

**DFDS Germany ApS & Co. KG**

**as Agent for DFDS A/S**

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**Your logistics  
partner**





Sustainability

# Heading towards the future of logistics



*"Our industry has a large footprint that we are addressing responsibly. This also means we have a big potential to make a positive difference by reducing our environmental impact."*

**Torben Carlsen, President and CEO of DFDS Group**

For more information: [Download our full 2019 CSR Report](#)

Cornerstones of our CSR strategy  
Aligning with the UN Sustainable Development Goals



# Environmental footprint

## Our ambitions

Support marine environment  
Responsible neighbour  
Improve air quality

UN Sustainable Development Goals



# Caring employer

## Our ambitions

Well-being for all employees  
Inclusive workplace  
Opportunities to do good

UN Sustainable Development Goals





**Target:**

**45% reduction in  
carbon emissions  
by 2030**

## **Environmental footprints**

### **Our ambitions**

#### **Support the marine environment**

Sustain ocean life, reduce emissions into the sea and support marine research and education

#### **Be a responsible neighbour**

Contribute to a cleaner environment by reducing pollution, waste, noise and light in the communities where we operate

#### **Improve air quality**

Operate in a more environmentally friendly and efficient way to reduce emissions of CO<sub>2</sub>, NO<sub>x</sub>, sulphur and other particles





*"Striving for diversity is not just something that is nice to do – it is necessary. It will attract talent, improve team dynamics and help us make stronger decisions"*

**Sofie Hebeltoft, CSR Director**



**Target:**

**30% female  
employees  
by 2023**

## **Caring employer** Our ambitions

### **Ensure well-being for all employees**

We want our employees to be happy when they go to work and when they go home, so we support their physical and mental health

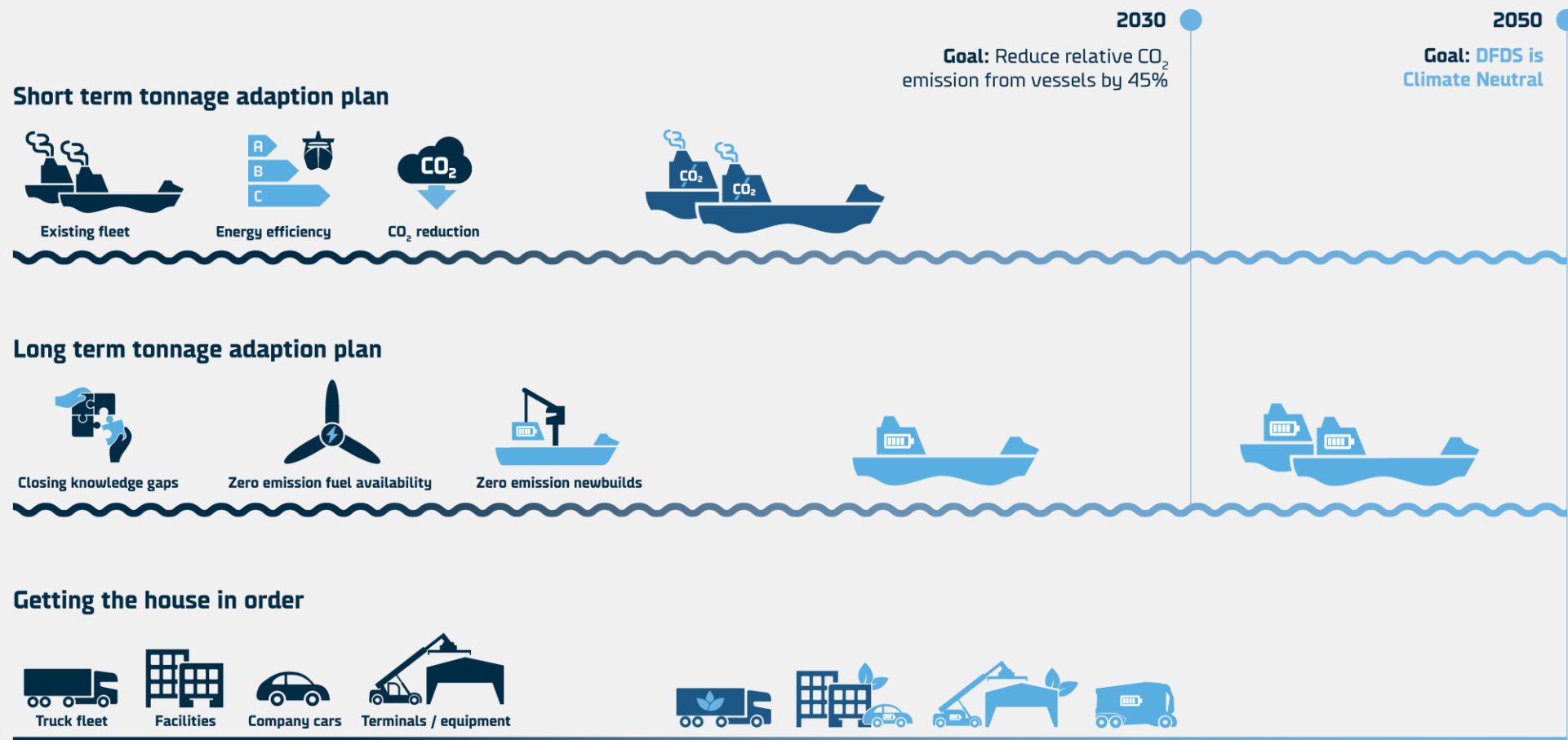
### **Be an inclusive workplace**

Diverse teams make better decisions, so we seek differences in ethnicity, gender, language, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, experience and education

### **Provide opportunities to do good**

We do good and care about each other in the communities where we operate

# DFDS' Strategic Climate Action Plan





# We want to produce sustainable fuels for road, maritime and air transport

## Ground-breaking facility

We are building a new ground-breaking hydrogen and e-fuel production facility, together with Copenhagen Airports, A.P. Moller - Maersk, DSV Panalpina, SAS, Ørsted, Nel, Everfuel and Haldor Topsøe.

When fully scaled-up by 2030, the project could deliver more than 250,000 tonnes of sustainable fuel for buses, trucks, maritime vessels, and airplanes every year.

## Helping decarbonise Denmark

The electrolyser facility will help decarbonise our businesses and contribute to reaching Denmark's ambitious goal of reducing carbon emissions by 70% by 2030 compared to 1990, by replacing fossil fuels in heavy transport with sustainable fuels.



