



Corporate  
Social  
Responsibility  
Report

# LSDH 2022



PASSION • AMBITION • HUMANITY



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# A WORD FROM THE CEO

“ TOGETHER ”

*In previous years, resilience and proactivity allowed us to face together the repeated turbulence affecting our various lines of business. In 2022, the collective spirit and collaborative work of our teams are what really stood out.*

I want to use this space to commend this spirit, this strength of cohesion.

**Together we reduced the effects of successive waves, maintaining our business while preparing for the return to more stable levels.**

This year was extremely disturbed, in particular by the war in Ukraine and the lack of availability and speculation surrounding resources that led to major crises:

- lack of raw materials and packaging,
- energy crisis,
- transport crisis,
- unprecedented and rapid soaring inflation.

This CSR report describes how **all of our teams have been mobilised in this context** to keep the missions and projects that were already launched on course and in doing so, contribute to facing repeated challenges.

You will find information about **our initiatives** to better understand Living Together, our preventive actions in matters of workplace health and safety, the events to get to know us better and improve inclusiveness, and the support offered to charities.

You will also discover **the latest developments** in our different sectors,

our **innovative partnerships**, some of which have won awards, and the **ethical framework for the long-term relationships** we want to establish with all our stakeholders.

**Finally, you will** appreciate the company **and our ambitions in terms of transition and resource preservation** through our projects to reduce our carbon footprint:

- widespread use of alternatives to fossil fuels,
- car pooling tests carried out to raise employee awareness about the potential gains (financial, environmental and social),
- reuse of treated water (rather than returning it to nature),
- work on making packaging increasingly recyclable or reusable,
- improved sorting of our waste.

I hope you enjoy reading this report and that now, more than ever, you will draw lessons from past events to rise to the challenges that await us while making the most of every opportunity to adapt, reinvent and safeguard our future.

Yours in friendship,

*Emmanuel*

“  
Alone we go faster,  
together we go  
further.”

*African proverbs*

GROUP  
PRESENTATION

# LSDH



ABOUT  
US



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PASSION • AN

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 a nationally established Group with **8 production sites**. We have 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. LSDH's expertise is varied and unique in Europe, covering all stages of the production process from sourcing the raw materials, designing and formulating the product, to delivery via all types of distribution channels and manufacturing on high-tech production lines.

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

## 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 Ripoché, Managing Director Liquid Division*

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

Emmanuel Vasseneix

## A JOINT FORCE



1 | Milk, cream, plant-based drinks, specific foods (plant-based cooking aids, plant-based desserts, high-protein drinks etc.), soups, fruit juices, smoothies



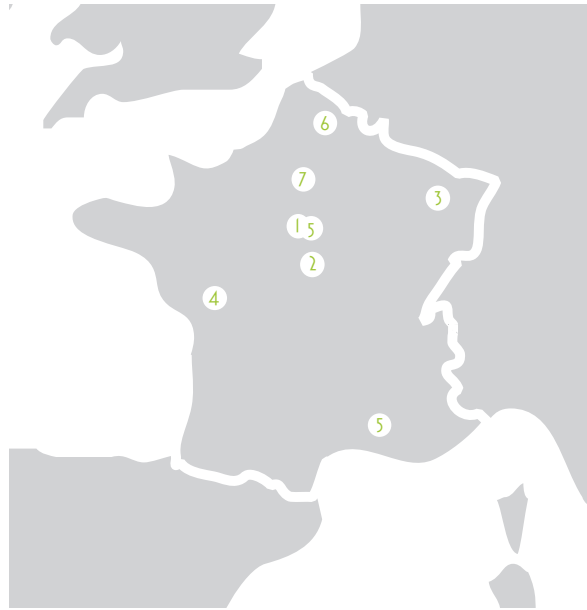
2 | Milk, fruit juices



3 | Fruit juices, still drinks, infusions



4 | Soft drinks, syrups, concentrates, still drinks



5 | Salads, crudités, mixed salads, herbs.



6 | Ready-to-eat vegetable and stir fry packs



7 | High quality, fresh fruit compositions

## LSDH IN NUMBERS

**8** PRODUCTION UNITS

**2033**  
EMPLOYEES

OVER  
**1400**  
RAW MATERIALS FOR  
THE LIQUID DIVISION

**2500**  
SKU REFERENCES

**2** LIQUID  
& PLANT  
DIVISIONS

TURNOVER  
OF  
**1.046**  
BILLION  
EUROS

OVER  
**200**  
CUSTOMERS

OVER  
**250**  
RAW MATERIALS  
FOR THE PLANT  
DIVISION

MORE THAN  
**100**  
SKUS LAUNCHED  
EACH YEAR

OVER  
**50**  
PACKAGING LINES

(94% OF WHICH COMES FROM FRANCE)

