

SUSTAINABLE LOGISTICS SOLUTIONS





CREATING SUSTAINABLE LOGISTICS SOLUTIONS

ID Logistics, an international contract logistics group founded in 2001 and listed on the NYSE Euronext market since 2012, develops and implements made-to-measure solutions for all or part of each customer's supply chain. The Group posted 2012 revenues of €560 million and has more than 10,000 employees working at 141 locations in 12 countries. A major supplier to the retail, industry and e-commerce sectors, ID Logistics delivers high-tech and high-quality solutions and is firmly committed to sustainability.

10,000
employees

€560
million in
revenues

2,000,000
m² in space
operated

WHY ID LOGISTICS?

- > **A Group focused on innovation** offering its customers unique highly automated solutions and IT systems optimising their entire supply chain, including collaborative web portals.
- > **Support in international markets:** more than half of the Group's facilities are managed on behalf of customers it works with in more than one country.
- > **Close-knit teams united by strong values:** Entrepreneurship, Operational Excellence, Demanding and Solidarity

A different approach to Logistics

ID Logistics is a contract logistics specialist. What makes your business model stand out from the rest?

Éric Hémar: Like all contract logistics operators, our aim is to create a made-to-measure solution for each customer—shared in certain cases, but always unique. What sets us apart is that this is our only sector of activity and we operate on a large scale, with global coverage currently extending to 12 countries. This strategy is predicated on three pillars: 1- innovation—to help boost our customers' competitiveness. 2- dynamic HR management and strong corporate values. 3- an emphasis on sustainable development that reinforces the confidence of our customers.

How do you assess how well it is working?

É. H.: Primarily based on our ability to attract new customers. All the customers that signed up with us during 2012—including Plateforme du Bâtiment, Marionnaud and Go Sport—were won over by the benefits of our business model.

Our second indicator of success is the greater level of confidence among our existing customers who have had

no hesitation in entrusting us with new tasks in additional countries. Danone, an ID Logistics customer since 2006, has moved into several countries with us, including South Africa in 2012. Carrefour, a long-standing Group customer since 2001, recently gave us new responsibilities in Argentina.

Our third indicator is our growth. Our revenues grew by 21% in 2012, with increases of 13% recorded in France and 34% in international markets. The same applies to our operating income, which rose by 27%.

You went ahead with an IPO in May 2012. What prompted this move?

É. H.: In late 2011, the Group achieved a degree of maturity enabling it to consider making selective acquisitions. An IPO seemed to us to be the most natural way of increasing our capital base to achieve this objective. The management kept a 75% shareholding since it wanted to keep control of the Group and was pleased to see the arrival of external investors who acquired the remaining 25% of its capital. Now it is listed on the NYSE Euronext Paris market, the Group boasts a far higher profile among its major customers and partners and has the ability to finance acquisitions.

That brings us nicely on to the subject of acquisitions? How do things stand at the moment?

É. H.: During late 2012, we bought France Paquets, a company specialised in the distribution of parcels for e-commerce that works closely with La Poste. On 5 June 2013, we also signed a preliminary deal to buy CEPL (€180 million in revenues, present in four European countries). Once this acquisition is finalised, we will become the French leader in highly-automated solutions for retail order fulfilment, with substantial market share in fragrances and cosmetics, as well as self-to do-it products and electronics.

Are you going to continue pursuing organic growth?

É. H.: Yes, of course, our efforts are focused more sharply than ever on delivering innovation and internal development. In 2012, we set up a new highly automated warehouse to handle work for Marionnaud, our new customer. We also launched several web portals, including end-to-end solutions. For example, we set up a collaborative tool for one

LOGISTICS
PLAYS A CRITICAL
ROLE IN OUR
CUSTOMERS'
STRATEGY



of the leading home improvement groups. Our international business rose by 34% and our operations expanded to one new country—South Africa—during 2012.

You say logistics has moved on from being regarded as a necessary evil to become a way in which your customers can stand out. What do you mean by that?

É. H.: In an economy in which service is increasingly becoming a crucial differentiator, logistics plays a critical role in our customers' strategy. It is precisely because we develop a bouquet of high value-added services for each of our customers boosting their competitiveness that they are able to expand in their market. And that is why they are looking to give us increasingly global responsibility for their supply chain. In many cases, a large number of participants are involved in the supply chain, and they have asked us to coordinate it. As a result, as well as our "physical" services—we also play an organisational or architect's role for many of our customers, backed up by our information systems.

Éric Hemar
CEO of the
ID Logistics Group



ID Logistics has also fully embraced sustainable development. Is it a major priority for the Group?

