# Initiatives launched to speed up Mediterranean progress


Q2 2025, 20 August 2025

# Agenda

- Introduction
- Q2 overview
- Moving to Green
- 2025 focus areas
- Outlook & priorities

# Moving Together Towards 2030

## Unlock network value

- Protect & Grow Profits
- Standardise to simplify
- Digitise to transform
- Moving to green
- Be a great place to work

## Green transition

- 45% reduction in ferry emission intensity
- 75% reduction of land emission intensity

## Cash flow focus

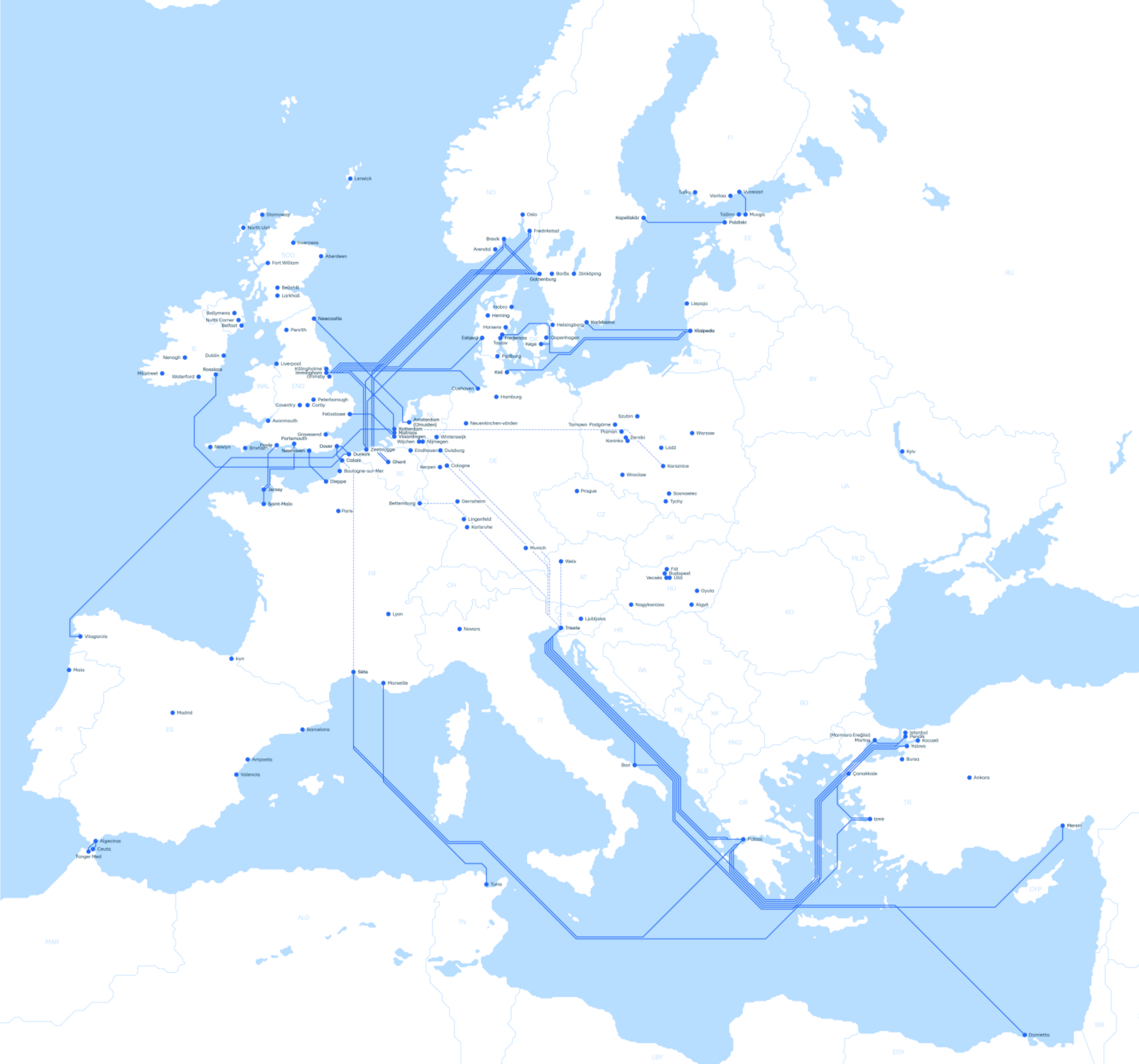
- Long-term NIBD/EBITDA target range of 2.0-3.0x
- Debt reduction
- Non-core asset review
- Working capital initiatives

# Geopolitical, market & competitor environment

### Geopolitical
- US disruptions settling down
- Ukraine war uncertainty
- Germany to lift investments
- Nearshoring outlook positive

### Markets
- Subdued European growth
- Turkish export challenged by FX parity
- Oil price spread increasing

### Competition
- Adjusting Istanbul-Trieste capacity
- Increased capacity North Sea South
- Continental road and warehousing markets oversupplied