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

# OUR CSR STRATEGY: **#ACT COLIBRI**



**RESPONSIBILITY &  
STAKEHOLDERS**



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**THE COLIBRI  
NETWORK**

**P.10**

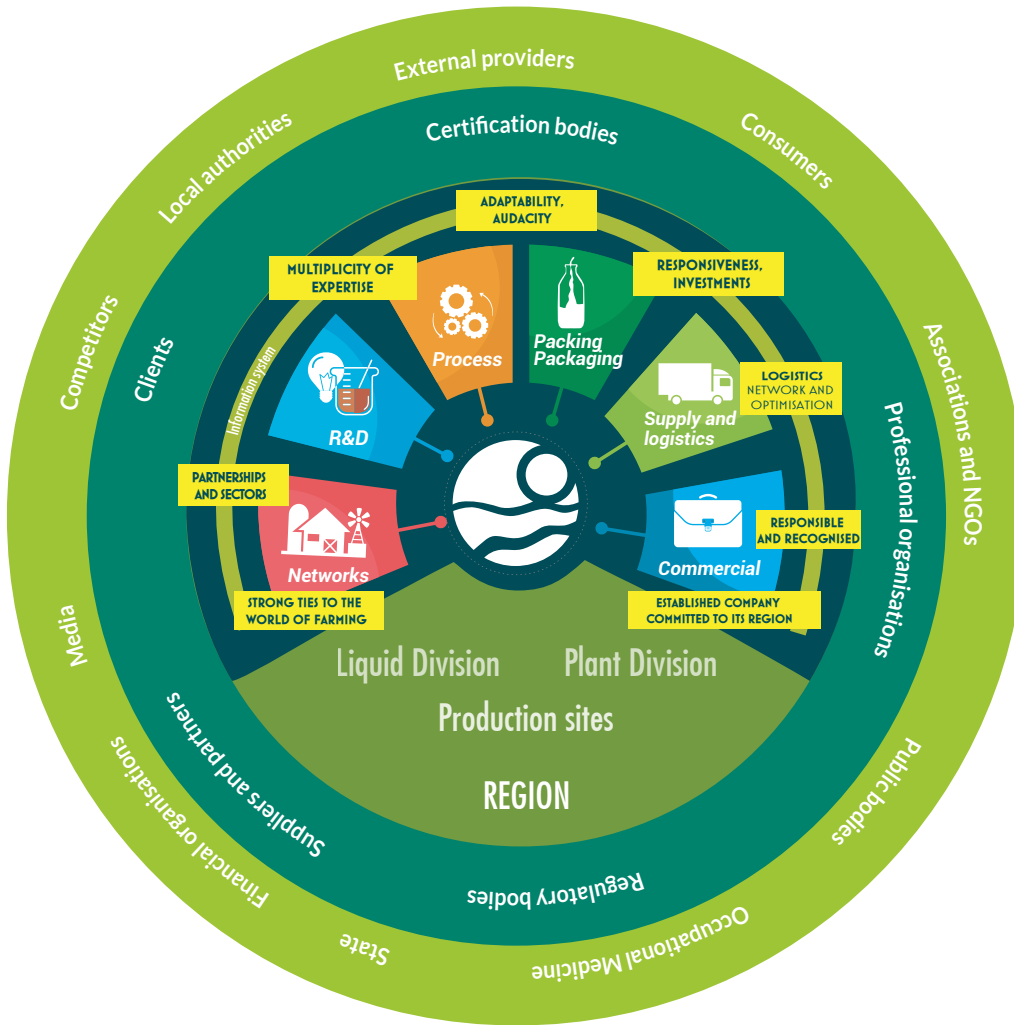
**ACT LOCAL  
THINK GLOBAL**

**P.12**





# RESPONSIBILITY & STAKEHOLDERS

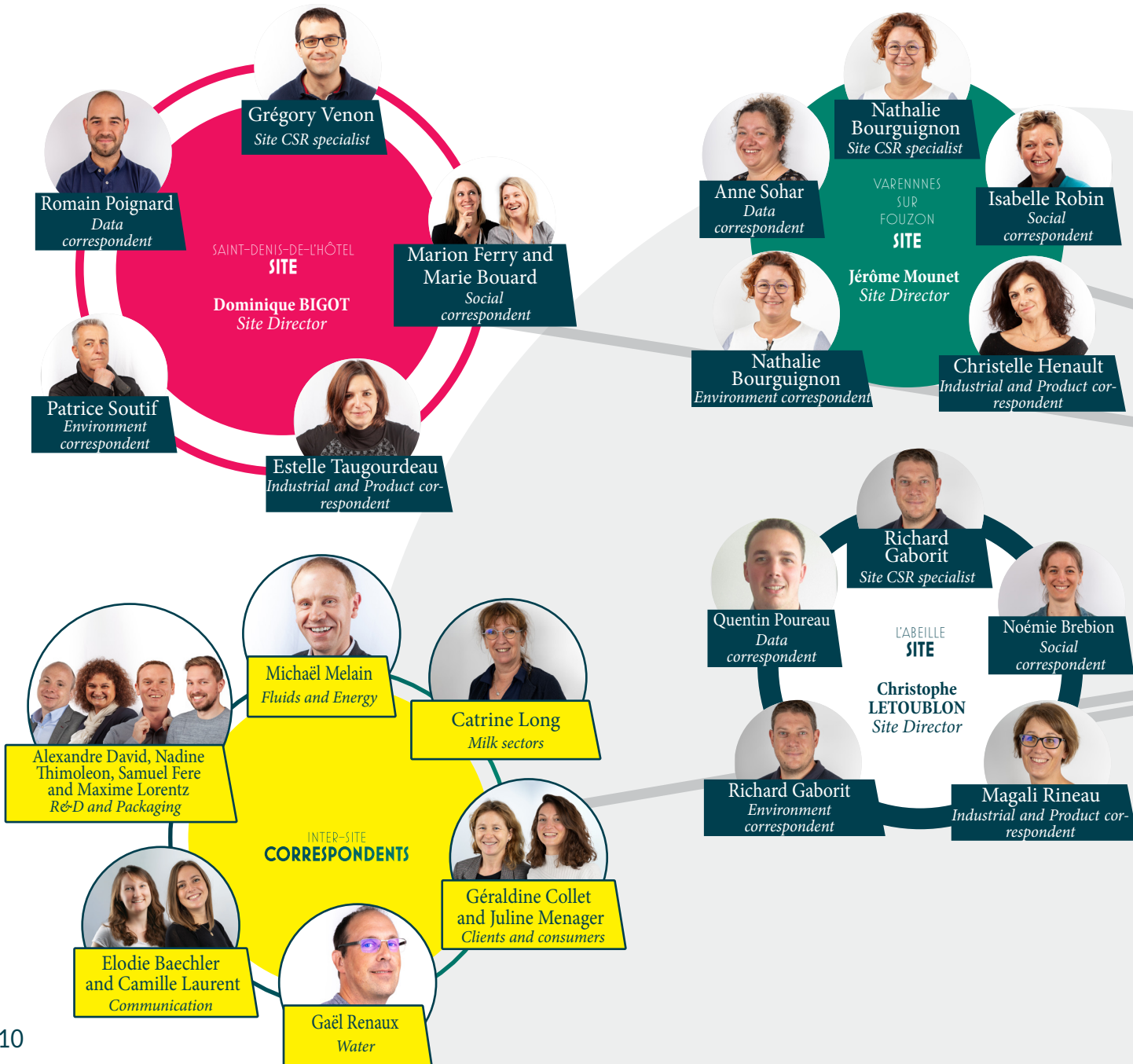


Our desire has always been to **contribute to transforming society**, seeking meaning, solidarity and responsibility, utilising our **expertise** and our capacity to **stand out and innovate**.

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!**







**Adèle Touzet**  
Site CSR specialist

CZON  
SITE

**Karim-Olivier Thami**  
Site Director



**Eric Potier**  
Data correspondent



**Laurent De Claviere**  
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LES CRUDETTES  
SITE  
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**Elise Poulou**  
Environment correspondent



**Carole Paget**  
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**Arnaud Gautier**  
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JUS DE FRUITS  
D'ALSACE  
SITE

**Marc GRANDJEAN**  
Site Director



**Nicolas Raguideau**  
Social co.



**Philippe Trommetter**  
Environment correspondent



**Martine Carrere**  
Industrial and Product correspondent

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 it mean to “Be Colibri”?

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!

# BE 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 that affect the Planet and 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).



OUR  
COMMITMENTS  
TOWARDS  
THE SDGS



We suggest showing you which are the main SDGs that our actions strive to achieve **Follow the pictograms on page 13.**

# 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



## 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
3. Favour sustainable sourcing and purchasing
4. Anticipate and comply with regulations
5. Be a showcase and commit with our partners
6. Raise awareness and develop the CSR culture

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CONSUMPTION  
AND PRODUCTION



## OBJECTIVE 1 MOBILISE

### CONVENTIONS AND AGM

To this end, in 2022, General Meetings took place physically whenever possible.

Chaired by Emmanuel Vasseneix and the management teams, these meetings were once again friendly moments of discussion, encounters and exchanges of information.

At the same time, conventions allowed the management teams and certain departments to get to know each other, come together and work on specific themes to create genuine inter-site synergy.

The goal is to share the report on the previous year and the perspectives for the coming year!

In the current economic climate, it has never been more important to communicate directly with our employees. The goal? Assess the previous year together, offer Group perspectives and recreate a direct relationship with the teams.



### LSDH, RECOGNISED EMPLOYER BRAND

In a general context of strong volatility for talent and changes in working relations since the COVID crisis, our group wants to highlight its strengths and values to attract and hold onto employees and cultivate our reputation with our customers and stakeholders by developing our “employer brand”.



LSDH is not a brand in itself.

That is why our success relies on our values and the expertise of our teams, which this year found an echo across social media, in particular on LinkedIn, where our audience doubled in one year.

Many internal events were reported there: Easter, Halloween and Christmas contests, the publication of a book of recipes suggested by our employees, world milk days, charity events or trophies awarded to our customers as part of an innovation competition.

Group DNA has never been more apparent on social media.

FOLLOW US!  
@GroupeLSDH



## LSDH SCHOOL

LSDH wants to be a resolutely teaching company, intent on integrating employees from a variety of professional backgrounds and training them in agrifood careers. To add another dimension to this dynamic, it was decided to create the LSDH School.

The School is gradually coming together, with a launch planned for mid-2023.

Goals of  
the School

**Integrate:** increase company attractiveness, welcome and guide the first moments so that new employees feel confident, spread LSDH values and create a genuine employee experience.



**Help** operational staff in creating in-position training.



**Develop and pool** the passion for industry inside the Liquid Division by continually training teams and thereby ensure that the right people are in the right place at the right time.



**Generate loyalty by encouraging** professional development through needs-based training to strengthen an employer brand based on developing curiosity and the desire to learn, lifelong training and internal promotion.



## The team

Composed of **4 people**, the School will develop employee knowledge in order to **add meaning to missions** undertaken as part of initial and lifelong training.

This off-site structure will grow with the support of the various contributors:

- Firstly, **the tutors** who share their knowledge with the new arrivals during the initial training period when taking up a position in the workshops.
- **Technical coordinators** who contribute to growing expertise through ongoing training for teams in their workshops.
- **Technical reference people** who pass on their knowledge to teams during the initial and ongoing training in specific areas of expertise.
- And finally, **internal and external trainers** who contribute to increasing the knowledge, know-how and expertise of teams through lifelong training.

At the same time, the school has been provided with tools that include a **digital platform** that will centralise the training process and allow monitoring.



Julien Mery  
head of LSDH  
School



Céline Riollet  
course  
designer



Nathalie Parthelot  
course  
designer



Myrtille Deletang  
Audiovisual  
production officer

Initially deployed at Saint-Denis-de-l'Hôtel and Varennes, this approach will be extended to the L'Abeille site in Cholet, JFA in Sarre-Union and Les Crudettes.



# APPRENTICES ARE WELCOMED AND ENCOURAGED

Apprenticeships are part of the genetic make-up of LSDH.

A precious tool in **knowledge transmission**, it is also a good way to share understanding of our values and a taste for a job well done.

The theoretical basics learned at the training centre and the practical skills developed inside the company lead to rapid acquisition of operational skills.



Apprenticeship is a true **career booster** and it facilitates access to employment.

For the company, it is also a means of **sustainably welcoming** people of quality who are trained and share our values.

Over the past twenty years, many young people obtained their diplomas after passing through our doors. Some have stayed on and been promoted.

In 2022, **7 APPRENTICES** joined our Group at the end of their training period.



Since 2020, apprenticeship at LSDH has taken on another dimension because the number of work-study placements has increased considerably.

In 2022, the Group counted, across all departments, more than **60 APPRENTICES** from BTS to Master degree level.



## OBJECTIVE 3 PROMOTE SUSTAINABLE SOURCING AND PURCHASING

# LSDH A WIN-WIN PARTNERSHIP WITH OUR FARMERS!

The LSDH Group maintains lasting and solid relations with its breeders, supporting them in setting up and their approach to progress, while maintaining partnerships in favour of sustainable farming that respects animal welfare. Here are four examples of actions undertaken:

### The Start Box a training tool for new breeders



As part of the 7<sup>th</sup> edition of the Start Box in early December, the SDH and Varennes sites hosted about **fifteen young farmers**. During these two days of training, the farmers:

- Discussed their system facilities and their projects
- Strengthened their relationship with the dairy by tackling future perspectives for the coming years together

Once again, the course was hugely successful with the young farmers.

### Point of view

For farmers like us, these two days introduced us to the dairy environment (and the people who work there),..., to have a broader vision of all the work carried out around milk and also to meet other farmers in a sociable setting.

*Thibault BAYET,  
GAEC Du Pressoir*

These two days allowed me to picture the future, to tell myself that in 10-15 years, if opportunities present themselves for my farm, I know that milk prices will be secured at a fair price for the breeder... The training was very beneficial and I invite other farmers who are getting started to take part in this training day.

*Olivier CLEMENT,  
aged 20 Maine et Loire on a mixed  
milk and crop farm*



An **overall score** of 8.9/10 was given to the two days further to the satisfaction survey, which corroborates the positive feedback expressed at the end of the course.



**Boviwell +**  
animal well-being

In 2020, our fair trade breeders discovered the new **Boviwell+** measurement tool for animal well-being.

Since July 2022, we have chosen to pair it with the **Good Farming Practices Charter**.

Historically, this charter is a **tool to assess and promote** good practices. For the general public, it is a sort of open book in which breeders show how they exercise their profession.

Boviwell+ focuses on animal well-being with a score that is defined on 4 levels.

To date, out of 354 audits carried out, we have 29.4% in breeding excellence; 66.4% in superior; 4.2% in progress and 0% in not ranked.

**All LSDH breeders will have taken the test by the end of 2024**

### EARTHWORM Manifesto

For the second year running, LSDH has signed the EARTHWORM (NGO) soy manifesto.

