



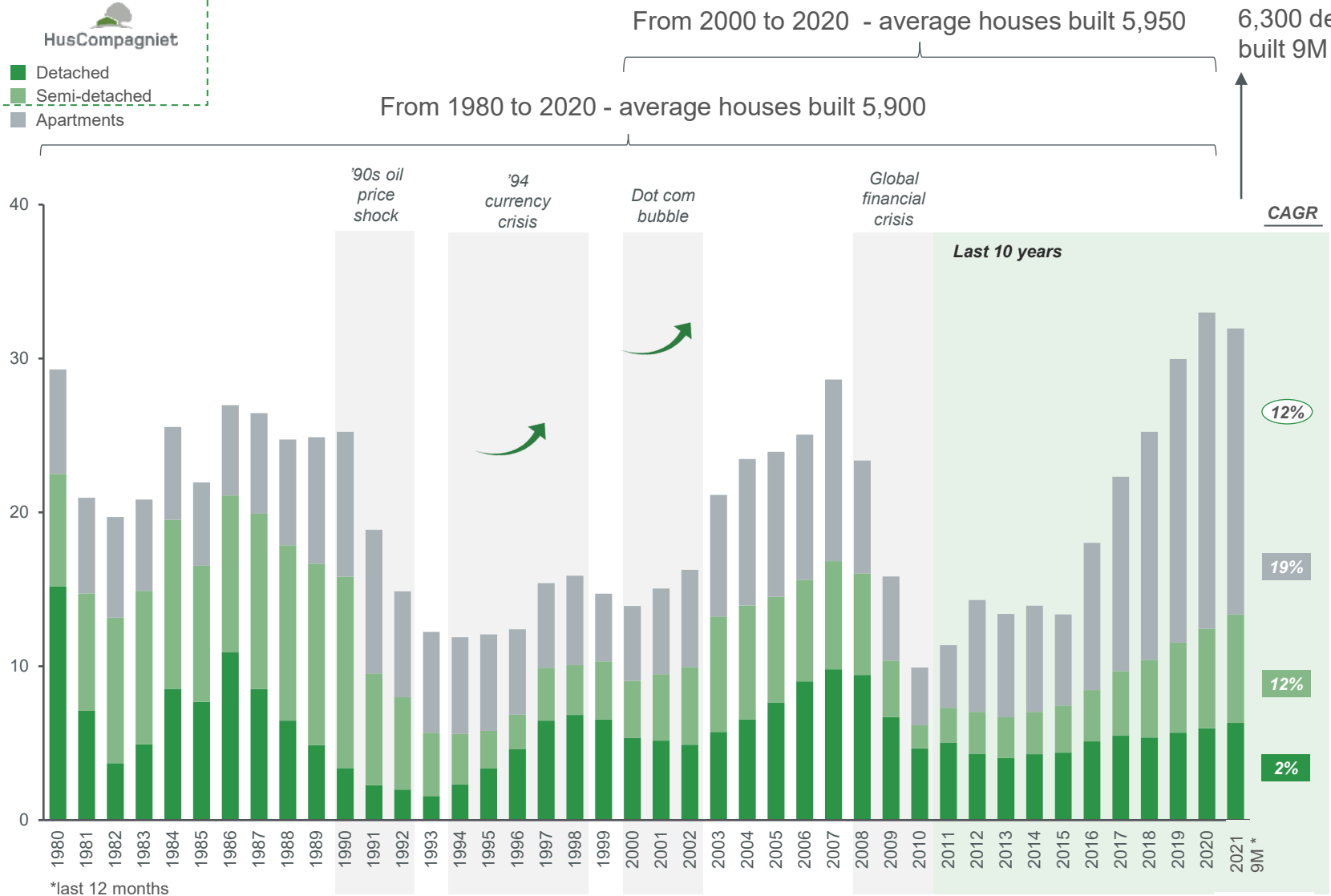
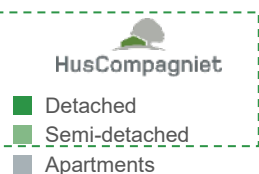
1 December 2021

HusCompagniet A/S

Danske Bank Winter Seminar

Low volatility in the detached market for newbuilds

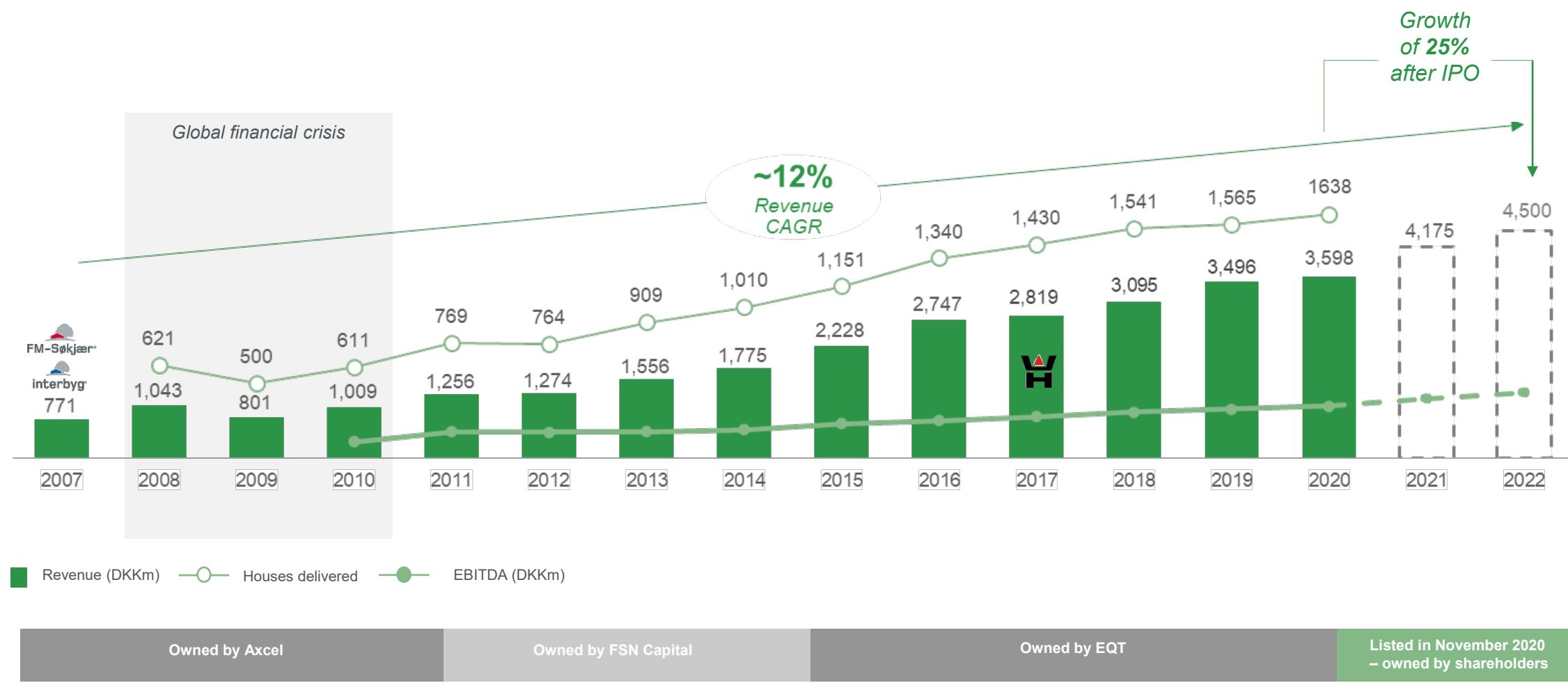
Total new build volumes ('000s)