# Initiatives launched to speed up Mediterranean progress

**Q2 earnings lowered by Mediterranean headwinds**

Ferry Division result below expectations driven by Mediterranean

Logistics Division result ahead of expectations helped by transaction gain

Türkiye & Europe South* result below expectations

Strong H1 cash flow driven by targeted initiatives

**Focus areas progressed less than expected**

**Logistics Boost projects** showing strong progress

**Mediterranean Ferry** – Q2 volumes in line with expectations while pricing initiatives not effective

**TES turnaround** –rightsizing progressing as planned while volume development weaker than expected

**Stable network, focus area initiatives launched**

Mediterranean Ferry new price model launch & capacity adjustments

TES* turnaround profitable volume growth priority

Stable outlook for rest of network

Working capital program and capex discipline

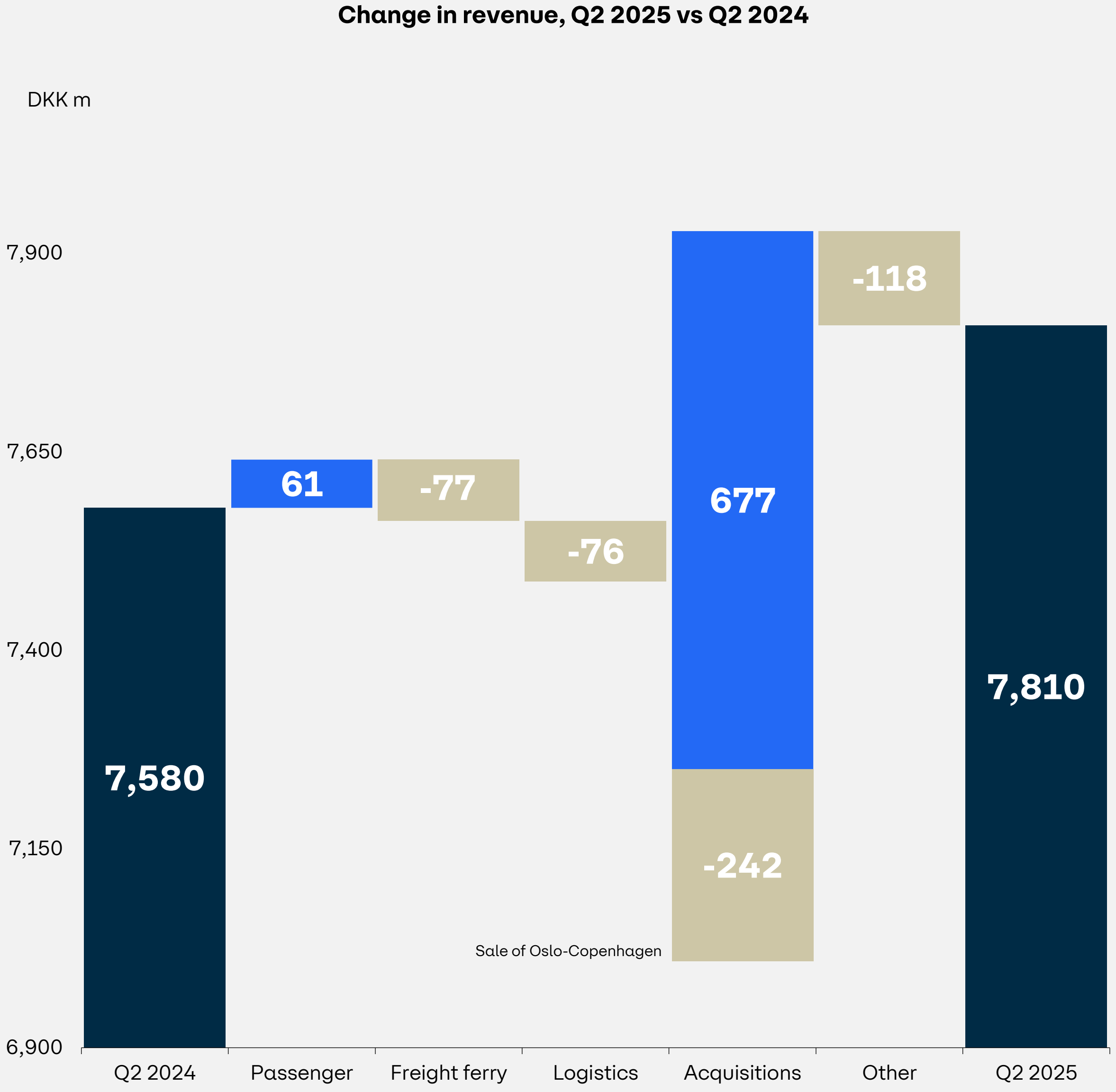


*TES

# Q2 2025

# 3% revenue growth in Q2

- **Group revenue growth** of 3.0% and organic growth* was -2.3%
- **Passenger** organic revenue up 5.3% driven by higher Channel and SoG revenue
- **Freight ferry** revenue down 3.8% and organic revenue* up 0.5% as Mediterranean decrease offset by other areas
- **Logistics** organic revenue down 2.3% as UK & Ireland growth offset by lower Nordic/ Continent revenue, partly due to restructurings
- **Acquisitions** added net revenue of DKK 435m (Ekol 677, Oslo-Copenhagen sale -242)






