

# Q1 2023 RESULTS

DSV A/S

Investor presentation



Global Transport and Logistics

# Content

- Highlights
- Business segments
- Financial review
- Appendix

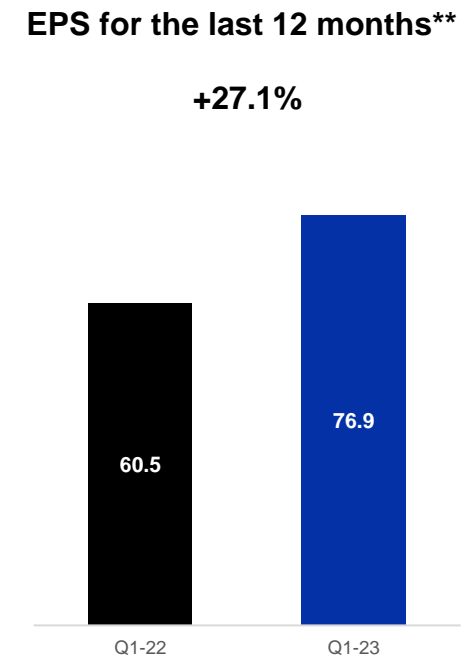
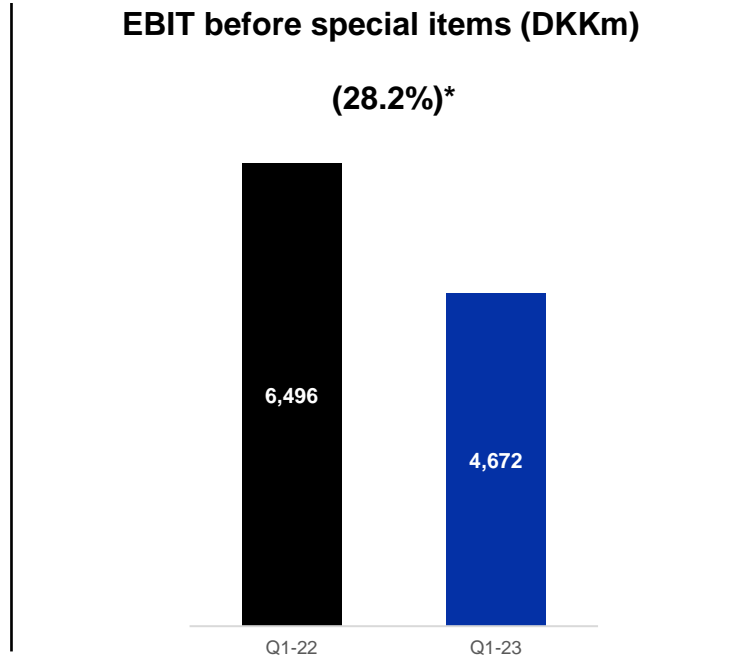
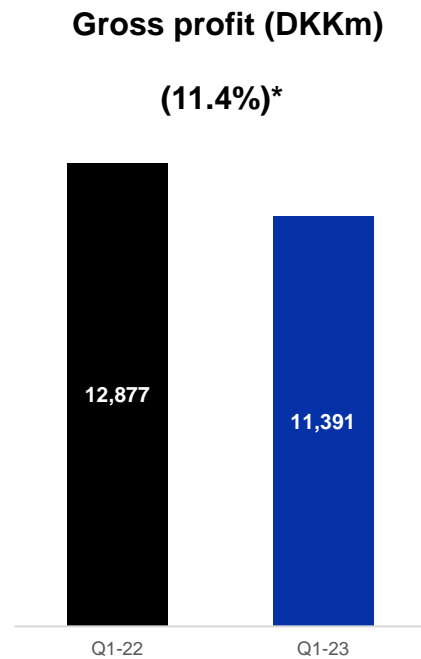
# Forward-looking statements

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.

# Highlights Q1 2023

- Solid start to 2023 despite a competitive market with declining freight volumes.
- Strong cash flow due to a significant reduction of net working capital.
- Reiterating 2023 EBIT guidance of **DKK 16 - 18 billion**.
- New three-month **DKK 4.5 billion** share buyback programme launched.



\*) Growth rates are in constant currencies.

\*\*) Diluted adjusted earnings per share for the last 12 months.

# Air & Sea

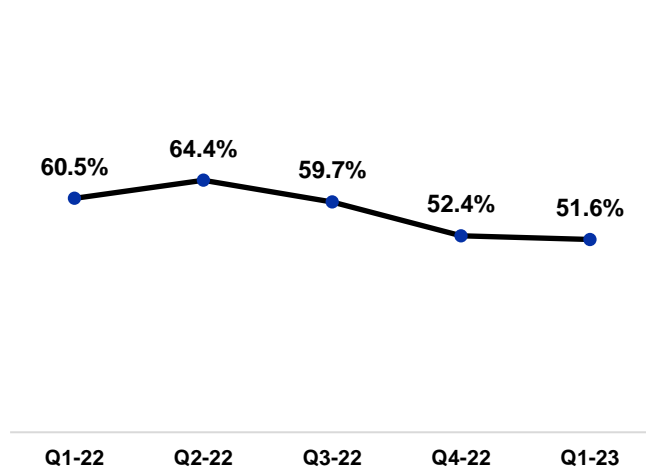
(DKKm)	Q1 2023	Q1 2022	Growth*
Gross profit Air	3,727	4,695	(20.7%)
Gross profit Sea	3,300	3,942	(16.4%)
<b>Total gross profit</b>	<b>7,027</b>	<b>8,637</b>	<b>(18.7%)</b>
<b>EBIT</b>	<b>3,626</b>	<b>5,224</b>	<b>(30.7%)</b>

\*) Growth rates are in constant currencies.

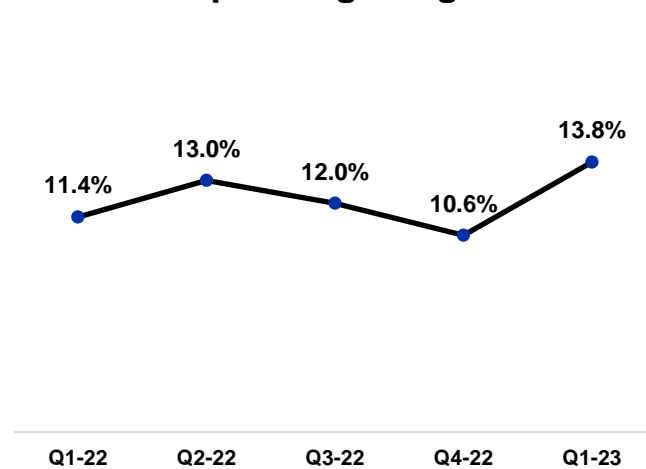
## Management commentary

- Strong financial performance in a competitive market with declining volumes.
- Lower activity in the quarter was compensated by strong gross profit yields.
- We remain disciplined and focus on higher-yielding cargo. Still, our commercial efforts will be reinforced.
- Conversion ratio for the quarter was at satisfactory level. Relevant cost saving initiatives implemented to support productivity in the coming quarters.

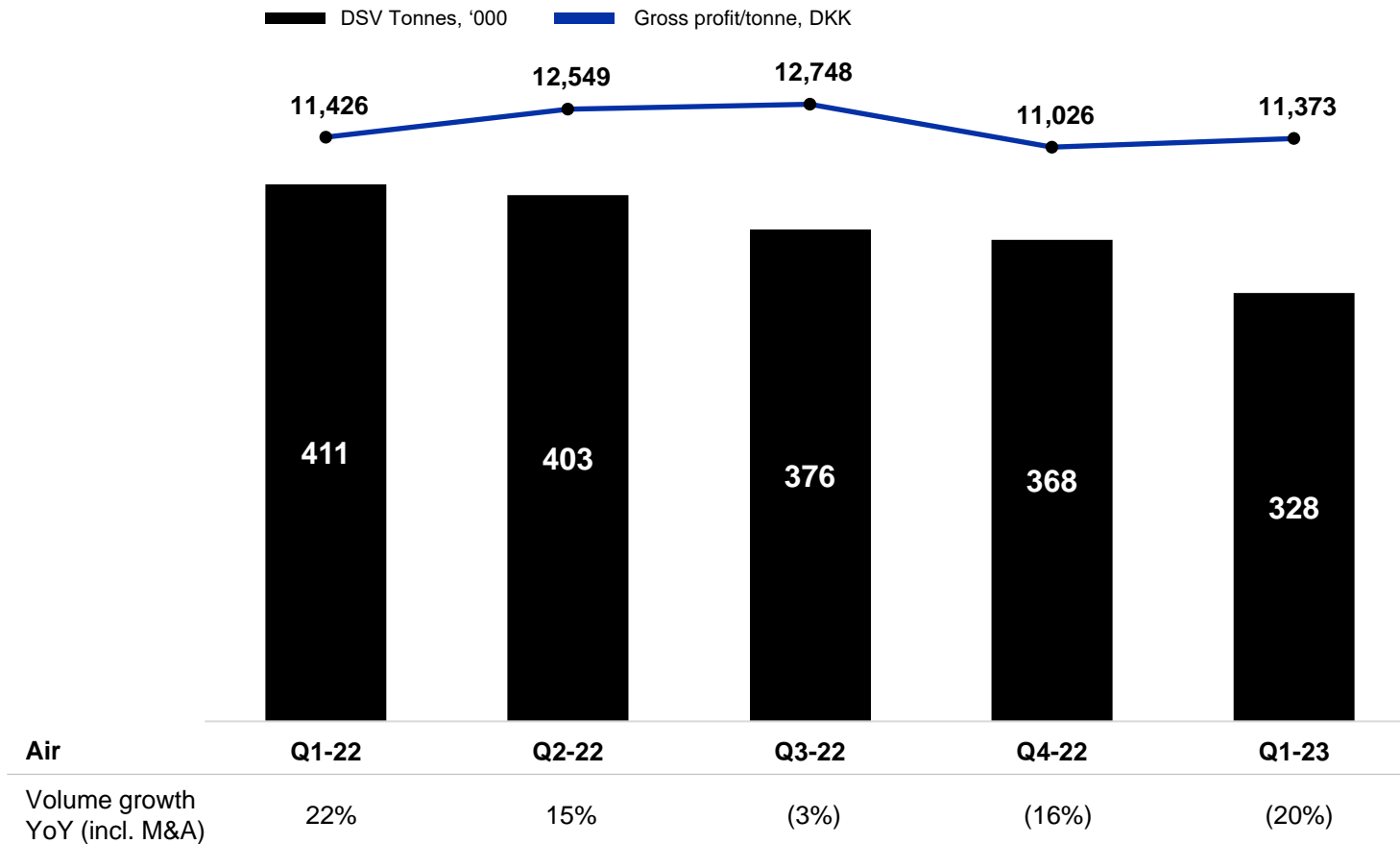
### Conversion ratio



### Operating margin



# Air freight Q1 2023

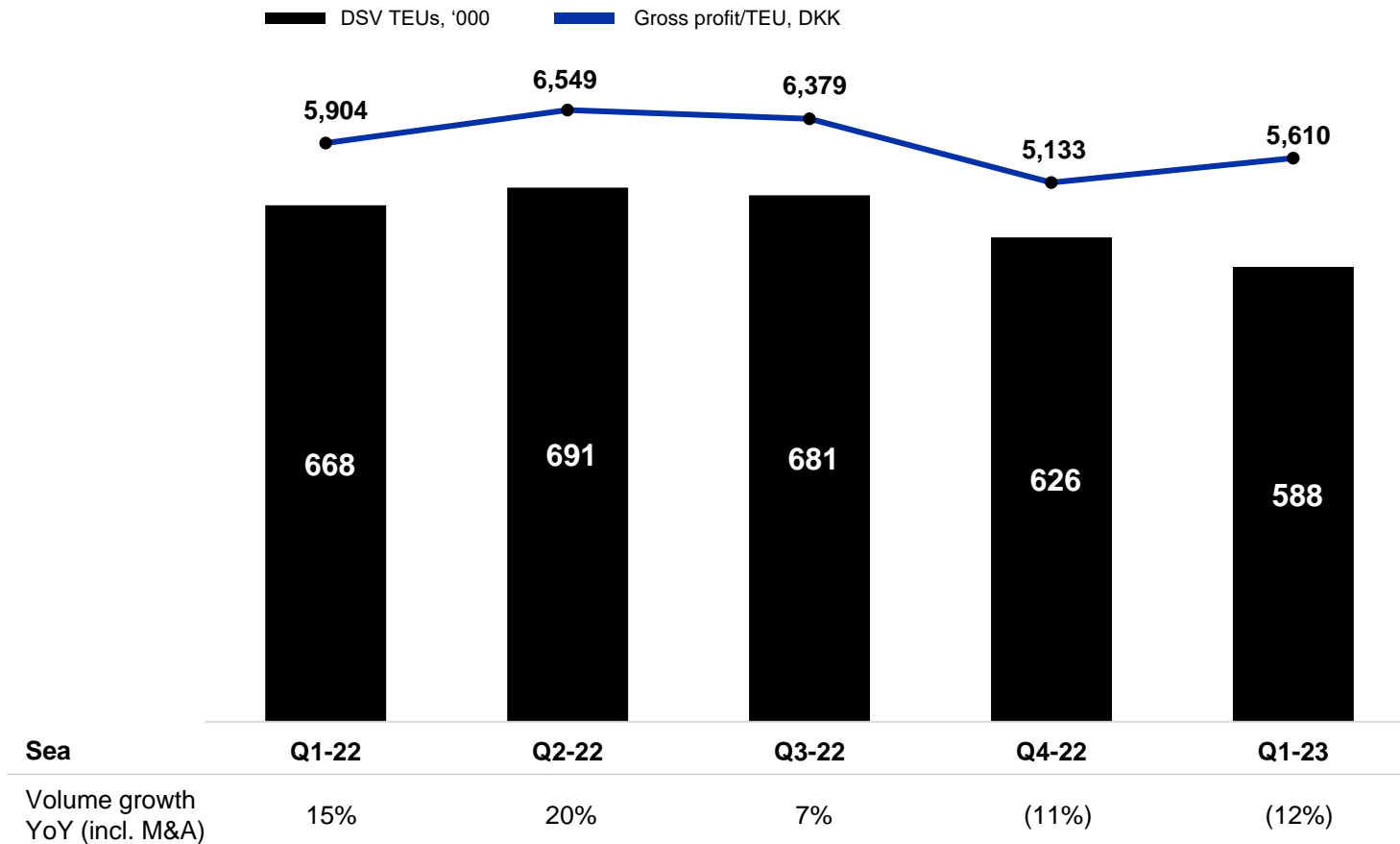


DSV's volume growth was impacted by the addition of GIL in the period Q3-21 to Q3-22.

