



**2017
ANNUAL
REPORT**

Efficient
Logistics



Profile

BEING A PARTNER OF OUR CLIENTS


19,000
employees


€1,329m
in revenues


300
sites worldwide

ID Logistics is one of the leading names in France in contract logistics. It is an international group currently operating in 17 countries that designs and implements one-stop solutions tailored to the specific requirements of each client. Due to the growing complexity of logistics systems, thanks to its capacity as a specialist and the experience it has accumulated since it was founded in 2001, the Group has been able to support an ever-growing number of clients year after year. As a result, it achieved a further 24.2% increase in revenues in 2017. ID Logistics is listed on Compartment B of NYSE Euronext's regulated market.

(ISIN code: FR00110929125, Ticker: IDL).

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The Group puts the expertise of its 19,000 employees in 17 countries serving its customers.

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Thanks to its expertise, ID Logistics offers its clients tailored solutions that support their own business model.

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Interview with

ID Logistics enjoyed another year of strong growth in 2017, with revenues up 24%. How is this reflected in the life of the Group?

Éric Hémar: Our clients are currently experiencing a real cultural revolution in logistics, whether they are in manufacturing, distribution or e-commerce. All of them are calling the old systems into question and looking for flexible, omni-channel and safe logistics to address the new challenges they face. Our role is to accompany them as best possible by offering new solutions. For ID Logistics, this has meant a large number of new project launches. Launching, stabilising and then optimising in order to achieve the expected level of productivity – this is how this strong growth has manifested itself in the life of the Group.

This strong growth has also mobilised considerable resources and led us to undertake major changes to the company in order to reinforce our organisational structure and improve our internal processes. For example, we have worked on “pre-launch diagnostics” in order to better anticipate potential unforeseen events and better manage our teams. Our aim was also to harmonise our procedures in order to make the running of the company more uniform within our 17 subsidiaries. This strong growth has also led us to increase our

capacity for detecting and managing talent. And in the area of human relations, we are also endeavouring to standardise our practices in terms of both compensation and staff mobility.

What is your assessment of the changes that have been made?

Christophe Satin: We have reached a milestone. The Group has become more robust and more mature. This has confirmed the strength of our business model. The major work we have done in terms of our methods, our organisational structure and our recruitment and training policy has given us a more structured approach. In addition to dedicated teams for start-up phases, the entire company has been involved in this approach and our clients as well, which is something new. We have involved them in the review process from the outset. Because, for us, the only aim that counts is meeting the expectations of our clients, understanding their own customer promise and being a source of value creation for them.



“Logistics is now a decisive strength in the success of new distribution systems and ID Logistics intends to play a key role in this commercial revolution.”

Éric Hémar,
Chairman and Chief Executive Officer



Christophe Satin,
Chief Operating
Officer

Éric Hémar,
Chairman and Chief
Executive Officer

What is your assessment of the changes that have been made?

Éric Hémar: E-commerce companies account for half of our new clients. Consumers are looking for different distribution methods, such as e-commerce, click and collect, pedestrian click and collect and home delivery. To respond to this demand, retailers are playing the proximity card and this clearly has a significant impact on logistics. In addition, considerable seasonal fluctuations and the increase in the number of promotions have made flexibility an even more pressing demand. Our clients expect our platforms to be able to respond to all these new challenges.

Christophe Satin: And we are in a very good position to satisfy their needs as we have a broad range of expertise in all these areas: operational, technical and technological know-how that give us a true overview of the situation. This is an opportunity for us and opens up interesting prospects. Thanks to our knowledge of our clients, we are able to keep their business promises.



Members of the Executive Committee, from left to right : Christophe Satin, Yann Perot, Éric Hémar, Ludovic Lamaud, Marie Gay-de Tailly and Laurent Nicastro.

What role does innovation play in ID Logistics' business model?

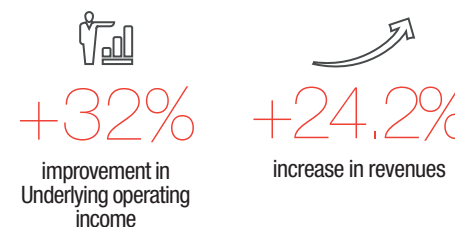
Christophe Satin: An essential role, as our clients are always waiting for innovative solutions, including in the everyday life of a warehouse. These ensure that the logistics solution they have chosen by placing their trust in us is still the most competitive and effective over the long term. Our innovation-led approach therefore represents a key component of our strategy, as it allows us to be a long-term partner to our clients. In 2017, we entered a new stage by enlarging our ecosystem to include a number of start-ups with the launch of a Call for Innovative

Projects, which was a real success. We are continuing to extend and reinforce this ecosystem to include research centres and leading universities so that they can work with us over the long term. In addition to this external aspect, there is also an internal aspect that is being rolled out across the company as a whole with a group of 11 dedicated experts, plus an innovation correspondent and committee for each country. We are also factoring this innovation-led approach into human resources, in particular workstation ergonomics.

What are your outlook and aims for 2018?

Christophe Satin: The full integration of Logiters (Spain and Portugal, acquired late 2016) is now complete: this was the other main challenge facing the Group in 2017. This successful integration has allowed us to acquire new expertise, particularly in pharma and multi-client industrial logistics (FMCG), as well as automotive. These are the sectors in which we want to develop our presence over the next few years.

Éric Hémar: And more than ever, e-commerce constitutes a major growth driver for ID Logistics. This is a sector in which consumer demands are very important. I would add that 2017 marked a real milestone in the Group's growth and the strengthening of its fundamentals. In 2018, with organic growth at a more normal rate, we need to keep an eye out for acquisition opportunities.



Governance

BOARD OF DIRECTORS

The Board, made up of representatives of the Group's controlling shareholders and independent persons, defines the company's strategy and development and helps to implement this strategy.



Éric Hémar,
Chairman and Chief Executive Officer

Éric is a graduate of the École Nationale d'Administration (ENA) and began his career at the French Court of Auditors. He then joined the French Ministry of Infrastructure, Transport and Tourism, as a technical advisor to the Minister. He founded ID Logistics in 2001, after having directed the Logistics Division of the Geodis Group.



Christophe Satin,
Chief Operating Officer, Director

Christophe is a graduate of ISG business school and began his career at Arthur Andersen, later working at various industrial groups before joining Geodis. He co-founded ID Logistics in 2001.



Immod represented by Marie-Aude Hémar,
Director

Marie-Aude is a graduate of IDRAC Paris business school and has held various positions at Caisse d'Épargne Ile-de-France (IDF), including as an inspector with the Internal Audit Department.



