



EXHAUSTIVE 2023 EXTRA-FINANCIAL DATA

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Health & Nutrition

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Exhaustive 2023 Health & Nutrition Data

Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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FOOD SAFETY & QUALITY

Food Safety production sites scope

Number of production sites included in the Food Safety sites scope (Danone plants and controlled Joint Ventures)	Number of production sites	189	178	161							
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FSSC 22000 certification ^(a)

Number of FSSC 22000 certification audits completed by independent certification bodies	Number of audits	190	166	152					Disclosure 416-1		
FSSC 22000 certification rate	Number of sites certified/Total Production Sites under Food Safety scope	93%	95%	96%	100%	2022		✓	Disclosure 416-1		

^(a) FSSC 22000 is a food safety certification recognized by the Global Food Safety Initiative

Internal Food Safety Audits

Number of food safety audits conducted in-house by the Global Food Safety Audit team	Number of audits	50	72	67					Disclosure 416-1		
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HEALTH & NUTRITION

One Health scorecard scope ^(a)

Number of subsidiaries included in the One Health scorecard scope	Number of subsidiaries	75	79	92				✓			
Percentage of consolidated sales reporting health & nutrition indicators	% of consolidated sales	81%	90%	94.5%				✓			

^(a) Refer to our Methodology Note

BETTER PRODUCTS: IMPROVE OUR OFFER

Healthy categories of products ^(a)

Percentage of volumes of products sold in healthy categories	Volumes in healthy categories/ Total volumes sold	90%	91%	90.3%				✓			
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^(a) One Health scorecard Scope (refer to our Methodology Note)

Volumes sold in healthy categories corresponds to: Dairy& Plant Based products intended for daily consumption; Specialized Nutrition Category products (except biscuits and beverages for children under 3 years of age and foods for children over 3 years of age in the early life nutrition activities); All plain waters and flavored waters with 0% sugar.

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Better products

Percentage of volumes sold without added sugars ^(a)	%	83%	82%	81.2%				✓	FP6	3.4		
Percentage of volumes sold which are fortified	%	49%	57%	57%					FP7	3.4		
Percentage of volumes of Dairy and Plant-Based products directed at children with ≤ 10 g of total sugars /100g	%	n/a	58%	62.2%	≥ 95%	2025		✓				
Percentage of volumes of toddlers' milks (1-3 yo) with ≤ 1.25g added sugars /100kcal	%	n/a	99%	99.3%	> 95%	2025		✓				
Percentage of volumes of Kids Dairy products fortified with relevant vitamins and minerals	%	n/a	88% fortified only	83.2% relevant fortification	≥ 85%	2025		✓				
Number of projects to address iron deficiency in children	Number of projects	n/a	n/a	2	5	2025		✓				

(a) This percentage is calculated for all product categories in the Essential Dairy and Plant-Based, Waters and Specialized Nutrition Categories. Medical nutrition products are excluded. The products included in this indicator are those whose added sugar content is less or equal to 0.5 grams.

BETTER CHOICES: DRIVE DEMAND

Nutritional labeling

Percentage of volumes having nutritional on-pack information	%	99.3%	99.2%	99.3%					Disclosure 417-1	12.8		
Percentage of volumes giving clear portion size guidance	%	92%	93.8%	93.7%					Disclosure 417-1	12.8		
Volumes from products providing interpretative nutritional information on pack	%	n/a	22.0%	40.5%				✓				
Percentage of volumes of products sold that are compliant with Nutri-Score A or B (or equivalent) ^(b)	%	89.3%	89.3%	89.2%				✓				
Percentage of volumes sold from products scoring 3,5 stars or more in Health Star Rating ^(c)	%	n/a	88.0%	89.2%	≥ 85%	2025		✓				

(a) This percentage is calculated for the categories Essential Dairy and Plant-Based and Aquadrinks. It excludes countries where regulations prohibit the publication of this information, as well as countries where there is an ongoing public debate on the choice of an appropriate front-of-pack labeling scheme.

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

(c) This percentage is calculated for the Essential Dairy and Plant-Based and Waters Categories. HSR algorithm considers negative components of the products that could potentially increase some health risks such as energy, saturated fat, sodium and total sugars. According to this system, any product that scores 3.5 stars or above can be confidently promoted as a healthy choice.

Responsible Company practices

Number of employees trained on the Danone Policy for the Marketing of Breast Milk Substitutes ^(a)	Number of employees	5,858	6,171	6,349				✓				
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(a) Refer to the Methodology Note.

Exhaustive 2023 Environmental Data ^(a)

(a) Please, note that in 2023, EDP Russia was deconsolidated from the scope.

To have access to 2022 data excluding Russia for like-for-like comparison, please refer to 2023 Universal Registration Document

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Production Site Environment scope ^(a)

Total number of sites in the Production Site Environment scope	Number of sites	181	174	153				✓				
Environmental performance coverage rate	Number of sites under Production Site Environment scope/Total number of sites	99%	99%	99%				✓				

(a) Refer to Methodology Note

Production volumes ^(a)	Thousands of tons	34,855	35,032	32,722				✓				
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(a) Production Site Environment Scope (refer to Methodology Note)

ISO 14001 certification ^(a)

Total number of ISO 14001 certified sites	Number of sites	83	84	79				✓				
Percentage of ISO 14001 certified sites	%	46%	48%	51%								
Production volumes covered by ISO 14001 certification	Thousands of tons of products	22,579	23,772	22,647				✓				
Percentage of volumes covered by ISO 14001 certification	%	65%	68%	69%								

ISO 50001 certification

Total number of ISO 50001 certified sites	Number of sites	14	15	15								
Percentage of ISO 50001 certified sites	%	8%	9%	9%								
Percentage of volumes covered by ISO 50001 certification	%	7%	9%	8%								

(a) Production Site Environment Scope (refer to Methodology Note)

GREEN audit ^(a)

Percentage of sites undergone a GREEN audit	%	72%	71%	71%								
Number of sites undergone a GREEN audit	Number of sites	129	123	108								
Percentage of production covered by a GREEN audit	%	81%	82%	86%								
Number of sites compliant with GREEN standards (ranked A or B)	Number of sites	108	105	93								
Percentage of sites compliant with GREEN standards ranked A or B	%	84%	85%	86%								
Percentage of compliant production	%	91%	93%	91%								

(a) GREEN (Global Risk Evaluation for the Environment) program of external audits world-wide to identify and monitor the main environmental risks related to the production sites (see 2023 Universal Registration Document).

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NATURE

CO2 EMISSIONS SCOPE 1, 2 AND 3

Scope 1 & 2 emissions market-based ^(a)

Scope 1	Ktons CO ₂ equivalent	684	666	573				✓	Disclosure 305-1	13.1	Principle 7,8	✓
Scope 2	Ktons CO ₂ equivalent	295	276	256				✓	Disclosure 305-2	13.1	Principle 7,8	
Total Scope 1 & 2	Ktons CO₂ equivalent	979	942	829				✓				

^(a) Greenhouse Gases Scope and SBT scope (refer to Methodology Note)

Absolute energy and industrial emissions evolution, scopes 1 and 2, market-based since 2020	%	-14.8%	-18.0%	-20.7%	-47.2%	2030	2020	✓	Disclosure 305-5	13.1		
Scope 1 FLAG ^(a)	Ktons CO ₂ equivalent	164	165	216								

^(a) Greenhouse Gases Scope and SBT scope (refer to Methodology Note)

Greenhouse gas emissions in scope 3 ^(a)

