



## **ID LOGISTICS GROUP**

**A French corporation (*société anonyme*) with capital stock of €2,801,187.50  
Head office: 410, route du Moulin de Losque - 84300 Cavaillon  
AVIGNON Trade & Companies Register No. 439 418 922**

# **2017 Registration Document including the annual financial report**



This Registration Document was filed with the *Autorité des Marchés Financiers* (AMF - French financial markets authority) on April 20, 2018, in accordance with Article 212-13 of its General Regulation. This document may be used for the purposes of a financial transaction if accompanied by a securities note certified by the AMF.

It was drawn up by the issuer and entails the responsibility of its signatories.

*Copies of this document are available free of charge at the ID Logistics Group head office at 410, route du Moulin de Losque, 84300 Cavaillon, and in electronic format on the AMF website ([www.amf-france.org](http://www.amf-france.org)) and on the Company website ([www.id-logistics.com](http://www.id-logistics.com)).*

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## **GENERAL COMMENTS**

### **Comparative financial statements**

Pursuant to Article 28 of EU Commission regulation 809/2004, the following comparative data is included in this Registration Document:

- The consolidated financial statements for the year ended December 31, 2016 and the related auditors' report, which can be found on pages 92 et seq. and on pages 120 and 121 respectively of Registration Document no. D17-0435 filed with the AMF on April 26, 2017.
- The consolidated financial statements for the year ended December 31, 2015 and the related auditors' report, which can be found on pages 117 et seq. and on pages 148 and 149 respectively of Registration Document no. D16-0435 filed with the AMF on April 28, 2016.

### **Contents of this document**

- The registration document
- The annual financial report
- The management report
- Board of Directors' corporate governance report
- Other AMF regulatory disclosures: description of the share buyback program.

### **Definitions**

In this base document, except where indicated otherwise:

- "IDL GROUP" means ID Logistics Group SA;
- "Company" means ID Logistics Group SA;
- "Group", "ID Logistics Group" and "ID Logistics" mean the group of companies comprised by ID Logistics Group and its subsidiaries;
- "Registration Document" means this registration document filed with the French financial markets authority (AMF);
- "Registration Document Date" means the date on which the Registration Document was filed.

### **Market information**

The Registration Document includes information about markets where the Company and its competitors operate, their respective market shares and the Company's competitive position, in particular in section 1.5 "The market and market developments" and section 1.6 "ID Logistics market positioning". This information is drawn primarily from external surveys. However, publicly available information deemed reliable by the Company has not been verified by an independent expert, and the Company cannot guarantee that a third party using different methods to gather, analyze or calculate market data would obtain the same results.

### **Risk factors**

Investors are invited to give careful consideration to the risk factors described in chapter 2 of the Registration Document, "Risk factors", before making their decision to invest. The occurrence of all or part of these risks could have an adverse effect on the Company's business, position, financial results or objectives. In addition, other risks not yet identified or considered by the Company to be immaterial as of the Registration Document Date could have the same adverse effect, as a result of which investors could lose all or part of their investment.

### **Forward-looking information**

The Registration Document contains forward-looking statements and information on the Group's objectives, in particular in sections 1.6 "ID Logistics market positioning", 1.13 "ID Logistics growth strategy" and 4.14 "Business trends", which are sometimes characterized by the use of future and conditional verb forms and forward-looking expressions such as "estimate", "consider", "have as an objective", "expect to", "intend", "should", "wish" and "could", in their affirmative or negative forms, or other similar terms. Such information is based on data, assumptions and estimates deemed reasonable by the Company. The forward-looking statements and objectives referred to in the Registration Document may be affected by known or unknown risks, by uncertainty relating in particular to the regulatory, economic, financial and competitive environments and by other factors that could lead to the Company's future results, performance and achievements being significantly different from the objectives expressed or implied. Such factors may in particular include the factors described in chapter 2 of the Registration Document, "Risk factors".

# 1/ BUSINESS OVERVIEW



## 1 BUSINESS OVERVIEW

### 1.1 ID LOGISTICS: A BOOMING CONTRACT LOGISTICS PURE PLAYER

Founded in 2001, ID Logistics is a major contract logistics operator in France and abroad. Operating in 17 countries, the Group provides domestic, and therefore principally land-based, contract logistics services in each of them. To date, the Group does not handle international transport, with the exception of a small-scale container management operation.

Capitalizing on its "pure player" position, ID Logistics provides customers with global logistics solutions covering the entire supply chain. The Group provides the following services:

- Warehousing and value-added services: warehousing, inventory management, order picking, kitting, co-packing, packaging, replenishment, optimization of logistics flows, cross-docking, etc.
- Organization of transport flows: transport organization, administration of transport orders, routing plan optimization, dedicated vehicle fleet, combined transport, dedicated monitoring team, etc.
- Supply chain: implementation of integrated ERP or Warehouse Management System (WMS) software on behalf of customers, inbound and outbound warehouse flow monitoring, back-up plan, project management, etc.
- Turnkey project delivery: barycentric determination of the optimum customer site location, warehouse design in accordance with specific customer requirements, relations with local authorities, obtaining the necessary authorizations, etc.
- E-commerce: implementation of specific tools and appropriate office solutions, etc.

Since its inception, the Group has focused growth on a range of customers consisting primarily of major French retailers and European manufacturers.

These customers operate in the following sectors: Dry food (general retail); non-food or general goods (general or specialized retail); home improvement and DIY; fresh produce (chilled temperature controlled deliveries for retail and manufacturing customers); the FMCG industry (*Fast Moving Consumer Goods*) (general and specialized retail suppliers); high-tech electrical products (hi-fi and high-tech product retailers); industry (automotive, paints, chemicals, drinking glass manufacture); luxury and cosmetics (selective retailers of cosmetics, leather goods and high-end brand accessories); textiles (specialized retailers of clothing and accessories); fragrances (specialized boutiques or general retail); cross-channel e-commerce (websites developed by retail customers in addition to their bricks-and-mortar retail outlets).

### 1.2 MILESTONES IN THE COMPANY'S DEVELOPMENT

The key dates in the history of the Company are as follows:

- |      |   |
|------|---|
| 2001 | <ul style="list-style-type: none"><li>• Incorporation of Vision Investissement, which was subsequently renamed ID Logistics Group</li><li>• Acquisition of the logistics business of La Flèche Cavaillonnaise</li><li>• First round of funding: Fonds Partenaire Gestion (Banque Lazard) 44%, La Flèche Cavaillonnaise 27%, founders 29%</li><li>• Launch of the subsidiary and commencement of operations in Taiwan</li><li>• By the end of the year the Group was already operating nearly 100,000 sqm of warehouse space</li></ul> |
| 2002 | <ul style="list-style-type: none"><li>• Launch of the subsidiary and start of operations in Brazil</li></ul>  |
| 2003 | <ul style="list-style-type: none"><li>• Start of operations in China</li><li>• Development and deployment of zero paper order "voice-picking" technology in France</li></ul>  |
| 2004 | <ul style="list-style-type: none"><li>• Warehouse space operated by the Group passes the 500,000 sqm mark, with revenues of €100 million</li><li>• Launch of site equipped with high-frequency sorting at Evry, France</li><li>• Launch of two subsidiaries and start of operations on Réunion Island</li></ul>   |
| 2005 | <ul style="list-style-type: none"><li>• Shareholder restructuring after Banque Lazard's withdrawal: 50.5% of Group equity now held by the management</li></ul>  |
| 2006 | <ul style="list-style-type: none"><li>• Launch of the subsidiary and start of operations in Spain</li><li>• The Group operates 1 million sqm of warehouse space worldwide and becomes one of the top ten logistics operators in France in terms of revenue (source: Journal de la Logistique, September 2007)</li></ul>   |
| 2007 | <ul style="list-style-type: none"><li>• La Flèche Cavaillonnaise becomes a subsidiary of the ID Logistics Group, now independent and wholly owned by its management</li><li>• Launch of the subsidiary and start of operations in Indonesia</li></ul>   |
| 2008 | <ul style="list-style-type: none"><li>• Launch of the subsidiary and start of operations in Poland</li></ul>  |
| 2009 | <ul style="list-style-type: none"><li>• Launch of the subsidiary and start of operations in Argentina</li><li>• Start of "Logistics on demand" operations in Morocco (providing "Software as a Service" solutions with leased warehouse management software)</li></ul>  |
| 2010 | <ul style="list-style-type: none"><li>• Launch of the subsidiary and start of operations in Russia</li><li>• Launch of the first ever <i>Pick-n-Go</i> smart fork-lift truck in France: a traditional order-picking truck connected to a radio frequency voice recognition system, a warehouse management system and a laser guiding system</li></ul>   |
| 2011 | <ul style="list-style-type: none"><li>• Warehouse space operated by the Group worldwide has doubled in 5 years and is now nearly 2 million sqm.</li></ul>   |
| 2012 | <ul style="list-style-type: none"><li>• Acquisition of Mory group's logistics division</li><li>• Flotation of the Company's shares on the Euronext Paris Stock Exchange by a new stock issue representing a 25% float</li><li>• Launch of the South Africa subsidiary and start of operations</li></ul>   |

- 2013 • Acquisition of the entire capital of CEPL, leading French retail order-picking operator. This acquisition boosts the Group's market share in France and Spain and gives it a foothold in Germany and the Netherlands
- 2014 • The surface area operated by the Group worldwide now exceeds 3 million square meters
- 2014 • Customer partnerships strengthened via two new joint ventures with Danone (transport organization in Europe and fresh produce logistics in South Africa)
- 2014 • Development of a dedicated offer and first commercial success in retail order picking and e-commerce
- 2015 • E-commerce accounts for 11% of Group revenues.
- 2016 • Acquisition of Logiters group in Spain and Portugal: ID Logistics passed the symbolic billion euro revenue mark and France now accounts for less than 50% of Group business.
- 2016 • ID Logistics becomes the leader in e-commerce in France
- 2017 • Launch of operations in its 17<sup>th</sup> country (Romania), strengthening ID Logistics' foothold in Eastern Europe.

### 1.3 SELECTED ANNUAL FINANCIAL INFORMATION

The financial information given below is based on the consolidated financial statements for the years ended December 31, 2017, 2016 and 2015, prepared pursuant to current IFRS. The 2017 financial statements are set out in section 4.8 of the Registration Document, "Annual historic financial information".

These key accounting and operational results should be read in conjunction with the information contained in sections 4.2 "Comparison of years ended December 31, 2017 and December 31, 2016", 4.3 "Cash and capital" and 4.4 "Cash flow".

Figures stated in euro millions in the tables shown in this chapter have been rounded in line with those shown under chapter 4, "Financial statements".

The Group posted 2017 revenues of €1,329 million, underlying operating income (EBIT) before acquired customer relations amortization of €36.7 million and consolidated net income of €18.3 million.

Backed by some 18,000 employees, the Group had 273 sites comprising 4.8 million square meters of warehouses at December 31, 2017.

- Summary income statement for the year ended December 31

€m	2017	2016*	2016	2015
Revenues	1,329.3	1,238.7	1,070.1	930.8
EBITDA **	63.0	58.6	51.0	63.5
EBITDA margin (% revenues)	4.7%	4.7%	4.8%	6.8%
EBIT***	36.7	32.6	27.8	39.9
EBIT margin (% revenues)	2.8%	2.6%	2.6%	4.3%
Total consolidated net income	18.3	20.4	17.4	23.5
Net margin (% revenues)	1.4%	1.6%	1.6%	2.5%

\* Proforma as if Logiters had been acquired as of January 1, 2016 (see Note 30 to the consolidated financial statements, section 4.8.1 "2016 Group consolidated financial statements" of the 2016 Registration Document)

\*\* EBITDA corresponds to underlying operating income (EBIT) before depreciation, amortization and impairment of PP&E and intangible assets.

\*\*\* before amortization of acquired customer relations

- Breakdown of revenues for the year ended December 31

€m	2017	2016*	2015
France	632.6	581.7	517.1
International	696.7	488.3	413.7
Total	1,329.3	1,070.1	930.8

\* 2016 data includes the Logiters group since September 1, 2016

- Breakdown of underlying operating income (EBIT) for the year ended December 31

€m	2017	2016*	2015
France	24.7	28.0	32.2
EBIT margin (% revenues)	3.9%	4.8%	6.2%
International	12.0	(0.2)	7.7
EBIT margin (% revenues)	1.7%	(0.0%)	1.9%
Total	36.7	27.8	39.9

*EBIT margin (% revenues) 2.8% 2.6% 4.3%*

*\* 2016 data includes the Logiters group since September 1, 2016*

- Summary statement of cash flows for the year ended December 31

€m	2017	2016*	2015
Net change in cash and cash equivalents			
- from operating activities	28.4	44.3	43.2
- from investing activities	(36.8)	(75.5)	3.5
- from financing activities	9.7	50.5	(55.4)
Other changes	(0.2)	(0.1)	(1.9)
Change in net cash and cash equivalents	1.1	19.3	(10.6)

*\* 2016 data includes the Logiters group since September 1, 2016*

- Summary balance sheet as of December 31

€m	2017	2016	2015
Non-current assets	295.0	295.9	241.4
Working capital	(69.3)	(99.4)	(96.5)
Net borrowings <sup>(1)</sup>	63.4	51.1	14.5
Total consolidated shareholders' equity	162.3	145.4	130.7

<sup>(1)</sup> *Net borrowings corresponds to gross borrowings plus bank overdrafts less cash and cash equivalents.*

## 1.4 OVERVIEW OF THE ID LOGISTICS BUSINESS

ID Logistics is a contract logistics pure player that has developed skills and competencies that distinguish it from its direct competitors; this explains why the Group has grown so strongly over the past few years:

- A totally customer-focused organizational system

ID Logistics strives to place itself at the core of its customers' logistics strategy. The Group has implemented a specific organizational system focusing on customer relations in order to meet customer expectations as closely as possible while offering proposals that anticipate their future development.

- Consistent first-grade operational quality worldwide

In order to provide optimum and consistent service throughout its subsidiaries in France and abroad, the Group has established a set of "best practices". These are intended to ensure world-class quality of service when setting up new operational facilities in France and abroad, while ensuring that know-how and values are shared within the Group.

- A culture geared towards innovation

Since inception, the Group has made innovation one of its top priorities, notably by setting up an R&D department in order to offer customers cutting-edge technological solutions. This policy allows the Group to develop so as to improve the operational and financial performance of its operating sites and to offer better working conditions for its employees (e.g. via a reduction in accident rates, increased productivity, etc.).

- Control of information systems

The Group has acquired significant expertise in the management and implementation of information systems, allowing it to install customized solutions according to the site typology and to benefit from real-time access to structured information. The fluidity and reliability of this information allows the Group in particular to analyze and thus continuously improve site performance.

- Very experienced employees who share Group values

The Group attaches particular importance to imparting the following values among employees: enterprise, operational excellence, rigor and solidarity. Moreover, ID Logistics has been able to attract and retain talented people, resulting in a stable management team.

Finally, in addition to its competitive advantages, ID Logistics has adopted a customer-focused strategy of sustainable development and growth. To this end, the Group has set up a number of projects aimed at reducing the Group's carbon footprint and has developed specific environmental and financial analysis and improvement expertise on behalf of its customers.

## 1.5 THE MARKET AND TRENDS

### 1.5.1 Definition of contract logistics

*"Logistics comprises all operations that enable the right product to be delivered at the right time, in the right place and at the lowest cost. Specifically, logistics refers to the business of managing flows between an enterprise, its suppliers and its customers. It consists in optimizing the physical flow of goods as well as internal and external information and financial flows." Xerfi - Logistics operators in France.*

Contract logistics consists in formalizing the assets to be employed and the objectives to be met by means of a formal contractual commitment between the customer and the service provider.

**1.5.2 A changing business**

Over the last ten years, the shipper (representing the payer of the logistics operator) has gradually shifted its thinking from that of a purchaser of separate services (warehousing, transportation, labor for value-added services, etc.) to thinking in terms of final purpose, where global supply chain management has become a key competitive factor.

The diagram below illustrates this development:

**From resource purchase thinking ... to final purpose thinking**



**A strategic link in the value creation chain**

In fact, the surface area allocated to warehousing by shippers has decreased sharply due to the use of part of this surface for sales operations (retailers) or production (manufacturers). The tightening of regulations has also led to the rapid growth of so-called "class A" logistics sites. This trend is reflected in the increased outsourcing of inventory management and in tighter product flows of increasing speed and complexity.

This tight logistics flow causes major fluctuations in volumes handled, with ever more accentuated activity peaks forcing logistics companies to provide innovative solutions. This is especially the case in the large retail sector. In order to implement flexible and reactive solutions, logistics operators need to anticipate flows in advance, sharing information on their forecasting activities with their customers, and steer the whole of the logistics process from supplier to end customer.

Major customers are thus demonstrating a growing preference for service providers that are able to cover all aspects of logistics and operate over a wide geographical area. They want to work with logistics operators who can optimize the whole of their logistics process in terms of planning, physical and information flow management and cost reduction (global flow management offer) and who can align themselves with the customer's development strategy and hence with its logistics strategy.

Managing and optimizing a customer's supply chain therefore requires a cross-functional approach to flows within a company, from planning to execution, from the consideration of market requirements to the assets to be deployed in order to satisfy those requirements. This approach frequently results in the implementation of a continuous improvement process and of profound rethinking leading to the reorganization and reengineering of the entire logistics process. The aim of this continuous improvement approach is therefore to improve the availability of a retailer's products for the end customer and thus the financial performance of the retailer.

Abroad, the growth of major retailers and manufacturers in emerging countries has been supported by the introduction of logistics solutions adapted to the specific features of each country. The rapid pace of growth and state of development in these countries ensures steady growth in the logistics market.

ID Logistics was founded in 2001 specifically as a response to growing demand from large consumer goods shippers, retailers and manufacturers, in France and abroad. Its capacity to anticipate market developments and respond to them accordingly has been the principal driving force behind the meteoric growth it has enjoyed since inception.

**1.5.3 New customer expectations**

Current shipper expectations are more complex and more global. They are summarized in the table below:

Shippers' expectations (source: XERFI, aforementioned report)	Logistics provider's responses
<i>"Improvement in flexibility (i.e. lead times and responsiveness), especially during periods of economic uncertainty"</i>	Define with each customer the tools and resources with which to ensure such flexibility
<i>"Greater market differentiation and specialization"</i>	Develop a customer-focused approach allowing customers to benefit from specialized know-how according to activity type

"Less price rigidity owing to the ability to offer shared solutions"	Demonstrate ability to offer solutions common to several customers or between manufacturers and retailers
"A more comprehensive traceability offer"	Perfect mastery of advanced IT systems, to meet the requirements of customers demanding complete traceability of goods, both food and non-food
"Optimized information systems (EDI, RFID)"	Prioritize integration of IT solutions in order to optimize logistics
"Improved communication"	Formalize and periodically review information exchange systems
"More environment-friendly flow management"	Make environment-friendly flow management a standard component in offers
"International services and networks"	As practiced by ID Logistics, incorporate the ability to support customers in foreign operations as a key element in their development strategy

#### 1.5.4 The global contract logistics market

In view of the varying degree of integration between transportation activities and contract logistics activities in different countries and the lack of a specific world market contract logistics study, it is difficult to estimate the size of the market. However, given the Group's international footprint and experience, and on the basis of its competitors' publications, ID Logistics estimates that this market was worth some €200 billion in 2017, up 2.5% over 2016. Already very large, the global market is growing in line with inflation and GDP growth in the various local markets; its growth is further boosted by a trend among customers towards increased outsourcing. ID Logistics estimates that, as long as the economic upturn continues, the 2018 world market will grow at least as rapidly as in 2017.

The world contract logistics market by sector is estimated to break down as follows (source: Wavestone 2015):

Sector	Market share
Retail and consumer goods	47%
Automotive	13%
Health / pharmaceuticals	12%
Technology / telecoms	11%
Other industrial players	10%
Other	7%

#### 1.5.5 The French contract logistics market

The contract logistics market encompasses a wide range of activities including warehouse inventory management, related services such as packaging and end-of-production operations and the management of all associated flows, in particular transportation. It is therefore difficult to estimate the size of the market directly. We must also use figures published by the various sub-segments concerned.

##### ***The transportation, warehousing and value-added services market***

According to various sources (Xerfi – November 2017, Supply Chain Magazine – June 2016, INSEE – several 2017 reports), the total value of the transportation, warehousing and value-added services market may be estimated at some €40-45 billion, i.e. around 2.5% of French GDP (excluding air and sea freight).

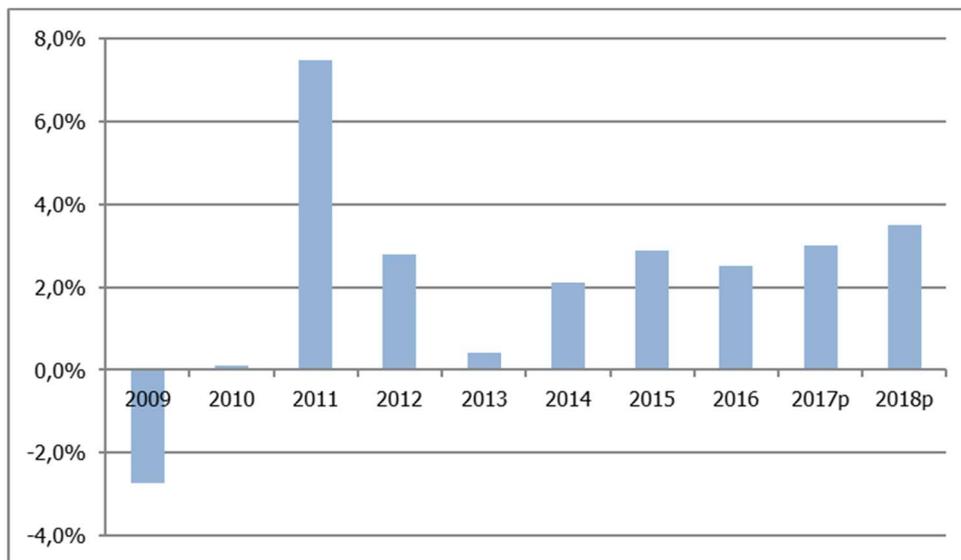
##### ***The contract logistics market accounts for less than 20% of this market, but is growing more rapidly***

The contract logistics market may be estimated at just under €10.5 billion, representing around 20% of the broader transportation, warehousing and value-added services market. The top ten companies in the French contract logistics market (see details in subsection 1.5.6) account for less than half of this market, and none of them has a market share of more than 10% (source: *Supply Chain Magazine* - June 2017, *Xerfi* – November 2017).

Within the global transportation and warehousing market, which is growing in line with GDP, the contract logistics market is growing more strongly, in particular owing to companies' increasing outsourcing of this function.

Following five years of average annual growth of over 5% until 2008, 2009 was marked by a global decline of 3%, primarily due to a slump in volumes during the global economic crisis that mainly affected logistics operators associated with the manufacturing industry, for which volumes fell by 13%. This contrasted with the retail sector, which suffered a fall of only 0.6% in volumes for the same period (source: INSEE). The market then leveled off in 2010 before leaping back to growth in 2011 and 2012. Market growth slowed again in 2013 to 0.4%, which saw a turnaround in 2014 with an increase of 2.1%. From 2015 to 2017, growth remained strong at 2.5-3.0%, higher than the GDP growth rate.

## Revenue growth of leading French logistics operators



Source: Xerfi, Insee, Journal de la logistique, company

### Market development factors

- Sensitivity to economic conditions and consumer trends

While sensitive to the economic situation, household consumption (particularly for consumer goods) is relatively stable in volume provided that demographic trends are constant. Indeed, during an economic recession, consumers focus primarily on price, with the result that they may reduce their outgoings in value terms but not necessarily in volume. Therefore contract logistics companies, whose income depends mainly on volumes handled (pallets, order picking, etc.) are less affected by economic slowdowns. Nevertheless, the major difficulty for contract logistics players during an economic crisis lies in the erratic fluctuation in volumes handled and the uncertainty that surrounds them. Household consumption also depends on changes in purchasing power and on demographic trends.

Developments in consumer habits (in particular the rise of hard discount stores, specialized retailers, online shopping etc.) may result in the emergence of new market players and may lead major customers to modify their logistics arrangements. Adaptation to consumer behavior is a key factor for large retailers and consequently for their logistics operators as well.

- Optimizing customers' supply chains has become a key strategic factor

In order to respond to customers' new expectations, logistics groups are positioning themselves as global providers able to manage all types of goods flow over an ever expanding geographical area. Good supply chain management for consumer goods customers has become an important selling point and source of added value through product availability, limiting inventory shortages, minimizing inventories and costs, etc.

In addition, major customers tend to prefer a limited number of suppliers capable of sustaining structuring projects that require genuine expertise and a capacity for investment. This growing importance of leading players in the industry is counterbalanced by a decline in the policy of purchasing services from a wide range of transportation and warehousing suppliers.

- A strategy of increased outsourcing

Besides economic factors, the environment in which logistics providers operate is characterized by a structural upward trend in the outsourcing of logistics functions by shippers. The use of subcontractors in this way is justified by the following needs:

- Need for cost savings: in-house logistics departments are frequently a source of high costs for companies
- Need for flexibility: in order to focus on their core business without having to concern themselves with logistics issues, customers expect their logistics operators to demonstrate a real ability to share costs while also being flexible
- Need for expertise: the high-level technical know-how required to manage flows of increasing complexity is guaranteed by the logistics operator's experience and capacity for innovation
- Need to support growth abroad: outsourcing makes it much easier to set up foreign operations, especially when growth is booming.

In France, outsourcing is estimated to account for 35-40% of logistics activities (*source: Xerfi*) compared to over 50% in English-speaking countries. There is still considerable scope for progress, especially during the current period; the uncertainty and lack of confidence that plague the global economy confirm the choices made by economic players that have decided to focus on their core business and outsource their ancillary functions in order to gain flexibility and reduce costs.

- The development of optimized logistics solutions is necessary owing to the structural increase in the cost of inland transport

For about ten years, the main shippers have been convinced that the cost of transportation can only rise, due to:

- rising oil prices in the medium term,
- an increasingly stringent transport taxation policy (road tolls, etc.),
- increasingly stringent environmental regulations, initiated in particular by governments (e.g. the Grenelle Environment Forum in France).

In addition, most shippers have implemented a policy of consolidating transportation and optimizing transport users and processes (e.g. aiming to fill trucks, use of combined transport, etc.).

This strategy has triggered two underlying trends:

- Gradual decline in shipments "per pallet", to the detriment of the major pallet distribution and pooling networks
- Growth in the number of consolidation warehouses that enable consolidation of transport and predominantly "full load" logistics, where a full truck (or freight wagon, barge, etc.) leaves from a single point and delivers to a single customer, in contrast to palletized distribution or pooling, where a pallet reaches its destination after being transported in several vehicles across several pooling platforms.

- Major shippers' sustainable development strategies bolster this trend

The emergence of sustainable development issues has only accelerated this trend. Indeed, companies' efforts to reduce their carbon footprint compel them to look for ways to step up transport consolidation.

These factors also reinforce the need to have global providers capable of measuring CO<sup>2</sup> emissions throughout the supply chain, proposing sufficiently comprehensive action plans in order to reduce their impact and proposing global supply chain optimization solutions (see section 1.12 of the Registration Document, "Sustainable development and growth").

### 1.5.6 Principal contract logistics companies in France

Customers tend to carry out part of their logistics operations internally and to diversify the outsourced part between different providers over the same geographical area. One logistics company may therefore be under several contracts for the same customer without being that customer's sole logistics provider.

Contract logistics services are delivered at domestic market level (no cross-border transport) and therefore markets are assessed on a country-by-country basis. With regard to the Group's competitors, given the importance of France in the Group's business (48% of 2017 revenues), ID Logistics has limited the following competitor overview to its primary geographical market. Moreover, competition in other countries where the Group operates mainly consists of companies already present in France and/or local competitors.

#### *The main operators on the French market*

The table below shows the revenues of the 10 principal operators on the French market in 2016.

		2016 revenues – contract logistics France*	Warehousing surface area France* (thousands of m <sup>2</sup> )	2016 revenues – Group total worldwide	Comments
 GEODIS	GEODIS	€660m	1,100	€7,965m	Fully consolidated into SNCF
	Kuehne+Nagel	€645m	1,500	€15,158m	Main activity: freight forwarding
	ID Logistics	€582m	2,200	€1,070m	<i>Pure player</i>
	XPO Logistics	€532m	2,500	€13,216m	Transportation 45%, Logistics 50%, Freight Forwarding 5%

	STEF	€505m	n/a	€2,825m	Temperature controlled transport and logistics specialist in Europe
	Viapost	€473m	300	La Poste €23,294m	Division comprising La Poste subsidiaries
	FM Logistics	€405m	1,200	€1,034 million	<i>Pure player</i>
	Daher	€405m	450	€1,050m	Integrated logistics specialized in the aerospace sector
	Rhenus Logistics	€245 million	500	€4,800m	Temperature-controlled transport and logistics specialist
	Bolloré Logistics	€243m	250	Bolloré Transport & Logistics €1,965m	Bolloré group division

*Source: Supply Chain Magazine (June 2017), Company  
\* Including related contract transport services*

Most logistics operators are large companies operating in several sectors (e.g. Kuehne+Nagel in freight forwarding, XPOT in transportation, SNCF in rail transport, etc.) that have often acquired logistics companies in the context of their acquisition strategy.

While the number of pure players is limited, it is growing rapidly due to their specialized nature and expertise.

ID Logistics is one of the top three logistics operators in the industry. In 2016 its share of the French market was around 6% (the top two operators' contract logistics revenues comprising a greater portion of contract transport than that of ID Logistics).

#### ***A strong consolidation trend over the past 10 years***

For 10 years, the logistics market has undergone considerable consolidation, as market players have sought to expand their competencies and reach the critical mass required to offer a wide range of services and support their customers' international growth.

The table below summarizes the principal acquisitions carried out over the last 10 years:

Target	Buyer	Year
Christian Salvesen (UK)	Norbert Dentressangle (France)	2008
TDG (UK)	Norbert Dentressangle (France)	2011
Hays Logistics (UK)	Kuehne+Nagel (Switzerland)	2006
Alloin (France)	Kuehne+Nagel (Switzerland)	2008
Mory Logidis (France)	ID Logistics (France)	2011
Orium (France)	La Poste (France)	2012
Morin Logistic (France)	La Poste (France)	2012
Fiege (Spain/Italy)	Norbert Dentressangle (France)	2013
CEPL (France)	ID Logistics (France)	2013
MGF (France)	Norbert Dentressangle (France)	2014
Jacobsen (US)	Norbert Dentressangle (France)	2014
Norbert Dentressangle (France)	XPO (USA)	2015
OHL (USA)	Geodis (France)	2015
Uti (USA)	DSV (Denmark)	2015
LGI (Germany)	Elanders (Sweden)	2016
Logiters (Spain)	ID Logistics (France)	2016

The arrival of Japanese (Nippon Express) and Chinese (Sinotrans) competitors is the result of those companies' strategy of supporting their domestic customers abroad. Their operating sites in Europe are mainly confined to import/export warehouses in the form of advanced spare part platforms. For this reason they are not in direct competition with ID Logistics.

**1.5.7 Main logistics market trends in foreign countries where the Group operates**

The Group has decided to support customers in the following 16 foreign countries and regions: Spain, Portugal, Poland, Russia, China, Taiwan, Indonesia, Morocco, Indian Ocean, South Africa, Brazil, Argentina, Germany, Belgium, the Netherlands and Romania.

These countries and regions are predominantly areas of rapid growth that are still behind more developed countries like France and Spain in terms of development. These macroeconomic factors are reflected in a tendency to develop innovative solutions geared more towards growth than towards the reorganization and reengineering of the logistics process.

The growth of the logistics market within emerging economies is inextricably linked to the increase in household consumption, creating the need to develop high quality logistics infrastructures for large retailers and manufacturers. Moreover, most of these countries have large growing populations representing major potential, in particular for the consumer goods sector.

**1.6 MARKET POSITIONING OF ID LOGISTICS**

ID Logistics is a contract logistics pure player in France and abroad. The Group offers an integrated logistics solution including transportation, warehousing and value-added services, designed primarily for major corporate customers.

As a pure player since incorporation and backed by over 15 years of experience, ID Logistics can offer not only individual logistics services but also logistics solutions ranging from the performance of traditional logistics operations to developing solutions as part of the customer's strategy.

This positioning enables ID Logistics to place itself at the core of its customers' logistics strategy. This approach is particularly evident in the Group's ongoing commitment to innovation, constant search for financial and environmental optimization solutions, constant endeavor to improve its customers' flows, etc.

Thanks to this approach, the Group has established long-term relationships of trust with its customers, as borne out by the support that the Group has provided for those customers' international development (operating bases in 16 new countries since 2001).

**The various levels of customer relationship**



5PL	The service provider handles the design, organization and roll-out of logistics solutions that may also include IT systems.
4PL	The service provider is responsible for supply chain management. Accordingly, it must optimize its customer's logistics solutions, by improving the organization of the flow of goods between suppliers and customers. The service provider manages each step in the supply chain itself (when integrated) or by calling upon different 1, 2 and 3PL service providers.
3PL	The customer (order issuer) engages a service provider to perform a wide range of logistics services, including transport management, warehousing, goods tracking, order picking, cross-docking and packaging
2PL	The service provider handles the customer's transportation and goods warehousing
1PL	The service provider is responsible for the client's goods transportation

**1.6.1 Detailed presentation of ID Logistics' services**

ID Logistics provides a broad range of logistical services to its customers:

**Warehousing and value-added services**

The ID Logistics offer meets the specific requirements of ambient and fresh produce logistics and e-commerce.

- Warehousing: use of a warehouse to store goods
- Inventory management: real-time monitoring of inventory levels, turnover, sell-by dates, etc.
- Order picking: collection of products, packages or pallets in a warehouse for the preparation of an order to be delivered to a distribution center or point of sale
- Kitting: putting several items together to form a kit or pack
- Co-packing: packaging operation involving the grouping of parts into a batch (e.g. for special offers) or for shop displays
- Packaging (shrink-wrapping or repackaging): preparation of a package in the desired packaging and containers
- Just-in-time assembly line supply and Kanban: supply of a minimum inventory of parts or work-in-progress alongside the assembly line, to be used and replenished based on production requirements. Kanban is one of the techniques of just-in-time procurement.
- Consolidation: flow management designed to optimize the loading ratio of the transport vehicle (truck, wagon, barge, etc.)
- Cross-docking: organizing transport such that the goods are received from suppliers, and customer orders prepared and shipped, on the same day with zero time in inventory

- Multi-supplier consolidation: sharing of a warehouse by several suppliers of the same customer. The goods remain the property of the suppliers, which are often too small to be able to deliver regularly to retailers at a competitive price. This type of storage guarantees the availability of products to the customer.
- Quality control: an operation designed to control the compliance of goods received and shipments.

**Transportation and flow organization**

- Transport organization: on behalf of the customer, ID Logistics organizes and optimizes transport schedules and routes over a given geographical area; the customer maintains a direct contractual relationship with its carriers
- Administration of transport orders: administration of delivery notes, scheduling, arranging meetings, monitoring disputes, etc.
- Routing plan optimization: regular proposals to reengineer routing plans in order to cut costs
- Dedicated vehicle fleet: use of vehicles specifically allocated to the customer
- Combined transport: use of combined rail and road solutions
- Container tracking: real-time tracking of containers with a view to optimizing the customer's supply chain
- Dedicated monitoring team: transport organization on behalf of the customer, including forwarding and contractual relations with the carriers designated by ID Logistics

**Supply chain optimization**

- Customer-side installation of WMS – Warehouse Management System - or ERP software interposed between commercial purchasing management and warehouse inventory management
- Proposed implementation of systems to enable real-time monitoring of supply chain flows
- Management of in/outbound warehouse flows: ID Logistics manages and optimizes inbound and outbound flows at the customer's warehouses, irrespective of whether the warehouse is managed by ID Logistics
- Organization of meetings: ID Logistics manages and optimizes its customer's meetings with carriers concerning deliveries and dispatches to and from the warehouse
- Back-up plan: ID Logistics designs and manages back-up plans for its customers in order to ensure ongoing delivery to their points of sale even if one or more of their sites are not in operation due to fire, adverse weather conditions, strikes, etc.
- Project management: ID Logistics participates in the design and implementation of all types of projects related to its customers' supply chains in France and abroad (e.g. prospecting, impact studies, solution consulting, etc.)

**Turnkey project delivery**

- Determination of the optimum customer site location on the basis of barycentric calculations, making allowance for the customer's inbound and outbound transportation constraints
- Identification and purchase of land
- Warehouse layout design in accordance with customer specifications
- Dealings with local authorities and obtaining the necessary permits and authorizations
- Optimum integration within the environment and construction in accordance with the French High Quality Environment (HQE) standard
- Construction monitoring until handover.

**E-commerce**

The Group has implemented special tools designed to deal with specific issues related to e-commerce:

- Choice of a specific information system: the Group has decided not to resort to the usual systems but to acquire a customized information system suitable for this type of process;
- Appropriate real estate solutions allowing a large degree of flexibility and sharing of e-commerce operations;
- Partnerships with express and pallet distribution networks in order to provide a global offer to the customer.

The Group has acquired particular expertise in this business and applies it in all countries where it operates.

The emergence of e-commerce requires logistics providers to manage more complicated flows. Indeed, a logistics provider must have the requisite systems allowing it to receive a purchase order for a product stored in one of its warehouses and viewed and purchased online by the customer, and to send the product directly to the customer from the warehouse or make it rapidly available at a retail outlet for collection by the customer.

**1.6.2 Market typology**

ID Logistics operates across a wide range of market types:

Sector	% 2017 revenues	Customer typology	Customer requirements

Retail	41%	General or specialized retail, food and non-food	In view of the surge in the number of food product references, major retailers have adopted the policy of drastically reducing their inventory levels to achieve an average close to 10 days per warehouse. This new logistics system has become a key competitive factor for retail chains that need to ensure constant availability of products at minimum cost. In cold logistics, an additional challenge includes the complete mastery of the cold chain. Non-food or general goods are imported in mass quantities and require special inventory logistics designed to cope with a wide variety of product types. The updating of product ranges resulting in frequent promotional campaigns as well as significant product seasonality makes flexibility of service particularly important. Several years ago the sector entered a new phase, consisting of further acceleration of flows due to the transformation of warehouses into cross-docking platforms. This new strategy has forced industrial suppliers to adapt their mode of delivery to the new system. This new logistics system has become a key competitive factor for retail chains that need to ensure constant availability of products at minimum cost.
FMCG	20%	Manufacturers and suppliers for general or specialized large retailers.	Manufacturers are looking for a logistics service that can support them through the organizational changes required by large retailers. Inventory reduction increases the frequency of deliveries. Customer expectations relate to the picking process and to the organization of the associated transport.
E-commerce	12%	Cross-channel retail developed by retail customers in addition to their bricks-and-mortar sales outlets, plus pure player websites.	E-commerce has become a major issue for all retail customers. It is seen as a high-growth market that is complementary to retailers' traditional sales outlets. Major customers seek both specific e-commerce logistics and synergies with their traditional logistics arrangements while demanding 100% quality rates.
High-tech	7%	Retail chains specializing in the distribution of hi-fi and high-tech products.	High-value products, diverse range of product sizes (ranging from cameras to refrigerators), large seasonal differences, mostly imported en masse and requiring high-precision logistics due to the nature of the product. Inventory management is the key component of the logistics service.
Cosmetics	7%	Manufacturers and general or specialized retailers of cosmetics and fragrances	Luxury products and cosmetics logistics requires high-precision management of a wide variety of consumer products and sales promotion accessories, given the fragility and high unit value of the products. This applies in particular to the order-picking process, in which the rate of error must be kept as low as possible. It must also cope with a concentration of sales around public holidays, sales campaigns and launches of products with relatively short life cycles.
Fashion	6%	Manufacturers and general or specialized retailers of clothing, leather goods and fashion accessories	Textile logistics is a particularly demanding field, involving major seasonal differences, the success or failure of collections, issues related to the transportation of clothing flat or on hangers and mass importation.
Automotive	4%	Car manufacturers and subcontractors	Parts inventory management and line-side logistics, including kitting of components for just-in-time delivery synchronized with production rate. The use of subcontractors for such operations allows manufacturers to cope with fluctuations in production rates.
Pharmaceuticals	2%	Pharmaceuticals manufacturers	Need for end-to-end traceability, management by batch number and storage requirements for specific products (temperature, safety measures, etc.), requiring special authorization. Customer pooling requirements, particularly prior to transportation.
Aerospace	1%	Civil and military aircraft and aircraft component manufacturers	Parts inventory management and line-side logistics, including kitting of components for just-in-time delivery synchronized with production rate. Need for end-to-end traceability for avionics components. Need for authorization for defense-related operations.

		and subcontractors	
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### 1.6.3 Global monitoring of key accounts

#### *Top-ranking customers consisting of leading French companies and major multinational groups*

Historically, the Group has built its development around major French-based multinationals and has proved its ability to support them in the long term and in their advanced foreign markets in South America and Asia. ID Logistics has been able to reinforce its long-standing relationships with its principal customers and to adapt to their changing needs, in particular by offering plans for continuous improvement and developing innovative solutions.

On the back of its operational successes with its long-term customers, the Group has expanded and diversified its customer portfolio by supporting the major French retail groups and large manufacturing groups in their foreign operations in regions with high growth potential (i.e. emerging countries).

With very few exceptions, all Group customers are leading players in their respective industries and operate in Europe and abroad.

The Group's goal is to support these customers' growth in France and worldwide while adapting to their changing strategies.

#### *Principal Group customers*



### ***Support for customers worldwide***

Since its inception, the Group has chosen to support its customers in their foreign operations. Today, the Group serves over half its customers in at least two countries.

The process of supporting customers in their foreign operations generally starts with an upgrade of operational processes prior to the installation of the technology currently used on customers' sites in France. During this upgrading process, revenue per employee (permanent and temporary), converted into euros, is generally lower than the equivalent figure at French-based sites.

### **1.6.4 Relationships established with customers on a contractual, transparent and long-term basis**

Contract logistics is based on systematic contractual formalization and the allocation of appropriate resources.

#### ***Systematic contractual formalization***

After the tender procedure that is carried out almost systematically by shippers, ID Logistics signs a formal contract with the customer for each new project. This includes:

- The operating specifications, which describe the entire service and assets to be provided by the Group
- The quality specifications, which describe the quality commitments undertaken and how they are measured (e.g. KPI)
- The contract, which specifies payment arrangements, liability, the duration of the contract, renewal clauses, etc.

ID Logistics applies a rule whereby it does not enter into a new contract without prior clarification of all the aforementioned items with the customer.

#### ***Invoicing system determined when contract is signed***

All contracts are subject to different pricing terms and conditions (e.g. indexation or volumes) defined during the course of commercial negotiations. Revenue is generally recognized as follows: the customer is invoiced based on specifications (e.g. full pallet, preparation of special packages, etc.) and quantity of packages prepared. The Group's revenues therefore depend mainly on volumes handled and are relatively immune to changes in the economic climate (see section 1.5.5 "The French contract logistics market").

While the Group's revenues are not subject to major seasonal fluctuations, second-half revenues tend to be slightly higher than first-half revenues, in view of the breakdown of customers and their growth profile.

However, compared to the second half, the first half tends to see larger swings in volumes handled between peaks and troughs in activity. Excluding the impact of any new facility start-up costs, this volatility is reflected in lower operational productivity, and first-half operating income is generally lower than in the second half.

This feature of ID Logistics' business, which is also experienced by some competitors, is entirely factored into its operating procedures and financial management and does not constitute a risk as such.

#### ***Assets assigned to each contract***

For each contract, ID Logistics provides a tailored solution designed to meet the specific requirements of each customer, including the following services:

- Dedicated or shared warehouses, equipment, vehicles etc. This policy, known as "asset light", allows the Group to minimize the risk of unoccupied surfaces.
- The table below shows the type of the Group's commitments with regard to its real estate sites at December 31, 2017:

Ownership/finance lease	ID Logistics real estate lease	Provided by the customer	Total
5	151	117	273

- Highly advanced information systems.
- A system for measuring performance and action plans.
- Specifically trained teams assigned to the operation.

As of the Registration Document Date, customer recharging procedures are applied at almost all of the warehouses managed by the Group.

#### ***An ultra-flexible business model***

ID Logistics has traditionally pursued its development according to a model based on flexibility and adaptability. This approach has enabled the Group to offer its customers bespoke solutions, without having to rely solely on its own assets and avoiding the risks associated with the acquisition of a large amount of property, plant and equipment. It is particularly suited to the present economic climate, as it allows the Group to adapt to consumer trends and the global economic situation in the medium to long-term.

The Group has therefore decided to focus on leasing its warehouses (98% of warehouse surface area in operation as of December 31, 2017). With each new contract, the Group can offer bespoke real estate solutions tailored to each customer's requirements: leasing (takeover of the existing warehouse or search for a new location), use of the customer warehouse, construction, etc. In the case of leasing, the term of the lease corresponds to that of the customer's contractual obligation.

In terms of human resources, the Group assigns a training and management team to each contract and determines the staffing requirements in accordance with the specific features of each site. Seasonal effects and activity peaks are absorbed by the use of temporary workers without impacting the ongoing cost structure. The Group works together with the main temporary employment agencies.

In addition, the equipment required for operating the warehouses (trolleys, forklifts, etc.) is generally leased for the duration of the contract.

### ***Genuine transparency with each customer***

The customer partnership approach developed by ID Logistics is based on transparency.

This transparency is reflected in the practice of notifying the customer of all assets deployed and costs incurred in order to guarantee the proper performance of the contract. ID Logistics' operating margin is thus calculated on a clear and shared basis.

However, this transparent approach does not necessarily involve invoicing based on "cost + margin", a practice which, although common in English-speaking countries, is relatively rare in the countries in which ID Logistics operates.

Every year, ID Logistics reviews price developments and the improvement procedures it undertakes with its customers. ID Logistics' philosophy of long-term customer support is embodied in the form of improvement plans designed to ensure the continuous improvement of logistics operation performance (reducing the overall cost for the customer while optimizing the level of service). The benefits of these improvement plans are shared in a transparent manner between ID Logistics and its customers.

### ***Long-term support***

The legal term of a contract depends mainly on the value of the investments required or on other more specific elements, such as the takeover of staff in the context of outsourcing. The term varies between 3 and 10 years. Once the initial contractual term is completed, contracts are renewed on a regular basis.

If the logistics provider is able to establish a strong relationship with its customer based on transparency and solid communication, contracts are frequently renewed as changing providers involves major costs and risks.

## **1.7 THE REGULATORY ENVIRONMENT**

The Group is subject to two categories of specific regulations:

- Regulations concerning classified sites in the warehousing division;
- Where applicable, regulations concerning transportation.

### ***Compliance with regulations concerning classified sites***

The regulations concerning classified sites require a structured approach to each tender offer, consisting in:

- Identifying the exact nature of the products to be stored and the related hazards (e.g. inflammables, explosives or pollutants)
- Defining volumes for the whole year and periods of peak activity.

These factors are used to determine which sections of the permit to operate facilities classified for environmental protection (ICPE – *Installations Classées pour la Protection de l'Environnement*) are relevant (1510, 2663, 1412, etc.). In the case of a smaller-scale project or cross-docking site, a simple declaration may be sufficient.

In France, the operator must apply to the Prefect's Office (*Préfecture*) responsible for the region in which the site will be located for permission to operate a classified site. The permit is managed by the regional environment, development and housing department (DREAL), which is also responsible for carrying out regular checks on the operator's compliance with its obligations once the permit has been granted. Similar regulations exist in foreign countries where the Group operates.

Based on this analysis, ID Logistics identifies existing warehouses on the market or warehouses to be built.

In certain cases, ID Logistics directly launches construction of a warehouse, completing all the formalities required for obtaining the requisite ICPE permits. To date, ID Logistics has managed the construction of eight warehouses in France, each time obtaining the relevant authorizations.

Compliance with operating permits is an important part of the work of a logistics operator, which must check that stored products comply with permits granted and that the specific facilities and procedures required under the permit are properly maintained (e.g. fenced-off areas, specific fire hose reels, special surveillance procedures, etc.)

Regulations may differ between the various countries where the Group operates, even though they correspond to the same general principles.

Similar regulations exist in foreign countries where the Group operates. Having established operating subsidiaries in sixteen countries, ID Logistics has acquired a wealth of experience in controlling legal risks in relation to the contract logistics business.

### **Compliance with transportation regulations**

Transportation and freight forwarding operations are also subject to specific regulations. In countries where ID Logistics conducts these kinds of operations, specific authorization has been requested and obtained.

The Group has always adopted the following procedure when first establishing operations:

- Analysis of the country's legal environment by the Group legal affairs department;
- Local support from a top-ranking legal firm;
- Centralization of the required permits by the Group legal affairs department.

## **1.8 PROPERTY, PLANT AND EQUIPMENT**

### **1.8.1 Material existing or projected property, plant and equipment and leases**

The Group's head office is located at 410 Route du Moulin de Losque, Cavaillon, France. It is occupied under a lease.

As of December 31, 2017, the number and surface area of warehouses break down as follows:

	Number of warehouses	Surface area (sqm)
France	105	2,207,000
International	168	2,635,000
of which:		
Europe excl. France	98	1,719,000
Asia	18	287,000
Africa/Indian Ocean	13	116,000
South America	39	512,000
<b>Total</b>	<b>273</b>	<b>4,842,000</b>

- Asset light model

The optimum customer site location is a key factor in the organization of logistics. As such, ID Logistics has a specialist team for identifying real estate solutions for its existing and potential customers (e.g. existing warehouses, undeveloped land, etc).

As stated above, the Group has decided to focus on leasing its warehouses over a lease term that matches the duration of the customer contract. This approach provides the Group with considerable flexibility in supporting customer developments, given that it can offer them an optimum site location whenever the customer renews its contract.

However, the Group may acquire warehouses following takeover of competitors who have a different real estate policy. In this case, the Group seeks to bring these operations into line with its own policy by selling off most of the assets acquired.

- 2% of all real estate holdings are owned

As of December 31, 2017, the Group owned warehouses totaling 117,000 sqm, representing 2% of total space used.

	12/31/2017	12/31/2016
Used surface area (sqm)	117,000	203,000
Net book value (€m)	15.5	31.8

- 98% of real estate holdings are leased or provided by customers

To pursue its activities in France and abroad, the Group has signed several commercial leases for warehouses, for which the durations, terms and conditions on exit are generally identical to those specified in the contracts signed with the customers.

Real estate leasing commitments are described under Note 27 to the consolidated financial statements.

As stated under section 1.6.4 of the Registration Document ("Relationships established with customers on a contractual, transparent and long-term basis"), warehouses are mostly provided by customers or leased over the term of the customer contract, while all leasing costs are paid by customers.

### **1.8.2 Other property, plant and equipment**

Apart from land and buildings described above, most other PP&E relate to handling equipment or vehicles and computer facilities and equipment. As of December 31, 2017, the net book value of these assets is broken down as follows:

<i>€m</i>	Net book value
Plant and equipment	25.2
Other PP&E	28.0
PP&E in progress	10.5
<b>Total</b>	<b>63.7</b>

The property, plant and equipment held by the Company are described under Note 2 to the financial statements in section 4.9, "Annual historic financial information".

### 1.8.3 Environmental issues

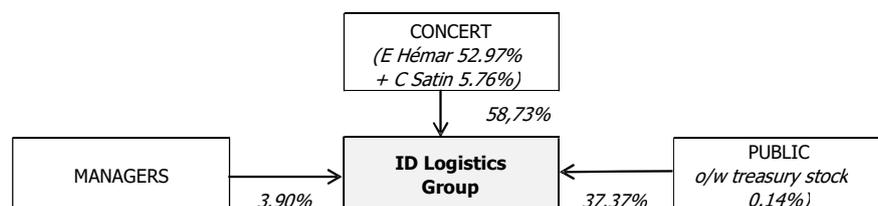
The Group's operations do not represent any material risk for the environment: as of the Registration Document Date, the Group stores and handles a certain amount of materials regarded as toxic under Seveso or equivalent regulations (aerosols, car batteries, paint, etc.) and provides the corresponding road transport services. These activities and services are of limited scope compared to the rest of the Group's activities and the Group considers that it is not significantly exposed to environmental risks. The Group also maintains an active policy of sustainable development, as described in section 1.12 of the Registration Document, "Sustainable development and growth".

In this respect, outside the scope of the usual regulations relating to environmental and safety standards, there is no environmental issue that could significantly influence the use of the Group's property, plant and equipment.

