

GEOPOLITISK USTABILITET GIR USIKKERHET I LEVERANDØRKJEDEN

- HVORDAN HÅNDTERER VI DET?

October, 2026

DSV

- **Morten Sloth Madsen Ljunggren**
- **CCO – Chief Commercial Officer**
- **DSV Air & Sea Europe**
- **Responsibility within DSV**
  - + 800 FTE (Sales in Europe)
  - Across +35 entities
  - Annual revenue: bnNOK +120



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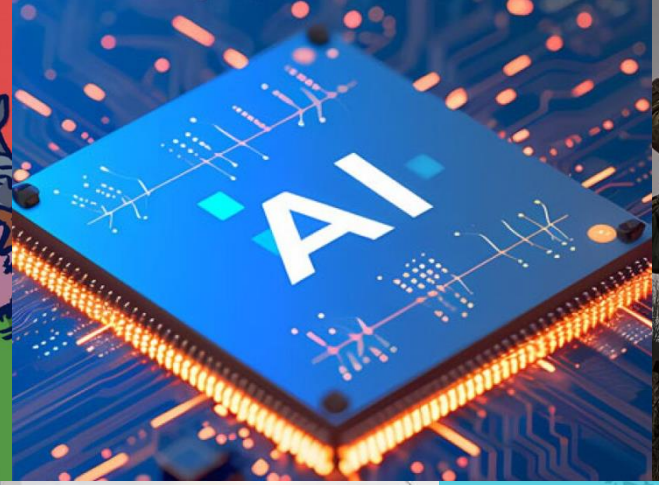
Put on a
HAPPY fa


LET'S HAVE A LOOK AT THE
ACTUAL PAIN-POINTS…



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INFLATION


FIGHT AUTOMATION, SAVE JOBS: DEMANDS SECURITY
AUTOMATION HURTS FAMILIES: ILA STANDS FOR JOB PROTECTION


Onshoring
The USA
Offshoring
Ukraine
Mexico
Nearshoring








CHINA
TAIWAN

AN EXAMPLE…


REMEMBER?

