



DANONE
ONE PLANET. ONE HEALTH

Shareholders' Engagement on Governance

November 2020

Disclaimer

- *This presentation contains certain forward-looking statements concerning Danone. In some cases, you can identify these forward-looking statements by forward-looking words, such as “estimate”, “expect”, “anticipate”, “project”, “plan”, “intend”, “objective”, “believe”, “forecast”, “guidance”, “outlook”, “foresee”, “likely”, “may”, “should”, “goal”, “target”, “might”, “will”, “could”, “predict”, “continue”, “convinced” and “confident,” the negative or plural of these words and other comparable terminology. Forward looking statements in this document include, but are not limited to, predictions of future activities, operations, direction, performance and results of Danone.*
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- *All references in this presentation to Like-for-like (LFL) changes, recurring operating income, recurring operating margin and free cash flow (FCF) correspond to financial indicators not defined in IFRS. Please refer to the Q3 2020 sales press release issued on October 19, 2020 for further details on IAS29 (Financial reporting in hyperinflationary economies), the definitions and reconciliation with financial statements of financial indicators not defined in IFRS..*
- *Due to rounding, the sum of values presented in this presentation may differ from totals as reported. Such differences are not material.*

Danone's 50-year journey of dual economic and social project

Building a global healthy food leader and paving the way to societal accountability

BSN: GLASS

FOOD

FOCUS & INTERNATIONALIZATION

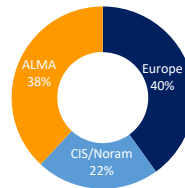
ACCELERATED INTERNATIONALIZATION

EFFICIENCY FOCUS
One Danone
€1bn Protein efficiency
program

WHITEWAVE ACQUISITION
Global leader in organic
and plant-based



NUMICO



WhiteWave

1960's

1980's

1996-2007

2008-2014

2015-2020

1972
Marseilles' speech
"The dual economic and social project"

1997
The Values

2001
Danone Way

2007
Danone communities

2011
Livelihood Fund

2018
Danone North America largest B-Corp in the world

2020
Danone adopts French "entreprise à mission" model

1985
1st agreement UITA/IUF

1998
Ramsar Convention

2005
Danone's mission
"Bring health through food to as many people as possible"

2009
Ecosystem Fund

2015
Livelihood 3F

2017
One Planet. One Health. signature

2019
9 integrated goals aligned with SDGs

2020
Peak carbon AAA ranking by CDP

**Our ambition : lead the way to create and share sustainable value for all
Deliver superior sustainable profitable growth as a B Corp**

**2030
GOALS**

OUR BRAND MODEL



**Mid-term
financial objectives**

**Like-for-like
sales growth**

3% - 5%

**Recurring
operating margin**

**mid to high
teens**

**Recurring
EPS growth**

**mid-to-high
single digit**

**Net debt /
EBITDA**

2.5x – 3.0x

**Capital allocation
priorities**

- 1** Invest for growth and efficiency across time horizons
- 2** Strong balance sheet
- 3** Sustained shareholders' returns policy
- 4** Invest in future growth businesses

Committed to value creation in a sustainable and responsible manner
Strong 5-year track record (2014-19)

Like-for-like
sales growth

+3.1%
average

Step change
in margin

+260bps
15.2%

Record
recurring EPS level

~+50%
in 5 years

Plant-based and
organic

#1
Worldwide

Progressing
B-Corp agenda

45%
of sales to date

AGENDA

1

Adapting to
emerge stronger
in a COVID-world

2

Focus on
Danone's
governance

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and progress

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Appendix

AGENDA

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**Adapting to
emerge stronger
in a COVID-world**

2

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Appendix

Addressing 12 months of disruption from Covid

Moving from mitigation to ambitious adaptation plans to emerge stronger



H1 2020 : outbreak and lockdown

- Outbreak, strict lockdowns disrupting channels, social distancing, panic behavior
- Polarized top-line growth affected by channel dynamics; extra-costs driving margin decline
- **Focus: Protection of employees and ecosystem partners; guarantee of product availability**

H2 2020: stop and go reopening

- Gradual reopening, resurgence of lockdowns, fear of a second wave
- Analysis of conjunctural vs structural shifts in consumers' behaviors, channels, supply chain
- **Focus: Market share momentum; focus on cash; preparation of adaptation plans**

2021 and beyond

- Normalization of public policies and private consumption behaviors and channel dynamics
- Implementation of our adaptation plans for a new COVID-world
- **Focus: Emerging stronger in a covid world; reconnecting asap with profitable sales growth**

2020 performance impacted by covid Calling for a bold reinvention of Danone



Out-of-home
closure



Cross-border
limitations



Extra-costs and
inefficiencies



LFL sales
decline

-1.6%
9 months YTD

Margin
headwinds

14.0%
-72bps in H1

Recurring
EPS down

-10%
in H1

Learning from the last 9 months And how we're responding



Local empowerment is king



Need for extreme supply chain
/customer service agility at
competitive cost



Consumer-centric growth
within and beyond categories



Structural channel shifts



The power of trusted brands with
strong heritage and local relevance



Reshaping the organization



Optimized execution



Portfolio strategic review

Reshaping the organization

Three big shifts

1

BUSINESS LEAD

Global categories



Local



2

WAYS OF WORKING

Pyramidal



Delayed

Leaner
Zero overlaps
Clear accountabilities

3

VALUE CHAIN

Siloed

Cycles and Procurement		
R&I	R&I	R&I
Operations	Operations	Operations
Quality	Quality	Quality



Integrated & connected

End to end
design to delivery
function

Reshaping the organization Delivering €1bn efficiencies by 2023



- Targeting ~20% overheads reduction in 3 years
- Doubling down on restructuring costs (€1.4bn over 2021-23)

Updated Financial Targets

2022 target

> 15%

operating
margin⁽²⁾

Mid-term ambition

3% to 5%

LFL⁽¹⁾ sales growth

mid to high teens

operating margin⁽²⁾

Long-term goal



(1) Like-for-like

(2) Recurring operating margin

Executive Committee team November 2020



Emmanuel FABER
Chairman and CEO

2 macro-regional CEOs

Véronique
PENCHIENATI-
BOSETTA



**CEO
Danone
International**
(~80% of sales)

Shane
GRANT



**CEO
Danone
North America**
(~20% of sales)

2 global functions

Henri
BRUXELLES



**Chief Operating
Officer**
End-to-end
Design to Delivery

Nigyar
MAKHMUDOVA



**Chief Growth
Officer**
Growth Strategy
& Capabilities

Bertrand
AUSTRUY



**Chief Human
Resources Officer**
General
Secretary

Internal CFO replacement

Juergen
ESSER
(as of Feb-21)



**Chief Financial
Officer**
Finance, Tech
and Data

Cécile
CABANIS
(until Feb-21)



**Chief Financial
Officer**
Finance, Tech
and Data

Additions to Executive Committee team

Local teams now part of executive governance

Floris
WESSELING



**President
Europe**

Charlie
CAPPETTI



**President
CIS, Turkey**

Corine
TAP



**President
Asia, Africa and
Middle-East**

Bruno
CHEVOT



**President
Greater China
and Oceania**

Silvia
DAVILA



**President
Latin America**

Jean-Marc
MAGNAUDET



**President
SN Unit**

Board's work and involvement in covid-19 environment

A highly engaged and cohesive Board

- **x 2** in number of Board Meetings (12 vs. 6 in 2019)
- **99%** attendance rate YTD at Board meetings (95% in 2019)
- **+40%** in number of Governance and Audit Committees meetings (7 vs 5 in 2019)
- **Regular** information and business updates

