FERRY SHIPPING AND LOGISTICS

DFDS Group Overview

May 2017

DFDS

Disclaimer

The statements about the future in this announcement contain risks and uncertainties.

This entails that actual developments may diverge significantly from statements about the future.

Content overview

WHAT WE DO

DFDS structure, ownership and earnings split

DFDS Group

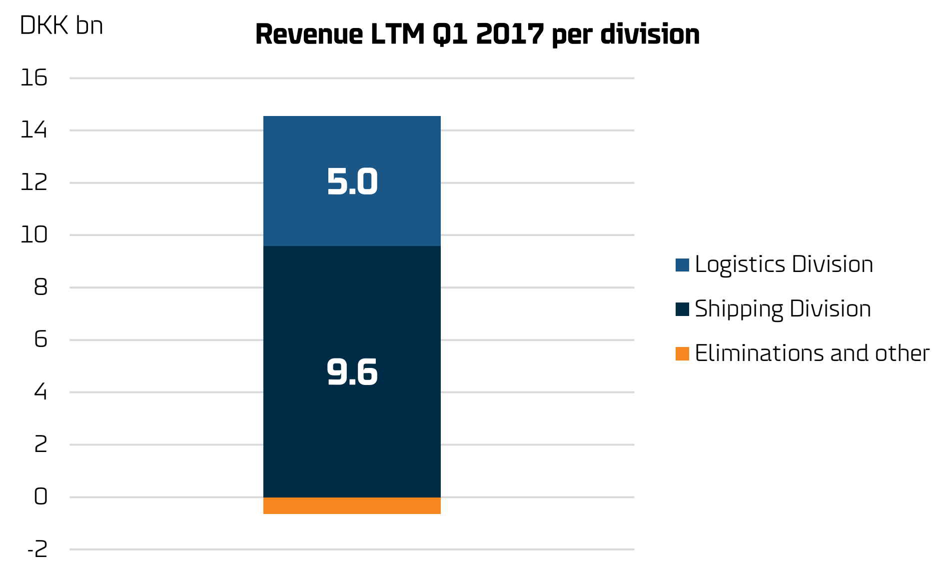
People & Ships	Finance
Shipping Division • Ferry services for freight and passengers • Port terminals	**Logistics Division** • Door-door transport solutions • Contract logistics

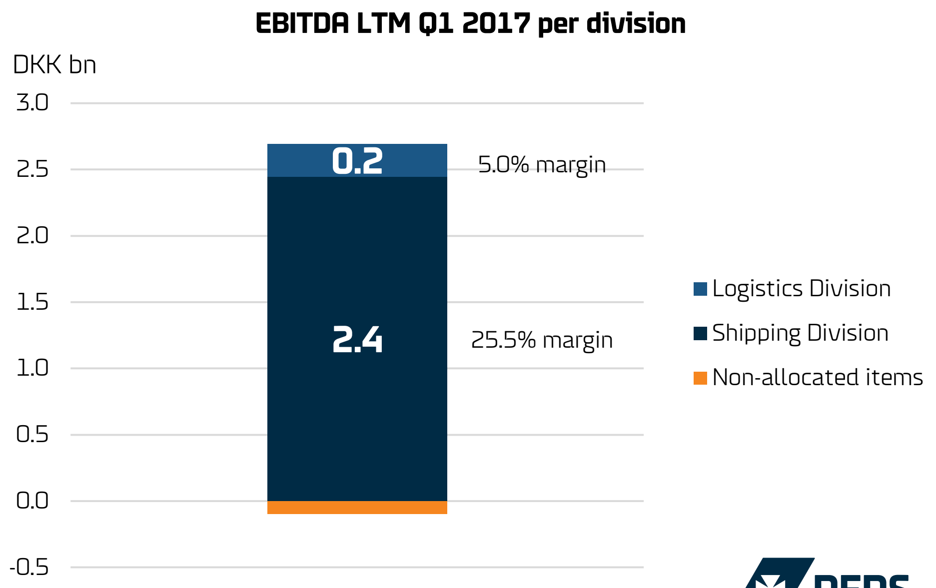
DFDS facts

- Founded in 1866
- Activities in 20 European countries
- 7,000 employees

Shareholder structure

- Lauritzen Foundation: 42%
- DFDS: 2%
- Free float: 56%
- Listed: Nasdaq Copenhagen
- Foreign ownership share: ~30%
- Average daily trading 2016: DKK 26m (EUR 3.5m)





Freight, logistics and passengers – focus northern Europe

Key services

Freight routes
- Trailers, unaccompanied & accompanied
- Industry solutions
- Port terminals

Logistics solutions
- Door-door full & part loads
- Contract logistics

Passenger routes
- Overnight
- Day
- Transport/holiday
- Cruise ferry

Freight

Share of Group revenue



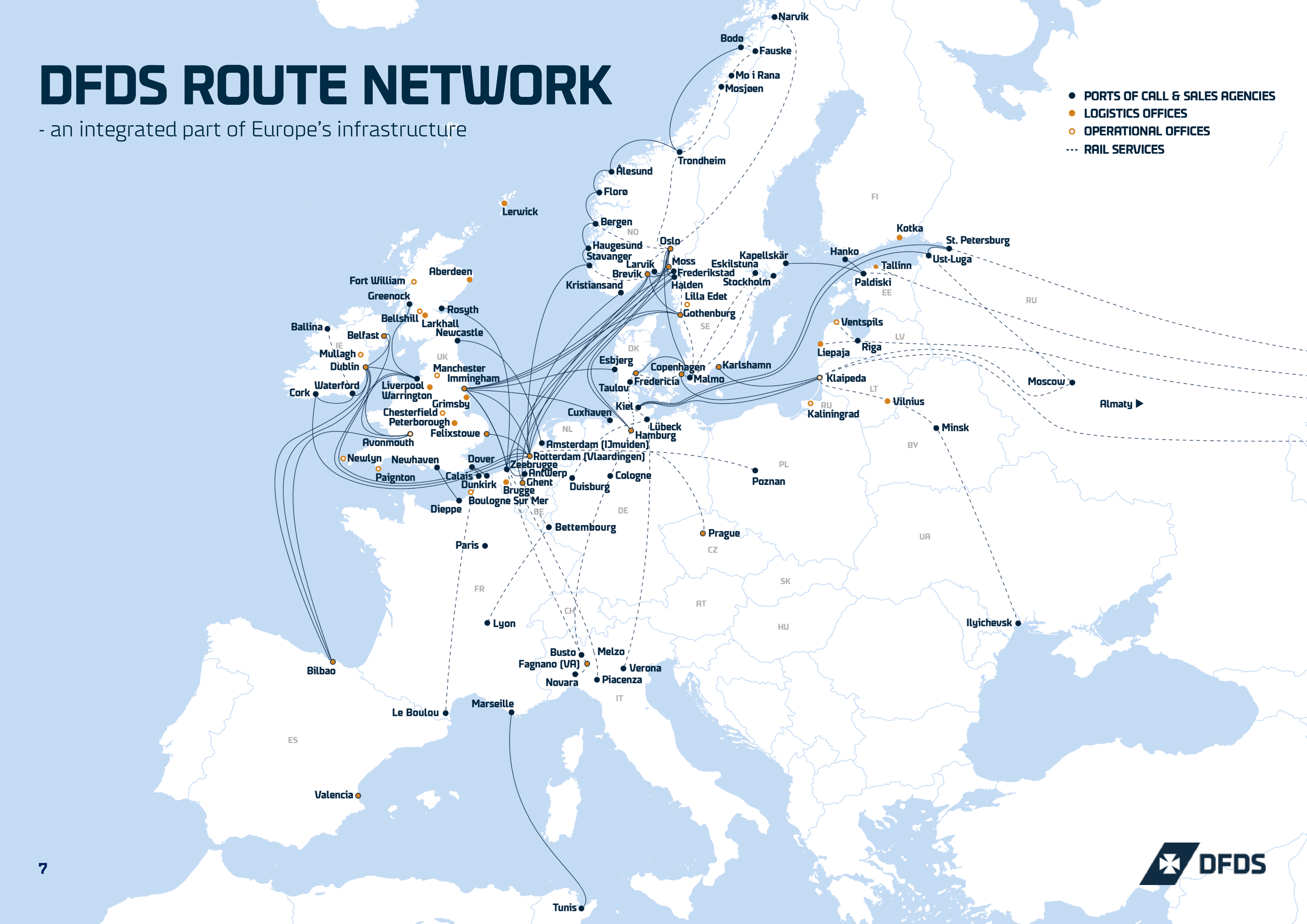
80% freight

20% pax

DFDS

DFDS ROUTE NETWORK

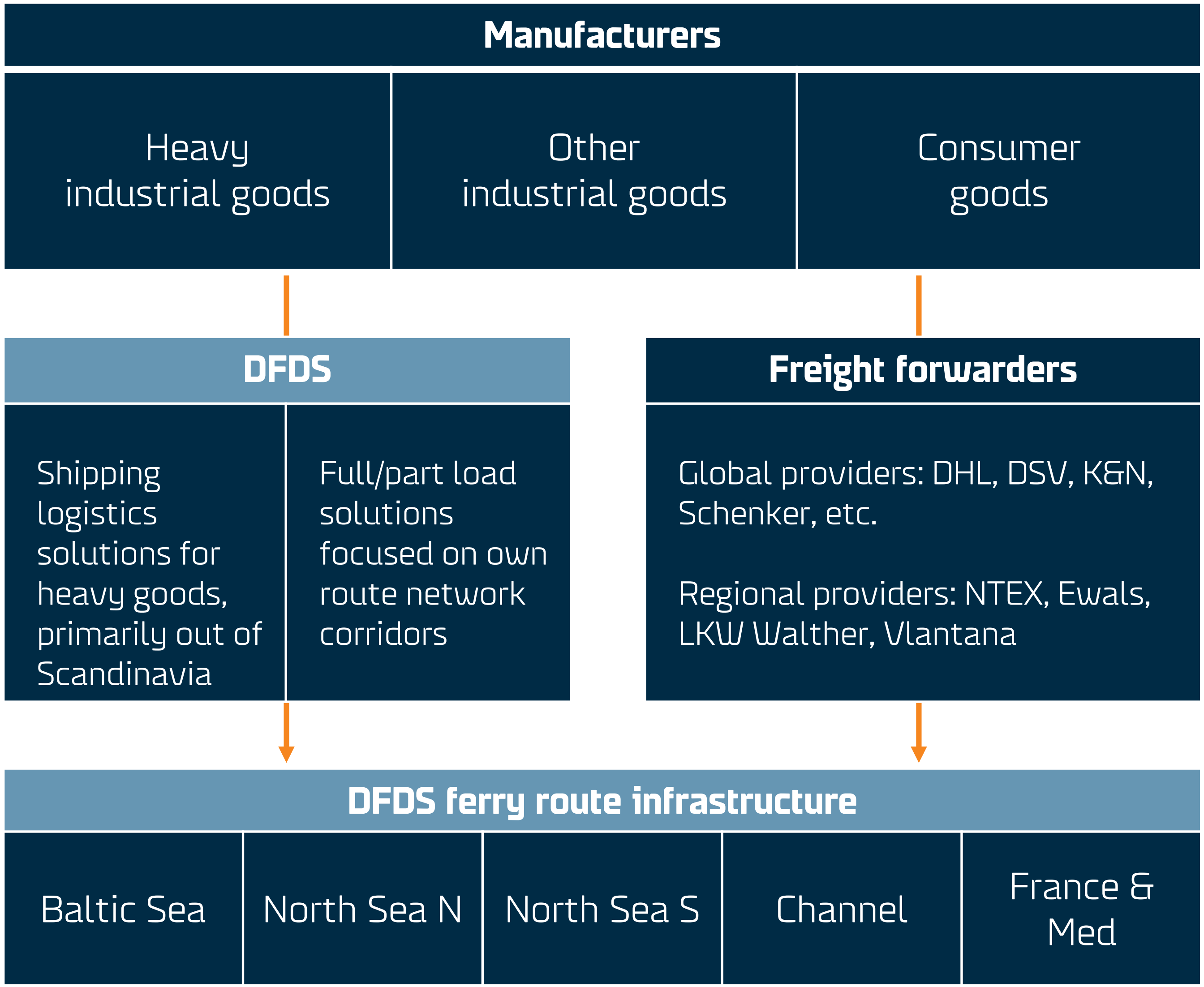
- an integrated part of Europe's infrastructure



IT’S ALL ABOUT THE ROUTE

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



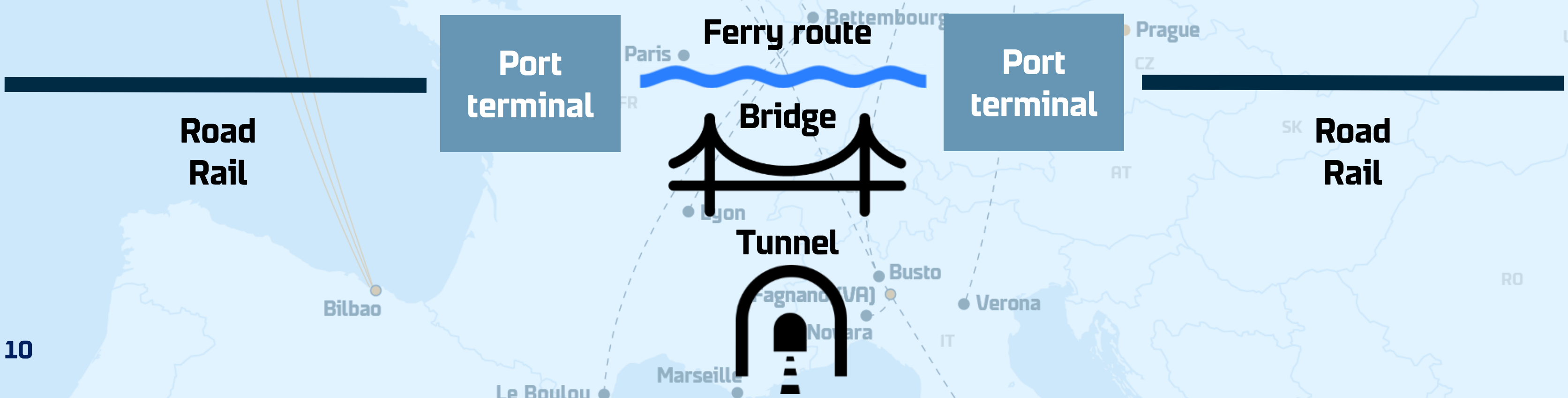
FERRY ROUTE CAPACITY DYNAMICS

- 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



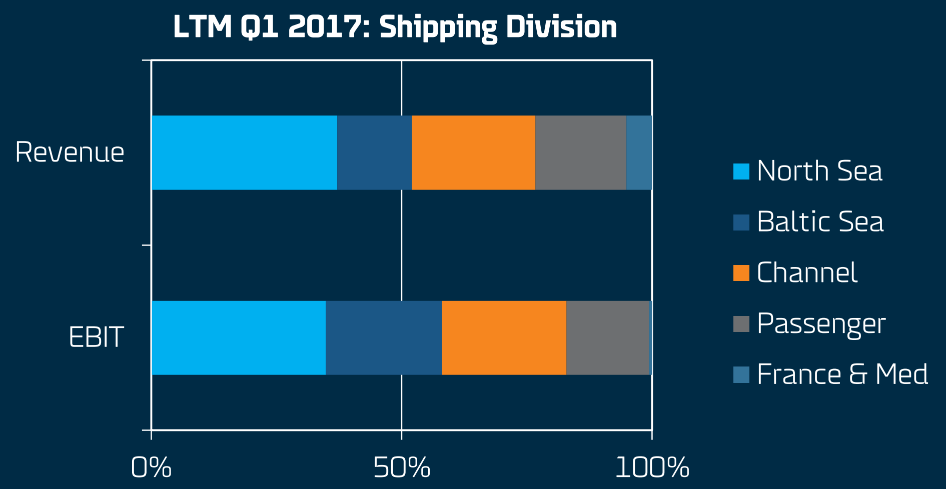
DFDS

KEY NORTHERN EUROPEAN FERRY COMPANIES

DFDS

SHIPPING

Business units & ROIC LTM Q1 2017				
North Sea	Baltic Sea	Channel	Passenger	France & Med
13%	29%	18%	43%	n.a.



