

UNIVERSAL REGISTRATION DOCUMENT



ANNUAL FINANCIAL
REPORT 2025



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UNIVERSAL REGISTRATION DOCUMENT 2025

**THIS UNIVERSAL REGISTRATION DOCUMENT INCLUDES
ALL THE ITEMS OF THE ANNUAL FINANCIAL REPORT**

DANONE

**A French corporation
(*société anonyme*) with share capital
of 170,348,620.75 euros**

**Registered office:
59-61, rue La Fayette, 75009 Paris
Paris trade and corporate register number: 552 032 534**



This Universal Registration Document was filed with the French Financial Markets Authority (*Autorité des Marchés Financiers* or *AMF*) on March 4, 2026, as the competent authority under Regulation (EU) 2017/1129, without prior approval pursuant to Article 9 of the said regulation.

The Universal Registration Document may be used for the purposes of an offer to the public of securities or admission of securities to trading on a regulated market if completed by a securities note and, if applicable, a summary and any amendments to the Universal Registration Document. The whole is approved by the AMF in accordance with Regulation (EU) 2017/1129.

This is a free translation into English for information purposes only.

*Copies of this Universal Registration Document are available from Danone at: 59-61, rue La Fayette – 75009 Paris, on Danone's website: www.danone.com and on the website of the Autorité des Marchés Financiers: www.amf-france.org.
A PDF version for visually impaired readers is available at www.danone.com*

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Chief Executive Officer Statement

Antoine de SAINT-AFFRIQUE



“2025: Another year
of strong delivery”

“In 2025, we again delivered broad-based, quality growth, reaffirming the strength and resilience of our health-focused portfolio. Like-for-like sales grew +4.5%, driven by positive volume/mix and supported by our multi-engine growth model.

All categories and geographies contributed, with strong momentum in China, North Asia & Oceania, and sustained progress in Europe. We continued to perform, expand our recurring operating margin, improve ROIC and generate strong free cash flow, while transforming the company and reinvesting in capabilities, science, and innovation.

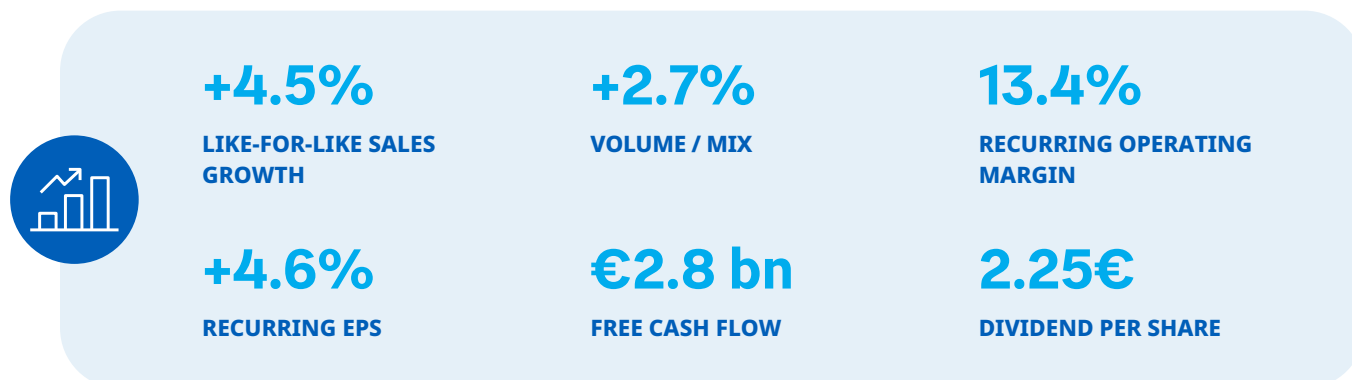
As we advance Chapter 2 of Renew Danone, we are reshaping our portfolio: scaling U.S. Medical Nutrition, strengthening our dairy strongholds, advancing microbiome science, and accelerating digitalization. Yet we remain clear-eyed: there is more to do and some areas still require further progress.