Stable market volumes in detached

- After building boom in 1964-1980, 6,000 detached houses have been built on average.
- Detached most stable market in newbuilds compared to semi-detached and apartments.

Successful journey redefining the industry



Resilient business model – adaptation to market cycles

HusCompagniet **co-creates** houses with our customers and **facilitates** the construction, primarily on customers' land, through outsourced subcontractors

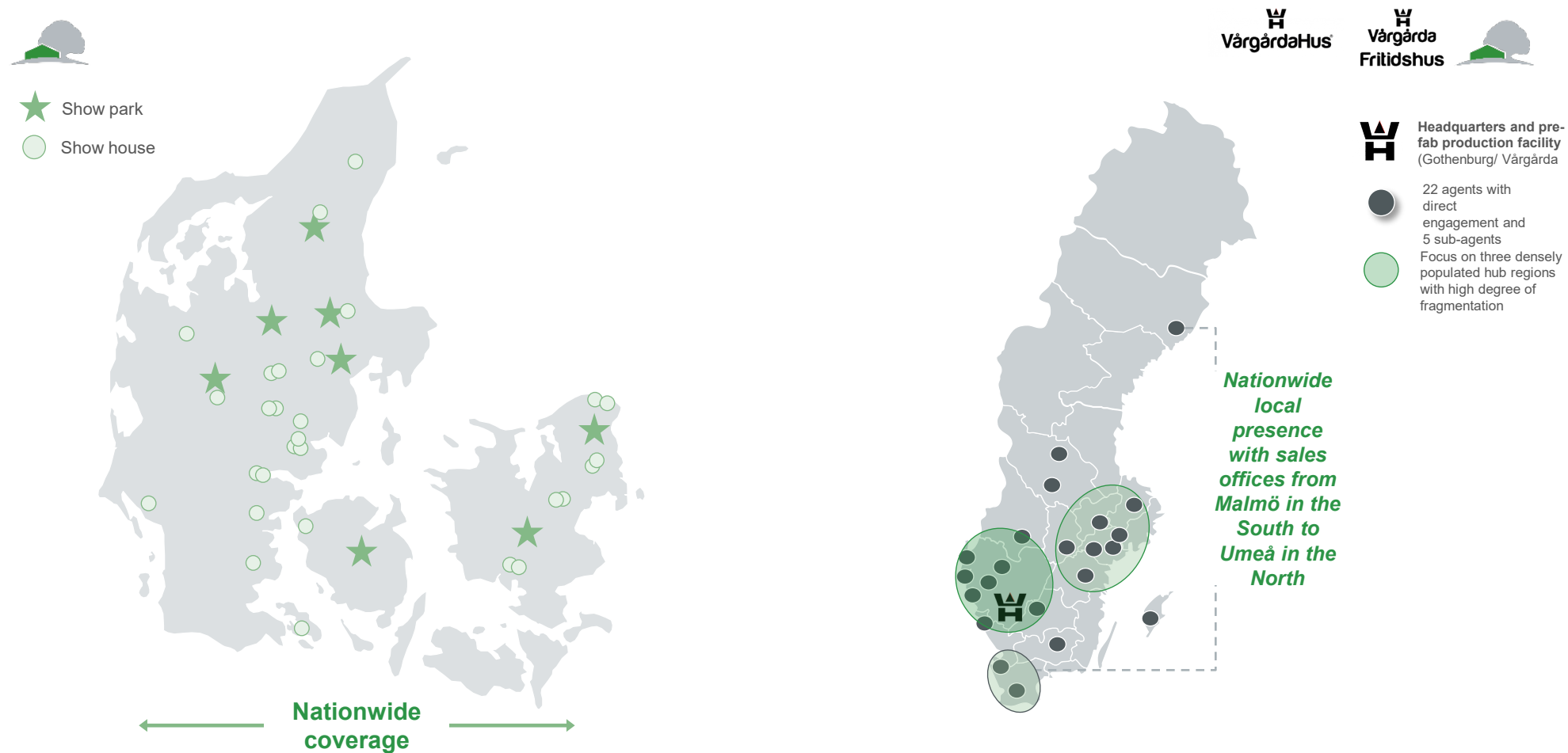


Highest customer satisfaction in the industry with 4.7 on Trust Pilot

HusCompagniet's segments

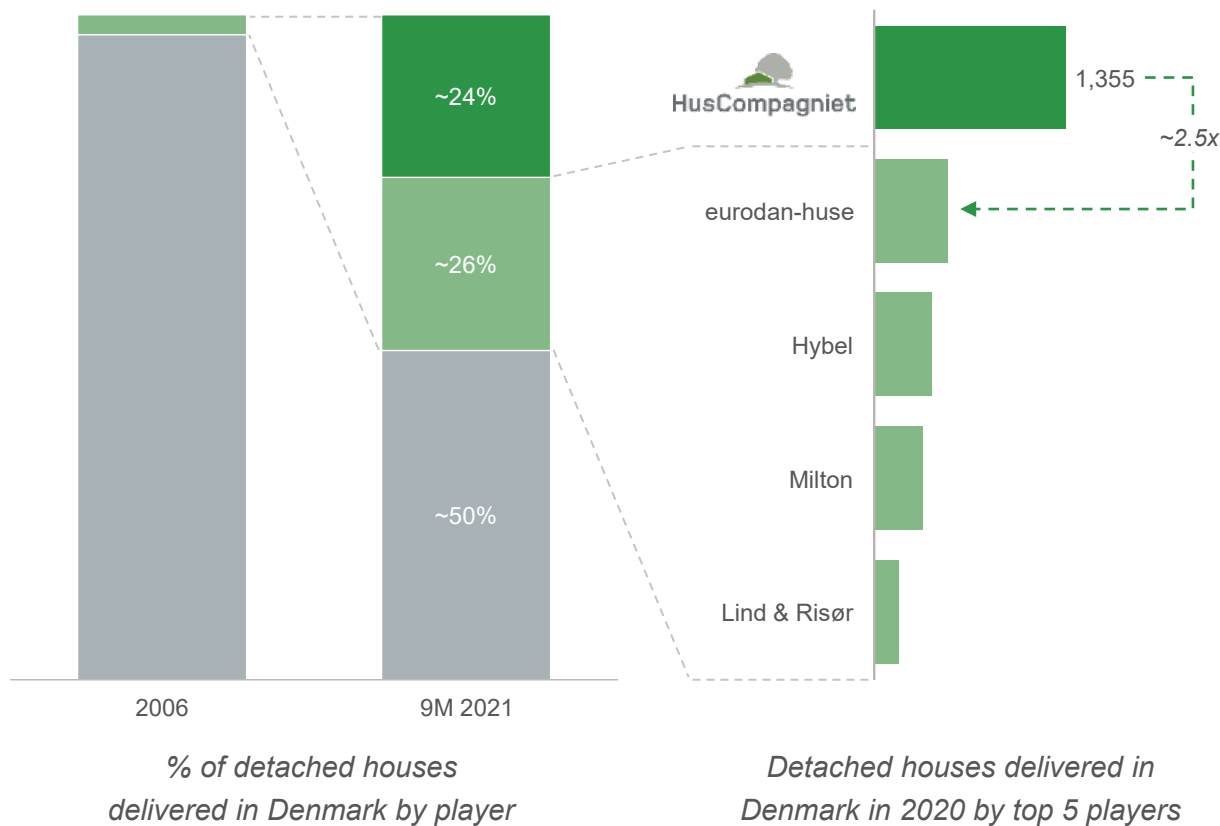
			
	Detached	Semi-detached	Sweden
Geography			
Model	B2C <i>Own sales and turnkey delivery</i>	B2B and B2C <i>Own sales and turnkey delivery</i>	B2C <i>Agent sales and pre-fab production</i>
Offering	 <i>Detached houses</i>	 <i>Semi-detached houses</i>	 <i>Detached houses</i>
Share of revenue 2020 vs. YTD 2021	<div> <div>89%</div> <div>81%</div> </div>	<div> <div>3%</div> <div>12%</div> </div>	<div> <div>8%</div> <div>7%</div> </div>

Presence in Denmark and Sweden – centralised and local



Leader in the detached house market segment in Denmark

Driving consolidation in a fragmented market segment



Scale reinforces business model

- Leading customer experience
- High volume sourcing
- Trusted brand
- Drive digitalisation
- Sustainability agenda



Seizing the B2B opportunity in the semi-detached segment

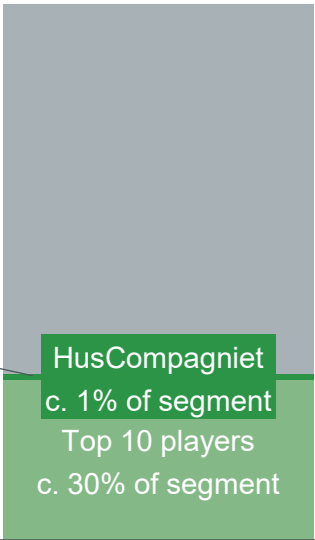
HusCompagniet has build semi-detached houses for private customer the past 10 years

Large and fragmented market segment

1% market share measured in completions. Measured in permits, HusCompagniets market share is approx. 4%



