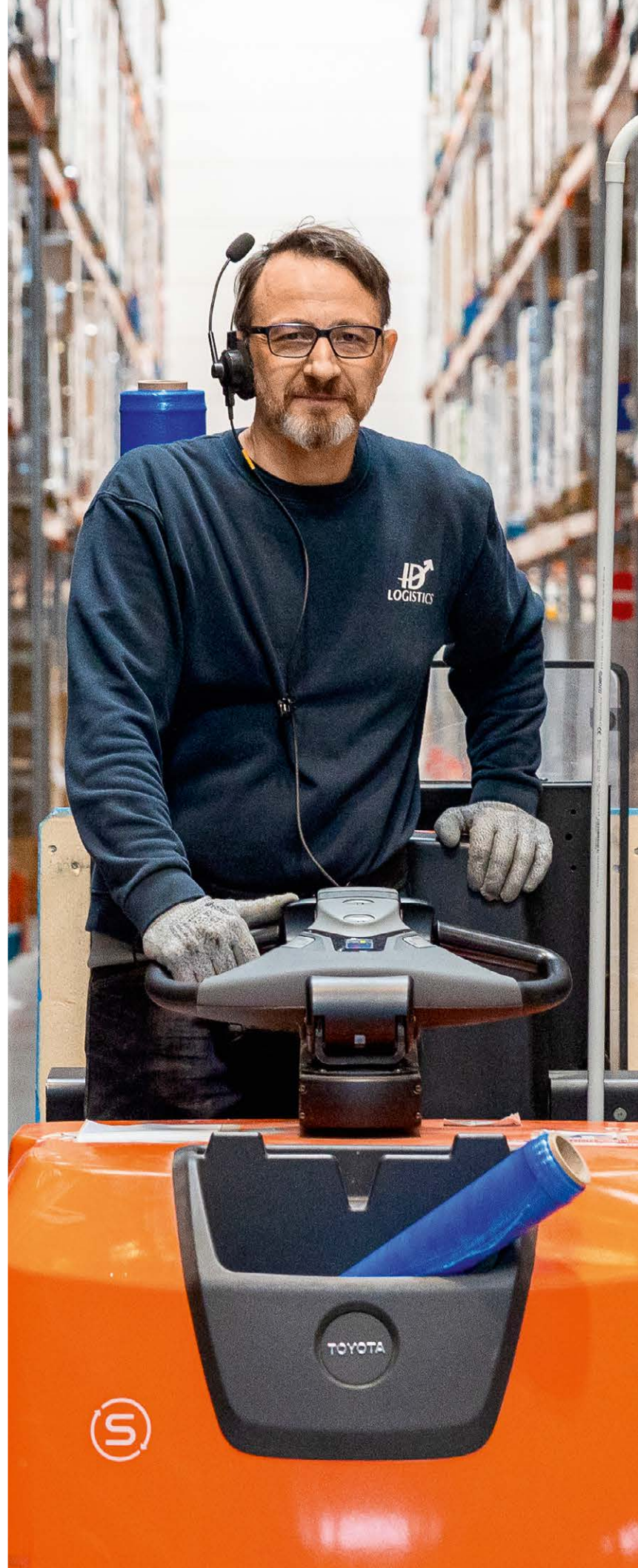




INTEGRATED REPORT





**ID LOGISTICS
IN 2021**
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THE FUTURE**
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**COMMITMENTS
FOR A
SUSTAINABLE
FUTURE**
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MANIFESTO

A pure player in contract logistics for over 20 years, on a daily basis ID Logistics manages warehouses, information systems, teams, and means of transportation. But the Group is driven above all by the desire to provide a specific solution for every need, to work building jointly with its customers and to continuously innovate at the service of operational excellence and performance. ID Logistics' 25,000 employees are committed to this aim on a daily basis, seeking to achieve the same objective since the company's launch: to be a genuine partner for growth.

ID Logistics' success relies as much on its economic results as on its ability to manage its environmental, social and societal impacts. Its CSR approach, managed from the highest point in the Group, has but one ambition: to be a fully citizen-oriented company and to contribute to the development of a sustainable logistics solution. ID Logistics is lucky enough to work in a business that serves everyone, and it must also be able to act in service of the common good of all its stakeholders.



MAINTAINING SUSTAINABLE PERFORMANCE

**ÉRIC HÉMAR, CHAIRMAN AND CEO AND
CHRISTOPHE SATIN, CHIEF OPERATING OFFICER**

**How would you
sum up 2021?**

Éric Hémar: 2021 proved to be a particularly structuring year with excellent organic growth of 17%, the resumption of our acquisitions policy and the roll-out of our ambitious CSR approach.

After a pause due to the health crisis, we finalised three proposed acquisitions in line with our strategic plan: to offer the full range of contract logistics services, to expand our customer portfolio, and to support our customers in their international development.

The acquisition of GVT strengthened our presence in Benelux, an area that represents a major entry point in terms of European logistics. We now have good visibility in the region, with a significant transport network, and some 30 warehouses.

In the US, we have always made clear our intention to include our e-commerce business, particularly regarding Nespresso, as part of a more diversified customer portfolio. This was achieved thanks to the acquisition of Kane Logistics, a pure player in contract logistics. We can now respond to a wide range of tenders, particularly in the consumer goods and food sectors. Within four to five years, the American continent is expected to account for one-third of ID Logistics' revenues.

Lastly, by integrating Colisweb, we consolidated our position as France's #1 in the household goods

“Over the next five years, the aim is to spread our revenues equally across three areas: France, Europe and America.”

Éric Hémar,
Chairman and CEO
(pictured left)

logistics by adding the distribution of bulky parcels. And we are strengthening our expertise in “last mile” management, which is key for e-retailers. Colisweb and its technology platform will also help instil a start-up culture within the group.

Christophe Satin: What’s more, the ramp-up of the numerous site openings in 2020 meant that the start-up costs for 22 new sites in 2021 could be absorbed. Consequently, this organic growth was accompanied by a further increase in current operating income at 4.0% of revenues. By integrating these acquisitions, we will benefit from further commercial synergies and embedded organic growth. The size effect also enhances our capacity for investment and innovation, an essential factor for growth, particularly in e-commerce.

Can you tell us more about your innovation strategy?

CS: It is structured around two main areas. On the one hand, we want all our employees to have a role in innovation, because they are the closest contacts with our customers. This is the bedrock of our annual “Kings of Innovation” and “Innovations Games” challenges. These are organised across the group, making the most of a treasure-trove of know-how with more than a hundred projects that can be rolled

out. On the other hand, we strive to develop breakthrough innovations that embody our offer to our customers. These are mainly related to mechanisation and robotisation.

EH: In 2022, for instance, we developed a stock-taking robot called ASTRID (Autonomous Stock-Taking Robot by ID), capable of taking stock of an entire warehouse spanning several tens of thousands of square feet, in one night, with no human assistance. This allows teams to make gains in terms of reliability and security.

Your CSR approach has made new progress...

EH: Yes indeed, in 2021 we were able to announce very specific objectives and commitments, posted in-house and externally in a fully transparent manner. The social aspect is essential to our business. We drafted a very proactive policy in terms of integration, health and safety, ethics and internal promotion. For example, by 2025, 70% of our site managers will be appointed via in-house promotion. All sites also have targets for waste management, carbon footprint and energy efficiency.

CS: We share this CSR policy with our customers, our shareholders and of course internally. The approach was also presented to financial analysts in October 2021.

Is the crisis in Ukraine affecting your business?

EH: There are two aspects to the Ukrainian crisis. First of all, geographically, we are not present in Ukraine and Russia represents about 1% of our revenues. We have put our investment projects on hold in Russia. Secondly, the Ukrainian crisis has led to a sharp increase in inflation across all our countries. Fortunately

for us, we have indexing clauses in all our contracts, but in return, and at the request of our customers, we must perform a significant amount of re-engineering work on each file so as to partially counteract these inflationary effects. Our teams are working hard on this in 2022, which means that we can keep the trust of our customers.

What are your priorities for 2022?

CS: In the short term, our teams are focused on integrating the three companies acquired and the commercial synergies they offer. We will do our utmost to ensure that employees and customers are enthusiastic about joining us. At the same time, we will continue to open new sites thus ensuring further organic growth. We are convinced that our business lines have strong potential for growth, both in e-commerce and across all our divisions.

“Our performance means that we can continue to invest in our environmental and social commitments.”

Christophe Satin,
Chief Operating Officer
(pictured right)

ID LOGISTICS IN 2021

With the completion of three acquisition projects, strong organic growth accompanied by good financial results and the rollout of the CSR policy, 2021 once more confirmed the strength of the ID Logistics model.







A WORLDWIDE PLAYER

AMERICAS

6,989
employees

2 million
sq.m of surface
area

With 25,000 employees in 17 countries, ID Logistics has moved beyond its French base and is now present in Europe, the Americas, Africa and Asia.

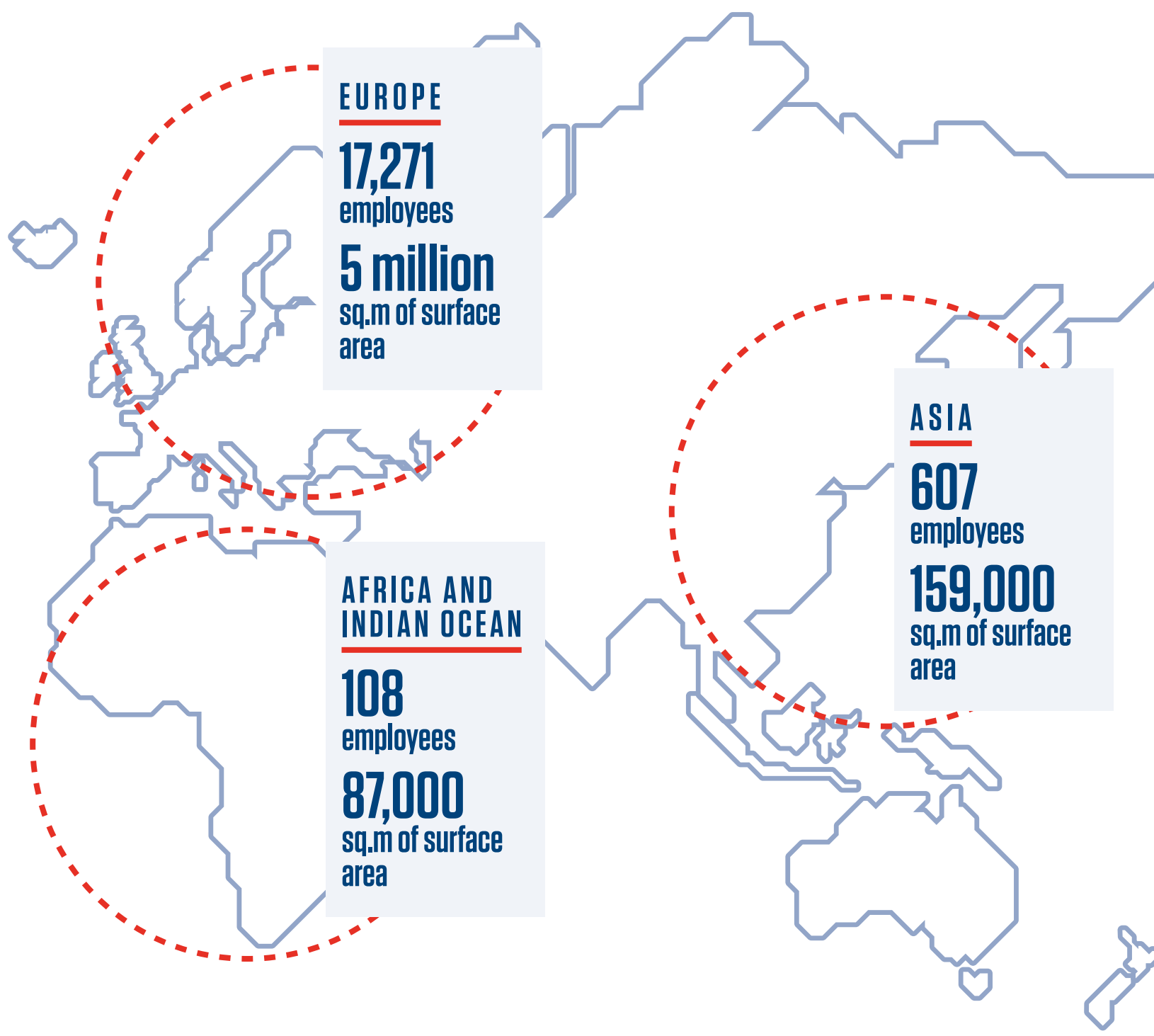
KEY FIGURES 2021

25,000

EMPLOYEES

€1,911M

IN REVENUES
IN 2021



OVER 350

SITES LOCATED
ACROSS THE WORLD

PRESENT IN

17 COUNTRIES

7 MILLION

SQ.M OF SURFACE AREA

ID LOGISTICS, A PURE PLAY

A MARKET EXPERIENCING STRUCTURAL GROWTH

Changes in consumption patterns – Supply chain optimisation by major customers – Growing outsourcing

RESOURCES

Human capital

- 25,000 employees worldwide
- 39 years old on average
- A stringent health and safety policy
- A strong employer brand

Innovation capital

- 50 sales engineers worldwide
- 2 innovation campuses (France and Brazil)
- 30% of sites mechanised worldwide

Financial capital

- €267 million in shareholders' equity
- A debt ratio limited to 0,9 x EBITDA
- Group listed on Euronext Paris

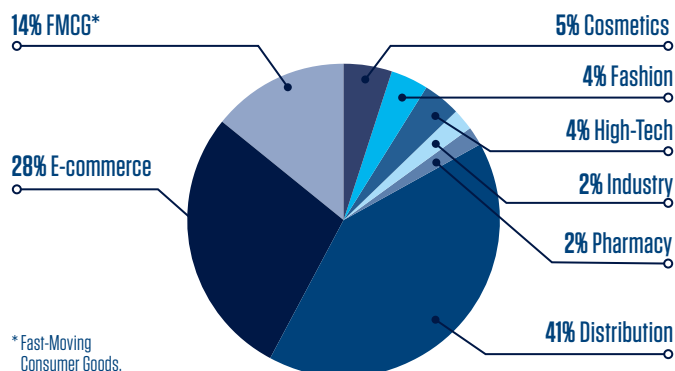
Social and environmental capital

- Responsible Procurement Charter
- Member of the Demeter club
- Member of the Global Compact

The Group's business lines: logistics solutions for the entire supply chain

- Warehousing and value-added services
- Transport and flow organisation
- Supply chain optimisation
- Delivery of turnkey projects
- Dedicated e-commerce solutions

A balanced customer portfolio



4 CORE VALUES

Solidarity

Promoting solidarity within the Group, engaging with employees, customers and partners to support sustainable development. The Group's sustainability is ensured by the contribution made by all.

