

Danone Communities

18 social businesses in 25 countries



11.5 MILLION

people impacted everyday





2.8 BILLION

liters of affordable drinking water sold to vulnerable populations

PARTY Danone Communities

Access to safe drinking Water to 10,6 Millions people every day



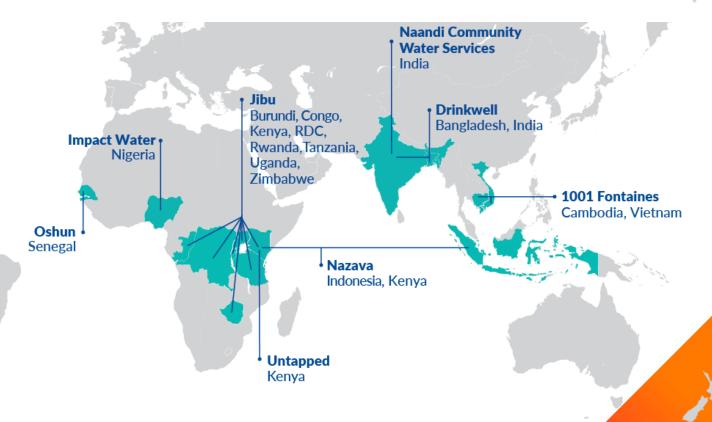


Objectives of the analysis:

Understand how different models of **Safe Water Enterprises can reach financial sustainability,** leveraging learnings of our portfolio and 15 years of investment in water sector.



- SWE : Safe Water Enterprise Definition
 - Mission-driven entrepreneurs, targeting low incomes consumers
 - Market based and sales-driven approach
 - Aim to reach financial sustainability
 - Decentralized/modular solutions, to address different contexts & challenges



Multiple business models of Safe Water Enterprises have emerged throughout the years to target low income population

Off premise - Bulk

Bulk Rural

Bulk Urban

Tank Bulk Retail

IOT **Fountains** Retail

HOD Cent.

HOD Dec.

Household **Filters**

Mini-Grid



« Water Kiosk »

- Decentralized production
- Bulk
- Rural



« Water Kiosk »

- Decentralized production
- Bulk
- Urban (high density / less distance)
- Centralized production
- Tanks set up in shops, refiled by trucks.
 - Bulk

- Decentralized production
- Dispensing system in retail/corporate
- IoT → remote contrôle & monitoring
- Bulk



- Jugs >30k jugs / day
- Retail & D2C Reach 5 to >100 km^e



- Decentralized production / day
- Retail & D2C
- **Decentralized**
- production **Countertop filter** equipment • Bulk
- grid Bulk
- Community & household taps

Decentralized

communitye size

production

Village-







Jugs ~100 jugs / kiosk

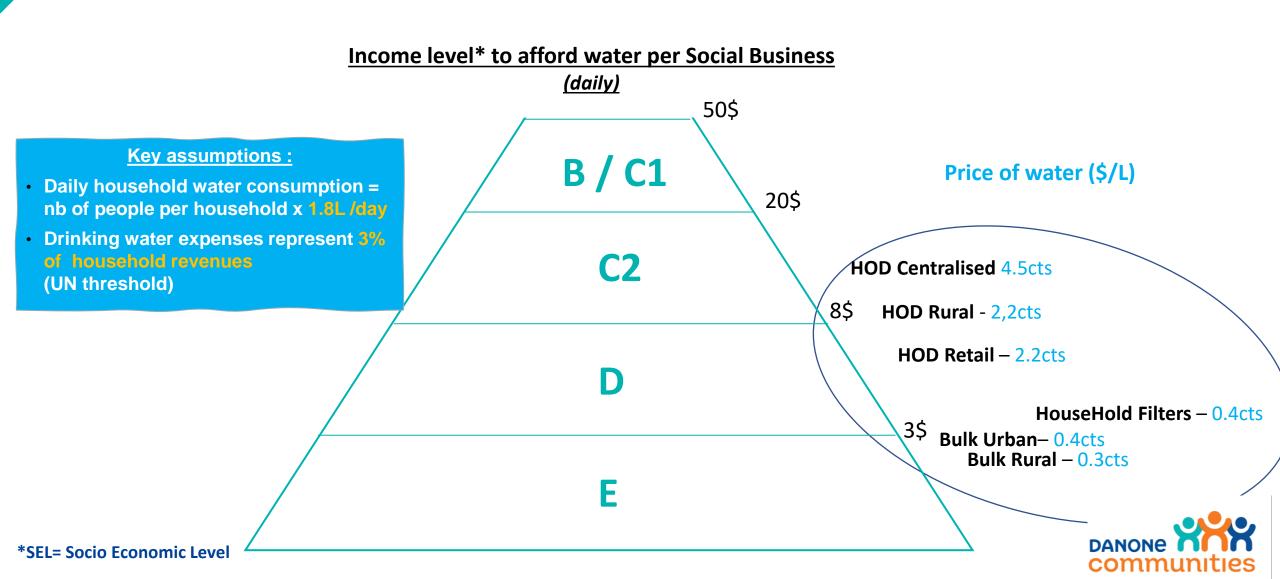
Reach < 5 km







Right level of hydration* is determined by capacity to provide safe water at Affordable price ie within the 3% of Disposable Revenue from UN





Bulk Rural

Bulk Urban



Tank Bulk Retail



HOD Cent

HOD Decent

Filter

SWE Model



Bacterial Chemical

Bacterial Chemical

Bacterial Chemical

Bacterial Chemical **Bacterial**

Consumers

Water

Treatment

D & E

Bacterial

Chemical

C2 & D

C1-C2 & D2

C1 & C2

C2 & D2

All

Conditions for financial sustainability

CAPEX & OPEX Subsidized, CC fundings or Hybrid Model

CAPEX Subsidized, CC or Hybrid Model, Self sustainable if target C2

Self sustainable Self sustainable Self sustainable

CAPEX subsidized if D

Self sustainable

Key Success Factors

Demand creation, own the technology

Vol/ Point of sales

Maintenance Sales



