

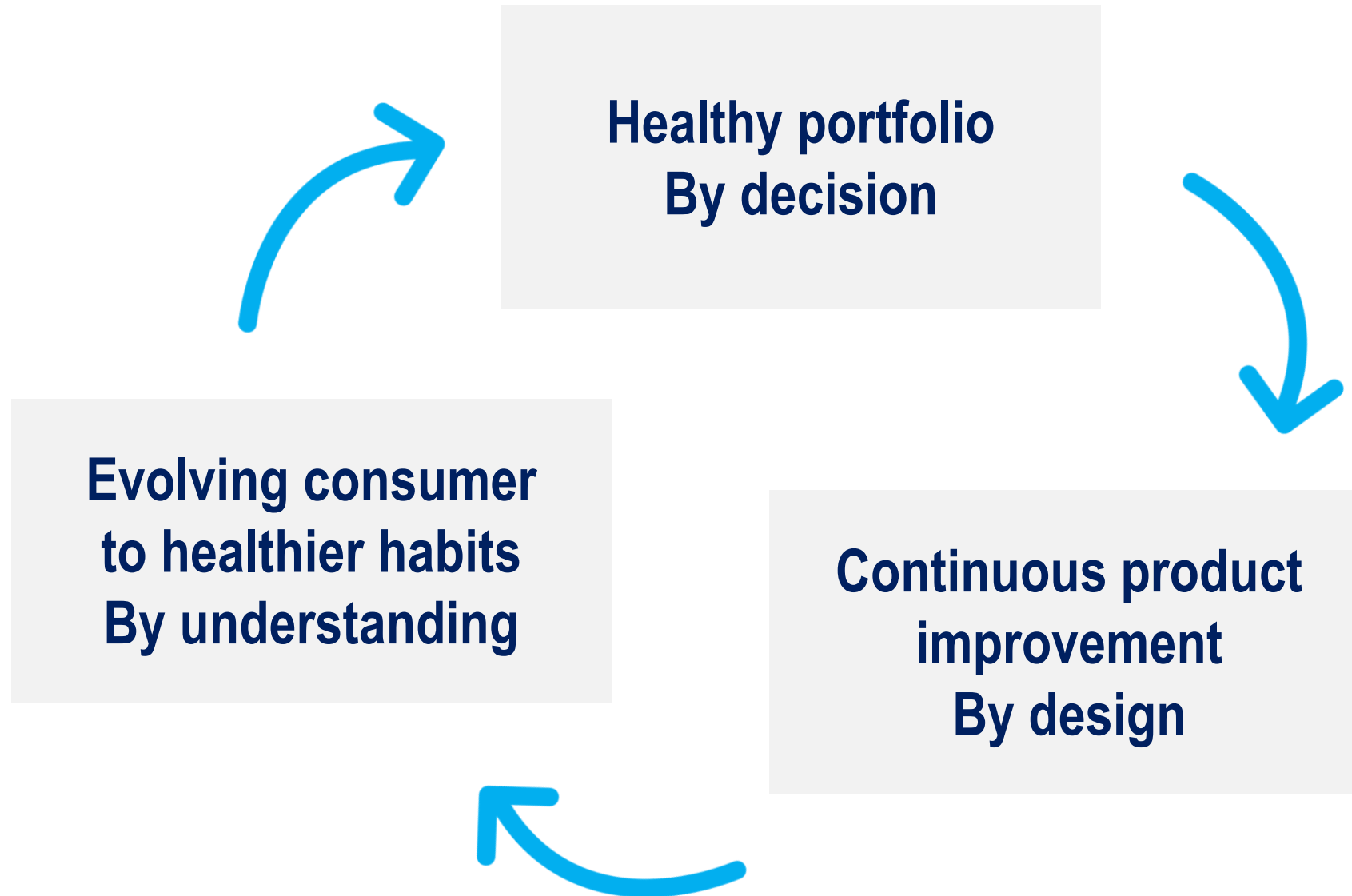


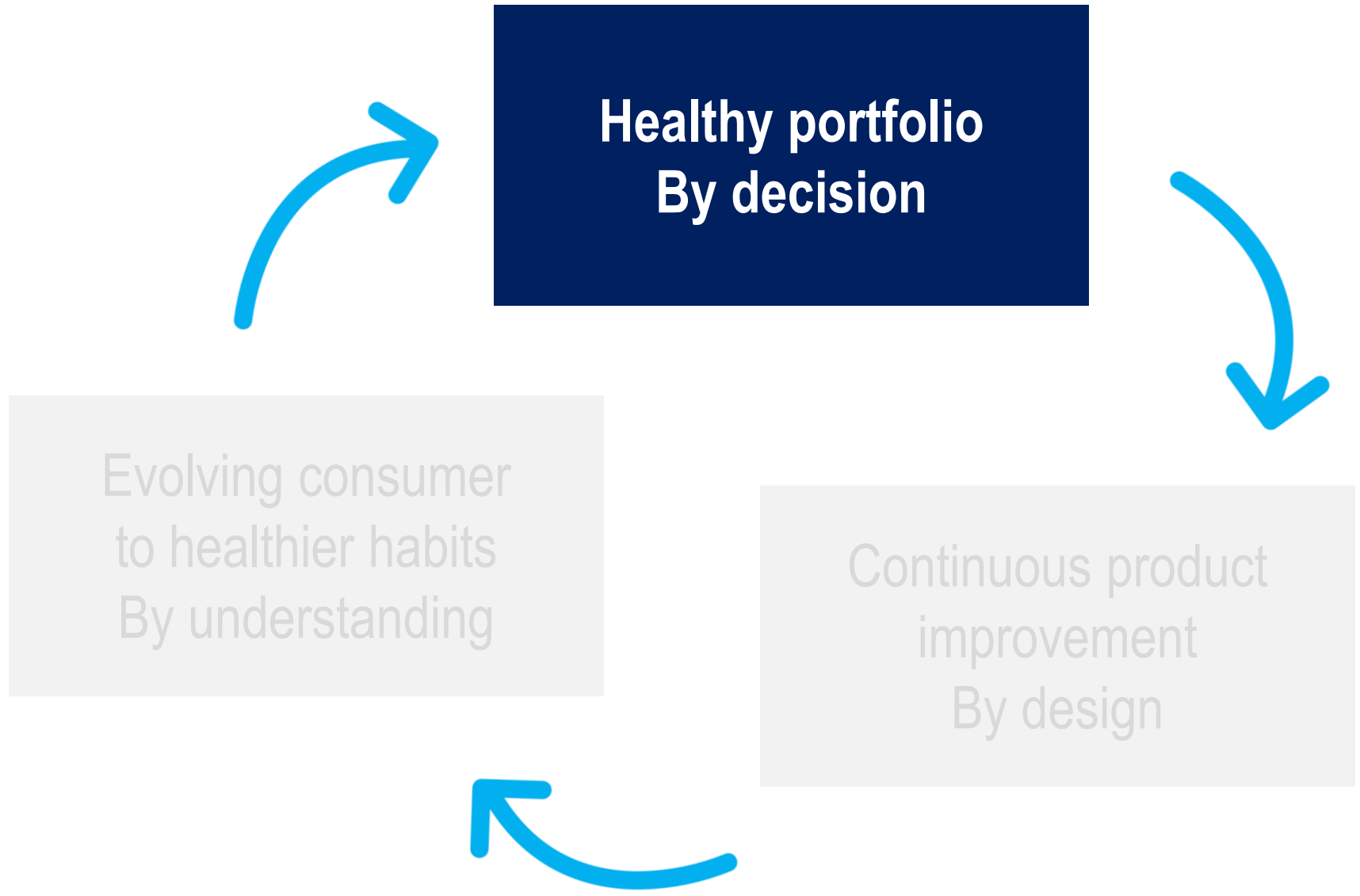
