



LSDH



PASSION • AMBITION • HUMANITY



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A WORD FROM THE CEO

“A YEAR OF CONTRADICTIONS”

2023 was a “paradoxical” year. Although we returned to normal business and reinstated our relationships with our suppliers and customers, an overall sense of gloom could have hidden the positive side of the situation from us. Add to this inflation, the reforms on the horizon, the energy crisis... that all questioned our values, our group and the way we envisage the future.

But **once again through the strength of our collective action, the commitment of everyone, maintaining a clear course that is both ambitious and realistic**, the ongoing development of our skills and the humility and accessibility of our teams, we succeeded in:

- giving our local and individual actions new meaning to commit us to demanding yet necessary transitions,
- better recruiting, training and supporting our teams,
- returning to the usual levels of performance agreed with our stakeholders.

In parallel, our major innovations took shape and our investments are beginning to come to fruition as you will read about in the pages of this report: the Abeille 2 factory, the INOVé workshop, renovated workshops and materials, the Bahia plantation, reusing treated water, our trajectory towards zero carbon aka the UNIV’AIR approach, the LSDH School, strengthened sectors and their interest to protect all those involved, the pursuit of our actions to promote soft mobility, developments in packaging, the work carried out with institutional partners

and professional federations and the culture of living well together.

These are all signs that reveal the **committed, pragmatic and willing optimism that guides us**.

As you turn the pages of this 2023 issue of our CSR report, you will once again be struck by our desire to make Collective rhyme with Collaborative. We want to maintain this posture that allows us to continue to undertake, create, develop and maintain confidence in a more sustainable future for the current generations and those to come.

Happy reading!

The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails.

William Arthur Ward

Emmanuel

GROUP
PRESENTATION

LSDH

ABOUT
US



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KEY FIGURES FOR
THE GROUP

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PASSION • A

Founded in 1909, LSDH is an **independent family-run business**, historically based in central France in the Val de Loire region. Recognised for its dynamic approach and capacity for innovation, LSDH proudly upholds three **key values**: **Passion, Ambition and Humanity**.

LSDH is therefore committed to taking a proactive approach to respecting its commitments in terms of CSR and shaping the economy for the benefit of People and the Environment.

Today, LSDH is an established nationwide Group with **11 production sites including 1 logistics platform**. LSDH has varied expertise that is unique in Europe. It covers all stages of the production process, from sourcing raw materials, product design and formulation, to delivery via all distribution channels and manufacturing on high-tech production lines.

This blend of know-how is organised around 2 main activities:

THE LIQUID DIVISION

It develops and packages all kinds of room temperature and refrigerated food liquids for large scale distribution, for out-of-home catering and industrial subcontracting for well-known brands: dairy products, plant beverages (soy, almond...), specific foods (culinary aids, desserts, infant, dietetic or protein-rich products, etc.), soups, fruit juices, smoothies, still beverages (including infused beverages), carbonated and functional beverages and syrups.

The Liquid Division is able to meet all needs in different formats and packaging: cardboard containers, plastic bottles and glass jars, offering a wide range of options from individual portions (from 10 cl) all the way to family sizes (2 litres).

“Continuing to better serve our customers relies on 3 key pillars: the safety and well-being of our teams, permanent product quality and the search for sustainable growth that respects the environment.”

Bruno Ripoche, Managing Director Liquid Division

THE PLANT DIVISION

Its mission is to enable everyone to eat better, with fresh fruit and vegetables available everywhere thanks to the work of committed farmers.

Les Crudettes, C'zon and Corbeille Tradition offer a wide range of products: salads, crudités, vegetables, herbs and fresh fruit that are ready to use, snack salads distributed all over France, in supermarkets and restaurants, including some luxury Paris hotels.

The Plant Division is focussed on its customers' needs to consistently offer them the most innovative solutions. It values the know-how and commitment of its partner farmers with solutions that combine practicality, balance and pleasure.

“Customer focus, agility, performance and respect for people are at the heart of our commitments and our investments to ensure our continuous growth”.

Dominique DUPRAT, General Manager Plant Division

These **2 divisions** pursue a **common mission**:

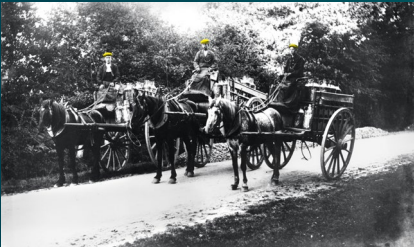





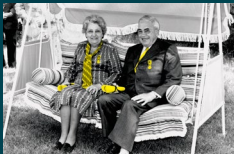




commit to transitions and contribute to sustainable food through research and the development of healthy products that meet the nutritional/health/environmental expectations of our customers and the end consumers.

Now that we have become a key player in these areas, recognised by numerous certifications, the Group is contributing in its own way, like the Colibri, to the sustainable development of society.

A CLOSER LOOK - A FAMILY HISTORY

When Simonne and Roger Vasseneix invested in their little dairy cooperative “Les Fermiers Réunis”, they certainly never dreamed that their son André and grandchildren

Christel, Christophe and Emmanuel would, many years later, continue this beautiful adventure.

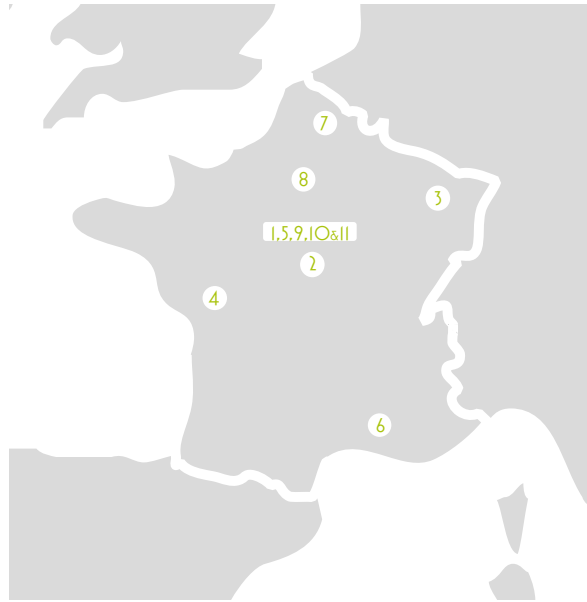
	<p>1980 ↓</p> <p>Integration of the Varennes-sur-Fouzon Dairy</p>	<p>1997 ↓</p> <p>Establishment of packaging lines for refrigerated products</p>		<p>2010</p> <p>LSDH buys a share in a Spanish orange and clementine production company, ZVM</p>	<p>2017</p> <p>Launch of the Edge line</p>	
<p>1909 ↑</p> <p>Creation of Laiterie de Saint-Denis-de-l'Hôtel by a group of farmers</p>	<p>1947</p> <p>The company is taken over by Simonne and Roger Vasseneix</p>	 	 <p>2008 ↑</p> <p>Integration of Jus de Fruits d'Alsace Modernisation of Varennes</p>	<p>2013 ↓</p> <p>Integration of Les Crudettes</p>	<p>2019 ↓</p> <p>Integration de C'Zon</p> 	
	<p>1955 →</p> <p>The Common Agricultural Policy is established Manufacturing of long-life milk, packaged in glass bottles, sterilised by autoclaving, and sent by train to Paris</p>	<p>1984 ↑</p> <p>Dairy quotas brought in: LSDH decides to diversify with other liquid foodstuffs</p>	<p>2006 →</p> <p>Installation of 2 aseptic lines at the Saint-Denis-de-l'Hôtel site (PET and PEHD)</p>		<p>2020 ↓</p> <p>Integration of Corbeille and Micol</p>	
<p>1955 →</p> <p>The Common Agricultural Policy is established Manufacturing of long-life milk, packaged in glass bottles, sterilised by autoclaving, and sent by train to Paris</p>		<p>1994 →</p> <p>Opening of the new Saint-Denis-de-l'Hôtel factory</p>		<p>2009 ↓</p> <p>Integration of L'Abeille</p>	<p>2015</p> <p>Integration of La Jubaudière</p>	
						<p>2022 ←</p> <p>Integration of INOVé workshop and CAP'VERT and 1st harvest of pineapples and oranges in Bahia</p>






“ With the advent of the dairy quotas, my father had three options for his business: to shut it down, go elsewhere, or diversify. He chose the third path. ”

Emmanuel Vasseneix

A JOINT FORCE

- 1 |  Milk, cream, plant-based drinks, specific foods, soups, fruit juices, smoothies
- 2 |  Milk, fruit juices
- 3 |  Fruit juices, still drinks, infusions
- 4 |  Soft drinks, syrups, concentrates, still drinks
- 5&6 |  Salads, crudités, mixed salads, herbs.



