Bel Group
Climate Transition Plan

SEPTEMBER 2025

BEL'S TOWARDS ITS SUSTAINABLE JOURNEY

BEL CLIMATE TRANSITION PLAN - SUMMARY

01 WHY

CONTEXT AND CLIMATE VISION

1. UNDERSTANDING CONTEXT
2. BEL'S CHALLENGES
3. OUR MISSION MODEL ANCHORED ON OUR POWERFUL CSR STRATEGY
4. EVALUATING RISKS AND OPPORTUNITIES RELATED TO CLIMATE CHANGE
5. DEFINING OUR AMBITION
6. OUR EMISSIONS TO DATE

02 WHAT

COMMITMENTS AND ACTION LEVERS

1. MEASURING, RAISING AWARENESS AND MANAGING CARBON PERFORMANCE
2. AVOIDING AND REDUCING GREENHOUSE GAS EMISSIONS
3. SEQUESTERING RESIDUAL EMISSIONS AND PROTECTING ECOSYSTEMS

03 HOW

FINANCING AND MONITORING THE CLIMATE TRANSITION PLAN

1. FINANCING OUR CLIMATE TRANSITION PLAN
2. GOVERNANCE AND MONITORING OF THE CLIMATE TRANSITION PLAN

WHY

CONTEXT AND CLIMATE VISION

UNDERSTANDING CONTEXT

The Earth's atmosphere naturally contains Greenhouse Gases (GHGs), essential for maintaining a stable average temperature of 15°C that allows life to thrive. However, since the industrial revolution, human activities have dramatically increased GHG emissions, causing the Earth to retain more heat and fueling global warming.
Climate experts warn that, without significant action, global temperatures could rise by +1.5°C to +4°C by 2100, leading to severe consequences: melting glaciers, rising sea levels, desertification, degraded agricultural systems, ocean acidification, and devastating impacts on biodiversity and human health.

In the face of this climate emergency, decisive and united action is imperative. Achieving the planet carbon neutrality and stabilizing global warming requires collective efforts from individuals, businesses, and governments.

The food industry is a major contributor to climate change, accounting for one-third of global GHG emissions, which underscores the urgent need for transformation. Experts such as the IPCC and the EAT-Lancet Commission emphasize three priorities: transitioning to climate-smart agriculture, promoting sustainable and plant-based diets, and reducing food waste. Addressing these areas offers a chance to lower the industry's environmental footprint and build resilient food systems. Bel is committed to this transformation through actionable, science-based strategies aligned with these key levers.

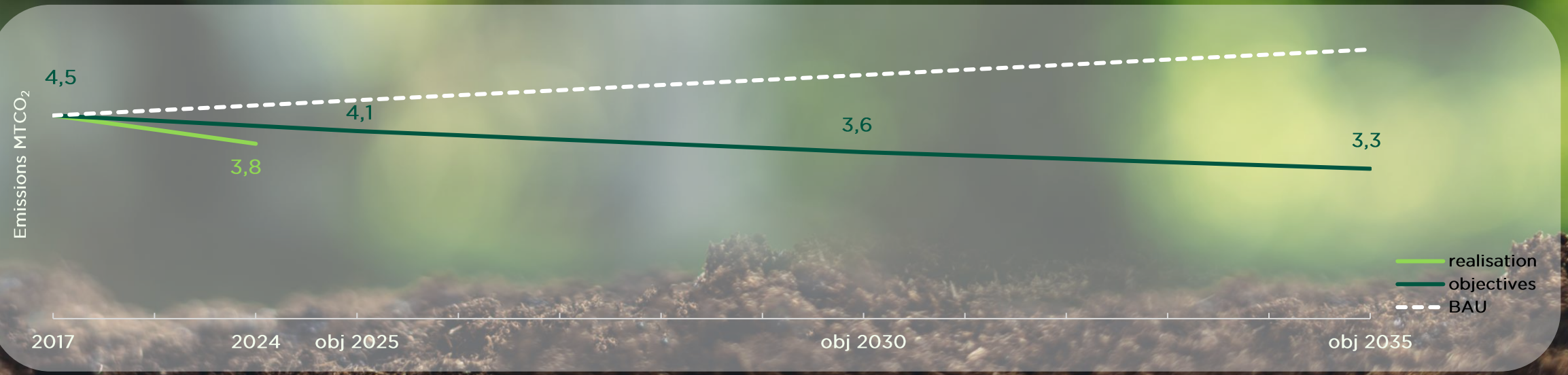
BEL'S CHALLENGES

At Bel, global leader in healthy dairy, fruit and plant-based snacking, we prioritize the fight against climate change as a strategic commitment. With the goal of contributing to carbon neutrality by 2050 with a first step in 2025 with our factories, we are transforming our entire value chain - from farm to fork - to contribute feeding 10 billion people by 2050 while preserving the planet.

Understanding that our impact extends far beyond factory walls, we focus on every step of our value chain. In 2024, our total GHG emissions were estimated at 3.8 million tons of CO_2e (2023 based), with the majority linked to raw material production, particularly upstream dairy farming. To address this, we are proactively collaborating with suppliers and our broader ecosystem to embark them in our decarbonization journey, minimizing our environmental footprint from production and transport to end-of-life.

-1/4

GHG emissions across the Group's entire value chain, in absolute terms, between 2017 and 2035



OUR MISSION MODEL ANCHORED ON OUR POWERFUL CSR STRATEGY

HEALTHIER FOOD, SUPPORTING FOOD TRANSITION

- Healthier & positive recipes
- Balanced & sustainable diets
- Healthy Lifestyle

FIGHT FOR THE PLANET

- Regenerative Agriculture
- Climate – Biodiversity - Water
- Sustainable portions : food waste & sustainable packs

ACCESSIBLE PRODUCTS FOR ALL

- For all consumers, in more moments, more places
- Positive product offers (planet & health)

SHARED VALUE FOR ALL OUR ECOSYSTEM

- For our Bel People
- For all our ecosystem from farmers to consumers & communities

HEALTHIER AND MORE SUSTAINABLE FOOD FOR ALL
FOR TODAY'S AND TOMORROW'S GENERATIONS

EVALUATING RISKS AND OPPORTUNITIES RELATED TO CLIMATE CHANGE

A BOLD STEP TOWARD CLIMATE RESILIENCE

Climate change is reshaping both economic and social landscapes in which we operate, posing significant risks but also unlocking vital opportunities. At Bel, we are fully committed to understand and anticipate these risks to build a resilient and sustainable strategy prepared for the challenges of today and tomorrow.

To achieve this, we have fully integrated climate risk analysis into our Group's risk mapping and double materiality processes. In line with the Task Force on Climate-related Financial Disclosures (TCFD) realized in 2022, we conducted climate scenario analyses—based on IPCC's +1.5°C and +4°C projections, carbon pricing, agricultural shifts, and evolving consumer habits—to assess the resilience of our operations and strategy.

This analysis has enabled us to not only evaluate risks and financial impacts but also seize opportunities to drive the transition toward a low-carbon future, acting today to protect future generations and reaffirm our commitment to climate leadership.