DFDS

- **Ro-Ro/Ro-Pax** shipping: roll on, roll off of **freight units** and **passenger cars**
- Routes can carry **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

Combined freight and passengers (ro-pax). Baltic Sea, e.g. Kiel-Klaipeda

Passengers with freight (cruise ferry). Passenger, e.g. Copenhagen-Oslo

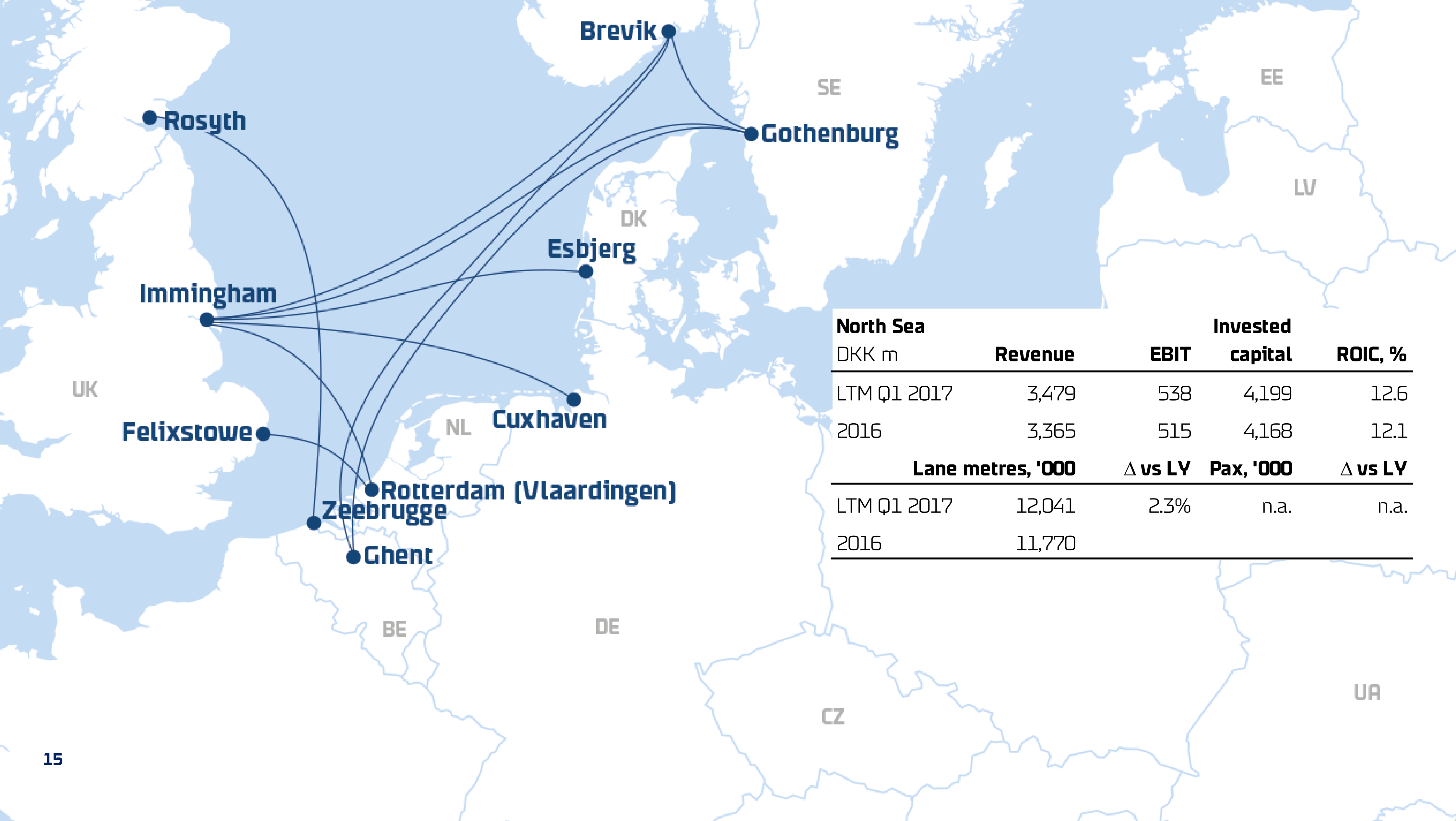
Freight only (ro-ro) . North Sea, e.g. Gothenburg-Immingham

Day ferry (ro-pax). Channel, e.g. Dover-Dunkirk


Ro-ro trailer deck

North Sea

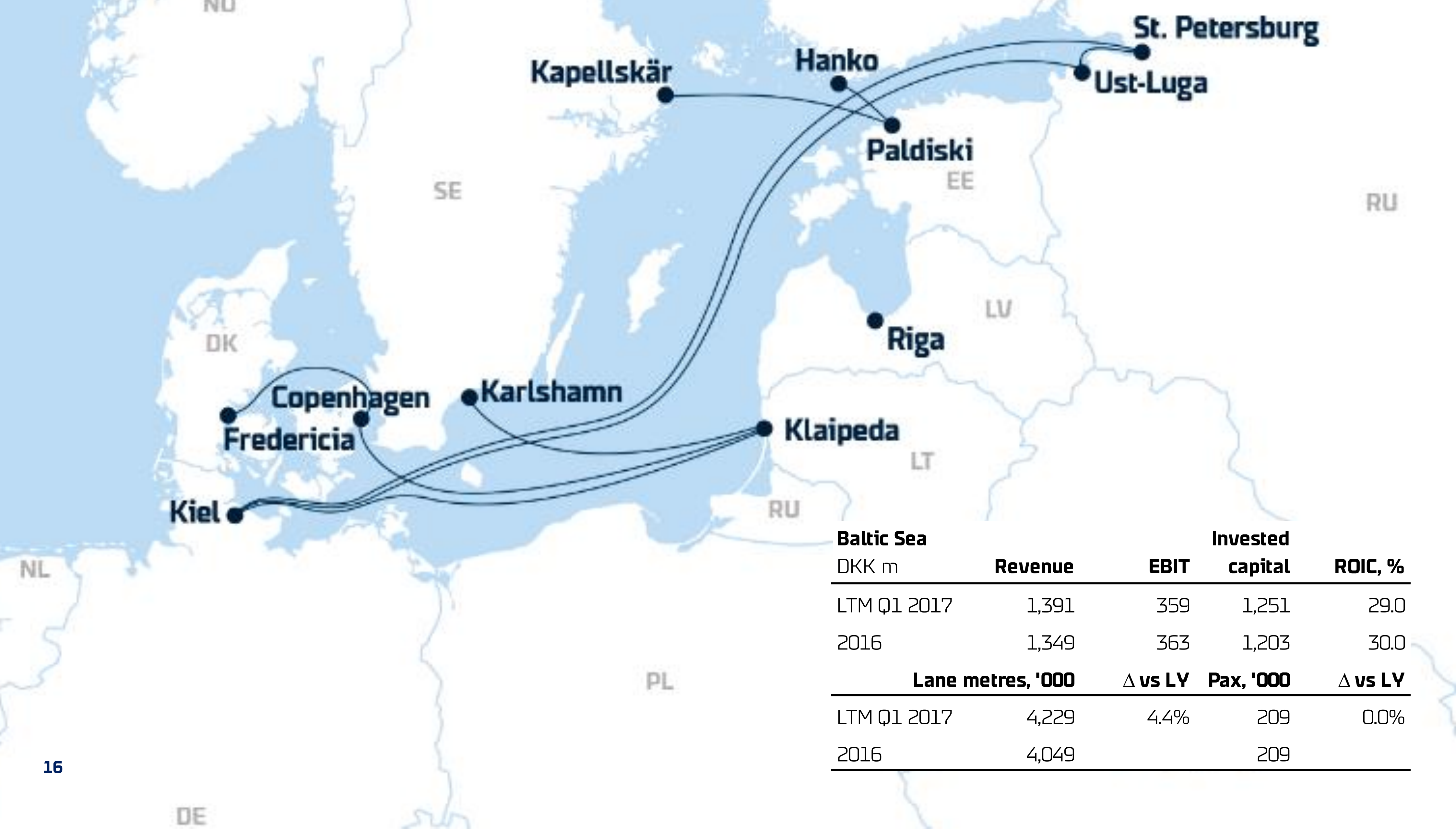
- Only ro-ro routes (freight-only)
- High share of industrial customers out of Sweden
- Forwarders main customer group UK-Continent



North Sea DKK m	Revenue	EBIT	Invested capital	ROIC, %
LTM Q1 2017	3,479	538	4,199	12.6
2016	3,365	515	4,168	12.1
	Lane metres, '000	**Δ vs LY**	**Pax, '000**	**Δ vs LY**
LTM Q1 2017	12,041	2.3%	n.a.	n.a.
2016	11,770			

Baltic Sea

- Ro-pax and ro-ro routes
- Forwarders main freight customer group
- Russia ‘closed for business’ by sanctions

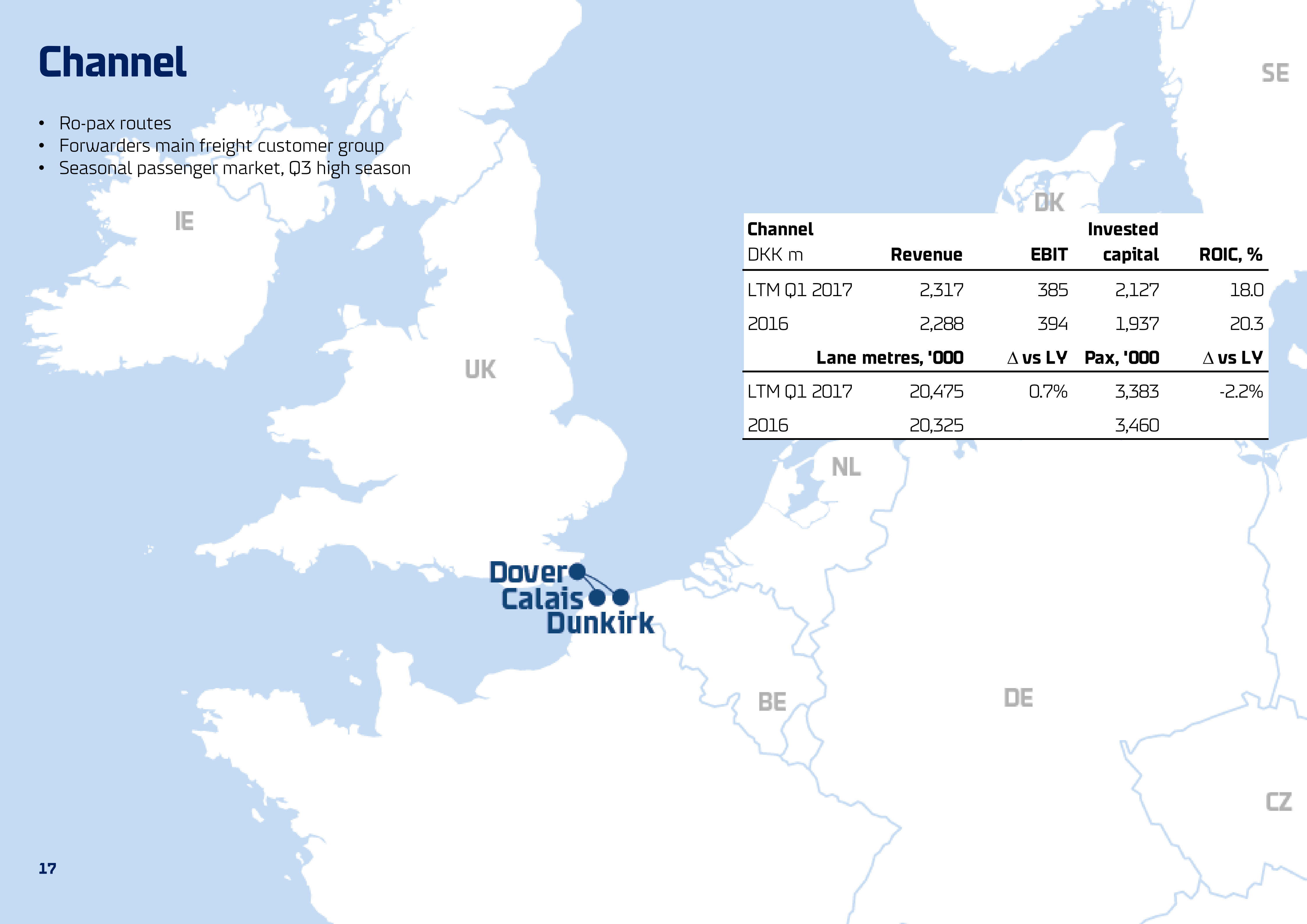


Baltic Sea DKK m	Revenue	EBIT	Invested capital	ROIC, %
LTM Q1 2017	1,391	359	1,251	29.0
2016	1,349	363	1,203	30.0
	Lane metres, '000	**Δ vs LY**	**Pax, '000**	**Δ vs LY**
LTM Q1 2017	4,229	4.4%	209	0.0%
2016	4,049		209	

