

ace Logistics
2014

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Preface

I am very pleased to announce, that the financial year of 2014 was a successful year for the whole ACE Logistics Group. The Group's consolidated sales turnover increased by 14% compared to 2013, reaching almost 20 million Euros, and all subsidiaries in Estonia, Latvia, Lithuania and Belarus ended the year with positive financial outcome.

An important keyword of the year 2014 was business expansion. In spring 2014, we opened a joint venture company in Vantaa, Finland. Also in Estonia we opened new branch office in Tartu - second biggest town in Estonia.

Please find more detailed information further on about our activities in 2014. In addition to numbers, we have also added the national symbols of each country of ACE Logistics Group.

Enjoy!



Andres Matkur | MD ACE Logistics Group



ICELAND

NORWEGIAN SEA

WHITE SEA

FINLAND

RUSSIA

NORWAY

SWEDEN

GULF OF BOTHNIA

NORTH ATLANTIC OCEAN

NORTH SEA

DENMARK

BALTIC SEA

ESTONIA
Tallinn
Tartu

LATVIA
Riga

LITHUANIA
Vilnius

RUSSIA
Minsk
BELARUS

IRELAND

UNITED KINGDOM

CELTIC SEA

ENGLISH CHANNEL

THE NETHERLANDS

BELGIUM

LUXEMBURG

GERMANY

POLAND

UKRAINE

BAY OF BISCAY

FRANCE

SWITZERLAND

CZECH REPUBLIC

SLOVAKIA

MOLDOVA

AUSTRIA

HUNGARY

ROMANIA

SLOVENIA

CROATIA

BOSNIA

SERBIA

BULGARIA

ITALY

ADRIATIC SEA

MONTENEGRO

MACEDONIA

ALBANIA

GREECE

TURKEY

TYRRHENIAN SEA

PORTUGAL

SPAIN

ACE Logistics Group

In 2014, economies of Baltic states grew modestly, characterised by 2 to 3% of economic growth in all three countries. Meagre economic growth in recent years has forced us to find new opportunities to grow, whether through developing new services, moving to new markets, etc. At the same time, we are focusing on constant increase in efficiency through widening cost base, that allows us to achieve satisfactory economic results despite of relatively modest economic conditions.

On the whole, 2014 was again a successful year for ACE Logistics Group, as consolidated sales turnover increased by 14%, reaching almost 20 million Euros. At the same time, we also managed to keep profitability at a high level. All ACE Logistics Group companies demonstrated positive growth, but turnover rose most rapidly in Latvia and in Lithuania. As a result, our Lithuanian subsidiary – ACE Logistics UAB, reached

the largest turnover among all ACE Logistics Group companies.

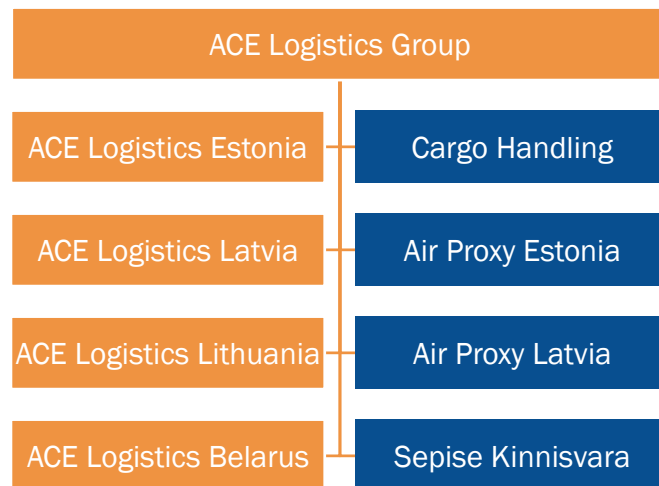
2014 will be remembered as the year when we entered the Finnish logistics market – a market that is new for us. We have been active in Finnish logistics market through a joint venture from June 1st 2014, therefore ACE Logistics has spread to five different countries by now (in addition to Baltics and Finland also Belarus). Preparations for starting the operations in Finland took nearly two years. First months of operation were rather challenging. Because the company did not start from blank, so to speak, we had to handle and arrange the delivery of several thousand shipments on the first week of operations. By now, we have reached stability, allowing us to focus on development and sales. In October, we opened a new regular route between terminals in Tallinn and Vantaa, which will serve also the rest of Baltics and possibly

part of Eastern European traffic, in addition to traffic between Estonia and Finland. Further plans include growing regular routes from Finland to the direction of Scandinavia and other European directions.

