



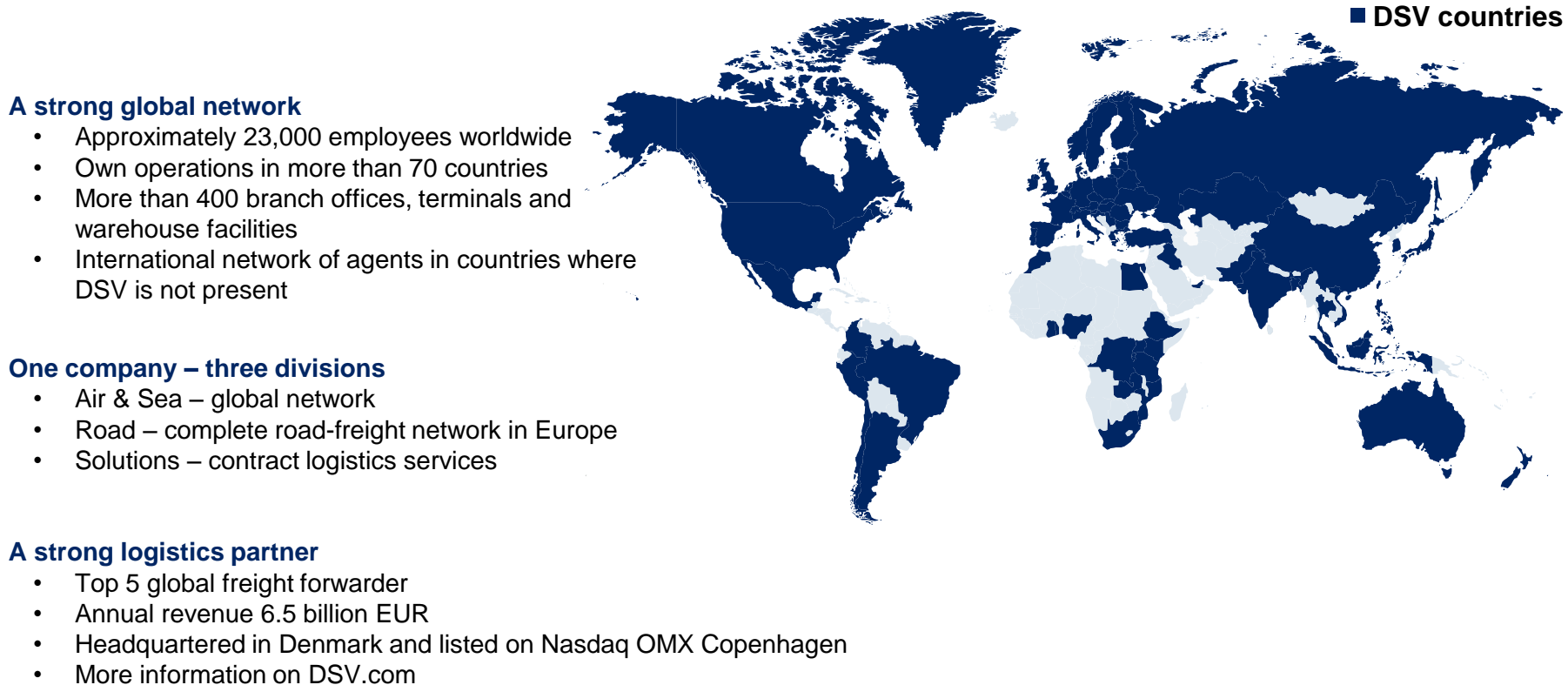
Corporate presentation 2015

General facts, key figures, values, CSR and what we can do for our customers.



General Facts

– global supplier of transport and logistics services



The Divisions – facts and figures



DSV Air & Sea



- 7,000 employees
- Strong global network
- More than 830,000 TEUs of seafreight annually
- More than 280,000 tons of airfreight annually