~7,000 semi-detached yearly completions



9M 2021

HusCompagniet's enablers



Scale in volumes and brand



DGNB certification



In-house talent pool



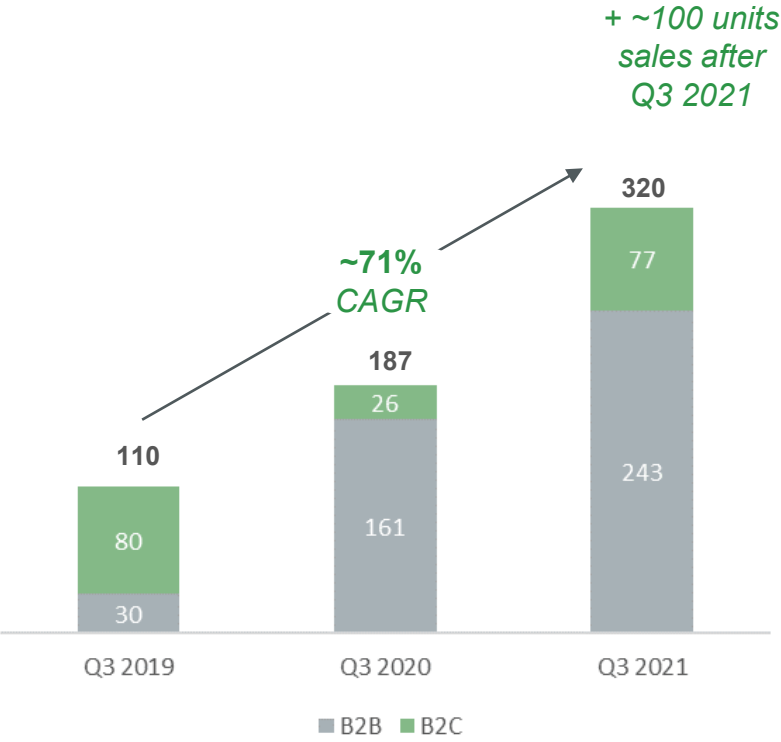
Existing supply chain



Proven track record

Strong traction in B2B in semi-detached

B2B sales up with more than 300 units since Q3 2019



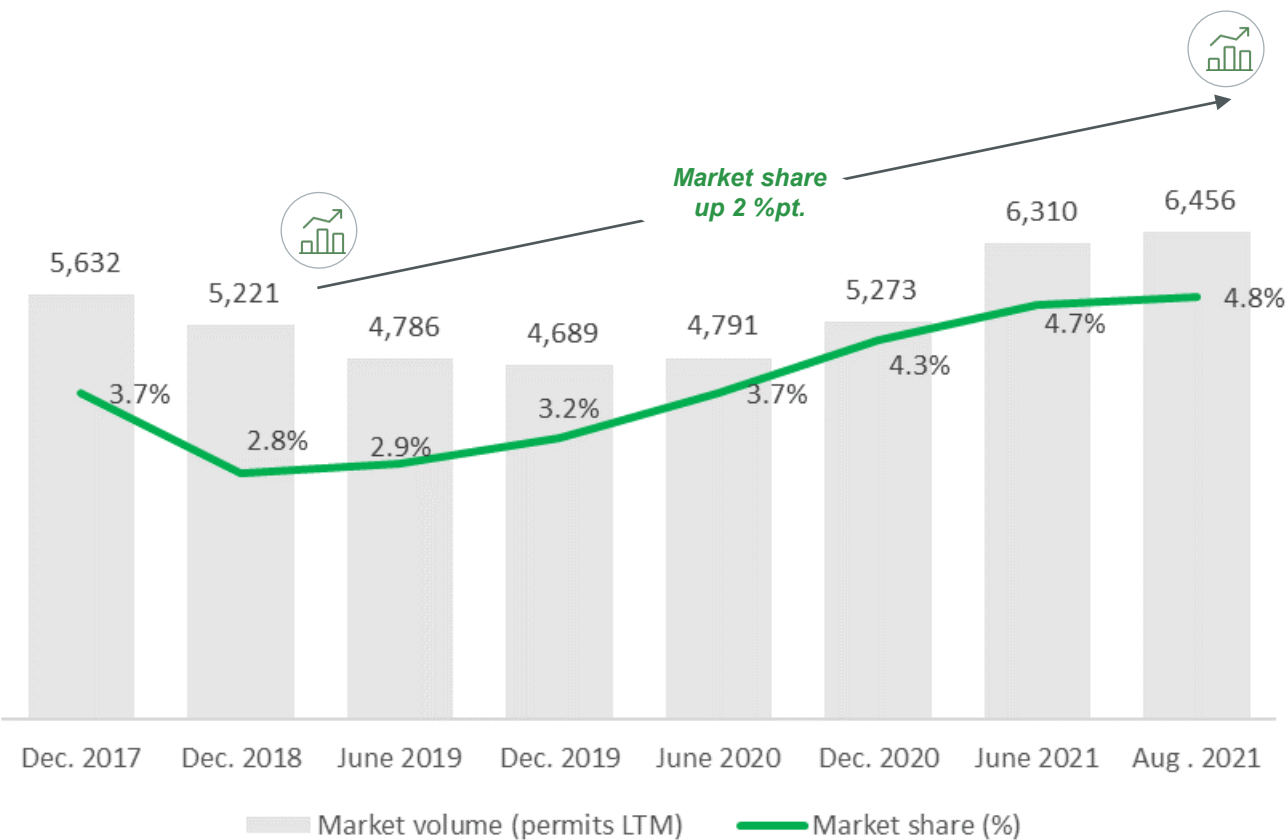
Semi-detached B2C and B2B houses sold year to date LTM

