



The Good Neighbor Report

Our progress in being a good corporate citizen

2022





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Introduction

Dear reader,

Every day at Cartamundi, we strive to bring the magic of playing to the world. And we want to do so in a **responsible and sustainable way**. We believe that Cartamundi will only thrive when the people and places around us are doing equally well.

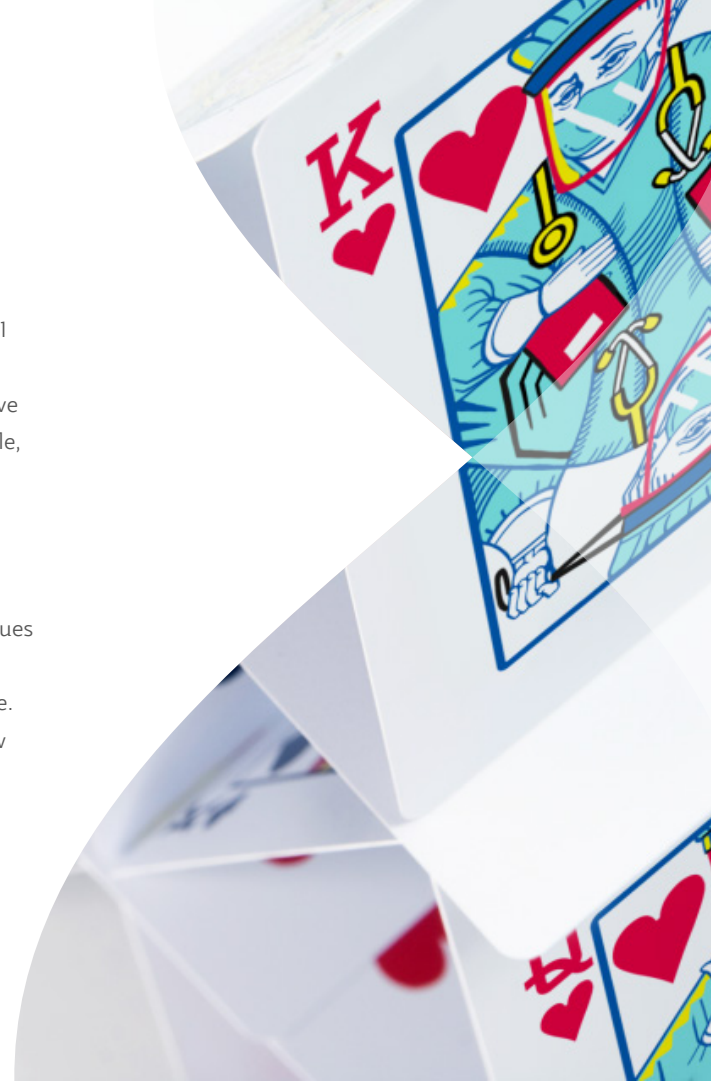
That's why Cartamundi focuses on being a good neighbor. We are **caring and respectful** to people – our employees, partners, and stakeholders – as well as the environment and the communities in which we live and operate.

We have always thought ahead, with long-term strategies for sustainable growth, to preserve our company and the planet for generations to come. That approach is needed now more than ever.

Everyone plays a part

The UN Glasgow Climate Change Conference in 2021 has once more highlighted the importance of us all working together to achieve sustainability. We all have a part to play: everyone in every country, in every role, at every level.

There is certainly great awareness at Cartamundi of what needs to be done. And that is being translated into action. In 2021, an increasing number of colleagues became involved in sustainability projects. And our plastic reduction projects have also found their stride. Thanks to these efforts, we have a better view of how quickly we can phase out single-use plastics.



Showing progress with a new framework

We are determined to be open about how we have progressed along the road to sustainability. By being transparent and accountable, we will need to demonstrate our progress, ensuring our commitment to sustainability is translated into concrete actions. We'll only achieve these goals with an integrated approach, involving ecology, social support, community involvement, and ethical entrepreneurship.

That's why in 2021 we began assembling an ESG framework, a way to measure our Environmental, Social, and Governance performance. We deploy ESG metrics, using precise tools to measure areas such as carbon emissions, reduction in plastic usage, diversity and the well-being of employees, and wealth generation in communities. We conducted an exercise at our Brazilian division of Copag which has already proven to be a highly valuable learning experience. Now, in 2022, we are ready to roll out the ESG framework across the Cartamundi Group.

Caring about people, communities, and the environment

In this report we focus on three major topics. All three are interrelated. And we must invest in all three of them to achieve our goals.

▪ **Our commitment to our people**

COVID-19 has fundamentally changed the way we work, with more working from home, and flexibility in hours and locations. Hybrid working has become well established at Cartamundi. It creates opportunities, but we are also aware of its challenges, such as diminished social interaction among employees. We have been working on new ways to consolidate the bond between coworkers – even when they're physically apart from each other – to ensure well-being. Additionally, we've carefully examined the way we recruit new employees to create a more diverse workforce. Results so far are promising: already, the percentage of women in senior management positions has risen. And we will continue to challenge our recruitment processes to include people from all kinds of backgrounds.

“ Our commitment to sustainability is translated into concrete actions. ”

- **Our commitment to communities**

We launched the Cartamundi Global Fund in late 2020 to help local communities. The first call for suggestions for our support led to nine sponsored projects aimed at strengthening the mental health of children and young people. The fund has also allowed us to provide emergency help in areas affected by natural disasters and health crises.

- **Our commitment to the environment**

Over the past year, we've taken several steps to reduce our impact on the environment. Firstly, we've continued to implement the use of sustainably-sourced paper. Secondly, we've decreased our use of single-use plastic, whether by avoiding packaging altogether, or by switching it out for more sustainable materials such as paper, cardboard, or recyclable plastic. Lastly, we've started a trajectory to reduce our carbon footprint, measuring our global emissions and setting up a plan of action.

We will continue to strive to be good neighbors and to be there for for our people, our communities, and the world as a whole. Let's play and win together.

Thank you to all the employees, stakeholders, executives, and members of our communities around the world who help make Cartamundi a caring company. And thank you for reading our Good Neighbor report.

Jean-Louis de Cartier de Marchienne

Chairman – Board Member

Stefaan Merckx

CEO Cartamundi Group

Frederic de Somer

Managing Director* - Board Member

*Permanent representative of Frebrec BVBA



About this report

We take our values and commitments seriously, so we regularly review the way they are implemented in our business activities. We will release a new Good Neighbor Report every year. It reports on our sustainability actions, how far we have progressed, and what steps we need to take to improve. The first Good Neighbor Report in 2021 was a starting point. In this second edition, we show how we have evolved, using graphs and statistics.

In this year's edition of the Good Neighbor Report, rather than focus on our own stories, we have given the floor to our customers, suppliers, and stakeholders. Because our partners are also demonstrating great responsibility and taking crucial steps. We hope their uplifting tales will prove to be inspirational to us all. Only together will we move toward a more sustainable world.

In the following chapters you'll read stories about labor-related, social, and environmental initiatives across the world. There are heart-warming tales about our philanthropic partners, inclusion and diversity, and greener ways of working. A real reminder that good neighbors care.

Wondering about last year's report?

You can find it [here](#).

History

1970

After competing for decades, three playing card factories in Turnhout decide to play together. Brepols, Van Genechten, and Biermans join forces and bring together vast experience in making playing cards. Cartamundi is born!

1993

1996

Cartamundi sails across the Atlantic and plants its flag in the USA. Starting point: Kingsport, Tennessee.

1999

1999

AG Müller is the Swiss market leader in playing cards, with over 190 years of experience. In 1999, it becomes part of Cartamundi.

2000

Pikachu fever hits a peak as the Pokémon franchise introduces a brand new trading card game, proudly produced by Cartamundi.

2002

2002

Spielkarten-fabrik Altenburg – the oldest and largest playing card company in Germany – joins the Cartamundi Group.

2002

Cartamundi lands in Asia on the back of 601 Eagle®, a trademark playing card brand from Singapore. A whole new continent to explore!

2002

2003

2003

Games & Print Services, the UK's number one playing card manufacturer, is acquired by Cartamundi and becomes the new Cartamundi UK.

2003

Cartamundi starts producing Yu-Gi-Oh! cards. The immensely popular trading card game travels all the way from Japan to the rest of the world.

2003

2005

2005

Next stop: Latin America. Cartamundi acquires 50% of Copag da Amazônia, entering into a joint venture with the Brazilian company specializing in high-quality poker cards, situated in the middle of the rainforest.

2006

A new opportunity arises for Cartamundi USA. Yaquinto Printing Company, an expert in printing trading cards and war games, joins our ranks.

2006

History

2008

We hit a new milestone: Cartamundi is named Company of the Year in Belgium!

2008

Three years earlier, we expanded to Poland by acquiring playing cards company Dertor. Now, business is going so well Cartamundi opens a new factory in Krakow.

2010

2010

Cartamundi acquires Comas in Spain.

2013

Finally, we set foot in the land of trading card games: Japan. In a joint venture with Amada Printing we form Japan Card Products (JCP).

2015

Cartamundi acquires two state-of-the-art Hasbro facilities. Now we're not only the global leader in playing cards and card games but also the largest manufacturer of board games in the world.

2006

2006

Cartamundi acquires Königsfurt Urania Verlag.

2008

2008

We hit a new milestone: Cartamundi is named Company of the Year in Belgium!

2008

2010

We gain ground in Asia: Cartamundi creates a joint venture with Parksons, the Indian market leader in playing cards. Two years later, we build a state-of-the-art factory there.

2010

2013

Digital games are everywhere. Cartamundi acquires app developer Playlane in Ghent and creates Cartamundi Digital.

2013

2014

Cartamundi Europe grows once again! This time we welcome France Cartes, along with its iconic playing card brands Ducale and Grimaud®.

2015

2006

The 007 movie 'Casino Royale' features Cartamundi playing cards, sparking a global poker hype.

2006

History

2020

Celebrating its 50th anniversary, Cartamundi opens its Global R&D Center in Turnhout.

2015

2015

Cartamundi acquires Maestros Naiperos and consolidates the Spanish business in Valencia.

2018

2018

Stefaan Merckx becomes Cartamundi's new CEO, determined to grow the business globally, in line with consumer expectations.

2019

With USPC also comes Naipes Heraclio Fournier. The Spanish playing cards company - founded in 1868 - is a well-established brand around the world.

2019

2019

With the acquisition of playing card specialist the United States Playing Card Company (USPC), we add the popular brands Bicycle and Bee to our portfolio.

2020

Cartamundi cofounds Medimundi with the University of Antwerp - a joint venture that produces high-quality FFP2 respirators.

2020

2020

2020

Big Bang in Chile enters into a joint venture with Cartamundi. Our manufacturing facility in Monterrey, Mexico, opens its doors.

2021

2021

Cartamundi announces the set-up of Cartamundi Digital Ventures.



One Group, One Team

4 continents - 13 physical and 1 digital production plant - 6 design centers - 8 sales offices



70 million
'rigid box'
games
manufactured



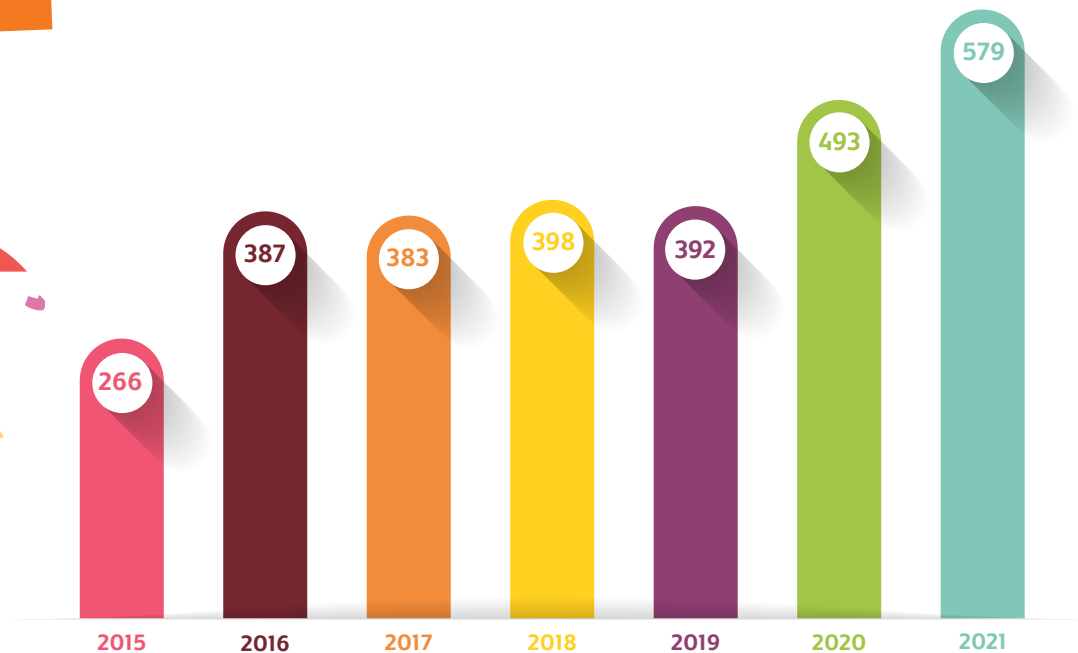
2,972
employees on
4 continents



550 million
card decks
sold in 2021

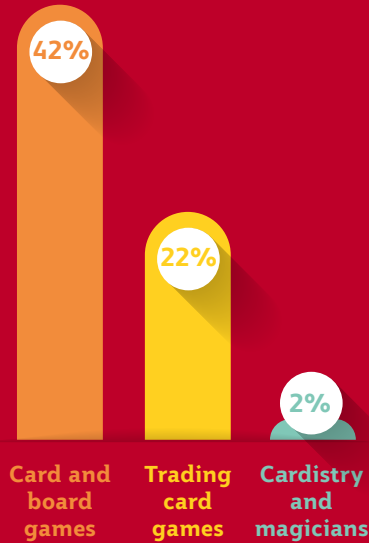


Revenue (in million euro)



Dual business model

Publishing



services

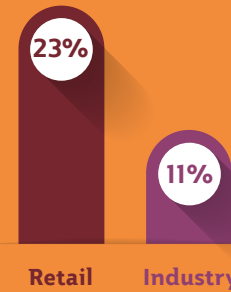


production



design studio

Retail & Industry



services



distribution



marketing

50/50 joint venture

between two families with a future-proof governance model



Van Genechten n.v.



Engaged shareholders



50/50 family ownership structure



Professional management



Executive Committee

BRANDS / CONSUMER



Stefan Luther
EVP Retail &
Industry Europe



Ana Carolina Gonçalves
EVP Retail & Industry
LATAM



Tricia Bouras
EVP Retail &
Industry NA



Stefaan Merckx
CEO Cartamundi
Group

Support roles



Matthew Zollo
CHRO



Istvan Lagaert
CFO



Steven Nietvelt
CTO



Tinneke Baeyens
Group General Counsel



Paul Roberts
EVP Corporate
Programs

THIRD PARTY MANUFACTURING



David Germis
EVP Publishers
Europe



Philip Wauters
EVP Publishers
NA



**Steven
Schoenmaekers**
EVP Global Accounts
and Innovation



Sajjan Kejriwal
Managing Director
Parksons Cartamundi



Kapil Kejriwal
Executive Director
Parksons Cartamundi



Hiroyuki Sato
CEO Japan Card Products

Our CSR organization, strategy, and priorities

Our CSR organization, strategy, and priorities

Throughout our journey to become a more sustainable company, we are guided by our 'One Group, One Team' mindset and our global Corporate Social Responsibility (CSR) strategy.

In this chapter, we look at how our CSR organization is structured and how it helps us achieve our goals.

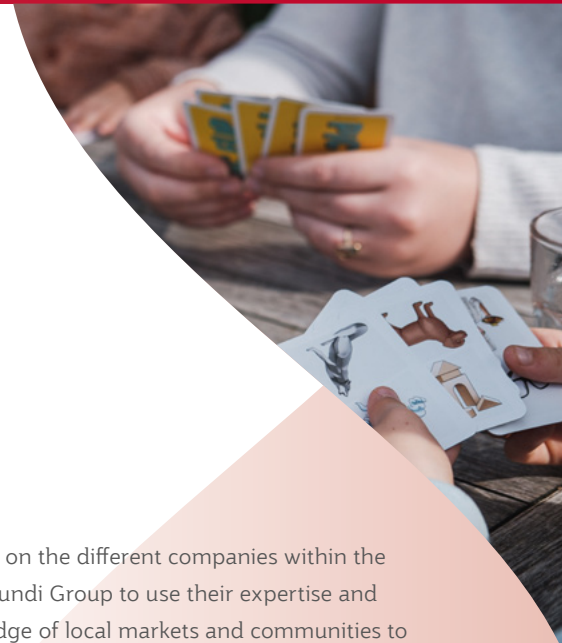
Global strategy, local nuances

Even though Cartamundi's offices and facilities are located in very diverse regions in Europe, Asia and the Americas, we all work together to achieve our common goal: to generate positive change in the communities in which we live and work. Because the challenges we face today, whether it be climate change, poverty or employee well-being, are universal – they impact us all, wherever we are. That's why our CSR strategy is developed and carried out on a global level.

