

Media Kit

March 2011





CEVA - Making business flow

CEVA provides world class supply chain solutions for large and medium-size national and multinational companies across the globe. As an industry leader, CEVA offers customers complete supply chain design and implementation in contract logistics and freight management, alone or in combination.

CEVA's integrated global network has facilities in over 170 countries and more than 49,000 employees; all dedicated to delivering consistently excellent operations and supply chain solutions.

At CEVA we are focused on delivering operational excellence to our customers, each and every day. By uniting and working together, we focus on growing our business by offering outstanding supply chain services to our customers and developing our business to support theirs. At every link in the supply chain, we help make business flow.



2010 performance

Overall Financial Position

In 2010 CEVA achieved record revenue and robust EBITDA performance, building on the momentum established in the Third Quarter of the year. Annual revenue of €6.8 billion, a 25% increase on 2009, and EBITDA of €292 million were driven by a broad program of initiatives across the company.

We believe that we have made strong progress across the Group in 2010 – despite a challenging first half we have focused on business basics and driven a series of transformational projects which have provided us with good momentum as we enter 2011.

The strong momentum established in the Third Quarter, continued into Quarter Four with revenue for this period up by 22% on the prior year and EBITDA up by 35%. This represents a significant step forward for the Group following the precipitous falls in global logistics markets in late 2008 due to the financial crisis. Our Fourth Quarter revenues were will above 2008 levels (€1.6 billion and €58 million); up 15% and 53% respectively.

Financial Data

Full Year ended 31 December 2010

Key Financials (actual exchange rates)

€ millions	2010	2009	Change	Q4 2010	Q4 2009	Change
Revenue	6,847	5,494	25%	1,800	1,481	22%
EBITDA before specific items ¹	292	233	25%	89	66	35%

¹ EBITDA excludes the impact of specific items which are significant non-recurring items such as restructuring and integration costs, and certain legal expenses



Strengthening our capabilities:

- Our **Operations Excellence program** sets us apart from the competition and focuses on improving our performance across all operations.



- Visible performance management is how we ensure the effectiveness and consistency of our operations across the globe. We have recently enhanced our Operations Excellence approach: in addition to **SMART, Zero Defect Start up, LEAN and Performance Management**, we have introduced the building block of **Health, Safety and Environment**. These all combine to drive us further to an Operations Excellence culture.
- Our **LEAN program** continues to deliver efficiency and quality through waste reduction and sustainable continuous improvement. In 2010 we conducted over 8,200 Kaizen (continuous improvement initiatives) and our aim is to increase this number to 10,000 in 2011.
- Our **SMART** solutions are a set of established and proven processes which help us identify common areas where customers are able to standardize their core processes of supply chain solutions.
- Our project management process of **Zero Defect Start Ups** aims to deliver complete compliance at the start of a new project. It is designed to meet customer-defined quality and service expectations and has proven to deliver to that standard.
- Following the introduction of the **Site Classification Assessment** last year, where sites are assessed on 35 different metrics in 10 performance areas, we now have eight sites which have achieved Showcase Status – the highest possible standard. This is an ongoing initiative which brings substantial benefits to our customers.
- During the year, we continued to **strengthen our senior management** team by appointing some key members from inside and outside the industry to complement our existing capability: AnneHarm Barkema joined the Group on 1 September 2010 as Chief HR Officer bringing over 25 years experience of leading the HR function for multinational companies; In November Leigh Pomlett became President, Northern Europe in addition to his responsibilities for the UK, Ireland and Nordics sub-region; On 1 January 2011, Didier



Chenneveau joined CEVA as President Asia Pacific, replacing Vittorio Favati who has moved to the role of Global Business Development Officer. Didier joins us from a global supply chain role for an international technology company. In related moves, Coen van der Maarel, previously Chief Business Development Officer has taken on the newly created role of MD for Central and Eastern Europe.

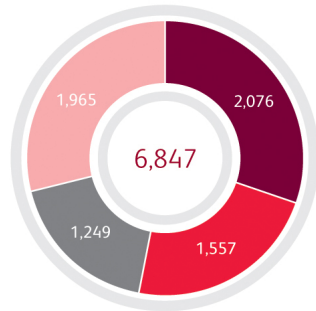
- We have continued to focus on sustainable supply chains. Sustainable cost reductions have been achieved through reducing energy costs, which also reduces our impact on the environment.



