

IBS CONGRESS

DFDS on course for expansion in the Mediterranean region

17-18 October 2019



Agenda

DFDS introduction

Expansion in the Mediterranean

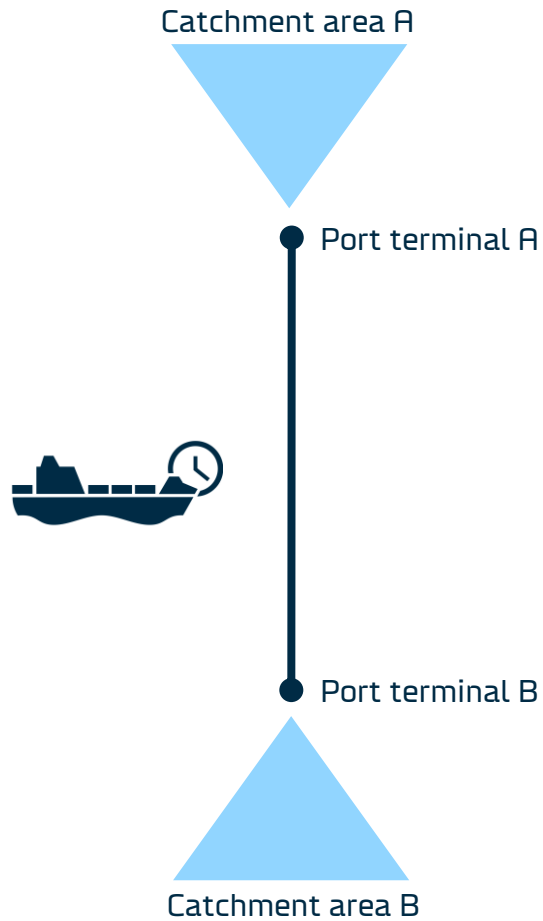
DFDS' ferry and logistics network

- EUR 2.1bn revenue
- EUR 482m EBITDA
- 8,000+ employees
- 23 ferry routes – incl. 9 passenger routes
- 8 port terminals
- 35 logistics locations

