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DSV / PANALPINA



Q3 2019 RESULTS

DSV Panalpina A/S

Conference call – 1 November 2019, 11.00 am CET



Forward-looking statements



This presentation contains forward-looking statements.

Such statements are subject to risks and uncertainties as various factors, many of which are beyond DSV Panalpina A/S' control, may cause actual developments and results to differ materially from the expectations contained in the presentation.

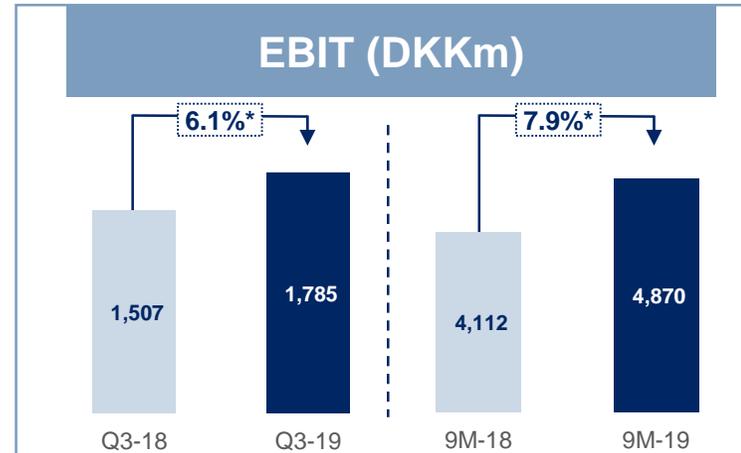
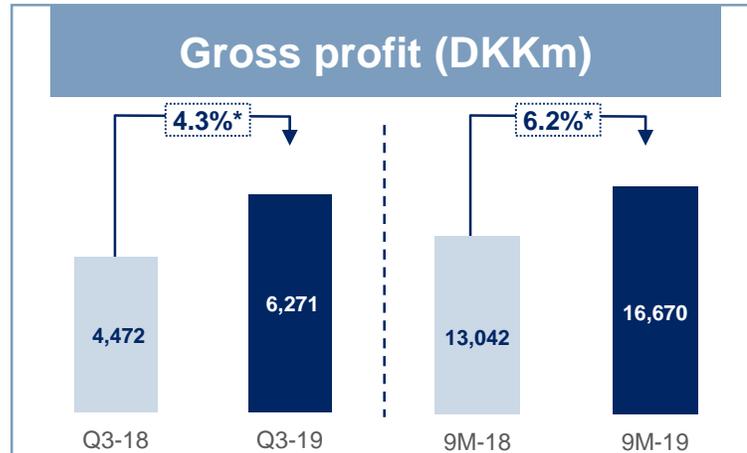


Agenda



- 1 Highlights
- 2 Integration update
- 3 Business segments
- 4 Financial review
- 5 Synergies and integration cost
- 6 Outlook 2019
- 7 Q&A

Highlights



Growth rates for gross profit and EBIT are in constant currencies, excluding acquisitions and IFRS 16 impact

Panalpina

- Integration off to a good start
- We upgrade synergy estimate to DKK 2,300 million (from DKK 2,200 million)
- Integration costs expected to be at level with the synergies
- As integration progresses, we will not be able to report detailed M&A impact

Outlook 2019

- EBIT before special items at DKK 6,600 million (including approx. DKK 100 million amortisation of customer relationships)
- Global transport markets are tense, due to trade war, Brexit and general macroeconomic uncertainties

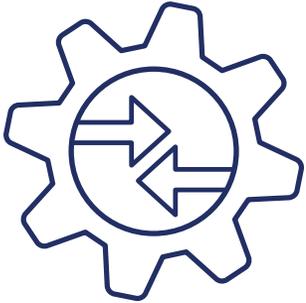


Management Commentary

- Panalpina included from 19 August 2019.
- Panalpina had limited impact on reported EBIT for the quarter.
- Organic gross profit growth of 4.3% in Q3-19, primarily driven by Air & Sea.
- EBIT growth of 6.1% in Q3-19 attributable to Air & Sea. Slight EBIT headwind in Solutions and Road.
- New share buyback programme of a maximum value of DKK 2,500 million, running until 6 February 2020.

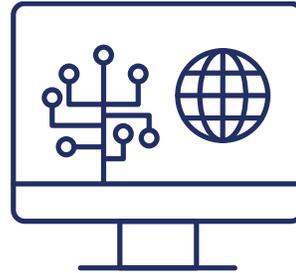
Integration update

On track



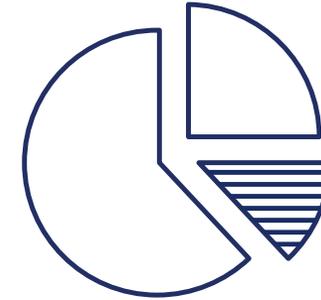
Operational integration

- Management teams have been appointed
- Integration kick-off in all countries
- We continue to have successful meetings with customers
- No material customer loss so far
- Corporate functions have been merged and a plan for the former Panalpina HQ is in place



IT systems

- CargoWise One chosen as future TMS system for the Air & Sea division
 - Migration of customers and volumes to CW ongoing and successful so far



Business segments

- Global Commercial Organisation has been reorganised with a strong focus on Global Accounts and verticals:
 - Automotive, Industrial, Consumer Retail, Healthcare, Chemicals, Energy
- Perishables and Charter network will continue as separate business areas in Air & Sea

