



# 2023 HALF-YEAR RESULTS

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AUGUST 31, 2023



# SPEAKERS

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**ERIC HÉMAR**  
Chairman and Chief Executive Officer



**CHRISTOPHE SATIN**  
Deputy Chief Executive

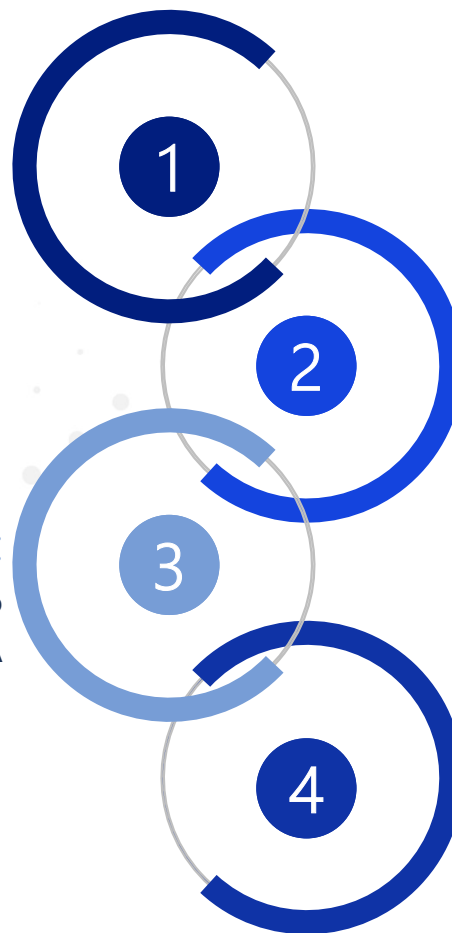


**YANN PEROT**  
CFO

# H1 2023 HIGHLIGHTS

H1 revenues growth:  
+10.3% (+4.3% lfl)

Good cash management and  
continued debt reduction :  
cash flow from operating activities +33.9%  
leverage reduced to 1.8x EBITDA



Cost control and good flexibility:  
EBITDA +90bps

Accelerating commercial synergies

# AGENDA

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1. H1 2023 Highlights
2. 2023 Half-year results
3. Outlook

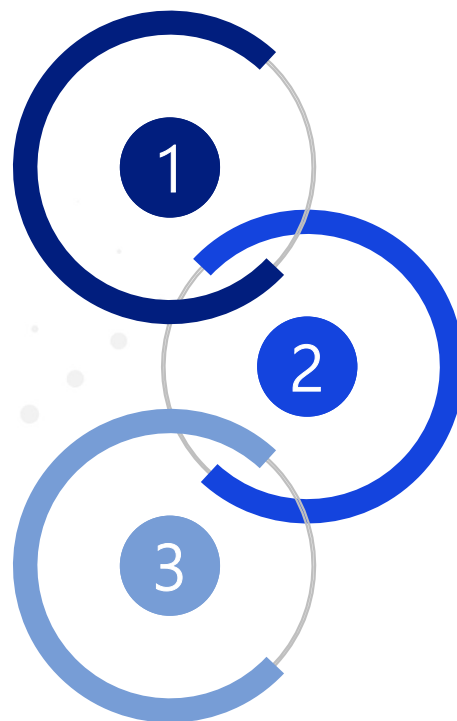


# 1 H1 2023 HIGHLIGHTS

# HIGHLIGHTS OF THE 1<sup>ST</sup> HALF OF 2023

ACQUISITION OF SPEDIMEX

ACCELERATING  
COMMERCIAL SYNERGIES



OPENING OF THE UK

# 1.1. ACQUISITION OF SPEDIMEX

POLAND'S LAST INDEPENDENT PURE PLAYER



## Overview of activities

- Family-owned group specializing in contract logistics and light transport
- Diversified, high-quality customer portfolio
- 12 warehouses representing 230,000 sq.m. of floor space
- Technological solutions for managing large, complex flows
- 2022 revenues: €109m

