

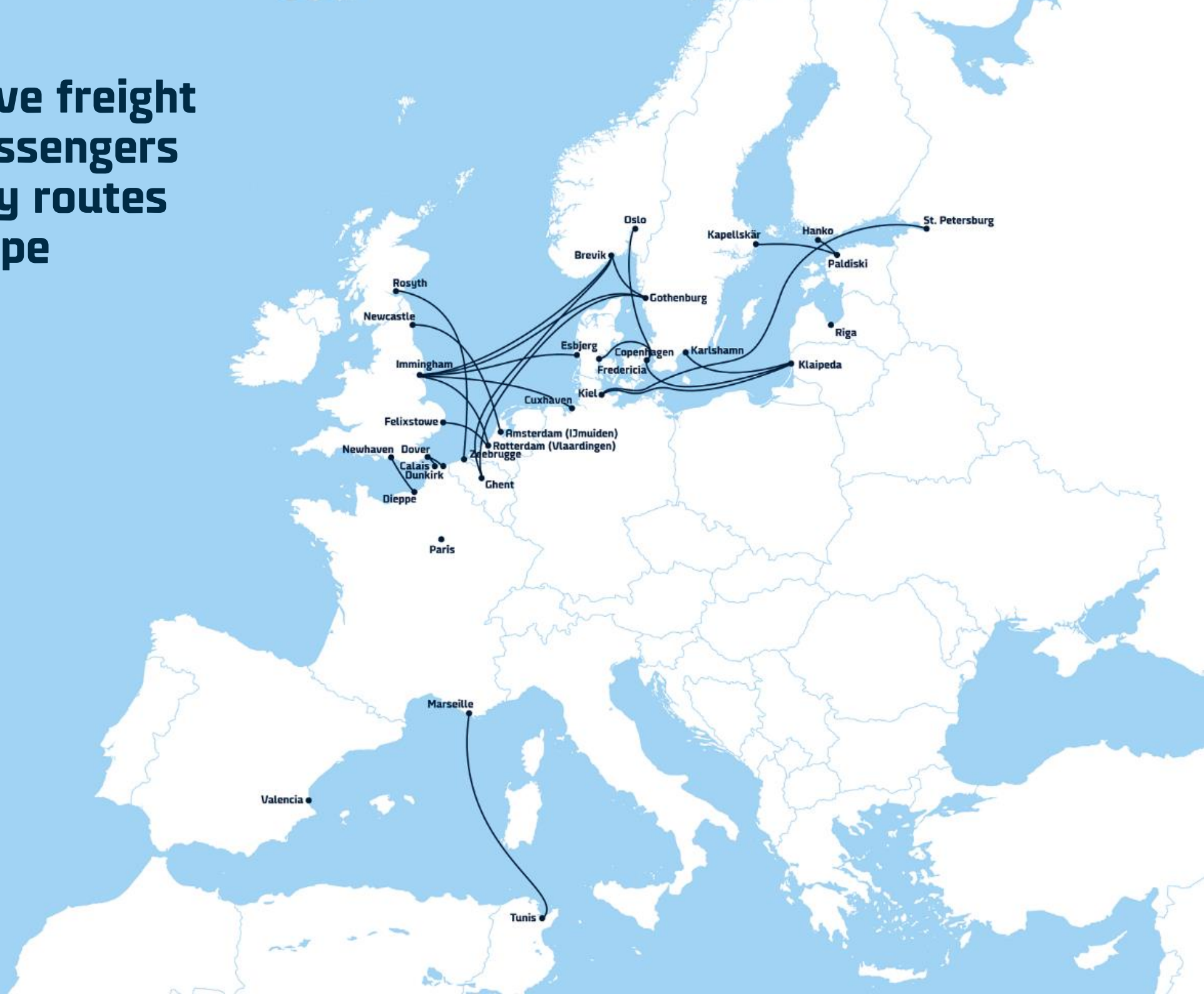
FERRY ROUTES & LOGISTICS

DFDS Group Overview

May 2018

WHAT WE DO

We move freight and passengers on ferry routes in Europe



**We also provide
transport and
logistics solutions
to a wide range of
businesses**



- Logistics offices
- Container and sideport route ports
- Warehousing or other logistics operation
- Logistics office and port of call

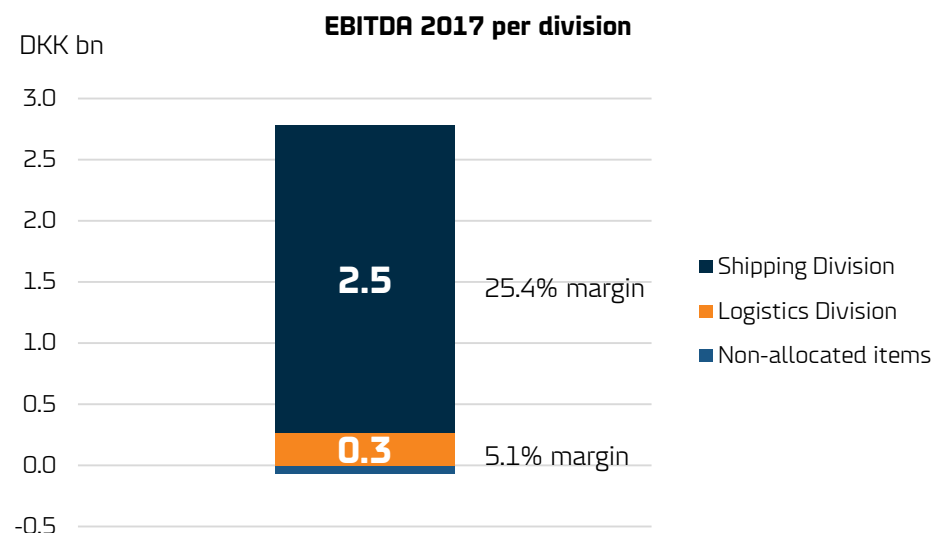
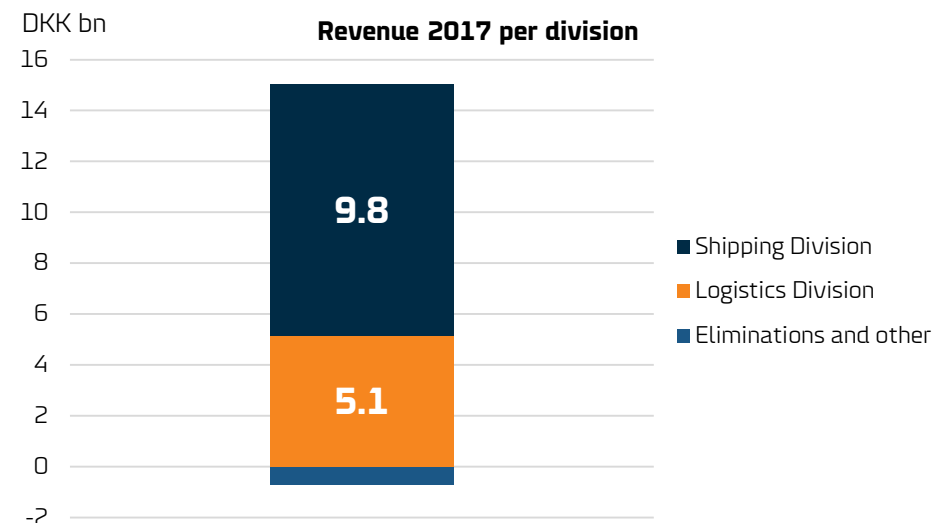
Route network now expanded to Mediterranean



DFDS structure, ownership and earnings split

DFDS Group

DFDS Group	
People & Ships	Finance
Shipping Division <ul style="list-style-type: none"> Ferry services freight and passengers Port terminals 45 ferries operated* 	Logistics Division <ul style="list-style-type: none"> Door-door transport Contract logistics 5,600 trailers and 3,500 containers
DFDS facts <ul style="list-style-type: none"> Founded in 1866 Activities in 20 European countries 7,000 employees 	Shareholder structure <ul style="list-style-type: none"> Lauritzen: 42% Free float: 54% Nasdaq Copenhagen Foreign ownership share: ~30%



Freight, logistics and passengers – focus northern Europe

Key services

Freight routes	Logistics solutions	Passenger routes
<ul style="list-style-type: none"> Trailers, unaccompanied & accompanied Industry solutions Port terminals 	<ul style="list-style-type: none"> Door-door full & part loads Contract logistics 	<ul style="list-style-type: none"> Overnight Day Transport/holiday Cruise ferry
<div>Freight</div>		

Share of Group revenue



80% freight

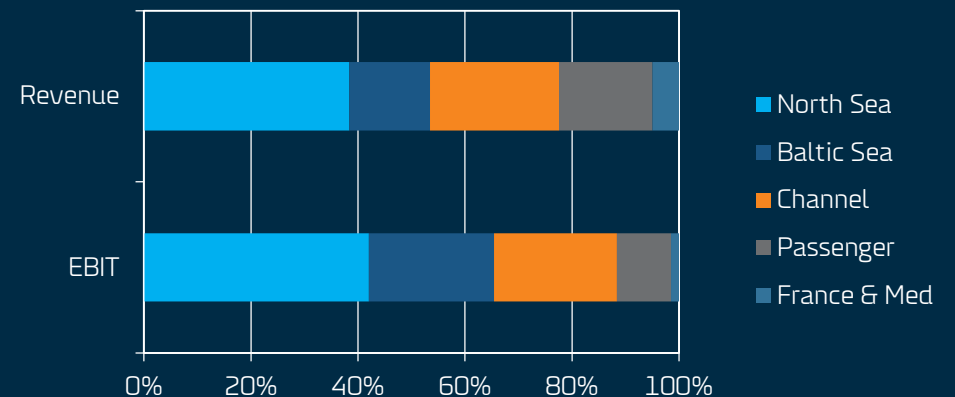
20% pax

SHIPPING

Business units & ROIC, Q1 LTM 2018

North Sea	Baltic Sea	Channel	Passenger	France & Med
16%	31%	18%	24%	57%

Q1 LTM 2018: Shipping Division





- **Ro-ro/ro-pax** shipping: roll on, roll off of **freight units** and **passenger cars**
- Routes carry both **unaccompanied** and **accompanied trailers**
- Other types of cargo, e.g. heavy industrial goods and containers, are placed on carrying equipment (mafis) and tugged on to the ship



FERRY TYPES



Day ferry (ro-pax), Channel

Freight ferry (ro-ro)



Cruise ferry



Combined freight and passenger ferry (ro-pax)



**IT'S ALL
ABOUT THE
ROUTE**

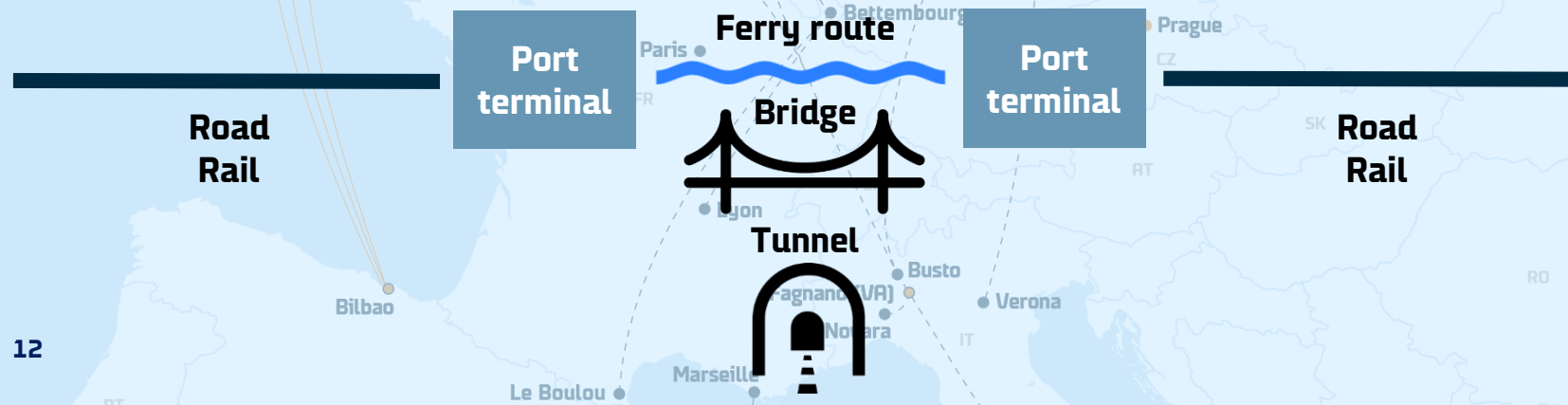
FERRY ROUTE CAPACITY DYNAMICS

- stepwise addition of ferries leverages capacity significantly

Route	No. of ships on route today	Minimum required no. of ships for entry	Capacity impact of entry*
Dover-Calais	8	3	38%
Gothenburg-Immingham	3	2	67%
Fredericia- Copenhagen- Klaipeda	1	1	100%

* Assuming entered ships are identical to incumbent ships and same no. of departures per ship

