THE DFDS GROUP

European shipping and logistics solutions since 1866.

DFDS is Europe's largest company combining short sea shipping and logistics.

The DFDS network connects Europe through:

- Two fully integrated divisions:
  - DFDS Seaways
  - DFDS Logistics
- More than 500 weekly shipping departures
- Modern fleet of 60 vessels
- Comprehensive network of strategically placed terminals and hubs
- 10,000 trailers, containers, cassettes and swap bodies
### DFDS DIVISIONS

#### Group revenue (2015) €1,891 millions / 7,000+ employees

<table>
<thead>
<tr>
<th></th>
<th>Logistics Division</th>
<th>Shipping Division</th>
</tr>
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<td>Revenue in 2015 (mil)</td>
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<td>€ 1216</td>
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**DFDS AN INTEGRATED SHIPPING & LOGISTICS COMPANY**

**Services**

<table>
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<th>Shipping</th>
<th>Logistics</th>
<th>Passenger</th>
</tr>
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<tbody>
<tr>
<td>- Trailers, unaccompanied &amp; accompanied&lt;br&gt;- Containers&lt;br&gt;- Bespoke industry solutions&lt;br&gt;- Project cargo&lt;br&gt;- Port terminals</td>
<td>- Door-to-door full &amp; part loads&lt;br&gt;- Door-to-door containers&lt;br&gt;- Contract logistics &amp; management contracts&lt;br&gt;- Warehousing</td>
<td>- Car travel&lt;br&gt;- Holiday travel&lt;br&gt;- Short break (cruise ferry)&lt;br&gt;- Business conferences</td>
</tr>
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**Share of revenue**

- **Freight**: 45%
- **Shipping**: 35%
- **Passenger**: 20%
DFDS LOGISTICS OFFICES

26 Commercial Offices
11 Dedicated/Operational sites
19 Countries
We want to be able to transport our customers’ goods in whatever way is appropriate:

<table>
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<th>Equipment Type</th>
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<tr>
<td>Unaccompanied Trailer (Dry or Refrigerated)</td>
</tr>
<tr>
<td>Swap Body (Dry or Refrigerated)</td>
</tr>
<tr>
<td>Inloader semi Trailer (Flatliner)</td>
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</table>
SUPPLY CHAIN SOLUTIONS

- Dedicated teams create DFDS group solutions for selected industries
- Based on DFDS extensive experience and in close cooperation with major industrial customers, we have developed supply chain solutions for:

- AUTOMOTIVE
- STEEL
- CHEMICAL
- PROJECT CARGO
- FOREST
- FMCG
- BEVERAGE
- SEAFOOD
- HIGH VALUE
CASE EXAMPLE: VOLVO TRUCKS ARENDAL TERMINAL

DFDS took over the activities from the Volvo Group Logistics Services in Gothenburg:

- Cross docking of 1.5 million pallets pa for sortation prior to delivery to the production line
- 1.2 million THUs into Trailers & Containers exported per annum
- Container handling and stuffing of 8.000 export containers per annum
- The cleansing 2 million packaging containers per annum and repair of 200.000
- All customs documentation related to the export containers
- 19.000 truck cabs & 1.200 cars arriving by trains per annum

DFDS lease:

- A rail terminal is included in the operating centre
- 37 forklift trucks
- 16 other equipment

DFDS employed:

- 97 operational employees
- 40 administrative staff
OUR CUSTOMERS: VOLVO, NISSAN AND HONDA CARS

Control Tower: Hamburg,
Full and part load transportation in standard and mega trailers as well as containerized

Control Tower: Gothenburg
Full and part load transportation in standard trailers

Control Tower: Gent
Full and part load transportation in standard trailers
Our solutions are based on the following foundations:

- Asset based 3PL solutions including own vessels, trains, trailers, terminals, containers & swap bodies
- Modern fleet of vessels consisting of ro-ro, sideport and container vessels
- Multimodal solutions
- Innovative mega cassette & equipment solutions optimizing payload and cargo care
- Dedicated steel terminal, cross docking & warehouse facilities
- Specialist equipment handling Coil Plate, Billets, Slabs, Pipes, Tubes, Bar and Rod
- Rail/road distribution services
- Bespoke IT solutions supporting supply chain optimization
- Added value services; Freight Management
- Dedicated, professional and experienced industry teams
CASE EXAMPLE: TATA

