FIRST QUARTER ON TRACK

DFDS GROUP
Q1 2019

9 May 2019

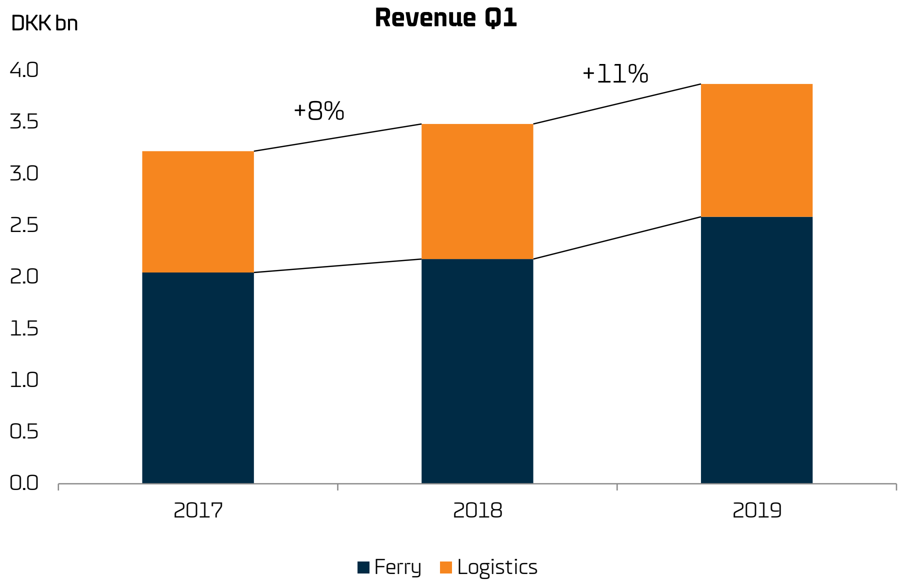
Contents

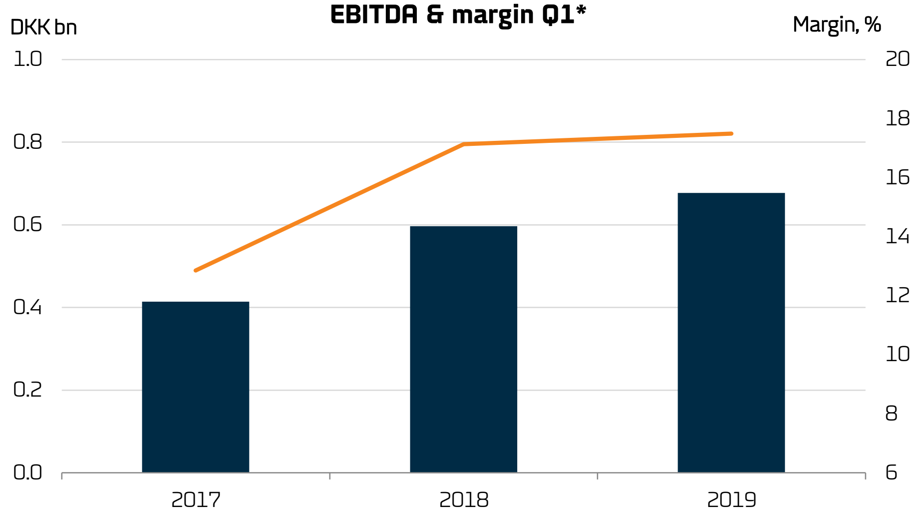
The statements about the future in this announcement contain risks and uncertainties.
This entails that actual developments may diverge significantly from statements about the future.

All figures in this presentation are reported according to IFRS 16. 2018 figures are pro forma and unaudited.

Growth driven by continued network expansion

- **Q1** revenue up 11% to DKK 3.9bn; EBITDA up 13% to DKK 677m
- **North Sea** achieved strong result
- **Fast ramp-up** in Mediterranean delivers growth but at reduced margins
- **Negative one-off** impacts from Easter on passengers and additional vessel costs in Baltic
- **Unchanged earnings outlook:** EBITDA of DKK 3.8-4.0bn (2018: DKK 3.6bn)





