

# 2017

## ANNUAL REPORT

HUSCOMPAGNIET MIDT-  
OG NORDJYLLAND A/S

## HUSCOMPAGNIET







164 m<sup>2</sup>  
CLASSIC  
CONTEMPORARY

Optimal usage of every square  
meter – no waste.

# CONTENT

<b>AT A GLANCE</b>	4
<b>CEO LETTER</b>	8
<b>OUR BUSINESS MODEL</b>	12
OUR ARCHITECTURES	16
OUR PEOPLE	22
ACTING RESPONSIBLY	24
FOOTPRINT	26
<b>STRATEGY, RISK AND GOVERNANCE</b>	28
<b>PARENT COMPANY FINANCIAL STATEMENTS</b>	30



# HUSCOMPAGNIET **AT A GLANCE**



  
**25,000**  
SHOW PARK VISITS

  
**3**  
MARKETS

  
**255 DKKM**  
EBITDA

**468**  
DIRECT EMPLOYEES  


  
**TWO MILLION**  
WEBSITE VISITS

**1,808**  
HOUSES  
SOLD

  
**43**  
POINTS OF SALE

  
**5 YEARS**  
Housebuilder of the year

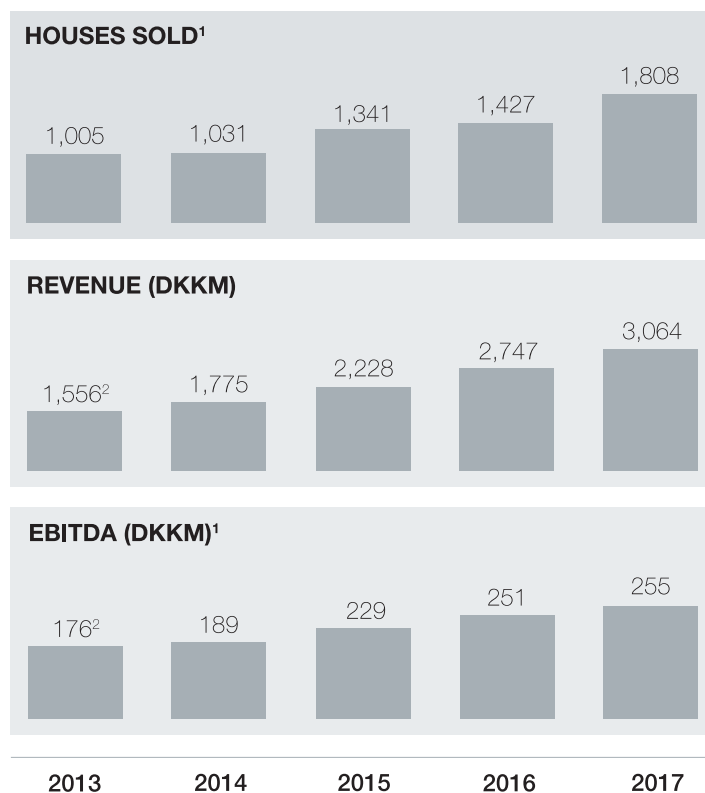
**1.7**  
DKKBN  
EQUITY

**3.1**  
DKKBN  
REVENUE

  
**5 STARS**  
TRUSTPILOT.dk

# KEY HIGHLIGHT MESSAGES

## GROUP PERFORMANCE



<sup>1</sup> Houses sold and EBITDA are defined on page 66

<sup>2</sup> 2013 is prepared in accordance with Danish GAAP, and has not been restated in accordance with IFRS as adopted by the EU.

## KEY MESSAGES

### GROUP

In 2017, we delivered more than 1,600 new homes to families, growing 11% and once again achieving a record for the company. 269 houses was delivered from VårgårdaHus, our Swedish woodhouse brand, which we welcomed to the HusCompagniet family on 28 April 2017.

This 10th consecutive delivery record was achieved through our continued focus on our key strategic priorities of industry-leading customer experience and a differentiated, lean delivery model executed by the best team of people achieving best-in-class customer ratings.

Our Virtual Reality technology represents another leap towards digitalising the customer experience with continued focus on customers' visual tours in our architectures and interactions with our key partners.

We are progressing our onward journey to digitalise the industry by introducing further interactive collaboration between our valued stakeholders, customers, employees and suppliers.

### DENMARK

In 2017, we have maintained our leading position in Denmark and retained our high market share. We marked a unique achievement in December as we exceeded 1,000 reviews on TrustPilot demonstrating our relentless focus on customer satisfaction by maintaining our positive reviews from our customers.

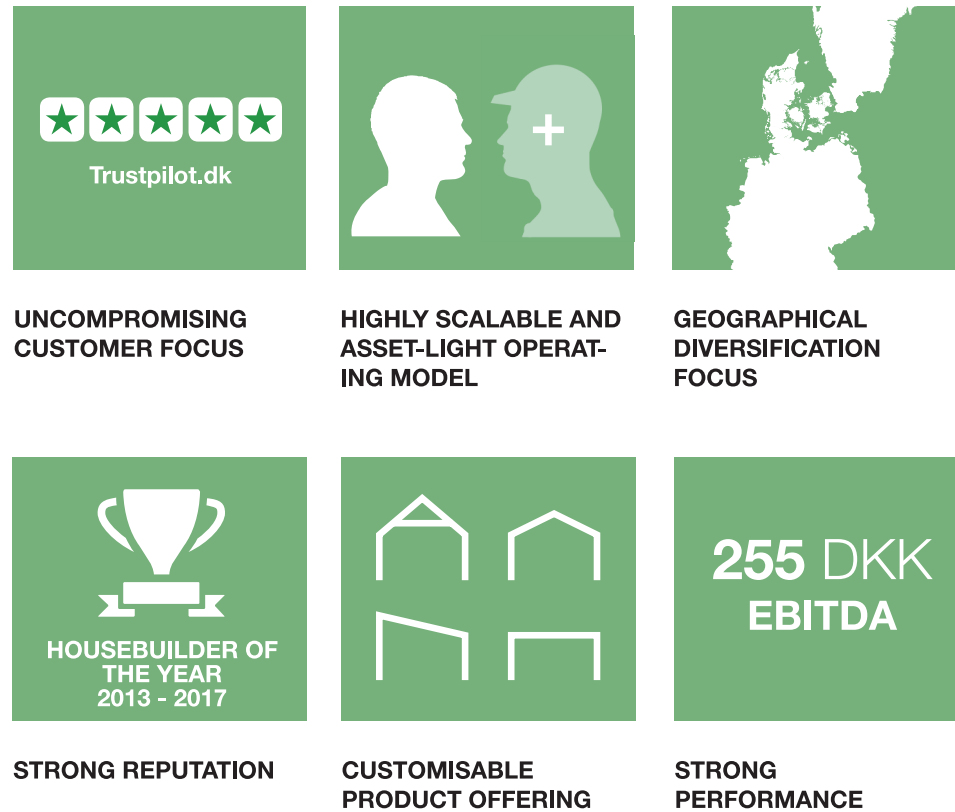
### GERMANY

We continued our strong growth in Germany and increased the number of houses sold increased with 61% to 200 in 2017. With four new office openings (end of year) we continue to consolidate our position in the Northern German housebuilding market and our brand continue to receive increasing customer attention.

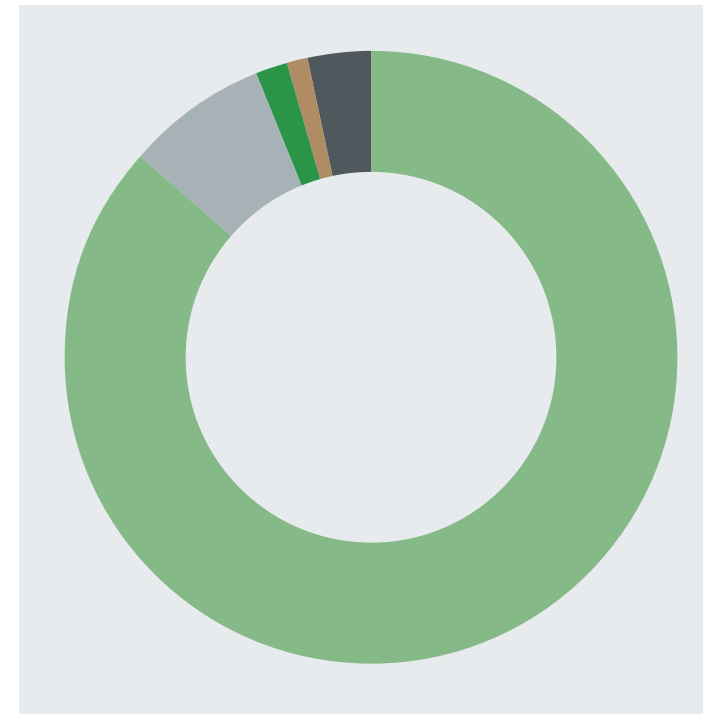
### SWEDEN

During the year, we have integrated the VårgårdaHus organisation in Sweden and continue to grow our position across Sweden. During 2017, we have established office in Stockholm and continue to develop our propositions in both wood and brick houses.

## BUSINESS CASE



## VALUE ADDED



- Procurement of goods and services<sup>1</sup> DKK 2,470m
- Employees, DKK 247m
- Lenders<sup>2</sup> DKK 56m
- Corporation tax, DKK 48m
- Profit retained by HusCompagniet, DKK 111m

1) This includes production costs, other operating expenses and special items

2) This includes financial income and expenses

# CEO LETTER

**I am pleased to report yet another strong year, delivering all-time high number of houses delivered and sold.**

**Our reach expanded through the integration of VårgårdaHus as well as office openings in Denmark and Germany adding 151 new talented colleagues to our organisation. We have continued to strengthen the corporate backbone and initiated a number of digital initiatives to further improve our customer experience and efficiency.**

## **ALL-TIME HIGH**

2017 was another great year for HusCompagniet where we achieved organic growth across all markets. We achieved revenue of DKK 3,064 million and increased total revenue of DKK 317 million, corresponding to 12% growth compared to 2016. Our EBITDA by DKK 255 million is another record for HusCompagniet.

We achieved growth in the number of single-family houses sold across all our markets. In Denmark, 1,362 new houses sold (2016: 1,277 houses). In Germany, 200 new houses sold (2016: 106 houses). In Sweden, 246 houses sold (2016: 44 houses). 2017 represents all-time high revenue, EBITDA and numbers of houses sold for HusCompagniet.

## **SHOW PARKS**

We opened our eighth Show Park in Denmark demonstrating our commitment to showcase our products. In Sweden, the first Show Park opened in 2017 and Germany further increased number of show houses to 4. When customers visit the show parks and houses, they experience the advantages of a new HusCompagniet house. Each show house provides a unique experience of the many customisation possibilities offered by HusCompagniet and the ongoing renewal of

show parks ensures an up-to-date experience for our customers. Our trained sales representatives are present at our show parks and houses ready to guide and support potential customers and follow up on sales leads.

## **CONTINUED FOCUS ON CUSTOMER SATISFACTION**

We marked a unique achievement in December as we crossed over 1,000 reviews on Trust Pilot demonstrating our relentless focus on customer satisfaction by maintaining our 5-star rating from our customers.

