



## Press pack

### ABOUT CEVA

#### Introduction

CEVA is the world's largest "pure play" contract logistics company.

We design, implement and operate complex supply chain solutions on a national, regional and global scale.

We leverage decades of experience to manage transportation networks whose geographic spread, product flows and users are varied. We use technology to optimise, integrate and create visibility throughout the supply chain.

We serve medium and large enterprises in 26 countries with a focus on six sectors: Automotive, Tyres, Electronics, FMCG, Industrial, and Publishing and Media.

CEVA employs 38,000 people and manages more than 7,4 million square meters of warehouse space.

CEVA is owned by affiliates of Apollo Management L.P., a leading private equity firm based in New York.

#### Mission

CEVA is passionate about supply chain management. It is our mission to deliver value to our customers through robust and repeatable supply chain solutions on a local, regional and global scale.

We go beyond the boundaries of traditional supply chain management and design innovative solutions based on state-of-the-art technology, advanced supply chain engineering and our global operational expertise.

Everything we do is measured by rigorous standards. We invest in relationship management to ensure perfect communication with our customers.

#### Strategy

CEVA's ambition is to be the recognised global leader in our target industry sectors by designing, implementing and operating complex supply chain solutions and using information technology to achieve integration and visibility throughout the process.

CEVA's strategy is based on three cornerstones to reach our ambition:

- 1. Customer and sector focus**

Key elements here include Key Account Management (KAM) and the focus on a number of target sectors, including Automotive, FMCG & Retail, Electronics, Tyres and Industry.

- 2. Operational excellence**

The objective is to further develop, define and implement industry leading operational

standards, including policies, processes and performance levels. A key initiative is LEAN which is designed to increase productivity, reduce costs and improve service levels. This is realised through reducing waste by eliminating non-value adding processes, reducing inflexibility by better matching of throughput and demand and reducing variability, i.e. improving process reliability.

### **3. Technological leadership**

This is driven through the continued development and roll-out of Matrix™. Matrix™ is our flagship IT suite that is built on best-of-breed proprietary and off-the-shelf software solutions, and provides real-time links between CEVA and our customers. Matrix™ supports inbound, outbound and reverse logistics processes across multiple verticals, and comprises a complete range of transportation, inventory management, order fulfilment, financial settlement and e-commerce applications.

### **Smart Standardisation**

Smart Standardisation is an example of the combination of our three strategic pillars. Smart Standardisation is the development and implementation of standard solution sets for specific customer segments based on similar customer needs. Through Smart Standardisation, we aim to deliver even higher levels of overall operational performance by leveraging scale and skills across global operations.

## **PRODUCTS & SERVICES**

CEVA designs and executes logistics activities across the entire supply chain. These include inbound logistics, manufacturing support, outbound logistics and distribution, as well as the aftermarket services for spare parts and returns.

### ***Strategy and design***

Supply chain management requires an integral approach to several aspects of our clients' business:

- functional strategies
- organisational structure
- decision making
- resource management
- support functions
- systems and procedures

Our teams of experienced supply chain engineers can assess the effectiveness of our customer's supply chains at the strategic, tactical and operational level through the use of various best-of-breed software tools and in-house applications.

### ***Inbound Logistics***

Manufacturing and assembly plants need to get parts and raw materials in the right sequence, the right quantity, the right quality and at the right time. In order to reduce inventory levels, manufacturers need to streamline their supply chains and increase their visibility.

CEVA is the leading expert in providing inbound logistics to, for example, the automotive industry, aerospace engine manufacturers and producers of industrial equipment.

Our service extends beyond transportation and warehousing and includes:

- Kitting
- Quality control



- Milk runs
- Sequencing
- Vendor Inventory Management (VIM)

### ***Manufacturing Support***

As our customers increasingly focus on their core activities, CEVA Logistics takes over many tasks in the manufacturing process itself. Services we offer in this area of the supply chain are:

- Sub-assembly
- Inventory planning
- Line replenishment
- Packing

### ***Outbound Logistics***

Once produced, goods need to be delivered to customers in a cost-effective way that still meets expectations regarding service and availability. CEVA's puts its extensive experience in warehousing and distribution of finished goods at the disposal of clients worldwide.

