

2018
ANNUAL
REPORT

AGILITY

IN LOGISTICS

LOGISTICS: PLAYING A LEADING ROLE IN TRANSFORMATION

ID Logistics is one of France's market leaders in contract logistics. An international group with operations in 18 countries, it designs and implements one-stop solutions tailored to the specific needs of each of its clients. Due to the growing complexity of logistics systems, thanks to its position as a specialist – and in particular market leader in e-commerce – as well as the experience accumulated since the Group was founded in 2001, it is able to support an ever-increasing number of clients each year. In 2018, the group launched 16 new contracts and achieved revenue growth of 9.3%. More than ever, the Group's aim is to give logistics a leading role in its clients' transformation projects in order to adapt to the digitisation of trade and changing consumer habits. ID Logistics is listed in compartment B of the Euronext's regulated market in Paris.

(ISIN code: FR00110929125, Ticker: IDL).

20,000
employees

€1,410 m
in revenues

**More
than
300**
sites
worldwide

5,5
million sqm
total floor area
operated worldwide

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INNOVATION TO ADAPT TO NEW CUSTOMER NEEDS



ÉRIC HÉMAR,
CHAIRMAN AND CHIEF
EXECUTIVE OFFICER

CHRISTOPHE SATIN,
CHIEF OPERATING
OFFICER

What is your view of 2018?

ÉRIC HÉMAR_ 2018 was a positive year with revenues up 9.3% at constant exchange rates and operating profit up around 30%. We were able to control our start-up costs and long-standing projects delivered in terms of results. We achieved brisk business growth and won new clients. Outside France, we achieved strong growth and entered an 18th country – Chile – working with a major industrial client, Unilever. We made progress in all of our traditional activities and the Group's growth is driven more than ever by e-commerce. Both pure-play operators and retailers with a multi-format focus have put their trust in us.

CHRISTOPHE SATIN_ We consolidated our fundamentals and are continuing to implement ongoing improvement programmes at our sites with two main aims: service quality and client satisfaction.

We are also able to look ahead with our partners, many of whom are ramping up their e-commerce activities. Our experience, our know-how and the flexibility we develop with our clients allow us to address this need and evolve with them.

What was the main highlight?

ÉRIC HÉMAR_ We confirmed our ability to implement automated sites for different clients such as Descours & Cabaud, Lagardère Travel Retail, Guerlain and even LVMH Fragrance Brands for Givenchy. With one major new feature: these automated sites were completely designed by ID Logistics.

CHRISTOPHE SATIN_ We had already implemented new site projects from beginning to end in the past, but not yet for automated sites. This engineering capacity to design new sites in full now marks us out from other more conventional logistics companies. We also need to be aware of changing jobs and the expertise demanded by these sites. Automation design requires the recruitment of new Method and Process engineers and IT professionals and management of automated warehouses involves the creation of logistics flow manager and maintenance staff roles. Training our employees to develop their skills and identifying new talent are critical issues for the Group.

→
“Our engineering capacity to design new sites in full now marks us out from other more conventional logistics companies.”

CHRISTOPHE SATIN,
CHIEF OPERATING OFFICER

Descours & Cabaud in Pont-d'Ain.



+9,3%
increase in revenues

→ **ÉRIC HÉMAR**_ Our ability to support our clients in their transformation depends above all on the skills of the men and women at ID Logistics. Our success depends on them and that is why we put so much effort into training, particularly for all middle management staff. Around two-thirds of new management staff needed at automated sites are recruited internally and one-third from outside the Group.

What makes this shift to automated sites necessary?

ÉRIC HÉMAR_ Digital transformation is leading to the development of multi-format retail. Our retail clients want to add e-commerce to their traditional retail modes. They have ambitious goals: generating up to 20% of their revenues in e-commerce while also maintaining the same distribution standards. The issue for ID Logistics is to be able to design logistics systems able to achieve these goals. This is where the complexity and the real challenge lie: designing and managing increasingly complex sites able to serve both stores and e-commerce end customers.

CHRISTOPHE SATIN_ Another significant change in the same direction is the creation of XXL warehouses to supply hypermarkets, supermarkets, city markets, e-commerce etc. for the same client.

What strengths does ID Logistics offer to successfully support this transformation?

ÉRIC HÉMAR_ Proximity to our clients is our main strength. This allows us to share their strategy and be an integral part of their project. Our culture of innovation and our ability to come up with new solutions, the emphasis we place on training the men and women at ID Logistics and, lastly, our financial capacity to invest for our clients represent the Group's strengths.

CHRISTOPHE SATIN_ To successfully help them in their transformation, we need to understand what our clients do: what are the demands of our clients' clients? Our role is not just to prepare orders; our understanding of the customer experience is essential.

“Proximity to our clients is our main strength. This allows us to share their strategy and be an integral part of their project.”

ÉRIC HÉMAR,
CHAIRMAN AND CHIEF EXECUTIVE OFFICER

What is your outlook for 2019?

CHRISTOPHE SATIN_ The Group is well on track with its growth-led business model. We shall continue to forge our way in e-commerce and markets where we are already developing our presence: cosmetics, with clients like L'Occitane, for example, and pharmaceuticals, with demands that we know how to respond to, as we have shown with Pierre Fabre.

ÉRIC HÉMAR_ The company is in the middle of a transformation process relating to changing jobs and working with our clients outside France. The main aim is to succeed in this transformation. Then, win new clients in Northern Europe. We are No. 2 in France, Spain and Portugal and growing rapidly in Russia. Strengthening our presence in Northern Europe is the next challenge we face. —

+28,9%
improvement in underlying operating income

New head office in Orgon, in the Alpilles Natural Park in Provence, opened on 11 April 2019.



GOVERNANCE

BOARD OF DIRECTORS

The Board, made up of representatives of the Group's controlling shareholders and independent persons, defines the company's development strategy and helps to implement this strategy.



**ÉRIC HÉMAR,
CHAIRMAN AND CHIEF
EXECUTIVE OFFICER**

Éric is a graduate of the École Nationale d'Administration (ENA) and began his career at the French Court of Auditors. He then joined the French Ministry of Infrastructure, Transport and Tourism as a technical advisor to the Minister. After having directed the Logistics Division of the Geodis Group, he founded ID Logistics in 2001.



**CHRISTOPHE SATIN,
CHIEF OPERATING
OFFICER, DIRECTOR**

Christophe is a graduate of ISG business school and began his career at Arthur Andersen, later working at various industrial groups before joining Geodis. He co-founded ID Logistics in 2001.



**IMMOD REPRESENTED BY
MARIE-AUDE HÉMAR, DIRECTOR**
Marie-Aude is a graduate of IDRAC Paris business school and has held various positions at Caisse d'Épargne Ile-de-France (IDF), including as an inspector with the Internal Audit Department.