Incentives and compensation in covid-19 environment

Focus on solidarity and performance

- **Chairman and CEO:** 30% reduction in **fixed compensation** for H2 2020
- **Directors:** Withdrawal of **entire compensation** for H2 2020

- **No change in performance conditions** for annual variable and long-term compensations **despite the Covid-19 crisis context**

Corresponding amounts allocated to the **Danone employees' health coverage program**

Capital allocation

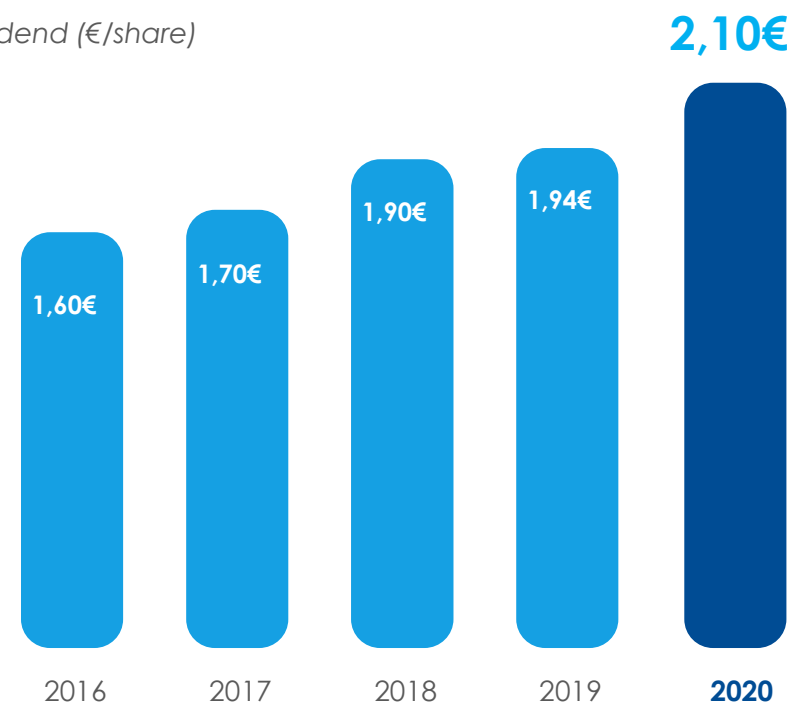
Strong balance sheet allowing consistent and sustained returns to shareholders

Strong liquidity position

- 1 Strong investment grade**
 - BBB+ (S&P)
 - Baa1 (Moody's)
- 2 Successful refinancing**
 - Two €800m bond issuance (Mar-20 and Jun-20)
- 3 Significant cash in hands**
 - €3bn of cash and cash equivalents as of June 2020
- 4 Back-up facilities**
 - ~€3bn available financing
 - No covenant

2020 dividend reflecting 2019 earnings growth

Dividend (€/share)



~ 55% payout

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Our governance framework

Key corporate governance principles

- ✓ **Independent** oversight of management and corporate strategy
- ✓ **Balanced** distribution of powers
- ✓ **Diverse and experienced** Board leadership
- ✓ **Appropriate** Board refreshment

Board of Directors at a glance

Balanced Board composition focused on efficiency, diversity and expertise



Emmanuel FABER
Chairman & CEO

Board leadership



Michel LANDEL
Lead independent director



Guido BARILLA



Frédéric BOUTTEBA



Cécile CABANIS



Gregg L. ENGLS



Clara GAYMARD



Gaëlle OLIVIER



Benoît POTIER



Franck RIBOUD
Honorary Chairman



Isabelle SELIER



Jean-Michel SEVERINO



Virginia A. STALLINGS



Bettina THEISSIG



Serpil TIMURAY



Lionel ZINSOU-DERLIN

i Independent Director

● Current terms of office due to expire in 2021

Directors representing employees are not taken into account in the determination of the above percentages.

16 members

57% independent

43% women

36% non-French

~9 years average length

Directors skills and qualifications

Well-suited depth and breadth of expertise, focus on Consumer expertise

General information	Participation to board committees			Directors expertise						
	Audit Committee	Governance Committee	Engagement Committee	Core skills				Sector-specific skills		
				Operational management of large companies/governance of listed companies	Experience in emerging markets	International experience	Finance/Audit/M&A	FMCG/Food and beverage industry	Social and environmental responsibility	Nutrition/Health
Emmanuel FABER				●	●	●	●	●	●	●
Michel LANDEL		C		●	●	●	●	●	●	●
Guido BARILLA			●	●	●	●	●	●	●	●
Frederic BOUTEBBA	●							●	●	
Cécile CABANIS				●	●	●	●	●	●	●
Gregg L. ENGLÉS				●	●	●	●	●	●	●
Clara GAYMARD		●		●		●	●		●	
Gaëlle OLIVIER	●			●	●	●	●		●	
Benoit POTIER		●	C	●	●	●	●		●	●
Franck RIBOUD				●	●	●	●	●	●	●
Isabelle SEILLIER				●	●	●	●		●	
Jean-Michel SEVERINO	C			●	●	●	●		●	●
Virginia A. STALLINGS			●			●			●	●
Bettina THEISSIG			●					●	●	●
Serpil TIMURAY			●	●	●	●	●	●	●	●
Lionel ZINSOU-DERLIN	●	●		●	●	●	●	●	●	●

Data post AGM 2020

C Committee Chairman

Governance structure

A balanced distribution of powers

Chairman and CEO



Not dogmatic about combined roles

Corresponds to Danone's tradition and culture, more agility in decision-making process

Limits on powers for certain decisions to be authorized by the Board

Combination of the roles discussed annually by the board

Lead Independent Director



In existence since 2013; enhanced duties, resources and responsibilities since Dec. 2017⁽¹⁾

- Organization of the Board's work (notably reviewing meetings' agenda)
- Relations with Directors (notably during executive sessions)
- Involved in Board assessment process and annual performance assessment
- Recruitment process for new Board members
- Facilitation of governance dialogue with shareholders
- Access to all documents and regular meetings with executive teams

Board and Committees



- **3 committees**
 - Audit, Governance, and Engagement
 - High proportion of independent Directors allowing to exercise full oversight
- **Engagement Committee created in April 2019** is responsible for monitoring the implementation of the 2030 goals and for having a dialogue with employees on strategic orientations

Board Assessment

Process and findings from latest exercise

Process

- Conducted every two years (rotation of external and internal assessments)
- Yearly Board discussion on Board operations
- Results reviewed by the Governance Committee
- Scope: Board performance and individual Director contribution
- Internal Board assessments led by the Lead Independent Director on the basis of interviews and questionnaires

2018 Internal Assessment

Main Findings:

- Board considered to be highly professional and involved
- Recognition of the quality of Board debates, thanks to the diversity and expertise of Directors

Main Recommendations:

- Need for a more in-depth risk-analysis
- Send Board documents earlier
- Extend Board meetings

2020 External Assessment

In progress

- Performed by an independent specialized firm
- The assessment report will be shared and discussed during the Board meeting of December

Incentives supporting sustainable value creation

Balancing economic, social & societal, and managerial criteria

Short-term incentives

Mix of economic, social and managerial KPIs for annual variable compensation

- Economic (60%)
- **Social, societal and/or environmental (20%)⁽¹⁾**
- Managerial (20%)

Long-term incentives

Three financial criteria for grants of long-term performance shares, vesting after 4 years

- 3-year like-for-like sales growth relative to peers (50%)
- Achievement of 3-year cumulated free cash flow (between €6.2bn and €6.7bn) (30%)
- **Sustainability criteria, weighting for 20%:** 3 consecutive years ranking in CDP Leadership List for Climate change and score A assigned over 3 years (20%)



⁽¹⁾ Refers to Danone's societal and environmental initiatives

Becoming the first listed “Entreprise à Mission” with > 99% support from shareholders

A consistent and efficient framework to progress our ESG agenda



Overview of mission committee

Independent members including experts from international organizations



Sharan BURROW
Australia

Ms. Sharan Burrow was the first woman at the role of General Secretary of the International Trade Union Confederation, since 2010. She is also the former President of the Australian Council of Trade Unions (ACTU, 2000–2010).



