

DSV Air & Sea US

2020

DSV Panalpina

Fourth largest global freight forwarder

Global operations



60,000
Employees



1,400
Offices and logistics
facilities



+80
Countries

One company – three divisions



Air & Sea
A global network



Road
Overland transport
in Europe, North
America and South
Africa



Solutions
Contract logistics
services worldwide

DSV Panalpina



Hedehusene, Denmark
Headquarters



Nasdaq Copenhagen
No majority shareholder – 100% free float



BBB+
Credit rating (S&P Global Ratings)



Committed to being responsible

Guided by
UN Global Compact & SDG
(Sustainable Development Goals)



Working together to support the entire supply chain

60,000 people in more than 80 countries at your service

Third-party logistics services (3PL)

Air and Sea

DSV Air & Sea



- Access to all markets through our global network
- Strategic partnerships with leading carriers and airlines
- FCL/LCL and project transports
- Charter network
- Special industry competencies

Road

DSV Road



- Road freight services in Europe, North America and South Africa
- Groupage and LTL/FTL services
- Special industry competencies

Solutions

DSV Solutions



- Contract logistics services worldwide
- Solutions for e-commerce
- Special industry competencies

4PL services

Lead Logistics

Enabling intelligent supply chains



- Planning and control
- Procurement and provider management
- Execution management and support
- Freight audit and pay

DSV XPress • DSV Purchase Order Management • DSV Supply Chain Innovation • DSV Insurance

Market position

DSV Panalpina



3rd

Air freight



3rd

Sea freight



4th

Road freight
(Europe)



10th

Logistics solutions

Why DSV is the right solution

Lean Management Principles

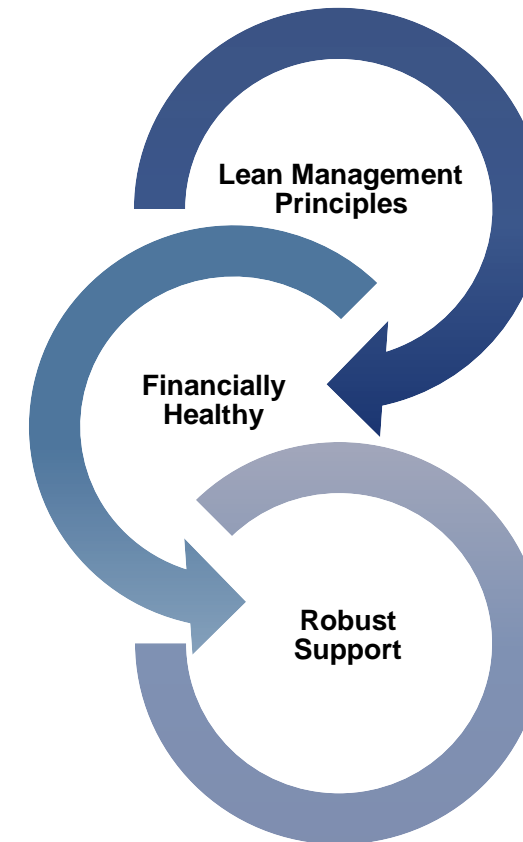
- Proactive involvement of staff and management
- Flat yet flexible organization
- Right size-scope capability
- Empowered and accountable people

Financially healthy partner with full service portfolio

- Air, Sea (LCL, FCL, BCN), Road (LTL, FTL), Courier, Solutions
- Award winning logistics provider to Fortune 500 Companies
- Proven implementation plans
- Industry verticals and specialized S.O.P. Programs

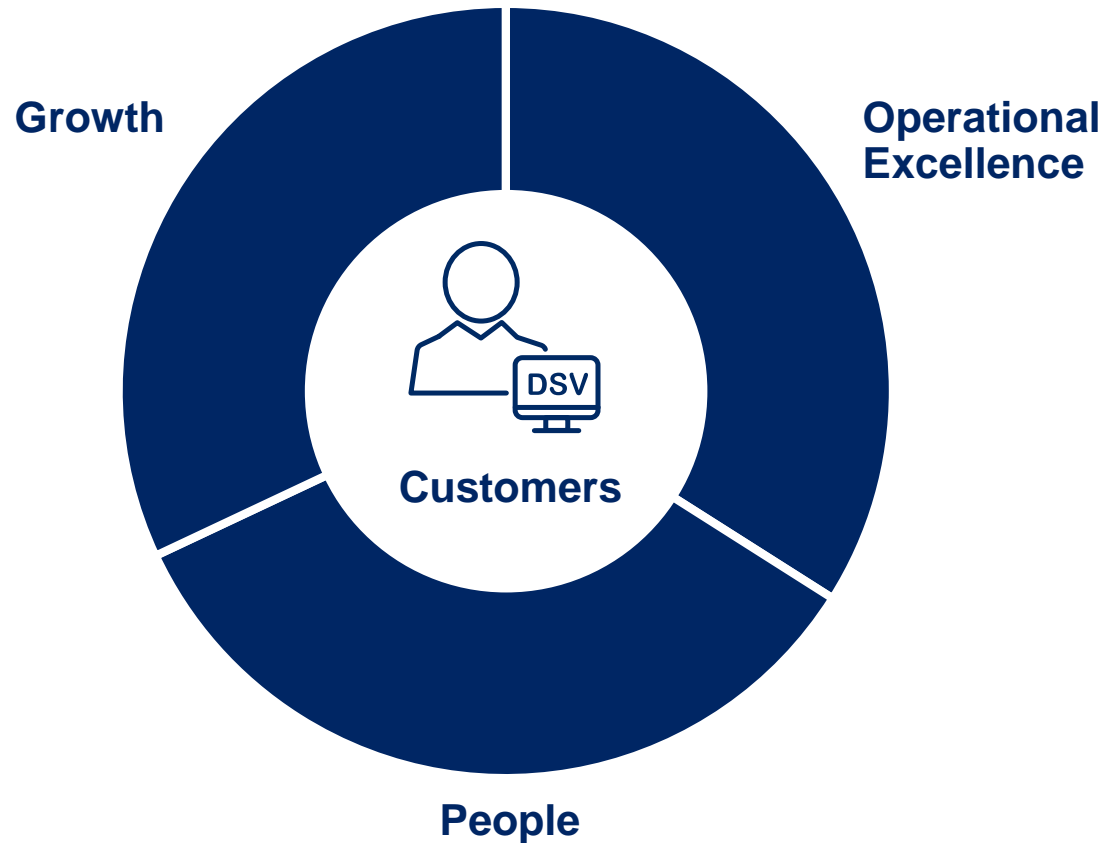
Robust Support

- Freight and Order Management, “E-Service” solutions
- US Licensed Customs Broker
- Fiscal Representation
- VAT deferment
- Administrative Support



Our four strategic focus areas

We want to be a leading freight forwarder targeting extensive growth



Customers

We offer our customers global and competitive transport and logistics services of a consistent high quality.