**MICHÈLE CYNA,
INDEPENDENT DIRECTOR AND
MEMBER OF THE AUDIT COMMITTEE**
Michèle holds degrees from École Polytechnique, École des Ponts et Chaussées and MIT, and is Director of the BURGEAP Group.



**JESUS HERNANDEZ MUÑOZ,
CHIEF EXECUTIVE OFFICER OF ID
LOGISTICS GERMANY, DIRECTOR**
Jesus is a graduate of the University of Madrid and served as head of ID Logistics Spain from 2006 to 2015 and ID Logistics Brazil from 2016 to 2018 before becoming head of ID Logistics Germany.



**MICHEL CLAIR,
INDEPENDENT DIRECTOR,
CHAIRMAN OF THE AUDIT
COMMITTEE**

Michel is a graduate of the École Nationale d'Administration (ENA) and was a Public Auditor at the French Court of Auditors and ran the office of the French Minister of Trade, Crafts and Services before becoming the Chairman of Klépierre (BNP Paribas). He is now Chairman of HLM France Habitation and also Vice-President of the Paris Region Ile-de-France CCI, in charge of conferences and trade shows.



**MURIEL MAYETTE-HOLTZ,
INDEPENDENT DIRECTOR**
Muriel is an actress and producer; she was the General Manager of the Comédie-Française Theatre between 2006 and 2014 before becoming Director of Villa Médicis in Rome.



**PASCAL TERANNE,
DIRECTOR REPRESENTING
EMPLOYEES**
Pascal holds a master's degree in business law and is a graduate of the École Supérieure des Transports. He began his career at La Flèche Cavallonnaise before joining ID Logistics in 2001 as Legal Director.



**JACQUES VEYRAT,
INDEPENDENT ADVISOR**
Jacques is a graduate of École Polytechnique and École des Ponts et Chaussées, and held various positions at ministerial offices before joining the Louis Dreyfus Group, before founding the Impala Group in 2011.

EXECUTIVE COMMITTEE

The Executive Committee applies the strategy determined by the Board of Directors and makes the operational decisions required for the Group's day-to-day management.

**ÉRIC HÉMAR,
CHAIRMAN AND CHIEF
EXECUTIVE OFFICER**

**CHRISTOPHE SATIN,
CHIEF OPERATING
OFFICER, DIRECTOR**



**YANN PEROT,
CHIEF FINANCIAL OFFICER**
Yann holds a degree from EDHEC business school and began his career at Deloitte (in France and the United States). He continued his career at Lagardère and NRJ, before joining ID Logistics in 2009.



**LUDOVIC LAMAUD,
EXECUTIVE VICE-PRESIDENT,
DEVELOPMENT AND INNOVATION**
Ludovic holds a DESS advanced diploma in Pharmaceutical Distribution and began his career at OCP. He then worked for Geodis before joining ID Logistics in 2002.



**LAURENT NICASTRO,
EXECUTIVE VICE PRESIDENT,
OPERATIONS**
Laurent is a graduate of Panthéon-Sorbonne University and holds a DESS advanced diploma in Logistics Management and Transport Engineering. He began his career at Hays Logistique and then was in charge of supply chain management at Castorama before joining ID Logistics in 2017.



**MARIE GAY-DE TAILLY,
EXECUTIVE VICE PRESIDENT,
HUMAN RESOURCES**
Marie is a graduate of the Institut d'Études Politiques de Paris and holds a DESS advanced diploma in Human Resources. She began her career at the Saint-Mamet group and then worked for Nestlé Waters and Safran before joining ID Logistics in 2017.



SOLUTIONS TO ENSURE SUCCESSFUL
TRANSFORMATION

The development of multi-format retail is resulting in far-reaching changes to our clients' supply chains. In order to come up with bespoke solutions addressing their needs, ID Logistics combines automation, flexibility and capacity for innovation.

“We need to come up with automation solutions that take account of possible changes to our client's business model.”

EMMANUEL VEXLARD,
MANAGING DIRECTOR
FRANCE



How is logistics becoming more complex?

Consumer habits are changing and, with them, our clients' business models, with a shift from conventional logistics to omnichannel logistics. With the development of e-commerce and BtoC, order preparation is becoming more complex. Changing consumer habits also affect the format of BtoB activities, whether in terms of home delivery or the increasing number of types of large-format retailers, from supermarkets to city markets. Another reason for this complexity is the growing number of products sold by our clients.

What solution does a logistics specialist offer to this growing complex?

This complex means of preparation means that we need to work differently. That's what flexibility is all about: a company's ability to adapt to a changing environment. We need to come up with processes that take account of possible changes to our client's business model. This also implies providing support and ongoing training of our employees in these new areas of expertise.

How do you do this?

We rely primarily on keeping an eye on new developments and our understanding of new technologies, as well as our expertise in the markets in which our clients operate. The expertise we have developed through our various start-up projects allows us to make a realistic and effective diagnosis. This makes ID Logistics a "knowledge hub" and this is what enables us to target the needs

of our clients by creating added value. For example, when Descours & Cabaud contacted us, we came up with an automated solution that was different from their usual organisation. I would add that flexibility also lies in our ability to question established business models and restore our clients' confidence by taking a proactive approach. This means not expecting a contract to be renewed in order to come up with new solutions for our clients. We need to be able to question our processes and how we do things in order to take account of changes in the market. This is what we have done in particular with LVMH Fragrance Brands (Givenchy, Kenzo). —



Descours & Cabaud FOCUS ON PRODUCTIVITY

The regional distribution centre of the Descours & Cabaud group (partner to industry and construction professionals) in Pont-d'Ain is a highly automated site designed entirely by ID Logistics. Here is an overview of the details.

Faced with the growing complexity of its logistics operations, the Descours & Cabaud group decided to outsource. It turned to ID Logistics, which proposed an overhaul of all its processes and a technological solution comprising a high level of automation at its Pont-d'Ain site in the Ain region of France. This automation had become necessary given its 36,000 products listed. Thanks to a 4-aisle OSR, 27,000 products are stored in 3,000 sqm. This concerns all small items with dimensions smaller than a container (600 x 400 x 300 mm). *"In the automated section, productivity is 6-8 times higher than in the conventional manual section, with 25 order pickups per day without automation compared with 180 per day with automation,"* states site manager Yacine Chaib-Eddour. To respond to the client's needs, ID Logistics has implemented the Pick-To-Graphics system, allowing for visual

recognition of products. The new site's receiving operations began in October 2017 and preparation/receiving in January 2018. One year later, the results are clear. In January 2019, the warehouse exceeded 210,000 orders per month, compared with an average of 150,000 previously, an increase of 30%. Pont-d'Ain serves stores – 45% of orders – and direct customers (home deliveries or to construction sites) – 52% of orders. The remaining 3% relates to volumes for a new client. —

36,653
products listed

126
employees

36,000 sqm
floor area



The site's automation has allowed for an increase in productivity.