*2017 not reported according to IFRS 16

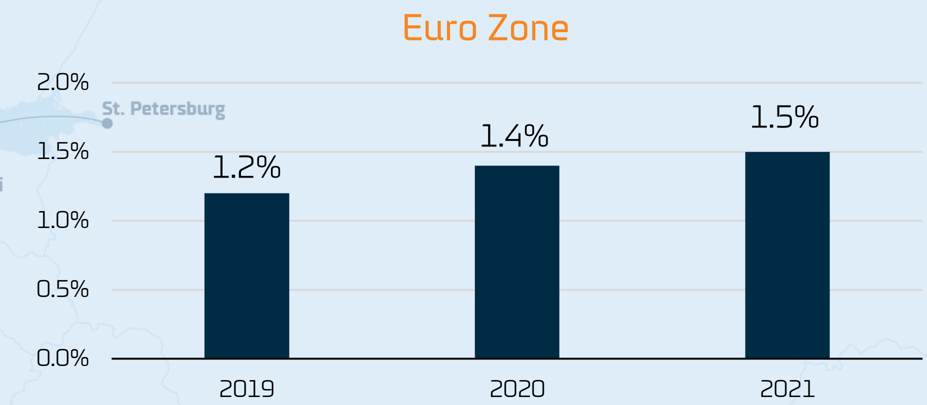
Market growth prospects 2019

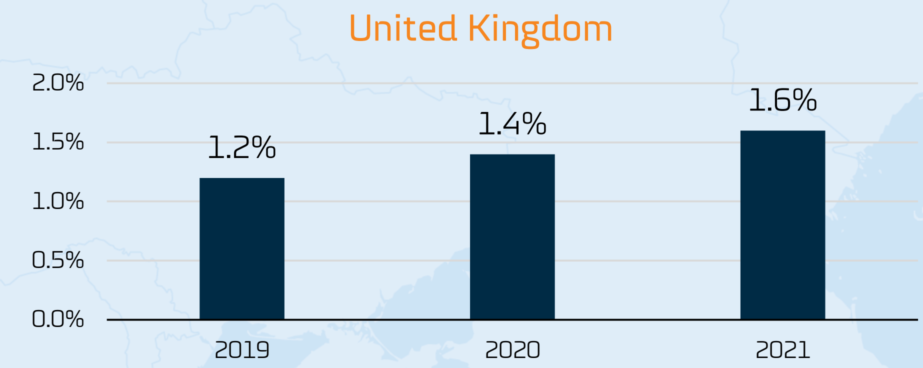
- **Visibility** on Europe's growth still dampened by Brexit

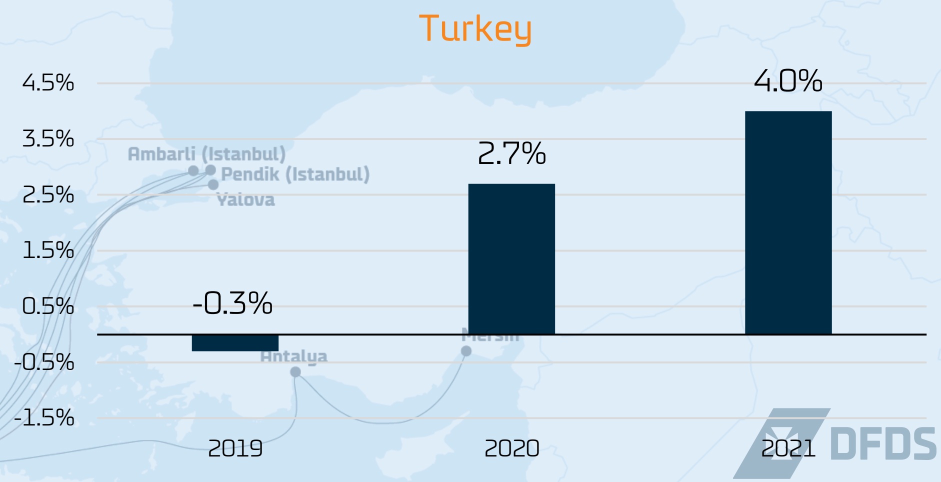
- **Brexit** postponed until end October

- Continued positive low growth outlook for **Europe** even though consensus growth estimates have softened

- Currently headwind for **Turkey**-Europe trading, particularly for Turkish imports







Source: Thomson Reuters

5 key DFDS performance drivers 2019 on track

1. Growth from **Mediterranean** expansion: Full-year UNRR integration impact and expanded cooperation with Ekol Logistics

New route: Gothenburg-Zeebrugge

Ekol agreement signed. Turkish recession & political unrest putting pressure on forecast

