STRONG
Q1 GROWTH

DFDS GROUP
Q1 2018

9 May 2018
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 start to year - Q1 ahead of last year

- **Organic revenue growth** of 9%, a highlight of Q1

- **Easter** timing difference estimated to have a net positive impact, although some offset from very cold weather in March

- **Primula ferry collision** effects entailed a one-off cost of DKK 15m on EBITDA-level

- **Q1 EBITDA up 10% to DKK 453m**

- **Ferry routes** overall ahead of 2017 with Channel as a key driver

- **Logistics’** performance very strong in Q1 driven by several large logistics contracts and continued growth

- **Revenue growth outlook** raised to 4% from 2%, excluding U.N. Ro-Ro
Q1 2018 numbers: Topline growth drives improved earnings

- **8.8% organic revenue growth**, adjusted*. Reported revenue up 8.2%

- **EBITDA** increased 10% to DKK 453m

- **Depreciation** increase of DKK 7m mainly due to Special Cargo acquisition and higher IT/digital depreciations

- **Special items** include costs for restructuring of Italian logistics activities and corporate functions

- **Profit before tax** up 18% to DKK 204m before special items

- **ROIC** improved to 19.3% from 17.6% in Q1 2017 before special items

<table>
<thead>
<tr>
<th></th>
<th>DKK m</th>
<th>Q1 18</th>
<th>Q1 17</th>
<th>Change vs LY</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE</td>
<td>3,485</td>
<td>3,220</td>
<td>265</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>EBITDA BEFORE SI</td>
<td>453</td>
<td>414</td>
<td>39</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td><strong>margin, %</strong></td>
<td>13.0</td>
<td>12.9</td>
<td>0.2</td>
<td>n.a.</td>
<td></td>
</tr>
<tr>
<td>P/L associates</td>
<td>3</td>
<td>6</td>
<td>-3</td>
<td>n.a.</td>
<td></td>
</tr>
<tr>
<td>Gain/loss asset sales</td>
<td>2</td>
<td>4</td>
<td>-2</td>
<td>n.a.</td>
<td></td>
</tr>
<tr>
<td>Depreciations</td>
<td>-243</td>
<td>-236</td>
<td>-7</td>
<td>-3%</td>
<td></td>
</tr>
<tr>
<td>EBIT BEFORE SI</td>
<td>216</td>
<td>189</td>
<td>27</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td><strong>margin, %</strong></td>
<td>6.2</td>
<td>5.9</td>
<td>0.3</td>
<td>n.a.</td>
<td></td>
</tr>
<tr>
<td>Special items</td>
<td>-27</td>
<td>-6</td>
<td>-21</td>
<td>n.a.</td>
<td></td>
</tr>
<tr>
<td>EBIT</td>
<td>189</td>
<td>183</td>
<td>6</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>-12</td>
<td>-16</td>
<td>4</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>PBT BEFORE SI</td>
<td>204</td>
<td>173</td>
<td>31</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>PBT</td>
<td>178</td>
<td>167</td>
<td>11</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>EMPLOYEES avg., no.</td>
<td>7,317</td>
<td>7,015</td>
<td>302</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>INVESTED CAPITAL</td>
<td>9,165</td>
<td>9,180</td>
<td>-15</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>ROIC LTM ex. SI, %</td>
<td><strong>19.3</strong></td>
<td><strong>17.6</strong></td>
<td><strong>1.7</strong></td>
<td>n.a.</td>
<td></td>
</tr>
<tr>
<td>NIBD</td>
<td>2,630</td>
<td>3,007</td>
<td>-377</td>
<td>-13%</td>
<td></td>
</tr>
<tr>
<td>NIBD/EBITDA, times</td>
<td>1.0</td>
<td>1.2</td>
<td>-0.2</td>
<td>n.a.</td>
<td></td>
</tr>
<tr>
<td>SOLVENCY, %</td>
<td>49</td>
<td>47</td>
<td>1</td>
<td>n.a.</td>
<td></td>
</tr>
</tbody>
</table>

* For currency, an acquisition, divested Belfast reefer activity and excluding revenue from bunker surcharges

SI: Special items. PBT: Profit before tax. NIBD: Net interest-bearing debt.
Channel and Logistics key Q1 EBIT improvement drivers

- **North Sea +4m**: Result includes a DKK 15m one-off cost for effects of Primula ferry collision and, in addition, a negative Easter impact.

- **Channel +19m**: Positive impact from Easter. Freight volumes boosted by reduced competitor capacity during Q1.

- **Passenger -21m**: Result reduced by extra costs for bunker, maintenance and yield management project.

- **France & Med +11m**: Positive Easter impact and cost savings.

- **Nordic +17m**: Strong result from additional contract logistics activities.

- **Continent +10m**: Strong UK-Continent trading and contract logistics activities plus addition of Special Cargo.
Capital structure aligned with target leverage

- **U.N. Ro-Ro enterprise value of EUR 950m**

- Planned dividend for August suspended and share buyback cancelled

- Board will in **February 2019** review capital structure and capital distribution

- **Share issue** of DKK 1.0bn planned subsequent to EGM decision 14 May 2018. Lauritzen Foundation to participate pro rata with around DKK 400m

- **NIBD/EBITDA multiple** expected to be 2.5 on pro forma basis upon completion expected June 2018
## 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, closing expected June 2018
  - Currently planning for integration
  - Integration to start immediately after closing
- Financial flexibility maintained to pursue further opportunities

### Growth from ferry new building orders
- 4 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
- Further options available

### 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
EBITDA outlook for 2018 of DKK 3,000-3,200m

• **European GDP** growth still expected to be around 2% in 2018

• Growth projections for **UK economy** of around 1.5%

• **Revenue growth** outlook raised to 4% excl. U.N. Ro-Ro and to 10% incl. U.N. Ro-Ro

• **EBITDA range** of DKK 2,650-2,850m excl. U.N. Ro-Ro changed to DKK 3,000-3,200m incl. U.N. Ro-Ro

• Development of **digital and IT** capabilities progressing as planned

• **Investments** forecast at DKK 5.2bn incl. U.N. Ro-Ro’s equity value of DKK 3.7bn and lengthening of two U.N. Ro-Ro freight ferries

### OUTLOOK 2018 – including U.N. Ro-Ro

• 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 5.2bn
Priorities 2018

• Integrate 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

• Pursue new logistics contracts

• Preparing for delivery beginning 2019 of two freight new buildings (ro-ro)

• Succeed with value-creating M&A