History tends to repeat itself

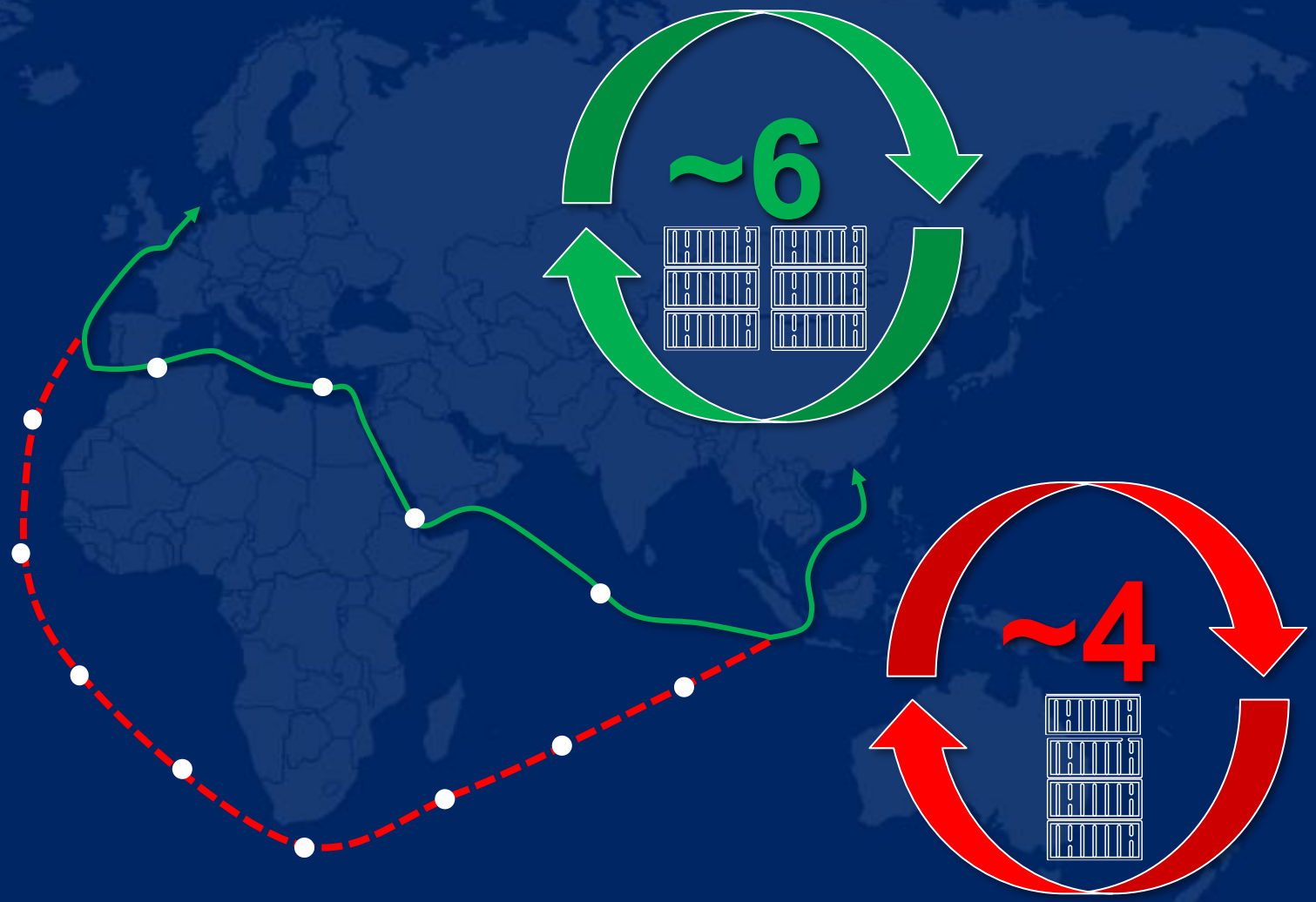


https://www.compassft.com/indice/xsicfene/

DSV public

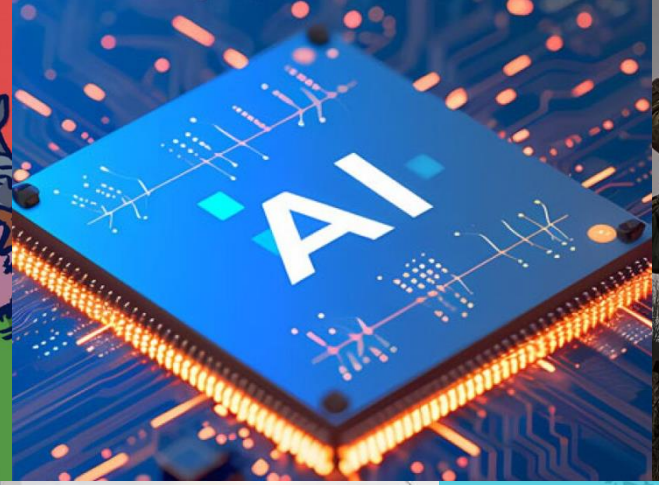
Transit times affecting global capacity (and rates)

- Ships operate on their respective trades as pearls on a string
- The longer the route, the more containerships you need to accommodate the capacity output
- Ensuring the same capacity output on e.g. Far East Asia → Europe, you need to move capacity from other trades (we create another challenge)
- Far East Asia – Europe is one of the biggest trades in the world, hence this creates a challenge world-wide





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THE GLOBAL TRADE MARKET IS MASSIVELY EXPOSED TO DISRUPTION


DISRUPTION
LOCAL UNION
STABLE TRADE FLOWS
STABLE GEO-POLITICAL SITUATION
STRONG GEO-POLITICAL ALLIANCES
FREE TRADE, OPEN MARKETS
ECONOMICAL SECURITY