Looking ahead to 2026, in a world that remains volatile, we remain disciplined and fully committed to our science-based and consumer and patient centric approach. We enter the year with confidence, aligned with the mid-term ambition we have set out.”

Antoine de SAINT-AFFRIQUE,
Chief Executive Officer

Key figures 2025

FINANCIAL INDICATORS



SUSTAINABILITY INDICATORS



(a) Scores obtained as part of CDP Climate Change, CDP Water Security and CDP Forest.

Key financial figures

	Year ended December 31			
	2024	2025	Reported changes	Like-for-like changes ^(b)
(in € millions unless stated otherwise)				
Sales	27,376	27,283	(0.3)%	+4.5%
Recurring operating income ^(a)	3,558	3,665	3.0%	
Recurring operating margin ^(a)	13.0%	13.4%	44 pb	
Recurring net income – Group share ^(a)	2,345	2,461	5.0%	
Net income – Group share	2,021	1,825	(9.7)%	
Recurring EPS (in €) ^(a)	3.63	3.80	4.6%	
EPS (in €)	3.13	2.82	(10.1) %	
Free cash flow ^(a)	3,003	2,799	(6.8)%	
ROIC	10.0%	10.7%	62 pbs	

(a) Financial indicator not defined in IFRS, see definition in section 2.6 Financial indicators not defined in IFRS.

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OVERVIEW OF ACTIVITIES, RISK FACTORS





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1.1 PRESENTATION OF DANONE

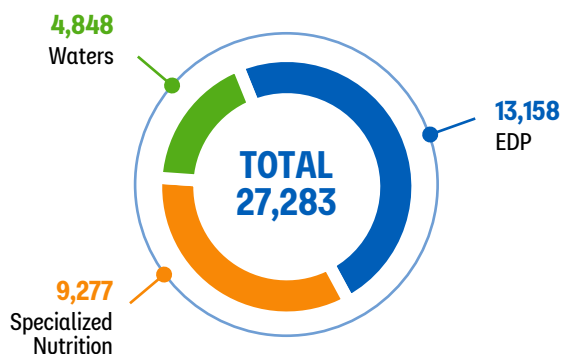
ACTIVITIES

Danone operates in healthy and on-trend Categories growing faster than the average food and beverages sector:

- Essential Dairy & Plant-Based (EDP) products (48% of the Group's sales in 2025). Essential Dairy mainly covers yogurts (classic and drinkable), including value-added and functional segments such as immunity, gut health or high protein, coffee creations (coffee creamers and ready-to-drink coffee beverages) and desserts. Plant-Based products mainly include plant-based beverages and plant-based alternatives to yogurts, but also other categories (plant-based ice creams, frozen desserts, coffee drinks and cheese);
- Specialized Nutrition (34% of the Group's sales in 2025), which covers formulas and complementary feeding for babies and young children, as well as food for special medical purpose for children and adults. The medical nutrition for children includes nutrition products designed to meet the specific needs of children diagnosed with certain medical conditions (in particular certain allergies). The portfolio of adult medical nutrition includes oral nutritional supplements for patients including those for patients suffering from malnutrition caused by illness as well as tube feeding for patients who can no longer feed themselves normally;
- Waters (18% of the Group's sales in 2025), which includes plain water, flavored water and functional beverages.

CONSOLIDATED SALES BY CATEGORY

(in € millions)



In terms of value, Danone holds the following leadership positions (in the relevant categories and markets):

- no. 1 worldwide for fresh dairy products;
- no. 1 worldwide for plant-based foods and beverages;
- no. 2 worldwide for packaged waters;
- no. 2 worldwide for early life nutrition;
- no. 4 worldwide for adult medical nutrition.

