

DSV Air & Sea Division **Jørgen Møller, President**

DSV Capital Markets Day



General Facts

- Worldwide presence
- 5,925 employees
- Operations in 61 countries
- Approx. 625,000 TEUs of seafreight annually
- Approx. 175,000 tons of airfreight annually
- Approx. 2,5 million shipments handled annually
- Turnover 2009 14,062 million DKK
- EBITA 2009 935 million DKK



We offer air- and seafreight services in the following countries

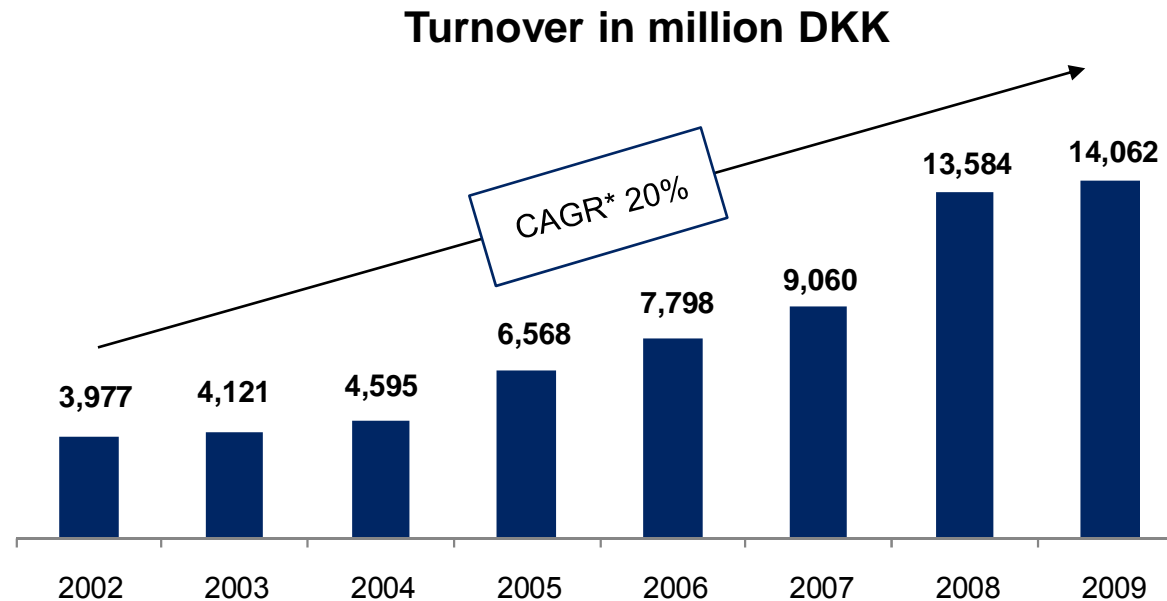
Argentina	China	Hong Kong	Lithuania	Philippines	Sweden
Australia	Croatia	Hungary	Luxembourg	Poland	Switzerland
Austria	Czech Republic	India	Malaysia	Portugal	Taiwan
Bangladesh	Denmark	Indonesia	Mexico	Romania	Thailand
Belarus	Egypt	Ireland	Morocco	Russia	Turkey
Belgium	Estonia	Italy	Netherlands	Serbia	Ukraine
Brazil	Finland	Japan	New Zealand	Singapore	United Arab
Bulgaria	France	Kazakhstan	Norway	Slovakia	Emirates
Canada	Germany	Korea	Pakistan	Slovenia	United King-
Chile	Greece	Latvia	Peru	Spain	dom

