

A SINGLE AMBITION: LOGISTICS EXCELLENCE



2024 INTEGRATED REPORT



- ID Logistics at a Glance **p. 5**
- A Global Presence Supporting Client Performance **p. 7**
- ID Logistics: A Pure Player in Contract Logistics **p. 8**
- Joint interview with Éric Hémar, Chairman and CEO, and Christophe Satin, Group COO **p. 10**
- 2024 in pictures **p. 12**



1. EXPERTISE THAT SETS US APART

p. 18

2. EMPOWERING TEAMS AROUND THE WORLD

p. 26



3. CLEAR COMMITMENTS, TANGIBLE RESULTS

p. 34

GOVERNANCE & FINANCIAL RESULTS

p. 42

ONE YEAR, ONE TEAM, ONE SITE IN THE SPOTLIGHT: KENNESAW, GEORGIA (USA)



The majority of the photographs featured throughout this integrated report were taken at our Kennesaw site in Georgia (USA), where teams manage co-packing operations for one of the Group's major clients in the food sector. ID Logistics extends its sincere thanks to all site teams and to our client for their enthusiastic cooperation and warm hospitality. Special thanks also to Ada, Marcelina, Erika, and Hollie for their contribution to the development of this report.

THE KENNESAW SITE: A CORNERSTONE OF THE US NETWORK

Opened in 2021, the Kennesaw site marked a key milestone in ID Logistics' North American expansion. It was the very first platform operated by the Group's US subsidiary and laid the foundation for its strategic development in the region. The site's proven success has enabled the opening of a second location in 2024, in Joliet, Illinois. Kennesaw plays a pivotal role in supporting seasonal food production flows. Its operational agility allows for the adjustment of workforce size in response to fluctuations in volume, while maintaining high levels of performance and service quality. ■



Kennesaw at a glance

- 16,900 m² of warehouse space
- 18 production lines
- Average inventory capacity: 5,100 pallets
- Annual throughput: nearly 7 million units
- A flexible workforce ranging from 250 to 425 people depending on the season, including: 175 permanent employees and up to 250 temporary workers during peak periods

Through this photo feature, we aim to showcase the people, actions, and expertise that bring our operations to life. Behind every logistics process, there is a dedicated team, proud of their work and focused on building the future.

Julie Pellegrini
Communication Director



ID LOGISTICS AT A GLANCE

2024 KEY FIGURES



€3.3 billion
in
revenue



>90%
customer retention
rate



42,000
employees
worldwide



450
sites
in operation



+9 million m²
of warehouse space
manageds



18
countries
of presence



10
measurable ESG
objectives to be
achieved by 2030



2.3
innovations
implemented per site,
per year

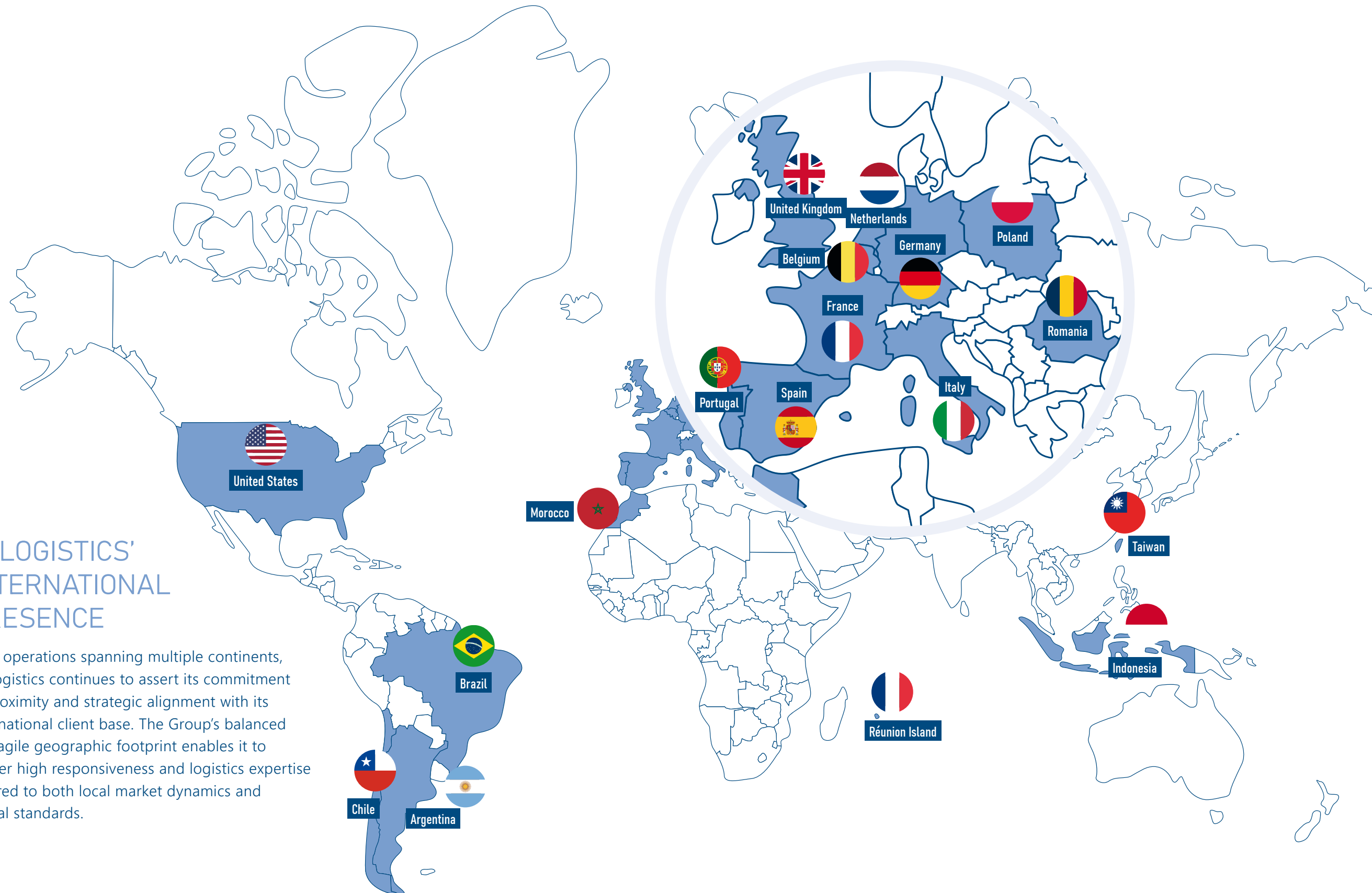


+22 million
transport orders
processed
annually

A GLOBAL NETWORK SUPPORTING OUR CLIENTS

ID LOGISTICS' INTERNATIONAL PRESENCE

With operations spanning multiple continents, ID Logistics continues to assert its commitment to proximity and strategic alignment with its international client base. The Group's balanced and agile geographic footprint enables it to deliver high responsiveness and logistics expertise tailored to both local market dynamics and global standards.



REVENUE GROWTH 2023-2024

Group
+19.1%

North America
+39.2%

Europe (excl. France)
+22.4%

France
+5%

Others regions
+15.8%

ID LOGISTICS, A PURE PLAYER IN CONTRACT LOGISTICS

CORE BUSINESS ACTIVITIES

Warehousing and Value-Added Services	Supply Chain Optimization	Dedicated E-commerce Solutions	Transport and Flow Management	Turnkey Project Delivery
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GROUP VALUES

SOLIDARITY

Fostering personal development at every level of the organization while actively engaging with local communities to build lasting and meaningful relationships.

ENTREPRENEURSHIP

Empowering employees to innovate, take initiative, and bring their ideas to life by providing structured support for their projects and fostering a culture of proactive ownership.

HIGH STANDARDS

Maintaining rigorous expectations for ourselves and for our clients, underpinned by responsible practices that control environmental, social, and societal impacts to ensure long-term performance.

OPERATIONAL EXCELLENCE

Delivering best-in-class logistics services, driven by a commitment to continuous improvement, technological innovation, and client satisfaction.