Purchased goods and services	Ktons CO ₂ equivalent	19,206	18,708	16,589				✓	Disclosure 305-3	13.1	Principle 7,8	
Upstream transportation and distribution of goods	Ktons CO ₂ equivalent	300	336	303				✓	Disclosure 305-3	13.1	Principle 7,8	
Downstream transportation and distribution of goods	Ktons CO ₂ equivalent	2,079	2,132	2,059				✓	Disclosure 305-3	13.1	Principle 7,8	
Use of sold products	Ktons CO ₂ equivalent	830	733	714				✓	Disclosure 305-3	13.1	Principle 7,8	
End-of-life treatment of sold products	Ktons CO ₂ equivalent	769	840	692				✓	Disclosure 305-3	13.1	Principle 7,8	
Emissions related to upstream energy use	Ktons CO ₂ equivalent	262	252	206				✓	Disclosure 305-3	13.1	Principle 7,8	
Waste generated in operations	Ktons CO ₂ equivalent	125	99	51				✓	Disclosure 305-3	13.1	Principle 7,8	
Total Scope 3	Ktons CO₂ equivalent	23,571	23,100	20,614				✓	Disclosure 305-3	13.1	Principle 7,8	

^(a) Greenhouse Gas Environment scope (refer to Methodology Note)

Total greenhouse gas emissions inventory for scopes 1, 2 and 3 ^(a)

Scope 1 including FLAG	Ktons CO ₂ equivalent	848	831	789				✓	Disclosure 305-1	13.1	Principle 7,8	
Scope 2 ^(b)	Ktons CO ₂ equivalent	295	276	256				✓	Disclosure 305-2	13.1	Principle 7,8	
Scope 3	Ktons CO ₂ equivalent	23,571	23,100	20,614				✓	Disclosure 305-3	13.1	Principle 7,8	
Total Scope 1, 2, 3	Ktons CO₂ equivalent	24,714	24,207	21,659				✓				

^(a) Greenhouse Gases Scope (refer to Methodology Note)

^(b) Market-based

	Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
Total emissions breakdown ^(a)												
Scope 1 including FLAG	%	3.4%	3.4%	3.6%				✓	Disclosure 305-1	13.1	Principle 7,8	
Scope 2	%	1.2%	1.1%	1.2%				✓	Disclosure 305-2	13.1	Principle 7,8	
Scope 3 Purchase of goods and services: FLAG - milk	%	35.2%	32.3%	31.5%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Purchase of goods and services: FLAG - dairy ingredients	%	16.2%	18.3%	20.1%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Purchase of goods and services: FLAG - other raw materials	%	8.5%	8.5%	8.0%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Purchase of goods and services: Packaging	%	10.5%	11.3%	11.1%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Purchase of goods and services: Purchase of finished products	%	7.3%	6.9%	6.0%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Upstream transportation and distribution of goods	%	1.2%	1.4%	1.4%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Downstream transportation and distribution of goods	%	8.4%	8.8%	9.5%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Use of sold products	%	3.4%	3.0%	3.3%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 End-of-life treatment of sold products	%	3.1%	3.5%	3.2%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Fuel and energy related activities	%	1.1%	1.0%	1.0%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Waste generated in operations	%	0.5%	0.4%	0.2%				✓	Disclosure 305-3	13.1	Principle 7,8	

FLAG emissions breakdown ^(a)

Milk	%	61.1%	55.2%	53,6%				✓	Disclosure 305-3	13.1	Principle 7,8	
Dairy ingredients	%	25.0%	30.6%	33,1%				✓	Disclosure 305-3	13.1	Principle 7,8	
Other raw materials	%	13.9%	14.2%	13,2%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 1 FLAG	Ktons CO ₂ equivalent	164	165	216				✓				
Scope 3 FLAG	Ktons CO ₂ equivalent	14,809	14,314	12,888				✓				
Total FLAG	Ktons CO₂ equivalent	14,973	14,479	13,104				✓				
Absolute total FLAG emissions evolution since 2020	%	-5.2%	-8.3%	-5.5%	-30.3%	2030	2020	✓				
Scope 3 energy and industrial	Ktons CO ₂ equivalent	7,219	7,347	6,351				✓				
Absolute Scope 3 energy and industrial emissions evolution since 2020	%	-1.1%	+0.7%	-9.4%	-42.0%	2030	2020	✓				

(a) SBT Scope (refer to Methodology Note)

Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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ENERGY EFFICIENCY AND RENEWABLES

Energy consumption within the organization ^(a)

Total thermal energy consumption	MWh	3,203,185	3,160,015	2,820,486				✓	Disclosure 302-1	7.3 12.2 13.1	Principle 7,8	
Total electricity consumption	MWh	1,995,902	1,972,672	1,768,571				✓	Disclosure 302-1	7.3 12.2 13.1	Principle 7,8	
Total	MWh	5,199,087	5,132,687	4,589,057				✓	Disclosure 302-1	7.3 12.2 13.1	Principle 7,8	✓
Percentage Grid Electricity	%	38.1%	38.4%	38.5%								✓
Intensity of energy consumption	KWh per metric ton of product	149.2	146.5	140.2				✓	Disclosure 302-3	7.3 12.2 13.1	Principle 7,8	
Total evolution of energy intensity since 2022 on a like-for-like scope	%	n/a	n/a	-1.3%			2022	✓	Disclosure 302-4 Disclosure 302-5	7.3 12.2 13.1	Principle 7,8	

^(a) Production Site Environment Scope (refer to Methodology Note)

Renewable energy ^(a)

Production plant purchasing electricity from 100% renewable sources	Number of sites	87	109	99				✓	Disclosure 302-1	7.3 12.2 13.1	Principle 7,8	
Percentage of renewable electricity purchase	Quantity of renewable electricity/ total electricity purchased	68.5%	70.5%	71.8%	100%	2030	2017	✓	Disclosure 302-1	7.3 12.2 13.1	Principle 7,8	
Percentage of total renewable energy	Quantity of renewable energy/total energy	29.8%	31.4%	34.3%				✓	Disclosure 302-1	7.3 12.2 13.1	Principle 7,8	✓

^(a) Production Site Environment Scope (refer to Methodology Note)

DEFORESTATION

Palm oil and soy policy

Tons of palm oil used	Metric tons	67,498	69,140	61,202					Disclosure 308-2	12.7		
"RSPO segregated" certified palm oil	%	93%	88%	95%					Disclosure 308-2	12.7		
"RSPO Mass Balance" certified palm oil	%	5%	9%	3%								

Paper and board for packaging ^(a)

Percentage of paper and board packaging made of recycled fibers or virgin certified fibers (FSC, PEFC, SFI)	%	99.8%	99%	99%					Disclosure 301-2	12.5	Principle 7,8	
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^(a) Packaging Scope (refer to Methodology Note)

REFRIGERATION RESOLUTION

Emissions of ozone-depleting substances (ODS)^(a)

CFC	Ton equivalent CFC	0	0	0					Disclosure 305-6	13.1	Principle 7,8	
HCFC	Ton equivalent CFC	0.038	0.017	0.02				✓	Disclosure 305-6	13.1	Principle 7,8	

^(a) Production Site Environment Scope (refer to Methodology Note)

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REGENERATIVE AGRICULTURE

REGENERATIVE AGRICULTURE PRACTICES

Animal welfare

Lamb and beef having access to pasture (Socrates Scope: Early Life Nutrition food factories in the EU)	%	100%	100%	100%					Disclosure 308-2	12.7		
Cage-free eggs and eggs ingredients volumes sourced worldwide	%	100%	100%	100%					Disclosure 308-2	12.7		
Percentage of fresh milk volumes worldwide assessed through Danone's welfare assessment tool or via Validus Animal Welfare certification in Essential Dairy and Plant-Based Business ^(a)	%	84%	80%	91%					Disclosure 308-2	12.7		

^(a) Including the following countries covering more than 80% of total fresh milk (Algeria, Argentina, Belgium, Brazil, Egypt, France, Germany, Mexico, Poland, Romania, Russia, South Africa, Spain, and U.S.A.)