Entrepreneurship

Dare, imagine and develop to a high standard, both in implementation and risk measurement. The Group supports sustainable development-related employee initiatives worldwide.

ER IN CONTRACT LOGISTICS

trend – Integration of sustainable development concerns

The strategic pillars

- A fully customer-oriented organisation
- Stable, experienced teams
- Optimal, consistent quality of service
- A commitment to CSR since the Group's launch
- A permanent innovation process

Presence in 17 countries

ID Logistics consolidates its market share by combining organic and external growth



High standards

Prioritising responsibility and professionalism in human relations within the company and with customers and partners. CSR is everyone's business.

Operational excellence

Compliance with specifications and quality of service, prioritising new technologies. This same requirement is reflected in the organisation and roll-out of the Group's CSR approach.

VALUE CREATED

For customers

- Organic growth of 11%/year*
- 18 new customers/year*
- Renewal rate > 90%

For employees

- In the HappyAtWork Top 10
- 7,600 hires/year*
- 209,000 hours of training/year*
- A 24% fall in the frequency rate of occupational accidents (Group 2021 vs. 2018)

For the planet

- 73% of waste recovered
- 24% reduction in carbon footprint
- Eco-responsible solutions for customers

For the community

- 60% of suppliers have signed the CSR - Responsible Procurement Charter
- Long-standing commitment to local communities

* Over 5 years.

TARGET 2025

Revenues x 2

TARGET 2030

Distribution of revenues:
1/3 France, 1/3 Europe,
1/3 Americas

SOLUTIONS AND EXPERTISE IN HIGH-STAKES SECTORS



E-COMMERCE

Unpredictable orders, myriad references, variable volumes, speed and reliability of deliveries... Faced with the challenges of e-commerce, ID Logistics is proactive, providing tailored solutions by organising flows differently depending on product type, by setting up specific logistics storage, and by further developing its delivery expertise. Thanks to its know-how, ID Logistics is able to meet the needs of customers such as ManoMano, Nespresso and Leroy Merlin, as well as world leaders in e-commerce.



RETAIL

ID Logistics works with numerous retail players such as Carrefour, Auchan, Metro, Conforama, Boulanger and MediaMarkt. Whether in food retail, DIY, household equipment or sports goods, all these activities require a detailed knowledge of activity peaks and flow logics.



FAST-MOVING CONSUMER GOODS

The field of Fast Moving Consumer Goods requires the ability to manage flows from manufacturing facilities to customers, with a very high standard of quality while meeting environmental standards. The Group provides its expertise in co-packing and delayed differentiation to customers in this sector. With its ability to provide global supply chain management, ID Logistics supplies its solutions to major players in the sector like Danone, PepsiCo, Panzani and Mars.

ID LOGISTICS PROVIDES EXPERTISE TAILORED TO SEVERAL KEY SECTORS.



COSMETICS & FRAGRANCE

The Group provides its expertise in mechanised retail preparation for luxury and high value-added products. These products require a high degree of flexibility in terms of resources according to seasonality, as well as very high levels of quality. Guerlain, Givenchy, Coty and Puig are among our prestigious references.



FASHION

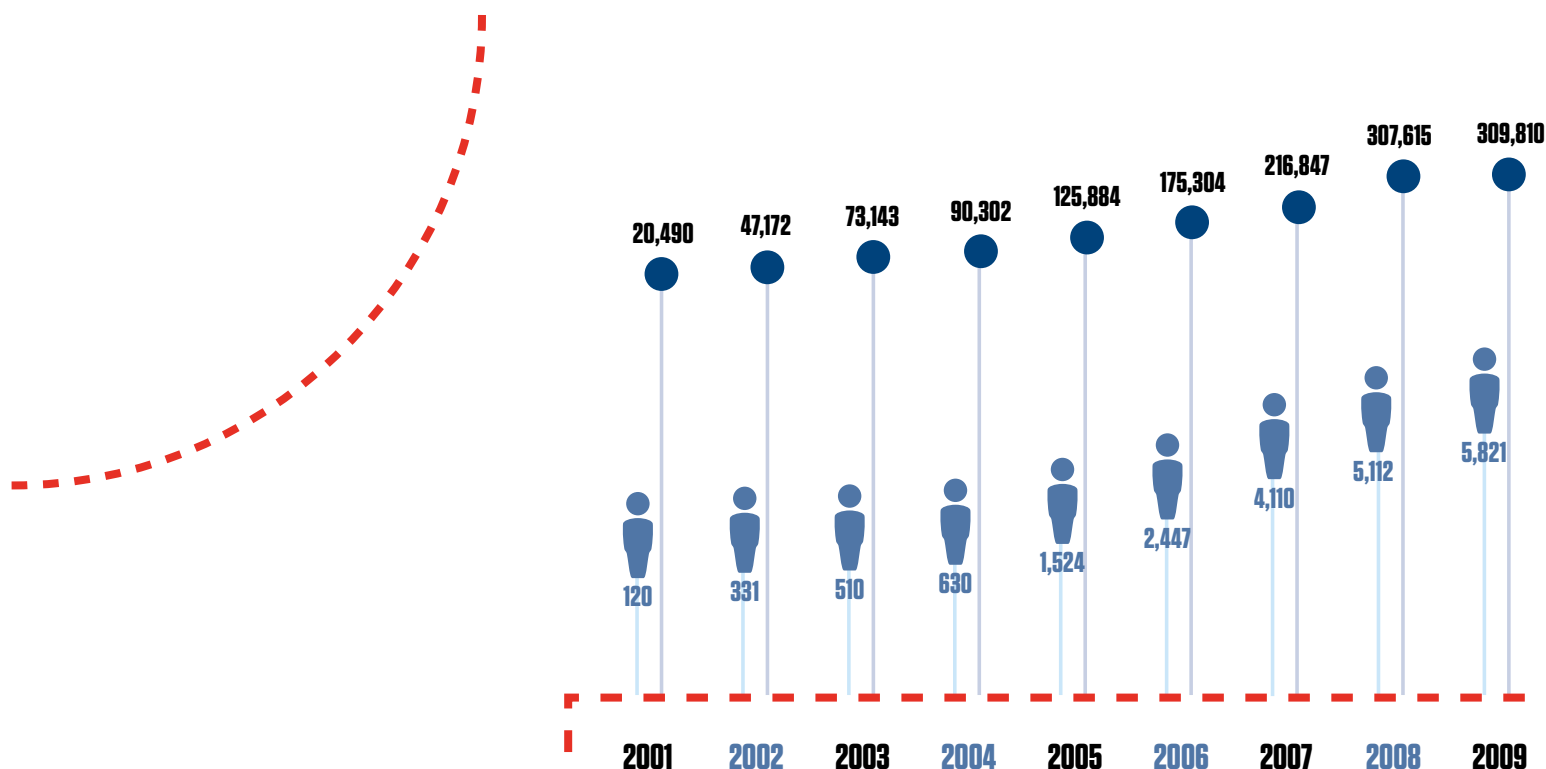
The logistics challenges of the fashion sector are many, from managing import and export flows at global level and customs management, to secure warehouses and accurate product management covering a huge number of references stored flat or hung. It is essential to match resources with volumes according to seasons and sales periods. Cortefiel, CWF, El Ganso, and LPP all put their trust in ID Logistics.



HIGH-TECH

The speed with which new products are brought to market is imperative in the industry. Managing large import flows, co-packing a huge number of units in record time, and shipping them at the same time to different distribution channels are challenges inherent to the sector. Bouygues Telecom, Sony Electronics, Fujifilm and Omron have all entrusted their logistics to ID Logistics.

21 YEARS OF GROWTH



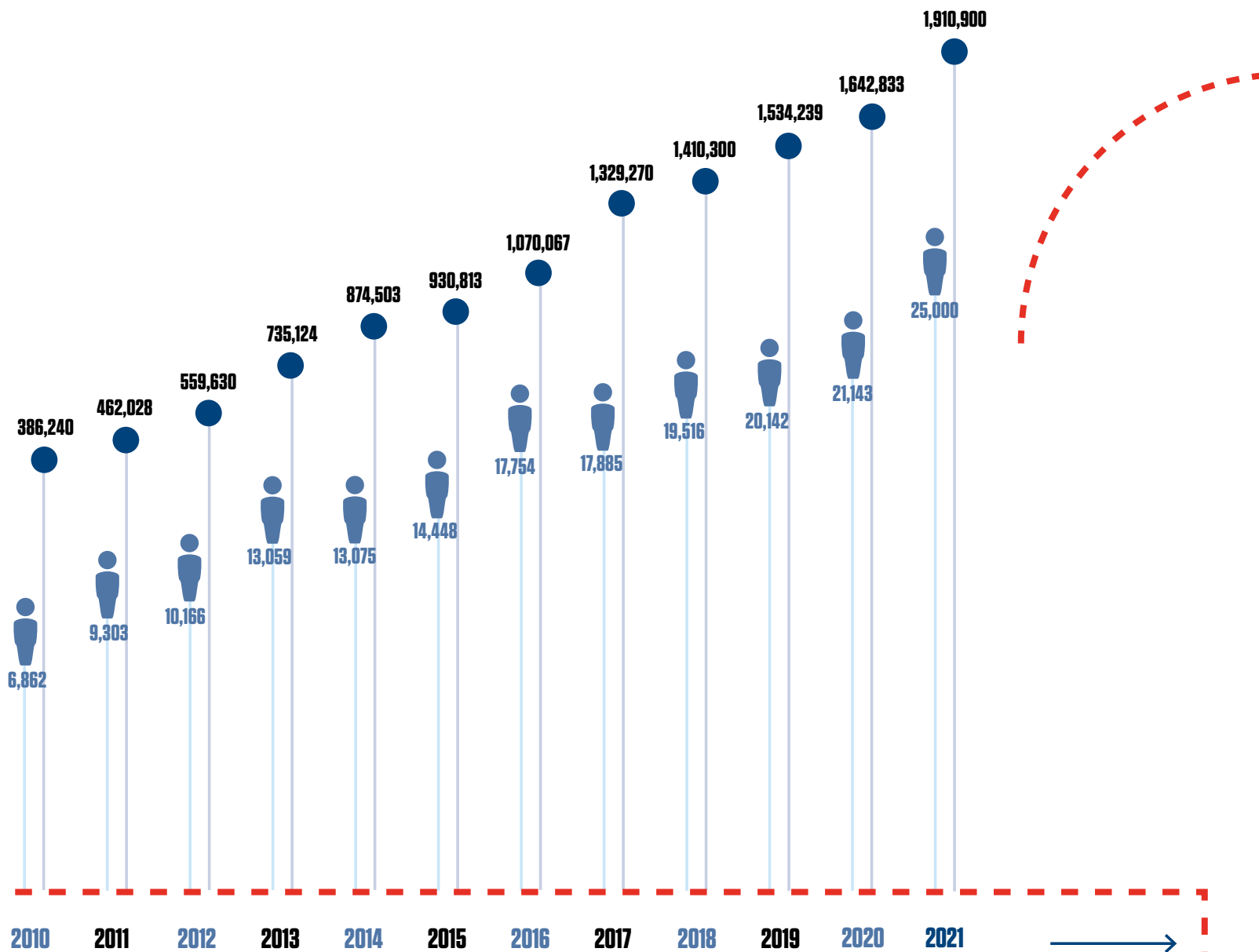
The history of ID Logistics is closely linked to the major changes in the organisation of global logistics over the last 21 years.