Growth

We actively pursue profitable growth balanced between a solid above market organic growth and an active acquisition approach.

Operational Excellence

Operational excellence in our business processes is crucial in order to operate with the highest productivity, enabling us to be competitive and deliver timely and high-quality services to our customers.

People

We strive to attract, motivate and retain talented people by offering responsibility, empowerment and growth opportunities. We treasure sound business acumen and work together as a global family to drive the business forward.

Values

Our culture and service are defined by our global values

Customers

- We deliver great customer experiences and high quality services
- We are proactive in our customer dealings and work hard to retain customers
- We make it easy for our customers to do business with us

Best performance

- We are transparent and driven by results
- We work together as ONE company across our entire global network
- We are driven by entrepreneurship and local empowerment

True collaboration

- We take ownership and show initiative
- We collaborate and communicate in a respectful way
- We practise open dialogue

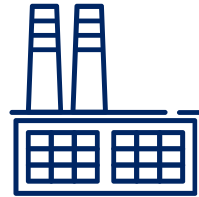


Focus on customer needs

Industry-specific expertise and solutions



Automotive



Industrial



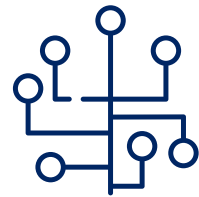
Chemicals



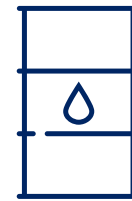
Retail & Fashion



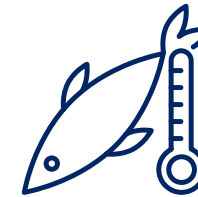
Healthcare



Technology



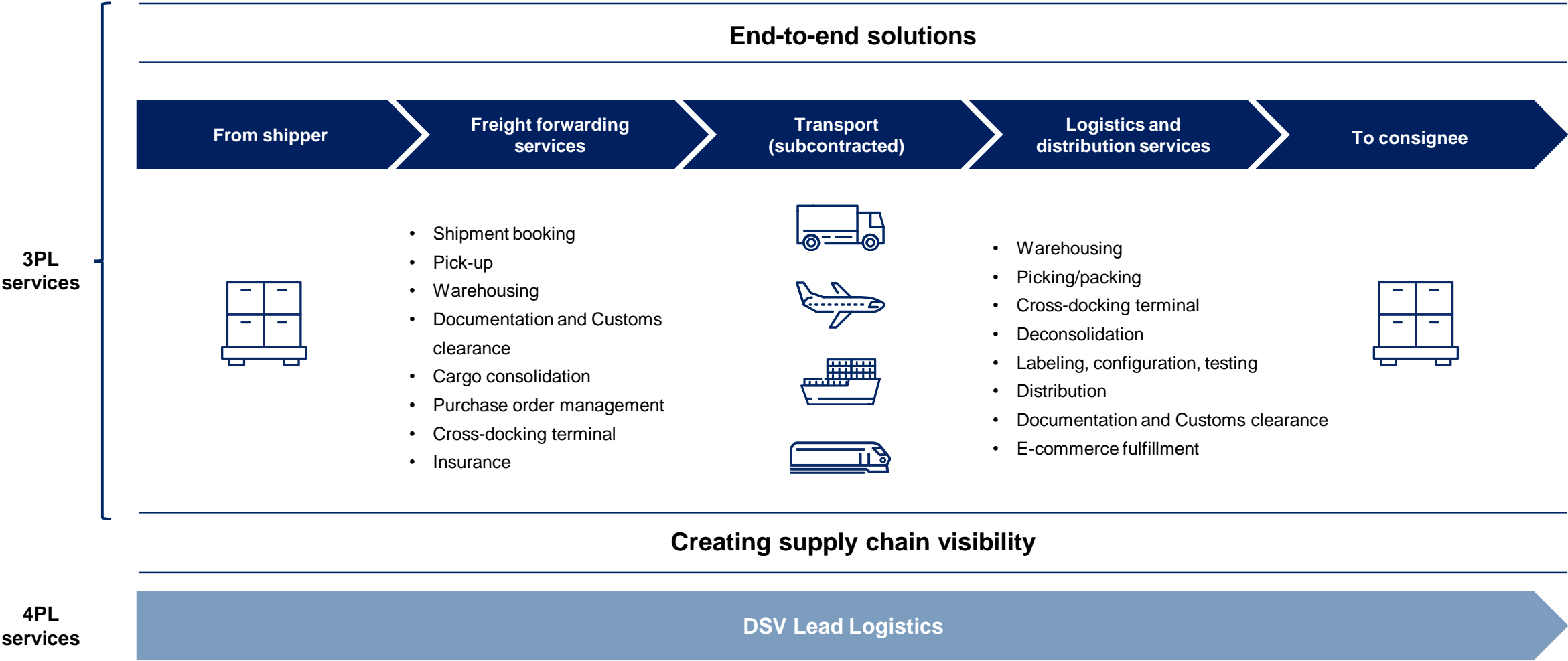
Oil & Gas



Perishables

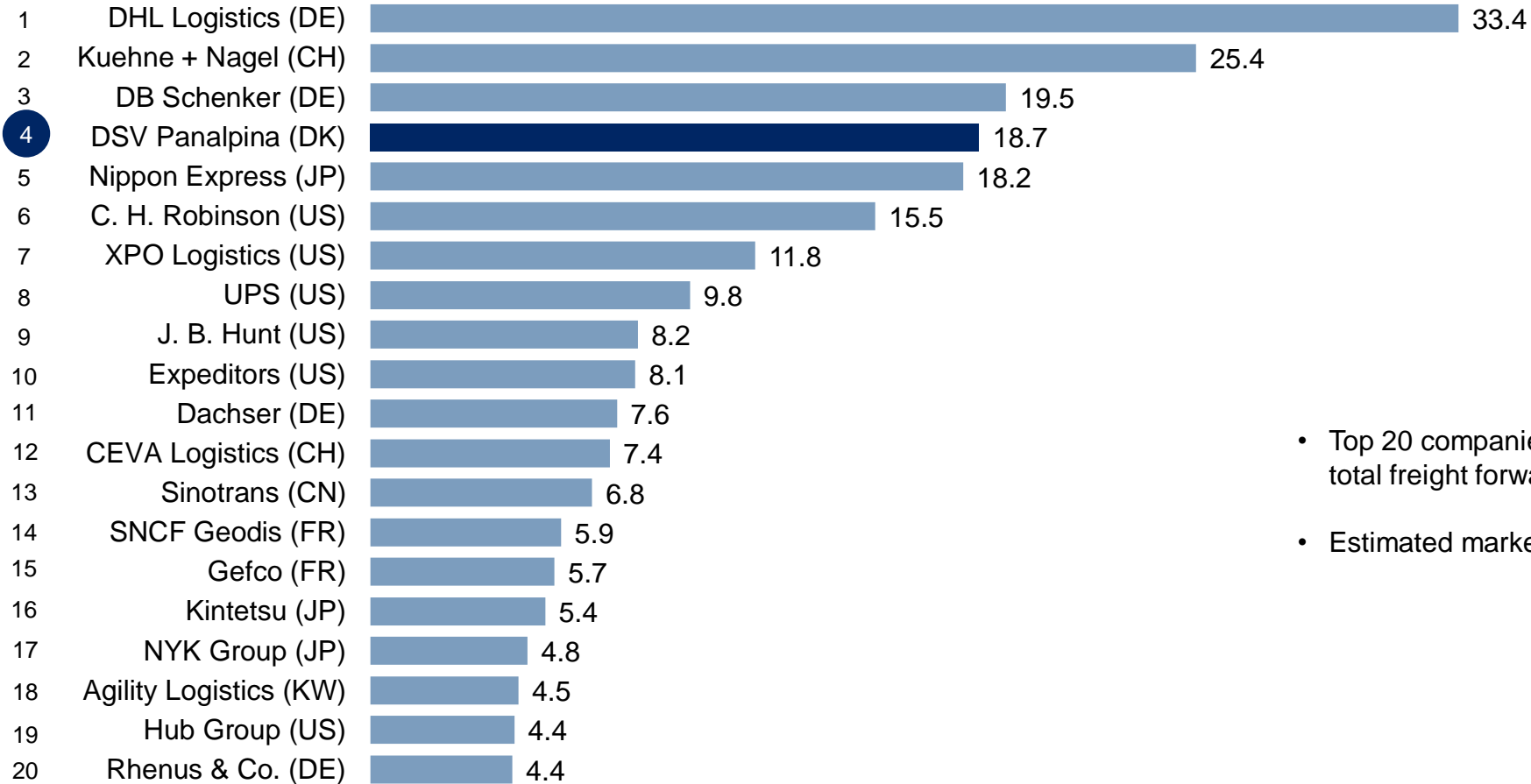
Creating value in the transport and logistics business

From A to B and much more