CIRCULAR ECONOMY

Post-consumer Packaging ^(a)

Tons of plastic used by Danone	Tons of plastic	750,994	762,519	693,156					Disclosure 301-2	12.5	Principle 7,8	
Total weight of Packaging	Tons	1,468,263	1,584,001	1,393,759								✓
Percentage of total packaging being reusable, recyclable or compostable (primary, secondary & tertiary packaging) ^(b)	%	84%	84%	84%	100%	2025			Disclosure 301-2	12.5	Principle 7,8	✓
Percentage of total plastic packaging being reusable, recyclable or compostable	%	74%	74%	74%					Disclosure 301-2	12.5	Principle 7,8	
Percentage of packaging coming from recycled materials (primary, secondary & tertiary packaging) ^(b)	%	34%	35%	34%	50%	2025			Disclosure 301-2	12.5	Principle 7,8	✓
Percentage of recycled materials in plastic packaging	%	10.4%	11.9%	14.6%					Disclosure 301-2	12.5	Principle 7,8	
Percentage of recycled PET in Waters Business where local standards and regulations allow	%	27.4%	26.4%	31.3%					Disclosure 301-2	12.5	Principle 7,8	
Percentage of recycled PET in Waters Business worldwide	%	20.6%	21.0%	23.8%	50%	2025			Disclosure 301-2	12.5	Principle 7,8	
Percentage of plastic put on the market recovered	%	52.3%	56.0%	58.0%	100%	2040						

^(a) Packaging Scope (refer to Methodology Note).

^(b) SASB definition in the Standard is only on primary & secondary packaging, when Danone reports primary, secondary packaging and tertiary packaging

Industrial waste ^(a)

Total quantity of industrial waste	in ktons	364	344 ^(b)	323				✓	Disclosure 306-2	6.3	Principle 7,8	
Total quantity ratio of industrial waste per ton of products	in kg/tons	10.4	9.8 ^(b)	10.19				✓	Disclosure 306-2	6.3	Principle 7,8	
Proportion of industrial waste recovered	%	91.9%	93.5% ^(b)	94.4%				✓	Disclosure 306-2	6.3	Principle 7,8	
Waste generated	Total quantity in thousands of tons	400	379 ^(b)	373				✓	Disclosure 306-2	6.3	Principle 7,8	
Recovered waste	Total quantity in thousands of tons	348M	334 ^(b)	335				✓	Disclosure 306-2	6.3	Principle 7,8	
Proportion of recovered waste	%	87%	89% ^(b)	88%					Disclosure 306-2	6.3	Principle 7,8	
Ratio of total quantity of waste per ton of products	Kg/ton of products	11.5 ^(b)	10.8 ^(b)	11.39					Disclosure 306-2	6.3	Principle 7,8	

(a) Production Site Environment Scope (refer to Methodology Note)
(b) Food waste from Waters sites excluded

	Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
Industrial Packaging waste ^(a)												
Total quantity of packaging industrial waste	in ktons	115	114	109				✓	Disclosure 306-2	6.3	Principle 7,8	
Total quantity ratio of packaging industrial waste per ton of products	in kg/tons	3.3	3.3	3.3				✓	Disclosure 306-2	6.3	Principle 7,8	
Packaging industrial waste recovered	Thousands of tons	112	112	107				✓	Disclosure 306-2	6.3	Principle 7,8	
Proportion of packaging industrial waste recovered	%	97.3%	98.4%	99.0%				✓	Disclosure 306-2	6.3	Principle 7,8	
Proportion of plastic packaging waste recovered	%	96.5%	98.2%	99.0%				✓	Disclosure 306-2	6.3	Principle 7,8	

(a) Production Site Environment Scope (refer to Methodology Note)

Industrial Food waste ^{(a)(b)}

Total quantity of food waste generated	Thousands of tons	249	230	215				✓	Disclosure 306-2	6.3	Principle 7,8	
Total quantity of recovered food waste	Thousands of tons	227	210	198				✓	Disclosure 306-2	6.3	Principle 7,8	
Ratio of total quantity of food waste per ton of products	Kg/ton of products	29.2	28.0	30.2				✓	Disclosure 306-2	6.3	Principle 7,8	
Ratio of total quantity of food waste recovered per ton of products	Kg/ton of products	26.1	25.5	27.9				✓	Disclosure 306-2	6.3	Principle 7,8	
Proportion of recovered food waste	%	89.4%	91.2%	92%				✓	Disclosure 306-2	6.3	Principle 7,8	

(a) Production Site Environment Scope (refer to Methodology Note)
(b) Excludes Waters Reporting Entities sites

Total food waste in our operations (Industrial and supply chain) ^{(a) (b)}

Total quantity of food waste generated	Thousands of tons	321	295	274				✓	Disclosure 306-2	6.3	Principle 7,8	
Total quantity of recovered food waste	Thousands of tons	260	245	242				✓	Disclosure 306-2	6.3	Principle 7,8	
Proportion of recovered food waste	%	81.1%	83.0%	88.0%					Disclosure 306-2	6.3	Principle 7,8	
Ratio of total food waste per ton of products sold	Kg/ton of product sold	35.7	35.2	37.7					Disclosure 306-2	6.3	Principle 7,8	
Ratio of total recovered food waste per ton of products sold	Kg/ton of product sold	29.0	29.3	33.3					Disclosure 306-2	6.3	Principle 7,8	
Ratio of total non-recovered food waste per ton of products sold	Kg/ton of product sold	6.8	6.0	4.5					Disclosure 306-2	6.3	Principle 7,8	
Evolution of non-recovered food waste ratio since 2016 ^(c)	%	-27.2%	-34.1%	-41.3%	-50%	2025	2016					
Ratio of total quantity of food waste per metric ton of product sold, excluding waste intended for animal feed and the processing of biomaterials (in kg/tons) - SDG 12.3	Kg/ton of product sold	23.0	21.2	20.3								
Evolution of the total quantity of food waste per metric ton of product sold, excluding waste intended for animal feed and the processing of biomaterials - SDG 12.3, since 2020 on a like-for-like basis	%	-5.3%	-13.5%	-19.8%								

(a) Production Site Environment scope and Scope 3 downstream, see Methodology Note
(b) Excludes Waters Reporting Entity sites
(c) Based on constant consolidation scope and methodology

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WATER

Water Risk Assessment ^(a)

Percentage of the watershed where Danone operates are identified in high or extremely high physical risk according to the WFR ^(b) tool	%	34%	34%	45%							
Percentage of Danone sites audited for their water risk according to the WRF ^(b) tool	%	100%	100%	100%							
Percentage of production sites identified at high risk for the Company	%	17%	17%	31%							

^(a) Production Site Environment Scope (refer to Methodology Note)

^(b) Water Risk Filter (WRF) from the World Wildlife Fund, more information in our 2023 Universal Registration Document

SPRING audits ^(a)

Percentage of Waters division sites having run a SPRING audited	%	100%	100%	n/a ^(b)						12.2	Principle 7,8	
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^(a) Internal water resource management tool SPRING (Sustainable Protection and Resources managing) that covers the physical, regulatory and community management of aquifers (geological formations containing (groundwater) and their watershed (see 2023 Universal Registration Document)

^(b) 2023 is a transition year between two auditing tools: SPRING will be replaced by SPRING 2030, a 360° tailored tool addressing 5 streams, one transversal about leadership and 4 others about Watershed, Water resources, Water Circularity in and around, and Wastewater treatment, to guide water management performance in all Danone sites. The full deployment will be done at the end of 2026

Water withdrawal at production sites ^(a)

River water withdrawn from the surrounding area	Thousands of m ³	2,822	2,810	2,486				✓	Disclosure 303-1	6.4	Principle 7,8	
Municipal water withdrawn from the surrounding area	Thousands of m ³	22,475	20,985	18,408				✓	Disclosure 303-1	6.4	Principle 7,8	
Well water withdrawn from the surrounding area	Thousands of m ³	42,452	43,088	40,090				✓	Disclosure 303-1 Disclosure 303-2	6.4	Principle 7,8	
Total water withdrawal from surrounding area	Thousands of m³	67,749	66,883	60,985				✓	Disclosure 303-1	6.4	Principle 7,8	✓
Water used in finished products and water co-product	Thousands of m ³	29,009	29,337	28,036				✓		6.4	Principle 7,8	
Water consumption in the production processes	Thousands of m ³	38,559	37,376	32,945				✓		6.4	Principle 7,8	
Water consumption intensity related to the production processes	m ³ / metric tons of product	1.11	1.07	1.01				✓		6.4	Principle 7,8	
Number of production sites at physical risks having reduced by 50% their water intensity from a 2015 baseline(b), or reached the best-in-class performance level	%	52%	56%	61%				✓		6.4	Principle 7,8	