Michel Clair,
Independent Director, Chairman of the Audit Committee

Michel is a graduate of the École Nationale d'Administration (ENA) and was a Public Auditor at the French Court of Auditors and ran the office of the French Minister of Trade, Crafts and Services before becoming the Chairman of Klépierre (BNP Paribas). He is now CEO of France Habitation and OGIF. He is Vice-President of the Paris Region Ile-de-France CCI.



Michèle Cyna,
Independent Director and Member of the Audit Committee

Michèle holds degrees from École Polytechnique, École des Ponts et Chaussées and MIT, and is Director of the BURGEAP Group.



Jesus Hernandez Muñoz,
Chief Executive Officer of ID Logistics Brazil, Director

Jesus is a graduate of the University of Madrid and served as head of ID Logistics Spain from 2006 to 2015.



Muriel Mayette-Holtz,
Independent Director

Muriel is an actress and producer; she was the General Manager of the Comédie-Française Theatre between 2006 and 2014. She is now Director of the Academy of France in Rome - Villa Medicis.



Jacques Veyrat,
Independent Advisor

Jacques is a graduate of École Polytechnique and École des Ponts et Chaussées, and held various positions at ministerial offices before joining the Louis Dreyfus Group, before founding the Impala Group in 2011.



Pascal Teranne,
Director representing employees

Pascal holds a master's degree in business law and is a graduate of the École Supérieure des Transports. He began his career at La Flèche Cavallonnaise before joining ID Logistics in 2001 as Legal Director.

EXECUTIVE COMMITTEE

The Executive Committee applies the strategy determined by the Board of Directors and makes the operational decisions required for the Group's day-to-day management.

Éric Hémar,
Chairman and Chief Executive Officer

Christophe Satin,
Chief Operating Officer

Yann Perot,
Chief Financial Officer
Yann holds a degree from EDHEC business school and began his career at Deloitte (in France and the United States). He continued his career at Lagardère and NRJ, before joining ID Logistics in 2009.

Ludovic Lamaud,
Executive Vice-President, Development and Innovation Operations
Ludovic holds a DESS advanced diploma in Pharmaceutical Distribution and began his career at OCP. He then worked for Geodis before joining ID Logistics in 2002.

Laurent Nicastro,
Executive Vice President, Operations
Laurent is a graduate of Panthéon-Sorbonne University and holds a DESS advanced diploma in Logistics Management and Transport Engineering. He began his career at Hays Logistique and then was in charge of supply chain management at Castorama before joining ID Logistics in 2017.

Marie Gay-de Tailly,
Executive Vice-President, Human Resources
Marie is a graduate of the Institut d'Études Politiques in Paris and holds a DESS diploma in Human Resources. She began her career at the Saint-Mamet, then moving to Nestlé Waters and Safran before joining ID Logistics in 2017.

"Our aim is to understand the expectations of our clients and be a source of value creation for them."

Christophe Satin,
Chief Operating Officer

"At ID Logistics, innovation is not just the responsibility of an R&D department. It is an approach shared by all employees."

Ludovic Lamaud,
Executive Vice-President, Development and Innovation

"We want to develop a day-to-day results-based culture in order to keep up with developments in the logistics industry."

Marie Gay-de Tailly,
Executive Vice-President, Human Resources

SOUTH AFRICA



EXPANSION DRIVEN BY TECHNOLOGICAL INNOVATION

The Group entered South Africa in 2012 with one initial client, Danone. In the space of just six years, ID Logistics has established itself as the No. 2 in the fresh produce market and has won 18 new clients, including Nestlé, Sir Fruit and Feinshmecker, in sectors as

diverse as fruit and vegetables, flowers, retail and FMCG. ID Logistics' expansion in South Africa has been based on an ambitious policy of technological innovation, which aims to both reduce costs for its clients and limit the impact of their supply chain on the environment.

150
employees

5
sites

53,000 sqm
total floor area

BRAZIL



A STRONG YEAR

ID Logistics Brazil continued its expansion in 2017 with the signing of two new clients: Kiabi (ready-to-wear, shoes and accessories) and Marabraz (e-commerce furniture). ID Logistics Brazil has also expanded its operations with two other clients: Privalia (e-commerce ready-to-wear and accessories) and Ambev (FMCG). Established in Brazil since 2002, and present in the retail (food and non-food), FMCG, e-commerce, automotive and cosmetics sectors, ID Logistics Brazil is now one of the top contract logistics providers in the country.

3,500
employees

45
sites

550,000 sqm
total floor area



Efficient
Logistics

Growing up internationally

WITH OPERATIONS IN 17 COUNTRIES IN EUROPE, AFRICA, LATIN AMERICA AND ASIA, ID LOGISTICS GENERATES 48% OF ITS REVENUES IN FRANCE AND 52% IN OTHER COUNTRIES.

POLAND



A STRONG GROWTH IN 2017

2017 saw the opening of three new sites, including a 37,000 sqm warehouse in Bydgoszcz for Carrefour, covering the north and north-west of the country. Having been present in Poland since 2008, ID Logistics signed up three new clients: Norauto (automotive equipment), Mieszko (Polish chocolate producer) and Pepsico (drinks and snacks).

1,700 employees

8 sites

200,000 sqm total floor area

ROMANIA



FIRST PRESENCE IN THE COUNTRY

At the request of Carrefour, ID Logistics has taken over the Chiajna site near Bucharest, which serves 160 stores. The opening of the site in October was a success thanks to the know-how of the Polish teams seconded for the occasion. This is ID Logistics' first presence in Romania and the Group is planning to capitalise on this success to develop its presence in the country, which is the second-largest market in Central Europe after Poland.

400 employees

1 site

65,000 sqm total floor area

9 countries in Europe

France
Spain
Portugal
Belgium
Netherlands
Germany
Poland
Romania
Russia

8 countries in Latin America, Africa and Asia

Brazil
Argentina
Morocco
South Africa
La Réunion Island
China
Taiwan
Indonesia

TAIWAN



WINNING NEW CLIENTS

ID Logistics has been present in Taiwan since 2001. With a business historically limited to the retail sector, the company has recently expanded its retail client portfolio and has expanded into new sectors such as e-commerce and high-tech. Leader of the hypermarket logistics market, ID Logistics Taiwan achieved significant growth and gained several important customers like City'super (retail) and HengLeongHang (e-commerce). Furthermore in 2018, will add another new retail customer RT-MART Group.

550 employees

9 sites

105,000 sqm total floor area

SPAIN AND PORTUGAL



OPENING OF 5 NEW SITES

Along with the successful integration of Logiters, the other highlight of 2017 was the acquisition of 25 new clients and contracts in Spain and Portugal. This resulted in the opening of five new sites

representing a total floor area of over 120,000 sqm. ID Logistics Iberia's new clients include MediaMarkt, Opel, Kiabi and Mustang.

