



FIRST QUARTER 2016 RESULTS

Investor presentation



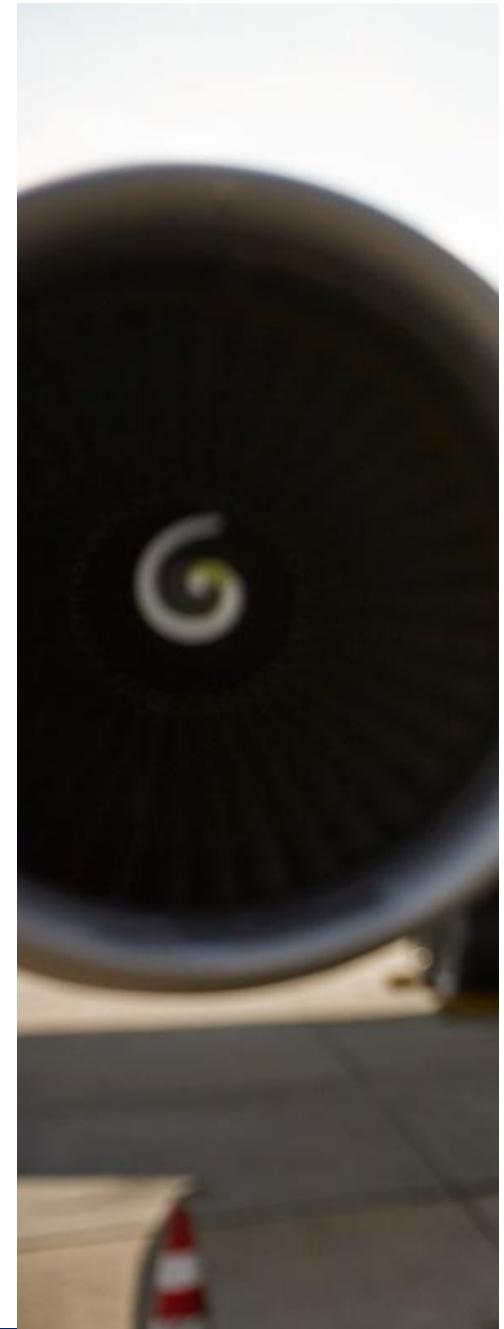
Forward-looking statements

This presentation contains forward-looking statements.

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

Agenda

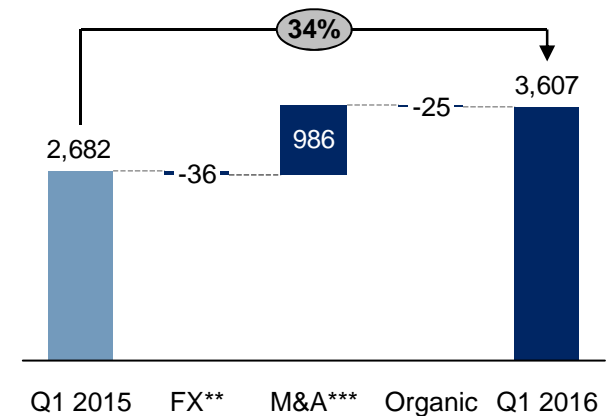
- 1 Highlights
- 2 Integration update
- 3 Business units
- 4 Financial review
- 5 Appendix



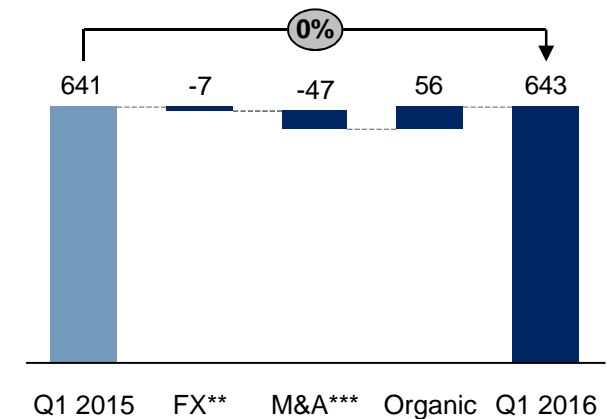
Highlights Q1 2016

- Integration of UTi is off to a good start
- Several large UTi countries have already merged with DSV
- The old DSV has maintained momentum
- Gross profit increased 34% to DKK 3,607 million
- EBIT before special items DKK 643 million
- Financial position is solid: gearing ratio of 2.5x (NIBD/EBITDA)*
- Outlook for 2016 reiterated

Gross profit (DKKm)



EBIT (DKKm)



*) EBITDA of UTi included in the period from 22 January 2016 to 31 March 2016

**) FX effect excludes UTi

**) M&A is based on UTi's reported 2016 numbers

Update on the integration of UTi

– significant progress achieved since 22 January and business case is intact

Commercial

- Positive reactions from customers
- No material loss of customers since closing
- Rebranding to DSV well underway

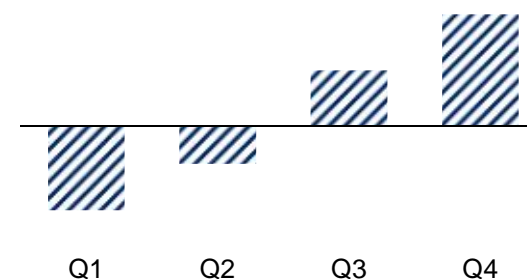
Synergies

- Several large UTi countries have made great integration progress (US, Germany, UK, China)
- Migration to CargoWise One is on track – by the end of May 2016 approx. 1/3 of users will have been transferred
- Synergy target of DKK 1.5 billion annually is maintained – 30% of synergies are expected in 2016

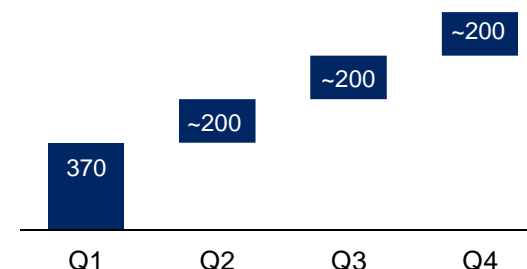
Restructuring costs

- Tracking Management's expectations
- We expect total restructuring costs of 1.5 billion DKK – 2/3 of these are expected in 2016

Timeline – expected EBIT impact of UTi in 2016



Timeline – P&L impact of expected restructuring costs in 2016 (DKKm)

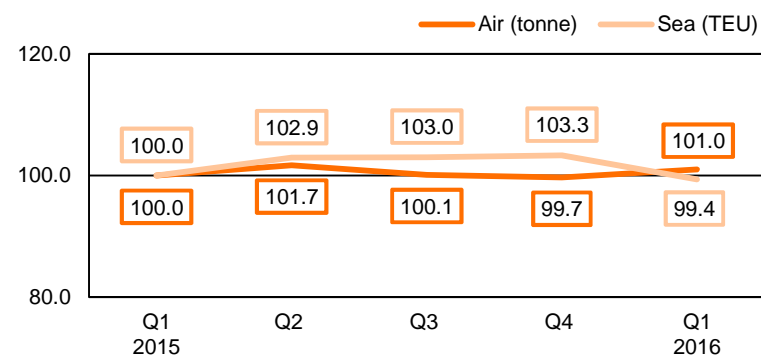




Business segments Q1 2016 – Air & Sea

Highlights

- +71% air volume (66% from UTi)
- +40% sea volume (36% from UTi)
- Net revenue impacted by lower freight rates
- Stable GP per unit, including UTi
- 7% EBIT growth in spite of UTi loss

Development in GP per tonne/TEU



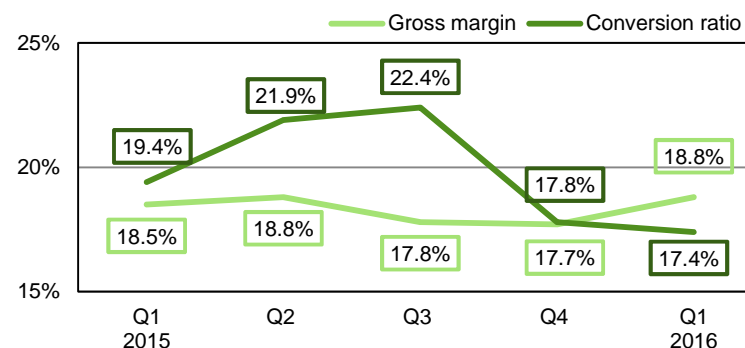
DKK million	Q1					
	2016	2015	Var.	Org.	M&A	Fx
Net revenue	7,055	5,421	30.1%	-7.0%	41.9%	-2.0%
Gross profit	1,877	1,226	53.1%	3.6%	50.0%	-2.2%
EBIT bef. special items	414	388	6.7%	29.0%	-15.5%	-1.8%
<i>Operating margin</i>	5.9%	7.2%				
<i>Conversion ratio</i>	22.1%	31.6%				
 Sea, gross profit	989	713	38.7%	Market growth (est.)		
TEU	285,109	204,057	39.7%	1-3%		
GP/TEU, DKK	3,470	3,492	-0.6%			
 Air, gross profit	888	513	73.1%			
Tonnes	122,817	71,749	71.2%	-1-3%		
GP/tonne, DKK	7,227	7,153	1.0%			