Highly fragmented Swedish detached market segment

Significant growth opportunity in the Swedish market

Market share development 2017-2021

Gaining market share in a growing market



Source: Bygghälsan, HusCompagniet internal data

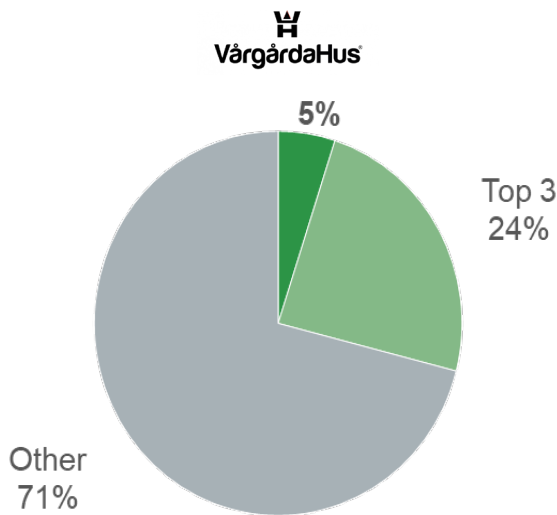
Market characteristics and development



Successful turn around of the Swedish business from 2018 to 2021



Highly fragmented market



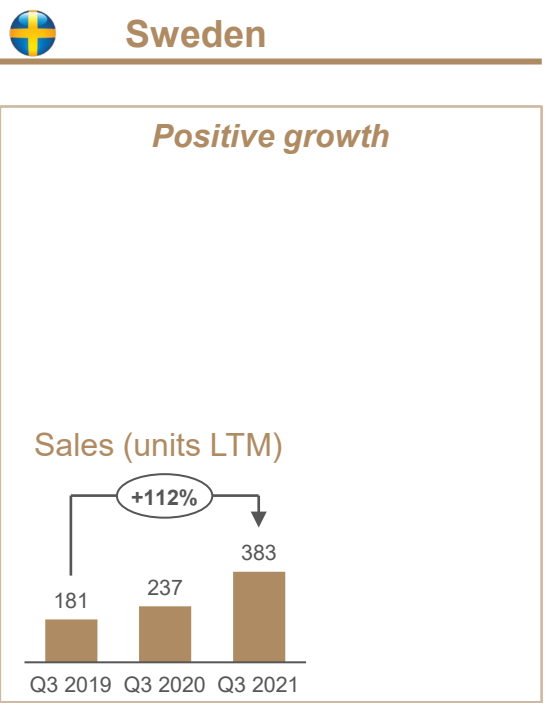
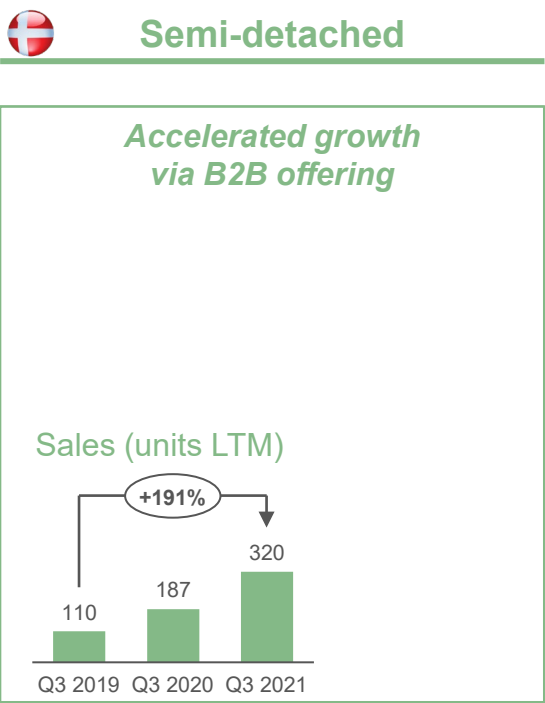
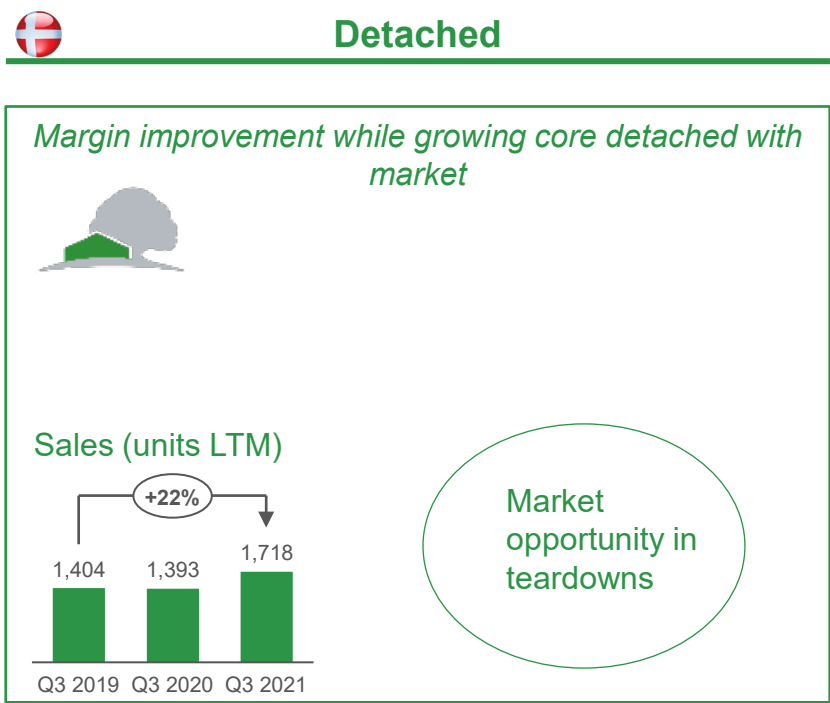
Top 10 players (incl. VårgårdaHus) constitute ~60% of the market