Ørsted

MAERSK

CPH

DFDS

HALDOR TOPSØE

Everfuel

SAS

nel

DSV  
PANALPINA

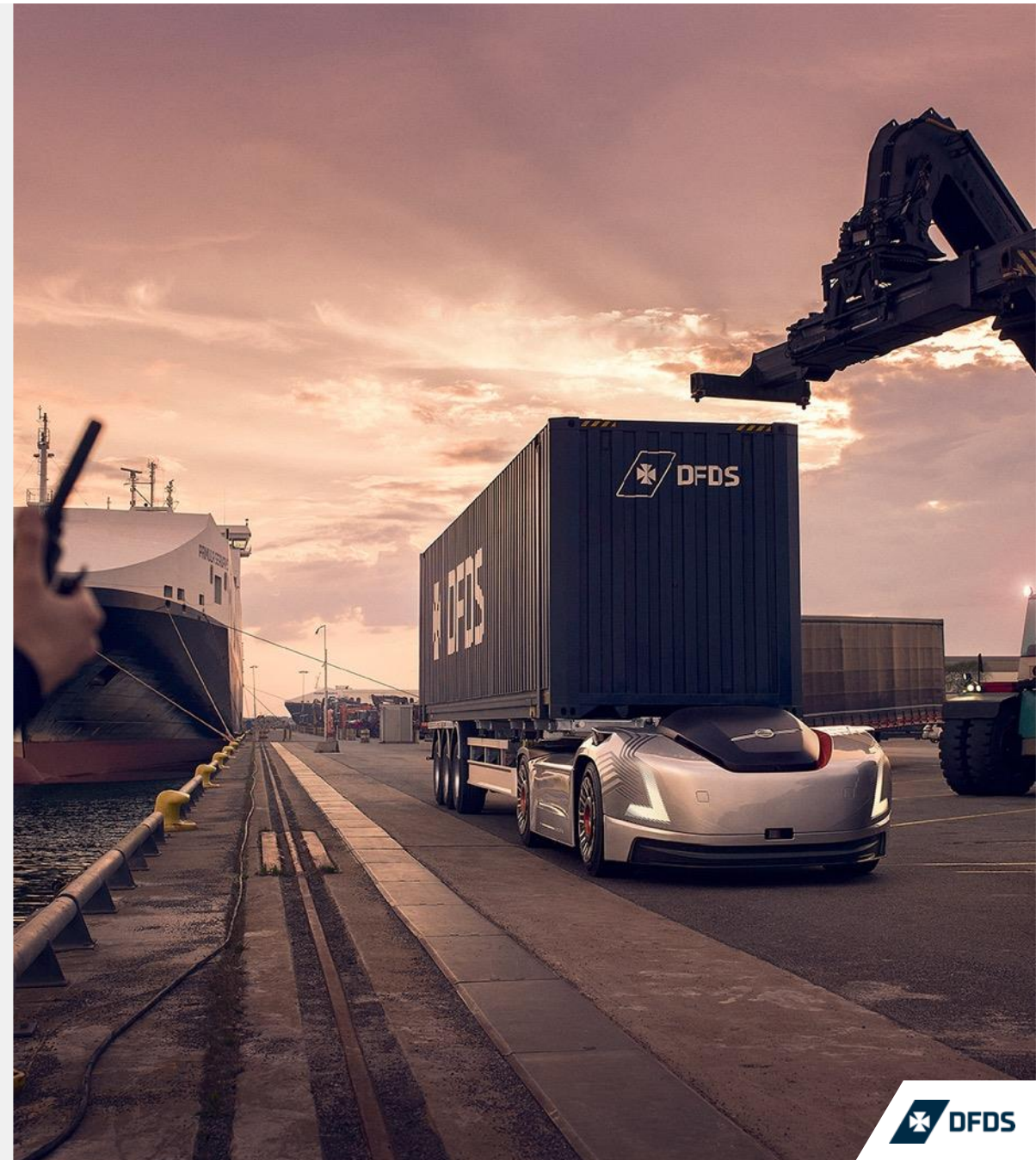
DFDS

# Volvo and DFDS present autonomous solution

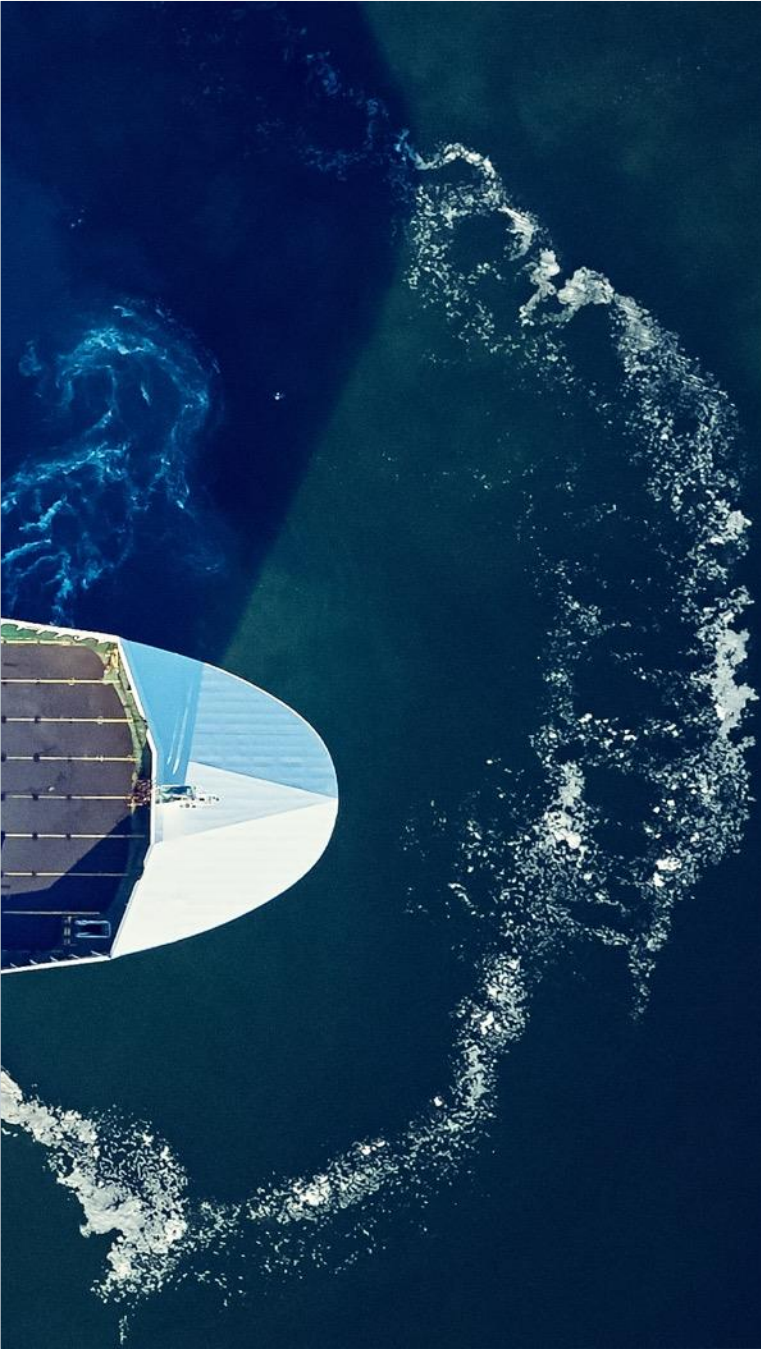
Volvo Trucks' electric, connected and autonomous vehicle Vera forms part of an integrated solution to transport goods from a logistics centre to a port terminal in Gothenburg, Sweden. The assignment is a result of a collaboration between Volvo Trucks and DFDS.

