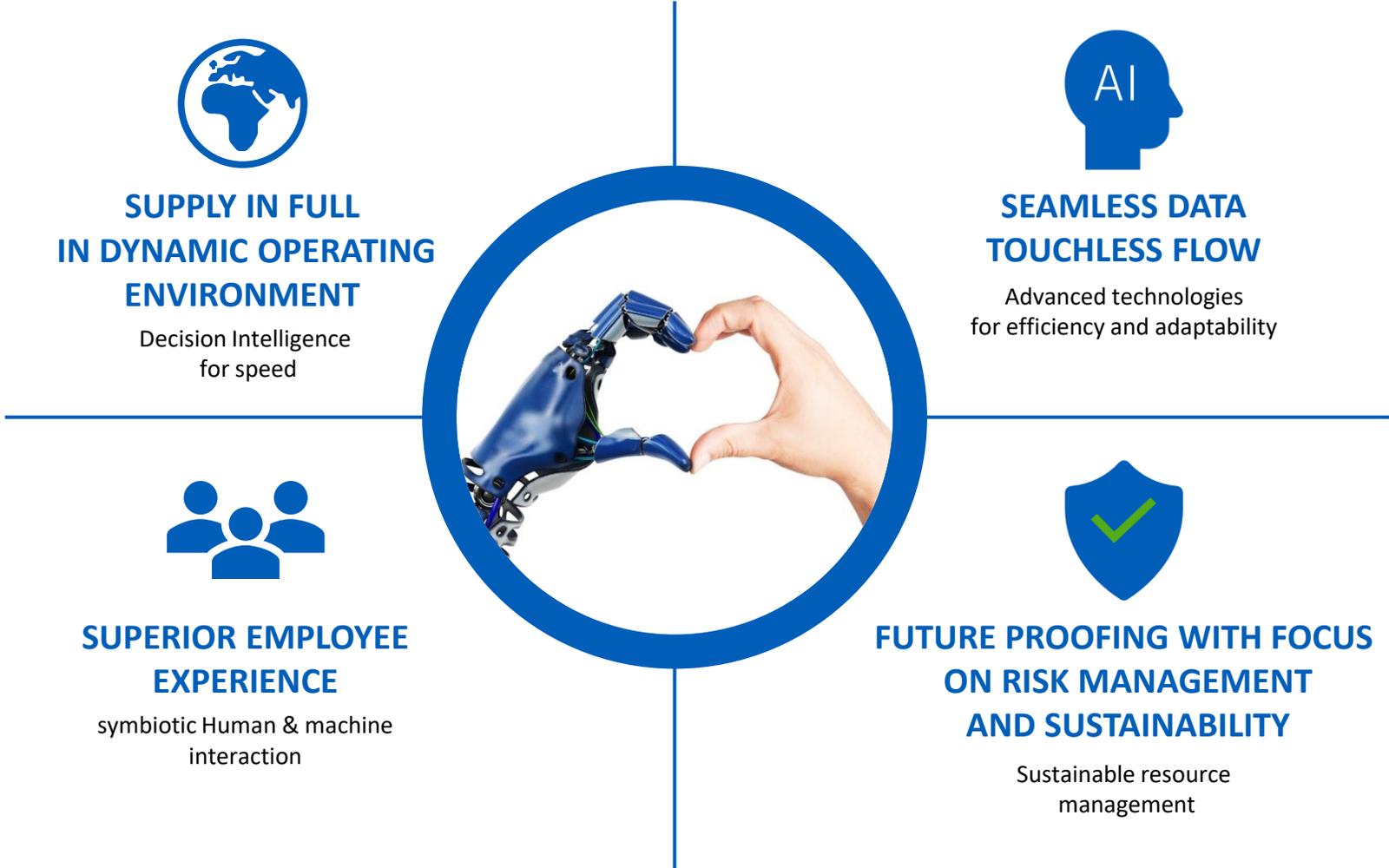


DANONE INDUSTRY 5.0 STRATEGY



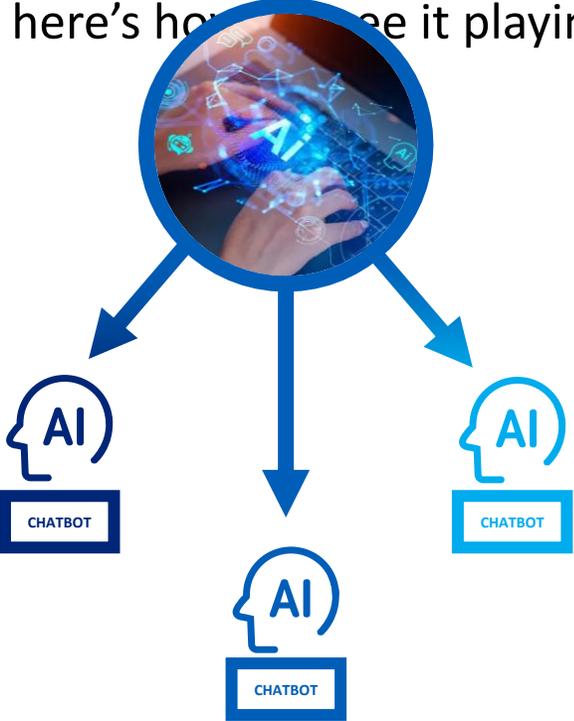
WHAT IS INDUSTRY 5.0

Human centric and digitally enabled end to end operations



EVERY ORGANIZATION'S DIGITAL TRANSFORMATION WILL LOOK DIFFERENT