3,500 employees

50 sites

1,250,000 sqm total floor area



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Meeting the challenges e-comm

E-COMMERCE IS ONE OF THE MAIN GROWTH DRIVERS OF ID LOGISTICS, WHICH IN JUST A FEW YEARS HAS BECOME ONE OF THE LEADERS IN THE SECTOR.

of erclerc

In March 2018, E.Leclerc set out to conquer the Paris market with its new home delivery e-commerce business. ID Logistics is working with the retailer in this new business.



6,000
sqm

surface area of
the warehouse
in Pantin



80
employees at
the Pantin site

How does this constitute a challenge for ID Logistics?

Julien-Pierre Savin: E.Leclerc historically does not have a very strong presence in the capital. It decided to establish its presence almost exclusively by means of e-commerce, while its rivals have focused primarily on developing by means of convenience stores. The people of Paris will therefore first get to know the retailer through its e-commerce offering: this is a major challenge for us to address.

Homayoun Ahmadi: Unlike click and collect or convenience stores, where there is more room for manoeuvre, for home deliveries, the delivery must correspond to exactly what has been ordered. E.Leclerc chose ID Logistics for our order preparation expertise and also – and this is essential – our ability to cope with major volume fluctuations in the same week, which is specific

to e-commerce. This means that sometimes we have to double the number of staff from one day to the next.

How did the launch go?

Homayoun Ahmadi: We have three duties: order preparation, creating delivery routes for the carriers doing the last mile and tracking deliveries. As this is a new business, we do not have any track record to draw on. Our employees have discovered a completely new environment. For the launch, we asked them to think as if they were a customer at an E.Leclerc centre themselves. We made our first delivery on 28 March and the early signs are encouraging. We are making progress in terms of quality and quantity.

Julien-Pierre Savin : At the same time, E.Leclerc is attracting new customers. In the space of two weeks, we have gone from 100 to 250 orders per day. We are aiming for 1,000 orders a day at the end of 2018, with E.Leclerc setting up collection points (pedestrian click and collect) in Paris as of September. We will increase the number of our employees at the Pantin site to 150.

Julien-Pierre Savin, Contract Manager and **Homayoun Ahmadi,** ID Logistics manager for E.Leclerc in Pantin



"In e-commerce, you need to anticipate major changes in volumes from one day to the next while also having 100% order preparation quality. This is the main challenge we face."

Homayoun Ahmadi,
ID Logistics manager for E.Leclerc in Pantin



CITY CENTRE E-COMMERCE: A LOGISTICAL CHALLENGE

E-commerce is growing fastest in major cities, with the corollary of a race to deliver a few hours after ordering.

To address this challenge, we need logistics centres close to consumer areas. This is what E.Leclerc has chosen to do by moving to Pantin to serve central Paris. In this case, the cost of the property is partly offset by the savings made in transportation.



OPTIMISING LOGISTICS FLOWS IN URBAN AREAS

A new trend – and another solution – for optimising logistics flows and offering an efficient service is to consolidate and create a highly mechanised logistics site located on the outskirts of cities.

This is what AuchanDirect has done, by combining three warehouses into one at the 20,000 sqm site in Chilly Mazarin. This solution allows for orders to be consolidated at one site and the automated system responds to the high level of order fluctuation on the basis of one level of stock.

A RECORD DURING THE BLACK FRIDAY

Now a key event for consumers, Black Friday (24 November 2017) mobilised the energies of ID Logistics' teams in Europe, Asia and South America for several weeks. This has had a very conclusive effect. In the space of three days, these teams prepared 40% more orders than during a normal period. For this exceptional programme, 10,000 temporary staff came to support the Group's 20,000 employees. This peak in consumption has often resulted in ID Logistics' e-commerce clients like Cdiscount, Nespresso, Privalia and vente-privée.com tripling their order volumes compared with a more standard week.

A ROBOT NAMED SKYPOD

Cdiscount successfully trialled an order preparation system based on a fleet of 3D logistics robots at its warehouse in Cestas, near Bordeaux. This system – the only one of its kind in the world – named Skypod, was developed by French start-up Exotec Solutions. The robots, which move in all three dimensions, look for products in trays on shelves up to 10 metres high and take them to the operators. Skypod should therefore help to significantly improve the speed of order preparation and represent a new storage solution. Skypod will be introduced in 2019 to the ID Logistics site in Réau, dedicated to Cdiscount's M30 logistics.



12%

Percentage of ID Logistics' revenues generated from e-commerce



42%

Growth in ID Logistics' e-commerce business in France in Q4 2017

Cdiscount

A partnership that is strengthening

THE PARTNERSHIP WITH CDISCOUNT HAS CONTINUED TO DEVELOP SINCE 2014, ACCOMPANYING THE GROWTH IN THE E-COMMERCE COMPANY'S BUSINESS. ID LOGISTICS MANAGES LOGISTICS FOR CDISCOUNT PRODUCTS OVER 30KG (P30) FOR THE NORTHERN HALF OF FRANCE FROM ITS WAREHOUSES IN SAINT-MARD. SINCE SEPTEMBER 2017, THE COMPANY HAS ALSO MANAGED SOME OF THE LOGISTICS FOR PRODUCTS UNDER 30KG FROM ITS NEW SITE IN RÉAU.

The partnership began in 2014 on the basis just of P30 logistics (over 30kg: large household appliances, furniture, household equipment) with a 48,000 sqm warehouse in Saint-Mard, with 2,500 products. Since then, a second warehouse in the same region has been opened and the first warehouse has been extended. Today, the two warehouses – Saint-Mard 1 and Saint-Mard 2 – represent a total of 112,000 sqm and the number of products has increased by three times to over 7,000. Each month, around 50,000 large household appliances are shipped from Saint-Mard 1 and around 50,000 packages of furniture and household equipment from Saint-Mard 2. In total, the warehouses employ 150 to 200 people.

In September 2017, the partnership with Cdiscount was extended to include M30 logistics (under 30kg: small household appliances, DIY, home decor, high tech). Cdiscount has opened a new 60,000 sqm warehouse in Réau, operated by ID Logistics. This highly mechanised warehouse – with a packing line and shipping line – processes and ships standard orders (next-day delivery) on a daily basis, representing around 65% of logistics flows, as well as express and same-day orders. At the end of 2017, the Réau site delivered 25,000 products, with a first level of 55,000 products at end-2018, eventually reaching over 90,000 in 2019 with the implementation of a highly automated and innovative storage solution (the “Skypod” solution developed by Exotec).