- 7 |  Ready-to-eat vegetables
- 8 |  High quality fresh fruit compositions
- 9 |  Plant raw materials extraction and processing unit
- 10 |  Aromatic herb production
- 11 |  Logistics Platform Les Crudettes/SDH

THE GROUP IN NUMBERS on 31/12/2023

11 SITES

2 LIQUID & PLANT DIVISIONS

OVER **70** PACKAGING LINES

2148 EMPLOYEES

TURNOVER OF

1.2 BILLION EUROS

(94% OF WHICH IS GENERATED IN FRANCE)

OVER **200** CUSTOMERS

A PACKING CAPACITY MORE THAN **1.6** BILLION UNITS

OVER **1185** RAW MATERIALS FOR THE LIQUID DIVISION

OVER **403** RAW MATERIALS FOR THE PLANT DIVISION

OVER **3000** SKU REFERENCES

MORE THAN **100** SKUS LAUNCHED EACH YEAR



OUR CSR STRATEGY **#ACT COLIBRI**

**RESPONSIBILITY &
STAKEHOLDERS**



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**THE COLIBRI
NETWORK**

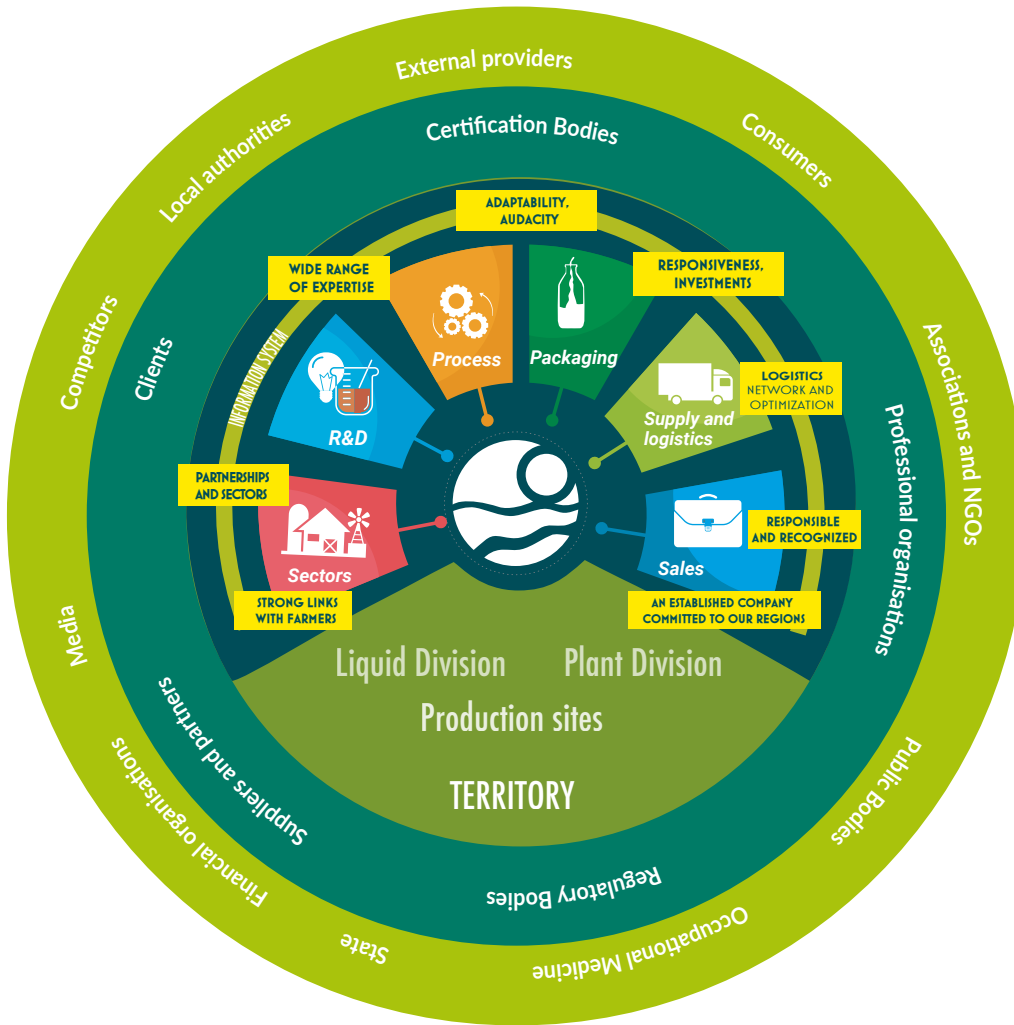
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**ACT LOCAL
THINK GLOBAL**

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RESPONSIBILITY & STAKEHOLDERS



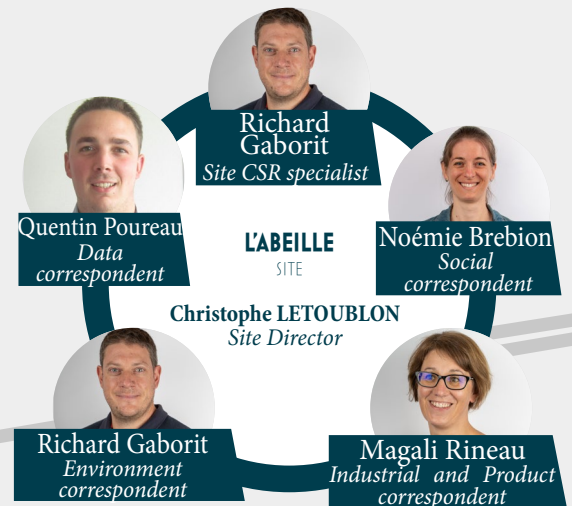
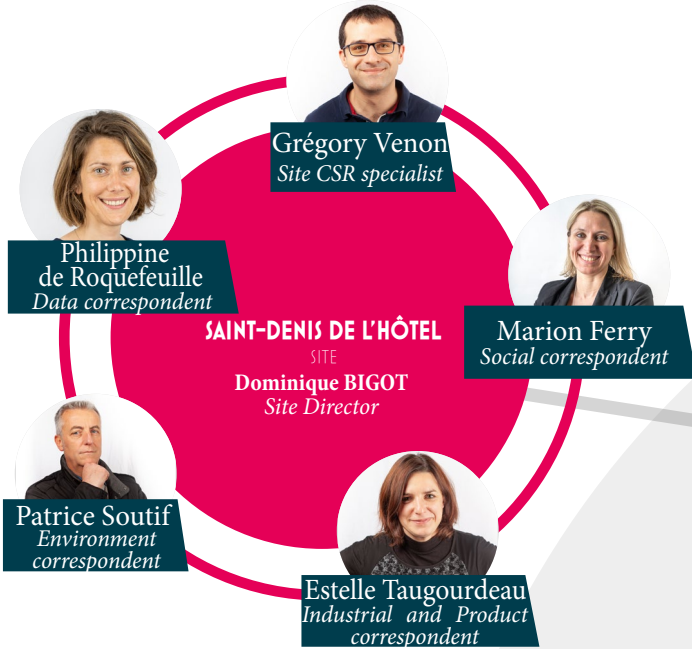
Our desire has always been to **contribute to transforming society**, seeking meaning, solidarity and responsibility, utilising our **expertise** and our capacity to **stand out and innovate**.

Acting at company level is the right place to make our contribution to global issues in the regions in which we are established. We work side by side with all our stakeholders that can influence or be influenced by our business.

There is no land or economy without business and no business without land!



THE COLIBRI NETWORK 2023





Adèle Touzet
Site CSR specialist

C'ZON
SITE

Karim-Olivier Thami
Site Director



Eric Potier
Data correspondent



Laurent De Claviere
Data correspondent

LES CRUDETTES
SITE
CABANNES



Elise Poulou
Environment correspondent


Christophe Maillot
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Estelle Vasseneix
Social correspondent




Carole Paget
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Laurent De Claviere
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LES CRUDETTES
SITE
CHÂTEAUNEUF




Dorothee Loiseau
Environment correspondent

Yoann Guerin
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Site CSR specialist

JUS DE FRUITS D'ALSACE
SITE



Katia Mourant
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Jérôme VASSENEIX
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Nicolas Raguideau
Social co.



Philippe Trommèter
Environment correspondent



Martine Carrere
Industrial and Product correspondent



Stéphanie Anton
Corporate Social Responsibility Manager (CSR) LSDH

To structure and organise our CSR actions and raise awareness internally about this issue, we have set up a network of ambassadors at each of our sites.

Members of the network come from each operational department and all trade and support positions are represented.

What does "Act Colibri" mean?

It means "doing your part", in other words "doing the best possible, everyone at their own level"..

The role of each ambassador is paramount to ensure the overall performance of our CSR strategy and the deployment of actions.

Each of them, through their eco-awareness raising mission, ensures the sharing of good practices internally, monitoring and achievement of CSR objectives and above all, is the driving force when it comes to taking action.

A big thank you to all for your commitment and mobilisation within this Colibri network!

ACT COLIBRI!

THINK GLOBAL, ACT LOCAL

Our CSR approach is part of an overall objective: by acting locally and contributing to the social and economic wealth of our regions, the Group is responding to the global issues of today and tomorrow for the Planet and for People.

COMMITMENT TO THE 17 SDGS SUSTAINABLE DEVELOPMENT GOALS

On the 25th of September 2015, on the margins of the UN General Assembly, 193 world leaders made a commitment to achieve 17 world goals, known as the “Sustainable Development Goals” (SDGs).



We would like to show you the main SDGs that our actions strive to achieve Follow the pictograms on page 13.

OUR
COMMITMENTS
TOWARDS
THE SDGS

OUR 5 CSR PILLARS

OUR PURPOSE: To reach our performance targets through active governance and responsible relationships, for the benefit of the protection of our environment and the development of sustainable nutrition.

At LSDH, innovation and differentiation are at the heart of the company's expertise and they cut across all the pillars of our CSR approach





PILLAR 1

GOVERNANCE

Because we want to help establish sustainable methods of consumption and production, we are committed to ensuring a governance structure that allows us to prioritise our projects and integrate CSR into all our actions, using it as a lever to differentiate us from other players.

