



**Reaching as Many People  
as Possible:**

Our efforts to make healthy products  
affordable and accessible

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STAMPA  
DANONE

## Executive summary

- Danone’s mission of Bringing Health through Food to as many people as possible is at the heart of everything we do. Through our actions, we improve the accessibility of our products and provide affordable healthy offerings.
- Our commitment to healthy, affordable, and accessible nutrition is included in our bylaws, embedded in our mission, our purpose, and our portfolio choices. As part of the [Danone Impact Journey](#), in the Health through Food pillar, we have defined specific global goals with first milestones by 2025. The commitments focus the company efforts on providing healthy products to consumers. In addition, we have defined specific actions on nutrition security and access to safe water. Today, healthy products make up 88% of the Danone product portfolio. We have clear [nutritional targets](#) applicable to our whole portfolio. These targets are the same across geographies, populations, and income levels.
- Our healthy portfolio is already being consumed by millions of people across geographies, populations, and income levels. In 2022, 70% of our volumes sold came from countries classified by the United Nations as developing economies and economies in transition. We have conducted analyses to confirm that middle- and low-income populations are being reached by our actions and products, generally in line with population distribution.
- Affordability and accessibility dimensions are part of business decisions and implemented through our brands via two overarching actions:
  1. **Understand nutritional needs and market realities to frame our actions:** We study health and nutrition realities in the countries where we operate. We understand local consumption and pricing dynamics. We deploy corporate and brand strategic guidelines to develop affordable and accessible products. Through these actions we respond to consumers’ needs considering their local context, nutritional needs, dietary habits, socio-economical level and barriers to accessing food and water.
  2. **Improve reach and accessibility of our products:** Danone has a formalized "Route to Market" approach, enabling the company to improve and shorten distribution channels, and to increase the number of points of sales to make its products accessible in areas such as large suburbs, rural areas, and townships.
- In parallel to the above approach, Danone takes actions regarding food and water access, via [our social innovation platforms: Danone Communities and Danone Ecosystem](#).
- Danone, in collaboration with Danone Communities, Danone Ecosystem and Danone Institutes, develops nutritional education programs to help people make informed decisions about nutrition and their health.
- Food manufacturers and distributors are expected to help build food system resilience. Through our actions and commitments, we contribute to this aim and believe that business has a role to play in increasing the affordability and accessibility of nutritious foods.

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## Reaching as many people as possible: our efforts to make healthy products affordable and accessible.

Healthy diets are essential to support good health and prevent non-communicable and chronic diseases. Yet, nutrition-related issues such as undernutrition, micronutrient deficiencies, and overweight and obesity continue to impact health and wellbeing around the world.

Diets are influenced by many factors, including nutritional quality, food-safety, and socio-cultural and psychological determinants. According to the World Health Organisation, non-communicable and chronic diseases disproportionately affect people in low- and middle-income countries<sup>1</sup>.

Studies show that among the food choice motives, price and value are considered core factors in consumers' decision making. Price can be seen as the amount of money charged for a product, whereas value relates this price to the perceived benefits of the product<sup>2</sup>. Price, as well as value, influence the purchase intention of a certain product<sup>3</sup>. With [3.1 billion people experiencing food insecurity globally](#), there is a critical need for nutritious food to be affordable and accessible for all.

## Our commitment to healthy, affordable, and accessible nutrition is included in our bylaws, embedded in our mission, our purpose, and our portfolio choices.

At Danone, Health through Food is our North Star. It is in our DNA and embedded in our mission to “bring health through food to as many people as possible”. Therefore, offering healthy food and drinks that are safe, offer good value, are accessible and affordable is at the heart of our company purpose. It starts with what we offer to all our consumers: today, healthy products make up 88%<sup>4</sup> of the Danone global portfolio. This is the result of strategic choices, taken more than 20 years ago, to build a unique health-focused portfolio.

Since 2020, we have adopted the legally binding status of “[Société à Mission](#)”<sup>5</sup>, and confirmed that Health through Food is at the core of our mission. The progress towards the social and environmental objectives set out [in our by-laws](#) is overseen

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<sup>1</sup> Non communicable diseases (16 September 2022) World Health Organization. Available at: <https://www.who.int/news-room/fact-sheets/detail/noncommunicable-diseases> (Accessed: 17 July 2023).

<sup>2</sup> Kotler, P. and Armstrong, G.M., 2010. Principles of marketing. Pearson Education India.

