



Paris, March 24<sup>th</sup>, 2020

### Communication to all Danone employees

The past weeks have been challenging for all of us in many ways. In our personal lives first, to adjust to a situation none of us ever encountered. In this context, our thoughts go to our colleagues and their families, all around the world, that have been tested positive – we wish them all a swift recovery. Many changes occurred in our working lives as well, we need to learn how to stay strong and safe and ensure that our consumers, patients and communities continue to have access to the daily food and hydration they need.

Never has our *'One Planet. One Health'* vision been more meaningful, and never has our contribution as a leading food company in the world been clearer: we need to stand by people and deliver our mission to bring health through food to as many as possible. Today, tomorrow, the day after, like we have been doing over the past 100 years. Thank you to each of you for the extraordinary individual and collective actions you are taking every day to rise to the challenge. We all can be very proud of what we are pulling through together.

To stand by the people we serve, we first and foremost need to stand by the people of Danone. This is why today we would like to share with you the commitments we are making to ensure the safety of us and our families and the preservation of our work facilities and tools, whatever our role or location across the world.

We share strong values of humanism, openness, proximity and enthusiasm that can help us to take care of ourselves and our colleagues and deliver Danone mission. More than ever, we need each of us to stay focused on our mission and support our colleagues' work to continue to maintain our operational capacity to fulfill the needs of as many people as possible. Because that's our mission. Because we are 100.000 Danone people entrusted to create new futures.

Stay Strong, Stay Safe,

The Executive Committee

Emmanuel FABER

Véronique PENCHIENATI-BOSETTA

Nigyar MAKHMUDOVA

Cécile CABANIS

Francisco CAMACHO

Henri BRUXELLES

Bertrand AUSTRUY

## DANONE WORLDWIDE COMMITMENTS

Danone is committing on a worldwide basis to the following 2 priorities, in partnership with our suppliers, customers and possibly competitors:

### Continue to fight against COVID-19 propagation in our food chains

- Within our facilities: protection guidelines for all employees, following or anticipating local regulations, and adaptation of the organization to each situation, striving for no proximity between workers at any moment
- With our partners: promotion of the protection guidelines, supply of protection equipment when available

### Ensure food supply continuity to people

- Activate all our resources for production & distribution continuity, in line with the priority needs of the population: dairy and plant-based products, safe and pure water, baby food, medical nutrition to answer to the needs of the most fragile population
  - by mobilizing all Danone employees towards production & delivery
  - by seeking alternative solutions if the supply chain is disrupted due to the impact of the coronavirus spread

In order to deliver these priorities, we believe that the full engagement of our teams and the collaboration with our partners will make us succeed, whatever the challenges we face today and tomorrow. We stand by them, in line with **our dual project for social progress and economic success, as follows:**

### Social principles to protect Danone employees

- Guarantee revenue to all employees through the crisis over the months of April, May and June
  - All work contracts are secured – no work contract termination due to the sanitary crisis
  - In case of sick leave, quarantine or childcare, health insurance is completed by Danone to 100%
  - Food Emergency recognition scheme for production & distribution teams (plans to be defined in each site)
- Adapt constantly to the production difficulties
  - Allocate our teams to the prioritized activities
  - Collaborate with suppliers and customers when needed to secure the end-to-end supply chain
  - In case of imperative business disruption affecting materials supply or workforce availability, use of all public schemes to support employment and revenue (e.g., partial unemployment), with guaranteed coverage by Danone at 100%
- Maintain existing training plans to upskill and reskill employees toward priority activities

### Protection of Danone local business ecosystem

We support the business continuity of our ecosystem locally from farmers and suppliers to distributors and customers through the following actions:

- Activation of the Danone Ecosystem fund created after the 2008 financial crisis to support resilience of impacted small business partners in our local communities
- Easing short term liquidity of our small suppliers and customers (adjustment of payment terms) up to a 250mio euros based on criteria assessed and implemented locally by Local Business Services