Competitive landscape

Third-party logistics providers by 2018 revenue in USD billion



- Top 20 companies control an estimated 30-40% of total freight forwarding market
- Estimated market share of DSV Panalpina is 3-4%

Source: Journal of Commerce, DSV estimates

Track record of successful acquisitions and integrations



1997

**Samson Transport
(Denmark)**

Added primarily Road activities.

2000

**DFDS Dan Transport
(Denmark)**

DSV gained a leading position in the Nordics and opened offices in the Netherlands, Belgium, France, Germany, the Baltics and the UK. The Solutions division was established.

2006

**Frans Maas
(Netherlands)**

Strengthened the Road division which now covered a total of 32 European countries. Added more contract logistics activities to the Solutions division.

2008

**ABX
(Belgium)**

Doubled our Air & Sea activities. Strengthened DSV's position in several important markets and the company gained significantly more overseas traffic to and from APAC and the Americas.

2016

**UTi Worldwide
(USA)**

With this acquisition, DSV bulked up Air & Sea activities and added to Road and Solutions in Europe.

2019

**Panalpina
(Switzerland)**

DSV joined forces with Panalpina Welttransport and further consolidated our Air & Sea activities. We became the world's fourth largest transport and logistics company.

From local haulier to global player

A global network created through organic growth and M&A

Breakdown of EBIT by division



Breakdown of EBIT by geography



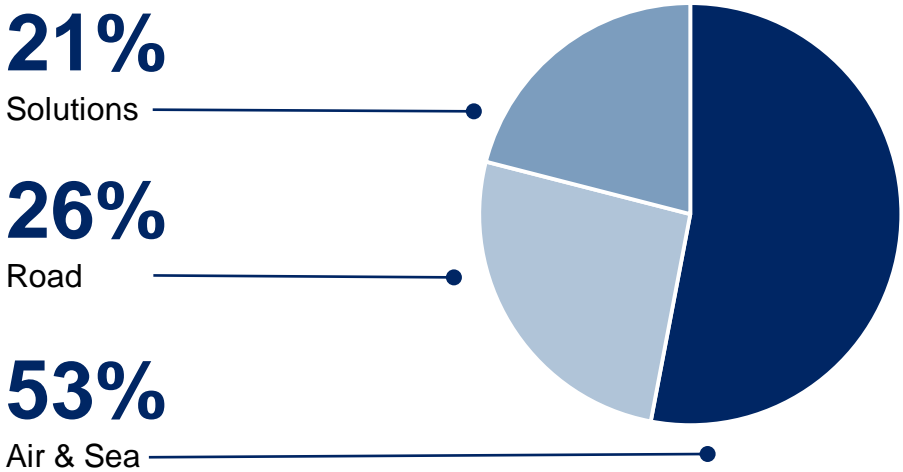
Financial highlights

DSV Panalpina

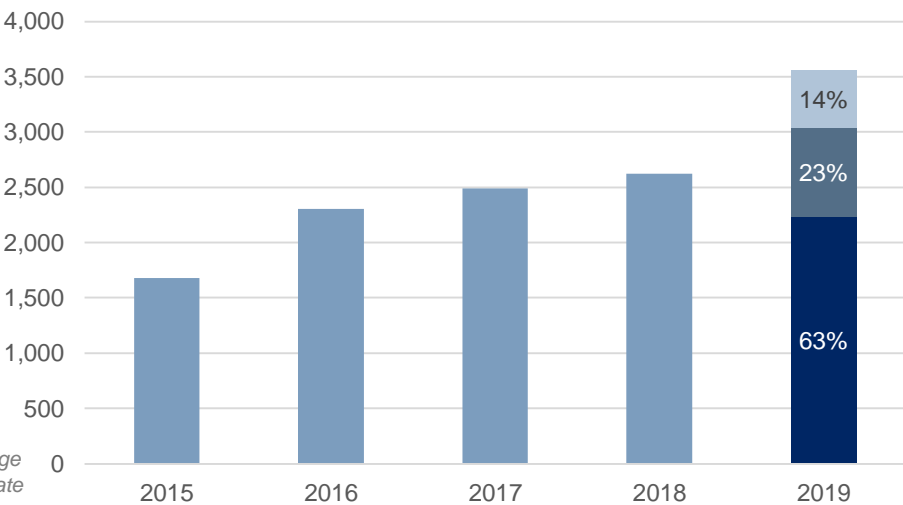


Divisional and geographical split

Gross profit by division (FY 2019)