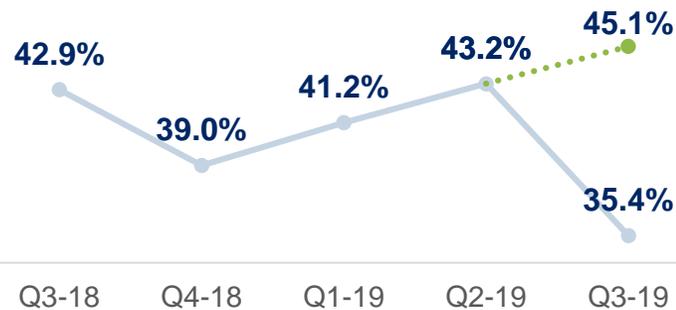
Air & Sea

(DKKm)	Q3 2019	Q3 2018	Growth*	M&A**	9M 2019	9M 2018	Growth*	M&A**
 Gross profit	1,616	1,165	+8.6%	314	4,114	3,447	+7.3%	314
 Gross profit	1,827	1,194	+6.6%	513	4,282	3,444	+6.3%	513
Total Gross profit	3,443	2,359	+7.6%	827	8,396	6,891	6.7%	827
EBIT	1,220	1,013	+13.1%	39	3,311	2,796	+13.3%	39

*In constant currencies, excluding acquisitions and IFRS 16 impact

** Impact from acquisitions in period 19 August – 30 September 2019. M&A impact includes amortisation of customer relationships

Conversion ratio



..... excl. Panalpina

Operating margin



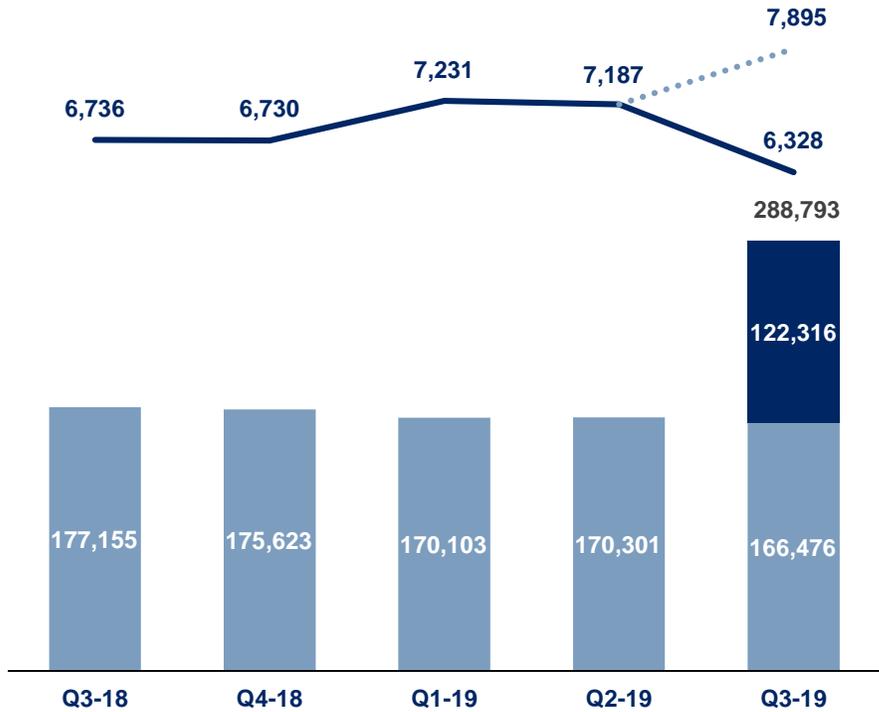
Management Commentary

- Significant GP impact from Panalpina activity.
- Legacy DSV sea freight volume growth of 7% in Q3 and positive yield development.
- Legacy DSV air freight volumes were down 6% in a challenging market. The decrease was compensated by strong yield development.
- All-time high EBIT for the quarter. Limited EBIT impact from Panalpina.
- Conversion ratio of 35.4% and operating margin of 8.7% for Q3-19 was negatively impacted by the inclusion of Panalpina.

Air & Sea



■ DSV Tonnes
■ PAN Tonnes
— Gross Profit/tonne, DKK
— PAN Tonnes
⋯ Gross Profit/tonne, DKK Excl. PAN

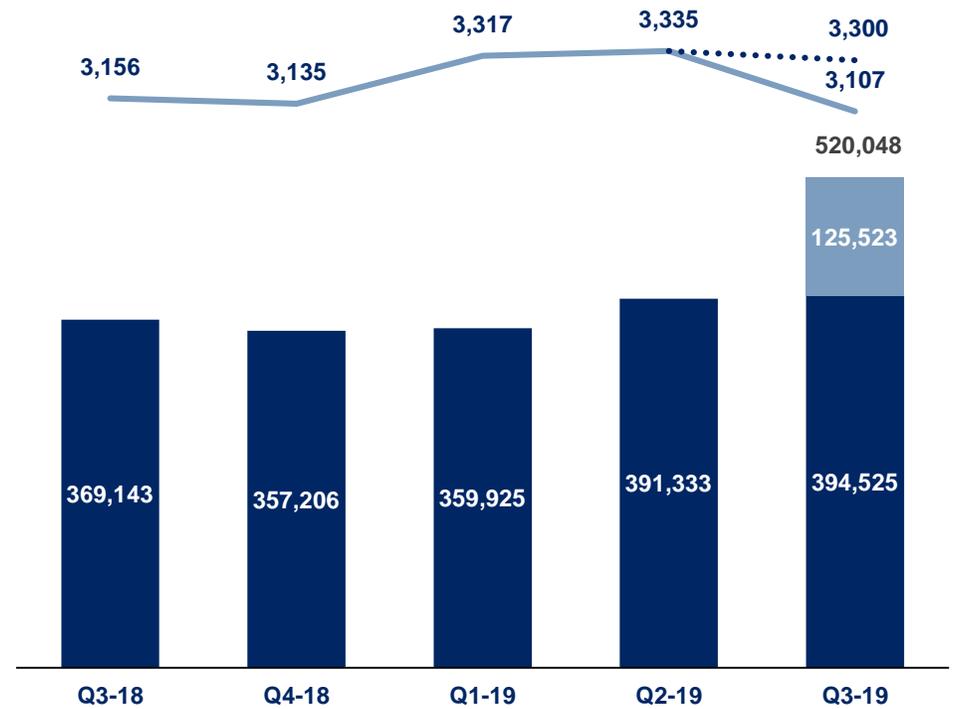


Volume growth

DSV Total	7%	5%	5%	(2%)	63%
DSV stand alone					(6%)
Market (est.)	3%	2%	(2%)	(5%)	(4%)