*Adjusted for BAF/ETS, acquisitions/divestments, and route changes

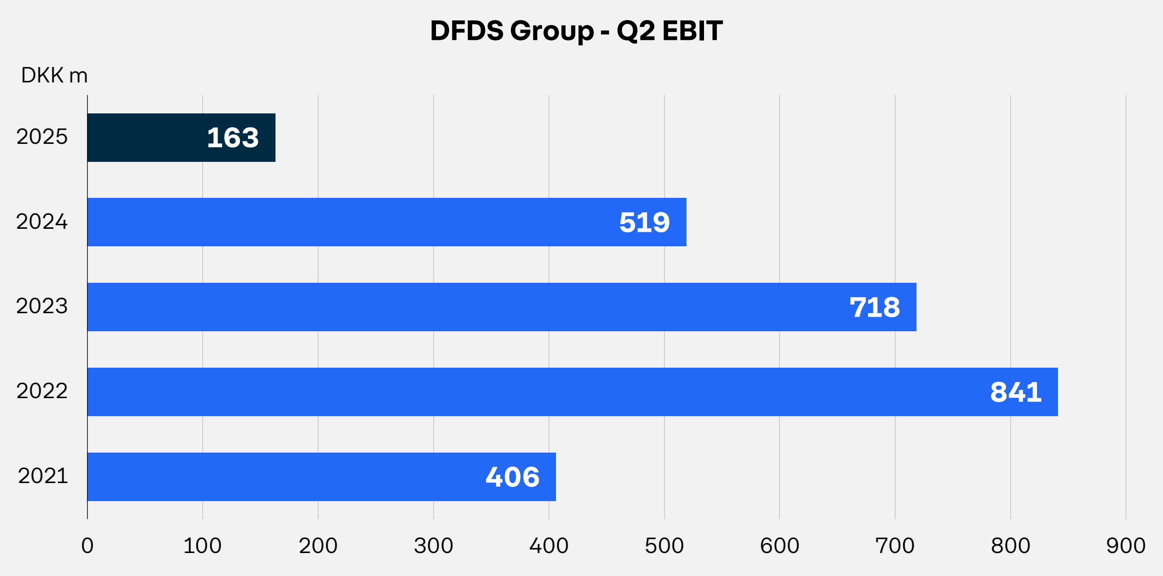
# Q2 2025 income statement

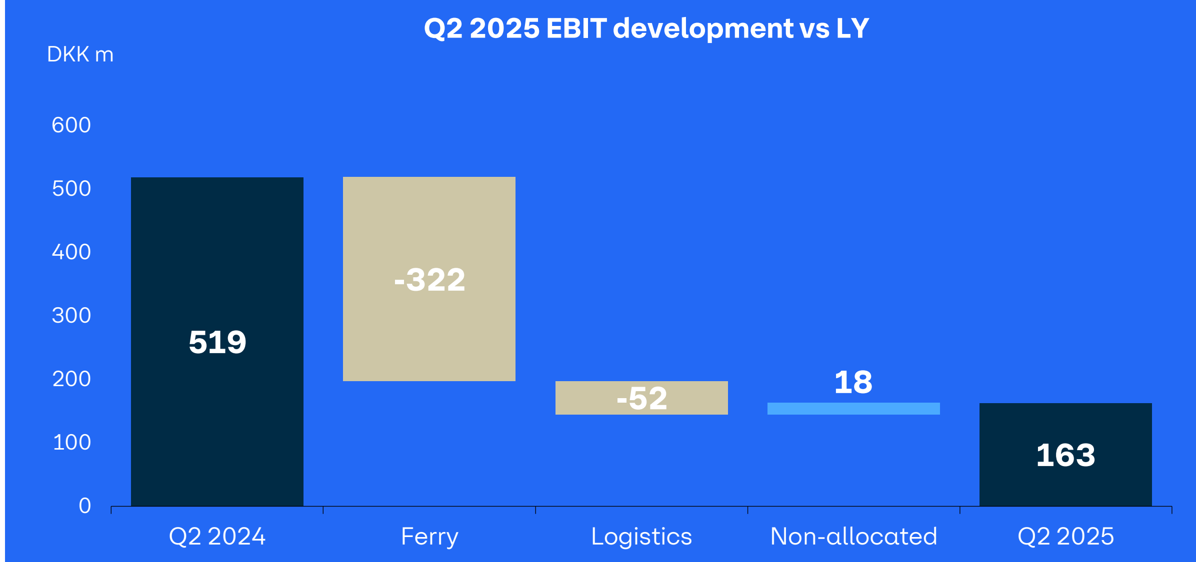
- **EBITDA** down 28% or DKK 340m following lower results in both divisions offset by a DKK 21m lower corporate cost
- **Depreciation** up 4% or DKK 26m from mainly addition of Ekol International Transport balanced by sale of Oslo-Copenhagen route
- 2024 impairment reversal of DKK 33m from Oslo-Copenhagen sale – 2025 gain in Sweden of DKK 51m from warehouse transaction
- **EBIT** lowered 69% to DKK 163m
- **Finance** cost up 6% to DKK 214m as 4% net interest cost reduction was offset by currency variance

| DFDS Group, DKK m | Q2 24 | Q2 25 | Δ | Δ |
|---|---|---|---|---|
| Revenue | 7,580 | 7,810 | 230 | 3% |
| | | | | |
| **EBITDA** | **1,232** | **893** | **-340** | **-28%** |
| *Margin* | *16.3%* | *11.4%* | *-4.8%* | |
| | | | | |
| Other income/costs, net | 8 | 9 | 2 | n.a. |
| Depreciation and impairment | -702 | -728 | -26 | 4% |
| Impairment reversal/Gain Sweden | 33 | 51 | 18 | n.a. |
| EBITA | 572 | 225 | -347 | -61% |
| *Margin* | *7.5%* | *2.9%* | *-4.7%* | |
| Amortisation | -53 | -62 | -9 | 17% |
| **EBIT** | **519** | **163** | **-356** | **-69%** |
| *Margin* | *6.8%* | *2.1%* | *-4.8%* | |
| | | | | |
| Finance | -202 | -214 | -12 | 6% |
| *Interest cost, net* | *-209* | *-200* | *8* | *-4%* |
| *Currency, net and other items* | *7* | *-13* | *-21* | *-291%* |
| | | | | |
| **Profit before tax** | **317** | **-51** | **-368** | **n.a.** |
| Tax | -29 | -36 | -8 | 27% |
| **Profit after tax** | **288** | **-87** | **-376** | **n.a.** |

