



DANONE



# Our Nutrition & Health Commitments

2014  
Achievements

# BRINGING HEALTH THROUGH FOOD TO AS MANY PEOPLE AS POSSIBLE



## Our Governance

One global multi-function decision body: the Product Compliance Board.

Among its areas of accountability is the supervision of Danone's commitments in Nutrition and Health. Corresponding committees have been set up in each of the four Divisions.

## Our Key Actions:

- Focus on essential food categories
- In-depth knowledge of local food & health contexts to propose relevant solutions
- Invest in R&D to achieve both superior taste and superior nutrition
- Impact on consumers' health beyond products
- Connection with external stakeholders and the academy

## Our 5 Fundamental Commitments

1. Offer products tailored to nutritional needs and recommendations, tastes, and incomes.
2. Develop products with relevant, scientifically proven health benefits that meet real nutritional needs.
3. Give consumers clear information and advertise responsibly.
4. Promote healthy eating and healthy lifestyles.
5. Address major health and nutrition societal challenges.



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### A systematic reporting process: Nutrition & Health Scorecard 2014

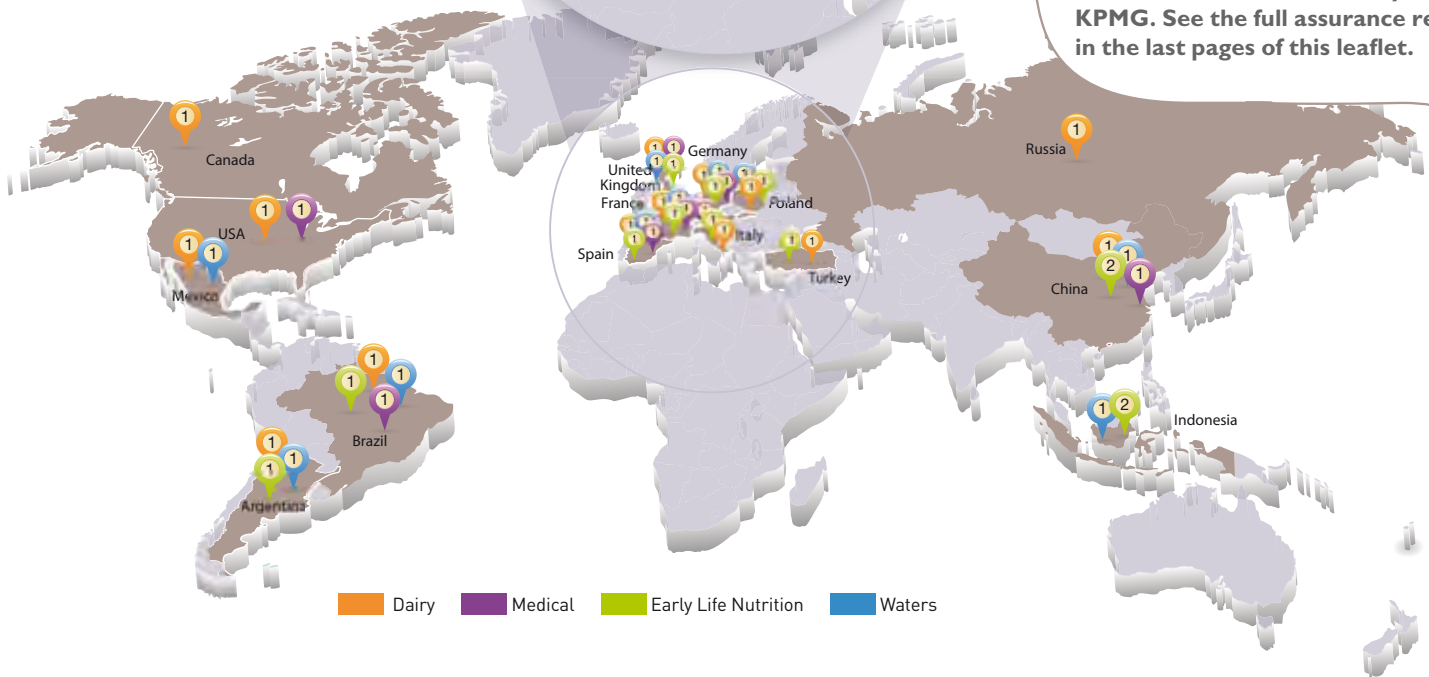
- 15 countries
- 45 business units\* in the 4 Divisions
- Representing 76% of total Danone sales\*\*



The Nutrition & Health Scorecard process is verified by an independent third party.



Performance indicators accompanied by this symbol have been verified by KPMG. See the full assurance report in the last pages of this leaflet.



■ Dairy   
 ■ Medical   
 ■ Early Life Nutrition   
 ■ Waters

\* Dairy BU in Russia was added to the perimeter in 2014 - Dairy BU in Indonesia and Water BU in Turkey were unable to report in 2014.

\*\* Non-food products are excluded from reported sales. Imports are included in the reported figure while exports are excluded.

# GOVERNANCE



**1<sup>st</sup>**  
commitment

**Propose nutrition solutions continuously tailored to nutritional needs and recommendations, tastes, and incomes**

Danone products are developed taking into account Danone nutritional standards, based on recommendations from public health authorities (e.g., WHO, EuroDiet). These standards define, for each product category, a maximum content of nutrients of concern (sugars, fats, saturated fats, salt) and minimum contents of essential nutrients (proteins, vitamins, minerals, etc.). Compliance with these standards and nutritional superiority to competitors are checked before launch through a systematic “Nutrition Check” procedure.