USA
Venezuela
Vietnam



DSV Air & Sea - Turnover Development

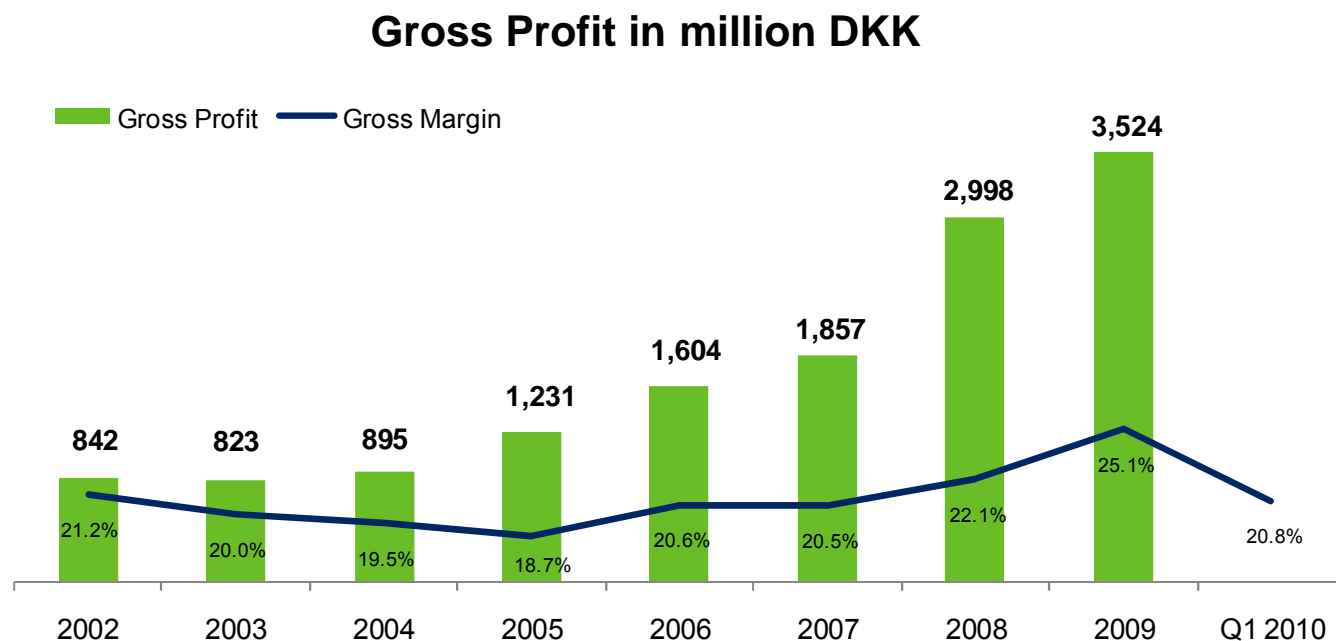
Below chart illustrates the development in consolidated Turnover and CAGR for all countries in the Air & Sea Division from 2002 – 2009.



* CAGR: Compound Annual Growth Rate

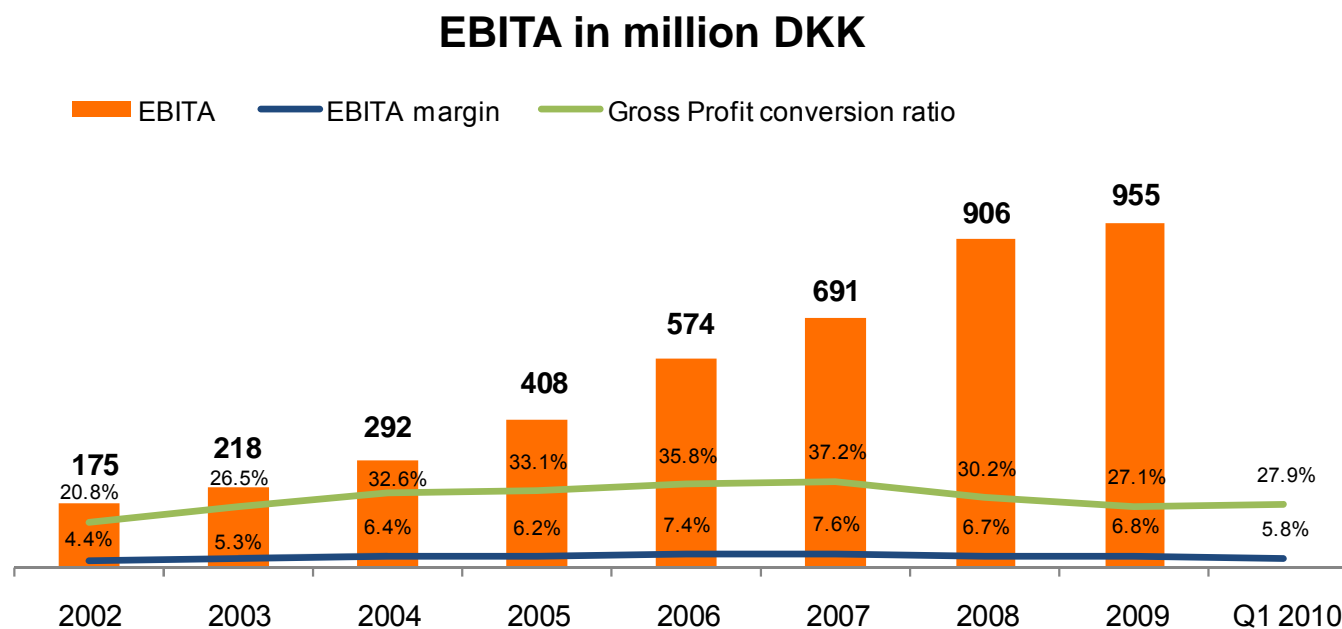
DSV Air & Sea - Gross Profit Development