Channel

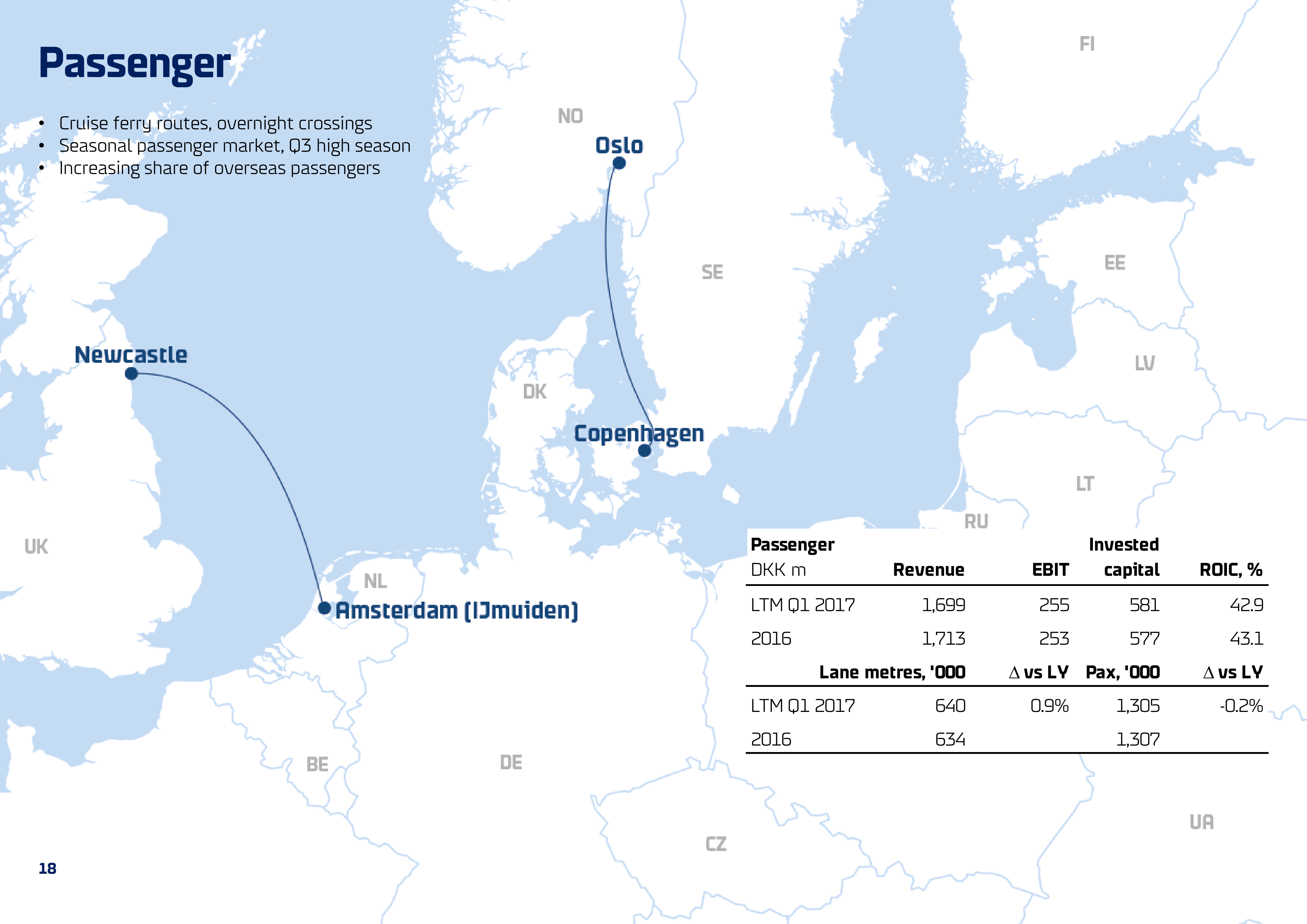
- Ro-pax routes
- Forwarders main freight customer group
- Seasonal passenger market, Q3 high season

Channel DKK m	Revenue	EBIT	Invested capital	ROIC, %
LTM Q1 2017	2,317	385	2,127	18.0
2016	2,288	394	1,937	20.3
	Lane metres, '000	**∆ vs LY**	**Pax, '000**	**∆ vs LY**
LTM Q1 2017	20,475	0.7%	3,383	-2.2%
2016	20,325		3,460	



Passenger

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

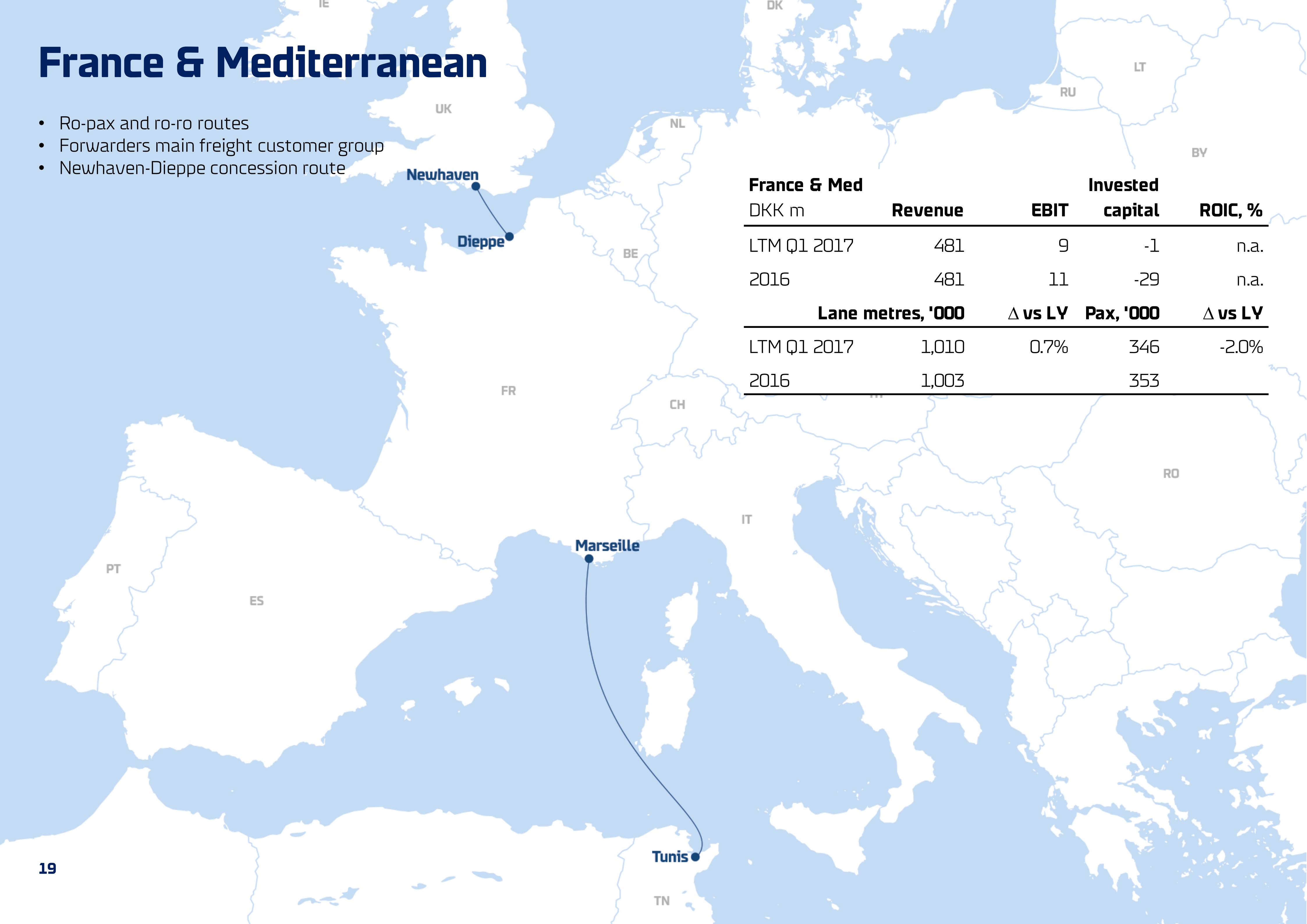


Passenger DKK m	Revenue	EBIT	Invested capital	ROIC, %
LTM Q1 2017	1,699	255	581	42.9
2016	1,713	253	577	43.1
	Lane metres, '000	**Δ vs LY**	**Pax, '000**	**Δ vs LY**
LTM Q1 2017	640	0.9%	1,305	-0.2%
2016	634		1,307	

France & Mediterranean

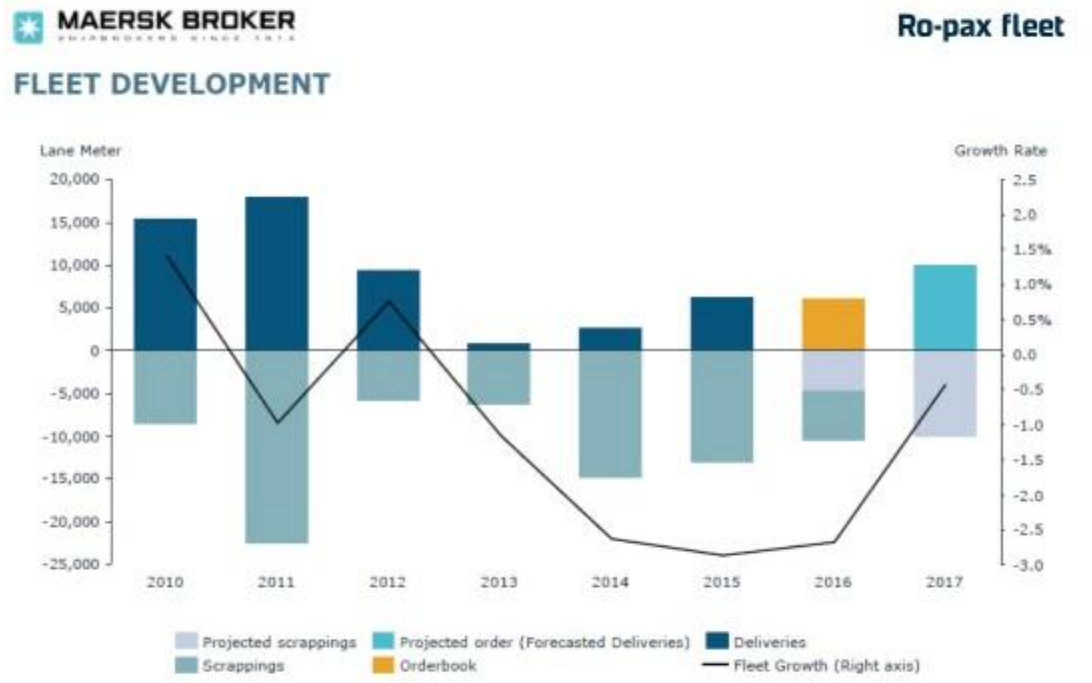
- Ro-pax and ro-ro routes
- Forwarders main freight customer group
- Newhaven-Dieppe concession route

France & Med DKK m	Revenue	EBIT	Invested capital	ROIC, %
LTM Q1 2017	481	9	-1	n.a.
2016	481	11	-29	n.a.
	Lane metres, '000	**Δ vs LY**	**Pax, '000**	**Δ vs LY**
LTM Q1 2017	1,010	0.7%	346	-2.0%
2016	1,003		353	



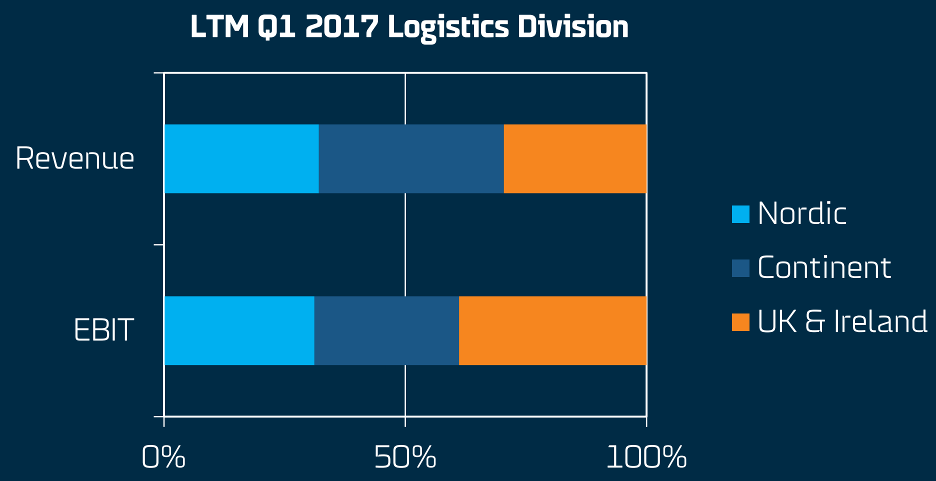
Balanced ferry market – operators ordering for own routes

- Freight ferry (ro-ro) capacity expected to slightly increase in 2017 following significant decline since 2011
- Combined pax/freight ferry (ro-pax) capacity expected to continue decline in 2017 following decline since 2012
- New ferries ordered tend to be larger, hence fewer required to meet capacity goals
- Order book consists primarily of orders from Cobelfret, Stena Line and DFDS
- Limited availability of ferries for potential 'speculative' entrants



LOGISTICS

Business units & ROIC LTM Q1 2017		
Nordic	**Continent**	**UK & Ireland**
15%	**11%**	**12%**

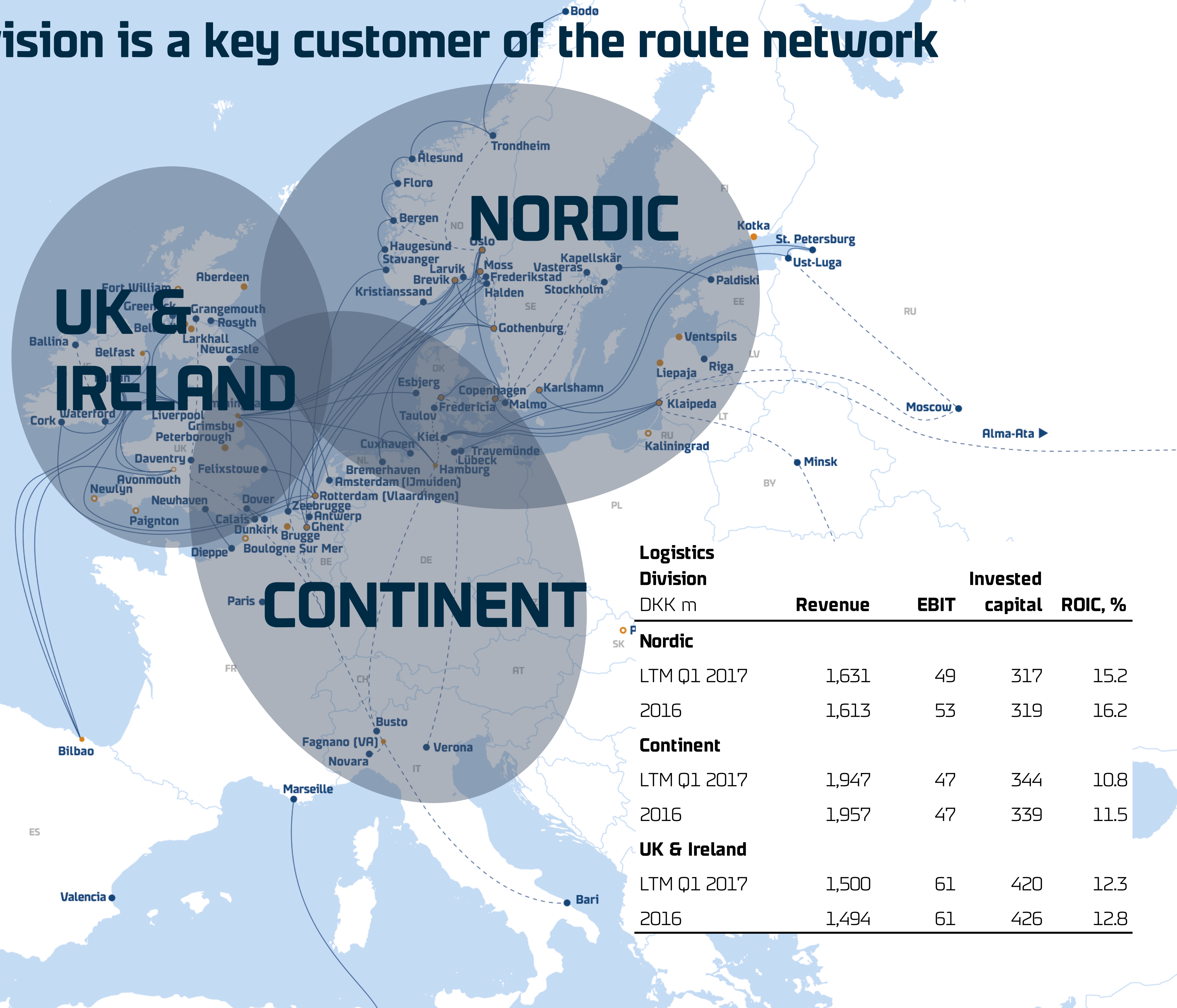


Logistics Division: growing share of contract logistics

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				
LTM Q1 2017	1,631	49	317	15.2
2016	1,613	53	319	16.2
Continent				
LTM Q1 2017	1,947	47	344	10.8
2016	1,957	47	339	11.5
UK & Ireland				
LTM Q1 2017	1,500	61	420	12.3
2016	1,494	61	426	12.8

