



**YOUR FULL NAME:**

Nathalie Emma Henriette Alquier

**YOUR JOB TITLE:**

General Manager

**YOUR COMPANY:**

Danone

**YOUR BRIEF BIOGRAPHY (250-300 words):**

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 as a 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 there? I am a proud mother of two kids and together with husband we have decided to bring up our children in their motherland. International assignment to Ukraine, that I started since August

2017, turned out to be the first time, when I was located abroad. It has been more than a year since I took the position of General Manager of integrated Danone businesses in Ukraine. I love living in Kyiv and my Ukrainian team inspires me for better results every day.

### ANSWER THE FOLLOWING QUESTIONS:

Why do you think membership in the American Chamber of Commerce 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 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 18 years, because I share this company's 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. Uniting our voices in the Chamber, we are able to make critical choices for better for Ukrainian business environment. I appreciate how stable and transparent economy in Ukraine is being supported among Chamber's business community. That is why I have no doubt that we will succeed in the realization of the most ambitious plans to facilitate doing transparent business in Ukraine and promote Ukraine as an attractive investment destination.

Membership in the Chamber for me is a great opportunity to promote Danone's social initiatives aimed at improving health of Ukrainians as well as our superior quality standards at production and suppliers' levels.

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

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. Being for more than one year in Ukraine I see how important the active business support is for the better changes in Ukrainian community. And Danone`s corporate model places economic success and social progress at its heart.

I strongly believe in collective intelligence in achieving outstanding results. My deep expertise in different business areas will help me find breakthrough approaches for ACC Chamber Board initiatives.

And of course, I will bring some woman's charm into ACC Board.

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

While working in France I was a member of the European Advertising Association, and as a Quality VP, I was a member of a high-level quality association.

Last year I proudly joined American Chamber of Commerce in Ukraine. I was happy to get a chance to be vocal about such important topics like waste management system, business ethics and fight against food fraud. These and some other issues are extremely important to keep in the focus for our business community. That is why I would like to continue my involvement in the ACC`s activities. We are supporting business while advocating responsible management. In the context of next year, it is important to ensure that business is not lost in the political movement.

Being a socially responsible company Danone cares for preservation of natural resources. That's why for the last 6 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.

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.

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

There are two Committees I believe I would be valuable for.

The first one is Chamber Food and Beverage Committee. It will be an honor for me to be responsible for its accomplishments and I will be happy to share my skills and inspired vision with this Committee Members. My commitment stands for excellent quality standards in Ukraine, promotion of healthy habits of Ukrainian, empowerment of suppliers to enhance quality standards and better export opportunities for

Ukrainian producers.

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 instance, last year we in Danone in Ukraine launched a national initiative called ProZdorove. It is a platform that aims to help Ukrainians make the best nutritional choices. Recommendations for healthy eating were developed by the Center for Public Health in Ukraine and improved by the Ministry of Health in Ukraine. In addition to that the first Ukrainian healthy plate was developed. I would really enjoy to see other industry players joining this initiative.

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.

The second Committee is an HR one.

At Danone, we have nurtured a meaningful, multicultural and multinational workplace thanks to the talent of our thousands of employees, who share the same passion to co-create a new future and a better world.

I believe in the power of young talents and the need to help them. It has been a year since I joined Danone in Ukraine team and it was more than enough to make sure – Ukraine has lots of bright talents with business acumen.

At Danone we recruit employees looking for fulfillment and readiness to embark on a long-term journey. Employees, on the other hand, join Danone with a view to learning and contributing to a healthier world. Each employee is encouraged to shape their career path by alternating between the various functions, contexts and cultures. The main attention is paid to the issue of their professional development.

My team and me are ready to share our best practices, as well as contribute to development of HR stream in Ukraine.

So I 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.

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