



Acquisition of Kane Logistics in the US

February 14th, 2022



SPEAKERS



ERIC H MAR
Chairman and
Chief Executive Officer



CHRISTOPHE SATIN
Deputy CEO



YANN PEROT
CFO

ACQUISITION OF KANE LOGISTICS

- ID Logistics has signed an agreement to acquire 100% of Kane Logistics
- The acquisition is now subject to approval by the US antitrust authorities
- Closing is expected by Summer 2022

AGENDA

- PRESENTATION OF KANE LOGISTICS
- RATIONALE OF THE ACQUISITION
- TRANSACTION DETAILS
- ID LOGISTICS STRATEGY AND MODEL



PRESENTATION OF KANE LOGISTICS

KANE LOGISTICS

- Kane Logistics
 - **created in 1930** by the Kane family
 - **acquired in 2019** by Harkness Capital
- Revenues of ca. \$235m for 2021e
 - **+20% annual growth** since the acquisition by Harkness
- Pure player in value-added warehousing and contract logistics
- Asset light
 - **20 warehouses** (12 leased / 8 customers) for 725,000 sqm in total
 - **market IT solutions**
- Nationwide geographical coverage
- **2,600 employees**



Sites





Diversified and top quality client portfolio

- Focusing on leaders on their markets
- Key expertise in Food & Beverage with low cyclicity
- Offering high touch value-added services
 - Warehousing
 - Co-packing
 - Reverse logistics
- Good basis for further penetration and geographical expansion



E. & J. Gallo Winery



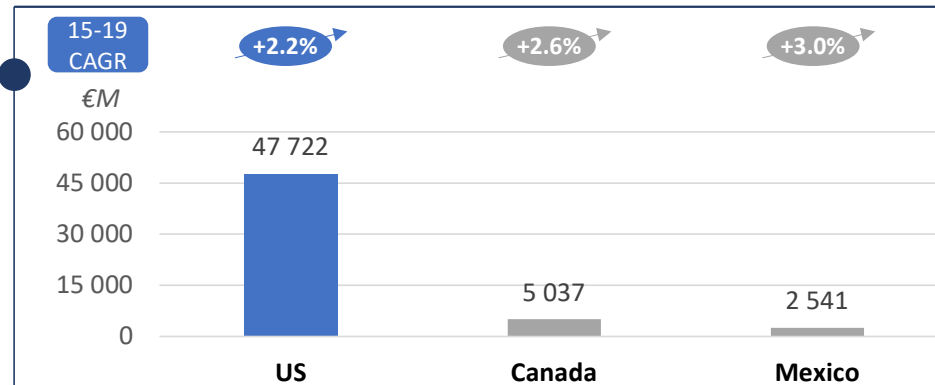


Experienced senior management team

- Rebuilt and deepened management team since the acquisition by Harkness
 - **CEO, CCO and COO : 30+ years of experience at Ryder and Jacobson Companies / Norbert Dentressangle**
 - **CFO : 30 years of experience at XPO and CMA CGM**
 - **CPO, CIO : 20+ years of experience at Kane and other 3PL**
- Management team scaled to lead large 3PL
- Historical HQ in Scranton (PA) being progressively transferred to Atlanta (GA)

US CONTRACT LOGISTICS MARKET

Contract logistics market size by country



Sources: GSCI / TI; IDL data, 2019

- **Low level of externalization**

- 30-35% outsourced logistics vs 35-40% in France and 50%+ in the UK

- **Highly fragmented market**

- Top 20 accounts for less than 50% of the market

Top 10 market players (North America)

Player	Market Share in %
1- DHL Supply Chain	7.0%
2- Ryder	6.4%
3- J.B. Hunt	4.4%
4- XPO Logistics	3.8%
5- Penske Logistics	3.1%
6- FedEx	3.1%
7- UPS	3.1%
8- Americold	2.3%
9- Kuehne + Nagel	1.9%
10- Schneider National	1.9%



RATIONALE OF THE ACQUISITION

RATIONALE OF THE ACQUISITION

Perfect match in terms of business model and culture

- Pure player in contract logistics
- Asset light and single client operations
- Entrepreneurship culture
- Strong client relationship and top quality operations
- Care for employees

