

One World One Health One collaborative effort

One Safe, Affordable Available Food

Let's Get Together... and Feel Alright

Feeding the Planet –Energy for Life



Global population is expected to increase to over 9 billion by 2050 from the current 7 billion.

Almost 3 billion people will join the middle class by 2050 - 40% of the today's population

Global Challenges – Food System

One international Trade

- No country will be selfsufficient in food and basic necessities
- Global food system will be more complex than ever before.
- Food system will need to double or triple on a planet with limited farmland, fresh water



Global Trends in The Food Sector

- India's population will have grown by 40% and will surpass China by 2030
- Asian protein consumption will have grown by 128% Meat and Dairy consumption will go from 64 kg to 96 kg per person and year
- To feed 9.3 billion people, global agricultural production must grow by 70%
- The G-7 countries (US, Japan, Germany, France, Italy, Canada will have a combined GDP of \$69 billion
- The E-7 countries (China, India, Brazil, Russia, Indonesia, Mexico and Turkey) will have a combined GDP of \$128 trillion



One World – Food Supply has no borders



This man delivers:

- 35 ingredients
- from 60 different countries
- drawn from 5different continents

One World - One Collaborative Effort

One collaborative efforth

- Safe Food is a Fundamental requirement for Public Health, Country Economy, Social Stability
- ... And Paramount for Business Profitability and Sustainability.



Food is everything...

Both food security and food safety are given the highest priority by Governments

- Food is a commodity like no other, basically food is energy to grow, live and create...
- But food is more than energy for an active life
 - Food is health
 - Food is culture, and tradition
 - Food is socialization and social status
- Food, health, emotional stability are closely intertwined

One World - One Safe Food Supply

One Health



 For more than 70% of the Population, Food Safety is their number one concern

Food-borne Diseases







- In the US
 - 128,000 people are hospitalized
 - · 3,000 people died
- In France
 - 113,000 people were hospitalized
 - 460 people died
- In the UK
 - 20,000 people were hospitalized
 - 500 people died
- In the world
 - 2 billion illnesses
 - 1.8 million people died

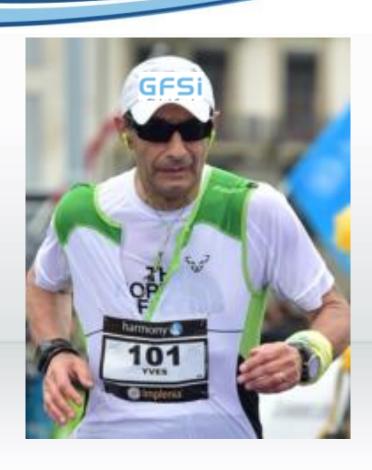
One World – One Food Regulation

One Food Safety Vision

- Food supply and food trust have no borders
- Food safety must be applied every step of the way from farm to table
- Harmonized standards facilitates global trade and will help feed the planet



I Run for GFSI... Former GFSI Chairman





GFSI - Vision / Mission



« CONTINUOUS IMPROVEMENT IN GLOBAL FOOD SYSTEMS ENSURES CONFIDENCE IN SAFE FOOD DELIVERY »

SAFE FOOD FOR CONSUMERS EVERYWHERE

Let's Get Together... and Feel Alright

GFSI OBJECTIVES

FOOD SAFETY RISKS MANAGE COST IN THE SUPPLY CHAIN

DEVELOP COMPETENCES & CAPACITY BUILDING KNOWLEDGE EXCHANGE AND NETWORKING





GFSI Integrity Programs



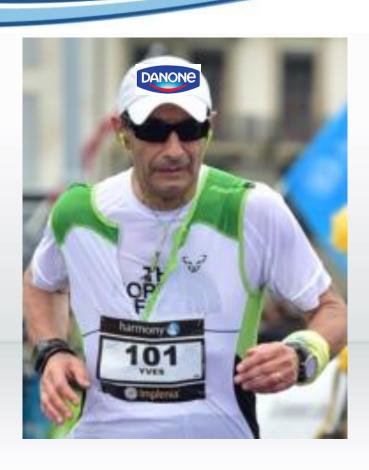
GFSI guidance document encompasses requirements from farm to fork sectors -Capacity Building
programs & training
-Auditor's Competences
- Local GFSI teams
(Japan, China,
USA/Canada, Mexico,
Argentina

-MoU with Chinese governmental Organizations CNCA -Advanced discussions with U.S. FDA (FSMA) -Partnership with UNIDO, FAO, WB (GFSP) Observer Status Codex...