Key Facts and Figures

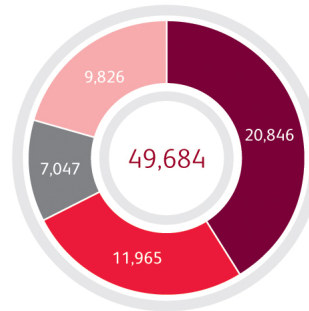
Revenue and employees by region 2010 (€million)

Revenue (€ millions)



■ Americas ■ Southern Europe, Middle East & Africa
■ Northern Europe ■ Asia Pacific

Employees



Revenue

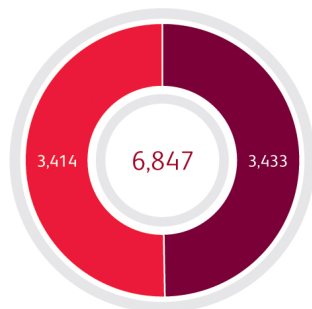
Region	Revenue (€m)	%
Americas	2,076	30
Northern Europe	1,557	23
Southern Europe, Middle East & Africa	1,249	18
Asia Pacific	1,965	29

Employees

Region	Employees	%
Americas	20,846	42
Northern Europe	11,965	24
Southern Europe, Middle East & Africa	7,047	14
Asia Pacific	9,826	20

Freight Management and Contract Logistics split 2010 (€m)

Revenue (€ millions)



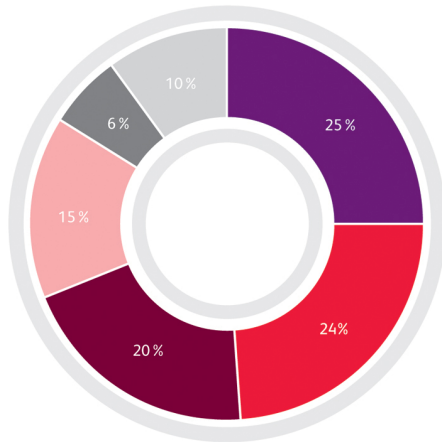
■ Contract Logistics ■ Freight Management

Division	Revenue (€m)	%
Contract Logistics	3,414	49.9
Freight Management	3,433	50.1



Sector split 2010

Our sectors



- Automotive
- Technology
- Consumer & Retail
- Industrial
- Energy
- Other

Sector	%	
Automotive	25	
Technology	24	
Consumer & Retail	20	
Industrial	15	
Energy	6	
Other	10	



Our roadmap for the future

We have a clearly defined vision for our business. Our vision is to become the most admired company in the supply chain by exemplifying Unity, Growth and Excellence in all that we do.

Our Vision: CEVA will be the most admired company in the supply chain industry by exemplifying Unity, Growth and Excellence

- *One company – one team*
- *Outperforming market growth*
- *Perfection is our goal.*

Our Mission: CEVA – Making business flow

Our Values: We are **passionate about our customers**

We are **energetic and eager**

We are **performance driven**

We are **successful**

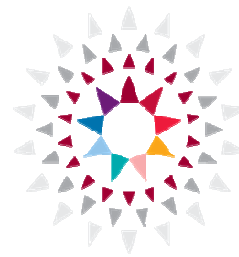
We are **agile and responsive**

We promote and value **diversity**

We value **people**

We are **supply chain masters**

Integrity and respect are our way of life.





Our 2011-2013 Strategy

The combination of our continued focus on a defined operating model, supplemented by significant transformational change, led to significantly improved results in the second half of 2010.

Moving into 2011, this will be supported by a new, definitive roadmap for the future, supported by an engaged and empowered workforce following a major review and renewal of our strategy at the end of 2010, which provides us with a definitive roadmap for the future. We enter 2011 anticipating that we will continue to strengthen our young company.

Our three year strategy is underpinned by our existing asset-light operating model, and our clear goal to become the most admired company in the supply chain industry. From 2011-2013, we will focus on five strategic priorities, supported by our values and the credo of Impeccable Execution.

Impeccable Execution

We have identified five priorities over the next three years that will underpin our strategy. Our goals include delivering best-in-class customer account management; being an employer of choice; significant growth and market leadership in China; being a top five ocean forwarder globally; and delivering industry leading Freight Management solutions through improved efficiency and productivity.