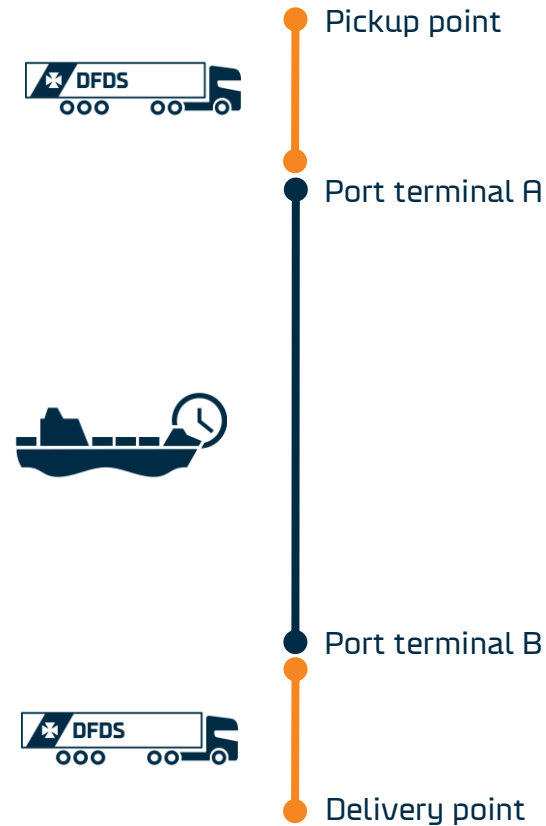


DFDS' business model builds on 3 core activities

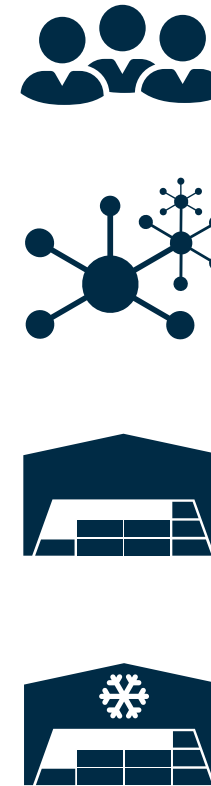
Ferry routes



Door-door solutions



Contract logistics

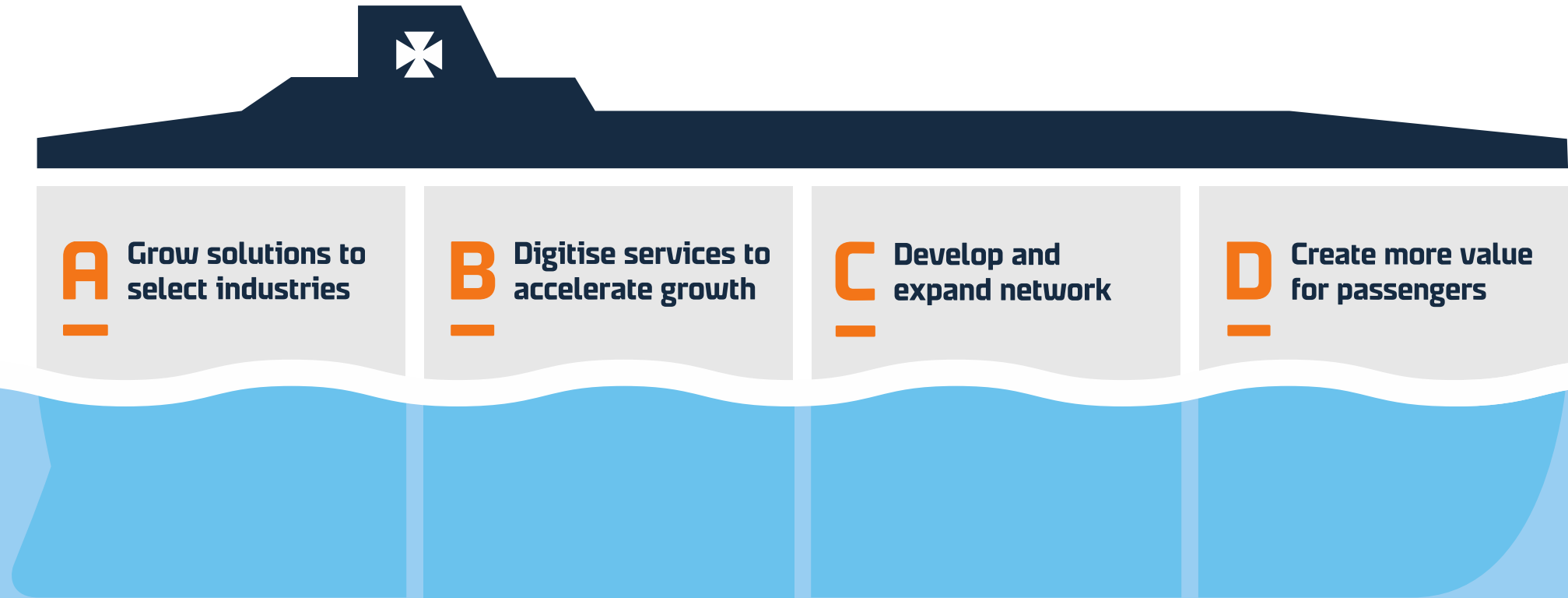


WIN23 – NEW AMBITIONS FOR NEXT FIVE YEARS

- **Strong** platform to grow from
- Great **opportunities** to leverage our people, skills, assets and technologies
- Financial ambition of an EBITDA of around **EUR 740m in 2023**
- **Uncertainty** related to financial ambition estimated at around 10%