**86%**   
of sales  
in healthy  
categories



Dairy products  
with more than  
50% milk



Water  
and Aquadrinks  
with 0% sugar



Early Life Nutrition  
products except  
biscuits, rusks, teas,  
juices



Medical Nutrition

**ESSENTIALITY**



## Yogurt as part of a healthy daily diet

### “Yogurt in Nutrition: Initiative for a balanced diet” (YINI) is

a scientific collaboration between the American Society for Nutrition, the International Osteoporosis Foundation, and the Danone Institute International, which has 3 objectives:

- Identify and review existing science on the benefits of yogurt
- Promote scientific research on the benefits of yogurt
- Disseminate knowledge on the benefits of yogurt

In April 2014, the 2<sup>nd</sup> **Global Summit on the Health Effects of Yogurt**

was hosted by the prestigious Experimental Biology Congress. The proceedings have been published in *Nutrition Reviews*, a renowned international peer-reviewed journal.

In November 2014, the event “Yogurt: a daily partner for health” took place during the 3<sup>rd</sup> **World Congress of Public Health Nutrition**.



[www.yogurtinnutrition.com](http://www.yogurtinnutrition.com)



## Danone carries out systematic studies of data available worldwide, and in some cases generates new data, to show the link between the consumption of yogurt and improved diet and/or health.

Such studies confirm that yogurt consumption is associated with...

### ... Lower diabetes risk over time



+ multi-country studies

### ... Reduced weight gain\* over time



### ... Lower cardio metabolic risk\*\*



### ... Better anthropometric profile



### ... A healthier lifestyle



### ... A healthier dietary pattern



### ... Better nutritional intakes



#### Weight



#### Cardio metabolic risk



#### Anthropometry



#### Diet quality, metabolic profile



\* BMI or waist circumference/waist-hip ratio or risk of becoming overweight.

\*\* Including hypertension.



## Adapted products for very specific needs



Nutritional challenges and opportunities

Young childhood is a period of rapid growth and development, resulting in specific nutritional needs. Nutrient inadequacies (e.g., iron, vitamin D)

and excesses (e.g., protein, saturated fat) are often observed.

Growing-up milks (GUMs) are fortified milks with an adapted nutrient composition, aimed at meeting the nutritional requirements of young children. A simulation study was carried out in the UK to assess the theoretical impact of replacing cow's milk (non-specific product) with GUM in the diet of children, based on individual dietary data from the NDNS Survey (National Diet and Nutritional Survey, 2008-2011). The results of this simulation suggest that the theoretical replacement of habitual cow's milk intake by a matching volume, or 300 mL of GUM, may lead to more balanced nutritional intakes in UK young children.

Impact of replacement



# 30%

of sales have been nutritionally improved in the last 3 years\*



**75% of Danone's range for infants and young children already contains no added sugar.** Globally, the company decreased added sugar in its Growing Up Milks (GUMs) from 12,600 tonnes in 2008 to 8,600 tonnes in 2014, i.e., a reduction of about 1/3. In Europe alone, this decrease equates to a reduction of 6,500,000 teaspoons of sugar. Globally, 90% of Danone's GUMs has sugar levels that meet Danone's nutritional standards.



**For Danonki in Poland, a 20% reduction of added sugar was achieved, while keeping consumer preference.**

\* Improved in 2012-2013-2014, in % sales 2014 Scope Dairy + Early Life Nutrition + sugared Aquadrinks



**For Actimel in UK, a 15% reduction of added sugars was achieved, allowing the product to be directly advertised to children.**



**95% of Danone's Aquadrink volumes are below 8 g of sugar/100 ml and 87% are already at or below 5 g/100 ml** (compared to about 11 g/100 mL in regular soft drinks). Since 2008, we have reduced by 25% the sugar content of our Aquadrinks portfolio. This is for instance the case in **Mexico** (25-50 g/L in kids' products and 30-50 in the Levite range), in **Uruguay** (35-40 g/L in the Salus range and less than 0.5 g/L in the Cero range), in **Poland** (40-50 g/L), in **China** (about 50 g/L in Mizone)...



66% 

of sales are in line  
with demanding standards\*\*



Dairy products  
compliant with  
Danone standards



Water and  
Aquadrinks with  
0% sugar



Early Life Nutrition  
Products compliant  
with Danone  
standards



Medical  
Nutrition

52%

of sales are fortified



\*\* The products reported are compliant with the benchmarks indicated above. If a product contains both compliant and non-compliant recipes, only the compliant ones will be included in the figures.



**Water is the healthiest  
way to hydrate**

## Danone is strongly engaged in promoting healthy hydration

- **Systematic studies of fluid intakes** are carried out in countries where Danone is present (see map in pages 12-13) and regularly updated. A synthesis of these studies was published in June 2015 as a supplement in the **European Journal of Nutrition**.
- In July 2014, the **7th “Hydration for Health” Annual Scientific Conference** was held in Evian (France). The **H4H Young Researcher Award** was awarded to Dr Naiman Khan, for his great work studying the relation between cognitive function and hydration in pre-pubertal adolescent children.
- In March 2014, as in the previous years, Danone was a partner of the **World Kidney Day**.
- At the **Experimental Biology Congress** in April 2014, Danone held a satellite Symposium in conjunction with the **American Society for Nutrition’s Scientific Sessions**, entitled **“Hydration and Health: assessing the gap in science”** and describing the progress made the past 5 years in the field of hydration.
- Danone Research is a long-term partner of the **International Society of Nephrology**. In January 2015, Danone announced its support to **“0 by 25”**, an **ISN human rights initiative**, which aims to **eliminate preventable deaths from Acute Kidney Injury worldwide**, with a strong emphasis on developing countries in Africa, Asia, and Latin America with disadvantaged populations and poor access to care.