“Goods to man” and not the other way round.



YACINE CHAIB-EDDOUR
PONT-D'AIN SITE MANAGER

WHAT NEEDS WERE EXPRESSED BY DESCOURS & CABAUD IN ITS SPECIFICATIONS?

The first was increasing its service quality level to 99.9%. We have exceeded these targets, with a service rate of 99.93% and 99.96% for the automated section. Secondly, upholding its promise to customers: all orders placed before 3pm are delivered next day. Here again, we achieved the target thanks to a gradual ramp-up of the transportation plan and control of order consolidation processes. We are now working with our client to exceed these targets in the future. The next step will be next-day delivery of orders placed before 5pm.



BRAHIM KIROUANI
VIVIER PONT-D'AIN SITE MANAGER

WHAT PARTICULAR ASPECTS DID YOU WORK ON WITH THE CLIENT?

We needed to adapt an industrial facility that previously provided an “à la carte” service. As regards packaging and delivery of oversized products, each agency has its own way of doing things. For eight months, agencies and client specialists have been in discussion with staff within the framework of improving packaging, preparation concepts etc., so as to provide the best possible service standards.

91
stores served



LVMH Fragrance Brands TRANSFORMATION OF THE BEAUVAIS HUB

To respond to the needs of this long-standing client, ID Logistics undertook the transformation of all processes, involving the complete redevelopment of its warehouse. "Two years before the end of the contract, we sat around the table to see what solution ID Logistics could come up with to respond to our prospects of strong growth," states Richard Martignon, Senior VP Operations LVMH Fragrance Brands. Ability to support business growth, shorter order preparation time, quality expectations and product traceability, financial performance: these were the needs set out by LVMH Fragrance Brands in its specifications, which ID Logistics' R&D department responded to by proposing a major transformation of the Beauvais site in the

Oise region of France. This redevelopment concerns all systems and order preparation processes right up to the way of working using IT. "We got an independent firm specialising in logistics to audit the technical solution proposed by ID Logistics and this is what we decided on. At the end of these negotiations, we signed a new contract for a period of six years," explains Richard Martignon. The transformation of the Beauvais site will be in three stages and is due to be completed in April 2020. Beauvais is the logistics platform from which all client orders for major accounts and the company's subsidiaries are prepared and despatched. This concerns perfumes and cosmetics for the Givenchy and Kenzo brands.

April 2020

Scheduled date for completion of the site's transformation

60

employees

20,000 sqm

floor area

Mediamarkt CENTRALISED WAREHOUSE IN THE NETHERLANDS

The Mediamarkt group, Dutch market leader in electronics, appointed ID Logistics to manage its new logistics platform in Etten-Leur in the southern Netherlands. As of summer 2019, all of the country's leading consumer electronics company's BtoB and e-commerce activities are centralised at the 70,000 sqm warehouse. The Etten-Leur site forms part of a comprehensive approach to updating Mediamarkt's supply chain. At the cutting edge of technology (Infogog WMS, radio frequency, automated packaging etc.), the site will offer significant added value for

Mediamarkt's customers and suppliers: customers will benefit from real multi-channel availability of products and services, while suppliers will be able to despatch their goods to a single distribution centre rather than 49 stores. This updated supply chain reflects Mediamarkt's desire to establish itself as a leading name in e-commerce. It is planned that Etten-Leur will manage an average of 4,000 orders per day and up to 21,000 orders per day during peak periods. The site will employ around 150 people and up to 250 during peak periods.

150

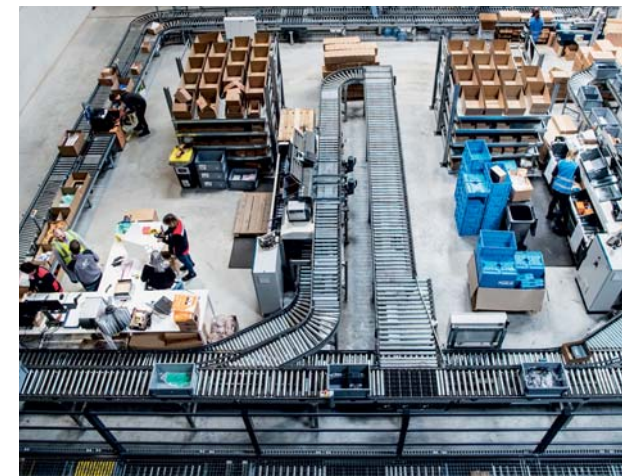
employees

49

stores served in the Netherlands

70,000 sqm

floor area





INNOVATION CONCERNS EVERYONE

In 2018-2019, ID Logistics launched the in-house “Innovation Booster 2020” project, with the aim of mobilising all of the Group’s sites worldwide around the implementation of innovative projects, with concrete achievements at as many sites as possible.

The “Innovation Booster 2020” project was developed with the Group’s operating departments and site teams. It is based on three main principles: communication, creating a support structure for the implementation of innovations, and organising a competition to find the “innovation king”. Communication is via a “Flash innovation” newsletter, focusing each month on a successful innovation, and an innovation portal accessible on the website for sharing feedback and encouraging discussion. Secondly, countries’ Methods and Innovation departments will be responsible for helping operating staff to implement innovations, possibly using external expertise. Lastly, the competition will involve sites that adopted an innovative project during 2019. Each country will elect its champion at the end of 2019 and the champion of champions, the Group’s “innovation king”, will be selected by a panel in April 2020. “The aim is to put innovation at the heart of our sites and mobilise operating activity so that everyone becomes involved across all of our sites,” explains Ludovic Lamaud, Executive Vice-President, Development and Innovation.

A request carried out in concert with clients...

This is a fundamental aspect, as it is for its clients that the Group innovates. Within the framework of the call for external projects launched in 2017, a number of innovations have been implemented on a POC (proof of concept) basis at dedicated client sites. Furthermore, meetings for discussion and reviews with clients about their supply chain issues and the problems they face are organised on a regular basis at the ID Logistics Innovation Campus in Chartres. “These are valuable opportunities to develop long-term relationships with our clients. We show them that ID Logistics is a partner that takes part in thinking about their business, not just a service provider that performs its obligations,” states Ludovic Lamaud.