Business segments Q1 2016 – Road

Highlights

- UTi activities in US and South Africa added
- 4% growth in consignments (Europe)
- ~2 working days less in Q1-16
- Initial dilution of operating margin and conversion ratio from UTi

Development in key financial ratios



DKK million	2016	Q1				
		2015	Var.	Growth details		
				Org.	M&A	Fx
Net revenue	6,688	6,122	9.2%	1.2%	8.8%	-0.8%
Gross profit	1,257	1,132	11.0%	-0.5%	12.5%	-0.9%
EBIT bef. special items	219	220	-0.5%	-6.4%	6.8%	-0.5%
<i>Gross margin</i>	18.8%	18.5%				
<i>Operating margin</i>	3.3%	3.6%				
<i>Conversion ratio</i>	17.4%	19.4%				
Consignments, growth (Europe)	4%			Market growth (est.) 1-2%		

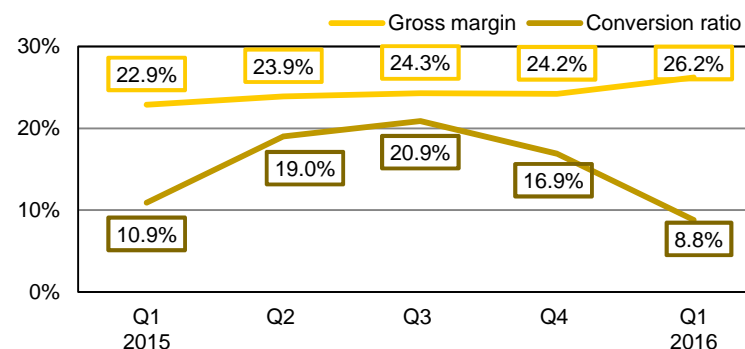


Business segments Q1 2016 – Solutions

Highlights

- UTi contract logistics activities added in US, South Africa, Asia and Europe – total warehouse capacity doubled
- Margins are seasonally lower in Q1
- Initial dilution of operating margins from UTi

Development in key financial ratios



DKK million	2016	Q1					
		2015	Var.	Growth details			
				Org.	M&A	Fx	
Net revenue	2,043	1,440	41.9%	0.0%	42.8%	-0.9%	
Gross profit	536	330	62.4%	-3.8%	69.7%	-0.9%	
EBIT bef. special items	47	36	30.6%	11.9%	19.4%	-2.8%	
<i>Gross margin</i>	26.2%	22.9%					
<i>Operating margin</i>	2.3%	2.5%					
<i>Conversion ratio</i>	8.8%	10.9%					



Financial review Q1 2016 – P&L

(DKKm)	Q1 2016	Q1 2015	Var.	Growth		
				Org.	M&A	Fx
Net revenue	15,319	12,601	21.6%	-3.4%	27.2%	-1.3%
Gross profit	3,607	2,682	34.5%	-0.7%	36.8%	-1.3%
Other external costs	790	543	45.5%			
Staff costs, white-collar	1,997	1,370	45.8%			
EBITDA	820	769	6.6%			
Amortisation and depreciation	177	128	38.3%			
EBIT before special items	643	641	0.3%	9.5%	-7.3%	-1.1%
Special items, costs	370	0				
Net financial costs	-46	72				
Profit before tax	319	569	-43.9%			
Tax on profit for the period	86	142	-39.4%			
Profit for the period	233	427	-45.4%			
Key Performance Indicators						
Gross margin (%)	23.5	21.3				
Operating margin (%)	4.2	5.1				
Conversion ratio (%)	17.8	23.9				
Effective tax rate (%)	27.0	25.0				
Employees, end of quarter	44,334	22,599				
Diluted adjusted EPS for the period	2.83	2.65				

- UTi reporting has been adjusted to match DSV's accounting principles – changes may occur in the coming quarters
- Net revenue impacted by lower average freight rates and fuel prices
- Operating margin and conversion ratio diluted by integration – limited impact from synergies in Q1-16
- We expect margins to return to pre UTi levels within the next 3 years
- Consolidated costs higher in Q1 16 due to UTi
- Financial items in Q1-16 were impacted by one-off internal exchange rate gain related to UTi
- Full-year effective tax rate expected in the level of 25%

Financial review Q1 2016 – cash flow and debt

(DKKm)	Q1 2016	Q1 2015
EBITDA	820	769
Change in net working capital	-519	-120
Change in provisions	67	-110
Corporation tax paid and other adjustments	-202	-191
Cash flow from operating activities	166	348
Cash flow from investing activities	-4,641	-205
Free cash flow	-4,475	143
Adjusted free cash flow (excl. M&A)	362	143
Highlights		
<i>NWC in % of revenue</i>	1.6%	0.9%
<i>Net interest-bearing debt (NIBD)</i>	9,232	6,088
<i>Financial gearing (NIBD/EBITDA)</i>	2.5	1.9
<i>Average duration, long-term loan commitments (years)</i>	3.5	4.5
<i>Intangible assets</i>	16,830	8,977
<i>Invested capital</i>	21,597	12,123
<i>ROIC before tax</i>	18.1	22.7

- Cash flow is well under control
- Adjusted free cash flow of DKK 362 million in Q1 16 against DKK 143 million last year
- NWC at 1.6% of net revenue – this is satisfactory, considering the high NWC level in UTi pre integration
- NIBD impacted by UTi acquisition
- Financial gearing at 2.5x

Outlook for 2016 reiterated

(DKKm)	2015 actual	2016 outlook
EBIT before special items	3,050	3,100-3,500
Net financial expenses	303	450
Effective tax rate	24%	25%

- The outlook for 2016 is based on the assumption of a stable development in the markets in which the Group operates
- The OECD and IMF project global economic growth of just over 3% in 2016. Relatively low growth rates are expected in Europe and USA, whereas a number of developing countries are expected to see higher growth. We expect that the growth rates in the transport markets will be in line with the underlying economic growth in the individual regions
- UTi and DSV has different definitions of gross profit. Due to this uncertainty, we will not guide on gross profit for 2016
- Guidance on free cash flow has also been suspended for 2016, due to uncertainty about timing of the individual UTi integration initiatives
- Integration costs of approximately DKK 1,500 million are expected in connection with the integration of UTi. P&L impact is expected in 2016 and 2017



Appendix



DSV – Global Transport and Logistics

– the new DSV including UTi Worldwide Inc.

A global network

- Own operations in more than 80 countries
- More than 1,000 branch offices, terminals and warehouse facilities
- 4th largest global freight forwarder

One company – three divisions

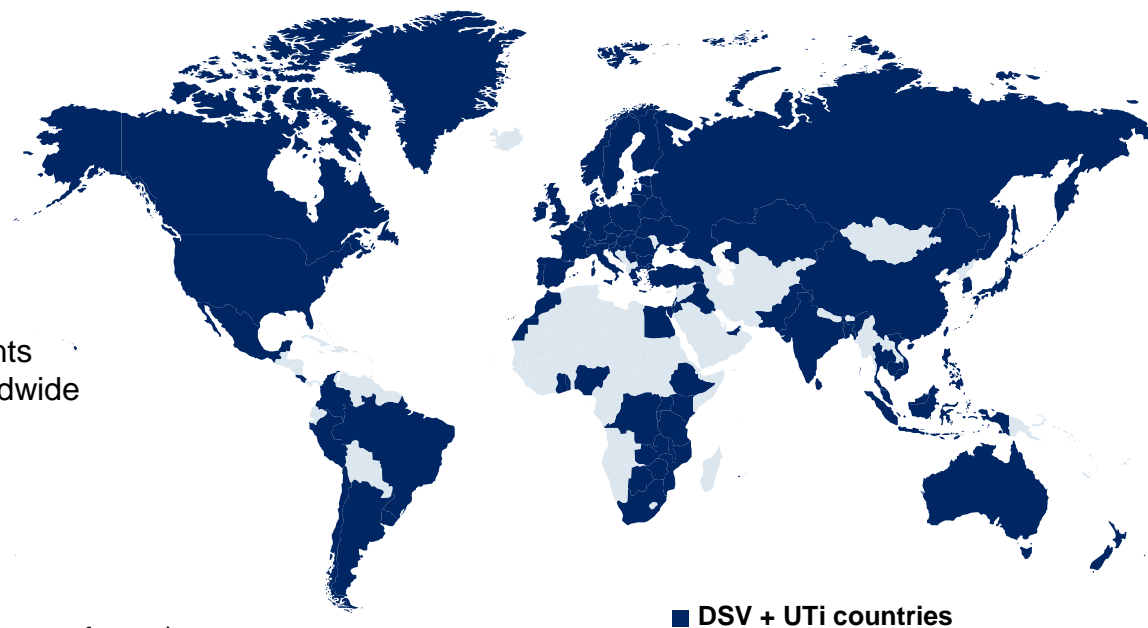
- Air & Sea – global network
- Road – overland transport on four continents
- Solutions – contract logistics services worldwide

A dedicated CSR profile

- Based on UN Global Compact

A strong business partner

- Annual revenue of 12 billion USD (FY 2015, pro forma)
- Headquartered in Denmark and listed on Nasdaq Copenhagen
- More information at DSV.com