Century Account Program

Our Century Account Program continues to represent significant growth potential for our business. From 2011 we will take an even more focused account management approach to providing these customers with best-in-class account management and global, integrated solutions that increase our share of their logistics spend and drive profitable revenue.

Organizational Capability

We pride ourselves on our people and aim to be an employer of choice for top talent in the industry. To support our growth we will focus on enhancing our management quality, professionalism and organizational effectiveness, supported by standardized processes and systems worldwide.

China

China represents a major growth opportunity for CEVA. We are already well positioned across the entire supply chain in China where over 60% of our revenue comes from Century Account customers. We aim to increase our share of the market to five percent by 2013, by further building our capability and leveraging our integrated global network to support Chinese companies' globalization. Our joint venture has firmly established us as a leader in the automotive sector, and our growth plans include diversifying our business portfolio into other sectors.



Ocean

Ocean remains a focus for us in 2011, building on the success achieved in 2010 where total oceanfreight volumes were 672,000 TEU, of which 356,000 TEU were controlled shipments by CEVA - an increase of 27% of controlled volumes compared to 2009. For the remaining volume CEVA provided Freight Management services. CEVA has a relatively small share of the ocean market, and our ambition is to be within the top 5 ocean forwarders in total volumes and a top 10 in controlled volumes within the next three years. To achieve this we have established a focused leadership team and well defined target sectors, where we can provide a sustainable competitive advantage for our customers through value-added solutions.

Program UNO

Over the next three years, we will drive further improvements in our Freight Management processes and systems to deliver best-in-class service for our customers and optimal financial performance. By continuing to standardize business processes throughout the organization, we will increase the efficiency and quality of our service, as well as deliver cost savings that will increase the profitability of our operations. In 2010, we established the building blocks for this program and in 2011 will begin the roll out of standardized systems across the business.



Leadership Approach

The business is structured in four distinct geographical regions, with one leadership team managing all integrated operations in each area. Each region is represented on the Executive Board.

Executive Board

John Pattullo, Chief Executive Officer

John spent most of his early career working in supply chain management with Procter & Gamble. In 2005, John joined Exel, where he was CEO of the €6 billion EMEA division (freight forwarding and contract logistics). When Exel was acquired by Deutsche Post / DHL, he then ran the combined Exel and DHL contract logistics business in EMEA. He became CEO of CEVA in August 2007.



Rubin McDougal, Chief Finance Officer

Rubin spent 23 years at the Whirlpool Corporate in a variety of financial and strategic roles across the globe, culminating in two years as Vice President Finance for North America. In 2006, he became CFO at Case New Holland, before joining CEVA in July 2009.

Peter Dew, Chief Information Officer

Prior to joining CEVA in April 2008, Peter spent his career with the BOC Group; he became Chief Information Officer there in 1998. When BOC was acquired by the Linde Group in 2006, Peter became the CIO of the combined entity.



Dana O'Brien, Chief Legal Officer

After graduating from law school and spending one year clerking at the Supreme Court of Texas, Dana started work as Corporate Associate for Well, Gotshal and Manges, LLP. In 1999, she joined Quanta Services, Inc. and was appointed VP, General Counsel and Corporate Secretary of Quanta in 2001 and served in that capacity until joining EGL in 2005 as General Counsel, Chief Compliance Officer and Corporate Secretary. She assumed her current role following the merger in 2007.



Bruno Sidler, Chief Operating Officer

Bruno joined EGL as President of Europe, Middle East and Africa in February 2007. Prior to this, he had spent the majority of his 30 year career in the transportation industry with Panalpina World Transport in a variety of management functions and countries. In 1998 he was appointed CEO for the entire Panalpina Group, a €6 billion global freight forwarding business. He was appointed CEVA's President of Northern Europe in 2007 and assumed his current role at the beginning of 2010.



Vittorio Favati, Chief Business Development Officer

With over 24 years of industry experience and 16 years with EGL and now CEVA, Vittorio has held various national, regional and international executive positions across the business. Upon the completion of CEVA's acquisition of EGL, in 2007 he was tasked to lead the combined organization in Asia Pacific. Vittorio assumed his current role at the start of 2011.

AnneHarm Barkema, Chief Human Resources Officer

AnneHarm has worked for various leading multinational companies including, Dell, Honeywell and Philips, based in all key business regions of the world during this time. He spent six years at Dell where he held various roles most notably the HR leader for Europe and the Vice President of HR for their Asia business. AnneHarm became CEVA's Chief Human Resources Officer in September 2010.