However, the energy landscape varies from country to country. In some regions of the world, clean energy is harder to come by than in others. Therefore, it is only logical that their actions to [reduce carbon emissions](#) will look considerably different.

“ Our employees know their own communities best. ”

We rely on the different companies within the Cartamundi Group to use their expertise and knowledge of local markets and communities to set up purposeful initiatives. Through close market proximity and short communication lines between sales, management, and supply chains, our local employees can quickly respond to urgent needs and upcoming developments. After all, they know their own community best, as they speak the language and understand its needs more than anyone else.



CSR committee: devoted to making our business more sustainable

The installment of the Executive Committee (ExCo) has helped us become a more unified global organization with clear long-term goals. To ensure that our CSR strategy aligns with our other ambitions, ExCo continuously watches over the trajectory developed by our CSR committee. This committee consists of:



- **An Christiaen** – Global CSR Manager at Cartamundi. An's in charge of the CSR committee and reports to Ana Carolina Gonçalves.



- **Ana Carolina Gonçalves** – Executive Vice President for Latin America and CEO of Copag da Amazônia. Ana Carolina is An's executive sponsor.
- **Dedicated project teams** – These teams work on specific CSR topics. Our plastic reduction team, for instance, is a multidisciplinary team with employees from different countries and backgrounds who work together to combat single-use plastics.
- **Local champions** – These local representatives build a bridge between their communities and the Cartamundi Global Fund. They invite their coworkers to nominate projects close to their hearts. And communicate about the Global Fund to keep employees engaged.
- **All our employees and partners** – We encourage every single employee to do their part and call on our partners and vendors to follow our lead.

Economic, social, and environmental benefits for all

We are committed to taking our social responsibility and always strive to interact with each other the way good neighbors should. Our aim is to provide economic, social, and environmental benefits for all, by:

1. Creating shared value for our business owners, employees, and stakeholders
2. Integrating sustainable development in our business models and inspiring sustainability in our people
3. Having a positive impact on society and helping our communities
4. Being relevant to our own people

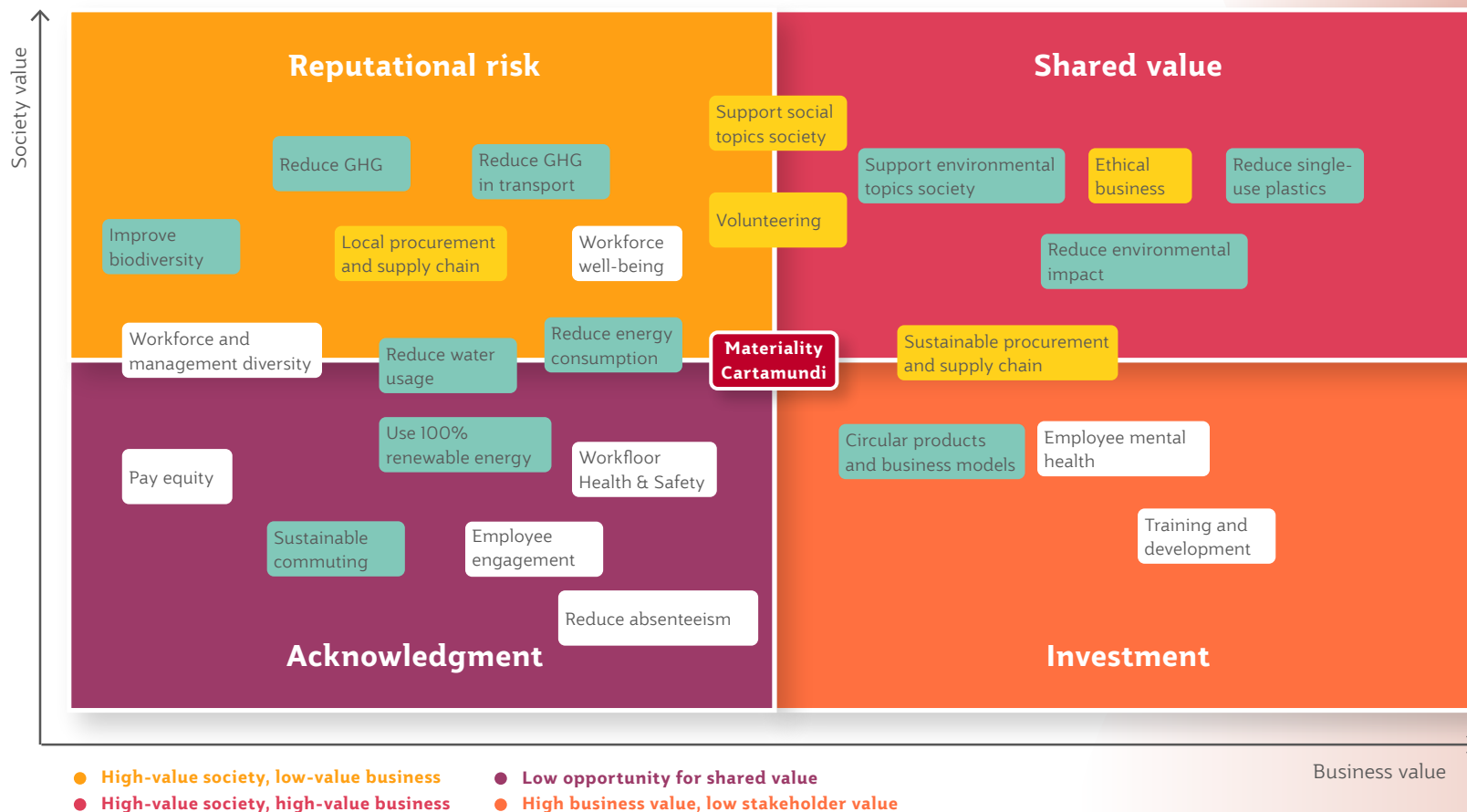
To determine our priorities, our CSR team created an elaborate list of topics that are relevant to our business. We then invited our stakeholders to choose what themes matter most to them. First, through an internal questionnaire at our 2021 Management Conference, where Senior Management, our Global Exco team, and

several other departments came together. And then, in early 2022, we consulted our customers via a Net Promoter Score survey.

Finally, our team inputted the combined results into a materiality matrix.

At the end of the day, CSR is the responsibility of us all. We believe that, within the Cartamundi Group, everybody can make a difference toward a more sustainable future. No matter their location or job title. Raising awareness of sustainability and showing its importance goes a long way in inspiring others on their own journey.





Our neighbors support us on our sustainability journey

Cartamundi started as a partnership, and has valued its collaborations ever since. Creating and maintaining these partnerships with stakeholders such as customers, suppliers, and governments are among our most important CSR goals. In fact, we see our stakeholders as our neighbors. Because, like neighbors, we are affected by each other's actions – whether positively or negatively. Therefore, they are crucial to the success of our sustainability efforts.

For instance, if one of our suppliers or distributors relies on outdated, energy-inefficient equipment or processes, that increases Cartamundi's ecological footprint as well. Conversely, if another neighbor is more advanced on their sustainability journey than we are, this offers us the chance to learn from them.



We identify two types of neighbors: internal and external. Our internal neighbors are part of the Cartamundi organization. They play an active role in our sustainability journey and help us turn ambitions into reality. Our external neighbors are not part of our organization but are just as important to our progress. In fact, these partnerships allow us to learn from each other and reach our common goals – together.

We are committed to engage in dialogue with both internal and external stakeholders, and to involve them in our journey. That's why, for this report, we have invited our neighbors to talk about their stance on sustainability issues. [The materiality matrix](#) shows where our shared priorities lie and will guide us on our path to become a more sustainable company.

“ Our stakeholders are our neighbors. They are crucial to our success.



Aligning our goals with the SDGs

In 2015, the United Nations launched the 2030 Agenda for Sustainable Development and 17 Sustainable Development Goals (SDGs). Cartamundi is a major supporter of this agenda. We recognize the SDGs as an integrated and universal plan for sustainable development. This global framework allows us to pinpoint the value of our actions and communicate it clearly, internally, and to our stakeholders. Together with our partners, we strive to sustain these global goals.

Throughout this report, we demonstrate how we can be relevant to our people, to the market, and to our society, while growing as a sustainable, healthy, and profitable business.





People

We play together

Our people: our most valuable asset

Empowering our employees in every way we can.

Our people are at the heart of everything we do. They are the core of our company and have helped us become the global enterprise we are today. And just as they empower us every day, we want to empower them. That's why we offer them a safe and nurturing working environment – a friendly neighborhood, if you will.

Today, we're a global community of 2,972 Cartamundians. And even though there's considerable distance between our locations, we are 'One Group, One Team'. We want everyone to feel welcome, regardless of age, gender, sexual preference, religious views, and racial background because we firmly believe our differences are key to our success.

Global presence, local expertise

In recent years, acquisitions, the diversification of our business, and our new operating model have brought in many new people, each with their own skill set and unique background. Leveraging our local employees' expertise has allowed us to operate even closer to our markets. All this serves to make Cartamundi a more aware, rounded, and capable company. One that meets the needs and desires of an ever more diverse clientele as well as those of our own employees.



At the same time, change can bring uncertainty. Today, Cartamundi incorporates 14 factories and a number of offices throughout the world. In this strength lies our challenge: to create a global HR framework, adaptable to fit the needs of different cultures and different people. That's why, over the next three years, our HR department will come to play a bigger role in our company.

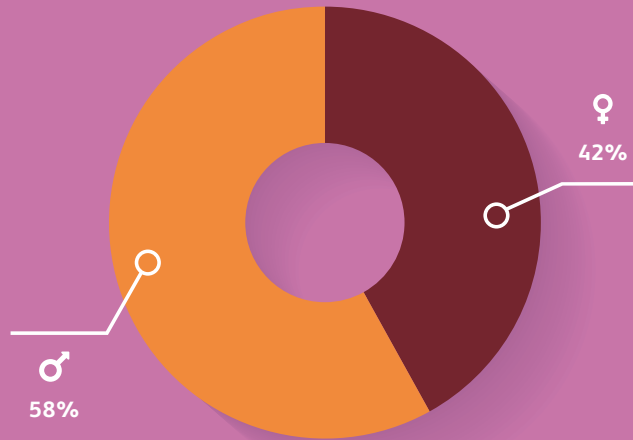
By fully integrating their expertise into our daily operations, we will establish ourselves as a trusted organizational leader, nourishing positive development. A launchpad from which we can pursue our own dreams, one where we help make other people's dreams come true. No matter who they belong to. That's how we share the magic of playing together.

Our future toward 'One Group, One Team'

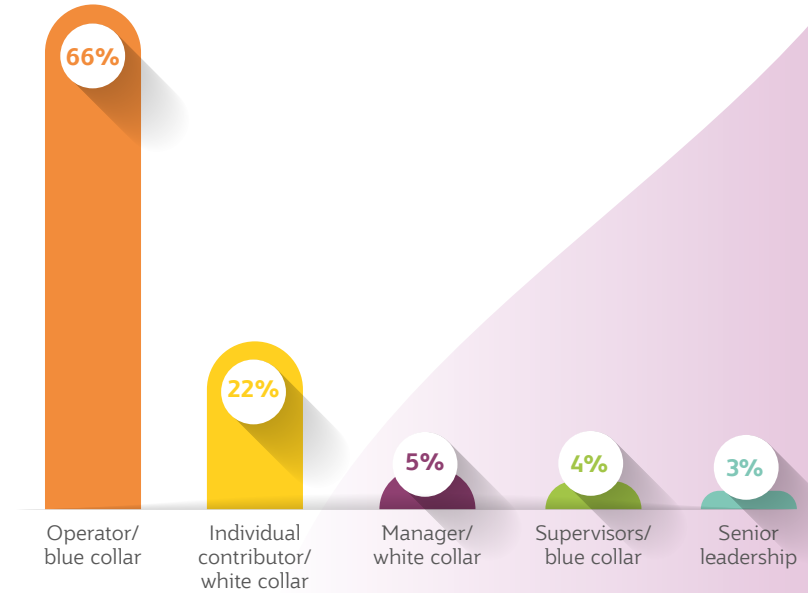
Over the next three years, we will:

- Familiarize employees with our new operating model through the Cartamundi Academy.
- Roll out our Global Compliance Program, raising awareness of our internal policies and procedures, while continuing individual learning and development locally.
- Develop our employer brand, standardizing talent acquisition and global onboarding programs while continuing local deployment.
- Increase local engagement surveys, starting with a pilot project at Copag da Amazônia, followed by a global rollout.
- Immerse newly recruited managers in the company culture through a semi-annual induction program.
- Fully implement our [Employee Performance Management Process](#).
- Scout new talent through collaborations with the Dutch Maastricht University and Belgian Vlerick Business School in Ghent.

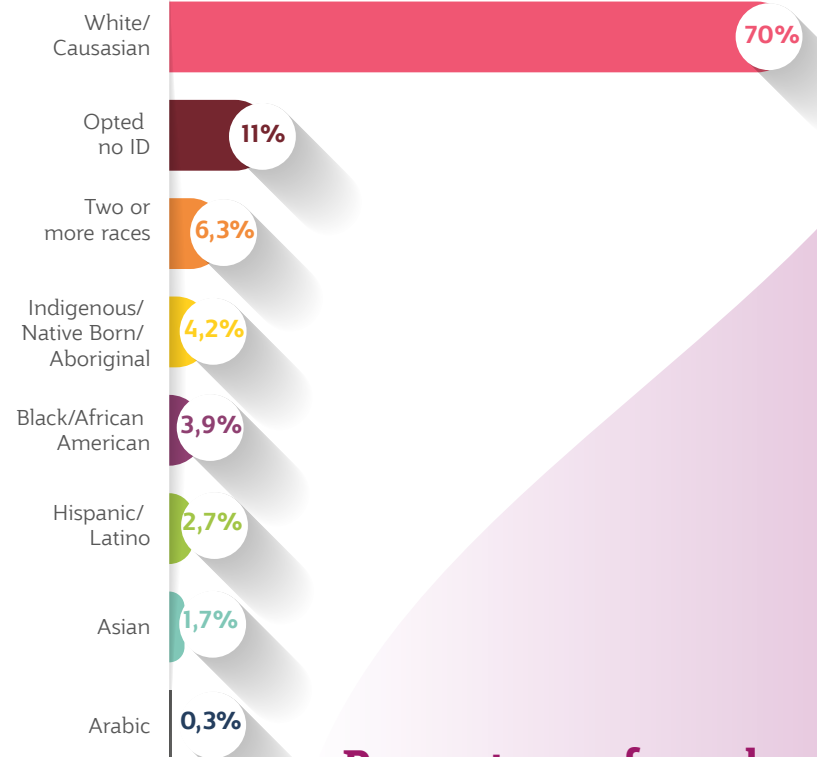
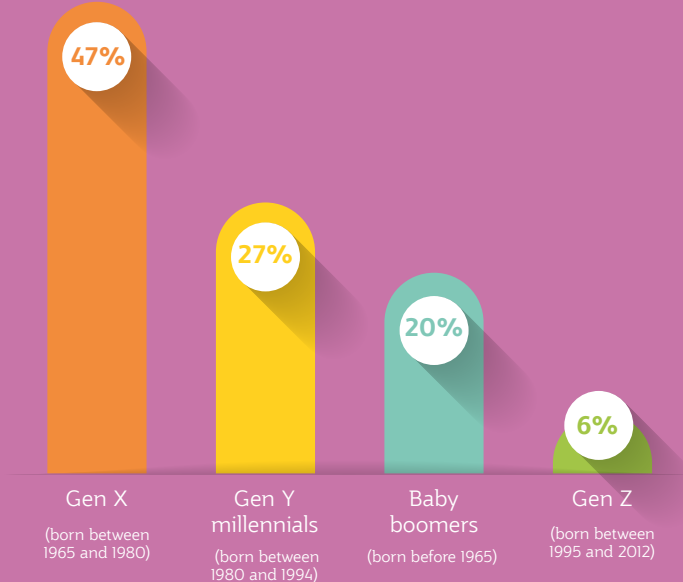
Percentage of employees by gender



Percentage of employees by function



Percentage of employees by generation



Percentage of employees by race

Strengthening our customer-centered approach with a new organizational structure

This reformation will bring us even closer to our customers.

The Cartamundi Group is an ever-growing business. Over the last 20 years, we've expanded greatly through innovation, product diversification, acquisitions, and joint ventures. Recently, we've taken on a number of new activities, from digital play to producing personal protective equipment. Therefore, we also needed to adapt our organizational model to fit the new reality of the Cartamundi Group. So, in 2021, we developed a new operating model.

“At the start of 2019, we announced that we would reform our organization under the new motto: One Group, One Team”, says Stefaan Merckx, CEO of the Cartamundi Group. “I am very impressed by how our international collaboration has improved since then. To take things one step further, in 2021, we agreed on what this new structure will look like.”

Customer-centered approach

“Our focus on consumers and customers remains at the heart of everything we do,” Stefaan Merckx adds. “In 2019, we acquired The United States Playing Card Company to further strengthen our brand portfolio and diversify our business. We are now one of the strongest players in retail and gaming worldwide. In 2020, we launched separate businesses such as Cartamundi Digital Ventures, and Medimundi. All of these activities need a place in our new organizational structure.”