## A few facts:

- The assignment is to move containers from the DFDS logistics centre in Gothenburg to an APM terminals container terminal according to needed capacity.
- The autonomous system is monitored by an operator in a control tower who is also responsible for the transport.
- The solution is suited for repetitive flows with a maximum speed of 40 km/h.







*If you stop moving forward, you start falling behind.  
This is the reality we share with our customers  
and the reason we always move forward.*

**We move for all to grow**







*"To me, we move for all to grow means that we as a company try to change and improve every day."*

**Niklas Andersson, Executive Vice President, Logistics Division**

# Ship your goods anywhere in Europe

We move **freight and passengers** on ferry routes and provide **logistics solutions** to a wide range of businesses



# You got the cargo we have...



**2.2bn**

Revenue in EUR



**8000+**

Employees



**6000+**

Trailers



**23**

Ferry routes - incl. 9 passenger routes



**35**

Logistic locations



**600+**

Weekly departures



**20**

Offices all over Europe



**8**

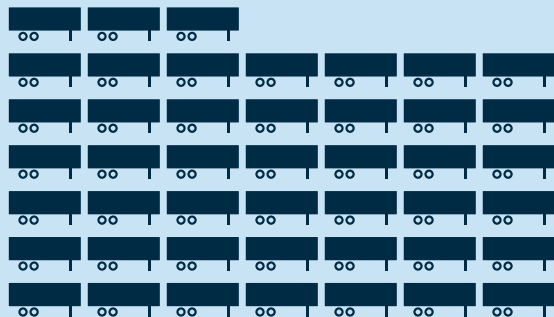
Ports/Terminals



**Your cargo is in  
safe hands,  
we have over 150  
years of experience**



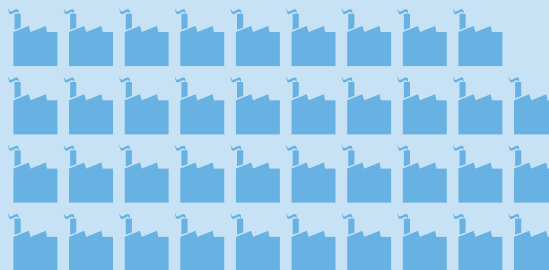
# Our customers



## 45%

### Freight Shipping

Our ferry routes mainly carry trailers for forwarders and hauliers. This is typically fast-moving freight destined for delivery within days.



## 39%

### Transport & Logistics

The key customers of our logistics and ferry solutions are manufacturers of automobiles, fresh and frozen foods, forest and paper products and other industrial goods, as well as retailers.



## 16%

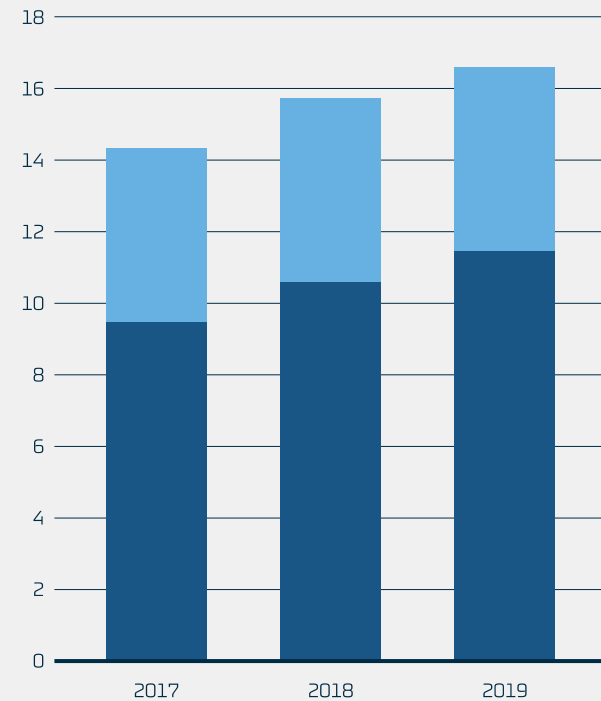
### Passenger

The key passenger groups are people travelling in their own car, and mini cruise passengers enjoying a maritime experience and the on board facilities.

