

DANONE'S HEALTH JOURNEY REPORT

2022-2023 Edition



**IMPACT
JOURNEY**

Health Journey Report

Describes how health is embedded throughout Danone, its health-related activities, its nutritional and health commitments and governance and external recognitions received.

THIS DOCUMENT, PUBLISHED IN JANUARY 2024, DISCLOSES PERFORMANCE RESULTS BASED ON THE 2022 FINANCIAL YEAR AND INCLUDES ACTIONS THAT TOOK PLACE IN 2023.



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A MESSAGE

from Antoine de Saint-Affrique and Isabelle Esser



Antoine de SAINT-AFFRIQUE,
Chief Executive Officer



Isabelle ESSER,
Chief Research,
Innovation,
Quality and Food
Safety Officer

Why are health and nutrition important for Danone?

Antoine de Saint-Affrique: For three main reasons:

- Our products are consumed regularly by millions of people across the world, and we can, and want to have a positive impact on nutrition and health.
- Our mission, to bring health through food to as many people as possible, is at the core of all that we do. It is our DNA and provides us with a unique purpose and competitive edge. Thanks to our product categories and unique portfolio we aim to lead and act to deliver our mission.
- We fundamentally believe in better health through better nutrition and behaviours for all, starting in our workplaces offering unique propositions to Danone employees engaged in bringing our mission to life.

In your opinion, what health challenges do you foresee in the coming years?

A.dS-A.: We are far from reaching the United Nations Sustainable Development Goals 2, 3 and 6, related to food, water access, nutrition, and health. The situation has worsened with Covid-19, especially for children's and women's health. The triple burden of malnutrition is still deeply impacting global health. Non-communicable diseases continue to be the number one cause of death and disability in the world, with two billion people suffering from micronutrient deficiencies while two billion people are overweight or obese.

Consumers expect healthier products that are low in sugar, simple, and natural. They have

increased expectations for transparency and are looking for support to make healthier choices.

Each day, we innovate to better address consumer health and nutritional needs. For example, in 2022, we launched Fortimel omega 3 for people with cancer in Poland, Czech Republic, and Slovakia. In South Africa, we have developed NutriDay, a dairy product enriched with vitamin A, vitamin D and zinc, critical micronutrients lacking in the diet. It was launched at an affordable entry point to ensure a larger access for all.

How do you see Danone's role?

A.dS-A.: We offer nutritious food and drinks tailored for all life stages addressing nutritional needs

“
OUR MISSION, BRING HEALTH THROUGH FOOD TO AS MANY PEOPLE AS POSSIBLE, IS AT THE CORE OF ALL THAT WE DO, IT IS OUR DNA AND PROVIDES US WITH A UNIQUE PURPOSE AND COMPETITIVE EDGE.
”

Antoine de Saint-Affrique

A MESSAGE from Antoine de Saint-Affrique and Isabelle Esser

while considering food habits and culture, lifestyle, and economic constraints. We support parents and caregivers to provide babies and young children with the best possible nutritional start in life during their first 1000 days for optimal growth and development. And for those with medical needs, we develop healthy, tailored nutrient-dense products specifically aimed at improving nutrition status to optimise health outcomes and support recovery.

How can R&I contribute to health and nutrition landscape?

Isabelle Esser: We believe in our ability to positively impact nutrition and health.

We rely on our capacity to advance scientific understanding of nutrition and hydration on health and wellbeing, as well as our understanding of local nutritional needs, food culture and habits, and global and local health challenges. Collaboration is key to progress, we partner with relevant stakehol-

ders, from academia to public health authorities and business partners, to promote balanced diets and invest in education and services to improve knowledge in nutrition and health.

At the same time, we develop tasty, healthy, and diverse products, loved by our consumers. We make them available and accessible throughout geographies and a variety of channels. By leveraging the power of our brands, we support healthier dietary choices.

How is R&I at Danone supporting consumers and patients to enjoy healthier lifestyles?

I.E.: We are building on decades of research and scientific expertise in health and nutrition to help consumers and patients maintain their health through nutritious food and sustainable healthier eating and drinking choices.

We have unique expertise in the science of nutrition and hydration. We leverage this knowledge to constantly improve the nutritional profile of our products, so they can contribute to addressing public health challenges such as malnutrition. For example, some of our key focus areas include sugar reduction, healthy hydration for all, fortification, breastfeeding support, and reduction of iron deficiency.

Danone's Health through food journey shows how we drive health and nutrition over time. We have built a unique, health-focused portfolio and keep improving it, while maintaining consumer preferences. We are passionate about our consumers' and patients' health and nutrition and support them throughout their lifespan.

I invite you to discover more about our Health Journey at Danone and how we are responding to the challenge, year after year.

“
DANONE'S HEALTH THROUGH FOOD JOURNEY SHOWS HOW WE DRIVE HEALTH AND NUTRITION OVER TIME. WE HAVE BUILT A UNIQUE, HEALTH-FOCUSED PORTFOLIO AND KEEP IMPROVING IT, WHILE MAINTAINING CONSUMER PREFERENCES.
”

Isabelle Esser

Danone's health through food journey

The foundations of our mission 'to bring health through food to as many people as possible' began over 200 years ago.

Building on decades of research and scientific expertise in health and nutrition we are uniquely placed to help consumers and patients maintain and support their health through nutritious food and sustainable healthier eating and drinking choices. We fundamentally believe in better health through better nutrition and behaviours for all. Our mission is at the core of what we do.



1972

THE MARSEILLE SPEECH

Antoine Riboud delivered his [famous speech in Marseille](#), calling for a different approach to business and paving the way for a new vision of corporate social responsibility. His speech was the genesis of Danone's dual social and economic project, which is a founding element of Danone's approach to business and contribution to health.

1789 

OUR WATERS STORY STARTS

A French nobleman, le marquis de Lessert, discovered a natural mineral water source in Evian and found it so pleasing that he drank it regularly. He suffered from liver and kidney problems and found his ailments were significantly alleviated. Quickly, the benefits of Evian natural mineral water spread, and doctors started to prescribe it. Evian water was sold exclusively in pharmacies until 1964 and in 1966 Evian was acquired by BSN. With Antoine Riboud as Chairman, BSN became both the leading beverage company and the leading baby food maker in France.

1896 

OUR SPECIALIZED NUTRITION STORY BEGINS IN THE NETHERLANDS

Dr. Johannes van der Hagen, a Dutch Medical Doctor and Public Health Inspector founded Nutricia together with his brother, Martinus. During this time, one in five infants died before the age of one, with poor nutrition being recognised as one of the main causes. The brothers developed an innovative baby formula inspired by breast milk. Soon after, the first nutritional products for diabetic patients were created and over the century, the company developed a rich and deep expertise in immunity, allergy management, early life, and medical nutrition.

1919 

OUR DAIRY STORY BEGINS WITH FRESH MILK & FERMENTS

Aware of the research by biologist Ilya Mechnikov on dairy ferments at the Pasteur Institute and having learned about the benefits of yogurt, Isaac Carasso created the first Danone yogurt in Barcelona; a simple food, with a simple aim to improve health. Rooted in the science behind one of the oldest processes known to man, fermentation, the Danone yogurt was first sold in pharmacies and in 1923, doctors recognised Danone yogurt as a healthy food that contributes to improving intestinal problems.

Danone's health through food journey

FUNDAMENTAL MILESTONE

1996




PORTFOLIO TRANSFORMATION:

By choosing health, we reshape our widely diverse portfolio.

With Danone's international expansion, the company decided to focus on three categories: Fresh Dairy Products, Beverages and Biscuits. Danone began to focus its portfolio on health, expanded in new regions, and acquired new companies, market leaders, and strong local brands.

During those years, Danone acquired or bought interests in Bonafont in Mexico, La Serenísima and Villa del Sur in Argentina, Aqua in Indonesia, and Robust in China (later becoming Danone Waters China). Over the years, Danone divested from beer and biscuits.

Today, the company is focused on three categories that are considered healthy:

-  **Essential Dairy & Plant-Based Products**
-  **Waters**
-  **Specialized Nutrition**