É. H.: From an environmental perspective, we monitor all our customers' carbon footprint in the same way as we track the quality of our services. These are now two sides of the same coin. This environmental performance is predicated both on technical solutions (optimised loading or rail-road solutions) and equipment (HQE®-certified warehouses built to a high environmental standard or vehicle fleet compliant with the latest Euro 5 environmental standards). In the social and civic arenas, our training programme is three times above the statutory minimum, our internal promotion rate reflects our growth rate and we made integrating more disabled employees one of our priorities for 2012 by launching the Han'action programme.

4 CORE VALUES

> ENTREPRENEURSHIP

Be daring, imagine and develop execution and risk measurement solutions thoughtfully and thoroughly.

> OPERATIONAL EXCELLENCE

Show total respect for contract specifications and quality of service. Make new technologies the priority to hone this excellence.

> DEMANDING

Meticulousness, discipline and an ethical and professional approach in relationships within the Group and with customers and partners.

> SOLIDARITY

Promote a sense of community between employees and between the Group's business units. Take concrete measures involving employees, customers and partners to provide support when difficulties arise, set in motion or take part in programmes promoting responsible and sustainable development.

A contract logistics sp

ID LOGISTICS, WHICH COVERS EVERY LINK OF THE SUPPLY CHAIN, PROVIDES MADE-TO-MEASURE LOGISTICS SOLUTIONS FOR THE ENTIRE SALES CYCLE OF ITS INDUSTRIAL, RETAIL AND E-COMMERCE CUSTOMERS' PRODUCTS.

INBOUND LOGISTICS

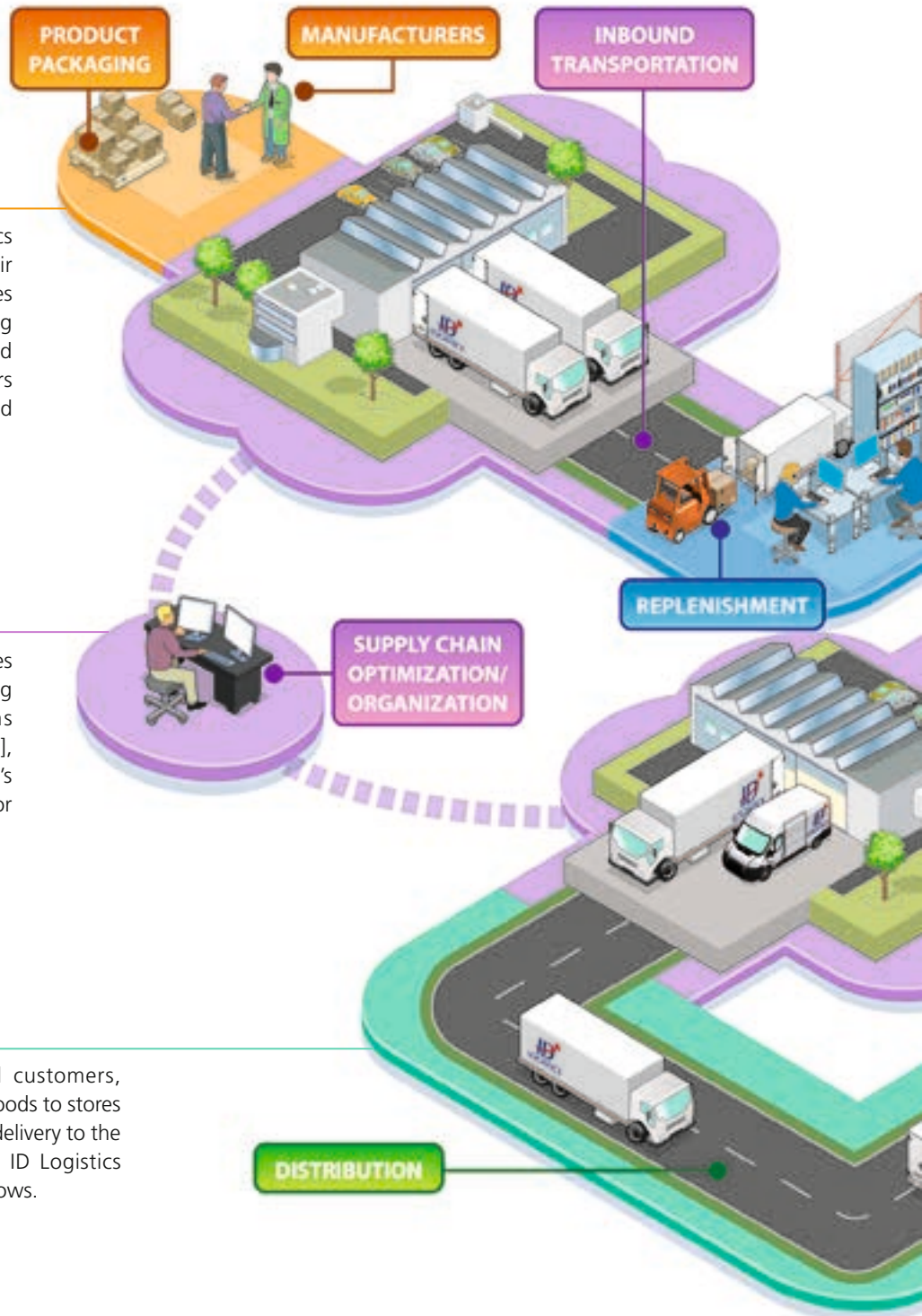
For its industrial customers, ID Logistics handles the receipt of goods from their plants, manages their inventory, prepares their orders, takes care of any co-packing or last-minute differentiation required and makes deliveries to their customers (regional distribution centre or end customer).

