PRESS KIT 2026

Bel's Evron plant awarded "Showcase Industry of the Future"

EDITORIALS

The food industry is undergoing a profound transformation. It must produce more to feed a growing population, better, and with fewer resources, to respect planetary boundaries. This equation can only be solved through major investment in digital and environmental innovation. At Bel, this is the trajectory we have chosen to pursue, partnering notably with Dassault Systèmes, with whom we are developing software and a digital twin for RID, and with Accenture, which supports us in integrating these technologies and accelerating our digital transformation at Group scale.

This transformation is made possible by significant human investment: new skills, new roles, a shared excellence framework, and stronger digital capabilities. It is thanks to the daily commitment of our teams that Evron is becoming a plant model capable of combining economic performance, energy efficiency and attractiveness.''

ELISABETH ELLISON-DAVIS,
Group Chief Strategy, Transformation and Data &Tech Officer, Bel Group

For several years now, Bel Group has made the deliberate choice to transform in order to meet the challenges facing the food industry: growing global demand, environmental commitments, the need to innovate and rising societal expectations. Our ambition to provide healthier and more sustainable food for all is a structuring force for the Groupand has been embeddedin our governance since becoming a Mission-Led Company since 2024.

The Evron plant embodies this ambition in a remarkable way. In a French region with a long-standing diary heritage, Evron demonstrates that a plant can be competitive, responsible and profoundly human all at once. It combines production volumes among the highest in the Group with exceptional standards in quality, energy performance, safety and team development.

Making Evron a showcase was not an initial objective: it became self-evident. The ''Showcase Industry of the Future'' label, awarded by the *Alliance Industrie du Futur*, recognizes the pioneering approach led by the teams. It acknowledges a model where technology serves a greater ambition: preparing the future of food, while respecting our planet's resources and empowering the women and men who make Bel every day.''

STÉPHANE DUPAYS,
Group Chief Operations Officer, Bel Group

“Leading the Evron plant means assuming daily responsibility for a site that is at once historic, international and strategic for Bel Group. We produce here 50% of the MiniBabybel® consumed worldwide, 24 hours a day, 7 days a week. This responsibility drives us forward.

The transformations undertaken over many years are unprecedented in scale. We have rethought the way we work, the way we produce, and even the way we learn. Today, the connected operator is now at the center of our model. Thanks to digital tools, our teams work with real-time visibility on performance, full traceability, enhanced decision-making capabilities and unprecedented responsiveness in our industry.
This transformation is also environmental: biomass, heat and water recovery, massive reduction in water consumption, smart consumption management, team-driven innovations... We have set the plant on an ambitious and already effective low-carbon trajectory.
Lastly, this transformation is profoundly human. In Evron, we train, onboard, support, open our doors to the local community, build partnerships with schools and foster the emergence of new roles.

Being awarded the ‘‘Showcase Industry of the Future’’ label is a source of pride. But above all, it is an invitation to keep moving forward.’’

LÉONARD DIDIOT,
Plant Director, Evron

A PLANT AT THE HEART OF BEL GROUP'S EXPERTISE

#1 BABYBEL® PRODUCTION PLANT FOR THE GROUP
by volume since 1988

1 PRODUCTION 24/7

1,4 BILLION MINI BABYBEL®
produced per year

50%
OF GLOBAL PRODUCTION

80
COUNTRIES SERVED

60% OF VOLUMES EXPORTED OUTSIDE

CONTEXT AND STRATEGIC AMBITION

For over 160 years, Bel has continuously innovated to offer iconic products to consumers. The Group continues to grow by developing innovative, healthier and accessible products for all. Bel has embarked on an ambitious and large-scale digital transformation, designed to build the capabilities needed to meet tomorrow's challenges and deploy botch foundational and breakthrough technologies in support of competitive and sustainable growth.

Bel has chosen Dassault Systèmes and Accenture to drive its digital transformation in order to remain at the forefront of technological innovation. By combining their deep expertise in consumer goods, sustainability, digital engineering and production with data, AI and other cutting-edge technological solutions, the two partners will enable Bel strengthen its resilience and agility while generating new sources of value and growth. In a global context of profound transformation in the food industry, the Bel Evron site embodies Bel Group's commitment to sustainably combine industrial performance, operational excellence and environmental responsibility.