# EBIT weighed down by Mediterranean activities

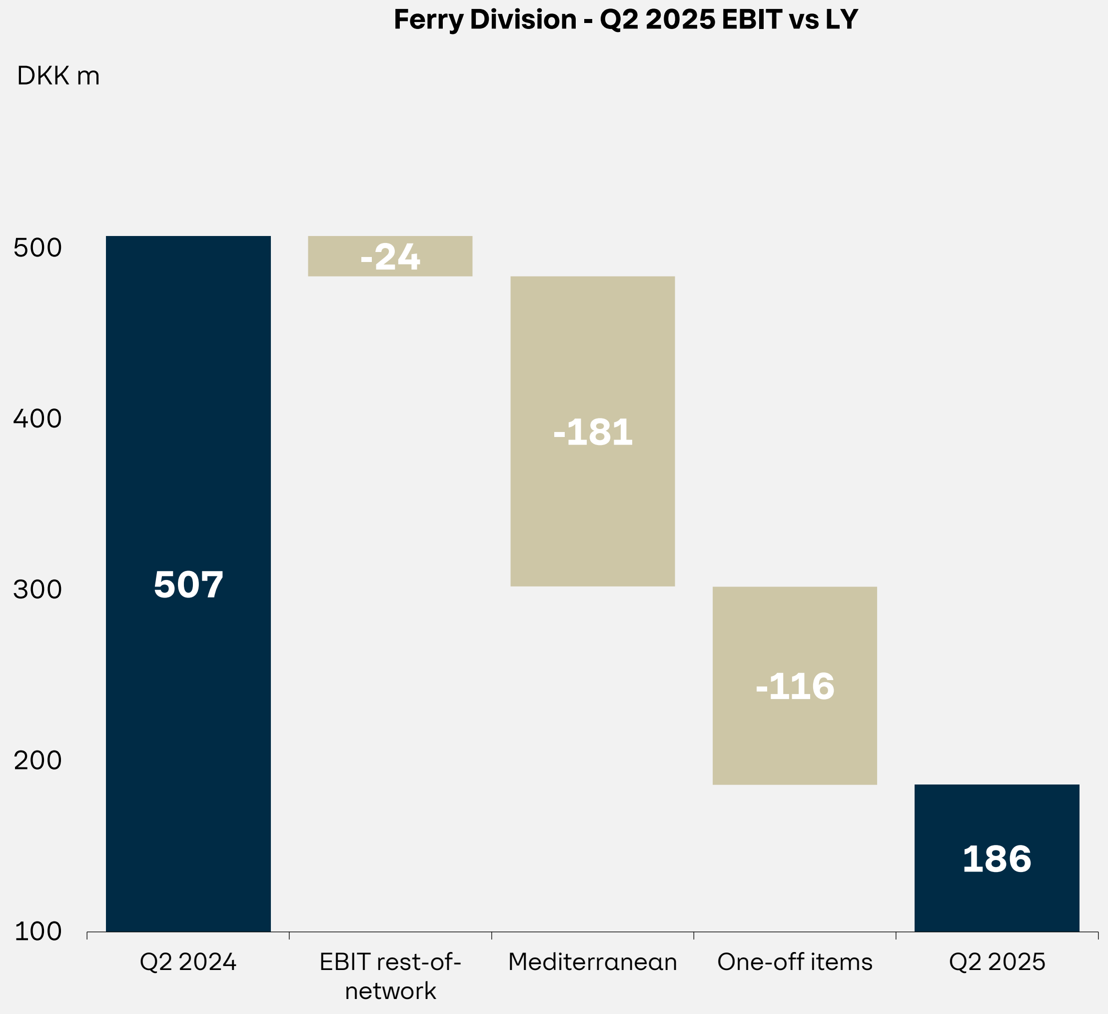
- **Q2 EBIT** of DKK 163m down from DKK 519m
- **Ferry** Q2 EBIT down DKK 322m to DKK 186m driven by lower Mediterranean result and one-off items
- **Logistics** Q2 EBIT down DKK 52m to DKK 33m driven by TES and one-off items