WIN23 strategy - 4 strategic pillars to drive growth next 5 years



Agenda

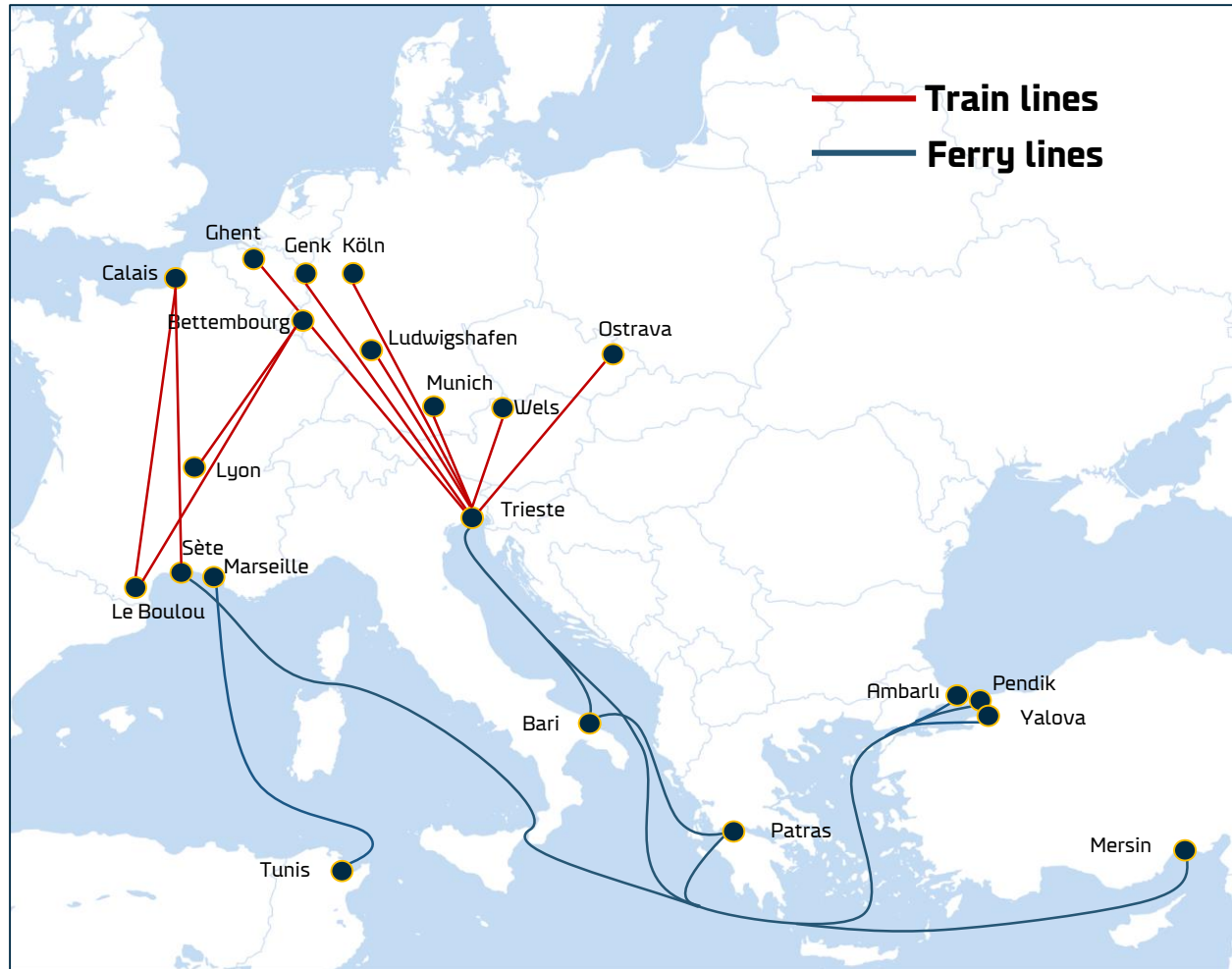
DFDS introduction

Expansion in the Mediterranean

Strong Mediterranean ferry route network and port infrastructure



DFDS Mediterranean Activities



Key numbers

 Ferry lines

10 ferry lines

 Train lines

11 train lines

 Terminals

10 terminals

 Vessels

15 vessels

 Employees

750 employees

2018  Volumes

3.5m lane meters

3 key development initiatives: Merge with DFDS network, increase cargo flow and expand route network