Below chart illustrates the development in consolidated Gross Profit and the Gross Margin for all countries in the DSV Air & Sea Division from 2002 – Q1 2010.



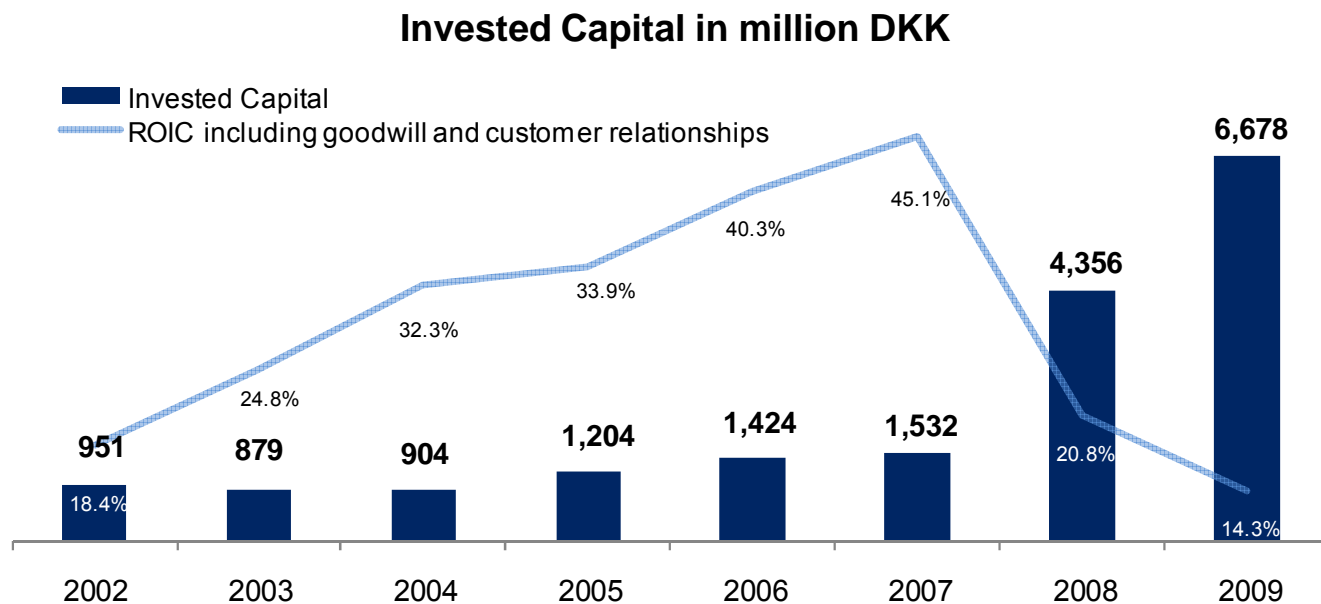
DSV Air & Sea - EBITA Development

Below chart illustrates the development in consolidated EBITA, EBITA margin and Gross Profit conversion ratio for all countries in the Air & Sea Division from 2002 – Q1 2010.