100

number of trucks leaving the Saint-Mard warehouse each day

172,000 sqm

total surface area of Cdiscount dedicated warehouses

500+

number of ID Logistics employees working for Cdiscount



Cdiscount's platform, Saint-Mard (France).



More than 100,000 packages are prepared every month by the teams of Saint-Mard.



Ivan Louge
Cdiscount Contract Manager

What challenge did the opening of the Réau site represent?

We didn't have much time. Just four months to set up a highly mechanised warehouse and recruit 100 or so employees, while also ensuring the ergonomics of repetitive workstations. The challenge was also to be ready for Black Friday (24 November), quickly getting our workforce up to 350 people to respond to the peak in demand.

What were the results?

In two days, we shipped more than 40,000 orders, compared with 12,000 normally. Generally speaking, the seasonal effect (sales periods) is always more significant in M30 logistics than in P30 logistics. For Black Friday, we saw a 3.5x increase in logistics flows.



Efficient
Logistics

Keep the promise of our customers

ID LOGISTICS PROVIDES ITS CUSTOMERS WITH TAILOR-MADE SOLUTIONS THAT MAKE LOGISTICS PERFORMANCE AN INTEGRAL PART OF THEIR BUSINESS MODEL.

ses


19,000
sqm

total surface
area of the
Bollène and
Moissy
warehouses


3.9 million

number of B to
C orders
shipped per
year from the
Bollène and
Moissy sites

In order to accompany Nespresso's growth, while also ensuring delivery speed and quality, ID Logistics is constantly improving its production facilities.

How does ID Logistics, as a logistics operator, help to reinforce Nespresso's business model?

Omar Mechref: The first way is in terms of order preparation speed. Orders have to be prepared and shipped the same day in order to keep Nespresso's customer promise. To do this, we have updated our production facilities. At our new Bollène plant, which opened in July 2017, we prepare 24,000 orders per day, compared with 9,000 last year. We currently prepare orders up to one hour before the truck is loaded. Previously, it was two and a half hours. The second way

is by offering irreproachable service standards. The target is a complaints rate of 0%. To do this, our employees are trained in perfectly understanding the products.

Aimeric Weissberg: The issue at hand is not just productivity, but also our production capacity in order to be able to respond to business growth in terms of both volumes and complexity. A typical question we ask ourselves is: how can we improve our preparation processes in order to increase product volumes using the same amount of space? To respond to this, we organise participative workshops, among other things, based on the Kaizen workshops model. Over a period of four days, we bring together experts from ID Logistics and Nespresso and operational staff from the site. We put processes on the table, identify faults and wastes of time and look for solutions together.

Have you developed bespoke solutions for Nespresso's e-commerce business?

Aimeric Weissberg: In Bollène, we are trialling a new prediction technology suited specifically to e-commerce, which requires a high level of agility in order to adapt the workforce to significant changes in volumes. The algorithm used by Livejourney (the start-up selected in our Call for Innovative Projects, p16) enables us to make long-term predictions, but also very short-term predictions, of around half an hour. This is very interesting, as it should allow us to better plan and mobilise our resources by drawing on the expertise of multi-skilled teams to respond to peaks in demand.



Omar Mechref, Manager of the Nespresso site in Bollène and **Aimeric Weissberg**, Nespresso Contract Manager

"We organise participative workshops bringing together our operational staff and experts and those from Nespresso, where we look for solutions together."

Aimeric Weissberg,
Nespresso Contract Manager



HUMAN EXPERTISE, ACCUMULATED EXPERIENCE

With the mechanisation of warehouses and automated processes, logistics requires increasingly specific skills sets.

This is what makes the expertise of the men and women at ID Logistics so valuable for the Group's clients. To implement the most appropriate solution, at the best cost, ID Logistics can also draw on cumulative experience from around 300 sites worldwide in a wide variety of sectors. For example, the skills acquired in pharma logistics can be applied to food product traceability, which constitutes an increasingly important issue for distributors. Another skill that not all ID Logistics clients necessarily have is knowing how to calculate the best property location to open a new site. Its knowledge of logistic flows optimisation IT tools, its in-depth understanding of the transportation market and management of site construction represent an area of expertise offered by ID Logistics to its clients.

OMNI-CHANNEL MODEL LEADS TO EVER-MORE COMPLEX PROCESSES

In order to respond to the diversification of means of consumption, the omni-channel model – which consists of organising different distribution methods from the same site – is seeing strong growth.

These multiple flows lead to the implementation of increasingly technical and complex logistics systems. This is reflected in the development of both warehouse IT tools (WMS) and transportation IT tools (TMS). It is also reflected by the shift in logistics processes towards increased agility and flexibility. As proof of this growing complexity, the multi-channel projects on which ID Logistics works are now long-term projects that require several months of preparation before being implemented. Omni-channel logistics demands the know-how of true specialists able to make the right technological decisions and with trained teams to make it work.

NEW PLATFORM FOR CARREFOUR

In July 2017, Carrefour and ID Logistics inaugurated a new logistics platform dedicated to convenience stores. Located in Brie-Comte-Robert (Seine-et-Marne), this 20,000 m² temperature-controlled platform delivers 461 Carrefour Contact, Carrefour City and Carrefour Express stores daily in the Paris region in fruit and vegetables, poultry, tides and self-service products. The site employs nearly 200 people. Its opening aims to reduce Carrefour's transport costs and limit the environmental impact of its supply chain.

SUSTAINABLE URBAN LOGISTICS

ID Logistics renewed its partnership with ADEME and the PACA region by signing the CO₂ Objective Charter. ID Logistics is committed to reducing its CO₂ emissions by 10% in three years through an action plan for the renewal of its Euro 6 vehicle fleet, driver training and lower fuel consumption as well as the development of rail links. In addition, the Group is deploying a dozen tractors for biogas in the Paris region for Carrefour and is developing, in the PACA region, the use of liquefied natural gas (LNG) tractors.

MEDIAMARKT, NEW E-COMMERCE CUSTOMER

The leading consumer electronics retailer in Spain, MediaMarkt, has outsourced e-commerce operations to ID Logistics. These operations will be centralized at the new Pinto site (30,000 m²) in Madrid. The system put in place makes it possible to process more than 2 million units per year and manage more than 30,000 references.



15%

of ID Logistics
warehouses are
mechanised



7

multi-channel
projects launched
in 2017

Makro

Our expertise at the service of a retailer

MAKRO, A SUBSIDIARY OF THE METRO GROUP, PARTNERED UP WITH ID LOGISTICS TO SIMPLIFY AND MODERNISE ITS LOGISTICS CHAIN IN THE NETHERLANDS. SINCE AUGUST 2017, ID LOGISTICS HAS PROVIDED ITS RETAIL EXPERTISE TO SERVE THE RETAILER'S CASH & CARRY STORES.

