

AIMING HIGHER IN 2016

Q4 2015



12 February
2016



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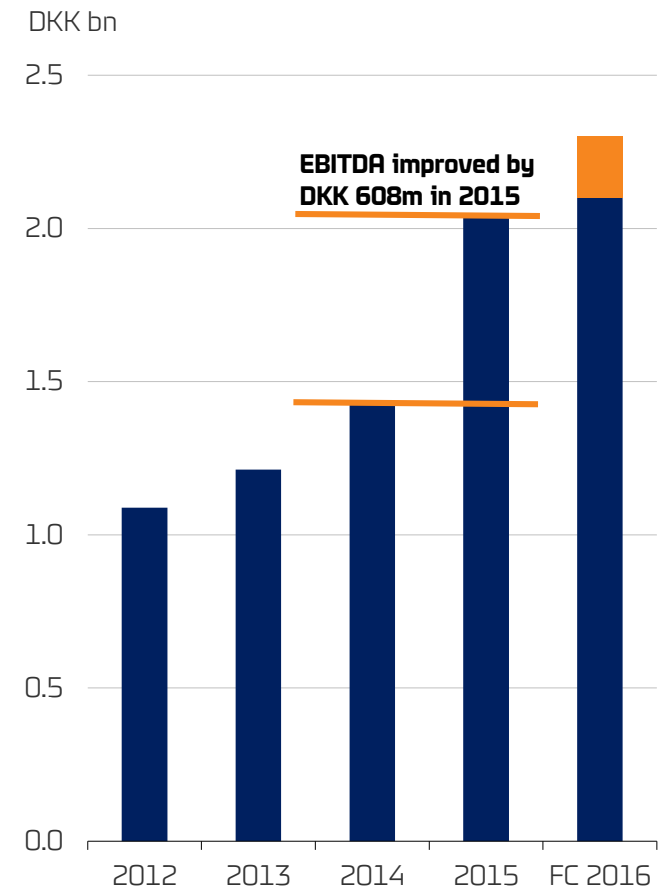
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The statements about the future in this announcement contain an element of risk and uncertainty, both in general and specific terms, and this means that actual developments may diverge considerably from the statements about the future.

Aiming higher from record 2015

- In 2015, **EBITDA was raised by 42% to DKK 2,041m** – the main drivers of the transition to a higher earnings level were:
 - Resolution of overcapacity on **Channel**
 - Improved **passenger mix** and volumes
 - Successful **scrubber** strategy
 - **Freight volume** growth in North Sea and Baltic Sea
 - New, major **logistics** contracts
- Continued **topline** focus and **efficiency** projects underpinned performance
- **Q4 EBITDA** increased by 33% to DKK 418m with continued strong performance in Channel and Baltic Sea
- **DKK 950m distribution** to shareholders planned for 2016
- **EBITDA outlook for 2016 is DKK 2,100-2,300m** (DKK 2,041m)

