

A close-up photograph of a young girl with blonde hair and blue eyes, holding a clear glass of water to her lips and drinking. The background is softly blurred, suggesting an indoor setting with natural light.

ONE HEALTH ACHIEVEMENTS

2016-2020

REPORTING ON THE FIRST
PHASE OF DANONE NUTRITION
COMMITMENTS

NUTRITION and HEALTH at DANONE:

a cycle of continuous
improvement, led by science
and by our consumers

1 THE FOOD REVOLUTION

In June 2017, discussions between business leaders at the annual Consumer Goods Forum – representing the world’s best-known food brands and their mass market retailers – took an unexpected turn.

2 ONE PLANET. ONE HEALTH

In 2017, Danone unveiled a new company signature, ‘One Planet. One Health - the expression of our ambition and efforts to drive the new Food Revolution together with our consumers,



3 DANONE’S HISTORIC COMMITMENT TO NUTRITION AND HEALTH



2005

First targets
and action
frames



2009

Food, Nutrition
and Health
Charter



2016

Nutrition
commitments
declaration



2020

Nutrition
commitments
landing

1 THE FOOD REVOLUTION

In June 2017, discussions between business leaders at the annual Consumer Goods Forum – representing the world’s best-known food brands and their mass market retailers – took an unexpected turn.

Danone CEO Emmanuel Faber created headlines by declaring that the global Food System is beginning to break down. In the past decades, it has become a victim of its own achievement: successfully feeding a rapidly growing population. But by treating food mostly as a commodity driven by market forces, the globalized food system also contributes to social and environmental damage, including high levels of diabetes and obesity in many communities, major effects on climate change and disruptions to biodiversity and the ecological balance of nature.

Danone’s call in 2017 was for a radical transformation of the Food System - to be more local, more healthy and more friendly to the environment, with inclusivity and transparency as a fundamental requirement.

For years now, many have joined the Food Revolution which calls for the adoption of healthier diets and more sustainable ways of designing, producing and marketing food. This revolution is being led, not only by companies, but by ordinary people - a new generation of self-aware, planet-aware consumers who believe, as we do, that each time we eat and drink, each of us can vote for the world we want.

2 ONE PLANET. ONE HEALTH

In 2017, Danone unveiled a new company signature, One Planet. One Health - the expression of our ambition and efforts to drive the new Food Revolution together with our consumers, customers and a broad set of stakeholders, and to reflect our strong belief that the health of people and that of the planet are interconnected.

But for a company like Danone, this statement of ambition and new purpose was not revolutionary, but simply a logical and timely next step in our multi-decade journey to offer our consumers the benefits of health through what they eat and drink.

With a long-standing mission to bring health through food to as many people as possible, Danone is a leading multi-local food and beverage company that builds

on health-focused and fast-growing categories: Essential Dairy and Plant-based products (EDP), Waters and Specialized Nutrition (SN).

In all our business activities – Research and Innovation, Ingredient Sourcing and Manufacturing, Transparent Labelling, Brand Support and Responsible Marketing – Danone always aims to inspire healthier and more sustainable eating and drinking practices. In our sourcing, we work to encourage agricultural practices that protect soil, plant diversity and water resources, and, as a result, ensure the long-term sustainability of our food systems.

More than a vision, Danone has made of One Planet. One Health its frame of action, aligned with the UN SDGs.

3 DANONE'S HISTORIC COMMITMENT TO NUTRITION AND HEALTH

2005

First targets and action frames

To maintain continuous nutritional improvement of our products, we began deploying a set of comprehensive internal nutritional targets. We applied them in product renovation and innovation projects as part of a “Nutrition Check” procedure embedded in the company’s project management system.

2009

Food, Nutrition and Health Charter

We decided to cement and formalize our leading position as a Healthy Nutrition company, with the publication of our first Food, Nutrition and Health Charter: a means to openly share our journey for improving nutrition and consumer health in the 21st Century.

The Charter was a timely response to growing societal concern over health issues related to under-nutrition, over-nutrition and other diet-related problems. It is also the company’s resolve to further intensify its commitment to better understanding consumer needs.

Danone’s approach is to continuously adapt the nutritional quality of products and develop relevant, scientifically demonstrated health benefits, and to concurrently invest in research that anticipates tomorrow’s health and nutrition challenges.

2016

Nutrition commitments declaration

Building on the foundation provided by the 2009 Charter, we announced a set of six [Nutritional Commitments](#) from 2016 to 2020, with clear targets for performance and an enhanced governance, including external monitoring and annual certification of our progress.

In the spirit of continuous improvement, the value of setting targets in a medium-term (5-year) timeframe is twofold. It incentivizes the organization internally to pursue and achieve a challenging but attainable number of objectives, and it invites stakeholders externally to follow and judge for themselves the project's progress over time. The stated aim behind the commitments was the company's desire to help people adopt eating and drinking habits that are both healthy and relevant for them, whatever their age, culture or personal preferences. For Danone, nourishment goes beyond foods and beverages and should be considered in its broadest sense, including nutrition, taste, social and cultural dimensions. We call this holistic approach: Alimentation.

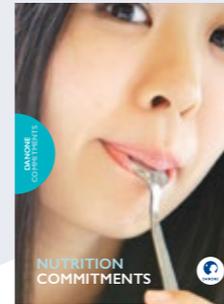
2020

Nutrition commitments landing

At the end of 2020 and the end of the cycle, we have reported total success in some areas and substantial advancement overall.

Read on to learn about our achievements regarding our six commitments.

DANONE'S NUTRITION COMMITMENTS: CYCLE 2016-2020



At the end of 2020 and the end of the cycle, we have reported total success in some areas and substantial advancement overall.



Commitment:
Continuously improve the nutritional quality of our products

Target:
100% of volumes in line with the 2020 Nutritional Targets

2020 landing
86%



Commitment:
Design healthier alternatives relevant for consumers

Target:
Quality food habits data available in 100% of our strategic markets

2020 landing
50%



Commitment:
Further reinforce our expertise on the understanding of local nutrition practices and public health contexts

Target:
100% of the strategic scope covered by 3 types of studies

2020 landing
Nutrition situation **88%**
Food habits **62%**
Food cultures **29%**



Commitment:
Contribute to address local public health challenges on which Danone can have a most favorable impact through partnerships

Target:
100% of top 15 countries covered with documented consumer programs on health causes

2020 landing
100%



Commitment:
Develop even more responsible marketing practices, especially to children

Target:
100% of major markets with local disclosure of commitment

2020 landing
87%



Commitment:
Provide the most appropriate product labelling to encourage healthier practices

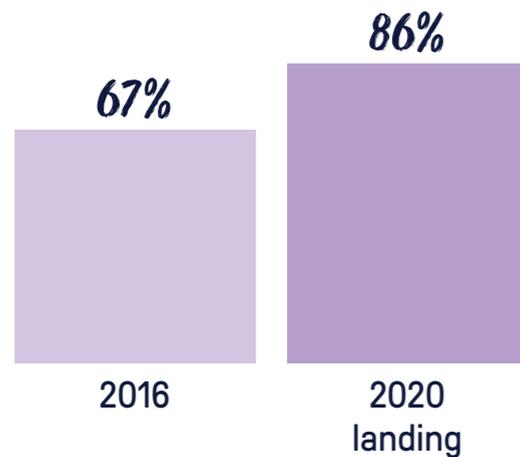
Target:
100% of volumes with full nutritional information

2020 landing
83%



Commitment : Continuously improve the nutritional quality of our products

Target : 100% of volumes in line with the [Nutritional targets 2020](#)



In 2016, we have defined and disclosed comprehensive Nutritional Targets across our categories, including nutrients to limit (sugars, fat, salt...) and nutrients to encourage (protein, calcium, iron..).

At end 2020, we are almost at 100% in our Specialized Nutrition and Waters businesses. The dairy business reached 73%, up from 54% at the start of the cycle.

Our commitment was challenging, mainly regarding sugar content.

The main thing we have learned is that progress can only be achieved if we move steadily and surely, with incremental changes that allow consumers to adjust happily to different taste profiles, without sudden discontinuities and surprises.

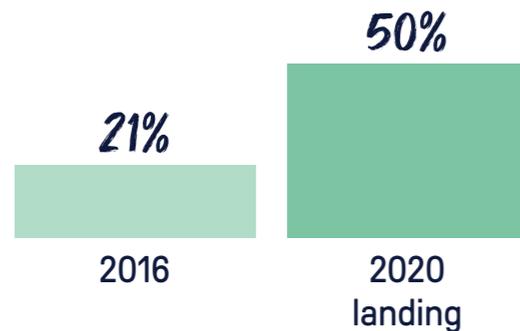
An excellent example is the success of our global Danonino brand – which remains as popular as ever among children, while delivering a 25% reduction in added sugars since 2014. Read about further concrete actions on page 22-27.





Commitment : Design healthier alternatives relevant for consumers

Target : High-quality data on food habits available in 100% of our strategic markets* in key geographies

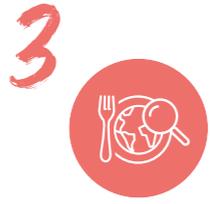


* Selection of subsidiaries in 20 countries representing 74% of Danone sales in 2020.

Healthier Choices studies: a distinct and ambitious means to drive healthier habits.

17 of Danone’s major markets have built the capacity to gather data independently and carry out local Healthier Choice studies, on fluid as well as food consumption. Many of them have also monitored the portfolios of their peers on the supermarket shelf, with the goal of ensuring that Danone maintains its lead in healthier options.

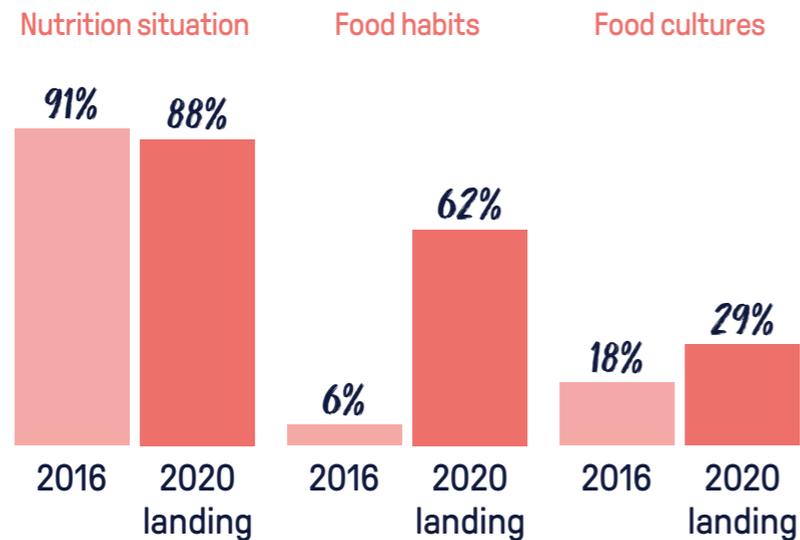
The insight from these studies has brought new fuel to the innovation process, in particular the development of cross-category innovation trends such as trusted local sourcing, organic ingredients, and all-natural recipes. Further progress, however, is required in this area. With better data on the ‘switching behavior’ of consumers as they move towards healthier options and dietary choices, our innovation teams will be better able to find new opportunities to satisfy demand and propose healthier choices. Read more on page 58-59.



Commitment :

Further reinforce our expertise on the understanding of local nutrition practices and public health contexts

Target : 100% of the strategic scope* covered by 3 types of studies



* Selection of subsidiaries in 20 countries representing 74% of Danone sales in 2020.

Knowledge of local context is key to our ‘local first’ approach in innovation.

This holistic model, which reflects Danone’s vision on the importance of food and drink in society, has been adopted wholly or in part by our different businesses in 47 countries, over the last five-year cycle. Insights from these studies are valuable in two ways. They allow us to evaluate the place that own categories and products occupy in a particular local diet; and they give us a baseline from which to advocate for positive change, with partners and with competent authorities, in the context of the Food Revolution. Studies started in 2003.

Read the educational approach of each type of study and what they bring on page 16-18.

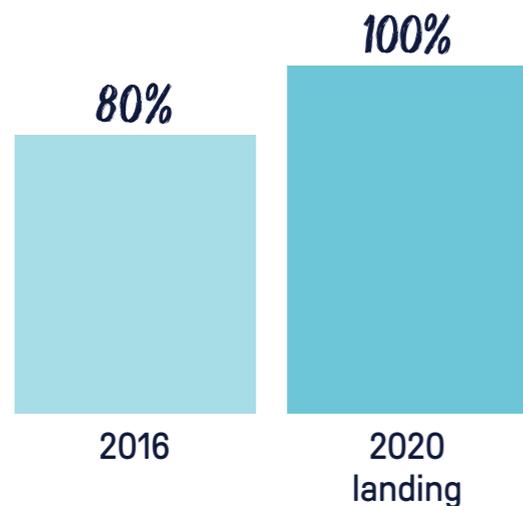
4



Commitment :

Contribute to address local public health challenges on which Danone can have a most favorable impact through partnerships

Target : 100% of top 15 countries covered with documented consumer programs on health issues



In the last five-year cycle, we fully achieved our commitment to continue or to embark programs to raise awareness on topics of concern in nutrition and hydration, and to encourage a change in dietary habits. 53 programs were implemented around the world.

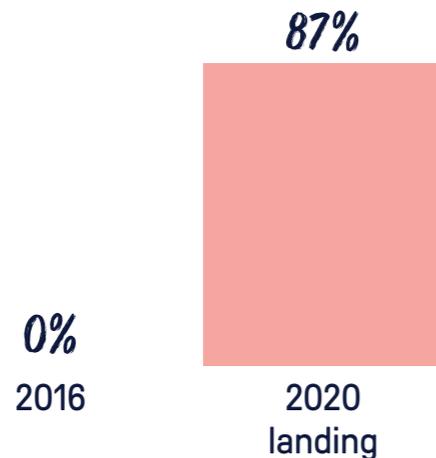
The full range of life stages are targeted through one of these programs. A key focus for Danone and its many partners has been to encourage physical activity and better diet habits in school-age children. This is an area of great concern in many countries where rising levels of childhood obesity are reflected in an acceleration of early-onset diabetes and other diseases, burdening both families and healthcare systems. It is also an area where Danone and its partners can bring about the most positive changes, because good eating and drinking habits formed in early youth can last a lifetime. Creative and engaging school programs have impacted the futures of a whole generation of young people. New generations of schoolchildren will follow in their steps. We and our partners are committed to continuing our efforts to educate and inform them, as well as their parents and caregivers. Read more on page 41-43.

