



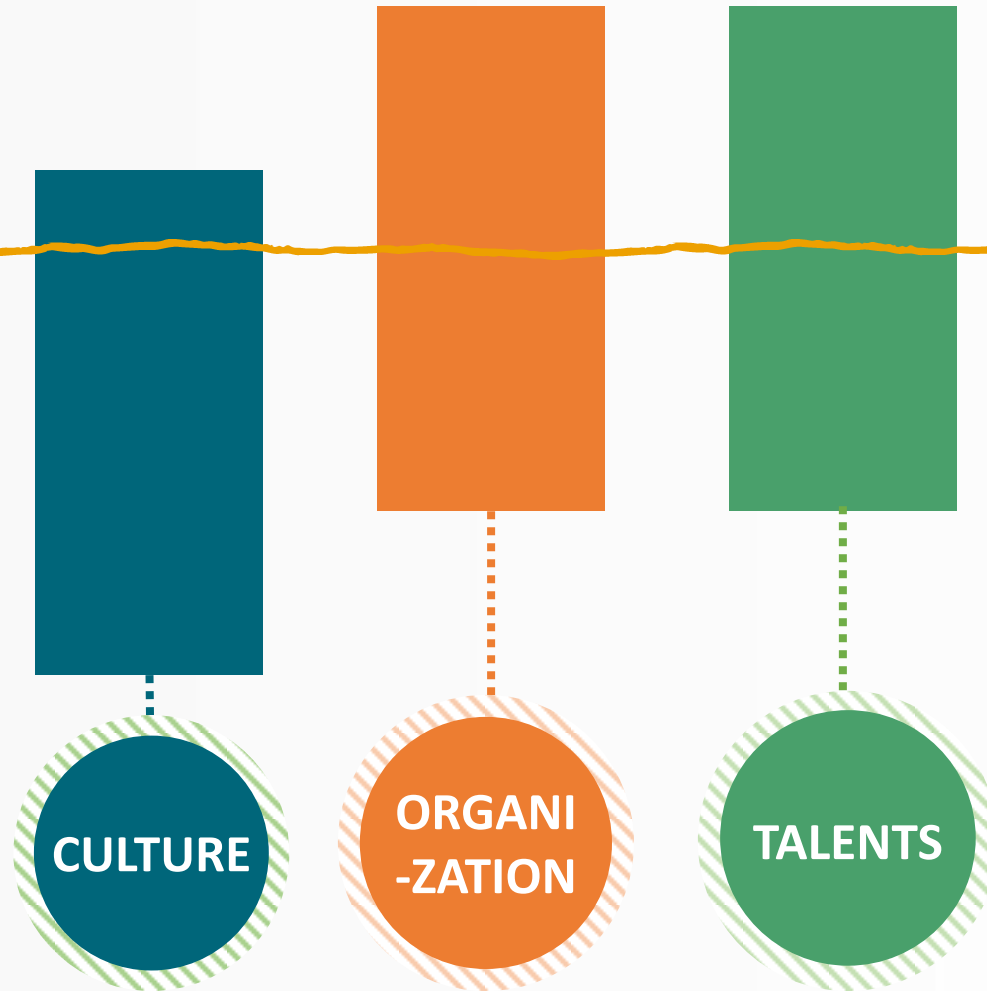
TOWARDS A STRONGER DANONE PEOPLE & ORGANIZATION

Marc BENOIT
Bertrand AUSTRUY

TOWARD A STRONGER DANONE

CHANGE

KEEP



A MORE ROBUST ORGANIZATION



THE LIMITS OF OUR CURRENT ORGANIZATION



**STRONG FOCUSED
WBU_s WORKING IN SILOS**



MULTIPLE DANONE VOICES



**DUPLICATION OF EFFORTS
LACK OF SYNERGIES**

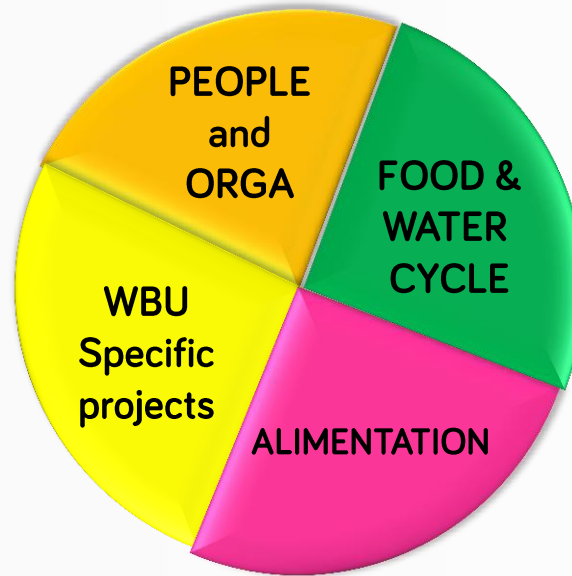


**NO COLLECTIVE APPROACH
ON TALENTS**



**NEED FOR GREATER
EXPERTISE**

MOVING TO A STRONGER ORGANIZATION TOWARDS 2020*



One Purpose driven company with a Collaborative, Agile, Open and Learning organization where 100,000 unique Talents grow