2. Well prepared for **Brexit.** DfT

Benefit from UK stockpiling. DfT agreement terminated 1 May

3. Route network strengthened by three new **freight ferries**

Deliveries and operation progressing as planned

4. **Digital** go to market products

First bookings received

5. Improvement and efficiency **projects** expected to support earnings with DKK 100m

Projects on track

Network expansion increases EBITDA and capital costs

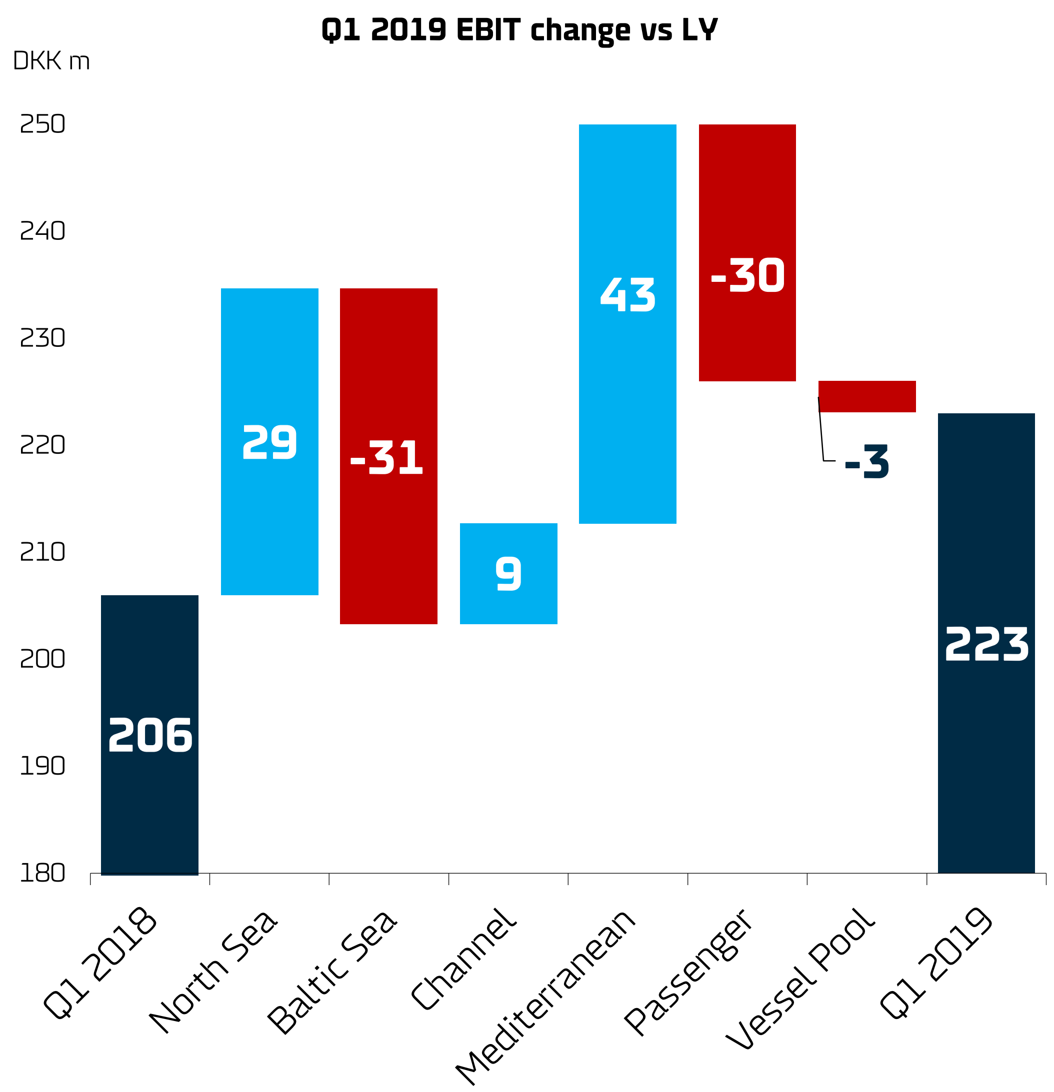
- **Revenue** growth of 11% driven by Mediterranean.
- **Cost** increase from Mediterranean ramp-up, additional dockings and development of IT/Digital capabilities
- **EBITDA** increase driven mostly by Mediterranean FY impact
- **Depreciations** up DKK 72m mainly due to Mediterranean FY impact
- **EBIT** before SI up 2% to DKK 234m
- **Finance** cost increased DKK 50m mainly related to Mediterranean

