

FOCUSED ON A SHARED FUTURE

The ID Logistics logo is printed on the chest of a grey zip-up jacket. It consists of the letters 'ID' in a bold, white, sans-serif font with a white arrow pointing upwards and to the right, and the word 'LOGISTICS' in a smaller, white, sans-serif font below it.

ID
LOGISTICS

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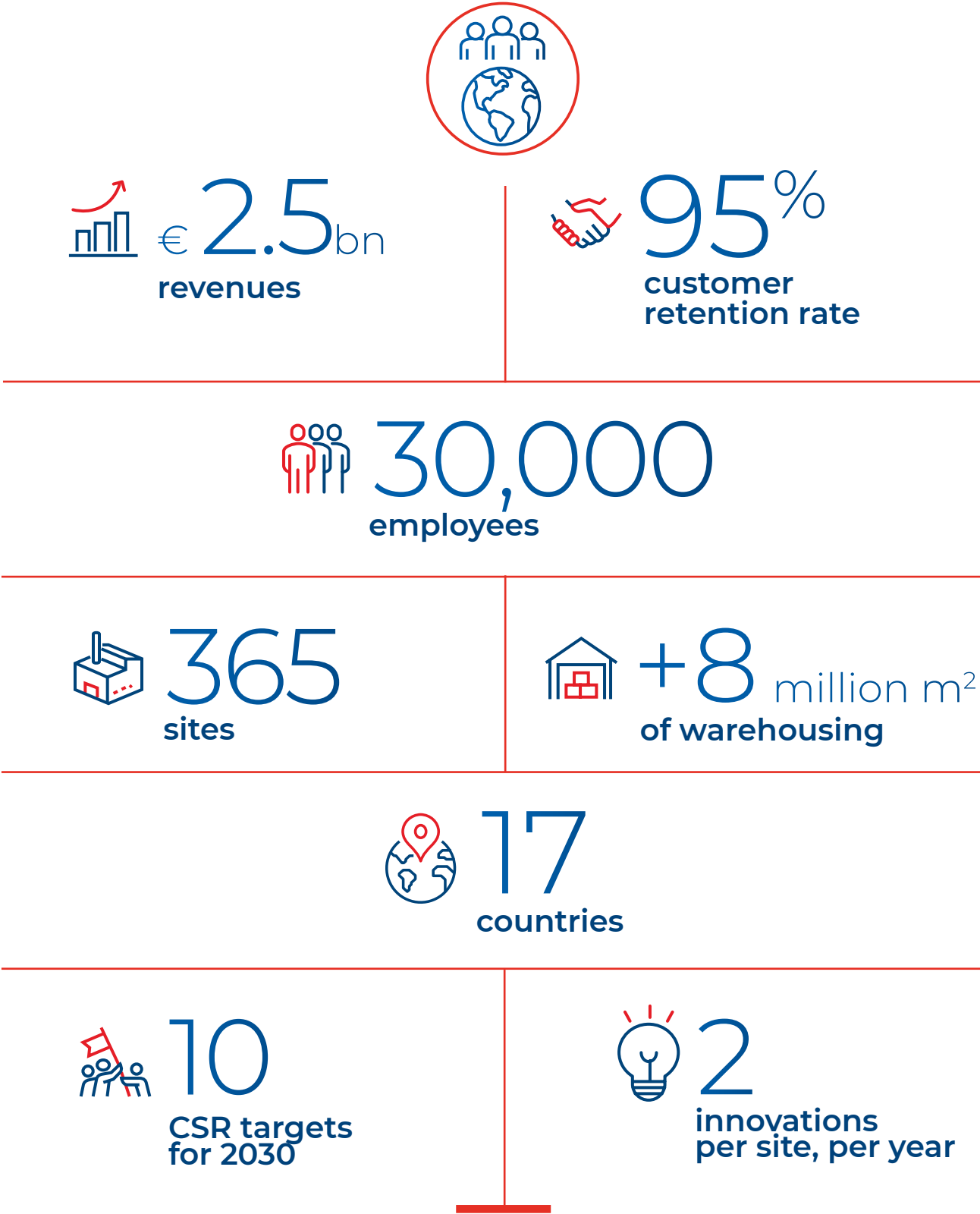
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Key metrics for ID Logistics





Following on from this outstanding year, we'll continue to develop our core models to support organic growth and pursue our drive for geographic balance.

INTERVIEW

WITH **Éric Hémar**,
Chairman & CEO at ID Logistics



What is your analysis of 2022?

E. H.: Despite the complexities of the economic landscape, 2022 proved to be both an exceptional year in terms of our performance, and a turning point in the development of ID Logistics. We have been able to report revenue growth of 31.9%, which includes organic growth of 11.9%, and a 48.8% increase in operating income. Our cash flow generation performance in 2022 has reduced our debt level to below twice EBITDA, despite the substantial capital investments made during the year. At the same time, our recent acquisitions have reshaped our profile, and we've clearly moved on to a new stage in our development.

40%

of Group growth
was driven by new
customers

So could you tell us more about the new profile of the Group?

E. H.: We now occupy significant market positions in all the countries where our largest customers are continuing to expand their operations. So France now accounts for just over one-third of our business, other European countries for 40%, and the USA for more than 20%. Our plan is to gradually balance the spread of our business across these three regions.

What drove your growth in 2022?

E. H.: The Group's strategy hasn't changed over the past twenty years: we support our international customers by providing them with logistics services that are fully integrated into their sales and distribution strategies. So our revenues grow alongside theirs. Historically, our key customers have been major retailers. Our recent acquisitions have effectively strengthened our presence in the FMCG and e-commerce markets. In each of these categories, we adopt and implement an approach based on our customers' core models to ensure that we can provide an equally effective response in all locations.

How do your latest acquisitions align with Group strategy?

E. H.: With these acquisitions, we're seeking to balance growth across the major national markets served by our customers. Integrating GVT has consolidated our position in the Netherlands, which is essentially the logistics heartland of Europe. Kane Logistics has enabled us to achieve critical mass in the USA, gain access to industrial customers and develop expertise in areas like co-packing,



which we also plan to roll out in Europe. Lastly, Colisweb has expanded our range of last-mile services to include heavy and bulky parcels; a channel that DIY and homewares customers are focusing on as potentially the best solution for meeting their needs.

How does ID Logistics plan to respond to the major challenges facing the sector?

E. H.: We're developing our commercial and operational organisations to make us even more responsive to the needs of customers who are demanding closer and closer integration of their logistics structures with their industrial and distribution strategies, which is a particularly strong trend in consumer goods and e-commerce. Given the pace of our growth, we're also introducing a more structured talent attraction and retention policy. We've set ourselves the ambition to be the benchmark employer in our sector, because we really need to attract and train qualified people with more specific skill sets. We also took a crucial step forward two years ago when we set quantifiable CSR targets to be achieved within specific lead times. These set out strong markers for our customers and our teams, and are the cornerstones of our ongoing development.

+31.9%

revenue growth in 2022

How do you see the outlook for 2023?

E. H.: We've now taken our first steps in Italy to provide continuity of support for one of our largest customers. Our core model approach meant that we were able to get that site up and running in just nine weeks, which is a new record and further proof of its effectiveness. Italy is a country with great potential for us, and one where we intend to carry on developing our business. In fact, the team there is already signing new contracts. We have also completely halted all activities in Russia, and are working to ensure the smoothest-possible transition solutions for our Russian customers. So within this new geographic scope, we will continue to grow organically, at the same time as remaining proactive when acquisition opportunities arise.



Our 2022 financial and extra-financial performances underline the stability and strength of our Group business model and values.

INTERVIEW

WITH **Christophe Satin,**
Chief Operating Officer

How is the process of integrating your latest acquisitions progressing?

C. S.: The process of integrating GVT, Kane Logistics and Colisweb was actually completed ahead of schedule. We've clearly defined their objectives and organisational structures to ensure that their teams feel confident and comfortable in their new environment. That stability is now in place, and everyone is fully on board with our business plan. But throughout that process, our priority has been to avoid any disruption for our new customers, and I'm pleased to say that all of them have stayed with us. Our decentralised structure and standardised processes mean that we can implement all our operational and digital management tools very quickly in newly acquired businesses.

And to harmonise our internal and customer communications, we've rebranded all our subsidiary companies with the ID Logistics identity, and grouped all our retail distribution activities together under the Colisweb brand. The new website designed to reflect our new organisational structure went live at the end of March 2023. In parallel with that development, we also introduced a consistent set of communication tools right across the Group.

10

centres of expertise
across Europe

How have you coped with the sudden return of inflation?