## Management commentary

- Strong yield development – reflecting DSV's pricing discipline and efficient capacity management.
- Global air freight volumes impacted by lower demand and a shift from air to sea. Momentum gradually improved during Q1-23.
- APAC exports volumes continue to show weakest development.
- We estimate that DSV's volume development was slightly below the general market – impacted by our focus on higher-yielding cargo.

# Sea freight Q1 2023



DSV's volume growth was impacted by the addition of GIL in the period Q3-21 to Q3-22.

## Management commentary

- Strong yield development – reflecting DSV's pricing discipline and efficient capacity management.
- The negative development in global container volumes continued into Q1-23. However, momentum improved during the quarter.
- Weakest volume performance on Asia-Europe and Trans-Pacific.
- We estimate that DSV's volume performance was slightly below the general market – impacted by our focus on higher-yielding cargo.

# Road

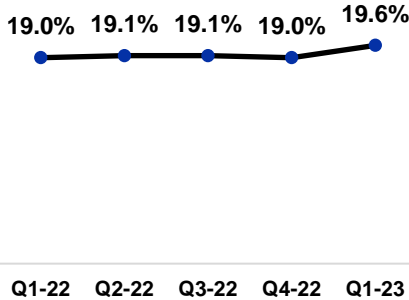
(DKKm)	Q1 2023	Q1 2022	Growth*
Revenue	10,094	10,188	0.1%
Gross profit	1,976	1,938	3.2%
EBIT	495	498	0.4%

\*) Growth rates are in constant currencies.

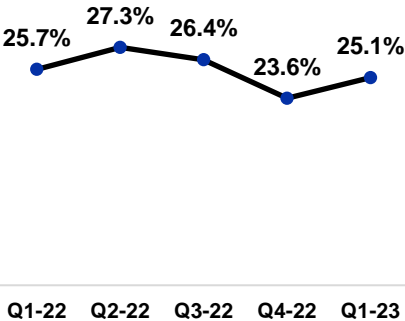
### Management commentary

- Solid performance in a generally declining market. We estimate that DSV Road is gaining market share.
- For Q1-23 we achieved the best performance in Europe – especially in Germany.
- The positive development was supported by good performance on international traffics, including groupage shipments.
- This is in line with the division's strategy of strengthening its European groupage network.

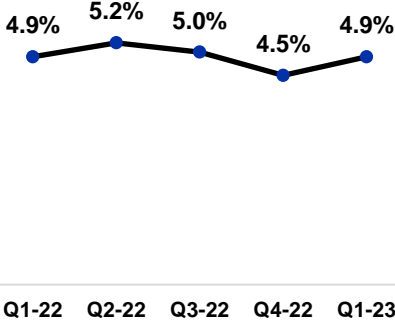
Gross margin



Conversion ratio



Operating margin



# Solutions

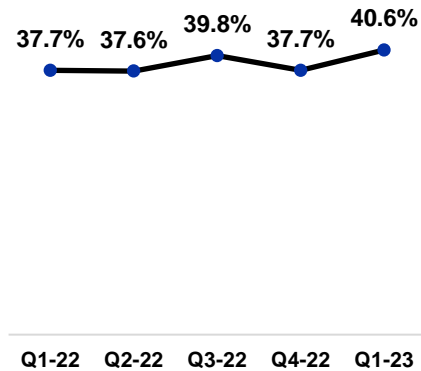
(DKKm)	Q1 2023	Q1 2022	Growth*
Revenue	5,625	6,162	(8.1%)
Gross profit	2,285	2,322	(1.4%)
EBIT	548	789	(31.0%)

\*) Growth rates are in constant currencies.

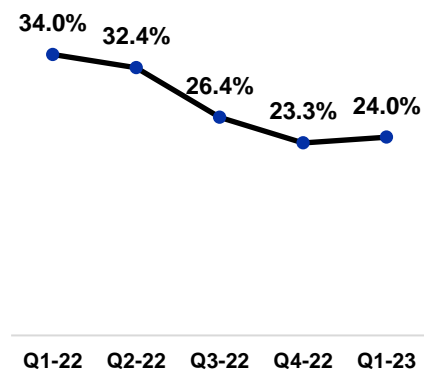
## Management commentary

- Driven by the general market development we saw lower activity in the warehouses during Q1-23 and a slight decline in warehouse utilisation.
- Market slowdown was related to high-tech, retail and e-commerce sectors, but also noted in other industries.
- Americas achieved the best performance in Q1-23 compared to last year.
- The cost base was impacted by general cost inflation and higher depreciations. The increase in depreciations is a consequence of the division's growth and campus strategy, focusing on larger multi-user warehouses and automation.

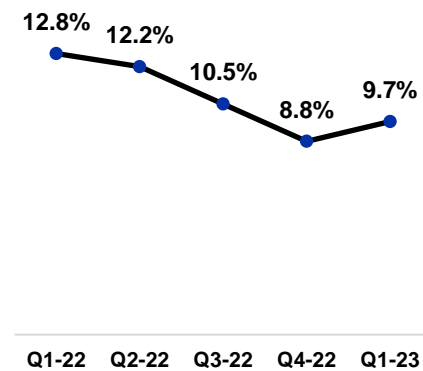
### Gross margin



### Conversion ratio



### Operating margin





# P&L Q1 2023

(DKKm)	Q1 2023	Q1 2022	Growth*
<b>Headlines</b>			
Revenue	40,954	61,125	(32.9%)
Gross profit	11,391	12,877	(11.4%)
EBIT before special items	4,672	6,496	(28.2%)
Profit for the period	3,287	4,386	
<b>P&amp;L items</b>			
Cost base (staff, other ext., depreciations)	6,719	6,381	
Special items, costs	-	404	
Financial items, FX adj. (gain in “()”)	43	53	
Net financial costs, other	303	276	
<b>KPIs</b>			
Gross margin (%)	27.8	21.1	
Operating margin (%)	11.4	10.6	
Conversion ratio (%)	41.0	50.4	
Effective tax rate (%)	24.0	23.9	
Employees (end of period)	74,613	77,358	
Diluted adjusted EPS 12 months	76.9	60.5	27.1%

\*) Growth rates are in constant currencies.

## Management commentary

- Revenue in Q1-23 was impacted by lower freight rates and declining volumes. Gross profit was supported by continued strong yields for air and sea freight activities.
- Cost base impacted by inflation. Cost saving initiatives had limited effect in Q1-23 but will have impact in the coming quarters. However, this will be partly offset by cost inflation.
- Effective tax rate of 24% – in line with expectations.
- EPS growth of 27% for the last 12 months – driven by earnings growth in the period and a decline in average issued shares.

# Cash flow Q1 2023

(DKKm)	Q1 2023	Q1 2022	Variance
<b>EBITDA before special items</b>	<b>5,941</b>	<b>7,676</b>	<b>(1,735)</b>
Change in working capital	1,989	(1,145)	3,134
Tax, interest, change in provisions, etc.	(1,677)	(833)	(844)
Special items	(132)	(397)	265
<b>Cash flow from operating activities</b>	<b>6,121</b>	<b>5,301</b>	<b>820</b>
<b>Cash flow from investing activities</b>	<b>(397)</b>	<b>49</b>	<b>(446)</b>
<b>Free cash flow</b>	<b>5,724</b>	<b>5,350</b>	<b>374</b>
<b>Cash flow from financing activities</b>	<b>(4,144)</b>	<b>(2,930)</b>	<b>(1,214)</b>
<b>Calculation of adjusted free cash flow:</b>			
Free cash flow	5,724	5,350	
Special items reversed	132	397	
Repayment of lease liabilities	(958)	(889)	
<b>Adjusted free cash flow</b>	<b>4,898</b>	<b>4,858</b>	<b>40</b>
<b>KPIs</b>			
Net working capital (NWC)	3,126	9,051	
NWC in % of revenue	1.9	3.7	
Net interest-bearing debt (NIBD)	28,960	29,621	
Gearing ratio (NIBD/EBITDA before special items)	1.0x	1.2x	
ROIC before tax (%)	23.2	23.1	
ROIC before tax (excl. goodwill and customer relationships, %)	97.8	88.2	

## Management commentary

- Strong cash flow for Q1-23.
- A significant improvement in NWC helped offset the lower EBITDA and higher tax payments.
- NWC reduction was driven by lower average freight rates and lower activity.
- We constantly monitor NWC and optimise processes.
- Gearing ratio remained at 1.0x at the end of Q1-23. The gearing ratio is expected to increase as EBITDA declines in 2023.
- Weighted average duration of corporate bonds, committed loans and credit facilities was 8.0 years at the end of Q1-23.

# Allocations to shareholders

## Management commentary

- New safe harbour share buyback programme of **DKK 4.5 billion** starting 27 April 2023 and running until 24 July 2023.
- **2.5 million shares bought back** in Q1 2023 at an average price of DKK 1,208.
- On 26 April 2023, the portfolio of treasury shares was 3.3 million shares (representing 1.5% of the share capital).

Allocations to shareholders 2023 (DKKm)	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Announced 2023
Dividend (DKK 6.50 per share)	1,424				1,424
Share buyback – rest of 2022 programme	1,197				1,197
Share buyback – 2.5 billion	1,822	678			2,500
Share buyback – 4.5 billion (estimated quarterly split)		3,300	1,200		4,500
<b>Total announced allocations</b>	<b>4,443</b>	<b>3,978</b>	<b>1,200</b>		<b>9,621</b>

# Appendix



Global Transport and Logistics

# DSV

## Global operations



**75,000**  
Employees



**+1,600**  
Offices and logistics facilities



**+80**  
Countries

## One company – three divisions



**Air & Sea**  
A global network



**Road**  
Overland transport in Europe, North America, Middle East and South Africa



**Solutions**  
Contract logistics services worldwide

## DSV



**Nasdaq Copenhagen**  
No majority shareholder – 100% free float



**A3** (Stable) by Moody's  
**A-** (Stable) by Standard & Poors



**Fortune Global 500 company**

## UN Global Compact & SDG



# Our purpose, vision and mission



## Purpose

Keeping supply chains flowing in a world of change

- We are part of the critical infrastructure driving world trade.
- We have a responsibility to play a leading role in the green transition of our industry.
- We conduct our business with integrity.
- We believe in contributing our fair share to the local communities we operate in while minimising the environmental footprint of our operations.



## Vision

Sustainable growth

- We help our customers grow by keeping their supply chains flowing – and by helping them reduce the environmental footprint of their supply chains.
- We provide equal growth opportunities for all employees.
- We help societies grow.
- We grow shareholder value through a combination of acquisitions and organic growth.



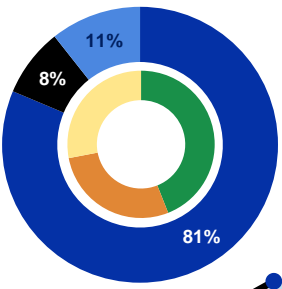
## Mission

Operational excellence

- We create more efficient and sustainable global trade flows.
- We design our physical and digital infrastructure to support high service levels and efficient workflows.
- Operational excellence goes hand in hand with sustainability
- We are forwarders. We take ownership and show initiative. We always seek to find the better and most efficient solution.

# From local haulier to global player

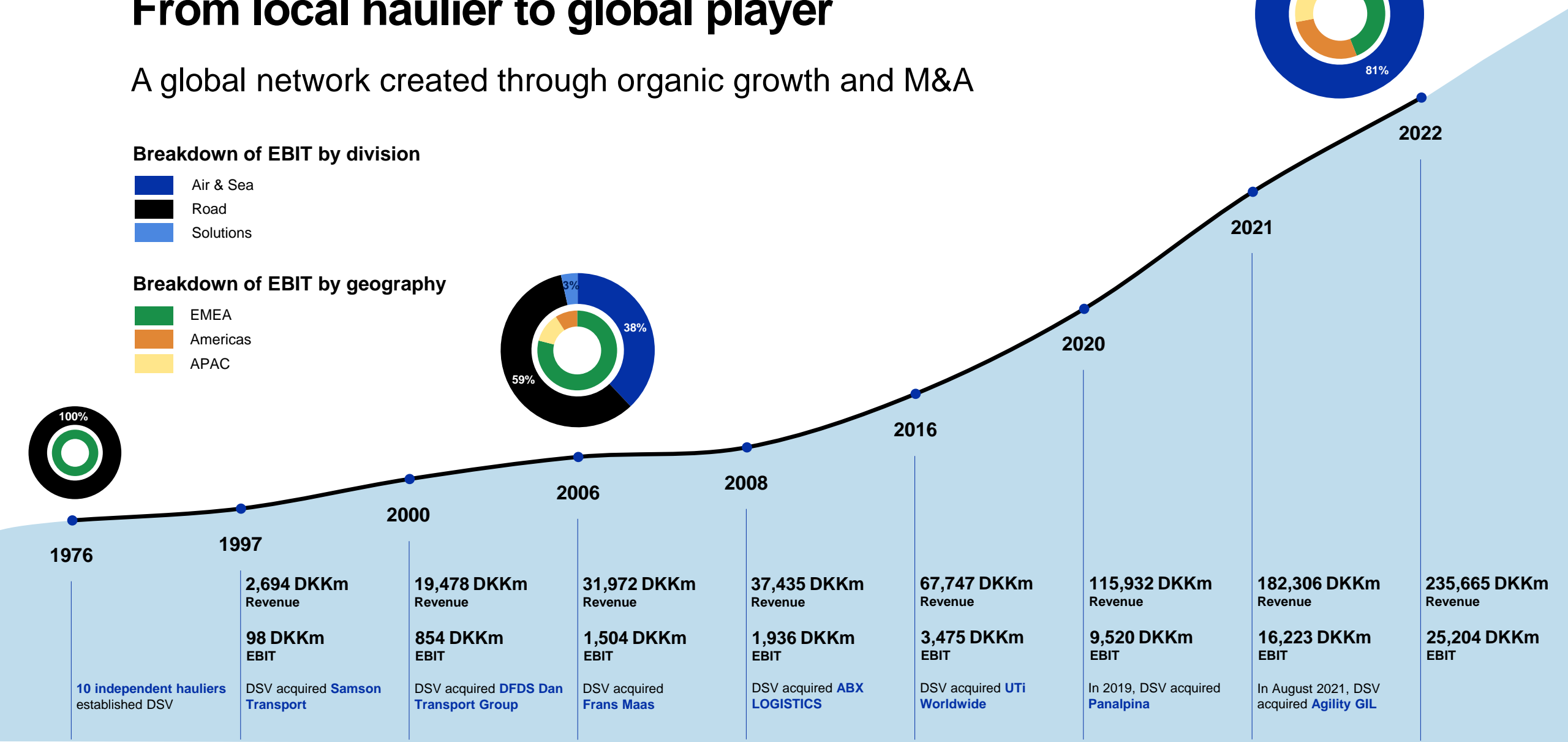
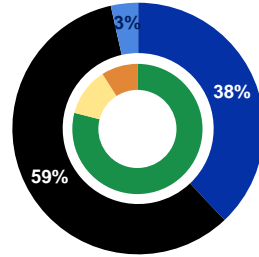
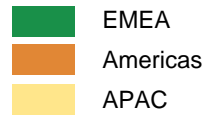
A global network created through organic growth and M&A