# Key results 2019

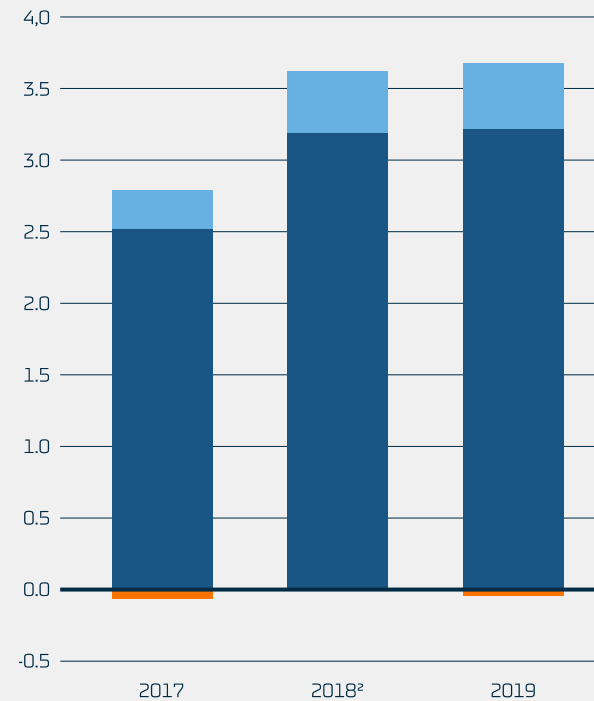
Revenue up **6%**  
to DKK 16.6bn

**Revenue per division**  
DKK bn



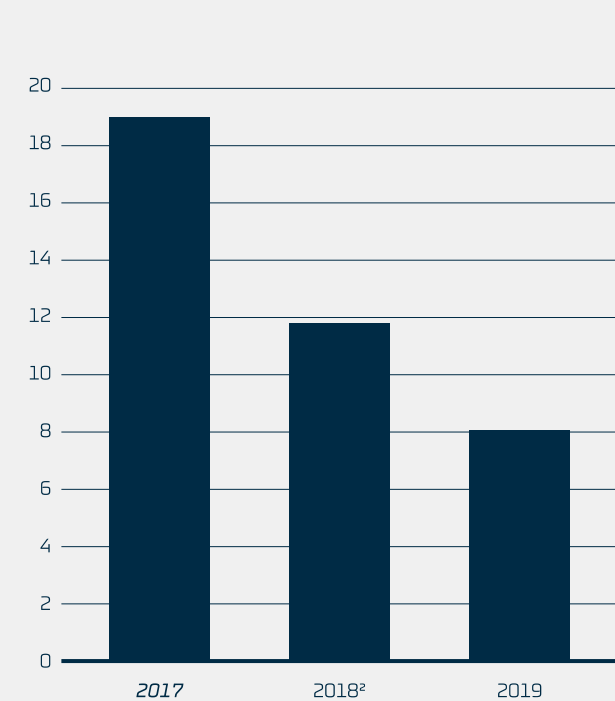
EBITA up **1%**  
to DKK 3,6bn

**EBITA per division before special items<sup>1</sup>**  
DKK bn



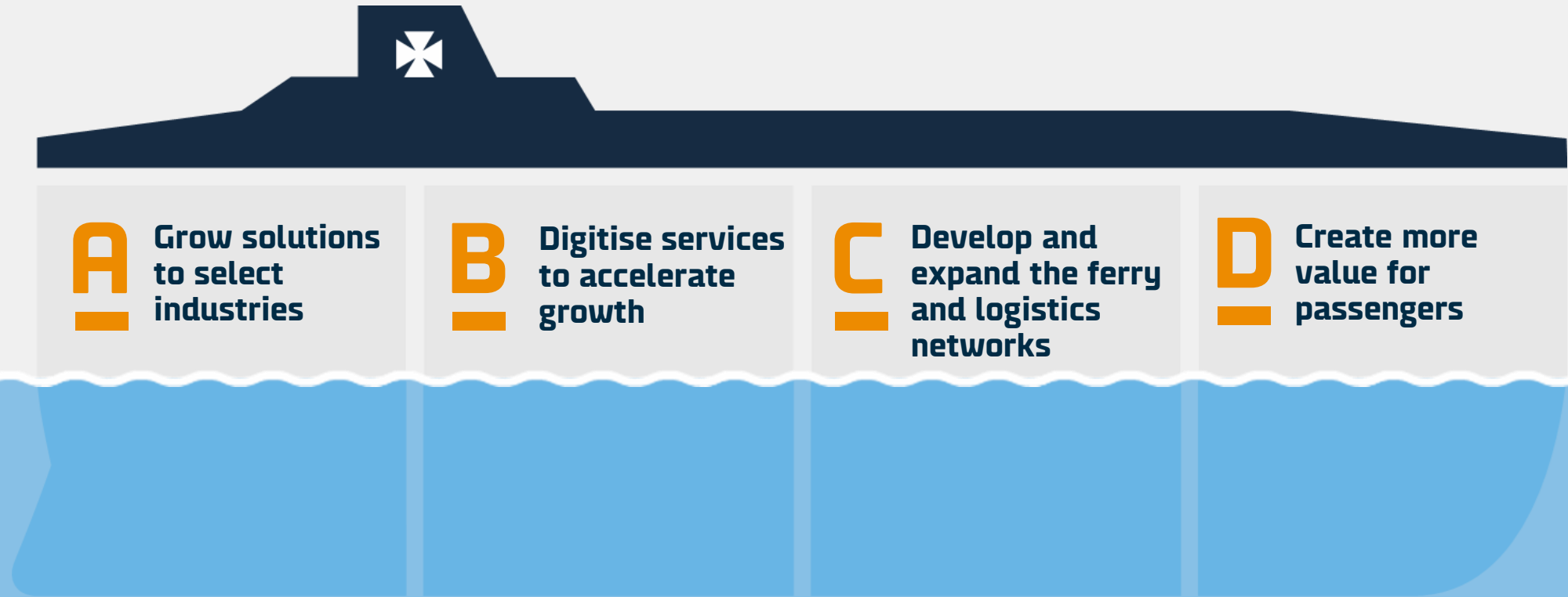
Return on invested capital  
after tax of **8%**

**Return on invested capital (ROIC)<sup>1</sup>**  
DKK bn



<sup>1</sup> Before special items

# Strategy pillars





An aerial collage of five vertical panels. From left to right: 1. Dark water with a white wake. 2. A railway track cutting through a dense green forest. 3. A parking lot with several semi-trailers parked in rows. 4. A two-lane asphalt road flanked by dense green trees. 5. A dense green forest.

Our offerings  
and services



# Easy to work with



Integrated solutions



Customer-driven approach



Digital tools for a smooth workflow



Track-and-trace services



Premium services for peace of mind

**We are a service  
company, ready to  
go that extra mile**



**We care We serve our  
customers with  
passion We listen  
before making  
decisions We do what  
we say we'll do If we  
see a problem, we fix it  
We learn, develop, and  
improve every day**

## Customer Service



Combining personal skills with digital tools



We are proactive and follow up on events



No challenge is too big to overcome



Teamwork is the key: We are one DFDS



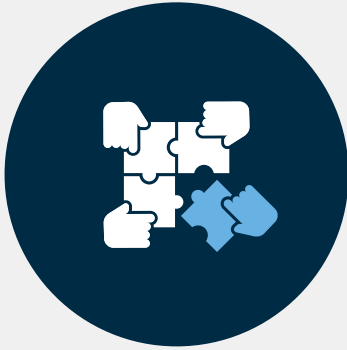
# Combined offerings



*“Complex needs, sound solutions. Our customers want sustainable and relevant solutions to their complex supply chain challenges. When you talk to DFDS, you get a unified, solid, flexible and relevant solution and transport partner.”*