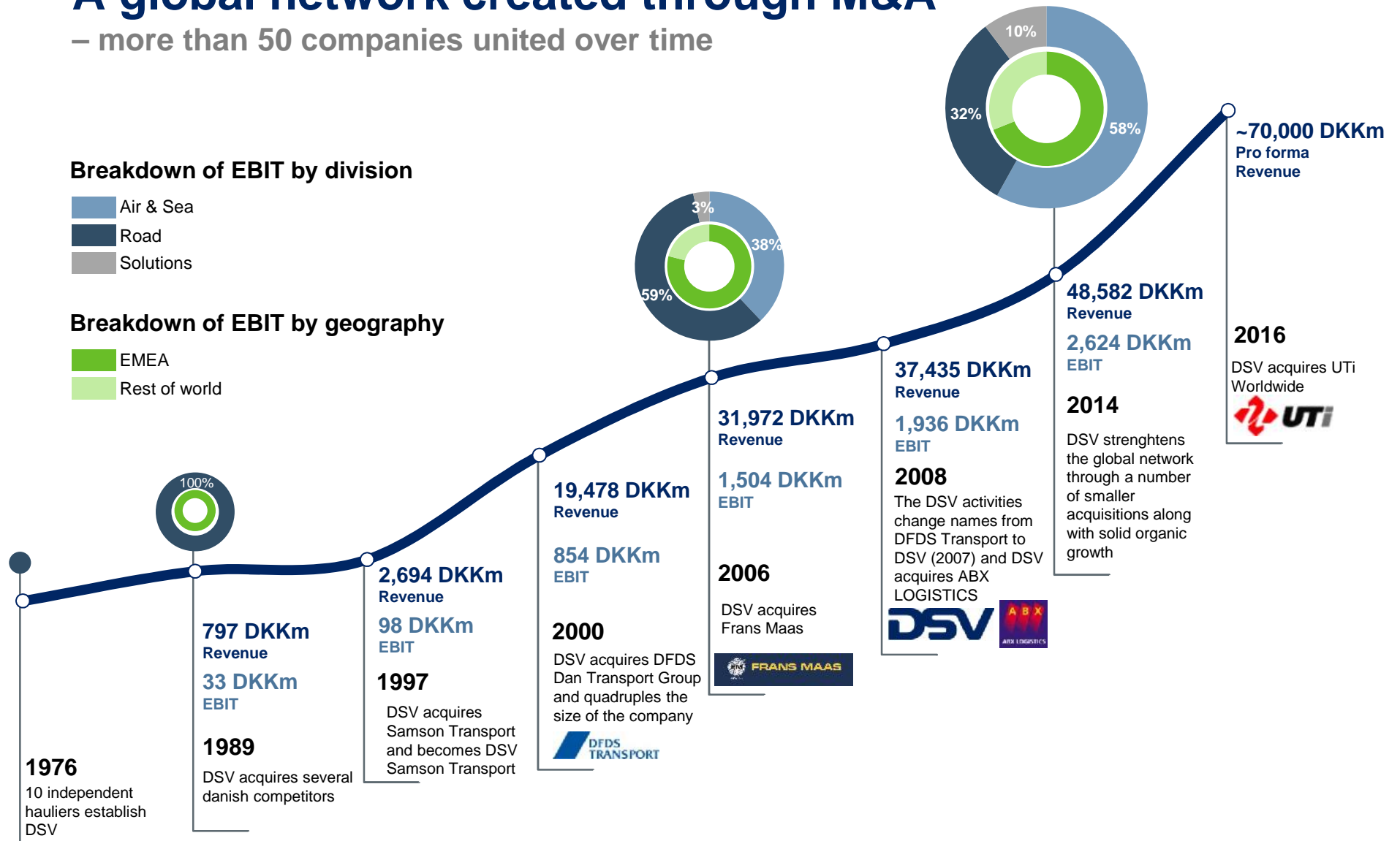
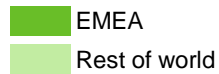
A global network created through M&A

– more than 50 companies united over time

Breakdown of EBIT by division

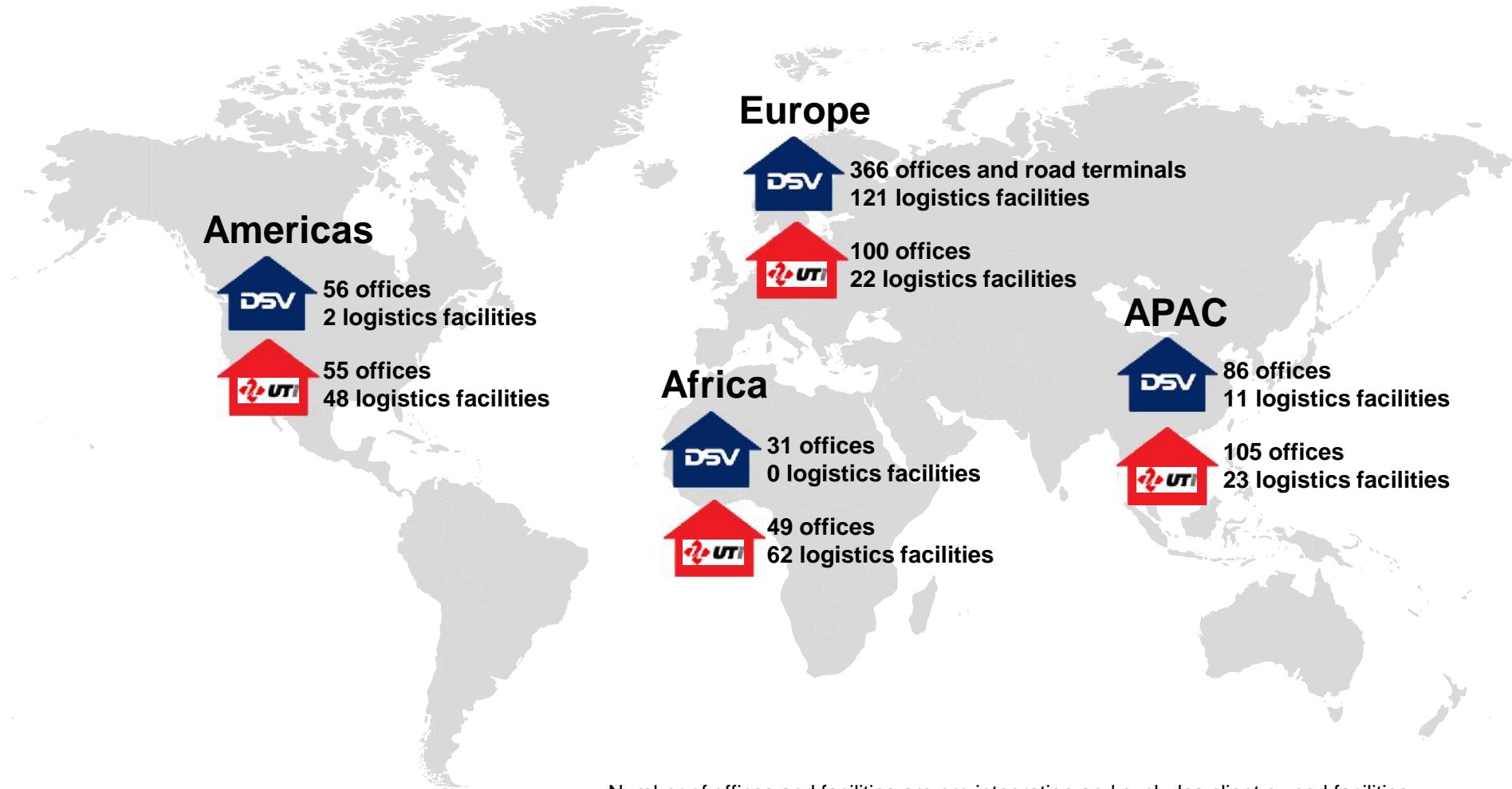


Breakdown of EBIT by geography



DSV and UTi combined (pre integration)

– creating one of the world’s strongest transport and logistics networks

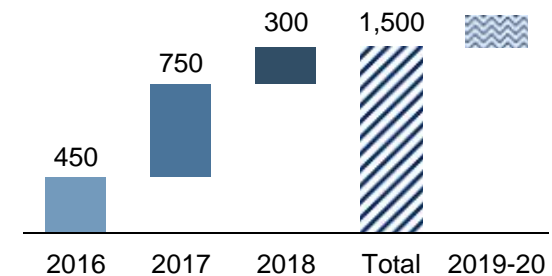


Number of offices and facilities are pre integration and excludes client owned facilities

UTi integration – expected synergies

- We expect synergies of approximately DKK 1.5 billion from the integration
- The synergies are expected within three years, with a large part of the integration being completed within the first 12 months. The full profit and loss effect of the integration will typically manifest itself 3-6 months after completion of individual initiatives
- This means that the Company’s performance will gradually improve, and we expect to achieve the first 30% of the synergies in 2016.
 - At the time of the acquisition UTi Worldwide Inc. was running at a loss. For the 12 month period ended 31 December 2015 UTi realised a loss (adjusted EBIT) of approximately USD 60 million
- We expect to achieve an additional 50% of the synergies in 2017 and the final 20% in 2018
- The combined operations are expected to be further optimised during 2019 and 2020 enabling us to reach our long term financial targets