The Tilburg logistics platform operates 18 hours a day, six days a week, and employs around 80 people. It receives products from more than 450 suppliers and serves as both a storage warehouse as well as a same-day delivery platform (cross-dock operations). The site is calibrated to ship more than 10 million orders a year, equal to more than 250,000 pallets. Structured in order to simplify and modernise Makro's logistics chain, the Tilburg platform also aims to reduce its supply chain costs, improve the service to the stores, and limit its impact on the environment. ID Logistics has introduced a number of new technologies to Makro's logistics supply chain such as remote order picker, an automated operated machine which moves with the operator as he/she picks products from the shelves, and voice picking, which allows operators equipped with a headset to receive instructions from a computer-generated voice.

80

number of employees employed at the Tilburg site for Makro

20,000 sqm

area of the Tilburg platform dedicated to Makro

250,000

number of pallets shipped each year



Inauguration of the Makro's platform, Tilburg (the Netherlands).



A new platform equipped with the Remote order picking trolley.



Marco van Walraven
Chief Executive Officer of ID Logistics Benelux

What does ID Logistics provide for Makro?

Makro is operating in a very competitive and fast-evolving market. It is therefore important for the company to work with a partner, who challenges themselves to constantly improve its supply chain. In particular, we provide Makro with our IT expertise. We provide a large amount of data for analysis which proves useful to Makro but also in relations with its 450 suppliers.

What does this new partnership represent for ID Logistics?

Makro is our first retail client in the Netherlands. Up to now our clients were in the FMCG, DIY -and industry sectors. This is the opportunity for ID Logistics to demonstrate its expertise in this sector and grow with Makro as well as win new clients. This is one of our main aims in the Netherlands.



Efficient
Logistics

Bring together innovat

THE GROUP IS DEVELOPING A COLLABORATIVE, PARTNERSHIP-BASED APPROACH WITH ITS EXTENSIVE ECOSYSTEM, ITS HISTORICAL PARTNERS AND ITS CUSTOMERS.

ion



Visualization of the “loading pictures software” for Castorama.



11

innovation experts



17

innovation committees

In 2017, innovation became an even more central part of ID Logistics’ business strategy with a new philosophy: for this to become an approach shared by everyone and not an area reserved for the few.

“Do better, faster, at a lower price, and in a more environmentally-friendly manner: these are the aims of our innovation-led approach.”

Ludovic Lamaud,
Executive Vice-President, Development and Innovation

How would you define ID Logistics’ innovation policy?

Ludovic Lamaud: Today, we talk about an “innovation-led approach”. This is a real cultural change for the company. Innovation is no longer just the responsibility of an R&D department. It has become an approach shared by all ID Logistics employees, who have to appropriate the same aims of increased creativity and being more able to anticipate the future. At the same time, we want to develop a collaborative and partnership-based logic by involving research centres, leading universities, start-ups, long-standing partners and clients in our approach.

How do you involve your clients?

Ludovic Lamaud: They form an integral part of our approach as everything is based on their needs. Once these needs have been identified, we think about the type of service

or innovation that we can offer them to support their development strategy. A number of our major clients are on the panel for the Call for Innovative Projects launched in 2017. We have chosen together the projects that we considered the most promising and are trialling them together.

Thanks to an initiative like this Call for Innovative Projects, you have extended your ecosystem. What are your aims in this area?

Ludovic Lamaud: One of the big successes is that most of the 150 start-ups and companies that responded to the call for projects did not come from the supply chain or logistics sector. We therefore discovered new contacts and have built up a considerable pool of ideas with certain high-quality projects, even though not all of them were included in the final selection.



Ludovic Lamaud, Executive Vice-President, Development and Innovation



A SUCCESS: THE CALL FOR INNOVATIVE PROJECTS

This tender was based on two main themes: smart warehousing and supply chain digitalisation.

Launched in April 2017, it had three aims: to make the Group's innovation-led approach concrete, include clients in a participative approach and increase ID Logistics' visibility as an innovative company. Following extensive sourcing and communications efforts in order to attract applicants, 150 companies and start-ups responded. After an initial selection process, 56 proposals were submitted to a panel made up of directors from ID Logistics and representatives of some of its biggest clients. Six of these proposals were picked to go on to the Proof of Concept (POC) stage and in the end three were selected: Livejourney (1st), E-Dentic (2nd) and Cosling (3rd). Now in the commissioning phase, these three solutions will be rolled out at other warehouses if the results – expected between July and September 2018 – confirm that they offer real added value. In addition, other countries such as Poland have been inspired by the experience to launch their own Call for Innovative Projects.

AN INNOVATION CAMPUS FOCUSING ON TRAINING AND EXCHANGE

In February 2018, ID Logistics opened its Innovation Campus in Châtres (Seine-et-Marne) with the new aim of turning it into internal training tool.

At the site of more than 1,000 sqm, visitors can see different demonstrators and no fewer than 17 innovations, some of which are operational and already used at ID Logistics warehouses, while others are still at the prototype stage and undergoing tests. The half-day experience also includes video projections, as well the chance to talk to the Campus team. Created in 2017, the Campus was originally intended for ID Logistics clients and prospects. It also aims to encourage exchange with start-ups and leading universities. Today, in keeping with the Group's new innovation-led approach, the Campus receives site managers and heads of operations to tell them about the latest innovations.

NEW ROBOT SHUTTLES

An automated "goods to man" solution including a "pick to graphics" system has been implemented at the Pont d'Ain warehouse near Lyon. These are robot shuttles that find products on densified racks and take them to a very ergonomic unloading and dispatch station.

ONBOARD VIDEO TRACKING

An onboard video tracking system has been installed for Carrefour at the Brie-Comte-Robert warehouse. This makes it possible to ensure the quality of order preparation at traditional warehouses and also respond to customer complaints. Verification of each order by video makes it possible to determine whether a complaint is justified and thereby limit litigation.

"PUT TO LIGHT" MULTI-ORDER MOBILE TRUCK

This highly ergonomic system has been implemented for Auchan Retail International at the Brébières warehouse. The manual order preparation truck for various stores allows for identification of where to put items picked up – the truck lights up to show where – according to the store it is going to.



