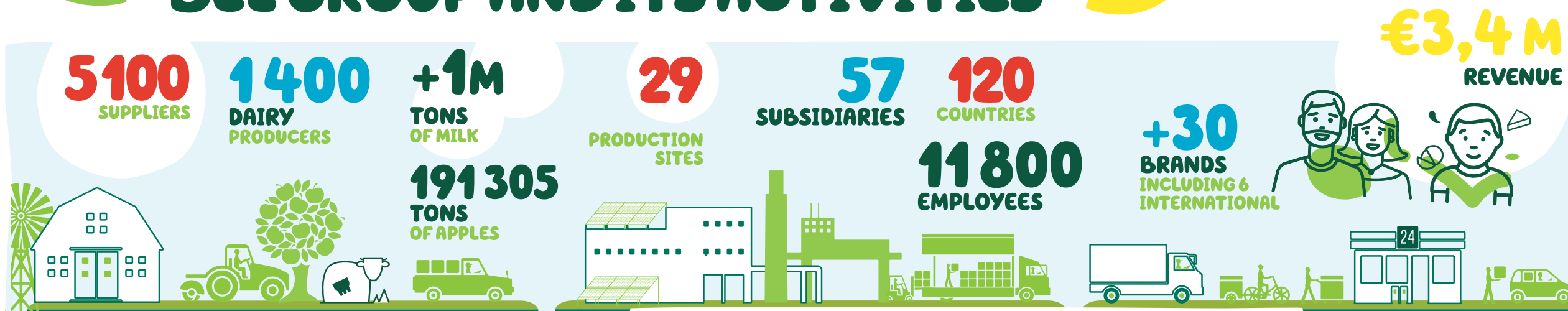


BEL GROUP AND ITS ACTIVITIES



2021 CSR SYNTHESIS

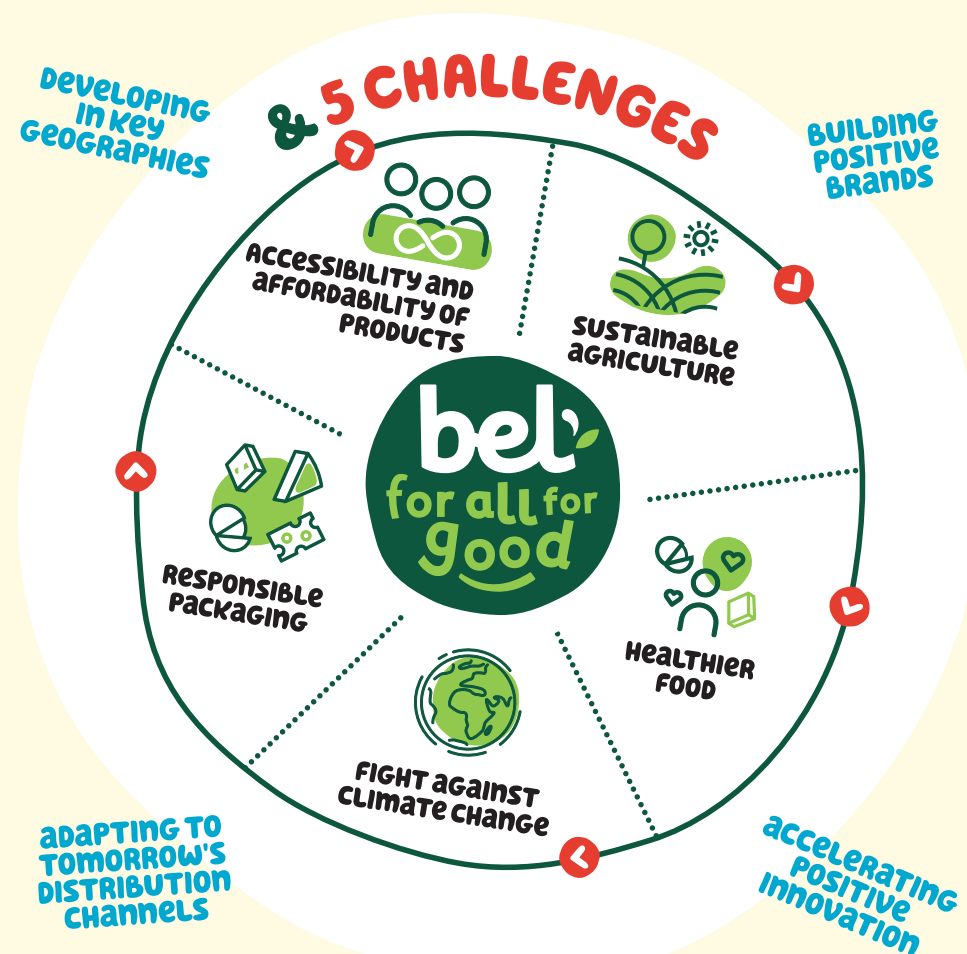
OUR MISSION

CHAMPIONING HEALTHIER AND RESPONSIBLE FOOD FOR ALL

A GLOBAL PLAYER IN HEALTHY FOOD



OUR STRATEGY IN 4 PILLARS



WELL-BEING FOR ALL

CREATING VALUE FOR ALL OUR STAKEHOLDERS:

- OUR BUSINESS PARTNERS**
Promoting responsible social and environmental practices
- Sustainable Purchasing Charter shared with our suppliers and subcontractors
 - Environmental and social performances assessed by EcoVadis - Improvement every year since 2012
 - Bel's exemplary role on CSR and supplier relationships



OUR EMPLOYEES



- NEW HR PROGRAM "NURTURE":**
- Increase employees commitment and improve managers' skills, thanks to **We@Bel** program
 - Launch of **Your Voice**, a satisfaction survey carried out among all employees.
 - Launch of the **Actors for Good** program including Bel commitment to train all employees on climate issues through **The Climate Fresk**



OUR CONSUMERS & COMMUNITIES

ACCESSIBILITY OF HEALTHY AND RESPONSIBLE PRODUCTS
Today, 74% of our revenue is generated by positive products sales*

#LaughToDonate INITIATIVE

Organised on the occasion of The Laughing Cow® 100th anniversary, and carried out all over the world with twenty NGOs working for children



THE BEL CORPORATE FOUNDATION

Supporting children and their nutrition since 2008:

- More than 250 partner charities
- More than 120 grants awarded to Bel teams
- 44 countries



* Organic ; or qualified as "Bel Nutri +" ; or contain no more than one additive ; or are made from non-GMO fed animals

A FAMILY GROUP

A family business with more than 150 years of history, and a major international player in the food industry. The Bel Group offers dairy, fruit and plant-based products in individual portions with the goal of providing access to healthier and more sustainable food for all.