**Kasper Damgaard, Vice President, Head of BU ICE**

# Combined offerings



**Each industry and company  
faces its own unique challenges**



**Integrated ferry and  
logistics solutions**



**Meeting the demands of  
modern, lean supply chains**

# Ferry services

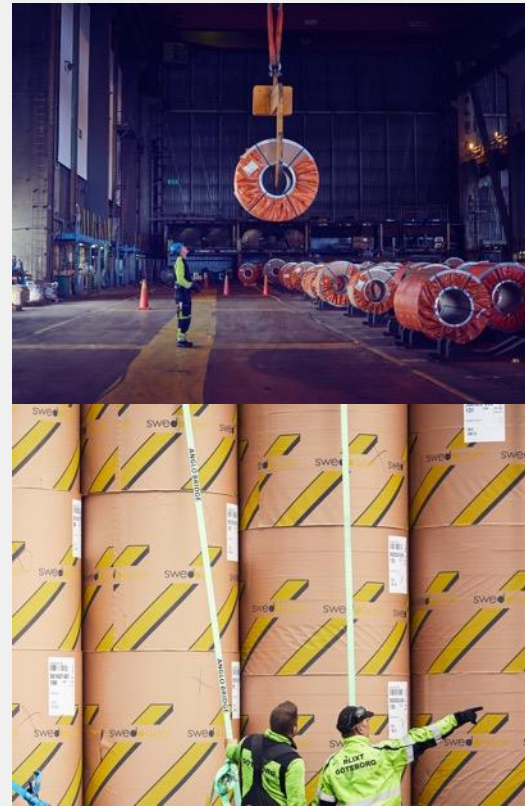
## Automotive



## Cold chain



## Forest and Metal



## More





# Automotive

We provide automotive logistics and supply chain solutions throughout Europe and Turkey. The dedicated DFDS industry expert team, specialised equipment, high frequency shipping schedules, and digital technology all work together to support your automotive business.

**Leaner and more agile supply chain solutions**

**Shorter lead times for new vehicles**

**Best in class service with less than 0.3% damage rate**

**Flexible**

**Customer-centric and dedicated after-sales service support**

# Extensive logistics and supply chain solutions



# Cold chain

With DFDS, you have a cold chain logistics partner with vast experience in managing temperature-critical products.

We offer all the cold chain technologies and means you need to ensure your cool goods maintain a constant temperature and arrive in pristine condition – every time.

**Europe-wide scheduled service for part load distribution**

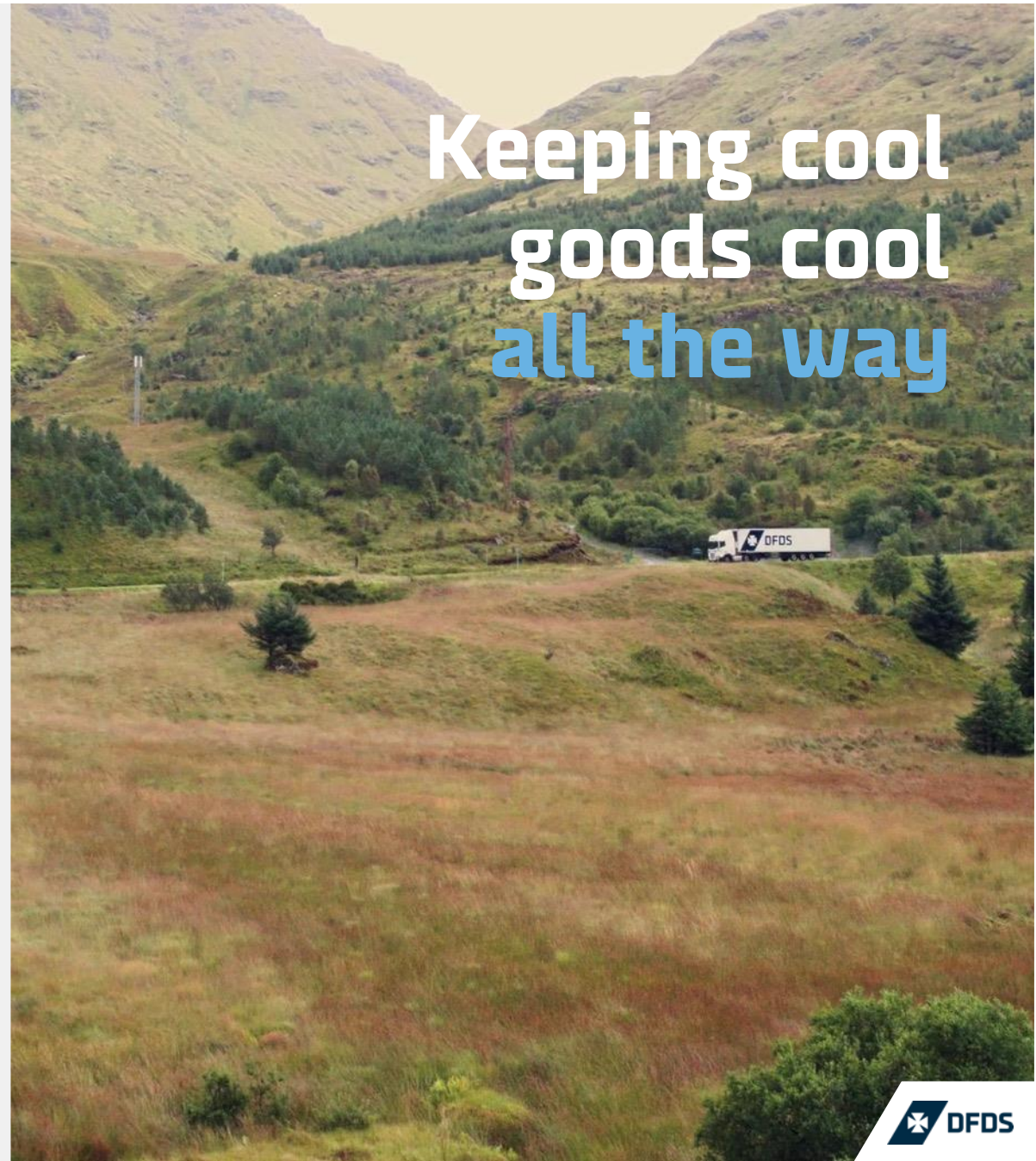
**More than 600 trailers operating full Load services across Europe**

**Largest distributor of seafood in the UK connected to a European network**

**UK-wide frozen and fresh distribution network**

**50.000 pallet spaces for cold storage**

Keeping cool  
goods cool  
all the way





# Forest and Metal

We have years of experience in handling and transporting all types of forest and metals products.

