

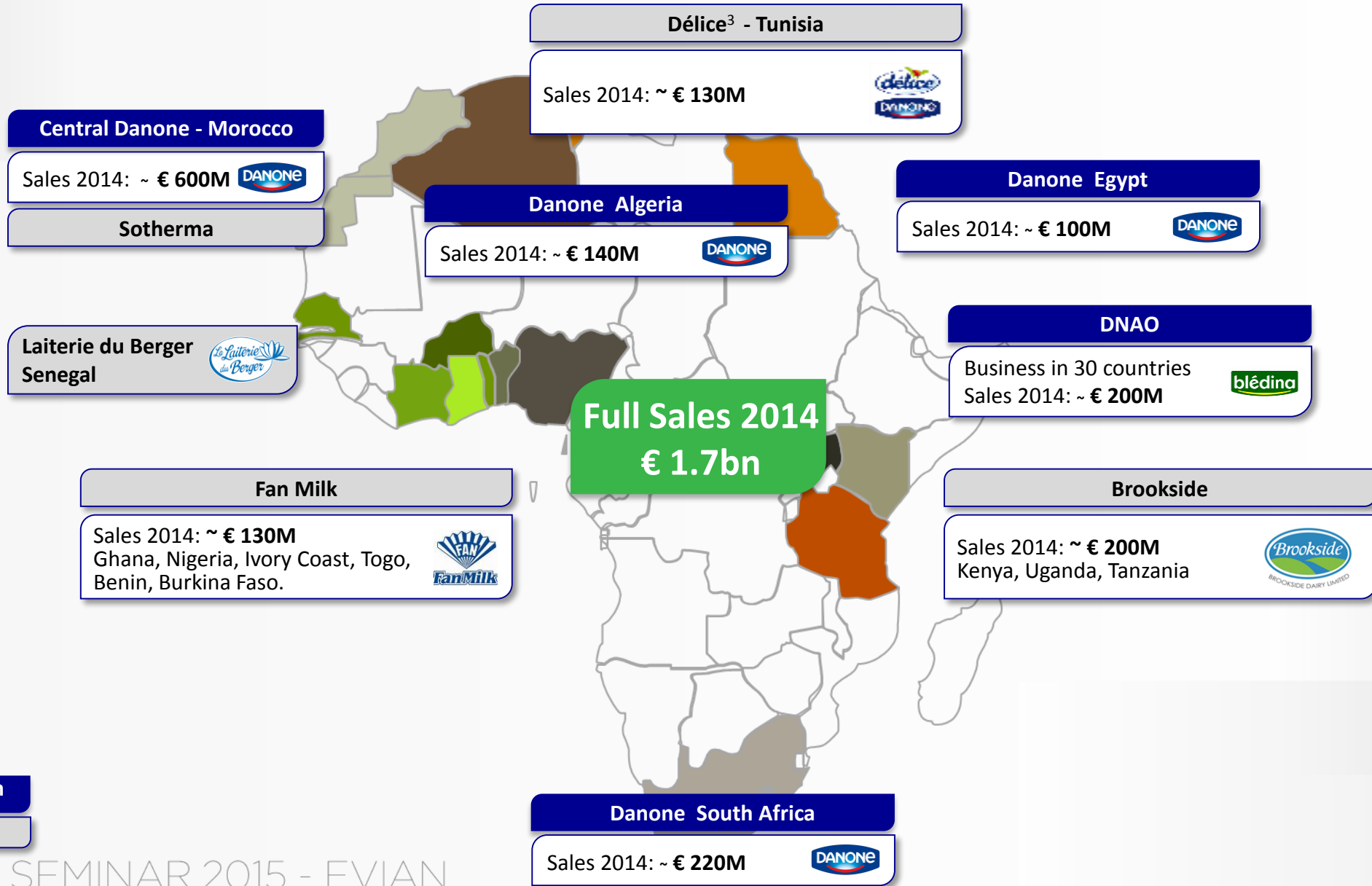


DANONE AFRICA

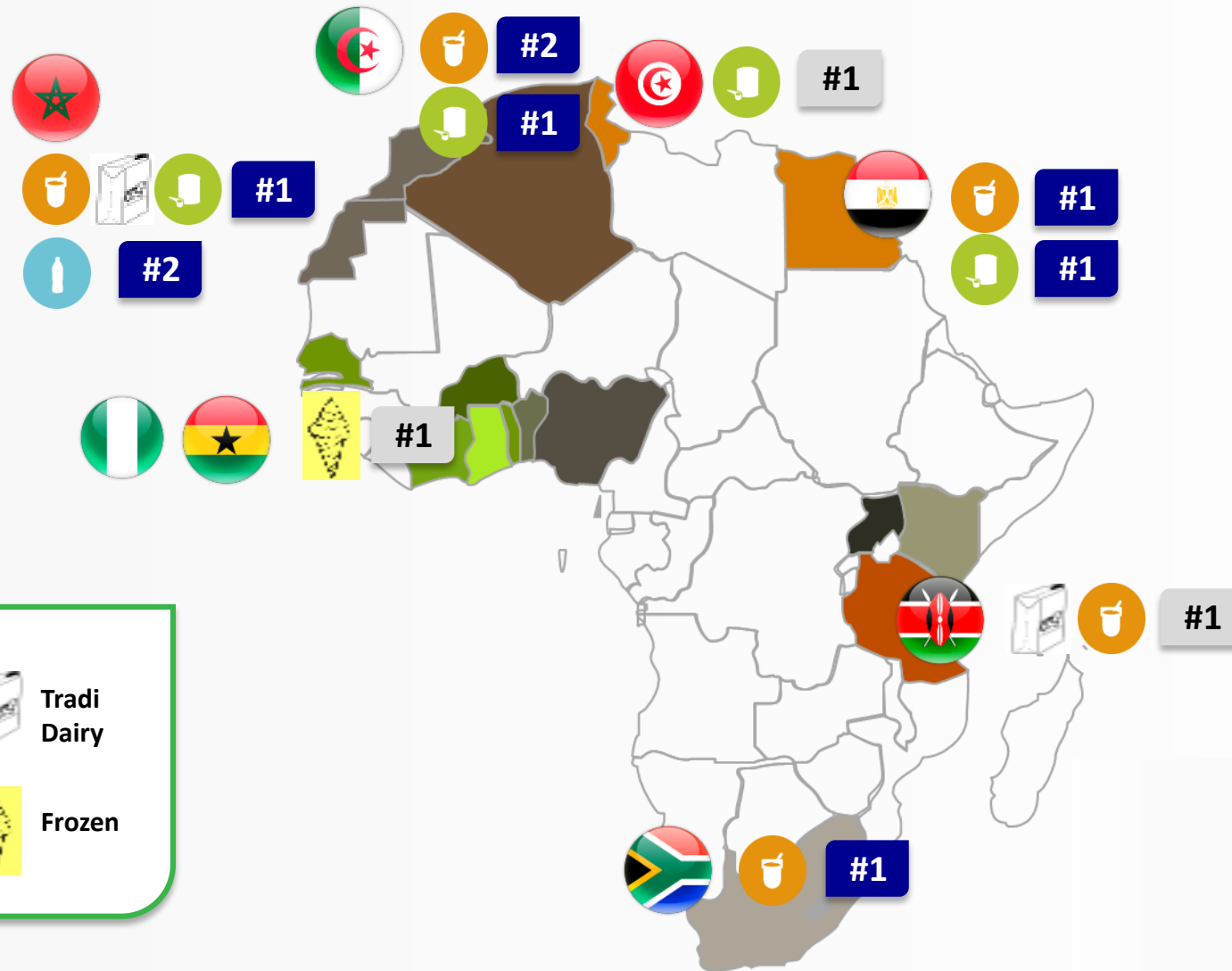
OPPORTUNITIES IN A NEW FRONTIER

Pierre-André TÉRISSE

AN ALREADY LARGE FOOTPRINT



LEADING POSITIONS IN KEY REGIONS



SHORT TERM PRIORITY: STRENGTHEN OUR PLATFORMS

SOURCING

- **FX volatility** & impact
- **Import challenges**
- **Build sustainable sourcing**