STRATEGIC PILLARS

 A fully customer-centric organization	 Experienced and stable teams	 Consistently high and uniform service quality
 Longstanding commitment to ESG, embedded since the Group's inception	 A continuous drive for innovation	

RESOURCES AND VALUE CREATION



Human Capital

- **42 000** employees across **18 countries**
- Average employee age: **39.7 years**
- Industry-leading **health and safety** policies
- A strong and differentiated **employer brand**



Innovation Capital

- **50** dedicated innovation engineers
- **3** innovation campuses located in Brazil, the Netherlands, and France
- **30%** of sites equipped with mechanized systems



Financial Capital

- **€622 million** in shareholders' equity
- Net leverage of **0.6x EBITDA***
- **Listed on Euronext Paris**, included in the **SBF 120 index**



Societal and Environmental Capital

- Signatory of the Responsible **Purchasing Charter**
- Member of the **UN Global Compact**
- **Ambitious environmental policy** integrated into operations

*Pre-IFRS 16 and pro forma of acquisitions.

VALUE CREATION ACROSS STAKEHOLDERS



For Employees

- Enquête HappyIndex® AtWork: note globale des collaborateurs **3,95/5**
- **8,910** new hires per year*
- **272,298** hours of training delivered annually*
- **16% reduction** in workplace accident frequency (2023 vs. 2018, Group-wide)



For Clients

- Average client satisfaction rating: **3.8/5**
- **26** new site start-ups during the year
- Contract renewal rate **exceeding 90%**



For the Environment

- **79%** of packaging waste recovered or recycled
- **19.6% reduction** in carbon footprint per pallet (Scopes 1 & 2, 2024 vs. 2018)
- Deployment of **eco-responsible logistics solutions**



For Society

- **82%** of suppliers (representing **72%** of total purchasing) are signatories of the Group's CSR-Responsible Purchasing Charter
- **75%** of subsidiaries have initiated community engagement projects
- **100%** of country executive committees and **80%** of managers trained in business ethics

* Five-year annual average.

JOINT INTERVIEW

ÉRIC HÉMAR, CHAIRMAN & CEO

CHRISTOPHE SATIN, CHIEF OPERATING OFFICER

Our model is built on operational agility, industrial discipline, and a strong ESG commitment.

Éric Hémar
Chairman & CEO,
ID Logistics Group

In 2024, we continuously adapted our human and technical resources while upholding our standards for quality and cost control.

Christophe Satin
Chief Operating Officer,
ID Logistics Group

How would you assess the Group's performance in 2024?
Éric Hémar 2024 was a year of robust growth—close to 20%—driven primarily by organic expansion. This performance highlights the resilience and scalability of our model, as well as our ability to capture opportunities in new markets and service lines. We initiated several key operations, particularly in the United States, further reinforcing our international footprint. We also strengthened our position in high-value-added sectors such as fashion and e-commerce. At the same time, we made substantial progress on our non-financial targets, aligned with our 2027/2030 ESG roadmap.

What were the key drivers behind this growth?
Christophe Satin Growth was supported by several levers: robust organic momentum, expansion into new verticals—including fashion and FMCG—and the scaling of our “core models,” which enhance the replicability of our solutions across countries. The year presented regional contrasts, with strong expansion in the US and more volatility in Europe. This required constant recalibration of our workforce and technical infrastructure, all while maintaining

high standards of quality and cost efficiency.

What explains the rapid expansion of your US operations?
É. H. A favorable market environment, combined with the experience of the team that joined us through the 2022 acquisition, and the Group's operational expertise, all contributed to the success. The US has become a primary growth driver for the Group. Our ability to deploy a standardized logistics model across geographies is a key enabler. Today, nearly ten of our international clients operate under this unified framework, which ensures both performance and consistency.

Why create the position of Chief Digital & Technical Officer?
C. S. Digital transformation, cybersecurity, and the integration of AI now require a coordinated, enterprise-wide approach. This new role allows us to steer these strategic initiatives at the Group level and elevate our technology performance. These capabilities have become core to our expertise and are increasingly embedded into all our operations.



Éric Hémar

Christophe Satin

What are your priorities for 2025?
É. H. First, to ensure the full ramp-up of the sites launched in 2024. Next, to continue driving commercial development and to explore targeted acquisition opportunities. Our reinforced financial position gives us the flexibility to act with confidence. With net debt reduced to 0.6x EBITDA (pre-IFRS 16), we are well positioned to consider external

growth. We will remain disciplined: acquisitions must align with our strategy and create long-term value for the Group.

How is the Group advancing sustainable logistics?
C. S. Our ESG policy is structured around three key pillars: a focus on people, through initiatives promoting safety, inclusion, and equality; a strong environmental commitment, particularly in

reducing carbon emissions and managing packaging responsibly; and active local engagement, exemplified by community programs such as IDEBRA in Brazil, which has supported more than 2,000 children. We remain on track to meet our 2027 targets and are already laying the groundwork for what comes next. ■



EXPANSION IN THE AMERICAS: ID LOGISTICS STRENGTHENS ITS FOOTPRINT IN THE UNITED STATES



In 2024, ID Logistics continued its robust trajectory of growth in North America, operating 45 sites across 18 US states and employing more than 6,600 people. This rapid expansion reflects the strength and relevance of the Group's operating model in the US market, which now accounts for over 16% of total Group activity.