■ DSV TEU
■ PAN TEU
— Gross Profit/TEU, DKK
— PAN TEU
⋯ Gross Profit/TEU, DKK Excl. PAN



Volume growth

DSV Total	4%	4%	4%	6%	41%
DSV stand alone					7%
Market (est.)	3%	3%	1%	2%	3%

Road

(DKKm)	Q3 2019	Q3 2018	Growth*	M&A**	9M 2019	9M 2018	Growth*	M&A**
 Revenue	7,698	7,812	(2.2%)	43	23,633	23,350	+1.5%	(88)
 Gross profit	1,528	1,373	(4.3%)	40	4,624	3,997	+1.9%	24
 EBIT	343	345	(10.7%)	11	979	908	(2.1%)	12

*In constant currencies, excluding acquisitions and IFRS 16 impact

** Impact from M&A includes Panalpina acquisition and Market Transport divestment. M&A impact includes amortisation of customer relationships



Management Commentary

- M&A impact includes both Panalpina impact from 19 August 2019 and the divestment of Market Transport 1 April 2019.
- 4.3% underlying negative growth in gross profit for Q3 2019, impacted by general market slowdown, in particular in automotive sector and for UK related traffics.
- 10.7% underlying negative growth in EBIT before special items, mainly driven by decline in gross profit.
- In Q3-19, IFRS 16 impacted reported gross profit positively by DKK 172 million (9M: DKK 527 million) and EBIT by DKK 23 million (9M: DKK 73 million).

Gross margin



Q3-18 Q4-18 Q1-19 Q2-19 Q3-19

..... excl. IFRS 16

Conversion ratio



Q3-18 Q4-18 Q1-19 Q2-19 Q3-19

Operating margin



Q3-18 Q4-18 Q1-19 Q2-19 Q3-19

Solutions

(DKKm)	Q3 2019	Q3 2018	Growth*	M&A**	9M 2019	9M 2018	Growth*	M&A**
 Revenue	3,465	3,417	(8.0%)	288	9,661	9,376	(0.8%)	288
 Gross profit	1,256	758	+2.6%	100	3,568	2,198	+6.6%	100
 EBIT	239	184	(12.0%)	11	673	486	(2.9%)	11

*In constant currencies, excluding acquisitions and IFRS 16 impact

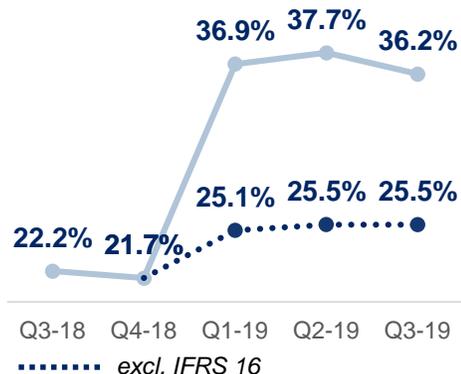
** Impact from acquisitions in period 19 August – 30 September 2019. M&A impact includes amortisation of customer relationships



Management Commentary

- Organic revenue growth for Q3 2019 was negative by 8.0% and was impacted by the slowdown in the automotive sector and the UK market.
- Gross margin was positively impacted by the continued focus on warehouse automation and development of larger and more efficient warehouses.
- Cost base was impacted by continued IT migration and investments in new technology. Furthermore, Q3-19 was impacted by challenging customer implementations.
- In Q3-19, IFRS 16 impacted reported gross profit positively by DKK 371 million (9M: DKK 1,115 million) and EBIT by DKK 66 million (9M: DKK 191 million).

Gross margin



Conversion ratio



Operating margin



P&L 2019

(DKK M)	Quarter				YTD			
	Q3 2019 reported	IFRS 16 impact* Increase, decrease (-)	Q3 2019 (excl. IFRS 16*)	Q3 2018 (excl. IFRS 16)	9M 2019 reported	IFRS 16 impact* Increase, decrease (-)	9M 2019 (excl. IFRS 16*)	9M 2018 (excl. IFRS 16)
Revenue	24,521	-	24,521	20,237	64,579	-	64,579	58,108
Direct costs	18,250	(570)	18,820	15,765	47,909	(1,716)	49,625	45,066
Gross profit	6,271	570	5,701	4,472	16,670	1,716	14,954	13,042
Other external expenses	817	(123)	940	769	2,115	(415)	2,530	2,260
Staff costs	2,727	-	2,727	2,004	7,124	-	7,124	6,114
EBITDA	2,727	693	2,034	1,699	7,431	2,131	5,300	4,668
Depreciation of right-of-use assets	680	590	90	6	1,938	1,833	105	23
Amortisation and depreciation of owned assets	231	-	231	179	582	-	582	512
Amortisation of customer relationships	31	-	31	7	41	-	41	21
EBIT before special items	1,785	103	1,682	1,507	4,870	298	4,572	4,112
Special items, costs	172	-	172	-	191	-	191	-
Financial items, net	(17)	(11)	(6)	(83)	(159)	7	(166)	(119)
Financial expenses - lease liabilities	96	88	8	3	276	261	15	10
Profit before tax	1,500	(1)	1,496	1,413	4,244	44	4,200	3,983
Tax on profit for the period	351	6	345	309	983	(3)	986	923
Profit for the period	1,149	10	1,139	1,104	3,261	47	3,214	3,060
Key Performance Indicators								
Gross margin (%)	25.6		23.2	22.1	25.8		23.2	22.4
Operating margin (%)	7.3		6.9	7.4	7.5		7.1	7.1
Conversion ratio (%)	28.5		29.5	33.7	29.2		30.6	31.5
Effective tax rate (%)	23.4			21.9	23.2			23.2
Diluted adjusted EPS (DKK) – last 12 months					24.2			21.6
Full-time employees					61,799			48,182