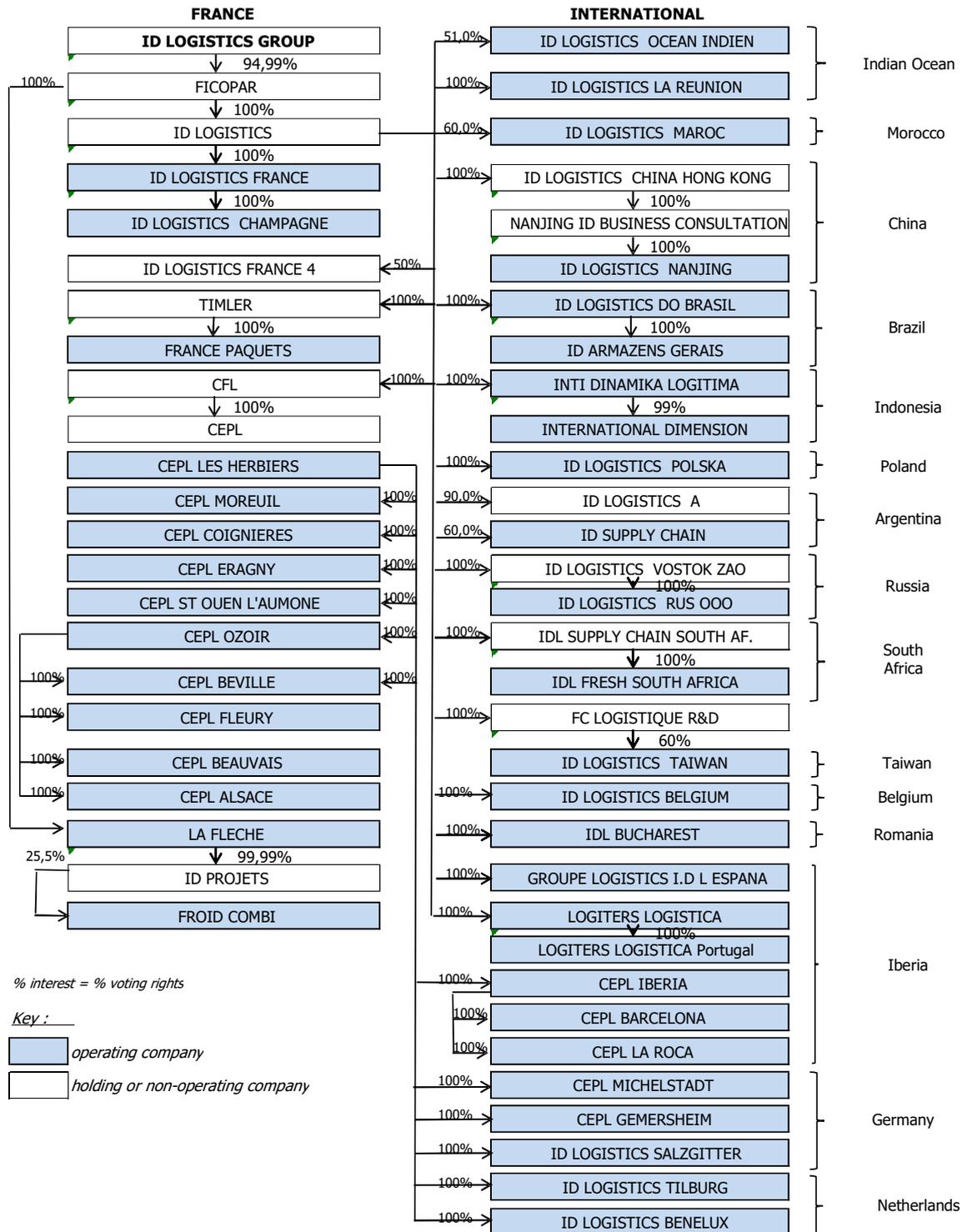
## 1.9 ORGANIZATION CHART

### 1.9.1 Legal organization chart

As stated in section 3.1.1 of the Registration Document "Capital stock", ownership of the Company breaks down as follows as of December 31, 2017:



The following diagram shows the Group's simplified organization chart as of December 31, 2017:



The Company is a holding company which has no business operations. It centralizes some of the Group's central services. The business operations are carried out by the subsidiaries (see section 1.9.2 "Presentation of the Group's main companies").

As of December 31, 2017, the Company held direct and indirect equity investments in 94 companies, 53 of which are located within mainland France. This chapter only covers the Group's main subsidiaries.

The Group companies' business is described in chapter 1, "Business Overview".

The duties carried out in the subsidiaries by the Company's officers and directors are described in section 3.1, "Board of Directors' corporate governance report".

The Group's operational structure and the main centralized services are described in section 1.10, "Operational organization chart".

Section 1.12.2, "Staff information", shows a breakdown of Group employees.

The companies included in the Group's 2017 consolidated financial statements are listed in Note 29 to the Company's consolidated financial statements appearing in section 4.8 "Annual historic financial information".

The 2017 breakdown of subsidiaries by operating segment is as follows:

<i>(€m except for headcount)</i>	France	International	Total
Revenues	636.0	698.1	1,334.1
Inter-segment revenues	(3.4)	(1.5)	(4.9)
Net revenues	632.6	696.7	1,329.3
EBIT before amortization of acquired customer relations	24.7	12.0	36.7
Operating income	24.0	5.9	29.9
Net cash flow from operating activities	23.6	4.9	28.4
Capital expenditure	21.5	17.1	38.5
Fixed assets	133.0	137.9	270.9
Headcount	5,753	12,067	17,820

### 1.9.2 Presentation of the main Group companies

As of December 31, 2017, the main Group companies are:

- ID Logistics France (France)**  
ID Logistics France is a French simplified joint stock company (*société par actions simplifiée*) registered on December 1, 2000 with the Avignon Trade and Companies Registry under the name "La Flèche Logistique". It was given its current name on February 11, 2002 within the framework of the spin-off of the logistics business of ID Projets (formerly La Flèche Cavallonnaise) into a new company whose shares were transferred to ID Logistics in December 2001. Today, it is the Group's main operating subsidiary and had 3,958 direct employees as of December 31, 2017.
- La Flèche (France)**  
La Flèche is a French simplified joint stock company (*société par actions simplifiée*) registered on December 5, 2007 with the Avignon Trade and Companies Registry. It was created at the time of the Group's acquisition of ID Projets (formerly La Flèche Cavallonnaise), whose business it operates pursuant to a lease management agreement. It operates 3 sites in France and had 206 direct employees as of December 31, 2017.
- ID Logistics Taiwan (Taiwan)**  
ID Logistics Taiwan is a company incorporated under Taiwanese law whose head office is in Lujhu. It was created in 2001, and was the Group's first foreign subsidiary. It is jointly owned by its co-founder and current General Manager (who has a 40% shareholding). ID Logistics Taiwan manages food and non-food warehouses for major retailers, mainly in the form of cross-docking. ID Logistics Taiwan had 264 direct employees as of December 31, 2017.
- ID Logistics do Brasil (Brazil)**  
ID Logistics do Brasil is a company incorporated under Brazilian law whose head office is in São Paulo. Created in 2002, it is now the Group's main subsidiary outside France. It manages approximately twenty sites for a varied portfolio of customers and provides a diversified range of services for major retailers, e-commerce, consumer goods and manufacturers. As of December 31, 2017, ID Logistics do Brasil had 2,930 direct employees.
- Logistics IDL España Group (Spain)**  
Logistics IDL España Group is a company incorporated under Spanish law whose head office is in Madrid. Created in 2006, it operates 8 sites for major retailers and the textile industry. Most of its sites are managed with the help of mechanical systems. As of December 31, 2017, Logistics IDL España Group had 633 direct employees.
- ID Logistics Polska (Poland)**  
ID Logistics Polska is a company incorporated under Polish law whose head office is in Katowice. Created in 2008, it manages food and non-food warehouses for major retailers and their suppliers. It has also developed a transportation organization and management package and holds an international transportation license. As of December 31, 2017, ID Logistics Polska had 963 direct employees.
- ID Supply Chain (Argentina)**  
ID Supply Chain is a company incorporated under Argentinian law whose head office is in Buenos Aires. Created in 2008, it is held jointly by its co-founder and current General Manager, who holds a 40% equity stake. It manages food and non-food warehouses for major retailers. As of December 31, 2017, ID Supply Chain had 404 direct employees.
- ID Logistics Fresh South Africa**

ID Logistics Fresh South Africa is a company incorporated under South African law whose head office is in Johannesburg. Founded in 2012, it manages 6 temperature controlled sites and a chilled products chain serving the entire region. It had 136 direct employees as of December 31, 2017.

- ID Logistics Benelux (Netherlands)

ID Logistics Benelux (formerly CEPL Tilburg) is a company incorporated under Dutch law whose head office is in Tilburg. It is an indirect subsidiary of CFL, acquired in 2013. ID Logistics Benelux operates one site and had 292 direct employees as of December 31, 2017.

- ID Logistics Tilburg (Netherlands)

ID Logistics Tilburg is a company incorporated under the laws of the Netherlands, created in 2015 in order to operate a site for a pan-European industrial customer. ID Logistics Tilburg operates one site and had 87 direct employees as of December 31, 2017.

- Logiters Logística (Spain)

Logiters Logística is a company incorporated under Spanish law, based in Madrid. Purchased by the Group in 2016, it operates 49 sites throughout the region for retail, consumer goods, healthcare and automotive customers. As of December 31, 2017, Logiters Logística had 2,204 direct employees. Following this acquisition, it acts as the head office housing all administrative operations for Spain.

- Logiters Logística Portugal (Portugal)

Logiters Logística Portugal is a company incorporated under Portuguese law, based in Azambuja. It is wholly-owned by Logiters Logística. It operates 5 sites for consumer goods and healthcare customers. As of December 31, 2017, Logiters Logística Portugal had 357 employees.

### 1.9.3 Main intra-group transactions

The main 2017 transactions between Group companies were as follows:

- Cash-pooling agreement

An automatic cash-pooling agreement has been entered into between Ficopar as cash-pooling company and the main eurozone subsidiaries (France, Spain, Poland, Indian Ocean, Germany and the Netherlands). This agreement aims to optimize the management of excess cash and cash requirements at Group level.

This agreement was entered into in 2005 for an indefinite term.

Pursuant to this agreement, advances received from subsidiaries bear interest at the 3-month Euribor annual rate less 15 bps, while advances paid by the pooling company bear interest at the 3-month Euribor annual rate plus 15 bps.

- Financing agreement

In its capacity as parent company of the foreign operating subsidiaries, ID Logistics SAS has entered into specific financing agreements to promote the start-up and development of certain subsidiaries. This applies in particular to the subsidiaries in Spain, China, Indonesia, Russia, Poland, Brazil, Argentina and South Africa.

Such financing agreements are entered into for indefinite terms, unless stricter local regulatory provisions apply. The loans bear interest at rates that are acceptable to the parties for tax purposes, and which vary from 3-month Euribor plus 15 bps (the lowest rate) to the Russian Central Bank's rate plus 50 bps (highest rate).

- Tax consolidation agreement

A tax consolidation agreement was entered into in March 2006 between Ficopar, as Group holding company, and ID Logistics, ID Logistics France and FC Logistics R&D. In subsequent supplemental agreements, the main French subsidiaries were added to the tax group.

In compliance with Articles 223A et seq. of the French General Tax Code, this agreement sets out the procedures for contribution by the consolidated companies to the tax group's tax debt and the terms of use of the corporation tax savings derived from the application of this system.

- Lease management agreement

As previously indicated, a lease management agreement exists between ID Projets and La Flèche whereby ID Projets leases its business undertaking to La Flèche.

This agreement was entered into as of January 1, 2008 for a term of 5 years. It was extended on January 1, 2013 for a further 5 years. During 2017, ID Projets invoiced La Flèche €0.1 million under this agreement.

- Business development agreement

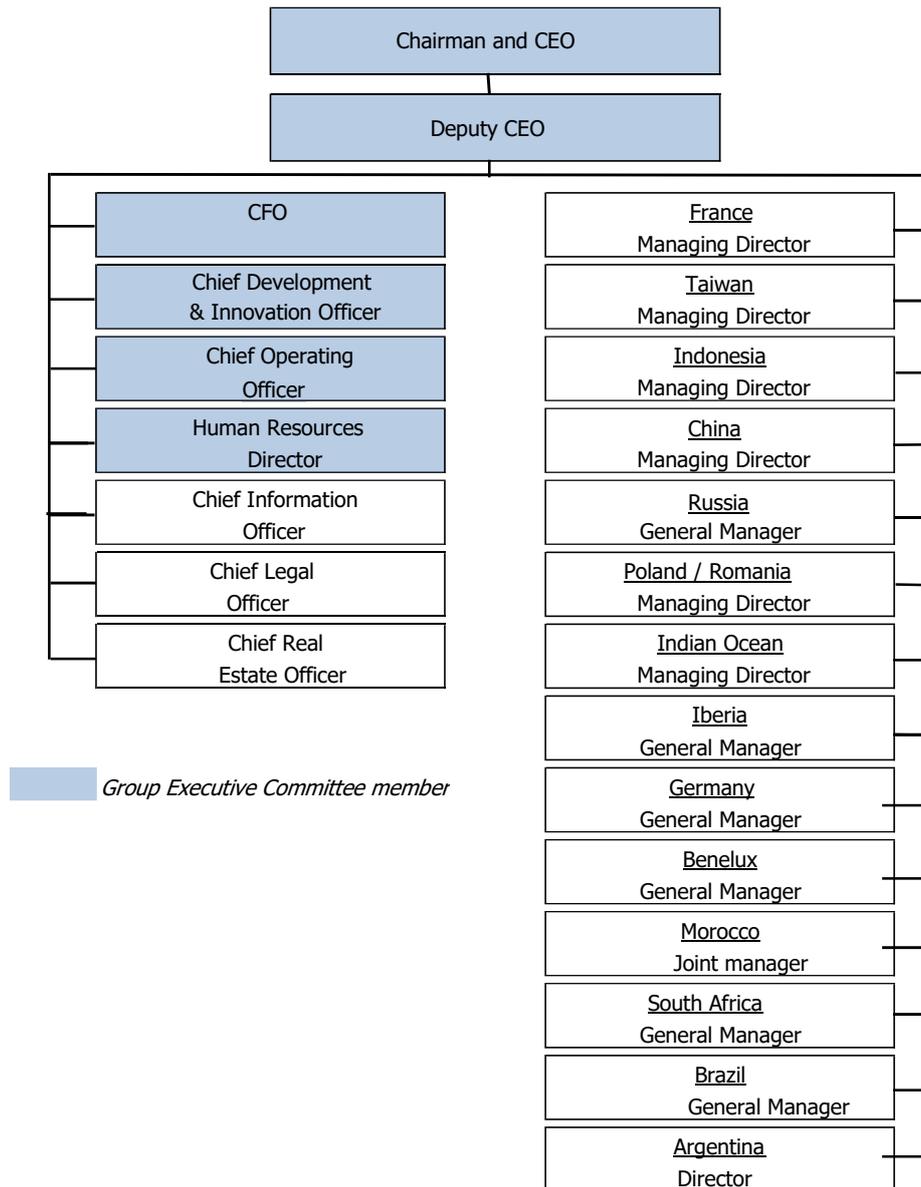
A business development agreement was entered into in 2007 between ID Projets and ID Logistics France.

Pursuant to this agreement, ID Logistics France remunerates ID Projets based on the revenues generated from clients in contact with ID Projets.

During 2017, ID Projets invoiced ID Logistics France €0.6 million under this agreement.

### 1.10 OPERATIONAL ORGANIZATION CHART

As of the Registration Document Date, the Group operational organization chart was as follows:



All Group senior managers have extensive experience in their respective fields.

## 1.11 RESEARCH AND DEVELOPMENT, PATENTS, LICENSES, TRADEMARKS AND DOMAIN NAMES

### 1.11.1 Trademarks

Since the Group's incorporation, it has owned its trademarks, which it protects to mitigate the effects of competition. Indeed, the Group's policy is to register its trademark in all countries where it operates or may operate in the future.

As of the Registration Document Date, the following trademarks are registered:

- French semi-figurative mark RAIL PILOT LEADER no. 4324651 filed 12/23/2016 in classes 9, 35, 39 and 42;
- French semi-figurative mark ROAD PILOT LEADER no. 4324655 filed 12/23/2016 in classes 9, 35, 39 and 42;
- French semi-figurative mark ID LOGISTICS no. 3951045 filed 9/28/2012 in classes 35, 39 and 42;
- French word mark PORTAIL "End To End" no. 3897951 filed 2/16/2012 in classes 35 and 38;
- French word mark ID GROUP no. 3396566 filed 11/29/2015 in classes 35, 37, 38, 39 and 42;
- French semi-figurative mark ID LOGISTICS no. 3160616 filed 4/19/2002 in classes 35, 37, 38, 39 and 42;
- French word mark ID LOGISTICS no. 3140797 filed 1/10/2002 in classes 35, 37, 39 and 42;
- Community semi-figurative mark ID LOGISTICS no. 11218039 filed 9/26/2012 in classes 35, 39 and 42;
- Community semi-figurative mark ID LOGISTICS no. 2681393 filed 5/2/2002 in classes 35, 37, 38, 39 and 42;
- Community semi-figurative mark C LA FLECHE no. 2778389 filed 7/17/2002 in classes 38, 39 and 42;
- Community word mark COMBIFRANCE no. 795070 filed 4/6/1998 in classes 35, 37, 39 and 42;
- Community word mark FROIDCOMBI no. 795096 filed 4/6/1998 in classes 35, 37, 39 and 42;
- French semi-figurative mark C LA FLECHE no. 1419032 filed 3/5/1987 in classes 39 and 42.

Backed by a specialist law firm, the Group legal affairs department monitors the Group's trademark portfolio in terms of both registration and renewal, paying particular attention to the ID Logistics brand name, which is the Group's principal brand.

### 1.11.2 Domain names

Domain names filed by the Company are as follows:

- Id-logistics.es
- Prestalid.es
- Prestalid.com
- Prestalid.net
- Id-logistics.com.ar
- Id-logistics.co.za
- Id-logistics.com.tw
- Id-logistics.com.cn
- id-logistics.nl
- id-logistics.com
- id-logistics.fr
- la-fleche.com
- cepl.fr
- id-logistics.com.br
- id-logistica.com.br
- idlogistica.com.br
- idlbrasil.com.br
- idebra.com.br
- id-logistics.re
- id-logistics.oi.com
- id-logistics.com
- la-fleche.eu
- id-logistics.eu
- la-fleche.eu
- id-logistics.eu
- id-logistics-oi.com
- id-logistics.asia
- id-logistics.biz
- id-logistics.me
- Logiters.es
- Logisters.pt
- Logisters.com

### 1.11.3 Research and development

As stated in section 1.6, "ID Logistics market positioning", since its inception the Group has placed a strong emphasis on technological innovation, enabling it to offer its customers solutions that combine quality of service with productivity, while ensuring more ergonomic working conditions for its staff.

This innovation culture is supported by the Group's R&D department, staffed by 15 technicians who add a new technological perspective to each commercial offer or reengineering request.

Nevertheless, the Group's R&D expenditure does not entitle it to a tax credit. The Group cannot capitalize its R&D expenses; they are posted to expenses as and when incurred. The annual amount of R&D costs recorded as expenses by the Company is not material.

## 1.12 SUSTAINABLE DEVELOPMENT AND GROWTH

In view of its strong growth, ten years ago ID Logistics defined a strategy for sustainable development based on three fundamental principles:

- Environmental: Safeguarding the environment and controlling risks while making business assets such as vehicles and sites more environmentally friendly;
- Economic: Supporting customers in their sustainable development and growth strategy by implementing optimized, innovative solutions that meet both financial and environmental criteria;
- Staff and social: Improving staff safety and social commitment via training and awareness programs, and promoting socially responsible initiatives.

ID Logistics has introduced a system for monitoring and sharing environmental best practices with a view to fostering awareness among its entire staff and communicating its commitments to its customers. The introduction of this system has been followed up by a number of action plans that have generated concrete results such as waste recycling, reduction in water consumption, etc.

The Group also strives to offer large retail customers solutions that enable them to reduce their carbon footprint so as to ensure: (i) better environmental practices and (ii) improved procedures leading to reduced fossil fuel consumption.

With regard to its staff, the Group has taken specific steps to improve working conditions for employees and prevent industrial accidents. These actions have boosted staff commitment and Group performance. The Group has also undertaken commitments to a humanitarian development program as part of its foreign expansion (IDEBRA).

Finally, the Group gives consideration to sustainable development issues at the planning stage of logistics projects so that such considerations can be factored into the solutions proposed to customers.

### 1.12.1 Reported information

The information given in this chapter is published pursuant to Article 225 of the July 2010 French "Grenelle II" Act.

Consolidation policies applied to calculate the reported indicators are the same as the accounting principles described under Note 4 to the consolidated financial statements.

Figures for the Logiters business in Spain and Portugal acquired in August 2016 are not included in the indicators presented for 2016, but are included from 2017.

In 2017, within the historical reporting scope:

- All consolidated companies are included
  - except for Morocco with regard to employee information, which represents a non-material portion of the workforce in the reporting scope;
  - except for waste indicators for China, Indonesia and Morocco, which have not implemented a waste reporting system. The information provided nonetheless covers 96% of Group headcount and 95% of the surface area used for operations as of December 31, 2017.
- As was the case in previous years, sites included for environmental reporting must have operated for at least 6 months of the year and have 6 months of data. Sites that have operated for at least 6 months but have less than 6 months of data impact the indicator's coverage (which is calculated on the number of sites). Unless otherwise indicated in the report, the indicators have 100% coverage.

More details about some indicators:

- Industrial accident indicators reported under 1.d) are calculated based on the following data:
  - Total payroll hours of all ID Logistics employees in France, based on each employee's hours per employment contract less paid vacation days;
  - The number of days lost due to industrial accidents (excluding travel accidents), based on a "prevention" approach, i.e. excluding extended absences or relapse related to industrial accidents in prior years;
  - The number of lost time industrial accidents (excluding travel accidents) during the year. It should be noted that the notion of "lost-time industrial accidents" is specific to the regulations in force in each country in which the Group operates. This may result in varied reporting practices from one country to another, in terms of both frequency and severity. Standardization of these reporting practices is planned.
- Absenteeism is calculated by dividing the total number of days off due to accidents, illness and unauthorized absences by total payroll days.
- The dismissal rate excludes redundancies.
- Staff turnover is calculated by dividing the number of voluntary leavers in the year by the number of permanent employees at 12/31/2016.
- The waste recycling rate concerned mainly cardboard, packaging, film and paper waste at operating sites (excluding head office and other administrative offices).
- In view of its operations, food waste is not a significant issue for the Group.

CO<sup>2</sup> emissions are calculated based on conversion factors that have been updated with the latest Ademe CO<sup>2</sup> figures issued in January 2018.

**1.12.2 Staff information**

**a) Employment**

- **Total headcount and employee breakdown by gender, age and region**

At the reported balance sheet dates, the Group's directly employed headcount (including maternity leave, temporary employees and paid trainees) was as follows:

	12/31/2017	12/31/2016*
France	5,753	5,665
International	12,067	12,189
<b>Total</b>	<b>17,820</b>	<b>17,854</b>

*\* including Logiters, acquired in August 2016*

The Group uses temporary workers in addition to its own employees. In 2017 temporary workers calculated on a full time equivalent basis accounted for 29% of the total workforce:

	2017	2016
France	41%	39%
International	22%	18%
<b>Total</b>	<b>29%</b>	<b>28%</b>

Women accounted for 27% of the Group's permanent employees. Gender equality is respected in terms of pay; however, even if the situation improves, equal proportions of male and female employees will not be achieved given the type of work concerned:

	2017	2016
France	26%	27%
International	28%	24%
Total	27%	25%

The average age remained stable between 2016 and 2017:

	2017	2016
France	40	40
International	37	38
Total	39	39

The different occupational categories are represented as follows:

	12/31/2017		12/31/2016	
	Managers and supervisors	Non-managers	Managers and supervisors	Non-managers
France	7%	93%	8%	92%
International	16%	84%	15%	85%
Total	13%	87%	12%	88%

The logistics business requires little supervision by managers or supervisors in relation to the total headcount. The Group's proportion of managers is in line with other companies in the industry.

- **Hiring and dismissals**

	2017		2016	
	Hires	Dismissals*	Hires	Dismissals*
France	1,206	312	1,207	416
International	5,038	782	3,624	1,100
Total	6,244	1,094	4,831	1,516

\* Excluding redundancies

ID Logistics prioritizes permanent employment contracts in line with its long-term approach to staffing requirements. The use of additional labor is strictly limited to short-term peaks in volumes, replacing absent employees, and staff required for specific projects.

Staff turnover was as follows:

	2017	2016
France	3.3%	2.8%
International	5.6%	12.5%
Total	4.9%	8.7%

ID Logistics is conducting ambitious strategic workforce planning in order to anticipate the Company's future staffing requirements. By identifying potential movements and preparing for them in advance, the Group aims to perform the requisite internal staff changes with greater speed and efficiency as opportunities arise.

ID Logistics saw the following staff changes across the reporting scope:

	2017	2016
France	165	630
International	904	708
Total	1,069	1,338

- **Salaries and pay rises**

Recognizing every employee's contribution to the success of ID Logistics is a major source of individual and collective motivation. This forms an integral part of the Group's salary and career development system. ID Logistics seeks to attract, motivate and retain staff, in particular by providing them fair overall remuneration that is competitive and in line with market rates.

The pay policy is based on recognizing talent and skills while encouraging dedication and offering fair pay for results.

Overall pay packages for ID Logistics employees are based on the following:

- A fixed base salary. The base salary takes into account the seniority of the position and the job holder's development of skills covering both technical know-how for the job and behavioral or managerial skills. These skills are assessed every year as part of the Annual Performance Interview.
- Variable pay, such as bonuses, rewards employees' daily work based on performance indicators relating to productivity, quality of work and satisfying individual annual objectives in line with the corporate strategy.

- **Incentive and profit-sharing agreements**

There is no Group employee incentive agreement. However, various incentive agreements are in place at the main French subsidiaries. Similarly, while there is no Group employee profit-sharing agreement, profit-sharing agreements have been concluded within the main French subsidiaries.

The amounts recorded in France in respect of these incentive and profit-sharing agreements were as follows:

€000	2017	2016
Incentives	4,285	3,541
Profit share	1,399	2,176

- **Employee shareholding**

At December 31, 2017 and as specified under section 3.1.1 of the Registration Document, "Breakdown of capital stock and voting rights", Group management holds a total of 3.9% of the Company's capital. Each manager is responsible for his or her own holdings and there is no collective scheme for equity holdings.

The Company has also established a collective Company share acquisition scheme for employees, the terms of which are as follows:

- The FCPE (corporate mutual fund) "Actions ID Logistics" was approved by the AMF on February 26, 2013 under authorization number FCE20130024;
- At all times, between one third and 100% of the FCPE's assets will be invested in ID Logistics Group shares, the management objective being to invest between 95% and 100% in Group shares so that the FCPE's value closely tracks the market price of the shares;
- This scheme was introduced during first half 2013 when the 2012 employee profit sharing was paid out. Since then, a new scheme is launched every spring when the employee profit sharing is paid out;
- At December 31, 2017, 475 employees, i.e. 8.3% of the French workforce, held shares via the FCPE amounting to some 0.21% of capital stock.

**b) Labor organization**

- **Working time arrangements**

ID Logistics Group complies with local legislation regarding working hours. Working hours vary by country: in France, the working week is 35 hours, while abroad it can go up to 44 hours.

On some sites and/or at certain times of year, staff may work in shifts that can cover a full 24 hours in order to meet the needs of the business. These arrangements are always adopted within the framework of collective working time arrangements so as to strike a balance between work and private life, and work and pay, with a view to establishing fair procedures for each individual.

- **Absenteeism**

Absenteeism (i.e. the total number of days absent due to accidents, illness and unauthorized absences over total payroll days per calendar year) was as follows:

	2017	2016
France	6.1%	5.7%
International	3.9%	4.0%
	4.6%	4.7%

**c) Labor relations**

- **Arrangements for labor dialog**

Meetings and discussion should serve as a basis for resolving any difficulties. It is up to Group management and staff representatives to provide early warnings of difficulties encountered or breaches of the principles specified in the Code of Ethics. To comply with this early warning principle, local company management and staff representatives show willingness to communicate in order to prevent any difficulties arising from degenerating into labor conflicts.

The objective is to promote understanding between all levels of the company and to place labor relations at a global level, so as to improve it in all respects, including discussions between unions and management and between managers and their staff.

Employees themselves are the main focus of labor dialog and discussions are expanded to let them collectively or individually voice their opinions. By speaking and listening, the objective is to identify warning signs in advance and thereby avoid conflicts, while taking note of current working conditions and suggested improvements.

- **List of collective employee agreements**

ID Logistics continuously strives to strike a fair balance between business needs and the collective interests of the staff. As such, the agreements applied in France demonstrate the Group's intention to factor all employees' interests into its strategy. These agreements concern issues such as exercising trade union rights, employee savings based on incentive and profit-sharing schemes, individual company savings schemes and the Group savings scheme. Overall, nearly 90% of Group employees are covered by collective labor agreements covering, in particular, work arrangements and working hours, pay rates and fringe benefits.

#### **d) Health and safety**

- **Health and safety conditions at work**

Although there is no collective health and safety agreement as such, ID Logistics continues the actions launched in 2010 to ensure that all temporary and permanent employees work in a safe environment.

In addition to the physical well-being of employees, which must be preserved at all costs, ID Logistics applies best practices to ensure it can anticipate potential causes of psychosocial risks at its warehouses and offices.

- **Industrial accidents**

The frequency rate (i.e. number of lost time industrial accidents (excluding travel accidents) during the year over total payroll hours times 1,000,000) was as follows:

	2017	2016
France	59.2	59.8
International	16.0	12.6
Total	27.5	27.2

The severity rate (i.e. number of days lost due to industrial accidents (excluding travel accidents and extended absences or relapses arising from industrial accidents in prior years) over total payroll hours times 1,000) was as follows:

	2017	2016
France	1.3	1.8
International	0.3	0.5
Total	0.6	0.9

In 2017, sixteen people declared occupational illnesses in France with the CPAM (French employee welfare organization) and to date have not been rejected, compared to 11 people in 2016. Given that the occupational sickness definition varies too widely between the Group's countries of operation, only the indicator for France, which is the most significant, is disclosed.

Through the commitment of each site to these principles, ID Logistics strengthens staff commitment through training and awareness programs and encourages ever more responsible initiatives.

The objective is to improve working conditions by reducing onerous tasks and improving industrial accident prevention.

- **Health insurance**

In terms of employee welfare, a specific ID Logistics insurance policy, in addition to the general industry policy, gives 100% coverage for a major proportion of health care costs while ID Logistics pays the related premiums for the basic plan.

#### **e) Training**

The Group has its own training institute, IDL Training, which has expanded its coverage. The training institute is a Group subsidiary and has been approved by the French employment ministry; as such it holds almost all necessary authorizations relating to employee safety.

In addition, ID Logistics has launched a huge training program concerning management best practices intended for all operational managers (including warehouse managers, operations managers, departmental managers and team leaders). Since the launch of this program, 703 people have attended these training programs in France, completing either the full 6-day course or a shortened 3-day version.

Finally, following a successful initial course, the France Operations Department supervised the selection of a second batch of high-potential young managers under a scheme named "Vivier ID Logistics" in partnership with EM Lyon. The 15 employees included in this round of promotions received over 5 days of training provided by experts in the following fields: Finance and financial control, real estate law, sales, human resources, management, etc.

ID Logistics thus provided over 220,000 hours of training accounting for 0.6% of payroll hours:

	2017	2016
France <sup>(1)</sup>	44,506	38,914
International	176,991	188,240
Total	221,497	227,154

*(1) Training hours include employees' statutory training entitlement (DIF) but exclude vocational qualification periods.*

Training indicators cover 99.0% of headcount included in the reporting scope. The South African subsidiaries have been excluded,

as they do not monitor actual training hours.

#### **f) Equal treatment**

One of ID Logistics' strengths is the diversity of its workforce, consisting of men and women of many different nationalities and backgrounds working together and sharing common goals. Encouraging staff diversity is one of the Group's key commitments toward its employees.

In this respect, ID Logistics strives to build an inclusive culture where all employees are valued for their different knowledge, skills, experience, culture and background.

ID Logistics also strives to develop programs promoting the employment of disabled people. As an employer, ID Logistics encourages fair employment practices worldwide while respecting equal opportunity for all employees in terms of both hiring and career development.

##### **• Measures adopted to promote equal opportunities for men and women**

The Group has not yet signed a collective agreement on this issue but has chosen to focus initially on completing a comprehensive review of the situation in France. This review, which was shared and discussed with staff representatives, revealed that:

- There is no difference in salary levels between men and women for comparable jobs.
- The Group's workforce is largely male (a ratio of approximately 70:30)

This is due to the fact that the Group's core business requires repetitive handling of heavy parcels. Obviously, male staff are more suited to this type of work. Nevertheless, whenever possible, the Group does employ female staff. This is particularly true for retail picking tasks. As regards management positions, the Group recruits and promotes male and female staff on the same footing. This applies to warehouse management jobs as well as head office support functions.

##### **• Measures adopted to promote employment and integration of disabled persons**

In 2017, the Group continued to step up initiatives in cooperation with staff representatives as part of the "Han'Action" project, aimed at:

- combating the stigma of disability within the Company
- informing and reassuring existing staff who may qualify as being disabled
- keeping existing staff subsequently recognized as disabled in employment
- recruiting new staff with recognized disabilities both to production and support jobs (by organizing special job forums at some Group locations, close cooperation with organizations working to put disabled people into jobs, etc.)

In view of progress achieved, the Group intends to sign a collective agreement on this issue.

The proportion of disabled Group employees was as follows:

	2017	2016
France	4.2%	4.3%
International	1.1%	0.9%
Total	2.1%	2.2%

##### **• Anti-discrimination policy**

Agreements along the lines of the government-promoted "generational employment contracts" (*contrats de génération*) were concluded with the trade unions in 2013 for the two largest French subsidiaries (ID Logistics and La Flèche), which account for 75% of the French workforce. These commitments focus on:

- promoting jobs for young people (under 26)
  - at ID Logistics France, 10% of new hires are young people under 26, while La Flèche has undertaken to maintain its level of employment of young people
  - priority of access to training leading to qualification will be reserved each year to at least 20% of new hires under the age of 26 who lack qualifications
  - access for young people to the 1% housing scheme, without seniority requirement
  - establishment of an induction process for young recruits, including a welcome meeting and booklet, etc.
  - 100% of those hired under 26 will be assigned a mentor for 3 months
  - ID Logistics France undertakes to offer 40 internships and 25 combined work-study contracts
- Commitments towards hiring and retaining senior staff (at least 57 years old, and at least 55 for disabled employees), and passing on knowledge and skills to young people:

- The number of seniors hired by ID Logistics France will comprise at least 3% of total new hires, and the Company undertakes to maintain the percentage of older employees in the total workforce over the next 3 years. As for La Flèche, the percentage of senior hires will be at least 3% of total hires for the company
- Improvement in working conditions and avoidance of onerous tasks: equipment and working methods adapted for senior staff, annual medical check-up for senior staff, adoption of procedures for identifying risks of employee burnout, monitoring of staff health, review of need for internal job transfers, adoption of "second career interviews" for all staff aged over 45, skills and qualification improvements / access to training (additional individual training entitlement (DIF) system, priority access to validation of prior experience (VAE) schemes and CIF training sabbaticals)
- transition between working life and retirement: assistance by the HR department in preparing the employee's pension application, organization of training schemes under the DIF system to prepare for retirement
- organization of tutoring work for employees aged 57 or over who volunteer to pass on knowledge and skills

A steering committee will be set up comprising members of the Works Council, trade union representatives, employees over 50 and senior managers. The committee will be responsible for verifying the application of the commitments made.

The proportion of Group employees over 55 years was as follows:

	2017	2016
France	6.9%	6.4%
International	5.9%	4.6%
Total	6.2%	5.3%

#### **g) Promotion of and adherence to the ILO fundamental conventions**

All of the aforementioned initiatives related to work organization, health and safety and equal treatment contribute to the promotion of and compliance with the fundamental conventions of the International Labor Organization.

In addition, the Group Code of Ethics recognizes the employees' right to form or join a trade union and to negotiate and sign collective agreements, with specific reference to ILO conventions 87 and 98.

The Group is also committed to combating child labor and forced labor and to preventing these risks within its legal scope of responsibility through its HR policies.

#### **h) Recognition of the Group's human resource policy**

The voluntary staff-related initiatives implemented by ID Logistics have earned it the recognition of human resource management professionals.

Accordingly, at the second *Victoires des Leaders du Capital Humain* award ceremony, ID Logistics received two awards:

- the "Talent Management and Global Mobility" award, which acknowledges the ability to manage talent within a context of extreme growth and raising awareness of internal promotion, by focusing on the implementation of IT tools. The use of these tools had already been recognized when RH&M Group and Observatoire Global Talent awarded Google France's head office the Digital HR Team award in 2015.
- a special mention from the jury for the "HR department of the year for growing companies", for which ID Logistics was recognized amongst a number of companies primarily operating in the new economy.

Shortlisted by the editors of *Décideurs* magazine, the nominees were judged on the basis of performance and growth indicators over time, the quality and range of ongoing and planned projects, as well as their capacity for innovation. 80 human resources experts met to name the winners in each category.

ID Logistics also received the Happy Trainees certification, which acknowledges excellence in taking on and supporting students who wish to gain professional experience. At the end of their assignment, students who had worked at ID Logistics gave feedback on the quality of their experience based on six factors: Professional progress, working environment, management, motivation, pride and fun/pleasure. The award is extremely selective, given that out of almost 1,000 companies evaluated, only 89 were awarded this certification.

### **1.12.3 Environmental information**

#### **a) Overall environmental policy**

The Group stores and handles a certain amount of materials regarded as toxic under Seveso or equivalent regulations (e.g. aerosols, car batteries and paint) and provides the corresponding road transport services. These activities and services are relatively limited compared to the rest of the Group's activities. Therefore, the Group considers that it is not significantly exposed to environmental risks and causes no serious harm to the environment.

As of December 31, 2017, the Group did not book any provisions for environmental risks.

An intranet platform launched early 2010 has greatly enhanced the circulation of ID Logistics' sustainable development principles. The platform has allowed the Group to promote these principles among all employees and to inform the Group's customers about its commitment to sustainable growth and development.

The system also allows activities to be organized at Group level so as to make them:

- More effective (by making detailed information available on the execution of projects)
- Repeatable, on the basis of internal sharing of best practices

All managers are responsible for promoting this sustainable development strategy as part of their remit and for measuring the progress achieved. Group sites have formally undertaken this commitment under their CID certification (see section 1.6) and have developed shared programs with their customers.

The Group has set up two monitoring committees:

- The Strategic Sustainable Development Committee, comprising the Group Management Committee, meets twice a year. This committee sets out the Group's broad sustainable development strategies, oversees progress in relation to established plans, approves key projects and resources allocated to sustainable development and establishes programs to reward staff so as to encourage and promote the best initiatives.
- The Operational Sustainable Development Committee, comprising operational management, the HR department and contract managers, meets four times a year. This committee transforms the strategies established by the Strategic Sustainable Development Committee into action plans, monitors trends in indicators in relation to the defined action plan and reviews progress made by the Group's sites. This committee is responsible for classifying sites based on their achievements (beginner, intermediate, ...). It submits proposals for key projects and changes to dedicated resources to the Strategic Sustainable Development Committee.

## b) Pollution and waste management

The treatment of waste generated by the logistics sites is now fully integrated into the Company's operating policies. The waste largely comprises wooden pallets, excess product packaging, such as cardboard boxes and shrink-wrapping used for inbound transportation of products to ID Logistics warehouses, and paper (e.g. labels, lists, print-outs etc.). Waste tonnage generated broke down as follows:

Type	2017		2016	
	Tonnage*	%	Tonnage*	%
Cardboard	16,976	38.6%	14,294	37.2%
Wood	7,291	16.6%	6,987	18.2%
Plastic	3,219	7.3%	2,944	7.7%
Ordinary industrial waste and other	16,474	37.5%	14,194	36.9%
	<u>43,960</u>	<u>100.0%</u>	<u>38,419</u>	<u>100.0%</u>

\* The coverage (based on the number of sites for which data is available over the number of sites included in the reporting procedure, as per the procedural memo) amounted to 89% in 2017 and 88% in 2016.

The waste recycling rate was as follows:

	2017	2016
France	59%	60%
International	70%	69%
Total	63%	63%

The Group's main activity of warehouse management generates minimal discharges into the air, water and soil that could seriously impact the environment (France's gas coolant leaks are nevertheless tracked). Moreover, its secondary activity carried out via the transport monitoring units enables customers to optimize use of their own or their transport providers' fleets while reducing polluting emissions caused by trucks.

## c) Sustainable use of resources

### • Water consumption

Water consumption was as follows:

	2017			2016		
	France	International	Total	France	International	Total
Cubic meters	126,585	397,119	523,704	143,185	184,021	327,206
Cubic meters per shipped pallet*	0.0062	0.0210	0.0134	0.007	0.0132	0.009
Cubic meters per warehouse sqm	0.062	0.192	0.127	0.070	0.126	0.094

\* Shipped pallets are pallets shipped from our warehouses.

Water consumption is most acute in warehouse cleaning work. In order to limit water consumption for cleaning, ID Logistics continues to install rainwater collection tanks at its sites.

- **Energy consumption**

Energy consumption in France broke down as follows:

	2017			2016		
	MWh	%	kWh per shipped pallet	MWh	%	kWh per shipped pallet
Electricity	100,726	54.0%	4.952	93,143	59.8%	4.255
Natural gas	47,869	25.6%	2.353	29,490	19.0%	1.347
<i>Diesel</i>	<i>31,776</i>	<i>17.0%</i>	<i>1.562</i>	<i>27,611</i>	<i>17.7%</i>	<i>1.261</i>
<i>Gasoline</i>	-	-	-	-	-	-
<i>Non-road diesel</i>	<i>2,389</i>	<i>1.3%</i>	<i>0.117</i>	<i>2,639</i>	<i>1.7%</i>	<i>0.120</i>
<i>LPG</i>	<i>1,117</i>	<i>0.6%</i>	<i>0.055</i>	<i>1,186</i>	<i>0.8%</i>	<i>0.054</i>
<i>Fuel oil</i>	<i>1,478</i>	<i>0.8%</i>	<i>0.073</i>	<i>1,472</i>	<i>1.0%</i>	<i>0.067</i>
<i>VNG</i>	<i>1,205</i>	<i>0.6%</i>	<i>0.059</i>	<i>144</i>	<i>0.1%</i>	<i>0.007</i>
<i>Ethanol</i>	-	-	-	-	-	-
Fuel subtotal	37,965	20.4%	1.867	33,052	21.2%	1.509

International energy consumption broke down as follows:

	2017			2016		
	MWh	%	kWh per shipped pallet	MWh	%	kWh per shipped pallet
Electricity	122,736	35.1%	6.502	84,653	64.7%	6.054
Natural gas	21,567	6.2%	1.143	14,003	10.7%	1.001
<i>Diesel</i>	<i>200,025</i>	<i>57.1%</i>	<i>10.596</i>	<i>27,155</i>	<i>20.7%</i>	<i>1.942</i>
<i>Gasoline</i>	<i>1,294</i>	<i>0.4%</i>	<i>0.069</i>	<i>1,507</i>	<i>1.2%</i>	<i>0.108</i>
<i>Non-road diesel</i>	<i>2,397</i>	<i>0.7%</i>	<i>0.127</i>	<i>2,262</i>	<i>1.7%</i>	<i>0.162</i>
<i>LPG</i>	<i>1,560</i>	<i>0.4%</i>	<i>0.083</i>	<i>958</i>	<i>0.7%</i>	<i>0.069</i>
<i>Fuel oil</i>	<i>403</i>	<i>0.1%</i>	<i>0.021</i>	<i>325</i>	<i>0.2%</i>	<i>0.023</i>
<i>VNG</i>	<i>30</i>	<i>0.0%</i>	<i>0.002</i>	-	-	-
<i>Ethanol</i>	<i>20</i>	<i>0.0%</i>	<i>0.001</i>	<i>8</i>	<i>0.0%</i>	<i>0.001</i>
Fuel subtotal	205,729	58.8%	10.899	32,215	24.6%	2.304

Total Group energy consumption broke down as follows:

	2017			2016		
	MWh	%	kWh per shipped pallet	MWh	%	kWh per shipped pallet
Electricity	223,463	41.6%	5.669	177,796	62.0%	4.956
Natural gas	69,437	13.0%	1.771	43,493	15.2%	1.212
<i>Diesel</i>	<i>231,801</i>	<i>43.2%</i>	<i>5.910</i>	<i>54,766</i>	<i>19.1%</i>	<i>1.527</i>
<i>Gasoline</i>	<i>1,294</i>	<i>0.2%</i>	<i>0.033</i>	<i>1,507</i>	<i>0.5%</i>	<i>0.042</i>
<i>Non-road diesel</i>	<i>4,786</i>	<i>0.9%</i>	<i>0.122</i>	<i>4,901</i>	<i>1.7%</i>	<i>0.136</i>
<i>LPG</i>	<i>2,677</i>	<i>0.5%</i>	<i>0.068</i>	<i>2,144</i>	<i>0.7%</i>	<i>0.060</i>
<i>Fuel oil</i>	<i>1,882</i>	<i>0.4%</i>	<i>0.048</i>	<i>1,798</i>	<i>0.6%</i>	<i>0.050</i>
<i>VNG</i>	<i>1,235</i>	<i>0.2%</i>	<i>0.031</i>	<i>144</i>	<i>0.1%</i>	<i>0.004</i>
<i>Ethanol</i>	<i>20</i>	<i>0.0%</i>	<i>0.001</i>	<i>8</i>	<i>0.0%</i>	<i>0.000</i>
Fuel subtotal	243,695	45.4%	6.214	65,267	22.8%	1.819

The Group's activities consume few raw materials in the strict sense. Consumables similar to raw materials mainly consist of cardboard packaging and shrink-wrapping. In addition to recycling waste, the Group also seeks to reduce consumption, in particular with regard to shrink-wrapping by introducing automatic stretch wrap machines at most sites. These stretch wrap machines lead to lower shrink-wrapping consumption compared to manual shrink-wrapping processes. Lastly, specific protection measures for land use are not necessary in view of the Group's activities.

#### d) Prevention of global warming

In 2010 the Group established a method for calculating and monitoring CO<sup>2</sup> emissions. This method allows the Group to regularly monitor the results of its sustainable development policy.

The reported CO<sup>2</sup> emissions cover Scopes 1 and 2 of the GHG Protocol. For the given scope, CO<sup>2</sup> emissions were as follows:

	2017			2016		
	Total	France	International	Total	France	International
CO <sup>2</sup> tons <sup>(1)</sup>	134,295	24,673	109,622	71,618	20,687	50,931
CO <sup>2</sup> kg per pallet shipped	3.424	1.213	5.807	1.996	0.945	3.643

(1) The emission factors applied are based on the ADEME "Bilan Carbone" method (combustion for Scope 1, production for Scope 2).

The most significant scope 3 emissions (indirect emissions) are emissions generated by packaging used and business travel by the Group's French teams. They were measured for the first time in 2017:

	2017		
	Total	France	International
CO <sup>2</sup> tons	55,794	10,785*	45,009
CO <sup>2</sup> kg per pallet shipped	1.423	0.530*	2.384

\* including emissions of 780 tons of CO<sub>2</sub> (0.038 kg of CO<sub>2</sub> / pallet shipped) relating solely to business trips

While ID Logistics is aware of the challenges and acts as a responsible corporate citizen, it has not yet conducted a specific study to forecast and analyze the potential impact of climate change on its business.

- **Solutions for reducing carbon footprint during transportation**

Logistics activities impact the environment due to warehouse activities and, most of all, due to the logistics supplier's positioning in its customer supply chains.

Introducing a scheme for measuring and reducing overall energy consumption enables operating expenses to be stabilized.

#### Transportation monitoring teams

The aim of the Group's transportation monitoring system is to reduce the carbon footprint of the customers concerned. Indeed, optimizing routing plans reduces empty-load mileage and vehicle operating time.

Improved coordination of the various links in the logistics chain (i.e. warehouses - transportation) allows more efficient truck loading and consequent reduction of the mileage required for delivering the same quantity of goods.

#### Combined cold chain logistics

Through its subsidiary Froid Combi, ID Logistics has introduced an integrated rail-road solution using mobile containers, and has thus developed its expertise in rail-road logistics over the last 10 years, with three North-South domestic routes.

Several thousand transport containers are shipped every year via combined rail-road carriage on the Avignon-Valenton and Avignon-Dourges routes. In 2016, this business enabled nearly 4,000 crates to be shipped by rail instead of road, reducing CO<sub>2</sub> emissions by 2,225 tons (down 91% compared to road haulage).

#### The ADEME Charter

In 2009, La Flèche, the Group's freight division, signed the ADEME Charter, a voluntary charter for the reduction of CO<sub>2</sub> emissions by road carriers of goods. The charter was drawn up by the French Ministry of Ecology, Energy, Sustainable Development and Marine Affairs, and various professional organizations in collaboration with ADEME. By signing the charter, which has been regularly renewed since 2009, the Group has committed to achieving certain CO<sub>2</sub> emission reduction targets. The Group aims to meet these targets by modernizing its vehicle fleet, monitoring its fuel consumption, training its drivers, improving load ratios and minimizing empty-load mileage.



- **Involvement in customers' sustainable development and growth strategies**

As part of its customer strategy, and through the Contract Managers in particular, ID Logistics aims to contribute to its customers' global sustainable development and growth strategies and, for this purpose, offers the following services:

- Identification of the customer's key sustainable development issues;
- Formalization of specific action plans drawn up and approved by the customer;
- Implementation of these action plans and measurement of the results;
- Evaluation of the customer's view of these actions by means of an annual questionnaire.

This scheme was launched in 2009 and, to date, approximately 40% of the Group's customers have taken part in it. The Group's short-term goal is to exceed a 50% customer participation rate.

As such, ID Logistics' strategy is to support its customers in their sustainable development and growth strategies by proposing and implementing optimized, innovative and value-added solutions.

For example, the Group has provided the following solutions to customers:

#### Rail-road transport unit for Evian Volvic World

In 2014 Evian Volvic World (a Danone subsidiary) and ID Logistics signed a partnership agreement to set up a unit that will manage all European industrial road and rail shipments across five countries (France, Germany, Belgium, Switzerland and the UK) from 4 production plants and 17 warehouses, involving 1,500 full-load trains per year, with the option of adding other customers in order to improve capacity management by pooling resources.

The objective of managing and optimizing shipments for Evian Volvic World (Evian, Volvic, Badoit, Salvetat) is to reduce costs at each stage of the supply chain (loading, transportation, warehousing and driving), slash Evian Volvic World's carbon footprint in the long term and improve its environmental track record.

#### A 100% natural gas fleet for Castorama in Paris:

Working with ID Logistics, in April 2014 Castorama introduced 6 NGV (natural gas vehicle) trucks for deliveries to its Paris supermarkets (Clichy, Nation, Grenelle, Flandre and La Défense) from its logistics warehouse in Pantin that is also managed by ID Logistics. In addition to providing major environmental benefits, NGV trucks are fully in line with Castorama's and ID Logistics' CSR strategies given that they produce half as much noise, no fumes, few particles and an odorless exhaust gas, in order to promote a clean urban environment. Furthermore, these trucks meet the stringent requirements of the 'Piek' standard, which aims to reduce noise pollution caused by the transport of goods.

- **Reduction in noise and other forms of pollution specific to ID Logistics' businesses**

In addition to reducing CO<sub>2</sub> emissions, the introduction of hybrid vehicles described above also aims to combat noise, especially when making deliveries in urban zones.

In addition, although the warehouses managed by ID Logistics are mostly located in specific logistics hubs, ID Logistics generally provides its warehouses with green spaces and hedgerows in order to limit visual pollution.

- **EcoVadis rating**



ID Logistics participates in the EcoVadis sustainable development performance evaluation program, focusing on supply chain companies. The EcoVadis rating system is based on international sustainable development standards, and specifically the Global Reporting Initiative, the United Nations Global Compact and ISO 26000.

In 2017, ID Logistics was awarded the Silver medal in recognition of its CSR commitment for a second time. This award places it amongst the top 30% of companies rated by EcoVadis.