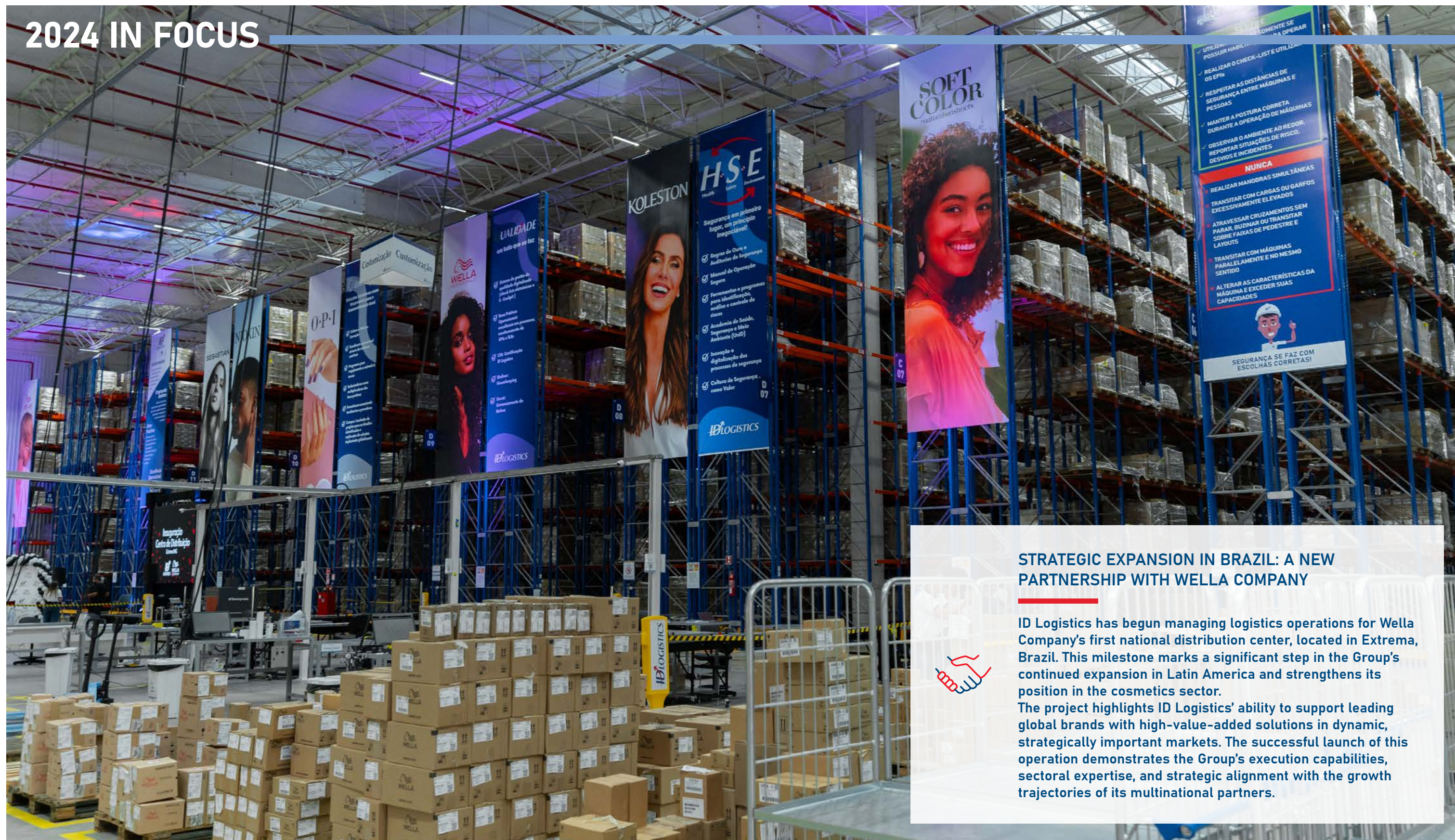


**STRATEGIC FOCUS ON GERMANY:
TOWARDS A TOP 5 POSITION**



In 2024, ID Logistics significantly expanded its footprint in Germany with the launch of several major sites and the recruitment of over 1,200 employees. This accelerated growth supports the Group's strategic objective of establishing itself among the top five contract logistics providers in the country, with a particular focus on high-potential sectors such as e-commerce, consumer goods, and retail.

2024 IN FOCUS



STRATEGIC EXPANSION IN BRAZIL: A NEW PARTNERSHIP WITH WELLA COMPANY

ID Logistics has begun managing logistics operations for Wella Company's first national distribution center, located in Extrema, Brazil. This milestone marks a significant step in the Group's continued expansion in Latin America and strengthens its position in the cosmetics sector.

The project highlights ID Logistics' ability to support leading global brands with high-value-added solutions in dynamic, strategically important markets. The successful launch of this operation demonstrates the Group's execution capabilities, sectoral expertise, and strategic alignment with the growth trajectories of its multinational partners.

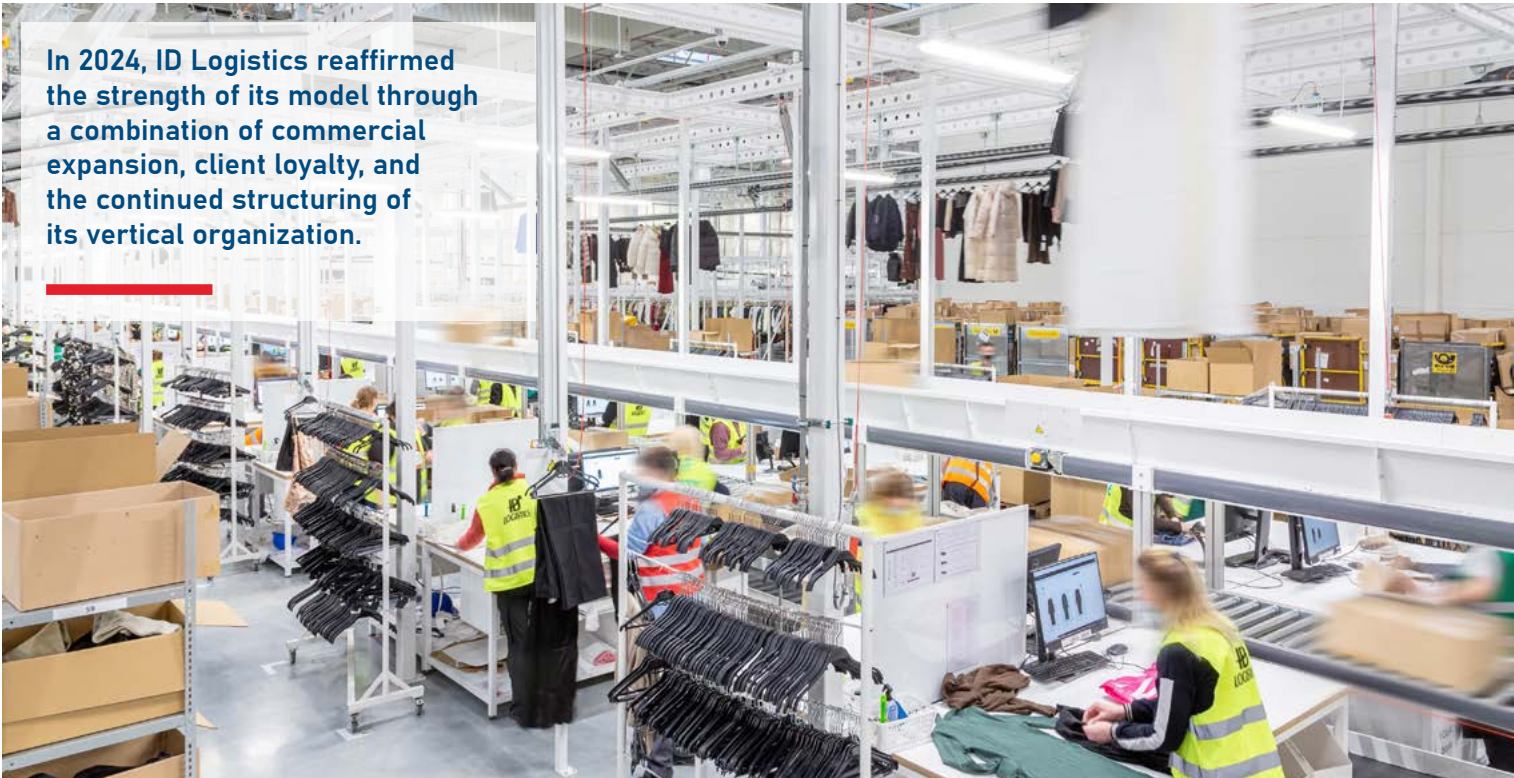




1. EXPERTISE THAT MAKES A DIFFERENCE

At ID Logistics, every area of expertise is a lever for impact. By combining sector-specific specialization, technological innovation, and operational excellence, the Group delivers tailored, high-performance, and scalable solutions. Its commitment: turning client challenges into drivers of sustainable growth.

A TARGETED SECTOR STRATEGY DELIVERING TANGIBLE RESULTS



In 2024, ID Logistics reaffirmed the strength of its model through a combination of commercial expansion, client loyalty, and the continued structuring of its vertical organization.



Martin Whitcombe
Head of Global
Customer
Development Group

The strength of our model lies in building sector-based verticals that deliver precise, effective, and tailored solutions aligned with the specific needs of each industry.

One of the most compelling indicators of performance remains the high contract renewal rate — a clear demonstration of enduring client trust, satisfaction, and the Group's ability to build long-term logistics partnerships. Simultaneously, the sector-based verticals have proven to be a key differentiating factor, further supported by accelerated investments in advanced technologies including automation, artificial intelligence, digital platforms, and digital twins. These initiatives underpin ID Logistics' sustained competitiveness and high service quality across geographies.



E-COMMERCE
Agility and Technological
Performance

+39%
revenue growth
in the United States
in 2024

As a fast-expanding segment, e-commerce represents a critical strategic pillar for ID Logistics. The Group is proactively adapting to evolving market dynamics, notably the increasing presence of Asian players in Europe and the US. Its logistics offering — agile, automated, and digitally integrated — positions ID Logistics as a preferred partner for major e-commerce leaders.

Over the past decade, ID Logistics has developed core expertise in peak management, SKU proliferation, and compressed delivery lead times. Today, the Group operates complex e-commerce and omnichannel solutions across both sides of the Atlantic, serving a diverse portfolio of clients.

In 2024, ID Logistics further enhanced its sector-based model with the launch of two new verticals: Fragrance & Beauty and Consumer Electronics.

Group's agility and its ability to address the specific requirements of key international clients through **bespoke, high-impact logistics solutions.**



FASHION
Excellence in Returns
Management

130 million
returns processed annually
across fashion and
e-commerce

In the fashion sector, ID Logistics brings deep expertise in multichannel operations, process automation, and high-value-added services, — with a particular focus on returns logistics. The Group continues to grow its Fashion vertical across all geographies. Shifting supply chain footprints underscore the Group's agility in adapting its operating model to sector-specific evolutions.