Facing increasing capacity needs, the necessity to preserve natural resources and the decarbonization challenge, Evron is pursuing an ambitious trajectory at the crossroads of digitalization and energy transition.

A PLANT COMMITTED TO THE ENVIRONMENT

100%
OF ELECTRICITY USED ON SITE
comes from renewable sources

80%
OF THE SITE'S THERMAL NEEDS
produced by a biomass boiler, installed in 2022

PAYS DE LA LOIRE, BRITTANY AND NORMANDY
the biomass boiler is supplied with resources

-70%
REDUCTION IN CO_2
emissions since 2021

33% REDUCTION IN PLANT WATER
consumption since 2016

SHOWCASE "INDUSTRY OF THE FUTURE" DESIGNATION

The ''Showcase Industry of the Future'' label, awarded by the Alliance Industrie du Futur, pursues a threefold purpose: promoting French technological and digital capabilities at national and international levels, demonstrating operational performance and business value creation for companies by placing people at the heart of the model, and driving a strong industrial dynamic by fostering peer inspiration and sharing best practices among French manufacturers.

The ''Showcase Industry of the Future'' designation recognizes the ambition and commitment of the Evron site to become a model for the food industry of tomorrow. This national recognition, a first for a food industry group in France, highlights the innovation dynamic driven by the entire Bel team:

DIGITALIZATION
Integration of advanced digital tools, strategic alliances with technology partners (Accenture, Dassault Systèmes)

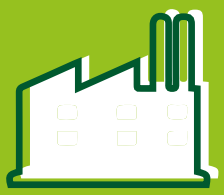
ENVIRONMENT
Outstanding energy performance through heat recovery, water resource management and a structured continuous improvement approach.

PEOPLE
The central role given to employees in plant operations, their engagement and the continuous development of their skills

A PLANT DEEPLY ROOTED IN ITS COMMUNITY

PLANT ESTABLISHED IN EVRON FOR OVER

60 ANS



ONE OF BEL'S 7 PLANTS IN FRANCE

680 PERMANENT EMPLOYEES*

3 PARTNER SCHOOLS
(Enil, Lycée Raoul Vadepied in Evron and Lycée Réaumur in Laval)

81% OF OUR EXPENDITURE
benefits the Pays de la Loire region

CLOSE TO OUR MILK PRODUCERS

630 PARTNER FARMS
of the Association des Producteurs Bel l'Ouest (APBO)

*+16% permanent contracts, +25% FTE

DIGITALIZATION IN SERVICE OF PLANT OPERATORS

In the past, running a plant was a bit like receiving a paper sheet each morning summarizing what had happened the day before: a few indicators, sometimes a few incidents, and a lot of information already outdated by the time it was read.

Today, like a smartwatch, a modern plant no longer operates solely through internal mechanisms: it captures data, analyzes it in real time, alerts, anticipates and helps its user—the operator—make the right decisions every day.

This real-time anticipation logic has guided Bel Group's Digital Manufacturing trajectory since 2022.

A UNIQUE "DIGITAL MANUFACTURING" TRAJECTORY

At Evron, the factory of the future is built around four complementary pillars: the connected operator, who has real-time access to the information and tools needed to act; connectivity and data, enabling informationfrom machines, processes and utilities to be captured and structured; simulation and flow optimization, to anticipate needs and continuously improve performance; and automation, which assigns repetitive or physically demanding tasks to robots and intelligent systems.

Together, these technological building blocks support Bel's operational excellence framework, a common standard across all Group plants that ensures standardization, efficiency and sustainability of deployed solutions. At the heart of this system, the operating system of this ''connected factory'' orchestrates information flows between machines, data and teams to drive industrial performance in real time.

800
USERS AT BEL
(including all plant operators in Evron)

70%
WEEKLY CONNECTION RATE

600
EMPLOYEES TRAINED IN 4 MONTHS

THE CONNECTED OPERATOR'S "CHEAT SHEET"

TOOLS DIRECTLY AT THE OPERATOR'S FINGERTIPS

Objective

Equip operators with real-time information, training, instructions, quality guidance and immediate action capability through state-of-the-art tools.

INFORM, TRAIN, STANDARDIZE

Description

A digital tool enables instant information sharing, peer-to-peer support, real-time solution sharing, problem resolution tracking and learning through personal skills development and work instructions.