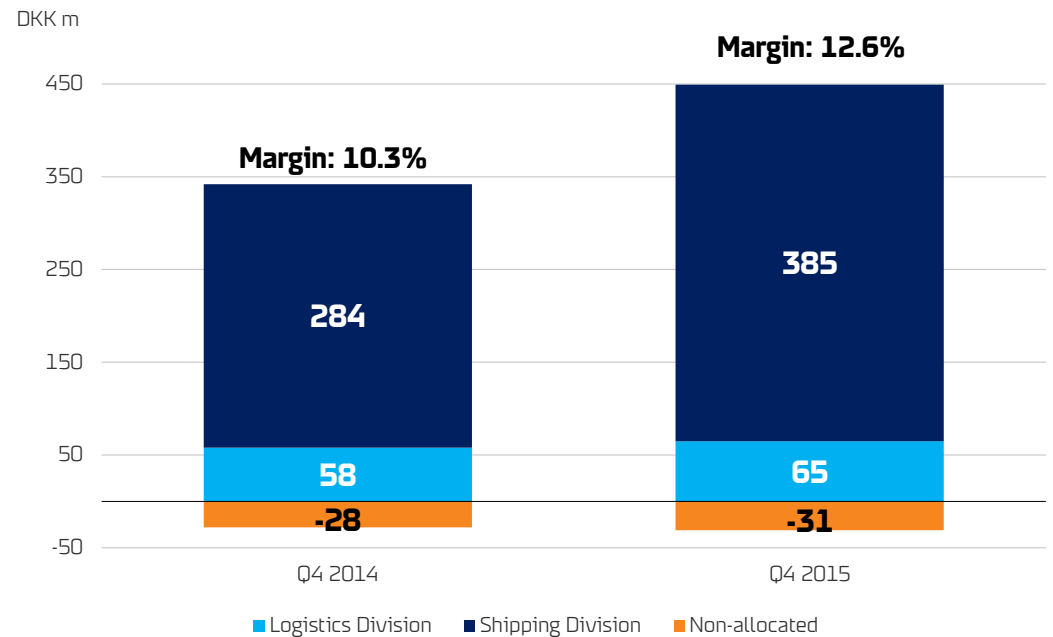
EBITDA before special items



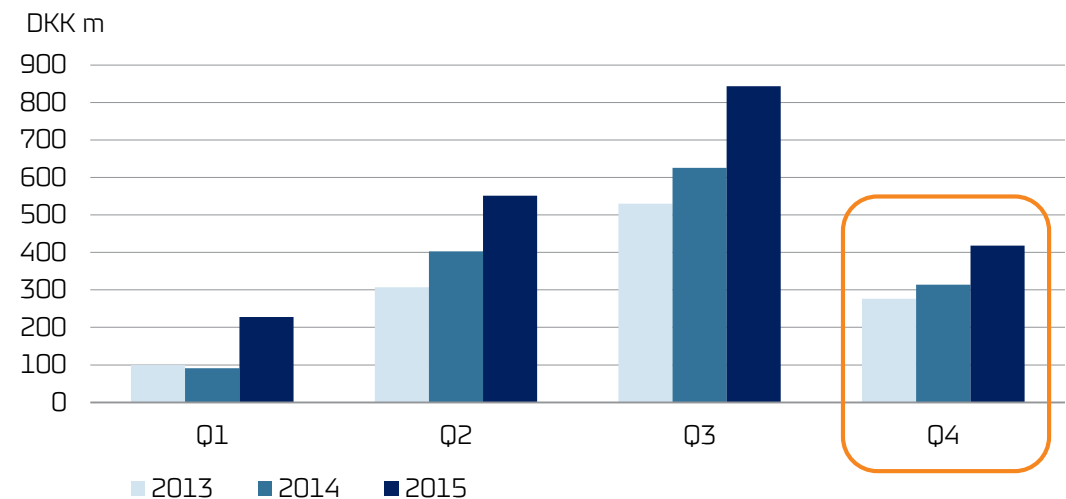
Q4 2015 – EBITDA up by 33% to DKK 418m

- 12% higher freight **shipping volumes** and 11% more passengers
- Earnings increased in 4 of 5 Shipping business units: **Channel and Baltic Sea** strongest performers
- **Passenger** impacted by extra costs in Q4 due to cancellation of departures
- Higher activity levels in most areas in **Nordic and Continent** leading to increased earnings
- Performance improved in temperature-controlled logistics activities in **UK & Ireland**

EBITDA before special items, Q4 2015



EBITDA before special items per quarter



Q4 2015 in numbers

- **Revenue** growth of 10% adjusted for closure of routes in 2014
- **EBITDA** includes a number of one-off operating costs, particularly in the Channel, Passenger and Logistics business units
- Increase in **depreciations** mainly due to scrubber installations and additional depreciation on ship held for sale
- Lower net interest cost and a decrease in bank fees reduced **finance cost**

