

# 2024 CSR SCORECARD

Our main non-financial issues and their performance monitoring

## CONTRIBUTING TO HEALTHIER FOOD AND SUPPORTING FOOD TRANSITION

Commitments	KPI	2023	2024	2025 objective	Pro-gress	2030 objective
Healthy and positive recipes and a healthy and sustainable diet						
Continuously improve the nutritional quality of products	"Positive" recipes (Children and family product portfolio respecting the Bel Nutri+ criteria or with 0 or 1 additives) <sup>(a)</sup>	88%	87,5%	(b)	☹️	90%
	Children and family product portfolio respecting the Bel Nutri+ criteria <sup>(a)</sup>	76%	76%	80%	😐	(b)
	Children and family product portfolio containing 0 or 1 additives <sup>(a)</sup>	70%	70%	(b)	😐	(b)
Healthy lifestyles						
Foster healthy consumption habits and lifestyle	Countries where a program is implemented for consumers: "Healthy Lifestyle Program"	8	6	10	☹️	(c)

## FIGHTING FOR THE PLANET AND ITS NATURAL RESOURCES

Commitments	KPI	2023	2024	2025 objective	Pro-gress	2030 objective
Sustainable and regenerative agriculture						
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	85%	88%	100%	😊	100%
Encourage good practices to promote animal welfare	Share of farms abiding by the Animal Welfare Charter certified by a third party	55%	78%	100%	😊	100%
Develop practices to reduce upstream CO <sub>2</sub> emissions	Percentage of farms having carried out an initial carbon diagnostic	84%	94%	100%	😊	100%
Guarantee the responsible procurement of the vegetable fats used in products	Responsible and certified sourcing of vegetable fats <sup>(d)</sup>	100% <sup>(d)</sup>	100%	100%	😊	100%
Sustainable portions						
Work toward 100% recyclable-ready and/or home-compostable packaging	Recyclable-ready and/or home-compostable packaging <sup>** (e)</sup>	82%	82%	90%	😐	100%
Climate – Biodiversity – Water						
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)	36%	29%	0%	😊	0%
Reduce Scopes 1 & 2 GHG emissions	Scopes 1 and 2 GHG emissions vs 2017 (absolute value in k metric tons CO <sub>2</sub> eq.)	-35%	-41%	-34% <sup>(f)</sup>	😊	-55% <sup>(f)</sup>
Reduce the Group's overall carbon footprint to meet the goals of the Paris Agreement	Scopes 1, 2 and 3 GHG emissions vs 2017 (absolute value in k metric tons CO <sub>2</sub> eq.)	-6%	-14% <sup>(g)</sup>	-12% <sup>(f)</sup>	😊	-18% <sup>(f)</sup>
Reduce the water footprint of its production sites	Water withdrawals per metric ton of finished product vs 2017	-2%	-5%	-16%	😊	-33%

**Progress vs 2025 target**  
😊 In line with the plan  
😐 Stable  
☹️ Not in line with the plan

This scorecard, which indicates the Group's four levers for action, is used as a guide to define and implement Bel's sustainability strategy. As part of the CSRD and its disclosure requirements, it cannot be exhaustive. Other objectives and metrics related to the CSRD are disclosed in this sustainability statement under each topical ESRS. Scorecard metrics are entity-specific metrics for the Bel Group, except for GHG emissions.

(a) Excluding Iran.  
(b) The 2030 target was defined during the strategic planning process in 2023 and concerns the KPI for naturalness and nutrition: "Positive" recipes.  
(c) The roadmap to 2030 and the associated target are currently being developed.  
(d) Excluding Squeeze.  
(e) Excluding subcontractors.



## IMPROVING THE ACCESSIBILITY AND AFFORDABILITY OF OUR PRODUCTS

Commitments	KPI	2023	2024	2025 objective	Pro-gress	2030 objective
For all consumers, anytime, anywhere						
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)	400 <sup>(h)</sup>	401	440	😊	500
Inclusive entrepreneurship programs						
Develop innovative and socially responsible distribution models	Number of people participating in an Inclusive Business program	1,431	4,239	40,000	😊	40,000
A positive product offering (for the planet and for health)						
Offer positive products to consumers	Share of net sales generated by the sale of positive products <sup>(i)</sup>	51%	48%	(j)	☹️	(j)

## DEVELOPING A VALUE-CREATING MODEL FOR ALL

Commitments	KPI	2023	2024	2025 objective	Pro-gress	2030 objective
For all employees						
Promote a positive dialog	Employee commitment (Your Voice) (score out of 100)	77	78	77	😊	80
Work toward zero accidents at sites	Bel AFR (Accident Frequency Rate)	2.8	2.42	3	😊	1
Promote gender diversity and inclusion	Share of women in top management	30%	32%	35%	😊	40%
Strengthen the sense of inclusion	Sense of inclusion according to the "Your Voice" survey (out of 100)	77	77	(j)	😐	85
Develop our employees' talent	Percentage of employees who took part in at least one development action during the year	73%	77%	(k)	😊	100%
For the entire Bel ecosystem: producers, consumers and communities						
Promote social and environmental best practices among its suppliers	Average EcoVadis supplier score (out of 100) <sup>(l)</sup>	57.9 <sup>(m)</sup>	60	55	😊	65
Become a key and committed partner for its customers	Percentage of surveys in which the Group was identified as a best-in-class partner (Advantage Survey) <sup>*(n)</sup>	62% <sup>(o)</sup>	64%	100%	😊	100%

(d) In 2024, palm oil was considered responsible if it was CSPO. The 2023 data has been recalculated according to this new approach.  
(e) Excluding wax, not considered as packaging from a regulatory point of view.  
(f) These targets of a net reduction of Bel's GHG emissions across its entire value chain compared to 2017 are in line with the 1.5°C reduction scenario approved by the SBTi, whose target is to reduce its Scopes 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.  
(g) In order to have the most reliable data to calculate its Scope 3 emissions, the Group uses data from year N-1.  
(h) Data for 2023 was recalculated to take the most recent demographic data for the Czech Republic, Spain, Morocco and Saudi Arabia into account, as well as a more precise penetration rate for Portugal for 2023.  
(i) To be considered positive, products must meet "positive" recipe nutrition criteria AND one of the following environmental criteria: GMO-free organic milk, or from cows that are pasture grazed, recyclable and/or home-compostable packaging, or carbon intensity in line with the Group's reduction target. Iran is not included in the scope.  
(j) A target will be set in due course.  
(k) New metric in 2023 for which a medium-term objective (2030) was established rather than a short-term objective (2025).  
(l) Excluding collected milk and apples. The 2025 target has been set only for the Cheese scope. Since combining the Cheese and Squeeze scopes in 2023, a common target was defined for 2030.  
(m) The scope of assessment of EcoVadis suppliers changed in 2024. The 2023 data has been corrected to take into account this new scope. The reporting period now covers three years instead of four years.  
(n) Fourteen Advantage Surveys were conducted in 2024 in France, United States, United Kingdom, Portugal, Canada, Spain, Slovakia, Belgium, the Netherlands, Czech Republic and for the first year in the United Arab Emirates (new in 2024).  
(o) In 2023, Bel disclosed a result for ten Advantage Surveys carried out. For better data comparability, the 2023 data has been corrected to include three additional surveys whose results were obtained after the publication of the report.