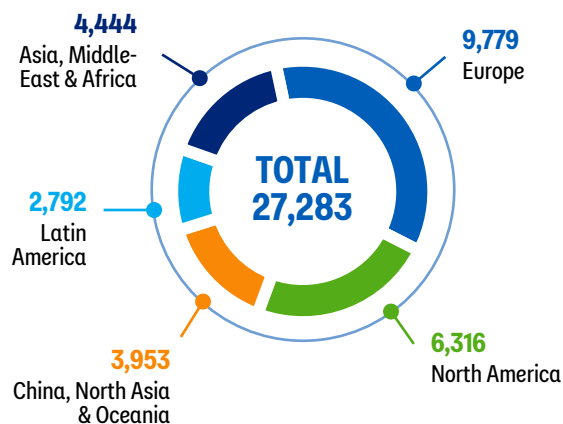
MAIN MARKETS

Danone operates in five geographical zones:

- Europe (36% of the Group's sales in 2025), with France, Spain, Germany and the United Kingdom being the largest markets. Europe covers all Categories, from EDP to Waters and Specialized Nutrition;
- North America (23% of the Group's sales in 2025), which includes the United States and Canada. The largest businesses are Essential Dairy, including yogurts, coffee creations, and Plant-Based products. Danone is also present in Specialized Nutrition and Waters;
- China, North Asia & Oceania (14% of the Group's sales in 2025). China is the largest country in the zone, where Danone holds strong leadership positions in infant formula, medical nutrition, and Waters. The zone also includes Japan, where Danone sells Essential Dairy products, as well as Australia and New Zealand for Specialized Nutrition;
- Latin America (10% of the Group's sales in 2025), with the largest contributors being Mexico, Brazil and Argentina;
- Asia, Middle-East & Africa (16% of the Group's sales in 2025). The zone notably includes Asia Pacific, where the leading country is Indonesia, and Africa and the Middle East, where the largest markets are Turkey and Morocco.

CONSOLIDATED SALES BY GEOGRAPHICAL ZONE

(in € millions)



Top ten countries in terms of sales

(in percentage)	Year ended December 31	
	2024	2025
United States	21%	20%
China	11%	12%
France	8%	8%
United Kingdom	6%	6%
Indonesia	6%	5%
Mexico	5%	5%
Spain	4%	4%
Germany	4%	4%
Poland	3%	3%
Canada	3%	3%

Changes in ranking from one year to another can be influenced by currency fluctuations, especially within emerging markets.

Top ten customers

In 2025, Danone's top ten customers worldwide (three of which are French) accounted for approximately 20% of its consolidated sales; the top five customers represented approximately 14% of its consolidated sales.

1.2 STRATEGIC PRIORITIES

Danone's mission is to bring health through food to as many people as possible. This mission is rooted in Danone's dual project, as it was defined in 1972 by the Group founder and then CEO Antoine RIBOUD during a landmark speech in Marseille. Today the Group has kept this ambition to create both shareholder and societal value.

ON-TREND HEALTHY CATEGORIES GROWING FASTER THAN THE AVERAGE FOOD & BEVERAGE

Danone operates in growing, healthy and on-trend categories: Essential Dairy & Plant-Based products (EDP), Waters and Specialized Nutrition.

In each of those segments, the Group has a unique positioning in the industry, with:

