FERRY ROUTES & LOGISTICS

DFDS Group Overview

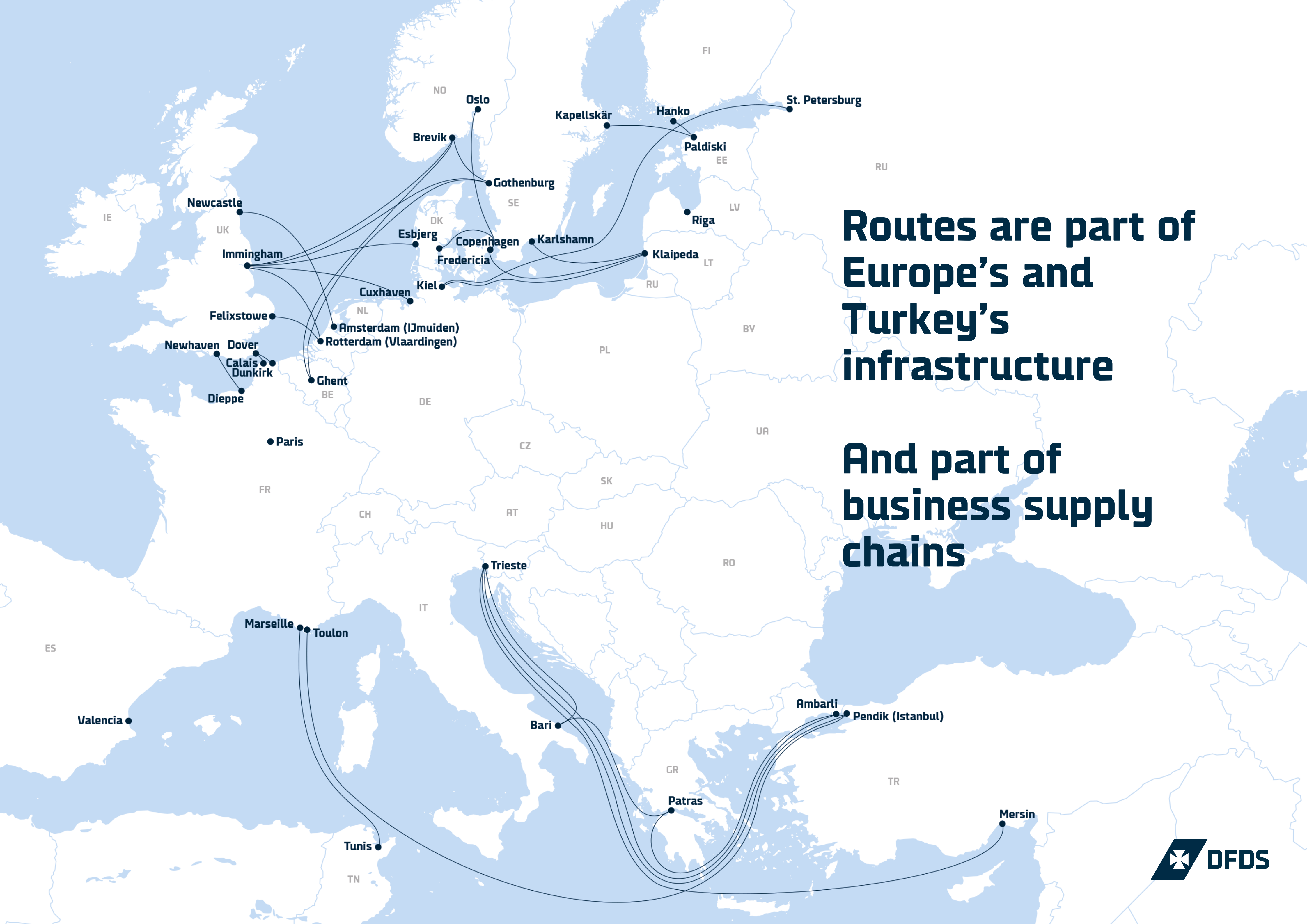
September 2018

DFDS

WHAT WE DO

We move freight and passengers on 23 ferry routes in Europe and Turkey

It’s all about the routes – and their location



Routes are part of Europe’s and Turkey’s infrastructure

And part of business supply chains

We mainly move fast moving freight for delivery same day, next day or day after (A,B,C)

85% of carried volumes are trailers

Our key freight customers are forwarders and hauliers

Manufacturers of heavy goods are also important customers

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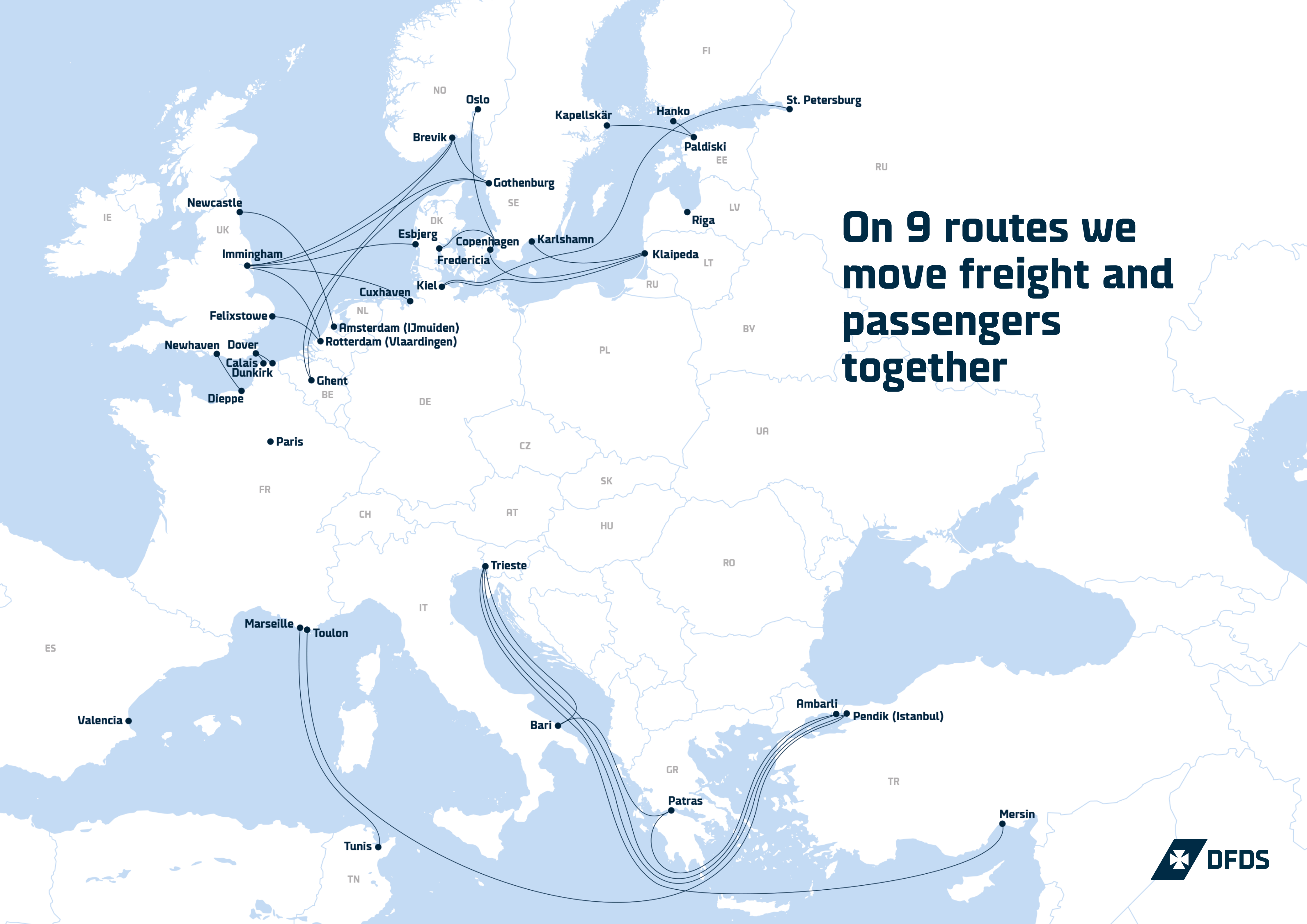
On 9 routes we move freight and passengers together



People travelling by car are our key customers as is cruise passengers

Both for holiday and transport purposes

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

Freight, logistics & pax – northern Europe & Mediterranean

	Freight routes	Logistics solutions	Passenger routes
Key services	▪ Trailers, unaccompanied & accompanied ▪ Industry solutions ▪ Port terminals	▪ Door-door full & part loads ▪ Contract logistics	▪ Overnight ▪ Day ▪ Transport/holiday ▪ Cruise ferry

Freight (Freight routes and Logistics solutions)

Share of Group revenue


80% freight **20% pax**

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- **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

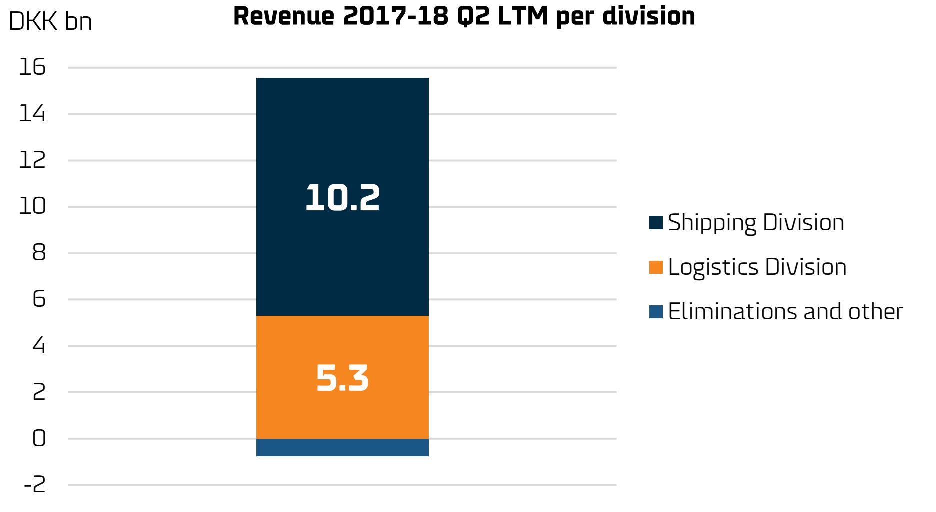
Combined freight and passenger ferry (ro-pax)

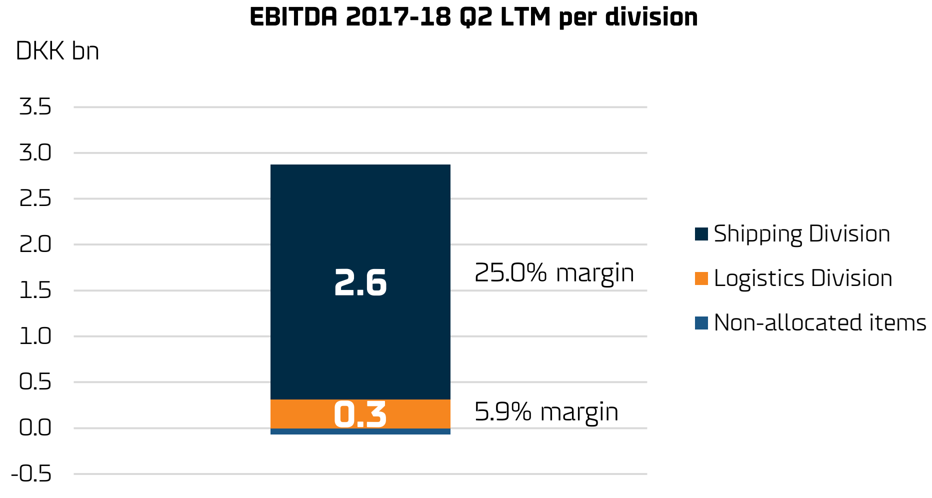
STRUCTURE & PERFORMANCE

DFDS structure, ownership and earnings split

DFDS Group

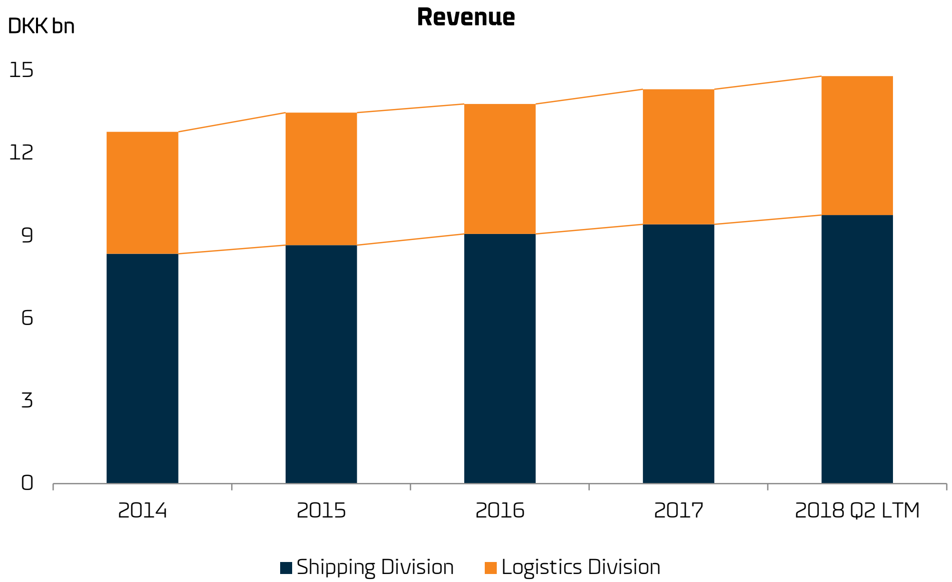
People & Ships	Finance
Shipping Division • 23 ferry routes - freight and passengers • 45 ferries • 7 port terminals	**Logistics Division** • Door-door transport • Contract logistics • 5,600 trailers and 3,500 containers • 2 sideport ships and VSA/SCA*
DFDS facts • Founded in 1866 • Activities in 20 European countries and Turkey • 8,000 employees	**Shareholder structure** • Lauritzen: 42% • Free float: 56% • Nasdaq Copenhagen • Foreign ownership share: ~30%

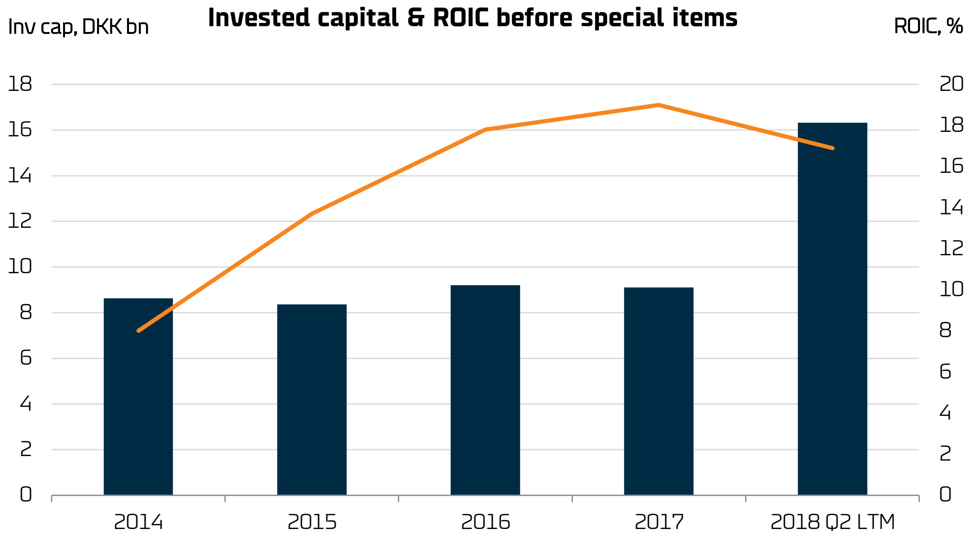


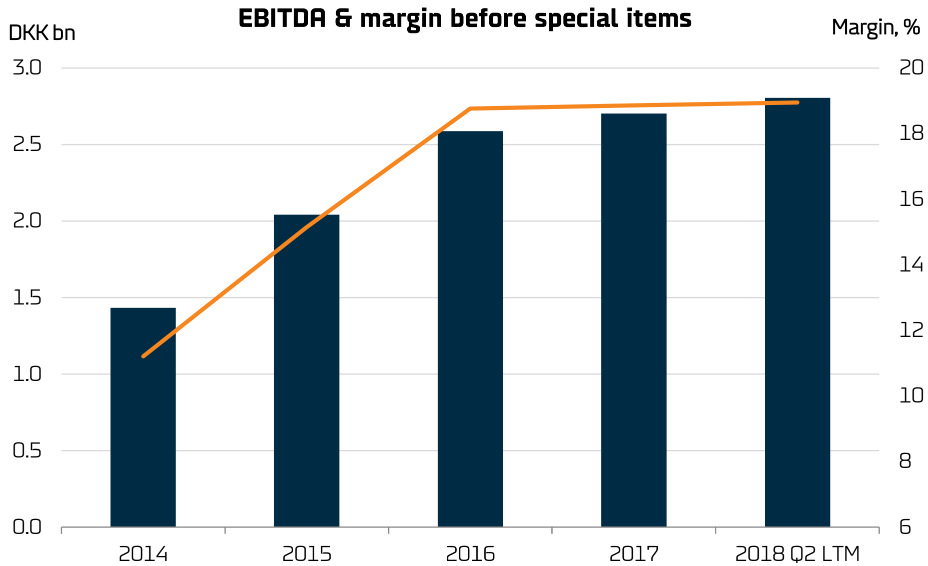


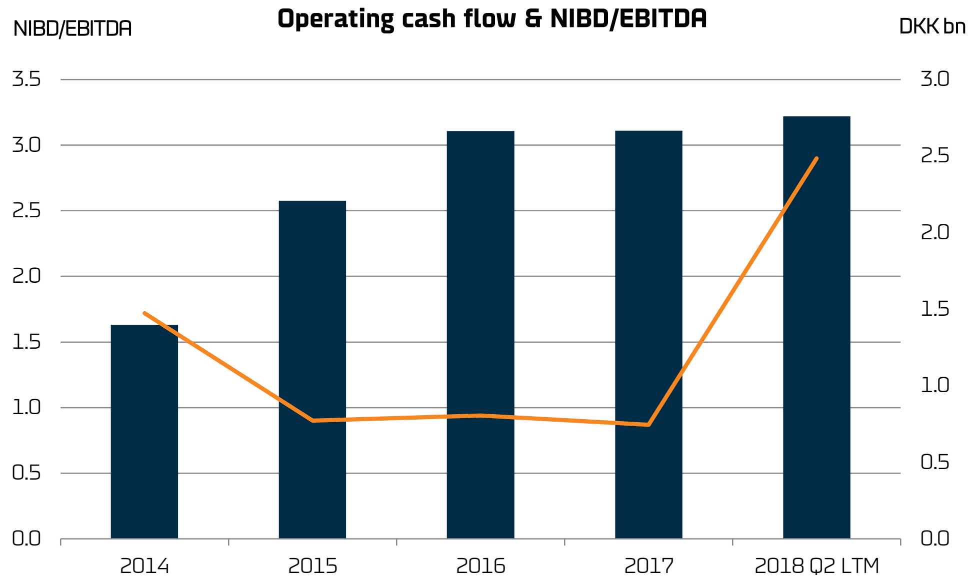
 *Vessel sharing agreements/slot charter agreements on container ships