Since its creation in 2001, the Group has put its responsiveness and capacity for innovation at the service of the growing logistics needs of its customers. Thanks to its employees' expertise, its culture, and a policy of social responsibility in line with current challenges, ID Logistics designs solutions that contribute to the development of sustainable logistics.

<p>Creation of IDEBRA (Brazil)</p> <p>Creation of the CID programme with CSR checkpoints (Group)</p> <p>Opening of an initial subsidiary in Taiwan</p>	<p>Creation of the sustainable development toolbox (Group)</p> <p>Signing of the first ADEME charter (Transport activity in France)</p> <p>Member of the DEMETER club (Group)</p>

● Annual revenues in €K

● Number of employees



First hybrid vehicle pilot (France)

Initial Public Offering
ENLAZA pooling project (Iberia): 20% increase in occupancy rate through multi-customer groupage
Han'action: disability plan (France)

First major acquisition with the takeover of the CEPL Group (France)

Castorama delivery with decarbonised NGV (bio NGV, France)
Signing of the agreement with the "culture et diversité" association (France)

Acquisition of Logiters in Spain

1,000 projects carried out via the sustainable development toolbox (Group)

Supply ROI Grand Prize for the Rail Danone steering project (France)

2,000 projects carried out via the sustainable development toolbox (Group)

Launch in the United States with the acquisition of Jagged Peak

The Netherlands: 100% renewable energy

Signing of the AGEFIPH Commitment (association to manage the professional integration of disabled people) (France)

Signing of the Responsible Procurement Charter (France)

Spain: renewable electricity

3,000 projects carried out via the sustainable development toolbox (Group)

ID Logistics celebrates 20 years
New European Innovation Campus in Paris (France)
Signing of the Global Compact
Acquisition of GVT (Holland) and Colisweb (France)

2021 AT A GLANCE HIGHLIGHTS

January

ID Logistics France

ID Logistics partnered up with XL Group to roll out Short Interval Animation (SIA). This process was implemented on several sites and consists of three stages. It aims to develop the individual and collective skills of ID Logistics' employees. This practice strengthens the Group's continuous improvement approach, as well as the transformations achieved within teams.

February

ID Logistics Poland

Make way for logistics 4.0!
The Polish subsidiary of ID Logistics partnered with the experts at WDX to implement an automatic truck unloading system, the Q-Loader. And what is the principle behind it? The truck moves onto the ramp, which positions the semi-trailer in relation to the reloading platform. After the positioning is checked, the flaps are lowered to secure system

operation. The Q-Loader's forks slide under the load to pick up pallets, which means the trailer can be unloaded in 2 minutes or less.

April

ID Logistics France

IDEO, the branch of ID Logistics that is an expert in multimodal transport, has been chosen to manage Kronenbourg's activities in France. To ensure the routing of production to their three regional distribution centres, the Group has devised an innovative transport plan: to identify a new rail hub, to fully organise rail shuttle operations at national level, to provide an optimised car fleet, and to develop an information system dedicated to this partnership. This makes it possible to cut CO₂ emissions fourfold in comparison to road transport.

÷ 4

carbon emissions
compared to
road transport

ID Logistics Benelux

In Benelux, innovation is not just driven by automation and robotisation, but also by dynamic operators who want to enhance their day-to-day work. For instance, at the ID Logistics site in Amsterdam, an automatic unloading system was installed, along with a high-bay AS/RS machine.

ID Logistics Brazil

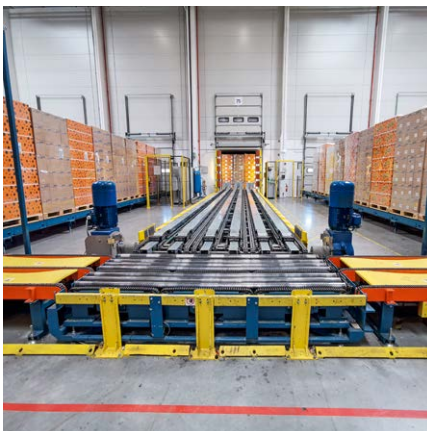
The Poços de Caldas site in Brazil has exceeded 4 years without accident. A result made possible thanks to the strong commitment of teams to ensure safety of all. Congratulations to all employees for their investment and their efforts daily!



September

ID Logistics España

The Group's Spanish subsidiary won first place in the CEEIM innovation competition by developing tools based on mechanisation and robotisation to optimise order preparation. Operating in swarms,





these collaborative picking robots reduce travel and picking times by 30%. Innovation and technology are key in meeting customers' new logistics needs.

October

ID Logistics France

After a year's training, the first class of the Stock Management Academy, made up of 8 regional referents,

graduated. Focused on the job of Inventory Manager (IM), this brand-new training course covers many modules (Management, WMS, tools, etc.). Switching between theoretical and practical teaching, it features the implementation of a real project on site followed by a jury presentation. This program is the result of collaboration between the various departments of the Group and is intended to be extended to all IM managers.

ID Logistics France

E-commerce specialist ManoMano chose ID Logistics' expertise to help roll out its new warehouse in France. This new 36,000 sq.m site dedicated to DIY, home and garden in the Seine-et-Marne region combines technological innovation and ergonomic research. The site features workstations equipped with "Put to light" technology to optimise order preparation, trucks with retractable masts to avoid collisions on shelves and a "Blue Light" system to avoid machine collision.



November

ID Logistics Benelux

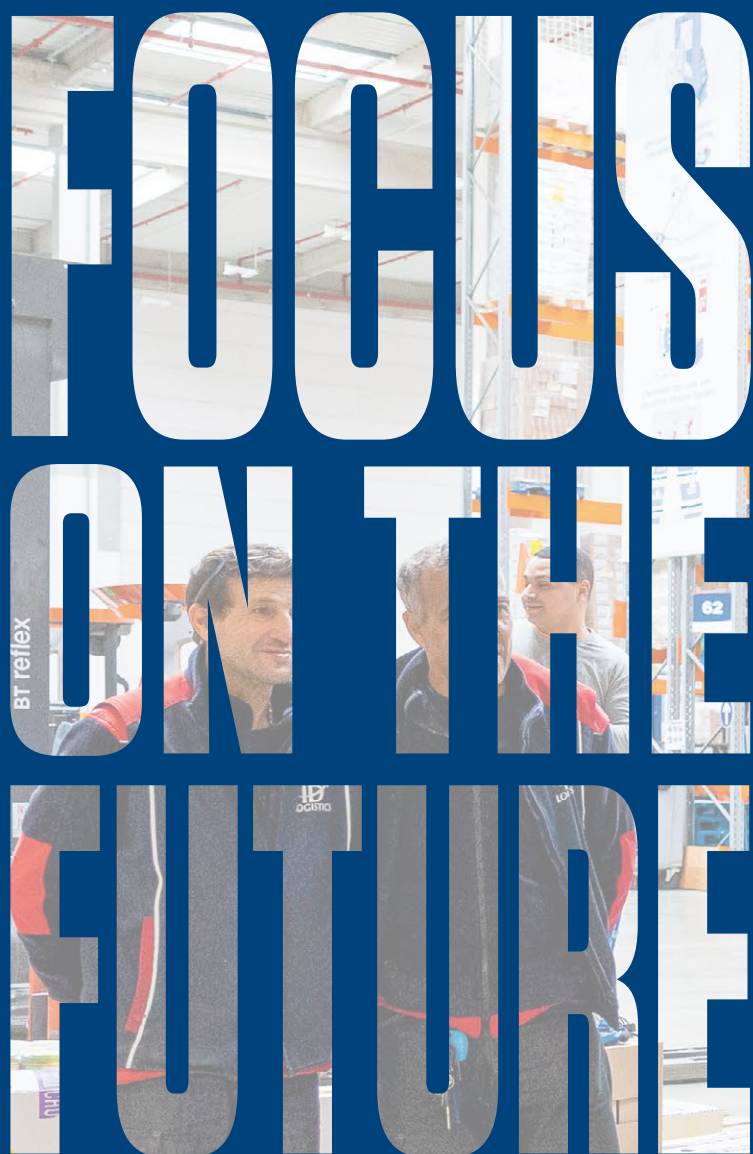
In late 2021, ID Logistics acquired GVT Transport & Logistics, consolidating its position in Europe. This acquisition, the result of several years of successful cooperation and development, will help the Group become an important player in the Benelux market by offering a full range of services to its existing and future customers.

ID Logistics France

One of ID Logistics' strengths is the quality and diversity of its teams, which encourages inclusion and integration. In particular, the Group is committed to increasing the rate of employment of people with disabilities by 20% from 2020-2025. To promote this change and to raise employee awareness, ID Logistics organised various activities during the European Disability Empowerment Week: events, games, meetings and the Duo Day.



FOCUS ON THE FUTURE



_____ To be a pure player in contract logistics, to increase its geographical presence in order to meet its customers' needs, to offer new services... ID Logistics has pursued the same strategy since its inception, relying on solid, sustainable growth drivers. _____



ROADMAP

THE GROUP'S AMBITIONS

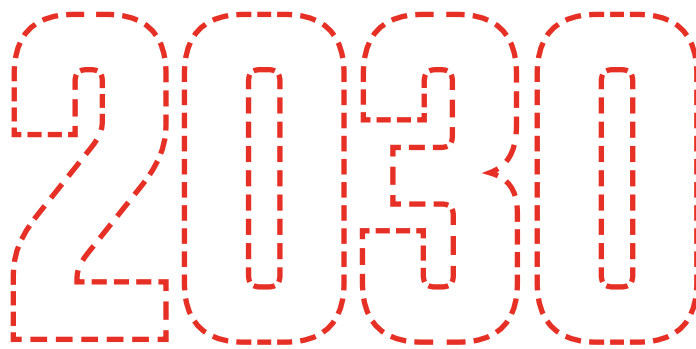
———— ID Logistics has set itself a clear and ambitious roadmap. ————

1 MAINTAIN a strong growth momentum

After 20 years of non-stop growth, ID Logistics aims to maintain its growth rate between now and 2025 by combining organic and external growth. This goal is based on the roll-out of new locations and the expansion of its range of services, a strategy supported by the strong fundamentals of the contract logistics market.

2 ENSURE a balanced distribution of revenues

ID Logistics is maintaining its international focus with the ambition of distributing its revenues evenly between France, Europe and America by 2025. To do so, the Group wishes to roll out the pillars of its success: its entrepreneurial spirit, sense of service and anticipation of customers' needs. ID Logistics has thus established itself as a major player in contract logistics for major international customers.

A large graphic of the year '2030' in a dashed red outline, enclosed within a red bracket-like shape. Below it is a thick blue horizontal bar with a red dashed line curving underneath it.

2030

A large red circle containing the number 3.

3

CONSOLIDATE recent acquisitions

Three key acquisitions in 2021 and early 2022 strengthened the Group's range of business skills, as well as its presence in Northern Europe and the United States. The short-term priority is to incorporate the new teams within the Group in the best possible conditions so that we can continue to build an intertwined history.

A large red circle containing the number 4.

4

CONTINUE the roll-out of the CSR strategy

Since its inception, ID Logistics has been committed to a responsible approach, which today is structured around three pillars and ambitious targets. These commitments reflect the Group's convictions and its stakeholders' expectations regarding the challenges of sustainable development. They are an essential driver of its strategy and the sustainability of its business model.

AREA

EXTERNAL GROWTH

WITH 3 STRATEGIC ACQUISITIONS, 2021 SAW THE RESUMPTION OF EXTERNAL GROWTH

Thanks to its solid investment capacity, ID Logistics got back on track in terms of external growth in 2021. In France, the United States and the Netherlands, each acquisition responded to one of the Group's strategic priorities, whether reaching new customers, strengthening its presence in existing countries or acquiring new technical skills.



Over
350

million in additional revenues, which will help to fuel organic growth in the coming years

ID Logistics' history is characterised by strong organic growth and six structural acquisitions. 2021 marked the return of targeted external growth transactions.



With revenues in excess of €100 million in transport and logistics in Benelux, the family-owned **GVT** group heightens ID Logistics' visibility in a key market for logistics in continental Europe. Its broad geographical coverage in Benelux and its diversified portfolio of major customers significantly has enhanced the Group's offering in the region, the entry point to many European markets.



Kane Logistics, a pure player in contract logistics in the United States, is a perfect match for the Group in terms of its business model and corporate culture. With its highly experienced teams, Kane Logistics complements the existing \$235 million FMCG and food retail business. The Group's technical expertise across the Atlantic is strengthened by new value-added services, such as industrial co-packing.



Colisweb is a fast-growing, profitable French start-up specialising in "last mile" delivery for bulky products, such as those in the DIY or home furnishings sector. The Group is joined by a team with strong technological know-how. Their algorithms cover numerous constraints specific to delivery to individuals: omni-channel nature, reliability of delivery times, phasing-out of combustion engine vehicles in city centres, etc.