Benefits and Key Figures

AI integration to leverage data.

PROBLEM SOLVING & PERFORMANCE RITUALS

Description

Daily performance meetings are optimized through dynamic dashboards integrating key indicators and targeted action plans.

Benefits and Key Figures

+ 50% PROBLEM-SOLVING studies over the last 2 years.

Management of all performance rituals.

Deployed **6 LEVELS** (from line operators to plant management), they set the daily rhythm and ensure alignment between shop floor and strategy.

2026+ Outlook

AI integration to leverage the problem-solving database.

MES, THE DIGITAL BACKBONE OF EVRON

The Manufacturing Execution System (MES) orchestrates the entire production information flow: performance, quality, traceability, machine data and operator interactions. It interfaces directly with equipment and teams, and coordinates all shop floor business processes.
Thanks to this system, the plant drives its production in real time: manufacturing orders are fully traceable, quality checks are digitalized and alarms are managed intelligently, all in a paperless environment.
As the true digital backbone of the site, it supports the four pillars of Evron's transformation: it connects the operator to real-time management, structures and ensures reliability of industrial data, contributes to flow optimization and automates part of quality control.
Evron is Bel Group's pilot plant for its deployment, ahead of Tangier, Sablé-sur-Sarthe and Lons-le-Saunier. The site thus serves as a reference for the Group's digital industrialization.

8KM/DAY
OF AUTOMATED TRAVEL

ELIMINATION OF A REPETITIVE AND LABORIOUS TASK

PROCESS AUTOMATION INLCUDING
(palletizing)

TOOLS THAT CONNECT MACHINES

Objectives

Collect, structure, secure and leverage industrial data.

EDGE & CONNECTIVITY , THE SITE'S IT/OT (INFORMATION TECHNOLOGY / OPERATIONAL TECHNOLOGY) FOUNDATION

Description

Orchestrates the entire information flow at plant level to ensure optimal decision-making and action at shop floor level. The system interfaces with production equipment and operators, and coordinates all business processes including performance, quality and traceability.

ENERGY & WATER MANAGEMENT

Description

Implementation of a solution for collecting and analyzing energy and water consumption. Data collection and availability across all production sites.

SIMULATION AND FLOW MANAGEMENT TOOLS

Objectives

Forecast, optimize andimprove collective efficiency.

OPTIMIZED SCHEDULING

Description

A scheduling solution that organizes short-term operations to maximize yield and productivity, meet production deadlines and minimize inventory.

BOTTLENECK ANALYSIS & OPTIMIZATION

Description

Digital simulation of the Evron plant production line to analyze performance losses and optimize the production process.

TOOLS THAT ENSURE FLOW RELIABILITY AND REDUCE REPETITIVE TASKS

Objectives

Eliminate physically demanding and repetitive tasks, while improving flow reliability.

AGV & COBOTICS – AUTOMATING INTERNAL FLOWS

Description

Automation of the boxing palletizing and transfer area through the deployment of an AGV (Automated Guided Vehicle) circuit and Cobotics (derived from «collaborative robot»).

VISION/AI, AUTOMATED QUALITY CONTROL

Description

Implementation of visual inspection for Babybel® and automation of rejection processes.

Benefits

Improved finished-product quality.

8 916
TONS OF CO_2
avoided each year

856 MWH
OF ELECTRICITY
saves by year

3 824 MWH
OF GAZ
saves by year

ENVIRONMENT: AN ACCELERATED TRANSITION

BIOMASS: THE DECARBONIZATION CORNERSTONE

Since June 2022, the Evron site relies on a biomass boiler that enables it to produce nearly 80% of its steam from renewable resources. This installation represents a major decarbonization lever, with 8,916 tons of CO_2e avoided each year through massive gas substitution. Beyond emissions reduction, this choice also strengthens energy cost stability and supply security for the site. The boiler is fueled by wood from sustainably managed forests, supplied by cooperatives and local players located near the plant in the Pays de la Loire, Brittany and Normandy regions, thus contributing to the valorization of the territory's forest resources. Through this energy transition, the site is pursuing an ambitious objective: bringing its emissions below the 2,000 tons of CO_2e threshold by 2027.