European  
Journal  
of Nutrition,  
June 2015



0 by 25



Hydration  
for health

# RELIABILITY

**2<sup>nd</sup>**  
commitment

**Develop products with relevant, scientifically proven benefits**

41

subsidiaries out of 45 (representing 91% of sales in the scope) have a person accountable for the Health & Nutrition matters



21,754

employees have been trained in Nutrition and/or Hydration during the last 2 years

## SCIENTIFIC FOCUS

### Gut Microbiota for Health

Science is accumulating on the importance of gut microbiota, which appears more and more as a supplementary organ in the body.

With the support of Danone, the European Society of Neurogastroenterology and Motility has created dedicated platforms to share the available science at two different levels.

### For scientists and health professionals

The website [gutmicrobiotaforhealth.com](http://gutmicrobiotaforhealth.com) is the place for scientific debate between scientists, with about 8,000 users

to date. Among other features, it includes an e-learning module on the microbiota, targeted at gastroenterologists. The World Summit “Gut Microbiota for Health” is also organized yearly, since 2012.

The topics are also broadcasted on a medical Web radio, MD-FM.

### For the general public

The website [gutmicrobiotawatch.org](http://gutmicrobiotawatch.org) is the place for the information of the general public, along with a Facebook page and Twitter account.



Web radio



Proceedings 2014





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1,480

employees, from  
48 different nationalities

2

international research centers:  
the Centre Daniel Carasso  
(Palaiseau, France),  
the Nutricia Research Centre  
(Utrecht, The Netherlands)

5

specialized centers

55

branches around the world

€278

million annual budget

200

partnerships with the  
international scientific teams  
most recognized in their fields



## Given the unique portfolio and mission of Danone,

the activities of Danone Nutricia Research are devoted to Nutrition & Health.

### In the news in 2014...

- Danone Nutricia Research is prolonging and deepening its scientific partnership with the **Uludağ University in Turkey**, to explore how medical nutrition can be a part of medical treatments for various brain diseases such as Alzheimer's.
- Danone Nutricia Research starts a partnership with **A\*STAR's Genome Institute of Singapore** to understand the effects of nutrition on the development of the gut microbiome in early life, and the possible impact on health and disease risk, such as allergy and obesity, in later life.

### Danone Nutricia Research and Harvard University, a fruitful scientific partnership since 2008

This partnership aims at investigating the key factors from probiotics contained in a Danone fermented milk product and from gut microbiota that could exert beneficial effects against intestinal inflammation – and at understanding the mechanism of such effects – in a very specific preclinical model. The results obtained so far show that some Danone probiotics are able to exert an inhibitory effect on some pathogenic bacteria responsible for ulcerative colitis through lactate production; some other Danone probiotics can release superoxide dismutase, which exerts a direct effect by reducing inflammation. Several articles have already been published in high-level scientific journals.

174

clinical trials underway  
at the end of 2014

207

scientific publications and  
presentations at conferences  
worldwide in 2014

498

patent families  
at the end of 2014

500

new products  
launched in 2014

# TRANSPARENCY

**3<sup>rd</sup>**  
commitment

**Inform consumers clearly and factually**  
and advertise responsibly

57%

of sales with nutrition claims  
in the scope Dairy  
+ Aquadrinks + Early Life  
Nutrition

100%

of claims went through  
the internal validation  
procedure



99%

of sales have nutritional  
on-pack information

98%

of sales have nutritional  
off-pack information  
(e.g., on website, or through  
a consumer info line)

81%

of sales give clear  
portion guidance

96%

of sales in the EU\* carry Front  
of Pack nutritional information

\*Scope Dairy  
+ Aquadrinks





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### Responsible marketing for breast milk substitutes

Danone acknowledges the importance of the International Code of Marketing of Breast Milk Substitutes and subsequent relevant WHA resolutions, and supports the WHO's recommendation calling for exclusive breast-feeding for the first six months after birth and continued breast-feeding along with the introduction of safe and appropriate complementary foods thereafter. The Early Life Nutrition division continues to strengthen its tools and governance procedures, and published its key documents: the "Green Book" ("Danone Policy for the Marketing of Foods for Infants and Young Children") and the "Blue Book" ("Management System Manual for the Marketing of Foods for Infants and Young Children"). To ensure that they have been effectively and correctly implemented, an independent third party conducts external audits yearly. A minimum of five audits each year have been done in 2012, 2013, and 2014.

### 4,637 employees

were trained in 2014 on the WHO Code and the Danone policy for marketing of breastmilk substitutes.



\*\* Scope Dairy + Waters  
 \*\*\* Scope 4 Divisions. Advertising expenses include branded and non-branded expenses, all media expenses (TV, radio, print, internet, social media), "working," and "non-working" expenses. Overall costs of public relations are excluded.