HOW WE RUN DFDS

Core strategy supports path of value creation

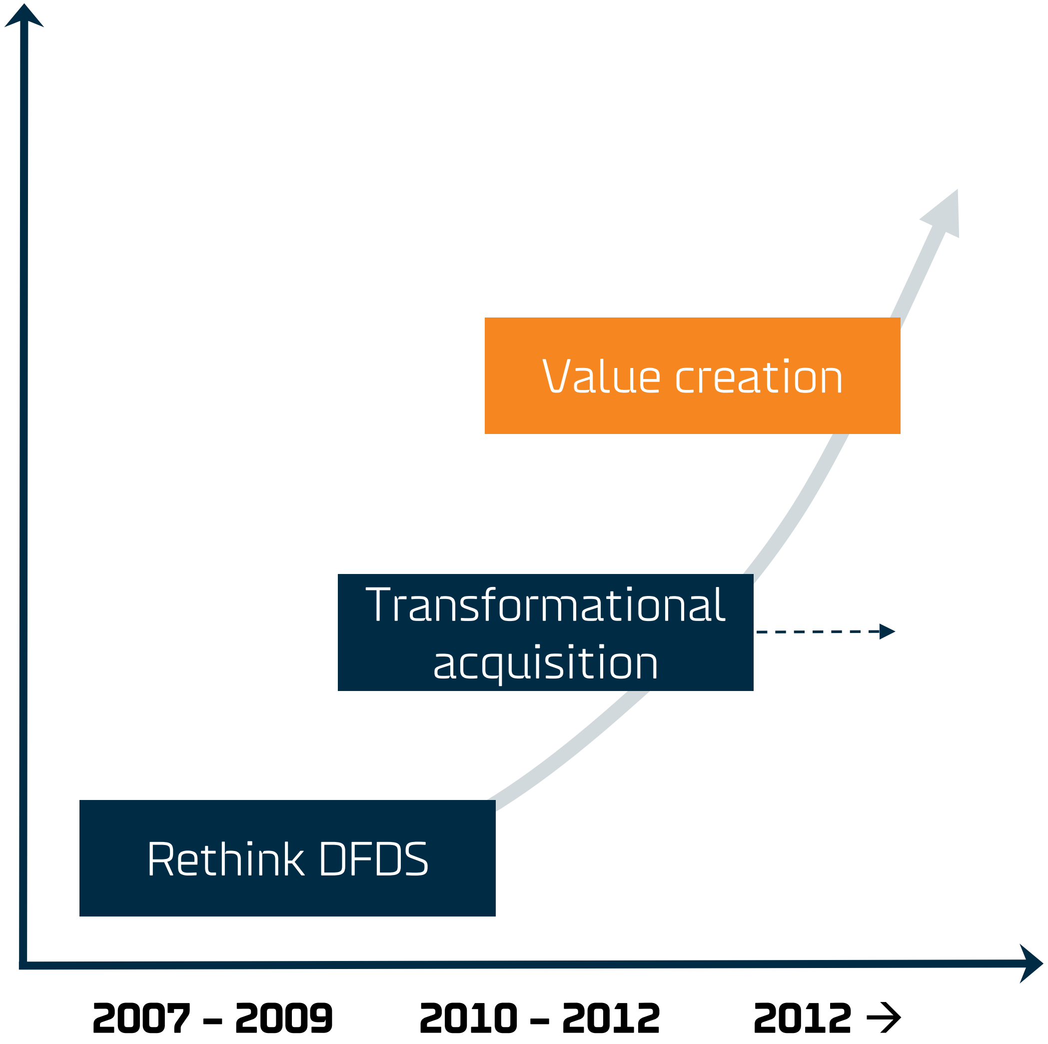
Core strategy

1. The DFDS Way: **Customer focus and continuous improvement**

2. Network strength: **Expand network to leverage operating model**

3. Integrated shipping and logistics operations: **Working together to optimise capacity utilisation**

4. Financial strength and performance: **Reliable, flexible, long-term partner**



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		M&A
IT systems development		Fleet strategy
Digital		
DFDS WAY 2.0		

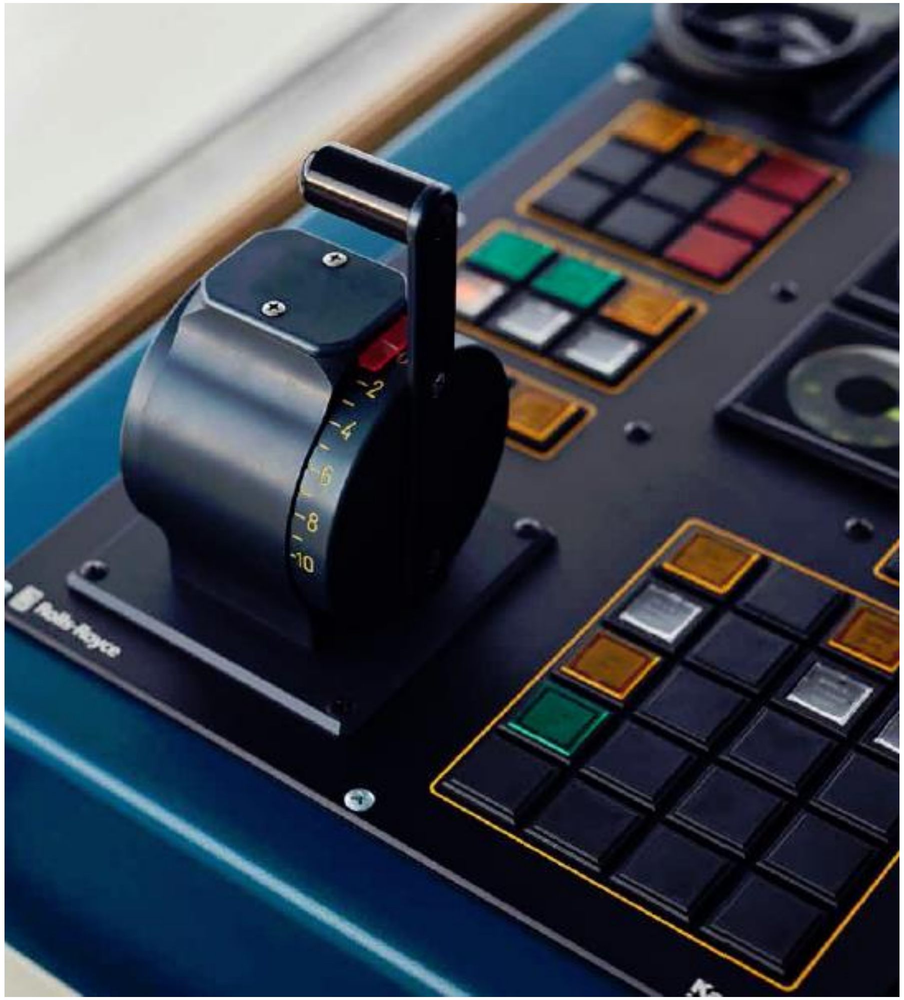
Continuous improvement projects

- **Toplight** – simplified rate structure and preparing for digital customer solutions and efficiency gains in freight shipping

- **Carpe Momentum** – improve on board sales and spend per passenger on Channel routes

- **Haulage Drive** – improve efficiency of subcontracted haulage

- **DFDS WAY 2.0** – further development of operating model



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

M&A

IT systems development

Fleet strategy

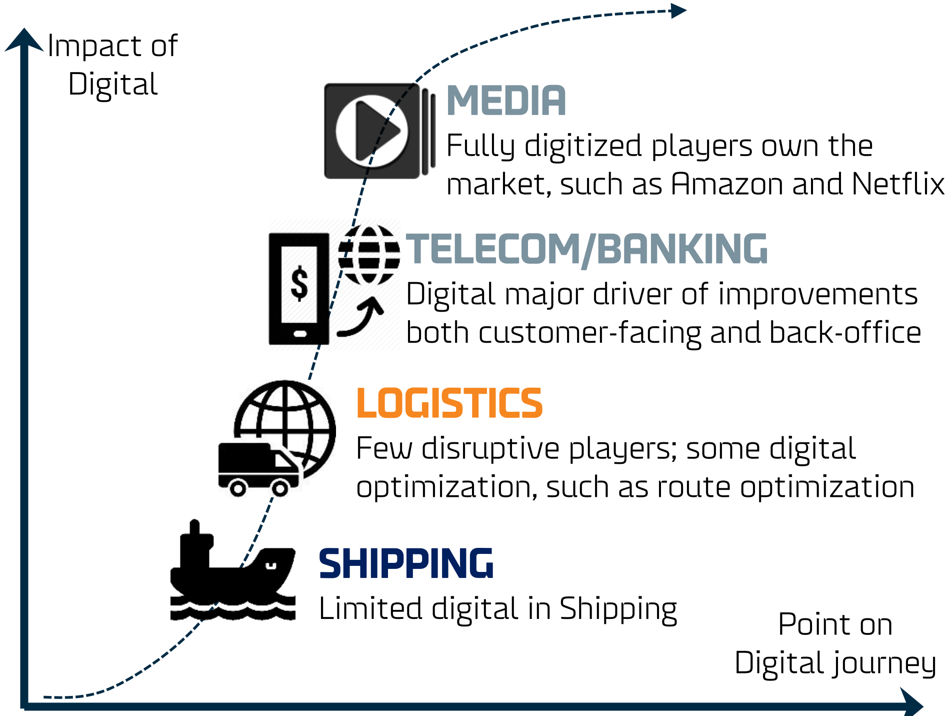
Digital

DFDS WAY 2.0

DFDS

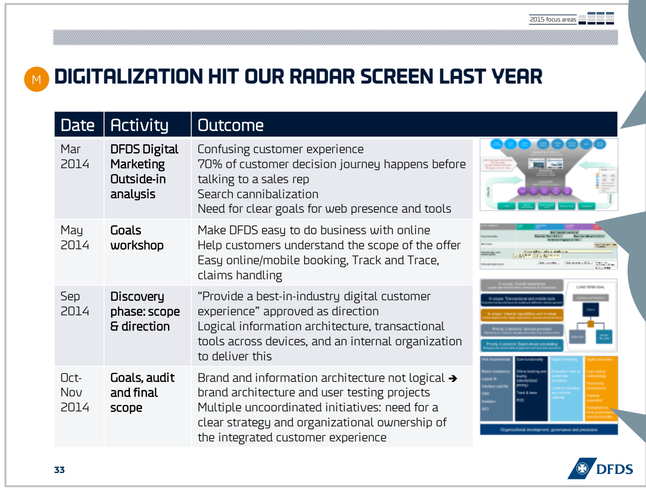
DFDS' digital journey started in 2014

OUR INDUSTRY is still among the **LEAST DIGITAL...**



Source: BCG Perspectives, 2016

DIGITAL: a **KEY FOCUS AREA** for DFDS since 2014...



2015 focus areas

M DIGITALIZATION HIT OUR RADAR SCREEN LAST YEAR

Date	Activity	Outcome
Mar 2014	**DFDS Digital Marketing Outside-in analysis**	Confusing customer experience 70% of customer decision journey happens before talking to a sales rep Search cannibalization Need for clear goals for web presence and tools
May 2014	**Goals workshop**	Make DFDS easy to do business with online Help customers understand the scope of the offer Easy online/mobile booking, Track and Trace, claims handling
Sep 2014	**Discovery phase: scope & direction**	"Provide a best-in-industry digital customer experience" approved as direction Logical information architecture, transactional tools across devices, and an internal organization to deliver this
Oct-Nov 2014	**Goals, audit and final scope**	Brand and information architecture not logical ➔ brand architecture and user testing projects Multiple uncoordinated initiatives: need for a clear strategy and organizational ownership of the integrated customer experience

33 DFDS

Source: DFDS Digital Marketing Analysis, 2014

Confusing customer experience

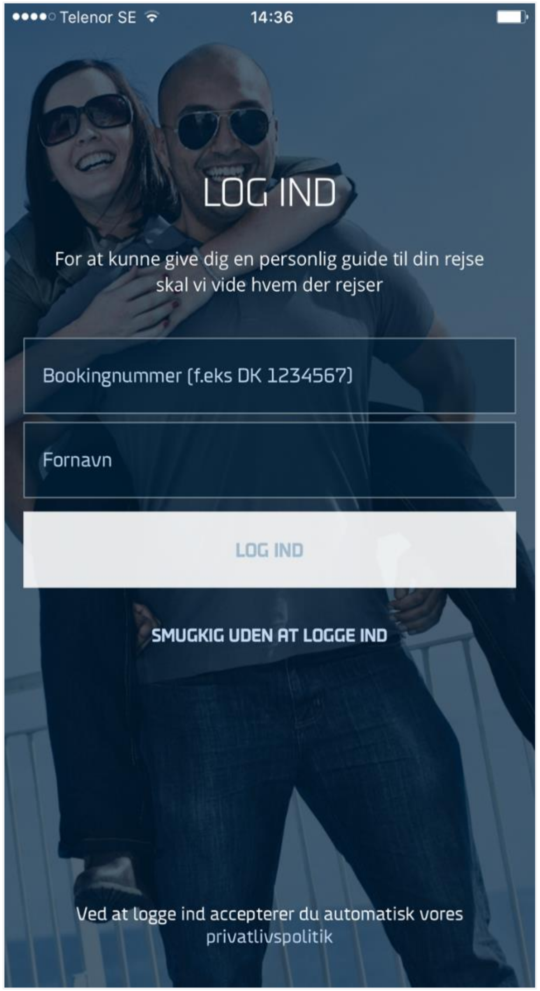
No ways of doing business on mobile devices