DSV Road



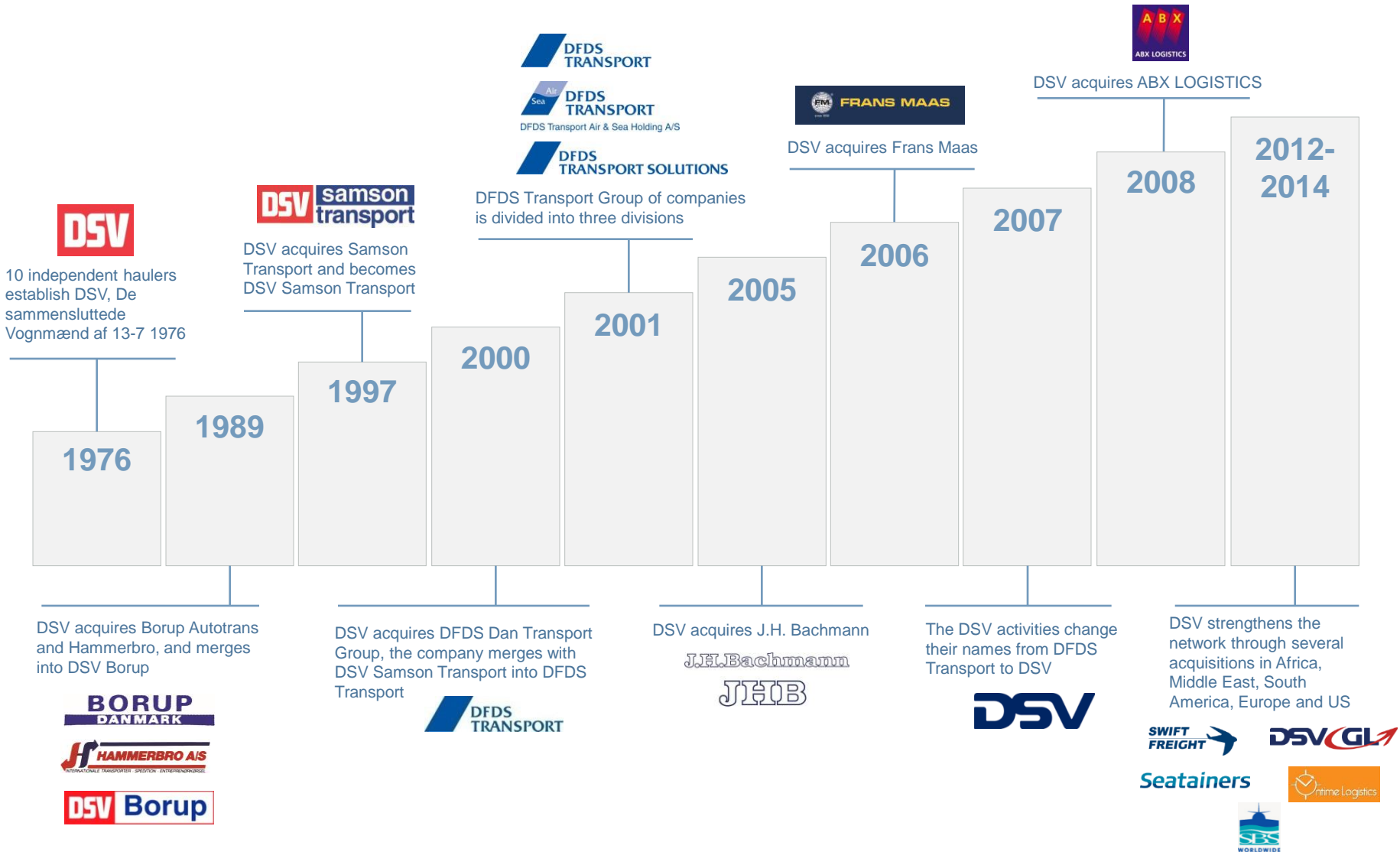
- 9,000 employees
- More than 200 road-freight terminals in Europe
- More than 17,000 trucks on the road every day
- Handles more than 20 million consignments annually