C. S.: Inflation was a major focus for us in 2022, because it's been virtually absent for the last two decades. But the first thing to remember is that all our contracts contain indexation clauses. In return, our customers expect us to deliver significant productivity gains every year. So we've reworked our continuous improvement plans in three key areas:

- With each customer, we've used our tried and tested Customer Workshop methodology to review every link in their supply chain to identify new sources of improvement,
- On our operating sites, our processes encourage continual day-by-day feedback of new sources of productivity. Two years on from its introduction, the Short Interval Management (SIM) methodology has proved its worth in France, and is supported by digital tools that make life easier for our teams. In this way, everyone at every level in the organisation is able to make their own contribution to operational excellence. We've started to roll out this model in all Group countries on the basis that it delivers improvements that are very accurately targeted and relevant, because they come from the people who do the jobs concerned.



- Lastly, we've taken the cross-functional approach to nominate one particular site for each customer category, such as cosmetics or e-commerce, as its centre of expertise. We then use those centres to drive innovation and research in real-world situations. The resulting innovations are then rapidly duplicated in other similar sites with a high level of responsiveness.



A CSR trajectory aligned with the Group roadmap

Operational excellence is a Group key value. How was that value actioned in 2022?

C. S.: Operational excellence demands a commitment to performance and efficiency at every level. So it applies not only to industrial performance, but also to social and environmental issues. Our CSR roadmap is fully integrated into our management systems, and very much a part of our core expertise. Now that we have the relevant indicators in place, we've been able to confirm that we were on track with our ten commitments in 2022. From now on, we'll be expanding our progress plans every year. This year, for example, we are focusing on initiatives that promote inclusion, like the *each One for Business* programme to integrate and train refugees, and welcoming people with disabilities.

How are you using your Let's develop our ID Logistics together employer brand programme to establish your Group as the employer of choice in your sector?

C. S.: Our approach is structured around this programme. We began by conducting the wide-ranging *Happy At Work* survey in all our countries to hear what our employees think. We then used the survey findings as the basis for building a detailed action plan to deliver the best-possible response to the expectations around quality of working life, ambition and training. We've also formalised our career review and talent management processes across the board. Lastly, we're currently developing a communication plan to raise the profile of our career opportunities internally and externally, and we'll then be channelling that heavily through social media.

ID LOGISTICS, A PURE PLAYER IN CONTRACT LOGISTICS

A STRUCTURALLY GROWING MARKET

- Changes in consumption patterns
- Supply chain optimisation by major customers
- Growth in outsourcing
- Integration of sustainable development concerns

RESOURCES



Human capital

- **30,000** employees worldwide
- Average age of **39**
- An uncompromising health and safety policy
- A strong employer brand

Innovation capital

- **50** sales engineers worldwide
- **3** innovation campuses (Brazil, Netherlands and France)
- **30%** of sites mechanised worldwide

Financial capital

- **€325** million in shareholders' equity
- A debt ratio limited to **1.9** x EBITDA
- A Group listed on Euronext Paris

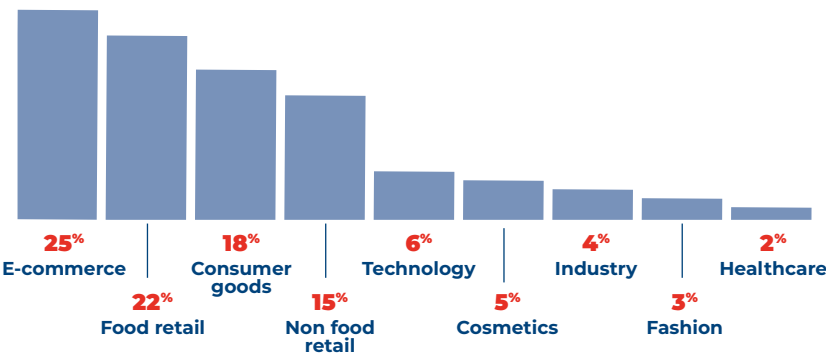
Societal and environmental capital

- Responsible Procurement Charters
- Member of the Demeter Club
- Member of the UN Global Compact

The Group's business lines: logistics solutions for every link in the 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



Our strategic pillars

- A totally customer-centric organisational structure
- Stable and experienced teams
- Optimally consistent quality of service
- A commitment to CSR throughout the history of the Groupe
- An ongoing innovation process

A presence in 17 countries

- ID Logistics consolidates its market shares through a combination of organic and external growth

4 fundamental values

• SOLIDARITY

To encourage social promotion and inclusion at all levels of the company; engage with local communities.

• ENTREPRENEURSHIP

To offer all employees the possibility of imagining, undertaking and creating. Support them in their achievements and projects.

• DEMANDING STANDARDS

To be demanding of ourselves and our customers, to act as a responsible company and to control our environmental, social and societal impacts.

• OPERATIONAL EXCELLENCE

To guarantee the highest level of logistics services with a view to performance and customer satisfaction.

VALUE CREATED



For customers

- Year-on-year organic growth of **11%***
- **18** new customers per year*
- Contract renewal rate **> 90%**

For employees

- In the HappyAtWork **Top 10**
- **7,600** hires per year*
- **209,000** hours of training per year*
- A **30%** reduction in the occupational accident frequency rate (Group-wide 2022 vs. 2018)

For the planet

- **69%** of waste recovered
- **22%** reduction in carbon footprint
- Eco-responsible solutions for our customers

For the community

- **60%** of suppliers have signed the CSR & Responsible Procurement Charter
- A longstanding commitment to local communities

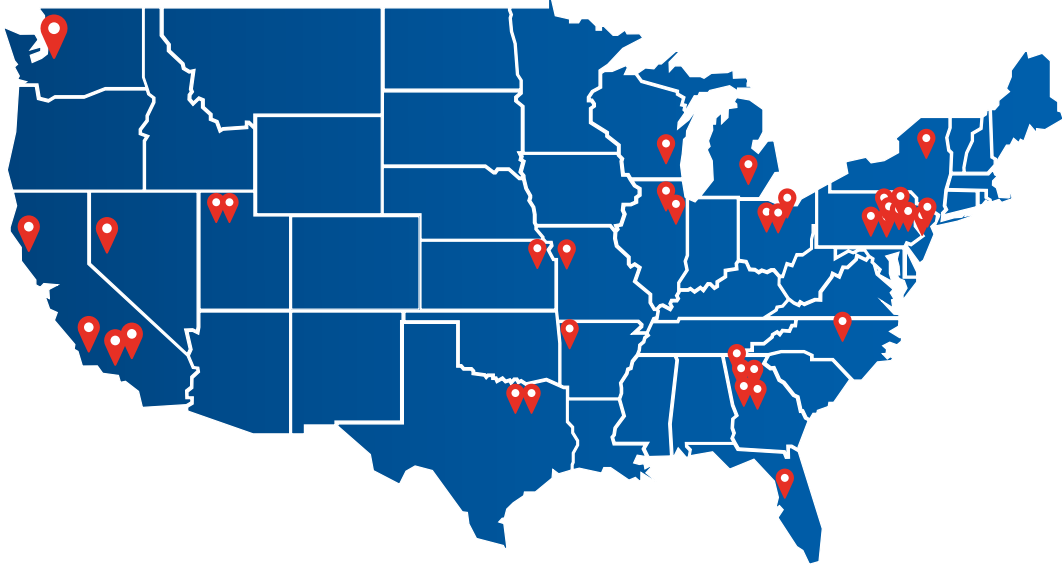
* Over 5 years.

A YEAR OF GROWTH AND ROLLOUT

Strong sales growth, the successful integration of new acquisitions, broader European coverage... **2022 highlighted once again the strength and relevance** of the ID Logistics business model.

The USA... land of opportunity

Its acquisition of Kane Logistics extends the Group's presence in the USA, giving ID Logistics US 35 locations and a permanent workforce of 4,000 people. The complementary profiles of our customer portfolios will result in significant commercial synergies between Europe and the USA.



ID Logistics
in the USA

4,000
employees

35 sites

800,000
m² of floor
space

Like ID Logistics, Kane Logistics was a pure player in contract logistics and high value-added warehousing services. It served FMCG, food and beverage producers, as well as specialist retailers. This acquisition takes ID Logistics another step further into this huge market, and creates the opportunity to offer its international customers the kind of seamless US/ European market solutions it has provided for Nespresso since 2019.

Strong growth potential
The close alignment of company cultures, with their focus on key accounts, highly complementary customer portfolios and substantial team experience will fuel growth in this high-potential region. The new entity reports annual revenues of \$350 million. This size of operations now meets the needs of customers operating and growing in both Europe and America.

