

Our Journey Transforming Food Systems Together

15-YEAR ANNIVERSARY REPORT

DANONE
ECOSYSTEM

Letter from the Chairman of the Board

In March 2009, amid the aftermath of a global financial crisis, society faced a pivotal moment. Writing in *Le Monde*, Franck Riboud observed that “no organism develops in an impoverished environment or desert.” It was a bold idea, and one rooted in Danone’s historic “dual project,” combining economic performance with social progress: the notion that a corporation’s long-term success is inseparable from the health of the society around it.

A bold and simple idea that gave way to the birth of Danone Ecosystem in 2009^[1]. Its goal: collaborate on projects with non-profit actors — to enhance public interest in ecosystems where Danone operates.

Fifteen years down the line, in the context of even greater geopolitical uncertainty and accelerating climate challenge — placing unprecedented pressure on food systems — the imperative for renewed efforts to restore the health of both people and the planet, through vehicles like Danone Ecosystem, is stronger than ever.

This report looks at how far Danone Ecosystem has come over the past 1.5 decades, and the tangible impact it has had on millions of lives. Since 2009, Danone Ecosystem has co-created over 100 projects, with 90 partners to address local needs such as sustainable farming, circular economy, and healthy habits. What’s more, 66% of projects are self-sustaining after our involvement ends.

With an approach based on scientific rigor, partnership, and transparent and independent impact assessments, Danone Ecosystem is driving impact in four focus areas: regenerative agriculture, watershed protection, inclusive collection, and health.

Starting with regenerative agriculture: Danone Ecosystem works with farmers and local actors to support the transition to regenerative agriculture, helping restore soil health, preserve biodiversity, and improve farming resilience. One example is Les 2 Pieds sur Terre program in France, which has supported over 1,600 farmers to reduce farming emissions, turn farms into carbon sinks, and improve soil fertility. Another example, in Mexico, is the Margarita project, which has trained nearly 500 farmers to address challenges related to market access, quality, and productivity.

As for water protection, Danone Ecosystem works to protect and restore critical watersheds, helping secure long-term water access for local communities. Through

^[1] Danone Ecosystem was created as an endowment fund that concluded in 2025 and was complemented in 2022 by the establishment of an association.

inclusive, multi-stakeholder approaches, it promotes integrated watershed management and strengthens regenerative agriculture practices. Danone Ecosystem has supported projects in France to turn cattle manure and organic waste from the municipalities into biogas and organic compost.

Over in Indonesia, Danone Ecosystem is also working with local stakeholders to protect Ayung, the island's biggest watershed. Among other accomplishments, the project has supported the drilling of 20 wells that can replenish up to 7.8 million liters of water per year.

As for inclusive collection: from Argentina to Indonesia, Danone Ecosystem has helped to drive more inclusive plastic collection systems that reduce pollution and improve conditions for waste pickers, particularly those working in the informal sector. For instance, the Cartoneros project in Argentina, launched in 2011, has supported the professionalization of cooperatives and strengthened the local recycling ecosystem across 25 cities, with over 5,000 waste pickers empowered through a four-times increase in income.

Finally, when it comes to health, Danone Ecosystem is facilitating resilient care systems that are holistic, inclusive, and grounded in real-life health needs across life stages. In Romania, the "Health for Mothers and Babies" (or "SAMAS") project promotes breastfeeding practices for child and maternal health. Since its launch in 2016, SAMAS has trained approximately 2,500 perinatal educators and supported over 36,000 mothers and parents supported, with 44% from vulnerable social backgrounds. In the Netherlands and France, Danone Ecosystem is also pioneering programs that help aging populations maintain autonomy through better nutrition.

As Danone Ecosystem celebrates its first 15 years, we take pride in the impact achieved so far: more than a tool for philanthropy and more than a laboratory, Danone Ecosystem has become a catalyst for resilience, proving that tangible impact, through science-based, collaborative initiatives is possible – and essential. Looking ahead, we are excited to scale collaborative projects for even greater impact.

A warm thank you to all those involved, from NGOs, to technical experts, financing partners, local entities, and more.



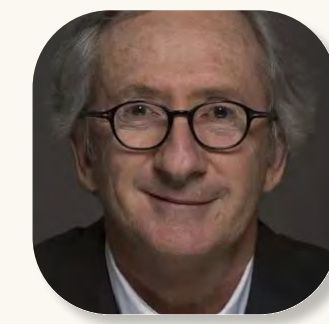

Laurent SACCHI,
CHAIR OF THE DANONE ECOSYSTEM BOARD

Perspectives Over Time

Two Voices, One Long-Term Vision



“Danone Ecosystem was born from a bold and simple idea, rooted in Danone’s Dual Project: a company’s health is inseparable from the health of the society it serves. Fifteen years on, that vision has delivered real impact — millions of lives touched and proof that resilience begins on the ground.”



Franck RIBOUD,
FORMER DANONE CEO



“Building a resilient food system is one of today’s greatest challenges. Danone Ecosystem, grounded in Danone’s dual project, shows that progress happens through collaboration — with farmers, NGOs, and communities. It enables actions beyond Danone’s operations, strengthening society and driving the systemic change needed for a sustainable future.”



