

Danone to renew its growth model plan

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Danone's new strategic plan – Renew Danone – a plan to enable Danone to reconnect with a sustainable profitable growth model.

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The review confirmed that Danone has many strengths - however, it also recognised Danone's historic underperformance compared to its markets, which can be attributed to a lack of focus on its core portfolio, late and sub-scale innovation efforts, inconsistent execution and low investments.

We operate in healthy, on-trend and growing categories, for example our products have an ATNI score of 90% - meaning 90% of our products are considered healthy for daily consumption.

The four strategic pillars are:

- **Restoration of Danone's competitiveness** in core categories and geographies;
- **Selective expansion of Danone's presence**, in terms of segments, channels and geographies;
- **Active seeding of future growth** avenues;
- **Active portfolio rotation.**