HusCompagniet demonstrates growth in all markets

Core market

Growth markets – increasing market shares

Strategy
overview



Automation of the Swedish factory in 2022

Factory features



 *Indoor ~12,500 m² facility*

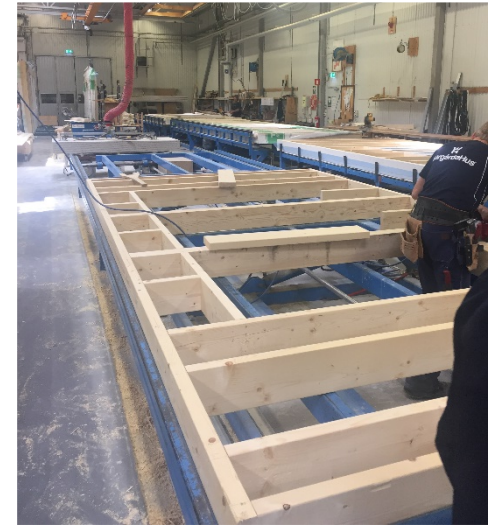
Current utilisation



Capacity utilisation of ~2/3

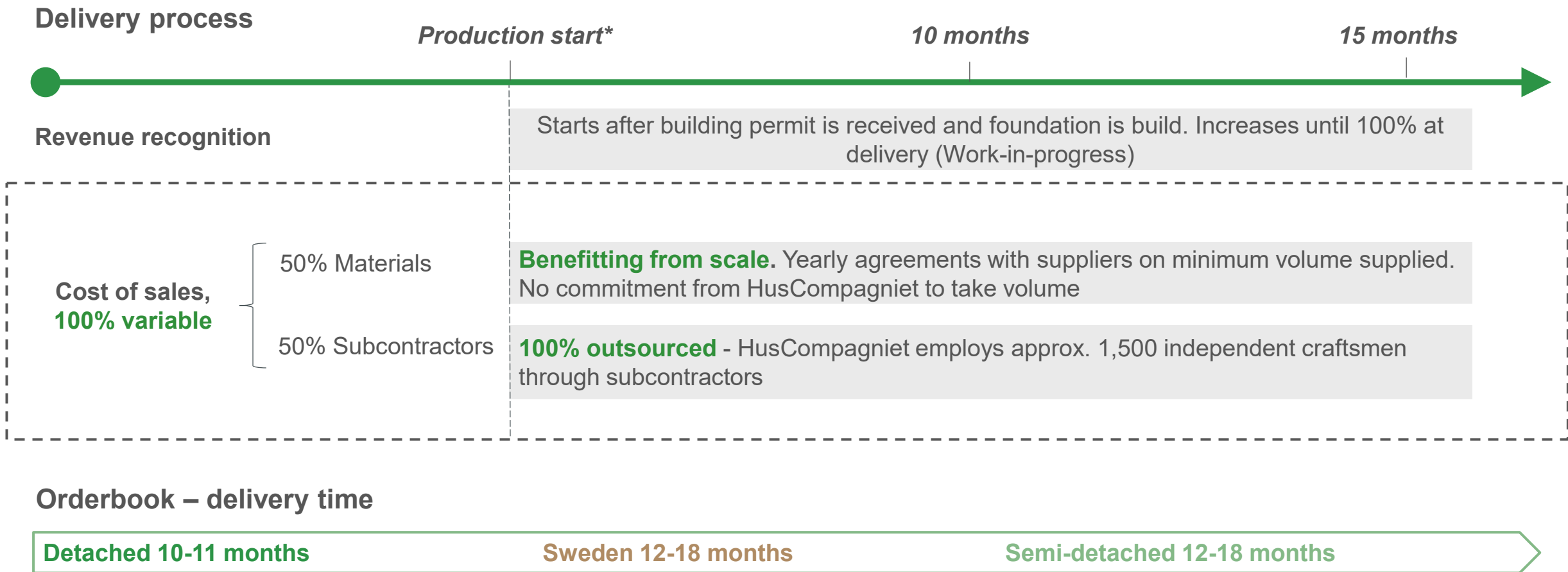


Automation of factory



