



Corporate presentation 2019



DSV – Global Transport and Logistics

We support our customers' entire supply chain

- Operations in more than 75 countries
- More than 1,000 branch offices, terminals and warehouse facilities
- Top 5 global freight forwarder

One company – three divisions

- Air & Sea – global network
- Road – overland transport on three continents
- Solutions – contract logistics services worldwide

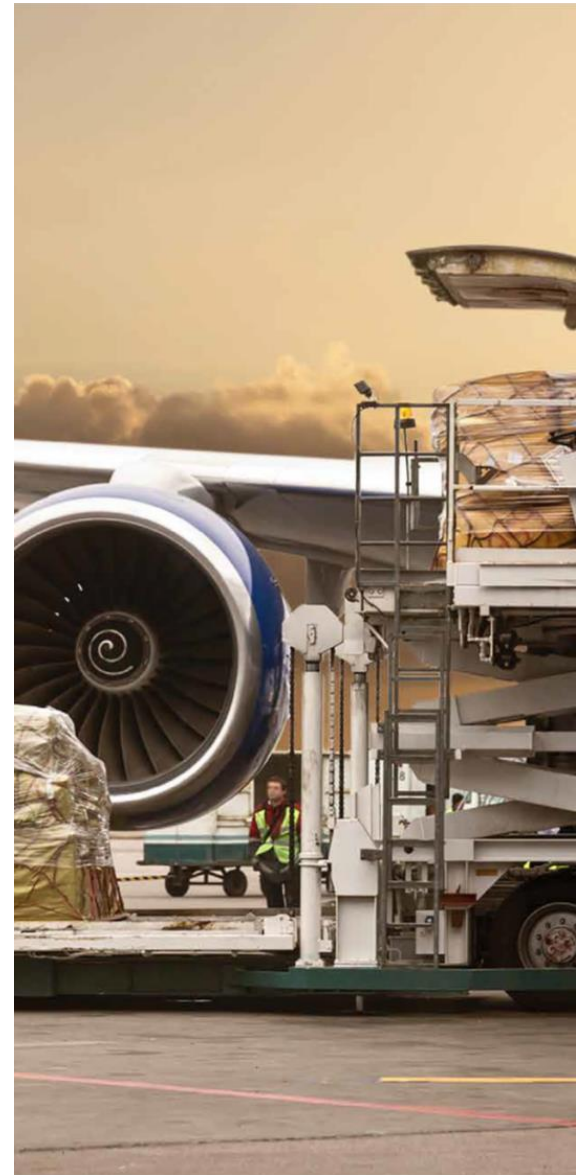
Committed to being responsible

- Based on UN Global Compact and the Sustainable Development Goals (SDG)