A

Merge with DFDS networks
and gain further scale



B

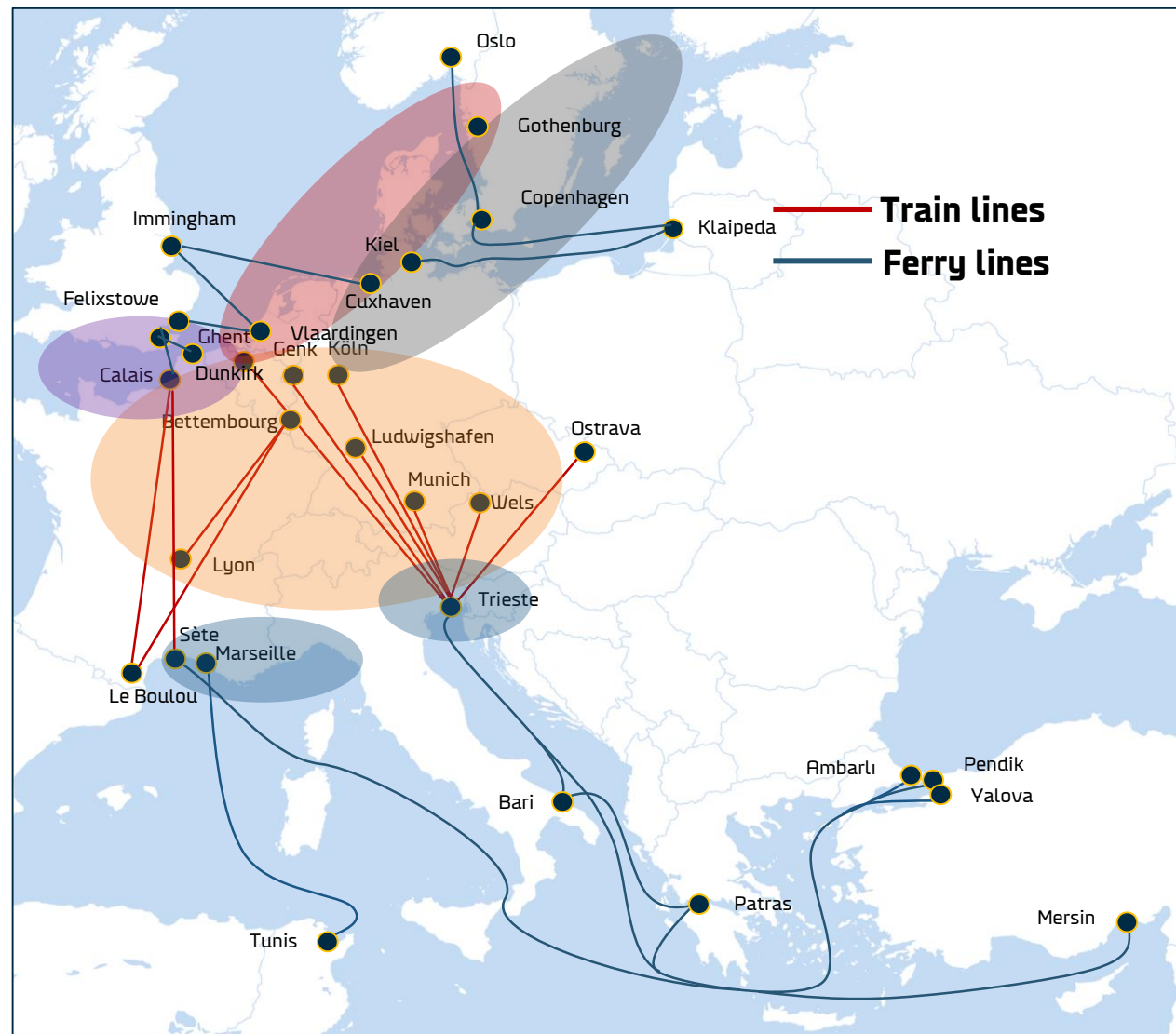
Increase flow of business by
upgrading infrastructure



C

Expand network through four
geographical target areas

Commercial and operational merger with DFDS networks to gain scale



**Cross-selling
GNE-GOT**

- Cross selling on Ghent – Gothenburg route

**Cross-selling
Channel**

- Cross selling on Channel routes (Turkish customers)