INDUSTRIAL SETUP

- **Power supply**
- **Water** in and out
- Technical & managerial **competences**

ROUTE TO MARKET

- Multi-layer channels
- **Control & leverage own distrib**
- **Availability** / kill OOS

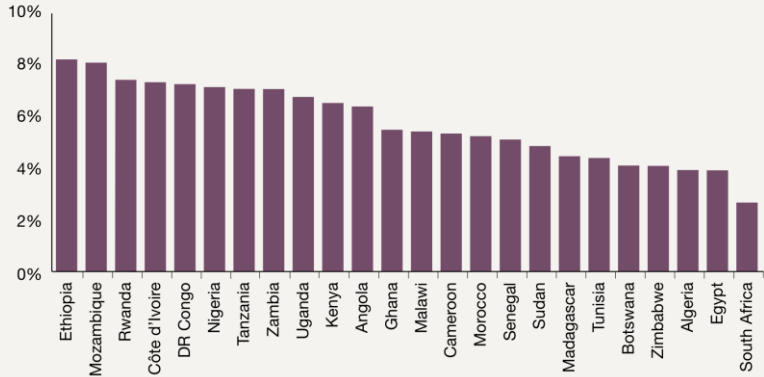
QUALITY

- Right standards for exposure to **demanding conditions**
- **Discipline** vs standards

