

RECORD Q3 RESULT

Q3 2015

19 November
2015



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The statements about the future in this announcement contain an element of risk and uncertainty, both in general and specific terms, and this means that actual developments may diverge considerably from the statements about the future.

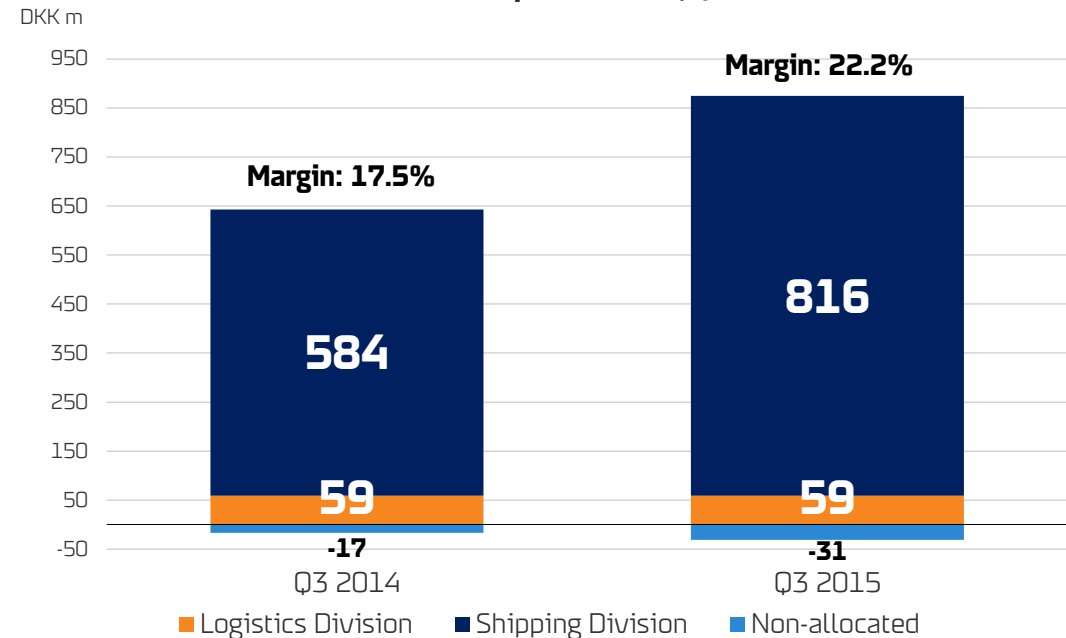
Customer focus and efficiency measures paying off

- Investments in **topline** focus and **efficiency** projects enabled us to benefit effectively from growth in key markets and achieve a record Q3 result
- **Organic revenue growth of 11%** converted to a 35% increase of EBITDA driven by the high operating leverage of the shipping activities
- **Shipping** Division's Q3 earnings **exceeded the outlook** as all business units performed above expectations, particularly Channel
- **Logistics** Division's earnings were **in line** with the outlook
- **ROIC** LTM* Q3 increased to **12.6%** (LTM Q2 2015: 10.3%) before special items
- Continued focus on underperforming activities and opportunities in the market
- **EBITDA outlook raised to DKK 2,000-2,100m** (DKK 1,800-1,900m)