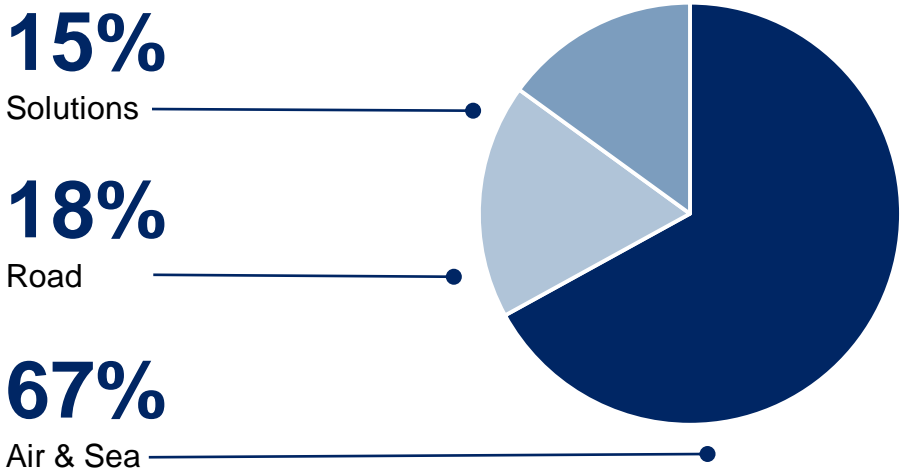


Gross profit (USDm*)

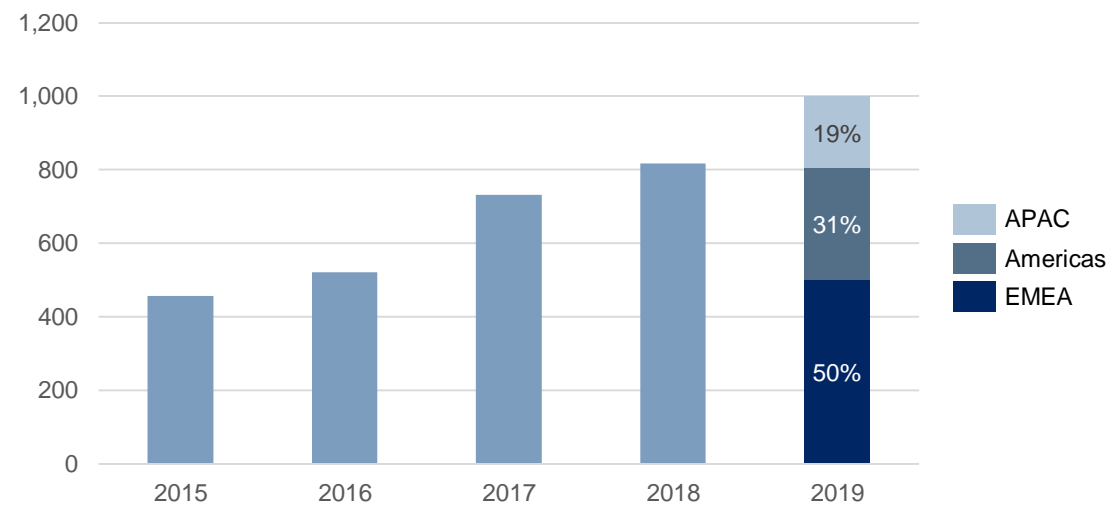


* Based on average 2019 exchange rate

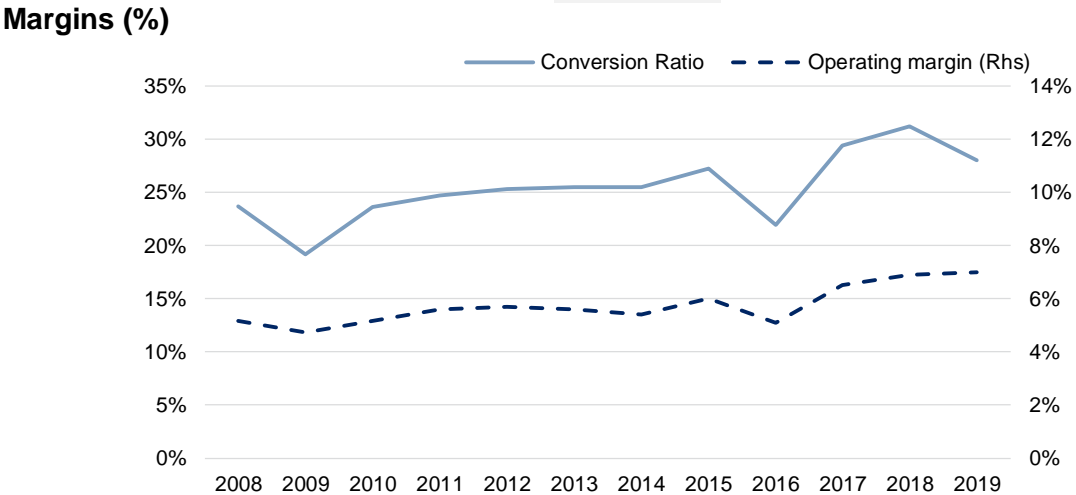
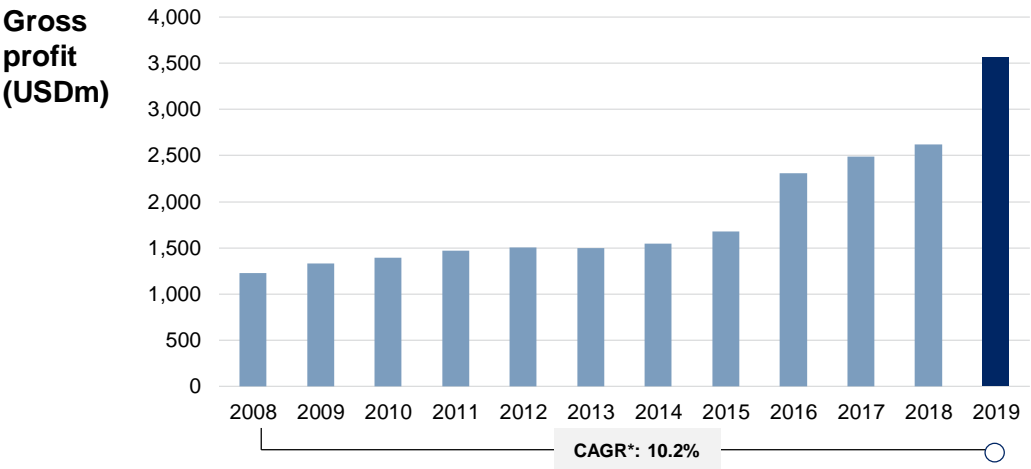
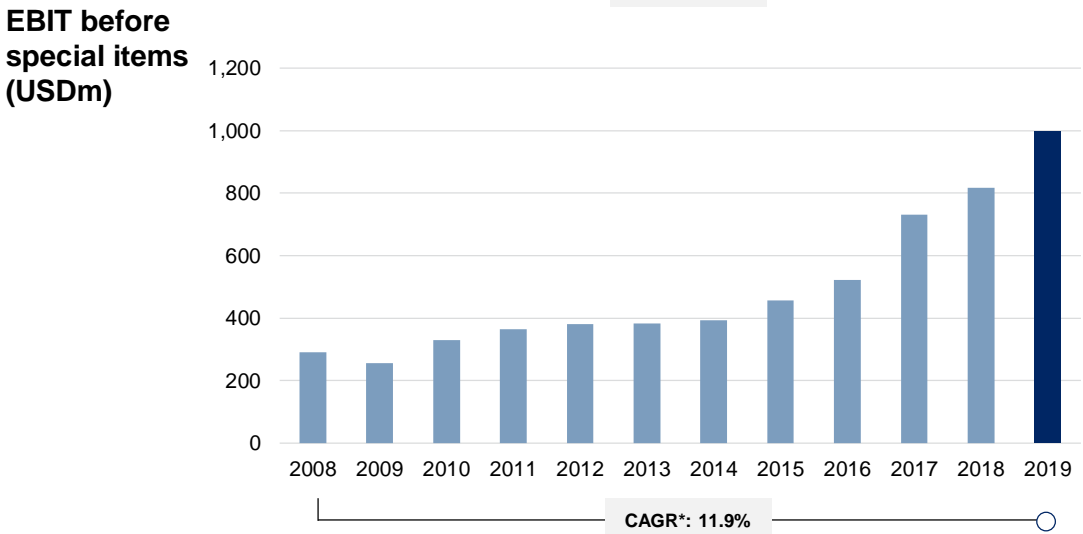
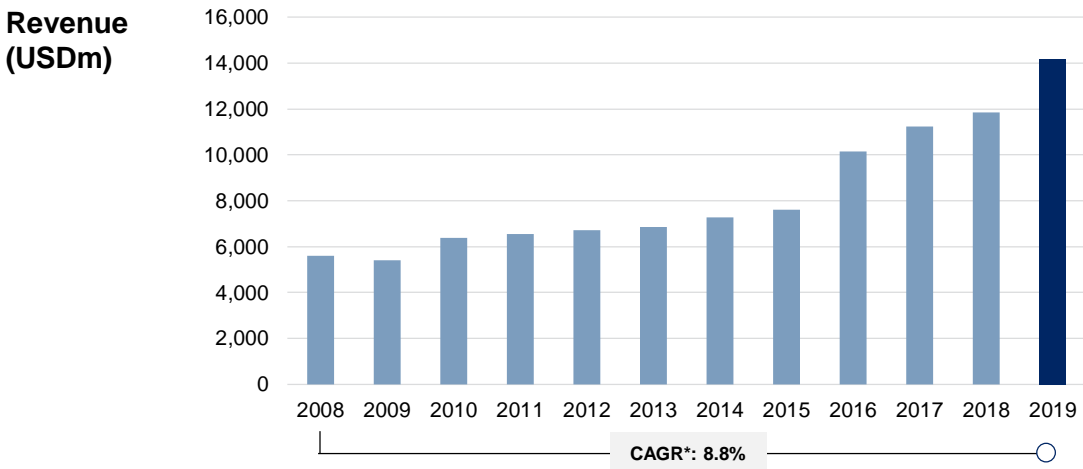
Operating profit by division (FY 2019)