REMINDER - OUR OBJECTIVES

1. Mobilise in a moving and difficult context
2. Grow with our employees, train and pass on our business expertise to attract and retain talent
3. Favour sustainable sourcing and purchasing
4. Anticipate and comply with regulations
5. Be a showcase and commit with our partners
6. Develop CSR awareness internally and continually improve our CSR performance.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



OUR TEAMS AT THE CENTRE OF ATTENTION

In 2023, relationships and discussions with our teams were the core actions at both Divisions.



MOBILISE

In the Liquid Division:

- Regular team meetings to share information, offer perspectives and deal with identified irritants
- Set up General Assemblies after the summer in each plant, focused on the situation to date and forecasts for the rest of the year.
- Creation of a new position dedicated to quality of life in the workplace.
- Organise visits for the Cholet teams to discover the Abeille 2 site.
- Involve teams in transformation projects, taking their comments and ideas for improvement into consideration (change to the reception area and the break room for SDH offices).



In the Plant Division:

- Reinstate the TOP 30 at Les Crudettes (halted during the COVID crisis), a 30-minute meeting every month in every department, in every team, to:
 - › Share the results from the workshop, the site and the Division.
 - › Answer all the questions asked and eliminate irritants.
 - › Monitor the implementation of solutions and their effectiveness.
- Throughout the Division, 3 management conventions per year to:
 - › Monitor results, align goals with action plans.
 - › Grasp the key information and then share it with the teams.
 - › Hold workshops on irritants, come up with proposals to improve on the strategic priorities.

APPRENTICE INTEGRATION DAY: HATS OFF!

September 2023 was notable for the arrival of new and enthusiastic apprentices to the Liquid Division, heralding the start of a period of exciting challenges for them.



Apprenticeships are on the rise in France, with a record one million contracts signed in 2023 to double the 2020 figures. Our Group has long upheld the tradition of integration through apprenticeship, with 40 new contracts signed since September 2022, and now, a proud 43 new apprentices for this year.

The integration days held at the Saint-Denis-de-l'Hôtel and JFA sites offered the new arrivals a series of stimulating activities.

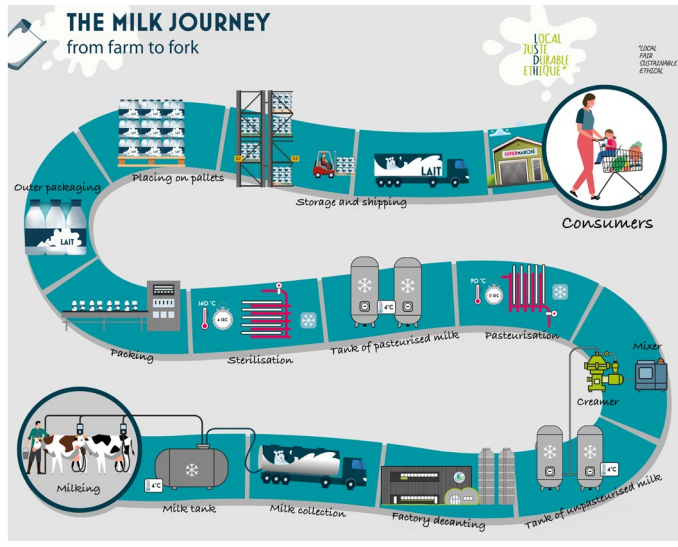
They had the opportunity to meet various key departments, take part in games about the organisation, tastings, Olympiads and other team building activities. These moments of companionship are not only enriching, they also allow the apprentices to take a deep dive into their future working environment while weaving precious bonds with their colleagues.





On 27 June 2023, the LSDH School was officially launched with a 1st module about milk "From farm to fork" available to all employees.

LSDH: A LEARNING COMPANY



At the same time, the Plant Division set up a Sales Campus to offer sector heads specific training designed to strengthen their sales efficiency at customer meetings.

After the theory stage with role playing and set-ups, they were able to put their knowledge into practice as part of field days with their managers.



watch the videos here

RECRUIT, RECRUIT, RECRUIT!

Recruiting new talent has been the mission facing HR teams throughout the year.

Rising to the challenge despite the tight market. Among the solutions explored is the job simulation recruitment method (RMS), carried out in partnership with FRANCE TRAVAIL, that widens the search by targeting the skills the position requires. 43 job seekers came to discover our company, the pilot position and the RMS Method, and 31 of them had a job interview.

A powerful video campaign featuring employees from

each site was also shot internally for the maintenance department. Widely distributed on social media, it strengthened the company image.

In attendance at several job fairs or internal job dating events, the HR teams are often accompanied by operational employees. The stands were also given a facelift with the creation of banners and a specially dedicated recruitment bottle.



THE BAHIA PROJECT COMES TO FRUITION!

Two years ago, we introduced you to our orange farming project in the State of Bahia in Brazil, to ensure a secure supply chain while highlighting our commitment to responsible (organic) farming and the increasingly healthy product that consumers want.



2023 has already marked a turning point in the life of this important project with the arrival of the first fruits!

While 850 hectares of orange trees are progressively bearing fruit, the 40 Ha of pineapples planted in the meantime have yielded their first harvest. Although the amounts were not sufficient to turn them into juice, the quality meets our expectations and offers a glimpse of some great years of production to come.

The project's progress also allowed us to hire 30 additional people, making 80 jobs to date in this disadvantaged part of the country.

We'll meet again in 2024 to enjoy the first litres of orange and pineapple juice that arrive directly from Salvador de Bahia!





SUPPORT FOR THE DAIRY SECTOR

We want to show total support for the dairy sector to ensure solid and lasting relationships with farmers.

Our total support for the dairy sector is the guarantee of solid and lasting relationships with farmers: from the time the farmer sets up to ensure the longevity of his or her farm to our support for the development of good breeding practices that are respectful of our environment and animal well-being.

Signing tripartite conventions also means that their fair remuneration is guaranteed.

A look back at some actions:

- The 8th edition of the Start Box raises the number of young farmers trained to 124.
 - Technicians linked to breeders can be reached at any time and regularly visit each farm to maintain the bonds at least one a year.
- In addition to the website available to them, the farmers also receive a monthly sector newsletter that highlights and shares best practices and passes on as much information as possible.
 - In 2023, two Tripartite Conventions were signed with our partner **APLBC***: with Monoprix and at the Salon de l'Agriculture with **Système U**.
 - Just like every year, at the annual general meetings of farmers, the best farms were awarded an Excellence Prize.



Dominique PEZOT, milk producer in Les Mauges and BBC contact at the 'APLBC, Olivier Legrand President LSDH OP APLBC section, Dominique Schelcher CEO of Système U Est regional central purchasing.



Guillaume Seneclauze CEO of Monoprix and Naturalia, Olivier Legrand President LSDH OP APLBC section, Emmanuel Vasseneix CEO of LSDH Group

*APLBC: Association Pour Le Bien Commun (Association for the Common Good)

The Sapin 2 law provides for the implementation of a preventive training system for people who are most exposed to the risk of corruption and influence peddling.

ONGOING INTERNAL TRAINING TO COMBAT CORRUPTION

In 2023, an external firm trained 20 people by giving them the tools they need to identify at-risk situations while tackling topics of integrity and ethics. In 3 years, 114 employees have been trained within the Group, which contributes to the generalisation of a culture of anti-corruption internally.



4

ANTICIPATE AND COMPLY WITH REGULATIONS

5

BE A "SHOWCASE" AND COMMIT WITH OUR PARTNERS

In 2023 we were pleased to welcome representatives of the State to our sites: The Prefect of the Bas-Rhin department accompanied by the Vice-Prefect and President of the Alsace CCI to SARRE-UNION, and the Vice-Prefect of the Indre department to VARENNES.

Aside from an overview of our industrial tools, we brought up the difficulties that are specific to our regions and our

sectors, highlighting our commitments and achievements in response to the transition challenges that await us.

It was also the opportunity to promote our innovations with all our customers and partners our innovations to all our customers and partners, the ADEME, regional authorities, training institutes, etc.



Visit from the Bas Rhin Prefect to the JFA site

OUR SITES ARE ALWAYS READY TO OPEN THEIR DOORS!

CLIMATE SCHOOL TEST

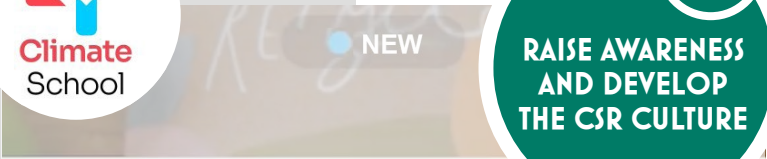
The Colibris at climate school.

As part of our awareness raising and training approach for Group employees about sustainable development and surrounding issues, this year we tested the e-learning programme "Climate School" by AXA Climate with our Colibri network.

We defined a targeted pathway named "La Mallette du Colibri" (The Colibri Case), composed of key modules for understanding and taking action. In this way, our ambassadors were able to get a better grasp of subjects related to climate, natural resources and the low carbon transition using entertaining and educational tools (videos, quizzes).

Around twenty Climate School beta-testers appreciated this experience, which was a source of learning and questioning.

We also plan more widespread distribution, to around 100 other employees over the course of 2024, with the long term project of including some of these modules to the LSDH School platform.