Throughout the world, we manage and operate over 500 warehouses on behalf of our customers with a combined space of more than 7 million square metres. In most of these warehouses CEVA stores finished products and spare parts.

For straightforward storage or other regular warehousing requirements we offer shared facilities, which will lead to lower cost for our customers. We can also design and implement customised storage facilities with additional features, including:

- Dedicated warehousing
- Multi-user warehousing
- Bonded warehousing
- Automated warehousing

We can organise and manage all inbound and outbound transportation among suppliers and warehouses or production facilities. This can include transport by air, sea or land. Whether it is a purchased or managed transportation arrangement, we oversee and manage the entire process directly.

Examples of other services that we offer in the outbound logistics area are:

- Line-hauls
- Home delivery
- Installation
- Picking and packing

### ***Aftermarket Logistics***

The delivery of spare parts is an increasingly important element of the supply chain for many of our customers. Service expectations by end-users in industries such as electronics and automotive are increasing and spare parts delivery allows manufacturers to differentiate themselves from competitors.

For CEVA aftermarket logistics is a core activity. We provide these solutions around the world for customers in different industries.



Services that we can offer in the area of aftermarket logistics are:

- Returns logistics
- Repairs
- Reverse logistics
- Call centres

### ***Lead Logistics Provider***

After redesigning and optimising a customer's supply chain, CEVA will focus on managing the information technology and information flows. The Lead Logistics Provider (LLP) concept is based on the total management of the supply chain.

As a Lead Logistics Provider, we provide a wide range of logistics services to the entire supply chain, sometimes by using carefully selected logistics partners or transport companies.

Our customer benefits from having just one logistics operator that oversees the entire supply chain. As LLP, we act as a seamless intermediary between our customer and the subcontracted providers, thus acting as a single point of contact for our customer.

### **History**

CEVA is the world's largest pure play contract logistics provider. Our origins are with TNT, which was founded in Australia in 1946.

In 1996 Australia-based TNT was acquired by postal and telecom company KPN in the Netherlands. Two years later the telecom and postal division of KPN were separated. The new company, called TNT NV, was then organised around three divisions: TNT Logistics, TNT Express and TNT Post.

At the end of 2005 TNT announced its intention to sell its contract logistics activities as the result of a revised strategic focus. In the autumn of 2006 TNT Logistics was sold to affiliates of Apollo Management L.P. TNT Logistics was re-branded CEVA in December 2006.

### **Corporate sustainability**

In our daily activities CEVA strives to contribute to a better social climate and to reduce the environmental impact on communities around the globe. We are committed to policies and practices that promote sustainable development.

We are in the process of employing all the relevant international standards wherever they apply in the organisation. These include:

- OHSAS 18001 (for work place safety)
- SA 8000 (for social responsibility)
- ISO 9001 (for operational excellence)
- ISO 14001 (for environmental management)
- Investor In People

These international standards are important as they provide an objective and accepted baseline to which employees, customers, suppliers and other stakeholders can adhere to.



### **Partnership with WFP**

Since 2002, CEVA has been an active partner of the United Nations World Food Programme (WFP), the world's largest humanitarian aid agency.

Each year, WFP provides food aid to an average of 90 million people, including 56 million hungry children, in more than 80 countries. Unfortunately, it is still falling behind in its struggle to provide sufficient food for those who are starving. Every day 800 million people go to bed hungry and a child dies of hunger every five seconds.

CEVA has committed its expertise, skills and resources to helping WFP fight world hunger by way of knowledge transfer, hands-on support as well as funding and awareness initiatives.

Visit <http://www.wfp.org/> for more information on WFP.

