MT HØJGAARD HOLDING

Company announcement no. 11/2026

New Group structure and management in a joint MT Højgaard

12 November 2026

The board of directors of MT Højgaard Holding has decided to simplify the Group structure by combining MT Højgaard Holding and MT Højgaard Danmark in one joint company under the MT Højgaard name. CEO of MT Højgaard Holding Rasmus Untidt continues as CEO of the new MT Højgaard focusing on the implementation of the new Group structure together with a new Group management, after which he, by mutual agreement with the board of directors, will hand over to Thomas Mollerup, who has been appointed CEO effective no later than 1 December 2027.

”By simplifying the structure and establishing a joint Group management team, we are now taking a natural next step in the development of the Group. Rasmus Untidt has played a decisive role in the comprehensive transformation of the Group, which is now completed. Rasmus has also contributed to the new structure, and we are pleased that he will take part in steering the changes across the finishing line and ensuring a smooth handover to Thomas Mollerup as we have reached the mutual conclusion that the new Group calls for a different profile in front,” says Chairman of the board Morten Hansen.

The new Group structure
The new structure is a development of the portfolio model, which was introduced in 2019 with MT Højgaard Holding as the owner of seven independent business units. Since then, the number of business units has been reduced from seven to two in a focused Group with a significantly stronger financial foundation and a larger business scope.

”The portfolio model and MT Højgaard Holding have formed an important foundation for the development the Group has been through in recent years. It is now natural to take the next step and further strengthen the Group’s resilience by enhancing professional expertise, fostering coordination, and shortening decision-making processes. We want to gain more from the combined Group and become even better at leveraging each other’s strengths, competencies and experiences in MT Højgaard,” says Morten Hansen.

In early 2027, MT Højgaard Danmark and MT Højgaard Holding will be merged into one joint MT Højgaard with activities in two overall operating areas – West and East.

Operating area West will comprise the activities in Jutland and on Funen as well as subsidiaries Raunstrup and NemByg. Operating area East will comprise the Group’s activities on Zealand and the islands as well as subsidiary Enemærke & Petersen.

Current employees within the staff functions of MT Højgaard Holding and MT Højgaard Danmark will be brought together in shared staff and support functions, enabling better utilisation of specialist expertise across geographical locations and companies.

New CEO and joint Group management
Since 2011, the incoming CEO of the new MT Højgaard Thomas Mollerup has been CEO of Aarsleff Rail, which is Denmark’s largest rail contractor with activities in Norway and Sweden. He has almost 30 years of management experience from the civil engineering industry where he has

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served, among other things, as Technical Director at NCC in 2004-2011 and Vice President in MT Højgaard in 1999-2004.

The joint Group management is established immediately and will be comprised, until Thomas Mollerup's accession, by CEO Rasmus Untidt (CEO of MT Højgaard Holding), CFO Dennis Nørgaard (CFO of MT Højgaard Holding), Group Executive Director West Carsten Nielsen (Director of Newbuilds & Civil Engineering at MT Højgaard Danmark) and Group Executive Director East Niels Holm Mikkelsen (CEO of MT Højgaard Danmark). The management teams in Enemærke & Petersen, Raunstrup and NemByg will continue unchanged with reference to the new Group Directors of West and East.

"We look forward to welcoming a well-reputed and experienced industry profile such as Thomas Mollerup to the new MT Højgaard where he will head up a strong Group management team in a simpler and more efficient Group. Thomas has the perfect combination of hands-on project experience, deep industry insight and well-tested leadership competencies that we look forward to drawing upon," says Morten Hansen.

The simplification of the Group structure and the changes to management do not affect MT Højgaard Holding's 2026 outlook.

Further information:
Chairman Morten Hansen can be contacted on telephone +45 31 21 68 72.

About Thomas Mollerup (born 1968, resides in Frederiksberg)

- CEO of Aarsleff Rail since 2011 and member of Group management in the Aarsleff Group since 2018. Executive and board member in subsidiaries and joint ventures.
- Former Head of Section and Technical Director at NCC Construction in 2004-2011 and Head of Section and Vice President of MT Højgaard in 1999-2004. During his first tenure with MT Højgaard from 1992, he worked on the Great Belt and Øresund connections.
- Board member of Danish Infrastructure (Confederation of Danish Industry) and member of the committee on construction and infrastructure under the Confederation of Danish Industry.
- Education:
    - Executive Management Programme, Insead, 2024.
    - Executive Board Programme, Insead, 2015.
    - Orchestrating Winning Performance, IMD, 2024/2010.
    - Advanced Management Programme, Insead, 2007.
    - Graduate diploma in business administration (Strategy and Management), Copenhagen Business School, 2000-2004.
    - BA Engineering, Engineering College of Copenhagen, 1989-1992.