Our unique network will secure on-time delivery, every time. That's why so many metal, steel and forest logistics customers trust us to move their business and people.

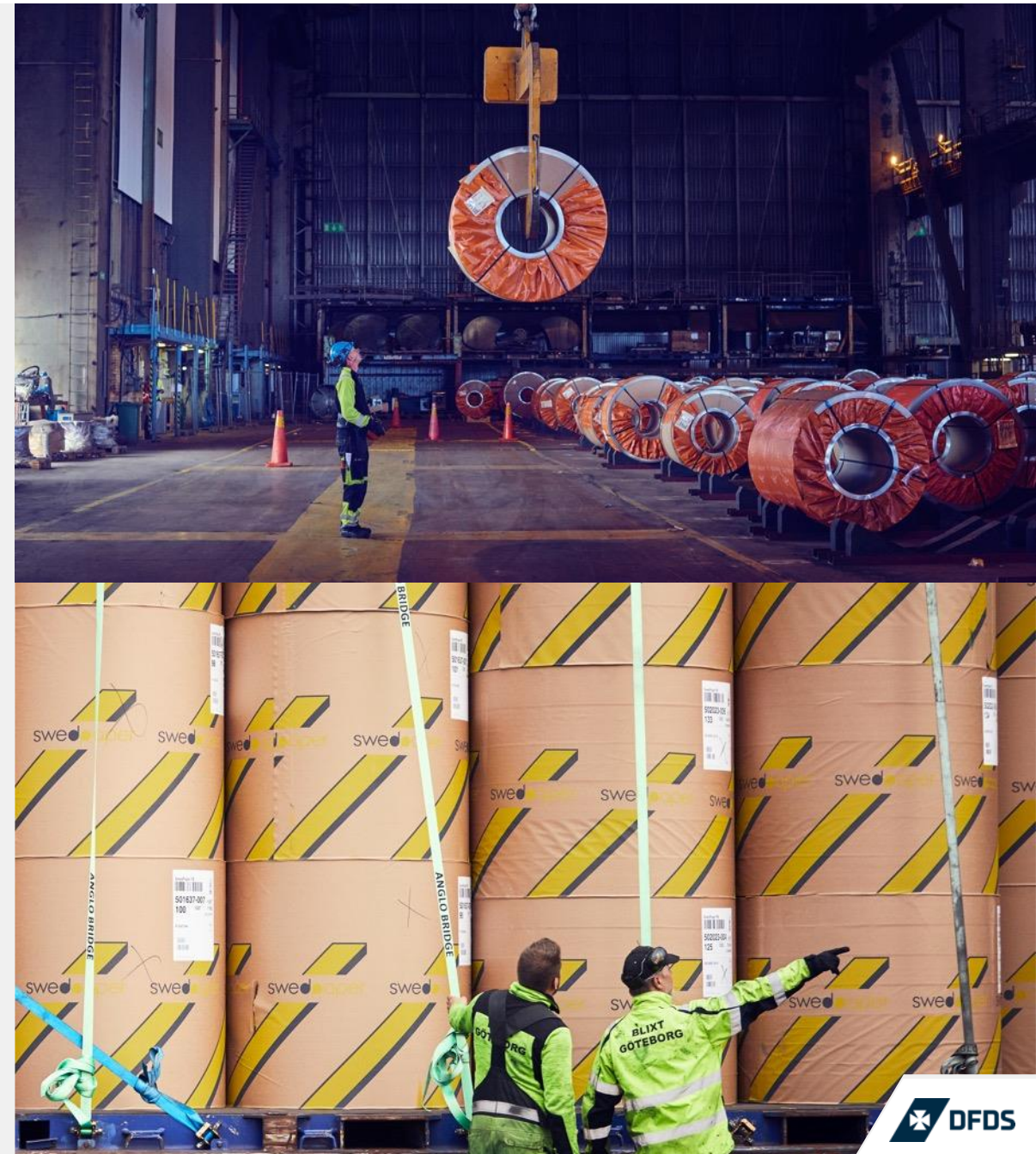
**Innovative and cost-effective supply chain solutions**

**Sustainability programmes**

**Trusted partner in various industry sectors**


**Infrastructure and technology capabilities with digital tools to optimise your business**

**Organisational experience, skill sets and equipment to serve your needs**





# Ferry offerings



*" We need to find new ways to serve our customers to make it easier to engage with us so that we, as a leader in RoRo, can live up to our obligation to also lead the digital development."*