Healthier Nutrition Workshop

Nicolas **GAUSSERÈS**

Global Nutrition Director

Evian 2017 - Investor Seminar

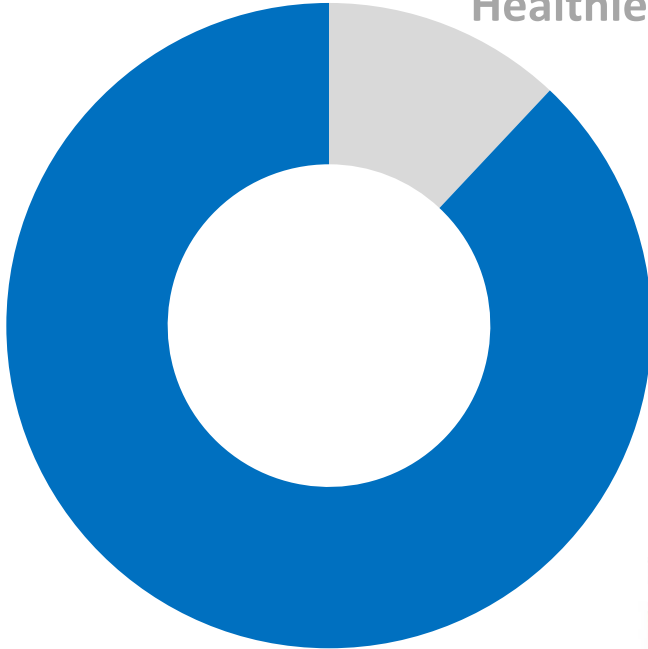
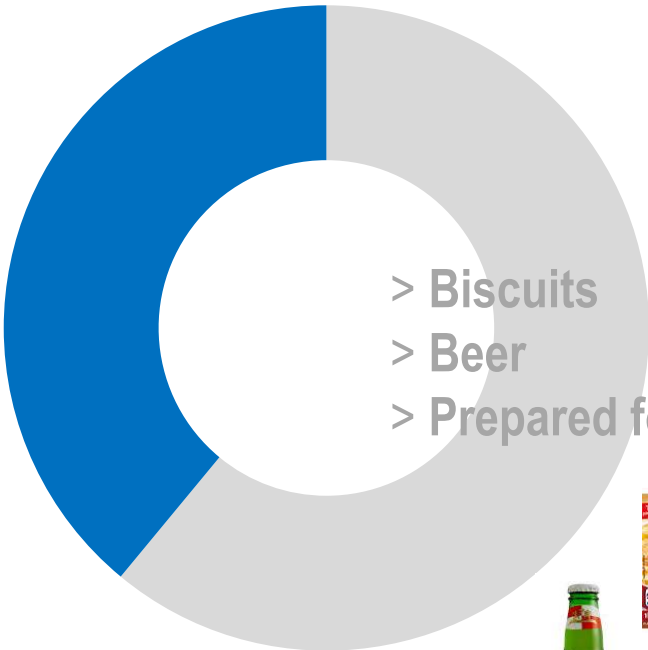




