

For the financial
year 2021

HusCompagniet A/S, CVR 36972963

Remuneration Report

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Chairpersons' statement

Dear Shareholder

On behalf of the Board of Directors, I present HusCompagniet's remuneration report 2021, which provides an overview of the remuneration of the members of the Board of Directors and of the Executive Management.

The remuneration of the Executive Management is designed to support the strategic priorities in HusCompagniet's strategy and thereby ensure that the interests and the sustainability of HusCompagniet are pursued and that certain short- and long-term goals are achieved.

The remuneration components of both the Board of Directors and the Executive Management are furthermore designed to attract and retain the right competences and encourage retention of members of the Executive Management to ensure continuity and serve the long-term interests and sustainability of HusCompagniet and its shareholders.

The 2020 Remuneration Report was presented to the Annual General Meeting in April 2021 for an advisory vote. The purpose of the advisory vote is to secure that the remuneration policy is implemented and applied, and the report was approved with no comments.

It has been and continuous to be the ambition of the Remuneration and Nomination Committee to provide a transparent remuneration for the Executive Management which is in line with the framework of the remuneration policy. This work has [among other factors] resulted in inclusion of non-financial objectives, including ESG elements, compared to the 2020 remuneration.

2021 was an exciting and also challenging year for HusCompagniet, which provided ample opportunities to continue the positive developments towards further growth and profitability. This followed an extraordinary 2020, where HusCompagniet starting trading on Nasdaq Copenhagen A/S on November 2020 (the "IPO"). In this report we have clearly stated extraordinary bonuses, to ensure that comparable figures are reflected.

The objective of this report is to provide an overview of the remuneration of the Executive Management and the Board of Directors in 2021 which has been fully aligned with the remuneration policy adopted and compliant with the Danish Companies Act. No deviations have been made to the remuneration report. HusCompagniets remuneration policy is available at www.investors.huscompagniet.com.

In closing I would like to extend my thanks and appreciation to the Executive Management as well as all colleagues at HusCompagniet for their significant and valuable efforts during 2021.

Claus V. Hemmingsen
Chairperson of the Board of Directors and of the Remuneration and Nomination Committee.

2. Introduction

The purpose of this report is to provide a transparent overview of the application of HusCompagniet's remuneration policy in the remuneration of the company's Executive Management and the Board of Directors in 2021. It is concluded by the Board of Directors that the remuneration paid by HusCompagniet is in alignment with the remuneration policy for 2021 without deviations. The application of the remuneration policy is to be considered in the context of HusCompagniet's financial performance in 2021 which was above expectations. 2021 was a year where HusCompagniet continued to pursue growth opportunities, optimisation of production, and climate improvements. For the Parent Company the profit for the year amounted DKK 265 million (2020: DKK 92 million); the Balance-Sheet totaled DKK 3,297 million (2020: DKK 3,034 million) and Total Equity DKK 1,885 million (2020: DKK 1,857 million).

The current remuneration policy guiding the remuneration for the financial year 2021 was adopted at the extraordinary general meeting on 5 November 2020. The Remuneration and Nomination Committee has not deemed any changes necessary at the current stage.

The Remuneration Committee has assessed that certain adjustments to the composition of the remuneration of the Executive Management were necessary compared to 2020 primarily to increase focus on non-financial objectives, including ESG elements. The Remuneration and Nomination Committee will continue to monitor development in peer remuneration and will continuously assess ability of both long-and short-term components to fulfil the objectives of the remuneration policy and support the strategic priorities in the Group's strategy.

Summary of the remuneration policy

The remuneration of the Board of Directors is compliant with the remuneration policy, which stipulates that the Board of Directors receives a fixed annual fee only, and that the Board of Directors does not receive any incentive or share-based remuneration. The remuneration of the Executive Management is also compliant with the remuneration policy.

The overall objective of the remuneration policy is to (i) attract, retain and motivate qualified members of the Board of Directors and the Executive Management, (ii) to align the interests of the Board of Directors and the Executive Management with the interests of the shareholders and (iii) support HusCompagniet's strategic short-term and long-term goals. The remuneration elements and principles are outlined in the fact box. A detailed overview is also included in section 9, Appendix (Tables 6 and 7). The current remuneration policy is available on HusCompagniet's website, <https://investors.huscompagniet.com>.