SUCCESS IN AFRICA IS FIRST ABOUT EXECUTION

VERY HIGH POTENTIAL FOR STRONG PLATFORMS

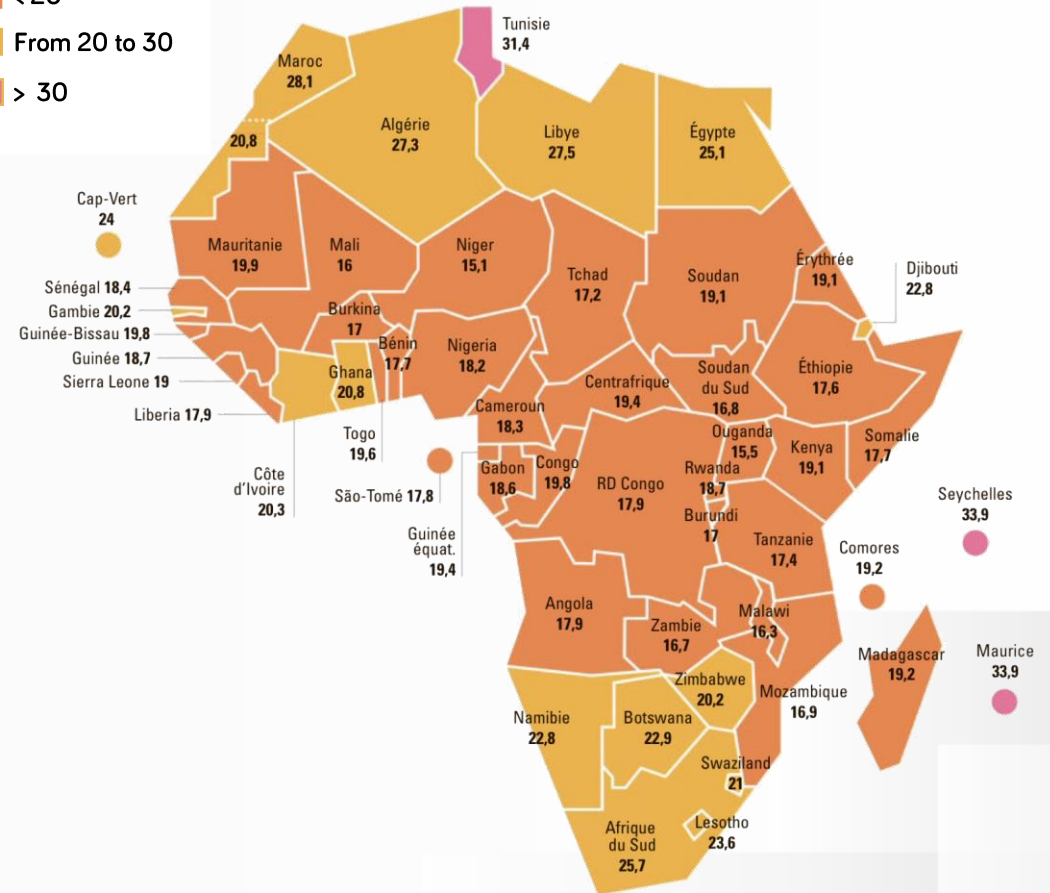
GDP growth forecasts, 2015-19, average growth p.a.



Source: International Monetary Fund

Medium age in 2014

- < 20
- From 20 to 30
- > 30



CHALLENGES TO OUR TRADITIONAL CATEGORIES

DANONE CATEGORIES

FRESH DAIRY



PREMIUM WATERS



INFANT MILK FORMULA



AFRICAN REALITIES

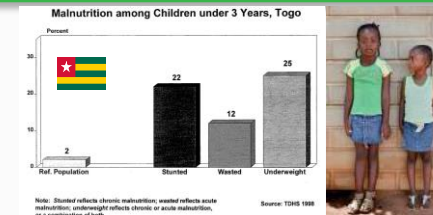
SOURCING & DISTRIBUTION



AFFORDABILITY

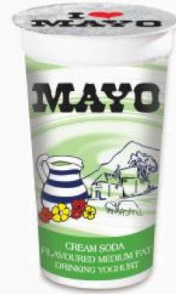


NEEDS



SOME ANSWERS ALREADY IN OUR PORTFOLIO

COMMUNITY RELEVANT



AFFORDABLE



AVAILABLE



LOCALLY ROOTED



INNOVATE BEYOND TRADITIONAL CATEGORIES

LONG SHELF LIFE

- **Thermized / UHT**
- Powders
- Dairy / vegetal / beverages

LOCAL RESOURCES

- **Shape milk upstream**
- **Cereals** : millet, corn, sorgho, weat
- Explore vegetal proteins

RELEVANT ROUTE TO MARKET

- **Build & leverage proximity models**
- Urban distribution : Mayo, Fan Milk



JEWEL LOCAL BRANDS TO CARRY INNOVATION



BUILDING THE FUTURE OF AFRICA & DANONE



DANONE

BUSINESS POTENTIAL

LOCAL OPEN INNOVATION

LOCAL ROOTING

EXCELLENCE IN EXECUTION

ALIMENTATION / R&D

STRATEGIC RESOURCE CYCLE

« ONE DANONE »

BUILDING THE FUTURE OF DANONE