DFDS key figures – impact from UNRR acquisition in 2018







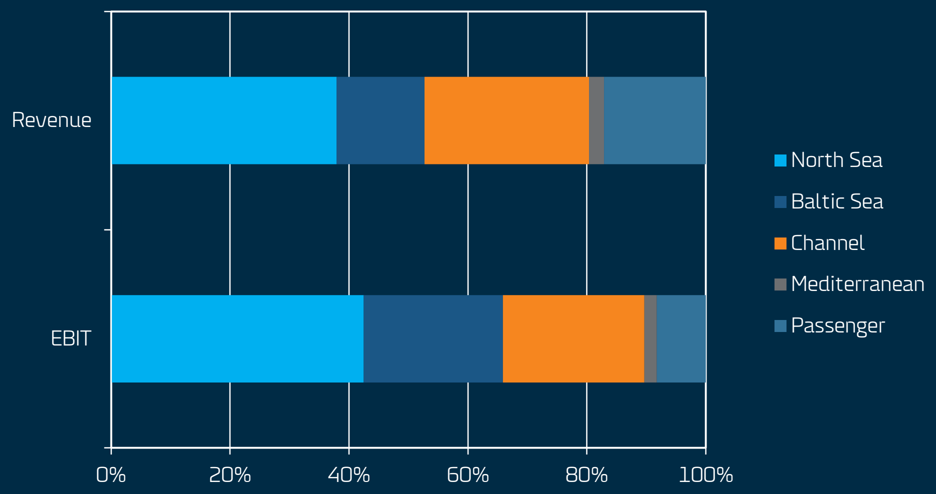


SHIPPING

Business units & ROIC, Q2 LTM 2018

North Sea	Baltic Sea	Channel	Mediterranean	Passenger
16%	31%	20%	2%	20%

Q2 LTM 2018: Shipping Division



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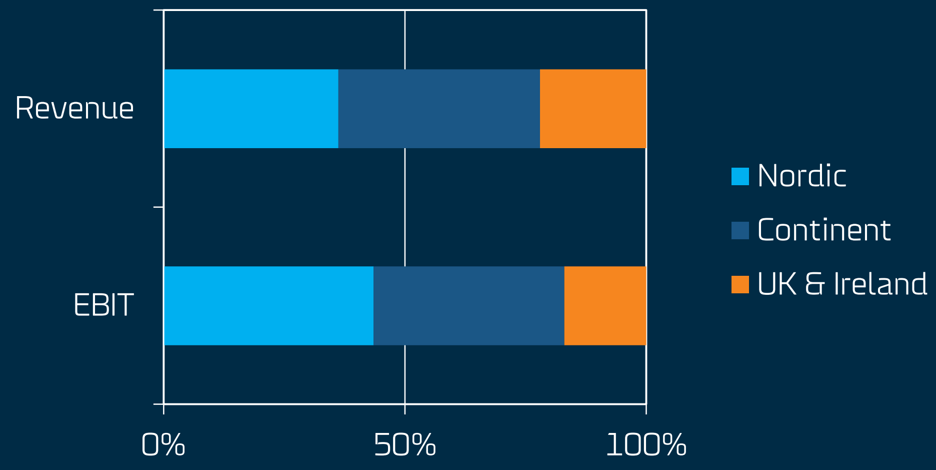
LOGISTICS

Business units & ROIC, Q2 LTM 2018

Nordic	Continent	UK & Ireland
24%	14%	7%

Q2 LTM 2018 Logistics Division



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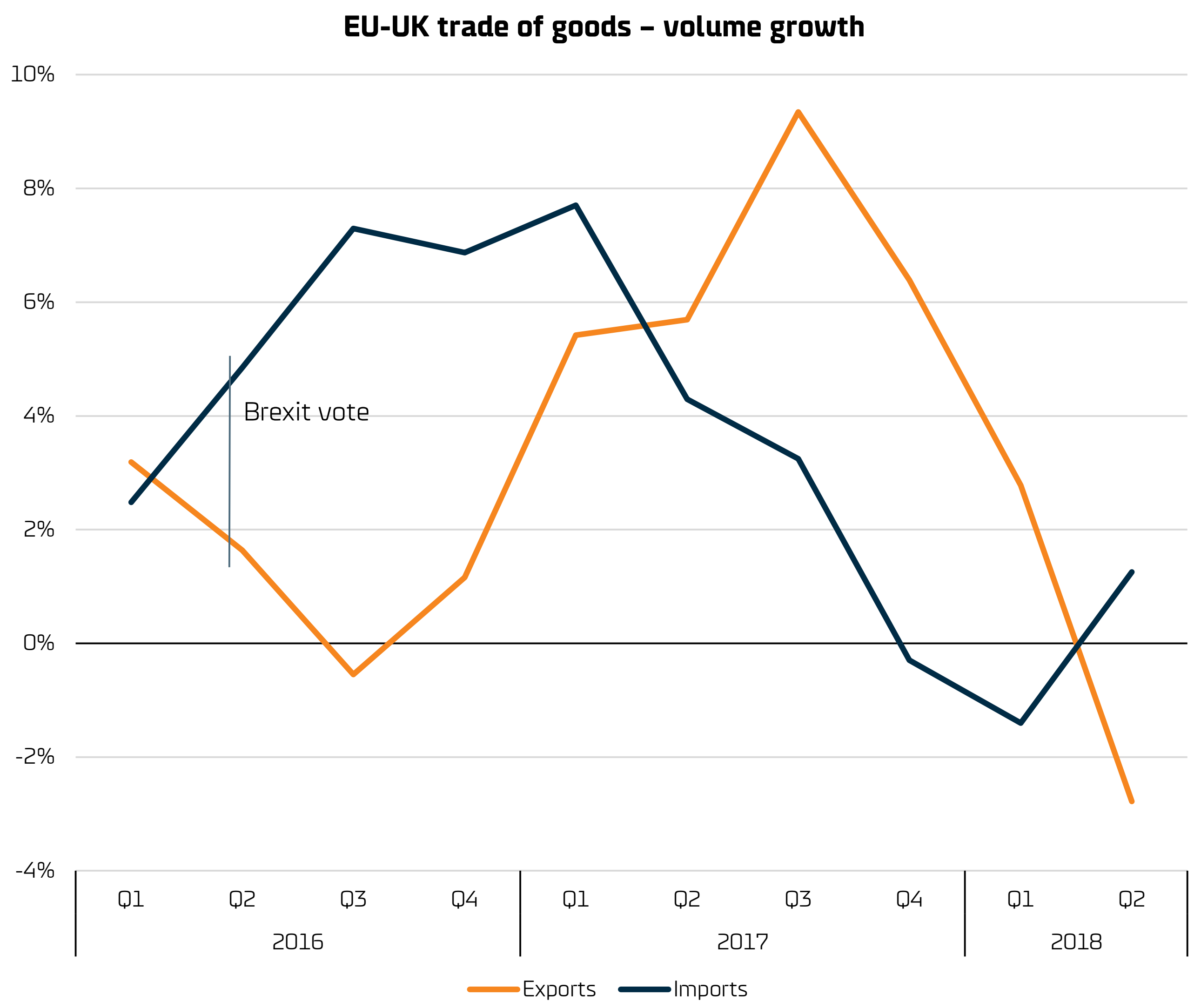
BREXIT

Some slowdown in UK-EU trade growth in 2018

- **EU growth scenario** continues to mitigate uncertainty related to Brexit
- Lift in UK export growth to EU post Brexit vote leveling off but still above pre-Brexit level
- **Volume growth divergence** between North Sea and Channel is continuing in 2018 due in part to shortage of drivers



DFDS is planning for two scenarios

Hard Brexit
March 19, 2019

- UK departs the EU at 11pm UK time
- UK gives up full access to the single market and full access of the custom union with the EU
- Likely fall back on World Trade Organisation (WTO) rules for trade with its former EU partners

Transition period Brexit
December 31, 2020

- Transition period to allow UK to get most in place and allow businesses and others to prepare for the new post-Brexit rules between the UK and the EU (31 Dec, 2020)
- Free movement will continue during the transition

"UK could stay in EU customs union for years after Brexit transition"
- https://www.politico.eu quoting senior U.K. and EU officials

Actions to mitigate possible Brexit impacts

- **Key risk** is development of UK GDP growth as trading volumes are linked to GDP
- UK **supply chains** closely integrated with Continental Europe
- Freight customers are asking for advice
- Import customers are considering to **increase stocks** in UK ahead of March 2019…
- …vice versa for UK exporters
- **Upside** from new services – customs clearance, standage and duty-free

Possible hard Brexit impacts

- Cumbersome customs process
- Congestion in ports
- Reduction in trade volumes
- Increase in unaccompanied trailer volumes

DFDS actions

- Cost recovery, pass-through agreements
- Increasing staff with customs clearance expertise
- Offer customs clearance services
- Upgrading IT customs systems
- Expanding port terminals in Vlaardingen, Felixstowe and Immingham
- Dover/Calais options under review
- Offer duty-free sales

MEDITER RANEAN

Mediterranean expansion through acquisition of U.N. Ro-Ro

- **Leading freight ferry company** with 34% market share of ferry & road market and 60% market share of ferry market
- **High growth** region
- Similar unaccompanied ferry business model and fleet create opportunities for synergies
- Increased flexibility of fleet deployment in route network as well as **synergies** in vessel investments
- **Profitable company** with expected EBITDA of around EUR 97m in 2018

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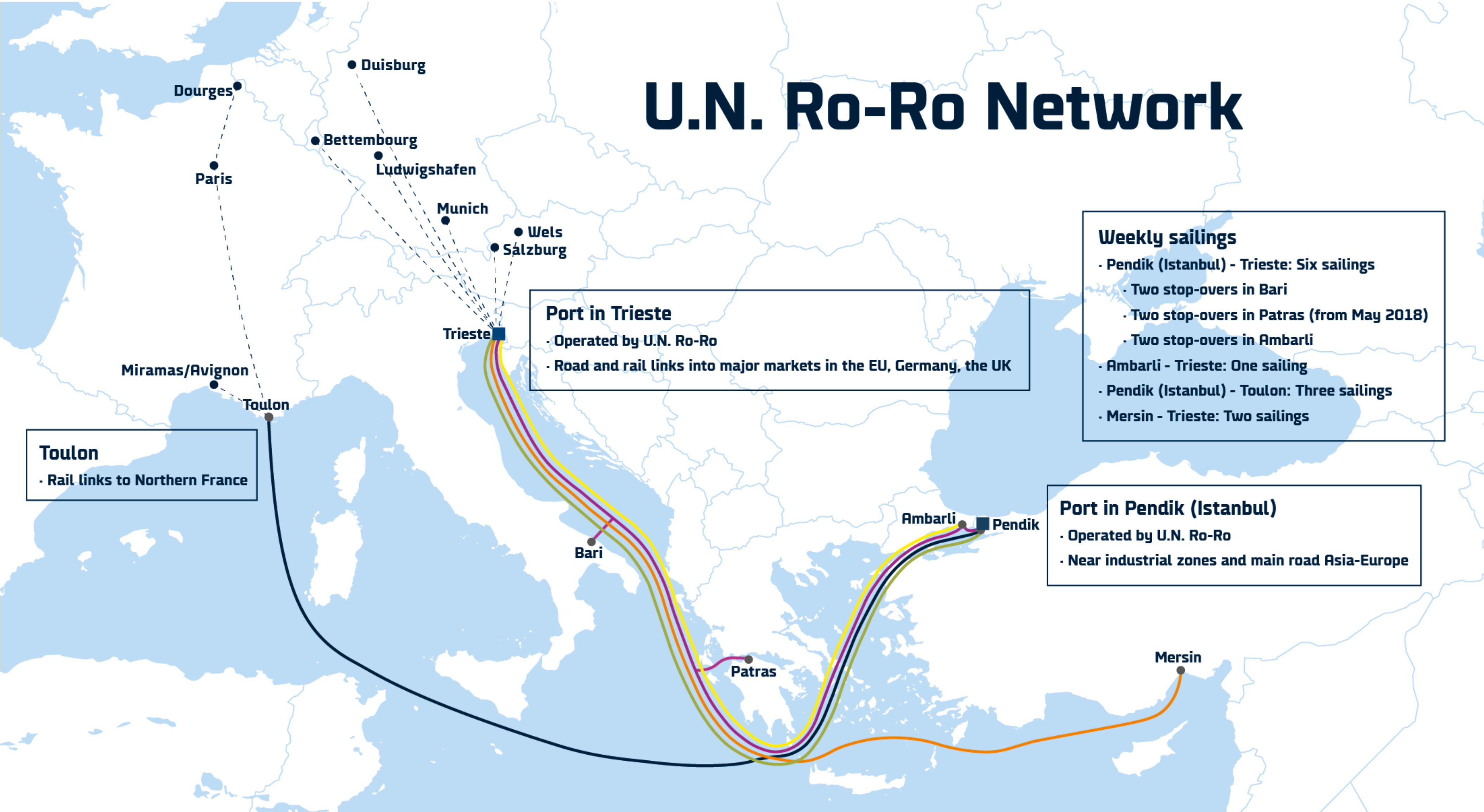
U.N. Ro-Ro Network



Port in Trieste
- Operated by U.N. Ro-Ro
- Road and rail links into major markets in the EU, Germany, the UK

Weekly sailings
- Pendik (Istanbul) - Trieste: Six sailings
  - Two stop-overs in Bari
  - Two stop-overs in Patras (from May 2018)
  - Two stop-overs in Ambarli
- Ambarli - Trieste: One sailing
- Pendik (Istanbul) - Toulon: Three sailings
- Mersin - Trieste: Two sailings

Toulon
- Rail links to Northern France

Port in Pendik (Istanbul)
- Operated by U.N. Ro-Ro
- Near industrial zones and main road Asia-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

U.N. Ro-Ro overview

Business overview

- Established 1994, #1 freight ferry operator in Turkey in terms of market share, number and capacity of vessels
- 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 figures

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
Margin	*37%*	*44%*	*44%*	*42%*
EBIT	31,2	46,2	47,0	66,6
Margin	*16%*	*24%*	*25%*	*30%*

- 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

(1) Owns company that has the concession agreement for Trieste port
Source: U.N. Ro-Ro Corporate Presentation, Company data and press releases

Ferry expected to continue to gain market share vs road

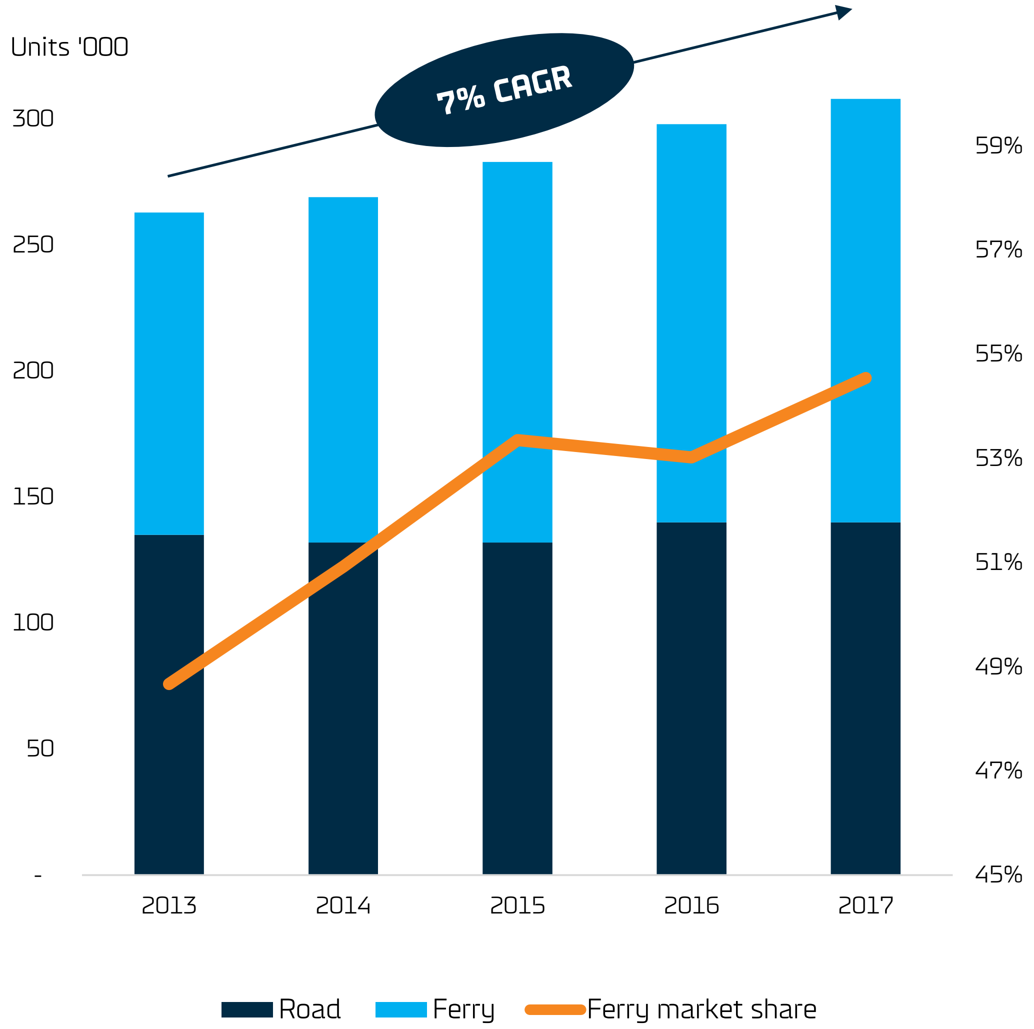
- Truck **investment needs** for forwarders and hauliers reduced by using unaccompanied ferry solution