By strategic decision, we have a healthy portfolio

1996
~40% healthy

2016
~ 85% healthy



Healthier

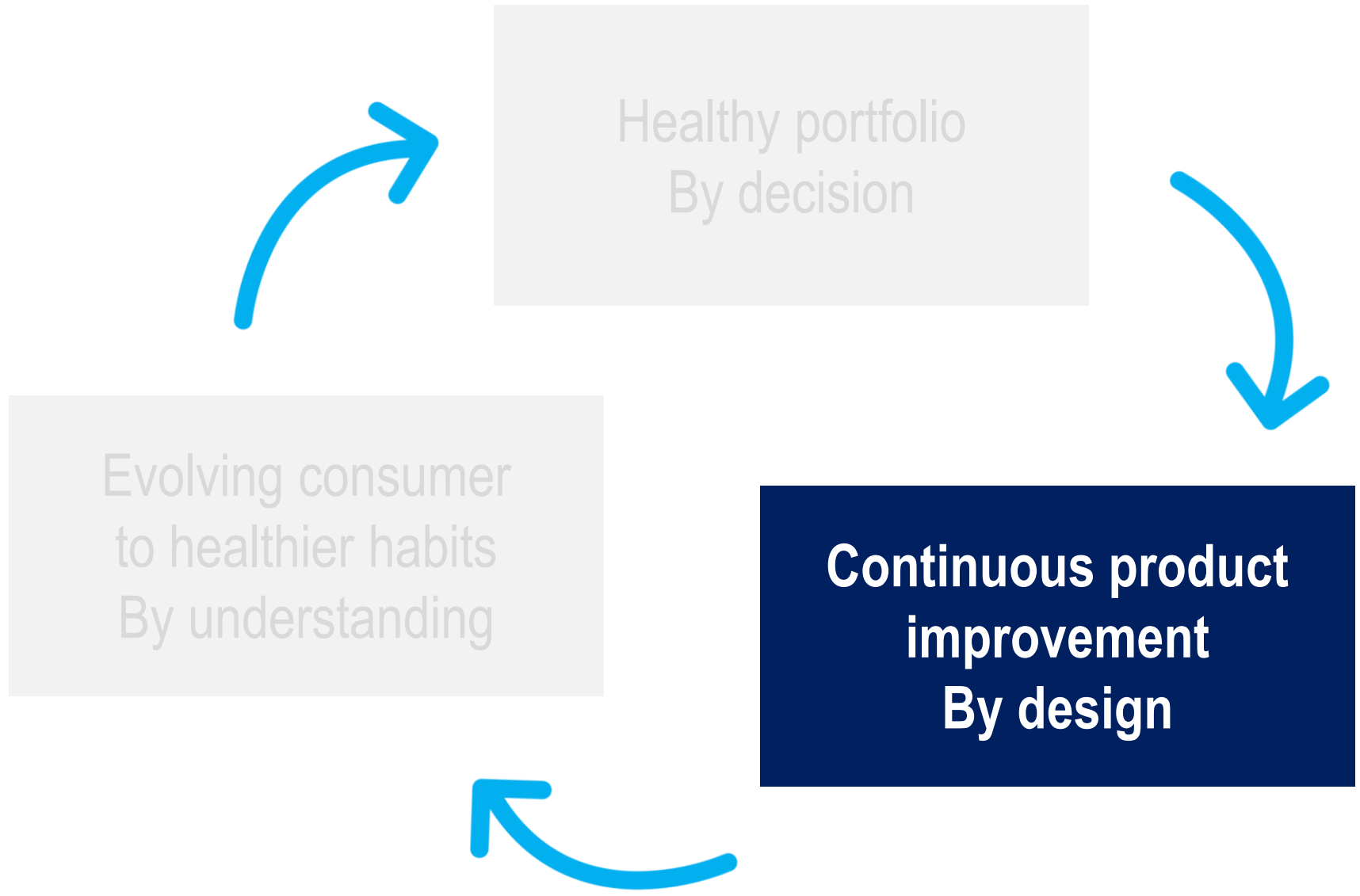
- > Yogurt
- > Baby Food
- > Water

- > Biscuits
- > Beer
- > Prepared foods

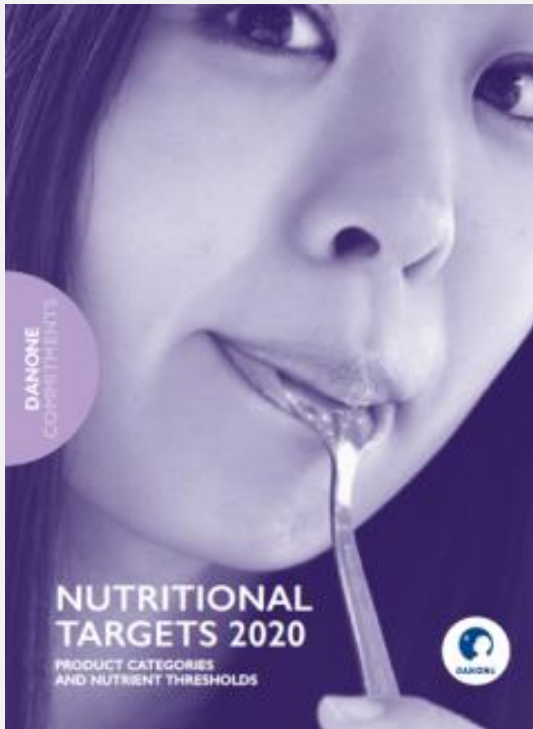
- > Yogurt
- > Medical Nutrition
- > Water
- > Baby Food