We are one of the first dairy companies committed to a working group that brings together other stakeholders (industrials, distributors, NGOs...), with the **goal of reducing soy imports and creating ZDC soy (Zero Deforestation or Conversion)** as well as improving transparency regarding origins.



### Partnership with Agri-Éthique

Agri-Éthique is an LSDH partner as part of tripartite agreements with Biolait and certain distributors.

This label is a guarantee of the sustainable commitment from the various parties in line with the North-North fair trade decree.



### Some KEY FIGURES *about the dairy sector*

- 1100 growers
- Collection in 20 departments
- 354 Boviwell audits carried out
- 100% of farms have signed the Good Farming Practices Charter

# ETHICS CHARTER AND CODE OF CONDUCT

As part of our compliance approach, a core concern of the LSDH Group, our ethics charter was finalised in 2022.

- It was written in order to clearly describe the rules of good conduct to demonstrate by respecting laws and regulations, so that each person can act and take **responsible decisions**;
- The rules and principles laid out in the Charter apply to each person involved in Group business (management, Group employees and any person associated with the Group)
- Group commitments are clearly stated, with concrete examples of application.



## OBJECTIVE 4 ANTICIPATE AND COMPLY WITH REGULATIONS

### IT GOES WITH:

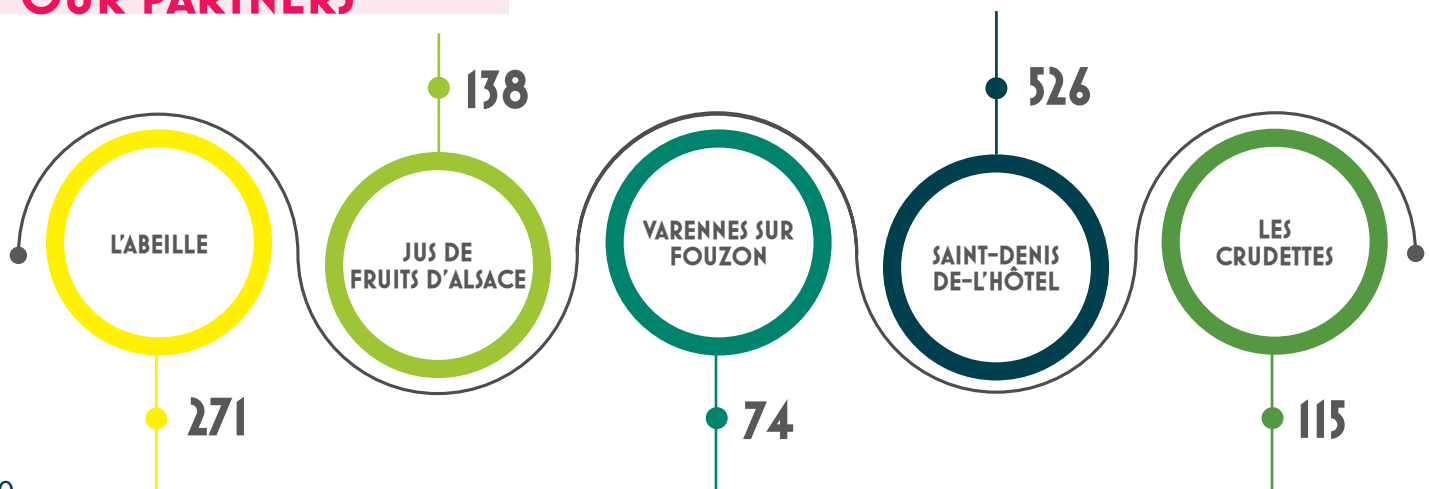
- An **Anti-corruption Code of Conduct** that presents the values and principles of the Group in matters of combating corruption, illustration by examples.
- An **Internal Reporting Procedure** that applies to any reprehensible act about which a whistleblower has personal knowledge or acts that have been reported to them.

These three documents were presented to the works committee (CSE) at each site for their opinion. They will be annexed to the Internal Rules and displayed in order to be brought to everyone's knowledge.

## OBJECTIVE 5 BE A "SHOWCASE" AND COMMIT WITH OUR PARTNERS

## OPEN THE DOORS TO OUR DIFFERENT SITES TO VISITORS

Over 1,000 people visited our sites in 2022



# CIDOU IS STEPPING UP!

Relaunched 10 years ago and mainly available for large-scale distribution, the French juice and beverage brand CIDOU is pursuing its development and gaining recognition with the signature of new Catering\* markets in 2022.



Already present outside the home, in particular since 2019 at the fast food chain McDonald's with a 20cl straw-free organic apple nectar carton, the CIDOU brand can now be enjoyed on board SNCF and EUROSTAR trains.

The brand has a PME+ label and it will even be available on AIR FRANCE flights, with no fewer than 6 different recipes, including 2 that are organic, specially intended for children!

As part of the most recent tender that was awarded, we were assessed by EcoVadis at CSR level. We are very proud to have obtained the silver medal, a sign of our environmental and social commitment.

\* air and rail catering

## OBJECTIVE 6 RAISE AWARENESS AND DEVELOP THE CSR CULTURE

### MOVING TOWARDS SOBRIETY #ACTCOLIBRI

With crisis after crisis, we are doubling down on our efforts in terms of reducing energy consumption and saving natural resources.



Within this context, a toolbox has been put in place.

#### It is composed of:

- an Excel file,
- thematic eco-friendly act sheets

This awareness kit has been distributed to the entire Colibri network and site Directors to share with their teams.

The objective is to list the actions that are already in place at each of the sites, along with suggestions for good environmental practices to put in place.

#### For 2022, the priority themes are:

- water,
- energy,
- waste management.

### RELATIONSHIPS

Because we want to help promote sustained and shared economic growth, we are committed to protecting people and our company, and to thinking about the 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 humanitarian actions and preserve links to our stakeholders.
5. Encourage and highlight customer and supplier innovations that have a positive impact.

**8** DECENT WORK  
AND ECONOMIC  
GROWTH



### ADVENT CALENDAR

Between 1 and 24 December, JFA and Les Crudettes Châteauneuf made an Advent calendar from scraps and creativity, as a treat for their colleagues. From Bredles\* to Meisenthal baubles and decorative accessories sure to please!

*\* little Christmas cakes from Alsace*



OBJECTIVE I  
**PROMOTE  
COHESION**

## INTER-SITE COMPETITIONS & BOOK OF RECIPES

Every year, the communication department holds different events to maintain the bonds between each site, each department and each employee of the Group.



Weighing a piece of chocolate for Easter, Halloween sweets, a fairytale photo for Christmas - see photo - or tasty, creative and fun competitions to delight all the women and men working for the company!

Further to these tasty competitions, some of the recipes dear to the heart of Group employees were shared in a book entitled "39 histoires gourmandes". Simple or elaborate, sweet or savoury, these recipes are sometimes handed down and shared over generations, sometimes the result of creative inspiration. They are an illustration of our rich culinary heritage.

Behind each one of these dishes is a story told among friends or a family tradition, that speaks of our background, the things we love and want to share with one another.

Each member of staff was given a copy of the book and it was also sent to our stakeholders.



The little extra this year: the communication department enjoyed putting this book together, feasting on the stories and the recipes offered.

**SEE THE BOOK HERE:**



## LSDH THROUGH GÉRALDINE ARESTEANU'S LENS

Géraldine Aresteanu, photographer for our greetings card, spent 24 hours in the company of employees at the Les Crudettes Cabannes factory: real-life snapshots with a sound track to describe our professions.

The result is a film that is full of emotion and pride for our teams.



The Group also wanted to support the photographer, in particular by contributing with other businesses to her project entitled ETRANGER: showing through thirty portraits that our companies, above and beyond their economic demands, play a role in society by recruiting workers who are not from France. They contribute to their integration and success.

Five volunteer employees from the Saint-Denis-de-l'Hôtel and Châteauneuf sites posed for the camera. Among the portraits made, two were exhibited in large-scale format in the forecourt of the Arab World Institute in Paris.

This was followed by a 10-day display campaign in several public locations in big cities and the publication of a book with portraits and first-hand accounts.

### OBJECTIVE 2

## PRESERVE THE HEALTH & SAFETY OF EMPLOYEES

## THE CULTURE OF SAFETY IS FUNDAMENTAL!

The safety challenge came into being in August **at the Châteauneuf and Cabannes sites**

It consists of setting a target in each department for the number of accident-free days based on the team record!

All the employees on teams that exceed the target win a ticket to the cinema.

At LSDH, we care about offering our employees a healthy and secure working environment.

Every year, we improve and hold more and more workplace safety events to raise staff awareness and encourage them to get involved in this approach.



*Award  
Les Crudettes,  
Cabannes  
cleaning team*



The goal of all these actions is always the same: Zero workplace accidents!

**At the logistics platform,** a safety quarter hour has been set up to remind about the key safety instructions and best practices when handling a trolley and in the event of a fire.

**At the Arras site** managers and team leaders meet every month to talk about the progress of actions taken further to various safety inspections and accident investigations.

**At the SDH site** a safety prevention campaign: "Think of the consequences" was created.

The goal is to raise employee awareness about the different safety risks and to share good practices that can avoid accidents.



*Award Les Crudettes Châteauneuf, morning packaging and quality team*



*Award Les Crudettes Châteauneuf, afternoon packaging and quality team*

*Training and filming photos - SDH site campaign*



**At JFA,** the flagship action was training about a culture of safety.

This training was created by an outside company and our safety department with the goal of reminding all employees about the part they play in matters of workplace safety, to get them involved in detecting risks and the dangers they may face, and finally to remind them about the gestures and behaviour that maintain a climate of safety inside the company.

This training will be renewed in 2023.