CREATED IN 1865

1921 > 1933 > 1966 > 2007 > 2016 > 2019 > 2021

CREATION OF THE LAUGHING COW



CREATION OF BABYBEL



CREATION OF KIRI



ACQUISITION OF BOURSIN



ACQUISITION OF MOM GROUP



NEW IDENTITY



NURISHH 1st plant-based brand



1st hybrid milk and plant-based products



OUR POSITIVE & INNOVATIVE BRANDS

bel for all for good

A French limited company (société anonyme)
Registered office: 2 allée de Longchamps, 92150 Suresnes, France
With share capital of €10,308,502.50
RCS Nanterre 542 088 067
Code APE/NAF: 1 051C

BEL GROUP & ITS 2021 CSR RESULTS

TOWARDS REGENERATIVE AGRICULTURE

OUR GLOBAL SUSTAINABLE UPSTREAM DAIRY CHARTER

- Co-built with WWF France in 2018



- Implemented in all our 9 dairy basins throughout the world
- Concrete targets for 2025
- 77% of farmers partners have access to innovative social models
- 14% of farms abiding by the Animal Welfare Charter certified by a third party

DELIVERING THE GOODNESS OF FRUITS

- Fresh apples from orchards labelled:
- 100% "Vergers Écoresponsables" or Global Gap equivalent in Europe
- 99% USDA Gap, Primus or Canada Gap in the US and Canada



Renewal of the agreement with the Bel West Producers Association APBO

- **750** dairy farms
- "MonBBLait" Reference price: **€377/1000L MILK**
- Bonus €5/1000L milk **FOR 100% EUROPEAN ANIMAL FEED**
- Target to **REDUCE FARMS' CARBON** footprint
- **GMO-FREE** Animal feed
- **PASTURE GRAZING** (min 150days/year)

SUSTAINABLE AGRICULTURE



ADAPTING OUR PRODUCTS TO THE NEEDS OF ALL

- Adapting to **changing eating habits**
- 1st hybrid milk and plant-based products
- 100% plant-based offer
- The portion format as a means of ensuring accessibility
- Adaptation to all types of consumption habits with innovative distribution models: McDonald's France, Disneyland Paris, Starbucks, etc.