Freight Infrastructure

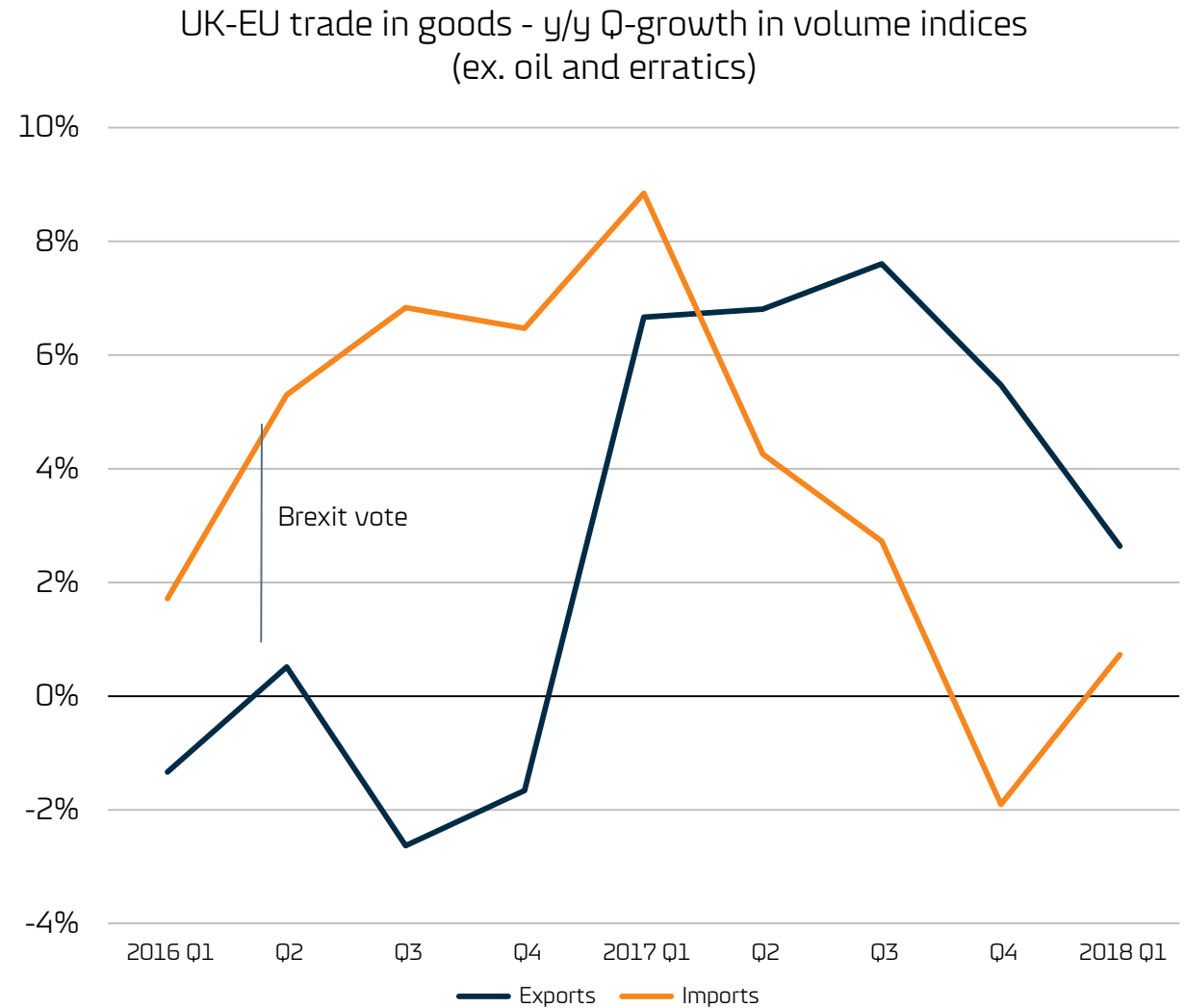


KEY NORTHERN EUROPEAN FERRY COMPANIES



GDP growth of 2.0% expected for EU, 1.5% expected for UK

- **EU's growth scenario**
expected to mitigate uncertainty from Brexit
- UK export growth to EU continues, import growth reduced by lower car imports in Q4 2017
- Current EU-UK trading model in place until Dec 2020
- **Volume growth divergence** between North Sea and Channel likely to narrow but continue in 2018

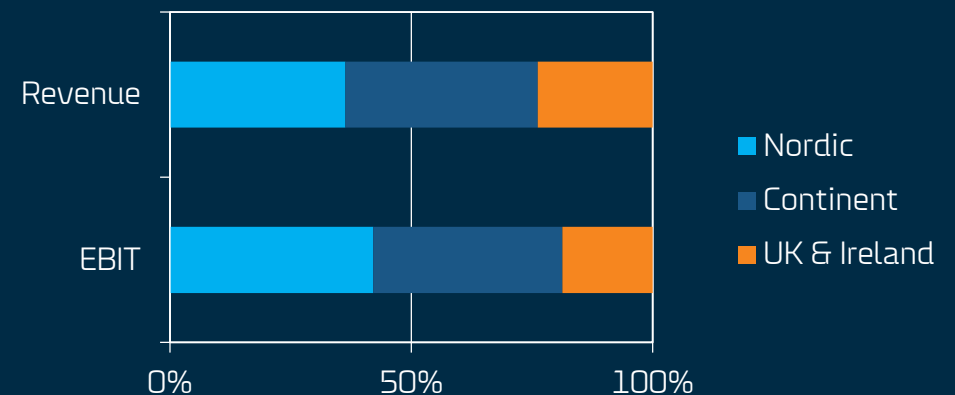


LOGISTICS

Business units & ROIC, Q1 LTM 2018

Nordic	Continent	UK & Ireland
21%	15%	8%

Q1 LTM 2018 Logistics Division



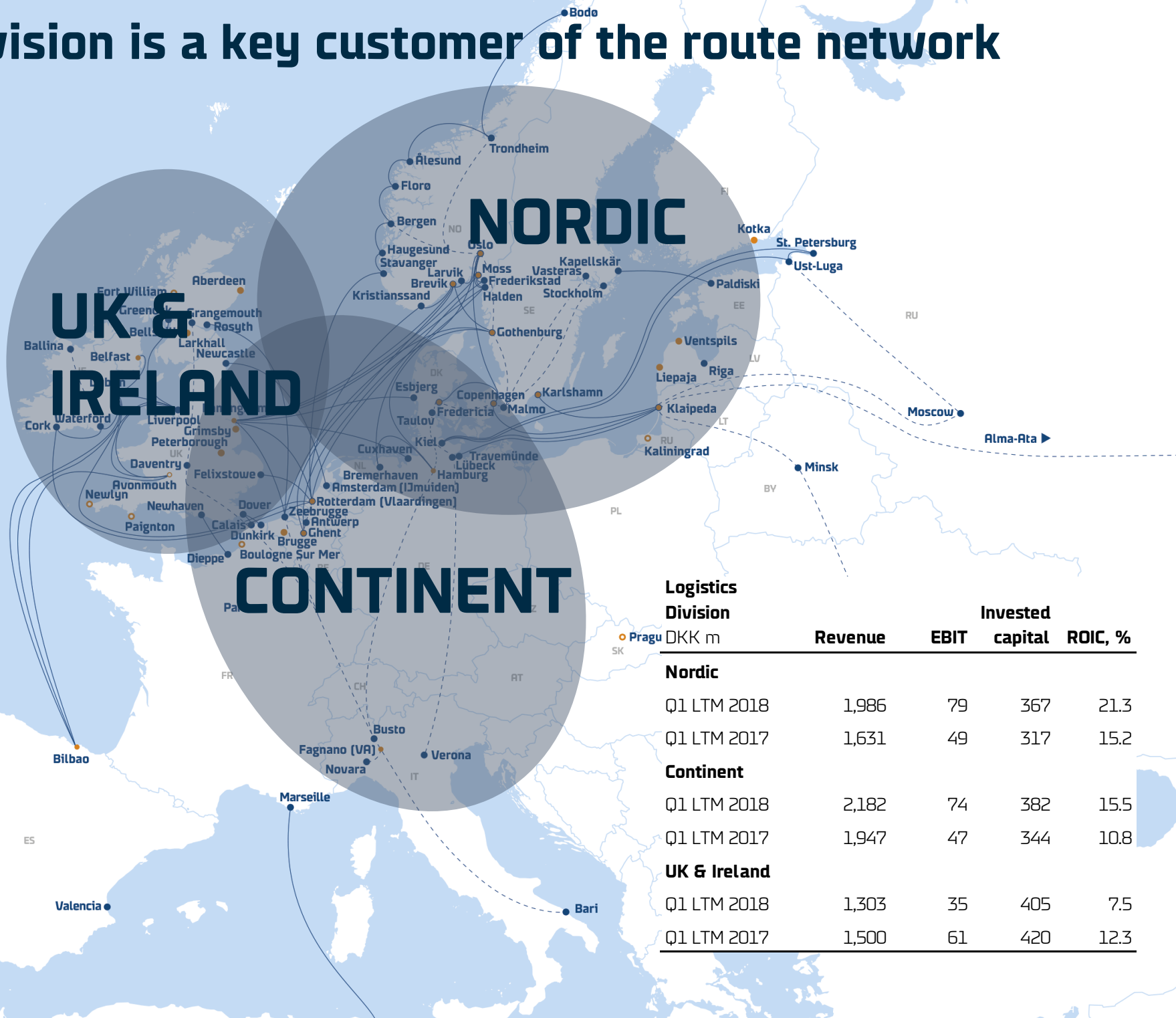
Logistics Division: Growing share of contract logistics

Activity	Nordic	Continent	UK & Ireland
Door-door full & part loads (trailers, containers & rail)	<ul style="list-style-type: none"> Scandinavia-UK/Baltics/Continent 	<ul style="list-style-type: none"> Continent-Scandinavia/UK/Ireland 	<ul style="list-style-type: none"> Northern Ireland-UK Ireland/UK-Spain UK domestic
Contract logistics	<ul style="list-style-type: none"> Automotive, Gothenburg 	<ul style="list-style-type: none"> Automotive, Germany-UK, Belgium 	<ul style="list-style-type: none"> Temperature controlled, Scotland, England Retail, Northern Ireland
Paper shipping logistics	<ul style="list-style-type: none"> Norway-Continent/UK 		



Logistics Division is a key customer of the route network

- Top 3 customer of Shipping Division
- 8% of total shipping volumes
- 10-20% volume target on individual routes



Logistics Division

DKK m

Nordic

	Revenue	EBIT	Invested capital	ROIC, %
Q1 LTM 2018	1,986	79	367	21.3
Q1 LTM 2017	1,631	49	317	15.2

