



DANONE
2017 - 2020

Shaping the growth model

Evian 2017 - Investor Seminar



Marketplace B Corp



DANONE

using business as a force for good

Powered by



Lab

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Evian 2017 - Investor Seminar

A Word from Doug McMillon, President and CEO, Wal-Mart Stores



Brands are under scrutiny from consumers

People want to know who is behind the brands

70%
PROSUMER

51%
MAINSTREAM

I make a point these days to know more about the companies that make the products and services i use



59/40



55/33



59/34



86/54



90/76



91/63



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Brands are under scrutiny from consumers

Consumption becomes a powerful statement

79%
PROSUMER

61%
MAINSTREAM

I am more likely to buy from a company that is doing good things for the world



87/52



75/51



72/53



90/65



91/78



89/72

66%
PROSUMER

50%
MAINSTREAM

I avoid buying from companies that have a negative social or environmental impact



56/43



52/36



60/41



80/58



85/70



87/63

B CORP: a trust mark for consumers

Ethical sourcing



Sustainable farming



Employer of choice



Business with purpose



What are CERTIFIED B CORPS

Certified B Corporations (B Corps) meet the highest standards of overall social and environmental performance, transparency, and accountability and aspire to use the power of business to solve social and environmental problems (“Business as a force for good”).

There are more than 2100 B Corps in the world, across all regions and sectors



CERTIFIED B CORPS requirements

1

Meet the performance requirement

Complete the B Impact Assessment (BIA) and earn a reviewed minimum score of 80 out of 200 points

2

Meet the legal requirement

Amend the Company's governing documents or adopt of benefit corporation status (if the company is incorporated in jurisdictions where the legal status exists).

3

Make it official

Sign the B Corp declaration of Interdependence and term sheet



The Public Benefit Corporation Guidebook



We envision a global economy that uses business as a force for good. This economy is comprised of a new type of corporation - the B Corporation - which is purpose-driven and creates benefit for all stakeholders, not just shareholders.

As B Corporations and leaders of this emerging economy, we believe:

- That we must be the change we seek in the world.
- That all business ought to be conducted as if people and place mattered.
- That, through their products, practices, and profits, businesses should aspire to do no harm and benefit all.
- That to do so requires that we act with the understanding that we are each dependent upon another and thus responsible for each other and future generations.

With B Corp comes a business opportunity to leverage our sustainability commitments

“Sales of consumer goods with a demonstrated commitment to sustainability have grown more than 4% globally, while those without grew less than 1%”

”Consumers are not accepting brands’ social and environmental claims at face value. This means that companies must take steps to convince consumers that they “authentically demonstrate commitment to social and environmental impact””

12th October 2015

nielsen
.....

B Corp expected impact has been mentioned by reputable opinion leaders



“I think B Corporations will make more profits than other types of companies.”

*ROBERT SHILLER
2013 Nobel Laureate
of Economics*

Benefits for B Corp companies

An external recognition of our practices

A driver of engagement both internally & out

A trusted reference for consumers



Happy Family Brands



Organic food for growing babies, toddlers, kids and expecting mothers.

New York, New York
United States
www.happyfamilybrands.com

What makes us a better company?

B Impact Report

Certified since: May 2011

Summary:	Company Score	Median Score*
Environment	41	7
Workers	24	18
Customers	4	N/A
Community	26	17
Governance	10	6
Overall B Score	105	55

50 out of 200 is eligible for certification



20% of US consumers recognized the B Corp logo, and 8% said it would make them more likely to buy*.

...and an inspiring community of businesses to work & innovate with!

Patagonia example

How Patagonia consistently uses B Corp as a window for advocacy & proofpoint of their commitment with all stakeholders, including consumers.

Annual Report



Product Advertising



Brand PR



Social Media



B CORP PARTNERSHIP is a natural evolution for Danone dual project

2015

Partnership B Corp – Danone

- > Danone Way opensource
- > Member of the B Lab EU board

2016

Danone joins the B Lab's MPMAC
(Multinationals & Public Markets
Advisory Council)

14 pilot subsidiaries start the B Impact
Assessment

2001

Danone Way

- > Launch of an audit platform
for 250 local business Units



DANONE

2017

DanoneWave

- > Largest « Public Benefit Corporation »
in The U.S.
- > Ambition to become a certified B Corp
- > B Lab member of its Advisory Committee

1972

« Dual project »

Thank you!



PEOPLE **USING**
BUSINESS
..... AS A
FORCE **FOR** GOOD