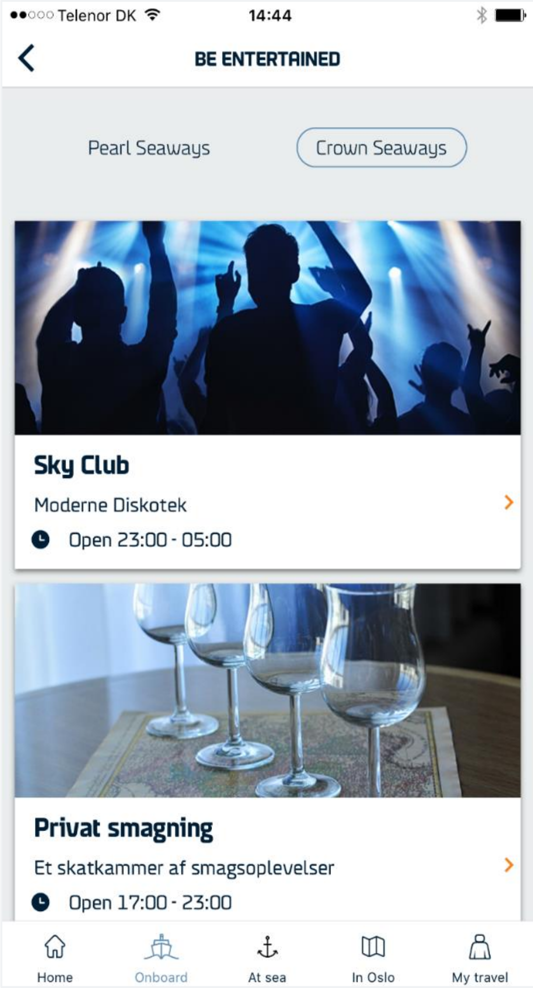
Website out of date and lack of technical foundation

Current landscape provides both opportunities and threats for DFDS

DFDS

Apps developed for both freight partners and passengers





Passenger app for Copenhagen-Oslo route

Logistics app: POD, tracking, status update and driver communication

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		M&A
IT systems development		Fleet strategy
Digital		

DFDS WAY 2.0

DFDS

Creating value from operational and strategic synergies

- Focus on both **transformational** and **bolt-on** acquisitions

- **Shipping**:
  - Expand European network
  - Overlapping operations
  - Tonnage flexibility
  - Leverage operating model

- **Logistics**:
  - Expand and connect European network
  - Increased value-added services
  - Leverage operating model

- **Completed** transactions 2016:
  - Hanko-Paldiski route
  - Shetland Transport
  - Italcargo

	Revenue 2015, DKK bn	Routes	Regions	Major activity
DFDS	13.5	22	8	Across Northern Europe, Mediterranean (incl. sideport/container)
Stena Line	9.7	23	6	Across Northern Europe, Black Sea
P&O Ferries	8.4	8	3	UK-Continent
Tallink	7.0	6	1	Baltic Sea North
Viking Line	4.0	3	1	Baltic Sea North
Cobelfret	3.9	7	4	Benelux-UK, Sweden-Belgium
Finnlines	3.8	8	7	Finland-Continent/UK, Baltic Sea South
Color Line	3.7	3	1	Norway-DK/Germany
Brittany Ferries	3.5	7	3	UK-France/Spain
Scandlines	3.4	2	1	Denmark-Germany
ICG	2.4	4	1	Ireland-UK/Continent
Transfennica	n.a.	3	6	Finland-Continent/UK
Eckerö	1.8	3	1	Baltic Sea North
Seatruck	n.a.	3	1	Ireland-UK
TT-Line	1.2	2	1	Sweden-Germany/Poland
Polferries	n.a.	2	1	Poland-Sweden
Unity Line	n.a.	2	1	Poland-Sweden

Operational agility

- **Faster** adaptation of capacity to changes in volumes
- Capacity increased on routes in Baltic Sea, North Sea South and Channel to accomodate higher volumes
- Capacity decreased between UK and Sweden
- **Adjustment options** for freight routes to reduce fixed costs:
    - Changed frequency of schedule
    - Rotation of larger/smaller ships between routes
    - Number of ships, including charter of ships or redelivery of chartered ships
- **Logistics** operations has high share of variable costs and can be adapted within months to market changes

DFDS

Value creation supported by DFDS' incentive structures

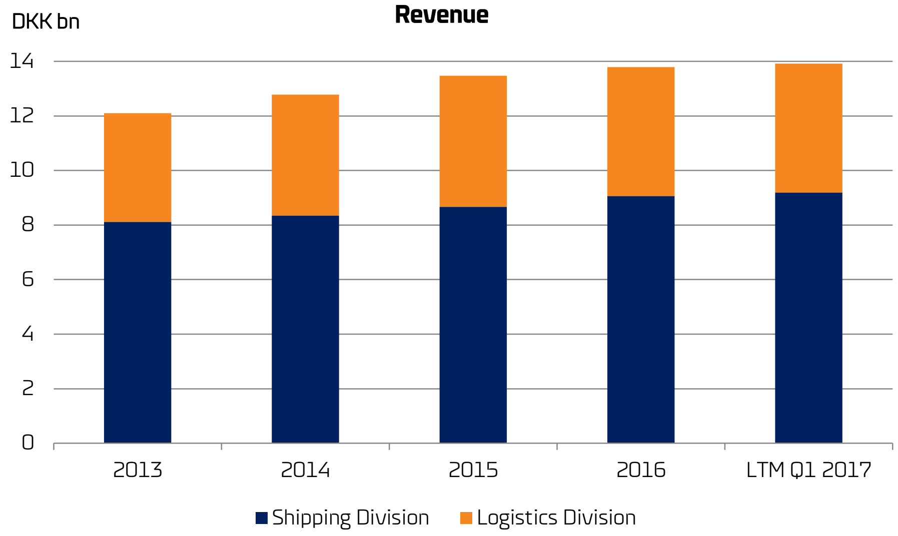
- **PIP** – annual performance incentive programme
- Around 300 managers included with individual goals
- Bonus also linked to Group and Division goals

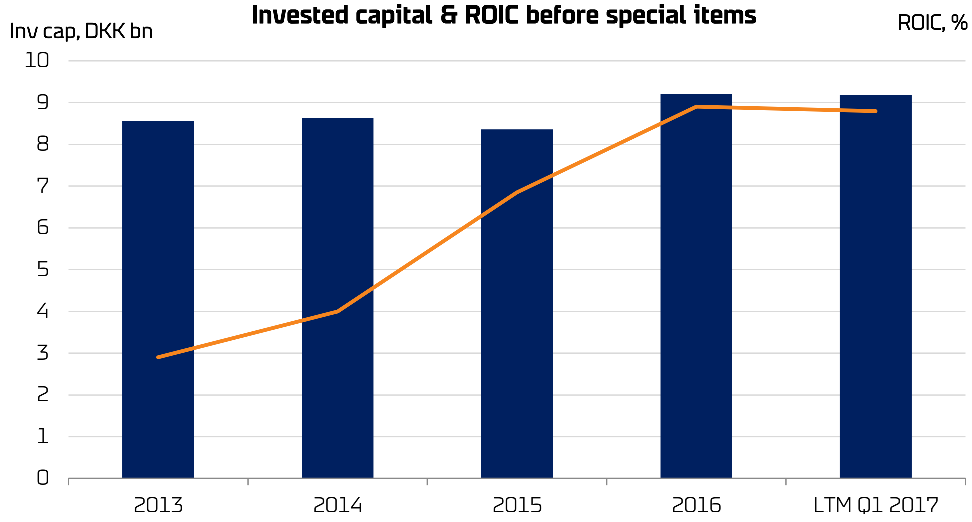
- **Share option programme**
- Extended to 25 managers in 2011
- Around 30 managers included today
- Three-year vesting period

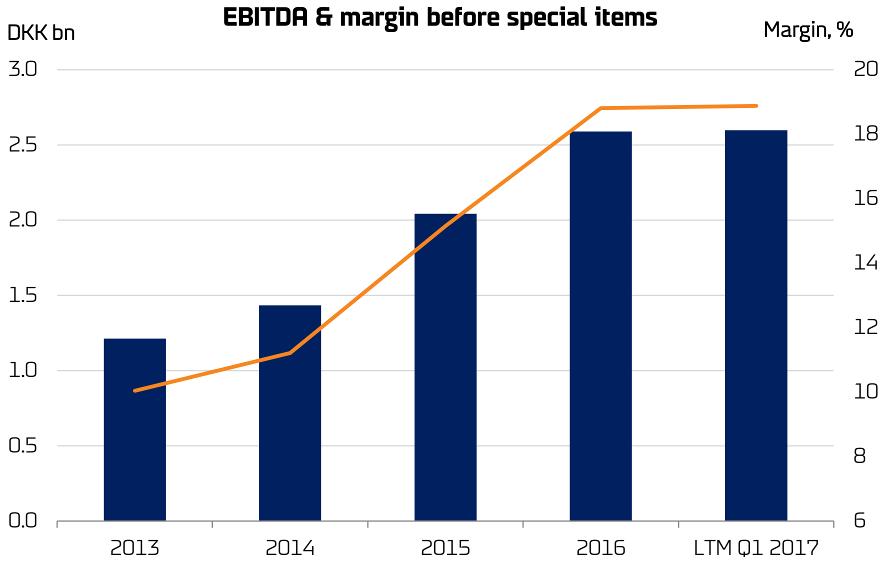
From left to right: Henrik Holck, Peder Gellert Pedersen, Niels Smedegaard (shareholding: 148,168 shares), Eddie Green, Torben Carlsen (shareholding: 80,000 shares)

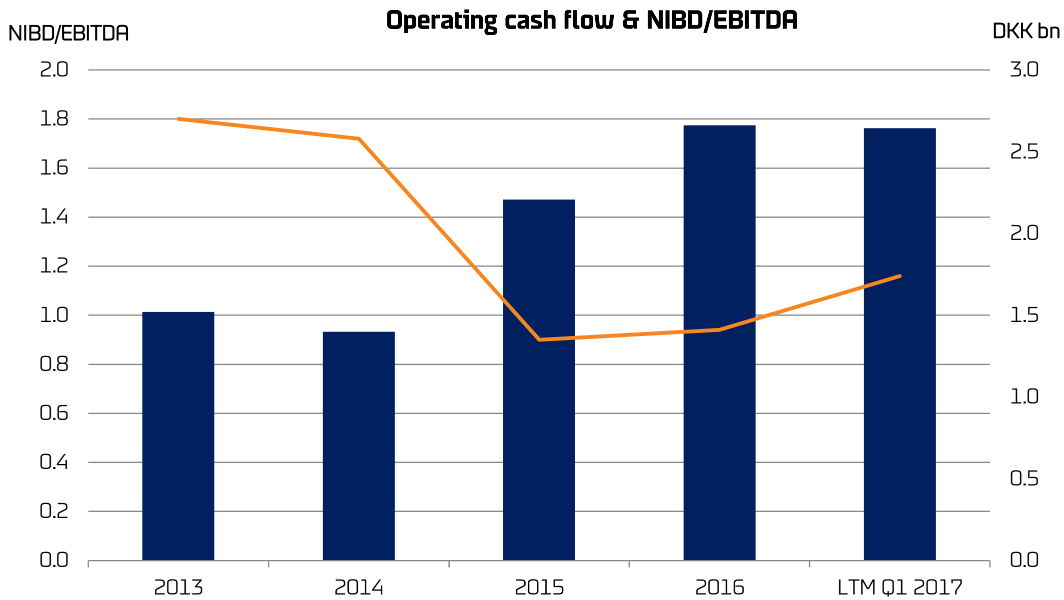
HOW WE PERFORM

EBITDA increased to DKK 2.6bn – ROIC now at 18%



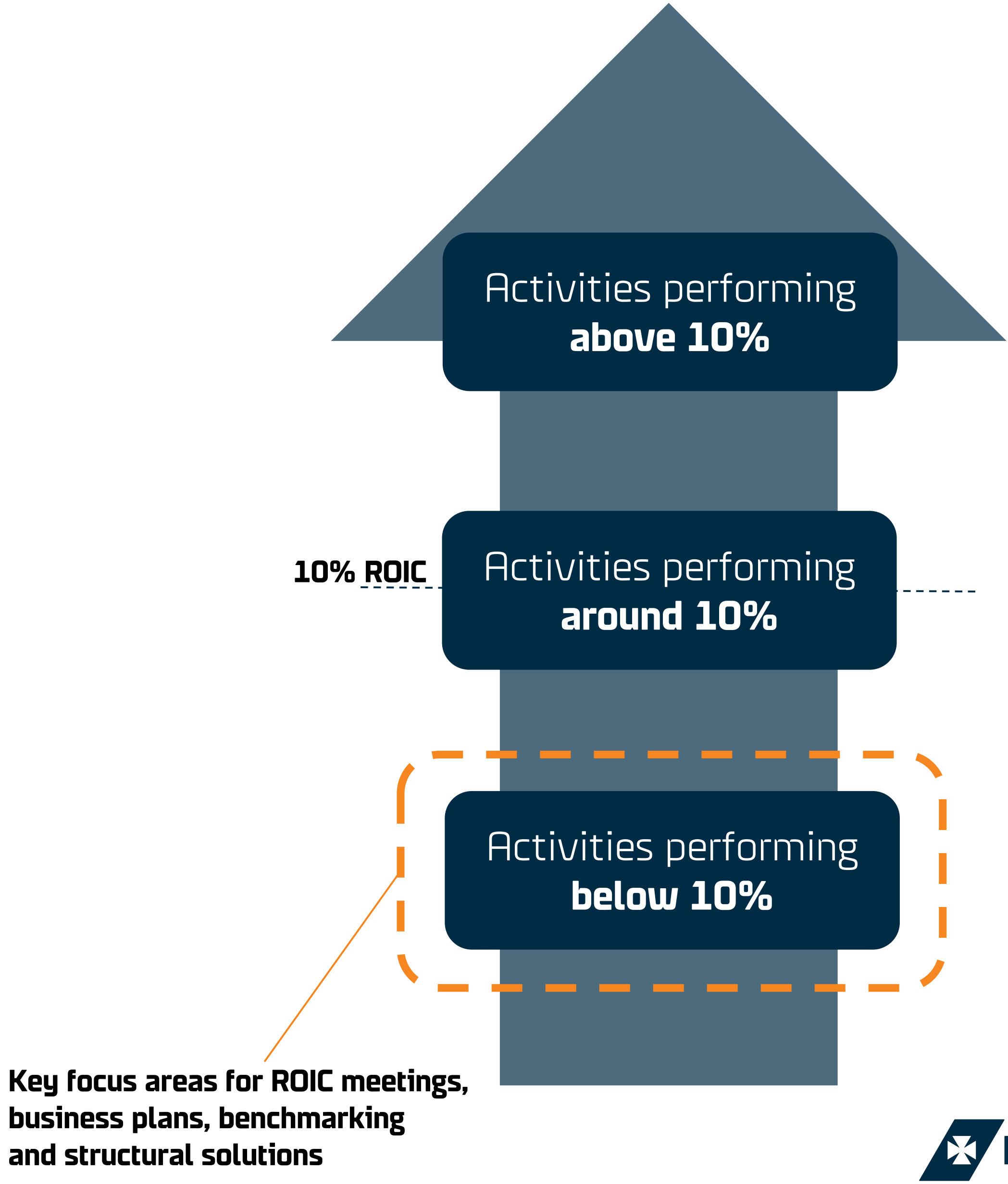






ROIC Drive – activity by activity performance benchmark

- 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



DFDS

Steady ROIC improvement

- **Major challenges resolved:**
  - Gothenburg-Immingham: entry/exit competitor, Jan 2012 – Mar 2013
  - Russian market sanctions from Jan 2014
  - Channel turnaround from 2012
  - Closure of 3 routes end 2014
  - Successful transition to new Sulphur rules