5



Commitment : Develop even more responsible marketing practices, especially to children

Target : 100% of major markets* with local disclosure of commitment



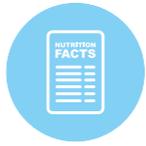
* 23 major selling countries representing 85% of sales of Essential Dairy products and Waters businesses.

In the food industry, aggressive and sometimes deceptive marketing practices, especially in which children are targeted, have weakened the critical bond of trust between producers and consumers.

Danone has always maintained a strong global commitment to responsibility and voluntary restraint in the advertising and promotion of its products. In the last five-year cycle, we decided to embed our commitments locally, to ensure the greatest transparency and the highest levels of compliance.

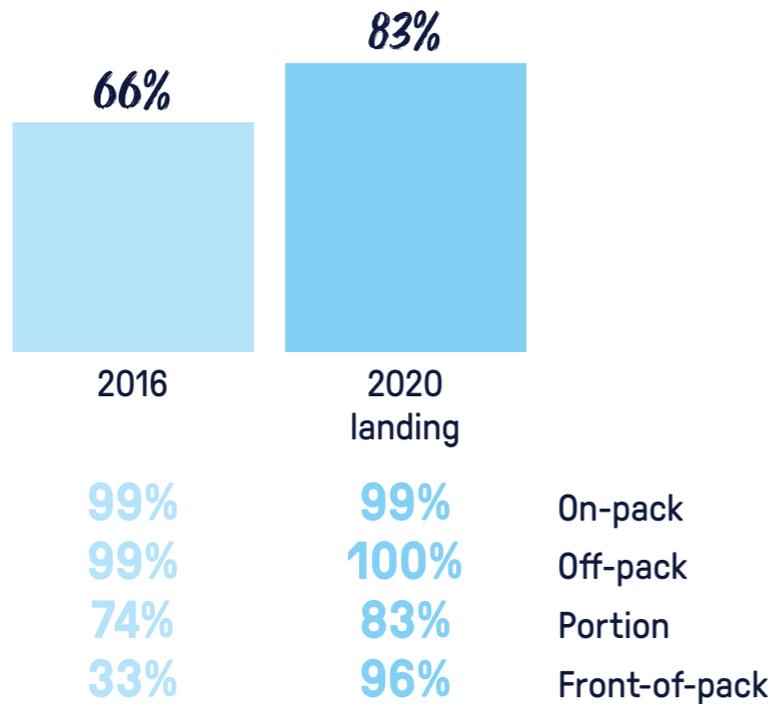
In 20 out of 23 of our major markets, we have now published Local Pledges that fully address consumer concerns and sensitivities in two areas of high public concerns. They include Marketing to Children (so-called M2K Pledges) and Marketing of Breastmilk Substitutes (so-called BMS Pledges). Read what has been done further on page 56-57.

6



Commitment : Provide the most appropriate product labelling to encourage healthier practices

Target : 100% of volumes with full nutritional information: on-pack, off-pack, portion guidance and front-of-pack (FOP) where applicable



Our commitment was very ambitious (100% on 4 components on entire products).

Danone has been able to celebrate substantial advances for consumers during the 2016-2020 five-year cycle mainly concerning front-of-pack labelling. Read what has been done further on page 52-55.

A young girl with dark curly hair is shown in profile, drinking from a clear glass of water. She is wearing a white shirt and is seated at a wooden table. The background is softly blurred, showing a white chair and a light-colored wall.

What's next on the horizon

We are fully committed to “locally impacting people’s health” as part of the **Danone 2030 goals**.

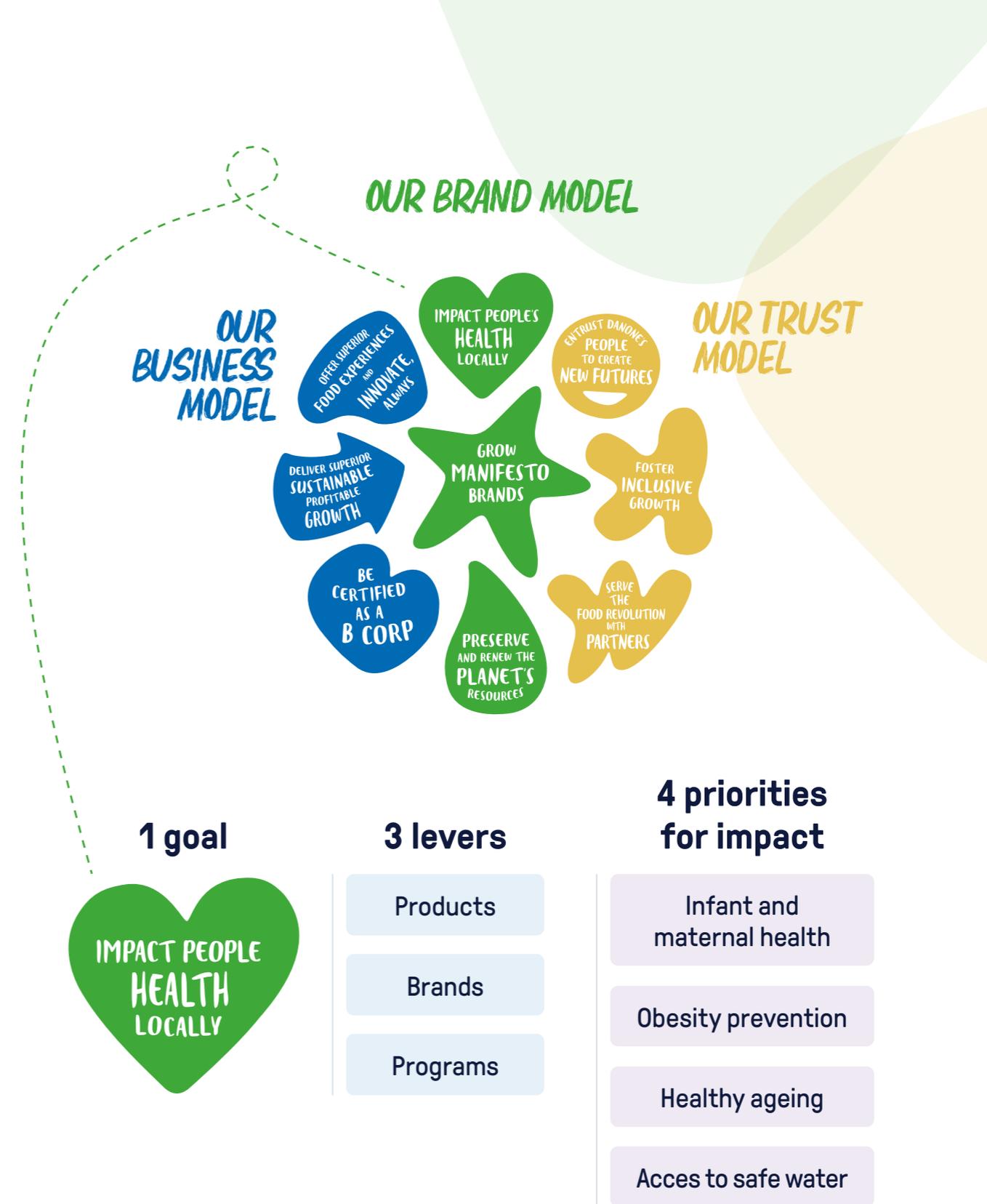
In 2018, in line with our One Planet. One Health frame of action and to adequately respond to the challenges and opportunities of the ongoing Food Revolution, we have defined our **Danone 2030 Goals**.

The integrated set of nine long-term goals embeds Danone’s business, brand and trust models. They are aligned with the 2030 Sustainable Development Goals of the United Nations, thus adopting language that is universally understood.

The Goal “Impact people’s health locally” aims to improve eating habits.

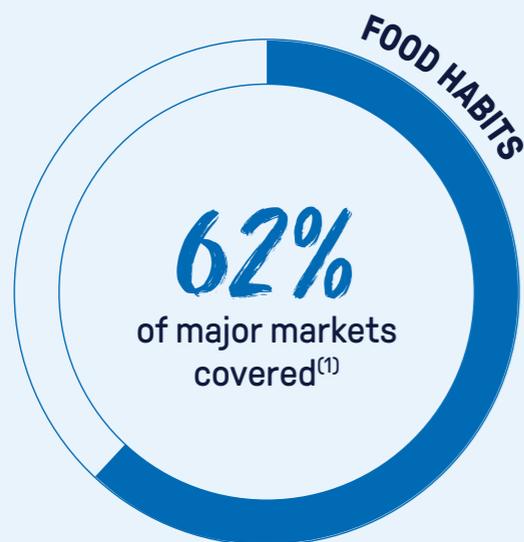
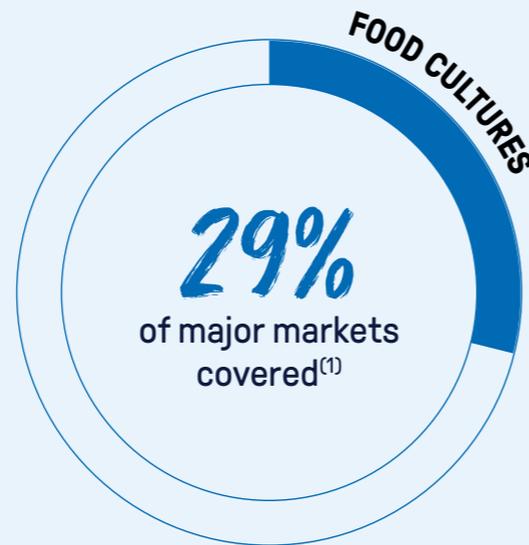
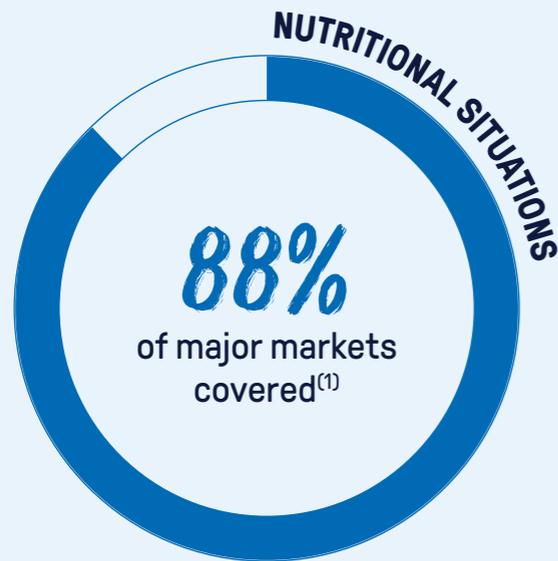
To achieve the ambition, our current Health Strategy leverages our in-depth understanding of local health challenges, food habits and food cultures , and is currently based on three actionable areas: our products, our brands and our programs.

In the future, we intend to go one step further. Our new nutrition commitments will intend to positively contribute to the impact on four public health priorities which are infant and maternal health, obesity prevention, healthy ageing and access to safe water. These health priorities were identified based on 2 criteria: impact relevance vs. public health priorities and impact potential, in other words our ability to have a significant impact.



Further reinforce our expertise on the understanding of local nutrition practices and public health contexts

Commitment #3 ACHIEVEMENT AT END OF 2020



A concrete example to highlight the interest of an upstream study, to identify the real needs.

(1) Scope: Selection of subsidiaries in 20 countries representing 74% of Danone sales in 2020.

Danone had wanted to create a mobile app to optimize menus for tight budgets. It targets French low income families towards healthy food practices. This initiative was born from the #Intrapreneurs4good program.



A socio-anthropological study was conducted among 21 families to know their daily eating, purchasing and digital habits. It pointed out that the initial solution was not adapted to families' needs and habits.



The solution has been pivoted to an application to help families to identify all relevant food promotions (thus addressing a pain point) and insisting on Nutri-score* A et B products.



* Read more on Nutri-score on page 52

In-depth knowledge of local contexts

For many years, Danone has gathered data on food habits and food cultures in the countries where it operates. Three types of studies exist to fully explore the local context.

Nutritional Situations

- Nutriplanet: A comprehensive analysis of local nutrition and health contexts based on a review of scientific literature, and enhanced by interviews with local experts and key opinion leaders. This tool enables us to gather, for a single country, all existing scientific facts and figures like nutritional recommendations, nutritional status of the population, nutritional programs in place, prevalence of major diet-related diseases and main public health concerns.

Food Habits

- Dietary intake assessment: We use local dietary data to understand what (as well as when, where, etc) people eat and drink, and to compare intakes to dietary and nutrient recommendations. In countries where it exists, we use data from national dietary surveys mainly carried out by government and research institutes; or we conduct our own surveys where they are lacking.
- Fluid intakes: Accurately measuring drinking habits requires specific surveys. The Waters business has developed, scientifically validated and published a novel approach to data on individual drinking habits at population levels. These surveys are conducted regularly and their main results published in peer-reviewed journals.