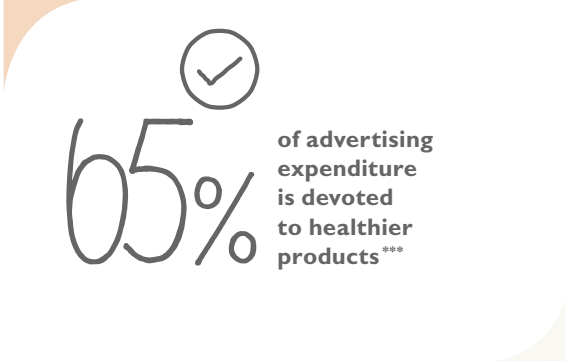
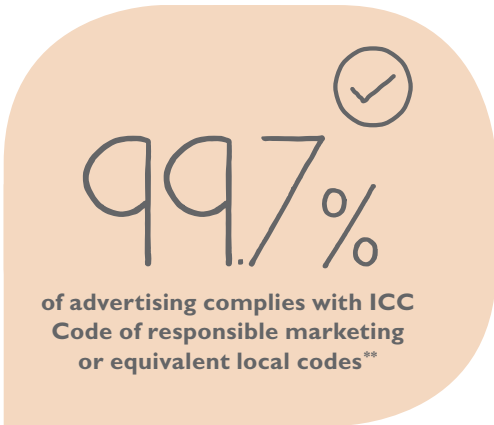


Advertising directly targeting children under 12 represented 12% of advertising expenditures in 2014 for the Dairy and Waters Divisions.

Danone's commitment to limit advertising aimed at children under 12 in the EU is audited every year by external auditors in the frame of the "EU pledge on advertising to children":

- regarding television advertising: in 2014, the audit covered seven countries and a total of 1,016,983 televised advertisements were verified in the first quarter of 2014 for all actors; **98.8% of Danone ads were compliant with the company's commitments in the EU Pledge;**
- regarding websites: in 2014, the audit covered 10 countries: a total of 326 websites were verified over a two-month period. **Out of the 14 Danone sites verified, 12 were compliant with the EU Pledge commitments.**

All non-compliances have been addressed with a corrective action plan.



# RESPONSIBILITY

# 52

countries or regions covered  
by Nutripack at the end of 2014

=

# 18

countries with data  
on the whole population

+

# 7

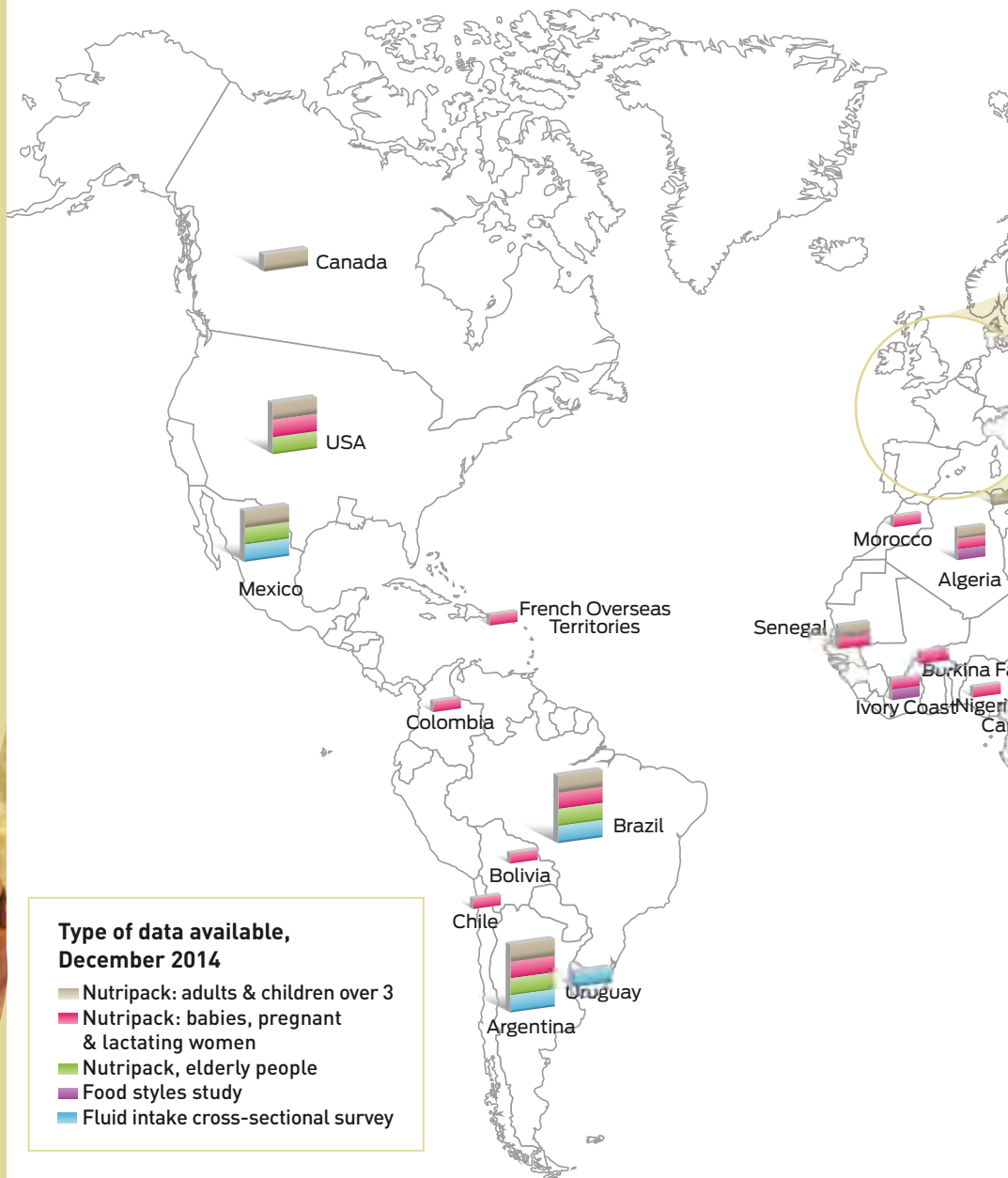
countries with data focused  
on adults and children over 3