Antoine DE SAINT-AFFRIQUE,
DANONE CEO

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Our Legacy Towards Co-created Impact

When we called it the Danone 'Ecosystem' Fund fifteen years ago, we had no idea that it would take us a decade and a half to really grasp its full sense, and to understand how much in advance we were by putting it front and center.

In 2009, the financial crisis had slammed the world economy, sending unemployment rates spiking, along with pushing precarity on the most vulnerable. Amidst of the damage spilling through economic systems, Danone's then CEO, Franck Riboud, decided that the moment called for a major corporate grant—€100 million—by Danone in its local 'ecosystems.'

In 2022 and 2024, Danone renewed this commitment, bringing the total donation to €177 million.



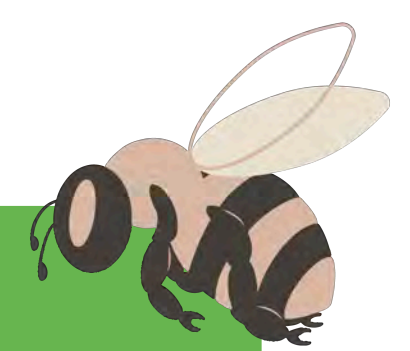
From the beginning, the initiative set out to transform the way that the relationship between a business and its stakeholders is understood: that nothing can thrive unless the whole ecosystem is thriving. Along the way, we've learned something additional about the way that impact happens—through a systemic approach and long-term collaboration with partners.



Fifteen years later, everyone is talking about ecosystems and ‘ecosystem impact’, which reinforces to us that our model and everything we’ve learned about it is the right one. Today, Danone Ecosystem is a non-profit organization focused on smallholder farmers, waste pickers, healthcare professionals, and local communities.

Our mission is to transform the food and health system of tomorrow by creating a value chain that is healthy, circular, sustainable, regenerative, and inclusive.

We provide organizational know-how, technical expertise, and financial support for initiatives that address a wide range of local challenges—from unsustainable farming practices and poor waste management, to limited healthcare access and the barriers small businesses face to growing and thriving in their communities.



We're called Danone Ecosystem because nothing – whether it's birds, bees, or businesses – can thrive unless its ecosystem is healthy.

Everything we do happens via partnership. We work by engaging experts, NGOs, and local stakeholders to co-create projects that address local challenges. We’re in a position now to accelerate our work and scale-up existing projects, all from a place of mature understanding of how social and environmental ecosystems function.



Discover our [Who We Are video](#) to learn more about our mission

Find us on YouTube: [Danone Ecosystem](#)



Our Impact So Far



+100
projects launched



92
partners by our side



€248 M
co-invested



+83,400
people professionally empowered



6.1 million
people impacted indirectly



A Global Footprint

 **+100 projects so far**
36 countries

Madre Tierra



Mexico



Regenerative Agriculture

Margarita



Mexico



Regenerative Agriculture

Cartoneros



Argentina



Inclusive collection



66% of handed-over projects are durable

Impact As Our Compass

We build impact driven projects by defining from the beginning the impact we want to reach and set the conditions to do so.

We measure, evaluate, and share our impact to prove, improve, and inspire.

Impact assessment drives our initiatives: evaluating and measuring are key. It's not enough to just talk about how many people have benefited from our projects, we need to understand how they've benefited. By addressing challenges related to nature and health at a local level, we can ensure that our actions create the ripple effects of positive change at a global level.



Our Impact Assessment Policy

Our Impact Assessment Policy reflects our commitment to rigorous, science-based and transparent evaluation. It is built on six core principles that guide how we design, assess and improve our initiatives to ensure they create meaningful and lasting change.

1. **Impact by design:** Using the Theory of Change, we start by defining the impacts we aim to achieve to build the action plan. From the outset, we plan impact assessment to both prove and improve the effectiveness of our actions.
2. **Tailored to project maturity:** In the innovation phase, we conduct in-depth impact evaluations to understand outcomes and their causes. In the scale-up phase, we focus on impact measurement through KPIs to demonstrate the scope of our results.
3. **Scientific rigor:** We follow recognized scientific standards for data collection and analysis. Our methods evolve with project contexts and, when possible, are validated through scientific publications.
4. **Independent evaluation:** We prioritize external assessments. When internal teams lead evaluations, we ensure oversight or external audits to guarantee objectivity and reliability.
5. **Consistency with flexibility:** We track key indicators over time while adapting to changing contexts, ensuring our impact measurement remains relevant and accurate.
6. **Transparency:** We share all results, positive or negative, to foster learning and accountability. Evaluation data is made publicly available in line with Danone Ecosystem's principles.

15 years of Concrete Projects

Over time, Danone Ecosystem's initiatives have been structured around a set of complementary focus areas — including regenerative agriculture, watershed protection, inclusive plastic collection, health and distribution — each addressing an important aspect of sustainability and social impact.