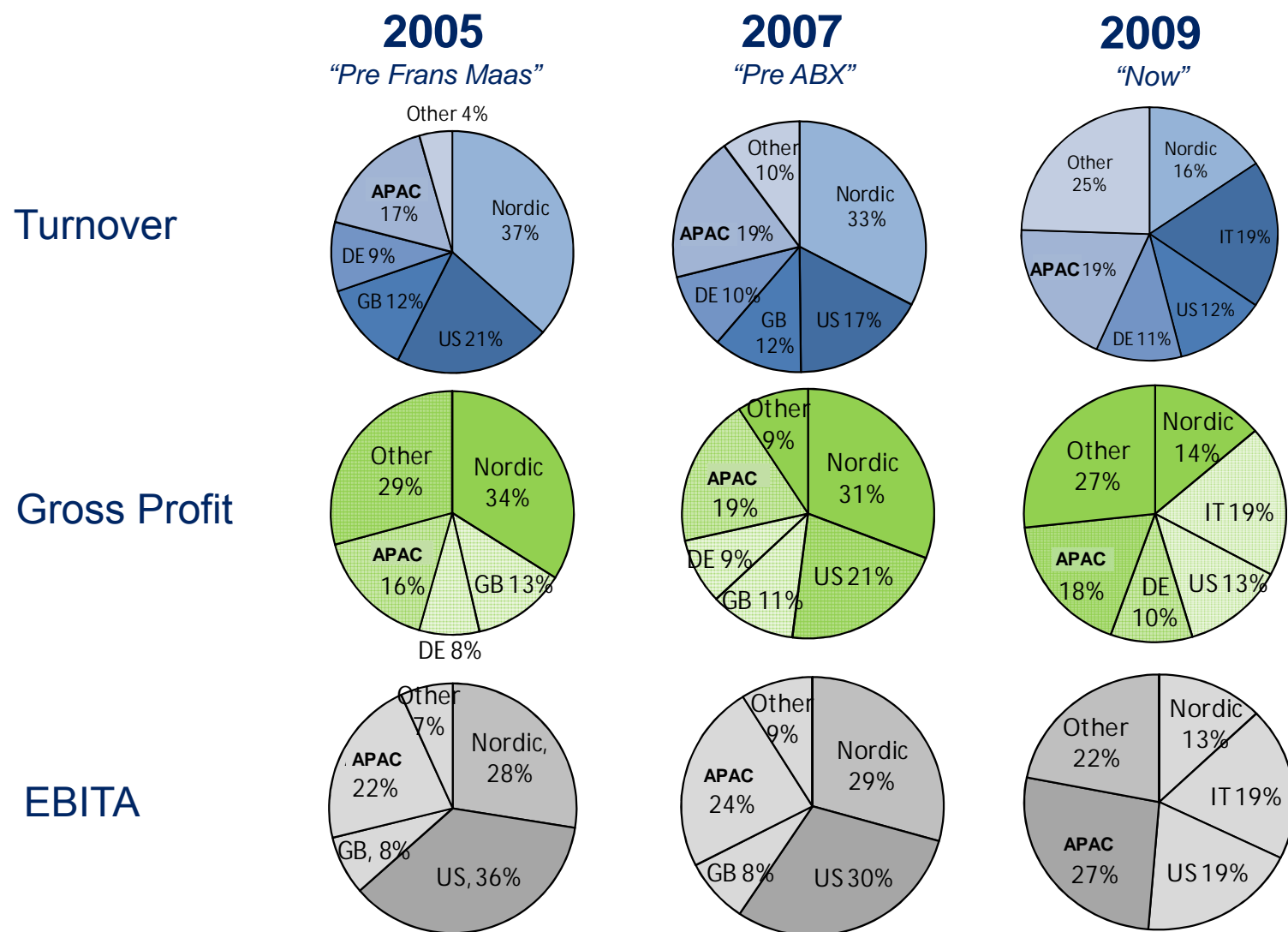


DSV Air & Sea – ROIC Development

Below chart illustrates the development in ROIC and Invested Capital for all countries in the Air & Sea Division from 2002 – 2009.