+

# 27

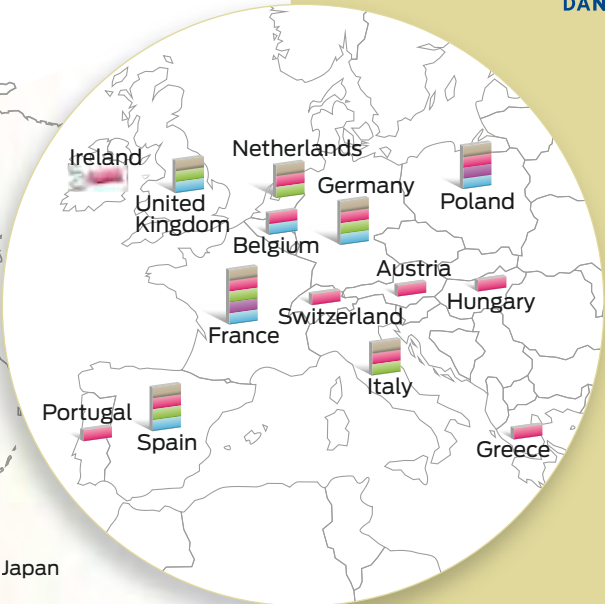
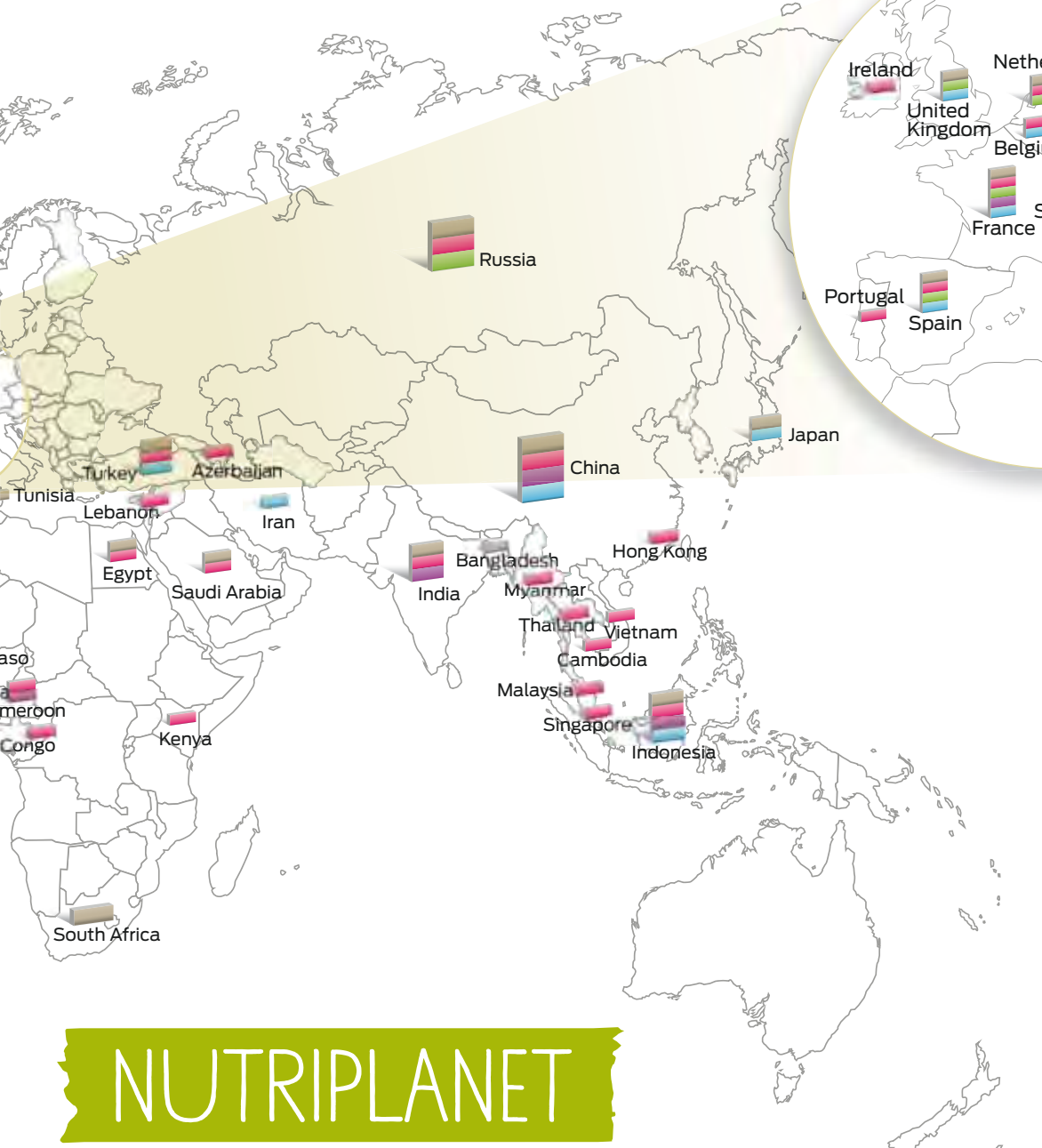
countries with data focused  
on babies and pregnant  
& lactating women