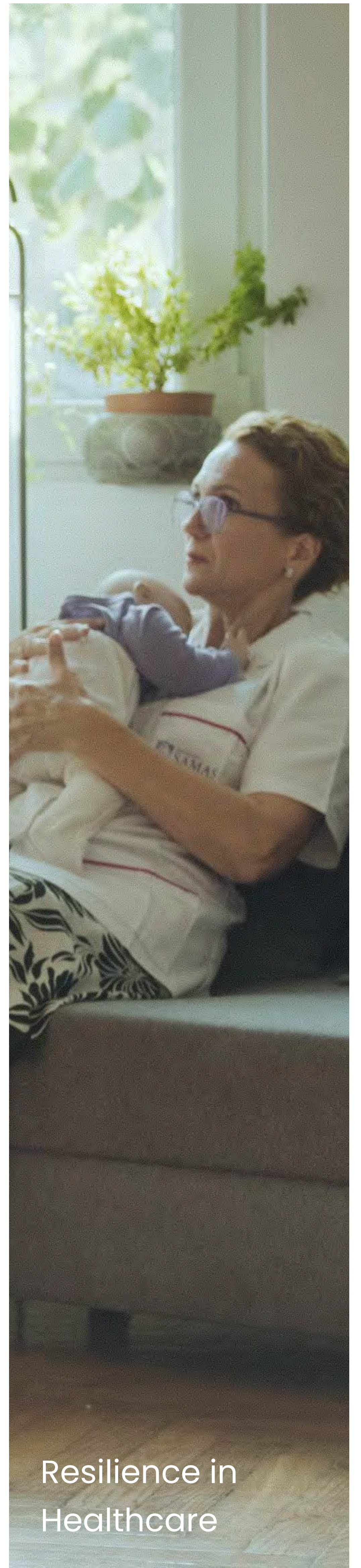
Regenerative
Agriculture



Watersheds
Protection



Inclusive
Recycling



Resilience in
Healthcare

Nature Protection and Preservation

At Danone Ecosystem, our nature protection and preservation efforts focus on three interconnected areas: regenerative agriculture, watershed protection, and inclusive plastic collection.

These project 'clusters' encompass our belief that restoring nature must go hand in hand with empowering people. By working closely with farmers, local communities, and waste pickers, we develop solutions that promote nature regeneration, improve livelihoods, and build resilient ecosystems for the long term.



Regenerative Agriculture

We support the transition to regenerative agriculture by working hand in hand with our partners to directly impact farmers and local beneficiaries, helping restore soil health, preserve biodiversity, and improve farming resilience.

Our projects include training smallholder farmers in sustainable practices such as herd management, animal welfare, and polyculture, while also engaging mid-size and grazing farms through a landscape-based approach. We promote agroecological techniques, facilitate access to feed and resources, and co-develop tailored solutions that support both nature protection and rural livelihoods.



We work particularly in dairy, fruits and plant-based sourcing, with projects like:

Les 2 Pieds Sur Terre

French farmers join the L2PST program and benefit from an initial analysis of their Greenhouse Gas emissions and regenerative agriculture practices. Farmers benefit from personalized support through group training led by experts. They also receive financial support from the program coalition, to implement innovative practices.

Project's impact

1,654 farms have undergone a carbon audit of their farm.

53% of dairy farmers have conducted a comprehensive evaluation of their practices and their soils.

10% reduction in greenhouse gas emissions in kg CO2 eq. per liter of milk collected between 2016 and 2022.



Pachamama

Pachamama's goal is to support French farmers (fruits, vegetables and cereals) in their transition to Regenerative Agriculture by testing and encouraging practices that protect soil and biodiversity, study the cost of transitioning to Regenerative Agriculture through economic modelling, and federate local players to support the agricultural transition in a collective way.

Project's impact

50 pilot farms

400+ farmers and technicians who have benefited from training and expertise

50+ farmers engaged in RegAg



The Margarita Project

Transforming the Food System by Empowering Smallholder Farmers in Mexico

Tackling Local Challenges

In Mexico, the dairy sector is crucial to the national economy, with smallholder farmers producing 40% of the country's milk. Despite their significant contribution, these farmers face numerous challenges. Mexico has a milk deficit of 39%, with one-third of the country's milk being imported, mainly as powdered milk. Small dairy producers struggle with low mechanisation, quality, and productivity, compounded by the effects of climate change and high milk price volatility.

These intertwined environmental, economic, and social challenges hinder smallholder farmers' ability to connect to higher value markets and achieve sustainable growth.

How does it work?

In 2010, a coalition of partners including Danone Ecosystem, Danone de Mexico, TechnoServe, NUUP, Mondelez, and the Government of Mexico launched the Margarita project to improve milk production in Mexico. The project aims to support over 900 smallholder dairy farmers by addressing challenges related to market access, technification, quality, and productivity.

The project is built on four pillars:

- 1. Social:** Training farm technicians at Mexico's top university and creating a network of smallholder farmers with cooperative values. Providing comprehensive support to farmers, including technical assistance and access to credit, to improve their practices and secure a stable income.
- 2. Economic:** Reaching sustainable milk production by enabling smallholder farmers to operate with improved conditions including through the ROSCA mechanism, a rotating savings and credit system.

3. Environmental: Implementing regenerative agriculture practices to improve farm sustainability and reduce carbon emissions. Assessing all participating farms on animal welfare and promoting best practices in herd management, feed reformulation, and manure and water management.

4. Technological: Introducing innovative solutions such as connected cow collars for monitoring, and centralized feed purchases to ensure stable pricing and market connection.