DKK m ¹	Q4 15	Q4 14	Change vs LY	Change %
REVENUE	3,324	3,059	266	9%
EBITDA BEFORE SI	418	314	104	33%
margin, %	12.6	10.3	2.3	n.a.
P/L associates	0	-5	5	n.a.
Gain/loss asset sales	3	6	-3	-54%
Depreciations	-220	-202	-18	9%
EBIT BEFORE SI	201	113	88	78%
margin, %	6.0	3.7	2.3	n.a.
Special Items	-21	-39	18	n.a.
EBIT	180	74	106	143%
Finance	-23	-38	15	n.a.
PBT BEFORE SI	178	75	103	137%
PBT	157	36	121	337%
EMPLOYEES avg., no.	6,616	6,363	253	4%
INVESTED CAPITAL	8,363	8,633	-270	-3%
ROIC LTM ex. SI, %	13.7	8.0	5.7	n.a.
NIBD	1,773	2,468	-695	-28%
NIBD/EBITDA, times	0.9	1.7	-0.8	n.a.
SOLVENCY, %	52	50	2	n.a.

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

1: Roundings may cause variances in sums

Full-year 2015 in numbers

- Reported **revenue** growth of 5%. 7% growth adjusted for closure of routes and acquisitions in 2014
- Increase in **depreciations** mainly due to full-year impact of freight newbuildings, scrubber installations and acquisitions
- **ROIC** increased to 13.7%
- **Free cash flow** of DKK 1.6bn following positive impact from a reduction in working capital of DKK 199m and investments of DKK 571m
- **Financial leverage** reduced to 0.9x through both lower NIBD and higher EBITDA

DKKm	2015	2014	Change vs LY	Change %
REVENUE	13,474	12,779	695	5%
EBITDA BEFORE SI	2,041	1,433	608	42%
margin, %	15.1	11.2	3.9	n.a.
P/L associates	-12	25	-37	n.a.
Sale of assets	5	9	-4	-46%
Depreciations	-835	-772	-63	8%
EBIT BEFORE SI	1,199	695	504	72%
margin, %	8.9	5.4	3.5	n.a.
Special Items	-36	-70	34	n.a.
EBIT	1,164	626	538	86%
Finance	-121	-124	3	-3%
PBT BEFORE SI	1,078	571	507	89%
PBT	1,043	502	541	108%
Tax	-32	-68	36	-53%
NET PROFIT	1,011	434	577	133%
EMPLOYEES avg., no.	6,616	6,363	253	4%
FREE CASH FLOW	1,637	329	1,308	398%
ROIC ex. SI, %	13.7	8.0	5.7	n.a.
NIBD/EBITDA, times	0.9	1.7	-0.8	n.a.
SOLVENCY, %	52	50	2.0	n.a.

SI: Special items. PBT: Profit before tax

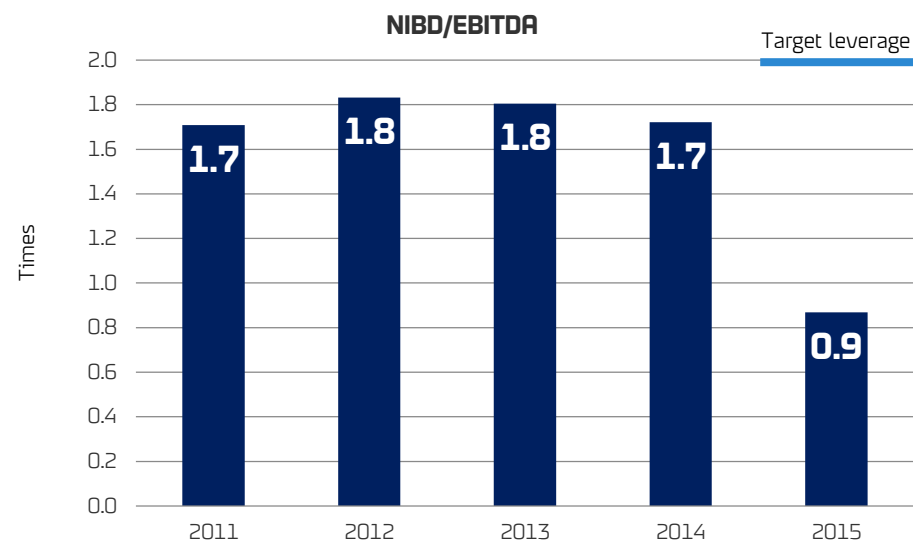
1: Roundings may cause variances in sums