2006

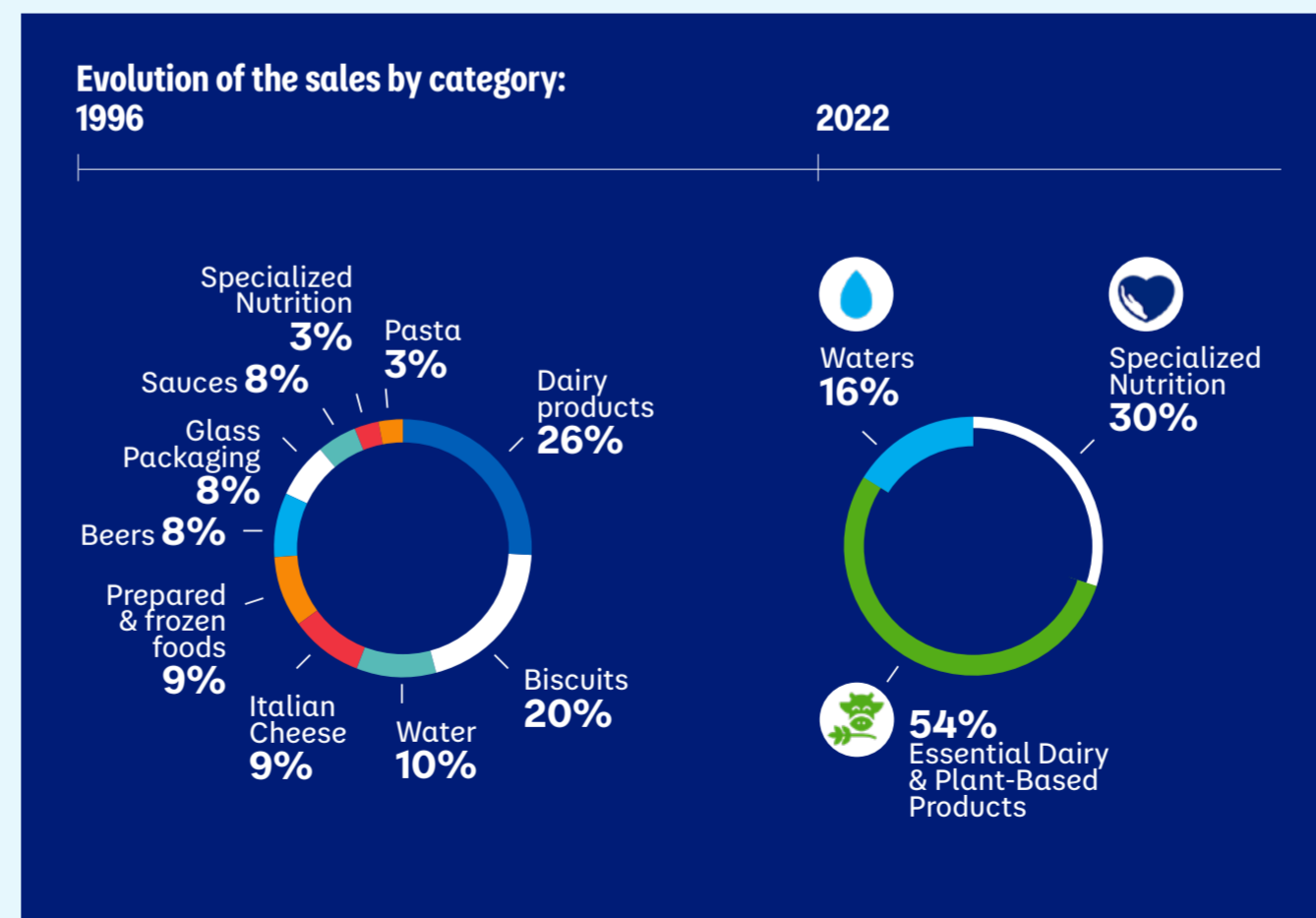
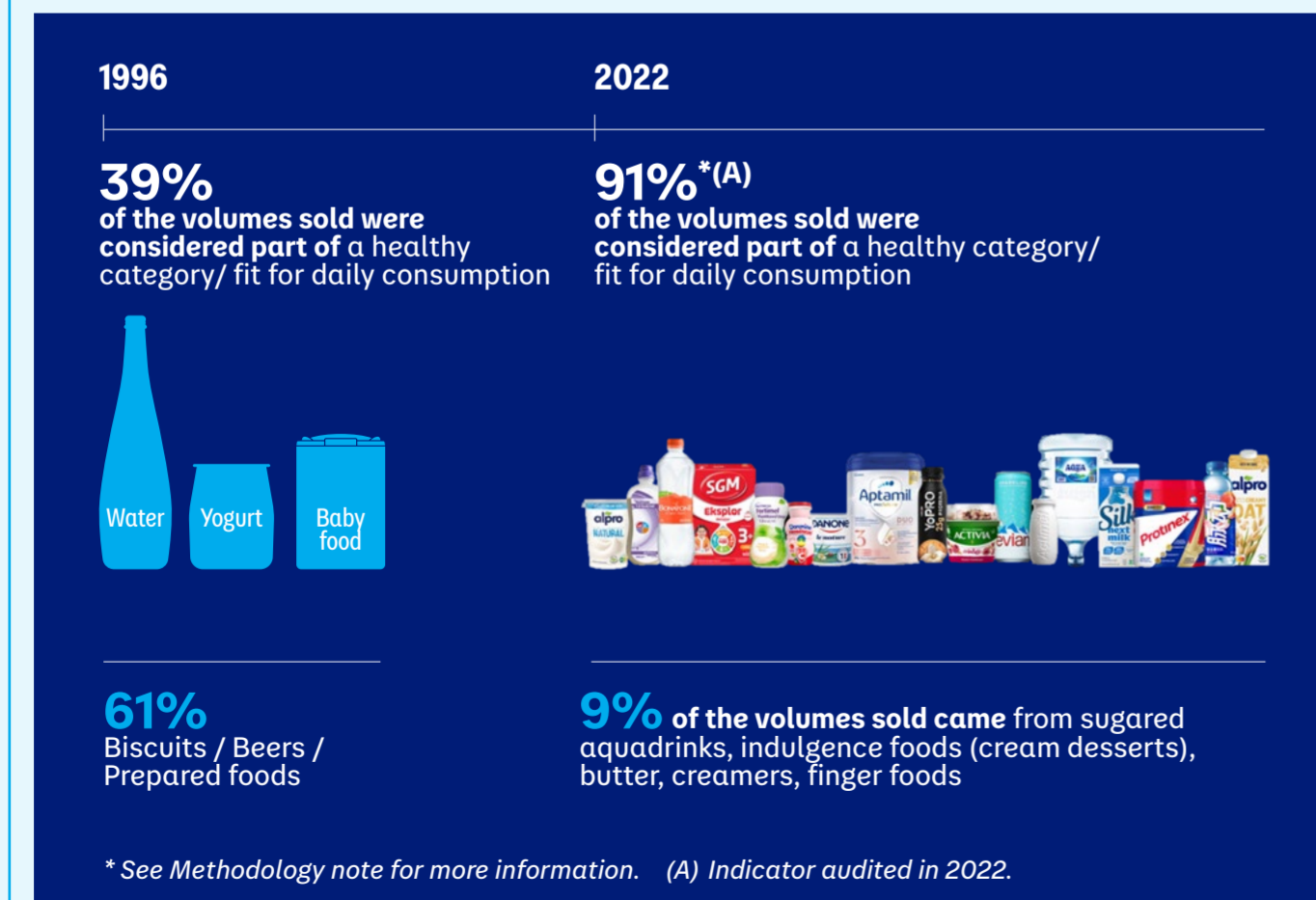
COMPANY MISSION

“Bringing health through food to as many people as possible”

Rooted in our DNA, Franck Riboud launched Danone's company mission, “Bringing health through food to as many people as possible”. Later, Danone divested from the biscuits category and acquired Nutricia, in 2007.

A unique portfolio built through strategic decisions

26 years of transformation towards a health-focused portfolio of products



2005

FIRST NUTRITIONAL TARGETS AND ACTION FRAMES

To improve the nutritional quality of its products, Danone set comprehensive internal nutritional targets in 2005. The targets were embedded in the company's project management system as part of a “Nutrition Check” to ensure they were applied during product development.

Danone's health through food journey

FUNDAMENTAL MILESTONE

2009

THE FOOD, NUTRITION AND HEALTH CHARTER

Danone launched the Food, Nutrition and Health Charter to address the growing societal concern over health issues related to nutrition. Key action included:

- Continuously improve the nutritional quality of products.
- Develop relevant, scientifically demonstrated health benefits.
- Invest in nutrition research.

2016-2020

NUTRITION COMMITMENTS

Six nutritional commitments were defined. They covered product nutritional quality, understanding local health needs, partnerships, responsible marketing and labelling.

Details of Danone's 2020 achievements can be found [here](#).

2017 

WHITE WAVE ACQUISITION

Danone acquired White Wave to offer consumers plant-based options answering consumer demands for healthy and sustainable foods.

2017

ONE PLANET. ONE HEALTH

Danone unveiled One planet. One Health to reflect the mutual dependency of people's health and the health of the planet.

2020

SOCIÉTÉ À MISSION

"SOCIÉTÉ À MISSION"

Danone was the first listed company to adopt the "Société à Mission" legally binding status, which is included within the company's by-laws. Progress towards Danone's Société à Mission objectives is overseen by the Mission Committee, composed of highly respected independent global experts. Progress is verified by an independent third party.

To know more about our governance, go to page 28.

2023

DANONE IMPACT JOURNEY:

Across our business and our brands, health through food is our North Star and the cornerstone of our impact.

Danone launched a new sustainability framework consisting of three pillars: Health through Food, Nature, and People & Communities. For each pillar, Danone defined commitments translated into mid to long-term measurable objectives. For the Health through Food pillar, the Danone Impact Journey is aligned with our mission of bringing health through food to as many people as possible.



The Danone Impact Journey

In 2022, **Renew Danone**, the new strategic plan, restated Danone's ambition for sustainable profitable growth. In February 2023, Danone published its sustainability roadmap, **the Danone Impact Journey**:

1
 •
IT RECOGNISES THE INTERDEPENDENCY OF THREE PILLARS: HEALTH THROUGH FOOD, NATURE AND PEOPLE & COMMUNITIES.

2
 •
IT HARDWIRES SUSTAINABILITY INTO THE BUSINESS, FROM A STRATEGIC, OPERATIONAL, AND FINANCIAL PERSPECTIVE.

3
 •
IT ENABLES DANONE TO CONTRIBUTE TO THE FOOD SYSTEMS AND THE ECOSYSTEMS IT OPERATES IN.



Our 2025 health through food agenda and commitments

The health through food pillar of the Danone Impact Journey has clear objectives for 2025. It is built on the framework of the Health and Nutrition Pledge defined for internal purposes at the end of 2022. Danone has defined 10 targets with a focus on sugar reduction and improving nutrition for children. They are an evolution of our previous nutrition commitments (2016-2020) and combine our Société à Mission agenda and our commitments for the [Global Nutrition Report](#).

The Health through Food part of the Danone Impact Journey is based on the four pillars of the Health and Nutrition Pledge.

Through our Health Through Food agenda and 2025 commitments, our priorities are aligned and contributing to the United Nations Sustainable Development Goals (SDGs). Specifically, they contribute towards SDG 2 - Zero Hunger, SDG 3 – Good Health and Well-being, and SDG 6 - Clean Water and Sanitation.



Our ambition is to bring **HEALTH THROUGH FOOD**
For consumers and patients



BY LEVERAGING 4 STRATEGIC PILLARS



OFFER TASTIER AND HEALTHIER FOOD AND DRINKS



PROMOTE HEALTHIER CHOICES



















PROVIDE POSITIVE NUTRITION & HYDRATION FOR HEALTHIER LIFE



INVEST IN NUTRITION AND HYDRATION SCIENCE AND RESEARCH

AND 10 INITIAL TARGETS TO ACHIEVE BY 2025

4 targets to maintain product portfolio healthiness and further reduce sugar in our products for children	1 target to increase transparency towards consumers	4 targets to expand contribution to relevant areas: fortification, iron deficiency anaemia, breastfeeding and access to safe drinking water	1 target to invest in advancing and pioneering nutrition and hydration science
<ul style="list-style-type: none"> ≥ 85% Vol dairy, plant-based, water and aquadrinks rated ≥ 3.5 stars by Health Star Rating  > 95% Vol Kids dairy and plant-based ≤ 10g total sugar /100g   > 95% Vol toddlers' milks (1-3yo) ≤ 1.25g added sugar/100kcal   > 95% Vol of formula milks (4-5yo) ≤ 2g added sugar /100kcal  	<ul style="list-style-type: none"> > 95% Vol sold of dairy, plant-based and aquadrinks products with on-pack/online interpretative nutritional information   	<ul style="list-style-type: none"> ≥ 85% Vol kids dairy fortified with relevant vitamins & minerals  5 Projects to address iron deficiency in children   3 Projects to support women choice of breastfeeding  20 Million People with access to safe drinking water   	<ul style="list-style-type: none"> 150 Scientific publications in peer-reviewed journals and/or presentations at scientific conferences 




 Throughout this report, performance against our 2025 targets will be identified with this symbol.



OFFER TASTIER AND HEALTHIER FOOD AND DRINKS

Our products are consumed regularly by millions of people across the world. By focusing on healthy categories, we can, and want to have a positive impact on nutrition and health. We develop delicious and enjoyable products that meet the preferences and evolving nutritional needs of consumers throughout their lifespan and contribute to a balanced diet. Our everyday products strive to bring key nutrients like calcium, protein, vitamins, and fibre, whilst limiting sugar, saturated fats and calories.

Today, the company is focused on three healthy categories:

-  Essential Dairy & Plant-Based Products
-  Waters
-  Specialized Nutrition




A nutritious portfolio of products

Since 2011, we have disclosed the percentage of our portfolio that can be qualified as part of a “healthy category”. We assess our portfolio against reference indices, such as Nutri-Score and the Health Star Rating (HSR). We have done it since 2019.

Currently, the majority of our portfolio can be qualified as “healthy”:

91%^{*(A)}	Volumes sold corresponding to healthy categories.	  
88%*	Volumes sold scoring ≥ 3.5 stars according to the Health Star Rating system.	 
89.3%^{*(A)}	Volumes sold scoring A or B in the Nutri-Score.	 

Based in 2022 portfolio data. * See Methodology note for more information. (A) Indicator audited in 2022.

We have set a target for the healthiness of our portfolio. By 2025 we aim to have	$\geq 85\%$	of our portfolio sales in volumes rated ≥ 3.5 stars or more by HSR	  
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OFFER TASTIER AND HEALTHIER FOOD AND DRINKS

We offer tasty, delicious products and strive to maintain consumer preference whilst delivering high nutritional quality. Since 2005, we defined comprehensive internal nutritional targets to continuously improve the nutritional quality of our products.

The [Danone Nutritional Targets](#) are operational objectives for product development. They include nutrients to limit and nutrients to encourage relevant to their food categories and target population. They are applicable to the whole Danone portfolio, in all geographies. They are published externally and are regularly updated to reflect evolution in nutrition science and dietary guidelines.



Achievement towards the targets is measured every year. Below are some of our 2022 results.