- **Ferry also competitive vs driving** through Balkan region:

  - Transit time and costs
  - Border crossings and customs formalities
  - Security issues
  - Permit and visa issues
  - Limited investment in road infrastructure
  - Congestion

- Ferry's **market share** increased from 49% in 2013 to 55% in 2017

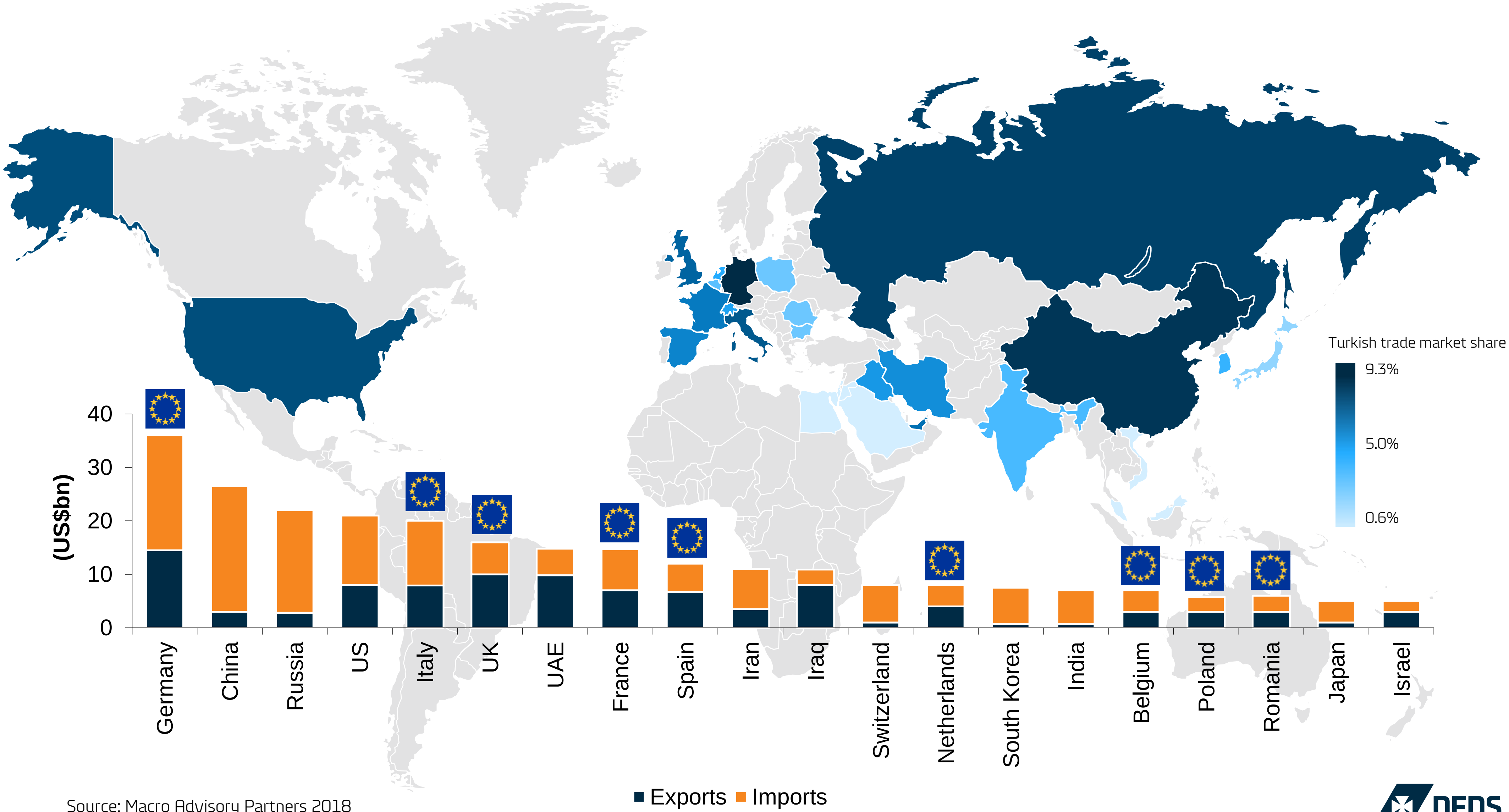
Export freight from Turkey to Europe



Source: Economist Intelligence Unit (EIU) 2018

EU is important and balanced trade partner with Turkey

Turkey's top trade partners (2017)



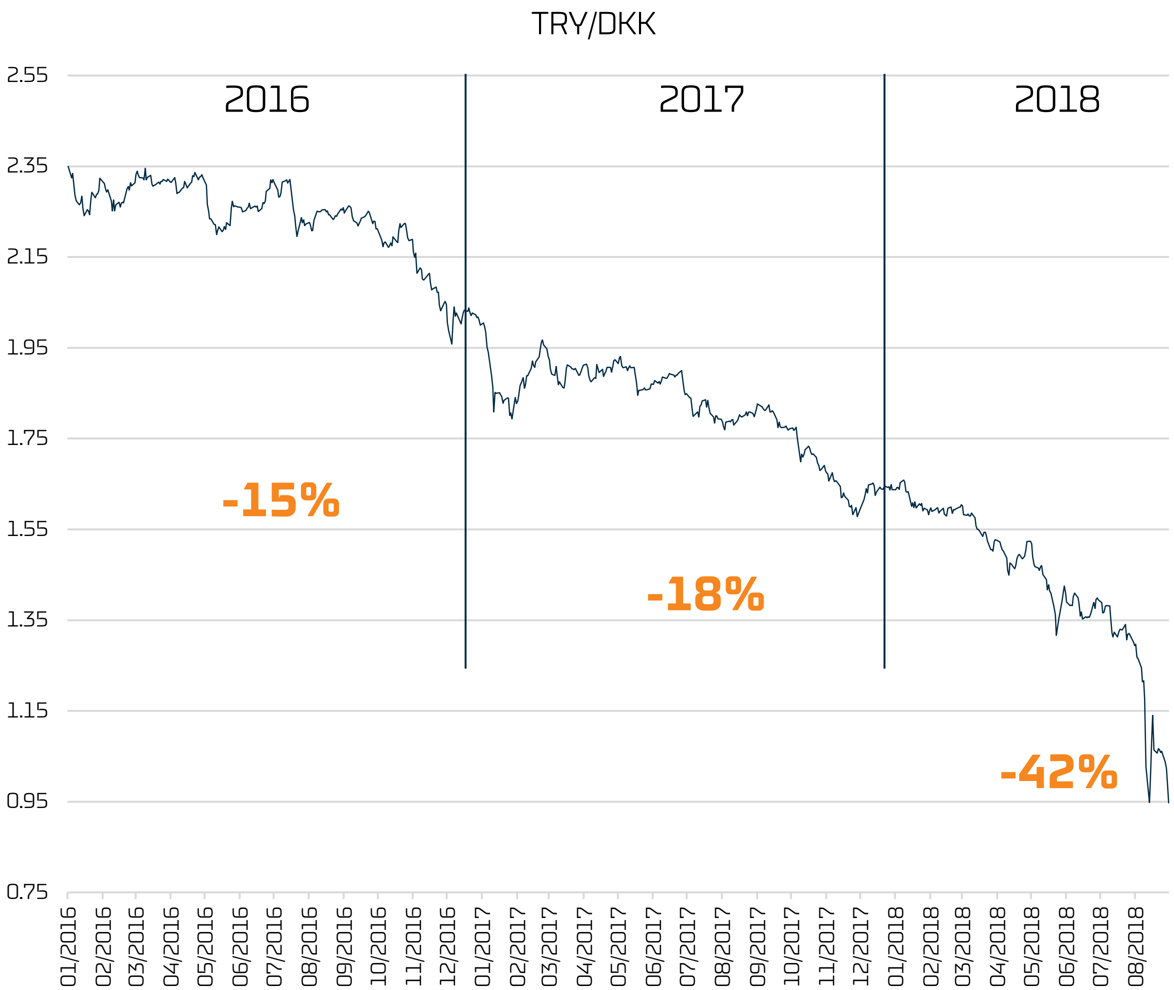
Source: Macro Advisory Partners 2018

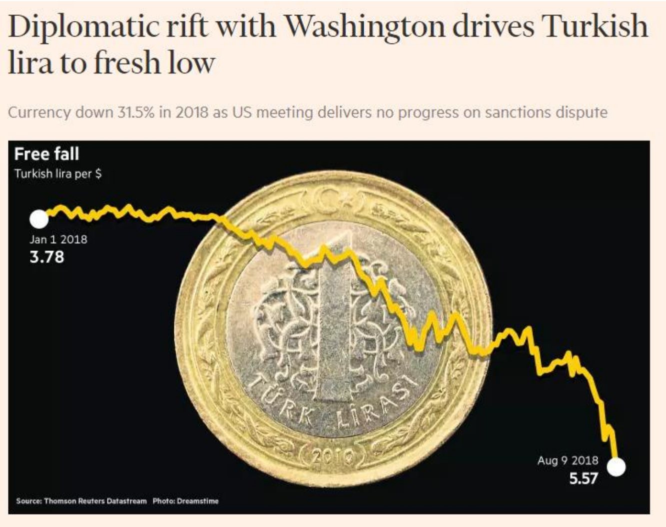
Turkey - inflation and exchange rate development of TRY

- TRY-depreciation is linked to high **inflation** rates in Turkey:
  - 2016: 8%
  - 2017: 11%
  - 2018 ytd: 16%

- Turkey's real **GDP** was up 7% in Q1

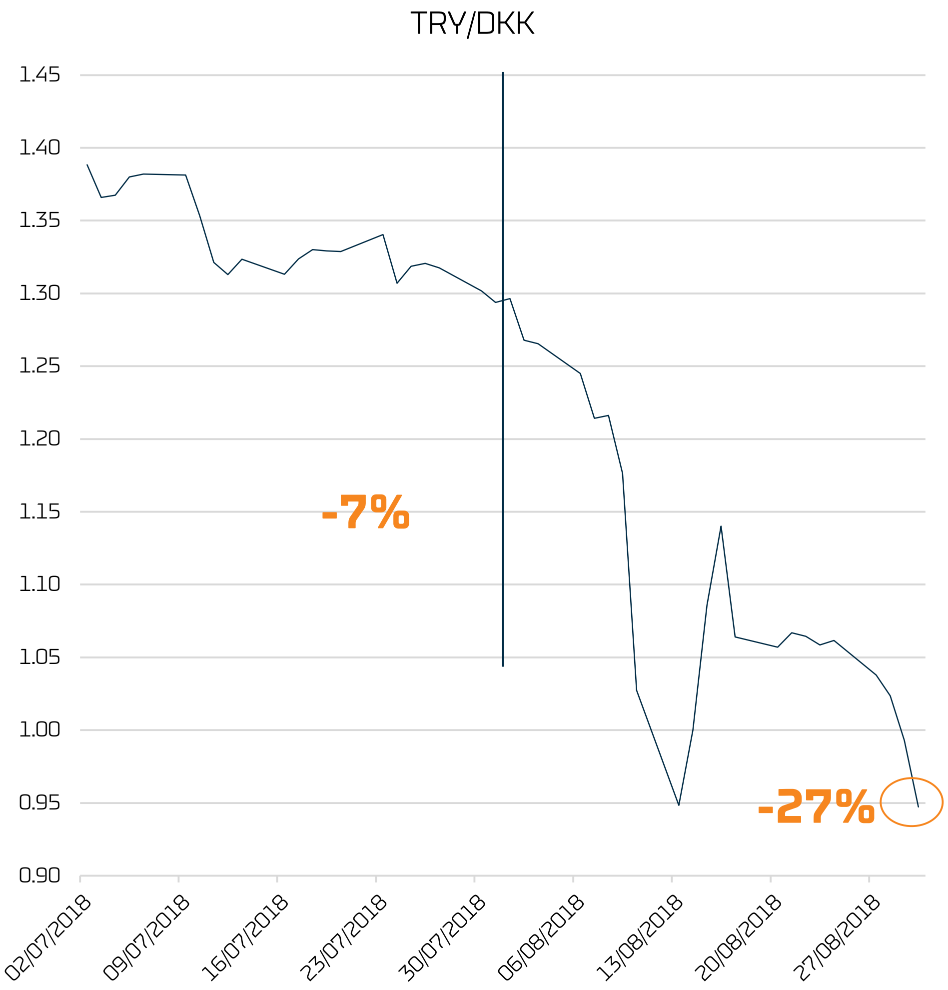
- FY GDP forecast at around 4% before TRY dropped in August





Turkey – impact of TRY depreciation on DFDS finance items

- Finance items impacted by **'one-off'** currency loss on debtors
- Mediterranean's **prices are set in EUR** to protect revenue development
- Invoicing in TRY implies, however, **currency risk** in 60 day payment period for debtors
- **TRY exposure** on debtors of around DKK 300m
- 'One-off' currency loss in Finance items of around DKK 114m incurred until 30 Aug:
    - June: DKK 6m
    - July: DKK 27m
    - August 30: DKK 81m



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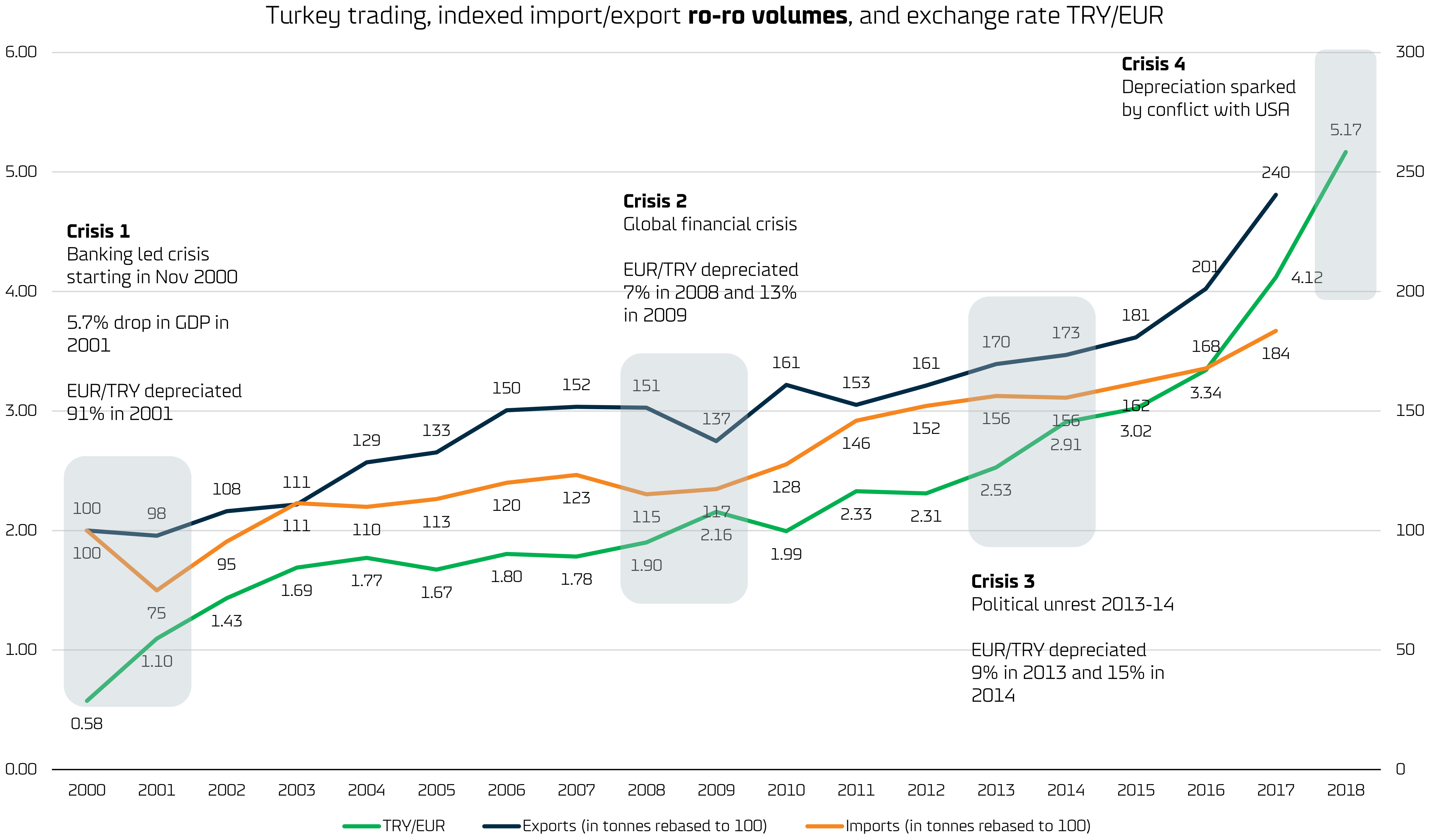
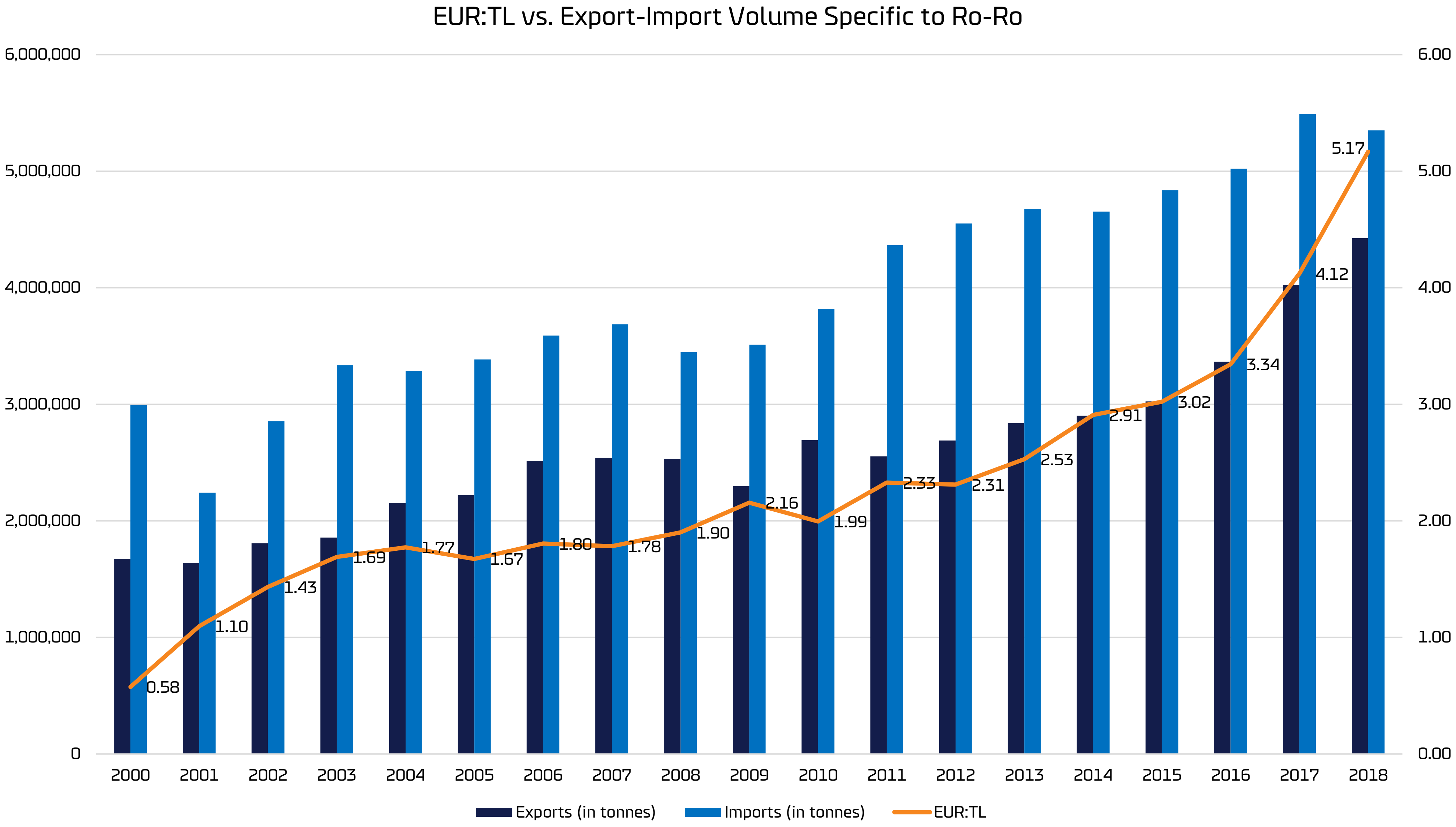
Turkish trade historically resilient in face of TRY depreciation