INTERVIEW WITH

RÉMI LENGAIGNE, co-founder of Colisweb

Can you give us a brief overview of Colisweb?

I co-founded Colisweb nine years ago when I finished my engineering studies in transport and logistics. Our entrepreneurial project is clearly technology-driven, with one-third of our staff dedicated to the internal development of algorithms and applications. They optimise delivery from the nearest shop or from the retailer's inventory to the customer's home. We outsource all our transport to SMEs, so we also need to organise their contribution to ensure a positive purchase experience.

Why did you choose to join ID Logistics?

This choice had several obvious advantages: first of all, a strong cultural proximity, common entrepreneurial DNA with a fast-growing group, focused on quality of service to customers. Secondly, the complementary nature of our offers, since our expertise in last-mile management is in sync with the Group's other businesses. For instance, a lawnmower ordered online may transit via a Colisweb platform at a city entry point, highlighting the integrated logistics dimension.

How was the integration experience for you?

We felt a real human quality in our relations with the Group during the integration period. All our teams were supported at a steady pace with a single credo: not to create disruption for our customers.

And what is in store next...?

We have many joint developments on the way, with a unique positioning in France which will be replicated internationally. Expectations are also high in terms of the environment, we must invest in low-emission fleets, algorithms that integrate these issues... we have a whole host of projects!

“When we integrate new employees from acquisitions, they already have their own story before ID Logistics, and have developed potentially different practices. Consequently, we need a specific approach to help them make ID Logistics' pace and practices, tools, visuals and markers their own, with the aim of promoting acculturation.”

Renaud Bouet,
Director of Human Resources France



AREA

ORGANIC GROWTH

ANOTHER YEAR OF STRONG ORGANIC GROWTH

In an ever-growing market, ID Logistics combines technical expertise, robust know-how and a culture of collective success to offer its customers high-performance logistics services.



An approach based on operational excellence

ID Logistics' solid fundamentals allowed it to post organic growth of 17% in 2021. This success was due to the Group's ability to open new sites for new customers in several countries within a limited time frame, based on the proven processes of its "core model" organisation. This success is also based on the satisfaction of its current customers, who appreciate the Group's approach to operational excellence and the enrichment of its service offer. In 2021 and early 2022, ID Logistics developed a new BtoC offer with Colisweb, as well as an industrial co-packing offer with the know-how of Kane Logistics, while complying with increasingly stringent CSR and technical standards.

Human resources at the heart of ID Logistics' growth

To help meet customer expectations in terms of agility and reliability, ID Logistics' teams can rely on a structured human resources policy. This encourages employee involvement in the continuous improvement process, along with training and skills development. Several initiatives are launched every year to allow employees - the Group's greatest asset - to support the sustained growth of its activities. ID Logistics needs to be attractive to its employees in each employment hub, based on the career prospects offered, the working and safety conditions, and the momentum linked to the Group's plans.



3 QUESTIONS FOR RENAUD BOUET, Director of Human Resources France

How many new employees were welcomed in 2021?

To support its growth, ID Logistics hired some 10,000 employees worldwide, excluding external growth. In France, we recruit between 1,000 and 1,500 employees annually. As such, our main challenges are to attract, integrate and retain talent at all levels of the organisation.

What is the integration process for new employees?

For managers, the road to integration is paved before new employees arrive by maintaining direct contact. It is important to ensure before their arrival that new employees will be welcomed in the best possible conditions, via team announcements, reception, delivery of tools and materials, and communication on the integration process. It is

important for newcomers to feel expected. These good practices and fundamentals are rolled out across all countries. For more operational functions, the approach remains the same. In addition to the induction booklet and the equipment handover, the site visit with the manager is fundamental to discover the working environment and the safety rules, which we fully insist on. Temp workers are also covered by this induction with the roll-out across sites of a network of officers.

Can you tell us more about the career pathways?

Retention is closely linked to our ability to ensure the continuity of our know-how, to offer career opportunities within the Group, and to make these developments visible. Given our business sector and company, we can offer substantial scope for development, whether in terms of hierarchy, function or geography.

These pathways are essentially aimed at identifying the skill blocks necessary to ensure that a function is performed smoothly, whether you are a forklift operator, an order picker or a site manager. Through them, we ensure that our employees' skills are regularly updated. Last but not least, they help us to support employees who wish to move to another function, by providing support for these new positions with appropriate training courses, focused on these skill blocks.

By guaranteeing proficiency in these skills, identifying and encouraging the emergence of potential for development, and ensuring that the right people occupy the right posts, we aim to ensure that the organisation can create its own resources and that our future managers come from in-house. This is already the case for more than 70% of our site managers in France, and our aim is to extend the principle of these pathways to all countries under the banner of an ID Logistics University.

SUPPORTING THE DEVELOPMENT OF E-COMMERCE IN POLAND: CHALLENGE ACCEPTED

“In 2021, our teams took on a real challenge, opening 4 new sites and managing 2 sizeable extensions. Using the Group's core model as a basis, a substantial part of the

organisational procedures and IT systems were implemented within a few weeks. The teams at older sites also helped with the roll-out of the new platforms. A collective success for customer satisfaction! In order to recruit and train more than 1,000 staff per site, they had to be welcomed to existing structures before being transferred to their site. We thus had to find housing and transport solutions for these individuals. In parallel, we had to deal with shortages of raw materials and components for these highly

automated sites. Here too, our teams' agility was remarkable, enabling us to deliver the expected level of service in time for the end-of-year peak in activity.”

Marcin Smola,
Director of
Operations in Poland



AREA INNOVATION

INNOVATION IS EVERYONE'S BUSINESS, FOR ALL CUSTOMERS

ID Logistics takes a proactive approach when it comes to innovation, which is reflected in the “Innovation Booster” and “Roboost” programmes. These initiatives step up the pace of operational or breakthrough innovations, digitalisation, automation, and robotisation whenever these improve customer service levels, employee ergonomics and safety.

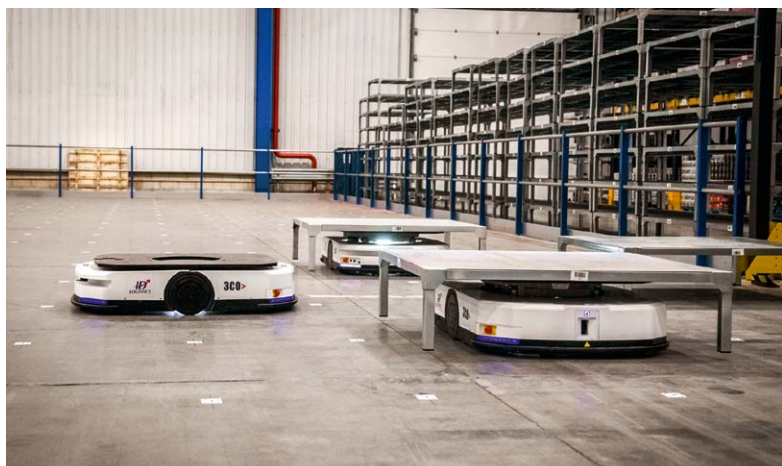
Two competitions to boost innovation

“Placing innovation at the heart of our offers enables us to stand out in terms of efficiency, reliability and safety, which are the main challenges facing our customers,” said Ludovic Lamaud, VP Sales & Innovation. The in-house “Innovation Booster” programme comprises two competitions: “Kings of Innovation” which showcases innovative projects, and “Innovation Games” aimed at rolling these projects out operationally as widely as possible, thus responding to the specific challenges facing ID Logistics’ customers. The first edition took place in 2021. “Results exceeded our expectations” noted Ludovic Lamaud. With 667 innovations now operational on the Group’s platforms, ID Logistics has demonstrated to customers its ability to replicate and operationalise innovation across all its warehouses.



Harold Van der Heijden, Innovation Manager for Benelux, winner of the Innovation Games 2021

“Backed by an enthusiastic team, we implemented a number of innovations in the Benelux region that led to significant improvements, such as shelf robots. These robots move shelves and bring small items directly to employees, who no longer need to move and push heavy loads. This represents a major gain in terms of ergonomics and productivity! And the risk of error is also reduced.”



The Roboost programme: robotisation, the next logistics revolution

Robots can transport loads, sort parcels, take inventory, pick up small parts, pack orders, and so on. “The Roboost programme lets us structure the implementation of robotisation whenever it leads to operational or ergonomic improvement,” continues Ludovic Lamaud. It is based on three pillars:

- **Development**, which involves selecting a network of industrial partners to propose innovative solutions in offers and in warehouses. Over 50 suppliers have already been assessed.
- **Robotics training for engineers**. More than 80 employees are now able to identify robotic applications, their constraints and their prerequisites in order to tailor them to the specific needs of site activities.
- **Re-engineering**, which aims to test and improve existing processes in terms of quality, ergonomics and productivity. 9 sites have been audited and 26 projects are under consideration.

11

sites had been equipped with 277 robots by the end of 2021

3 ICONIC INNOVATIONS OF 2021

Free Scan

It allows a pallet barcode to be read automatically thus avoiding the need for the operator to handle it: the device is fitted to the trolley itself, and connected to its radio frequency terminal. This device improves the workstation ergonomics and eliminates non-value added gestures.



AMR Locus autonomous mobile robots

These robots move independently in the aisles and assist operators during the order picking process. They move from one picking area to the next, thus allowing pickers to focus on a smaller area. This considerably reduces the distances to be covered each day.



Easy checking

This is a digital docking station, which facilitates truck access to a warehouse. The drivers register independently upon entering the site. They are guided step by step through the loading or unloading process. This system improves the tracking of transport operations in the warehouse.



COMMITMENTS FOR A SUSTAINABLE FUTURE

———— The CSR approach of ID Logistics took on a new dimension when the CSR Department was attached to the Group's General Management at the beginning of 2021. It is now rolled out across three areas. ID Logistics has set quantified objectives and is implementing concrete actions to achieve them. ————





“We have set ten time-bound targets that are integrated into the budget process. They cover our most significant challenges.”



QUESTIONS FOR

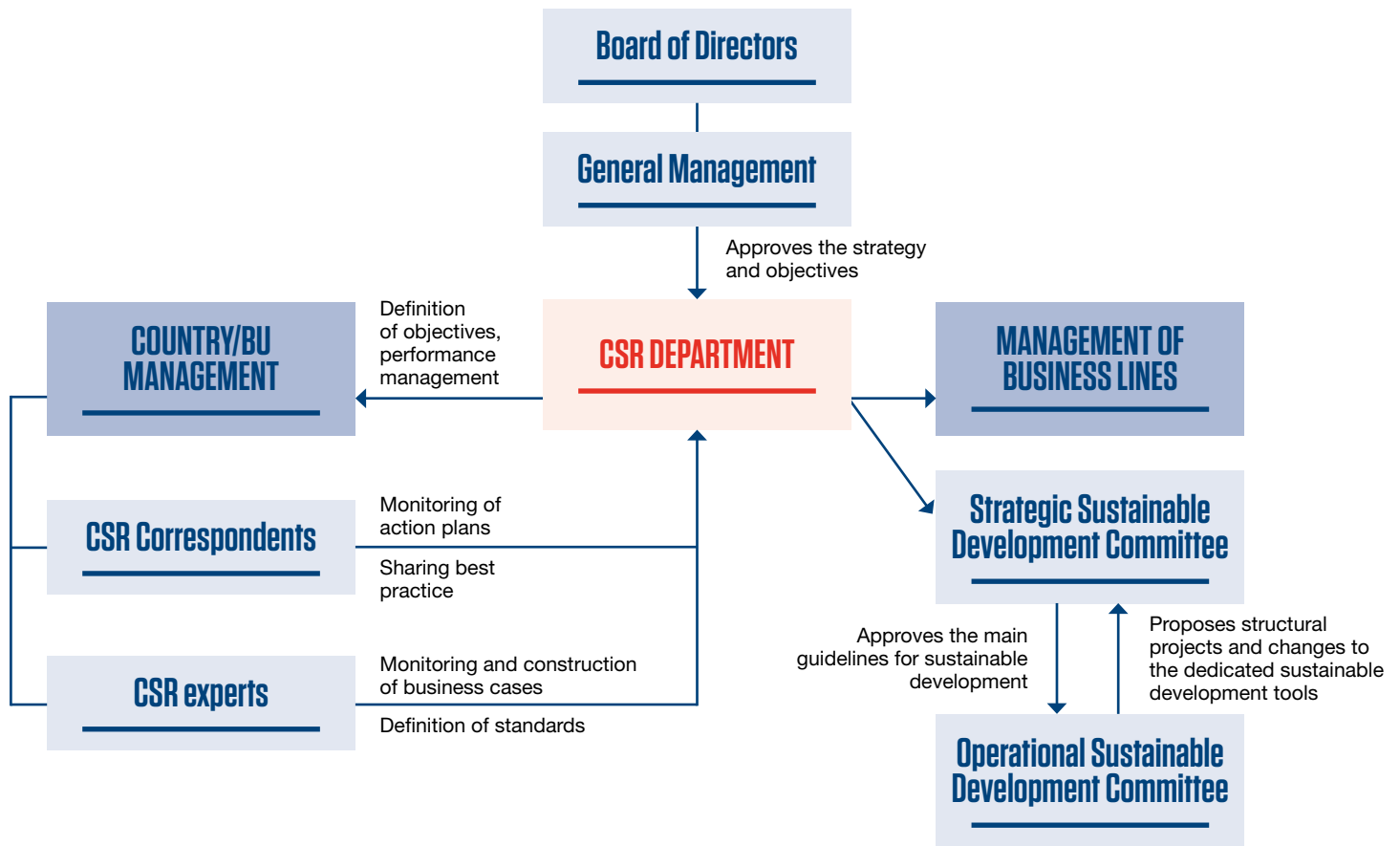
GUILLAUME DELAVAL
CSR Director

To what extent would you say that the CSR approach is now fully aligned with business line challenges?