^(a) Production Site Environment Scope (refer to Methodology Note)

^(b) Or from the year of integration in the group's environmental reporting, with a target linearly calculated between the year and integration 2030

Wastewater ^(a)

Final discharge of Chemical Oxygen Demand (COD)	Thousands of metric tons	5.06	4.27	4.26				✓	Disclosure 306-1	6.3 14.1	Principle 7,8	
Net COD Ratio	Kg/ton of product	0.15	0.12	0.13				✓	Disclosure 306-1	6.3 14.1	Principle 7,8	
Compliance with Clean Water Standards (CWS) of production sites discharging wastewater directly to nature	# of sites compliant / total # of site under CWS	74%	76.1%	77.8%				✓	Disclosure 306-1	6.3 14.1	Principle 7,8	
Percentage of clean wastewater returned to nature	m ³ of clean wastewater / m ³ of wastewater under CWS	73%	69%	73%				✓	Disclosure 306-1	6.3 14.1	Principle 7,8	
Percentage of facilities that have a 4R action plan	%	55%	86%	95%	100%	2030		✓				

^(a) Production Site Environment Scope (refer to Methodology Note)

Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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WASH Pledge Compliance in Operations

Danone's production sites were compliant with the WASH Pledge self-assessment	%	89%	89%	97%							
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Watershed Protection Plans

Number of watershed protection plans deployed	Number of plans	11	12	18				✓			
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Exhaustive 2023 Social Data

Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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HUMAN RESOURCES

Total Company Employees Social Indicators ^(a)

Total number of entities having reported social indicators	Number of entities	150	128	124				✓				
Percentage of Danone's total employees	%	99.6%	99.9%	99.9%				✓				

^(a) Refer to our Methodology Note

Safety reporting scope ^(a)

Total number of entities having reported safety-related indicators	Number of entities	190	73	51				✓				
Percentage of Danone's total employees	%	99.9%	99.9%	99.9%				✓				

^(a) Refer to our Methodology Note. 2022 decrease is due to a new structure of the reporting entities

WORKFORCE

Total employees

Total number of employees	Number of employees	97,737	96,072	88,739				✓				
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Employees by Geographical Zone

Europe	%	26%	27%	30%				✓				
North America	%	6%	6%	7%				✓				
China, North Asia & Oceania	%	9%	9%	10%				✓				
Africa, Middle East, South-East Asia	%	24%	24%	24%				✓				
Latin America	%	24%	24%	25%				✓				
CIS, Turkey, Iran	%	11%	10%	4%				✓				

Employees by Gender

Board of Directors	Number of Directors	13	12	11								
- Percentage of women in the Board of Directors	%	45%	50%	44%								
Executive Committee	Number of Executives	7	16	15								
- Percentage of women in the Executive Committee	%	29%	25%	20%								
Managers, directors, and executives	Number of managers, directors, and executives	22,469	22,488	22,033								
- Percentage of women managers, directors, and executives	%	52%	52%	53%								
Senior managers: executives (excluding Executive Committee) and directors	Number of senior managers	1,700	1,637	1,657								
- Percentage of women senior managers	%	41%	42%	43%	50%	2030						

	Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
Other managers	Number of other managers	20,762	20,851	20,376								
- Percentage of women other managers	%	53%	53%	53%								
Non-managers employees	Number of non-managers	75,268	73,584	66,706								
- Percentage of women non-managers	%	27%	26%	25%								
Total number of men	%	65,994	65,485	60,582				✓				
Percentage of men on total employees	%	68%	68%	68%				✓				
Total number of women	%	31,743	30,587	28,157				✓				
Percentage of women on total employees	%	32%	32%	32%				✓				

Employees by Age ^(a)

< 20 years	%	0.3%	0.3%	0.4%				✓				
20 - 29 years	%	17.6%	16.6%	16.6%				✓				
30 - 39 years	%	36.9%	35.3%	34.7%				✓				
40 - 49 years	%	28.9%	30.0%	30.5%				✓				
50 - 59 years	%	14.2%	15.4%	15.5%				✓				
60 years and >	%	2.1%	2.4%	2.3%				✓				

^(a) Social Indicators Scope (refer to Methodology Note)

Hires and Dismissals ^(a)

Total number of hires	Number of hires	13,808	14,835	13,507				✓	Disclosure 401-1	5.1 8.5	Principle 6	
Total number of dismissals	Number of dismissals	6,553	6,405	5,568				✓	Disclosure 401-1	5.1 8.5	Principle 6	
Turnover rate	%	19%	20%	19%				✓	Disclosure 401-1	5.1 8.5	Principle 6	

^(a) Social Indicators Scope (refer to Methodology Note)

Working time and Organization ^(a)

Percentage of total employees working in part-time	%	3%	3%	4%				✓				
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^(a) Social Indicators Scope (refer to Methodology Note)

Absenteeism ^(a)

Absenteeism rate	%	2.9%	3.1%	2.9%				✓	Disclosure 403-2	8.8	Principle 3	
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^(a) Refer to our Methodology Note

Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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INCLUSIVE TALENT DEVELOPMENT

Inclusive Diversity

Score on the inclusion index	%	87%	86%	79% ^(a)	Above peers							
Percentage of female executives	Number of women / Total number of executives	31%	33%	34%					Disclosure 405-1	5.1 8.8 16.7	Principle 3, 6	
Percentage of female directors	Number of women / Total number of directors	43%	44%	44%					Disclosure 405-1	5.1 8.8 16.7	Principle 3, 6	

^(a) 2023 data based on the results of the Danone People Survey.

Deployment of the Parental Policy

Number of countries having implemented the Danone Global Parental Policy	Number of countries	54	56	58					Disclosure 401-3	5.1 8.5	Principle 6	
Number of employees covered by the Parental Policy	Number of employees	91,628	94,761	86,928								

Disability

Percentage of persons with disabilities employed by Danone in France	%	4.2%	3.8%	4.0%					Disclosure 405-1	5.1 8.8 16.7	Principle 3, 6	
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Gender Pay Gap

Gender Pay Gap	Points	3.1	3.2	2.1	0	2025						
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Talent development ^(a)

Number of employees having participated in at least one training course	Number of employees	95,542	95,341	88,520					Disclosure 404-1	4.3 4.4	Principle 6	
Percentage of employees trained	Employees trained/total number of employees under Social Indicator Scope	100%	100%	100%					Disclosure 404-1	4.3 4.4	Principle 6	
Total number of training hours	Number of training hours	2,332,335	2,451,042	2,090,720				✓	Disclosure 404-1	4.3 4.4	Principle 6	
Average number of training hours per employee	Training hours/employee	25	26	24				✓	Disclosure 404-1	4.3 4.4	Principle 6	

^(a) Social Indicators Scope (refer to Methodology Note)

SOCIAL DIALOGUE

Number of agreements signed between Danone and the IUF ^(a)	Number of agreements	10	10	9					Disclosure 407-1	8.8	Principle 3	
Number of visits made by Danone and IUF representatives in the subsidiaries ^(b)	Number of visits	62	68	78					Disclosure 407-1	8.8	Principle 3	
Percentage of employees covered by collective bargaining agreements	%	74%	74%	72%				✓	Disclosure 407-1	8.8	Principle 3	

^(a) International Union of Food Workers

^(b) Between 2009 and 2023

Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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HEALTH & SAFETY

Fatal accidents by Businesses ^(a)