ACE Logistics Group is a holding company, which is based on Estonian capital and consists of nine companies active in logistics market and based in three Baltic states as well as in Belarus and Finland. The company employs 113 people.

According to long-term strategy, the companies of ACE Logistics Group render air, sea and road transport services, as well as various warehousing and logistics services. Baltics and its neighbouring region has been identified as the home market of the company. The group makes use of various agent networks worldwide. As a result, the company can call on professional partners everywhere in the world. As for the financial targets of the company, ACE Logistics Group would like to achieve turnover increase above market average, 30% return on equity and 5% of net profitability annually, at the least.

ACE Logistics Group consists of following active companies:

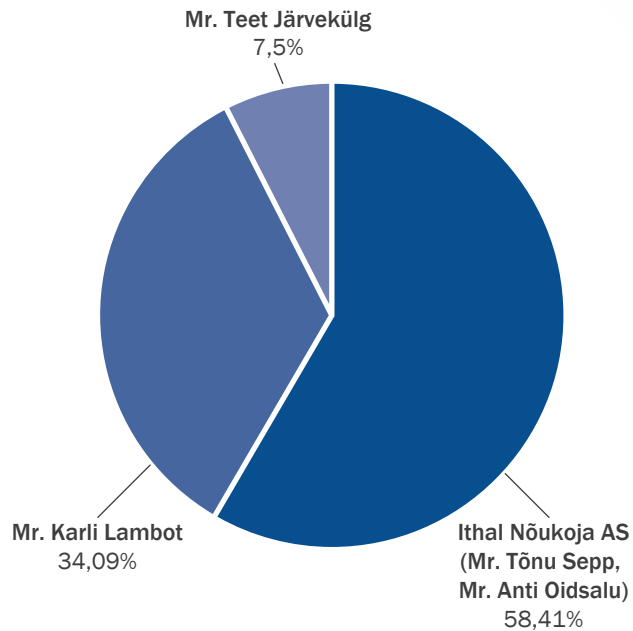


- **In Estonia:** ACE Logistics Estonia AS, ACE Tollivormistuse OÜ, Cargo Handling AS, Airproxy AS, Sepise Kinnisvara OÜ
- **In Latvia:** ACE Logistics Latvia SIA, Airproxy SIA
- **In Lithuania:** ACE Logistics UAB
- **In Belarus:** ACE Logistics BEL
- **In Finland:** Dachser Finland OY (50% shareholding)

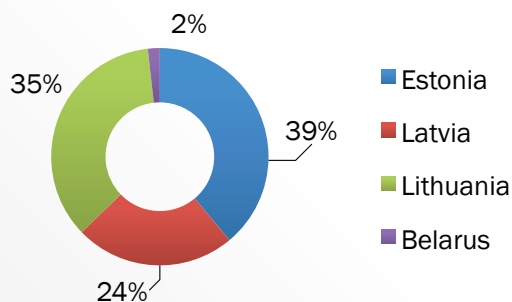
ACE Logistics Group offers wide range of logistics and transport services, such as:

- air-, sea- and road freight forwarding;
- customs brokerage services;
- warehousing and distribution services;
- GSA services for airlines;
- cargo handling services for airlines;
- real estate development (as needed for own core activities).