Furthermore, this climate transition plan also addresses our other impacts, risks and opportunities identified with our double materiality assessment and disclosed in the Group annual extra-financial report (aligned with the Corporate Sustainability Reporting

Description of risks and opportunities		Category of risks and opportunities	Timeframe	Potential financial impact
PROCUREMENT OF RAW MATERIALS	The yields of the agricultural raw materials (fruit, milk and other dairy or plant-based raw materials) used by Bel will be affected by global warming, resulting in availability and quality issues.	Physical	2035	+
WATER SCARCITY	Reduced water levels in some geographic regions could result in water scarcity issues (decreased water quality, stricter regulations on water use, increased difficulties in accessing water).	Physical	2035	+/++
ENERGY MANAGEMENT	Continuous improvement at our plants, distribution centers and administrative buildings lead to reduced energy consumption and CO_2e emissions through targeted investments and transition to renewable energy.	Physical	2035	+/++
DEVELOPMENT OF NEW PRODUCTS	This opportunity allows for the generation of new revenues from the sale of low-carbon, non-dairy products, and could improve the brand's image, competitiveness, access to capital, and attraction and retention of employees.	Transition	2035	++
CARBON TAX	The carbon tax is a policy instrument that shall consider the external costs of GHG emissions. This tax is calculated as a cost per metric ton of carbon emitted.	Physical/ transition	2050	++

DEFINING OUR AMBITION

Member of the Science Based Targets initiative (SBTi) since 2017, we have committed from 2019 to a GHG emissions reduction trajectory aligned with the Paris Agreement's ambition to keep global warming below 2°C.
Aware of the urgent need to step up its efforts, we have set a new, even more ambitious trajectory, validated by the SBTi in March 2022, in line with expert recommendations to limit temperature rises to below + 1.5°C.

As an agrifood business, we are currently submitting FLAG (Forest, Land, and Agriculture) targets to the SBTi and we will publish by end 2025 our new targets scope 1, 2 & 3 aligned with the 1,5°C scenario meaning to accelerate our scope 3 decarbonization by doubling our reduction objective by 2035 and seizing opportunities like pushing regenerative agriculture to integrate carbon removals within our value chain.

In parallel, we joined the United Nations' Race to Zero initiative, aiming to reach a level of so-called "unavoidable" residual emissions and contribute to carbon neutrality—starting with our production sites by 2025, and extending to our entire value chain by 2050 at the latest.

1.5°C

Bel's GHG emission reduction targets across its different scopes

This commitment involves a net reduction of 1/4 of Bel's GHG emissions across its entire value chain by 2035 compared to 2017, considering the Group's growth:

SCOPES 1 & 2

-75.6%

Absolute emissions by 2035 compared to 2017

(-55% by 2030 as an intermediate target)

SCOPE 3

-25%

Absolute emissions by 2035 compared to 2017

(-18% by 2030 as an intermediate target)

REDUCTION

In our factories

Low-carbon dairy upstream & sustainable farming

Regenerative agriculture

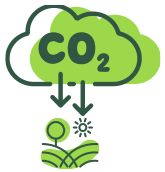
Portfolio mix

Supply Optimization

Food waste & Sustainable Portions

RACE TO ZERO

United Nations



SEQUESTRATION

Regenerative Agriculture

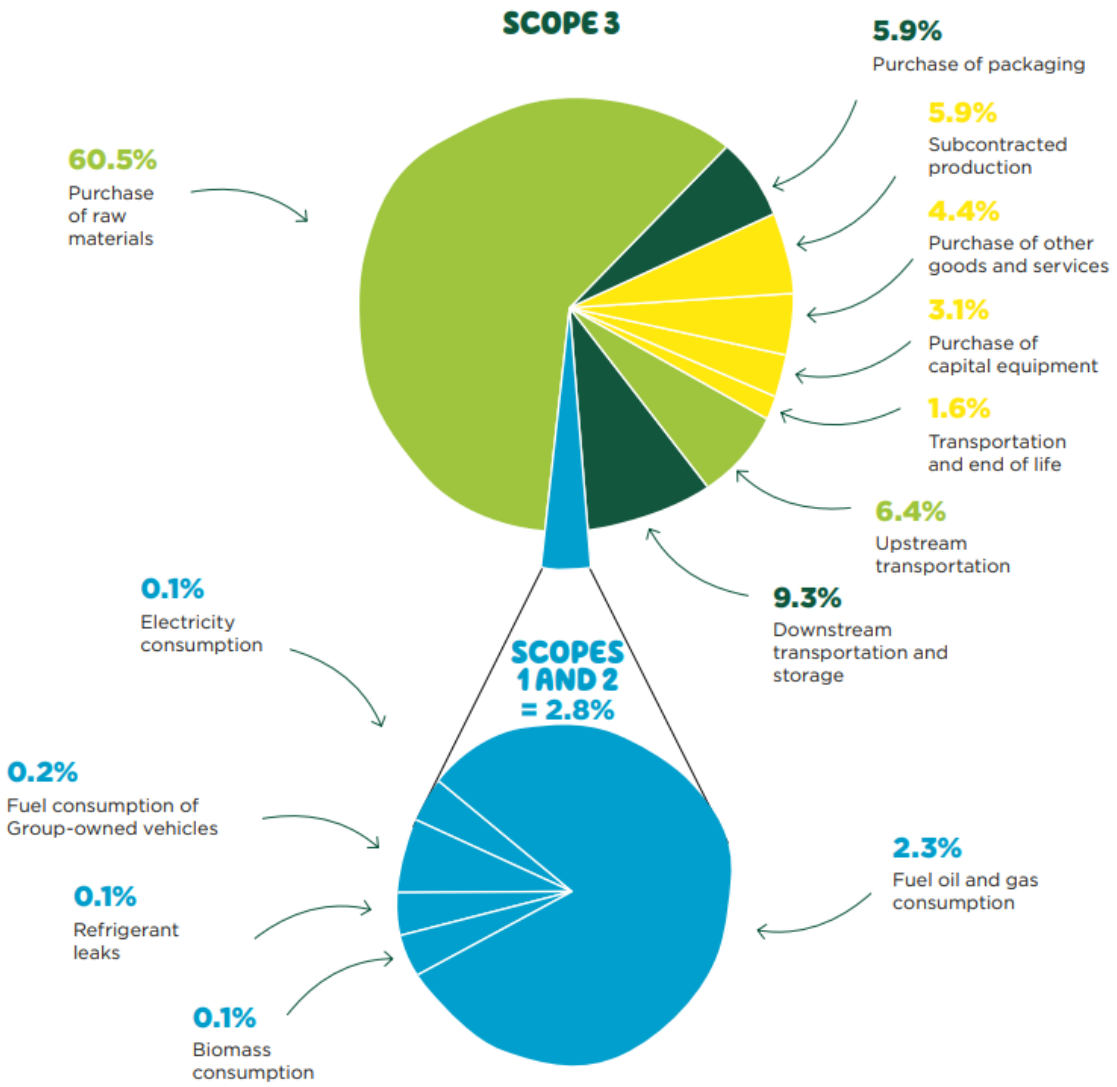
Peatlands rehabilitation

Forest conservation & plantation

NB :
Scopes 1 and 2 GHG emissions come mainly from the processes used to manufacture our products and from the energy mix used at industrial sites.
Scope 3 GHG emissions come mainly from the production, transportation and distribution of agricultural raw materials, as well as the packaging and transportation of the finished products.

OUR EMISSIONS TO DATE

BEL CARBON FOOTPRINT BY EMISSION SOURCE



Where does the Group stand today?

Since 2017, we has reduced our net absolute emissions:

- By -42% for scopes 1 & 2 in 2024
- By -14% for scope 1, 2 & 3 in 2024*

**Calculating its scope 3 takes more time due to the longer data collection processes, particularly from our partner farmers. This explains why the carbon reduction for this scope is calculated here for 2023.*

WHAT

COMMITMENTS AND ACTION LEVERS

Fighting climate change is a strategic priority for us. Calling for sustainable actions to transform the Group, such as reducing the carbon footprint of dairy products, increasing the share of fruits and plant-based products in our product mix, and improving our energy mix. Beyond drastically reducing our emissions, we are committed to contribute to the carbon neutrality of our factories as of 2025 and of our entire value chain by 2050. To achieve this ambition, we are implementing a strategy based on four pillars:

1. **Measuring, raising awareness, and managing carbon performance;**
2. **Avoiding GHG emissions and the degradation of natural habitats as much as possible by committing to deforestation prevention, biodiversity preservation actions, and fighting food waste;**
3. **Reducing at maximum GHG emissions from farm to fork, particularly those coming from upstream dairy, transportation, factories, and packaging;**
4. **Sequestering residual and incompressible GHG emissions by implementing positive environmental, social, and economic impact carbon sequestration projects.**

