



FOOD AND WATER CYCLE

Pascal DE PETRINI

AGENDA

- Danone Essential Resources : From Chains To Cycles
- Food & Water Cycle : Key Facts & Ambitions
- Food & Water Cycle Value Creation
- Organization Changes
- Walking Gallery
- Q&A



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OUR 3 ESSENTIAL RESOURCES



Milk



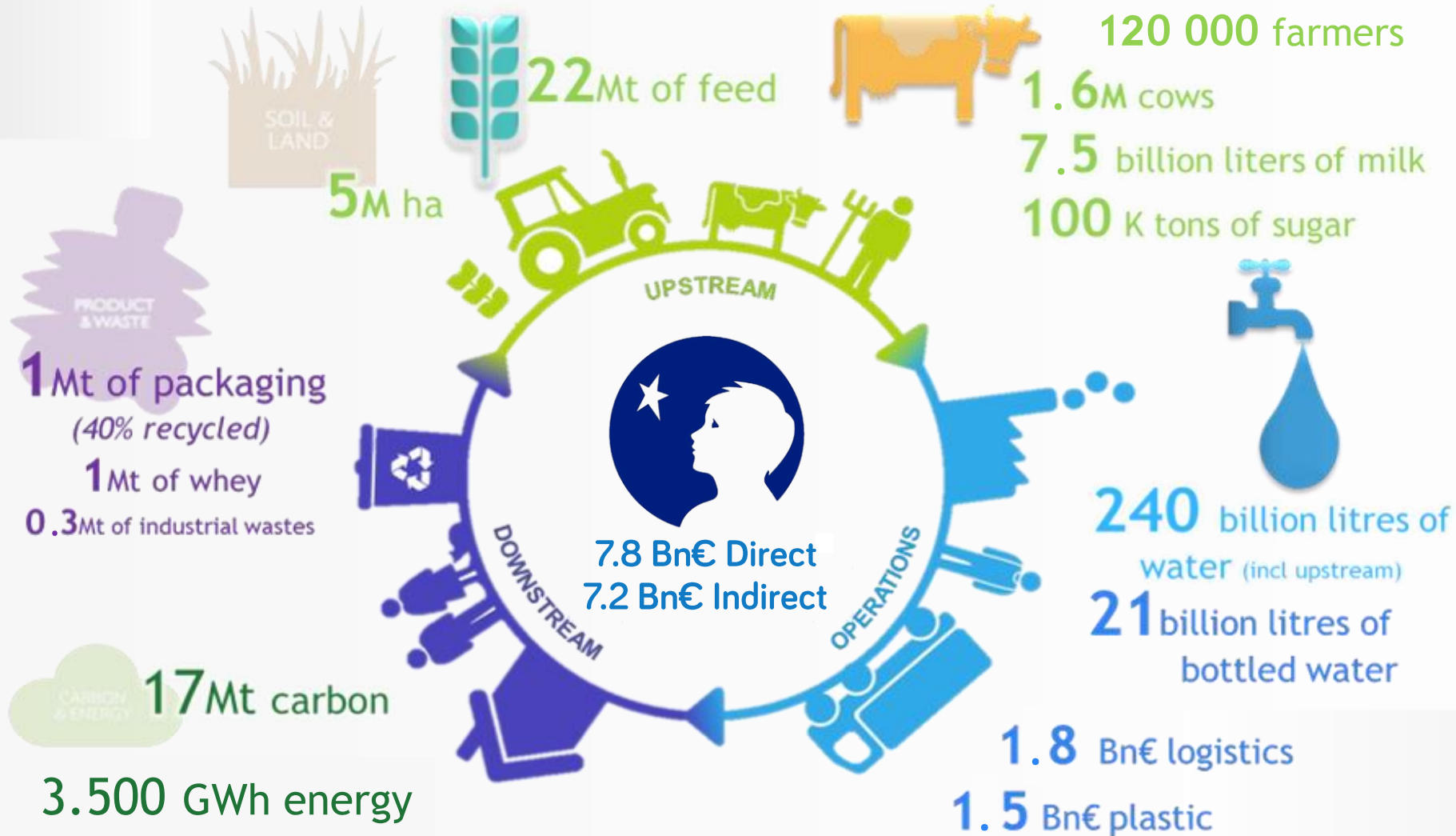
WATER



PLASTIC



DANONE SUPPLY CHAIN FOOTPRINT



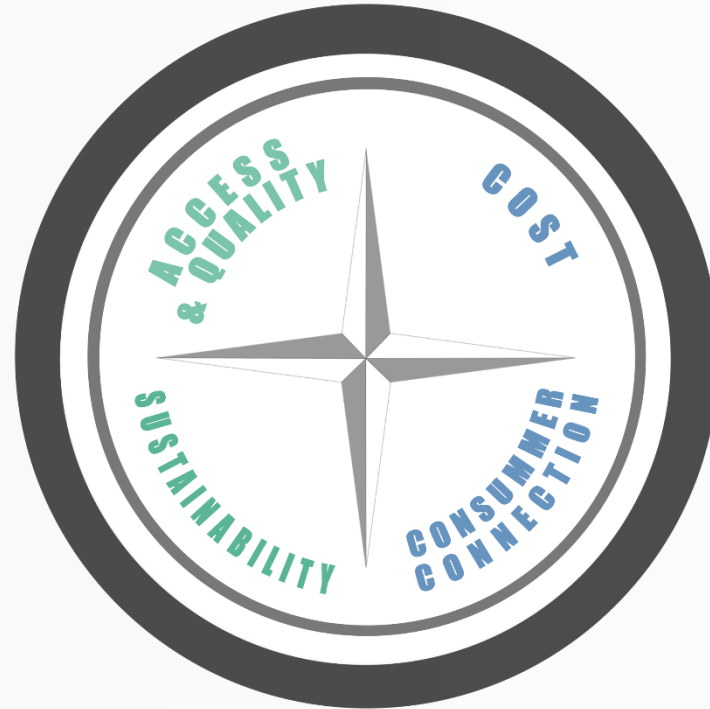
FROM CHAINS ...TO CYCLES



DANONE

FOOD & WATER CYCLE COMPASS

SECURE OUR
LICENSE TO OPERATE



