December 2020.

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 2020 of the Company and of the results of the Company operations for 2020.

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 May 2021

## Executive Board

Kent Oksfelt Jonassen  
Executive Officer

## Board of Directors

Stephen John Drotter  
Chairman

Søren Jens Laugaard  
Deputy Chairman

Kent Oksfeldt Jonassen

# Independent Auditor's Report

To the Shareholders of Leadership Pipeline Institute International A/S

## Opinion

In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 31 December 2020 and of the results of the Company's operations for the financial year 1 January - 31 December 2020 in accordance with the Danish Financial Statements Act.

We have audited the Financial Statements of Leadership Pipeline Institute International A/S for the financial year 1 January - 31 December 2020, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies ("the Financial Statements").

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) 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 our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Statement on Management's Review

Management is responsible for Management's Review.

Our opinion on the Financial Statements does not cover Management's Review, 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 Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the Financial Statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, in our view, Management's Review is in accordance with the Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement in Management's Review.

## Management's responsibilities for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstate-

# Independent Auditor's Report

ment, whether due to fraud or error.

In preparing the Financial Statements, 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 in preparing the Financial Statements unless 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 ISAs 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 basis of these Financial Statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgement 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 Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing 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 contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events

# Independent Auditor's Report

in a manner that gives a true and fair view.

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.

Hillerød, 17 May 2021

**PricewaterhouseCoopers**

Statsautoriseret Revisionspartnerselskab

*CVR No 33 77 12 31*

Michael Blom

statsautoriseret revisor

mne32797

## Company Information

### **The Company**

Leadership Pipeline Institute International A/S  
Bredgade 30  
DK-1260 København K

CVR No: 35 86 45 04  
Financial period: 1 January - 31 December  
Municipality of reg. office: Copenhagen

### **Board of Directors**

Stephen John Drotter , Chairman  
Søren Jens Laungaard  
Kent Oksfeldt Jonasen

### **Executive Board**

Kent Oksfelt Jonasen

### **Auditors**

PricewaterhouseCoopers  
Statsautoriseret Revisionspartnerselskab  
Milnersvej 43  
DK-3400 Hillerød

### **Bankers**

Danske Bank  
Munkeengen 30  
3400 Hillerød

## Financial Highlights

Seen over a five-year period, the development of the Company is described by the following financial highlights:

	2020 TDKK	2019 TDKK	2018 TDKK	2017 TDKK	2016 TDKK
<b>Key figures</b>					
<b>Profit/loss</b>					
Revenue	4,246	9,807	5,794	2,926	3,436
Operating profit/loss	1,002	4,525	3,433	843	1,192
Profit/loss before financial income and expenses	1,002	4,525	3,433	843	1,192
Net financials	1,116	720	2,097	413	205
Net profit/loss for the year	1,837	4,213	4,764	1,066	1,135
<b>Balance sheet</b>					
Balance sheet total	8,512	8,656	7,277	2,626	2,742
Equity	5,219	5,907	6,040	2,253	2,088
<b>Ratios</b>					
Gross margin	23.6%	46.1%	59.3%	28.8%	34.7%
Profit margin	23.6%	46.1%	59.3%	28.8%	34.7%
Return on assets	11.8%	52.3%	47.2%	32.1%	43.5%
Solvency ratio	61.3%	68.2%	83.0%	85.8%	76.1%
Return on equity	33.0%	70.5%	114.9%	49.1%	66.0%



# Management's Review

## Key activities

The company sells leadership and specialist development solutions directly to clients and via licensees.

## Development in the year

The income statement of the Company for 2020 shows a profit of DKK 1,837,032, and at 31 December 2020 the balance sheet of the Company shows equity of DKK 5,219,276.

## Unusual events

COVID-19 has impacted the Company both in respect of revenue and profit. Management expects a profit for 2021 to be back at the same level as in 2019.

## 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

	Note	2020 DKK	2019 DKK
<b>Revenue</b>		<b>4,246,200</b>	<b>9,806,959</b>
Other external expenses		-3,244,609	-5,282,145
<b>Gross profit/loss</b>		<b>1,001,591</b>	<b>4,524,814</b>
Income from investments in subsidiaries	1	1,098,995	721,020
Financial income	2	81,353	30,833
Financial expenses		-64,199	-32,197
<b>Profit/loss before tax</b>		<b>2,117,740</b>	<b>5,244,470</b>
Tax on profit/loss for the year	3	-280,708	-1,030,974
<b>Net profit/loss for the year</b>		<b>1,837,032</b>	<b>4,213,496</b>

## Distribution of profit

### Proposed distribution of profit

Proposed dividend for the year	1,800,000	2,500,000
Reserve for net revaluation under the equity method	1,018,406	236,443
Retained earnings	-981,374	1,477,053
	<b>1,837,032</b>	<b>4,213,496</b>