### **CEVA Logistics FACTS & FIGURES (2005)**

Total number of warehouses	- more than 550
Total square metres	- 7.4 million
Total number of staff	- 38,000
Number of countries	- 26
Revenue in 2005	- €3.5 billion

### **BIOGRAPHIES OF CEVA LOGISTICS MANAGEMENT**

CEVA Logistics is a truly global business with significant operations in Europe, North and South America, Asia and Australia. These are managed by regional business units.

Dave Kulik, CEO, heads CEVA. A team of highly talented and experienced regional Managing Directors and Corporate Directors supports him:

#### **Responsibility**

CEO  
MD Australia, South East Asia & China  
MD Benelux, France, Spain & Turkey  
MD Central & Eastern Europe  
MD Italy & South America  
MD North America a.i.  
MD United Kingdom  
Director Business Development and Marketing  
CFO  
Director Operations and Standardisation  
Director Human Resources and Corporate Services  
Director Procurement

#### **Name**

Dave Kulik  
Howard Critchley  
Onno Meij  
Christian Fürstaller  
Gianfranco Sgro  
Dave Kulik  
Neil Crossthwaite  
Pierre Girardin  
Stuart Young  
Ian Truesdale  
Graeme Taylor  
Simon Boggis



### **Profile Dave Kulik**

Dave Kulik is CEO of CEVA Logistics.

After receiving a B.S. degree in Transportation from Youngstown State University in 1971, Dave began his career with Preston Trucking Company as a Terminal Manager in Warren, Ohio. He joined Campbell Express in 1976 as District Manager. In 1979 he was recruited as Vice President, Sales and Marketing for Penn Yan Express in New York.

In 1982 he moved to IU International, a transportation conglomerate, and held officer level positions with LandStar and CTI Logistx in Jacksonville, Florida. CSX purchased CTI in 1988 and Dave was named COO in 1992 and President/CEO in 1994. TNT N.V. (then TPG), through its logistics division TNT Logistics, purchased CTI from CSX in 2000 and Dave was named President/CEO of TNT Logistics in North America. In 2003 he was appointed as Group Managing Director of the division TNT Logistics. In 2006 TNT N.V. sold TNT Logistics to Apollo Management Ltd.. The division was renamed CEVA and Dave accepted the position of CEO.

His professional affiliations include Council of Logistics Management, ATA, TBCA, International Center for Competitive Excellence and AST&L. He is a frequent speaker at CLM, the Ohio State University and the University of North Florida and has lectured on the 3PL industry at MIT, Penn State University and University of New York.

### **Profile Howard Critchley**

Howard Critchley is Managing Director of CEVA Logistics Australia and is a member of the CEVA Board of Management.

Howard has over 25 years experience in sales, marketing, business development and general management roles. He was educated at Monash University in Victoria, Australia, obtaining a Bachelor Economics Degree and a Master of Business Administration. He has worked in both the logistics industry with Refrigerated Roadways and TNT Logistics, CEVA's name before it was sold to Apollo Management Ltd. in 2006.

### **Profile Onno Meij**

Onno Meij is Managing Director of CEVA Logistics Benelux, Spain and Turkey and is a member of the CEVA Logistics Board of Management.

Onno studied at the Academy of Physical Education in the Netherlands. After serving as sports instructor he studied Business Administration at the University of Groningen and graduated in 1992. Subsequently he obtained a Masters in Transport and Logistics Management from the University of Brabant, the Netherlands.

Onno started his career with express and mail service provider TNT in 1992 and progressed through a variety of financial and management roles. From 1999 to 2002 Onno was the Finance Director of the Business Unit Air and Road Network for the Express division of TNT. In 2002 he was appointed as Managing Director for TNT Logistics Benelux & Multi Country Logistics, including TNT Show Freight and High Tech Logistics.

In 2004 Onno assumed responsibility for Spain and Turkey. In 2006 TNT N.V. sold TNT Logistics to Apollo Management Ltd. TNT Logistics was renamed CEVA and Onno became the Managing Director for Benelux, Spain & Turkey.