<sup>3</sup> Steenhuis, I. H. M., Waterlander, W. E. and de Mul, A. (2011) “Consumer food choices: the role of price and pricing strategies,” Public Health Nutrition. Cambridge University Press, 14(12), pp. 2220–2226. doi: 10.1017/S1368980011001637.

<sup>4</sup> 88% of Danone's Dairy, Plant-based and Waters product portfolio (volumes sold) is rated >3.5 stars by Health Star Rating. 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.

<sup>5</sup> The French “Société à Mission” status has been introduced by the “PACTE” law to offer the possibility, for companies that wish to do so, to include in their by-laws a purpose (“raison d'être”) and social and environmental objectives that the company has set itself as a mission to achieve in the course of its business activity. The execution of this mission is being monitored by external and independent experts and publicly reported. The aim is to conciliate the search for economic performance with the contribution to the general interest. Such status is often translated in English as “Purpose-driven company”.

by the Mission Committee, which currently regroups eight highly respected independent global experts<sup>6</sup>, in sustainable development, governance, environment, health, and social topics, and mainly from non-governmental and international organizations. The Mission Committee monitors and challenges the Company's roadmap and progress and annually presents a report to the shareholders' general meeting. The fulfilment of the objectives is verified by an independent third party whose report is integrated in the Mission Committee's report.

The [Danone Impact Journey](#), published in 2023, reinforces our mission and defines where and how we can and want to have a positive contribution on nutrition and health. Through the Health through Food pillar, we focus our efforts on providing healthy products to consumers and on actions on nutrition security and access to safe water. This is outlined in specific global goals with the following first milestones by 2025:

- **Offer tastier and healthier food and drinks**
  - KPI:  $\geq 85\%$  vol dairy, plant-based, water and Aquadrinks rated  $\geq 3.5$  stars by Health Star Rating
  - KPI:  $> 95\%$  vol Kids dairy and plant-based  $\leq 10\text{g}$  total sugars/100g
- **Provide positive nutrition & hydration for healthier life**
  - KPI:  $\geq 85\%$  vol Kids dairy fortified with relevant vitamins & minerals
  - KPI: 5 projects to address iron deficiency in children
  - KPI: 20M low-income people with access to safe drinking water

Through these global goals, we align our priorities and strengthen our contributions to the United Nations Sustainable Development Goals (SDGs). Specifically, our activities look to contribute towards SDG 2 - Zero Hunger, SDG 3 - Good Health and Well-being, and SDG 6 - Clean Water and Sanitation.

Besides these corporate goals, subsidiaries can define additional actions in line with Danone Impact Journey. For example, 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, across four key pillars, including improving food access and affordability. As part of this, 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 and innovate and evaluate scalable community-based impact programs to improve access to nutritious foods.

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<sup>6</sup> <https://www.danone.com/content/dam/corp/global/danonecom/investors/en-all-publications/2023/shareholdersmeetings/danonecommitteereport2022eng.pdf>

Beyond our strategic corporate and local goals, we incorporate business actions and social innovation initiatives into our business approach with the single aim of bringing health through food to as many people as possible.

## **Our business approach: prioritizing healthy products while improving their accessibility and affordability.**

In 2022, 42% of our sales came from countries classified by the United Nations<sup>7</sup> as developing economies and economies in transition. When converting sales into volumes sold, it goes up to 70%, meaning that the majority of our products are being consumed in these countries.

When it comes to affordability and accessibility, our primary objective is to offer healthy products for all the markets where we operate. Today, healthy products make up 88% of the Danone product portfolio volumes sold. We have clear [nutritional targets](#) applicable to our whole portfolio. These targets are the same across geographies, populations, and income levels.

Regarding pricing, we intentionally develop some products, and special formats, to reach middle- and lower-income populations<sup>8</sup>, without compromising on consumers preference and nutritional standards. We know that our healthy portfolio is already being consumed by millions of people across different geographies, populations, and income levels. We have conducted analyses<sup>9</sup> to confirm that middle- and low-income populations are being reached by our actions and products, generally in line with population distribution.

The affordability and accessibility dimensions are part of business decisions and implemented through our brands via 2 overarching actions:

1. Understand nutritional needs and market realities to frame our actions.
2. Improve reach and accessibility of our products.

### **Action Area 1 - Understand nutritional needs and market realities to frame our business actions.**

#### **a) Understand diets habits and market nutritional needs:**

We study food habits in the countries where we operate to identify consumers' nutritional needs and dietary habits allowing a better definition of the solutions we can propose.