... and shared at all of the Group’s subsidiaries

Each country has had its own innovation officer and an innovation committee for more than two years. They attend quarterly meetings to share feedback, analyse failures and identify means of improvement. Each country has sharing tools such as a dedicated innovation web portal and external newsletters for clients. In addition, an automation and robotization expertise unit has been created at Group level to provide support for client projects at all subsidiaries. —



Innovation has always been part of ID Logistics’ DNA and this took on a new dimension with the programme launched in 2018.



NEW MARKETS, NEW FRONTIERS

The Group is strengthening its presence in two segments with specific demands: pharmaceuticals and fashion. In 2018, it also confirmed its ability to work with major industrial clients outside France.

PIERRE FABRE NEW PHARMACEUTICALS CENTRE

At its Muret site, ID Logistics manages Pierre Fabre's international distribution platform, which distributes for all of its subsidiaries and distributors around the world.

Pierre Fabre currently generates over 70% of its revenues from dermo-cosmetics sales outside France. This international presence is one of the reasons why the pharmaceuticals group appointed ID Logistics to manage a centralised logistics platform, which since December 2016 has handled all production from its factories and suppliers. These products are then despatched to all of its markets, both in France and abroad, for subsidiaries and distributors. *"The aim was to have a single starting point and build up pooled central stock as the launching pad for our supplies,"* explains Francis Héritier, head of distribution at the Pierre Fabre group. *"During the first year, we gained momentum following a large-scale launch as outsourcing is not done gradually, but in one go,"* explains Stéphanie Riehl, pharma manager at IDL Santé and manager of the Muret site near Toulouse. *"Then, 2018 was a year of stabilisation and delivering performance,"* she adds. Each day, an average of 800 pallets are received at the 40,000 sqm warehouse where 115 people work. The Muret site restocks a nearby site serving France, and itself serves all Pierre Fabre subsidiaries and distributors abroad.

An ANSM certified site

Muret is designed for distribution flows comprising 80% pallets, even though the number of complete packages is higher for distributors in particular. In figures, this means 400 pallets and 500 packages despatched each day for France and 350 pallets and more than 6,000 packages per day for other countries. This represents a total of 300 million items a year. The Muret site is authorised to distribute pharmaceutical products. It has a quality management system, a quality control structure and approved IT systems and critical equipment (temperature control and humidity). The first pharmaceuticals site operated by ID Logistics, Muret was inspected by ANSM (French National Agency for Medicines and Health Products Safety) in November 2018, as a result of which it received BPDG and BPF certification (wholesale distribution best practices and medicines manufacture best practices). It also benefits from OEA accreditation (accredited economic operator) from the French import and export customs authority. The opening of this site demonstrates ID Logistics' desire to continue to develop its presence in healthcare in France, having been present in Spain and Portugal since 2016. —

"By outsourcing our operations, we wanted to become more flexible thanks to a logistics system suited to changing volumes."

FRANCIS HÉRITIER,
SUPPLY CHAIN MANAGER AT PIERRE FABRE



40,000 sqm
floor area

800
pallets received
per day

115
employees

El Ganso

CONTRIBUTING TO THE SUCCESS OF A SPANISH CASUAL CHIC BRAND

Since June 2018, ID Logistics has been supporting the expansion of Spanish brand El Ganso. This collaboration aims to help El Ganso to build an effective supply chain to serve around 10 markets worldwide.

Founded in 2004, El Ganso currently has 160 sales outlets, 110 of which are in Spain. In 15 years, the company has become a leading name in the premium fashion sector in Spain and worldwide. Logistics activities are centralised at the ID Logistics multiclient warehouse in Cabanillas del Campo in the Guadalajara province, 50km from Madrid, where receipt, storage, stock management, order preparation, relabelling and despatch of all clothing and footwear sold by El Ganso are carried out. This represents a total of 7,300 products per season intended for wholesalers and stores selling El Ganso in Spain, Portugal, France, Mexico, Chile and the Emirates, with multi-brand outlets in other countries. An e-commerce business for customers in these countries is due to be launched in July 2019. The site is equipped with a WMS and uses radio frequency to pick products. A crossdocking solution has also been developed to reduce lead time and storage. El Ganso had also expressed its need for flexibility in order to cope with changing

volumes relating to the seasonal nature of the textiles market. ID Logistics has implemented new operating procedures to address this. Furthermore, by making the Cabanillas site part of its Guadalajara hub – where the Group employs more than 900 people – ID Logistics is able to call easily on additional labour during peak periods.

A partner that listens

El Ganso is a family-owned business founded in Madrid that began its international expansion in 2011. It is ambitious, looking to open around 10 additional stores a year between now and 2023, and was looking for an experienced logistics partner to work with. The service provided by ID Logistics extends to the retail and outlets sales channels, as well as the brand's growing e-commerce business. "This project has been developed in complete collaboration and in full transparency with El Ganso," explains Javier Echenique, Managing Director Spain at ID Logistics. "We wanted to help a young company like El Ganso to build a more effective and more flexible supply chain in order to support its expansion".



JAVIER ECHENIQUE
MANAGING DIRECTOR SPAIN

"This project has been developed in complete collaboration and in full transparency with El Ganso."





Kiabi CREATION OF A DISTRIBUTION CENTRE FOR SOUTHERN EUROPE

ID Logistics has implemented a one-stop solution including the construction of a warehouse in Tarragona to allow this longstanding client to reduce its delivery times to Spain, Italy and Portugal. A client of the Group since 2001 for its transportation activities, Kiabi supplied all of its clients from Lille in northern France, where its logistics activities were centralised. In 2017, the clothing manufacturer decided to create a distribution hub for Southern Europe and opted for the solution put forward by ID Logistics. a one-stop solution covering real estate and logistics preparation with an automation option. The warehouse specially constructed in Tarragona (Catalonia) in the space of six months – a real challenge – began operations in November 2017. – It serves 290 stores in

Spain, Italy, Portugal and southern France, with capacity of 300,000 orders per day. It also supplies Kiabi's e-commerce customers in Spain, Italy and Portugal. The site is equipped with a Manhattan WMS IT system – a first in Spain for ID Logistics. Allocation, packaging and despatch for e-commerce activities will be automated at the end of 2019 and then in the second quarter of 2020, allocation and despatch to stores for "assorted" activities. *"From designing the project and throughout the start-up phase, the teams at ID Logistics worked collaboratively with the client,"* states Guillaume Delaval, contract manager at Kiabi. The targets to be achieved are: 100% of e-commerce orders and 80% of deliveries to stores to be despatched within 24 hours of placing the order.