## Balance Sheet 31 December

### Assets

	Note	2020 DKK	2019 DKK
Investments in subsidiaries	4	2,306,835	1,373,893
<b>Fixed asset investments</b>		<b>2,306,835</b>	<b>1,373,893</b>
<b>Fixed assets</b>		<b>2,306,835</b>	<b>1,373,893</b>
Trade receivables		345,304	824,912
Receivables from group enterprises		1,203,182	4,479,120
Other receivables		102,134	112,768
Prepayments		0	128,190
<b>Receivables</b>		<b>1,650,620</b>	<b>5,544,990</b>
<b>Cash at bank and in hand</b>		<b>4,554,074</b>	<b>1,736,922</b>
<b>Currents assets</b>		<b>6,204,694</b>	<b>7,281,912</b>
<b>Assets</b>		<b>8,511,529</b>	<b>8,655,805</b>

# Balance Sheet 31 December

## Liabilities and equity

	<u>Note</u>	<u>2020</u> DKK	<u>2019</u> DKK
Share capital		500,000	500,000
Reserve for net revaluation under the equity method		1,827,423	833,586
Retained earnings		1,091,853	2,073,227
Proposed dividend for the year		<u>1,800,000</u>	<u>2,500,000</u>
<b>Equity</b>		<b><u>5,219,276</u></b>	<b><u>5,906,813</u></b>
Trade payables		221,152	15,750
Payables to group enterprises		2,702,872	1,676,432
Corporation tax		269,104	1,006,720
Other payables		<u>99,125</u>	<u>50,090</u>
<b>Short-term debt</b>		<b><u>3,292,253</u></b>	<b><u>2,748,992</u></b>
<b>Debt</b>		<b><u>3,292,253</u></b>	<b><u>2,748,992</u></b>
<b>Liabilities and equity</b>		<b><u>8,511,529</u></b>	<b><u>8,655,805</u></b>
Contingent assets, liabilities and other financial obligations	5		
Related parties	6		
Accounting Policies	7		

## Statement of Changes in Equity

	Share capital	Reserve for net revaluation under the equity method	Retained earnings	Proposed dividend for the year	Total
	DKK	DKK	DKK	DKK	DKK
Equity at 1 January	500,000	833,586	2,073,227	2,500,000	5,906,813
Exchange adjustments	0	-24,569	0	0	-24,569
Ordinary dividend paid	0	0	0	-2,500,000	-2,500,000
Net profit/loss for the year	0	1,018,406	-981,374	1,800,000	1,837,032
<b>Equity at 31 December</b>	<b>500,000</b>	<b>1,827,423</b>	<b>1,091,853</b>	<b>1,800,000</b>	<b>5,219,276</b>

# Notes to the Financial Statements

	2020 <u>DKK</u>	2019 <u>DKK</u>
<b>1 Income from investments in subsidiaries</b>		
Share of profits of subsidiaries	1,098,995	721,020
	<b>1,098,995</b>	<b>721,020</b>
<b>2 Financial income</b>		
Other financial income	1,669	9
Exchange gains	79,684	30,824
	<b>81,353</b>	<b>30,833</b>
<b>3 Tax on profit/loss for the year</b>		
Current tax for the year	269,104	1,009,523
Adjustment of tax concerning previous years	11,604	21,451
	<b>280,708</b>	<b>1,030,974</b>
<b>4 Investments in subsidiaries</b>		
Cost at 1 January	100,663	100,663
Additions for the year	392,775	0
Disposals for the year	-14,026	0
Cost at 31 December	479,412	100,663
Value adjustments at 1 January	1,273,230	2,348,185
Exchange adjustment	-24,569	53,595
Net profit/loss for the year	1,098,995	721,020
Dividend to the Parent Company	-520,233	-1,849,570
Value adjustments at 31 December	1,827,423	1,273,230
<b>Carrying amount at 31 December</b>	<b>2,306,835</b>	<b>1,373,893</b>

# Notes to the Financial Statements

## 4 Investments in subsidiaries (continued)

Investments in subsidiaries are specified as follows:

Name	Place of registered office	Share capital	Votes and ownership	Equity	Net profit/loss for the year
LPI A-S USA LLC Leadership Pipeline	USA	USD 0	100%	1,178,561	682,087
Institute Norge AS Leadership Pipeline	Norway	NOK 50.000	100%	209,621	-30,111
Institute Netherlands B.V. Leadership Pipeline	Netherlands	EUR 10.000	100%	430,311	318,616
Institute Sweden AB Leadership Pipeline	Sweden	SEK 200.000	90%	224,789	73,888
Institute Hong Kong Limited	Hong Kong	HKD 573.666	51%	560,847	121,381

## 5 Contingent assets, liabilities and other financial obligations

### Contingent liabilities

Leadership Pipeline Institute A/S has no contingent liabilities as of 31 December 2020.

