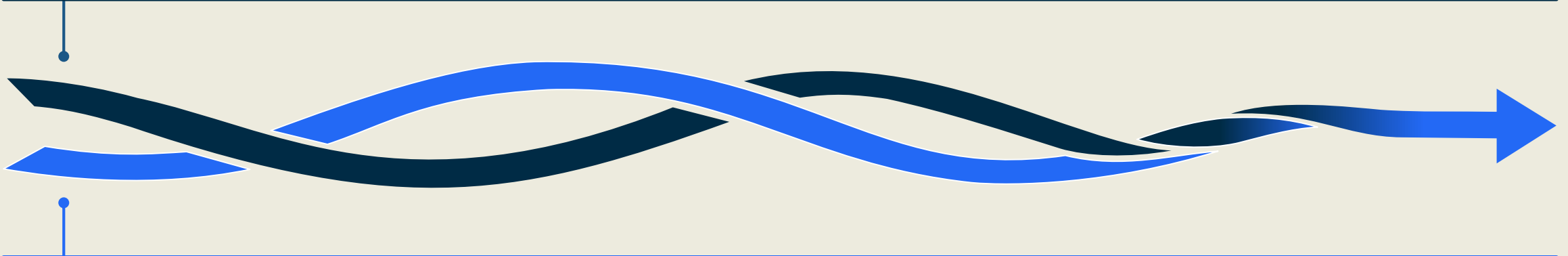


Standardise & Digitise

This section focus on standardisation and digitalisation

Standardisation ...

... is key enabler for digitalisation through ensuring that we can **automate and scale** digital solutions across DFDS – and will play a key role for digitalisation going forward



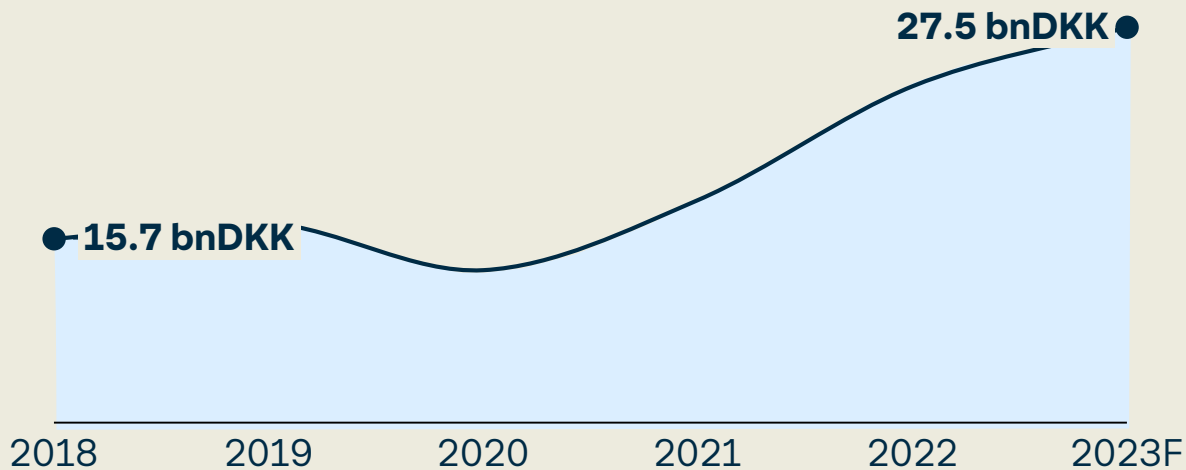
Digitalisation ...

... can support the **prioritisation of the key standardisation efforts**, based on the high-potential areas that needs to be digitalised

Growth significantly increases the need to standardise and simplify

DFDS has grown in size and complexity...

DFDS revenue growth



Key events

Regulatory & growth activities (e.g., new routes, Brexit, COVID)

M&A integration activities

... making standardisation key ingredient to achieve benefits at scale



Commercial standardisation across DFDS (e.g., customer service)



Standardise of our **operations** (e.g., terminals, planning)



Back-office standardisation (e.g., HR, ERP system, legal entities)



With clear expected impact on our organisation



Realise **benefits at scale**



Transparency to **enable data driven decisions**



Accelerate **automation**

Digitise to transform how we connect with customers and how we operate

How we connect with our customers



How we operate



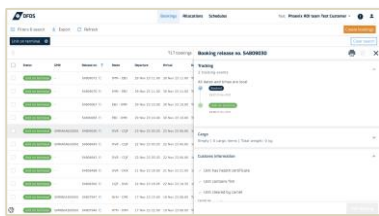
Enabled by our future proof technology platform



We digitise how we connect with our customers to increase value of every touchpoint

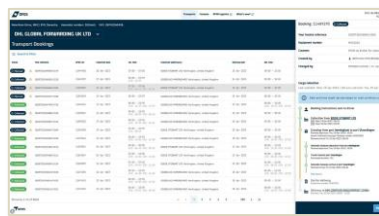
Easy self-service

MyFreight



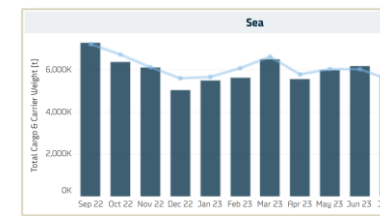
Transparency

DFDS Direct & tracking

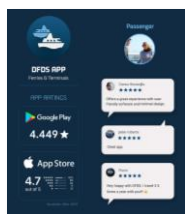


Solutions supporting our customers

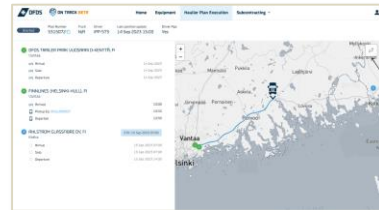
CO2 emissions



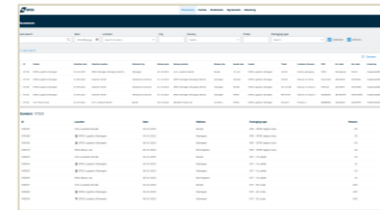
DFDS Mobile apps



OnTrack

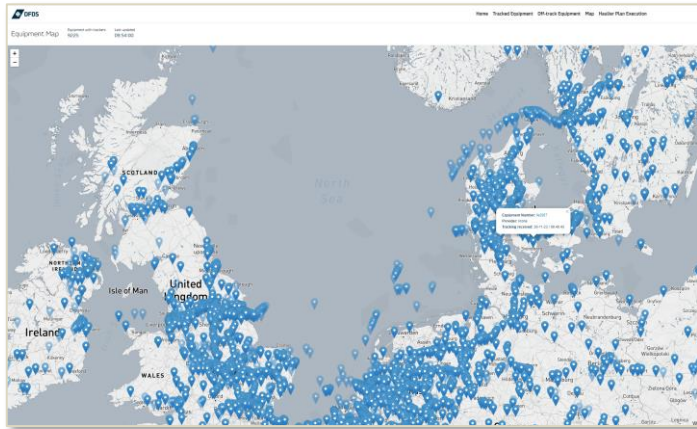


Packaging solutions



... enabled by our technology platforms that increase efficiency, connects us to our customers and enable data-driven decisions

Data Foundation



- ~130m daily events consumed digitally

Modular Ecosystem



Faster time to market and adoption of new technologies.



Connect with customers, partners and marketplaces.

Q&A