Higher earnings level raises planned distribution to DKK 950m

- NIBD/EBITDA was 0.9x at year-end 2015 vs long-term leverage target of NIBD/EBITDA of 2.0-3.0x
- Board of Directors plan to distribute a total of DKK 950m to shareholders: a dividend of DKK 300m and a share buyback of DKK 650m
- Proposed dividend of DKK 3.00 to be paid in April. DKK 2.00 to be proposed and paid in August
- Share buyback consists of two programmes:
 - DKK 400m with completion 24 February 2016, auction process
 - DKK 250m with completion latest 17 August 2016
- Board of Directors continually review capital structure vs earnings and investments, including strategic acquisitions

DKK m	2016	2015	2014
Planned* dividend per share, DKK	5.0	5.4	2.8
Planned* dividend	297	326	177
Buyback of shares	650	401	295
Distribution to shareholders	947	727	472

*Planned refers only to 2016



EBITDA outlook for 2016 of DKK 2.1-2.3bn

- Economic recovery in Europe expected to continue at moderate pace in 2016
- Freight and passenger volumes are consequently expected to continue to grow in 2016, though at a lower pace than in 2015
- Pricing environment expected to remain competitive
- Revenue increase of around 6% expected, excluding revenue from bunker surcharges
- Capacity expansion through delivery of two Channel ferries and lengthening of a freight ship – total investments of DKK 1.6bn expected, including DKK 900m for Channel ferries
- Delivery of Channel ferries ‘non-cash’ until such time that Eurotunnel may decide to exercise their put option on the ferries

NEW OUTLOOK 2016

- Revenue up by around 6%, excluding revenue from bunker surcharges
- EBITDA of DKK 2.1-2.3bn (DKK 2,04bn)
 - Shipping Division: DKK 1,950-2,125m
 - Logistics Division: DKK 250-275m
 - Non-allocated items: DKK -100m
- Investments of DKK 1.6bn

2016 outlook: major performance drivers

Certain/Likely	Expected	Uncertain	Macro drivers
<ul style="list-style-type: none">• Capacity expansion: Channel, North Sea• Capacity reduction: Baltic Sea• Revenue increase from new logistics contracts	<ul style="list-style-type: none">• Freight shipping volume growth of 8-10%• Passenger volume growth of 6-8%• Competitive pricing environment• Bunker cost savings in Passenger• Logistics earnings boost from new contracts	<ul style="list-style-type: none">• Channel competitor dynamics after deployment of upgraded ferries• Competitor actions• Impact of stock market setback on general economy• Possible impacts from migration and terrorist attacks	<ul style="list-style-type: none">• UK economy – slowdown?• Brexit referendum• Swedish economy – pick up?• Norwegian economy – slowdown?• Russian market demand set to remain ‘zero’• Changes in oil price and exchange rates

Strategy, goals and priorities

- **People:** succession planning, talent programme, transformation office
- **The DFDS Way:** further development of operating model
- **Tonnage:** strategy development and renewal decisions
- **Digital:** business model development and implementation of next initiatives
- **Market coverage:** gain synergies from expansion of route network and logistics activities through acquisitions
- **Financial performance:** continue from new higher level