Europe	Number of fatal accidents	-	-	-				✓	Disclosure 403-2	8.8	Principle 3	
North America	Number of fatal accidents	-	-	-				✓	Disclosure 403-2	8.8	Principle 3	
China, North Asia & Oceania	Number of fatal accidents	-	-	-				✓	Disclosure 403-2	8.8	Principle 3	
Africa, Middle East, South-East Asia	Number of fatal accidents	-	1	1				✓	Disclosure 403-2	8.8	Principle 3	
Latin America	Number of fatal accidents	1	-	2				✓	Disclosure 403-2	8.8	Principle 3	
CIS, Turkey, Iran	Number of fatal accidents	-	-	-				✓	Disclosure 403-2	8.8	Principle 3	
Total number of fatal accidents	Number of fatal accidents	1	1	3				✓	Disclosure 403-2	8.8	Principle 3	

(a) Safety reporting Scope (see Methodology Note)

Workplace accidents with lost-time by Businesses ^(a)

Europe	Number of workplace accidents with lost-time	n/a	161	132				✓	Disclosure 403-2	8.8	Principle 3	
North America	Number of workplace accidents with lost-time	n/a	16	26				✓	Disclosure 403-2	8.8	Principle 3	
China, North Asia & Oceania	Number of workplace accidents with lost-time	n/a	14	9				✓	Disclosure 403-2	8.8	Principle 3	
Africa, Middle East, South-East Asia	Number of workplace accidents with lost-time	n/a	28	17				✓	Disclosure 403-2	8.8	Principle 3	
Latin America	Number of workplace accidents with lost-time	n/a	26	17				✓	Disclosure 403-2	8.8	Principle 3	
CIS, Turkey, Iran	Number of workplace accidents with lost-time	n/a	23	4				✓	Disclosure 403-2	8.8	Principle 3	
Total number of workplace accidents with lost-time	Number of workplace accidents with lost-time	245	268	207				✓	Disclosure 403-2	8.8	Principle 3	

(a) Safety reporting Scope (see Methodology Note)

Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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Frequency rate of workplace accidents with lost-time (FR1) by Businesses ^(a)

Europe	Number of workplace accidents with lost-time/ 1,000,000 working hours	n/a	3.5	2.93				✓	Disclosure 403-2	8.8	Principle 3	
North America	Number of workplace accidents with lost-time/ 1,000,000 working hours	n/a	1.4	2.19				✓	Disclosure 403-2	8.8	Principle 3	
China, North Asia & Oceania	Number of workplace accidents with lost-time/ 1,000,000 working hours	n/a	0.8	0.52				✓	Disclosure 403-2	8.8	Principle 3	
Africa, Middle East, South-East Asia	Number of workplace accidents with lost-time/ 1,000,000 working hours	n/a	0.4	0.23				✓	Disclosure 403-2	8.8	Principle 3	
Latin America	Number of workplace accidents with lost-time/ 1,000,000 working hours	n/a	0.4	0.34				✓	Disclosure 403-2	8.8	Principle 3	
CIS, Turkey, Iran	Number of workplace accidents with lost-time/ 1,000,000 working hours	n/a	1.0	0.51				✓	Disclosure 403-2	8.8	Principle 3	
Company frequency rate of workplace accidents with lost-time (FR1) ^(b)	Number of workplace accidents with lost-time/ 1,000,000 working hours	1.0	1.1	0.9				✓	Disclosure 403-2	8.8	Principle 3	✓

^(a) Safety reporting Scope (see Methodology Note)

^(b) For SASB standard, The FR1+FR2 is equivalent to TRIR, the difference is that FR1+2 is based on the frequency per one million hours.

Severity rate of accidents ^(a)

Severity rate	Number of days lost related to workplace accidents with lost-time/ 1,000 working hours	0.07	0.06	0.03				✓	Disclosure 403-2	8.8	Principle 3	
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^(a) Safety reporting Scope (see Methodology Note)

	Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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Frequency rate of workplace accidents without lost-time (FR2) ^(a)

Company frequency rate of workplace accidents without lost-time (FR2) ^(b)	Number of workplace accidents without lost-time / 1,000,000 working hours	0.79	0.68	0.56				✓	Disclosure 403-2	8.8	Principle 3	✓
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^(a) Safety reporting Scope (see Methodology Note)

^(b) For SASB standard, The FR1+FR2 is equivalent to TRIIR, the difference is that FR1+2 is based on the frequency per one million hours.

WISE² Audits

Percentage of WISE ² audits performed in eligible site for WISE ² audits in operations	%	26%	43%	24%								
Percentage of eligible locations covered by WISE ² audit	%	15%	24%	n/a ^(a)								

^(a) Due to transfer of auditing tracking tool into Danone's new safety system, auditing aggregated data is not available yet at the time of this report

Dan'Cares ^(a)

Employees fully covered by Dan'Cares	Number of employees	91,672	94,761	85,009	ALL	2025		✓	Disclosure 403-2	8.8		
Number of countries covered by Dan'Cares	Number of countries	55	56	58				✓				

^(a) Dan'Cares program goal is to provide all Danone employees with quality healthcare coverage of major risks, while taking account of different market practices. The three main risks taken into account are hospitalization and surgery, ambulatory care and maternity care (for more information refer to 2023 Universal Registration Document)

Employee Assistance Program (EAP)

Number of countries including the EAP in their local implementation plan	Number of countries	28	35	38				✓				
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SECURITY

Security Operational Center (SOC)

Number of events noted as important or urgent by the SOC	Number of events	52	61	63				✓				
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HUMAN RIGHTS

Danone Ethics Line ^(a)

Number of alerts related to Human Rights ^(b)	Number of alerts	395	273	388								
Total number of alerts that were closed during the year	Number of alerts	391	220	309								
Total number of alerts under investigation	Number of alerts	76	53	79								
Total number of alerts in the "environmental violation" category	Number of alerts	1	6	10								
Number of countries where human rights alerts originate from	Number of countries	32	25	31								
Number of alerts into the Ending Exploitation Category	Number of alerts		149	210								
Number of alerts into the Decent work category	Number of alerts		123	178								
Number of alerts into the Impact to people linked to the environment	Number of alerts		1	11								

^(a) For more information on Danone Ethics Line please refer to our 2023 Universal Registration Document

^(b) In 2021, additional issues related to discrimination, harassment, employee health & safety and security, have been brought to the category

Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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PROCUREMENT

Relationship with milk producers:

Number of farms from which Danone sources directly or indirectly milk	Number of farms	59,000	58,000	58,000							
Number of these farms which are smallholders ^(a)	%	94%	94%	90%							
Tonnage of milk directly sourced by Danone worldwide	ktons	5,567	5,100	4,200							

^(a) For 2020 and before, smallholders farms were defined as "less than 10 cows". From 2021 onwards, it is defined as "less than 25 cows"

Main sourcing regions:

Europe	%	26%	26%	34%							
CIS	%	23%	23%	1%							
North America	%	29%	29%	37%							
Latin America		10%	11%	9%							
Other regions	%	11%	11%	19%							
Percentage of total milk collected directly by Danone coming from producers working under CPM contract ^(a)	%	26%	23%	23%							
Percentage of milk collected directly by Danone in EU coming from producers working under CPM contract ^(a)	%	36%	44%	37%							
Percentage of milk collected directly by Danone in the U.S coming from producers working under CPM contract ^(a)	%	54%	29%	26%							
Number of entities having deployed the Cool Farm Tool	Number of entities	15	16	15							
Number of entities having implemented the Animal Welfare tool	Number of entities	15	15	13							

^(a) CPM (Cost-Performance Model) contract: innovative contracts with producers in the United States, in Europe and in Russia to reduce milk price volatility, thereby offering better visibility and financial stability. (For more information refer to our 2023 Universal Registration Document).

Relationship with suppliers except liquid milk producers (RESPECT program ^(a))

Number of tier 1 suppliers sites registered on Sedex or Ecovadis platform ^(b)	Number of sites	3,489	3,189	3,511					Disclosure 414-1 Disclosure 308-1	8.8 12.7	Principle 7,8	
Number of SMETA audits conducted on Danone tier 1 suppliers, commissioned either by Danone or by peers ^(c)	Number of audits	556	482	541					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
RESPECT KPI 1: percentage of Danone's expenditure covered by the RESPECT program	%	-	-	69%								
RESPECT KPI 2: Percentage of SMETA audits planned completed	%	91%	83%	77%					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
RESPECT KPI 3: Percentage of audits that identified critical non-conformities that were closed in expected timeline	%	82%	91%	84%					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
Percentage of supplier sites that completed Sedex self-assessment or obtained Ecovadis scorecard	%	92%	91%	90%								
Total number of sites that completed Sedex self-assessment or obtained Ecovadis scorecard	Number of sites	3,297	2,160	2,759								
Total number of high risk or high priority sites selected in audit plan	Number of sites	129	103	84								
Total number of buyers, champions or purchasing managers that completed all the modules of the RESPECT e-learning course	Number of employees	500	571	98								

(a) Responsible procurement program of Danone (For more information see our 2023 Universal Registration Document).