DSV Solutions



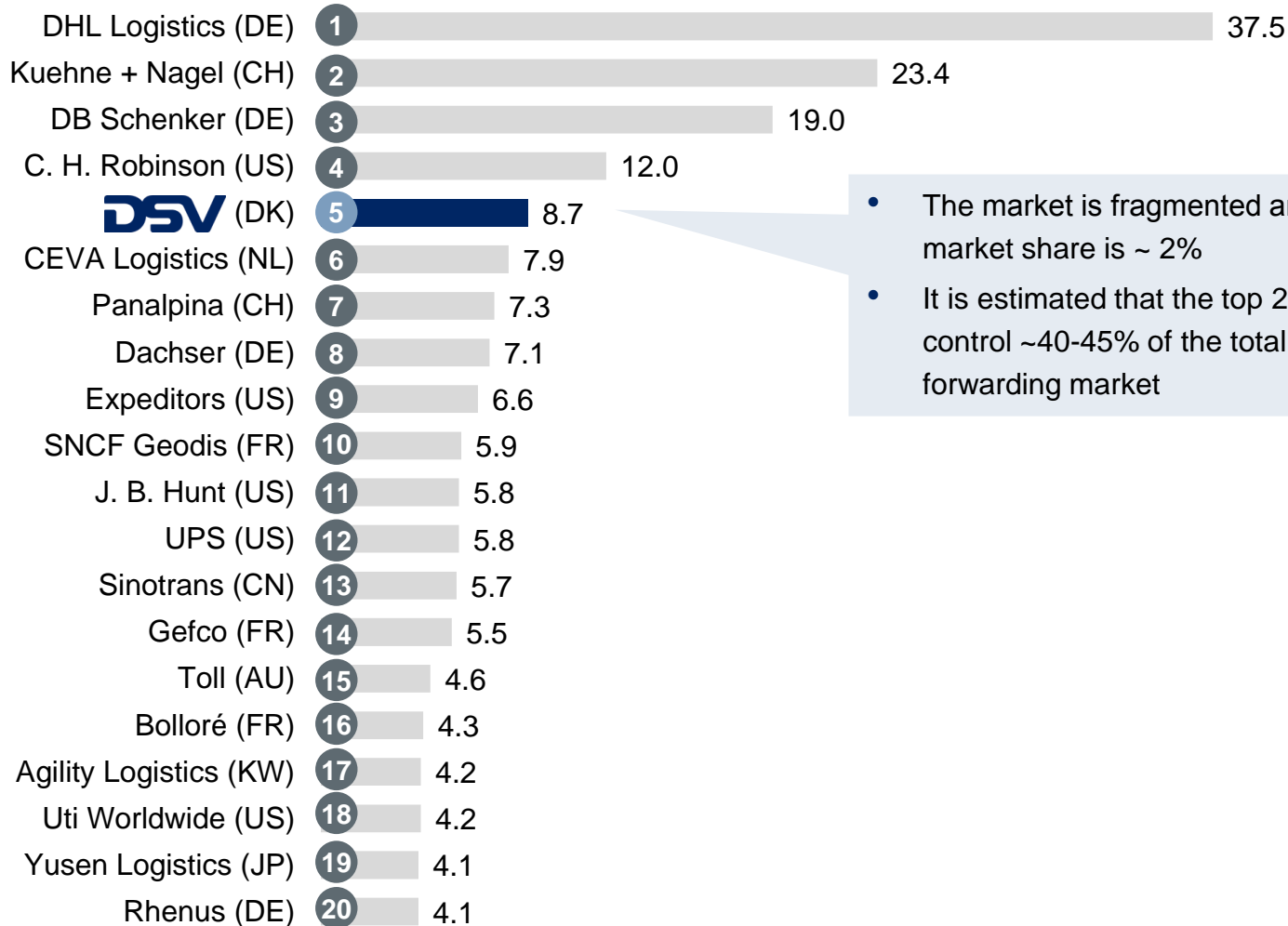
- 6,000 employees
- Warehousing and supply chain management
- Strong presence in Europe and global service offerings in cooperation with Road and Air & Sea
- 2,300,000 m² of warehousing facilities

Milestones – creation of a global network



A fragmented industry

– global top 20 freight forwarders based on 2014 revenue (billion USD)

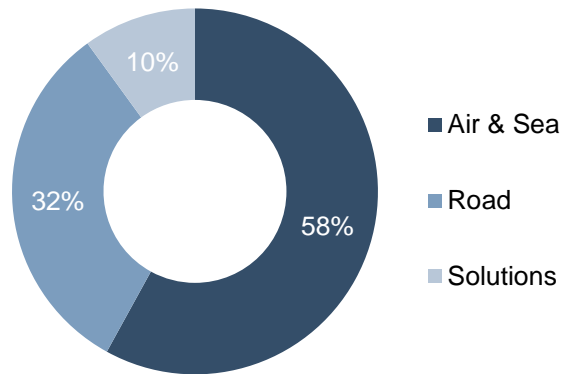


- The market is fragmented and DSV's market share is ~ 2%
- It is estimated that the top 20 companies control ~40-45% of the total freight forwarding market