*IFRS 16 impact from the former DSV Group

Cash flow 9M 2019

(DKK)m	9M 2019	9M 2018 (excl. IFRS 16)	Variance
EBIT	4,870	4,112	758
Depreciation of right-of-use assets	1,938	23	1,915
Depreciation and amortisation of owned assets	623	533	90
EBITDA	7,431	4,668	2,763
Change in working capital etc.	(1,288)	(1,217)	(71)
Corporation tax paid and other adjustments	(743)	(675)	(68)
Special items	(181)	-	(181)
Cash flow from operating activities	5,219	2,776	2,443
Cash flow from investing activities	1,410	(204)	1,614
Free cash flow	6,629	2,572	4,057
Statement of adjusted free cash flow			
Free cash flow	6,629	2,572	4,057
Net acquisition of subsidiaries and activities reversed	(2,101)	59	(2,160)
Special items (restructuring costs) reversed	181	-	181
Repayment of lease liabilities and interest (IFRS 16 impact reversed)	(2,256)	-	(2,256)
Adjusted free cash flow	2,453	2,631	(178)
Highlights			
<i>Net working capital</i>	3,719	2,342	
<i>Net working capital (NWC) in % of revenue</i>	4.3%	3.0%	
<i>Net interest bearing debt (NIBD)</i>	17,134	5,602	
<i>Gearing ratio*</i>	1.8	0.9	
<i>Average duration, long-term loan commitments (years)</i>	2.6	2.6	
<i>Invested capital</i>	69,424	20,912	
<i>ROIC before tax*</i>	12.5%	25.2%	

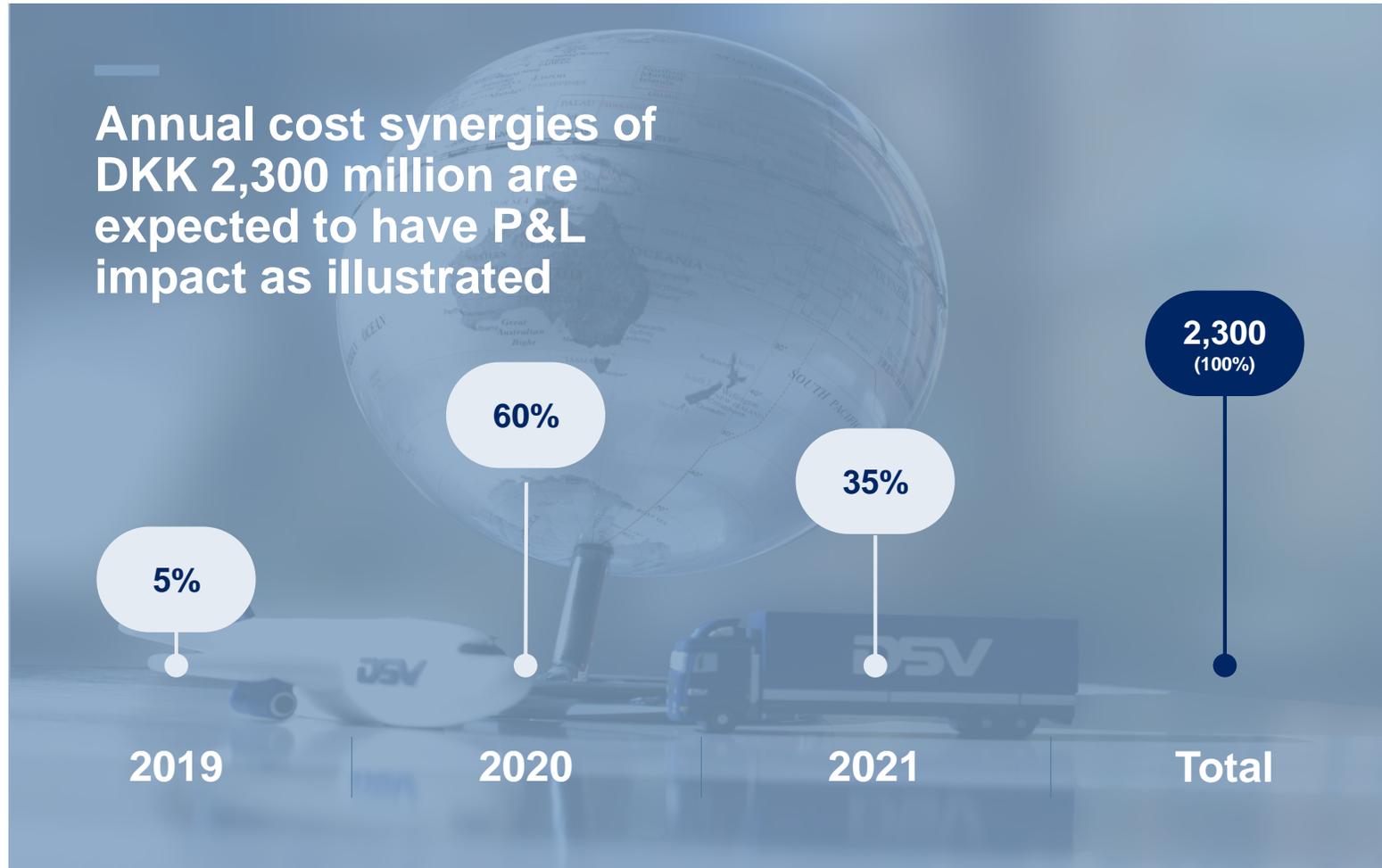
*For the calculation of financial ratios for 9M 2019, certain pro forma adjustments have been made, please refer to note 2 in the Interim Financial Report Q3 2019



Management Commentary

- Net working capital was impacted by the inclusion of Panalpina. NWC represents approx. 3.2% of full-year proforma revenue.
- As the Panalpina transaction was non-cash, there is limited direct impact on cash flow from investment activities (only a positive impact from net cash position).
- Due to the impact from IFRS 16, the financial gearing ratio was 1.8x on 30 September 2019 against 0.9x last year.
- The increase in NIBD was primarily due to the implementation of IFRS 16.
- The increase in invested capital was due to the Panalpina transaction and the implementation of IFRS 16.