Through these pillars and phases, the Margarita project fosters sustainable businesses, supports rural development, and improves the quality of life for small producers, while securing milk production remains active in the area.



“Margarita connected us with many people who helped us with everything. We have learned a lot. We improved technically, administratively and our quality of life. Our business is doing well now. Today I can say that Margarita saved our life in milk production.”.



Jaime CORTES,
FARMER

Project's impact

900+ farmers trained

100% of farms assessed on animal welfare

13% reduction in CO2 Emissions

H'lib Bladi

Empowering Moroccan Dairy Farmers in Their Transition to Sustainable Milk Production.



H'lib Bladi aims to expand and strengthen sustainable milk production in Morocco by supporting smallholder farmers and milk collection centers, helping farmers improve their financial stability.

“

Thanks to the project, the way I work has improved significantly. Before, I couldn't wash the cows, and I milked them by hand. We kept the cows all together in the same space and mixed them in with the bulls. We were doing things in a random way. Everything changed, we are not in a difficult situation anymore. All thanks to the H'lib Bladi project.

Aïcha,
DAIRY FARMER



Watershed Protection

We work to preserve watersheds through inclusive, multi-stakeholder approaches.

Our projects aim to preserve water resources in high-stress areas by promoting integrated watershed preservation, supporting regenerative agriculture with water-positive practices, involving local communities in shared governance and developing Payment for Ecosystem Services mechanisms.

We support the development of multi-stakeholder forums to facilitate inclusive governance and enable effective implementation of integrated watershed management (IWRM). Through nature-based solutions, we support biodiversity protection, build climate resilience, and secure long-term water access for both people and ecosystems.



With projects like:

Bali Watershed

Bali’s water resources are under severe threat due to over-extraction driven by tourism and upstream monocultures. Danone Ecosystem and partners collaborate with local authorities to protect the Ayung watershed. The initiative promotes nature-based solutions via a Payment for Ecosystem Services scheme, funding infiltration wells and regenerative agroforestry.

Project’s impact

10.4M liters waters infiltrated back to underground.

20 ha of land transitioned to regenerative agriculture practices.

40 farmers involved in the development of Regenerative Agriculture practices.



Reg Ag on Impluvimus

The program supports French farmers in watershed areas to adopt regenerative agriculture, protecting water resources and soil health. After a successful first phase, the second phase aims to expand sustainable practices through training, financial and technical support, helping farmers reduce pesticides and improve their resilience.

Project’s impact

69 farms involved & **59** farmers trained on reg ag practices

93% of all watershed areas have removed pesticides

6170 ha engaged in Reg Ag



Rejoso Kita

Preserving and Restoring Watersheds in Indonesia through Sustainable Practices

Tackling Local Challenges

The Rejoso watershed, located on the eastern part of Java Island, is a crucial source of water for 1.3 million people in Indonesia.

However, over the years the watershed has faced challenges from land use change and overexploitation of ground water, especially from numerous illegal community wells. Additional landscape challenges and complexity come from conventional horticulture, which causes increased rainfall runoff and worsens the risk of landslides; poor governance of lakes; and over-irrigation of rice fields from self-flowing wells.

These environmental challenges have led to a 30% decrease in the flow rate into Umbulan, the main reservoir supporting the East Java area.

How does it work?

The program covers all parts of the watershed, including upstream, midstream, and downstream, by building a shared responsibility among the water users.

Upstream and midstream:

The Rejoso Kita initiative aids farmers through two main strategies: (1) protecting trees in the upstream areas and reforestation in the midstream areas, and (2) promoting the adoption of sustainable farming practices. Ultimately, these efforts contribute to the protection and preservation of watersheds.

To achieve this, the coalition has developed a system of payments to farmers who adopt and maintain regenerative practices on their land. This approach, known as “Payment for Ecosystem Services,” has proven to be effective. Funding for the initiative comes from both private and public entities that benefit from the collective protection of watersheds.

Downstream

On the other hand, the downstream approach is different. It involves two key components: (1) implementing a sustainable rice cultivation program, and (2) ensuring proper installation of wells to facilitate the adoption of climate-smart

practices by rice paddy farmers.

Benefits for the Whole Ecosystem [2023 project impact]

Upstream and midstream, the implementation of best practices has resulted in the preservation of regenerative practices on approximately 106.6 hectares of land, which is equivalent to 152 football fields, as well as the preservation and replanting of over 47,000 trees.

“Regarding the support we receive from Rejoso Kita, there was compensation for creating filtration sources, making trenches and planting 5000 trees. It’s had a positive impact. For example, durian trees used to be thin, but now they are flourishing. All of this has been helpful for the economic well-being of the farming community in Galih Village.”.



Ngationo,
MIDSTREAM FARMER

Project’s impact

30% improvement of water efficiency

47,000+ trees preserved

~270 farmers engaged in regenerative practices

106.6 ha engaged in sustainable practices



Taufik
DOWNSTREAM PADDY FARMER



Sukono

UPSTREAM PADDY FARMER

Inclusive Plastic Collection

We support inclusive plastic collection systems that reduce pollution and improve conditions for waste pickers, particularly those working in the informal sector. Our projects have focused so far on PET collection, and are expanding to other materials and aim to strengthen collection systems in countries where extended producer responsibility (EPR) is not yet fully in place.

