

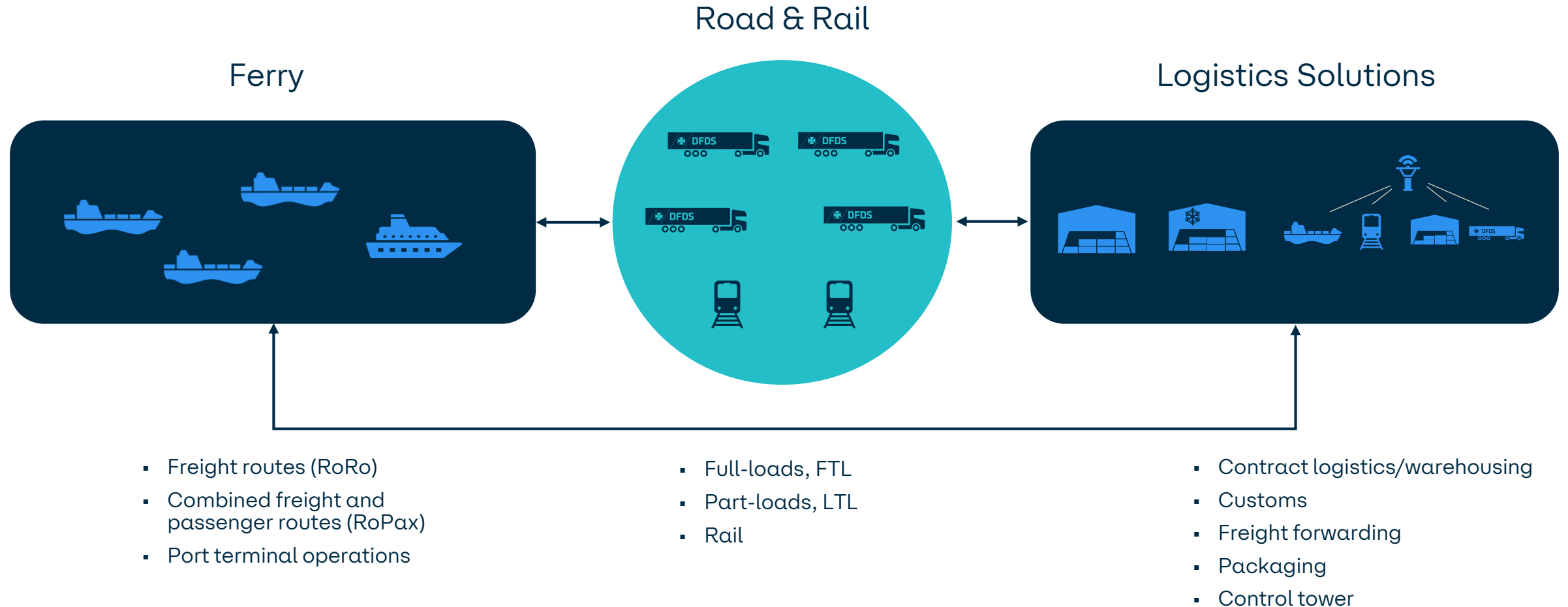
# Logistics



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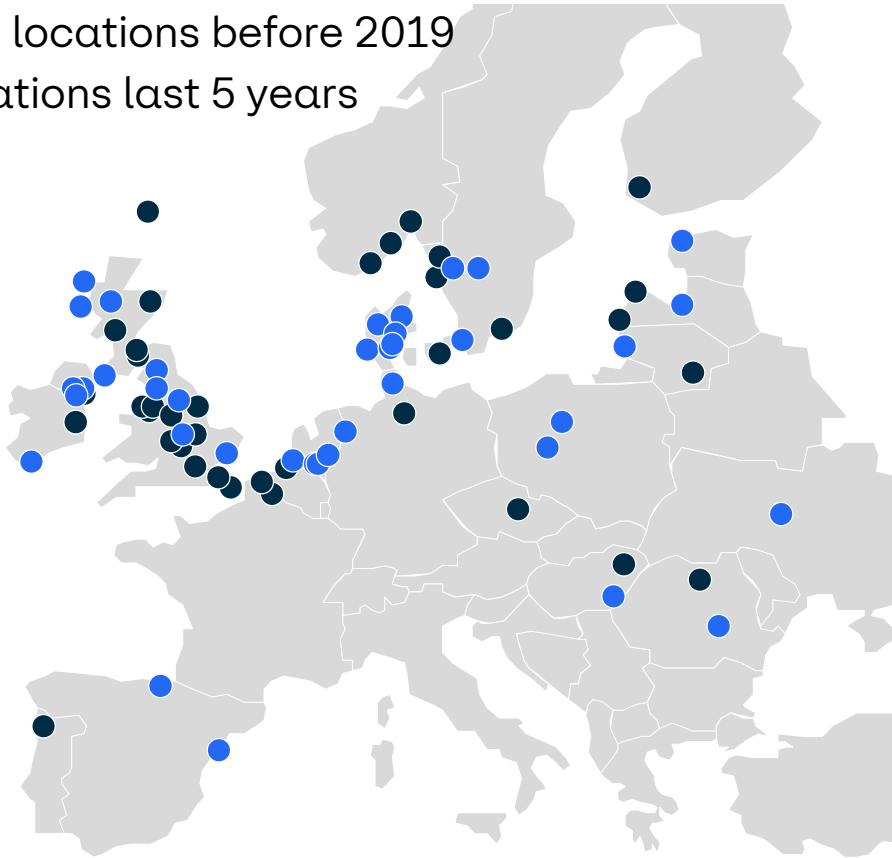
13 December 2023

# What we do – Logistics solutions boosted by strong transport network



# Our