The CSR approach, structured around three aspects - social, environmental and societal - was presented to the Board of Directors, which approved the ten quantified targets with commitments by 2030 covering a wide range of topics.

The CSR approach is now incorporated into the budgeting process and included in the operational roadmap for country managers, and is accompanied by variable remuneration criteria from 2022. Country managers have full autonomy and responsibility for its implementation in the field, because CSR challenges and customer requests, though similar, vary depending on the country or type of site. The CSR department is responsible for spearheading the process. Its role is to provide the elements of understanding and to support

CSR GOVERNANCE



projects launched locally. The quarterly meetings also allow the sharing of best practice and the effective replication of tools. For instance, this is the case of the “Energisme” energy monitoring platform rolled out in Spain following the success of the French pilot.

The integration of CSR indicators into our CID certification tool is proving very valuable when it comes to consistency: we can now ensure that when a decision is made, it is implemented to the same extent across all countries.

What were the main projects tackled in the past year?

The health and safety of employees and the climate issue were of particular concern to the teams in 2021.

To this end, we published a new Group health and safety policy with a 90-point checklist. This text highlights the pride of place given to health and safety since the creation of ID Logistics. We are now entering the second phase, in which we are deepening our knowledge of new specific subjects, such as the safety integration course for new employees. We can already measure the progress we have made, with a sharp fall in both the frequency rate and severity rate

of occupational accidents (-28% and -45% respectively compared to 2018).

In addition, we have implemented tools to display and simulate the carbon footprint of sites for our customers. We use data collected over the past four years from all our warehouses around the world. From the outset, we wanted to use this mass of information to create genuine management tools in a collaborative spirit. Lastly, we are in the process of rolling out the Ecotransit transport carbon footprint measurement tool for all of our activities, which will help to ensure that our measurements are homogeneous and that we can achieve an optimal level of focus.

What are the main expectations of your customers today?

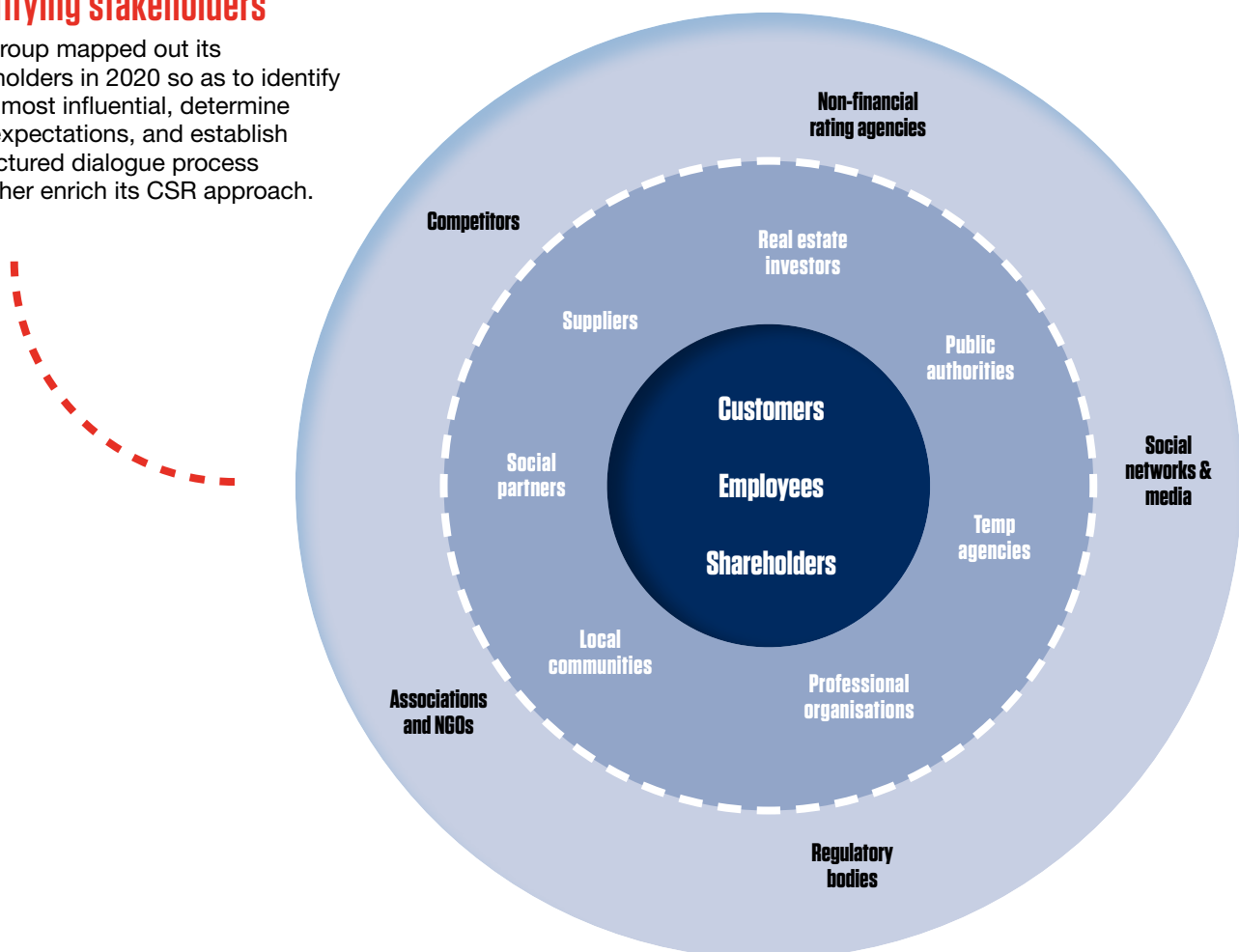
Customers have the same basic principles: respect for human rights, ethics, and the health and safety of employees. They subsequently have a broad array of expectations, ranging from waste management to packaging solutions or gender equality. Carbon footprint is often the common thread running through all of these demands, which is why we have long made it a central part of our CSR approach.

SHARING A COMMON VISION

— ID Logistics' approach to corporate social responsibility is based on a partnership with its various stakeholders. This implies a thorough understanding of their expectations, their influence on the Group's activity and the impact of the CSR approach on their ecosystem. ID Logistics thus ensures that this approach benefits everyone, enhancing collective momentum. —

Identifying stakeholders

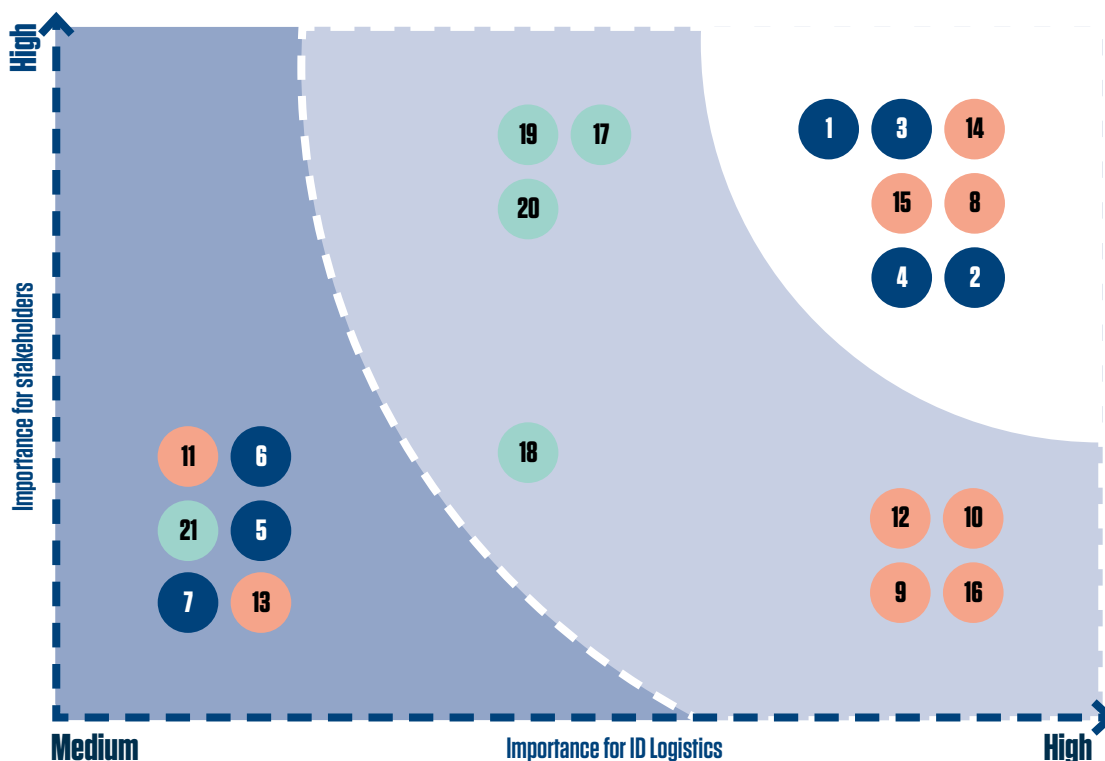
The Group mapped out its stakeholders in 2020 so as to identify those most influential, determine their expectations, and establish a structured dialogue process to further enrich its CSR approach.



Prioritising areas for action

For several years now, the Group's senior management has identified the environmental, social and governance issues most likely to impact its value creation model. In 2021, this analysis was further enhanced by a survey of the main stakeholders. The survey, carried out over six weeks in February 2021, was a great success with 266 responses. It enabled us to

compare the Group's CSR strategy with their expectations, and thus validate the relevance of the action plans. The findings of the survey were used to update the materiality matrix for CSR challenges.



The ID Logistics teams presented 21 previously-identified social responsibility challenges to their priority stakeholders (defined using stakeholder mapping): first and foremost customers, in addition to suppliers and employees in all countries. The respondents expressed the importance they attached to each of these issues and their perception of ID Logistics' maturity in addressing them. This consultation will feed into the CSR roadmap to set the 2030 goals.

Business challenges

- 1 Continuity of operations
- 2 Innovation
- 3 Business ethics
- 4 Customer satisfaction
- 5 Responsible procurement
- 6 Tax policy
- 7 Governance

Employee challenges

- 8 Fairness
- 9 Internal promotion
- 10 Disability
- 11 Gender equality
- 12 Diversity and inclusion
- 13 Commitment to local communities
- 14 Health and safety
- 15 Respect for human rights
- 16 Social dialogue

Global challenges

- 17 Waste management
- 18 Sustainable real estate
- 19 Responsible transport
- 20 Carbon footprint
- 21 Preservation of biodiversity

THE 10

CSR OBJECTIVES FOR 2030

In 2021, ID Logistics set ambitious social, environmental and societal objectives designed to meet the UN's Sustainable Development Goals.

3 AREAS

AREA SOCIAL AND HUMAN



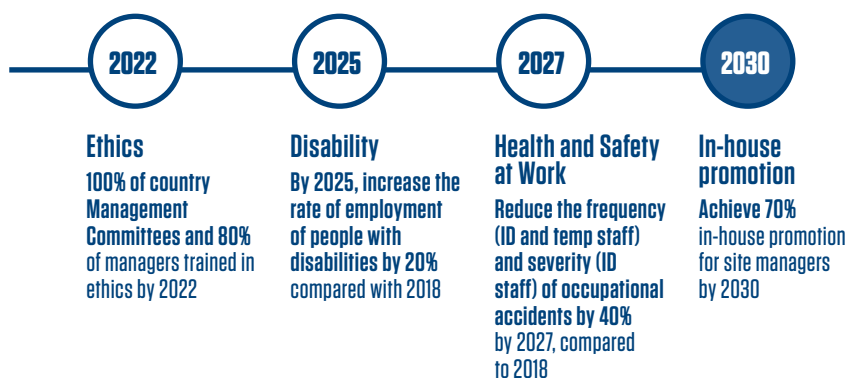
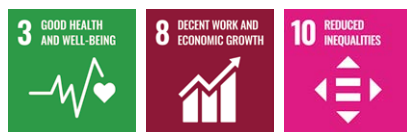
AREA ENVIRONMENTAL



AREA SOCIETAL



HUMAN CAPITAL COMES FIRST



REDUCING THE ENVIRONMENTAL FOOTPRINT



ACTING AS A RESPONSIBLE COMPANY



HUMAN CAPITAL COMES FIRST

Commitment 1 - Reduce the frequency and severity of occupational accidents by 40% by 2027 compared to 2018

The health and safety policy was reviewed at the end of 2021, focusing on seven pillars to promote a global approach. This roadmap applies at all levels of the company, to ensure that everyone takes responsibility and understands the importance of this at times technical subject. A great deal of effort has also been made in terms of education, by highlighting success and sharing best practice. The Group encourages informing and raising awareness, training and audits on a day-to-day basis. These are facilitated via the Securitab application, now in operation at over 90 French sites. Safety requirements are the same for temporary staff, thanks in particular to upstream work in partnership with the agencies and their integration within the Group's processes.