# Ferry Division – most of network stable

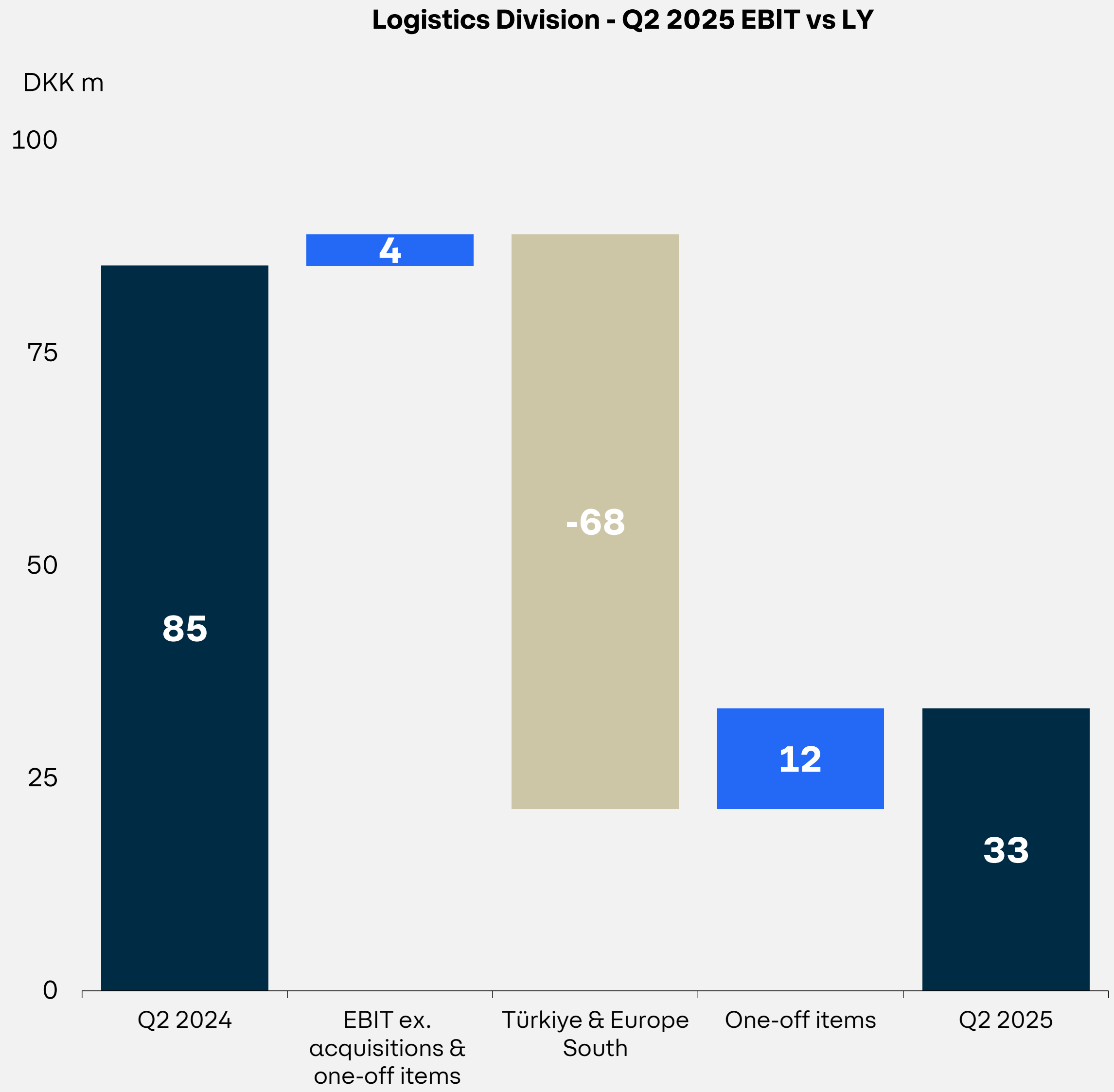
- **EBIT** decrease of DKK 322m to DKK 186m
- **EBIT rest-of-network**[1] down DKK 24m due to impacts from mainly lower oil price spread, Jersey start-up, and a higher cost for non-deployed ferries
- **Mediterranean's** result decreased by mainly lower pricing on routes impacted by intensified competition
- **One-off items** include provisions in 2025 and releases and an impairment reversal in 2024




1 Adjusted for Mediterranean/Oslo-Cph/one-off items

# Logistics Division – earnings excluding TES improved

- **EBIT** decrease of DKK 52m to DKK 33m
- **Nordic, Continent** and **UK & Ireland** delivered results on level with 2024 excluding one-off items
- **Türkiye & Europe South's** result below expectations



# Q2 cash flows & capital

- **Operating cash flow** DKK 1.1bn
- **Operating capex** of DKK 0.3bn
- **Adjusted free cash flow** of DKK 0.5bn bringing H1 to DKK 0.8bn supporting FY target of DKK 1.0bn
- NIBD lowered DKK 1.1bn from year-end 2024
- **Financial leverage**, NIBD/EBITDA, of 4.2x up from 3.9x at year-end 2024
- Leverage expected to decrease in Q4

| DKK bn | Q2 2024 | Q2 2025 | Δ | Δ | Q2 LTM 2025-24 |
|---|---|---|---|---|---|
| **Cash flows** | | | | | |
| Operating cash flow | 1.3 | 1.1 | -0.3 | -22% | 3.4 |
| *Capex* | | | | | |
| Operating capex | -0.4 | -0.3 | 0.1 | -26% | -1.2 |
| Ferries* | 0.0 | 0.0 | 0.0 | n.a. | 0.1 |
| Acquisitions | 0.0 | 0.0 | 0.0 | n.a. | -1.1 |
| Free cash flow | 1.0 | 0.8 | -0.2 | n.a. | 1.3 |
| Adjusted free cash flow | 0.7 | 0.5 | -0.2 | n.a. | 1.3 |
| **Capital structure** | | | | | |
| NIBD | 15.2 | 16.1 | 0.9 | 6% | n.a. |
| NIBD/EBITDA, times | 3.1 | 4.2 | 1.1 | n.a. | n.a. |
| Equity ratio | 38% | 35% | -3% | n.a. | n.a. |