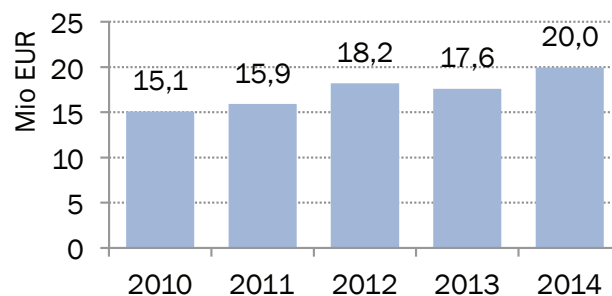
ACE Logistics Group belongs to the following shareholders:



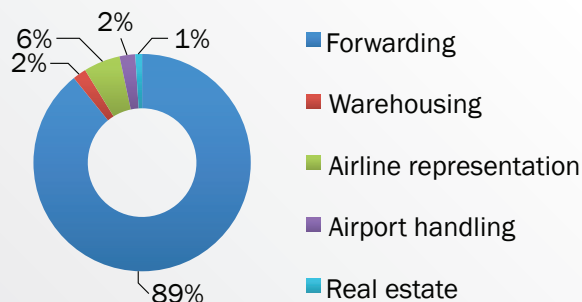
Net Sales per Country



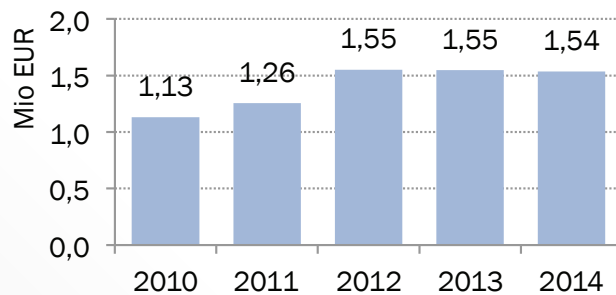
Consolidated Net Sales



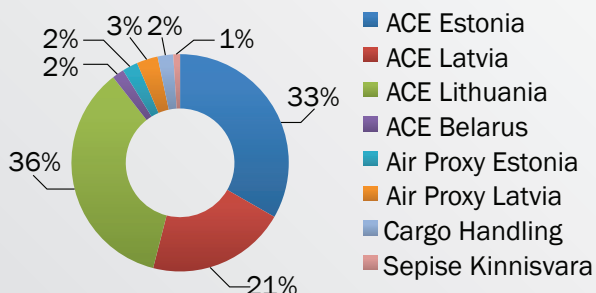
Net Sales per Services



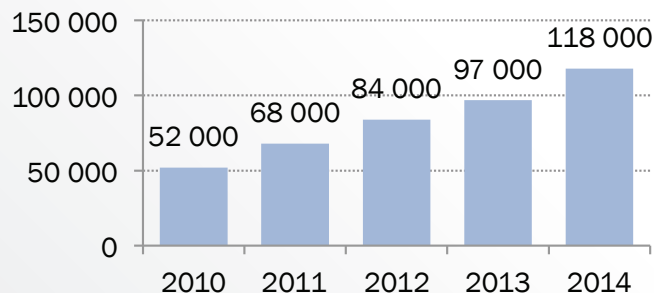
Consolidated EBT



Net Sales per Company



Shipments*



*ACE shipments total (excl. Cargo Handling and Air Proxy shipments)

Main Financial Highlights

Consolidated, EUR

	2010	2011	2012	2013	2014
For the Year					
Consolidated Net Sales	15 094 575	15 911 839	18 196 212	17 592 607	19 959 583
Change of Net sales	18%	5%	14%	-3%	13%
EBT	1 129 834	1 256 181	1 551 350	1 547 030	1 536 464
Change of EBT	69%	11%	23%	0%	-1%
Total cash flow	170 263	384 529	203 755	246 303	226 785

Capital Ratios					
Return On Equity (ROE)	45%	36%	40%	37%	38%
Net profitability	5,9%	6,5%	7,2%	7,0%	6,2%

By the End of the Year					
Total assets	5 235 397	5 674 593	6 229 188	5 905 829	6 869 089
Share capital	28 115	28 115	28 116	28 116	28 116
Equity	2 703 082	2 865 578	3 239 127	3 208 297	3 284 308
Number of employees	80	92	103	113	113



ACE Logistics in Estonia

Results of 2014 for ACE Logistics Estonia can be characterised as stable – while turnover increased by only 2% on the whole, the number of shipments rose by 7% at the same time. Fastest growth was again demonstrated by road freight division, where we can report a 7% increase in turnover; in air- and sea freight division the downturn continued (-4,5%), while in customs clearance and warehousing, volumes remained similar to previous year. The overall financial goals of the company were not quite achieved, but considering general economic conditions in Estonia, where Gross National Product (GDP) was 2,1%, we can consider the results of the company satisfactory, nevertheless.