The fashion industry demands sophisticated handling of seasonal cycles, ever-changing inventory portfolios, multichannel customer expectations, and services requiring high flexibility and quality standards.



FMCG
A Scalable and Robust
Logistics Model

12
new FMCG clients
onboarded
in 2024

The FMCG sector is grounded in operational excellence, underpinned by precision and continuous improvement in alignment with rigorous quality standards. ID Logistics provides modular, scalable solutions that integrate seamlessly with clients' information systems. This industrialized model ensures high performance and consistent quality across global sites.

FMCG clients demand consistency in daily operations and incremental productivity gains. Thanks to its vertical specialization and dedicated teams, ID Logistics guarantees standardized performance across all geographies.

INNOVATION AS A DRIVER OF PERFORMANCE AND GROWTH

At ID Logistics, innovation is fully focused on enhancing customer service. Every solution must be rapidly deployable across all sites to ensure the Group remains both efficient and attractive.



Benoît Boiron
Group Innovation & Expertise Director – ID Logistics

Every innovation must be effective, scalable, and designed to improve the day-to-day operations of our teams.

DRIVING OPERATIONAL AND CLIENT PERFORMANCE

Innovation has become a core lever for operational excellence. In 2024, this momentum was strengthened by a pragmatic strategy centred on real customer needs, ease of deployment, and the rapid industrialization of new solutions. Backed by local teams and a robust network of partners, innovation at ID Logistics is tailored to the daily operational challenges faced on-site.

FROM LOCAL TESTING TO GLOBAL ROLLOUT

ID Logistics applies a pragmatic innovation model: test locally, standardize swiftly, and scale globally. Each innovation is designed as a ready-to-deploy “replication kit,” making adoption easy across all countries. Notably, 80% of innovation projects originate from the field, driven by internal challenges such as *The Factory* (2023) and *Kings of Innovation* (2025), reinforcing a strong bottom-up culture.



SIX: OPENING INNOVATION TO THE ECOSYSTEM

2024 marked the launch of the “SIX” (Supplier Innovation Xperience) challenge, inviting 850 suppliers and partners to participate. With over 300 proposals received, the initiative surfaced operationally viable solutions—many already progressing to industrial scale for deployment in 2025.

633

innovations replicated across Group sites

FOCUS ON STRATEGIC TECHNOLOGIES

Roboost Program: Scaling Automation



Since its launch in 2021, the Roboost program has continued to expand, with more than 1,000 robots in operation in 2024. Use cases include picking support, automated pallet transport, palletization, and autonomous inventory. Each deployment improves daily productivity, ergonomics, and safety.

KEY INNOVATIONS ROLLED OUT IN 2024

Several innovations have already been widely deployed in the field.



A Unified Operator Interface

A new graphical interface was developed to simplify and harmonize the use of handheld devices by order pickers, regardless of site, activity, or warehouse management system (WMS). This user-friendly solution reduces training time and facilitates team mobility between logistics centres.

Discover the new interface in video.



Camera-Based Counting Systems

An AI-powered vision system was deployed to automatically count units and recognize products, enhancing the reliability and productivity of co-packing operations through precise operator assistance.



47 autonomous robots deployed to support pallet handling operations

— improving productivity and working conditions in close collaboration with warehouse teams.



Discover autonomous robots in video.

AI4ID: Embedding Artificial Intelligence into Operations

In 2024, ID Logistics launched AI4ID, a new programme embedding artificial intelligence into the Group’s innovation roadmap. Structured around 20 use cases deployed across all geographies, the programme covers flow optimization, automated quality control, volume forecasting, digital twins (Dynamic Warehouse), and autonomous inventory robots. AI4ID also underpins the 2025 edition of the Kings of Innovation contest, which introduces a dedicated AI category.

A DEDICATED TECH & DIGITAL DIVISION TO STAY AHEAD OF THE CURVE

To address fast-paced technological change and the evolving expectations of its clients, ID Logistics has established a Tech & Digital Division under the leadership of Laurent Nicastro. Its purpose: to harness technological innovation as a structured, pragmatic, and secure driver of growth.

Our added value lies in our ability to convert market shifts into tangible solutions for our clients.



Laurent Nicastro
Deputy CEO,
Digital & Tech,
ID Logistics Group

A DIVISION DRIVING OPERATIONAL EXCELLENCE

This new organizational pillar reflects a strategic commitment to translating market technology trends into operational value for clients. The Tech & Digital Division has adopted a structured approach to innovation: monitoring emerging trends, aligning project priorities with business needs, allocating resources effectively, and ensuring deliverables meet the expectations of end users. ■

AN EXPANDED SCOPE BUILT ON FOUR STRATEGIC PILLARS

In addition to its core departments—Applications (WMS/TMS), EDI (data exchange), and IT OPS (infrastructure and services)—the Division has reinforced its capabilities across four complementary areas:

- Data Management: Enhancing the value of operational and strategic data.
- Process Digitalization: Standardizing formerly manual workflows.
- Artificial Intelligence: Deploying AI through concrete use cases.
- Cybersecurity: Ensuring regulatory compliance in an open and interconnected ecosystem. ■

A SECURE FOUNDATION FOR SUSTAINABLE INNOVATION

In an environment marked by persistent cyber threats, securing the Group's IT ecosystem remains a top priority. ID Logistics continues to invest in cybersecurity resources and capabilities. All new technology initiatives are reviewed by the cybersecurity team to ensure compliance, sustainability, and internal adoption. Security is not seen as a barrier but as a prerequisite for the successful deployment of innovation at scale. ■



A METHODICAL, PRAGMATIC, AND COLLABORATIVE APPROACH

Innovation is not treated as a trend. Every new project is assessed for its ability to generate real value, following a "test & learn" approach co-developed with operational teams. More than 300 digital tools are currently in use across the Group's global operations. The challenge is to identify those delivering the highest impact, validate them, and scale their use—avoiding duplication, leveraging existing solutions, and building a unified digital framework across the Group. Alongside the AI4ID program, which focuses on applying AI to core logistics processes, ID Logistics is developing its proprietary generative AI platform. Designed to support employees in their daily tasks, this platform is

currently being piloted with site managers, R&D, HR, and Internal Communications teams—with promising initial results. ■

HUMAN-CENTERED SUPPORT TO ENABLE SUCCESSFUL ADOPTION

While technology is an enabler, people remain the key to successful transformation. ID Logistics is actively supporting its teams through tailored change management initiatives: raising awareness, providing training, running demonstrations, and highlighting practical use cases. The objective is to build trust, develop skills, and foster engagement across all levels of the organization. ■



2. EMPOWERING TEAMS WORLDWIDE

Strengthening teams means enhancing our ability to support the Group's growth every day. In 2024, ID Logistics implemented a unified HR model across 18 countries while continuing to foster and promote local talent. Integration, training, and engagement are the key levers driving sustainable performance—led by committed, proud teams operating across all geographies.

HUMAN RESOURCES: STRUCTURING AN INTERNATIONAL AMBITION, GROUNDED IN LOCAL REALITIES

In 2024, ID Logistics’ Human Resources function reached a major milestone with the deployment of a unified model across all 18 countries of operation. This approach harmonized core frameworks and aligned human capital levers with the Group’s global strategy, while remaining attuned to local operational and regulatory specificities. Key focus areas included employee engagement, skills development, managerial communication, employer branding, and operational excellence.

EMPLOYEE ENGAGEMENT: FOSTERING PRIDE AND ALIGNMENT

The global HappyIndex® AtWork ranking, based on feedback from over 30,000 employees, reflects strong team endorsement of the company’s strategic vision. “This result confirms that our people not only understand but actively support our strategy.” This sentiment has been further reinforced by internal communication tools like the My ID platform, and by more dynamic frontline managerial engagement. ■

GLOBAL MANAGEMENT, LOCAL IMPLEMENTATION

The Group’s HR governance is structured to support both global coherence and local relevance: establishing common standards, enabling country HR teams, and facilitating best-practice sharing. “Each country now operates with a fully structured HR team, capable of deploying Group initiatives while incorporating local cultural and regulatory contexts.” One of the year’s key achievements was the alignment of performance indicators across all 18 countries to ensure consistent oversight. ■

Employee buy-in is the most compelling indicator of managerial maturity.