#### **e) Protection of biodiversity**

ID Logistics also implements ad hoc measures for the protection of biodiversity. For example:

- Installation of beehives on the Brétigny site
- Eco-friendly lawn mowing using sheep at the Brebières and Brétigny-sur-Orge sites
- Plants suited to the local climate at the Graveson site in Provence
- Participation in the project to restore the semi-tropical forest on Réunion Island, in partnership with the La Réunion National Park and the Coastal Conservation Agency

### **1.12.4 Social information**

#### **a) Regional, economic and social impact and relations with stakeholders**

The Group demonstrates its commitment to solidarity, one of its core values, by fostering new initiatives aimed at providing support to employees, customers and suppliers in difficulty and by driving or taking part in initiatives geared towards responsible and sustainable development.

- **Idebra**

In Brazil, so as to improve its local community relations, in 2002 ID Logistics founded a charity called "ID Esperança" (renamed Idebra in 2011), which promotes education for young children and teenagers from the Favela Beira Mar, a slum situated right next to one of the Group's Rio de Janeiro sites.

This project was managed directly by the Group to ensure that funds were used properly and to control the results. The aim of the project is to bring children back into education by means of a series of educational (tutoring), sporting (volleyball) and play-oriented (dance, reading, singing and audiovisual media workshops) projects.

The annual budget, which amounts to over 300,000 reals, is funded half by ID Logistics and half by other sponsors, most of which are Group customers or suppliers.

Over 2,300 people have participated in the program since its inception. Since 2010, the scheme's managers have had the pleasure of seeing two of their former protégés go to university for the first time in the history of the Favela Beira Mar. In 2014, the program relocated to new premises occupied by Idebra since late 2013.

In 2017, the program welcomed 254 students, 90% of whom attend classes until the end of the cycle, i.e. double the average for a traditional school program in Brazil. Since the launch of a new logistics assistant training program in 2014, 120 students have taken this course. 10% of them found work in logistics at the end of the training sessions, 20% found work in another field and 30% continued their studies at university.

- **Culture and diversity**

In September 2014, ID Logistics France signed a partnership with the *Trophée d'Improvisation Culture & Diversité* (Improvisation, Culture & Diversity award). This charity, founded in 2010 by Jamel Debbouze and Marc Ladreit de Lacharrière, organizes a national inter-school prize involving theatrical improvisation contests. Under the program, pupils enrolled in the schools (largely in disadvantaged neighborhoods) can learn about and practice theatrical improvisation, a key factor for personal development and social inclusion. Since 2010, 517 budding improvisers have been trained in 5 cities and 12 partner schools. Over five years, ID Logistics will provide financial and logistical support to the charity while expanding the program in the south of France.

#### **b) Subcontracting, suppliers and fair commercial practices**

The Group's financial and purchasing policies establish particular ethical rules for relations with ID Logistics Group's business partners (i.e. suppliers, sub-contractors, etc.).

Specifically, the Code of Ethics prepared throughout 2013 and approved by the Board of Directors on March 25, 2014 specifies in Article 2.3.1: "*We are committed to the practice of fair competition based solely on the quality of our services and solutions. As such, in view of our commitment to comply with current anti-corruption legislation, Group directors, senior executives and employees should not offer, promise or give anything to an individual from the public or private sector that could inappropriately influence the judgment of a third party on the services or solutions provided by ID Logistics or by another company, gain illegitimate advantage from a commercial transaction, influence the timing of business transactions or harm the reputation of ID Logistics if the offer, the promise or the payment were publicly disclosed.*"

In addition to the work performed by temporary staff, which accounts for one third of all purchases and external charges, temping agencies provide their services subject to master agreements that specify their commitments with regard to:

- Ways to improve qualifications of temporary staff allocated, in particular in relation to prevention and safety
- General health and safety rules by appropriate information communicated via instructional material that highlights the importance of equipment (safety shoes, etc.)
- Instructing staff assigned about the Group waste treatment policy and procedures implemented at all locations
- Helping the Group to fulfill its obligation to employ disabled people by proposing the résumés and skills of disabled workers registered with the agency

ID Logistics very rarely has direct contact with end consumers. However, by the nature of its logistics operations and related procedures (e.g. compliance with cold chain procedures, administration of sell-by dates, product traceability, etc.), it helps to promote consumer health and safety.

#### **c) Other initiatives for the promotion of human rights**

Under Article 1.2.3 of the Code of Ethics, it is specified that: "*We uphold human rights as defined in the Universal Declaration of Human Rights; ID Logistics respects those rights in the conduct of its operations throughout the world. Wherever we are, we strive to ensure that the presence of ID Logistics encourages healthy relationships and averts civil conflicts.*"

The Group also believes that all of the aforementioned activities relating to ongoing employee training, the internal promotion program and sponsorship initiatives such as Idebra help to safeguard the dignity, well-being and rights of Group employees, their families and the communities in which they live, as well as other persons affected by its operations.

### **1.12.5 Certificate of inclusion and limited assurance report from one of the auditors**

To the Shareholders,

In our capacity as statutory auditors of ID LOGISTICS GROUP SA and appointed independent third-party agency accredited by COFRAC under number 3-1048<sup>1</sup>, we hereby submit our report on the consolidated staff, social and environmental information for the year ended December 31, 2017 as presented in the management report (hereinafter the "CSR Information"), pursuant to the provisions of Article L. 225-102-1 of the French Commercial Code.

#### **Company's responsibility**

It is the responsibility of the Board of Directors to produce a management report containing the CSR Information provided for in Article R. 225-105-1 of the French Commercial Code, in accordance with the guidelines applied by the Company (hereinafter the "Reference Data"), a summary of which is included in the management report and available on request at the Company's head office.

#### **Independence and quality control**

Our independence is defined in regulations, the industry code of ethics and the provisions of Article L. 822-11 of the French Commercial Code. In addition, we have introduced a quality control system including documented policies and procedures designed to ensure compliance with applicable rules of ethics, professional standards, legislation and regulations.

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<sup>1</sup> The scope of which can be viewed at [www.cofrac.fr](http://www.cofrac.fr)

## Auditor's responsibility

It is our responsibility, based on our review, to:

- certify that the required CSR Information is disclosed in the management report or, if absent, is explained pursuant to Article R. 225-105, paragraph 3, of the French Commercial Code (CSR Information certificate of inclusion);
- give limited assurance on the fact that the CSR Information, taken as a whole, in all material aspects is fairly stated in accordance with the Reference Data (justified opinion on the fairness of the CSR Information).

However, it is not our responsibility to comment on compliance with any other applicable legal provisions, specifically those set out in Article L.225-102-4 of the French Commercial Code (due diligence plan) and French Sapin II Act no. 2016-1691 of December 9, 2016 (anti-corruption).

Our review was conducted by four people over a period of approximately three weeks between March and April. In conducting our procedures, we called on assistance from our CSR experts.

Our review, as described below, was conducted in accordance with the decree of May 13, 2013 determining the terms and conditions under which the third-party agency performs its assignment, pursuant to the professional standards of the National Institute of Statutory Auditors in relation to this assignment and, regarding the justified opinion on the fairness of the information, in accordance with ISAE 3000.

### 1. CSR Information certificate of inclusion

#### *Nature and scope of review procedures*

Based on interviews with managers of the relevant departments and divisions, we have noted the presentation of sustainable development strategies covering the social and environmental consequences of the company's business, the company's commitments to society and any actions or programs arising therefrom.

We compared the CSR Information presented in the management report with the list required under Article R. 225-105-1 of the French Commercial Code.

Where certain consolidated information was missing, we verified that explanations were provided in accordance with the provisions of Article R. 225-105, paragraph 3, of the French Commercial Code.

We verified that the CSR Information covered the consolidation scope, namely the company and its subsidiaries as defined under Article L. 233-1 and the companies it controls as defined under Article L. 233-3 of the French Commercial Code, subject to limits specified in the procedural note of the sustainable development section of the management report.

#### *Conclusion*

Based on our review and taking into account the aforementioned restrictions, we hereby certify that the requisite CSR Information is included in the management report, with the exception of information on remuneration and changes thereto, which is not disclosed or explained as required.

### 2. Justified opinion on the fairness of the CSR Information

#### *Nature and scope of review procedures*

We conducted around ten interviews with the persons responsible for preparing the CSR Information in the departments responsible for collecting the information and, where appropriate, with internal audit and risk management managers, in order to:

- assess the appropriateness of the Reference Data in terms of its relevance, completeness, accuracy, objectivity and clarity, taking industry best practices into consideration where appropriate;
- verify the implementation of a collection, compilation, processing and control procedure designed to ensure the completeness and consistency of the CSR Information, and note the internal control and risk management procedures relating to the preparation of CSR Information.

We established the nature and scope of our testing and procedures based on the nature and materiality of the CSR Information in relation to the company, its social and environmental challenges, its sustainable development strategies and industry best practices.

The most important CSR Information that we reviewed is as follows<sup>2</sup>:

- At the group level, we consulted source documents and conducted interviews to confirm the qualitative information (organization, policies, actions), we performed analytical procedures on the quantified data and, based on sample testing,

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<sup>2</sup> Quantified data:

Staff: Group employees broken down by geographical region; proportion of women in the permanent headcount; total hires; total dismissals; absenteeism; total training hours;

checked the data calculations and consolidation and verified the consistency of this data with the other information in the management report;

- We selected a representative sample of entities<sup>3</sup> based on their business operations, materiality in relation to consolidated data, location and a risk analysis, and conducted interviews to ensure that the procedures had been properly applied. We also performed detailed sample tests to check calculations and reconcile the data to the underlying documents. The selected sample covers between 19-57% of the employee data presented and 16-69% of the quantified environmental data presented.

We assessed the consistency of the remaining consolidated CSR Information in relation to our knowledge of the company.

Lastly, we reviewed whether explanations relating to any complete or partial omissions of certain information were justified.

We believe that the sampling procedures and sample sizes that we applied in the exercise of our professional judgment allow us to issue a limited assurance opinion; a higher level of assurance would have required more extensive testing procedures. In view of the use of sampling techniques and other limitations inherent in the operation of any information and internal control system, the risk of failing to detect a material misstatement in the CSR Information cannot be fully ruled out.

### *Conclusion*

On the basis of our review, we have not found any material misstatement or omission that would cast doubt on the fact that the CSR Information, taken as a whole, is fairly stated in accordance with the Reference Data.

Without calling into question the opinion expressed above, we would draw your attention to the methodology, restrictions and progress commitments for indicators relating to industrial accidents, as set out in the procedural note of the sustainable development section of the management report.

Neuilly-sur-Seine, April 20, 2018  
One of the auditors,

Deloitte & Associés

Albert Aidan  
Partner

Eric Dugelay  
Partner, Sustainable Development

## **1.13 ID LOGISTICS GROWTH STRATEGY**

### ***Major untapped potential for organic growth***

ID Logistics currently operates in most countries where the mass market is a major target for large manufacturers and retailers. The Group intends to focus primarily on sectors where it is already present, in France and abroad.

In France, the Group has many sources of growth through the acquisition of new contracts (either due to a change in logistics supplier or by manufacturers or retailers outsourcing logistics) or development of multi-channel logistics solutions ("traditional" versus "e-commerce" logistics) in conjunction with the support offered to existing customers. In early 2011 the Group made significant inroads into this new business line, which represented over 9% of 2016 proforma revenues.

The Group still has major growth potential abroad. In the first stage, ID Logistics pursued a strategy of supporting its customers based in France and abroad. In the second stage, the Group aims to boost its competitive position by supporting local customers, either in their country of origin or via the Group's sites in other countries. In this respect, ID Logistics intends to focus on certain major growth sectors such as textiles, fresh produce and fragrances.

Geographically speaking, the Group does not rule out the possibility of moving into new countries with high growth potential, while maintaining its usual approach of supporting its existing customers then consolidating its local market position.

### ***Stepping up growth through acquisitions***

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Health and safety: Frequency rate; severity rate; number of occupational illnesses;

Environment: Tonnage of waste produced; waste recycling rate; total electricity, fuel and natural gas consumption in MWh and in kWh per palette shipped; total CO<sub>2</sub> emissions in tons and in kilograms per palette shipped;

Social: Proportion of temporary workers in total workforce.

#### Qualitative information:

Section "Organization of working hours"; training program on best management practices; pre-empting potential sources of psycho-social risks.

<sup>3</sup> Group operations in France

The Group is also stepping up growth via acquisitions in order to:

- Strengthen competitive positions in countries where it is already present in order to consolidate the sector in France and abroad;
- Develop additional logistics expertise in a new business;
- Reinforce the services related to contract logistics operations.

It was precisely this strategy which led to the July 2013 acquisition of CEPL that confirmed the strategic advantage of stepping up external growth and the Group's ability to carry out and integrate value-adding acquisitions.

Thanks to this acquisition, ID Logistics Group has boosted its service offering in the individual order picking market segment and is now the No. 1 French operator in automated order picking. The Group is expanding its customer base to take on new market segments such as electronic and cultural goods, perfumes and clothing and now serves well-known high-potential customers such as Sony, Bouygues Telecom, Givenchy, Guerlain, Yves Rocher, Elizabeth Arden, Le Coq Sportif and André. This operation also allows ID Logistics to bolster its e-commerce services with customers such as vente-privee.com.

Furthermore, CEPL's in-depth expertise in automation and order picking should allow ID Logistics Group to offer innovative solutions to all customers while providing flexible, bespoke logistics services to e-commerce customers. As a result of this transaction, ID Logistics boosted its European network by expanding into Germany and the Netherlands while consolidating its traditional operations in Spain. Lastly, CEPL's existing customers provide potential for commercial growth abroad.

Likewise, in 2016 ID Logistics continued to roll out its international growth strategy, strengthen its leadership in Europe and shore up its logistics pure player model via the acquisition of Logiters. Logiters manages more than 50 warehouses equivalent to around 750,000 sqm, employs 3,300 people and posted 2015 revenues of €250 million. This important acquisition will allow ID Logistics to develop its business in high-potential sectors such as healthcare/pharmaceuticals and the automotive industry, to strengthen its positioning in its historical sectors of FMCG and retail, and to enhance its portfolio with new, high-profile customers. Logiters will also provide ID Logistics with new expertise and know-how, particularly in IT systems, engineering and transport organization, and new value-added solutions such as industrial pooling.

### ***Summary of the Group's main strategic principles***

In view of these different sources of growth, ID Logistics follows a strategy based on four major principles:

- A fundamental approach as a logistics pure player and integrator of technical solutions

The Group has made the strategic decision to pursue growth based on its expertise in developing technical solutions specific to individual customers. As such the Group does not aim to develop business lines where growth is driven by control of networks (i.e. inland transportation, air and sea freight forwarding, etc.).

- International positioning focused on mass consumption markets

The Group is present in most mass consumption countries where its large retail and FMCG manufacturing customers operate. The main objective is to increase market share in these countries, in particular through support offered to domestic customers. In the coming years, the activity of supporting existing customers could lead to openings in new countries. The first step would be to continue to offer support to existing customers for their growth in these countries.

- Continuing focus on the mass market

The Group's expertise is based on the logistical management of high-volume contracts and the search for optimizing solutions along the entire supply chain from manufacturer through to end customer. The Group aims to continue to serve new types of customer within this sector.

- Support for major customers in their new business lines and particularly in cross-channel selling

One avenue of potential growth lies in expanding the Group's offer to existing customers. In fact, increasingly decisive logistics support is required in order to keep pace with changing modes of distribution.

The growth of online selling, the opening of "Drive"-type models, home delivery and other factors entail changes to distributors' logistics organization and thus provide the Group with new opportunities.

In a broader context, changes in consumer habits lead to growing complexity of logistical arrangements, due to:

- An increase in the number of products offered for sale and the need for those products to be available;
- Complexity of sales and distribution channels;
- A requirement for greater flexibility in the management of volumes.

Expansion of the logistics offering is a suitable response to these requirements.

## 2/ RISK FACTORS



## 2 RISK FACTORS

Investors are invited to take into consideration all the information contained in the Registration Document, including the risk factors described in this chapter, before deciding to subscribe for or purchase shares in the Company. The Company has reviewed the risks that could have a material adverse effect on the Group, its business activity, financial position, earnings, outlook or ability to meet its objectives. The Company believes that, as of the Registration Document Date, there are no other significant risks besides those presented in this chapter.

However, investors' attention is drawn to the fact that the list of risks and contingencies described below is not exhaustive. Other known or unknown risks which, as of the Registration Document Date, are not considered likely to have a material adverse effect on the Group, its business activity, financial position or earnings may exist or become major factors that could have a material adverse effect on the Group, its business activity, financial position, earnings, development or outlook.

In each section below, the risk factors are presented in descending order of importance based on the Company's assessment as of the Registration Document Date. Any new circumstances within or outside the Group could therefore alter this order of importance in the future.

### 2.1 RISKS RELATED TO THE GROUP'S BUSINESS ACTIVITY AND MARKET

#### 2.1.1 Risks related to the state of the economy

The Group is a major contract logistics operator in France and abroad. Irrespective of the country, the development of the local contract logistics market is related, in particular, to the local state of the economy.

Although the Group benefits from an extensive and diversified geographical positioning, an economic slowdown or decrease in consumption in one or more markets, particularly in France, which accounted for 48% of Group revenues in 2017, could therefore adversely affect the Group's business activity and earnings.

#### 2.1.2 Risks related to the competition

Contract logistics, including ancillary services, is a highly competitive sector in France and in all of the countries in which the Group operates. As such the Group frequently competes with many other companies of different sizes, ranging from multinationals to local companies.

Moreover, since its inception the Group has seen strong growth, boosted by an offering that stands out from the competition given the Group's ability to understand and adapt to customer requirements and given its technical standards, innovative technology and prices. Any change or doubt concerning the Group's ability to stand out from the competition could affect the Group's revenues and earnings.

#### 2.1.3 Risks intrinsic to the activity

Logistics operations are handling operations which, even if they are considerably supported by mechanical and technological resources, nevertheless remain highly manual. Therefore, there is a risk of physical injury to employees. As stated in section 1.12.1 "Staff information", the Group takes preventive steps and monitors industrial accidents with a view to reducing their frequency and severity. New recruits receive specific training in safety procedures and in correct physical movements and positions for handling goods, as well as a safety booklet explaining all applicable Group rules and regulations. Group accident rates were as follows:

	2017	2016 <sup>(3)</sup>
Frequency rate <sup>(1)</sup>	27.5	27.2
Severity rate <sup>(2)</sup>	0.6	0.9

(1) number of lost time industrial accidents (excluding travel accidents) during the year over total payroll hours times 1,000,000

(2) number of days lost due to industrial accidents (excluding travel accidents and extended absences or relapses arising from industrial accidents in prior years) over total payroll hours times 1,000

(3) excluding Logiters, acquired in August 2016

The Group is also exposed to the risk of road accidents during the performance of the transportation services it may be required to carry out as part of its contract logistics services. Road risk is subject to a specific support and prevention plan that defines the procedures for recruitment, in-house and external training, awareness campaigns and driver monitoring designed to influence driver behavior in order to prevent risks. A driver bonus scheme based on minimizing accidents has been set up.

There is also a risk of destruction or loss of goods or equipment, in particular as a result of fire. The Group installs appropriate fire safety and prevention equipment on its sites, which at a minimum complies with applicable regulations. In addition, the Group's organizational structure is sufficiently responsive to enable it to transfer the operations of a disabled site to a new site within a few days. Buildings, equipment and goods are covered by specific insurance policies for damage, third-party liability etc., as described in section 2.7 of this chapter.

Finally, with regard to the transportation services integrated into the Group's contract logistics operations, the Group is subject to fluctuations in the price of diesel. The Group considers that the risk that diesel price fluctuations could have a material impact on its earnings is limited by indexing provisions, which are commonly included in the Group's contracts.

Despite the measures taken, the occurrence of these risks intrinsic to the Group's logistics business could result in higher insurance premiums or social security charges and could affect its financial position, earnings, development and outlook.

#### **2.1.4 Risks related to international growth**

The Group is growing internationally, mainly by supporting its existing customers as part of their own international growth. In 2017, business outside France accounted for 52% of Group revenues.

Establishing a presence in a foreign country usually involves setting up a local administrative structure, as well as the management team required to operate the first warehousing site. This structure and team are subsequently responsible for developing the business of the subsidiary.

Under these conditions, establishment in a foreign country involves overheads that cannot be covered by operations. In addition, subsequent contracts with new customers can entail costs that weigh heavily on the subsidiary's financial results until a certain critical mass is achieved. Finally, throughout this growth period the Group remains locally dependent on a limited number of contracts. The loss of a major contract in a given country could pose a threat to the Group's operations in that country.

The Group's international operations are carried out primarily in fast-growing countries. Such countries are subject to risks to which the Group is also exposed, in particular GDP volatility, relative economic instability (as evidenced by major fluctuations in inflation, interest rates or exchange rates), rapid or major changes in national regulations (e.g. tax, exchange control, foreign investment, etc.), etc.

Finally, without ruling out a similar situation in more developed countries including France, these high-growth countries are exposed to unethical practices. Although it is impossible to protect itself completely against this type of conduct, the Group has implemented control procedures designed to prevent it.

All of these factors could affect the Group's financial position, earnings, development and outlook.

In order to mitigate such risks, which cannot be entirely eliminated, the Group appoints a management team for its various foreign subsidiaries who have solid contract logistics experience and who are familiar with the Group's culture and procedures. In particular, the chief financial officers of the foreign subsidiaries are hired by the Group finance department and have a functional reporting line to the Group finance department as well as reporting operationally to local senior management. They follow a 3-week training course at head office before beginning work and are responsible for disseminating best practices within their subsidiary. They are subject to monthly reporting requirements and have at least one monthly operational review meeting. Funding requirements are centralized with the Group finance department. Every subsidiary is visited at least once a year by a team from Group senior management.

#### **2.1.5 Risks related to outsourcing**

The Group may employ external service providers (e.g. temporary employment agencies, equipment rental firms, IT subcontractors, etc.) in conjunction with its contract logistics and ancillary service activities. In order to meet its needs, the Group regularly controls the quality of its subcontractors and maintains a large and diversified subcontractor database. As of the Registration Document Date, the Group is not dependent on any given external supplier in such a way that this might represent a risk to the smooth functioning of the Group's operations.

#### **2.1.6 Risks related to information systems**

In conjunction with its operations, the Group uses a certain amount of computer equipment and information systems, in particular to manage and safeguard its daily information flows. These systems are used to organize logistics, customer billing, management of operating staff, financial control of operations and communication to customers of the information required for their inventory management.

The Group pays particular attention to data back-up and rapid data restoration in case of an incident. In France, all emergency and back-up networks are duplicated and managed from two separate cleanrooms operated by a leading service provider.

In order to optimize assets and minimize risks, the management of information systems for certain countries or regions outside France (e.g. Spain, Poland, Indian Ocean and Morocco) is centralized and carried out directly via staff and assets based in France.

Nevertheless, in view of the flow of information managed by the Group, if these information systems failed or if certain databases were destroyed or damaged for any reason whatsoever, the Group's operations could be disrupted. As a result, the Group's financial position and earnings could be adversely affected.

#### **2.1.7 Risks related to real estate**

The Group's real estate policy consists in renting its warehouse space for the same periods and under the same lease termination terms and conditions as those applicable to its contracts with its customers. This policy allows the Group to limit the risk of unused space.

However, when competitors that own all or part of their real estate are purchased, the Group may become the owner of certain warehouses. The Group's strategy is therefore to resell these warehouses in the short/medium term after their acquisition, in order to maintain its rental model. However, during this period, the Group may be exposed to the global economic climate and to the risk of fluctuation in the discount rates used to value the warehouse market. A negative movement in these factors could have an adverse effect on the valuation of warehouses and consequently on the Group's financial position and earnings. As stated in section 1.8 "Real estate and equipment", these warehouses had a total net book value of €15.5 million at December 31, 2017.

As part of its integrated logistics service offering, the Group may be required to assist its customers in the performance of barycentric analyses, a search for land or oversight of a warehouse construction project, including obtaining building permits during the administrative stage. This type of service entails the risk that it may not be possible to defer, pass on to the customer or cancel, in the case of delay or project cancellation, the costs incurred during the preparatory stages, that the requisite financing may not be obtained on favorable terms or that the actual construction cost is higher than the initial estimate. These risks could in turn have an adverse effect on the Group's financial position and earnings.

As of the Registration Document Date, procedures for passing costs on to customers are applied at almost all of the warehouses managed by the Group. Furthermore, as of the Registration Document Date, there are no leased warehouses that are not in use. With regard to its real estate policy (harmonization of lease periods and lease termination terms and conditions with those applicable to its customer contracts), in the short term the Group does not expect to see any discrepancy between the periods of the contracts and those of the lease agreements.

### **2.1.8 Risks of dependence on customers**

In accordance with its growth strategy, the Group manages a customer portfolio that is diversified in terms of contract type, business sector, service and geographical region. 2017 revenues from the Group's top three customers amounted to 15% of consolidated revenues, evenly balanced between these three customers, and no single contract with any of these customers accounted for as much as 5% of Group consolidated revenues. The Group considers that the risk of loss of any one of these customers having a material adverse effect on the Group's financial performance is limited.

### **2.1.9 Risks related to managing growth**

The Group's business has grown rapidly since its foundation, mainly through organic growth. In the future, this growth will continue to be based on organic growth, possibly supplemented by acquisitions (see section 1.13 "ID Logistics growth strategy").

#### **- Organic growth**

The Group's organic growth is based on growth in revenues from existing contracts (e.g. price indexing, increase in volumes handled, initiation of new services, etc.) and on winning new contracts through tenders. Although the Group has acquired considerable experience in gaining new contracts, in particular through the launch or takeover of sites, this type of growth may involve major costs during the start-up phase, in relation to the start of operations on a new site or the takeover of staff, equipment and information systems on existing sites.

#### **- Acquisitions**

The Group carries out acquisitions in addition to its organic growth policy, mainly in order to penetrate new customer sectors. However, the Group cannot guarantee its ability to identify, acquire and integrate the best acquisition targets. By their very nature, such operations also involve risks related in particular to the valuation of the assets and liabilities acquired, the integration of staff, business activities and technologies (including information systems) and the development of relations with the relevant customers and partners.

The Group's inability to manage its organic growth, acquisitions or unexpected difficulties encountered during its expansion could have an adverse effect on its business activity, earnings, financial position, growth and outlook.

## **2.2 REGULATORY AND LEGAL RISKS**

### **2.2.1 Risks related to current and future regulations**

Contract logistics, including ancillary services, is a highly regulated activity both in France and in the various countries in which the Group operates.

Such regulations are applied through warehouse operating permits, transport licenses and specific environmental regulations.

The Group undergoes periodic compliance audits with regard to its obligations in France and abroad. In the past, the Group has not suffered any material adverse impact on its financial position or earnings owing to any failure to comply with a regulation. However, in view of the geographical diversity of its sites and the complexity of certain regulations, the Group cannot guarantee that its interpretation of the various regulations will not be challenged and that adverse consequences will not arise therefrom.

In addition to compliance with existing regulations, and even if revision clauses are included in most customer contracts whenever there are major amendments to the regulations, any change in operational, environmental, tax, labor or other regulations could affect the Group's business activities, financial position and earnings.

## 2.2.2 Environmental risks

By their nature, the Company's activities do not entail material environmental risks. However, the Group ensures that environmental standards are respected, in order to minimize environmental risks, and implements an active policy with regard to sustainable development, as detailed in section 1.12 of the Registration Document "Sustainable development and growth".

As of the Registration Document Date, the Group stores and handles a certain amount of materials regarded as toxic under Seveso or equivalent regulations (i.e. aerosols, car batteries, paint, etc.) and provides the corresponding road transport services. These activities and services are of limited scope compared to the rest of the Group's activities and the Group considers that it is not significantly exposed to environmental risks.

## 2.2.3 Risks related to litigation to which the Group is party

During the normal course of its activities, the Group is exposed to legal risks in view of its status as an employer, tax-payer, service provider and purchaser of goods and services.

There are no government, court or arbitration proceedings, including any proceedings of which the Group is aware or proceedings which are suspended or threatened, that could have or that have over the last 12 months had a material effect on the Group's and/or the Company's financial position or earnings.

## 2.2.4 Risks related to intellectual property

The Group considers that it owns, or validly holds the rights to use, all intellectual property rights that it exercises in relation to its business activities (in particular with regard to trademarks, logos and domain names) and that it has taken all reasonable steps, compatible with business requirements, to protect its intellectual property rights.

However, and in particular abroad, the Group cannot be sure that it will obtain similar protection to that obtained in France in countries which could become target markets in the future, and cannot rule out unfair competition or fraud committed by a third party.

## 2.3 FINANCIAL RISKS

The Group financial statements are presented in chapter 4 "Financial Statements" of this Registration Document.

### 2.3.1 Exchange rate risk

The Group publishes its consolidated financial statements and carries out most of its operations in euros. The Group's subsidiaries situated outside the eurozone trade largely in local currency, which limits the Group's exposure to exchange rate fluctuations.

The difference between assets excluding goodwill and liabilities denominated in currencies other than the euro (i.e. Taiwanese dollar, Chinese yuan, Brazilian real, Polish zloty, Argentine peso, Indonesian rupee, Russian ruble, Moroccan dinar and Romanian leu) amounted to the equivalent of €28.4 million as of December 31, 2017, broken down as follows:

<i>Foreign currency amount €m</i>	TWD	CNY	BRL	PLN	ARS	RUB	ZAR	Other	Total
Assets excluding goodwill	10.3	6.7	29.7	12.5	10.2	6.7	12.5	7.1	95.7
Liabilities	(6.0)	(5.9)	(23.6)	(10.3)	(6.4)	(2.7)	(9.1)	(3.3)	(67.3)
Net assets	4.3	0.8	6.1	2.2	3.8	4.0	3.4	3.8	28.4

The Group periodically reappraises its exposure to exchange risk and, as of December 31, 2017, these amounts were not subject to any specific hedging.

The Group cannot rule out the possibility that major growth in its international business could lead to greater exposure to exchange risk. In this case, the Group might decide to adopt a policy of exchange risk hedging. As of the Registration Document Date, the Group considers that its exposure to exchange risk is not material.

### 2.3.2 Credit risk

Most Group customers are leading international companies in their respective sectors. Owing to the quality of its principal counterparties, the diversification of its customers and its customer credit management system, the Group has never incurred material bad debt losses and considers that it is not exposed to significant credit risk.

### 2.3.3 Interest rate risk

As stated below, at December 31, 2017 most of the Group's borrowings (in the form of bank loans or finance leases) are contracted by French legal entities.

<i>€m</i>	Due in less than 1 year	Due in 1 to 5 years	Due in more than 5 years	Total	At floating rates before hedging	At floating rates after hedging
Bank overdrafts	0.0	-	-	0.0	0.0	0.0

Finance leases	5.6	15.1	0.2	20.9	0.8	0.8
Loans	48.2	78.9	-	127.1	124.8	74.3
Factoring	5.1	-	-	5.1	5.1	5.1
Other borrowings	0.4	-	-	0.4	-	-
Cash and cash equivalents	(90.1)	-	-	(90.1)	-	-
Net financial (assets) liabilities by maturity	(30.8)	94.0	0.2	63.4	130.7	80.2

At this date, 85% of the Group's borrowings before interest rate hedges are subject to floating interest rates. To provide against an adverse movement in interest rates, the Group has adopted a hedging strategy in the form of swaps (between floating and fixed rates) or caps (floating rate caps). After hedges, 52% of the Group's borrowings as of December 31, 2017 were at floating rates.

As stated under Note 13 to the 2017 Group consolidated financial statements in section 4.8.1 "2017 Group consolidated financial statements", a one percentage point average increase in interest rates would result in a €0.8 million increase in interest expense under net financial items.

### 2.3.4 Risks related to cash management

The Group practices prudent management of its available cash. Cash and cash equivalents comprise available cash and cash equivalents, call deposits and investments in money market instruments with maturities of no more than three months.

### 2.3.5 Liquidity risk

The Group periodically reviews its sources of financing in order to maintain sufficient liquidity at any moment. For its financing, the Group relies principally on available cash, factoring, bank overdrafts, finance leases, real estate finance leases and a bank loan.

As of December 31, 2017, the Group held net cash and cash equivalents of €90.1 million and borrowings with the following maturities:

€m	Due in less than 1 year	Due in 1 to 5 years	Due in more than 5 years	Total
Loan	48.2	78.9	-	127.1
Finance leases	5.6	15.1	0.2	20.9
Factoring	5.1	-	-	5.1
Other borrowings	0.4	-	-	0.4
Total	59.3	94.0	0.2	153.5

As stated in section 4.3.4 "Debt finance", the €119.8 million bank loan as of December 31, 2017 is subject to compliance with a financial ratio. This loan will be repaid in annual installments until July 2021. Non-compliance with this ratio, or a lack of prior waiver or approval from the lending banks, may lead to the remaining principal balance falling due immediately as of the date of the non-compliance. As of December 31, 2017, this ratio was in compliance.

As of December 31, 2017, the Group had unused credit lines amounting to €19.5 million reported under borrowings and €8.6 million reported under finance lease liabilities (compared to €35.0 million and €7.0 million respectively as of December 31, 2016).

The Company carried out a specific appraisal of its liquidity risk and considers that it is able to meet its future liabilities as they fall due.

### 2.3.6 Risks related to goodwill impairment tests

The Group carries out goodwill impairment tests once a year (see notes to the financial statements in section 4.8 of the Registration Document, "Annual historic financial information"). Future events, which are unpredictable by nature, could result in impairment of some of this goodwill.

As of December 31, 2017, the goodwill net book value breaks down by geographical region as follows:

€m	12/31/2017
France	90.8
International	81.9
Total	172.7

Material impairments could have an adverse effect on the Group's financial position and performance for the year in which such charges are recognized.

## 2.4 RISKS RELATING TO HUMAN RESOURCES

### **2.4.1 Human resources management**

In order to manage and grow the Group's business activities, qualified technicians and managers must be recruited and retained. The success of the Group's operations depends in particular on the experience and commitment of the management team and other key personnel. The Group's ability to retain its employees, to attract and integrate new high-quality staff and to train and promote promising employees is an important factor.

The Group has implemented an active human resources strategy in France and abroad aimed at identifying, attracting, retaining and updating the skills and competencies required for its operations and growth in a highly competitive environment. If the Group lost the services of one or more of its managers or key personnel, the Group considers that most responsibilities held by such individuals could be assumed by other persons, if necessary after a period of adaptation and/or training for the vacant jobs. However, the departure or long-term absence of one or more such persons could have an adverse effect on the Group's strategy or business activity and could adversely affect the implementation of new projects required for its growth and consequently have an adverse effect on the Group's business activity.

In addition, the Group cannot rule out potential severance costs should employment contracts not be renewed, despite options for redeploying staff within the Group.

Furthermore, the Group's operations require a considerable number of temporary employees (29% of the headcount in 2017). These employees are hired through a number of specialized leading employment agencies with which the Group has master agreements, enabling it to procure additional personnel at any given moment in accordance with activity peaks. The Group believes that it is not exposed to a temporary employment risk or a risk of dependence on a sole external service provider (see section 2.1.5 in particular).

The temporary employment agencies are regularly controlled or invited to bid in tender offers organized by the Group. During these controls and tender offers, the Group pays particular attention to the training, safety and security procedures followed by these agencies and to procedures relating to compliance with legislation (Labor Code, immigration law, etc.). Although the Group cannot rule out the possibility of non-compliance in the procedures followed by its temporary employment agencies, it considers that there is only a limited risk that such non-compliance could have a material impact on the Group's financial position or earnings.

All of the aforementioned factors could therefore affect the Group's financial position, earnings, growth and outlook.

### **2.4.2 Management of industrial relations**

The Group's business activities could be disrupted by strikes, employee claims and other labor actions. Given that the Group has no insurance protection covering operating losses from business interruptions caused by labor actions, its business activity, financial position and operating results could be affected. Despite the care applied by the Group with regard to its industrial relations management, it cannot rule out the possibility of deterioration in industrial relations or disruption in labor.

## **2.5 RISKS RELATED TO THE COMPANY'S SHAREHOLDER STRUCTURE**

As of December 31, 2017, the concert comprising (i) Eric Hémar and Immod and (ii) Christophe Satin and Libertad directly and indirectly held 58.73% of the capital stock and 71.44% of voting rights. As such, the concert party is entitled to take decisions alone that fall within the powers of the shareholders' general meeting, such as appointment of corporate bodies, approval of the financial statements, dividend distributions and amendments to the bylaws.

In addition, less than 2% of the Group's customer contracts include a clause regarding changes in control of the Company whereby the customer may request the termination of the contract in question. Since none of these contracts are material, the Group considers that the risks related to changes in control are not material.

## **2.6 RISK OF DILUTION**

As of December 31, 2017, Immod held 29.82% of the Company's capital and 155,520 equity warrants, the main terms and conditions of which are described in section 3.1.1, paragraph f) "Securities giving entitlement to equity". Each warrant carries the right to subscribe for two shares, implying as of December 31, 2017 a 5.55% potential maximum equity dilution of post-dilution capital.

Furthermore, the Board of Directors issued instruments representing a 0.89% total maximum potential dilution of post-dilution capital. A breakdown of these instruments is presented in section 3.1.1, paragraph f) "Potential capital".

Finally, in the future ID Logistics Group may issue or allot shares or new financial instruments giving access to the Company's capital as part of its strategy to incentivize its managers and employees. Any additional allotment or issue would entail a further and potentially material dilution for the Company's shareholders.

## **2.7 GROUP INSURANCE POLICIES**

The Company pursues a policy of insuring the main insurable risks, with limits and excesses deemed to correspond to the nature of its business. This strategy is managed centrally via master agreements covering all countries in which the Group operates, and is directly managed by the Group legal affairs department.

In 2017, the Group incurred total costs of €5.3 million in respect of insurance premiums.

- **Liability**

The Group's insurance strategy consists in covering liability risks with policies for the entire Group including foreign subsidiaries. The Group uses only reputed insurance companies and brokers with international networks.

Consequently, foreign subsidiaries are insured through policies taken out locally based on "local market best practices", while the French master policy applies with differences in limits and terms and conditions.

The purpose of the liability insurance policies is to cover:

- The liability of the Group's directors and corporate officers;
- Operational liability risks, trustee's liability, post-delivery and professional liability relating in particular to logistics and inventory management activities, owner's liability, organizer's liability, employer's liability arising from gross negligence, liability relating to subcontractors, liability arising from the temporary occupation of premises belonging to third parties and liability for damage to third-party assets held by the Group;
- Contractual liability and financial consequences for physical damage to goods, as well as any consequential non-physical damage, in particular when performing the Group's transport organizing activities.

Movements in liability insurance budgets have been in line with insurance market trends for liability over the last three years, when premiums have been flat or even reduced.

- **Property damage**

The Group's strategy with regard to property damage insurance is identical to its liability insurance strategy described above.

Property damage insurance is intended to cover physical damage to the Group's property, given that the vast majority of buildings and goods are insured by third parties with mutual waiver of claims.

The general contractual indemnity limit and the wording of the policy are in line with market practice.

Movements in property damage insurance budgets have been in line with insurance market trends for property damage over the last three years, when premiums have been flat or even reduced, varying in accordance with several criteria, including coverage, site protection and risk prevention and claims history.

Over the last three years, there have been no major claims that have not been covered by insurance.

- **Automotive insurance**

The Group's strategy regarding automotive insurance consists in covering the Group and its subsidiaries for all owned and/or leased vehicles or third-party vehicles used in any capacity.

Automotive fleet budgets have moved in line with the automotive insurance market, which has tightened largely due to increasing losses caused by higher repair costs and increased personal injury claims.

- **Operating loss insurance**

The Group periodically calculates the cost-benefit of operating loss insurance, and has therefore decided not to take out operating loss insurance.

However, property damage policies including coverage against additional operating costs following a non-excluded claim have been taken out.

In view of the above, ID Logistics considers that its level of risk coverage is in accordance with its business activity and that any excess amount that the Group might be required to pay in connection with an insurance claim would not have a material impact on its financial position.

### 3/ CORPORATE GOVERNANCE



### 3 CORPORATE GOVERNANCE

#### 3.1 BOARD OF DIRECTORS' CORPORATE GOVERNANCE REPORT

Dear Shareholders,

Pursuant to Article L. 225-37 of the French Commercial Code, your Board of Directors prepared this report on the governance of your Company.

This report was prepared based on information provided by several departments, notably the Group legal affairs and finance departments, and then passed to the Audit Committee for discussion and review before being approved by the Board of Directors on March 27, 2018 and subsequently submitted to the statutory auditors.

##### 3.1.1 Capital stock

###### a) Amount of capital stock

At December 31, 2017, the Company's capital stock amounted to €2,801,187.50 divided into 5,602,375 fully paid-up shares with a par value of €0.50 each.

###### b) Changes in capital stock since incorporation of the Company

Date	Nature of transactions	Capital stock (€)	Issue premium (€) (*)	Number of shares created	Par value (€)	Company's capital stock (€)
September 12, 2001	Incorporation	40,000	-	4,000	10.00	40,000
January 21, 2002	Share issue	874,720	-	87,472	10.00	914,720
March 28, 2002	Share issue	381,100	-	38,110	10.00	1,295,820
December 21, 2009	Share issue	757,110	22,887,435.30	75,711	10.00	2,052,930
June 21, 2010	10-for-1 stock split	-	-	1,847,637	1.00	2,052,930
March 7, 2012	2-for-1 stock split	-	-	2,052,930	0.50	2,052,930
April 17, 2012	Share issue	684,310	28,056,710	1,368,620	0.50	2,737,240
July 22, 2013	Share issue	54,200.50	3,945,796.40	108,401	0.50	2,791,440.50
September 27, 2014	BSA share warrant issue	-	99,960	-	-	2,791,440.50
In 2015	Capital increase by exercise of BSPCE	1,500	203,970	3,000	0.50	2,792,940.50
In 2016	Capital increase by exercise of BSPCE	2,000	271,960	4,000	0.50	2,794,940.50
In 2017	Capital increase by exercise of BSPCE/BSA	6,247	843,212	12,494	0.50	2,801,187.50

(\*) The issue premiums above are stated at gross value, whereas their values net of capital increase costs are noted in the financial statements.

- The January 21, 2002 and March 28, 2002 share issues were carried out by incorporation of the founders' and certain managers' shareholders' accounts credited since the setting up of the Company for the purposes of financing its activities.
- The December 21, 2009 share issue was fully subscribed by Immod. It is in payment for the acquisition by the Company from Immod of a 29.5% shareholding in the La Financière de Commerce et de Participations (Ficopar) subsidiary.
- The April 17, 2012 IPO was subscribed in cash.
- The July 22, 2013 share issue was carried out in consideration for the receipt of 151 bonds issued by Compagnie Financière de Logistique, the CEPL group parent company, in conjunction with the CEPL acquisition.
- As authorized by a resolution of the March 19, 2014 extraordinary general meeting, on August 27, 2014 the Board of Directors offered 17,000 redeemable equity warrants (BSAR) at a subscription price of €5.88 per warrant. All warrants were exercised between August 27 and September 20, 2014.
- As authorized by a resolution of the March 19, 2014 extraordinary general meeting, on March 25, 2014 the Board of Directors decided to issue 40,000 founders' warrants (BSPCE). Since 2015, a total of 16,000 BSPCEs were exercised, giving rise to the issue of 16,000 new shares at a unit price of €68.49.

###### c) Securities not giving entitlement to equity

None.

d) Changes in shareholders

The breakdown of the Company's shareholders over the last three fiscal years has been as follows:

	12/31/2015	12/31/2016	12/31/2017
Immod <sup>(1)</sup>	34.82%	29.89%	29.82%
Eric Hémar	23.21%	23.19%	23.14%
Libertad <sup>(1)</sup>	-	4.90%	4.36%
Christophe Satin	1.77%	1.41%	1.41%
Subtotal held in concert	59.80%	59.40%	58.73%
Others <sup>(2)</sup>	4.68%	4.01%	3.90%
Public float	35.45%	36.48%	37.23%
Treasury shares	0.07%	0.12%	0.14%
Total	100%	100%	100%

<sup>(1)</sup> As of December 31, 2017, 100% of IMMODO's capital stock was indirectly held by Mr. Eric Hémar, via Comète. Libertad is owned 90% by Christophe Satin and 10% by his wife.

<sup>(2)</sup> The other shareholders are current or former Group employees, none of whom individually hold more than 2% of the capital stock or voting rights.

In view of the relations between Messrs Hémar and Satin since the Company's inception, their respective offices and their common status as shareholders of Immod SAS, itself a shareholder in the Company, Messrs Hémar and Satin and Immod SAS have formalized their relationship by signing a shareholder agreement to act in concert (AMF decision no. 212C053). A supplemental agreement was executed on January 19, 2016 whereby Libertad SARL adhered to the aforementioned shareholder agreement (AMF decision 216C0276).

The main change over the last three years concerns a transaction performed on January 19, 2016, within the concert: Immod, which held a 34.82% equity interest in ID Logistics Group, transferred 274,052 ID Logistics Group shares to Libertad, a company wholly owned by Christophe Satin and his wife. Mr. Satin already held a 1.77% equity interest in ID Logistics Group. In exchange for this transfer, Christophe Satin disposed of his 14.13% equity stake in Immod, which is now wholly-owned by Eric Hémar. This transaction did not result in any changes to the concert's shareholding in ID Logistics Group, which remained at 59.80% as of January 19, 2016.

e) Authorized capital

Current delegations and authorizations granted to the Company with regard to capital increases include:

	General meeting date	Delegation expiry date	Cap (par value)	Use during year ended 12/31/2017	Balance at 12/31/2017
Issue of shares and/or securities providing immediate and/or future access to the Company's capital stock, with continued effectiveness of preferential share subscription right	5/23/2017	7/22/2019	Shares: €1,200,000 Debt securities: €50,000,000	None	Shares: €1,200,000 Debt securities: €50,000,000
Issue without preferential share subscription right, by a public offering of shares and/or of securities providing immediate and/or future access to the Company's capital stock and option to confer a priority right	5/23/2017	7/22/2019	Shares: €1,200,000 Debt securities: €50,000,000	None	Shares: €1,200,000 Debt securities: €50,000,000
Capital increase immediately or in future by an issue of shares of common stock or of any securities providing access to the capital stock, capped at 20% of the capital stock per annum, without any shareholders' preferential share subscription right, by	5/23/2017	7/22/2019	Shares: €1,200,000 and capped at 20% of capital stock per year Debt securities: €50,000,000	None	Shares: €1,200,000 and capped at 20% of capital stock per year Debt securities: €50,000,000

way of an offering to qualified investors or to a close circle of investors within the meaning of paragraph II of Article L-411-2 of the French Monetary and Financial Code (private placement)					
Capital increase by way of issue of shares and/or of securities providing immediate and/or future access to the Company's capital stock without preferential share subscription right, as consideration for contributions in kind of capital securities or securities providing access to the capital stock	5/23/2017	7/22/2019	Capped at 10% of capital stock per annum	None	Capped at 10% of capital stock per annum
Capital increase by capitalization of reserves, profits or additional paid-in capital	5/23/2017	7/22/2019	€1,200,000	None	€1,200,000
Capital increase by way of issue of shares for subscribers to a corporate savings plan implemented pursuant to Articles L3332-18 to L3332-24 et seq. of the French Labor Code, with no preferential share subscription right in favor of such subscribers	5/23/2017	7/22/2019	Capped at 3% of post-issue capital stock as of the Board of Directors' decision to perform this increase	None	Capped at 3% of post-issue capital stock as of the Board of Directors' decision to perform this increase
Power to issue equity warrants	5/23/2017	11/22/2018 <sup>(1)</sup>	€290,000 par value	None	€290,000 par value
Authorization to be given to the Board of Directors to grant Company share subscription or purchase options in favor of Group employees and corporate officers	5/25/2016	7/24/2019	3% of capital stock as of the 5/25/2016 general meeting	None	3% of capital stock as of the 5/25/2016 general meeting
Authorization to be given to the Board of Directors to grant new or existing bonus shares, in favor of Group employees and corporate officers	5/25/2016	7/24/2019	3% of capital stock as of the 5/25/2016 general meeting	None	152,525 shares <sup>(2)</sup>

*(1) It will be recommended to the May 23, 2018 annual general meeting that this authorization be renewed (see Section 6 of the Registration Document).*

*(2) On December 31, 2017, the Company's Board of Directors decided to grant 1,746 bonus shares to certain employees. As at the Registration Document date, 150,779 bonus shares can still be attributed.*

f) Potential capital

- Equity warrants (BSA)

Immod, which held 29.82% of the Company's capital at December 31, 2017, also holds 155,520 equity warrants representing a 5.55% maximum potential dilution of post-dilution capital, the main features of which are:

General meeting date	October 13, 2008
Board of Directors meeting date	October 13, 2008, modified on June 21, 2010
Total number of warrants issued	155,520
Maximum number of shares that may be subscribed by IMMOD	311,040

Earliest exercise date	October 13, 2008
Expiry date	not set
Exercise price	€4.50
Terms of exercise	1 equity warrant = 2 shares
Number of shares subscribed as of the Registration Document Date	None
Number of canceled or lapsed warrants to date	None
Number of shares potentially subscribed as of the Registration Document Date	311,040
Warrants outstanding as of the Registration Document Date	155,520

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- Bonus shares

The combined general meeting of May 25, 2016 delegated authority to the Board of Directors to grant bonus shares. Under this delegation, the Board of Directors meetings held on May 25, 2016, December 9, 2016 and January 17, 2018 decided on the following allotments:

	Plan 1	Plan 2	Plan 3	Plan 4	Plan 4-2
General meeting date	5/25/2016	5/25/2016	5/25/2016	5/25/2016	5/25/2016
Board of Directors meeting date	5/25/2016	5/25/2016	5/25/2016	12/9/2016	1/17/2018
Total number of bonus shares granted	8,000	5,000	94	1,957	1,746
Total number of shares that may be subscribed by corporate officers	-	-	-	-	-
Vesting date <sup>(1)</sup>	5/25/2021	5/25/2018 for 2,500 shares and 5/25/2020 for 2,500 shares and	5/25/2017	12/9/2019	(2)
End of lock-in period	n/a	n/a	5/25/2018	n/a	(3)
Number of shares subscribed as of the Registration Document Date	0	0	0	0	0
Total number of lapsed or canceled shares	4,000	0	0	0	0
Bonus shares granted and outstanding at year-end	4,000	5,000	0	1,957	1,746

<sup>(1)</sup> bonus shares shall vest subject to the following criteria:

- plans 1 and 2: continued employment, co-investment and an external performance criterion relating to the stock market performance of the Company's share.

- plans 3, 4, 4-2: continued employment only

<sup>(2)</sup> The shares granted break down into two tranches, Tranche A and Tranche B, where the number of shares granted under Tranche B is equal to 50% of the number of shares granted under Tranche A. The vesting periods are one year for Tranche A, i.e. until January 17, 2019 and three years for Tranche B, i.e. until January 17, 2021.

<sup>(3)</sup> The lock-in period for Tranche A is one year, i.e. until January 17, 2020. There is no lock-in period for Tranche B.

- Equity warrants ("BSA") and founders' warrants ("BSPCE")

The March 19, 2014 extraordinary general meeting gave authority to the Board of Directors to issue up to 40,000 BSPCEs (founders' warrants) without shareholder preferential subscription rights to a named individual and authority to issue up to 20,000 equity warrants to a given category of persons, namely employees and directors of the Company or a Company subsidiary.

Under these authorizations:

- The March 25, 2014 Board of Directors meeting decided to allocate 40,000 founders' warrants to a Company salaried manager who is not a corporate officer.

The details of this scheme are as follows:

General meeting date	March 19, 2014
Board of Directors meeting date	March 25, 2014
Maximum number of warrants to be issued	40,000

Maximum number of shares that may be acquired <i>of which by corporate officers</i>	40,000 None
Earliest exercise date	March 25, 2015
Expiry date	March 25, 2019
Exercise price <sup>(1)</sup>	€68.49
Terms of exercise <sup>(2)</sup>	1 share for 1 warrant
Number of shares subscribed as of the Registration Document Date	20,000
Number of canceled or lapsed warrants to date	0
Founders' warrants outstanding as of the Registration Document Date	20,000

(1) Subject to future adjustments, each warrant will entitle the holder to subscribe for one Company share of common stock at the exercise price, which is equal to the volume-weighted average price of the Company share over the forty trading sessions immediately preceding March 24, 2014, i.e. €68.49 per share.