IID Logistics has always put respect for the individual at the heart of its model, convinced that the qualities of each individual contribute to the performance of all. Health and safety, social promotion and inclusion are the three priorities of its approach and are part of the commitments made each year by the heads of the Group's subsidiaries. In 2021, 4 quantified objectives were defined and incorporated into the budgetary approach.

-45%

the fall in the severity rate of occupational accidents¹ since 2018

-28%

the fall in the frequency rate of occupational accidents² since 2018

¹ Number of occupational accidents with sick leave (excluding commuting accidents) per million actual hours worked.

² Number of days lost due to occupational accidents (excluding commuting accidents and extensions or relapses pertaining to previous years) per thousand actual hours worked.



Commitment 2 - Achieve 70% in-house promotion for site managers by 2030

The Group is particularly attached to giving each employee the opportunity to grow within the company. This is achieved by developing everyone's know-how. Career pathways allow us to identify and support those employees who wish to develop their careers, and to offer them opportunities. Upstream, ID Logistics promotes the diversity of its business lines in schools, for example by recruiting some 200 work-study students each year.

60%

of site managers were promoted in-house in 2021

3,599

in-house promotions in 2021

Commitment 3 - Increase the rate of employment of people with disabilities by 20% by 2025

ID Logistics has structured its approach in favour of employing or maintaining the employment of people with disabilities. In France, the aim of the agreement signed with AGEFIPH (French association to manage the professional integration of disabled people) is to move beyond simple legal constraints and to open up the company, its values and its organisation to broader consideration. It covers the following priorities: recruitment and integration, information and communication, all pertaining to awareness-raising and training. The Group's other countries develop their programmes taking specific local features into account: in Germany, for instance, sheltered workshops are integrated into operations, while in Brazil, we work together with specialist recruitment agencies.

44

people with disabilities were recruited in 2021 in France

Commitment 4 - 100% of country Management Committee members and 80% of managers trained in ethics

ID Logistics is built on strong ethical principles that guide its development and help establish its reputation. Thanks to corruption risk mapping, the ethics code, an ethical whistleblowing system, supplier assessment and manager training in human rights and anti-corruption issues, we possess a set of tools that anchor ethics in daily practices.

Specific e-learning training courses have been available since 2020, allowing employees to acquire the right reflexes, particularly in the highest-risk areas and activities. By 2021, 100% of Management Committee members and 75% of managers had completed this training.



David Réthoré, Director of Human Resources for the Rhône-Alpes region and Disability Officer for France

"Against a complex health backdrop, we increased the number of actions of our disability mission in 2021 with the aim of raising employee awareness on the subject.

Our actions focus on 3 aspects:

- Awareness-raising and training.

All site and regional managers received training in 2021. We use board games, online quizzes and so on, to help break down prejudices.

One of our employees, a Paralympic table tennis champion, regularly shares his story and talks about his daily life with the employees.

- Enhanced information and communication. We publish a quarterly newsletter on disability.

Managers can read about initiatives at other sites on how to tackle disability at work while employees realise that the company is pro-disability, and discover that certain pathologies can lead to a recognition of status as a disabled worker.

- Recruitment and integration is a topic we are working on with our temp partners. We share our requirements with them in terms of inclusion, including the organisation of specific recruitment sessions. For our part, we support employees with disabilities by way of workstation or equipment adjustments."

Avril 2022 • n°04

Handi'News

La Lettre de la Mission Handicap d'ID Logistics

L'ACTU / Collaboration avec le STPA*

En décembre 2021, Francis L. de l'IMC 71 (ESAT de l'Association des Infirmités Motrices Cérébrales adultes de Saône-et-Loire) a été accueilli par le site de Mâcon pour un stage de deux semaines. L'objectif était de faire découvrir à Francis le milieu « ordinaire » de travail, le secteur de la Logistique et l'entreprise ID Logistics. Le bilan est très positif autant pour Francis que pour le site, si bien que l'expérience a été renouvelée pour trois semaines en mars 2022 avec toujours autant de réussite ! Une collaboration sur le plus long terme est à l'étude.

L'EDITO /

Chers tous, Au-delà de notre obligation sociale, il est nécessaire de ne pas avoir de freins psychologiques pour travailler avec des salariés en situation de handicap, celui-ci pouvant de lever ces freins. Elle peut se formaliser de trois façons : contrat de fournitures, contrat de sous-traitance ou mise à disposition de personnel. Faire appel à ces prestataires va plus loin que de considérer indirectement l'emploi des personnes en situation de handicap. Cela permet aussi

LE CHIFFRE / 5

C'est le nombre de salariés issus de l'ESAT de Roye mis à disposition sur le site de Monroville. Ils travaillent à plein temps et interviennent sur les différentes zones de préparation. Leur travail consiste



A PROACTIVE ENVIRONMENTAL APPROACH

ID Logistics has long been committed to reducing its environmental footprint and aims to be counted amongst the most exemplary logistics players. The Group shares this concern with its customers, for whom it offers proactive support solutions.

Commitment 1 - Recover 85% of waste by 2025

Waste generated at logistics sites consists mainly of cardboard or plastic overpackaging used to transport products, pallet wood and paper such as labels and listings. Waste sorting is mandatory at all sites and is subject to checkpoints during CID audits¹.

This challenge provides major motivation for employees, with more than 1,150 waste reduction projects listed in the Group Toolbox. This Toolbox is also fuelled by competitions and awareness-raising events. In 2021 in Benelux, for instance, robots were deployed capable of producing custom-sized boxes.

¹ CID: ID Logistics Certification ensures that regulations and best practices are applied throughout the Group. Amongst others, it covers 80% of the requirements of the ISO 14001 standard.

Progress report on the Ambition 2030 plan

73%

of waste was recovered in 2021

60%

of surface areas are fitted with LED lighting

20

sites already committed to the #Ensemble+Responsables ('more sustainable together') approach

127

sites have rolled out the ENERGISME energy monitoring platform

Commitment 2 - 75% of sites committed to an environmental project with their customers by 2025

Thanks to the #Ensemble+Responsables initiative launched in 2020, ID Logistics offers solutions tailored to each customer's vision, according to the specific nature of their site and the service in question. This mutual commitment focuses on a CSR theme, such as waste management, water management, or energy autonomy. The management of each project includes target indicators, a schedule and a continuous improvement process. The experiments conducted in 2021 made it possible to enrich the Group's toolbox and to launch a dynamic approach with all customers.

Commitment 3 - Reduce greenhouse gas emissions from logistics activities by 40% by 2030² Commitment 4 - Reduce the energy intensity of logistics activities by 20% by 2030³

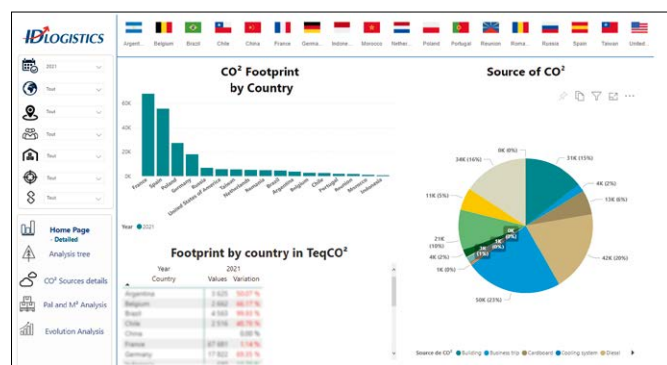
The growth in logistics activities is increasingly accompanied by the logistics provider's ability to offer low-carbon solutions and to meet the goals of the Paris Agreement. Even though its activity is largely dependent on the specifications given by its customers, the Group strives to reduce its direct impact regardless of the scope of the project.

² On scopes 1 & 2, compared to 2018, in tCO₂e/pallet

³ Compared to 2018, in kWh/sq.m

Changes in the energy mix contribute 80% to the low-carbon target

The Group makes a significant effort to roll out low-carbon solutions at its sites. For instance, 53,000 sq.m of photovoltaic panels were installed on the roofs of platforms in France, Spain and Brazil, exceeding regulatory requirements. In the Netherlands, Spain and Brazil, renewable electricity supply contracts already account for 14% of the Group's electricity consumption. In the Netherlands, ID Logistics also signed renewable gas supply contracts for 6 MWh, or 7% of the Group's consumption.



The MyCO₂ platform, rolled out at all Group sites, makes it possible to collect and analyse the greenhouse gas balance of each site. Each manager can thus identify the most relevant drivers to reduce emissions.

Reducing energy consumption

In France and on the Iberian Peninsula, the ENERGISME monitoring platform provides accurate monitoring of electricity and gas consumption. It allows the impact of action plans to be measured, such as the replacement of lighting with LEDs, the use of lithium-ion battery-powered forklifts, the replacement of boilers, or in-depth work on eco-actions.

Obtaining this data means that the most effective measures can be identified and rolled out across the Group.



LVMH
Fragrance Brands

Jérôme Menard, Supply Chain Director,
LVMH Fragrance Brands

“As a long-standing partner, ID Logistics must respond to the CSR approach of the LVMH group. We are thus jointly involved in discussions to minimise the impact of our activity on the environment. This has led to us formalising a roadmap with several CSR projects, such as the development of a new BtoB packaging solution, document dematerialisation, and the reduction of gas and electricity consumption.”

Low-carbon transport solutions

In addition to its logistics activity, the Group is investing in specific solutions to improve the carbon impact of its transport activity.

Customers are very enthusiastic about road-rail solutions, one of ID Logistics' acknowledged skill bases, which make it possible to avoid the journeys of more than 130,000 trucks each year.

For example, in France, 53% of ID Logistics' own truck fleet is equipped with Euro 6 engines, and 47% with NGV engines.



ACTING AS A RESPONSIBLE COMPANY TOWARDS SUPPLIERS AND COMMUNITIES

As an economic stakeholder, ID Logistics is aware of its responsibilities at the heart of its territories. Since its inception, the Group has harnessed local sources of energy to drive actions that make a positive contribution to the communities around it. As a purchaser of goods and services, it promotes the ethical rules it abides by among its suppliers by formalising a responsible procurement approach.

**Ambition 2030 plan
progress report**

35%

of countries engaged
in a project with
communities

60%

of suppliers have signed
the CSR - Responsible
Procurement Charter

Commitment 1 - 100% of countries will have engaged with local communities by 2025

Work-study training to promote the integration of young people in Chile

In Chile, ID Logistics has signed a long-term cooperation agreement with the Comeduc Foundation to provide work-study training for young people in the logistics industry. This institution manages 19 schools recognised for their innovative teaching approach to promote the economic integration of young people in challenging situations. The first class of 2022 work-study students will have the opportunity to learn the fundamentals of quality, stock management, safety and health at work by doing so in the field with ID Logistics supervisors.



A new partnership between Idebra and an NGO in São Paulo

Idebra, the charity launched in 2005 by ID Logistics Brazil in the Beira Mar favela near Rio de Janeiro, entered into a partnership with the Arca NGO in São Paulo in 2021 to provide training in logistics, after opening a new branch in Extrema in 2020. Idebra has welcomed more than 3,000 children and teenagers since its launch. Young people are encouraged to get involved in the school sphere through educational, sports (volleyball) and socio-cultural projects: dance, reading, singing, audio-visual workshops, and so on. Half the activities are financed by ID Logistics and half by its partners, suppliers or customers, creating a virtuous ecosystem around the Group's sites.

18% of students have completed the Logistics Assistant training programme launched in 2014. (photo on left)

Discovering logistics professions in the Netherlands

ID Logistics has confirmed the strong potential for integrating people excluded from the labour market into logistics activities: in the Netherlands, employees led a session on discovering the use of forklifts. This enables those on the breadline or jobseekers with disabilities to discover the logistics professions and to plan their next career move.

In Spain, two new agreements to integrate populations excluded from the labour market

Together with the Fundación Secretariado Gitano (Gypsy Secretariat Foundation) and the local Red Cross, ID Logistics is working to include people excluded from the labour market.

Commitment 2 - 80% of suppliers will have signed the ID Logistics CSR - Responsible Procurement Charter by 2022

In 2021, ID Logistics formalised its responsible purchasing approach by means of a "Procurement and CSR" charter. This text covers the Group's ethical, environmental and societal commitments. It is based on the eight core ILO conventions and the OECD guidelines. By 2021, 90% of suppliers managed by procurement in France, representing 80% of the value of purchases, had signed the charter. This rate will be consolidated across all Group countries in 2022. In addition, the Responsible Procurement approach is enriched each year with additional measures. Thus, all buyers are trained in its principles and know who to contact in the event of doubt. Suppliers may also contact the ombudsman notified in each framework agreement. Supplier listings include checkpoints to identify environmental and social risks, and the biggest suppliers are audited. A trusted third party, the Actradis platform verifies the documents issued and checks the suppliers' regulatory status.