Timeline - expected P&L impact of synergies (DKKm)



UTi integration

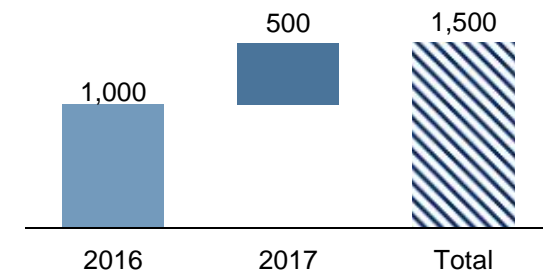
Integration costs

- The integration is expected to trigger restructuring costs of approximately DKK 1.5 billion
- We expect to report approximately two-thirds of the restructuring cost in P&L in 2016 and the remaining part in 2017
- More than 75% of the announced restructuring cost will have cash effect within one year after announcement of the individual initiative
- Restructuring costs are treated as special items in the P&L
- Restructuring costs include redundancy costs and costs of consolidating infrastructure (facilities and IT)

UTi will be merged into DSV's divisional structure

- Estimated split, based on reported revenue
 - 65% Air & Sea (UTi Freight Forwarding)
 - 20% Solutions (UTi Contract Logistics)
 - 15% Road (UTi Distribution)
- Differences in definitions of activities may lead to reclassifications during the integration period

Timeline – P&L impact of expected restructuring costs (DKKm)



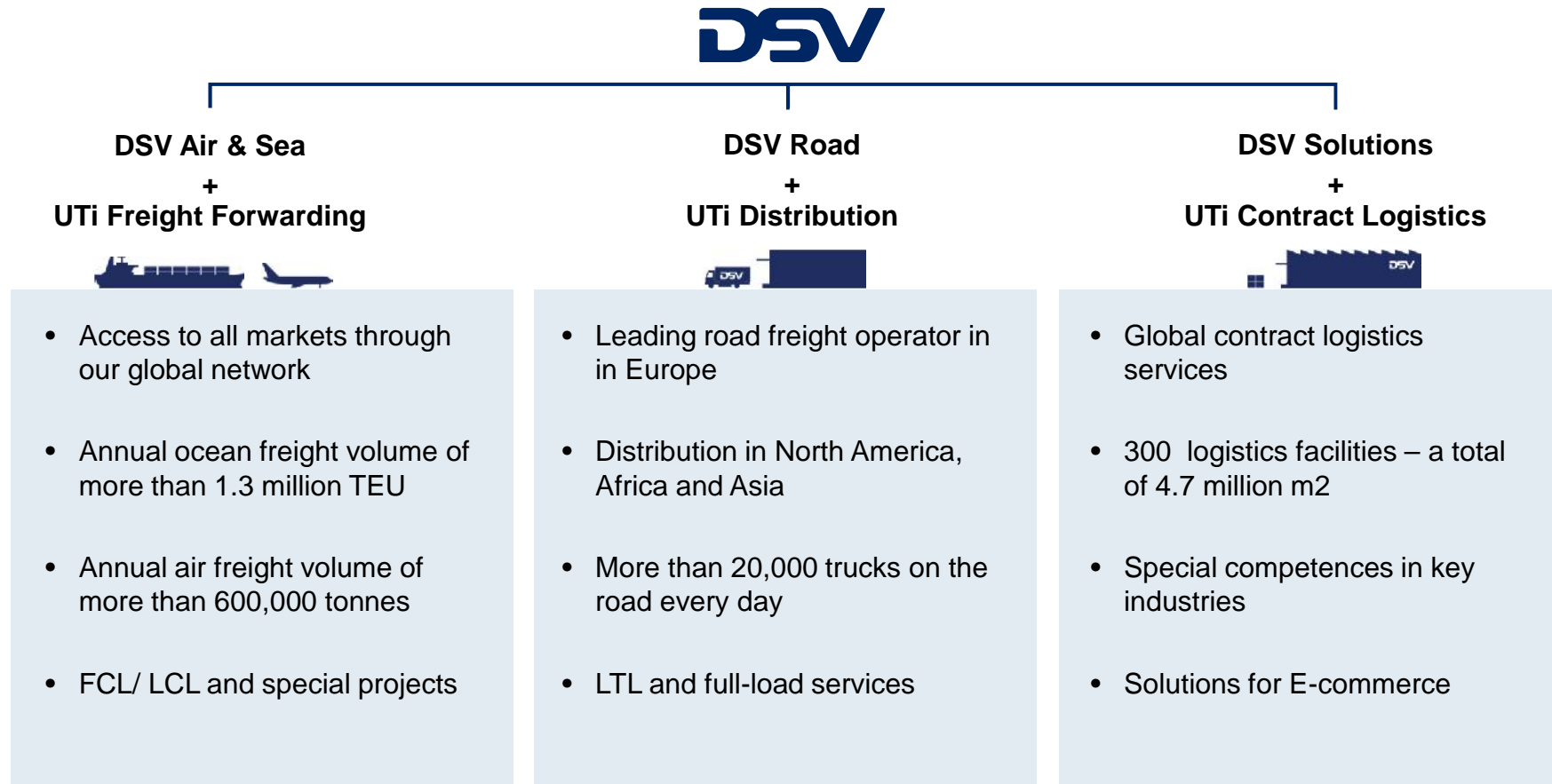
The DSV business model

– adding value through services



Global transport and logistics services

– three divisions working together to support the entire supply chain



Our five strategic focus areas and selected initiatives

– the key to DSV’s success in a competitive industry

Strategic focus area

Customers



Selected initiatives

- Customer success programme
- Quality and data enhancement
- Improvement of digital services

Growth



- Dedicated sales efforts, local and central
- Aiming for SME and global accounts
- Invest in vertical growth
- Pursue M&A opportunities

Human Resources



- Clear KPI’s and follow-up procedures
- Education and talent programmes
- Building a global HR function

Processes



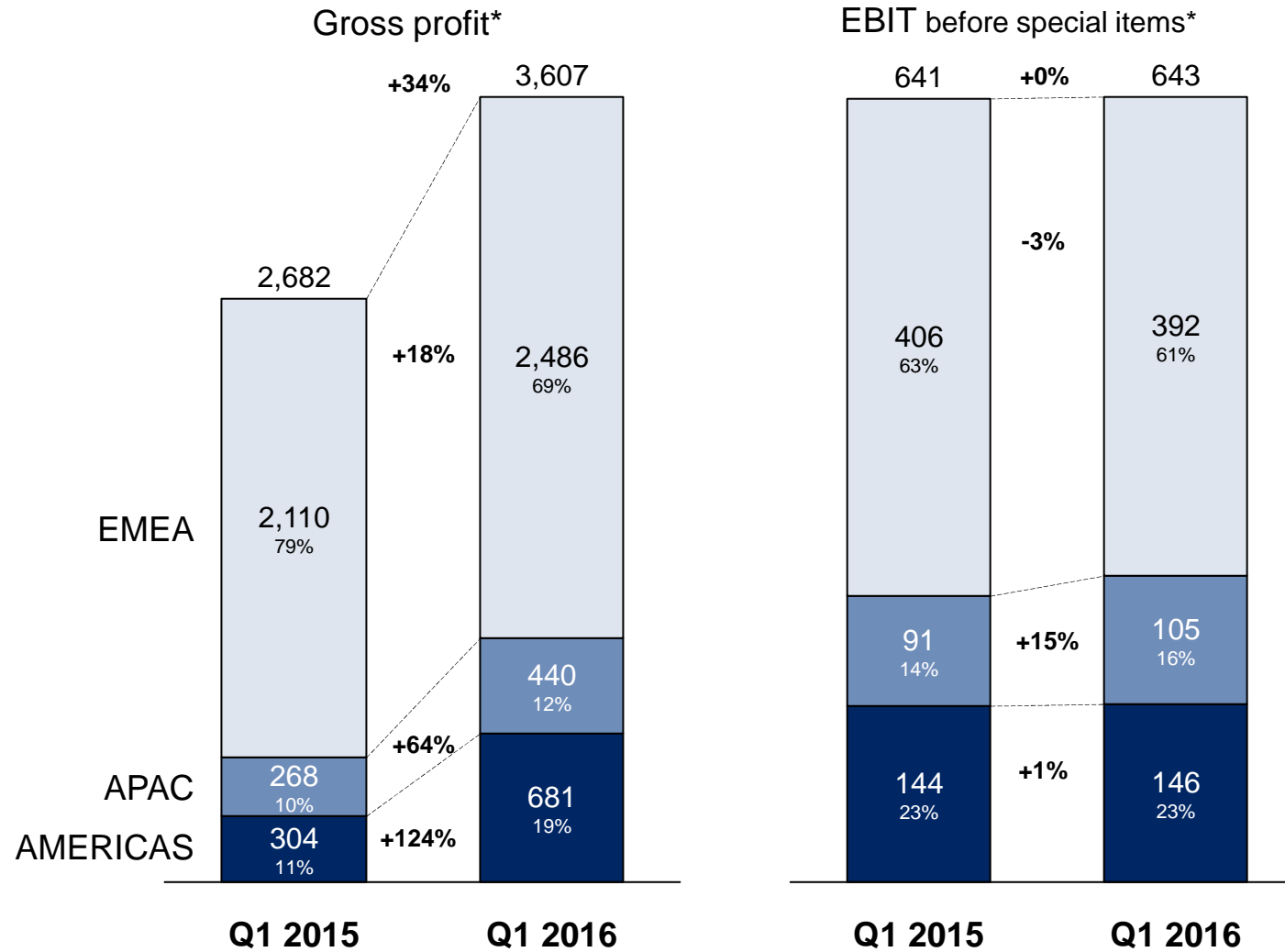
- Optimise workflows with IT support
- Centralisation when it makes sense
- Benchmarking and best practice

