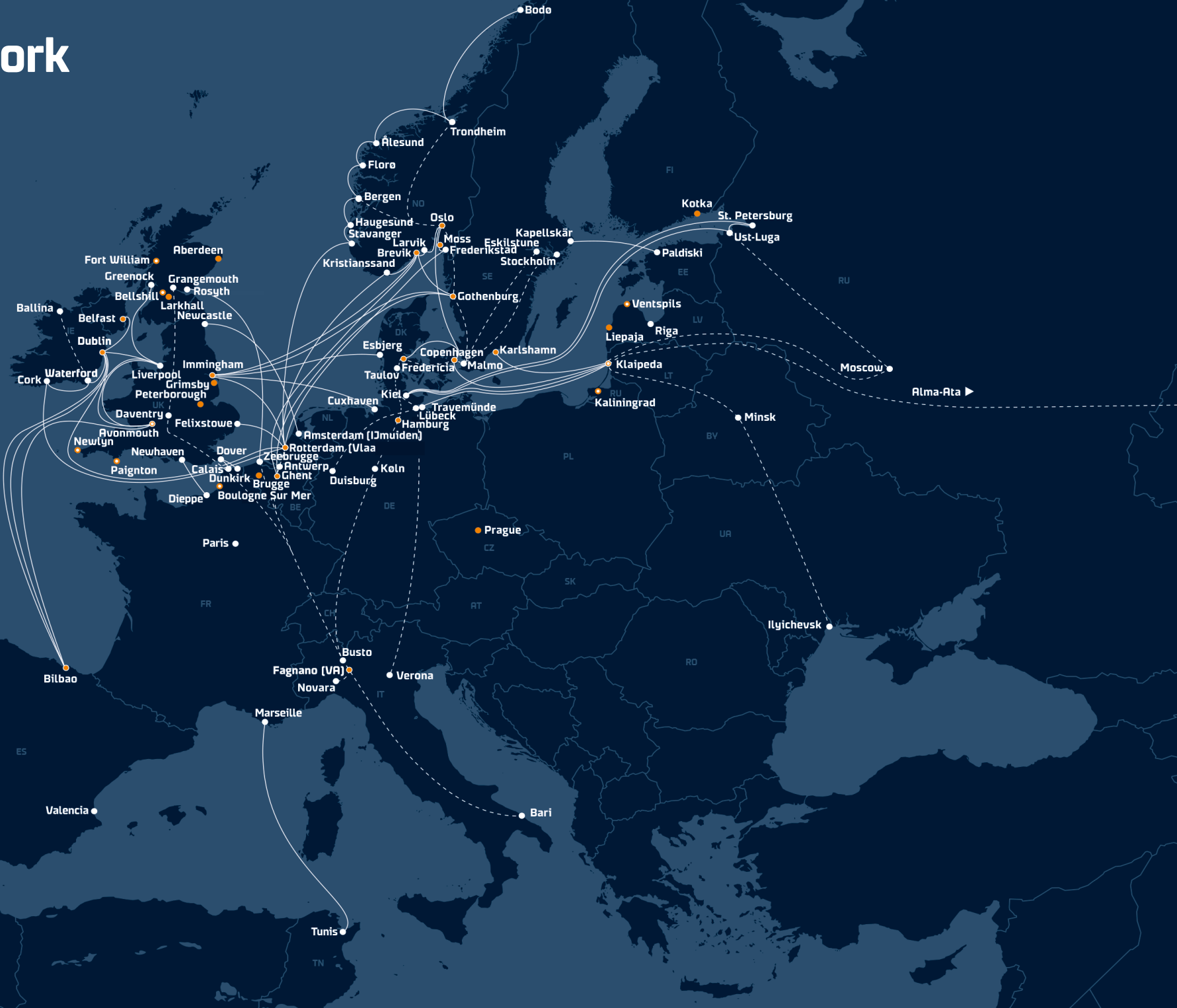


MED PORTS FORUM



Our Network



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: Continuous improvement of customer focus and efficiency
- Route network expansion to leverage operating model
- Integrated route and logistics operations to fill ships
- Reliable partner: Financial strength and performance

Customer driven

Continuous improvement

Best practice

Leveraging scale

Performance culture

STRATEGIC DRIVERS

1. NETWORK STRENGTH

- Expand network in Europe
- Leverage operating model and tonnage flexibility

2. INTEGRATED OPERATIONS

- Combined shipping and logistics businesses to maximise cargo flows to route network
- Combined freight and passenger shipping

4. THE DFDS WAY

- Customer focus
- Operating model leveraging scale, best practice and continuous improvement

3. FINANCIAL STRENGTH AND PERFORMANCE

- Reliable long term partner through cycle
- Agile response to opportunities
- Shareholder value focus



Why RO-RO?