By partnering with local organizations, we help build traceable and efficient waste management models that promote social inclusion, fair compensation, and better working conditions for waste pickers. These efforts contribute to circularity, community empowerment, and long-term nature protection.



With projects like:

Cartoneros

Transforming Argentinian Waste Collection and Management Systems by Empowering the Main Stakeholders

The Cartoneros project was co-created with several partners to build an inclusive recycling model that improves the living and working conditions of urban waste pickers in Argentina. Since its launch in 2011, the project has supported the professionalization of cooperatives and strengthened the local recycling ecosystem across multiple cities.

After empowering over 3,400 collectors through Phases 1 to 3 (2011–2023), the project entered a new phase in 2023. Supported by Danone Ecosystem, Fundación Avina, Latitud R, Danone Argentina and the Inter-American Foundation, this current phase focuses on scaling impact by reinforcing the organizational capacity of cooperatives, improving material recovery infrastructure, and supporting policy advocacy for inclusive recycling.

The program provides cooperatives with equipment, technical assistance, and training in both management and life skills. It also works with large waste generators to support source segregation and responsible disposal. By improving safety conditions and enabling direct connections between cooperatives and recyclers, the project contributes to more secure livelihoods and fairer market participation for waste pickers.



Inclusive Recycling Indonesia

Transforming the Indonesian Collection and Waste Management System by Empowering Waste pickers

Tackling Local Challenges

In Indonesia, waste pickers collect most of the plastic waste in Java but continue to face low recognition, unsafe conditions, and gender pay gaps. Many earn below minimum wage, lack financial inclusion, and struggle to access education and health services.

Constant exposure to hazardous materials puts their health at risk. Meanwhile, insufficient waste infrastructure and low public awareness cause over 340,000 tons of plastic to flow into Indonesia's rivers and oceans every year, worsening pollution and threatening ecosystems.

How does it work?

The Indonesian waste management system is composed of both informal and formal actors. Informal actors include Collection Centers, which purchase recyclable waste collected by waste pickers. Formal actors consist of Sorting Centers, which collect waste from households picked up by Sorting Centers employees. Fostering the involvement of both informal and formal actors is critical in building an inclusive and efficient waste management system.

The Inclusive Recycling in Indonesia project supports the development of the waste management ecosystem through various initiatives:

- 1. Awareness Campaigns:** These campaigns aim to increase recognition of waste pickers among citizens and raise awareness about the importance of separating waste at the source—especially at home.
- 2. Empowerment:** The project provides comprehensive support to both informal and formal actors, advocates for improving

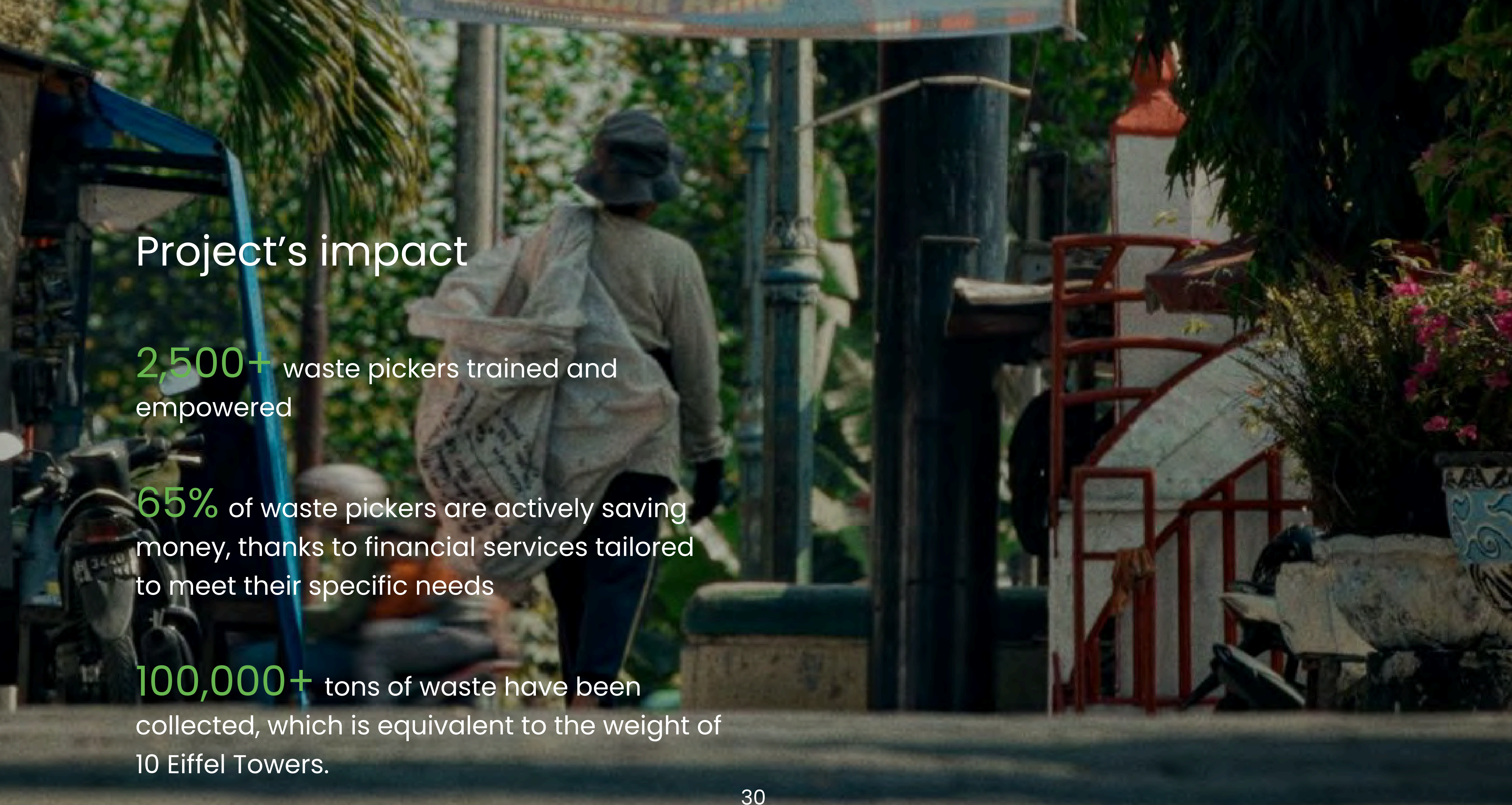
the working environment through use of PPE (personal protective equipment), and work uniforms to improve the self-esteem of waste workers