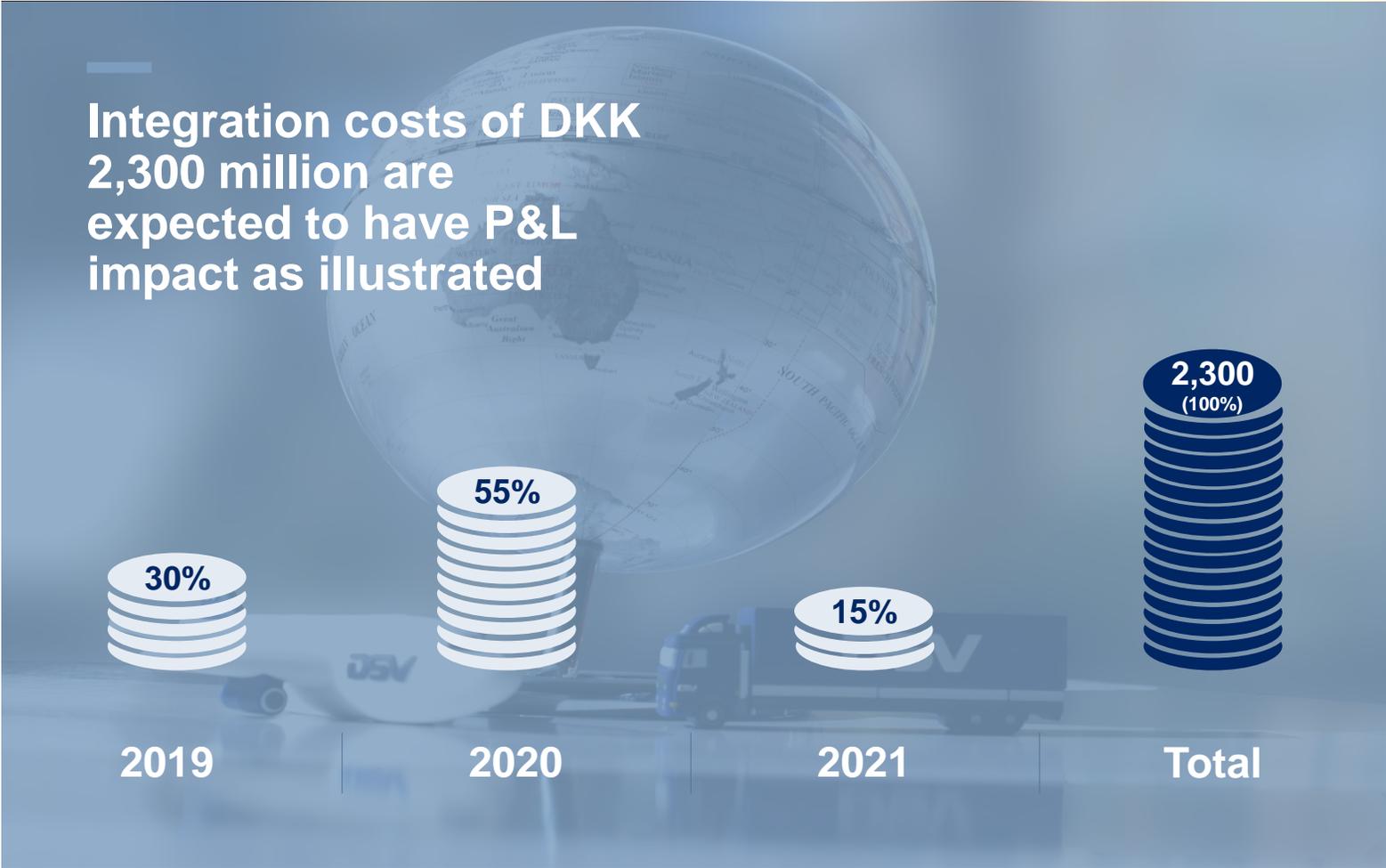
Expected timeline of synergy impact



Management Commentary

- We upgrade cost synergy estimate to **DKK 2,300 million** (from DKK 2,200 million).
- Full-year P&L impact of cost synergies is expected in **2021** (previously announced 2022).
- The estimate is now based on detailed integration plans and estimates per country.
- The cost synergies will primarily be derived from the consolidation of operations, logistics facilities, administration and IT infrastructure.