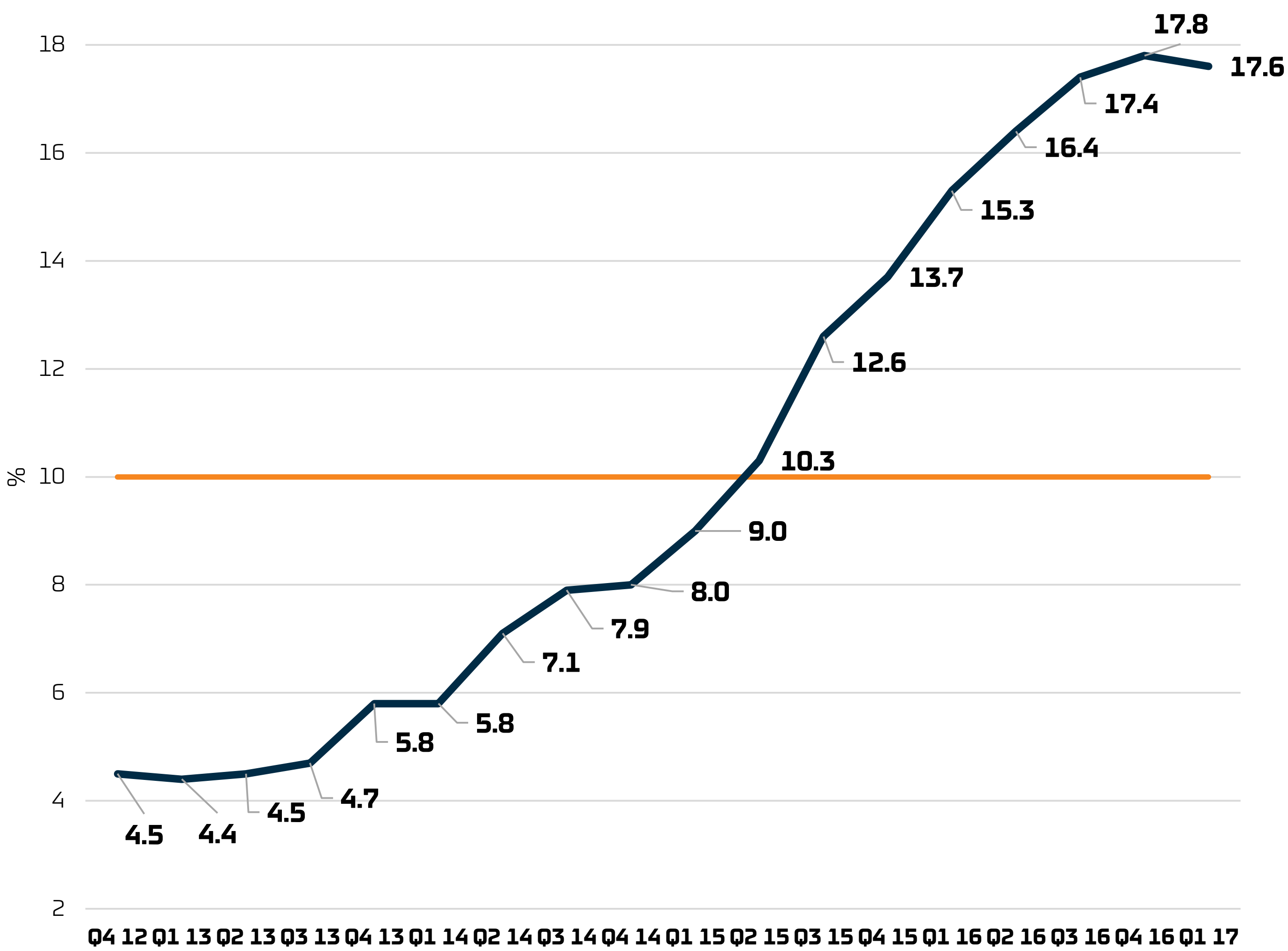
- **Continuous improvement projects**, > 3 every year driven by The DFDS Way

- **ROIC Drive** programme

- Tailwind from moderate **pick-up in EU growth** since 2014

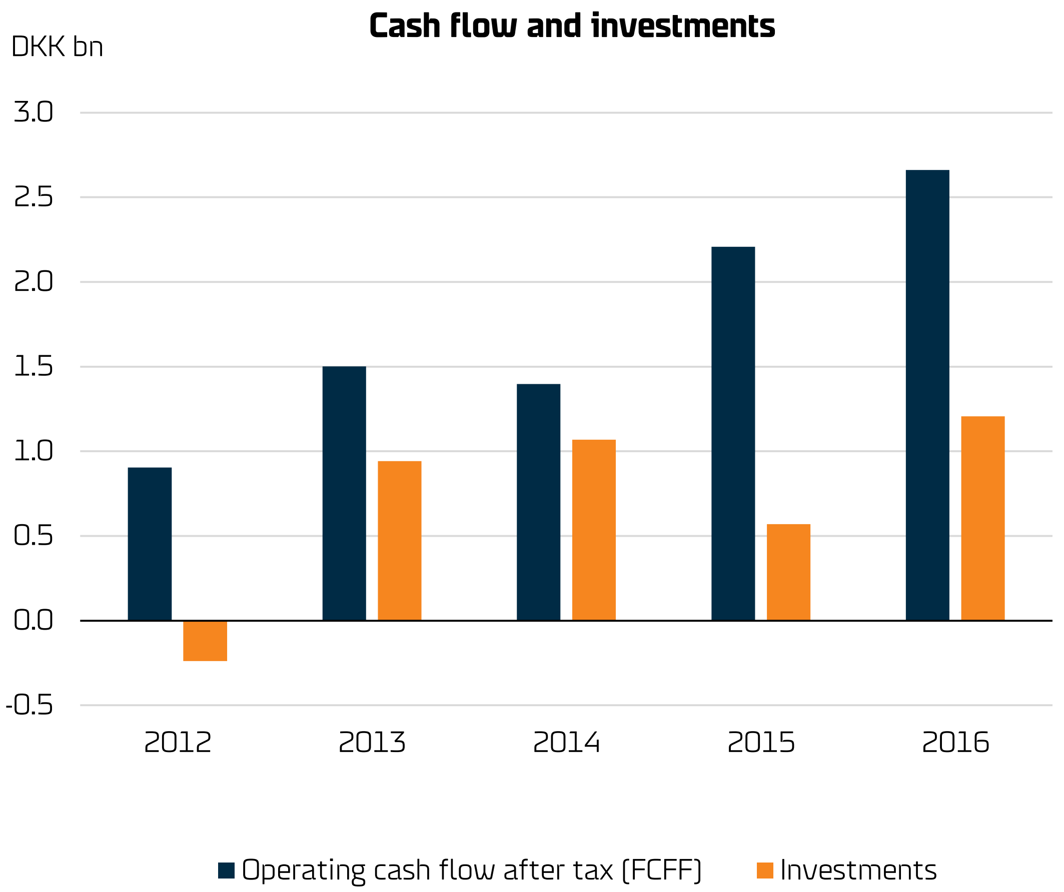
- ROIC requirement applicable for all investments, including acquisitions

DFDS Group: Return on invested capital (LTM)



Cash generation and CAPEX

- **Cash conversion** around 100%
- 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 investments
- Planned major **CAPEX:**
  - 2017
    - DKK 750m payment of 2 Channel ferries
    - DKK 350m dockings/ship upgrades
    - DKK 200m port terminals
    - DKK 150m logistics equipment
    - DKK 170m freight new buildings
    - DKK 80m IT-systems and other
  - 2018: payments on 2 freight new buildings
  - 2019: delivery of 2 freight new buildings



Increased distribution of capital

- Total of **DKK 1.26bn** distributed in 2016 to shareholders
- **Dividend** per share proposed to be paid in 2017 increased by 33% to DKK 8.00 per share
- **Auction buyback** completed 21 February at DKK 478m vs DKK 400m in 2016
- **Buyback** of DKK 300m started on 8 February for completion latest 15 Aug 2017
- Planned distribution currently **DKK 1.31bn against DKK 1.00bn** at the same time last year

Capital distribution overview

DKK m	2015 Actual	2016 Actual	2017 Current plan
Dividend per share, DKK	**5.40**	**6.00**	**8.00**
Dividend, Mar	218	175	168
Dividend, Aug	108	174	280
Total dividend	**326**	**349**	**448**
Buyback, auction	-	400	478
Buybacks, other	401	514	386
Total share buybacks	**401**	**914**	**864**
Total distribution	**727**	**1,263**	**1,312**

Dividends exclude treasury shares

Strategic priorities 2017

- **Customer focus – growing the topline**

- **Continuous improvement**: achieve benefits from programmes

- **Fleet renewal**: deployment of two freight ship (ro-ro) new buildings and further decisions on fleet strategy

- **Digital:** significant spending boost in digital and IT capabilities – up DKK 80m versus 2016

- **M&A** opportunities

Q&A

DFDS GROUP

May
2017

DFDS

APPENDICES

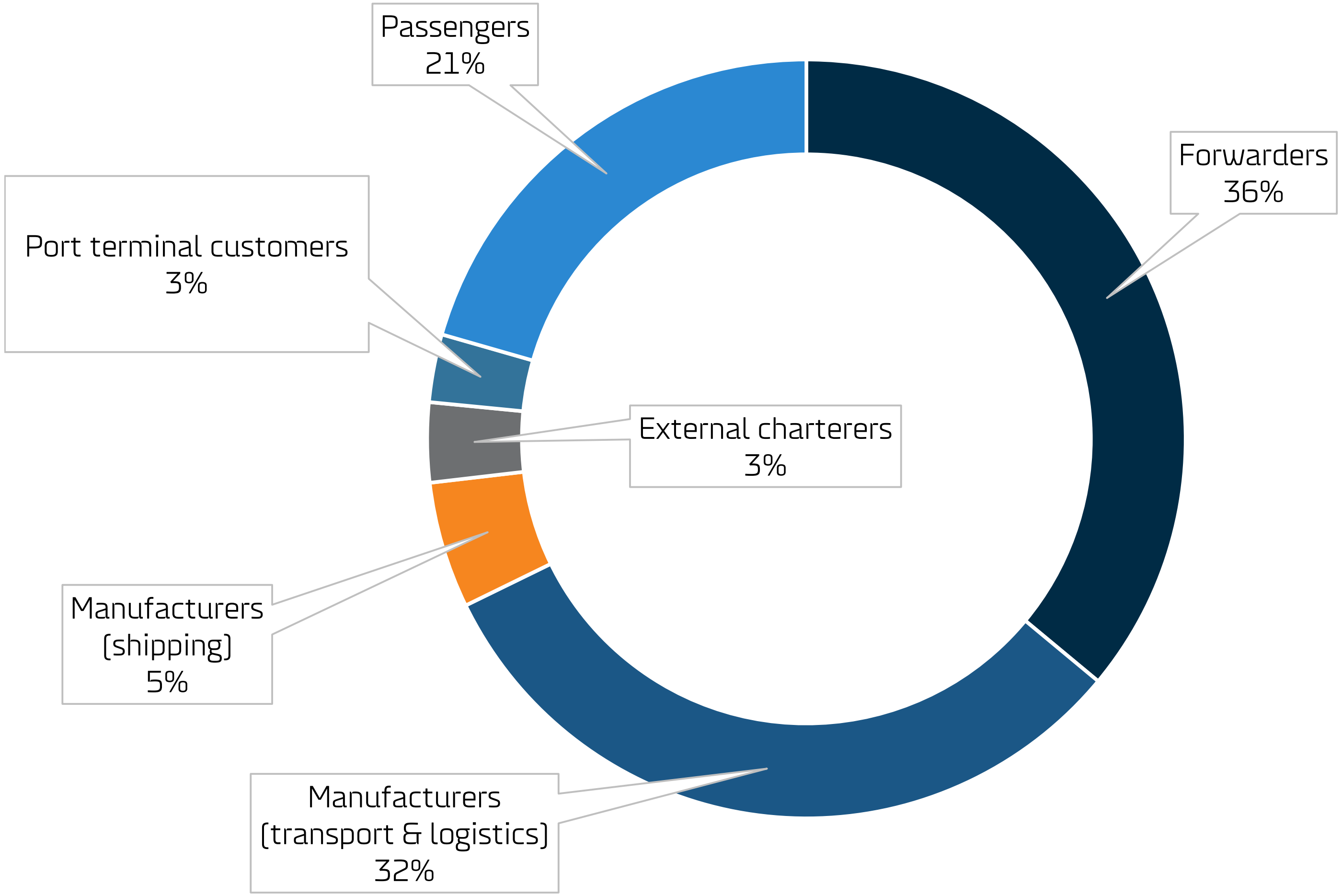
DFDS fleet overview and key figures 2016

	Total ships	Ro-ro ships	Ro-pax ships	Passenger ships	Container and sideport ships	Ownership share, %	Average age of owned ships, yrs
DFDS Group	57	23	18	4	12	-	16
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 & Mediterranean[1]	3	2	1	-	-	33	20
Logistics Division[1]	12	-	-	-	12	-	-
Nordic[1]	5	-	-	-	5	40	18
Continent[1]	7	-	-	-	7	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

Diverse customer base: forwarders, manufacturers & passengers



Percent of total revenue per customer segment

DFDS' DIGITAL JOURNEY

The world is changing

Freight aggregators
FREIGHTOS
iContainers
freightfilter
Transporteca
XENETA
Freightex

Freight forwarders
shipster
shipwise
FLEXPORT
WEFT
clearmetal

3PL
Shipwire
shipwise
cloud fulfilment

Trucking/Haulage
cargomatic
KEYCHAIN LOGISTICS

Crowd accomodation
airbnb
STAYFUL

Travel aggregators
momondo
Expedia
ferrylines.com
aferry.co.uk

Travel assistants
yelp
tripadvisor
Tripit from Concur
FOURSQUARE

Experience aggregators
Greatlittlebreaks
Foodspotting
secret escapes

Freight Routes	Logistics	Passenger Routes
Shipping of trailers, unaccompanied & accompanied Industry solutions Port terminal services	**Door-door full** & part **load solutions** Contract logistics solutions	**Ferry services for travellers in own car** Short sea transport Holiday travel Cruise ferry experience

Freight

Crowd shipping
UberCARGO
PiggyBee
nimber

Outside the box
SENSORS ROBOTICS
AUTONOMOUS VEHICLES
3D PRINTING

Experience as a gift
smartbox
GROUPON

Our digital vision

A **best-in-industry digital experience** for customers generating tangible business benefits for **customers and DFDS**

Digital strategy

- IT systems must support digital
- Enhance operational efficiency
- Digital customer solutions
- Digital awareness and competencies
- Digital business model innovation

Focus on “core” and “extended” in our activity split

CORE

- Integrated bookings
- DFDS.com (and rest of web presence)
- Track & Trace
- Email broadcast
- Analytics
- SEM
- CRM
- App (PAX)
- Social media

EXTENDED

- Sign on glass [PODs]
- Marketing automation
- Digital check-in (freight)
- Global moderation
- Predictive analytics
- Etc.

