

MOVING ON AFTER ANOTHER STRONG RESULT

DFDS GROUP
Q4 2017

8 February 2018

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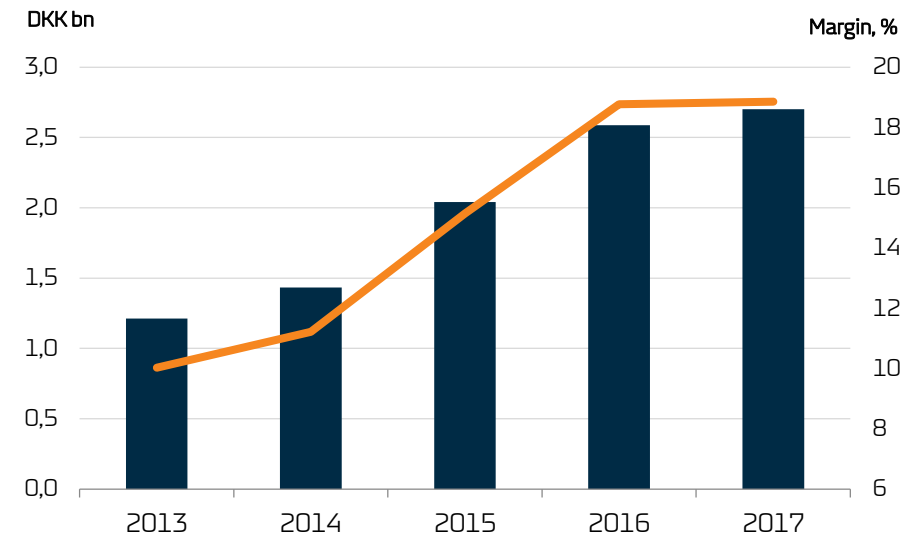
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The statements about the future in this announcement contain risks and uncertainties.
This entails that actual developments may diverge significantly from statements about the future.

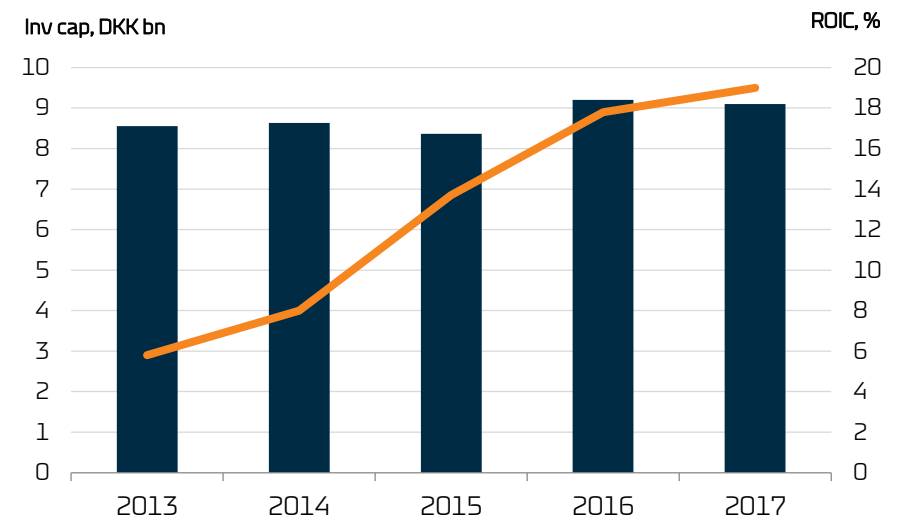
Strong 2017: great platform for further development of DFDS

- 12% higher Q4 **EBITDA** brings EBITDA for 2017 to DKK 2,702m, an increase of 4%
- **ROIC** increased to 19.0% before special items
- Focus in 2018 will be on:
 - **Continuous** drive to improve customer services, operate more efficiently and reduce costs
 - Investment in **digital and IT** capabilities
 - Continue pursuit of shareholder value through **acquisition opportunities**
- New share buyback of DKK 400m launched for completion latest 15 August 2018