The remuneration report complies with section 139b of the Danish Companies Act and is in line with the Recommendations on Corporate Governance issued by the Danish Corporate Governance Committee and with inspiration from the draft European Commission Guide-lines on the standardised presentation of the remuneration report under Directive 2007/36/EC, as amended by Directive (EU) 2017/828 in regards of the encouragement of long-term shareholder engagement.

Remuneration elements of the remuneration policy

Remuneration elements of members of the Board of Directors:

- Fixed annual fee reflecting the scope and complexity of the work and reasonable when compared with other listed companies of the same size and complexity
- Extraordinary fees for ad hoc tasks, travel allowance and payment of social security contributions
- Board members are not entitled to incentive pay, including share-based remuneration, nor are they covered by pension schemes

Remuneration elements of the Executive Management

- Fixed annual salary reflecting competitive market and individual performance
- Benefits, including but not limited to company car, car allowance, phone, computer, internet and newspapers
- Short-term incentive cash bonus based on annually determined targets and may include discretionary elements
- Long-term incentive in the form of a share-based scheme comprised of restricted share units which vest over 3 years and align Executive Management and shareholder interests and serves as a retention incentive
- One-off individual cash or share-based bonuses

3. Remuneration | Board of Directors

The annual fixed fee (the “Base Fee”) for members of the Board of Directors in 2021 is DKK 300,000 with the Chairperson receiving a multiple of 3 and the Vice Chairperson a multiple of 2 for their extended duties. Members of the Audit Committee and the Remuneration and Nomination Committee receive a supplementary annual fee of DKK 100,000 and DKK 75,000, respectively, and the chairperson of the Audit Committee and the Remuneration and Nomination Committee receives a supplementary annual fee of DKK 200,000 and DKK 100,000, respectively. The realised fees are summarised in Table 1.

Member of the Board of Directors, Mads Munkholt Ditlevsen has forfeited his remuneration. HusCompagniet has opted to donate the waived board fee to Human Practice Foundation.

No additional fees, travel allowance or social security contributions were paid to board members.

During 2021, Nils Magnus Tornling and Steffen Martin Baungaard resigned from the Board of Directors, at the Annual General Meeting held in April 2021. Stig Pastwa and Bo Rygaard were elected as new board members.

Table 1 | Actual remuneration of Board of Directors from 1 January to 31 December 2021 (DKK)

Name and position	Committees	Board fee	Committee fees	Additional fees	Total remuneration	Shareholding at end of 2021*
Claus Michael Valentin Hemmingsen, Chairperson	Chairperson of the Remuneration and Nomination Committee	900,000	100,000		1,000,000	55,044
Anja Bach Eriksson Kofoed Vice Chairperson	Chairperson of the Audit Committee	600,000	200,000		800,000	33,326
Stig Pastwa	Member of the Audit Committee	215,000	71,667		286,667	6,237
Mads Munkholm Ditlevsen**					0	
Ylva Anne Viktoria Ekborn	Member of the Remuneration and Nomination Committee and the Audit Committee	300,000	175,000		475,000	20,247
Bo Rygaard	Member of the Remuneration Committee	215,000	53,750		268,750	
Total		2,230,000	600,417	0	2,830,417	114,854
Former members						
Nils Magnus Tornling					0	
Steffen Martin Baungaard		85,000			85,000	
Total		2,315,000	600,417	0	2,915,417	114,854

* Directly and/or indirectly

** The right to board fees is waived

Table 2A | Actual remuneration of Board of Directors from 18 November to 31 December 2020* (DKK)

Name and position	Committees	Board fee	Committee fees	Additional fees	Total remuneration	Shareholding end of 2020***
Claus Michael Valentin Hemmingsen, Chairperson	Chairperson of the Remuneration and Nomination Committee	86,667	8,333		95,000	46,453
Anja Bach Eriksson Kofoed, Vice Chairperson	Chairperson of the Audit Committee	55,000	16,667		71,667	31,179
Steffen Martin Baungaard		30,000	0	**	30,000	167,981
Mads Munkholm Ditlevsen	Member of the Remuneration and Nomination Committee				0	
Ylva Anne Viktoria Ekborn	Member of the Remuneration and Nomination Committee and the Audit Committee	30,000	14,583		44,583	4,026
Nils Magnus Tornling	Member of the Audit Committee		0		0	0
Total		201,667	39,583	0	241,250	249,639

* Fees for 18th to 30th November were paid-out based on pre-IPO annual fixed fee levels, i.e. DKK 350,000 to the Chairperson and DKK 150,000 to other board members. December fees were paid-out as 1/12 of the post-IPO board and committee fee levels.