Ngozi OKONJO-IWELA
Nigeria

Ms. Okonjo-Iweala is an economist and an expert in international development. Former Managing Director of the World Bank and Finance Minister of Nigeria (2003-06 and 2011-15).



Pascal LAMY
France

Former Managing Director of the World Trade Organization from 2005 to 2013 and previously European Commissioner for Trade, Mr. Lamy currently chairs the Paris Peace Forum and the World Council for Ethics of Tourism.



Hiromichi MIZUNO
Japan

Mr. Mizuno currently serves on the board of PRI (Principles for Responsible Investment) and as Special Adviser to the Japanese government on green innovation and finance. On April 2020, he joined the Board of directors of Tesla.



Gabriella Ilian RAMOS
Mexico

As of July 1st 2020, Ms. Gabriela Ramos will serve as UNESCO Assistant Director General in charge of Social and Human Sciences. She currently serves as OECD Chief of Staff and Sherpa to the G20.



Emna LAHMER
France

Ms. Emna Lahmer is an employee at Danone where she is currently stream leader for indirect purchasing. She served as delegate from the works council at the Board of directors of Danone.



Guido BARILLA
Italy

Mr. Guido Barilla is currently Chairman of the Board of Directors of Barilla. He serves since 2008 as an independent member at the Board of directors of Danone.



David NABARRO
UK

Mr. David Nabarro is a medical doctor. He previously served as special adviser to the Secretary-General of the United Nations on the 2030 Agenda for Sustainable Development and Climate Change.



Rajiv SHAH
USA

Mr. Rajiv Shah is a former American government official, physician and health economist. He currently serves as President of the Rockefeller Foundation.

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Delivering superior ESG performance

Recognized top performer, continuously improving



74/100
Advanced Performer
+ 2 points compared to 2019
Danone is sector leader⁽¹⁾



Sector-leading score for the
Food Products industry⁽¹⁾



AAA⁽²⁾



Corporate ESG Performance
RATED BY ISS ESG ▶ **Prime** **B**
"Prime" status
Among the industry leaders⁽³⁾



FTSE4Good

Part of the FTSE4Good
Index Series



Among **TOP 3**
performing food
companies | **# 1**
in marketing
for breastmilk
substitutes



A
Leadership level | One of only 6
companies with a
triple A score



Part of the 2020 Bloomberg
Gender-Equality Index

(1) As of October 2019

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(3) As of July 2020

Doubling-down on climate-impact investments €2bn accelerated investments over 3 years

Faster pace of transformation

around
€2bn

accelerated
investment



Innovation
next frontiers



Brands
activist



Sourcing
climate-efficient



Packaging
responsible



Value-chain
end-to-end connected



Fueling a superior Growth model

through **Superior**



Categories



Value propositions



End-to-end reach



**People
engagement**

Preserve and renew the planet's resources

One Planet strategy based on four pillars



Climate



Circular Economy
(Packaging & Food Waste)



Water



Regenerative Agriculture



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Regenerative Agriculture



Leading the battle against climate change Committed to carbon neutrality by 2050



Reduction in CO₂ footprint

Emission intensity (g/CO₂ equivalent/Kg product)

2019

25%

Intensity reduction⁽¹⁾ full scope, baseline 2015



TARGET

50%

Reduction in emission intensity on Danone's full scope by 2030

Reduction in CO₂ footprint

Absolute emissions (in tons CO₂eq)

2019

29%

Absolute reduction⁽¹⁾ of scope 1 and 2 emissions, baseline 2015



TARGET

30%

Absolute reduction on Danone scope 1 and 2 emissions by 2030

Renewable electricity

(in KWh)