MOONSHOTS

Logistics software as a service

3D printing supply chain

Crowd-sourced drivers

Freight rates aggregation

Digitizing our existing business

Business model innovation

Digital transformation

DFDS

DFDS' digital journey – wrap-up

- We are well on our way
- We see significant value creation opportunities through enhanced customer focus, experience and satisfaction...
- ...and through more efficient operations
- Our continuous improvement culture, helps drive our digital transformation

Q1 ON TRACK

DFDS GROUP
Q1 2017

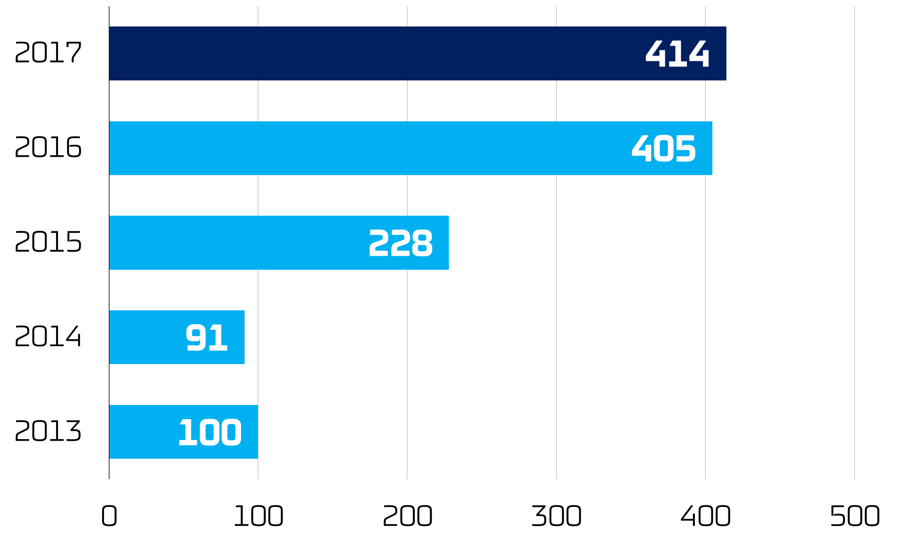
11 May 2017

DFDS

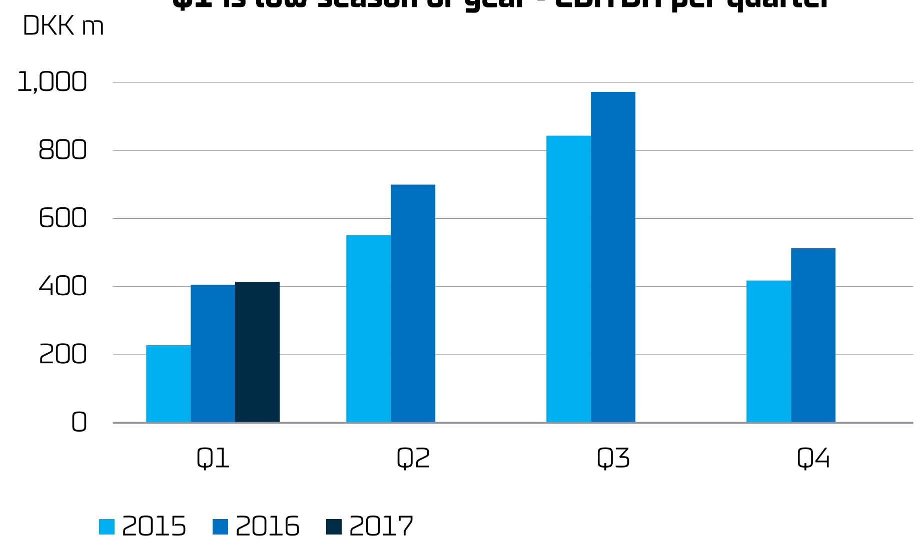
European growth drives Q1 ahead of LY despite late Easter

- **Reported EBITDA** up by 2% to DKK 414m
- **Q1 EBITDA up by 6%** adjusted for net impact of Easter timing difference between Q1 and Q2
- **North Sea** results fuelled by 10% higher freight volumes and lower UK-costs
- **Baltic Sea** continued good performance but Q1 2016 comparison impacted by Polish-Russian border dispute
- Passenger and Channel business units impacted by **lower passenger volumes** due to Easter and depreciation of GBP
- **Logistics'** performance below 2016 due to Nordic while Continent and UK & Ireland performed in line with expectations

Q1 EBITDA before special items

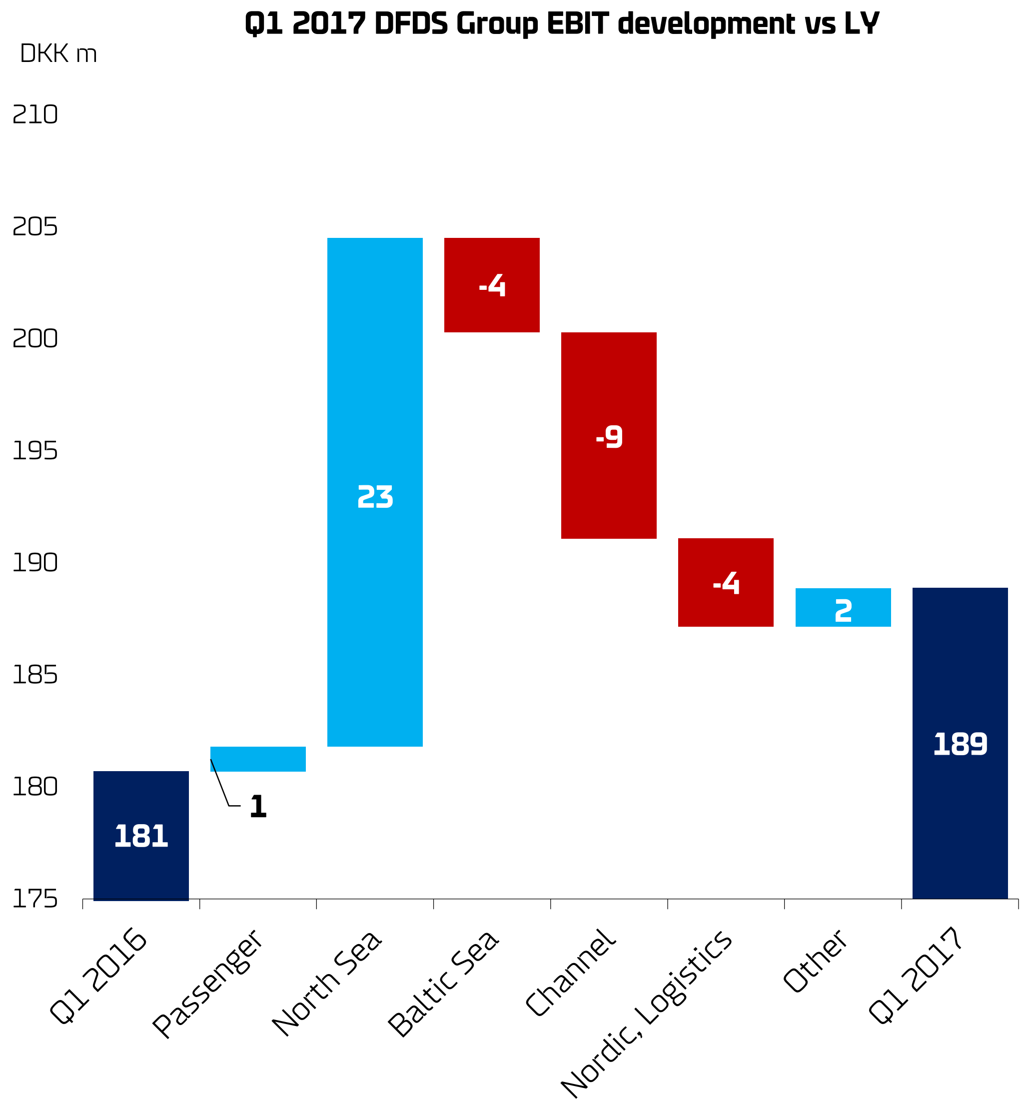


Q1 is low season of year - EBITDA per quarter



North Sea and late Easter key EBIT drivers in Q1

- **Passenger +1m**: Positive variance from lower depreciations and fewer dockings offset negative Easter-impact
- **North Sea +23m**: High volumes, including positive Easter-impact, and lower UK costs offset higher costs for bunker and capacity increase. Performance of Gothenburg port terminal improved
- **Baltic Sea -4m:** Earnings boost from Polish-Russian border dispute in Q1 2016 offset continued good performance
- **Channel -9m:** Lower result due to weak passenger market, including negative Easter-impact. Freight earnings improved but some offset from shift in freight volumes from Dunkirk to Calais and extended docking of one ferry
- **Nordic -4m:** Start-up of new logistics contracts, operational issues and slow start to year in some markets outweighed good performance in key areas
- **Continent/UK & Ireland -1/0m:** Most key areas performed well offsetting lower results in Italy and Belfast



Q1 2017 in numbers

- **3% revenue growth,** adjusted*. Reported revenue up by 4%
- **EBITDA** increased to DKK 414m - Easter timing impact of DKK -15m
- Increased **depreciations** on mainly ships and IT-systems
- **Net finance cost** reduced by DKK 8m mainly due to lower net interest cost
- **Profit before tax** up by 10% to DKK 173m before special items
- **ROIC LTM**** of 17.6% (FY 2016: 17.8%) before special items

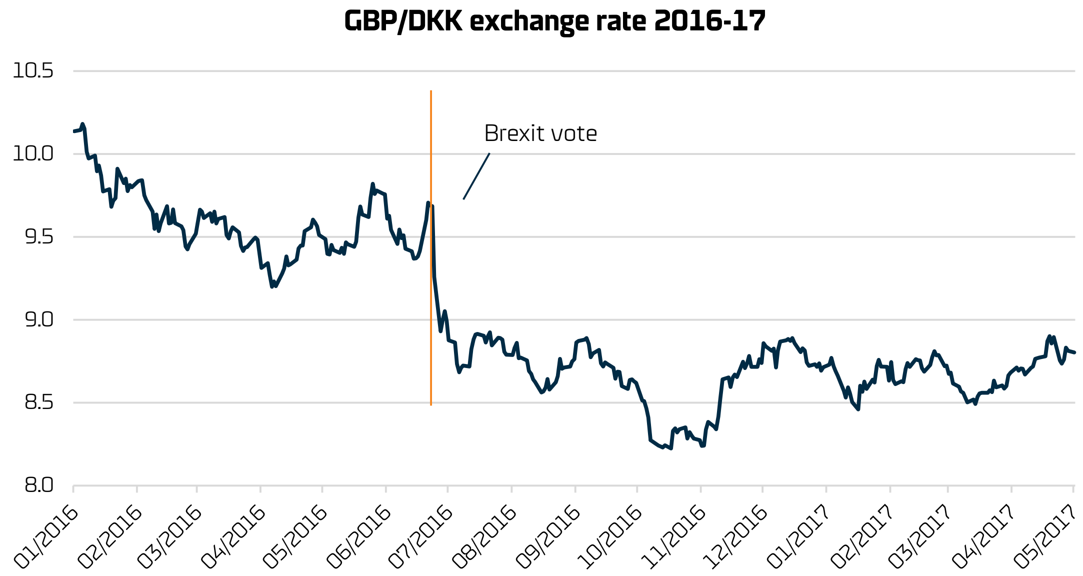
DKK m	Q1 17	Q1 16	Change vs LY	Change %
REVENUE	3,220	3,088	132	4%
EBITDA BEFORE SI	**414**	**405**	**9**	**2%**
margin, %	12.9	13.1	-0.2	n.a.
P/L associates	6	-1	7	n.a.
Gain/loss asset sales	4	1	3	n.a.
Depreciations	-236	-224	-12	-5%
EBIT BEFORE SI	**189**	**181**	**8**	**5%**
margin, %	5.9	5.9	0.0	n.a.
Special items	-6	0	-6	n.a.
EBIT	183	181	2	1%
Finance	-16	-24	8	32%
PBT BEFORE SI	**173**	**157**	**16**	**10%**
PBT	**167**	**157**	**9**	**6%**
EMPLOYEES avg., no.	7,015	6,791	224	3%
INVESTED CAPITAL	9,180	9,083	97	1%
ROIC LTM ex. SI, %	**17.6**	**15.3**	**2.3**	**n.a.**
NIBD	3,007	2,952	55	2%
NIBD/EBITDA, times	**1.2**	**1.3**	**-0.1**	**n.a.**
SOLVENCY, %	47	46	1	n.a.

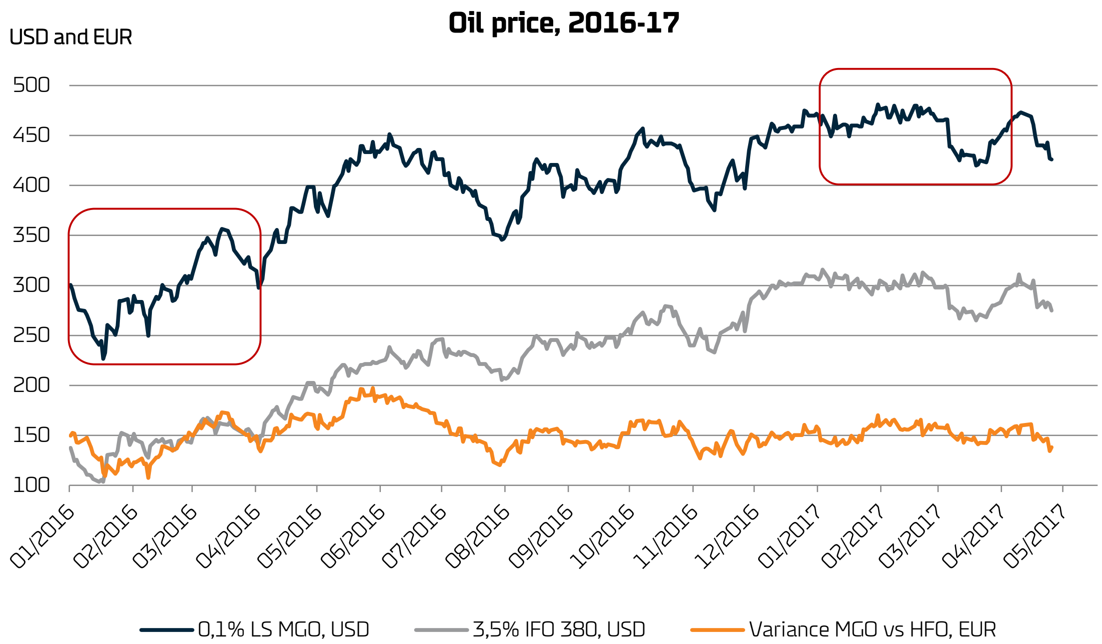
SI: Special items. PBT: Profit before tax. NIBD: Net interest-bearing debt.