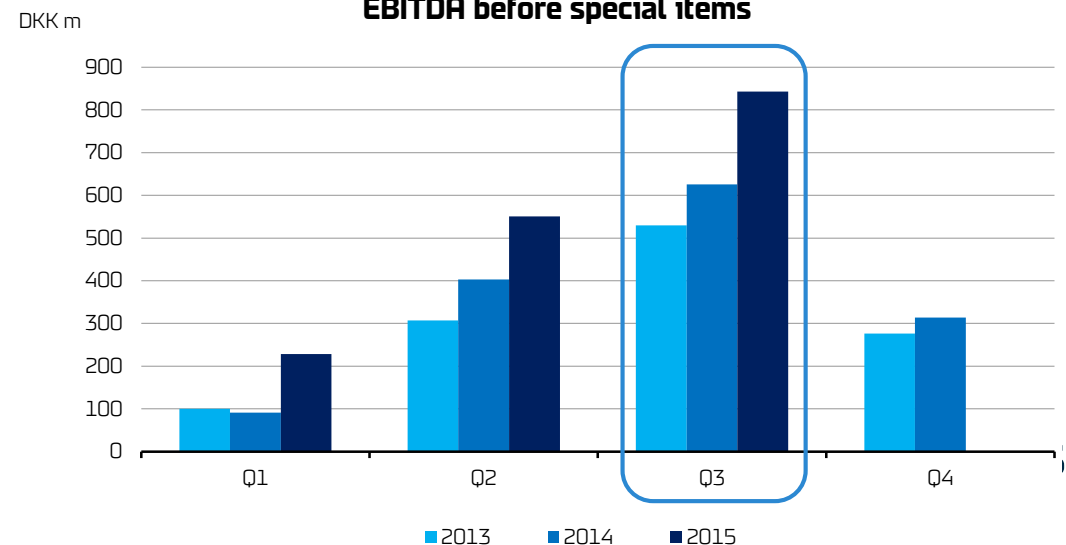
Q3 2015 – EBITDA up by 35% to DKK 843m

- 9% higher freight shipping **volumes** and 11% more passengers
- Higher **unit revenues** for both freight and passengers
- High **profit conversion** from operating leverage in Shipping Division - fixed costs maintained on a level with 2014 in route network
- Increased results in all **shipping** business units, adjusted for route closures in 2014 – particularly strong performance in Channel, North Sea and Passenger
- **Logistics'** performance improved in many areas but offset by implementation of new automotive contract and lower sideport volumes in Norway

EBITDA before special items, Q3 2015



EBITDA before special items



Q3 2015 in numbers

- **Revenue** growth of 6% - 11% adjusted for closure of routes in 2014
- Increase in **depreciation** mainly due to scrubber installations
- Lower net interest cost and positive variance on currency adjustments reduced **finance cost**
- **ROIC**, LTM, increased to 12.6%
- **Financial leverage** reduced further by both stronger than expected cash flow and higher EBITDA

DKK m ¹	Q3 15	Q3 14	Change vs LY	Change %
REVENUE	3,792	3,567	225	6%
EBITDA BEFORE SI	843	626	218	35%
margin, %	22.2	17.5	4.7	n.a.
P/L associates	-3	-2	-2	n.a.
Gain/loss asset sales	2	1	1	n.a.
Depreciations	-216	-201	-15	7%
EBIT BEFORE SI	626	423	202	48%
margin, %	16.5	11.9	4.6	n.a.
Special Items	-1	-9	8	n.a.
EBIT	625	415	210	51%
Finance	-31	-49	18	n.a.
PTP BEFORE SI	595	375	220	59%
PTP	594	366	228	62%
EMPLOYEES avg., no.	6,583	6,310	273	4%
INVESTED CAPITAL	8,553	8,865	-312	-4%
ROIC LTM ex. SI, %	12.6	8.0	4.6	n.a.
NIBD	2,032	2,466	-434	-18%
NIBD/EBITDA, times	1.0	1.8	-0.8	n.a.
SOLVENCY, %	51	49	2	n.a.

SI: Special items. PTP: Pre-tax profit. NIBD: Net interest-bearing debt.

1: Roundings may cause variances in sums

EBITDA outlook 2015 raised to DKK 2.0-2.1bn

- Q3 EBITDA above expectations for the quarter
- Robust volume growth of freight and passengers continued into October in most areas
- Route capacity utilisation increasing in general - no major new capacity additions planned
- Logistics and forwarding markets remain very competitive, partly due to balance issues mainly related to UK traffic corridors
- Customer focus and continuous improvement projects continue to contribute to results