Organisation



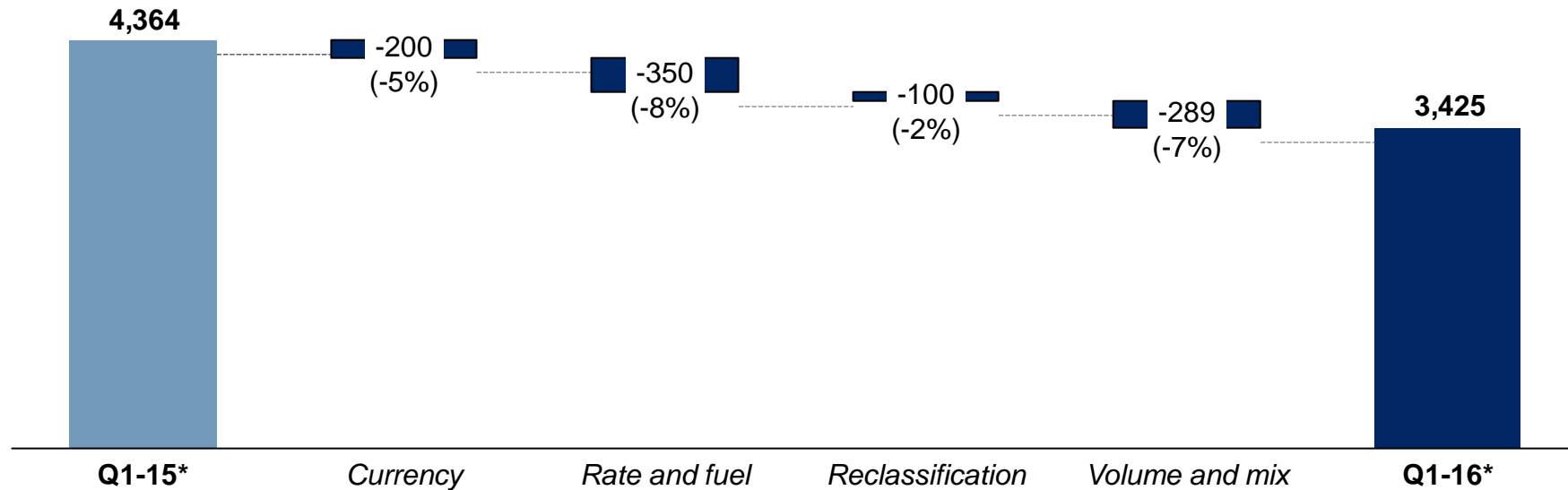
- Maintain local decision power
- Preserving the DSV culture while growing
- Support “One DSV”

Regional development Q1 2016 (DKKm)



*) Growth % includes effect of M&A and currency

UTi revenue development (DKKm)



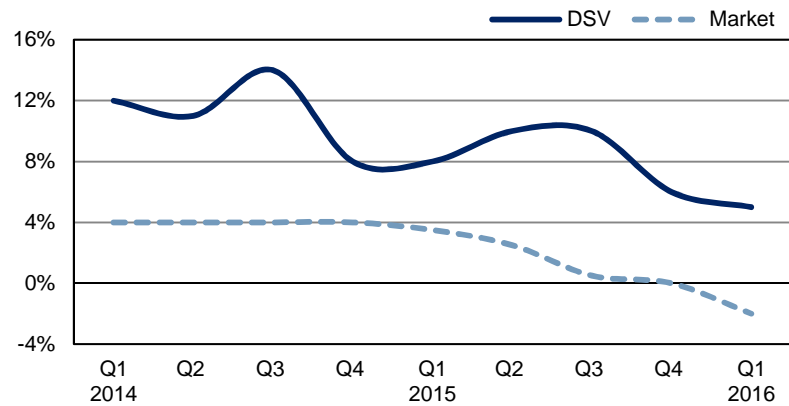
- In Q1 2016 UTi activities contributed with net revenue of DKK 3.4 billion (approx. 2 months)
- In the same period of 2015 UTi reported revenue of approx. DKK 4.4 billion (US GAAP)
- Lower freight rates and fuel prices had an estimated impact of minus 8%
- Negative currency impact primarily relates to South African Rand and Brazilian Real
- Reclassification relates to activities which are not recognised as revenue under DSV's accounting principles

*Q1-15 and Q1-16 represents the period from 22 January to 31 March

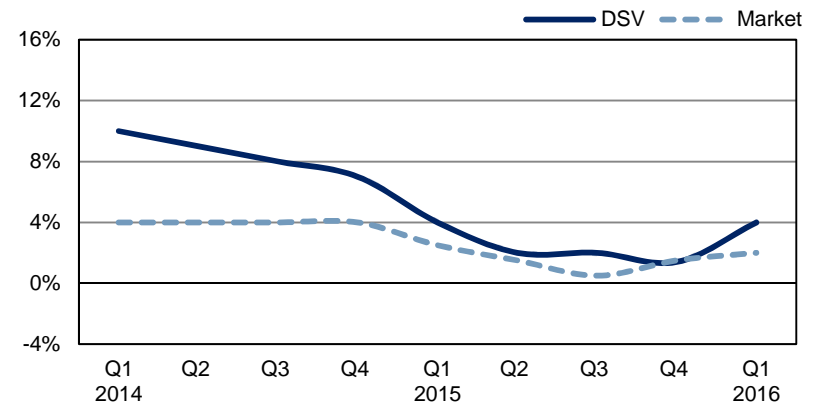
Market share gains in a competitive market