Operating profit (USDm*)



Solid financial performance over the years



*Average annual growth (CAGR) includes M&A

An aerial night photograph of a busy container port. On the right, a large container ship is docked at a pier, its deck filled with stacks of colorful shipping containers. Several gantry cranes are positioned along the pier, their lights illuminating the ship and the surrounding area. To the left of the ship, the port yard is filled with numerous long, parallel rows of stacked containers, creating a dense, colorful grid. The ground is dark, but the port is brightly lit by the warm yellow lights of the cranes and the cool blue lights of the containers. The overall scene conveys a sense of intense industrial activity and global logistics.

Air & Sea

Air & Sea

At a glance

Facts about our operations



2.6 million
TEUs sea freight annually



1.7 million
Tons air freight annually

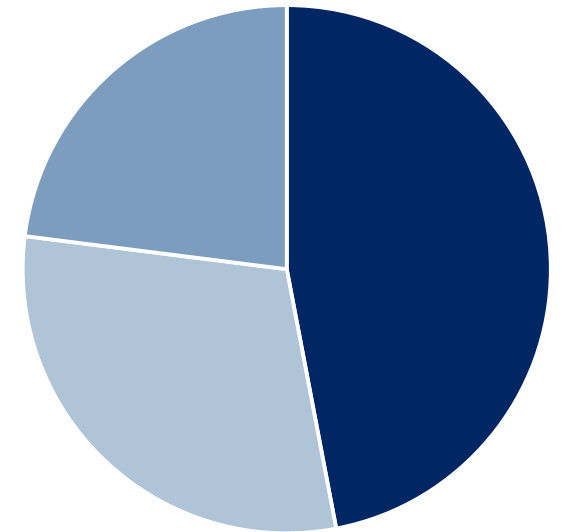


21,500
Employees

Products and services

- Air freight solutions
- Sea freight solutions
- Supply chain innovation
- Sea-Air solutions
- Buyer's consolidation
- Rail solutions
- Purchase Order Management
- Control tower (DSV Flow Control)
- Insurance