2022 portfolio achievements towards nutritional targets: All nutritional criteria			
DAIRY AND PLANT-BASED PORTFOLIO		AQUADRINKS PORTFOLIO	
73%		97%	
% of products that are fully in line with all the nutritional criteria relevant to its food and drink category			

2022 portfolio achievements towards nutritional targets: Specific nutrients criteria			
DAIRY AND PLANT-BASED PORTFOLIO		AQUADRINKS PORTFOLIO	
In line with nutritional criteria for added sugar	80.7%	In line with nutritional criteria for added sugar	97%
In line with nutritional criteria for calories	97.8%		
In line with nutritional criteria for saturated fats	98.4%		

Based in 2022 portfolio data. * See Methodology note for more information.

Relevance of nutritional targets for wholegrains, fruits, vegetables, nuts and legumes (FVNL):

- **DAIRY PORTFOLIO:** These products are not expected to be a major contributor of wholegrain, fruit, vegetable, nuts, or legumes in the diet, therefore wholegrain and FVNL targets are not generally applicable.
- **PLANT-BASED PORTFOLIO:** As these products are considered by consumers as alternatives to dairy, we neither specify a minimum FVNL content nor set wholegrain targets as only a minority of products are cereal-based (e.g., rice and oat-based products).
- **WATERS CATEGORY:** FVNL and wholegrain targets are not relevant.
- **MEDICAL NUTRITION PORTFOLIO OF THE SPECIALIZED NUTRITION CATEGORY:** FVNL and wholegrain targets are not relevant.

Relevance of nutritional targets for sodium:

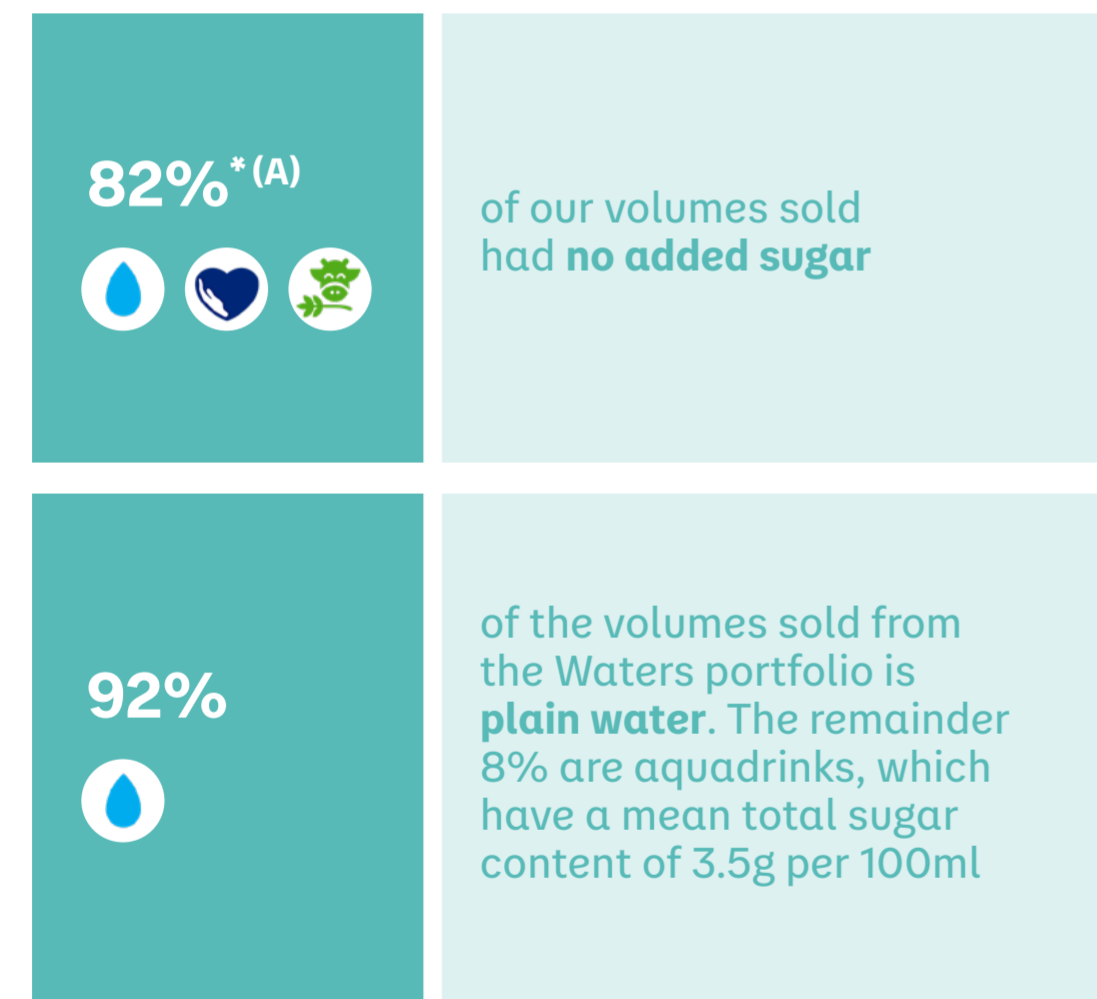
- Salt is never added to any products in our Waters category. The sodium content of our product portfolio is low by nature. In 2022, 96.5% of volumes sold of our Dairy and Plant-Based portfolio is “low in sodium” according to the EU regulation (<120 mg of sodium/100g).

OFFER TASTIER AND HEALTHIER FOOD AND DRINKS





Focus on sugar reduction

By offering tasty, delicious, healthier foods we can contribute to addressing the overconsumption of added sugar, especially among children. Building on our overall healthy product portfolio, we continuously reduce added sugar in products for children:








In 2022:



Based in 2022 portfolio data. * See Methodology note for more information. (A) Indicator audited in 2022.

Dairy and Plant-Based products (3-12 years)* 	Toddler Milks (1-3 years)*  	Formula Milks (4-5 years)* 
<p>58%</p>	<p>99%</p>	<p>46%</p>
<p>volumes sold have a maximum of 10g of total sugar per 100g</p>	<p>volumes sold have ≤ 1.25g added sugar per 100kcal</p>	<p>volumes sold have ≤ 2g added sugar per 100kcal</p>

Based in 2022 portfolio data. * See Methodology note for more information.

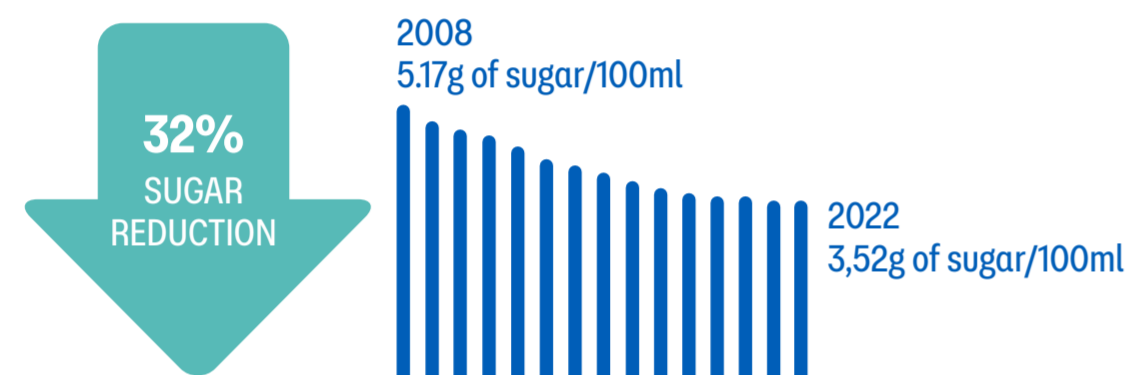
We have set the following targets to achieve by 2025		
<p>> 95% </p>	<p>> 95% </p>	<p>> 95% </p>
<p>of the Dairy and Plant-Based products aimed at children (3-12 years) will have ≤ 10g total sugar per 100g by 2025 </p>	<p>of the Toddler Milks (1-3 years) will have ≤ 1.25g added sugar per 100 kcal by 2025  </p>	<p>of the Formula Milks (4-5 years) will have ≤ 2g added sugar per 100kcal by 2025 </p>



OFFER TASTIER AND HEALTHIER FOOD AND DRINKS

Some examples of our progress in sugar reduction

IN THE AQUADRINKS PORTFOLIO:



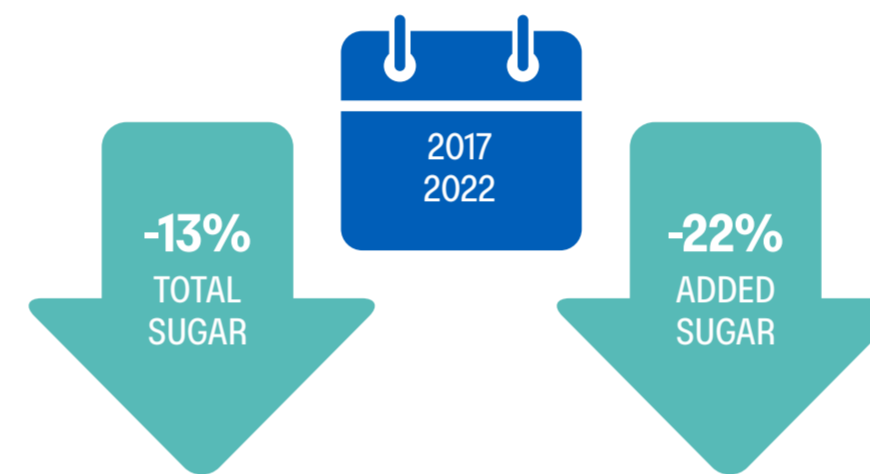
- Between 2008 and 2022 **we reduced the amount of sugar by 32%**. In 2008 the average sugar content was 5.17g of sugar/100ml, and in 2022 it is 3.52g of sugar/100ml.



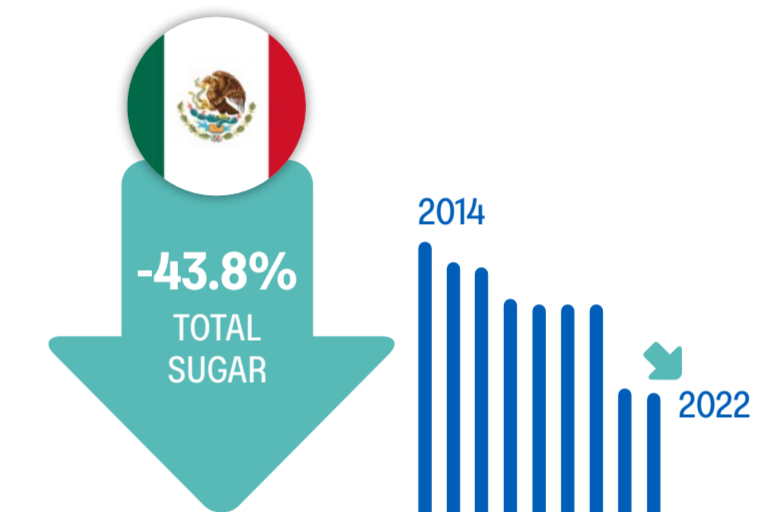
- In 2022 we launched **Volvic touch of fruit**, a still mineral water drink with a touch of natural strawberry flavor. The product is low sugar and contains **24 calories** per serving.



IN THE DAIRY PORTFOLIO FOR CHILDREN (3-12 YEARS OLD):



- Since 2017, **total sugar have been reduced by 13% and added sugar by 22%** in our Dairy and Plant-Based products aimed at children (3-12 years old).



- Our Danonino brand is very popular in Mexico and enjoyed by thousands of children. Since 2014, total sugar in Danonino range have been **reduced by 43.8%** whilst we continue to offer them a range of tasty products they love.

- We continue to launch **Dairy products for children with less sugar**. In Spain, all dairy products for children have less than 10 grams of total sugar per 100g, and in Belgium, the new Actimel Kids contains less than 9 grams of total sugar per 100g.





