



Lab
Global

Danone DACH

Disclosure Report

Date Submitted: December 13th, 2025



Disclosure Materials

Certified B Corporations must complete a Disclosure Questionnaire to identify potentially sensitive issues related to the company (e.g. historical fines, sanctions, material litigation, or sensitive industry practices).

This component does not affect the company's score on the B Impact Assessment. If the company answers affirmatively to any items in the Disclosure Questionnaire that B Lab deems relevant for public stakeholders, then, as a condition of their certification, the company must:

- 1) Be transparent about details of the disclosure issues identified on the company's public B Impact Report
- 2) Describe how the company has addressed this issue
- 3) Demonstrate that management practices are in place to avoid similar issues from arising in the future, when necessary.

In all cases, the Standards Advisory council reserves the right to refuse certification if the company is ultimately deemed not to uphold the spirit and integrity of the community.

In addition to the voluntary indication of sensitive issues in the Disclosure Questionnaire, companies pursuing Certification also are subject to a background check by B Lab staff. Background checks include a review of public records, news sources, and search engines for company names, brands, executives/founders, and other relevant topics.

Sensitive issues identified through background checks may or may not be within the scope of questions in the Disclosure Questionnaire, but undergo the same review process and are subject to the same possible review by the Standards Advisory Council, including ineligibility for B Corp Certification, required remediation, or disclosure.

B Lab's Public Complaints Process

Any party may submit a complaint about a current B Corp through [B Lab's Public Complaint Process](#). Grounds for complaint include:

- 1) Intentional misrepresentation of practices, policies, and/or claimed outcomes during the company's [certification process](#)
- 2) Breaches of the B Corp Community's core values as expressed in our [Declaration of Interdependence](#)

This document contains a copy of the company's completed Disclosure Questionnaire and related disclosure documentation provided by the company.



Disclosure Questionnaire

Industries and Products

	Yes	No
Please indicate if the company is involved in production of or trade in any of the following. Select Yes for all options that apply.		
Animal Products or Services	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Biodiversity Impacts	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Chemicals	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disclosure Alcohol	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disclosure Firearms Weapons	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disclosure Mining	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disclosure Pornography	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disclosure Tobacco	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Energy and Emissions Intensive Industries	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Fossil fuels Gambling	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Genetically Modified Organisms	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Illegal Products or Subject to Phase Out	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Industries at Risk of Human Rights Violations	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Monoculture Agriculture	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Nuclear Power or Hazardous Materials	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Payday, Short Term, or High Interest Lending	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Water Intensive Industries	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tax Advisory Services	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Outcomes & Penalties

	Yes	No
Please indicate if the company has had any formal complaint to a regulatory agency or been assessed any fine or sanction in the past five years for any of the following practices or policies. Check all that apply.		
Anti-Competitive Behavior	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Breaches of Confidential Information	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Bribery, Fraud, or Corruption	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Company has filed for bankruptcy	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Consumer Protection	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Financial Reporting, Taxes, Investments, or Loans	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Hazardous Discharges Into Air/Land/Water (Past 5 Yrs)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Labor Issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Large Scale Land Conversion, Acquisition, or Relocation	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Litigation or Arbitration	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Fatality involving an employee	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Penalties Assessed For Environmental Issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Political Contributions or International Affairs	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recalls	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Significant Layoffs	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Violation of Indigenous Peoples Rights	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other	<input type="checkbox"/>	<input checked="" type="checkbox"/>



Practices

	Yes	No
Please indicate if the following statements are true regarding whether or not the company engages in the following practices. Check all that apply. If the statement is true, select "Yes." If false, select "No."		
Animal Testing	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Company/Suppliers Employ Under Age 15 (Or Other ILO Minimum Age)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Company prohibits freedom of association/collective bargaining	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Company workers are prisoners	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Conduct Business in Conflict Zones	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Confirmation of Right to Work	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Does not transparently report corporate financials to government	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Employs Individuals on Zero-Hour Contracts	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Facilities located in sensitive ecosystems	<input type="checkbox"/>	<input checked="" type="checkbox"/>
ID Cards Withheld or Penalties for Resignation	<input type="checkbox"/>	<input checked="" type="checkbox"/>
No formal Registration Under Domestic Regulations	<input type="checkbox"/>	<input checked="" type="checkbox"/>
No signed employment contracts for all workers	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Overtime For Hourly Workers Is Compulsory	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Payslips not provided to show wage calculation and deductions	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Yes	No
Sale of Data	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Tax Reduction Through Corporate Shells	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Workers cannot leave site during non-working hours	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Workers not Provided Clean Drinking Water or Toilets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Workers paid below minimum wage	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Workers Under Bond	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Supply Chain Disclosures