## Breakdown of EBIT by division

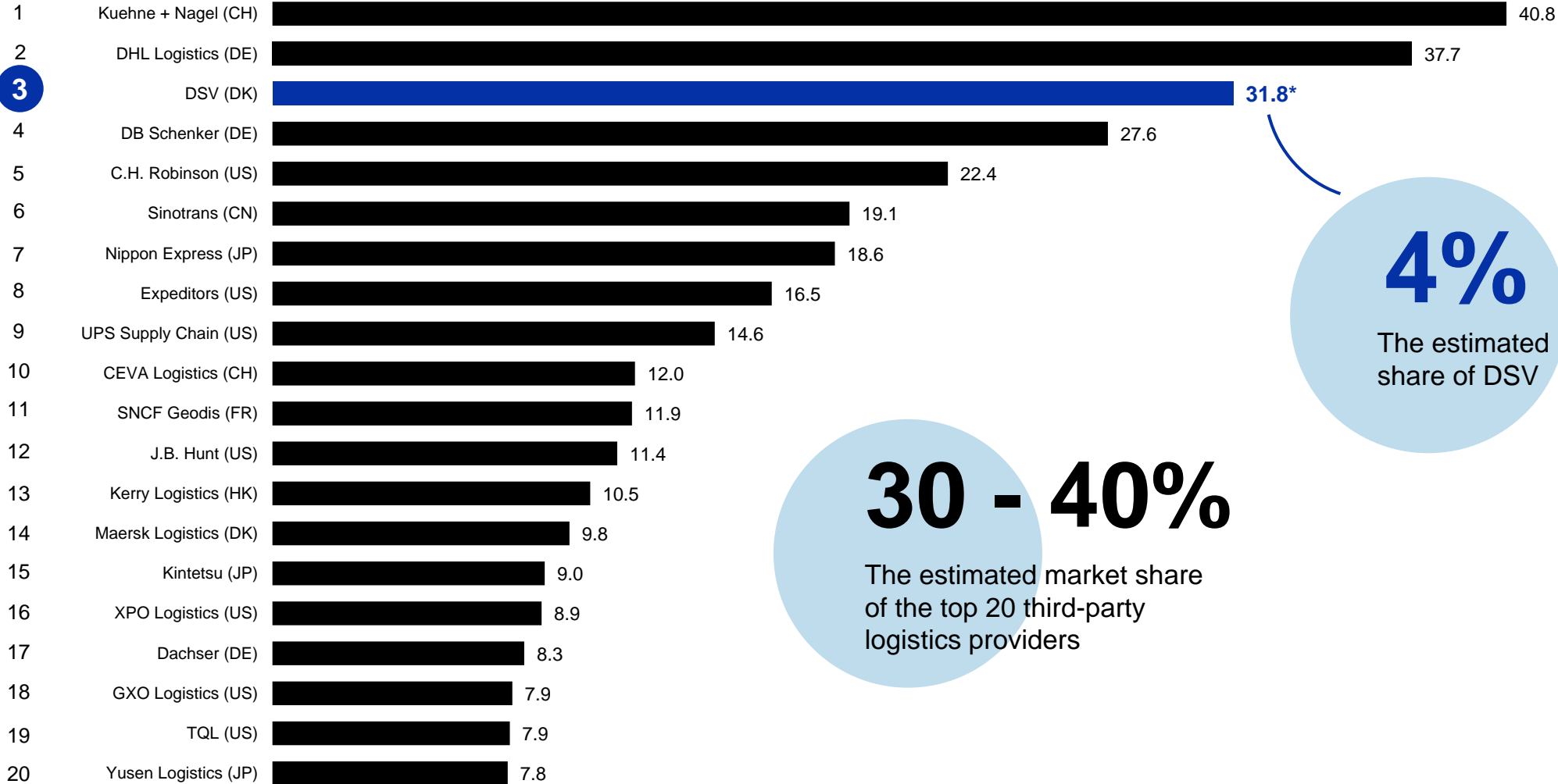


## Breakdown of EBIT by geography



# Our market position

## Third-party logistics providers by 2021 revenue in USD billion



**4%**  
The estimated market share of DSV

**30 - 40%**  
The estimated market share of the top 20 third-party logistics providers

Sources: Armstrong & Associates, DSV estimates.

\*Pro-forma full-year DSV revenue including full impact from GIL.



# Working together to support your entire supply

75,000 people in more than 80 countries at your service

## Third-party logistics services (3PL)

## 4 PL services

### Air and Sea

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

### Road

- Road freight services in EMEA and North America
- Groupage and LTL/FTL services
- Specialised services within temperature-controlled transports, hazardous cargo etc.

### Solutions

- Contract logistics worldwide
- E-fulfilment / Omnichannel fulfilment
- Pharma & Healthcare warehouses
- Dedicated / Multi-user facilities
- Warehouse automation

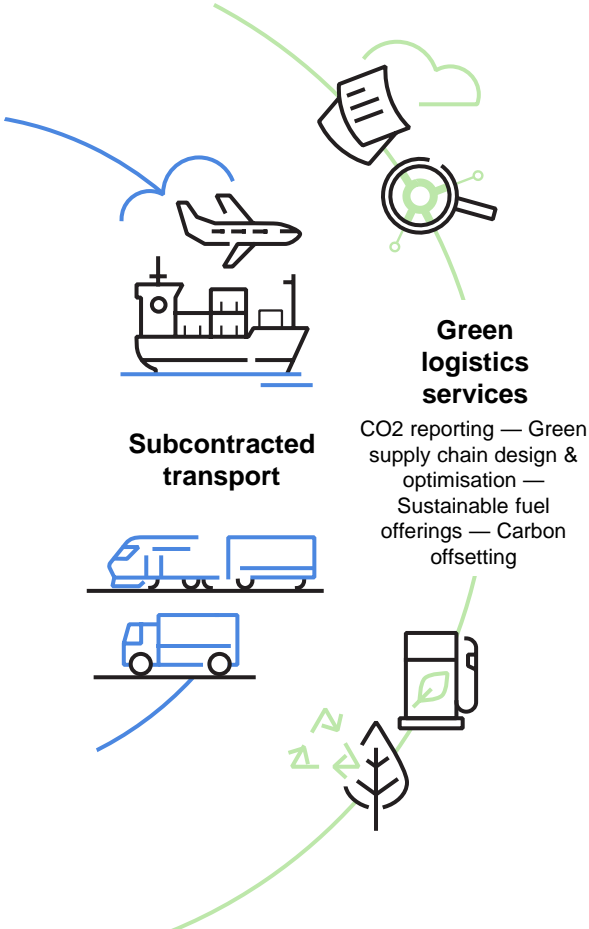
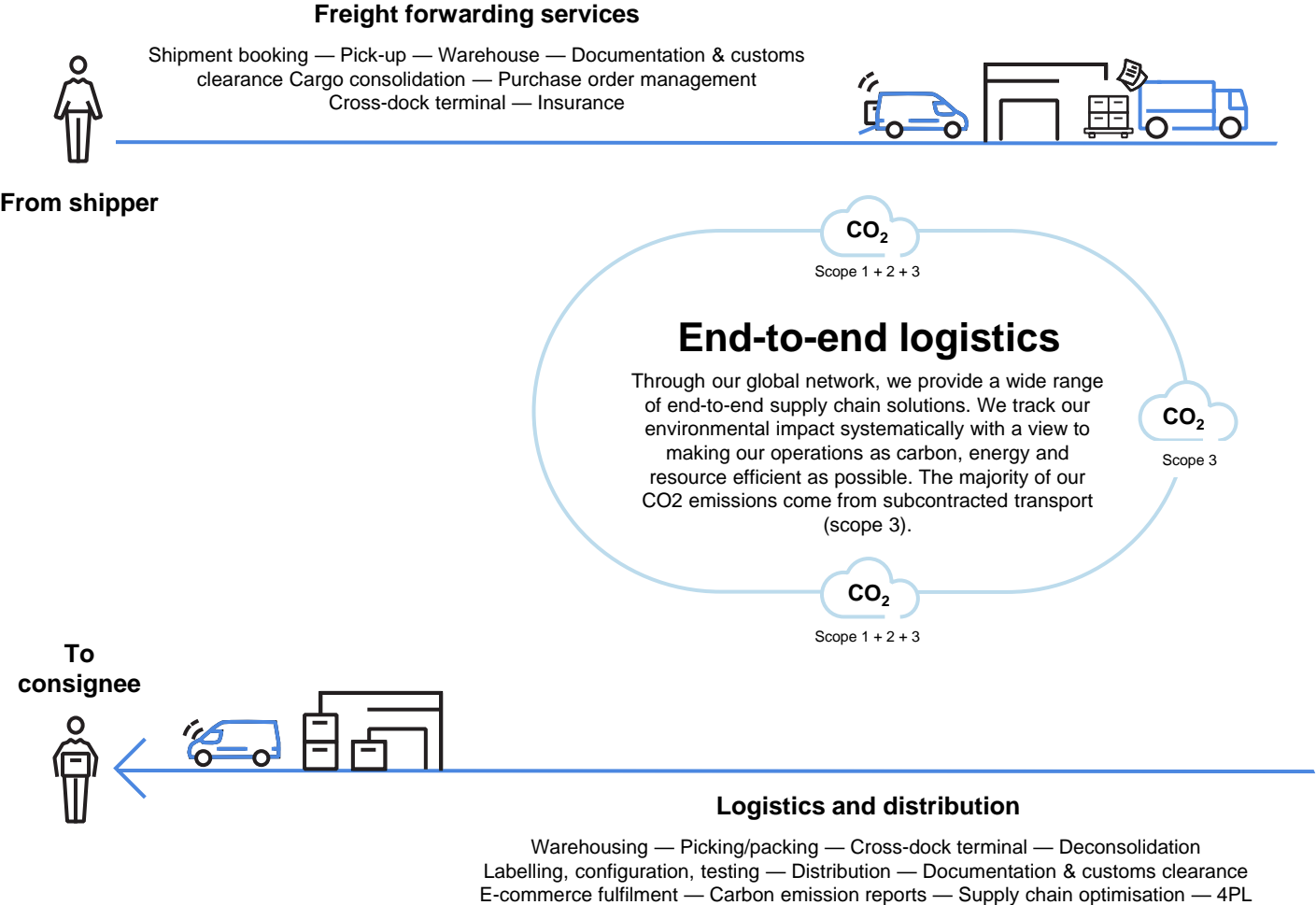
### Lead Logistics

- 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 Optimisation • DSV Insurance

# Creating value in the supply chain

From A to B and much more



# Our value proposition



## Expertise

Global network and a team of **experienced freight forwarders**.

We have the **know-how** to deal with unforeseen events and disruptions.



## Neutrality

We have strong relationships with **leading carriers**.

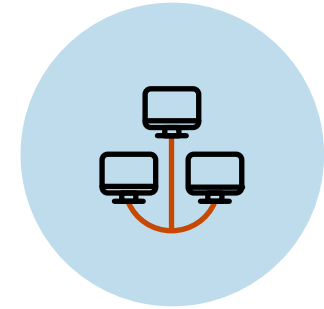
We offer **flexibility** – we are not limited to just one carrier.



## Proven products

One of the largest global forwarders with access to **capacity and competitive rates**.

Complete **door-to-door service** offering including Green Logistics.



## Systems

Strong suite of **customer integrations** and Purchase Order Management.

**High data quality** enabling customers to monitor supply chains.

# Vertical specialists closely connected to our customers

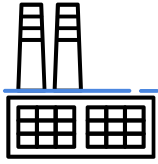
Our industry-specific expertise and solutions offered globally



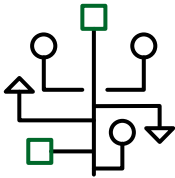
**Retail & Fashion**  
~25%



**Automotive**  
~15%



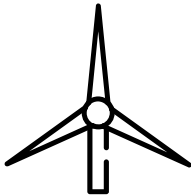
**Other industries**  
~20%



**Technology**  
~15%



**Healthcare & Pharma**  
~10%



**Energy**  
~10%

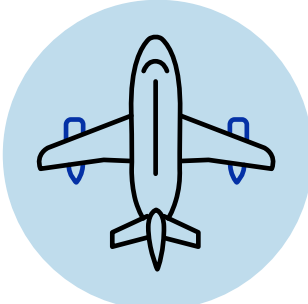
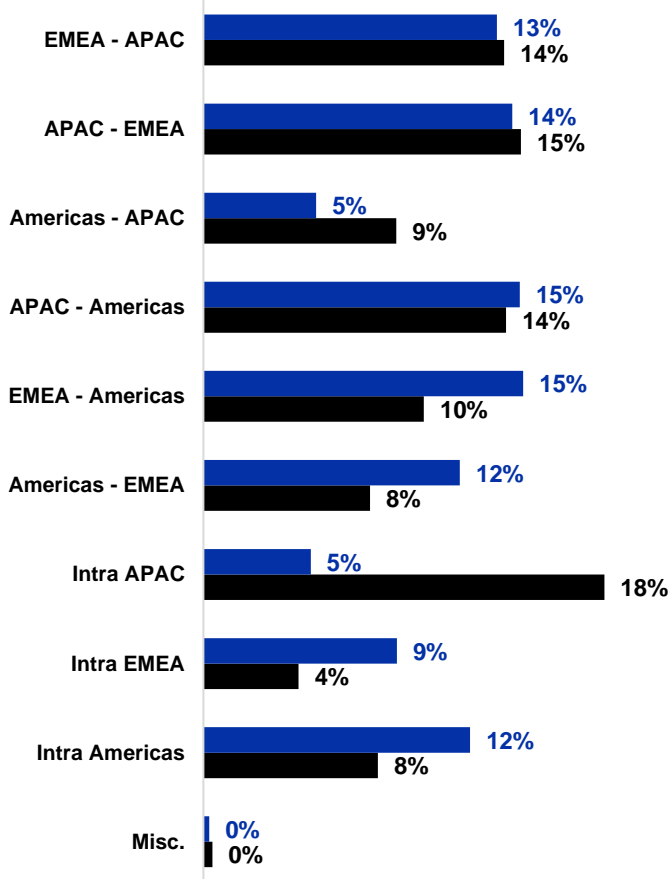
**Other** ~5%