PROMOTE HEALTHIER CHOICES

We engage with consumers, patients, carers, and stakeholders across society in a transparent way to encourage and promote a positive attitude toward nutrition and healthier dietary habits. We do this by providing transparent and easy-to-understand labelling, supporting healthier choices through responsible marketing, encouraging flexitarian diets, and protecting and promoting breastfeeding.

Transparency through labelling

The ability to make informed choices about daily food intake is an essential part of long-term healthy living. Therefore we encourage consumers to make healthier choices by providing transparent labelling. In 2022, beyond mandatory nutritional information 79.3%^{*(A)} of our volumes of products sold of our Dairy and Plant-Based, and Aquadrinks portfolios carried nutritional information on the front-of-pack.



79.3%^{*(A)}

of the volumes of product sold provided nutritional information on the front-of-pack (EDP & Aquadrinks)

* See Methodology note for more information.
(A) Indicator audited in 2022.



To go further, we have committed to **displaying interpretative nutritional information to consumers** wherever possible on-pack or on-line. In 2022, 22%* of the volumes sold for the Dairy, Plant-based, and Aquadrinks categories displayed interpretative nutritional information on-pack.

<p>By 2025 we aim to have on</p>	<p>>95%</p>	<p>of our Dairy and Plant-Based, and Aquadrinks portfolios, on-pack or online interpretative nutritional information</p> 
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PROMOTE HEALTHIER CHOICES

ZOOM-IN BOX #1: The difference between nutritional information and interpretative nutritional information

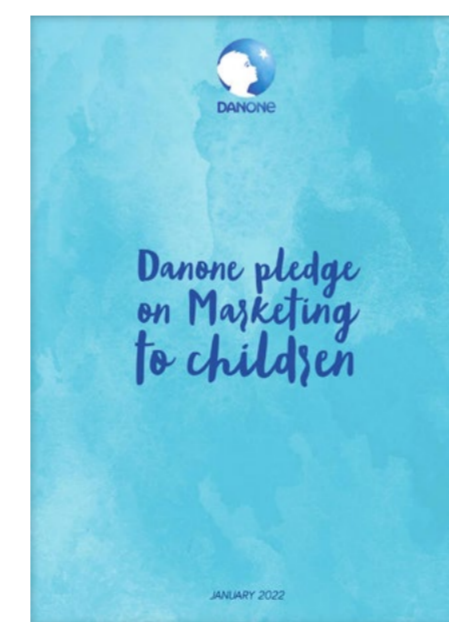
Product labelling guides consumers to make informed food purchases and choices. Common nutrition labelling includes nutrient declarations for specific nutrients¹, mandatory for pre-packaged foods. Interpretative nutritional information provides a consumer-friendly interpretation of the nutritional information presented. The interpretative information is based on government or scientifically endorsed nutrient profiling systems. Interpretative labelling is seen as one of the tools to help consumers make informed and healthier choices.

COMMON NUTRITIONAL LABELING	INTERPRETATIVE NUTRITIONAL INFORMATION
<p>100% of our products already display this labeling on-pack.</p>  <p>In 2022, 79.3% of the EDP and Aquadrinks volumes sold also provided nutritional information on the front-of-pack (eg: Guideline Daily Amount-GDAs or other)</p>	<p>We aim to display on-pack or online interpretative information on at least 95% of our products by 2025.</p>  <p>Each serving (150g) contains: Energy 1066kJ / 255kcal Fat 3.0g (LOW) Carbohydrate 1.3g (LOW) Sugars 34g (HIGH) Salt 0.9g (MED) 13% 4% 7% 38% 15%</p> <p>of an adult's reference intake Typical values (as sold) per 100g: 697kJ / 167kcal</p>

Promoting healthier choices through responsible marketing

By implementing responsible marketing practices, we contribute to the promotion of better choices and better nutrition. In 2022, 88%² of Danone's global product portfolio was rated as healthy (≥ 3.5 stars) by the Health Star Rating system. Therefore, the majority of Danone's marketing budget is spent on marketing healthy products. We are committed to the International Chamber of Commerce Framework for Responsible Food and Beverage Marketing Communications in all its marketing communications.

We acknowledge the need to promote healthier lifestyles and choices. We believe in harnessing the power of brands and product communication to make healthy products desirable. Danone is a founding member of the [EU pledge³](#), for responsible marketing to children. In 2007, we launched our [Pledge on Marketing to Children](#) in which we set key principles applying globally to Danone's marketing communications to children under the age of 13:



- Marketing communications can only be for products that achieve the nutrition criteria outlined in the Pledge on Marketing to Children.
- Through our brands, we encourage and promote healthy hydration habits and endeavour to make plain water more appealing to children.
- We do not direct marketing communications for our Aquadrinks range to children under the age of 13.

In 2022, a third-party independent audit, conducted by Ebiquity, found that 98.6% of Danone's television advertising followed the EU Pledge criteria for responsible marketing to children.



(1) [Nutrition labelling \(who.int\)](#)

(2) 88% of Danone's Dairy, Plant-based and Waters product portfolio (volumes sold) is rated ≥ 3.5 stars by Health Star Rating. According to this system, any product that scores 3.5 stars or above can be confidently promoted as a healthy choice.

(3) The EU Pledge is a voluntary initiative by leading food and beverage companies to change food and beverage advertising to children under the age of thirteen in the European Union.

PROMOTE HEALTHIER CHOICES

All Danone health and nutrition claims are based on scientific evidence and must comply with the local nutrition and health claims regulations or the CODEX Alimentarius standards whichever are the strictest. All communications must comply with [Danone's Communication Validation Management policy](#).

Furthermore, as published in [Danone's Policy on the Nutritional Principles for the Use of Health and Nutrition Claims](#), Danone only makes nutrition and health claims on products that score ≥ 2.5 stars by the Health Star Rating (HSR). This criterion is also closely monitored during new products development.



Promoting breastfeeding

We believe breastfeeding is the ideal nutrition for babies. We support the World Health Organization's recommendation of exclusive breastfeeding for the first 6 months of life. We promote breastfeeding through education and provide parents with choices to support them and their baby's needs. We innovate and apply the latest science to contribute to infant and maternal health and uphold leading industry standards for responsible marketing of our infant portfolio.

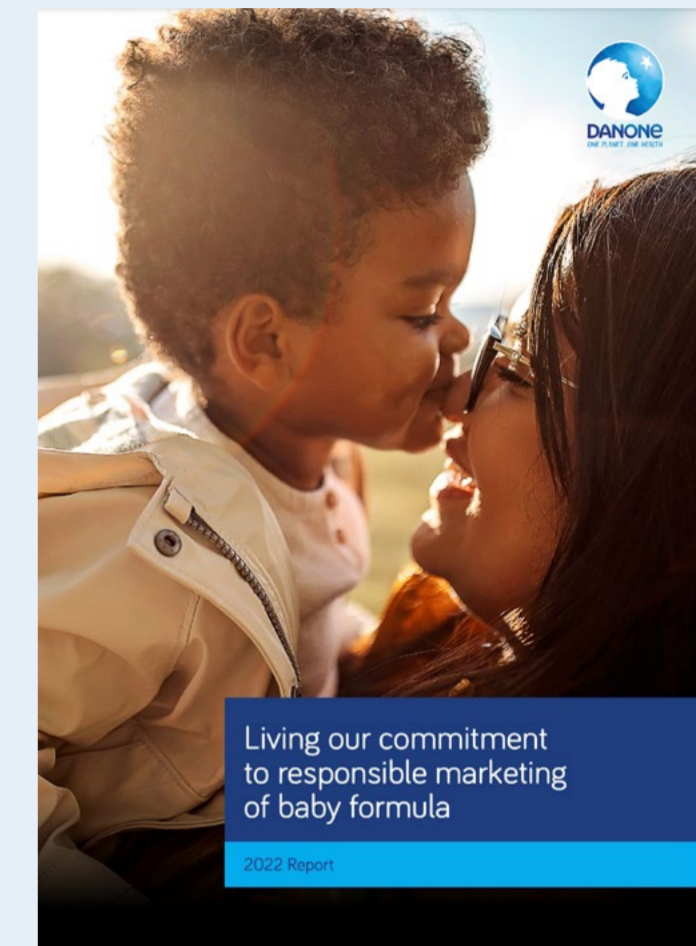
IN 2022:

6,171 
employees were trained on the Danone Policy for the Marketing of Breast-Milk Substitutes.

 In 2022, **74.2%** of sales are covered by B-Corp certification, including entities involved in BMS marketing, which need to follow enhanced transparency standards by publishing individual BMS responsible disclosure statements.

Danone ranked **#1**  in ATNI's Global Index for Marketing of Breast-Milk Substitutes.

In 2021, the Access To Nutrition Initiative (ATNI), specifically acknowledged Danone's work to strengthen its overarching commitments to the responsible marketing of baby formula and its implementation across the globe.



TO LEARN MORE ABOUT OUR COMMITMENTS TO RESPONSIBLE MARKETING OF BABY FORMULA, SEE OUR [2022 Compliance Report](#).

We believe all women should be supported in their choice to breastfeed; thus we support breastfeeding in the workplace in all our sites through our [Global Parental Policy](#) (read more in page [25](#)), and we develop dedicated local programs.



PROVIDE POSITIVE NUTRITION & HYDRATION FOR HEALTHIER LIFE

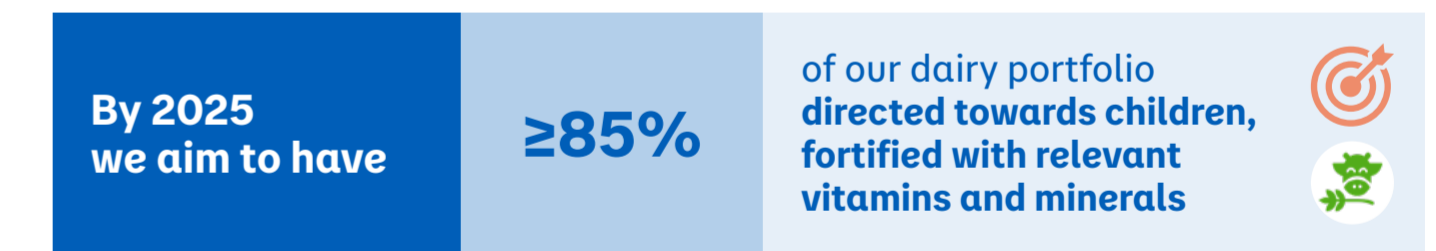
We are convinced that our actions can make a difference. Nutrition is about making a positive contribution to health and well-being for consumers and achieving the best possible outcome for patients. We want to focus our efforts on a few meaningful areas, such as nutritional deficiencies, specific medical needs, food and water security, and the health of Danone employees. By 2025, we will have targets on:

- **Provide positive nutrition through fortification.**
- **Develop impact-oriented projects to expand our contribution to reduce iron deficiency anaemia and to support women's choice of breastfeeding.**
- **Increase access to safe drinking water.**

Positive nutrition through fortification

We believe that every product should provide a positive contribution to a balanced diet beyond just energy: from hydration to digestive health. We provide enhanced nutritious food to support, restore, or optimise one's health and aim to increase the number of products with a meaningful amount of positive nutrients.

At Danone, we aim to ensure that our core products are accepted as valid vehicles for fortification, to help combat nutrient deficiencies, improve nutritional status, and ultimately improve the health status of our consumers. In 2022, 57% of the Dairy, Plant-Based and Specialized Nutrition volumes sold were fortified¹.



Iron fortification is particularly relevant to Danone, as Iron Deficiency Anaemia (IDA) is a public health concern in several countries where Danone operates. IDA prevents children from reaching their full potential and has a long-term impact on health and society. Over 50% of children under the age of 5 years old in Africa, the Middle East and Asia (AMEA region) are anaemic, with iron deficiency as the main cause^{2,3}. Therefore, many of our most consumed products in the AMEA region are fortified with iron as well as selected vitamins and minerals.