Continent

Q1 LTM 2018	2,182	74	382	15.5
Q1 LTM 2017	1,947	47	344	10.8

UK & Ireland

Q1 LTM 2018	1,303	35	405	7.5
Q1 LTM 2017	1,500	61	420	12.3

HOW WE RUN DFDS

3 key strategic demands and supporting initiatives

1. Top line focus



Continuous improvement projects



IT systems development



Digital



DFDS WAY 2.0

2. Increase efficiency and reduce cost base

3. Acquisitions and investments for future growth



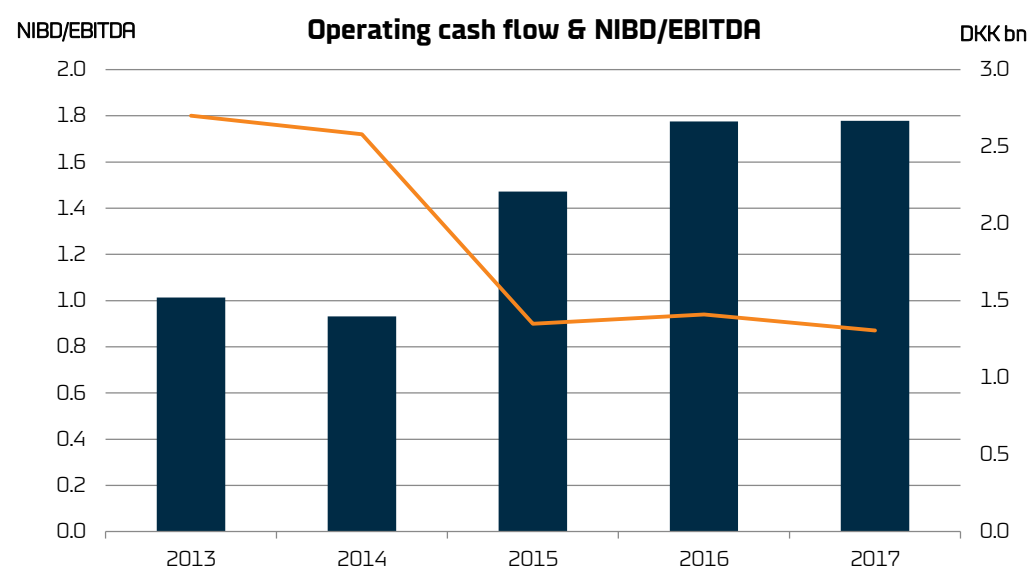
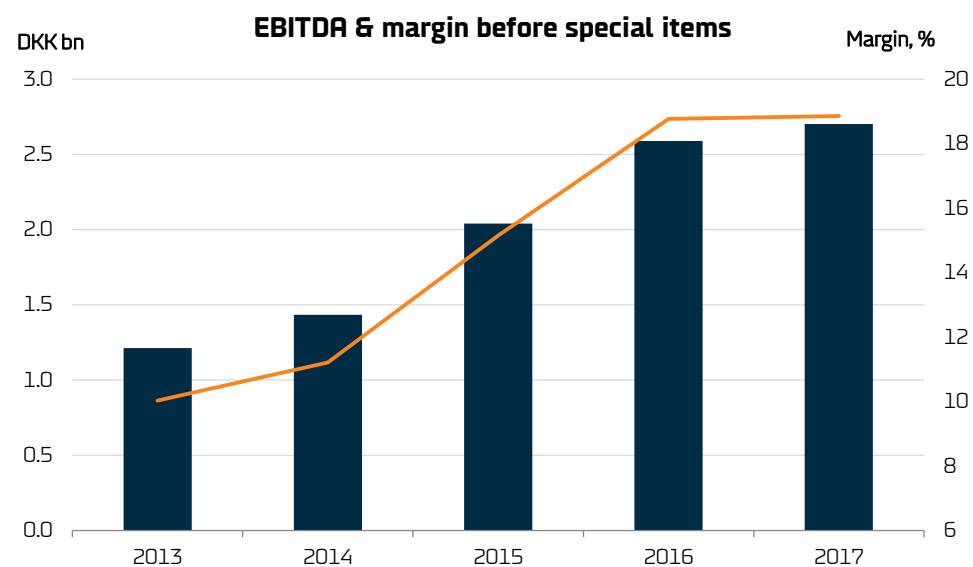
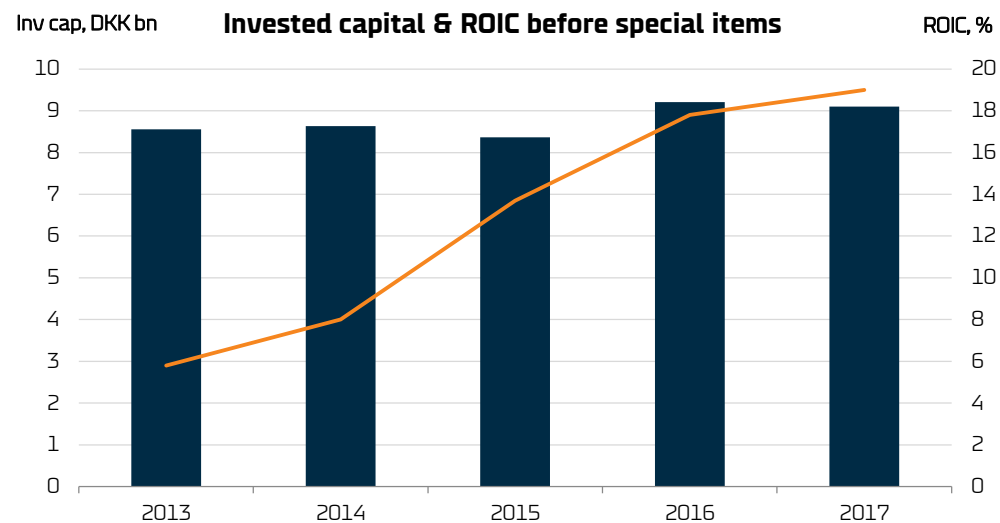
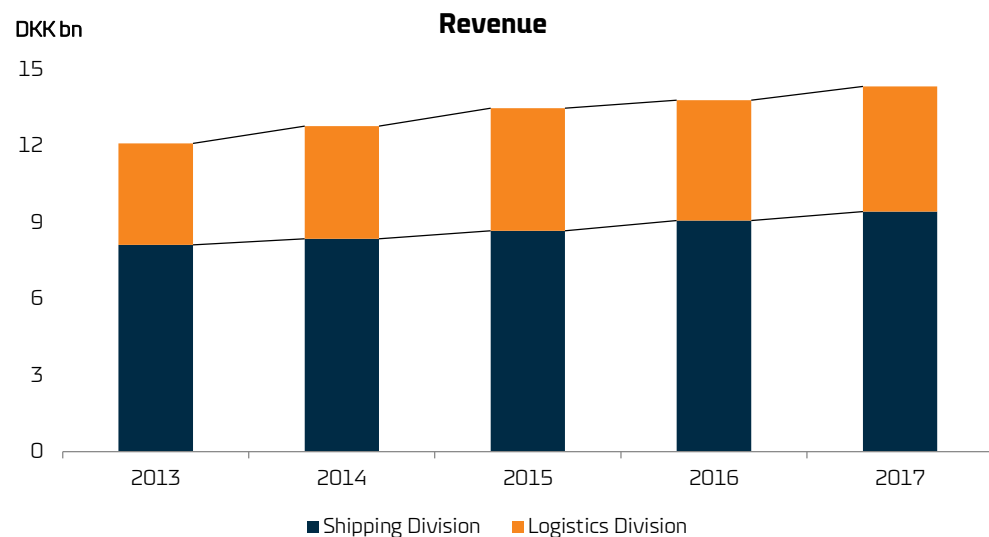
M&A



Fleet strategy

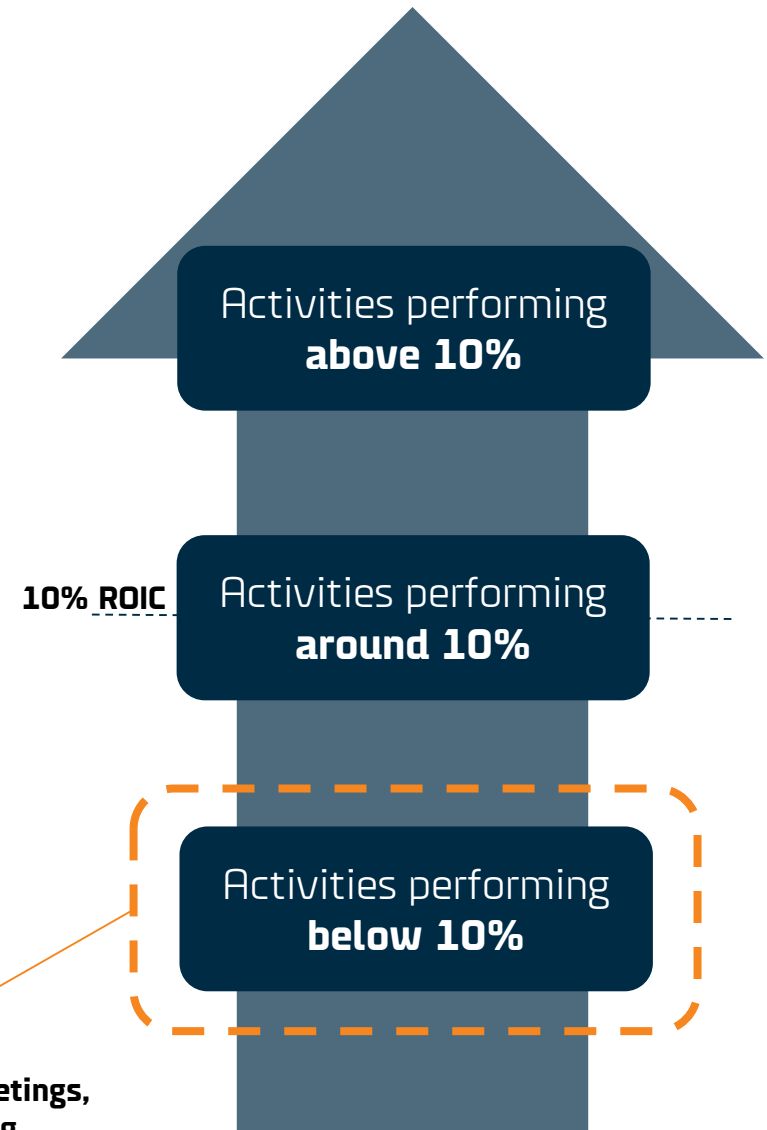
HOW WE PERFORM

EBITDA increased to DKK 2.7bn – ROIC now at 19%



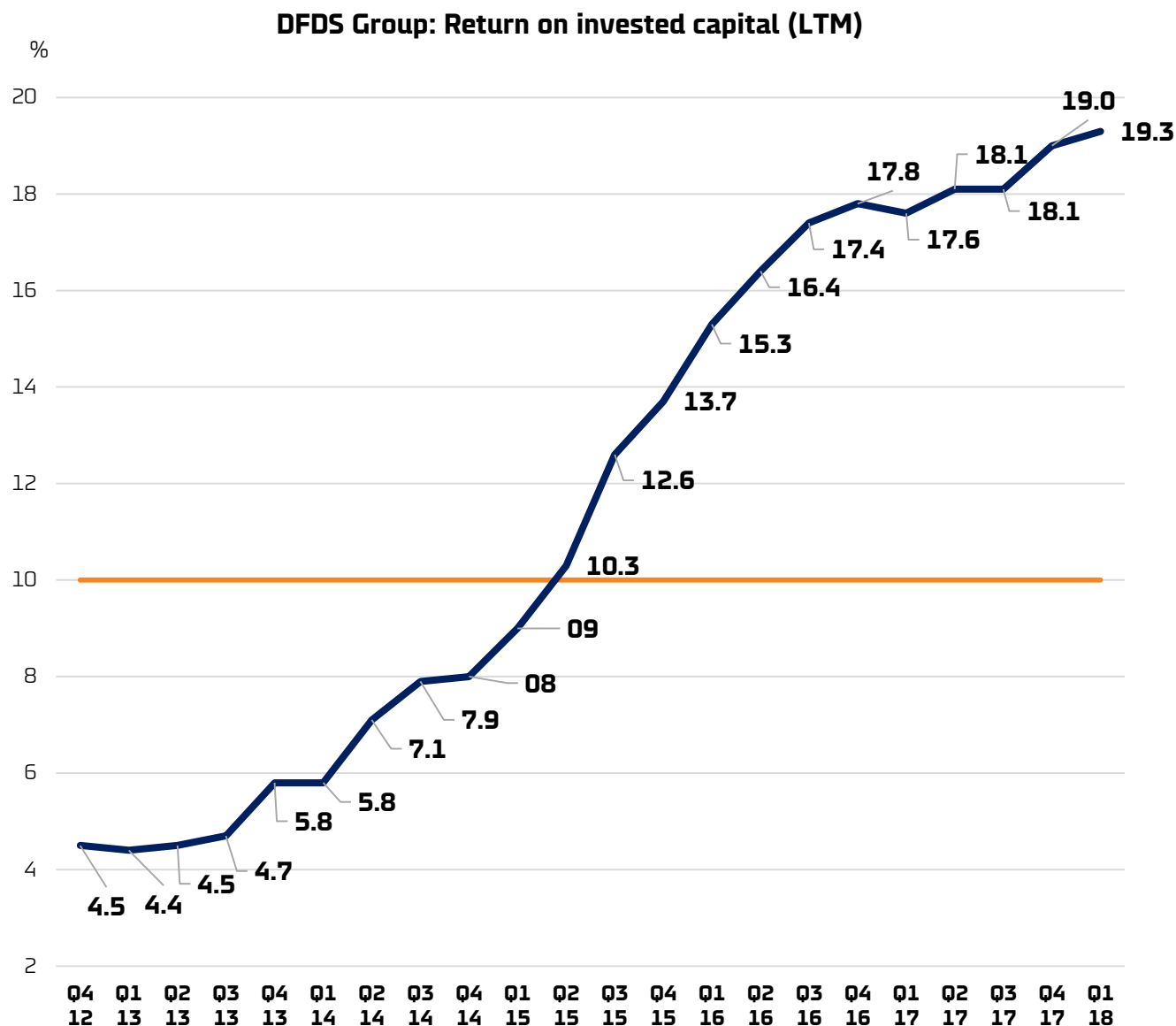
ROIC Drive – activity by activity performance benchmark

- Around 90 profit-generating activities covered by programme
- Simple ROIC scorecard makes programme accessible for activity managers
- 3-year high-level rolling business plans, review meetings with top management
- Internal performance ranking and benchmarking
- Threshold rate of 10% for investments, including acquisitions



Steady ROIC improvement

- **Major challenges resolved:**
 - Gothenburg-Immingham
 - Russian market sanctions
 - Channel turnaround
 - Closure of 3 routes end 2014
 - Successful transition to new Sulphur rules
- **Continuous improvement projects, > 3 every year**
- **ROIC Drive** programme
- Tailwind from moderate **pick-up in EU growth** since 2011



MEDITERRANEAN EXPANSION

Acquisition of U.N. Ro-Ro

May 2018

Key strategic rationale for DFDS' acquisition of U.N. Ro-Ro

- Acquisition of leading operator of freight ferry routes with strong market position connecting EU and Turkey
- Expansion in **high growth region** increasing market diversification
- **Combination of networks** creates total European solution
- Similarities in business model and fleet create **opportunities for synergies**
- Increased **flexibility of fleet deployment** in route network as well as synergies in vessel investments
- **Highly profitable** company with 42% EBITDA margin in 2017
- Earnings **enhancing and accretive** from the first year



Transaction overview

Purchase Price

- DFDS will acquire 98.8% of U.N. Ro-Ro on a debt free basis of EUR 950m
- 9.8x 2018E EV/EBITDA compares favorably to recent industry transactions

Financing

- Committed term loan financing
- Share issue of DKK 1.0bn with Lauritzen Foundation participating pro-rata
- Share buyback and planned dividend cancelled
- NIBD/EBITDA expected to increase to around 2.5x

Approvals/ Closing

- The transaction is subject to customary approvals, including approvals from all the relevant competition authorities
- The transaction is expected to close in June 2018

Acquisition of leading Mediterranean ferry freight operator

Business overview

- Established in 1994, U.N. Ro-Ro is the **#1 Ro-Ro operator in Turkey** in terms of market share, number and capacity of vessels
- The company has a **34% market share of Turkey-Europe exports**, twice that of the next competitor
- The company operates **5 routes** between Turkey and France/Italy with a fleet of **12 modern Ro-Ro vessels**
- U.N. Ro-Ro's operation is based on an **intermodal setup**, combining land, sea and railways for trucks
- The Company caters to the **international transport companies, importers and exporters** in Turkey

Business is **EUR denominated**, minimising exposure to the volatility in Turkish Lira