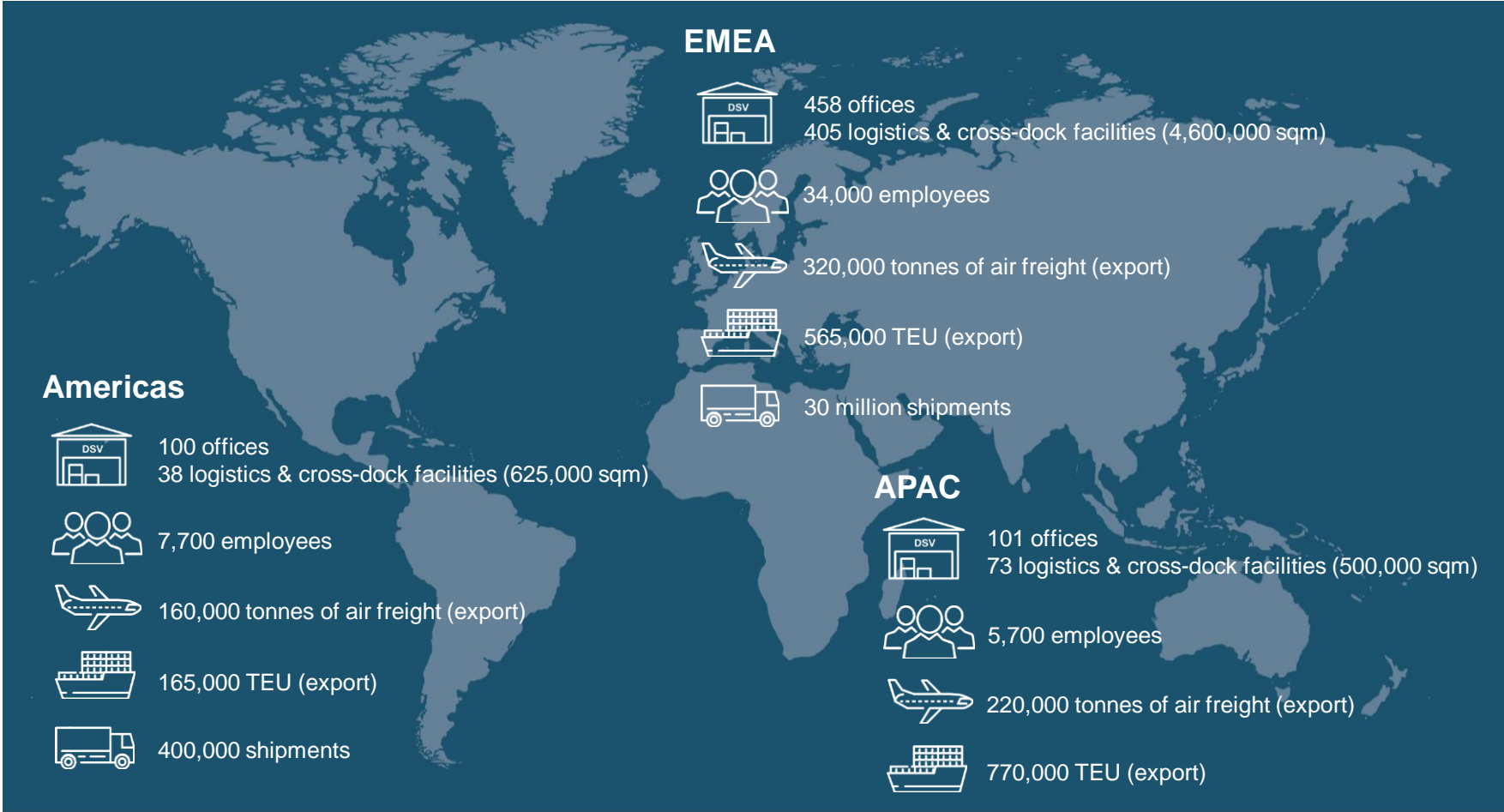
More about DSV

- Annual revenue of DKK 79 billion * (2018)
- Listed on Nasdaq Copenhagen
- No majority shareholder – 100% free float
- BBB+ credit rating (S&P Global Ratings)

*) ~USD 12.5 billion or EUR 10.6 billion



A strong global transport and logistics network



Working together to support the entire supply chain



Air & Sea



- Access to all markets through our global network
- Annual ocean freight volume of 1.5 million TEU
- Annual air freight volume of 700,000 tonnes
- FCL/LCL and project transports
- Special competencies in key industries e.g. automotive, renewable energy

Road



- Road freight services in Europe, North America and South Africa
- More than 20,000 trucks on the road every day
- Handling more than 30 million shipments annually
- Groupage and LTL/FTL services
- Special competencies in key industries, e.g. automotive, retail