Renaud Bouet
Group HR Director,
ID Logistics

18
countries with
a structured
HR team

6th
globally in the
HappyIndex®AtWork
ranking
(category: companies with
>500 employees)



PROFESSIONALISE, ADVANCE, EMBODY: TOMORROW'S HR STRATEGIC PILLARS

In a context of strong growth, the Group HR Department has stepped up efforts around three key priorities: enhancing managerial communication, expanding skillsets through the ID Academy, and building an authentic employer brand. These three levers are designed to support the company's ongoing operational transformation.

STRENGTHENING EVERYDAY COMMUNICATION

Managers: the primary communication channel for

70% of employees

One of the year's main takeaways was the need to reinforce local managerial communication. While operational meetings are well established, they must increasingly convey broader corporate messages that are just as relevant to frontline teams. "We need to help our managers share key information in a way that is clear, relevant, and engaging," explains Renaud Bouet. Strengthening the role of middle managers is now essential in fostering employee-company alignment.

Our managers must become true ambassadors of our Group's culture.



Erich Schlismann
Training and Safety Manager
ID Logistics US

PERFORMANCE RECOGNITION CULTURE

"I launched a program called Tacos for Safety. Every time an employee demonstrates a clear contribution to safety or efficiency, they earn a taco voucher. It may sound simple, but it works. What matters is the why—recognising the reason behind the reward makes our values tangible and inspires others to aim higher."

ENGAGEMENT THROUGH PARTICIPATION

"When I relay a Group-wide message, like on safety, I ask my team what it means to them. They provide their own examples. That's when real engagement happens—because the message becomes theirs, not just a directive from the top."

BUILDING OUR EMPLOYER BRAND FROM WITHIN

+80 active ambassadors in **18** countries

Launched in 2023, the employer brand initiative gained significant momentum in 2024 with the rollout of a global ambassador network. HR professionals, operational staff, and managers all play a role in promoting a value proposition that reflects the true employee experience. "An employer brand should not be a marketing message—it must accurately reflect our people's day-to-day reality."

The credibility of an employer brand is based on its consistency with everyday reality.

ENHANCED ACCESS AND A STRONGER SENSE OF BELONGING

"With My ID, we finally have quick and easy access to HR information—even on the shop floor. It improves communication and helps us feel truly connected to the company."



Piotr Krasoń
Head of Project Management
ID Logistics Pologne

A COMMUNITY BEYOND THE WORKPLACE

"I was surprised to find a space where people share their personal interests. It builds connections and helps us see each other differently. That's part of what being on a team means."

ID ACADEMY: DEVELOPING EXPERTISE AND PROJECTING TALENT

100+ structured career paths deployed

The ID Academy is a cornerstone of the Group's professional development strategy. Its objective is to strengthen critical role-based capabilities and provide clear pathways for career progression. "We must enable every employee to secure their expertise while building their professional future." The initiative promotes both internal and international mobility, based on shared competency standards.

The ID Academy provides a foundation for everyone to grow—regardless of role or location.



Fabio Vaz
Site Manager
ID Logistics Brazil

GROWING THROUGH PROJECTS AND TRAINING

"Over my ten years at ID Logistics, I've grown through complex projects, site launches, and constant managerial support. Each step has been a learning opportunity. Training has boosted my managerial skills, broadened my strategic view, and increased my responsibilities."

PRIDE AND A CULTURE OF INNOVATION

"I'm proud to work for a Group that values its people, promotes innovation, and encourages us to surpass ourselves—individually and collectively."

CLIENT OUTSOURCING: FOSTERING LONG-TERM INTEGRATION

Appointed Managing Director of ID Logistics France in June 2024, Frédéric Grenier brings over two decades of Group experience to lead outsourcing projects where seamless team integration plays a critical role in improving performance.



Frédéric Grenier
Managing Director
ID Logistics France

Onboarding new employees during client outsourcing operations is a core area of expertise at ID Logistics. Over the past ten years, we have successfully integrated more than 1,500 people. This success stems from our ability to manage socially responsible, structured transitions.



500+
new employees
onboarded in 2024

91%
retention rate among
outsourced employees
over the past decade

Nearly
400
additional planned
integrations in 2025



A PROVEN EXPERTISE

In 2024, ID Logistics welcomed over 500 new employees as part of outsourcing initiatives. Each project is managed through a consistent methodology centered around anticipation, consultation, structured support, and upskilling. HR and operational teams work in close coordination to ensure that every phase of the transition is secure and transparent—for both frontline and support functions.

STRUCTURED INTEGRATION PATHWAYS THAT ENCOURAGE RETENTION

Site-level onboarding, tailored training programs, and the recognition of existing competencies are all key to our integration model. This approach fosters long-term employee engagement: more than 90% of individuals integrated through outsourcing over the last ten years remain with the company today.

A SUSTAINED MOMENTUM

Recent outsourcing operations—secured under contracts with clients such as Carrefour and the Groupement des Mousquetaires—demonstrate the Group’s ability to integrate new teams swiftly, efficiently, and with a strong human focus. These projects underscore ID Logistics’ ability to deliver successful social transitions.

What we offer is a stable work environment, clearly defined career paths, and real opportunities for advancement—both in France and internationally. This is a key element of our appeal on the ground.



3. SUSTAINABLE DEVELOPMENT: CLEAR COMMITMENTS, TANGIBLE RESULTS

In 2024, ID Logistics positioned its CSR strategy as a key driver of operational performance. By strengthening governance, aligning local initiatives with Group-wide priorities, and tracking progress through standardized KPIs, the company has translated its commitments into measurable outcomes.

Firmly embedded in day-to-day operations and embraced across all levels of the organization, CSR has become a strategic lever—enhancing competitiveness, strengthening talent attraction and retention, and reinforcing long-term cohesion.

CSR

CONCRETE ACTIONS, MEASURABLE RESULTS



Our countries have genuinely embraced CSR topics, tailoring their actions to local priorities and client expectations.



Géraud Pellat de Villedon
CSR Director
ID Logistics

In 2024, ID Logistics advanced to a new stage in the execution of its CSR strategy. The results are demonstrable: stronger performance across key indicators, greater employee engagement, enhanced policies, and increased ownership by country-level teams. Structured around three strategic pillars—social, societal, and environmental—ID Logistics continues to demonstrate that sustainable performance and operational excellence are not only compatible, but mutually reinforcing. This transformation is supported by robust governance, localized implementation, and a collective momentum that reaches every operational site. CSR has become a unifying framework and a strategic differentiator for the Group—contributing to cohesion, performance, and long-term value creation. ■

100%

of CSR indicators—excluding inclusion and disability metrics—are aligned with the Group's strategic roadmap



CSR correspondents representing 14 countries met at the Group's headquarters in Orgon.



SOCIAL & SOCIETAL COMMITTED TO PEOPLE, BOTH ON-SITE AND LOCALLY

Today, Corporate Social Responsibility is embedded in every customer tender. It is no longer optional—it is a prerequisite for doing business.

-45%
reduction in workplace accident frequency and severity (2018–2024)



Sebastian Kissel
Director of Revision
& Administration,
ID Logistics Germany

SOCIAL — SIGNIFICANT PROGRESS IN HEALTH & SAFETY

In 2024, ID Logistics achieved notable progress in occupational health and safety, marking a decisive step forward in its Group-wide strategy. This success stems from a systematic reinforcement of the Group's H&S policy, defined by clear targets and a rigorous operational rollout. High-risk sites received special attention through targeted action plans, enhanced training programs, and monitoring tools. Local safety leads have played a critical role in promoting a renewed safety culture across the network. The program has also fostered cross-country and cross-site exchange of best practices, turning safety into a collective performance indicator—and a shared source of pride. ■



In Germany, 2024 marked a breakthrough in Health & Safety with the introduction of a new incident tracking dashboard. This tool, central to our ID Zero program, allows real-time analysis of reported events at each site and monitors corrective actions. Fully accessible to all teams, it promotes a culture of transparency and accountability—both essential to achieving our zero-accident ambition. ■

2ND EDITION

committID
together

PARTICIPATE
IN ID LOGISTICS'
COMMITMENT
to local
communities

Do you want to propose a project?
Together, let's support your initiative and strengthen
ID Logistics' CSR commitment.