In 2014, we grew in Estonia. In September, ACE Logistics Estonia opened its representation office in Tartu – second biggest town in Estonia, with the goal of better serving customers in South Estonian region.

The goal is to better understand expectations and needs of customers there and to offer them best service on the spot. Once volumes start to increase, the plan is to optimise logistics schemes also, which benefits our customers mostly due to shorter delivery times. Shipments to Scandinavian and Finnish direction would still move through Tallinn terminal, but for Western and Eastern European directions better solutions can be found directly from Tartu. Shorter timeframes can be achieved for both import and export.

Implementation of e-ace environment took place, which results in increased work efficiency for us and for our customers. In September, we concluded nearly a year-long development work in creating a web-based environment called „e-ace“. New environment allows our customers to enter orders directly into the system and to follow deliveries in real time, which

saves precious time for all parties. When developing this environment, we aimed it to be sufficiently safe, handy and simple. New environment suits especially those customers, who have regular deliveries and who use standard price lists that have been previously agreed upon. At the moment, only road freight orders can be made through e-ace environment, however, we will soon add the option to enter also air- and sea freight orders. In addition to transport orders, the environment allows to print shipping documents, to track deliveries, and after delivery a signed POD will appear in the system. Later on, we plan to add valid price lists of the customers to the system, which enables customers to calculate costs before making the order and to check it afterwards.

We optimised warehouse and terminal space, which allows us to grow in key areas. We increased the share of terminal space, in order to be able to efficiently handle constant growth in the area of road freight. Despite decreasing the area for warehousing services at the same time, we have nevertheless

succeeded in obtaining better profitability in this area.

We began in 2014 with customer seminar series, aimed at informing and educating customers in areas of interest to them. Traditional annual event for thanking our customers took place in autumn in the form of a joint visit to cinema in Tallinn and in Tartu, which was dedicated to Finnish topics and related to our entrance to Finnish logistics market.

For 2015, we have set the goal of reaching a higher growth rate than in previous couple of years. This must be realized through more active sales work and increased sales force, as well as through new opportunities arising from developmental projects. Further challenges for the company entail finding new opportunities for growth through spreading existing services, but also through working on new services and markets.

I would like to thank all our employees, customers and partners, and to wish you all success in your work!

Andres Matkur | *MD ACE Logistics Estonia*



Photos: rgbstock.com / alman1962, micromoth, Zela, ted

ACE Logistics in Lithuania

Year of 2014 was marked by political instability in the neighboring region. Unpredictable actions by Russia caused fears that logistics market in Lithuania will be influenced and that this will have negative consequences for business.

We have to admit that such predictions were overblown. Fortunately no dramatical impact was reported by the end of 2014. Changes in international economic environment did not hinder Lithuanian economic development. Lithuanian GDP grew by 2,9%.

ACE Logistics in Lithuania suffered some losses due to drop in transit and export to Russia, but this was successfully compensated by growing export to Europe and overseas.

Ambitious plans for 2014 were fulfilled with following results: the turnover of company increased by 15%. Gross margin grew by 12%, whereas operational costs increased by 11.5%, resulting in

stable positive situation in earnings, which rose by 14%. The profitability target of 7% was well achieved.

Export volumes and number of shipments by air, sea and road increased more notably than in previous years. 32% growth in gross margin and 29% growth in number of export shipments were achieved not only due to favorable economic environment, but can rather be attributed to dedicated sales team with high motivation and ambitions.

Import volumes developed more steadily due to our traditionally strong market position. Gross margin increased by 6% and number of import shipments increased by 13%.