## Terms of transaction

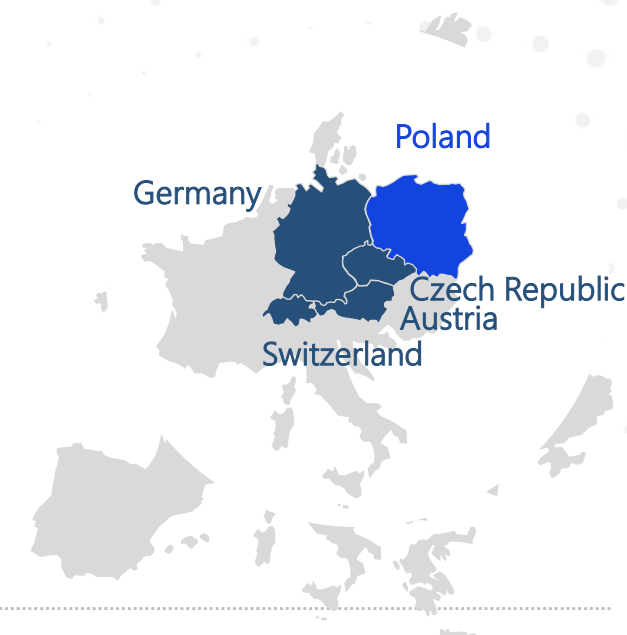
- Enterprise value: €74m
- 70% paid in shares and 30% paid in cash

## Main customers



## Strategic rationale

- ID Logistics Poland: 1<sup>st</sup> player in the country, with 2,500 permanent employees and 5,000 contract workers, 35 sites, 1 million sq.m. and a well-balanced customer portfolio with blue-chip references
- The fastest-growing market in continental Europe\*.



\*8.1% growth in 2022 according to Transport Intelligence

# 1.1. ACQUISITION OF SPEDIMEX

## INTEGRATION UPDATE

- Integration of Spedimex teams facilitated by proximity of corporate cultures
  - Asset-light approach, dedicated warehouses, solutions tailored to the needs of each operation
- Group tools, processes and standards deployed
- Confirmed existing customers, standardization commercial offers
- Developing commercial synergies
  - Complementary customer portfolios and technical expertise





# 1.2 OPENING OF THE UNITED KINGDOM

18<sup>TH</sup> COUNTRY FOR ID LOGISTICS

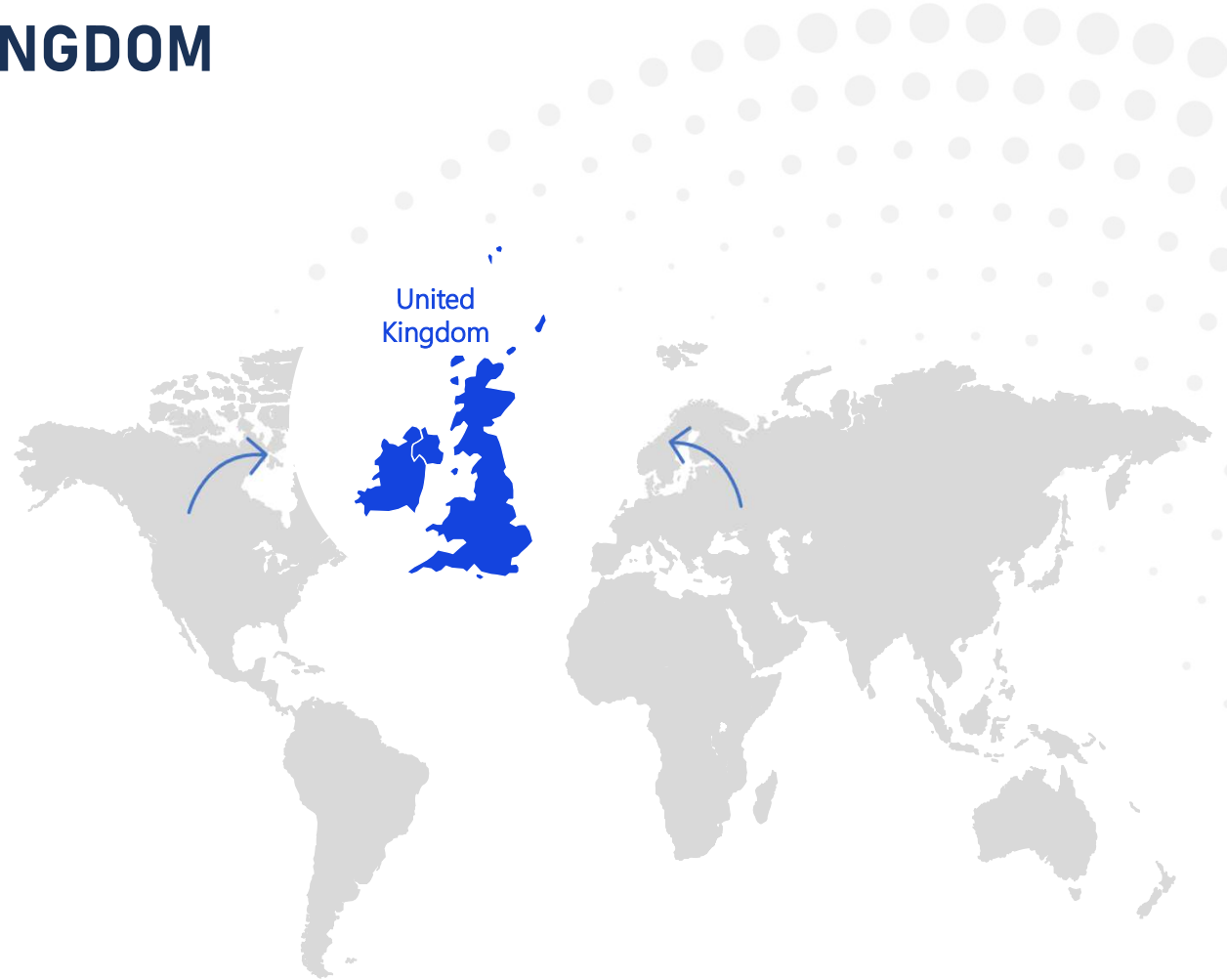
- Opportunity related to Spedimex's customer portfolio
- Extended partnership with a global industry leader in fashion
  - UK e-commerce and store returns management
- Major 18,000 sq.m. site in Northampton, 250 employees, opening in June 2023