**Peder Gellert, Executive Vice President, Ferry Devision**



# Ferry services

**RoRo, RoPax and  
container vessels**



**Customer service with a  
personal touch**



**Digital booking system and  
EDI capabilities**



**More than 150 years of  
cargo experience**





# Prepared for the future



Scrubbers with hybrid engine solution



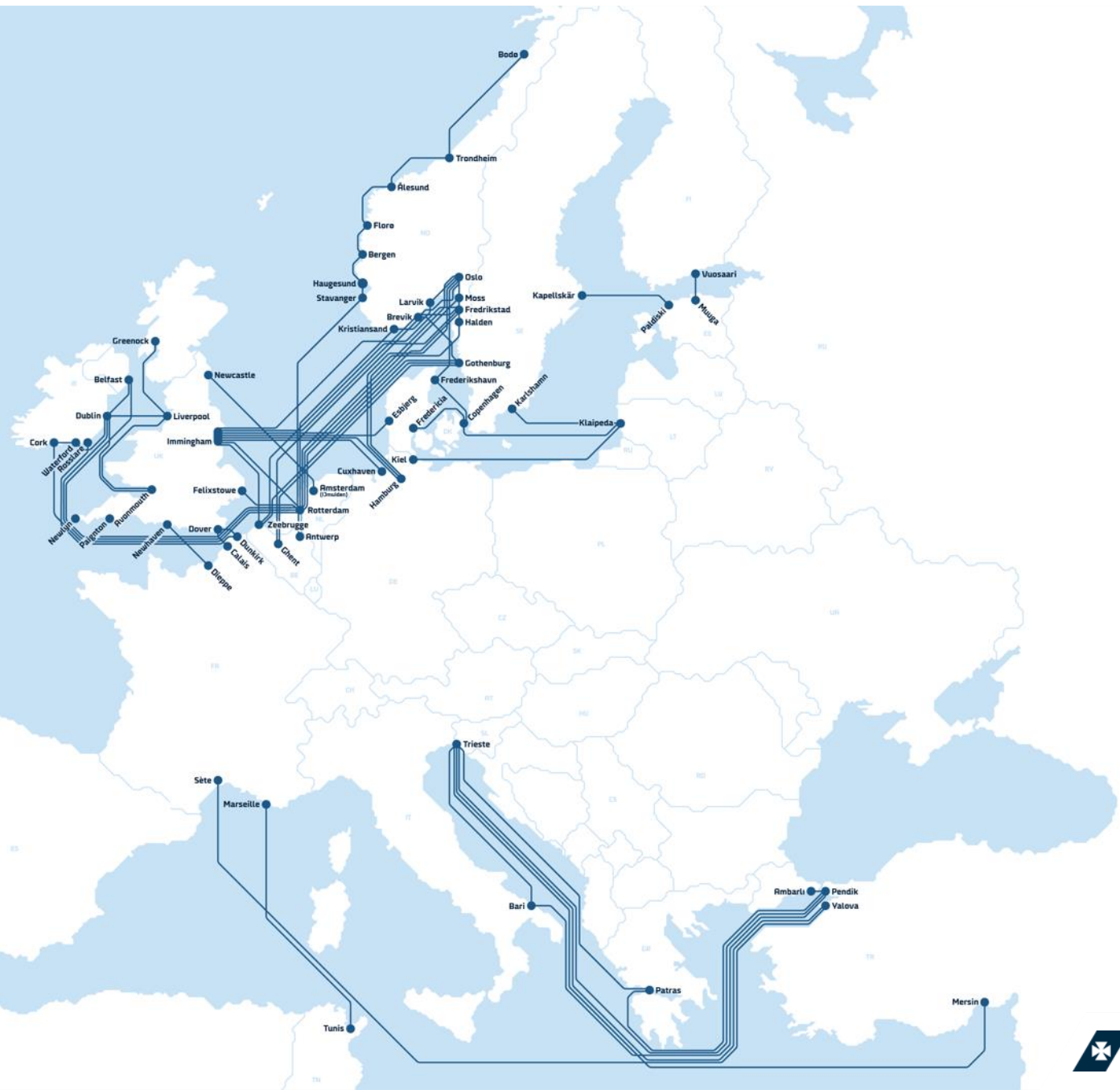
Our latest and largest freight ferry vessels



237,4 metres long with a capacity for 450 trailers



# Ferry network



# Ferry network corridors

**Mediterranean**

- Pendik – Trieste
- Yalova – Trieste
- Yalova – Bari
- Mersin – Trieste
- Ambarlı – Trieste
- Trieste – Patras
- Pendik – Patras
- Yalova – Sète
- Marseille - Tunis

● **North Sea**

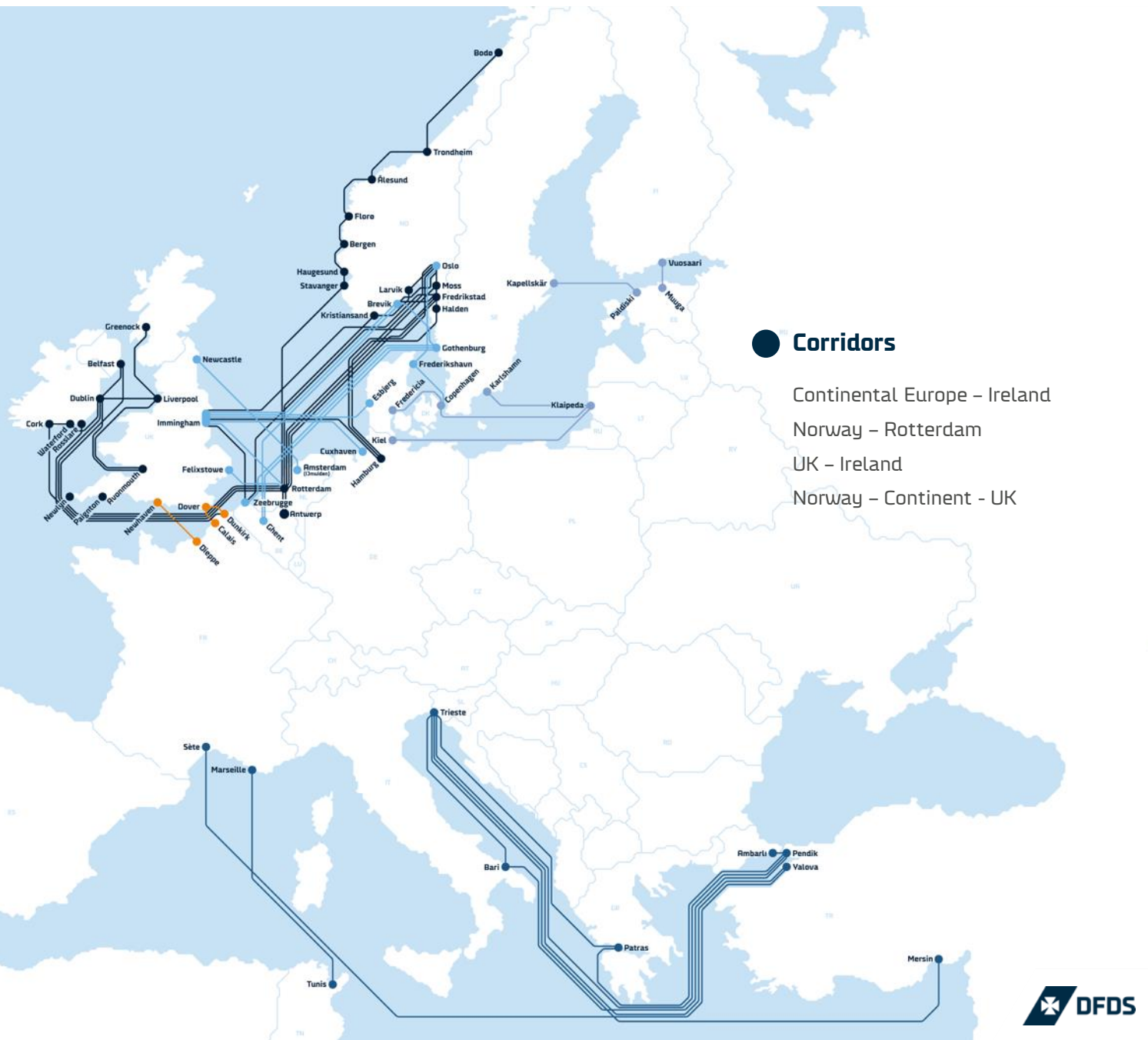
Amsterdam (Ijmuiden) – Newcastle  
Brevik – Ghent  
Brevik – Immingham  
Oslo – Frederikshavn – Copenhagen  
Cuxhaven – Immingham  
Esbjerg – Immingham  
Gothenburg – Brevik  
Gothenburg – Ghent  
Gothenburg – Immingham  
Gothenburg – Zeebrugge  
Rotterdam (Vlaardingen) – Felixstowe  
Rotterdam (Vlaardingen) – Immingham