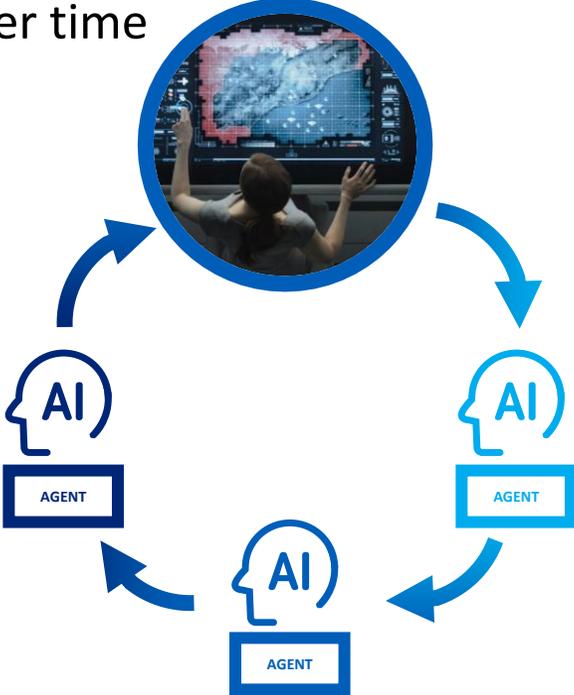
But here's how we see it playing out over time



LEVEL 1

Assistant

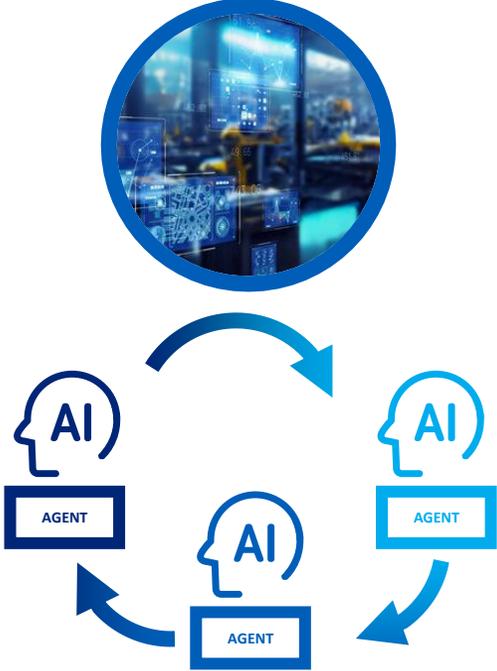
Human query;
chatbots respond



LEVEL 2

Autonomous w/ Human Verification

Humans Lead;