Integration costs

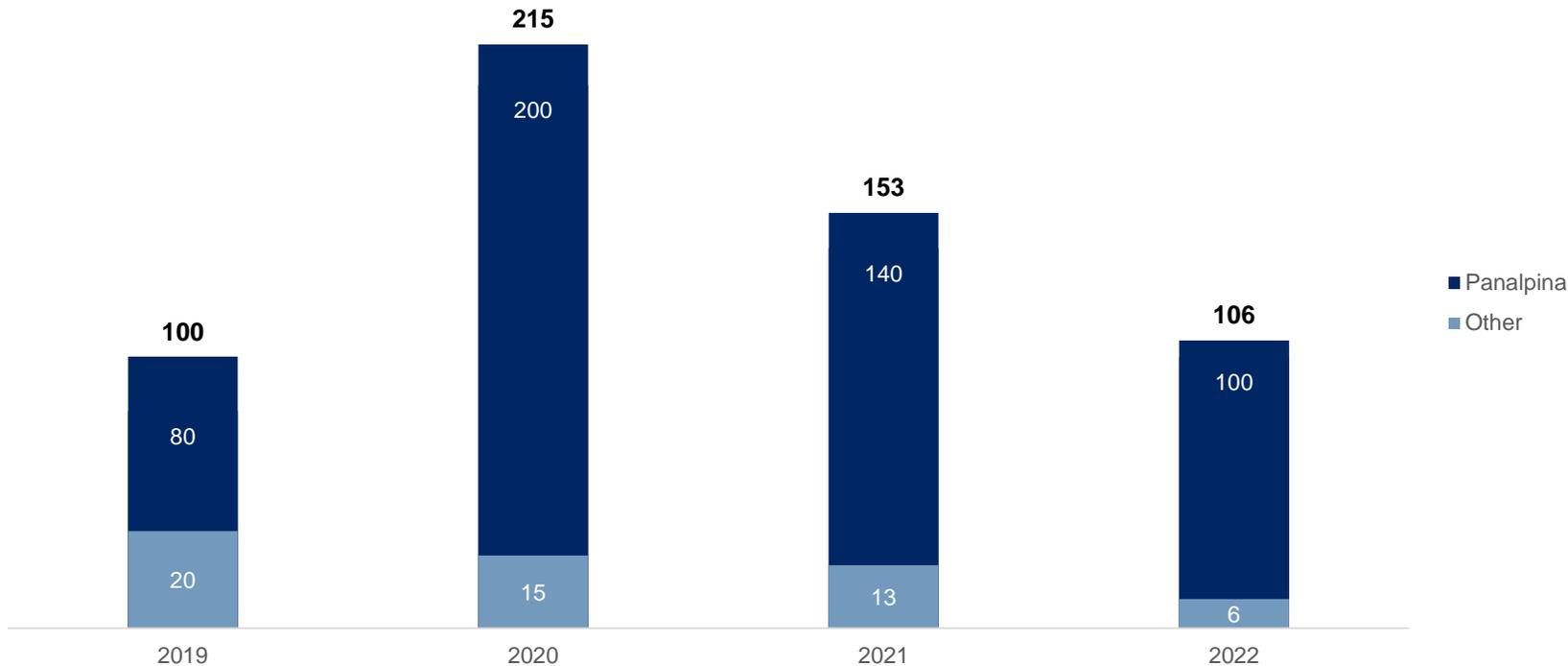


Management Commentary

- The integration is expected to trigger restructuring costs of approximately DKK 2.3 billion, which matches the expected synergies.
- Restructuring costs are reported as special items in the P&L.
- Restructuring costs include redundancy payments and costs of consolidating infrastructure (offices, warehouse facilities and IT).

Panalpina customer relationships

Amortisation of customer relationships P&L impact – preliminary estimate



Management Commentary

- Customer relationships related to Panalpina amounting to DKK 761 million have been recognised in the opening balance.
- This is a preliminary calculation.
- Customer relationships are amortised by 30% each year using the diminishing balance method.
- For Q3-19, amortisation of Panalpina customer relationships amounts to DKK 26 million.
- Amortisation of customer relationships has no cash effect and are reversed in the adjusted earnings.
- Split between divisions is expected to be 90% in Air & Sea, 4% in Road and the final 6% in Solutions.

2019 outlook

DKKm



**EBIT before
special items at
DKK 6,600 million**

DKKm



**Special items in
the level of
DKK 700 million
(~30% of total expected
integration costs)**



Main assumptions

- Due to the Panalpina transaction, we withdrew the financial outlook for 2019 earlier this year.
- With the transaction completed guidance is now re-introduced.
- EBIT guidance includes total amortisation of customer relationships of approx. DKK 100 million, of which DKK 80 million are related to Panalpina.
- The outlook is based on the current level of currency exchange rates.
- We assume that development on global transport markets does not deteriorate further for the remainder of 2019.
- Furthermore, it is assumed that synergies for 2019 are achieved as expected.

Allocation to shareholders

- DKK 3,500 million share buyback programme runs until 8 November 2019. As per 28 October 2019, a total of 5.1 million shares were bought back at a purchase price of DKK 3,200 million (average price of DKK 623.07 per share).
- New share buyback programme of DKK 2,500 million starting 11 November 2019 and running until 6 February 2019.
- The purpose of the share buyback programmes is to adjust the capital structure and meet obligations relating to the Group's share-based incentive programmes.
- At the Extraordinary General Meeting on 24 September 2019, a decision was passed to reduce the share capital by DKK 6,526,507 by cancellation of treasury shares. Following the cancellation, the share capital amounts to 235 million shares.
- As per 31 October 2019, DSV Panalpina holds 4.3 million treasury shares.

Total announced allocation to shareholders in 2019 (DKK m)

	Q1-19	Q2-19	Q3-19	Q4 -19	Total
Dividend	423	-	-	-	423
Share buyback – DKK 3,500 million	-	923	1,543	1,034*	3,500
Share buyback – DKK 2,500 million (estimated buyback in Q4-19)	-	-	-	1,400	1,400
Total	423	923	1,543	2,434	5,323

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Appendix

IFRS 16 impact - divisions

Quarter

YTD

(DKKm)	Q3 2019 reported	DSV IFRS 16 impact* Increase, decrease (-)	Q3 2019 (excl. IFRS 16*)	Q3 2018 (excl. IFRS 16)	9M 2019 reported	DSV IFRS 16 impact* Increase, decrease (-)	9M 2019 (excl. IFRS 16*)	9M 2018 (excl. IFRS 16)
Air & Sea								
Revenue	13,981	-	13,981	9,625	33,074	-	33,074	27,134
Gross profit	3,443	27	3,416	2,359	8,396	75	8,321	6,891
EBITDA	1,407	92	1,315	1,034	3,672	248	3,424	2,861
EBIT before special items	1,220	13	1,207	1,013	3,311	30	3,281	2,796
Key Performance Indicators								
Gross margin (%)	24.6		24.4	24.5	25.4		25.2	25.4
Operating margin (%)	8.7		8.6	10.5	10.0		9.9	10.3
Conversion ratio (%)	35.4		35.3	42.9	39.4		39.4	40.6
Road								
Revenue	7,698	-	7,698	7,812	23,633	-	23,633	23,350
Gross profit	1,528	172	1,356	1,373	4,624	527	4,097	3,997
EBITDA	588	233	355	377	1,708	707	1,001	1,006
EBIT before special items	343	23	320	345	979	73	906	908
Key Performance Indicators								
Gross margin (%)	19.8		17.6	17.6	19.6		17.3	17.1
Operating margin (%)	4.5		4.2	4.4	4.1		3.8	3.9
Conversion ratio (%)	22.4		23.6	25.1	21.2		22.1	22.7
Solutions								
Revenue	3,465	-	3,465	3,417	9,661	-	9,661	9,376
Gross profit	1,256	371	885	758	3,568	1,115	2,453	2,198
EBITDA	637	376	261	240	1,821	1,144	677	655
EBIT before special items	239	66	173	184	673	191	482	486
Key Performance Indicators								
Gross margin (%)	36.2		25.5	22.2	36.9		25.4	23.4
Operating margin (%)	6.9		5.0	5.4	7.0		5.0	5.2
Conversion ratio (%)	19.0		19.5	24.3	18.9		19.6	22.1