DANONE



By design, we improve our existing products



30%

of volumes sold
are reformulated
every year



1994 → 2016

- 40% added sugars

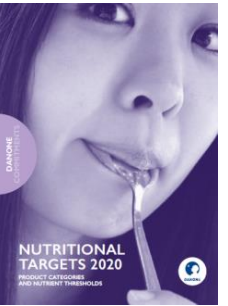


1999 → 2015

- 18% sugars

- 66% fats

By design, we improve our existing products



Mexico
From 8 to 5 g/100mL

Brazil
7 g/100mL

Uruguay
From 8 to 5 g/100mL

Argentina
From 8 to 7 g/100mL

UK
5 g/100mL

Poland
From 5 to 4 g/100 mL

Turkey
From 11 to 4 g/100mL

China
From 6,5 to 5 g/100mL

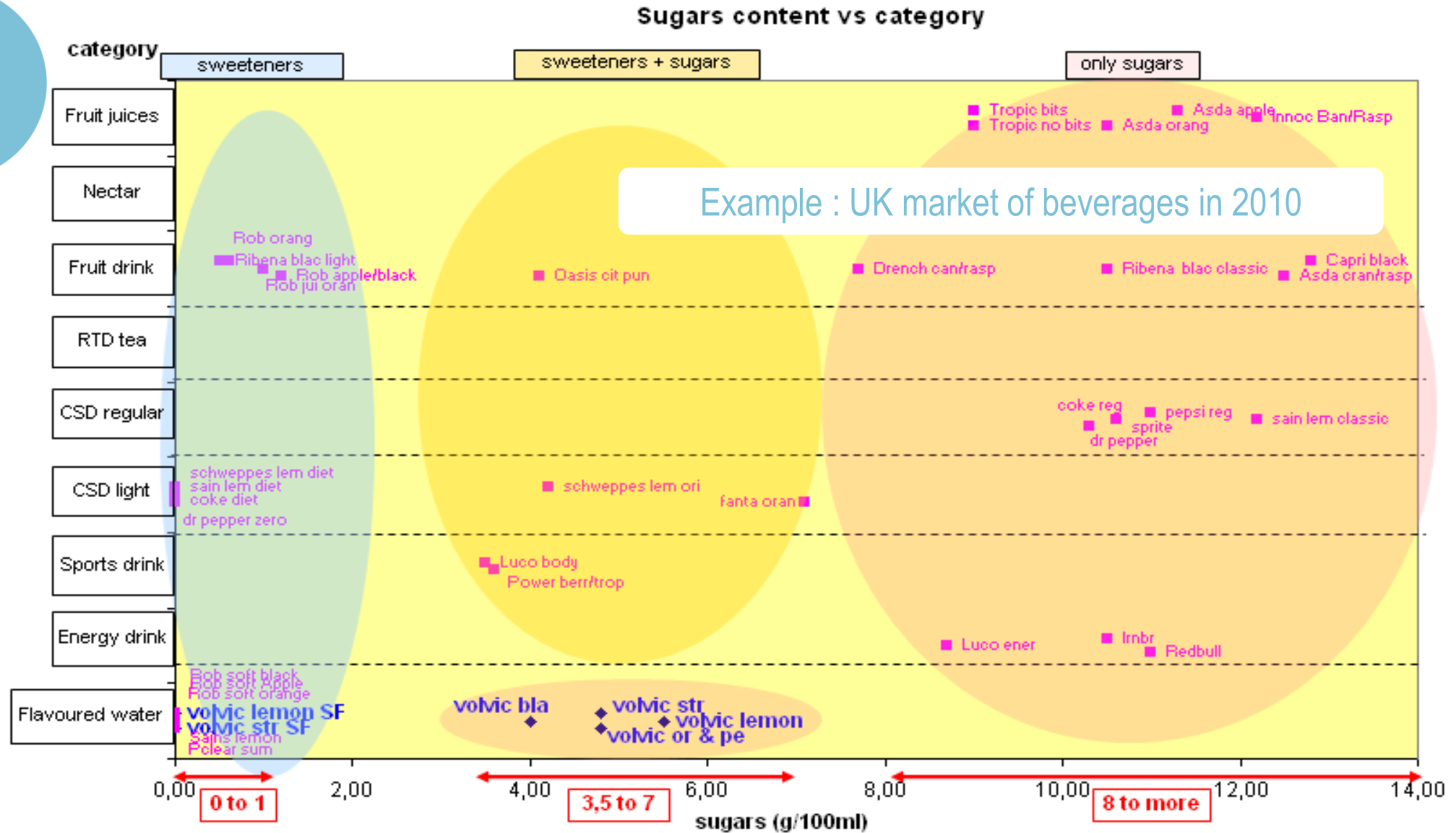
Indonesia
From 6,5 to 5 g/100mL



Since 2008 we have achieved 25%
sugar reduction
in our Aquadrinks Portfolio



By design, we innovate with new healthier alternatives

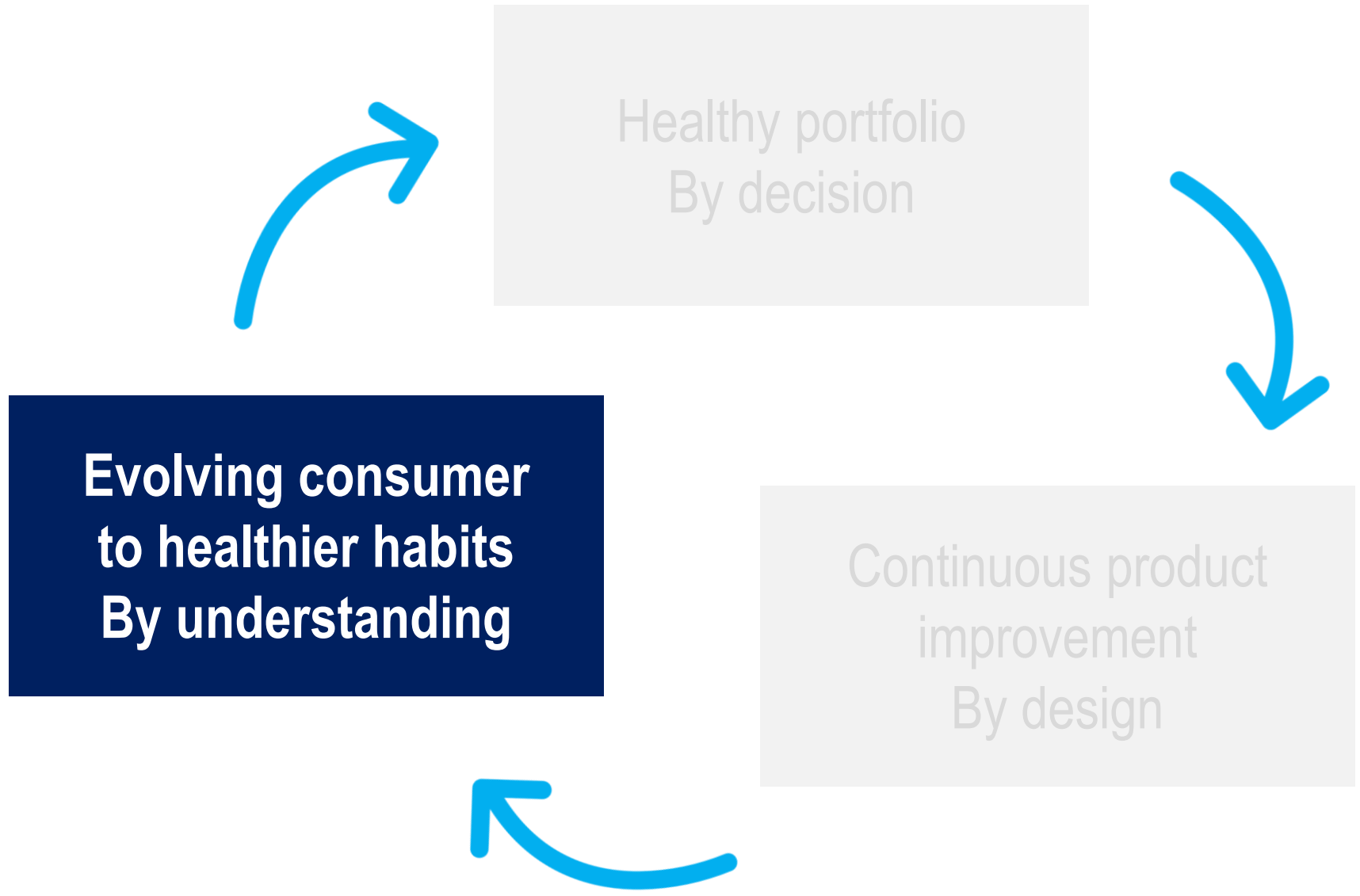


By design, we innovate with new healthier alternatives