Expertise sharing
The core model approach developed by ID Logistics makes it much easier to open new sites. The specialist and market-leading expertise of Kane Logistics in co-packing, particularly for the FMCG segment, takes efficiency of this model to a new level.





///
The growth
opportunities for
ID Logistics US are
very exciting. ///

INTERVIEW

WITH **Stan Schrader,**
Chief Executive Officer at ID Logistics US



As CEO, how has your first year been since Kane Logistics became ID Logistics US?

S. S.: Very well. Before the acquisition, I already knew the two companies had the same approach to growing business. We both focused on operational excellence in the market and really cared about the customer. I also understood what ID Logistics could bring to the table in terms of innovation. Today, when we talk to customers, we can do so from the standpoint of much broader capabilities. We have more tools, and the ability to leverage ID Logistics globally.

What is the CSR roadmap of ID Logistics US?

S. S.: Corporate Social Responsibility has always been important to us here. However, with the acquisition, we've been able to draw up clearer goals, and track them.

We now have the tools and procedures to develop our CSR systematically. This allows us, for instance, to create and implement processes for data collection on such essential areas as energy consumption and waste elimination. Before, there were many projects that might have been "one-offs". But, now, we ensure that there is a clear long-term plan with practical targets. Our customers are thrilled that we're involved with this. They have their own CSR goals too. So, this way, they see us as even more of a strategic partner.

What are the challenges of the logistics sector in the US today?

S. S.: Probably the most fundamental challenge we face is the availability of real estate and the availability of labor.

With regard to real estate, availability has been negatively affected by a number of things, including the growth in ecommerce, and the decrease of speculative building because of higher interest rates. To deal with this problem, we've had to come up with creative solutions. We're working with the largest broker in the country to source real estate. We're being transparent with customers as to costs to quantify exactly their needs.

With regard to the challenge of labor availability, we're tackling that in two fundamental ways. First, we've become more focused on automation as something which is financially feasible with better technology. We're using automation that is flexible, that is upgradable, and that won't quickly become obsolete. Second, we're making sure we retain the great staff that we have. When COVID happened, the rest of the country finally realized that our people really were essential workers. They're essential to us too. That's why we're very focused on being an employer of choice. To that end, we've set ourselves much higher goals. The group has helped us to achieve them with such tools as employee surveys, which help us meet the expectations of our own employees. The feedback we get is what lets us attract and retain outstanding employees, which is key to our success.

How do you view the future for ID Logistics US?

S. S.: With a lot of excitement. We know that we now have large-company capability with small-company focus. That's reflective of the whole group, and the way it approaches business. We also see other verticals with which we can get involved in the US. These are ones in which the group has already shown its core competency in Europe and around the world. We're definitely planning on leveraging that.

The last mile: a strategic link in the e-commerce chain

ID Logistics is now bringing together all its last-mile home delivery services under the Colisweb banner. The Group has established itself as a leader in this sector of the French market by offering a comprehensive range of home delivery services for food and non-food products in parcels up to 30 kg.

The Group was already a preferred partner of major distributors and retailers for the home delivery of small parcels and food products. But since the end of 2022, it has also been making these deliveries for leading DIY, appliance and homewares chains with a range of value-added services, including pre-arranged delivery to a room of the customer's choice, and installation/connection of domestic appliance deliveries. Now operational throughout France, the next step is to roll out this service in international markets, where it will benefit from synergies with the transport services of other Group businesses.

A proprietary and scalable app
The Colisweb tech platform is developed by our own in-house digital experts. This means we can guarantee 24/7 reliability and respond quickly to changing

customer needs. They can enhance the retail customer and consumer experience by adding features such as choosing a two-hour time slot, tracking the progress of the delivery driver or having their delivery made by an eco-friendly vehicle. The app is also used to optimise workflows and measure customer satisfaction using an NPS¹ indicator.

The evolving challenges of e-commerce
Whether direct to home or click & collect from the store, omnichannel delivery is now a consumer reality and expectation, and is now entering its maturity phase where employment practices and environmental issues will become increasingly important. So Colisweb now offers to take back empty packaging and/or old appliances to help promote the circular economy, and imposes strict employment rules on its transport partners.

¹ Net promoter Score.

The ID Logistics commitment:

50%

of deliveries will be made using electric vehicles by 2025.



2022 was devoted to the operational integration of Colisweb, following its acquisition in December 2021. We've completed work on structuring an e-commerce entity, complete with shared tools, a central operations function and a unified sales force.

Alban de Villeneuve,
Transport Director



Key figures for Colisweb

3.4 million deliveries per year, 7 days a week, 100% omnichannel



A fleet of 180 vehicles and a network of more than 400 transport partners



Nearly 20% of vehicles generate zero emission



Choose a two-hour delivery slot, track the driver's progress, have your delivery made by an eco-friendly vehicle and taken into the room of your choice... ID Logistics can now offer all these services through Colisweb.

A look back at 2022

FEBRUARY 2022

1 GVT officially becomes ID Logistics Freight BV

The integration of GVT Transport & Logistics into the Group was finalised with a reworking of its visual identity. The new look was unveiled at a special event attended by employees from both companies.



MARCH 2022

2 Leroy Merlin continues its collaboration with ID Logistics

Long-term partner Leroy Merlin further expanded its relationship with ID Logistics as part of supporting its development in and around Lyon. The new warehouse will handle storage, packaging and shipping for the chain's 12 stores within a 200 km radius of the city.



MAY 2022

3 Welcome ASTRID!

The Group previews ASTRID, its autonomous inventory robot. Designed in collaboration with E-Dentic and Wyca Robotics, it can complete a full inventory overnight, and provides real-time warehouse stock data reliability.



JUNE 2022

4 Our first presence in Italy

ID Logistics now has a base between Genoa and Milan in Italy to meet the development needs of one of its customers. This new site completes the Group's coverage of Europe, and will be used to fast-track expansion throughout the country.

OCTOBER 2022

5 More than 1,000 accident-free days for ID Logistics Germany

Founded in 2006, and now with 9 warehouses and 3,600 employees, ID Logistics' German subsidiary celebrated this excellent achievement at its Weillbach site in Bavaria.



6 Implementation of a co-logistics system in Warsaw

Co-logistics pools and optimises transport flows to guarantee operational excellence, identify opportunities for boosting productivity and reduce environmental footprints. ID Logistics Poland has worked with IDEO to develop and implement this system.



NOVEMBER 2022

7 ID Logistics commits to employing people with disabilities

Wherever the Group operates, there are programmes in place to encourage the employment of people with disabilities. So in 2022, ID Logistics Brazil launched an extensive recruitment plan through a number of specialist recruitment agencies. ID Logistics France organised several "Duo Days" during the year!



PEOPLE-DRIVEN MOMENTUM

Employee recruitment and retention is an ID Logistics priority. As drivers of innovation, **these talents are essential** for the ongoing development of the Group.

Goal: to become the employer of choice

The future growth of ID Logistics depends above all else on its ability to build a dynamic team in which every member is committed to achieving excellence. So the Group is fully committed to attracting, recruiting and retaining the most talented people.

Right around the world, the logistics sector needs to take greater account and care of its human resources. Our industry does not promote its strengths as much as it should, and its careers are often associated with physically demanding jobs. And yet the truth is that it has many appealing opportunities to showcase, as ID Logistics is now demonstrating through its Employer of Choice programme. “Our Employer of Choice programme structures our HR initiatives around 2 priorities: raising the profile of our company and boosting its appeal, at the same time as offering attractive career development paths that will help us to train own people and prepare them for our future challenges. To achieve our goal, we need to raise awareness of the strengths of our Group, which has prioritised inclusivity and offered its employees everything they need to achieve their ambitions”, explains Renaud Bouet, Director of Human Resources France at ID Logistics.



ID Logistics receives HappyAtWork certification for all parts of the Group.



For this first worldwide survey of all our people in all our countries, more than **60% of employees** responded to the anonymised independent poll conducted by HappyAtWork.

With an overall score of **3.9/5**, broken down into 6 quality of work life topics, each country is able to analyse the results to identify its strengths and areas for improvement.



ID Logistics offers me really good opportunities for career development, and that was a major factor when I was choosing which company I wanted to work for.



What our employees say



Michelle Ortiz,
Floor Lead, ID Logistics US

What is your role at ID Logistics?

M. O.: I've been a Floor Lead at the PepsiCo site in Hanover, Pennsylvania, since March 2022. On a day-to-day basis, I lead a small team and look after its safety by responding as quickly as possible to any issues my team members come up against. I also adapt and organise my team in response to changing needs throughout the day.

Why did you decide to join ID Logistics?

M. O.: I chose ID Logistics because the company can open up new career opportunities for me. I really think it can offer me real opportunities for advancement.

