



# Ferry Shipping Summit

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# Strategic areas for DFDS Ferry

## Economic and geopolitical landscape

- Low demand due to conflicts, limited GDP growth, inflation - affecting both passengers and freight
- Nearshoring long-term trend



## Increased regulation

- EU: ETS, EU maritime, EES, etc.
- IMO / Local



## Green transition

- Our reduction targets: 45 % 2030 / Net zero by 2050
- “Every Minute Counts” & EElI
- New buildings “Vessels of Tomorrow”
  - Day ferries by battery electric
  - Night ferries by methanol
  - Long distance RoRo by ammonia



## Digitization challenges and opportunities

- **Customer requirements:** passenger apps, freight track and trace, self-service, ease of doing business, etc.
- **Reduce cost to serve:** operations, terminals, customer service.



## Talents, DE&I

- **Talents:** attractiveness, retention
- **Diversity, Equity & Inclusion**



## Increasing cost pressure

- Control pressure on margin: pass on regulation extra-costs, focus on operational excellence
- Scale network in nearshoring hubs (Morocco, Türkiye, Egypt, etc) to generate growth
- Develop our people / Great place to work