(b) Sedex (Supplier Ethical Data Exchange) is a platform for suppliers to self-declare their CSR performance, which can be accessible to all their clients. EcoVadis is a platform for suppliers to be assessed on their CSR performance which they can share with all their clients.

(c) Suppliers identified at risk by Sedex or by Danone are audited by third-party organizations according to the SMETA protocol (Sedex Members Ethical Trade Audit).

	Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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Employee Education on Human Rights

Total number of employees that completed the e-learning training program on human rights and fight against forced labor	Number of employees	6,949	6,658	5,750								
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Critical non-conformities from SMETA audits (or those conducted using a similar methodology) of Danone suppliers in 2021

Total number of critical non-conformities	number of non-conformities	279	267	452					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
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Percentage of critical non-conformities related to:

forced labor	%	3.2%	2.6%	1.3%					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
child labor	%	0%	0.4%	0.7%					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
health & safety	%	43.7%	53.6%	65.9%					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
discrimination	%	0%	2.6%	1.1%					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
freedom of association and the right to collective bargaining	%	2.9%	0.8%	-					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
working hours and compensation	%	26.2%	25.5%	21.5%					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
the environment	%	11.5%	6.0%	6.6%					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
business ethics	%	3%	4%	-					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
other	%	9.3%	4.5%	2.9%					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	

The critical non-conformities identified and reported above have been resolved or are being remedied with the suppliers.

Traceability on priority categories of procurement ^(a)

"RSPO segregated" certified palm oil	%	93%	88%	95%								
"RSPO Mass Balance" certified palm oil	%	5%	9%	2%								
Traceability of Danone's fruit supplies to the Company's Tier 2 suppliers	%	100%	100%	100%								
Percentage of cocoa certified within one or more programs (Rainforest Alliance, Organic, Fair Trade, Fair for Life)	%	86%	79%	75-80%								

(a) For more information, see our 2023 Universal Registration Document

Exhaustive 2023 Social Innovation Platforms Data

Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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DANONE COMMUNITIES

Social businesses supported by the fund ^(a)

Number of social businesses supported by the fund	Number of social businesses	15	18	20					Disclosure 413-1	1.4 2.3	Principle 9	
Number of countries in which these businesses are located	Number of countries	22	25	25					Disclosure 413-1	1.4 2.3	Principle 9	

(a) Danone Communities Scope (Refer to our Methodology Note)

Measuring the commitment of Danone's employees ^(a)

Percentage of Danone Communities fund held by employees	%	42%	46%	47%					Disclosure 413-1	1.4 2.3	Principle 9	
Amount invested by Danone's employees since 2008	€	40,073,244	34,000,000	35,200,000					Disclosure 413-1	1.4 2.3	Principle 9	

(a) Danone Communities Scope (Refer to our Methodology Note)

Social performance of the fund ^(a)

Total number of beneficiaries ^(b)	Number of beneficiaries	11,000,000	11,500,000	13,500,000					Disclosure 413-1	1.4 2.3	Principle 9	
Number of beneficiaries with access to safe drinking water ^(c)	Number of beneficiaries	10,300,000	10,900,000	12,700,000	20,000,000	2025			Disclosure 413-1	1.4 2.3	Principle 9	
Number of beneficiaries in the fight against malnutrition and poverty ^(d)	Number of beneficiaries	468,659	600,000	600,000					Disclosure 413-1	1.4 2.3	Principle 9	

(a) Danone Communities Scope (Refer to our Methodology Note)

(b) The indicator refers to the total number of the beneficiaries from the social businesses that Danone Communities and the Water Access Acceleration Fund (W2AF) are supporting or have been supporting in their early stage, in regard to the countries in the Fund

(c) The indicator refers to the total number of the beneficiaries from the social businesses that Danone Communities and the Water Access Acceleration Fund (W2AF) are supporting or have been supporting in their early stage.

(d) The indicator refers to the total number of the nutrition social businesses beneficiaries supported by Danone Communities.

DANONE ECOSYSTEM (DE)

Danone Ecosystem projects ^(a)

Number of projects validated by DE Boards since its creation	Number of projects	92	99	102					Disclosure 413-1	1.4 2.3	Principle 9	
Number of active projects supported by DE	Number of projects	33	35	32					Disclosure 413-1	1.4 2.3	Principle 9	
Number of partners working with DE	Number of partners	84	87	89					Disclosure 413-1	1.4 2.3	Principle 9	
Total funding engaged by DE	€	78,400,000	80,300,000	83,100,000					Disclosure 413-1	1.4 2.3	Principle 9	
Total funding engaged by DE and its partners	€	201,153,930	207,200,000	230,100,000					Disclosure 413-1	1.4 2.3	Principle 9	

(a) Danone Ecosystem Fund Scope (Refer to our Methodology Note)

	Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
Social impact of Danone Ecosystem ^(a)												
Number of jobs created ^(b)	Number of jobs	6,392	6,682	7,691				4,577	Disclosure 431-1	1.4 2.3	Principle 9	
Number of professionally empowered people ^(c)	Number of people	73,752	75,923	80,715				47,957	Disclosure 431-1	1.4 2.3	Principle 9	
Number of women professionally empowered ^(d)	Number of women	46,468	47,265	48,444					Disclosure 431-1	1.4 2.3	Principle 9	
Number of indirect beneficiaries ^(e)	Number of beneficiaries	5,289,136	5,548,771	6,037,982				4,095,510	Disclosure 431-1	1.4 2.3	Principle 9	
Number of people impacted	Number of people	n/a	5,624,694	6,118,697				4,143,467				

(a) Danone Ecosystem Scope (Refer to our Methodology Note)

(b) This indicator refers to the creation of positions with a contract or a formalized micro-entrepreneurship status and with an employment of at least 6 months per year and active at the reporting date.

(c) This indicator refers to empowerment—a process to enable people to develop and strengthen their employability and their social and economic inclusion through, for example, trainings, social benefits, micro-credit services, donations for equipment etc.

(d) This indicator refers to empowerment—a process that enables women to develop and strengthen their employability and their social and economic inclusion through, for example, trainings, social benefits, micro-credit services, donations for equipment etc.

(e) This indicator refers to people with an indirect benefit specific to the project, such as family members benefiting from an increased or secured revenue, people sensitized to nutrition or health and others linked to activities created by the project.

Environmental impact of Danone Ecosystem ^(a)												
PET collected annually	Tons	13,788	16,728	17,132								
Number of people supported by Danone and DE to secure or increase their revenue through inclusive recycling projects	Number of people	6,902	7,651	8,920								
Number of jobs created through inclusive recycling projects	Number of people	3,685	3,968	4,722								

(a) Danone Ecosystem Scope (Refer to our Methodology Note)

LIVELIHOODS CARBON FUND

LIVELIHOODS CARBON FUND #1

Livelihoods Carbon Fund #1 projects ^(a)

Total number of projects	Number of projects	9	9	9					Disclosure 413-1	1.4 2.3	Principle 9	
- Number of ecosystem restoration projects	Number of projects	3	3	3					Disclosure 413-1	1.4 2.3	Principle 9	
- Number of agroforestry projects	Number of projects	3	3	3					Disclosure 413-1	1.4 2.3	Principle 9	
- Number of rural energy projects	Number of projects	3	3	3					Disclosure 413-1	1.4 2.3	Principle 9	
Total investment volume (Danone and co-investors)	€	45,900,000	45,900,000	45,900,000	45,900,000				Disclosure 413-1	1.4 2.3	Principle 9	

(a) Livelihoods Carbon Fund Scope (Refer to our Methodology Note)

Social impact of the fund ^(a)

People positively impacted since 2011 ^(b)	Number of people	1,500,000	948,000	961,600					Disclosure 413-1	1.4 2.3	Principle 9	
Households equipped with efficient cookstoves since 2011	Number of households	163,000	163,000	172,980					Disclosure 413-1	1.4 2.3	Principle 9	

(a) Livelihoods Carbon Fund Scope (Refer to our Methodology Note)

(b) Number of people whose livelihoods are improved thanks to projects' benefits: more resources available and more resilient ecosystems. It includes households equipped with Livelihoods efficient cookstoves thus less exposed to toxic smoke.

	Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
Environmental impact of the fund ^(a)												
Trees planted since 2011	Number of trees	127,000,000	127,000,000	127,000,000					Disclosure 304-3	6.6	Principle 7, 8	
Hectares restored since 2011	Ha	36,000	38,550	31,622					Disclosure 304-3	6.6	Principle 7, 8	
Carbon emissions avoided or sequestered since 2014	Tons	2,400,000	4,000,000	4,000,000	8,000,000	2032	2012		Disclosure 304-3	6.6	Principle 7, 8	

(a) Livelihoods Carbon Fund Scope (Refer to our Methodology Note)

LIVELIHOODS CARBON FUND #2

Livelihoods Carbon Fund #2 projects ^(a)

Total number of projects validated	Number of projects	8	9	9	9				Disclosure 413-1	1.4 2.3	Principle 9	
Total investment volume (Danone and co-investors)	€	65,000,000	65,000,000	65,000,000	65,000,000				Disclosure 413-1	1.4 2.3	Principle 9	

(a) Livelihoods Carbon Fund Scope (Refer to our Methodology Note)

Social impact of the fund ^(a)

People positively impacted since the launch of the second compartment ^(b)	Number of people	260,000	753,800	868,300	2,000,000				Disclosure 413-1	1.4 2.3	Principle 9	
Households equipped with efficient cookstoves since the launch of the second compartment	Number of households	78,500	101,447	121,361	160,000				Disclosure 413-1	1.4 2.3	Principle 9	

(a) Livelihoods Carbon Fund Scope (Refer to our Methodology Note)

(b) Number of people whose livelihoods are improved thanks to projects' benefits: more resources available and more resilient ecosystems. It includes households equipped with Livelihoods efficient cookstoves thus less exposed to toxic smoke.

LIVELIHOODS FUND FOR FAMILY FARMING

Livelihoods Fund for Family Farming projects ^(a)

Number of active projects	Number of projects	8	8	8					Disclosure 413-1	1.4 2.3	Principle 9	
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(a) Livelihoods Fund For Family Farming Scope (Refer to our Methodology Note)

Social impact of the fund ^(a)

Number of people reached ^(b)	Number of people	31,150	64,265	100,733	157,000				Disclosure 413-1	1.4 2.3	Principle 9	
Number of people directly empowered ^(c)	Number of people	8,940	13,139	16,459	25,550				Disclosure 413-1	1.4 2.3	Principle 9	
Number of farms connected to markets or supply chains of investors in the fund ^(d)	Number of farms	6,000	11,808	16,066	25,150				Disclosure 413-1	1.4 2.3	Principle 9	

(a) Livelihoods Fund For Family Farming Scope (Refer to our Methodology Note). Targets given are set for current projects in the fund's portfolio.

(b) This indicator corresponds to the number of people whose livelihoods are improved thanks to projects' benefits: more resources available (food, cash crops, etc.) and more resilient ecosystems (restoration of agricultural land and forests, access to water etc.). It includes people benefiting somehow from the project directly or indirectly, being or not involved in L3F project action. They include Family members of direct beneficiaries, people sensitized to good practices and people benefiting from a shared access to the project facilities, tools or services.

(c) This indicator corresponds to the number of men and women who, as a direct result of an L3F project action, have strengthened their: social and economic inclusion, or their awareness on how to best achieve his/her social and professional goals, or their capacity to best achieve his/her social and professional goals.

(d) This indicator corresponds to the number of farms that are connected to markets or supply chains of investors in the funds. Number of farms (one farm =one household) that are GPS-localized, who benefit from one of the L3F project activities and for who yearly volumes and values of local crop(s) production are recorded up to the first transformer. The farms are considered as connected if they are active project participants and that their production can be traced up to the supply chain of the project partners.

Environmental impact of the fund ^(a)

Hectares converted to sustainable farming practices	Ha	6,740	5,776	5,000	27,780				Disclosure 304-3	6.6	Principle 7, 8	
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(a) Livelihoods Fund For Family Farming Scope (Refer to our Methodology Note) Targets given are set for current projects in the fund's portfolio

Exhaustive 2023 Compliance Data

Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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RESPONSIBLE PRACTICES: ETHICS AND INTEGRITY

Percentage of countries where the Company have deployed the Third Party Vetting digital tool	%	70%	100%	100%								
Number of alerts including human resources, corruption, and fraud	Number of alerts	568	506	902								
Number of third parties vetted	Number of parties	14,425	70,995	164,856								
Percentage of third parties vetted that were approved	%	95.0%	99.0%	99.0%								
Percentage of third parties vetted that were approved with mitigation	%	4.7%	0.8%	1.1%								
Percentage of third parties vetted that were rejected	%	0.3%	0.2%	0.2%								

Danone Way 2023 Data

Unit	2021 ^(a)	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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(a) 2021 percentage recalculated based on 2022 structure

OVERARCHING SECTION

SUSTAINABILITY INTEGRATION INTO BUSINESS

Percentage of entities that monitor and discuss regularly their local sustainability performance within their Leadership Teams.	%	70%	78%	76%				✓				
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OFFERING QUALITY, SAFE, ON TREND PRODUCTS

FOOD SAFETY & QUALITY MANAGEMENT

Percentage of entities with a QFS continuous improvement plan in place as part of the entity's business plan, with an associated scorecard tackling the 4 QFS pillars.	%	94%	90%	93%				✓				
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IMPACTING PEOPLE'S HEALTH LOCALLY

HEALTH IMPACT JOURNEY, GOVERNANCE & ACTIVATION

Percentage of entities that have implemented a formalized routine to identify the key health issues and trends that are relevant to consumers, authorities, and other stakeholders in their market.	%	73%	77%	70%				✓				
Percentage of entities that monitor compliance with the Marketing To Kids (M2K) pledge (especially with regards to online advertising and licenses on packaging) or Breast Mil Substitutes (BMS) marketing pledge and have established a process to rectify practices that are not compliant with the M2K pledge or BMS marketing pledge.	%	80%	79%	88% ^(a)				✓				
Percentage of entities that have started to develop a roadmap to gradually reduce sugar in its products directed at children, aiming for the following sugar targets: • For EDP Kids, the target is to achieve ≤ 10 g of total sugars/100 g of product by 2025. • For toddler milks* 1-3+, the target is to achieve ≤ 1.25 g added sugars/100 kcal by 2025 • For formula milks (4-5 yo), the target is to achieve ≤ 2g added sugar/100kcal.	%	n/a	58%	82%				✓				

(a) This figure is the average of the M2K and BMS percentages, i.e. 88% and 82% respectively

Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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PRESERVING AND RENEWING THE PLANET'S RESOURCES

REGENERATIVE AGRICULTURE

Percentage of entities who have a direct relationship with dairy farmers and have built a RegAg roadmap, including SBTi 1.5 FLAG and critical topics for license to operate/business continuity. For example, GHG emissions and methane reduction, water, deforestation, etc.	%	n/a	n/a	80%							
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CIRCULAR PACKAGING TRANSFORMATION

Percentage of entities that have assessed the recycling system (collection, sorting, and recycling) in the countries they operate in to estimate recycling rates for packaging used in their market.	%	56%	56%	62%			✓				
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FOOD WASTE