**Specialised Air & Sea verticals**

-  Oil & Gas and Chemicals
-  Semiconductors
-  Project Logistics
-  Aerospace

# DSV trade lane exposure

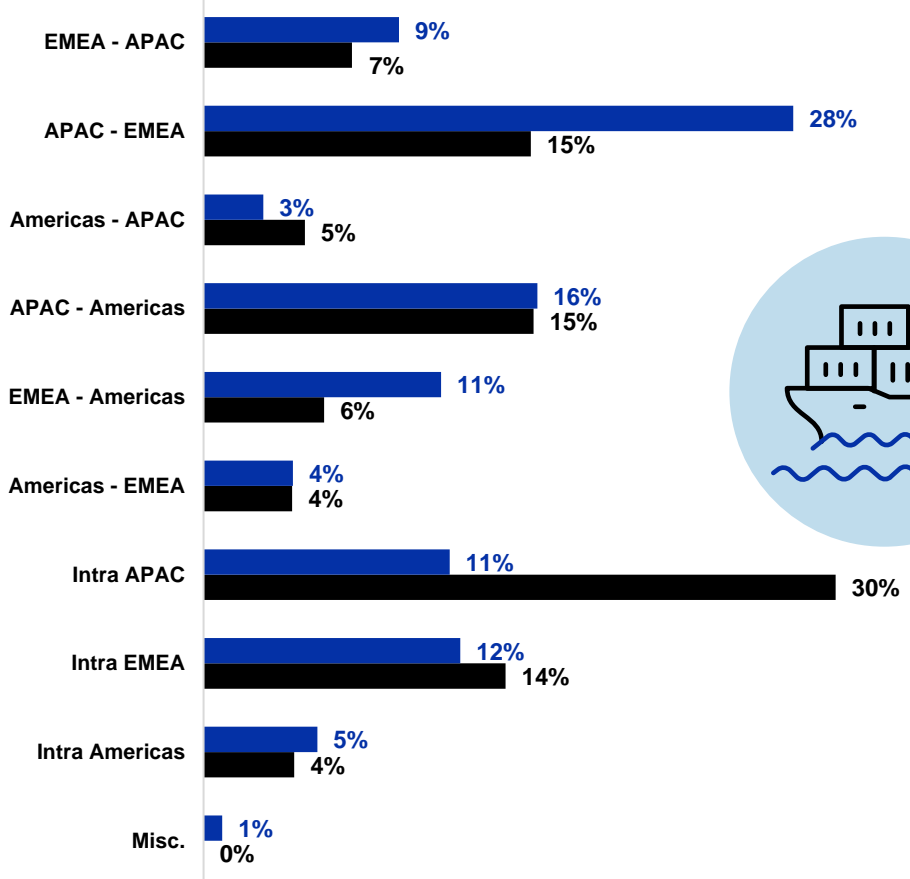
## Air freight



■ DSV geographical exposure (2022)  
 ■ Global market share geographical exposure (2022)

Source: Seabury

## Sea freight



■ DSV geographical exposure (2022)  
 ■ Global market share geographical exposure (2022)

Source: Container Trade Statistics

# Sustainability

DSV

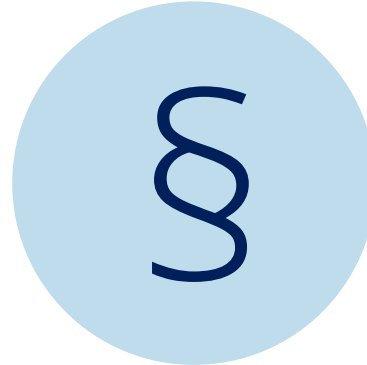
# A clear strategy for sustainability is a license to operate

**It is the right thing to do**



For our planet and for our future.

**Tightening regulations**



Governments and NGOs are setting robust targets to avert climate change and support ESG agenda.

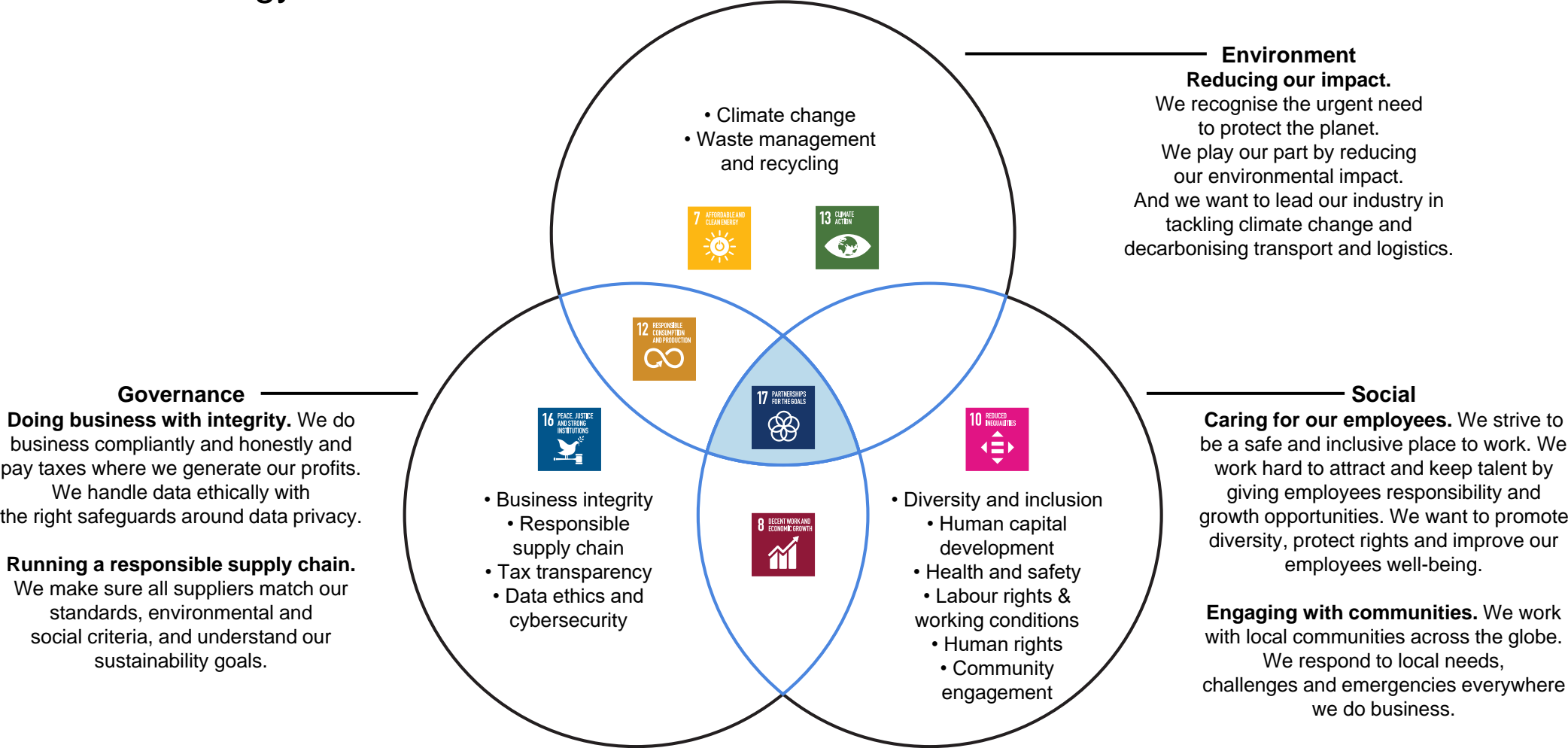
**Stakeholder demands**



Increasing demand from customers, employees, investors and societies at large.

# Leading the way for a sustainable future

## Our ESG strategy





# Our carbon footprint

## Total carbon footprint (2022)

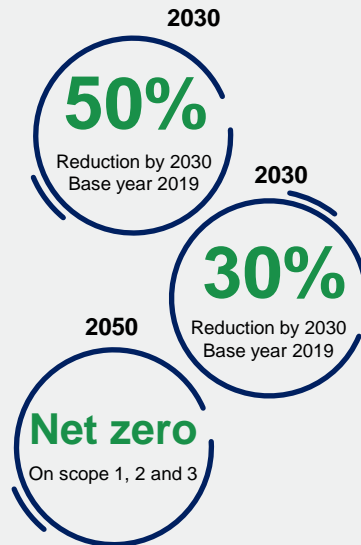
Scope 1 & 2

Tonne CO<sub>2</sub>  
**0.44 million**  
(Buildings, company cars, own truck fleet)

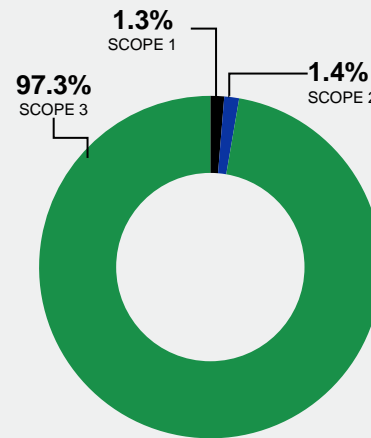
Scope 3

**15.5 million**  
Subcontracted transport

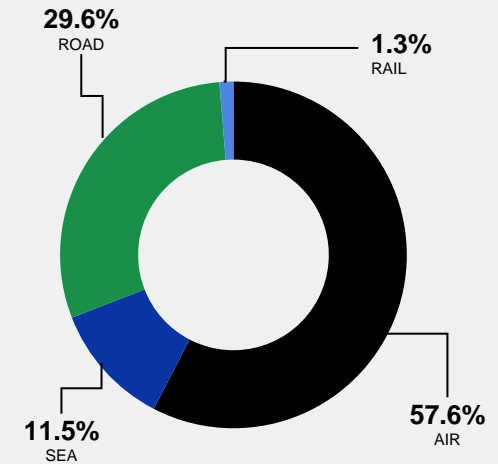
## Science-based targets



## Our emissions by scope



## Scope 3 by transport mode



# Committed to net zero in 2050

- Committed to reaching net-zero carbon emissions across our operations by 2050.
- Following the Science Based Targets initiative's Net-Zero Standard, ensuring alignment with the goals of the Paris Agreement to limit global warming to 1.5°C above pre-industrial levels.
- We have recalculated our emissions baseline (2019) to reflect our larger business and in effect also accelerating our near-term science-based targets (2030) related to our own operations in scope 1 and 2.
- Our next step is to develop a new roadmap to achieve net zero no later than 2050.

# DSV Green Logistics

A set of solutions to help our customers reduce the carbon footprint in their supply chains.



## CO<sub>2</sub> customer report

Reporting of customer related carbon emissions in the supply chain.



## Green supply chain design & optimization

Customer analysis to determine and reduce current carbon footprint.



## Sustainable fuel offerings

Sustainable fuel alternatives for customer transport.



## Carbon offsetting

Offsetting of customer carbon emissions through climate projects.