LEVEL 3

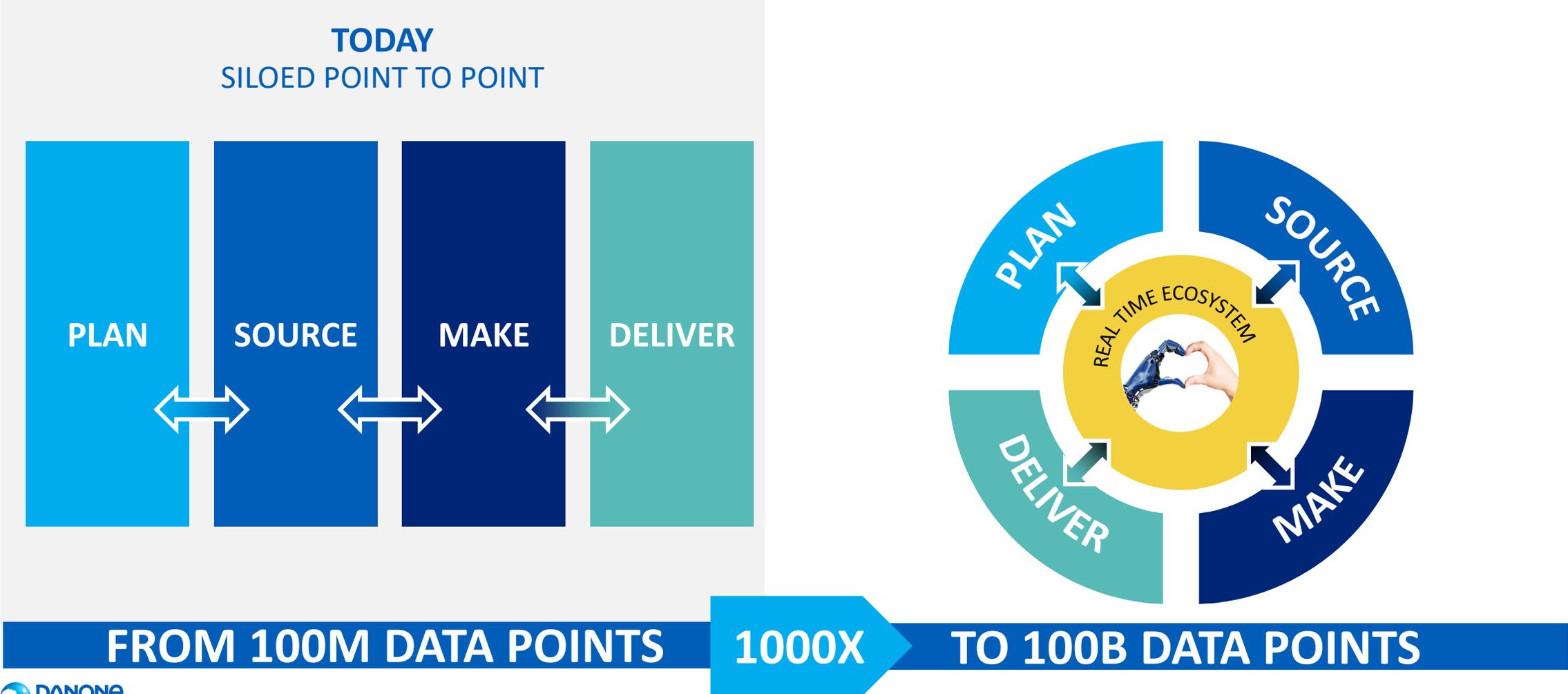
Fully Autonomous

Humans have oversights;
agents operate autonomously

WHAT AI CAN DO FOR US? WHAT AI CAN DO TO US?