(2) Provided the warrant holder does not leave before March 25, 2015, he may exercise 20,000 warrants from March 25, 2015 inclusive to March 25, 2019 exclusive ("Tranche 1").

Provided the warrant holder does not leave the Company before March 25, 2017, he may exercise his current holdings amounting to 20,000 founders' warrants plus any unexercised Tranche 1 warrants, from March 25, 2017 inclusive to March 25, 2019 exclusive, on the understanding that all warrants not exercised by the end of this period will be automatically void and canceled.

Note that the term "leave" refers to when the warrant holder's duties within the Company are terminated for any reason whatsoever, and that the leaving date shall be determined as follows, depending on the circumstances: (i) in the event of redundancy, the postmark date of the first redundancy letter; (ii) in the event of resignation, the date when the employer receives the resignation letter; (iii) in the event of voluntary or compulsory retirement, the date of receipt of the letter of notice; (iv) in the event of contractual termination of the employment contract with the Company, the date of signing of the termination agreement; (v) in the event of death, the date of death; and (vi) in the event of 2nd or 3rd category permanent disability as defined under Article L. 341-4 of the French Social Security Code, the date when the disability arises, provided that the consultant doctor of the relevant social security fund (caisse de sécurité sociale) has classified the warrant holder as a disabled person.

Founders' warrants granted to the top ten non corporate officer employee beneficiaries and options exercised by them	Total number of warrants granted	Exercise price
Warrants granted during the year by the issuer and any company included within the warrant allocation scope, to the ten employees of the issuer, or any company included in this scope, to whom the largest number of warrants is granted. (Global information)	None	None
Warrants held against the issuer and companies referred to above, exercised during the year by the ten employees of the issuer and said companies who exercised the largest number of warrants. (Global information)	40,000 BSPCEs were granted in 2014. 9,000 BSPCEs were exercised in 2017.	€68.49

- ii. The August 27, 2014 Board of Directors meeting decided to assign 17,000 redeemable equity warrants ("BSAR") to Group employees.

The details of this scheme are as follows:

General meeting date	March 19, 2014
Board of Directors meeting date	August 27, 2014
Maximum number of warrants to be issued	17,000
Maximum number of shares that may be acquired <i>of which by corporate officers</i>	17,000 None
Earliest exercise date	August 27, 2014
Expiry date	August 27, 2019
Exercise price <sup>(1)</sup>	€68.53
Terms of exercise <sup>(2)</sup>	1 share for 1 warrant
Number of shares subscribed as of the Registration Document Date	3,400
Number of canceled or lapsed warrants to date	None

Number of shares potentially subscribed as of the Registration Document Date	13,600
Warrants outstanding as of the Registration Document Date	13,600

(1) Subject to future adjustments, each warrant will entitle the holder to subscribe for one Company share of common stock at the exercise price, which is equal to the volume-weighted average price of the Company share over the forty trading sessions immediately preceding August 27, 2014, i.e. €68.53 per share.

- Stock options  
The Company did not grant any stock options.

Accordingly, the maximum potential dilution is as follows:

Board meeting date	Type of instrument	Total initial number	Total outstanding at 12/31/2017	Potential dilution <sup>(1)</sup>
10/13/2008	Equity warrants (BSA)	155,520	155,520	5.55%
3/25/2014	Founders' warrants (BSPCE)	40,000	24,000	0.43%
8/27/2014	Redeemable equity warrants (BSAR)	17,000	13,600	0.24%
5/25/2016	Performance shares	13,000	9,000 <sup>(2)</sup>	0.16%
12/9/2016	Bonus shares	1,957	1,957	0.03%
1/17/2018	Bonus shares	1,746	n/a	0.03%

<sup>(1)</sup> Maximum potential equity dilution of post-dilution capital

<sup>(2)</sup> The 4,000 share difference between the number of shares granted and the number of shares at December 31, 2017 corresponds to shares that could not be vested due to the departure of one of the bonus share beneficiaries.

g) Voting rights of the principal shareholders

Pursuant to Article 25 of the Company bylaws, each Company share carries one voting right. However, pursuant to a resolution passed at the June 21, 2010 shareholders' general meeting, a double voting right compared to other shares representing the same proportion of equity is granted to all fully paid-up shares, which can be proved to have been registered in the name of the same shareholder for at least the last four consecutive years.

h) Breakdown of voting rights

The Company's capital stock and voting rights as of December 31, 2017 are detailed in the following table:

Shareholders	Number of shares	% capital stock	% theoretical voting rights	% exercisable voting rights
Immod <sup>(1)</sup>	1,670,870	29.82%	37.65%	37.68%
Eric Hémar <sup>(1)</sup>	1,296,460	23.14%	29.26%	29.28%
Libertad <sup>(1)</sup>	244,052	4.36%	2.75%	2.76%
Christophe Satin <sup>(1)</sup>	78,919	1.41%	1.78%	1.78%
Subtotal held in concert	3,290,301	58.73%	71.44%	71.50%
Others <sup>(2)</sup>	218,667	3.90%	4.94%	4.94%
Public float	2,085,479	37.23%	23.53%	23.55%
Treasury shares	7,834	0.14%	0.09%	0%
TOTAL	5,602,281	100%	100%	100%

<sup>(1)</sup> As of December 31, 2017, 100% of IMMOD's capital stock was indirectly held by Mr. Eric Hémar, via Comète. Libertad is owned 90% by Christophe Satin and 10% by his wife.

<sup>(2)</sup> The other shareholders are current or former Group employees, none of whom individually hold more than 2% of the capital stock or voting rights.

The Company is not aware of any other shareholder who, directly or indirectly, acting alone or in concert, holds over 5% of the capital or voting rights.

At the date of this Registration Document, and to the best of the Company's knowledge, there has been no significant change in the breakdown of the Company's capital since December 31, 2017.

As stated in section 5.3.3 of this Registration Document, a double voting right is conferred upon shares that have been registered in the name of the same shareholder for at least four years. This principle explains any differences between the equity interest percentage and the voting rights percentage in the above table. The difference between the theoretical and exercisable voting rights percentages arises from treasury shares.

i) Control of the company

As of December 31, 2017, Eric Hémar held:

- 23.14% of the Company's capital stock and 29.28% of the exercisable voting rights directly, and
- 29.82% of the Company's capital stock and 37.68% of the exercisable voting rights indirectly via Immod, in which he holds 100% of the capital via Comète.

Eric Hémar therefore directly and indirectly held 52.96% of the capital and 66.96% of the exercisable voting rights (excluding treasury stock) and, acting in concert with Christophe Satin and Libertad, 58.73% of the capital and 71.50% of the exercisable voting rights.

The Company is controlled as stated above. Steps taken to ensure that control is not abused include the presence of three independent directors and one independent advisor on the Board of Directors.

The following shareholder agreements are or were previously in force:

- The first concerns an agreement between Eric Hémar and Christophe Satin together with former and current Group employees holding 4.01% of the Company's capital stock as of December 31, 2016. Most of these individuals became shareholders in 2006, when Banque Lazard's equity stake was purchased by the managers (see section 1.2 "Milestones in the Company's development"). There is no family bond or common interest between the directors and these individuals such that they could be deemed to be acting in concert. Under the shareholder agreement, Eric Hémar will have a priority right to acquire shares should the other shareholders sell or transfer their shares.

Shareholders bound by the aforementioned shareholder agreement must notify Eric Hémar of their intention to sell or transfer their shares, specifying the number of shares, the manner of sale or transfer, details of the intended transferee and price and terms of sale or transfer. The priority purchase right shall be exercised, if applicable, within three days from receipt of the notification.

The agreement was signed for a 5-year term following the Company's IPO, expiring on April 18, 2017. As of December 31, 2017, this agreement is no longer in force.

- Moreover, in view of the relations existing between Messrs Hémar and Satin since the Company's incorporation, their respective offices and their common status as shareholders of Immod, itself a shareholder of the Company, Messrs Hémar and Satin and Immod have formalized their relationship by signing a second shareholder agreement that represents an action in concert.

The main clauses of the shareholder agreement stipulate that the parties shall cooperate as follows: The parties undertake to cooperate prior to any decision justifying a common position or materially impacting the number or percentage of voting rights they hold in the Company.

The parties meet: (i) prior to all Company ordinary and extraordinary shareholders' meetings, (ii) in the event of a declaration from a third party acting alone or in concert that such third party has crossed the 2% threshold of the Company's capital and voting rights, (iii) in the event of a public tender offer from a third party for the capital stock of ID Logistics Group SA, and (iv) in the event of an issue of stock or any other securities enabling holders immediately or in the future to acquire an equity interest in ID Logistics Group SA.

The shareholder agreement was signed for a 10-year term with effect from March 7, 2012 and will terminate early vis-à-vis: (i) Any party who ceases to carry out his duties in the Company or in a company controlled by the Company, (ii) any party who no longer holds ID Logistics Group stock, (iii) all parties as of the date when the parties, separately or together, no longer hold at least 30% of the Company's capital or voting rights and (iv) all parties, should all parties mutually agree to terminate the shareholder agreement early (AMF decision 212C0523).

Finally, in keeping with this agreement and following the aforementioned transaction carried out within the concert on January 19, 2016, a supplemental agreement to the shareholder agreement was executed on January 19, 2016 whereby Libertad SARL adhered to the aforementioned shareholder agreement (AMF decision 216C0276).

j) Crossing of statutory thresholds

In the last three fiscal years, the following statutory thresholds have been declared crossed:

- In letters received November 24, 2016, Christophe Satin declared, by way of rectification, that on November 14, 2016, directly and indirectly, via Libertad, which he controls, he had fallen below the threshold of 5% of the voting rights of ID Logistics Group and that he held, at that date and to date, 356,971 ID Logistics Group shares representing 439,890 voting rights, i.e. 6.39% of the Company's capital and 4.96% of the voting rights.  
This threshold crossing resulted from the sale of ID Logistics Group shares on the market.  
At this date, the concert comprising Eric Hémar and Christophe Satin, as well as the companies that they control, did not cross any thresholds and held, as of November 24, 2016, 3,324,301 ID Logistics Group shares representing 6,369,126 voting rights, i.e. 59.47% of the Company's capital and 71.74% of the voting rights (AMF decision 216C2652).
- By letter received January 25, 2016 detailing the aforementioned share transaction performed on January 19, 2016, within the concert comprising Eric Hémar (and Immod SAS, the simplified joint stock company that he controls) and Christophe Satin:

- o Eric Hémar declared that, directly and indirectly, via Immod, which he controls, he had fallen below the threshold of two thirds of the voting rights of ID Logistics Group and that he held 2,967,330 ID Logistics Group shares, representing 5,929,236 voting rights, i.e. 53.12% of the capital and 66.57% of the voting rights in the Company.
- o On the same date, Immod declared that it had individually fallen below the threshold of 30% of ID Logistics Group's capital.
- o Christophe Satin declared that, directly and indirectly, via Libertad, which he controls, he had exceeded the thresholds of 5% of the capital and voting rights of ID Logistics Group, and held 372,971 ID Logistics Group shares, representing 471,890 voting rights, i.e. 6.68% of the capital and 5.30% of the voting rights in the Company.
- o The concert comprising Eric Hémar and Christophe Satin, as well as the companies that they control, did not cross any thresholds and held, as of January 19, 2016, 3,340,301 ID Logistics Group shares, representing 6,401,126 voting rights, i.e. 59.80% of the capital and 71.87% of voting rights in the Company (AMF decision 216C0276).

k) Agreements that may result in a change of control

There is no particular clause in the Company's deed of incorporation, bylaws, any charter or regulations that could result in delaying, postponing or preventing a change in control of the Company.

To the Company's knowledge, with the exception of the shareholder agreement between Messrs Hémar and Satin, Libertad and Immod, as of the Registration Document Date there are no other agreements or actions in concert between the Company's shareholders that could result in a change of control over the Company.

l) Mechanisms for delaying, deferring or preventing a change of control

The Company bylaws do not contain any mechanism for delaying, deferring or preventing a change of control.

m) Statement of pledges

To the Company's knowledge, as of the Registration Document Date there are no pledges over the Company's shares.

n) Dutrel Act lock-in agreements

As far as the Company is aware, there exists a Dutrel Act lock-in agreement between managers or former managers representing 1,154,457 shares, equivalent to 20.07% of the share capital at the date of signature. The lock-in period expired on December 15, 2017.

o) Information on capital stock of any Group member subject to an option or conditional or unconditional agreement providing for an option in respect thereof

As far as the Company is aware, there is no call or put option or undertaking in favor of the Company's shareholders or granted by them in respect of the Company's shares.

p) Summary statement of share transactions carried out by Company directors or officers as defined under Article L. 621-18-2 of the French Monetary and Financial Code

During 2017, the following transactions on Company shares were reported by directors or officers:

Director or officer Position in the Company	Christophe Satin* Director and Deputy CEO
Disposals	
- Total number of shares sold	30,000
- Total sales value (€000)	4,077
Acquisitions	
- Total number of shares purchased	-
- Total purchase value (€000)	-

\* *transactions performed via Libertad, controlled by Christophe Satin*

### 3.1.2 Corporate governance code

The Company applies the corporate governance code for MiddleNext listed companies. This code can be viewed at: [www.middlenext.com](http://www.middlenext.com). All of the recommendations were adopted by the Company in 2017, with the exception of recommendation R7 concerning the updating of the Board's internal regulations, which will be carried out in 2018 in order to fulfill member independence criteria as set out in section 3.1.3 below.

The Board of Directors has reviewed the Middenext Code points requiring special attention. Specifically:

- the new points requiring special attention set out in the September 2016 revision of the Middenext Code,
- points concerning the Board's supervisory powers were discussed in conjunction with assessing the work of the Board of Directors in March 2017 for fiscal 2016,

- points concerning executive and sovereign powers were reviewed at the March 27, 2018 Board of Directors meeting during its discussions on the operations of the Board of Directors and the merits of establishing an Appointments and Remuneration Committee.

### 3.1.3 The Board of Directors and committees

#### a) Members of the Board of Directors

Pursuant to Article L.225-27 of the French Commercial Code, and in accordance with Article 12 of the Company's bylaws, Mr. Pascal Teranne was appointed employee representative director on June 30, 2017. His three-year term of office began on August 30, 2017. There were no other changes to the membership of the Board of Directors in 2017.

Accordingly, the Board of Directors now consists of eight directors and one independent advisor. Their term of office runs for three years.

Membership of the Board of Directors has been arranged so as to involve the Group's controlling shareholder representatives in the definition, implementation and monitoring of the Group's growth strategy, while ensuring that the Group benefits from the diverse international professional experience of its Board members.

As of the Registration Document Date, the Company's Board of Directors consists of the following members:

Name	Age	Nationality	Position	Date of appointment (Date first appointed)	Expiry of term of office	Number of shares held	Independent member
Eric Hémar	54 years	French	Chairman and CEO	5/25/2016 (6/21/2010)	2019	1,296,460	No
Immod <sup>(1)</sup> , represented by Marie-Aude Hémar	53 years	French	Director	5/25/2016 (6/21/2010)	2019	1,670,870	No
Christophe Satin	47 years	French	Deputy CEO Director	5/25/2016 (5/29/2013)	2019	78,919	No
Jesus Hernandez	59 years	Spanish	Director	5/21/2015 (5/21/2015)	2018	20,000	No
Michel Clair <sup>(2)</sup>	70 years	French	Independent director Chairman of the Audit Committee	5/23/2017 (6/22/2011)	2020	8,000	Yes
Michèle Cyna	62 years	French	Independent director Member of the Audit Committee	5/21/2015 (5/21/2015)	2018	-	Yes
Muriel Mayette-Holtz	54 years	French	Independent director	5/21/2015 (5/21/2015)	2018	-	Yes
Pascal Teranne	59 years	French	Employee representative director	8/30/2017	2020	3,400	n/a

<sup>(1)</sup> At the Registration Document Date, 100% of IMMOD's capital stock was indirectly held by Mr. Eric Hémar via Comète, in which he holds a 95.97% stake, the remainder being held by his family.

<sup>(2)</sup> Investment held directly and indirectly via Clair Grenelle SAS

Mr. Jacques Veyrat, 55 years old and a French national, also attends Board meetings as an independent advisor. He was appointed as independent advisor by the Board of Directors on August 28, 2013, with effect from September 1, 2013. At the end of general meeting of May 25, 2016, the Board of Directors reappointed him as independent advisor for a further three-year term expiring at the close of the general meeting held in 2019 to approve the financial statements for the year ended December 31, 2018.

It will be recommended to the May 23, 2018 combined general meeting that Michèle Cyna, Muriel Mayette-Holtz and Jesus Hernandez be reappointed as directors. Should Ms. Michèle Cyna be reappointed as director at this general meeting, it will be recommended that, after the general meeting, the Board of Directors reappoint her as a member of the Audit Committee.

Subject to the director reappointments set out above, the Board of Directors shall continue to comprise seven members, excluding the employee representative director, including three women (43%), thereby maintaining gender balance on the Board.

Under the third recommendation of the Middlednext corporate governance code for small and mid caps, the criteria for classifying a Board member as independent are as follows:

Criteria	Michel Clair	Michèle Cyna	Muriel Mayette-Holtz
- has not been, over the last five years, and is not currently an employee or executive corporate officer of the company or a group company;	Yes	Yes	Yes

- has not been, over the last two years, and is not currently in a material business relationship with the company or its group (customer, supplier, competitor, service provider, creditor, banker, etc.);	Yes	Yes	Yes
- is not a major shareholder in the company, and does not hold a significant percentage of the voting rights;	Yes	Yes	Yes
- has no close relationship or family ties with a corporate officer or major shareholder,	Yes	Yes	Yes
- has not been, over the last six years, a statutory auditor of the company.	Yes	Yes	Yes

Among the Board members, given that Mr. Michel Clair, Ms. Michèle Cyna and Ms. Muriel Mayette-Holtz meet all criteria listed in the code, they are deemed to be independent, i.e. 43%.

Ms. Marie-Aude Hémar, Immod's permanent representative, is the wife of Mr. Eric Hémar. There are no other family links between the other members listed above.

To the Company's knowledge, as of the Registration Document Date no Board of Directors or senior management members within the last 5 years have:

- been sentenced for fraud;
- been involved in bankruptcy, sequestration or liquidation proceedings;
- incurred official public sanctions or penalties imposed by statutory or regulatory authorities;
- been prohibited by a court from acting as a member of an administrative, management or supervisory body of an issuer or from being involved in the management or conduct of the business of an issuer.

b) Conflicts of interest among members of the administrative and management bodies and senior management

As of the Registration Document Date, the Chairman and CEO and the directors, who make up the management team, are direct or indirect shareholders in the Company and/or holders of securities giving access to the Company's capital.

To the Company's knowledge, and as of the date this Registration Document was prepared, there is:

- no conflict of interest between the duties of each member of the senior management team and Board of Directors towards the Company as corporate officers and their private or other interests.
- no arrangement or agreement with the principal shareholders or with any customers, suppliers or other persons appointing any of the members of the senior management team and the Board of Directors.
- no restriction on senior management and Board of Directors members in relation to the sale or transfer of their equity investment in the Company, with the exception of the aforementioned shareholder agreement.

There are related party agreements which are described under sections 3.3.4 "Contracts between directors and the Company" and 4.10 "Transactions with related parties".

c) Director information

• **Eric Hémar**

**Chairman and CEO**

Business address: 410, route du Moulin de Losque, 84300 Cavaillon

Eric Hémar, a former student of ENA, began his career at the *Cour des Comptes* (French government Court of Audit) before joining the French Ministry of Equipment, Transport and Tourism in 1993, where he was technical advisor to minister Bernard Bosson. In 1995, he began working for the Sceta group, followed by Geodis as Corporate Secretary. He left Geodis Logistics in March 2001 to found the ID Logistics group. Eric Hémar has been Chairman and Chief Executive Officer of the Company since the June 21, 2010 shareholders' general meeting, prior to which he was Chairman of the Company.

**List of functions and offices exercised as of the Registration Document Date**

Principal function

- Chairman and Chief Executive Officer of ID Logistics Group SA, the ID Logistics group holding company

Other offices within the Group

- Chairman: ID Logistics, ID Logistics France, ID Logistics France 3, ID Logistics Mayotte, ID Logistics Océan Indien, La Financière de Commerce et Participations (Ficopar), IDL Supply Chain South Africa (Pty) Ltd, IDL Fresh South Africa (Pty) Ltd, Timler, ID Assets, ID Logistics Belgium
- General Manager: FC Logistique R&D, ID Logistics Maroc, ID Logistics Training, IDL Bucharest, IDLOGS UK
- Member of the Supervisory Board: Dislogic
- Director: ID Logistics China Holding Hong-Kong, ID Logistics Maurice, ID Logistics Nanjing, ID Logistics Polska, ID Logistics Taiwan, IDE Enterprise Co, ID Logistics Business Consulting, ID Logistics Switzerland

Other offices outside the Group

- Chairman: Les Parcs du Lubéron Holding
- General Manager: Comète, SCI Fininco
- Director: COFACE (Chairman of the Audit Committee)

**List of functions and offices having expired during the last five years**

- None

• **IMMOD, represented by Marie-Aude Hémar**

**Director**

Business address: 410, route du Moulin de Losque, 84300 Cavaillon

Immod is a *société anonyme par actions simplifiée* (French simplified joint stock company). As of the Registration Document Date, 100% of its capital was held by Mr. Eric Hémar via Comète, in which he holds a 95.97% stake, the remainder being held by his family. 29.82% of the Company's capital stock and 37.68% of the exercisable voting rights are held by Immod.

**List of functions and offices exercised as of the Registration Document Date**

Principal function

- None

Other offices within the Group

- None

Other offices outside the Group

- Chairman: Financière ID SAS, SAS Logistics II, SAS Logistics VI, SAS Logistics V

**List of functions and offices having expired during the last five years**

- None

• **Marie-Aude Hémar, Immod representative**

Business address: 410, route du Moulin de Losque, 84300 Cavaillon

Having graduated from IDRAC Paris, from 1986 to 2011 Marie-Aude Hémar held various positions at Caisse d'Epargne IDF, including business client manager, business branch manager and inspector with the Controlling Department. Ms. Marie-Aude Hémar, Immod's permanent representative, is the wife of Mr. Eric Hémar.

**List of functions and offices exercised as of the Registration Document Date**

Principal function

- None

Other offices within the Group

- None

Other offices outside the Group

- Joint manager: Comète

**List of functions and offices having expired during the last five years**

- None

• **Christophe Satin**

**Director, Deputy CEO**

Business address: 410, route du Moulin de Losque, 84300 Cavaillon

Christophe Satin graduated from ISG and began his career at Arthur Andersen. He went on to work for various industrial companies before joining Geodis as overseas financial manager for Geodis Logistics. In 2001, he co-founded ID Logistics, where he was appointed Chief Financial Officer and later Deputy CEO.

**List of functions and offices exercised as of the Registration Document Date**

Principal function

- Deputy CEO of ID Logistics Group SA, the ID Logistics group holding company

Other offices within the Group

- Chairman: Coop Interflèche, ID Logistics Champagne, La Flèche, Compagnie Financière de Logistique (CFL), CEPL Holding Compagnie, Compagnie Européenne de Prestations Logistiques (CEPL), ID Logistics A, Logiters Logistica
- General Manager: CEPL Gernersheim, ID Logistics Weilbach, ID Logistics GmbH
- Director: ID Logistics China Holding Hong-Kong, ID Logistics Taiwan, ID Assets, ID Logistics Nanjing, ID Logistics Business Consulting, ID Logistics Polska, ID Logistics Belgium
- Member of the Supervisory Board and Chairman: Dislogic

Other offices outside the Group

- General Manager: Libertad

**List of functions and offices having expired during the last five years**

- None

- **Michel Clair**

**Independent director and Chairman of the Audit Committee**

Business address: France Habitation, 1 square Chaptal, 92300 Levallois Perret

A former student of ENA, Michel Clair was auditor, then senior advisor for the *Cour des Comptes* (1975-91) before taking up various positions within government agencies and several ministries. This included chief of staff for the Ministry of Trade, Crafts and Services from 1986 to 1988. In 1991, he joined Compagnie Bancaire, for which he was Corporate Secretary and member of the Management Board. Following the Paribas - Compagnie Bancaire merger, he became a member of the Executive Committee of Paribas, in charge of real estate and shared services. In 1996 he joined the Klépierre group as member of the Board of Directors and was appointed Chairman the following year. From 1998 to 2012, he was chairman of the Klépierre Management Board followed by the Supervisory Board. He currently chairs France Habitation and OGIF. He is Vice President of the Paris Ile-de-France Chamber of Commerce and Industry (CCI).

**List of functions and offices exercised as of the Registration Document Date**

Principal function

- Chairman of OGIF and France Habitation

Other offices within the Group

- None

Other offices outside the Group

- Chairman: France Habitation\*, Omnium de Gestion Immobilière d'Ile de France (OGIF)\*, SAS RHVS\*
- Deputy Chairman: KLESIA Retraites AGIRC, Arpavie
- Director: Pax Progrès Pallas SA\*, Domaxis SA\*, SICI\*, HSR\*, KLESIA Prévoyance

\* *Action Logement Group*

**List of functions and offices having expired during the last five years**

- Chairman of the Supervisory Board: Klépierre, SCA Klémurs
- Chairman of the Management Board: Klépierre
- Chairman: SAS Valéry Développement, Astria, Comexposium

- **Michèle Cyna**

**Independent director and member of the Audit Committee**

Business address: BURGEAP, 27 rue de Vanves, 92772 Boulogne Billancourt

Ms. Michèle Cyna: As CEO of BURGEAP Group, which has 400 employees in France, Michèle Cyna also sits on the Executive Committee of Ginger, an engineering group with 1,500 employees and revenues of €150 million. BURGEAP is one of its subsidiaries. Having graduated from *Ecole Polytechnique*, *Ecole Nationale des Ponts et Chaussées* and *MIT*, Michele Cyna began her career in the *Ponts et Chaussées* (bridges and roads) institute. As such she has worked in managerial positions for the Seine-et-Marne departmental urban transport research center and the Marne la Vallée EPA urban development institute. In 1992, she became transportation engineer at the World Bank in Washington. She returned to France two years later to take charge of on-the-job training for the *Ecole Nationale des Ponts et Chaussées*, where she worked for five years. In 1999, she was appointed head of Eurovia's techniques and promotion department, and 8 years later became Veolia Transdev's international affairs director. In 2013, she joined BURGEAP engineering firm as chairman and CEO. Following the acquisition of BURGEAP by Ginger Group, she remained CEO. Having chaired *Sciences ParisTech au Féminin* and sat on the board of the *Grandes Ecoles au Féminin* (GEF), from 2013 to 2016 Michèle Cyna was Chairwoman of *Ponts Alliance*, an association for former students of the *Ecole Nationale des Ponts et Chaussées*. She also chairs the Geothermal Commission of the French renewable energy body *Syndicat des Energies Renouvelables* (SER) and is a member of the Board of Directors of Syntec-Ingénierie, the industry's trade union, and a member of the Board of Directors of Directors of FAFIEC, the industry's OPCA (training organization). Michèle Cyna is an Officer of the French Order of Merit and Knight of the French Legion of Honor.

**List of functions and offices exercised as of the Registration Document Date**

Principal function

- CEO of Groupe Ginger

Other offices within the Group

- None

Other offices outside the Group

- None

**List of functions and offices having expired during the last five years**

- None

- **Muriel Mayette-Holtz**

**Independent director**

Business address: Villa Medicis, Viale della Trinità dei Monti, 1, 00187 Rome, Italy

Ms. Muriel Mayette-Holtz: In September 2015, Muriel Mayette-Holtz was appointed director of the French Academy in Rome at the Villa Medici, the first woman to manage the institute. Actress and stage director Muriel Mayette-Holtz was Managing Director

of the *Comédie-Française* from 2006 to 2014. Having studied under Michel Bouquet, Claude Régy and Bernard Dort, she was visiting professor at the *Conservatoire National Supérieur d'Art Dramatique* (CNSAD) between 2000 and 2006. Muriel Mayette-Holtz joined the *Comédie-Française* in 1985 after training with CNSAD and was named 477th member in 1988. She has played numerous parts under directors including Antoine Vitez, Jacques Lassalle, Matthias Langhoff, Alain Françon, Catherine Hiegel, Claude Stratz, Otomar Krejca and Bob Wilson. She has also directed around forty theatrical productions. She is currently an honorary member of the *Comédie-Française* and is an Officer of the French Order of Arts and Letters, Knight of the Order of Merit and Knight of the Legion of Honor.

**List of functions and offices exercised as of the Registration Document Date**

Principal function

- Director of the French Academy in Rome at the Villa Medici

Other offices within the Group

- None

Other offices outside the Group

- None

**List of functions and offices having expired during the last five years**

- Managing Director of the Comédie-Française
- Member of the Radio France governing board

• **Jesus Hernandez**

**Director**

Business address: ID Do Brasil Logistica Ltda, Edificion Icon Alphaville, Alameda Mamoré, 503, Alphaville Industrial, Barueri SP, CEP 06454-040

Mr. Jesus Hernandez: Having graduated from the University of Madrid, Jesus Hernandez developed international management skills during a broad career in logistics. He started work with C&A, where he remained for 19 years. His positions during this time included Coordination Logistics Director in Düsseldorf, Germany. He then joined logistics operator Tibbett & Britten as Chief Operating Officer Spain and, just a year later, was appointed Chief Executive for Spain, Portugal and Morocco, a position he continued after the takeover of the company by Exel Logistics. In March 2006, Jesus Hernandez joined ID Logistics as General Manager Spain. In March 2015, he was appointed General Manager Brazil.

**List of functions and offices exercised as of the Registration Document Date**

Principal function

- ID Logistics Brazil General Manager

Other offices within the Group

- None

Other offices outside the Group

- None

**List of functions and offices having expired during the last five years**

- ID Logistics Spain General Manager

d) Director shareholdings - Securities giving access to the capital granted to the directors

As of December 31, 2017, members of the Board of Directors held the following direct and indirect equity investments and securities giving access to the Company's capital stock:

Directors	Shares and voting rights		
	Quantity	% equity	% actual voting rights
Eric Hémar	1,296,460	23.14%	29.28%
Immod <sup>(1)</sup> , represented by Marie-Aude Hémar	1,670,870	29.82%	37.68%
Christophe Satin	78,919	1.41%	1.78%
Jesus Hernandez	20,000	0.36%	0.45%
Michel Clair <sup>(2)</sup>	8,000	0.14%	0.09%
Michèle Cyna	-	-	-
Muriel Mayette-Holtz	-	-	-

<sup>(1)</sup> As of December 31, 2017, 100% of IMMOD's capital stock was indirectly held by Mr. Eric Hémar via Comète.

<sup>(2)</sup> Investment held directly and indirectly via Clair Grenelle SAS

Other than the direct holding stated above, at the Registration Document Date Immod held 155,520 equity warrants, the principal terms and conditions of which are detailed in section 3.1.1 paragraph f) "Potential capital". Each warrant carries the right to

subscribe for two shares, entailing as of the Registration Document Date a 5.55% maximum potential equity dilution of post-dilution capital.

Christophe Satin also controls Libertad, a company which, as of December 31, 2017, held 244,052 Company shares representing 4.36% of the capital stock and 2.76% of the exercisable voting rights.

e) Information on the independent advisor

• **Jacques Veyrat**

**Advisor**

Business address: Impala SAS, 4 rue Euler, 75008 Paris

Former student of Ecole Polytechnique and Ecole des Ponts et Chaussées de Paris, Jacques Veyrat began his career with the French government treasury before taking up various positions with ministerial offices. In 1995, he joined the Louis Dreyfus group where he took on various management responsibilities, notably within Louis Dreyfus Armateurs. From 1998 to 2005, Jacques Veyrat was Chairman and CEO of Neuf Telecom, before becoming group Chairman and CEO of Neuf Telecom Cegetel in 2005 (following the Neuf Telecom and Cegetel merger) until April 2008. He then became Louis Dreyfus group Chairman until summer 2011. Jacques Veyrat has been Chairman of Impala SAS since July 2011 and Chairman of the Fnac-Darty Board of Directors since July 2017.

**List of functions and offices exercised as of the Registration Document Date**

Principal function

- Chairman: Impala SAS

Other offices within the Group

- None

Other offices outside the Group

- Chairman of the Board of Directors: Fnac Darty

- Director: HSBC France, Nexity

- Member of the Supervisory Board: Eurazeo

- Independent advisor: Sucres et Denrée, Louis Dreyfus Armateurs

**List of functions and offices having expired during the last five years**

- Chairman: Louis Dreyfus Holding BV formerly Kurosawa BV (Netherlands), Impala Holding

- Chairman and Chief Executive Officer: Neuf Cegetel, Louis Dreyfus SAS

- Director: Poweo Direct Energie, Imerys, ID Logistics Group

f) Conditions for preparing the Board's work

In order to give sufficient time to Board members to properly prepare for meetings, the Chairman endeavors to send them all information and documentation required in advance. Accordingly, the draft annual financial statements were sent to the directors three days before the designated Board meeting to approve the financial statements.

Each time a Board member has submitted a request, the Chairman has sent him or her the requested information and documentation, as far as possible.

g) Board meetings

The Board met five times in 2017. Meeting notices were sent out at least two days in advance. The average attendance rate in 2017 was 89%. Meetings are held at Group premises or by conference call.

The statutory auditors were invited to the Board of Directors meetings called to approve the annual and half-year financial statements and management forecasts, which they attended.

h) Board of Directors Rules of Procedure

The Board has introduced Rules of Procedure, which principally cover the following points:

- o The Board's members, role and procedures.
- o Duties of the directors (fiduciary duty, non-compete obligations, confidentiality, diligence, prevention of insider trading etc.)
- o Audit Committee

The Board of Directors Rules of Procedure can be viewed on the Company website in the corporate governance section under "Shareholders".

i) Conflicts of interest among Board members

Article 4, "Directors' duties", of the Board of Directors Rules of Procedure stipulates that, in a situation that gives rise to or could give rise to a conflict between corporate interests and the direct or indirect private interests of a director or the interests of shareholders or a group of shareholders that he represents, the director in question must:

- inform the Board of the situation as soon as he/she is aware of it, and
- decide on any consequences affecting his/her position as a director.

Depending on the individual circumstances, the director must:

- either abstain from voting on the relevant matter,
- or not attend the Board meetings during the period in which he or she is involved in a conflict of interest,
- or resign as a director.

Non-disclosure shall be construed as an acknowledgment that no conflict of interest exists.

j) Tasks of the Board of Directors

The Board of Directors sets the direction of the Company's business and ensures the implementation thereof. Subject to the powers expressly reserved to shareholders in general meeting and subject to the corporate purpose, it addresses any matters pertaining to the proper running of the Company and, by its voting, settles matters concerning the Company.

k) Subjects discussed during Board meetings and performance review

During the year ended December 31, 2017, the Company Board of Directors met five times:

Date	% Directors in attendance	Subjects
2/1/2017	100%	<ul style="list-style-type: none"><li>- Review of ID Logistics markets and strategy</li><li>- Review of planned acquisitions</li></ul>
3/28/2017	86%	<ul style="list-style-type: none"><li>- Approval of 2016 financial statements</li><li>- Review of management forecasts</li><li>- Determination of directors' remuneration</li><li>- Board assessment and operation</li><li>- Review of any conflicts of interest</li><li>- Review of Middenext Code points requiring special attention</li><li>- Preparation of the general meeting</li></ul>
5/23/2017	100%	<ul style="list-style-type: none"><li>- Reappointments</li><li>- Implementation of the share buyback program</li><li>- Performance share plan</li></ul>
6/28/2017	57%	<ul style="list-style-type: none"><li>- Authorization of a parent company guarantee in favor of a subsidiary</li></ul>
8/30/2017	100%	<ul style="list-style-type: none"><li>- Approval of H1 2017 financial statements</li><li>- Review of management forecasts</li></ul>

In addition to technical issues on the agenda, Board meetings are always an opportunity to review the Company's business, its development and changes in its market environment.

l) Assessment of the Board's work

In March 2018 the Board conducted a formal assessment of its own work and that of the Audit Committee.

This self-assessment covered matters including gender balance on the Board and the balance of relations between the Chairman and Chief Executive Officer and the Board, both of which were deemed satisfactory.

The Board's membership and operation were found to be satisfactory, while the Board confirmed the need to refresh members' awareness of Board regulations.

m) Organization and operation of the special committee

Following the admission of the Company's shares for trading on the Euronext regulated market in Paris, and as decided by the Board of Directors on September 14, 2011, an Audit Committee was introduced.

- Audit Committee members

The Audit Committee has two members, by preference both independent directors, appointed by the Board of Directors. Michel Clair, Committee Chairman, and Michèle Cyna.

All Audit Committee members have financial expertise (see "Director information" above).

- Objectives

The Audit Committee's objective is to issue opinions or recommendations to the Board of Directors with regard to the accounts, internal and external audit and the Group's financial policies, while ensuring that information provided to shareholders and the market is reliable and clear. To fulfill its mission, the Audit Committee:

- reviews accounting principles and methods adopted in the preparation of the individual and consolidated financial statements that are submitted to the Board of Directors, ensuring they are appropriate, consistently applied and that any proposed changes are properly justified;
- reviews draft annual and half-year individual and consolidated financial statements prepared by senior management before presentation to the Board of Directors;
- reviews draft annual and half-year management reports from the Board of Directors, and all other reports, opinions, statements and other documents containing accounting or financial information, the publication of which is compulsory under current regulations, before their publication, as well as all accounts prepared for purposes of specific material transactions such as capital contributions, mergers, market transactions and payment of interim dividends etc.;
- reviews the company consolidation scope and, if applicable, the reasons for excluding certain companies, changes in consolidation scope and the impact thereof;
- reviews material off-balance sheet risks and commitments;
- verifies that in-house data collection and checking procedures ensure that the data is accurate, quickly reported and appropriate;
- annually reviews with internal audit managers and the statutory auditors their audit plans, the conclusions of their audits, their recommendations and the follow-up action taken;
- interviews internal audit managers and controllers from the finance department and issues an opinion on the department's organization;
- conducts the procedure for selecting the statutory auditors prior to their appointment or reappointment and oversees compliance with rules, principles and recommendations ensuring their independence;
- issues a recommendation regarding statutory auditor appointments or reappointments to be proposed to the general meeting;
- issues an opinion on the fees requested by the statutory auditors for the performance of their statutory audit of the financial statements and for any other engagements;
- approves the provision of services by the statutory auditors other than the certification of the financial statements;
- monitors the statutory auditors' performance of their assignment and, where relevant, notes any observations and findings of the French High Council of Statutory Auditors following audits conducted;
- reviews regulated agreements requiring the prior approval of the Board of Directors;
- monitors the efficacy of the risk management system;
- reviews any financial or accounting matters submitted to it by the Board of Directors or its Chairman and expresses, in particular, an opinion on any planned issue of new shares, securities or debt, and;
- regularly reports to the Board of Directors on the findings of the financial statement certification assignment, the manner in which the assignment contributed to the integrity of the financial reporting and the role it played in this process. It must also promptly inform the Board of any difficulty encountered.

- Operations

The Audit Committee meets according to a timetable established by the committee Chairman, which must give the committee time to review at least the annual and half-year consolidated financial statements, the Group budget and the internal and external audit plan.

The Audit Committee may interview any member of the Company's Board of Directors and arrange for the performance of any internal or external audit on any subject that, in its opinion, falls within its remit. The Audit Committee Chairman informs the Board of Directors thereof in advance. In particular, the Audit Committee is entitled to interview persons involved in preparing or auditing the financial statements, including the Chief Financial Officer and the main managers within the finance department. The Audit Committee's interview of the statutory auditors may but need not be attended by any representative of the Company.

The Audit Committee Chairman reports to the Board of Directors on the committee's work. If, during the course of its work, the Audit Committee detects a material risk that it considers is not being managed properly, the Chairman notifies the Chairman of the Board of Directors thereof without delay.

The Audit Committee met three times in 2017, on the following dates:

- March 27, 2017 to review the 2016 financial statements;
- August 30, 2017 to review the 2017 half-year financial statements;
- December 1, 2017 to give an update on the planned ERP change in France.

All committee members attended these meetings and were given adequate time to review the financial and accounting documents. They had the opportunity to interview the statutory auditors and the Chief Financial Officer.

The Committee reported on its work to the Board, which has taken note and has followed all of its recommendations.

### **3.1.4 General management and Board Chairman**

#### **a) Detailed arrangements for the exercise of general management**

Either the Chairman of the Board of Directors, or another individual appointed by the Board of Directors as Chief Executive Officer, shall carry out and be responsible for the general management of the Company.

The Board of Directors shall choose between the two methods of general management. The decision as to the choice of the general management method shall be taken by a simple majority vote of the directors in attendance or represented. The option selected must be implemented for a term of no less than one year.

By decision dated June 21, 2010, the Board of Directors appointed Mr. Eric Hémar, whose business address is that of the Company's head office, as Chairman and Chief Executive Officer of the Company.

#### **b) Limitation of the powers of the CEO and Deputy CEO**

The Chief Executive Officer is vested with the broadest powers to act under any circumstances in the name of the Company. He exercises these powers subject to the corporate purpose and subject to powers expressly reserved by law to the shareholders' meeting or Board of Directors. He represents the Company in its dealings with third parties.

Where the general management of the Company is performed by the Chairman of the Board of Directors, the following provisions relating to the CEO apply to him.

The CEO is subject to the provisions governing the simultaneous holding of appointments as Chief Executive Officer, member of the management committee, sole managing director, director or member of the supervisory board of corporations (*sociétés anonymes*) whose head office is located in France.

On a motion by the CEO, the Board of Directors may appoint one or more individuals to assist the CEO; such person(s) shall hold the office of Deputy Chief Executive Officer. There may not be more than five Deputy CEOs.

Where the CEO ceases or is unable to perform his duties, the Deputy CEOs shall, unless otherwise resolved by the Board, remain in office and continue to hold their powers until a new CEO is appointed.

The Board of Directors shall determine the remuneration of the Deputy CEOs. The Board of Directors shall, jointly with the CEO, determine the scope and term of the powers conferred on Deputy CEOs. Vis-à-vis third parties, Deputy CEOs shall hold the same powers as the CEO.

Apart from statutory or regulatory restrictions, no other specific limitation has been set by the Board of Directors on the powers of the CEO or Deputy CEOs.

### **3.1.5 Corporate officer compensation**

#### **3.1.5.1 Corporate officer compensation and benefits**

##### **a) Compensation paid to executive corporate officers in respect of 2017**

The tables and explanations below cover all remuneration paid to the executive corporate officers by the Group and, where applicable, by the parent company or sister companies.

Compensation and benefits in kind paid in respect of the 2017 fiscal year to Mr. Eric Hémar, Chairman and Chief Executive Officer, and Mr. Christophe Satin, Deputy CEO, pursuant to the remuneration policy approved by the general meeting of May 23, 2017 (sixth ordinary resolution), will be submitted for approval by the general meeting of May 23, 2018, in accordance with Article L. 225-100 of the French Commercial Code (see section 6 hereof).

- Approval of the compensation package paid or allocated to Mr. Eric Hémar, Chairman and Chief Executive Officer, in respect of the 2017 fiscal year.

As stated below, Eric Hémar does not receive any remuneration from the Group. He receives remuneration from Comète, a company in which he holds a 95.97% equity stake (the remainder being held by his wife and children), and which has signed services agreements with various Group subsidiaries, as set out in section 3.1.6. Under these agreements, the fixed, variable and exceptional elements of the total compensation package and benefits in kind paid or allocated to Mr. Eric Hémar in his capacity as Chairman and Chief Executive Officer in respect of the fiscal year ending December 31, 2017 include (in euros):

Compensation package	Amount
Annual fixed compensation	450,000
Annual variable compensation (1)	230,000
Deferred variable remuneration	-
Exceptional remuneration	-
Directors' fees	-
Benefits in kind	-
Allotment of stock options	-
Allotment of bonus shares	-
Compensation, indemnities or benefits due or that may be due upon taking office	-
Severance pay, retirement benefits and non-compete compensation	-
Benefits in kind	-
Compensation items and benefits in kind owed or likely to be owed to an executive under agreements entered into, directly or through an intermediary, in respect of his term of office, with the company in which the office is held, any company controlled by it, within the meaning of Article L. 233-16 of the French Commercial Code, any company that it controls, within the meaning of the same article, or any company under the same controlling entity, within the meaning of this article.	-
Any other item of compensation that may be attributed by virtue of the corporate office	-
<b>Total</b>	<b>780,000</b>

(1) This variable compensation shall only be paid once approved by the general meeting of May 23, 2018

For information purposes, the tables below specify remuneration paid by Comète to Eric Hémar in respect of his position as general manager of Comète. Over the reporting period, Comète did not pay out any dividend.

Summary of compensation, options and shares allocated to Eric Hémar, Chairman and Chief Executive Officer of ID Logistics Group and general manager of Comète		
	2016	2017
Compensation due in respect of the year	150,000	150,000
Valuation of deferred variable compensation allocated during the year	0	0
Valuation of stock options granted during the year	n/a	n/a
Valuation of bonus shares	n/a	n/a
<b>TOTAL</b>	<b>150,000</b>	<b>150,000</b>

€	2017		2016	
	Amount paid	Amount due	Amount paid	Amount due
Fixed remuneration	150,000	150,000	150,000	150,000
Variable remuneration	-	-	-	-
Deferred variable remuneration	-	-	-	-
Exceptional remuneration	-	-	-	-
Directors' fees	-	-	-	-
Benefits in kind	-	-	-	-
<b>Subtotal</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
Valuation of deferred variable compensation	-	-	-	-
Value of stock options granted during the year	-	-	-	-
Value of performance shares granted during the year	-	-	-	-
<b>Total</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>

Mr. Hémar was allocated no deferred variable compensation in 2016 and 2017. Furthermore, he has been granted no stock options or bonus shares.

It is also specified that the departure of Mr. Hémar would not per se entail the automatic and immediate termination of the services agreements concluded with Comète. Nevertheless, all of these agreements could be terminated by the respective Group companies, subject to a three-month notice period.

In addition, Mr. Hémar is a director at Coface, listed on Euronext Paris. In this respect, he received directors' fees of €41,000 in 2016 for fiscal year 2015.

- Approval of the compensation package paid or allocated to Mr. Christophe Satin, Deputy CEO, in respect of the 2017 fiscal year

Fixed, variable and exceptional components of the total compensation package and benefits in kind paid or allocated to Mr. Christophe Satin in his capacity as Deputy Chief Executive Officer in respect of the fiscal year ending December 31, 2017 include (in euros):

Compensation package	Amount
Annual fixed compensation	336,308
Annual variable compensation (1)	200,000
Deferred variable remuneration	-
Exceptional remuneration	-
Directors' fees	-
Benefits in kind	-
Allotment of stock options	-
Allotment of bonus shares	-
Compensation, indemnities or benefits due or that may be due upon taking office	-
Severance pay, retirement benefits and non-compete compensation	-
Benefits in kind	-
Compensation items and benefits in kind owed or likely to be owed to an executive under agreements entered into, directly or through an intermediary, in respect of his term of office, with the company in which the office is held, any company controlled by it, within the meaning of Article L. 233-16 of the French Commercial Code, any company that it controls, within the meaning of the same article, or any company under the same controlling entity, within the meaning of this article.	-
Any other item of compensation that may be attributed by virtue of the corporate office	-
<b>Total</b>	<b>536,308</b>

(1) This variable compensation shall only be paid once approved by the general meeting of May 23, 2018

The tables below give a breakdown of compensation paid to Mr. Christophe Satin in his capacity as Deputy CEO.

Summary of compensation, options and shares allocated to Christophe Satin, Deputy Chief Executive Officer of ID Logistics Group		
	2016	2017
Compensation due in respect of the year	432,213	477,000
Valuation of deferred variable compensation allocated during the year	0	0
Valuation of stock options granted during the year	n/a	n/a
Valuation of bonus shares	n/a	n/a
<b>TOTAL</b>	<b>432,213</b>	<b>477,000</b>

€	2017		2016	
	Amount paid	Amount due	Amount paid	Amount due
Fixed remuneration	336,308	336,308	282,213	282,213
Variable remuneration	140,692	140,692	120,000	150,000
Deferred variable remuneration	-	-	-	-
Exceptional remuneration	-	-	-	-
Directors' fees	-	-	-	-
Benefits in kind	-	-	-	-
Subtotal	477,000	477,000	402,213	432,213
Valuation of deferred variable compensation	-	-	-	-
Value of stock options granted during the year	-	-	-	-
Value of performance shares granted during the year	-	-	-	-
Total	477,000	477,000	402,213	432,213

Mr. Satin was allocated no deferred variable compensation in 2016 and 2017. Furthermore, he has been granted no stock options or bonus shares.

b) Directors' remuneration: directors' fees

The May 21, 2015 general meeting of shareholders set the total amount of directors' fees to be paid to Board members at €80,000 per fiscal year with effect from fiscal 2015 (until decided otherwise). The Board of Directors pays each director a fixed portion of this amount (pro rata temporis depending on the start or end date of the term of office, as the case may be), and a variable portion in accordance with the attendance rate at Board meetings during the year.

At the May 23, 2018 general meeting, it will be recommended that the total amount of directors' fees be increased to €90,000 per year, as from 2017.

In 2017, the Company paid total directors' fees for fiscal year 2016 amounting to €78,750 after Eric Hémar, Christophe Satin and Jesus Hernandez decided to waive their directors' fees.

Non-executive corporate officers	Amounts paid during fiscal 2017 in respect of fiscal 2016	Amounts paid during fiscal 2016 in respect of fiscal 2015
Michel Clair		
- Directors' fees	€20,000	€20,000
- Other remuneration	-	-
Michèle Cyna		
- Directors' fees	€17,500	€12,500
- Other remuneration	-	-
Marie-Aude Hémar (Immod representative)		
- Directors' fees	€15,000	€15,000
- Other remuneration	-	-
Jacques Veyrat (independent advisor)		
- Directors' fees	€13,750	€15,000
- Other remuneration	-	-
Murielle Mayette-Holtz		
- Directors' fees	€12,500	€10,000
- Other remuneration	-	-
Jesus Hernandez		
- Directors' fees	-	-
- Other remuneration *	€312,000	€316,543
Total	€390,750	€389,043

\* Remuneration received pursuant to his employment contract

With the exception of directors' fees described above, the Company does not owe and did not pay any fees to Immod for its duties as director in respect of 2016 and 2017, or to Ms. Marie-Aude Hémar, Immod's permanent representative on the Company's Board of Directors.

### 3.1.5.2 Principles and rules for determining the remuneration of executive corporate officers

In accordance with Article L.225-37-2 of the French Commercial Code as amended by Order no. 2017-1162 of July 12, 2017, below we have presented the principles and criteria for calculating, allocating and assigning the fixed, variable and exceptional items comprising the total remuneration and benefits of all kind to be awarded to the Chairman and CEO and Deputy CEO in respect of their corporate office.

The Board of Directors submits for the approval of the general meeting (see section 6 of this Registration Document) the criteria for calculating, allocating and assigning the fixed, variable and exceptional items comprising the total remuneration and benefits of all kind to be awarded to the Chairman and CEO and Deputy CEO in respect of their corporate office, for fiscal 2018, as set out below.

Pursuant to Article L225-37-2 of the French Commercial Code, we hereby inform you that the payment of items of variable and exceptional remuneration presented in the report and to be paid to the persons concerned will be subject to the approval of the general meeting called in 2019 to approve the 2018 financial statements.

- Remuneration of Mr. Eric Hémar, Chairman and Chief Executive Officer

Eric Hémar does not receive any remuneration from the Group. He receives remuneration from Comète, a company in which he holds a 95.97% equity stake (the remainder being held by his wife and children), and which has signed services agreements with various Group subsidiaries. Comète is a family-owned wealth management company. Its equity stake in Immod is its sole financial contribution and Eric Hémar is its sole director.

The services specified in the aforementioned agreements include management related to strategy and business development. In respect of 2017, these agreements are described under section 3.1.5 c) of the Registration Document, "Contracts with corporate officers or a shareholder holding more than 10% of the voting rights in the Company ". See also the statutory auditors' special report in section 4.10.3.

For information purposes, fees for the aforementioned services include fixed fees amounting to €450,000 paid in 2017, and variable fees in respect of 2016 amounting to €180,000, which were paid in 2017. These amounts were unchanged compared to 2016. In 2017, as in 2016, the variable part of Comète's remuneration is performance-related, based on achievement of the Group's growth targets in terms of new market openings, income growth and acquisitions. The target achievement for quantified criteria is not published for reasons of confidentiality.