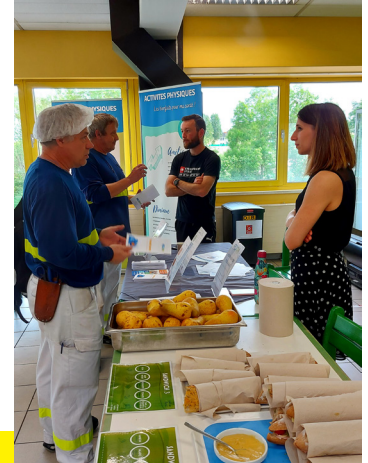
All of these measures are taken to create a safe and serene working environment and to involve each one of us in everyone's safety.

# HEALTH AND SAFETY: THE SAME FIGHT

Workplace health prevention is a major issue for our Group. As part of this, several important events on the theme of physical exercise, nutrition and sleep (especially for those working in shifts) were sprinkled throughout the year in 2022.

**At JFA,** two workshops about how to combine **physical exercise** with a **balanced diet** at work were offered to teams over 2 days:

- The 1<sup>st</sup> took place during breaks with a nutritionist present, attracting **128 people**.
- The 2<sup>nd</sup> about physical exercise, in the company of the nurse and a sports coach, with simple yet effective fitness sessions, attracted **65 participants** before the lunch break.



**At Les Crudettes** muscle stretching was extended to all sites.

**At L'Abeille** several actions were undertaken to improve working conditions for employees:

- a **dust removal system** was put in place in the Syrup department.
- a **new computer desk** to work both standing and sitting, as well as an ergonomic ball seat to use as a chair were tested.

**At SDH,** two half-days for health prevention, dedicated to **quality sleep** took place, facilitated by our occupational health nurse, with the support of the safety department.

Nearly **200 people** participated and learned more about the factors that influence the quality of our sleep (pace of work and life, nutrition, sedentary lifestyle, physical exercise, etc.), and got advice on how to improve all these by answering an individual sleep questionnaire.

A relaxation therapist was also on hand to chat and introduce participants to a few exercises that promote sleep and relaxation.



### OBJECTIVE 3

## IMPROVE THE EMPLOYEE WORKING ENVIRONMENT

# OPENING OF THE COMPANY RESTAURANT

AT SDH

Opened on 4 April 2022 after 12 months of work, the on-site company canteen at the Saint-Denis-de-l'Hôtel site offers all employees a quality dining solution in a warm and colourful setting.



The project was designed by a local firm of architects and makes use of the same visual design as the existing buildings.

The experience is a success with an interior designed to feel like home: warm and friendly, reminiscent of the showroom atmosphere.

With seating for 80, the restaurant is open 5 days a week, from 11.45am to 1.45pm.

An external provider does the cooking, and the food is prepared on site. There is a balanced and varied selection, a vegetarian option and dishes that promote local produce.

Since its opening, the number of diners has increased and the restaurant has been welcoming colleagues from Les Crudettes since the end of the year.

At the end of 2022, Management decided to increase the contribution for work-study staff and interns and to cover the price increases related to the cost of ingredients.



## MOBILISED FOR PINK OCTOBER!

Once again this year, LSDH employees got involved to support Pink October.

Most of our sites organised charity walks and raised almost €2,000 for non-profits like the Ligue contre le cancer or "Cœur de Sable".



OBJECTIVE 4  
**PROMOTE  
ACTS OF  
SOLIDARITY**

## AGRISUD PARTNERSHIP

AgriSud is celebrating its 30th anniversary, and 15 years with LSDH!



AgriSud International, created by Jacques Baratier, is celebrating 30 years of existence promoting agro-ecology!

Our Group has been proudly supporting this charity for 15 years, bringing life to 80,000 farms and companies at the heart of developing countries regions, and generating sustainable revenue for more than 400,000 people!

## FOOD INSECURITY

LSDH at the heart of the combat against food insecurity

As part of ongoing actions to support the most disadvantaged (heart milk and juice), Saint-Denis-De-l'Hôtel and Châteauneuf offer regular support to Les Restos du Cœur and, through the Loiret Banque Alimentaire (Food Bank) are committed alongside ESOPE, a social grocery shop in Orléans, the goal of which is to provide students with supplies at a very low price.



## FRANCK UN RAYON DE SOLEIL

JFA mobilised once again (walk, sale of bracelets and Bredle cakes) to contribute to funding outings for children and teenagers hospitalised in Haute-pierre Regional University Hospital (67) and to support medical research through the charity Franck, un Rayon de Soleil.



WANT TO FIND OUT MORE ABOUT THE CHARITY? THIS WAY!



## L'ABEILLE SUPPORTS THE CREATION OF MICRO COMPANIES

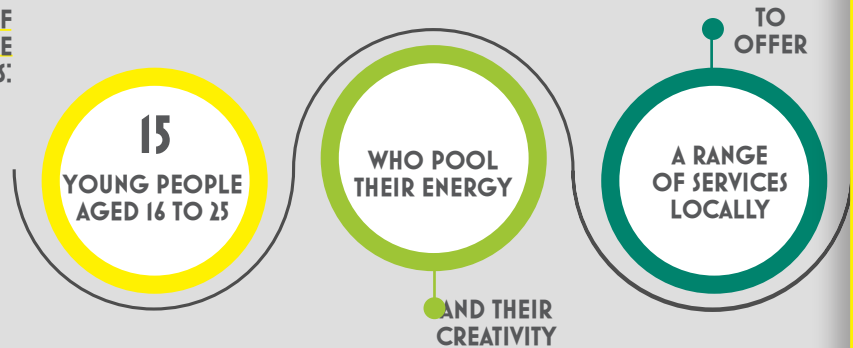
It has been 2 years since L'ABEILLE set up a Patronage Convention with the **Pasteur Social Centre in Cholet** to support the creation of a Youth Service Cooperative (micro company) active during the summer period.

provide to private individuals: gardening, filing, shopping, child-minding, etc.

The partnership in place can fund purchases of equipment or the occasional vehicle rental, for example.

About fifteen young people temporarily pool the services they

TO SUM UP, WITH THE CREATION OF POP-UP COOPERATIVE COMPANIES:



## OBJECTIVE 5 HIGHLIGHT INNOVATIONS

## PRIZE FOR INNOVATION

For over 10 years, the best innovations by our clients and suppliers have been rewarded by trophies made by our employees.

The selection and choice take place internally based on a variety of criteria: originality of the recipe and/or packaging or the quality of the team work.



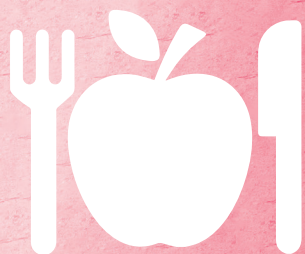
### SUSTAINABLE NUTRITION

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 processes of tomorrow
3. Contribute to educating about food, nutrition and health
4. Develop increasingly healthy products that respect the environment

**3** GOOD HEALTH  
AND WELL-BEING



## OBJECTIVE 1

# HIGHLIGHT OUR BUSINESS SECTORS AND GOOD PRACTICES



So, on 1 March, LSDH signed two tripartite agreements with Lidl and the APLBC, aiming to review the price paid to milk farmers, in the presence of farmers, Michel BIERO (Lidl) and the Minister of Agriculture, Julien Denormandie.

The new agreements paid €405 per 1000 litres to farmers, an increase of €25 in comparison to the previous price.

On the same day, during a press conference, the LSDH liquid and plant divisions presented their different sectors:

- the milk sector;
- the fruit juice sector with the Bahia\* project;
- the protein crop and cereal sector for plant beverages;
- the greenhouses of the future.

The goal of this conference was to highlight the various actions taken to support these business lines and arouse the interest of the general and specialist media.

\*Bahia: farming organic oranges and pineapples in Brazil.

## LSDH AT THE INTERNATIONAL FARM FAIR

LSDH took the opportunity of the “Salon International de l'Agriculture 2022” to promote its values and expertise.

*NB: the economic context led to a new repricing of the agreement in the autumn*



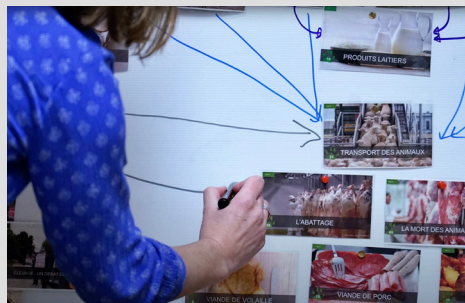
## The non-profit wants to be a driving force for the future of Agriculture and Food

This is made concrete throughout the year with events and one-off actions or long-term activities (7 in total in 2022), with the participation of 2,000 people!

Among the documents produced by the non-profit, we can mention the in-company **nutrition programme PEP'S**, the **Manifesto for Food Education** (see

page 34) or the **Animal Well-being Fresk** (based on the Climate Fresk model).

The high point of this participative mobilisation is the **annual Forum** held at the end of November in Orléans, which brings together all the “farm to fork” players to set the basis for reworked and more sustainable industries.



### THE 9<sup>TH</sup> EDITION

The theme of the 9th edition was **plant proteins**, their issues for society, their sectors and the opportunities they offer as part of the current transitions:

- Nutritional balance, traceability and reassurance for consumers,
- Reduction in environmental impact,
- Possible relocations of production and processing (with the practical case of our new extraction unit, the INOVé Workshop – see the dedicated article), local distribution channels and food sovereignty.

### A MISSION FOR THE STUDENTS

This was also the occasion to get the **students from the CSR Chair in Le Mans** involved alongside the Open AgriFood team, to organise this event.

They took part in:

- creating documents and informational diagrams,
- facilitating thematic meals,
- round-tables,
- plant-based cookery workshops,
- creating the animal well-being fresk,
- writing summaries of the many discussions held as part of the Forum.

## OPEN AGRIFOOD, TOWARD THE FOOD OF TOMORROW

On the eve of its 10<sup>th</sup> anniversary, let's remember that Open Agrifood sprang from the initiative of two men: Xavier Beulin, then Chairman of the Avril group and the FNSEA, and Emmanuel Vasseneix, Chairman of LSDH.