3. Operationnal Support: Waste pickers and Sorting Center employees receive support in the form of training, social support, and personal protective equipment. Social support focuses on accessing the government social security, and promoting financial literacy, like building the habit of saving money. This strengthens individual resilience ,especially in times of crisis.

Empowering waste management stakeholders contributes to the efficiency and productivity of Collection and Sorting Centers, allowing them to:

1. Ensure their financial sustainability.
2. Increase collection rates (which has a positive impact on the environment).

The collected PET material from the project is transported to the Veolia facility in Pasuruan, East Java Indonesia to be processed into recycled PET, enabling a full cycle of circular economy. Currently the project coalition is replicating the project model in other parts of Indonesia, especially areas outside Java that are more remote and face heavier waste infrastructure challenges.



Project's impact

2,500+ waste pickers trained and empowered

65% of waste pickers are actively saving money, thanks to financial services tailored to meet their specific needs

100,000+ tons of waste have been collected, which is equivalent to the weight of 10 Eiffel Towers.



Gyanti
WASTE PICKER





Resilience in Healthcare Across Key Life Stages

At Danone Ecosystem Health, we envision a world where healthcare systems go beyond treating illness — they foster well-being, dignity and equity throughout life's key stages and health events. Our mission is to build resilient, holistic and inclusive care systems, rooted in real-life needs, with nutrition as a fundamental pillar of long-term health. By working hand in hand with communities, patients, caregivers and health professionals, we co-create care models that deliver lasting impact — one ecosystem at a time.

Ageing care

We co-create elderly care solutions that promote autonomy, well-being, and dignity in later life by strengthening support systems and fostering community integration. Collaborating closely with professionals and families, we design holistic care models that evolve with seniors' changing needs — empowering them to remain strong and independent at home, and to flourish in care environments that honor their rhythms, voices, and identities.

Through these initiatives, we aim to redefine ageing as a stage of life where care is not a constraint but a source of empowerment.

Women & children's health

We support the health of women and children across all life stages. From pregnancy to adolescence, we build family-centered care models that strengthen local healthcare systems. Our work includes perinatal support, nutrition education, and targeted interventions — all delivered in close partnership with communities to improve long-term outcomes.

Patient care

We support the development of integrated care ecosystems that enhance the daily lives of patients and their caregivers, especially in the context of chronic or complex health conditions. Our initiatives strengthen care pathways by fostering coordination across healthcare settings, empowering professionals and caregivers, and placing patient well-being at the heart of every action.



With projects like:

CARMEN

CARMEN is a multimodal prevention program co-created with and for ageing people. It aims to preserve autonomy and improve quality of life by empowering individuals to take control of their health and quality of life.

The program is built on three pillars: enjoyable nutrition, physical activity, and social connection.

Project’s impact [Phase 1]

39.3% of participants improved their balance and strength.

91% of participants maintained or improved their Body Mass Index after the program.

+19% increase in participants who know they should consume 2 to 4 dairy products/day.



KISSMEE

KISSMEE is a perinatal care program co-created with midwives to improve maternal and child health. It empowers unemployed nurses through accredited training in care, nutrition, and entrepreneurship. The program combines e-learning and mobile tools to support midwives who, in turn, guide pregnant women and new mothers toward informed choices.

Project’s impact

749 healthcare providers trained.

5,700 mothers sensitized about nutrition.



Bridge

Transforming Long-Term Patient Care in Poland

The Bridge project was launched in 2017 by a coalition including UDAROWCY, POLSPEN, ConvaTec, Nutricia, Appetite for Life, and the National Chamber of Nurses to strengthen long-term patient care in Poland.

It addresses key challenges faced by home-care nurses, such as training gaps, certification needs, and limited professional resources. At the core of the initiative is the Long-Term Nurses Academy, the first nationwide certified program dedicated to long-term care, through which more than 1,600 nurses have been trained in wound care, medical nutrition, and rehabilitation. A complementary digital platform provides continuous learning and practical tools for nurses, caregivers, and patients.