2019

42%

Renewable electricity

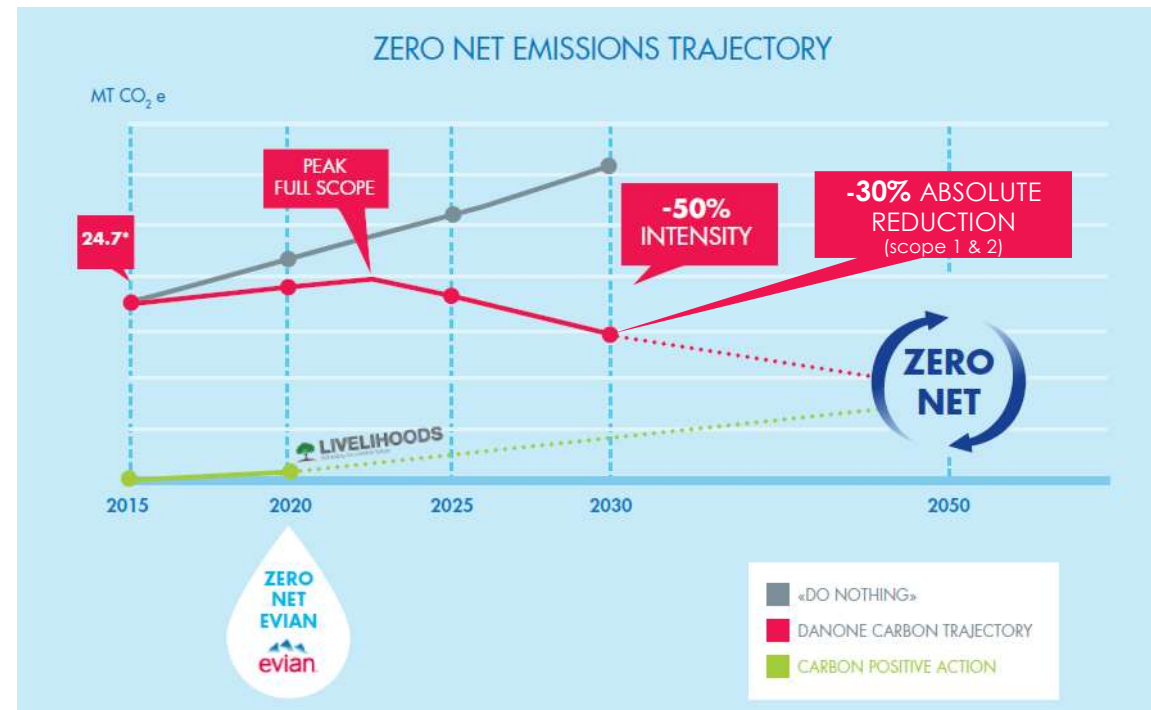


TARGET

100%

renewable electricity by 2030, 50% by 2020

(1) Based on constant scope of consolidation and constant methodology

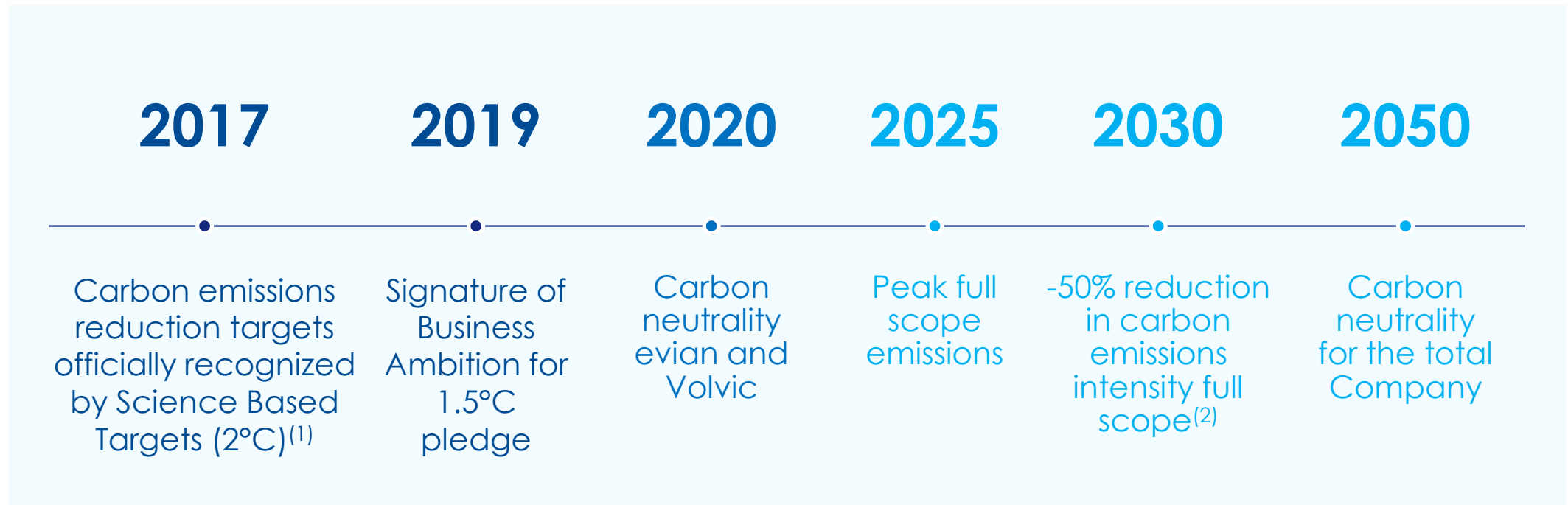


SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Leading the battle against climate change

Pioneering and taking bold commitments to transition to low-carbon economy



(1) The Science Based Targets is a coalition defining and promoting best practices for companies' transition to the low-carbon economy; (2) Compared to 2015 baseline, based on constant scope of consolidation and constant methodology

Leading the battle against climate change
Peak full scope carbon emissions reached in 2019

Peak full scope carbon emissions reached in 2019

5 years ahead of plan

95%

emissions related to
scope 3 activities

~60%

emissions from
agriculture

27mT

absolute emissions in
full-scope (1, 2, and 3 ⁽¹⁾)

-9.4%

in carbon
emissions intensity
vs. 2018 on a like-
for-like basis

(1) The GreenHouse Gas protocol defines three scopes for carbon footprint assessment: Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy. Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream.

Preserve and renew the planet's resources

One Planet strategy based on four pillars



Climate



Circular
Economy
(Packaging &
Food Waste)



Water



Regenerative
Agriculture



Preserve and renew the planet's resources

Protect water, preserve its quality and give access to safe drinking water



PRESERVE WATER RESOURCES AND THE NATURAL ENVIRONMENT



DRIVE WATER CIRCULARITY IN AND AROUND PRODUCTION SITES



PROVIDE SAFE DRINKING WATER TO VULNERABLE PEOPLE AND COMMUNITIES



Managing watersheds through nature-based solutions to preserve water resources

Promoting a regenerative agriculture that respects natural ecosystems and water cycles

We reduce water use in and around production sites

We expand access to safe drinking water

Evian and **Villavicencio** belong to the **Ramsar** Convention list on wetlands

Aqueduct Water Risk Atlas tool used to manage risks in supply chain in 20 countries covering 8,000 farmers and milk collection centers

Danone has reduced its water consumption intensity by **49%** in 2019, baseline 2000

Target : **60%** by 2020

5.7 million beneficiaries with access to safe drinking water with Danone Communities



Preserve and renew the planet's resources

One Planet strategy based on four pillars



Climate



**Circular
Economy**
(Packaging &
Food Waste)



Water

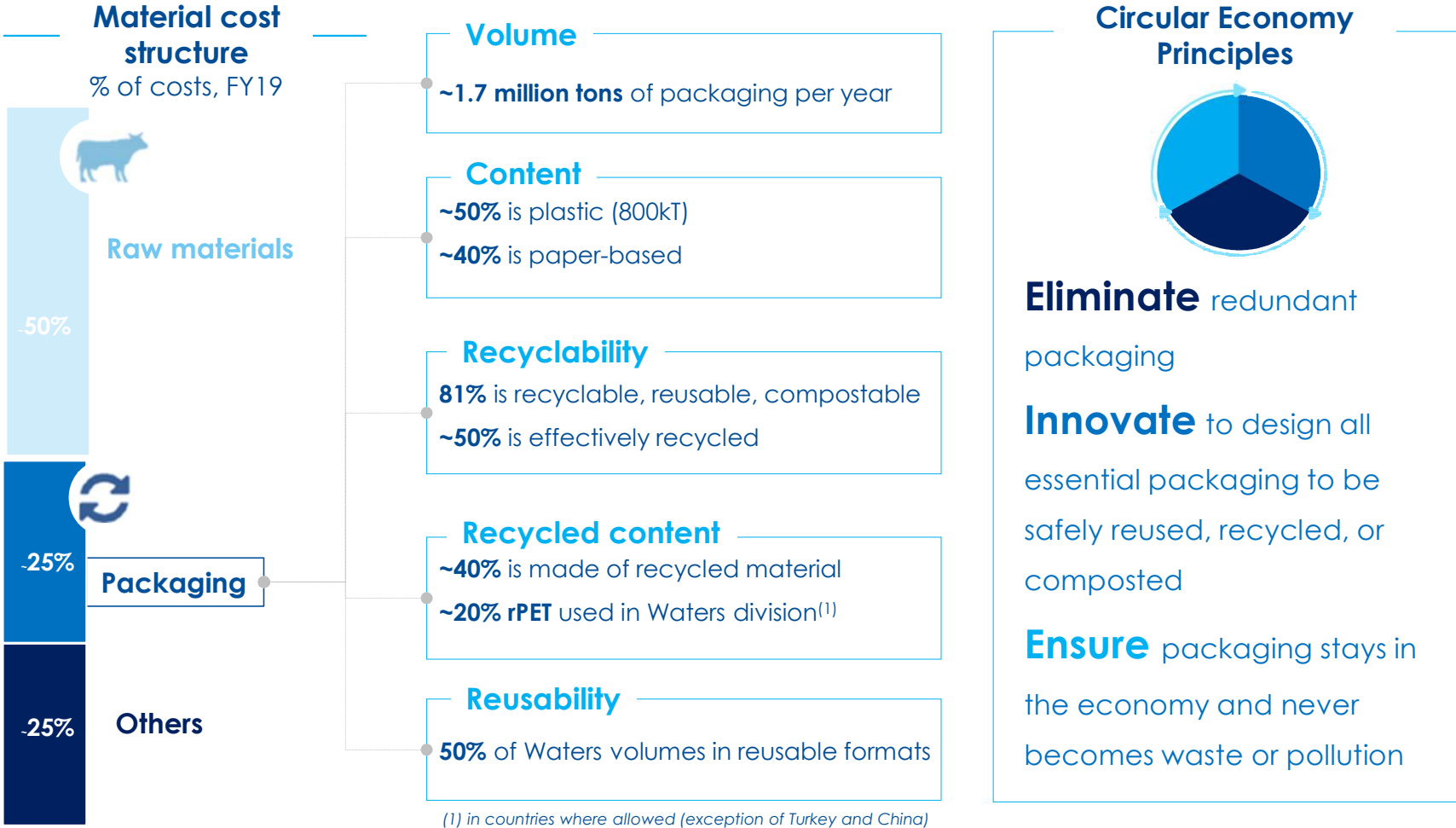


**Regenerative
Agriculture**



Danone's packaging footprint and commitment to circular economy

Overview



Packaging circularity

Strong ambitions for brand superiority



Zero PS worldwide by 2025

Zero PS in Europe by 2024

25bn cups



100% rPET in Europe by 2025

Outside Europe, 60% volumes sold in reusable packaging in 2020

5bn bottles

Packaging circularity

Strong ambitions for brand superiority

Plastic packaging⁽¹⁾: 0.8mT

	2019	2025
Recyclable content	60%	▶ 95%
Recycled content	<10%	▶ >50%
Carbon footprint ⁽²⁾	Global	▶ -30%
	Europe	▶ -50%