# Our approach to IT

DSV

# Our platforms handle massive volumes

## Air & Sea



Global TMS Platform

**+8 million**

jobs handled in 2022

## Road



Global TMS Platform

**+40 million**

shipments handled in 2022

## Solutions



Globale WMSs

**+320 million**

order lines handled in 2022

## EDI



EDI Standard & EDI Plus

**+40 million**

monthly messages on EDI

## Public API



Public API Portal

**+160,000**

public API bookings monthly

## Customer portal



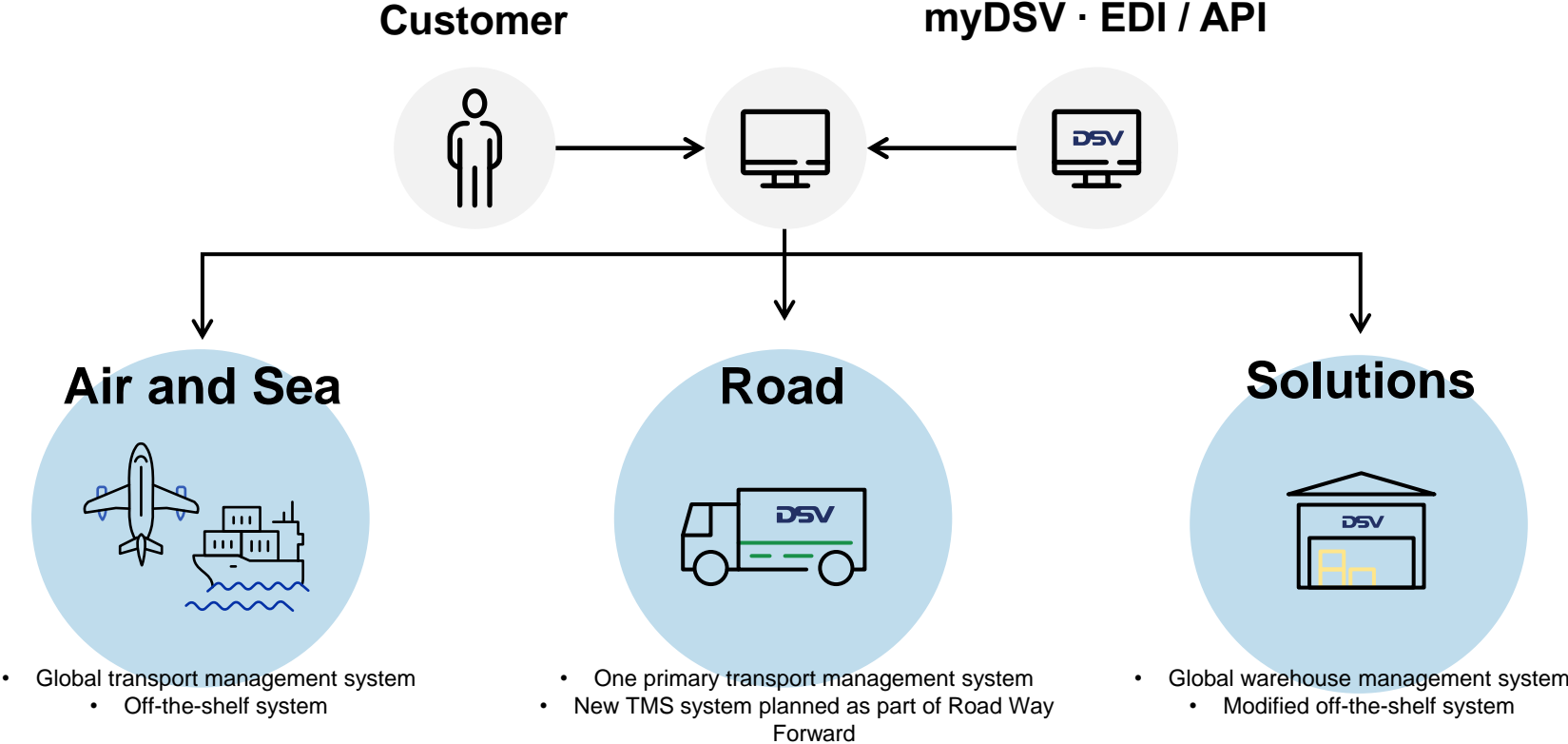
myDSV

**+400,000**

monthly bookings via myDSV

# Our IT landscape

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



Global CRM and ERP systems, data platform and digital services

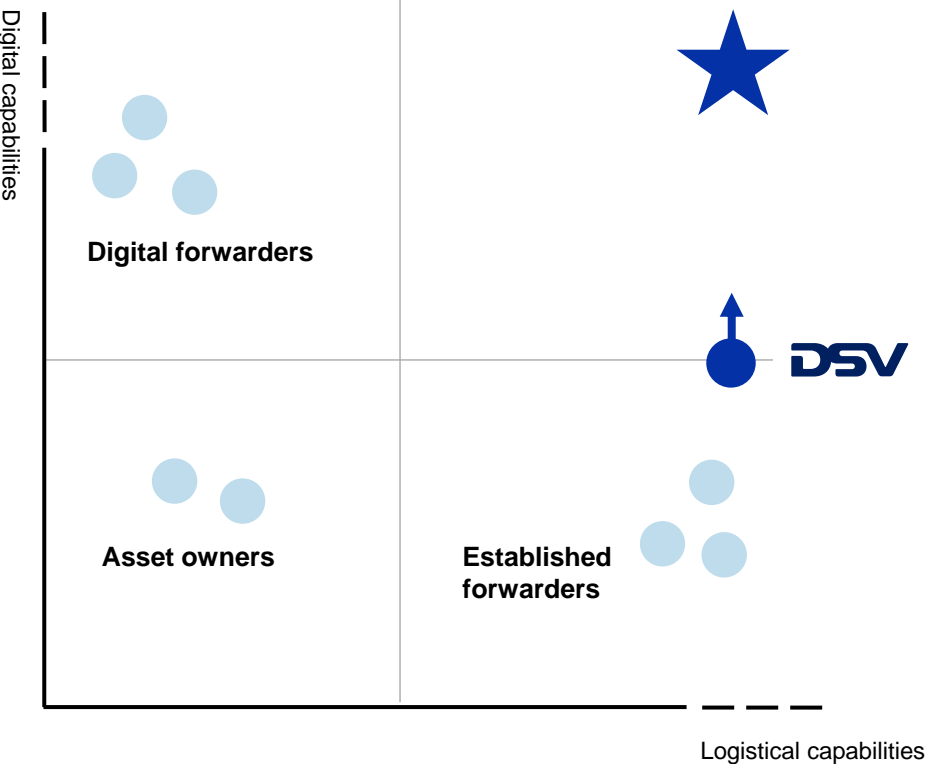
System integration platform and global master data management

# Broad and deep service offerings based on a solid IT platform

DSV is uniquely positioned to combine logistical and digital capabilities

Winning formula to compete in the future

Utilising our global platform to provide complex supply chain solutions



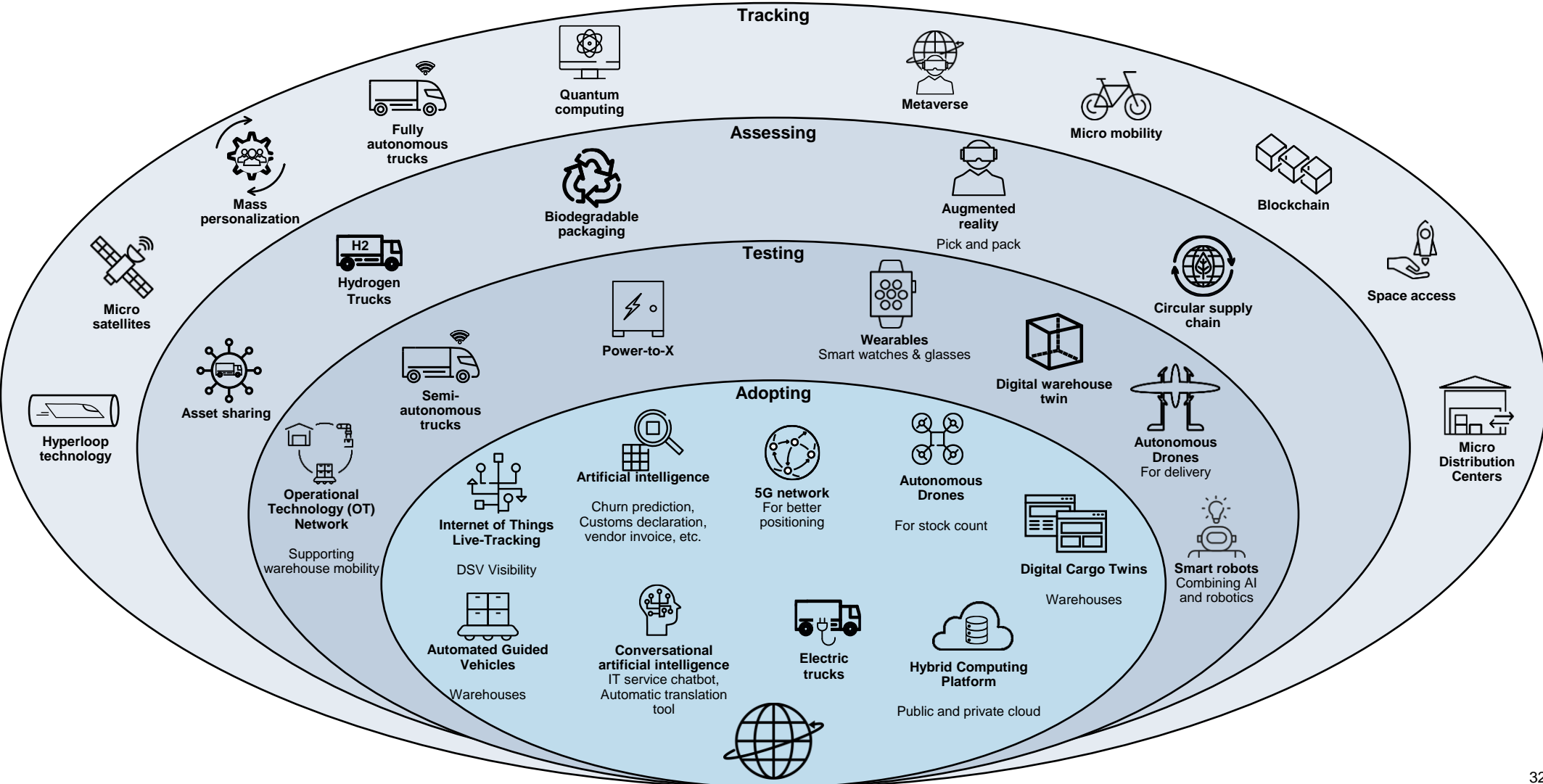
- Digital capabilities
- Governance & change capacity
  - Digital customer interaction tools
  - Master data management
  - Data platform
  - Fully integrated IT infrastructure

**Consolidated IT and data platform**

- Logistical capabilities
- Operational expertise
  - Logistics service offerings
  - Global sales force
  - Customer relationships
  - Carrier relationships
  - Global physical infrastructure
  - ESG

**Global integrated transport network**

# Our technology trend radar





# Financial details

**DSV**

A long-exposure photograph of a dark landscape at night. The foreground and middle ground are dominated by light trails from a moving light source, likely a car's headlights or taillights. The trails are bright white and red, curving across the dark terrain. In the background, the silhouettes of mountains are visible against a dark blue twilight sky.

# Outlook for 2023 reiterated

(DKKm)	Outlook 2023	Actual 2022
EBIT before special items	16,000-18,000	25,204
Effective tax rate	24.0%	23.9%

## Main assumptions

- We expect the negative development in freight volumes to continue in the first part of 2023 and that markets will gradually recover in the second half of the year.
- We assume air and sea freight market volumes will decline by up to 5% for the full year. Air market is likely to underperform sea.
- As supply chain disruptions ease, we expect a decline in gross profit yields of around 20-25% compared to the average level in 2022.
- For Road and Solutions, we expect that markets will be flat or decline by low single digits in 2023.
- Across all divisions our aim of taking market share remains intact – with focus on profitable growth.
- We continue to monitor activity levels closely and adjust our capacity and cost base accordingly.
- We assume currency exchange rates will remain at current levels.

# 2026 financial targets

Aiming for 45% conversion ratio for the Group

	2021 actual	2022 actual	2026 targets
<b>DSV Group</b>			
Conversion ratio	43.1%	48.3%	<b>&gt;45.0%</b>
ROIC (before tax)	19.6%	25.1%	<b>&gt;20.0%</b>
<b>Divisional conversion ratios</b>			
Air & Sea	53.7%	59.7%	<b>&gt;50.0%</b>
Road	26.2%	25.8%	<b>&gt;30.0%</b>
Solutions	26.7%	29.0%	<b>&gt;30.0%</b>

## Assumptions

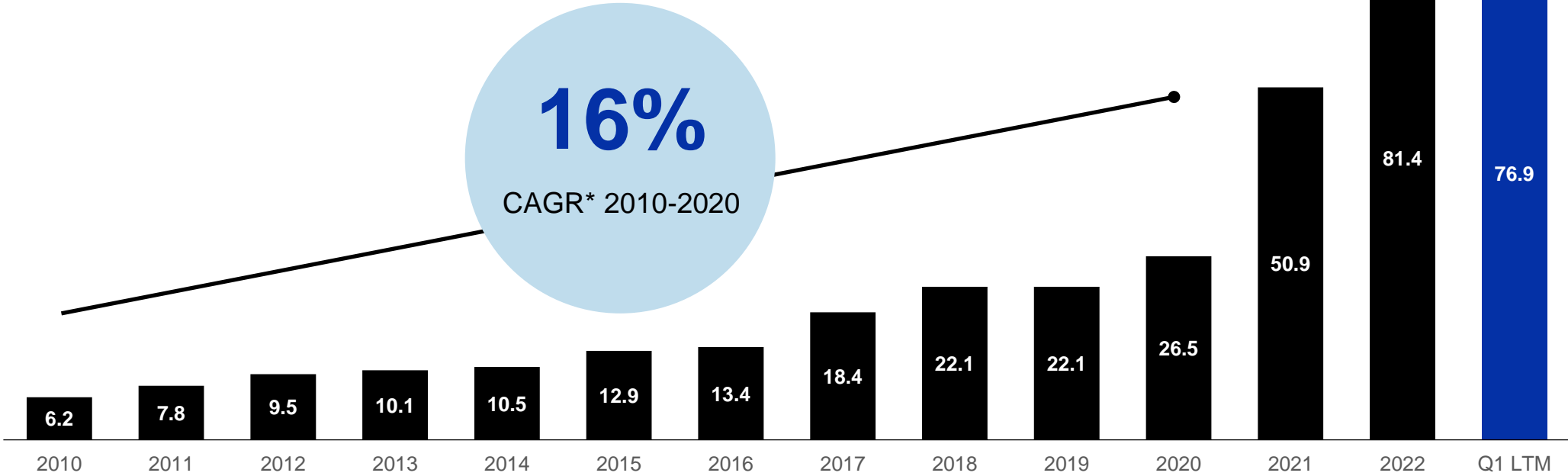
- Our 2023 outlook implies a decline in margins, from the extraordinary 2022 levels – mainly related to Air & Sea.
- For 2024-26 we assume that annual GDP growth will be around 3% and transport market growth at the same level.
- We target market share gains in all divisions.
- We assume that gross profit yields for air and sea will stabilise above pre-pandemic levels.
- Targets are based on organic growth, excluding the potential impact from large acquisitions.
- Effective tax rate of approx. 24%.
- Net CAPEX: 0.5-0.75% of revenue.
- NWC around 3% of net revenue, measured at year end.
- Gearing ratio target: NIBD below 2.0x EBITDA before special items.

Conversion ratio: EBIT before special items in % of gross profit.