	Yes	No
Please indicate if any of the following statements are true regarding your company's significant suppliers.		
Business in Conflict Zones	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Child or Forced Labor	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Negative Environmental Impact	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Negative Social Impact	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other	<input type="checkbox"/>	<input checked="" type="checkbox"/>



Disclosure Questionnaire Statement

Disclosure Questionnaire Category: Energy and Emissions Intensive Industries

Energy and Emissions Intensive Industries	
Topic	Energy and Emissions Intensive Industries
Summary of Issue	<p>Danone DACH, a Danone company, includes several legal entities within its scope of B Corp certification:</p> <ul style="list-style-type: none">• Danone Deutschland GmbH (office and factory - Frankfurt, Nürnberg, and Haar headquarters; Ochsenfurt plant),• Milupa GmbH (factory - Fulda plant),• Danone Österreich GmbH (office - Wien headquarters and Puch warehouse),• Danone Suisse SA (office - Zürich headquarters). <p>Danone DACH is involved in the production and sale of dairy/ plant-based / specialized nutrition products. It is part of an industry that can potentially be classified as energy and emission-intensive, meaning that it is more likely to have significant impacts on the environment based on its carbon emissions associated with its operations and its contribution to climate change. Those entities acknowledge their potential negative environmental impact and actively work to mitigate their impact.</p> <p>As per B Lab's rules, manufacturing companies in the food & beverage industry are required to make transparent their involvement in such activities or industries, irrespective of their actual intensity or impact.</p>
Size/Scope of Issue (e.g. \$ financial implication, # of individuals affected)	<p>In the previous fiscal year, 100% of Danone DACH's revenues were derived from manufacturing. Regarding the energy intensity (KWh) per unit of product produced for its standard manufacturing processes:</p> <ul style="list-style-type: none">• Ochsenfurt plant: 467kWh/tFP 2024 (kWh per tonne of Finished Product)• Fulda plant: 1.265,6 kWh/to 2024
Impact on Stakeholders	<p>Energy-intensive activities, such as food & beverage manufacturing, can pose an environmental risk due to the related emissions derived from energy use. The extent of</p>

	<p>environmental impact depends on the energy sources utilised and the management practices in place to manage energy use.</p>
<p>Global Implemented Management Practices</p>	<p>The entities included in Danone DACH's certification scope are indirect subsidiaries of Danone SA. As such, it is fully in line with the group's ambition to help lead an industry-wide transition to a low-carbon economy. In 2015, Danone started engaging in climate change following the Paris Agreement. The company published the Climate Policy and set 1.5° reduction targets for 2030, officially approved by SBTi in 2022. Danone's main contributor to the carbon footprint is milk, which accounts for 36% of the overall emissions. Energy and industrial operations account for only for 5% of the total. Nevertheless, Danone commits to reducing emissions through strategic programs and has a global ambition in line with the Science-Based Targets initiative, and is committing to net-zero emissions by 2050.</p> <p>Energy & Emissions are also a key topic of the company's sustainability strategy, Danone Impact Journey. Danone's global targets on climate are:</p> <ul style="list-style-type: none"> ● Reduce its GHG footprint by 2030, in line with what science says is required to limit warming to 1.5°C ● Achieve 30% reduction in methane emissions from fresh milk by 2030 ● 36% reduction on scope 1 & 2 by 2025 [this objective was changed earin ly 2025 ● Achieve net-zero emissions by 2050 <p>As part of the strategies to reach the Danone Impact Journey targets listed above, Danone launched a Global Energy Excellence Program, Re-Fuel Danone in 2022, as an action plan to reduce energy and industrial emissions and transform the energy footprint of its production sites worldwide. The global targets are:</p> <ul style="list-style-type: none"> ● 36% reduction on scope 1 & 2 by 2025 ● Significantly increase its use of renewable energy, such as biogas, biomass, solar, and hydrogen ● 100% of electricity will be from renewable sources, and half of all energy will come from renewable sources by 2030 ● Reduce the company's scope 1 & 2 emissions by a minimum of 42% by 2030