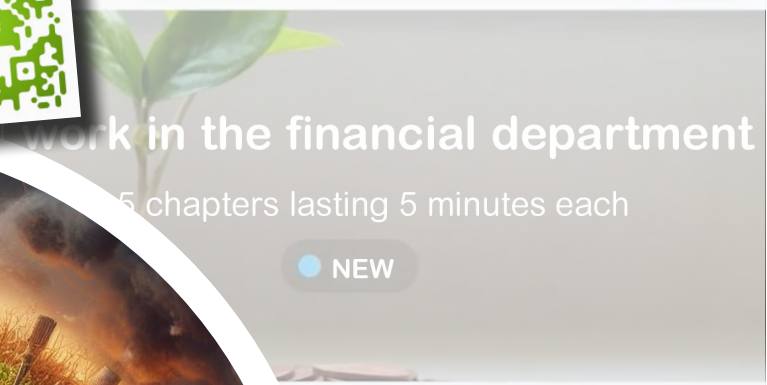


Act on your individual footprint

6 chapters lasting 5 minutes each

NEW

watch the video here



Work in the financial department

5 chapters lasting 5 minutes each

NEW



Work in the legal department

5 chapters lasting 5 minutes each

NEW





PILLAR 2

RELATIONSHIPS

Because we want to help promote sustained and shared economic growth, we are committed to protecting people and our business, and to rethinking our relationships within our Group and with our stakeholders in new ways in order to give more meaning to our actions.

REMINDER - OUR OBJECTIVES

1. Promote cohesion through Group unifying events
2. Preserve the health and safety of employees
3. Improve the employee working environment
4. Show solidarity, promote donations and patronage and preserve links to our stakeholders

8 DECENT WORK
AND ECONOMIC
GROWTH





OUR STAFF ARE THE STARS!

Our greeting cards are the opportunity to put our employees in the spotlight.

As an Olympic year dawns in which sporting prowess will shine under the spotlights, we wanted to highlight other forms of sport that are more discreet and often practised far from media scrutiny.

Our ambition was to celebrate the variety of activities that get our employees on the

move, inviting them to share their moments of sporting joy with sincerity, agility and humility.

Whether dance, combat or armchair sports, this lively shoot, sprinkled with flour, was the opportunity to see each other in a different light in a spirit of contagious good humour.

Thanks to all the participants, as well as our photographer Karine Faby (M.O.F.), whose talent captured these moments of sporting complicity with joy and emotion.



Want to watch the video?



This way!



JFA CELEBRATING 15 YEARS!

In addition to the open days for retired staff and employees' families, the anniversary was celebrated in a convivial atmosphere outdoors.

Various activities were on offer for participants with something for everyone (pony rides, Nordic walking, wooden target games, bouncy castle, make-up studio...)

A new JFA partner beekeeper introduced the work of the bees in a fun way and answered questions from the curious participants;

An exercise bicycle was also available and the number of kilometres pedalled was turned into euros for the benefit of a sick child.

The founders were also celebrated before a shared lunch in a feel-good mood.

The smiles were immortalised by a photo booth: that was all it took to reward the energy and creativity of the organisers with a day that was 100% made in JFA!



Giant wooden games



Scavenger hunt prize-giving ceremony



The management and members of the works committee held giant barbecues in June and July at the Cabannes and Châteauneuf sites: conviviality, sharing, sunshine and smiles were in place throughout the day so

that all the shifts could take part!

In the light of their success, they are set to become an annual event, and even to extend to the two other Division sites: Bezons and Arras.

GIANT SUMMER BARBECUES AT LES CRUDETTES!



EVERYONE MOBILISED FOR MOVEMBER!

Hot on the heels of Pink October came an inter-site Movember challenge!

With the goal of raising awareness about male illnesses and cancers, 20 employees grew a moustache. More than 500 people voted internally and externally on the Group's

LinkedIn account, to elect the winners, including our "Mister Movember 2023".



Mister Movember Winner



LES ROSES POUDRÉES

This year, the Saint-Denis-de-l'Hôtel site hosted a photo exhibition by the association "Les Roses Poudrées", which also came to meet employees. Its mission is to offer women battling cancer "the opportunity to break out of isolation".

For more information:
<https://www.les-roses-poudrees.fr/>





OBJECTIVE ZERO ACCIDENTS

Our commitment to workplace safety was further strengthened with the launch of a new campaign for 2023 “consider the consequences”.

With these **12 prevention videos**, the HSE and Communication teams are determined to promote a solid culture of safety within LSDH.

Videos screened monthly highlighted the specific workplace risks, accompanied by powerful posters accessed with a **QR code**.

It redirected users to an explanatory video in three parts:

- The consequence of poor practice,
- An illustration of such,
- Measures to take to avoid it.

This campaign was based on the collaboration of 28 volunteer employees who undertook to raise awareness among their colleagues about occupational risks.



Among the 12 themes tackled are:

- 1 CUTS,
- 2 HOT BURNS,
- 3 CHEMICAL RISK,
- 4 MACHINE-RELATED RISK,
- 5 ENERGY-RELATED RISK,
- 6 ELECTRICAL RISK,
- 7 NOISE-RELATED RISK,
- 8 FALLS ON LEVEL GROUND,
- 9 FALLING OBJECTS,
- 10 FALLS FROM A HEIGHT,
- 11 DRIVING MACHINERY,
- 12 DANGERS RELATED TO PHYSICAL ACTIVITY.

This initiative reflects the Group's commitment to the safety of its employees.

We firmly believe that prevention is key to reducing workplace accidents and ensuring everyone's well-being.

See our next report to discover the visual identity of our new safety project!





Pilates sessions



Diabetes prevention

EVERYDAY PREVENTIVE HEALTH

In an approach that is resolutely focused on improved well-being and living together, different actions supported by professionals took place on our sites.



Domestic and marital violence prevention



Disabled worker status awareness

GOOD POSTURE AT WORK

Adopt the right posture at work to beat back pain and the negative effects of a sedentary position. On the programme: correctly adjusting your chair, computer and screen, stretching and a little bonus... testing massage chairs.

SLEEP QUALITY

Hold prevention workshops on the topic of sleep: 185 people, half of whom work shifts, took part in these information days about the ideal amount of sleep for each person's rhythm.

DOMESTIC AND MARITAL VIOLENCE

Raise awareness about violence towards women to ask questions about your own situation, your attitude and to increase vigilance among colleagues.

As part of the occasion, a relaxation therapist offered some tips and ideas to improve sleep quality.

A dietician and sports coach also spoke on the themes of mealtimes and daily exercise.

HIGH BLOOD PRESSURE AND DIABETES

A conversation about high blood pressure and diabetes, silent chronic diseases that can lead to severe complications. Held in May 2023, the days dedicated to preventing these illnesses were also the opportunity to take blood pressure and diabetes readings and for some people to become aware of the need for a check-up.

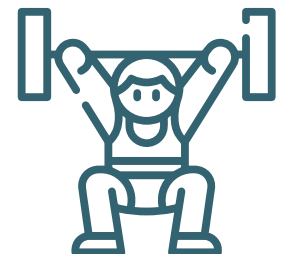
DISABILITY AT WORK

Tackling disability in the workplace: open the discussion with the help of a game "Handi Pursuit" created by the Agefiph*, offer information, questions representations and stereotypes and offers guidance in the approach if necessary.

*Agefiph : Association de gestion du fonds pour l'insertion des personnes handicapées.



Posture at work



ACTIONS TO REDUCE HEAT IN OUR WORKSHOPS

Over the course of 2023, **12 air extractors**, each with **25,000 m³ per hour** capacity were installed and put into operation at the Saint-Denis-de-l'Hôtel site, including **7 at the Kronos workshop** and **5 at aseptic outer packaging level**.

These installations optimise **heat extraction by increasing air renewal**.

Furthermore, for aseptic outer packaging, **5 natural air vents** were put in place to add fresh air and **5 air processing units** were put back in operation, including **3 for blowing** and **2 for suction**.

Thanks to these installations, **air is renewed 8 to 9 times per hour**, improving its quality and significantly reducing heat!

All these improvements contributed to a significant improvement in working conditions for the teams on the lines.

Similar actions are also in progress on our other sites.

3
IMPROVE
THE WORK
ENVIRONMENT

The 7 new extractors installed on the roof



Operations on the old units





PURSUE OUR ACTIONS FOR INTERNATIONAL SOLIDARITY



Photo: Agrisud International

Solidarity is a key Group value.

To prove this, the historic support that LSDH offers to the **NGO AGRISUD INTERNATIONAL** in its fight against precarious situations and to develop projects to ensure food security among populations in Southern countries.

More occasional actions are also organised.

For example, following the terrible earthquake in **Morocco**, the Group organised a fund-raising drive and collected donations of items at all the sites.

Support was also provided to **Ukrainian children** as well as to **Turkey** and **Syria** through the intermediary of the **DITIB** charity.



LOCAL SUPPORT FOR A GLOBAL IMPACT

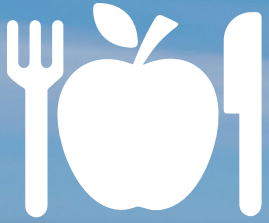
LSDH also helps local charities and organisations:

- *Les Bouchons de l'Espoir* 57 and *Les Bouchons d'Amour* 45 cap collection groups help to fund materials and equipment for people with disabilities,
- The charity "*Franck, un Rayon de Soleil*",
- The *Ligue Contre le Cancer* (League Against Cancer) in Orléans,
- The *Serenne Institute* through a clothing collection with employees (20kg of donations),
- *C'est Qui Le Patron ?!* by contributing to promoting the documentary film "*Nous Consommateurs*" (We Consumers),
- The *JFA Amicale des Retraités* (Retirement Club) that has just been created.