– DSV freight volumes versus market

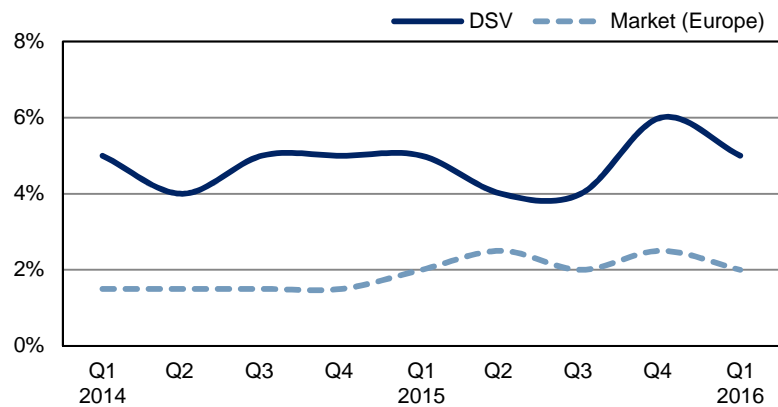
Air



Sea



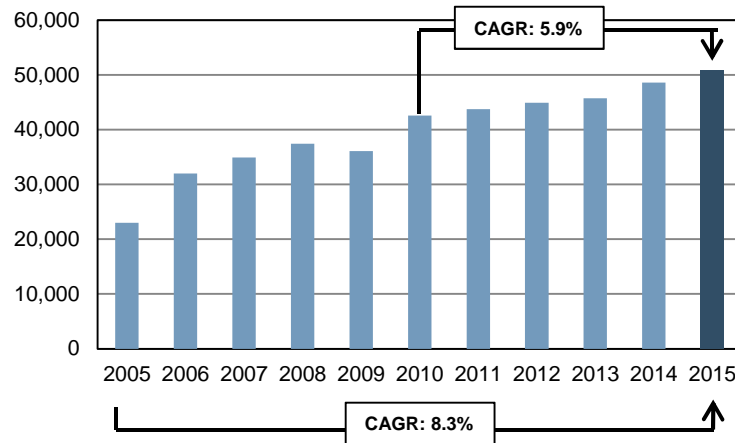
Road



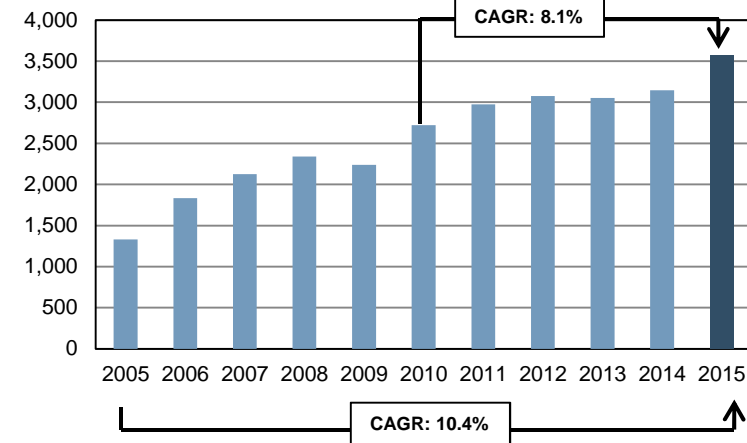
Financial performance

– CAGR incl. M&A

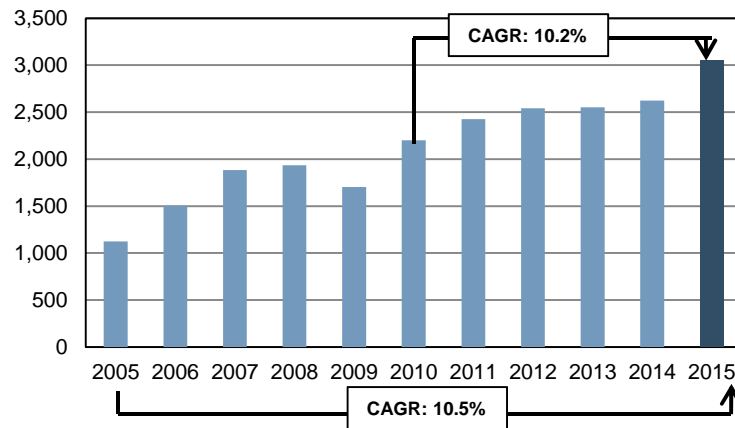
Revenue (DKKm)



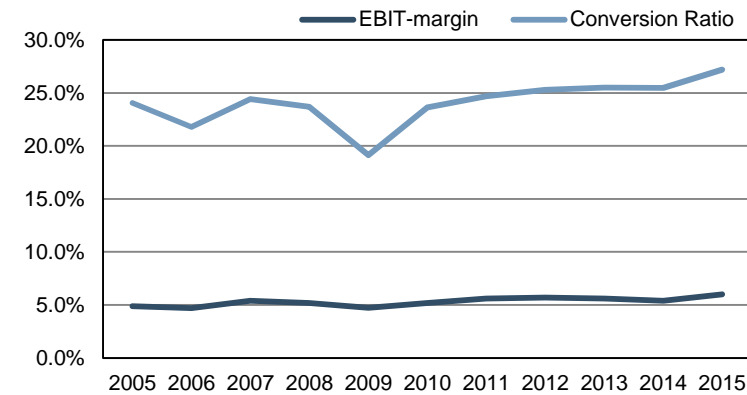
EBITDA (DKKm)



EBIT* (DKKm)



Margins (%)

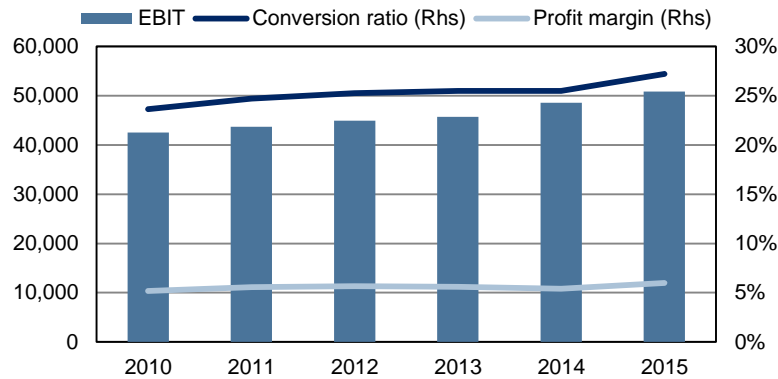


*EBIT before special items

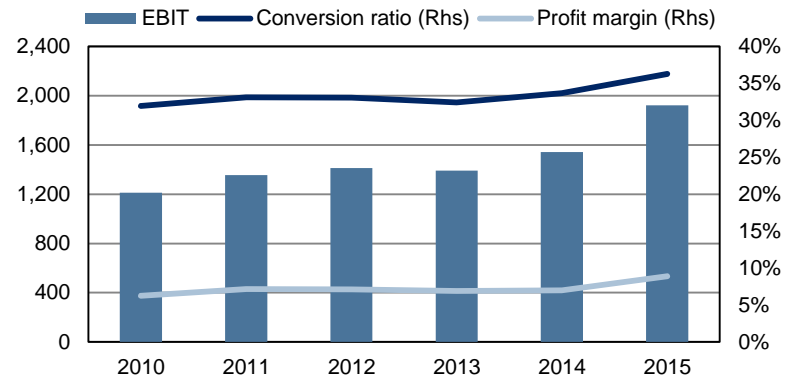
Financial performance per division

– selected KPI's

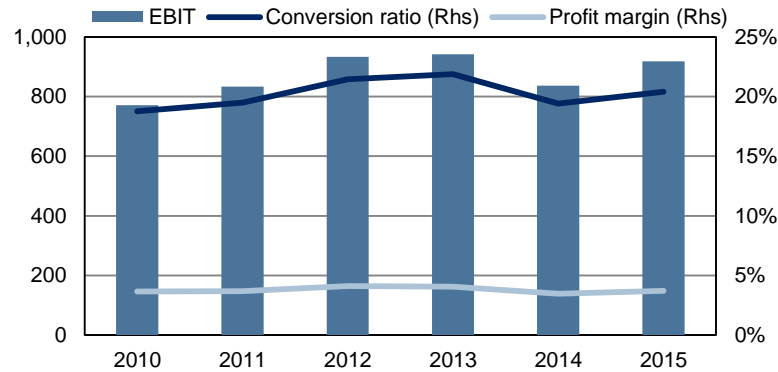
DSV A/S



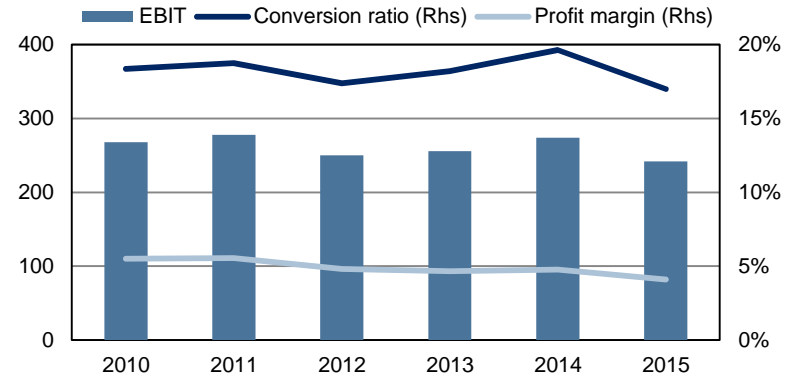
DSV Air & Sea



DSV Road

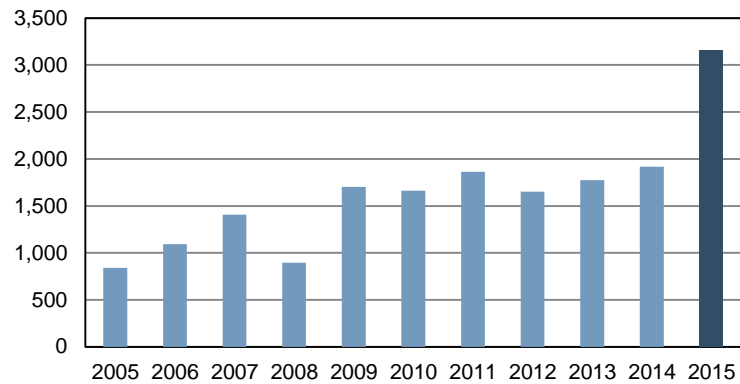


DSV Solutions

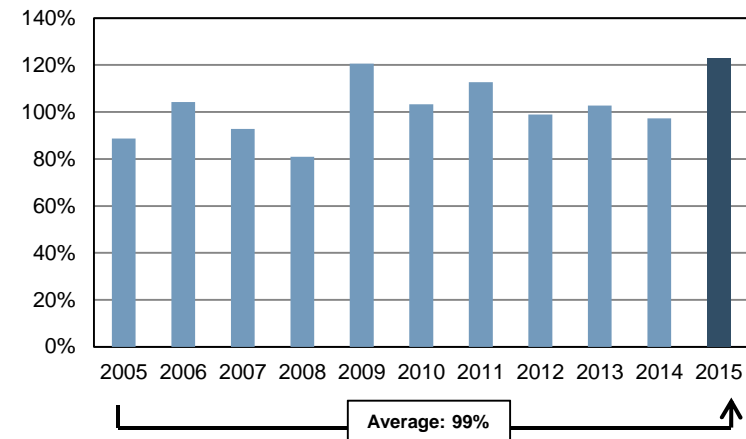


Cash flow and ROIC

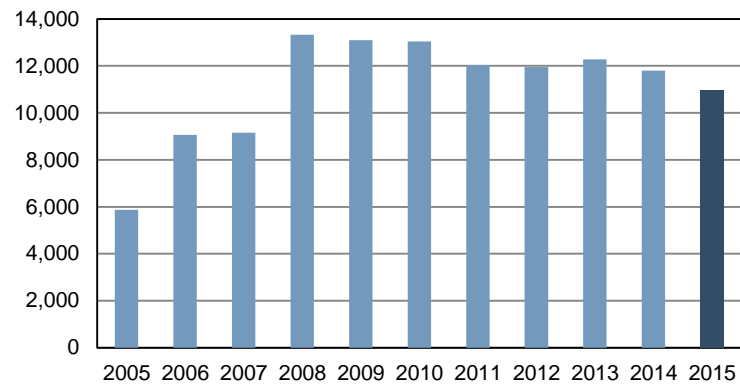
Operating cash flow (DKKm)