- FAST

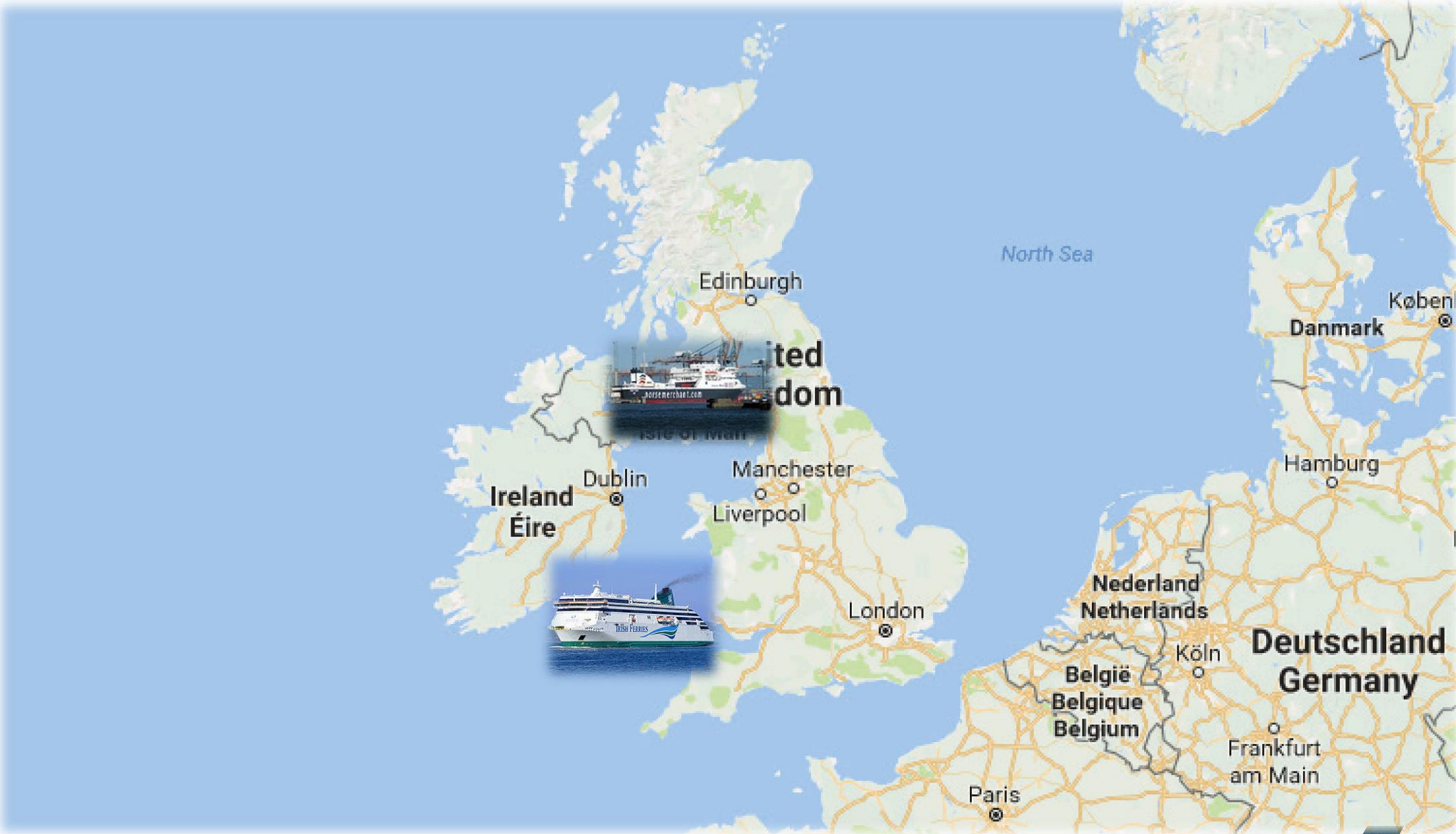
- FLEXIBLE

- MULTIMODALITY

- COMBINATIONS



The Irish Sea - 1990



The Baltic Sea - 2000



The Mediterranean Sea – 20XX-



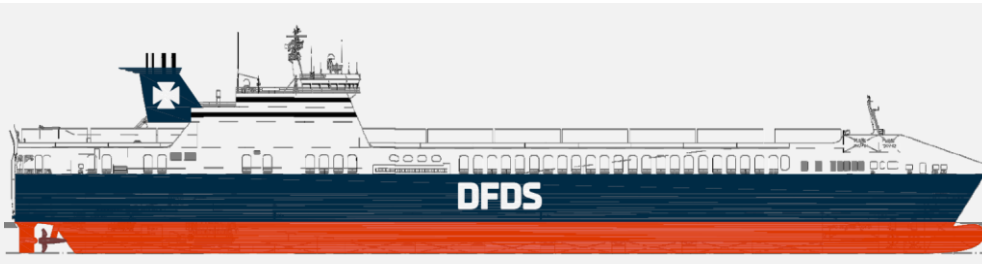
Segment vessels are growing bigger

In process

Vessel lengthening

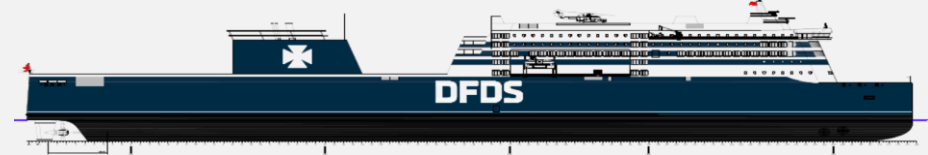


RORO new buildings



To be decided

ROPAX new buildings



Replacement of Cruise & Day Ferries



Understanding the role

- To support a seamless interface between two or more modes of transport
- To accommodate the presence of different modes of transport
 - Sea / Road / Rail
- To establish and develop the infrastructure needed
 - X-docking
- Create and nurture partnership
 - Predictability in pricing
 - Reliable workforce
 - Prepare for the future



Success stories



François SOULET de BRUGIÈRE, Président du Conseil de Surveillance de Dunkerque-Port, Bertrand RINGOT, Maire de Gravelines, Jean-François CORDET, Préfet de la région Nord - Pas de Calais Picardie, Pamela DEEGAN, Ambassade de Grande-Bretagne, Christophe BRETTE, Président de la Communauté urbaine de Dunkerque et Maire de Dunkerque, Stéphane RAISON, Président du Directoire de Dunkerque-Port, Carsten JENSEN, Senior Vice-Président DFDS, Peder GELLERT PEDERSEN, Executive Vice-Président DFDS.

