

DANONE ETHICS LINE WHISTLEBLOWING STATEMENT

Raising a concern (“whistleblowing”)

Any Danone employee or external party has the possibility to inform Danone of suspected wrongdoing (whistleblowing). Concerns can be raised by anyone using the Danone Ethics Line (“DEL”) available at www.danoneethicsline.com

Specifically, the scope of whistleblowing for Danone includes any alleged violations of our Code of Business Conduct, the Integrity Policy, any of our other Compliance Policies or any non-ethical conduct. It also covers any unlawful behavior, financial malpractice and any activity which poses or is likely to pose a danger to the environment or to anyone working for Danone.

Should any Danone employee have a concern, they should promptly contact their N+1, HR, Finance and/or Compliance Manager or alternatively report on the secure Danone Ethics Line, www.danoneethicsline.com

Every Danone Manager has a role to play to encourage Danone employees to report a concern, actively listen to Danone employees who speak up and escalate the matter to the Local Compliance team.

Raising a concern in good faith will not expose the person who raised it to any action, even if the concern reported proves to be unsubstantiated, inaccurate or is not further processed. Any concern reported in bad faith may result in disciplinary actions as per the Disciplinary Code for Business Conduct Breach.

Anyone who raises a concern may choose to remain anonymous. However, it is always important to provide as much detail as possible and to have a line of communication open with the person who has raised the concern. It is possible to open such a line of communication anonymously.

How to raise a concern in DEL?

- DEL can be accessed via the webpage www.danoneethicline.com which is available in multiple languages
- by communicating via the online form all detailed facts, information and documents which can help substantiate the reported concern. All facts provided should be objective;
- the Sender must use the DEL in good faith and not for personal gain;

- the Corporate Compliance Team will communicate with the Sender via the secure Post Box within the DEL tool.
- the above principles are applicable within Danone and can be adapted to comply with local regulations.

What happens when a reported concern is received in DEL?

Once a reported concern is submitted through DEL, it will be received by a limited number of authorized recipients within the Corporate Compliance Team. Upon receipt, the concern will be reviewed in the strictest of confidence in an objective, prompt and discreet manner. All concerns raised will be checked to ensure they fall within the scope of DEL.

When the reported concern is received, a notification will be sent to the Sender to:

- Acknowledge receipt of the alert;
- Confirm that the concern falls within the scope of DEL;
- Provide an estimation of the timing and next steps when possible; and
- Request additional information when appropriate and necessary.

Investigating Compliance Concerns

For any compliance program to be effective, the investigation of potential non-compliance cases, which is any situation of alleged non-compliance with any applicable laws or Standards, is essential.

The Corporate Compliance team and where necessary in conjunction with local teams, will decide whether to open an investigation.

Compliance Cases are classified and managed as follows:

CASE	LEVEL A	LEVEL B	LEVEL C
Criteria to select level of case	Least serious in nature generally without significant impact at Country, Regional or Company level	More serious in nature but without significant impact at Company level	Most serious in nature could have a significant impact at Company level
Who is the responsible for the investigation?	Local Compliance Officer	Corporate Compliance Team (<i>can delegate to the Local Compliance Officer</i>)	Corporate Compliance Team (<i>on exceptional basis can delegate to Local Compliance Officer</i>)

The Danone Ethics Line Committee (“DELIC”) is responsible for approving the opening of all B and C level cases. Where there may be uncertainty, the Chief Compliance Officer is the final decision maker.

The DELIC may upgrade or downgrade a Compliance Case as it sees fit, with notice to the existing Case Managers.

The goal of any investigation is not only to stop the issue from continuing but also to ensure better compliance in the future by improving processes and controls and providing a disincentive for non-compliance. Investigations may also mitigate damages caused by non-compliance by allowing Danone to self-report to, or cooperate with, public authorities for an opportunity to reduce fines and manage public communication on the Compliance Case.

Transparency and neutrality are of the utmost importance for any compliance investigation. The multi-functional composition of the DELIC and the Compliance Boards and Committees guarantees the neutrality of discussions and recommendations. Employees personally affected by a Compliance Case or perceived to be too close to persons involved in a Compliance Case, must not be involved in investigations or case-related decisions.

In addition, the investigation process must ensure that:

- there will be no retaliation against any individual for raising a genuine concern;
- confidentiality and anonymity are preserved at all times to the extent legally possible;
- appropriate records are maintained securely on the Danone Ethics Line system;
- anyone reporting a concern is kept informed about the investigation process and outcome as far as possible, and
- all applicable laws and regulations including personal data protection laws are properly observed and respected.

For more information on how personal data is handled in the frame of an investigation process please see [the Danone Ethics Line Privacy Statement](#)

The Corporate Compliance Team provides technical expertise for Level A, B and C Cases. External experts will support an investigation where needed. For quality, neutrality and cost reasons, the Corporate Compliance Team coordinates the choice and involvement of external experts for C, and where appropriate, B level cases, while respecting legal privilege rules.

Danone may provide (or otherwise make available) data related to a reported concern or investigation to trusted third parties on its behalf (e.g. companies owned and operated, directly or indirectly by Danone, external consultants, auditors). Danone only communicates data to the extent necessary for these third parties to handle the reported concern, investigation or to take appropriate measures. These persons are bound by a strict confidentiality obligation.

Sanctions and mitigation measures

Sanctions must demonstrate the importance of compliance to Danone and act as a disincentive to non-compliance. As a rule, any non-compliance with Danone's policies, rules or laws or insufficient compliance will have consequences. Please refer to the **Danone Disciplinary Code for Business Conduct Breach** for the details on handling disciplinary sanctions.