- Remuneration of Mr. Christophe Satin, Deputy CEO

The remuneration of Mr. Christophe Satin, Group Deputy CEO and director of the Company includes a fixed and variable portion. The calculation of variable pay is based on financial results and personal goals: realization of the Group budget, achievement of Group sales growth objectives, achievement of days sales outstanding (DSO) objectives for Group trade receivables and management of the Group management teams. Achievement of these objectives is measured and established when the financial statements for the year in question have been approved and all items included in the calculation are known. Consequently, the variable part in respect of a fiscal year is not paid until the following year. The achievement of quantified criteria is accurately established but is not published for reasons of confidentiality.

Executive Director	Employment contract	Supplementary pension scheme	Indemnities or benefits that may be due upon change or expiry of office	Indemnities relating to non-compete clause
Eric Hémar Chairman & CEO	No	No	No	No
Christophe Satin Deputy CEO	Yes	No	No	No

Christophe Satin co-founded ID Logistics in 2001. When he was first appointed in 2010 as Immod representative and director, he had already been an ID Logistics employee for nine years. His employment contract contains no special clause for severance pay in the event of dismissal. However, his employment contract does entitle him to a pension based on his length of service with the Group.

Effective May 1, 2015, the Company took out a senior executive loss of employment insurance policy for Christophe Satin, which guarantees him 80% of his contractual income for a period of 18 months.

The Company has not made any accruals for payment of pensions and other benefits to directors and senior executives.

The Company has not granted any golden hellos or golden parachutes to the directors and senior executives.

### **3.1.6 Contracts with corporate officers or a shareholder holding more than 10% of the voting rights in the Company**

As of December 31, 2017, there were three indirect services agreements between Eric Hémar and the ID Logistics Group via the company Comète. These agreements have an unlimited term with a three-month notice period and are subject to the following financial terms and conditions for 2017:

Company	Purpose	Fixed fee (€)	Variable fee* (€)
ID Logistics Group SA	General management, team management and strategic oversight, notably abroad	121,000	125,000
ID Logistics France SAS	Business development, human resources management	281,000	105,000
La Flèche SAS	Corporate relations, professional organizations, business development	48,000	-
Total		450,000	230,000

*(\*) The variable fee, if applicable, will be paid in 2018.*

See also the statutory auditors' special report in section 4.10.3 as well as Note 25 to the consolidated financial statements.

### 3.1.7 Shareholder participation in shareholders' general meetings

#### a) General rules (Article 20 of the bylaws)

Collective decisions of the shareholders are taken at shareholders' meetings, which may be ordinary, extraordinary or special depending on the nature of the decisions on which they are called to vote.

Ordinary shareholders' meetings are those which are called to take all decisions that do not amend the bylaws. Any direct or indirect amendment to the bylaws shall be decided by an extraordinary general meeting.

Special meetings are those held between holders of shares of a specified class to deliberate on any amendment of the rights attaching to such shares. These meetings shall be convened and shall pass resolutions under statutory and regulatory conditions. Any shareholders' meeting that is validly constituted shall represent all of the shareholders collectively.

Votes of shareholders' meetings are binding on all shareholders, even if absent, dissenting or legally incapacitated.

#### - Ordinary shareholders' general meeting

The ordinary general meeting is that which is called to take all decisions that do not amend the bylaws.

It is convened at least once a year, in accordance with applicable statutory and regulatory notice and time periods, to deliberate on the financial statements of the preceding fiscal year.

Its powers include the following:

- o approving, amending or rejecting the financial statements submitted to it,
- o ruling on the allocation and appropriation of profits in compliance with the provisions of the bylaws,
- o granting or withholding release and discharge to directors for the performance of their management duties,
- o appointing and removing directors,
- o appointing the regular and alternate statutory auditor(s),
- o approving or declining provisional appointments of directors made by the Board of Directors,
- o setting the amount of directors' fees awarded to the Board of Directors,
- o ruling on the statutory auditors' special reports on agreements requiring the prior authorization of the Board of Directors,
- o authorizing issues of profit participation certificates.

#### - Extraordinary general meeting

Only the extraordinary general meeting is authorized to amend provisions of the bylaws. However, unless approved by the shareholders acting unanimously, it may not increase the shareholders' commitments, except in the case of transactions arising from an exchange of shares or reverse stock split that is validly resolved and implemented.

#### - Special meeting

Special meetings ratify decisions of the shareholders' meeting that amend the rights pertaining to a class of shares.

Where there are different classes of shares, the special meeting, deliberating in accordance with the quorum and majority requirements set out in the applicable governing provisions, exercises the powers conferred on it by law.

#### b) Notice and holding of shareholders' meetings (Article 21 of the bylaws)

Ordinary and extraordinary shareholders' meetings and, where applicable, special meetings, are called in accordance with the formal requirements and time limits laid down by law.

Shareholders' meetings take place at the head office or at any other venue indicated in the notice.

They may take place by video-conference or by telecommunication means allowing identification of the shareholders. In that case, shareholders attending the meeting by such means are deemed to be in attendance for the purposes of calculating quorum and majority.

#### c) Agenda (Article 22 of the bylaws)

The agenda for the meetings is set by the person having served the meeting notice.

One or more shareholders, representing at least that portion of capital stock required by law and acting in accordance with statutory conditions and within the statutory time limits, may, by registered letter with delivery receipt or by electronic telecommunication, request that items or draft resolutions be included in the meeting agenda.

The meeting cannot deliberate on an item that is not included in the agenda. The agenda may not be amended upon second notice. The meeting may, however, at all times, remove one or more directors and replace them.

d) Conditions of admission - Access to meetings - Representation (Article 23 of the bylaws)

Shareholders' meetings comprise all shareholders whose shares are fully paid up and have been recorded in the name of the shareholder by zero hour, Paris time, on the second business day preceding the shareholders' meeting, either in the registered share accounts kept by the Company, or in the bearer securities account kept by the authorized intermediary.

All shareholders may attend the shareholders' meeting, irrespective of the number of securities they hold, simply by producing evidence of their identity and the capacity in which they attend. The Board of Directors may, if it so deems appropriate, issue shareholders with personal admission cards in their names and demand that such cards be shown.

Any shareholder may grant a proxy on the terms and in accordance with the procedures laid down by law and applicable regulations. They may also vote by post on the terms and in accordance with the procedures laid down by law.

In particular, shareholders may, on the terms laid down in applicable statutory and regulatory provisions, send their proxy form and postal vote, either in paper form, or, further to a resolution of the Board of Directors published in the meeting notice documents, by electronic means.

The electronic form may be directly filled out and signed on the website set up by the central meeting administrator or by any means determined by the Board of Directors in compliance with the terms and conditions defined in the first sentence of the second paragraph of Article 1316-4 of the French Civil Code (i.e. the usage of a reliable means of identification guaranteeing the link between the signature and the form), which may for example consist of a user name and a password.

The proxy or vote thus expressed prior to the meeting by such electronic means, as well as the relevant delivery receipt, shall be deemed to constitute irrevocable written instruments that are binding on third parties, provided, however, that in case of transfer of ownership that takes place prior to midnight, Paris time, on the second business day preceding the meeting, the Company shall accordingly invalidate or amend, as the case may be, the proxy or the vote expressed prior to such date and time.

e) Attendance sheet – Meeting committee – Minutes of proceedings (Article 24 of the bylaws)

An attendance sheet complying with statutory requirements is kept at each meeting.

This attendance sheet, duly initialed by the shareholders in attendance and by the proxy holders (and to which are attached the proxies granted to each proxy holder), and where applicable postal voting forms, and certified as true by the meeting committee. Meetings are chaired by the Chairman of the Board of Directors or, in his absence, by a director specifically empowered to that end by the Board. Failing this, the meeting itself elects its chairman.

The duties of scrutineers are carried out by those two members of the meeting, in attendance and accepting such duties, who hold the greatest number of votes, whether personally or as proxy holders.

The committee thus formed appoints a secretary who may but need not be a shareholder.

The duties of the committee members are to verify, certify and sign the attendance sheet, to ensure the proper conduct of proceedings, to resolve incidents at meetings, to verify votes expressed, to verify the validity thereof, and to ensure that the minutes of proceedings are drawn up.

Minutes of proceedings are drawn up and copies of or excerpts from the deliberations are issued and certified in accordance with applicable regulatory provisions.

f) Quorum - Voting - Number of votes (Article 25 of the bylaws)

At ordinary and extraordinary shareholders' meetings, the quorum is calculated with respect to all shares comprising the capital stock and, at special meetings, in respect of all shares of the relevant class, subject to deduction of shares deprived of their voting right pursuant to applicable statutory provisions.

A secret ballot may be requested either by the Board of Directors, or by shareholders representing at least one quarter of the capital stock and provided that they have submitted a written request to the Board of Directors to that effect.

The ordinary general meeting shall not deliberate validly on first notice unless the shareholders in attendance, represented or voting by post hold at least one-fifth of the shares carrying a voting right. On second notice, no quorum requirement shall apply. It adopts resolutions by a majority of the votes held by the shareholders in attendance or represented, including shareholders voting by post.

The extraordinary general meeting shall not vote validly unless the shareholders in attendance, represented or voting by post hold at least one quarter of the shares carrying a voting right on first notice, and one fifth on second notice. Failing the latter quorum, the second meeting may be postponed to a date occurring no later than two months following the date of the second meeting.

It adopts resolutions by a two-thirds majority of the votes held by the shareholders in attendance or represented, including shareholders voting by post.

As a statutory exception to the foregoing provisions, the shareholders' meeting that deliberates on a capital increase by capitalization of reserves, retained earnings or additional paid-in capital may adopt resolutions in accordance with the quorum and majority requirements applicable to ordinary general meetings.

Furthermore, at extraordinary shareholders' meetings called to deliberate on the approval of an in-kind contribution or the grant of an individual benefit, the contributor or the beneficiary whose shares are deprived of voting rights shall not take part in the vote, whether personally or as proxy holder.

### **3.1.8 Items likely to have an impact in the event of a public takeover bid**

In application of Article L. 225-100-3 of the French Commercial Code, we wish to specify the following points likely to have an impact in the event of a public takeover bid:

- The capital structure, the direct or indirect equity investments known to the Company and all relevant details are described under section 3.1.1 of the Registration Document, "Breakdown of capital stock and voting rights".
- There is no restriction in the bylaws on the exercise of voting rights except for the cancellation of voting rights, which one or more shareholders may request, if a shareholder has failed to declare having crossed a shareholding threshold provided for in the bylaws.
- There is no restriction in the bylaws on share transfers, with the exception of the shareholder agreement described in section 3.1.3 of the Registration Document, "Control of the Company".
- To the Company's knowledge, there are no agreements or commitments between shareholders other than those described in section 3.1.3 of the Registration Document, "Control of the Company".
- There are no shares granting holders special control. However, a double voting right is conferred upon shares which can be proved to have been registered in the name of the same shareholder for at least four years.
- The rules for the appointment and dismissal of members of the Board of Directors are based on statutory rules and are also specified in Articles 12 to 17 of the bylaws described in section 5.3.2 of the Registration Document, "Bylaw provisions or other rules for members of administrative and management bodies".
- With respect to the powers of the Board of Directors, current authorizations are set out in the table of powers to increase capital stock under section 3.1.1 e) of the Registration Document, "Authorized capital". The Board of Directors' share buyback powers are described under section 5.2.3 "Treasury stock - Description of the share buyback program".
- Changes to the Company bylaws are made in accordance with statutory and regulatory provisions.
- The voting rights attached to ID LOGISTICS shares held by staff via the ID Logistics Group employee equity mutual fund (FCPE) are exercised by a representative authorized by the fund's supervisory board to represent the holders in shareholders' general meetings.
- There are no special agreements providing for compensation if Board members or employees resign, are made redundant without actual and serious cause or if their employment is terminated due to a public takeover bid.
- The loan contracted by ID Logistics for the Logiters acquisition will be canceled and all or part of the remaining balance (€119.8 million at December 31, 2017) may immediately fall due in the event of a change in control or delisting of the Company share.

### **3.2 INTERNAL CONTROL AND RISK MANAGEMENT PROCEDURES**

The Company relies on the AMF's reference manual and guidelines for small and mid caps published in January 2007 and updated in July 2010 to establish its internal control manual and to structure its approach.

The internal control system covers all companies under the Group's control and included in the Group consolidation. Internal controls are tailored to the specific features of every consolidated company and take into account the relations between the Company and its subsidiaries.

However well the risk management and internal control procedures are designed and applied, they cannot provide an absolute guarantee of the Company's achievement of its objectives, which may partly depend on factors beyond the Company's control. Indeed, there are inherent limitations to any system and procedures in view of factors such as uncertainties in the outside world, use of judgment or flaws that can occur due to technical failures or human or other errors.

#### **a) General principles of risk management**

A risk is the possibility of the occurrence of an event, the consequences of which could harm the Company's human resources, assets, environment, objectives or reputation.

Risk management consists of a set of resources, behaviors, procedures and appropriate actions defined and implemented by a company. Risk management aims to identify and analyze the major risks faced by the Company. Risks exceeding limits considered acceptable are dealt with in an appropriate manner. In this context, the Company may implement action plans involving the introduction of appropriate procedures and controls as well as specific insurance programs if applicable.

The objectives of risk management are as follows:

- Make the Company's decision-making and strategic and operational procedures secure with a view to promoting its objectives by taking an objective overview of potential threats and opportunities, resulting in an appropriate risk-taking approach and adequate allocation of human, technical and financial resources,
- Safeguard and enhance the Company's value, assets and reputation by identifying and analyzing key threats and opportunities so that risks may be anticipated,
- Ensure that the Company's actions are consistent with its values,
- Rally the Company's employees behind a shared vision of the main risks and promote awareness of the challenges and risks related to their job.

Consistent with these objectives, the risk management system is based on:

- An organizational system
- People involved in internal control
- A reference manual
- A formal periodic review of the principal risks facing the Group
- A code of ethics

Any financial risks associated with climate change and the measures taken by the Company to reduce its carbon footprint in all aspects of its business are described in the sustainable development report in section 1.12 "Sustainable development and growth" in the Registration Document.

#### **b) General principles of internal control**

The internal control procedures are based on the risk management system and are designed to identify the main risks and issues requiring control. The procedures include appropriate controls and ensure the efficiency thereof.

They cover a set of resources, behaviors, procedures and actions tailored to the specific features of each subsidiary and the Group as a whole, which:

- Promote control over the business, the efficiency of its operations as well as the effective use of resources,
- And must allow the Group to appropriately take into account major operational, financial and compliance risks.

The internal control procedures are specifically intended to ensure:

- Compliance with laws and regulations in force,
- Compliance with instructions and guidelines laid down by senior management or the Board of Directors,
- The proper functioning of Company in-house procedures, including those designed to safeguard its assets,
- Accuracy of accounting and financial data.

By helping to prevent and control the risk of the Company not achieving its objectives, internal control plays a key role in the conduct and control of the Group's various businesses. In this context, the Company has adopted a dynamic approach to adapt its internal control procedures to the nature and development of its activities.

The Group internal control procedures are primarily based on its organization, its capacity to disseminate information quickly and its targeted human resources policy.

The Group's organizational structure constitutes the underlying internal control environment.

- Board of Directors

The Board of Directors discusses the key issues facing the Group and decides on major strategies. Through its Rules of Procedure, Audit Committee and ongoing control over Group management, the Board ensures that internal controls function correctly throughout the Group.

- Senior management and Executive Committee

The Chairman and CEO has overall operational and functional responsibility to implement the Board of Directors' approved strategy across all Group businesses. He is specifically responsible for the effective implementation of internal controls within the Group. The Chairman and CEO is assisted in his duties by the Deputy CEO and by an Executive Committee whose members are appointed by the Chairman and the Deputy CEO. As of the Registration Document Date, the Executive Committee comprised the Chief Financial Officer, the Chief Development and Innovation Officer, the Chief Operating Officer and the Chief Human Resources Officer.

Executive Committee members are responsible for setting up and monitoring internal control systems in their respective areas of responsibility.

- International Committee

The International Committee comprises the members of the Coordination Committee, the directors of the 17 countries where the Group operates and some Group directors who are not members of the Coordination Committee.

The International Committee is designed to be a forum for the exchange and communication of information between its members. The Committee ensures that Group strategy and the operational policies derived from it, including internal control matters, have been properly implemented.

- Operating divisions and functional departments

In view of the Group's highly decentralized structure, the general managers of every business have the necessary powers to organize, direct and manage the operations and functions for which they are responsible, and to delegate authority likewise to the managers who report to them.

Each division is responsible for adopting internal controls in line with both its organization and Group policies and rules.

The Group's lean management style and the regular financial, operational, HR and sales reporting ensure that information is rapidly and directly distributed. The Group has also introduced in-house communication systems including intranet, a staff journal, plasma screens, etc., which help to spread a culture of internal control.

Finally, the human resources function fully adheres to internal control procedures:

- from the moment employees are recruited, by ensuring appropriate skills in line with the responsibilities of the position and an awareness of Group policies and values;
- through an ongoing training program;
- through annual performance reviews.

#### **c) Internal control relating to the preparation and processing of financial information**

As part of the Company's overall internal control system described above, the Group finance department is specifically responsible for accounting and financial internal controls which help to ensure that accounting and financial information is accurate and in compliance. The system functions as follows:

- Organization

- o Accounting is centralized for all activities in France. While each country has its own accounting department so as to comply with local rules for statutory accounts, taxation and administrative declarations, as in France, it is centralized and supplier invoices and payments are made directly from the head office of the subsidiaries concerned.
- o The consolidation is performed within the Group finance department. Consolidation instructions and a reporting timetable are sent out at the beginning of every year. Standard consolidation packages are used by the various subsidiaries. Currency conversions and IFRS adjustments are primarily performed within the corporate consolidation department, which constantly checks accounting standards and, where necessary, adjusts the procedure and data reported by the subsidiaries.
- o Management accounting is centralized within the Group finance department for all activities in France. Internationally, while every country has its own organization, the key indicators follow Group rules. All reporting and analysis by site and by country is centralized with the Group management accounting department, which prepares all reports that, after review by the Group finance department, are issued to senior management.
- o Treasury is centralized for all activities in France. A cash pool has been introduced for euro-denominated business. All borrowings, including outside France, are approved and centralized with the Group finance department.
- o Financial communications are centralized under the direct responsibility of the Chairman and CEO, the Deputy CEO and the CFO, who are the only people entitled to communicate Group financial data to outsiders. They prepare all financial press releases, which are published via a licensed broadcaster, the Group website and a PR agency.
- o This organization is regularly reviewed and the employees involved are subject to an annual performance review. Training plans are put in place in order to maintain skills in line with Group requirements. The Group finance department participates in and approves the recruitment of chief financial officers of foreign subsidiaries. New foreign CFOs spend two weeks in induction training at the Group head office in France.

- Systems and procedures

Financial information is prepared on integrated systems: the ERP Deal system covers accounting for all French entities and management reporting for all Group business units worldwide. All users, including foreign CFOs and financial controllers, are trained in using this ERP system and the procedures are distributed. The budget is also prepared in this system in order to facilitate comparisons and analysis.

- Controlling

Management reports are regularly prepared and reported:

- On a weekly basis showing margin per warehouse;
- On a monthly basis including cut-off entries per site and overhead costs per country.

These monthly reports are backed up by an accounting closure which supplements these analyses with details concerning net income, cash flows, DSO and the balance sheet for each legal entity.

The monthly reports and financial results are discussed by Group finance department staff every month with every subsidiary before being presented to senior management.

Monthly scoreboards showing these financial indicators alongside operational indicators (e.g. throughput volumes, hours worked, load ratio, etc.) and human resources indicators (e.g. temporary staff rate, accident rates, absenteeism, etc.) are sent to senior management. Variances vs. budget and prior year are explained and analyzed.

Real-time productivity reports per site (number of packages prepared, resources) are available on an ongoing basis.

The Group finance department performs a weekly cash review highlighting changes in cash balances over the previous week and a cash flow forecast for the following 5 weeks.

In addition to these various reports, a full-year projected Group cash flow statement and income statement are prepared every month based on forecasts received from all subsidiaries. These forecasts are presented and discussed with senior management, who subsequently take corrective action required to maintain estimated results in line with in-house budgets.

Finally, once a year, a three-year plan is prepared and presented to senior management per site and per country. These presentations lead to in-depth discussions on the financial results of the current year and the next three years, as well as on operational matters in order to anticipate their potential financial consequences: customer satisfaction surveys, HR statistics (industrial accidents, absenteeism, employment of disabled persons, etc.), identification of high-potential managers, review of staff morale, etc.

**d) Anti-corruption procedures**

In order to comply with its statutory obligations, the ID Logistics Group implements an anti-corruption program including, in particular, a code of ethics with a whistleblowing procedure, procedures for monitoring operations, an internal body dedicated to

monitoring policies and procedures, as well as training and awareness-raising initiatives aimed at staff and third parties. The initiatives must be deployed throughout the Group.

### **3.3 STATUTORY AUDITORS**

#### **3.3.1 Regular statutory auditors**

- Deloitte et Associés

185, avenue Charles de Gaulle - 92200 Neuilly-sur-Seine

Represented by Mr. Albert Aidan

Deloitte et Associés was appointed regular statutory auditor at the May 25, 2016 shareholders' general meeting for a six-year term ending at the close of the ordinary shareholders' general meeting called to approve the financial statements for the fiscal year ending December 31, 2021.

Deloitte et Associés has been the statutory auditor of the Group's principal subsidiaries in France and abroad since incorporation. Deloitte et Associés is registered with the Versailles Institute of Statutory Auditors.

- Comptabilité Finance Gestion Audit – CFG Audit

10, rue Ernest Psichari - 75007 Paris

CFG Audit was appointed regular statutory auditor at the June 10, 2014 shareholders' general meeting for a six-year term ending at the close of the ordinary shareholders' general meeting called to approve the financial statements for the fiscal year ending December 31, 2019.

CFG Audit is registered with the Paris Institute of Statutory Auditors.

CFG Audit informed the company of its resignation from its position as regular statutory auditor at the end of the May 23, 2018 annual shareholders' general meeting. Accordingly, after consultation with the Audit Committee, the Board of Directors decided to nominate Grant Thornton as alternate statutory auditor at the May 23, 2018 annual shareholders' general meeting in order to replace CFG Audit for the remainder of its term of office. Grant Thornton is registered with the Versailles Institute of Statutory Auditors.

#### **3.3.2 Alternate statutory auditors**

- BEAS

7-9, villa Houssay - 92200 Neuilly-sur-Seine

BEAS was appointed alternate statutory auditor at the May 25, 2016 shareholders' general meeting for a six-year term ending at the close of the ordinary shareholders' general meeting called to approve the financial statements for the fiscal year ending December 31, 2021.

BEAS is registered with the Versailles Institute of Statutory Auditors.

- Fiduciaire Gestion Saint Honoré Audit

8, rue Dupleix - 75015 Paris

Fiduciaire Gestion Saint Honoré Audit was appointed alternate statutory auditor at the June 10, 2014 shareholders' general meeting for a six-year term ending at the close of the ordinary shareholders' general meeting called to approve the financial statements for the fiscal year ending December 31, 2019.

Fiduciaire Gestion Saint Honoré Audit is registered with the Paris Institute of Statutory Auditors.

Fiduciaire Gestion Saint Honoré Audit informed the company of its resignation from its position as alternate statutory auditor at the end of the May 23, 2018 annual shareholders' general meeting. In light of the new provisions of Article L.823-1 of the French Commercial Code, pursuant to the French Sapin II Act (French Act no. 2016-1691 of December 9, 2016), and following consultation with the Audit Committee, the Board of Directors decided not to recommend a replacement for the resigning alternate statutory auditor at the May 23, 2018 shareholders' general meeting.

During the period covered by the historic financial information, there has been no resignation or dismissal of any of the statutory auditors.

### 3.3.3 Fees paid to the statutory auditors

Deloitte				CFG Audit				Other			
2017		2016		2017		2016		2017		2016	
€000	%	€000	%	€000	%	€000	%	€000	%	€000	%

#### Audit

- Statutory audits, certification, examination of the consolidated and separate financial statements

Parent company	56	17%	52	9%	30	15%	30	17%	0	0%	0	0%
Subsidiaries	523	83%	477	86%	167	85%	150	83%	189	100%	191	100%

- Other procedures and services directly related to the statutory auditor's engagement

Parent company	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Subsidiaries	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%

Subtotal	579	100%	529	95%	197	100%	180	100%	189	100%	191	100%
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#### Other services rendered to fully consolidated subsidiaries

- Legal, tax and human resources

	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
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- Other

	28	3%	17	5%	0	0%	0	0%	0	0%	0	0%
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Subtotal	28	3%	17	5%	0	0%	0	0%	0	0%	0	0%
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<b>Total</b>	<b>607</b>	<b>100%</b>	<b>5,468</b>	<b>100%</b>	<b>197</b>	<b>100%</b>	<b>180</b>	<b>100%</b>	<b>189</b>	<b>100%</b>	<b>191</b>	<b>100%</b>
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## 4/ FINANCIAL STATEMENTS



## 4 FINANCIAL STATEMENTS

The reader is invited to read the following information relating to the Group's financial position and earnings together with the Group consolidated financial statements prepared under IFRS for the years ended December 31, 2017 and 2016 as provided under section 4.8 of the Registration Document, "Annual historic financial information".

Given that the figures stated in euro millions in the tables and analyses in this chapter have been rounded, the totals shown do not necessarily equal the sum of the individual rounded figures. Similarly, the sum of the percentages that are based on the rounded figures does not necessarily equal 100%.

### 4.1 GENERAL PRESENTATION

The Company's consolidated financial statements have been prepared pursuant to IFRS, as adopted by the European Union. The financial statements were approved by the Board of Directors at its March 28, 2017 meeting.

#### 4.1.1 Key factors that had a material impact on business and earnings

- Development of the Group's business

The main factor that had a material impact on the Group's business and earnings was rapid growth and the corresponding increase in revenues.

In the past, most growth in revenues was derived from winning new contracts, which generally came from tender offers that put the main market players in competition with each other.

The start of a new contract involves progressive improvements in productivity due to training and gradual optimization of the staff involved, progressive changes to the site in terms of location of the goods in the warehouse, use of equipment, adaptation of logistical processes (i.e. goods-in, order picking, shipment, quality controls etc.) and the introduction of IT systems. Given these requirements, it can take several months before optimum productivity is reached.

Furthermore, a new contract may be acquired due to the Group establishing a presence in a new country. As stated under section 2.1 of the Registration Document, "Risks relating to the Group's business and market", the administrative costs of setting up a new operational legal entity in the relevant country are a further burden, in addition to the fact that initial operational productivity is below the optimum level.

Driving growth via the launch of new sites can therefore temporarily dampen the Group's overall earnings, which do not necessarily move in line with changes in revenues.

- Changes in contracts in progress

For existing contracts, changes in revenues mostly follow movements in the indices used to establish the contractual price for the services and volumes provided. As such, the state of the economy may have an impact on the indices and volumes themselves, and on the Group's capacity to successfully carry out commercial negotiations.

- Non-renewal of contracts

The non-renewal of a contract results in a loss in Group revenues and, accordingly, earnings.

- Volatility of volumes

Revenues, costs and the Group's operating income are subject to a certain degree of volatility in volumes during a year, month or even week. In order to manage such volatility, based on data provided from customers and knowledge acquired from past contracts, the Group optimizes the fixed and variable resources at its disposal in terms of real estate, equipment and staff.

- Changes in production costs

The Group's operating expenses cover both fixed and variable costs and include the following:

- Staff costs, including a fixed part and a variable part (due to temporary employees hired to cope with changes in volumes during the year);
- Real estate costs, which are largely fixed, and related overheads including energy, cleaning etc.;
- Plant and equipment costs (e.g. IT, fork-lift trucks etc.) covering rent, maintenance and consumables.

The Group strives to keep its costs variable where possible, notably its real estate, equipment and temporary staff expenses, and constantly reengineers its materials management procedures in order to improve the Group's margins.

#### 4.1.2 Summary income statement

- Revenues

Revenues correspond to invoices for services rendered, which cover handling, storage and other services (i.e. management of shipments, transport, co-packing, etc.). Services are invoiced when rendered, generally on a monthly basis.

Revenues are recorded net of value added tax.

- Purchases and external charges

Purchases and external charges largely comprise the following items:

- Temporary staff costs;
- Premises costs including rent, rental charges, repairs and maintenance, security personnel and utilities such as water, electricity and gas;
- Handling and transport equipment costs on fork-lift trucks, tractors, articulated trailers, etc. covering rent, repairs and maintenance, fuel etc.;
- Sub-contracting costs;
- Other purchases and external charges comprise consumables (e.g. film, labels and packaging), travel expenses, IT costs and administrative costs.

- Staff costs

Staff costs cover all expenses of Group employees including fixed and variable pay, related social security charges, pension accruals and charges, and employee profit share and incentives or the equivalent depending on the country concerned.

The accrued income under the CICE competitiveness and employment tax credit is deducted from staff costs.

- Miscellaneous taxes

The line 'Miscellaneous taxes' principally relates to tax on salaries, car tax, C3S social contribution (former ORGANIC contribution) in France and the equivalent depending on the country concerned.

The Group has opted to account for CVAE as a tax on income, while only the part relating to CFE continues to be posted under 'Miscellaneous taxes'.

- Other income and expenses

Other income and expenses largely consist of items that cannot be classified under one of the aforementioned categories, such as subsidies, currency gains and losses, disputes and adjustments and accrual write-backs if applicable.

- EBIT

EBIT reflects the economic results of operations before non-recurring items (such as restructuring costs) and non-operating items (such as amortization of acquired customer relations).

#### 4.1.3 Alternative performance indicators

In addition to the financial indicators presented in the financial statements, the Group tracks the following alternative performance indicators:

- EBITDA: underlying operating income (EBIT) before net depreciation, amortization and impairment of PP&E and intangible assets
- Net borrowings: gross borrowings plus bank overdrafts less cash and cash equivalents
- Gearing: net borrowings over consolidated equity

#### 4.2 COMPARISON BETWEEN FISCAL YEARS 2017 AND 2016

€m	2017	2016
Revenues	1,329.3	1,070.1
Purchases and external charges	(749.4)	(585.1)
Staff costs	(509.2)	(433.0)
Miscellaneous taxes	(15.0)	(13.0)
Other underlying income (expenses)	2.7	1.2
Net write-backs (increases) to provisions	4.7	10.9
Net depreciation/impairment	(26.3)	(23.2)
EBIT before amortization of acquired customer relations	36.7	27.8
Amortization of acquired customer relations	(1.3)	(0.8)
Non-recurring income (expenses)	(5.6)	2.5
Operating income	29.9	29.6
Net financial items	(5.6)	(5.7)
Corporate income tax	(6.3)	(6.5)
Share of earnings of equity affiliates	0.4	0.0
Total consolidated net income	18.3	17.4
Minority interests	2.2	1.9
Group share	16.1	15.5

Consolidated revenues for the year ended December 31, 2017 amounted to €1,329.3 million, up 24.2% over 2016, and up 8.4% like-for-like (constant consolidation and exchange rates). Revenues are broken down as follows:

€m	2017	2016
France	632.6	581.7
International	696.7	488.3
Total revenues	1,329.3	1,070.1

- **France**  
2017 revenues for France totaled €632.6 million, up 8.8% over the previous year. This growth is a combination of the full-year impact of new business in 2016, start-ups in 2017 and strong volumes recorded under long-standing contracts.
- **International**  
2016 International revenues amounted to €696.7 million, up 42.7%. After adjustment for currency gains and the consolidation impact following the Logiters acquisition in Spain and Portugal in September 2016, growth came to 7.9%. This growth was primarily driven by the full-year impact of the large volume of new business in 2016 and a pick-up in volumes in emerging countries.

2017 purchases and external charges amounted to €749.4 million, or 56.4% of revenues, compared to €585.1 million or 54.7% of revenues in 2016. This increase is primarily the result of the full-year consolidation of Logiters. Excluding Logiters, purchases and external changes remained stable, increasing slightly from 53.8% of revenues in 2016 to 54.2% in 2017.

2017 staff costs amounted to €509.2 million, or 38.3% of revenues, compared to €433.0 million or 40.5% of revenues in 2016. This decrease is due to the action plan rolled out in order to improve Logiters' profitability and the ramp-up in productivity at the numerous sites launched in 2016.

Miscellaneous taxes decreased slightly, amounting to 1.1% of 2017 revenues versus 1.2% in 2016.

2017 other income and expenses amounted to net income of €2.7 million, i.e. 0.2% of revenues, similar to the 2016 figure of 0.1% (€1.2 million).

2017 net provision write-backs amounted to €4.7 million, compared to €10.9 million in 2016. These provisions mainly concerned customer risks and staff costs accrued in 2016 or in prior years and used in 2017.

Net depreciation in proportion to revenues decreased from 2.2% in 2016 to 2.0% in 2017 as a result of the gradual ramp-up of the "asset light" strategy, including the late 2016 sale of one of the last warehouses still owned by the Group.

Following the above items, 2017 EBIT before acquired customer relations amortization came in at €36.7 million, which represented a 2.8% underlying margin on revenues, compared to 2016 EBIT of €27.8 million and a 2.6% margin. EBIT is broken down as follows:

€m	2017	2016
France	24.7	28.0
<i>EBIT margin (% revenues)</i>	<i>3.9%</i>	<i>4.8%</i>
International	12.0	(0.2)
<i>EBIT margin (% revenues)</i>	<i>1.7%</i>	<i>(0.0%)</i>
Total	36.7	27.8
<i>EBIT margin (% revenues)</i>	<i>2.8%</i>	<i>2.6%</i>

The record number of start-ups in 2016 (31 new sites in 2016, up from 12 in 2015 and 16 in 2017) continued to weigh on the EBIT margin for a time in 2017 before improving, in line with the gradual increase in productivity at a new site after an initial year of losses:

- **France**  
The France EBIT margin fell from 4.8% in 2016 to 3.9% in 2017: the numerous start-ups in 2016, most of which occurred during the second half in France, continued to weigh on profit margins for a considerable portion of 2017.
- **International**  
The International EBIT margin improved slightly, increasing from just under zero in 2016 to 1.7% in 2017. 2016 was also marked by a large number of international start-ups which, unlike France, mainly occurred during the first half. They therefore continued to weigh on the margin in the first half of 2017, before turning around and contributing to the increase in the international margin over 2017 as a whole. The improvement in the economic situation of emerging countries, particularly Brazil, also contributed to the turnaround in international business. Finally, the full-year consolidation of Logiters and the initial results of the Logiters business turnaround plans also contributed to the improved margin.

Amortization charges for acquired customer relations increased from €0.8 million in 2016 to €1.3 million in 2017, due to the first full year of amortization of customer relations relating to the Logiters acquisition.

Other net non-recurring expenses in 2017 correspond entirely to restructuring expenses incurred as part of the Logiters integration, totaling €5.6 million. 2016 net non-recurring income of €2.5 million comprised:

- A €4.1 million restructuring expense related to the departure of 170 employees following the closure of a warehouse in Germany
- Advisory fees of €2.3 million related to the Logiters acquisition
- €0.8 million of restructuring expenses related to the integration of Logiters
- A €9.7 million capital gain generated by the sale of a warehouse in France

The net financial loss remained stable at €5.6 million in 2017, compared with €5.7 million in 2016. Net financing costs for 2017 came to €4.7 million, up slightly from €4.5 million in 2016 despite the increase in average net borrowings in 2017 after the late August 2016 acquisition of Logiters. Other financial items mainly include a net expense on interest rate hedges and a discounting expense totaling €0.9 million in 2017, compared to €1.2 in 2016.

The 2017 'Corporate income tax' charge includes a business value-added tax ("CVAE") charge of €5.0 million, stable compared to 4.8 million in 2016. Excluding CVAE, the 2017 tax charge amounted to €1.3 million, representing an effective tax rate of 6.8%, compared to a €1.6 million charge and an effective rate of 8.6% in 2016. The use of tax loss carryforwards both in France (in particular those resulting from the acquisition of CEPL in 2013) and abroad made it possible to maintain a relatively low effective tax rate in 2017 and 2016.

Group share of earnings of equity affiliates amounted to income of €0.4 million in 2017, compared to being close to break-even in 2016.

Following the above items, 2017 consolidated net income came in at €18.3 million, compared to 2016 net income of €17.4 million.

After minority interests up versus 2016, net income Group share amounted to €16.1 million, up from €15.5 million in 2016.

### 4.3 CASH AND CAPITAL

The reader is encouraged to read the following information relating to the Group's cash and capital together with the Group consolidated financial statements prepared under IFRS for the years ended December 31, 2017 and 2016 as given under section 4.8 of the Registration Document, "Annual historic financial information".

Given that the figures stated in euro millions in the tables and analyses in this chapter have been rounded, the totals shown do not necessarily equal the sum of the individual rounded figures. Similarly, the sum of the percentages that are based on the rounded figures does not necessarily equal 100%.

#### 4.3.1 Group capital, cash and sources of finance

The Group's net borrowings break down as follows:

€m	12/31/2017	12/31/2016
Net cash and cash equivalents	90.1	89.0
Loans and borrowings	(153.5)	(140.1)
Net borrowings	(63.4)	(51.1)

#### 4.3.2 Equity finance

The Company's capital has changed between its incorporation on September 12, 2001 and December 31, 2017 as follows:

Date	Capital stock	Transaction
9/12/2001	€40,000.00	Company incorporation
1/21/2002	€874,720.00	Capitalization of shareholder loan
3/28/2002	€381,100.00	Capitalization of shareholder loan
12/21/2009	€757,110.00	Capitalization of receivable
4/17/2012	€684,310.00	Cash
7/22/2013	€54,200.50	In-kind capital contribution
2015	€1,500.00	Cash
2016	€2,000.00	Cash
2017	€6,247.00	Cash
Total	€2,801,187.50	

The share issues dated January 21, 2002 and March 28, 2002 were carried out by transferring the current accounts, which represented moneys received from the founders and some managers since the Company's incorporation to fund the Company's development, to capital stock.

The December 21, 2009 share issue was fully subscribed by Immod. It is in payment for the acquisition by the Company from Immod of a 29.5% shareholding in the La Financière de Commerce et de Participations (Ficopar) subsidiary.

The April 17, 2012 share issue was subscribed in cash following the Company's IPO and resulted in a public float currently accounting for 25% of capital.

The July 22, 2013 share issue was carried out in consideration for the receipt of 151 bonds issued by Compagnie Financière de Logistique, the CEPL group parent company, in conjunction with the CEPL acquisition.

19,494 founders' warrants (BSPCEs) or equity warrants (BSAs) were exercised in 2015, 2016 and 2017, resulting in the issue of 19,494 new shares and a €9,747 capital increase.

#### 4.3.3 Cash

As of December 31, 2017, the Group's net cash and cash equivalents amounted to €90.1 million, up from €89.0 million as of December 31, 2016.

€m	12/31/2017	12/31/2016
Cash and cash equivalents	90.1	89.0
Bank overdrafts	(0.0)	(0.0)
Net cash and cash equivalents	90.1	89.0

Cash and cash equivalents include cash, sight bank deposits, highly liquid money-market investments with initial maturities of up to three months and bank overdrafts. These investments amounted to €2.6 million as of December 31, 2017 and €3.4 million as of December 31, 2016.

#### 4.3.4 Debt finance

In addition to using operating cash flows, the Group funds capital expenditure by loans, finance leases and, where necessary, factoring.

These sources of finance are broken down as follows by category:

€m	12/31/2017	12/31/2016
Bank loan	127.1	120.6
Finance leases	20.9	14.7
Factoring	5.1	4.0
Other payables	0.4	0.7
Total	153.5	140.1

With regard to the Logiters acquisition, in August 2016 the Group took out a bank loan initially amounting to €112 million repayable over five years, with the first annual repayment installment due on January 31, 2017. Bank fees in relation to setting up this loan are accounted for as a deduction from the initial amount and amortized over the 5-year loan term. In addition to this bank loan, a €20.0 million revolving credit facility had been drawn down in full as of December 31, 2017.

This loan is subject to the following bank covenant: as of June 30 and December 31 every year, net borrowings over underlying EBITDA less than 2.5. As of December 31, 2017, this ratio was in compliance.

Outstanding finance leases mainly related to warehouse plant and equipment (including fork-lift trucks, information systems, surveillance and access control and other equipment).

As of December 31, 2017, the Group had unused credit lines amounting to €19.5 million reported under borrowings and €8.6 million reported under finance lease liabilities (compared to €35.0 million and €7.0 million respectively as of December 31, 2016).

#### 4.3.5 Loan terms and conditions and financing structure

At December 31, 2017, the maturities of these borrowings break down as follows:

€m	Due in less than 1 year	Due in 1 to 5 years	Due in more than 5 years	Total
Bank loans	48.2	78.9	-	127.1
Finance leases	5.6	15.1	0.2	20.9
Factoring	5.1	-	-	5.1
Other payables	0.4	-	-	0.4
Total	59.3	94.0	0.2	153.5

At December 31, 2017, the breakdown of these borrowings by interest rate and currency is as follows:

€m	Amount	Currency	Rate
Bank loans	119.8	EUR	Floating
Bank loans	3.2	BRL	Floating
Bank loans	2.4	EUR	Fixed
Bank loans	1.1	PLN	Floating
Bank loans	0.7	CNY	Floating

Factoring	5.1	EUR	Floating
Finance leases	18.1	EUR	Fixed
Finance leases	1.4	PLN	Fixed
Finance leases	0.8	BRL	Floating
Finance leases	0.5	ARS	Fixed
Other payables	0.4	EUR	Fixed
<b>Total</b>	<b>153.5</b>		

The €119.8 million bank loan has been hedged via an interest rate cap covering €50.4 million as of December 31, 2017.

#### 4.3.6 Restrictions on the use of finance

There are no restrictions on the use of finance generated or received by the Company and its subsidiaries.

#### 4.3.7 Off-balance sheet commitments

Off-balance sheet commitments granted by the Group are as follows:

€m	12/31/2017	12/31/2016
Real estate leases	225.2	283.6
Plant and equipment leases	60.4	42.3
Parent company guarantees	10.7	10.7
Borrowings subject to covenants	100.8	112.0
<b>Total</b>	<b>397.1</b>	<b>448.6</b>

In addition to the borrowings subject to covenants described in section 4.3.4 of the Registration Document, "Debt finance", the off-balance sheet commitments at December 31, 2017 mainly relate to lease commitments on warehouses or equipment over the remaining term of the lease, as follows:

€m	Due in less than 1 year	Due in 1 to 5 years	Due in more than 5 years
Real estate leases	75.9	132.1	17.2
Plant and equipment leases	23.2	32.9	4.3
<b>Total</b>	<b>99.1</b>	<b>165.0</b>	<b>21.5</b>

### 4.4 CASH FLOWS

#### 4.4.1 Comparison of fiscal years 2017 and 2016

€m	2017	2016
Net income	18.3	17.4
Net depreciation/impairment	27.6	24.0
Change in working capital	(12.8)	23.2
Other changes	(4.7)	(20.3)
<b>Net cash flow from operating activities</b>	<b>28.4</b>	<b>44.3</b>
Net capital expenditure	(36.8)	(75.5)
<b>Net cash flow from investing activities</b>	<b>(36.8)</b>	<b>(75.5)</b>
Share issue	0.8	0.3
Net borrowings taken out (repaid)	14.3	55.1
Net financial expenses on financing activities	(4.7)	(4.5)
(Purchase) sale of treasury shares	(0.2)	(0.4)
Non-Group dividends distributed	(0.5)	-
<b>Net cash flow from financing activities</b>	<b>9.7</b>	<b>50.5</b>
Exchange gains (losses)	(0.2)	(0.0)
<b>Change in net cash and cash equivalents</b>	<b>1.1</b>	<b>19.3</b>
Opening net cash and cash equivalents	89.0	69.7
Closing net cash and cash equivalents	90.1	89.0

Net cash flow from operating activities

2017 net cash flow from operating activities amounted to €28.4 million, down from €44.3 million in 2016.

- As stated above, consolidated income increased by €0.9 million between 2016 and 2017, despite a €3.6 million increase in net depreciation and amortization over the same period.
- The change in working capital represented a €12.8 million outflow compared to a €23.2 million net source of funds in 2016:
  - o Operating working capital remained stable in 2017 after a significant improvement in 2016, both over the historical reporting scope (gain of three days sales from 2015 to 2016) and thanks to the favorable seasonal effect on Logiters, consolidated in September 2016. Payment terms have evolved as follows :

	12/31/2017	12/31/2016
Trade receivables <sup>(1)</sup>	49	50
Trade payables <sup>(2)</sup>	80	76

<sup>(1)</sup> In days of sales including VAT

<sup>(2)</sup> In days of purchases including VAT

- Non-operating working capital represented most cash outflows in 2017 compared to 2016, including the payment of certain tax and social security liabilities.

#### Net cash flow from investing activities

2017 net cash flow from investing activities represented a net outflow of €36.8 million, compared to €75.5 million in 2016. This breaks down as follows:

- Acquisition of the Logiters group in Spain and Portugal in 2016 for €86.7 million, including transfer of the existing debt and advisory fees in respect of the acquisition
- Sale of a historically owned 75,000 sqm warehouse in France for €37.8 million in 2016.
- In 2017, the Group began investing in its new head office, in preparation for a transfer in summer 2018, and in a new ERP system scheduled for deployment in 2018. In 2017, these "non-operating" investments totaled €4.3 million.
- Adjusted for the amounts stated above, 2016 net capital expenditure amounted to €26.6 million, compared to €32.5 million in 2017. As in previous years, net cash flow from investing activities principally consisted of capital expenditure on plant and equipment required for starting up new sites and, to a lesser extent, payments or repayments of deposits on leased warehouses. Capital expenditure represented 2.4% of 2017 revenues, stable compared to 2016 (2.5%).

#### Net cash flow from financing activities

2017 net cash flows from financing activities amounted to an inflow of €9.7 million, compared to €50.5 million in 2016.

- In 2016, the Group contracted a €112 million loan, including:
  - €84.5 million including the price paid to the shareholders and the refinancing of the existing Logiters debt as of the date of the acquisition
  - €25.6 million in early repayment of outstanding amounts under the 2013 CEPL acquisition loan (in addition to the regular €17.0 million installment already paid in 2016)
  - €1.9 million of advisory fees and financing commissions related to the Logiters acquisition
- In 2017, initial repayments of €11.2 million were made on this loan, in accordance with the repayment schedule
- In 2016, a finance lease was repaid early in the amount of €15.9 million, following the sale of the corresponding warehouse
- In 2017, the Group used the €20 million revolving credit facility for the first time.
- Besides these items, other financing flows comprised net borrowings taken out, totaling €5.6 million in 2017 and €1.7 million in 2016.
- Net financing expenses rose slightly from €4.5 million in 2016 to €4.7 million.
- Treasury share transactions relate to a liquidity agreement established following the Group's IPO in April 2012.

In total, after exchange gains and losses, the Group posted a €1.1 million net cash inflow in 2017, compared to a net inflow of €19.3 million in 2016.

## 4.5 REQUIRED SOURCES OF FINANCE FOR THE FUTURE

Group management considers that operating cash flows and available sources of finance as described under section 4.3.4 of the Registration Document, "Debt finance", are sufficient to fund the Group's organic growth.

## 4.6 CAPITAL EXPENDITURE

### 4.6.1 Main capital expenditure over the last three fiscal years

Capital expenditure over the last three years excluding subsidiary acquisitions breaks down as follows:

€m	2017	2016	2015
Intangible assets	8.6	4.3	2.6
Property, plant and equipment	29.9	29.6	21.0
Financial assets	3.9	2.1	5.4
Total	42.4	36.0	29.0

These assets relate to ordinary operations including storage equipment, fork-lift trucks, transport equipment, information systems, computer hardware, electronic access and surveillance material and equipment. This capital expenditure is usually made at the start of a new contract.

### 4.6.2 Principal ongoing capital expenditure

As of the Registration Document Date, there are no material capital expenditures in progress.

### 4.6.3 Main capital expenditure planned

As of the Registration Document Date, the Company's senior management have not adopted any firm commitments regarding major capital expenditure.

## 4.7 DIVIDEND DISTRIBUTION POLICY

### 4.7.1 Dividends distributed in the last three fiscal years

None

#### 4.7.2 Dividend distribution policy

In view of the Group's growth strategy, which covers both organic growth and mergers and acquisitions, Group management is not planning to make any short-term commitments regarding dividend distribution policy.

However, the Company's Board of Directors will regularly review opportunities to pay out a dividend taking account of the general state of the economic environment, the specific state of its business sector, the Group's earnings and financial position, the interests of the shareholders and any other factors it deems to be relevant.

#### 4.8 ANNUAL HISTORIC FINANCIAL INFORMATION

Pursuant to Article 28 of European regulation 809/2004 dated April 29, 2004, the reader is referred to the following documents:

- the Company's Registration Document filed with the Autorité des Marchés Financiers (French financial markets authority or AMF) on April 26, 2017 under reference number D.17-0435, for the following financial information pertaining to fiscal 2016: management report and the historic consolidated financial statements including audit reports;
- the Company's Registration Document filed with the Autorité des Marchés Financiers (French financial markets authority or AMF) on April 28, 2016 under reference number D.16-0435, for the following financial information pertaining to fiscal 2015: management report and the historic consolidated financial statements including audit reports.

#### 4.8.1 2017 Group consolidated financial statements

##### CONSOLIDATED INCOME STATEMENT

(€000)	Notes	2017	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)	Note 16	2,694	1,208
Net (increases) write-backs to provisions	Note 17	4,666	10,933
Net depreciation/impairment	Note 18	(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)	Note 19	(5,556)	2,531
Operating income		29,867	29,579
Financial income	Note 20	674	1,966
Financial expenses	Note 20	(6,299)	(7,694)
Group income before tax		24,242	23,851
Corporate income tax	Note 21	(6,332)	(6,454)
Share of earnings of equity affiliates	Note 4	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 (€)	Note 22	2.89	2.78
Diluted EPS (€)	Note 22	2.71	2.60

##### CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

(€000)	2017	2016
Total consolidated net income	18,340	17,412
Post-tax pension provision discounting income (charge)	(2,504)	(2,808)
Other comprehensive income not reclassified to the income statement	(2,504)	(2,808)
Post-tax exchange differences	981	1,256
Other post-tax items	(98)	62
Other comprehensive income that may be transferred to the income statement	883	1,318

Total gains and losses posted to shareholders' equity net of tax	(1,621)	(1,490)
Comprehensive net income (loss)	16,719	15,922
Minority interests	2,067	1,808
Group share	14,652	14,114

#### CONSOLIDATED BALANCE SHEET

(€000)	Notes	12/31/2017	12/31/2016
Goodwill	Notes 1-3	172,659	168,417
Intangible assets	Note 1	18,959	20,635
Property, plant and equipment	Note 2	79,289	83,427
Investments in equity affiliates	Note 4	1,037	734
Other non-current financial assets	Note 5	10,816	12,376
Deferred tax assets	Note 11	12,285	10,293
Non-current assets		295,045	295,882
Inventories		131	97
Trade receivables	Note 6	225,952	224,562
Other receivables	Note 6	51,659	58,112
Other current financial assets	Note 5	38,430	14,429
Cash and cash equivalents	Note 7	90,147	88,988
Current assets		406,319	386,188
Total assets		701,364	682,070
Capital stock	Note 8	2,801	2,795
Additional paid-in capital	Note 8	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)	Note 9	94,194	114,114
Long-term provisions	Notes 10-15	20,298	20,630
Deferred tax liabilities	Note 11	11	1,279
Non-current liabilities		114,503	136,023
Short-term provisions	Note 10	9,961	12,410
Borrowings (due in less than 1 yr)	Note 9	59,329	25,938
Other current financial liabilities	Note 14	-	-
Bank overdrafts	Note 7	30	10
Trade payables	Note 12	199,010	188,890
Other payables	Note 12	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)	Note	2017	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	Note 4	(303)	14
Capital gains or losses on the sale of fixed assets		(3,271)	(11,917)
Change in working capital	Note 23	(12,801)	23,217
Net cash flows from operating activities after net cost of debt and tax		23,619	40,888
Corporate income tax	Note 21	6,332	6,454
Costs on acquisitions of equity investments	Note 19	-	2,254

Net financial expenses on financing activities	Note 20	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	Notes 1-2	(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	Notes 1-2	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	Note 20	(4,700)	(4,503)
Net loans received	Note 9	41,550	129,846
Loan repayments	Note 9	(27,264)	(74,686)
(Purchase) sale of treasury shares		(182)	(403)
Minority interest dividends		(517)	-
Share issue	Note 8	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	Note 7	88,978	69,728
Closing net cash and cash equivalents	Note 7	90,117	88,978

#### CHANGES IN CONSOLIDATED SHAREHOLDERS' EQUITY

(€000)	Capital stock	Additional paid-in capital	Consolidation reserves	Exchange differences	Shareholders' equity, Group share	Minority interests	Total consolidated shareholders' equity
January 1, 2016	2,793	53,569	75,726	(7,751)	124,337	6,328	130,665
2016 net income			15,490		15,490	1,922	17,412
Gains and losses posted to shareholders' equity			(2,608)	1,233	(1,375)	(115)	(1,490)
Distribution of dividends					-	(1,046)	(1,046)
Treasury shares			(403)		(403)		(403)
Share issue	2	272			274		274
December 31, 2016	2,795	53,841	88,205	(6,518)	138,323	7,089	145,412
2017 net income			16,149		16,149	2,191	18,340
Gains and losses posted to shareholders' equity			842	(2,339)	(1,497)	(124)	(1,621)
Distribution of dividends					-	(517)	(517)
Treasury shares			(182)		(182)		(182)
Share issue	6	843			849		849
December 31, 2017	2,801	54,684	105,014	(8,857)	153,642	8,639	162,281

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 1 GENERAL INFORMATION

ID Logistics Group SA is a *société anonyme* (French corporation) subject to French law with head office located at 410, route du Moulin de Losque 84300 Cavillon. ID Logistics Group SA and its subsidiaries (hereinafter the "Group") carry out their logistics business in France and fifteen other countries.