*Sale/purchase/new-buildings & insurance compensation

DFDS

# Moving to Green & Great Place to Work

# Biofuel consumption increased

- **Ferry $CO_2$** emission intensity reduced 4.1% for own fleet, biofuel on Amsterdam-Newcastle and on new route Vilagarcia-Rotterdam
- **E-trucks:** 145 e-trucks now in operation after increases in UK and Belgium
- **Safety** – LTIF improved to 5.2 for Q2 2025 from 7.2 in Q2 2024 driven by both Logistics and Ferry improvements
- **Women** in management positions up 1 ppt to 21% from H1 2024

# 2025 focus areas

# 3 focus areas to resolve in 2025

- Logistics Boost projects
- Adapting Mediterranean
- Turnaround of Türkiye & Europe South

# Logistics Boost projects on track

- Eight Boost projects initiated in 2024
- Total Boost project monthly earnings turned positive in June from double-digit loss start of year
- 5 Boost projects on threshold level or better, 3 below threshold but improved in Q2

**Logistics Boost turnaround projects initiated in 2024**

| Cold chain | Automotive | Market slowdown | Geopolitical |
|---|---|---|---|
| Denmark domestic | Gothenburg logistics | Dutch full-load (FTL) flows | Baltic slowdown |
| Germany domestic | Ghent, flows and domestic | Dutch warehousing | Continent-UK, Brexit phase 3 |

On track/Additional measures required

**~414**
FTE reductions made across Division (HQ and BUs)

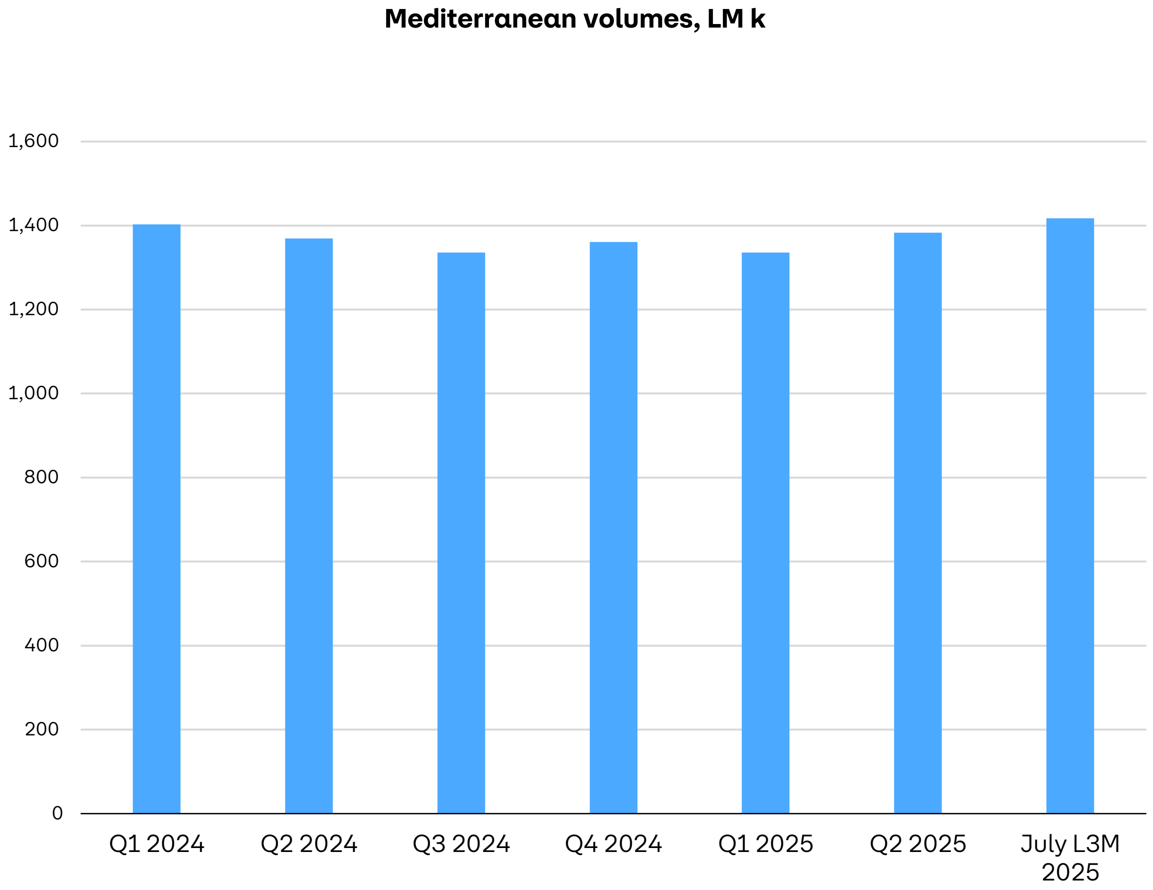
**4**
traffic reductions (Baltic, DK, S-PL)