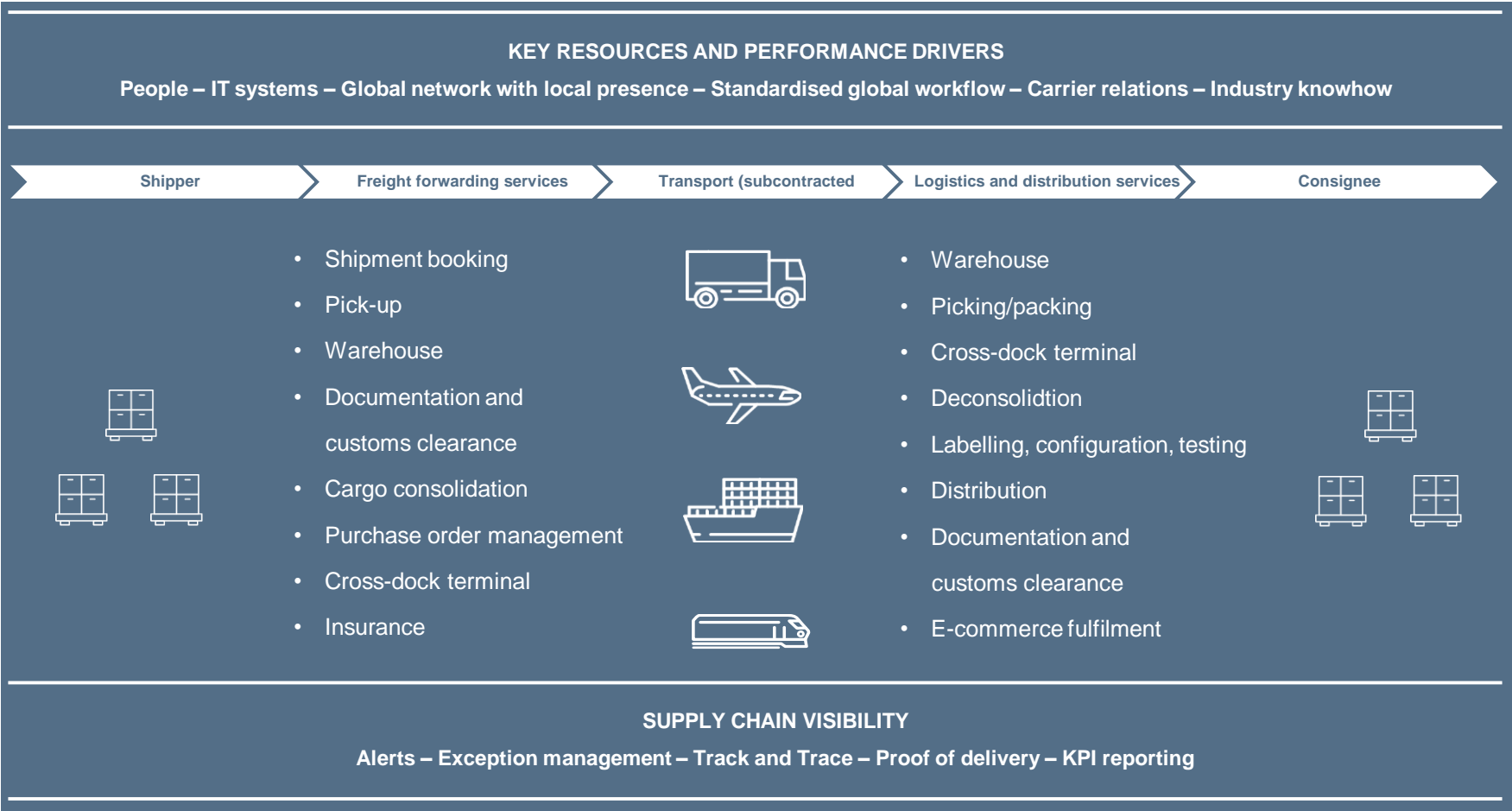
Solutions



- Contract logistics services worldwide
- 400 logistics facilities – more than 5.5 million m2
- Special competences in key industries, e.g. automotive, healthcare, consumer products
- Solutions for E-commerce