Food Cultures

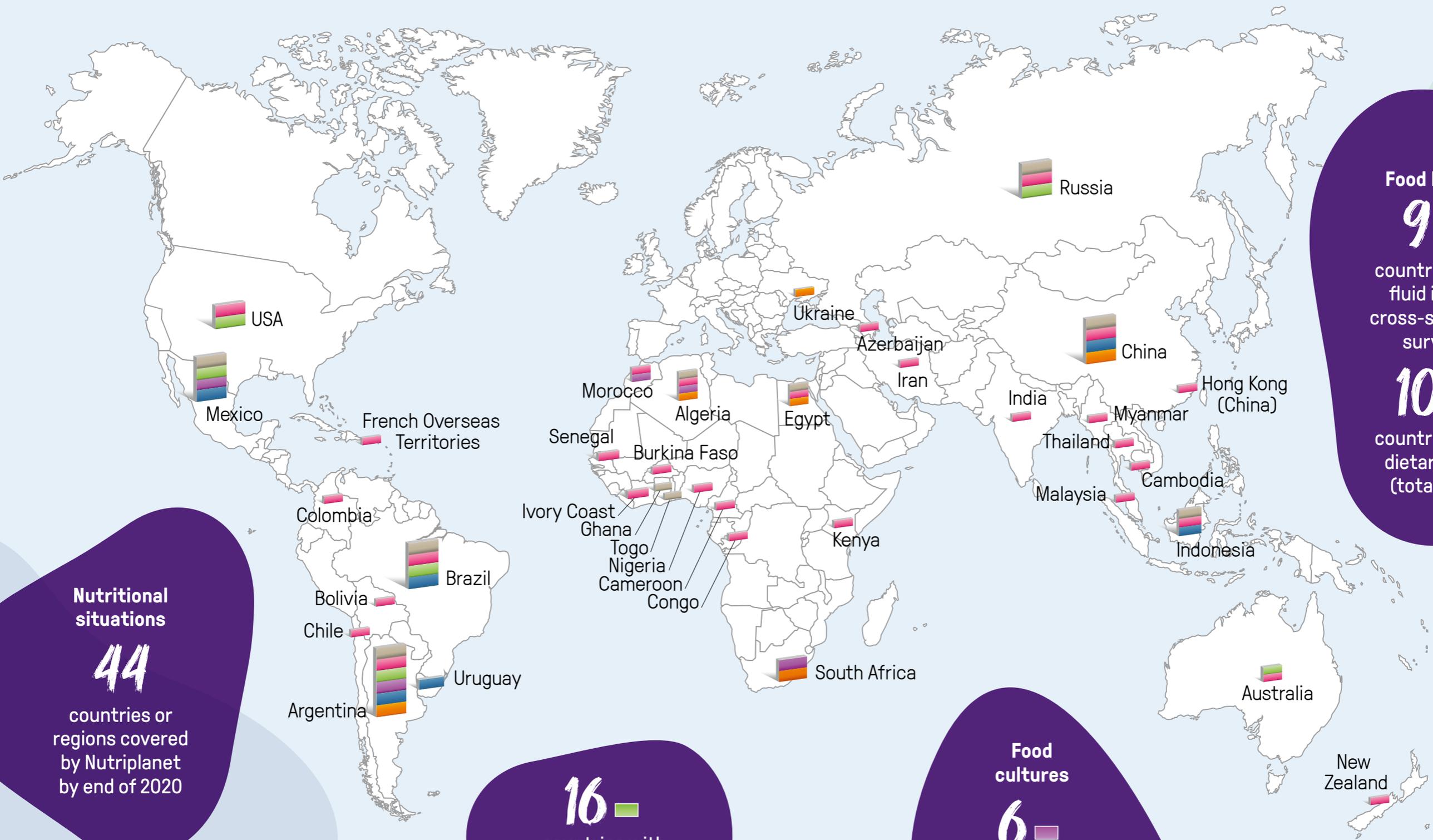
One major method to capture social and cultural aspects of alimentation.

FoodStyles is a comprehensive study generating data for a given community and at country level on people's real-life practices, norms and relationships with food: practices around purchasing, preparing and consuming; social, cultural or religious attitudes towards food; what role eating plays in local cultures, values and beliefs.

It enables us to capture daily eating realities and highlight people's routines and tensions. By knowing and understanding the socio-cultural dimensions of the way we eat and drink, we are able to design solutions that fit the culture and routines, and ensure that we contribute to strengthening favorable dietary habits. We do this by working in collaboration with experts in food socio-anthropology.

A partnership was signed in 2019 between Danone and the Food and Agriculture Organization (FAO) that includes sharing such data, starting with Egypt as a pilot country.

Through the year 2020, the data for inclusion in the FAO database has been prepared. The data are now ready for FAO to upload them and make them available to the public.



Nutritional situations

44

countries or regions covered by Nutriplanet by end of 2020

Food habits

9

countries with fluid intake cross-sectional surveys

10

countries with dietary data (total diet)

16

countries with additional focus on elderly people

Food cultures

6

countries with FoodStyles studies

Nutritional situations

44

countries or regions covered by Nutriplanet by end of 2020

=

13

countries with data on the whole population

+

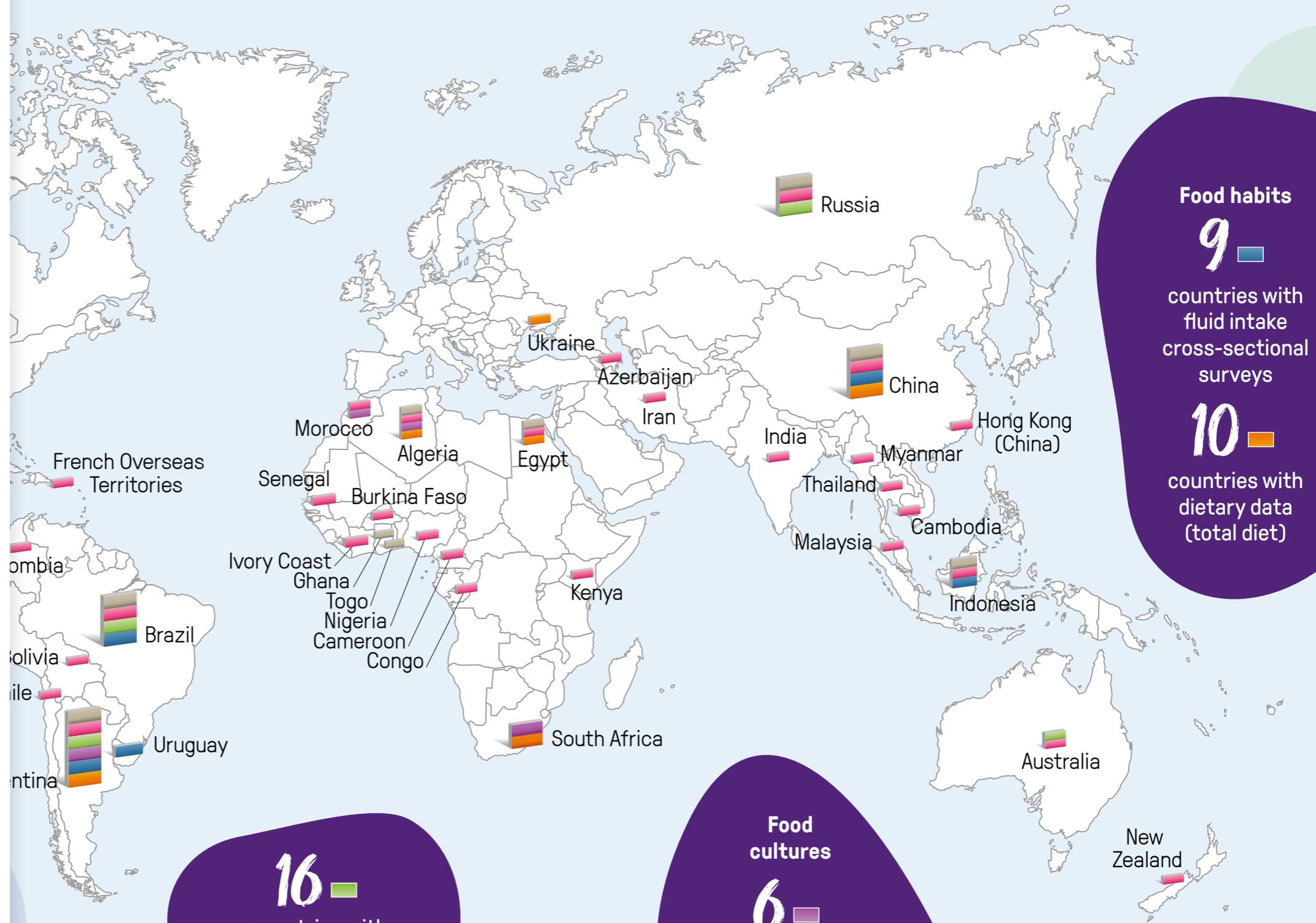
7

countries with data focused on adults and children over 3

+

24

countries or regions with data focused on babies and pregnant & lactating women



Food habits

9

countries with fluid intake cross-sectional surveys

10

countries with dietary data (total diet)

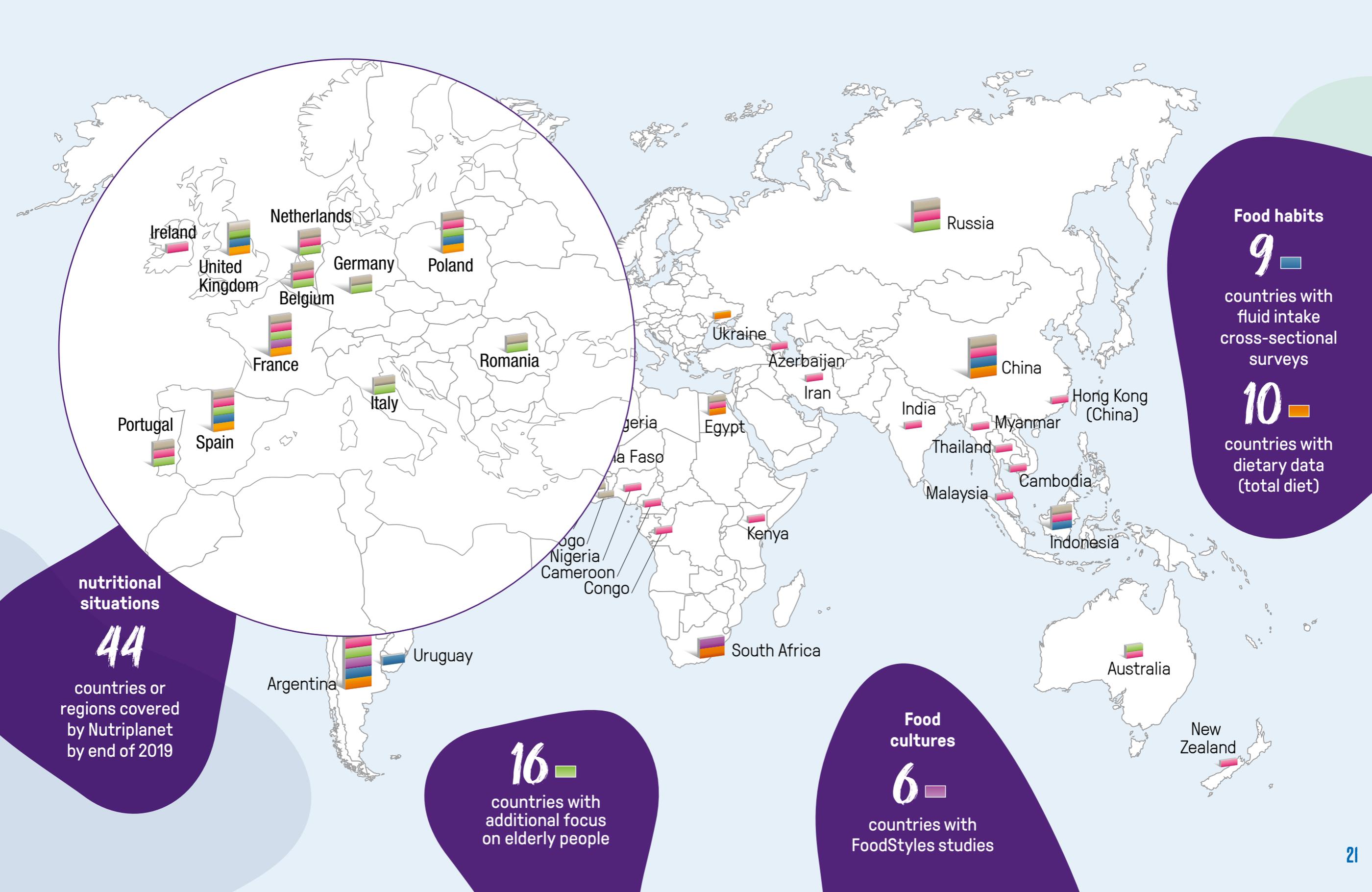
Food cultures

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countries with dietary data (total diet)

nutritional situations

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countries or regions covered by Nutriplanet by end of 2019

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countries with additional focus on elderly people

Food cultures

6

countries with FoodStyles studies

It all starts with what we offer

Our first lever is our products



This is the result of our strategic choice to build a unique health-focused portfolio.

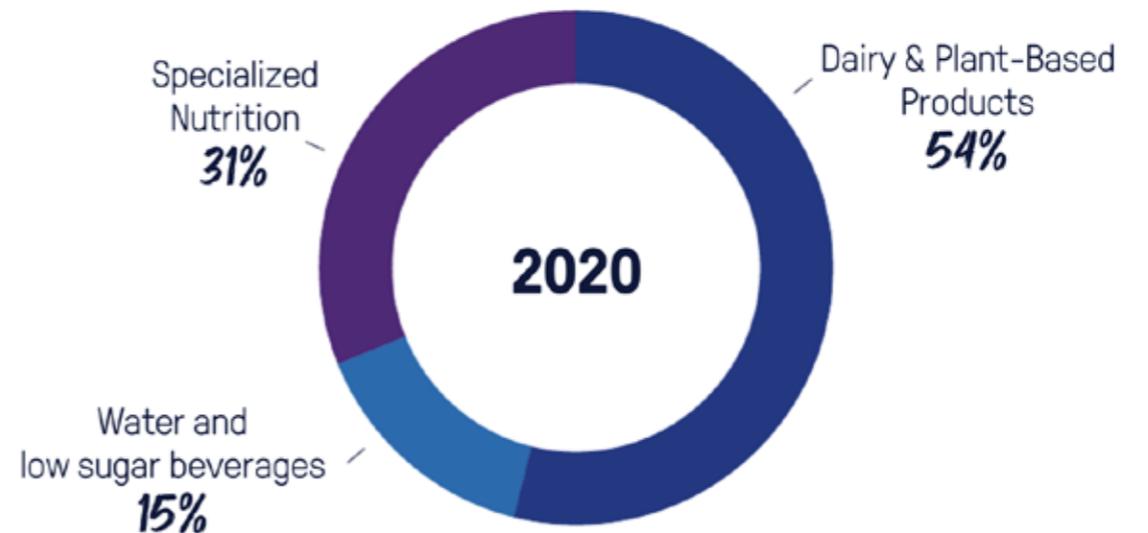
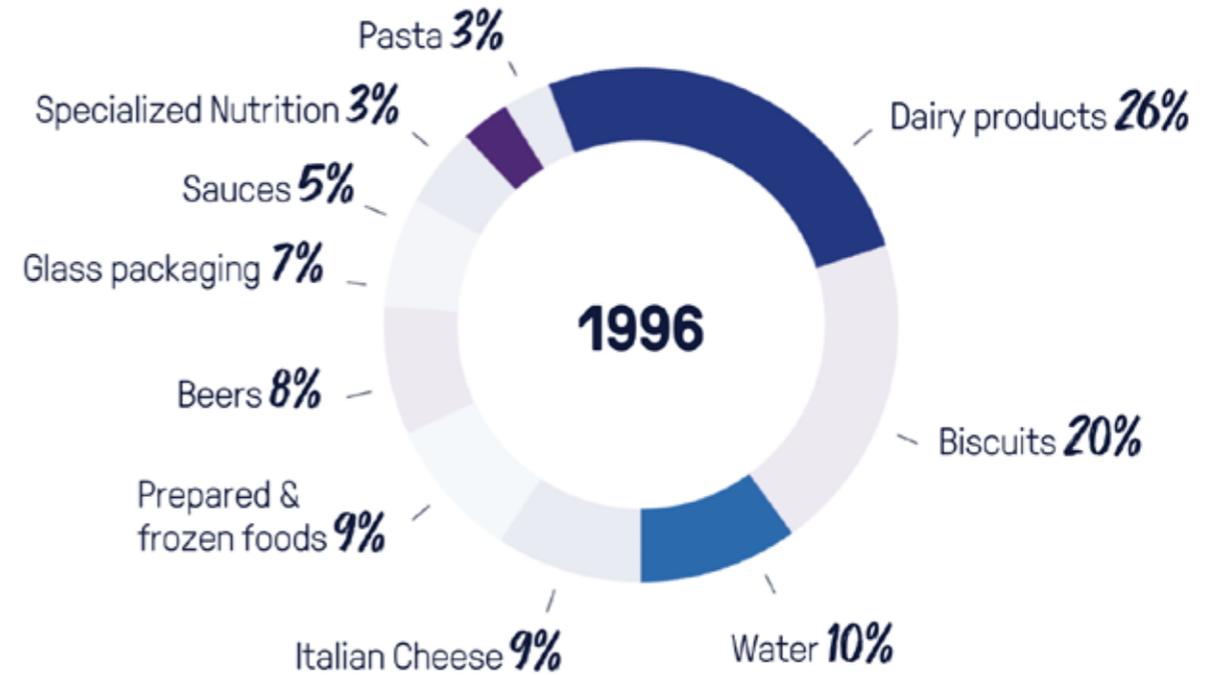
Discover a 25-year transformation journey