Customer Benefits
- Short lead times, reducing inventory cost and supporting sales
- Guaranteed supply supporting sales and customer service
- 10% reduction in transport cost
- Full regional solutions enabling synergies to be realised
- Minimum administration, eliminating waste
- Concept scalable to continuously meet demands

Concept
- Control Tower based at Immingham contract responsible for all Tata Steel volumes to the Nordic Countries, Ireland and Italy
- Direct Bookings to Irish, Italian and Nordic Customer Service Desks
- Dedicated HSE team – zero harm/zero damage
- Deep knowledge of Tata & Industry
- Full regional solutions including Road/Rail/Mafi’s (roll trailers)
- Guarantee of supply due to DFDS size
DFDS provide different solutions for project cargo transportation using all advantages of different transport modes:

- route inspection
- project for transportation
- Pilot and police following
- special permits
- road, sea, rail transportation
PROJECT CARGO – MAFI SOLUTION
Company overview
BACKGROUND AND LOCATION

DFDS LOGISTICS BALTIC key figures:

- Office locations: Liepaja & Ventspils (LV), Kaliningrad (RU), Klaipeda (LT), Tallinn (EE).
- 6 port terminals for handling of goods - Klaipeda, Liepaja, Ventspils, Riga, Paldiski, Tallinn
- 20 rented rail wagons.
- 34 employees in 4 countries, staff speaking German, Russian, Lithuanian, Latvian, Estonian and English.
- Handling all documentation & customs procedures
- 1 500 truck’s deliveries to Russia per year
- 6 000 deliveries for building industry
- 18 000 orders per year
- 150 000 t shipped via railways per year
- 15 000 000 EUR revenue
EXPERT IN BUILDING INDUSTRY

Full chain solutions for customers and guarantee of:

- Deliveries quantity
- Type of equipment
- Special permits
- Loading/unloading time
- Ferry places capacity
- Deliveries from Swedish ports to the building yard
- Dedicated staff and equipment
Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue, EUR</th>
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<tbody>
<tr>
<td>2007</td>
<td>8400</td>
</tr>
<tr>
<td>2008</td>
<td>73408</td>
</tr>
<tr>
<td>2009</td>
<td>413798</td>
</tr>
<tr>
<td>2010</td>
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<td>2011</td>
<td>1141146</td>
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<tr>
<td>2012</td>
<td>766236</td>
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<tr>
<td>2013</td>
<td>690060</td>
</tr>
<tr>
<td>2014</td>
<td>965177</td>
</tr>
<tr>
<td>2015</td>
<td>1082500</td>
</tr>
<tr>
<td>2016</td>
<td>1084192</td>
</tr>
</tbody>
</table>

Loading concrete pallets

Town Hall meeting with UPB A/S
EXPERT IN RAILWAY TRANSPORTATION ON 1520 MM

The DFDS Logistics Baltic has wide experience in railway transportation in Baltic and CIS countries.

Customers are provided by high service level:
- Direct agreements with LV, LT, RU railways
- Daily monitoring of wagons position
- Loading in Baltic ports: Klaipeda, Liepaja, Ventspils, Riga, Paldiski, Tallinn
- Documents handling
- Loading control
DFDS Logistics Baltic has implemented ISO 9001 quality management system since 2004 and regularly approve it.

IKEA is a big customer and has own quality system - IWAY. DFDS Logistics Baltic is certified for it since 2010.
CO2 is a greenhouse gas that is generated in combustion engines.

- In 2012 DFDS CO2 emissions were about 2 million tons. Down 10% on 2008 levels
- DFDS’ target is to reduce the CO2 emissions with 5% per travelled distance by 2017 compared to level in 2012

Key initiatives:

- Reduction in vessels fuel consumption through improved operation
- Improvement of vessels performance through a series technical modifications to vessels
- Upgrading our own truck fleet to EURO5 and EURO6 standard by 2015
- Fully compliant with the EU MRV* initiative on CO2
- Telematics being installed in truck fleet
- Gothenburg terminal uses 100% green energy
THANK YOU