TRANSPORT ORGANISATION

For all of its customers, ID Logistics handles transport organisation through tracking center. Using its efficient IT systems [Transport Management System (TMS)], the Group organises all the customer's goods flows while allowing it to monitor its supply chain in real time.

DISTRIBUTION

For stores and for e-commerce end customers, ID Logistics handles the forwarding of goods to stores as stated in the specifications or makes delivery to the end customer. For certain customers, ID Logistics shelves goods and handles any return flows.



Specialist

RETAILER INVENTORY MANAGEMENT AND OPTIMISATION

On behalf of mass and specialised retailers, ID Logistics handles the receipt of products from manufacturers, checks them, manages them and picks orders for stores or end customers (especially e-commerce sales).



57
control
units

1.2
million
shipping
orders

> 99.9%
service
quality
rate

Create value for customers

TO HELP ITS CUSTOMERS STAND OUT AND HONE THEIR COMPETITIVENESS, ID LOGISTICS STANDS ALONGSIDE THEM BY PROVIDING A HIGH CALIBRE OF SERVICE, HIGHLY EFFECTIVE AND REGULARLY REVIEWED PROCESSES, INTERNATIONAL SUPPORT AND ATTENTION TO SUSTAINABLE DEVELOPMENT AT EVERY TIER OF THE GROUP.



COMMITMENT No. 1

High calibre of service guaranteed

- > Thanks to its tailored and innovative technological systems, ID Logistics can guarantee strict compliance with specifications and agreed quality indicators to each customer.
- > Using a number of tools (RF, voice picking, Pick and go, Put to light, Mini Load, etc.), ID Logistics implements the technical solution best suited to the process designed with the customer, thereby guaranteeing quality and cost efficiency.
- > The technology implemented is supported by staff training. Every year in France, ID Logistics provides more than 40,000 hours of training—over three times the statutory minimum level.

COMMITMENT No. 2

Optimised and regularly reviewed processes

To build a long-term partnership with its customers, ID Logistics consistently looks to optimise its processes. This approach is predicated on various tools:

- > “CID” internal certification rolled out across all ID Logistics’ sites ensuring compliance with the Group’s best practices (24 best practices are laid down and audited by internal and external auditors). Every year, accreditation is issued by a certification committee consisting of representatives from the Group’s major customers.
- > The “LID” Lean management programme overseen by “Blue” and “Red Leaders”. It consists in working with the teams handling each part of the process defined in the specifications to eliminate unnecessary tasks and wasted time. Around 30% of the Group’s facilities joined a Lean programme in 2012.
- > A contractual re-engineering commitment: on a large portion of the Group’s contracts (around 50%), ID Logistics has undertaken to carry out a fully-fledged process re-engineering plan and organisational benchmark.

COMMITMENT No. 3

Customer support in international markets

In 2012, 55% of contracts are with customers that work with the Group in several countries. The Group serves a number of customers in over five countries. The ability to support and duplicate a logistics and IT process in various countries is one of ID Logistics’ special skills. Executing this strategy has seen the Group expand to 12 countries on five continents...

This ability to provide support is predicated on:

- > very strong involvement and understanding of the customer’s culture;
- > high degree of proficiency in information systems;
- > an international start-up team able to handle and support the launch of a new operation incorporating the specific local requirements—be they legal, social or commercial.

COMMITMENT No. 4

Attention to sustainability at every tier of the Group

ID Logistics monitors the carbon footprint of its customers every bit as closely as their quality of service and cost structure. Sustainable development is a fully integrated aspect of processes: optimised loading, shared warehouses, rail-road solutions, fleets compliant with environmental standards, etc. Everything possible is done to reduce CO₂ emissions.