The remaining 10% are:

- low sugar beverages
- indulgence products
- cooking aids

(1) in the scope of the One Health Scorecard explained in page 84

Evolution of the composition of Danone sales in value:



It all starts with what we offer

Our first lever is our products



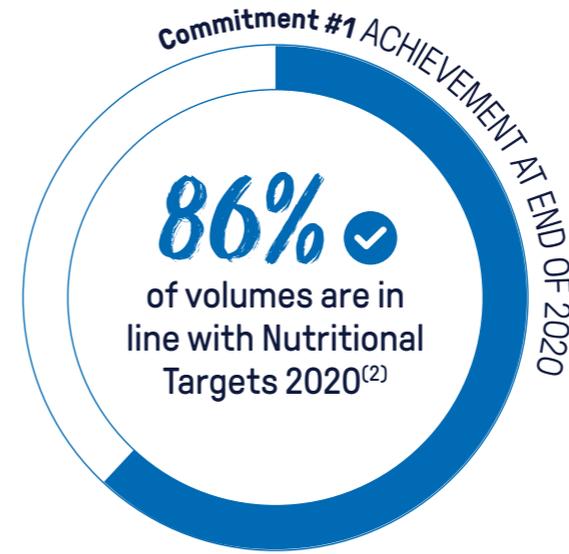
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Discover a 25-year transformation journey

The remaining 10% are:

- low sugar beverages
- indulgence products
- cooking aids

(1) in the scope of the One Health Scorecard explained in page 41



41%

of volumes sold in 2020 are fortified products⁽³⁾
2 examples among others



We are constantly improving **the nutrition profile of our recipes**



Research and Innovation has improved **our portfolio in order to address health issues**

(2) Danone [Nutritional Targets 2020](#)

(3) % of sales volumes having a fortified nutrient. Scope: Essential dairy products business and products for children under 3 years

We achieved a lot in 5 years.

100%

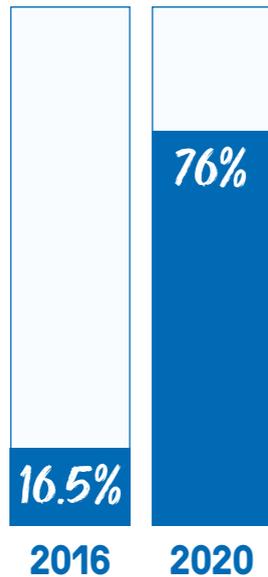
of volumes from infant milk and follow on formula is in line with our nutritional targets

100%

of volumes from young child formula is on target for sugar

98%

of volumes from low-sugared beverages are at or below 5g/100mL sugar content



In dairy products, several subsidiaries made huge efforts to reach targets, among which Mexico:

16.5% of the volumes from products was in line with our nutritional targets in 2014.

In 2020, it reached 75.6% meaning +59% improvement in a 4-year period



Health context:

Vitamin D deficiency and insufficiency is a global health issue that afflicts more than one billion children and adults worldwide. This deficiency is associated with a myriad of acute and chronic illnesses.

In Spain, 94% of the population have reported intakes below 80% of the daily intake recommendations at a national level, figure that represents 93% when referring to the European reference values⁽¹⁾. Due to the COVID crisis and following a period of lockdowns, deficiencies will increase.



SPAIN



Action:

The *Vitalinea* range (fat and sugar free) has been relaunched with more vitamin D fortification. The consumption of 2 products covers 100% of the recommended daily needs (RDA) in vitamin D.

The *Actimel* range has also been fortified at 33% RDA.

(1) Holick, 2017; Nutrients 2017, 9 (2), 168



AFRICA

Health context:

- 60% of children and 40% of women suffer from anaemia in Africa.
- 50% of anaemia is due to iron deficiency that could lead to impaired growth and cognitive development, and compromised immunity.
- A suitable diet during infancy and pregnancy can prevent iron deficiency.

Action:

- We design products locally with meaningful nutritional solutions to better reduce vitamin and mineral deficiencies through gut health, such as the use of prebiotics for better iron absorption.



➤ AFRICA

- We fortify products targeting children but also women at reproductive age because untreated iron deficiency in pregnancy can result in complications for the mother and fetus. *FanPrime* for example in Nigeria is an



affordable, culturally-relevant and sustainable fortified bar sold through the unique street vendor network, which plays a key role in education.

- We implement training to Health Care Professionals and awareness programs in school or health center among which “One Day” in South Africa, “5x5” in Egypt or “Sehaty fi taghdiati” in Morocco.



➤ AFRICA

Impact:

Through a program launched by Danone with the Foundation for the Child Nutrition, a fortified milk *Nutrilait* was distributed daily to about 23,500 children in Morocco.

A study showed that the daily consumption of 1 serving of *Nutrilait* (200ml covers 30% of the recommended daily intake of calcium, vitamins A, D3, iron and iodine) reduced the prevalence of iron deficiency by 27%. Teachers could also notice a better concentration during classes, less school drop-out and improved academic performances⁽¹⁾.

(1) Journal of Nutrition and Metabolism; 2015, Article ID 690954.

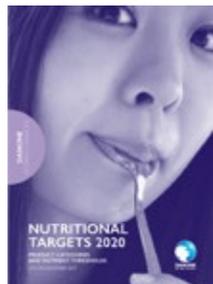


> We are constantly improving the nutrition profile of our recipes

We are constantly improving the nutrition profile of our recipes

To maintain continuous nutritional improvement across its products, Danone has deployed comprehensive nutritional targets since 2005. The Nutritional Targets published in 2016 and revised in 2019 serve as reference for our Commitment #1.

These targets cover product categories that Danone currently manufactures and sells. They are operational objectives for product renovation and innovation. They are based on nutrition science, and take into account technical feasibility, and the consumer acceptance journey.



Nutritional criteria for plant-based products have been included in the updated version (December 2019). As a result, this year, plant-based products have not been assessed with regards to Commitment #1.

[Danone nutritional targets 2020](#)



> Research and Innovation has improved our portfolio in order to address health issues

The Research and Innovation center has improved our products to address health issues. It is a key partner. It underpins Danone's strategy.

It enables the company to offer a wide variety of products to respond to different diets, consumption needs and situations.

It is also central to developing its One Planet. One Health frame of action as its mission is to prepare for the future with a focus on major scientific and technological challenges such as microbiota and bionics, plant-based matrices and new sources of protein, naturalness and organic, packaging and beyond plastic, perceived sweetness and taste, the development of allergies, nutrition and hydration and healthy ageing. Further details about Research and Innovation's strategy and activities are available in the [2020 Registration Document](#) (chapters 2.4 and 3.1) and at [danone.com](https://www.danone.com).

We are expanding our offer of products without added sugars



> Drive
the market

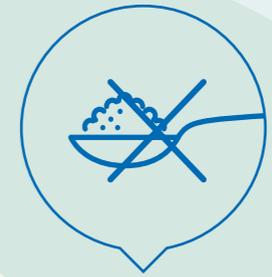
🇪🇺 Europe

> Be part of
the solution

🇨🇳 China

🇺🇸 USA

🇮🇪 Ireland



82% ✓

of sales volumes
are without
added sugars

> Free from
added sugars
and sweeteners

🇪🇸 Spain

🇺🇸 USA

🇵🇱 Poland

🇺🇸 US





EUROPE

➤ Health context:

In many countries, the sugar content in infants and toddlers' diets is too high. In addition, excessive energy intake is highly related to sugar and protein intake. There is a high correlation between this excess and subsequent overweight and nutritional problems.



POLAND

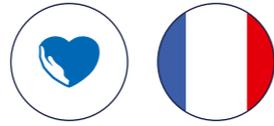


Action:

In 2016, we launched *Portion of grain*, the first range of cereals without added sugars, in the Polish market.

Impact:

Increasing numbers of consumers are purchasing cereals without added sugars. We have been able to serve more and more consumers with our zero added sugars products.



FRANCE



Action:

In 2017, we launched *les mini lactés*, the first plain dairy product without added sugars, on the French market.

Impact:

The products are still a bestseller on the French market.



SPAIN

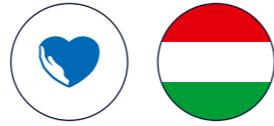


Action:

In 2018, we were one of the first companies to launch cereals with 0% of added sugars with *Alminatur*. At end of 2020, this brand has been replaced by *Almirón Cereales Ecológicos* with an improved consumer experience (easy dissolution) and 99,9% organic ingredients.

Impact:

Almirón started a shift in the market towards healthier cereals. Other brands followed with no-added-sugar products.

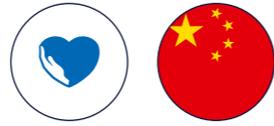


HUNGARY

Refined sugar was removed from 80% of the baby cereal products in 2020.

Danone offers the most variety of products and has the higher proportion of products with no added sugars on the market.

All these examples demonstrate our commitment to serving parents and their little ones with ever better products that address specific health needs or concerns parents may have for their baby.



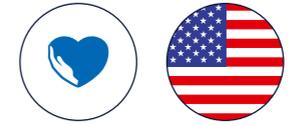
➤ CHINA

Health context:

In 2017, the Chinese government launched the “Healthy China 2030 Plan” to enhance people’s health..

Action:

- 100% of Danone infant and young child formula products contain no added sugars.
- Danone is proud to be the first provider of baby formula that has achieved this in China in all its product ranges and across all age groups.



➤ HAPPY FAMILY

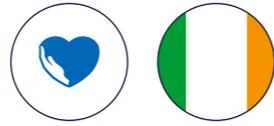
Health context:

The 2020-2025 dietary guidelines for Americans (DGA) will include the birth-to-24-months age group. The DGA’s report recommends avoiding added sugars for the first 2 years of life and monitoring sodium intake.

Action:

Danone’s nutrition improvement plan helped fully support these new recommendations during the 5-year period.

- 99% of its products are in line with sugar and salt targets.
- >70 innovations were launched without added sugars or salt.



IRELAND

100% of the *Milupa* cereals products are without added sugars since 2019 (vs 66% several years ago).

> Free from added sugars and sweeteners



SPAIN

32% increase of volumes of plain products (without added sugars or sweeteners) and 22% reduction in added sugars in daily sweetened yogurts in a 5-year period (weighted by volume).

83% of products' volumes are nutri-score A or B*.

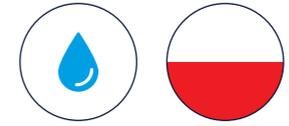
* Read more on Nutri-score on page 52



USA

Activia Smoothie

- Activia's billions of live and active probiotics with juicy fruit, veggies, and seeds
- No added sugars
- Fortified with vitamin D3



POLAND

Żywiec Zdroj Mocny Gaz soft drink

- sugar and sweetener free
- contains only carbonated spring water and natural flavors.
- part of a small market segment in which we provide a wide selection.

We are expanding
our offer of products
without added sugars



US



Evian+ mineral-enhanced sparkling drink

- Our iconic *Evian* water, carbonated for a refreshing pop
- Enhanced with magnesium and zinc
- 0 sugars, 0 calories, 0 sweeteners
- In a 100% recyclable can

We accelerate innovations with less sugar, less additives...

> More simple recipes

 France

> Healthier indulgence

 Mexico

> Natural sweetness of fruit

 Netherlands

> Drive the market

 Mexico

 Germany

 Mexico

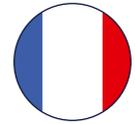
> Be part of the solution

 UK, Belgium, Switzerland

 Morocco



> More simple recipes



FRANCE

- 96% of *Activia* and 100% of *Danonino* products in 2020 have no flavor or natural flavors (vs 35% and 84% respectively in 2015).
- >99% of *Activia*, *Danone* and *Danonino* brands have no artificial food colors.
- Number of additives in all fruit daily products have been reduced by half in a 5-year period.



MEXICO

Mexican people currently eat 7 times a day and have a lot of snacks.

Danone offers a healthier alternative for all occasions, even when indulging: the Danone indulgence products are scoring B or C in Nutri-score whereas the average products on the market are E*.

* Read more on Nutri-score on page 55



NETHERLANDS

As part of our One Planet. One Health frame of action and as a B-corp company, Danone Netherlands is committed to providing consumers with a wider range of healthy and innovative offers. Lowering the amount of added sugars fits in with this aim.

- 13% reduction of added sugars in the current portfolio (2020 vs 2015).
- Launches of new variants of *Activia* and *Danoontje* without sweeteners and only with sugar from fruit or milk.



MEXICO



- 50% reduction of added sugars in *Bonafont Levite* (2020 vs 2012) and 20% in *Bonafont Juizy* (2020 vs 2013). Both brands have the lowest sugar content on the market in their category.
- 79% of the whole portfolio in 2020 is already below 2.5 g/100 ml sugar and it will progressively move below 1 g by the end of 2021.