(1) Excluding medical products, baby formula and tailored nutrition.

(2) In 2019, global anaemia prevalence was 39.8% in children aged 6-59 months, equivalent to 269 million children with anaemia. The prevalence of anaemia in children under five was highest in the African Region, 60.2%. [Anaemia in women and children \(who.int\)](https://www.who.int)

(3) [Anaemia \(who.int\)](https://www.who.int)

PROVIDE POSITIVE NUTRITION & HYDRATION FOR HEALTHIER LIFE

FORTIFICATION EXAMPLES

Phosphatine

We offer children in Sub-Saharan Africa, cereals enriched with a superior mix of iron and vitamin C for better iron absorption. This product is designed to contribute to cover at least 50%¹ of a child's daily iron intake.



Dango

In Egypt, our brand Dango contributes to a reduction in the prevalence of IDA, which is a key public health concern among the Egyptian population.



Dango Yogurt and Dango UHT Milk are a source² of vitamin A, vitamin D3, vitamin B6, zinc, and iron and carries the VITA IRON logo on-pack.

(1) 1 serving contributes to cover at least 50% of the WHO Iron Recommended Nutrient Intake (RNI) for children between 6-12 months of age.

(2) Product contains 15% or more of the vitamin and mineral, in line with the local regulation.

Supporting women in their choice to breastfeed

The first 1000 days of life, from conception up to two years old, are critical for lifelong health. Therefore maternal, infant and young child nutrition needs to be a special area of focus. We combine a multi-dimensional approach:

- **Education programs** which raise awareness about the importance of nutrition in the first 1000 days.
- **Science-based information to empower parents** to make safe, informed, and personally relevant feeding choices.
- **Support to breastfeeding education.**
- **Continuous investments in the development of high-quality and safe products** that meet the specific nutritional needs of mothers, infants, and young children.
- **A tailored approach** to fit different cultural and economic contexts.

At Danone, we believe we play a key role in ensuring awareness and understanding of the importance of nutrition in the first 1000 days. As a leading company in nutrition and health, we strive to provide parents with the right nutritional support for themselves, their infants, and young children to help provide the best start in life. We do this via our products and services, and partnerships.

Danone supports the World Health Organization's global public health recommendation calling for exclusive breastfeeding for the first six months of age and continued breastfeeding up to two years and beyond, combined with the safe introduction of appropriate complementary foods. We have adopted, implemented and enforced strict policies to ensure marketing practices do not negatively affect the choice and ability of mothers to breastfeed their infants optimally.

We educate parents on the benefits of breastfeeding and support them in their choice. When breastfeeding is not an option, we innovate and apply the latest science, inspired by breastmilk, to our portfolio. We provide tasty nutritious products for young children to complement their diet. Our goal is to contribute to good feeding habits.



We believe breastfeeding needs to be protected and promoted. Through our [Danone policy for the marketing of breast-milk substitutes](#), we defined and implement strict marketing policies for all Danone employees to support the aims and principles of the WHO Code and subsequent relevant World Health Assembly resolutions.

Danone is also part of UNITER's Global Breastfeeding Education Initiative, the first multi-stakeholder education initiative of its kind that seeks to positively impact

maternal and infant health at large. The breastfeeding education program is deployed and accessible through the UNITER's platform and includes the training course, "The Magic Drop, Essentials of Breastfeeding", which is available in 12 languages. At Danone, we support breastfeeding in the workplace in all our sites and provide e-learning on breastfeeding for all Danone employees through our internal Danone education platform.

PROVIDE POSITIVE NUTRITION & HYDRATION FOR HEALTHIER LIFE

Expanding our contribution with partners: impact-oriented projects

We know that products and training alone are not enough to drive positive change in diets and feeding habits. The combination of several levers for action is needed to address public health concerns. Thus, we have implemented impact-oriented projects that:

- **Are ambitious, innovative, and socially oriented.**
- **Aim to develop a sustainable model.**
- **Contribute to systemic change.**
- **Create measurable positive health outcomes at scale on a country level.**

These projects are typically co-created and implemented with independent expert organisations and partners at the local level to be locally relevant and sustainable.



As part of our Danone Impact Journey and Société à Mission agenda, we have committed by 2025 to develop:

5 projects

addressing iron deficiency in children



3 projects

supporting women's choice to breastfeed



1 in 3
INDONESIAN CHILDREN
UNDER THE AGE OF 5 YEARS
OLD HAVE IRON DEFICIENCY
ANAEMIA (IDA),



which can lead to impaired cognitive development and poor academic performance. Screening rates and preventive measures remain low.

Our project on tackling IDA for children under 5 years old in Indonesia involves local governmental bodies, Health Care Professionals (HCPs) associations and academic research teams. It combines different initiatives that will contribute to a national action on IDA by local governmental authorities:

- **Providing educational courses and material to raise awareness among HCPs and the general public**
- **Implementing non-invasive screening tools into the primary-care health check routine starting with our own employees**
- **Providing a range of relevant, affordable, fortified products (SGM Eksplor) with a superior iron and vitamin C combination to enhance iron absorption.**



Access to safe drinking water

We believe access to safe water is a human right. According to the World Health Organization and UNICEF¹, 2 billion people lacked safely managed drinking water services in 2020. Lack of access to a safe water source is a leading risk factor for infectious diseases, including cholera, diarrhea, dysentery, hepatitis A, typhoid and polio. Water-borne diseases also exacerbate malnutrition and in particular, stunting in children.

We provide safe drinking water by working with local communities to protect water sources for future generations. We work with partners to provide adapted solutions.



By 2025 we aim to provide

20 Million people*

access to safe drinking water



This target will be achieved through the social businesses supported by Danone Communities, through the Water Access Acceleration fund, the first public-private fund dedicated to safe drinking water in which Danone invested in March 2023 and through the brand partnerships.

In 2022, the businesses of the Danone Communities portfolio ensured access to safe drinking water to 10.6 million people.

For example, the following social businesses are supported:

- **Impact Water** facilitates access to safe drinking water in 20,000 schools in Nigeria.
- **Drinkwell** powers water infrastructure in Bangladesh and India. In Dacca, Bangladesh, opened water kiosks in the most densely populated areas of this city.
- **O-we, a 100fontaines** business in Vietnam aims to reach low-income consumers through distribution in mom-and-pop stores and to employees of large factories.

* Calculated as an average daily number of people over a year.

(1) UNICEF/WHO "PROGRESS ON HOUSEHOLD DRINKING WATER, SANITATION AND HYGIENE, 2000 - 2020 : Five Years into the SDGs".

PROVIDE POSITIVE NUTRITION & HYDRATION FOR HEALTHIER LIFE

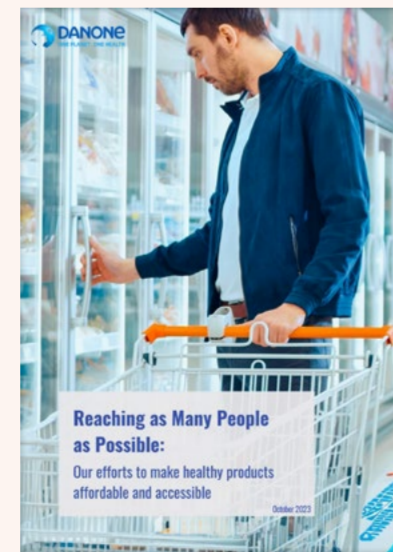
ZOOM-IN BOX #2: Affordable and accessible healthy products

Offering healthy food and drinks that are safe, good value, and accessible, whether physically or in terms of price point, is at the heart of our mission to “bring health through food to as many people as possible”.

Affordability and accessibility dimensions are an integral part of business decisions. We provide our subsidiaries with relevant market data to enabling integration in the brands value proposition. Our main action areas in this space include:

- **Understanding local realities: through data about health and nutrition realities in the countries where we operate, and through data about local consumption and pricing dynamics.**
- **Developing distribution channels and support projects to enable accessibility of our healthy products.**

In addition, food and water access and affordability through our brands are complemented by [our social innovation platforms](#): Danone Communities and Danone Ecosystem. They aim to bring nutrition solutions to low-and middle-income populations and to those for whom accessing healthy foods and safe drinking water is difficult.



TO LEARN MORE READ OUR AFFORDABILITY AND ACCESSIBILITY APPROACH: [Reaching as many people as possible: our efforts to make healthy products affordable and accessible](#)

ZOOM-IN BOX #3: Health of Danone employees

We believe that people are our most important asset. Supporting the health of Danone employees is a priority included in the Danone Impact Journey in the People and Communities pillar.

The [Dan'Cares](#) program launched in 2009, guarantees quality **health coverage for all employees** and access to high-quality medical facilities in all markets where we operate. The program has three core pillars covering hospitalisation and surgery, outpatient care and maternity care. In 2022, 96%¹ of Danone employees benefited from Dan'Cares.

In 2023, a fourth pillar was added to Dan'Cares, “Be Well by Dan'Cares” to support Danone employees in taking care of their well-being through nutrition, mental and physical initiatives. It aims to equip and support Danone employees and their community to be at their healthiest, by empowering them to adopt healthy behaviors and sustainable food choices aligned with their nutritional needs, food culture and habits. Key elements of Be Well by Dan'Cares are education programs, facilitating access to healthy food at work and initiatives on promoting work-life balance and the importance of mental health. Finally, we have implemented physical activity challenges across many



of our sites and have launched a Danone digital application to encourage Danone employees to engage in physical activity throughout the day.

Be Well by Dan'Cares builds on existing local and global well-being initiatives, sharing best practices or resources to help the Be Well community implement impactful and locally relevant initiatives.

Be Well is part of Danone’s Health and Safety Strategy embedded in our WISE² program², focused on the “Promote healthy lifestyle & work environment” and “Drive healthy ways of working” pillars.

We are committed to family-friendly culture. Through our [Global Parental Policy](#),



Danone creates the conditions to support every employee as they start their journey into parenthood. The policy goes beyond the legal framework in many countries and includes in addition to guaranteed paid leave measures such as:

- **Lactation rooms** for breastfeeding mothers in head offices and in sites with more than 50 women employees.
- **Counselling** during pregnancy.
- **Return-to-work** programs.
- **Flexible working hours** and other supportive benefits for expectant mothers and parents to be.

(1) 2022 global compensation and benefits internal annual survey.

(2) WISE² (Work In Safe Environment) is our historical program toward world-class safety. It was set up in 2004 to prevent employees from getting hurt, reducing incidents and injuries, and help employees stay safe and work in a safe work environment.



INVEST IN NUTRITION & HYDRATION SCIENCE AND RESEARCH

Research, science and innovation are rooted in the DNA of our company. As mentioned in our health through food journey, in 1919, Isaac Carasso, the founder of Danone, developed the first Danone yogurt by mixing fresh milk with ferments inspired by biologist and Nobel prize winner, Ilya Mechnikov, and his work on dairy ferments and health. The yogurt was sold as a healthy food in pharmacies within the city of Barcelona and to this day, doctors still recommend yogurts during antibiotic treatments to support gut microbiota. Since 1919, we have continued the story of Isaac Carasso to build a unique and leading expertise in ferments, gut health, and biotics.

Our dedication to innovation allows us to bring healthy food and water to customers and patients around the world. We focus research and innovation on specific areas such as gut health, children's growth, immunity and allergy, recovery, energy, and physical performance, in order to impact health and to drive superiority of our products and solutions.

In 2022, we launched over 800 products and innovations worldwide, had a portfolio of 5000 patents, and over 200 clinical studies. We continuously explore new horizons in nutrition to support the health of our consumers today and in the future. Our investment in cutting-edge research allows us to demonstrate the benefits of our technology and products on global and local health, for consumers and patients.