DKK m	**Q1 19**	**Q1 18**	**Change vs LY**	**Change %**
REVENUE	3,870	3,485	385	11%
EBITDA BEFORE SI	**677**	**597**	**80**	**13%**
margin, %	17.5	17.1	0.4	n.a.
P/L associates	2	3	-2	n.a.
Gain/loss asset sales	1	2	-2	n.a.
Depreciations	-446	-374	-72	-19%
EBIT BEFORE SI	**234**	**229**	**5**	**2%**
margin, %	6.0	6.6	-0.5	n.a.
Special items	-15	-27	12	n.a.
EBIT	219	202	16	8%
Finance	-75	-25	-50	-200%
PBT BEFORE SI	**159**	**204**	**-45**	**-22%**
PBT	**144**	**177**	**-34**	**-19%**
EMPLOYEES avg., no.	8,222	7,317	905	12%
INVESTED CAPITAL	21,159	11,549	9,610	83%
ROIC LTM ex. SI, %	**10.5**	**15.8**	**-5.3**	**n.a.**
NIBD	11,979	5,199	6,780	130%
NIBD/EBITDA, times	**3.3**	**1.6**	**1.7**	**n.a.**
SOLVENCY, %	35	40	-5	n.a.

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

Ferry Division – EBIT up 8% to DKK 223m

- **North Sea +29m:** UK route capacity increased to accomodate stockpiling. Lower volumes Sweden-Belgium
- **Baltic Sea -31m:** One-off tonnage /bunker costs to maintain capacity during dockings and deferred maintenance. Improved performance on Paldiski routes
- **Channel +9m:** Increased freight contribution. Lower passenger result, partly due to Easter
- **Mediterranean +43m:** FY positive impact
- **Passenger -30m:** Negative Easter impact and increased tonnage cost



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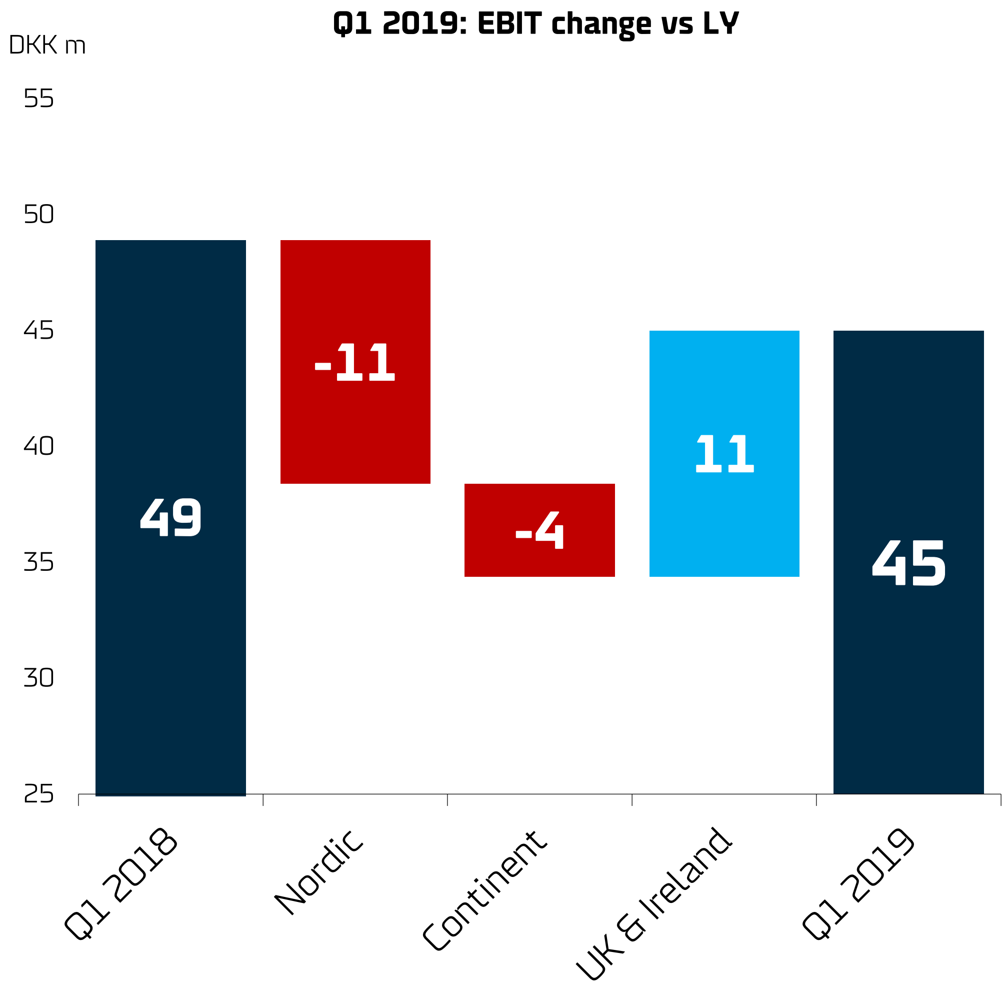
Logistics Division – EBIT down 8% to DKK 45m