# 1.2 OPENING OF THE UNITED KINGDOM

A HIGH-POTENTIAL STRATEGIC INVESTMENT

- 1<sup>st</sup> market in Europe with Germany: estimated potential of over €17 billion\*
- Capacity to support the Group's global customers
- Set up of an organization to drive commercial and operational development
- First calls for tender in process



\*Source: Transport Intelligence

# 1.3. ACCELERATING COMMERCIAL SYNERGIES

## DEPLOYMENT OF THE DEDICATED CORE MODEL

### 1 THANKS TO ACQUISITIONS



- Development of commercial synergies through a dedicated Core model approach to targeted customers

### 2 THANKS TO THE "CORE MODEL" APPROACH

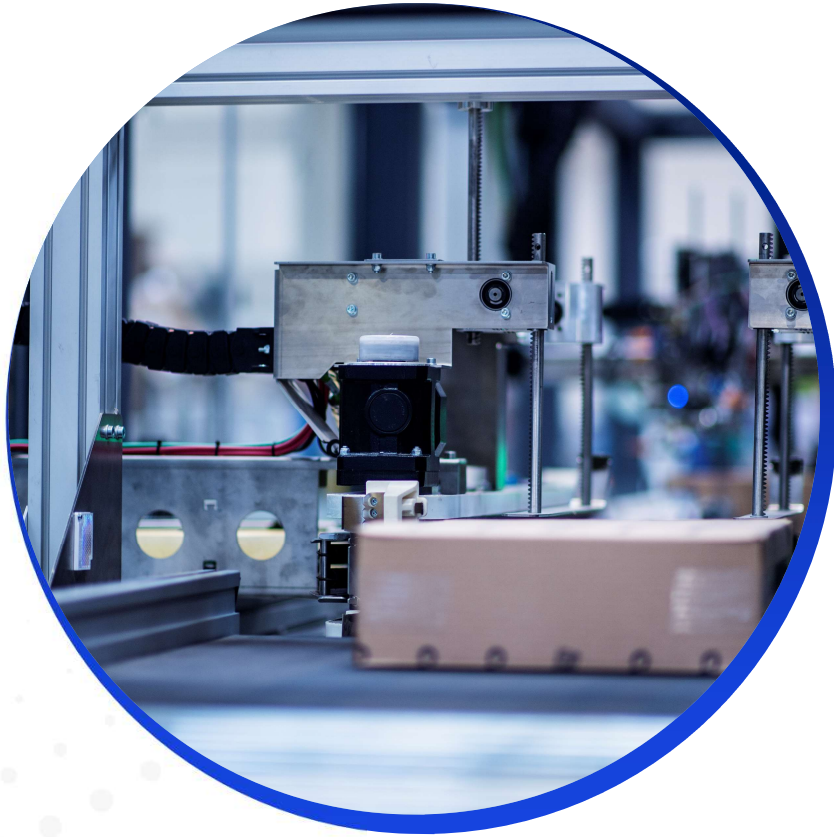