“ This new structure will help us bring in new customer insights, which are crucial to our growth.

Stefaan Merckx, CEO of the
Cartamundi Group

“That’s why, as of 2022, Cartamundi will arrange its commercial and innovation teams into two channels. This reformation will bring forth new customer insights, allowing us to be even more client-focused. They’ll help us to develop new products, to innovate, and to continuously improve our business.”

Two channels for each region

In 2022, Cartamundi will be regionalizing its activities. North America, Latin America, Europe, and Asia will each have the same two channels which will form the base of our company:

- Retail & industry – This channel revolves around brands and distribution and will be located close to our local markets.
- Publishing – This channel is centered on manufacturing excellence and will have a predominantly global focus. To some extent, publishing will also have a local focus, basing its organizational structure on customer proximity.

Stefaan Merckx goes on to say: “To push growth in all areas, each channel in every region will have its own Commercial and Operations team, bearing full responsibility for profit and loss. Our global departments – Finance, HR, IT, and Legal – will report direct to the channel and the business they support.

“Publishing and retail & industry: those two channels will form the base of our company.

Stefaan Merckx, CEO of the
Cartamundi Group

“In all four regions, our local brands and their marketing teams remain local. That way, we ensure that our decision-making units are close to our

consumers and customers. And our global brands that don’t fit into one specific region? Those will be coordinated by the Global Chief Marketing Officer.

“Although we have made great progress, in terms of simplifying our key business processes, we still have work to do. Throughout 2022, we will take the next step by rolling out our new organizational structure. As ‘One Group, One Team’.”



Our shared values keep us ahead of the game

Together, we defined what matters to us the most, and live our lives accordingly.

Playing is much more fun if you all play by the same rules. That's why Cartamundi has been on an exciting journey towards 'One Group, One Team'. To guide us, we have defined five shared values that serve as landmarks. They are our lifeline. They define who we are today and who we want to be tomorrow. So here they are.



We can

We are entrepreneurs at heart. Proud of our craftsmanship, creativity, and expertise. We are also industry leaders looking for cutting-edge innovation. And together, we can.



We care

As a family-owned company, we care for all our employees. We care about the current and future generations. For our planet and all its creatures. We care by including everyone in the game. And by sharing our magic in everything we do.



We connect

We connect. With the world around us. By building partnerships with our customers, suppliers, consumers, and employees. Open-hearted, regardless of our differences. As 'One Group, One Team'.



We play

We create. And have fun doing so. Our games bring people together. And create magical moments. We play, so you can play.



We do

We get things done. With energy and enthusiasm. We find creative solutions to any challenge. Big or small. Our approach is fair and transparent. And delivering on our promise, that's what we do.

Our sustainable efforts mostly stem from the value 'We care'. Because we do – we care for our employees and our planet. Throughout this report, this value will shine the brightest.

From ideas to shared values

How did we single out these five values? Well, it took three steps and a lot of brainstorming:

1. No one knows Cartamundi better than our employees. So we asked them to share their views and ideas with us. We questioned coworkers from all over the world using surveys in their own language. Over 650 people responded.
2. Our customers' opinions matter too. What do they value about us? And what are their own values? We asked them and put their input to good use.
3. Our senior leaders and shareholders ran through all possible options. Finally, they narrowed it down to our five key values.

Bringing our values to life

A company's values only become meaningful when they are truly embedded into the company culture. To do so, we started by making our values visible in our employees' daily lives through several initiatives and activities – at the workplace and at home.

Our office employees received a list of conversation starters – questions that help to break the ice and trigger introspection. Featured were questions such as “How do you show your colleagues that you care?”, “When was the last time you had fun at work?”, and “What's the single most creative thing you did at Cartamundi that you're most proud of?”

Additionally, we invited everyone to use a custom, value-themed background for their videocalls. This allows us to carry on the conversation with our stakeholders as well.



In Cartamundi's manufacturing facilities around the world, employees came up with their own innovating ways to make our values top of mind. Some made them the star of fun events. Others handed out themed gifts. The intent was always the same: to bring our values to life. It's how we connect, care, play, can, and do. Inside our organization and out.

“A diverse workforce is a catalyst for corporate growth.”

Independent headhunter Isabel Verhelst helps us find the missing pieces to the puzzle.

At Cartamundi, we see our people as our most valuable asset. As a result, we take recruiting very seriously. To help us find the right people for management positions, we call upon Isabel Verhelst's expertise. Isabel is an independent headhunter with a knack for diverse recruiting. “I truly believe that a diverse workforce delivers the best results,” she says. “Because having a different background, means you're going to see things differently. That challenges the status quo.”

Using storytelling to captivate applicants

“When I first start working with a new company, I get to know it through and through,” Isabel says. “Because more and more, applicants look for companies that are authentic and relatable. Especially with the war for talent that's currently raging, employer branding – the way a company presents itself to its employees – has become incredibly important. I help my clients craft and improve their story, to truly reflect the company's values. Storytelling has become a big part of my job.

“Luckily, Cartamundi's story basically sells itself,” she laughs. “Of course, honesty is key. That's why a CSR report can be an important asset in recruiting. It's a





straightforward indicator of a company's values and actions. In fact, a candidate we recently interviewed brought up how much they liked last year's Good Neighbor Report during our conversation."

Finding the missing piece to the puzzle

"The way I recruit can be defined by three principles. Firstly, I truly believe in the benefits of business-driven recruitment, meaning that recruitment is not just a support role, it is vital to corporate growth. Secondly, a good team is diverse. It welcomes members of all genders, ethnic backgrounds, religions, nationalities, ages, and walks of life. And lastly, an employee should, above all, be a good cultural fit."

“ When you love what you do, the technical skills will come almost naturally.

That's why Isabel believes an interview should focus on the candidate's values and personality, as opposed to their technical skills. "If they're on your company's wavelength and share similar ideas, they make a good cultural fit. That's what makes a person thrive. And when you love what you do, the technical skills will come almost naturally."

The missing piece is outside the box

"I always challenge my clients to rethink every requirement listed in the job description. Let's take native language as an example. At the Cartamundi headquarters in Dutch-speaking Belgium, most of the employees are native or near-native Dutch speakers. But on top of that, because Cartamundi is an international environment, professional English skills are required. So why not scrap 'native Dutch speaker' from the requirements altogether? And write the job offer text in English? That way, you tap into a whole new pool of international candidates."

“ Why try to make a person fit the job if you can make the job fit the person? ”

Ideally, a company would tailor a job to a person, instead of making a person fit the template,” Isabel says.

“Diversity offers an often much-needed fresh perspective.”

A diverse workforce isn't just a 'nice-to-have', it's a necessity and a catalyst for growth, according to Isabel. “When all members of a team have a similar background, it's likely that the solutions they come up with will all point in the same direction. A fresh perspective changes that. That's why it's so important to rethink your priorities and requirements. Job offers

should reflect that mindset. Instead of starting the text off with a list of technical requirements, start with the soft skills needed to be a good cultural fit.”

When asked if employers should use inclusive text or imagery in job offers to show their commitment, Isabel is hesitant. “Unless a company really is as inclusive as they'd like to imply, it's simply window-dressing. And that might even impact you negatively, as many potential applicants will see right through it. If you really want to make a difference, you have to walk the talk.”

Isabel Verhelst

- Master in Applied Economics
- Founded Ingenium Executive Search in 2011
- Helps Cartamundi to find the right fit for management positions



Our work climate

Performance benefits from a positive work atmosphere.

Performance benefits from a positive work atmosphere. At Cartamundi, we take the initiative to make sure our team members feel welcome and appreciated, with strong support that encourages them to feel comfortable asking questions or seeking help. Especially after working from home for such a long time, reconnecting with coworkers and the company as a whole is critical.

Welcome wagon

When new employees join our company, they undergo an onboarding process that incorporates on-the-job training and various other initiatives. We invite new recruits to a dedicated meeting or even a lunch to introduce them to the team. Some facilities, such as the

Turnhout headquarters and Copag da Amazônia, offer a welcome package. All to help them to truly feel that they're a part of the Cartamundi family.

Keeping up team spirit

People perform better when they feel good. And this is especially true when they know each other well. We help them to build familiarity, connections and even friendships, while encouraging, supporting, and inspiring each other. We mix team-building sessions and training sessions with moments spent together with management.

We also believe less formal situations outside of work help to create and strengthen bonds. Casual events, such as brunches and get-togethers, encourage teams and individuals to reconnect and welcome teleworkers back to the workplace after COVID-19.



The Cartamundi Group organizes events to which employees are welcome to bring their partners and/or children. This allows their families to get to know the company and the other employees better. It helps everyone to relate to their colleagues as people.

Celebrating the good times

We like to celebrate special occasions. Exactly how and when we do this differs from location to location.

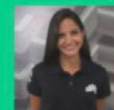
At Copag da Amazônia, we celebrate Father's Day and Mother's Day. Employees are invited to send in pictures of themselves with their 'Kings' or 'Queens', their fathers or mothers. We arrange for elegant, regal-looking frames so that employees can hang these pictures on their walls.

Cartamundi Ireland likes employees to treat themselves on their birthdays. We give them vouchers that allow them to purchase whatever special something interests them the most.

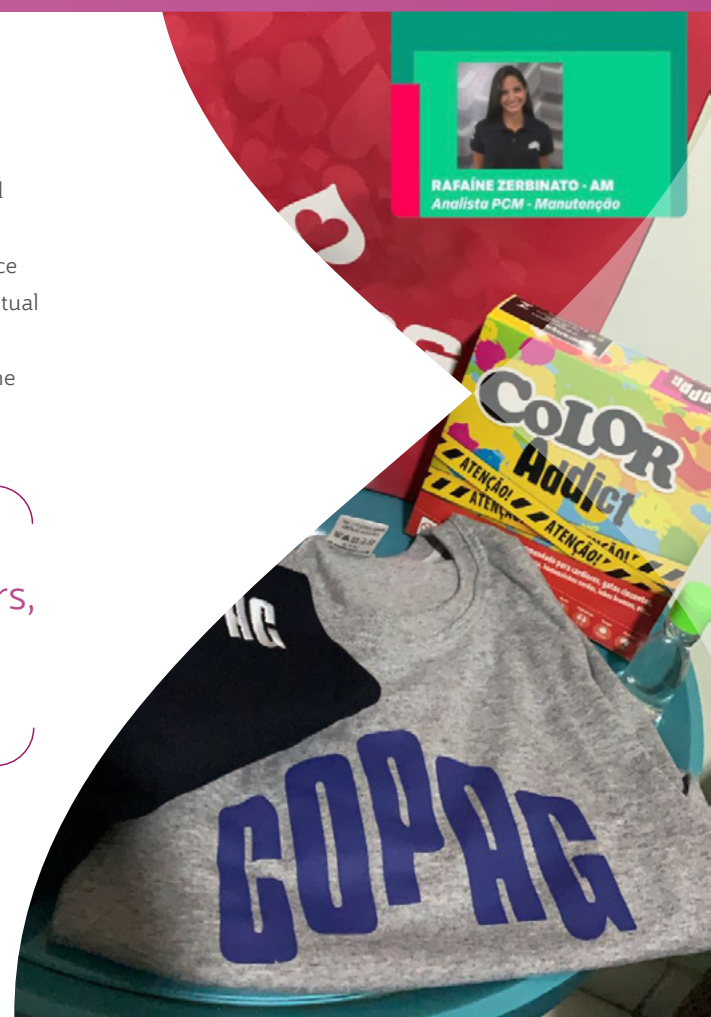
Connecting online and off

Our shift to hybrid working has highlighted the need for different ways to maintain connections between employees who are working from home and the office at different times. They include arranging regular virtual contact moments between entire teams. We are also reorganizing our offices in a way that will optimize the strengths of our company culture and work climate.

“Casual events, such as brunches and get-togethers, encourage teams and individuals to reconnect.”



RAFAÏNE ZERBINATO - AM
Analista PCM - Manutenção



Hybrid working

How we're countering the pitfalls of the new way of working.

In the early stages of the COVID-19 pandemic, many people all over the world experienced the benefits of working from home for the first time. It quickly became clear that this new way of working was here to stay, even after the all-encompassing lockdowns.

Taking their country's COVID restrictions to heart, our office employees primarily worked remotely and only occasionally visited the office. By the end of 2021, hybrid working was firmly established in our company, with employees being free to choose to work from the comfort of their homes, or in the company of their coworkers at the office.

Of course, not everyone has the option of not having

to come to work. The people who run our printing and cutting machines, and our assembly lines faithfully remain at their posts and keep production going.

A new look at performance and 'being present'

Along with changing our way of working, it made sense to reconsider the way we evaluate our employees' performance. Rather than having them work the traditional 9-to-5, we now focus on their progress in achieving predetermined goals. In other words, they are free to plan their work schedule, allowing both night owls and early birds to make the best use of their most productive hours.

What about 'real' connection?

One of the pitfalls of hybrid working is that real-life connection between coworkers might suffer. As distance grows, pursuing a positive work culture and encouraging people to keep in touch with each other takes additional effort. That's why, in 2021, we invited

our employees to participate in a series of safe physical events.

In Turnhout, for example, we opened our pop-up summer bar and welcomed our coworkers for a chat and a drink on Fridays after work. We also made sure employees and their families didn't have to miss the treats and gifts from their beloved Sinterklaas (Saint Nicholas, a childhood friend, celebrated on December 6th) because of COVID-19 restrictions. At a special drive-thru event, kids met their hero in a corona-proof setting. Happy faces all round.

Health & Safety

Protecting our employees from injury and illness is our top priority.

Our people are our most valuable asset. That's why Health & Safety (H&S) is a major part of our company culture. Our employees are introduced to our H&S policies right from the get-go, in their onboarding programs. From here, they are kept informed and alert through internal awareness campaigns and safety training. On the factory floor, professional trainers are complemented by our own experienced employees, whose insights are particularly valuable.

A strategic plan

At the majority of our locations, an assigned committee regularly meets to discuss H&S topics and future actions. Every year, they establish a strategic plan that serves as a foundation for the following year. At most locations, an internal fire department as well as a number of internal first aid officers are trained to respond to emergencies.

Training for all

Although we use awareness campaigns and training sessions to ensure the health and safety of all our employees, whether they are in production facilities or working in our offices, the focus points differ.

In the office, the focus shifts toward subjects ranging from ergonomics to noise pollution. We also provide training on the importance of eye care in situations involving extensive screen time.

For people working in our factories, topics such as machine safety, chemical handling, and how to approach, safely move, and lift heavy loads take priority.

The right tool for the job

We are determined to avoid putting the health of any of our employees at risk. As such, we are always on the lookout for tools and methods that will increase their safety as they perform their tasks. Especially since the average age of employees in our factories is increasing significantly, ergonomics has become an important concern. For example, encouraging workers to separate a heavy load into smaller, lighter and more manageable loads, or introducing a particular tool to ensure safety when performing a particular task.

Well-being

For a productive, healthy, and happy workplace.

When employees feel good, they are productive and efficient. But their well-being is so much more than that. As good neighbors, we want our people to be happy and to thrive. Our steady growth and the implementation of a new business model have brought a wealth of opportunities for our employees. Yet, we realize that change can be challenging. And that a post-pandemic world brings with it many adjustments to become accustomed to.

Everywhere in the world, whether it's due to heightening expectations or the implications of hybrid working, maintaining a clearly defined work-life balance is becoming increasingly difficult. Cartamundi is not immune to that societal trend. Through varying

actions and events, we hope to keep our people feeling healthy and content.

Tailored to local needs

Although the topic of well-being is a global one, we allow different locations to focus on their specific needs, as well as the local culture. It's up to regional HR professionals to decide which actions to implement to best address the situation at their location. They incorporate actions and events that engage and respond to the needs of both office and factory workers. The nature of these events is extremely diverse, ranging from inspirational talks about healthy eating to fun sporting activities.

And in many cases, the actions taken address more than one of the major themes relating to wellness, helping to keep awareness front of mind. Talks about nutrition are educational while also inspiring physical and mental health. Sporting activities are great for developing interpersonal connections as well as physical health.

Finally, another common theme? Everything is designed to be fun. Because after all, 'We play' is one of our core values.



Performance management

Honest feedback is the key to growth for every employee.

Whatever you pay attention to will grow. The same goes for people. By enabling open communication in a safe environment, we help our employees move forward. “To smooth the process, we have molded our performance management cycle into a simple digital tool,” says Jef Volders, Vice President HR Europe at Cartamundi.

“We are committed to our ‘One Group, One Team’ philosophy. Therefore, we provide as many office workers as we can with the same tool to track their performance and overall satisfaction,” says Jef. “That way, everyone gets an equal opportunity to grow.”

If you want to go far, go together

At the beginning of each year, we invite our employees to come up with two to four personal targets. We then turn these targets into SMART objectives, so that the expectations remain realistic and results are measurable. In the middle of the year, an interim review takes place. And by the end of the year, employees and their supervisors check if the goals have been achieved.

“ We encourage our people to pay attention to their well-being.

Jef Volders, Vice President HR Europe at Cartamundi



“In this process, our employees can count on the full support of their managers, who act as a sounding board and make adjustments where necessary,” Jef says.