What’s more, the Group aims to be an active partner of each customer’s sustainable development policy. For example, ID Logistics ran a campaign focusing on energy consumption at a facility at the request of a major retailer that had made this a strategic priority for its sustainable development policy in 2012.



Strong international presence

FROM THE OUTSET, ID LOGISTICS UNDERTOOK TO SUPPORT ITS CUSTOMERS AS THEY EXPANDED INTO INTERNATIONAL MARKETS. IT MOVED INTO TAIWAN IN 2002, BEFORE ESTABLISHING A PRESENCE IN BRAZIL, CHINA AND INDONESIA, SPAIN, THE INDIAN OCEAN, POLAND, ARGENTINA AND MOROCCO. MORE RECENTLY, IT OPENED UP UNITS IN RUSSIA AND SOUTH AFRICA. ITS EXPERTS ARE ABLE TO SET UP INFORMATION SYSTEMS AND FIRST-CLASS TECHNOLOGICAL SOLUTIONS IN THESE VARIOUS COUNTRIES MEETING THE LOCAL REGULATORY, SOCIAL AND COMMERCIAL REQUIREMENTS.



SPAIN

- **January 2012 - Leroy Merlin**
ID Logistics pooled two facilities handling all the DIY, home furnishings and outdoor products in Spain. The operation has 300 employees.
- **Goal:** combine two units managed by different service providers and roll out the new information system there.

ARGENTINA

- **September 2012 - Carrefour**
ID Logistics took over an automated non-food warehouse for Carrefour supplying a retail network recently purchased by the Group. The unit has around 100 employees.
- **Goal:** take over an existing operation without any disruption and raise its efficiency.





FRANCE

- **March 2012 - Marionnaud**
ID Logistics implemented a highly automated warehouse making deliveries from a single facility to the Group's 500 stores and its e-commerce customers, representing up to 3,000 orders per day.
- **Goal:** handle highly seasonal retail order picking with a high level of quality of service.

POLAND

- **May 2012 - Real and Makro**
ID Logistics set up a cross-docking platform with 500 employees to handle all the rapid product flows for two Metro group subsidiaries in the Warsaw region.
- **Goal:** set up a just-in-time platform with the customers, which had both previously run an inventory-based supply chain.

141
facilities
located in
12 countries

41%
of revenues
generated
outside France

60%
of employees
outside France

RUSSIA

CHINA

TAIWAN

INDONESIA

REUNION ISLAND



CHINA

- **January to December 2012 - Budweiser**
ID Logistics rolled out a transport planning system for the group's 36 plants in China.
- **Goal:** switch all the outbound transport operations onto the same information system so that operations can be monitored and efficiencies unlocked.

SOUTH AFRICA

- **October 2012 - Danone**
ID Logistics expanded to South Africa and took over a site with 110 employees for the dairy products group.
- **Goal:** support a long-time customer with its expansion into South Africa and set up a logistics organisation able to attract additional customers.

Support every customer around the world and over the long term

AS THE EXAMPLE OF A MAJOR INDUSTRIAL CUSTOMER DEMONSTRATES, ID LOGISTICS SUPPORTS ITS CUSTOMERS OVER THE LONG TERM WITH THEIR INTERNATIONAL DEVELOPMENT, WITH INCREASINGLY GLOBAL RESPONSIBILITIES TO OPTIMISE THEIR SUPPLY CHAIN ACROSS ONE COUNTRY OR A NUMBER OF COUNTRIES.

Launch of the 1st collaborative venture in France

- Opening of a permanent 26,000 m² warehouse in Lyon.
- Rail link supplying the platform.
- Multi-brand shipping in optimised trucks.

1st transport planning unit

- Launch of transport flow management across the whole of France.
- Implementation of a central control unit in contact with plants, transport operators, warehouses and customers.
- Creation of the 1st collaborative web portal monitoring goods flows.

Opening of a new site in Brazil

- Opening of nationwide distribution unit for fresh produce in Brazil.
- Implementation of a co-packing business.
- Deployment of the IT tool selected by the customer globally.

2006

2007





2012

Extension of operations to South Africa

- Takeover of the customer's 13,000 m² warehouse in South Africa.
- Introduction of a nationwide logistics plan.
- Implementation of a multi-flow, multi-platform information system.

2011

Creation of a new logistics concept in France

- Set-up of a shared 12,000 m² warehouse with a leading mass retailer.
- 25% reduction in the carbon footprint.
- Improved product availability.

2008

Opening of three units in China

- Distribution of goods to 2,500 sales outlets on a daily basis.
- Implementation of a mobile application on tablets providing full traceability.
- Adaptation of the Web transport portal to the specific characteristics of the Chinese market.