**6**
office close-downs (Sweden, Baltic, Germany, UK)

**3**
office mergers (Baltic, DK, Sweden)

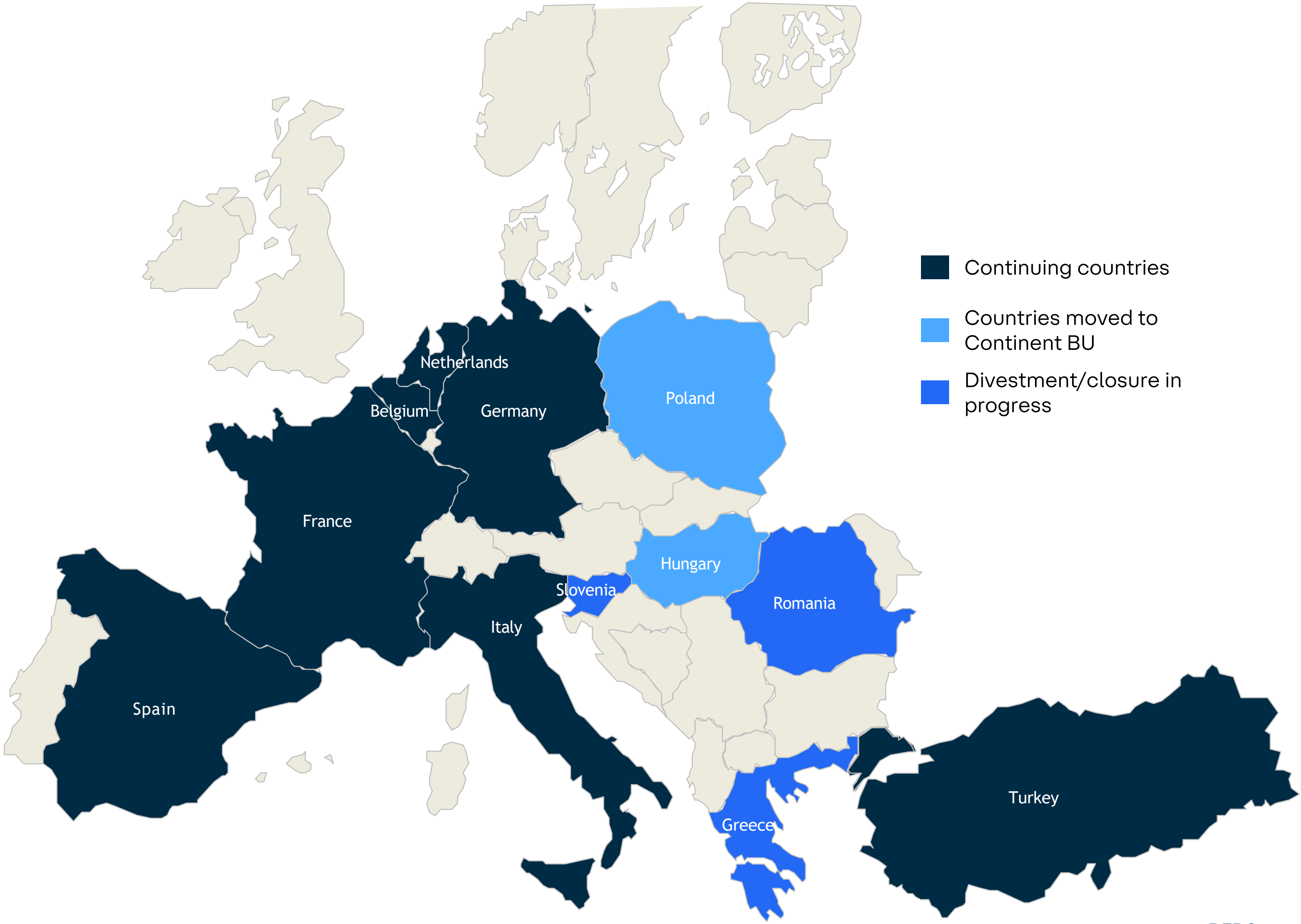
# Mediterranean – new pricing model effective Sept 2025

- **Ferry capacity** increased with three RoRo ferries on Istanbul-Trieste corridor by competitor from mid-September 2024
- **Own corridor** capacity reduced >10%
- **Q2 pricing** initiatives less effective than expected
- **Yield recovery** expected to improve from September 2025 with launch of new, more robust pricing model
- **Redelivery** of two chartered RoRo ferries expected in Q3



# Türkiye & Europe South

- **High-growth** market driven by Turkey's role as Europe's manufacturing hub and nearshoring
- **Replicate** proven RoRo model from northern Europe – road/ferry/rail
- **Provide** unrivalled reliability, frequency & efficiency



# Türkiye & Europe South turnaround slowed by weak volumes

### Operations

Rightsizing of equipment fleet, asset sales, increased subcontracting

- 17% or 1.1k equipment units reduced
- Own haulage production reduced
- Operating cost optimisation on track

### Commercial

Customer portfolio review, price adjustments, new sales

- Volumes around 10% below target
- Transport market unsettled by ferry events
- Focus on profitable tender wins and spot

### Intermodal

Optimising road/ferry/rail interactions

- Operating risk sharing with customers/ suppliers inadequate
- Adjustments of contracts ongoing
- Pace of operating improvements below target

### Organisation

Rightsizing, network optimisation

- Staff reduced to 2,750 from 3,700
- 3 country organisations to close during Q3 (Greece, Slovenia, Romania)

