### Outlook & financial ambitions



### Agenda

- Preliminary 2024 results
- Preliminary 2025 outlook
- Financial ambitions



#### Preliminary 2024 results

- Revenue up 9% to DKK 29.8bn in line with outlook range of 8-10%
- 2024 EBIT of DKK 1.5bn
- In line with latest outlook range of DKK 1.5-1.7bn
- Adjusted free cash flow of DKK 1.0bn vs outlook of DKK 1.2bn



#### Preliminary 2025 outlook

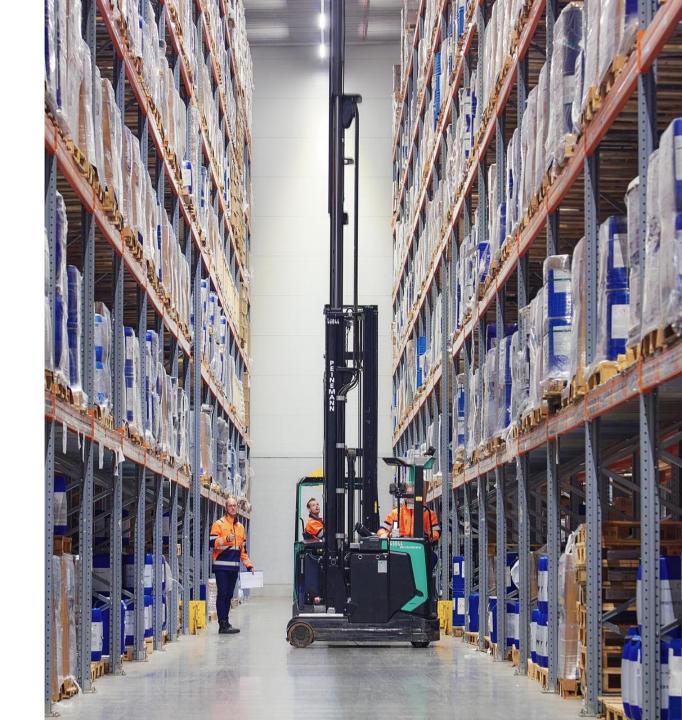
- 2025 EBIT expected around DKK 1.0bn
- Includes substantial negative earnings impacts from Mediterranean's changed competitive environment
- Planned turnaround of Türkiye & Europe South business area (previously Ekol International Transport) will also reduce 2025 EBIT

Outlook assumptions will be detailed further in the annual report



#### Financial ambitions

- Financial ambitions for ROIC, adjusted free cash flow, and financial leverage set in December 2023 for 2026/27
- No longer applicable due to earnings development in 2024 and 2025



#### DFDS agenda 2025

#### Performance

Unlock value of expanded network

Resolve specific focus areas

Cash flow focus

#### DFDS agenda 2025

#### Resolve specific focus areas

Adapt
Mediterranean
to changed
competitive
environment

Turn
Türkiye &
Europe South
around to
breakeven by
year-end 2025

Progress
Logistics
turnarounds
initiated in
2024

#### DFDS agenda 2025

#### Cash flow focus

Capital discipline

Non-core asset review





## Moving Together Towards 2030

Protect & Grow Profits

Standardise to Simplify

Digitise to Transform

Moving to Green

Be a Great Place to Work

# Q&A