Expanding the offer of plain yogurts in portfolio



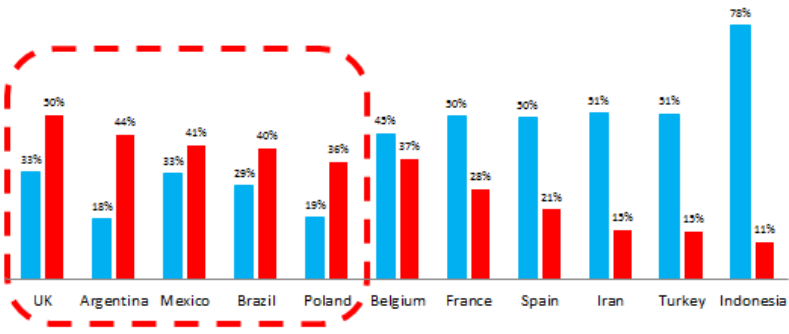


By understanding, we inspire healthier consumption



The contribution of SSB to fluid intake is even higher among children (9-13yr)

■ contribution (%) of water to fluid intake ■ contribution (%) of SSB to fluid intake



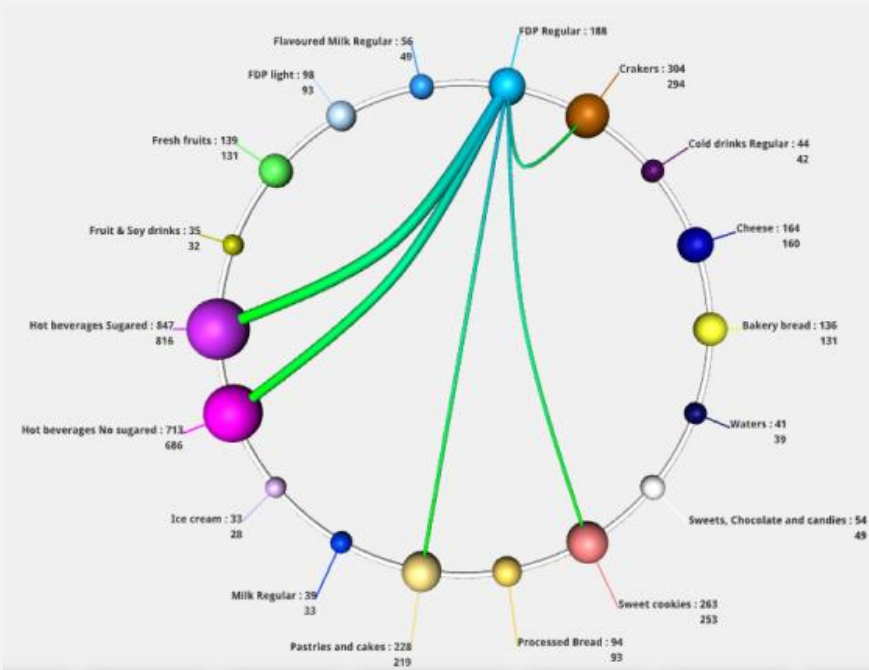
Kids impulse format launched in 11 countries