ACCESSIBILITY AND AFFORDABILITY OF PRODUCTS

DEVELOPING INNOVATIVE AND INCLUSIVE DISTRIBUTION MODELS

- Our program **Sharing Cities** dedicated to street vendors is active in 6 cities
- Our program **INAYA** to support grocery retailers in Morocco, Egypt and Jordan
- Overall **4,027 vendors** participate in Bel's Inclusive **Business program**



REDUCE & SIMPLIFY THE COMPOSITION OF OUR PACKAGING

Pilot projet for Bulk sales in stores of the **day by day** network with Babybel Original*



PRIORITIZE SYSTEMATICALLY PLANT-BASED MATERIAL

68% of Bel's packaging are paper or cardboard based



USE RECYCLED OR CERTIFIED VIRGIN MATERIALS

97% of paper/cardboard based packaging are coming from recycled or certified materials



100% ECO-DESIGNED BIODEGRADABLE OR RECYCLABLE-READY

95% recyclable-ready



ENCOURAGING AND FACILITATING THE RECYCLING

Partnerships promoting recycling channels with CITEO, CELAA, AREME, COALI



RESPONSIBLE PACKAGING

HEALTHIER FOOD

IMPROVING THE NUTRITIONAL QUALITY AND NATURALNESS OF OUR PRODUCTS

- **58** positive renovations (nutrition and naturalness) in 2021
- Optimization of nutritional values (increase calcium, decrease in fat and salt)
- More than 40 million portions fortified with calcium and vitamin D, as part of our commitment to Scaling Up Nutrition
- **72%** of child and family portfolio is compliant with Bel Nutri+ criteria*



Target 2025: 80%
*Internal nutritional profiling system based on WHO guidelines

- **Launch of The Laughing Cow** 4 Essentials, fortified with vitamins and minerals in several countries in Africa and Middle East
- **Launch of hybrid ranges**, combining cheese and legumes in the United States and the United Kingdom
- **New recipe for The Laughing Cow** Original in Europe, only 4 dairy ingredients
- **Elimination of all artificial flavors and colors** from the Group's core brands
- **Launch of Minibabybel** "Plus" in the United States and the United Kingdom, fortified ranges with probiotics, or vitamins

PROMOTING BETTER EATING HABITS AND HEALTHIER LIFESTYLES

- Towards our employees with 83% of the subsidiaries having implemented the **Healthy Smile** program
- Towards our consumers by supporting 7 nutrition education programs in France, Egypt, Ivory Coast, Iran, South Africa, Algeria and Senegal, in partnerships with local authorities



AVOID FURTHER CARBON EMISSIONS

Zero deforestation target by 2025 across our entire value chain

REDUCING OUR CARBON EMISSIONS FROM FARM TO FORK

Net reduction target
-1/4 OF CO₂e emissions FROM FARM TO FORK IN 2035 vs 2017 and taking into account the group's growth



#BELOWCARBON



IN OUR FACTORIES

- Reduce our consumption
- 7.8% of TCO₂e between 2017 and 2021
- Accelerate on renewable energy
- 67% of renewable electricity in 2021

IN THE REST OF OUR VALUE CHAIN

PARTNER FARMS:

- Completion of a carbon diagnostic in 900 partner farms (64% of farms)

GREENER TRANSPORTATION

- Partnership with the FRET 21 program in France
- Optimization of truck filling to avoid empty km

RESPONSIBLE PACKAGING

- 2/3 of paper or cardboard based packaging
- 95% of recyclable-ready packaging

SEQUESTERATE RESIDUAL EMISSIONS

CONTRIBUTE TO CARBON NEUTRALITY

- in our plants by 2025

FIGHT AGAINST CLIMATE CHANGE

- along our value chain by 2050

RACE TO ZERO

Participation in the livelihoods carbon fund



ENGAGE ALL OF OUR EMPLOYEES

BEL CARBON IMPACT TOOL

Allowing a regular vision of the group's carbon footprint, across all its markets, brands, segments and products

THE CLIMATE FRESH

- More than 400 Bel employees trained
- More than 70 employees trained to become animators of the Fresh