Gross profit, geographic exposure



23%
APAC

30%
Americas

47%
EMEA

Air & Sea

At a glance



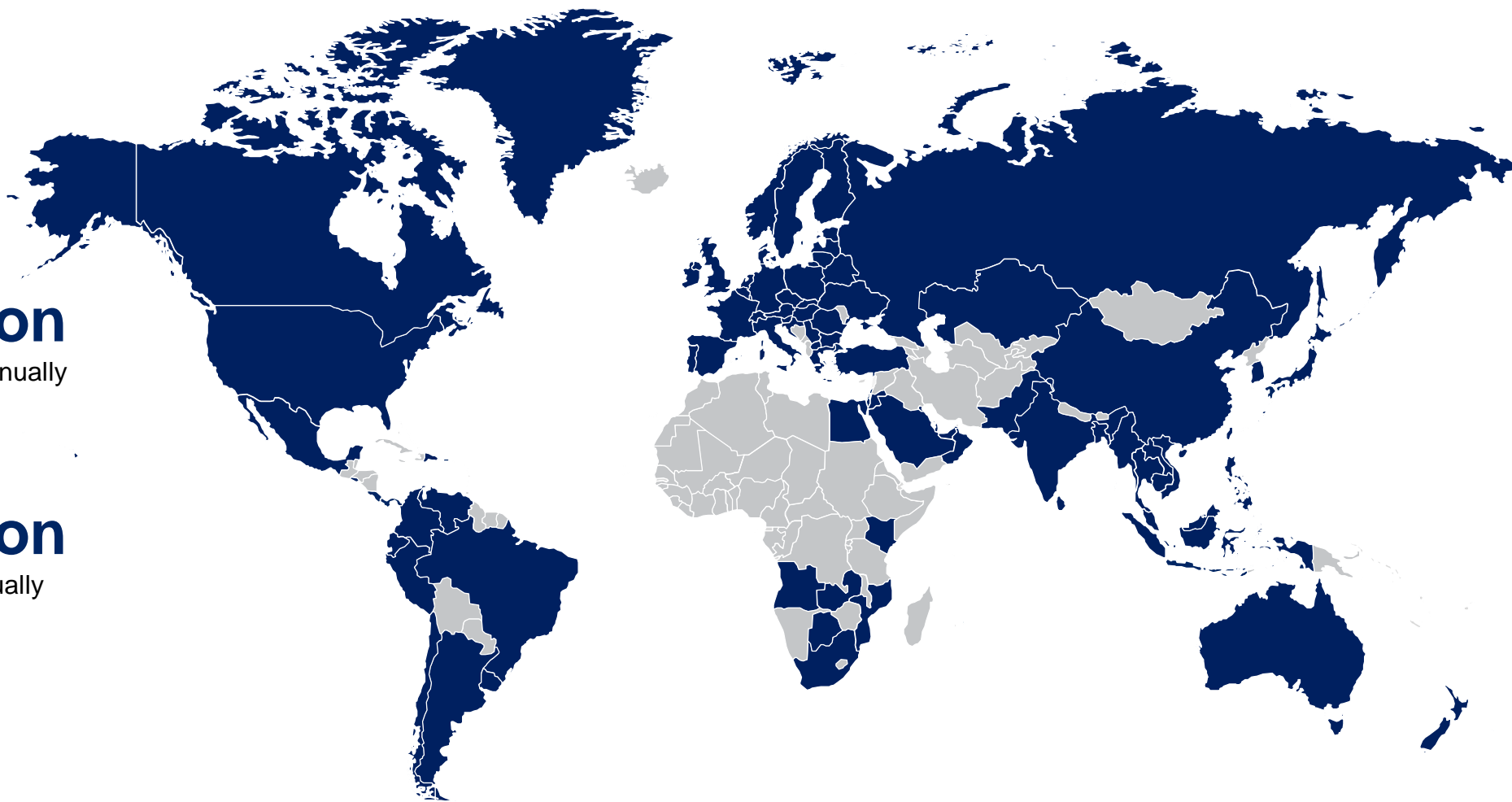
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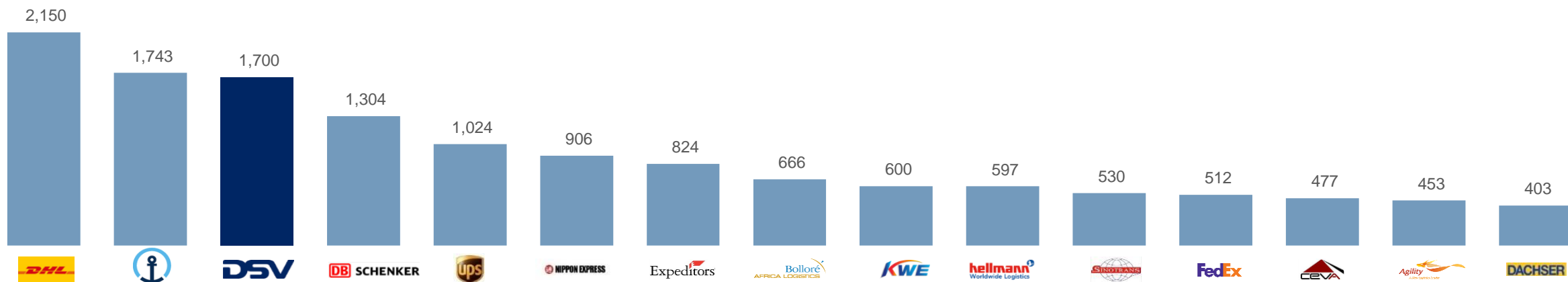


■ DSV Air & Sea countries

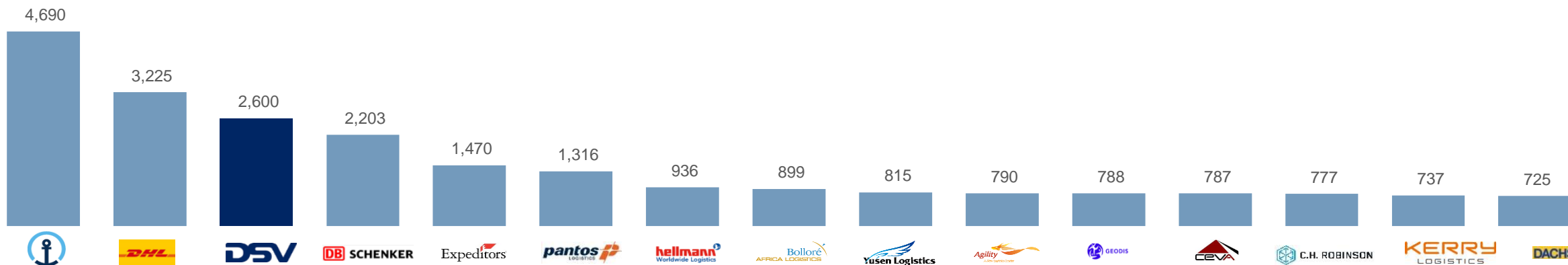
Competitive landscape

Top 15 freight forwarders by volume

Air freight (thousand tons)

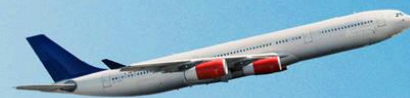


Sea freight (thousand TEUs)

