



THE DIGITAL FUTURE OF THE **RORO/LOGISTICS** INDUSTRY

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March 2019



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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

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,”

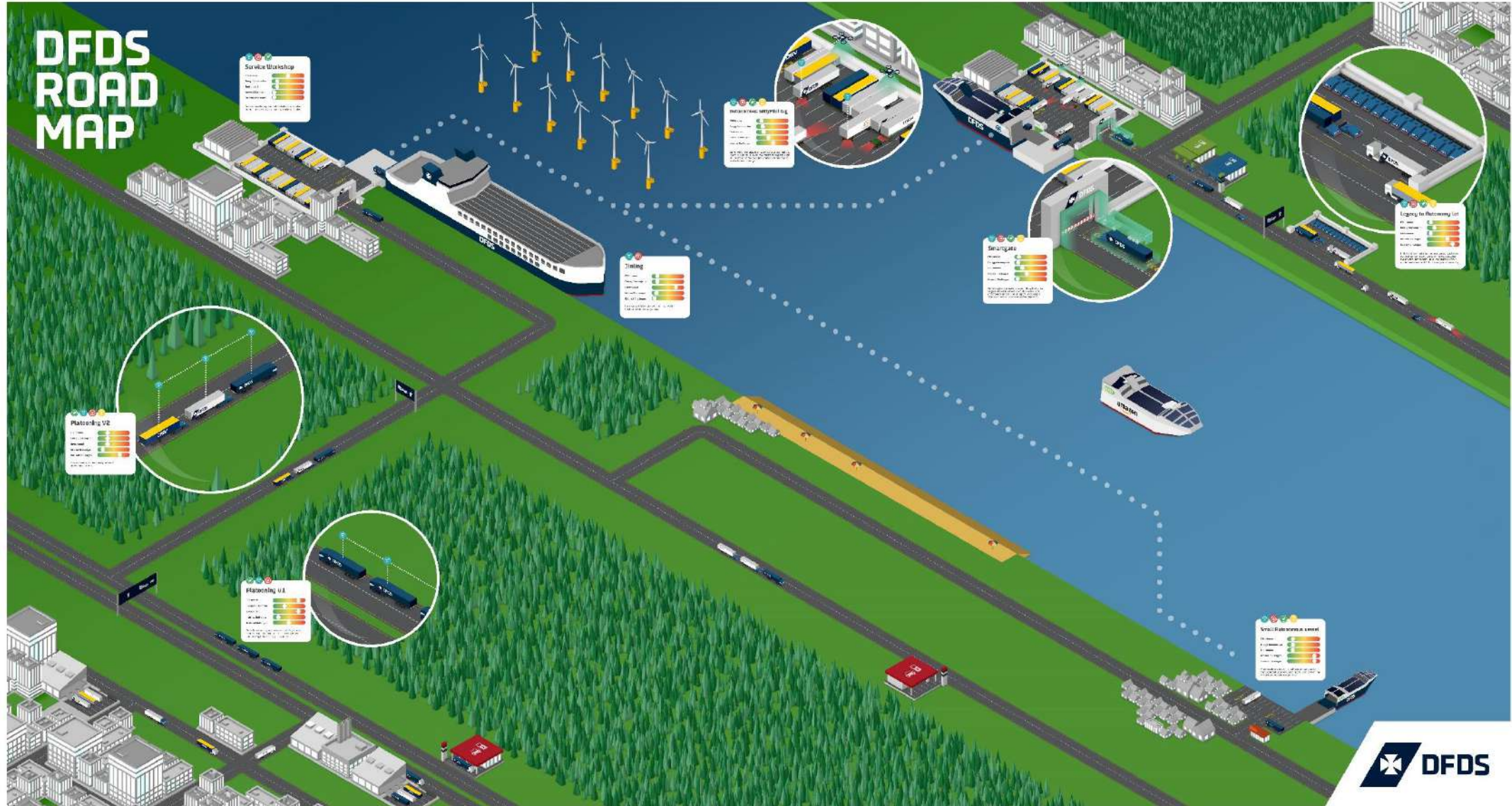
Niels Smedegaard, CEO

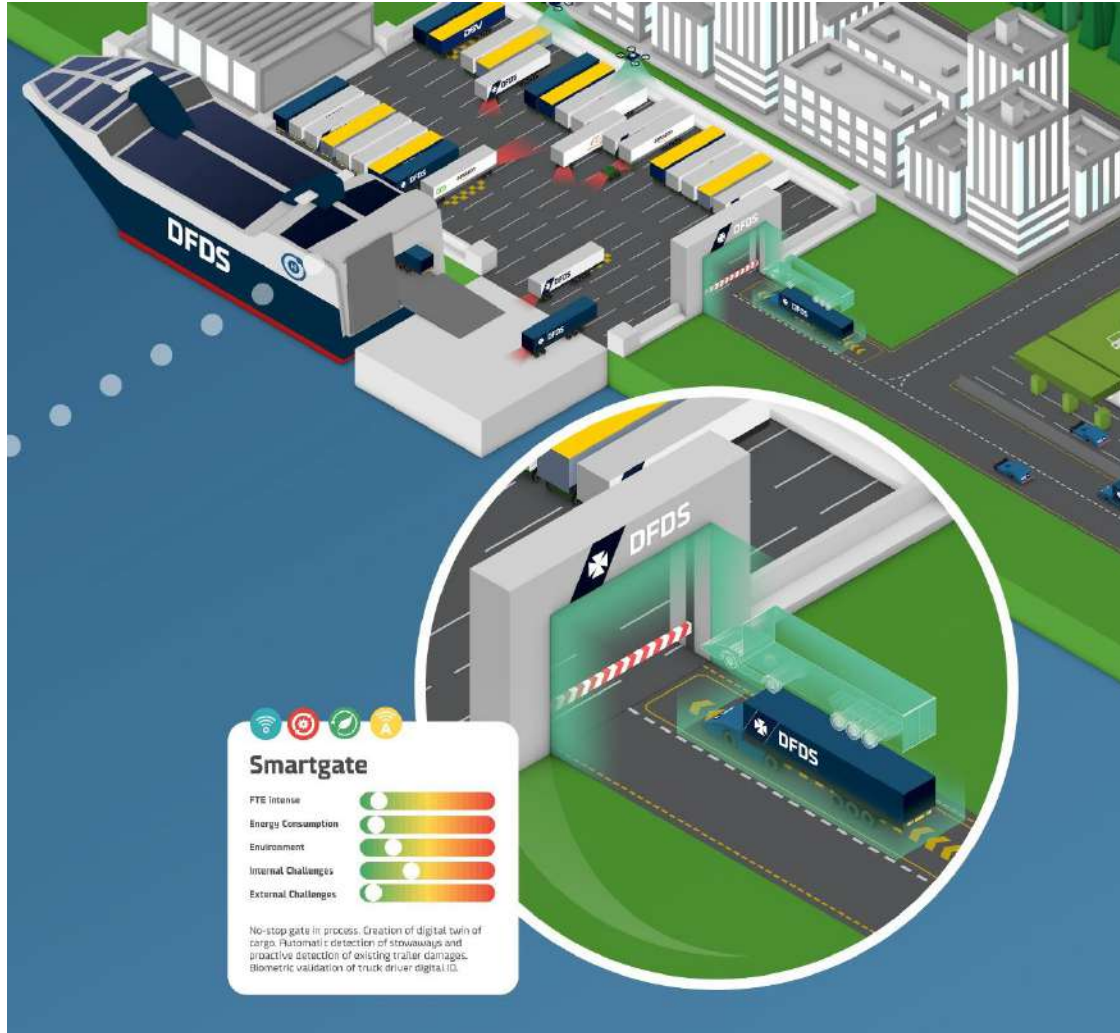
KEY FIGURES

DKK m	2018			2017			*IFRS 16 restated 2018 FV
	Q4	Q4	Δ %	FV	FV	Δ %	
Before special items							
Revenue	3,955	3,497	13.1%	15,717	14,328	9.7%	15,717
EBITDA	688	574	19.7%	2,988	2,702	10.6%	3,589
EBIT	412	349	18.2%	1,909	1,782	7.1%	1,965
Profit before tax	423	346	22.4%	1,743	1,727	0.9%	1,743

*Pro forma unaudited. See full restatement in appendix.