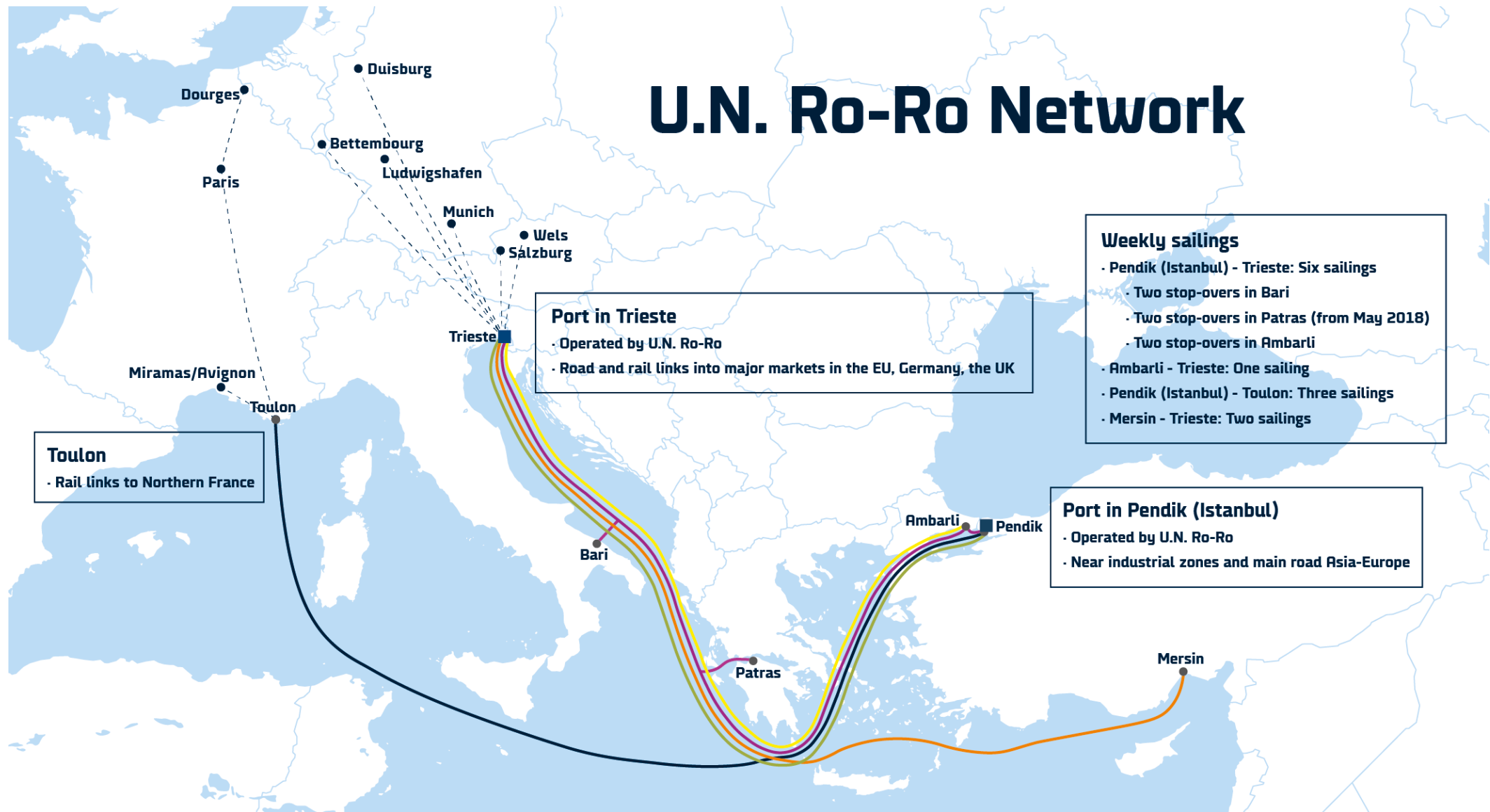
Key statistics

Vessels	12 (total capacity of 45.4km lanemeters)
Ports	Owns Pendik and Trieste Port ⁽¹⁾ , operates in Ambarli, Toulon, Mersin and Bari
Fleet age	11 years
Market share	34% between Turkey and EU

P&L (€m)	2014A	2015A	2016A	2017A
Total Revenues	195,1	192,8	185,2	224,7
EBITDA	72,9	84,4	81,2	94,3
<i>Margin</i>	<i>37%</i>	<i>44%</i>	<i>44%</i>	<i>42%</i>
EBIT	31,2	46,2	47,0	66,6
<i>Margin</i>	<i>16%</i>	<i>24%</i>	<i>25%</i>	<i>30%</i>

- In 2013 the largest customer (EKOL Logistics) started own ro-ro service and switched all its captive cargo to own ships
- Slight underperformance in 2016 due to two engine break-downs

Growing intermodal network into Europe



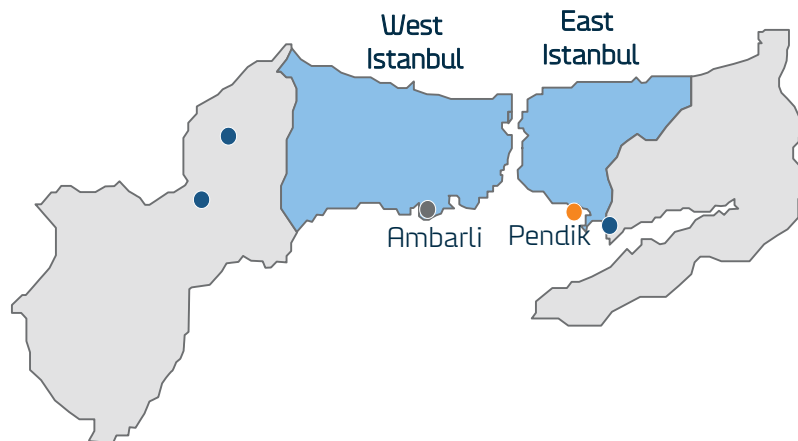
(1) U.N. Ro-Ro owns 60% of Port of Trieste's operator (Samer Seaports Company), owns the company that has the concession agreement

(2) Pendik port is fully owned

Source: U.N. Ro-Ro

Ownership of two Key Ports and access to four others

Pendik Port (Turkey)



- Main industrial zones
- U.N. Ro-Ro ports
- Other ports

Port of Trieste (Italy)



- 60% ownership of Samer Seaports

Other port overview



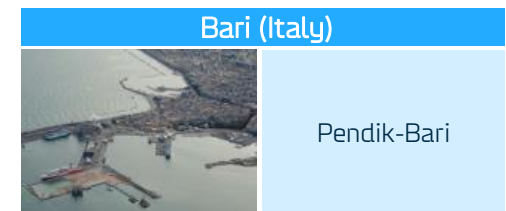
- ✳ Owned by Akçan SA
- ✳ Long-term exclusive contract lease until May 2026



- ✳ Publicly owned port operated by CCIV
- ✳ 3rd party terminal with no exclusive contract



- ✳ Owned by Mersin International Ports
- ✳ 3rd party terminal with no exclusive contract



- ✳ Publicly owned port
- ✳ 3rd party terminal with no exclusive contract

Strong and experienced management team



Selçuk Boztepe, *CEO*

- Joined as CEO in 2017
- Previously at DHL in various positions, most recently as Managing Director Turkey and Middle East
- Bachelor's degree from Marmara University, Executive MBA program from Maine University

Fuat Pamukçu, *CMO*

- Chief Marketing, Business Development and Strategy Officer since 2016
- Joined U.N. Ro-Ro in 2007
- Previously at Citigroup Investment Bank in London
- Bachelor in Industrial Engineering and Management Sciences & Economics from Northwestern University

Kemal Bozkurt, *COO*

- Chief Operating Officer (COO) since 2013
- Joined U.N. Ro-Ro in 2011
- Previously at Limak Ambarlı Çimento, Set Group and Is Bank
- Master in Building Materials Management from MIP Politecnico di Milano

Jan B. Devrim, *CSO*

- Chief Sales Officer since 2015
- Previously COO at Alışan Lojistik and Technology Director at Exepto Bilgi Teknolojileri A.Ş.
- Master's degree from Boğaziçi University

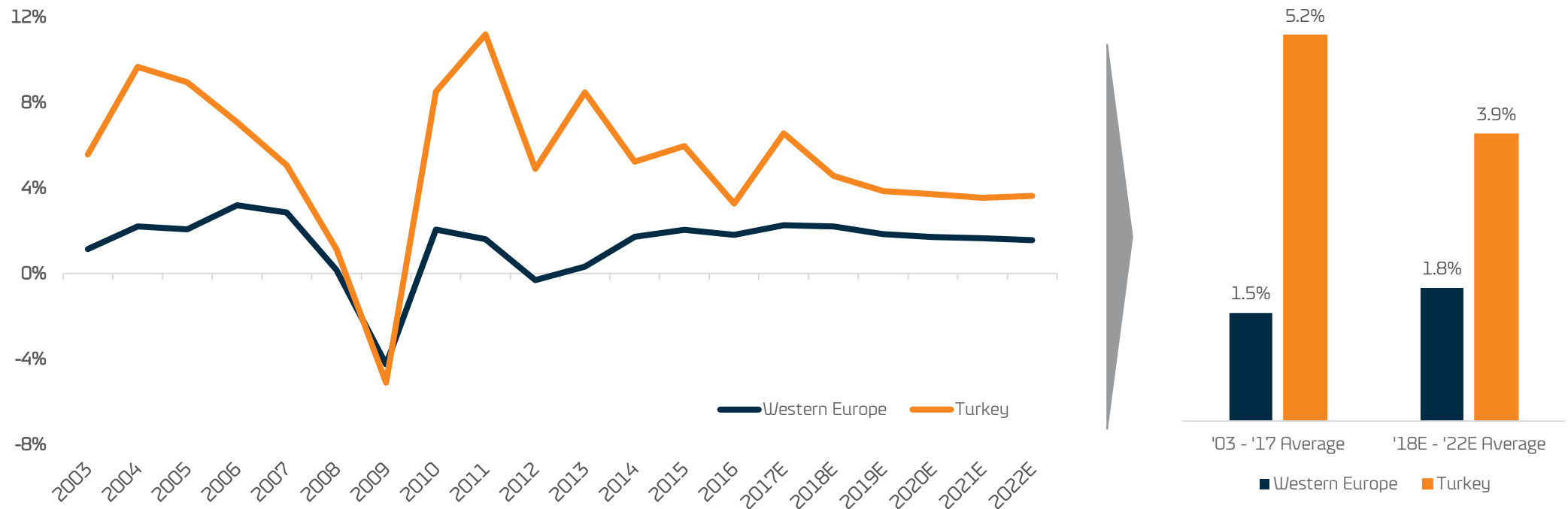
Cenk Altun, *CFO*

- Joined as CFO in 2018
- Previously Finance Director at Danone Turkey and Financial Planning Manager at Pepsi Bottling Groupe
- Bachelor of Business Administration from Middle East Technical University

Attractive growth profile despite political volatility

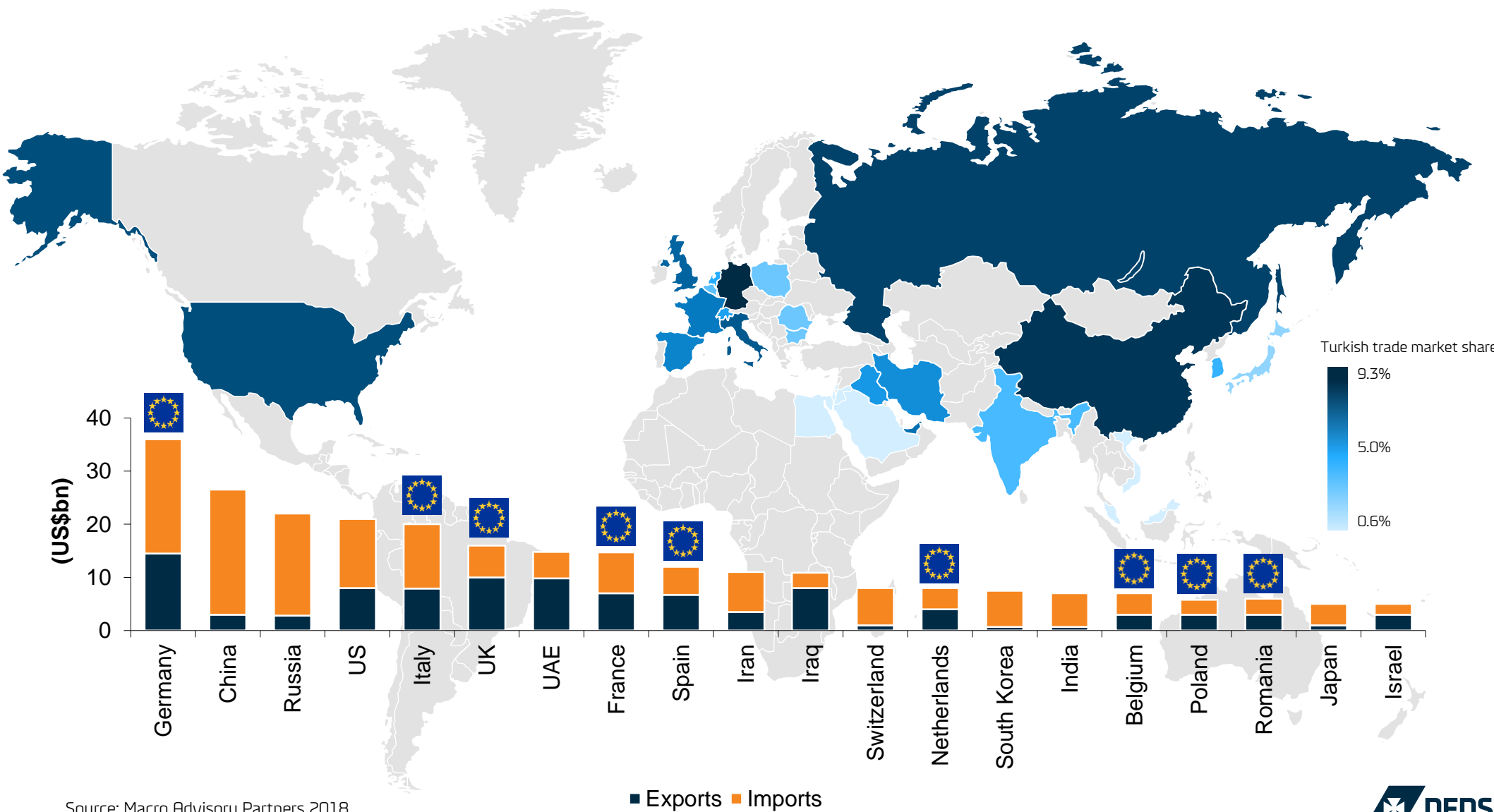
Turkey vs Western Europe real GDP growth