* For currency, acquisitions, other items and excluding revenue from bunker surcharges
**LTM: Last twelve months

Impact on Q1 from GBP-depreciation and oil price

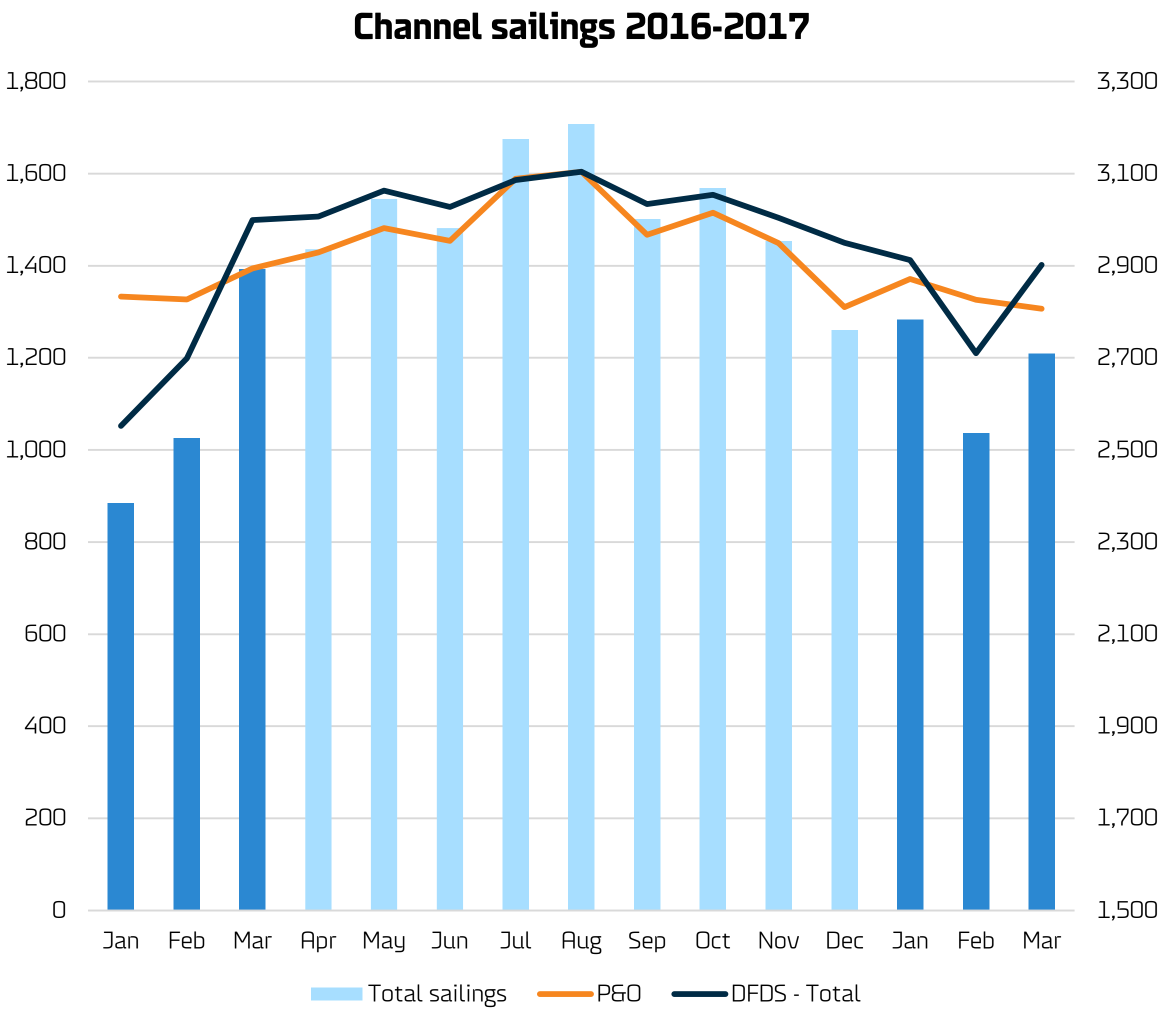
- GBP/DKK was 10.8% lower in Q1 2017 vs LY (average rate for quarter)
- Negative **revenue** currency impact of around DKK 73m in Q1 2017 vs 2016 from mainly the depreciation of GBP
- Positive **EBITDA** currency impact of around DKK 9m in Q1 2017 vs 2016 related to lower terminal and ship costs
- Expected EBITDA currency impact for rest of year not material
- **Net bunker impact on profit** of DKK -25m driven by 64% higher bunker cost per ton and higher consumption





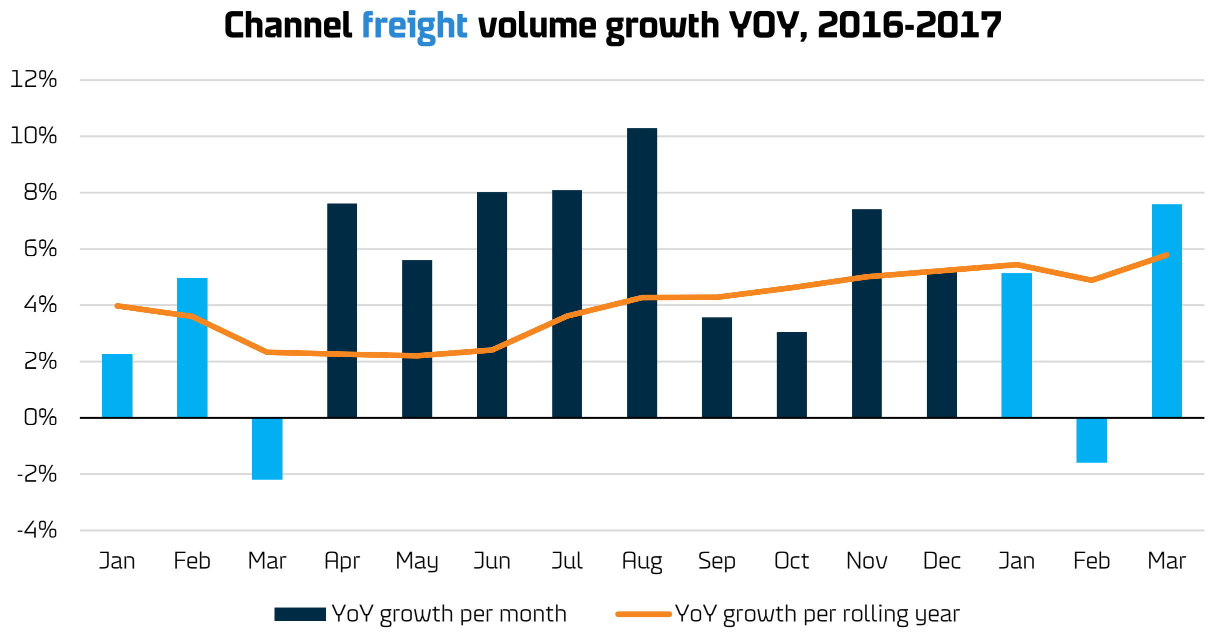
Total ferry sailings on Channel up 3% in Q1 vs LY

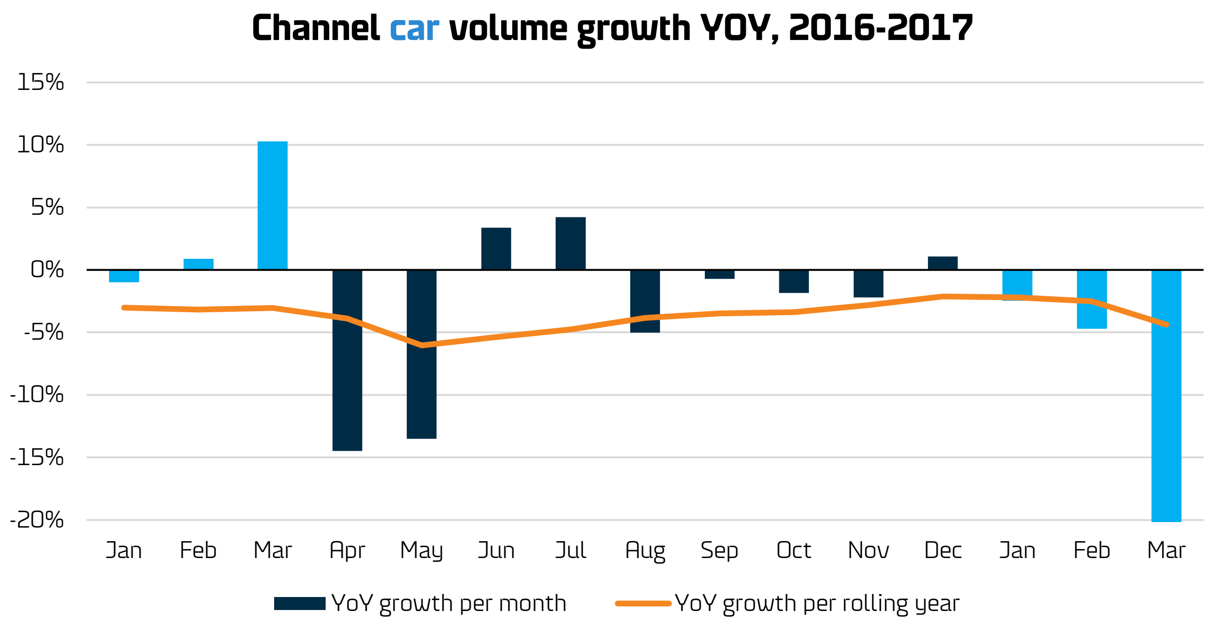
- In Q1 2017, the total number of sailings was 3% above 2016
- DFDS increased sailings by 7% while P&O decreased sailings by 1%
- DFDS and P&O had an equal number of sailings in Q1 2017



Continued freight growth, pax reduced by Easter in Q1

- **Freight** market volumes were up by 3.8% in Q1 2017
- The YOY growth per rolling full-year was after March at 5.8%
- **Car** market volumes were down by 9.8% in Q1 2017
- Main negative impact from Easter timing difference
- Travel market for UK residents still impacted by depreciation of GBP and no material offset from Continental passengers benefiting from low GBP in low season Q1
- Easter passenger traffic above expectations for DFDS

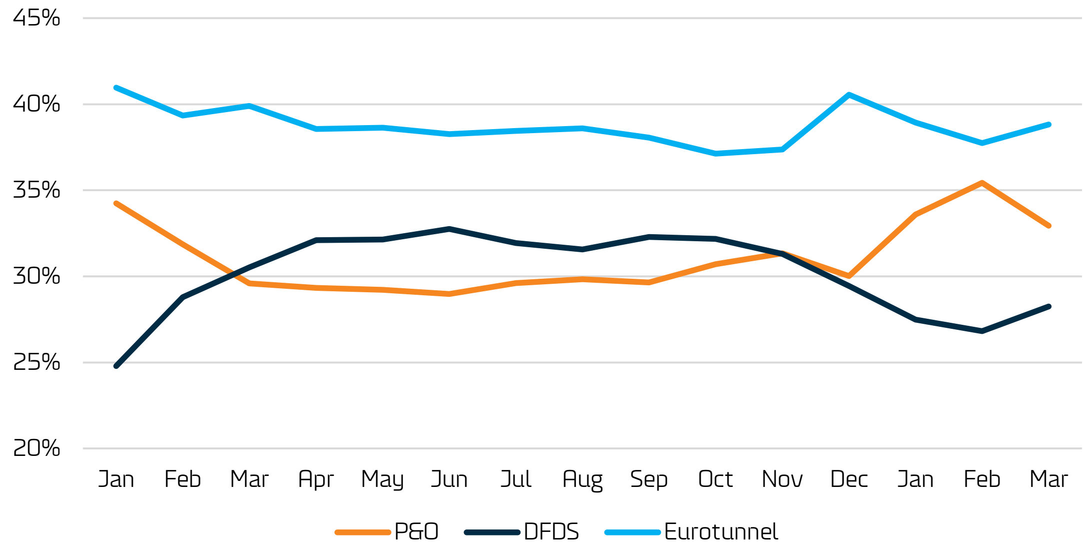




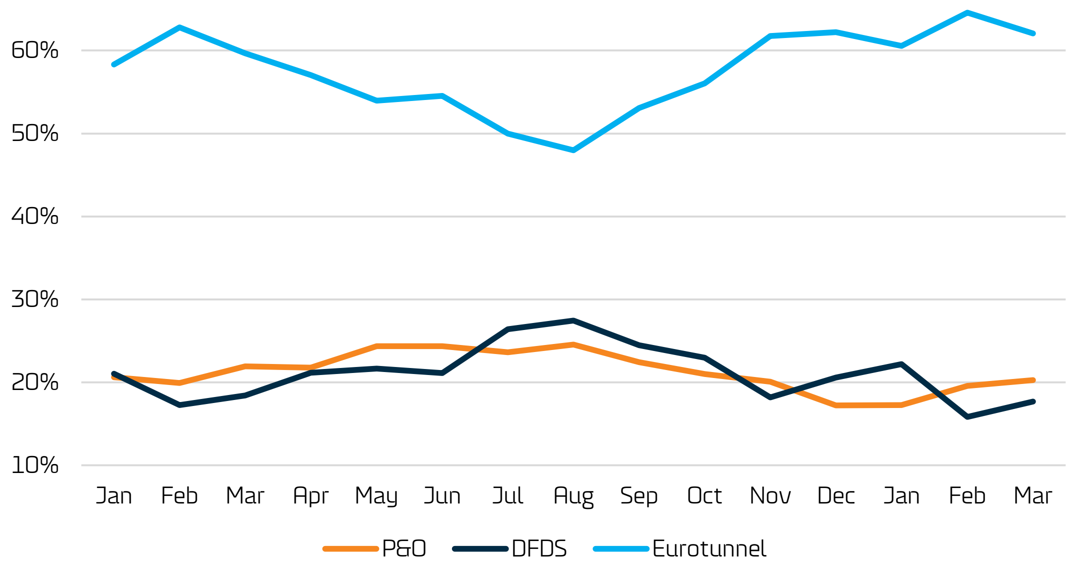
DFDS lost freight and car market share in Q1

- Some transfer of **freight** volumes from Dunkirk after shutdown of 'jungle' in Calais. As P&O operate six ferries on Dover-Calais vs DFDS' three ferries, DFDS' freight market share was reduced
- Dunkirk-impact amplified by DFDS' docking of one ferry on Dover-Calais from mid–February to end-March plus 12 docking days of other two ferries in February
- Market share also impacted by tougher market environment following rate increases
- DFDS' **car market share** also lowered in Q1 by Dunkirk-impact and extended docking as above

Channel freight market shares, 2016-2017



Channel car market shares, 2016-2017



2017: Q1 update on major performance drivers for DFDS

Certain/Likely

- Capacity expansion on selected routes
- Deployment of two ro-ro new buildings on Vlaardingen-Immingham – June/September
- Full-year impact of revenue and earnings from acquisitions and new logistics contracts – some extra start-up costs
- Significantly increased IT and digital spending

Expected

- Some freight shipping volume growth – slightly ahead of expectations
- Some growth in prices – continued competitive pressure
- Bunker cost increase in Passenger – Q1 offset by hedging

Uncertain

- Passenger volume growth – slightly weaker than expected
- Changes in com-petitive landscape – stable
- MGO/HFO spread – stable

Macro drivers

- Impact of Brexit process on UK economy and trading volumes
- Continued moderate growth in most EU economies
- Weak Norwegian economy
- Russian trade sanctions expected to stay
- Changes in oil price and exchange rates

EBITDA outlook for 2017 of DKK 2.6-2.8bn confirmed

- **Continued positive outlook** for Europe in 2017
- Outcome of French presidential election expected to add stability and support continued growth in Europe
- Brexit-process ongoing – so far no impact on freight volumes
- Outlook unchanged for revenue growth, EBITDA range and investments

OUTLOOK 2017

- Revenue growth of around 4%, excluding revenue from bunker surcharges
- EBITDA expected to increase to DKK 2.6-2.8m
  - Shipping Division: DKK 2,450-2,600m
  - Logistics Division: DKK 250-300m
  - Non-allocated items: DKK -100m
- Investments of DKK 1.7bn

DFDS