How do you see your career prospects with the Group?

M. O.: I'd like to move into a management role with oversight of a larger team.



In a tight labour market, it was crucial to promote our employer brand.



Renaud Bouet,
Director of Human Resources
France ID Logistics



Attracting and recruiting talent to support our growth

ID Logistics has set itself the ambition of becoming the benchmark employer in its industry. So to attract and recruit an average of 1,000 new employees every year, the company is working hard to raise awareness of its employer brand. Both internal and external communication are essential to succeed in that ambition. Both communication channels reinforce the Group's core messages and put forward tangible evidence of what its DNA is all about: good health, safety and career development outcomes, as well as persuasive examples of its local-level commitment to communities. The Group values its teams and their operational expertise. The Group also focuses particular attention on its new employees. The induction period is a key stage in ensuring post-recruitment success and securing the commitment of new employees to the Group business plan. The progressive digitalisation of this process is making administration simpler, shifting the focus to team integration, and building harmonised onboarding processes right across the Group.

Building loyalty and offering motivating career paths

The fact that ID Logistics offers real opportunities for career development is one of its most distinctive features. In 2022, the emphasis was very much on rolling out a process for conducting career development interviews and performance appraisals in all Group countries. These are opportunities for employees and their managers to analyse the past year and identify opportunities for career development and training needs. The criteria used to identify talent and development potential are also being harmonised across the Group. In-service training is another key factor in building loyalty. For key job functions like site manager, stock manager and team leader, the Group has developed clear career development paths that have already been followed by more than 300 employees in France. The same approach is currently being rolled out in other countries to ensure that the organisation maintains and retains its core expertise. Initially targeted at operational functions, these initiatives will now be extended to include central services functions as well.



70%
of site managers will be
appointed by internal
promotion by 2030

Innovation... everyone's responsibility

Innovation at ID Logistics is driven by a two-stage approach: launching new projects, and then replicating them wherever they can make a useful contribution. The tried and tested processes that underpin this approach have demonstrated their value over many years.

circle in which an annual competition generates new project ideas, and the best innovations are listed in a catalogue that site managers can use to find solutions to their operational problems, and select those innovations that suit their business best. On average, each of our sites implemented two new innovative projects during 2022.

The Factory: a new entrepreneurship competition
To further accelerate the innovation process, 165 managers in 27 multi-disciplinary teams took up a new challenge in January 2023: to leverage the power of intrapreneurship to generate even more disruptive innovations. "Each country has the support of experts in design thinking. So we can now aim to develop even more impactful innovations that target specific issues like productivity or truck load factors, for example", explains Group Innovation Manager Benoît Boiron. In December 2023, all the projects will be assessed by every manager in the Group, who will be able to make a virtual financial investment in those they think most deserve their support.

"Customer surveys show that they see us as standing out distinctly from competitors in terms of innovation. That's because they can see the tangible effects of innovation in their everyday operations", says VP Sales & Innovation Ludovic Lamaud. Once again in 2022, the in-house Innovation Booster programme facilitated on-site implementation of no fewer than 654 innovations, with 122 new projects developed and tested by ID Logistics teams. The success of this programme has helped the Group create a virtuous





Accelerating site robotisation with the Roboost programme

In parallel with the Innovation Booster programme, ID Logistics is also rolling out its Roboost programme to accelerate the pace of site robotisation. In 2022, Roboost began its implementation phase supported by a network of around 100 employees specially trained to guide country teams through the design and initial installation phases. As a result, 250 new robots have now been installed in more than 25 sites across the Group. The teams at ID Logistics are now building on these initial successes and planning future rollouts in areas as diverse as order preparation, shipping, palletising, parcel sorting and inventory updating.



An employee uses a virtual reality headset to learn about safety

How digital technology is helping all of us

Digital technology is helping us to optimise our processes and offering us solutions for reducing repetitive tasks, leaving us free to focus on value-added activities. One of the most widely replicated innovations in the Group is the digitalised SIM¹, where briefings are coordinated via interactive screens, and action plans can be viewed in real time to facilitate team communication. 21 sites in France are already using this system. In Chile, digitalisation has led to the use of drones to carry out frequent security patrols around warehouses to take security to a new level for guards and goods. Lastly, virtual reality immersion headsets are being introduced in 27 sites across France to deliver training for all new employees and temporary workers. More than 1,000 employees have already received safety training via these VR headsets.

¹ Short Interval Management.



2023 will see the launch of a new internal competition to develop even more impactful innovations.

Benoît Boiron,
Group Innovation Manager



I'm involved in rolling out mechanised and robotised solutions across the Group. I'm proud to be making my contribution to operational excellence.



What our employees say

Louis de Tauriers
Mechanisation Project Manager

What is your mission at ID Logistics?

L. de T.: I've been a project manager in the Mechanisation section of the Engineering and Methods department since July 2021. My mission is to manage new rollouts of mechanised and robotised solutions. So I'm involved in the integration of autonomous mobile robots (AMRs), assessing the operational performance of these new machines, and standardising implementation processes as part of the Roboost programme.

What are you working on at the moment?

L. de T.: My main focus right now is updating and optimising our sites by introducing these new technologies.

What persuaded you to join the Group?

L. de T.: After 4 years with a French robotics SME, I wanted to get a new and more operational perspective on robotic solutions. So I'm really proud to be working for ID Logistics and making a daily contribution to our operational excellence.

FOCUS

Robotics and Artificial Intelligence... a major feature of 2022



The ASTRID warehouse management robot can autonomously carry out a complete stock inventory at the rate of up to 5,000 pallets per hour. The result is a significant improvement in service quality, productivity and stock availability.



Computer Vision leverages the power of artificial intelligence to help order pickers. The system can detect errors in real time using two stereoscopic cameras. The ergonomics of the system have been designed to make it intuitive in use. It can reduce the number of undetected manual picking errors by 80%, almost to the point of guaranteeing total reliability of warehouse order picking.



The Nespresso order-picking spider robot received a Rois de l'Innovation award in 2022. Its pre-emption arms pick up the coffee pods to prepare the orders. The pods are delivered to the robot by depalletisation robots and conveyor systems.

COMMITMENTS FOR A SUSTAINABLE FUTURE

ID Logistics has had a clear commitment to CSR issues throughout its history, but in 2021, it structured its approach around 3 key priorities and 10 quantified targets. In 2022, **the Group made further progress on its CSR trajectory** consistent with its roadmap.



/// In 2022, our Group countries were able to further refine their roadmaps using reliable data and detailed management. ///

INTERVIEW

WITH **Guillaume Delaval**,
CSR Director at ID Logistics

Where did you make progress on your 2022 CSR Roadmap during 2022?
G. D.: 2022 was the year we began operational implementation of our roadmap. In 2021, we structured our CSR approach to address ten quantified targets with precise deadlines, which were then integrated into the budgeting process used by each country manager. In 2022, thanks to detailed monitoring, they were able to measure precisely how far they'd progressed towards delivering on their commitments. We've also continued our work on harmonising health and safety practices with a series of H&S events organised throughout the year by our local CSR representatives. The discussions that took place at these events have, in turn, fed into our ongoing continuous improvement process. So we're on track with the trajectory we set.