In 2002, we launched the **Nutriplanet program**, a comprehensive analysis of local nutrition and health contexts based on a review of scientific literature, complemented by interviews with local experts and key opinion leaders. Over the last two decades, we have continuously enhanced it by integrating knowledge provided by additional dietary data. This knowledge is fully accessible throughout the business via the **"Food Consumption Data platform"** allowing subsidiaries

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<sup>7</sup> World economic situation and prospects 2022 | Department of Economic and Social Affairs (2022) United Nations. Full report available at: World Economic Situation and Prospects 2022 | Department of Economic and Social Affairs (un.org)

<sup>8</sup> Low and middle-income populations refer to populations who have a socio-economic status of C or lower.

<sup>9</sup> Analysis conducted in 15 countries, for the Dairy division, and the Early Life Nutrition division (milk categories only). 2017 data based on distribution panels (i.e: Nielsen, IRI, Euromonitor). Overall, Danone's volume distribution in the analysed countries showed to be similar to some of the country's population socio- economical level distribution.

to routinely monitor the nutritional gaps and needs in their local market and to adapt their portfolio and product profile accordingly.

**b) Deploy corporate and brand strategic guidelines:**

**Danone Way**<sup>10</sup> is Danone's internal framework for continuous improvement. One chapter among 20 provides specific guidelines to develop affordable and accessible products, allowing Danone to respond to consumers' needs according to local context, nutritional needs, dietary habits, and the barriers faced to accessing healthy food and safe drinking water.

**Danone's Flywheel** is a penetration-led and evidence-based marketing tool which includes brand purpose, physical accessibility, pricing, and affordability as part of the brand strategic model. It allows subsidiaries to use a common language and set performance indicators to grow the business and take informed decisions. In 2022, 30% of Danone subsidiaries (compared to 19% in 2021) included access to healthy food or safe drinking water as part of at least one of their brand purposes.

**Affordability playbook** has been specifically developed to understand the levers to successfully launch and maintain an affordable proposition for middle- and low-income populations in Africa and Middle East countries. We aim to roll out it across all subsidiaries. The nutrition profile of the product is one of the levers identified to drive product value proposition.

**c) Understand local consumption and pricing of our healthy offering:**

Results from in-depth studies<sup>11</sup> conducted in sample countries showed that our products are being consumed by middle- and low-income populations; in some countries these volumes represented more than half of the volume sold by our local business.

We continue to develop and deploy a proprietary data driven tool called "Danone Drone"<sup>12</sup> aiming to support brands in conducting pricing analysis and strategies by capturing the data that matters. With this tool, our brands identify our consumers by socio-economical level to develop pricing and value proposition strategies accordingly. In 2022, 55% of countries where Danone operates had at least one healthy product in their portfolios targeting middle or low-income populations or a plan to expand access.

- In big markets like **Mexico**, we have identified that dairy and plant-based yogurts are consumed in all households, regardless of the socio-economic level. The yogurts from the Danone brand are present in at least one-third of Mexican households and the penetration index is higher in C, D, and E households.

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<sup>10</sup> Danone Way is a qualitative program which guides subsidiaries toward sustainable growth via a progressive framework of practices. In 2022, this program covered 98% of our sales. The Danone Way indicators correspond to the percentage of subsidiaries for which it has been determined that one or more practices are applicable and applied and are reported by the Danone Way coordinators at each subsidiary.

<sup>11</sup> Analysis conducted in 15 countries, for the Dairy division, and the Early Life Nutrition division (milk categories only). 2017 data based on distribution panels (i.e: Nielsen, IRI, Euromonitor). Overall, Danone's volume distribution in the analysed countries showed to be similar to some of the country's population socio- economical level distribution.

<sup>12</sup> Danone Drone takes data from market research platforms such as Nielsen. ABCDE classification by Nielsen Admosphere is defined as a categorisation of household socio-economic score. It consists of 8 categories A, B, C1, C2, C3, D1, D2 and E which are defined as socioeconomic score octiles of all household population. Report available : 63bbd2d3fe573c4b3e77bf2c\_Nielsen Admosphere ABCDE classification - specification 2023.pdf (webflow.com)