NEW OUTLOOK 2015

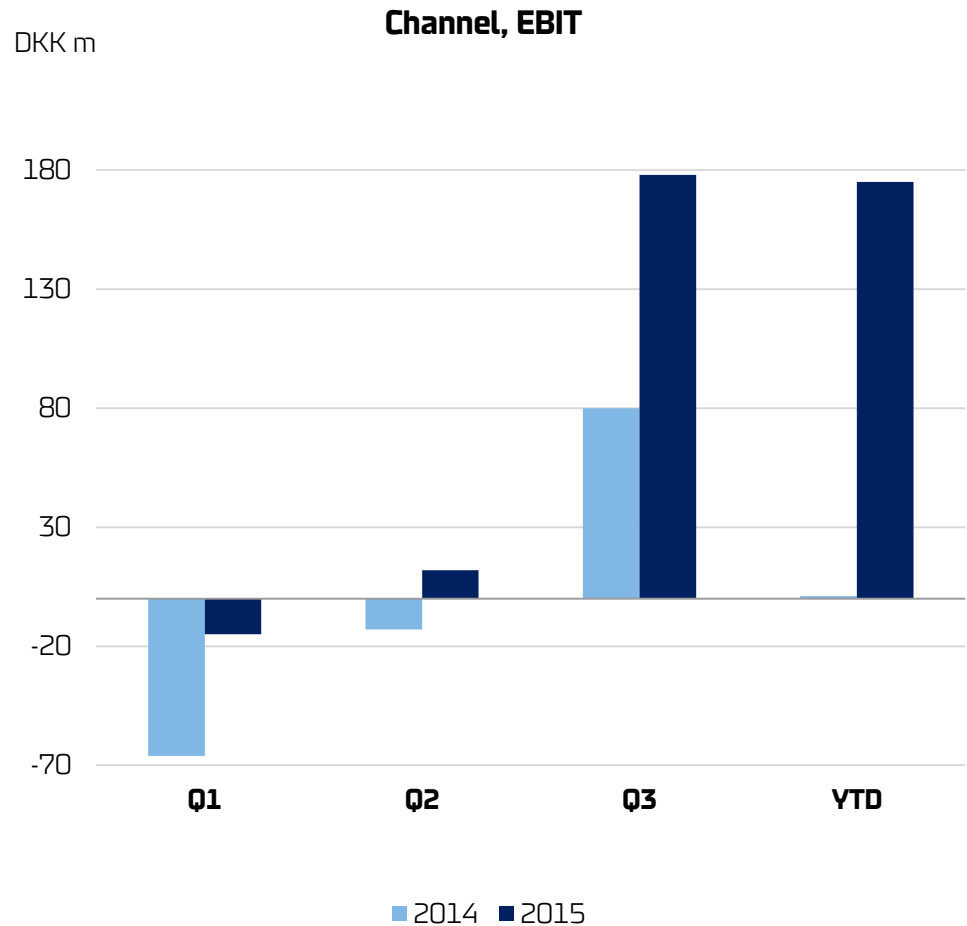
- Revenue up by around 4% [3%], and up by around 6% [5%] adjusted for route closures and acquisitions
- EBITDA of DKK 2.0-2.1bn [DKK 1.8-1.9bn]
- Investments of DKK 650m, unchanged

2015: update on major performance drivers

Likely	Expected	Uncertain	Macro drivers
<ul style="list-style-type: none">• Positive impact from closed routes as expected• Procurement efficiencies & impact from other projects as expected• Positive impact from Logistics acquisitions as expected	<ul style="list-style-type: none">• Resolution of structural overcapacity in Channel completed ahead of outlook• Volume growth, freight and passengers above outlook• Bunker cost savings above outlook	<ul style="list-style-type: none">• Level of competitive pressure no change	<ul style="list-style-type: none">• Russian market demand• Changes in oil price and exchange rates• Norwegian market demand