2014

**SETTING
A VISION**

2015 - 2016

**BACKBONE
OF DANONE 2020**

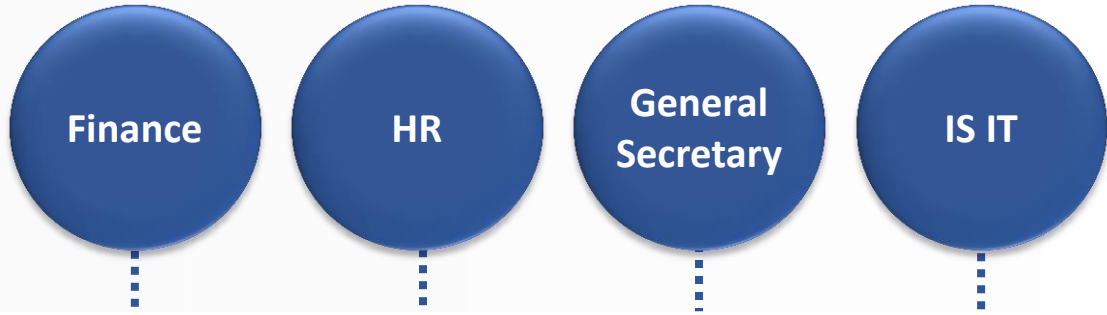
2016 to 2019

**ACTIVATION OF ALL
TRANSFORMATION
LEVERS**

2020

**ORGANIZATION
AMBITION**





VALUE CREATION

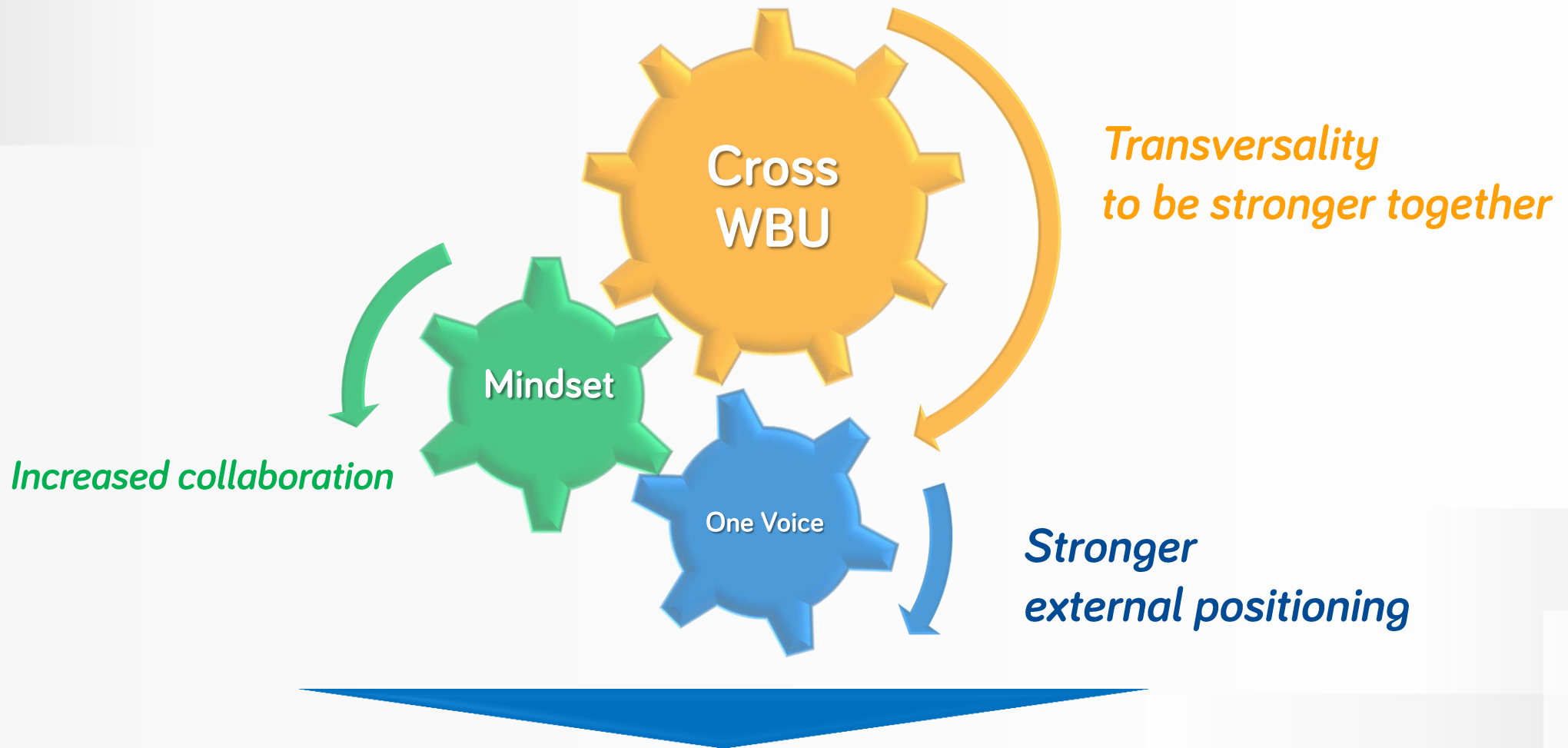
EFFICIENCY



- Build *One Danone* voice across categories
- Reinforce expertise & ability to support the business
- Improve Compliance

- Leverage scale and efficiency through transversality

ONE DANONE IS THE BACKBONE OF DANONE 2020



MAIN DRIVERS OF DANONE ORGANIZATION

New Business Services concept for all cross-categories activities

CHANGE

New interfaces between Business units and Business services

REMAIN

Organization by **Business Units** by Category focus on locally relevant execution