- **Nordic -11m:** Lower activity due to peak volumes for large logistics contract in Q1 2018. Some start-up costs for new sideport contract

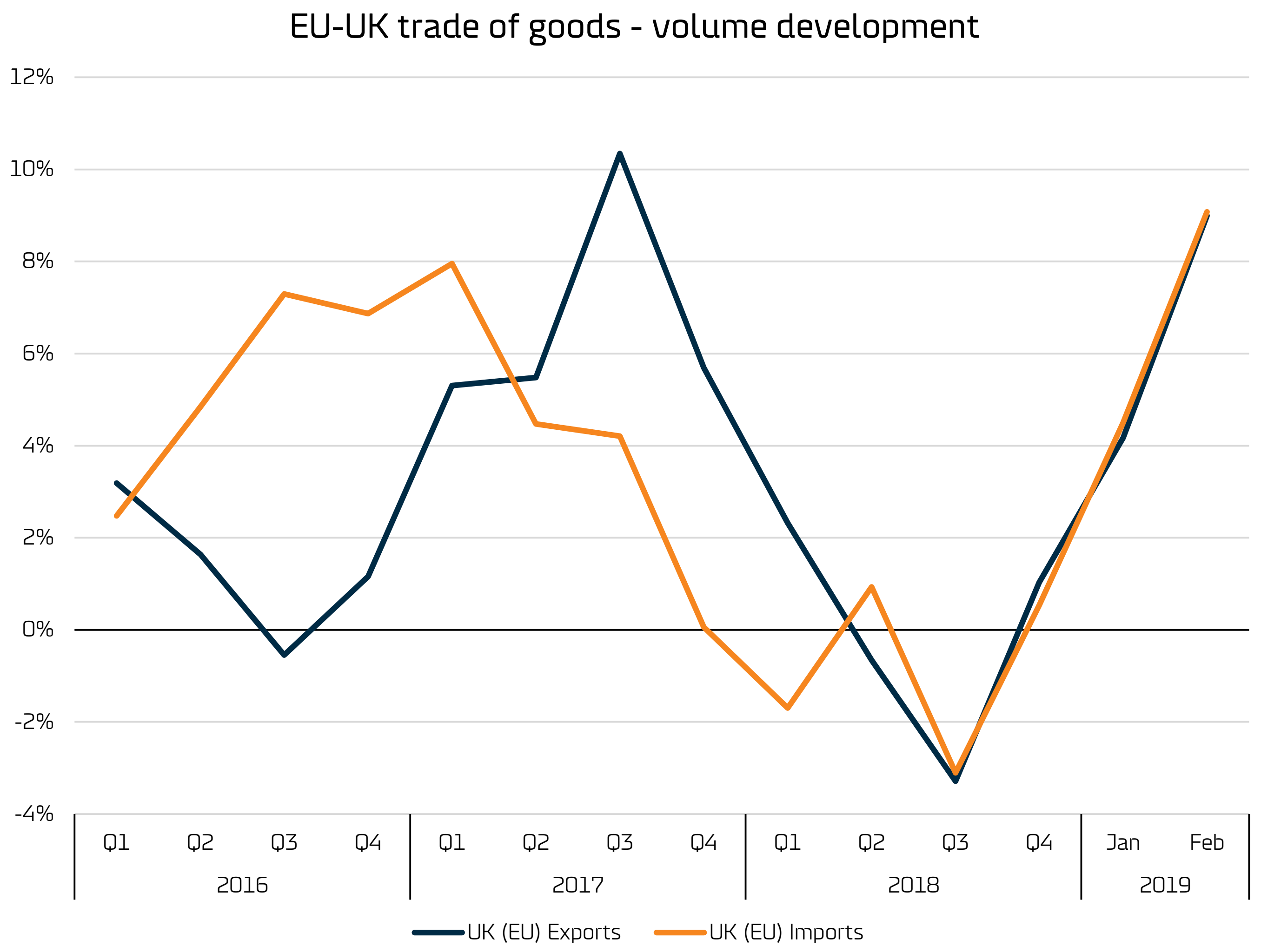
- **Continent -4m:** Also lower activity due to jointly operated contract with Nordic. Some positive impact from UK stockpiling