**Baltic Sea**

- Klaipeda – Copenhagen
- Kleipeda – Fredericia
- Karlshamn – Klaipeda
- Klaipeda – Kiel
- Paldiski - Kapellskär

**Cross channel**

- Dover – Calais
- Dover – Dunkirk
- Newhaven – Dieppe

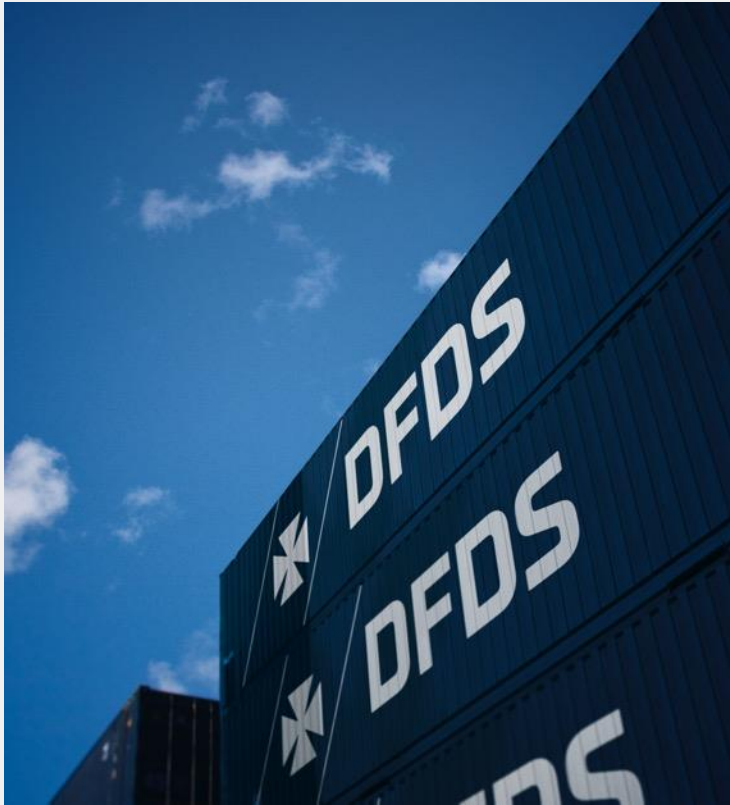




# Logistics services

# Door to door transport solutions

**Full load, part load  
and containers**



**Customer service with a  
personal touch**



**Digital booking system  
and EDI capabilities**



# DFDS Direct



Integrated solutions



Customer-driven approach



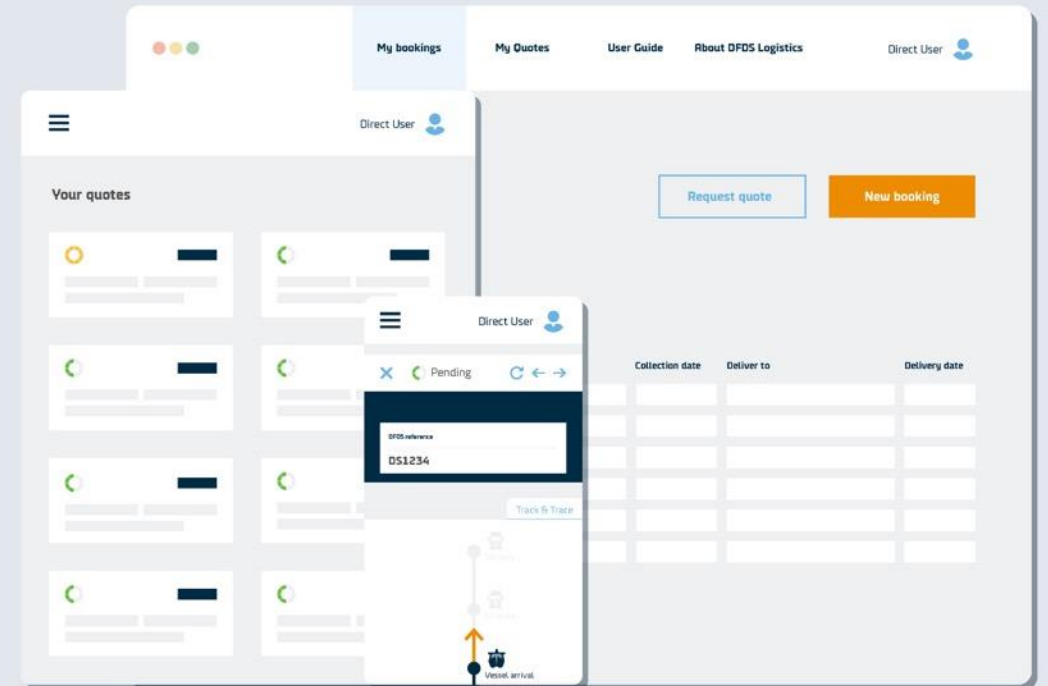
Digital tools for a smooth workflow



Track-and-trace services

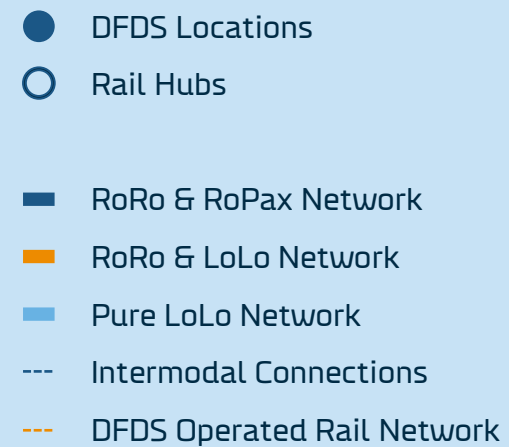


Premium services for peace of mind





# Ship your goods anywhere in Europe



# Thank you