IDENTIFY
A project/association in
your area that is close
to your heart

SHARE
the idea with your site
manager/supervisor so that they
become supportive of your initiative

SUBMIT
your initiative's applications
by completing the form
(January to March 2025)

Send us your
projects from
**JANUARY 15TH
TO MARCH 17TH**

More information:
Your CSR manager

SOCIETAL — COMMITTID TOGETHER: A LOCAL ENGAGEMENT MOVEMENT

Launched in 2024, the Committ'ID Together initiative has transformed the Group's societal commitment into a grassroots movement. Each ID Logistics site was invited to propose a locally-driven project aligned with community needs. The result: over 100 initiatives led by engaged teams, with measurable impact in areas such as education, mobility, and the environment. The strength of the program lies in its local ownership. Sites themselves designed and executed their projects, ensuring deep alignment with their surrounding communities. In 2025, the initiative will become a permanent pillar of the Group's societal strategy. ■

Committ'ID gave us the momentum to transform ideas into tangible actions—mobilizing our teams around initiatives that serve their communities. It has strengthened our internal cohesion and deepened our culture of solidarity. This program also helps us deliver on our role as a responsible employer—attuned to social expectations and committed to creating local value. The initiative's success is reflected in the rising number of projects proposed for the second edition. Our teams are more engaged than ever, our clients actively support our efforts, and a genuine collective dynamic is taking shape. In Romania, Committ'ID has become a strategic lever for fostering lasting community ties and giving deeper meaning to our work.

Yoela Albu
CSR Manager,
ID Logistics Romania

38 ID Logistics - Integrated Report 2024

ID Logistics - Integrated Report 2024 39

ENVIRONMENT

DECARBONIZING WHILE MAINTAINING PERFORMANCE

Balancing automation, operational efficiency, and environmental responsibility is a strategic imperative.



RENEWABLE ENERGY

With logistics operations becoming increasingly mechanized and therefore more energy-intensive, ID Logistics is accelerating its low-carbon transition. The Group has deployed renewable electricity on a large scale across its warehouses and introduced low-energy lighting on half of its sites. Carbon intensity per pallet continues to decline, despite the additional energy demands of automated and temperature-controlled warehouses. This approach—anchored in energy efficiency, industrial modernization, and environmental accountability—supports the Group's target of reducing energy consumption per square meter by 20% between 2018 and 2030. ■

PACKAGING WASTE

Another key performance indicator for the year: the Group achieved a 79% packaging waste sorting rate in 2024, up from 60% in 2023—a year-on-year increase of more than 30%. This result reflects strong operational engagement, particularly in countries such as the United States, where tailored action plans were introduced to initiate or strengthen waste-sorting practices. The company remains on track to reach its target of 85% sorted packaging by 2027. ■

27%
of the Group's electricity consumption came from renewable sources in 2024

79%
of packaging waste was sorted Group-wide in 2024

LOOKING AHEAD: ESCALATING CLIENT EXPECTATIONS

CSR is no longer a voluntary initiative; it has become a prerequisite in commercial relationships. Clients now expect demonstrable results across environmental, social, and ethical dimensions. Industry benchmarks such as Ecovadis ratings and sector-specific charters are increasingly decisive in procurement decisions. In response, ID Logistics is consolidating its leadership by implementing a structured, transparent approach, as detailed in its first sustainability report. This strategy is grounded in robust performance indicators, clearly defined targets, and the rollout of operational action plans. In the coming years, CSR will emerge as a strategic lever for competitiveness, attractiveness, and loyalty—among clients, employees, and local communities alike. ■

SUSTAINABLE TRANSPORT: COMBINING TECHNOLOGICAL ANTICIPATION WITH CLIENT EXPECTATIONS



By laying the groundwork for this transformation, the company aims to align economic performance with environmental impact in a model of continuous progress. Clients are increasingly seeking sustainable transport solutions, and ID Logistics is responding with practical, effective measures.

Through a mix of electric vehicles, latest-generation thermal engines, and optimized formats such as double-trailer trucks, the Group offers low-carbon solutions adapted to all transport flows. This ability to integrate impactful innovations into its operating model is a key differentiator—strengthening market positioning while fostering constructive client dialogue around cost management and long-term environmental gains. ■



Stan Hamers
Managing Director Freight ID Logistics Benelux

For several years, ID Logistics has invested in a fleet of electric vehicles of all sizes—from vans to tractors. This proactive strategy not only facilitates internal adoption of new technologies but also supports the upskilling of teams in vehicle handling, maintenance, and route planning. These are essential capabilities for ensuring a coherent and lasting energy transition.



GOVERNANCE & PERFORMANCE

ID Logistics is governed by a Board of Directors and an Executive Committee, which define the Group's strategic direction and oversee its operational implementation.

BOARD OF DIRECTORS

Composed of representatives of the Group's controlling shareholders and independent directors, the Board defines the Group's development strategy and oversees its implementation.



ÉRIC
HÉMAR

CHAIRMAN & CHIEF EXECUTIVE OFFICER

A graduate of the École nationale d'administration (ENA), Éric Hémard began his career at the French Court of Auditors, before joining the Ministry of Infrastructure, Transport and Tourism in 1993 as a technical advisor to Minister Bernard Bosson. In 1995, he joined the Geodis Group, first as Secretary General and later as Director of Logistics Operations. He left Geodis in March 2001 to found ID Logistics, serving as Chairman & CEO since September 2001. From 2019 to 2025, he also chaired the professional federation Union TLF, which represents transport and logistics companies in France.



CHRISTOPHE
SATIN

DEPUTY CHIEF EXECUTIVE OFFICER, DIRECTOR

An ISG graduate, Christophe Satin began his career at Arthur Andersen, then held various positions in industrial groups before joining Geodis. In 2001, he co-founded ID Logistics.



MICHEL
CLAIR

INDEPENDENT DIRECTOR, CHAIR OF THE AUDIT COMMITTEE

A graduate of ENA and référendaire at the French Court of Auditors, he has held senior positions including Chief of Staff to the Minister of Commerce, president of Klépierre (BNP Paribas), Chair of the housing association France Habitation, and Vice-President of the Paris Île-de-France Chamber of Commerce and Industry, overseeing congresses and trade fairs.



GÉRARD
LAVINAY

INDEPENDENT DIRECTOR

He began his career at Euromarché, later acquired by Carrefour. After holding operational and logistics roles, both in-country and at Group headquarters, he notably led supply chain and merchandising functions. His final position at Carrefour was CEO of Carrefour Italy. He is currently President of Page Conseil.



HERVÉ
MONTJOTIN

INDEPENDENT DIRECTOR

A graduate of the École normale supérieure, with an agrégation in Social Sciences and a Master's from ESCP, he began his career at Bossard Consultants (now Cap Gemini). From 1995 to 2015, he held various roles at Norbert Dentressangle, and became CEO of Socotec in 2016.



ÉLÉONORE LADREIT
DE LACHARRIÈRE

INDEPENDENT DIRECTOR

A graduate of Dauphine and ESSEC, she sits on the Executive Committee of Fimalac and has led its corporate foundation, Culture & Diversité, since 2006. She is also a board member of the Louvre Museum and Chair of the boards of the Rodin and Beaux-Arts de Paris museums.



MARIE-AUDE
HÉMAR

DIRECTOR, REPRESENTATIVE OF COMÈTE

A graduate of IDRAC Paris, she held several roles at Caisse d'Épargne Île-de-France, including General Inspector. She has co-managed Comète since 2010.



CARINE
MOSNIER

EMPLOYEE REPRESENTATIVE DIRECTOR

Holding a postgraduate degree in business law from Aix-en-Provence University, she began her career at Norbert Dentressangle France before joining ID Logistics over 20 years ago. Currently Deputy Legal Director for France and international operations, she has served on the Board since 2022 as Employee Representative Director.