	<p>To monitor its progress, Danone uses an internal reporting tool for sustainability metrics – Greentrack - deployed in each Business Unit worldwide, including Danone Deutschland GmbH (plant Ochsenfurt) and Milupa GmbH (plant), to track energy consumption and efficiency.</p>
<p>Local Implemented Management Practices</p>	<p>Danone Deutschland GmbH (Frankfurt, Nürnberg, Haar Headquarters; Ochsenfurt plant) and Milupa GmbH (plant), achieved the ISO 50001 standard certification (international standard for establishing an energy management system).</p> <p>Local target on energy:</p> <ul style="list-style-type: none"> ● Ochsenfurt plant: 460kWh/tFP (kWh per tonne of Finished Product) ● Fulda plant: 1.215kWh/to (kWh per tonne of output) <p>For more details on practices and quantitative data, please refer to the Transparent Assessment.</p>
<p>Report</p>	<ul style="list-style-type: none"> ● Danone's Climate Action ● Danone Climate Transition Plan ● Danone DACH Nachhaltigkeitsbericht 2023



Disclosure Questionnaire Statement

Disclosure Questionnaire Category: Water Intensive Industries

Water Intensive Industries	
Topic	Water Intensive Industries
Summary of Issue	<p>Danone DACH, a Danone company, includes several legal entities within its scope of B Corp certification:</p> <ul style="list-style-type: none">• Danone Deutschland GmbH (office and factory - Frankfurt, Nürnberg, and Haar headquarters; Ochsenfurt plant),• Milupa GmbH (factory - Fulda plant),• Danone Österreich GmbH (office - Wien headquarters and Puch warehouse),• Danone Suisse SA (office - Zürich headquarters). <p>Danone DACH is involved in the production and sale of dairy, plant-based, specialized nutrition, and bottled natural mineral water products, or is part of an industry that can potentially be classified as water-intensive, meaning that they are more likely to have significant impacts on the environment based on the water consumption associated with their operations and their potential contribution to water scarcity. Danone DACH understands its potential negative environmental impact and actively works to mitigate its impact.</p> <p>As per B Lab's rules, manufacturing companies in the food & beverage industry are required to make transparent their involvement in such activities or industries, irrespective of their actual intensity or impact.</p>
Size/Scope of Issue (e.g. \$ financial implication, # of individuals affected)	<p>In the previous fiscal year, 100% of Danone DACH's revenues were derived from manufacturing. Regarding the water intensity per unit of product produced for its standard manufacturing processes:</p> <ul style="list-style-type: none">• Ochsenfurt plant: 3,2m³/tFP (m³ per tonne of Finished Product)• Fulda plant: 2,41m³/to (m³ tonne of output)
Impact on Stakeholders	<p>As a water-intensive industry, the manufacturing of food & beverage products can pose risks such as water stress or depletion of local water sources if water used is not appropriately managed.</p>