- a leading position in all categories and geographies in which the Group operates: in 2025, Danone is worldwide number one in Fresh Dairy products, number one in Plant-Based food and beverages, number two in Packaged Waters, number two in early life nutrition and number four in adult medical nutrition;
- a focus on dynamic categories:
 - in Essential Dairy products, 70% of Danone's revenues come from value-added and functional segments such as high protein, gut health, immunity, indulgence, or coffee creations. In these segments, the Group enjoys leading positions with a powerful mix of global and local brands. Essential Dairy offers a unique balance of nutritional profile, carbon footprint and affordability in comparison to other sources of animal and plant-based protein,
 - in Plant-Based, Danone is a leader within a category benefiting from the rise of flexitarianism. The Group is mainly present in Europe and North America with a portfolio spanning across many key segments, from the established beverages segment to more nascent ones such as yogurts, cheese and ice cream,
 - in Waters, the Group takes advantage of favorable long-term trends and of a balanced portfolio between safe tap-water markets, where its priority is to expand its premium brands across segments, occasions and channels, and non-safe tap-water markets where it leverages its unique consumer access to deliver the healthiest hydration,
 - in Specialized Nutrition, Danone has a strong position providing milk formula tailored to the needs of babies. It also supports patients with various medical conditions, such as allergies, metabolic disorders, cancer or stroke, through its pediatrics and adult medical nutrition;

- a portfolio of strong brands focused on superior health, nature and social impacts:
 - a strong platform of global brands such as *Aptamil*, *Actimel*, *Activia*, *Danone*, *YoPro*, *Neocate*, *Nutricia* and *evian*, complemented by strong leading local brands,
 - a strong focus on health: in 2025, 87.8% of product volumes sold scored ≥ 3.5 stars under the Health Star Rating system. Danone has also been awarded #1 position in the 2025 Global Access To Nutrition index (ATNi), which assesses the world's 30 largest food and beverage manufacturers,
 - a pioneering role in sustainability: Danone has a comprehensive and quantified roadmap (the Danone Impact Journey) and is delivering it at pace with objectives and milestones. Danone has also achieved B Corp™ certification worldwide in 2025, becoming a global leader in B Corp™ certification at scale,
- Danone has been recognized Triple A by CDP for 2025 – one of only 23 companies worldwide to achieve this distinction across climate change, water stewardship, and forest preservation. Out of nearly 20,000 companies scored, this places Danone among the global leaders in environmental transparency and performance;
- a broad geographical footprint, offering a balanced exposure to emerging markets and mature markets;
- strong science and innovation assets and capabilities around gut health, fermentation, dairy and plant-based protein, healthy hydration, infant nutrition, pediatrics and adult medical nutrition.

A RADICAL TRANSFORMATION WITH RENEW DANONE STRATEGIC PLAN

In 2022, CEO Antoine de SAINT-AFFRIQUE, together with the leadership team, presented Danone's new strategic plan, Renew Danone.

It was articulated around four strategic pillars:

- strengthening Danone's competitiveness in core categories and geographies ("Win where we are");
- selective expansion of Danone's presence, in terms of segments, channels and geographies ("Expand where we should be");
- active seeding of future growth avenues ("Seed the future");
- active portfolio rotation ("Manage our portfolio").

The plan was based upon an end-to-end step up in the quality of execution, a strengthened innovation model geared for scale and impact, and increased investments behind Danone products (through superiority), brands (more advertising and promotion) and capabilities (notably operations and R&I), and putting science back at the heart of the company. Renew Danone was designed to create the conditions for a sustainable and competitive growth.

Since 2022, Danone has consistently delivered on Renew Danone, and implemented a radical transformation to restore its performance, competitiveness and value creation for the long term.

Win where we are

In order to "Win where we are", Danone deployed a three-fold approach that started with (i) driving the Core. Core products and brands benefited from an increased support and focus, notably in terms of category management, advertising & promotion and Research and Innovation investment.

For example, the EDP category performance improved significantly between 2022 and 2025, delivering robust growth, sequentially improving volume/mix, and enhancing its competitiveness across many countries. This was notably made possible by the prioritization of the key platforms, the repositioning of the key brands and the review of product portfolio, including the rationalization of least value-creative Stock Keeping Units (SKUs).

What has been done with the worldwide *Aptamil* platform is another example of what the Group is aiming for, combining both the renovation of its core and consumer-centric innovation.

