



The temporary reduction of passenger and freight activities reduce certain headquarter activities and therefore some colleagues will be sent on paid temporary leave.

Travel restrictions and other measures that aim to reduce the spread of the Covid-19 virus, have dramatically reduced our passenger services and are also beginning to impact our freight activities.

Due to suspended routes and reduced on-board services, colleagues at sea and ashore have been or are being sent on paid temporary leave.

This is possible due to the national aid packages that aim to ensure that companies like DFDS can better adapt their costs to the situation, maintain employment and be ready to regain activities and welcome people back as soon as the Covid-19 restrictions are lifted.

Obviously, the lower activity level affects our headquarter functions as well. Therefore, from tomorrow, we will also start sending headquarter staff on paid temporary leave.

If you are among the 50 colleagues included, you will be informed about it today by your manager, and it is very important for me to underline the obvious: It has nothing to do with your performance. On the contrary, in the Executive Management Team and the Board, we are extremely impressed with your work and behaviour throughout the crisis. It is solely a

measure to reduce our costs in the affected areas so we can get through the crisis in good shape and continue as a great place to work. In fact, we can't wait to welcome you back and get business back to speed again.

In line with EMT measures

In general, we will follow the measures which we informed about last week.

This means that we will reduce functions that have been heavily impacted by the reduced operational activity level but keep focusing on delivering on strategic projects that are long term business critical. This includes projects such as the ERP project, DFDS Direct, the climate challenge, CSR and other strategic initiatives.

We are closely monitoring the situation and believe that, with these measures and your help, we will get DFDS well through this crisis - and we will maintain our fantastic teams that are our best guarantee for quickly regaining our strength and business.

On behalf of the Executive Management Team

Torben Carlsen

March 25, 2020