*IFRS 16 impact from the former DSV Group

Quarterly P&L details

DSV Group

(DKKm)	Q1 2017	Q2 2017	Q3 2017	Q4 2017	FY 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	FY 2018	Q1 2019	Q2 2019	Q3 2019
Revenue	18.223	18.924	18.735	19.019	74.901	18.380	19.491	20.237	20.945	79.053	19.979	20.079	24.521
Direct costs	14.003	14.707	14.621	14.965	58.296	14.260	15.041	15.765	16.498	61.564	14.865	14.794	18.250
Gross profit	4.220	4.217	4.114	4.054	16.605	4.120	4.450	4.472	4.447	17.489	5.114	5.285	6.271
Other external expenses	851	769	722	768	3.110	758	733	769	776	3.036	656	642	817
Staff costs	2.058	2.014	1.889	1.870	7.831	2.024	2.086	2.004	2.127	8.241	2.195	2.202	2.727
EBITDA before special items	1.311	1.434	1.503	1.416	5.664	1.338	1.631	1.699	1.544	6.212	2.263	2.441	2.727
Depreciation of right-of-use assets Amortisation and depreciation of owned assets	182	194	190	220	786	175	182	192	206	755	177	184	262
EBIT before special items	1.129	1.240	1.313	1.196	4.878	1.156	1.449	1.507	1.338	5.450	1.454	1.631	1.785
Special items, net costs	160	88	123	154	525	-	-	-	-	-	-	19	172
Financial income											22	25	85
Financial expenses - lease liabilities											89	91	96
Financial expenses	94	182	149	131	556	155	(120)	94	120	249	106	83	102
Profit before tax	875	970	1.041	911	3.797	1.001	1.569	1.413	1.218	5.201	1.281	1.463	1.500
Tax on profit for the period	206	228	215	136	785	232	382	309	290	1.213	318	314	351
Profit for the period	669	742	826	775	3.012	769	1.187	1.104	928	3.988	963	1.149	1.149
<i>Gross margin, %</i>	23,2	22,3	22,0	21,3	22,2	22,4	22,8	22,1	21,2	22,1	25,6	26,3	25,6
<i>Operating margin, %</i>	6,2	6,6	7,0	6,3	6,5	6,3	7,4	7,4	6,4	6,9	7,3	8,1	7,3
<i>Conversion ratio, %</i>	26,8	29,4	31,9	29,5	29,4	28,1	32,6	33,7	30,1	31,2	28,4	30,9	28,5
<i>Tax percentage</i>	23,5	23,5	20,7	14,9	20,7	23,2	24,3	21,9	23,8	23,3	24,8	21,5	23,4
<i>Blue collar costs (included in direct costs)</i>	1.081	1.103	1.123	1.149	4.456	1.155	1.184	1.181	1.271	4.791	1.218	1.031	1.313
Number of full time employees	45.112	44.851	45.161	45.636	45.636	46.767	47.144	48.182	47.394	47.394	47.281	47.552	61.799

Quarterly P&L details

Air & Sea (DKKm)	Q1 2017	Q2 2017	Q3 2017	Q4 2017	FY 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	FY 2018	Q1 2019	Q2 2019	Q3 2019
Divisional revenue	8.470	8.873	9.044	8.817	35.204	8.414	9.095	9.625	9.838	36.972	9.411	9.682	13.981
Direct costs	6.354	6.656	6.845	6.725	26.580	6.269	6.708	7.266	7.536	27.779	6.987	7.153	10.538
Gross profit	2.116	2.217	2.199	2.092	8.624	2.145	2.387	2.359	2.302	9.193	2.424	2.529	3.443
Other external expenses	491	451	431	425	1.798	457	485	439	473	1.854	386	424	594
Staff costs	904	895	839	852	3.490	870	893	886	911	3.560	943	935	1.442
EBITDA before special items	721	871	929	815	3.336	818	1.009	1.034	918	3.779	1.095	1.170	1.407
Depreciation of right-of-use assets											82	61	127
Amortisation and depreciation of owned assets	31	28	26	26	111	23	21	21	21	86	15	16	60
EBIT before special items	690	843	903	789	3.225	795	988	1.013	897	3.693	998	1.093	1.220
<i>Gross margin, %</i>	<i>25,0</i>	<i>25,0</i>	<i>24,3</i>	<i>23,7</i>	<i>24,5</i>	<i>25,5</i>	<i>26,2</i>	<i>24,5</i>	<i>23,4</i>	<i>24,9</i>	<i>25,8</i>	<i>26,1</i>	<i>24,6</i>
<i>Operating margin, %</i>	<i>8,1</i>	<i>9,5</i>	<i>10,0</i>	<i>8,9</i>	<i>9,2</i>	<i>9,4</i>	<i>10,9</i>	<i>10,5</i>	<i>9,1</i>	<i>10,0</i>	<i>10,6</i>	<i>11,3</i>	<i>8,7</i>
<i>Conversion ratio, %</i>	<i>32,6</i>	<i>38,0</i>	<i>41,1</i>	<i>37,7</i>	<i>37,4</i>	<i>37,1</i>	<i>41,4</i>	<i>42,9</i>	<i>39,0</i>	<i>40,2</i>	<i>41,2</i>	<i>43,2</i>	<i>35,4</i>
<i>Number of full time employees</i>	<i>12.648</i>	<i>12.282</i>	<i>12.177</i>	<i>12.041</i>	<i>12.041</i>	<i>11.996</i>	<i>12.065</i>	<i>12.090</i>	<i>12.130</i>	<i>12.130</i>	<i>12.072</i>	<i>12.102</i>	<i>22.519</i>
Air, revenue	4.028	4.211	4.450	4.890	17.579	4.206	4.610	4.894	5.182	18.892	4.598	4.564	7.352
Air, total gross profit	1.033	1.072	1.073	1.040	4.218	1.065	1.186	1.194	1.182	4.627	1.230	1.224	1.827
Tonnes	147.439	155.430	165.051	167.735	635.655	162.689	173.578	177.155	175.623	689.045	170.103	170.301	288.793
GP/tonne (DKK)	7.004	6.897	6.501	6.199	6.635	6.546	6.833	6.736	6.730	6.715	7.231	7.187	6.328
Sea, revenue	4.442	4.662	4.594	3.927	17.625	4.208	4.485	4.731	4.656	18.080	4.813	5.118	6.629
Sea, total gross profit	1.083	1.145	1.126	1.052	4.406	1.080	1.201	1.165	1.120	4.566	1.194	1.305	1.616
TEU	332.787	358.383	355.291	343.150	1.389.611	346.788	369.211	369.143	357.206	1.442.348	359.925	391.333	520.048
GP/TEU (DKK)	3.255	3.195	3.169	3.067	3.171	3.114	3.253	3.156	3.135	3.166	3.317	3.335	3.107