- Turkey is among the world's top 20 economies with a population of 81m
- Turkey is a high-growth market, average historical real GDP growth of 5.2% vs 1.5% for Western Europe
- Expected to grow ~4% on average over the coming years vs. 1.8% for Western Europe



EU is important and balanced trade partner with Turkey

Turkey's top trade partners (2017)

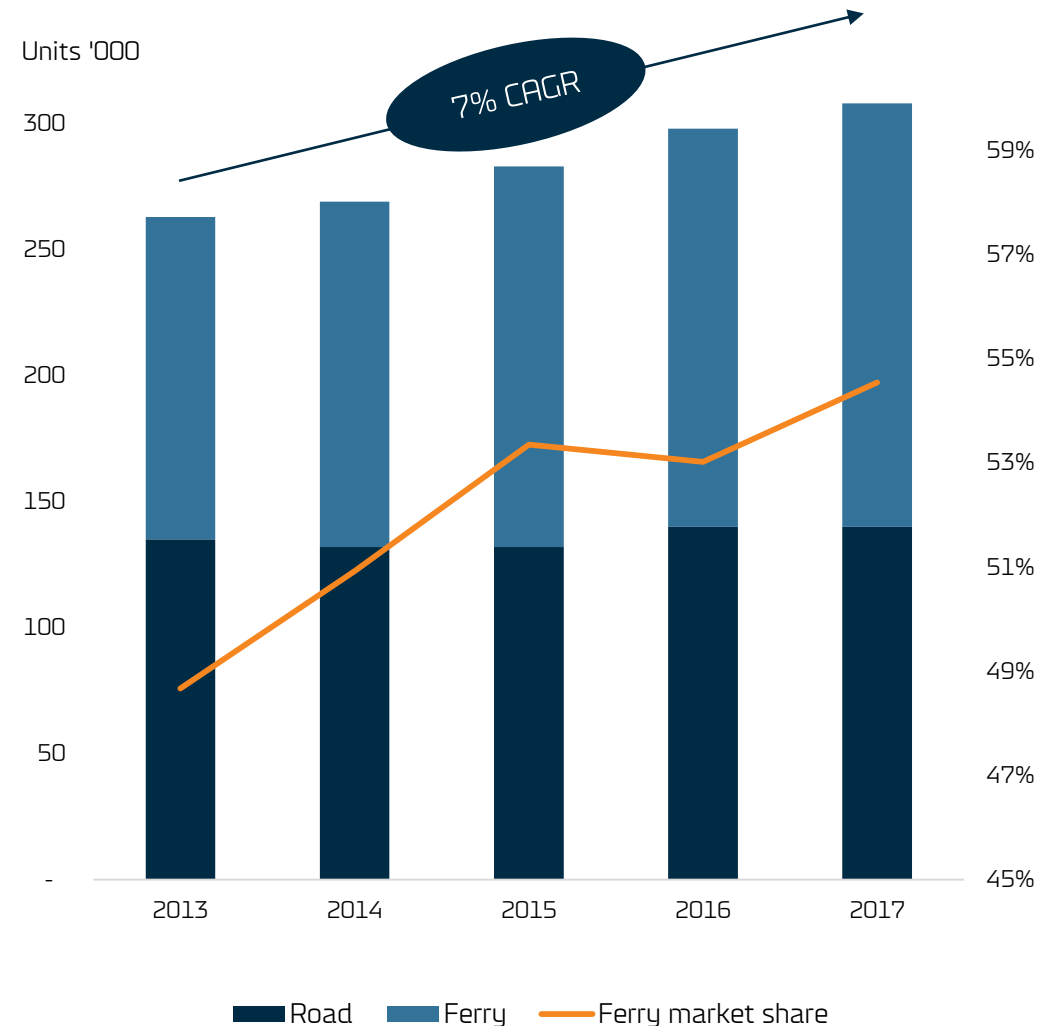


Land to sea conversion drives additional ro-ro volumes

Key highlights

- 308k freight units exported from Turkey to Europe in 2017 by road and ferry double of 2007 volume
- Ferry expected to continue to gain market share vs. road in coming years due to
 - Transit time and costs
 - Border crossings and customs formalities
 - Security issues
 - Permit and visa issues
 - Limited investments in road infrastructure
 - Congestion
- Ferry's share of total market increased from 49% in 2013 to 55% in 2017
- U.N. Ro-Ro share of ferry segment was 61% in 2017

Export freight from Turkey to Europe





Geographic network expansion with synergies

Sales growth	<ul style="list-style-type: none">Land conversion and organic market growthAdditional capacity driving additional volumes and lower unit costs
Customer and sales	<ul style="list-style-type: none">Intermodal solutions offering synergy opportunities to existing DFDS networkWider network and range of services to existing customersStrong base for business development in adjacent markets
Enhanced fleet flexibility	<ul style="list-style-type: none">Flexibility of vessel deployment on both new and existing routesNew DFDS vessel design optimal for U.N. Ro-Ro capacity expansion
Operational synergies	<ul style="list-style-type: none">Integration of Mediterranean activitiesIntegration into DFDS core operating systemsSales agency and back-office system integration
Financial impact	<ul style="list-style-type: none">EBITDA in 2017 of EUR 94m expected to increase by EUR 30m in 2021

DFDS and U.N. Ro-Ro combined

The acquisition of U.N. Ro-Ro will provide a substantial addition to The DFDS Group's key metrics

DKK million⁽¹⁾

					Combined (pro forma)
2017 revenue	14,328	+	1,673	=	16,001 (+12%)
2017 EBITDA	2,702	+	702	=	3,404 (+26%)
# of employees	7,235	+	500	=	7,735 (+7%)
# of vessels	64	+	12	=	76 (+19%)

(1) For illustrative purposes only. Based on an EURDKK exchange rate of 7.45
Source: Company filings

Investments foreseen to facilitate U.n. ro-ro growth

2 vessel lengthenings in 2018 to increase capacity



Scrubber investments to comply with 2020 IMO legislation



Expansion of current terminals to accommodate growing volumes



Fleet renewal to increase efficiency and capacity



Capital structure aligned to target range

Capital structure

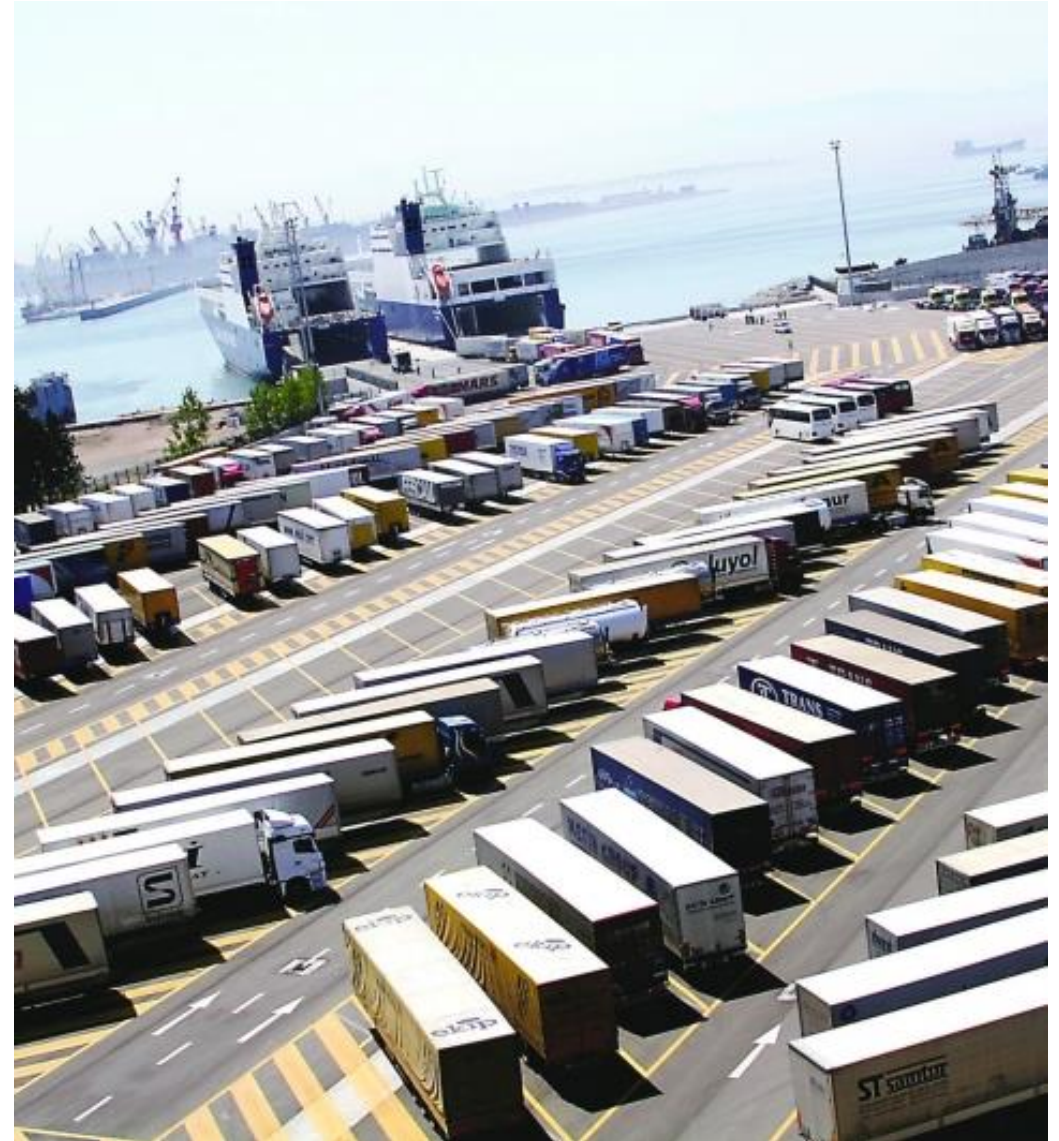
- Shareholder pay-out cancelled for rest of 2018
 - Cancellation of ongoing share buyback program
 - Suspension of planned DKK 7.00 dividend in August
- 5% share issue of DKK 1.0bn completed 15 May 2018
- Lauritzen Foundation participated pro rata in the share issue
- Review of capital structure and hence capital distribution for 2019 in connection with the release of the Q4 and year-end report in February 2019
- NIBD/EBITDA of 2.5x upon completion of the acquisition

Acquisition financing

- DFDS' existing banks have committed Term loan financing of the transaction
- EUR 480m loans in U.N. Ro-Ro with U.N. Ro-Ro vessel mortgage
- EUR 370m unsecured acquisition facility

Summary: Mediterranean expansion through U.N. Ro-Ro

- ✓ Access to attractive and growing Ro-Ro market including platform for further expansion
- ✓ Highly profitable operator with strong management and market position
- ✓ Expands DFDS' customer proposition
- ✓ Opportunity to apply DFDS' capabilities to further develop U.N. Ro-Ro
- ✓ Increased fleet deployment flexibility
- ✓ Earnings enhancing and value accretive acquisition
- ✓ Maintaining our financial flexibility



KEY FOCUS AREAS 2018

Key growth and efficiency events shaping 2018 & beyond

Growth from acquisitions

- Special Cargo: operator of flatbed trailers in Europe, consolidated 3 January 2018
- U.N. Ro-Ro: freight ferry routes connecting Europe and Turkey, closing expected June 2018
 - Currently planning for integration
 - Integration to start immediately after closing
- Financial flexibility maintained to pursue further opportunities

Growth from ferry new building orders

- 4 freight ferries (ro-ro), from early 2019
- 2 combined freight and passenger ferries (ro-pax), from 2021
- 1 Channel ferry, 10-year bareboat charter, from 2021
- Further options available

Operational efficiency

- Italian logistics activities restructured
- Boost projects for challenged logistics activities
- Corporate functions restructured
- Rosyth-Zeebrugge route closed
- Starlight: On board customer service and revenue project

Digital

- Ongoing investment in digital customer solutions
- Realise long-term digital strategy