MEASURING, RAISING AWARENESS AND MANAGING CARBON PERFORMANCE

1) Measurement and decision-making support tools

Since 2018, we measure every year our carbon footprint across our scopes 1, 2, and 3. We calculate them based on the GHG protocol methodology. These calculations are audited every year during our annual CSR/CSRD report. In addition to our annual Carbon Footprint audit, we have several decision-making tools which assesses more precisely the climate impacts of our projects, making it easier for our employees to make carbon informed decisions :

- **Carbon diagnostic Tools :** since 2018, we have been collecting real on-farm data by conducting visits to our farms every three years and using various tools, such as the CAP'2ER (Calcul Automatisé des Performances Environnementales pour des Exploitations Responsables) tool in France, FARM ES (Farmers assuring Responsible Management Environmental Stewardship) in the USA, and CFT (Cool Farm Tool) in other countries. This approach enables us to effectively identify and implement impactful actions.
- **Bel Carbon Impact Tool**: this educational tool developed by Bel provides a consolidated and analytical view of the Group's carbon footprint across all its markets, brands, segments and products. It also enables us to monthly track our CO_2e emissions across our entire value chain.
- **Assessments tools:** these tools are especially used for product innovations and renovations, for example they can simulate the most suited recipe or packaging scenarios (ex: eQoPack)
- **SC CO_2e emissions calculator tool** : it measures the carbon footprint of the transportation and storage of finished downstream's products.
- Internal carbon price tool *(more info on the right)* : we are using our internal carbon price in all our processes to evaluate the environmental impact of our projects, guide decision-making, and drive investments towards low-carbon initiatives.

FOCUS ON BEL CARBON INTERNAL PRICE

Since 2022, we have defined and operationalized an Internal Carbon Price, aligned with the recommendations of the IPCC 1.5°C scenario.
This price is factored into:

- the Bel Carbon Impact Tool;
- the Group's performance monitoring through the management of changes in a carbon current operating income
- financial simulations of some projects, applied to Scopes 1, 2 or 3 emissions depending on the projects simulated.

For example, for an investment in a biomass boiler, the Scopes 1 and 2 carbon impact is converted into € using the internal carbon price and added to the calculation of the rate of return. For a recipe innovation, the Scope 3 carbon impact will be considered and integrated into the three-year business plan.

We developed our internal carbon price based on expert recommendations to reach 270€ per ton of CO_2e by 2030. To ensure teams can gradually adapt, we implemented a phased approach, starting at 50€ in 2021.

2) Training and raising awareness among employees about climate change

We are convinced that we need to mobilize all employees around this key challenge for the Group. We have undertaken to train as many employees as possible on climate change via the Climate Fresk, at all levels of our business, as part of the “Actors for Good” program. Since 2021 almost 5,000 employees were trained and 644 only for 2024. To make it happened we rely on employees that have been trained to be trainer for the Climate Fresk.

3) Engaging with and raising awareness among external stakeholders

Our carbon strategy requires all stakeholders to be mobilized. We carry out awareness-raising actions for our external stakeholders, and encourage the co-construction of action plans to share efforts with our partners:

- by working with WWF France for the past 12 years to reduce the environmental impact of upstream dairy and accelerate the food transition;
- by supporting partner farmers and suppliers in their transition
- by creating joint GHG reduction strategies with our customers
- by working with our supply chain
- by sharing best practices with other major international players in the retail product, dairy and fruit sectors
- by disclosing the initials information on our climate strategy
- by working hand in hand with our farmers based on DMAA (Dairy Methane Action Alliance). With our interventions and by sharing our knowledge, we provide them with technical and financial support towards methane’s reduction solutions.

4) Committing the Group’s suppliers to decarbonizing their own operations

In 2023, in addition to the standard EcoVadis assessment, we signed up to the Carbon Action Module to assess the maturity of suppliers (excluding milk producers and fruit growers), specifically in terms of decarbonization. We have also integrated a new objective in our worldwide buyer’s remuneration variable, focusing on our suppliers’ sustainability (SBTI based). Furthermore, we launched several learning programs in collaboration with the PROGRESS initiative or even the Carrefour Food Transition Pact.

AVOIDING AND REDUCING GREENHOUSE GAS EMISSIONS

Convinced that the best impact is the one we avoid altogether, we have focused our priority actions on preventing GHG emissions and preserving natural carbon-sequestering environments. Therefore, we are committed to:

- promote a balanced diet between dairy and fruit + plant-based products, thus offering alternatives that emit fewer GHGs;
- fight deforestation and preserve biodiversity, thereby avoid the degradation of one of the main solutions which absorb GHG emissions on a global scale;
- fight food waste and loss to prevent both the emissions from unnecessary production and those from the disposal of wasted products;
- optimize the end-of-life packaging of these products.

FOCUS ON OUR FIGHT AGAINST FOOD WASTE:

Nowadays, 40% of produced food is never eaten, leading to significant social, economic, and environmental impacts. When food is wasted, the resources used to produce it—incl. water, land, energy—are also squandered. This contributes to climate change with 10% of global GHGs.
The single-portion format, our Group's signature, is an effective way to combat food waste by ensuring optimal conservation and providing the right amount of cheese, reducing leftovers. Fighting food waste is crucial in a circular economy to avoid unnecessary resource consumption, food waste generation, and the associated GHGs.

Aligned with this approach, we joined the Consumer Goods Forum's 10x20x30 initiative in 2021, committing to halving food waste in our operations by 2030 compared to 2021.

KEY ACHIEVEMENTS AND ACTIONS

PRODUCTION

- Local and regular collection of all milk produced throughout the year.

PROCESSING

- Use of cheese by-products in our recipes.
- Repurposing them as ingredients in other food products.
- Marginally using them for energy production through methanization.

DISTRIBUTION

- Products are sold by retailers or donated to associations.
- Commitment with retailers to reduce food waste by 50%.

CONSUMPTION

- Individual portions to optimize preservation and prevent waste.
- Informing consumers about food waste and raising awareness on expiration dates.

FIGHTING DEFORESTATION AND PRESERVING BIODIVERSITY

Protecting ecosystems is essential due to their critical environmental and social functions. Forest ecosystems, especially, support a significant portion of Earth's biodiversity.
We are committed to ensuring that the raw materials that we use in our value chain—such as soy meal, palm oil cakes, palm oil, paper, and cardboard— do not contribute to deforestation or the conversion of natural ecosystems. We are aiming for zero deforestation by 2025. Our areas where the production of our raw materials are considered at risk have been estimated at 29% of our total areas in 2024.

KEY ACHIEVEMENTS AND ACTIONS

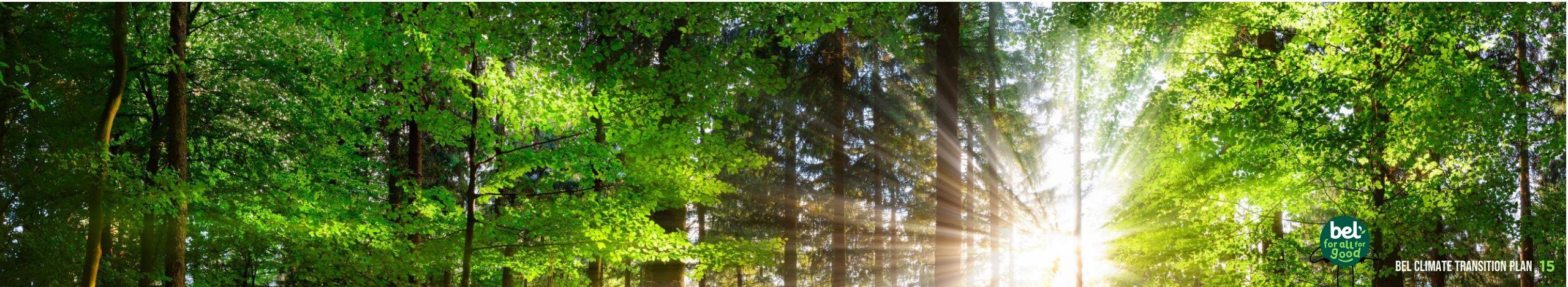
To achieve this, we focus on three key raw materials:

- Dairy feed: Through our Upstream Dairy Charter, we promote local and sustainable animal feed to reduce reliance on soy meal and palm oil cakes. We follow the concepts of protein and autonomy to answer our farmers needs to produce more proteins. To answer those needs we encourage pasture grazing where possible, as it is positive for biodiversity, reduce manure emissions and carbon sequestration. In 2024, 99% of the milk we collected came from cows with access to pasture grazing in traditional regions.
- Paper and cardboard: We prioritize recycled, or certified virgin fibers from sustainably managed forests. By 2024, 90% of our paper/cardboard were sustainable, aligned with our Zero Deforestation commitment, compared to 79% in 2023.
- Vegetable fats: We are committed to source 100% of our palm oil from responsible and traceable agricultural sectors. In 2024, we attained our milestone (settled for 2030) to have 100% of our vegetable fat coming from responsible and certified sourcing.