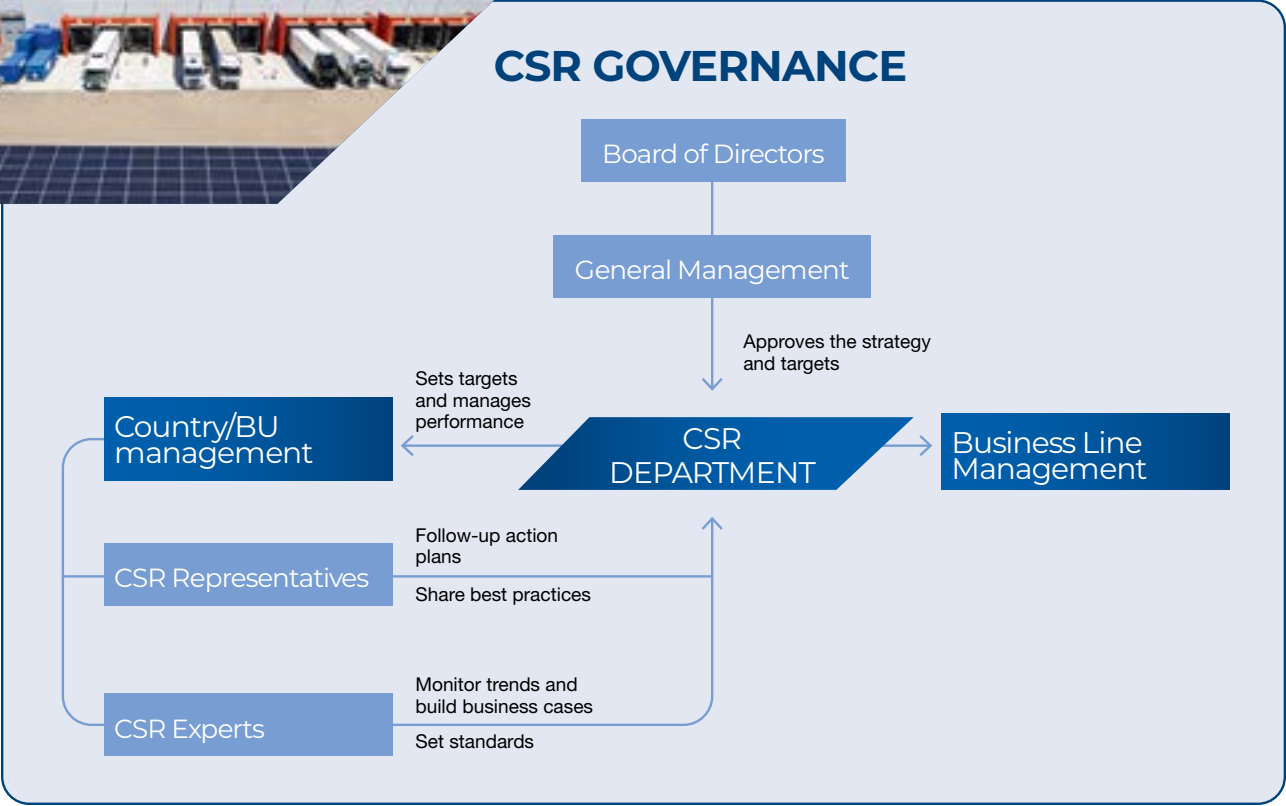
What were the main projects of 2022?
G. D.: Our main focus was on reducing our carbon footprint, where we've uprated our greenhouse gas emissions data collection system. So information from certain types of invoice is now integrated automatically into the system, and all sites can now upload their own data to the intranet every month. This system makes it easier for us to spot any discrepancies and react quickly. In terms of indirect emissions, we've been able to scale up the experiment run by our IDEO subsidiary - which won an Ademe award in 2021 - with implementation of the EcoTransIT solution. This system now harmonises transport-related emissions across all countries. We've also combined it with a very powerful data visualisation solution that allows us to work with customers on highly detailed analyses of areas where we need to improve.

As a result, we're now ready to join the SBTi science-based targets initiative. In terms of social issues, 2022 was marked by our commitment to offering employment inclusion opportunities for refugees with the implementation of our basic skills programme, and our win in the Seniors Category of the Humpact Emploi France Prize awarded to the country's most employment-friendly companies. We also carried out a lot of voluntary work during the year.

How have you integrated the Group's latest acquisitions into the CSR strategy?
G. D.: We began by identifying their good practices, which include Kane Logistics' sensitivity to diversity issues, Colisweb's low-carbon solutions and GVT's lean and green culture. We then spent time on supporting the newly-integrated teams with issues that are less familiar to them, and making CSR an integral component of all Country Manager roadmaps. We were also very quick to put in place all the reporting tools essential for harmonising the management of environmental and social issues.

How are customer expectations changing?
G. D.: Our customers are asking us more than at any time in the past to be proactive in helping them to contain rising energy costs. So at the beginning of September 2022, we launched our Watt's Down energy efficiency programme. It's designed to contribute to our long-term goal of delivering a 20% reduction in the energy intensity of our logistics activities by 2030. In terms of social issues, our customers are on board with our #Ensemble+ Responsables initiative, which involves us in working with them to set ambitious CSR targets. This initiative is now compulsory for all our sites. By the end of 2021, 50 sites had already launched structural project targets, including halving their occupational accident rate and/or optimising packaging management and volumes.

— **- 20%**
reduction in the energy
intensity of logistics
activities by 2030



Sharing a common vision

The ID Logistics approach to corporate social responsibility is based on building close partnerships with its stakeholders. This requires insightful understanding of their expectations, their influence on the Group’s business activities, and the impact the CSR approach has on their ecosystems. So ID Logistics is careful to ensure that this approach enhances collective momentum by benefiting all the parties involved.

Identifying stakeholders

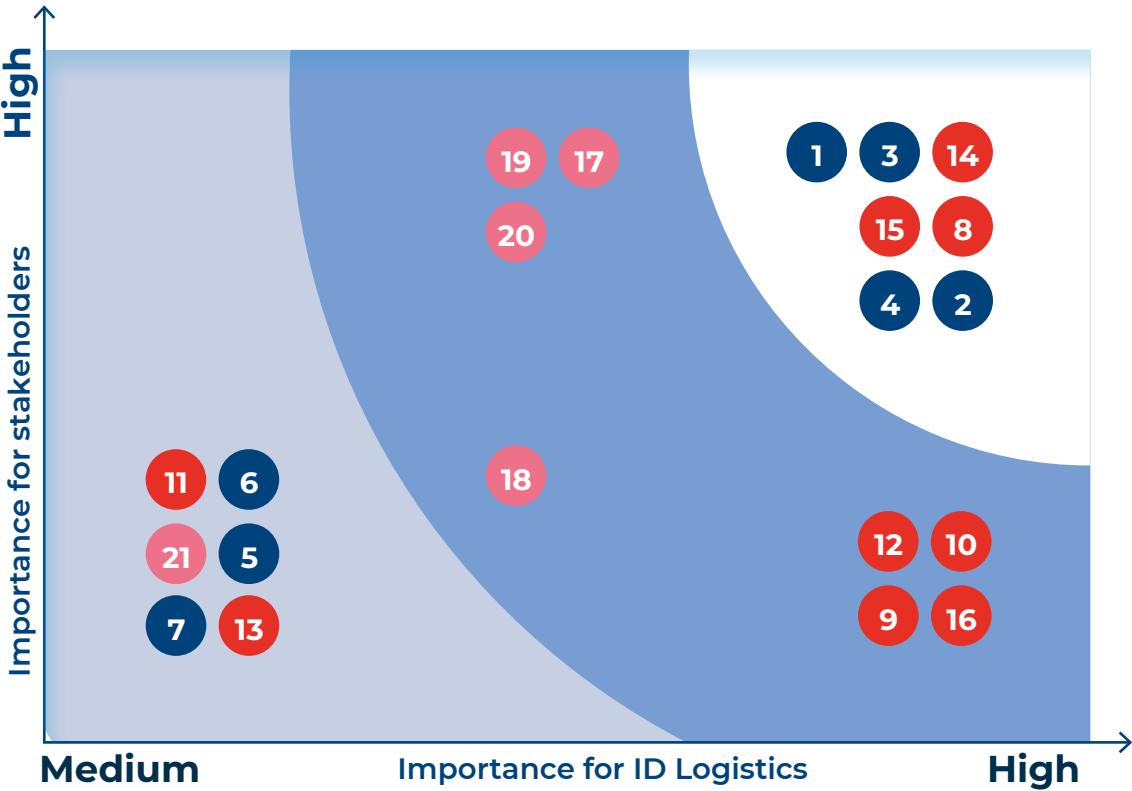
In 2020, the Group mapped its stakeholders to identify its most influential points of contact, pinpoint their expectations, and build a process of structured dialogue to continue informing and enhancing its CSR approach.



Prioritising areas for action

For several years now, the Group senior management team has worked consistently to identify those environmental, social and governance issues most likely to impact its value creation model. In 2021, this analysis was taken to a new level with a survey of key stakeholders. Conducted over six weeks

in February 2021, the survey proved very successful, attracting 266 responses that enabled a direct comparison between the Group CSR strategy and stakeholder expectations as the basis for validating action plans. The survey findings were also used to update the materiality matrix of CSR challenges.



The ID Logistics teams surveyed their key customer, supplier and employee stakeholders in all countries (identified by stakeholder mapping) by asking them about 21 previously identified social responsibility challenges. Respondents were invited to rank these issues in order of importance, and give their perception of the maturity shown by ID Logistics in addressing them.

The results were fed into the CSR roadmap as part of setting targets for 2030.

Business challenges

- 1 Operational continuity
- 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 property
- 19 Responsible transport
- 20 Carbon footprint
- 21 Biodiversity conservation

The 10 CSR objectives for 2030

3 priorities

ID Logistics has set itself ambitious social, environmental and societal targets to meet the UN Sustainable Development Goals (SDGs).