"Win where we are" also meant (ii) fixing the underperformers, with the right sense of urgency, and considering all options to create value with the Group assets. The successful turnaround of *Mizone*, in China, deploying the renewed *Mizone* proposition, is a good illustration of this effort.

Finally, Danone was set on (iii) boosting its winners *i.e.*, products and brands that were growing fast and where it had a competitive advantage, that should be rolled out faster at a global level and supported with more consistency over time.

Strongly focusing resource and investments to these platforms, with a consistent effort on science, product superiority and differentiating technology, paid off, as shown by the performance of the winning platforms such as high protein and medical nutrition.

Expand where we should be

Danone also intended to expand where it should be:

- broadening its segment coverage, entering new adjacent categories or formats with strong growth potential, as it did with sparkling and flavored water;
- diversifying its revenue base, notably by entering new categories in some of its existing markets, to broaden and diversify its sources of growth and profit;
- expanding its channel footprint, lessening its dependency on mass retail, and ensuring the Group has its fair share in out-of-home, pharmacies, and food services. These strategic channels now represent more than 50% of Danone's sales, and grew by 2 to 3 times faster than mass retail in 2025;
- further accelerating in digital, building on the strong partnerships it has already developed and leveraging the learnings of its platform in China.

Seed the future

Danone has been seeding the future, exploring opportunities (products, categories, services) that:

- are a natural growth area for Danone, given its assets and capabilities;
- have the potential to structurally improve the Group's resilience.

Danone is now fully leveraging its ecosystem. At the end of 2023, the Group launched "Partner for Growth", a global strategic partnerships program aiming to identify and develop partnerships, to seize consumer trends and unlock growth opportunities for both Danone and its partners.

In June 2024, Danone, Michelin, the American start-up DMC Biotechnologies and Crédit Agricole Centre France, agreed to create the Biotech Open Platform to bolster the development of advanced fermentation processes, particularly precision fermentation, on a larger scale. Furthermore, in July 2024, Danone announced it is exploring a multi-year collaboration with Microsoft to integrate artificial intelligence (AI) throughout Danone's operations. Through the collaboration, the Group has launched a Danone Microsoft AI Academy, dedicated to upskilling all Danone employees to ensure that they are equipped with the AI and digital tools they need to thrive in the new AI-driven economy.

Danone repositioned its venture Fund, Danone Ventures, with objectives to focus on new health and agriculture technologies.

Manage our portfolio

The fourth pillar of "Renew Danone" was a tighter management of Danone's portfolio, seeking to dispose or divest of activities that were underperforming and/or not fitting with Danone's strategic agenda. In the 2022-2024 period, the company rotated around 9% of its revenues, with notably the sale of *Michel & Augustin* in February 2024, the sale of *Horizon Organic* and *Wallaby* businesses in April 2024, and the disposal of its EDP business in Russia in May 2024.

This was complemented with small, but strategic acquisitions, for example of *Functional Formulaires* and *ProMedica* in the medical nutrition category.

Critical enablers

Finally, the Renew Danone four strategic pillars were underpinned by four critical enablers:

- rebuild strong capabilities, with (i) a greater focus on Research & Innovation and operations, (ii) transformed IT and data and (iii) more integrated shared-service centers;
- drive a major cultural shift, evolving short-term and long-term incentives but also driving a performance culture and constructive dissatisfaction mindset;
- align performance and purpose to build a more sustainable Group, leveraging Danone's pioneering role in this area (attested by ATNi – Access to Nutrition initiative, CDP, MSCI ESG index), protecting its license to operate but also generating more impact for its sustainable initiatives by ensuring they are systematically supported by a strong business case;
- ensure Danone relies on sustainable business models through initiatives which create resilience and competitiveness for Danone and for its natural and human ecosystem. Danone's pioneering role in sustainability and unique health portfolio enables it to deploy projects at scale with impact.