- In 2022, **Danone Japan** conducted a brand analysis by socio-economic level to identify people's needs, particularly to provide affordable price point for lower socio-economic groups. This assessment allowed Danone to keep the price of brands targeted at low-income populations stable, despite inflation and ongoing economic stress in 2022.
- **Danone Argentina** and **Danone Egypt** have developed specific healthy products for price points affordable to middle- and low-income consumers:
  - In Argentina "Gran Compra" and "La Serenísima Clásico" brands developed a special format "sachet" for yogurt to reach households in lower socio-economical levels.
  - In Egypt the "Dango" brand targets A, B, C1, and C2 populations, and sells yogurt and flavored milks that are fortified with Vitamins A, D3, B6, zinc, and iron. The brand has a particular product format commercialized at a lower price for rural areas: this product represents 50% of the brand sales.
- In **Danone South Africa**, NutriDay dairy snacks contain critical micronutrients known to be lacking in the diets of South Africans, including vitamin A, vitamin D and zinc. NutriDay dairy snacks have been specifically developed to offer an affordable entry point into the dairy category and ensure that price sensitive consumers can continue to access the nutritional benefits of these products.

Additionally, guidance provided internally equips subsidiaries in improving the affordability of Danone's healthy products through the implementation of discounts, price promotions or coupons.

- In 2020 the National Diet and Nutrition Survey results indicated that around 16% of adults (aged 19-64 years old) in the **United Kingdom** have poor vitamin D status, with dietary intakes of vitamin D below the recommended levels in all age groups. Alpro's "This is Not M\*lk" plant-based oat drink, fortified with vitamin D, calcium, and iodine, launched an online activation with Tesco, including 90% off coupons for 100,000 customers and exclusive discounts for Clubcard users.
- In 2022, Carrefour and **Danone France** co-launched with other manufacturers a livestream cooking activation. The recipes included were certified as healthy (NutriScore A) and incentivized healthy affordable products choices. The objectives of this activation were to promote balanced recipes, to encourage flexitarian behaviours and to increase their affordability. This collaboration won the 2022 Sirius prize for the best industry-commerce collaborative practices that meet societal and consumer expectations.
- In **Danone Mexico**, a monthly analysis is done to offer discounts and promotions for healthy products through all its channels. 60% of promotions are directed to stores in low socio-economic areas.

We continue to improve the affordability and accessibility of healthier products in collaboration with key stakeholders such as governments and retailers.

- **Danone North America** actively supports the Woman Infant and Children program (WIC) program, a government run program funded federally and administered through the states. Eligible families receive monthly benefits that increase their purchasing power to obtain specific healthier food items such as yogurt and milk at many retailers. Through this program, food companies and retailers play an important role to help priority populations meet the nutritional requirements.

## Action Area 2 - Improve reach and accessibility of our products

Danone has a formalized "Route to Market" program, enabling the company to improve and shorten distribution channels to make its products accessible in areas such as large suburbs, rural areas, favelas, and townships.

- **Danone Canada** has a partnership with two of the largest distributors GFS & Sysco who have 24 warehouses nationally. This partnership enables Danone to ship products north into more remote areas, like the Yukon and Northwest Territories.

In emerging countries, Danone is developing new local retail models through large networks of independent sellers to provide access to affordable healthy products.

- **Danone Egypt** has expanded access to culturally relevant and healthy products for low-income consumers in difficult to reach rural areas, whilst also creating job opportunities for small distributors and improving the income of traders. In 2022, there were 310 small distributors reaching approximately 21,000 merchants and serving 3 million consumers. Similar models have been developed in Kazakhstan for dairy and Mexico for waters.

In 2023, Danone's Route to Market program allowed an increase in the number of micro distributors in countries such as Egypt, Algeria, South Africa and Nigeria.

Reaching isolated areas can be a challenge fostering product innovation.

- Our **FanMilk** business located in West Africa and our business unit located in **South Africa** are both working on developing ambient yogurt to enable safe distribution in distant markets for the Central Africa population.

In 2022, 48% of subsidiaries activated solutions to improve the affordability or physical accessibility of our healthy products for low- or middle-income consumers. Furthermore, Danone has implemented commercial activities to improve the accessibility of healthy foods and to address micronutrient concerns.

- In 2021, in collaboration with Ahold Delhaize, **Danone Netherlands** co-created a "healthier kids shelf" by only offering healthy food labelled NutriScore A and B.