Marc FESNEAU, the Minister of Agriculture and Food Sovereignty, Guillaume GAROT President of the National Food Council and Philippe NOYAU President of the Regional Chamber of Agriculture of Centre-Val de Loire, honoured us with their presence to debate and offer their insight on this topic.

MORE INFORMATION ABOUT THIS EVENT



## OBJECTIVE 2

# BE A PIONEER FOR FOOD AND THE FOOD PROCESS OF TOMORROW



## LAUNCH OF THE CAP VERT GREENHOUSE

As a reminder, the Cap Vert project, initiated by the Group in 2013, relies on a mobile aeroponic system, a technology that only uses basic elements (water, air, light, nutrients) to offer plant quality that is above reproach and a permanent supply.

After building a pilot greenhouse at Châteauneuf, a new greenhouse dedicated to producing aromatic herbs came into being in 2022 at Saint-Denis-de-l'Hôtel.

This 7,000m<sup>2</sup> greenhouse has been operational since November, producing zero pesticide, 100% French fresh herbs all year round, and reducing the use of water as much as possible.

In addition to this, a buried and insulated network can recover the waste heat from the INOVé Workshop to fully heat the greenhouse and thereby avoid any use of fossil fuels (gas).

Its annual production capacity is 70T of herbs.

The harvest is on a human scale, and the first chive and coriander plants were produced in late October. In small containers, they went on to take their place on supermarket shelves under the brand LES CRUDETTES.

Other solutions are being studied, among them recovering rain water for the nutritional solution, management of effluents by plant-based waste treatments and the installation of solar panels for greater energy independence.

### OBJECTIVE 3

# CONTRIBUTE TO EDUCATING ABOUT FOOD, NUTRITION AND HEALTH

LSDH IS COMMITTED TO PROMOTING

## EDUCATION ABOUT FOOD AND NUTRITION FOR ALL

Several actions were taken in this direction to add our contribution as a major agrifood player.



**The OpenAgrifood** which since 2014 has managed to become a powerful tool for transformation, mobilising all players, from farm to fork, towards healthier and more sustainable nutrition.

Since 2022, priority has been given to teaching about Food, with the desire to make this part of school programmes from pre-school onwards.

Written at the start of 2022, the “**Manifesto for Food Education Everywhere, for Everyone**” is working to allow children to grow, cook, choose and taste in school for 2 hours per week.

It has already received 1,500 signatures and widespread support from politicians, company heads, influencers and citizens.



### Involvement of our influencers

To develop our Cidou brand and promote better eating habits, we have been on social media since 2019 (Instagram) and we send our products to influencers who are mainly mums and food addicts.

The products are chosen in line with their seasonality. With the arrival of summer, Cidou promoted its Juices & Infusion beverages.

On receipt of the samples, the influencers generally open the package live (story), publish recipes or launch contests with their communities.

FOLLOW US!  
@Cidou1931



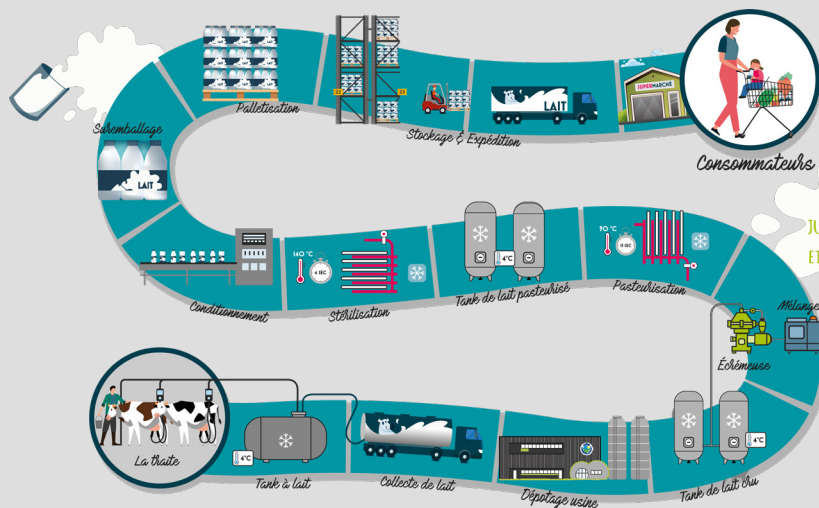


### World Milk Day

(event created in 2001) is also a way to highlight the naturalness of the product, to dispell misconceptions and to be transparent with consumers.

Our Saint-Denis-de-l'Hôtel and Varennes-sur-Fouzon factories, as well as 2 partner farms opened their doors to visitors.

Through fun events (milking simulation, cow game...), over 1,000 visitors had the chance to discover our commitments to the milk sector and our actions to promote Sustainable Development.



### Taste week

Finally, in the autumn, our Indre site was contacted by VARENNES S/FOUZON town hall as part of the Taste week, to explain the milk route (including tasting) and lead a cooking workshop where forty children made madeleine cakes.

It was also the opportunity to arouse their curiosity by explaining the use of old-fashioned utensils (butter churn, etc.) and setting them a quiz about milk.



As part of our desire to offer increasingly healthy, quality products, we are continuing to work on the development of “Clean Label” beverages, with recipes that favour natural ingredients.

Our fizzy drinks regularly lower their sugar content without losing sight of the concept of enjoyment: “sugar free” products with sugar

levels varying between 2.5g and 9.5g/100 ml.

Our organic commitment remains firm with organic lemonades made from cane sugar and lemon juice and flavouring that comes from organic farming.

## OBJECTIVE 4 HEALTHY PRODUCTS THAT RESPECT THE ENVIRONMENT

## REDUCED SUGAR CONTENT

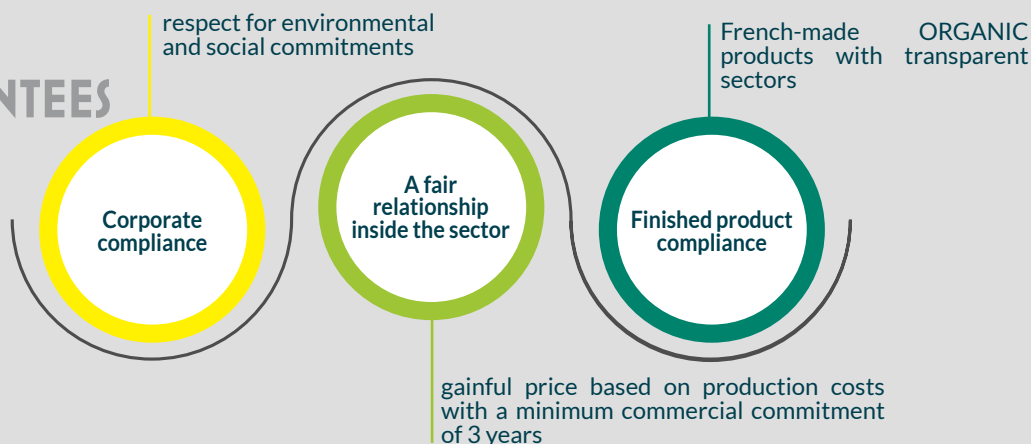
LSDH continues to work on reducing the sugar content of its products.



## LSDH RENEWS ITS FAIR TRADE ORGANIC CERTIFICATION

This certification came into being on 12 May 2020 with the creation of the non-profit Bio Equitable in France, and LSDH is a founding member.

### IT GUARANTEES



### END FEBRUARY 2022

Our Biocoop brand milk lines were audited (semi-skimmed and lactose-free) and we are compliant with the demands of the frame of reference.

#### BioEquitable in France is:

- **5,000** rural farms (united into 41 farming groups)
- **62** Organic businesses that come together to defend French farming that is fair and 100% organic!
- **572** label-awarded food products
- A label that directs consumers towards healthy, local and fair organic products that are designed, from farm to fork, with respect for taste, for people and for nature.



THE 1 minute LABEL  
IS THIS WAY!

## 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. Work towards energy transition and aim for carbon neutrality
2. Eco-design our packaging
3. Develop soft and active mobility, car pooling
4. Preserve and develop biodiversity
5. Preserve water resources and develop reuse
6. Improve waste management and recycling/reuse

13 CLIMATE ACTION



## UNIV'AIR | Our Low Carbon Trajectory approach aka UNIV'Air #ActClimate

The **carbon-free trajectory** for our business continues, with the reduction and optimisation of our consumption in a context of inflation and energy constraints.

We are also committed to renewable energy projects on site or through green energy purchase agreements.



*The takeover of our carbon balance by a consultancy with a phase of awareness-raising for teams is planned for early 2023 and will lead to the drafting of an action plan to reduce our carbon footprint.*

## OBJECTIVE 1

# WORK TOWARDS ENERGY TRANSITION AND AIM FOR CARBON NEUTRALITY

LSDH IS COMMITTED TO REDUCING ITS CARBON FOOTPRINT AND IS MOBILISING THE ENTIRE VALUE CHAIN AS PART OF THIS

## ASSESSMENT CAP'2ER

Since 2017, the CAP'2ER tool allows us to assess the environmental performance of farms.

This approach became general in 2020 and a level 2 "Assess and Act" measurement campaign began.

It includes carrying out **two days of group training** to raise awareness among breeders about reducing their carbon footprint and issues facing the planet.



## REMINDER

This tool can **assess the environmental performance and the sustainability of farms** thanks to technical and economic data specific to each farm.

Every year, the farmers are supported during the audits carried out by our teams of technicians or other experts chosen by them.

The results are presented and objectives determined. **At most 5 drivers are selected, implemented and monitored** over the 5 years of their "Carbon Action Plan" (level 2 assessment is renewed every 5 years).

**A mid-term report to adjust the road map**

# CAP'2ER®

### Some figures:

- To date **342** farmers have performed the level 2 CAP'2ER measurement.
- **317** farmers have taken the group training.
- One breeder feeds **3,100** people
- One breeder stores **72t of CO2** per year through prairies and hedges

### 2023 perspectives:

- Integrate new breeders to the approach
- The national goal is to achieve **0.8kg equivalent CO2/L** of milk, which corresponds to a **20% reduction in GHGs** for dairy farms by 2025.