46,000 sqm
floor area

290
stores served in Spain, Italy,
Portugal and southern France

25,000
items per day e-commerce
delivery capacity

Auchan Textile CENTRALISATION AND POOLING OF STOCKS

The Brebières site in the Nord region of France is intended to manage all clothing products in the In Extenso range, Auchan's private label brand, and take care of delivery of these products to eight European countries. Auchan Textile opted for a new logistics model, centralising all of its operations at the Brebières site near Lille. This centralisation has been achieved gradually since the site opened in November 2015, offering a number of advantages. First is lower transportation costs, with a single delivery point for all of Auchan Textile's international suppliers. Production is despatched by barge from the port of Dunkirk. This allows for stocks to be pooled, whereas previously each country where the In Extenso brand is sold (France, Luxembourg, Italy, Spain, Portugal, Hungary, Romania and Poland) had to organise itself. A quantity of goods calculated on the basis of the previous year's sales and projected sales for the coming year is allocated to each of these countries. As a result, resupplying countries that had used up their stock was very difficult, even if other countries had the goods. *"The aim of pooling stocks is to stop sending*

goods to stores that don't need it and give greater possibilities for resupplying those that do," explains Joël Miguet, Head of International Operations at Auchan Textile. Operations in Brebières have been ramped up steadily since 2015 with the gradual integration of baby, children's, men's, women's and footwear ranges. Goods flows have increased from 2.5 million items delivered to 132 million in 2018. Lastly, the site's productivity has been improved thanks to the introduction of Put to Light technology.



72,000 sqm **450**
floor area employees

430
stores serve
in 8 countries

132
million items
delivered in 2018

18th COUNTRY FOR ID LOGISTICS: CHILE

The Group is working in the country with a strategy industrial client, Unilever, for which it takes care of all logistics operations from a centralised warehouse.

ID Logistics has taken over management of the Unilever warehouse in Lampa, 25 km from Santiago. The 56,000 sqm warehouse with 400 employees serves all of Unilever's clients in Chile. Previously, the fast-moving consumer goods giant managed its logistics in Chile itself. In late 2018, for reasons of efficiency and in order to ensure the ongoing improvement of its supply chain, it decided to outsource its supply chain and turned to ID Logistics, which already managed some of its logistics operations in Argentina and Brazil. Operations were taken over in two stages. During the first stage, launched in November 2018, ID Logistics took over co-packing of promotional products.

56,000 sqm
floor area

The distribution centre became operational during the second stage, which began in January 2019. It takes care of receiving and storing all Unilever products: food products, personal care products, household maintenance products etc. In addition to co-packing, the Lampa warehouse provides labelling and packet grouping services, as well as repacking and palletising, which each week involve up to seven production lines and manage more than 50 SKUs simultaneously. This national distribution centre has storage capacity of 56,000 pallets and an average of 3 million packages are despatched each month from the Lampa warehouse. —

400
employees

3 million
packages despatched per month



DAVID BOTTARO,
MANAGING DIRECTOR
ARGENTINA AND CHILE

WHAT DOES PRESENCE IN THIS NEW MARKET REPRESENT FOR ID LOGISTICS?

The first thing we should stress is that this was supporting a strategic client, Unilever, which we were already working with in Argentina and Brazil. By taking on the Lampa warehouse, we have demonstrated our ability to respond to this client's needs by giving added value to its distribution network. This creates new prospects in other countries in the region, which is important in terms of the Group's view towards successfully supporting its clients around the world.

WHAT PARTICULAR NEEDS DID THE CLIENT EXPRESS?

In Chile, Unilever is at the heart of a very competitive market that requires very high service standards in order to satisfy its customers. The company needed to give its distribution network a fresh boost by means of the transformation of its national distribution centre. Our solution is based on changing their processes and introducing new technologies and new working methods. Innovation and ongoing improvement are challenges that we address every day in order to ensure the success of this project.

Russia

A FAST-GROWING MARKET

Thanks to new contracts signed in the second half of the year, 2018 was a year of strong growth for ID Logistics in Russia, with the Group doubling its business in the country. Since 2013, ID Logistics has continually expanded its client portfolio. After launching its fresh produce business, the Group now operates in a growing number of segments, including dry food products, frozen products, fruit and vegetables, alcohol, cosmetics, fashion, jewellery and consumer electronics. ID Logistics' clients include large-format retailers and a leading name in Russian e-commerce, Shop&Show.

10
sites

300,000 sqm
total floor area of warehouses

2,200
employees

Benelux

RETAILERS TARGET ACHIEVED!


One year after winning its first retail client in the Netherlands – the Makro group, which operates Cash & Carry stores – ID Logistics won a new contract with Mediamarkt, the country's market leader in consumer electronics. This was one of the Group's main aims. Until then, ID Logistics worked primarily for fast-moving consumer goods and industrial clients. In the Netherlands, where the group has been present since 2013, ID Logistics manages two large multi-client warehouses in Tilburg. Its clients also include a US paint manufacturer at the Amsterdam site. In Belgium and the Netherlands, ID Logistics works for a Dutch group who owns DIY stores.

5
sites

295,000 sqm
total floor area of warehouses

1,000
employees





With automation, jobs in the logistics industry are changing. This transformation is giving rise to new challenges in managing the group's human resources, which ID Logistics is responding to by means of in-house training and recruiting more technically skilled staff.

NEW JOBS, NEW TALENT

STEPPING UP IN-HOUSE TRAINING

ID Logistics has launched an ambitious training plan concerning all of its middle management in France, with two main aims: to improve management of its staff and develop a results-led culture.

Team leaders and department heads are the link between top management's expectations and the Group's employees. True locally-based managers, it is up to them to implement the company's strategy on an operational level and, to do this, obtain the support of their staff. This role is particularly important in the context of changing job roles, where ways of working are changing as a result of automation. *"Technology shouldn't hold managers back, it should liberate them so that they can focus on managing people. It should also become a means of refocusing our employees on the right way of acting,"* states Emmanuel Vexlard, Managing Director France. This is the aim of the training plan adopted in late 2018 for the 740 team leaders and department heads at ID Logistics France. Using working situations filmed specially at ID Logistics warehouses, the theory component is done by e-learning, covering various themes such as "Communicating effectively", "Setting rules and targets" and "Delegating and mobilising staff".

Each e-learning session is in preparation for a group session dedicated to roleplay about concrete cases and sharing experiences. These classroom-based modules also aim to provide feedback, reward work done successfully or recalibrate and implement action plans.