- The Group's international deployment strategy to support its customers

### 3 THANKS TO NEW EXPERTISE

Co-Packing Last mile Consumer goods

- Capitalize on the Group's sector and business expertise to win new tenders



# 2 2023 HALF-YEAR RESULTS

# H1 2023 FINANCIAL PERFORMANCE

IMPROVED FINANCIAL INDICATORS

REVENUES

**+10.3%**

(+4.3% on a like-for-like basis)

UNDERLYING EBITDA

**+17.5%**

(+90 bps)

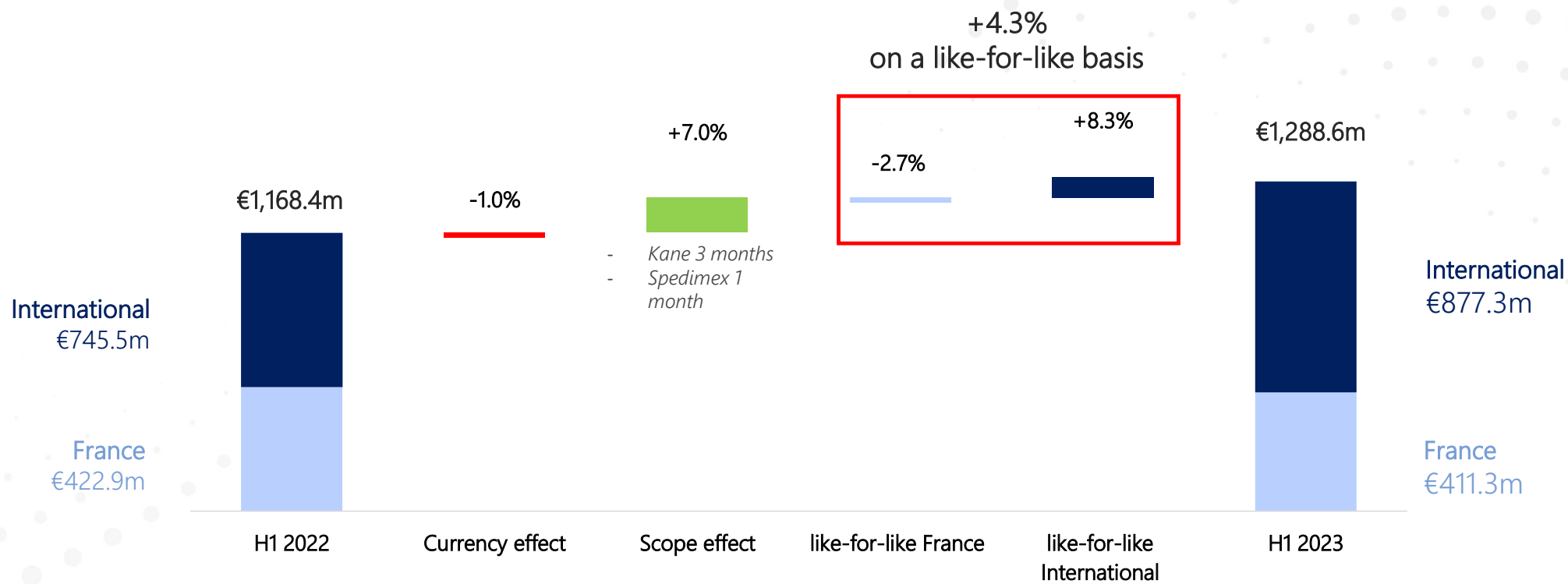
CASH GENERATED  
FROM OPERATIONS

**+33.9%**

(debt leverage  
down to 1.8x EBITDA)

# REVENUES

GROWTH OF 10.3% (4.3% LIKE-FOR-LIKE)