The project also collaborates with scientific partners to develop evidence-based clinical guidelines and works with the National Chamber of Nurses to strengthen the official scope of home-care services. Awareness campaigns and educational materials have helped highlight the essential role of home-care nurses across Poland. By combining training, digital tools, scientific standards, and policy engagement, the Bridge project reinforces the role of nurses and contributes to more reliable, higher-quality long-term care for patients nationwide.



Best Frailty Care

Transforming Healthcare Systems to Promote Healthy Aging in the Netherlands

Tackling Local Challenges

The world's population is aging rapidly. According to the World Health Organization, between 2015 and 2050, the proportion of the world's population over 60 will double from about 12% to 22%.

In the Netherlands, an aging population presents significant challenges to the healthcare system. By 2050, elderly individuals are expected to make up 26% of the total population. This demographic shift places considerable financial pressure on the Dutch healthcare system, with falls and fractures being the leading cause of non-disease related deaths among the elderly.

How does it work?

A coalition of partners including Danone Ecosystem, expert Dutch stakeholders (e.g., VeiligheidNL, ONVZ, Purpose, Wageningen University & Research and Publab), and Nutricia launched the Best Frailty Care (TOM) program, aiming to support seniors, healthcare professionals, and policy makers in the development of a holistic approach to support healthy aging.

TOM is a 4-month, holistic community group-based program that integrates 3 pillars: nutrition, physical activity, and social interaction. These pillars are articulated around group lunches during which nutritionists educate the program beneficiaries on healthy drinking and eating, individual sessions with a dietician, and physical activity sessions in groups supervised by physiotherapists.

This innovative and holistic program is now recognized as an effective and sustainable approach to preventing falls among seniors—and thus in accompanying them to remain independent, healthy, and thriving through every stage of aging.

Since launching in the Netherlands in 2017, this program has supported +8000 beneficiaries, trained +800 professionals, and has been rolled out in seven Dutch municipalities. The Ministry of Health now lists it as an approved and best practice intervention in the National Elderly Pact.

The city of Rotterdam, along with local partners, is continuing to deploy the Best Frailty Care program in new areas of the city and adapting the service to fit local seniors’ needs and activities.

Program sustainability is being pursued through collaborations with municipalities, health insurance companies, and local organizations, integrating TOM into local health policies and practices.



I read an article about the Best Frailty Care (TOM) program in a local newspaper. I quickly registered for it, and I was happy to join. The group of seniors I joined was very nice to each other. Thanks to the program I learned how to better keep my balance, and I also changed a few things in my diet. I am making sure I eat enough protein a day. The program was a lot of fun! It made me a little bit more confident and I’m still reaping the benefits. I am happy to be independent.



Ans,
TOM'S PROGRAM PARTICIPANT

Project’s impact

+800 healthcare professionals trained to implement the program

+8000 seniors impacted: 9/10 participants gained strength

-50% total falls 6 months after the program

SAMAS

Transforming the Romanian Healthcare System to Promote Child & Maternal Health



The SAMAS project has contributed to establish a national network of perinatal educators in Romania. These professionals receive specialized training in perinatal health, empowering them to support mothers and parents with informed decisions about nutrition and care during pregnancy and the early years of their babies' lives.

“

I turned to the professionals at the SAMAS Association two weeks after giving birth. A Perinatal Educator came to our home, she provided me with invaluable assistance. I felt like I had a friend by my side and I was able to openly discuss my concerns with her. I believe that the SAMAS Association supports mothers and instills confidence that someone is there to assist them whenever needed.

Denisia Mazilu,

MOTHER SUPPORTED THROUGH SAMAS



Our legacy projects: Inclusive distribution

Before structuring our work around today's key focus areas, Danone Ecosystem developed pioneering initiatives that helped shape our long-term approach to social impact.

Among them, our Inclusive Distribution projects played a central role in empowering vulnerable populations and creating opportunities for local entrepreneurship.

Co-created with partners in 9 countries, these initiatives enabled women and marginalized groups to become micro-entrepreneurs by distributing healthy, affordable products within their communities. Through life-skills training, operational support, and community engagement, they strengthened household livelihoods while expanding access to nutrition.

These early projects laid essential foundations for our current model: people and their communities are at the heart of everything we do. We strive to build truly sustainable initiatives by training and strengthening the capabilities of key professionals and the communities they serve.

With projects like:

Semilla

Semilla is a micro-distribution program designed to create formal employment opportunities for underprivileged women in Mexico City. Through life-skills training and access to start-up equipment, the project supports women in joining door-to-door yogurt sales force, strengthening both livelihoods and community nutrition.

Project’s impact

2,556 micro-entrepreneurs trained

2,300 women micro-entrepreneurs trained



OMDA Sahteen

OMDA Sahteen is a micro-distribution and health-education project co-created to improve quality of life in rural Egyptian communities. It empowers local entrepreneurs by creating income-generating opportunities while raising awareness on nutrition and healthy practices.