STRENGTHEN OUR
COMPETITIVE ADVANTAGE

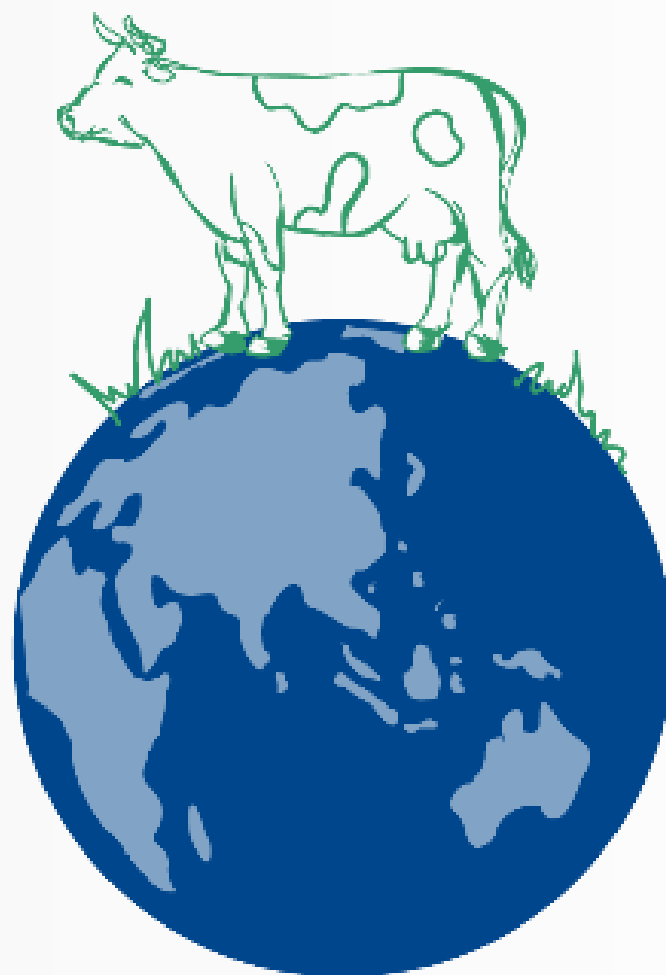


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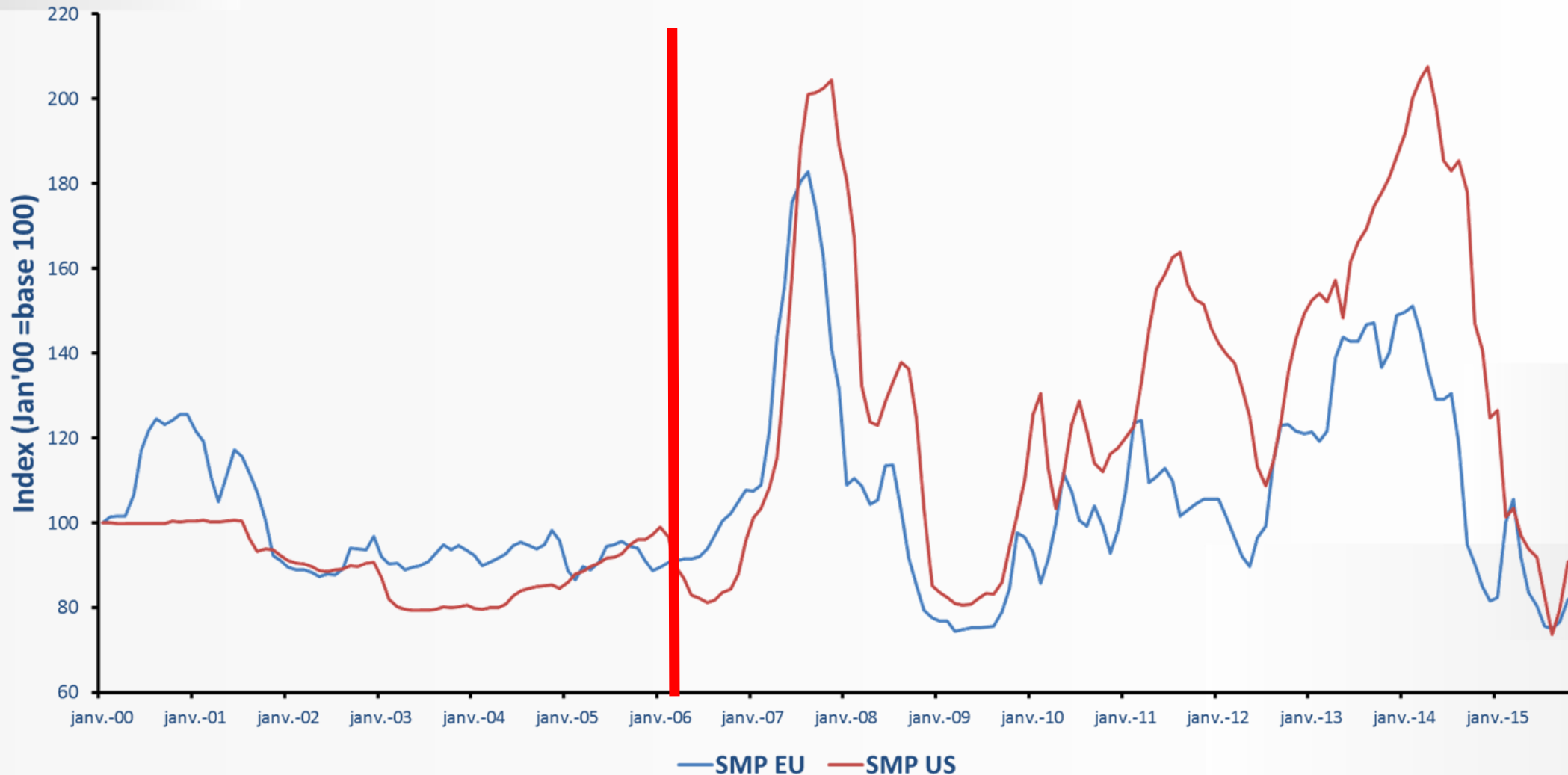
Milk



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MILK PRICE VOLATILITY REMAINS