GERMANY



Volvic Limotion

- a carbonated drink with natural mineral water, up to 9.2% fruit and 100% natural flavorings.
- contains 30% less sugar than traditional sugared lemonades.
- free from additives.



MEXICO

Danone Esencial drinking yogurt

- less added sugars compared with other products in this category. It is also free from artificial sweeteners and lactose.

- with milk from local farmers.

The purchase of this product supports the local economy of more than 500 Mexican families.

> Be part of the solution



UK, BELGIUM, SWITZERLAND

Health context:

Overweight affects 30-70% and obesity affects 10-30% of European adults.*

Action:

- In several countries, Danone has signed governmental and/or food industry and retailer commitments (or is committed to work to deliver them) to improve the quality of the products: the Milan Declaration in Switzerland in 2017, [Public Health England](#) (PHE) in the UK in 2017 and the [Convention Alimentation Equilibrée](#) in Belgium in 2012. These three initiatives mainly aim to reduce sugar content in foods.



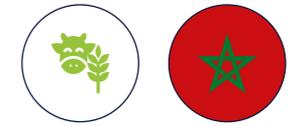
UK, BELGIUM, SWITZERLAND

- In the UK, we are one of the best performers in the yogurt category with regards to the sugar reduction program. In [Belgium](#) and Switzerland, we exceeded the required reduction targets.

Impact:

A first [report](#) in 2018 in Switzerland demonstrated the real efforts made by food companies but data on the impact on consumer's health will be only available at the end of the program in 2024. The next progress report from PHE will be published later in 2021 and will assess the progress towards the 20% target.

* WHO 2019



MOROCCO

Health context:

Morocco is facing a double burden:

- 1 out of 3 children under 5 years of age suffers from iron deficiency.
- 1 out of 3 children and teenagers are overweight or obese.

Action:

- Since 2016, the sugar content of our portfolio has been reduced by 49%.
- Our products for children (*Dan 'up*, *Moufid*, *Jibi*) were the less sugared on the market in 2020.
- They are fortified with iron, vitamin D and calcium.

We accelerate innovations with less sugar, less additives...



> More simple recipes

 France

> Healthier indulgence

 Mexico

> Natural sweetness of fruit

 Netherlands



> Drive the market

 Mexico

 Germany

 Mexico

> Be part of the solution

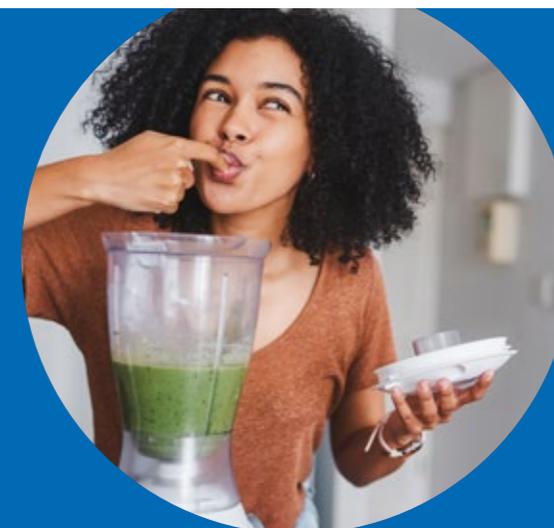
 UK, Belgium, Switzerland

 Morocco



16%

of volumes have been nutritionally improved in 2020⁽¹⁾



Among product categories for which sugar, saturated fat and salt targets have been defined:



93%
of volumes are in line with sugar target ⁽²⁾



99%
of volumes are in line with saturated fat target ⁽²⁾



99%
of volumes are in line with salt target ⁽²⁾

(1) % of sales volumes of Essential Dairy Products, Early Life Nutrition and low-sugar beverages

(2) % of sales volumes 2020 meeting respectively the sugar, saturated fat and salt threshold for their category in the Danone Nutritional Targets. Compliance is weighted by volumes of products sold.



We have made significant progress in reducing added sugars, even long before our commitments were published:



-12%

in dairy products (2020 vs 2014), even -23% in products for children and teens. -25% in the *Danonino* range (2020 vs 2014)



-25%

in low-sugar beverages (2020 vs 2008). i.e. in France our sugar content is below the average sugar content of each category (teas, flavored water, juice drinks, ...)



99%

of volumes of baby milks and foods are in line with our sugar target

74%

of volumes of baby milks and foods do not contain added sugars

Our dairy products had already a good nutrition profile in terms of fat (in 2014 we already achieved 97% of our target). All our efforts have been focused on reducing sugar.

In 2020, **41%** of the entire dairy products portfolio is low fat (equal to or below 1.6 g/100 g). Product examples among others:



- **Bio Balance**, a yogurt drink relaunched in Russia with 33% less sugar and fat.

- **YoPRO**, a dairy product range rich in protein, with not fat or added sugars, first launched in Australia in 2017. It targets sportmen and women. From 2 countries in 2019, the range has been rolled out to 16 countries, which demonstrates consumer preferences for a tasty, protein-rich food rather than a powder.





ITALY



Discover the Mellin brand journey to address Italian health issues

Health Context:

Research has shown excess intake of sugars and sodium is prevalent among Italian babies and young children (6-13 months)*.

Action:

- The journey began as early as 2013, when Danone launched Mellin savoury jars weaning food without added salt contributing to change the Italian baby food market.

* The Nutrintake 636 study – 2014



ITALY



Year by year, we renovated our products thanks to the ‘only sugar from fruit’ jars and the sugar reduction in milk-based desserts.

- Building also on the naturality concept, we improved the plain cereals range with simple, ‘no added sugars’ and more natural texture recipes.



**We are expanding
our offer of products
for a sustainable diet**

> Fair trade and Nutritional value

 Mexico

> Recycling and Nutritional value

 Belgium

 Australia/
New Zealand

  Mexico

 France

> No waste and Nutritional value

 USA

 France

> Local sourcing and Nutritional value

 France

> Organic and Nutritional value

 Austria/Germany

The whole SN business increased its organic offer by 37% (2020 vs 2019). Some examples among many others:

 Spain

 Belgium/
Netherlands

 Italy

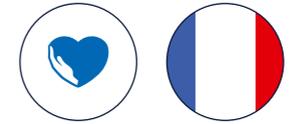
 France



MEXICO

Leche de origen

A 100% Mexican milk obtained from a social and sustainable Danone Project: Margarita aims to provide at least 350 milk producers with the right assistance concerning training, credits, technology and upbringing methods regarding animal welfare.



FRANCE

- The Williams pear industry is in danger in France due to non-profitable business. Blédina initiated the [Save Williams](#) operation. It commits to increasing the remuneration of its partner farmers by 20%, signing long-term contracts and planting 40,000 pear trees by the end of 2021.
- The pears are used in recipes that are in line with our nutrition targets and mostly without added sugars.
- This action among many others is in line with the 3 [commitments](#) disclosed in 2018 by all French subsidiaries and linked to Danone's One Planet. One Health frame of action.



BELGIUM



Light & Free Fruit yogurt

- 30% less sugars than similar products on the market.
- Fat free.
- Nutri-score A*
- The first yogurt container with 30% rPET on the Belgian market.

* Read more on Nutri-score on page 52



AUSTRALIA/ NEW ZEALAND

Karicare Gold Plus Organic 3.

- Organic Toddler Milk.
- The first milk formula brand in Australia and New Zealand to commit to reduce and offset 100% of its carbon emissions. Will be certified carbon neutral in 2022.



MEXICO

- 92% of volumes from our dairy, plant-based and water products are designed for daily consumption.
- 86% of volumes from our dairy and water products have 0% added sugars.
- 65% of our dairy products are in recyclable packs and 70% of Bonafont's water is in returnable format (learn more about recycling initiatives: [Ecoce.mx](https://www.ecoce.mx); [@reciclateloapp](https://www.reciclateloapp.com)).



FRANCE

- The first flavored waters on the market with carton packaging. The container is recyclable and made of cardboard from responsible forests (FSC certification).
- Launch of new packaging for these 2 products:
 - *Volvic Zest+*, a lime and grapefruit natural-flavored drink, with no added sugars or sweeteners, and fortified with zinc.
 - *Volvic Kids*, a natural mineral water with a fruity taste, no additives, preservatives or sweeteners, and 50% less sweet than competition products.



Two Good

- 2 g of sugar: it has **80% less sugar than average Greek yogurt** (2 g vs 10 g per 5.3 oz).
- No added sugars and Non-GMO Project Verified.
- Recyclable pack bearing the certified B Corp logo.
- Our partnership with Full Harvest®, a produce-rescuing start-up, helps us source the lemons we use to make *Good Save™* yogurt. These California-grown Meyer lemons are **rescued fruit**, verified through the Full Harvest® Verified Rescued Produce™ program and would have otherwise been wasted.



- 555 kg of organic juices were intended to be thrown away due to a range that was stopped in France.
- An agile and cross functional team collaboration saved it from destruction.
- We used this juice in our *Volvic* organic Kids range, 50% less sweet than the other products of its category.



AUSTRIA, GERMANY



FruchtZwerg Organic

- The first organic milk drink for children without added sugars.
- Rich in calcium.
- Nutri-Score B*

* Read more on Nutri-score on page 52



SPAIN

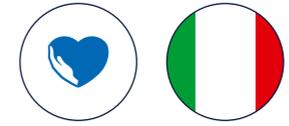


Almirón new cereal range

- contains 99.9% organic ingredients.
- no added sugars.
- palm oil free.
- reinforced with vitamin B1.



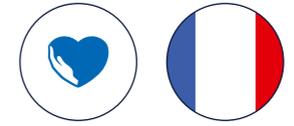
11 savoury foods without added salt and 3 cereal recipes without added sugars launched in 2020 under the *Olvarit Bio* brand.



The 18 new organic products under *Mellin Viaggio d'Italia* make up a full range of weaning foods: meat, veggie and fruit jars, fruit pouches, plain cereals, pasta and biscuits. Each recipe has at least one true “hero ingredient” from specific regions in Italy. In addition, *Mellin Kids Biologico* offers no-salt, no-sugar, no-fried-finger-food healthy snacks for children from 6 months to 3 years of age.



**We are expanding
our offer of products
for a sustainable diet**



SN FRANCE



Les récoltes Bio continues to expand with the launch of our new fruit purees with soft chunks and no added sugars.

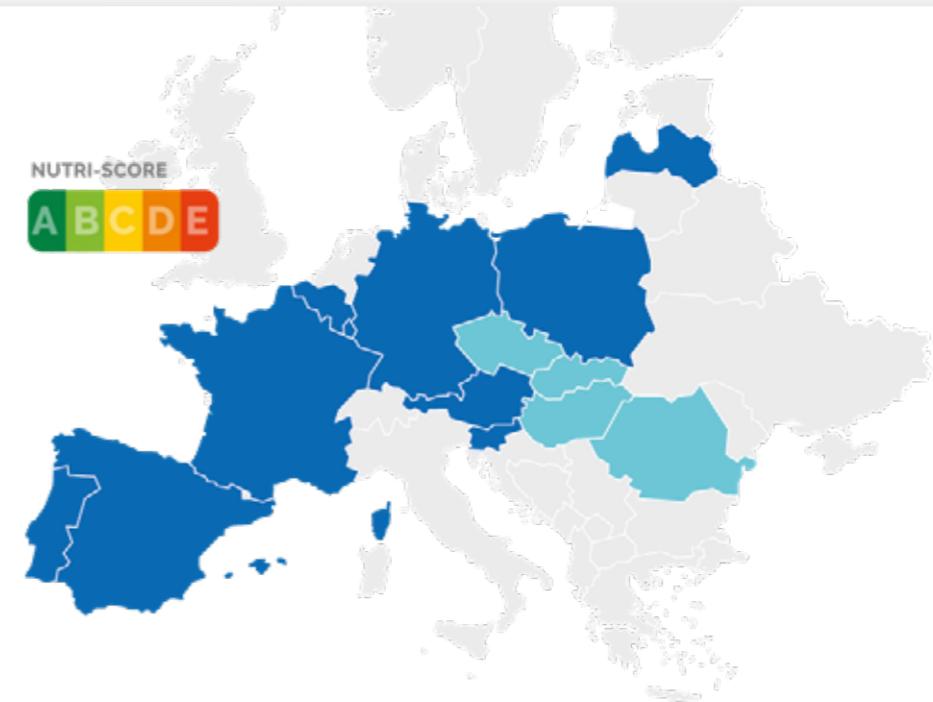
Our second lever is our brands

We encourage better choices

Through Transparent Labelling...

Labelling, to communicate information about ingredients and recipes, has existed for as long as food has been packaged for sale. Today it is a fast-changing field. Labelling information is found online, on independent apps and on corporate websites.

In this area, Danone has been able to celebrate substantial progress for consumers during the 2016-2020 five-year cycle. In Europe, this has entailed the introduction of the Nutri-Score nutritional labelling system - a simple, five-color front-of-pack icon that indicates (from green-to-red and from A-to-E) the nutritional value of any product.



Countries where we have rolled out Nutri-score ■
or where it will be rolled out in 2021 ■

Health context:

Rise of Non-Communicable Diseases.

The consumption of foods with higher scores on the Nutri-Score nutrient profiling system (foods with less favorable rating in the Nutri-Score scale), is associated with an increased risk of developing chronic diseases in scientific studies: +34% cancer, +61% obesity (SU.VI.MAX and NutriNet-Santé cohort, EPIC study).

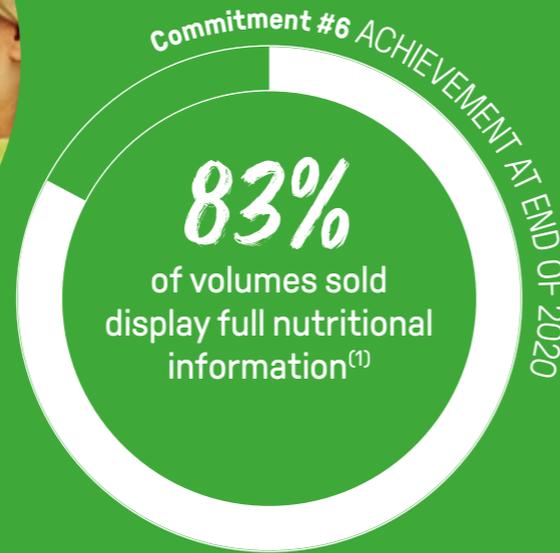
In 2017, the French government selected the Nutri-score as its official front-of-pack (FOP) logo.