MALGORZATA
HORNIG

DIRECTOR

A graduate of the Silesian University of Technology, she began her career at staffing agency Work Express before joining ID Logistics Poland in 2009, where she now serves as HR Director. She joined the Board in 2023.



JESUS
HERNANDEZ MUÑOZ

CHIEF INTEGRATION OFFICER, NON-VOTING BOARD MEMBER

A graduate of Madrid University, he led ID Logistics Spain (2006–2015), Brazil (2016–2018), Germany, and the integration of Jagged Peak in the US. In 2022, he oversaw the launch of ID Logistics Italy.

EXECUTIVE COMMITTEE

Responsible for implementing the strategy defined by the Board of Directors and managing the Group's operations.

ÉRIC HÉMAR

CHAIRMAN & CHIEF EXECUTIVE OFFICER

CHRISTOPHE SATIN

DEPUTY CHIEF EXECUTIVE OFFICER



YANN
PEROT

DEPUTY CEO – FINANCE

An EDHEC graduate, he began his career at Deloitte (France and US), later joining Lagardère and NRJ, and joined ID Logistics in 2009.



LUDOVIC
LAMAUD

DEPUTY CEO – DEVELOPMENT & INNOVATION

Holding a postgraduate degree in pharmaceutical distribution, he began his career at OCP, then Geodis, before joining ID Logistics in 2002.



LAURENT
NICASTRO

DEPUTY CEO – DIGITAL & TECHNOLOGY

A graduate of Panthéon-Sorbonne University with a postgraduate degree in logistics and transport engineering, he started at Hays Logistics, led Castorama's supply chain, and joined ID Logistics in 2017.



EMMANUEL
VEXLARD

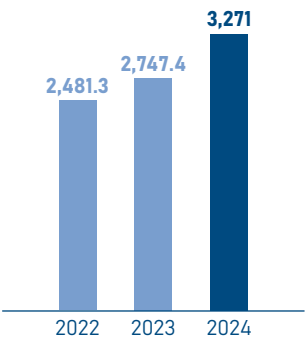
DEPUTY CEO – OPERATIONS

A graduate of ISLI at KEDGE Business School, he joined ID Logistics in 2005, held various strategic roles, led ID Logistics France from 2017, and was appointed Group Operations Director in 2024.

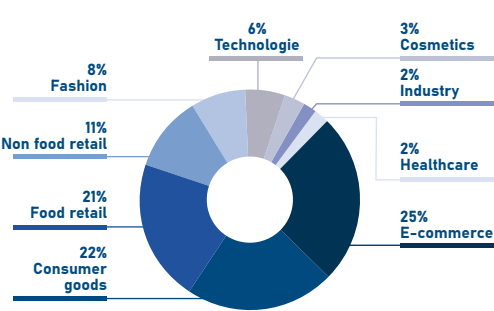
STRONG AND PROFITABLE GROWTH IN 2024

In 2024, ID Logistics achieved robust growth, with a +19.1% increase in revenue and 26 new contract launches, while improving profitability. This performance further strengthened the Group's financial soundness and confirmed the effectiveness of its business model. It illustrates the Group's ability to generate sustainable value for clients, employees, and shareholders.

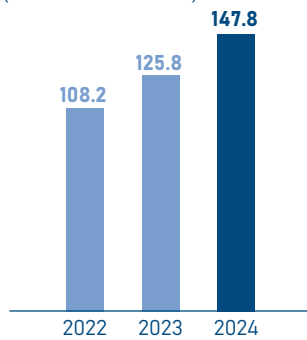
REVENUE
(in millions of euros)



TURNOVER BREAKDOWN
% of 2024 revenue



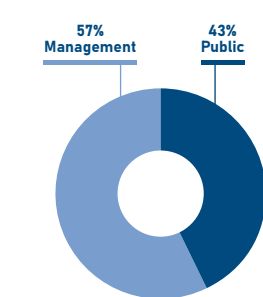
CURRENT OPERATING PROFIT
(in millions of euros)



SHARE PRICE CHANGE
(in euros)



CAPITAL BREAKDOWN
(as of December 31, 2024)



CONSOLIDATED STATEMENT OF CASH FLOWS

(in millions of euros)	2024	2023
Net cash from operating activities	481.7	429.8
Net cash from investing activities	(91.3)	(99.2)
Net cash from financing activities	(316.2)	(273.4)
Other changes	(1.7)	1.0
Change in net cash position	72.5	58.2
Opening net cash position	241.8	183.6
Closing net cash position	314.3	241.8

CONSOLIDATED INCOME STATEMENT

(in millions of euros)	2024	2023
Revenue	3,271.0	2,747.4
Adjusted EBITDA	513.5	434.7
% of revenue	15.7%	15.8%
Recurring operating income	147.8	125.8
% of revenue	4.5%	4.6%
Net income, Group share	52.8	52.1

METHODOLOGY & NON-FINANCIAL PERFORMANCE



ABOUT THIS REPORT

This report provides a comprehensive overview of ID Logistics’ CSR strategy. It presents the governance framework, the structure of its CSR approach across three strategic pillars, and the underlying context. Coordinated by the CSR Department and supported by active involvement from executive management, the report outlines the Group’s commitments and progress on social and environmental matters. The data is based on audited indicators compliant with prevailing regulations and aligned with the ISO 26000 standard (adapted to the logistics CSR reference framework). The report is part of a broader transparency and stakeholder engagement process. ■

NON-FINANCIAL RATINGS

ID Logistics has been actively involved for several years in voluntary non-financial rating assessments. The Group is regularly evaluated by various agencies, which enables it to validate the robustness of its CSR approach.



EcoVadis (2024): Silver Medal with a score of 66/100.



Objectif CO₂: ID Logistics France has regularly renewed its commitment since 2009.



EthiFinance: Gold Medal awarded.



Lean & Green: ID Logistics Netherlands certified with 3 stars.



MSCI: ID Logistics rated “A”.



CDP: ID Logistics responds annually to the Carbon Disclosure Project questionnaire.



Humpact (2022): Grand Prize winner in the Senior Employment category. The Group ranked first in its category with a five-star employment score.



UN Global Compact: Signatory since 2021.



EVCOM: All French transport operations signed the commitment between 2020 and 2021.

CONSOLIDATED NON-FINANCIAL PERFORMANCE INDICATORS

PROGRESS ON AMBITION 2030

Objectif	Reference Year	Target Year	2023	2024
40% in CO ₂ emissions (scope 1 & 2) per pallet for logistics activities vs. 2018	2018	2030	-18%	-19,6%
-20% in energy intensity for logistics activities (kWh/m³)	2018	2030	-15%	-16%
85% of used packaging materials recovered		2027	66%	79%
-40% in accident frequency rate (ID Logistics and temporary workers)	2018	2027	-37%	-46%
-40% in severity rate (ID Logistics); -15% (benchmark not specified)	2018	2027	-47%	-52%
+20% in the employment rate of people with disabilities	2020	2025	+2%	+2%
70% of site managers promoted internally		2030	64%	64%
75% of sites initiated an ESG project with their client		2030	69%	71%
100% of country Executive Committees and 80% of managers trained in business ethics		2025	Reached	Reached
80% of suppliers representing 95% of procurement spend signed the ESG Procurement Charter		2030	75% of suppliers representing 74% of spend	82% of suppliers representing 72% of spend

CONSOLIDATED NON-FINANCIAL PERFORMANCE INDICATORS

Indicators include estimated data from upstream and downstream value chain elements based on indirect sources.