Total packaging⁽¹⁾: 1.7 mT

	2025
Recyclable content	95%
Recycled content	>50%
Fossil origin	cut by c. 2 to <25%

(1) Assumes sufficient availability of rPET on the market; (2) Packaging production

Packaging circularity

Accelerating the transition in action



PET and rPET Clear labelling



→ We're working on this



Bio materials



Paper Cups & briks



Glass & metal



Preserve and renew the planet's resources

One Planet strategy based on four pillars



Climate



Water



Circular Economy
(Packaging & Food Waste)



Regenerative Agriculture



Preserve and renew the planet's resources Fostering regenerative agriculture practices



Protect soils



Sourcing **100%**
of ingredients produced in France from
regenerative agriculture by 2025

In France, the Blédina brand has invested
€40 million
since 2018, allowing to convert ~60% of its raw
materials to regenerative agriculture practices



Empower farmers



> 80%
of milk suppliers are smallholder farms (i.e. less than
ten cows)

41% in Europe **53%** in the US
of total milk volumes collected come from
producers working under CPM contracts ⁽¹⁾



Respect animal welfare



81%
of fresh milk volumes worldwide assessed on animal
welfare ⁽²⁾

(1) CPM contracts: Cost Performance Contracts reducing milk price volatility, offering farmers greater financial stability and enabling them to plan ahead

(2) Assessed in 14 countries covering more than 80% of fresh milk volumes through the animal welfare assessment tool or via Validus certification in the Essential Dairy and Plant-Based Division

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DANONE
ONE PLANET. ONE HEALTH

Appendix 1 Danone at a glance

A unique 100% health-focused on-trend portfolio

Almost 90% of volume sold recommended for daily consumption ⁽¹⁾



Specialized Nutrition



€7.6bn
30%



Essential Dairy and Plant-based



€13.2bn
52%



Waters



€4.6bn
18%

(1) 90% 2019 sales. In operational terms, 'healthy product categories' for Danone refers to water, yogurts, milks and other daily dairy products, daily plant-based products (not yet included in our performance figures), beverages with 0% sugar, and specialized nutrition products (except the following early life nutrition products: foods for children over 3 years old as well as biscuits and beverages for children under 3 years old). The remaining categories are mainly low sugar beverages and indulgent products.



DANONE
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Appendix 2

Board of Directors

Board of Directors

<p>EMMANUEL FABER (56)</p>  <ul style="list-style-type: none"> • Tenure: 18.5 years • Chairman & CEO, Danone • Previously served as Danone's Deputy General Manager and Vice-Chairman of the Board • Committee: Executive 	<p>MICHEL LANDEL (69)</p>  <ul style="list-style-type: none"> • Tenure: 2.5 years • Lead Independent Director • Former CEO of Sodexo • Committee: Governance (Chairman) • Other Boards: Legrand (Lead Director) 	<p>GUIDO BARILLA (62)</p>  <ul style="list-style-type: none"> • Tenure: 2.5 years • Chairman of Barilla • Chairman of the Advisory Board of the BCFN Foundation • Committee: Engagement 	<p>FRÉDÉRIC BOUTEBBA (53)</p>  <ul style="list-style-type: none"> • Tenure: 4.5 years • Director representing employees • Joined Danone in 1992 in the Sales Department • Involved in Employee Representative Bodies • Committee: Audit
<p>CECILE CABANIS (48)</p>  <ul style="list-style-type: none"> • Tenure: 2.5 years • EVP, CFO, Technology & Data, Cycles and Procurement, Danone • Former CFO of the Fresh Dairy Products division, Danone • Committee: Executive • Other Boards: Schneider Electric, Mediawan 	<p>GREGG L. ENGLÉS (63)</p>  <ul style="list-style-type: none"> • Tenure: 3.5 years • Founding partner and CEO of Capitol Peak Partners • Former Chairman & CEO of the WhiteWave Foods Company • Other Boards: GCI Liberty, Inc., Chipotle Mexican Grill, Inc. 	<p>CLARA GAYMARD (60)</p>  <ul style="list-style-type: none"> • Tenure: 4.5 years • Co-founder of Raise • Former President of GE France • Committee: Governance • Other Boards: Veolia, LVMH, Bouygues 	<p>GAËLLE OLIVIER (49)</p>  <ul style="list-style-type: none"> • Tenure: 6.5 years • CEO of Société Générale Asia Pacific • Former CEO of AXA Global P&C • Committee: Audit
<p>BENOÎT POTIER (63)</p>  <ul style="list-style-type: none"> • Tenure: 17.5 years • Chairman & CEO, Air Liquide SA • Co-Chairman of the Hydrogen Council • Committees: Governance, Engagement (Chairman) • Other Boards: Air Liquide (Chairman), Siemens 	<p>FRANCK RIBOUD (65)</p>  <ul style="list-style-type: none"> • Tenure: 28.5 years • Honorary Chairman, Danone • Former Chairman and CEO of Danone • Other Boards: Rolex France SAS, Rolex Holding SA, Boardriders Inc. 	<p>ISABELLE SEILLIER (60)</p>  <ul style="list-style-type: none"> • Tenure: 7.5 years • Global Chairman of Investment Banking at J.P. Morgan • Held prior positions at Société Générale in Paris 	<p>JEAN-MICHEL SEVERINO (63)</p>  <ul style="list-style-type: none"> • Tenure: 9.5 years • Manager of Investisseurs & Partenaires • Former CEO of the Agence Française de Développement (AFD) • Committee: Audit (Chairman) • Other Boards: Orange SA, Michelin
<p>VIRGINIA A. STALLINGS (70)</p>  <ul style="list-style-type: none"> • Tenure: 8.5 years • Professor of Pediatrics at the Children's Hospital of Philadelphia • Founder and member of the Scientific Advisory Board of Medical Nutrition Innovation LLC • Committee: Engagement 	<p>BETTINA THEISSIG (58)</p>  <ul style="list-style-type: none"> • Tenure: 6.5 years • Director representing employees • Chair of Milupa Nutricia GmbH's Works Council • Member of Danone's European Works Council and its steering committee • Committee: Engagement 	<p>SERPIL TIMURAY (51)</p>  <ul style="list-style-type: none"> • Tenure: 5.5 years • CEO Europe and member of the Executive Committee, Vodafone Group • Previously served as Group Chief Commercial Operations and Strategy Officer of Vodafone Group, GM of Danone Turkey • Committee: Engagement 	<p>LIONEL ZINSOU-DERLIN (66)</p>  <ul style="list-style-type: none"> • Tenure: 6.5 years • Chairman of Southbridge • Former Prime Minister of Benin • Former Chairman of PAI Partners and Advisor to the French Ministry of Industry • Committees: Audit, Governance