## In-depth knowledge of local food & health contexts





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Moreover:

11

countries with additional focus on elderly people

15

countries with fluid intake cross-sectional surveys

8

countries with food style studies

NUTRIPLANET



# 4<sup>th</sup> commitment

## Promote healthy diets and lifestyles

In the Scorecard perimeter,

42 

subsidiaries out of 45 give their employees access to a health & wellness program

SOME EXAMPLES, AMONG MANY OTHERS: →

In total,

41,405

employees have access to these programs (55% of total staff in the perimeter)



Fitness room, training sessions with kinesiologist, yoga sessions, allowance for external sports facility



Various sports classes; running club; health & nutrition conferences; regular information by e-mail on nutrition & health topics



A different program in each region. For instance, in North West: physical exercise in the office, allowance for external sports facility, sports events (cycling, skiing)



Nutrition courses for new mums and dads; distribution of fresh fruit, dairy products, and mineral water

“Healthy back” campaign



Sports facility and sport lessons in the office; distribution of fresh fruit (with financial participation to the benefit of cancer research)



Physician, dietary counseling, fitness room (in house or allowance for external facility), running team, distribution of fresh fruit and yogurts



Discount for external sports facility; distribution of fresh fruit



Yoga classes; distribution of fresh fruit

**AWARENESS**



# 199

programs of information & education with a potential to reach 490 million people\*

**Danone proposes its own programs, developed in collaboration with academic and/or governmental partners, and also supports programs developed by others.**

Some examples, among many others:


Dairy **36** programs  
Potential reach: ≈ 299 million consumers



Waters **20** programs  
Potential reach: ≈ 85 million consumers



Early Life Nutrition **83** programs  
Potential reach: ≈ 103 million parents



Medical Nutrition **60** programs  
Potential reach: ≈ 3 million patients & caregivers



\* People reached by several programs can be counted several times.

### Own programs addressing both dimensions

-   Bon Appétit Bouge ta Santé
-   Activida...

### Support to programs developed by others

-   "Start your day with a glass of water" (World Kidney Day, worldwide)
-   "Drink up" campaign (government campaign, USA)
-   EPHE program in several European countries (EPODE for the Promotion of Health Equity)

### Own programs focused on physical activity

-   Danone Nations Cup
-   Danone Sports School...

### Own programs focused on healthy diet

-   "Mum Dad I prefer water" deployed in Brazil, Mexico, Poland and Uruguay
-   "Eat like a champ"
-   The 1000 days app' "Percorso 1000 giorni"
-   The Pregnancy Food plate
-   The "diet calculator" for PKU patients...



Bonafont provides the “Yo Puedo” app for consumers to check their **level of hydration**.



RANI



In Western Africa, the “1000 days” platform deployed by Danone worldwide, takes the form of the “**Nourrir la vie**” campaign and the awareness is raised, among other actions, by scientific congresses such as the Rencontres Africaines de Nutrition Infantile.



The messages of the **Yogurt in Nutrition Initiative** (cf. page 5) are deployed at the local level by the Danone business units; for instance:

- in **Italy**, in connection with the Nutrition Foundation;
- in **Argentina**, in connection with the Argentinian Society of Nutrition;
- in the **USA**, through the “One Yogurt Every Day” initiative;
- in **Spain**, through the “Un yogur al dia” initiative in connection with FESNAD, the Spanish Federation of Nutrition, Alimentation & Dietetic Societies;
- in **Egypt**, through a TV campaign endorsed by Ain Shams University; etc.



The Danone **NutriDay Schools Programme** has provided a platform of support for teachers and learners across South Africa by providing schools with educational material that focuses on living a balanced and healthy life with lessons covering three themes: Healthy Body, Healthy Mind, and Healthy World.



The educational program “**Breakfast Gives Power**”, established in collaboration with the Institute of Mother and Child, aims at raising awareness of healthy eating and the role of breakfast in the diet of children, but also at reducing the level of malnutrition among children in Poland through proper education. Teachers and parents involved in the project have the opportunity to set up breakfast clubs online, enroll their schools in the program, and participate in the contest for the best coverage of the Breakfast Club.



Sniadanie Dajemoc



Activia in Canada sponsored a series of videos by the Canadian Digestive Health Foundation about the **gut microbiome and digestive health**.



Canadian Digestive Health Foundation



Danone in Poland brings support to the **“Parents for Health”** program, in collaboration with the MY Pacjenci Foundation.



**The Danone Foundation in Argentina supports “Nutrición al Cuadrado”** for the education and promotion of healthy habits & nutrition.



Nutrición al Cuadrado



J'aime l'eau



In France, Danone partnered with the expert panel “Observatoire hydratation et santé” in 2012 to launch the program **“J'aime l'eau”** (I Love Water) to promote healthy drinking behaviors in children 3-14 years old. After two years of implementation, the program has reached out to 7 million children and 2,000 healthcare professionals.



In Spain, besides a dedicated website for consumers ([www.alimentasonrisas.es](http://www.alimentasonrisas.es)), the business unit has been organizing the **“Conferencias Danone”** about nutrition, for 25 years: 19,000 Conferences have been held so far and about 800,000 people have attended throughout the years.