** See section 4.2 below.

*** Directly and/or indirectly

Table 2B | Remuneration of Board of Directors illustrative full year 2020* (DKK)

Name and position	Committees	Board fee	Committee fees	Additional fees	Total remuneration	Shareholding end of 2020***
Claus Michael Valentin Hemmingsen, Chairperson	Chairperson of the Remuneration and Nomination Committee	900,000	100,000		1,000,000	46,453
Anja Bach Eriksson Kofoed, Vice Chairperson	Chairperson of the Audit Committee	600,000	200,000		800,000	31,179
Steffen Martin Baungaard		300,000	0	*	300,000	167,981
Mads Munkholm Ditlevsen	Member of the Remuneration and Nomination Committee				0	
Ylva Anne Viktoria Ekborn	Member of the Remuneration and Nomination Committee and the Audit Committee	300,000	175,000		475,000	4,026
Nils Magnus Tornling	Member of the Audit Committee		0		0	0
Total		2,100,000	475,000	0	2,575,000	249,639

* Illustrates full year 2020 based on the realised remuneration for 18 November to 31 December 2020

** See section 4.2 below.

*** Directly and/or indirectly

4. Remuneration | Executive Management

The total remuneration reported in accordance with the Annual Report 2021 (Base salary, benefits and STI), illustrated in table 3A, was DKK 7,220,272 and DKK 5,937,117 for the CEO and CFO, respectively. No RSU's were granted in 2021 due to a 2020 grant of the 2020 base salary.

The Executive Management is expected to receive grant on the base of the 2021 base salary in 2022. The grant for 2020 was extraordinary received in November 2020 versus April 2021 as it would be in ordinary course of business. To reflect the actual composition of the executive salary, we have made an illustrative presentation in table 3B below of the normalised 2021 salary to reflect that those 2020 grants would normally have been granted in 2021. When taking this advanced 2020 RSU grants into consideration this would provide a total remuneration of the CEO and the CFO totalled DKK 15,322,389 comprising fixed and variable remuneration components. The composition of the remuneration has been adjusted to include non-financial elements in the short-term incentive pay, and in the view of the Board of Directors, forms a well balanced package reflecting the individual performance and responsibility of the members of the Executive Management in relation to established goals and targets, both in the short-and the long-term and the Group's overall performance in the financial year 2021.

Including the advanced 2020 grant of RSUs, the remuneration of the CEO would have totalled DKK 8,420,272 in 2021, which is an increase of DKK 647,851 or 8.3% compared to 2020 adjusted for extraordinary items (illustrative full-year remuneration). The remuneration of the CFO would have totalled DKK 6,912,117 in 2021, which is an increase of DKK

227,646 or 3.4% compared to 2020 adjusted for extraordinary items (illustrative full-year remuneration).

4.1 Short-term incentive programme

The remuneration policy limits the variable remuneration under the STI to maximum 80% of the annual fixed salary with a target bonus around 40% of the annual fixed salary. The STI bonus payment for 2021 to both the CEO and the CFO were maximised at 80.0% with no defined target bonus. The CEO realised a cash bonus of DKK 3,095,000 and the CFO realised a cash bonus of DKK 2,514,688 in 2021, corresponding to 77.4% of their individual annual base salary.

Pay-out was determined by the Board of Directors, based on performance against the following targets:

- Revenue & houses sold for the Group (25%): performance was above target
- EBITDA Group (37.5%): performance was above target
- Targets related to ESG (12.5%): fully fulfilled
- Customer satisfaction score (9%): fully fulfilled
- Strategic targets and orderbacklog (16%): fully fulfilled

The ESG related targets comprised the Group's long-term targets of environmental measures, supporting the target of reduction in CO₂ emissions and social measures, supporting safety targets.

4.2 Long-Term Incentive Programme

The remuneration policy provides for the members of the Executive Management to participate in the long-term incentive programme consisting of RSUs. The CEO and the CFO were both granted RSUs at a value corresponding to 30% of their individual base salary (calculated based on fair market value) in connection with IPO in 2020. 30% of individual base salary is expected to be granted in 2022 on the basis of the 2021 base salary. Due to the RSU's granted in 2020, no RSU's were granted in 2021. The 2020 grants of RSU's based on the 2020 base salary has therefore been added to the illustrative full year 2021 remuneration for easy normalised year on year comparison (table 3B below).