76

projects completed



25

projects in the process of being rolled out

Yves Rocher

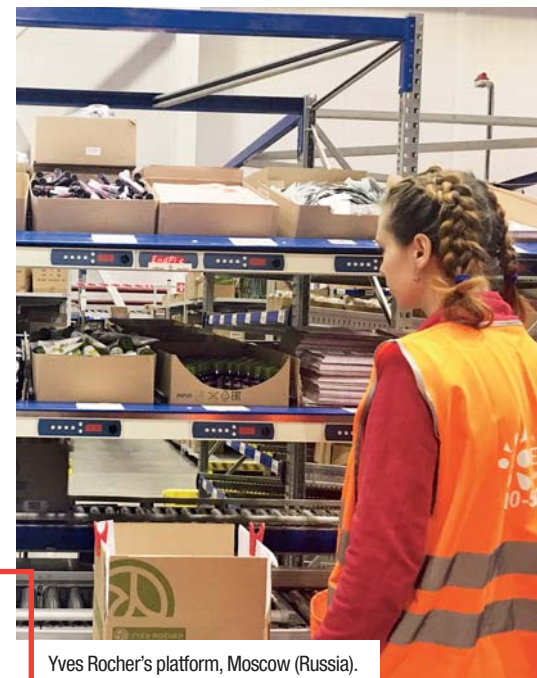
An unprecedented solution to reduce delivery times

IN RUSSIA, YVES ROCHER WANTED TO CONSOLIDATE ITS LOGISTICS FLOWS (FRANCHISE STORES AND E-COMMERCE) BY GROUPING THEM TOGETHER UNDER ONE ROOF. TO DO THIS, THE FRENCH GROUP WAS LOOKING FOR A RELIABLE AND FLEXIBLE PARTNER ABLE TO OFFER INNOVATIVE SOLUTIONS.

Before June 2016, Yves Rocher's store (404 stores in Russia and Kazakhstan) and e-commerce logistics flows in Russia were managed from two warehouses and by two different service providers. Today, all these operations have been combined by ID Logistics at the 12,500 sqm Obukhovo platform, 40km east of Moscow. The contract with Yves Rocher contains high quality targets and ID Logistics is currently ahead of target. In e-commerce, the Group is able to handle 8,000 orders per day with peaks of 11,500.

One of Yves Rocher's specific requests was to include a Russian post office branch in order to reduce delivery times for the e-commerce business. To do this, ID Logistics developed a pricing programme interfaced with the warehouses' IT system (WMS). The ID Logistics teams prepare packages, wrap them up in suitable cardboard for the contents (cubing) and label them with the postal tariff for the Russian post office (weight/distance), as well as other express transportation companies. All that remains is to take them to the Russian post office branch in the warehouse. The amount of time saved for the end customer is between one day and a day and a half.

Obukhovo is the first e-commerce warehouse where picking by the unit is practiced in Russia. The other innovations provided by ID Logistics include the use of a conveyor unit, pick-to-light stations and the introduction of electronic signatures on deliveries to stores.



Yves Rocher's platform, Moscow (Russia).

220
employees on
Obukhovo's platform

12,500 sqm
total floor area for Obukhovo's platform dedicated to
Yves Rocher



For the e-commerce flows of Yves Rocher, the platform is capable to handle 8,000 orders / day with peaks to 11,500.



Jérôme Jacek
Chief Executive Officer of
ID Logistics Russia

How would you describe the partnership with Yves Rocher and what are the next steps?

There has been a truly collaborative approach to project management between us. We have stepped up our discussion with Yves Rocher France and Russia in order to find solutions that meet Yves Rocher's demands while also falling within budget. Today, we are continuing to work with Yves Rocher in its expansion in Russia, for example with the implementation of marketplace logistics flows. Since the start of 2018, Yves Rocher has distributed its products via Russian marketplaces like Ozon from the Obukhovo warehouse.

How is your innovation-led approach translated more generally?

First of all, we invited Leroy Merlin's digital e-commerce director to come and tell our management committee which innovations had allowed his company to successfully develop its operations in Russia. We then created an innovation committee, in keeping with the Group's strategy, with the aim of implementing two or three innovative projects by the end of the year. Lastly, we plan to work in the future with a Russian start-up incubator on the basis of our clients' needs.



Efficient
Logistics

Enrich our human capital

THE GROWTH OF ID LOGISTICS' BUSINESS HAS LED IT TO ADOPT A HUMAN RESOURCES ACTION PLAN IN ORDER TO INCREASE ITS TALENT MANAGEMENT AND CAREER MANAGEMENT CAPACITY.

"We want to develop a shared DNA that reflects the Group's values: entrepreneurship, operational excellence, exacting standards and solidarity."

Marie Gay-de Tailly,
Executive Vice-President, Human Relations

The growth of ID Logistics' business has led it to adopt a Human Resources action plan in order to increase its talent management and career management capacity.

What are the key aspects of this Human Resources action plan?

Marie Gay-de Tailly: The first is to create an international database of the Group's 19,000 employees worldwide. This includes all key information: position, date of joining the company, contract terms, compensation etc. This tool has been developed with the heads of country subsidiaries with the intention of helping them with their career management. The second is the annual interview process. This will be developed systematically for all the Group's permanent employees. The aim is for this to become the backbone of our executive management policy and an essential tool for assessing each employee's training needs and their career prospects.

Is the aim of the plan also to share best practices within the Group?

Marie Gay-de Tailly: This is another aspect. We have created a worldwide network of ID Logistics HR managers and introduced monthly telephone updates, during which each HR manager explains their country's practices in relation to a selected theme. For example, integration of new employees and safety are two of the first themes selected. The summary of these exchanges results in group recommendations that will form the foundation of shared processes. We need to take account of the specific attributes of each country, but the idea is to develop a shared DNA that reflects the Group's four values: operating excellence, exacting standards, solidarity and entrepreneurship.

Does this shared DNA translate in terms of compensation and career management?

Marie Gay-de Tailly: Here as well, we want to standardise our processes while also respecting the characteristics of each country. This concerns provident societies, pension plans and also the bonus structure: what proportion is linked to the company's results and what proportion to personal targets?

Marie Gay-de Tailly,
Executive Vice-President, Human Relations




19,000
employees, 27%
of whom are
women, across
17 countries


1,500
recruitments
planned world-
wide, including
700 in France
in 2018



Average age of
38

300,000
hours of training
in 2017

BASIS OF TRAINING: RESULTS-ORIENTED CULTURE

With the health and safety of its employees (movement and posture, traumatology, best practices) constituting one of the main components of its training policy, ID Logistics is striving to develop a results-oriented culture within its teams.

E-commerce in particular is leading to major changes in logistics activities and the need for a day-to-day results-oriented culture. That is why training programmes intended for intermediate management have been implemented in order to introduce best practices.

WORK-BASED TRAINING CONTRACTS: A FAVOURED MEANS OF RECRUITMENT

ID Logistics intends to develop its policy of work-based training contracts in order to make this a favoured means of recruitment.

