
Leadership Pipeline
Institute International A/S

Bredgade 30, DK-1260 København K

**Annual Report for 1 January - 31
December 2021**

CVR No 35 86 45 04

The Annual Report was
presented and adopted at
the Annual General
Meeting of the Company on
23/5 2022

Søren Christoffersen
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 Leadership Pipeline Institute International 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, 23 May 2022

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 2021 and of the results of the Company's operations for the financial year 1 January - 31 December 2021 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 2021, 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' 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.

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, 23 May 2022

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 Oksfeldt 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:

	2021 TDKK	2020 TDKK	2019 TDKK	2018 TDKK	2017 TDKK
Key figures					
Profit/loss					
Revenue	6,788	4,246	9,807	5,794	2,926
Operating profit/loss	3,051	1,002	4,525	3,433	843
Profit/loss before financial income and expenses	3,051	1,002	4,525	3,433	843
Net financials	3,784	1,116	720	2,097	413
Net profit/loss for the year	6,174	1,837	4,213	4,764	1,066
Balance sheet					
Balance sheet total	13,352	8,512	8,656	7,277	2,626
Equity	9,701	5,219	5,907	6,040	2,253
Ratios					
Gross margin	53.2%	23.6%	46.1%	59.3%	28.8%
Profit margin	44.9%	23.6%	46.1%	59.3%	28.8%
Return on assets	22.9%	11.8%	52.3%	47.2%	32.1%
Solvency ratio	72.7%	61.3%	68.2%	83.0%	85.8%
Return on equity	82.8%	33.0%	70.5%	114.9%	49.1%

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 2021 shows a profit of DKK 6,173,836, and at 31 December 2021 the balance sheet of the Company shows equity of DKK 9,701,468.

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	2021 DKK	2020 DKK
Revenue		6,787,934	4,246,200
Other external expenses		-3,177,311	-3,244,609
Gross profit/loss		3,610,623	1,001,591
Staff expenses	1	-560,000	0
Profit/loss before financial income and expenses		3,050,623	1,001,591
Income from investments in subsidiaries	2	3,833,065	1,098,995
Financial income	3	31,209	81,353
Financial expenses		-80,753	-64,199
Profit/loss before tax		6,834,144	2,117,740
Tax on profit/loss for the year	4	-660,308	-280,708
Net profit/loss for the year		6,173,836	1,837,032

Distribution of profit

Proposed distribution of profit

Proposed dividend for the year	6,200,000	1,800,000
Reserve for net revaluation under the equity method	91,907	1,018,406
Retained earnings	-118,071	-981,374
	6,173,836	1,837,032

Balance Sheet 31 December

Assets

	<u>Note</u>	<u>2021</u> DKK	<u>2020</u> DKK
Investments in subsidiaries	5	5,941,746	2,306,835
Fixed asset investments		<u>5,941,746</u>	<u>2,306,835</u>
Fixed assets		<u>5,941,746</u>	<u>2,306,835</u>
Trade receivables		1,513,605	345,304
Receivables from group enterprises		2,910,494	1,203,182
Other receivables		31,170	102,134
Receivables		<u>4,455,269</u>	<u>1,650,620</u>
Cash at bank and in hand		<u>2,954,608</u>	<u>4,554,074</u>
Currents assets		<u>7,409,877</u>	<u>6,204,694</u>
Assets		<u>13,351,623</u>	<u>8,511,529</u>

Balance Sheet 31 December

Liabilities and equity

	Note	2021 DKK	2020 DKK
Share capital		500,000	500,000
Reserve for net revaluation under the equity method		1,919,330	1,827,423
Reserve for exchange rate conversion		108,356	0
Retained earnings		973,782	1,091,853
Proposed dividend for the year		6,200,000	1,800,000
Equity		9,701,468	5,219,276
Trade payables		939,709	221,152
Payables to group enterprises		1,376,513	2,702,872
Corporation tax		660,308	269,104
Other payables		673,625	99,125
Short-term debt		3,650,155	3,292,253
Debt		3,650,155	3,292,253
Liabilities and equity		13,351,623	8,511,529
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Statement of Changes in Equity

	Share capital	Reserve for net revalua- tion under the equity method	Reserve for exchange rate conversion	Retained earnings	Proposed dividend for the year	Total
	DKK	DKK	DKK	DKK	DKK	DKK
Equity at 1 January	500,000	1,827,423	0	1,091,853	1,800,000	5,219,276
Ordinary dividend paid	0	0	0	0	-1,800,000	-1,800,000
Exchange adjustments relating to foreign entities	0	0	108,356	0	0	108,356
Net profit/loss for the year	0	91,907	0	-118,071	6,200,000	6,173,836
Equity at 31 December	500,000	1,919,330	108,356	973,782	6,200,000	9,701,468

Notes to the Financial Statements

	2021 <u>DKK</u>	2020 <u>DKK</u>
1 Staff expenses		
Wages and salaries	560,000	<u>0</u>
	560,000	0
Average number of employees	0	0
2 Income from investments in subsidiaries		
Share of profits of subsidiaries	3,833,065	<u>1,098,995</u>
	3,833,065	1,098,995
3 Financial income		
Other financial income	0	1,669
Exchange gains	31,209	<u>79,684</u>
	31,209	81,353
4 Tax on profit/loss for the year		
Current tax for the year	660,308	269,104
Adjustment of tax concerning previous years	0	<u>11,604</u>
	660,308	280,708

Notes to the Financial Statements

	2021 DKK	2020 DKK
5 Investments in subsidiaries		
Cost at 1 January	479,412	100,663
Additions for the year	0	392,775
Disposals for the year	0	-14,026
Cost at 31 December	<u>479,412</u>	<u>479,412</u>
Value adjustments at 1 January	1,827,423	1,273,230
Exchange adjustment	108,356	-24,569
Net profit/loss for the year	3,833,065	1,098,995
Dividend to the Parent Company	-306,510	-520,233
Value adjustments at 31 December	<u>5,462,334</u>	<u>1,827,423</u>
Carrying amount at 31 December	<u>5,941,746</u>	<u>2,306,835</u>

Investments in subsidiaries are specified as follows:

Name	Place of registered office	Share capital	Votes and ownership
LPI A-S USA LLC	USA	USD 0	100%
Leadership Pipeline Institute Norge AS	Norway	NOK 50.000	100%
Leadership Pipeline Institute Netherlands B.V.	Netherlands	EUR 10.000	100%
Leadership Pipeline Institute Sweden AB	Sweden	SEK 200.000	90%
Leadership Pipeline Institute Hong Kong Limited	Hong Kong	USD 74,000	51%
LPI-Institute US LLC	USA	USD 0	95%
LPI Institute Shanghai	Shanghai	CNY 0	51%

Notes to the Financial Statements

6 Contingent assets, liabilities and other financial obligations

Contingent liabilities

Leadership Pipeline Institute International A/S has no contingent liabilities as of 31 December 2021.

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.

7 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

8 Accounting Policies

The Annual Report of Leadership Pipeline Institute International 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.

The Financial Statements for 2021 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

8 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.

Staff expenses

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

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.

Notes to the Financial Statements

8 Accounting Policies (continued)

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.

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.

Notes to the Financial Statements

8 Accounting Policies (continued)

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.

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	$\frac{\text{Net profit for the year} \times 100}{\text{Average equity}}$