CBU as cornerstone of Danone organization

2020



DANONE

BRINGING HEALTH THROUGH FOOD
TO AS MANY PEOPLE AS POSSIBLE



COMEX

Worldwide BU



Worldwide BS



BSI

Regional BU



Regional BS



Category BU



Cluster BS



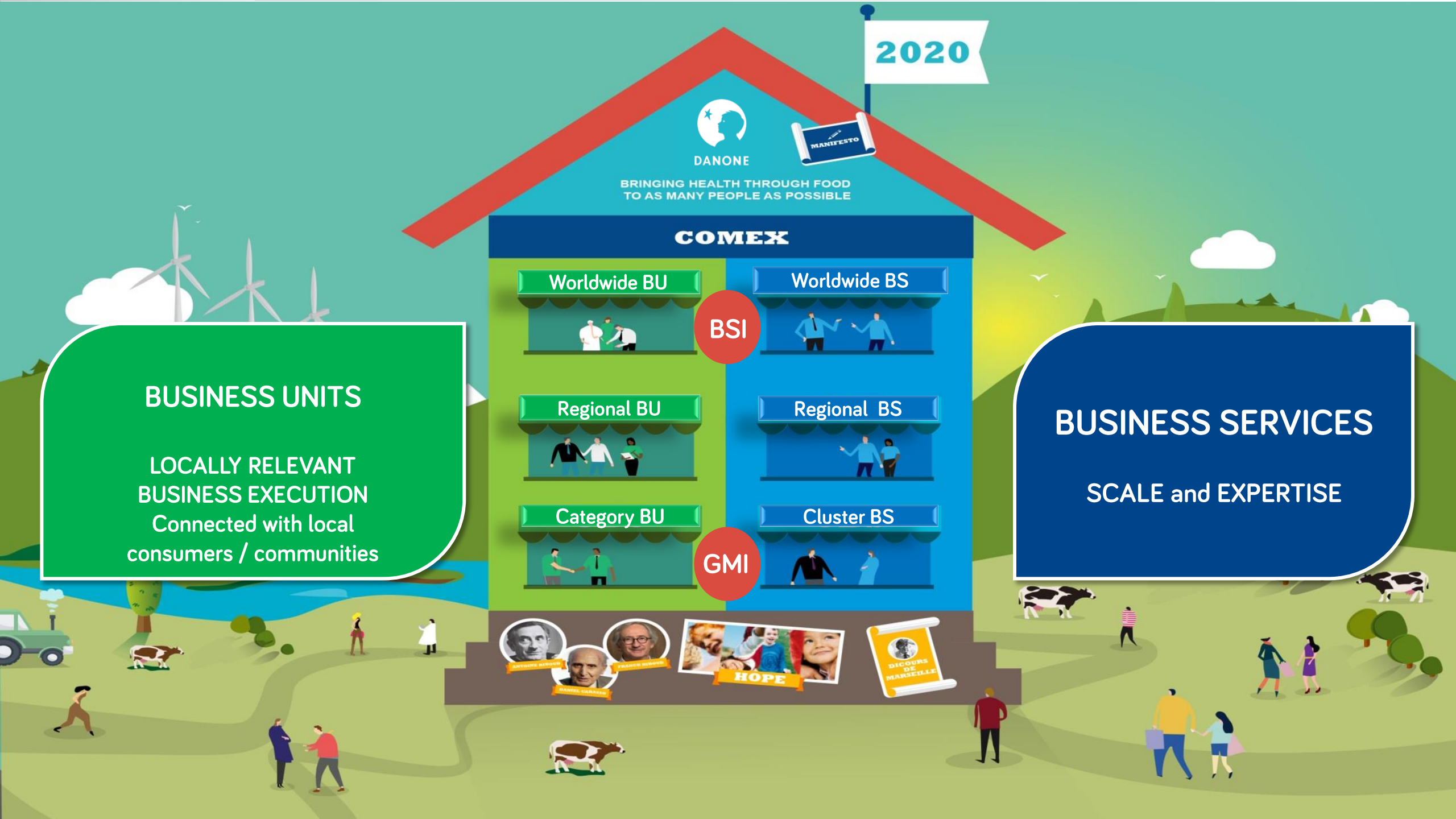
GMI

BUSINESS UNITS

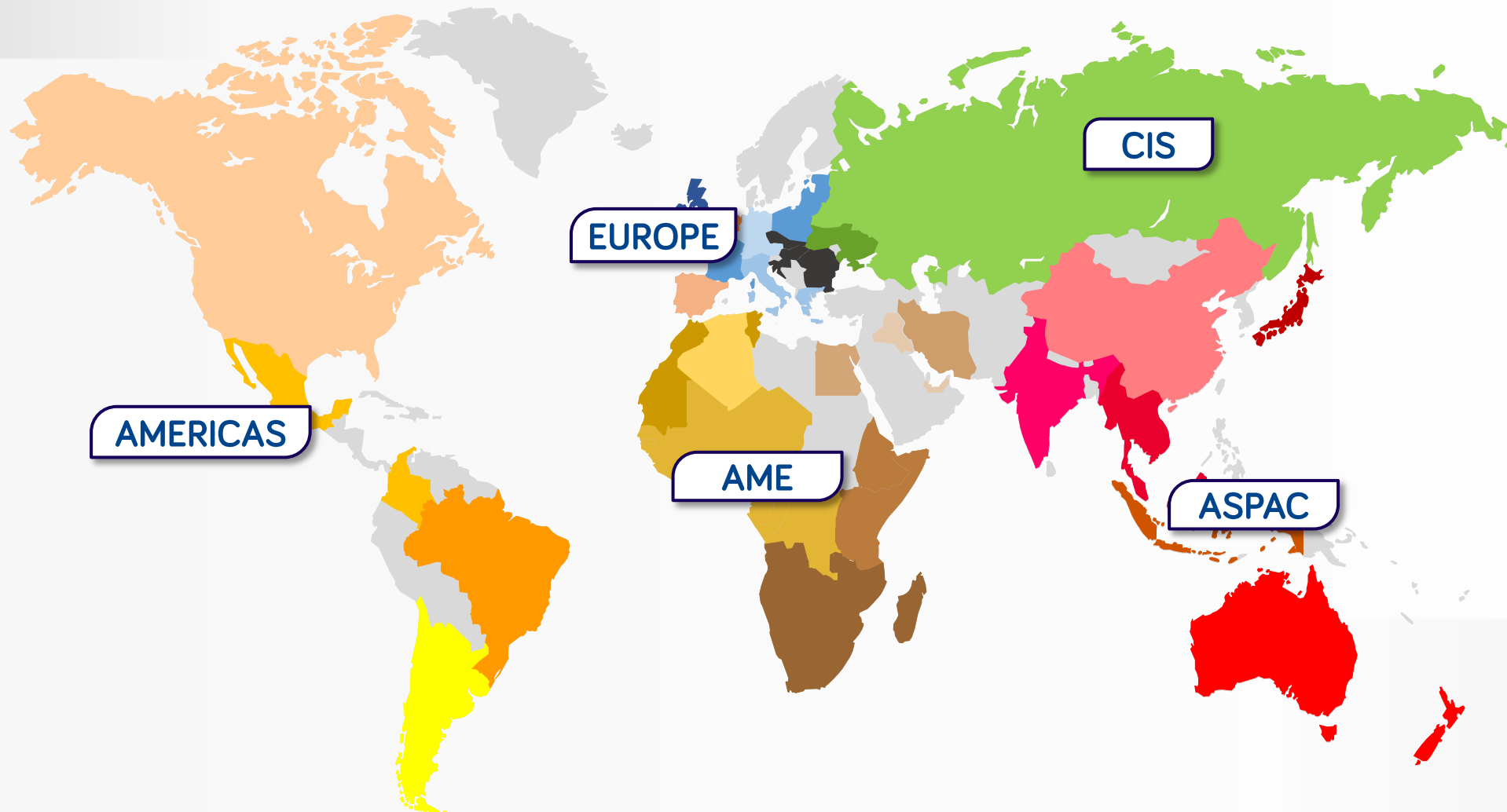
LOCALLY RELEVANT
BUSINESS EXECUTION
Connected with local
consumers / communities