EBITDA & margin before special items



Invested capital & ROIC before special items



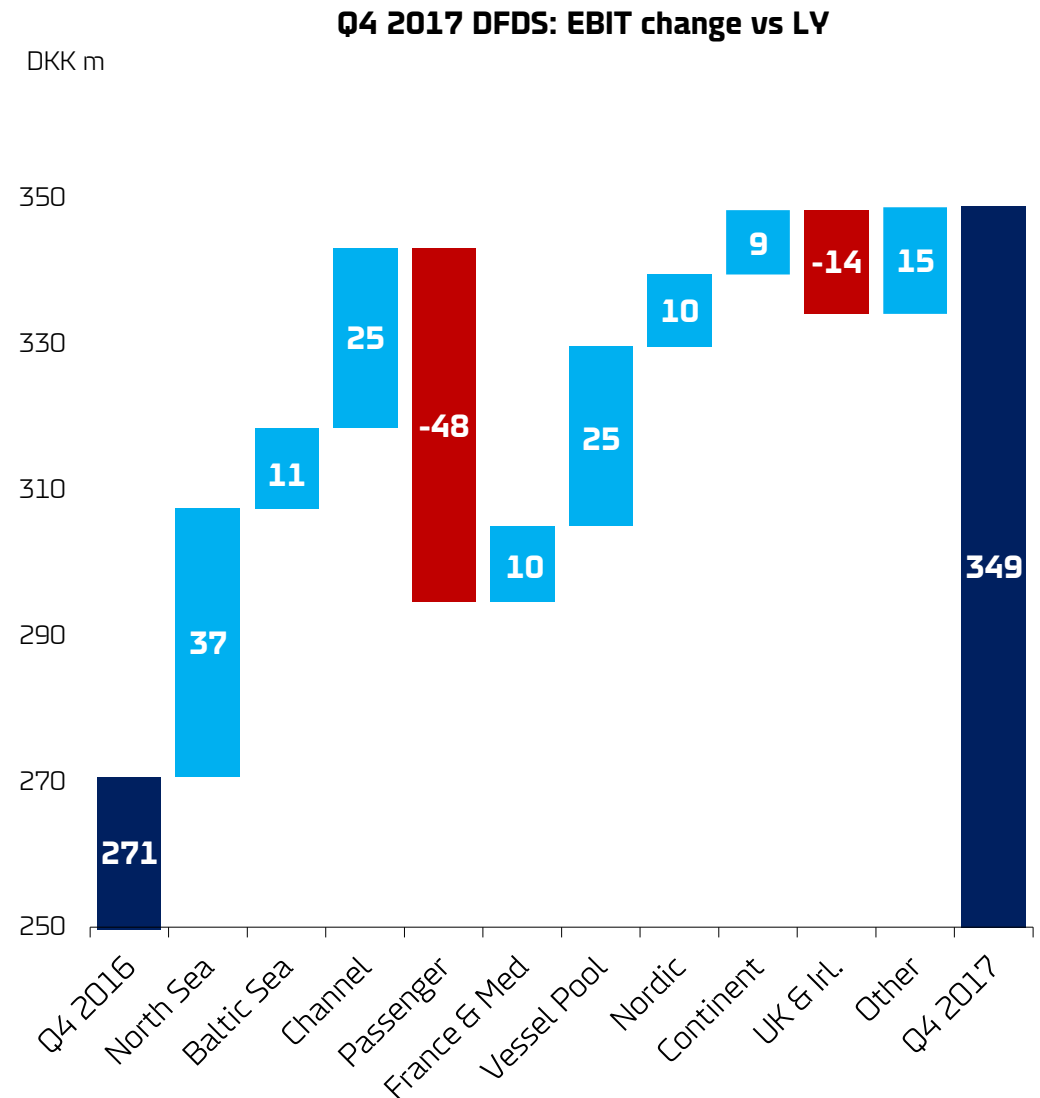
Q4 2017 in numbers

- **4.7% organic revenue growth**, adjusted*. Reported revenue up 4.4%
- **EBITDA** increased 12% to DKK 574m
- **Depreciation** decrease of DKK 18m mainly due to write-down in Q4 2016 on propellers and part reversal in Q4 2017
- **Special items** include costs for closure of Esbjerg terminal and sales of Belfast reefer
- **Profit before tax** up 29% to DKK 346m before special items
- **ROIC** improved to 19.0% from 17.8% in 2016 before special items