Quarterly P&L details

Road

(DKKm)	Q1 2017	Q2 2017	Q3 2017	Q4 2017	FY 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	FY 2018	Q1 2019	Q2 2019	Q3 2019
Divisional revenue	7.633	7.684	7.514	7.796	30.627	7.676	7.862	7.812	7.893	31.243	8.102	7.833	7.698
Direct costs	6.200	6.368	6.235	6.537	25.340	6.370	6.544	6.439	6.582	25.935	6.541	6.298	6.170
Gross profit	1.433	1.316	1.279	1.259	5.287	1.306	1.318	1.373	1.311	5.308	1.561	1.535	1.528
Other external expenses	332	309	294	334	1.269	347	275	357	347	1.326	300	232	261
Staff costs	686	688	641	657	2.672	686	687	639	694	2.706	719	725	679
EBITDA before special items	415	319	344	268	1.346	273	356	377	270	1.276	542	578	588
Depreciation of right-of-use assets											218	213	212
Amortisation and depreciation of owned assets	37	38	33	37	145	32	34	32	31	129	26	27	33
EBIT before special items	378	281	311	231	1.201	241	322	345	239	1.147	298	338	343
<i>Gross margin, %</i>	18,8	17,1	17,0	16,1	17,3	17,0	16,8	17,6	16,6	17,0	19,3	19,6	19,8
<i>Operating margin, %</i>	5,0	3,7	4,1	3,0	3,9	3,1	4,1	4,4	3,0	3,7	3,7	4,3	4,5
<i>Conversion ratio, %</i>	26,4	21,4	24,3	18,3	22,7	18,5	24,4	25,1	18,2	21,6	19,1	22,0	22,4
Number of full time employees	12.576	12.706	12.788	12.998	12.998	13.047	13.160	13.345	12.850	12.850	13.181	13.134	13.493

Solutions

(DKKm)	Q1 2017	Q2 2017	Q3 2017	Q4 2017	FY 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	FY 2018	Q1 2019	Q2 2019	Q3 2019
Divisional revenue	2.678	2.913	2.757	3.014	11.362	2.848	3.111	3.417	3.853	13.229	3.049	3.147	3.465
Direct costs	2.007	2.223	2.111	2.291	8.632	2.149	2.370	2.659	3.016	10.194	1.923	1.961	2.209
Gross profit	671	690	646	723	2.730	699	741	758	837	3.035	1.126	1.186	1.256
Other external expenses	236	220	204	224	884	235	226	235	259	955	264	254	278
Staff costs	309	274	264	240	1.087	278	286	283	294	1.141	306	304	341
EBITDA before special items	126	196	178	259	759	186	229	240	284	939	556	628	637
Depreciation of right-of-use assets											314	335	329
Amortisation and depreciation of owned assets	60	68	63	74	265	59	54	56	61	230	49	52	69
EBIT before special items	66	128	115	185	494	127	175	184	223	709	193	241	239
<i>Gross margin, %</i>	25,1	23,7	23,4	24,0	24,0	24,5	23,8	22,2	21,7	22,9	36,9	37,7	36,2
<i>Operating margin, %</i>	2,5	4,4	4,2	6,1	4,3	4,5	5,6	5,4	5,8	5,4	6,3	7,7	6,9
<i>Conversion ratio, %</i>	9,8	18,6	17,8	25,6	18,1	18,2	23,6	24,3	26,6	23,4	17,1	20,3	19,0
Number of full time employees	17.651	17.692	17.946	18.382	18.382	19.534	19.584	20.384	20.025	20.025	19.862	20.146	22.521

Investor contact information

Share information



DSV Panalpina A/S is listed on the stock exchange in Copenhagen under the symbol 'DSV'.

For further company information, please visit: www.dsv.com

Financial calendar 2020



- 7 Feb. 2020 Annual Report, Financial year 2019
- 30 Apr. 2020 Interim Financial Report, First Quarter 2020
- 31 Jul. 2020 Interim Financial Report, H1 2020
- 29 Oct. 2020 Interim Financial Report, Third Quarter 2020

Investor Relations contacts



DSV Panalpina A/S
Hovedgaden 630, 2640 Hedehusene, Denmark

investor@dsv.com

Flemming Ole Nielsen +45 4320 3392

flemming.o.nielsen@dsv.com

Nicolas Thomsen +45 4320 3193

nicolas.thomsen@dsv.com

Helle K. Hansen +45 4320 3358

helle.k.hansen@dsv.com