# Earnings per share

- Flexible and scalable business model
- Performance driven organisation
- Strong M&A track record
- 16% CAGR\* in a non-inflated market environment from 2010-2020

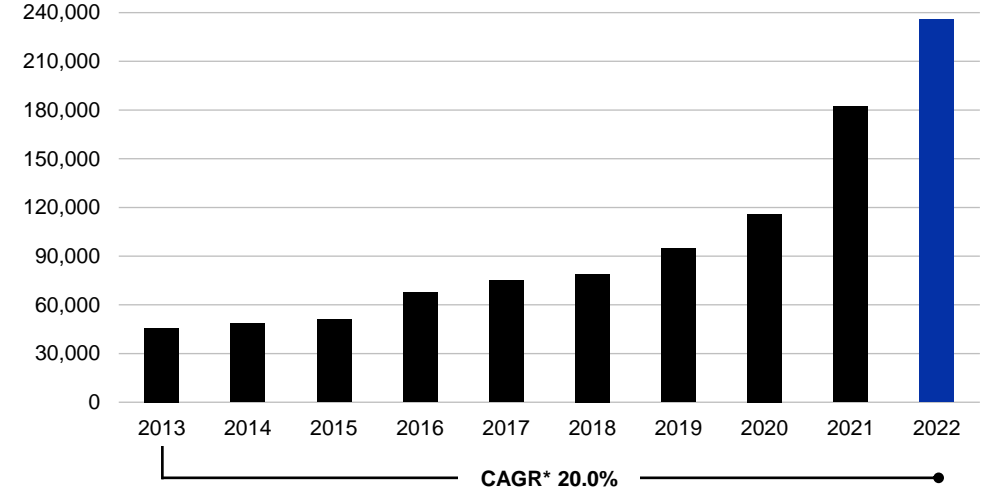
Graph illustrates diluted adjusted earnings per share of DKK 1



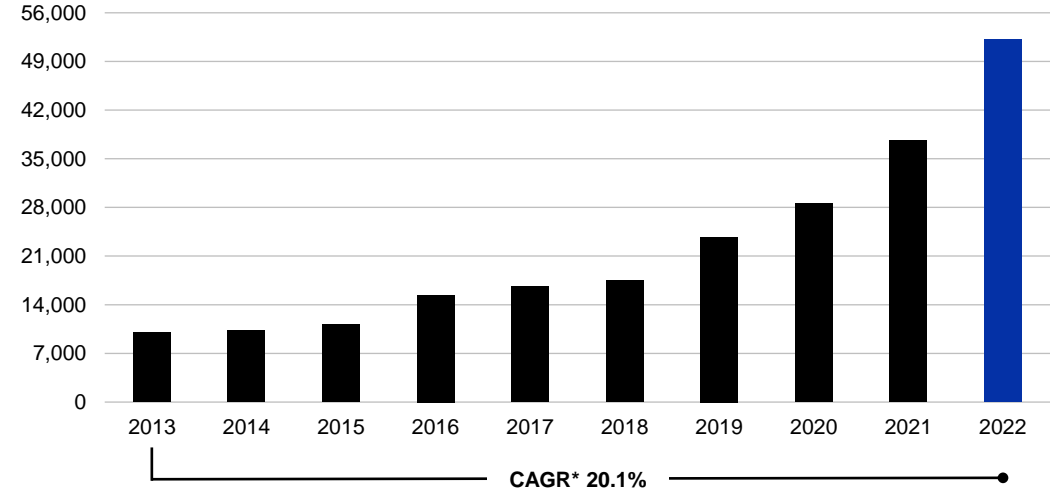
\*Average annual growth (CAGR) including M&A  
LTM: Rolling 12-month diluted adjusted earnings per share

# Financial performance over the years

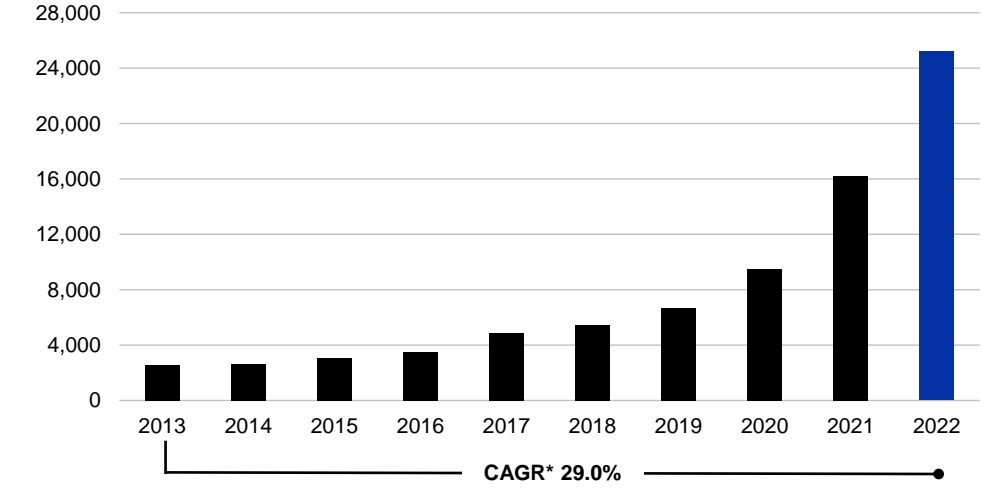
Revenue (DKKk)



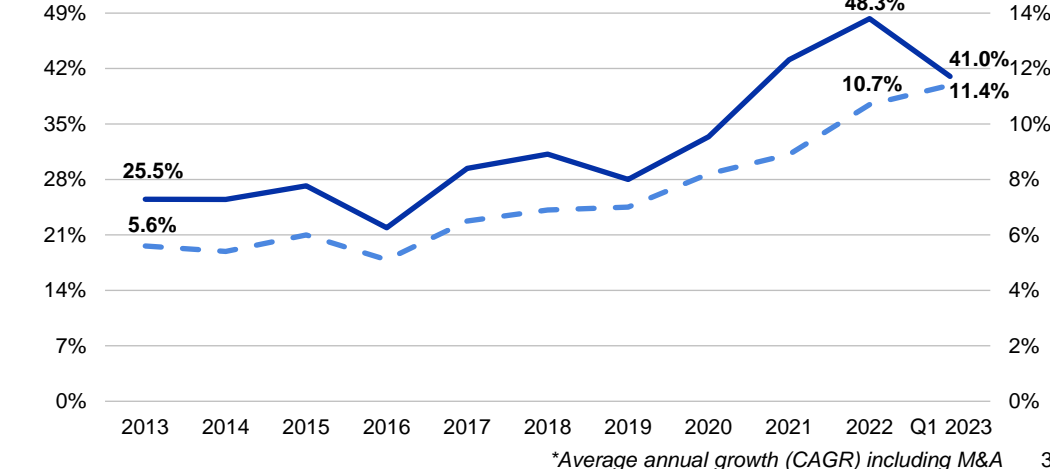
Gross profit (DKKk)



EBIT before special items (DKKk)



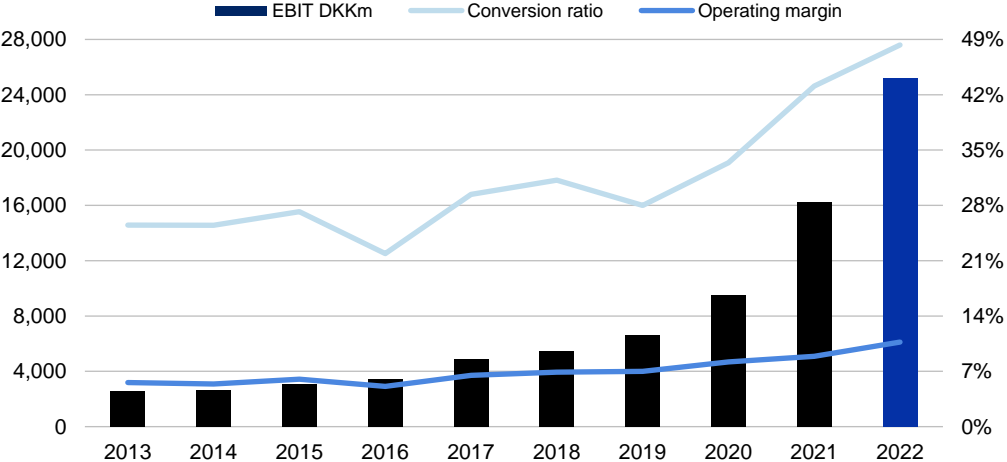
Margins (%)



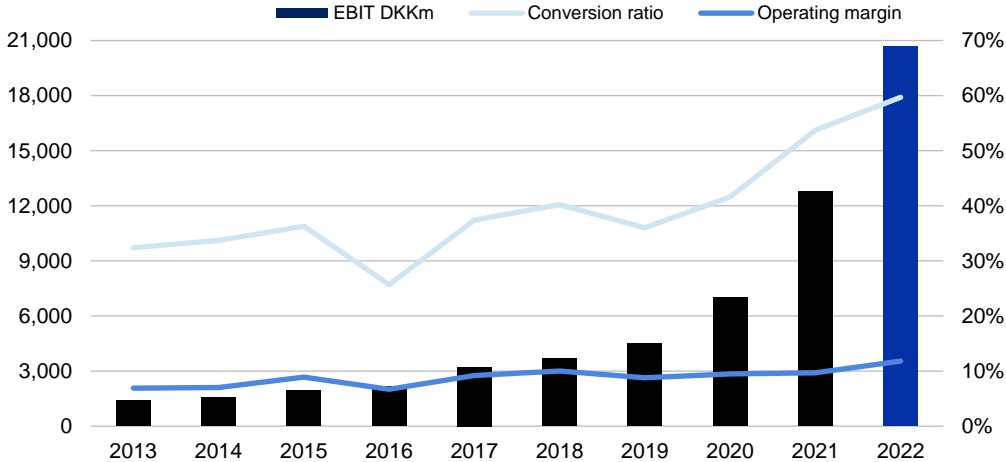
\*Average annual growth (CAGR) including M&A 37