BUSINESS SERVICES

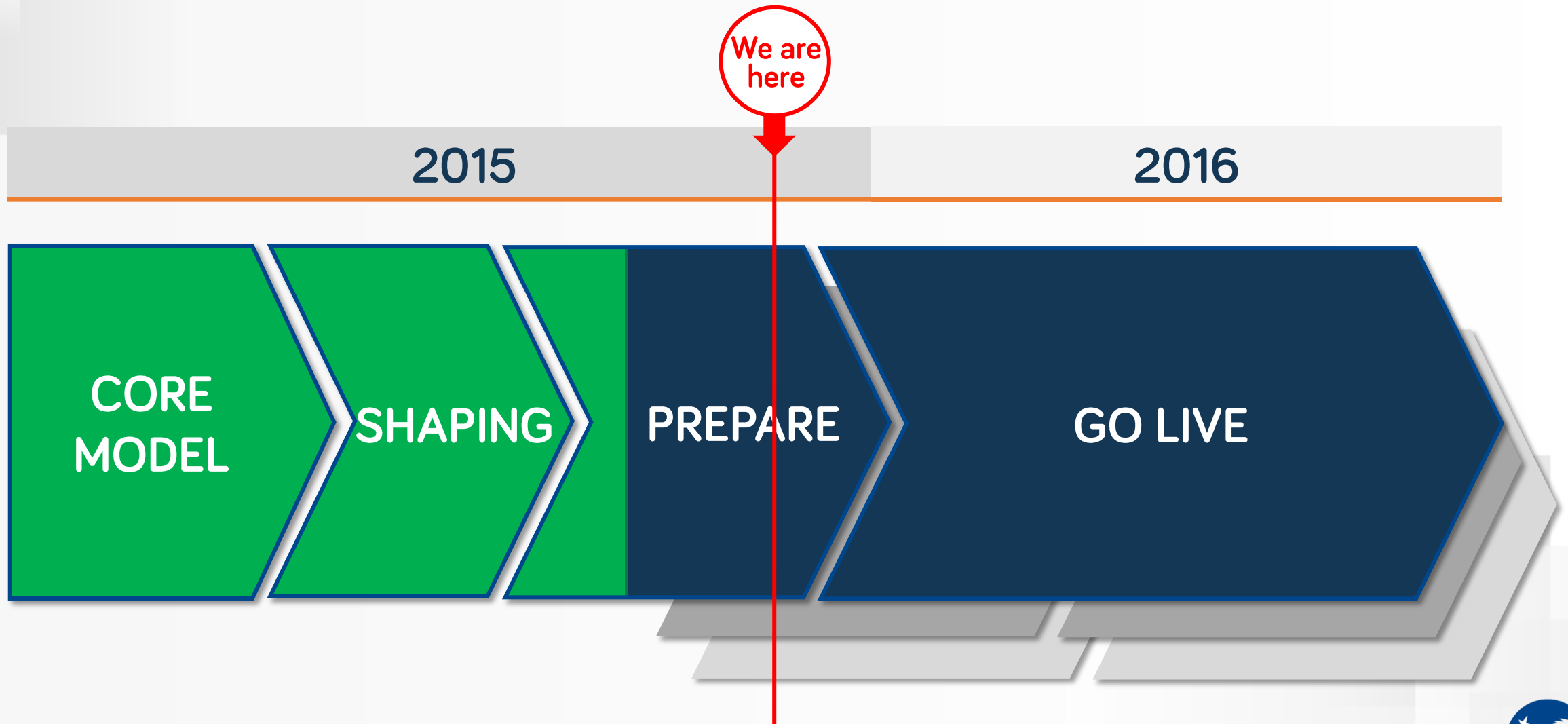
SCALE and EXPERTISE



ONE CORE MODEL FOR 4 FUNCTIONS IN 5 REGIONS, 30 CLUSTERS



ONE DANONE TIMELINE



INVESTING IN PROTECTING OUR ASSETS AND REPUTATION





DANONE GENERAL SECRETARY

Bertrand AUSTRUY

FOOD IS POLITICS

5th Anniversary
of Let's Move program



End of Milk quotas



Most demanding
food-safety standards



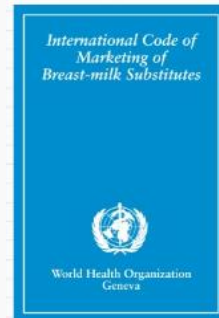
Tougher
food regulations

Pan American
Health Organization