ON CURRENT RADAR (BUT NOT LIMITED TO)…

BBC

Germany says Russia behind Leipzig airport drone attack

6 days ago

Share Save Add as preferred on Google

James Gregory and **Jessica Parker,** Berlin correspondent



BBC

Russia was behind parcel fires in UK and Europe, investigators say

6 March 2026

Share Save Add as preferred on Google

Jessica Rawnsley



BBC

Copenhagen and Oslo airports forced to close temporarily due to drone sightings

23 September 2025

Share Save Add as preferred on Google

Tabby Wilson



DSV public

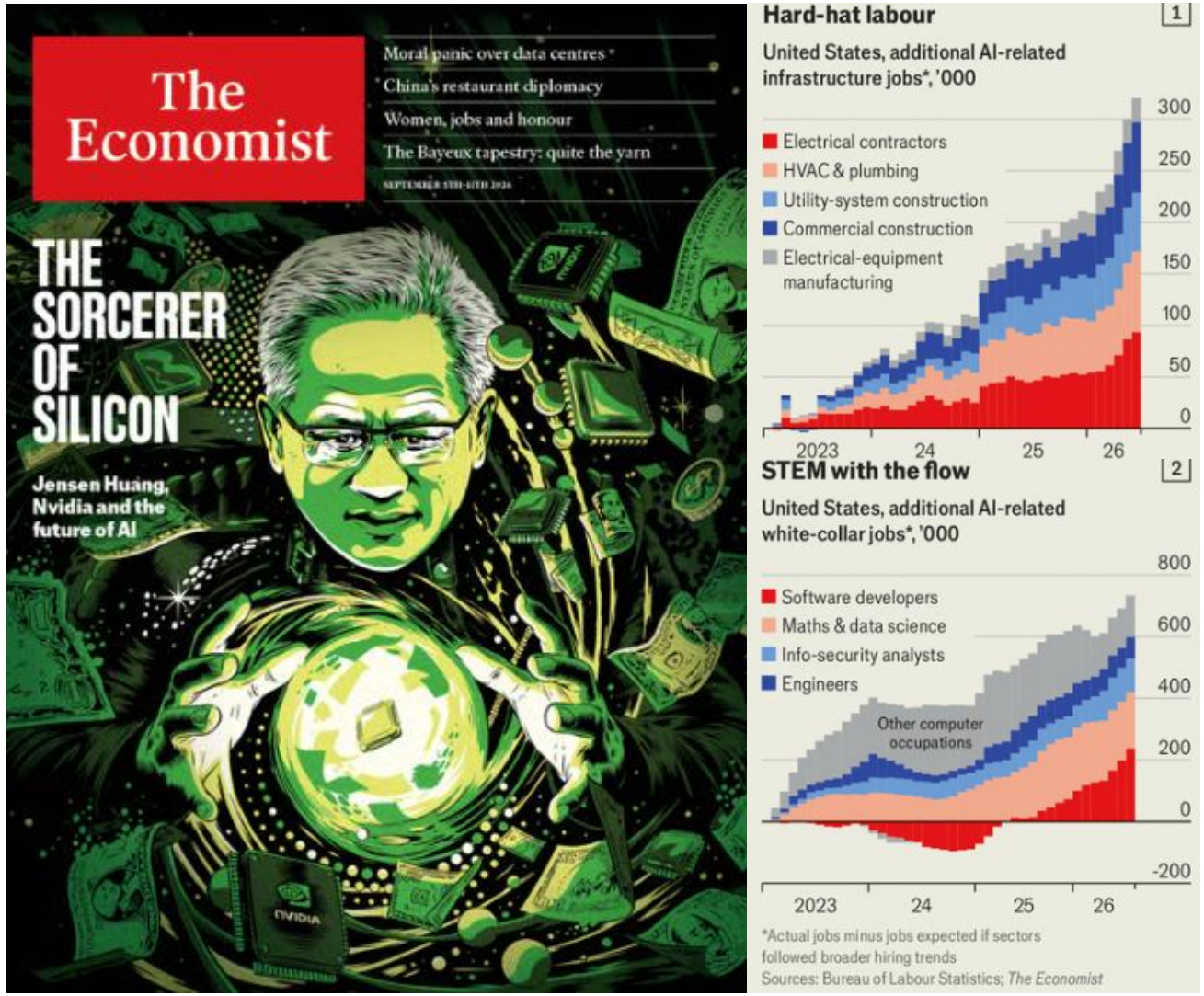
Javier Milei's outburst over the Falklands is a mark of weakness

In an interview with The Economist, Argentina's president stirs up tensions with Britain

Save Share



https://www.economist.com/the-americas/2026/09/04/javier-mileis-outburst-over-the-falklands-is-a-mark-of-weakness



https://www.economist.com/finance-and-economics/2026/09/04/the-jobs-apocalypse-is-postponed-an-ai-jobs-boom-is-here

SO HOW TO DEAL WITH ALL THIS STRESS?

ADAPTABILITY!