DKK m	Q4 17	Q4 16	Change vs LY	Change %
REVENUE	3,497	3,351	146	4%
EBITDA BEFORE SI	574	513	61	12%
margin, %	16.4	15.3	1.1	n.a.
P/L associates	0	0	1	n.a.
Gain/loss asset sales	1	2	-1	-43%
Depreciations	-227	-244	18	-7%
EBIT BEFORE SI	349	271	78	29%
margin, %	10.0	8.1	1.9	n.a.
Special Items	-33	-6	-27	n.a.
EBIT	316	265	51	19%
Finance	-3	-3	0	n.a.
PBT BEFORE SI	346	268	78	29%
PBT	313	262	51	19%
EMPLOYEES avg., no.	7,177	7,065	112	2%
INVESTED CAPITAL	9,098	9,205	-107	-1%
ROIC LTM ex. SI, %	19.0	17.8	1.2	n.a.
NIBD	2,352	2,424	-72	-3%
NIBD/EBITDA, times	0.9	0.9	0.0	n.a.
SOLVENCY, %	50	51	-1	n.a.

Q4 2017: Positive development in most business units

- **North Sea +37m:** Positive impact from higher volumes and lower depreciations
- **Channel +24m:** Positive impact from lower ship operating costs and higher passenger volumes offset by impact from 'Jungle' closure in Calais
- **Passenger -48m:** Negative impact from passenger mix changes, NOK depreciation and bunker costs. One-off impact from change in admin cost allocation model
- **Nordic/Continent +19m:** Growth in high-margin solutions and contract logistics
- **UK & Ireland -14m:** Lower result for Belfast, start-up costs for new cold store contract and lower aquaculture volumes



Distribution yield of 9.2% for 2017

- 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 2017, on level with 2016

2018

- Dividend proposed increased 10% to DKK 11.00 per share
- New share buyback of DKK 400m for completion latest 15 August 2018
- Later in H1 2018, Board will reassess capital structure, including further share buybacks, in view of potential investments

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

KEY FOCUS AREAS 2018

2018: key performance drivers

Certain/Likely	Expected	Uncertain	Macro drivers
<ul style="list-style-type: none"> Limited shipping freight capacity expansion Increase in IT/digital costs & investments Alphatrans adds revenue and EBIT Loss of revenue from divested and closed Logistics activities Bunker cost increase in Passenger 	<ul style="list-style-type: none"> Freight shipping volume growth of around 2% Passenger volume on level with 2017 Higher shipping capacity costs Increase in un-accompanied solutions 	<ul style="list-style-type: none"> UK freight and pax market development Channel competitor dynamics Competitive pricing environment MGO/HFO spread 	<ul style="list-style-type: none"> UK GDP growth below EU average Continued growth in most EU economies Norwegian economy, drop in NOK Drop in SEK Changes in oil price Russian trade sanctions assumed unchanged