# UNDERLYING EBITDA & UNDERLYING OPERATING INCOME

FURTHER IMPROVEMENT: RESPECTIVELY +90bps AND +10bps

(in €m)	International			France			Total		
	H1 2023	H1 2022	Change	H1 2023	H1 2022	Change	H1 2023	H1 2022	Change
Underlying EBITDA	130.7	102.5	+28.2	61.6	61.2	+0.4	192.4	163.7	+28.7
% of revenues	14.9%	13.7%	+120bps	15.0%	14.5%	+50bps	14.9%	14.0%	+90bps
Underlying operating income	31.7	25.3	+6.4	16.2	16.9	-0.7	47.9	42.2	+5.7
% of revenues	3.6%	3.4%	+20bps	3.9%	4.0%	-10bps	3.7%	3.6%	+10bps

## International

- Good increase in productivity for projects started in 2021 and early 2022
- Start-ups in late 2022 / 2023 globally under control (including opening of the UK)

## France

- Good ability to adjust costs to variations in customer volumes

*As a reminder, ID Logistics' results traditionally benefit from a more favorable seasonality in the second half of the year*

# NET INCOME

NET INCOME, GROUP SHARE: €16.4M

- **Amortization of customer relationships**
  - Kane Logistics scope effect (6 months in 2023 vs. 3 months in 2022)
- **Non-current expenses**
  - Acquisition costs of €2.2m in 2022
- **Net financial income**
  - Financing: net expense of €11.9m, up €7.6m, including financing of acquisitions over 6 months in 2023 vs. 3 months in 2022, and Kane Logistics perimeter effect
  - Interest on IFRS 16 rental debt: expense of €9.8m, up €4.6m, of which €1.5m due to changes in scope of consolidation
  - Other (discounting, foreign exchange, etc.): net expense of €0.1m
- **Income tax expense**
  - CVAE down to 0.9 M€ in 2023 vs 1.8 M€ in 2022 (lower contribution rate)
  - Effective tax rate excluding CVAE stable at 25.0%.
- **Net income from discontinued operations**
  - Russia

<i>(In €m)</i>	H1 2023	H1 2022
<b>Underlying operating income</b>	<b>47.9</b>	<b>42.2</b>
Amort. of customer relationships acquired	(2.3)	(1.7)
Non-current expenses	-	(2.2)
Net financial income	(21.6)	(10.2)
Income tax	(6.7)	(8.3)
Income from associates	0.6	0.7
<b>Net income from continuing operations</b>	<b>17.9</b>	<b>20.4</b>
Net income from discontinued operations	0.3	(0.2)
<b>Consolidated net income</b>	<b>18.2</b>	<b>20.2</b>
Minority interests	1.8	1.9
<b>Net income, Group share</b>	<b>16.4</b>	<b>18.3</b>



# CASH FLOWS

NET CASH FLOW FROM OPERATING ACTIVITIES: +33.9%

- **Good working capital management**
- **Operating investments**
  - Increase in operating investments to 2.5% of revenues in H1 2023 from 2.0% in H1 2022
- **Acquisitions of subsidiaries**
  - 2022: Kane Logistics and Colisweb
  - 2023: Spedimex (30% of the price in cash) and Colisweb earn-out
- **Net issuance of financial debt**
  - 2022: new syndicated loan of €400 million to finance acquisitions in 2021 and 2022 and the existing loan of €132.5 million at the end of 2021
  - 2023: drawdown of revolving credit facility for €65 million and repayment of scheduled maturities
- **Lease payments IFRS 16**
  - Increase in line with revenues growth
- **Other changes**
  - Mainly buyback of treasury shares to cover shareholding plans

<i>(In €m)</i>	H1 2023	H1 2022
<b>EBITDA</b>	<b>192.4</b>	<b>163.7</b>
<i>% of revenues</i>	<i>14.9%</i>	<i>14.0%</i>
Change in WCR	5.4	(15.1)
Other (tax, non-current, etc.)	(18.4)	(15.1)
Net operating investments	(31.8)	(23.3)
<b>Net cash flow from operating activities</b>	<b>147.6</b>	<b>110.2</b>
<i>% of revenues</i>	<i>11.5%</i>	<i>9.4%</i>
Acquisition of subsidiary incl. acquisition costs	(22.3)	(247.7)
Net financing expenses	(11.9)	(4.3)
Net issuance of financial debt	24.1	256.1
Lease payments IFRS 16	(123.4)	(104.3)
Other changes	(3.0)	(0.8)
<b>Change in cash and cash equivalents</b>	<b>+11.1</b>	<b>+9.2</b>
Opening net current assets	183.6	156.8
<b>Net current assets at end of year</b>	<b>194.7</b>	<b>166.0</b>