Automation will increase capacity up to 40%

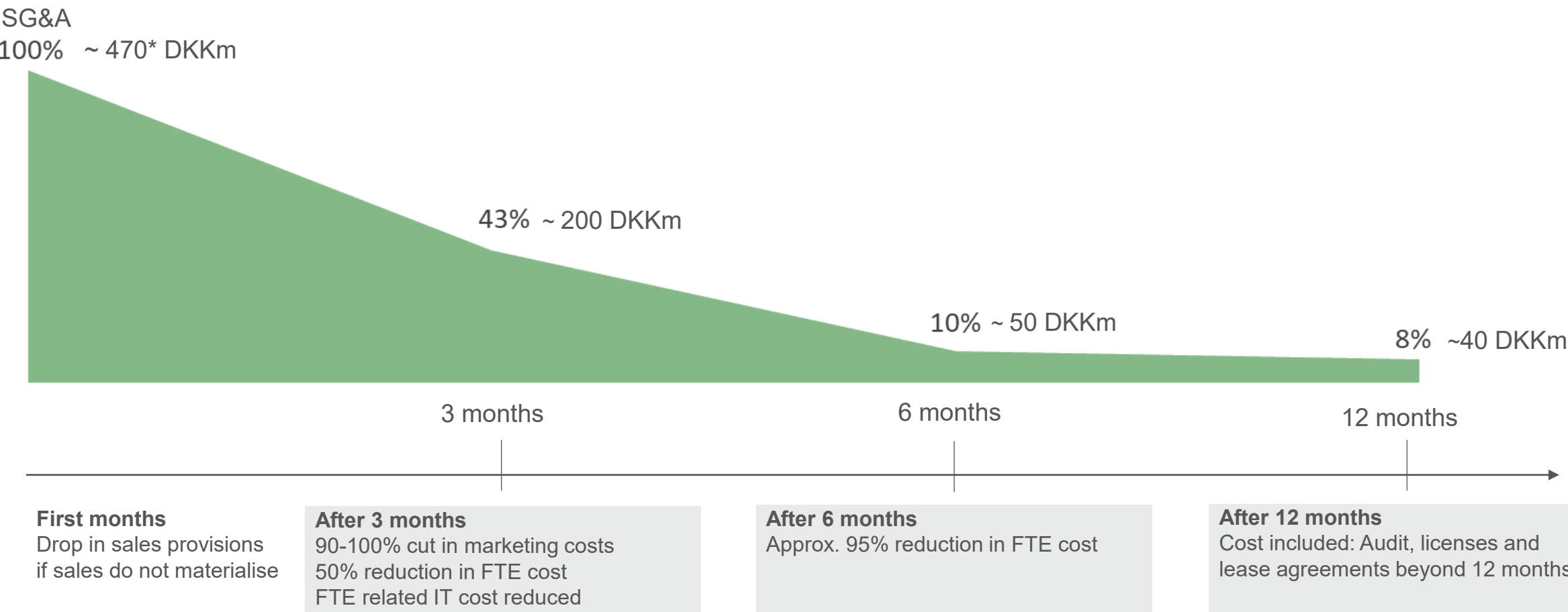
Business model benefits from scale and outsourcing



*For Sweden it is the order to production

Business model benefits from low risk in downturns

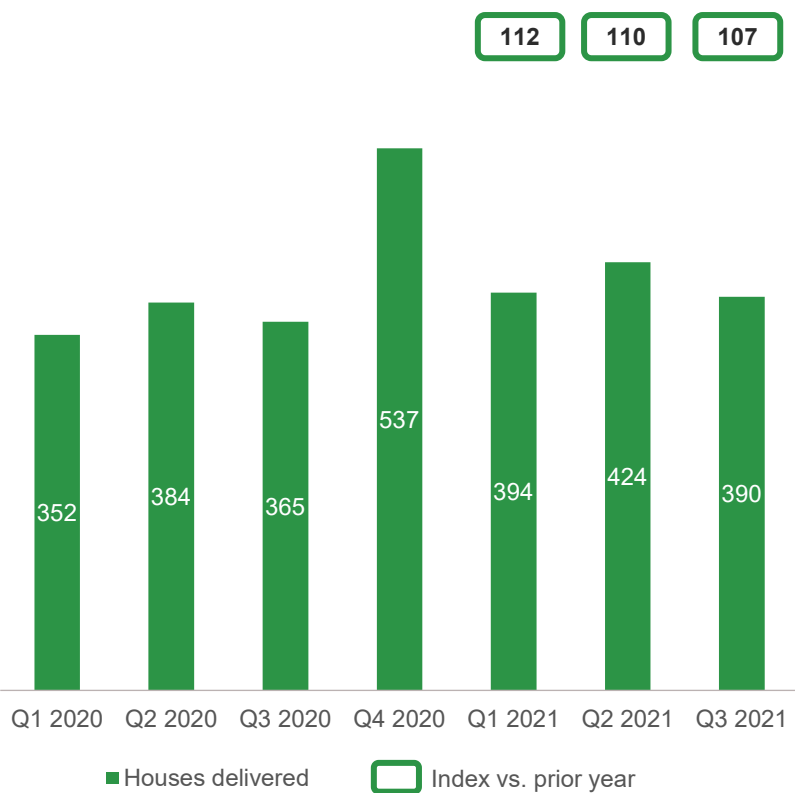
Fully outsourced subcontractors and flexible SG&A cost structure with minimum 10-11 months visibility in orderbook