Import ro-ro volumes exceed export volumes



Source: Drewry Shipping Consultants LTD

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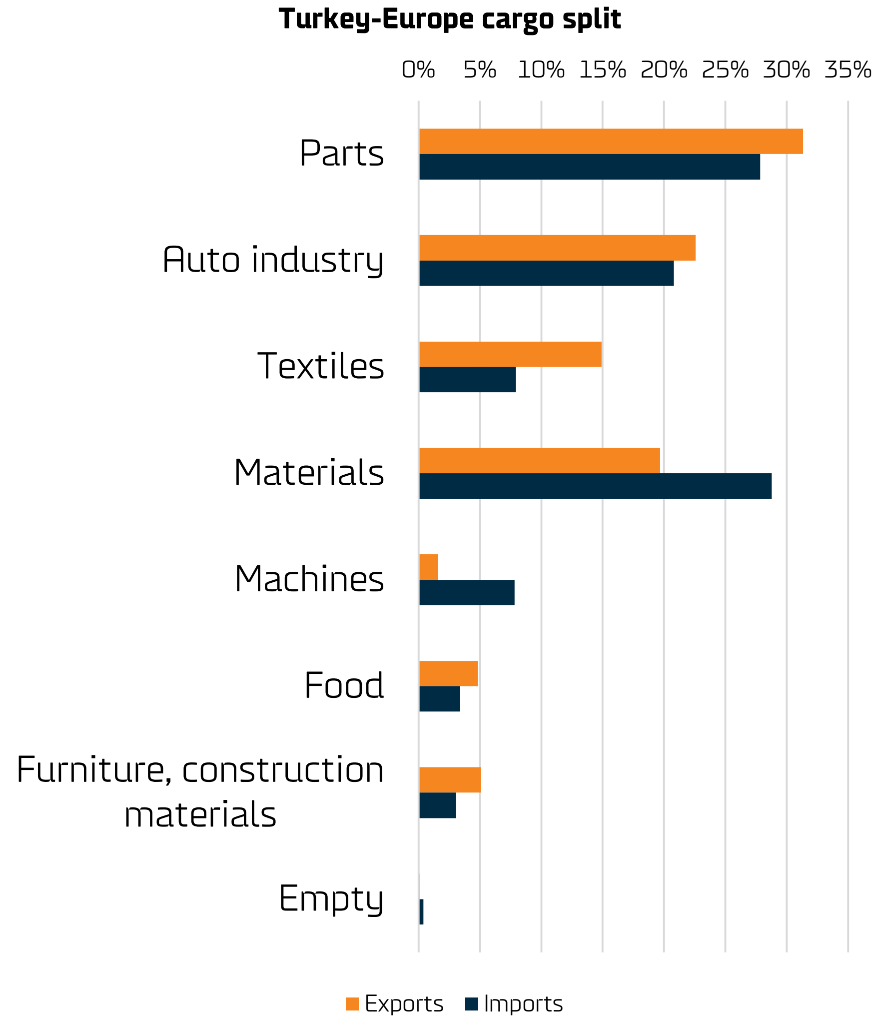
Turkey – impact of TRY depreciation on trading

- **Export volumes** increased 17% Jan-May 2018 while import volumes were up 3%
- **Currency depreciation** is impacting import volumes – once TRY is stabilised imports are expected to resume but likely at a lower level until domestic demand recovers
- **Export volume growth** expected to mitigate impact from imbalance/reduced import volumes
- Also mitigation from import of **semi-manufactured goods** used as parts in Turkish manufacturing plants – such imports comprise more than 50% of import volumes carried on DFDS routes
- With the current visibility, EBITDA outlook **unchanged** based on the 'early' consolidation of UNRR as of 7 June



Materials: Industrial, chemical, plastic, metal, glass, paper

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KEY FOCUS AREAS 2018

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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, completed 7 June 2018 • Integration expected to be completed in 2018 • Financial flexibility maintained to pursue further opportunities
Growth from ferry new building orders	• 6 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
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

Q&A


DFDS
Olof
Neill & Brown
Global Logistics
Smeets Ferry
DSV
TIP
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APPENDICES

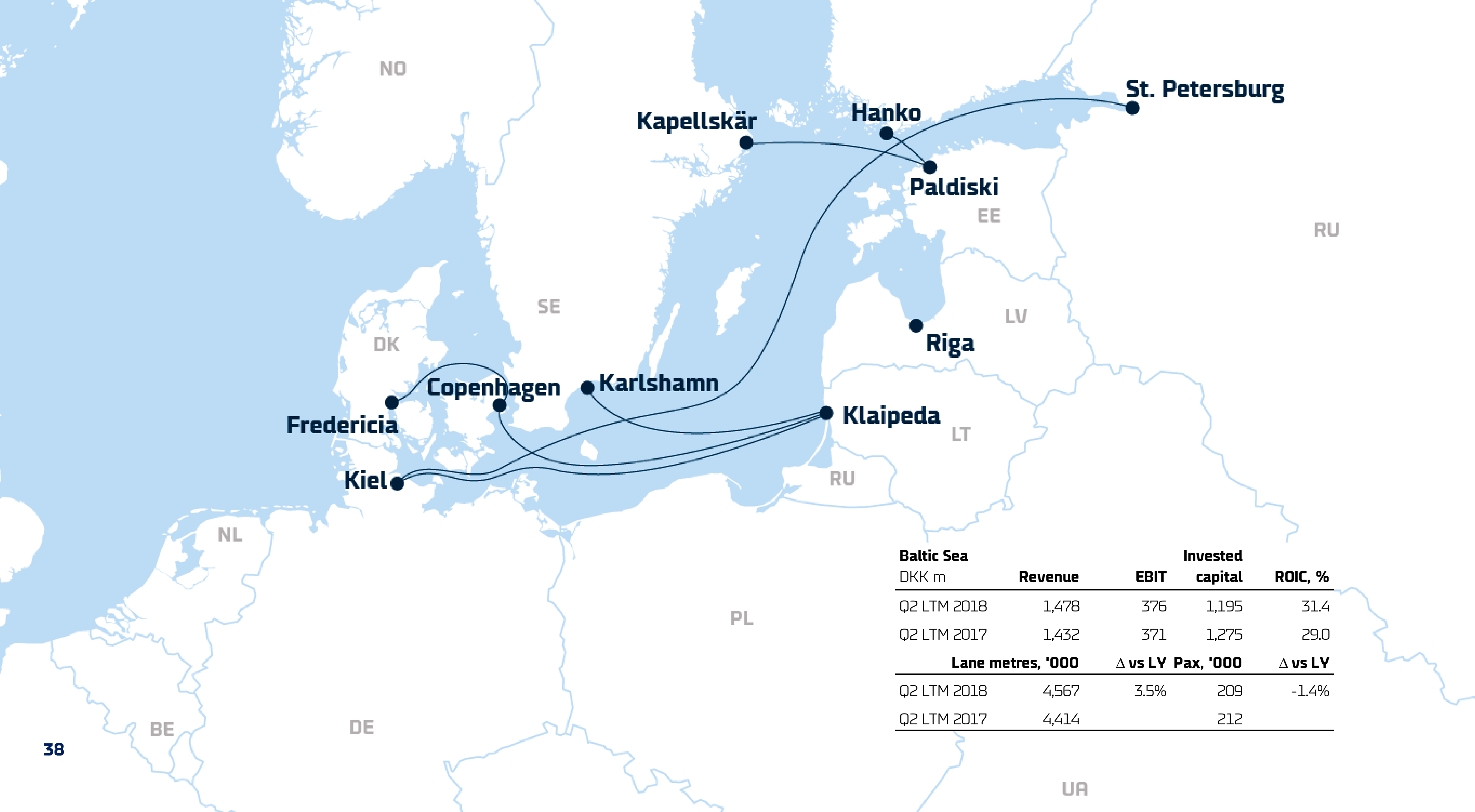
North Sea

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

North Sea DKK m	Revenue	EBIT	Invested capital	ROIC, %
Q2 LTM 2018	3,776	683	4,046	16.4
Q2 LTM 2017	3,546	576	4,222	13.4
	Lane metres, '000	**Δ vs LY**	**Pax, '000**	**Δ vs LY**
Q2 LTM 2018	13,359	6.7%	n.a.	n.a.
Q2 LTM 2017	12,517			

Baltic Sea

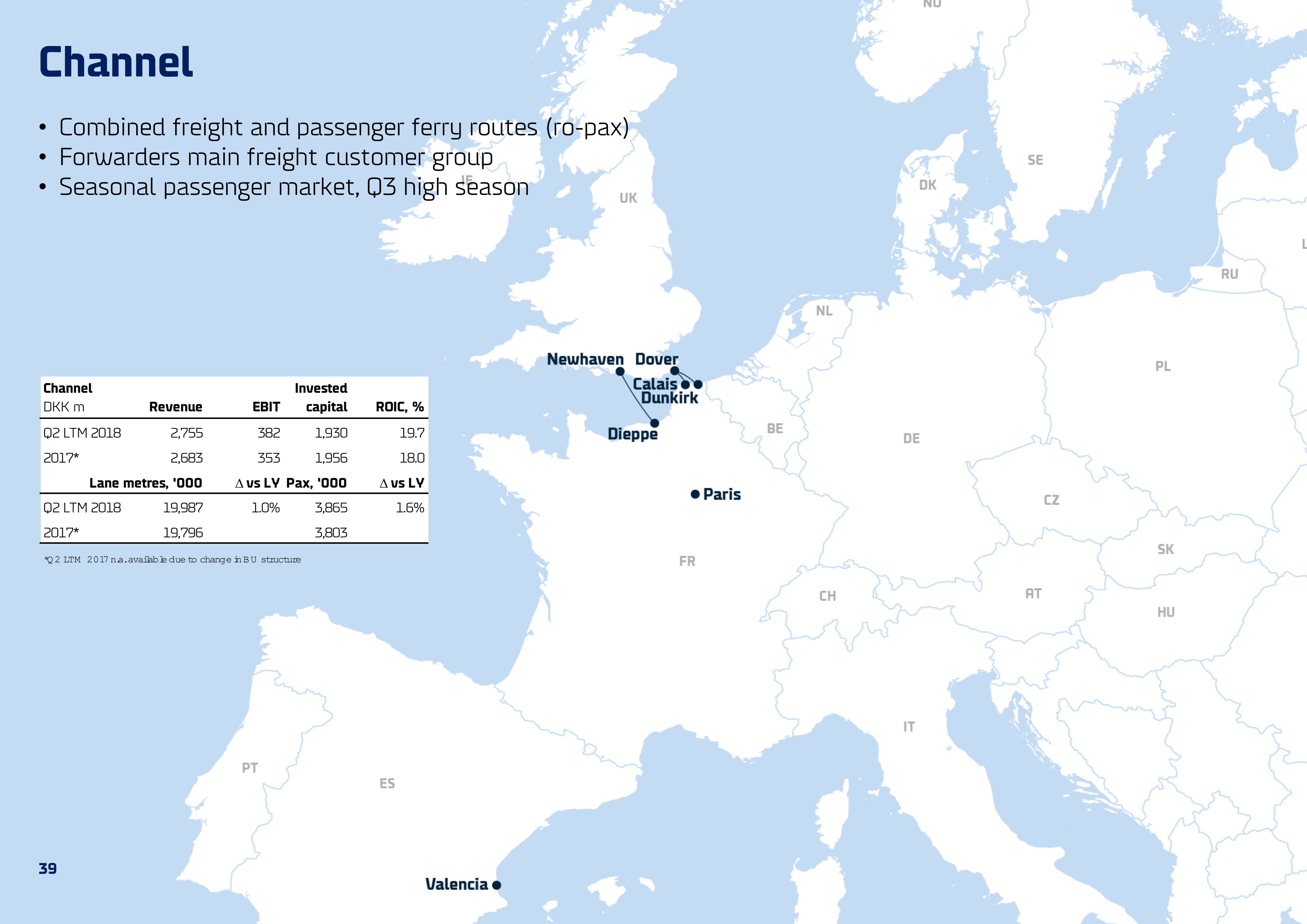
- Freight ferry (ro-ro) and combined freight and passenger ferry routes (ro-pax)
- Forwarders main freight customer group
- Russia to a large degree ‘closed for business’ by sanctions



Baltic Sea DKK m	Revenue	EBIT	Invested capital	ROIC, %
Q2 LTM 2018	1,478	376	1,195	31.4
Q2 LTM 2017	1,432	371	1,275	29.0
	Lane metres, '000	**Δ vs LY**	**Pax, '000**	**Δ vs LY**
Q2 LTM 2018	4,567	3.5%	209	-1.4%
Q2 LTM 2017	4,414		212	

Channel

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



Channel DKK m	Revenue	EBIT	Invested capital	ROIC, %
Q2 LTM 2018	2,755	382	1,930	19.7
2017*	2,683	353	1,956	18.0
	Lane metres, '000	**Δ vs LY**	**Pax, '000**	**Δ vs LY**
Q2 LTM 2018	19,987	1.0%	3,865	1.6%
2017*	19,796		3,803	

*Q2 LTM 2017 n.a. available due to change in BU structure

Mediterranean

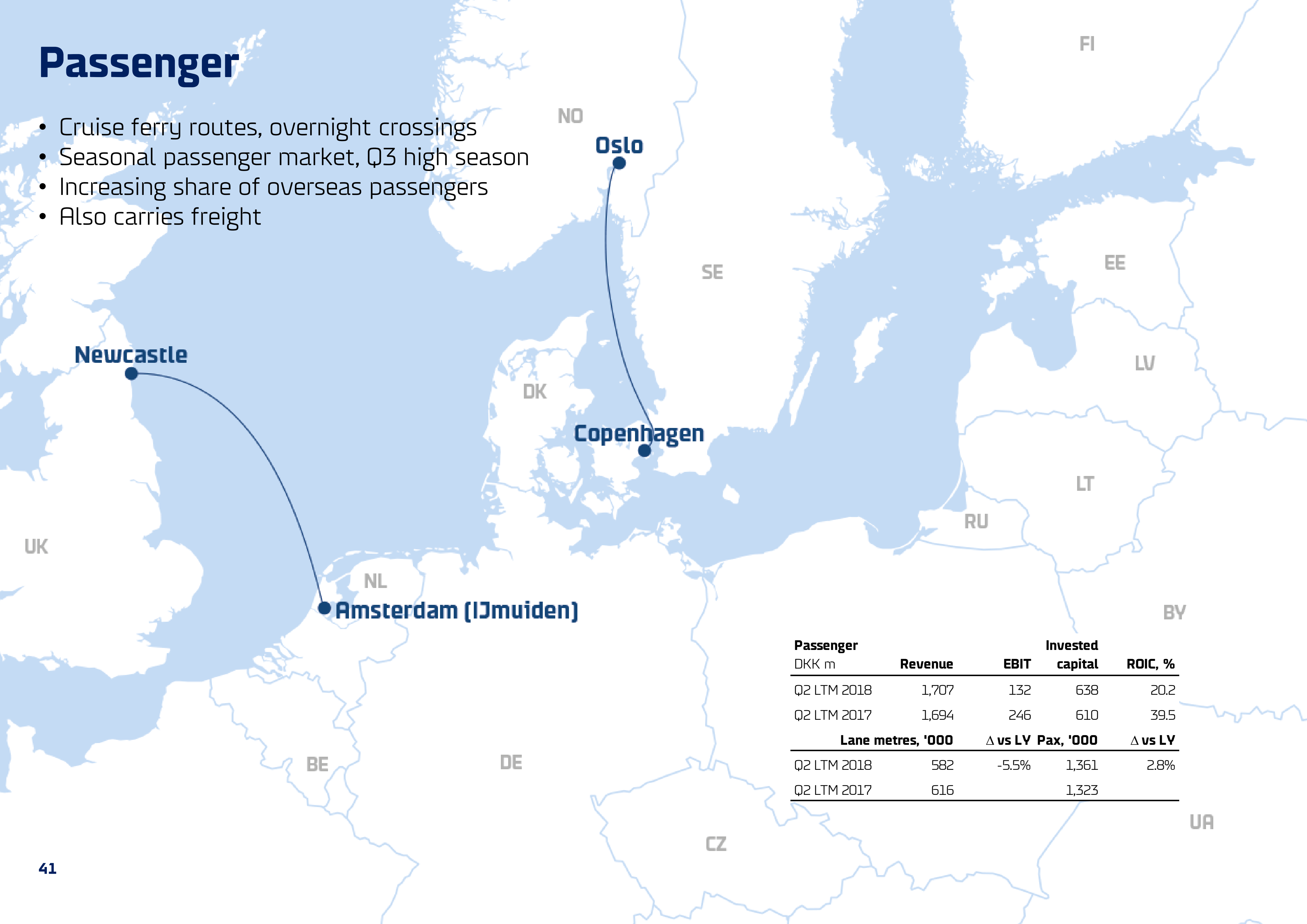
- Freight ferry routes connecting Europe and Turkey (UNRR acquired 7 June 2018)
- Turkish forwarders and hauliers main customer group
- Freight ferry route between France and Tunisia

Mediterranean DKK m	Revenue	EBIT	Invested capital	ROIC, %
Q2 LTM 2018	251	34	1,539	2.2
2017*	103	9	99	9.3
	Lane metres, '000	**Δ vs LY**	**Pax, '000**	**Δ vs LY**
Q2 LTM 2018	522	127.9%	n.a.	n.a.
2017*	229		n.a.	