strongholds in Northern Europe enables us to grow with our customers

- Logistics locations before 2019
- New locations last 5 years

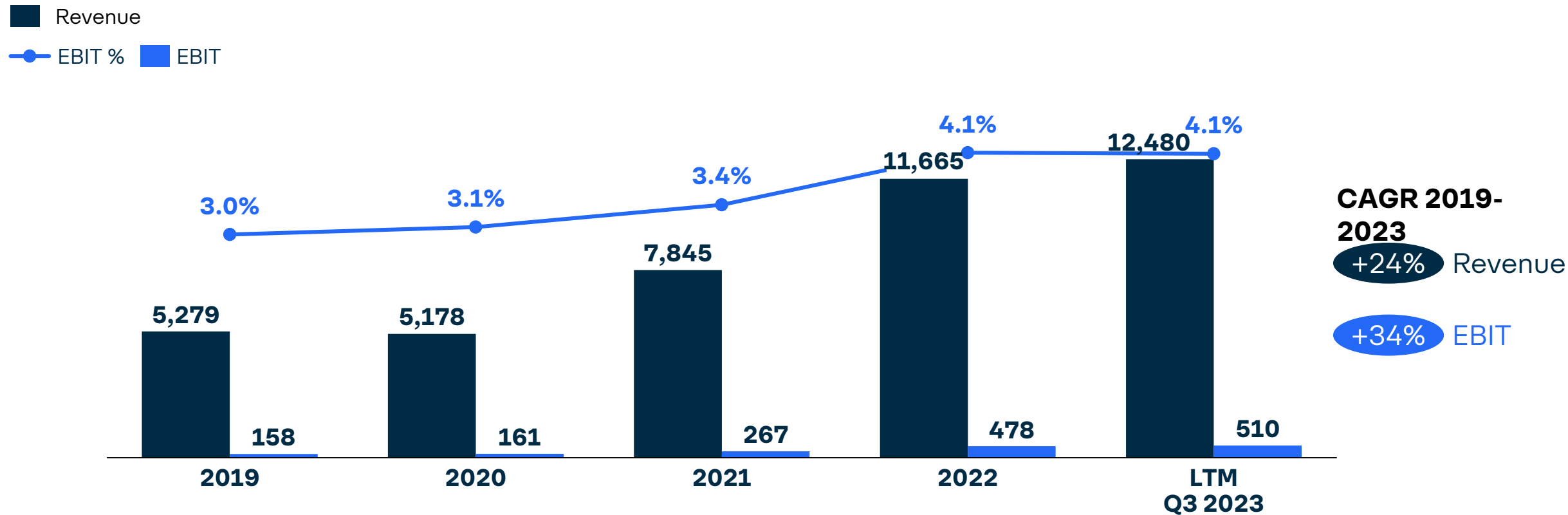


We have almost **doubled** the # of sites throughout Europe during the last 5 years