## OLÉO 100

As part of our commitment towards a low carbon trajectory, we are opting for more **virtuous modes of transport** by progressively converting our **fleet of milk collection lorries to bio-fuel**.



To date, **9 of the 18 lorries work off Oléo100** and a **50m3 tank** has been installed at the Varennes site.

This alternative fuel **made from rapeseed oil** is destined for HGVs. It can **reduce CO2 emissions by 60%**, and **particulate emissions by 80%**.

Thanks to the use of Oléo100, in 2022 we **reduced our GHG emissions by 595 T of CO2**, the equivalent emissions of travelling **2,730,000 km** in a thermal engine car.

From an agricultural point of view, **French rapeseed**, from which Oléo 100 is entirely produced, has a number of advantages.

It is produced on national soil, thereby strengthening **national protein independence** thanks to the **cattle cakes** generated (non GMO). These **cattle cakes** feed animals and limit the importation of proteins that can be linked to deforestation.

The **seeds** are pressed to extract the oil that covers French needs in terms of cooking oil, and the excess is transformed into Bio diesel, contributing to reducing the carbon footprint of HGVs.

### 2023 PERSPECTIVES

Convert a 10th lorry to bio-fuel.

Do away with the 3 to 4% of excess consumption through training in eco-driving and modifications to lorries

Install an **Oléo100 tank** at the new **Cholet site** (Abeille 2).

## TEST METHOD CARBON 4 OCARA

The JFA site was chosen by the Chamber of Commerce and Industry Grand-Est and Carbone 4 from a panel of companies representative of the economic geography of the region to test the new **OCARA** tool designed to determine the climate resilience of companies.

The tool is now validated and available free of charge on the consultancy website.



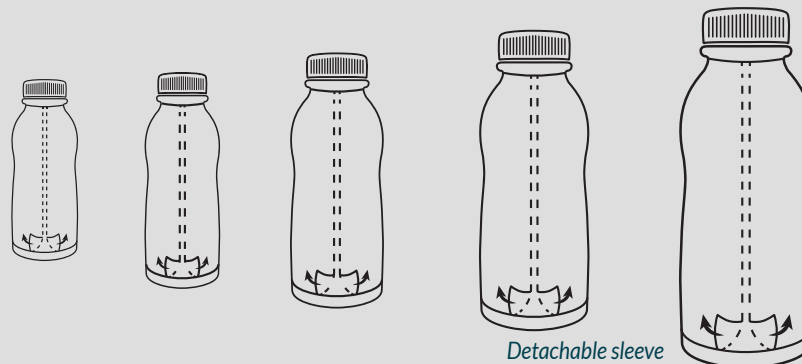
DISCOVER OUR  
METHODOLOGY GUIDE



OBJECTIVE 2  
**ECO-DESIGN  
 OUR PACKAGING**

## PACKAGING INITIATIVES

Each year, we introduce new packaging, sometimes award-winning as in 2021.



Detachable sleeve

### The point all these achievements have in common?

Design that is resource economy oriented, while ensuring the essential functioning of the packaging. We are talking about **eco-design**.

To be efficient, this approach requires us to examine all the project components from the moment of inception.

To do this, we need to take the needs and constraints of other value chain players into account.

This can translate into the creation of packaging for which manufacturing will be energy efficient, the passage along our packaging lines will generate less waste, and can be recycled or reused after use.

### How does this "360°" design take shape at LSDH?

It is above all a question of stance.

By listening to all those behind **new ideas** (our customers, our employees and our R&D teams...), **new demands** (consumers, French/European legislation...) or **new solutions** (our suppliers, technical centres...).

We then need to ensure that the future packaging will have a **reduced environmental footprint** through a Life Cycle Analysis or using the calculation tools at our disposal (eco-organisations...).

When no existing or transposable solution is available, we can envisage **creating prototypes** with our suppliers, and as part of a consortium in cases of highly innovative solutions.

We go on to check the **industrial feasibility** on our lines.

After that come the **quality validations** (ageing, product tasting, physical-chemical and micro-biological analyses...).

Finally, in certain cases, **consumer panels** can assess whether they are on-board with the proposed changes.

Only after all these tests have been successfully passed do we approve (with our customers when their own brands are involved) the wide scale launch of the new eco-designed packaging.

It should be noted that packaging performance (in terms of durability) is an ongoing process that never stops.

### OBJECTIVE 3

## DEVELOP SOFT AND ACTIVE MOBILITY

## CAR POOLING AT THE SDH AND ABEILLE SITES

A car pooling experiment took place at the Saint-Denis-de-l'Hôtel and Abeille sites.



This programme was awarded a label and financed by the Ministry of Ecological Transition in collaboration with a sustainable mobility provider: **Klaxit for SDH** through the programme “TousCovoitureurs” and **Karos for L’Abeille** through the programme “3 millions de covoiturages”.

The testing period was from January to April at SDH and from June to November at the L’Abeille site.

Why test car pooling at our sites?

According to the ADEME, 121 million tons of CO2 were emitted by the

French transport sector in 2018 and cars represent 54% of these emissions.

“Home Work” journeys and business travel by car are in first position with three-quarters of the journeys being drivers travelling alone!

Therefore, we want to encourage transport modes that are both sustainable and opportunities for sociability in a context of inflation in which car pooling offers a genuine opportunity to make savings while reducing your carbon footprint.

### Encouraging results

At the SDH site, **85 colleagues** downloaded the Klaxit application and **25 regularly car pooled.**

At the Abeille site, out of 130 colleagues, **a dozen** downloaded the Karos application.

**427 trips** were car pooled, making **8,264km**, allowing a reduction in the carbon footprint of **1.016 Tons** (or the equivalent of 54 days of emissions by gas heating or 578,000 km by train).

## OBJECTIVE 4

# PRESERVE AND DEVELOP BIODIVERSITY



school hive - Sarre-Union



WATCH OUR "WORDS FROM BEEKEEPERS" VIDEOS



## BIODIVERSITY AND SAFEGUARDING POLLINATORS

Businesses have a major role to play in reducing their impact on biodiversity and soil artificialisation (aka biodiversity footprint).

We are aware of this issue and we are working to safeguard and develop this living diversity at all our sites and to systematically take it into account in each of our site building and extension projects: Abeille2, INOVé workshop, aromatic herb greenhouse...

In 2022, we introduced **eco-grazing at the Varennes and SDH sites (sheep)**, as well as **at the Crudettes site (goats around the rainwater collection pool)**.

In addition to this, we launched **new partnerships with local beekeepers** to protect bees, sentinels of the environment and our health, and to promote French honey.

This led to the **sponsorship of 3 hives for Varennes and 6 for SDH**, with a visit to the honey factory, awareness-raising about the vital role of pollinators, honey tasting and a jar of honey for each employee in the company colours.

We **renewed our partnership between Label Abeille and Les Crudettes with 5 connected hives**, as well as between our local beekeeper and L'Abeille and contacts are being set up for the other sites.

### Did you know?

80% of crops worldwide depend on pollinators

1/3 the food we eat depends on bees

1 hive houses between 5,000 and 40,000 bees that produce between 8 and 12kg of honey per year!

## OBJECTIVE 5 PRESERVE THE WATER RESOURCE

### AMBITIONS AND PROJECTS: WATER SAVINGS & "REUSE"

Climate change, energy and environmental crises remind us of the pressing need to reduce our consumption of resources. Among them, water is one of the most criticised. It is vital to preserve it throughout our production cycle and to envisage every possibility to save it and reuse it.

We have drawn up an ambitious action plan **with a group goal for 2030 to save between 20 and 40% of water drawn, depending on the sites and processes.**

For many years now we have been monitoring ratios and indicators - the current ratio of the Liquid Division is on average **1.84 litres of water\* / packaging sold** - but in order to have a more refined and comprehensive vision, we are committed to installing additional metres in divisions.

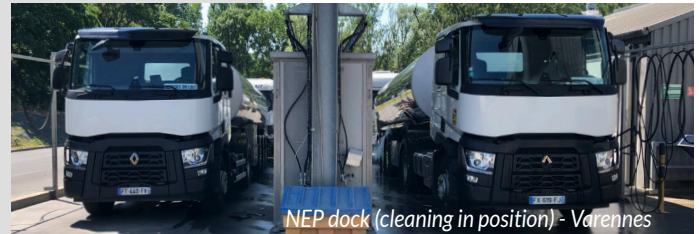
However, we did not wait until the completion of the map of flows to launch important water saving projects. That is why we are systematically replacing our air-cooling towers with **more efficient models that consume less water and energy.**

At the Varennes site, **we recover rain water to wash the lorries and we have invested in a new, more economical water heater.** Every action counts in the quest for savings, such as the qualification of our milk collection lorries that are no longer washed using potable water which was then discarded.

Les Crudettes **reuse the water for washing** salads to transport parts that have been taken out during peeling, which led to a **reduction in consumption at this station of 50% in three years!**

2022 was also the launch of a global structural approach, at the end of the "O" project, that laid the foundation for **reuse loops.**

**This approach is called "REUSE"** with the principle of finding means to regenerate water to form a loop and be reused on site (process water, steam, washing installations, watering plants, even farming irrigation...) rather than be discarded after treatment.



We have to establish the purification process and conditions for controlling it.

The project will lead us to work out the investment amounts, as soon as regulations allow us to implement them.

*\*To compare, French people use an average of 150 litres of water per day for their various needs.*

## OBJECTIVE 6 WASTE MANAGEMENT AND RECYCLING/REUSE

### RECYCLING OF GLASSINE LABELS AT THE ABEILLE SITE

Glazed paper, known as "glassine" is a backing for adhesive labels, in rolls or cut-offs that can be recycled.