Sandrine Attimon,
Procurement Manager

"Our charter summarises our commitments and those expected by our suppliers and customers.

We want to build more sustainable business relationships based on shared values. As part of the continuous improvement approach, we work with our suppliers on progress plans based on the results of satisfaction surveys carried out with our internal customers. User feedback is passed on to our suppliers to help them improve their products or services in terms of ergonomics, processes, safety, and so on. In addition, we have signed the "Responsible Supplier Relations" charter which sets out our responsible practices with regard to our suppliers and our 10 commitments and involves the main divisions in our organisation."

GOVERNANCE & RESULTS

———— ID Logistics' Governance, composed of a Board of Directors and a Select Executive Committee, sets out the Group's development strategy and ensures its operational implementation. ————

GOVERNANCE

BOARD OF DIRECTORS

Made up of representatives of the Group's controlling shareholders and independent figures, the Board of Directors is responsible for determining the Company's development strategy and ensuring its implementation.



ÉRIC HÉMAR, CHAIRMAN AND CEO

A former student at the École Nationale d'Administration, Éric began his career with the Court of Auditors before joining the French Ministry of Equipment, Transport and Tourism in 1993, where he was technical advisor to Minister Bernard Bosson. In 1995, he joined Geodis as General Secretary and then head of logistics. He left Geodis Logistics in March 2001 to set up ID Logistics. Éric Hémard has been CEO of the ID Logistics group since September 2001. In March 2019, he also assumed chairmanship of the "Union TLF" professional federation, bringing together companies from the French transport and logistics sectors.



CHRISTOPHE SATIN, CHIEF OPERATING OFFICER, DIRECTOR

A graduate of ISG business school, Christophe began his career at Arthur Andersen and subsequently worked for a variety of companies before joining Geodis. In 2001, he became joint founder of ID Logistics.



COMETE REPRESENTED BY MARIE-AUDE HÉMAR, DIRECTOR

A graduate of IDRAC Paris, Marie-Aude held a variety of positions at Caisse d'Épargne IDF including that of internal audit inspector.



ÉLÉONORE LADREIT DE LACHARRIÈRE, DIRECTOR

A graduate of Dauphine and ESSEC, she is a member of the Executive Committee of Fimalac, where she has headed the Culture & Diversity Foundation since its creation in 2006. She is also a member of the Board of Directors of the Louvre Museum and Chair of the Boards of Directors of the Rodin Museum and the School of Fine Arts.



HERVÉ MONTJOTIN, INDEPENDENT DIRECTOR

A graduate of the École Normale Supérieure, an associate professor in social sciences and holder of a master's degree from ESCP, Hervé began his career at Bossard Consultants (now Cap Gemini) in 1989. From 1995 to 2015, he held various positions within the Norbert Dentressangle group and in 2016 he became CEO of SOCOTEC.



VERA GORBACHEVA, DIRECTOR

Graduating from Povolzhskiy State University of Telecommunications and Informatics in 1998, Vera went on to work as a sales and marketing manager in Russia, and then as a customs business development manager at FM Logistics. She joined ID Logistics Russia in 2012 as business development manager. In January 2019, she was appointed Managing Director of ID Logistics in Russia.



MICHEL CLAIR, INDEPENDENT BOARD MEMBER AND CHAIRMAN OF THE AUDIT COMMITTEE

A former student at the Ecole Nationale d'Administration (ENA), Michel was public auditor at the Court of Auditors before becoming Chief of Staff for the Minister of Trade, Craft and Services, then chairing Klépierre (BNP Paribas). Chairman of HLM France Habitation, he is also vice-president of the Chamber of Commerce and Industry Paris Île-de-France, in charge of congresses and fairs.



GÉRARD LAVINAY, INDEPENDENT DIRECTOR

Gérard began his career at Euromarché, a hypermarket chain taken over by the Carrefour Group in 1991. After many years in store and then in logistics, he served in various executive positions at country level and at the Group's headquarters, where he managed the supply chain and merchandise, in particular. After a final mission at the helm of Carrefour Italy, he retired. He is now Chairman of Page Conseil.



JESUS HERNANDEZ MUÑOZ, CHIEF INTEGRATION OFFICER, ADVISOR

A graduate of the University of Madrid, Jesus was at the helm of ID Logistics Spain from 2006 to 2015 and ID Logistics Brazil from 2016 to 2018, before heading up ID Logistics Germany and then focusing on Jagged Peak's integration in the United States.



PASCAL TERANNE, ADMINISTRATOR, EMPLOYEE REPRESENTATIVE

A graduate of the École Supérieure des Transports, with a Master's Degree in Business Law, Pascal began his career at La Flèche Cavaillonnaise before joining ID Logistics in 2001 as Legal Director.

SELECT EXECUTIVE COMMITTEE

The purpose of this management body is to apply the strategy determined by the Board of Directors and make the operational decisions required in the day-to-day life of the Group.

ÉRIC HÉMAR, CHAIRMAN AND CHIEF EXECUTIVE OFFICER

CHRISTOPHE SATIN, CHIEF OPERATING OFFICER



YANN PEROT, CHIEF FINANCIAL OFFICER

A graduate of the EDHEC business school, Yann began his career at Deloitte in France and in the United States before moving to the Lagardère and NRJ groups, joining ID Logistics in 2009.



LUDOVIC LAMAUD, EXECUTIVE VICE PRESIDENT DEVELOPMENT AND INNOVATION

With a DESS advanced diploma in pharmaceuticals distribution, Ludovic began his career at OCP and Geodis before joining ID Logistics in 2002.



LAURENT NIGASTRO, EXECUTIVE VICE PRESIDENT OPERATIONS

A graduate of the Panthéon-Sorbonne University in Paris, and with a DESS advanced diploma in logistics management and transport engineering, Laurent began his career at Hays Logistics before heading up Castorama's supply chain, joining ID Logistics in 2017.

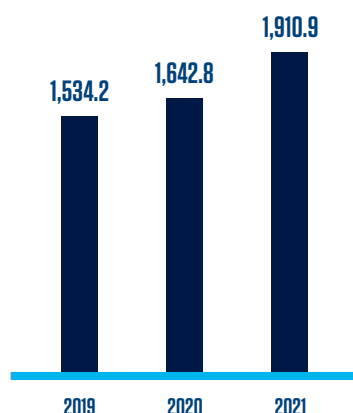
FINANCIAL RESULTS

SUSTAINED GROWTH

In 2021, ID Logistics once again performed well. All financial indicators were up sharply: +16.3% in revenues, +25% in current operating income and +22.5% in cash generated by activities.

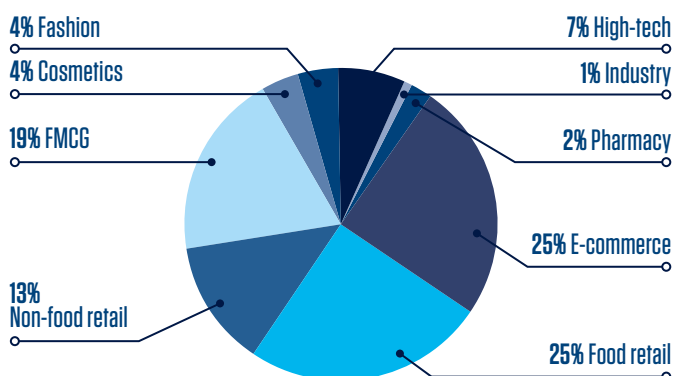
REVENUES

(in €m)



BREAKDOWN OF REVENUES

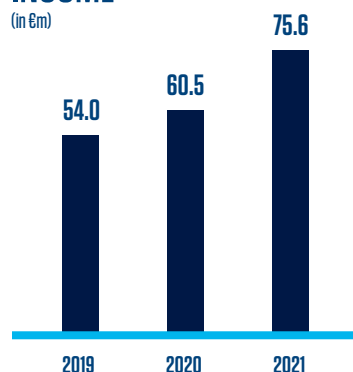
% revenues 2021
pro forma* (at 31 December 2021)



* pro forma integrating the acquisitions of GVT, Colisweb and Kane Logistics as if from 1 January 2021

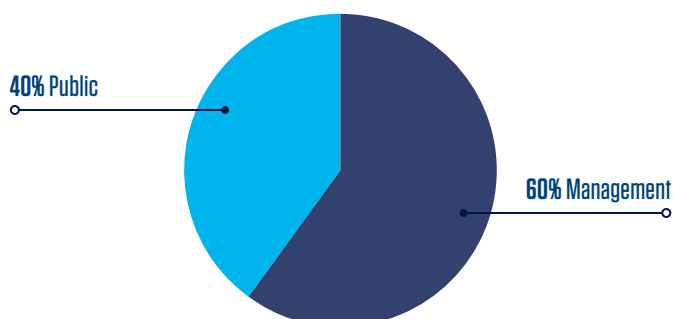
CURRENT OPERATING INCOME

(in €m)

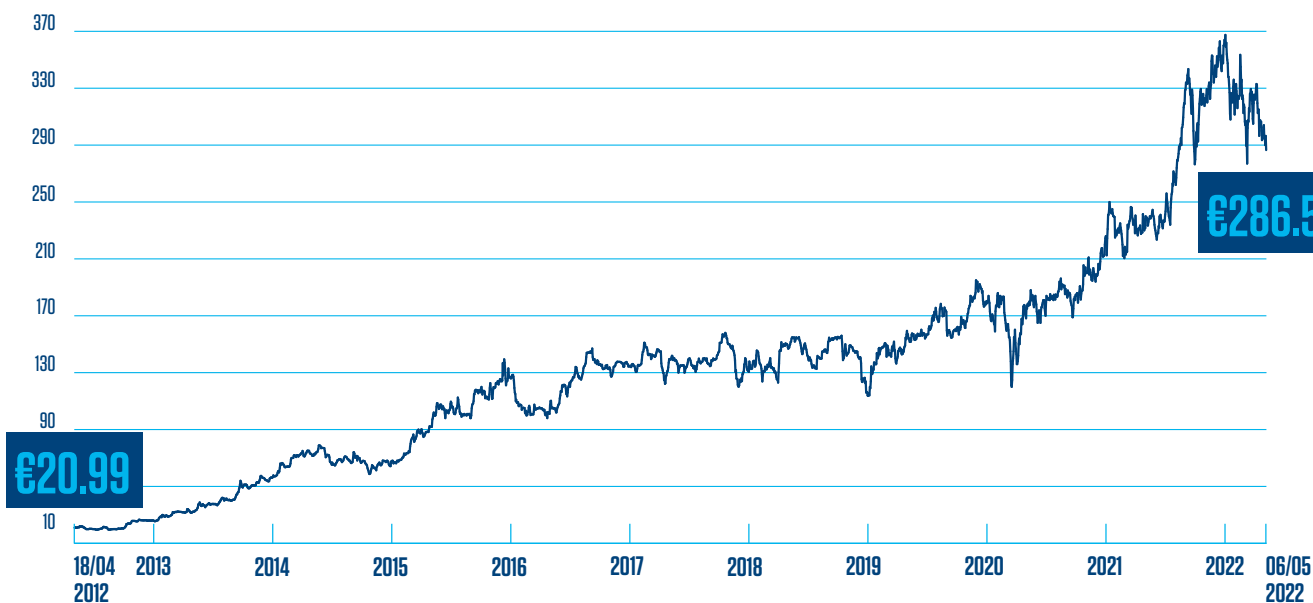


CAPITAL ALLOCATION

(at 31 December 2021)



CHANGES IN THE STOCK MARKET PRICE (in €)



CONSOLIDATED INCOME STATEMENT

<small>(in €m)</small>	31/12/2021	31/12/2020
REVENUES	1,910.9	1,642.8
EBITDA	270.6	223.8
% of revenues	14.2%	13.6%
Current operating income	75.6	60.5
% of revenues	4.0%	3.7%
Consolidated net profit	35.7	28.2
% of revenues	1.9%	1.7%

CONSOLIDATED STATEMENT OF CASH FLOWS

<small>(in €m)</small>	31/12/2021	31/12/2020
Net cash flow generated by the business	271.3	212.0
Net cash flow from investment transactions	(150.1)	(57.8)
Net cash flow from financing transactions	(108.2)	(98.1)
Other variations	0.0	(2.6)
Change in net current cash	13.0	53.5
Net current cash at opening	144.0	90.5
Net current cash at closing	157.0	144.0

Reporting methodology and scope

Reporting scope

The entire scope of consolidation is covered, with the exception of Morocco which represents a non-significant share covered by the reporting scope.

As in previous years, sites included in the environmental report must have been open for at least 6 months of the year and have 6 months of data. Sites that have been open for at least 6 months but have less than 6 months of data affect the indicator's coverage rate (calculated in number of sites). Unless otherwise stated in the report, the indicator's coverage rate is 100%.