# Financial performance per division

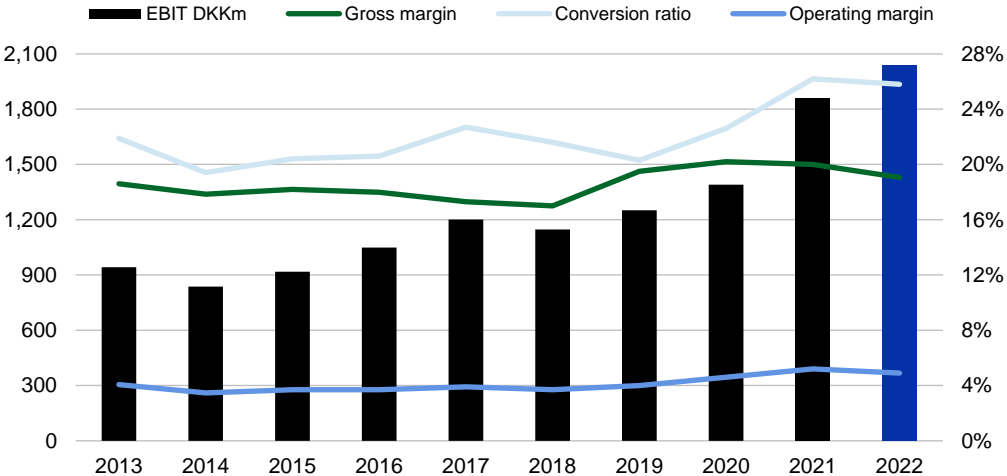
## DSV Group



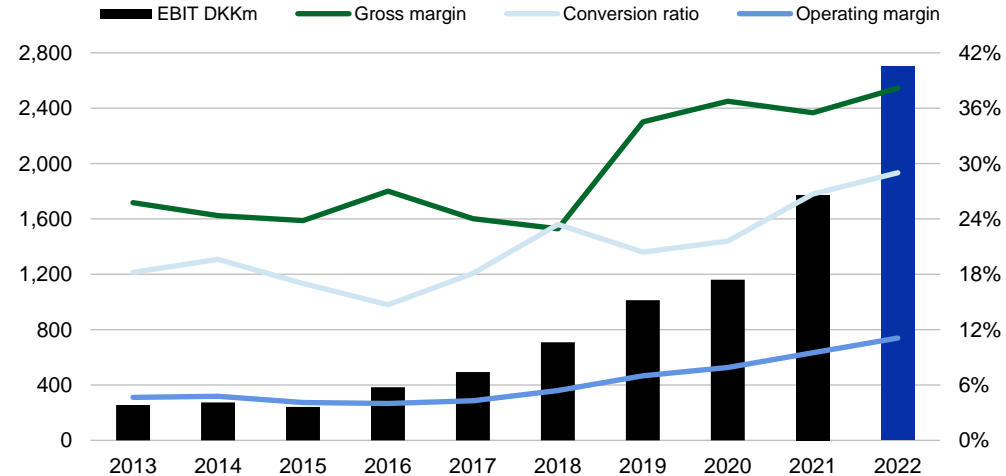
## DSV Air & Sea



## DSV Road

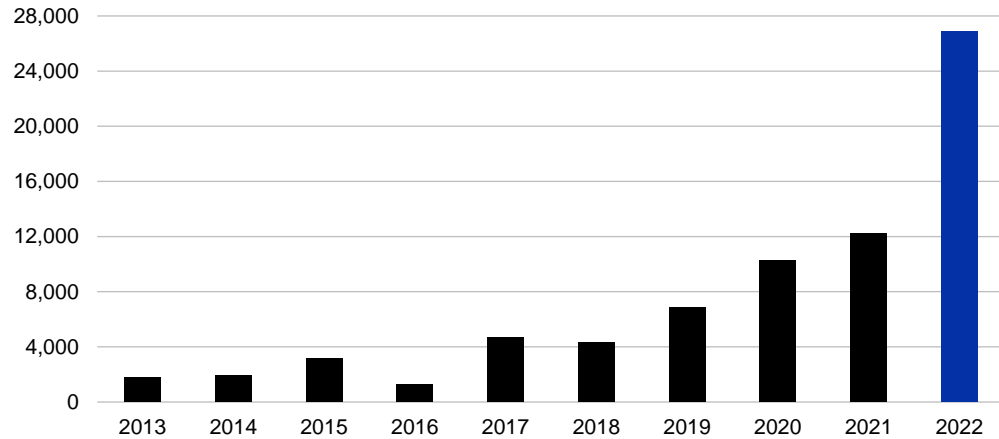


## DSV Solutions

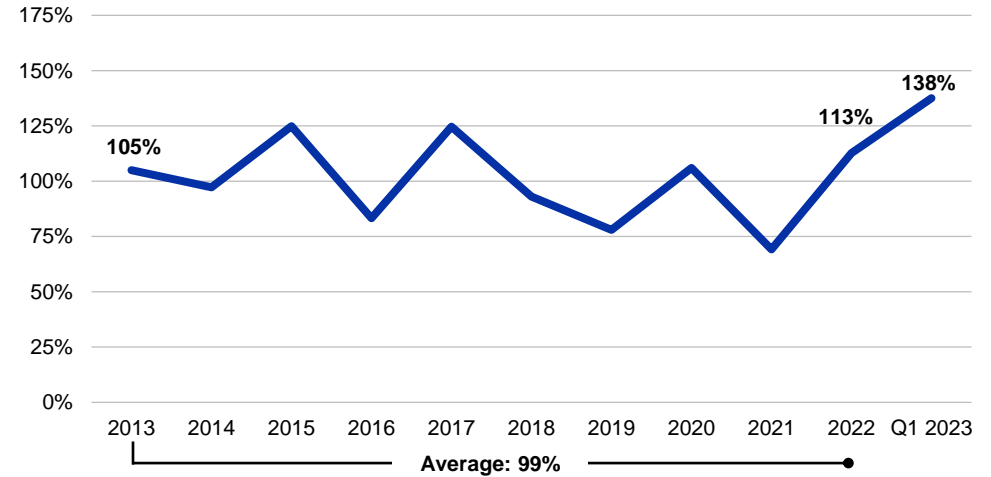


# Cash flow and ROIC

## Operating cash flow (DKKm)

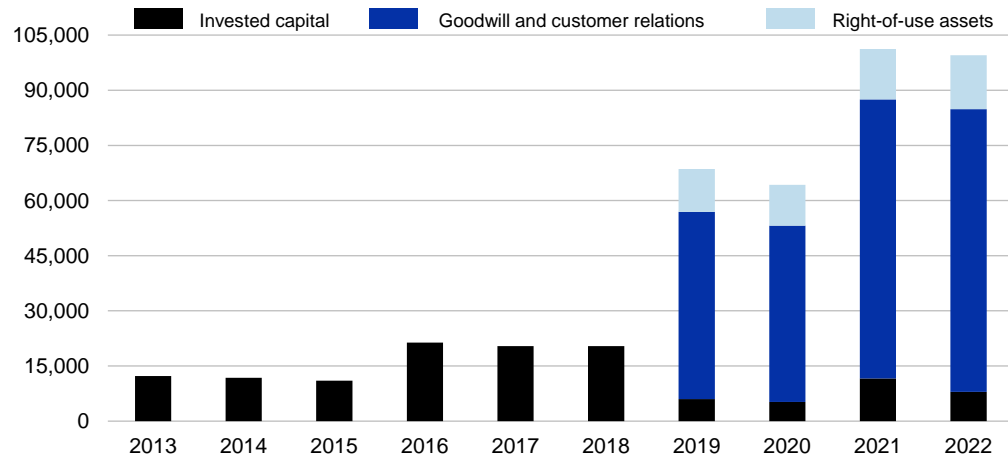


## Cash conversion ratio\* (%)

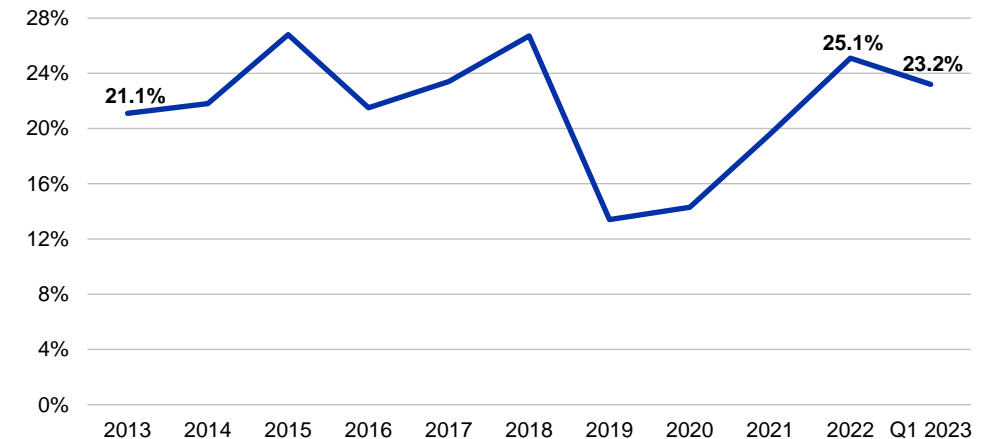


\* Cash conversion ratio: (Adjusted free cash flow before net financial items and tax)/EBIT before special items

## Invested capital (DKKm)

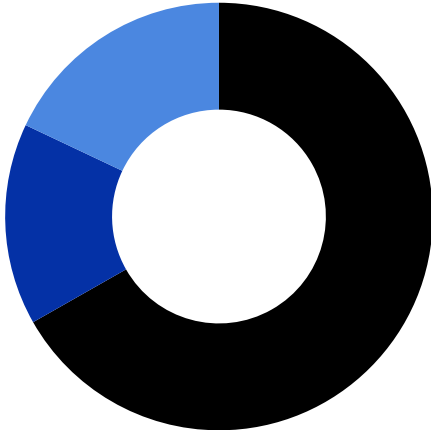
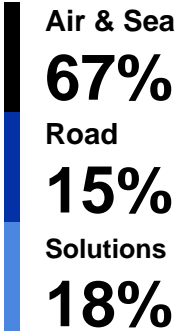


## ROIC before tax (%)

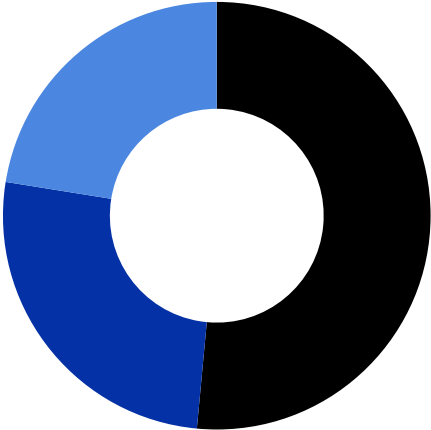
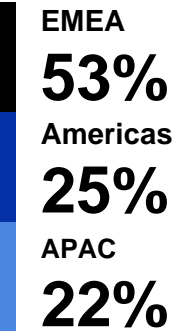


# Divisional and geographical exposure FY 2022

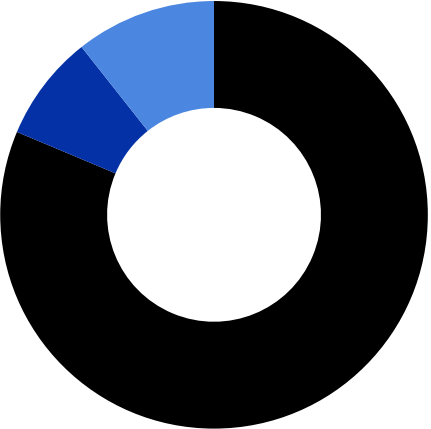
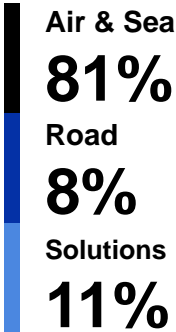
Gross profit by division



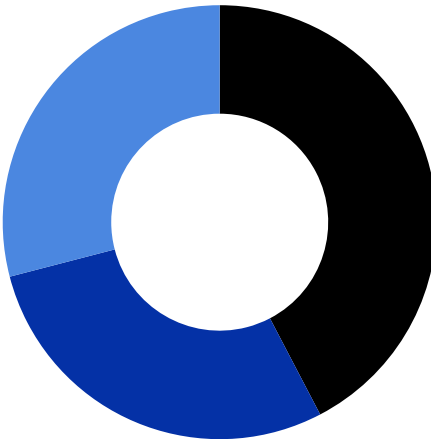
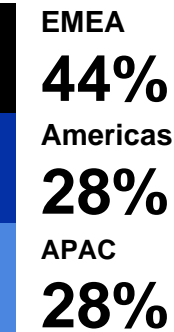
Gross profit by region



EBIT before special items by division

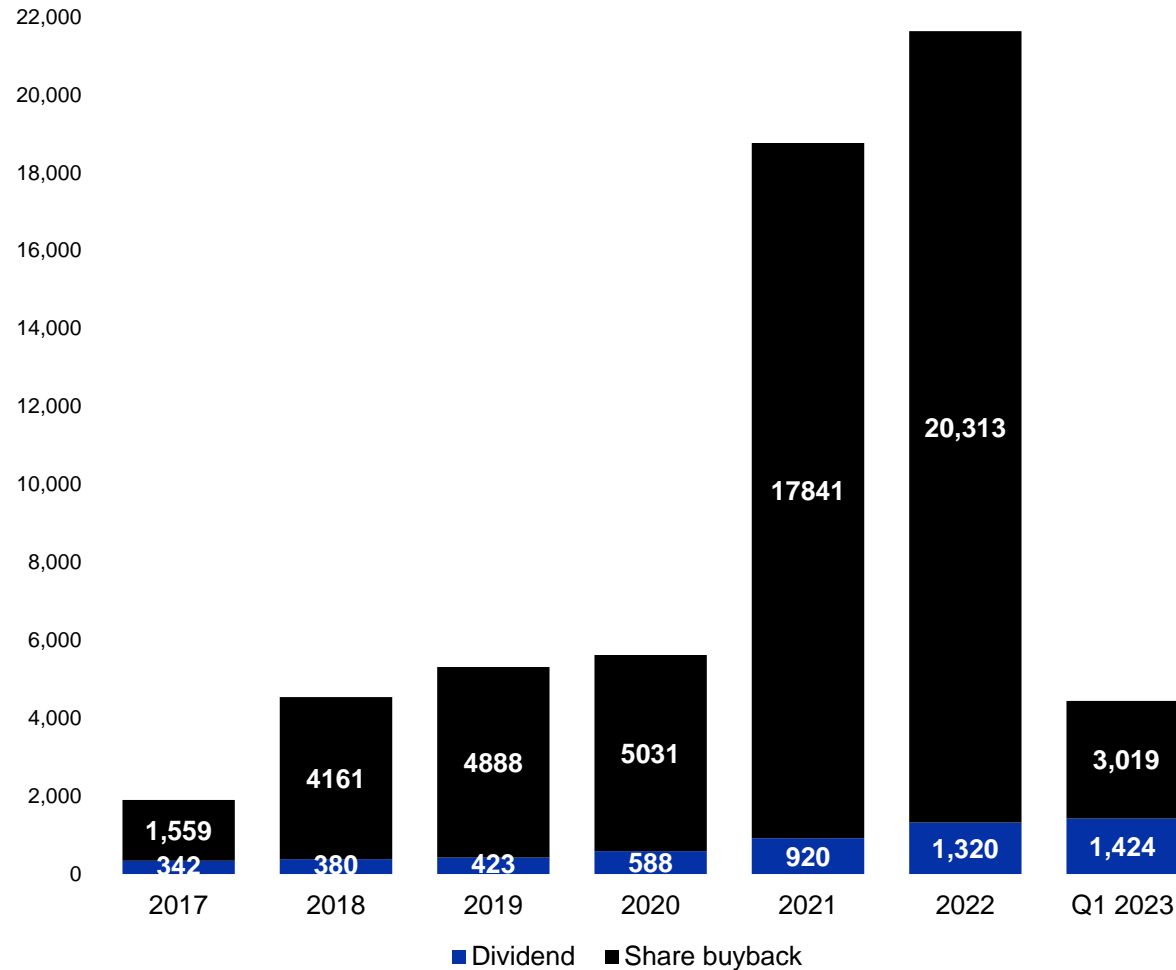


EBIT before special items by region





# Capital structure and capital allocation



## Management commentary

### Financial gearing target

Net interest-bearing debt below 2.0x EBITDA before special items.

### Free cash flow priorities

1. Repayment of debt (if above target gearing ratio).
2. Value-adding investments in the form of acquisitions or development of the existing business.
3. Allocation to shareholders via share buyback and dividend.

### Dividend policy

Dividend per share for 2022: DKK 6.50 per share (2021: DKK 5.50).

DSV aims to ensure an annual dividend pay-out ratio of approximately 10-15% of net profit.

### Capital expenditures

Normalised CAPEX around 0.5 – 0.75% of revenue.

# P&L details - Group

Group (DKKm)	FY 2018	FY 2019	FY 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	FY 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	FY 2022	Q1 2023
Revenue	79,053	94,701	115,932	33,616	37,831	49,557	61,302	182,306	61,125	62,749	60,560	51,231	235,665	40,954
Direct costs	61,564	70,947	87,398	25,831	29,498	39,734	49,628	144,691	48,248	48,671	47,022	39,575	183,516	29,563
<b>Gross profit</b>	<b>17,489</b>	<b>23,754</b>	<b>28,534</b>	<b>7,785</b>	<b>8,333</b>	<b>9,823</b>	<b>11,674</b>	<b>37,615</b>	<b>12,877</b>	<b>14,078</b>	<b>13,538</b>	<b>11,656</b>	<b>52,149</b>	<b>11,391</b>
Other external expenses	3,036	3,133	3,291	849	818	1,030	1,476	4,173	1,289	1,338	1,431	1,501	5,559	1,340
Staff costs	8,241	10,329	11,684	2,920	2,970	3,277	3,858	13,025	3,912	4,039	4,333	4,031	16,315	4,110
<b>EBITDA before special items</b>	<b>6,212</b>	<b>10,292</b>	<b>13,559</b>	<b>4,016</b>	<b>4,545</b>	<b>5,516</b>	<b>6,340</b>	<b>20,417</b>	<b>7,676</b>	<b>8,701</b>	<b>7,774</b>	<b>6,124</b>	<b>30,275</b>	<b>5,941</b>
Depreciation of right-of-use assets		2,734	2,990	752	730	771	891	3,144	892	912	942	1,037	3,783	962
Amortisation and depreciation of owned assets	762	904	1,049	197	244	273	336	1,050	288	336	326	338	1,288	307
<b>EBIT before special items</b>	<b>5,450</b>	<b>6,654</b>	<b>9,520</b>	<b>3,067</b>	<b>3,571</b>	<b>4,472</b>	<b>5,113</b>	<b>16,223</b>	<b>6,496</b>	<b>7,453</b>	<b>6,506</b>	<b>4,749</b>	<b>25,204</b>	<b>4,672</b>
Special Items, net costs	-	800	2,164	-	-	154	324	478	404	257	456	-	1,117	-
Financial income		131	254	208	(16)	119	(105)	206	67	76	83	380	606	90
Financial expenses - lease liabilities		383	434	119	108	125	143	495	162	175	181	209	727	195
Financial expenses	249	606	1,549	110	129	159	154	552	234	417	8	86	745	241
<b>Profit before tax</b>	<b>5,201</b>	<b>4,996</b>	<b>5,627</b>	<b>3,046</b>	<b>3,318</b>	<b>4,153</b>	<b>4,387</b>	<b>14,904</b>	<b>5,763</b>	<b>6,680</b>	<b>5,944</b>	<b>4,834</b>	<b>23,221</b>	<b>4,326</b>
Tax on profit for the period	1,213	1,290	1,369	717	791	992	1,150	3,650	1,377	1,610	1,518	1,045	5,550	1,039
<b>Profit for the period</b>	<b>3,988</b>	<b>3,706</b>	<b>4,258</b>	<b>2,329</b>	<b>2,527</b>	<b>3,161</b>	<b>3,237</b>	<b>11,254</b>	<b>4,386</b>	<b>5,070</b>	<b>4,426</b>	<b>3,789</b>	<b>17,671</b>	<b>3,287</b>
<i>Gross margin, %</i>	22.1	25.1	24.6	23.2	22.0	19.8	19.0	20.6	21.1	22.4	22.4	22.8	22.1	27.8
<i>Operating margin, %</i>	6.9	7.0	8.2	9.1	9.4	9.0	8.3	8.9	10.6	11.9	10.7	9.3	10.7	11.4
<i>Conversion ratio, %</i>	31.2	28.0	33.4	39.4	42.9	45.5	43.8	43.1	50.4	52.9	48.1	40.7	48.3	41.0
<i>Tax percentage</i>	23.3	25.8	24.3	23.5	23.8	23.9	26.2	24.5	23.9	24.1	25.5	21.6	23.9	24.0
<i>Blue-collar costs (included in direct costs)</i>	4,791	5,299	5,274	1,405	1,457	1,553	1,865	6,280	1,802	1,882	1,942	2,021	7,647	1,886
Number of full-time employees (end of period)	47,394	61,216	56,621	57,642	59,871	79,325	77,958	77,958	77,358	76,071	76,715	76,283	76,283	74,613