Previously, the glassine labels went to non-hazardous industrial waste, meaning that they were collected from us, but not recycled.

We set up **collection boxes at the Cholet site on all of the lines during June 2022.** Sorting has been warmly welcomed and is very simple to put in place: for each line, there is a 2 box pallet to recover the glassine labels that appear on our syrup bottles, boxes and pallets.

**Everything gets recycled** into fibres that will be used to manufacture new backs for adhesive labels.



# GOAL OF ZERO UNSORTED WASTE

We are committed to reducing our waste at source on a daily basis and to **increasing waste sorting** in collaboration with our partner providers. Awareness about good sorting habits is essential to prevent non-compliance, combat litter and waste, and achieve savings.

**In 2022, two awareness-raising actions were undertaken:**

## AT THE SDH SITE

A **0 waste challenge** and a **waste sorting awareness session** were held in partnership with several local players, such as the non-profit Aterra, SICTOM, Saint-Denis-de-l'Hôtel town hall and the eco-organisation CITEO.

This challenge consisted of collecting a maximum amount of waste at the site and surrounding area.

The winning team was rewarded with a "0 waste" book and all the participants received a bar of soap in thanks.

This **first edition was a success**, raising awareness among more than **80 colleagues** and **collecting over 65kg of waste**, in particular metal, wood, paper-cardboard, plastic and cigarette butts.



## AT THE ABEILLE SITE

An **awareness-raising campaign** has been in place since 11 October 2022, in collaboration with the main waste collection company, **BRANGEON RECYCLAGE**.

It is designed for all members of staff and performed through e-mails and posters.

This **action** aims to do away with the non-compliance noticed in 2022, such as unwanted materials in the wood containers, plastic bags containing bottles in the containers for dirty bottles, and cartons, beakers and sweet wrappers in the paper sorting containers.



## 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 the solutions of tomorrow
2. Report on and highlight our CSR performance
3. Be a pioneer, exemplary and recognised

9 INDUSTRY,  
INNOVATION AND  
INFRASTRUCTURE



## CELOG

 | Commissioning of the "Crudettes Logistic Warehouse"

Effective in January 2022, the CELOG\* platform continues to build momentum:

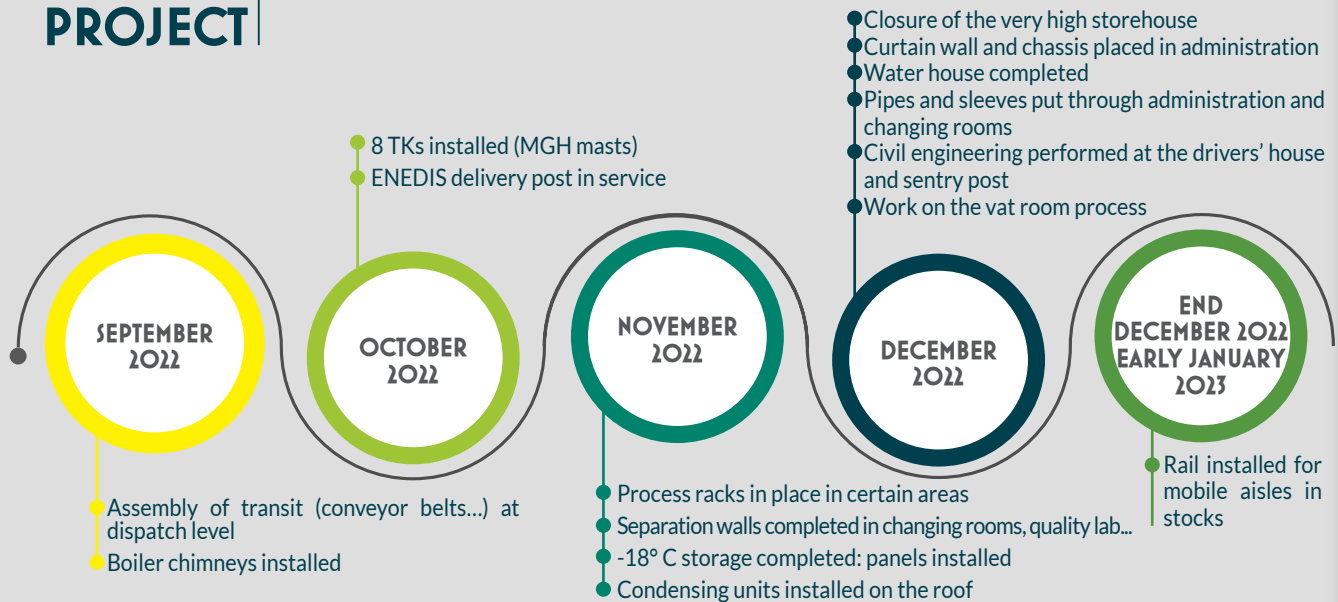
- Gradual launch : 15,000 packages at launch, 35,000 in April, 70,000 by integrating LSDH in May, and a record of 105,000 packages dispatched in November!
- 25 jobs created since the launch
- Pooling rate for Les Crudettes/LSDH transport: 50%
- Opening to new external clients from 2023.

## OBJECTIVE I

# OPTIMISE OUR INNOVATION PROCESS AND INVEST IN THE SOLUTIONS OF TOMORROW

## ABEILLE 2 PROJECT

Construction of the new ABEILLE 2 factory is making great progress, with the finalisation of the key stages in recent months.



Site visits for staff began at the end of 2022.

In small group, employees had a full tour of the buildings lasting 90 minutes, giving them an idea of the sheer size of the project. This is the 1st important step that allows everyone to picture themselves in this new environment.



## INOVE WORKSHOP LAUNCH

Briefly mentioned last year, this year we are taking a closer look at the INOVé Workshop (Plant-based Nutritional Innovation Workshop), to coincide with the launch of this new production business.



Remember that LSDH, as a historic and pioneering producer of plant-based beverages, culinary aids and creams (soy, almond, oat, rice, hazelnut, spelt...), has strengthened its position as a major player in France and Europe over the years.

Conscious of how important this business has become within the Group, we undertook the construction of a new factory to carry out the initial processing of these seeds ourselves (pressing them).

The goal of this important investment (35 million euros) is three-fold:

*better control over quality, origin and traceability*

*create more sustainable business lines*

*once again be in a position to stand out through innovation, honing new processes*

Until the month of September, we devoted our time to constructing the building, and then installing equipment.

We moved on to a series of trials to check the operation of the two production lines, and the compliance of the products obtained with regard to the expectations of the specifications.

The procedure in place consists of preparing a fine mixture (made from freshly opened seeds, flour or flakes), which is then sifted to keep only the juice and all the elements that make up the nutritional and taste qualities (proteins, fibres, minerals, carbohydrates, unsaturated fatty acids, etc.).

Beside the launch of the production unit, the trials conducted all year on the pilot line (reproduction of the production equipment on a small scale) allowed us to create recipes, set up the installations and confirm the sourcing of the raw materials that will be used on a large scale.

This led to the very first purchases of Centre Val de Loire soybeans among the seeds chosen during variety testing conducted in the region for the past 3 years.

**100  
MILLION  
LITRES**

*will be the annual production capacity of this unit...making it one of the biggest seed processing factories in Europe!*

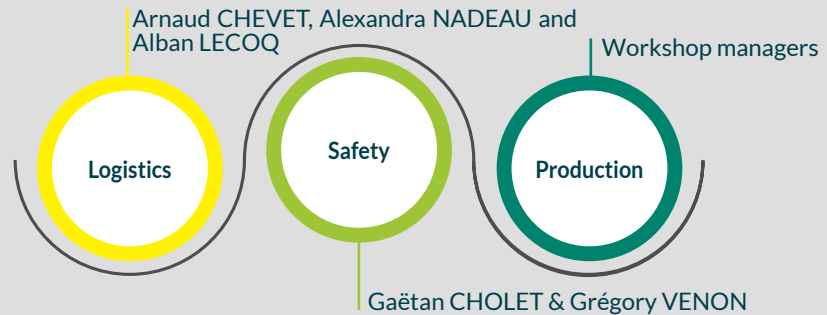


**THE OBJECTIVE** The logistics train is an innovative solution to supply our production lines while reducing traffic in the corridors.

The main objective was to reduce these disturbances while increasing the delivery capacity and ensuring team safety.

Frequent movements of forklifts posed an accident risk and unpleasant heat, noise, odours and obstacles.

The project is led by a team with different service agents:



**PERSPECTIVES** Serve all the workshops by summer 2023.



# AUTONOMOUS LOGISTICS TRAIN

implemented at the Saint Denis de l'Hôtel site



# SOUPS PROJECT

A new workshop to optimise soup production at SDH.

LSDH is able to produce all kinds of liquid food, including soups in a dedicated workshop.

They are manufactured using good vegetables that are cooked and blended.

A real treat for the taste buds!

Our workshop needed to be modernised and a vast project bringing together Production, Maintenance and Safety was conducted.



Working as a group allowed us to reach the targets that were initially set:

Mechanised handling and removal of the heat source when pouring ingredients

90% reduced loss of materials by reducing the number of conveyors

Improved work station ergonomics and safety

Optimisation of quality, performance and energy yield

Reduction in losses during production of cartons of soup

Cleaning time reduced by 80%, more efficient clod breaker\* offering better vegetable calibration, thereby reducing the cooking time while improving soup homogeneity and replacing certain electrical cooking equipment

\*Clod breaker = appliance that can break up clumps of vegetables that have formed

OBJECTIVE 2

# REPORT ON AND HIGHLIGHT OUR CSR PERFORMANCE

## CERTIFICATIONS AND LABELS

Quality and CSR

PERFORMANCE

## RECOGNISED ENVIRONMENTAL COMMITMENT

ISO14001 result and EMAS at the JFA site

The JFA site has been certified since 1999.

LSDH wanted to maintain the certificate that was renewed for the 23rd consecutive year on 13 & 14 October 2022, concluding that there was no major non-compliance, 12 opportunities to improve and numerous strong points.