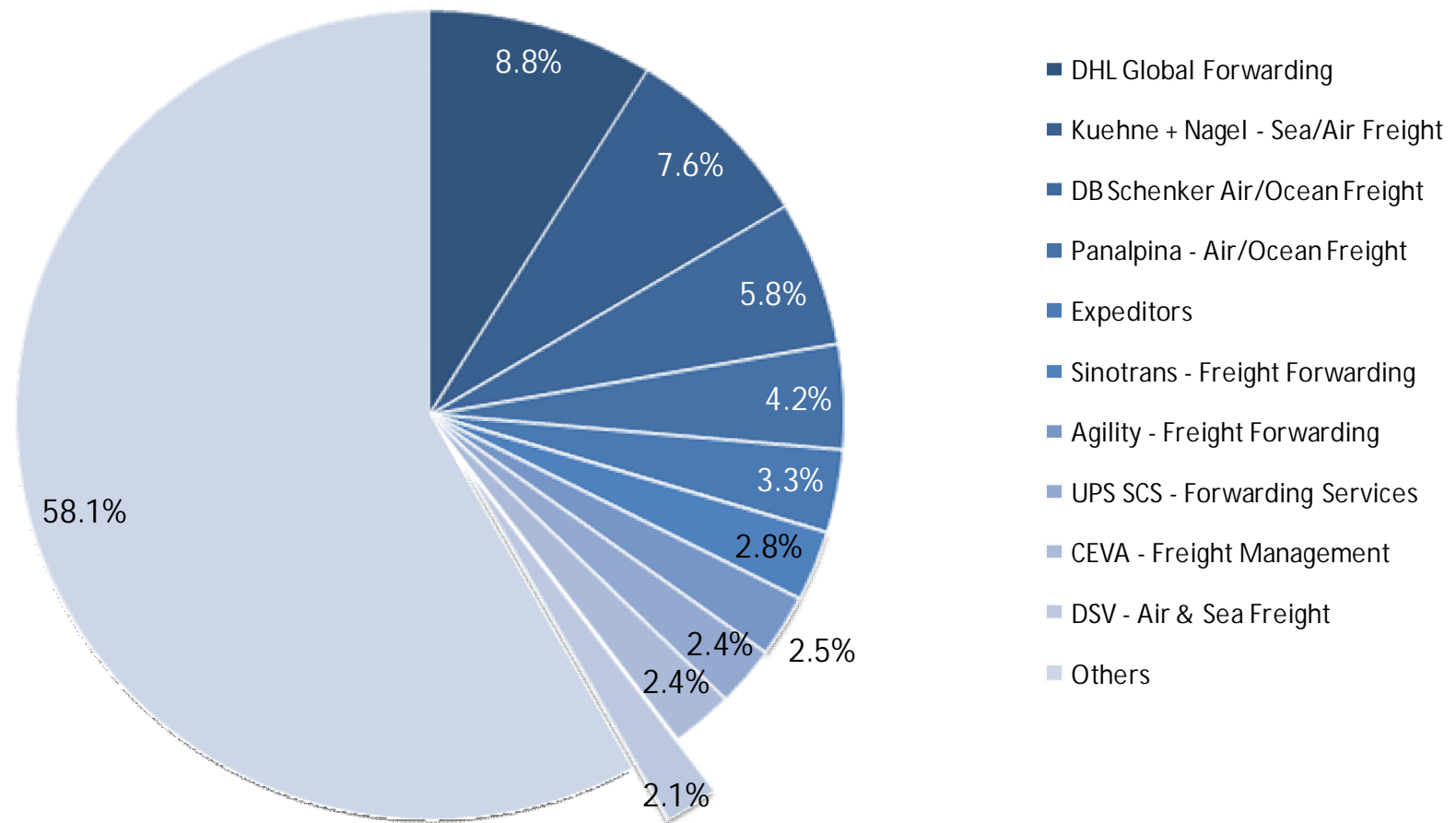


Comparison by Country in 2005, 2007 and 2009



Global Freight Forwarding Market Share (2008)