Dairy Commodities price evolution since 2000



... CHALLENGING OUR FARMERS ECOSYSTEM RESILIENCE



DANONE

MILK CYCLE & AMBITIONS

REDUCE MILK DEPENDENCY LEVERAGING TECHNOLOGY



MILK TRANSFORMATION



MILK VALORIZATION

Access to Dairy Ingredients

MANURE

BY-PRODUCTS

FARMERS

CONSUMER

FEED



REGIONAL tailored MILK ACCESS
100% SUSTAINABLE AGRICULTURE

Nourish Danone corporate equity
0 Food Safety incident
100% TRACEABILITY



PLASTIC



DANONE

PLASTIC, A WORLD OF OPORTUNITIES



Plastic is a good material to innovate
and penetrate channels



Plastic Landfill is a
growing concern

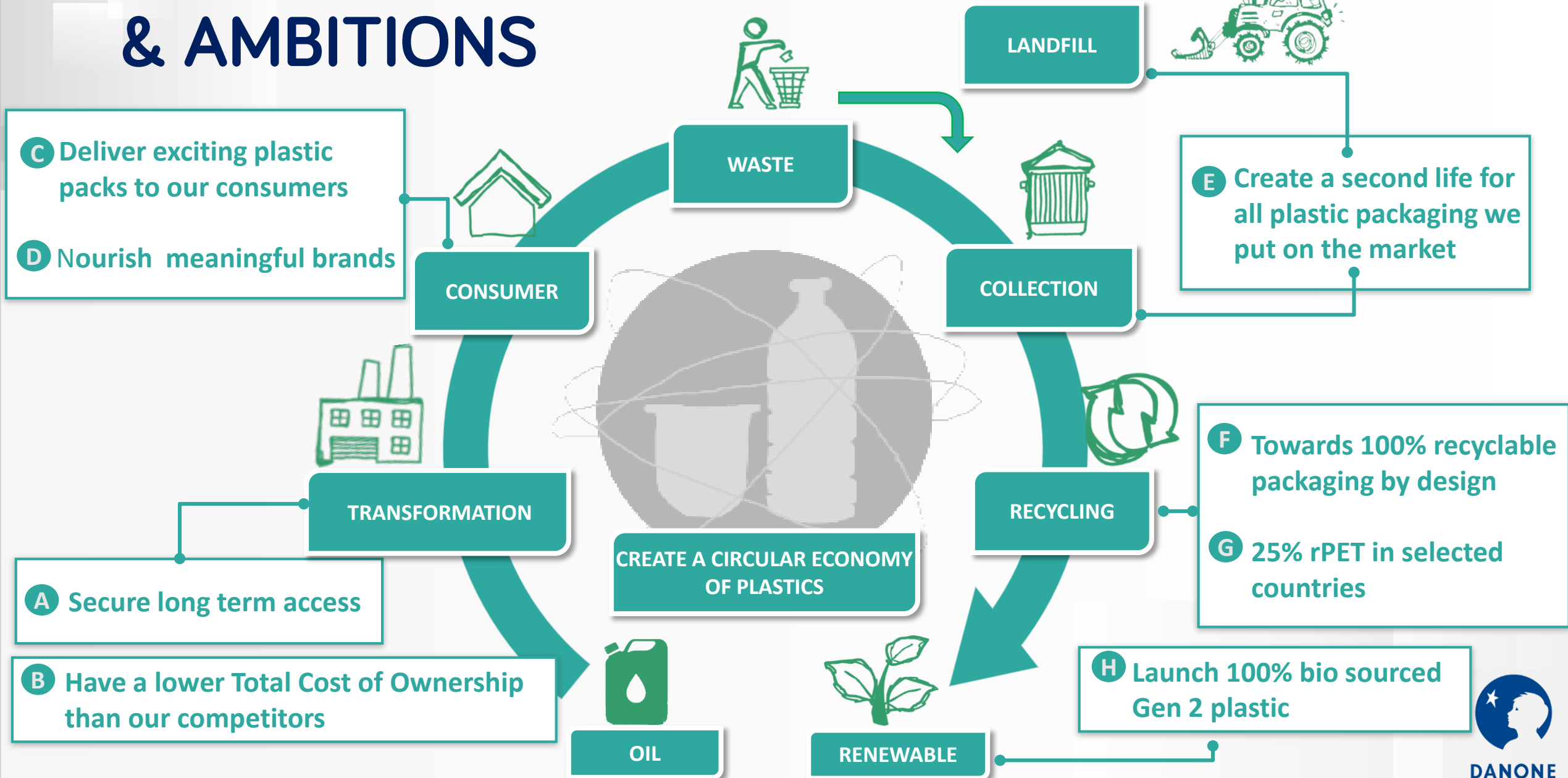


... and a growing
opportunity!