Bouchons de l'Espoir



Serenne Foundation donations



PILLAR 3

SUSTAINABLE NUTRITION

Because we want to help tackle challenges in terms of well-being and public health, we are committed to contributing to sustainable nutrition through education, research and the development of healthy products, drawing on recent findings in terms of nutrition and public health.

REMINDER - OUR OBJECTIVES

1. Highlight our business sectors and good practices
2. Be a pioneer for food and food process of tomorrow
3. Contribute to educating about food, nutrition and health
4. Develop increasingly healthy and nutritive products that respect the environment

3 GOOD HEALTH
AND WELL-BEING





A MULTI-PLAYER PARTNERSHIP TO PROMOTE FRENCH AGRICULTURE

Through active participation in various inter-professional working groups and contributing to various events with all those working on the food chain, the LSDH Group continues to mobilise to build the farming and the diet of the future.

That is why every year, we attend:

- the *Paris International Agricultural Show*,
- the *Orléans Agriculture Days*,
- the *Open Agrifood*, the last version of which was about writing an ode to French agriculture and food and was a resounding success with over 700 participants.

The Plant Division contributed to making a Motion Design (*graphic design animation*) that traces the journey of a ready-to-eat salad from farm to fork.

This communication tool is used internally and for our consumers to explain - in an entertaining and imaginative way - that before they reach our plates, ready-to-eat salads embark on quite an adventure!

In just 4 days, they move through a series of well-orchestrated stages (harvest, quality control, cutting, washing, packaging,...), following a strictly controlled process that ensures they arrive on our plates fresh and crisp!

These are opportunities to highlight our careers and sectors, to talk about our expertise and product innovations, while raising awareness about the benefits of

a healthy and balanced diet.

Bagged salad manufacturers in France are represented by the Ready-to-Use Fresh Plant Product Syndicate (*Syndicat des Fabricants de produits Végétaux Prêts à l'Emploi* or SVFPE). The SVFPE developed this motion design to present and promote the sector.



Scan this QRcode to watch the video





THE GREEN LIGHT FOR PLANTS WITH CAP'VERT AND THE INOVÉ WORKSHOP

Consumers are seeking out food products with simple ingredient lists and limited environmental impact.

Two recent surveys* show that 75% of the consumers say that they have altered their habits and prefer products that are considered to be good for their health, but do not sacrifice enjoyment and flavour.

Our Group has been supporting this baseline trend as it gradually strengthens, thanks to two major innovations that

came into effect in 2023. **CAPVERT:** (fig.1 and 2)

The first tons of zero pesticide aromatic plants were produced in our greenhouse (6 varieties) using aeroponic techniques and went on sale in the spring under the brand name **Les Crudettes**. With ir-reproachable quality

and freshness, they are grown without any phytosanitary treatments, and this is clearly displayed on the packaging. Let's also remember that they are grown throughout the year at our SDH site, allowing us to considerably reduce our seasonal imports.



INOVé workshop: (fig.3 and 4)

Our new soy, oat and rice seed processing plant also launched. For us, this is about working with local industries as much as possible to produce plant milks

with the lowest amount of processing possible. This contributes to producing simple, legible recipes that are reassuring for consumers. The resulting high nutritional quality is also controlled and traced.

* : Opinion Way, Kantar



3

CONTRIBUTE TO EDUCATION, NUTRITION AND HEALTH

The “Communauté Pour Nourrir Demain” (Feed Tomorrow Community) initiative food capsule is an original project for the agri-food sector.

A TIME CAPSULE TO PROJECT OURSELVES INTO THE DIET OF THE FUTURE



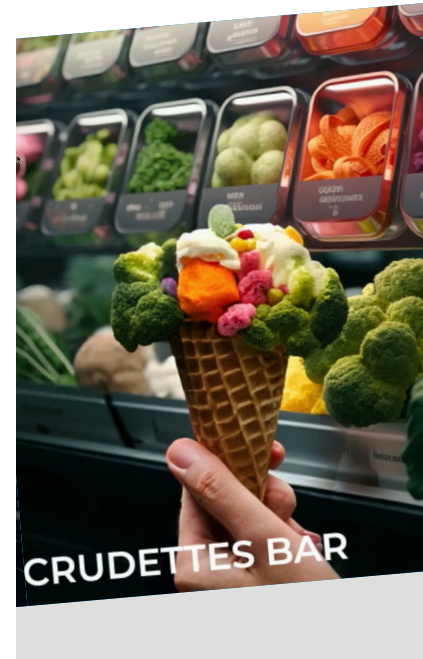
Access the comprehensive Les Crudettes vision here

This project gathers together over 100 partner brands, including our brands **Les Crudettes** and **Cidou** that decided to take part in this highly original prospective initiative. Its vocation is to define what our diet will be in 10 years and it aims to support and promote brands that want to contribute to the food transition of tomorrow.

At the launch on 21 March 2023, every company deposited its vision of French people's

farming and food of the future in 2033 in a sealed capsule, as well as the brand's development in the coming years.

The Marketing and R&D Director at **Les Crudettes** Géraldine Collet, in a programme in partnership with **Shortlinks**, outlined the vision of a healthy and sustainable diet for French people in 2033 with the main challenges facing the Plant Division.



FOOD EDUCATION FROM CHILDHOOD

LSDH has been sponsoring the Open Agrifood association since its inception in 2014. The goal of this association is to bring together all the players in the food sector, from farm to fork, to create bonds between them.



For the past 4 years, it has been striving to get food education onto school curricula. This is an important drive that can reconnect children with nature, turning them into informed consumers and helping to combat diseases related to poor diet.

This programme, named "Educ'Agrifood" was trialled with a class of schoolchildren aged 8/9 in Orléans. The pupils took part in cooking classes, planting workshops and conversations with farmers, chefs and dieticians.

This trial was a resounding success and in 2024 it will be extended to more than twenty schools for schoolchildren of all ages!

A major citizen's consultation programme about food education is planned for February 2024 at the Paris Agricultural Fair, the Salon International de l'Agriculture.

With the challenges facing nutrition and health, we also held a farm tasting of our no-added-sugar cocoa milk in June with 137 children aged 4 to 10. In light of the enthusiastic response, the new product, which only contains sugars that naturally occur in the milk and is made with a formula containing 50% less sugar than the national leading brand, shows that it is possible to combine enjoyment, treats and nutritional benefits.

Four inseparable fields of action

Explore every aspect of diet by imparting nutritional knowledge through practical learning



Learn to grow
Reconnect with basic farm products

Learn to cook
Know how to make simple recipes for everyday meals



Learn to taste
Know the different components of taste, know what foods go together

Learn to choose
Know what action food has on health and choose in relation to this day meals





CELEBRATING OUR LAUNCHES WITH OUR EMPLOYEES

At the Saint-Denis-de-l'Hôtel (SDH) site, sensory analyses are regularly offered to gather feedback from employees about products that are being developed.

Something new in 2023: for the first time, the R&D department held a tasting of newly launched beverages with a variety of tastes and textures (white chocolate raspberry, cocoa oat, coconut, hazelnut rice, pumpkin, almond, soy, chocolate/hazelnut caramel, vanilla, chocolate). Among the products tested, the milk shakes came top of the rankings for employee favourites.

The goal of this operation was not just to get feedback, but also to offer employees

the opportunity to try the products they contribute to making and share a sense of pride in a job well done.

This type of event is set to continue at SDH with a tasting every three months, and will probably be deployed to other sites in the light of its success and the enthusiasm of the employees.



4

DEVELOP
HEALTHY AND
SUSTAINABLE
PRODUCTS



PILLAR 4

ENVIRONMENT

Because we want to help tackle environmental challenges, we are committed to continuously reducing our carbon footprint through the implementation of an ambitious action plan that intends to preserve our planet and current and future generations. We want to bring all our stakeholders with us: employees, suppliers, customers, partners, local authorities, professional bodies, etc.

REMINDER - OUR OBJECTIVES

1. Make our business as low carbon as possible, tending towards carbon neutrality
2. Eco-design our packaging
3. Develop soft and active mobility, car pooling at our sites
4. Preserve and develop biodiversity
5. Preserve water resources and develop Reuse
6. Improve waste management and recycling/reuse, raise awareness of best practices and be a major player in the circular economy

13 CLIMATE ACTION





Using the Ademe accounting method, Group emissions amounted to 1,016 million T CO₂eq in 2019 (benchmark year), of which 95% were indirect emissions (Scope3).

This meeting resulted in a workshop named "Let's invent our low carbon professions" that aimed to work out the first drivers towards reducing our greenhouse gas emissions for the 4 majors sources identified as generating the most CO₂ at Group scale:



Upstream farming raw materials

63%



Packaging

19%



Goods transport

10%



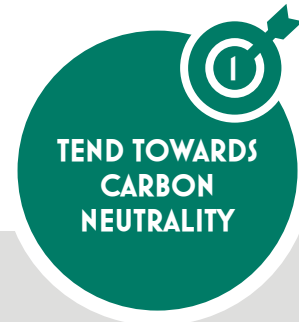
Energy

5%



OUR SIGHTS ARE SET ON LOW CARBON AND ENERGY SAVINGS!

