

New King Frederik IX Bridge, Nykøbing Falster
MT Højgaard Danmark

MT HØJGAARD HOLDING

Strategy 2026-2028

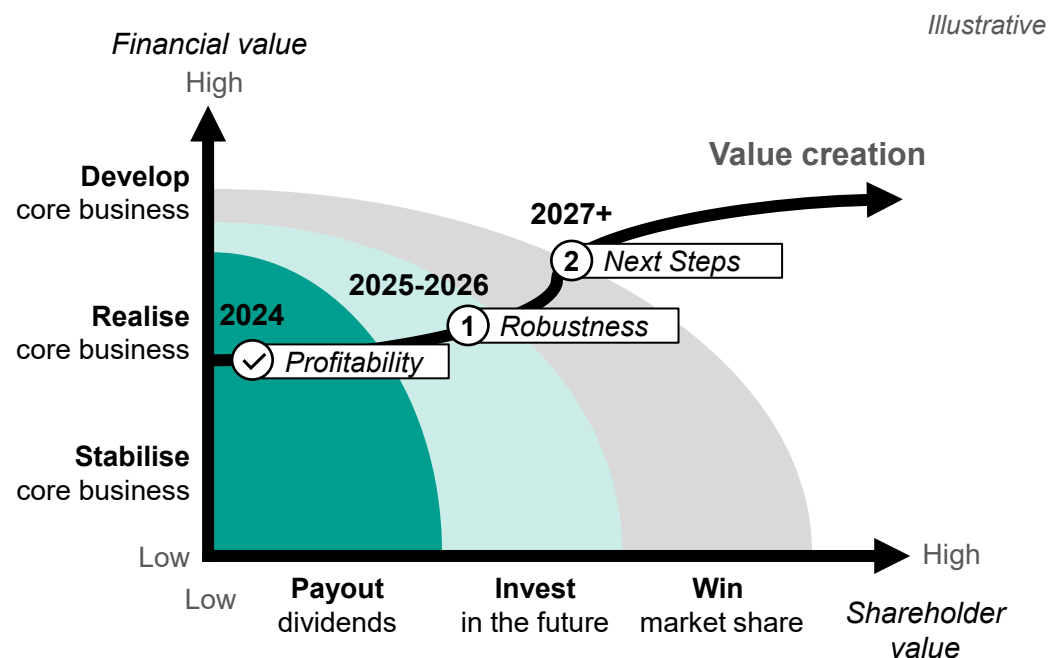
We continue to build



2026-2028 strategy builds on good results

Strategic principles

Value-creating rationale



Selected milestones

2024	Dividend payout due to solid stabilisation of core business and the achievement of an equity ratio of +20%, effectively concluding a five-year turnaround process
2025	Realisation of potential with enhanced robustness in current core business , driven by incremental optimisations and targeted strategic investments
2026	Launch of a new group strategy that establishes a strategic framework for short- and long-term development with a focus on strengthening and enhancing core competencies
2027+	Realisation of future-proof portfolio structures and financial development ambitions , alongside the maturing of organisational resilience that elevates the Group to the next level

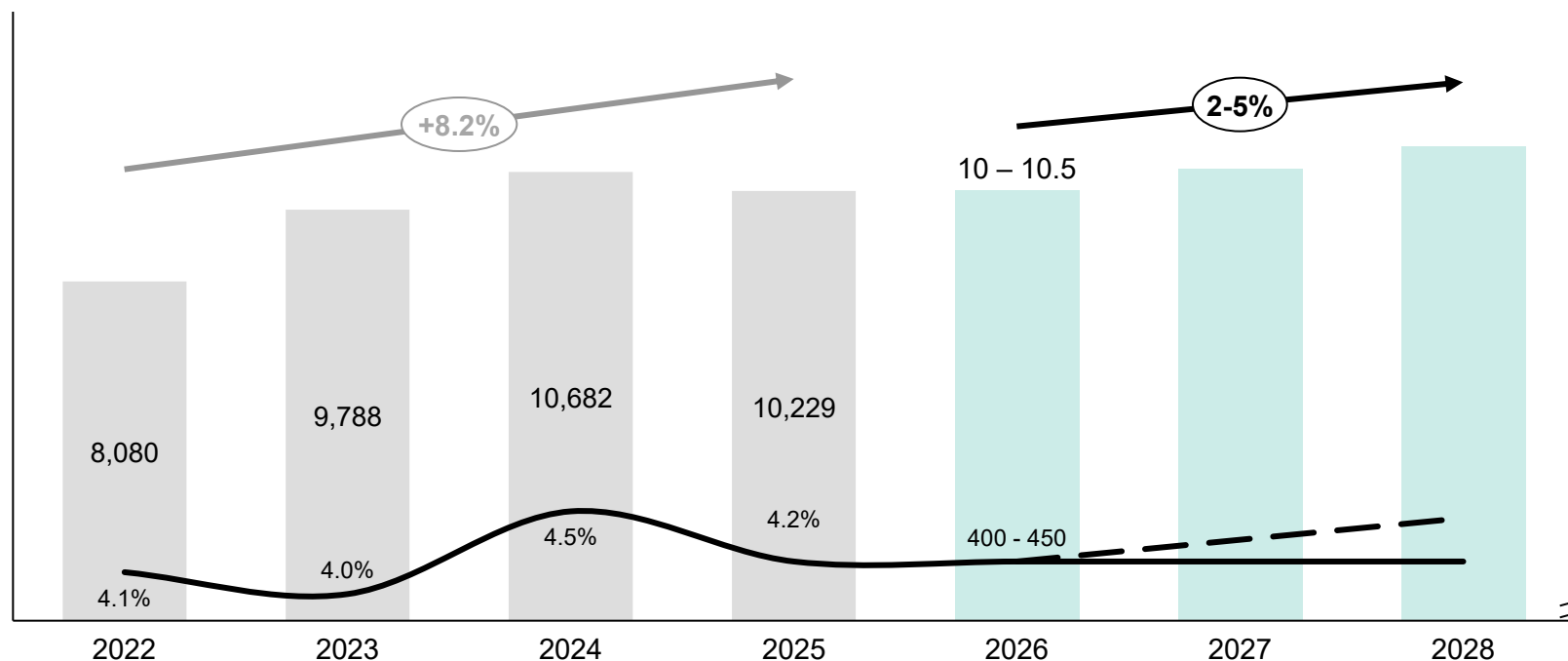
Pursuing above-market growth and increased profitability from 2027

Financial ambition

Outlook

— EBIT % ■ Historic results ■ Ambition

Graph is indicative



Prerequisites

- Expected market growth to continue its growth trajectory of 2-3% towards 2029, however macroeconomic instability can influence growth and profitability expectations
- The capital structure and balance sheet to remain unchanged, with a continued focus on return on invested capital and disciplined capital allocation to support any potential future investment and/or dividend activity
- Increased profitability is defined as net profit (quality of earnings)
- The outlook does not take into account any acquisitions or divestments of activities

Focus on sustainable results and shareholder value

Strategy 2028: We continue to build

We continue to build

for ...

... with ...

... to ...



MAINTAIN a leading position in new build by expanding the group's strong position in partnerships and collaborations



INCREASE the share of revenue in civil engineering and infrastructure by investing in a stronger position and competencies



CALIBRATE collective value creation in refurbishment and building transformation by increasing group coordination and focus



DEVELOP AND LEVERAGE the best team in the industry through a dedicated commitment to talent and leadership development



EXPLORE strategic optionality and possibility to selectively engage with inorganic opportunities

OPTIONAL