The RSUs are subject to a three-year vesting period from the date of grant. The RSUs are granted with the primary purpose of retention and vesting is therefore conditional upon (i) the Executive Management member remaining employed with the Group throughout the vesting period (or becomes a good leaver during the vesting period in which case only a proportionate portion of RSUs shall vest), and (ii) the participant having complied in all respects with the general terms and conditions as determined by the Board of Directors.

Table 3A | Actual remuneration of Executive Management from 1 January to 31 December 2021 (DKK)

Name and position	Fixed remuneration		Total fixed	Variable remuneration		Total variable	Extraordinary items	Total remuneration	Shareholding end of 2021*
	Base salary	Benefits		Cash bonus	Granted RSUs*				
Martin Ravn-Nielsen, CEO	4,000,000	125,272	4,125,272	3,095,000	-	3,095,000	-	7,220,272	261,861
Mads Dehlsen Winther, CFO	3,250,000	172,429	3,422,429	2,514,688	-	2,514,688	-	5,937,117	129,304
Total	7,250,000	297,701	7,547,701	5,609,688	-	5,609,688	-	13,157,389	391,165

* No Grants were granted in 2021 as RSU based on 2020 base salary were granted in 2020. The value differs from the Annual Report where the fair value granted RSU is expensed over the vesting period as per IFRS 2

** Directly or indirectly

Table 3B | Remuneration of Executive Management illustrative full year 2021 (DKK) including expected grants of RSUs

Name and position	Fixed remuneration		Total fixed	Variable remuneration		Total variable	Extraordinary items	Total remuneration	Shareholding end of 2021*
	Base salary	Benefits		Cash bonus	Granted RSUs*				
Martin Ravn-Nielsen, CEO	4,000,000	125,272	4,125,272	3,095,000	1,200,000	4,295,000	-	8,420,272	261,861
Mads Dehlsen Winther, CFO	3,250,000	172,429	3,422,429	2,514,688	975,000	3,489,688	-	6,912,117	129,304
Total	7,250,000	297,701	7,547,701	5,609,688	2,175,000	7,784,688	-	15,332,389	391,165

* Expected 2022 RSU grants based on 2021 base salary. Added for comparison as RSU's were extraordinarily granted in November 2020 due to listing, as normalised grant would be 2021. The value differs from the Annual Report where the fair value is expensed over the vesting period as per IFRS 2

** Directly or indirectly

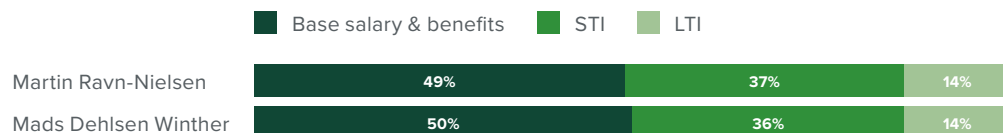
Figure 1: Illustrative pay-mix Executive Management from 1 January to 31 December 2021 (based on table 3B figures)

Table 4A | Actual remuneration of Executive Management from 18 November to 31 December 2020 (DKK)

Name and position	Fixed remuneration		Total fixed	Variable remuneration		Total variable	Extraordinary items	Total remuneration	Shareholding at end of 2020*
	Base salary	Benefits		Cash bonus	Granted RSUs*				
Martin Ravn-Nielsen, CEO	466,666	14,603	481,269	285,518	1,199,952	1,485,470	14,900,000	16,866,739	219,256
Mads Dehlsen Winther, CFO	379,166	19,927	399,093	267,016	974,961	1,241,977	10,345,091	11,986,161	101,529
Total	845,832	34,530	880,362	552,534	2,174,913	2,727,447	25,245,091	28,852,900	320,785

* Directly or indirectly

1. The stated cash bonus covers the period 18 November until and including 31 December 2020 on a pro rata basis based on actual full year cash bonus pay-out. The full year cash bonus for the financial year 2020 was DKK 4.736.005.
2. I.e. non-recurring remuneration awarded or due (sign-on fee, retention bonus, redundancy payment, compensation for relocation, severance payments, etc.).