OBJECTIVES

100% responsible and certified sourcing of vegetable fats in 2030 (attained in 2024).

0 deforestation (area of at-risk land/total area needed for production of monitored raw materials) in 2030.



REDUCING OUR GHG EMISSIONS: OUR KEY LEVERS

Each year, we co-develop a 5-year strategic carbon plan with all business functions, which is presented and approved by the Executive Committee and the Board of Directors. It incorporates defined key decarbonization levers to reduce emissions by 2035, in line with science-based targets.

SCOPES 1&2

GREEN FACTORIES

- Reduce energy consumption at industrial sites,
- Accelerate the transition to renewable energy sources such as biomass.

SCOPE 3

LOW CARBON PRODUCTS

Accelerate the development of lower-carbon products, such as hybrid, fruit ranges or 100% plant-based products.

DOWNSTREAM TRANSPORT

Reduce the impact of transport by sourcing raw materials as locally as possible, use multimodal transport, optimize filling ratio and green fuels.

SUSTAINABLE MILK

Limit the environmental impact of the activities of our partner farmers by promoting low-carbon and regenerative practices. This includes the reduction of methane emissions using feed additives for cows, working on cattle productivity, local feeding for cows, and agroforestry..

COMMITTED DAIRY SUPPLIERS

Commit suppliers to decarbonizing their own activities.

ECODESIGNED PACKAGING

Rethink product packaging by reducing overwrapping, ecodesigning products, offering products in bulk and developing recyclable packaging.

Our climate transition plan roadmap

*Other scope 3: OPEX/CAPEX, marketing spends, travels, digital, etc.

SCOPE 1 & 2 GREEN FACTORIES

Our Scopes 1 and 2 GHG emissions come mainly from the processes used to manufacture our products and from the energy mix used at our industrial sites. While factories account for only 2.8% of our total carbon footprint, they represent a key area of direct responsibility. We are firmly committed to reducing GHG emissions from our plants by 75.6% by 2035, compared to 2017 levels, a target validated by the Science Based Targets initiative (SBTi) and aligned with the 1,5°C scenario. To achieve this, we have implemented the ESABEL program (Energy Saving at Bel), focusing on two major priorities : reducing energy consumption and developing the use of energy from renewable sources.

1.REDUCING ENERGY CONSUMPTION AT INDUSTRIAL SITES:

Bel's Environment and Factory teams have prioritized energy efficiency by investing in production sites and implementing action plans following the ESABEL program.

KEY ACHIEVEMENTS AND ACTIONS

- We are monitoring consumption reduction since 2008. It uses a set of mandatory standards and voluntary good practices, adopted as part of a continuous improvement process.
- For over 10 years, we have been deploying the ESABEL program, which allows each site to access best practices, monitor its consumption, and define action plans to reduce it.
- In 2024, a portion of the €13 million invested to reduce the environmental footprint of production sites was allocated to this reduction effort, which includes continuous improvement projects, waste heat recovery, such as in Lons-le-Saunier with the use of a dual condenser, and the production of domestic hot water without recourse to steam.
- In May 2022, we have set up an Energy Task Force to help the Group's ten most energy-intensive sites to reduce their energy consumption.

In 2024, we reduced GHG emissions on Scopes 1 and 2 by -42% compared to 2017.

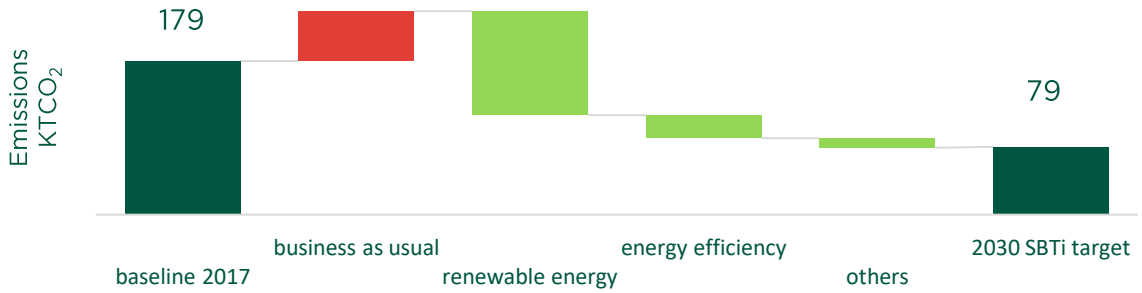
2. ACCELERATING THE TRANSITION TO RENEWABLE ENERGY SOURCES

In addition to reducing energy consumption, we aim to develop the use of renewable energies.

KEY ACHIEVEMENTS AND ACTIONS

- We have five biomass boilers at the Evron, Chef-du-Pont, Sablé-sur-Sarthe, Tangier and Azores sites. These boilers currently represent 25% of the energy consumption for heat production. In 2023, we installed a new biomass boiler at the Tangier site (Morocco), which operates with local olive pomace.
- A plan to convert plants to purchase renewable electricity has been rolled out. in 2024, 97% of the Group's total consumption of electricity came from renewable sources (including already converted sites in the previous years), representing 25% of the Group's total energy.
- Additionally, two Bel sites have been equipped with photovoltaic sensors in Vietnam and the Azores. We have established a roadmap to deploy other projects at additional sites in the upcoming years.

Our factories roadmap



We have a well-defined roadmap for 2035, and we plan to continue these major projects contribution to continue minimizing our factory footprint by 2050. In addition, as of 2025, we are contributing to the carbon neutrality of our scope 1 and 2 through our sequestration programs investments.

OBJECTIVES

-55% Scopes 1 and 2 GHG emissions vs 2017 (absolute value in k metric tons CO_2 eq.) in 2030.

-75.6% GHG emissions from our sites in absolute terms between 2017 and 2035.

KEY CHALLENGES TO COME :

- Continue deploying energy efficiency programs by supporting each site with the ESABEL program.
- Sharing best practices between sites.
- Accelerating the transition to renewable energy.
- Exploring the launch of Power Purchasing Agreement projects to consolidate the sourcing of green electricity.