EBITDA outlook for 2018 of DKK 3,000-3,200m

- **European GDP** growth still expected to be around 2% in 2018
- Growth projections for **UK economy** of around 1.5%
- **Revenue growth** outlook raised to 4% excl. U.N. Ro-Ro and to 10% incl. U.N. Ro-Ro
- **EBITDA range** of DKK 2,650-2,850m excl. U.N. Ro-Ro changed to DKK 3,000-3,200m incl. U.N. Ro-Ro
- Development of **digital and IT** capabilities progressing as planned
- **Investments** forecast at DKK 5.2bn incl. U.N. Ro-Ro's equity value of DKK 3.7bn and lengthening of two U.N. Ro-Ro freight ferries

OUTLOOK 2018 – including U.N. Ro-Ro

- Revenue growth of around 10%
- EBITDA range of DKK 3,000-3,200m
 - Shipping Division: DKK 2,825-2,975m
 - Logistics Division: DKK 275-325m
 - Non-allocated items: DKK -100m
- Investments of DKK 5.2bn

Priorities 2018

- Integrate **U.N. Ro-Ro**
- Realise our next steps in **digital strategy**
- **Customer** satisfaction – grow the topline
- Continue push for **efficiency** improvements
- Improve performance of **Passenger** business unit
- Pursue new **logistics** contracts
- Preparing for delivery beginning 2019 of two freight **new buildings** (ro-ro)
- Succeed with value-creating **M&A**



Q&A



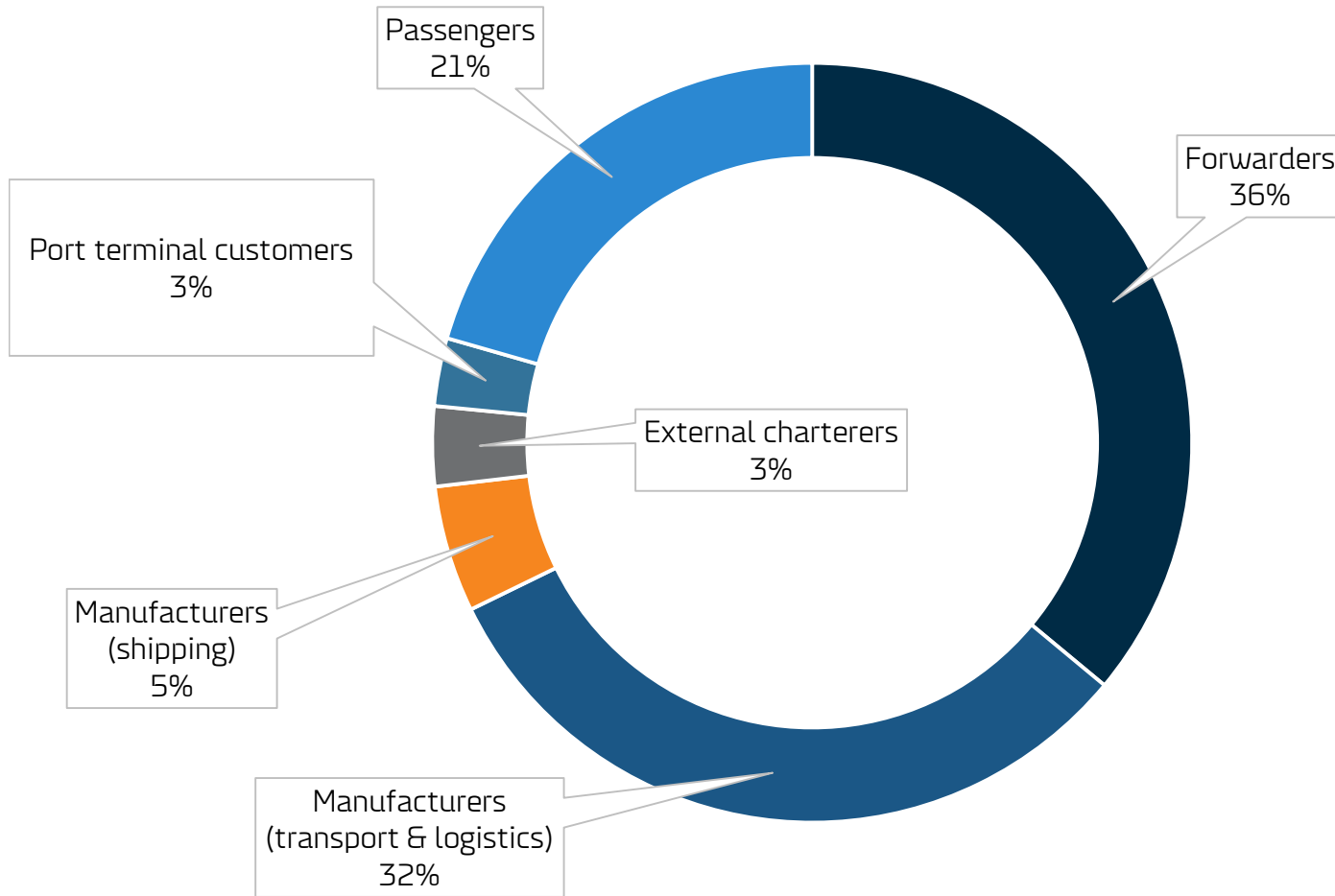
APPENDICES

DFDS fleet overview and key figures 2017

	Total ships	Ro-ro ships	Ro-pax ships	Passenger ships	Container and sideport ships	Ownership share, %	Average age of owned ships, yrs
DFDS Group	64	22	18	4	20	-	-
Shipping Division	40	22	14	4	-	-	-
North Sea	18	18	-	-	-	72	13
Baltic Sea ¹	9	2	7	-	-	67	16
Channel	6	-	6	-	-	100	15
Passenger	4	-	-	4	-	100	28
France & Mediterranean ¹	3	2	1	-	-	33	17
Logistics Division¹	20	-	-	-	20	-	-
Nordic ¹	6	-	-	-	6	33	19
Continent ¹	14	-	-	-	14	0	-
Chartered out ships	3	-	3	-	-	100	23
Laid-up ships	1	-	1	-	-	0	-

¹ Includes VSAs (vessel sharing agreements) and SCAs (slot charter agreements)

Diverse customer base: forwarders, manufacturers & passengers

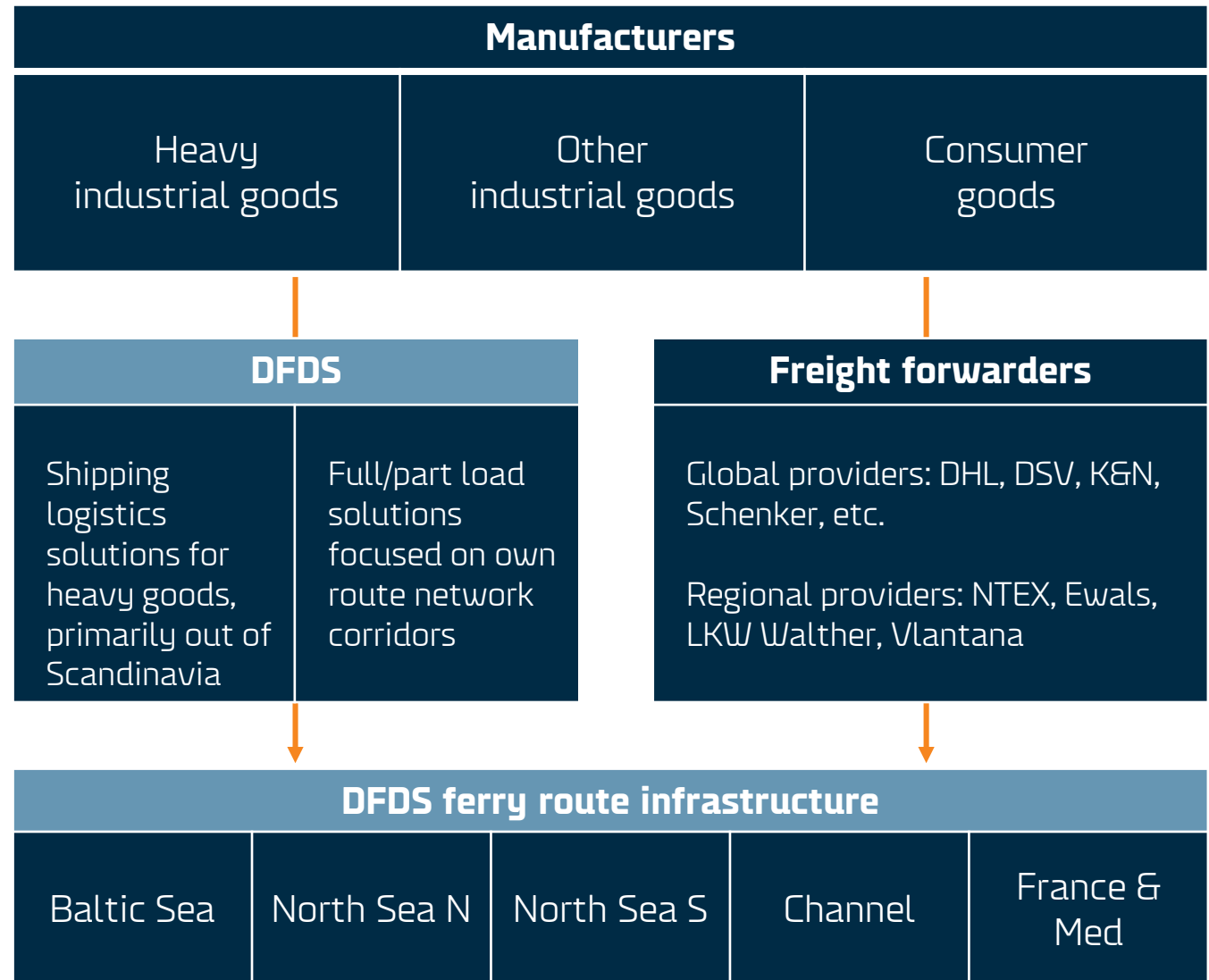


Percent of total revenue per customer segment



DFDS' freight business model integrates routes and logistics

- DFDS' logistics activities have a narrow scope of full/part load solutions
- Own logistics provides access to market intelligence and ability to allot volumes between own and external routes for capacity optimisation
- Around 20% of routes' freight revenue from own shipping logistics and full/part load solutions



North Sea

- Only freight ferry routes (ro-ro)
- High share of industrial customers Sweden-UK/Continent
- Forwarders main customer group UK-Continent



North Sea	Revenue		Invested capital	ROIC, %
DKK m		EBIT		
Q1 LTM 2018	3,740	675	4,109	16.0
Q1 LTM 2017	3,479	538	4,199	12.6
Lane metres, '000		Δ vs LY Pax, '000	Δ vs LY	
Q1 LTM 2018	12,880	7.0%	n.a.	n.a.
Q1 LTM 2017	12,041			

Baltic Sea

- Freight ferry (ro-ro) and combined freight and passenger ferry routes (ro-pax)
- Forwarders main freight customer group
- Russia to a large degree 'closed for business' by sanctions



Baltic Sea				
DKK m	Revenue	EBIT	Invested capital	ROIC, %
Q1 LTM 2018	1,467	376	1,191	31.5
Q1 LTM 2017	1,391	359	1,251	28.6
Lane metres, '000		Δ vs LY Pax, '000		Δ vs LY
Q1 LTM 2018	4,543	7.4%	251	20.2%
Q1 LTM 2017	4,229		209	

Channel

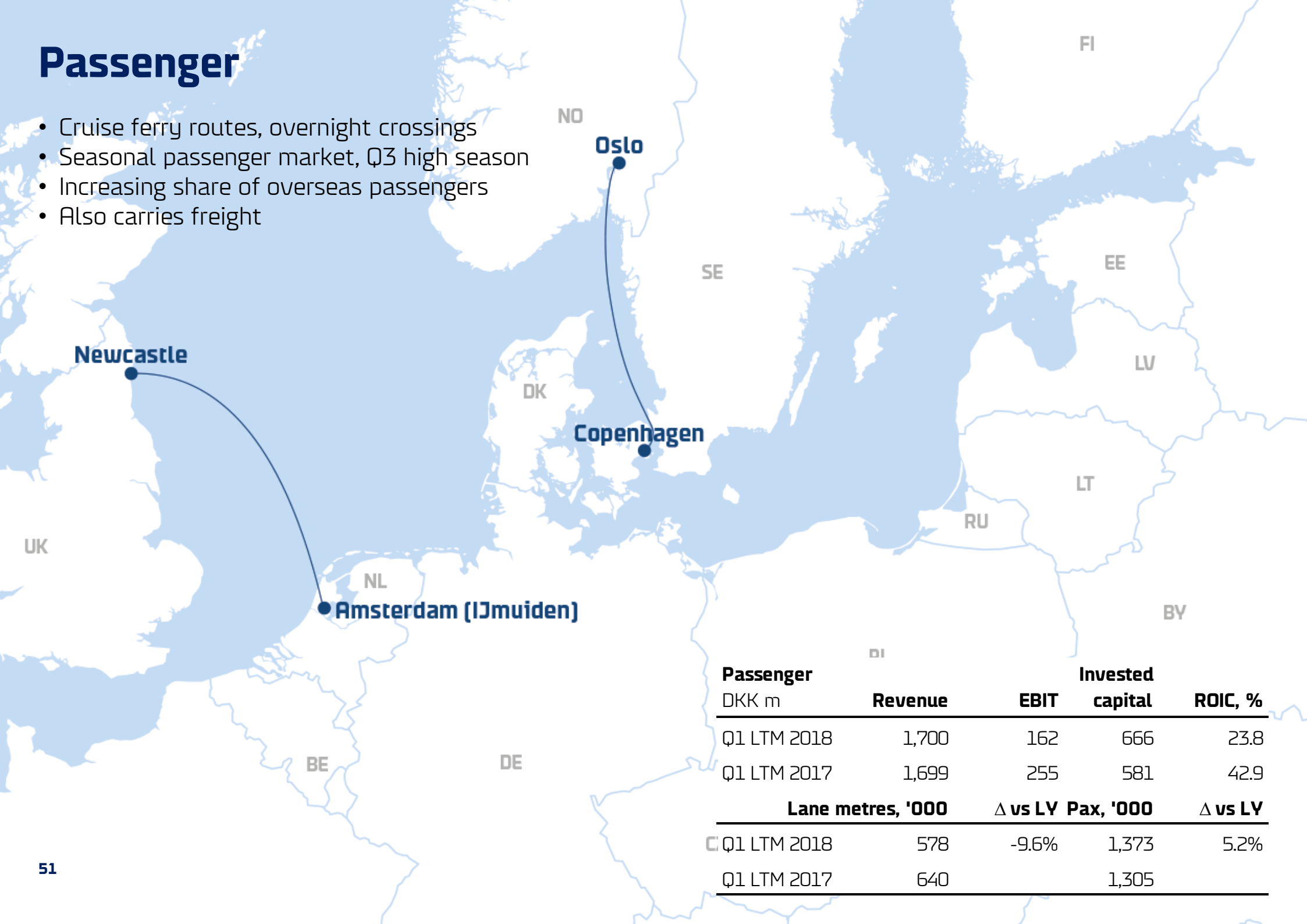
- Combined freight and passenger ferry routes (ro-pax)
- Forwarders main freight customer group
- Seasonal passenger market, Q3 high season