EBITDA outlook for 2018 of DKK 2,650-2,850m

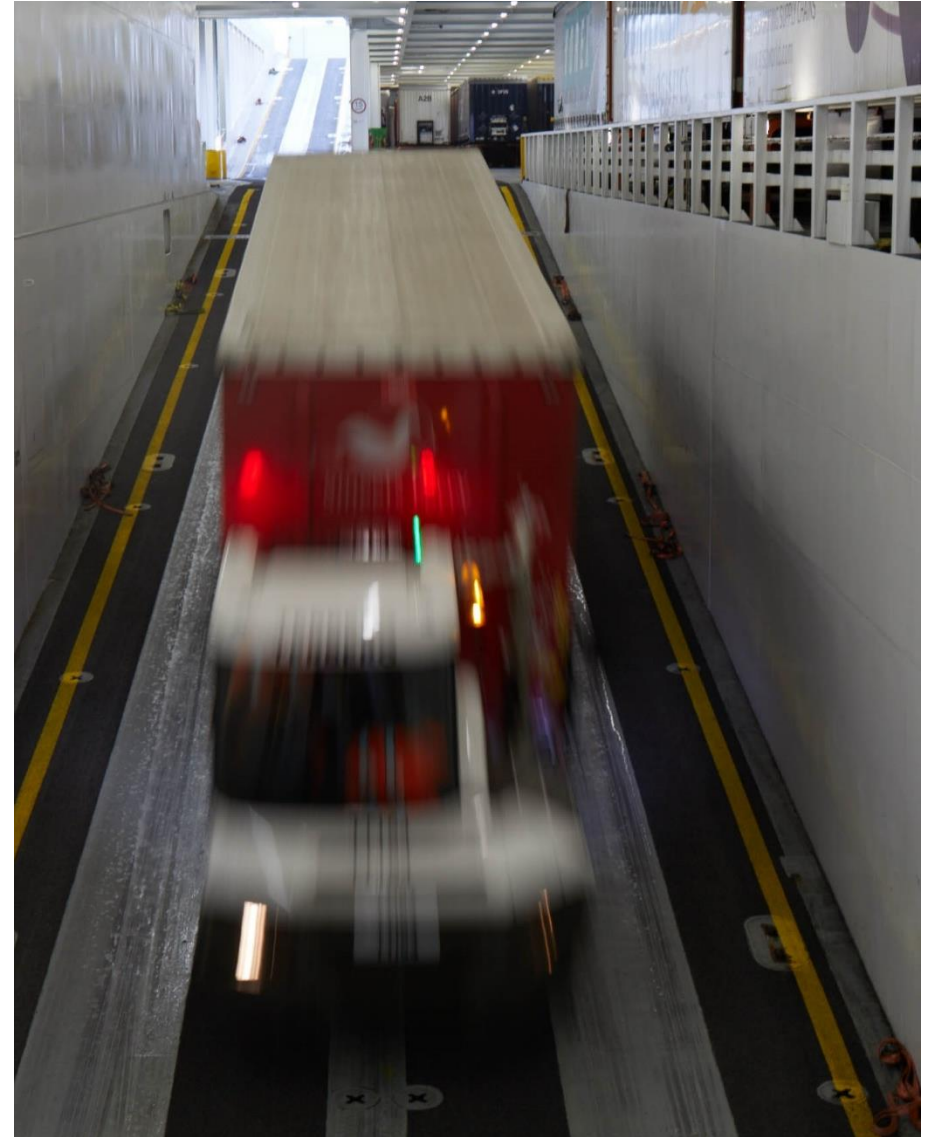
- **European GDP** growth of around 2% expected in 2018
- Growth projections for **UK economy** of around 1%.
- **Revenue growth** outlook of 2% reflects limited shipping capacity growth and flat passenger volumes
- Expected expiry of large logistics contract mid 2018
- Development of **digital and IT** capabilities entail additional operating costs of around DKK 100m. Benefits expected end 2018
- **Investments** forecast at DKK 1.1bn, including DKK 300m newbuildings; DKK 200m ports

OUTLOOK 2018

- Revenue growth of around 2%
- EBITDA range of DKK 2,650-2,850m
 - Shipping Division: DKK 2,475-2,625m
 - Logistics Division: DKK 275-325m
 - Non-allocated items: DKK -100m
- Investments of DKK 1.1bn

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



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



Priorities 2018

- Realise **digital strategy**
- **Customer** satisfaction – growing the topline
- Continue push for **efficiency** improvements
- Improve performance of **Passenger** business unit
- Further improvement of challenged activities in **Logistics**
- Preparing for delivery beginning 2019 of two freight ship (ro-ro) **new buildings**
- Succeed with value-creating **M&A**



Q&A