Action:

- Danone was the first major food company to adopt and support the Nutri-Score system, which has proven to be popular with both governments and consumers.
- Following this success, Danone deployed the label on its dairy packs in 11 countries in Europe, with more likely to follow.
- In several countries in Europe and overseas, governments opened consultations on FOP nutrition labelling. Danone provided constructive feedback, which promoted research on FOP nutritional labelling, and shared its knowledge from Nutri-Score implementations. This was also an opportunity for the company to provide information on industry forums and professional associations. In Germany, Danone was seen as a pioneer and a “best-in-class” example.

Impact:

- Since the launch of Nutri-Score, analysts (Nielsen, IRI) found sales of healthier Nutri-Score categories to be more dynamic.
- Scientific studies have shown that the Nutri-Score scheme makes for healthier consumer baskets compared with no labelling, and compared with four other labels. This impact was more prominent in lower-income households (2017 study in France).



99%

of volumes have nutritional on-pack information

100%

of volumes have nutritional off-pack information

(e.g., on website, or through a consumer information helpline)



83%

of volumes give clear guidance on portion sizes



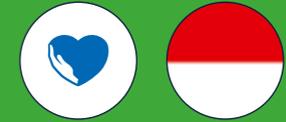
96%

of volumes carry front-of-pack nutritional information

In France, in an attempt to go one step further in terms of transparency, the Danone's dairy and plant-based subsidiary provides information on the nutritional content of its products and their ingredients in a very simple fashion: why are additives, flavors and food colors used, which ones are contained in our products, how recipes are streamlined and ingredient content is reduced, etc.).

Read more at danone.fr

(1) Scope: all countries, all businesses, all products except packaged water and other (limited) exceptions. 100% of volumes sold will provide all information: on-pack, off-pack, portion size guidance and front-of-pack where legally possible.



In the 5-year period, the proportion of our volumes carrying front-of-pack (FOP) information increased from 33% to 96%*.

Previously, Danone was committed to FOP labeling only in Europe; we extended our commitment worldwide with Commitments 2020. This significant improvement was possible in particular to the considerable efforts that were made for our products in China and Russia.

* Scope: Essential Dairy products + low-sugar beverages and beverages with 0% sugar. The calculation scope excludes countries where regulations forbid the use of FOP nutritional information as well as countries where there is an ongoing public debate on the choice of an appropriate front-of-pack labeling scheme

Indonesia:

In partnership with the Indonesian Food and Drug Authority Badan POM, we organized a webinar to educate consumers on how to read nutrition information on product labels. It targeted communities, media outlets and college students.

... and responsible marketing practices

What was also achieved in recent years:

- Since 2007: **Danone is part of the E.U. Pledge**, an initiative to limit advertising for children under twelve. Our company is audited every year by independent reviewers. We have consistently achieved a >98.4% compliance rate .

In a 2020 audit conducted in Bulgaria, France, Germany, Italy, Poland and Spain, Danone's television advertising was found to be 99.1% compliant with the E.U. Pledge criteria across all six countries.

In the area of subsidiary websites (eight countries audited) and brand profiles on social networks (seven countries audited), 100% of the websites audited and one influencer profile analyzed were compliant.

- 2017: **Danone joined the International Food and Beverages Alliance (IFBA)** with a full membership.

- 2018: Danone updated its corporate policies on the marketing of Breast Milk Substitutes (BMS Policy). **Danone is the first company to apply a voluntary global policy that prohibits the advertising and promotion of infant formula for infants aged 0-6 months**, even if permitted by local laws. In accordance with breast-milk substitute criteria of the FTSE4Good Index, in countries classified as higher-risk, Danone has voluntarily extended its BMS Policy to infants up to 12 months of age, which may go beyond local legislation.

Danone ranked **#1** for the marketing of BMS in the 2018 edition of the ATNI Global Index.

- 2019: Danone updated its corporate pledge on marketing to kids.
- **2021: Once again, Danone ranks #1 for the marketing of BMS in the 2021 edition of the ATNI Global Index.**

More info on our [website](#).



74%

of countries have implemented the Danone Global Parental Policy⁽²⁾



6,387

employees were trained in the last 2 years on the Danone policy for marketing of Breast Milk Substitutes⁽³⁾



87% of major markets covered

At end 2020, in 87% of our major selling countries, we have published a local declaration explaining how our global Pledges translate at country level. Prior to 2016, we did not have local translations of our corporate pledges.

6,387 employees were trained in the last 2 years on the Danone policy for marketing of Breast Milk Substitutes

All newcomers must participate in training programs with regards to these internal policies. In 2020, more and more employees followed the e-learning modules on the basics of our Breast Milk Substitutes Policy. They are accessible to all employees and available in 13 languages.

(1) 23 major selling countries representing 85% of sales of Essential Dairy products and Waters businesses.

(2) Scope: Danone Way. This policy includes support for employees who are breastfeeding.

(3) Scope only for the Early Life Nutrition business.



We design healthier alternatives

A Healthier Choice study consists in analyzing local dietary habits, and in particular, identifying food and drink alternatives in real-life practices. Modeling helps to assess the impact of changes in consumption on the quality of diets (by nutrients or using quality scores).

Since 2016, such studies have allowed us to propose healthier alternatives in various geographies, such as healthier snacking options, healthier hydration for children, or healthier first food diversity for toddlers.

(1) Scope: selection of subsidiaries in 20 countries representing 74% of Danone sales in 2020. 50 % of this scope is covered with sufficient data to allow a Healthier Choice study.



Despite huge progress over the last 70 years, malnutrition remains a key public health challenge in all countries, with nutrient deficiencies still a concern for many people - even in contexts of excessive consumption.

For young children in particular, diversification is an important feeding period during which their specific needs must be fulfilled while starting a transition to more elaborate dietary patterns, often in the context of family meals.

Public health data reveals that deficiencies such as iron or vitamin D are most common in young children⁽¹⁾, and remain prevalent among teenagers and adults.

Danone conducted several studies in Algeria, Argentina, Brazil, Poland, Egypt and the UK, often with a focus on toddlers. The objective of those studies was to understand food and fluid consumption patterns in order to assess the adequacy of nutrient

intakes to recommendations and identify relevant and realistic dietary levers to balance diets and reduce micronutrient deficiencies.

In Algeria, dietary data collected on 0 to 60-year old people in 2019 were used for descriptive and modeling analyses.

Globally, mineral intakes were not in adequation with recommendations, except for the youngest, and for phosphorus. Almost all vitamin intakes were below recommendations.

Simulation and diet optimization analyses have shown a key role for follow-on and young-child formula to help non-exclusively breastfed 6-24 months-old children reach adequate intakes. A scientific publication is currently being drafted to communicate the results.

⁽¹⁾ WHO, UNICEF

Our third lever is

Implementing education programs and services for consumers, parents, patients

In five years, Danone has deployed 53 education and information programs, of which 18 are still active in 2020 despite the pandemic; 26 have been active for at least two years.

Discover some examples of programs, services or initiatives among many others implemented worldwide

> Encourage sustainable diet and lifestyle



UK



South Africa

> Support parents to care for their babies



Russia



Asia, Europe

> Educate on healthy eating and drinking habits at schools



Egypt

18 ✓

education, information programs with a potential to reach more than 4,6 million people



5

PROGRAMS

Potential reach: more than 300,000 consumers

4

PROGRAMS

Potential reach: ≈ 2 million consumers



9

PROGRAMS

Potential reach: ≈ 2 million parents and patients

Commitment #4 ACHIEVEMENT AT END OF 2020

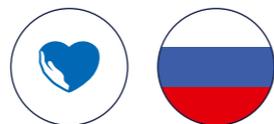
100%
of top countries covered⁽¹⁾



A relevant education program must

- address a local public health issue;
- define a clear objective linked to this issue;
- be co-constructed with academia and/or the government;
- target an identified population group;
- define measurable impact indicators.

(1) Scope: top 15 Danone countries in sales value. At least one subsidiary per country will have publicly declared a cause and put in place relevant actions.



RUSSIA

Health context:

At least 30% of Russian babies have allergies. Not to be underestimated, the impact of allergies does not simply concern symptoms; allergies can affect children's quality of life. Prevention measures are needed.

Action:

Danone works with Allergy Club, a community that has a high number of mothers with allergic babies to provide education initiatives via community social networks.

Every year, a large event is organized to which Danone is invited. In collaboration with the association, Danone designed education programs that focus on allergy management and prevention. For example, parents are made aware that their baby can potentially develop an allergy.



➤ ASIA, EUROPE

Health context:

The First 1,000 Days



Action:

Creation of the [MyUniqueMoments™](#) application rolled out in Singapore, Indonesia, Australia, New Zealand, Netherlands and more to come.

- It helps parents with their daily parenting tasks by tracking the growth journey of their children.
- The app has trackers for milestones, diapers, feeding, crying, sleeping, symptoms and so on.
- Integrated image-recognition features improve user experience.
- It offers personalized nutrition: complete tool to record daily intake and get personalized nutrient analysis/gaps and insight.

Highly valued at the height of the pandemic, the app provides parents with digital solutions catered to their needs.



Healthy context:

In England 1 in 3 children leaving primary school are overweight*.

Action:

Eat Like a Champ (ELAC)

Now in its 10th year, the school program's healthy eating messages were reworded in 2020 to include guidance on healthy sustainable lifestyles: food waste, sustainable diets, recycling and climate change – inspiring the next generation to eat well for themselves and for the planet.

Impact:

- >556,000 children reached since the start of the program
- independent evaluations in 2012, 2016 and 2018 demonstrated that children who took part in ELAC shifted their behaviors towards healthier eating habits. Six weeks after ELAC started, **children ate healthier cereals, bread (up 8%);** lower fat meat and chicken, and more fish and vegetarian foods (up 11%); **more fruit and healthier drinks (up 9%) and fewer spreads of all types (down 13%)** and biscuits, cakes, chocolate and sweets (down 9%).

Visit the [website](#).

* [Public Health England](#)



SOUTH AFRICA



Health context:

Malnutrition and social distancing at school.

Action:

- Launched in 2018, the Day One [Campaign](#) aims to increase awareness around the positive contribution good nutrition makes to school performance with *Nutriday Junior* yogurt which offers a source of iron, zinc, vitamins A, B, D and E.

- Beginning 2021, we have added an ecological dimension to our program by providing desks to thirteen preschools schools. These desks are entirely made from recycled plastic. Children are invited to take their empty *Nutriday Junior* yogurt back to school, for them to be recycled into desks.

Impact:

This initiative serves the dual purpose of providing resources to schools in need while diverting plastic from landfills (14,000 individual yoghurt tubs have been collected in just 3 months). The habit of recycling and protecting the planet is entrenched in these young learners. Several interested partners have reached out to Danone allowing us to scale our program and include more schools into the collection campaign.



EGYPT



Health context:

Micronutrient deficiency and obesity.

Action:

Since 2016, in partnership with Egypt's Ministry of Education, Danone Egypt has conducted the 5x5 school awareness program to raise awareness on health,

nutrition and wellness for mothers and their children between the age of 4 to 12 years.

[Learn more](#)

Impact*:

80%

of children started applying what they learned.

34%

of mothers stopped eating unhealthy food.

75%

of mothers stated that the program changed their children's perception of healthy eating habits.

* Surveys conducted in 2018 and 2019

Our third lever is

Implementing education programs and services for employees

In 2008, the Health@Work program took off for Danone employees in the global Research center in France. The objective was to improve the health of employees by focusing on 3 topics: Healthy Diet, Healthy Body and Healthy Mind.

It was a program FOR and BY the employees, built, deployed and led by a group of volunteers.

This program became a success and many subsidiaries worldwide progressively implemented their own programs.

Check out a sample of free employee initiatives.



94%

of total staff in the Scorecard perimeter have access to health and wellness programs



Healthy Diet



Healthy Body



Healthy Mind



Healthy Diet

- Information on healthy eating and drinking (paper, video, mobile app, webinar, specific offline events)
- Counseling by dieticians
- Healthy cafeteria menus
- Access to water, dairy products and fruit

Positive impact on employees' health:

- Decrease in cholesterolemia and glycaemia and weight loss thanks to better drinking and eating habits.
- Inspired by nutrition information received through the program, some employees decided to change their eating habits and stopped eating potatoes and products with added sugars. **After several months, they found that they were fuller faster, lost weight, slept better and had more energy.**
- Many people do not even know they are anaemic. For instance after an event in Indonesia focused on iron deficiency with an hemoglobin screening, 9% of employees were found to have a low hemoglobin level. Iron facts and tips, iron-rich menus and an iron-rich photo challenge were proposed to all employees. Thanks to such an awareness campaign in Malaysia, **53% of employees stated they consume less tea and coffee before and after meals and 64% that they consume more vitamin C rich foods to increase their iron absorption.**



Healthy Body

- Various sport courses
- Step challenges
- Specific events with various sport challenges

Impact on employees' health:

Less knee injuries.

Less consultations for muscular pain.

Positive impact on employees' well being:

Employee wellbeing in the UK improved thanks to the step challenges:

75%

of employees
declared
a decrease
in stress levels

80%

a decrease
in fatigue

64%

an increase in
concentration

These results were obtained thanks to surveys conducted before and after each step challenge.



Healthy Mind

- Yoga courses
- Massages
- Specific events on sleeping, stress management, mindfulness, ...

- Resting room
- Breastfeeding rooms
- Psychological counseling
- Employee Assistance Program to support employees and their family members⁽¹⁾

(1) It is a confidential expert advice phone line to discuss anything from financial and legal topics to health and family issues such as sports injuries, vaccinations, childcare searches or how to adapt homes in order to care for others.

Why it is important

It is estimated that **40%** of pregnant women are anemic.

Approximately **45%** of deaths among children under 5 years are linked to under nutrition.

In the world today, **ONE IN THREE** children under the age of 5 is either stunted, wasted or overweight⁽¹⁾.

We contribute to optimal nutrition during the First 1,000 Days of life

(1) WHO, UNICEF, OECD

Danone acts through several levers, through its products and brands, and beyond



We actively **support breastfeeding** in order to improve its initiation and duration



We use **iron fortification** to prevent the risk of **anaemia**



We continuously **improve** our Early Life Nutrition **products**



We support healthy eating habits in toddlers, especially by promoting dietary diversity



> We actively support breastfeeding in order to improve its initiation and duration



The factors that influence a women's desire and ability to breastfeed are varied. For instance, the lack of knowledge, physical pain and mastitis⁽²⁾ have always been obstacles for breastfeeding mothers and mothers-to-be.