After an official adoption mid-March of our Bilan Carbone® (Carbon Balance), alias UNIV'Air project around the Climate Fresk to raise awareness internally, the results were presented to teams at the end of November (carbon specialists, Colibri ambassadors, site directors and General Management).



In 2024 we will enter a more operational phase of the co-construction of the general Group, Divisions and Sites action plan, with the selection of the priority actions to undertake.

At the same time, we are pursuing our commitment to a low carbon business:

Thanks to our fleet of milk collection lorries that run on bio-fuel, we reduced our emissions by 807,51 tons of CO₂ equivalent in 2023 (compared to Diesel).

We regularly replace the equipment in our factories. For example, at the SDH site, the drains were repaired and the leaky valves replaced, which reduced our steam consumption and increased the condensate yield (i.e. the volume of condensed steam that returns to the boilers), which went from 15% to 45%. In this way, we heated less water before turning it into steam, which represents savings of 400m³ of water /week and 3000 m³ of gas/week.

A Biomass boiler should be installed by the end of 2026 at the INOVé workshop site. In time, it will substitute two gas boilers (INOVé workshop and SDH) and reduce our emissions by 12,844 T CO₂eq/year (estimated gain).

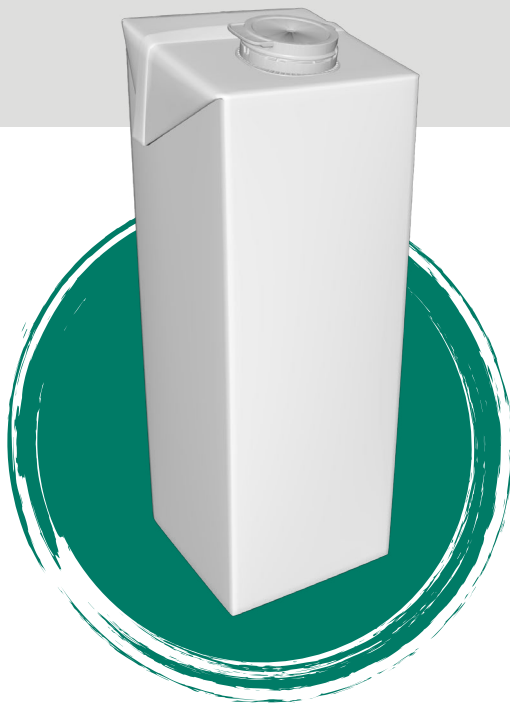
PACKAGING OPTIMISATION HERE, THERE AND EVERYWHERE!

The 3R approach (Reduce, Recycle, Reuse) is an expression of our desire to explore all the paths towards impact reduction.

We put the emphasis on Recycling with the appearance of the first "solidarity caps". The goal of this innovation is to keep caps attached to bottles after their use, to better recover and recycle them. Our lines are gradually becoming equipped for this, as major adaptation work has to be performed by our teams and cap and machine suppliers.

At the same time, our milk bottles containing 50% recycled PET (rPET) are in development and to stimulate the growth of the recycled source, we now integrate at least 30% rPET into each one.

We are also continuing the work undertaken on recycling with CITEO (FLEX25 and PP25 projects) or REUSE, while also keeping an eye on Reducing, as soon as possible, the amount of packaging on the market (thickness of salad bags, catering trays, pallet plan...)





Continuing our commitment towards active and sustainable mobility, this year we offered our employees at the Jus de Fruits d'Alsace (JFA) and Saint-Denis-de-l'Hôtel (SDH) sites the chance to take part in the O'Vélo programme in partnership with GoodWatt*.

GoodWatt

O'VÉLO GOODWATT PROGRAMME TRIAL

To that end, **40 participants** were given electric bikes for a period of two months at JFA (June to August 2023) and one month at SDH (October to November 2023).

After a short training course and receiving a kit, they were able to use the e-bikes for their home-work journeys, as well as in their free time.



3

DEVELOP SUSTAINABLE MOBILITY

The experience was appreciated by employees with an average score of 8.7/10. In addition, they felt that they were "lucky" to be able to benefit from this programme.

In total, 668 kg of CO₂ were avoided and 5946 km covered. Each employee burned an average of 3700 calories.

Some have even invested in an e-bike!

TO SEE THE TESTIMONIALS FROM SOME OF THE PARTICIPANTS



RIGHT THIS WAY!



A programme designed by



With the support of:



(* GoodWatt is a programme designed by Mobilités Demain, winner of a call for projects from the Ministry of Ecological Transition and the ADEME.



To this end, the partnerships between “Les Ruches de Fay” and the Saint-Denis-De-l’Hôtel (SDH) site, as well as between “Miel de Jeanne” and Les Crudettes were renewed. With the goal of raising awareness and getting our employees involved, a **bee keeping event with a visit to a honey production site and distribution of jars of honey** was organised for SDH.



BIODIVERSITY AND SAFEGUARDING POLLINATORS

In 2023, our Group pursued its action to promote biodiversity, in particular by safeguarding pollinators.

For Varennes, instead of sponsoring hives, **2 hives** were installed on site with “Adopte une Ruche” (Adopt a Hive). Honey collection also took place in July with 10 employees.



The year was also notable for the signing of a new partnership between the Jus de Fruits d’Alsace (JFA) site and “Maison Bergmann” in September 2023. **4 hives** are going to be sponsored starting in 2024, at Paul Bergmann’s bee farm, a young beekeeper with a passion since childhood.



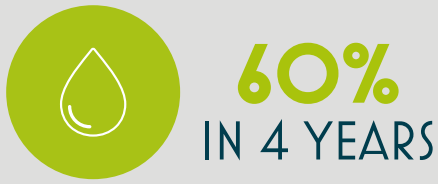


WATER MANAGEMENT: LSDH PIONEER

LSDH has actively participated in negotiations to set up new regulations for the reuse of waste water (REUSE) in the food industry (decree/ order/ guide to best practice).

The SDH site is one of the pioneers in the food industry, with the ambition to reuse a significant volume of water in the plant and to share this vital resource with neighbouring farms. This project has already been presented to the Loire Brittany water agency and has been approved by the State departmental services. The REUSE part therefore no longer depends on the new regulations expected in mid-2024.

Les Crudettes has confirmed the **spectacular drop in water consumption, reaching almost:**



The paths to improvement now lead towards studying new waste water treatments so that part of the recovered water can be put to other, non-potable use.

Finally, we remain vigilant and the official monitoring of natural environments is consistently relayed at our sites.



COLLECTING DEEE TO BENEFIT THE TÉLÉTHON

Our Group got involved in this operation.

In October 2023, the Institut Territoires Circulaires (Circular Territories Institute or ITC), which LSDH is part of, offered its members the chance to take part in a collection of discarded electrical and electronic equipment (DEEE) with Ecologic to raise money for the Téléthon. Our Group naturally got involved in this operation.



The goal was to recycle our DEEE while supporting medical research. In short, **beneficial action both socially and environmentally.**



In late 2023, a guided visit inside the Household Waste Processing Unit and the sorting centre at Saran (45) was held with the LSDH Sales, Marketing and CSR departments. Over an educational journey lasting 2 hours, it was about understanding the future of our packaging once it has been collected and sorted between energy uses and the recycling systems in place.

This visit piqued the interest of our employees and the waste teams at Orléans metropolis, who wanted to discover our site in turn and better understand our waste management issues.



VISITING A SORTING CENTRE!

Guided visit inside the Household Waste Processing Unit.





PERFORMANCE

Because we want to promote a sustainable industry and invest in research and innovation, we are committed to evaluating our results, identifying areas for improvement, revising our processes and procedures with a permanent focus on optimisation and innovation.

REMINDER - OUR OBJECTIVES

1. Optimise our process, innovate and invest in markets and solutions of tomorrow
2. Report on and highlight our CSR commitment and performance with all our stakeholders
3. Be a pioneer, exemplary and recognised
4. Fight food waste

9 INDUSTRY,
INNOVATION AND
INFRASTRUCTURE





The goal was therefore to increase our production capacities for the SIG CF7 20cL format, while ensuring:

product
quality,

the safety/
ergonomics of the
work stations for
users,

the performance
of the production
tool.

At the end of June 2023, after 2 and a half years of work, this project was achieved, doubling the overall production capacity for this format from around 35,000 million cols/year to 70,000 million cols/year.



THE AZALÉE PROJECT

Doubling our capacities thanks to the AZALÉE project at SDH!

This project was to install a second SIG production line identical to the first one.



OPTIMISE OUR
PROCESS,
INNOVATE AND
INVEST

THE PROJECT IN NUMBERS:

- A project team composed of: **18 people** representing **12 departments** at the plant,
- Around **€3,000,000** invested (ex building) of which **€75,000** for ergonomics and workstation equipment,
- **€40,000** devoted to staff training,
- **52 suppliers** involved.



L'ABEILLE 2

A new dimension for the Cholet site!

The construction of the new L'ABEILLE 2 plant continues and a new stage began in April with commissioning of the very high storehouse after a highly successful test phase.

Storage capacity of 40,000 pallets, this new tool can manage nearly 440 per hour: 160 incoming and 280 outgoing.

Conveyors automatically take the pallets to the storage area and 8 robotic cranes then recover them and place them on the storage racks.

Part of the staff on the shipping team took over the control of this new tool after several weeks of training.