The Group consolidated financial statements for the year ended December 31, 2017 were approved by the Board of Directors on March 27, 2018. Unless otherwise indicated, they are presented in thousands of euros.

### 2 BASIS FOR THE PREPARATION AND PRESENTATION OF THE CONSOLIDATED FINANCIAL STATEMENTS

#### 2.1 Accounting principles and methods applied

The Group consolidated financial statements for the year ended December 31, 2017 have been prepared in accordance with International Financial Reporting Standards (hereinafter "IFRS" ), as adopted in the European Union as of December 31, 2017. International accounting principles cover all standards approved by the International Accounting Standards Board ("IASB"), i.e. IFRS, International Accounting Standards ("IAS") and the interpretations issued by the International Financial Reporting Interpretations Committee ("IFRIC") or the former Standing Interpretations Committee ("SIC").

Said accounting principles can be viewed on the following website [http://ec.europa.eu/finance/company-reporting/index\\_en.htm](http://ec.europa.eu/finance/company-reporting/index_en.htm)

If there are no standards or interpretations applicable to a specific transaction, Group management uses its own judgment to define and apply the accounting principles which result in fair and reliable data so that the financial statements:

- give a fair view of the Group's financial position, earnings and cash flows;
- reflect the economic substance of the transactions;
- are objective;
- are prudent; and
- are complete in all significant aspects.

## 2.2 Change in accounting principles

### 2.2.1 New compulsory standards, amendments and interpretations adopted by the European Union for fiscal 2017

The following standards, amendments and interpretations, which are compulsory as of January 1, 2017, have no material impact on the financial statements:

- Amendments to IAS 7 – Disclosure initiative
- Amendments to IAS 12 – Recognition of deferred tax assets for unrealized losses
- Annual improvements (2014-2016 cycle).

### 2.2.2 New standards, amendments and interpretations adopted by the European Union and compulsory for fiscal years beginning 2018

The Group has not applied in advance the following standards and amendments:

- IFRS 9 – Financial instruments
- IFRS 15 – Revenue from contracts with customers
- IFRS 16 – Leases
- Amendments to IAS 7 – Disclosure initiative
- Amendments to IAS 12 – Recognition of deferred tax assets for unrealized losses
- Amendments to IFRS 10 and IAS 28 – Sale or contribution of assets between an investor and its associate or joint venture
- Amendments to IFRS 2 – Classification and measurement of share-based payment transactions
- Amendments to IFRS 4 - Applying IFRS 9, *Financial instruments* with IFRS 4, *Insurance contracts*
- IFRIC 22 – Foreign currency transactions and advance consideration
- Amendments to IFRS 15 - Clarifications to IFRS 15
- IFRIC 23 – Uncertainty over income tax treatments

The Group is currently analyzing the consequences of these new standards, amendments and interpretations and the impact of their application on the financial statements. It does not expect any material impacts to arise from the application of the new mandatory standards as from January 1, 2018.

## 2.3 Underlying accounting convention

The consolidated financial statements have been prepared pursuant to the historical cost convention, with the exception of certain assets and liabilities in accordance with IFRS rules. The assets and liabilities in question are mentioned in the notes below.

## 2.4 Estimates and judgments

To prepare the accounts, the Group made certain estimates and adopted certain assumptions that it considered reasonable and realistic. The Group reviews its estimates and assumptions on a regular basis to take account of past experience and other factors considered relevant in view of economic conditions. Depending on how these assumptions evolve and on various conditions, the actual amounts or the amounts recorded in future financial statements may differ from the current estimates.

The principal estimates made by the Group to prepare the financial statements relate to the valuation and estimated useful lives of non-current operating assets and goodwill, the valuation of contingency and other operating provisions, the valuation of recorded deferred tax assets and assumptions adopted to calculate employee benefit liabilities.

## 2.5 Presentation principles

### 2.5.1 Income statement

Pursuant to IAS 1 - Presentation of financial statements, the Group presents the consolidated income statement by nature of expenses.

### 2.5.2 Balance sheet

Pursuant to IAS 1 - Presentation of financial statements, the Group presents the consolidated balance sheet distinguishing between current and non-current assets and between current and non-current liabilities.

The Group's operating assets, cash and cash equivalents and operating financial assets are all stated as current assets. Deferred tax assets and the other assets are stated as non-current assets.

The Group's operating liabilities and payables falling due in the next 12 months are stated as current liabilities. Deferred tax liabilities and the other liabilities are stated as non-current liabilities.

### **3 HIGHLIGHTS**

No material changes to the Group consolidation scope occurred during 2017.

### **4 ACCOUNTING PRINCIPLES AND METHODS**

#### **4.1 Consolidation principles and scope**

The Group consists of the parent company, ID Logistics Group SA, and its subsidiaries, joint ventures and equity affiliates. The list of companies included in the Group consolidation is provided in Note 29. All consolidated companies have the same balance sheet date.

##### **4.1.1 Subsidiaries**

The subsidiaries' financial statements are included in the consolidated financial statements as from the date when exclusive control is acquired and until the date such control is lost.

Material transactions, balances and inter-company profits and losses between consolidated companies are eliminated.

#### **4.2 Conversion of foreign currencies**

##### **4.2.1 Operating currency and reporting currency**

The accounts are maintained in the operating currency of each Group company, i.e. the currency of the principal economic environment in which it operates, which is generally the local currency.

The consolidated financial statements are stated in euros, which is the operating and reporting currency of ID Logistics Group SA, the consolidating company.

##### **4.2.2 Transactions in foreign currencies**

Transactions denominated in foreign currencies are converted at the prevailing exchange rate as of the transaction date. At the balance sheet date, monetary assets and liabilities denominated in foreign currencies are converted at the closing rate. Exchange gains and losses arising are posted to income.

Exchange differences on monetary assets and liabilities linked to a net investment in foreign subsidiaries are posted to currency reserves.

##### **4.2.3 Conversion of subsidiaries' financial statements denominated in foreign currencies**

Balance sheets of companies whose operating currency is not the euro are converted into euros at the closing rate, while their income statements and cash flow statements are converted into euros at the average rate for the year. The exchange difference arising is posted to shareholders' equity under "Exchange differences". If a company is sold or closed, the related cumulative exchange differences in shareholders' equity are posted to income for the period.

Goodwill is monitored in the currency of the subsidiary concerned.

The Group has no subsidiaries in any hyper-inflationary country as defined by IAS 29.

#### **4.3 Business combinations, purchases of further equity interests and sales of equity interests**

At the acquisition date, the goodwill equals the difference between:

- the fair value of the consideration transferred in exchange for control of the company, including any additions to the price, plus the value of the minority interests in the acquired company and, for a business combination performed in steps, plus the fair value at the acquisition date of the purchaser's previously held investment in the acquired company, with the corresponding revaluation via the income statement; and
- the fair value of identifiable assets and liabilities acquired at the acquisition date.

Any purchase price supplements for business combinations are thus valued at fair value at the acquisition date. After the acquisition date, they are measured at fair value through profit or loss, unless the reason for the adjustment is related to a situation existing prior to the acquisition of which the purchaser was not aware. Following a one-year period from the acquisition date, any change in fair value is posted to income.

If the goodwill is negative, it is immediately posted to income.

Costs directly attributable to business combinations are recognized as expenses in the period.

If less than 100% control is acquired, IFRS 3 revised gives the option, for any business combination, to recognize goodwill based either on 100% interest or on the percentage interest acquired (without subsequent change in the event of further purchases of equity interests not giving control). Minority interests (non-controlling interests) in the acquired company are similarly valued either at fair value or at the share of net identifiable assets of the company acquired.

Business combinations prior to January 1, 2010 used to be accounted for under the partial goodwill method, which was the only applicable method.

For further acquisitions of equity interests in a subsidiary completed after January 1, 2010, the difference between the purchase price of the investment and the additional share of consolidated equity acquired is posted to shareholders' equity, Group share, without changing the consolidated value of the subsidiary's identifiable assets and liabilities including goodwill. For purposes of the consolidated statement of cash flows, payments for acquisitions paid in cash net of related acquisition costs are classified as cash flows from financing activities.

#### **4.4 Intangible assets**

Intangible assets are stated at cost less cumulative amortization and impairment.

Intangible assets include amortized assets such as software, patents and customer relations.

In the case of business combinations where the customer profile, market share or operations of the entity acquired allow it to continue trading with its customers in view of customer loyalty programs, customer relations are posted to intangible assets and amortized over a period estimated as of the acquisition date.

Intangible assets are amortized in fixed annual amounts over one to twelve years.

#### **4.5 Property, plant and equipment**

Property, plant and equipment is stated at cost less cumulative depreciation and impairment.

The cost of borrowings taken out to finance major capital expenditure, incurred during the period of construction, is included in the acquisition cost.

Investment grants are recorded as a deduction from the value of property, plant and equipment.

Land is not depreciated. Other property, plant and equipment with a finite useful life is depreciated on a straight-line basis, based on the following estimated useful lives:

Buildings	15 to 25 years
Building fixtures and fittings	10 years
Plant, machinery and tools	3 to 10 years
Vehicles	3 to 8 years
IT and office equipment	3 to 8 years

Useful lives are reassessed at each balance sheet date. Assets with indefinite useful lives are not depreciated but are tested for impairment each year.

In view of the nature of the assets held, with the exception of buildings, no material asset components have been identified.

#### **4.6 Leases**

Pursuant to IAS 17 - Leases, leases are classified under two categories as follows:

- Finance leases,
- Operating leases.

##### **Finance leases**

Finance leases involve the transfer of substantially all risks and rewards of ownership of the assets in question.

Assets under finance leases are initially recorded under balance sheet assets at the lower of (i) the fair value of the leased asset and (ii) the discounted present value of the minimum lease payments under the lease, while posting a corresponding financial liability. Thereafter, balance sheet assets under finance leases are depreciated based on the same estimated useful lives as the

other fixed assets in the same category. Payments in respect of the finance lease liabilities are broken down between repayment of the liability and interest costs.

Depreciation and amortization of assets acquired under these contracts is included under depreciation and amortization charges.

#### **Operating leases**

All other leases are operating leases and are not adjusted for accounting purposes. Payments under operating leases are posted to operating expenses in the income statement.

#### **4.7 Impairment of fixed assets**

##### **Impairment of property, plant and equipment and intangible assets**

Pursuant to IAS 36 – Impairment of assets, the Group measures the recoverable value of its non-current assets based on the following procedure:

- For depreciated property, plant and equipment and amortized intangible assets, management determines whether there is an indication of loss in value on such assets at each balance sheet date. Indications of loss in value are identified in relation to external or internal criteria. If applicable, an impairment test is carried out by comparing the net book value with the recoverable value, which is the higher of (i) the sales price less future selling costs and (ii) the value in use,
- For goodwill, an impairment test is carried out at least once a year and whenever an indication of loss in value is identified. Goodwill is tested in relation to the geographical region where the relevant business operates.

Value in use is calculated based on the discounted present value of the estimated future cash flows from using the assets. Future cash flows are derived from (i) a three-year business plan prepared and approved by management, (ii) five further years of extrapolated cash flows after the business plan period in order to take account of business growth trends and a gradual rise in operating margins to normal levels, (iii) plus a terminal value based on normal discounted cash flows applying a growth rate to infinity. The discount rate applied represents the Company's post-tax weighted average cost of capital.

Impairment recorded against goodwill cannot be reversed or written back.

##### **Impairment on investments in equity affiliates**

Impairment tests on the value of investments in equity affiliates are conducted whenever there is an indication of loss in value. Under these tests, the book value of investments in equity affiliates is compared to the Group share of the present value of expected future cash flows for the equity affiliate concerned. If the book value of the investment exceeds the present value of expected future cash flows, an impairment charge for the difference is booked against the value of the investment in the equity affiliate concerned.

##### **Impairment write-backs on intangible assets (other than goodwill), property, plant and equipment and investments in equity affiliates**

At every balance sheet date, the Group assesses whether new events or circumstances show that impairment booked in previous periods may be written back.

In this case, if recoverable value based on the new estimates exceeds the net book value of the relevant asset, the Group writes back the impairment for an amount limited to the book value after depreciation that would have resulted had the impairment not been recorded.

#### **4.8 Financial assets**

Financial assets are analyzed and classified into the following four categories:

- Financial assets stated at fair value through profit or loss including:
  - Financial assets held for sale: a financial asset is classified in this category if it is purchased principally to be resold. The Group has no assets in this category.
  - Financial assets measured at fair value: the Group has no assets in this category.
  - Derivatives traded for hedging purposes but not documented as such.
- Financial assets held until maturity: these are non-derivative financial assets with fixed or determinable payments and a fixed maturity, which a company can and intends to hold until maturity. The Group has no assets in this category.
- Loans and receivables: these are non-derivative financial assets with fixed or determinable payments, which are not listed on an active market. Loans and other receivables are included within current assets excluding those which mature in over 12 months, which are included under non-current assets. They mainly comprise trade receivables and deposits from the Group's operations.
- Available for sale financial assets: these are non-derivative instruments in this category or that cannot be allocated to any other category. This category includes equity securities in non-consolidated companies stated at fair value via shareholders' equity.

All financial assets not recorded at fair value through profit or loss are initially recorded at fair value plus transaction costs. Financial assets recorded at fair value through profit or loss are initially recorded at fair value and transaction costs are posted to expenses in the income statement. Thereafter they are valued at fair value as of each balance sheet date. Loans and other receivables are subsequently stated at amortized cost under the effective interest rate method.

The receivables are initially valued at fair value, which generally equals the amount invoiced. If they contain beneficial terms of payment for the counterparty (e.g. beneficial credit terms) and if the effect of discounting is material, these receivables are recorded at the present value of future cash flows discounted at market rates. These receivables are subsequently valued at amortized cost.

A bad debt accrual is recorded if there is a risk of non-realization, which is assessed individually based on the aging of the financial assets.

Financial assets are derecognized if the right to receive any cash flow from these assets has expired or has been transferred and if the Group has transferred substantially all the risks and rewards of their ownership. If trade receivables are assigned with recourse against the transferor (in the form of a secured deposit or direct recourse) in the event of a payment default by the customer, such trade receivables may not be derecognized.

Gains and losses resulting from changes in the fair value of financial assets stated at fair value via income are included in income for the period when they arose.

The fair value of listed assets is based on current buy market prices. If there is no active market for a financial asset and in respect of unlisted securities, the Group determines fair value by using valuation techniques. Such valuation techniques include over the counter transactions, other similar instruments or a discounted cash flow analysis using as much market data as possible and not based wherever possible on in-house criteria.

The fair value of financial instruments was determined based on different methods as follows:

- 1. Prices quoted on an active market. When prices quoted on an active market are available, they are used as a matter of preference in determining the market value. As of December 31, 2017, assets measured at fair value consisted of marketable securities.
- 2. In-house model with observable market criteria based on in-house valuation techniques. These techniques make use of customary actuarial methods factoring in observable market data (e.g. futures prices, yield curves, etc.). Most exchange-traded derivatives are valued using the methods commonly used by market players to value such financial instruments. As of December 31, 2017, only derivatives were valued under method 2.
- 3. In-house model with unobservable criteria. The fair values used to determine book values are a reasonable estimate of market values. As of December 31, 2017, only non-current financial assets and liabilities as described in Note 5 were valued under method 3.

#### **4.9 Inventories**

Inventories are stated at weighted average cost. If the market value is lower than cost, an impairment reserve is set aside.

#### **4.10 Cash and cash equivalents**

Cash and cash equivalents include cash, sight bank deposits, highly liquid money-market investments with initial maturities of up to three months and non-material risk of loss and bank overdrafts.

Positive bank balances are included in "Cash and cash equivalents" under balance sheet assets, while negative balances are included in "Bank overdrafts" under balance sheet liabilities.

Net cash and cash equivalents within the statement of consolidated cash flows represents the amount of cash and cash equivalents less bank overdrafts.

#### **4.11 Treasury shares**

Company shares held by the parent company or one of its consolidated subsidiaries are accounted for as a deduction from shareholders' equity at purchase cost. Changes in the fair value of treasury shares while they are held are not accounted for. Post-tax gains and losses on sale of treasury shares are posted to shareholders' equity.

#### **4.12 Financial liabilities**

Borrowings and bank loans are first recorded at fair value, which is generally their face value less directly attributable transaction costs. Thereafter, financial liabilities are stated at cost less repayments. Any difference between the cost less repayments and the repayment value is taken to income based on the effective interest and the term of the borrowings.

Liability derivatives are also measured at fair value on an ongoing basis.

Other financial liabilities, excluding derivatives, are stated at cost less repayments.

#### **4.13 Derivatives**

The Group holds derivative financial instruments in order to reduce exposure to interest rate risks. The purpose of such instruments is to hedge against the financial risks facing the Group. Financial instruments are recorded as of the transaction date, i.e. when the hedge was contracted. However, only those that meet the hedge accounting criteria under IAS 39 on financial instruments are accounted for in the manner described below. Changes in fair value on financial instruments not qualifying as hedges are immediately posted to other financial income and expense.

All transactions qualifying as hedges are documented in relation to the hedging strategy specifying the risk hedged, the asset or liability hedged, the hedge itself, the hedging relationship and the method for measuring the effectiveness of the hedge. Measuring

the effectiveness of the hedge is updated at each balance sheet date. Derivatives are initially recorded at fair value. Thereafter, fair value is updated at each balance sheet date by reference to market data. Asset and liability derivatives are shown as current or non-current depending on their maturity and that of their underlying assets and liabilities.

A cash flow hedge protects against fluctuations in cash flows arising from an asset or liability or a highly probable future transaction when such fluctuations are liable to affect earnings. At each balance sheet date, the effective portion of the hedge is posted to shareholders' equity and the ineffective portion is posted to income. When the transaction is recorded, the effective portion within shareholders' equity is transferred to income at the same time as recording the hedged asset or liability.

#### **4.14 Employee benefits**

Pursuant to the laws and practices in each country where it operates, the Group has various pension plans.

With respect to defined contribution plans, the Group has no liabilities other than to pay contributions.

With respect to defined benefit plans, the Group provides for its liability to pay defined levels of pensions to its employees.

##### **Defined contribution plans**

With respect to basic plans and other defined contribution schemes, the Group posts its contributions payable to expenses when they fall due and no accrual is recorded given that the Group has no commitment in addition to the contributions paid.

##### **Defined benefit plans**

With respect to defined benefit plans and one-off retirement compensation, the Group calculates its estimated liabilities every year in accordance with IAS 19 – Employee benefits, based on the projected unit of credit method.

This method takes into account future length of service probability, future level of pay, life expectancy and staff turnover on the basis of actuarial assumptions. The liability is discounted using an appropriate discount rate for each country where there are pension commitments. It is recorded in proportion to employees' years of service. If pensions are pre-financed by external funds, the assets held by these funds are valued at fair value as of the balance sheet date.

The cost of services rendered (which includes an increase in pension liabilities from adding one year's additional service) and interest expense on the liability reflecting the reversal of the discounting effect, are all posted to the income statement. Updates to the pension fund's investments are deducted from the foregoing expenses. All these expenses and income are recorded under underlying operating income (EBIT) except for the reversal of the discounting effect, which is included in net financial items.

#### **4.15 Provisions and contingent liabilities**

The Group books a provision when there is a legal, regulatory or contractual obligation or a constructive obligation resulting from past events that is expected to lead to an outflow of the Group's resources which represent economic benefits, and which can be reliably measured.

Provisions are discounted if the impact is deemed material and, if so, the discounting effect is posted to operating income.

Contingent liabilities represent potential obligations resulting from past events that will only be confirmed upon the occurrence of future uncertain events that are beyond the company's control. Contingent liabilities also relate to current obligations for which an outflow of resources is not probable. Apart from those arising from business combinations, contingent liabilities are disclosed in the notes and not accrued.

#### **4.16 Revenues**

Income from normal operations is recorded under revenues when it is likely that future economic benefits will flow to the Group, that this income can be reliably measured, and that the transaction's percentage of completion as of the balance sheet date and the costs incurred to complete and close the transaction can be reliably measured. Income from normal operations is recorded at the fair value of the related receivable.

Services income is recognized when the service is performed.

#### **4.17 Taxation**

Corporate income tax charges or income include current tax charges (income) and deferred tax charges (income). Tax charges (income) are recorded in income unless they relate to items within shareholders' equity, in which case they are posted to shareholders' equity.

##### **Current tax**

Current tax represents the estimated amount due in respect of taxable income for the period plus or minus any adjustment for current tax in respect of prior periods.

## Deferred tax

Deferred tax is determined and recorded based on the liability method in respect of all temporary differences between the book value of assets and liabilities and their tax base.

Deferred tax is not recorded for the following items: (i) taxable timing differences (deferred tax liability) arising from the initial recognition of goodwill, (ii) initial recognition of an asset or liability in a transaction that is not a business combination and affects neither taxable income nor accounting earnings and (iii) timing differences arising from equity investments in subsidiaries if it is not probable that such differences will not reverse in the foreseeable future.

Deferred tax assets and liabilities are computed at the expected tax rates applying in the periods when the asset will be realized or the liability paid, based on tax regulations that have been adopted or substantially adopted as of the balance sheet date. Deferred tax assets and liabilities are netted off if there is a legally enforceable right to offset current tax receivables and payables and if they relate to corporate income tax charged by the same tax authority for the same entity.

Deferred tax assets are only recognized if it is probable that the Group will have sufficient future taxable income against which the relevant temporary differences can be offset. Deferred tax assets are reviewed every balance sheet date and are reduced to the extent that it is no longer probable that sufficient future taxable income will be available. To assess the Group's ability to realize deferred tax assets, the following items have been taken into account:

- Forecasts of future taxable income;
- Non-recurring costs that are included in past losses;
- Historical taxable income for previous years.

With respect to investments in subsidiaries, joint ventures and equity affiliates, a deferred tax liability is booked for all taxable timing differences between the book value of the investments and their tax base, unless:

- the Group can decide the date when such differences reverse, for instance for a dividend payout; and
- it is probable that such differences will not reverse in the foreseeable future.

## 4.18 Earnings per share

Basic earnings per share is calculated by dividing Group net income by the weighted average number of shares of common stock in issue during the year.

Diluted earnings per share is calculated by dividing adjusted Group net income by the weighted average number of shares of common stock in issue plus any potential future diluting shares excluding any treasury shares.

## 5 SEGMENT INFORMATION

Pursuant to IFRS 8 – Operating segments, the information below for each operating segment is identical to that presented to the chief operational decision-maker for purposes of deciding on the allocation of resources to the segment and assessing its performance.

An operating segment is a distinct component of the Group:

- that engages in business activities from which it may earn revenues and incur expenses,
- whose operating results are reviewed regularly by the entity's chief operational decision-maker in order to make decisions about resources to be allocated to the segment and assess its performance, and
- for which discrete financial information is available.

The Group's chief operational decision-maker has been identified as the Chairman and CEO and the Deputy CEO, who jointly take strategic decisions.

The Group's two operating segments are France and International, determined in accordance with IFRS 8.

The France segment is made up of subsidiaries with head offices in continental France.

The International segment is made up of subsidiaries with head offices in the following countries: South Africa, Argentina, Belgium, Brazil, China, Spain, Germany, the Netherlands, Portugal, Réunion Island, Indonesia, Morocco, Romania, Russia, Poland and Taiwan.

Fixed assets are operating assets used by a segment for operational purposes. They include goodwill, intangible assets and property, plant and equipment. They do not include current assets used for operational purposes, deferred tax assets/liabilities or non-current financial assets.

Segment information, as presented to the chief decision-makers relating to continuing operations, is as follows:

	12/31/2017 (12M)			12/31/2016 (12M)		
	France	International	Total	France	International	Total
Revenues	636,002	698,121	1,334,123	584,221	490,523	1,074,744
Inter-segment revenues	(3,382)	(1,471)	(4,853)	(2,493)	(2,184)	(4,677)

Net revenues	632,620	696,650	1,329,270	581,728	488,339	1,070,067
EBIT before amortization of customer relations	24,706	12,004	36,710	28,017	(182)	27,835
Operating income	23,989	5,878	29,867	34,891	(5,312)	29,579
Net cash flow from operating activities	23,551	4,854	28,405	41,746	2,554	44,300
Capital expenditure	21,482	17,058	38,540	14,117	19,772	33,889
Fixed assets	133,027	137,880	270,907	134,830	137,649	272,479
Headcount	5,753	12,067	17,820	5,665	12,189	17,854

## 6 NOTES RELATING TO THE BALANCE SHEET, INCOME STATEMENT AND STATEMENT OF CASH FLOWS AND CHANGES THERETO

### 6.1 Balance sheet notes

#### Note 1: Goodwill and intangible assets

	Goodwill	Software	Other	TOTAL
<b>Gross:</b>				
January 1, 2016	116,971	12,415	5,651	135,037
Acquisitions		2,174	2,131	4,305
Disposals		(1,135)	(74)	(1,209)
Change in consolidation	51,446	-	12,133	63,579
Exchange gains (losses)		101	449	550
Reclassification		(202)	545	343
December 31, 2016	168,417	13,353	20,835	202,605
Acquisitions		6,077	2,556	8,633
Disposals		(2,357)	(2,224)	(4,581)
Change in consolidation	4,242			4,242
Exchange gains (losses)		(26)	(347)	(373)
Reclassification		495	(846)	(351)
December 31, 2017	172,659	17,542	19,974	210,175
<b>Cumulative depreciation and impairment:</b>				
January 1, 2016	-	9,299	1,231	10,530
Depreciation for the year	-	1,969	1,877	3,846
Impairment	-	-	-	-
Disposals	-	(1,103)	(69)	(1,172)
Exchange gains (losses) and reclassification	-	46	303	349
December 31, 2016	-	10,211	3,342	13,553
Depreciation for the year		2,858	3,681	6,539
Impairment				-
Disposals		(2,296)	(146)	(2,442)
Exchange gains (losses) and reclassification		(110)	1,017	907
December 31, 2017	-	10,663	7,894	18,557
<b>Net:</b>				
December 31, 2016	168,417	3,142	17,493	189,052
December 31, 2017	172,659	6,879	12,080	191,618

The purchase price allocation of the Logiters assets and liabilities acquired on August 23, 2016 was based on their fair value at August 1, 2016. Pursuant to IFRS 3, the Group had a twelve-month period with effect from the acquisition date to finalize the purchase price allocation of the Logiters assets, liabilities and contingent liabilities.

The now finalized purchase price allocation breaks down as follows:

Amount
--------

Customer relations amortized over 11 years	8,200
Other non-current assets	18,987
Working capital	11,311
Current provisions	(9,701)
Operating cash and cash equivalents	1,650
Operational borrowings	(35,593)
Total revalued net assets	(5,146)
Investment purchase price	50,542
Goodwill	55,688

Changes between the initial allocation and final purchase price are as follows:

	Amount
Other non-current assets	1,077
Working capital	1,308
Current provisions	1,857
Total revalued net assets	4,242

## Note 2: Property, plant and equipment

	Land and buildings	Plant and equipment	Other fixed assets	Fixed assets in progress	TOTAL
Gross:					
January 1, 2016	77,982	52,565	28,438	7,917	166,902
Acquisitions	3,030	10,147	9,801	6,594	29,572
Disposals	(40,438)	(3,182)	(7,764)	(3,212)	(54,596)
Change in consolidation	-	923	8,826	88	9,837
Exchange gains (losses)	1,370	390	828	124	2,712
Reclassification	3,487	3,924	(889)	(6,867)	(345)
December 31, 2016	45,431	64,767	39,240	4,644	154,082
Acquisitions	1,648	3,970	10,419	13,870	29,907
Disposals	(21,429)	(5,567)	(5,353)	(4,483)	(36,832)
Change in consolidation	-	-	-	-	-
Exchange gains (losses)	(1,013)	(874)	(1,021)	(8)	(2,916)
Reclassification	48	(80)	3,055	(3,472)	(449)
December 31, 2017	24,685	62,216	46,340	10,551	143,792
Cumulative depreciation and impairment:					
January 1, 2016	19,164	31,851	17,752	10	68,777
Depreciation for the year	4,899	9,439	5,444	-	19,782
Disposals	(10,830)	(2,849)	(5,383)	-	(19,062)
Exchange gains (losses) and reclassification	433	166	559	-	1,158
December 31, 2016	13,666	38,607	18,372	10	70,655
Depreciation for the year	3,894	9,296	8,011	-	21,201
Disposals	(7,949)	(10,857)	(7,202)	-	(26,008)
Exchange gains (losses) and reclassification	(422)	(37)	(886)	-	(1,345)
December 31, 2017	9,189	37,009	18,295	10	64,503
Net:					
December 31, 2016	31,765	26,160	20,868	4,634	83,427
December 31, 2017	15,496	25,207	28,045	10,541	79,289

The net value of the plant and equipment includes the following assets held under finance leases:

December 31, 2017: €21,185,000  
 December 31, 2016: €18,769,000 (of which land and buildings: €7,153,000)

**Note 3: Goodwill and impairment tests on long-term assets**

The principal assumptions used for impairment tests are as follows:

2017								
Business sector	Value of related goodwill	Risk-free rate	Market premium	Beta	Country risk premium	Specific risk premium	Discount rate	Growth rate to infinity
France	90,747	0.8%	6.9%	0.97	0.6%	2.3%	9.3%	2.0%
International	81,912	0.8%	6.9%	0.96-0.98	0.0-7.5%	2.3%	8.8-15.3%	2.0%

2016								
Business sector	Value of related goodwill	Risk-free rate	Market premium	Beta	Country risk premium	Specific risk premium	Discount rate	Growth rate to infinity
France	90,747	1.0%	7.5%	0.91	0.8%	2.2%	9.0%	2.0%
International	77,670	1.0%	7.5%	0.91-0.94	0.0-10.0%	2.2%	8.43-33.06%	2.0%

All Cash Generating Units underwent impairment tests, which did not result in any impairment.

Discount rates used are post-tax rates applied to cash flows after tax. Using post-tax rates results in a recoverable amount identical to that which would have been obtained by applying a pre-tax rate to pre-tax cash flows.

	France	International	Total
Book value of goodwill at December 31, 2015	90,747	26,224	116,971
Change in goodwill	-	-	-
Impairment	-	-	-
Exchange gains (losses)	-	-	-
Scope	-	51,446	51,446
Book value of goodwill at December 31, 2016	90,747	77,670	168,417
Change in goodwill	-	-	-
Impairment	-	-	-
Exchange gains (losses)	-	-	-
Scope	-	4,242	4,242
Book value of goodwill at December 31, 2017	90,747	81,912	172,659

A 0.5% increase in the discount rate would not lead to any impairment being recorded.

A 0.5% decrease in the growth rate to infinity would not lead to any impairment being recorded.

A 5% decrease in the EBIT value used to calculate the terminal value would not lead to any impairment being recorded.

**Note 4: Investments in equity affiliates**

Key information concerning equity affiliates based on their separate financial statements is as follows:

	Equity interest (%)	Investment in equity affiliates	Shareholders' equity	Revenues	Net income
Froid Combi	25%	855	3,359	17,300	1,704
Dislogic	50%	182	364	2,810	8

Total	1,037	
	2017	2016
At January 1	734	1,432
Share of earnings of equity affiliates	430	189
Dividends received	(127)	(203)
Sale of investments in equity affiliates	-	(684)
At December 31	1,037	734

#### Note 5: Other financial assets

##### Other non-current financial assets

	12/31/2017	12/31/2016
Deposits, bonds and other	10,387	9,542
Investment in non-consolidated companies	429	2,834
Total net value	10,816	12,376

##### Provisions on non-current financial assets

	2017	2016
At January 1	(748)	(748)
Write-backs (increases)	(35)	(10)
At December 31	(783)	(758)

##### Other current financial assets

	12/31/2017	12/31/2016
Security deposits	4,640	620
Supplier receivables	9,691	9,328
Staff	792	1,628
Other	23,307	2,853
TOTAL	38,430	14,429

#### Note 6: Trade and other current receivables

	12/31/2017	12/31/2016
Trade receivables	229,308	228,218
Impairment provisions	(3,356)	(3,656)
Total trade receivables – net	225,952	224,562
Tax and social security receivables	43,115	50,308
Prepaid expenses	8,544	7,804
Total other receivables - net	51,659	58,112

Tax and social security receivables largely consist of value added tax or the equivalent for foreign subsidiaries.

The doubtful receivables impairment provision changed as follows:

	2017	2016
At January 1	(3,656)	(1,240)
Charges	(329)	(1,576)
Write-backs	629	778
Change in consolidation	-	(1,618)
At December 31	(3,356)	(3,656)

The impairment provisions relate to over 90 days past due receivables.

##### Maturity of trade receivables

	Total	Not due and not impaired	< 90 days past due	> 90 days past due

12/31/2017	229,308	177,800	44,987	6,521
12/31/2016	228,218	188,557	30,722	8,939

The value of receivables less than 90 days past due includes €37,275,000 of receivables less than 30 days past due.

There is no material risk of bad debts in respect of the due receivables.

#### Note 7: Net cash and cash equivalents

	12/31/2017	12/31/2016
Cash and cash equivalents	90,147	88,988
Bank overdrafts	(30)	(10)
Net cash and cash equivalents	90,117	88,978

Group cash and cash equivalents of €90,117,000 at December 31, 2017 comprise cash, sight bank deposits and money-market investments amounting to €2,608,000.

#### Note 8: Issued capital stock and additional paid-in capital

Transaction type	Change in capital			Capital stock after transactions	
	Number of shares	Par value (€)	Additional paid-in capital (€)	Value (€)	Number of shares
January 1, 2016			53,568,845	2,792,941	5,585,881
Exercise of founders' warrants	4,000	0.50	271,960	2,000	4,000
December 31, 2016			53,840,805	2,794,941	5,589,881
Exercise of founders' warrants/equity warrants	12,494	0.50	843,212	6,247	12,494
December 31, 2017			54,684,017	2,801,188	5,602,375

The Group has a single class of shares of common stock that entitle stockholders to the same dividend.

As of December 31, 2017, there were 155,520 equity warrants outstanding granting the right to subscribe for 311,040 new shares. All equity warrants are held by Immod, which held a 34.8% equity stake in ID Logistics Group as of December 31, 2017.

The Company issued 40,000 founders' warrants (BSPCEs) in 2014, 16,000 of which had been exercised as of 2017 year-end.

The Company issued 17,000 redeemable equity warrants (BSARs) in 2014 at an exercise price of €5.88 per warrant, 3,400 of which had been exercised at 2017 year-end.

The Company issued 13,000 performance share warrants in 2016, 4,000 of which had been canceled as of 2017 year-end.

The Company issued 2,051 bonus share warrants in 2016. None of these warrants had been exercised as of 2017 year-end.

No dividends have been paid out in the last three fiscal years.

#### Note 9: Financial liabilities

##### Borrowings as of December 31, 2017

	12/31/2017	Due in less than 1 year	Due in 1 to 5 years	Due in more than 5 years
Current borrowings				
Bank loans	48,212	48,212	-	-
Finance leases	5,585	5,585	-	-
Factoring	5,107	5,107	-	-
Other borrowings	425	425	-	-
Total current borrowings	59,329	59,329	-	-
Non-current borrowings				
Bank loans	78,941	-	78,941	-
Finance leases	15,253	-	15,055	198
Total non-current borrowings	94,194	-	93,996	198
Total borrowings	153,523	59,329	93,996	198

Breakdown of borrowings by interest rate and currency	Amount	Currency	Rate
Loan	119,790	EUR	Floating
Loan	2,386	EUR	Fixed
Loan	710	CNY	Floating
Loan	1,086	PLN	Floating
Loan	3,181	BRL	Floating
Factoring	5,107	EUR	Floating
Finance leases	820	BRL	Floating
Finance leases	509	ARS	Fixed
Finance leases	1,416	PLN	Fixed
Finance leases	43	ZAR	Fixed
Finance leases	18,050	EUR	Fixed
Other payables	425	EUR	Fixed
<b>Total</b>	<b>153,523</b>		

### Borrowings as of December 31, 2016

	12/31/2016	Due in less than 1 year	Due in 1 to 5 years	Due in more than 5 years
<b>Current borrowings</b>				
Bank loans	14,781	14,781	-	-
Finance leases	6,489	6,489	-	-
Factoring	4,014	4,014	-	-
Other borrowings	654	654	-	-
<b>Total current borrowings</b>	<b>25,938</b>	<b>25,938</b>	<b>-</b>	<b>-</b>
<b>Non-current borrowings</b>				
Bank loans	105,866	-	105,742	124
Finance leases	8,248	-	8,043	205
<b>Total non-current borrowings</b>	<b>114,114</b>	<b>-</b>	<b>113,785</b>	<b>329</b>
<b>Total borrowings</b>	<b>140,052</b>	<b>25,938</b>	<b>113,785</b>	<b>329</b>

Breakdown of borrowings by interest rate and currency	Amount	Currency	Rate
Loan	109,822	EUR	Floating
Loan	3,591	EUR	Fixed
Loan	1,002	CNY	Floating
Loan	691	PLN	Floating
Loan	5,542	BRL	Floating
Factoring	4,014	EUR	Floating
Finance leases	1,287	BRL	Fixed
Finance leases	271	ARS	Fixed
Finance leases	1,362	PLN	Fixed
Finance leases	75	ZAR	Fixed
Finance leases	11,048	EUR	Fixed
Finance leases	693	EUR	Floating
Other payables	654	EUR	Fixed
<b>Total</b>	<b>140,052</b>		

Borrowings changed as follows:

	12/31/2016	New borrowings	Repayments	Scope	Exchange differences	12/31/2017
Bank loans	120,647	22,231	(15,112)	-	(613)	127,153
Finance leases	14,737	14,205	(7,902)	-	(202)	20,838
Factoring	4,014	5,107	(4,014)	-	-	5,107
Other borrowings	654	7	(236)	-	-	425
<b>Total</b>	<b>140,052</b>	<b>41,550</b>	<b>(27,264)</b>	<b>-</b>	<b>(815)</b>	<b>153,523</b>

With regard to the Logiters acquisition, in August 2016 the Group took out a bank loan initially amounting to €112 million repayable over five years.

This loan is subject to the following bank covenant at December 31, 2017:

Ratio	Definition	Calculation	Limit
Leverage	Net borrowings over underlying EBITDA	1.0	< 2.5

This ratio was in compliance at December 31, 2017.

#### Note 10: Provisions

	Social security and tax risks	Operating risks	Employee benefits	Total
January 1, 2016	12,608	5,909	17,688	36,205
Charges	1,695	1,630	3,616	6,941
Write-backs used	(8,506)	(5,967)	(674)	(15,147)
Write-backs not used	(1,000)	(1,371)		(2,371)
Other (e.g. consolidation, currency etc.)	193	7,219		7,412
December 31, 2016	4,990	7,420	20,630	33,040
Charges	3,157	3,129	474	6,760
Write-backs used	(3,593)	(6,415)	(806)	(10,814)
Write-backs not used	(492)	(127)		(619)
Other (e.g. consolidation, currency etc.)	94	1,798		1,892
December 31, 2017	4,156	5,805	20,298	30,259
Of which current provisions	4,156	5,805	-	9,961
Of which non-current provisions	-	-	20,298	20,298

The provisions for operating risks primarily relate to disputes with customers, lessors etc. and future contract losses.

#### Note 11: Deferred tax

	12/31/2017	12/31/2016
Deferred tax assets	12,285	10,293
Deferred tax liabilities	(11)	(1,279)
Net deferred tax	12,274	9,014

	12/31/2017			12/31/2016		
	Deferred tax assets	Deferred tax liabilities	Total	Deferred tax assets	Deferred tax liabilities	Total
Property, plant and equipment and						
Finance leases	1,130	(4,527)	(3,397)	2,539	(9,513)	(6,974)
Provisions/employee benefits	10,380	-	10,380	8,708	-	8,708
Tax losses carried forward	4,435	-	4,435	7,218	-	7,218
Other items	1,103	(247)	856	419	(357)	62
Offsets	(4,763)	4,763	-	(8,591)	8,591	-
Total	12,285	(11)	12,274	10,293	(1,279)	9,014

Deferred tax changed as follows:

	Property, plant and equipment and finance leases	Provisions and employee benefits	Tax losses carried forward	Other items	Total
Deferred tax as of January 1, 2016	(10,030)	9,742	5,132	568	5,412
Amounts posted to income	4,962	(3,736)	1,968	727	3,921
Amounts posted to shareholders' equity	(88)	310	118	(428)	(88)
Foreign exchange gains or losses, changes in consolidation	(1,818)	2,392	-	(805)	(231)

Deferred tax as of December 31, 2016	(6,974)	8,708	7,218	62	9,014
Amounts posted to income	3,604	1,677	(2,024)	678	3,935
Amounts posted to shareholders' equity	(4)	(730)	(25)	263	(496)
Foreign exchange gains or losses, changes in consolidation	(23)	725	(734)	(147)	(179)
Deferred tax as of December 31, 2017	(3,397)	10,380	4,435	856	12,274

The deferred tax assets arising from unrelieved tax losses were based on future taxable income calculated over a reasonable time frame.

The amounts of the Group's unrelieved tax losses, for which no deferred tax has been recognized to date, are as follows:

Balance sheet date	Losses	Unrecognized deferred tax
December 31, 2017	125,687	38,949
December 31, 2016	118,980	37,868

Timing differences from equity affiliates and joint ventures are not material.

### Note 12: Trade and other payables

	12/31/2017	12/31/2016
Trade payables	199,010	188,890
Tax and social security payables	137,056	152,471
Advances and payments on account received	8,127	3,145
Other current payables	3,896	5,196
Deferred income	7,171	12,575
Total other payables	156,250	173,387

Trade and other payables all fall due in less than one year except for some deferred income which is amortized over the term of the customer contracts.

### Note 13: Derivatives and risk management

The Group's principal financial liabilities consist of bank loans and overdrafts, finance lease liabilities, factoring liabilities and trade payables.

Furthermore, the Group holds financial assets such as trade receivables, deposits as security or endorsements and available cash. These arise from the Group's operations.

The table below specifies the book value and the fair value of the financial instruments recorded in the consolidated balance sheet.

12/31/2017	Fair value via shareholders' equity	Loans and other receivables at amortized cost	Financial liabilities at cost less repayments	Finance leases	Derivatives	Closing book value	Fair value
Non-current financial assets	429	10,387	-	-	-	10,816	10,816
Trade receivables	-	225,952	-	-	-	225,952	225,952
Other receivables *	-	39,330	-	-	-	39,330	39,330
Current financial assets	-	42,215	-	-	-	42,215	42,215
Cash and cash equivalents	-	90,147	-	-	-	90,147	90,147
Total financial assets	429	408,031	-	-	-	408,460	408,460
Borrowings	-	-	132,685	20,838	-	153,523	153,523
Trade payables	-	-	199,010	-	-	199,010	199,010
Other payables	-	-	3,896	-	-	3,896	3,896
Liability derivatives	-	-	-	-	-	-	-
Bank overdrafts	-	-	30	-	-	30	30

Total financial liabilities	-	-	335,621	20,838	-	356,459	356,459
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12/31/2016	Fair value via shareholders' equity	Loans and other receivables at amortized cost	Financial liabilities at cost less repayments	Finance leases	Derivatives	Closing book value	Fair value
Non-current financial assets	2,834	9,542	-	-	-	12,376	12,376
Trade receivables	-	224,562	-	-	-	224,562	224,562
Other receivables *	-	50,308	-	-	-	50,308	50,308
Current financial assets	-	14,429	-	-	-	14,429	14,429
Cash and cash equivalents	-	88,988	-	-	-	88,988	88,988
Total financial assets	2,834	387,829	-	-	-	390,663	390,663
Borrowings	-	-	125,315	14,737	-	140,052	140,052
Trade payables	-	-	188,890	-	-	188,890	188,890
Other payables	-	-	5,196	-	-	5,196	5,196
Liability derivatives	-	-	-	-	-	-	-
Bank overdrafts	-	-	10	-	-	10	10
Total financial liabilities	-	-	319,411	14,737	-	334,148	334,148

\* Tax and social security receivables described under Note 6

The fair value of the current assets and liabilities is close to the book value given the very low impact of discounting and credit risk.

Group management considers that the carrying amount of the non-current financial assets represents a reasonable approximation of their fair value. Group management considers that the carrying amount of the non-current financial liabilities, excluding bank loans, represents a reasonable approximation of their fair value.

Bank loans mainly consist of loans at floating interest rates and finance lease liabilities. The fair value of floating rate loans approximately equals their net book value. The net book value of non-current payables equals the discounted present value of the minimum amounts payable. Group management considers that this value represents a reasonable approximation of their fair value.

### Management of financial risks

The main risks of the Group's financial instruments are interest rate, exchange rate and liquidity risks.

#### Interest rate risk

Loan contracts are approved by the Group finance department and are predominantly contracted by the French legal entities.

As of December 31, 2017, 85% of borrowings were contracted at floating rates and 15% at fixed rates. A 1% increase in average interest rates would result in an additional €0.8 million interest expense within net financial items.

The maturity of borrowings is detailed under Note 9. Trade and other payables represent current operating liabilities and largely fall due in less than one year.

#### Exchange rate risk

The Group regularly revalues its exposure to exchange rate risk. As of December 31, 2017, no specific hedge was taken out in respect of amounts denominated in currencies other than euros. The total value of foreign currency assets and liabilities as of December 31, 2017 is broken down as follows:

Foreign currency amount	TWD	ZAR	BRL	PLN	ARS	Other	Total
Assets excluding goodwill	10,286	12,455	29,676	12,500	10,213	20,530	95,660
Liabilities	(6,033)	(9,069)	(23,585)	(10,317)	(6,387)	(11,900)	(67,291)
Net balance before hedging	4,253	3,386	6,091	2,183	3,826	8,630	28,369
Hedging	-	-	-	-	-	-	-
Net balance after hedging	4,253	3,386	6,091	2,183	3,826	8,630	28,369

#### Liquidity risk

The Group is financed principally from available cash, factoring, bank overdrafts, finance leases and a syndicated banking loan.

Based on prevailing exchange rates and interest rates as of December 31, 2017, as well as on the contractual loan repayment schedules, cash flows related to financial liabilities were as follows:

12/31/2017	Book value	Due in less than 1 year			Due in 1 to 5 years			Due in more than 5 years		
		Fixed rate interest expense	Floating rate interest expense	Repayment	Fixed rate interest expense	Floating rate interest expense	Repayment	Fixed rate interest expense	Floating rate interest expense	Repayment
Bank overdrafts	30	-	-	30	-	-	-	-	-	-
Loans	127,153	61	1,749	48,212	53	2,899	78,941	-	-	-
Finance leases	20,838	207	74	5,585	335	32	15,055	4	-	198
Factoring	5,107	-	4	5,107	-	-	-	-	-	-
Other liabilities	425	-	-	425	-	-	-	-	-	-

Borrowings due in less than one year have the following maturities:

	Due in less than 1 month	Due in 1 to 3 months	Due in more than 3 months	Total
Bank overdrafts	30	-	-	30
Loans	12,843	630	34,739	48,212
Finance leases	572	1,610	3,403	5,585
Factoring	5,107	-	-	5,107
Other liabilities	73	-	352	425

	12/31/2017	Amount drawn	Amount not drawn
Credit lines available			
Finance lease liabilities	27,500	18,875	8,625
Borrowings	39,500	20,030	19,470

The Group regularly revalues its exposure to liquidity risk. As of December 31, 2017, management believes the Group can meet its future liabilities as they fall due.

#### Note 14: Financial instruments

As stated under Note 9, a portion of the Group's borrowings is contracted at floating rates primarily based on EURIBOR 3 months. In order to limit exposure to an increase in rates, the Group has contracted interest rate hedging instruments.

These hedges comprised an interest rate cap (limiting floating EURIBOR 3 months to a 2.5% fixed rate) contracted in 2009, which matured in 2016, and two interest rate swaps contracted in 2013 and unwound in 2016.

In 2017 the Group entered into a new interest rate cap contract for a nominal amount of €53,200,000.

Financial expenses include changes in the fair value of the interest rate cap in respect of its non-effective portion.

The fair value of the interest rate swaps is recognized in assets with a matching deduction to shareholders' equity corresponding to the amount net of tax, pursuant to IAS 39.

The impact of these gains and losses is described in the table below:

	Notional value	Recorded fair value		Posted to	
		Assets	Liabilities	Profit or loss	Shareholders' equity
Interest rate swap	-	-	-	-	337
Interest rate cap	-	-	-	183	-
December 31, 2016		-	-	183	337
Interest rate swap	-	-	-	-	-
Interest rate cap	50,400	7	-	7	-
December 31, 2017		7	-	7	-

#### Note 15: Employee benefits

## 15 a) Pensions

### Assumptions applied

The principal assumptions used for actuarial valuations of the plans are as follows:

France	12/31/2017	12/31/2016
Discount rate	1.45%	1.42%
Annual wage increases	2.00%	2.00%
Social security charge rate	45%	45%

International	12/31/2017	12/31/2016
Discount rate	1.89%-1.90%	1.76%-1.82%
Annual wage increases	2.00-2.50%	2.00-2.50%
Annual pensions increase	1.50-2.00%	1.50-2.00%

The discount rates were based on the yield on AA rated corporate bonds in the relevant countries as of the balance sheet date. The recorded liabilities have maturities similar to those of the underlying commitments.

The mortality tables used for the calculated values are in line with current legislation and statistics published in the various countries involved.

### Accrued gross liability

	France	International	Total
January 1, 2017	9,543	37,332	46,875
Amount paid	(236)	(30)	(266)
Recognized expenses	504	1,518	2,022
Actuarial gains and losses	(66)	(1,632)	(1,698)
Change in consolidation	-	-	-
December 31, 2017	9,745	37,188	46,933

### Accrued net liability

Amounts recorded in respect of employee benefits are as follows:

	France	International	Total
Actuarial liability	9,745	37,188	46,933
Value of plan assets	(602)	(26,033)	(26,635)
Net balance sheet liability	9,143	11,155	20,298

The Group's recognized net liability changed as follows:

	France	International	Total
January 1, 2017	8,927	11,703	20,630
Amount paid	(236)	(570)	(806)
Recognized expenses	1,007	1,110	2,117
Actuarial gains and losses	(555)	(1,088)	(1,643)
Change in consolidation	-	-	-
December 31, 2017	9,143	11,155	20,298

The plan assets changed as follows:

	France	International	Total
January 1, 2017	(616)	(25,629)	(26,245)
Return on plan assets	14	(465)	(451)
Employer contribution	-	(460)	(460)
Employee contribution	-	(165)	(165)

Payment of benefits	-	141	141
Actuarial gains and losses	-	545	545
Other items	-	-	-
Change in consolidation	-	-	-
December 31, 2017	(602)	(26,033)	(26,635)

These assets, which include no Company shares or Group assets, are broken down as follows:

	France	International	Total
Equities	-	-	-
Bonds	-	-	-
Insurance policies	602	26,033	26,635
Other	-	-	-
Total	602	26,033	26,635

### Income statement expense

The 2017 expense can be broken down as follows:

	France	International	Total
Service cost	878	912	1,790
Net interest expense	129	198	327
Administrative costs	-	-	-
December 31, 2017	1,007	1,110	2,117

Actuarial gains and losses on the value of the plan assets and liabilities are broken down as follows:

	France	International	Total
Demographic assumptions	-	-	-
Financial assumptions	(555)	(704)	(1,259)
Experience gains or losses on liability	-	(927)	(927)
Experience gains or losses on plan assets	-	543	543
Actuarial gains (losses)	(555)	(1,088)	(1,643)

The sensitivity of the present value of the liability to the discount rate is as follows:

	Annual discount rate		
	(-50 basis points)	Base discount rate	(+50 basis points)
Present value of the liability	52,196	46,933	42,371

### 15 b) Share-based pay

	Founders' warrants (BSPCE)	Redeemable equity warrants (BSAR)
General meeting date	3/19/2014	3/19/2014
Board of Directors meeting date	3/25/2014	8/27/2014
Maximum number of shares that may be subscribed or purchased	A: 20,000 B: 20,000	17,000
Corporate officers		
Top ten employee beneficiaries	40,000	17,000
Earliest date for exercising warrants	A: 3/25/2015 B: 3/25/2017	8/27/2014
Expiry date	A: 3/25/2019 B: 3/25/2019	8/27/2019
Exercise price	68.49	68.53
Warrants or options outstanding at 12/31/2014	40,000	17,000
Warrants exercised in 2015	3,000	-
Warrants exercised in 2016	4,000	-

Warrants exercised in 2017	9,000	3,400
Warrants or options outstanding at 12/31/2017	24,000	13,600

The cost of the plans is based on binomial-coefficient algorithms less the gross annual expense.