Channel	Invested			
DKK m	Revenue	EBIT	capital	ROIC, %
Q1 LTM 2018	2,351	369	2,040	18.0
Q1 LTM 2017	2,317	385	2,127	18.0
Lane metres, '000		Δ vs LY Pax, '000	Δ vs LY	
Q1 LTM 2018	19,160	-6.4%	3,864	14.2%
Q1 LTM 2017	20,475		3,383	

Dover
Calais
Dunkirk

Passenger

- Cruise ferry routes, overnight crossings
- Seasonal passenger market, Q3 high season
- Increasing share of overseas passengers
- Also carries freight



Passenger	Revenue	EBIT	Invested capital	ROIC, %
DKK m				
Q1 LTM 2018	1,700	162	666	23.8
Q1 LTM 2017	1,699	255	581	42.9
Lane metres, '000		Δ vs LY	Pax, '000	Δ vs LY
Q1 LTM 2018	578	-9.6%	1,373	5.2%
Q1 LTM 2017	640		1,305	

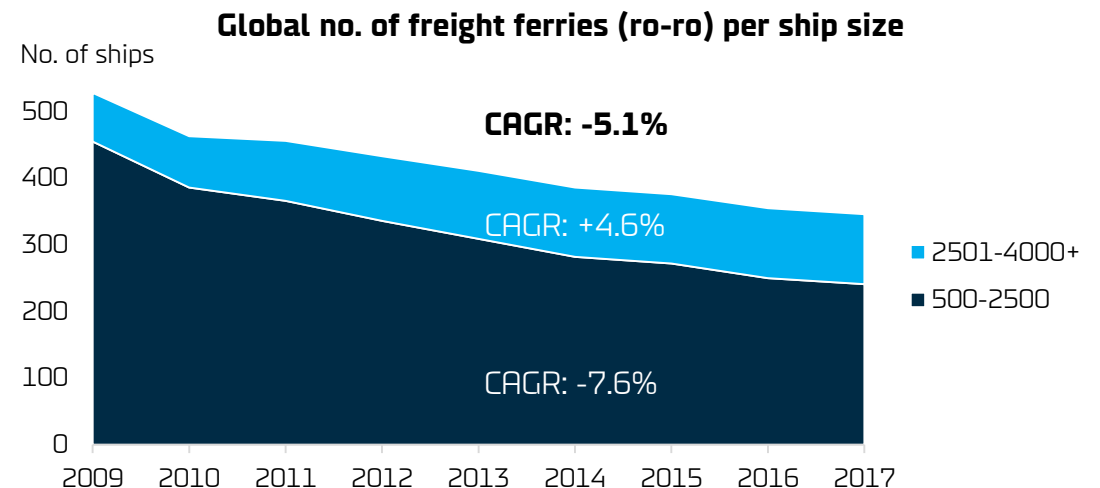
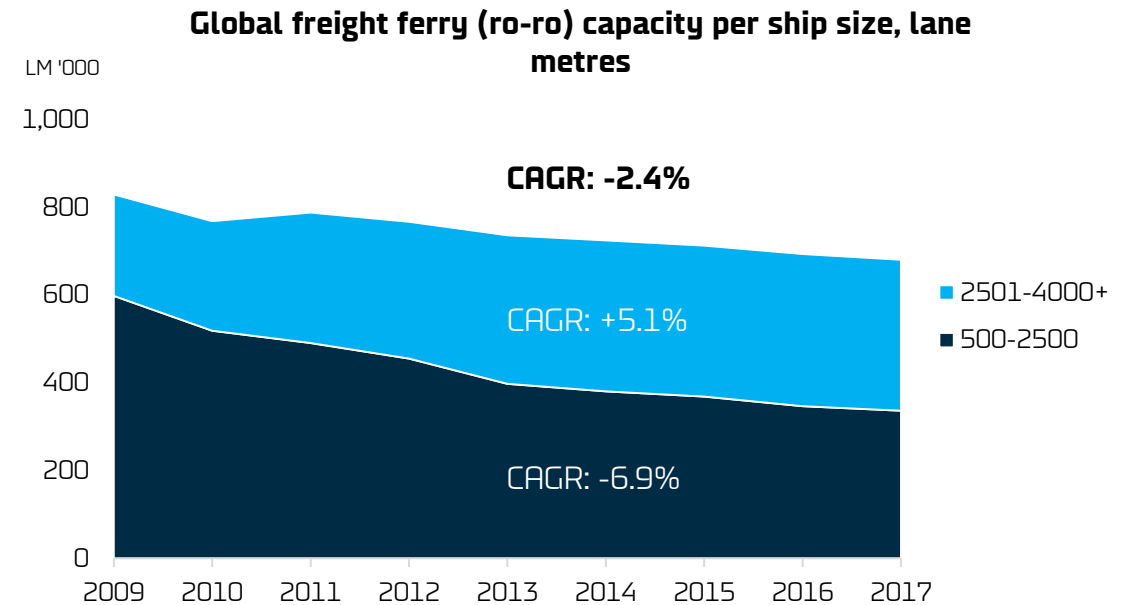
France & Mediterranean

- Newhaven-Dieppe: concession combined freight and passenger ferry route
- Marseille-Tunis: freight ferry route
- Forwarders main freight customer group

France & Med	Revenue	EBIT	Invested capital	ROIC, %
DKK m				
Q1 LTM 2018	483	24	42	57.5
Q1 LTM 2017	481	9	-1	n.a.
Lane metres, '000		Δ vs LY	Pax, '000	Δ vs LY
Q1 LTM 2018	934	-7.5%	341	-1.4%
Q1 LTM 2017	1,010		346	

Freight ferry capacity (ro-ro) – total down, large ships growing

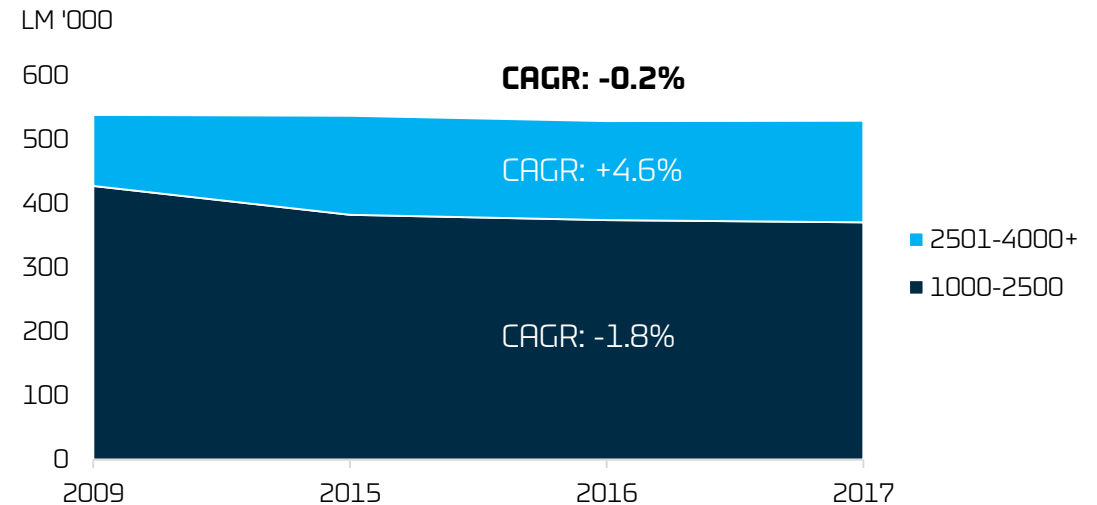
- Freight ferry (ro-ro) capacity expected to decrease 2% in 2017 driven by smaller ships
- CAGR of -2.4% in global LM capacity since 2009 due to:
 - Consolidation of volumes around hubs
 - Increased utilization on large ships
 - Large ships with lower unit costs replace smaller ships
 - Ongoing scrapping of older and smaller ships
- Number of ships likewise declining as is availability of ferries for potential 'speculative' entrants
- Order book consists primarily of orders from Cobelfret and DFDS



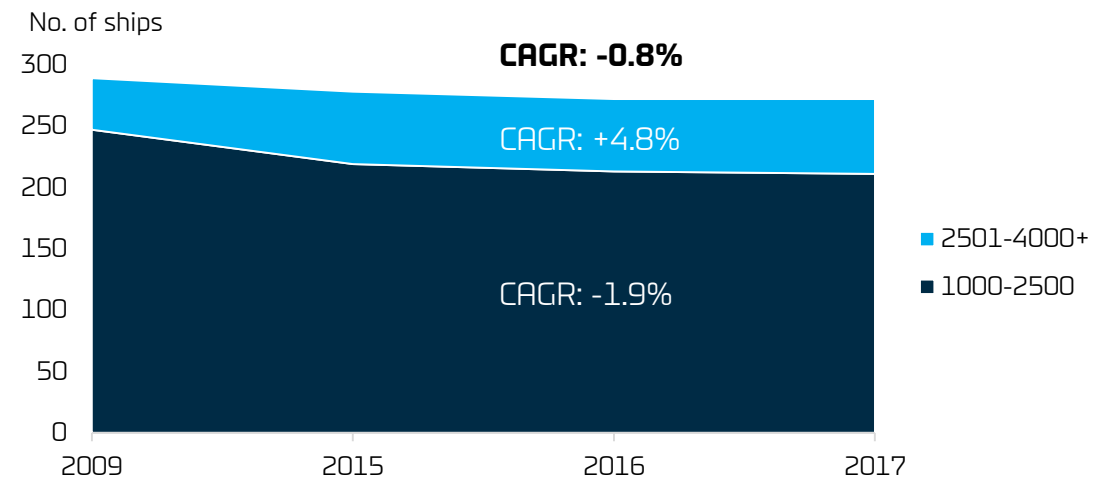
Ferry capacity (ro-pax) – stable, large ships growing

- Ferry (ro-pax) capacity expected to remain flat in 2017 as increase in capacity of large ships is balanced by decrease for smaller ships
- CAGR of -0.8% in global LM capacity since 2009 due to:
 - Same drivers as for freight ferries...
 - ...mitigated by a positive impact from ro-pax ferries with large freight capacity replacing traditional ferries aimed at passenger market
- Decline in number of ships exceeds capacity decline due to growth of large ships
- Order book consists primarily of orders from Stena Line

Global ro-pax capacity per ship size, lane metres



Global no. of ferries (ro-pax) per ship size



Orders for own routes set to maintain stable ferry market

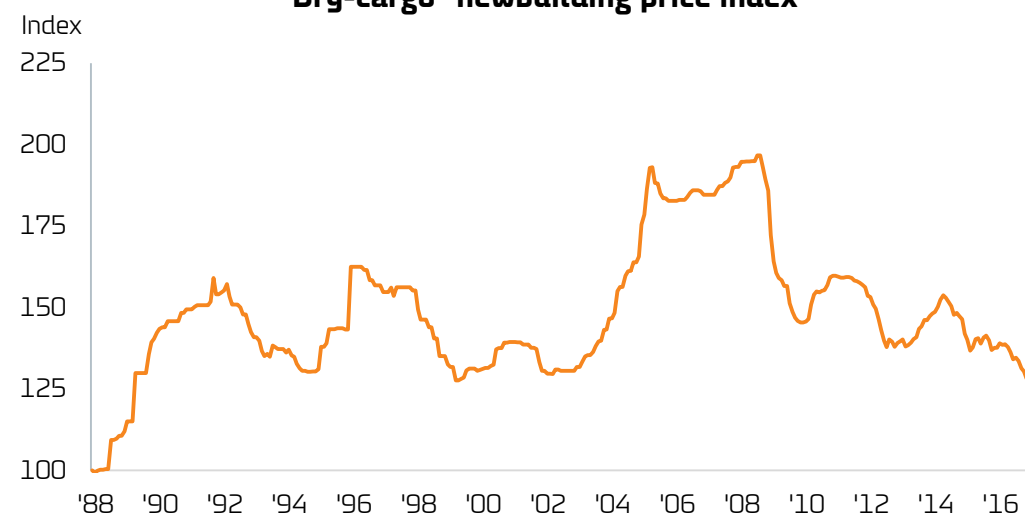
- Trend towards larger ships set to continue as ferry operators order ships for own route networks
- New build prices at low point
- DFDS requirements for 2018-2022 for ongoing renewal, efficiency and capacity growth to accommodate demand:
 - North Sea: 4 ro-ros
 - Baltic Sea: 2 ro-paxes
 - Channel: 1 day ferry ro-pax
 - Passenger: decision on 4 ships for either further life extension or purchase and rebuild of secondhand ships (new builds a possibility beyond 2022)
- Financing of freight ferries and ro-paxes can be ownership or BB-charter