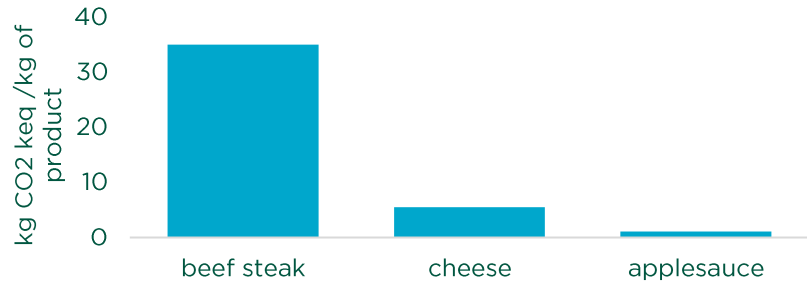
ACCELERATING OUR POSITIONING IN THE FRUIT AND PLANT-BASED FOOD SEGMENT

KEY ACHIEVEMENTS AND ACTIONS

- In 2016, Acquisition of MOM and diversification toward Fruit.
- We have developed plant-based recipes under our signature brands like the plant-based Garlic and Herbs Boursin®, launched in 2022.
- Since the creation of Bel Ventures in 2022, we have partnered with numerous startups which have enable us to reduce our environmental footprint, while inventing the products of tomorrow. With startups like Standing Ovation, Superbrewed and Perfect Day, we are developing breakthrough innovations by incorporating ingredients harnessing the mof biotechnology and fermentation.
- In 2023, we have also entered an R&D agreement with Climax Foods Inc., a US startup. Using artificial intelligence and machine learning tools, the aim is to develop plant-based recipes for brands like The Laughing Cow® and Babybel® that are entirely similar in taste and texture to traditional cheese products. In 2024, we have announced a partnership with the agri-food group Avril, the specialist of Lallemand yeast, and the Portial laboratory, for a project on fermentation.
- Compared to 2017, our GHG emissions linked to raw materials were down by -827 Kt CO_2e as an absolute value, i.e. -26% in 2024. This reduction is linked to the greening of the Group's offering, and to the improvement of the carbon impact of the dairy sector.

Plant-based raw materials have a lower carbon impact than dairy raw materials. We therefore want to help make plant-based food accessible to all and achieve a balance between its dairy and plant-based offerings (including fruit). The objective is to leverage this balance for reducing the carbon footprint of food. For example, the carbon intensity of an apple ingredient can be up to ten times lower than the one of a cheese ingredient (source: Agribalyse). Since 2016, we've gone beyond our traditional cheese territory by acquiring MOM, a fruit compote specialist, and launching plant-based alternatives for our core brands: Boursin®, The Laughing Cow®, and Babybel®. Today, we operate across three complementary areas: dairy, fruit, and plant-based products.

Average carbon footprint of different products



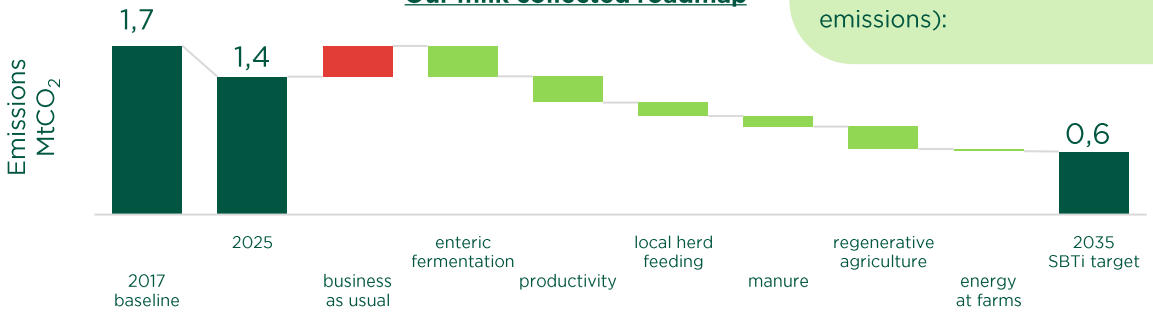
KEY CHALLENGES TO COME :

- Achieving a balance between dairy and non-dairy offerings in the long term.
- Accelerating the development of our alternative protein products.

COMMITTING TO A SUSTAINABLE UPSTREAM DAIRY SECTOR

We work hand-in-hand with our dairy farmers to pioneer a more sustainable agriculture, guided by our Upstream Dairy Charter, co-created with WWF France. This charter is built on three pillars: our partner producers, animal welfare, and regenerative agriculture.
Each implemented action helps advance our dairy supply chain decarbonization pathway, aiming to cut greenhouse gas emissions by 50% by 2035, based on our GHGs from 2017 (measured in kg CO_2 eq per kg of standardized milk).

Our milk collected roadmap



KEY ACHIEVEMENTS AND ACTIONS

Since 2012, we have been partnering with WWF France to reduce our environmental impacts associated with dairy production, including GHG emissions. In 2023, we also renewed our Upstream Dairy Charter, under which the Group has defined a carbon trajectory aligned with the +1.5°C scenario. Furthermore, we launched our Dairy Methane Action Plan since 2024, aiming to reduce our dairy CO_2e by 26,1% (2017 based) in 2030.

In our Upstream Dairy Charter, we aim to provide local and sustainable animal feed to reduce the amount of fodder and concentrates purchased or protein feed additives, such as soy meal and palm oil cakes. The initial step is to understand the farm's carbon footprint to embark on a sustainable path. Moreover, we encourage pasture grazing whenever conditions permit it, on account of their biodiversity richness. Pasture grazing enhances carbon sequestration in the soil and is recognized as a key process in agricultural regeneration. It helps increasing the protein self-sufficiency of farms, contributes to diminishing the quantity purchased of fodder, concentrates, or protein feed additives, whose production can contribute to deforestation, and benefits the health and well-being of dairy cows. In 2024, 99% of the milk collected by the Group came from cows having access to pasture grazing in traditional pasture grazing regions.

We also uses several nationally recognized tools (CAP'2ER, Cool Farm Tool & Farm ES.) to measure the environmental impact of our dairy farms. This allows us to calculate carbon with a direct, local measure, not a generic one. Our goal is to realize a carbon diagnostic in every farms every 5 years.

For our methane emissions reduction (nearly 50% of milk GHG emissions):

- We are using the feed additive Bovaer®, developed by DSM-Firmenich, it should cut cows' methane emissions by 25%, without affecting their well-being or milk quality.
- In Slovakia, after successful pilot tests, Bovaer® was rolled out in July 2023. By late 2023, 40% of Slovakia's dairy farms (2,600 cows) supplying 70 million liters of milk annually for Babybel® adopted the solution.
- In France, tests conducted with IDELE in early 2023, confirmed a 25% average methane reduction.
- In 2023, we joined the Dairy Methane Action Alliance (DMAA), led by the Environmental Defense Fund, to identify solutions and support farmers in reducing methane emissions. As one of the firsts members of the DMAA, we became one of the first agri-food companies to report their methane emissions and outline action plans.

In December 2024, we finalized our 8th agreement with APBO, setting milk purchase prices and volumes for 2025. It represents 670 milk producers who supply 100% of our milk core brand products. This year's agreement introduces eight new optional incentives, offering bonuses to member farms that adopt measures to reduce their carbon impact:
- soil coverage
- zero deforestation and local feed, by not using soy meal and palm oil;
- maintenance and planting of hedges;
- self-sufficient protein using concentrates consumed on the farm, by promoting high protein crops;
- self-sufficient proteins using fodder, by optimizing the use of grass, mixed crop and fodder legumes such as alfalfa;
- methane reducing food such as flax;
- methane-reducing feed additives (Bovaer®);
- measurement of enteric methane to promote methane reducing practices.

OBJECTIVES

-50% GHG emissions per kg of milk by 2035 vs. 2017 in upstream dairy business.

KEY CHALLENGES TO COME :

- Enteric fermentation
- Productivity
- Local animal feeding
- Manure
- Regenerative agriculture
- Energy at farms

SCOPE 3: MOVING TOWARD REGENERATIVE ARGICULTURE

We are convinced that the production of our ingredients can positively impact the environment, preserve biodiversity, and regenerate ecosystems. In 2023, we defined our ambition for regenerative agriculture in collaboration with key partners, including Earthworm Foundation, WWF France, customers, and suppliers.

Our framework addresses environmental, social, and economic aspects across our three business areas: dairy, fruit, and plant-based products. It focuses on six key goals: preserving soil health, reducing CO_2e emissions, promoting biodiversity, optimizing water management, cutting synthetic inputs, and ensuring farms' economic viability.

We aim to source 100% of milk and apples from farms transitioning towards regenerative agriculture by 2030 and extend this to all key raw materials by 2035.