Success is mainly rooted in our strategy to develop long-term reliable partnerships all over the world. Our goal is to co-operate with market leaders in regions like Far East, the USA and naturally Europe. This approach has enabled us to deliver high value to our customers.

In 2014, we further continued automatisation of processes. New e-ace environment was deployed. Now road freight customers have the option to enter transport orders, to track and trace deliveries and to receive proof of delivery online. Although one-time customers still prefer to make orders by e-mail, e-ace is already loved and valued by our regular customers. Regardless of the automatisation, we are now much closer to our customers. Numerous sales campaigns, training seminars and our annual customer event reached nearly every single customer. Customers rated our service and our attitude with 9,21 points during our customers' satisfaction survey.

Striking changes in the business environment demanded enormous commitment and energy. I would like to thank sincerely every single team member who made a serious and valuable contribution to achieving our goals and targets.

Ignas Puluikis | MD ACE Logistics Lithuania



ACE Logistics in Latvia

2014 was a year of opportunities for ACE Logistics Latvia!

In the budget for 2014 we estimated steady growth throughout the year with an overall turnover increase by 9%. It became clear already in February that the increase would be considerably larger than that: as a result, previous year's turnover was surpassed by 44%, gross profit by 17% and net profit by 27%. General economical situation in the country varied in each sector. Whereas total GDP in Latvia increased by 2.4%, road transport sector reportedly grew by 7%.

Overall, the year was successful for all types of services. As the most essential challenge of the year, I would like to emphasize the expansion of road transport to the direction of export. By tripling the capacity of export linehaul trucks by September, we have successfully realized the target and

transported 35% more shipments than in previous period. It was also a successful year for import segment, where volumes increased by 11%.

2014 also brought positive changes for sea- and air department. The year's goal was successfully realized: growth in export cargo, where shipment number increased by 27%. Although imports showed no remarkable growth, the increase in the overall air transportation was 18%.

In spite of political situation, share of sea transport orders also grew successfully: number of orders increased by 16% and the gross profit increased by 29%.

I would like to thank all members of the young and high-potential ACE Latvia team for their good job throughout the year in serving our customers and getting closer to them with the aim of understanding their needs, and for offering them

new IT improvements such as electronical invoicing and web-based ordering, as well as shipment tracking system called e-ace.

ACE Logistics Latvia was also socially active in 2014. Main social focus and also the focus for future was chosen: young people and education. The company participated with lectures in export mornings organized by LTRK, where exporting companies obtain knowledge about transportation process and related aspects such as insurance, documents and packing of goods. In spring, five secondary schools chosen by our employees received a book from us called „Logistics“, which carried our company logo (training material for Latvian Universities which is partly sponsored by ACE). The book gives learners an opportunity to determine their future profession more easily.

Last year we started a project together with the Ministry of Education, the German Baltic Chamber of Commerce and companies providing logistic services. It concerns content development for logistics specialist training program in real work environment. Our working group made a proposal to the Ministry of Education regarding a 1.5 year study program after secondary school in order to get speciality and practise in a company. First students will start the program already in September 2015 and we are looking forward to our new colleagues and new growth in 2015.

My appreciation to all colleagues, to our reliable partners and to always loyal customers!

Daina Zvirgzde | MD ACE Logistics Latvia



Photos: Wikipedia / User 699, rgbstock.com / Krappweis, sloopjohnb, Toulouke

ACE Logistics in Belarus

ACE Logistics started its activities in Belarus in the end of 2011. Year of 2014 was for us the 3rd year of operation in Belarus. The Belarus market is divided by local, Baltic and Russian forwarders with some multinationals also present. Currently ACE Logistics Bel provides road, air and sea transport.

Company developed rapidly during 2014 and reached its targets. Turnover increased by 80%, gross margin by 41%, operational costs by 15%. As a result, EBT increased by a couple of times. Profitability of 4.4% is still lower than Group average, but this is acceptable at the current stage of development.