-GFSI global conference -GFSI focus Days -myGFSI .com -New letters

•••/•••

I run for DANONE – Senior Advisor to the board Corporate Quality General Manager







GETTING TO KNOW DANONE

2013 SALES BY BUSINESS LINE



+3.6% like-for-like growth in 2013

No. 2 worldwide Early life Nutrition

€3.9 billion

+11,2 %* like-for-like growth in 2013

No. 2 worldwide (by volume)

Waters

6% 20% €21,298 mln

56%

€1.3 billion

+5.8 %* like-for-like growth in 2013

No. 1 in Europe
Medical Nutrition

€11.8 billion

+3,3 %* like-for-like growth in 2013

No. 1 worldwide

Fresh Dairy Products





A PRODUCT RANGE 100% HEALTH DRIVEN IN LINE WITH OUR MISSION



BRINGING HEALTH THROUGH FOOD TO AS MANY PEOPLE AS POSSIBLE

A 100% health portfolio



A business portfolio focusing on food categories that are good for health







Consuming **yoghurts** is at the heart of nutritional recommendations and contributes to a balanced diet



Medical Nutrition products provide solutions to fight against malnutrition in the elderly







Our Boss is ... the Consumer











CONSUMER LOYALTY

Guarantee Brand Superiority

> Deliver Specifications

CONSUMER SATISFACTION

CONSUMER SAFETY

Commit to Food safety

A unique mission based on 4 axes

Health

For All

Bringing health through food to as many people as possible

Nature

People





A unique mission based on 4 axes

Health

For All

Bringing health through food to as many people as possible

Nature

People



Adventure DANONE has chosen to participate in

- Offering everyone high quality, natural food that helps build health thru all of life's stages
- Cultivating a taste for things that are good for you
- Feeding young children and venerable people as well ad those in good health to maintain their health capital
 - Adapting products to all culture
- Exploring what scientific research can bring to our daily life





Nutriplanet for a deep understanding of nutrition & public health context



Danone Research: A commitment to nutrition and health







The Daniel Carasso Center (Palaiseau France), specialized in Fresh Dairy Products and Waters



The Center for Specialised Nutrition (Utrecht Netherlands), dedicated to Baby Nutrition and Medical Nutrition



- A staff of 1,400 employees including scientists and specialized developers
- Budget 2011: €239 M
- Partnerships with over 200 scientific institutes around the world
- 100 clinical studies in 2011 and 191 articles published in leading international scientific journals



Danone Institutes

Our platform to position Danone as a contributor to public health





1991 : founded as worldwide network of non-profit independent organizations



Danone International Prize for Nutrition

DIPN

DANONE INTERNATIONAL PRIZE FOR NUTRITION

- Since 1997
- Awarded every 2 years
- Active support for research into health and nutrition
- €120,000 grant

Winner 2011



Pioneering Research on the Human Gut Microbiome:

A new approach for understanding obesity and undernutrition rewarded

Professor Jeffrey I. Gordon,
Director of the Center for Genome
Sciences and Systems Biology at
Washington University School of
Medicine in St. Louis





3 4

A unique mission based on 4 axes

Health

For All

Bringing health through food to as many people as possible

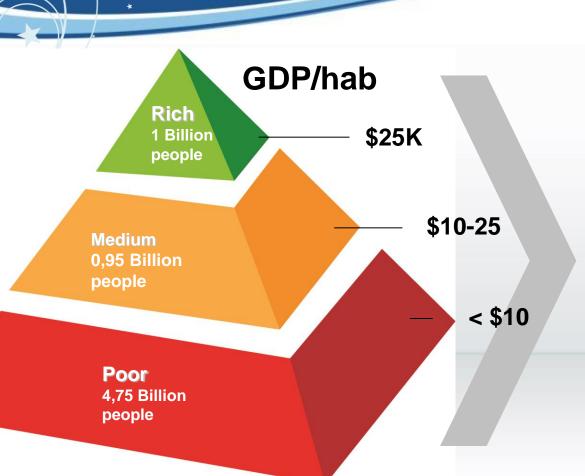
Nature

People





Experiment new way to grow across the social pyramid



Experimentation of societal innovations and new business models for all socio-economic levels across the pyramid:

- New distribution models
- New brands
- New packaging
- New recipes



3 4

Covering the full pyramid with portfolio management

Dairy Romania



1.9<mark>0€/kg</mark>



0.7<mark>0€/kg</mark>



















Developping new products forms/concepts to reach specific low-income classes

Indonesia

Milkuat, chocolate milk drink at room temperature sold at an affordable price: a good alternative to junk food for children.



Argentina

Nutritional product, pouch format, reinforced with vitamins A & D and zinc, guaranteeing La Serenisima quality at affordable price.



Mexico

Danonino powder allowing price affordability and easy access to the product (no cold chain).





3

Reaching Base Of Pyramid Prove a « self-sustainable » BOP Model outside our CBUs

Experimentation of **new ways of doing business** in countries – combining **affordability**, **taste**, **nutrition**, and **local development**

Fairly rural, under served, informal economy, inefficient and little competition

Bottom Of the Pyramid







Reaching Base Of Pyramid

Danone BOP India

- A new business unit opened in 2011
- Specific focus on the development and sale of products at an affordable price
- 3 years' work to understand the food habits and nutritional deficiencies in India, particularly among young children
- Launch of Fundooz

milk based products, containing local ingredients (rice or wheat flour), and fortified with key nutrients (Vitamin A, Iron, Zinc and Iodine)



danone.communities





A social investment fund to support and finance social businesses, coherent with Danone's mission

Since its creation the fund has already financed 7 projects that impact almost 1 billion people worldwide

- Grameen Danone Foods Ltd., Bangladesh
- 1001 Fontaines, Cambodia
- La Laiterie du Berger, Senegal
- Naandi Community Water Services, India
- Isomir, France
- El Alberto, Mexico
- Jita, Bangladesh



3

THANK YOU!