To create lasting change, we know collaboration is essential. That's why we launched the Alliance for Regenerative Agriculture in 2023 in France, uniting industry players—farmers, cooperatives, NGOs, retailers, and consumers—committed to accelerating these practices.

MILK

Milk makes up a significant share of the raw materials used in our products, which means we have a clear responsibility to actively contribute to building a more sustainable dairy sector—one that respects the environment while remaining both economically and socially viable. To honor this commitment, we produce as close as possible to our consumers, working hand in hand with local suppliers and partners to support a more sustainable milk production.

On a global scale, Bel formalized and published a Charter for Sustainable Dairy Sourcing in early 2018, in partnership with WWF France. The charter is built around three core pillars: our partner producers, animal welfare, and regenerative agriculture.

It is now being rolled out across all our dairy sourcing regions worldwide, with a strong focus on adapting to local realities. Regenerative agriculture projects are already underway in several areas—including the United States, mainland Portugal including the Azores, Poland and France—supported by expert partners such as Earthworm Foundation and Biosphères.

FRUIT

Through our brands Pom'Potes and GoGo squeeZ, our commitment is clear: offering high-quality fruit-based products without compromise on how the fruit is cultivated. That's why, for several years now, we've been fully engaged in the continuous improvement of our sourcing practices.

In France, 100% of our fresh apples come from orchards certified as "Vergers Écoresponsables" (Eco-Responsible Orchards). Since 2023, pilot regenerative agriculture projects have been underway in France in collaboration with Biosphères, and since 2024 in the United States with Understanding AG.

PLANT-BASED

For several years now, we've been undertaking a deep transformation of our model to expand our dairy offering with plant-based ingredients.
Sourcing matters greatly to us, and we strive to carefully select every plant-based ingredient going into our products. Keeping this in mind, we've defined a common set of commitments applying to all plant-based ingredients used across the Group: they must be non-GMO, deforestation-free, sourced from ethical supply chains, and meet responsible business conduct standards. Furthermore, these ingredients are classified by country of origin to identify and manage specific sourcing risks. Whenever possible, we encourage the use of ingredients that follow the core principles of regenerative agriculture or come from certified organic supply chains.

OBJECTIVES

100% of Bel's milk and apples are sourced from farms transitioning towards regenerative agriculture by 2030.

Discover our Upstream Dairy Charter

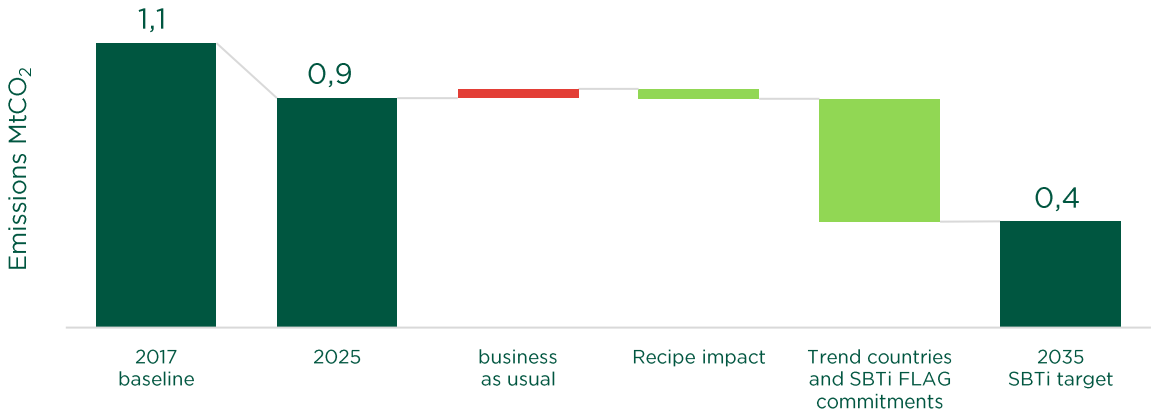
Alliance for Regenerative Agriculture

SCOPE 3: COMMITTED DAIRY SUPPLIERS

FOCUSING ON DAIRY RAW MATERIAL PURCHASE

As champions of a responsible business model, we place our suppliers at the heart of our approach. Aware of the social and environmental impact of our supply chain, we are committed to sustainable, ethical purchasing practices through our Sustainable Purchasing Charter, which outlines our values and expectations in areas including the environment, labor, and ethics. Dairy is part of our raw emissions, representing 60% of our carbon footprint. It is one of our most impactful product in our purchases, according to the FAO, nearly 32% of methane emitted due to human activities comes from livestock farming. In 2024 it represented 20,4% of our scope 3 total emissions.

Our dairy raw materials roadmap



KEY ACHIEVEMENTS AND ACTIONS

1. Identifying Risks in the Supply Chain
In 2025, we updated our CSR risk map to refine vigilance over key purchasing categories and regions. By end of 2025 and in 2026, we will strengthen measures to better assess risks and improve supplier control systems.

2. Evaluating Suppliers and Partners
Since 2009, we have assessed supplier CSR performance through the EcoVadis evaluation platform, based on 21 criteria grouped into four themes: environment, social and human rights, ethics, and responsible purchasing.

3. Driving progress with suppliers and partners
To engage them in respecting the Sustainable Purchasing Charter and the Code of Good Business Practices, buyers are required to include a "CSR and Ethics" clause in invitations to tenders and contracts. This clause is also included in our general purchasing terms and conditions.
Since 2016, we are a member of the EcoVadis PROGRESS sector initiative to improve CSR performance in the supply chain of the consumer goods sector and create a synergy effect. By the end of 2024, nearly 14,000 evaluations are shared within this initiative.

4. Encouraging buyers to be stakeholders in the Group's sustainable purchasing approach
We provide regular training to our buyers, ensuring they integrate CSR and EcoVadis criteria throughout the purchasing process. During 2025, all buyers underwent SBTI training with the aim of mapping the 80/20 suppliers committed to an SBTI approach.

KEY CHALLENGES TO COME :

- **Recipe Optimization:** Reduction in dairy raw material purchases through modifying cheese recipes, such as replacing the dry extract content by vegetable fats or alternative proteins (Standing Ovation caseins for instance)

- **Sourcing Strategy:** Sourcing raw materials from SBTi FLAG-aligned suppliers and regions where upstream operations and governments are actively committed to reducing GHG emissions

SCOPE 3: DOWNSTREAM TRANSPORT

Downstream transport accounted for **8.9% in 2023 of our GHG emissions**. Addressing these emissions presents a significant challenge, as many of the solutions rely on the large-scale deployment of advanced technologies, which in turn depend on substantial changes to national infrastructure.

The supply chain teams are actively working to optimize transportation efficiency and reduce greenhouse gas (GHG) emissions. Efforts focus on improving load efficiency through better fill rates, pallet density, and optimizing logistic flows. The strategic placement of our plants and logistics networks is designed to minimize distances traveled. Additionally, we collaborate with logistics providers across all operating regions to reduce empty truck mileage and streamline flows. Beyond these operational improvements, the transition to biofuels and electric vehicles is underway.
These measures could contribute to reducing the carbon intensity of transport by 30% (between 2017 and 2035). Significant decarbonization is expected post-2035, driven by the adoption of hydrogen technology.
These measures not only target GHG reductions but also aim to address other challenges, such as road congestion and noise pollution

KEY ACHIEVEMENTS AND ACTIONS

In 2020, we became a partner of the FRET 21 program in France and renewed our membership up to 2026. This program is a multi-stakeholder initiative that helps drive the reduction of GHG emissions from downstream transportation through various levers, such as multi-modal transportation, transportation fill rates and green fuels. In 2024, in addition to maintaining trucks running on B100 (biodiesel), we set up rail traffic flows for the first time in France for transporting Babybel®. This reduced our transport carbon intensity by 0.2%.

In 2024, we continued our participation in the Lean & Green program in Portugal and Spain. As part of this initiative, trucks running on HVO are used for transportation from plants to commercial depots. HVO biofuel reduces CO_2 emissions by 80% compared with diesel fuel, thus avoiding 798 metric tons of CO_2 per year.