FOOD IS MORE AND MORE REGULATED

- License to operate
- Marketing practices & Health/Nutrition claims regulations

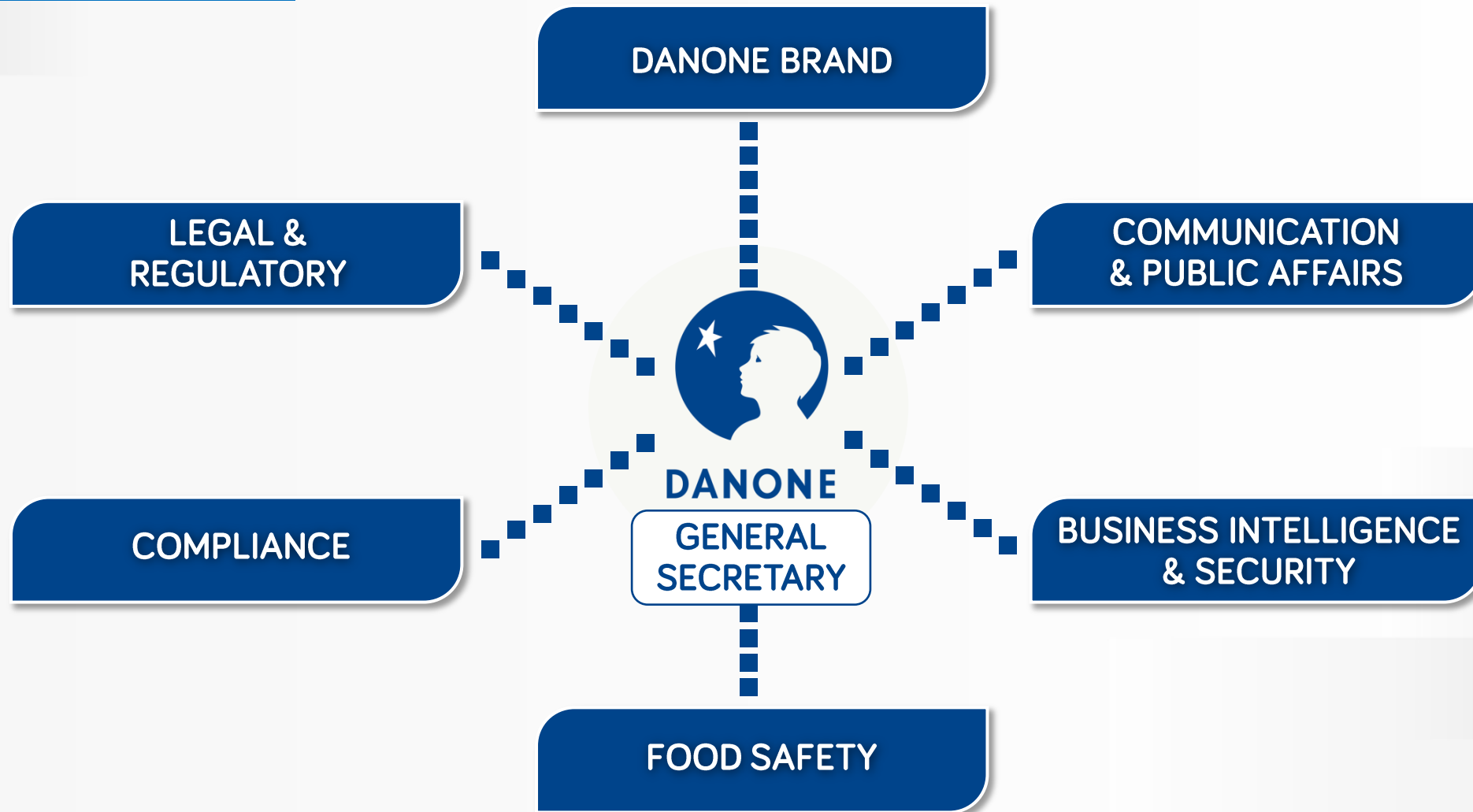


- Local regulations with global impact

per 30g cereal:					
16 SERVINGS	ENERGY	FAT	SATURATES	SUGARS	SALT
	460kJ 110kcal	0.7g	0.1g	5.1g	0.2g
6%	LOW	LOW	HIGH	MED	
	2%	1%	6%	4%	
% of an adult's reference intake. Typical values per 100g: Energy 1530kJ/360kcal					



BRING TOGETHER PROTECTION & INFLUENCE (6 FIELDS OF ACTIVITIES)