WE ARE IMPLEMENTING A KEY ENABLER TO TRANSFORM E2E SUPPLY CHAIN

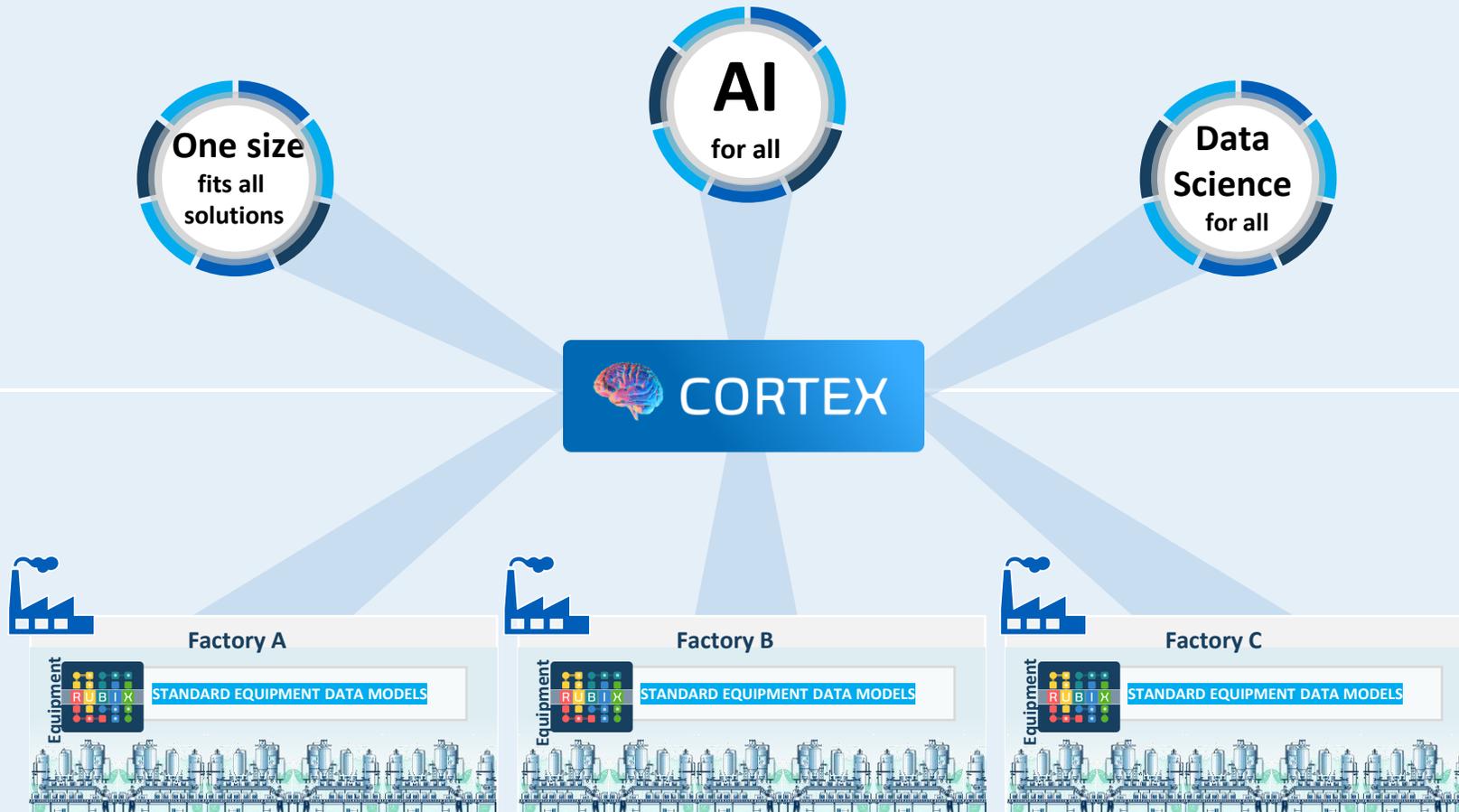
Transition from standalone point to point systems to a real-time event driven environment



INDUSTRY 5.0 MANUFACTURING

Digital Factory of the Future

RUBIX & CORTEX HARMONIZATION LEADS TO SCALE



**STANDARD
CONNECTIVITY**

ENABLES

**1 TIME
INVESTMENT**

LEADS TO

**HORIZONTAL
SCALABILITY**

UNLOCK

**VALUE AT
SCALE**

INDUSTRY 5.0 PACKAGE 5.0

PEOPLE

Enable democratization

27,000

Danoners



MACHINES

Connect our assets



7500

Machines

SYSTEMS

Make systems open & real-time



400+

Systems

INDUSTRY 5.0
ACADEMY



Package

5.0

NEW



solace.