In parallel, considerable work was carried out on the administrative areas:

- separation walls in place,
- doors,
- painting,
- layout of the staff entrance,

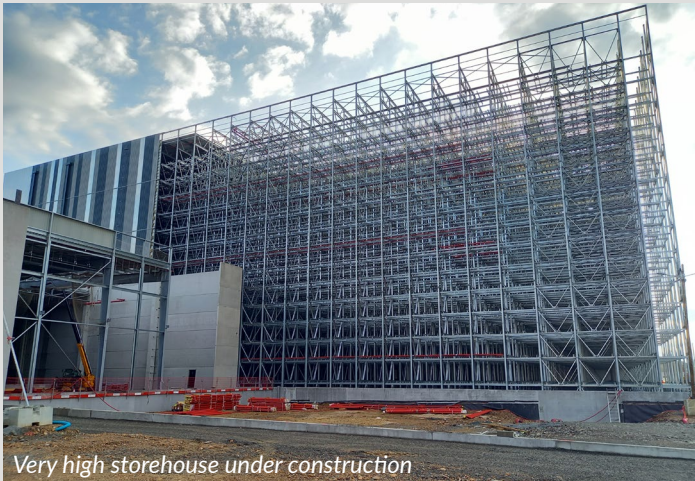
Similarly, on the production areas:

- installation of process vats,
- laying of pipe racks,
- testing of two 12 ton boilers intended to feed the CIP (Clean in Place system for production lines) or pasteurise and sterilise the products.



Like the rest of the Group, the future site is committed to a CSR approach:

- 100% LED lighting on the 22,000 m² production area,
- Heat recovery,
- Air cooling system for the aisles in the production area using inverse ventilation,
- Rain water recovery for the toilets,
- Charging terminals and solar panel shades on part of the car park.



Very high storehouse under construction

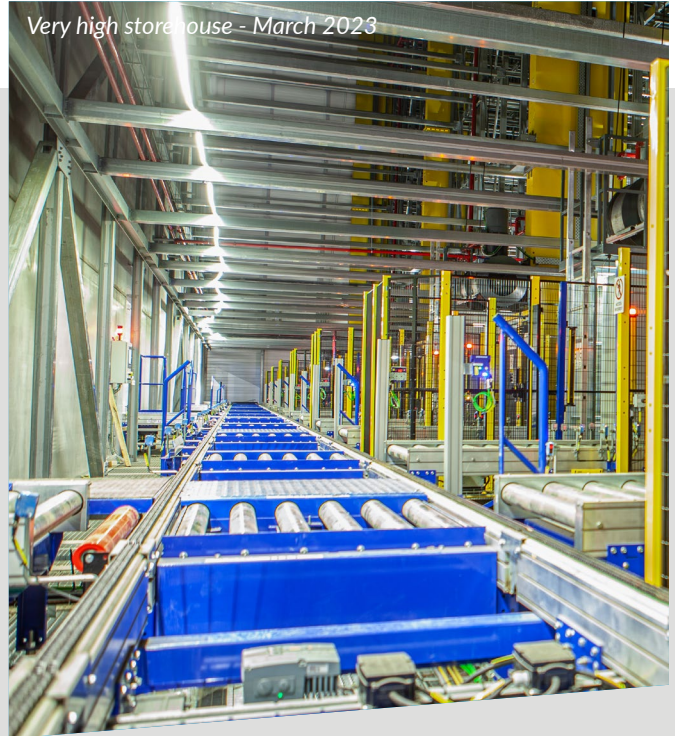


Water house - March 2023



Production Hall - June 2023

Very high storehouse - March 2023



Finally, the launch of the “Milk” process planned for February 2024 mobilises both the ABEILLE 2 project team and the process, production, maintenance and quality teams, as they have to familiarise themselves with a new business line, with the support of the Varennes teams for knowledge transfer.

The 1st line for milk in cartons should start up in June 2024 and it will be rapidly followed by a 2nd line for milk in PET bottles in September 2025.



TEAMS MOBILISED TO ENSURE SUCCESSFUL AUDITS

Facing the expectations and growing demands of our customers in terms of CSR and Quality, our teams demonstrate their solid commitment to and observance of standards on a daily basis.

In 2023, the excellent results obtained for example in the **PME+ audit** (score of 93/100) as well as in the ISO 14001 audit at the JFA site bear witness to this.

constraint of making selected employees instantly available to take part in individual or group interviews and the availability of exhaustive documentation.

The deployment of the Food Safety Culture was demonstrated during a number of **impromptu IFS audits** at our Group sites, proof of our commitment to healthy and sustainable food.

For our customers, they are the sign of our control over and respect for the social, safety and environmental aspects of our sites.

Other impromptu new style social audits such as **SWA** (Supplier Workplace Accountability) mobilise all departments with the





THE PLANT DIVISION STEPS INTO THE LIGHT!

The Plant Division was celebrated twice this year!



First, Les Crudettes won the **LCL-Greenflex Prize for Committed Companies in the energy transition and low carbon category**.

After studying the submission and an oral examination in front of a professional jury, our fresh aromatic herb production greenhouse (**CAP'VERT climate controlled aeroponic project**) was chosen.

It went into production in 2023, after an 8-year experimentation with Cleangreens and a dozen partners. It demonstrated the reduction in the carbon footprint in relation to field production, while also avoiding air freight.

As we already mentioned, our concept can favour solar energy, recover fatal heat at a nearby industrial site, and consume 10 times less water!

3

**BE A PIONEER,
EXEMPLARY AND
RECOGNISED**



Our greenhouse was also a finalist at the 14th edition of **Les Trophées des Entreprises du Loiret in the Innovation category**, an event organised by La République du Centre, in partnership with Crédit Agricole bank, the Dev'Up agency, Orcom and the Ademe.



WE'RE ALL ABOUT ZERO WASTE!

Our combat against food waste begins by optimising our industrial process by reducing transit losses and efficient stock management of raw materials and finished products.

It is also the fruit of close collaboration with our management control department, our production preparation

teams and our R&D department who work to reduce losses, optimise and simplify our product recipes.

We also limit waste by making donations to various charities among which: Restos du Cœur, Food Banks, Secours Populaire, sporting associations, etc. when we have significant

volumes to use up (milk, juice, croutons and salads in particular) or by proposing "zero waste operations" at the in-house staff shops at our different sites.





Waste bin: salad waste moves directly from the cutting lines* to this system. Once the bin is full, a local farmer picks it up with his tractor to feed his animals.



In the Crudettes plants, optimising yield is also a priority, along with line modifications and the acquisition of new materials to reduce product losses (e.g.: conveyor belt with raised edges).

In parallel to these actions, Les Crudettes plan to develop a waste reduction salad line that will make better use of the raw materials.

* cutting and trimming the salad to eliminate the unwanted parts

HORIZON 2023 - 2025

ACT FOR THE CLIMATE AND THE SUSTAINABILITY OF OUR BUSINESS

A GLOBAL ISSUE

The question is not up for debate: it has become a historic subject, with new highs for carbon emissions that have never been seen before.

Controlling carbon emissions is a major global issue.

While industrial activity is essential for our economy and society, and above all in the agri-food sector, whose primary objective is to feed growing populations, **reducing our carbon emissions has become paramount** (in other words make our activities carbon neutral) and **strive towards an economy that consumes fewer non-renewable forms of energy.**

The opportunities are numerous:

lower energy bills in a context of rising energy costs, gain in competitiveness, environmental involvement in the energy transition and impact reduction, knowing that the industrial sector represents 23% of greenhouse gas emissions in France.

OUR COMMITMENT AS AN AGRI-FOOD BUSINESS

Faced with this situation, regulations in favour of reducing CO2 emissions are multiplying, along with tools to assess the carbon footprint and identify drivers to reduce it.

The Balance Carbone® (Carbon balance) is one of these structural tools and, wanting to **consolidate our commitment to combating the effects of climate change**, our Group initiated an approach named the **UNIV'AIR project**. The goal is to enable us to accelerate our trajectory towards decarbonization* of our business

**Decarbonization covers all the actions that aim to progressively reduce greenhouse gas emissions (carbon dioxide, methane, etc.) or improve the storage of carbon dioxide.*



reminder

THE OPPORTUNITIES AND OBJECTIVES OF THIS UNIV'AIR PROJECT

- ✓ Mobilise and unify all our teams and sites around a shared, collaborative project
- ✓ Develop a shared dynamic and culture around climate issues
- ✓ Determine the carbon footprint of our business
- ✓ Identify the areas with the highest emissions and assess our dependence on fossil fuels
- ✓ Implement actions to reduce
- ✓ Optimise our energy and economic efficiency
- ✓ Contribute to the fight against climate change in the Colibri spirit and reduce the impact of our activities