The global forwarding market is highly fragmented with the Top 10 accounting for just 42% of the market. In 2008 DSV controlled 2,1%



Source: Transport Intelligence

Price mechanisms in Air & Sea

General

- Pricing is driven by volumes and capacity. Recently ocean carriers have successfully implemented capacity management and thus driven the rates up. This is also the situation in air freight but not to the same degree
- The recent (Q1 2010) increase in volumes has escalated the current need for additional capacity. It is expected that the capacity management will continue and that rates will find its new and more healthy level within May/June of 2010
- Peak season surcharges, emergency recovery and other surcharges are becoming more frequent

Sea

- As freight forwarder DSV enters into price agreements with a number of carriers. This gives us an advantage to direct carrier/customer agreements. Such agreements are “guidelines” and the rates can basically change with short notice, both up and down depending on the volume/capacity ratio
- Approximately 70 percent of our total volume is committed with our core carriers
- With a few exceptions we are able to pass on changes in the rates to the customers within a relative short time frame

Price mechanisms in Air & Sea, continued

Air

- DSV commits and secures fixed space allotment for part of our volumes with various airlines. This is done to secure uplift in peak seasons but also to have fixed rates. As for ocean freight we commit to a lower percentage than what we control
- Airfreight rates fluctuates more than ocean freight rates and as such we commit to a lower percentage depending on trade lanes. The remaining volume is booked on spot agreements with various carriers
- Fluctuations in airfreight rates are passed on to customers up/down faster than on ocean freight



DSV Air & Sea – update on market development

- In Q1 2010 we have seen significant increases in volumes, compared to Q1 2009. The growth is expected to continue in the next quarters, however at a more moderate rate
- Sea rates have stabilized somewhat on Asia-Europe and we expect they will remain at the current level. Rates on trans-pacific are still increasing and we also expect increases on trans-Atlantic
- In a fast increasing market we will experience a negative effect on the GP level per shipment/unit. An estimated catch up time of one to two months is the norm. In a decreasing market we experience the reverse situation. In a flat market we normalize our income per shipment/unit.
- We expect that our customers will continue to keep stocks as low as possible – and use the transit time of the carriers as floating stock
- This could have a positive effect on Airfreight where we expect more emergency volume being shipped

Customers and industries

- DSV Air & Sea has a high share of small / mid sized companies
- We are "all round" and not specialized in single commodities
- Pharmaceutical, MOD (Military of defence) and automotive are focus industries
- We have seen an increase in volumes from large multinational accounts – and this will continue with DSV's increased focus on global sales
- We have reached a level in terms of volumes where we are an interesting customer for the carriers (both air and sea) – as such we have the rates we need to be competitive
- Volume for the sake of turnover is not in our interest – profitability remains in focus
- We cater to customers that fits into our portfolio and are very focused on our KPI's which monitor our performance in production per employee and income per shipment

Customers



Services

Air Transport

- Import / Export
- Consolidated air freight
- Air charter
- Express and courier service
- Domestic & international distribution
- Documentation
- Track & Trace, POD
- Internet booking system

Sea Transport

- Import / export
- FCL / LCL
- 20' and 40' containers
- Documentation
- Customs clearance handling
- Bonded warehousing
- Track & Trace, POD
- Internet booking system

Project Related Transport

- Over dimensioned and / or heavy transportation
- Crane and skidding operations
- Air and ship charter
- Cross trade
- Pack-and-Ship