2017 achievements are based on our relentless focus on customer satisfaction evidenced by 1,600 satisfied families have moved into new homes. As many of our customers share their positive experiences online and in their own network, more families to look towards a new home from HusCompagniet.

## **DENMARK – BOOSTING SALE**

In 2017, we have increased our sales by 6% and continued to also provide attractive land opportunities to customers together with our differentiated house offering.

We continue to develop our business in Denmark and have further improved our delivery

model as well as executed on improvements to existing process management tools.

There is potential in further acquisitions and the right to build exclusively on land plots. By investing in individual building sites or larger plots, we can offer the entire package for our customers and also grow our network of offices.

## **WOOD HOUSES FOR OUR SWEDISH CUSTOMERS**

In April 2017, we expanded our presence in Sweden through the acquisition of VårgårdaHus. VårgårdaHus, headquartered in Vårgårda, is a leading Swedish single-family wood house builder with an attractive market position complementary to HusCompagniet. VårgårdaHus has 24 sales offices across Sweden, increasing the group's local presence across the entire Swedish market. We now have a strong platform together with VårgårdaHus for future growth across Sweden.

## **GERMAN GROWTH CONTINUED**

HusCompagniet in Germany, which operates under the localised name Die HausCompagnie, has expanded the office network with openings in Rostock, Lübeck, Bremen and Hannover. This underpins our ambition to becoming market leader in the



Northern German market. We still invest into our German organisation scaling up existing offices and hired a head of technic, head of development and head of finance.

#### **MARKETING**

The Marketing function is working according to the core concept of HusCompagniet, which is streamlined, scalable, low risk and repeatable - and ensures a sense of safety, trust and security for our customers. Even though the core concept is the same no matter the geography some local flexibility in adapting our communication is both desired and necessary in order to help us gain a foothold in new markets. We ensure our core concept remains at the heart of our communication wherever stakeholders interact with us, simply because this adds value.

#### **CUSTOMER CENTRIC IN OUR DNA**

HusCompagniet has a customer centric DNA which implies that everything we do is focusing on how we are perceived by our customers. In practice, this means that the Marketing department of HusCompagniet is having the superior customer journey as the guiding light for all activities we develop and initiate.

Our marketing strategy focuses on increasing the market size and winning at the point

## **CASE STUDY: ENHANCING COMMUNICATION WITH OUR CUSTOMERS THE HUSCOMPAGNIET APP**

Our new HusCompagniet app enhances our communication with our customers in all stages of the customer journey. The app includes a large number of features that makes it easier and more fun for new house buyers to get inspired and to understand the process of building a new house.

#### **FROM DREAM TO REALITY**

HusCompagniet's app inspires the customers how to build their own customised dream home before making a decision. It makes our popular house catalogue more interactive with advanced floorplan augmented reality viewing.

It helps visualise the house even before it is built with a set of features to help the customer in the process of choosing architecture, size, building materials and much more. It makes it easy to find and view our show houses in 3D and virtual reality. A new feature will make it possible to view all building sites for sale in a chosen geographical area also including sites where there already is located an old houses. The feature is based on an algorithm that calculates if the house is potentially relevant for demolition and thereby should be replaced with a new house.

To improve the customer journey in the app we have made partnership with a couple of Denmark's banks. Thus, customers can now move on in the process and get answers to their loan options.

#### **“OUR FOCUS IS ALWAYS ON CUSTOMER INVOLVEMENT AND SATISFACTION. THE APP IS ONE TOOL THAT HELPS US PERFORM BETTER IN ALL STAGES OF THE CUSTOMER LIFE CYCLE”**

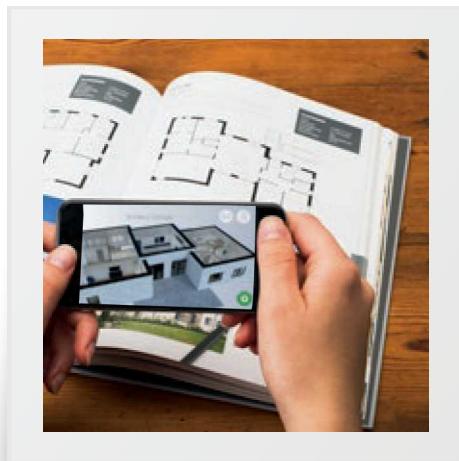
*Thuri Jested-Rask, CMO*

#### **Facts**

The app is the only one of its kind in HusCompagniet's three markets.

#### **IMPORTANT FEATURES:**

- Make our catalogue more interactive
- View ground plans in 3D
- Visualise the house with different types of roof and brick
- Change the size and shape of the house
- Enter the house with virtual reality
- See our show houses
- Different funding options
- Possible to save favourites



Our app is the ultimate tool for housebuilders, with the ability to use VR and 3D technology.

of sale. In execution, the customer journey is also guiding our activities. Key questions are; how far into their thought process the potential customers are, have they maybe even decided on purchasing a new house or are they buying a used one? Have they already arrived at the conclusion to build a new house but just not decided who should build it for them? Or have they already considered to have HusCompagniet build it for them, or even better, already chosen us for the task? No matter how far in the journey the customers are, our marketing activities are designed to help them move on to the next step in their decision process.

Historically we have promoted ourselves using a mix of analogue and digital marketing channels. In 2017, however, we significantly stepped up our game in regards to digital marketing. One factor in this was the in-sourcing of operational marketing which enabled us to focus more on SEO/AdWords, SoMe and Targeted Marketing. We also renewed and enhanced the user experience on our website, plus we developed a brand new app that is split in three different phases - before, during, and after

the construction of the house. In relation to the customer purchasing experience we developed tools for better customer interaction including Virtual Reality, customer profiles, Real Time 3D simulation of a potential house located on a plot. Needless to say the results of the efforts were good, one very tangible measure was the doubling of visitors on our website from 1 million in 2016 to 2 million in 2017.

#### OUR PEOPLE

Our people remains the foundation for HusCompagniet's continued success and growth. We work continuously to develop our over 400 loyal employees have an in-depth understanding of what is crucial to our customers.

We trust our employees, who are the essential contact points to our customers on a day-to-day basis. Internal training programmes and specialist courses empower our employees to take further responsibility on a local basis. Our specialists within marketing, sales, design, construction management, procurement and administration are all encouraged to cooperate across profes-

sional disciplines to deliver the best experience for our customers.

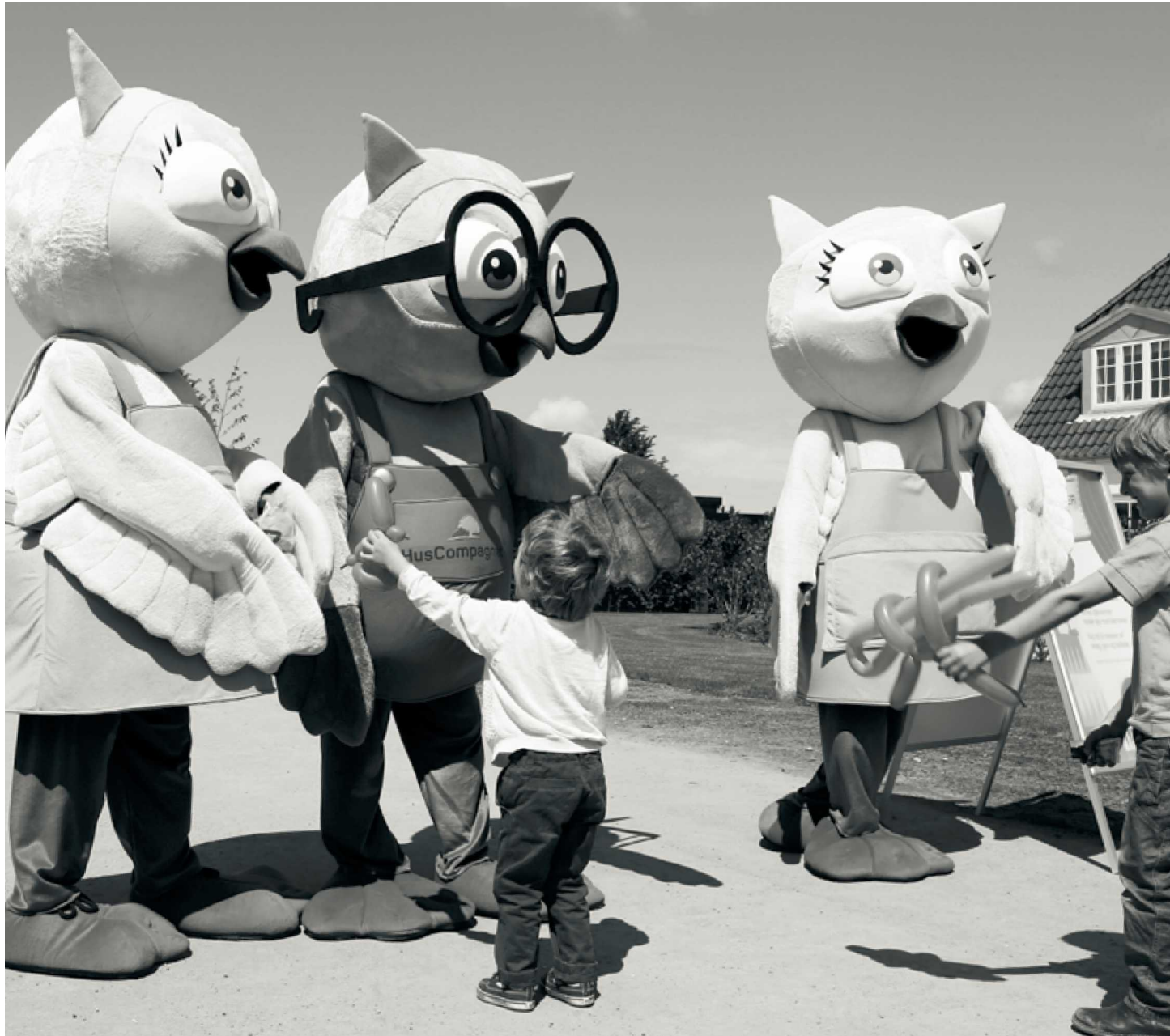
HusCompagniet is committed to the development of our employees at all levels of the organisation. Building our own talent pool is critical to our success. We strive to attract and develop the best talent.

#### FINAL WORDS

In conclusion, 2017 was a satisfactory year for HusCompagniet. More than 1,900 families have chosen a HusCompagniet home. We reached a milestone with over 1,000 positive reviews on TrustPilot from satisfied customers and achieved a strong financial result.

**Steffen Baungard**  
Group CEO

A large, stylized handwritten signature in black ink, which appears to read 'Steffen Baungard'.



The owl is our mascot.  
Customers and their children  
meet them in our show parks.