Both parties look beyond hard targets, considering the ‘soft side’ of being a Cartamundian as well. “We truly encourage our people to pay attention to their (mental) well-being. Like a good neighbor would, we ask: ‘How are you doing? How can we help?’ With that input, our managers take the right actions and give sound advice.”

Showing our colleagues empathy

Our IT colleagues have come up with a tool of our own to streamline the process of objectives and feedback. With each new cycle, employees share their goals and needs in the tool. Managers add their suggestions. They then meet to determine the final objectives for the current year.

Looking back near the end of each year, each employee answers these questions – with help from their supervisors: Have I met my objectives? How did I put the [Cartamundi values](#) into practice? How did I experience the past year? How satisfied am I with my overall performance, my well-being, and my relationship with my supervisor and team members?

“We want everyone to be in their element.”

Jef Volders, Vice President HR Europe
at Cartamundi

“‘We care’ is one of our core values. We therefore consider it essential to show our coworkers empathy,” says Jef. “Performance is important. Of course, it is. But we also want everyone to be able to develop themselves. And to be in their element.”

By the end of 2021, all office workers in Belgium, France, Germany, Ireland, the UK, and Poland started to use our performance management tool. In the meantime, our colleagues at Copag in Brazil are working with a similar tool. Our goal for 2022? To introduce the tool to our colleagues in Spain and the US.

Community involvement

The gift of play



At the heart of the community

The full support of the people around us is our license to operate.

Good neighbors are the backbone of a happy, prosperous community. And if you ask us, the best way to be a good neighbor is to give back to the people around you. As a global company, Cartamundi touches the lives of many people. People from all walks of life, all positions, and all colors and origins.

We realize that we are not an island. We influence others, the same way others influence us. Whether it's our employees, our stakeholders or the people that play with our products: it is of fundamental importance that we treat them and our environment with respect and kindness. Because our neighbors give us the license to

operate. Without the full support of the people around us, we wouldn't be able to do what we do.

“ Our philanthropic actions are a testament to our commitment.”

To strengthen our positive impact on society, we invest in expertise, manpower, facilities, and networks in – and especially with – the communities. We also donate products and provide financial support to both local and global charities. These actions show that Cartamundi is more than just a strong manufacturer. They are a testament to our commitment. A commitment that isn't always synonymous with monetary gain, but we firmly believe that not all benefits can or should be expressed in financial terms.



In it for the long haul

Cartamundi's charitable actions go way back. From donating our cards and games to struggling families and institutions, to financially supporting smaller local organizations. In 2020, looking to streamline our efforts, we set up the Cartamundi Global Fund – a way for us to offer sustained help to children and youngsters all over the world. Over the course of 2021, we selected the first nine projects to benefit from **financial support**. We are certain that, thanks to the NGOs' admirable work, we're making a tangible impact on children's quality of life.

“Volunteering brings us in direct contact with the people of our community and reinforces the ties that bind us.”

Of course, we'll continue to roll up our sleeves locally. Our employees often lend a helping hand to the organizations they hold dear, setting up fundraisers or simply offering them their time. Volunteering is a rewarding and fulfilling activity that doesn't only touch others' lives, but feels good, too. It brings us in direct contact with the people of our communities and allows us to reinforce the ties that bind us, as well as strengthen team spirit among our employees.

Additionally, we want everyone to be able to enjoy the cards and games we make. That's why we regularly **donate our products** to underprivileged children, hospitals, daycare centers, schools, etc.

Last but not least, we **put our infrastructure and manufacturing sites to good use**, benefiting all of society. Following our efforts to supply communities with personal protective equipment and medical kits to carry them through the COVID-19 health crisis, we have continued to produce FFP2 respiration masks in our Turnhout manufacturing site under the joint venture Medimundi.



In this chapter, we will take a closer look at how Cartamundi tries to be the best neighbor to its communities.

Our future in philanthropy

Today, we're doing more for our local communities than ever before. To keep our charity work going in the future, we've formulated four goals to honor:

1. One of our top priorities is to **be relevant to the communities** in which we live and operate. We want to be there for the people around us and give back to society in any way we can. That's been our goal from the start, and it will remain our priority.
2. We want to **organize our charitable activities in a structured and transparent way**. Everyone within the Cartamundi Group needs to know who to turn to when they want to offer a helping hand. We've already come a long way thanks to our Global Fund, and we will continue to align our charity work with an emphasis on local impact.
3. Our partners mean a great deal to us. We want to **optimize our partnerships with non-profit organizations** in the communities we're active in. Together, we will discuss how we can get the most out of our teamwork and achieve a mutually beneficial collaboration.
4. Donations and financial aid are a good place to start. But let's not stop there. In the coming years, we will further **integrate our charity activities into our company's policy** and strategy. This will allow philanthropy to become an intrinsic part of the Cartamundi DNA. And help us to become the good neighbor we aspire to be.



Cartamundi Global Fund

Toward a brighter future for
generations to come, together.

At the end of 2020, we set up the Cartamundi Global Fund in collaboration with the King Baudouin Foundation. Our goal? To give back to the communities in which we live and operate, and offer their children support to learn and grow. Over the course of 2021, our fund successfully set sail. So far, nine charitable projects by NGOs from all over the world have received the financial aid they require to help vulnerable children and youths in need.

Making a difference starts with helping children

Every child deserves to have a comfortable and happy childhood. By investing in the next generation, we can guide them toward a sustainable life and therefore make a real difference to everyone's future. Driven by the mission 'Sharing the Magic of Caring for People', we focus on charitable projects that contribute to children's health, sociability, and education.

The first pillar, **health**, comprises physical and mental fitness. As Ana Carolina Gonçalves, EVP Latin America at Cartamundi, says: "Our fund supports projects that strengthen the mental health of children and adolescents. By teaching them how to take care of themselves mentally, we combat the risk of social isolation."

“ Our fund supports projects that strengthen the mental health of children and adolescents.

Ana Carolina Gonçalves, EVP Latin America, Cartamundi

Through the second pillar, **sociability**, we want to help children develop their interpersonal skills. Which, in turn, improves social cohesion between generations, cultures, and societies. The third and final pillar is **education**. Because every child should be able to develop their talents in a safe environment and get a chance of a better future.

Bridging the gap between global strategy and local action

The idea for the Cartamundi Global Fund was born out of a desire to support local communities on a long-term basis. We want to go beyond donating money and materials. We strive to become partners of the non-profit organizations we work with. And in the future, we will encourage our employees to roll up their sleeves, too. Through volunteering, we'll all work together to achieve our common goals.

To strengthen the link between the Cartamundi Global Fund and our local communities, we enlist the help of selected employees from around the world. These local champions serve as ambassadors for the fund. They invite their coworkers to pitch ideas and nominate charities close to their hearts and homes. Their commitment keeps our employees engaged in our charity work.

Transparency is key

The Cartamundi Global Fund uses an objective and transparent selection process to select the right projects to support. An Christiaen, Global Corporate Social Responsibility Manager of the Cartamundi Group, explains: "We assess every project against a specific set of criteria. Our employees also get to vote for their favorite initiative. We do this because we want each project to be widely supported within the company as well."

To ensure an objective approach, the fund has deliberately chosen a diverse Executive Committee. It includes:

- Three Cartamundi employees (Ana Carolina Gonçalves, An Christiaen and Lisa Kenneally)
- Representatives of the King Baudouin Foundation, the cofounder of the fund
- Independent chairman Bruno Vanobbergen

"With this fund, we want to tend to the needs of children and youth everywhere," An concludes. "The selected projects will offer children support to learn and grow, as well as teach them the basic skills needed to lead the full and rewarding life they deserve."

“Children aren’t just ‘humans in the making’, they are already their own person.”

When the Cartamundi Global Fund was looking for an independent chairman to complete its committee, they found a match in Bruno Vanobbergen. The Belgian educationalist has based his entire career on improving children’s well-being. “My goal has always been to raise awareness of the hardships children face, and to find a way to tackle these issues.”

After ten years as Flanders’ Children’s Rights Commissioner, Bruno is now in charge of the Flemish agency for growing up (Vlaams Agentschap Opgroeien) – a governmental organization that offers a multitude of support services to children, youths and their parents. It also draws out policies concerning any and all things involving their needs. “Every child has their story. It’s important that we, as adults and as a society, take the time to listen,” he says. “With the Cartamundi Global Fund, we want to set up long-term projects and offer sustainable help.”

A ‘difficult child’, a defining moment

Throughout his career, Bruno has spoken with children from all backgrounds, each of them impacting his





life and work in a different way. “I’ve met children and youths with such different experiences in life. Kids spending their formative years in and out of hospitals, fighting illnesses, and being confronted with the toughest of existential questions. Wondering whether or not they would survive, or even fearing that their families would abandon them. Children on the run, hurt or traumatized, even here in Europe. Just look at the refugee camps in Calais, France, or Moria, Greece, and Röszke, Hungary. The situations there are devastating.

“ Each child’s story makes me even more committed to the cause than I already was.

“The one story that made the biggest impact on me is Casper’s. Casper, an eight-year-old boy, was struggling in school and was, as his teachers would say, a ‘difficult child’. The school had taken to isolating the boy in the principal’s office. He was not allowed in the playground, the classrooms or the school cafeteria. A punishment like this could have tremendous consequences for his education, his learning abilities and his future. I had to act. For Casper, and for all the other children like him.

“As a commissioner, it was never my job to point fingers, but rather to raise concern. To ask ourselves if, what we as a society are doing, is right. And if not, find other ways. The situation with Casper was a critical incident. It’s made me even more committed to the cause than I already was.”

Meeting of the minds

Cartamundi's and Bruno's roads first crossed some eight years ago. That's when Chris Van Doorslaer, the late CEO of Cartamundi, became cochairman of UNICEF's Children's Rights and Business Principles (CRBP) committee. An initiative that calls on businesses to see the world through children's eyes and to contribute to a living environment.

"Chris asked me to be a part of this initiative, and that's how I got to know Cartamundi," Bruno recalls. "Together, we worked on a project to combat child poverty. The initiative was very dear to him. He even got large Belgian companies like Studio 100 and Telenet on board."

Helping Cartamundi to be a good neighbor

When Chris unexpectedly passed away in 2017, Cartamundi pledged to honor his legacy and continue his philanthropic work. So, in 2021, the Cartamundi

Global Fund was founded. And when our partners from the King Baudouin Foundation (Koning Boudewijnstichting) suggested Bruno for chairman, all the pieces of the puzzle fell into place.

"I accepted the role because I have tremendous respect for what Chris has accomplished," Bruno says. "From the get-go, I could see the Global Fund was a serious matter for anyone involved. So, I wanted to help set up structural support. Help Cartamundi be a good neighbor.

“With the fund, we want to make a real, tangible difference to children's lives.”

"The projects the fund supports all contribute to a better quality of life for children in their own way. And the fact that these projects were mostly nominated by Cartamundi employees shows how involved everyone is. All around the world, employees have asked themselves what the needs of the children of their community are. That's extremely valuable. The committee then reviewed these nominations with all due respect for local history, traditions and differences.

"Not all of the projects need to be grand or spectacular, or require thousands of euros. Something as simple as creating an environment for children to play in is already immensely valuable. It makes a real, tangible difference to their lives and fulfills one of their most basic needs."



“Children’s well-being is a shared responsibility.”

“Often, adults tend to look at a child as a ‘person in the making’ that can’t think or feel the way adults do,” he explains. “But children already are their own person. It’s so important to see children as *whole* human beings. Because only when you do, are you able to treat them as your equal.

“We all share the responsibility to listen to each child’s story. To give each one what they need to feel safe and comfortable, and to help them when they’re hurt, whether physically or mentally. We need to take the time to listen, to engage in one-on-one conversations. It’s what society owes them.

“My hope for the Cartamundi Global Fund is to provide sustainable help through projects that actively involve and listen to children and youngsters. The fund is still in its infancy, but the results so far are promising. And I’m sure we can do even better in the future.”

Bruno Vanobbergen

- Doctor in Educational Sciences
- Former Children’s Rights Commissioner for Flanders, Belgium
- Now in charge of the Flemish agency for growing up (Vlaams Agentschap Opgroeien)
- Independent Chairman of Cartamundi’s Global Fund

These nine projects offer vulnerable children a helping hand

Cartamundi Global Fund selects its first beneficiaries.

In September 2021, the first project call closed. The King Baudouin Foundation and the Cartamundi Global Fund's Management Committee carefully examined each application. And just before the end of the year, the Committee chose nine projects out of 36, including the SOS Children's Village in Belgium and the World Toilet Organization in India.

Our Global Fund's first supported projects

At Cartamundi, we want to be at the heart of the communities in which we operate. That's why the projects we support are based in seven of the countries we're active in, spread out over four continents:

- **SOS Children's Village, Belgium** – The SOS Children's Village in the Belgian city of Marche-en-Famenne gives a new home to 42 children in need. A key aim of the organization is to strengthen the children's social, mental and physical skills through play. During the recent lockdowns caused by the COVID-19 virus, it has proven difficult to offer a sufficient variety of game options. Our Global Fund will help them develop new ways of playing.



- **Viela, Brazil** – Jardim Ibirapuera is an underprivileged community in São Paulo. To educate youngsters in the neighborhood, local organization Viela launched Project Spark Tech. Its mission? To give young people career prospects by igniting their interest in technology through a hands-on course. The donation from our Global Fund will be used to pay for educational tools and materials, infrastructure, and qualified staff.

- **Ceifar, Brazil** – Ceifar is a Belgian non-profit organization that aims to support families in the Tancredo Neves region of Brazil. Their upcoming project is a recreational and educational park where children can learn through games and activities such as planting seeds and watching flowers grow. The Cartamundi Global Fund will finance the building of this park.
- **Fondation Action Enfance, France** – Action Enfance's aim is to protect children who are at risk of poverty. With a new playground in their care center in the city of Amboise, the organization wants to create a safe place for young people to get together and improve their social and motor skills. The Global Fund will help to build the playground and finance its supplies.

- **Rescue, Germany** – In Leipzig, Germany, Rescue empowers young people with a refugee background. The project in question pays special attention to adolescent girls, setting up group meetings aimed to strengthen their self-confidence. They are also taught how to process the traumatic events that caused them to flee their country.
- **Grundschule Altkirchen, Germany** – This Altenburg-based elementary school wants to provide education for all its students, especially those who come from underprivileged families. The school plans to open a library, giving the children a space to read and study. The Fund will cover the costs of furniture, including shelves, and books.



- **World Toilet Organization, India** – Around 1.4 million schools in India don't have adequate sanitation facilities. The World Toilet Organization is a global non-profit committed to change that. The organization's aim is to build toilets in schools and provide hygiene training to management and students. The support of our Global Fund will be used to install toilets and handwashing facilities and to educate students and teachers in health and hygiene.
- **Pieta House, Ireland** – Pieta House's helpline provides support to people in suicidal distress, people who engage in self-harm, and people who have been bereaved by suicide. In recent months, demand for their services has spiked. That's why the Cartamundi Global Fund offers support to extend the helpline activities.
- **Big Brothers Big Sisters, United States** – For over 50 years, Big Brothers Big Sisters has paired disadvantaged children with adult mentors. The organization aims to create lasting friendships and empower each child to reach their full potential. Our Global Fund will supplement a donation made to the organization by the United States Playing Card Company.



Next call for new projects

The chosen projects will benefit from the Global Fund's support for a period of 12 months. Later on in 2022, we'll repeat the cycle and launch the second call for applications. The selected projects will be announced by the end of the year.

Urgent need for emergency funds

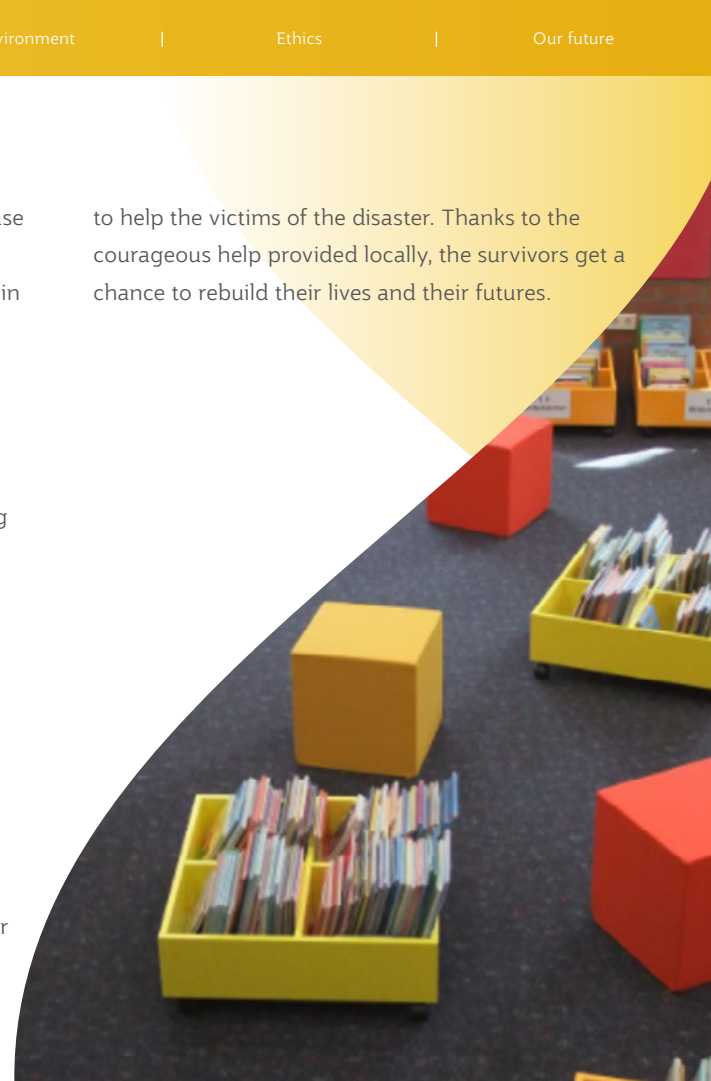
The support given to the selected projects accounts for 70% of our Global Fund's budget. The remaining 30% is put aside for emergencies. Unfortunately, we had to draw on this budget quite heavily in 2021.