In France, the Group takes on each year around 50 apprentices, 50 people on vocational training contracts, 30 interns and 10 VIE scheme volunteers (*"Volontaires en Entreprise"*). These young people come from IUT or BTS technological universities, business schools and engineering schools. Most of these work-based training contracts result in permanent employment contracts. New graduates demonstrate a real interest in these roles as they offer real responsibility. As proof of this, the Group is receiving an ever-increasing number of requests. ID Logistics' aim is therefore to respond to this and step up its efforts concerning these young people in order to create a real breeding pool of talent from which it can recruit future management-level or non-management-level employees.

ENTERPRISE AGREEMENT FOR EQUALITY M / W

In December 2017, ID Logistics management and employee representatives concluded an agreement on professional equality between men and women and quality of life at work. Thus, the Group is committed to promoting the recruitment of women in positions now exclusively occupied by men. If a candidate meets the criteria defined for a position to be filled, it will be systematically received by the managers in charge of recruitment. Managers will also be made aware to make up for any inequalities in wages observed to the detriment of employees. With regard to the balance between personal and professional life, the Group has undertaken to grant special leave to its employees during certain family events such as a death or the hospitalization of a child.

ACCOMPANYING EMPLOYEES ON THE NESPRESSO SITE IN BOLLÈNE

During the transfer of the Nespresso warehouse to Bollène, 50 km from the former site of Saulce-sur-Rhône, 60% of employees followed the movement. It was one of the managers' priorities: to keep the maximum of skills and experience on this very specific issue. For this, several accompanying measures have been put in place. 44% of employees benefit from financial assistance for carpooling, in the form of a monthly compensation per kilometre. 13% benefited from financial assistance from the company which took care of their moving expenses.

STRENGTHENING THE GROUP HR DEPARTMENT

Marie Gay-de Tailly took up her role as Group HR Director in October 2017. A Worldwide Compensation & Benefits Director was recently recruited, who will be responsible for overseeing the Group's policy in terms of compensation structure, provident societies and pension plans. Lastly, a newly recruited Skills Development Director is in charge of standardising the Group's practices in terms of management of senior executives (mobility, career plan).

Safety at work

A major focus of internal training

EMPLOYEE SAFETY IS AN ESSENTIAL COMPONENT OF ID LOGISTICS' CSR POLICY AND THE GROUP HAS MADE SIGNIFICANT UNDERTAKINGS IN THIS REGARD. SAFETY CONCERNS ALL GROUP DEPARTMENTS AND IS THE OBJECT OF PARTICULAR TRAINING EFFORTS.

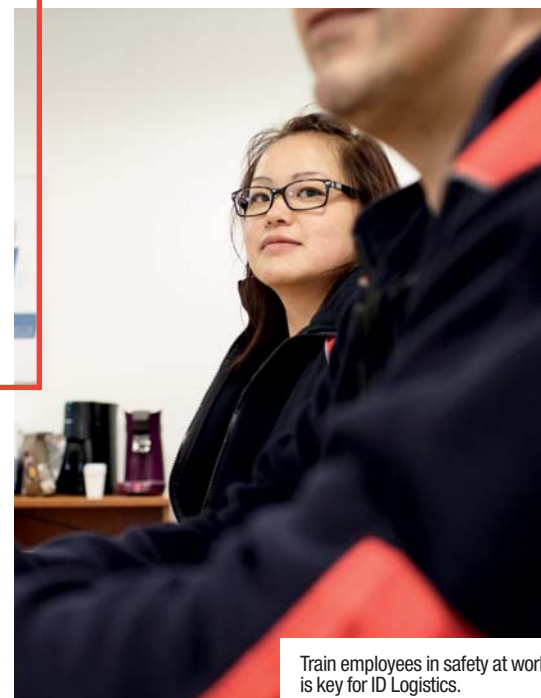
In order to reduce the frequency and severity of work-related accidents, ID Logistics has set itself ambitious targets. As regards work-related accidents relating to the industry, the Group has made a commitment to implement technical resources to reduce the rate of accidents specific to handling and logistics, such as musculoskeletal disorders, back pain and chronic diseases. A seven-point document was signed in 2015 and the Group has ensured that all its sites comply with these commitments. As regards work-related accidents relating to behaviour, ID Logistics offers all of its employees basic e-learning training: everyone knows what they must not do. Lastly, as regards work-related accidents relating to safety advice – and this is one of the core focuses of the work done in 2017 – the Group has decided to attribute more responsibility to intermediate management. In addition to specific training, a management document containing all regulations has been published.

7
key commitments signed by the Group

624
control points during a safety audit



Pick-to-light preparation for Nespresso in Bollène.



Train employees in safety at work is key for ID Logistics.



Thierry Daux
Head of Safety

Is safety a priority that is shared by everyone at ID Logistics?

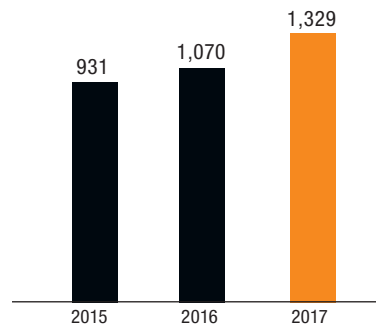
It is a concern that affects all areas. We have ensured that all ID Logistics departments take account of safety requirements before making a decision. The entire decision-making chain is involved: no one can say that they weren't informed.

Why have you demonstrated the need to involve intermediate management more?

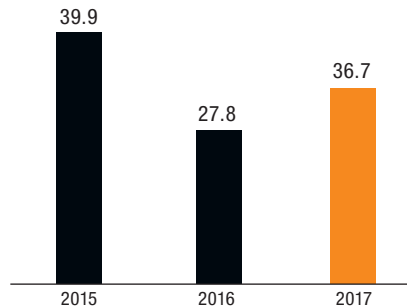
Because we want team leaders to become the ones who guarantee the safety of their team. It's up to them to apply the training they have received to employees. This is more effective than waiting for things to get back to the site director or the HR department. The advantage of the management documentation we provide is that this offers them a teaching and prevention tool.

Financial results

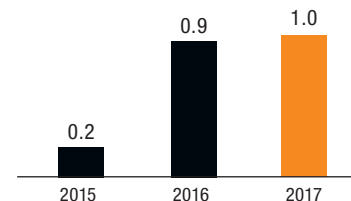
ID LOGISTICS GENERATED REVENUES OF €1,329 MILLION IN 2017, A YEAR-ON-YEAR INCREASE OF 24.2%.
EBIT IMPROVED SIGNIFICANTLY BY 32%.