[AND TAKE CONTROL]



ALTHOUGH, HIRING STAFF ENABLING AN ORGANISATION TO TAKE SITUATIONAL ADVANTAGE, MIGHT BE A GOOD IDEA…

YESTERDAY

[IN FREIGHT FORWARDING]

FORWARDERS

IT

FINANCE

BLUE COLLARS

LEADERSHIP

TOMORROW

AI-EXPERTS

OPERATIONAL EXCELLENCE SPECIALISTS

COMMS SPECIALISTS

ANALYSTS

SUSTAINABILITY SPECIALISTS

SECURITY ADVISORS

CHANGE MANAGERS

INNOVATION SPECIALISTS

THE FIELD WE WILL COMPETE WITHIN WHEN FIGHTING FOR RESOURCES…







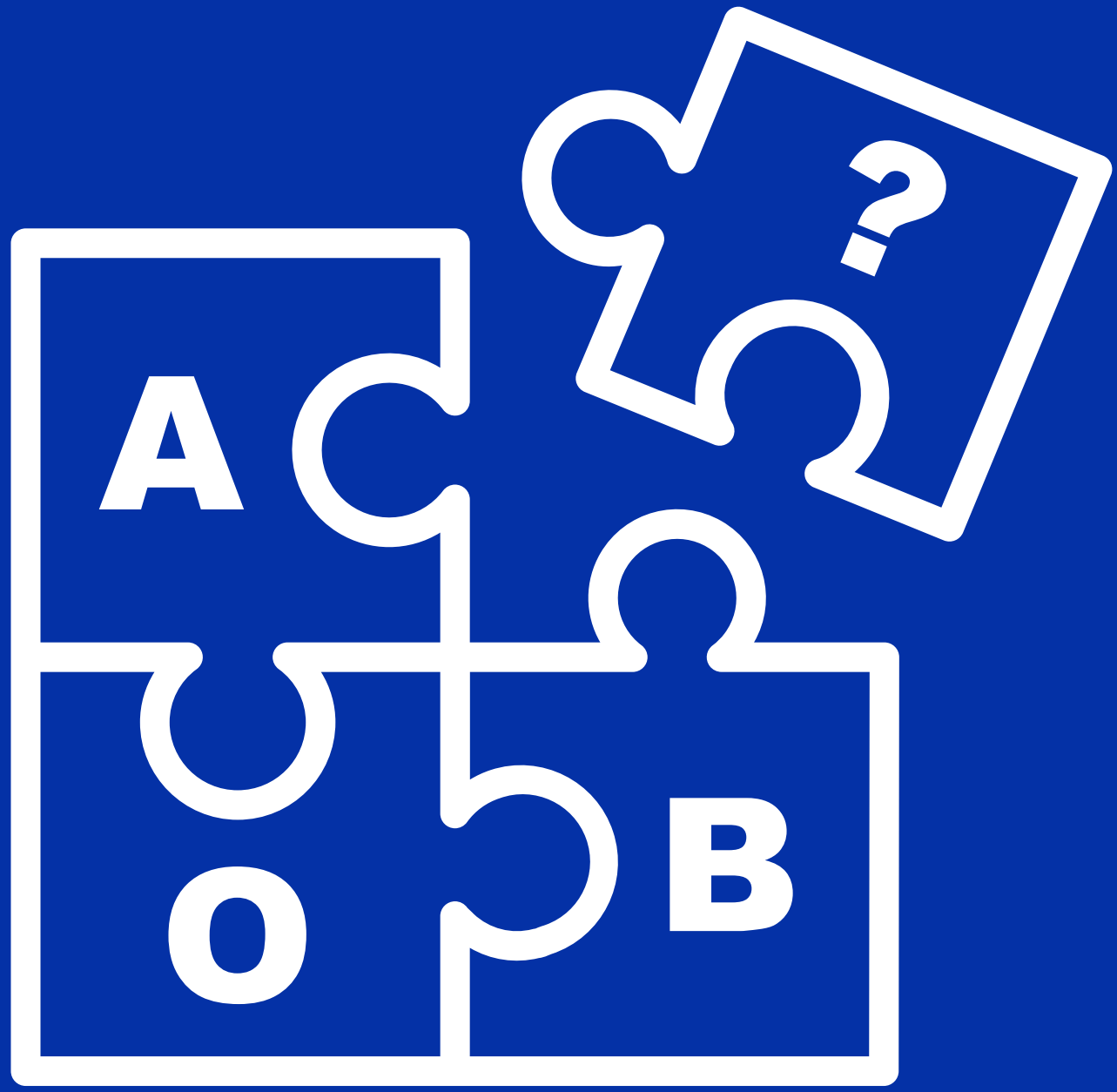
MEANWHILE MANY OF US HAS TO OFFER…







SO… REMEMBER TO STAND OUT FROM THE PACK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A
O
B

THANK YOU



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