Measurable results on a day-to-day basis

After two days of training, participants fill in a questionnaire to measure how the training lived up to their expectations. The initial results are promising, with 90% motivation and a satisfaction score of 17.7 out of 20. A second questionnaire will be sent to participants four months after their training to measure the concrete results seen in their work. *"This training in behavioural attitudes is to be extended over time and will concern all newly promoted staff and new recruits,"* explains Cécile Coutant Oger, Head of talent development. The training plan – adopted in France to begin with – will also be extended to a second country in 2019. Furthermore, the main training focus for ID Logistics employees is still safety, for which the Group's policy is to maintain more demanding internal standards than those of the sector. Lastly, the company's international expansion has given rise to a sharp increase in demand for foreign language training (English, Spanish). —

740

team leaders
and department
managers trained
in six months

"This training really allowed me to look at our practices in a fresh light and go back over the basics. I can now work from solid foundations."

OLIVIER LECLERCO,
GDS MANAGER AT THE LIBERCOURT
PEPSICO SITE – NORD REGION



THE JOBS OF TOMORROW, THE TALENT OF TODAY

With the “Millénium” programme, the Group is trying to increase its appeal to students. It is also stepping up its recruitment by means of work-based training contracts.



Although recruitment within the Group remains decentralised in order to meet the needs of its sites and regions as closely as possible, new trends are leading to the streamlining of recruitment sources. Firstly, internal recruitment through promotion is no longer enough to respond to the company’s needs. *“For some jobs, requirements and the level of technicity are increasing, which means that we need to recruit more specialist staff with new skills”*, comments Cécile Coutant Oger, Head of talent development.

To attract this new talent, the Group is endeavouring to develop its employer brand among students. Since 2018, it has been present on the Jobteaser platform, which puts companies, students and new graduates in contact. ID Logistics publishes its internships and work-based training places for those with two to five years’ higher education on the platform. ID Logistics had 6,000 followers on Jobteaser in April 2019 and an average of 70 applicants respond to each of its advertisements. The Group has also formed partnerships with higher education institutions – under what is called the “Millénium” programme – in order to foster close relationships with institutions sharing its values. ID Logistics has been a partner of the Ecole Centrale de Lyon since 2016.

Implementation of a work-based training assessment system

The Group is also a partner of AFTRAL, a professional training organisation specialising in Transportation and Logistics, as well as ISTEELI, a network of 18 higher education institutions belonging to the same group as AFTRAL. ID Logistics has also worked for a number of years with AFL (Association pour la Formation Logistique), taking on Logistics Operations Management students on work-based training contracts. This should be completed by the

formation of a partnership with a business school in 2019. Taking on more work-based training students is one thing, knowing how to retain the best talent is another. *“This is something we could do better at. To do this, we introduced an evaluation process this year. This should enable us not to let the best people leave at the end of their contract, but to offer them a job whenever possible, particularly where there is a need corresponding to their skills at another site,”* explains Cécile Coutant Oger. Lastly, in 2018, ID Logistics offered 10 VIE contracts (international voluntary placements) to new graduates wanting to spend 12 to 14 months in another country for their first work experience. This scheme offers very good results. It allows the company to recruit promising staff, both in France and abroad, and helps to create interesting links between the Group’s foreign subsidiaries and the parent company in France. —

40

new work-based training graduates (Bac +2 to Bac +5) sought in 2019

120

work-based training contracts, internships and VIE contracts in France in total in 2018



Methods and Process Engineer

THE KEY PERSON AT AN AUTOMATED SITE

Allocated to an automated site, the Methods and Process engineer is essential to its smooth operation. Their role is to optimise use of systems and provide the link between automated activities and manual activities, finding the right balance. They are also able to lead adaptation projects, such as changing the type of packaging. This requires adapting processes and IT tools and training staff. The Methods and Process engineer also needs to be able to take account of mechanical, IT, human and client constraints. *"This requires an intelligent person who is adaptable, able to look at the whole picture and open-minded,"* says Romain Dellamonica, the Group's head of innovation, who emphasises the human dimension of the role. *"This is the key person at an automated site, the one you go to when there's a problem,"* he adds. With site automation, the number of Methods and Process engineers is set to increase. At present, they account for 80% of new talent recruited from outside the Group, mainly young people (age 25-28), with initial experience in logistics or industry.



Flows manager

TRANSPORTATION SOLUTIONS FACILITATOR

Within a steering unit, this person is the intermediary between the client placing the order for a load, the carrier to be used and the warehouse to which the goods are to be delivered. In figures, this represents 80 to 100 orders per day, or 400 to 500 emails per day and 120 to 150 calls per day. This also means dealing with the number of interactions and problems through negotiation. *"This is a job in which you need to know how to manage stress and for which good relationship skills are essential in order to establish relationships of trust with the people you work with,"* explains Nicolas Tauron, head of the steering unit for Danone Walters. These qualities mean that the majority of flows managers are women, mainly from the world of transportation or with experience as commercial assistants. This job came about with the desire of logistics specialists to offer new services to industrial groups, which in turn wanted to refocus on their core business and outsource their transportation operations.



Application management project manager

DEDICATED TO THE MAINTENANCE OF BUSINESS APPLICATION IT SYSTEMS

"With the company's growth and increasing number of new contracts, start-up project managers no longer have time for application management. We have therefore created a dedicated department that takes over after the start-up stage," explains Philippe Morel, head of the department of 11, soon to be 12, application management project managers. Their role: solutions maintenance and keeping existing tools operational (primarily IT systems). This means managing changes to these tools in response to a client demand by getting new programmes developed or adding new tools to the WMS at the request of the site manager or EMIP (Research, methods, innovation, projects) department. They also intervene if there is an incident, such as a blocked site or production shutdown. Seconded to sites in France or abroad for postings of one to two weeks, application management project managers generally come from the company's ranks and join the department after undergoing in-house training in the IT solutions deployed.

LOGISTICS BY WOMEN

“Women are good at managing complexity adapting to change.”

CHEVA,
RECTOR
RUSSIA



What is your background?

I learnt my job by doing it. There wasn't any specific supply chain training in Russia when I went to university and so I studied telecoms engineering and IT. I worked for 16 years at a number of leading national and international logistics companies in Russia before joining the Group in 2012 as head of Business Development at the time when ID Logistics was launching its operations in Russia.

How would you describe your job? What qualities does it require?

Careers in logistics are very demanding and require a high level of versatility. My responsibilities as manager extend to a number of areas: operational, financial, human relations, information technology (IT), R&D, projects etc. The relationship with our clients is central. Their business is changing very rapidly. In order to remain competitive, we need to be innovative. It's not enough to solve problems. You need to anticipate and be ready to come up with new solutions. Russia is a fast-expanding market where things are changing more quickly than

elsewhere in Europe. Every year, we need to respond to new challenges: new legislation, new demand. But our approach is the same as elsewhere: innovation, new technologies and bespoke solutions to respond to our clients' needs and help them to improve end client satisfaction.