Regional Leadership



Gianfranco Sgro, President Southern Europe, Middle East and Africa

Gianfranco started his professional career in 1992 with TNT's Express and Mail divisions. In 1994, he joined the team that set up the Fiat spare parts unit in Italy and Europe and subsequently established TNT Automotive Logistics in Italy, France, Spain and the UK. In 1995, he established TNT Logistics Brazil and in 1999 he was appointed President and Managing Director of TNT Logistics South America. After returning to Italy (2003) he was appointed Managing Director of TNT Logistics Italy and South America and assumed his current role in August 2007.



Leigh Pomlett, President Northern Europe

Leigh joined CEVA in September 2009 as Executive Vice President for UK & Ireland, having started his extensive career in logistics in 1980. Since then he has held various senior country and regional positions with Exel and DHL Supply Chain. Leigh joined the Executive Board as President, Northern Europe in November 2010, whilst retaining management responsibility for the UK, Ireland and the Nordics. With experience spanning all business sectors, Leigh is also a Visiting Professor of Logistics at Cumbria University.



Didier Chenneveau, President Asia Pacific

Didier joined CEVA at the beginning of 2011 from LG where he held the position of EVP and Chief Supply Chain Officer. Prior to joining LG in 2008, Didier was VP of Americas Operations for HP's Imaging and Printing Business. He was based in San Diego, USA. He also worked in Europe running the HP's Consumer PC Business and in various managerial Financial and Operations roles. Before joining HP, Didier worked for Caterpillar.

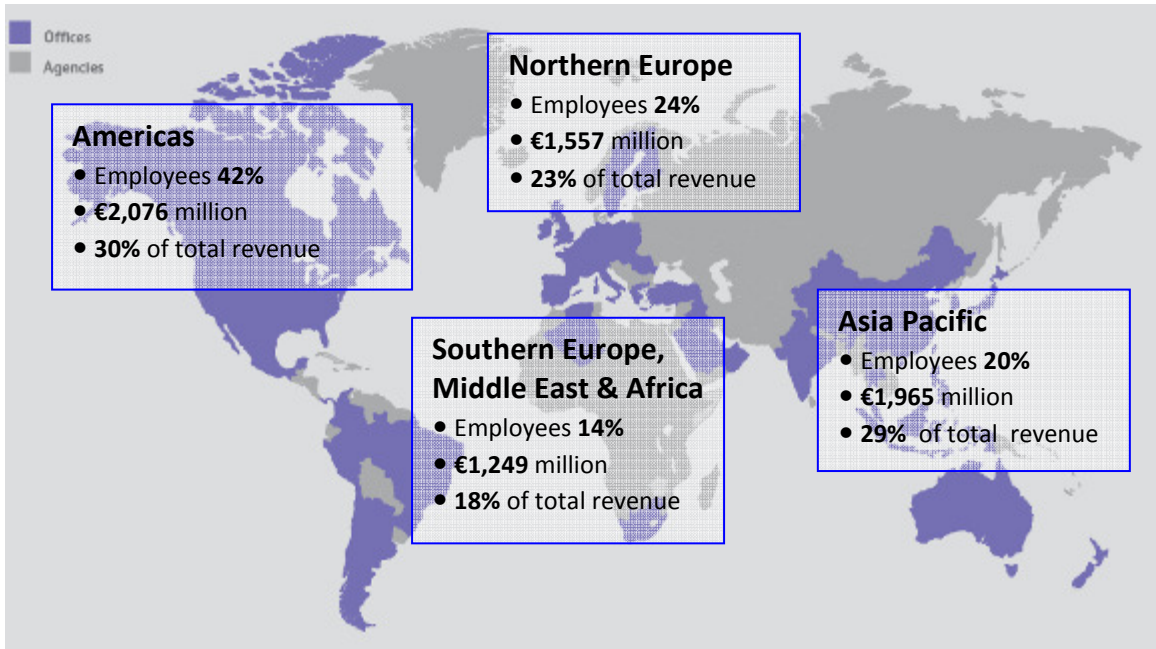
Matt Ryan, President Americas

Until the end of 2008, Matt was Executive Vice President of World Wide Operations and Logistics at Flextronics International. He joined CEVA in August 2009 as Chief Operating Officer, bringing 15 years experience from Flextronics, where he ran end-to-end contract manufacturing and logistics operations generating revenues in excess of US\$20 billion. He assumed his current role at the beginning of 2010.





