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PODCAST EPISODE #1: WHY B CORP™ CREATES VALUE

INTRODUCING VALUE(S): INSIDE THE FOOD REVOLUTION

We at Danone are launching our first ESG-focused podcast series "Value(s): Inside the Food Revolution" to step up the dialogue with our investor community who we know are increasingly seeking to align the values of companies with the value of portfolios. This series of podcasts, moderated by Nadia Ben Salem-Nicolas, Head of IR and Financial Communication at Danone, will shed light on Danone's own approach to sustainability – from climate change and packaging to regenerative agriculture, biodiversity, and social change. To start, what could be more emblematic than Danone's B Corp journey? Being certified as a B Corp forms an important part of Danone's long-term company goals, in line with the SDGs. This first episode explains the ins and outs of the B Corp certification, why it helps to drive sustainable shareholder value, and why it is important for a company like Danone to be the first global company to achieve this status in the next five years.

To listen to the podcast episode, please click here.

DEMYSTIFYING B CORP with Katie Hill, Executive Chair of Management Board, B Lab[™] Europe

Created in 2006, B Corp emerged from the lack of a standardized way to measure the social and environmental benefits that businesses can bring to society. Looking at the big picture, beyond products and brands, B Corp assesses the whole of the business using rigorous standards in five key areas (Environment, Workers, Governance, Community, and Customers).

B Corp is not only a certification: it is a community of businesses increasing individual and collective impact, an inspiration, a trademark, and, more simply, a better way of doing business.



B Corp is a particularly good fit for the food industry. At a time when large companies and big brands are being fundamentally challenged as to whose interests they really serve, consumers are yearning for concrete social and environmental commitments, as well as increased transparency and accountability.



Beyond consumers, B Corp also has direct bearing on investor expectations, both through reducing exposure to risks and aligning better with the SDG agenda. It also stands as an additional proof point for impact investing. More generally, the ever-growing number of investors that are B Corp certified speaks for itself: the momentum is building now.

▶ In this podcast episode, you will learn more about how B Corp started and how it works.

A BUSINESS CASE: HOW DANONE ESSENTIAL DAIRY AND PLANT-BASED IN THE UK CREATES VALUE WITH B CORP

with Adam Grant, General Manager, Danone Essential Dairy and Plant-Based UK

Embracing B Corp is a business decision: Danone Essential Dairy and Plant-Based in the UK, now B Corp certified, has thus gone from offering good products to becoming a good company.

B Corp is a powerful enabler and catalyzer for the business:

- It strengthens internal culture by allowing Danone to better frame ESG issues, providing a means and structure to embed the company's purpose at the heart of thebusiness.
- It empowers employees to speak up and challenge ideas, ultimately making them the strongest advocates for Danone's brands and what the company stands for.
- It is embedded in the innovation process, with every new product being evaluated against its contribution to Danone's B Corp status, thus helping to unleash new ideas.
- It also represents an unprecedented opportunity to start new conversations with retailers, driving collaboration to support consumers in making healthier choices.
- It reassures consumers about the credibility of Danone's actions. A B Corp certified business is a trademark of trust, and a real sign that a company is demonstrating exceptional standards of social and environmental performance, transparency, and accountability.

➡ In this podcast episode, you will learn more about Danone Essential Dairy and Plant-Based UK's B Corp journey, including how the business launched its very first B Corp brand and how B Corp is activated with retailers.

TODAY AND TOMORROW: LOOKING FORWARD WITH B CORP Cécile Cabanis, Executive Vice-President, Chief Financial Officer, IS/IT, Cycles and Procurement, Danone

After having implemented our internal Danone Way sustainability assessment for about 20 years, B Corp stands as a natural evolution for Danone. Going further, B Corp is a holistic and integrated approach, ensuring that the way we do business is creating sustainable value for all.

B Corp offers a value-adding approach to investors at two levels:

- **TRUST:** B Corp is linked with Danone's syndicated credit loan, thus showing that banks recognize the value this commitment to sustainability can bring in terms of risk reduction;
- TIME-HORIZON: It enables to balance Danone's short-term and long-term agenda in a resilient manner.

Today, a total of 22 Danone entities – making up over one-third of Danone's global sales – are covered by B Corp certification (with 10 other entities underway for B Corp certification).

Feel free to share your feedback at <u>finance@danone.com</u> and stay tuned for our next podcast episode coming in September.