- In March 2021, the COVID-19 pandemic caused dire situations in **Manaus, Brazil**. Our Copag employees saw the devastating impact of the virus firsthand. Many family members of our coworkers were severely ill or dying. Tragically, one of our dear colleagues passed away. Local healthcare was

struggling and needed financial support to purchase medical supplies. So, the Global Fund drew on its reserves and donated to Doctors Without Borders in the region of Manaus.

- A few months later, in July, Europe was struck by unprecedented floods caused by climate change. **Belgium and Germany**, respective homes to our headquarters and two of our facilities, were among the hardest-hit countries. To help rebuild the local communities, our Global Fund offered financial support through the Red Cross in Belgium and Germany.
- And then, in December, a tornado tore through **Kentucky in the United States of America**, causing catastrophic damage to numerous towns and the loss of 58 lives. Since Kentucky is home to the United States Playing Cards Company, one of our American locations, we couldn't sit idly by. Our Global Fund donated to the American Red Cross

to help the victims of the disaster. Thanks to the courageous help provided locally, the survivors get a chance to rebuild their lives and their futures.



“With Viela, I want to bring education to the favelas.”

With the help of the Cartamundi Global Fund, the NGO will teach socially-vulnerable children STEM subjects.

In Brazil, hundreds of thousands of children and youths call the favelas their home. In these slums, located in the outskirts of urban hotspots, schools are few and far between and sorely underfunded. Yet, education is a child’s best chance to break the poverty cycle. With his NGO Viela, founder Anderson ‘Buiu’ Agostinho aims to offer these kids a better future.

“Our team teaches English, music, jiu-jitsu, and soccer,” he says. “With the financial support from the Cartamundi Global Fund, we’ve set up Project Spark Tech, an initiative to get kids interested in STEM (science, technology, engineering, and mathematics). All to give these kids a tangible goal in life.”



Life in the favelas: a cycle of poverty

According to research by the Organization for Economic Co-operation and Development (OECD), children in the favelas under the age of ten are **seven times more likely to fail school** than their wealthier peers. Due to the lack of incentives to pursue education, the dropout rates are higher as well.

The children that do want to attend school, are often prevented from going. Violence between drug factions and the police regularly requires educators to suspend classes. Moreover, the trauma due to widespread violence negatively affects children's abilities to learn.

Project Spark Tech introduces kids to STEM

Anderson started Viela back in 2009, when he built a movie theater in front of his home in Jardim Ibirapuera for the community's children. "More and more kids started showing up," he recalls. "But I felt like something was missing. So, I decided to start each viewing by reading an excerpt from a book, combining leisure with learning. We don't always read before the activities anymore, but our goal has always remained the same: to give the community's youngsters an alternative to the education they don't have access to."

Today, the NGO offers formation to about 370 children and youths from 4 to 21 years old. "Our classes combine learning, culture, sports, and positive social interaction," says Anderson. "Project Spark Tech is an ambitious endeavor. We hope to reach 3,000 teenagers between 13 and 15 years old in the span of four years."

A stepping stone to a better future

"Our hands-on course will spark the youngsters' interest in STEM and give them the basic knowledge they need to pursue further education. At the end of the six-month course, participants receive a certificate, and we introduce them to vocational education organizations. In this district, a project like this has the power to save lives. Teenagers on the street often end up joining drug gangs. Black children especially are disproportionately affected by gun-related violence."

“ Investing in digital inclusion will benefit both the youngsters and the community.

Anderson 'Buiu' Agostinho,
Founder, Viela



Why did Viela choose STEM in particular? Anderson explains: “Generally, children from low-income backgrounds struggle with STEM subjects, which makes them think technology isn’t for them. Despite being connected to social media, they lack the fundamental skills to keep up with a world that’s continuously digitizing. It severely decreases their job opportunities.”

Besides tools and infrastructure, the donation made by the Cartamundi Global Fund will be used to train educators and ambassadors. “The ambassadors we teach will go on to teach others, thereby multiplying the knowledge and keeping the project alive,” says Anderson. “Additionally, investing in digital inclusion will benefit not only the youngsters but the community as well. This way, the project will live on, long after the classes have passed.”

Viela and Copag: a powerful collaboration

Our coworkers at Copag da Amazônia provide Viela with Color Addict games, as well as mico decks to play the traditional Brazilian card game with. In the future, they will also:

- Help Viela hold tournaments, donating the games and infrastructure needed.
- Encourage Copag employees to volunteer for Project Spark Tech.
- Invite youngsters to the Copag facilities, giving them a taste of professional life.

Through this relationship, we hope to contribute to a better future for the young people of Jardim Ibirapuera.

Giving back to the communities we're active in

At Cartamundi, we believe that everyone has the right to play. One way to do our bit and to give back to the communities we're active in, is to donate our products. This way, we increase their accessibility to physically, financially, or socially vulnerable groups. To people who live in poverty and don't have the means to buy their children toys. To patients who need a welcome distraction during a hospital stay. And to daycare centers and schools, encouraging children to learn as they play.



“Every business can contribute to a better life for the underprivileged.”

NGO Goods to Give redistributes non-food essentials, helping 300,000 people in need.

All around the world, the cost of living is rising to new highs, causing hardship for millions of people. In Cartamundi's homebase Belgium, almost 20% of the population is at risk of poverty and social exclusion. And although the social security system is extensive, a growing amount of people rely on NGOs for basic necessities such as food, clothes, and household items. One of those organizations is Goods to Give.

“We act as a bridge between the corporate world and charities,” says Louise Janssens, Communications Manager at Goods to Give. “We collect our partners' production surpluses and redistribute them to our network of 400 organizations and charities, like the OCMW (the Belgian public center for social welfare), homeless shelters, and food banks.”



“ Play helps children to forget about their worries, even if it’s just for a little while.

An Christiaen, Global CSR Manager,
Cartamundi

“Cartamundi has been a partner to Goods to Give for about four years now,” says An Christiaen, Global CSR Manager at Cartamundi. “We want our games to be accessible to everyone. Play helps children to forget about their worries, even if it’s just for a little while. At the same time, it benefits their development and aids their mental skills.”

100% backed by corporations

From toiletries and clothing to school supplies: all non-food items are welcome at Goods to Give. “Twice a week, we update our ‘solidary webstore’ for organizations to shop from,” Louise explains. “Products are priced at an average of 10% of their market value. Instead of giving them away for free, this social contribution prevents items from being stockpiled just because they’re available. And at this time, it is our only source of income. In order not to compete with other NGOs, we’ve made the conscious decision not to rely on government subsidies.”

Poverty on the rise

In its ten years of existence, Goods to Give has seen how society and poverty have changed. “Through our partners, we reach about 300,000 people in need,” says Louise. “The biggest and most vulnerable group are single parents, then seniors. But due to COVID-19 and the soaring energy prices, a growing group of young people and working people rely on food banks for their daily necessities.”

Goods to Give in numbers

- Established in 2012, in Belgium, maintaining close relationships with its eponymous Spanish branch and the French NGO Agence du Don en Nature
- Has a network of 76 corporate partners
- Provides daily essentials to 400 organizations
- Redistributed 1,841,270 non-food products in 2020
- Reaches 300,000 underprivileged people



“The strict lockdown early in the pandemic left many people temporarily unemployed, so demand was at an all-time high. We encouraged our corporate partners to donate more products, and they did. Along with the support of our volunteers, this has allowed us to continue our activities.”

“ Educational games in Dutch, French and English allow kids to learn through play.

Louise Janssens, Communications Manager, Goods to Give

Breaking the taboo

“We’re happy to have Cartamundi as a partner,” Louise says. “Last year, we received educational games in Dutch, French, and English, allowing kids to learn through play. These donations truly impact children’s daily lives.

“Corporate support means a lot to an NGO like Goods to Give. Businesses can donate their surplus inventory, encourage their employees to volunteer for us, and make monetary donations. Each of these options is a viable and constructive way to help the underprivileged,” Louise concludes. “And it helps to break the taboo on poverty.”

Medimundi

Local manufacturing to safeguard local PPE supply.

Designed, certified, and manufactured in Belgium, Medimundi guarantees a steady supply of high-grade personal protective equipment (PPE). More precisely: FFP2 respirators. During the first year of the pandemic, we decided to use our infrastructure to benefit all of society. The local production of masks relieved the need of caregivers, enabling them to perform their jobs safely. In 2021, demand increased from both independent healthcare professionals and private individuals, to which Medimundi responded by launching their user-friendly webstore.

“Together, we’re taking an important step for society,” said CEO David Germis upon launching Medimundi in November 2020. A joint venture by Cartamundi and

the Antwerp University, Medimundi took measures against the severe shortage of high-quality respirators in the healthcare industry. In the ensuing months, FFP2 masks became indispensable in hospitals and medical facilities.

More effective protection with FFP2

An FFP mask is a CE-certified respiratory protection mask that protects users against airborne particles such as dust and aerosols.

FFP stands for ‘Filtering face piece’ and is classified by the EN 149 standard into three levels of filtering efficiency: FFP1, FFP2, and FFP3. FFP2 masks have a filtration efficiency of at least 94%, as well as an internal leak rate of a maximum 8%.

According to research from the Max Planck Institute for Dynamics and Self-Organization, FFP2 masks protect up to 100 times better against the risk of infection than surgical masks. They protect the person who wears the mask as well as the people around them, a unique feature.

Medimundi FFP2 respirators exceed the official standard and provide a very high level of protection with a filtration efficiency of 98-99,9 % and an inward leakage rate of 2%.



Accessible to all

As the pandemic progressed, other target groups also began to set higher standards for their personal protection. Informal caregivers, who look after their vulnerable relatives, wanted to be able to administer the best care with minimal risk of contamination. Elsewhere, pharmacists, speech therapists, and dentists started using FFP2 masks because of the high level of filtration and wearing comfort. Even ski resorts made the high-grade PPE mandatory that season. And students and faculty members at Antwerp University received their Medimundi FFP2 respirators to safely get through the January exams.

Since 2022, whoever wants to order FFP2 masks, can head over to the Medimundi.be webstore and have a new supply delivered – no matter the volume. “That way, high-grade FFP2 respirators are available and easily accessible to all”, says David Germis.

“For professional users, we introduced a subscription formula,” David adds. “Customers can arrange a monthly delivery of their required amount of FFP2 masks. As the masks have an expiry date, a monthly supply prevents them from going to waste. Better yet – businesses and organizations can make strategic reservations for stock or manufacturing capacity. If at

any time, a new peak in contaminations occurs, or an entirely new pandemic hits, they’ll have their PPE ready to go.”

FFP2 against social isolation

After each COVID-19 peak, measures are gradually phased out. When surgical masks are no longer mandatory, the FFP2 respirator is the only efficient way for high-risk patients to protect themselves. That’s why, in December 2021, Medimundi gifted 10,000 masks to Kom op Tegen Kanker (‘stand up against cancer’), a Flemish NGO that protects cancer patients’ rights to the best treatment and care.

“Many vulnerable people had become very isolated out of fear of becoming ill,” David said when the donation was made. “We hope we were able to allow them to spend valuable time with their loved ones over the holidays.”

“Whether you need five or a thousand pieces, through our website, FFP2 respirators are accessible to all.

David Germis, CEO, Medimundi



Environment

Play it green



We take care of our planet, our home

Reducing our impact on the environment in the way that a good neighbor would.

Over the past few years, the effects of climate change have become abundantly clear. Extreme weather conditions have caused wildfires, hurricanes, droughts, and flooding all over the world, impacting our communities as well. At Cartamundi, we firmly believe businesses need to take responsibility for their environmental footprint. As such, we are taking action to reduce ours. Step by step. Bit by bit.

The path to becoming a more sustainable business is long. Although we have accomplished a fair deal so far, we realize that there's much more to be done. We are challenging ourselves, our business, and our neighbors to act resolutely.

In 2021, together with our partner CO2logic, we measured our baseline greenhouse gas emissions – the carbon footprint evaluation benchmark – and set specific goals for the future.

Additionally, we've taken action to increase our use of ecologically-friendly materials, opting for sustainably-sourced paper and cardboard and scaling back our use of single-use plastics.

Lastly, we've continued our efforts to increase awareness, further integrating sustainability into our company culture.



Our future in ecological sustainability

To make our products as well as our production processes more sustainable, we've formulated three main goals.

1. Reduce our carbon footprint

We will work to attain the goals set by the United Nations Paris Agreement and the European Green Deal. Therefore, we aim to eliminate at least 48% of our greenhouse gas emissions (GHG) by 2030. We're fully committed to becoming a carbon-neutral company by 2050. Find out more in the chapter "[Carbon reduction](#)".

2. Increase our use of sustainable material

We will continue our efforts to shift to [sustainably-sourced paper and cardboard](#) as well as minimize the use of [single-use plastics](#) in our products.

3. Create a sustainable company culture

We will continue to [inspire our employees and stakeholders](#) to join us in our mission to live more sustainably, with the unflinching aim of safeguarding our planet for generations to come.



Reducing our carbon footprint

Our partners CO2logic will help us reduce our carbon emissions.

Over the past few years, we've witnessed a steady increase of natural disasters – a phenomenon that is unquestionably caused by global warming. And the temperature is still rising. According to data presented during the COP26 negotiations at the Glasgow Climate Change Conference, the global average increase is expected to reach 1.5° C by 2040, posing a significant threat to all life on Earth.

To put a halt to global warming, the entire world must reduce greenhouse gas emissions, consisting mostly of carbon dioxide, by 45% by 2030. In Europe, that target reaches 55%. And by 2050, we must reach net zero

emissions. At Cartamundi, we are taking measures to follow suit.

Crunching the numbers with CO2logic

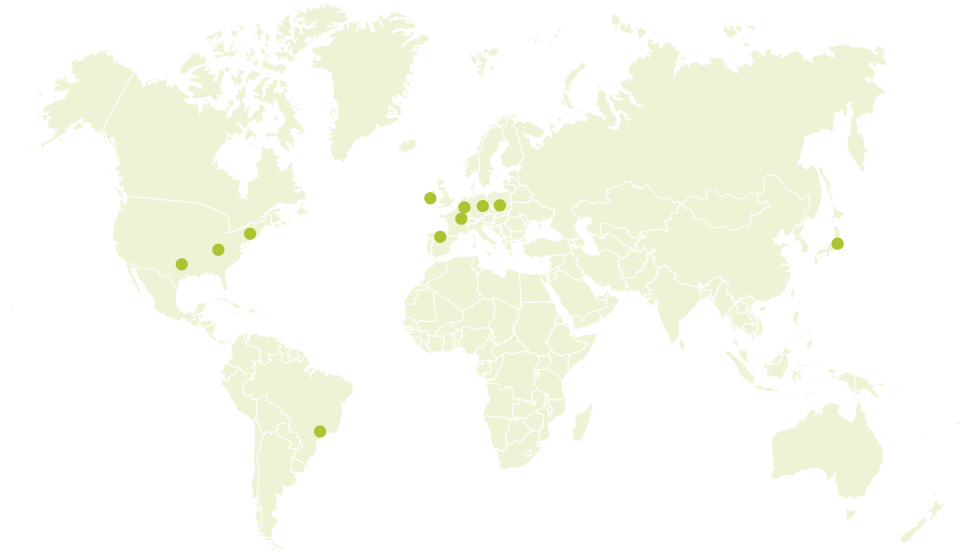
Each and every one of us can take action to reduce carbon emissions. But it goes without saying that businesses have a great responsibility to take on board. At Cartamundi, we are aware that we have work to do. So far, our ecological sustainability efforts have mainly focused on using more sustainable materials. For instance, we've greatly [reduced our use of plastic](#), and we use [sustainably-sourced paper](#) wherever we can.

Although carbon reduction presents a much bigger challenge, we are committed to taking action. Knowledge is key. Therefore, in 2021, the Cartamundi Group evaluated its global carbon footprint for the very first time. To achieve this, we partnered with CO2logic, a Belgian company specializing in helping businesses to reduce their emissions.

Going forward, we'll evaluate our carbon footprint annually. The 2020 results will function as our baseline. We'll use these results to draw up a detailed plan of action with clear goals and specific ways to reduce our carbon emissions in the short, medium, and long term.

Investigating our global footprint

These production facilities were included in the evaluation:



The following facilities were not included because they weren't operational as a part of the Cartamundi Group for the entirety of the year 2020: Medimundi (Belgium), Cartamundi Mexico, and Big Bang Chile.