# BALANCE SHEET

## SOLID BALANCE SHEET STRUCTURE

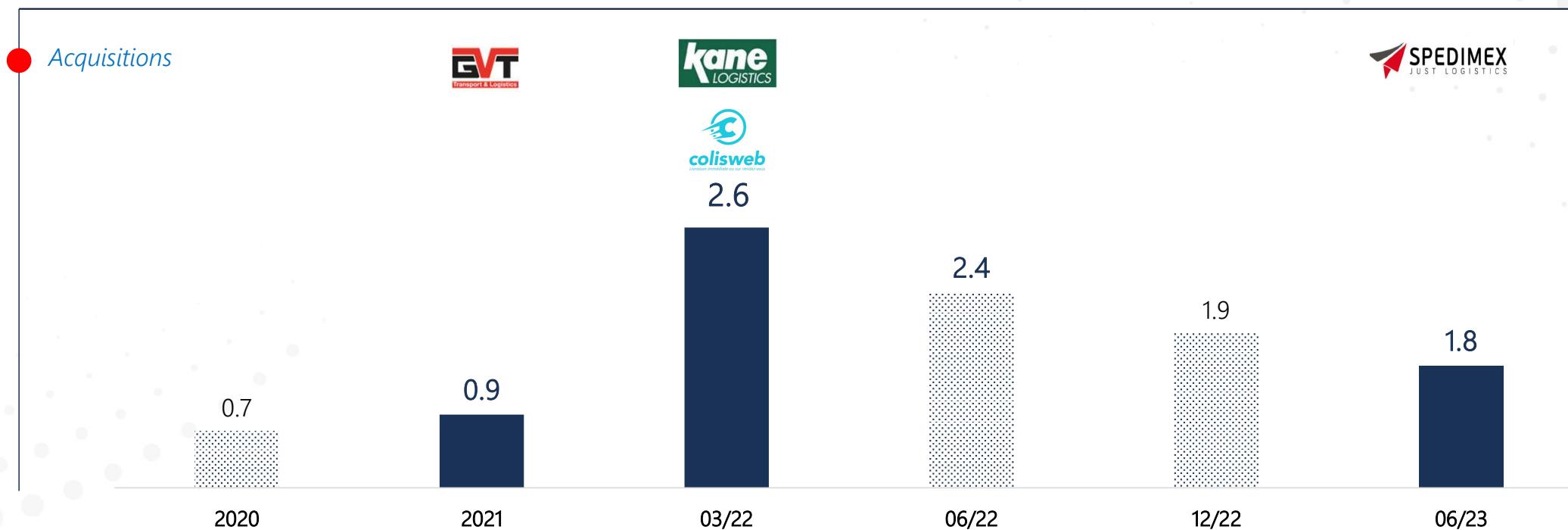
- **Goodwill**
  - Increase linked to Spedimex goodwill
- **Working capital requirement**
  - Working capital stable at 14 days of revenues at June 30, 2023 vs. 15 days at end 2022
- **IFRS 16**
  - €27.9m scope effect for Spedimex
- **Shareholders' equity**
  - Issuance of new shares (€53.2m) reserved for the former Spedimex shareholder to pay 70% of the acquisition price

<i>(In €m)</i>	30/06/20233	31/12/2022
Goodwill	542.7	471.5
Rights of use (IFRS 16)	756.4	720.8
Other non-current assets	285.3	289.1
<b>Non-current assets</b>	<b>1,584.1</b>	<b>1,481.4</b>
<b>Working capital requirement</b>	<b>(103.6)</b>	<b>(114.3)</b>
Net financial debt	324.4	309.8
Lease liability (IFRS 16)	766.4	732.2
<b>Net debt</b>	<b>1,090.8</b>	<b>1,042.0</b>
<b>Net liabilities of discontinued operations</b>	<b>-</b>	<b>0.4</b>
<b>Shareholders' equity</b>	<b>390.0</b>	<b>324.7</b>