	Suffixe	2023	2024
GOVERNANCE			
GOVERNANCE STRUCTURE			
Total number of Board members	VA	10	10
Number of female Board members	VA	4	4
Percentage of female representation on the Board	%	40	40
Number of independent directors	VA	4	4

	Suffixe	2023	2024
BUSINESS ETHICS			
Existence of a formal policy on business conduct and anti-corruption	Y/N	Y	Y
Operations in countries exposed to corruption risks	Y/N	N	N
Existence of a whistleblowing system	Y/N	Y	Y
CSR POLICY / SOCIAL & ENVIRONMENTAL PERFORMANCE			
Formalized CSR/ESG strategy (with or without targets)	Y/N	Y	Y

	Suffixe	2023	2024
Analysis and prioritization of the Group's ESG material issues	Y/N	Y	Y
Signatory of the UN Global Compact	Y/N	Y	Y
Appointment of a dedicated CSR/ Sustainability Officer	Y/N	Y	Y
CSR strategy presented to the Board of Directors during the year	Y/N	Y	Y
Annual review by the Board of environmental and social performance	Y/N	Y	Y
CYBERSECURITY / DATA PROTECTION			
Compliance with the European GDPR regulation	Y/N	Y	Y
Annual presentation of IT risks to governance bodies	Y/N	Y	Y

SOCIAL			
WORKFORCE CHARACTERISTICS AND SOCIAL POLICY			
Existence of a Group-level HR department	Y/N	Y	Y
Total number of permanent employees at year-end	VA	27,468	30,778
Temporary workforce rate at year-end (FTE basis)		34.9	40.4
New hires (GRI 401-1)	VA	8,816	12,412
WORKING CONDITIONS			
Voluntary turnover rate for permanent employees (open-ended contracts) (GRI 401-1)		12.3	15.1
Dismissals of permanent employees (excluding economic layoffs) (GRI 401-1)	VA	3,072	4,142
Number of strike days	VA	4,023	2,531
Percentage of strike days (strike days / working days)		Y	Y
Existence of profit-sharing schemes (excluding statutory schemes)	Y/N	Y	Y
Percentage of employees covered by collective agreements	%	90	90

	Suffixe	2023	2024
Profit-sharing agreements (in € thousands)	VA	7,386	8,335
Statutory participation agreements (in € thousands)	VA	4,896	3,664
Employee surveys conducted in the past three years	Y/N	Y	Y
SKILLS DEVELOPMENT			
Number of training hours	VA	306,295	413,478
Internal mobility	VA	2,801	4,330
DIVERSITY / EQUAL OPPORTUNITY			
Share of women in the workforce	%	33.6	35.6
Share of women in new hires	%	38.2	38.4
Share of employees with disabilities	%	2.1	2.1
Average age	VA	39.4	39.7
Employment rate of employees over 55		11.7	11.7
HEALTH & SAFETY			
Absenteeism rate due to illness or work-related injuries		5.8	6
Work accident frequency rate (ID Logistics employees) (GRI 403-9)	VA	14.8	13.8
Work accident severity rate (ID Logistics employees) (GRI 403-9)	VA	0.5	0.46
Number of reported occupational illnesses (France) (GRI 403-10)	VA	37	47

ENVIRONMENT			
ENERGY			
Group energy consumption (MWh) (GRI 302-1)	MWh	478,468	543,554
Electricity	MWh	243,297	290,596
Natural Gas	MWh	75,305	86,279
Total Fuel	MWh	159,866	166,680
Diesel	MWh	143,140	143,426
Off-road Diesel	MWh	2,712	2,823
Fuel Oil	MWh	2,283	2,513
Petrol	MWh	6,374	10,805

	Suffixe	2023	2024
Ethanol	MWh	6	316
LPG	MWh	931	3,144
CNG	MWh	4,421	3,653
Group energy consumption (kWh per pallet shipped) – GRI 302-3	VA	7.59	7.67
Group energy consumption (kWh per €1,000 of revenue) – GRI 302-3	VA	173.6	166.2
Energy consumption – absolute change – GRI 302-4		9	14
Energy consumption – intensity change (per €1,000 of revenue) – GRI 302-4		-14	-4.3
GREENHOUSE GAS EMISSIONS			
CO ₂ emissions, scopes I, II and III (4), constant perimeter	tCO ₂ e	459,516	544,671
Scope I – GRI 305-1	tCO ₂ e	58,038	61,260
Scope II – GRI 305-1	tCO ₂ e	67,905	70,327
Scope III – GRI 305-1	tCO ₂ e	333,573	413,084
CO ₂ emissions, scopes I, II and III (4), adjusted perimeter	tCO ₂ e		602,859
Scope III – adjusted perimeter – GRI 305-1			471,272
CO ₂ emissions per pallet shipped (kg), scopes I, II and III (3) – GRI 305-4	tCO ₂ e	7	8.5
Scope I – per pallet shipped – GRI 305-1	kgCO ₂ e	0.9	0.86
Scope II – per pallet shipped – GRI 305-1	kgCO ₂ e	1	1
Scope III – per pallet shipped – GRI 305-1	kgCO ₂ e	5.1	6.65
CO ₂ emissions per €1,000 of revenue (kg), scopes I, II and III (4) – GRI 305-4	kgCO ₂ e	167.3	184.3
Scope I – per €1,000 – GRI 305-1	kgCO ₂ e	21.1	18.73
Scope II – per €1,000 – GRI 305-1	kgCO ₂ e	24.7	21.50
Scope III – per €1,000 – GRI 305-1	kgCO ₂ e	121.5	144.08
WATER			
Water consumption – GRI 303-5	m³	609,117	523,904

	Suffixe	2023	2024
Intensity (m³ per thousand pallets shipped (3))	VA	10	7.4
Intensity (m³ per thousand	VA	89	65
WASTE PACKAGING			
Existence of an action plan for used packaging management	Y/N	Y	Y
Recovery rate of used packaging	%	66	79
Total tonnes of used packaging generated – GRI 306-1/3	T	87,474	106,152
Cardboard	T	39,927	60,775
Wood	T	9,552	12,025
Plastic	T	4,783	7,113
Other industrial and mixed packaging waste (non-hazardous)	T	30,099	22,697
WEEE packaging	T	157	259
Other	T	2,956	3,189
Hazardous packaging	T	Not available	94
Customer destruction	T	Not available	27,840
Tonnes of packaging waste avoided (reused in internal processes)	T	Not available	410
Intensity of non-hazardous waste (t per €1,000 revenue)	VA	11	7

EXTERNAL STAKEHOLDERS			
SUPPLIER RELATIONS / SUPPLY CHAIN			
Responsible purchasing policy including environmental and/or social criteria	Y/N	Y	Y

METHODOLOGICAL NOTE

GRI 101.9

For 2024, within the historical scope:

- The full consolidation perimeter is covered, excluding Morocco (non-material for reporting). For social reporting, interim and cooperative workers are excluded in Italy.
- As in previous years, sites included in environmental reporting must have operated at least 6 months and provide 6 months of data. Sites open more than 6 months but with less than 6 months of data affect indicator coverage (measured by number of sites). Unless otherwise stated, indicator coverage is 100%.
- Consolidation methods applied align with accounting principles (see note 4 of the consolidated financial statements).

Occupational accidents are calculated from:

- Actual hours worked based on payroll data, including contractual and overtime hours minus all absences.
- Lost days due to work accidents (excluding commuting), based on a “prevention” approach (excluding recurrences and extensions from prior years).
- Number of work accidents resulting in sick leave (excluding commuting).
 - **Absenteeism rate** = total calendar days lost (accidents, illness, unjustified absences) ÷ total theoretical calendar presence days.
 - **Dismissals** exclude economic dismissals.
 - **Voluntary turnover rate** = voluntary exits ÷ number of permanent staff (CDI) at 31 Dec 2024.
 - **Packaging waste recovery rate** mainly concerns recycling of site-generated waste (cardboard, film, etc.), excluding headquarters or administrative entities.

CO₂ emissions calculations:

- **Scope 1:** Direct emissions from stationary combustion and refrigerants (warehouses and company-managed vehicles)
- **Scope 2:** Indirect emissions from electricity consumption (same perimeter)
- **Scope 3:** Other indirect emissions:
 - Purchase of consumables (cardboard, film)
 - Building construction
 - End-of-life of used packaging
 - IT operations
 - Water consumption
 - Upstream and downstream energy-related emissions
 - Outsourced transportation
 - Life cycle of forklifts
 - Employee commuting

Conversion factors (from kWh, kg, litres to kg CO₂ equivalent) are based on the latest ADEME Carbon Base (March 2024).

Excluded themes: food waste, food insecurity, animal welfare, physical activity promotion, and responsible nutrition are considered non-material for the Group’s activities and are not reported.

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