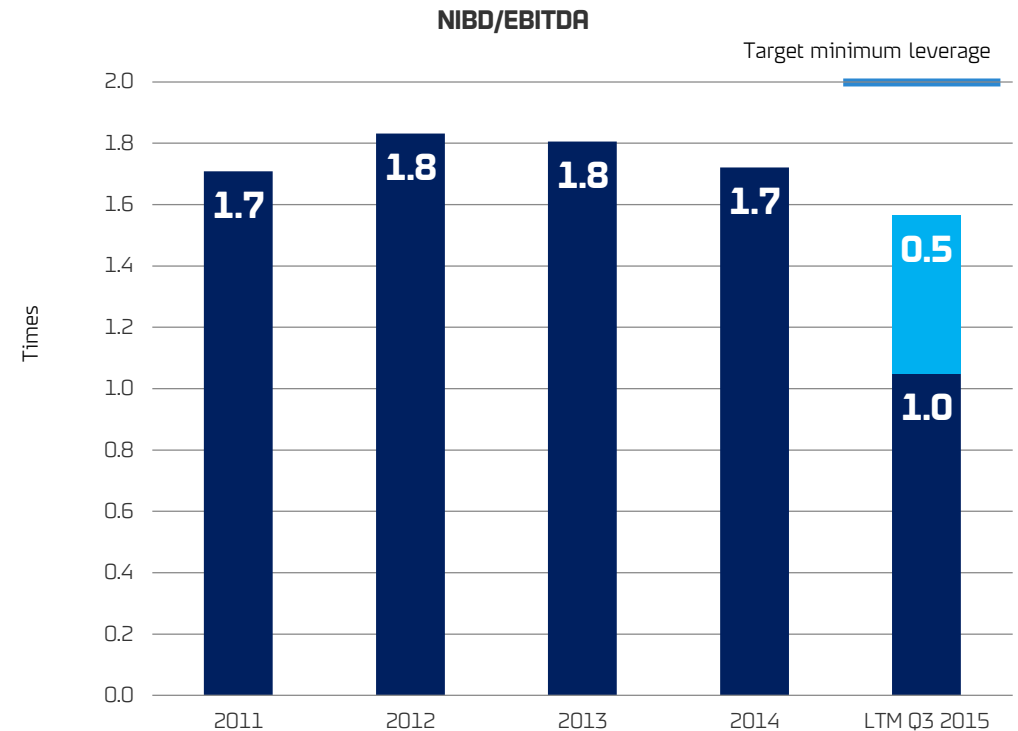
Record Q3 result in Channel

- Q3 EBIT increased to DKK 178m compared to DKK 80m in 2014
- Revenue growth of 22% driven by 5% higher freight volumes and 10% more passengers as well as rising unit revenues
- Overflow of volumes from temporary shutdowns of Eurotunnel due to migrant issues
- DFDS' passenger numbers boosted by higher reliability of Dunkirk crossing vs Calais in parts of Q3
- High conversion ratio
- Deployment of Rodin/Berlioz ferries now expected in February 2016



Leverage further reduced by strong cash flow

- The NIBD/EBITDA multiple was 1.0 at the end of Q3
- NIBD was DKK 2.0bn at the end of Q3 2015, down from DKK 2.5bn at year-end 2014
- Financial leverage was thus reduced by both the reduction of NIBD and the increase of EBITDA for the last twelve months (LTM)
- The purchase of two Channel ferries is expected to increase leverage by 0.5
- The Channel ferries will be treated as financial leases once actual delivery takes place



LTM: Last twelve months

Strategy, goals and priorities

Priorities 2015 - **UNCHANGED**

1. Customer focus
2. Efficiency and improvement projects
3. MGO transition
4. Employee satisfaction/development
5. Market coverage

DFDS' strategy drivers:

- The DFDS Way: Customer focus and continuous improvement
- Network strength: Expand to leverage operating model
- Integrated shipping and logistics operations: Utilisation of tonnage
- Financial strength and performance: Reliable partner
- ROIC target of 10%

Customer
driven

Continuous
improvement

Best practice

Leveraging
scale

Performance
culture

Q3 2015

Q&A



Appendix - EBIT per BU

- **North Sea:** 12.0%* higher freight volumes. Continued high UK-Continent market growth. Scandinavia-UK/Continent more subdued. Positive impact from scrubbers and port terminals
- **Baltic Sea:** 6.1%* higher freight volumes. Pick up in Q3 of trading between Sweden/Germany and Baltic countries
- **Passenger:** passengers up by 3.9%*. Improved passenger mix boosted unit revenues
- **Channel:** 4.6% higher freight volumes, 10.3% more passengers. High capacity utilisation on Dover-Dunkirk. Increasing unit revenues
- **France & Med:** Second ship in high season on Newhaven-Dieppe and more efficient operations
- **Logistics Division:** Lower earnings in **Nordic** due to start-up costs for new automotive contract and lower sideport volumes. High activity levels improved **Continent** earnings. **UK & Ireland** improved earnings mainly driven by the Scottish temperature-controlled activities

DFDS Group EBIT development Q3 2015

(adjusted for route closures in 2014)