Shipping Division: Fleet overview 2016

	Total ships	Ro-ro ships	Ro-pax ships	Passenger ships	Ownership share, %	Average age of owned ships, yrs
Shipping Division	41	23	14	4	-	-
North Sea	19	19	-	-	68	12
Baltic Sea ¹	9	2	7	-	67	15
Channel	6	-	6	-	67	14
Passenger	4	-	-	4	100	27
France & Med ¹	3	2	1	-	33	20

¹ Includes VSAs (vessel sharing agreements) and SCAs (slot charter agreements)

Dry-cargo¹ newbuilding price index



Source: Clarksons Platou

¹ Dry cargo includes container ships, multi purpose vessels, ro-ro and pure car carriers

Capital distribution

- Total distribution to shareholders was **DKK 1.7bn in 2017** equal to 9.2% yield on equity market value
- The NIBD/EBITDA multiple was 0.9 at the end of 2017, on level with 2016

2018

- Dividend of DKK 4.00 paid in March
- Planned dividend in August suspended
- Share buyback launched in February cancelled
- Board will reassess capital structure in February 2019 and hence capital distribution

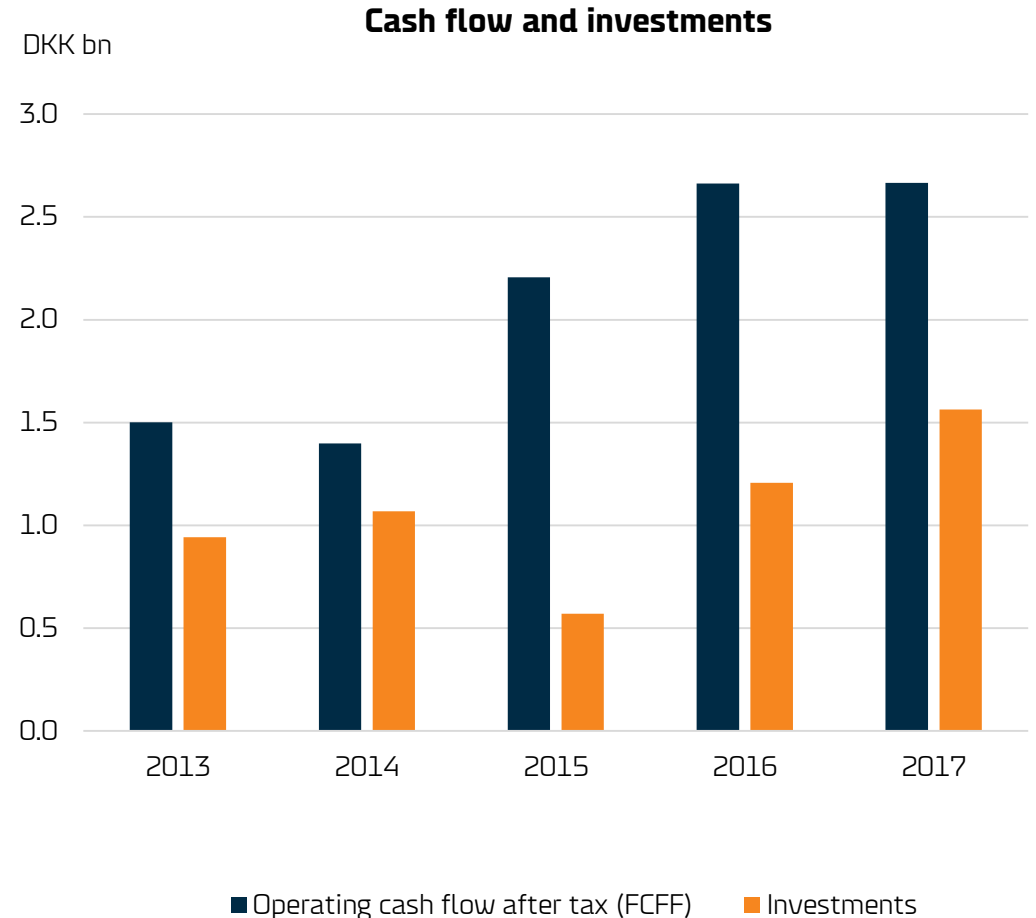
Capital distribution overview

DKK m	2015	2016	2017
	Actual	Actual	Actual
Dividend per share, DKK	5.40	6.00	10.00
Dividend, Mar	218	175	168
Dividend, Aug	108	174	387
Total dividend*	326	349	555
Buyback, auction	-	400	478
Buybacks, other	401	514	628
Total share buybacks	401	914	1,106
Total distribution	727	1,263	1,661

Dividends exclude treasury shares

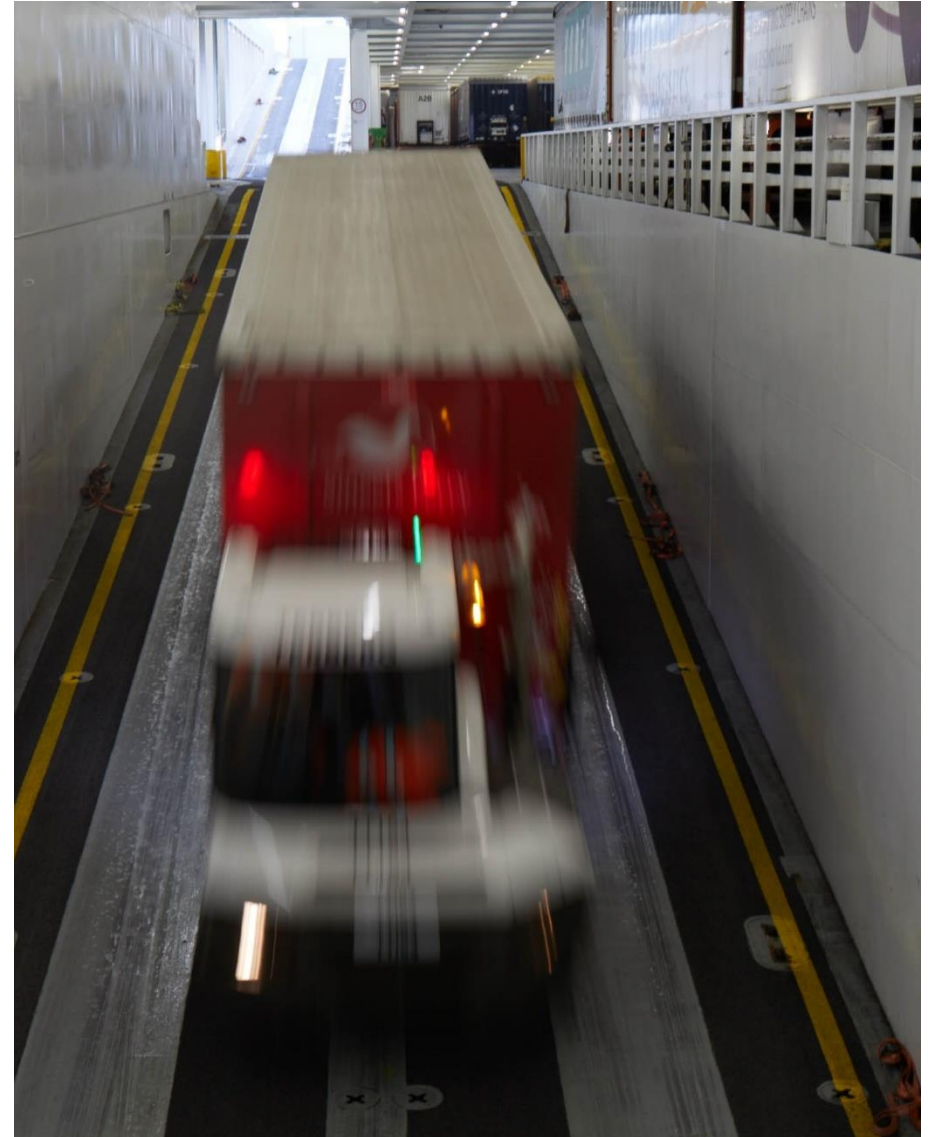
Cash generation and CAPEX

- **Cash conversion** of 99% in 2017
- Cash flow boosted by **Light Capital** project started in 2013 to reduce working capital
- **Limited tax** payments due to European tonnage tax regime
- Investments expected to stay below operating cash flow for next cycle of asset investments
- Planned major **CAPEX**:
 - 2018, outlook of DKK 5.2bn:
 - DKK 350m: dockings/ship upgrades
 - DKK 200m: port terminals
 - DKK 500m: new buildings
 - DKK 150m: logistics equipment
 - DKK 100m: IT-systems and other
 - DKK 3.7bn: U.N. Ro-Ro equity value
 - DKK 200m: U.N. Ro-Ro lengthenings
 - 2019: delivery of 2 freight new buildings
 - 2020: delivery of 2 freight new buildings
 - 2021: delivery of 2 ro-pax new buildings



Continuous improvement projects to increase efficiency

- **Pricing & yield:** improve revenue growth through enhanced capacity utilisation on both freight and passenger routes
- **Starlight:** improve on board experience and performance of the two cruise ferry routes
- **Carpe Momentum:** completion of project to improve on board sales and spend per passenger on Channel routes
- **Italy** profit improvement project, Logistics - **COMPLETED**



3 key strategic demands

1. Top line focus



Continuous improvement projects

2. Increase efficiency and reduce cost base



IT systems development

3. Acquisitions and investments for future growth



M&A



Fleet strategy



Digital



DFDS WAY 2.0

Our digital vision

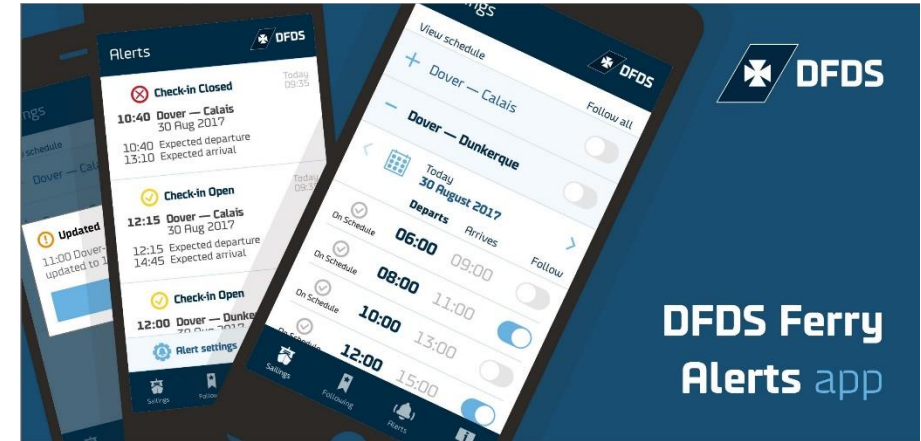
A **best-in-industry digital customer experience**

generating tangible business benefits for **customers and DFDS**

Support businesses to gain **deep insights into customers' needs** to **catalyse business change** for sustained relevance

Digital capabilities, new business models & technologies

- **New** digital and IT operating model launched in 2017
- **Time-to-market** and **scalability** being improved through architectural changes
- Unified digital **customer experience** platform to launch in Q2 2018
- User-experience, innovation and smart data teams expanded
- Increasing assessment and experimentation with **new business models and technologies**
- Additional digital/IT cost of **DKK 100m** expected in 2018 vs 2017



Creating value from operational and strategic synergies

- Focus on both **transformational** and **bolt-on** acquisitions
- Ferry routes:**
 - Expand European network
 - Overlapping operations
 - Tonnage flexibility
 - Leverage operating model
- Transport & logistics:**
 - Expand and connect European network
 - Increased value-added services
 - Leverage operating model
- Transactions 2016-18:**
 - Hanko-Paldiski route
 - Shetland Transport
 - Italcargo
 - Alphatrans
 - U.N. Ro-Ro (completion exp. June 2018)

	Revenue 2017, DKK bn	Routes	Regions	Major activity
DFDS	14	22	8	Across Northern Europe, Mediterranean (incl. sideport/container)
Stena Line	10	23	6	Across Northern Europe, Black Sea
P&O Ferries	8	8	3	UK-Continent
Tallink	7	6	1	Baltic Sea North
Cobelfret	4	7	4	Benelux-UK, Sweden-Belgium
Color Line	4	4	1	Norway-DK/Germany
Viking Line	4	3	1	Baltic Sea North
Finnlines	4	8	7	Finland-Continent/UK, Baltic Sea South
Color Line	4	3	1	Norway-DK/Germany
Scandlines	4	2	1	Denmark-Germany
Brittany Ferries	3	7	3	UK-France/Spain
ICG	2	4	1	Ireland-UK/Continent
Transfennica	n.a.	3	6	Finland-Continent/UK
Eckerö	2	3	1	Baltic Sea North
Seatruck	n.a.	3	1	Ireland-UK
TT-Line	1	2	1	Sweden-Germany/Poland
Polferries	n.a.	2	1	Poland-Sweden
Unity Line	n.a.	2	1	Poland-Sweden