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RENEW DANONE NEXT CHAPTER

After two years of material progress, Antoine de SAINT-AFFRIQUE and the leadership team opened in June 2024 at Danone's Capital Market Even the next chapter of the Renew strategy. Danone's next chapter is building on the fundamentals re-established between 2022 and 2024: science and innovation, operational and executional discipline, and proactive portfolio management.

In particular, Danone is projecting itself into the future of health and nutrition by transforming, whilst driving performance:

- gradually pivoting the way it addresses its categories, emphasizing notably protein and gut health;
- broadening some of its business models, accelerating in "away-from-home" and medical nutrition;
- further expanding its geographic footprint.

Pivoting the way we address our categories

Danone is gradually pivoting the way it addresses its categories, looking at its markets in a consumer and patient-centric way. This then changes the way Danone looks at its categories from yogurt to gut health and protein expert, from plant based to plant powered, from waters to healthy hydration. In parallel, the Group is driving the success of its medical nutrition business to address the structural trend of ageing populations, whilst evolving infant milk into a more differentiated, more value-added early-life nutrition business.

Broadening some of our business models

Danone is broadening some of its business models to respond to external trends and capitalize on growth areas. For example, the Group is extending its patient journey by developing its presence in post-discharge care, as well as homecare. The company is also accelerating its away-from-home offer in Essential Dairy Products and Plant-Based as well as Waters.

Further expanding our geographic footprint

Danone will keep winning in the geographies where it is strong and has a balanced portfolio, like Europe, while expanding where its presence is narrow, such as in the US, but also catching some opportunities in geographies where it has low presence, such as India or South-East Asia.

Moving to the front foot on portfolio management

The Group is taking a more balanced approach to its portfolio management. It has become more active on the acquisitions side, focusing on targets that fit with its strategy, whilst having a positive contribution to its financial performance. In 2025, Danone notably acquired a majority stake in *Kate Farms*, a fast growing and #1 doctor-recommended plant-based medical nutrition brand in the U.S., and The Akkermansia Company (TAC), a Belgian company specializing in next-generation biotic research. At the same time, Danone will continue to optimize its portfolio, in order to strengthen the Group in the long term.

Committed to long-term value compounding model

Committed to a long-term value compounding model, Danone aims to consistently deliver attractive returns, and expects, for the 2025-2028 period, like-for-like net sales growth between +3% and +5%, and recurring operating income to grow faster than sales.

This financial guidance should allow Danone to deliver a structurally double-digit return on invested capital (ROIC) and progress towards its long-term ambition of sustainably delivering €3 billion free cash flow.

1.3 DESCRIPTION AND STRATEGY OF THE ZONES

Starting 2022, as part of its Renew Danone strategy, Danone monitors and evaluates its operational performance by geographical zones to reflect the implementation of its new Local First organization.

Until December 31, 2025, the company operated through the following 5 geographies: Europe, North America, CNAO (China, North Asia & Oceania), Latin America and AMEA (Asia, Middle East & Africa).

From January 1, 2026, the company will operate through 3 geographies: EMEA (Europe, Türkiye, Middle-East & Africa), Asia Pacific and Americas (as announced in August 2025).

EUROPE

Market and Zone description

Europe is Danone's largest operating geographical zone, covering more than 20 markets and serving more than 500 million consumers and patients across all channels. It generated €9.8 billion net sales in 2025 (36% of Danone total net sales), with a balanced portfolio covering all categories: dairy products, plant-based products, yogurt & desserts, Waters, Specialized Nutrition which includes infant milk formulas, pediatric specialties, adult medical nutrition, and baby food. Most of the medical nutrition products (that are often reimbursed by healthcare systems) are recommended or prescribed by healthcare professionals (doctors, medical personnel in hospitals, nursing homes and pharmacies).

The zone is home to over 26,000 Danone employees and to a powerful network of R&I, manufacturing and logistics assets.