To help women to breastfeed longer, we launched *Aptamama* in China, a probiotic that **reduces mastitis incidence** amongst healthy lactating mothers **by 59%**⁽³⁾.

(2) Mastitis is one of the common but major causes of premature weaning among lactating women

(3) Rodriguez JM et al. Prevention of mastitis by oral administration of *Lactobacillus salivarius* PS2 during late pregnancy and early lactation. Milan: World of Microbiome: Pregnancy, Birth & Infancy Conference, 2019



Mastitis can also be prevented by positioning and attachment whilst breastfeeding, and breast massage

In China, Danone offers a **Digital AI personalized breastfeeding coach** to help a mother with her positioning through image recognition (AI technology), breast massage by artificial reality technology that shows correct positions and movements, and many other tips.



> We use iron fortification to prevent the risk of anaemia

61% of volumes from our products for children below 3y are **fortified** in vitamins and minerals and 90% are fortified with iron. Learn about SGM: an example of a brand that aims to address this health priority.

Why it is important:

- 30.8% of Indonesian children below 5 years are stunted (2018).
- SGM's brand impact frame focuses on reducing malnutrition of all children in Indonesia by fighting against iron deficiency and stunting.

How Danone acts:

Product improvement:

- The growing-up milk products have been improved to help iron absorption, and now include the IronC* logo.



- 100% of the subsidiary's portfolio is in line with the nutritional targets in 2020 (vs 45% in 2019). Huge efforts made on reduction of added sugars and energy intake.

Education programs:

- for employees: Hemoglobin screening with non-invasive screening devices offered to all employees. Nutrition information is deployed to increase their knowledge about a healthy diet (iron tips, iron-rich menu).
- for Health care professionals (HCPs): "Iron Academy" events to inform about iron deficiency and the iron check tool. Already >16,000 HCPs attended the events at end of June 2021.

Impact:

- Impact measurement will be conducted with the Indonesian Nutrition Association on anaemia among toddlers above 1 year of age.



> We continuously improve our Early Life Nutrition products

100%

of volumes from our infant and follow-on formulas is **without added sugars.**

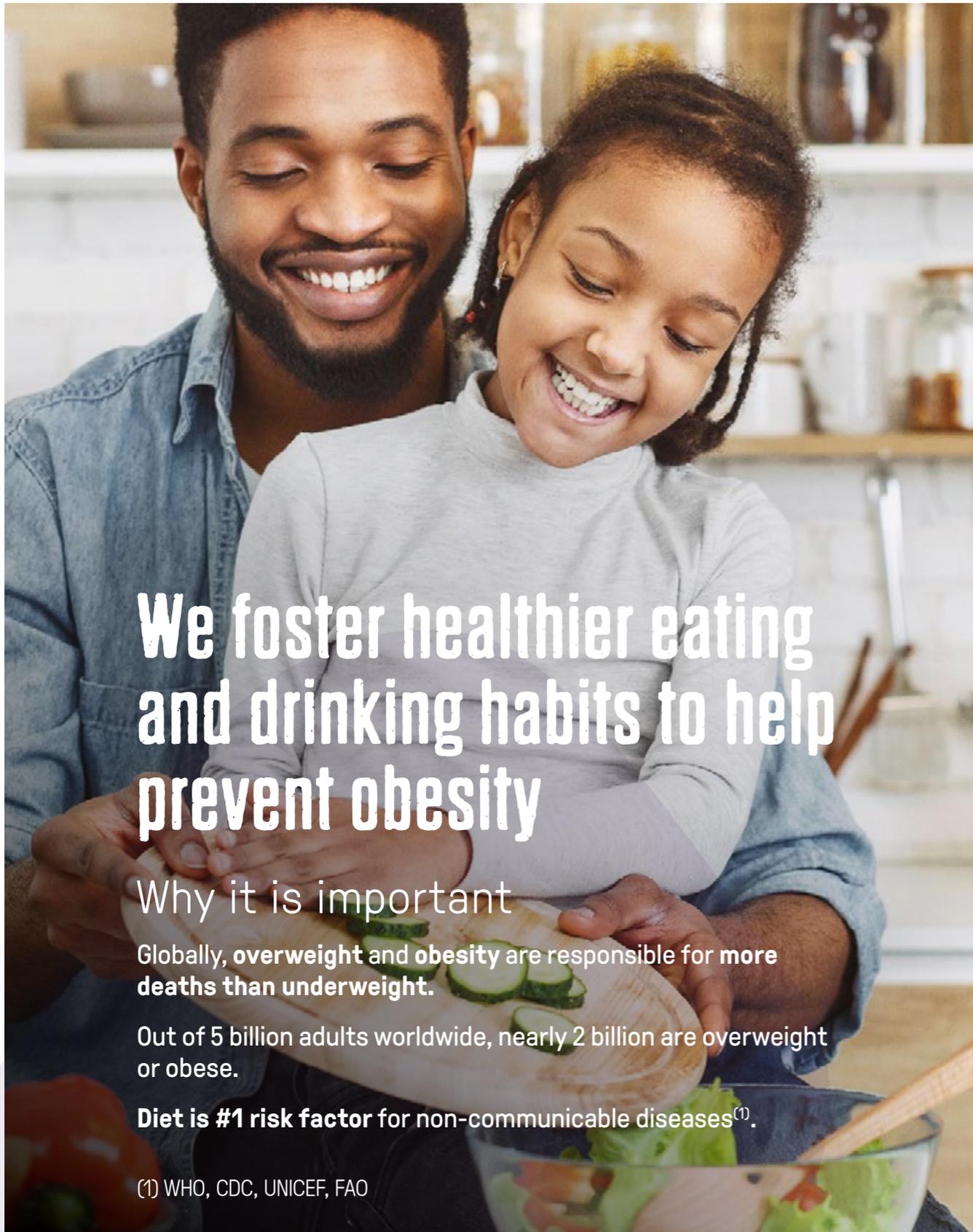


> We support healthy eating habits in toddlers, especially by promoting dietary diversity

Since 2013, the Nutricia Foundation in Poland has conducted **“1,000 First Days for Health”**, a socio-educational campaign to build awareness among pregnant women, breastfeeding women and parents that proper eating habits have a huge impact on the health, quality and life expectancy of children.

Results of a study* showed that **parents who know about First 1,000 Days fed their children better: gave more water, used less sugar and salt in dishes.**

* PITNUTS research conducted in 2017 by the Mother and Child Institute in Warsaw, with the support of the NUTRICIA Foundation



We foster healthier eating and drinking habits to help prevent obesity

Why it is important

Globally, **overweight and obesity** are responsible for more **deaths than underweight**.

Out of 5 billion adults worldwide, nearly 2 billion are overweight or obese.

Diet is #1 risk factor for non-communicable diseases⁽¹⁾.

(1) WHO, CDC, UNICEF, FAO

Danone acts through several levers, through its products and brands, and beyond



Reduce sugar in our products



Promote the switch to plain water



Promote flexitarianism



Educate and inform on healthy eating and drinking habits



> Reduce sugar in our products

12%

**sugar reduction
in dairy products**

since 2014

(and 23% reduction
in children's and
teen's products).

25%

**sugar reduction
in low sugar
beverages**

since
2008. 98% of these
beverages now have
sugar content below
5 g/100 ml.



> Promote the switch to plain water

The types of fluids we drink
can have a long-term impact
on health.

67%

of whole Danone volumes sold
in 2020 is **plain water**⁽²⁾



Since the launch in 2015
of the “Mascot” water bottle
for children in Spain, the
data showed that 2/3 of the
growth of “Mascot” volume
was made at the expense of
sugar sweetened beverages
and that every liter of Mascot
sold to children, reduced liquid
sugar consumption by 4.4g⁽³⁾.

(2) Scorecard scope

(3) Kantar 2016–2017



> Promote flexitarianism

Switching to flexitarian diets can help to prevent non communicable diseases.

Plant-based sales grew at +15% and reached €2.2bn in 2020, up from €1.9bn in 2019 and we plan to double our sales to around €5 billion by 2025.

As we strive to attain this objective, volumes of our **plant-based products** in 2020 already represented **>18%** of our dairy and plant-based business.



> Educate and inform on healthy eating and drinking habits

In Poland,

58%

of Polish children concerned by the [program](#) “*Mama, Papa, I prefer plain water*” were drinking more water and were doing it more frequently*.

In Italy, after participation in the Vivismart [program](#),

69%

of teachers reported positive changes in children’s eating habits: for instance, the consumption of water (many times a day) increased by 8%, the consumption of vegetables (> 2/day) increased by 9% and children were more willing to try new foods.

* Study in Poland on children one year after they attended the program



**We support people
to live longer better**

Why it is important

The number of people aged 60 years and older now outnumbers children under 5.

Between 2015 and 2050, the proportion of the world's **population over 60 will nearly double** from 12% to 22%.

As a result, by 2050, 2 billion people worldwide will be 60 and older.

However, **even if people live longer, they do not age healthier than their parents⁽¹⁾.**

Danone acts through several levers, through its products and brands, and beyond



Optimize our food and drink offer



Raise awareness and promote healthy dietary habits and physical activity

(1) WHO, UNDESA, EUROSTAT



We believe that nutrition can play a positive role in helping people age in good health:

- Nutrition and exercise can help older people maintain muscle strength and the ability to do the things that matter to them most.
- Screening for malnutrition in older people is important to ensure early diagnosis and adequate nutritional care.
- Medical nutrition can support recovery from disease and contribute to reducing healthcare cost.

That's why we are working with the scientific and medical community to develop products designed specifically to support health as we age. When combined with a rich, varied diet, our products can help fill the nutrition gaps that we may develop with ageing, in particular for nutrients such as calcium, certain vitamins and protein.

A protein-rich diet is essential for gaining and maintaining muscle mass as people age.

For instance in India, a study* found 70% of Indians consume a protein deficient diet and were unaware about their protein requirements.

To address this potential health issue, we offer Protinex, a protein-rich nutritional supplement that can fill the nutrient-gap in the diet of Indian adults.

Protinex has highlighted the role of protein in maintaining good health at every life stage since 2017, with the launch of The Protein Week and other protein education initiatives with nutrition experts.

In 2020 Danone India launched an immunonutrient calculator developed by Protinex in collaboration with nutrition experts. It is an easy solution to monitor one's diet, and improve intake of protein and key micronutrients that support immune function.

*IMRB study (Kantar in India)





> Raise awareness and promote healthy dietary habits and physical activity

Through **education programs...**

Among other programs, we implemented **“Best Frailty Care”** in the Netherlands.

The aim was to strengthen physical functionality and reduce falls, and empower nurses and physical therapists by educating them about best practices to reduce falls and injuries

42% of elderly people suffered falls prior the program

VS 23% after having participated in the program for 6 months.

64%

of elderly also had **more social contacts**

>80%

increased their **mobility** and **strength**.



... and **services**

For instance, **“Nutriactiva”** is a mobile application in Spain.



It offers **rehabilitation exercises** for patients who are going home after being hospitalized, and provides a diary to track progress.

In addition to exercises, it helps patients to follow their doctor’s prescribed treatment.

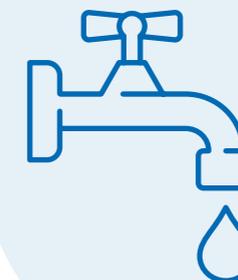
We promote access to safe water for all



Why it is important:

785 million people in the world lack access to basic drinking-water services, including 144 million people who are dependent on surface water.

Globally, at least 2 billion people use a contaminated drinking water source. Contaminated water can transmit diseases such as diarrhea, cholera, dysentery, typhoid, and polio. Contaminated drinking water is estimated to cause **485,000 deaths each year***.



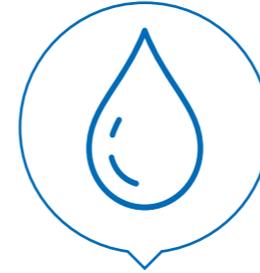
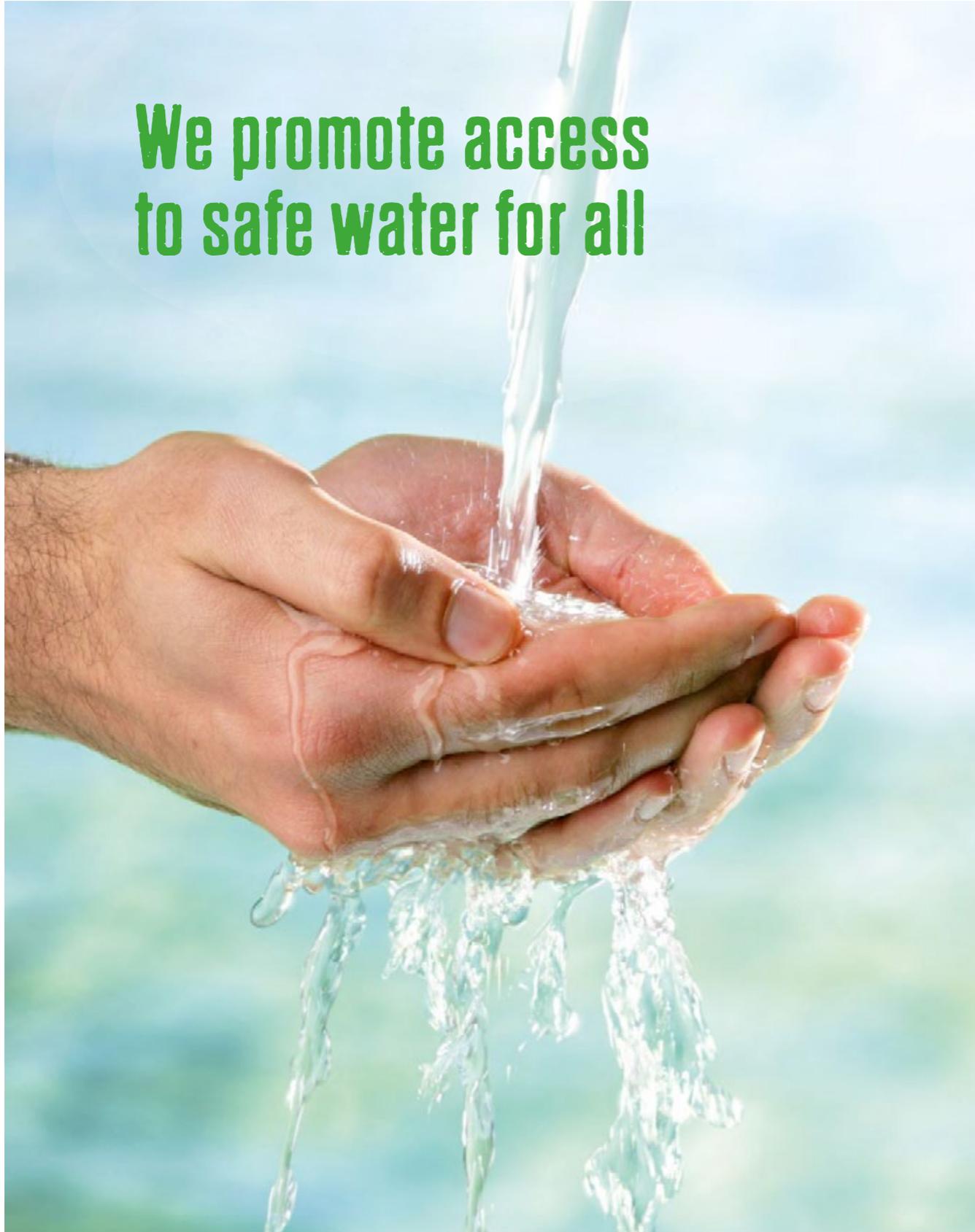
How Danone acts:

We have partnered with local non-governmental organisations, entrepreneurs and other businesses to increase access to safe water in regions that lack facilities and safe drinking water sources.



