

# 2023 CSR SCORECARD

## Our main non-financial challenges and their performance monitoring

### CONTRIBUTING TO HEALTHIER AND MORE SUSTAINABLE FOOD

| Commitments  | KPI   | 2022 | 2023 | 2025 target | Progress | 2030 target |
|--|---|------|------|-------------|----------|-------------|
| Continuously improve the nutritional quality of products | "Positive" recipes (portfolio of children & family products meeting Bel Nutri+ criteria or with 0 or 1 additives) | 88%  | 88%  | (a)         | -        | 90%         |
|  | Children & family product portfolio meeting "Bel Nutri+" criteria   | 74%  | 76%  | 80%         | 😊        | (a)         |
|  | Portfolio of children & family products with 0 or 1 additives   | 70%  | 70%  | (a)         | -        | (a)         |
| Foster healthy consumption habits and lifestyle          | Countries where a program is implemented for consumers: "Healthy Lifestyle Program"                               | 8    | 8    | 10          | 😐        | (b)         |

### PROMOTING SUSTAINABLE AND REGENERATIVE AGRICULTURE

| Commitments   | KPI   | 2022 | 2023 | 2025 target | Progress | 2030 target |
|---|---|------|------|-------------|----------|-------------|
| Contribute to better quality of life and working conditions for partner producers | Percentage of farmers having had at least one visit from a Bel milk technician and been invited to an annual meeting      | (h)  | 85%  | 100%        | 😊        | 100%        |
| Encourage good practices to promote animal welfare                                | Share of farms abiding by the Animal Welfare Charter certified by a third party   | 29%  | 55%  | 100%        | 😊        | 100%        |
| Develop practices to reduce upstream CO <sub>2</sub> emissions                    | Percentage of farms having carried out an initial carbon diagnostic   | 75%  | 84%  | 100%        | 😊        | 100%        |
| Guarantee the responsible procurement of the vegetable fats used in products      | Procurements which are certified or honor the commitments of the Vegetable Fats Charter (where there is no certification) | 77%  | 76%  | 100%        | 😐        | 100%        |

### DESIGNING SUSTAINABLE PORTIONS

| Commitments   | KPI   | 2022 | 2023 | 2025 target | Progress | 2030 target |
|---|---|------|------|-------------|----------|-------------|
| Work toward 100% recyclable-ready and/or home-compostable packaging | Recyclable-ready and/or home-compostable packaging <sup>(c)</sup> | 83%  | 82%  | 90%         | 😐        | 100%        |

- Progress vs. 2025 target**
- 😊 In line with the plan
  - 😐 Stable
  - 😞 Not in line with the plan
- (a) The 2030 target was defined during the strategic planning process in 2023 and concerns the "positive" recipes indicator.  
 (b) The roadmap to 2030 and the associated target are currently being developed.  
 (c) Packaging excluding wax.  
 (d) Because there is a one-year lag in determining the Scope 3 carbon footprint, only the 2022 performance can be reported.  
 (e) This objective of a net reduction of one-quarter of Bel's GHG emissions across its entire value chain compared to 2017 is in line with the 1.5°C reduction scenario approved by the SBT, and aims to reduce its Scope 1 and 2 emissions by -75% in absolute terms by 2035, and its Scope 3 emissions by -25% in absolute terms by 2035 compared to 2017.  
 (f) A data reliability exercise was carried out in 2023, resulting in a new N-1 value. Data to October 2022 for Saudi Arabia and to the end of 2021 for countries where the data are not renewed every year: Iran, Iraq, Italy, Senegal, Slovakia and South Africa.  
 (g) As part of the new employee "value proposition" for its employees, the definition of "Top management" has been broadened to include the Executive Committee, as well as grade 1, 2 and 3 industrial site and country managers.  
 (h) New indicator in 2023 for which no historical data is available.  
 (i) Excluding collected milk and apples. The 2025 target is for the Cheese segment only. Since combining the Cheese & Squeeze segments in 2023, a common target was defined for 2030.  
 (j) Ten "Advantage Surveys" carried out in 2023 in France, the UK, Portugal, Canada, Spain, Slovakia, Belgium and the Netherlands. In 2025, our ambition is to be ranked among the Top 5 by our partners, then in the Top 3 by 2030.  
 (k) Positive products are those that meet one of the "positive" recipes nutritional criteria AND one of the following environmental criteria: organic milk, recyclable and/or home-compostable packaging, or carbon intensity.  
 (l) Inclusion of the Squeeze segment in 2023 with a target to be set.