Social and human priorities



Human capital comes first



Ethics	Disability	Occupational Health & Safety	Internal promotion
100% of country Management Committees and 80% of managers to have received ethics training by 2022	A 20% increase in the proportion of employees with disabilities by 2025 (compared with 2018)	A 40% reduction in the occupational accident frequency rate (ID employees + temps) and severity rate (ID only) by 2027 (compared with 2018)	70% of Site Managers to be appointed by internal promotion by 2030

Environmental priorities



Reducing the environmental footprint



Waste	Carbon footprint
85% waste recovery by 2025	40% reduction in (Scope 1 & 2) emissions from logistics activities (CO ₂ per pallet) by 2030 (compared to 2018 and excluding offsetting)
Commitments to customers	Energy
75% of sites engaged in collaborative CSR projects with customers by 2025	20% reduction in energy intensity for logistics activities (kWh/m ²) by 2030 (compared with 2018)

Societal priorities



Acting as a responsible company



Responsible procurement	Community engagement
80% of suppliers (95% of annual purchasing volumes) to have signed our Responsible Procurement Charter by 2023	100% of countries to have engaged in a project alongside local communities by 2025

Social and human challenges

Committed to improving working conditions for our people



Renaud Bouet,
Director of Human Resources France
at ID Logistics

28
sites have rolled out
virtual reality safety
training

59%
of site managers had
been appointed by
internal promotion
by the end of 2022

Putting the organisation of our human resources firmly at the heart of operational concerns is integral to our Group DNA. To build the closest-possible relationships with all employees on our sites, it's important that we support them with their own plans, identify weak signals and help them develop new projects.



Commitment 1 – A 40% reduction in occupational accident frequency and severity rates by 2027 (compared with 2018).

The new Group Health & Safety policy published in December 2021 has been rolled out under the guidance of the Health & Safety Committee. In 2022, the Group worked closely with its partner employment agencies to structure its health and safety programme for temporary workers and permanent employees on the basis of reviews, action plans and monitoring indicators. Every time a temporary worker joins the Group, checks are made to confirm their knowledge of basic safety principles, and specific one-day events are organised with employment agencies to raise awareness of the risks involved in our working environment. 28 sites have rolled out virtual reality safety training for new employees.



Commitment 2 – 70% of Site Managers to be appointed by internal promotion by 2030.

Employee commitment is partially dependent on the Group's ability to offer good opportunities for career development and progression. The IDev Talent programme harmonises the process of talent identification during career reviews by applying personal performance and career development potential criteria. Employees are then helped to take on managerial responsibilities through appropriate training programmes.

Commitment 3 – A 20% increase in the proportion of employees with disabilities by 2025.

The ID Logistics commitment to employing people with disabilities is underpinned by three pillars: recruitment and integration, information and communication, and awareness-raising and training. Every site develops its own solutions, including initiatives such as learning sign language to give new employees the best-possible welcome at the Réau site, which the Group operates on behalf of L'Occitane, or enabling nine German employees with learning difficulties to work on site under the terms of a partnership with a local non-profit organisation.

Commitment 4 – 100% of country Management Committees and 80% of managers to have received ethics training.

One of the ways in which strong ethical principles become embedded in the daily working lives of our teams is by training managers, who are in the best position to get across the principles and rules set out in the Group Code of Ethics. This code explains the attitudes required to combat and prevent corruption, exercise fair competition and respect human rights.

Environmental challenges

Prioritising decarbonisation, energy savings and the recycling of packaging



1,150

waste reduction projects listed in the Group toolbox

50

sites on board with the #Ensemble+ Responsables initiative

41

fewer tonnes of CO₂ emissions per site thanks to the installation of photovoltaic panels

18%

of electricity consumption covered by renewable electricity supply contracts



Commitment 1 – 85% waste recovery by 2025.

The majority of waste generated by our logistics sites is packaging from customer deliveries. Waste sorting is mandatory at all sites, and compliance is verified as part of CID audits. Our employees are highly motivated by this challenge, and launch imaginative initiatives for reducing and reusing waste packaging. Examples include our site at Brebières in France which reuses cardboard cartons delivered by suppliers for its outgoing shipments. This not only reduces the volume of waste, but also the amount of consumables that would otherwise be used.

Commitment 2 – 75% of sites engaged in collaborative CSR projects with customers by 2025.

In 2022, 50 sites were already engaged in long-term collaborative environmental projects with customers. Each of these projects is structured around target indicators, a timetable and a process of continuous improvement. The focus is always on local issues. In France, for example, the Group has worked with LVMH to develop a new BtoB packaging solution, document digitisation and reductions in gas and electricity consumption.

Commitment 3 – 40% reduction in (Scope 1 & 2) emissions from logistics activities by 2030¹.

Commitment 4 – 20% reduction in energy intensity for logistics activities by 2030².

Although largely dependent on its customers' specifications, the Group nevertheless strives to reduce its direct impact regardless of project scope. 39% of our greenhouse gas emissions result from warehouse consumption of electricity, 19% from building construction, 18% from waste, 12% from consumables and 9% from heating. The Group has put in place action plans to reduce each of these emission sources as part of its priority to reduce the energy intensity of its sites.

Granular management of energy consumption sources
Already operational on more than 150 sites in France, Spain and Portugal, the Energid project monitors sources of energy consumption in warehouses to provide detailed measurement of the outcomes of energy reduction projects like the one underway at



the Castellar site in Spain. This site has succeeded in reducing its electricity consumption by 25% by working on its lighting: LED bulbs are now used throughout, and light wells bring natural daylight into the workplace.

85,000 m² of photovoltaic panels installed on platforms in France, the Benelux countries, Spain and Brazil

Wherever the contract period is sufficient, or when constructing a new building with project management responsibility, the Group goes beyond basic regulatory requirements to install roof-mounted photovoltaic panels. So ID Logistics Brazil has installed around 890 MWh of generating capacity at its Jundai sites. In Argentina, the Netherlands, Spain, Germany and Brazil, the Group has signed contracts for the supply of 47,836 MWh of renewable electricity covered by Renewable Energy Guarantees of Origin. ID Logistics will continue extending similar schemes to other countries over the coming years.

¹ For Scopes 1 & 2, in t_{eq}CO₂ per pallet (compared with 2018).
² In kWh/m² (compared with 2018).



Alejandro Bagnati,
Project Manager Director,
ID Logistics Brasil



The two Brazilian sites already equipped with solar panels have set global benchmarks for our customers. Other similar installations are under consideration. These projects are important to me, because they're helping us to reduce our impact without increasing our operating costs. //

Societal challenges

Encouraging local initiatives to promote greater solidarity



Commitment 1 – 100% of countries to have engaged in a project alongside local communities by 2025.

Employment inclusion for refugees in France
The project to train and recruit refugees under permanent contracts of employment became a reality in September 2022 at our Aulnay-sous-Bois site in partnership with the each One for Business programme run by a non-profit organisation devoted to finding employment for refugees. This carefully structured and professional approach allows the Group to make an active contribution to an initiative that aligns perfectly with its commitments. The Group hopes to recruit 200 people in this way between now and 2025.

Volunteers lead by example in Poland
Volunteers from ID Logistics Poland have renovated the Brwinow refuge for single mothers, brought bikes back into service and organised collections of hygiene products and toys as part of a project sponsored by its customer Pepsico. ID Logistics Poland has also organised shipments of food and personal care products to a Ukrainian refugee camp, with help from its customers Carrefour and Auchan. They have also donated six generators to improve living and safety conditions in the camp.

Focusing on logistics careers in the Netherlands and Brazil
ID Logistics in the Netherlands has organised a logistics careers introductory session for those on the minimum level of social benefits and jobseekers with disabilities.

60%
of countries already run at least one project with local communities in 2022

3,500
young Brazilians have been helped by Idebra since its creation

The session focused particularly on forklift truck operation. The session gave attendees the information they needed to seek out employment in this and other roles.
In Brazil, the Idebra charity run directly by the Group since 2002 has opened a new branch in Sete Lagoas. It offers children and teenagers living in favelas near ID Logistics sites educational and recreational activities to help them reintegrate into the school system. Idebra also offers a logistics assistant training programme that has offered hundreds of young people a new future since it opened in 2014.

Commitment 2 – 80% of suppliers to have signed the ID Logistics Responsible Procurement Charter by 2023.

This Procurement & CSR Charter formally sets out the key economic, environmental, ethical and social principles to which the Group is committed, and provides a way of sharing its CSR strategy with its suppliers. ID Logistics is continuing to roll out this approach and consolidate supervision and monitoring of its implementation in all countries. At the end of 2022, 58% of Group suppliers had signed the charter, together representing 85% of the value of all purchases¹. Responsible Procurement also allows the Group to centralise its supplier listing procedures and integrate overall control of potential human and environmental risks. For example, framework agreements now include a formal statement of the safety training, hygiene, waste treatment and disability employment commitments made by temporary employment agencies.