Table 4B | Remuneration of Executive Management illustrative full year 2020 (DKK)

Name and position	Fixed remuneration		Total fixed	Variable remuneration		Total variable	Extraordinary items	Total remuneration	Shareholding end of 2020*
	Base salary	Benefits		Cash bonus	Granted RSUs*				
Martin Ravn-Nielsen, CEO	4,000,000	125,172	4,125,172	2,447,297	1,199,952	3,647,249	14,900,000	22,672,421	219,256
Mads Dehlsen Winther, CFO	3,250,000	170,802	3,420,802	2,288,708	974,961	3,263,669	10,345,091	17,029,562	101,529
Total	7,250,000	295,974	7,545,974	4,736,005	2,174,913	6,910,918	25,245,091	39,701,983	320,785

* Directly or indirectly

1. The stated cash bonus covers the period 18 November until and including 31 December 2020 on a pro rata basis based on actual full year cash bonus pay-out. The full year cash bonus for the financial year 2020 was DKK 4.736.005.
2. I.e. non-recurring remuneration awarded or due (sign-on fee, retention bonus, redundancy payment, compensation for relocation, severance payments, etc.).

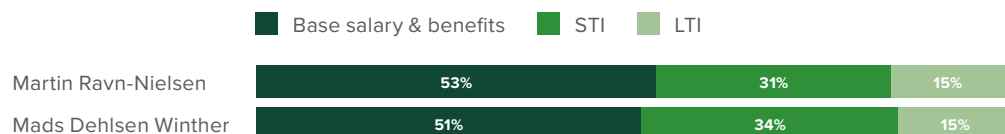
Figure 2: Illustrative pay-mix Executive Management full year 2020 based on post-IPO levels, excluding extraordinary items (based on table 4B figures)

Table 5 | LTI Programmes of Executive Management

Name and position	Programme	Grant date	Final vesting	Number of RSUs	Value of Grant	Exercised	Value of exercised RSUs - 2021
						Year of 2021	
Martin Ravn-Nielsen, CEO	2020 Ordinary Grant (RSU)	23 November 2020	November 2023	10,256	1,199,952	N/A	No RSUs exercised
Mads Dehlsen Winther, CFO	2020 Ordinary Grant (RSU)	23 November 2020	November 2023	8,333	974,961	N/A	No RSUs exercised

5. Extraordinary remuneration

There have been no extraordinary bonuses awarded during 2021.

6. Claw-Back

The Company may decide to reduce or reclaim incentive remuneration in full or in part in cases where a cash bonus or other incentive remuneration is payable or has already been provided to a member of the Executive Management if the basis of data or accounts for such cash bonus or incentive remuneration subsequently prove to have been misstated or if the member of the Executive Management is deemed to have caused a material loss to the Company due to willful misconduct or negligence. In the financial year 2021, no incentive remuneration was reclaimed.

7. Remuneration of employees

HusCompagniet does not have any remuneration of employees other than Executive Management, and thus, it is not relevant to report on any development in the remuneration for employees of HusCompagniet for the 2021 financial year. However, based on the median remuneration of the Group FTEs in 2021 the CEO-pay ratio was 14.634*. The median base salary for Group employees was DKK 440,700.

Details can be found in HusCompagniet's Annual Report 2021 page 53 which is available on HusCompagniet's website, <https://investors.huscompagniet.com>.

8. Compliance with the remuneration policy

The remuneration for 2021 for the Executive Board and Board of Directors is aligned with the current remuneration policy and it is the view of the Remuneration and Nomination Committee and the Board of Directors that the remuneration policy has not been deviated from.

9. Board of Directors' statement on Remuneration Report

The Board of Directors has considered and adopted the remuneration report of HusCompagniet A/S for the financial year 2021. The report has been prepared to meet the requirements of section 139b of the Danish Companies Act and the Recommendations on Corporate Governance issued by the Danish Corporate Governance Committee. The remuneration report describes the remuneration realised by the Board of Directors and the Executive Board of

* CEO-pay ratio is based on the median base salary for Group employees for December 2021, excluding benefits, bonuses and commissions payments compared to CEO-remuneration consisting of base salary and cash bonus but excluding benefits and extraordinary items

HusCompagniet since the IPO (and illustratively for the full year 2020) as well as the relationship between the remuneration and HusCompagniet's current remuneration policy. HusCompagniet's remuneration policy provides the right to make use of a claw-back. This right has not been used.