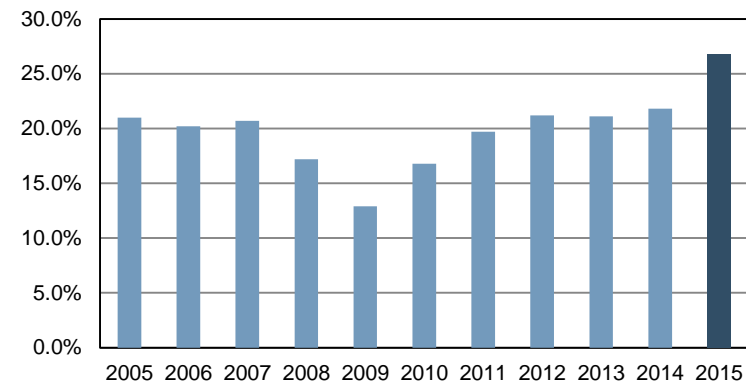
Cash conversion ratio* (%)



Invested capital (DKKm)

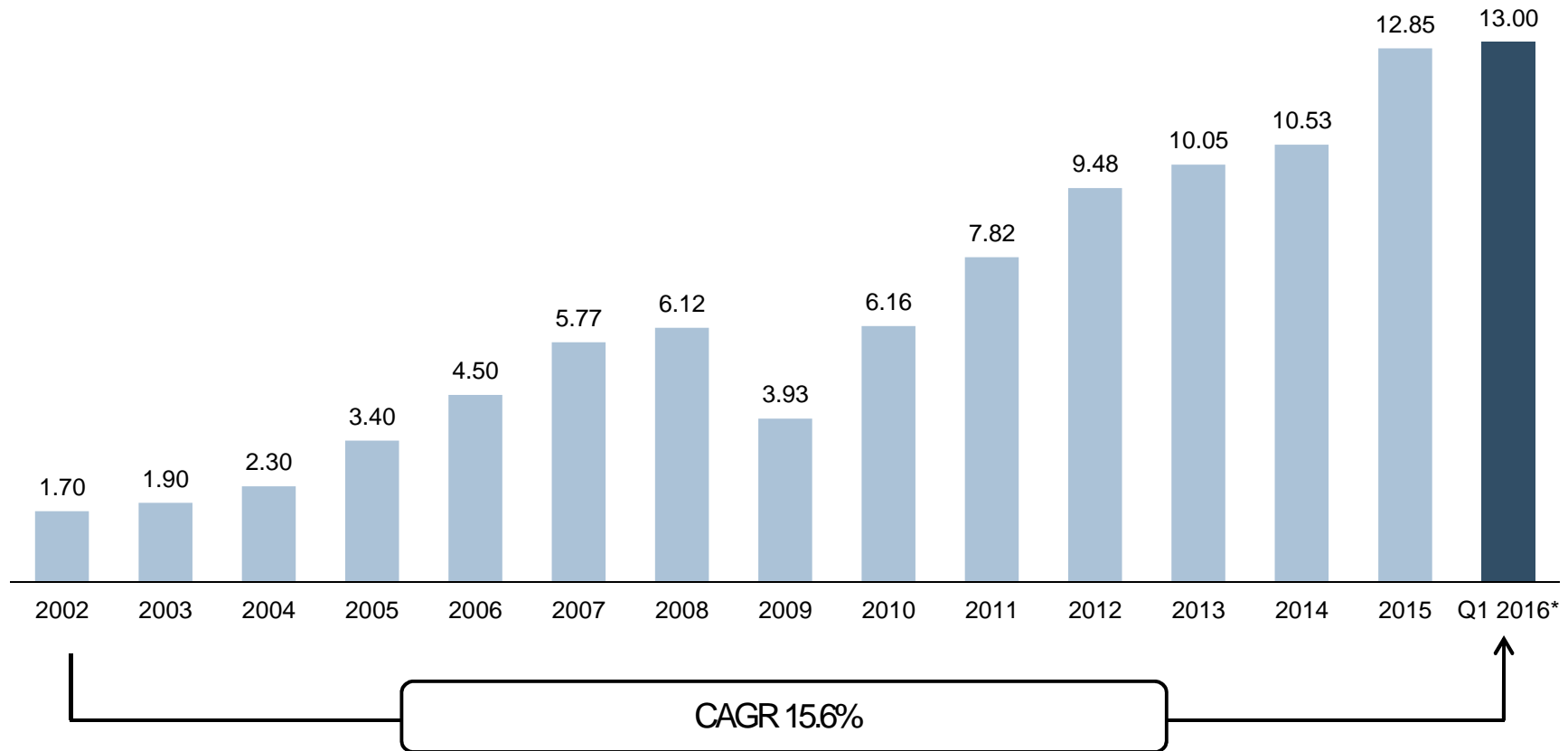


ROIC (%)






* Cash Conversion Ratio: (Free cash flow adjusted for net financial items, tax and acquisition/divestment of subsidiaries)/EBIT before special items

Diluted adjusted earnings per share DKK



* Diluted adjusted earnings per share of DKK 1 for the last 12 months

Long-term financial targets – 2020

	Targets	Actual 2015
DSV – total	%	%
Profit margin	7%	6.0%
Conversion ratio	30%	27.2%
ROIC (pre tax)	25%	26.8%
Air & Sea 		
Profit margin	7-8%	8.9%
Conversion ratio	35%	36.3%
ROIC (pre tax)	25%	29.0%
Road 		
Profit margin	5%	3.7%
Conversion ratio	25%	20.4%
ROIC (pre tax)	25%	33.2%
Solutions 		
Profit margin	6%	4.1%
Conversion ratio	25%	17.0%
ROIC (pre tax)	20%	16.8%

Profit margin = EBIT before special items as % of revenue
 Conversion ratio = EBIT before special items as % of gross profit

- We expect to achieve the targets in 2020
- The targets are based on the assumption of a stable macro-economic development during the period and the successful integration of UTi
- DSV aims to gain market share in all markets of the Group. Periods of large integrations may have a short-term impact on the organic growth
- Effective tax rate of approximately 25% is expected in the period
- Normalised CAPEX is expected to be around 0.5% of revenue

Capital structure and capital allocation

Target for financial gearing (net interest-bearing debt/EBITDA)

- Target: around 1.0-1.5 x EBITDA before special items
- Gearing ratio may exceed this level in periods with M&A activity
 - This is the case after the acquisition of UTi Worldwide Inc.

Capital allocation – priority for use of free cash flow

1. Repayment of debt if financial gearing ratio is above target range
2. Value creating acquisitions or further development of the existing business
3. Allocation to shareholders via share buyback and dividend
 - We aim to ensure that dividend develops in line with the consolidated earnings (dividend for 2015: DKK 1.70 per share)



Estimated effect on financial gearing

– if operational gearing is recognised in balance sheet

DKKm	2013	2014	2015
Reported EBITDA	3,052	3,145	3,575
Operational leasing costs in P&L reversed:			
- Land and buildings	1,140	1,232	1,274
- Other plant and operating equipment	558	604	643
Adjusted EBITDA	4,750	4,981	5,492
Net interest bearing debt (NIBD)	5,949	5,859	-546
Leasing obligations:			
- Land and buildings	5,915	5,528	6,590
- Other plant and operating equipment	1,037	1,155	1,203
Adjusted NIBD	12,901	12,542	7,247
Reported financial gearing	1.9	1.9	(0.2)
Adjusted financial gearing	2.7	2.5	1.3
Average term of leasing obligations (years)			
- Land and buildings	4	4	5
- Other plant and operating equipment	< 2	< 2	< 2

- Potential changes to IFRS will not impact DSV's cooperation with the banks. The loan agreements allow for changes for consistency reasons.