Apart from programs targeted at consumers, Danone also implements/supports programs for healthcare professionals. Some examples, among others:



- In Saudi Arabia and Egypt, trainings for clinicians on the dietary management of metabolic diseases, in collaboration with the local Ministry of Health;



- Training for healthcare professionals on dietary management of cancer in children, already in place in India, to be deployed in other countries;



- A “1000 days” immersion course for healthcare professionals in Brazil;



- A series of conferences for pediatricians in China on the management of cow’s milk allergy;



- In Argentina, postgraduate courses in neonatology nutrition;



- In Indonesia, the handbooks “Hydration for Children & Teens” and “Hydration in Sports”.



**5<sup>th</sup>**  
commitment

## Address major health & nutrition related challenges

140

advisory panels active at local level

In total, the local business units are in regular relations with



1,585

external scientific experts



### Research Focus The “Strong Kids” tool

The Medical Nutrition Division supports the worldwide rollout of the “Strong kids” tool. Developed by a Dutch expert, it allows healthcare professionals to detect undernourished children. The project started several years ago during an expert meeting about the screening of hospital malnutrition in

children. Different tools from several countries were evaluated and the “Strong Kids” tool was selected. A project was then set up in several countries to establish country profiles of needs, and factualized the high level of malnutrition. For example, data on Portugal were just shared at ESPGHAN in May 2015.

CO-BUILDING



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# IMPACT

## Addressing nutritional issues



In Mexico, Bonafont collaborates with the Ministry of Health to provide **training on healthy hydration** to health professionals in charge of the “National Program on Diet and Physical Activity”.



In Morocco, the ELN business unit is a founding member of AMNI, the professional association of infant nutrition actors, which supports the Ministry of Health in its campaigns for the **promotion of breastfeeding** and adequate nutrition of babies, such as the National Week for Promotion of Breastfeeding.



The Medical Nutrition in Turkey proactively provides a **“dietician at home”** to make dietary counseling more accessible to patients.



In the Middle East, the health authorities started to apply “The Newborn Screening Program”, a coordinated system consisting of education, screening, diagnosis, treatment, and management. Nutricia Advanced Medical Nutrition is partnering with Qatar University and KFSH-RC to develop a **“Middle East Metabolic University”** to provide healthcare professionals with academic training as well as the practical aspects of dietetic management of metabolic disorders.

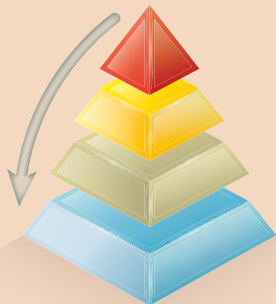


In the USA, the federal government runs a “Special Supplemental Nutrition Program for Women, Infants and Children” (**WIC**) to improve the nutrition and health of the nation’s low-income pregnant women, new mothers, infants, and young children. There are about 8.6 million WIC participants in the USA. Since April 2015, **low-fat yogurt is now included in the subsidized Food Packages**, which means the majority of products sold by Dannon US can be part of these packages.



## A global approach to low-income populations, deployed locally

The “**Growth Across the Pyramid**” approach is transversal to Danone businesses and was applied, to date, to 12 BUs in Dairy, 1 BU in Waters, and 11 BUs in Early Life Nutrition, covering 2 developed countries (France, Finland) and 17 developing countries (Romania, Turkey, Ukraine, Algeria, Hungary, Tunisia, Kazakhstan, Mexico, Malaysia, Argentina, Indonesia, Thailand, Egypt, Cameroon, Nigeria, Morocco, and Ivory Coast).



## Addressing affordability and accessibility



In Ivory Coast and Cameroon, the Food Style study has allowed to **understand the usual practices**, such as the use of add-ons like fish powder to enrich a staple food. Then **Phosphatine**, the accessible brand of Early Life Nutrition Division, was able to propose, beside the existing “sachet” format, an “add-on” format to enrich cereals or milk.



In France, **calcium cost studies** allowed factualization of which dairy products provide calcium at minimal cost and without excessive calories or nutrients to limit. This work was presented at the World Congress of Public Health Nutrition in November 2014.



**Understanding the local constraints** is key to proposing accessible products. In South Africa, the lack of a cold chain has prompted the development of products that do not need refrigeration and can be stored for 90 days (Mayo) up to 7 months (Ultra Mel).

## Healthy offerings at low cost...



In Morocco, the **Moufid** range; in India, the **Fundoos** range and the Lhassi; in Argentina, the **Yogurissimo** stick; in Brazil, yogurt in a big pack for breakfast usage; in Turkey, the **Danino** fresh cheese and the **Fışşlat** yogurt; in South Africa, the **Snax** range...



In Western Africa, the infant milks & cereals with adapted product weights and cost-effective packaging materials; in Indonesia, the **SGM Bunda** range...



In Mexico and Indonesia, **big jugs** for families, more affordable than individual bottles...



In Brazil, the **powder versions** of energy-dense products (Fortini for pediatric care, Nutridrink for elderly people), more affordable than liquid versions...



# SOCIAL BUSINESS



## Danone Ecosystem Fund

Among many actions supported by the Fund, actions in the field of nutritional education are targeted at babies, children, mothers, the elderly, and people in fragile family situations.

One example: the “Kissmee” project

in Kenya, to raise awareness among mothers and professionals about the specific needs of a baby during the first 1,000 days of its life.