# OUR BUSINESS MODEL

## KEY RESOURCES

HusCompagniet is an asset-light business, with all construction work being outsourced and vast majority built on third party land, securing a highly scalable business model

### REPUTATION

---



We rely on our many satisfied customers to act as our ambassadors

### PEOPLE

---



We rely on our highly skilled workforce

### CUSTOMER-FACING ASSETS

---



We rely on our entrepreneurial spirit to maintain our competitive advantage

### KNOW-HOW

---



We rely on our know-how proven by a strong track record of more than 20,000 houses built

### FUNDING

---



We finance our business through cash flows from our operations and debt

### SUPPLY CHAIN

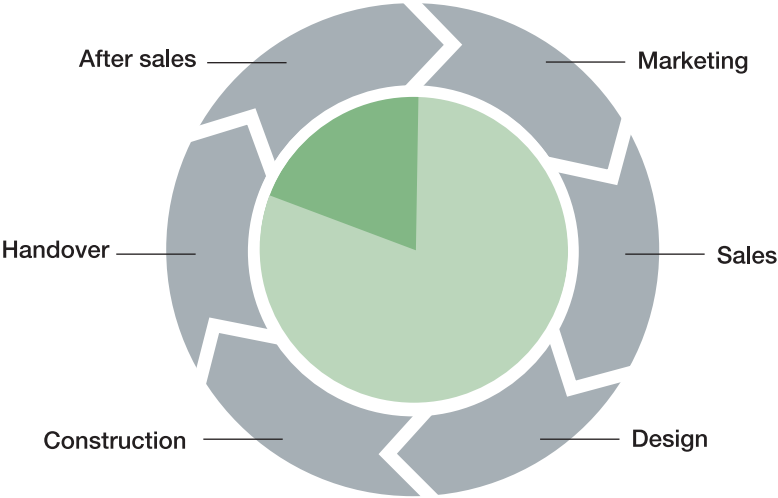
---



We rely on high quality from our suppliers and contractors

## MODEL

### CUSTOMER-CENTRIC HOUSEBUILDING MODEL



- Home providing on own land
- Home providing on third party land

Our business model is illustrated as a circle, because our previous and existing customers act as HusCompagniet's brand ambassadors, and are critical to generating future sales

## OUTCOMES

- **SATISFIED CUSTOMERS**  
By delivering competitively priced houses of high quality, we have been awarded 5 stars on Trustpilot.dk (see page 14)
- **FINANCIAL PERFORMANCE**  
EBITDA DKK 255m (see page 34)
- **SKILLED AND SAFE WORKFORCE**  
By investing in our employees, we ensure safe, healthy, engaged and skilled employees (see page 24)
- **ENVIRONMENTAL IMPACT**  
By building energy-efficient houses, we help to reduce CO2 emissions (see page 24)
- **INDUSTRY-LEADING WORKING CONDITIONS**  
We raise the bar in the construction sector by improving working conditions (see page 25)
- **FEEDING THE SUPPLY CHAIN**  
We engage a large number of people in our supply chain, and add value to our suppliers (see page 7)

# OUR BUSINESS MODEL

## HOW WE EXPRESS OUR MINDSET



## MARKETING

KEY RESOURCES:



For five years in a row HusCompagniet has been named as "Housebuilder of the Year" on the independent review portal [Anmeld-haandvaerker.dk](http://Anmeld-haandvaerker.dk)

At HusCompagniet, our marketing strategy always derives from a focus on customers, as our customers are our ambassadors. It is vital for us that our customers have the best experience with HusCompagniet. The approach we take to marketing is to ensure that what we show our customers is innovative and new within the industry. HusCompagniet embraces technological innovation in the way that we face our customers. This is best reflected in our newly

launched app that will inspire our customers by enabling them to customise and visualise the many architectures and materials selections available (see page 29).

Another example is the development of Virtual Reality that give our customers the opportunity to take a virtual tour of their dream house, in order to become inspired. The customer as the centre of attention is also shown by the

development of a feature on HusCompagniet.dk that allows our customers to find the building location of their dreams; regardless of whether the plot already has a house on it or not (see page 9). Additionally, HusCompagniet was the first to offer customers the option not to pay for the house until the house keys are handed over; exempting and relieving the customers of the potential risk of higher production costs.

## SALES

KEY RESOURCES:



The first point-of-contact between our potential customers and our organisation is usually through our local sales force. The most important objective for our sales professionals is to make the customer's dream house a reality by matching it with our architectures (see page

16), and the customer's financial budget. To strengthen our skillset and on-board new sales professionals, we established a HusCompagniet Sales Academy where we train our sales force in fulfilling our customer promise. To help our customers with inspiration when selecting their

dream house, we offer the opportunity to see a diverse range of our architectures in our show parks, illustrating the breadth of our offering and many customisation opportunities.

## DESIGN

KEY RESOURCES:



HusCompagniet employs first-class designers, and it is our designers who help our customers transform their dreams into their dream home. We use 3D tools to help customers visualise these dreams and outline the design of their house to the best possible extent.

Currently, we have designed and built close to 20,000 houses. Our architects have assembled the best of all these in our five architectural styles (see page 16). Our extensive experience enables our designers to provide the customers with great advice, and to foresee potential issues that the customers would not have

predicted themselves. It is part of our culture and values that we stick to what we are good at, which means building high quality single-family houses. Our proprietary app (see page 29) gives our customers an overview of the many choices to be made in the course of building a house.



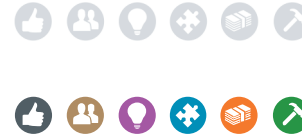
## CONSTRUCTION

To ensure that our high expectations of quality are met by our suppliers and contractors, the construction phase is managed by our very experienced construction managers. We are highly selective in our choice of suppliers, in order to ensure the highest quality. In accordance with the culture and values of HusCompagniet, all suppliers and contractors are expected to tidy up the construction site every day.







A clean and tidy construction site is key to ensuring that the contractors can always make their way around safely, and get started on their particular tasks quickly and efficiently.

The price is the price. We guarantee our customers no extra or unjustified costs during the process. Payment is not due until the customer moves in.

KEY RESOURCES:



HusCompagniet can offer the most efficient building process in the market by building our single-family houses in just 17 weeks on average.

-  Reputation
-  People
-  Customer-facing assets
-  Know-how
-  Funding
-  Supply chain

## HANDOVER

When the house is ready for handover, our customer and HusCompagniet inspect the house together, allowing the customer to review the work and identify potential flaws or over-

sights to be remedied by HusCompagniet. The construction manager, who has been the point-of-contact to the customer through the construction phase, is always present at the

KEY RESOURCES:



handover, ensuring the customer receives a house that fully satisfies his or her wishes.

## AFTER SALES

We continue to follow the customer after handover as needed. Since not all issues will be

identified before or at the handover, we are always available to remedy these quickly and ensure that

KEY RESOURCES:



our customers can fully enjoy their new home.

# OUR ARCHITECTURES

Over time HusCompagniet has built more than 20,000 houses. They are all different and every house is carefully customised and tailored to the family's needs. The majority of the houses we build fall into the five architectural styles we call our core product styles.

Our most popular designs are Classic Contemporary or Modern Contemporary, and although styles like Functionalism and the Cottage style are gaining popularity, more than approx. 80% of the houses we delivered in 2017 are Classic or Modern Contemporary.



## CLASSIC CONTEMPORARY

This classical Danish architecture has been the Danes' favourite building style for the past 40 years, and nothing suggests that this will change any time soon. The large tiled roof is characteristic of the style. It has a significant overhang, protecting the brick walls, doors and win-

dows. Typically, the roof tiles will be either black or red, while the façade bricks vary in the colours of white, grey, golden, yellow, red and shades of brown. The Classic Contemporary style always has a large terrace, as well as either a carport or a garage for the family car.



# MODERN CONTEMPORARY

If you dream of combining the feel of home with modern style, contemporary materials, and thinking out of the box, the "Modern Contemporary" style will provide new opportunities. The Modern Contemporary style offers great and innovative solutions for everyday family challenges, from laundry room to storage. The interior design matches both the children's toys and bright colours, as a contrast to the white walls. The exterior focuses on large surfaces with striking windows, and architectural effects alongside materials such as zinc and wood.







## PATRICIAN

Many dream of a spacious, exclusive villa with high ceilings and extravagant detailing in a classical architecture inspired by the patrician villas of the late 1800s.

The Patrician style means distinguished detailing and exclusive materials. The exterior is characterised by an impressive size. Often, the façades will be white, the roof black and the villa will have a relatively large number of windows and doors. Indoors, you will find white walls, beautiful wooden floors, panelled doors and maybe even the occasional high wooden panels in either the dining room or hall.





# COTTAGE STYLE

Architectural references to the early 20th century are currently widely popular in both exterior and interior design. The Cottage style is a beautiful example of this, and it is also a style that matches the Northern European landscape well.

The original idea behind the Cottage style was to promote the appreciation of great craftsmanship in masonry and carpentry. And even though, it has become easier – and cheaper – to build with great detail, this is still the approach today.







## FUNCTIONALISM

Both classic and modern at once – this style is growing fast in popularity. Functionalism is characterised by clean lines and a sharp profile both indoors and outdoors. The style is cubic with the flat roofs.

Essential to the style are the cubic sections, allowing for dramatic shifts in the architecture and great options to individualise the size and shape according to your dreams.



# OUR PEOPLE

PROFESSIONAL AND CUSTOMER-FOCUSED EMPLOYEES ARE ESSENTIAL TO THE SUCCESS OF HUSCOMPAGNIET. WE BELIEVE THAT OUR PEOPLE PLAY A CRITICAL ROLE IN OUR CONTINUED BUSINESS SUCCESS. AT HUSCOMPAGNIET, WE OFFER UNIQUE AND INDIVIDUAL SOLUTIONS FOR NEW HOUSE BUYERS. OUR APPROACH REQUIRES OUR EMPLOYEES TO DELIVER A HIGH DEGREE OF SERVICE FROM START TO FINISH. THEY MUST ALSO BE ABLE TO BUILD AND MAINTAIN A CLOSE AND TRUST-BASED RELATIONSHIP WITH THE CUSTOMER.

### **WHO ARE OUR PEOPLE**

At HusCompagniet, our people are trained professionals within their fields of expertise. Our specialists within marketing, sales, design, building, construction management and administration all cooperate to deliver a seamless experiences for our customers. They each understand the role they play in ensuring that HusCompagniet delivers on its customer promise in each phase of the building process. We strive to ensure that our more than 400 employees have an in-depth understanding of what is crucial to the customer, as the building of a single-family house evolves from a vague idea to blueprints at a building site and, finally, to a dream house.

### **OUR PEOPLE CULTURE**

Our culture reflects the customer-focused approach. Part of our Group strategy is to be present wherever our customers wish to build. Our sales offices are found at 21 locations in the three countries in which we operate. We trust our local people to meet local needs and demands. Continuous internal training programmes, such as our Sales Academy and specialist courses, empower our employees to take further responsibility on a local basis. Our employee manual supports the local empowerment strategy, by capturing in writing what we consider to be our code of conduct.

### **EMPLOYEE SATISFACTION**

HusCompagniet is an informal, non-hierarchical organisation, where personal involvement and motivation are core elements of both our leadership style and working environment. We celebrate together when we are successful and do our best to learn from our experiences across offices and national borders. We offer each employee opportunities to develop their skills and expertise, and to plan their careers through employee interviews and feedback sessions. Our APV (Workplace Assessment) ensures that HR monitors and takes the initiative to resolve any potential physical and psychosocial working environment issues in due time.

### **DEVELOPMENT AND TRAINING**

HusCompagniet is committed to the development of our employees at all levels of the organisation. Building our own talent pool is critical to our success. We offer both vocational and personal training. Since 2015, we have held our trainee programme for sales and construction management staff. The goal is to create an even better understanding of our products, processes and how to improve the quality and quantity of our deliveries. In 2018, we plan to launch additional tailored training programmes to meet future needs within the entire range of services.