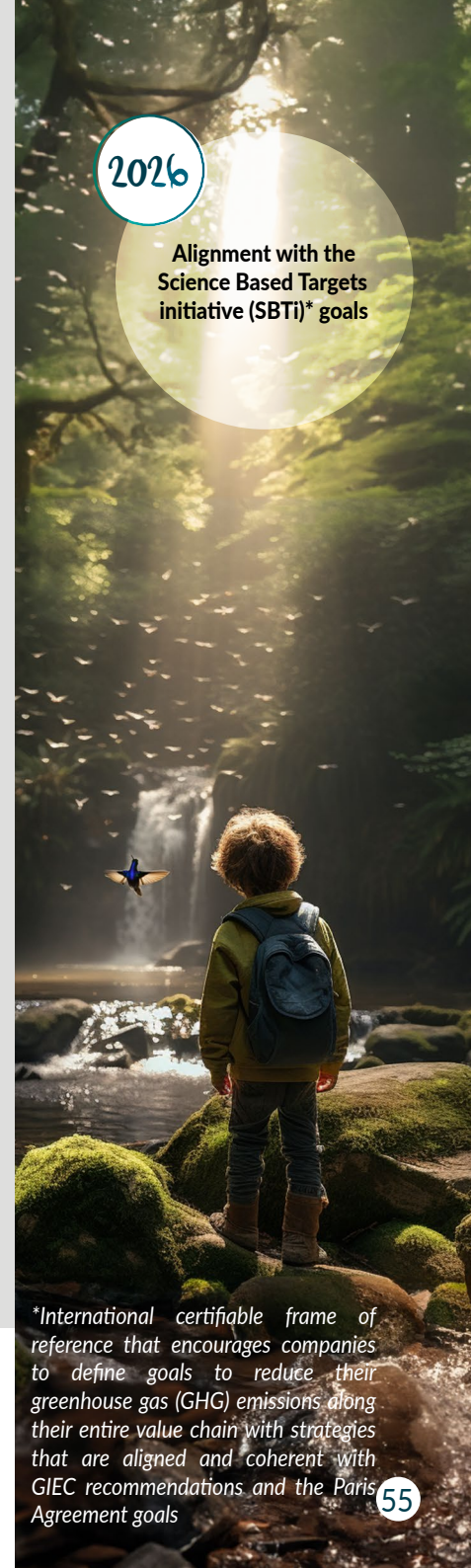
COLIBRI #ACT CLIMATE



2024-2025

2026

Alignment with the Science Based Targets initiative (SBTi)* goals



*International certifiable frame of reference that encourages companies to define goals to reduce their greenhouse gas (GHG) emissions along their entire value chain with strategies that are aligned and coherent with GIEC recommendations and the Paris Agreement goals

OUR

MONITORING INDICATORS

SOCIAL • ENVIRONMENTAL • PERFORMANCE

2023

Our Group wants to share its results and avenues for improvement with all of its stakeholders in anticipation of the European Corporate Sustainability Reporting Directive (CSRD) that sets the new standards and obligations for extra-financial reporting.

We are willing to self-assess and reveal the drivers for progress, so we decided in 2022 to integrate our first consolidated Group and Divisions CSR/ESG performance monitoring metrics (environmental, social and governance data) by linking them to the UN SDGs.

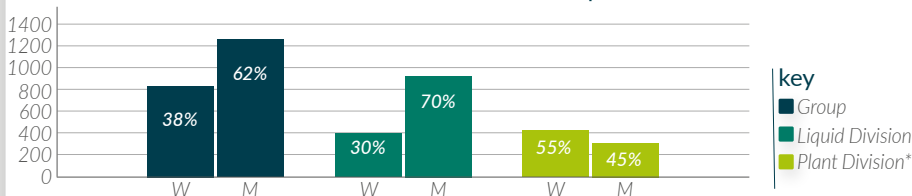


Permanent workforce at the Group, excluding temporary staff

2148

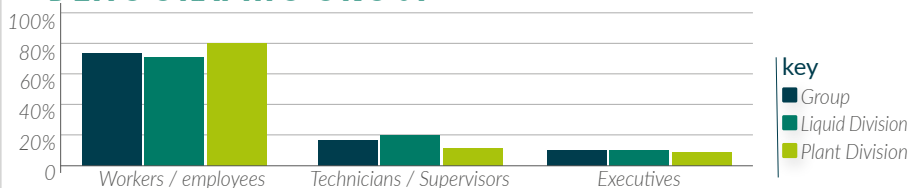
on 31/12/23

BREAKDOWN BY GENDER Group and Divisions

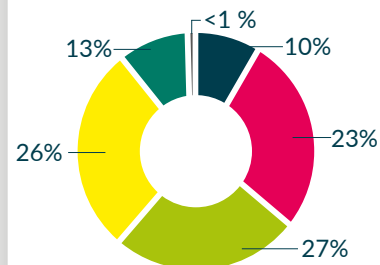


*C'ZON and Corbeille-Tradition not included

BREAKDOWN BY SOCIO-DEMOGRAPHIC GROUP Group and Divisions



breakdown BY AGE



key
 ■ Under 25 years ■ 45 to 54 years
 ■ 25 to 34 years ■ 55 to 64 years
 ■ 35 to 44 years ■ Over 65 years

Interns taken on in the year by the Group

114

Average Seniority in the Group

9 YEARS

Num. of hours of training/ year / employee in the Group

11.29

Percentage of women in management

30%

Liquid Division

53%

Plant Division

Safety frequency rate

32

Liquid Division

21.85

Plant Division

Number of accidents per million hours

Sharing the wealth | Bonus and incentive agreements in place and regularly created | renewed since 1988

75/100

result achieved for the male/female equality index for all the sites concerned.

ENVIRONMENTAL



Consumption/year

Liquid Division (LD)

Plant Division (PD)

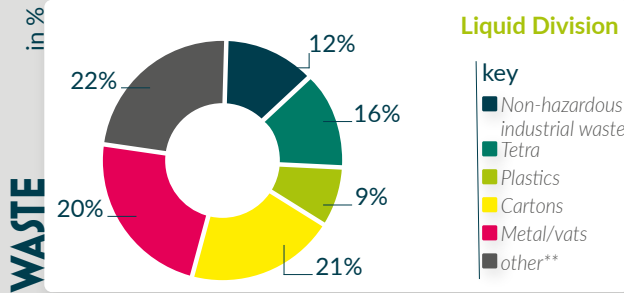
Water consumption factories | **1,878,200 m³** | **434,000 m³**

Electricity consumption | **100,682 MWH** | **14,350 MWH**

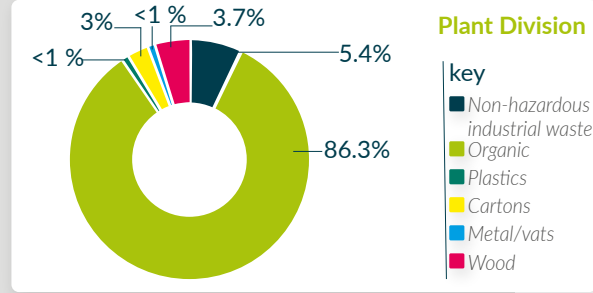
Gas consumption | **181,318 MWH** | **518 MWH**

Water footprint ratio
excluding ingredients
1.76 L/L*

* litres of water per litre of end product



** wood, plastic vats, DEEE, flavour containers.



Share of waste recycled/reused/year | **88%** Liquid Division | **94%** Plant Division

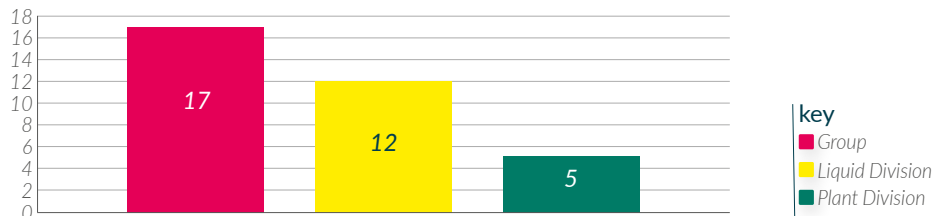
Volume of waste recycled in methanisation and spraying/year | **36,359T** Liquid Division

Recycled PET used in tons | **2,853T** Liquid Division | **202T** Plant Division



BIODIVERSITY

number of hives sponsored/year





571 new SKU output/ year in the Group

1.2

Billion € in turnover achieved in 2023

1.378 billion cols packaged/year for the Liquid Division

106 million UVC packaged/year for the Plant Division

1.384 billion cols sold/year for the Liquid Division

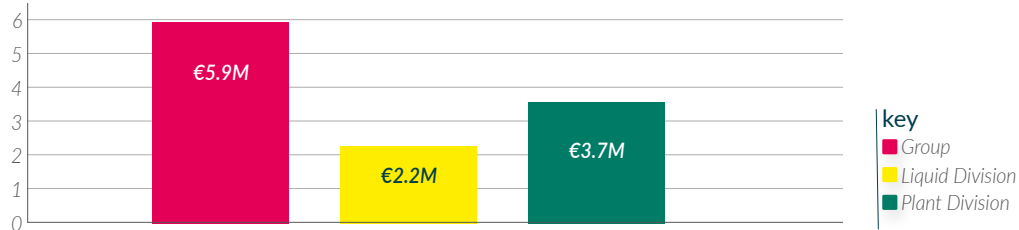
129 million UVC sold/year for the Plant Division

€43.6M investments made/year for the Group

TURNOVER ALLOCATED TO R&D

and achieved through innovation

In €M



ORGANIC SHARE

17% of volume sold

11% of the total turnover excluding taxes

TERRITORIAL FOOTPRINT

€80M Group contribution to collective efforts

representing **€38,120** per employee / year

milk sector

396 Boviwell + audits carried out

99% milk guaranteed no GMO

9% dairy farms **Bleu Blanc Coeur**

47% farmers **not using soy** to feed animals

2,152 T Okara (INOVé) recovered for 16 farmers delivered to date

Plant Division

80% farmers committed for more than 15 years with Les Crudettes



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PASSION • AMBITION • HUMANITY