A responsible operator

ID LOGISTICS HAS PUT SUSTAINABLE DEVELOPMENT AT THE HEART OF ITS ACTIVITIES, BY MAPPING OUT A STRATEGY BASED ON ENVIRONMENTAL, ECONOMIC AND SOCIAL PILLARS AND TRANSLATED INTO A CHARTER, CERTIFICATION AND BENCHMARK COVERING OVER 1,000 PROJECTS, WHICH CAN BE ACCESSED VIA A DEDICATED INTRANET.

PROTECT THE ENVIRONMENT AND CONTROL RISKS

From water through to waste, energy consumption and CO₂ emission management, no fewer than 74 best practices are currently being rolled out within ID Logistics, reflecting the strength of its commitment. This engagement reflects a sustainable development programme at each site and over 1,000 local projects validated during CID certification.



MANAGE WASTE AND KEEP A GRIP ON EMISSIONS

In sum, 60% of the waste produced in 2012 was recycled, 65% of the sites reduced their lighting times and 60% implemented measures to cut their water consumption. In terms of greenhouse gas emissions, the Group cut its total CO₂ emissions by 7% and its emissions per pallet shipped by 5% compared with 2011 (0.79 kg of CO₂/pallet in 2012). These performance improvements are expected to continue in 2013 with the new emission reporting tools, the arrival of hybrid vehicles, external tyre management, automated gearboxes, onboard telematics optimising driving and use of combined rail-road solutions via its Froid-Combi subsidiary.



FACILITATE SUSTAINABLE DEVELOPMENT FOR OUR CUSTOMERS

As a provider of services for major industrial and retail groups, ID Logistics shares its expertise with its customers. It helps them to reach their own goals, discusses their strategy and their priorities, draws up and implements agreed action plans and measures their efficiency. The ECMA project is a prime example. Developed with a major retail operator at the request of an industrial customer, the EMCA shared outbound warehouse helped to reduce CO₂ emissions by 25% by pooling inventories and introducing a system whereby the site is supplied exclusively by a rail link.

3 PILLARS

Environmental

Protect the environment by taking action on pollutants, energy consumption and waste.

Economic

Boost economic efficiency and support customers with their sustainable growth plans by providing effective, environmentally-friendly solutions.

Social and civic

Be a responsible corporate citizen both as an employer and as a participant in the communities in which it operates.

OPTIMISE PROCESSES

Another case in point is the work carried out to optimise the loading of trucks serving the customer's stores. In practical terms, this programme consists in maximising the efficiency of loading systems (roll-packer, pallet collar, other materials handling systems) after analysing the composition of orders. A total of 14 sites have already introduced this action plan, and it is currently being rolled out at another eight.



FOSTER ENGAGEMENT AND SOLIDARITY AMONG TEAMS...

As a responsible employer, ID Logistics has set itself the task of developing the skills of its teams, making the most of their talent and fostering diversity. 42,600 hours of training were provided in 2012, i.e. 26% more than in 2011 and 11% of employees gained promotion. Launched in 2010, the Talents 2020 programme translated this year into close to 200 annual reviews and 17 new talents were spotted and joined the special training cycle dedicated to them. The “Han’action” programme was also set up in 2012 to foster the integration of disabled workers within the Group, overcome preconceptions and improve their daily working experience. The Group now has close to 100 disabled employees, 60 of whom have been recruited since 2009. In addition, the Group is lucky enough to have on its payroll Nicolas Savant, a top-level table tennis player. Supported by ID Logistics under an agreement with the French national federation of high-level disabled sportsmen and sportswomen, he won a team bronze medal at the London Paralympics in September 2012.



IDEBRA WORKING AT THE HEART OF THE FAVELA

Founded in 2004 when ID Logistics first moved into Brazil, the IDEBRA non-profit organisation (formerly called ID Esperança) aims to get children from the Beira Mar de Rio favela (shanty town) back into school through educational, sports-related and artistic projects. More than 1,500 young people have already benefited under the programme, with one even attending university in 2010. The project is currently managed directly by ID Logistics Brazil to guarantee the best possible use of the funds contributed each year by the Group, its partners and its customers.



...AND SAFETY IN THE WORKPLACE

Already significantly below the average industry level, occupational accidents declined by 5% in 2012, reflecting the keen attention that the Group pays to safety. All its subsidiaries undertook to deliver progress in four areas, which are checked during the certification audits: the gradual phasing-out of picking from double or triple tiers of goods, the replacement of manual film packing by automatic film packing, pallets limited to a height of 1.80m and forklift trucks to avoid any RSI or back strain. These measures are backed up by training, tools, equipment and protocols in place since 2008.