### **HEALTH AND SAFETY**

The health and safety of our employees are of great importance to us. We conduct and develop our business with respect for the health, safety and welfare of all employees, partners, contractors and customers. We observe all requirements of national laws, rules and regulations, and a health insurance package is included in the insurance and pension programme. We regularly offer first aid courses to all employees and have installed an AED (Automated External Defibrillator) at many of our locations.

### **GENDER EQUALITY**

Traditionally, male employees have dominated the building industry – and the pattern is the same for male and female representation within HusCompagniet. We monitor the demographics of our employees and aim to balance the gender composition more in the coming years.



People make us strong, and HusCompagniet's 468 employees are our most important resource.



## 201 m<sup>2</sup> COTTAGE STYLE

The mix of classic styling with modern features is the perfect match.

# CORPORATE SOCIAL RESPONSIBILITY

In order for HusCompagniet to be successful, it is of great importance that our employees and partners act responsibly in every situation. This commitment to responsibility affects the entire organisation, internally and externally. Our choice of strategic partners expresses this commitment: how we build our houses and how we carry out our work in accordance with the law; how we take care of our employees and ensure that our partners take care of their people too; and how we care for the environment and our surroundings.

When we involve ourselves in CSR activities, such as making donations and sponsorships, we make sure that there is a match in terms of fundamental values.

### **CLIMATE AND THE ENVIRONMENT**

As the leading house builder in Northern Europe, we meet all the environmental requirements when conducting our business. Specifically, we comply with applicable BR18 building regulations. The regulations stipulate strict requirements for energy consumption in new buildings, including requirements for better insulation of new houses. HusCompagniet is proactive and ahead of the current BR15, since we today already comply with many of the new

energy and environmental requirements introduced in the optional BR2020. One example is the construction of a RockZero house, designed in cooperation with Rockwool. Here, all requirements of BR2020 are fulfilled, resulting in a low-energy-consumption house that meets the standards for the energy-optimised houses of the future. An important element of environmental and climate-friendly houses is the heating system. HusCompagniet offers several forms of environmentally-sound heating, such as geothermal heating and solar panels, besides recycling of excess indoor heating from bathrooms and kitchens. We have seen positive development in our customers' selection of geothermal heating, solar panels and recycling of heating in 2017.

In 2017, HusCompagniet has been environmentally innovative and met current requirements. One concrete example is that the soil removed from building sites is environmentally tested. Our contractors document that they deal with all surplus soil in accordance with current requirements. We install rainwater recycling systems for use in e.g. toilet flush systems. When choosing strategic partners and suppliers, we require that they are committed to complying with current legislation.

## **HUMAN RIGHTS AND ANTI-CORRUPTION**

The policies and processes of HusCompagniet comply with the current acts and guidelines for best practice, including such areas as business conduct, equal opportunities and anti-corruption. We expect the same from all of our partners and suppliers. We oppose any discrimination, regardless of age, gender, race, religion, political conviction or other aspects of basic human rights.

## **SOCIAL AND EMPLOYEE RELATIONS**

Our employees are the foundation for HusCompagniet. Each department is equally important and consists of people who are experts within their fields. The departments depend on each other and the employees in each department rely on each other to give our customers the best possible experience. Our focus is to create a healthy workplace where our employees thrive and have the physical and mental energy for their tasks, every day. One way to accommodate this is through the APV (Workplace Assessment) process, whereby we explore potential action plans and training programmes, and regularly follow up on individual and collective needs. We have seen positive development in our workplace assessments performed in 2017.

Overall, HusCompagniet has good relationships with our suppliers, the relevant trade unions and professional organisations. In cooperation with the Danish trade union 3F, which organises all building professionals, HusCompagniet has issued a letter of intent to improve working conditions at our building sites, for the benefit of our suppliers and in line with our keep-it-clean mindset. This proactive approach not only ensures good working conditions at HusCompagniet's many building sites, but the cooperation has also contributed to raising general standards within the construction industry. Our social contribution also includes engaging a large number of people hired by our suppliers and contractors.

## **HUSCOMPAGNIET, BØRNEFONDEN AND THE UN'S 17 SUSTAINABLE DEVELOPMENT GOALS**

The aim of the UN's 17 Sustainable Development Goals is to drive the world in a better direction by ending poverty, reducing inequality and tackling climate change. A number of the goals focus on poverty, fighting famine and providing a better life for human beings all over the world through education and healthcare. By incorporating selected development goals in HusCompagniet's CSR strategy, we contribute to the global development in areas that correspond to our core values and business.

Since 2013, HusCompagniet has worked with BØRNEfonden with the ambition to build and create safe conditions for children and their families in an entire village in Benin. We want to help build a better future for families in some of the poorest countries in the world, and building schools, wells, toilet facilities and libraries is a good match for our core culture and business, since our efforts result in the safety and well-being of the local community.





# FOOTPRINT

WHERE WE OPERATE

# DENMARK

1,362 houses sold (2016: 1,276)

- Aalborg
- Aarhus
- Esbjerg
- Haderslev
- Herning
- Hillerød
- Horsens
- Holbæk
- Næstved
- Odense
- Ringsted
- Virum

# GERMANY

200 houses sold (2016: 106)

- Bremen
- Flensburg
- Hamburg
- Hannover
- Lübeck
- Neumünster
- Rostock

# SWEDEN

341\* houses sold (2016: 246\*)

- Malmö
- Gothenburg

## VårgårdaHus

- Allingsås
- Lyckeby
- Eskilstuna
- Falun
- Gothenburg
- Halmstad
- Helsingborg
- Jönköping
- Karlstad
- Lidköping
- Linköping
- Luleå
- Malmö
- Norrköping
- Stockholm
- Trollhättan
- Uddevalla
- Umeå
- Uppsala
- Västerås
- Växjö
- Örebro
- Östersund
- Vårgårda

- Offices
- Agent representation

\*Figures are included  
VårgårdaHus full year

# STRATEGY, RISK AND GOVERNANCE

HUSCOMPAGNIET IS THE LEADING PROVIDER OF SINGLE FAMILY HOMES IN NORTHERN EUROPE

## GROUP STRATEGY

HusCompagniet's strategy is to design, sell and deliver customised, affordable and high-quality personal homes through a seamless customer journey, securing future support and advocacy from every single owner of a HusCompagniet home. It is our ambition to continue to be the leading home provider in Northern Europe with industry-leading customer experience and satisfaction. All HusCompagniet's customers should be active ambassadors and all our employees share a joint passion for consistently making this happen.

We focus on Denmark, Sweden and Germany, but maintain a strategic approach to further international growth through acquisitions or organic entry (as in Germany). We deliver turn-key homes, but offer modified finalisation as local markets dictate. We offer our customers end-to-end home solutions, including configuring and building their home through our physical and digital channels. We offer brick homes as main material; wood houses in Sweden as main variation. Our core products are detached residential one-family homes but offer semi-detached homes mainly on a project basis. We have solutions from 'value' to 'premium' houses but do not compete with "DIY" low-cost value propositions or high-end architect solutions. We mainly build on customers' land, but pursue

"own-land" opportunities utilising investment partnerships where possible.

Referrals and advocacy from customers is our #1 differentiator. We are industry-leading on digital channels and highly innovative in customer targeting. We mainly use in-house sales force with local offices and full-service advisory concepts – however agents are leveraged where local markets require. Our pricing decisions are pragmatic and based on informed decisions. Our local sales managers have clear discretion to price tactically, but within a defined framework. We outsource the building execution to external contractors in order to ensure an asset-light delivery model. To facilitate continuous improvements we aim for long-term relationships with our external contractors.

We negotiate key material categories directly with manufacturers to obtain best prices and ensure delivery. Smaller categories are sourced from builder merchants. We maintain a strong central centre of excellence for leading technical delivery, tools, and methods and apply local adaptations where possible.

## RISK MANAGEMENT

External factors that could affect our ability to generate revenue include employment rate, mortgage availability, property prices, interest rate changes and GDP growth. To

mitigate these factors, HusCompagniet diversifies its business by operating agile business model across different markets and acquiring strategic land plots.

To meet customers' expectations to product quality and service standards, we focus on the quality of our suppliers and partners, as well as quality inspections of all houses.

To mitigate injuries and health risks, HusCompagniet ensures all buildings are in compliance with safety regulations.

Financial risks include foreign currency, interest rates, liquidity and credit. HusCompagniet keeps local suppliers and cost base in local currency to mitigate foreign currency risk. HusCompagniet also has a balance debt structure of fixed and floating interest rates, as well as financial derivatives to mitigate exposure. We monitor liquidity on a daily basis and have policies in place to mitigate credit risks.

## GOVERNANCE

HusCompagniet's corporate governance in general complies with DVCA's recommendations, except for the recommendation that the annual report must include a description of the company's revenue and earnings expectations. Diego HC TopCo A/S' share capital is divided into three share classes. A

shares that carry no voting rights, B shares that carry 10 votes per share and C shares that carry one vote per share. A shares have preferential rights of distribution, corresponding to a maximum of 9% p.a. (incl. compound interest). B shares and C shares receive the amount remaining after the A shares' preferential right.

The target ratio of female members on the Board of Directors is 20% in 2020 and at present there are no female members. It is the company's policy to increase the share of the underrepresented gender on other executive levels. Other executive levels of the Group are represented by approximately 5% female managers, whereas the group target is 10%.

The remuneration of the members of the Executive Board and executive employees includes incentive programs which align interests between the company's management and the shareholders, as the schemes consider both short-term and long-term goals. In addition to the usual performance related bonus scheme, certain employees of the Group, as well as members of the Board of Directors of Diego HC Topco A/S take part in the Group's share investment program, which is disclosed in a note to the Annual Report.

## CASE STUDY: DIGITALISING THE BUILDING PROCESS

### JOINT DEVELOPMENT AGREEMENT BETWEEN HUSCOMPAGNIET AND GENIEBELT

In July 2017, HusCompagniet and GenieBelt signed a Joint Development Agreement to develop a digital project management platform customised to HusCompagniet. The platform will be used by both HusCompagniet employees and all external contractors and suppliers to further improve our building processes.

Embracing modern technology in an industry with long-standing traditions

At HusCompagniet, we acknowledge that strong communication and planning is key to any successful building process. With the new platform, all involved parties will automatically have access to all the latest building schedules, past communications, drawings, and contact information. Automatic and dynamic notifications will ensure all relevant parties are updated with the latest information when needed. This will further optimize our industry-leading building process and avoid errors or extra costs that may arise during the building process.

**“I HAVE RUN MY PROJECTS IN GENIEBELT FOR THE PAST SIX MONTHS AND I THINK IT IS GREAT. OUR EXTERNAL CONTRACTORS ARE ALSO VERY POSITIVE TOWARDS USING GENIEBELT. EVERYBODY KNOWS WHAT IS HAPPENING WHEN AND THE ENTIRE PROCESS RUNS MORE EASILY. IT’S CLEARLY A WIN-WIN.”**

Adam, construction manager in Hillerød





## Key figures

DKK'm	2017	2016	2015	2014	2013*
<b>Income statement</b>					
Revenue	1.165	995	768	508	582
Gross profit	222	171	137	122	121
Operating profit before depreciation and amortisation (EBITDA) before special items	120	80	71	68	90
Operating profit (EBIT)	116	78	60	67	90
Financial income	0	0	0	0	0
Profit for the year	90	61	46	50	67
<b>Financial position at 31 December</b>					
Total assets	607	403	286	284	246
Equity	303	213	152	176	163
<b>Cash flow</b>					
Cash flow from operating activities	99	-19	35	78	54
Cash flow from investing activities					
Cash flow from financing activities					
Free cash flow	99	-19	35	78	54
<b>Key figures</b>					
Revenue growth	17%	30%	51%	-13%	38%
Gross margin	19%	17%	18%	24%	21%
EBITDA margin	10%	8%	9%	13%	15%
Average number of employees	102	88	61	47	42

\*The consolidated key figures for 2013 is prepared in accordance with Danish GAAP, and has not been restated in accordance with IFRS as adopted by the EU.