*Q2 LTM 2017 n.a. available due to change in BU structure

Passenger

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



Passenger DKK m	Revenue	EBIT	Invested capital	ROIC, %
Q2 LTM 2018	1,707	132	638	20.2
Q2 LTM 2017	1,694	246	610	39.5
	Lane metres, '000	**Δ vs LY**	**Pax, '000**	**Δ vs LY**
Q2 LTM 2018	582	-5.5%	1,361	2.8%
Q2 LTM 2017	616		1,323	

KEY NORTHERN EUROPEAN FERRY COMPANIES

IT'S ALL ABOUT THE ROUTE

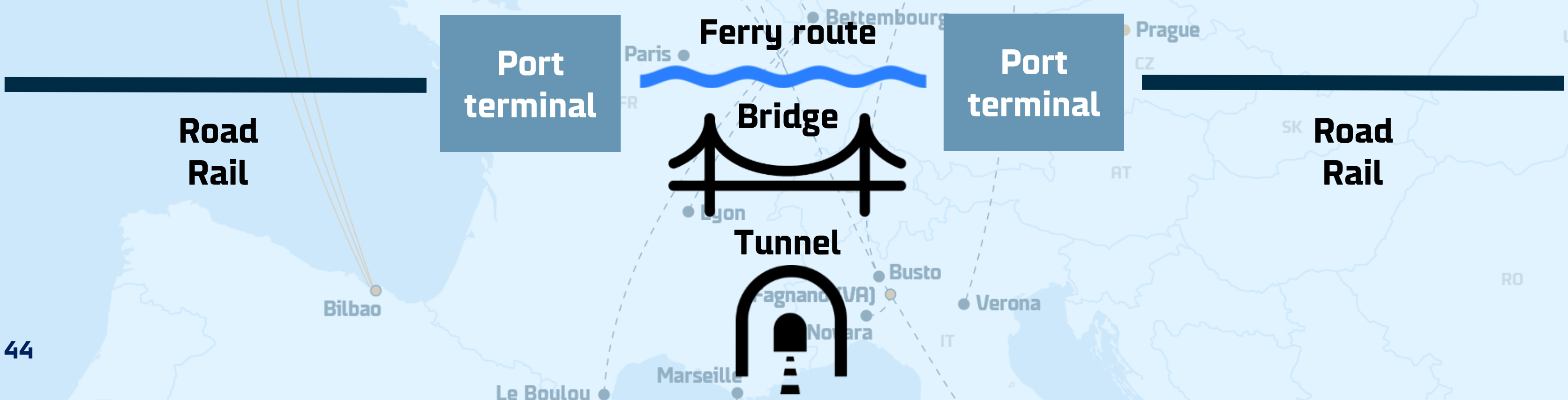
FERRY ROUTE CAPACITY DYNAMICS

- stepwise addition of ferries on a route 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



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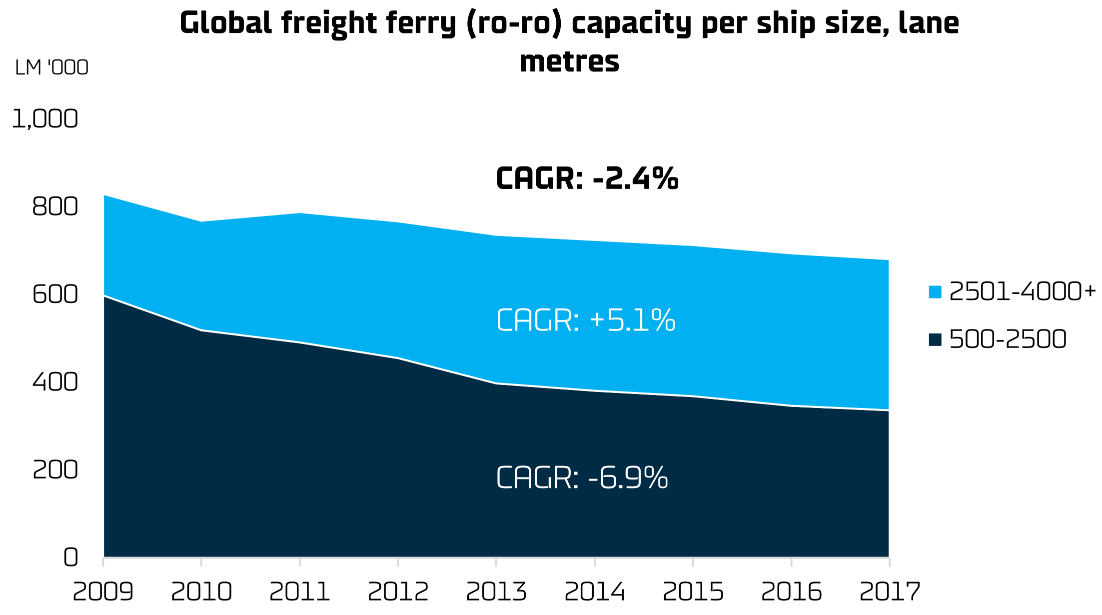
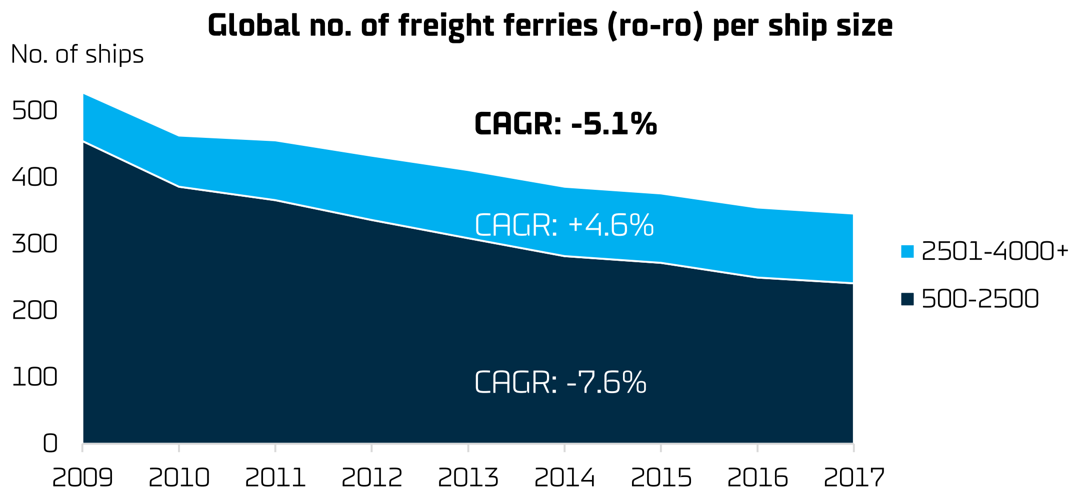
Freight ferry capacity (ro-ro) – total down, large ships growing

- 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

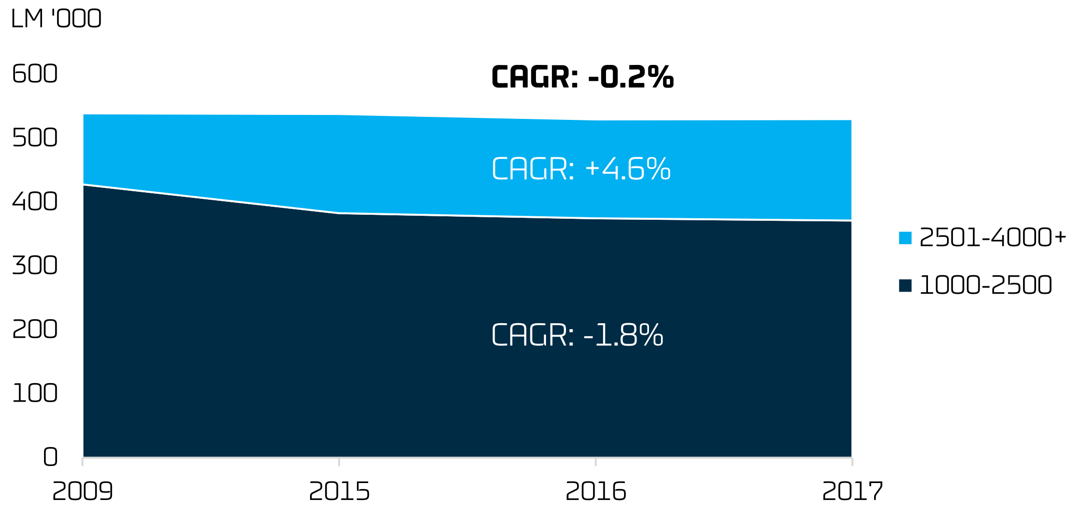




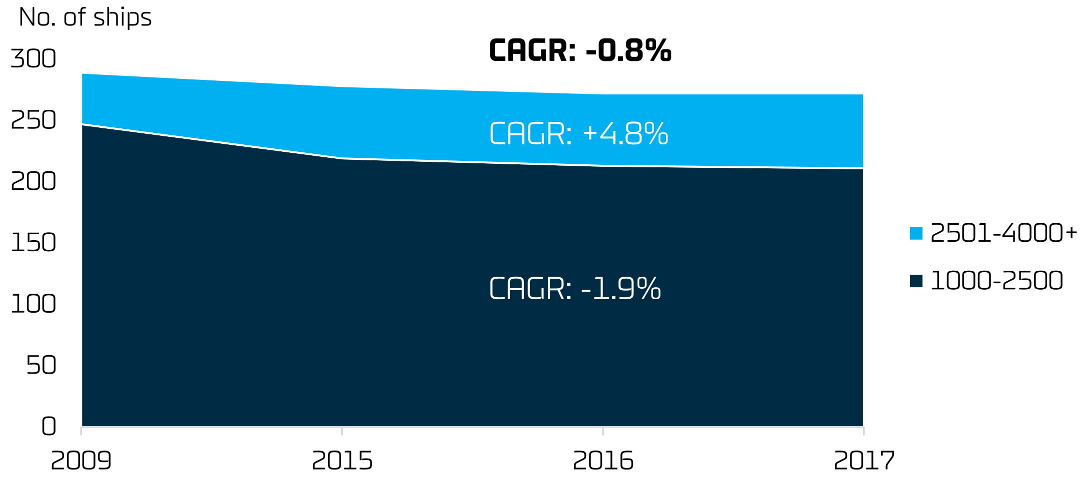
Ferry capacity (ro-pax) – stable, large ships growing

- 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/Mediterranean: 6 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-cargo[1] newbuilding price index

Source: Clarksons Platou

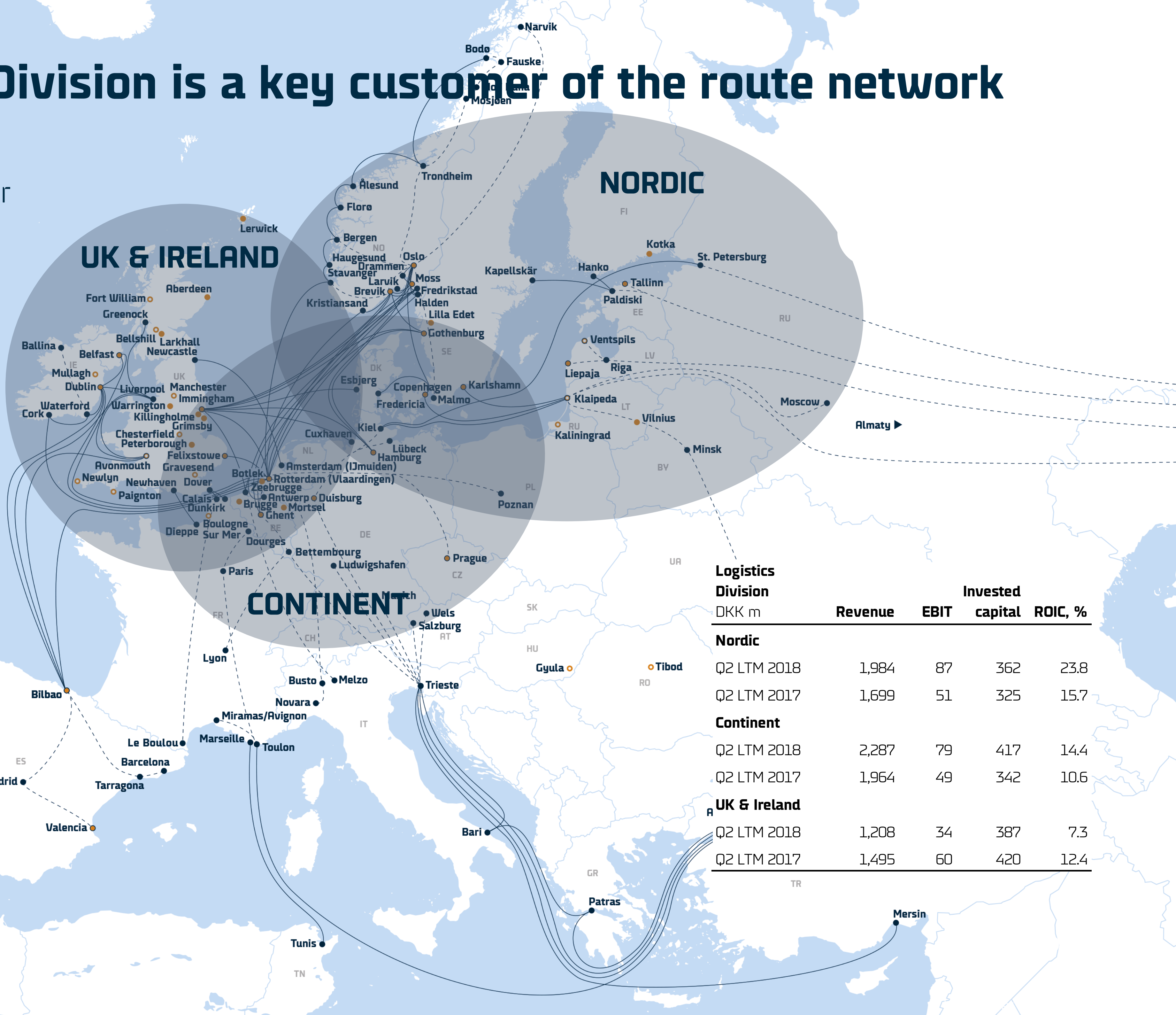
[1] Dry cargo includes containerships, multi purpose vessels, ro-ro and pure car carriers

Logistics Division: Growing share of contract logistics

Activity	Nordic	Continent	UK & Ireland
Door-door full & part loads (trailers, containers & rail)	• Scandinavia-UK/Baltics/Continent	• Continent-Scandinavia/ UK/Ireland	• Northern Ireland-UK • Ireland/UK-Spain • UK domestic
Contract logistics	• Automotive, Gothenburg	• Automotive, Germany-UK, Belgium	• Temperature controlled, Scotland, England • Retail, Northern Ireland
Paper shipping logistics	• 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	Revenue	EBIT	Invested capital	ROIC, %
Nordic				
Q2 LTM 2018	1,984	87	362	23.8
Q2 LTM 2017	1,699	51	325	15.7
Continent				
Q2 LTM 2018	2,287	79	417	14.4
Q2 LTM 2017	1,964	49	342	10.6
UK & Ireland				
Q2 LTM 2018	1,208	34	387	7.3
Q2 LTM 2017	1,495	60	420	12.4