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PLASTIC CYCLE & AMBITIONS



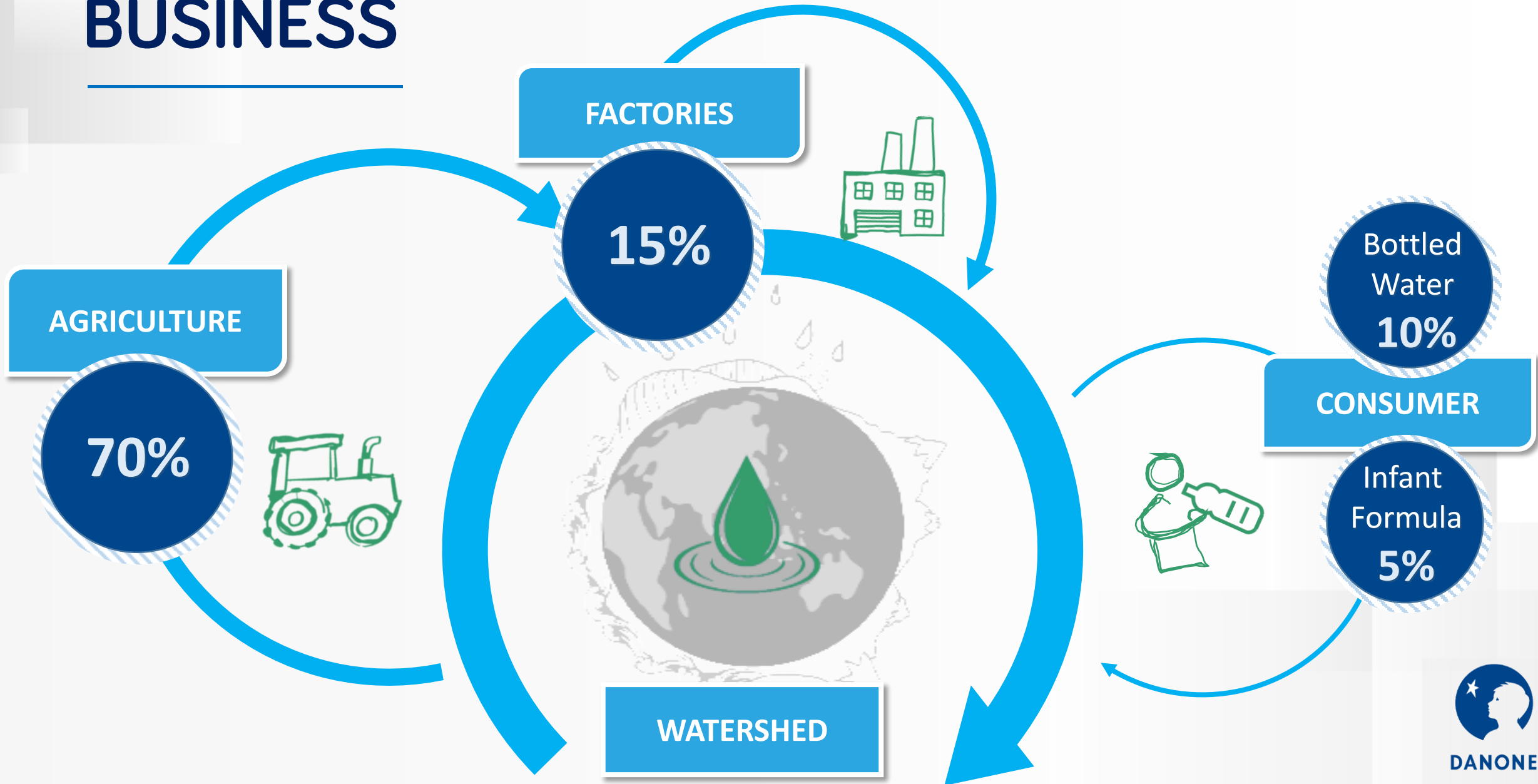


WATER

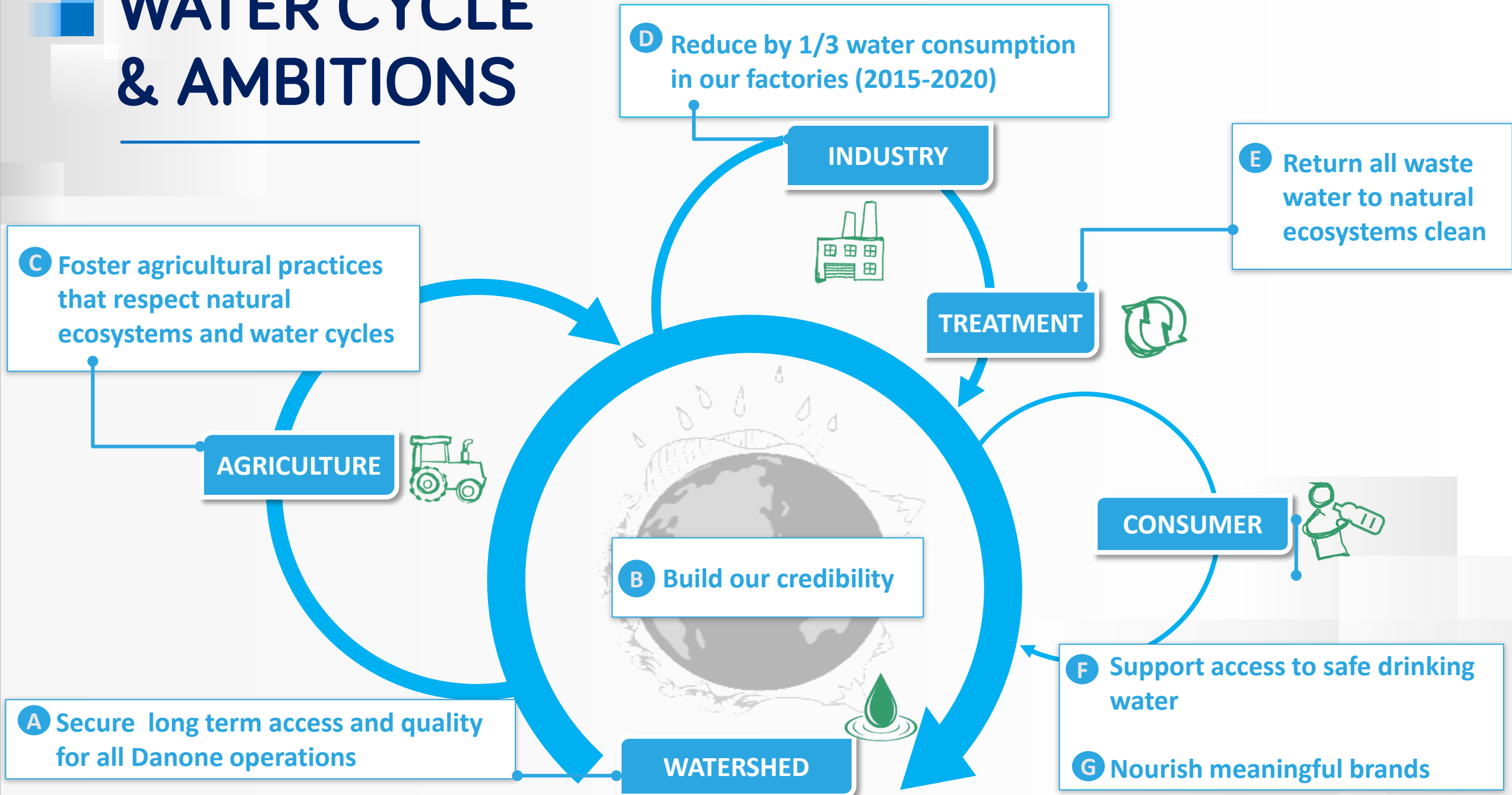


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WATER IS ESSENTIAL TO LIFE & DANONE BUSINESS



WATER CYCLE & AMBITIONS



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FOOD & WATER CYCLE VALUE CREATION