## Financial review

Net revenue totalled DKK 1,165 million for 2017, compared to DKK 995 million in 2016, corresponding to an increase of 17%. The increase in revenue was mainly driven by an increase in our activities.

EBITDA totalled DKK 120 million for 2017, compared to DKK 80 million in 2016, corresponding to an increase of 40%. The increase in EBITDA is mainly attributable to the increase in our activities.

Profit before tax totalled DKK 116 million for 2017, compared to DKK 78 million in 2016.

The board of Directors and management consider the financial result for 2017 to be satisfactory.

## OUTLOOK

We expect revenue and profit before tax to increase compared to 2017.

# FINANCIAL STATEMENTS

	Page		Page
<b>PRIMARY STATEMENTS</b>		<b>5 FUNDING AND CAPITAL</b>	
Income statement	32	<b>STRUCTURE</b>	45
Balance sheet	33	5.1 Equity	
Statement of cash flow	34	5.2 Borrowings and non-current liabilities	
Statement of changes in equity	35	5.3 Financial leasing	
<b>1 BASIS OF PREPARATION</b>	36	5.4 Financial income and expenses	
1.1 General accounting policies		5.5 Financial risk management	
1.2 Introduction to significant estimates and judgements		5.6 Accounting policy	
1.3 Application of materiality		<b>6 OTHER DISCLOSURES</b>	
<b>2 EBITDA</b>		6.1 Tax	49
2.1 Revenue	38	6.2 Operating leases	
2.2 Costs including staff costs and remuneration		6.3 Other non-cash items	
2.3 Reconciliation of EBITDA to normalised EBITDA (analysis of special items)		6.4 Related parties	
2.4 Special items		6.5 Auditor's fee	
2.5 Financial risk management		6.6 Events after the balance sheet date	
2.6 Accounting policy		6.7 Definitions	
2.7 Significant estimates and judgements		6.8 Accounting policy	
<b>3 WORKING CAPITAL</b>	41	Statement by the board of directors and executive board	53
3.1 Inventories		Independent auditor's report	54
3.2 Construction contracts			
3.3 Guarantee commitments and contingent liabilities			
3.4 Changes in working capital			
3.5 Financial risk management			
3.6 Accounting policy			
3.7 Significant estimates and judgements			
<b>4 INVESTMENTS</b>	44		
4.1 Property, plant and equipment			
4.2 Accounting policy			

## INCOME STATEMENT

DKK'000	Note	2017	2016
Revenue	2.1	1.165.218	994.908
Production costs		-942.797	-824.016
Gross profit		222.421	170.892
Staff cost	2.2	-86.742	-73.138
Other operating income		-	52
Other operating expenses		-15.685	-17.934
Operating profit before depreciation and amortisation (EBITDA) before special items		119.994	79.872
Special items	2.4	-1.105	0
Operating profit before depreciation and amortisation (EBITDA) after special items		118.889	79.872
Depreciation and amortisation	4.1	-2.903	-2.087
Operating profit (EBIT)		115.986	77.785
Financial income	5.4	7	3
Financial expenses	5.4	-409	-206
Profit before tax		115.584	77.582
Tax on profit	6.1	-25.433	-17.071
Profit for the year		90.151	60.511

Profits attributable to:

DKK'000	Note	2017	2016
Equity owners of the Company		90.151	60.511

## STATEMENT OF OTHER COMPREHENSIVE INCOME

DKK'000	Note	2017	2016
Profit for the year		90.151	60.511
Other comprehensive income, net of tax		0	0
Total comprehensive income for the year		90.151	60.511

Total comprehensive income attributable to:

DKK'000	Note	2017	2016
Equity owners of the Company		90.151	60.511

## BALANCE SHEET

DKK'000	Note	2017	2016
<b>Assets</b>			
Non-current assets			
Property, plant and equipment	4.1	13.708	8.135
Other receivables		1.041	1.022
<b>Total non-current assets</b>		<b>14.749</b>	<b>9.157</b>
Current assets			
Inventories	3.1	201.528	131.059
Construction contracts	3.2	222.769	185.031
Trade and other receivables		18.216	33.922
Prepayments		0	1.001
Receivables from affiliated companies		0	1.318
Income tax receivable	6.1	0	0
Cash and cash equivalents		149.943	41.874
<b>Total current assets</b>		<b>592.456</b>	<b>394.205</b>
<b>Total assets</b>		<b>607.205</b>	<b>403.362</b>
<b>Equity and liabilities</b>			
Equity			
Share capital	5.1	2.000	2.000
Retained earnings and other reserves		300.677	210.526
<b>Total equity</b>		<b>302.677</b>	<b>212.526</b>
Liabilities			
Non-current liabilities			
Interest-bearing long term debt	5.2	4.516	0
Provisions	3.3	1.697	1.762
Deferred tax liability	6.1	8.152	6.489
<b>Total non-current liabilities</b>		<b>14.365</b>	<b>8.251</b>
Current liabilities			
Credit institutions	5.2	776	0
Trade and other payables		154.051	112.754
Construction contracts	3.2	6.341	2.972
Prepayments from customers	3.2	1.944	705
Provisions	3.3	6.790	7.047
Income tax payable	6.1	23.575	14.752
Payables to affiliated companies		13.858	3.172
Other liabilities		82.828	41.183
<b>Total current liabilities</b>		<b>290.163</b>	<b>182.585</b>
<b>Total liabilities</b>		<b>304.528</b>	<b>190.836</b>
<b>Total equity and liabilities</b>		<b>607.205</b>	<b>403.362</b>

Reference to off-balance sheet notes: Operating leases 6.2, Related parties 6.4, and Contingent liabilities 3.3



## STATEMENT OF CASH FLOWS

DKK'000	Note	2017	2016
Cash flow from operating activities			
Profit before tax		115.584	77.582
Changes in working capital	3.4	-3.950	-102.731
Adjustments for non-cash items	6.3	2.983	4.844
Interest received		7	3
Interest paid		-409	-206
Corporation tax paid		-14.947	1.087
<b>Net cash generated from operating activities</b>		<b>99.268</b>	<b>-19.421</b>
Cash flow from investing activities			
Acquisition of assets recognised as property, plant and equipment		-8.476	-5.188
Acquisition of assets recognised as other receivables		-19	0
<b>Net cash generated from investing activities</b>		<b>-8.495</b>	<b>-5.188</b>
Cash flow from financing activities			
Proceeds from loans		5.292	0
Proceeds from payables to affiliated companies		12.004	-3.926
Dividend to equity holders		0	0
<b>Net cash generated from financing activities</b>		<b>17.296</b>	<b>-3.926</b>
<b>Total cash flows</b>		<b>108.069</b>	<b>-28.535</b>
Cash and cash equivalents at 1 January		41.874	70.409
Net foreign currency gains or losses		0	0
<b>Cash and cash equivalents at 31 December</b>		<b>149.943</b>	<b>41.874</b>
Cash and cash equivalents			
Cash at bank and on hand		149.943	41.874
Short-term bank deposits		0	0
<b>Cash and cash equivalents as at 31 December</b>		<b>149.943</b>	<b>41.874</b>
Bank overdrafts		0	0
<b>Net cash and cash equivalents as at 31 December</b>		<b>149.943</b>	<b>41.874</b>

## STATEMENT OF CHANGES IN EQUITY

2017					
DKK'000	Share capital	Share premium	Foreign currency translation reserve	Retained earnings	Total
Equity at 1 January	2.000	0	0	210.526	212.526
Profit for the period	0	0	0	90.151	90.151
Other comprehensive income:					
Foreign currency translation differences	0	0	0	0	0
Tax relating to other comprehensive income	0	0	0	0	0
Total other comprehensive income	0	0	0	0	0
Transactions with owners of the Company and other equity transactions:					
Dividends paid	0	0	0	0	0
Total transactions with owners of the Company and other equity transactions	0	0	0	0	0
Equity on 31 December	2.000	0	0	300.677	302.677

2016					
DKK'000	Share capital	Share premium	Foreign currency translation reserve	Retained earnings	Total
Equity at 1 <sup>st</sup> January	2.000	0	0	150.015	152.015
Profit for the period	0	0	0	60.511	60.511
Other comprehensive income:					
Foreign currency translation differences	0	0	0	0	0
Tax relating to other comprehensive income	0	0	0	0	0
Total other comprehensive income	0	0	0	0	0
Transactions with owners of the Company and other equity transactions:					
Capital Injection	0	0	0	0	0
Capital Reduction	0	0	0	0	0
Dividends paid	0	0	0	0	0
Total transactions with owners of the Company and other equity transactions	0	0	0	0	0
Equity on 31 December	2.000	0	0	210.526	212.526

### Capital management

The primary objective of HusCompagniet Midt- og Nordjylland A/S's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximize shareholder value.

HusCompagniet Midt- og Nordjylland A/S manages its capital structure and makes adjustments to it in light of changes in economic conditions. To maintain or adjust the capital structure, HusCompagniet Midt- og Nordjylland A/S may adjust the dividend payments to shareholders, acquire its own shares or issue new shares.

## SECTION 1: BASIS OF PREPARATION

### Introduction

HusCompagniet Midt- og Nordjylland A/S is a company incorporated and domiciled in Denmark. The Company is principally engaged in construction and sale of single-family-houses in Denmark.

The following is a summary of the significant accounting policies adopted by HusCompagniet Midt- og Nordjylland A/S.

General accounting policies applied to the financial statements as a whole are described below. Significant accounting policies covering specific accounts are placed in each section to which they relate.

These financial statements for the Company are for the year ended 31 December 2017.

They were approved at the general meeting on 31 May 2017 by chairman Ulrik Thougard Jensen.

The accounting policies are unchanged from last year.

The following notes are presented in Section 1:

- 1.1 General accounting policies
- 1.2 Introduction to significant estimates and judgements
- 1.3 Application of materiality

### Note 1.1 General accounting policies

#### Basis of preparation

The financial statements are prepared in accordance with International Financial Reporting Standards as endorsed by the EU ("IFRS") and additional requirements of the Danish Financial Statements Act, applying to large reporting class C entities.

The financial statements have been prepared on a historical cost basis, except as noted in the various accounting policies.

These financial statements are expressed in DKK, as this is HusCompagniet Midt- og Nordjylland A/S's functional and presentation currency. All values are rounded to the nearest thousand DKK '000 where indicated.

#### Foreign currency translation

##### Transactions and balances

Foreign currency transactions are initially recorded at the functional currency rates prevailing at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rate of exchange ruling at the reporting date.