It is the view of the Board of Directors that the remuneration of the Executive Management for the financial year 2021 has been conducted in alignment with HusCompagniet's remuneration policy in accordance with the above stated requirements. The report will be presented for an advisory vote at the Annual General Meeting planned for 8 April 2022.

10. Appendix

Tables 6 and 7 outline in summary the elements of HusCompagniet's remuneration policy guiding the remuneration for the financial year 2021 for the Board of Directors (Table 6) and Executive Management (Table 7):

Table 6 Remuneration policy elements, Board of Directors 2021		
Element	Purpose	Level
Base Fee – Board	Attract and retain competent people and motivate to ensure implementation of strategy and achievement of short-term and long-term targets	Members: Base fee, currently DKK 300,000 Chairperson: 3 times the Base Fee Vice Chairperson: 2 times the Base Fee
Fee – Committees	As above	Chairperson of the Audit Committee may receive 2/3 of the Base Fee Members of the Audit Committee may receive 1/3 of the Base Fee Chairperson of the Remuneration and Nomination Committee may receive 1/3 of the Base Fee Members of the Remuneration and Nomination Committee may receive 1/3 of the Base Fee
Ad hoc fee	Remunerate ad hoc tasks outside the scope of ordinary board or committee tasks	The value of an ad hoc fee may not exceed 50% of the total remuneration paid to the relevant Board member, including any additional fees to the Chairperson, Vice Chairperson and committee members
Expenses and contributions	Reimburse expenses in connection with board and/or committee meetings Cover social security contributions within the EU to the extent imposed by foreign national authorities in relation to board fees and reimbursable expenses	Reasonable expenses such as travel and accommodation relating to board and committee meetings and relevant training
Insurance	Provide the board members with insurance	Customary D&O insurance covering the Board of Directors. To the extent the insurance coverage should prove insufficient, HusCompagniet may in certain cases decide to indemnify board members for personally incurred claims and expenses
Pension	N/A	N/A
Incentive	N/A	N/A

Table 7 Remuneration policy elements, Executive Management 2021				
Element	Purpose	Description	Level	Performance based
Fixed salary	Attract and retain high-performing talent with the ability to implement strategy and deliver long-term shareholder value	Reviewed and determined annually by the Board of Directors based on factors such as (i) skills, performance and experience; (ii) market practice of comparable peers; (iii) scope and responsibilities of the role; and (iv) the strategic direction of the company	Reflecting competitive market and individual performance	N/A
Pension	N/A	HusCompagniet does not contribute to Executive Management's pension schemes	N/A	N/A
Benefits	As above	Customary monetary and non-monetary benefits, including but not limited to company car, car allowance, phone, computer, internet, newspapers etc.	N/A	N/A
Short-term incentive	Promote performance in line with the strategy with target alignment to strategic priorities. Ensure value creation and sustainability of the company are considered and short-term goals are achieved	Annual performance-based cash bonus, subject to predefined financial targets, non-financial and individual objectives and targets defined by the Board of Directors based on input from CEO being met Size of the cash bonus is determined by the Board of Directors and may include a discretionary element further to the specific targets	Corresponding to up to 80% of the annual fixed salary with a target bonus around 40% of the annual fixed salary	Based on achievement of the pre-defined objectives and targets
Long-term incentive	Retention and incentivise share price development over a longer period of time	RSU Programme with a vesting period of three years with criteria of continued employment or good leaver and compliance with general terms and conditions.	May not exceed 50% annual fixed salary. Current level is 30% annual fixed salary	Value of RSU is based on the development in share price
Extraordinary remuneration	As deemed necessary to achieve the long-term interest of the company	One-off bonuses as deemed necessary by the Board of Directors, such as sign-on bonuses, retention bonuses or bonuses for extraordinary performance consisting of cash-based bonus and/or share-based grants.	May not exceed 100 % of the fixed annual salary	Not predefined
Severance payments		Severance payment including salary in the applicable notice period	May not exceed two years' total remuneration, including all remuneration components	N/A
Claw-back		Variable remuneration earned, awarded or paid out may be reduced, lapse or be reclaimed if and to the extent earned, awarded or paid out on the basis of fraud, willful misconduct, gross negligence, incorrect or misleading information or that the conditions for earning, award or payment of variable remuneration have not been fulfilled	Any variable remuneration	N/A
Share holder requirements	Alignment of interest of HusCompagniet's shareholders and members of the Executive Management	Executive Management is required to hold shares corresponding to at least one year's fixed base salary	N/A	N/A



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