L = Lead Independent Director **I** = independent Director **E** = Director representing Danone's employees



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Appendix 3 Performance indicators

2019 “One Planet” achievements



CLIMATE

2019 Performance

Targets

We are fighting climate change by reducing our carbon footprint and helping nature sequester more carbon

Reduction in CO₂ footprint Intensity (g CO ₂ equivalent/Kg product)	24.8 % Intensity reduction Danone Full scope vs 2015	50% intensity reduction Full scope 2015-2030 Zero net Carbon by 2050
Reduction in CO₂ footprint Absolute reduction (tons CO ₂ equivalent)	29.1% absolute reduction on Danone's scope 1 and 2 emissions vs 2015	30% absolute reduction on Danone's scope 1 and 2 emissions by 2030
Renewable electricity KWh	42% renewable electricity	100% renewable electricity by 2030; 50% by 2020
Reduce energy consumption of factories Intensity (KWh/tons of products)	47% energy intensity reduction vs 2000	60% energy intensity reduction by 2020
Eliminate deforestation from our supply-chain Relevant standards specific to each commodity	Palm oil : 48% RSPO Segregated and 51% RSPO Mass Balance" certified palm oil Paper & Board : 90% recycled or Virgin FSC certified	Eliminate deforestation by 2020 for commodities at risk: Paper & Board; Palm Oil; Soy for animal feed; Sugar; timber
evian Zero net carbon	Carbon neutrality in NORAM achieved	Zero net carbon by 2020 (achieved in April 2020)

WATER

We are protecting water resources, particularly when scarce, and using them in harmony with local ecosystems and communities

Protect natural mineral water resources in our watersheds % Waters division sites	100% of Waters division sites have run SPRING audits	100% of Waters division sites have run SRPING audits by 2020
Reduce water consumption in production sites water consumption intensity related to production process (M ³ /tons of products)	49% water consumption intensity reduction vs 2000	60% of water consumption intensity reduction by 2020



CO₂ and food waste reduction data are based on a constant consolidation scope and a constant methodology. All other KPI are indexed based on historic values.

2019 “One Planet” achievements



PACKAGING

2019 Performance

Targets

We are committed to playing our part in accelerating the transition towards a circular economy and to having all of our packaging recyclable, reusable or compostable by 2025.

Use 100% recyclable, reusable or compostable packaging	81% of our total packaging is recyclable, reusable or compostable	100% of our total packaging is recyclable, reusable or compostable by 2025
Reintegrate recycled materials % of rPET used in Waters division	16% rPET in Waters division and 20.5% in countries where local standards and regulations allow it	50% rPET on average in the Waters division by 2025 and 25% by 2020 in countries where local standards and regulations allow it
Zero plastic landfill for post-industrial packaging waste % post-industrial packaging waste diverted from landfill	96% of post-industrial packaging waste diverted from landfill	Zero plastics landfill by 2020 in countries with developed collection systems and by 2025 in all our production sites

REGENERATIVE AGRICULTURE

We are working with our partners to develop regenerative farming models that are competitive, inclusive and resilient.

Respect animal welfare Animal welfare in dairy farms in the Essential Dairy and Plant-Based division	81% of fresh milk volumes worldwide assessed through the new Animal Welfare Assessment Tool or via Validus Animal Welfare Certification, in Essential Dairy and Plant-Based division	80% of fresh milk volumes worldwide assessed through the new Animal Welfare Assessment Tool or via Validus Animal Welfare Certification by 2020 in Essential Dairy and Plant-Based division
Source raw materials sustainably	Palm oil: 48% RSPO Segregated and 51% RSPO Mass Balance	

PREVENTING FOOD WASTE

We are preventing food-waste and maximizing its recovery within our own operations

Reduce by 50% non recovered food waste Baseline defined according to FLW Protocol	-7% of food waste within Danone operations vs 2016 (mainly due to Morocco boycott)	50% reduction by 2025
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2019 “One health” achievements⁽¹⁾



Better products

90% of volumes sold are in healthy Categories ⁽²⁾

82% of volumes sold are in line with the 2020 Nutritional Targets

9% of volumes sold are products that have been nutritionally improved within the year



Better choices

100% compliance of registered television advertising with the EU Pledge criteria⁽³⁾

100% of Danone's websites and brand profiles are compliant with the EU Pledge criteria ⁽⁴⁾

23 education and information programs are active and **12** million people were potentially reached since their launch



Better consumptions and a demanding governance

84% of total staff in the Scorecard perimeter have access to health and wellness program

(1) One Health Scorecard: representing 66 reporting entities and 74% of Danone's annual turnover.

(2) Refers to water, yogurts, milks and other daily dairy products, beverages with 0% sugar, early life nutrition products (except biscuits and beverages for children under 3 years old) and medical nutrition. Excludes WhiteWave activities.

(3) This percentage covers the followed audited countries: France, Germany, Hungary, Italy, Portugal and Spain.

(4) This percentage covers the followed audited countries: Czech Republic, France, Germany, Greece, Italy, the Netherlands, Spain and Sweden



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Appendix 4 2020 AGM outcomes

June 2020 Shareholders' Meeting

100% resolutions approved, with “entreprise à mission” approved at more than 99%

	Resolutions	Approved ?	Favorable votes
1	Approval of the statutory financial statements for the fiscal year ended December 31, 2019	✓	99.97%
2	Approval of the consolidated financial statements for the fiscal year ended December 31, 2019	✓	99.97%
3	Allocation of earnings for the fiscal year ended December 31, 2019 and setting of the dividend at €2.10 per share	✓	95.81%
4	Renewal of the term of office of Mr. Gregg L. ENGLES as Director	✓	78.04%
5	Renewal of the term of office of Mrs. Gaëlle OLIVIER as Director	✓	98.88%
6	Renewal of the term of office of Mrs. Isabelle SEILLIER as Director	✓	97.01%
7	Renewal of the term of office of Mr. Jean-Michel SEVERINO as Director	✓	98.70%
8	Renewal of the term of office of Mr. Lionel ZINSOU-DERLIN as Director	✓	98.86%
9	Approval of the information regarding the compensation of the Directors and corporate officers referred to in paragraph I of Article L. 225-37-3 of the French Commercial Code for the 2019 fiscal year	✓	98.70%
10	Approval of the components of compensation paid in or awarded for the 2019 fiscal year to Mr. Emmanuel FABER, Chairman and Chief Executive Officer	✓	97.36%
11	Approval of the compensation policy for the corporate officers for the 2020 fiscal year	✓	95.04%
12	Approval of the compensation policy for Directors for the 2020 fiscal year	✓	99.41%
13	Authorization granted to the Board of Directors to purchase, retain or transfer Company's shares	✓	98.30%

June 2020 Shareholders' Meeting

100% resolutions approved, with “entreprise à mission” approved at more than 99%

	Resolutions	Approved ?	Favorable votes
14	Delegation of authority to the Board of Directors to increase the share capital to the benefit of categories of beneficiaries made up of employees working within foreign companies of Danone's group or in international mobility, in the framework of employee shareholding plans, without preferential subscription right of the shareholders	✓	99.44%
15	Authorization to the Board of Directors to grant existing or newly issued shares of the Company, without preferential subscription right of the shareholders	✓	97.08%
16	Amendment of Article 15.III of the Company's by-laws relating to the designation of Directors representing employees	✓	98.94%
17	Amendment of Article 19.III of the Company's by-laws relating to regulated agreements	✓	98.94%
18	Amendment of Article 21.I of the Company's by-laws relating to the rules for the appointment of Alternate Statutory Auditors	✓	98.94%
19	Amendment of Articles 20.I and 27.I of the Company's by-laws relating to the compensation of Directors and to the competence of the Ordinary Shareholder's Meeting	✓	98.38%
20	Amendment of Article 1 and Title IV of the Company's by-laws in order to adopt the French “société à mission” status	✓	99.42%
21	Powers to carry out the formalities	✓	100.00%