Project’s impact

469 people trained (mainly health promoters and sales representatives)

180,264 households sensitized to health and nutrition



Kiteiras

Empowering Women in Brazil Through Inclusive Micro-Distribution



The Kiteiras project has created a network of women micro-entrepreneurs in low-income communities across Brazil. These women receive dedicated training in entrepreneurship, nutrition, and life skills, enabling them to build stable livelihoods as door-to-door vendors while supporting their families and strengthening the well-being of their neighborhoods.



Rooted in Collaboration

Together, let's scale impact and build the food & health system of tomorrow

At Danone Ecosystem, we believe that building more sustainable, inclusive food systems requires collective action. Collaboration is at the heart of Danone Ecosystem's model. Danone Ecosystem's success is rooted in building Strong Partnerships & Collaboration for Long-Term Impact

We partner with NGOs, donors and financing partners, and technical experts to co-create projects that strengthen communities and regenerate nature.



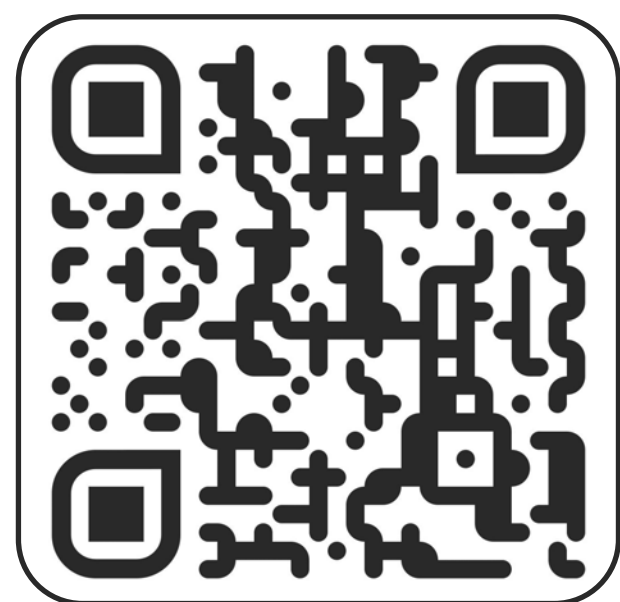
Together, we go further

The challenges we address call for full-system responses. We build alliances across public, private, and philanthropic sectors to design impactful, coordinated solutions. These projects tackle real-world issues in agriculture, waste and water management, and health.

By bridging sectors, we leverage our expertise in social innovation to develop sustainable models, manage complex initiatives, build strong coalitions, and drive systemic change. Our focus is not on temporary fixes, but on lasting solutions.

We are proud to have co-created impact with a wide and diverse network of **92 public and private actors**.

We thank them all for their collaboration and continued partnership!



Scan to explore all our partners worldwide

How do we mobilize strategic co funding and complementary resources to scale our work?

Danone Ecosystem not only gives grants to initiate and de-risk transitions but also mobilizes additional support through strategic partnerships.

By engaging contributors such as philanthropic foundations and development finance institutions, we can combine financial and non-financial resources to scale sustainable impact.

To date, our projects are co-funded with an investment from Danone Ecosystem and its partners. This approach allows projects to benefit not only from financial investment but also from complementary resources such as networks and expertise, helping strengthen outcomes for communities and ecosystems.

Our Partnership Model

We work with partners across different sectors, each bringing essential resources to the table. These models drive systemic change by addressing root causes, promoting long-term solutions, and ensuring that government engagement and public-private partnerships (PPPs) are integral to the lasting success of our projects.

- **Beneficiaries**

People and their communities are at the heart of everything we do. We strive to implement projects that are truly sustainable by training and strengthening the capabilities of key professionals and their communities— from smallholder farmers to other frontline actors shaping local ecosystems.

- **Co-funding and Institutional Partners**

We welcome collaboration with foundations, development banks, public donors, and private co-financiers. Your funding can support our ecosystem or landscape projects through grants, blended finance, or parallel funding.

You can contribute directly to projects, provide aligned support to local partners or help de-risk systemic initiatives. Beyond financial contributions, we value partners who bring additional networks, technical skills, or complementary programs that support knowledge dissemination, capacity building, and the sharing of evidence-based practices

- **NGOs and Local Organizations**

Your field expertise and connection with communities are key to designing meaningful and impactful projects.

We work hand in hand to build initiatives that respond to local needs and create long-lasting change for people and the planet. As frontline actors working daily on the ground, you play a central role in implementation, community engagement and the continuous adaptation of solutions.

- **Technical and Knowledge Partners**

We work with field-based experts and organizations that bring practical, proven know-how to strengthen our projects.

We rely on your technical expertise to design context-specific interventions.



Let's start the conversation

We're always looking for allies committed to building inclusive and regenerative food systems. If you're interested in funding, co-creating, or supporting our mission — let's connect!

We believe in the power of collective action and are always open to exploring new collaborations!

Ready to Dive Deeper?

Want to discover more stories, insights, and local voices behind the projects?

🌟 Visit our website: ecosystem.danone.com

🌐 Follow us on LinkedIn to stay connected: [Danone Ecosystem](#)

Are you a change-maker, innovator, or organization working towards building inclusive and regenerative food systems?

We'd love to hear from you. Let's explore how we can build impact together!

✉ Reach out to us: ecosystem@danone.com





 Danone Ecosystem

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