*Estimated annual spend. 9M 2021 + average quarter
Source: HusCompagniet

Resilience demonstrated during the COVID-19 outbreak

1,208 houses delivered in Q1-Q3 2021



Covid-19 measures taken

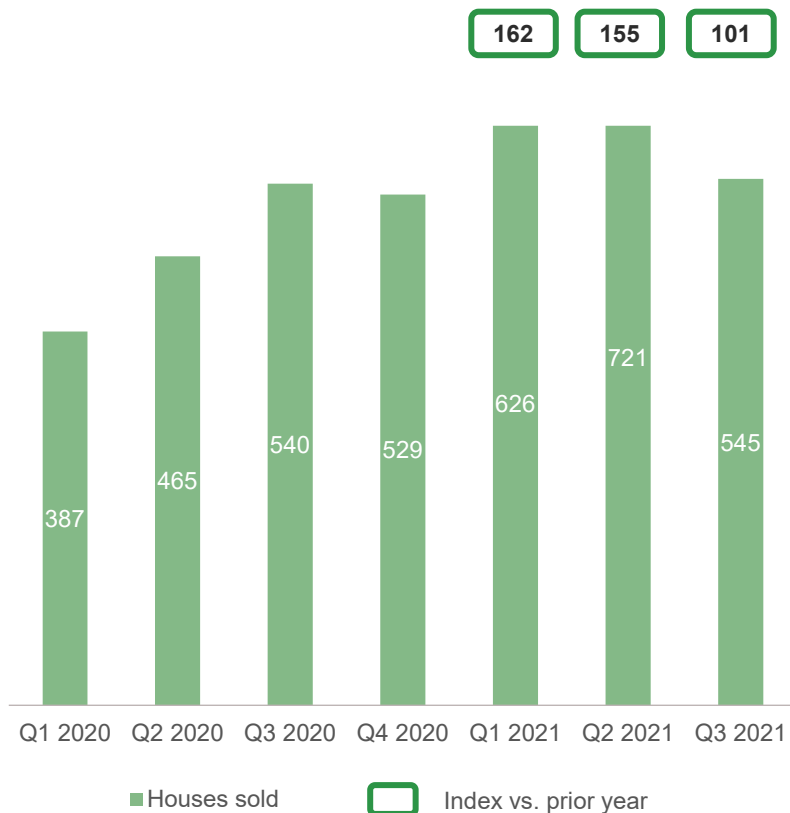
98%
delivered on-time



4.7/5.0

based on more than 3,800
reviews on Trustpilot

1,892 houses sold in Q1-Q3 2021



Highlights Q1-Q3 2021

Revenue

DKK 3,114 million ↑

Up 20% from Q1-Q3 2020

EBITDA bsi

DKK 285 million ↑

Up 25% from DKK 228 million in Q1-Q3 2020

Available cash

DKK 192 million ↓

DKK 424 million in Q1-Q3 2020

Deliveries

1,208 houses ↑

Up 10% from Q1-Q3 2020

EBITDA bsi margin

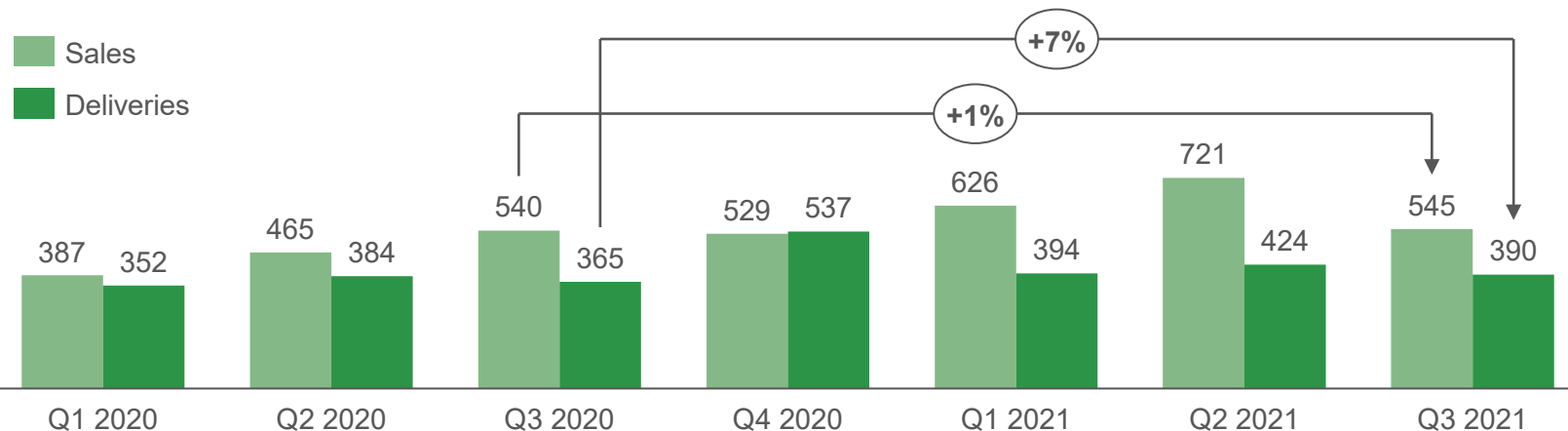
9.2% ↑

8.8% in Q1-Q3 2020

Financial gearing (NIBD/EBITDA bsi)

2.4x ↑

2.0x at year-end 2020



Outlook for 2021

Financial outlook for 2021 reiterated.
EBITDA added, as 2022 guidance is based in EBITDA instead of EBITA.

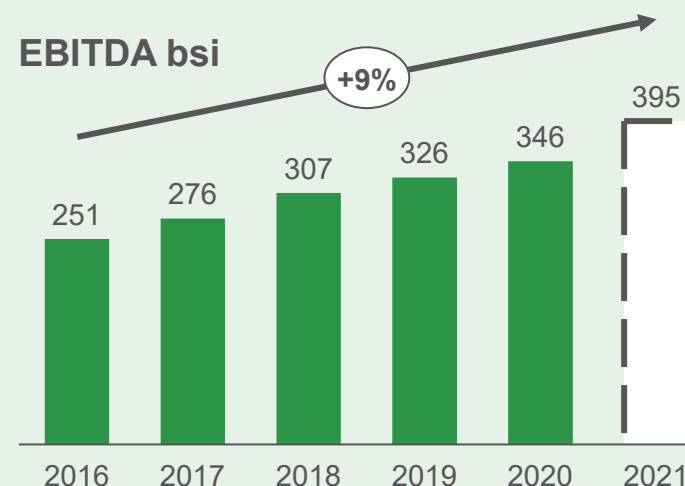
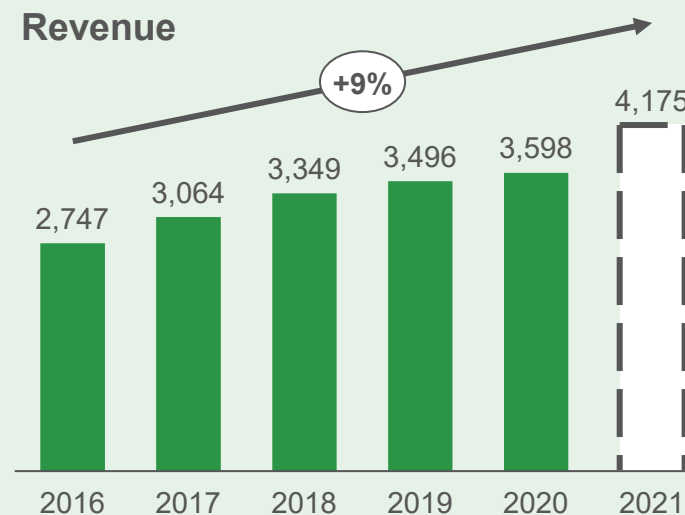
- Revenue is expected to be DKK 4,100 – 4,250 million
- EBITDA before special items is expected to be DKK 390-400 million
- EBITA before special items is expected to be DKK 360 - 370 million
- EBIT is expected to be DKK 335 - 345 million