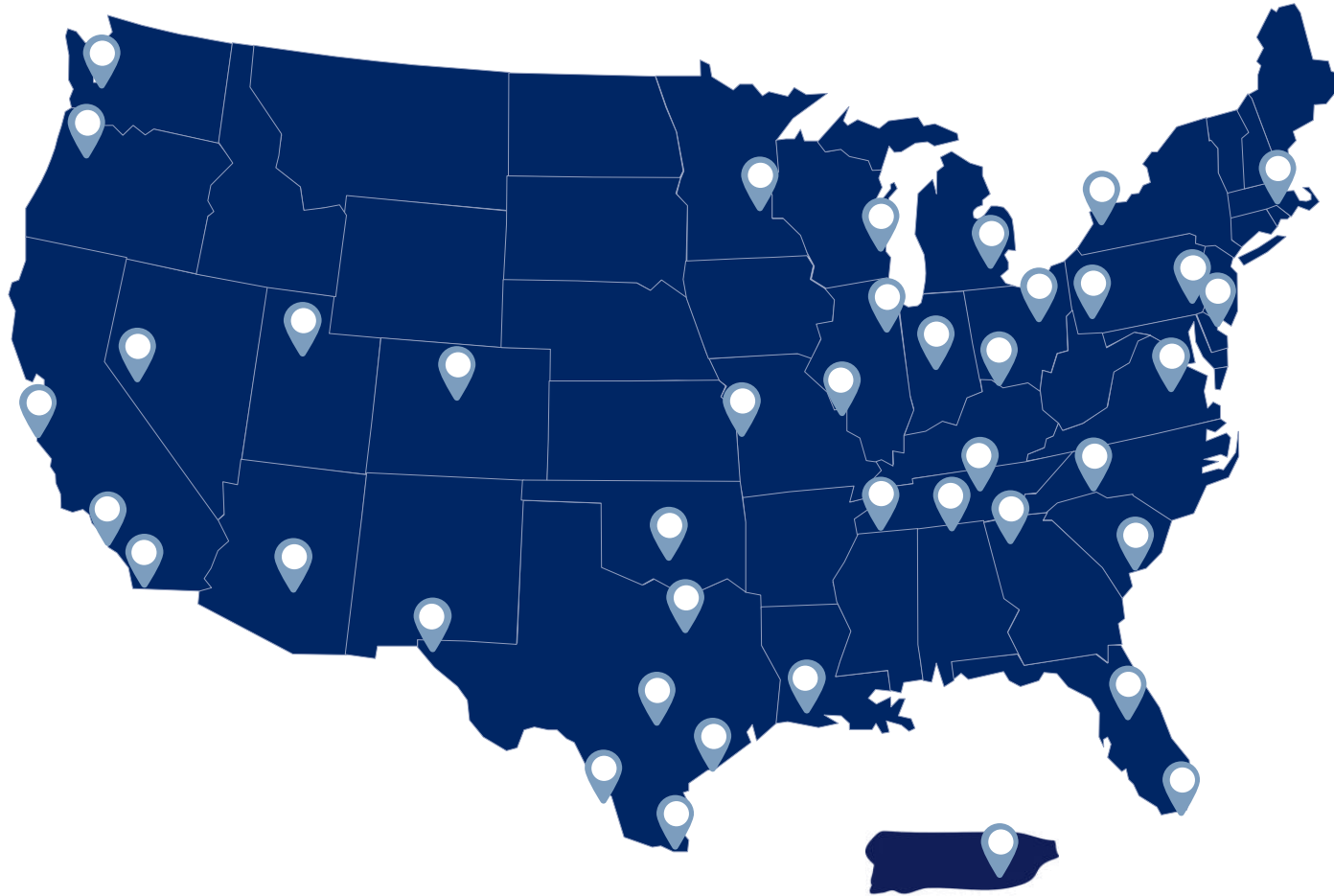


Source: Transport Intelligence July 2019

DSV Air & Sea US



DSV Air & Sea US – 41 offices



atlanta | austin | boston | buffalo | charleston | charlotte | chicago | cincinnati | clark | cleveland | dallas | denver | detroit | el paso | houston | huntsville | indianapolis | kansas city | laredo | los angeles | mcallen | memphis | miami | minneapolis | milwaukee | nashville | new orleans | oklahoma city | orlando | philadelphia | phoenix | pittsburgh | portland | reno | salt lake city | san diego | san francisco | san juan, puerto rico | seattle | st. louis | washington d.c.

DSV US Service Offerings



Air & Sea

- Daily Air Consolidations & Expedited Services
- Weekly LCL / FCL Consolidations
- Robust LTL / FTL Domestic program
- Multi Carrier Contracts, Global Rate Negotiation
- Charter network

Project Cargo

- Specialized Staff
- Out of Gauge and/or Heavy Cargo
- Military Cargo, Air & Ship Charters
- Complex Machinery, Breakbulk
- Flat Racks & Open Tops
- Chartering and Cross Trade
- Demounting and Erection
- Packing, Crating and Storing
- Warehousing and Support (Duty Drawback)

Road Freight

- Centralized LTL & FTL management
- Online booking, reporting, load management & tracking
- Multiple carrier choice
- Real-time pricing & service days
- Bill of lading management
- US regional control towers
- Dedicated US Road staff

Vertical Sales

- Special Sales Teams dedicated to unique industry needs
- Multi industry support with specialized account managers
- Detailed Standard Operating Procedures
- Focused operational support
- Continuous workflow – no department transfers
- Streamlined organization – quick and empowered decisions

Compliance

- Government and Corporate Compliance
- AES, AMS and ACI Certified
- Regulatory Compliant – Security Conscious

Licensed Customs Broker

- Centralized Account Management
- Classification and Valuation Analysis
- Government Compliance Services

Duty Drawback

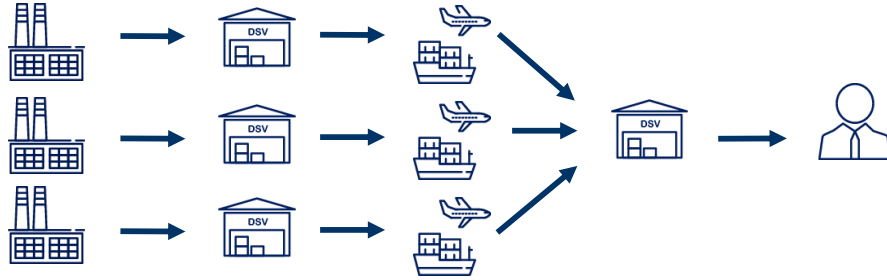
- Drawback Assessment and Application
- Preparing and Filing Drawback
- Claim Management
- Processing the Refund from US Customs

Exhibition & Event Logistics

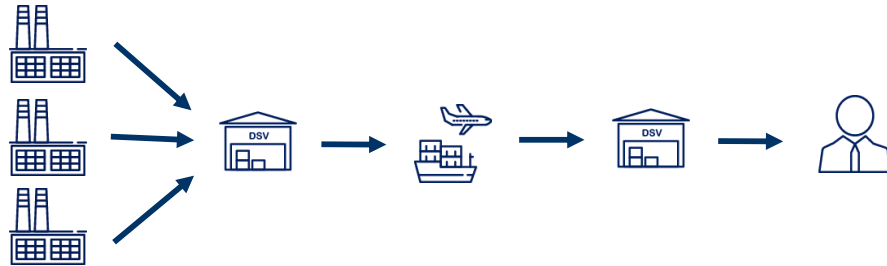
- Overseas storage of empty crates / full goods
- Liaison with general contractors for US exhibitions
- Return transport or on-forwarding
- Domestic event shipping services
- Experienced event logistics personnel
- Complete door to booth export/import solutions
- Documentation, packing, labeling guidance
- Overseas & Domestic Customs clearance processes