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% across business cycle

Customer driven

Continuous improvement

Best practice

Leveraging scale

Performance culture

AIMING HIGHER IN 2016

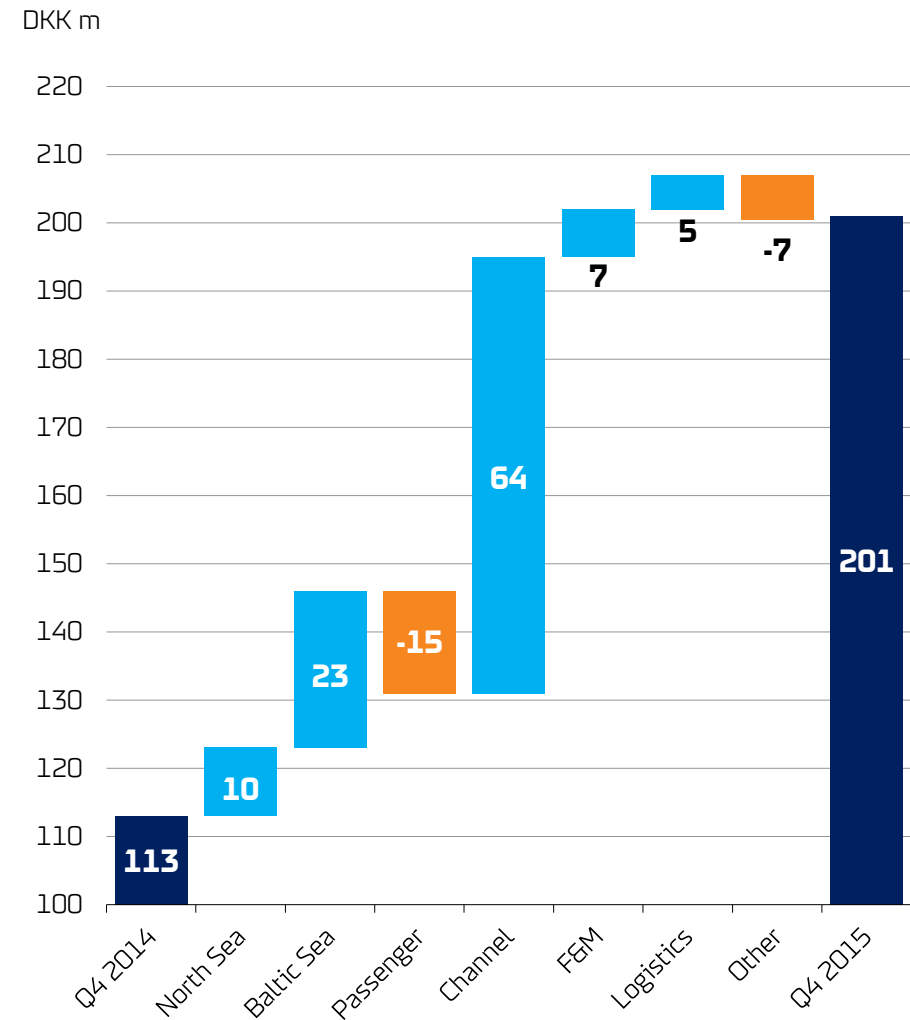
Q&A



Appendix: EBIT per BU Q4 2015

- **North Sea:** 8.9%* higher freight volumes. Continued high UK-Continent market growth.
- **Baltic Sea:** 4.4% higher freight volumes. Russian route end of Q3 converted to a slot charter
- **Passenger:** Copenhagen-Oslo negatively impacted by cancellation of departures in Christmas high season due to bad weather
- **Channel:** 16.4% higher freight volumes, 16.6% more passengers. Volumes boosted by closure of competing ferry route and two-ship operation on Dover-Calais
- **Logistics Division:** Higher result in **Nordic** and **Continent** due to higher volumes. **UK & Ireland** improved earnings of the temperature-controlled activities, offset by losses related to rail

DFDS Group EBIT development Q4 2015



Appendix: EBIT per BU 2015

- **North Sea:** 10%+ higher freight volumes driven by UK-Continent market growth and capacity realigned to support growth
- **Baltic Sea:** 4%+ higher freight volumes as growth picked up in H2. Very low Russian volumes
- **Passenger:** 4%+ more passengers. Improved mix of passengers increased unit revenue
- **Channel:** 4% higher freight volumes, 7% more passengers. H1 impacted by reduced capacity on Dover-Calais. H2 boosted by closure of competing ferry route and two-ship operation on Dover-Calais
- **Logistics Division:** Higher result for most **Nordic** activities offset by contract start-up costs. High activity levels as well as higher margins improved **Continent's** result. **UK & Ireland** improved earnings of the temperature-controlled activities, though offset by losses related to rail activities and lower results in Belfast and Dublin

DFDS Group EBIT development 2015