**In total, 60 Mn EUR are committed by Danone to this Fund, of which 7 Mn EUR on the “nutrition” focus topic.**

Ecosystem Fund



## Danone Communities

Among other projects, 4 “malnutrition” projects are supported by this Fund, all targeted at infants and school-age children; and all of them involving local partners.

- “Shokti Doi” in Bangladesh for children; with the Grameen bank;
- “Lemateki” in Senegal for children, with the Senegalese NGO Enda Graf Sahel, the Senegalese Ministry of Education, and support from the French Embassy;
- “Nutrigo” in China for babies 6 months – 3 years; with the NGOs One Foundation and NIP Foundation and China’s

International Life Science Institute (ILSI) Focal Point;

- “Malin” in France for babies under 3 years; with the Croix-Rouge Française.

**In 2014, Danone allocated 3.6 Mn EUR to Danone Communities, of which about 1.9 Mn EUR (55%) was devoted to the 4 “malnutrition” projects.**

**This Fund also supports 3 projects to increase access to safe drinking water:** in Cambodia (1001 Fontaines), India (Naandi Community Water Services), and Mexico (El Alberto).

Danone Communities




**Many Danone business units donate products and/or money. Some examples:**

- **Danone Dairy France**, partner of Banque Alimentaire;
- **Blédina France**, long-term partner of the “Alimentation et insertion” program, conducted by the Ministry of Agriculture and the Ministry of Health, the objective of which is to supply practical tools to associations bringing food aid and care to low-income populations, to help these populations have an adequate diet at affordable cost. About 6,000 local associations are supported, impacting, in turn, nearly 1,000,000 persons of all ages;
- **Danone UK**, partner of Fare Share;
- **Danone Canada**, partner of Breakfast Club of Canada;
- **Danone Spain**, long-term partner of the national food bank, e.g., the operation “Juntos Ayudamos el Doble”;
- **Dannon US**;
- **The Activia brand, and its muse, Shakira**, have supported the World Food Program, allowing the distribution of 3 million school meals in the world.

## **Limited Assurance Report** on a selection of Danone Nutrition & Health indicators for 2014

# VERIFICATION

As requested, and in our capacity as an independent third party, we hereby present our report on a selection of Danone Nutrition & Health indicators for 2014 selected by Danone Group and identified by the symbol  in the Group's 2014 Nutrition & Health leaflet (hereinafter "the Indicators").

### **MANAGEMENT RESPONSIBILITY**

The Indicators were prepared under the responsibility of the Danone Research Department, in accordance with the Nutrition & Health User guides which may be consulted at the department. The methodological notes given in the Nutrition & Health leaflet provide further details on the reporting period, the consolidation scope and the definition of specific Nutrition & Health indicators published.

### **INDEPENDENCE AND QUALITY CONTROL**

Our independence is defined by the rules and regulations, ethical code of the profession and our internal procedures. We have also implemented a quality control system comprising documented policies and procedures for ensuring compliance with the code of ethics and professional auditing standards.

### **RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY**

It is our responsibility, based on the work performed, to express a limited level of assurance that the selection of Nutrition & Health Indicators, are presented, in all material respects, in accordance with the above mentioned User guides.

Our work was performed by a team of five people between November 2014 and July 2015 and took around six weeks. We called upon our specialists in Corporate Social Responsibility to assist in carrying out our work.

We performed the procedures below in accordance with professional auditing standards and with International Standard ISAE 3000<sup>(1)</sup>.

### NATURE AND SCOPE OF OUR WORK

We conducted several interviews with the people responsible of the Nutrition & Health reporting in the Nutrition Governance & Policy Direction of Danone Research in charge of collecting the Indicators, in order to:

- assess the suitability of the Nutrition & Health User guides with regard to their relevance, reliability, neutrality, understandability and completeness;
- verify that a data-collection, compilation, processing and control procedure has been implemented to ensure the completeness and consistency of the Indicators and review the internal control and risk management procedures used to prepare the Indicators.

At parent entity level, we performed analytical procedures on the Indicators and verified, using sampling techniques, the calculation and the consolidation of the Indicators.

At the entity level for a representative sample of entities selected<sup>(2)</sup> on the basis of their activity, their contribution to the consolidated Indicators, their location and risk analysis, we conducted interviews to verify that the procedures were followed correctly and we performed tests of details, using sampling techniques, in order to verify the calculation made and reconcile the Indicators with the supporting documents. The selected sample represents 25% of the annual turnover of the scope covered.

We believe that the sampling methods and sample sizes used, based on our professional judgement, were sufficient to enable us to provide limited assurance; a higher level of assurance would have required us to carry out more extensive work. Due to the use of sampling techniques and other limitations intrinsic to the operation of information and internal control systems, we cannot completely rule

out the possibility that a material irregularity has not been detected.

### CONCLUSION

Based on our work, we did not identify any material anomaly likely to call into question the fact that the selection of Danone Nutrition & Health indicators for 2014 selected by Danone Group and identified by the symbol ☺ in the Group's 2014 Nutrition & Health leaflet, have been prepared, in all material respects, in accordance with the above-mentioned User guides.

Paris La Défense, 7th of September 2015

### KPMG S.A.

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(1) ISAE 3000 – Assurance engagements other than audits or reviews of historical information

(2) Group of Companies Danone Russia, Danone Eaux France, Aqua Indonesia, NIS Indonesia, Sari Husada Indonesia, Nutricia France.

*This is a free translation into English of the original report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.*



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