Compared to 2017, transportation-related GHG emissions transport increased by 33 kt CO_2e, correlated, for upstream and downstream transport, with the increase in production. The action plans implemented, particularly for downstream transport, have reduced the increase in intensity to 3%.

KEY CHALLENGES TO COME :

- Logistic optimization
- Reduction of distances
- Sea freight active decarbonization
- Biofuels/Greenfuels
- Adoption of hydrogen technology

OBJECTIVES

-30% Reduction of transport's emissions intensity by 2035 (2017 baseline).

SCOPE 3: ECODESIGNED PACKAGING

GHG emissions emanating from packaging represented 5.9% of our carbon footprint in 2024. While individual portions help fight food waste —responsible for 10% of global GHG emissions at planetary level— in the case of The Laughing Cow and Kiri portions, their packaging have a lower impact than family-sized packaging, according to life cycle analyses made by Evea and reviewed by a panel of experts. Still, we recognize the packaging impacts on nature, its GHG emissions and are committed to reduce them through our Sustainable Portion Policy built around the 5Rs: Refuse, Reduce, Reuse, Restore, Recycle.

KEY ACHIEVEMENTS AND ACTIONS

- Since 2020, we have been a member of the Consumer Goods Forum Plastic Waste Coalition of Action, committed to abide by the Golden Design Rules by 2025, including eliminating plastic overpackaging and reducing empty space in packaging.
- We have implemented eco-design training for our Development, Marketing, and Purchasing teams to optimize our impact.
- Our developers use eQoPack an ecodesign platform that helps teams integrate sustainability into packaging innovation.

REFUSE unnecessary elements and waste: The best packaging is the one that does not exist, so the first step is to "refuse" unnecessary packaging.

- This approach is now fully integrated into our key packaging requirements, ensuring we avoid unnecessary materials from the start.

REDUCE material usage: Once we have avoided all unnecessary packaging, we aim to reduce our footprint by applying eco-design principles at all stages of our packaging life cycle, from design to end-of-life.

- Optimized aluminum sheet cutting for The Laughing Cow®, saving 72 tonnes of aluminum and 873 tonnes of CO_2e.
- Pom'Potes® reduction of plastic in caps and straws, reducing their material by 40%.

REUSE as much as possible: To encourage consumers to reduce the use of single-use packaging, we aim to develop reusable, refillable, or bulk packaging offerings.

- We tested bulk sales of Mini Babybel® in France and co-launched the Défi Vrac coalition to develop bulk solutions for products like cheese and yogurt.
- In 2025, experimental bulk vending machines will roll out in three stores.

RESTORE resources: As we aim to drastically reduce our use of plastic and aluminum materials, we explore and prioritize alternative solutions using renewable, recycled, or certified materials that do not compete with food products. This will help reduce our carbon footprint and preserve natural resources.

- We are a member of the Aluminium Stewardship Initiative (ASI) since 2017 aiming to improve management practices in the aluminum industry. We aim to have 100% of our aluminum purchased from ASI-certified suppliers by end 2025.
- Over 80% of our paper/cardboard packaging uses recycled or certified fibers.
- Innovations include replacing Boursin® Onctueux plastic containers with cardboard, cutting 79 tons of plastic and 226 tons of CO_2e annually, and launching paper packaging for Mini Babybel® and Kiri® portions.

RECYCLE packaging: We strive to have all our packaging recyclable-ready by 2030 and we establish partnerships to develop collection and recovery channels for packaging waste.

- We are supporters of the Ellen MacArthur Foundation on their REP incentives . We are also engaged in the Extended Producer Responsibility (EPR) initiatives in 10 countries, and we are member of specific coalitions in France, Benelux and Spain to develop the recycling of small aluminium materials.
- Since 2024, our Pom'Potes pouches are gradually becoming recyclable-ready thanks to a new mono-material film which will be rolled out globally until 2028.

SCOPE 3: ECODESIGNED PACKAGING

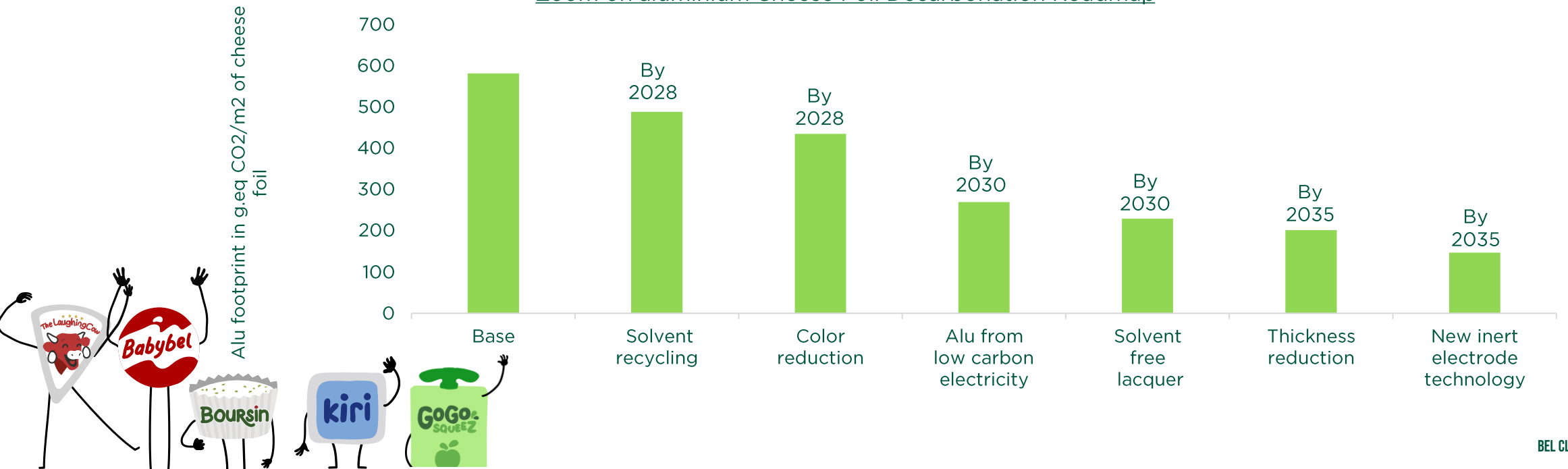
KEY CHALLENGES TO COME :

- Decarbonizing Aluminum Packaging (CF. aluminium roadmap).
- Innovative Paper Projects replacing our most intensive material like plastic and aluminium.
- Reducing plastic impact by improving its sourcing (recycled content, bio-sourced).
- Optimizing Cardboard use through eco-conception and working with committed suppliers (recycled/certified fiber).
- Pouch Solutions to enhance sustainability and recyclability.

OBJECTIVES

100% recyclable-ready and/or home-compostable packaging in 2030.

Zoom on aluminium Cheese Foil Decarbonation Roadmap



SEQUESTERING RESIDUAL EMISSIONS AND PROTECTING ECOSYSTEMS

Our strategy to fight against climate change is first and foremost focused on avoiding and minimizing our GHG emissions from farm to fork.

After minimizing our carbon emissions to reach a threshold of residual emissions or incompressible emissions, we aim to contribute to carbon neutrality, as illustrated by our participation in the United Nations "Race to Zero" initiative. **This commitment will be attained firstly for our scope 1&2 as of 2025, and for our entire value chain by 2050.**

To do so, we choose to invest in projects with **multiple positive impacts**, in terms of carbon sequestration, biodiversity, water resource preservation, economic value creation, and local social dynamics. These initiatives, tailored to their geographical context (agroforestry, forest conservation, peatland restoration, etc.), are certified and implemented with expert partners such as NGOs and forestry cooperatives.