# Outlook & priorities

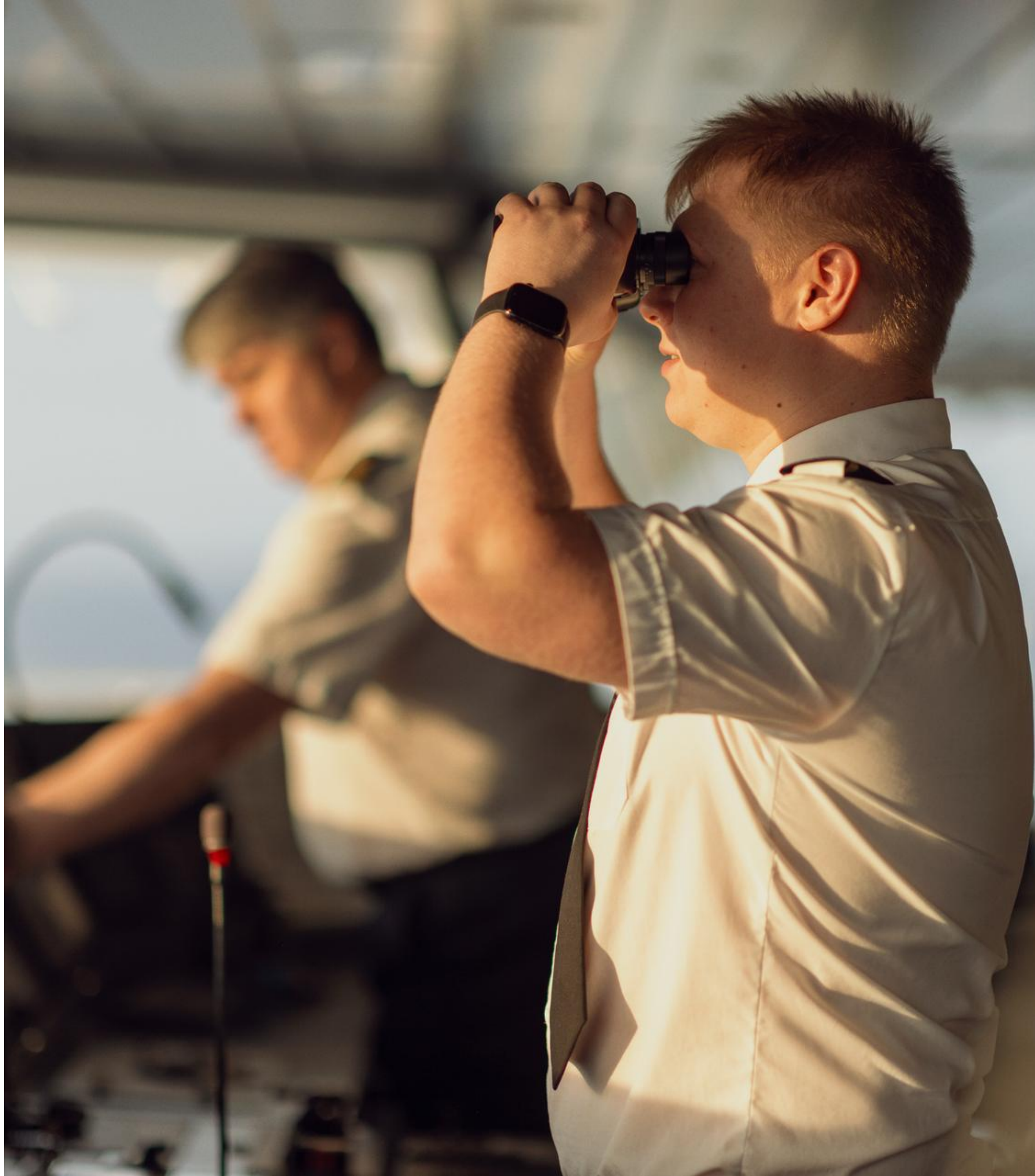
# EBIT outlook update reflects Mediterranean headwinds

- **Revenue** growth outlook of around 5% unchanged
- **EBIT** outlook updated to range of DKK 0.8-1.0bn from around DKK 1.0bn
- **Ferry** Division's EBIT range updated to DKK 0.875-1.0bn from DKK 1.0bn driven primarily by Mediterranean
- **Logistics** Division's EBIT range lowered to DKK 0.125-0.2bn from around DKK 0.2bn driven primarily by Türkiye & Europe South
- **Operating capex** reduced to around DKK 1.4bn
- **Adjusted FCF** of around DKK 1.0bn unchanged

| DKK m | Updated outlook 2025 | Previous outlook 2025 | 2024 |
|---|---|---|---|
| **Revenue growth** | **Around 5%** | **Around 5%** | **29,753** |
| **EBIT** | **800-1,000** | **Around 1,000** | **1,506** |
| *Per division:* | | | |
| Ferry Division | 875-1,000 | 1,000 | 1,525 |
| Logistics Division | 125-200 | 200 | 200 |
| Non-allocated items | -200 | -200 | -219 |
| **Capex** | **Around -1,300** | **Around -1,500** | **-1,451** |
| *Types:* | | | |
| Operating | -1,400 | -1,600 | -1,451 |
| Ferries: sale & purchase, new-buildings | 100 | 100 | 0 |
| **Adjusted free cash flow** | **Around 1,000** | **Around 1,000** | **957** |

# Key priorities 2025

- **Organic** growth focus
- **Deliver on** three specific turnaround focus areas
- **Cost focus** to improve performance
- **Cash flow** focus
- **Green transition –** committed to transition pathway
- **DEI –** committed to deliver on targets



# Q&A