In air transport, company has managed to establish direct relations with worldwide networks as well as with best independent forwarders all over the world. This strategy has proved itself fully, resulting in 22% increase in the number of airfreight shipments and 50% increase in ocean freight shipments.

In road transport, our strategical partner's network enables us to provide daily groupage transportation by scheduled truck network. Such service is unique in Belarus market. Customers appreciate our service and have grown their business with us. This resulted in 23% increase in the number of shipments.

The company plans to continue the growth strategy by increasing its knowledge of the Belarus market and by developing its services and customer base.

We all believe that the youngest company will follow the good practice and experience of others in ACE Logistics Group!

The good results and success of the company rely upon its employees, customers and partners. I would like to thank our committed employees, loyal customers and reliable partners for achieving this.

Ignas Puluikis | MD ACE Logistics BEL



Cargo Handling and Airproxy Activities

AS Cargo Handling is a company that mainly offers air freight handling and storage services, coupled with customs terminal and customs storage add-on services, and to lesser extent, loading of goods at Tallinn Airport. Our customers include various flight operators, couriers, forwarding companies and companies involved in international trade.

2014 did not turn out quite as expected: both sales revenue as well as profit fell short of forecast.

Sales revenue of AS Cargo Handling fell by 1,7% in 2014. Decrease was mainly caused by falling amount of exports by air and pressure to handling prices. 100% of sales revenue was earned from the sales of services: 72% to Estonia and 28% abroad. Selling to foreign markets decreased by 7%. Decrease in selling to foreign markets was mainly caused by smaller volume of imported goods and number of shipments carried by various air carriers.

In 2014, the company invested heavily into fixed assets related to ensuring pre-air transport security. In order to fulfill more stringent flight security requirements, company obtained new equipment for detecting traces of explosives (ETD).

In 2014, many air carriers started to implement e-freight (paper free air transport). For that purpose, we focused notably on system development, in particular on options for forwarding freight documents electronically.

Company has constantly worked on increasing the level of customer service and developing its services. In the 4th quarter of 2014, company passed successfully yet another regular ISO 9001:2008 quality audit, which was carried out by international bureau of certification called Bureau Veritas.

The goal for 2015 is to maintain and secure company's market position in existing market. This

presumes cooperation with current partners according to required standards, keeping to agreements and ensuring quality of service, and customer management. We also plan to offer our services actively to airlines who are entering our market, to couriers and to forwarding agents. We expect nearly 10% rise in sales revenue during 2015. Increase in sales revenue results mainly from increase in general price level, increasing volumes for regular warehousing customers, and increase in postal and courier shipments.

Airproxy is active in the business of General Sales & Services Agents (GSSA) and represents numerous wellknown flight operators in Estonia and Latvia. Among the airlines there are Lufthansa Cargo, SAS Cargo, Coyne Airways, Czezh Airlines Cargo, Singapore Airlines Cargo and Brussels Airlines. In 2014, Airproxy AS obtained the status of main sales agent for Singapore Airlines and SAS Cargo in Lithuania. Additionally, the company provides numerous supplementary services, such as Road Feeder Services (RFS), filling out of air-waybills, consultations etc. We conduct our sales through sales agents, who

are active air freight forwarders in Estonia, Latvia and Lithuania.

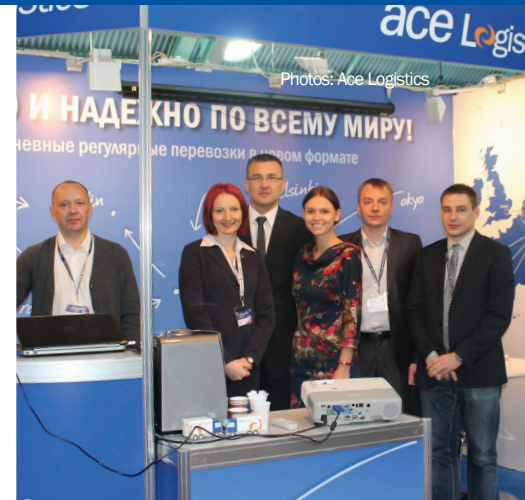
In terms of business, 2014 was full of challenges. Active sales work is essential, trying to provide our customers the solutions with best price and quality ratio.