The site and its organisation left a good

impression, particularly thanks to the management and the team involved in projects as they consistently aim to improve the environmental management system in place.



THE MAIN OPPORTUNITIES FOR IMPROVEMENT ARE:

internal communication

search for more eco-responsible alternative transport solutions

cooling fluids with lower impact

At the same time, the environmental declaration related to EMAS was renewed for the final year further to the absence of an accredited body in France from 2023.

It will however remain a basis for external company communication and remains freely accessible on the LSDH-JFA website.

LSDH and the farmers' organisation APLBC carried out a CSR assessment to meet the objectives of the French milk industry for 2025.

Data was collected from 150 APLBC breeders, making 39% of farms.

The results were compiled into a dashboard that includes monitoring indicators such as water consumption, GHG emissions, waste management, etc.

The goal is to precisely measure improvement in performance and determine what progress can be achieved.



The second study was conducted in late December 2022 to ensure the sustainability of the French milk industry.

*France Terre De Lait\* is the signature that guarantees the French origin of each litre of milk and each French dairy product, the high standard of quality and sustainability of the milk sector and the expertise of each contributor.*

## MILK SECTOR & CSR PERFORMANCE

More precise monitoring and an assessment of CSR performance to service a sustainable industry.

### Key figures

- **59% of APLBC farms** think that their dairy farm is profitable, **against 56%** for the national average, studied by France Terre De Lait\*.
- **53% are optimistic** about the future of their dairy business,
- **67% think that** the dairy offers perspectives for the future.
- **59% of farms** are in a position to compensate their operations above the French median salary, even reaching 68% for LSDH breeders part of the equitable approach (against 42% for the national average).

# BE A PIONEER, EXEMPLARY AND RECOGNISED

Recognition obtained by the LSDH Group in 3 major areas



## PACKAGING

**SIAL innovation trophies:** among the award-winners, the Les Crudettes paper bag and the grey milk bottle in opaque rPET, 100 % recycled, grand finalist with the packaging prize.

Our aromatic herb aeroponic greenhouse winner of the **Grand Prize LCL-Greenflex** in the energy transition and low carbon category.

## ENERGY TRANSITION



## COMMITTED COMPANY



**Chaptal Prize** awarded by La Société d'Encouragement pour l'Industrie Nationale  
Would you like to watch the award ceremony?  
This way!



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 French greenhouse gas emissions.

### 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.

**Carbon balance is one of those structural tools** and in our desire to **consolidate our commitment to combat the effects of climate change**, our Group launched a carbon assessment called the **UNIV'Air Project**. The goal is to build a road map that will allow us to strive for carbon neutrality\* for our business.

*\*Decarbonisation 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 THE 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

### January-February

Drafting and finalisation of the decarbonisation road map.

### March

Presentation of the action plan to teams.

### From April

Implementation of the action plan.



OUR

# MONITORING INDICATORS

SOCIAL • ENVIRONMENTAL • PERFORMANCE

2022

*The LSDH Group cares about sharing its results and avenues for improvement with all its stakeholders in anticipation of the future regulation that will require us to publish a statement of "Extra-Financial Performance".*

*With the desire to assess ourselves and reveal the drivers for progress, we therefore decided in 2022 to integrate our first CSR/ESG Performance monitoring indicators (environmental, social and governance/performance data) Group and Divisions consolidated by linking them to the UN SDGs.*



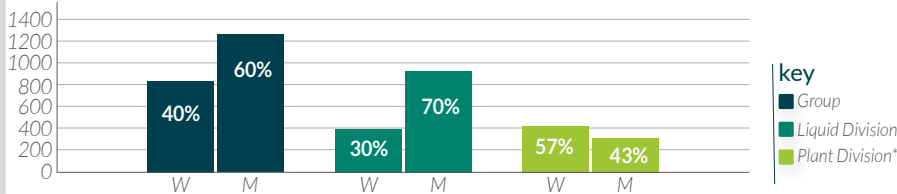


Permanent workforce at the Group, excluding temporary staff

2033

## BREAKDOWN BY GENDER

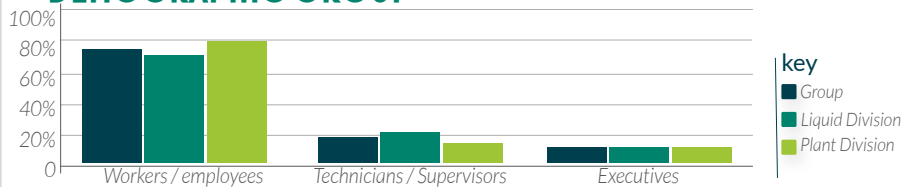
Group and Divisions



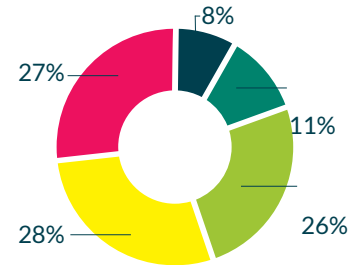
\*C'ZON and Corbeille-Tradition not included

## BREAKDOWN BY SOCIO-DEMOGRAPHIC GROUP

Group and Divisions



## breakdown BY AGE



key  
 ■ Under 25 years  
 ■ 25 to 29 years  
 ■ 30 to 39 years  
 ■ 40 to 49 years  
 ■ 50 years and over

Interns taken on in the year by the Group

97

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

# 75/100

result achieved for the male/female equality index for all the sites where the index can be calculated.

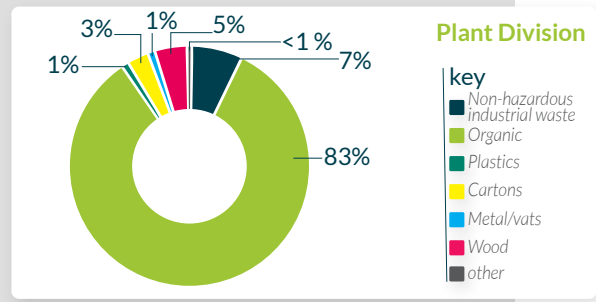
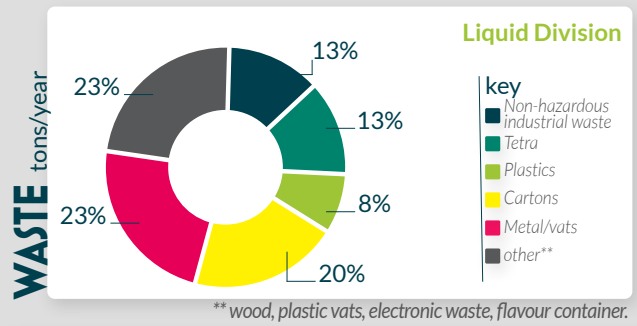
# ENVIRONMENTAL



Consumption/year	Liquid Division (LD)	Plant Division (PD)
Water consumption factories	1,919,237M <sup>3</sup>	512,923M <sup>3</sup>
Electricity consumption	98,496MWH	15,416MWH
Gas consumption	183,359MWH	497MWH

Water footprint ratio  
excluding ingredients  
**1.76 L/L\***

\* litres of water per litre of final product

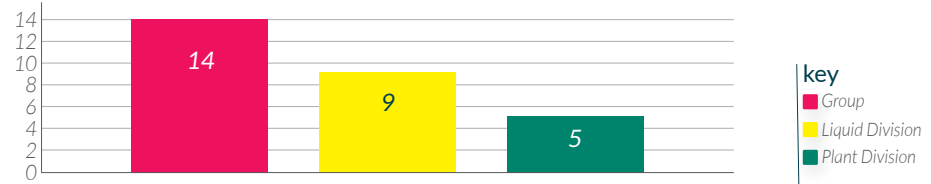


Share of waste recycled/reused/year	87% Liquid Division	93% Plant Division
Product volume upcycled into methanisation /year	Liquid Division	10,577 M <sup>3</sup>
Volume of mud upcycled into spreading /year	Liquid Division	29,556 M <sup>3</sup>
Recycled PET used in tons	3,299t Liquid Division	202t Plant Division



## BIODIVERSITY

number of hives sponsored/year





**608** new SKU output/ year *in the Group*

# 1,046

Billions of € in turnover achieved in 2022.

**1,338** billion cols packaged/year *for the Liquid Division*

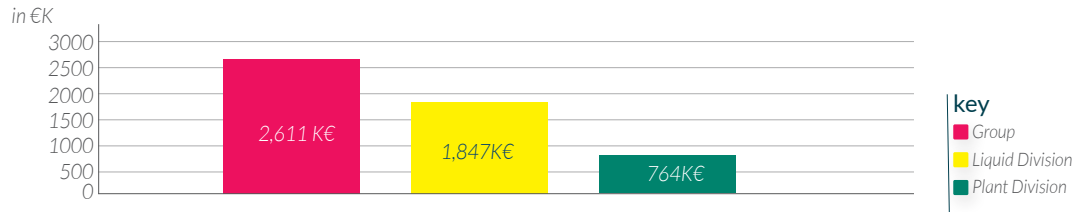
**109** million UVCs packaged/year *for the Plant Division*

**1,391** billion cols sold/year *for the Liquid Division*

**120** million UVCs sold/year *for the Plant Division*

**€96.7M** investments made/year *for the Group*

## TURNOVER ALLOCATED TO R&D



## ORGANIC SHARE

**16%** of sales volume  
**19%** of the total turnover excluding taxes

### milk sector

**354** Boviwell + audits carried out

**98%** milk guaranteed no GMO

**7%** dairy farms Bleu Blanc Coeur

### plant division

**80%** farmers committed for over 15 years with Les Crudettes

## TERRITORIAL FOOTPRINT

**€58.4M** Group contribution to collective efforts

representing **€29,756** per employee/year



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Design: LSDH - Photos: LSDH, Freepik - September 2023

PASSION • AMBITION • HUMANITY