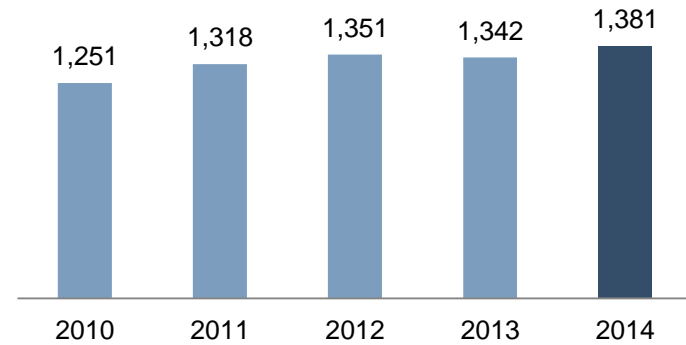
Source Journal of Commerce, 15 April 2015, Transport Intelligence

Financial highlights

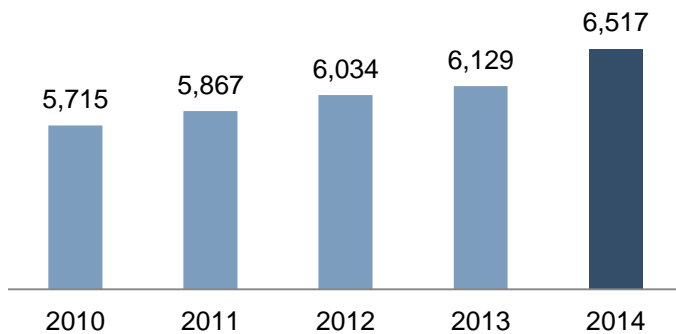
Operational profit by division (FY 2014)



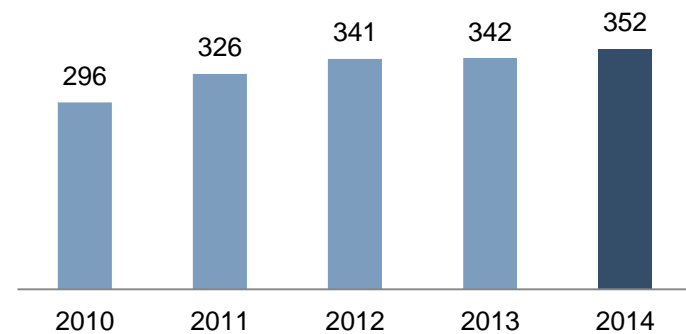
Gross profit in million EUR



Revenue in million EUR



Operational profit in million EUR



DSV Air & Sea services

DSV Air & Sea is a premier air- and sea freight service provider offering exemplary services, which makes us the preferred service partner for some of the most selective international trading companies and retailers.

Fast and flexible air freight

- Daily departures to all major airports in the world
- Both fixed schedules and creative routing to suit any situation
- Consolidation at own facilities reduce handling and costs
- Full compliance with all transport standards and regulations

Special air freight services

- Full and part charter
- Express services
- On-board courier
- Hazardous air cargo

Efficient global sea freight

- Full container loads door-to-door or port-to-port
- Expert handling of special equipment such as dry, temperature-controlled, refrigerated, flat rack and open top containers
- Global network ensures space on the best routes at low cost

Special sea freight services

- Non-containerized loads / special equipment
- Break bulk cargo
- Buyer's consolidation cargo consolidates cargo from multiple suppliers
- Hanging garments

Complete customs clearance and full compliance

- We handle the complete administration process concerning customs clearance and documentation for all types of international shipments
- We organize transports under full compliance with international, regional and local regulation

Value added to your supply chain

- Transport consultations with our logistics experts finds most efficient routes and services to optimise your specific supply chain
- Comprehensive e-services enhance visibility and transparency of shipments with booking and tracking systems, EDI, e-billing, barcoding and reporting of KPI's
- DSV insurance at competitive rates. We insure with full cover from pick-up to delivery, even for shipments transported by other freight forwarders
- Pick-and-pack, storage, door-to-door and domestic distribution. With our sister organisations, DSV Road and DSV Solutions, we can improve your entire supply chain

Project transport

- Shipment of oversized goods across the entire globe
- Risk assessment and project reporting from planning to the after action report
- Safe transport with expert employees present worldwide



DSV Road services – efficient and flexible

Top 3 road freight forwarder in Europe that provides all kinds of road transport services in a fast, efficient, flexible and environmentally friendly manner – creating good connections to the rest of the world

Groupage

- Domestic and cross border within 24-48 hours
- Fixed routes, high frequency
- Short transit time

Part loads

- Pick-up and delivery by same truck
- Short transit time
- Large network ensures high flexibility