¹ This calculation excludes Germany, Chile, Morocco, Indonesia, La Réunion and Italy.



Vivien Caron,
Buyer

We work closely with our strategic suppliers and conduct on-site audits.



In Brazil, the IDEBRA charity helps 200 young people to integrate socially and professionally every year.



Governance & results

The ID Logistics governance structure of a Board of Directors and an Executive Committee sets the Group development strategy and provides oversight of its operational implementation.

Governance

Board of Directors

The members of the Board of Directors represent the Group's controlling shareholders and also include independent directors. It is responsible for setting Group development strategy and oversees 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. Eric Hémar 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.



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, he 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.



Malgorzata Hornig, Director

Having graduated from the Silesian University of Technology, she began her career in the placement agency Work Express, before joining ID Logistics Poland in 2009 as its Director of Human Resources. She joined the Board of Directors in 2023.



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.



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 th 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.



Carine Mosnier, Director, Employee Representative

She holds a postgraduate degree in business law from the University of Aix-en-Provence, and began her career with Norbert Dentressangle France before joining ID Logistics more than 20 years ago. She is currently Deputy General Counsel for France and international operations, and joined the Board of Directors in 2022 as a director and employee representative.



Gérard Lavina, Independent Director

He 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. His last position at Carrefour was as Executive Director Italy. He is now Chairman of Page Conseil.



Marie-Aude Hémar, Director representing Comète

A graduate of IDRAC Paris, she held a variety of positions at Caisse d'Épargne IDF including that of internal audit inspector. She has been Joint Managing Director at Comète since 2010.



Jesus Hernandez Muñoz, Chief Integration Officer, Advisor

A graduate of the University of Madrid, he 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. In 2022, he led the launch of ID Logistics Italy.

Executive Committee

The Executive Committee implements the strategy set by the Board of Directors and takes all Group-level operational decisions.

Éric Hémar, Chairman and Chief executive Officer

Christophe Satin, Chief Operating Officer



Yann Perot, Chief Financial Officer

A graduate of the EDHEC business school, he 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, he began his career at OCP and Geodis before joining ID Logistics in 2002.



Laurent Nicastro, Executive Vice President Operations

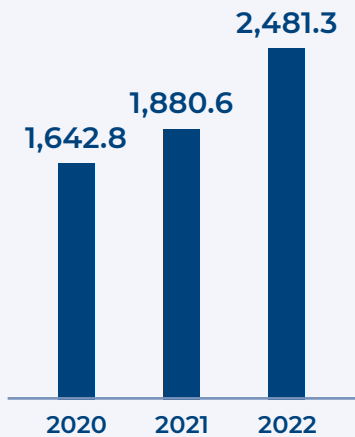
A graduate of the Panthéon-Sorbonne University in Paris, and with a DESS advanced diploma in logistics management and transport engineering, he began his career at Hays Logistics before heading up Castorama's supply chain, joining ID Logistics in 2017.

Strong growth and a solid business model

In 2022, ID Logistics once again performed well. All financial indicators were up sharply: +31.9% in revenues, +48.8% in current operating income and +54.6% in cash generated by activities.

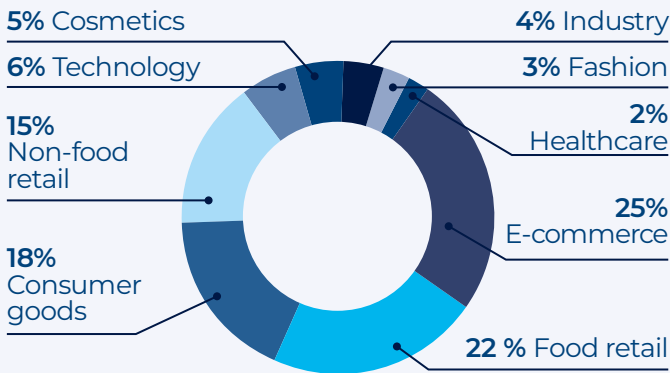
Revenues

(in €m)



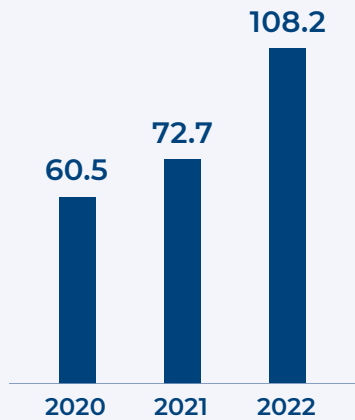
Breakdown of revenues

% of 2022 revenues (at 31 December 2022)



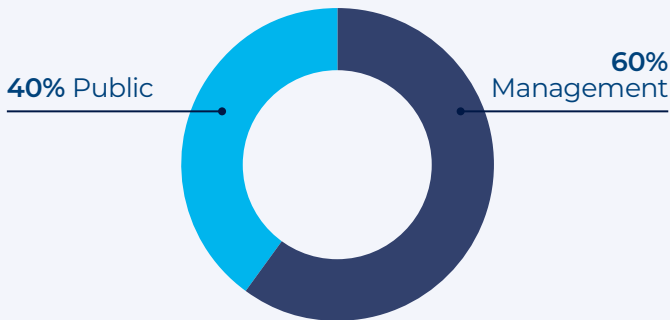
Current operating income

(in €m)



Capital allocation

(at 31 December 2022)



Changes in the stock market price (in €)



Consolidated income statement

(in €m)

	2022	2021
Revenues	2,481.3	1,880.6
EBITDA	372.8	264.5
% of revenues	15.0%	14.1%
Current operating income	108.2	72.7
% of revenues	4.4%	3.9%
Net income from continuing operations	48.7	34.1
% of revenues	2.0%	1.8%
Consolidated net income	41.7	35.7

Consolidated statement of cash flows

(in €m)

	2022	2021
Net cash flow generated by the business	343.3	265.4
Net cash flow from investment transactions	(309.8)	(150.0)
Net cash flow from financing transactions	(5.3)	(102.6)
Other variations	(1.4)	0.0
Change in net current cash	26.8	12.9
Net current cash at opening	156.8	143.9
Net current cash at closing	183.6	156.8

NON-FINANCIAL PERFORMANCE

Reporting methodology and scope

Reporting scope

The entire scope of consolidation is covered, with the exception of Morocco which represents a nonsignificant 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%.

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 are collected monthly by each site and uploaded to a collaborative intranet-based tool. They are then consolidated and verified quarterly at Group level. This collection process is verified during CID audits.

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.

For the calculation of indicators, please refer to the 2022 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 b 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. 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 2022
100% of country Management Committees and 80% of managers to have received ethics training	Achieved
80% of suppliers (95% of annual purchasing) to have signed our Responsible Procurement Charter by 2023	58% of suppliers representing 85% of purchases
A 20% increase in the proportion of employees with disabilities by 2025 (compared with 2020)	-13%
A 40% reduction in the occupational accident frequency rates (compared with 2018 for ID Logistics employees and temp workers)	-30%
A 40% reduction in occupational accident frequency rates (ID Logistics employees only) / -15% compared with 2021	-44%
70% of Site Managers from in-house promotion	59%
85% of waste recovery	69%
-40% vs 2018 scope 1 & 2 emissions for logistics activities (CO ₂ /Pallet)	-20%
-20% reduction in the energy intensity of logistics activities (kWh/sq.m)	-11%
75% of sites committed to a CSR project with their customers	In progress
100% of countries started a project with local communities	60%

NON-FINANCIAL PERFORMANCE

Consolidated non-financial performance indicators

SOCIAL DATA	2022	2021	2018
WORKFORCE AT 31/12 ⁽¹⁾			
France	7,106	7,188	6,170
International	17,737	16,787	13,499
Total	24,843	23,975	19,669
RATIO OF TEMPORARY WORKERS TO FULL-TIME EQUIVALENTS			
France	34.5%	35.4%	36%
International	37.6%	36.1%	26%
Total	36.8%	36%	29%
PROPORTION OF WOMEN			
France	27.0%	26.7%	27%
International	35.1%	34.6%	29%
Total	32.7%	32.3%	28%
PROPORTION OF WOMEN RECRUITED			
France	27.4%	27.1%	NM
International	36.8%	37.1%	NM
Total	35.6%	35.5%	NM
AVERAGE AGE			
France	42	42	41
International	39	39	38
Total	39	39	40
RECRUITMENT (GRI 401-1)			
France	1,288	1,405	1,376
International	8,290	6,182	6,384
Total	9,578	7,587	7,760
REDUNDANCIES ⁽²⁾ (GRI 401-1)			
France	493	353	NM
International	1,969	1,785	NM
Total	2,462	2,138	NM
VOLUNTARY REDUNDANCY RATE (GRI 401-1)			
France	6.3%	4.8%	NM
International	15.9%	12.1%	NM
Total	13.0%	9.8%	NM