Buyer's Consolidation

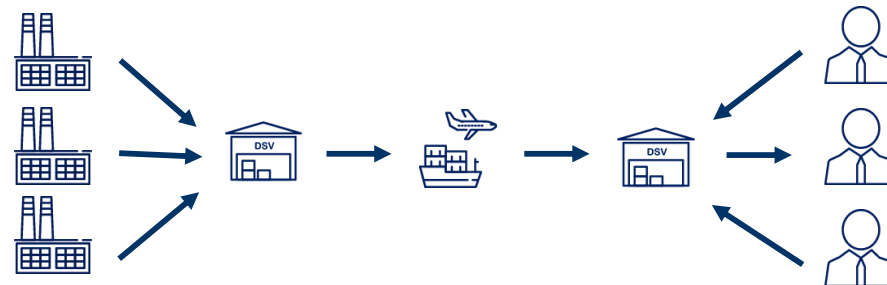
Traditional Shipping Concept



DSV Buyers Consolidation



Consolidated Container (Own Consol)



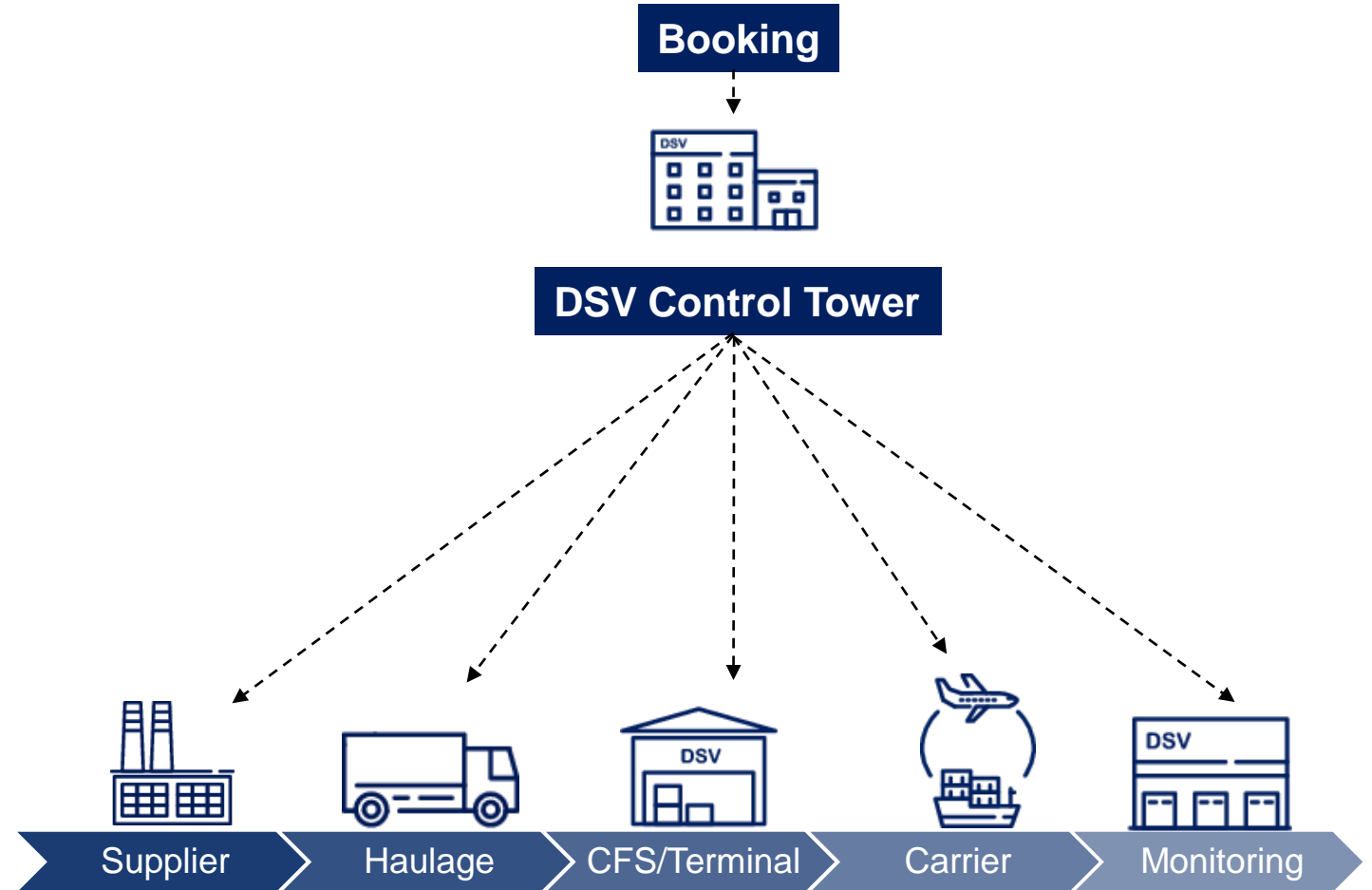
- Multiple suppliers / One or multiple consignees
- One buyer or alliance of buyers
- Central CFS loading at origin
- Avoid destination distribution – direct delivery to final consignee
- Order management
- Supplier & shipments transparency
- Inventory reporting
- Reduced damage risk
- Cost savings
- Ideal for cross-docking and direct distribution with finished labels and packaging

Control Tower Management

Streamlining operations

Control Tower Objectives:

- One control tower per region
- Control tower coordinates operations within own region
- Experienced / Trained staff
- Single point of contact
- Mutual cultural understanding
- Full visibility for booking office
- Optimize supply chain on booking level
- Quality control
- Documentation control
- Daily trouble shooting
- Data to Management report



Import / Export Compliance

Understanding the complexity of import & export controls in today's logistics environment is a requirement.

Because of this, DSV staffs a dedicated Compliance Department and Director whose main focus is staying abreast of the current conditions, requirements, and training.

Import

- Remote Location Filing
- ISF 10+2 Filing & Reporting services
- Classification and valuation analysis
- ACH & bi-monthly duty payment options
- Duty recovery and post entry
- Bonded and Foreign Trade Zone entries
- TIBs, Carnets, Quota Merchandise
- NAFTA Management and Free Trade Agreements
- Government Compliance Acts
- Trade alerts & updates, special commodity updates
- Classification tool and database by "Customspoint"
- Receipt of electronic invoice information (XML, EDI)
- CTPAT (Customs)

Export

- Government Regulations:
- Export Administration Guidelines (EAR)
- Commodity Control List (CCL)
- Office of Foreign Asset Control (OFAC)
- Department of Commerce (DOC)
- Export Control by Entity or Individuals (DPL) or (SDN)
- Sanctions and Embargoes
- Re-Export Restricted Countries
- Schedule B Assistance
- C-TPAT

Thank you