	<p>By using municipal water supply for its manufacturing processes, the main stakeholders affected are other water users in the regions of operation, such as local water authorities & regulators, residents, other industrial plants, farmers, and the local biodiversity.</p>
<p>Global Implemented Management Practices</p>	<p>The entities included in Danone DACH's certification scope are indirect subsidiaries of Danone SA. Danone works to protect and restore watersheds, reduce its water footprint, and improve access to safe drinking water. Water stewardship at Danone includes three scopes: scope 1 of the factory, scope 2 of the operational watershed, and scope 3 of the sourcing watershed. Scope 3 accounts for the major water footprint in Danone, as it includes water usage in agriculture.</p> <p>Water is also a key topic of the company's sustainability strategy, Danone Impact Journey. As part of its roadmap, Danone set targets and committed to reducing its water footprint for:</p> <ul style="list-style-type: none"> ● Scope 1 – by implementing a 4R approach (reduce, reuse, recycle, reclaim) in 100% of the production sites by 2030. ● Scope 2 – by implementing in highly water-stressed areas, watershed preservation and restoration plans by 2030. ● Scope 3 – by driving water footprint reduction across the value chain <p>Danone has several tools to measure its water footprint and guide its water preservation action, including Water Risk Assessment, Water Footprint Assessment, WWF Water Risk Filter, and an internal tool called Spring 2030. Danone also uses an internal reporting tool for sustainability metrics - Greentrack - deployed in each Business Unit worldwide, including Danone Deutschland GmbH (plant Ochsenfurt) and Milupa GmbH (plant), to track water consumption and efficiency of its water programs.</p>
<p>Local Implemented Management Practices</p>	<p>Danone works to protect and restore watersheds, reduce its water footprint, and improve access to safe drinking water. Water stewardship at Danone includes three scopes: scope 1 of the factory, scope 2 of the operational watershed, and scope 3 of the sourcing watershed. Scope 3 accounts for the major</p>



	water footprint in Danone, as it includes water usage in agriculture.
Report	<ul style="list-style-type: none">• Water Stewardship• Water Action Plan



Disclosure Questionnaire Statement

Disclosure Questionnaire Category: Financial Reporting, Taxes, Investments, or Loans

Issue Date	2013-2017
Topic	Transfer Pricing
Summary of Issue	<p>Danone Deutschland GmbH was accused of (1) tax evasion and informed of (2) an alleged administrative offence, based on the assertion that it had knowledge of a tax ruling issued in the Netherlands.</p> <p>1) The facts of the case relate to the external tax audit for the tax periods 2013 to 2017, during which the tax auditor identified an incorrect transfer pricing structure in relation to another legal entity from the Danone Group based in the Netherlands - DanTrade B.V. There is an arrangement between the Dutch tax authorities and DanTrade B.V. whereby some of the sales were presumably not taxed. This was considered a profit distribution not properly reported.</p>
Size/Scope of Issue (e.g. \$ financial implication, # of individuals affected)	<p>1) The transfer pricing has already been adjusted. Corresponding amounts for 2013-2017 have been taxed and already paid; there is no further obligation. The tax audit for 2018-2022 is nearly finalized, and there are no tax allegations or issues.</p> <p>2) No financial value since the decision is pending.</p>
Impact on Stakeholders	Transfer pricing can affect investors, employees, and governments through distorted financial results, uncertainty in cash flows, and reduced tax revenues.
Resolution of the Issue	(1) Decision by the authority is still expected. Danone Deutschland GmbH has requested the termination of the proceedings (no penalty fee) due to the absence of the conditions for tax evasion and an administrative offence. Danone Deutschland GmbH exposed that there was no failure to fulfil supervisory obligations under Section 130 of the German Administrative Offences Act (OWiG), as Danone GmbH

	<p>had no knowledge of the content of the decision between the Dutch tax authorities and DanTrade B.V.1 . It is emphasised that there is no intentional tax evasion according to § 370 AO or reckless tax evasion according to § 378 AO1.</p> <p>(2) By the time this document was written, no feedback/response from the fine authority to the company's statement from Aug 2024.</p>
Implemented Management Practices	All due diligence obligations were observed. The local management is not responsible for additional or reduced taxation of other companies.
Related Incidents (Yes/No)	No. The company states that these were isolated incidents and not indicative of a systematic issue.