*FULL-YEAR
2012 RESULTS*

Successful first year as a listed company

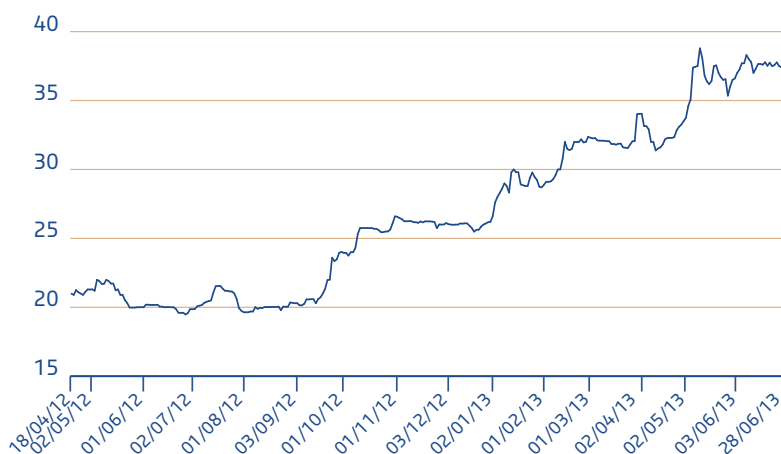


On 18 April 2012, ID Logistics carried out an IPO on the NYSE Euronext market in Paris. The flotation, which was structured entirely as an increase in capital, raised close to €27 million for the Group, strengthening its capacity to invest in potential acquisitions.

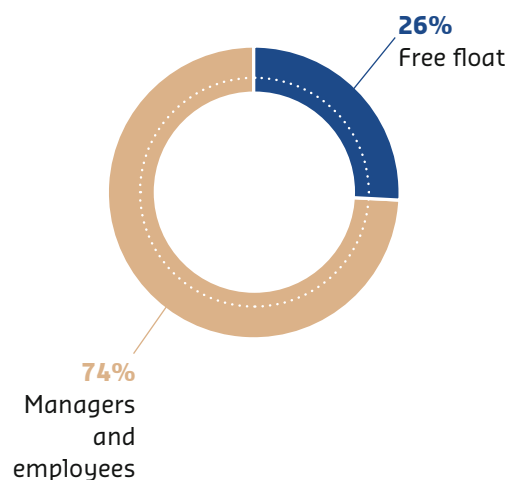
Alongside retail investors, close to 50 institutional investors—half from outside France—were won over by ID Logistics’ business model. They now own 26% of the Group’s capital, with the remainder being held by managers and ID Logistics’ employees via a corporate savings fund.

The Group’s strategic positioning and compliance with its commitments have made ID Logistics’ first year as a listed company a successful one in terms of both its share price performance and its daily trading volumes.