Regional Overview





Solutions and Services

CEVA's **services** can be broadly categorized in two main areas:

Contract Logistics includes warehousing and ground based distribution, offered separately or in combination. Customers also benefit from CEVA's SMART methodology which transfers best practices and standardized solutions for key products.



Freight Management includes coordinating the movement of products and materials by air, ground or ocean using the most efficient mode of transport meeting the customer's expectations in terms of cost, speed, reliability and protection of goods.

Integrated supply chain management: CEVA can provide just one service or many, depending on customer needs. Increasingly, for our customers, we co-ordinate several specific activities, from managing the complete supply chain and executing the most critical activities to designing and transforming the supply chain while third parties perform the services under our management. For customers who utilize CEVA in the role of total supply chain management provider, we offer a single point of contact for all supply chain activities, optimizing service and cost across the entire supply chain.

The services we provide include:



Manufacturing Support: our solutions include receipt and management of raw material and products at source. Products are checked, re-packaged or other value-added services are included before onward transportation. CEVA manages the flow of materials between hundreds of suppliers and plants supported by our advanced and robust IT systems that link multiple locations in an open environment.

Inbound Transportation: CEVA provides a wide range of multi-modal capabilities, time definite services and complete customs brokerage with web-enabled tracking solutions. Our offerings combine detailed knowledge of worldwide and local regulations to ensure the smooth flow of cross border shipments coupled with the flexibility to select the appropriate mode of transport dependent upon requirement.





Warehousing & Distribution Centers: As one of the world's largest warehousing providers. CEVA offers dedicated and shared warehousing options for the storing of our customers' goods. For some customers, we operate a network distribution centers which creates an effective route to market and may include a range of value-added services to improve costs, cycle times and inventory management.

Outbound Transportation: To support the final stage of the journey, we operate dedicated and/or shared transportation services. This includes our CEVA Ground operations, which manages transport networks for customers.



Aftermarket Services: Aftermarket logistics has received increasing recognition as a differentiator between manufacturers and is therefore a core activity for CEVA. We operate spare parts warehousing and distribution activities in all regions and offer a wide range of aftermarket logistics including returns, repairs, reverse logistics and call center services.

Final Mile Solutions: For finished goods, we also offer final mile and home delivery for consumer items. The CEVA Home solution and our network of one- and two-person delivery crews provides home delivery, set up, installation and reverse logistics.





Our sector approach

Our sector experts understand the needs of our customers and develop specific solutions to meet their complex demands. In addition to our five dedicated sectors, CEVA also has two areas where we employ specialists to develop and deploy solutions to key industries. These are:

- Healthcare
- Publishing.

Automotive

The global automotive industry plays a pivotal role in the world economy. Through offering unparalleled end-to-end solutions for the industry, CEVA is a recognized market leader in automotive logistics, servicing the needs of major automotive original equipment manufacturers and suppliers.

Technology

Innovation, security and flexibility are the key words in the supply chain for the technology sector. In this highly competitive and constantly changing environment, our customers require continuously improving solutions and services allowing them to maintain their market positions. We understand the challenges this presents and offer rapid and dynamic supply chain solutions to get their products to market.

Consumer & Retail

Ever changing expectations of end consumers are directly translated into requirements that Consumer & Retail customers have of their supply chain providers. E-commerce and non-traditional channels are normal business for CEVA partners. Anticipating these industry requirements, CEVA's solutions add value, flexibility and velocity to support the sector in responding to changes in the market.

Energy

The dynamic nature of energy supply and demand puts pressure on companies in the sector to be ready at a moment's notice to mobilize resources quickly and effectively anywhere around the world. CEVA's global presence combined with local expertise and strategic hub locations provide answers to this challenge.

Industrial

Ongoing pressure on costs and shifts in scale have resulted in further globalization of industrial operations. Due to the outsourcing of production and assembly to low cost countries, supply chains are often lengthening. Consumers are not willing to wait; they expect their customized products on demand. CEVA's process-driven approach helps to improve supply chain visibility and anticipate the needs of our industrial customers as they seek to meet the demands of their end customers.



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