Disclosure Questionnaire Statement

Disclosure Questionnaire Category: Litigation or Arbitration

Issue Date	2020 - 2025
Topic	Litigation/ Arbitration
Summary of Issue	<p>1) 2020 - Danone Waters Deutschland GmbH / "Bio" claim A competitor filed a complaint against a private certification body providing and verifying the “Bio” claim (corresponding to « organic ») based on the alleged non-compliance of the claim with applicable organic standards for mineral waters. The competitors' complaint included Danone Waters Deutschland GmbH as well, given that at the time, the company was using the claim for its water products, under the Volvic brand.</p> <p>2) 2023 - Danone Deutschland GmbH / "carbon-neutral" claim The NGO, Deutsche Umwelthilfe (DUH), filed a challenge against Danone Deutschland GmbH regarding the use of the “carbon-neutral” claim on Evian-brand water bottles, alleging that it constituted misleading advertising. The claim was based on Carbon Trust certification. The allegations were centered on whether referencing detailed information via a packaging disclaimer that directed consumers to a website was sufficient—specifically, whether the manner in which the claim was displayed and presented to consumers met legal transparency requirements.</p> <p>3) 2022 - Danone Schweiz AG / Swiss Health Ministry Swiss authorities challenge the wording "It's not milk" on the front of the pack of a plant-based product, alleging it was misleading to Swiss consumers</p>
Size/Scope of Issue (e.g. \$ financial implication, # of individuals affected)	<p>1/2) There were no financial implications in either case, as Danone Deutschland GmbH was not subject to any fines given that the company proactively removed the concerned claims from all its packs prior to the courts' decisions.</p> <p>3) Financial implications will represent less than 1% of the</p>



	company's annual revenue.
Impact on Stakeholders	<p>1/2) No significant financial or material impact was observed, as both cases have been resolved. Danone Deutschland GmbH remains committed to addressing such matters responsibly and in line with applicable regulations.</p> <p>3) Consumer trust could suffer in the event where the court would deem that this situation is misleading or non-compliant marketing</p>
Resolution of the Issue	<p>1) The Federal High Court confirmed the non-compliance of the "Bio" claim in November 2022. During proceedings, Danone Waters Deutschland GmbH proactively decided to remove the claims from all packs, closing the case without further legal action needed. As a result, internal approval processes for green claims have been strengthened.</p> <p>2) The case was closed on November 7, 2023. During proceedings, Danone Waters Deutschland GmbH proactively decided to remove the claims from all packs, closing the case without further legal action needed.</p> <p>3) The case was transferred to the Administrative Court; no hearing date set; case is still open. The company stated that, if needed, the product label will be adjusted.</p>
Implemented Management Practices	<p>1/2) As a responsible food company, Danone Deutschland GmbH recognizes its critical role in ensuring transparent and compliant communication on environmental and sustainability claims. Following the two legal cases, a) Danone has strengthened internal approval processes for green claims, enhanced legal review protocols, and b) reinforced training for marketing and regulatory teams to prevent misleading advertising and ensure alignment with applicable standards.</p> <p>3) As a food company, Danone recognizes its critical role in having a positive role towards public health. Danone believes in plant-based products and the importance of healthy lifestyles and provides relevant information to consumers and healthcare professionals.</p>
Related Incidents (Yes/No)	No



Disclosure Questionnaire Statement

Disclosure Questionnaire Category: Fatality involving employee

Issue Date	January 2023
Topic	Work-commute-related to employee fatality
Summary of Issue	In January 2023, a fatal car accident occurred involving an employee of the Milupa plant. The incident resulted from a collision with a truck, causing a fatal injury to the employee.
Size/Scope of Issue (e.g. \$ financial implication, # of individuals affected)	In the last 5 years, this was the sole employee fatality in the company.
Impact on Stakeholders	The main impact was the employee fatality. In addition, fatalities and accidents have emotional, mental, and financial implications for family members, friends, and colleagues of the people involved in the occurrence.
Resolution of the Issue & Implemented Management Practices	<p>The company provided comprehensive support to the employee's family through its social assistance program and health team during this difficult period. In addition, Danone DACH convened meetings with all teams at various times, including team managers and sales representatives. In response to this accident, Danone DACH implemented a series of measures across all operations, extending beyond the distribution center directly involved in the event, including but not limited to:</p> <ol style="list-style-type: none">1. Informing colleagues from the technical department and granting leave upon request.2. Providing access to mental health support through qualified specialists.3. Ensuring ongoing engagement and support for affected colleagues by direct supervisors and the works council.4. Disseminating road safety information to all plant employees through safety communications.5. Conducting awareness-raising sessions during meetings on road safety, with a particular focus on managing delays.
Other Management	In 2004, Danone launched WISE, a program to develop a health