**Intermodal
connections**

- Intermodal connections from Trieste, Sète, and Le Boulou to the rest of Europe

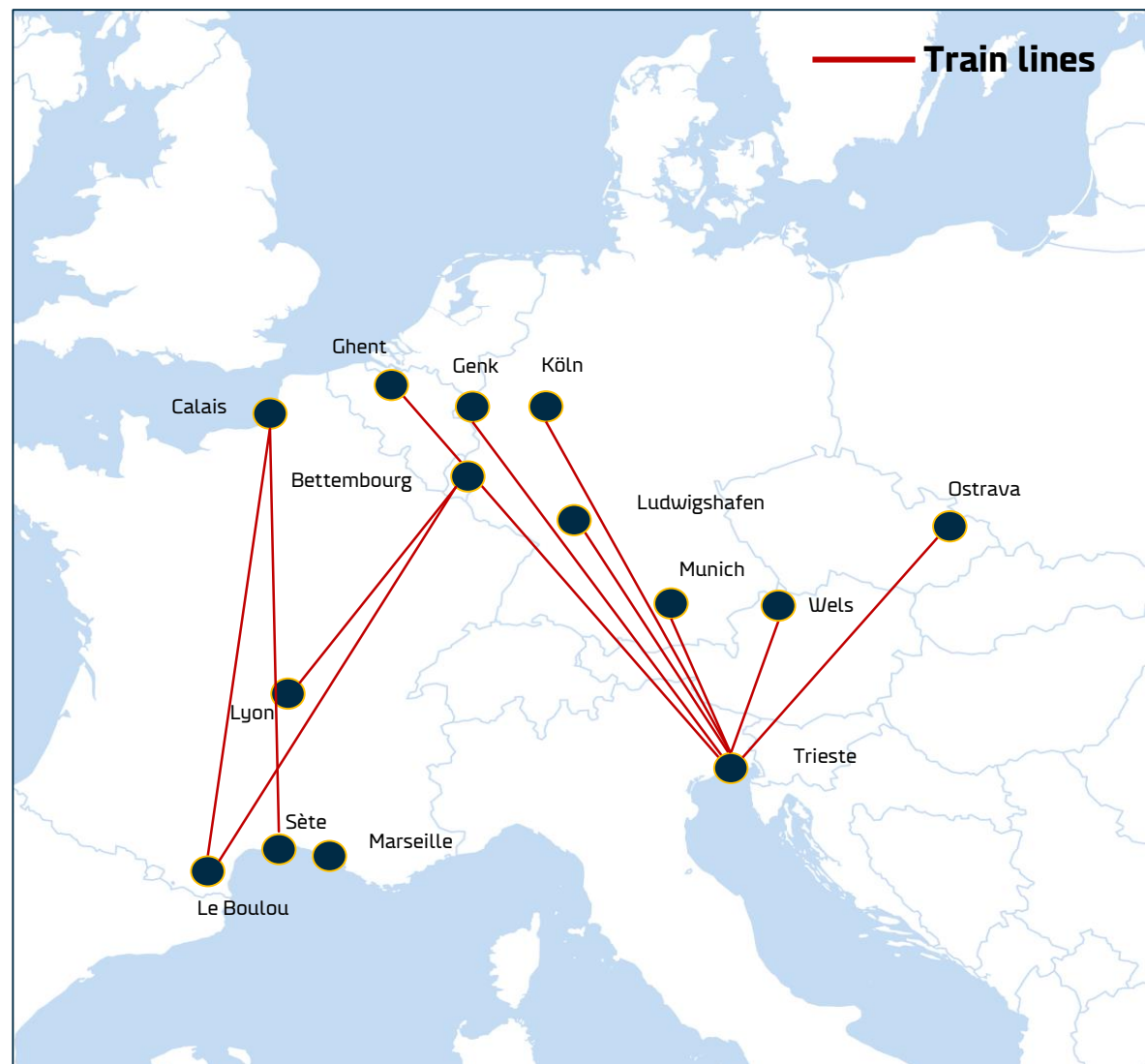
**Further
connections**

- Further connections to provide passage to DFDS routes e.g. in Baltics

**Agency and
port set up**

- Agencies and terminals in both France and Italy can potentially be consolidated

We are expanding intermodal network



Taking over intermodal lines operated by single customers

Opening new intermodal connections from hubs connecting networks

Strategic partnership with local railway companies



Expansion of Mediterranean network in four target regions

1

Aegean and Eastern Mediterranean



2

Black Sea



3

Western Mediterranean and North Africa



4

Eastern Mediterranean and Middle East