\* Excluding Squeeze.  
 \*\* Excluding subcontractors.

### FIGHTING FOR THE PLANET

| Commitments  | KPI   | 2022 | 2023 | 2025 target         | Progress | 2030 target         |
|--|---|------|------|---------------------|----------|---------------------|
| Preserve natural ecosystems and fight deforestation through its supply chain   | Zero deforestation (area of at-risk land/total area needed for production of monitored raw materials) | 38%  | 36%  | 0%                  | 😐        | 0%                  |
| Reduce Scope 1 & 2 GHG emissions   | GHG emissions in Scopes 1 and 2 vs 2017 <sup>(v)</sup> (absolute value in ktons CO <sub>2</sub> )     | -28% | -35% | -34% <sup>(e)</sup> | 😊        | -55% <sup>(e)</sup> |
| Reduce the Group's global carbon footprint to meet the Paris Agreement targets | Global carbon footprint (Scopes 1, 2, 3) vs 2017 (absolute value in ktons CO <sub>2</sub> )           | -9%  | (d)  | -12% <sup>(e)</sup> | 😐        | -18% <sup>(e)</sup> |
| Reduce the water footprint of its production sites                             | Water withdrawal per ton of finished product vs 2017 <sup>(v)</sup>                                   | -1%  | -2%  | -16%                | 😞        | -33%                |

### IMPROVING THE ACCESSIBILITY OF OUR PRODUCTS

| Commitments   | KPI  | 2022         | 2023         | 2025 target | Progress | 2030 target |
|---|--|--------------|--------------|-------------|----------|-------------|
| Help to make its offering accessible to as many consumers as possible | Number of consumers who bought at least one of the Group's products in the reference year (in millions) <sup>(f)</sup> | 410          | 397          | 440         | 😐        | 500         |
| Develop innovative and socially responsible distribution models       | Number of people participating in an <i>Inclusive Business</i> program   | 2,298        | 1,431        | 40,000      | 😐        | 40,000      |
|   | <i>Sharing Cities</i><br><i>Inaya</i>  | 1,444<br>854 | 1,062<br>369 |             |          |             |

### CREATING SHARED VALUE FOR OUR EMPLOYEES AND OUR ECOSYSTEM

| Commitments   | KPI   | 2022 | 2023 | 2025 target | Progress | 2030 target |
|---|---|------|------|-------------|----------|-------------|
| Work toward zero accidents at sites                                 | AFR (Accident Frequency Rate) <sup>(v)</sup>  | 3.4  | 2.8  | 3           | 😊        | 1           |
| Promote gender diversity and inclusion                              | Share of women in Top management <sup>(g)</sup>   | 27%  | 30%  | 35%         | 😊        | 40%         |
| Strengthen the sense of inclusion                                   | Sense of inclusion according to the "Your Voice" survey (out of 100)  | (h)  | 77   | (h)         | (h)      | 85          |
| Develop our employees' talent                                       | Percentage of employees who took part in at least one development action during the year                        | (h)  | 73%  | (h)         | (h)      | 100%        |
| Promote a positive dialog   | Employee commitment (Your Voice) (score out of 100)   | 76   | 77   | 77          | 😊        | 80          |
| Promote good social and environmental practices among its suppliers | Average EcoVadis supplier score (out of 100) <sup>(i)</sup>   | 54,9 | 57,2 | 55          | 😊        | 65          |
| Become a key and committed partner for its customers                | Number of surveys in which the Group is identified as a best-in-class partner (Advantage Survey) <sup>(j)</sup> | 83%  | 80%  | 100%        | 😐        | 100%        |
| Offer positive products to consumers                                | Share of revenue generated by the sale of positive products <sup>(k)</sup>                                      | 50%  | 51%  | (l)         | (l)      | (l)         |

(v) Indicators considered in the reasonable assurance report.