- **UK & Ireland +11m:** Improved performance in all areas. Successful start-up of new large cold chain contract



North Sea benefited from UK stockpiling

- North Sea Q1 volumes up 1.4%...
- ...and 6.2% adjusted for Gothenburg-Ghent where large contract peaked volumes in Q1 2018
- DfT contract began 29 March. Termination on 1 May by DfT

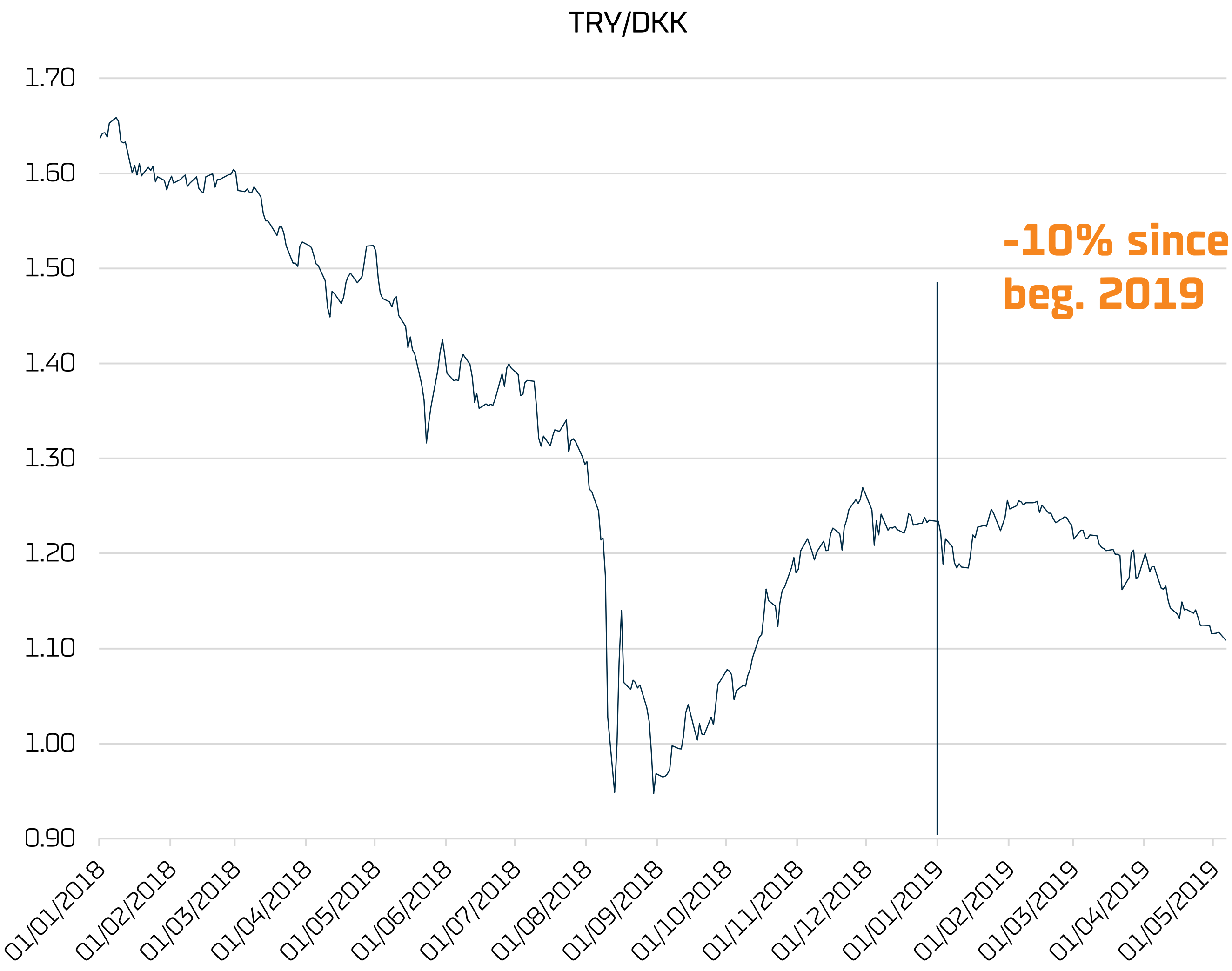


Stora Enso agreement & new route Sweden-Belgium

- **5-year agreement** to carry 700,000 tons of paper and board products between Gothenburg and Zeebrugge
- DFDS opens **new route**
- **Three** freight ferries to be deployed on route
- **Purchase** of two ferries from 3rd party owner for DKK 270m
- One ferry to **transfer** from Gothenburg-Ghent which aligns capacity better to demand
- **Route operation** expected to start mid June. Revenue in exceess of DKK 300m in 2020