All differences are recognised in the Income Statement under financial items. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

#### Implementation of new or amended standards and interpretations

##### Standards issued but not yet effective

The IASB has issued a number of new IFRS standards, amended standards, revised standards and interpretations, which are effective for financial years beginning on or after 1 January 2017, most significantly:

IFRS 9 Financial Instruments, with effective date 1 January 2018. IFRS 9 is part of the IASB's project to replace IAS 39, and the new standard will substantially change the classification of financial assets and measurement of financial instruments and hedging requirements.

The Group plan to adopt the new standard on the required effective date and will not restate comparative information. During 2017, the Group has performed an impact assessment of IFRS 9. This assessment is based on currently available information and may be subject to changes arising from further reasonable and supportable information being made available to the Group in 2018 when the Group will adopt IFRS 9. Overall, the Group expects no significant impact on its statement of financial position and equity.

IFRS 15 Revenue from contracts with customers, with effective date 1 January 2018. IFRS 15 is part of the convergence project with FASB to replace IAS 18. The new standard will establish a single, comprehensive framework for revenue recognition.

The Group plan to adopt the new standard on the required effective date and will not restate comparative information. During 2017, the Group has performed an impact assessment of IFRS 15. This assessment is based on currently available information and may be subject to changes arising from further reasonable and supportable information being made available to the Group in 2018 when the Group will adopt IFRS 15. Overall, the Group expects no significant impact on its statement of financial position and equity.

IFRS 16 Leasing, with effective date 1 January 2019. The change in lease accounting requires capitalization of the majority of the Group's operational lease contracts similar to the accounting for financial leases under IAS 17 where the Company will recognize a liability and an asset at the commencement date of a lease. Lease assets will be depreciated through profit and loss. Furthermore, the change in lease accounting will change the classification of lease payment from other operating expenses to interest expenses and payment of lease liability. In 2018 the Group will continue to assess the potential effect of IFRS 16 on its consolidated financial statements. Refer to note 6.2 Operating Leases, where contractual obligations are listed.



## Note 1.2 Introduction to significant estimates and judgements

In preparing the financial statements, management made various judgements, estimates and assumptions concerning future events that affected the application of the Company's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and assumptions are reviewed on an ongoing basis and have been prepared taking the financial market situation into consideration, but still ensuring that one-off effects which are not expected to exist in the long term do not affect estimation and determination of these key factors.

Significant estimates and judgements covering specific accounts are placed in each section to which they relate.

Significant estimates and judgements	Note
Percentage-of-completion profit recognition	2.7
Guarantee commitments	3.7

## Note 1.3 Application of materiality

The financial statements are a result of processing large numbers of transactions and aggregating those transactions into classes according to their nature or function. When aggregated, the transactions are presented in classes of similar items in the financial statements.

If a line item is not individually material, it is aggregated with other items of a similar nature in the financial statements or in the notes.

The disclosure requirements are substantial in IFRS and the group provides these specific required disclosures unless the information is considered immaterial to the economic decision-making of the readers of the financial statements or not applicable.

## SECTION 2:

### Introduction

This section provides information regarding the Company's performance in 2017, including the effects of non-recurring items on EBITDA.

The development of primary costs, staff costs and remuneration, and information about the Company's low exposure towards currency risk on transaction level is also contained in this section.

The following notes are presented in Section 2:

- 2.1 Revenue
- 2.2 Costs including staff costs and remuneration
- 2.3 Reconciliation of EBITDA to normalised EBITDA (analysis of special items)
- 2.4 Special items
- 2.5 Financial risk management
- 2.6 Accounting policy
- 2.7 Significant estimates and judgements

### Note 2.1 Revenue

#### Revenue per category

2017

DKK'000	Contracted sales	Non-contracted sales	Total revenue
Sales value houses sold on customers building sites	763.236	0	763.236
Sales value houses sold on own building sites	276.549	0	276.549
Sales of land plots	119.371	0	119.371
Other revenue	0	6.062	6.062
<b>Total</b>	<b>1.159.156</b>	<b>6.062</b>	<b>1.165.218</b>

2016

DKK'000	Contracted sales	Non-contracted sales	Total revenue
Sales value houses sold on customers building sites	831.152	0	831.152
Sales value houses sold on own building sites	94.811	0	94.811
Sales of land plots	66.205	0	66.205
Other revenue	0	2.740	2.740
<b>Total</b>	<b>992.168</b>	<b>2.740</b>	<b>994.908</b>

Contracted sales comprises sale of houses constructed on the customers land, or houses sold on own land that are covered by a customer contract before construction is started.

Conversely, non-contracted sales comprise sale of houses constructed on own land to which no customer contract has been entered before construction starts, including sale of show-houses.

## Note 2.2 Costs including staff costs and remuneration

### Staff costs

DKK'000	2017	2016
Wages and salaries	52.693	48.887
Defined contribution plans	3.977	2.313
Other social security costs	763	710
Other staff Costs	29.309	21.228
Transfer to Production cost	0	0
<b>Total</b>	<b>86.742</b>	<b>73.138</b>
Average number of full-time employees	102	88

### Remuneration of key management personnel and Directors

Diego HC TopCo A/S and HusCompagniet A/S have issued a Management Participation programme (MPP) through which Management and selected key employees have received an opportunity to purchase shares in Diego HC TopCo A/S subject to certain market conditions.

## Note 2.3 Reconciliation of EBITDA to normalised EBITDA (analysis of special items)

### Reconciliation of EBITDA

DKK'000	2017	2016
Operating profit before depreciation and amortisation	118.889	79.872
Special items		
-Strategic change in organisation	1.105	0
<b>Total special items</b>	<b>1.105</b>	<b>0</b>
Operating profit before depreciation and amortisation (EBITDA) before special items	119.994	79.872

The Company presents certain financial measures in the financial statements that are not defined under IFRS. It is Management's belief that these measures provide valuable supplemental information to investors and the Company's management, as they allow for evaluation of trends and the Company's performance.

Since such financial measures are not calculated by all companies in the same way, they are not always comparable to measures used by other companies. These financial measures should therefore not be considered to be a replacement for measurements as defined under IFRS. The definition section 6.7 provides information in greater detail regarding definitions of financial performance measures. Information regarding special items is included in note 2.4

## Note 2.4 Special items

DKK'000	2017	2016
Cost related to restructuring of process and fundamental structural adjustment :		
-Strategic change in organisation	1.105	0
<b>Total special items</b>	<b>1.105</b>	<b>0</b>

## Note 2.5 Financial risk management

### Currency Risk

The Group is exposed to currency fluctuations from its activities in Germany and Sweden. The subsidiaries in the two countries are not affected, as income and costs are denominated in the local functional currency.

Management continuously assesses the significance of the Group's activities denominated in foreign currencies.

Total revenue generated in SEK and EUR for 2017 amounted to 418 million (2016: 198 million). Management considers the Group's exposure to SEK and EUR as insignificant.

## Note 2.6 Accounting policy

### Revenue

Revenue from sale of completed non-contracted houses is recognised at legal completion and when the significant risks and rewards have been transferred to the buyer, which is on delivery of the house to the customer. Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for the house, net of discounts and VAT.

### Construction contracts

Sale of contracted houses, when the legal terms of the contract are such that the construction represents the continuous transfer of work in progress to the purchaser, the percentage-of-completion method of revenue recognition is applied. For such contracts, revenue is recognised as work progresses.

Continuous transfer of work in progress is applied when the buyer controls the work in progress, typically when the land plot on which the development takes place is owned by the final customer, and all significant risks and rewards of ownership of the work in progress in its present state are transferred to the buyer as construction progresses, typically, when buyer cannot put the incomplete property back to the Company. In such situations, the percentage of work completed is measured based on the costs.

### Production costs

Production costs include direct and indirect costs of raw materials and consumables incurred in generating the revenue for the year.

### Other operating expenses

Other external expenses include the period's expenses relating to the Company's core activities, including expenses relating to distribution, sale, advertising, administration, premises, bad debts, payments under operating leases, etc.

### Other operating income

Other operating income includes income from secondary activities such as gains/losses from sale of property, plant and equipment.

### Staff costs

Staff costs include wages and salaries, including compensated absence and pensions, as well as other social security contributions, etc. made to the Company's employees. The item is net of refunds made by public authorities.

### Special items

Special items include significant income and costs of a special nature in terms of the Company's revenue-generating operating activities which cannot be attributed directly to the Company's ordinary operating activities. Such income and costs include costs related to significant restructuring of processes and fundamental structural adjustment, as well as gains or losses arising in this connection, and which are significant.

Special items also include items that by nature are non-recurring, specifically impairment of goodwill, gains and losses on the disposal of activities and transaction cost from a business combinations.

These items are classified separately in the Income Statement, in order to provide a more accurate and transparent view of the Company's recurring operating profit.

## Note 2.7 Significant estimates and judgements

### Percentage-of-completion profit recognition

A fundamental condition for being able to estimate percentage-of-completion profit recognition is that project revenues and project costs can be established reliably. This reliability is based on such factors as compliance with the Group's systems for project control and that project management has the necessary skills.

The assessment of project revenues and project costs is based on a number of estimates and assessments that depend on the experience and knowledge of project management in respect of project control, training and the prior management of project. There is a risk that the final result will differ from the profit accrued based on percentage-of-completion. At year-end, recognized revenues amounted to DKK 229 million (2016: DKK 195 million); refer to note 3.2 Construction contracts.



## SECTION 3:

### Introduction

This section provides information regarding the development in the Company's working capital. This includes notes to understand the development in construction contracts and related guarantee commitments.

Information to understand the Company's low exposure towards credit risk is also contained in this section

The following notes are presented in Section 3:

- 3.1 Inventories
- 3.2 Construction contracts
- 3.3 Guarantee commitments and contingent liabilities
- 3.4 Changes in working capital
- 3.5 Financial risk management
- 3.6 Accounting policy
- 3.7 Significant estimates and judgements

### Note 3.1 Inventories

DKK'000	2017	2016
Raw materials	594	1.388
Work in progress (non-contracted)	101.212	63.232
Building sites	99.722	66.439
Total inventories	201.528	131.059

### Note 3.2 Construction contracts

DKK'000	2017	2016
Selling price of construction contracts	228.603	195.480
Prepayments	-12.175	-13.421
	216.428	182.059
Calculated as follows:		
Construction contracts (assets)	222.769	185.031
Construction contracts (liabilities)	-6.341	-2.972
	216.428	182.059
Prepayments from customers regarding construction contracts not yet started	1.944	705

### Note 3.3 Guarantee commitments and contingent liabilities

DKK'000	2017	2016
Guarantee provision at 1 January	8.809	6.255
Arising during the year	8.487	8.809
Provisions related to business combinations	0	0
Utilised	-8.809	-6.255
<b>Guarantee provision at 31 December</b>	<b>8.487</b>	<b>8.809</b>
Distributed in the balance as follows:		
Non-current liabilities	1.697	1.762
Current liabilities	6.790	7.047

At year-end, the guarantee provision amounted to DKK 8,5 million (2016: DKK 8.8 million). Provisions for future costs due to guarantee commitments are recognized at the amount expected to be required to settle the commitment on the balance-sheet date.

This estimate is based on calculations, assessments by company management and experiences gained from past transactions.