Furthermore, we have increased the number of **products offerings significantly**

# Significant growth achieved – focus now on margin improvement driven by benefits from larger scale

DKKm 2019-2023 Q3 LTM



# Moving Together Towards 2030



**Protect & Grow** Profits

Standardise to  
**Simplify**

**Digitise** to  
Transform

Moving to **Green**

Be a **Great Place** to  
Work

# To enable profitable growth we are launching four strategic initiatives

A



**Protect and grow the core**

B



**Continuously optimise  
and improve margins**

C



**Bundle  
and expand solutions for  
strategic customers**

D



**Collaborate to utilise our  
network**

# A Protect and grow the core | By building and growing our core products



**Full load  
transport**



**Contracts  
logistics**



**Customs**



**Part load  
transport**



**Freight  
forwarding**



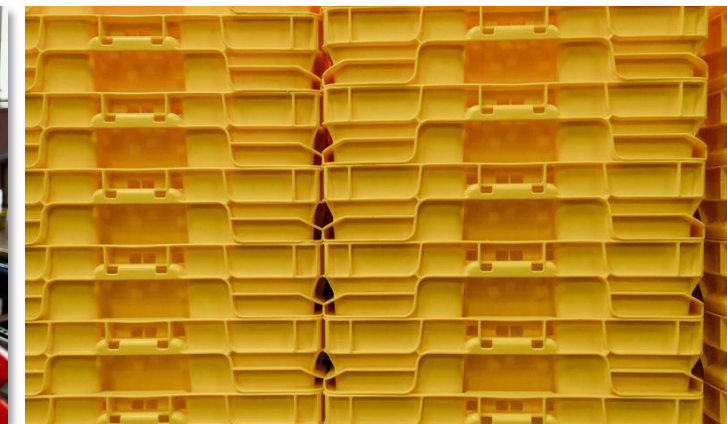
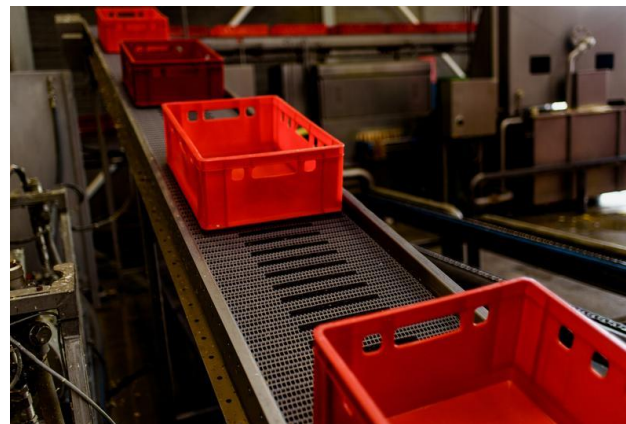
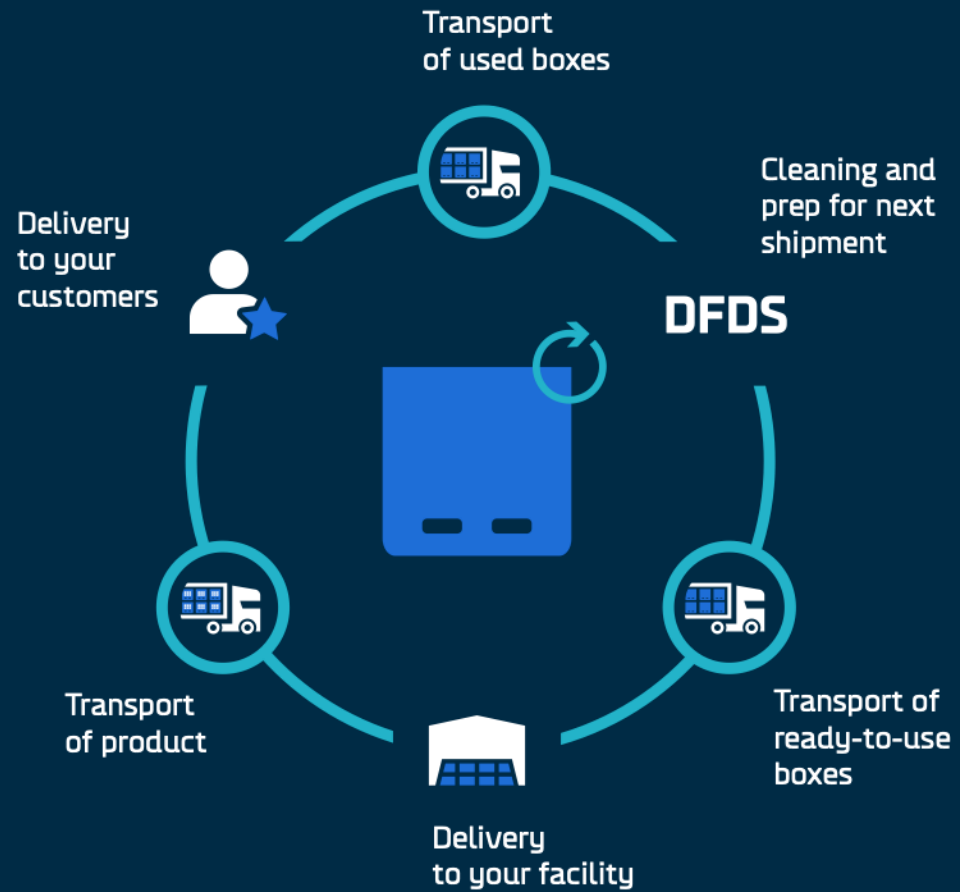
**Control  
Towers**