# P&L details – Air & Sea

Air & Sea (DKKm)	FY 2018	FY 2019	FY 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	FY 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	FY 2022	Q1 2023
Divisional revenue	36,972	51,151	73,689	22,924	25,948	36,861	46,168	131,901	45,887	47,282	45,339	35,923	174,431	26,213
Direct costs	27,779	38,634	56,780	18,136	20,806	30,547	38,643	108,132	37,250	37,707	36,204	28,646	139,807	19,186
<b>Gross profit</b>	<b>9,193</b>	<b>12,517</b>	<b>16,909</b>	<b>4,788</b>	<b>5,142</b>	<b>6,314</b>	<b>7,525</b>	<b>23,769</b>	<b>8,637</b>	<b>9,575</b>	<b>9,135</b>	<b>7,277</b>	<b>34,624</b>	<b>7,027</b>
Other external expenses	1,854	2,267	2,870	753	663	814	1,136	3,366	1,076	1,028	1,097	1,043	4,244	1,023
Staff costs	3,560	5,093	6,048	1,445	1,435	1,698	2,020	6,598	2,033	2,082	2,276	2,080	8,471	2,093
<b>EBITDA before special items</b>	<b>3,779</b>	<b>5,157</b>	<b>7,991</b>	<b>2,590</b>	<b>3,044</b>	<b>3,802</b>	<b>4,369</b>	<b>13,805</b>	<b>5,528</b>	<b>6,465</b>	<b>5,762</b>	<b>4,154</b>	<b>21,909</b>	<b>3,911</b>
Depreciation of right-of-use assets		484	679	136	144	189	239	708	220	216	217	249	902	214
Amortisation and depreciation of owned assets	86	167	286	61	57	92	119	329	84	86	90	89	349	71
<b>EBIT before special items</b>	<b>3,693</b>	<b>4,506</b>	<b>7,026</b>	<b>2,393</b>	<b>2,843</b>	<b>3,521</b>	<b>4,011</b>	<b>12,768</b>	<b>5,224</b>	<b>6,163</b>	<b>5,455</b>	<b>3,816</b>	<b>20,658</b>	<b>3,626</b>
<i>Gross margin, %</i>	24.9	24.5	22.9	20.9	19.8	17.1	16.3	18.0	18.8	20.3	20.1	20.3	19.8	26.8
<i>Operating margin, %</i>	10.0	8.8	9.5	10.4	11.0	9.6	8.7	9.7	11.4	13.0	12.0	10.6	11.8	13.8
<i>Conversion ratio, %</i>	40.2	36.0	41.6	50.0	55.3	55.8	53.3	53.7	60.5	64.4	59.7	52.4	59.7	51.6
Number of full-time employees (end of period)	12,130	21,516	18,008	17,999	18,067	25,742	24,675	24,675	23,700	23,292	23,225	23,032	23,032	22,270
<b>Air &amp; Sea split and volume</b>														
<b>Air</b>														
Revenue, DKKm	18,892	27,134	44,756	12,975	14,197	18,399	25,275	70,846	24,207	25,032	22,499	18,853	90,591	14,265
Gross profit DKKm	4,627	6,594	10,275	2,762	2,897	3,329	4,063	13,051	4,695	5,052	4,793	4,063	18,603	3,727
<b>Airfreight, ton</b>	<b>689,045</b>	<b>1,071,266</b>	<b>1,272,405</b>	<b>336,307</b>	<b>349,210</b>	<b>386,702</b>	<b>438,614</b>	<b>1,510,833</b>	<b>410,911</b>	<b>402,594</b>	<b>375,990</b>	<b>368,477</b>	<b>1,557,972</b>	<b>327,712</b>
<b>GP/ton, DKK</b>	<b>6,715</b>	<b>6,155</b>	<b>8,075</b>	<b>8,213</b>	<b>8,296</b>	<b>8,609</b>	<b>9,263</b>	<b>8,638</b>	<b>11,426</b>	<b>12,549</b>	<b>12,748</b>	<b>11,026</b>	<b>11,941</b>	<b>11,373</b>
<b>Sea</b>														
Revenue, DKKm	18,080	24,017	28,933	9,949	11,751	18,462	20,893	61,055	21,680	22,250	22,840	17,070	83,840	11,948
Gross profit DKKm	4,566	5,923	6,634	2,026	2,245	2,985	3,462	10,718	3,942	4,523	4,342	3,214	16,021	3,300
<b>Sea freight, TEU</b>	<b>1,442,348</b>	<b>1,907,126</b>	<b>2,204,902</b>	<b>581,019</b>	<b>573,385</b>	<b>633,690</b>	<b>705,857</b>	<b>2,493,951</b>	<b>667,653</b>	<b>690,621</b>	<b>680,683</b>	<b>626,190</b>	<b>2,665,147</b>	<b>588,207</b>
<b>GP/TEU, DKK</b>	<b>3,166</b>	<b>3,106</b>	<b>3,009</b>	<b>3,487</b>	<b>3,915</b>	<b>4,711</b>	<b>4,905</b>	<b>4,298</b>	<b>5,904</b>	<b>6,549</b>	<b>6,379</b>	<b>5,133</b>	<b>6,011</b>	<b>5,610</b>

# P&L details – Road and Solutions

Road (DKKm)	FY 2018	FY 2019	FY 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	FY 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	FY 2022	Q1 2023
Divisional revenue	31,243	31,621	30,395	8,056	8,663	8,783	9,914	35,416	10,188	10,835	10,406	10,078	41,507	10,094
Direct costs	25,935	25,465	24,257	6,399	6,895	7,038	7,989	28,321	8,250	8,761	8,417	8,168	33,596	8,118
<b>Gross profit</b>	<b>5,308</b>	<b>6,156</b>	<b>6,138</b>	<b>1,657</b>	<b>1,768</b>	<b>1,745</b>	<b>1,925</b>	<b>7,095</b>	<b>1,938</b>	<b>2,074</b>	<b>1,989</b>	<b>1,910</b>	<b>7,911</b>	<b>1,976</b>
Other external expenses	1,326	1,060	1,021	258	272	282	310	1,122	341	373	342	369	1,425	363
Staff costs	2,706	2,864	2,799	742	779	761	867	3,149	871	904	895	873	3,543	902
<b>EBITDA before special items</b>	<b>1,276</b>	<b>2,232</b>	<b>2,318</b>	<b>657</b>	<b>717</b>	<b>702</b>	<b>748</b>	<b>2,824</b>	<b>726</b>	<b>797</b>	<b>752</b>	<b>668</b>	<b>2,943</b>	<b>711</b>
Depreciation of right-of-use assets		862	828	236	220	196	206	858	205	202	193	185	785	185
Amortisation and depreciation of owned assets	129	119	100	18	21	41	29	109	23	29	34	32	118	31
<b>EBIT before special items</b>	<b>1,147</b>	<b>1,251</b>	<b>1,390</b>	<b>403</b>	<b>476</b>	<b>465</b>	<b>513</b>	<b>1,857</b>	<b>498</b>	<b>566</b>	<b>525</b>	<b>451</b>	<b>2,040</b>	<b>495</b>
<i>Gross margin, %</i>	17.0	19.5	20.2	20.6	20.4	19.9	19.4	20.0	19.0	19.1	19.1	19.0	19.1	19.6
<i>Operating margin, %</i>	3.7	4.0	4.6	5.0	5.5	5.3	5.2	5.2	4.9	5.2	5.0	4.5	4.9	4.9
<i>Conversion ratio, %</i>	21.6	20.3	22.6	24.3	26.9	26.6	26.6	26.2	25.7	27.3	26.4	23.6	25.8	25.1
Number of full-time employees (end of period)	12,850	13,644	14,003	14,222	15,503	16,942	16,888	16,888	17,001	16,484	16,496	16,701	16,701	16,291

Solutions (DKKm)	FY 2018	FY 2019	FY 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	FY 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	FY 2022	Q1 2023
Divisional revenue	13,229	14,390	14,608	3,609	3,997	4,739	6,389	18,734	6,162	6,182	5,841	6,224	24,409	5,625
Direct costs	10,194	9,421	9,239	2,261	2,620	3,022	4,178	12,081	3,840	3,858	3,516	3,877	15,091	3,340
<b>Gross profit</b>	<b>3,035</b>	<b>4,969</b>	<b>5,369</b>	<b>1,348</b>	<b>1,377</b>	<b>1,717</b>	<b>2,211</b>	<b>6,653</b>	<b>2,322</b>	<b>2,324</b>	<b>2,325</b>	<b>2,347</b>	<b>9,318</b>	<b>2,285</b>
Other external expenses	955	1,088	1,089	281	297	348	412	1,338	423	405	448	483	1,759	453
Staff costs	1,141	1,306	1,449	377	377	418	492	1,664	525	552	600	577	2,254	588
<b>EBITDA before special items</b>	<b>939</b>	<b>2,575</b>	<b>2,831</b>	<b>690</b>	<b>703</b>	<b>951</b>	<b>1,307</b>	<b>3,651</b>	<b>1,374</b>	<b>1,367</b>	<b>1,277</b>	<b>1,287</b>	<b>5,305</b>	<b>1,244</b>
Depreciation of right-of-use assets		1,326	1,422	369	359	378	440	1,546	461	486	525	595	2,067	557
Amortisation and depreciation of owned assets	230	236	248	58	66	87	119	330	124	128	139	146	537	139
<b>EBIT before special items</b>	<b>709</b>	<b>1,013</b>	<b>1,161</b>	<b>263</b>	<b>278</b>	<b>486</b>	<b>748</b>	<b>1,775</b>	<b>789</b>	<b>753</b>	<b>613</b>	<b>546</b>	<b>2,701</b>	<b>548</b>
<i>Gross margin, %</i>	22.9	34.5	36.8	37.4	34.5	36.2	34.6	35.5	37.7	37.6	39.8	37.7	38.2	40.6
<i>Operating margin, %</i>	5.4	7.0	7.9	7.3	7.0	10.3	11.7	9.5	12.8	12.2	10.5	8.8	11.1	9.7
<i>Conversion ratio, %</i>	23.4	20.4	21.6	19.5	20.2	28.3	33.8	26.7	34.0	32.4	26.4	23.3	29.0	24.0
Number of full-time employees (end of period)	20,025	22,777	21,478	22,188	22,814	32,007	31,866	31,866	31,845	31,730	32,588	32,077	32,077	31,511

# Balance sheet

(DKKm)									
<b>Assets</b>	<b>31.03.2023</b>	<b>31.03.2022</b>	<b>Variance</b>	<b>31.12.2022</b>	<b>Equity and liabilities</b>	<b>31.03.2023</b>	<b>31.03.2022</b>	<b>Variance</b>	<b>31.12.2022</b>
Intangibles assets	77,020	77,940	(920)	77,674	DSV shareholders' share of equity	70,503	75,621	(5,118)	71,519
Right-of-use assets	14,782	14,165	617	14,694	Non-controlling interests	217	197	20	222
Property, plant and equipment	6,363	6,309	54	6,284	<b>Total equity</b>	<b>70,720</b>	<b>75,818</b>	<b>(5,098)</b>	<b>71,741</b>
Other receivables	2,371	2,407	(36)	2,461	Lease liabilities	13,236	12,562	674	13,190
Deferred tax assets	3,396	3,248	148	3,494	Borrowings	21,433	21,487	(54)	21,398
					Pensions and similar obligations	1,270	673	597	1,183
					Provisions	4,179	3,477	702	4,260
					Deferred tax liabilities	464	503	(39)	504
<b>Total non-current assets</b>	<b>103,932</b>	<b>104,069</b>	<b>(137)</b>	<b>104,607</b>	<b>Total non-current liabilities</b>	<b>40,582</b>	<b>38,702</b>	<b>1,880</b>	<b>40,535</b>
Trade receivables	26,570	39,251	(12,681)	32,387	Lease liabilities	3,611	3,442	169	3,577
Contract assets	4,724	8,778	(4,054)	5,785	Borrowings	1,221	2,644	(1,423)	814
Inventories	2,602	958	1,644	1,889	Trade payables	13,514	16,899	(3,385)	14,992
Other receivables	5,217	4,188	1,029	4,179	Accrued cost of services	10,460	14,537	(4,077)	12,085
Cash and cash equivalents	11,682	11,049	633	10,160	Provisions	2,325	2,074	251	2,407
Assets held for sale	45	15	30	38	Other payables	9,688	10,615	(927)	9,640
					Tax payables	2,651	3,577	(926)	3,254
<b>Total current assets</b>	<b>50,840</b>	<b>64,239</b>	<b>(13,399)</b>	<b>54,448</b>	<b>Total current liabilities</b>	<b>43,470</b>	<b>53,788</b>	<b>(10,318)</b>	<b>46,769</b>
<b>Total assets</b>	<b>154,772</b>	<b>168,308</b>	<b>(13,536)</b>	<b>159,045</b>	<b>Total equity and liabilities</b>	<b>154,772</b>	<b>168,308</b>	<b>(13,536)</b>	<b>159,045</b>
Net working capital (NWC)	3,126	9,051	(5,925)	5,116	Net interest-bearing debt (NIBD)	28,960	29,621	(661)	29,870

# Investor Relations

## Share information

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

For further company information, please visit: [www.dsv.com](http://www.dsv.com)

## Financial calendar 2023

- 02 Feb. 2023** Annual Report 2022
- 16 Mar. 2023** Annual General Meeting 2023
- 27 Apr. 2023** Interim Financial Report, Q1 2023
- 25 Jul. 2023** Interim Financial Report, H1 2023
- 24 Oct. 2023** Interim Financial Report, Q3 2023

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