In autumn of 2014, preparations for switching to e-AWB took place – particularly in terms of implementing IT solutions. As a result, number of e-bookings increased and first paper free shipments were tested. Various workshops took place and IATA declared the 1st of April 2015 the deadline for switching to e-AWB in the whole Baltic region.

Goals for 2015 are to increase market share in the Baltics, to improve sales outcomes and to maintain cost efficiency. To offer customers new solutions in constantly changing market environment.

My gratitude goes to all co-workers, long-term partners and customers of the company for good cooperation and their contribution.

Viljar Lehtmets | *MD Cargo Handling AS
and Airproxy AS*



Human Resources and Management System

In the end of 2014, 113 employees were working in ACE Logistics Group. As the level of services in logistics depends heavily on well trained professional workforce, the focus of HR is on maintaining low turnover of personnel.

In 2014, already 5 members of the ACE Logistics Group team celebrated their 20th work anniversary. Majority of employees have worked in ACE Logistics Group companies for more than 5 years, almost ¼ of employees have been with the company for over 10 years and 15 employees for over 15 years.

The factors behind such achievement are the attention of management on HR area, good opportunities for career development, interesting field of activity, pleasant internal climate and good colleagues. ACE Logistics is also very much sought after as an internship provider among the students of logistics. Every year, students are given the opportunity

to get to know practical side of the world of logistics. Options are numerous, ranging from a day of work shadowing to week-long observational internships or even longer work internships during summer months. This is a great opportunity for ACE to train newcomers and many interns have indeed become members of ACE team.

The effect of the HR work is reflected in annual regular customer satisfaction surveys in all Baltic countries. The Customer Satisfaction Index is very high again – in 2014 it was 9,21 in Lithuania, 9,16 in Estonia and 8,9 in Latvia on a 10 point scale.

Maintaining professional and customer oriented service is the main strategic goal of the company. In order to further increase the reliability of our services, ACE Logistics Group companies are implementing ISO Quality and Environmental Management standards. ACE Logistics Estonia and Cargo Handling have ISO

Quality Management certificate, ACE Logistics Estonia has also passed ISO Environmental Management certification. In 2015-2016 the group is working to get the certification also for companies in Latvia and Lithuania. This should enable further increase in quality and efficiency of the services offered by ACE Logistics Group.

Thank you to all our employees and customers for their dedication and loyalty!

Inge Parring | *Quality and Personnel Manager,*
ACE Logistics Group



Photos: Ace Logistics, Mervin Pold, Lina Jõgisu, P. Jämses / Minkki Maripuu

Social Responsibility and Sponsorship Projects

ACE Logistics Estonia is sponsoring three main areas in order to promote its brand:

- Study of logistics in order to be known among future logistics specialists and to get access to top talent in the field.
- Sports. We are focusing on areas involving movement and speed, in order to support our image in the area of logistics.
- Supporting the socially disadvantaged. We do it because we care. We not only care about our customers, but we also care about the less lucky members of our society.

Study of logistics

LOGISTICS SEMINAR

In order to get access to top level talent in logistics, ACE Logistics has been sponsor of the

Logistics Seminar from the very first year. Logistics Seminar is an annual event organized by students of logistics since 2000. The idea has evolved and the seminar has become a well-rooted tradition and one of the largest logistics events in Estonia.

The mission of the Logistics Seminar is to give students of logistics practical experience in organizing an international event as well as to receive and exchange current information among students, lecturers and entrepreneurs. As a result of this experience and participation, students are much more active on the landscape of the field they study. Through the event the vigour and awareness of youth in transport and logistics are being built up. In longer perspective it contributes to the promotion of these fields in Estonia and this in turn supports the economic growth in the entire region.

2014 seminar took place in Narva and was

focused on traditions and innovation. Almost 300 participants participated in a 2-days event. ACE Logistics was represented in tradeshow and we also carried out a workshop.