The quality of our research allows us to communicate our findings in high-impact peer-reviewed journals and at international congresses. We will continue to invest in research and contribute to the scientific field to demonstrate how nutrition can impact health from early life to ageing, with a key focus on gut health.

Investing in innovation and connecting with scientific expertise is key. We have committed to strengthening our efforts to develop high-quality research.

By 2025 we aim to deliver	150	scientific publications in peer-reviewed journals and/or presentations at scientific conferences	
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INVEST IN NUTRITION & HYDRATION SCIENCE AND RESEARCH

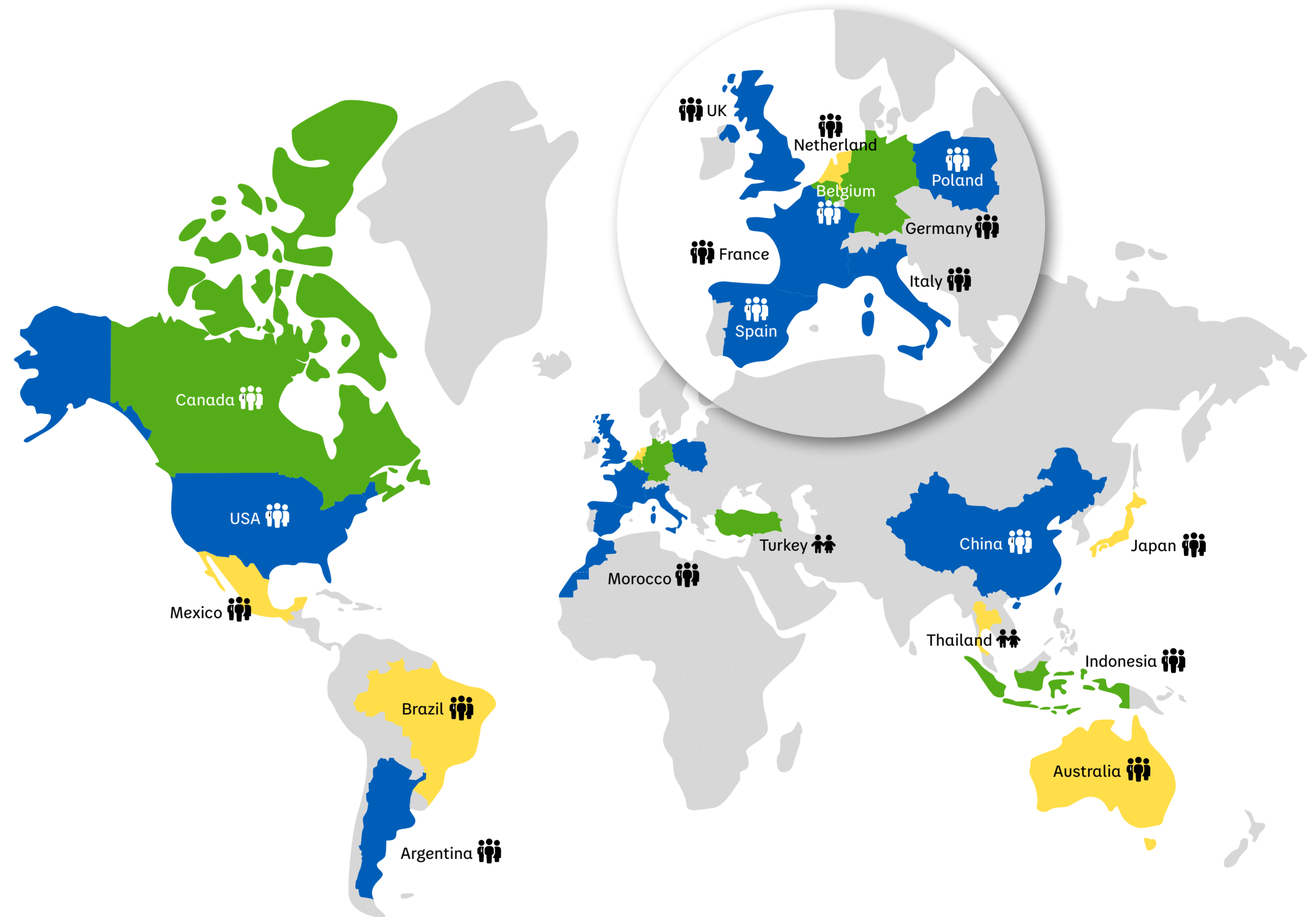
ZOOM-IN BOX #4:

In-depth knowledge of the local nutritional situation

We study food habits in countries where we operate to identify consumers' nutritional needs and dietary habits, allowing us to better define proposed solutions. In 2002, we launched the Nutriplanet program, a comprehensive analysis of local nutrition and health situation based on a review of scientific literature, complemented by interviews with local experts and key opinion leaders. Over the last two decades, we continue to integrate additional food and fluid intake data. The data and knowledge are accessible via the "Food Consumption Dashboard", allowing Danone subsidiaries to routinely monitor the nutritional gaps and needs in their local market and to adapt their portfolio and product profile accordingly. In addition, the Fluid Intake Interactive Map ([Liq.In7 - The Hydration for Health Initiative](#)) allows us to visualize consumer habits related to fluid consumption and compare them to recommended intake levels. Clinical studies also contribute to our understanding of the relationships between dietary intake and health outcomes.

In the past 10 years we have conducted studies on diet and/or fluid intake in our top 20 markets* as well as regularly conducted reviews of scientific literature. In 2022, our top 20 markets conducted an updated review for at least part of the population and identified the key health issues and trends in their market.

* Covering 80% of the company sales in 2022.



GENERAL POPULATION DATA



CHILDREN SPECIFIC DATA



DIET and FLUID INTAKE DATA



DIET or FLUID INTAKE DATA



EXISTING DATA

INVEST IN NUTRITION & HYDRATION SCIENCE AND RESEARCH

ZOOM-IN BOX #5: Danone Research & Innovation Network

We have a wide network of scientists, technologists and designers located all around the world. It allows us to be close to consumers and businesses, as well as the science and technology ecosystems. This includes our Global Research & Innovation Centre located in two locations, Paris-Saclay (France) and Utrecht (The Netherlands), and six specialized hubs with specific focus:

- **Evian** (France): on water and packaging
- **Singapore**: on digital health
- **Madrid** (Spain): on industrial processing
- **Louisville** (United States) and **Wevelgem** (Belgium): on plant-based
- **Shanghai** (China): on development of evidence-based nutritional solutions tailored to taste, traditions, and health needs of China's consumers.



The Danone Global Research & Innovation Center in Paris-Saclay, France, also known as Centre Daniel Carasso, was inaugurated on the 6th of February 2023 and, along with its twin Centre located in Utrecht, is dedicated to researching and developing the food and beverage of tomorrow. The state-of-the-art building has achieved unique environmental credentials and has the capacity to welcome around 500 scientists, expert technologists, product and packaging designers. The flagship Centre focuses on the science and technology for dairy, plant based and waters. It is also home to consumer and scientific capabilities, such as, consumer and patient insights, fermentation and biotics prototyping at scale, which uses a state-of-the-art fully flexible pilot plant.

The Danone Global Research & Innovation Centre in Utrecht, The Netherlands, also known as the Nutricia Centre, is dedicated to researching and developing products and solutions for babies and young children for optimal growth and development as well as people with specific medical needs for health recovery. Its 500 strong scientists and technologists delivers evidence-based specialized nutrition to babies, pregnant women, patients and the elderly. As its twin in Paris-Saclay, the research Centre houses state-of-the-art facilities.

We believe in research and science to advance the scientific understanding around nutrition and hydration and their impact on health and wellbeing. Thus we connect with a diverse ecosystem of academia, start-ups and industry players to support innovation, and create strategic alliances and partnerships with the public and private sectors and scientific groups around the world.



INVEST IN NUTRITION & HYDRATION SCIENCE AND RESEARCH



ZOOM-IN BOX #6: Science and knowledge platforms

In addition to its Research & Innovation Centers and their ecosystem, Danone supports science-based knowledge and research in the field of food and nutrition through the Alpro Foundation, the Danone Nutricia Campus and Danone Institutes. These platforms leverage independent experts in diverse health disciplines.



- **Danone Institutes**

Danone Institutes are a network of non-profit organizations whose mission is to contribute to the improvement of public health through scientific research in nutrition and food. Their objective is to disseminate knowledge on the links between nutrition, food and health and the importance of eating behaviors favorable to human and planetary health.

The Institutes were first created in 1991 in France, Italy and Spain. During the last 32 years, they have expanded into 10 local Danone Institutes and the [Danone Institute International](#) active across four continents.

They are governed by independent boards of multidisciplinary scientific experts and Danone representatives. They collaborate with networks of independent experts from renowned scientific institutions in diverse health disciplines on scientific projects and partnerships in support of public health.



- **The Alpro Foundation**

The [Alpro Foundation](#) is a non-profit, scientific platform that started in 1996 whose purpose is to help drive the transition to more plant-based diets. It has an independent Scientific

Advisory Board of leading academics. The platform targets academics, Healthcare Professionals, and key stakeholders in nutrition. It aims to support scientific research and disseminates evidence-based knowledge about plant-based nutrition.



- **Danone Nutricia Campus**

The [Danone Nutricia Campus](#), established in 2021, is an independent open-science education platform for Healthcare Professionals. It is governed by an independent Executive Board and Scientific Committees with minimal Danone representation. Its purpose is to educate and provide opportunities for collaborations between Healthcare Professionals, Key Opinion Leaders and Medical Associations. The platform provides access to the latest scientific development in the field of nutrition and health.

Our ecosystem of partners

For over fifty years, Danone has advocated that businesses need to take responsibility for the impact they have on society. As early as 1972, our founder Antoine Riboud outlined the fundamental interdependence between performance and sustainability in a pioneering speech – which became Danone’s “dual project”.

We believe that companies can and should contribute to positive change.

We work with and through a growing ecosystem of partners to build a more sustainable future and create value for all our stakeholders, as outlined in our [Responsible Advocacy Policy](#).



We have a shared interest – and responsibility – in finding solutions to the public health, social and environmental challenges the world is currently facing. We provide our expertise for informed decision-making in a transparent and collaborative manner. We engage and partner with relevant stakeholders such as policymakers, healthcare systems, academia, NGOs, and business partners to bring health through food to as many people as possible.

We are committed to lobbying only in support of measures to improve health and nutrition, consistent with the public interest. We support evidence-based policymaking based on peer-reviewed science. In our work, we look for consensus scientific positions and expert panel opinions. When and where we engage in advocacy activities, they will be conducted in a transparent, legitimate and ethical manner.



We are convinced that policy-shaping no longer belongs solely to politics but needs to include a wide range of actors. Our participation in policy discussions is varied, covering macro-topics like agriculture, circular economy, or climate change, and more detailed topics such as information to consumers, nutritional care as part of cancer care, or product quality and safety standards.

We proactively publish many of our policies and external positions, as well as the consultation inputs to authorities or policymakers. They are made available on Danone’s website.

Our ecosystem of partners



PARTNERSHIP EXAMPLES

Danone North America commitments in relation to the White House Conference on Hunger



WHITE HOUSE
CONFERENCE ON
**HUNGER,
NUTRITION,
& HEALTH**

Following the White House Conference on Hunger, Nutrition

and Health, held in 2022, Danone North America will invest \$22 million dollars by 2030 to build healthy, sustainable dietary patterns that will contribute to reducing hunger, food insecurity, and diet-related diseases. As part of this commitment, Danone North America will:

- **INVEST 15M\$ OVER THE NEXT 7 YEARS** to partner with retailers and educate consumers, shoppers and healthcare providers to drive evidence-based healthy eating behaviours and diet-related health outcomes.
- **INVEST 4M\$** to advance nutrition research on the links between food, the human microbiome, health, and chronic diseases.
- **INVEST 3M\$** to improve access and affordability of nutrient-dense and health-promoting products, especially for those in underserved communities. We will innovate and evaluate scalable community-based impact programs to improve access to nutritious foods.