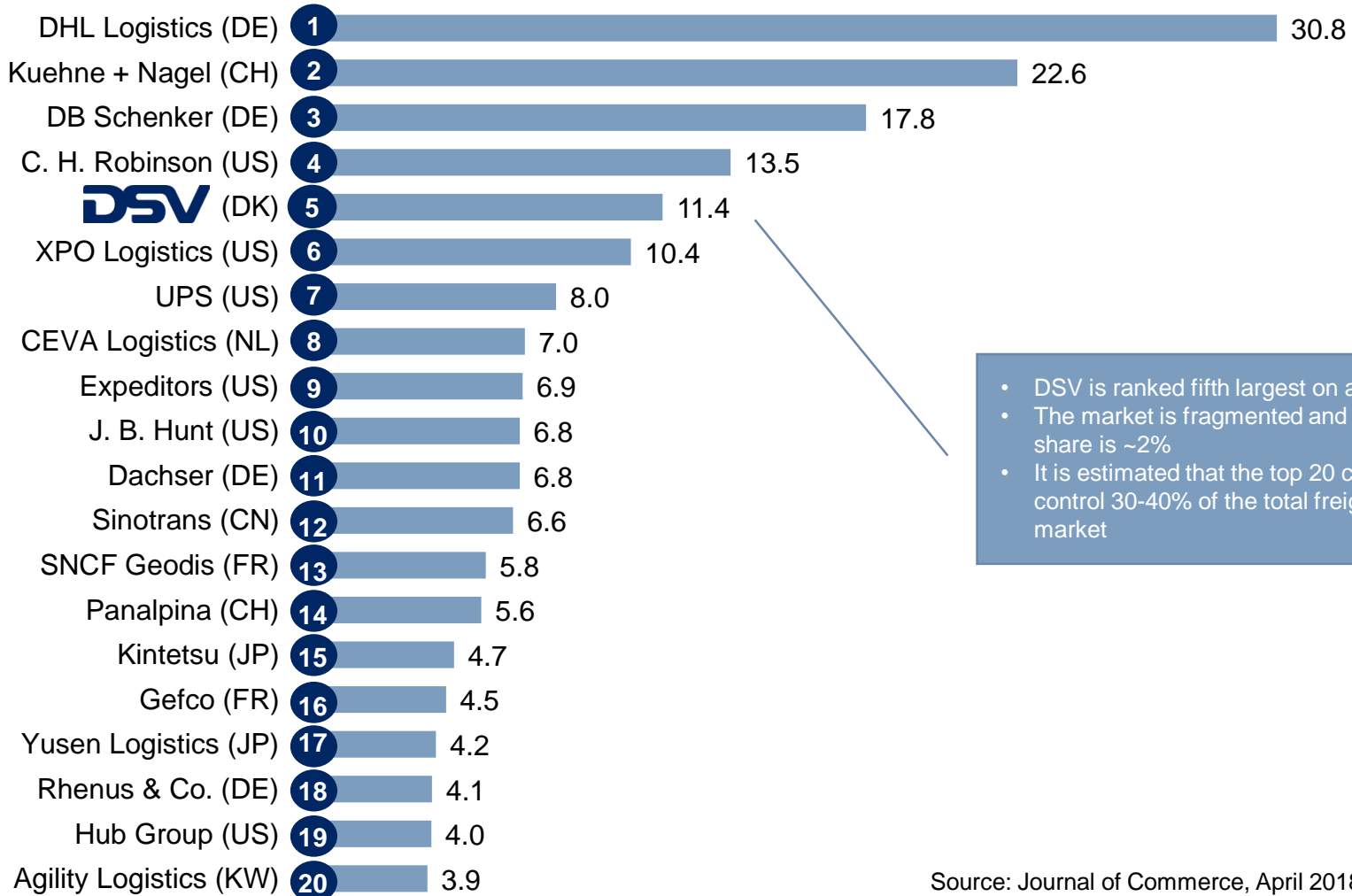
Creating value in the transport and logistics business

From A to B and much more



Competitive landscape

Global top 20 freight forwarders based on 2017 revenue (billion USD)

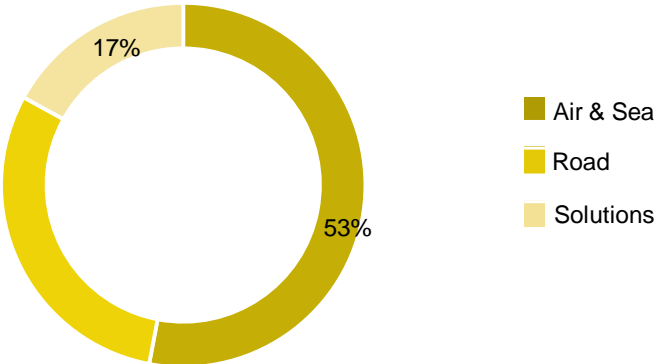


- DSV is ranked fifth largest on a global scale
- The market is fragmented and DSV's market share is ~2%
- It is estimated that the top 20 companies control 30-40% of the total freight forwarding market

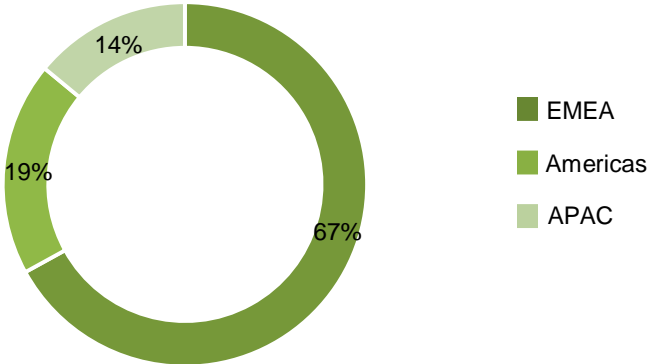
Source: Journal of Commerce, April 2018, DSV estimates