Europe is the historical birthplace of Danone, where the first yogurt was made and sold in a pharmacy in Barcelona over 100 years ago. Today, the geographical zone is home to some of Danone's most iconic brands, with strong resonance and heritage and leverages a balanced portfolio of global brands (*Aptamil*, *Actimel*, *Activia*, *Danone*, *Alpro*, *Nutricia*, *evian*, *Volvic*) and strong regional and local brands in all Categories (e.g., *Danette* in Dairy, *Zywiec Zdroj* in Waters in Poland, *Blédina* in baby food in France), delivering health, nutrition and positive impact for consumers and patients across their life. Danone's largest markets in Europe are France, the United Kingdom, Spain and Germany.

Danone is market leader, in 2025, in all the Categories in Europe where it plays.

Today more than ever, European consumers are looking for great-tasting, natural and sustainably produced foods and nutritional solutions that support their health and their immune systems, and that can be consumed at different moments throughout the day via convenient formats.

Europe zone is highly committed to sustainability and has a strong roadmap in place, for example:

- to support farmers' transition to Regenerative Agriculture;
- to increase the use of recycled PET in key water brands such as *evian* and *Volvic* (both 100% rPET in 2025) and continuously improve the recyclability of packaging across all categories. For example, a Blédilait fully recyclable bag in box format was launched in 2025;
- to reduce sugar below 10g/100g of product for more than 95% of the kids product portfolio, with *Danonino* and *Actimel* now 100% below 10g.

Strategy

Aligned with Danone's mission, Europe zone aims at bringing health through food to as many people as possible, impacting positively people's health and planet and delivering sustainable profitable growth, always putting consumers & patients at the center. Leveraging the Renew Danone strategic framework, Europe's strategy mainly focuses on:

- the strengthening of Danone's competitiveness in core Categories, pushing for innovation & product superiority – starting with Dairy in gut health and immunity with *Activia* and *Actimel*; indulgence, with *Danette*; plant-based yogurts and beverages leveraging the *Alpro* brand ; and early life nutrition (with both *Aptamil* and our Regional brands) and medical nutrition from infant to adult, building on the strength of Danone trusted brands and unique market access model;
- the accelerated expansion in attractive and growing segments such as protein, Adult Medical Nutrition or aquadrinks (such as *Volvic Vitamin +*), while also continuing to expand in growing channels such as e-commerce, pharmacies, discounters and away-from-home.



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NORTH AMERICA

Market and Zone description

North America, comprising the United States and Canada, is Danone's second largest geographical zone, contributing 23% of total sales (€6.3 billion) in 2025.

The zone holds leading or strong challenger positions across multiple high-growth and strategically important categories:

- **Yogurt:** Danone's largest category in the zone, anchored by trusted, heritage-rich brands with strong local relevance, including *Oikos*, *Activia*, *Danimals*, *Light + Fit*, and *Too Good*. Danone is the market leader in Yogurt in both the United States and Canada;
- **Coffee Creations:** spanning coffee creamers and ready-to-drink coffee beverages, primarily under the *International Delight* and *STÖK* brands. These offers enable consumers to recreate premium coffeehouse experiences at home or on the go;
- **Plant-Based:** led by the *Silk* and *So Delicious* brands, this portfolio includes beverages and food products that support diversified protein intake while delivering nutritious, great-tasting dairy-free options;
- **Waters:** Danone participates in the North American Water category through its premium *evian* brand;
- **Early Life Nutrition:** focused on organic baby food and organic infant milk formula, led by the *Happy Family* brand;

- **Medical Nutrition:** centered on pediatric and adult nutrition solutions addressing cow's milk allergies, tube feeding requirements, faltering growth, and other conditions requiring dietary management. The portfolio includes *Nutricia*, *Real Food Blends*, *Functional Formularies*, and *Kate Farms* – acquired in July 2025, expanding Danone's offering across both medical and everyday nutrition needs.