HOW WE RUN DFDS

3 key strategic demands and supporting initiatives

1. Top line focus	2. Increase efficiency and reduce cost base	3. Acquisitions and investments for future growth

Continuous improvement projects

IT systems development

Digital

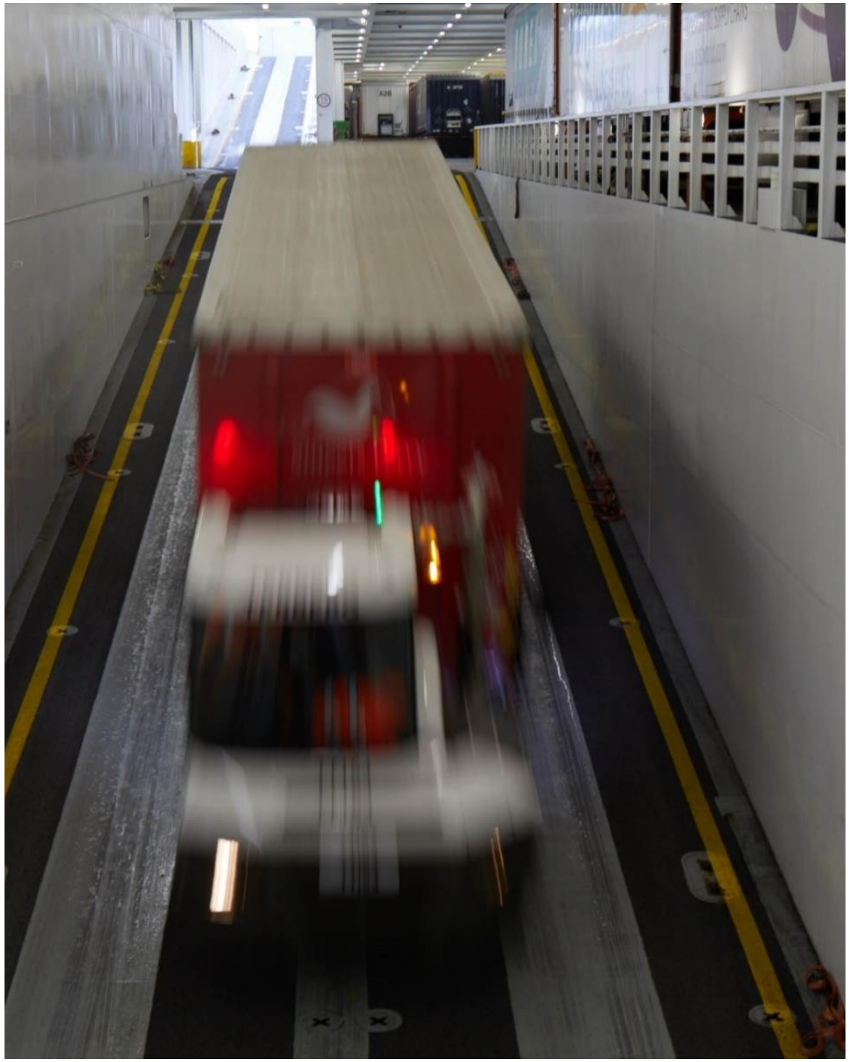
M&A

Fleet strategy

DFDS WAY 2.0

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



DFDS

3 key strategic demands

1. Top line focus

2. Increase efficiency and reduce cost base

3. Acquisitions and investments for future growth

Continuous improvement projects

IT systems development

Digital

M&A

Fleet strategy

DFDS WAY 2.0

DFDS

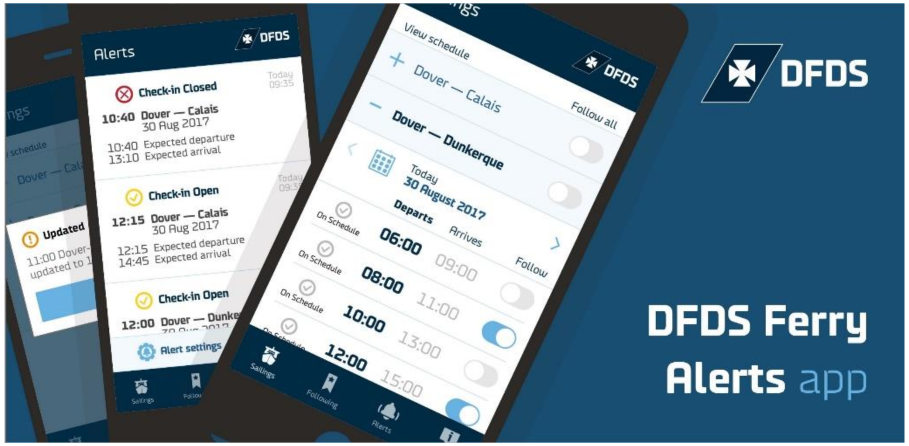
Our digital vision

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

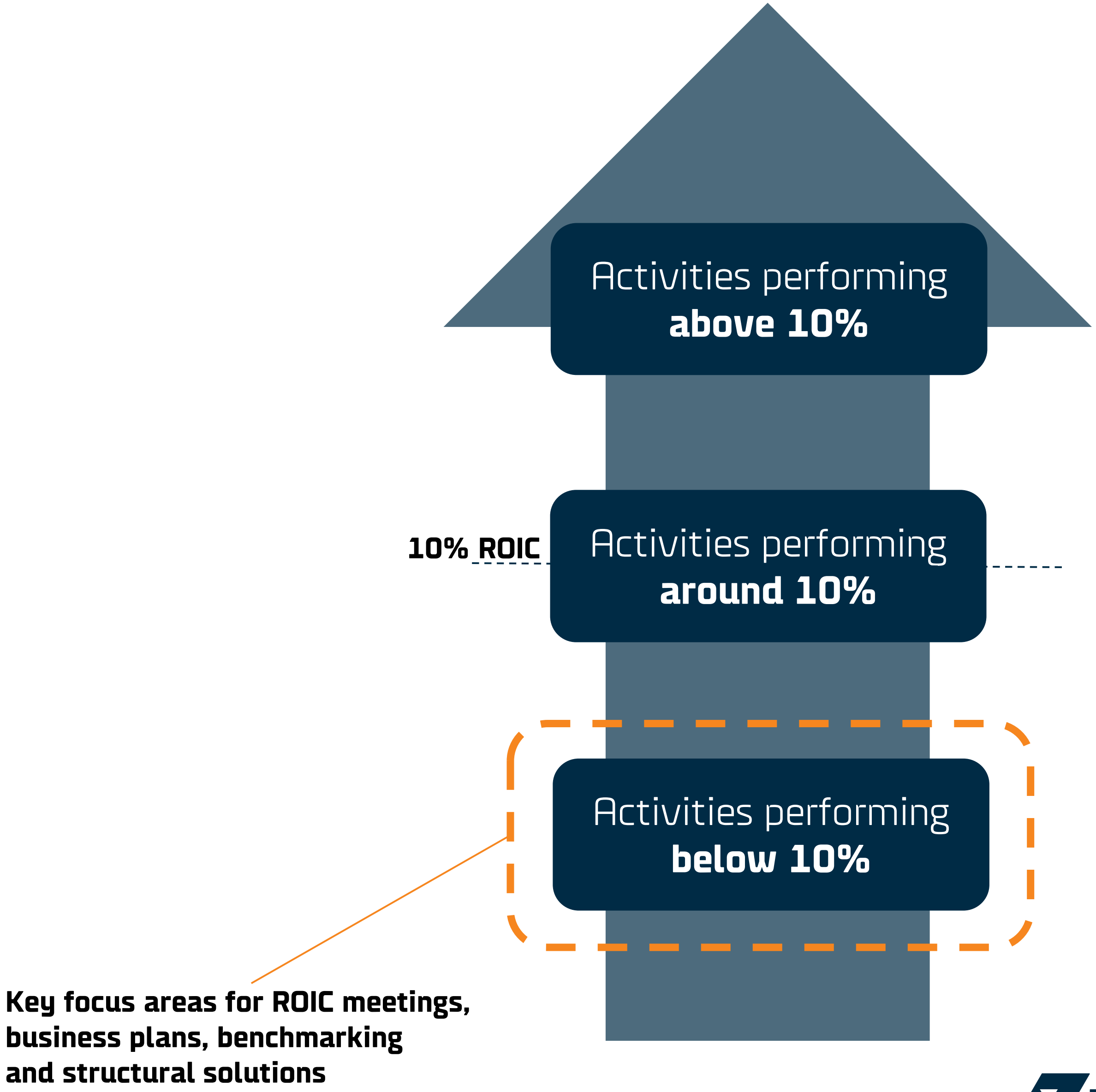
- **Transactions** 2016-18:
  - Hanko-Paldiski route
  - Shetland Transport
  - Italcargo
  - Alphatrans
  - U.N. Ro-Ro

	Revenue 2017, DKK bn	Routes	Regions	Major activity
DFDS	14	27	9	Across Northern Europe, Mediterranean (incl. sideport/container)
Stena Line	10	23	6	Across Northern Europe
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
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

HOW WE PERFORM

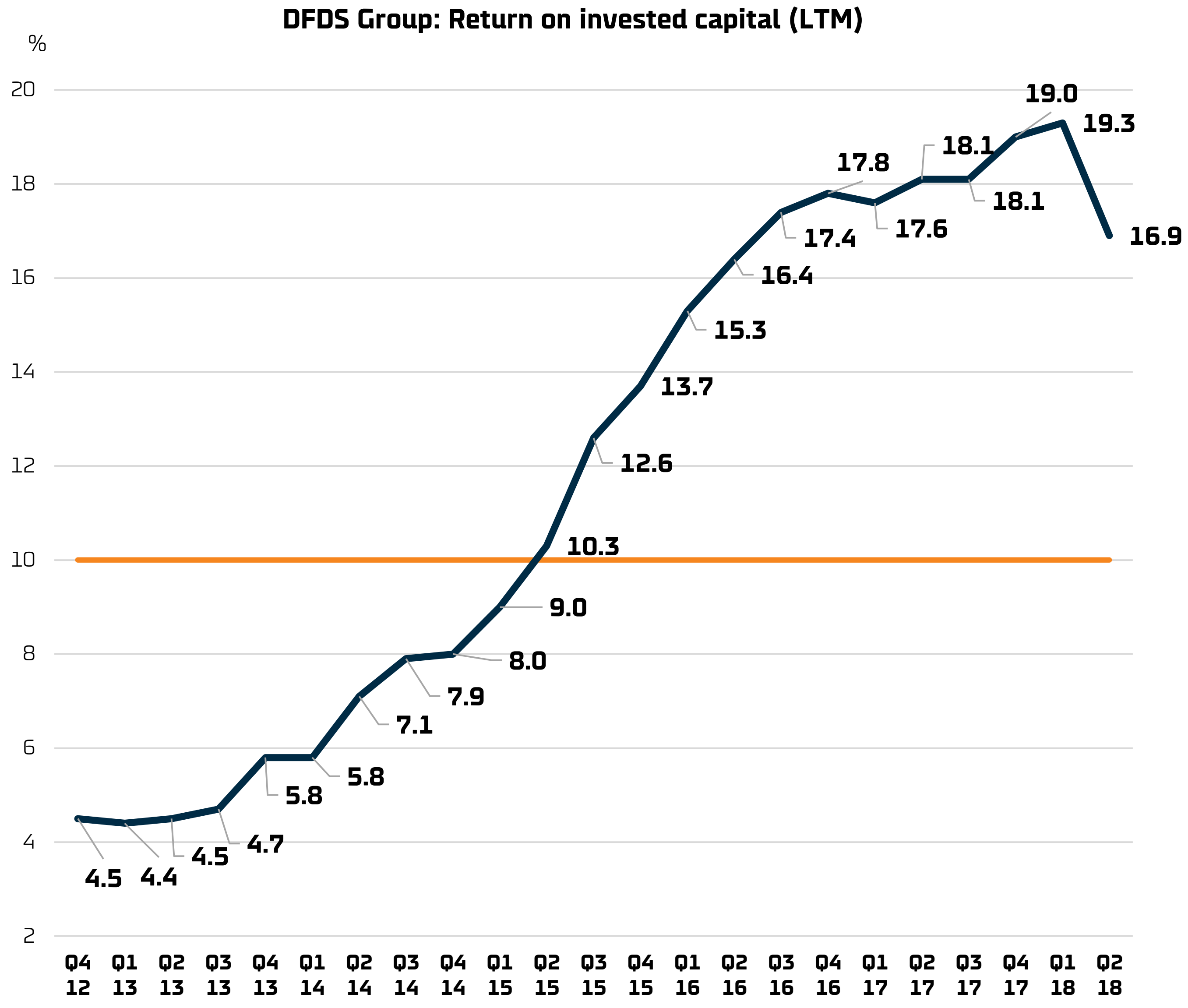
ROIC Drive – activity by activity performance benchmark

- 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



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 Actual	2016 Actual	2017 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

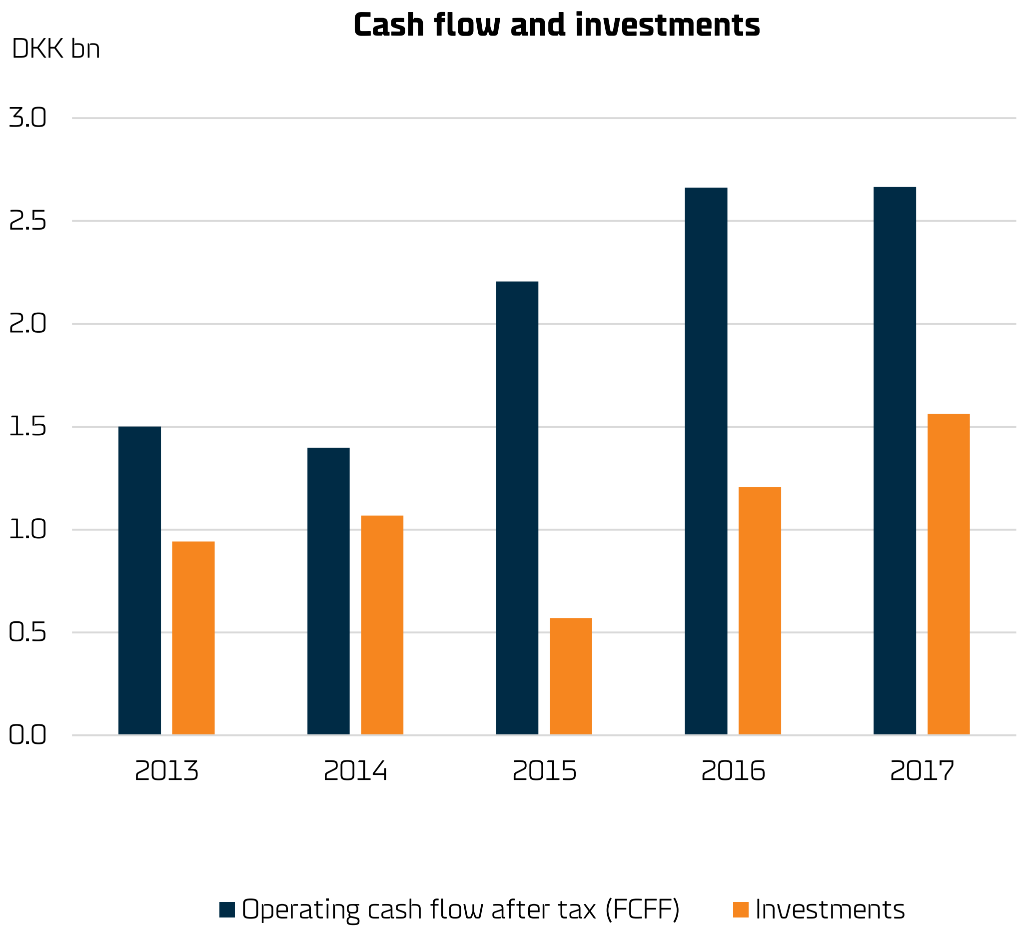
- **Cash conversion** of 99% in 2017

- 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 5.0bn:
    - DKK 500m: dockings/ship upgrades/lengthenings
    - DKK 150m: port terminals
    - DKK 500m: new buildings
    - DKK 150m: logistics equipment
    - DKK 100m: IT-systems and other
    - DKK 3.6bn: U.N. Ro-Ro equity value
  - 2019: delivery of 2 freight new buildings
  - 2020: delivery of 4 freight new buildings
  - 2021: delivery of 2 ro-pax new buildings