Does being a woman represent an additional challenge in your role?

I don't ask myself this question. I know a lot of other women who hold high levels of responsibility in the supply chain and think that women have everything it takes to succeed, as they are particularly good at managing complexity and adapting to change. Women have a natural talent for multi-tasking, attention to detail and taking initiative. These qualities mean that they are able to manage the entire supply chain.

How do you think the position of women is changing in logistics?

At ID Logistics Russia, we are ahead in this respect. 46.3% of our employees are women, compared with 28.4% across the Group. On an operational level, I don't think that there is a major change at warehouses but at the level of managers, certainly. Today, supply chain is taught at many universities. This means you can access positions of responsibility without necessarily starting at the bottom, as was traditionally the case in logistics previously. This opens up new opportunities for women. —



ESTELLE CRÉMONT,
REGIONAL OPERATIONS
MANAGER (DOR), IDF
NORD-EST CHAMPAGNE

“The increasing presence of women is inevitable”

“In our centralised organisational structure, the role of the Regional Operations Manager is to convey the company’s policy to the sites for which they are responsible in order to standardise how we operate and keep sites at the same level in terms of standards, flexibility and responsiveness for our clients,” explains Estelle Crémont. *“To do this, we need to have operational, HR and business skills and be permanently moving from one issue to another,”* she adds. Estelle Crémont has spent her entire career in transportation and logistics. She joined ID Logistics in 2010 after the takeover of Neolog, where she was site manager. *“Logistics is a huge playing field in which someone who is skilled and motivated can easily find their place,”* she says. *“The increasing presence of women is inevitable. With the development of jobs in the industry, we have more and more roles opening up to women. These include administrative positions, such as flows manager. We are also seeing more and more female managers at the various levels of hierarchy: from team leader to site manager. They have been able to gain acceptance in their role and their value is now recognised,”* believes Estelle Crémont.



NATHALIE NERRIÈRE,
MANAGER OF THE
CRIQUEBEUF-SUR-
SEINE SITE

“Job roles are changing: they are becoming less physical and demand a more rigorous approach”

In March 2018, Nathalie Nerrière became manager of the Criquebeuf-sur-Seine site in the Eure region of France, which employs an average of 160 people for Hachette. Since joining the Group in 2012, she has already held this position at four different sites. *“A multi-task role”* that she compares to that of *“manager of an SME”*, as it requires management, HR, technical and accounting skills as well as *“expertise in client relations”*. Although managing people is still the core focus of her role, Nathalie Nerrière believes that site automation that it is necessary to develop new technical skills. *“The day-to-day challenge in my job is anticipating so that we don’t suffer,”* she says. An engineer by training, Nathalie Nerrière was set to join the automotive industry. *“I fell into logistics by accident and I’ve never left,”* she says. She believes that more and more women will take this path in the future. *“With automation and detail picking relating to the rapid growth of e-commerce, job roles are changing: they are becoming less physical and demand a more rigorous approach,”* explains Nathalie Nerrière.



ANA SOFIA CRUZ,
HEAD OF R&D
PORTUGAL

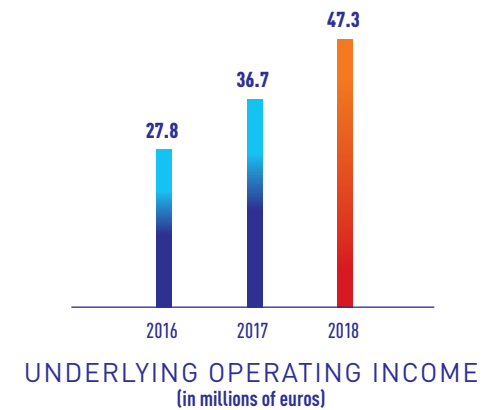
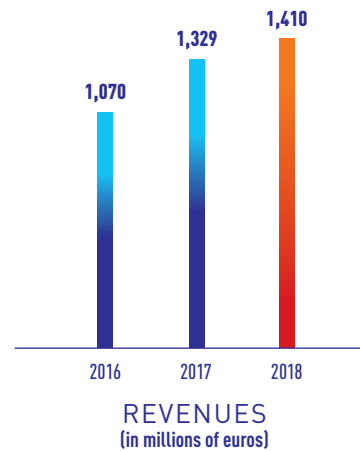
“Diversity is synonymous with creativity”

Ana Sofia Cruz joined the Group when it acquired Logiters in 2016. She began her career in logistics at Jeronimo Martins, a Portuguese food retailer, where she was Supply Chain Manager. *“This experience was important in order to understand the issues of centralisation and outsourcing logistics operations from the client’s viewpoint,”* she says. *“In my role as Head of R&D Portugal, I need to be very flexible and versatile,”* explains Ana Sofia Cruz. *“You need to have the technical skills to develop competitive and innovative solutions that meet the needs of our clients. And also real business sense in order to form solid relationships with our clients and prospects. Lastly, you need to be good at negotiating in order to win new contracts that are profitable for the company,”* she continues. According to Ana Sofia Cruz, *“logistics is not a man’s world. My personal experience has made me believe that it is skills that count and that women can benefit from the same opportunities as men. For me, diversity is synonymous with creativity: it contributes to wellbeing and greater productivity within businesses.”*

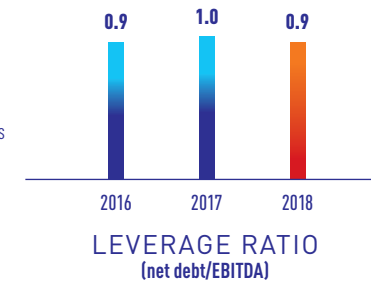
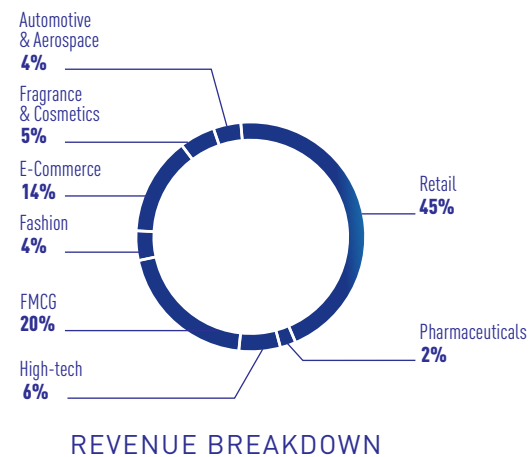
FINANCIAL RESULTS



ID Logistics generated revenues of €1,410.3 million in 2018, a year-on-year increase of 9.3% at constant exchange rates. EBIT improved significantly, up 28.9% at €47.3 million, demonstrating the solidity and competitiveness of its model.