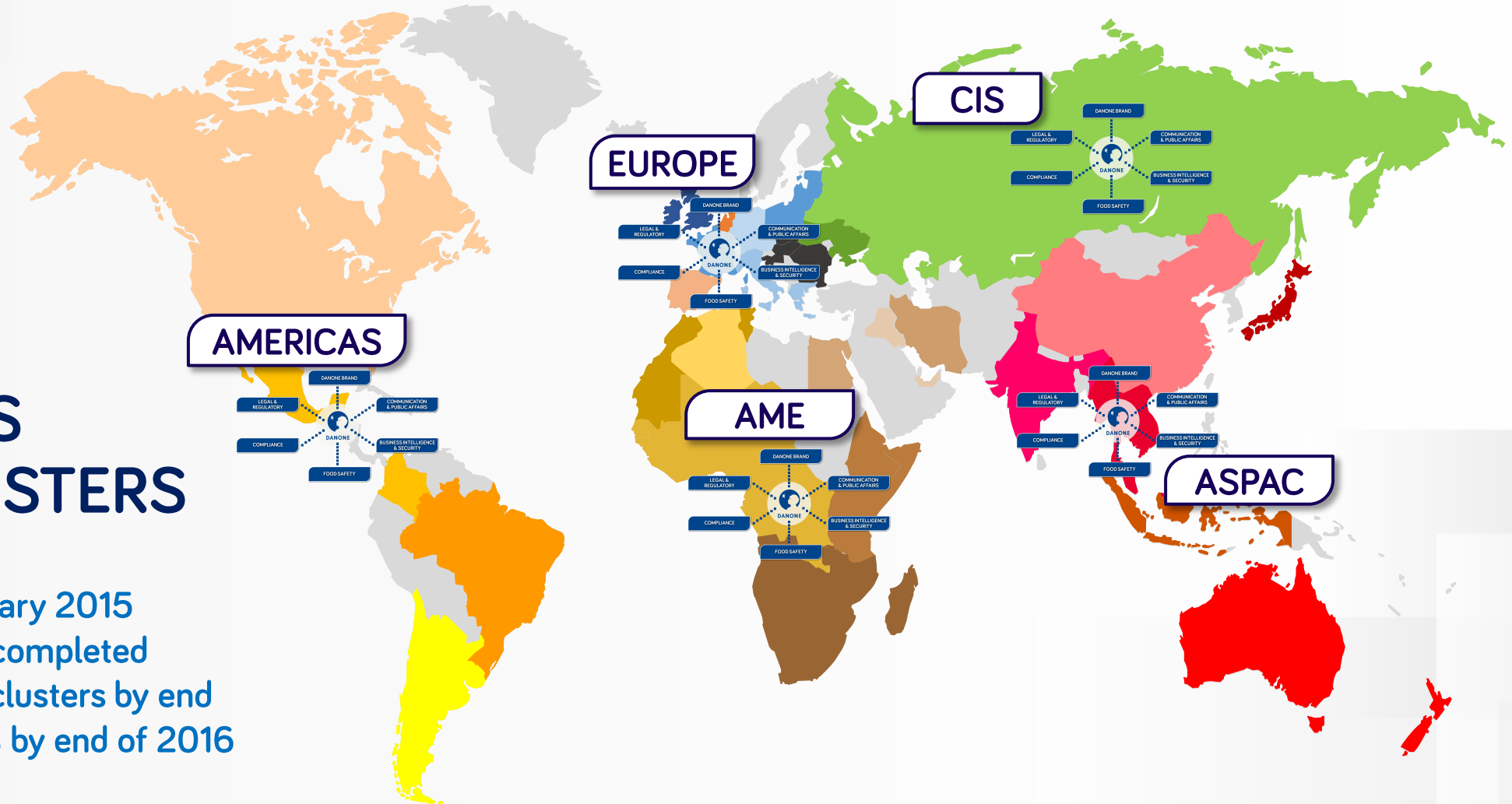


EXPERTISE & IMPACT EMBEDDED WITHIN THE BUSINESSES

GS TEAMS IN 30 CLUSTERS

5 REGIONS

- Creation February 2015
- Full GS board completed
- 30% of GS in clusters by end of year / 100% by end of 2016



THE BEST FOOD SAFETY EXPERTISE TO SUSTAIN BUSINESS

- A stronger Danone Food Safety organization
 - A reinforced Danone FS Center
 - A dedicated FS audit team & program
- Strategic partnerships and collaborations



MEANINGFUL COMPANY AND BRANDS

DANONE AS PART OF THE SOLUTION

Health



World Health Organization



CHILDREN'S
FOOD TRUST
Eat Better Do Better

WATER SUPPLY, SANITATION,
AND HYGIENE (WASH)



Food Fraud
Mitigation
Tool



Climat



ZÉRO
DÉFORESTATION !



