



**Nathalie Emma Henriette
Alquier**

General Manager

Danone

Biography

I was born in France, where I've got my education and have been living until now. My first place of work was Colgate Palmolive, where I was plunged headlong into marketing and sales. I joined the company right after the business school and started my career in marketing. Why? Because I like product, FMCG companies' dynamics and this kind of business itself. As my manager was saying: "Marketing is when your thoughts are in the sky, but your feet are on the ground". This is very specific definition as you should unite creativity, deep knowledge in finance, analytics and many other areas to be successful in this area.

I have joined Danone 18 years ago as Overlay Marketing within the Biscuits Division, where I worked for 6 years. Then I worked 6 more years in Beverages Division, first in innovations in Danone Eaux France, then I was appointed General Manager of the Sparkling Waters Business Unit.

Next four years I held the role of VP Quality & Nature for the Fresh Dairy Products World Business Unit, initiating Product Superiority stream and Food Safety initiatives. This was international position, which gave me a chance to travel all over the world.

Since 2016, I was VP Regional Growth Acceleration Dairy Europe, where led growth strategy and the growth of Oikos European brand. Actually, I held international positions several times, but always worked from Paris. Why here? I am a proud mother of two kids and together with husband we have decided to bring up our children in their motherland. Now it is really the first time, when I am located abroad since August, when I took the position of Danone Dairy General Manager position in Ukraine.

Why do you think Membership in the American Chamber of Commerce in Ukraine is important for business operating in Ukraine?

I believe that businesses, especially big multinational companies, are the drivers of economic changes in the country through promoting implementation of the best world practices in Ukraine. Professional expertise in different industries, leading-edge practices in place, as well as learnings and recommendations for their fast and smooth implementation will add value to liberalization of economic environment in Ukraine.

The American Chamber of Commerce in Ukraine is a bright example of an effective work of business community with state officials and policy makers aimed at country's fast economic growth, GDP growth, changing mindset of doing business in Ukraine, transition from outdated post-Soviet approach in regulation, progressive legislation in place, as well as social positive impact. It's an alliance of dedicated pioneers and like-minded individuals who care about the community their businesses operate in: not only economic effect, but the social one.

It's also very important that it's a platform for different industry players sometimes with opposite positions, but with the common balanced industry vision at the end of discussions favorable for business community, state and final consumer. Moreover, what is important for me is that Chamber helps to open and build strong open dialogues between businesses, industry associations and government.

I believe, everything is in our hands. So more positive changes are still yet to come.

What motivates you to be a Chamber Board Member?

I have been working in Danone for the last 17 years, because I share this company values. One of which is to create added value in every country we operate by being active industry player and responsible producer. This commitment drives me through my work and motivates to be a Chamber Board Member. I want to be able to participate and lead the changes in Ukraine for better and be able to influence on improvement of Ukrainians quality of life. Stable and transparent economy is a basic for that.

It will be an honor for me to join the team of professionals and serve for the best interests of business community and state. I have no doubt that we will succeed in realization of the most ambitious plans to facilitate doing business in Ukraine and promote Ukraine as an attractive investment destination.

On top of that, I believe that this is a very good opportunity for me to get to know Ukraine better, get market best practices and meet interesting, inspiring people.

**Why do you feel you are qualified to serve on the Chamber Board?
What skills would you bring to the Board?**

First of all I would bring my passion and dedication to the common goals. I believe that my international and cross-categories experience, will bring added value to ACC Board. On top of that, my deep expertise in different business areas as well as in general management combined with the freshmen view, I believe, will bring breakthrough approaches and help to achieve new outstanding results. And of course, I will bring some woman's charm and fun. More seriously, I believe I can help groups move towards ambitious consensus. I don't know, if it is because I am a woman, but certainly because I strongly believe in collective intelligence and love collective actions as truly powerful.

**How have you been active in the Chamber over the course
of the last two years?**

For the last 2 years I was working in France, where as a senior marketer I have been a member of the European Advertising Association, and as Quality VP, I was a member of high level quality association.

Danone is represented in the leadership of the Chamber Food and Beverage Committee since 2012.

We are proud to be a part of the Food Safety Reform in Ukraine when the single competent authority in food safety was created and solved the problem of duplicative functions of several state controlling bodies.

Moreover, it was the starting point of implementation of the progressive EU based legislation in Ukraine. In 2015 the Parliament adopted Food Safety Law and in 2017 - Food Control Law. These 2 fundamental laws have changed the nature of relations between the state and food market operators, decreased the administrative pressure on business, but the level of protection of final consumers stayed at the prominent level. And the effective cooperation of the Chamber Food and Beverage Committee with lawmakers made business community's position heard.

In terms of the recent Committee's wins I can't but mention cancellation of ineffective state regulatory system for socially significant products in July 2017.

Being a socially responsible company Danone cares for preservation of natural resources. That's why for the last 5 years we have been advocating for implementation of an effective waste management system in Ukraine based on the EU principles and submitting of unfriendly to business and environment initiatives to deep analysis. We are committed to further promotion and successful resolution of this principal issue.

What activity or Committee would you participate in and be responsible for?

It will be an honor for me to be responsible for accomplishments of the Chamber Food and Beverage Committee. I will be happy to share my skills and inspired vision with the Committee Members. It will be an interesting journey.

Danone Group companies are represented in 120 countries of the world. Our mission is bringing health through food to as many people as possible. Our true belief is one planet one health that means that food can change the world. Each time we eat and drink we can vote for the world we want to live in.

That's why quality and food safety are key non-negotiable pillars of Danone Group standards that are more strict than legislative requirements.

Not only we follow these standards, but we inspire our partners all over the world to share our values and standards.

For example, in Ukraine, we support and develop suppliers of high quality raw milk. Together with Danone Ecosysteme, respected donors from Canada and the US we promote the idea of family farms creation in Ukraine. For the last 5 years Danone together with donors opened tens of family farms, now we work with 27 family farms. It's an example of the efficient partnership of big business, state, donors and small business that resulted in opening new family farms: in practice it means, provision of Ukrainians in regions with stable and profitable work, development of rural territories, educating population. Moreover, we promote the idea of state support of farmers.

Additionally, we are committed to contribute to creation of an efficient legislation for food industry regulation in Ukraine. The EU based requirements to labeling of food products, creation of an effective waste management system in Ukraine, hygienic requirements for production of food products, antimonopoly legislation are among our priorities.

So we do believe that Danone's multinational expertise, best practices and willingness for fast changes will add value to the American Chamber of Commerce in Ukraine and contribute to strengthening its positions and powerful voice among decision takers. It's win-win as the result: everybody will gain.