REVENUES
(in €M)

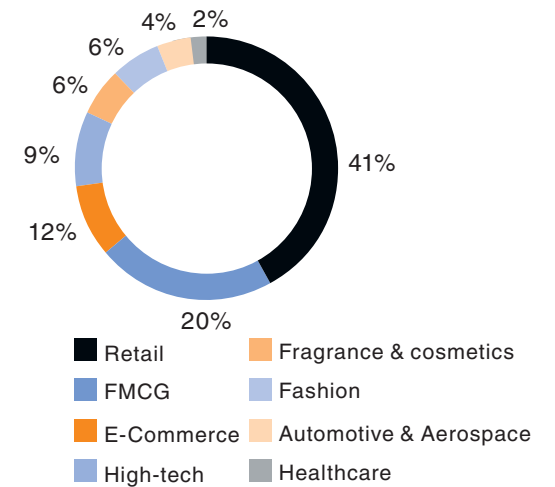


UNDERLYING OPERATING INCOME
(in €M)



LEVERAGE RATIO
(debt net / EBITDA)

REVENUES DISTRIBUTION



+24.2%
INCREASE IN REVENUES

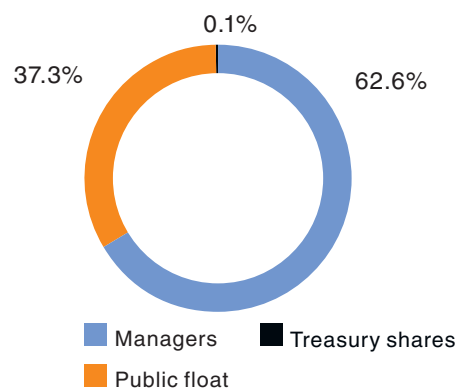
SHAREHOLDING AND STOCK EXCHANGE



ID LOGISTICS SHARE

ISIN CODE
FR0010929125
COMPARTMENT
Euronext Paris
LISTING MARKET
Euronext Compartment B

BREAKDOWN OF SHAREHOLDERS (at December 31, 2017)



CONSOLIDATED INCOME STATEMENT

(€000)	12/31/2017	12/31/2016
Revenues	1,329,270	1,070,067
Purchases and external charges	(749,430)	(585,132)
Staff costs	(509,197)	(433,037)
Miscellaneous taxes	(14,965)	(13,038)
Other underlying income (expenses)	2,694	1,208
Net (increases) write-backs to provisions	4,666	10,933
Net depreciation/impairment	(26,328)	(23,166)
EBIT before amortization of customer relations	36 710	27,835
Amortization of acquired customer relations	(1 287)	(787)
Non-recurring income (expenses)	(5 556)	2,531
Operating income	29 867	29,579
Financial income	674	1,966
Financial expenses	(6,299)	(7,694)
Group income before tax	24,242	23,851
Corporate income tax	(6,332)	(6,454)
Share of earnings of equity affiliates	430	15
TOTAL CONSOLIDATED NET INCOME	18,340	17,412
Minority interests	2,191	1,922
Group share	16,149	15,490
Earnings per share, Group share		
Basic EPS (€)	2.89	2.78
Diluted EPS (€)	2.71	2.60

The tables above are a summary of the complete financial statements, which, together with the auditors report, can be viewed in full on the ID Logistics Group website at www.id-logistics.com, finance area.

CONSOLIDATED BALANCE SHEET

(€000)	12/31/2017	12/31/2016
GOODWILL	172,659	168,417
Intangible assets	18,959	20,635
Property, plant and equipment	79,289	83,427
Investments in equity affiliates	1,037	734
Other non-current financial assets	10,816	12,376
Deferred tax assets	12,285	10,293
Non-current assets	295,045	295,882
Inventories	131	97
Trade receivables	225,952	224,562
Other receivables	51,659	58,112
Other current financial assets	38,430	14,429
Cash and cash equivalents	90,147	88,988
Current assets	406,319	386,188
TOTAL ASSETS	701,364	682,070
Capital stock	2,801	2,795
Additional paid-in capital	54,684	53,841
EXCHANGE DIFFERENCES	(8,857)	(6,518)
Consolidated reserves	88,865	72,715
Net income for the year	16,149	15,490
Shareholders' equity, Group share	153,642	138,323
Minority interests	8,639	7,089
Shareholders' equity	162,281	145,412
Borrowings (due in over 1 yr)	94,194	114,114
Long-term provisions	20,298	20,630
Deferred tax liabilities	11	1,279
Non-current liabilities	114,503	136,023
Short-term provisions	9,961	12,410
Borrowings (due in less than 1 yr)	59,329	25,938
Other current financial liabilities	-	-
Bank overdrafts	30	10
Trade payables	199,010	188,890
Other payables	156,250	173,387
Current liabilities	424,580	400,635
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	701,364	682,070

CONSOLIDATED STATEMENT OF CASH FLOWS

(€000)	12/31/2017	12/31/2016
Net income	18,340	17,412
Net depreciation, impairment and provisions	21,654	12,682
Fair value adjustments on financial instruments	-	(520)
Share of undistributed earnings of equity affiliates	(303)	14
Capital gains or losses on the sale of fixed assets	(3,271)	(11,917)
Change in working capital	(12,801)	23,217
Net cash flows from operating activities after net cost of debt and tax	23,619	40,888
Corporate income tax	6,332	6,454
Costs on acquisitions of equity investments	-	2,254
Net financial expenses on financing activities	4,700	4,503
Net cash flows from operating activities before net cost of debt and tax	34,651	54,099
Tax paid	(6,246)	(9,799)
Net cash flow from operating activities	28,405	44,300
Purchase of intangible assets and PP&E	(38,540)	(33,889)
Purchase of financial assets	(3,923)	(2,141)
Fixed asset payables	-	-
Purchase of subsidiaries net of cash acquired	-	(84,485)
Costs on acquisitions of equity investments	-	(2,254)
Sale of intangible assets and PP&E	586	44,857
Sale of financial assets	5,084	2,419
Net cash flow from investing activities	(36,793)	(75,493)
Net financial expenses on financing activities	(4,700)	(4,503)
Net loans received	41,550	129,846
Loan repayments	(27,264)	(74,686)
(Purchase) sale of treasury shares	(182)	(403)
Minority interest dividends	(517)	-
Share issue	849	274
Net cash flow from financing activities	9,736	50,528
Exchange gains (losses)	(209)	(85)
CHANGE IN NET CASH AND CASH EQUIVALENTS	1,139	19,250
Opening net cash and cash equivalents	88,978	69,728
Closing net cash and cash equivalents	90,117	88,978

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