LIVELIHOODS
Accessibility for a better future



COP21 • CMP11
PARIS 2015
UN CLIMATE CHANGE CONFERENCE

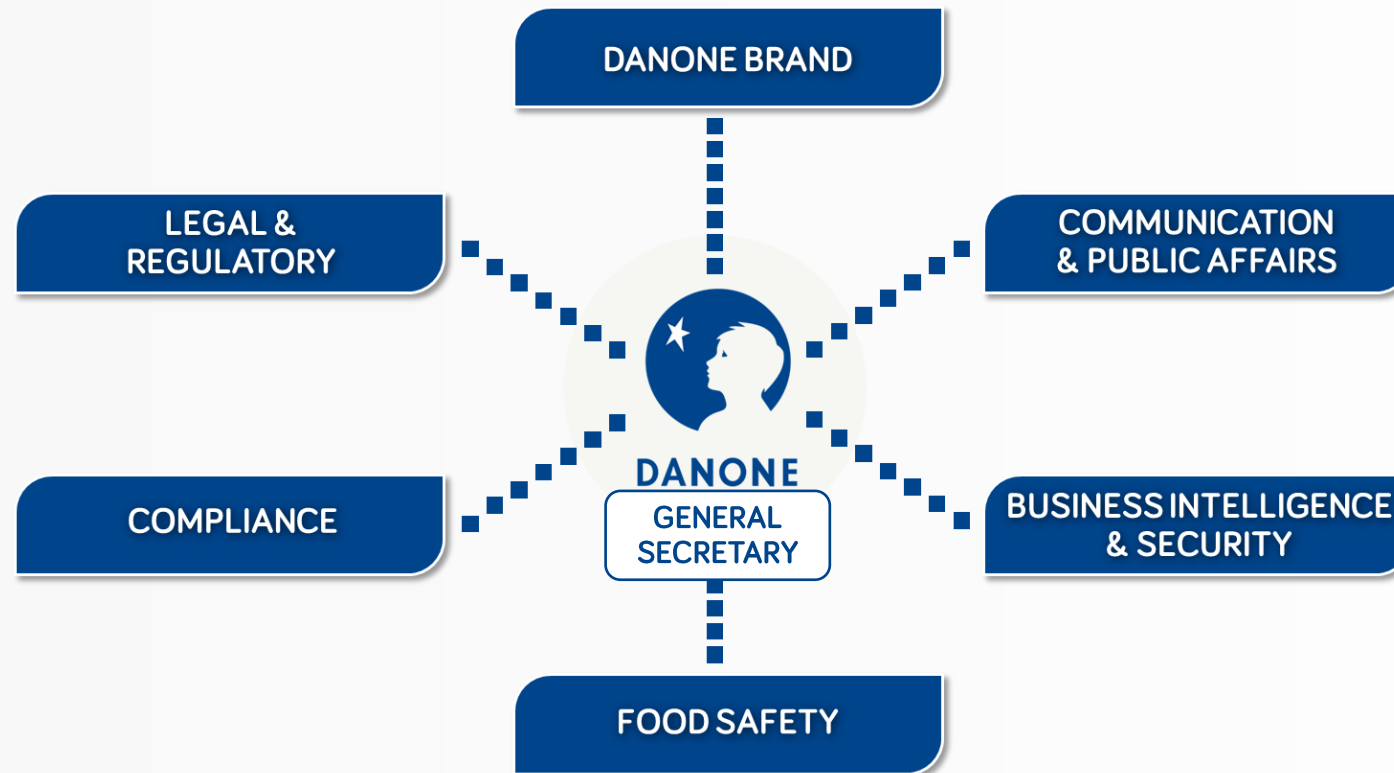
COMPANIES BEHIND BRANDS MATTER TO THEM



More than 50% of millennials (18-30 years) believe that **innovation and social development should be the primary purpose of business**



