

We will fight climate change by reducing our carbon footprint and helping nature sequester more carbon.

| AMBITION | PERFORMANCE IN 2017 | → TARGET |
|---|---|--|
| <p>Reduction in CO2 footprint</p> <ul style="list-style-type: none"> • Intensity (g CO2equivalent/Kg product) Baseline 2015 • Absolute (tons CO2eq) Baseline 2015 | <p>10,5% (on a like for like basis)</p> <p>9,7% (on a like for like basis)</p> | <p>→ 50% intensity reduction on Full scope (1,2&3) by 2030</p> <p>→ 30% absolute reduction on scope 1&2 by 2030</p> <p>Zero net Carbon by 2050</p> |
| <p>Reduce energy consumption of factories & Promote renewable energy</p> <ul style="list-style-type: none"> • Intensity (kWh/T product) Baseline 2000 • % renewable electricity (KWH) | <p>51%</p> <p>18,2% renewable electricity used in Danone factories as of end of 2017</p> | <p>→ 60% energy intensity reduction by 2020</p> <p>→ RE 100 : 100% renewable electricity by 2030 with 50% reached by 2020</p> |
| <p>Use climate friendly refrigerants in our new cooling installation within our operations</p> <ul style="list-style-type: none"> • % of Industrial fleet compliant (kg Gas) • % of commercial fleet compliant (number of units) | <p>As of end of 2017 where it is legally allowed and available :</p> <ul style="list-style-type: none"> • Industrial Fleet: 68% • Commercial fleet: 99% <p>As of end of 2017 worldwide :</p> <ul style="list-style-type: none"> • Industrial Fleet: 15% • Commercial fleet: 91% | <p>100% of newly purchased refrigeration installations within our factories, supply chain and point of sales HFC-free:</p> <ul style="list-style-type: none"> • Immediately where are legally allowed & available • Before 2025 in regions with deployment constraints |
| <p>Eliminate deforestation from our supply-chain</p> <p>Relevant standards specific to each commodity at risk : Paper & Board; Palm Oil; Soy for animal feed; Sugar; timber</p> | <p>Paper & Board: 84% recycled or FSC certified</p> <p>Palm oil 99% RSPO Segregated</p> | <p>Eliminate deforestation by 2020 for Paper & Board; Palm Oil; Soy for animal feed; Sugar; timber</p> |
| <p>Evian Zero net carbon</p> | <p>Carbon neutrality in North America</p> | <p>→ Zero Net Carbon by 2020</p> |

CIRCULAR ECONOMY

We will Co-build the circular economy by sourcing sustainable materials for packaging; creating a second life for all plastics and reducing food waste.

| AMBITION | PERFORMANCE IN 2017 | → TARGET |
|---|---|--|
| <p>Develop the use of sustainable resources</p> <p>%rPET used in Waters Division</p> | <p>14% rPET excl Turkey and China</p> | <p>→ 25% rPET in Waters Division where it is allowed By 2020 and 33% by 2025</p> |
| <p>Zero plastic landfill for post-industrial packaging waste</p> <p>%Post-industrial packaging waste diverted from landfill</p> | <p>91% diverted from landfill</p> | <p>→ Zero plastics landfill by 2020 in countries with developed collection systems and by 2025 in all our factories</p> |
| <p>Co-create a second life for all plastics</p> | <p>9 countries</p> | <p>→ 2nd life roadmap developed for 10 priority countries by end 2017, published in 2018</p> |
| <p>Reduce Food waste and maximize its recovery within Danone Operations</p> <p>Intensity (kg non recovered* food waste/tons of sold product) Baseline 2016 defined according to FLW Protocol</p> | <p>-10,7 % (on a like for like basis) Industrial: -12,0% (LFL basis) Supply Chain: -9.7% (LFL basis)</p> | <p>→ 50% intensity reduction on non recovered food waste by 2025</p> |

WATER

We will protect water resources, particularly when scarce, and use them in harmony with local ecosystems and communities.

| AMBITION | PERFORMANCE IN 2017 | TARGET |
|--|--|---|
| Protect natural mineral water resources in our watersheds % Mineral waters sites | 100% | 100% of sites have run SPRING audits in all Water Division sites (including new ones) by 2020 |
| Return clean water to nature compliant with Danone “Clean Water Standards” (CWS) for wastewater <ul style="list-style-type: none"> % compliant sites % compliant wastewater | 67% of compliant sites (24 sites non compliant) 58% of wastewater discharged to nature is compliant | 100% of sites compliant with the standards discharging 100% clean water to nature by 2020 |
| Reduce water consumption in factories Process water intensity (M3/T product) Baseline 2000 | 50% | 60% water reduction by 2020 |

SUSTAINABLE AGRICULTURE

We will promote agriculture that that is competitive, respects natural ecosystems and generates both economic and social value.

| AMBITION | PERFORMANCE IN 2017 | TARGET |
|--|--|--|
| Promote Sustainable Agriculture | ELN Animal welfare program Europe: 100% lamb and Beef have access to pasture and 100% of eggs are cage-free. Dannon US Pledge <ul style="list-style-type: none"> 90% animal welfare compliant US direct milk sourcing (Validus certified) 2 flagship brands converted to non-GMO Project Certification: Danimals (96% of volume) and brand Dannon (79% of volume). | 100% animal welfare compliance for meat; 100% egg and fish by 2020 Dannon US Pledge <ul style="list-style-type: none"> 100% animal welfare Compliance US direct milk sourcing by 2017. We continue to work hard to approach 100% Validus certification 3 flagship brands converted to non-GMO Project Certification by 2018: Oikos, brand Dannon and Danimals |