By understanding, we inspire healthier consumption

NutriChoices to identify snack alternatives in women



Rayner Score to compare alternatives

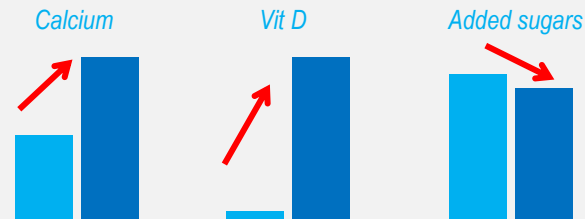
RAYNER SCORE



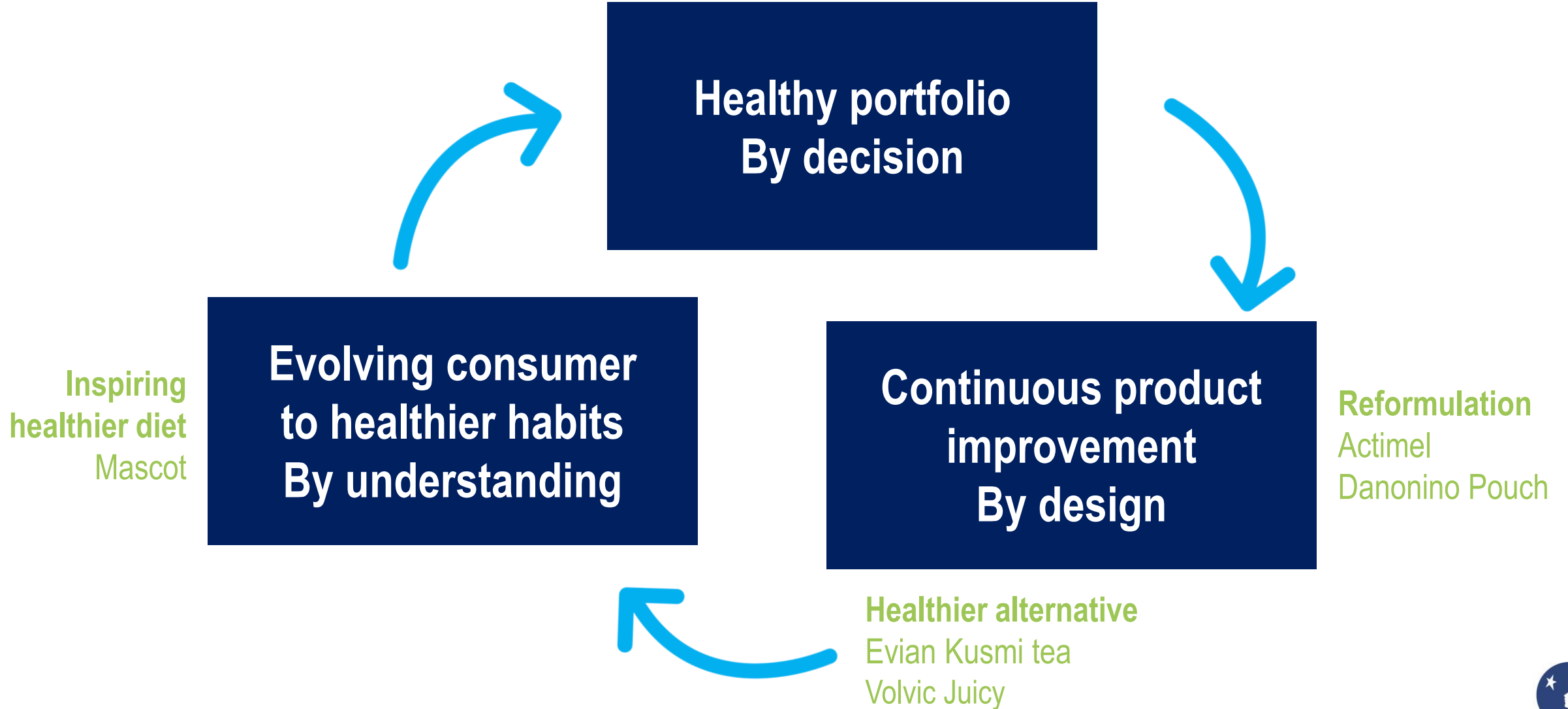
Healthier choice for women



Simulation of nutritional impact



TASTING SESSION





DANONE
2017 - 2020

Shaping the growth model

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