KEY PARTNERSHIPS SINCE 2021

PRESERVATION OF ECOSYSTEMS :

- **Livelihoods Carbon Fund (LCF3):** Joined in 2021 to support rural communities in their efforts to preserve and restore their natural ecosystems. This fund also improve their livelihoods through sustainable agricultural practices, particularly agroforestry;

- **African Parks**: We signed a 5-year partnership with this NGO in 2022 to conserve biodiversity in Chinko Park, Central African Republic. The goal is to avoid deforestation through local collaboration focusing on managing transhumance flows and agricultural practices, allowing biodiversity to flourish;

- **WWF Nature Impact**: Through our partnership with WWF France, we joined in 2023 the first investment fund for protecting forests. It relies on the payments for ecosystem services scheme (PES), which combines biodiversity protection & carbon sequestration.

FORESTRY PROJECTS:

- We have developed a policy with WWF France, Canopée, and Oréade to promote biodiversity-friendly forestry. It is guided by principles like protecting natural features, diversifying forest stands, and adopting continuous cover forestry. Initial actions include a partnership with Alliance Forêt Bois to restore degraded forests, wetlands, and old-growth areas.

PEATLANDS REHABILITATION:

- We signed a pioneering partnership for the rehabilitation of peatlands with the **Conservatoire des Espaces Naturels Franche-Comté,** the Établissement Public d'Aménagement et de Gestion de l'Eau Haut-Doubs Haute-Loue and Doubs-Dessoubre. Together, we aim at rehabilitating around 40 peatlands in the **Jura** by 2030. Although they represent only 3% of the world's land area, peatlands contain about 1/3 of the carbon stored in soils, and store twice as much carbon as all the world's forests combined. Beyond its exceptional properties as a carbon sink, this unique ecosystem hosts remarkable biodiversity and serves as a natural regulator of water resources by filtering and storing them.

HOW

FINANCING AND MONITORING THE CLIMATE TRANSITION PLAN

FINANCING OUR CLIMATE PLAN

In terms of allocated resources, we invest every year since 2008 to reduce the environmental footprint of our production sites. These investments include technological improvements to reduce GHG emissions, as well as initiatives to improve water management and reduce noise pollution. These investments are part of the 2035 road map to reduce Scopes 1 and 2 GHG emissions.

The sequestration plan investments include forest preservation and peatland rehabilitation projects. These investments are part of the 2035 roadmap to contribute to carbon neutrality Group-wide.

Moreover, since 2022, we have implemented our Sustainability-Linked Financing Framework. With this framework, we have the possibility to structure all of our financing in a sustainability-linked format.

LINK WITH THE EUROPEAN TAXONOMY (REGULATION (EU) 2020/952)

Although our activities are not considered to have a substantial contribution to the six environmental objectives of the European Taxonomy, we analyzed the eligibility of its CapEx and OpEx for “individual measures” aimed in particular at reducing GHG emissions.

In 2024, investments related to the carbon sequestration plan and to heat production were Taxonomy-aligned (€5.4 million in total). Other investments for €60.1 million have been identified as eligible, even if they are not sustainable (“non-aligned”), to meet climate change adaptation and mitigation objectives, as per European Taxonomy criteria. Our climate transition plan is based in particular on these projects.

GOVERNANCE AND MONITORING OF THE CLIMATE TRANSITION PLAN

CSR is at the core of our strategic choices and activities, driving initiatives across all levels of the company and in every geography.

1. Governance

The Executive Committee supports our sustainable growth model. It relies on the CSR Operational Committee, which includes several members of the Executive Committee. It validates the alignment of CSR policies within our strategy, monitors the CSR scorecard including the performance indicators, and oversees long-term strategic CSR issues.
This CSR strategy is then translated into the strategic plans of countries and brands to address local challenges. Environmental and societal issues are discussed and considered at various levels of the company:

- **The Impact Department:** Combining Finance & CSR, it monitors overall performance —financial and non-financial— ensuring responsibility and profitability are equally prioritized.
- **The Brand Steering Committees**: Manage brand innovation and renovation portfolios, analyzing projects with a grid focused on CO_2, nutrition, agriculture, and packaging.
- **The Specific Committees on CSR Priorities**: Manage our priority challenges (climate, water, regenerative agriculture, sustainable portions, etc.), define roadmap and monitor operational deployment and progress plans. These committees meet five times a year with multidisciplinary teams.
- **The Employee Networks**: Drive the deployment of our commitments across the company.

2. Organization

Teams responsible for key emissions areas (upstream dairy, transport, packaging, factories) develop carbon roadmaps and quantify reduction potentials with CSR and environmental teams' support. For example, our upstream dairy teams use tools like CAP2'ER and Cool Farm Tool to assess farms' environmental performance every 3 to 5 years..

3. Transition plan review and Implementation

Our commitments have been approved by our administrative, management, and supervisory bodies. To implement these, we developed specific transition plans for the third consecutive year as part of our strategic plan. These plans target key areas of the value chain —production, upstream dairy, dairy raw materials, transportation, and packaging— which altogether account for 75% of our carbon footprint.

4. Incentives and covenants

- At Bel, our employees can be eligible for our variable compensation (a bonus of at least 30%) criteria based on their CSR performance metrics. They can also be applied by shares applicable to the Bel Group and Unibel senior executives.
- Bel's Nurture Program: created in 2023 a part of this program provide all our employees the opportunity to get involved and to have a positive impact on the Group's business, the society and the planet.
- Going beyond our employees, along our supply chain, we are offering for our projects with APBO a bonus to our farmers practicing diverse carbon reduction activities (such as pasture grazing, Bovaer feeding, regenerative agriculture...).

Objectives of the Climate Transition Plan

1. Providing teams with a clear visibility of their emissions in their scope, by considering the impact of decarbonization actions alongside growth assumptions (e.g., at the Group, plant, or brand level).
2. Integrating the transition plan into strategic financial planning to operationalize decarbonization goals.

The results are presented annually to the Executive Committee and shared with the Board of Directors for review and input during dedicated sessions since the first carbon business plan's launch in 2022.

PARTNERSHIPS

We actively collaborate with various stakeholders, peers, and organizations to advance our social and environmental commitments.

1. Collaborative platforms

Consumer Goods Forum
We collaborate with international peers in the agri-food sector to address issues like food waste reduction and the development of recycling channels.

Sectoral Initiatives:
We participate in ATLA, UDA, and ANIA initiatives to develop methodologies such as product environmental ratings.

Pilot Projects:
We have been part of several pilots like:
ACT Methodology: Developed by ADEME to monitor decarbonization.
SBTN for Nature: Selected as one of 17 companies worldwide to trial a methodology assessing planetary boundaries, biodiversity, and resource pressures.

SAI Platform
To help us fortify our dedication to regenerative agriculture with all our stakeholders by leading and collaborating.

2. Long-term commitments

United Nations Global Compact (since 2003):
Annually reaffirms our commitment to human rights, labor standards, anti-corruption, and environmental respect.

WWF France (since 2012):
We collaborate on building a sustainable food system.

Science-Based Targets (SBTi):
Joined in 2017 to reduce greenhouse gas emissions (Scopes 1, 2, 3), with the trajectory approved to align with a +1.5°C.

EcoVadisPROGRESS:
We participate to improve FMCG supply chain CSR performance.

Sustainable partnership with APBO (French farmer organization):
Committed since 2018 with APBO to develop financial and sustainable dairy practices.

Member of the **Dairy Methane Action Alliance (DMAA), led by Environmental Defense Fund** alongside other key dairy players. Through this alliance, we're accelerating efforts to reduce dairy methane emissions, a critical lever for lowering the sector's greenhouse gas impact.

Alliance for Regenerative Agriculture (2022):
Founding member, promoting widespread adoption of regenerative farming.

Earthworm Foundation: We collaboration on switching towards regenerative agriculture.

3. Key partnerships

As part of the sequestration plan, we have several partnerships, including Livelihoods Carbon Fund (LCF3), African Parks, Alliance Forêt Bois, Peatland Rehabilitation, WWF Nature Impact Initiative.

THANK YOU!