TRY recently weakened – receivable risk resolved

- **New invoicing model** introduced per beginning 2019
- Incentives offered for payment in euros, cash or early payment
- **More than 90%** of customers now paying in euros or cash



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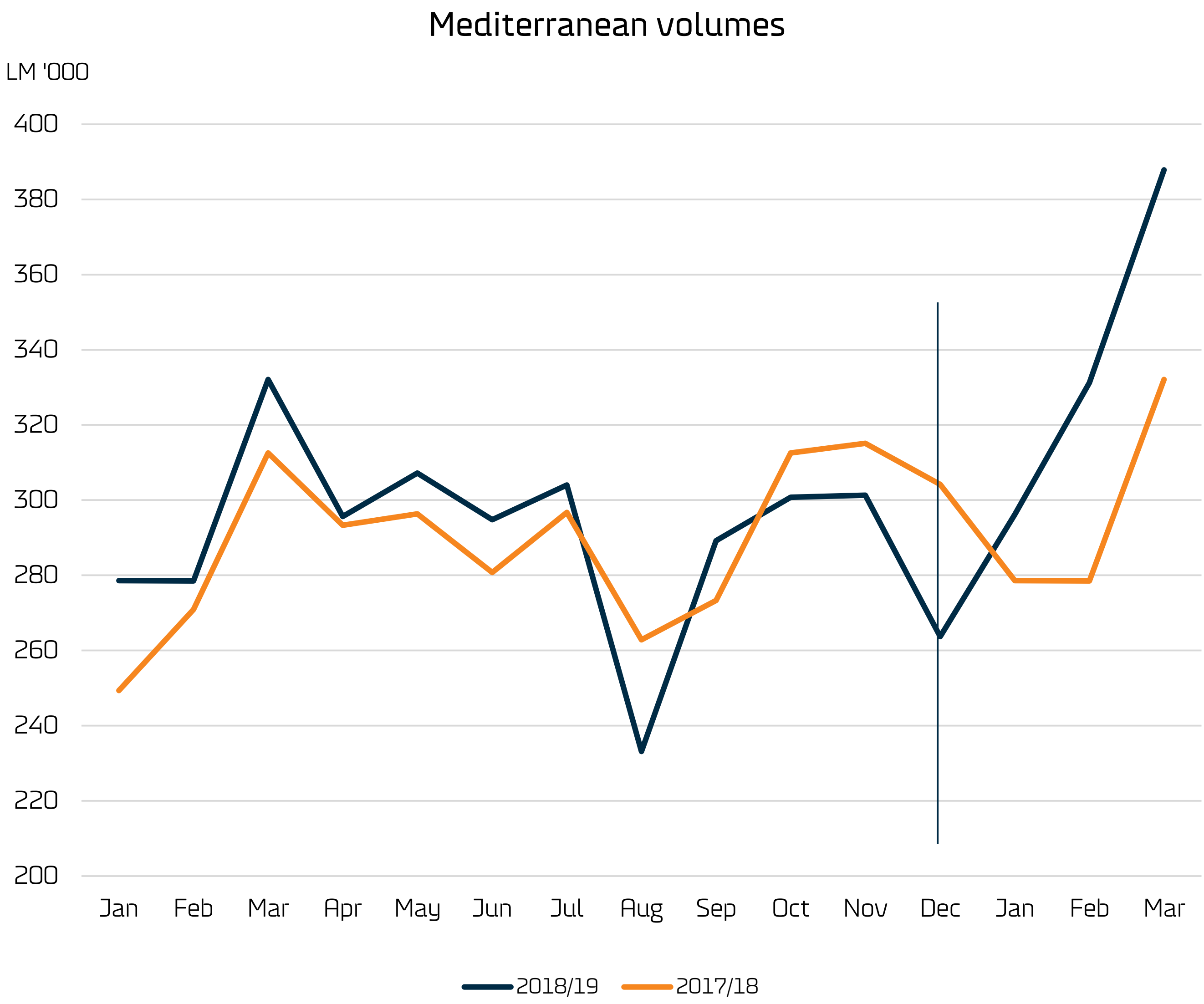
Mediterranean volumes boosted by Ekol agreement