Financial highlights

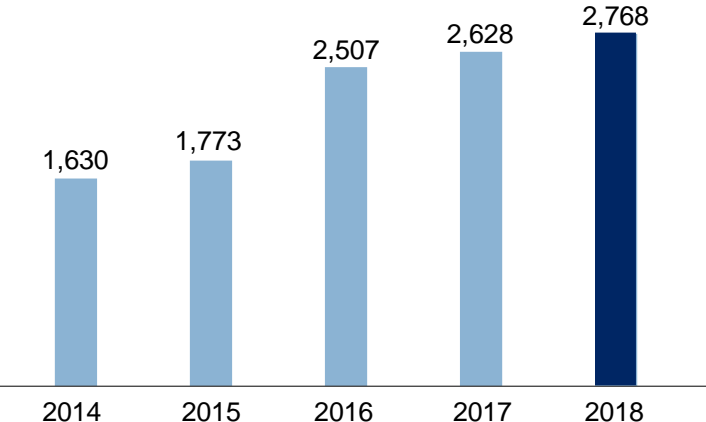
Gross profit by division (FY 2018)



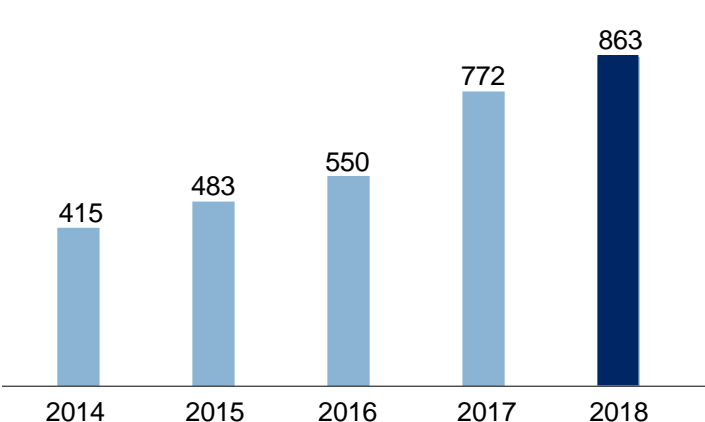
Gross profit by region (FY 2018)



Gross profit (USD million *)



Operating profit (USD million *)



*) Based on average 2018 exchange rate



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Our business model combined with a razorsharp focus on growth, operational excellence and people is a winning recipe.



Vision and strategy

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 are 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.