## Danone's social innovation platforms and Danone's contribution to non-commercial initiatives: A complementary approach to reach as many people as possible

Access to food and water and affordability are priorities which we undertake through our core business and through [our social innovation platforms](#): [Danone Communities](#)<sup>13</sup> and [Danone Ecosystem](#)<sup>14</sup>. These two driving forces strive to bring

<sup>13</sup> Created in 2007 by Danone, Danone Communities and its partners invest 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". In particular, Danone Communities invests equity in social businesses in two main fields: (i) access to safe drinking water, (ii) access to healthy local nutrition

<sup>14</sup> In 2009, the Group created the Danone Ecosystem Fund ("Fonds Danone pour l'Ecosystème"), 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. Once projects are selected, they are deployed by non-profits. Since its creation, Danone Ecosystem has supported projects in five areas: regenerative agriculture, micro-distribution, inclusive recycling, healthy food and diet, and sustainable management of land and catchment areas. As of December 31, 2022, the Danone Ecosystem Fund had 35 active projects worldwide, representing a total commitment of € 80,300,000 (€78,400,000 as of December 31, 2021). Since 2022, the endowment fund is completed by an eponymous association "loi 1901".



systemic nutrition solutions to low- and middle-income populations and to those who have difficulties accessing healthy foods and safe drinking water.

- Danone Communities aims to empower innovative social entrepreneurs to achieve sustainable social impact by investing in three fields: access to safe drinking water, healthy local nutrition, and sustainable food systems. 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 and its partners invest 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". Danone Communities today backs 18 social companies in 25 different countries.
  - In 2023, **Danone**, at a global level, strengthened its engagement in providing access to safe drinking water to as many people as possible by launching with INCOFIN, the Water Access Acceleration Fund, the first-ever impact fund dedicated to investing in safe drinking water businesses. This fund aims to provide 20 billion liters of water to 30 million people by 2030, mainly in Africa and Asia, by investing in innovative water businesses that provide affordable, safe drinking water to underserved populations. This initiative builds on Danone Communities' experience in water access, and it is part of Danone's commitment to water access for low-income populations.
  - With the support of **Danone Communities**, the mission of the **Malin Program** in France is to provide access to adapted nutrition to vulnerable families with children, by providing nutritional advice as well as budget offers to access adapted food (20% to 80% off vouchers on infant nutrition and vegetal oils for instance). In 2022, more than 100,000 families were reached. Malin is a multi-stakeholder program recognized by the French government as innovative and efficient.
  - Founded in March 2006, in Dhaka (Bangladesh) with the support of **Danone Communities**, **Grameen Danone Foods, Ltd (GDFL)** sells Shokti + yogurt, a product that helps to fulfill children's nutritional needs by delivering 30% of the daily requirement for iron, zinc, vitamin A, and iodine, at an affordable price through a dense distribution system serving both urban and rural populations.
  - In Indonesia, **Danone Communities** is supporting **Nazava**, an innovative household ceramic filter solution, reaching 400,000 people, commercialized through micro-finance institutions and online channels. **Aqua Indonesia** has partnered with Nazava to equip 350 schools, enabling safe drinking water access for 80,000 students.
  - Since 2010, **Naandi Community Waters**, a social business funded by **Danone Communities**, installs, and operates safe water kiosks in rural India, where the water is highly polluted, reaching 300,000 people every day and growing steadily for 10 years.
- Danone Ecosystem's projects play a crucial role in addressing local issues at their root. By actively engaging with many different stakeholders, Danone Ecosystem's general interest projects aim to emphasize the significance of producing, consuming, and recycling food that promotes social improvements, human health, and environmental well-being. For the past 14 years, grants to more than 90 NGOs have allowed the creation of 100+ projects. To date, over 76,000 stakeholders, including farmers, healthcare professionals, waste pickers and experts have invested their time and energy to solve local challenges. Their empowerment has reached an ecosystem of over 5.5 million people.
  - **Danone Ecosystem with Danone Indonesia** deploys the Warung Anak Sehat - also called Canteen Ladies project - that empowers women entrepreneurs who are opening health food kiosks near urban schools, helping to address childhood malnutrition by facilitating access to affordable healthy food. In 2021, the project addressed this health challenge feeding more than 24,000 children while creating work opportunities for more than 350 women in the Java area.

- **Danone Ecosystem with Danone Brazil** launched “Kiteiras”, an initiative that focuses on establishing a direct-to-consumer distribution program specifically designed for women residing in the poorest communities of Brazil. By creating a micro-distribution network of door-to-door vendors, the program ensures access to nutritious food and hygiene products within the favelas. Through the dedicated efforts of trained and motivated “Kiteiras women distributors”, this initiative has positively impacted thousands of individuals, granting them access to nutritious products and valuable information on enhancing their nutrition habits and overall well-being. Many of them have successfully transitioned from unhealthy dietary practices to adopting healthier choices, with a significant impact on improving infant feeding practices.