### **Profile Christian Fürstaller**

Christian Fürstaller is Managing Director for CEVA Logistics Central & Eastern Europe and is a member of the CEVA Logistics Board of Management.

Christian, a former professional football player, began his career in 1984 with the Quehenberger Logistikgruppe, where his last position was that of CEO. In 2002 Christian was appointed COO of Thiel Logistik. One year later, he joined TNT Logistics as COO of TNT Logistics Central & Eastern Europe.

In 2006 parent company TNT N.V. sold TNT Logistics to Apollo Management Ltd. TNT Logistics was renamed CEVA and Christian became the Managing Director for Central & Eastern Europe.

### **Profile Gianfranco Sgro**

Gianfranco Sgro is Managing Director of CEVA Logistics Italy and South America and is a member of the CEVA Board of Management.

Gianfranco started his professional career with express and mail service provider TNT in 1992, winning a study grant in collaboration with Turin Polytechnic. His first position was that of Assistant to the Operations Manager.

In 1994 Gianfranco joined the team that set up Fiat Auto's Spare Parts Unit in Italy and Europe, and subsequently established TNT Automotive Logistics in Italy, France, Spain and UK. In 1995 Gianfranco established TNT Logistics Brazil, of which he became the Operations Manager in 1998.

In 1999 he was appointed President and Managing Director of TNT Logistics South America, leading the growth of the company with the acquisition of important contracts such as GM, Ford, Fiat, Philips and Bosch.

In 2003 Gianfranco returned to Italy as Managing Director of TNT Logistics Industry & Consumer. In 2004 he was appointed Managing Director of TNT Logistics Italy & South America.

In 2006 parent company TNT N.V. sold TNT Logistics to Apollo Management Ltd. TNT Logistics was renamed CEVA and Gianfranco became Managing Director for Italy and South America.

### **Profile Neil Crossthwaite**

Neil Crossthwaite is Managing Director of CEVA United Kingdom and is a member of the CEVA Board of Management.

Neil joined express and mail provider TNT in 1978 and has held several senior management roles prior to being appointed Managing Director TNT Logistics UK Ltd. in 1990.

In 2006 parent company TNT N.V. sold TNT Logistics to Apollo Management Ltd. TNT Logistics was renamed CEVA and Neil became Managing Director for United Kingdom

Neil is a Fellow of the Chartered Institute of Transport, a Fellow of the Institute of Logistics and a Member of the Institute of Directors.



#### **Profile Pierre Girardin**

Pierre Girardin is Director Business Development and Marketing and is a member of the CEVA Logistics Board of Management.

Pierre started his career with Caterpillar in 1984, holding several senior management roles. Five years later he moved to McKinsey & Co as a leader of the Worldwide Transport and Logistics Practice in Amsterdam, the Netherlands. He was elected partner in 1996.

In 2001 he joined TNT Logistics as Managing Director for France, Spain and Turkey. In 2006 parent company TNT N.V. sold TNT Logistics to Apollo Management Ltd. The division was rebranded into CEVA and Pierre became Director Business Development and Marketing.

Pierre received his master of science of mechanical engineering from the Swiss Institute of Technology (ETH - Zurich) in 1983 and an MBA from INSEAD in 1989.

#### **Profile Stuart Young**

Stuart Young is CFO for CEVA Logistics and is a member of the CEVA Logistics Board of Management.

Stuart joined CEVA from DHL Exel Supply Chain, where he had an impressive track record over the last 14 years, culminating in his last role as CFO of the EMEA region of that group. Prior to this role, he held a number of senior positions in Exel in the areas of Finance and Commercial management and has overseen several major organisational changes the corporate and operational levels.

#### **Profile Ian Truesdale**

Ian Truesdale is Director Operations and Standardisation and is a member of the CEVA Board of Management.

