



The World of CEVA Logistics

1	Global player	c. \$7.4bn Revenue	approximately 58,000 employees and temporary workers	Present 160 Countries ⁽¹⁾	#5 in Contract Logistics in Freight Management #14
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2	Blue-chip customer base	57% of gross revenue with top 100 customers		Average relationship of 15 years with the top 30 customers	
		3	Broad service range	Manages c. 9m sqm warehouse space across over 750 locations	477,000 tonnes Air Freight
4	Strong joint venture in China			c. \$1.4 bn Revenue	50:50 ownership split with a Chinese industrial partner

¹ Direct presence in about 60 countries and exclusive agents in more than 100 countries

Our Primary Services

Freight Management

Short Description of Activities	Air Freight <ul style="list-style-type: none"> Air Freight Services <ul style="list-style-type: none"> Standard expedited service Shipment with transit time 48 – 96 hours Consolidation through CFS Air Charter and On-board Courier 	Ocean Freight <ul style="list-style-type: none"> Full Container Load Less than Container Load Freight Management Services Ocean Charter and Project Solutions 	Other Services
	Ground <ul style="list-style-type: none"> Full and less-than-full truckload services Expedite network US Dedicated transport Asset-light model 	Additional Services <ul style="list-style-type: none"> Value Added Service (VAS) – complementing services e.g. cross-docking, packing/repacking Customs brokerage (standalone) 	

Contract Logistics

Description of Activities	Warehousing and value added services <ul style="list-style-type: none"> Central & regional distribution centers Light manufacturing / customization and other value added services Returns and reverse logistics Quality control and export services 	Transportation and distribution <ul style="list-style-type: none"> Just-In-Time transportation & sequencing Outbound / store delivery incl. mission-critical spares White Glove delivery and installation 	Supply chain solutions <ul style="list-style-type: none"> Supply chain design and execution over multiple modes and geographies Controlling and monitoring solutions 4PL service offering integration and management of other 3PL providers
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2019: A New Chapter for CEVA

3 Leveraging of CMA CGM overall platform to support the development of CEVA

- A** Back-office mutualization
- B** Joint procurement

1 Accelerated structural transformation

- A** Focus on commercial development / cross-selling
- B** Adapt matrix organization and strengthened management team
- C** Profitability improvement
- D** Upgrade and standardization of processes and IT architecture



2 Acquisition of CMA CGM's freight management activities

- A** Attractive middle size freight forwarding platform
- B** Significant synergies expected from the combination of CMA CGM Log and CEVA's FM

New medium term (2021) strategic targets

Revenues	▪ >\$9bn	5% growth
Adjusted EBITDA	▪ US\$470-490m	
EBITDA	▪ US\$410-430m	4.5-5.0% margin

Developed in partnership with CMA CGM

CEVA Management



Xavier Urbain
Chief Executive Officer



Nicolas Sartini
Group Chief Operating Officer and Deputy CEO



Serge Corbel
Chief Financial Officer



Laurent Binetti
Chief Commercial Officer



Jérôme J. Lorrain
Chief Operating Officer, Freight Management Air and Ocean



Brett Bissell
Chief Operating Officer, Contact Logistics



Kenneth J. Burch
Chief Legal Officer



Christophe Cachat
Chief Information Officer



Pierre Girardin
Chief Human Resources Officer



Leigh Pomlett
Executive Director

Corporate Contact Details

Americas
+1 281 618 3100

Asia
+65 727 4222

Europe
+44 330 587 7000

SVP Investor Relation
Pierre Benaich
pierre.benaich@cevalogistics.com
+41 41 547 0048

Group Head of Marketing and Communication
Matthias Hochuli
matthias.hochuli@cevalogistics.com
+41 41 547 00 52