Through [Danone Communities](#), we have supported many initiatives to improve access to safe drinking water for communities in need.

**We promote access
to safe water for all**



1,482,000,000

Liters of water
provided in 2020



10,000,000

People
impacted

Our brands are also part of the solution. For example, through Danone communities, *Volvic* contributes to ensuring safe drinking water for communities in need, in Asia, Africa and Latin America.



1 liter for 1 liter: since 2019, for every liter consumed, one liter of safe drinking water is supplied to people who need access to it.

* WHO, UN

A thorough governance

At top level, the **One Planet. One Health (OPOH) Integration and Investment Board's** mission is to:

- Align OPOH pillars (social, environmental and health) and strengthen Danone's integrated approach to its 2030 Goals; review OPOH policies and commitments, assess related risks and opportunities for Danone Brands before Executive Committee decisions; and monitor the B Corp journey.
- Validate proposals of investments to the decision-making bodies: Danone Communities, the Danone Ecosystem Fund and the Livelihoods Funds.

The **Product Compliance Board (PCB)** is accountable for ensuring that all Danone products comply with applicable regulations and Danone rules in six domains related to consumer-focused commitments including Health and Nutrition.

The PCB establishes and regularly revises the Danone Product Compliance Policy.

- A quantified measurement of the company's performance in nutrition and alimentation-related topics.
- A stakeholders' engagement plan.

Decision-making bodies at business level translate the commitments and targets into specific and concrete procedures and rules.

In June 2020, Danone initiated a major change in governance, becoming the first listed company in France to adopt the newly legislated model called "Entreprise a Mission".

The model includes an extra-financial statement of purpose regarding the company's environmental, social and societal goals, with a new committee at Boardroom level to oversee progress towards these goals.

[Learn more](#) about this mission and discover the members of the independent Mission Committee.

67% ✓

of subsidiaries have at least 1 expert advisory panel. A total of 95 panels were active at local level in 2020.

96%

of subsidiaries have applied the claim validation procedure to 100% of their products sold in the past year*.



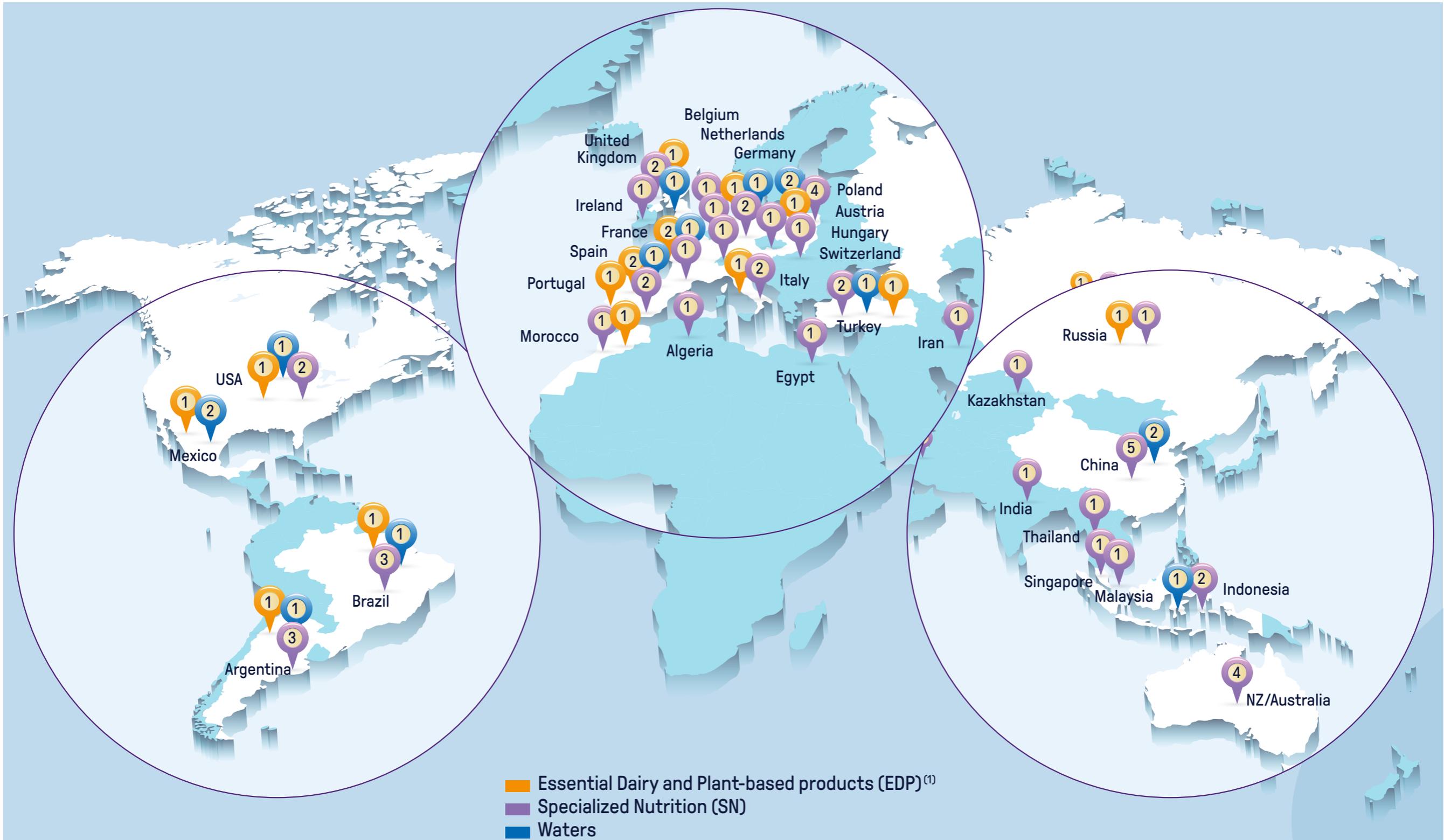
* Scope Danone Way (explained in page 42)

The data from this publication were collected thanks to 2 systematic reporting processes



- Essential Dairy and Plant-based products (EDP)⁽¹⁾
- Specialized Nutrition (SN)
- Waters

(1) Plant-based products from the Essential Dairy and Plant-based business are not yet included, except for the indicator on volumes in healthy categories



(1) Plant-based products from the Essential Dairy and Plant-based business are not yet included, except for the indicator on volumes in healthy categories

**The Danone Way 2020 on the goal
“Impact people’s health locally” and the section
“Health and Safety”.**

- Respectively 80 and 103 subsidiaries in all businesses.
- 2 figures in this leaflet come from Danone Way.

The One Health Scorecard 2020.

- 32 countries.
- 80 subsidiaries⁽²⁾ in all businesses.
- Representing 82% of Danone’s annual turnover and 88% of volumes sold (3).
- All figures (except 2) come from the Scorecard.

Both processes are verified by an independent third party Price Waterhouse Coopers (PwC).

✔ Performance indicators accompanied with this symbol have been verified by PwC. See the full assurance report in this publication.

All details on the Scorecard process (how indicators are measured, their definitions, scope, ...) are described in a specific methodological note available on [Danone.com](https://www.danone.com).

(2) Change since last year: The Early Life Nutrition activities of Specialized Nutrition subsidiaries in Austria, Algeria, Belgium, Egypt, Hungary, India, Iran, Ireland, Kazakstan, Netherlands, Singapore, Switzerland and Thailand and Danone Nutricia Online Distribution subsidiary in China entered the Scorecard scope. The medical activities of Specialized Nutrition subsidiaries in Turkey and Poland entered the Scorecard scope. By subsidiaries we mean financial entities. The medical nutrition activities of Specialized Nutrition subsidiary in France were excluded.

(3) Our sales are expressed in volumes. The Waters business represents 76.3% of the volume of products sold in the Scorecard perimeter, whereas the Essential Dairy and Plant-Based business represents 21.9%, Specialized Nutrition 1.9%.

**Limited assurance report
by one of the statutory auditors
on a selection of Nutrition
and Health indicators published
in the document “One Health
achievements 2016-2020”**

For the year ended 31 December 2020

**In our capacity as statutory auditor of Danone,
and pursuant to a request from Danone, we hereby
present our report on a selection of Nutrition
and Health indicators selected by Danone
and identified by the symbol  in the document
One Health Achievements 2016-2020 of Danone
(hereinafter “the indicators”).**

The indicators were prepared under the responsibility of the Danone Alimentation Science Department in accordance with guidelines presented in the reporting tools of each Reporting Entity (hereinafter the “Guidelines”), available on request from the department.

It is our responsibility, on the basis of our work, to express a limited assurance conclusion on the indicators selected by Danone. The conclusions expressed below are solely on the selected indicators and not on all the Nutrition and Health indicators published in the One Health Achievements 2016-2020.

Nature and scope of our work

We performed our work in accordance with the professional guidance issued by the French Institute of statutory auditors (Compagnie nationale des commissaires aux comptes) relating to this engagement and with ISAE 3000 (Assurance engagements other than audits or reviews of historical financial information).

We conducted the following work resulting in a limited assurance conclusion that the Nutrition and Health indicators, taken as a whole are, in all material respects, fairly presented in accordance with the Guidelines.

We have assessed the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and understandability at parent entity level.

We have verified the implementation of data collection, compilation, processing and control process to reach completeness and consistency of the indicators, and obtain an understanding of the internal control and risk management procedures used to prepare the indicators.

At parent entity level, we have performed analytical procedures on the indicators and verified, using sampling techniques, the calculations and the consolidation of the indicators. Conducted work was based on interviews with the Danone Alimentation Science Department, in charge of the establishment and application of guidelines and of the consolidation of the indicators.

At the level of a representative sample of entities selected by us (Danone Germany (Germany), Font Vella (Spain), Danone de Mexico (Mexico), Nutricia Russia Baby (Russia), Danone Russia (Russia), Centrale Danone (Morocco), Bledina (France), Aqua (Indonesia)) on the basis of their activity, their contribution to the consolidated indicators, their location and a risk analysis:

- we conducted interviews to verify that procedures and Guidelines are properly understood and applied;
- we performed tests of details, using sampling techniques, in order to verify the calculations and reconcile the data with the supporting documents.

The selected sample represents on average 20% of the consolidated turnover of the entities contributing to the selected Nutrition and Health indicators (which represents 82% of the Group total turnover).

We believe that the sampling methods and sample sizes we have used, based on our professional judgement, are 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. Due to the use of sampling techniques and other limitations inherent to information and internal control systems, the risk of not detecting a material misstatement in the indicators cannot be fully eliminated.

Conclusion

Based on the work performed, no material misstatement has come to our attention that causes us to believe that the selection of Danone Nutrition and Health indicators selected by Danone and identified by the symbol  in the Group's One Health Achievements 2016-2020 leaflet, are not presented fairly in accordance with the Guidelines.

Observation

Without calling into question the above conclusion, we draw your attention to the following point: Danone Alimentation Science Department has facilitated and reinforced its controls in 2020 by implementing a new reporting tool. However, at local level, entities still rely strongly on Danone Alimentation Science Department's controls. Therefore, there is still a need to raise awareness on reporting indicators in accordance with the guidelines and to strengthen internal controls.

Neuilly-sur-Seine, June 28th 2021,

One of the Statutory Auditors

PricewaterhouseCoopers Audit

François Jaumain

Partner

Sylvain Lambert

Partner in charge of the
Sustainability Department

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

About Danone (www.danone.com)

Danone is a leading multi-local food and beverage company building on health-focused and fast-growing categories in 3 businesses: Essential Dairy & Plant-Based products, Waters and Specialized Nutrition. With its 'One Planet. One Health' frame of action, which considers the health of people and the planet as intimately interconnected, Danone aims to inspire healthier and more sustainable eating and drinking practices.

To accelerate this food revolution and create superior, sustainable, profitable value for all its stakeholders, Danone has defined nine 2030 Goals, and paved the way as the first listed company to adopt the "Entreprise à Mission" status in France. With a purpose to bring health through food to as many people as possible, and corresponding social, societal and environmental objectives set out in its articles of association, Danone commits to operating in an efficient, responsible and inclusive manner, in line with the Sustainable Development Goals (SDGs) of the United Nations. By 2025, Danone aims to become one of the first multinational companies to obtain B Corp™ certification. With more than 100,000 employees, and products sold in over 120 markets, Danone generated €23.6 billion in sales in 2020. Danone's portfolio includes leading international brands (*Actimel, Activia, Alpro, Aptamil, Danette, Danio, Danonino, evian, Nutricia, Nutrilon, Volvic*, among others) as well as strong local and regional brands (including *AQUA, Blédina, Bonafont, Cow & Gate, Horizon Organic, Mizone, Oikos, Prostokvashino, Silk*). Listed on Euronext Paris and present on the OTCQX market via an ADR (American Depositary Receipt) program, Danone is a component stock of leading sustainability indexes including the ones managed by Vigeo Eiris and Sustainalytics, as well as the Ethibel Sustainability Index, the MSCI ESG Indexes, the FTSE4Good Index Series, Bloomberg Gender Equality Index, and the Access to Nutrition Index.



DANONE

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Alimentation Science Department -
One Health Governance

Contact: martine.piaia@danone.com

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Concept/Design: **la nouvelle**

[Integrated Annual Report 2020](#)