ACQUISITIONS FUEL GROWTH

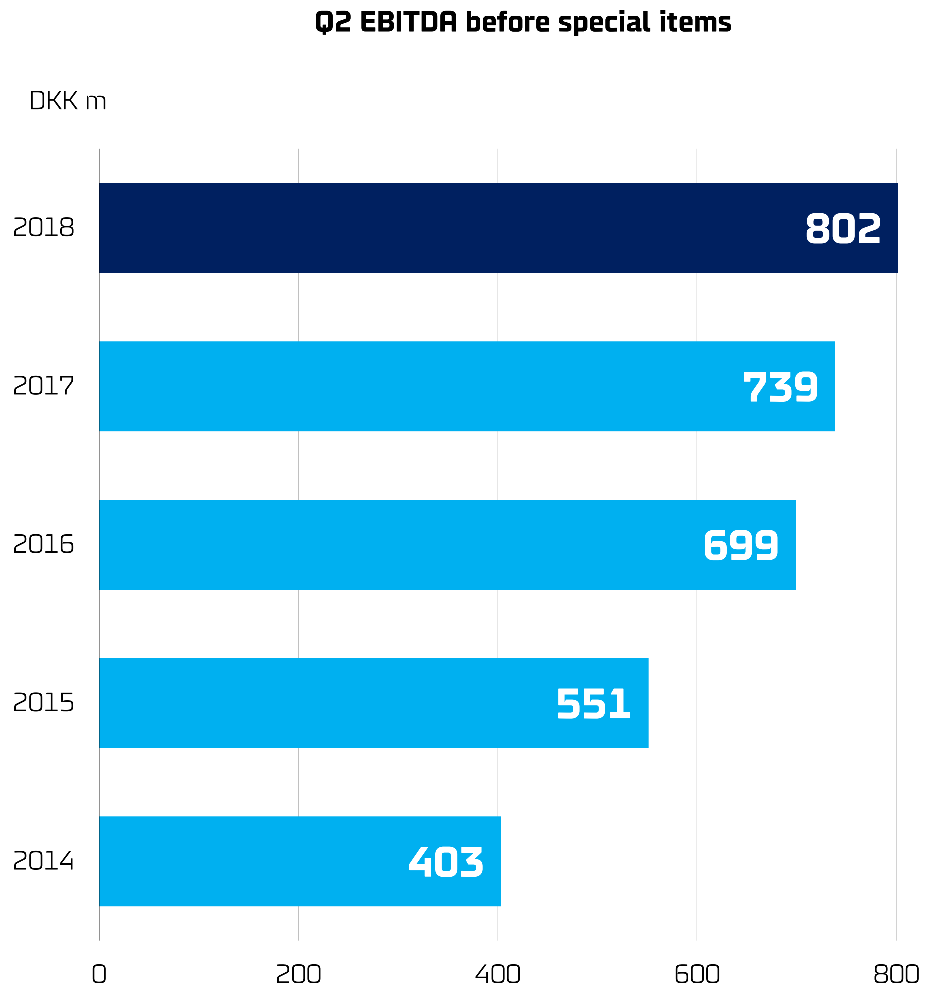
DFDS GROUP
Q2 2018

16 August 2018

DFDS

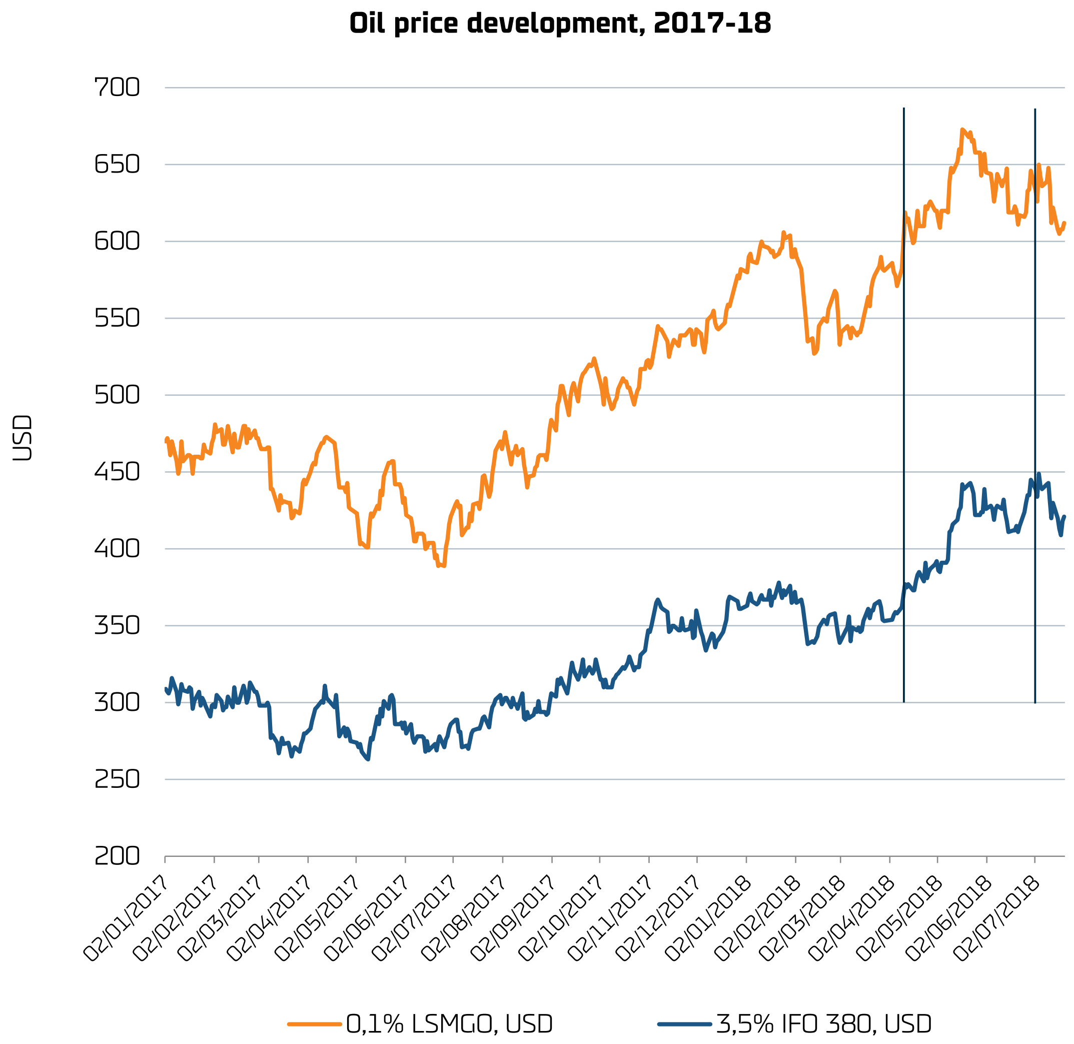
Acquistions fuel growth and earnings in Q2

- UNRR consolidated from 7 June with revenue of DKK 141m and EBITDA of DKK 50m
- **DFDS Group** revenue up 6% and EBITDA up 9% to DKK 802m
- **EBITDA outlook** for full-year 2018 unchanged at DKK 3.0-3.2bn
- **Financial leverage** increased following acquisition, NIBD/EBITDA at 2.4 on pro forma basis, reported 2.9



A bit more headwind than tailwind in Q2

- **Bunker price** up 47% in Q2 mitigated by 8% lower USD
- Lag of 1-2 months in recovery of bunker price increase impacted Q2 negatively, also in Logistics
- Total EBITDA impact of DKK -40m
- **SEK** down 6% y/y, main driver of DKK -8m currency EBITDA impact
- Some disruption of tourism/holiday patterns from **soccer** world cup
- European **economies continued to grow** despite some political turmoil



DFDS

Q2 2018 numbers: Impact from UNRR acquisition

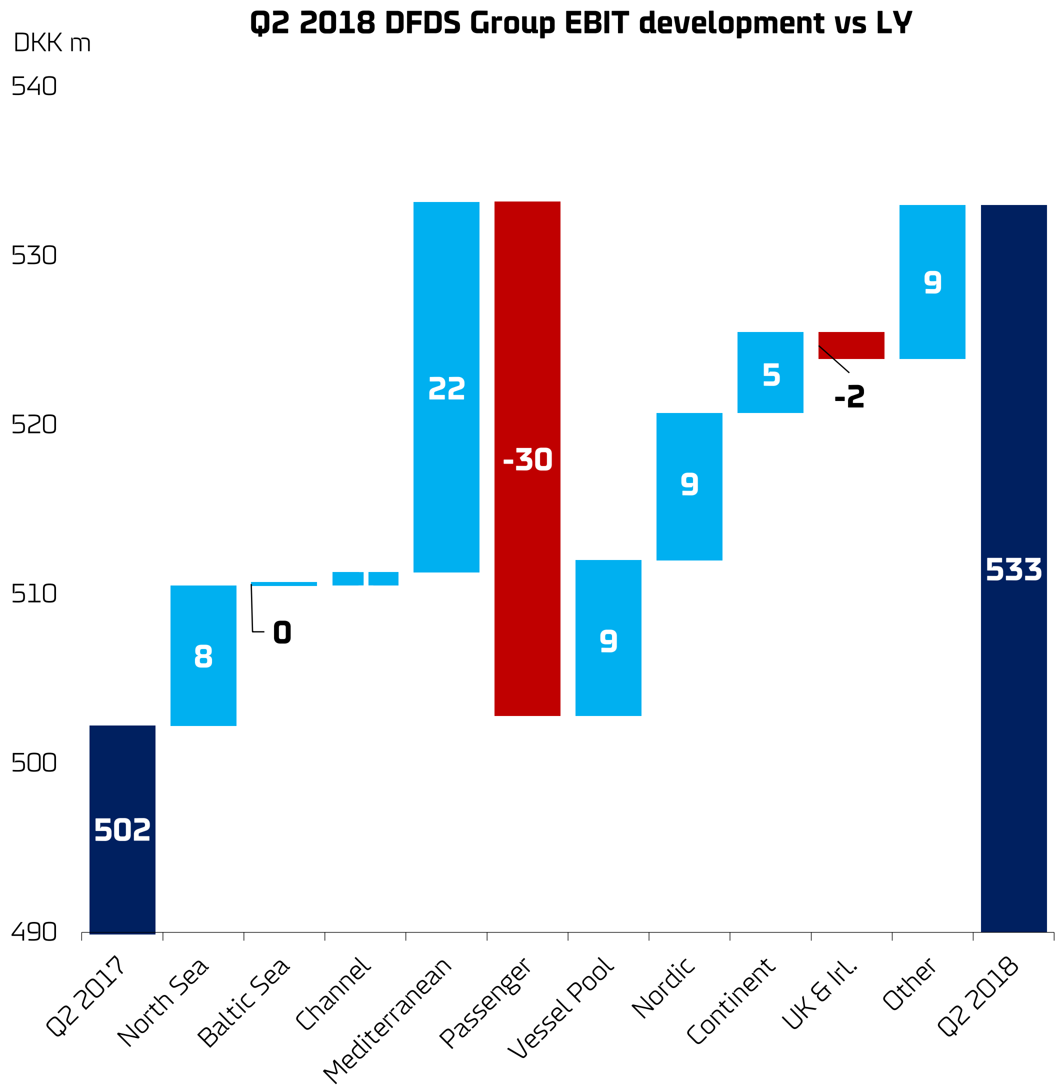
- **6% revenue growth** driven by UNRR and continued growth in freight volumes. Revenue up 4% on a like-for-like basis
- **EBITDA** up 9% to DKK 802m driven by UNRR and continued growth in Logistics
- **Depreciation** increase of DKK 35m mainly due to acquisitions and IT/digital
- **Special items** of DKK -63m include DKK -47m related to UNRR acquisition
- **Profit before special items and tax** was flat at DKK 494m
- **ROIC** before special items at 16.9% and 13.0% on a FY pro forma basis

DKK m	Q2 18	Q2 17	Change vs LY	Change %
REVENUE	3,894	3,688	206	6%
EBITDA BEFORE SI	**802**	**739**	**63**	**9%**
margin, %	20.6	20.0	0.6	n.a.
P/L associates	1	0	1	n.a.
Gain/loss asset sales	3	1	2	n.a.
Depreciations	-272	-237	-35	-15%
EBIT BEFORE SI	**533**	**502**	**31**	**6%**
margin, %	13.7	13.6	0.1	n.a.
Special items	-63	3	-67	n.a.
EBIT	470	506	-36	-7%
Finance	-39	-7	-32	-439%
PBT BEFORE SI	**494**	**495**	**-1**	**0%**
PBT	**431**	**498**	**-67**	**-14%**
EMPLOYEES avg., no.	7,483	7,145	338	5%
INVESTED CAPITAL	16,327	9,177	7,150	78%
ROIC LTM ex. SI, %	**16.9**	**18.1**	**-1.2**	**n.a.**
NIBD	8,256	2,774	5,482	198%
NIBD/EBITDA, times	**2.9**	**1.0**	**1.9**	**n.a.**
SOLVENCY, %	37	49	-12	n.a.

SI: Special items. PBT: Profit before tax. NIBD: Net interest-bearing debt.

Mediterranean and Passenger key Q2 EBIT drivers

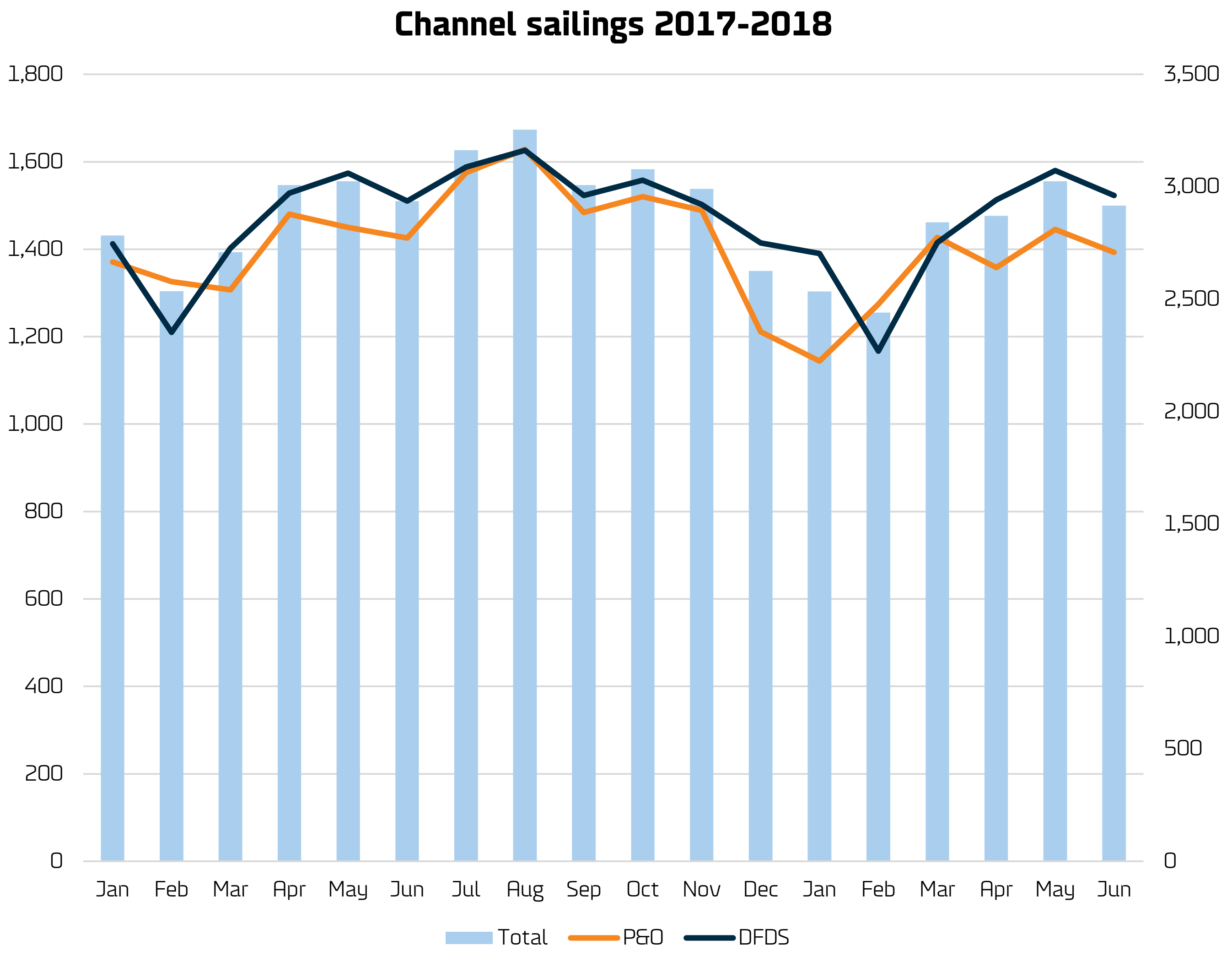
- **North Sea +8m**: Continued volume growth, offset from lag in bunker cost recovery
- **Channel +1m**: Positive route contribution offset by extra ferry maintenance costs and lag in bunker cost recovery
- **Mediterranean +22m**: Addition of UNRR
- **Passenger -30m**: Cost increases in bunker and ferry maintenance, adverse impact from change in overseas booking agent behavior and some weakness in Norwegian sales
- **Nordic +9m**: Continued good result from contract logistics activities, offset from lag in recovery of higher haulage costs
- **Continent +5m**: Continued good trading, offset from lag in recovery of higher haulage costs. Addition of Special Cargo



DFDS

Channel sailings reduced in Q2, DFDS level with 2017

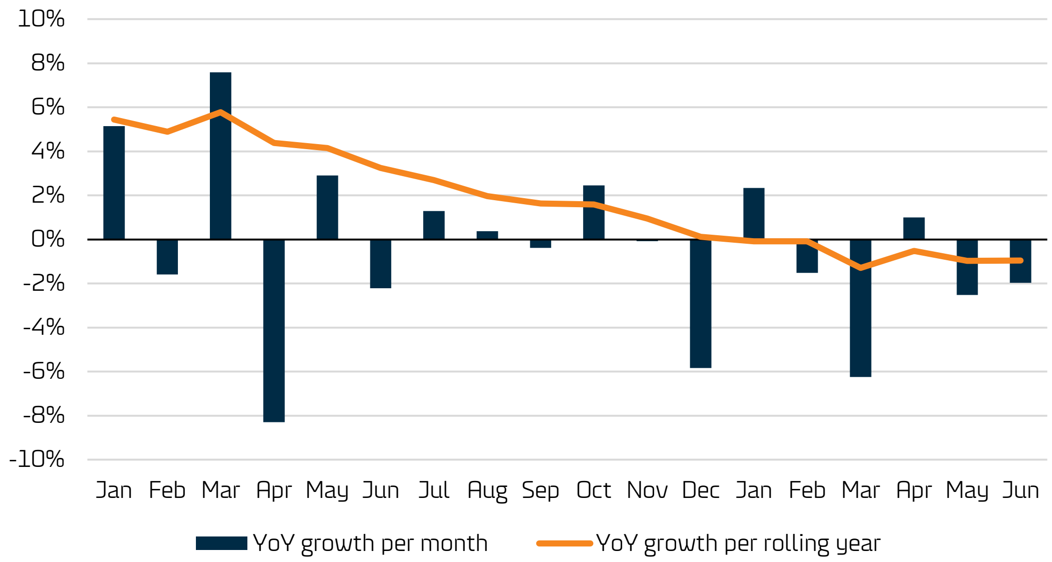
- In Q2 2018, the total number of sailings was 1.7% below 2017
- P&O had 3.7% fewer sailings due to a laid-up ferry that was grounded in Dec 2017 and subsequent dockings of other ferries after the grounded ferry was returned to service
- DFDS' sailings were on level with Q2 2017