Scopes 1, 2, and 3 emissions, explained

For its calculations, CO2logic has taken into account Scopes 1 and 2, as well as the two most important categories of Scope 3.

- **Scope 1:** direct emissions from company-owned and controlled resources such as heating and cooling, vehicles, and process emissions released during on-site manufacturing.
- **Scope 2:** indirect emissions from the generation of energy, purchased from a utility provider.
- **Scope 3:** indirect emissions that are linked to a company's operations but are not inherently the result of them. They occur in the value chain and include both upstream (suppliers' activities) and downstream (everything that takes place once the product is out of our hands) emissions. CO2logic's measurements include the two categories that cause most of our Scope 3 emissions: waste streams and incoming materials.

Period

FY 2020

Organisation

Cartamundi

Europe

- Belgium
- France
- Germany
- Ireland
- Poland
- Spain

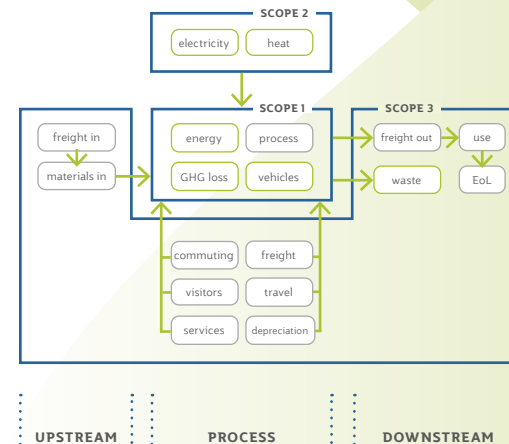
Americas

- Brazil
- US Dallas
- US
- Kentucky
- US Massachusetts

Asia

- India
- Japan

Emission sources



Getting to work, together

CO2logic's research has revealed several areas of improvement. Within scopes 1 and 2, we can greatly reduce our carbon footprint by decreasing our use of fossil fuels and investing in more sustainable fleet vehicles.

Scope 3 accounts for 77% of our total global emissions – a high number that underlines the importance of uniting with our partners to take action. So, we will invite our suppliers and customers, our neighbors, to join us in our sustainability journey. To start a dialogue on how we can do things differently. Because, after all, the world is our neighborhood. A community, albeit a very big one, to nourish and protect, like good neighbors would.

From global strategy to local plan of action

The strategy we set out in partnership with CO2logic is a global plan of action. By 2030, we aim to eliminate at least 48% of our greenhouse gas emissions (GHG) by:

- Reducing GHG emissions in Scopes 1 and 2 by at least 70%.
- Reducing GHG emissions in Scope 3 by at least 40%.

These are the actions we will take to reduce the GHG emissions in Scope 1 and 2:

- **Reduce our use of fossil energy:** Existing facilities will be updated to become more energy efficient. New facilities will be powered by renewable energy and equipped with energy-efficient infrastructure.
- **Raise awareness:** We promote a sustainable company culture and raise energy awareness among our employees.
- **Evolve toward a greener fleet:** We are gradually phasing out diesel and gasoline company cars in favor of electric and hybrid vehicles.

Because Scope 3 consists of emissions that fall outside a company's direct control, they are more challenging to reduce. Yet, we will:

- **Invite our partners to join us:** Through close collaborations and screenings, we hope to encourage them to reduce their carbon footprint as well.
- **Reevaluate our use of materials:** We're investigating how to use materials more consciously and reduce our use altogether.
- **Invest in waste management:** We'll continue our efforts to reduce, reuse, and recycle as well as analyze circular concepts.

By 2050, we aim to be a carbon-neutral company.

Because legislation and energy landscapes vary from country to country, these ambitions need to be interpreted locally. To turn pledges into actions, we're working on short-term goals, specific to each facility. We'll present this plan by mid-2022.

“It’s time for businesses to redeem themselves.”

CO2logic reduces carbon emissions around the world, helping one company at a time.

When Antoine Geerinckx cofounded his climate consultancy CO2logic in 2007, it took a lot of persuasion to get companies to take control of their carbon emissions. Today, sustainability is at the top of every business’ agenda. “For the longest time, businesses have turned away from taking responsibility for their carbon emissions. Now is the time to redeem themselves,” Antoine says.

Sense of urgency

“I’ve always felt connected to nature,” Antoine says. “My grandfather was a forester who practiced sustainable forest management. Thanks to him, I grew up very aware of how important trees are to our planet. And throughout my career and my life, I’ve always sought out ways to deliver a positive contribution to society. In 2005, when the Kyoto protocol was established, I could feel a sense of urgency to act and reduce our ecological footprint. So, I started wondering: what can I do? Two years later, I started CO2logic.”



CO2logic guides businesses throughout their journey to reduce their carbon footprint and help them become carbon neutral and net zero. To do this, Antoine and his team have fine-tuned a unique five-step approach:

- **Measure footprint and risks:** understand carbon emissions, product impact and climate change risks
- **Set targets and create a roadmap:** develop sustainability strategies, targets and roadmaps
- **Reduce footprint:** increase efficiency, procure renewable energy and decarbonize the supply chain
- **Finance climate action:** offset unavoidable emissions or invest in impact funds
- **Communicate and lead:** engage stakeholders in your sustainability vision and communicate the results

Stronger together with South Pole

Although Antoine now has his hands full, it wasn't always smooth sailing. In his own words: "Back when I first started, a lot of people were still denying mankind's responsibility for climate change. Others refused to believe it was even happening at all. "The first turning point was when Al Gore's documentary *An Inconvenient Truth* was released, not long after CO2logic was established. Since then, it's been a story of ups and downs. The financial crisis in 2008 put sustainability low on the agenda, and it wasn't until 2013 that businesses started looking to invest in carbon reduction again. But by the end of the decade, with the Paris Agreement and European Green Deal taking effect, demand grew exponentially."

“ Together, we're supporting impactful climate projects all over the world.

Antoine Geerinckx, Cofounder of CO2logic

In 2021, CO2logic merged with South Pole, a global pioneer in climate and environmental services. "This merger has helped us both evolve as businesses, and it has allowed us to better assist our international clients," Antoine explains. "Take Cartamundi, for instance. With offices and manufacturing sites all over the world, it is important to measure the impact of each of these locations using internationally recognized methods. While taking legal and cultural differences

into consideration. Because even though the Paris Agreement is a global agreement, each signatory country will require a different approach. Together, South Pole and CO2logic have both the knowledge and the local teams on the ground to offer additional support. On top of that, South Pole runs many carbon offsetting projects in Asia and South America. Ours are mostly located in Africa. So, together, we're compensating for carbon emissions all over the world."

Like paying a voluntary carbon tax

Carbon offsetting is often criticized, being labeled as a stopgap. Although it should never replace carbon reduction, Antoine firmly believes in the value of compensating for your emissions. "A business can't become climate neutral overnight. But we need action, now. That's why we advise our clients to start reducing emissions as much as possible and support offsetting projects in parallel. You could say that, by financing these carbon offsetting projects, businesses are paying a voluntary carbon tax. It's a proven fact that

companies that compensate for their emissions, are also quicker to reduce them."

“ We can't expect people to stop burning wood to cook when no alternatives are available.

Antoine Geerinckx, Cofounder of CO2logic

Naturally, climate change is an ecological problem, but the humanitarian implications shouldn't be ignored. "In impoverished countries, many people still rely on burning wood and charcoal to cook," Antoine says. "We can't expect them to stop cutting down trees if they have no other options available to them." That's why one of CO2logic's climate projects involves giving

communities access to improved cookstoves that only need half of the wood or charcoal they'd normally use. "It's about making a real, tangible difference in people's lives," he says.

Putting out the fire

"It's important to stay spirited and optimistic. People have become very cynical, thinking it's too late to change anything anyway. But when a fire starts in your kitchen, do you give up and let the rest of the house burn? Of course, you don't. You salvage what you can. And that's what we need to do now – prevent more damage from being done and start restoring and regenerating. We need to drastically cut down our use of fossil fuels. It's the only way we'll be able to put out the fire."

FSC®-certified paper and cardboard

Shrinking our environmental footprint as we shift to more sustainable materials.

Forests are our planet's lungs. They provide us with the oxygen we need to live and cleanse the air of CO₂ emissions that drive climate change. As a manufacturer of playing cards and board games, we rely on trees for our paper and cardstock. To reduce our impact on the environment, we use paper that comes from sustainably-managed forests wherever we can.

“Our facility in Turnhout was the first to become FSC® certified,” says Marleen De Geeter, Material Planner at Cartamundi Turnhout. “Our colleagues in Germany (Altenburg), Ireland, the US (Dallas and East Longmeadow), Brazil, and India followed suit.” The FSC label ensures that, for each tree that is harvested, one or more new trees are planted. “Our French branch faithfully uses the PEFC system, while USPC adheres to the SFI standards – both similarly-recognized labels in responsible forest management.”

FSC: Responsible forest management since 1993

The Forest Stewardship Council (FSC) is an international non-profit organization founded by foresters, companies from the wood and paper sector, social movements, and environmental organizations. Together, they strive for responsible forest management worldwide, managing a system of forest certification. At the time of writing, the FSC website states that the council has more than 210 million hectares of forest under its care.



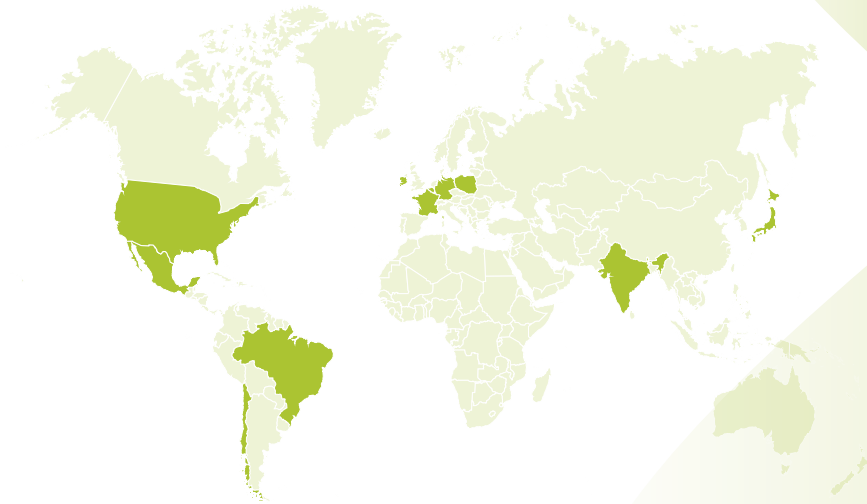
An ongoing commitment

Being an FSC-certified company requires ongoing commitment and close collaboration. Marleen goes on to say, “Some of our games are printed in Turnhout then forwarded to our facility in Altenburg, where the pieces are assembled into a board game. In those cases, the only way to guarantee that our products are fully FSC-worthy is to monitor the entire chain.

“Each order is carefully inspected by our colleagues responsible for FSC compliance and an international network of officially-recognized FSC auditors. The council also subjects our purchasing and sales procedure to a strict annual examination. If needed, they advise adjustments.”

Yet, to attain our goal of using 90% sustainably-sourced paper and cardboard, we will have to go further and join forces throughout our global facilities, reviewing and sharing our best practices.

Currently, 11 of our facilities are either FSC, PEFC, or SFI-certified:



Keeping forests young

With people's interest in sustainability at an all-time high, the demand for eco-friendly products is growing rapidly. Retailers as well as organizations linked to government agencies, in particular, look for the FSC label.

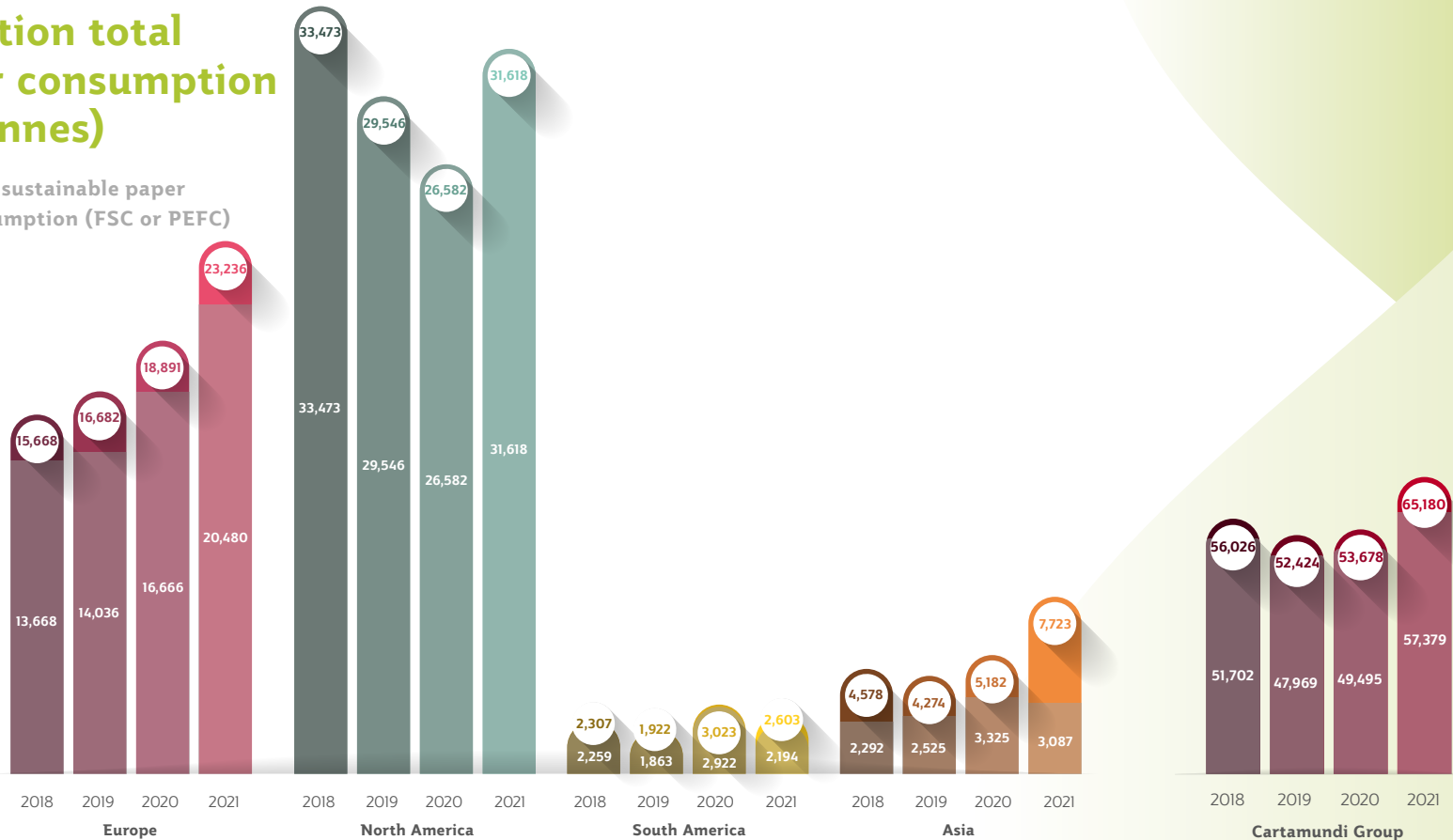
A positive evolution, because by replacing a harvested tree with one or more new trees, the FSC doesn't only contribute to the steady recovery of European forests. This process also helps to keep forests young, which increases their capacity to capture CO₂ from the air we breathe. A win for all.

“ By 2025, we want 90% of all our paper and cardboard to be sustainably sourced.

