THE DIGITAL FUTURE OF THE RORO/LOGISTICS INDUSTRY

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DFDS
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▪ About DFDS

▪ The DFDS Roadmap for RoRo Digitisation
  ▪ Smartgate as an example area
  ▪ Developments at Ghent as an example of real implementation

▪ Digital Customer Experience – the long tail…
  ▪ Digital Distribution – Freight
  ▪ Digital Distribution – Logistics

▪ Conclusion Remarks
ABOUT DFDS

Q4 2018
- Revenue up 13% to DKK 4.0bn
- EBITDA up 20% to DKK 688m
- Growth in Europe and Turkey slowed during Q4

Outlook 2019 (IFRS 16)
- 10-12% revenue growth
- EBITDA-range of DKK 3.8-4.0bn (2018: DKK 3.6bn)
- Investments of DKK 2.5bn

“We reached a new all-time high result in 2018 and growth is set to continue in 2019 on the back of our recent expansion in the Mediterranean. Timely investments in new freight ferry capacity will support our customers’ growth. We are well prepared to help them through any Brexit outcome.”

Niels Smedegaard, CEO

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<th>KEY FIGURES</th>
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<tr>
<td>DKK m</td>
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<tr>
<td>Revenue</td>
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<tr>
<td>EBITDA</td>
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<tr>
<td>EBIT</td>
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<td>Profit before tax</td>
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*Profit before tax. See full restatement in appendix.
A VISION OF THE FUTURE | SMARTGATE

- Dimensions we look at:
  - FTE Intensity
  - Energy Consumption
  - Environmental Impact
  - Internal Challenges
  - External Challenges

- Smartgate Technology looks like a good Investment Opportunity
<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Feb. 2019</th>
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<tr>
<td>1.</td>
<td>License plate is read and verified against booking</td>
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<td>2.</td>
<td>LineScan photos are taken of the unit</td>
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<td>3.</td>
<td>Bar codes issued by the gatehouse can be scanned</td>
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<th>Phase 2</th>
<th>Jul. 2019</th>
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<td></td>
<td>Drivers enters, trailer and booking numbers into App.</td>
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<td>App to generate QR code based.</td>
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<th>Phase 3</th>
<th>TBA</th>
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<td>Drivers enters the truck, trailer and personal details into app and scans fingerprint to get QR code</td>
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**Basic Process**
- In ScanBridge:
  - License plate is read and verified against booking
  - LineScan photos are taken of the unit
  - Bar codes issued by the gatehouse can be scanned
- In-Kiosk:
  - Driver chooses language
  - Driver enters release number and scans ID, or registers at gatehouse in case of first visit.
  - Driver receives ticket with trailer location and bar code for exit
- Out ScanBridge:
  - LineScan photos are taken of the unit
- Out-Kiosk:
  - Driver presents ticket received at the In-Kiosk

**Additional Features 1**
- Driver scans QR code and ID at kiosk

**Additional Features 2**
- QR code scanned.
- Damage recognition check applied to trailer
- Theft prevention by automatic recognition of front and back license plates and unit numbers.
DIGITAL DISTRIBUTION | FREIGHT

Your No Fuss freight ticket
* Required

Route
Single ticket, one-way
Valid on any of these Channel routes in either direction of travel:
Dover to Calais (DPA 2 CPR)
Dover to Dunkirk (DPA 2 DPK)

Data
Valid for 14 days:
03-03-2019 - 15-03-2019

Vehicle and cargo restrictions
If your vehicle is not within standard dimensions, if you will be travelling with more than 2 drivers or if you are carrying dangerous goods or animals, please contact our reservations department on +44 1304 674019/onlinebooking@dfds.com to make your booking.

Please fill in your details

Prices exclude VAT

Number of drivers*
1 2 (+ £10.15)

Vehicle length*

Standard
12.1m - 16m
€195.56

Medium
8.1m - 12m
€126.58

Small
less than 8m
€82.84

Max. Length: 16m, if oversized please contact customer service

Vehicle registration number*

Company name

Email*

Online booking without an account
Limited options available
Transparent pricing
Simple/commodity offerings

Price: £252.41
Excluding VAT

CONTINUE TO PAYMENT
Online booking without an account
- Limited options available
- Transparent pricing
- Simple/commodity offerings
- Instant Quotation
CONCLUDING REMARKS

- The world is changing very fast and this will impact the RoRo/Logistics Industry
  - Large investments in Primary research, in addition to new players, will force us to Digitise or go out of business
  - The future will be more automated and use less resources but getting to that future will be difficult
  - Industry based approaches will probably be necessary to answer some of the bigger questions

- At DFDS some current initiatives include
  - Smartgate development at Ghent
  - Embracing new Digital Distribution channels for Freight & Logistics

- Learning to be Agile and less risk-averse will be one of our industry’s most significant challenges