Until 2004 Ian was Global Director of Operations Development at Exel. Prior to that he worked as Operations and Strategy consultant with Booz Allen & Hamilton and Production Control and Logistics Specialist with Toyota. Ian joined TNT Logistics in 2004 as Corporate Director Operations and Standardisation. In 2006 parent company TNT N.V. sold TNT Logistics to Apollo Management Ltd. The division was rebranded into CEVA and Ian became Director Operations and Standardisation.

Ian is an Engineering Graduate from the University of London having completed his Engineering Apprenticeship with Westland Helicopters and also has an MBA from Cranfield School of Management.

#### **Profile Graeme Taylor**

Graeme Taylor is Director Human Resources and Corporate Services and is a member of the CEVA Logistics Board of Management.

Graeme joined TNT in 2000 after having spent his career with LloydsTsb Bank, Price Waterhouse and Inchcape Plc where he held numerous senior international Human Resources positions in a variety of locations. In 2004 Graeme was appointed Human Resources Director with global responsibility for HR for TNT Logistics. In 2006 parent company TNT N.V. sold TNT Logistics to Apollo Management Ltd. The division was



rebranded into CEVA and Graeme became Director Human Resources and Corporate Services.

Graeme graduated from York University in the UK with a degree in Economics.

### **Profile Simon Boggis**

Simon Boggis is Director Procurement and is a member of the CEVA Logistics Board of Management.

Simon started his professional career with TNT in 1984 holding a number of progressive senior management positions. Early 2006 he was appointed Procurement Director for TNT Logistics with global responsibility for procurement in the organisation. Mid 2006 parent company TNT N.V. sold TNT Logistics to Apollo Management Ltd. The division was rebranded into CEVA and Simon became Director Procurement.

Simon is a full member of the Chartered Institute of Purchasing and Supply.

### **PROFILE OF APOLLO MANAGEMENT**

Apollo Management is a recognised leader in private equity, debt and capital markets investing. The firm employs more than 70 professionals and has offices in New York, London and Los Angeles. Founded in 1990, Apollo has invested over \$16 billion in companies representing a wide variety of industries both in the US and internationally. Apollo is currently investing its sixth private equity fund, Apollo Investment Fund VI, L.P., which along with related co-investment entities, represents approximately \$12 billion of new capital. The intended purchase of TNT Logistics is led by Apollo's London-based team.

Apollo is one of the few private equity funds with a focus on the distribution, transportation and logistics industries. The firm's investments in the transportation and logistics industries includes Pacer International, a leading provider of international intermodal logistics services, and Quality Distribution, a leading provider of bulk transportation services. Apollo has also made investments in the distribution industry including Metals USA, one of the largest metal service centers in the United States and a value-added manufacturer and distributor of metal building products, and United Agri-Products, a leading distributor of agricultural chemicals and fertilizers in North America. Much of Apollo's investing success in these and other transactions is attributable to supporting solid management teams in the execution of well-developed business strategies.

Apollo recognises the significant potential for consolidating in the logistics marketplace and is eager to apply its knowledge and experience in partnership with TNT Logistics. Apollo's investment in TNT Logistics is based in a large part on its belief in the continued convergence of contract logistics and transportation services. Apollo's experience with its other logistics portfolio companies has shown that the bundling of contract logistics with transportation services is becoming increasingly important. Apollo expects to reinforce many of the programs initiated by management including: (i) continuing Lean, Smart Standardisation, Procurement, etc., (ii) maintaining TNT Logistics' leadership in the automotive market, (iii) expanding TNT Logistics' presence in other industry verticals, (iv) continuing to pursue growth in emerging high growth markets, (v) expanding the scope of services that TNT Logistics currently offers to include transportation services such as freight forwarding and (vi) capitalising on cross-selling opportunities.



Apollo's current and past investments include Affinion, AMC Entertainment, Cablecom, General Nutrition Centers, Goldman Global, Hexion Specialty Chemicals (which includes the former coatings and inks resins division of Akzo Nobel and Resolution Performance Products formerly owned by Royal Dutch Shell), Nalco and Unity Media.