Education plays a fundamental role in sustainable healthy eating and drinking. Beyond delivering healthy and affordable food, Danone together with Danone Communities, Danone Ecosystem, Danone Institutes, and other stakeholders, develops education programs to promote nutritious and healthy diets for children, parents, and patients.

- In **Danone South Africa**, the Danone Nutriday Tubs2Classrooms program reaches 85,000 primary school learners each year. The objective of the program is to teach children about the importance of healthy eating and dairy, the role of micronutrients in the body, and the importance of recycling. The program includes donations of Nutriday samples for the participating learners.
- In the frame of the White House Conference on Hunger, Nutrition and Health, held in 2022, **Danone North America** also committed to invest \$15 million by 2030 in multi-stakeholder education initiatives to drive evidence-based healthy eating behaviors and diet-related health outcomes, intending to reach more than 30 million Americans per year.
- The previously mentioned **Danone Communities** and **Danone Ecosystem** programs: Malin program, Kiteiras and Canteen Ladies, also provide education about healthy eating habits and healthy nutrition.
- “Fluye”<sup>15</sup> is a collaborative project between **Danone Spain**, **Danone Ecosystem** and the Fundación Trilema. It aims at providing education for children to develop better eating and hydration habits through the implementation of a school kit for teachers, parents and children as well as empowering the canteen staff. In 2022, the project was already present in 139 schools in the country, involving 1995 teachers and impacting 43,080 children.
- **Danone Institute Mexico**, with a group of experts in the field, developed an educational strategy to promote plain water consumption in children from 1<sup>st</sup> to 3<sup>rd</sup> grade in 50 elementary schools<sup>16</sup>. To demonstrate the efficacy of the educational strategy in collaboration with the National Institute of Pediatrics, an intervention was implemented, showing that the educational strategy and water availability helped increase plain water consumption and reduced sugar sweetened beverages consumption in children.<sup>17</sup>
- As part of the efforts to participate in the health and wellbeing of the nearly 100,000 **Danone** employees in more than 57 countries, the program BeWell by DanCare, aims at providing Danoners with education to foster healthy and sustainable food choices, as well as improving the access to healthy foods in Danone locations.

In addition, Danone contributes to non-commercial initiatives to address undernutrition and micronutrient deficiencies. We work with local partners and food banks to improve access to nutritious foods for those in need.

- As part of the internal food waste reduction program Battle Against Waste, **Danone**, at global level, works in partnership with The Global Foodbanking Network (GFN) to facilitate product donations to food banks across the globe. According to annual reports from food banks<sup>18</sup>, in 2022, the Danone & GFN partnership provided more than the equivalent of 7,207,767 meals donated across 10 countries (Argentina, Australia, Brazil, Bulgaria, China, Ghana, Mexico, Turkey, South Africa, and the UK).

<sup>15</sup> <https://www.proyecto-fluye.com/proyecto-fluye/> and <https://alimentandoelcambio.es/educacion>

<sup>16</sup> <https://prefieroaguasimple.com/>

<sup>17</sup> Pimentel-Hernández, C., González-Zamora, J. F., Medina-Cortina, J. H., García-de la Puente, S., & Arredondo-García, J. L. (2020). Effectiveness of an educational strategy to increase plain water consumption in children. *Salud Pública de México*, 61, 486-494.

<sup>18</sup> The Global Foodbanking Network annual report (2022) | Full report available at: [FY2022 Annual Report \(foodbanking.org\)](https://www.foodbanking.org/)

- In 2021, **Danone Canada** reinforced its 25-year partnership with Breakfast Club of Canada by announcing a \$1.2M (CAD) multi-year commitment to open new breakfast programs in communities where needs are the greatest. To mark the first year of this engagement, in 2022, four breakfast programs were launched in indigenous communities in Northern Alberta, Manitoba, and Nunavut, offering daily healthy nutritious breakfasts to more than 700 children in remote areas, where food access can be challenging.
- **Danone North America** actively supports federal feeding programs like the Supplement Nutrition Assistance Program (SNAP), and school meals. We actively engage with governmental bodies to strengthen public-private partnerships and contribute to the improvement and expansion of these programs.

**Through our actions and commitments, we improve accessibility of our products and provide affordable offerings, because Danone's mission of Bringing Health through Food to as many people as possible is at the heart of who we are and everything we do.**

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