The consolidation methods used to determine the indicators given are identical to those used for the accounting rules set out in Note 4 to the consolidated financial statements.

Data collection methods

Two data collection tools have been in place since 2016 at ID Logistics.

- Social data is consolidated in each country (HR Metrix) in an ad hoc tool by the human resources departments. A monthly check is carried out at Group level to ensure that data is consistent and complete.
- Environmental data is captured by each country using various methodologies (Intranet site, Smartsheet, external data capture tool for some countries for energy consumption, supplier reports) and consolidated in a database verified quarterly at Group level. This collection process is verified during CID audits.

For the calculation of indicators, please refer to the 2020 Non-Financial Performance Statement.

Calculation of CO₂ emissions

Scope 1 emissions

include direct emissions from stationary and refrigerant combustion in warehouses and vehicles managed directly by ID Logistics.

Scope 2 emissions

include indirect emissions related to the consumption of electricity by warehouses and vehicles managed directly by ID Logistics.

Scope 3 emissions

include other indirect emissions:

- emissions related to our purchases of cardboard and plastic film consumables;

- emissions related to the construction of buildings (added to the standard in 2021);
- emissions related to the end of waste life (added to the standard in 2021);
- IT-related emissions (added to the standard in 2021);
- emissions related to water consumption (added to the standard in 2021);
- upstream and downstream emissions from energy consumption (added to the standard in 2021).

The conversion factors

(from kWh, kg or litres to kg CO₂ equivalent) used were updated on the basis of the latest values from the ADEME carbon base in January 2020.

Themes such as food waste, the fight against food insecurity, animal welfare or the promotion of fair, sustainable responsible food are not highly significant in relation to the Group's activity. They are not covered in non-financial performance.

About this report

This report provides an overview of the CSR approach of the ID Logistics Group, for which 2020 was a pivotal year. It reports on the new CSR governance, how the approach is organised within three areas, and the context in which it operates. Led by the CSR department and produced with the active involvement of senior management, this report aims to present the Group's commitments and progress in social and environmental matters. It is based on a set of indicators audited in line with the regulations in force, and on the ISO 26000 standard (included in the CSR logistics reference framework). It was produced in a spirit of transparency and dialogue with the Group's stakeholders.



Progress report on the Ambition 2030 plan

2030 OBJECTIVES	SUMMARY IN 2021
100% of country Management Committees and 80% of managers trained in ethics	Not calculated in 2021
80% of suppliers representing 95% of purchasing revenue to sign the Responsible Procurement Charter	Not calculated in 2021
+20% employment rate of people with disabilities vs 2020	-12%
-40% vs 2018 frequency rates of OA* (ID Logistics and temp staff)	-28% employees ID Logistics temp staff, basis in progress
-40% vs 2018 severity rates of OA* (ID Logistics)	-45%
70% of Site Managers from in-house promotion	60%
85% of waste recovery	73%
-40% vs 2018 scope 1 & 2 emissions for logistics activities (CO ₂ /Pallet)	-24%
-20% reduction in the energy intensity of logistics activities (kWh/sq.m)	-11%
75% of sites committed to a CSR project with their customers	Not calculated in 2021
100% of countries started a project with local communities	11%

* OA = Occupational Accidents

Consolidated non-financial performance indicators

SOCIAL DATA	2021	2020	2019	2018
WORKFORCE AT 31/12 (GRI 401-1)				
France	7,188	6,673	6,398	6,170
International	16,787	14,512	13,642	13,499
Total	23,975	21,185	20,040	19,669

RATIO OF TEMPORARY WORKERS TO FULL-TIME EQUIVALENTS				
France	35%	37%	41%	36%
International	36%	33%	29%	26%
Total	36%	34%	33%	29%

PROPORTION OF WOMEN				
France	27%	26%	26%	27%
International	35%	33%	31%	29%
Total	32%	31%	29%	28%

PROPORTION OF WOMEN RECRUITED				
France	27.0%	28.0%	23.3%	Not measured
International	37.0%	37.5%	30.9%	Not measured
Total	35.5%	36.2%	29.9%	Not measured

AVERAGE AGE				
France	42	42	42	41
International	39	39	38	38
Total	39	39	39	40

RECRUITMENT (GRI 401-1)				
France	1,405	1,099	1,155	1,376
International	6,182	7,203	6,695	6,384
Total	7,857	8,302	7,850	7,760

SOCIAL DATA	2021	2020	2019	2018
STAFF TURNOVER RATE				
France	4.8%	3.5%	4.7%	4.10%
International	12.1%	9.4%	13.5%	13.60%
Total	9.8%	7.5%	10.70%	10.60%

INTERNAL MOBILITY				
France	895	517	616	507
International	2,704	1,523	1,559	1,109
Total	3,599	2,040	2,175	1,616

INCENTIVE AND PROFIT-SHARING AGREEMENTS (IN €K) (GRI 401-2)				
Incentives	7,526	3,872	3,583	3,443
Profit-sharing	3,942	2,953	2,727	1,856

ABSENTEEISM				
France	7.1%	7.3%	6.3%	6.3%
International	6.1%	6.4%	5.6%	5.0%
Total	6.4%	6.7%	5.8%	5.4%

FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS ⁽¹⁾ (GRI 403-9)				
France	35.3	35.9	39.4	55.9
International	12.6	12.1	16	14.3
Total	18.6	18.6	22.3	25.8

SEVERITY RATE OF OCCUPATIONAL ACCIDENTS ⁽²⁾ (GRI 403-9)				
France	1.2	1.6	2	2.5
International	0.3	0.3	0.4	0.4
Total	0.5	0.7	0.8	0.9

NUMBER OF OCCUPATIONAL ILLNESSES REPORTED (GRI 403-10)				
France	31	12	12	12

⁽¹⁾ Number of occupational accidents with sick leave (excluding commuting accidents) over the year/actual hours worked x 1,000,000.

⁽²⁾ Number of days lost due to occupational accidents (excluding commuting accidents and extensions or relapses related to previous years)/actual hours worked x 1,000.

SOCIAL DATA	2021	2020	2019	2018
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HOURS OF TRAINING (GRI 404-1)

France	51,112	42,687	51,630	43,117
International	219,238	111,587	177,021	128,418
Total	270,350	154,274	228,651	171,535

EMPLOYMENT RATE OF PEOPLE WITH DISABILITIES

France	4.6%	4.4%	4.3%	4.2%
International	1.0%	1%	1.3%	1.6%
Total	2.1%	2.1%	2.3%	2.4%

EMPLOYMENT RATE OF PEOPLE AGED OVER 55

France	12.2%	11.9%	10.7%	9.1%
International	8.1%	7.9%	7.4%	6.2%
Total	9.3%	9.1%	8.5%	7.1%

ENVIRONMENTAL DATA	2021	2020	2019	2018
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TONNES OF WASTE PRODUCED (GRI 306-3)

Cardboard	29,911	30,014	18,809	18,255
Wood	10,411	7,001	7,094	5,652
Plastic	3,945	2,913	2,977	2,777
Non-hazardous and miscellaneous industrial waste	17,546	14,940	15,179	17,484
WEEE	172	56	171	Not measured
Other	2,763	Not measured	Not measured	Not measured
Total	64,748	54,925	44,229	44,167

ENVIRONMENTAL DATA	2021	2020	2019	2018
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BREAKDOWN OF WASTE PRODUCED

Cardboard	46.00%	54.60%	42.50%	41.30%
Wood	16.00%	12.70%	16.10%	12.80%
Plastic	6.00%	5.30%	6.70%	6.30%
Non-hazardous and miscellaneous industrial waste	27.00%	27.20%	34.70%	39.60%
WEEE	0.00%	0.10%	0.39%	Not measured
Other	4.00%	Not measured	Not measured	Not measured
Total	100.00%	100.00%	100.00%	100.00%

INTENSITY IN T / €1,000 REVENUE

	9.2	10.7	11.4	12.4
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WASTE RECOVERY RATE

France	74%	71%	59%	60%
International	72%	76%	76%	62%
Total	73%	73%	66%	61%

WATER CONSUMPTION (in m³) (GRI 303-5)

France	192,214	157,411	140,089	135,250
International	313,432	294,901	284,867	397,602
Total	505,646	452,312	424,956	532,852

INTENSITY (IN LITRES / PALLET SHIPPED⁽³⁾)

France	9	8	7	6
International	9	10	11	16
Total	9	9	9	16

INTENSITY (IN LITRES / SQ.M WAREHOUSE)

France	76	63	60	67
International	95	112	108	158
Total	87	88	85	117

⁽³⁾ Pallets shipped correspond to pallets leaving our warehouses.

NON - FINANCIAL PERFORMANCE

ENVIRONMENTAL DATA	2021	2020	2019	2018
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GROUP ENERGY CONSUMPTION (MWh) (GRI 302-1)

Electricity	220,547	219,763	224,623	228,067
Natural gas	104,898	78,096	69,059	73,440
Diesel	130,584	151,276	149,941	169,772
Petrol	6,034	5,352	1,869	1,609
Non-road diesel	2,635	2,490	3,384	3,346
LPG	1,312	2,821	1,623	2,219
Fuel oil	3,075	2,494	1,736	2,363
NGV	6,041	5,071	5,366	4,303
Ethanol	48	39	16	28
Subtotal fuels	149,729	169,545	163,935	183,640

GROUP ENERGY CONSUMPTION (%)

Electricity	46.4%	47.0%	49.1%	47.0%
Natural gas	22.1%	16.7%	15.0%	15.1%
Diesel	27.5%	32.4%	32.8%	35.0%
Petrol	1.3%	1.1%	0.4%	0.3%
Non-road diesel	0.6%	0.5%	0.7%	0.7%
LPG	0.3%	0.6%	0.4%	0.5%
Fuel oil	0.6%	0.5%	0.4%	0.5%
NGV	1.3%	1.1%	1.2%	0.9%
Ethanol	0.0%	0.0%	0.0%	0.0%
Subtotal fuels	31.5%	36.3%	35.9%	37.9%

GROUP ENERGY CONSUMPTION (KWH / PALLET SHIPPED) (GRI 302-3)

Electricity	4.023	4.546	4.843	4.965
Natural gas	1.910	1.615	1.489	1.599
Subtotal fuels	2.720	3.507	3.535	3.998

ENVIRONMENTAL DATA	2021	2020	2019	2018
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GROUP ENERGY CONSUMPTION (KWH / €1,000 REVENUE)

Electricity	116	133.7	146.4	161.7
Natural gas	55	47.5	45.0	52.1
Subtotal fuels	78	103.2	106.8	130.2

TONNES OF CO₂ EMITTED, SCOPES I, II AND III (req CO₂) (GRI 305-1/2)

Scope I France	22,196	19,459	17,972	19,460
Scope I International	35,853	40,449	39,473	4,4171
Scope I Total	58,049	59,908	57,445	63,631
Scope II France	3,644	4,095	4,350	4,095
Scope II International	43,585	51,844	49,266	54,944
Scope II Total	47,229	55,939	53,616	59,039
Scope III France	42,115	52,396	44,277	47,951
Scope III International	67,350	48,495	45,351	43,885
Scope III Total	109,465	100,891	89,628	91,836
Scopes I, II & III France	67,955	75,950	66,599	71,506
Scopes I, II & III International	146,788	140,788	134,090	143,000
Scopes I, II & III Total	214,743	216,738	200,689	214,506

KG OF CO₂ EMITTED: SCOPES I, II AND III PER PALLET SHIPPED (GRI 305-04)

France	3.26	4.04	3.32	3.65
International	4.32	5.89	5.10	5.85
Total	3.92	4.55	4.33	4.87

KG OF CO₂ EMITTED: SCOPES I, II AND III PER €1,000 OF REVENUE (GRI 305-04)

Scope I	38.38	36.47	37.44	45.12
Scope II	24.77	34.17	34.95	41.86
Scope III	57.35	61.41	58.43	65.12
Scopes I, II & III	112.52	132.05	130.81	152.10

Non-financial ratings

For several years, ID Logistics has been involved in a voluntary non-financial rating process and is regularly assessed on its performance by several agencies and

organisations. This means it can ensure the quality of its CSR approach.



ID Logistics was awarded the **silver medal** in 2022.



In 2020 and 2021, all French transport management activities signed the **EVCOM commitment**.



ID Logistics earned a score of **81/100**.



Since 2009, the French transport branch has regularly renewed its **commitment to its CO₂ Objective**.



The non-financial rating agency MSCI awarded the Group an **A rating**.



ID Logistics Netherlands is certified **Lean & Green - 3 stars**.



ID Logistics earned a score of **49/100**.



ID Logistics completes the CDP questionnaire.



The Group was awarded the **Grand Prix Humpact 2021 in the senior employment category**. ID Logistics placed **first in its category with 5 stars on the employment score**.

In 2021, the Group chose to publish its first integrated report, illustrating the maturity of its approach and its incorporation at the heart of the strategy. This report is also ID Logistics' first progress report on the

implementation of the principles of the United Nations Global Compact, which the Group signed in 2021.



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

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