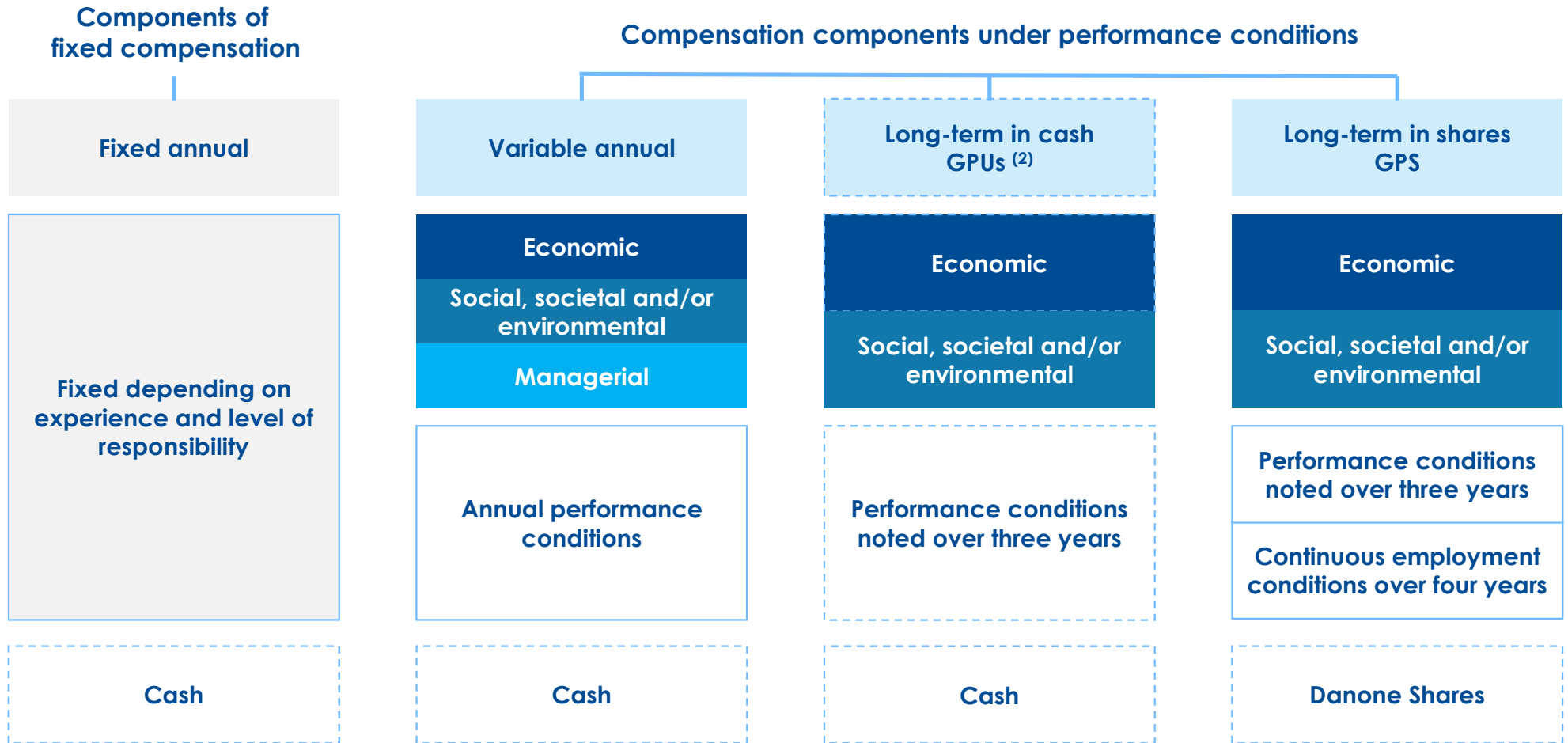


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Appendix 5 Management compensation

Management compensation structure ⁽¹⁾

Overview of short-term and long-term incentives



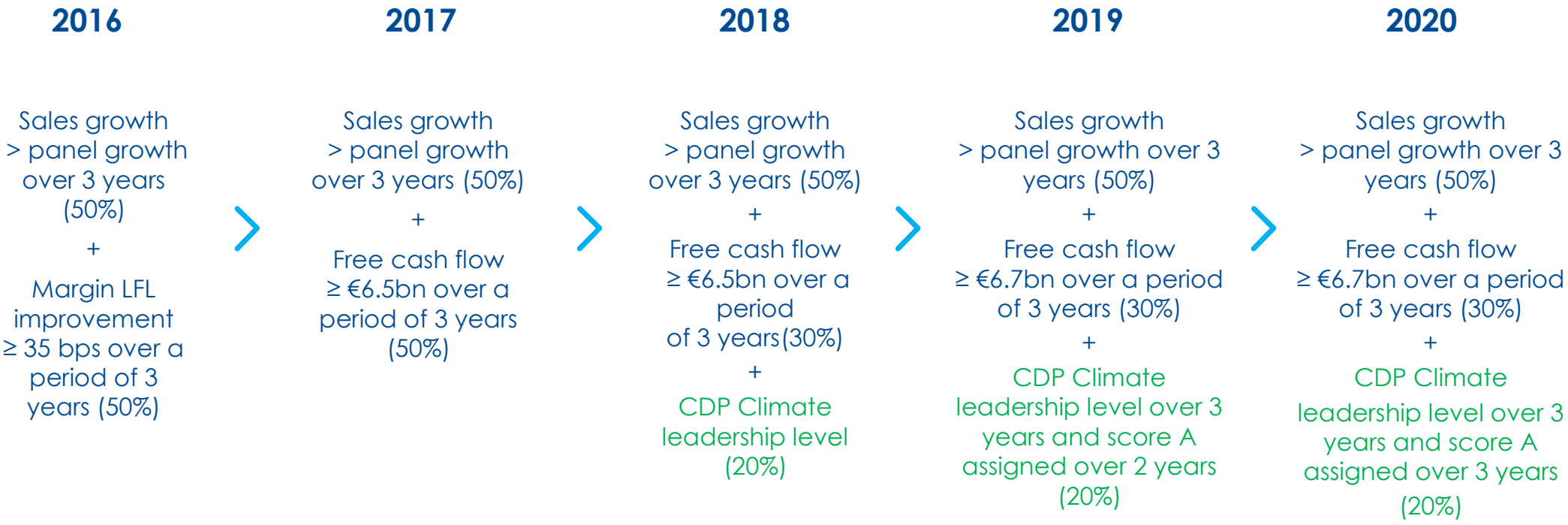
(1) Program applies to 1,600 general managers and senior executives worldwide

(2) In an effort to simplify his compensation, no GPUs have been granted to Mr. Emmanuel FABER since 2017

Management compensation structure

Changes to align incentives with strategic objectives

GPS Performance based shares ⁽¹⁾



(1) Target to get 100% grant



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Appendix 6

New joiners to Executive Team



Floris WESSELING President Europe

Dutch
Birthdate: 29/11/1971

Graduated from Amsterdam University (Netherlands) with a Master in Law.

24 years of international experience ; **19 years in Danone** in Essential Dairy and Plant Based and Waters categories with P&L responsibility in country and regions.