#### Contingent liabilities

The company is continuously involved in minor disputes, but nothing significant per 31st December 2017

The Company is jointly taxed with its parent, Diego HC A/S, which acts as Management Company for the other Danish group entities. The Company is jointly and severally liable with other jointly taxed group entities for payment of income taxes and withholding taxes falling due for payment in the group of jointly taxed entities.

#### Collateral

DKK 9 million of cash and short term deposits is placed in restricted accounts, and is released when the completed houses are delivered to the customers (2016: DKK 8.5 million).

The Company has issued guaranties to trade creditors of DKK 5.3 million as at 31 December 2017 (2016: DKK 3.2 million)

### Note 3.4 Changes in working capital

DKK'000	2017	2016
Increase/decrease in construction contracts & Inventory	-103.599	-116.597
Increase/decrease in trade and other receivables	16.707	-22.869
Increase/decrease in trade and other payables	82.942	36.735
<b>Total</b>	<b>-3.950</b>	<b>-102.731</b>

### Note 3.5 Financial risk management

#### Credit risk

HusCompagniet Midt- og Nordjylland A/S is exposed towards customers' inability to meet their financial obligations. To address this risk, the Group obtains a bank guarantee from all customers before construction starts. In contracts where the scope and price is subsequently changed, the bank guarantee is updated, if the change by Management is considered significant.

It is the Company's assessment that the exposure towards credit risk is not significant.

Impairment of receivables amounted to nil in 2017 and 2016.

### Note 3.6 Accounting policy

#### Inventories

Inventories are measured at the lower of cost and net realisable value.

The cost price of raw materials includes costs of bringing each product to its present location and condition. Cost of raw materials are measured on a first-in/first-out basis.

#### *Work in progress and finished houses (non-contracted construction)*

The cost of work in progress and finished houses (non-contracted), includes costs of direct materials and labour.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

#### Provisions

Provisions differ from other liabilities in that there is a degree of uncertainty concerning when payment will occur or concerning the size of the amount required to settle the provision.

Provisions are recognized in the balance sheet when a legal or informal commitment exists due to an event that has occurred, it is probable that an outflow of resources will be required to settle the commitment and the amount can be estimated reliably.

#### Trade and other receivables

Receivables are measured at amortised cost. Provisions are made for bad debts where there is an objective indication that an individual receivable or a portfolio of receivables has been impaired.

Provisions are made up as the difference between the carrying amount and the present value of the expected cash flows, including the realisable value of any collateral received. The effective interest rate used at the time of initial recognition is used as the discount rate for the individual receivable or portfolio.

Other receivables are deposits on leaseholds. On initial recognition, such financial assets are subsequently measured at amortised cost using the effective interest rate method (EIR) less impairment. The EIR amortisation is included in financial income in the income statement. The losses arising from impairment are recognised in the income statement in financial expenses.

#### Cash and cash equivalents

Cash and cash equivalents comprise cash at banks and on hand and demand deposits.

For the purpose of the financial statement of cash flows, cash and cash equivalents consists of cash and short-term deposits, net of outstanding overdrafts.

### Note 3.7 Significant estimates and judgements

#### Guarantee commitments

Provisions for future costs due to guarantee commitments are recognized at the amount expected to be required to settle the commitment on the balance-sheet date. This estimate is based on calculations, assessments by company management and experiences gained from past transactions.

At year-end, the guarantee provision amounted to DKK 8.5 million (2016: DKK 8.8 million), refer to note 3.3 Provisions and contingent liabilities.

## SECTION 4: INVESTMENTS

### Introduction

In this section the Company's investments are explained. This includes investments in intangible and tangible assets.

The following notes are presented in Section 4:

4.1 Property, plant and equipment

4.2 Accounting policy

### Note 4.1 Property, plant and equipment

DKK'000	2017	2016
Cost at 1 January	14.065	9.210
Additions	9.315	5.273
Disposals	-3.387	-418
Cost at 31 December	19.993	14.065
Depreciation and impairment 1 January	5.930	4.261
Depreciation	2.904	2.087
Disposals	-2.549	-418
Depreciation and impairment 31 December	6.285	5.930
Carrying amount 31 December	13.708	8.135

### Note 4.2 Accounting policy

#### Property, plant and equipment

Land and buildings, plant and machinery and fixtures and fittings, other plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost comprises the purchase price and costs of materials, components, suppliers, direct wages and salaries and indirect production costs until the date when the asset is available for use.

Depreciation is provided on a straight-line basis over the expected useful lives, which are 3-5 years for operating assets and equipment, and 3-5 for leasehold improvements.



## SECTION 5: FUNDING AND CAPITAL STRUCTURE

### Introduction

This sections includes information regarding the Company's capital structure, and information on how the activities and investments of the Company is funded.

Information regarding the Company's exposure towards liquidity and interest rate risk is also contained in this section.

The following notes are presented in Section 5:

- 5.1 Equity
- 5.2 Borrowings and non-current liabilities
- 5.3 Financial leasing
- 5.4 Financial income and expenses
- 5.5 Financial risk management
- 5.6 Accounting policy

### Note 5.1 Equity

#### Share capital

	2017		2016	
	Nominal value (DKK'000)	Number of shares	Nominal value (DKK'000)	Number of shares
Share capital at 1 January (issued and fully paid)	2.000	2.000	2.000	2.000
Additions	0	0	0	0
Share capital at 31 December	2.000	2.000	2.000	2.000

The company's share capital is nominally DKK 2,000,000 divided into 2,000,000 shares of DKK 1 each or multiples hereof.

### Note 5.2 Borrowings and non-current liabilities

#### Borrowings

DKK'000	2017	2016
Non-current liabilities	4.516	0
Current liabilities	776	0
Total carrying amount	5.292	0
Nominal value	6.133	0

#### 2017

DKK'000	Currency	Interest rate	Average interest rate	Carrying amount
Commitments on financial leasing agreements	DKK	Fixed-rate	5,00%	5.292

#### 2016

DKK'000	Currency	Interest rate	Average interest rate	Carrying amount
Commitments on financial leasing agreements				

### Note 5.3 Financial leasing

The Group has entered into financial leasing agreements for cars. Present value of lease payments constitute a significant portion of the asset's fair value. The leased assets act as collateral for lease commitments.

Commitments on financial leased assets included in borrowings:

DKK'000	Minimum lease payment		Present value of minimum lease payment	
	2017	2016	2017	2016
0-1 year	1.022	0	776	0
1-5 years	4.089	0	3.520	0
> 5 years	1.022	0	995	0
	6.133	0	5.291	0
Interest element	-842	0	0	0
Present value of minimum lease payment	5.291	0	5.291	0

According to leasing contracts, there is no contingent rental payments.

The carrying amount of the leased assets amounts per 31. December 2017 5,292 T. DKK.

## Note 5.4 Financial income and expenses

### Financial income and financial expenses

DKK'000	2017	2016
Financial income		
Interests received from banks*	6	3
Exchange rate gains	1	0
<b>Total financial income</b>	<b>7</b>	<b>3</b>
Financial expenses		
Interest paid to banks*	403	162
Exchange rate losses	0	0
Other financial cost	6	44
<b>Total financial expenses</b>	<b>409</b>	<b>206</b>
<b>Net financials</b>	<b>-402</b>	<b>-203</b>

\*Interest income and expenses from financial assets and financial liabilities measured at amortised cost.

## Note 5.5 Financial risk management

HusCompagniet Midt- og Nordjylland A/S's activities and capital structure is exposed to a variety of financial risks: Market risks (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. Group management oversees the management of these risks in accordance with the Group's risk management policies.

This section includes description of the risks related to liquidity risk and interest rate risk. Please refer to section 2 for description of currency risk, and section 3 for description of credit risk.

### Liquidity risk

HusCompagniet Midt- og Nordjylland A/S does not receive payment until construction is finished and the house is handed over to the client.

Accordingly, the Group needs sufficient credit facilities to fund constructions in progress.

The Group continues monitoring the need of liquidity. At 31 December 2017, the Group has an undrawn credit facility of DKK 200 million to ensure that the Group is able to meet its obligations (2016: DKK 200 million). Management considers the exposure as being low.

The below presented cash flows are non-discounted amounts, on the earliest possible date at which the Group can be required to settle the financial liability. Floating interest payments on bank borrowings have been determined applying a forward curve on the underlying interest rate at the reporting date.

### Contractual maturity analysis of financial liabilities

2017

DKK'000	Hedging instrument	Due within 1 year	Due between 1 and 5 years	Due after 5 years	Total contractual cash flows	Carrying amount
<b>Non-derivative financial liabilities</b>						
Other payables		154.051	0	0	154.051	154.051
Bank Borrowings		776	3.520	995	5.291	6.133
Other Liabilities		82.828	0	0	82.828	82.828
<b>Total non-derivative financial liabilities</b>		<b>237.655</b>	<b>3.520</b>	<b>995</b>	<b>242.170</b>	<b>243.012</b>
<b>Derivative financial liabilities</b>						
Bank borrowings	IRS	0	0	0	0	0
Bank borrowings	CAP	0	0	0	0	0
<b>Total derivative financial liabilities</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total financial liabilities</b>		<b>237.655</b>	<b>3.520</b>	<b>995</b>	<b>242.170</b>	<b>243.012</b>

2016

DKK'000	Hedging instrument	Due within 1 year	Due between 1 and 5 years	Due after 5 years	Total contractual cash flows	Carrying amount
<b>Non-derivative financial liabilities</b>						
Other payables		112.754	0	0	112.754	112.754
Bank Borrowings		0	0	0	0	0
Other Liabilities		41.183	0	0	41.183	41.183
<b>Total non-derivative financial liabilities</b>		<b>153.937</b>	<b>0</b>	<b>0</b>	<b>153.937</b>	<b>153.937</b>
<b>Derivative financial liabilities</b>						
Bank borrowings	IRS	0	0	0	0	0
Bank borrowings	CAP	0	0	0	0	0
<b>Total derivative financial liabilities</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total financial liabilities</b>		<b>153.937</b>	<b>0</b>	<b>0</b>	<b>153.937</b>	<b>153.937</b>

The presented cash flows are non-discounted amounts, on the earliest possible date at which the Company can be required to settle the financial liability.

### Interest rate risk

HusCompagniet Midt- og Nordjylland A/S is exposed to fluctuations in market interest rates primarily related to the Company's long-term loan with floating rates.

### Categories of financial assets and financial liabilities

DKK'000	2017	2016
Cash and receivables	168.159	75.796
Financial liabilities measured at amortised cost	242.170	153.937
Derivatives, financial liabilities	-	-

## Equity

### *Dividends*

The expected dividend payment for the year is disclosed as a separate item in equity. Proposed dividends are recognized as a liability at the date they are adopted by the annual general meeting (declaration date).

### *Share premium reserve*

The share premium reserve represents positive differences between the nominal share capital and the amount paid by shareholders for newly issued shares. The reserve is a distributable reserve.

### *Foreign currency translation reserve*

The reserve comprises currency translation adjustments arising on the translation of financial statements of foreign subsidiaries from their functional currencies into the presentation currency used by HusCompagniet Sønderjylland A/S.

## Financial income and expenses

Financial income and expenses comprise interest income and expenses, cost of permanent loan facilities, gains and losses on securities, receivables, payables and transactions denominated in foreign currencies, amortisation of financial assets and liabilities, etc.