The calculation factors included are the exercise price, term of the option, non-exercise period, retention period, conditions for obligatory amendments, share value, dividend payout, risk-free rate until warrant maturity, and volatility and margin of the share loan.

	Founders' warrants (BSPCE)	Redeemable equity warrants (BSAR)
Board of Directors meeting date	3/25/2014	8/27/2014
Dividend payout	0.00%	0.00%
Volatility rate	22.00%	21.75%
Exercise price	68.49	68.53
Fair value	A: 7.61 B: 5.33	5.88

	Performance shares	Performance shares	Bonus shares	Bonus shares
General meeting date	5/25/2016	5/25/2016	5/25/2016	5/25/2016
Board of Directors meeting date	5/25/2016	5/25/2016	5/25/2016	12/9/2016
Maximum number of shares that may be subscribed or purchased	8,000	5,000	94	1,957
Corporate officers				
Top ten employee beneficiaries		5,000		
Earliest date for exercising warrants	5/25/2016	5/25/2016	5/25/2016	12/9/2016
Expiry date	5/25/2021	A: 5/25/2018 B: 5/25/2020	5/25/2017	12/9/2019
Exercise price				
Warrants or options issued	8,000	5,000	94	1,957
Warrants or options canceled in 2016	4,000	-	-	-
Warrants exercised in 2017	-	-	94	-
Warrants or options outstanding at 12/31/2017	4,000	5,000	0	1,957

## 6.2 Income statement notes

### Note 16: Other underlying income and expenses

	2017	2016
Other underlying income	4,549	9,594
Other underlying expenses	(1,855)	(8,386)
Other underlying income and expenses	2,694	1,208

### Note 17: Provision charges and write-backs

	2017	2016
Provision write-backs	12,451	15,788
Provision charges	(7,785)	(4,855)
Provision charges and write-backs	4,666	10,933

### Note 18: Depreciation/impairment

	2017	2016
Depreciation/impairment	(26,328)	(23,166)
Provision write-backs	-	-
Net depreciation/impairment	(26,328)	(23,166)

### Note 19: Non-recurring income (expenses)

Non-recurring income and expenses are broken down as follows:

	2017	2016
Asset disposals	-	9,665
Restructuring costs	(5,556)	(4,880)
Costs on acquisitions of equity investments	-	(2,254)
<b>Total non-recurring expenses</b>	<b>(5,556)</b>	<b>2,531</b>

The €5,556,000 of 2017 restructuring costs were staff costs incurred by the Group in conjunction with the integration of Logiter's business.

The €4,880,000 of 2016 restructuring costs comprised €4 million in staff costs incurred by the Group in conjunction with shutdown of a site in Germany, with the Logiter integration accounting for the remainder.

#### **Note 20: Net financial items**

	2017	2016
Interest and related income	674	1,966
<b>Total financial income</b>	<b>674</b>	<b>1,966</b>
Interest and related expenses	(5,374)	(6,469)
Fair value adjustments on financial instruments	-	183
Discounting of balance sheet accounts	(369)	(679)
Other financial expenses	(556)	(729)
<b>Total financial expenses</b>	<b>(6,299)</b>	<b>(7,694)</b>
<b>Total</b>	<b>(5,625)</b>	<b>(5,728)</b>

Interest and related expenses largely relate to bank loans, finance lease liabilities and bank overdrafts.

The net cost of debt amounted to €4,700,000 in 2017, compared to €4,503,000 in 2016.

#### **Note 21: Corporate income tax**

	2017	2016
Current tax charge	5,250	5,550
Net deferred tax charge/(income)	(3,935)	(3,921)
<b>Tax on business value added (CVAE)</b>	<b>5,017</b>	<b>4,825</b>
<b>Total tax</b>	<b>6,332</b>	<b>6,454</b>

	2017	2016
Total consolidated net income	18,340	17,412
Tax excluding CVAE	1,315	1,629
Earnings in equity affiliates	(430)	(15)
Income before tax	19,225	19,026
Statutory tax rate	34.43%	34.43%
Theoretical tax	6,619	6,551
Permanent differences	(3,474)	(3,163)
Losses for the year not recognized	3,323	4,634
Use and recognition of prior losses not recognized	(4,163)	(5,682)
Other taxes	(175)	(114)
Differences in tax rates	(815)	(597)
Tax excluding CVAE	1,315	1,629
Effective tax rate excl. CVAE	6.84%	8.56%
CVAE	5,017	4,825
Tax including CVAE	6,332	6,454
Effective tax rate	26.12%	27.06%

#### **Note 22: Average number of shares**

The average number of shares during the period was as follows:

(no.)	2017	2016
Average number of shares in issue	5,595,247	5,587,714
Average number of treasury shares	(6,527)	(7,897)

Average number of shares	5,588,720	5,579,817
Equity warrants	335,597	335,841
Founders' warrants	24,000	33,000
Average number of diluted shares	5,948,317	5,948,658

### 6.3 Other information

#### Note 23: Change in working capital

	2017	2016
Change in inventories	(34)	(46)
Change in trade receivables	(5,941)	(20,795)
Change in trade payables	11,921	26,105
Change in operating working capital	5,946	5,264
Change in other receivables	(3,143)	(11,085)
Change in other payables	(15,604)	29,038
Change in non-operating working capital	(18,747)	17,953
Change in working capital	(12,801)	23,217

#### Note 24: Headcount

The number of employees under open-ended employment contracts at December 31 was as follows:

(no.)	12/31/2017	12/31/2016
Managers	795	764
Non-managers	17,090	16,990
Total	17,885	17,754

#### Note 25: Transactions with related parties

Transactions conducted between the Group and affiliated companies on an arm's length basis were as follows:

Company	Type of relationship	Transaction type	Income (expense)		Balance sheet asset or (liability)	
			2017	2016	2017	2016
Comète	Joint director	Services provided	(630)	(585)	(290)	(296)
Financière ID	Joint shareholder	Real estate transactions - Services provided	16,045	(213)	17,675	-

Transactions with equity affiliates, which are concluded on an arm's length basis, related to ongoing administrative services and in total are not material in relation to the Group's business.

#### Note 26: Directors' remuneration

The Chairman of the Board of Directors does not receive any remuneration from the Group. He receives remuneration from Comète, a company in which he holds a 95.97% equity stake (the remainder being held by his wife and children) and which has signed service agreements with various Group subsidiaries. The services specified in these agreements include management related to strategy and business development.

The amounts of the aforementioned services are specified under Note 25.

#### Gross remuneration of other Board members

	2017	2016
Expense type		
Total gross remuneration	794	719
Post-employment benefits	-	-
Other long-term benefits	-	-
Severance pay	-	-

**Note 27: Commitments and contingencies**

The Group's signed commitments at the balance sheet date were as follows:

	12/31/2017	12/31/2016
Commitments given		
Real estate leases	225,208	283,644
Plant and equipment leases	60,402	42,315
Parent company guarantees *	10,652	10,652
Borrowings subject to covenants	100,800	112,000
Commitments received		
Bank guarantees	22,837	27,298

\* The parent company guarantees above do not include guarantees given for leasing commitments or for debt with covenants, which are described on the corresponding lines.

Commitments given in relation to real estate and plant and equipment leases were as follows:

€000	Due in less than 1 year	Due in 1 to 5 years	Due in more than 5 years	Total
December 31, 2017				
Real estate leases	75,868	132,116	17,224	225,208
Plant and equipment leases	23,218	32,868	4,316	60,402
December 31, 2016				
Real estate leases	82,498	167,533	33,613	283,644
Plant and equipment leases	18,473	23,266	576	42,315

**Note 28: Post balance sheet events**

None

**Note 29: List of consolidated subsidiaries, joint ventures and equity affiliates**

	Country	Equity interest (%)		Control (%)		Cons. method	
		2017	2016	2017	2016	2017	2016
ID Logistics Group SA	France					Parent company	Parent company
Ficopar	France	95%	95%	95%	95%	FC	FC
ID Logistics	France	95%	95%	100%	100%	FC	FC
ID Logistics France	France	95%	95%	100%	100%	FC	FC
ID Logistics France 3	France	95%	95%	100%	100%	FC	FC
ID Logistics France 4	France	48%	48%	50%	50%	FC	FC
ID Logistics Brebières	France	95%	95%	100%	100%	FC	FC
ID Logistics France VIII	France	95%	95%	100%	100%	FC	FC
ID Logistics France 9	France	95%	95%	100%	100%	FC	FC
ID Logistics France 10	France	95%	95%	100%	100%	FC	FC
ID Logistics France 13	France	95%	95%	100%	100%	FC	FC
ID Logistics France 14	France	95%		100%		FC	
ID Logistics France 15	France	95%		100%		FC	
ID Logistics Training	France	95%	95%	100%	100%	FC	FC
FC Logistique R&D	France	95%	95%	100%	100%	FC	FC
La Flèche	France	95%	95%	100%	100%	FC	FC
ID Projets	France	95%	95%	100%	100%	FC	FC
Froid Combi	France	24%	24%	25%	25%	EM	EM
Interflèche	France	95%	95%	100%	100%	FC	FC
SCI Les Citronniers	France		95%		100%	FC	FC
SCI Les Cocotiers	France		95%		100%	FC	FC
ID Logistics Champagne	France	95%	95%	100%	100%	FC	FC

SMTM	France	82%	82%	88%	88%	FC	FC
SIL	France	73%	73%	80%	80%	FC	FC
AFC	France	84%	84%	88%	88%	FC	FC
Timler	France	95%	95%	100%	100%	FC	FC
France Paquets	France		95%		100%	FC	FC
Cie Financière de Logistique	France	95%	95%	100%	100%	FC	FC
CEPL Holding et Cie	France	95%	95%	100%	100%	FC	FC
CEPL	France	95%	95%	100%	100%	FC	FC
ID Logistics Santé	France	95%	95%	100%	100%	FC	FC
ID Logistics Selective	France	95%	95%	100%	100%	FC	FC
ID Logistics Selective 2	France	95%	95%	100%	100%	FC	FC
ID Logistics Selective 3	France	95%	95%	100%	100%	FC	FC
ID Logistics Selective 4	France	95%	95%	100%	100%	FC	FC
ID Logistics Selective 5	France	95%	95%	100%	100%	FC	FC
ID Logistics Selective 6	France	95%	95%	100%	100%	FC	FC
ID Logistics Selective 7	France	95%	95%	100%	100%	FC	FC
ID Logistics Selective 8	France	95%		100%		FC	
ID Logistics Selective 9	France	95%		100%		FC	
ID Logistics Selective 10	France	95%		100%		FC	
ID Logistics Selective 11	France	95%		100%		FC	
CEPL Les Herbiers	France	95%	95%	100%	100%	FC	FC
CEPL Moreuil	France	95%	95%	100%	100%	FC	FC
CEPL Saint Ouen L'Aumone	France	95%	95%	100%	100%	FC	FC
CEPL Ozoir	France	95%	95%	100%	100%	FC	FC
CEPL Alsace	France	95%	95%	100%	100%	FC	FC
CEPL Beauvais	France	95%	95%	100%	100%	FC	FC
CEPL Beville	France	95%	95%	100%	100%	FC	FC
CEPL Chateauroux	France	95%	95%	100%	100%	FC	FC
CEPL Eragny	France	95%	95%	100%	100%	FC	FC
CEPL Fleury	France	95%	95%	100%	100%	FC	FC
SCI Alsace	France	95%	95%	100%	100%	FC	FC
ID Logistics GmbH	Germany	95%	95%	100%	100%	FC	FC
ID Logistics Weilbach	Germany	95%	95%	100%	100%	FC	FC
CEPL Objektgesellschaft GmbH	Germany		95%		100%	FC	FC
CEPL Objektgesellschaft mbH	Germany		95%		100%	FC	FC
CEPL Germesheim	Germany	95%	95%	100%	100%	FC	FC
ID Logistics Salzgiter	Germany	95%	95%	100%	100%	FC	FC
ID Logistics Belgium	Belgium	95%	95%	100%	100%	FC	FC
CEPL Iberia	Spain	95%	95%	100%	100%	FC	FC
CEPL Barcelona	Spain	95%	95%	100%	100%	FC	FC
CEPL La Roca	Spain	95%	95%	100%	100%	FC	FC
ID Logistics Benelux	Netherlands	95%	95%	100%	100%	FC	FC
ID Logistics Tilburg	Netherlands	95%	95%	100%	100%	FC	FC
ID Logistics Taiwan	Taiwan	57%	57%	60%	60%	FC	FC
ID Logistica Do Brasil	Brazil	95%	95%	100%	100%	FC	FC
ID Armazens Gerais	Brazil	95%	95%	100%	100%	FC	FC
ID Transportes	Brazil	95%	95%	100%	100%	FC	FC
ID Logistics Océan Indien	DOM	95%	95%	100%	100%	FC	FC
Dislogic	DOM	24%	24%	50%	50%	EM	EM
ID Logistics Mayotte	DOM	95%	95%	100%	100%	FC	FC
ID Logistics La Réunion	DOM		95%		100%	FC	FC
ID Logistics Maurice	Maurice		95%		100%	FC	FC
Group Logistics - IDL Espana	Spain	95%	95%	100%	100%	FC	FC

Prestalid	Spain	95%	95%	100%	100%	FC	FC
Logiters	Spain	95%	95%	100%	100%	FC	FC
ID Logistics Maroc	Morocco	57%	57%	60%	60%	FC	FC
ID Log. China Holding Hong Kong	China	95%	95%	100%	100%	FC	FC
ID Logistics Nanjing	China	95%	95%	100%	100%	FC	FC
ID Log. Nanjing Business Consult.	China	95%	95%	100%	100%	FC	FC
ID Consulting Shanghai	China	95%	95%	100%	100%	FC	FC
Pt. Inti Dinamika Logitama Ind.	Indonesia	95%	95%	100%	100%	FC	FC
Pt. International Dimension Log.	Indonesia	95%	95%	100%	100%	FC	FC
Pt. Inti Dinamika Logistics Ind.	Indonesia	95%	95%	100%	100%	FC	FC
ID Logistics Polska	Poland	95%	95%	100%	100%	FC	FC
Logiters Portugal	Portugal	95%	95%	100%	100%	FC	FC
ID Logistics A	Argentina	81%	81%	85%	85%	FC	FC
ID Supply Chain	Argentina	57%	57%	60%	60%	FC	FC
IDL Bucarest Srl	Romania	95%		100%		FC	
ID Logistics Vostok	Russia	95%	95%	100%	100%	FC	FC
ID Logistics Rus	Russia	95%	95%	100%	100%	FC	FC
IDL Supply Chain South Africa	South Africa	95%	95%	100%	100%	FC	FC
IDL Fresh South Africa	South Africa	95%	48%	100%	50%	FC	FC

FC: Full consolidation EM: Equity method DOM – French overseas territory

### Note 30: Proforma financial information

#### 1. Presentation basis

##### 1.1 Underlying assumptions

Consolidated proforma financial information for the year ended December 31, 2016 (hereinafter "Proforma Financial Information") is stated in euro thousands and has been prepared to reflect the combination of ID Logistics and Logiters under the acquisition method as prescribed by IFRS, as if the acquisition had occurred on January 1, 2016.

The Proforma Financial Information is given for illustrative purposes only and does not reflect the post-acquisition results of operations or financial position of the new Group that would have arisen if the acquisition had occurred on January 1, 2016. Likewise, the proforma financial information is not indicative of future results of operations or the future financial position of the new Group.

Only proforma adjustments relating directly to the acquisition that can be documented and accurately estimated have been included. The Proforma Financial Information has not been prepared on the basis that the cost savings and other synergies arising from the acquisition apply as from January 1, 2016.

The Proforma Financial Information has been prepared on the basis of the 2016 ID Logistics Group IFRS consolidated financial statements (including Logiters from September 1, 2016) and a Logiters IFRS consolidated balance sheet at August 31, 2016.

##### 1.2 Basis for the preparation and presentation of the consolidated financial statements

The Logiters consolidated financial statements for the period January 1 through August 31, 2016 have been prepared pursuant to ID Logistics Group accounting principles described in Note 2 "Basis for the preparation and presentation of the consolidated financial statements" and Note 4 "Accounting principles and methods" to the consolidated financial statements for the financial year ended December 31, 2016.

##### 1.3 Intercompany transactions

There were no transactions between Logiters and ID Logistics before the acquisition. Since the acquisition, all transactions between Logiters and ID Logistics have been classified as intercompany transactions. Sales and purchases between companies of the new Group have been eliminated for purposes of the proforma financial information.

#### 2. ID Logistics Group 2016 proforma financial information

ID Logistics Group	Logiters	Proforma adjustments	ID Logistics Group
Reported	Data for		Proforma
2016	Jan. 1 - Aug. 31, 2016		2016

Revenues	1,070,067	168,645		1,238,712
Depreciation/impairment	(23,166)	(2,812)		(25,978)
EBIT before amortization of customer relations	27,835	4,785		32,620
Amortization of acquired customer relations	(787)	-	(500)	(1,287)
Non-recurring expenses	2,531	-		2,531
Net financial items	(5,728)	(239)	(65)	(6,032)
Income before tax	23,851	4,546	(565)	27,832
Earnings of equity affiliates	15	-	-	15
Corporate income tax	(6,454)	(1,137)	141	(7,450)
Consolidated net income (loss)	17,412	3,409	(424)	20,397

### 3. Proforma adjustments

As stated above, the Logiters data has not been prepared on the basis that the cost savings and other synergies arising from the acquisition apply as from January 1, 2016.

However, the Logiters income statement items below have been adjusted for the purposes of preparing the proforma financial information.

#### 3.1 Adjustments to the purchase price allocation

The purchase price calculation and allocation are given under Note 1 of this document.

With regard to the purchase price calculation and allocation, the recognition of customer relations resulted in additional amortization charges which, for the purposes of preparing the proforma financial information, have been calculated with effect from January 1, 2016 at an amount of €500,000 for the period from January 1 through August 31, 2016.

#### 3.2 Adjustments related to financing the acquisition

As explained in Note 3 to the 2016 consolidated financial statements, "Main changes in consolidation scope", a €112 million bank loan was contracted, covering:

- €50.5 million paid to the Logiters shareholders for the purchase of all of their shares
- €34 million to refinance the existing Logiters debt as of the acquisition date
- €27.5 million to refinance the outstanding amount under the €75 million loan initially contracted for the purposes of the CEPL acquisition in July 2013

In addition, the €112 million loan is hedged via an interest rate cap set up in February 2017.

The proforma financial information has been adjusted as if the acquisition bank loan and corresponding interest rate cap had been contracted as of January 1, 2016:

- The interest on the €112 million loan has been extrapolated over the full year, leading to a €768,000 pre-tax interest expense in addition to the actual interest costs since August 23, 2016, the effective date of the loan;
- As stated under Note 9 to the 2016 consolidated financial statements "Financial liabilities", bank fees for setting up the purchase price loan have been deducted from the loan and will be amortized over the 5-year loan term. For purposes of the Proforma Financial Information, corresponding amortization has been extrapolated over the full year, leading to a €328,000 pre-tax financial expense in addition to the actual charge since August 23, 2016, the effective date of the acquisition;
- The premium paid for the interest rate cap set up in February 2017 has been extrapolated over the full year with effect from January 1, 2016. This extrapolation resulted in a €22,000 pre-tax additional expense.
- On the other hand, interest on the refinanced debt and related costs (swap, amortization of bank fees, etc.) for the period from January 1 through August 31, 2016, amounting to €1,053,000 before tax, have been eliminated.

#### 3.3 Tax adjustments

Corporate income tax was estimated by applying a theoretical Spanish tax rate of 25.00% for 2016 to the proforma adjustments and earnings for the period from January 1 through August 31, 2016.

### 4. Seasonal factors

Like ID Logistics, Logiters does not encounter major seasonal fluctuations in revenues. However, while ID Logistics core business EBIT tends to be lower in the first half than the second, Logiters EBIT is more evenly balanced between the two periods.

## **4.8.2 Statutory auditors' report on the 2017 Group consolidated financial statements**

To the Shareholders,

### Opinion

In compliance with the engagement entrusted to us by your shareholders' general meeting, we have audited the accompanying consolidated financial statements of ID LOGISTICS GROUP for the year ended December 31, 2017.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2017, and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

### Basis for Opinion

#### Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

### Independence

We conducted our audit engagement in compliance with independence rules applicable to us, for the period from January 1st, 2017, to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014 or in the French Code of ethics (code de déontologie) for statutory auditors.

### Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L. 823-9 and R. 823-7 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

### Revenue recognition

#### Risk identified and main estimates

As at December 31, 2017, Group revenues amounted to 1.3 billion euros. A large majority of Group's revenues comes from domestic contractual logistics services, i.e. mostly land logistics, and detail picking logistics services, in France and internationally. Revenues from contracts are recognized as described in note 4.16 to the consolidated financial statements. Revenues are recognized depending on contract terms (i.e. once the service is completed). We deemed revenue recognition to be a key audit matter given the materiality of this indicator in Group's financial statements, the diversity and the number of existing contracts, and because revenues represent a key performance indicator in the Group's financial communication.

#### Audit response

Our audit response to revenue recognition includes diligences relative to review of revenue recognition accounting procedures and substantive tests on recognized revenues.

As part of our procedures on internal control, we have examined processes implemented by the Group (contracting, invoicing, accounting) and key controls addressing risks of significant errors on revenue recognition.

We also performed the following controls :

- Review contractual clauses for a sample of new contracts of the year and test consistency with invoicing process ;
- Corroborate changes in revenue site by site based on our knowledge of the business and interviews of management ;
- Get external confirmation from a selection of clients ;
- And test, by sample, consistency of services invoicing with accounting and cash collection.

### Goodwill assessment

### Risk identified and main estimates

As part of its development, the Group has made external acquisitions generating goodwill. Such goodwill, corresponding to the difference between the acquisition price and the fair value of assets and liabilities acquired, are described at notes 4.7, 6.1.1 and 6.1.3 to the consolidated financial statements as representing synergies resulting from the integration of the newly acquired business. Goodwill is allocated to cash generating units (CGU) at the level of the geographical zone where the acquired companies operate.

Every fiscal year, management ensures that the book value of such goodwill, representing an amount of 172.7 million euros in the balance sheet as of December 31, 2017, is not lower than the recoverable amount and does not show any risk of impairment loss. Any unfavorable change in expected returns in geographical zone to which goodwill has been allocated, for internal or external reasons due to economic and financial environment for instance, may significantly impact the recoverable amounts and lead to recognizing and impairment loss. Such changes require to periodically reassess the relevance of all assumptions used to determine this value as well as the reasonableness and consistency of parameters used for the calculation.

The impairment tests methodology is described in the note 4.7 and the detail of the assumptions used is presented in notes 6.1.1 and 6.1.3. The recoverable amount has been determined based on the value in use calculated from discounted estimated cash flows generated by the group of assets included in the geographical area.

The determination of the recoverable amount of goodwill by geographical zones is largely based on management estimates, in particular for the perpetual growth rates and the discount rates. We have considered such goodwill evaluation as a key audit matter.

### Audit response

We have examined the compliance of the methodology applied by the Group with applicable accounting standards.

We have also carried out a critical review of the implementation of this methodology and tested in particular :

- the exhaustivity of the assets included in the book value of group of CGUs related to each tested geographical area and the consistency in the determination of this value with the way projected cash flows have been determined for the value in use ;
- the reasonableness of cash flow projections in connection with the economical and financial context in which the geographical area operates and the reliability of the process to establish estimates, by examining the reasons for differences between projections and realizations ;
- the consistency of growth rate used for projected flows with market analysis and those used by the main players ;
- with the assistance of our valuation experts and under our supervision, the calculation of the discount rate applied to estimated cash flows in geographical areas. We have verified that the different parameters included in the weighted average cost of capital of a group of CGUs of a geographical zone (debt ratio, risk free rate, market premium, beta, specific risk premium and cost of debt) allow to get close to the return rate that market players would expect for such business at that time;
- the sensitivity analysis of the value in use to a change in the main assumptions, as carried out by the management.

At last, we have verified that notes 4.7, 6.1.1 et 6.1.3 provide appropriate information.

### Verification of the Information Pertaining to the Group Presented in the Management Report

As required by law, we have also verified in accordance with professional standards applicable in France the information pertaining to the Group presented in the management report of the Board of Directors.

We have no comment on the truth and fairness of said information and its consistency with the consolidated financial statements.

### Report on Other Legal and Regulatory Requirements

#### Appointment of the Statutory Auditors

We were appointed as statutory auditors of ID LOGISTICS GROUP the annual general meeting held on June 10, 2014 for CFG Audit and on June 30, 2002 for Deloitte & Associés.

As at December 31, 2017, CFG Audit and Deloitte & Associés were in the 4th year and 16th year of total uninterrupted engagement, which are the 4th and 6th year since securities of the Company were admitted to trading on a regulated market, respectively.

### Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

#### Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

##### Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 823-10-1 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

##### Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris and Neuilly-sur-Seine, April 20, 2018

The Statutory Auditors

CFG Audit  
Philippe JOUBERT

Deloitte & Associés  
Albert AIDAN

#### 4.9 REVIEW OF RESULTS AND FINANCIAL POSITION - PARENT COMPANY FINANCIAL STATEMENTS

##### 4.9.1 Comparison of fiscal years 2017 and 2016

- **Significant events and changes to the bylaws**

There have been no material events within ID Logistics Group SA since December 31, 2016. Since this date, the Company has made efforts to bring its bylaws into compliance with applicable statutory and regulatory provisions, and has amended Article 12 in order to include the procedures for appointing an employee representative director pursuant to Article L.225-27 of the French Commercial Code.

- **Business summary**

(€m)	2017	2016
Revenues	5.5	5.5
EBIT	0.1	0.1
Net financial items	(0.0)	(0.0)
Net income	0.1	0.1
Non-current assets	47.2	46.8
Working capital	16.1	15.7
Cash and cash equivalents	0.2	0.1
Shareholders' equity	63.5	62.6

ID Logistics Group SA is the parent company of the ID Logistics group and employs 11 people. ID Logistics Group SA operates as a holding company and recharges services provided to its subsidiaries and sub-subsidiaries, mainly in France. It has no commercial dealings outside the Group.

Revenues comprise invoices passed on to Group subsidiaries, which increased in view of the higher costs incurred by ID Logistics Group on their behalf. Expenses, consisting of fees and staff costs, were stable compared to 2016 expenses.

Financial income and expenses represent ID Logistics Group earnings on the liquidity contract and interest income charged to the subsidiaries' current accounts.

Non-current assets largely consist of the Company's investment in Ficopar, which itself holds the ID Logistics group's operational activities in France and internationally. Working capital consists of intercompany receivables and payables with various ID Logistics Group subsidiaries and a non material amount of services trade payables.

- **Equity investments**

The Company did not make any equity investments during 2017.

- **Results of subsidiaries**

ID Logistics Group SA holds a 94.99% stake in Ficopar SAS, for which the key figures for fiscal year 2017 are as follows (€000):

Capital stock	Other equity	Gross investments	Net investments	Loans receivable and advances	Endorsements and sureties	Revenues	Net income	Dividends received
17,082	23,060	44,302	44,302	16,923	-	-	7,344	-

- **Expenses not deductible for tax purposes**

In accordance with Article 223 *quater* of the French General Tax Code, it is stated that the following expenses referred to under Article 39-4 of the same code have been definitively added back to 2017 taxable income.

- Vehicle leasing: €37,500
- Vehicle taxes: €10,400

- **Research and development activities**

In 2017 ID Logistics Group SA did not conduct any R&D activities that entitle it to a tax credit.

- **Human resources and environmental impact of the business**

The objective of the Group's human resources policy is to ensure that all staff attain operational excellence and adhere to the Group's corporate culture. For a number of years, ID Logistics has applied a training policy designed to focus on the induction of new staff, development of management skills, sharing and transfer of best practices and the spreading of the Group's corporate culture. ID Logistics focuses on staff mobility and internal promotion to manage staff in France and abroad.

Moreover, the Group's operations are subject to certain environmental laws and regulations. In view of its operations, the Group considers that it does not face a significant environmental risk. Nevertheless, the Group remains actively committed to an environmentally-friendly and sustainable development policy.

- **Recent developments and outlook**

In 2018, ID Logistics Group SA will continue its role as holding company of the ID Logistics Group. While it may centralize certain administrative Group functions, it does not plan to conduct any business activity as such.

#### 4.9.2 2017 parent company financial statements

BALANCE SHEET (before appropriation of earnings)

ASSETS (€000)	12/31/2017	12/31/2016
Intangible assets	1,001	615
Equity investments	44,302	44,302
Other fixed asset investments	813	1,053
Other financial assets	1,059	878
Total fixed assets	47,175	46,848
Trade receivables	2,200	2,004
Other receivables	17,534	16,545
Cash and cash equivalents	180	51
Prepaid expenses	34	10
Total current assets	19,948	18,610
<b>TOTAL ASSETS</b>	<b>67,123</b>	<b>65,458</b>

LIABILITIES AND EQUITY (€000)	12/31/2017	12/31/2016
Capital stock	2,801	2,795
Additional paid-in capital	53,993	53,150
Legal reserve	170	164
Other reserves	4,748	4,748
Retained earnings	1,742	1,642
Net income for the year	61	106
Shareholders' equity	63,515	62,605
Trade payables	1,406	1,017
Tax and social security payables	2,202	1,807
Other payables	-	29
Short-term payables	3,608	2,853
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>67,123</b>	<b>65,458</b>

INCOME STATEMENT (€000)	2017	2016
Services revenues France	5,501	5,458
Other purchases and external charges	(1,116)	(1,185)
Staff costs	(4,174)	(4,037)
Miscellaneous taxes	(114)	(123)
Operating income	97	113
Financial income	23	23

Financial expenses	(59)	(30)
Net financial items	(36)	(7)
<b>NET INCOME</b>	<b>61</b>	<b>106</b>

## NOTES TO THE FINANCIAL STATEMENTS

### I – Accounting principles

The parent company financial statements for fiscal 2017 were prepared in accordance with the provisions of the French Commercial Code, the French Chart of Accounts as set out in ANC regulation 2014-03 of June 5, 2014, as amended by ANC regulations 2015-06 and 2016-07, and generally accepted accounting principles in France.

The financial statements are based on the following underlying conventions, in accordance with the principle of prudence:

- Going concern,
- Consistency of accounting principles between fiscal years,
- Accruals concept,

And in accordance with general principles for the preparation and presentation of annual financial statements.

The underlying method chosen for valuation of accounting items is the historical cost convention.

The main principles used for balance sheet accounts are as follows:

#### 1) Non-current assets

Intangible assets are stated at cost. They consist of software and software licenses and are amortized over their estimated useful life.

#### 2) Equity investments

The gross value consists of the purchase cost excluding incidental expenses.

Impairment tests on the value of equity investments are conducted every year. Under these tests, the book value of investments is compared to the Group share of the present value of future estimated cash flows. If the book value exceeds the present value of future estimated cash flows, an impairment charge for the difference is booked against the value of the investment.

#### 3) Liquidity contract

Treasury shares and other liquidity contract assets are included under other fixed asset investments and other financial assets respectively.

The corresponding investment securities are valued pursuant to the FIFO (first in - first out) method and a provision is booked if the average stock market price over the last month of the year is less than the cost of the treasury shares.

#### 4) Receivables and payables

Receivables and payables are recorded at face value. A bad debt provision is recorded against the value of receivables whenever difficulties in collection are anticipated. This risk is assessed on a case-by-case basis.

#### 5) Retirement liabilities

Retirement liabilities are disclosed as off-balance sheet commitments and are not accounted for. They have been calculated based on the following assumptions:

Retirement age:	62 years
Wage growth rate:	2.00%
Discount rate:	1.45% (1.42% in 2016)
Social security charge rate:	45%

#### 6) Consolidation

The Company consolidates all ID Logistics Group companies.

### II - Notes to the financial statements

Unless otherwise indicated, data in the notes is stated in thousands of euros.

#### 1) Highlights of the year

None

#### 2 Intangible assets

The change in intangible assets is broken down as follows:

	1/1/2017	Acquisitions	Disposals	12/31/2017
Software	615	386		1,001
Total	615	386	-	1,001

### 3) Financial assets

The change in equity investments is broken down as follows:

	1/1/2017	Acquisitions	Disposals	12/31/2017
Equity investments	44,302	-	-	44,302
Total	44,302	-	-	44,302

Other fixed asset investments exclusively consist of treasury shares held under the liquidity contract. At December 31, 2017, the Company held 7,834 treasury shares amounting to €1,059,000.

Other financial assets correspond to a deposit with the financial intermediary for the liquidity contract. No impairment has been booked against other financial assets.

### 4) Maturity of receivables at the balance sheet date

All receivables fall due in less than one year.

### 5) Receivables and payables with related parties

Required related party disclosures under Article R123-199-1 of the French Commercial Code are as follows:

	12/31/2017	12/31/2016
Trade receivables	2,200	2,004
Other receivables	16,923	16,192
Total assets	19,123	18,196
Trade payables	693	104
Other payables	27	29
Total liabilities and shareholders' equity	720	133

Revenues and financial income on related party transactions amounted to €5,501,000 and €23,000 respectively.

Operating expenses with related parties amounted to €662,000.

### 6) Shareholders' equity and change in net assets

	12/31/2016 (before earnings appropriation)	2016 earnings appropriation	Issue of BSAs/BSPCEs	2017 net income	12/31/2017 (before earnings appropriation)
Capital stock	2,795	-	6	-	2,801
Additional paid-in capital	53,150	-	843	-	53,993
Legal reserve	164	6	-	-	170
Other reserves	4,748		-	-	4,748
Retained earnings	1,642	100	-	-	1,742
Net income for the year	106	(106)	-	61	61
Total assets	62,605	-	849	61	63,515

The Company's capital stock consists of 5,602,375 shares, each with a par value of €0.50. The ID Logistics share is listed on the Euronext regulated market in Paris, compartment B (ISIN code: FR0010929125, ticker symbol: IDL).

As of December 31, 2017, there were 155,520 equity warrants outstanding granting the right to subscribe for 311,040 new shares. A single shareholder holds all equity warrants.

The Company issued founders' warrants (BSPCE) and equity warrants with the following main terms and conditions:

	Founders' warrants (BSPCE)	Redeemable equity warrants (BSAR)

General meeting date	3/19/2014	3/19/2014
Board of Directors meeting date	3/25/2014	8/27/2014
Maximum number of shares that may be subscribed or purchased	A: 20,000 B: 20,000	17,000
Corporate officers		
Top ten employee beneficiaries	40,000	17,000
Earliest date for exercising warrants	A: 3/25/2015 B: 3/25/2017	8/27/2014
Expiry date	A: 3/25/2019 B: 3/25/2019	8/27/2019
Exercise price	68.49	68.53
Warrants or options outstanding at 12/31/2014	40,000	17,000
Warrants exercised in 2015	3,000	-
Warrants exercised in 2016	4,000	-
Warrants exercised in 2017	9,000	3,400
Warrants or options outstanding at 12/31/2017	24,000	13,600

	Performance shares	Performance shares	Bonus shares	Bonus shares
General meeting date	5/25/2016	5/25/2016	5/25/2016	5/25/2016
Board of Directors meeting date	5/25/2016	5/25/2016	5/25/2016	12/9/2016
Maximum number of shares that may be subscribed or purchased	8,000	5,000	94	1,957
Corporate officers				
Top ten employee beneficiaries		5,000		
Earliest date for exercising warrants	5/25/2016	5/25/2016	5/25/2016	12/9/2016
Expiry date	5/25/2021	A: 5/25/2018 B: 5/25/2020	5/25/2017	12/9/2019
Subscription price				
Warrants or options issued	8,000	5,000	94	1,957
Warrants or options canceled in 2016	4,000	-	-	-
Warrants exercised in 2017	-	-	94	-
Warrants or options outstanding at 12/31/2017	4,000	5,000	0	1,957

## 7) Maturity of payables at the balance sheet date

All payables fall due in less than one year.

## 8) Accrued income

	12/31/2017	12/31/2016
Trade receivables	1,420	1,275
Other receivables	-	-
Total	1,420	1,275

## 9) Accrued expenses

	12/31/2017	12/31/2016
Trade payables	143	145
Tax and social security payables	1,540	1,257
Total	1,683	1,402

## 10) Prepaid expenses

	12/31/2017	12/31/2016
Operating expenses	34	10
Total	34	10

Prepaid expenses only comprise ordinary expenses whose impact on net income has been deferred to a subsequent fiscal year.

## 11) Revenues

Revenues of €5,501,000 correspond to services provided and invoiced to different Group entities.

## 12) Net financial income (loss)

	2017	2016
Gains and losses on sale of investments	(59)	(30)
Interest on loans to subsidiaries	23	23
Total	(36)	(7)

## 13) Non-recurring items

	2017	2016
Income from fixed asset disposals	2,168	
Net book value of sold assets	(2,168)	
Non-recurring items	-	-

## 14) Unrecorded deferred tax

The Company has unrelieved tax losses carried forward amounting to €2,462,000 representing a future corporate income tax saving of €690,000.

## 15) Subsidiaries and equity investments

Subsidiary	Capital stock	Other equity	% interest	Gross investments	Net investments	Loans receivable and advances	Endorsements and sureties	Revenues	Net income	Dividends received
Ficopar	17,082	23,060	95%	44,302	44,302	16,923	-	-	7,344	-
Total	17,082	23,060		44,302	44,302	16,923	-	-	7,344	-

## 16) Off-balance sheet commitments

Commitments given:

Parent company guarantees: €4,903,000

Commitments received:

None

Pension liabilities amounted to €135,000.

## 17) Directors' remuneration

Directors' fees paid in 2017 amounted to €79,000.

The directors received remuneration totaling €477,000.

## 18) Headcount

The average headcount was 11 people.

## 19) Post balance sheet events

There were no significant events between the balance sheet date and the date when the parent company financial statements were approved.

## 4.9.3 Statutory auditors' report on the 2017 Company financial statements

To the Shareholders,

### Opinion

In compliance with the engagement entrusted to us by your shareholders' general meeting, we have audited the accompanying financial statements of ID LOGISTICS GROUP for the year ended December 31, 2017.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2017, and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

## Basis for Opinion

### Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Financial Statements section of our report.

### Independence

We conducted our audit engagement in compliance with independence rules applicable to us, for the period from January 1st, 2017, to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014 or in the French Code of ethics (code de déontologie) for statutory auditors.

### Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L. 823-9 and R. 823-7 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

### Risk identified and main estimates

#### Valuation of equity investments

Equity investments appearing on the balance sheet as of December 31, 2017, for a net amount of € 44,302 thousand, represent one of the most significant balance sheet items. They are recorded as of their entry date at acquisition cost and impaired based on their value in use.

As indicated in note I.2 « Equity investments » to the financial statements, the value in use is estimated by management based on their level of profitability, business forecasts and estimated future cash flows.

The estimate of the value in use of these securities requires management to exercise its judgment in its choice of items to consider, items that may correspond to forecast items (profitability outlook).

In this context and because of uncertainties inherent to certain items and specifically the probability of attaining forecasts, we considered the valuation of equity investments and potential provisions for impairment loss to be a key audit matter.

### Audit response

To assess the reasonableness of the estimate of value in use of equity investments, based on the information communicated to us, our work mainly consisted in verifying that the estimate of this value, as determined by management, is based on an appropriate justification of the valuation method and the figures used, and, for the valuations based on forecast items, in :

- Obtaining the cash flow and operation forecasts of the entities concerned prepared by management and assessing their consistency with budget forecasts included in strategic plans, prepared under the supervision of management for each entity ;
- Analyzing the consistency of the assumptions used with the economic environment on the dates the accounts were prepared and closed ;
- Comparing adopted forecast for previous periods with corresponding realizations in order to assess the realization of past objectives ;
- Verifying that the value resulting from cash flow forecasts was adjusted for the debt of the entity considered.

Our work also consisted in verifying that the valuation of equity investment is not higher than the market capitalization of the Group at the closing date.

At last, we have verified that the note I.2 « Equity investment » to the financial statements provide appropriate information.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

### Verification of the Information Pertaining to the Group Presented in the Management Report

As required by law, we have also verified in accordance with professional standards applicable in France the information pertaining to the Group presented in the management report of the Board of Directors.

### Information given in the Management Report and in other documents addressed to Shareholders on the financial position and the financial statements

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and in other documents addressed to the shareholders with respect to the financial position and the financial statements.

#### Report on corporate governance

We attest that the Board of Directors' report on corporate governance contains the information required by Articles L.225-37-3 and L.225-37-4 of the French Commercial Code (*Code de commerce*).

Concerning the information given in accordance with the requirements of Article L.225-37-3 of the French Commercial Code (*Code de commerce*) relating to remunerations and benefits received by the directors and any other commitments made in their favor, we have verified its consistency with the financial statements or information used in preparing those financial statements and, where applicable, with the information obtained by your Company from companies controlling your Company or controlled by it. Based on this work, we attest the accuracy and fair presentation of this information.

#### Other information

In accordance with French law, we have verified that the required information concerning the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

#### Report on Other Legal and Regulatory Requirements

##### Appointment of the Statutory Auditors

We were appointed as statutory auditors of ID LOGISTICS GROUP the annual general meeting held on June 10, 2014 for CFG Audit and on June 30, 2002 for Deloitte & Associés.

As at December 31, 2017, CFG Audit and Deloitte & Associés were in the 4th year and 16th year of total uninterrupted engagement, which are the 4th and 6th year since securities of the Company were admitted to trading on a regulated market, respectively.

##### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

##### Statutory Auditors' Responsibilities for the Audit of the Financial Statements

##### Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 823-10-1 of the French Commercial Code (*code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements.

- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

#### Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris and Neuilly-sur-Seine, April 20, 2018

The Statutory Auditors

CFG Audit  
Philippe JOUBERT

Deloitte & Associés  
Albert AIDAN

#### **4.9.4 Financial results of the Company for the last 5 years**

(Art. R. 225-102 of the French Commercial Code)

(€)	2013	2014	2015	2016	2017
<b>I. FINANCIAL POSITION AT YEAR-END</b>					
a) Capital stock	2,791,440.50	2,791,440.50	2,792,940.50	2,794,940.50	2,801,187.50
b) Number of shares issued	5,582,881	5,582,881	5,585,881	5,589,881	5,602,375
c) Number of convertible bonds/shares					
<b>II. TOTAL RESULTS OF OPERATIONS</b>					
a) Revenues excl. VAT	4,773,328	4,283,831	4,508,303	5,457,583	5,500,653
b) Earnings before tax, depreciation and provisions	(532,068)	49,683	418,540	105,824	61,383
c) Corporate income tax	-	-	-	-	-
d) Employee profit sharing for the year	-	-	-	-	-
e) Earnings after tax, depreciation and provisions	(532,068)	49,683	418,540	105,824	61,383
f) Dividends distributed	-	-	-	-	-
<b>III. EARNINGS PER SHARE</b>					
a) Earnings after tax and employee profit share, before depreciation and provisions	(0.10)	0.01	0.07	0.02	0.01
b) Earnings after tax, depreciation and provisions	(0.10)	0.01	0.07	0.02	0.01
c) Dividend per share	0.00	0.00	0.00	0.00	0.00
<b>IV. STAFF</b>					
a) Number of employees	11	11	11	11	11
b) Total wages and salaries	4,213,000	3,113,000	3,248,500	4,037,063	4,173,696
c) Total social security and staff benefits	0	0	0	0	0

#### **4.10 TRANSACTIONS WITH RELATED PARTIES**

Transactions with related parties are specified under Note 25 to the 2017 consolidated financial statements in section 4.8 of the Registration Document, "Annual historic financial information". Current regulated agreements are given in the special reports of the statutory auditors presented below.

No new regulated agreement has been entered into since the preparation of the statutory auditors' special report for fiscal 2016.

##### **4.10.1 Intercompany transactions**

Intercompany transactions are described under section 1.9.3 of the Registration Document, "Main intra-group cash flows".

##### **4.10.2 Transactions with related parties**

As stated under Note 25 to the consolidated financial statements in section 4.8 of the Registration Document, "Annual historic financial information", agreements entered into with Financière ID and its subsidiaries concern services provided and warehouse renting under commercial leases. The services provided concern invoices passed on for part of the costs for two ID Logistics France employees, who carry out occasional administrative assignments for Les Parcs du Lubéron 1 and Financière ID. Financière ID is a company that provides research, expert assessment, technical support, project management and engineering consulting for industrial building projects and, in general, all operations related to transactions involving real estate and business undertakings. Financière ID may be called upon to carry out occasional transactions or consulting assignments in relation to real estate projects implemented by subsidiaries of the ID Logistics Group.

Also refer to section 3.3.4 "Contracts between directors and the Company" of the Registration Document.

##### **4.10.3 Statutory auditors' report on regulated agreements and commitments in respect of the year ended December 31, 2017**

To the Shareholders,

In our capacity as statutory auditors of the Company, we hereby submit our report on regulated agreements and commitments.

It is our responsibility to communicate to you, based on information given to us, the principal terms and conditions as well as the reasons justifying the interest for the Company of the agreements and commitments notified to us or that we discovered during our engagement; it is not our responsibility to comment on their usefulness or appropriateness or to search for other agreements and commitments. It is your responsibility, in accordance with Article R. 225-31 of the French Commercial Code, to assess the reason for signing these agreements and commitments in order to approve them.

It is also our responsibility to report to you any information required under Article R. 225-31 of the French Commercial Code relating to transactions undertaken during the past year in conjunction with agreements and commitments that the shareholders' general meeting has approved in prior years.

We carried out the work that we considered necessary pursuant to professional standards of the French National Auditors Association relating to this engagement. This work consisted in verifying that the information provided to us was consistent with the source documents from which it was taken.

##### AGREEMENTS AND COMMITMENTS SUBMITTED FOR THE APPROVAL OF THE SHAREHOLDERS' GENERAL MEETING.

Agreements and commitments authorized during the past fiscal year.

We hereby state that we have not been notified of any agreement or commitment authorized during the past year requiring approval from the general meeting pursuant to the provisions of Article L.225-38 of the French Commercial Code.

##### AGREEMENTS AND COMMITMENTS PREVIOUSLY AUTHORIZED BY THE SHAREHOLDERS' GENERAL MEETING

Agreements and commitments approved in prior years, for which transactions continued during 2017

Pursuant to Article R. 225-30 of the French Commercial Code, we have been notified of the following agreements and commitments which were authorized by the Board of Directors in prior years and which continued to run in 2017.

- Guarantee between ID LOGISTICS GROUP and ID LOGISTICS RUS

Director concerned: Mr. Eric Hémar

This guarantee was issued in 2013 in conjunction with opening a fresh produce logistics platform in Russia for a client of the Group. ID LOGISTICS RUS, a subsidiary of the ID LOGISTICS Group, took out a lease on warehouse space (under construction), located near Moscow, for a minimum 6-year term.

To ensure compliance with the lease requirements, the lessor requested a parent company guarantee amounting to US\$5,796,716, valid for the minimum lease term.

This agreement continued during 2017 with changes on (i) the duration of the guarantee (2 additional years) and (ii) the applicable currency (RUB replacing US dollar).

Accordingly, in this context of the extension of the client contract and the lease agreement, the lessor requested a new parent company guarantee amounting to a maximum of RUB 339,107,886, valid until September 30, 2021.

Such changes in the guarantee have been approved by the Board of Directors on June 28, 2017.

- Services agreement between ID LOGISTICS GROUP and Comète

Director concerned: Mr. Eric Hémar

Agreement approved by the Board of Directors on March 7, 2012

The purpose of this agreement is the provision by Comète of advisory services and administrative and strategic assistance, financial consulting and guidance, as well as additional services.

In consideration for services provided, Comète receives a fixed monthly fee amounting to €10,083 excluding VAT and a variable fee determined at the beginning of each year in accordance with set targets.

This agreement took effect on January 1, 2011 for an unlimited period, on the understanding that the terms for determining the variable fees will be reviewed every year on the aforementioned date. These terms and variable fees were not changed in 2016.

For the year 2017, if ID LOGISTICS GROUP achieves the budget Comète will be entitled to a variable fee of €100,000 excluding VAT. ID LOGISTICS GROUP will also pay assignment costs.

This service agreement started on January 1<sup>st</sup>, 2011, the criteria for the variable fee being reviewed each year at anniversary date.

Paris and Neuilly-sur-Seine, April 20, 2018

The Statutory Auditors

CFG Audit  
Philippe Joubert

Deloitte & Associés  
Albert Aidan"

#### **4.11 DATE OF THE MOST RECENT FINANCIAL INFORMATION**

The most recent financial information dates from December 31, 2017.

#### **4.12 MATERIAL CONTRACTS**

The Company has not entered into any material contracts other than those executed in the ordinary course of business and with related parties (see 4.10.2 "Transactions with related parties").

#### **4.13 INFORMATION PROVIDED BY THIRD PARTIES, EXPERTS' DECLARATIONS AND DISCLOSURES OF INTERESTS**

None

#### **4.14 TRENDS**

##### **4.14.1 Principal trends since the most recent fiscal year-end, December 31, 2017**

Business since 2017 year-end has continued in line with trends seen end of 2017.

##### **4.14.2 Known trends, uncertainties, commitment requests or events reasonably likely to impact the Company's outlook**

As of the Registration Document Date, apart from the aforementioned items there is no known trend, uncertainty, commitment request or event reasonably likely to have a material impact, either positive or negative, on the Company's outlook.

##### **4.14.3 Profit forecasts or estimates**

The Company does not intend to prepare a profits forecast or estimate.

#### **4.15 COURT AND ARBITRATION PROCEEDINGS**

The Group may be involved in court or arbitration proceedings or disputes with the public authorities in the course of its normal activities. The Group books a provision when there is a reasonable probability that such litigation will lead to costs for the Company or one of its subsidiaries, and when such costs can be reliably estimated.

There are no government, court or arbitration proceedings, including any proceedings of which the Group is aware or proceedings which are suspended or threatened, that could have or that have over the last 12 months had a material effect on the Group's and/or the Company's financial position or earnings.

#### **4.16 MATERIAL CHANGE IN THE FINANCIAL OR COMMERCIAL POSITION**

To the Company's best knowledge, there has not been any material change in the Group's financial or commercial position since December 31, 2017.

## 5/ ADDITIONAL INFORMATION



## 5 ADDITIONAL INFORMATION

### 5.1 INFORMATION CONCERNING THE COMPANY

#### 5.1.1 Registered name of the Company

The Company's registered name is: ID LOGISTICS GROUP.

#### 5.1.2 Place of registration and Company registration number

The Company was registered with the Paris Trade and Companies Registry on October 3, 2001 before being transferred on October 4, 2005 to the Avignon Trade and Companies Registry under number 439 418 922.

#### 5.1.3 Date of incorporation and term

The Company was incorporated for a 99-year term ending October 3, 2100, except in the event of early dissolution or extension.

#### 5.1.4 The Company's head office and legal form, legislation governing its business activities

Originally incorporated as a *société par actions simplifiée* (French simplified joint stock company), the Company was transformed into a *société anonyme* (French corporation) pursuant to the decision of the June 21, 2010 shareholders' general meeting.