Focus areas

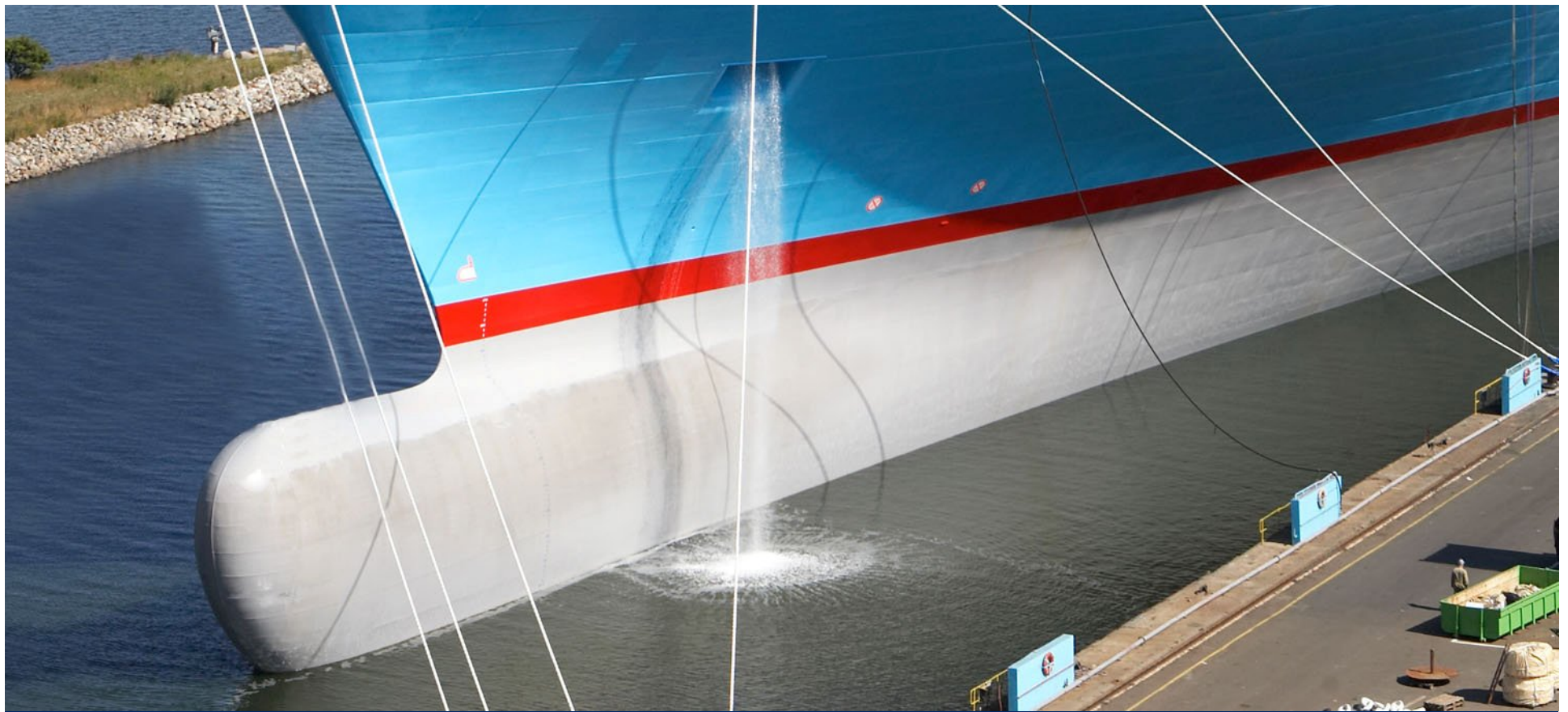
- Asia, Europe and North America and trade between these regions are the main areas of concentration – and we will maintain high focus on developing these markets
- Within these regions we are especially concentrating on developing newer markets we acquired / strengthened in the ABX acquisition: Italy, Spain, and Germany
- Furthermore we focus on developing the markets in Intra Asia, Middle East and South America.
- In South America DSV operates in a joint venture (DSV–GL) with a local partner
- Intra Asia being one of the fastest growing trades globally is expected to show large growth and has higher local profit margins for the Far East offices than other trades. Potential: 30 Million TEUS Ocean and 4 Million tons airfreight
- Project business in general

Focus Areas / Goals

We will growth organically and:

- Continue to strengthen our market position via focus on sales both locally in the countries and centrally in DSV's Global Sales organisation
- Be open to acquisitions of regional or global players
- Continue to focus on a high EBITA margin and cost control
- Focus on realisation of synergies facilitated by the acquisition of ABX LOGISTICS
- Focus on customer stability and one-stop shipping possibilities
- Continue business process optimization and IT development





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