## Financial assets

Financial assets are classified as loans and receivables. The Company determines the classification of its financial assets at initial recognition. All financial assets are recognised initially at fair value plus, in the case of assets not at fair value through profit or loss, directly attributable transaction costs.

### *Financial liabilities*

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings, carried at amortised cost. This includes directly attributable transaction costs.

The Company's financial liabilities comprise other payables, which primarily consist of staff-related costs not due for payment.

### *Finance lease*

A lease is classified at the inception date as a finance lease or an operating lease that transfers substantially all the risks and rewards incidental to ownership to the Group is classified as a finance lease.

Finance leases are capitalised at the commencement of the lease at the inception date fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are recognised in finance costs in the statement of profit or loss.

A leased asset is depreciated over the useful life of the asset. However, if there is no reasonable certainty that the Group will obtain ownership by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life of the asset and the lease term.

## Derivative financial instruments

The Company uses derivative financial instruments, such as interest rate swaps to hedge its interest rate risk. Such derivatives are initially recognised at fair value on the date on which a derivative contract is entered into, and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Any gains or losses arising from changes in the fair value are taken directly to the Income Statement, except for the effective portion of cash flow hedges, which is recognised in Other Comprehensive Income and later reclassified to profit or loss when the hedge item affects the Income Statement.

## Fair value measurement

The Company measured financial instruments such as derivatives at fair value at each balance sheet date.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

The fair value of interest rate swaps are determined using quoted forward interest rates at the balance sheet date and can be categorized as level 2 (observable inputs) in the fair value hierarchy.



## SECTION 6: OTHER DISCLOSURES

### Introduction

This section includes other disclosures required by IFRS or additional disclosures required by the Danish Companies Act, but which are not relevant for the understanding of section 2-5.

The following notes are presented in Section 6:

- 6.1 Tax
- 6.2 Operating leases
- 6.3 Other non-cash items
- 6.4 Related parties
- 6.5 Auditor's fee
- 6.6 Events after the balance sheet date
- 6.7 Definitions
- 6.8 Accounting policy

### Note 6.1 Tax

#### Current tax

DKK'000	2017	2016
Income tax	23.575	14.752
Movement in deferred tax	1.859	2.319
Adjustment relating to previous years	-1	0
Income taxes in the income statement	25.433	17.071
<b>Profit before tax</b>	<b>115.584</b>	<b>77.582</b>
Tax rate, Denmark	22%	22%
Tax at the applicable rate	25.428	17.068
Non-taxable income	0	3
Expenses not deductible for tax purposes	5	0
Adjustments relating to prior years	0	0
Effect of change in tax rate	0	0
Other	0	0
Tax expense for the year	25.433	17.071
Effective tax rate, %	22,00%	22,00%

## Note 6.1 Tax (continued)

### Deferred tax

DKK'000	2017	2016
Deferred tax at 1 January	6.489	4.170
Recognised in profit or loss	1.859	2.319
Adjustment relating to prior years	-196	0
Deferred tax at 31 December	8.152	6.489

Deferred tax is presented in the statement of financial position as follows:

DKK'000	Deferred tax liability	
	2017	2016
Intangible assets	-850	0
Tangible assets	846	123
Construction contracts	0	0
Inventories	8.156	6.366
Deferred tax	8.152	6.489

### Corporation tax payable

DKK'000	2017	2016
Corporation tax payable at 1 January	14.752	-1.087
Adjustment of corporation tax at 1 January, from deferred tax	0	0
Current tax including jointly taxed subsidiaries	23.575	14.752
Corporation tax paid during the year	-14.943	0
Adjustment relating to prior years	191	1.087
Corporation tax payable at 31 December	23.575	14.752

## Note 6.2 Operating leases

The Company leases properties and equipment under operational leasing contracts. The term of the leases are usually between 0-8 years with possible extension. None of the leasing contracts include conditional lease payments.

DKK'000	0-1 year	1-5 years	> 5 years	Total
2017				
Operating leases	2.816	6.854	597	10.267
Total contractual obligations	2.816	6.854	597	10.267
2016				
Operating leases	2.816	8.080	1.790	12.686
Total contractual obligations	2.816	8.080	1.790	12.686

### Note 6.3 Other non-cash items

DKK'000	2017	2016
Amortisation of intangible assets	0	0
Depreciation of property, plant and equipment	2.903	2.087
Movements in provisions recognised in the income statement	-322	2.554
Non-cash financial items	402	203
Other non-cash items	2.983	4.844

### Note 6.4 Related parties

#### The ultimate Parent

The ultimate Parent of the Company is EQT's fond VI. There were no transactions between the company and the ultimate company

The direct Parent of the Company is HusCompagniet A/S.

#### Other related Parties

Name	Country of incorporation
HusCompagniet Sjælland A/S	Denmark
HusCompagniet Fyn A/S	Denmark
HusCompagniet Sønderjylland A/S	Denmark
FM-Søkjær Entreprise A/S	Denmark
Svenska HusCompagniet AB	Sweden
VärgårdaHus AB	Sweden
Svenska HusCompagniet Fastighetsutveckling AB	Sweden
Die Haus-Compagnie GmbH	Germany
HusCompagniet A/S	Denmark
LejlighedsCompagniet A/S	Denmark
Diego HC A/S	Denmark
Diego HC TopCo A/S	Denmark

HusCompagniet Midt- og Nordjylland A/S was engaged in the below related parties transactions:

DKK'000	2017	2016
Acquisition of services (Management fee and allocated cost) from parent company	21.204	13.500
Sales of goods and services from affiliated companies	20.666	19.299
Total	41.870	32.799

#### Transactions with key management personnel

Transactions with key management personnel include transactions with companies controlled by the key management personnel.

No direct payroll costs have been paid to key management personnel, but indirectly in the form of management fees for executive management services.

### Note 6.5 Auditor's fee

#### Fees to auditors

DKK'000	2017	2016
Audit Service	97	96
Tax advice services		0
Other non-audit services	41	0
Total	138	96

### Note 6.6 Events after the balance sheet date

No significant events have occurred since the Balance Sheet date

## Note 6.7 Definitions

EBITDA before special items  
Operating profit before depreciation amortisation and special items.

EBITDA after special items  
Operating profit before depreciation amortisation and after special items.

Operating profit (EBIT)  
Operating profit after depreciation and amortisation.

Financial ratios

Financial ratios are calculated in accordance with the Danish Finance Society's guidelines on the calculation of financial ratios "Recommendations and Financial Ratios 2015".

Gross margin	$\frac{\text{Gross profit} \times 100}{\text{Revenue}}$
EBITDA margin	$\frac{\text{EBITDA before special items} \times 100}{\text{Revenue}}$
ROCE	$\frac{\text{Operationg profit (EBIT)}}{\text{Total assets} - \text{Current Liabilities}}$

## Note 6.8 Accounting policy

### Current income tax

The parent company is jointly taxed with all Danish subsidiaries. The current Danish corporation tax is allocated between the jointly taxed companies in proportion to their taxable income. The jointly taxed companies are taxed under the on-account tax scheme.

Tax for the year comprises current tax and changes in deferred tax for the year. The tax expense relating to the profit (loss) for the year is recognized in the income statement, and the tax expense relating to amounts recognized in other comprehensive income is recognized in other comprehensive income.

Current tax payable is recognized in current liabilities and deferred tax is recognized in non-current liabilities. Tax receivable is recognized in current assets and deferred tax assets are recognized in non-current assets.

### Deferred tax

Current tax payable and receivable is recognised in the balance sheet as tax computed on the taxable income for the period, adjusted for tax on the taxable income of prior periods and for tax paid on account.

Deferred tax is measured using the balance sheet liability method on all temporary differences between the carrying amount and the tax value of assets and liabilities. Where alternative tax rules can be applied to determine the tax base, deferred tax is measured based on the planned use of the asset or settlement of the liability, respectively.

Deferred tax assets, including the tax value of tax loss carry-forwards, are measured at the expected value of their utilisation; either as a set-off against tax on future income or as a set-off against deferred tax liabilities in the same legal tax entity. Any deferred net assets are measured at net realisable values.

Deferred tax is measured according to the tax rules and at the tax rates applicable at the balance sheet date when the deferred tax is expected to crystallise as current tax. Changes in deferred tax due to changes in the tax rate are recognised in the income statement.

### Operating leases

The determination of whether an arrangement is, or contains, a lease is based on the substance of the arrangement at the inception date, whether fulfilment of the arrangement is dependent on the use of a specific asset or assets or the arrangement conveys a right to use the asset, even if that right is not explicitly specified in an arrangement.

Operating lease payments are recognised as an operating expense in the income statement on a straight-line basis over the lease term.



# Statement by the Board of Directors and the Executive Board

The Board of Directors and the Executive Board have today discussed and approved the annual report of HusCompagniet Midt- og Nordjylland A/S for the financial year 1 January – 31 December 2017.

The annual report has been prepared in accordance with the International Financial Reporting Standards as adopted by the EU and additional disclosure requirements in the Danish Financial Statements Act.

It is our opinion that the financial statements give a true and fair view of the Company's financial position at 31 December 2017 and of the results of the Company's operations and cash flows for the financial year 1 January – 31 December 2017.

Further, in our opinion, the Management's review gives a fair review of the development in the Company's operations and financial matters and the results of the Company's operations and financial position.

We recommend that the annual report be approved at the annual general meeting.

Horsens, 30 May 2018

Executive Board:



---

Martin Ravn-Nielsen

CEO

Board of Directors:



---

Steffen Martin Baungaard  
Chairman



---

Michael Toxværd Hansen



---

Søren Haugaard



---

Morten Chroné

## Independent auditor's report

To the shareholders of HusCompagniet Midt- og Nordjylland A/S

### Opinion

We have audited the financial statements of HusCompagniet Midt- og Nordjylland A/S for the financial year 1 January - 31 December 2017, which comprise income statement, statement of comprehensive income, balance sheet, statement of changes in equity, cash flow statement and notes, including accounting policies, for the Company. The financial statements are prepared in accordance with International Financial Reporting Standards as adopted by the EU and additional requirements of the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the financial position of the Company at 31 December 2017 and of the results of the Company's operations and cash flows for the financial year 1 January - 31 December 2017 in accordance with International Financial Reporting Standards as adopted by the EU and additional requirements of the Danish Financial Statements Act.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and 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" (hereinafter referred to as "the financial statements") section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Independence*

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 additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements.

### Statement on the Management's review

Management is responsible for the Management's review.

Our opinion on the financial statements does not cover the Management's review, and we do not express any assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the Management's review and, in doing so, consider whether the 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 the Management's review provides the information required under the Danish Financial Statements Act.

Based on our procedures, we conclude that the 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 of the Management's review.

## Independent auditor's report

### 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 International Financial Reporting Standards as adopted by the EU and additional requirements of 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 misstatement, 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 as to 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 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 the financial statements.

As part of an audit conducted in accordance with ISAs and additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

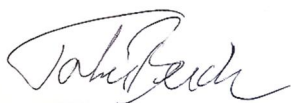
- ▶ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting 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 note disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

## Independent auditor's report

- ▶ Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

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.

Copenhagen, 30 May 2018  
ERNST & YOUNG  
Godkendt Revisionspartnerselskab



Torben Bender  
State Authorised  
Public Accountant  
MNE no.: mne21332



Steen Skorstengaard  
State Authorised  
Public Accountant  
MNE no.: mne19709