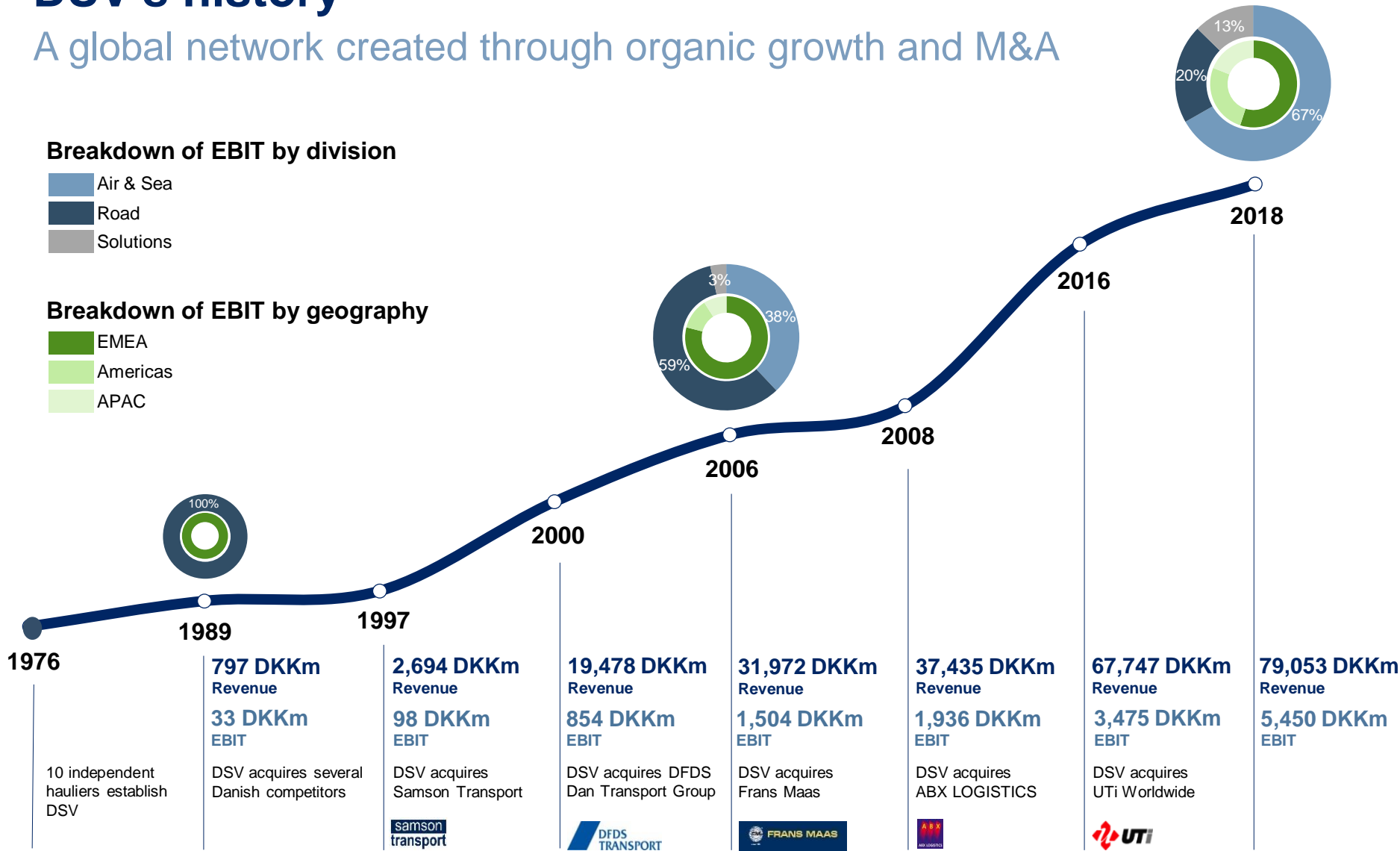
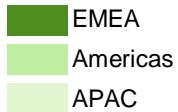
DSV's history

A global network created through organic growth and M&A

Breakdown of EBIT by division



Breakdown of EBIT by geography



Values

Our culture and service are defined by our global values

Customers first

- 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 DSV 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



Committed to being responsible



The UN Global Compact is based on ten principles concerning:

- Environment and climate
- Business ethics
- Employees and working environment



The 17 UN Sustainable Development Goals (SDG)

- We apply the 17 SDG goals as a framework for defining our strategies and measuring our progress.
- We apply the SDG's within our global network which constitute the framework for our services.



DANISH
RED CROSS

Red Cross Denmark is DSV's international humanitarian aid partner. We work together providing:

- Logistics services
- Logistics expertise
- Financial support



FTSE4Good

DSV is a constituent of the FTSE4Good Index Series, demonstrating strong practices within the areas:

- Environmental
- Social
- Governance



Community engagement with Red Cross | Red Crescent

Making a difference together with our humanitarian aid partner



DSV and the Red Cross are both international organisations with a global reach. DSV provides logistics services, expertise and financial support including:

- Warehouse space for storage of emergency relief equipment in Denmark
- Transport of equipment to a port or airport near the warehouse
- Financial support of Red Cross' international projects
- Local DSV engagement in Red Cross activities around the world

IT in DSV

A strong foundation with ongoing investments in the future



Consolidated IT-landscape with one TMS / WMS per division which ensures high data quality and productivity.



DSV handles approximately 36 million shipments on a yearly basis. The vast majority is booked by our customers directly in myDSV.



myDSV, our online booking platform, enables customers to easily book and track shipments.



Continuous development of new IT solutions to match the requirements of the modern supply chain i.e. Purchase Order Management.



Focus on operational reliability and safeguarding against cyber attacks.



We work with established technologies such as robotics and predictive analytics and keep track of new ones like blockchain.

Our IT landscape

Designed to support good customer service, high data quality and growth