Full loads

- Covers even the most remote parts of Europe
- Own warehouses and freight forwarding in most countries
- Large network ensures return loads – environmentally sound

Special transport services

- Temperature-controlled transport
- Hazardous cargo
- Project transport (outsized cargo)
- Hanging garments
- Multi modal transport (rail + short-sea)

DSV Daily Pallet

- Daily pick-up and departure with on-time delivery of palletised groupage shipments between 35 and 3,500 kg to and from anywhere in Europe.
- Operates across the existing network connecting 32 European countries on a daily basis

Economies of scale and efficient solutions

- Leading European logistics provider with over 17,000 trucks on the road every day and 9,000 employees with knowledge of all European markets.
- Each local DSV Road office creates the most efficient logistics solutions in its own market, and common systems facilitate cross-border invoicing, reporting and statistics
- Global Accounts professionals responsible for the overall logistics solutions for key accounts
- Online booking and status 24/7 with DSV e-services

Focus on risk management

- Full cover insurance of all shipments from pick-up to delivery
- Priced according to shipment value, destination and mode of transport
- Shorter claims handling procedures – typically less than one week

Eco-friendly transport services

- Our efficient network cuts down on empty or partial transport, saving energy
- We measure and report emissions



DSV Solutions services

DSV Solutions creates competitive advantages by developing, optimising and executing efficient supply chain solutions

Warehousing

- Managing, inspecting and unloading inbound goods
- Storage services include complete inventory management and storage off all types of goods
- Consolidating, picking and handling peaks are just some of the outbound services we offer

Value added to the supply chain

- Besides our core services, we offer a wide variety of value added services, including kitting and assembly, testing, packaging and repackaging, configuring and customisation, labelling, repairs and quality inspection.
- DSV cargo insurance offers security from unforeseen costs at a competitive price

Freight management

- Our services include network optimisation, selection of carrier, return logistics, cross-docking, management reporting carbon footprint and CO2 reduction. We will find the most suitable solution in terms of lead time, quality and cost

Industry sectors

Through substantial investments in warehouse and freight management systems we have developed industry-specific solutions for five key industry sectors

- **Consumer products**
- **Industrial**
- **Healthcare**
- **Hi-tech**
- **Automotive**

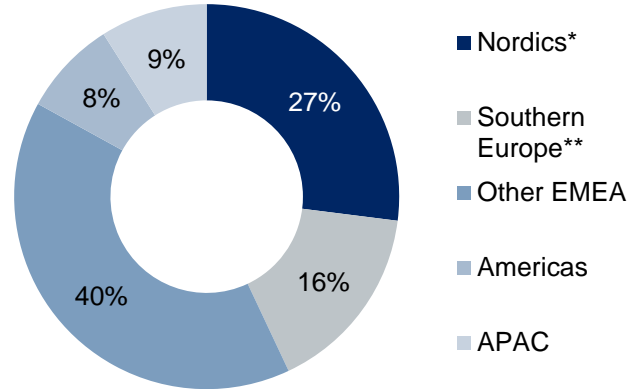
E-commerce

In response to the growing e-commerce we offer a concept tailored to businesses in this segment.

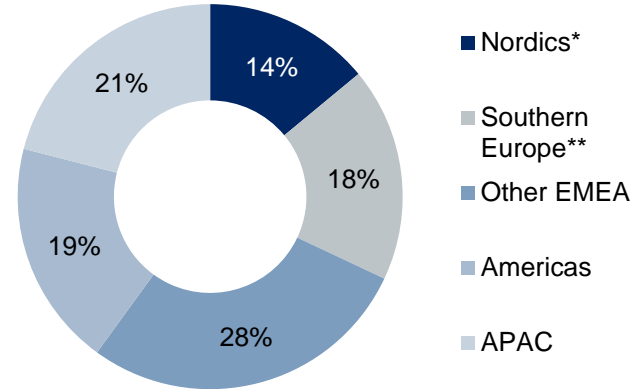


Geographic Exposure by Revenue (2014)