Comments	<p>and safety culture in the company, which over the years has evolved into WISE² (adding wellbeing aspects).</p> <p>Since its launch, the program prevented over 10,000 injuries while maintaining the clear goal of achieving ZERO accidents in and around the workplace. The program is articulated around four steps:</p> <ol style="list-style-type: none">1. Know the hazards to identify the risks,2. Assess the risks,3. Eliminate or control the risks,4. Check controls are applied. <p>WISE² is deployed in each Business Unit worldwide, including Danone DACH, through regular employees' training and annual audits.</p> <p>At Danone DACH, like in all Danone Business Units, a dedicated committee is in charge of local implementation and monitoring of WISE² - members are several health & safety representatives, all reporting to a senior-level position.</p>
Related Incidents (Yes/No)	No



Disclosure Questionnaire Statement

Disclosure Questionnaire Category: Products Recalls

Issue Date	2021 - 2022
Topic	Voluntary Products Recall
Summary of Issue	<ul style="list-style-type: none">● Recall #1 (2021): Public recall of batches of Milupa Kindermüsli (age 1-3 years) & Kinder-Porridge (age >10 months) in more than 7 countries due to apple stalks in a raw material used.● Recall #2 (2022): Public recall of one BBD of Volvic naturell 1.5 L in France and Germany.● Recall #3 (2022): Public recall of one BBC of Milupa Milk Cereals Semoli (as of 8 months).
Size/Scope of Issue (e.g. \$ financial implication, # of individuals affected)	<ul style="list-style-type: none">● Recall #1: No financial impact for Danone as the root cause is with the supplier.● Recall#2: Around 29,000 bottles were delivered to 2 customers in DACH (Penny, Netto MD), the recall costs were around 40K€.● Recall #3: Entailed the recall of 2 batches. The impact on 2022 net sales relative to total company revenue was less than 0.1,% including fines.
Impact on Stakeholders	<ul style="list-style-type: none">● Recall #1: A total of 26 consumer complaints were reported, the majority of which involved identification of stalks prior to consumption. One incident of child choking occurred, with no severe health consequences. Media and consumer reaction to the recall was minimal. Communication with the product supplier (co-manufacturer) was intensive and collaborative. A RASFF alert was issued by the German authorities through the EU Food Safety Notification Platform.● Recall #2: Stakeholders involved included consumers and retail customers, specifically Penny and Netto MD.● Recall #3: Stakeholders included consumers and retail customers. Twenty complaints from parents were received via the careline, and one child sustained a minor cut to the lips.
Resolution of the Issue	<ul style="list-style-type: none">● Recall #1: A public recall was initiated in close cooperation with the competent authorities, with all



	<p>affected Danone CBUs coordinated by Global Danone Crisis Management and the DACH CBU acting as lead.</p> <ul style="list-style-type: none">● Recall #2: A voluntary public recall was carried out in close cooperation with the authorities, and all remaining products were blocked at the factory and in warehouses.● Recall #3: A public recall was implemented in Germany in close cooperation with the authorities, with remaining products blocked at Danone warehouses.
Implemented Management Practices	<ul style="list-style-type: none">● Recall #1: The Corporate QFS ensured proper implementation of Salesforce for complaint registration, addressed issues related to entity name changes and historical data uploads, and reviewed alert thresholds. Consumer care centers are required to apply the global complaint classification procedure. Contract robustness for third-party manufacturers should be verified, and global standards for quality, escalation, and Certificates of Analysis must be strengthened. A risk-based approach will identify sensitive third-party manufacturers. CBUs should review customer contracts to prevent unauthorized distribution and ensure alignment on information exchange in case of a recall.● Recall #2: Factories implemented enhanced monitoring and training measures to prevent and detect manual errors. A logistics expert will be included in the crisis team from the outset, and the food safety risk assessment process will be accelerated.● Recall #3: A review was conducted of factory locations where cable ties are permitted. Only metallized cable ties, detectable by X-ray, will be used going forward. The reaction time of supply points to critical complaints will be evaluated, and escalation timelines will be harmonized.
Related Incidents (Yes/No)	No