Percentage of entities that have established partnerships with key external stakeholders to reduce food waste upstream and/or downstream using at least two of the following strategies: <ul style="list-style-type: none"> • Partnering with retailers or suppliers on a specific food waste reduction project to prevent food waste • Launching innovative projects with start-ups or service providers to create solutions to food waste problems with potential for widespread implementation • Engaging directly with consumers on food waste reduction through at least one targeted communication campaign. 	%	26%	37%	40%			✓				
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WATER PRESERVATION

Percentage of entities that have a water roadmap and monitor their water performance according to the Danone's Water Policy commitments on a quarterly basis.	%	76%	80%	77%			✓				
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CREATING AN INCLUSIVE AND ENGAGING WORKPLACE FOR ALL

SOCIAL DIALOGUE

Percentage of entities that have discussed with unions or employee representatives and proposed to eligible employees the FutureSkills program if a validated project affected employees or their working conditions (applicable to 5 entities).	%	100%	100%	100%			✓				
Percentage of entities where access to the targeted jobs of the future has reached a significant ratio (above 75%, applicable to 4 entities).	%	10%	50%	100%			✓				

HEALTH & SAFETY

Percentage of entities that have set up and monitors a formal program to promote well-being at work and prevent work-related stress. This program covers Danone's five pillars of well-being (value of daily work, sustainable pace, healthy ways of working, management with care, and healthy lifestyles and healthy work environment).	%	81%	76%	68%			✓				
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	Unit	2021	2022	2023	Target	Target Year	Baseline	Externally verified	Corresponding GRI standards	Related SDG target	Related UNGC principle	SASB
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INCLUSIVE DIVERSITY

Percentage of entities that have developed an Inclusive Diversity (ID) Roadmap with clearly defined action plans and KPIs to measure its progress. The roadmap should include inclusive behavior, gender balance, and other locally relevant topics.	%	78%	74%	82%				✓				
Percentage of entities that monitor its gender pay gap (GPG) at minimum on an annual basis (pre- and post-ASR) for all directors and managers. It aims to achieve a GPG ratio in the 97-103 range and engages with the global HR rewards team to discuss remediation actions if necessary.	%	74%	83%	88%				✓				

HUMAN RIGHTS FOR TEMPORARY WORKERS

Percentage of entities that have screened all existing contracts with labor agencies and started a process to ensure that both the Sustainability Principle and the GPFWE (with the human rights clause adapted to local legislation) are included in all contracts.	%	68%	47%	68%				✓				
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FOSTERING INCLUSIVE GROWTH

RESPONSIBLE SOURCING PERFORMANCE

Percentage of entities where buyers and category/regional procurement directors' annual objectives include an element related to the RESPECT program's results.	%	62%	65%	62%				✓				
Percentage of entities whose contracts include the Fundamental Sustainability Principles* or the Sustainability Clause. The GTCs (General Terms and Conditions of Purchase) include the Sustainability Clause.	%	95%	92%	93%				✓				

AFFORDABILITY

Percentage entities that offer one or more healthy products in their portfolio targeted at low-income populations or have launched a dedicated project or intervention to provide or expand access to healthy nutrition or safe drinking water to low-income populations. ^(a)	%	48%	55%	54%				✓				
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(a) By low-income populations, we are targeting economic groups below C2

WORKING WITH PARTNERS FOR GREATER IMPACT

STAKEHOLDER MANAGEMENT & PUBLIC AFFAIRS

Percentage of entities that itemize advocacy expenses for the associations, multi-stakeholder coalitions and business platforms that have an advocacy or lobbying component.	%	n/a	n/a	74%				✓				
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Limited assurance report by the independent third party on a selection of information published in the “Exhaustive extra-financial data”

- For the year ended December 31st, 2023

This is a free translation into English of the independent third party 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.

In our capacity as independent third party, member of Mazars Group, statutory auditor of Danone (hereinafter the “**Entity**”), and accredited by COFRAC Inspection under number 3-1058 (scope of accreditation available on www.cofrac.fr), we have performed work to provide a reasoned opinion that expresses a limited level of assurance on a selection of information presented in the document “Exhaustive extra-financial data”, identified by the sign √, prepared in accordance with the Entity’s procedures (hereinafter the “**Guidelines**”), for the financial year ended December 31st, 2023.

Conclusion

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

Preparation of non-financial information by the Entity

The absence of a commonly used generally accepted framework or a significant body of established practice on which to draw to evaluate and measure such Information allows for the use of different, but acceptable, measurement techniques that can affect comparability between entities and over time. Consequently, the Information needs to be read and understood in conjunction with the Guideline used.

The Entity’s responsibility

The Entity’s management is responsible for:

- establishing an appropriate Reference Framework for the preparation of the Information;
- preparing the Information in accordance with this Reference Framework;
- designing, implementing and maintaining internal control procedures relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

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Responsibility of the independent third party

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our limited conclusion to the Entity.

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

This is not our responsibility to express an opinion on:

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

Applicable professional standards

We have performed a limited assurance engagement in accordance with ISAE 3000 (Revised) – Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB).

Independence and quality control

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

Nature and scope of our work

The procedures we performed, based on our professional judgement, included requests for information, observation of existing processes, inspection of documents, analytical procedures, assessment of the appropriateness of quantification methods, and verification that the data were consistent and/or reconciled with the underlying documents.

Given the circumstances of the engagement, in carrying out the procedures listed above, we:

- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, when appropriate;

- we obtained an understanding of internal control and risk management procedures implemented by the Entity and assessed the data collection process to ensure the completeness and fairness of the Information;
- we implemented analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
- we implemented tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities, in Appendix 1, and covers between 18% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests.

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

Paris-La Défense, March 5, 2024

French original signed by: Independent Verifier

Mazars SAS

Tristan MOURRE

Partner, CSR & Sustainable Development

Appendix 1: Selected entities (*Country Business Unit*)

ALPRO NV (<i>Essential Dairy and Plant-based</i>)	Belgium
SUPPORT PRODUTOS NUTRICIONAIS BRAZIL BABY (<i>Specialized Nutrition</i>)	Brazil
DANONE BRAZIL DAIRY (<i>Essential Dairy and Plant-based</i>)	Brazil
DANONE CANADA DELISLE (<i>Essential Dairy and Plant-based</i>)	Canada
DANONE NUTRICIA HONG KONG (<i>Specialized Nutrition</i>)	China
DANONE NUTRICIA ONLINE DISTRIBUTION HONG KONG (<i>Specialized Nutrition</i>)	China
DANONE WATER CHINA MIZONE (<i>Waters</i>)	China
NUTRICIA EARLY LIFE NUTRITION SHANGHAI Co. Ltd (<i>Specialized Nutrition</i>)	China
NUTRICIA MEDICAL HONG KONG SEA (<i>Specialized Nutrition</i>)	China
NUTRICIA PHARMACEUTICAL WUXI MEDICAL SALES (<i>Specialized Nutrition</i>)	China
NUTRICIA TRADING (SHANGHAI MEDICAL) (<i>Specialized Nutrition</i>)	China
SA DES EAUX MINERALES D'EVIAN / VOLVIC (<i>Waters</i>)	France
DANONE DEUTSCHLAND GMBH (<i>Specialized Nutrition</i>)	Germany
DANONE GERMANY (<i>Essential Dairy and Plant-based</i>)	Germany
DANONE JAPAN (<i>Essential Dairy and Plant-based</i>)	Japan
DANONE DE MEXICO (<i>Essential Dairy and Plant-based</i>)	Mexico
CENTRALE DANONE (<i>Essential Dairy and Plant-based</i>)	Morocco
NUTRICIA POLSKA / POLAND BABY (<i>Specialized Nutrition</i>)	Poland
FONT VELLA (<i>Waters</i>)	Spain
SN UK (<i>Specialized Nutrition</i>)	United Kingdom
DANONE US LLC (<i>Essential Dairy and Plant-based</i>)	United States of America
DANONE SPECIALIZED NUTRITION Co. Ltd (<i>Specialized Nutrition</i>)	Thailand