UNITAR Breast Feeding Education Initiative



Having researched the science of breastmilk and breastfeeding and its benefits for the

health of both mother and child for over 50 years, we believe we can and should contribute to this initiative. We are a long-standing supporter of efforts by governments and interested stakeholders to protect and promote breastfeeding, and we recognise the need for training of health workers who are best placed to inform and educate mothers and other caregivers about appropriate and optimal infant feeding.

As part of its commitment to positively impact maternal and infant health, Danone has been sharing insights from scientific research on breastfeeding for decades. Committed to promoting breastfeeding, Danone supports the aims of UNITAR's Breastfeeding Education Initiative and provides a grant to support its independent development and further dissemination. In addition, Danone has made the entire science-based training course available to all its employees and trains and certifies all Danone Health Care Nutrition Advisors working in infant and maternal nutrition with UNITAR's training module, "Essentials of Breastfeeding".

Danone Brazil's support for recognition of medical nutrition in cancer care



Working alongside numerous stakeholders including healthcare professionals and policymakers, Danone advocated in Brazil to secure the reimbursement of medical nutrition in cancer care within the new federal National Cancer Prevention and Control Policy. This important legislation now recognizes the importance of medical nutrition in cancer care to support patient recovery.

Collaboration with academia and scientific societies

We regularly collaborate with Academia and scientific societies to conduct clinical research and human studies. Through clinical research, we investigate the safety, efficacy, and nutritional benefits of products developed as nutritional solutions for target populations. We conduct clinical and human intervention studies according to strict internal and international guidelines and legal requirements.

Our ecosystem of partners

ZOOM-IN BOX #7: Danone's social innovation platforms

Danone Communities and Danone Ecosystem are Danone's social innovation platforms. They aim to bring systemic and sustainable nutrition and hydration solutions.



• Danone Communities

[Danone Communities](#) aims to empower innovative entrepreneurs to achieve sustainable health impact by investing in two streams: access to safe drinking water and healthy nutrition. The fund was created in 2007, when Danone and Nobel Peace Prize winner, Pr Yunus, joined forces.

In 2022, Danone Communities provided nutritious food to 600,000 people and safe drinking water access to 10.6 million people. So far, Danone Communities invests primarily in

emerging countries, in businesses that have a significant social impact in line with Danone's purpose of "bringing health through food to as many people as possible".

For instance, in 2022 in France, the Malin program works to ensure that over 140,000 children from vulnerable families had access to adapted baby nutrition. Malin is a multi-stakeholder program recognised by the French government as innovative and efficient.



• Danone Ecosystem

In 2009, the Company created the Danone Ecosystem, an endowment Fund with initial funding of €100 million, headed by a board of directors and tasked with strengthening and

expanding general interest activities within the Danone ecosystem.

General interest projects supported by Danone Ecosystem are deployed by the Fund itself or by non-profit organisations to address local issues at their root. By actively engaging with different stakeholders, Danone Ecosystem aims to emphasize the significance of producing, consuming, and recycling food that promotes social, human health and environmental improvements. For the past 14 years, grants to more than 90 NGOs have funded 100+ projects reaching an ecosystem of over 5.5 million people.

By the end of December 2022, Danone Ecosystem had 35 active projects worldwide, representing a total commitment of €80,300,000. Since 2022, the endowment Fund is completed by an eponymous association "loi 1901".

Governance

Our mission of “bringing health through food to as many people as possible” is at the core of all that we do, it is our DNA and is strongly linked to our governance.

Société à Mission

Our commitment to health is included in [our bylaws](#), embedded in our mission (“raison d’être”), our social and environmental objectives, and our portfolio choices. We became a Société à Mission in 2020, adopting its strict legal framework.

Progress towards the health, social and environmental objectives set out in our by-laws, is overseen by a Mission Committee composed of independent global experts. The role of the Mission Committee is to monitor and challenge the company’s roadmap and progress. The results are integrated into the [Mission Committee’s report](#) and presented in an annual report at the shareholders’ general meeting. An independent third party verified the fulfilment of the objectives. Their findings are integrated in the Mission Committee’s report.

THE MISSION COMMITTEE AS OF MAY 2023



Pascal Lamy
Chair - Former
Director-General of the WTO
(FRANCE)



Gabriela Ilian Ramos
Assistant Director General,
Social & Human Sciences
at UNESCO (MEXICO)



Hiromichi Mizuno
Board Member of PRI &
Advisor to the Government
(JAPAN)



Arancha González
Dean of SciencesPo PSIA
Former Spanish - Government’s Minister
of Foreign Affairs, European Union
and Cooperation (SPAIN)



Lise Kingo
Independent
Director of companies
(DENMARK)



David Nabarro
Former Advisor to
the UN on the 2030 SDGs
(UK)



Emna Lahmer
Danone employee
(FRANCE)



Ron Oswald
Former UIF
General Secretary
(SWITZERLAND)

Governance

Danone's Board of Directors

The Board of Directors determines all strategic orientations of Danone's activity and oversees their implementation, taking into account the social and environmental aspects of its activities in a manner consistent with the mission and the Société à Mission objectives of the Company. It has created a specialised CSR committee, whose role is to:

- **Prepare and provide information for the Board** on the roll-out of policies, commitments, and initiatives, on sustainability covering health, environment, human resources areas.
- **Review the reporting and non-financial control systems** as well as the main results of non-financial information disclosed by Danone. The CSR Committee's duties are described in detail in the Board of Directors' rules of procedure¹.

The Board of Directors and the CSR committee include three members who have sector specific skills in the areas of Research and Development and Health and Innovation.

- **Susan Roberts** has a PhD in Nutrition from the University of Cambridge, is the Senior Associate Dean of Foundational Research at the Geisel School of Medicine (New Hampshire, USA).

- **Lise Kingo** is an Independent Board Director. She spent 26 years at the Novo Nordisk group and was the Chief Executive Officer and Executive Director of the United Nations Global Compact program.
- **Bettina Theissig** is member of the European Works Council of Danone and Chair of the Central Works Council of Danone Deutschland GMBH.

Danone Impact Journey governance

For each pillar of the Danone Impact Journey the company defined a set of priorities that are translated into mid to long-term measurable objectives. The Chief Sustainability and Strategic Business Development Officer oversees the identification of sustainable growth opportunities, the sustainability performance of the company, and progress on the objectives of Danone Impact Journey.

Danone has set up a Global governance of the Danone Impact Journey with committees composed of senior management:

- **The Global Impact Steering Committee** to track and steer its execution.
- **The Global Engagement Committee** to track and steer the reporting of Danone priorities.
- **The Executive Committee** to review twice a year its present and future direction.

Health and Nutrition governance

All topics related to health and nutrition are supervised by the Chief Research, Innovation, Quality and Food Safety Officer and the Chief Sustainability and Strategic Business Development Officer, both members of the Executive Committee. The Chief Research, Innovation, Quality, and Food Safety Officer manages Danone's science, innovation, quality, and product superiority agenda across categories. The execution of the Danone Impact Journey Health pillar is under the leadership of the Senior Vice President of Research and Innovation for Medical & Nutritional Science.

“
**SUSTAINABILITY
WITHOUT PERFORMANCE
HAS NO IMPACT,
AND PERFORMANCE
WITHOUT SUSTAINABILITY
HAS NO FUTURE.**
”

Antoine de Saint-Affrique
2022



Health linked to employee incentives

The Company allocates Long Term Incentives (LTIs), in the form of Group Performance Shares (GPS), as part of the remuneration of senior leaders, directors and executives. These are subject to performance objectives which included environmental performance since 2018. In 2023, objectives on the three pillars of the Danone Impact Journey (Health Through Food, Nature, and People and Communities) have been included in the LTI performance objectives. In 2023, the remuneration of all Directors and Senior Executives, including the Chief Executive Officer of Danone is specifically linked to one key performance indicator related to health and nutrition. This is one more step taken to strengthen the link between performance and compensation whilst engaging employees in Danone's strategic financial and sustainability priorities.

(1) Available at www.danone.com (Section Investors/Governance/By-laws & Rules of procedure)

External recognitions



ACCESS TO NUTRITION INITIATIVE

2021 Edition

TOP **5** Performing Food Companies

#1 in product profile

#1 in marketing for breastmilk substitutes

MOODY'S ESG Solutions

75/100 Overall score
Strong performance in Health-related topics
2022 Edition

S&P Global Ratings

85/100 ESG Evaluation
Strong performance in Health-related topics
2022 Edition



FTSE4Good

Danone remains a constituent member of the FTSE4Good Index Series following the 2022 review.



World Benchmarking Alliance

#3 in Food and Agriculture Benchmark with overall score of **60/100** 2023 Edition

PROGRESS TOWARDS SOCIÉTÉ À MISSION AND B CORP:

SOCIÉTÉ À MISSION

SOCIÉTÉ À MISSION SINCE 2020

first French listed company to adopt the "Société à Mission" status

74.2%

DANONE'S GLOBAL NET SALES

covered by B Corp certification (vs. 62% in 2021)



B Corp Certification is a mark of trust: a promise that a company does business in a way that meets rigorous standards of social and environmental performance, transparency and accountability.

To know more

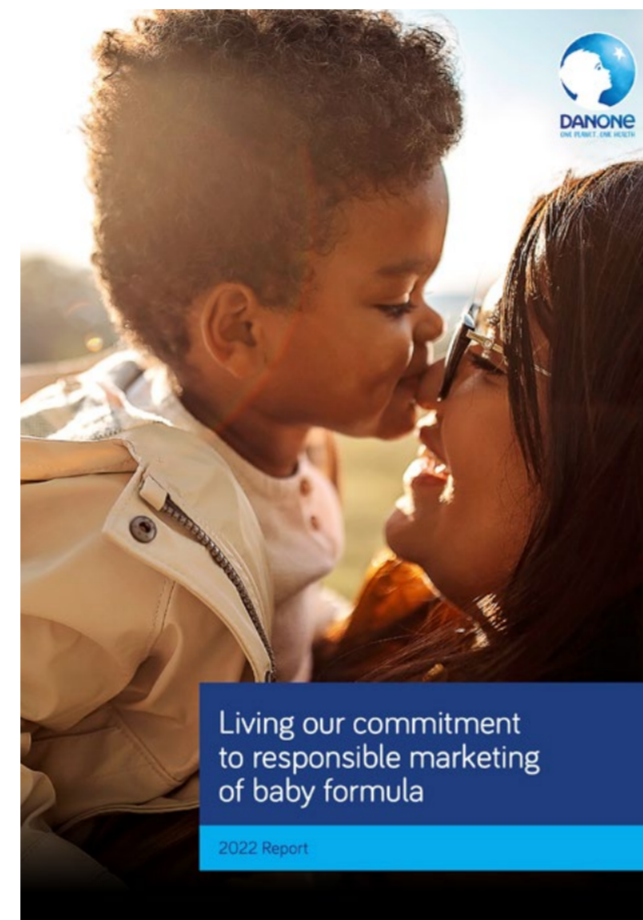
Reference documents



[2022 DANONE UNIVERSAL REGISTRATION DOCUMENT \(URD\)](#)



[2022 INTEGRATED ANNUAL REPORT](#)



[2022 BMS COMPLIANCE REPORT](#)



[2022 DANONE MISSION COMMITTEE REPORT](#)

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- [Danone Impact Journey](#)
- [Danone One Health Achievements: Reporting on the Danone Nutrition commitments 2016-2020](#)
- [Danone Nutritional Targets 2023](#)
- [Danone pledge on Marketing to children](#)
- [Danone Policy on the Nutritional Principles for the Use of Health and Nutrition Claims \(October 2023\)](#)
- [Danone Communication Validation Management Policy \(October 2023\)](#)
- [Living our commitment to responsible marketing of baby formula – 2022 Report](#)
- [Danone Global Parental Policy](#)
- [Danone Affordability and Accessibility Narrative \(October 2023\)](#)
- [Danone Universal Registration Document - Annual Financial Report 2022](#)
- [Danone Integrated Annual Report 2022 – Danone’s sustainability performance](#)
- [Danone Mission Committee Report 2022](#)

Methodology note



ESSENTIAL DAIRY AND PLANT-BASED (EDP)

Production and distribution of fresh fermented dairy products and other dairy specialities, plant-based products and drinks, coffee creamers, and organic products.