Impact on selected reported numbers

Income statement

- ↑ Gross Profit
- ↑ EBITDA
- ↑ Depreciations
- ↑ EBIT
- ↑ Finance cost
- ↔ No major change in profit before tax

Balance sheet

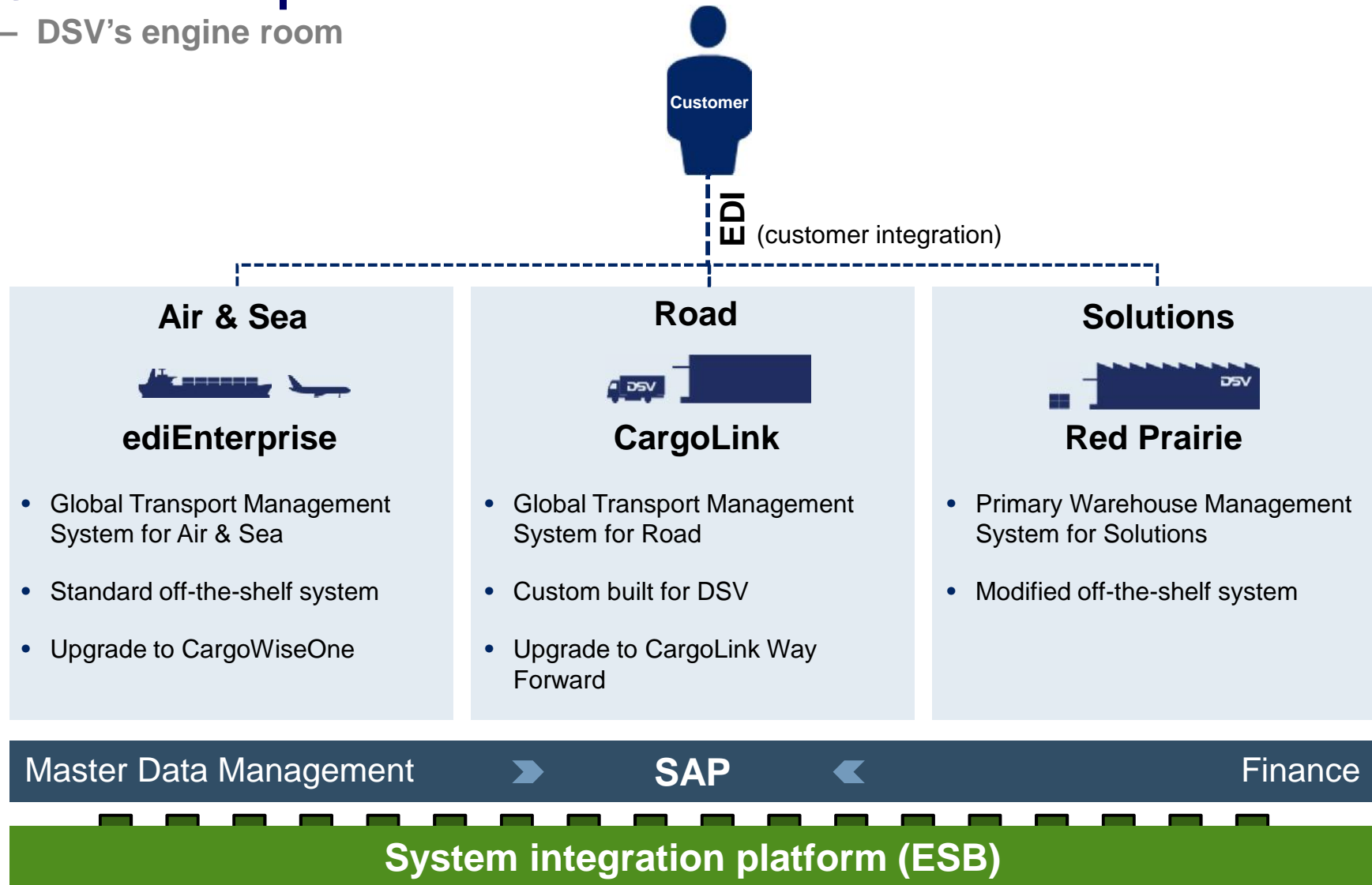
- ↑ Non current assets
- ↑ Financial liabilities
- ↑ NIBD
- ↑ Invested Capital
- ↔ Equity

Cash Flow statement

- ↔ No change in total cash flow
- ↑ Conversion Ratio
- ↓ ROIC

Scalable IT platforms

– DSV’s engine room



DSV Corporate Social Responsibility

– ensuring our work and partnerships are based on an ethical business model

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

Achievements so far



DSV satisfies national standards on labour rights



77% of all suppliers have received the DSV Supplier Code of Conduct



2,000 managers have been trained in the DSV Code of Conduct

Quarterly P&L details

(DKKm)	FY 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	FY 2015	Q1 2016
Revenue	48,582	12,601	13,127	12,535	12,606	50,869	15,319
Direct costs	38,285	9,919	10,240	9,733	9,776	39,668	11,712
Gross profit	10,297	2,682	2,887	2,802	2,830	11,201	3,607
Other external expenses	2,058	543	550	505	551	2,149	790
Staff costs	5,094	1,370	1,398	1,319	1,390	5,477	1,997
EBITDA before special items	3,145	769	939	978	889	3,575	820
Amortisation and depreciation	521	128	130	127	140	525	177
EBIT before special items	2,624	641	809	851	749	3,050	643
Special Items, net costs	304	0	0	0	58	58	370
Financial costs, net costs	306	72	99	78	54	303	-46
Profit before tax	2,014	569	710	773	637	2,689	319
Tax on profit for the period	523	142	177	195	117	631	86
Profit for the period	1,491	427	533	578	520	2,058	233
<i>Gross margin (%)</i>	21.2	21.3	22.0	22.4	22.4	22.0	23.5
<i>Profit margin (%)</i>	5.4	5.1	6.2	6.8	5.9	6.0	4.2
<i>Conversion ratio (%)</i>	25.5	23.9	28.0	30.4	26.5	27.2	17.8
<i>Tax percentage</i>	26.0	25.0	24.9	25.2	18.4	23.5	27.0
<i>Blue-collar costs (included in direct costs)</i>	2,321	568	558	554	619	2,299	812
Number of full-time employees	22,874	22,599	22,467	22,773	22,784	22,784	44,334

Quarterly P&L details

Air & Sea

(DKKm)	FY 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	FY 2015	Q1 2016
Revenue	22,001	5,421	5,703	5,379	5,182	21,685	7,055
Direct costs	17,425	4,195	4,351	4,012	3,836	16,394	5,178
Gross profit	4,576	1,226	1,352	1,367	1,346	5,291	1,877
Other external expenses	971	264	257	258	266	1,045	479
Staff costs	1,957	545	565	544	561	2,215	937
EBITDA before special items	1,648	417	530	565	519	2,031	461
Amortisation and depreciation	106	29	28	24	27	108	47
EBIT before special items	1,542	388	502	541	492	1,923	414
<i>Gross margin (%)</i>	20.8	22.6	23.7	25.4	26.0	24.4	26.6
<i>Profit margin (%)</i>	7.0	7.2	8.8	10.1	9.5	8.9	5.9
<i>Conversion ratio (%)</i>	33.7	31.6	37.1	39.6	36.6	36.3	22.1
Number of full-time employees	6,761	6,796	6,804	6,790	6,754	6,754	16,686

Road

(DKKm)	FY 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	FY 2015	Q1 2016
Revenue	24,169	6,122	6,298	6,044	6,254	24,718	6,688
Direct costs	19,856	4,990	5,115	4,966	5,150	20,221	5,431
Gross profit	4,313	1,132	1,183	1,078	1,104	4,497	1,257
Other external expenses	1,025	274	273	238	264	1,049	332
Staff costs	2,319	606	619	568	611	2,404	670
EBITDA before special items	969	252	291	272	229	1,044	255
Amortisation and depreciation	132	32	32	30	32	126	36
EBIT before special items	837	220	259	242	197	918	219
<i>Gross margin (%)</i>	17.8	18.5	18.8	17.8	17.7	18.2	18.8
<i>Profit margin (%)</i>	3.5	3.6	4.1	4.0	3.1	3.7	3.3
<i>Conversion ratio (%)</i>	19.4	19.4	21.9	22.4	17.8	20.4	17.4
Number of full-time employees	9,292	9,206	9,167	9,251	9,280	9,280	11,581

Quarterly P&L details

Solutions

(DKKm)	FY 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	FY 2015	Q1 2016
Revenue	5,729	1,440	1,500	1,476	1,544	5,960	2,043
Direct costs	4,333	1,110	1,142	1,117	1,171	4,540	1,507
Gross profit	1,396	330	358	359	373	1,420	536
Other external expenses	420	125	117	113	131	486	165
Staff costs	540	133	136	132	139	540	273
EBITDA before special items	436	72	105	114	103	394	98
Amortisation and depreciation	162	36	37	39	40	152	51
EBIT before special items	274	36	68	75	63	242	47
<i>Gross margin (%)</i>	24.4	22.9	23.9	24.3	24.2	23.8	26.2
<i>Profit margin (%)</i>	4.8	2.5	4.5	5.1	4.1	4.1	2.3
<i>Conversion ratio (%)</i>	19.6	10.9	19.0	20.9	16.9	17.0	8.8
Number of full-time employees	6,110	5,690	5,650	5,844	5,821	5,821	15,057

Investor contact information

Share information



DSV shares are listed on the stock exchange in Copenhagen under the symbol 'DSV'.
For further company information, please visit DSV's website at: www.dsv.com

Financial calendar 2016



5 Aug 2016 Interim Financial Report, H1 2016
1 Nov 2016 Interim Financial Report, Third Quarter 2016

Investor Relations contacts



DSV A/S
Hovedgaden 630, 2640 Hedehusene, Denmark

investor@dsv.com

Flemming Ole Nielsen +45 4320 3392

flemming.o.nielsen@dsv.com

Ronni Funch Olsen +45 4320 3193

ronni.f.olsen@dsv.com

Helle K. Hansen +45 4320 3358

helle.k.hansen@dsv.com