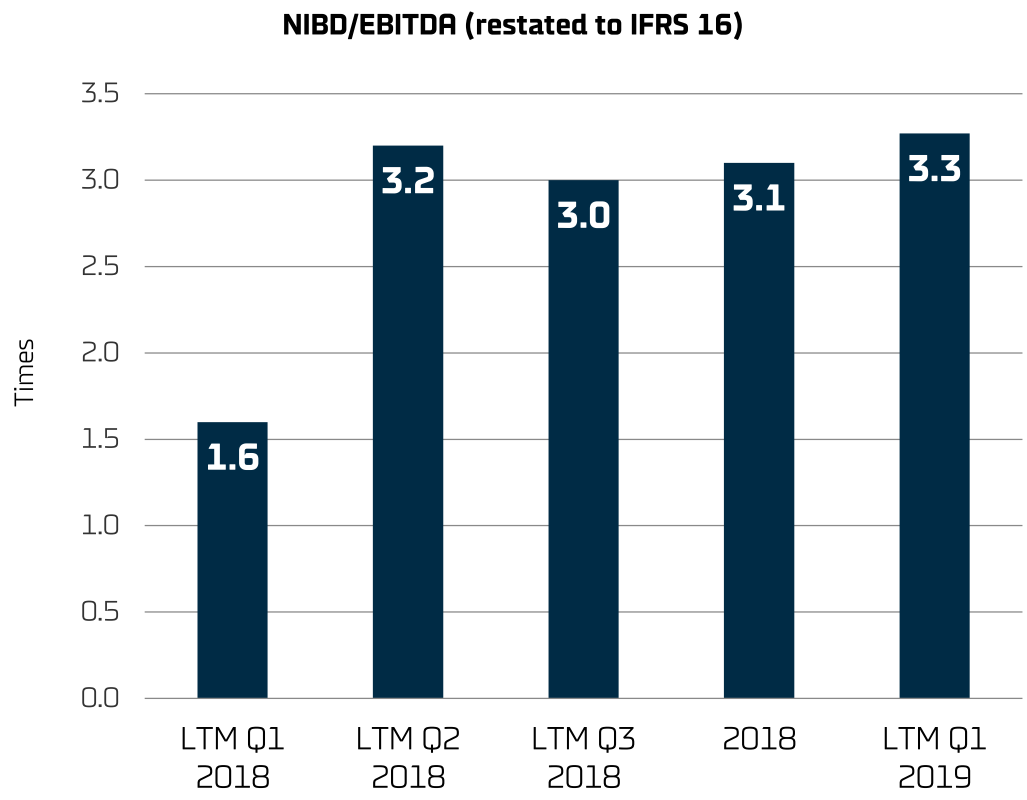
- Q1* volumes up 14.2%
- Istanbul-Trieste volume growth of 30% in Q1. Ekol added and recurring volumes stable
- Greater impact on Istanbul-Toulon and Mersin-Trieste by downturn
- Drewry volume growth for target markets, Dec-Feb:
  - Exports +2.5%
  - Imports -13.8%



*DFDS acquired UNRR with effect from 7 June 2018

Capital structure

- **Dividend** of DKK 4.00 per share paid in March
- **NIBD/EBITDA**-multiple was 3.3x end of Q1 2019
- Leverage expected to decrease to around 2.8x end 2019, including investment in two freight ferries for new route between Sweden and Belgium



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Priorities going into 2019 – unchanged earnings outlook

- **Adapting** to market changes:
  - Continue Brexit preparation
  - Optimise capacity utilization in Mediterranean
- Opening of **new route**, Gothenburg-Zeebrugge
- Delivering on our 5 DFDS **performance** drivers
- **Topline growth**
- Pursue value-creating **M&A**

OUTLOOK 2019

- Revenue growth of 10-12%
- EBITDA range of DKK 3,800-4,000m (2018: restated DKK 3,589m)
  - Ferry Division: DKK 3,425-3,600m (2018: DKK 3,179m)
  - Logistics Division: DKK 425-450m (2018: DKK 431m)
  - Non-allocated items: DKK -50m (2018: DKK -21m)
- Investments of DKK 2.8bn

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Q&A