# FINANCIAL CAPACITY

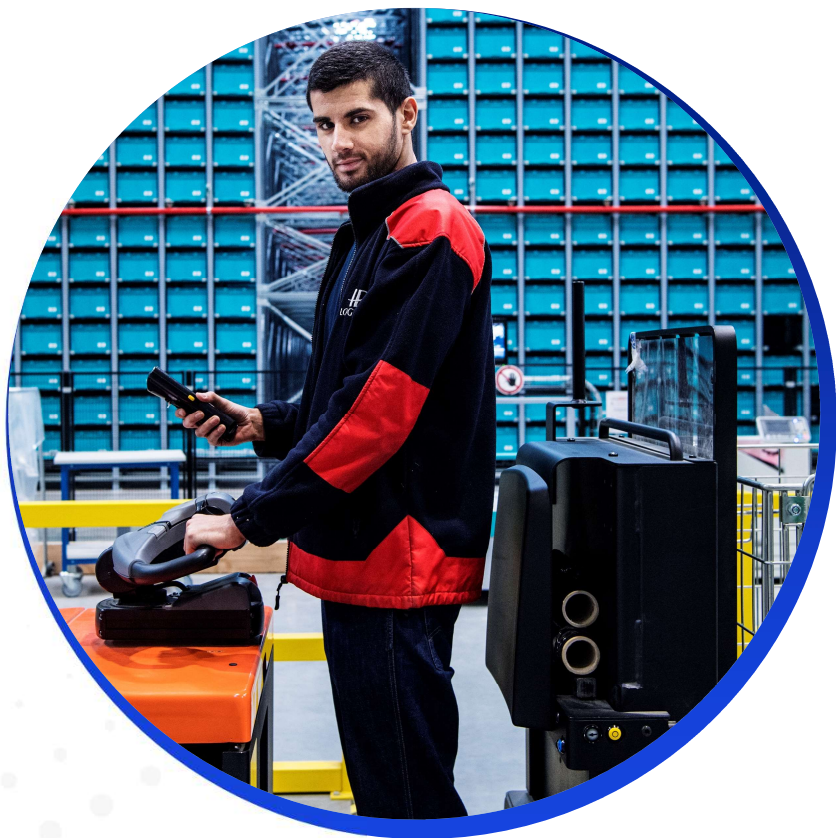
RAPID POST-ACQUISITION DE-LEVERAGING

NET FINANCIAL DEBT / UNDERLYING EBITDA



See appendix definitions

\* pre IFRS16 / proforma incl. 12 months GVT for 2021 / proforma incl. 12 months GVT, Colisweb and Kane for 2022 / proforma incl. 12 months Spedimex for 2023



# 3 OUTLOOK

# OUTLOOK

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- Roll-out of new business wins
- Continued cost flexibility based on customer volumes to maintain profitable growth
- Capitalize on the Group's new profile: new geographies and customer diversification



# 4 APPENDIX

# PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS

## APPLICATION OF IFRS 5 TO THE DISCONTINUATION OF ACTIVITIES IN RUSSIA

- **Discontinuation of activities in Russia**
  - During the 4<sup>th</sup> quarter of 2022, ID Logistics has organized the transfer of its activities to its customers or their service providers in Russia
  - The last activity was transferred on January 3, 2023.
- **Presentation of activities in Russia**
  - In 2022: all of this subsidiary's income and expenses of this subsidiary are reclassified on a single income income statement line

(In €m)	30/06/2022 reported	IFRS 5 Russia	30/06/2022 restated
Revenues	1,180.6	12.2	1,168.4
Underlying operating income	42.3	0.1	42.2
<i>% revenues</i>	3.6%		3.6%
Consolidated net income	20.2	(0.2)	20.4

# FINANCIAL DEFINITIONS

## LIKE-FOR-LIKE

*Organic revenues performance excluding:*

- changes in the scope of consolidation: the contribution to revenues of companies acquired during the period is excluded from this period, and the contribution to revenues of companies sold during the previous period is excluded from this period;
- changes in applicable accounting principles ;
- variations in exchange rates, by calculating revenues for different periods on the basis of identical exchange rates (published data for the previous period are converted using the exchange rate for the current period).

## EBITDA

Underlying operating income before net depreciation, amortization and impairment of property, plant and equipment and intangible assets

## NET FINANCIAL DEBT

Gross financial debt plus bank overdrafts minus cash and cash equivalents

## NET DEBT

Net financial debt plus rental debt (IFRS 16)

## GEARING

Net debt to consolidated shareholders' equity ratio

## ROCE

Ratio of underlying operating income to capital employed (non-current assets less working capital)





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