Sports

ACE XDREAM

ACE Logistics has signed a sponsorship agreement with NGO Adventure Sports Club Xdream for supporting successful adventure sports series called ACE Xdream. ACE Xdream is a sports event of experience, which assumes good physical shape and quick mind and where the foundation for success is smooth teamwork. In 2014, ACE Logistics was main sponsor of the event for the fourth time.

ACE Xdream consists of 4 adventure races, where 3-member teams need to move through terrain and collect checkpoints by trekking, mountain-biking, canoeing and by completing additional tasks. ACE Xdream is the most popular adventure sports series in Estonia, with almost 1000 participants in every race of the series.

ESTONIAN NORDIC COMBINED TEAM

ACE Logistics Estonia supported Estonian Nordic Combined Team during the Olympic season of 2013/2014. Estonian skiers were among the best some years ago and there is hope that new young sportsmen will make it there again soon. In addition to professional sports, ACE Logistics wishes to promote sports and healthy lifestyle more widely.

On the whole, the season of 2013/2014 brought progress for the team in terms of both ski jumping and skiing. Boys were able to use more competitive equipment and also the number of support staff increased. Four sportsmen received points at the World Cup series and three youngsters made it to Olympics. Unfortunately, the goal of sending the whole team to Olympics did not materialise, however, considering the young age of the team there is still time. A decision has been made to continue the sponsorship also for the season of 2014/2015, the highlight of which will be the World Championships in Falun in February 2015.

EMT Roller Marathon

ACE Logistics decided to help the organizers of EMT Roller Marathon and will support the Roller Marathon series with transport during 2014. EMT

Roller Marathon is the biggest series of rollerblading competitions in North Europe, consisting of various distances and open to amateurs of different age and skill level.

During the Year of Sports for All, the Roller Club has set itself a goal of bringing all new and old rollerblades back to skating track at a true rollerblading festival. EMT Roller Marathon is the most emotional everyone's marathon distance for "real" amateurs from 2014 on.

The strategic goal of Roller Club in terms of professional sports is to bring the World Cup series in rollerblading to Tallinn latest by the season of 2016. The goal for amateur sports is to get at least 2500 rollerbladers to competition track in 2015.

Supporting the socially disadvantaged

RAT RACE

RatRace is an entertaining charitable race of office clerks, originating from New York. White collars run through downtown area in jogging shoes, wearing business suits and holding cell phones and portfolios. Rat Race has become increasingly popular in great cities of the world like New York,

Toronto, Sydney, Rotterdam etc.

In Estonia, this popular entertaining charitable event has been organized since 2002. The number of participants and spectators has been growing every year, giving evidence of the increasing appreciation for spending time with colleagues also outside the office. Every year more than 600 office rats participate in Tallinn, Tartu and other towns.

The sum raised every year is approximately EUR 10 000 and it is donated for charitable purposes like tuition of children in orphanages or support for large families. ACE Logistics has been logistics partner for the event and also participated with its team in the recent years.

TALLINN SUPPORT CENTRE JUKS

ACE's cooperation with JUKS began in 2009, when we decided to give our valued customers and co-operation partners something special for Christmas. By now, mugs, flower pots, trays and vases with original drawings by JUKS youth have reached a number of ACE's clients.

The work centre JUKS for people with special needs was opened in Tallinn in 2003. The objective of the centre is to develop the youngsters' skills, to find suitable work for them, and to sell self-made

products. The centre runs six different workshops: porcelain painting, spinning on a spinning jenny, ceramics, silk painting, sewing and outsourcing.

In addition to gifts that ACE acquires from JUKS, we have for several years held an exhibition in the lobby of our main office to show the paintings of the young JUKS authors, where visitors can give financial support to the centre by acquiring works.

Martin Raud | *Sales and Marketing Manager,*
ACE Logistics Estonia

Thank You!

The good results and success of the company rely upon its employees, customers and partners. I would like to thank our committed employees for great work, contribution and commitment, our loyal customers for trusting us and reliable partners for excellent cooperation.

Wish you all the best for the future!

Andres Matkur | *MD ACE Logistics Group*



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