Share price in €

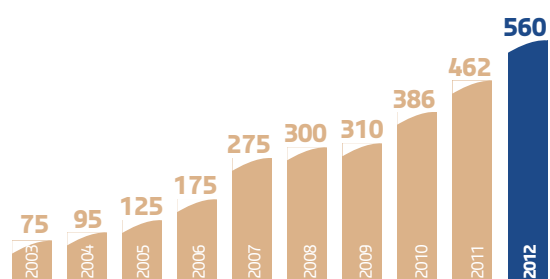


Ownership structure in %

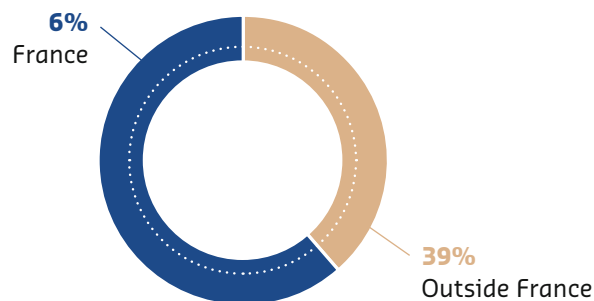


2012 financial performance

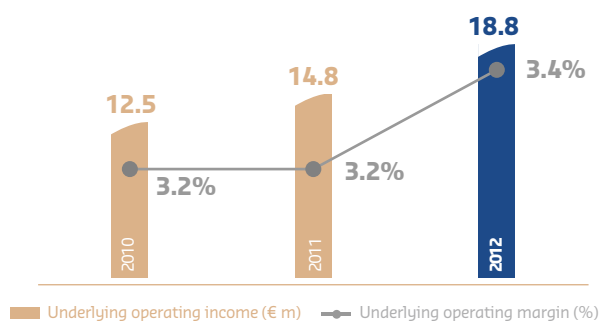
Consolidated revenues
in €M



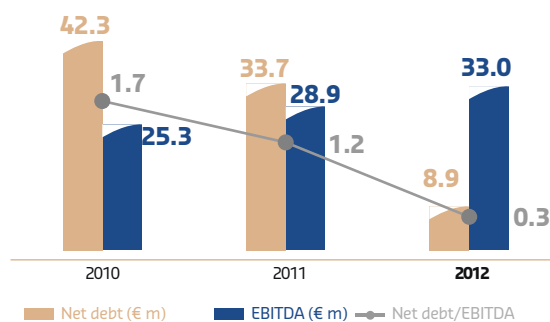
Breakdown of 2012 revenues
in %



Underlying operating income
Investment capacity



Investment capacity



Consolidated financial statements for 2012

THE STATEMENTS PRESENTED BELOW ARE A SUMMARY OF THE FULL VERSION OF THE FINANCIAL STATEMENTS. THE FULL VERSION AND THE STATUTORY AUDITORS' REPORTS (DELOITTE, CFG) ARE AVAILABLE FOR DOWNLOAD FROM THE ID LOGISTICS GROUP'S WEBSITE AT

<http://www.id-logistics.com/en/actionnaires/informations-reglementees>.

CONSOLIDATED INCOME STATEMENT

(in thousands of euros)	31 Dec. 2012	31 Dec. 2011	31 Dec. 2010
Revenues	559,630	462,028	386,240
Purchases and external charges	(284,793)	(233,358)	(199,462)
Staff costs	(232,061)	(193,780)	(155,917)
Taxes other than on income	(8,975)	(7,888)	(6,516)
Other recurring income/(expense)	(140)	1,281	1,212
Net (charges to)/reversals from provisions	(661)	633	(306)
Depreciation and amortisation	(14,228)	(14,095)	(12,754)
Underlying operating income	18,772	14,821	12,497
Non-recurring expenses*	(6,388)	-	-
Operating income	12,384	14,821	12,497
Financial income	958	1,154	653
Financial expense	(4,046)	(4,792)	(4,789)
Net income before tax	9,296	11,183	8,361
Income taxes	(4,800)	(4,397)	(3,225)
Share in income of associates	101	53	(141)
NET INCOME OF CONSOLIDATED COMPANIES	4,597	6,839	4,995
Attributable to non-controlling interests	479	312	626
Attributable to ID Logistics' shareholders	4,118	6,527	4,369
EARNINGS PER SHARE			
Basic (€)	0.81	1.59	2.13
Diluted (€)	0.77	1.48	1.98

* Loss-making fruit and vegetable pooling and pallet distribution business shut down in June 2012.

CONSOLIDATED BALANCE SHEET

(in thousands of euros)	31 Dec. 2012	31 Dec. 2011	31 Dec. 2010
Goodwill	60,641	60,590	59,369
Intangible assets	3,472	2,821	1,923
Property, plant and equipment	65,961	59,731	59,918
Investments in associates	1,141	1,062	1,032
Other non-current financial assets	2,664	2,339	1,720
Deferred tax assets	8,887	7,003	7,408
Non-current assets	142,766	133,546	131,370
Inventories	221	371	449
Trade receivables	94,919	80,666	62,350
Other receivables	20,692	17,788	17,692
Other current financial assets	3,120	2,483	2,517
Cash and cash equivalents	46,847	19,515	15,099
Current assets	165,799	120,823	98,107
TOTAL ASSETS	308,565	254,369	229,477
Share capital	2,737	2,053	2,053
Premiums	49,562	22,887	22,887
Exchange differences	(823)	59	647
Consolidated reserves	19,075	12,956	8,624
Net income for the year	4,118	6,527	4,369
Equity attributable to ID Logistics' shareholders	74,669	44,482	38,580
Non-controlling interests	2,531	2,550	2,444
Equity	77,200	47,032	41,024
Financial liabilities due in more than one year	41,702	37,899	41,488
Non-current provisions	1,893	1,411	1,130
Deferred tax liabilities	116	245	356
Non-current liabilities	43,711	39,555	42,974
Current provisions	8,975	7,596	7,584
Financial liabilities due in less than one year	11,839	12,925	13,361
Other current financial liabilities	863	904	748
Bank overdrafts	1,380	1,542	1,819
Trade payables	74,869	63,445	49,496
Other payables	89,728	81,370	72,471
Current liabilities	187,654	167,782	145,479
TOTAL EQUITY AND LIABILITIES	308,565	254,369	229,477