**DANONE P&L
BENEFITS**



**DANONE
ECOSYSTEM
BENEFITS**



**DANONE
INTANGIBLE
BENEFITS**



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NATURE & CLIMATE POLICY

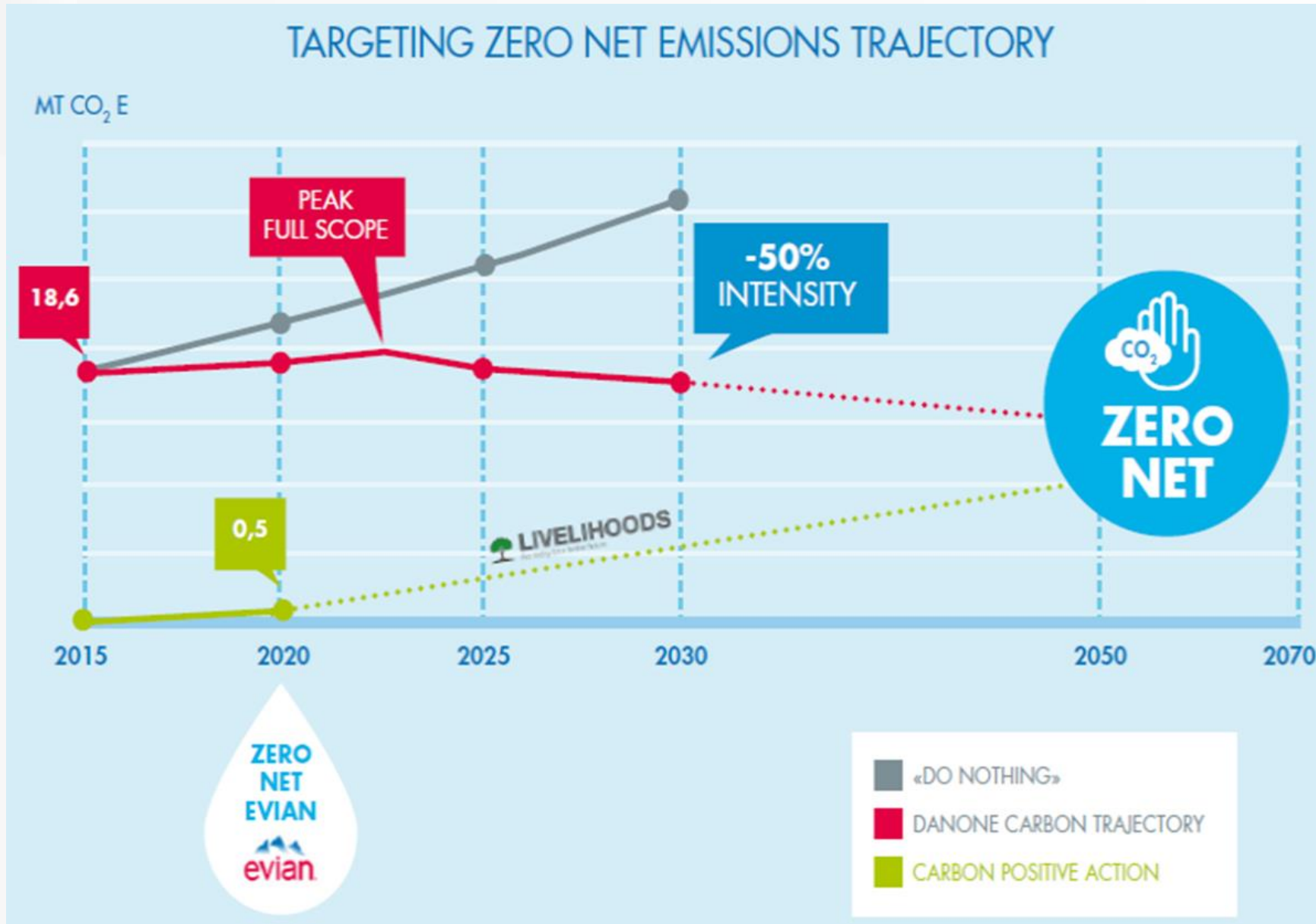
« ZERO-NET » CARBON

A revolutionary end game
on our **Full Scope**



DANONE

OUR ZERO NET CARBON TRAJECTORY



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ORGANISATION & GOVERNANCE



SRC ORGANISATION UNITS

| CYCLES  | | | ONE-SOURCING  | |
|--|------|----------|--|------------------|
| Water | Milk | Plastics | One Direct | Services & Goods |

STRENGTHENED CAPABILITIES

- Sustainability, Funds & Funding
- Strategy, Alliances & Capabilities
- Procurement Operations

STRONG SUPPORT FUNCTIONS

- Quality & Food Safety
- Finance
- HR
- General Secretary – IS/IT



ORGANISATION & GOVERNANCE

» SRC ORGANISATION UNITS



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