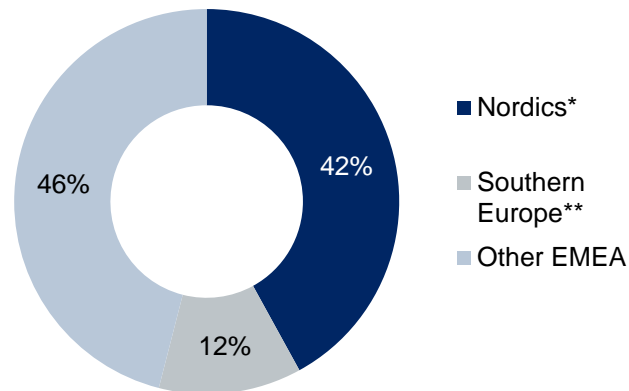
DSV A/S



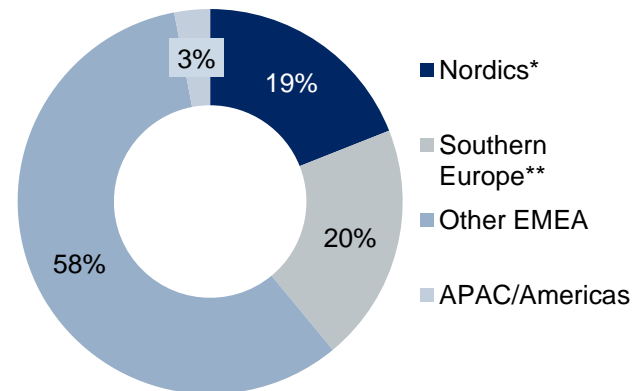
DSV Air & Sea



DSV Road



DSV Solutions



*Nordics include: Denmark, Sweden, Norway and Finland

** Southern Europe include: France, Spain, Portugal, Italy and Greece

Vision

“

We want to be a leading global supplier, fulfilling the customer needs for transport and logistics services, targeting extensive growth and being among the most profitable in our industry. This way we are able to set the pace and direction of our own development while being an attractive business partner.

”



DSV's five strategic focus areas



DSV Corporate Social Responsibility

DSV is aware of and acknowledges its social responsibility as one of the world's largest transport and logistics providers.

We find it natural to take good care of our employees and the environment and to ensure that our work is based on an ethical business model. That is the reason why we have joined United Nations Global Compact initiative.



Global Compact is based on ten universally accepted principles relating to:

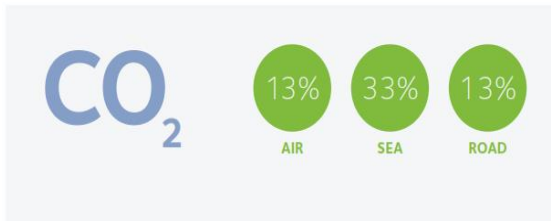
- Human Rights
- Labour Standards
- The Environment
- Anti-corruption

We are on a journey

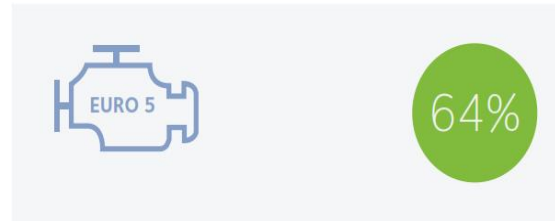


Corporate Social Responsibility

- brief status on selected targets at the end of 2014



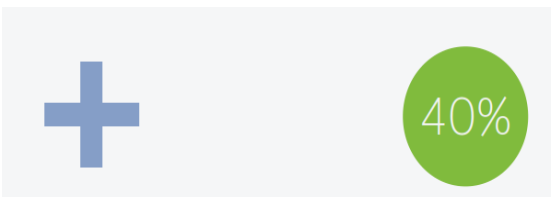
Goal: We need to improve energy efficiency by 15 % per transport mode from 2010-2015



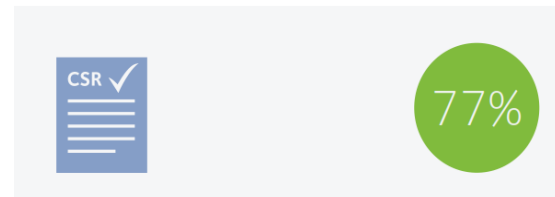
Goal: The Road Division (including its suppliers) must use Euro 5 engine vehicles or better for at least 60 % of all road transports by 2014



Goal: All employees at management level must have completed training in the DSV Code of Conduct by the end of 2014



Goal: The rate of occupational accidents must be reduced every year. From 2013 to 2014 frequency dropped by 40%



Goal: All suppliers of DSV must be encouraged to observe the Supplier Code of Conduct, and it must have been communicated to at least 75 % of all suppliers of the group by the end of 2014

Prohibition against facilitation payments implemented



We are determined to eliminate this behaviour which, unfortunately, is part of doing business in certain areas of the world