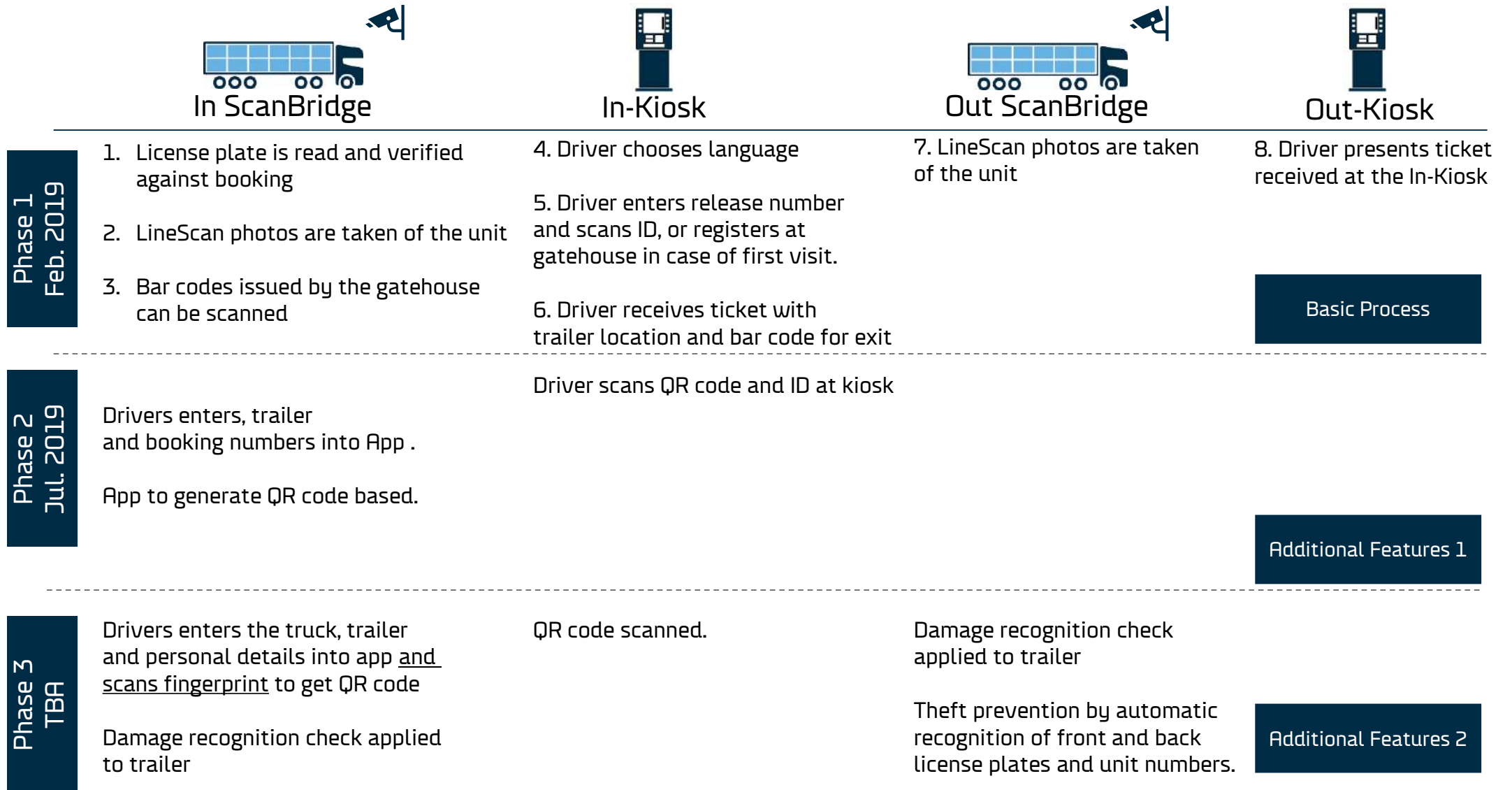






- Dimensions we look at:
 - FTE Intensity
 - Energy Consumption
 - Environmental Impact
 - Internal Challenges
 - External Challenges

- Smartgate Technology looks like a good Investment Opportunity



Basic Process

Additional Features 1

Additional Features 2

Your No Fuss freight ticket

* Required

Route

Single ticket, one-way

Valid on any of these Channel routes in either direction of travel:

Dover ⇄ Calais (DVR ⇄ CDF)

Dover ⇄ Dunkirk (DVR ⇄ DKK)

Date

Valid for 14 days:

01-03-2019 - 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 874001/** qtoq.onlinebookings@dfds.com to make your booking.

Please fill in your details

Prices exclude VAT

Number of drivers*

1 2 (+ €10.35)

Vehicle length*

 Standard 12.1m - 19m €243.00 - BASE €9.41 - FUEL €252.41 <input checked="" type="radio"/>	 Medium 8.1m - 12m €191.00 - BASE €4.56 - FUEL €195.56 <input type="radio"/>	 Small less than 8m €122.00 - BASE €4.56 - FUEL €126.56 <input type="radio"/>
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Max. Length: 19m, if oversize please **contact customer service**

Vehicle registration number*

Company name

Email*

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

The following statements must be confirmed when travelling on a No Fuss Channel ticket:

- I will not carry hazardous or reefer cargo >
- I will not carry livestock or domestic pets >
- My vehicle is within the standard dimensions for the unit type selected >
- I have read and accept the terms and conditions >

I acknowledge and agree to all of the above statements.

I acknowledge and understand that I am allowing DFDS to use my information for the purpose of issuing my No Fuss ticket.


[Follow this link to see DFDS' Privacy Policy](#)

Price: €252.41
Excluding VAT

CONTINUE TO PAYMENT



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




Full load

Your cargo occupies a full trailer

SELECT

Available soon



Part load

Your cargo occupies only partially a trailer. At the moment we are not able to provide quotes for part-load online, but we are happy to get back to you with a price.

SEND REQUEST

February 2019

Mon	Tue	Wed	Thu	Fri	Sat	Sun
28	29	30	31	01	02	03
04	05	06 €1234	07 €1234	08 €1234	09 €1484	10 €1484
11 €1234	12 €1234	13 €1234	14 €1234	15 €1234	16 €1484	20 €1484
21 €1234	22 €1234	23 €1234	24 €1234	25	26	27
28	1	2	3	4	5	6

EUR (€) GBP (£)

YOUR ORDER

Amsterdam - London
Standard cargo, standard trailer

Number of trailers

Pick up date **FRI 25/02/2019**

Drop off date **WED 02/03/2019**

Price per unit **€1234**

Total price **€1234**

BOOK

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- 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