The Company is subject to French law and is subject in particular to Articles L. 225-1 et seq. of the French Commercial Code with regard to its operations.

The Company's head office is located at: 410, route du Moulin de Losque, 84300 Cavailon. The Company's contact details are as follows:

Telephone: +33 (0)4 32 52 96 00

Website: [www.id-logistics.com](http://www.id-logistics.com).

### 5.2 TREASURY STOCK - DESCRIPTION OF THE SHARE BUYBACK PROGRAM

#### Share buyback program approved by the May 23, 2017 general meeting

The Company's Combined Ordinary and Extraordinary General Meeting held on May 23, 2017 authorized the Board of Directors, for a period of eighteen months from the date of the meeting, to implement a share buyback program pursuant to Article L. 225-209 of the French Commercial Code and the General Regulation of the French financial markets authority (*Autorité des Marchés Financiers*, AMF), under the terms and conditions described below:

- Securities: shares of common stock
- Maximum proportion of capital stock allowed for the program: 10% of capital (i.e. 558,988 shares as of the date of the general meeting), with the proviso that this limit shall be applied as of the share buyback dates so as to take account of any share issues or capital reductions that may occur during the term of the program. The number of shares included in the calculation of this limit represents the number of shares purchased less the number of shares resold during the term of the program under the liquidity objective.
- Given that the Company may not hold more than 10% of its capital stock, the maximum number of shares that can be purchased shall be 558,988 shares including existing treasury shares (6,500 as of December 31, 2016).
- Maximum purchase price: €220
- Maximum value of the program: €122,977,360
- Share buyback procedures: purchases, sales and transfers can be made by any means on financial markets or OTC markets, including by block trades; the draft shareholder resolution does not limit the portion of the program that may be completed by block share purchases.
- Objectives:
  - To stimulate trading on the secondary market or to enhance the liquidity of the ID Logistics Group share pursuant to a liquidity agreement with an investment service provider, in compliance with the AMAFI Charter of Professional Ethics as recognized by the French financial markets authority (AMF);
  - To hold the purchased shares for subsequent reissue as consideration or in exchange with regard to potential acquisition transactions, provided that the shares purchased for this purpose do not exceed 5% of the Company's capital stock;
  - To ensure coverage of stock option plans and/or bonus share plans (or similar plans) in favor of Group employees and/or corporate officers, as well as all share allocations under Company or Group savings plans (or similar plans) and profit-sharing schemes and/or all other forms of share allocation to Group employees and/or corporate officers;
  - To ensure coverage of securities giving entitlement to the allocation of Company shares pursuant to applicable regulations;

- To cancel the purchased shares, if applicable, pursuant to the approval granted at the May 23, 2017 shareholders' general meeting.
- Term of the program: 18 months with effect from the May 23, 2017 general meeting until November 22, 2018.

#### Implementation of the share buyback program

Reasons for purchase	% of the program
Influence the share price	100
Employee shareholding	-
Stock options and warrants	-
Mergers and acquisitions	-
Cancellation	-

In conjunction with the share buyback program, the Company extended the liquidity contract entered into with Oddo Corporate Finance on April 18, 2012 until April 17, 2019. Under the liquidity contract, in 2017 the Company made the following purchases and sales of treasury shares:

Number of shares purchased	85,167
Average purchase price	€138.86
Number of shares sold	83,833
Average sales price	€138.21
Number of treasury shares at the balance sheet date	7,834 (0.14% of capital stock)
Value at purchase price	€1,083,000
Par value at balance sheet date	€1,059,000
Transaction costs	€20,000

As of the Registration Document Date, the Company does not hold any treasury shares apart from the shares held under the liquidity contract, and no Company shares are held by any of its subsidiaries or by any third parties on its behalf.

The shares held by the Company have not been used or reassigned for other purposes since the last authorization granted by the shareholders' general meeting.

#### New share buyback program submitted to the May 23, 2018 general meeting

- As of March 31, 2018, the number of directly and indirectly held securities was 5,099, representing 0.09% of the Company's capital stock.

Number of shares held broken down by objective:

- Stimulating the share price via an AMAFI liquidity contract: 5,099
  - Mergers and acquisitions: -
  - Coverage of stock options or other employee ownership plans: -
  - Coverage of stock options and warrants: -
  - Cancellation: -
- The new plan breaks down as follows:
    - Securities: shares of common stock
    - Maximum proportion of capital stock allowed for the program: 10% of capital (i.e. 560,237 shares as of December 31, 2017), with the proviso that this limit shall be applied as of the share buyback dates so as to take account of any share issues or capital reductions that may occur during the term of the program. The number of shares included in the calculation of this limit represents the number of shares purchased less the number of shares resold during the term of the program under the liquidity objective.
    - Given that the Company may not hold more than 10% of its capital stock, the maximum number of shares that can be purchased shall be 560,237 shares including existing treasury shares (7,834 as of December 31, 2017).
    - Maximum purchase price: €220
    - Maximum value of the program: €123,252,140
    - Share buyback procedures: purchases, sales and transfers can be made by any means on financial markets or OTC markets, including by block trades; the draft shareholder resolution does not limit the portion of the program that may be completed by block share purchases.
    - Objectives:

- To stimulate trading on the secondary market or to enhance the liquidity of the ID Logistics Group share pursuant to a liquidity agreement with an investment service provider, in compliance with the AMAFI Charter of Professional Ethics as recognized by the French financial markets authority (AMF);
  - To hold the purchased shares for subsequent reissue as consideration or in exchange with regard to potential acquisition transactions, provided that the shares purchased for this purpose do not exceed 5% of the Company's capital stock;
  - To ensure coverage of stock option plans and/or bonus share plans (or similar plans) in favor of Group employees and/or corporate officers, as well as all share allocations under Company or Group savings plans (or similar plans) and profit-sharing schemes and/or all other forms of share allocation to Group employees and/or corporate officers;
  - To ensure coverage of securities giving entitlement to the allocation of Company shares pursuant to applicable regulations;
  - To cancel the purchased shares, if applicable, subject to approval from the May 23, 2018 shareholders' general meeting.
- Term of the program: 18 months with effect from the May 23, 2018 general meeting until November 22, 2019.

### **5.3 DEED OF INCORPORATION AND BYLAWS**

#### **5.3.1 Corporate purpose (Article 4 of the bylaws)**

The Company's direct or indirect corporate purpose in France and abroad is: advising on and performing logistics services throughout the world and acquiring an interest in any company carrying out any activity; any industrial and commercial transactions pertaining to the creation, acquisition, letting, lease-management of any business undertaking, the rental, installation, operation of any establishment, business undertaking, factory, workshop, pertaining to any of the activities specified above, the filing, acquisition, operation or the assignment of any processes and patents and intellectual property rights regarding such activities, the direct or indirect involvement of the Company in any financial, real property or movable property transactions or commercial or industrial enterprises which may pertain to the corporate purpose or to any similar or related purpose; as well as any transactions whatsoever contributing to the achievement of this purpose.

#### **5.3.2 Provisions of the bylaws or other provisions pertaining to the members of the administrative and managing bodies**

Article 12 of the bylaws states that the Board of Directors sets the direction of the Company's business and ensures the implementation thereof. Subject to the powers expressly reserved for general meetings of shareholders and subject to the corporate purpose, it addresses any matters pertaining to the efficient running of the Company and, by way of voting, settles matters concerning the Company.

In dealings with third parties, the Company is bound by the acts of the Board of Directors, including where it is acting *ultra vires*, unless the Company shows that the third party was actually or constructively aware of the *ultra vires* nature of the act, provided, however, that the mere publication of the bylaws shall not suffice to constitute evidence to that effect.

The Board of Directors carries out all inspections and verifications that it deems appropriate. Each director is provided with all necessary information for the performance of his duties and may request any document he deems useful.

The Board of Directors may decide to set up committees entrusted with the assessment of matters that the Board or its Chairman refers to such committees for review.

Directors may be individuals or legal entities. Legal entities must, upon appointment, name a permanent representative who shall be subject to the same terms and conditions and obligations and incur the same liability as if he were a director in his own right, without prejudice to the joint and several liability of the legal entity he represents.

This appointment as permanent representative is for a term equal to that of the appointment of the legal entity he represents. It is renewed on each renewal of the latter appointment.

If the legal entity terminates the appointment of its representative, it must immediately notify such termination to the Company by registered mail, and inform it of the identity of its new permanent representative. The same applies in the event of death, resignation or long-term unavailability of the permanent representative.

Individual directors may not hold office on more than five boards of directors or supervisory boards of corporations having their head office in mainland France, save in the cases provided for by law.

An employee of the Company cannot be appointed as director unless his employment contract was entered into prior to his appointment and relates to an existing post. However, the number of directors with whom the Company has entered into an employment contract cannot exceed one third of directors in office.

Subject to statutory exceptions, the Board of Directors shall comprise at least three members and no more than eighteen members. Throughout the duration of the Company, directors are appointed, or their appointments renewed, by the shareholders' ordinary general meeting. However, in the event of a merger or demerger, the appointment of directors may be carried out at an extraordinary general meeting.

In accordance with the provisions of Article L.225-27 of the French Commercial Code, a Board member representing the employees may be elected by the Company's employees. The term of their appointment shall be three years. Their appointment may be renewed. However, their office shall be terminated automatically if they no longer comply with the eligibility criteria set forth in Article L.225-28 of the French Commercial Code or if their employment contract is terminated in accordance with Article L.225-32 of said code. The procedure for electing said Board member and their status are defined by the provisions of Articles L.225-28 to L.225-34 of the French Commercial Code and by the Company's bylaws.

#### **Vacancies - appointment by the Board (Article 13 of the bylaws)**

If one or more positions should become vacant on the Board between two shareholders' meetings, as a consequence of death or resignation, the Board of Directors may make one or more appointments on a provisional basis.

Director appointments made by the Board of Directors are subject to ratification by the shareholders at the next ordinary general meeting. Failing ratification, resolutions adopted and acts performed prior thereto shall nevertheless remain valid. If only one or two directors remain in office, he or they, or alternatively, the statutory auditor(s), must immediately call a shareholders' ordinary general meeting to fill the vacant positions on the Board. A director appointed in replacement of another shall remain in office for the remaining term of appointment of his predecessor.

#### **Term of directors' appointment** *(Article 14 of the bylaws)*

The term of directors' appointment is three years.

A director ceases to hold office at the close of the ordinary general meeting called to approve the financial statements for the financial year ended, held in the year during which the term of office of said director expires.

The directors may always be re-appointed. They may be removed from office at any time by the ordinary general meeting.

#### **Structure, meetings and voting of the Board of Directors** *(Article 15 of the bylaws)*

##### 1. Chairman

The Board of Directors elects an individual to be Chairman from amongst its members and fixes his remuneration.

The Chairman is appointed for a term which cannot exceed that of his appointment as director. He is eligible for re-appointment.

The Board of Directors may remove him from office at any time. Any contrary provision shall be deemed to be inapplicable.

The Chairman organizes and manages the Board's duties, and reports to the shareholders' general meeting on the Board's work. He sees to the proper operation of the Company's decision-making bodies and verifies, in particular, that directors are in a position to perform their duties.

##### 2. Board meetings

The Board of Directors shall meet upon notice from its Chairman, as often as the Company's interests so require.

Where the Board has not met for more than two months, at least one third of the members of the Board of Directors may request that the Chairman convene the Board to vote on a specified agenda. The Chief Executive Officer may also request that the Chairman convene a meeting of the Board of Directors to deliberate on a specified agenda. The Chairman is bound by the requests thus sent to him.

The meeting shall be held either at the head office or at any other venue indicated in the notice. The notice of the meeting may be made by any means, even verbally. All notices must state the main issues on the agenda.

An attendance register shall be kept and signed by the directors attending the meeting of the Board of Directors.

##### 3. Quorum and majority

The effective presence of at least half of the directors is necessary in order for voting to be valid. Any director may, by any written means, appoint another director as his proxy to represent him at any Board meeting. No director may hold more than one proxy at a given session. These provisions are applicable to the permanent representative of a legal entity appointed as director.

Save where the vote relates to:

- the appointment, remuneration and removal of the chairman, managing director or deputy managing director,
- the approval of the parent company and consolidated financial statements,

the Rules of Procedure may provide that directors taking part in Board meetings by means of video-conference or any other form of telecommunication technology used in a manner that complies with regulatory provisions are deemed to be in attendance for the purposes of determining quorum and majority.

Decisions are taken by a majority of the votes of members in attendance or represented. In the event of a tie, the session's chairman has a casting vote.

The mere recording, in the minutes of each meeting, of the names of the directors in attendance, represented or absent shall constitute valid proof, vis-à-vis third parties, of the number of directors in office and of their appointment.

Directors taking part in Board meetings by video-conference or any other telecommunication means are deemed to be in attendance for purposes of the quorum.

##### 4. Minutes of proceedings

Voting of the Board of Directors is recorded in minutes of proceedings drawn up in accordance with the law and signed by the session's chairman and by a director or, if the chairman is indisposed, by two directors.

Copies of or excerpts from these minutes may be certified by the Chairman of the Board of Directors, a senior executive officer, a director temporarily appointed as deputy chairman or an authorized person empowered to that end, such as the session's secretary.

##### 5. Duties of confidentiality

The directors, as well as any persons called to attend meetings of the Board, are bound by a duty of confidentiality with respect to confidential information given as such by the Chairman of the Board.

#### **Directors' remuneration** *(Article 16 of the bylaws)*

The shareholders' meeting may award directors' fees, the amount of which shall be recorded as operating expenditure of the Company and remains applicable until otherwise resolved by the shareholders' meeting.

The Board of Directors determines the distribution of this remuneration between the directors.

Exceptional remuneration may be awarded by the Board of Directors for assignments or mandates entrusted to directors. In that event, such remuneration is recorded as operating expenditure and notified to the statutory auditors and is subject to the approval of the ordinary general meeting.

No remuneration, whether permanent or otherwise, other than that provided herein, may be awarded to directors unless they have entered into an employment contract with the Company on terms and conditions authorized by law.

#### **Board advisors (Article 16 bis)**

The Board of Directors may appoint one or more advisory members, who may be either individuals or legal entities chosen either from among the shareholders or otherwise. Any legal entity appointed as an advisory Board member shall appoint a permanent representative.

The number of advisory Board members shall not exceed four.

The term of their appointment shall be three years. An advisory Board member shall cease to hold office at the close of the general meeting held during the year in which his or her term of office expires and called to approve the financial statements for the previous year.

The advisory Board members may be reappointed without limitation and may be removed from office, without compensation, by decision of the Board of Directors.

The advisory Board members shall be invited to all meetings of the Board of Directors and shall have a consultative vote at such meetings. Their right to information and to reporting is identical to that of the members of the Board of Directors.

They may receive remuneration, which shall be deducted from the amount of directors' fees awarded to the members of the Board of Directors.

The advisory Board members shall be responsible for monitoring the application of the bylaws, laws and regulations. They may issue an opinion on any item on the Board meeting agenda and may request of the Chairman that their comments be communicated to the shareholders' general meeting if they deem it appropriate.

The advisory Board members may not under any circumstances become involved in the management of the Company or, in general, take the place of the Company's statutory decision-making bodies.

#### **General management (Article 17 of the bylaws)**

Either the Chairman of the Board of Directors, or another individual appointed by the Board of Directors as Chief Executive Officer, shall carry out and be responsible for the general management of the Company.

The Board of Directors shall choose between the two methods of general management. The decision as to the choice of the general management method shall be taken by a simple majority vote of the directors in attendance or represented. The option selected must be implemented for a term of no less than one year.

The Chief Executive Officer may be removed from office at any time by the Board of Directors. Where the Chief Executive Officer is removed without cause, he may be entitled to damages, unless the Chief Executive Officer holds the office of Chairman of the Board of Directors.

The Chief Executive Officer is vested with the broadest powers to act under any circumstances in the name of the Company. He exercises these powers subject to the corporate purpose and subject to those powers expressly reserved by law to the shareholders' meetings or to the Board of Directors. He represents the Company in its dealings with third parties. The Company is bound by the acts of the Chief Executive Officer, including where he is acting *ultra vires*, unless the Company shows that the third party was actually or constructively aware of the *ultra vires* nature of the act, provided, however, that the mere publication of the bylaws shall not suffice to constitute evidence to that effect.

Decisions of the Board of Directors restricting the Chief Executive Officer's powers are not binding on third parties.

Where the general management of the Company is carried out by the Chairman of the Board of Directors, the following provisions relating to the Chief Executive Officer are applicable to him.

The CEO is subject to the provisions governing the simultaneous holding of appointments as Chief Executive Officer, member of the management committee, sole managing director, director or member of the supervisory board of corporations (*sociétés anonymes*) whose head office is located in France.

On a motion by the CEO, the Board of Directors may appoint one or more individuals to assist the CEO; such person(s) shall hold the office of Deputy Chief Executive Officer. There may not be more than five Deputy CEOs.

The Deputy CEO may be removed from office at any time by the Board of Directors on a motion by the CEO. If the removal is decided upon without just cause, it may give rise to damages.

Where the CEO ceases to carry out his duties or is unable to carry out same, the Deputy CEOs shall, unless otherwise resolved by the Board, remain in office and continue to hold their powers until the nomination of the new CEO.

The Board of Directors shall determine the remuneration of the Deputy CEOs. The Board of Directors shall, jointly with the CEO, determine the scope and term of the powers conferred on Deputy CEOs. *Vis-à-vis* third parties, Deputy CEOs shall hold the same powers as the CEO.

### **5.3.3 Rights, prerogatives and restrictions attaching to shares of the Company**

#### **5.3.3.1 Voting rights (Article 25 of the bylaws)**

The voting right attaching to shares is proportional to the amount of capital stock they represent. Each equity share or dividend share carries at least one vote. However, a double voting right as compared to that conferred on other shares, in light of the portion of the capital stock that they represent, is ascribed to all fully paid-up shares that are proved to have been registered for at least four consecutive years in the name of the same shareholder. In the event of a capital increase by capitalization of reserves, retained earnings or additional paid-in capital, or an exchange of shares in connection with a stock split or reverse stock split, the double voting right is conferred on shares allocated in respect of registered shares, provided that they are held in registered form following allocation and that the shares in respect of which they were allocated carried a double voting right.

Where shares are pledged, the voting right is exercised by their owner.

Registered double voting shares that are converted to bearer shares, sold or transferred shall forfeit their double voting rights except in cases provided for by law.

#### 5.3.3.2 Rights to dividends and profits (Article 11 of the bylaws)

All shares entitle their holders to a share of the Company's assets and profits in proportion to the amount of capital stock they represent.

#### 5.3.3.3 Dividend lapse period (Article 30 of the bylaws)

Dividends that fail to be claimed within 5 years from the date of distribution will be time-barred in favor of the State (Article L 1126-1 of the French General Public Entities' Assets Code).

#### 5.3.3.4 Right to liquidation surplus (Article 32 of the bylaws)

The balance of net assets after repayment of the par value of the shares shall be shared equally between all shareholders.

#### 5.3.3.5 Preferential subscription right (Article 7 of the bylaws)

The Company's shares shall each carry a preferential right to subscribe to share issues.

#### 5.3.3.6 Limitation of voting rights

None.

#### 5.3.3.7 Identifiable bearer securities (Article 9 of the bylaws)

Shares shall be in registered or bearer form, as the shareholder may elect. Where shares are registered, they are registered in an individual account on the terms and conditions and in accordance with the procedures set out in applicable statutory and regulatory provisions.

The Company may in particular, at any time and in accordance with applicable statutory and regulatory provisions, request the central custodian holding the securities issue account (subject to payment of remuneration by the Company) to provide it with information on the holders of securities carrying an immediate or future voting right at its shareholders' meetings, as well as the number of securities held by each of them and, if any, the restrictions affecting such securities.

#### 5.3.3.8 Buyback of Company shares

See section 5.2.3.

### **5.3.4 Procedures for amending shareholder rights**

The rights of shareholders as set out in the Company bylaws may only be amended by the extraordinary general meeting of the Company's shareholders.

### **5.3.5 Crossing of bylaw thresholds (Article 9 of the bylaws)**

In addition to the statutory duty to inform the Company of the ownership of certain percentages of the capital stock or voting rights, the Company bylaws provide that any individual or legal entity, acting alone or in concert, that comes to hold, directly or indirectly, a number of shares or voting rights in the Company that is equal to or greater than 2% of the Company's capital stock or voting rights is required, no later than prior to the close of trading on the fourth trading day following the crossing of the threshold as of registration of the securities allowing that shareholder to attain or exceed this threshold, to disclose to the Company, by registered letter with delivery receipt, the total number of shares and voting rights that they hold as well as all the details and other information that may be required as a result of the statutory duty to disclose threshold crossings.

This disclosure shall be renewed in accordance with the foregoing provisions whenever a new 2% threshold is reached or exceeded, whether upwards or downwards, irrespective of the reason therefor, including beyond the first statutory threshold.

In case of non-compliance with the foregoing provisions, subject to a request made by one or more shareholders holding at least 2% of the capital stock and recorded in the minutes of the general meeting, the shares exceeding the undisclosed threshold shall be stripped of voting rights at all shareholders' general meetings held until the expiry of a two-year period following the date on which the non-disclosure is rectified.

### **5.3.6 Special provisions governing capital stock changes**

The Company bylaws do not contain any special provisions governing changes to its capital stock.

## 5.4 ID LOGISTICS GROUP SECURITIES MARKET

The institution performing financial market services for ID Logistics Group is CACEIS Corporate Trust, 14 rue Rouget de Lisle, 92862 Issy les Moulineaux Cedex 9.

ISIN code: FR0010929125

Stock exchange: Euronext Paris

Market: Euronext Compartment B

Principal index: CAC Small

Other indices: CAC Mid & Small, CAC All-Tradable, CAC Industrials

Schedule of trading

Period	High and low prices (€)		Closing price Average (€)	Daily average volumes	
	High	Low		Number of shares	Value (€000)
January 2015	73.70	66.25	68.63	4,940	344
February 2015	87.01	71.40	77.16	3,641	285
March 2015	91.30	81.01	86.72	3,767	329
April 2015	98.00	84.90	90.04	2,994	268
May 2015	110.00	98.50	104.42	4,778	496
June 2015	110.00	98.00	104.14	6,994	721
July 2015	114.67	98.75	103.54	3,381	348
August 2015	108.50	93.00	101.13	3,555	360
September 2015	120.00	107.10	116.21	6,307	727
October 2015	124.00	109.75	114.92	4,709	543
November 2015	136.78	118.00	123.26	2,915	360
December 2015	139.40	120.01	128.13	3,715	477
January 2016	128.50	101.01	110.87	4,992	550
February 2016	108.20	99.70	102.83	2,874	296
March 2016	108.15	100.00	104.32	1,842	192
April 2016	111.50	97.70	103.17	3,307	340
May 2016	118.90	100.21	107.43	2,917	315
June 2016	127.45	113.10	120.31	4,658	56
July 2016	134.87	124.01	128.22	2,817	361
August 2016	147.00	126.55	139.72	2,854	403
September 2016	146.00	133.35	137.11	2,255	311
October 2016	136.25	127.10	132.18	1,431	190
November 2016	137.97	128.50	136.04	1,362	184
December 2016	137.55	133.70	135.41	1,910	259
January 2017	142.49	130.35	134.85	1,923	259
February 2017	151.79	136.50	145.21	2,682	389
March 2017	147.00	128.00	142.55	2,624	361
April 2017	140.00	121.55	131.31	2,851	372
May 2017	142.00	130.00	137.37	1,919	263
June 2017	140.39	130.00	135.77	1,726	234
July 2017	140.14	130.39	135.20	1,502	204
August 2017	140.30	134.00	137.70	869	119
September 2017	151.40	137.50	142.66	2,563	364
October 2017	158.88	147.40	153.01	1,504	231
November 2017	148.95	119.60	132.08	3,198	416
December 2017	140.22	123.35	133.24	2,146	285
January 2018	148.00	131.40	137.90	3,089	432
February 2018	138.00	120.00	132.65	2,388	315
March 2018	145.40	122.00	131.82	2,496	331

## 5.5 DOCUMENTS AVAILABLE TO THE GENERAL PUBLIC

All of the Company's corporate documents which are required to be made available to the shareholders may be viewed at the Company's head office.

The following in particular may be reviewed:

- (a) The Company's deed of incorporation and bylaws;
- (b) All reports, correspondence and other documents, historic financial information, valuations and declarations drawn up by any expert at the Company's request, part of which is included or referred to in the Registration Document;

(c) The Company's historic financial information for each of the two fiscal years preceding publication of the Registration Document.

Furthermore, the regulated information within the meaning of the General Regulation of the French financial markets authority (AMF) shall also be available, in accordance with the requirements of applicable statutory and regulatory provisions, on the Group's website ([www.id-logistics.com](http://www.id-logistics.com)).

## **5.6 LEGISLATION APPLICABLE TO GROUP OPERATIONS**

The regulations affecting the Group's operations are described under section 1.7 ("Regulatory Environment") and related risks under section 2.2.1 ("Current and future regulatory risks") of the Registration Document.

## 6/ MAY 23, 2018 ORDINARY AND EXTRAORDINARY GENERAL MEETING



## 6 MAY 23, 2018 ORDINARY AND EXTRAORDINARY GENERAL MEETING

### 6.1 AGENDA

#### Ordinary business:

- Approval of the parent company financial statements for the year ended December 31, 2017 - Approval of expenses not deductible for tax purposes,
- Approval of the consolidated financial statements for the year ended December 31, 2017,
- Appropriation of earnings for the year,
- Statutory auditors' special report on regulated agreements and commitments - Confirmation of no new agreements,
- Appointment of Grant Thornton to replace Comptabilité Finance Gestion Audit as regular statutory auditor,
- Confirmation of the resignation of Fiduciaire Gestion Saint Honore Audit from its position as alternate statutory auditor and decision not to replace it,
- Reappointment of Ms. Michèle Cyna as director,
- Reappointment of Ms. Muriel Mayette-Holtz as director,
- Reappointment of Mr. Jesus Hernandez as director,
- Directors' fees granted to Board members,
- Approval of the principles and criteria for calculating, allocating and assigning the fixed, variable and exceptional elements comprising the total remuneration and benefits of all kind to be awarded to the Chairman and CEO,
- Approval of the principles and criteria for calculating, allocating and assigning the fixed, variable and exceptional elements comprising the total remuneration and benefits of all kind to be awarded to the Deputy CEO,
- Approval of the remuneration paid or awarded to Mr. Eric Hémar, Chairman and CEO, in respect of fiscal 2017,
- Approval of remuneration paid or awarded to Mr. Christophe Satin, Deputy CEO, in respect of fiscal 2017,
- Authorization to be granted to the Board of Directors for the Company to buy back its own shares in accordance with the conditions specified under Article L. 225-209 of the French Commercial Code, including the term of the authorization, objectives, procedures and cap.

#### Extraordinary business:

- Authorization to be granted to the Board of Directors for the Company to cancel treasury shares purchased by the Company in accordance with the conditions specified under Article L. 225-209 of the French Commercial Code, including the term of the authorization, objectives, procedures and cap,
- Authorization to be granted to the Board of Directors with a view to issuing equity warrants ("BSA"), warrants to subscribe for and/or purchase new and/or existing shares ("BSAANE") and/or redeemable warrants to subscribe for and/or purchase new and/or existing shares ("BSAAR") without preferential subscription right to a specific category of persons, maximum par value of the capital increase, term of the authorization and exercise price,
- Authorization to be granted to the Board of Directors to increase capital stock by issuing shares of common stock and/or securities giving access to the capital without preferential subscription right to members of a company savings plan pursuant to Articles L. 3332-18 et seq. of the French Labor Code, term of the authorization, maximum par value of the capital increase, issue price and power to grant bonus shares pursuant to Article L. 3332-21 of the French Labor Code,
- Authorization to be granted to the Board of Directors to bring the Company bylaws into compliance with statutory and regulatory provisions.
- Powers for formalities.

### 6.2 DRAFT RESOLUTIONS

#### Ordinary business:

#### **First Resolution - Approval of the parent company financial statements for the year ended December 31, 2017 - Approval of expenses not deductible for tax purposes**

The shareholders at the general meeting, having reviewed the reports of the Board of Directors and the statutory auditors for the year ended December 31, 2017, hereby approve the parent company financial statements for the year ended December 31, 2017 as presented, which show net income of €61,383.

The shareholders at the general meeting specifically approve expenses referred to in Article 39 (4) of the French General Tax Code, amounting to €37,496, as well as the tax thereon.

#### **Second Resolution - Approval of the consolidated financial statements for the year ended December 31, 2017**

The shareholders at the general meeting, having reviewed the reports of the Board of Directors and the statutory auditors on the consolidated financial statements for the year ended December 31, 2017, hereby approve the said financial statements as submitted to them, which show net income Group share of €16,149,221.

#### **Third Resolution - Appropriation of earnings for the year**

On the recommendation of the Board of Directors, the shareholders at the general meeting hereby resolve to appropriate earnings for the year ended December 31, 2017 as follows:

##### **Source**

- Net income for the year	€61,383
- Retained earnings b/fwd	€1,741,456

##### **Appropriation**

- Statutory reserve	€3,069
- Retained earnings c/fwd	€1,799,770

Pursuant to the provisions of Article 243 *bis* of the French General Tax Code, the shareholders at the general meeting hereby note that they have been reminded that no dividend distributions or other earnings distributions have been made during the past three fiscal years.

#### **Fourth Resolution - Statutory auditors' special report on regulated agreements and commitments including confirmation of no new agreements**

The shareholders at the general meeting, having reviewed the statutory auditors' special report stating there are no new agreements as specified under Articles L. 225-38 et seq. of the French Commercial Code, merely take note thereof.

#### **Fifth Resolution - Appointment of Grant Thornton to replace Comptabilité Finance Gestion Audit as regular statutory auditor**

On the recommendation of the Board of Directors, the shareholders at the general meeting hereby appoint Grant Thornton, replacing Comptabilité Finance Gestion Audit as a result of its resignation, as regular statutory auditor for the remainder of its predecessor's term, i.e. until the end of the annual ordinary general meeting held in 2020 to approve the 2019 financial statements. Grant Thornton hereby declares its acceptance of its appointment.

#### **Sixth Resolution - Confirmation of the resignation of Fiduciaire Gestion Saint Honore Audit from its position as alternate statutory auditor and decision not to replace it**

The shareholders at the general meeting hereby take note of the resignation of Fiduciaire Gestion Saint Honore Audit from its position as alternate statutory auditor and, pursuant to the provisions of the French "Sapin II" Act no. 2016-1691 of December 9, 2016, hereby resolve not to replace Fiduciaire Gestion Saint Honore Audit in its capacity as alternate statutory auditor, given that Grant Thornton Audit, regular statutory auditor, is neither an individual nor a single member company.

#### **Seventh Resolution - Reappointment of Ms. Michèle Cyna as director**

The shareholders at the general meeting hereby resolve to reappoint Ms. Michèle Cyna as director for a three-year term expiring at the close of the general meeting held in 2021 to approve the financial statements for the year ended December 31, 2020.

#### **Eighth Resolution - Reappointment of Ms. Muriel Mayette-Holtz as director**

The shareholders at the general meeting hereby resolve to reappoint Ms. Muriel Mayette-Holtz as director for a three-year term expiring at the close of the general meeting held in 2021 to approve the financial statements for the year ended December 31, 2020.

#### **Ninth Resolution - Reappointment of Mr. Jesus Hernandez as director**

The shareholders at the general meeting hereby resolve to reappoint Mr. Jesus Hernandez as director for a three-year term expiring at the close of the general meeting held in 2021 to approve the financial statements for the year ended December 31, 2020.

#### **Tenth Resolution - Directors' fees granted to Board members**

The shareholders at the general meeting hereby resolve to increase total directors' fees to be granted to the Board of Directors from €80,000 to €90,000. This resolution applies to the previous fiscal year and shall be maintained until it is superseded by a future resolution.

**Eleventh Resolution - Approval of the principles and criteria for calculating, allocating and assigning the fixed, variable and exceptional elements comprising the total remuneration and benefits of all kind to be awarded to the Chairman and CEO**

The shareholders at the general meeting, having reviewed the report on corporate governance drawn up by the Board of Directors pursuant to Article L.225-37-2 of the French Commercial Code, hereby approve the principles and criteria for calculating, allocating and assigning the fixed, variable and exceptional elements comprising the total remuneration and benefits of all kinds to be awarded to the Chairman and Chief Executive Officer in respect of his corporate office as described in this report and referred to in section 3.1.5 of the Company's 2017 Registration Document.

**Twelfth Resolution - Approval of the principles and criteria for calculating, allocating and assigning the fixed, variable and exceptional elements comprising the total remuneration and benefits of all kind to be awarded to the Deputy CEO**

The shareholders at the general meeting, having reviewed the report on corporate governance drawn up by the Board of Directors pursuant to Article L.225-37-2 of the French Commercial Code, hereby approve the principles and criteria for calculating, allocating and assigning the fixed, variable and exceptional elements comprising the total remuneration and benefits of all kinds to be awarded to the Deputy Chief Executive Officer in respect of his corporate office as described in this report and referred to in section 3.1.5 of the Company's 2017 Registration Document.

**Thirteenth Resolution - Approval of remuneration paid or awarded to Mr. Eric Hémar, Chairman and Chief Executive Officer, in respect of fiscal 2017**

The shareholders at the general meeting, having reviewed the Board of Directors' report on corporate governance, hereby approve, pursuant to Article L.225-100 of the French Commercial Code, the fixed, variable and exceptional elements comprising the total remuneration and benefits of all kinds paid or awarded to Mr. Eric Hémar in his capacity as Chairman and Chief Executive Officer in respect of fiscal 2017, as set out in section 3.1.5 of the 2017 Registration Document.

**Fourteenth Resolution - Approval of remuneration paid or awarded to Mr. Christophe Satin, Deputy CEO, in respect of fiscal 2017**

The shareholders at the general meeting, having reviewed the Board of Directors' report on corporate governance, hereby approve, pursuant to Article L.225-100 of the French Commercial Code, the fixed, variable and exceptional elements comprising the total remuneration and benefits of all kinds paid or awarded to Mr. Christophe Satin in his capacity as Deputy CEO in respect of fiscal 2017, as set out in section 3.1.5 of the 2017 Registration Document.

**Fifteenth Resolution - Authorization to be granted to the Board of Directors to buy back Company shares in accordance with the provisions of Article L. 225-209 of the French Commercial Code**

The shareholders at the general meeting, having reviewed the report of the Board of Directors, hereby authorize the Board, for a term of eighteen months, pursuant to Articles L. 225-209 et seq. of the French Commercial Code, to buy back, on one or more occasions and at such times as it shall decide, Company shares subject to a cap of 10% of the number of shares comprising the capital stock, adjusted where applicable to take into account any capital increases or reductions carried out during the term of the share buyback plan.

This authorization shall cancel the authorization granted to the Board of Directors in the seventh ordinary resolution of the May 23, 2017 general meeting.

Company shares may be repurchased for all purposes permitted by law, including without limitation:

- To stimulate trading on the secondary market or to enhance the liquidity of the ID Logistics Group share pursuant to a liquidity agreement with an investment service provider, in compliance with the AMAFI Charter of Professional Ethics as recognized by the French financial markets authority (AMF);
- To hold the purchased shares for subsequent reissue as consideration or in exchange with regard to potential acquisition transactions, provided that the shares purchased for this purpose do not exceed 5 % of the Company's capital stock;
- To ensure coverage of stock option plans and/or bonus share plans (or similar plans) in favor of Group employees and/or corporate officers, as well as all share allocations under Company or Group savings plans (or similar plans) and profit-sharing schemes and/or all other forms of share allocation to Group employees and/or corporate officers;
- To ensure coverage of securities giving entitlement to the allocation of Company shares pursuant to applicable regulations;
- To cancel the purchased shares if applicable, subject to approval under the eighth extraordinary resolution of this general meeting of shareholders.

These share buybacks may be carried out by any means, including block trades, and at such times as the Board of Directors shall see fit.

The Company reserves the right to use options or derivatives, in compliance with applicable regulations.

The maximum purchase price is set at €220 per share. In the event of equity transactions, including stock splits, reverse stock splits and bonus share allocations, the aforementioned amount will be revised accordingly through the application of a multiplier equal to the ratio between the number of shares comprising the capital stock before the transaction and the number of shares comprising the capital stock after the transaction.

The maximum value of the transaction is thus set at €123,252,140.

The shareholders at the general meeting hereby grant full powers to the Board of Directors, with the option to further delegate, to perform these transactions, define the terms and conditions thereof, sign any agreements and complete all formalities.

### Extraordinary business:

#### **Sixteenth Resolution - Authorization to be granted to the Board of Directors to cancel treasury shares purchased by the Company under Article L. 225-209 of the French Commercial Code**

The shareholders at the general meeting, having reviewed the reports of the Board of Directors and the statutory auditors:

- Hereby authorize the Board of Directors to cancel, on one or more occasions, subject to a cap equal to 10% of the capital stock as determined on the day of the decision to cancel, after deduction of any shares canceled during the preceding 24 months, shares that the Company holds or may acquire as a result of purchases carried out pursuant to Article L. 225-209 of the French Commercial Code, and to reduce the capital stock accordingly, pursuant to applicable statutory and regulatory provisions,
- Hereby set the term of this authorization at twenty-four months from the date of this general meeting,
- Hereby grant full powers to the Board of Directors, with the option to further delegate, to perform any operations required in connection with such share cancellations and corresponding capital reductions, amend the bylaws accordingly and complete all required formalities.

#### **Seventeenth Resolution - Authorization to be granted to the Board of Directors to issue equity warrants ("BSA"), warrants to subscribe for and/or purchase new and/or existing shares ("BSAANE") and/or redeemable warrants to subscribe for and/or purchase new and/or existing shares ("BSAAR") without preferential subscription right, to a specific category of persons**

The shareholders at the general meeting, having reviewed the report of the Board of Directors and the statutory auditors' special report and in accordance with Articles L. 225-129-2, L. 225-138 and L. 228-91 of the French Commercial Code:

- 1) Hereby delegate to the Board of Directors their power, on one or more occasions, in the proportions and at the times it shall choose, both in France and abroad, to issue equity warrants ("BSA"), warrants to subscribe for and/or purchase new and/or existing shares ("BSAANE") and/or redeemable warrants to subscribe for and/or purchase new and/or existing shares ("BSAAR"), without preferential subscription right, to a specific category of persons.
- 2) Hereby set the term of this authorization at eighteen months from the date of this general meeting.
- 3) Hereby resolve that the total par value of the shares to which the holders of warrants issued under this authorization shall be entitled may not exceed €290,000. The par value of any shares of common stock issued in the future to safeguard the rights of holders of BSAs, BSAANEs and/or BSAARs shall be added to this cap in accordance with the law and any contractual requirements providing for other adjustments. This cap is independent of all other caps under other resolutions of this general meeting.
- 4) Hereby resolve that the subscription and/or purchase price of shares to which warrant holders shall be entitled, after taking account of the warrant issue price, shall be no less than the average closing price of the ID Logistics Group share weighted by volume for the forty trading sessions preceding the date of the decision to issue the warrants.
- 5) Hereby resolve to cancel the shareholders' preferential subscription right to future BSAs, BSAANEs and BSAARs in favor of the following category of persons: corporate officers and/or employees of the Company and/or of a Company subsidiary, as defined under Article L.233-3 of the French Commercial Code.
- 6) Note that this authorization involves shareholders waiving their preferential subscription right to Company shares that may be issued to BSA, BSAANE and/or BSAAR warrant holders on exercise.
- 7) Hereby resolve that if the subscriptions do not account for an entire issue of BSAs, BSAANEs and/or BSAARs, the Board of Directors may:
  - Limit the total issue value to the amount of the subscriptions;
  - Distribute any or all unsubscribed BSAs, BSAANEs and/or BSAARs at its own discretion among the aforementioned category of persons.
- 8) Hereby resolve that the Board of Directors will have all necessary powers, under statutory conditions and as stated above, to issue BSAs, BSAANEs and/or BSAARs and:
  - Determine the specific list of beneficiaries within the aforementioned category of persons, the type and number of warrants to be granted to each beneficiary, the number of shares corresponding to each warrant, the warrant issue price and the subscription and/or purchase price of the shares to which warrant holders are entitled under the conditions set out above, where the issue price for the warrants shall be determined in accordance with market conditions and expert valuation, warrant subscription and exercise conditions and deadlines, their adjustment procedures, and generally determine all issue terms and conditions;
  - Draw up a supplementary report describing the final terms of the issue;
  - Purchase the requisite shares under the share buyback program and assign them to the warrant plan;
  - Carry out the share issue arising from the exercise of BSAs, BSAANEs and/or BSAARs and amend the bylaws accordingly;
  - On its sole initiative, charge the costs of the share issues against any related premium on issue and deduct from this value the amount required to increase the statutory reserve to one-tenth of the new capital stock after each share issue;
  - Sub-delegate to the Chief Executive Officer powers required to carry out the share issue and comply with the applicable limits, in accordance with any procedures determined in advance by the Board of Directors;

- And generally do everything that is necessary in such matters.

The general meeting takes note that this authorization cancels any prior authorization having the same purpose.

**Eighteenth Resolution - Authorization to be granted to the Board of Directors to increase capital stock by issuing shares of common stock and/or securities giving access to capital stock without preferential subscription right to members of a company savings plan pursuant to Articles L. 3332-18 et seq. of the French Labor Code**

The shareholders at the general meeting, having reviewed the report of the Board of Directors and the statutory auditors' special report and pursuant to Articles L. 225-129-6, L. 225-138-1 and L. 228-92 of the French Commercial Code and Articles L. 3332-18 et seq. of the French Labor Code:

- 1) Hereby authorize the Board of Directors, if it deems appropriate and at its sole discretion, to increase capital stock on one or more occasions by issue of Company common shares or securities giving access to future equity securities of the Company to members of one or more company or group savings plans set up by the Company and/or its French or foreign related companies pursuant to Article L. 225-180 of the French Commercial Code and Article L. 3344-1 of the French Labor Code.
- 2) Cancel, in favor of such persons, the preferential subscription right for shares that may be issued pursuant to this authorization.
- 3) Hereby set the term of this authorization at twenty-six months from the date of this general meeting,
- 4) Cap the maximum par value of any capital increases carried out under this authorization to 3% of post-issue capital stock as of the date when the Board of Directors decides to carry out this increase, said cap being independent of all other authorized capital increase caps. Where applicable, the additional amount of common shares issued in the future to safeguard the rights of holders of securities giving access to the Company's capital stock shall be added to this cap in accordance with the law and any contractual requirements providing for other adjustments.
- 5) Hereby resolve, pursuant to paragraph 1. of this authorization, that the future share price may not vary, up or down, by more than 20%, or 30% when the plan lock-in period in accordance with Articles L. 3332-25 and L. 3332-26 of the French Labor Code is at least ten years, from the average opening share price during the twenty trading sessions preceding the Board of Directors decision to increase the capital and issue shares accordingly.
- 6) Hereby resolve, pursuant to the provisions of Article L. 3332-21 of the French Labor Code, that the Board of Directors may allot free of charge future or existing shares, or securities giving access to the company's future or existing capital stock, to the beneficiaries specified in paragraph 1. above, in order to (i) provide an employer contribution pursuant to regulations governing company or group savings schemes, and/or (ii) provide for a discount if appropriate;
- 7) Take note that this authorization cancels any prior authorization having the same purpose.

The Board of Directors may or may not implement this authorization, take all steps and carry out any necessary formalities, with the option to further delegate same.

**Nineteenth Resolution - Authorization to be granted to the Board of Directors to bring the Company bylaws into compliance with statutory and regulatory provisions**

The shareholders at the general meeting, having reviewed the report of the Board of Directors, hereby grant full powers to the Board to bring the Company bylaws into compliance with statutory and regulatory provisions, provided that the corresponding amendments are ratified by the next extraordinary general meeting.

**Twentieth Resolution - Powers for formalities**

The shareholders at the general meeting hereby grant full powers to the bearer of a copy of or excerpt from the minutes of this meeting to complete all filing and publication formalities required by law.

## 7/ PERSONS RESPONSIBLE FOR THE REGISTRATION DOCUMENT



## **7 PERSONS RESPONSIBLE**

### **7.1 PERSON RESPONSIBLE FOR THE REGISTRATION DOCUMENT**

Mr. Eric Hémar, Chairman and CEO of ID Logistics Group.

### **7.2 STATEMENT OF THE PERSON RESPONSIBLE FOR THE DOCUMENT**

I hereby certify, having taken all reasonable measures to this effect, that the information contained in this Registration Document is, to the best of my knowledge, in accordance with the facts and makes no omission likely to affect its import.

I hereby certify, to the best of my knowledge, that the financial statements have been prepared in accordance with applicable accounting standards and give a fair view of the assets, liabilities, financial position and earnings of the Company and all the entities included in the consolidation, and that the management report presents a fair review of the development of the business, earnings and financial position of the Company and all the entities included in the consolidation, and that it sets out the main risks and uncertainties to which they are exposed.

I have received from the statutory auditors an audit completion letter in which they state that they have verified the information relating to the financial position and the financial statements provided in the Registration Document and have read the Registration Document in its entirety.

Eric Hémar  
Chairman and CEO

### **7.3 PERSONS RESPONSIBLE FOR FINANCIAL REPORTING**

Mr. Yann Perot  
Chief Financial Officer  
Address: 410, route du Moulin de Losque - BP 70132 - 84304 Cavaillon Cedex  
Telephone: +33 (0)4 32 52 96 00  
Email: [yperot@id-logistics.com](mailto:yperot@id-logistics.com)

## 8/ CROSS-REFERENCE TABLES



## 8 CROSS-REFERENCE TABLES

In order to facilitate the reading of this annual report in the form of a registration document, the cross-reference table given below allows readers to identify the main information provided under Annex I of Commission regulation No. 809/2004 implementing EU Directive 2003/71/EC (n/a: not applicable).

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## 2017 FINANCIAL REPORT

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Treasury shares and cross-shareholdings: identities of controlled companies holding Company stock and equity interest held	n/a
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- Elimination of discrimination in respect of employment and occupation	1.12.2
- Elimination of forced or compulsory labor	1.12.2
- Effective abolition of child labor	1.12.2
2. Environmental information	
a) General environmental policy	
- Company organization with regard to environmental issues, steps taken in relation to environmental assessment and certification	1.12.3
- Staff training and awareness programs regarding protection of the environment	1.12.3
- Resources allocated to the prevention of environmental risks and pollution	1.12.3
- Provisions and guarantees in respect of environmental risks, provided such information is not liable to cause serious harm to the Company in connection with an ongoing dispute	1.12.3
b) Pollution and waste management	
- Measures to prevent, reduce or repair serious damage to the environment through atmospheric, water or ground emissions	1.12.3
- Waste prevention, recycling and disposal measures	1.12.3
- Steps taken with regard to noise pollution and all other forms of pollution specific to the Company's operations	1.12.3
- Land use	1.12.3

c) Sustainable use of resources	
- Water consumption and supply with regard to local restrictions	1.12.3
- Consumption of raw materials and steps taken to improve efficiency of use	1.12.3
- Energy consumption, steps taken to improve energy efficiency and use of renewable energies	1.12.3
d) Climate change	
- Greenhouse gas emissions	1.12.3
- Adaptation to the consequences of climate change	1.12.3
e) Protection of biodiversity	
- Steps taken to preserve and enhance biodiversity	1.12.3
3. Social commitments to promote sustainable development	
a) Territorial, social and economic impact of the Company's operations	
- On jobs and regional development	1.12.4
- On the local population	1.12.4
b) Relations with stakeholder individuals or organizations affected by the Company's operations, such as social inclusion charities, educational establishments, environment protection organizations, consumer and resident associations	
- Conditions of dialog with these stakeholders	1.12.4
- Partnerships and sponsorship	1.12.4
c) Subcontracting and suppliers	
- Inclusion of social and environmental factors in the purchasing policy	
- Extent of subcontracting and the importance assigned to supplier and subcontractor social and environmental responsibility in relations with these parties	1.12.4
d) Fair practices	
- Anti-corruption steps taken	1.12.4
- Measures adopted to promote consumer health and safety	1.12.4
e) Other measures relevant to this section regarding promotion of human rights	1.12.4

## APPENDIX 1

### GLOSSARY

"Class A" logistics building	Warehouses with a height of over 9.3m and a maneuvering area over 35m deep. The buildings must also be insulated, heated and equipped with sprinkler systems, with a load-bearing capacity of at least 5 tons per sqm.
CID	A scheme for the certification of best practices which has been gradually rolled out to all Group entities and which enables the Group to guarantee a consistent and high-level operating quality all over the world
Class A, B or C warehouses	<ul style="list-style-type: none"> <li>• Class A warehouses: multi-function warehouses. Criteria include: height over 9.3m, maneuvering area over 35m deep, 1,000 sqm of wharfing, load-bearing capacity 5 tons per sqm, heating, sprinkler system;</li> <li>• Class B warehouses: warehouses that meet modern standards. Criteria include: height over 7.5m, maneuvering area over 32m deep, 1,500 sqm of wharfing, load-bearing capacity at least 3 tons per sqm, sprinkler system;</li> <li>• Class C warehouses: this category includes all warehouses which do not fall within classes A or B.</li> </ul>
Collaborative Consolidation Center (CCC)	Supplier consolidation center
Co-packing	Packaging operation involving the grouping of parts into a batch (special offers, for example) or for shop displays
Cross docking	Organization of transport ensuring that the goods are received from the suppliers and customer orders prepared and shipped on the same day, with zero storage time
Datacenters	Servers for storage and backup of all data (transport flows, inventories, etc.) managed by ID Logistics
EDI/WEB EDI	Electronic Data Interchange: the transfer of information in electronic form either by direct connection or via the internet (WEB EDI)
Engineering	The specific activity of defining, designing and analyzing projects for works, operations, coordination, support or control with a view to the execution and management of such projects
Fast Moving Consumer Goods (FMCG)	Goods that are sold quickly and generally have a low price
Freight forwarding	The organization and management of international transport. The freight forwarder acts as an intermediary between its customer and the international transportation operators and organizes the transit arrangements for the transported goods (insurance, customs and administrative formalities, transport solutions, etc.)
Full load	A load that fills the whole vehicle (truck, freight wagon, barge, etc.), by occupying the entire floor space or by its volume or weight, leaving from a single point and delivered to a single customer
GHG	Greenhouse gas
HBA	Health, Beauty & Accessories
ICPE	" <i>Installation Classée pour la Protection de l'Environnement</i> " – classified facility for the protection of the environment
Kanban	A method of production management of Japanese origin designed to ensure just-in-time procurement by means of a card system. The aim of this method is to adapt the inventory level in accordance with actual and forecast consumption
Key Performance Indicator (KPI)	A set of performance indicators designed to measure the operating quality achieved in relation to a customer contract
Kitting	Putting several items together to form a kit or pack
Mini-load system	An automated compact storage system
Multi-supplier consolidation	The sharing of a warehouse by several suppliers of the same customer. The goods remain the property of the suppliers, which are often too small to be able to deliver regularly to retailers at a competitive price. This type of storage guarantees the availability of products to the customer.
Operating Specifications	Describe the entire service and assets to be provided by the Group
Pick-n-Go / Pick and Go	A system combining the classic picking truck, a voice-operated/radio frequency system, a WMS and a laser guiding system operated by means of terminals situated in the warehouse. The system facilitates the handling of goods and the movements of operators.
Psychosocial risks	Principally stress at work
Quality Specifications	Describe the quality commitments undertaken and how they are to be measured
Radio Frequency Identification (RFID)	Technology enabling the remote collection and storage of data
Shared distribution center (EMCA)	The principle of these warehouses involves setting up a regional industrial inventory hosted at a retailer's logistics warehouse with rail access, from which

	products will be shipped both to the retailer's stores and to warehouses used by other retailers in the sector.
Shipment "per pallet"	A form of shipment and pricing per pallet unit (as opposed to full load)
Shipper	The order issuer of the logistics operator
Supply chain	A term meaning the various suppliers and stages involved in purchasing. The flow of goods and information through logistics processes from the purchase of raw materials to delivery of the finished products to the customer. The supply chain includes all service providers and customers.
Traditional pallet distribution	Transportation, mainly by road, typified by the weight of packages (less than 500 kg) and speed of delivery
Transport Management System (TMS)	A system of transport management enabling providers to manage and plan the customer's transport requirements and to offer optimized integration of the transport organization within its supply chain.
Voice-Picking	A system of order picking controlled by voice recognition. The order picker wears a single ear headset.
Warehouse Management System (WMS)	Warehouse management software