CONSOLIDATED STATEMENT OF CASH FLOWS

(in thousands of euros)	31 Dec. 2012	31 Dec. 2011	31 Dec. 2010
Net income	4,597	6,839	4,995
Depreciation, amortisation and charges to provisions	15,389	14,550	13,302
Change in the fair value of financial instruments	(41)	156	157
Share in undistributed income of associates	(78)	(30)	126
Change in the working capital requirement	(953)	4,053	9,452
Net cash provided by operating activities after the net cost of debt and income taxes	18,914	25,568	28,032
Income tax expense	4,800	4,397	3,225
Net financial expense attributable to financing activities	2,581	2,980	3,504
Net cash provided by operating activities before the net cost of debt and income taxes	26,295	32,945	34,761
Income taxes paid	(4,905)	(3,347)	(2,928)
Net cash provided by operating activities	21,390	29,598	31,833
Acquisitions of property, plant and equipment and intangible assets	(21,548)	(18,536)	(46,197)
Acquisitions of financial assets	(1,468)	(1,536)	(1,417)
Increase in liabilities arising from acquisitions of non-current assets	(443)	(370)	(124)
Acquisitions of subsidiaries net of cash acquired	2,401	-	910
Disposals of property, plant and equipment and intangible assets	631	2,279	2,332
Disposals of financial assets	872	889	465
Net cash provided/(used) by investing activities	(19,555)	(17,274)	(44,031)
Net financial expense attributable to financing activities	(2,581)	(2,980)	(3,504)
Net new borrowings	16,574	11,426	42,216
Repayments of borrowings	(13,778)	(15,452)	(23,311)
Sales of shares held in treasury	(199)	38	-
Dividends paid to non-controlling interests	(281)	(242)	(305)
Increase in capital	26,668	-	-
Net cash provided/(used) by financing activities	26,403	(7,210)	15,096
Currency effects	(744)	(421)	170
CHANGE IN NET CASH AND CASH EQUIVALENTS BEFORE NON-RECURRING ITEMS	27,494	4,693	3,068
Net cash at beginning of year	17,973	13,280	10,212
Net cash at end of year	45,467	17,973	13,280



CONTACT DETAILS

ID LOGISTICS FRANCE

410 Route du Moulin de Losque
BP 70132
84304 Cavaillon
France
Tel.: +33 (0)4 32 529 600
contact@id-logistics.com

LA FLÈCHE

ZAC des Bords de la Durance
220 allée Marie Mauron – BP 10126
84304 Cavaillon Cedex
France
Tel.: +33 (0)4 32 529 529
contact@id-logistics.com

ID LOGISTICS ESPAÑA

Edificio Alcor
Avda. Valdelaparra, 27 – 2ª Planta
28108 Alcobendas (Madrid)
España
Tel.: +34 91 598 05 11
contact@id-logistics.com

ID LOGISTICS POLSKA

Dyrekcja
ul. Rozdzińskiego 91
40-203 Katowice
Polska
Tel.: +48 32 411 2100
biuro@id-logistics.com

ID LOGISTICS RUSSIE

8 Marta Street, Building 1/12
Business Center "Trio"
127083 Moscow
Russia
Tel.: +7 915 365 94 32
contactrussia@id-logistics.com

ID LOGISTICS ARGENTINA

Otto Krause 5108,
(1667) Tortuguitas
Provincia de Buenos Aires
Argentina
Tel.: +54 11 5093 9547
contact@id-logistics.com

ID DO BRASIL LOGISTICA

Edificio Icon Alphaville
Alameda Mamoré, 503 – 4º andar
Alphaville Industrial – Barueri – SP – CEP
06454-040
Brasil
Tel.: +55 11 3809 3400
contact@id-logistics.com

ID LOGISTICS CHINA

Shanghai Office
19D Dong Tai Plaza,
Hongkou District
309 TangGu Road – Shanghai P.R.
China
Tel. +86 21 6364 2957
contact@id-logistics.com

ID LOGISTICS TAIWAN

No. 36, Sec. 2, Changsing Rd
Lujhu Township
Taoyuan County 338
Taiwan (ROC)
Tel.: +886 932 215 114
contact@id-logistics.com

ID LOGITIMA INDONESIA

Jl.Raya Bekasi – km28
Bekasi 17132
West Java
Indonesia
Tel.: +62 21 889 2966
contact@id-logistics.com

IDL FRESH SOUTH AFRICA

CLS
PO Box 7750
Centurion 0046
South Africa
Tel.: +2 62 49 99 46
contact@id-logistics.com

ID LOGISTICS OCÉAN INDIEN

48 rue Paul Verlaine
97420 Le Port
La Réunion
Tel.: +33 262 32 33 64
contact@id-logistics.com

ID LOGISTICS MAROC

320 bd Zerktoni
Casablanca
Morocco
Tel.: +212 5 22 34 43 16
contact@id-logistics.com



ID LOGISTICS GROUP

410 route du Moulin de Losque – BP 70132
84304 Cavaillon – France
www.id-logistics.com