INDUSTRY 5.0 ACADEMY

**Upskilling: a growth engine for
Operations**



THE INDUSTRY 5.0 ACADEMY – A GROWTH ENGINE FOR OPERATIONS

A UNIQUE PLACE WHERE LEARNING, EXPERIMENTATION AND INNOVATION CONVERGE, TO ACCELERATE OUR TRANSFORMATION



*“This is **Dan’Skills** in action ! Equipping our teams with the skills to thrive in a rapidly changing world. It’s about putting people at the heart of everything we do, as we have always done, to prepare us for the future”*

Upskilling

Expertise Building

Productivity Boost

Retention



DAN’SKILLS
Elevating Danone Next-Generation Skills

PARTNER
4GROWTH

THE INDUSTRY 5.0 ACADEMY – A GROWTH ENGINE FOR OPERATIONS

AN INVESTMENT IN THE JOBS OF TOMORROW – A HUB OF EXPERTS WITHIN A POWERFUL LEARNING ECOSYSTEM

2025

FIRST LEARNING CAMPAIGNS



Q1 - IoT Tech Masterclass

Q2 - AI training for Operators

Q2/3 - RPA & GenAI Hackathon

Q4 – Pilot 10+ new Masterclasses + New Hackathon + 40 new e-learning

2026

EXPANSION



Expand to full Operations' scope

Key stats 2025:

- ~300 students
- ~12 masterclasses + ~2 hackathons
- ~20 e-learning

Key stats 2026:

- ~1000 students
- ~36 masterclasses + ~6 hackathons
- ~60 e-learning

GLOBAL INDUSTRY 5.0 ACADEMY

STEP 2 – UNDER STUDY



Start-Up Incubator



Creativity spaces



Location: Opole (PL)



Showroom



Lodging & Guest accommodation

CASE STUDY #1: THE IOT MASTERCLASS



Q1 - IoT Tech Masterclass

INDUSTRY 5.0

IIoT Masterclass



3 Days
In Person Hands-on

Target
Internals & Suppliers

120 People
Trained YTD

Opole
Poland

CASE STUDY #2: THE GENAI HACKATHON

MAY 2025

HACKATHON GOALS

1. Building & Fomenting an AI community

2. Upskilling future tech-savvy talents

3. Consolidating a portfolio of impactful Use Cases

4. Uncovering insights for future training offerings

HACKATHON JOURNEY SUMMARY

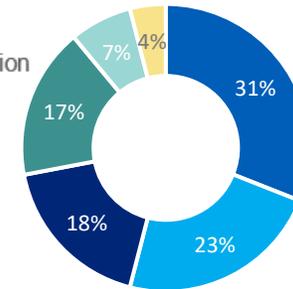
Participants' Upskilling Journey

- +480 hours** Of training sessions completed by participants (live or recordings)
- +50 hours** Of mentorship sessions
- +7 hours** Of e-learning modules content per participant

Participation

At launch

- Digital Transformation & Innovation
- Planning & Supply Chain
- Analysts & Data
- Engineering & Technical
- Management & Leadership
- Trainees/Entry-Level



At Completion

+75 total participants
16 total teams

Your Prototypes

18 final prototypes developed, in 5 key areas:

5 Manufacturing **2** C&P **6** Logistics **2** QFS **3** General Ops

Number of prototypes that incorporated each tool:

12 Power Automate **13** Power Apps **12** Copilot Studio

CASE STUDY #3: AI TRAINING FOR OPERATORS

JUNE 2025



Q2 – AI training for Operators

AI Masterclass FOR OPERATORS

FIRST AI READY FACTORY –
FIRST RUN IN OPOLE FACTORY

DANONE Global AI Academy Vision:

We're equipping our factory teams with AI skills to turn advanced technology into real business impact and prepare future

June 16-17th
Opole

4h trainings
modules (PL, UKR)

400 Operators



Goal: Equip operators with foundational knowledge of AI and practical skills to collaborate with AI-powered tools in manufacturing.



Audience: Factory floor operators, line supervisors, and technicians.



Format: Mix of presentations, demos, and hands-on sessions



Local language: Operators must be trained in their local language for more effective results



Audience division: prerequisites to group the proper participants based on the knowledge level



Practical Danone Examples: implementation of AI for manufacturing/ operators examples