Channel volumes: Freight down, pax up

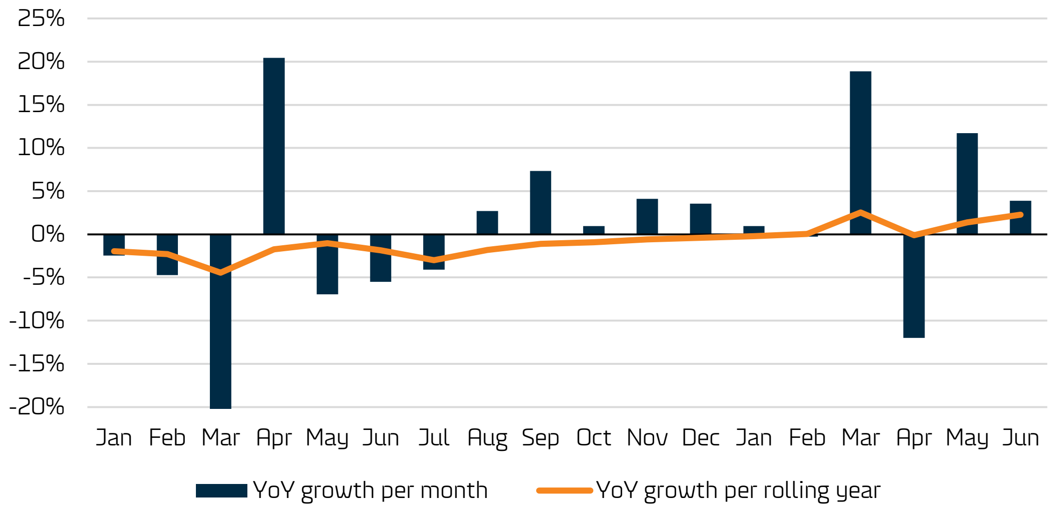
- **Freight** market volumes were down 1.2% in Q2 2018 and down 1.6% for H1
- The YOY growth per rolling full-year was -1.0% after June
- Negative impact from lower ferry capacity
- DFDS' volumes were up 3.5% in Q2 and 3.1% in H1

Channel freight volume growth YOY, 2017-2018



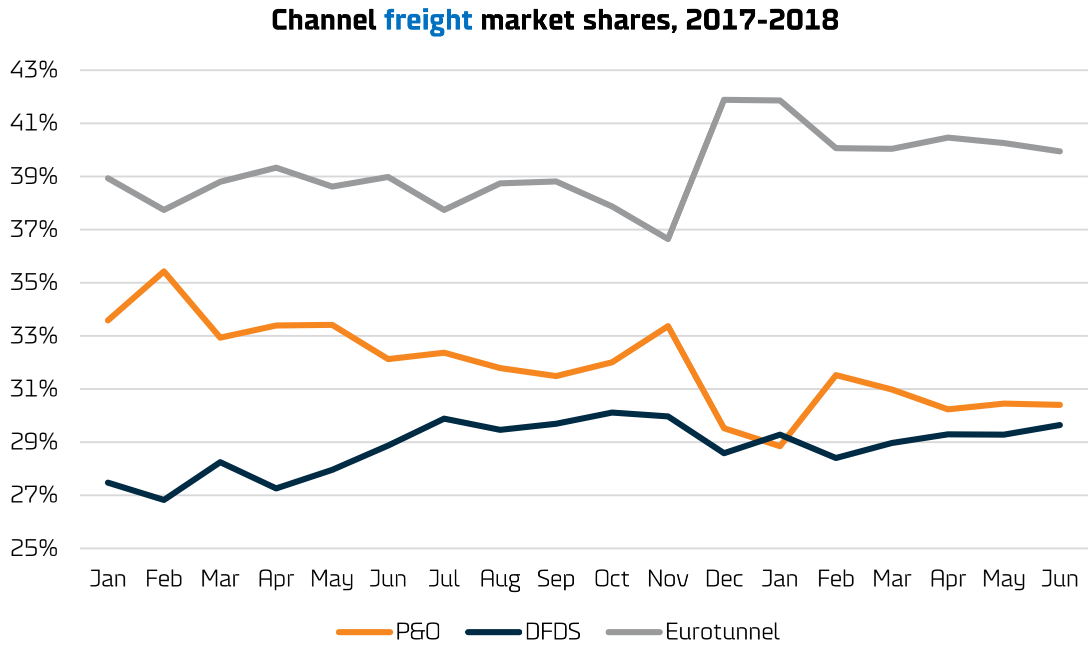
- **Car** market volumes were up 0.7% in Q2 2018 and up 2.9% for H1
- The YOY growth per rolling full-year was 2.3% after March
- DFDS' volumes were up 1.9% in Q2 and 6.3% in H1

Channel car volume growth YOY, 2017-2018

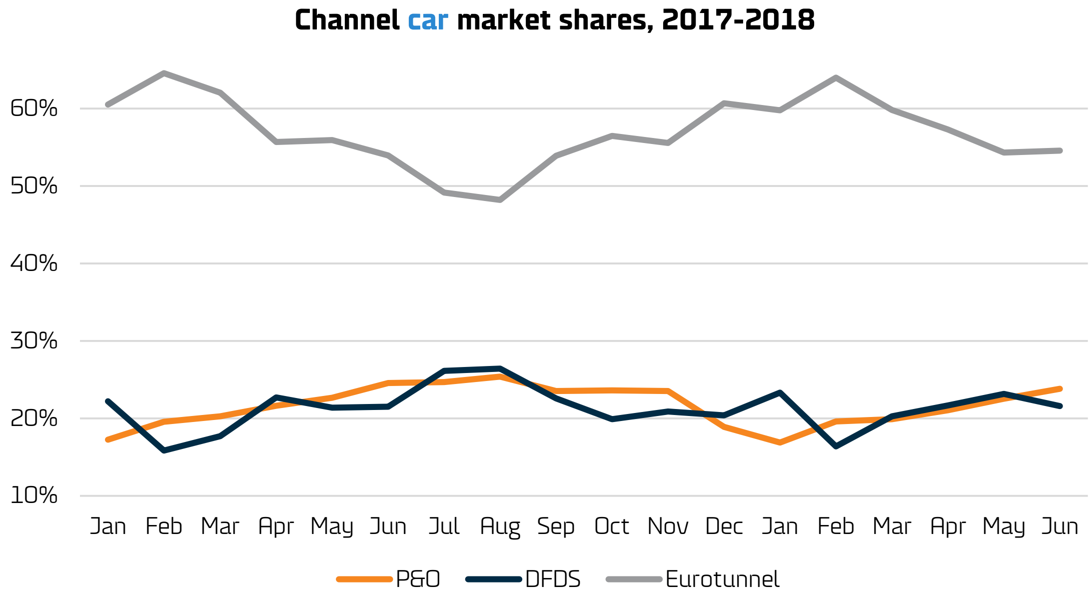


DFDS further increased market share in Q2

- DFDS' **freight market share** was 29.4% in Q2 2018 up from 28.1 in 2017
- P&O's freight market share was 30.4% in Q2 2018 down from 33.0% in 2017. Decrease equals a 9% volume reduction

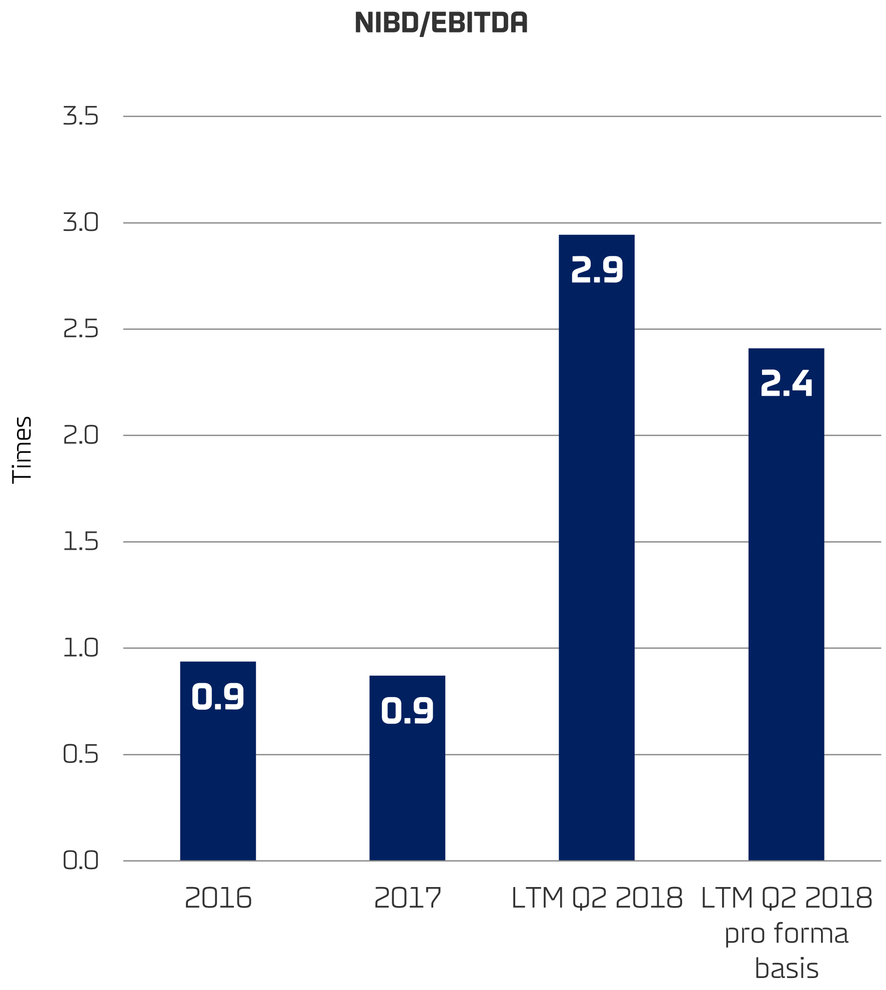


- DFDS' **car market share** was 22.1% in Q2 2018 up from 21.9 in 2017
- P&O's freight market share was 22.5% in Q2 2018 down from 23.0% in 2017



Capital structure in line with target leverage

- **NIBD/EBITDA** at 2.9 end of Q2 and 2.4 on pro forma basis
- Share issue with proceeds of DKK 1.0bn completed in June 2018
- Interest-bearing debt increased to DKK 9.5bn
- Board will in **February 2019** review capital structure and distribution



EBITDA outlook 2018 unchanged at DKK 3.0-3.2bn

- **European real GDP** growth above 2% expected in 2018
- Some slowdown in **UK market** but demand for ferry and logistics services is robust
- Development of **digital and IT** capabilities progressing as planned
- **Investments** forecast at DKK 5.0bn down DKK 200m from previously as U.N. Ro-Ro's equity value was lower than expected
- Outlook is associated with a **higher level of uncertainty than usual** due to the recent sharp depreciation of TRY

OUTLOOK 2018

- 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 5.0bn

DFDS

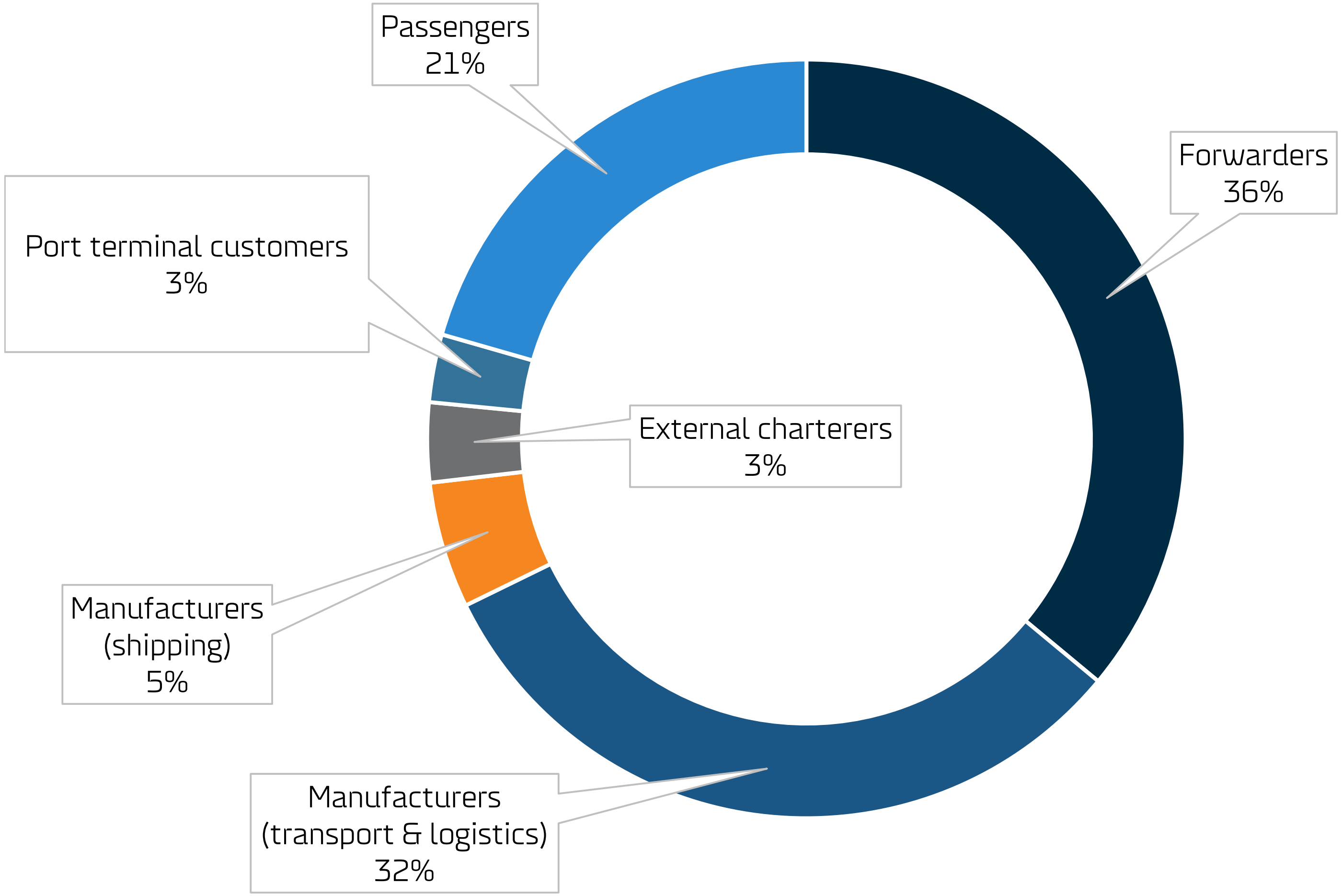
Priorities 2018

- Integration of **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
- Preparing for deployment beginning 2019 of two freight **new buildings** (ro-ro)
- Pursue value-creating **M&A**

Q&A


U.N. RO-RO
UN AKDENIZ
İSTANBUL
SAMSKIP
Sultantur
TETNAK
ICL
PERCAM

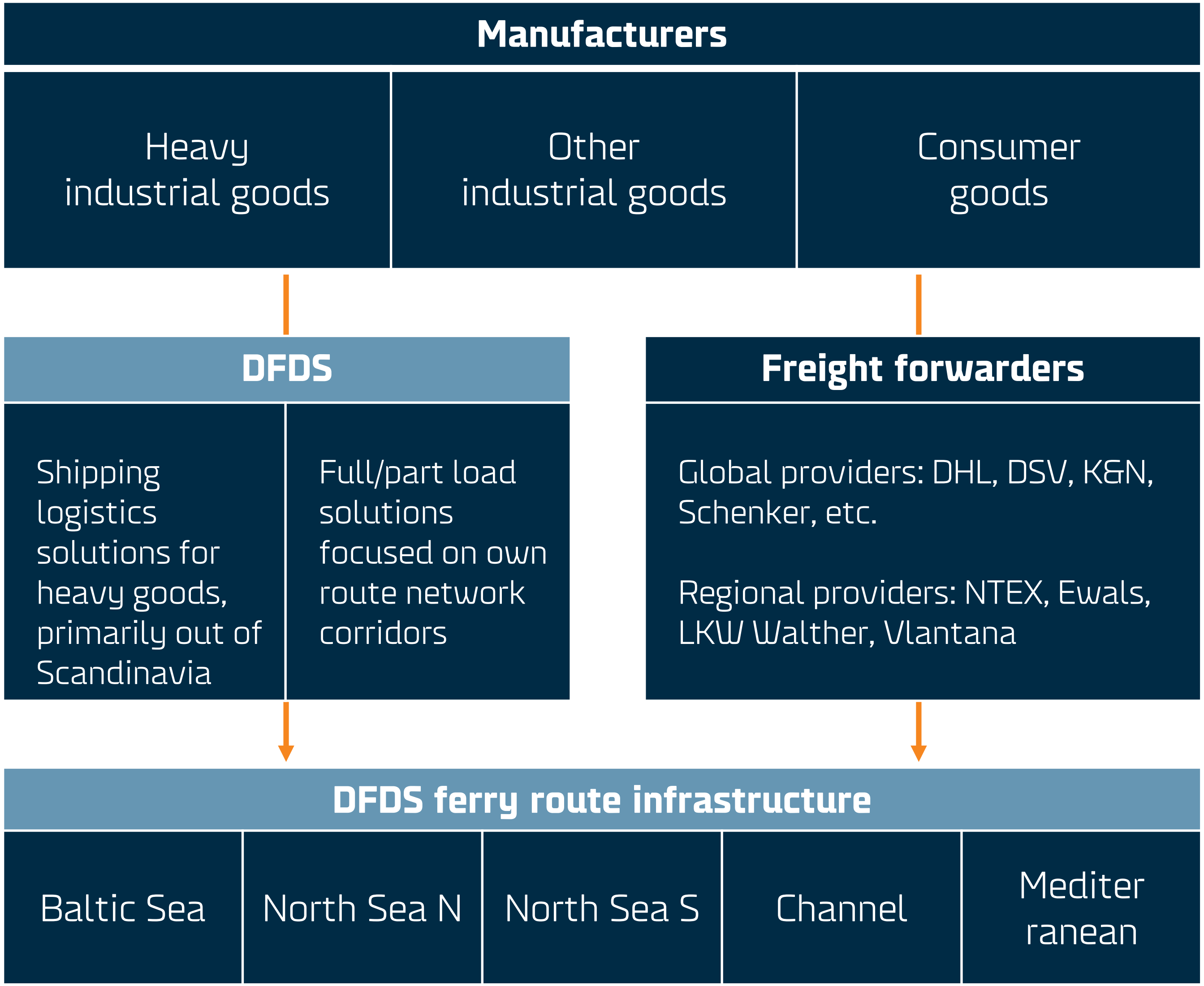
Diverse customer base: forwarders, manufacturers & passengers



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



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 Division[1]	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)

DFDS