**Packaging**

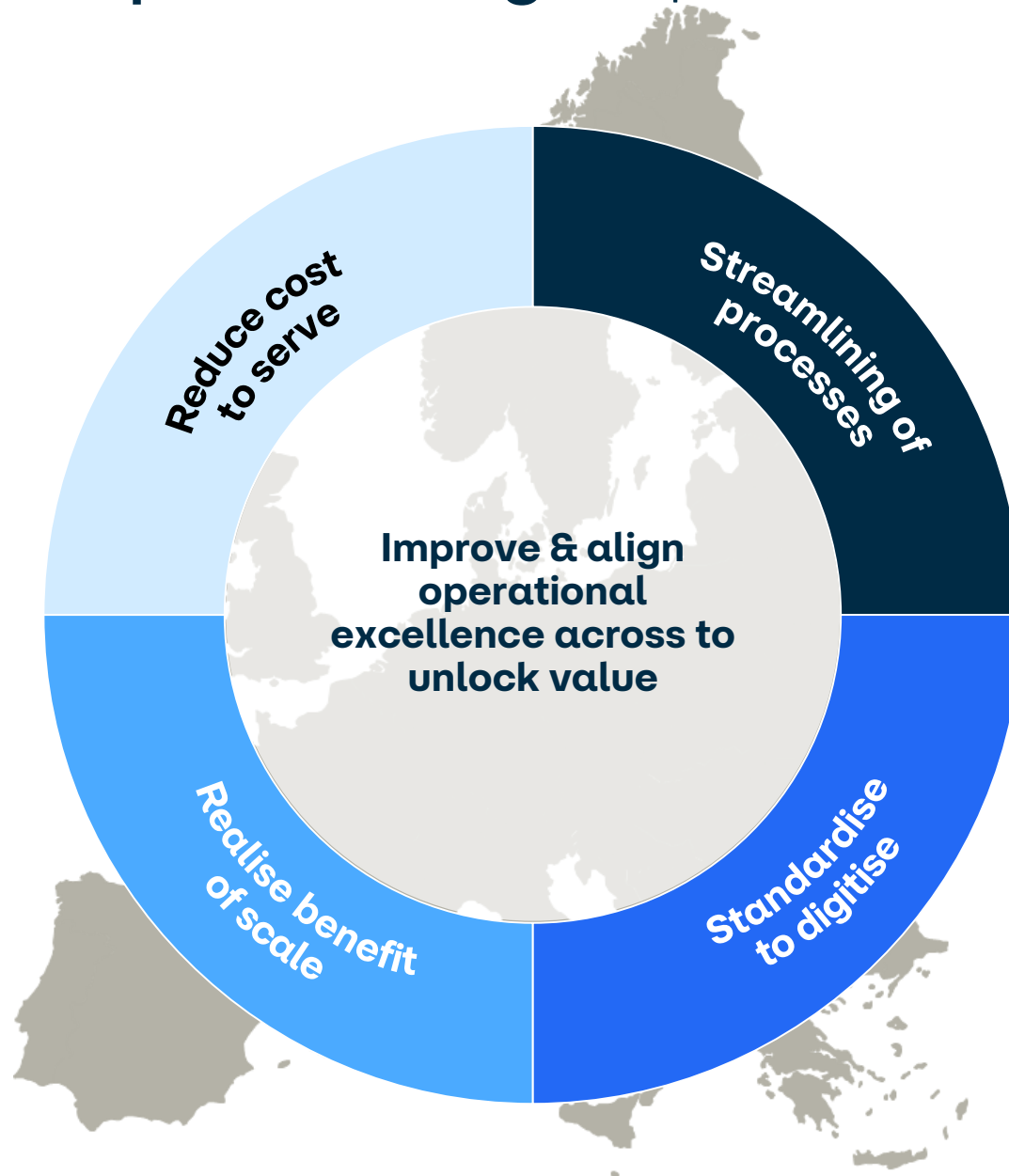


# Reusable Packaging Cycle





## **B** Optimise and improve margins | Unlocking network value



# B Customs - using the centre of excellence model to build a resilient profitable business

Network expansion and Growth

Operational excellence to unlock value



- Customs services offered in **two locations**



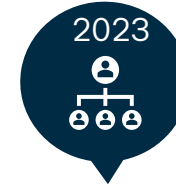
- **Brexit preparations lead to 10+ locations**



- **DFDS gains significant increase in customers after Brexit**



- **More than 7,000 customers**
  - Customs treated as a **core product**











































- DFDS Customs as **separate operational organisation**
  - **Focus on process and system standardisation**



- **Scale benefits**
  - **Digitalisation through system enhancements**

The customs journey in DFDS started in Norway and UK but now covers more than 200 employees across 14 locations

# C Bundle and expand solutions for strategic customers | Build competitive advantage

Customers based on revenue in mDKK			Number of products	Main products used
 1. Customer A	>750m	>3*		  
 2. Customer B	>650m	6		  
 3. Customer C	>470m	5		  
 4. Customer D	>350m	6		  
 5. Customer E	>150m	4		  
 6. Customer F	~150m	>3*		  
 7. Customer G	>100m	>2*		  
 8. Customer H	>100m	3		  
 9. Customer I	~100m	>3*		  
 10. Customer J	~100m	>3*		  

Our top customers account for a large share of our revenue share and are **strategically important**

...

They **use more than three products**, mainly full/part load transport, warehouse/contract logistics, freight forwarding, and packaging