The 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 Human Capital Invest ApS, which is the management company of the joint taxation purposes. Moreover, the group companies are jointly and severally liable for Danish withholding taxes by way of dividend tax, tax on royalty payments and tax on un-earned income. Any subsequent adjustments of corporation taxes and withholding taxes may increase the Company's liability.

# Notes to the Financial Statements

## 6 Related parties

### Consolidated Financial Statements

The Company is included in the Group Annual Report of the Parent Company.

Name	Place of registered office
Leadership Pipeline Institute A/S	Copenhagen



# Notes to the Financial Statements

## 7 Accounting Policies

The Annual Report of Leadership Pipeline Institute International A/S for 2020 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.

The Financial Statements for 2020 are presented in DKK.

### Consolidated financial statements

With reference to section 110 of the Danish Financial Statements Act, no consolidated financial statements are prepared.

### Recognition and measurement

The Financial Statements have been prepared under the historical cost method.

Revenues are recognised in the income statement as earned. Furthermore, value adjustments of financial assets and liabilities measured at fair value or amortised cost are recognised. Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement, including depreciation, amortisation, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts that have previously been recognised in the income statement.

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 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.

### Translation policies

Danish kroner is used as the presentation currency. All other currencies are regarded as foreign currencies.

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Exchange differences arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income and expenses in the income statement. Where foreign exchange transactions are considered hedging of future cash flows, the value adjustments are recognised directly in equity.

# Notes to the Financial Statements

## 7 Accounting Policies (continued)

Receivables, payables and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the rates at the time when the receivable or the debt arose are recognised in financial income and expenses in the income statement.

Fixed assets acquired in foreign currencies are measured at the transaction date rates.

## Income Statement

### Revenue

Services are recognised at the rate of completion of the service to which the contract relates by using the percentage-of-completion method, which means that revenue equals the selling price of the service completed for the year. This method is applied when total revenues and expenses in respect of the service and the stage of completion at the balance sheet date can be measured reliably, and it is probable that the economic benefits, including payments, will flow to the Company. The stage of completion is determined on the basis of the ratio between the expenses incurred and the total expected expenses of the service.

Revenue is measured at the consideration received and is recognised exclusive of VAT.

### Other external expenses

Other external expenses comprise expenses related to distribution, sales, advertising, administration, premises, bad debts, payments under operating leases etc.

### Income from investments in subsidiaries

The item "Income from investments in subsidiaries" in the income statement includes the proportionate share of the profit for the year.

### Financial income and expenses

Financial income and expenses are recognised in the income statement at the amounts relating to the financial year.

### 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.

The Company is jointly taxed with Danish Group Companies. The tax effect of the joint taxation is allocated to enterprises in proportion to their taxable incomes.

# Notes to the Financial Statements

## 7 Accounting Policies (continued)

### Balance Sheet

#### Investments in subsidiaries

Investments in subsidiaries are recognised and measured under the equity method.

The item “Investments in subsidiaries” in the balance sheet include the proportionate ownership share of the net asset value of the enterprises calculated on the basis of the fair values of identifiable net assets at the time of acquisition.

The total net revaluation of investments in subsidiaries is transferred upon distribution of profit to “Reserve for net revaluation under the equity method” under equity. The reserve is reduced by dividend distributed to the Parent Company and adjusted for other equity movements in the subsidiaries.

Subsidiaries with a negative net asset value are recognised at DKK 0. Any legal or constructive obligation of the Parent Company to cover the negative balance of the enterprise is recognised in provisions.

#### Receivables

Receivables are measured in the balance sheet at the lower of amortised cost and net realisable value, which corresponds to nominal value less provisions for bad debts.

#### Prepayments

Prepayments comprise prepaid expenses concerning events in 2021.

#### Equity

##### *Dividend*

Dividend distribution proposed by Management for the year is disclosed as a separate equity item.

#### 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.

# Notes to the Financial Statements

## 7 Accounting Policies (continued)

### Financial Highlights

#### Explanation of financial ratios

Gross margin	$\frac{\text{Gross profit} \times 100}{\text{Revenue}}$
Profit margin	$\frac{\text{Profit before financials} \times 100}{\text{Revenue}}$
Return on assets	$\frac{\text{Profit before financials} \times 100}{\text{Total assets}}$
Solvency ratio	$\frac{\text{Equity at year end} \times 100}{\text{Total assets at year end}}$
Return on equity	$\frac{\text{Net profit for the year} \times 100}{\text{Average equity}}$