SPECIALIZED NUTRITION (SN)

Production and distribution of specialized food for babies and young children to complement breastfeeding and for people afflicted with certain illnesses or frail elderly people.



WATERS

Production and distribution of bottled waters along with low sugar beverages and beverages with 0% sugar (waters flavoured or enriched with natural fruit juice extracts, fruit juice and vitamins).

Health and nutrition indicators and data collection

To ensure the homogeneity of the indicators across the reporting scope, shared data reporting guidelines are transmitted, and updated each year following data consolidation and contributors' comments. These guidelines specify the methodologies to be used for reporting the indicators, including definitions, methodology principles, calculation formulas and standard factors. Health and nutrition data is reported by the scorecard owners at each subsidiary through a system of standardised forms, which are then consolidated to calculate the global indicators. In 2022, the health and nutrition reporting coverage represented 95% of Danone's total sales in volumes and 90% in sales, with 79 CBUs reporting. Entities reported volume sales for the period of reference (October 1st 2021 to September 30th 2022 included).

Product data is generated by reporting entity-specific systems, then consolidated and verified by central Research & Innovation teams. Data on volumes are generated by Danone's financial information consolidation software. This information and the one on consumer's programs are reported by scorecard coordinators at each subsidiary using an online tool. All indicators for the Health & Nutrition reporting are volume-weighted. It excludes all exported volumes, non-food products, private labels (products manufactured for a non-Danone company) and sprays (for the Water activities). All figures are calculated on volumes of products as consumed. A conversion factor is applied when needed (i.e. for a powder product what is counted is the "reconstituted" volumes it means powder added with a liquid). It concerns mainly the products from the Specialized Nutrition business.

Offer tastier and healthier food and drinks

91%^(A)
VOLUMES SOLD
CORRESPOND TO HEALTHY
CATEGORIES



This Danone specific indicator aims at assessing the categories of our portfolio that are positioned for daily consumption and/or could be supported by official recommendations for sustained or increased consumption.

Healthy categories correspond to:

- All Dairy and Plant-based products intended for daily consumption,
- All the Specialized Nutrition Category except biscuits and beverages for children under 3 years old, and foods for children over 3 years of age in the early life nutrition activities.
- All plain waters and flavoured waters with 0% sugar.

88%
VOLUMES SOLD
SCORED \geq 3.5 STARS
ACCORDING TO
THE HEALTH STAR
RATING SYSTEM



The Health Star Rating (HSR) system is a Nutrient Profiling System that determines how healthy a product is. Products are rated between 0.5 stars (least healthy) to 5 stars (most healthy). According to this system, any product that scores 3.5 stars or above can be confidently promoted as a healthy choice.

This percentage is calculated for the Essential Dairy and Plant-Based and Waters Categories. HSR algorithm considers negative components of the products that could potentially increase some health risks such as energy, saturated fat, sodium, and total sugar. It also considers positive components of a product such as the content of fruits, vegetables, nuts, legumes, and in some instances, dietary fibre and protein. Taking these components into account, points are allocated based on the composition per 100g or 100 ml of the product.

89.3%^(A)
VOLUMES SOLD
COMPLIANT WITH
NUTRI-SCORE
A OR B



This percentage is calculated for the Essential Dairy and Plant-Based and Waters Categories. The Nutri-Score is calculated using the nutritional data listed on the package for 100g /100 ml of the product. The score considers the content of:

- Elements to promote: fruits, vegetables, pulses, nuts and rapeseed, walnut and olive oils, protein and fibres. Nutrients and ingredients to promote (fibre, protein, fruits, vegetables, legumes, nuts, rapeseed, walnut, and olive oil),
- Elements to limit: calories, sugar, sodium, and saturated fatty acids.

The overall score for a food is found by subtracting the total number of favourable points from the total number of unfavourable points. After calculation, the score obtained by a product allows the assign of a letter and a colour

More information on the methodology guidance to calculate Nutri- Score, see this website: www.santepubliquefrance.fr

(A) Indicator audited in 2022 by Mazars.

Methodology note

<p>ACHIEVEMENTS TOWARDS NUTRITIONAL TARGETS</p> 	<p>Compliance with these targets is monitored each year.</p> <p>2022 results were calculated using the 2021 Danone Nutritional Targets as reference.</p>
<p>82%^(A) OF VOLUMES SOLD WITHOUT ADDED SUGAR</p> 	<p>This percentage is calculated for all product categories in the Essential Dairy and Plant-Based, Waters and Specialized Nutrition Categories. Medical nutrition products are excluded. The products included in this indicator are those whose added sugar content is less or equal to 0.5 grams. The threshold of 0.5g is set for calculation and reporting purposes to avoid overestimation.</p>
<p>58%^(A) OF VOLUMES SOLD OF DAIRY AND PLANT-BASED PRODUCTS FOR CHILDREN (3-12 YEARS) WITH ≤ 10G TOTAL SUGAR/100G</p> 	<p>This indicator monitors all products in the Essential Dairy and Plant-Based portfolio specifically designed and/or primarily appealing to children (3- 12 years). Designed and/or appealing to children, means that the product is positioned on kids' shelves (physical or e-commerce); bearing claim(s) addressed to parents, for their kids (e.g. "for school snacks", "nutrients needed for bone growth"); with childish characters/licensing/mascots, naive design; games/toys; or directly advertised to children in communications (physical or digital).</p>
<p>99% OF VOLUMES SOLD OF TODDLER MILKS (1-3 YEARS) THAT HAVE ≤ 1.25G ADDED SUGAR PER 100 KCAL</p> 	<p>This indicator is calculated for Specialized Nutrition, Essential Dairy and Plant-Based portfolio, specifically for toddler milks, which are milk-based formulas designed to support the nutritional and developmental needs of children aged 1 to 3 years and meeting the added sugar target of less than 1.25g/ 100 Kcal.</p>
<p>46% OF VOLUMES SOLD OF FORMULA MILKS (4-5 YEARS) THAT HAVE ≤ 2G ADDED SUGAR PER 100 KCAL</p> 	<p>This percentage is calculated for milk products directed towards children aged 3 years and above, having a sugar content of less than 2g/100 Kcal.</p> <p>The calculation is based on the specialized nutrition portfolio, excluding milks from tailored nutrition designed for specific medical conditions.</p>

Promote healthier choices

79.3%^(A)
OF OUR VOLUMES OF PRODUCTS SOLD FROM OUR DAIRY, PLANT-BASED AND AQUADRINKS PORTFOLIOS CARRIED NUTRITIONAL INFORMATION ON THE FRONT-OF-PACK



This percentage is calculated for the categories Essential Dairy and Plant-Based and Aquadrinks. It excludes countries where regulations prohibit the publication of this information, as well as countries where there is an ongoing public debate on the choice of an appropriate front-of-pack labelling scheme. All subsidiaries must follow the Danone Corporate guidelines explaining which front-of-pack icons and logos can be used and giving rules for their implementation. All volumes distributed in the away from home channel (e.g., canteens and restaurants) are assessed as they are when they leave the Danone plant, knowing that the final presentation to the consumer is not under the control of Danone, and that, in that final presentation, the nutritional labelling may disappear. Products can be presented by the restaurant in single pots without the initial cardboard wrapping, or (for bulk products) transferred to another container.

22%
OF THE VOLUMES SOLD FOR THE DAIRY, PLANT-BASED AND WATERS CATEGORIES, DISPLAYED INTERPRETATIVE INFORMATION ON-PACK



This percentage is calculated within the categories of Essential Dairy, Plant-Based, and Aquadrinks that display Interpretative information on-pack. It excludes countries where regulations prohibit the publication of this information, as well as countries where there is an ongoing public debate on the choice of an appropriate scheme.

Interpretative information aims at empowering people to make healthy food choices by providing simple and science-based interpretative nutritional labelling, it encompasses a range of informational tools, such as Nutritional Scales like Health Star Rating (HSR) or Nutriscore, endorsement logos, warning labels, and colour-coded Guideline Daily Amounts (GDA).

(A) Indicator audited in 2022 by Mazars.

Report of limited assurance by independent third party

Report of limited assurance by the independent third party on a selection of information published in Danone's Health Journey report 2022-2023

For the year ended December 31st, 2022

In our capacity as independent third party, member of Mazars Group, statutory auditor of Danone (hereinafter the "Entity"), we have performed work to provide a reasoned opinion that expresses a limited level of assurance on a selection of information (hereinafter the "Information") of the Health Impact report (hereinafter the "Statement"), prepared in accordance with the Entity's procedures (hereinafter the "Guidelines"), and attached to this report.

CONCLUSION

Based on the procedures we performed, as described in the "Nature and scope of our work" and the evidence we collected, nothing has come to our attention that causes us to believe that the Statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines.

PREPARATION OF THE STATEMENT

The lack of a commonly used framework or established practice on which to base the assessment and evaluation of information allows for the use of alternative accepted methodologies that may affect comparability between entities and over time. The Information has been prepared in accordance with the Guidelines, the main elements of which are presented in the Statement.

THE ENTITY'S RESPONSIBILITY

The Entity is responsible for:

- preparing appropriate Guidelines for the preparation of Information;
- selecting or setting appropriate criteria for the preparation of the Information;
- and implementing internal control procedures deemed necessary to the preparation of Information, free from material misstatements, whether due to fraud or error.

RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

Based on our work, our responsibility is to:

- plan and perform the engagement to obtain limited assurance about whether the Information is free from material misstatement, whether due to fraud or error;
- express an independent conclusion, based on the procedures we have performed and the audit evidence we have obtained;
- and communicate our conclusion of limited assurance to the Entity.

As it is our responsibility to express an independent conclusion on the Information prepared by management, we are not authorized to be involved in the preparation of such Information, as this could compromise our independence.

This is not our responsibility to express an opinion on:

- the Entity's compliance with other applicable legal and regulatory requirements;
- the compliance of products and services with applicable regulations.

REGULATORY PROVISIONS AND APPLICABLE PROFESSIONAL STANDARDS

The work described below was performed with reference to the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000¹ (revised).

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and the professional doctrine of the French National Association of Auditors.

NATURE AND SCOPE OF WORK

We planned and performed our work considering the risks of significant misstatement of the Information. We estimate that the procedures we have carried out in the exercise of our professional judgment enable us to provide a limited assurance conclusion:

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, when appropriate;

- we obtained an understanding of internal control and risk management procedures implemented by the Entity and assessed the data collection process to ensure the completeness and fairness of the Information;
- we performed analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
- we performed tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities, in Appendix 1, and covers between 51% and 58% of the consolidated data relating to the key performance indicators, in Appendix 2, and outcomes selected for these tests. Appendix can be found in [Danone Universal Registration Document - Annual Financial Report 2022](#).

We are convinced that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, January 12, 2024.
Independent third party
Mazars SAS

Tristan MOURRE
Partner, CSR & Sustainable Development

⁽¹⁾ ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information.



DANONE
ONE PLANET. ONE HEALTH

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Design: **la nouvelle**