Leverage ratio below 2.0x NIBD/EBITDA before special items

Assumptions for the outlook

HusCompagniet estimates for 2021 are primarily based on its historic execution rate, existing order backlog and current market expectations.

- Current expectation for 2021 sales is between 2,300 and 2,400 houses (adjusted from 2,100 – 2,250 houses)
- Expected deliveries for the year is between 1,800 houses and 1,900 houses
- Average selling price (ASP) is expected to be positively impacted by price adjustments
- No significant special items are expected for the financial year ending 31 December 2021
- Revenue from semi-detached (Denmark) segment is assumed to be around DKK 500 million for the financial year ending 31 December 2021
- Contract assets are assumed to increase by around DKK 200 million in 2021



Outlook for 2022

Introducing financial outlook for 2022:

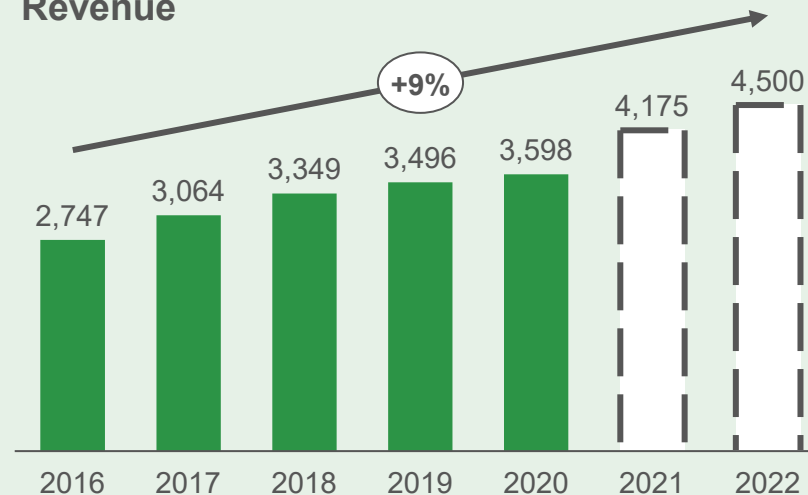
- Revenue is expected to be DKK 4,350 – 4,650 million
- EBITDA before special items is expected to be DKK 420 - 450 million
- EBIT is expected to be DKK 370 - 400 million
- Leverage ratio below 2.0x NIBD/EBITDA before special items

Assumptions for the outlook

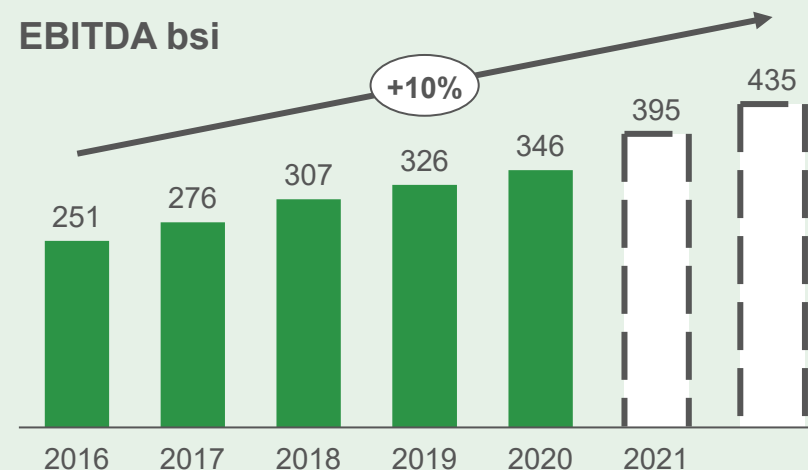
The 2022 guidance is based on no severe disruption of supply chains emerging and on raw material prices not significantly exceeding current levels.

- Current expectations for 2022 sales are between 2,200 and 2,400 houses.
- Current expectations for 2022 deliveries are between 2,020 and 2,160 houses.
- Revenue from the semi-detached segment is assumed to be around DKK 500 million.
- Share of deliveries on own land is expected to be below 10% due to the current size of the land bank. Long-term target remains at around 20%.
- Current expectations for capital expenditures are DKK 40–60m and comprise investments in digitalisation, automation, B2B and sustainability.
- Full year cash conversion (free cash flow to EBITDA) is expected to be at least 60% despite the increased capex level.
- No significant special items are expected.

Revenue



EBITDA bsi



Capital structure and dividend policy

Capital structure

- HusCompagniet has a **target leverage of below 2.0x** net debt to EBITDA before special items considering the Group's cash flow profile, with level moving towards 1.5x.
- If the leverage ratio is **below 1.5x** and capital is not committed or expected to be short term committed towards investments, HusCompagniet **will seek to return capital to shareholders** in addition to the initial **pay-out ratio through dividends and/or share buybacks**.

Dividend policy

- The Board of Directors has adopted a dividend policy with a target initial pay-out ratio of at least 50% of reported profit for the year.
- In April, HusCompagniet paid **dividend of DKK 3.00 per share** (DKK 60 million) for the financial year of 2020, corresponding to a **payout ratio of 65%**.
- Due to the strong liquidity, HusCompagniet has completed **share buyback of DKK 180m in August 2021** and is expected to initiate a **share buyback of DKK 40m in Q1 2022**.



Q&A