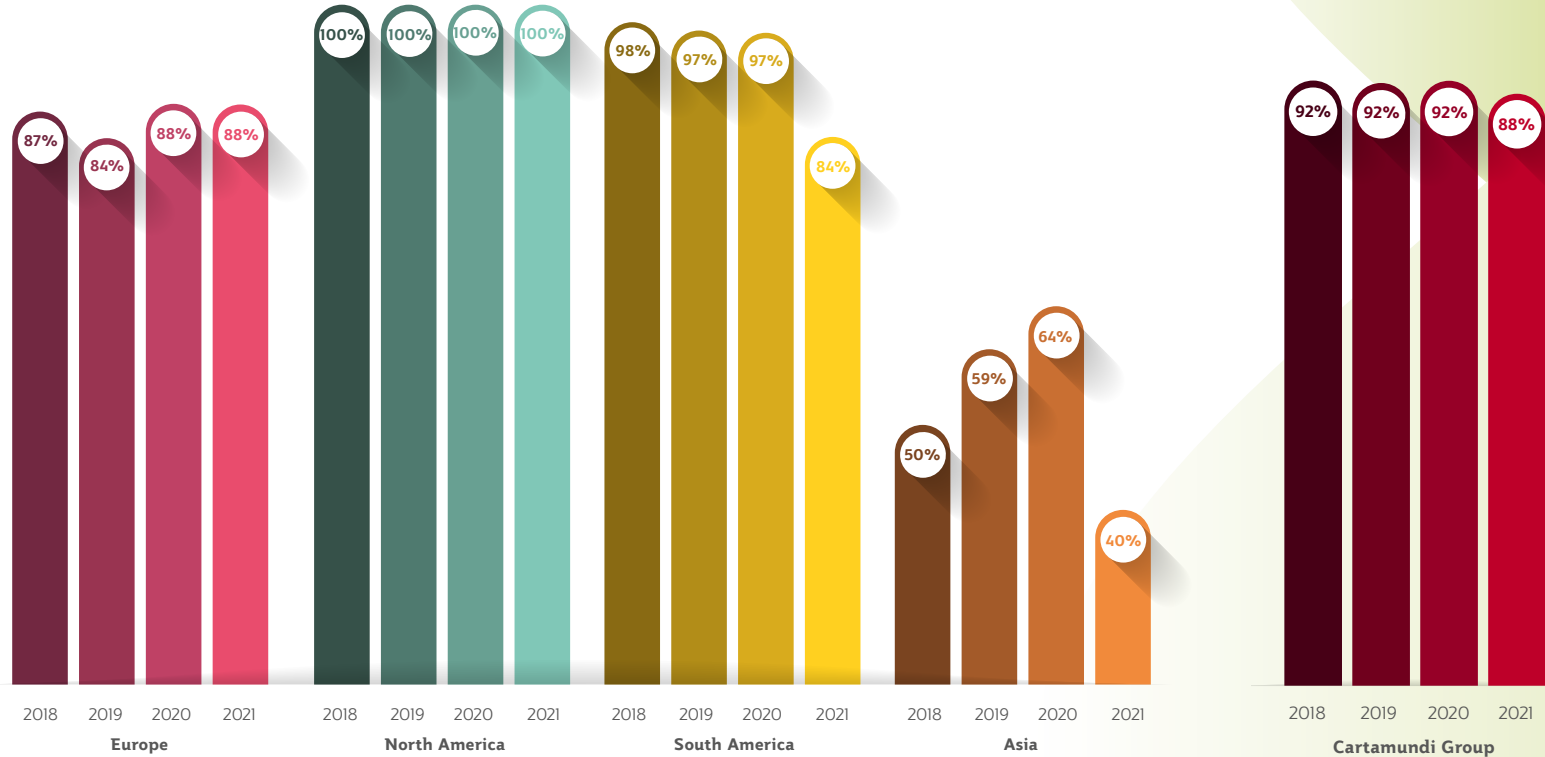


Evolution total paper consumption (in tonnes)

● Total sustainable paper consumption (FSC or PEFC)



Evolution sustainable paper consumption



Plastic reduction

Gradually, we're saying goodbye to single-use plastics.

When we set our goal to phase out single-use plastic by 2030, two years ago, we recognized it as a step-by-step journey that would take several years to complete. Although there is still a long way to go, we are proud of what we have accomplished so far.

What is single-use plastic?

Here's how we defined single-use plastic when we started this campaign in 2020:

Any plastic that is not part of the product itself, but that serves solely for packaging and shipping a product. This includes the cellophane around card decks, the flowpack for collectibles, shrink wrap for board games, the packaging trays in card- and board games, and the plastic bags that contain

components for use in board games. We do not consider plastic components that are integral to the use of a product, such as the plastic pawns in a board game, to be single-use plastic.

Why is single-use plastic a problem?

As the name suggests, we use single-use plastics once. After that, they end up in landfill. Animals become entangled in them or eat them. And if this doesn't happen, the plastic materials don't disappear, but break down into smaller pieces of plastic, known as microplastics. These find their way into waterways, seas, and oceans, where they are devoured by fish, birds, and other animals. Eventually making their way into foods for humans. In fact, in 2022, microplastics were found in the human bloodstream for the very first time. A tragic milestone.

The story so far...

We have set up a team dedicated to eliminating our use of single-use plastics. They frequently meet online to share ideas, allocate tasks, and discuss progress. We acknowledge that avoiding packaging altogether – and therefore eliminating the use of raw materials – is the most sustainable option.

To replace shrink-wrap, we've come up with alternatives such as tear-strip closures, wafer seals, and glued packaging. However, these solutions are not yet feasible for all our products. Nonetheless, we are investigating options where the urgency of the situation demands an immediate response.

Alternative materials

For our products that require some sort of packaging, we're continuously searching for the most sustainable solution. Our focus has primarily been on paper-based materials, and with good reason: paper and cardboard are the most recycled materials globally. Additionally,

having a fully paper-based product means that, when the item is disposed of, it will end up in one single waste stream, requiring no effort from our customers. The paper and cardboard we use are [FSC-approved](#), guaranteeing sustainable forest management.

Bye-bye black plastic

The trays inside boxes for card- and board games were typically made of a black plastic that's basically undetectable in recycling parks. As a result, they frequently ended up in landfill. We're gradually replacing them with recyclable cardboard ones.

Replacing cellophane

Many of our card games used to be packaged in cellophane. In 2021, all our facilities have tested a see-through paper-based alternative and are now gradually making the switch. Our partner Legend Story Studios successfully released *Flesh and Blood's* Everfest booster packs, the first to be wrapped in paper, to an inspiring response.

Reducing use

There are circumstances in which we have not yet been able to find a suitable alternative to single-use plastic. In these circumstances, we have looked at how to reduce our use. For example, at Cartamundi Turnhout, we have replaced the single-use plastic we wrap around shipping pallets with a different type of single-use plastic. This new version stretches in a different way, allowing us to reduce the amount we use by 51%. This also means that the total weight of our shipments has decreased, helping to reduce our carbon footprint.

The future

The elimination of single-use plastic is a long-term process and while we haven't established solutions for all our products, we have achieved a great deal and learned even more.

We strongly believe that avoiding extra packaging is a better solution to replacing it. Our plans are to make this move in the future. Whenever we purchase new

equipment, we select machinery that will be able to produce, process, and package products without extra packaging. Only through measures like this, will we attain our goal of phasing out single-use plastics by 2030.



Sustainable commuting

Encouraging our employees to choose green.

As a part of our efforts to become a more sustainable company, we encourage our employees to rethink the way they travel to work. Whether it's by bike, public transport or a hybrid or electric car. With more of us choosing to commute sustainably, fewer of us are polluting the air with car fumes.

On two wheels

Countries such as Ireland, Germany, and Belgium can be considered cycle-friendly. That's why, in these particular countries, we encourage employees to commute on two wheels. Employees who are interested are provided with a safe and sturdy bike.

All together by public transport

Cycling is not always an option for everyone or in every location. For employees who have to commute greater distances, or in countries where the infrastructure is not yet conducive to safe cycling, we encourage other environmentally-friendly options.

The use of public transport is at the top of this list. The ways in which we promote it differ from location to location. For example, at our facility in Massachusetts (East Longmeadow), we make sure bus schedules are clearly communicated. In Japan, we've begun to charter buses between train stations and our sites. This provides convenience, while also encouraging the use of the rail network. A win-win.

Making life easier

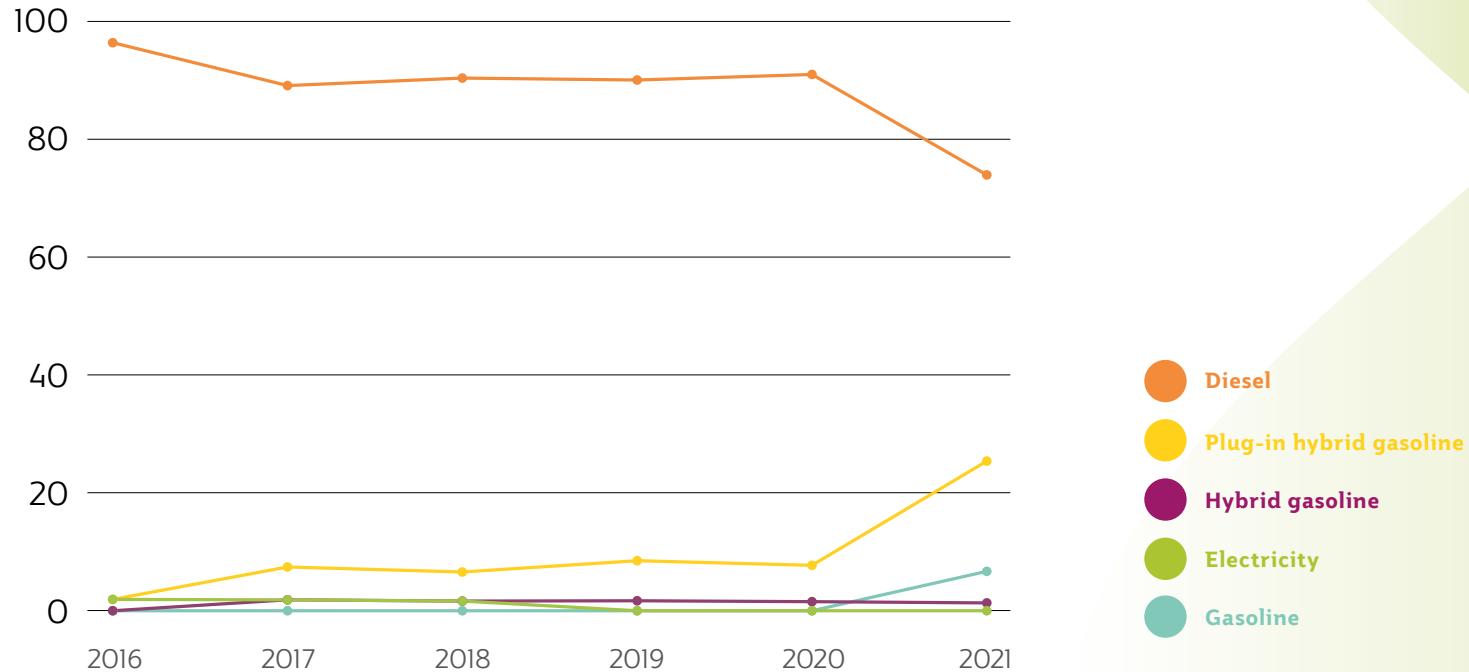
In India, employees often work far away from home, making their commute long, cumbersome, and polluting. That's why we provide appropriate support and assistance to those interested in moving closer

to our site. It's primarily being pursued as a means of making their lives easier, but still serves in minimizing the environmental effects of daily commutes.

A greener fleet

We have also continued our efforts to gradually replace the diesel vehicles in our fleet with more sustainable, less polluting alternatives. The graph on the following page depicts the evolution of our Belgian fleet over the past five years, indicating a positive trend as we phase out diesel cars in favor of hybrid or fully electric vehicles. Slowly but surely, we're heading in the right direction.

Evolution of Turnhout Cartamundi Services company cars (in %)



Waste and recycling

‘Reduce, reuse, recycle’ is our mantra.

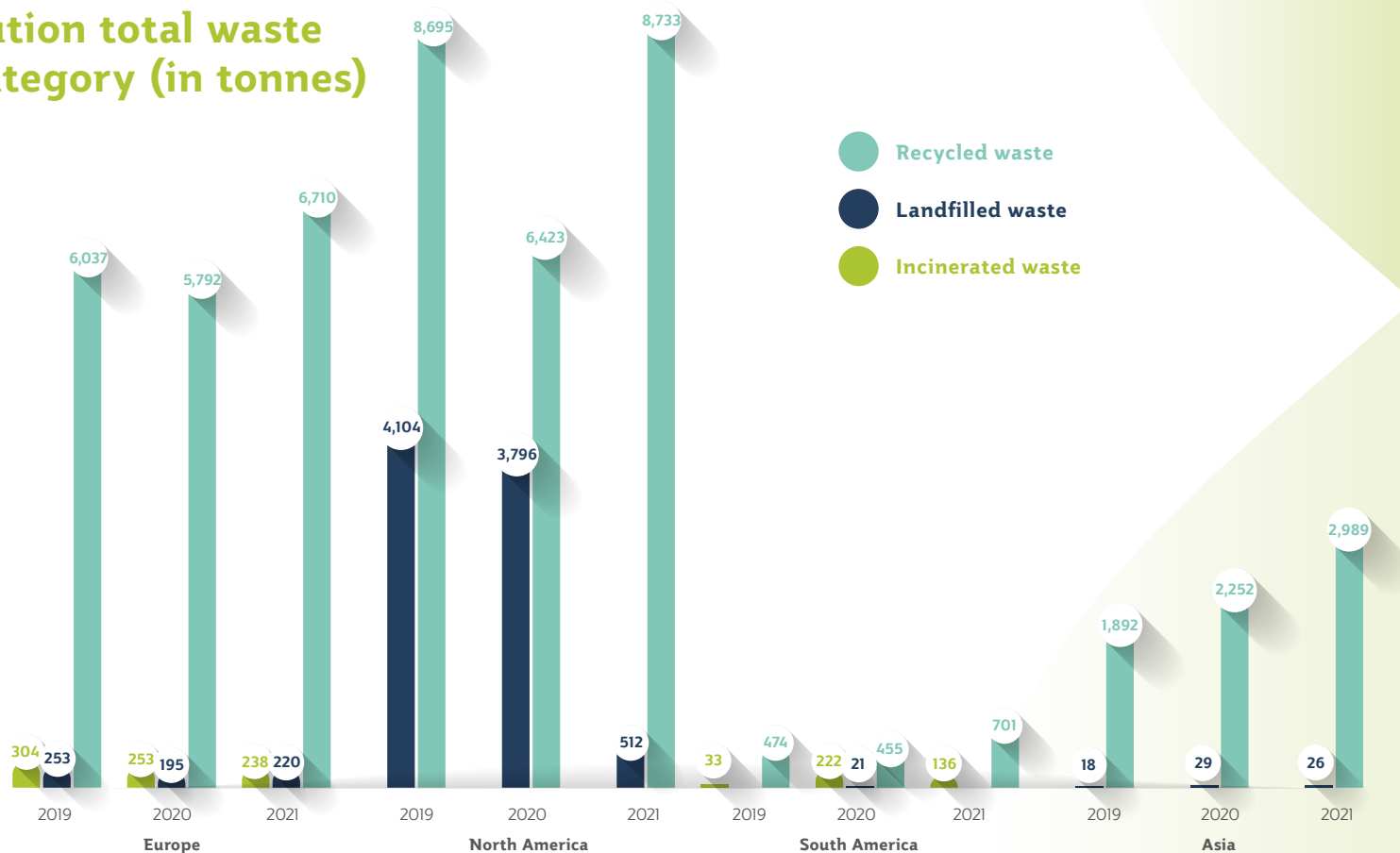
Avoiding and reducing waste is an important step toward more sustainability. We’re determined to decrease our overall waste generation and recycle as much as we can, in all our markets. Therefore, it is important to recognize where our waste comes from. Usually, it’s a result of our processes, whether in production, packaging, logistics, or elsewhere.

Cartamundi is taking action across the board. Here are some of our initiatives:

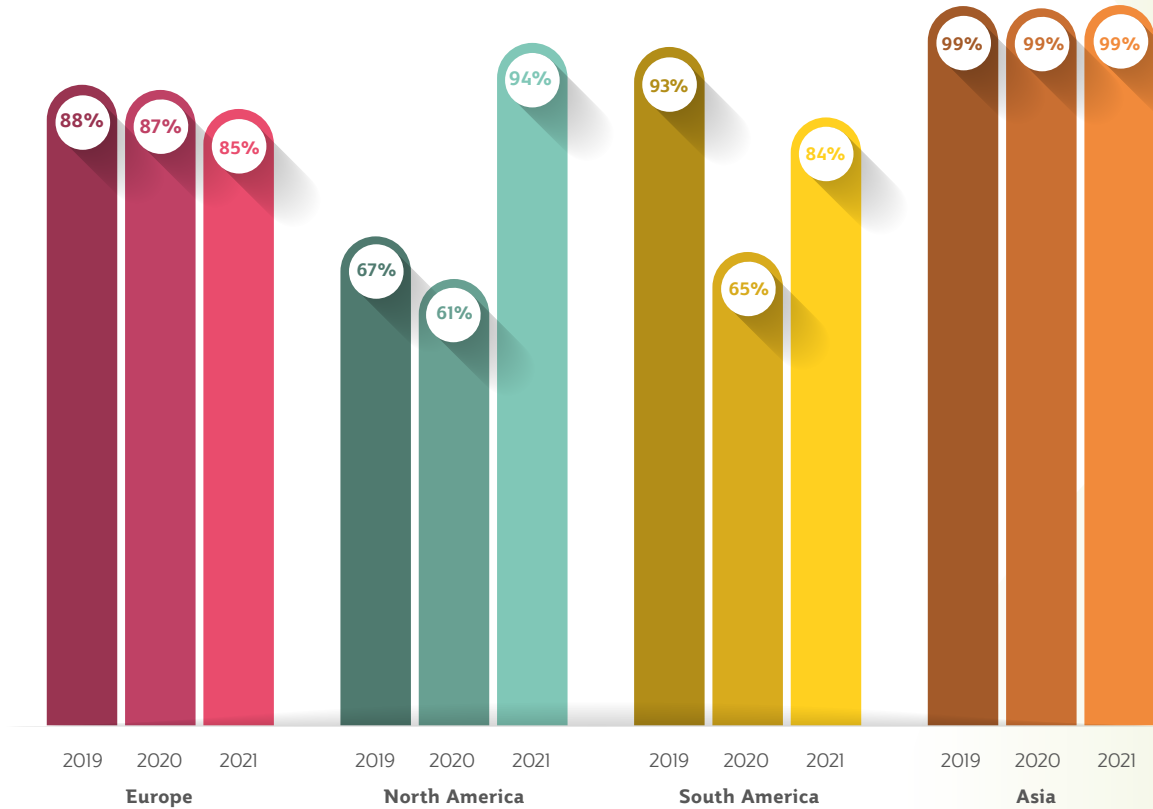
- We optimize our printing processes to use less paper and ink. This involves encouraging our customers to opt for standard color proofs and printing on both sides of running sheets – the paper used to adjust and test colors.
- A fully paper-based product is easiest to recycle – consumers don’t need to take it apart to dispose of it correctly. That’s why we replace plastic components in board games with greener alternatives where possible, assuring the entire product ends up in one waste stream – the correct one.
- In Turnhout, Belgium, all our toner and ink cartridges are recycled by Recyca. In exchange for the collection, the NGO donates to a charity of our choice - Hannibal Vakanties, which organizes holidays for young people with disabilities.
- To raise awareness of the importance of waste management, different Cartamundi locations have undertaken a variety of actions, ranging from participation in community waste clean-up projects in Japan to printing detailed educational recycling information on packaging in Germany.

