



## AWARD OF LONG-TERM INCENTIVES

DFDS' long-term incentives for management aims to link the remuneration to the enduring performance of the company, as reflected in the share price, whilst supporting retention of management.

Today, the Board of Directors have awarded Torben Carlsen, CEO, 38,008 RSUs (Restricted Share Units) and 199,790 share options, and Karen D. Boesen, CFO, 15,903 RSUs and 83,596 share options. In addition, a total of 160,654 RSUs and 558,123 share options have been awarded to a number of key employees.

The share options and the RSUs vest with 1/36 per month from and including February 2026. The share options may be exercised in the period from February 2029 until March 2031. The share price at grant and the exercise price are based on the volume weighted average share price of DFDS shares traded on NASDAQ Copenhagen on the five trading days immediately following the publication of DFDS' most recent financial report to the time of grant. For the share options, 10% has been added, giving an exercise price of DKK 110 per share of DKK 20 nominal value.

The total value of the award of the RSUs and the share options is DKK 37.5m, including the awards to the CEO and the CFO, calculated according to the Black-Scholes model.

DFDS A/S  
Marmorvej 18  
DK-2100 Copenhagen Ø  
CVR 14 19 47 11

[www.dfds.com](http://www.dfds.com)

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**Contact**  
Søren Brøndholt Nielsen, IR  
+45 33 42 33 59

**About DFDS**  
We operate a transport network in and around Europe with an annual revenue of DKK 30bn and 16,000 full-time employees.

We move goods in trailers by ferry, road & rail and we offer complementary transport and logistics solutions.

We also move car and foot passengers on short sea and overnight ferry routes.

DFDS was founded in 1866 and is headquartered and listed in Copenhagen.

**Disclaimer**  
The statements about the future in this announcement contain an element of risk and uncertainty which means that actual developments may diverge significantly.