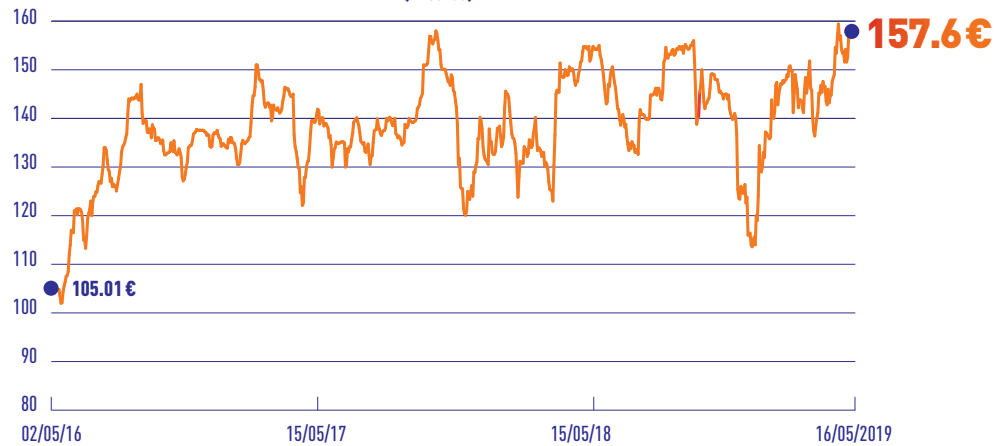


+9,3%
increase in revenues



SHAREHOLDING AND STOCK EXCHANGE

SHARE PRICE PERFORMANCE
(in euros)



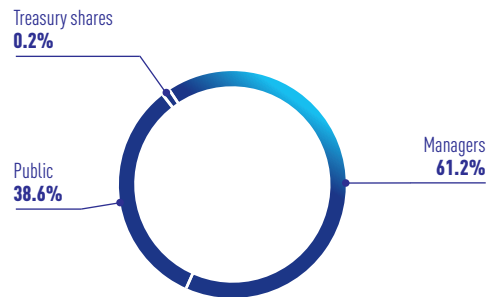
THE ID LOGISTICS SHARE

ISIN code
FR0010929125

Listing market
Euronext Paris

Market
Euronext Compartment B,
CAC All shares, CAC All tradable,
CAC Industrials, CAC Mid & Small,
CAC Small

BREAKDOWN OF SHAREHOLDERS (at 31 December 2018)



CONSOLIDATED INCOME STATEMENT

(at 31 December)

(€'000)	2018	2017
Revenues	1,410,300	1,329,270
Purchases and external charges	(795,191)	(749,430)
Staff costs	(528,814)	(509,197)
Miscellaneous taxes	(15,125)	(14,965)
Other underlying income (expenses)	1,201	2,694
Net (increases) write-backs to provisions	1,712	4,666
Net (increases) write-backs to provisions	(26,776)	(26,328)
EBIT before amortisation of customer relations	47,307	36,710
Amortisation of acquired customer relations	(1,287)	(1,287)
Non-recurring income (expenses)	-	(5,556)
Operating income	46,020	29,867
Financial income	1,001	674
Financial expenses	(6,237)	(6,299)
Group income before tax	40,784	24,242
Corporate income tax	(12,586)	(6,332)
Share of earnings of equity affiliates	498	430
Total consolidated net income	28,696	18,340
Minority interests	3,360	2,191
Group share	25,336	16,149
ARNINGS PER SHARE, GROUP SHARE		
Basic EPS (€)	4.50	2.89
Diluted EPS (€)	4.24	2.71

The complete version and statutory auditors' certification reports are available in the Finance section of the ID Logistics website: www.id-logistics.com

CONSOLIDATED BALANCE SHEET

(at 31 December)

(€'000)	2018	2017
Goodwill	172,659	172,659
Intangible assets	22,502	18,959
Property, plant and equipment	103,948	79,289
Investments in equity affiliates	1,229	1,037
Other non-current financial assets	11,869	10,816
Deferred tax assets	9,199	12,285
Non-current assets	321,406	295,045
Inventories	227	131
Trade receivables	250,694	225,952
Other receivables	53,393	51,659
Other current financial assets	23,132	38,430
Cash and cash equivalents	105,914	90,147
Current assets	433,360	406,319
Total assets	754,766	701,364
Capital stock	2,821	2,801
Additional paid-in capital	57,241	54,684
Exchange differences	(11,371)	(8,857)
Consolidated reserves	105,369	88,865
Net income for the year	25,336	16,149
Shareholders' equity, Group share	179,396	153,642
Minority interests	10,419	8,639
Shareholders' equity	189,815	162,281
Borrowings (due in over 1 yr)	98,937	94,194
Long-term provisions	20,407	20,298
Deferred tax liabilities	30	11
Non-current liabilities	119,374	114,503
Short-term provisions	9,608	9,961
Borrowings (due in less than 1 yr)	69,758	59,329
Other current financial liabilities	-	-
Bank overdrafts	222	30
Trade payables	207,616	199,010
Other payables	158,373	156,250
Current liabilities	445,577	424,580
Total liabilities and shareholders' equity	754,766	701,364

CONSOLIDATED CASH FLOW STATEMENT

(at 31 December)

(€'000)	2018	2017
Net income	28,696	18,340
Net depreciation, impairment and provisions	28,529	21,654
Share of undistributed earnings of equity affiliates	(192)	(303)
Capital gains or losses on the sale of fixed assets	-	(3,271)
Change in working capital	(1,723)	(12,801)
Net cash flow from operating activities after net cost of debt and tax	55,310	23,619
Corporate income tax	12,586	6,332
Net cash flow from financing activities	3,557	4,700
Net cash flow from operating activities before net cost of debt and tax	71,453	34,651
Tax paid	(9,781)	(6,246)
Net cash flow from operating activities	61,672	28,405
Purchase of intangible assets and PP&E	(58,738)	(38,540)
Purchase of financial assets	(1,422)	(3,923)
Sale of intangible assets and PP&E	886	586
Sale of financial assets	1	5,084
Net cash flow from investing activities	(59,273)	(36,793)
Net cash flow from financing activities	(3,557)	(4,700)
Net loans received	61,768	41,550
Loan repayments	(45,669)	(27,264)
(Purchase) sale of treasury shares	17	(182)
Minority interest dividends	(1,410)	(517)
Share issue	2,577	849
Net cash flow from financing activities	13,726	9,736
Exchange gains (losses)	(551)	(209)
Change in net cash and cash equivalents	15,574	1,139
Opening net cash and cash equivalents	90,117	88,978
Opening net cash and cash equivalents	105,691	90,117

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