Results have been encouraging. As the graph on the next page shows, our overall waste generation is declining. In the future, we will continue our existing initiatives, refining them where possible. In 2022, we will take further action to decrease our waste as a part of our efforts to reduce carbon emissions.

Evolution total waste by category (in tonnes)



Evolution recycled waste



Sustainable company culture

By creating awareness, we're ingrainig sustainability into our company DNA.

Setting rules, limits, and goals is one way to become a more sustainable company. However, at Cartamundi, we want to go beyond that and anchor ecological sustainability into our company culture – in every country we operate in and in each of our facilities. That's why we regularly take action to raise awareness. To inspire our employees, their families, and our communities to join us in our mission to live together, sustainably. Like the good neighbors we aspire to be.

Taking stock of our ways

Knowing is half the battle. That's why our ASS Altenburger colleagues in Germany went back to basics and assessed the environmental impact of the manufacturing processes and overall operations within their facilities. This resulted in a comprehensive list of actions related to green energy, waste reduction, and carbon reduction, including but not limited to:

- Products show clear recycling instructions, helping consumers dispose of each element correctly.
- Several departments work completely paperless, creating, processing, and signing documents digitally.
- Heat generated by printing machinery is recovered and used to heat water and the building.
- Maintenance crew only uses reusable materials when cleaning machines and surfaces.
- Our employees diligently switch off unused electrical devices before they leave the workplace.

When it comes to sustainability, our Altenburg colleagues are “uncompromising, committed, innovative, and consistent”. Through clear communication about their path, they hope to ignite that commitment in their neighbors as well.

A walk in the woods

In 2021, we decided to give back to nature in a very tangible way. How? By planting our own forest, safeguarding a slice of nature for generations to come. Located about seven kilometers from our Turnhout headquarters, the Cartamundi forest was planted in 2022. Together with ForestFwd and Natuurpunt, we restored a 1.2-hectare area to the luscious greenery it once was, using plants that are indigenous to the region.

We see this forest as a symbolic way of offsetting our use of paper and cardboard. But most of all, it's a testament to our commitment to care for nature and the world around us. It's our belief that everyone should have access to nature.

The forest, which is open to the public, will also serve as an informal meeting place for our employees.

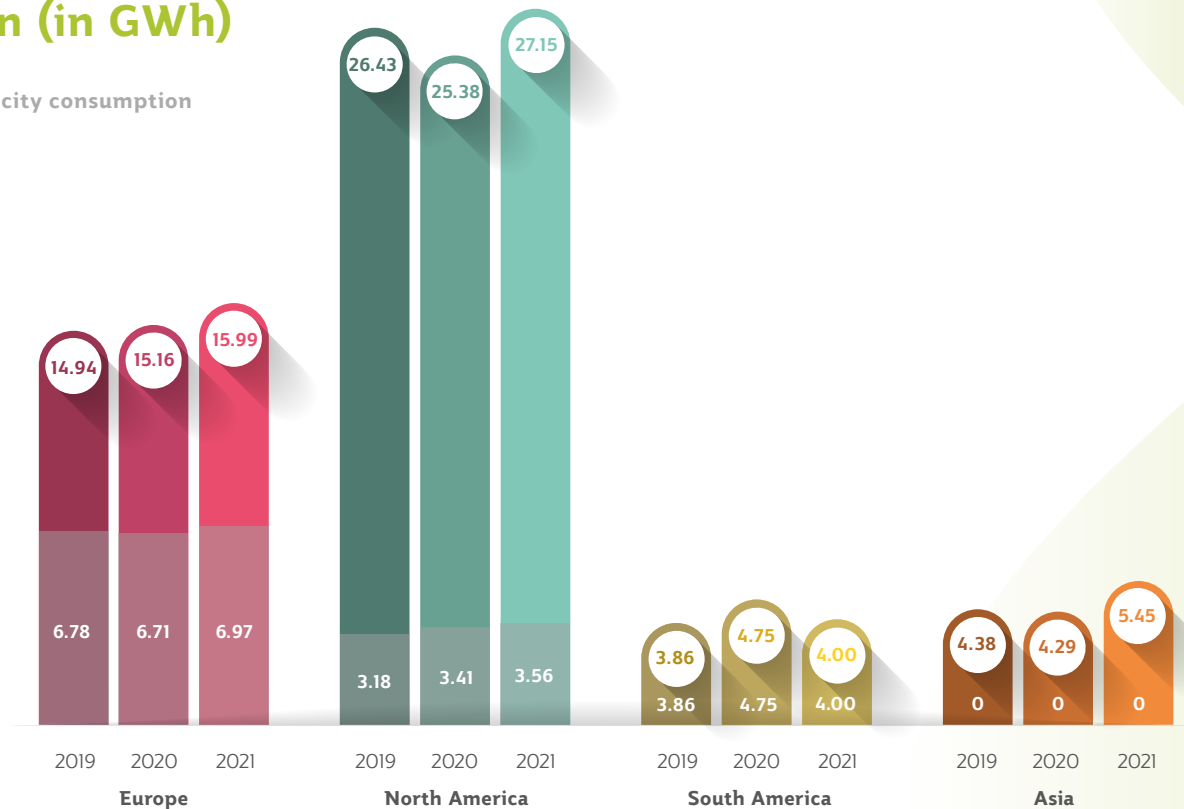
The pleasant and the useful

As the Flemish say, why not “mix the pleasant with the useful”, and go for an invigorating hike while you brainstorm new ideas? Because, aside from the environmental benefits a forest provides, a walk in the woods is also a healthy way to relieve stress. This way, the initiative also contributes to better mental health for our employees.



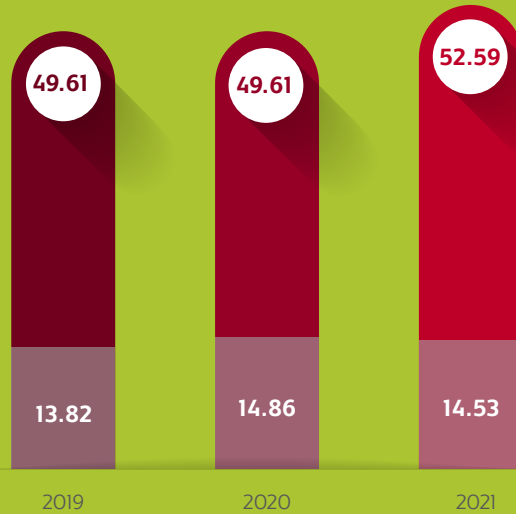
Evolution total electricity consumption (in GWh)

● Renewable electricity consumption



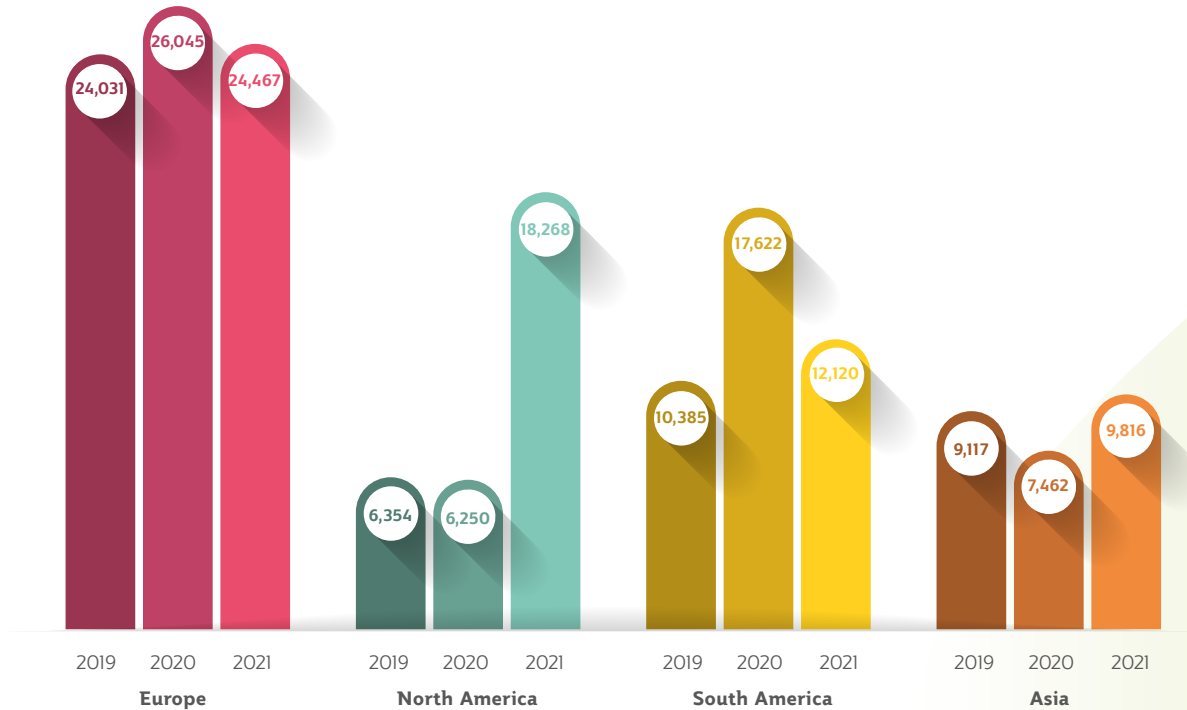
Evolution total electricity consumption (in GWh)

● Renewable electricity consumption



Cartamundi Group

Evolution water usage (in m³)



Ethics

Fairplay is in our DNA



Governance and ethics

Exceeding the expectations of conducting ethical business.

Cartamundi's values align with ethical standards like integrity, respect, honesty, fairness, and trust. They make the solid foundation our company culture is built upon. We firmly believe that upholding these standards ties us all together and guides us in doing the right thing.

In 2021, we took significant steps in improving our Global Compliance Program, aiming to streamline our internal policies and procedures. Because by communicating transparently and acting ethically, we show that we care. About our people, the environment, and the communities around us.

The way we play

There's so much more to compliance than simply abiding by the law and following rules. At Cartamundi, we want to exceed the expectations of what it means to be an ethical entrepreneur. This commitment is present throughout the company hierarchy, with our management and board of directors setting the tone for an honest and ethical company culture.

In 2021, we conducted a thorough analysis, identifying our needs and points of improvement in terms of global and local business ethics. This assessment will act as a basis for our updated Global Compliance Program, launching in 2022 along with our code of conduct.

Global Compliance Program: our priorities for 2022

- The code of conduct, as well as communication and training, will **streamline our processes**.
- Due to our increasing direct-to-consumer business, we'll make every effort to assure data **protection**.
- We'll increase awareness of **antitrust policies** and provide training to everyone involved.
- Promoting our internal whistleblowing lines, we'll nurture a **speak-up culture**.

Compliance: a responsibility of us all

Describing our stance on a variety of topics ranging from ecological sustainability to bribery and modern slavery, the code of conduct will offer a practical guide for each of our employees. It will also help us to achieve our Sustainable Development Goals and live up to the standards set by the Responsible Business Alliance (RBA).

With the code of conduct, we aim to make corporate integrity and ethics the centerpiece of our company culture. To bring the topic of compliance closer to employees, the implementation will be accompanied by clear communication and training. In a later stage, we will evaluate the guidelines' reception, and adjust and clarify where needed. Because good corporate governance can only be achieved when its values are supported company-wide.

Audits, standards, and certifications

Because Cartamundi has customers in many different industries, we need to adhere to a wide variety of Health & Safety standards. Of course, most of our products need to comply with toy legislation. In some cases, depending on the product and its use, we have to take into account food safety and cosmetics legislation as well.

This compliance is much more than a legal requirement to us – it is a responsibility we bear for our neighbors. Our customers, consumers, and community members deserve only the safest high-quality products that are ethically produced.

We ensure we meet these standards through:

- Certificates
- Audits of/by customers and suppliers
- Management systems

Certificates

Cartamundi adheres to multiple ISO standards, internationally approved benchmarks that help us measure the quality and safety of our products and procedures. Aside from ISO standards, we carry several other certificates, both social and environmental. They validate that we're on the right track when it comes to our priorities. They give us guidelines to follow so that we know what we can improve on.

Audits

The only way to do business, is to do it transparently and ethically. Our customers are welcome to audit us for different projects and actions. From food safety to environmental and social aspects: we've been audited

on a variety of topics. If a client finds that there's room for improvement, we're happy to act. The audits keep us on our toes, and make sure our focus is sharp at any given time.

Management systems

Various management systems such as procedures, policies, and risk management encourage us to optimize our products and processes. And just like the certificates and external audits, they make good incentives for us to reach our CSR goals.



Our future

Our future

Looking forward to moving forward.

Cartamundi has always had a powerful determination to succeed. Particularly in 2021, when we recorded considerable progress in a variety of different areas. We experienced a substantial breakthrough, reducing our use of plastics. We also established a benchmark for greenhouse gas emissions and published our very first Corporate Social Responsibility report. There was also the Cartamundi Global Fund, which made the most of its first full year of operation by backing nine different projects to support children's health, education, and sociability.

Although we're proud of what we accomplished, that doesn't mean Cartamundi is going to rest on its laurels. We are even more determined to push forward. Innovate. Explore new possibilities. And improve. As a company and as people.

Various topics are becoming increasingly prevalent. Inequality. Social injustice. And sustainability. While the concept of a sustainable company was once seen as a nicety, it has now become a necessity. Unfortunately, part of this is because of the urgency with which we need to act to keep our planet safe. Governments, clients and customers, suppliers, financial institutions, and the entire global community are demanding that corporations produce sustainable products in a sustainable way. And we're listening. In Europe, regulations such as the Green Deal and EU Taxonomy are streamlining approaches. On a larger scale, the Paris Agreement, which aims to respond to the global threat posed by climate change, has been ratified by 195 countries.

At Cartamundi, we have identified three major challenges that need to be tackled:

- Reducing our environmental footprint.
- Anchoring sustainability into our company DNA.
- Attain our global goals as 'One Group, One Team'.

There's a lot for us to do. And this means there's a lot to look forward to.

Reducing our environmental footprint

Climate change poses an unparalleled threat to our planet. In 2021, we set a benchmark for our greenhouse gas emissions, committing to achieving net-zero carbon emissions by 2050. This is an enormous challenge in itself. Therefore, we've set very clear, detailed goals in relation to the reduction of our carbon footprint. We have committed to:

- Reducing our Scope 1 and 2 carbon emissions by 70%
- Reducing our Scope 3 emissions by 40%

The biggest challenge lies in reducing our Scope 3 emissions, which are produced by our partners up and down our value chain. Lowering these will demand a concerted effort on our part, as well as from our neighbors, including clients and suppliers, and ensuring they are happy to work with us to achieve these goals.

We published our first Corporate Social Responsibility (CSR) report in 2021. It allows us to acknowledge what, where, when, and how we have made improvements, look at where we stand today, and establish the further measures we need to take to achieve our goals in full. Our CSR report makes it possible to plan our program for the future.

Anchoring sustainability into our company DNA

Sustainability needs to be understood and embraced by every single employee across the entire Cartamundi Group, regardless of job title or where they are in the world. We want everyone to think from the perspective of sustainability. And to accomplish this, we are implementing awareness campaigns, leveraging our Environmental, Society and Governance (ESG) framework, and integrating our CSR goals into the Balanced Scorecards used across the Cartamundi Group.

We have implemented sustainable practices in various areas ranging from renewable energy to the reduction of single-use plastics. We are also reexamining every one of our existing processes and reevaluating our products to ascertain where and how it is possible to accommodate greater sustainability.

We have not yet achieved all our goals or everything that is possible in these areas, but we have developed excellent momentum to propel us into the future.

Attain our global goals as ‘One Group, One Team’

Cartamundi’s presence is spread out around the globe. But we are still one group. And we want to act as one. Especially when it comes to our approach to issues such as climate change, social injustice, diversity, and inclusion. It will have an impact on all our employees and their communities, no matter where they may be. We believe that, as we are one group, we should all be on the same wavelength, regardless of location.

This doesn’t mean we’ll lose sight of local cultural differences; they will only serve to make us stronger. But it does mean learning from each other. And sharing our best practices. It means working together to achieve our goals. One Group, One Team.