Before joining Danone, Floris worked 2 years in The East Asiatic Co. in Vietnam and 3 years in **United Biscuits** .

CAREER HISTORY

Before Danone

- 1996: The East Asiatic Company as Business Development Manager in Vietnam
- 1998: United Biscuits as Brand Manager

In Danone since 2001

- 2001: Danone Netherlands as Sales Director
- 2006: GM, Danone Switzerland
- 2009: GM, Danone Egypt
- 2013: VP, Waters China
- 2015: RVP, Waters ASPAME & Greater China
- 2017: RBU VP, Waters & EDP ASPAME & Greater China
- 7/2019: SVP, Europe EDP

Companies	Geographies	Functions
East Asiatic Co. United Biscuits	Netherlands Switzerland Egypt	Sales Marketing Country GM Regional VP
Danone EDP and Waters	China France	



Alpro and Danone Belgium, NL, Italy, UK, Ireland under his leadership



Charlie CAPPETTI President CIS & Turkey

Dutch
Birthdate: 29/10/1964

Graduated from Leiden University (Netherlands) with a Master in Public Administration.

29 years of international experience ; **22 years in Danone** in Essential Dairy & Plant Based and Waters categories with P&L responsibilities in countries and regions.

Before joining Danone, Charlie worked 7 years in **Procter & Gamble** in Sales and Marketing roles.

CAREER HISTORY

Before Danone

- 1991: Sales and Marketing roles in Procter & Gamble

In Danone since 1998

- 1998: Sales Director Danone Netherlands
- 2001: Sales Director Danone Belgium
- 2005: GM, Danone Egypt
- 2009: GM, Aqua Indonesia
- 2017: RBU VP, EDP CIS
- 07/2019: SVP, CIS & Turkey Middle East EDPI

Companies	Geographies	Functions
P&G	Netherlands Belgium	Sales GM
Danone EDP And Waters	Egypt Indonesia CIS	Regional VP





Corine TAP

President Asia, Africa, Middle East

Dutch

Birthdate: 27/02/1973

Graduated from Amsterdam University (Netherlands) with a Master in Econometrics.

23 years of international experience; **10 years** in Danone in SN and in Waters categories with P&L responsibility in country and regions.

Before joining Danone, Corine worked 13 years in **Unilever** in Sales and GM roles with local and regional responsibilities.

CAREER HISTORY

Before Danone: 13 years at Unilever

- 1997: Finance roles in Unilever Foods (NL)
- 2000: Category Manager Soups in the Netherlands
- 2002: Regional Sales Manager Lipton in Indonesia
- 2003: New Business Development Manager in China
- 2004: Regional Marketing Manager Food Solutions South East Asia
- 2006: Managing Director Unilever Food Solutions Indonesia

In Danone since 2010

- 2010: Sales Director, Baby Indonesia Sari Husada
- 2013 GM, ELN Australia & NZ and GMI Oceania
- 2017: GM, Aqua Indonesia
- 07/2019: SVP, Indonesia and South East Asia Waters

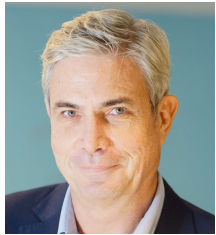
EXTERNAL BOARD ROLES

- Eurocham Indonesia: Chair
- Circulate Capital: Board member

Companies	Geographies	Functions
Unilever	Netherlands Indonesia	Finance Sales
Danone ELN and Waters	China South East Asia Australia / NZ	Marketing GM Regional VP



AQUA Indonesia under her leadership



Bruno CHEVOT President Greater China and Oceania

French
Birthdate: 07/03/1966

Graduated in Business Administration from Tours Business School in France .

28 years of international experience ; **23 years in Danone** in Beer, Waters and ELN categories with P&L responsibility in country and regions.

Before joining Danone, Bruno worked 5 years in **Bacardi Martini** in Marketing roles.

CAREER HISTORY

Before Danone

- 1992: Marketing manager in Bacardi Martini

In Danone since 1997

- 1997: Kronenbourg France as On-Premise Marketing Director
- 2001: Aqua Indonesia as Marketing Director
- 2006: Aqua Indonesia as Beverage Acceleration Unit Director
- 2009: ELN Asia Pacific as Regional Sales Director
- 2011: ELN Hong Kong as GM
- 2015: ELN China as GM
- 02/2019: SVP, Greater China and North Asia ELN

Companies	Geographies	Functions
Bacardi Kronenbourg	France Indonesia Singapore China	Marketing Sales GM Regional VP
Danone Waters and Specialised Nutrition		



ELN China under his leadership



Silvia DAVILA

President Latin America

Since 10/2017
 Mexican
 Birthdate: 13/12/1970

Graduated in Marketing from Unitec Institute (Mexico) ; she holds a Master in Business Economics from ITESM (Mexico) and post graduate studies from HBS, Insead and IMD.

31 years of international experience ; **3 years in Danone** in Essential Dairy with P&L responsibility on Latam region .

Before joining Danone, Silvia worked 3 years in **MacDonald's**, 11 years in **P&G** and 13 years in **Mars** in Marketing, GM and CMO roles with local, regional and global responsibilities.

CAREER HISTORY

Before Danone

- 1989: Marketing Coordinator within McDonald's Mexico
- 1992: Procter & Gamble Mexico in various Marketing roles
- 1999: Procter & Gamble Regional Marketing Director Latam
- 2003: Professor of Strategic Marketing Planning at ITEMS
- 2004: Mars Mexico as Senior Marketing Director
- 2007: Mars Mexico as General Manager Chocolate
- 2010: Mars Mexico as General Manager Pet & Global Brand Strategic Leader in 2010.
- 2014: Mars as Vice President and CMO Global Food (Belgium)

In Danone since 2017

- Since 10/2017: SVP, EDPI LatAm

EXTERNAL BOARD ROLES

- IWF International Women Forum: Board member

Companies	Geographies	Functions
McDonald's		Marketing
P&G	Mexico	GM
Mars	Venezuela	CMO
	Belgium	Regional VP
Danone EDPI		





Jean-Marc MAGNAUDET

President Specialized Nutrition Unit

French
 Birthdate: 03/09/1967

Graduated in Business Administration from Toulouse Business School in France .

29 years of international experience ; **13 years in Danone** in AMN, ELN and then SN categories with P&L responsibility in country and regions and a global role in Sales.

Before joining Danone, Jean-Marc worked 16 years in **P&G** in Sales, Marketing, Strategy and GM roles with local and regional responsibilities.

CAREER HISTORY

Before Danone

- 1991: P&G in Sales, Marketing and Customer Business Development roles
- 2000: P&G as Director of Strategy, Marketing and Planning of the newly created Pet Health & Nutrition Business Unit for EMEA
- 2003: P&G as CM, Northern Europe Pet Health & Nutrition

In Danone since 2007

- 2007: VP, Global Sales AMN WBU
- 2011: GM, AMN Central Europe
- 2013: RVP, AMN Asia Pacific, Eastern Europe, Middle East & Africa
- 2017: RVP, ELN ASPAME & RVP, AMN ASPAME & Africa
- 2/2019: SVP, SN Asia, Middle East, Americas, CIS & Export

Companies	Geographies	Functions
P&G	France, Netherlands, Switzerland, Nordics	Sales Marketing Strategy
Danone AMN, ELN and SN	Northern, Central & Eastern Europe Asia, Africa Americas , CIS	Country GM Regional VP Global VP



Nutricia Argentina under his leadership



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Appendix 7
One Person
One Voice
One Share

One Person, One Voice, One Share

A yearly routine