# **D** Collaborate to utilise our network | We grow with customers using our strongholds across our network

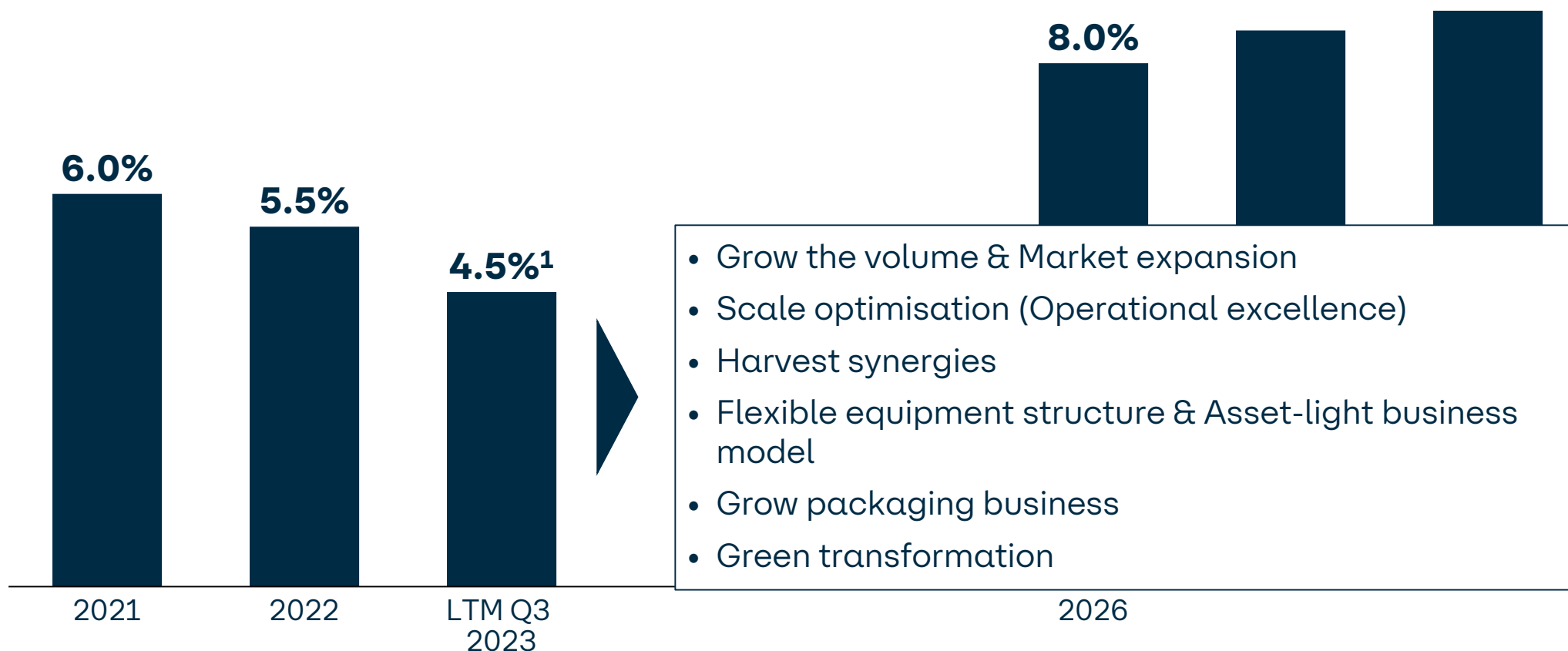
**Link to our own ferries is a unique selling point**

**We are able to offer end-to-end solutions in most of Northern Europe**

**Bundling of solutions**

# BU Cold Chain Nordic & Continent ROIC development.

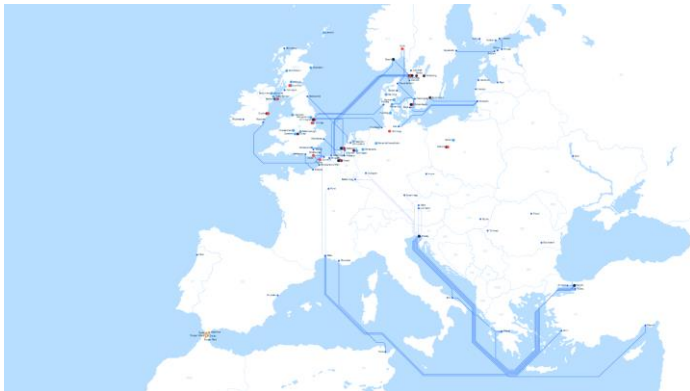
## Plan in place to reach 8% in 2026





# Logistics 2024-2030

Adapt strategy to unlock network value and focus on profitable growth



- **Operational excellence and cost to serve** focus
- **Collaborate** to utilise our network
- Continue to grow with **existing large, strategic customers across various industries** who specifically demand bundles of multiple products
- **125 e-trucks** ordered
- **Successful** deployment of first e-trucks
- **+70 on the roads** end of 2023
- Launch of **decarb solution**

# Q&A