A STRONG GS FUNCTION TO SUPPORT SUSTAINABILITY OF THE DANONE MODEL

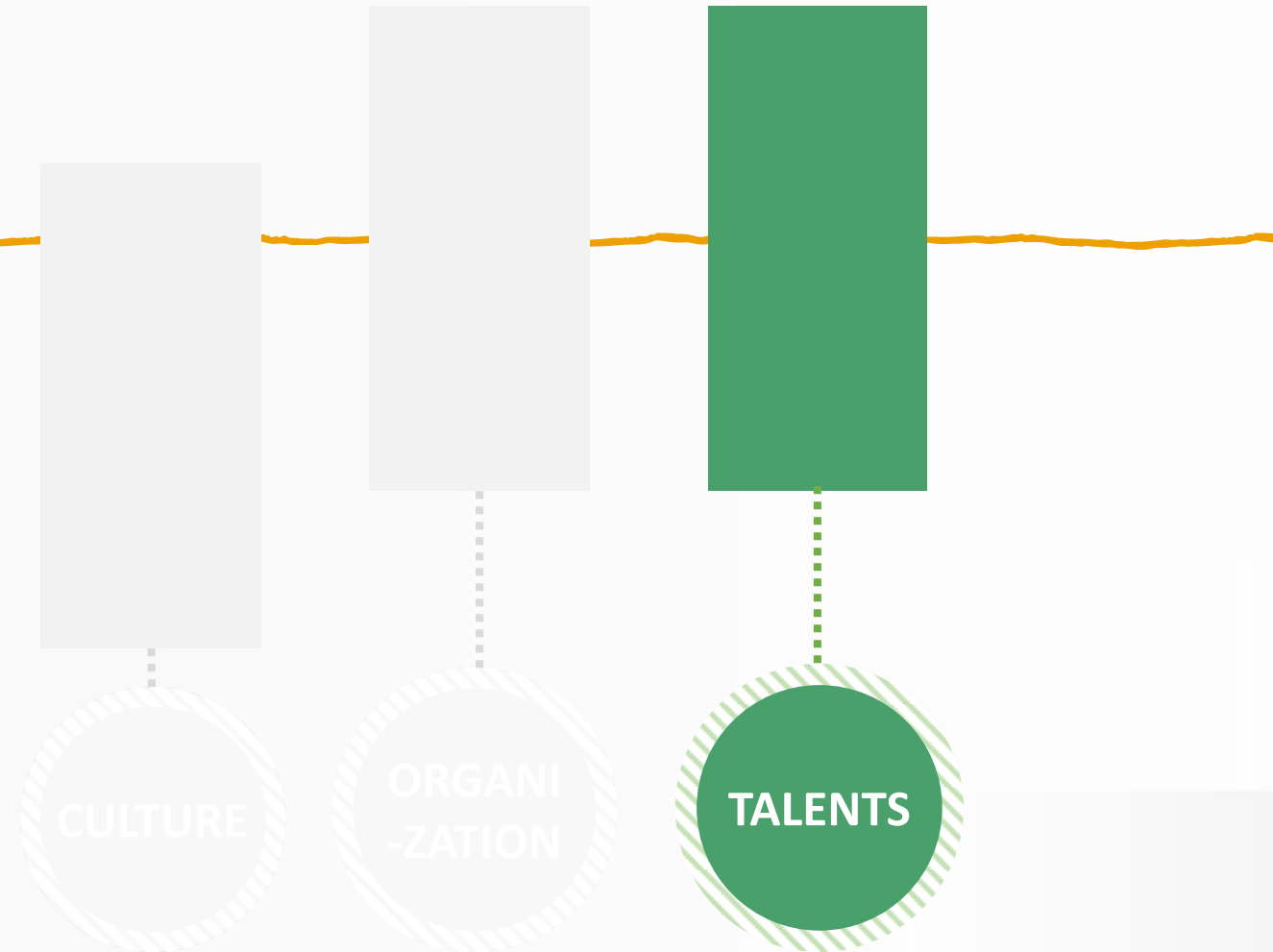


As a newly integrated function, the General Secretary has a mission to pave the way for sustainable business growth by strengthening Danone's assets and license to operate, and by nurturing the reputation of the Company and its brands.

A STRONGER DANONE FOR VALUE CREATION

CHANGE

KEEP



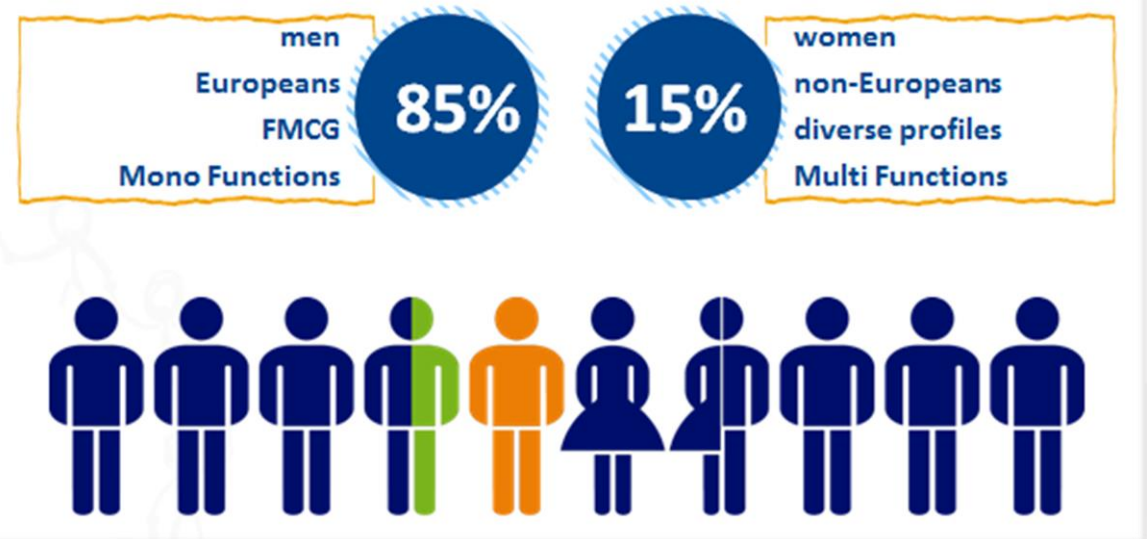
WHERE 100,000 TALENTS GROW



CASE TO ACT

Source the talent pipeline to fuel the growth with local talents ...

...and develop adaptative Leaders with evolving capabilities



CONNECT AND SOURCE THE BEST LOCAL TALENTS

NEW EMPLOYER BRANDING



Launched Worldwide Oct 2014

TALENT SCOUTING STRATEGY

NEW APP TO CONNECT TO DANONERS REAL LIFE



Launch in 2016



MATCHING INDIVIDUAL UNIQUENESS WITH COLLECTIVE PURPOSE

TALENT REVIEW AND CAMPUS FOR ALL



TALENT REVIEW FOR ALL

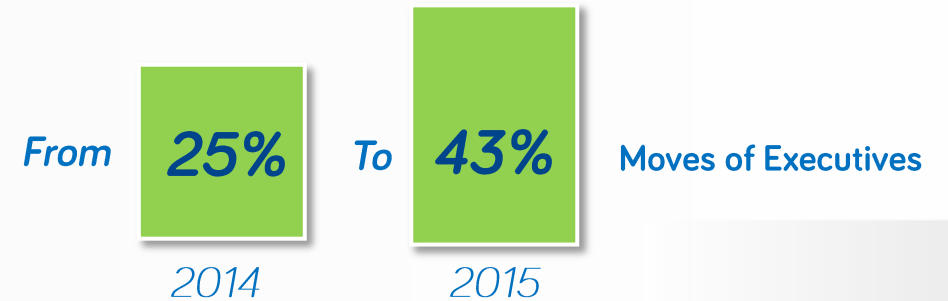
- Danone Waters China Sales
- Dairy Morocco (Meknès)
- ELN Poland (Opole factory)
- Medical UK/ Sales

CAMPUS FOR ALL

- INDONESIA (mid August)
- MEXICO (end Sept)



PUSH CROSS WBU MOVES



YOUNG MANAGERS CROSS CULTURAL EXPERIENCE



44% of non WEuropean as Directors & Executives



A STRONGER DANONE FOR VALUE CREATION

CHANGE

KEEP