HEAT RECOVERY: A MODEL OF EFFICIENCY

The Evron site has also implemented a heat recovery system to capture energy produced by several industrial equipment units, including cooling towers, compressors and other key site installations. Rather than being dissipated, this heat is recovered and reused in the industrial process, thereby improving the plant's overall energy efficiency. This system saves 856 MWh of electricity and 3,824 MWh of gas annually, while avoiding approximately 1,000 tons of CO_2 emissions. It concretely illustrates the site's ability to optimize its energy resources while reducing its carbon footprint.

WATER: EFFICIENCY AND CIRCULARITY

Responsible water management is a major challenge for the Evron site, located in a region where the resource is increasingly under pressure: in Pays de la Loire, only 11% of water bodies are currently in good ecological condition, and the territory is sometimes placed under summer water alert. In this context, Bel Group relies on a strategy structured around the five «R's»: Refuse, Reduce, Reuse, Restore and Recycle, and is investing heavily to reduce the water footprint of its sites.

At Evron, where all water used comes exclusively from the Régie des Eaux des Coëvrons with no direct withdrawal from the natural environment, numerous actions have already reduced water consumption by more than 30% per ton produced since 2008, notably through cleaning optimization and process water

-30%
WATER CONSUMPTION
since 2008

100 %
OF ELECTRICITY CONSUMED AT THE EVRON PLANT
from renewable sources

recirculation.Building on this momentum, Bel aims to go further in washing operations.

SMART ENERGY: MONITOR TO BETTER REDUCE

The Evron site also relies on comprehensive supervision of energy and water consumption, enabling more precise and responsive resource management. This system ensures real-time consumption monitoring and automatically detects deviations. Through the integration of artificial intelligence tools, it also becomes possible to anticipate future needs and optimize the site's energy and water usage. This approach is part of a broader energy transition trajectory: since 2017, 100% of electricity consumed at the Evron site has been from renewable sources.

680
PERMANENT EMPLOYEES
on the Evron site

27
INTERNS

19
APPRENTICES

PEOPLE & COMMUNITY

SAFETY, SKILLS, LEADERSHIP

Skills development and team safety are at the heart of the Evron site's operations. A particularly structured training program ensures that 100% of employees are trained on safety issues, complemented each year by a dedicated health and prevention week. In parallel, teams strengthen their skills in new industrial and digital tools. The objective is clear: to develop increasingly autonomous, engaged teams capable of driving the site's industrial transformation.

EMPLOYMENT AND SCHOOL PARTNERSHIPS

With 680 permanent employees, the Evron site is one of the main drivers of industrial employment in the region. This dynamic is built on lasting partnerships with local educational institutions that help train tomorrow's talents for food industry professions. Each year, the plant welcomes numerous young people in training, with 27 interns and 19 apprentices, fostering professional integration and the transmission of industrial expertise. The site also actively participates in local educational life through career forums, open days and plant visits, enabling students and teachers to discover firsthand the professions and technologies of the food industry.

INTERNAL COHESION & COLLECTIVE PRIDE

The Evron site places particular importance on collective life and team pride of belonging. Several initiatives throughout the year strengthen bonds between employees, their families and the community. Among them, the Babybel® cyclosportive, organized around the plant, has become an iconic event: during this annual race, all participants ride through the Evron plant, offering a unique immersion into the brand's universe.

The event is experiencing growing success, with nearly 3,000 participants in 2025, several routes adapted to different levels—road, gravel and even a balance bike course for the youngest—and mobilizes 95 volunteers. In parallel, since 2025 the site has organized open days for employees' families, allowing loved ones to discover firsthand the teams' professional daily life. These initiatives, which have already attracted nearly 900 visitors, help strengthen internal cohesion, conviviality and the bond between the plant and its community, while showcasing the expertise of Evron's employees.

ABOUT BEL GROUP

The Bel Group is a major player in the cheese, fruit and plant-based snacking segment, which mission is to provide healthier and more sustainable food for all. Its portfolio of differentiated and internationally recognized brands includes The Laughing® Cow, Kiri®, Babybel®, Boursin®, Pom'Potes® and GoGo squeeZ®, as well as some twenty local brands. Together, these brands enabled the Group to achieve sales of €3.8 billion in 2025. Around 11,000 employees in 60 subsidiaries around the world contribute to the Group's mission. Bel products are manufactured at 29 production sites and distributed in more than 120 countries.

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