SOCIAL DATA	2022	2021	2018
INTERNAL MOBILITY			
France	912	895	507
International	1,899	2,704	1,109
Total	2,811	3,599	1,616
INCENTIVE AND PROFIT-SHARING AGREEMENTS (IN €K) (GRI 401-2)			
Incentives	8,406	7,526	3,443
Profit-sharing	5,086	3,942	1,856
ABSENTEEISM			
France	7.8%	7.1%	6.3%
International	6.3%	6.1%	5.0%
Total	6.7%	6.4%	5.4%
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS ⁽³⁾ (GRI 403-9)			
France	31.4	35.3	55.9
International	11.2	12.6	14.3
Total	16.2	18.4	25.8
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS ⁽⁴⁾ (GRI 403-9)			
France	1.35	1.2	2.5
International	0.3	0.3	0.4
Total	0.5	0.5	0.9

2018 is the baseline year
NM = Not Measured
⁽¹⁾ Including maternity leave and temporary fixed-term contracts or equivalent.
⁽²⁾ Excluding economic redundancies.
⁽³⁾ Number of occupational accidents with sick leave (excluding commuting accidents) over the year/actual hours worked x 1,000,000.
⁽⁴⁾ 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	2022	2021	2018
NUMBER OF OCCUPATIONAL ILLNESSES REPORTED (GRI 403-10)			
France	47	31	12
HOURS OF TRAINING (GRI 404-1)			
France ⁽⁵⁾	54,637	51,112	43,117
International	162,453	187,580	128,418
Total	217,090	238,692	171,535
EMPLOYMENT RATE OF PEOPLE WITH DISABILITIES			
France	4.8%	4.6%	4.2%
International	0.8%	1.0%	1.6%
Total	2.1%	2.1%	2.4%
EMPLOYMENT RATE OF PEOPLE AGED OVER 55			
France	13.1%	12.2%	9.1%
International	9.9%	8.1%	6.2%
Total	10.8%	9.3%	7.1%
ENVIRONMENTAL DATA			
TONNES OF WASTE PRODUCED (GRI 306-1/3)			
Cardboard	33,463	29,911	18,255
Wood	11,426	10,411	5,652
Plastic	3,889	3,945	2,777
Non-hazardous and miscellaneous	23,382	17,546	17,484
WEEE	16	172	NR
Other	3,646	2,763	NR
Total	75,823	64,748	44,167
BREAKDOWN OF WASTE PRODUCED			
Cardboard	44%	46%	41.30%
Wood	15%	16%	12.80%
Plastic	5%	6%	6.30%
Non-hazardous and miscellaneous	31%	27%	39.60%
WEEE	0%	0%	NR
Other	5%	4%	NR
Total	100%	100%	100%
INTENSITY IN T / €1,000 REVENUE			
	93	92	12.4
WASTE RECOVERY RATE			
France	75%	74%	60%
International	65%	72%	62%
Total	69%	73%	61%

ENVIRONMENTAL DATA	2022	2021	2018
WATER CONSUMPTION (IN M³) (GRI 303-5)			
France	188,544	192,214	135,250
International	419,553	313,432	397,602
Total	608,097	505,646	532,852
INTENSITY (IN LITRES / PALLET SHIPPED ⁽⁶⁾)			
France	8	9	6
International	10	9	16
Total	9	9	16
INTENSITY (IN LITRES / SQ.M WAREHOUSE)			
France	70	76	67
International	103	95	158
Total	90	87	117
GROUP ENERGY CONSUMPTION (MWH) (GRI 302-1)			
Electricity	260,550	220,068	228,067
Heating network	609	0	0
Natural gas	103,005	104,898	73,440
Diesel	135,569	131,837	NM
Fuel oil	2,507	3,075	2,363
Petrol	10,533	6,034	1,609
RNG	1,835	2,635	3,346
LPG	994	1,312	2,219
NGV	5,873	6,040	4,303
Ethanol	33	48	28
Subtotal fuels	157,347	149,729	183,640
GROUP ENERGY CONSUMPTION (%)			
Electricity	50.0%	46.2%	47.0%
Heating network	0.1%	0.0%	0.0%
Natural gas	19.8%	22.0%	15.1%
Diesel	26.0%	27.7%	35.0%
Petrol	0.5%	0.6%	0.3%
Non-road diesel	2.0%	1.3%	0.7%
LPG	0.4%	0.6%	0.5%
Fuel oil	0.2%	0.3%	0.5%
NGV	1.1%	1.3%	0.9%
Ethanol	0.0%	0.0%	0.0%
Subtotal fuels	30.2%	0.0%	37.9%

⁽⁵⁾ The training hours item includes Personal Training Account hours, and excludes vocational training hours.
⁽⁶⁾ Pallets shipped correspond to pallets leaving our warehouses.

NON-FINANCIAL PERFORMANCE

ENVIRONMENTAL DATA	2022	2021	2018
GROUP ENERGY CONSUMPTION (KWH / PALLET SHIPPED) (GRI 302-3)			
Electricity	3.97	4.02	4.965
Heating network	0.01	-	-
Natural gas	1.57	1.91	1.599
Subtotal fuels	2.07	2.41	3.998
GROUP ENERGY CONSUMPTION (KWH / €1,000 REVENUE) (GRI 302-3)			
Electricity	103.85	115.16	161.7
Heating network	0.24	-	-
Natural gas	41.05	54.89	52.1
Subtotal fuels	62.71	68.99	130.2
ECHANGES IN ENERGY CONSUMPTION (GRI 302-4)			
Absolute value (2022 vs 2021)	+8.5%	-	-
Intensity (/ €1,000) (2022 vs 2021)	-13.9%	-	-
TONNES OF CO₂ EMITTED, SCOPES I, II AND III⁽⁷⁾			
Scope I France	18,833	22,493	19,460
Scope I International	41,584	35,855	44,171
Total Scope I GRI 305-1	60,417	58,349	63,631
Scope II France	3,100	3,623	4,095
Scope II International	62,804	43,585	54,944
Total Scope II GRI 305-1	65,904	47,208	59,039
Scope III France – Comparable methodology (GRI 305-2)	52,246	42,244	47,951
Scope III International – Methodology Comp. (GRI 305-2)	73,994	67,348	43,885
Total Scope III – Comparable methodology (GRI 305-1)	126,240	109,592	91,836
Scope I, II & III France – Comp. methodology (GRI 305-2)	74,179	68,360	71,506
Scope I, II & III international – Comp. methodology (GRI 305-2)	178,382	146,789	143,000
Scopes I, II & III Comparable methodology	252,562	215,149	214,506
Scope III France – new categories added (GRI 305-2)	23,342	NA	-
Scope III international – new categories added (GRI 305-2)	116,291	NA	-
Scope III - new categories added (GRI 305-2)	139,633	NA	-

ENVIRONMENTAL DATA	2022	2021	2018
SCOPE I, II & III FRANCE – NEW METHODOLOGY (GRI 305-2)			
SCOPE I, II & III INTERNATIONAL – NEW METHODOLOGY (GRI 305-2)	294,673	NA	-
SCOPE I, II & III – NEW METHODOLOGY			
SCOPE I, II & III – NEW METHODOLOGY	392,195	NA	-
KG OF CO₂ EMITTED: SCOPES I, II AND III PER PALLET SHIPPED ⁽⁷⁾(GRI 305-4)			
Scope I Total	0.92	1.1	-
Scope II Total	1.00	0.9	-
Scope III Total – Comparable methodology	1.92	2.0	-
Scope I, II & III – Comparable methodology	3.85	3.9	-
Scope III – new categories added	2.13	NA	-
KG OF CO₂ EMITTED: SCOPES I, II AND III PER €1,000 OF REVENUE ⁽⁷⁾ (GRI 305-4)			
Scope I Total	24.1	30.5	-
Scope II Total	26.3	24.7	-
Scope III Total – Comparable methodology	50.3	57.3	-
Scope I, II & III – Comparable methodology	100.7	112.6	-
Scope III – New categories added	55.7	NA	-
Scope I, II & III – New methodology	156.3	NA	-

⁽⁷⁾ The emissions factors used are those applied by the ADEME Bilan Carbone (combustion for Scope I, production for Scope II).

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.		ID Logistics has been a signatory of the United Nations Global Compact since 2021.

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