Manageable size

- While enhancing good visibility on the US market
- And well positioned for continued high growth

Very experienced management

- Already made the success of Jacobson, acquired by Norbert Dentressangle
- Will takeover ID Logistics existing US operations and the leadership of ID Logistics in North America

RATIONALE OF THE ACQUISITION

- Complementary client portfolio and technical expertises



- Vertical expertise in CPG in Food & Beverage
- Technical expertise and references Co-packing / and value added services
- Wide US geographic coverage
- Portfolio of leading customers on the US market with strong development opportunities (Mars, PepsiCo, etc.)



- Vertical expertise in retail and e-commerce
- Technical expertise on mechanization / automation
- Financial capacity to support fast-growing customers
- The development of key resources for development (R&D, Business Development, Contract management, etc.)
- Proven capacity to generate geographical cross selling



- Size effect + complementarity + geographical coverage which is a factor in
 - **accelerating development on the US market**
 - **offering commercial synergies in Europe**
- Visibility and ability to address major clients in various sectors
- Pooling of expertise (Sales, IT, Operations, etc.)
- Ability to develop Co-packing / VAS expertise at Group level



TRANSACTION DETAILS

TRANSACTION DETAILS



Financial considerations

- Enterprise value of **\$240m** – no earn out
- Limited debt / cash expected at closing
- Purchase price **paid 100% cash**
- Proforma leverage ratio excl. IFRS16 estimated at 2,6x at closing

Timetable

- **Signing** 11 February 2022
- **Regulatory approval** 30-45 days
- **Closing** By Summer 2022



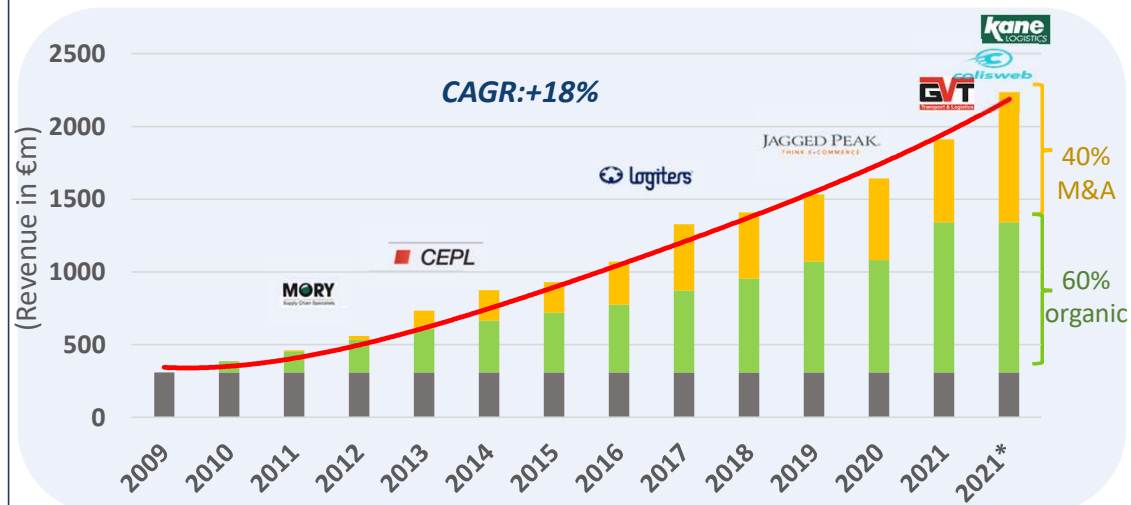
ID LOGISTICS' STRATEGY AND MODEL

ID LOGISTICS STRATEGY AND MODEL



Our growth history

Since 2009, ID Logistics has doubled in size every 5 years



17
countries

International = 64%
of 2021* Group revenues



27,500
employees in 2021*



8 million
m² in operation in 2021*

* Proforma as if acquisitions of GVT, Colisweb and Kane took place at Jan. 1st, 2021



Acquisition of Kane Logistics – Feb. 14th, 2022



Our business model

Our 5 strategic pillars





Q&A SESSION