Across the region, Danone is well positioned to serve core and evolving consumer demand drivers, including a heightened focus on health and wellness (particularly protein-rich nutrition), sustained at home consumption, accelerated digital shopping and engagement, and increased social connectivity.

Strategy

In North America, Danone's strategy centers on accelerating growth of its consumer-centric brands across priority segments, while creating joint value with customers to broaden reach with shoppers. This is supported by a continued focus on strengthening core capabilities that enable sustainable growth, operational efficiency, and structural advantage, alongside unlocking the power of its people to build a differentiated cultural advantage.

CNAO (CHINA, NORTH ASIA & OCEANIA)

Market and Zone description

The CNAO (China, North Asia & Oceania) geographical zone operates across four markets (China, Japan, Australia, and New Zealand). It generated €4.0 billion sales in 2025 (14% of Danone total sales). In CNAO, Danone holds leading or strong challenger positions across all categories and territories where it plays and is gaining share with a compact portfolio of locally relevant value propositions.

In China, the barycenter of the geographical zone and Danone's second largest market in terms of sales, the Group has built three solid business platforms with distinctive assets:

- with a large Infant Milk Formula platform, Danone is a clear leader among multinational companies thanks to a competitive portfolio of premium Chinese and international labels, supported by global and local science. The *Aptamil* brand is a leading brand in the market, and the most successful global infant milk formula brand in China today. Danone continues to add value through leading innovations with cutting-edge formula aiming to be one step closer to human milk, while excelling in consumer engagement and market efficiency, supported by advanced digital capabilities;
- Danone holds also a prominent position in two key therapeutic areas within the medical nutrition sector: adult enteral nutrition and pediatric nutrition for allergy and growth challenges. The Group is

present in over 90% of the top tier hospitals and serves more than half of China's total hospital patients, enjoying a strong trust among authorities and scientific experts. Moreover, Danone is expanding its reach beyond hospitals and into communities through its oral nutritional supplements (ONS);

- finally, Danone Beverages China Business Unit, centered around the *Mizone* brand, operates a lean and efficient business model with a significant local manufacturing footprint, achieving industry leading productivity and a cost-effective route to market for convenience stores and traditional trade. Consumed by over 450 million urban Chinese, *Mizone* enjoys extensive numerical distribution and holds the leading position in functional beverages, thus spearheading the expansive beverage category.

Danone Japan is committed to driving growth in the fresh dairy and plant-based categories. A strong challenger, it holds the top position in protein yogurt and ranks fifth in the dairy category and is rapidly growing, bolstered by functional brands *Bio (Activia)* for gut health and *Oikos* for high protein. The Group excels in driving category premiumization by offering products with differentiated functional benefits. In Australia and New Zealand, Danone is the clear leader in infant milk formula and healthcare nutrition, delivering robust growth across all categories in 2025.

Strategy

CNAO is a growth focus for Danone and will continue to leverage its proven local assets and resilience to push for further market share gains, as well as diversifying the portfolio by entering adjacent categories where appropriate.

To execute this strategy, Danone will leverage its digital and data expertise, to enhance media efficiency and content effectiveness, master social and e-commerce, as well as strategically control the expansion of

route to markets. Danone's leading-edge global science will be further complemented by local real-world evidence from health tech initiatives, demonstrating its impact on local health through nutrition.

Leveraging its robust R&I infrastructure in China, Danone drives tailored innovations for the Chinese market while delivering scalable solutions with global impact, positioning itself at the forefront of domestic and international growth opportunities.

LATIN AMERICA

Market and Zone description

In Latin America, the Group benefits from a portfolio of strong local and global brands that have a great consumer relevance. In 2025, the geographical zone generated €2.8 billion net sales (10% of Danone's total net sales) across all Categories mainly in Mexico, Brazil and Argentina.

Dairy and Plant-based products are distributed in all main countries of the zone (Mexico, Brazil, Argentina and Uruguay) with leadership position on high protein and kids products notably. Main brands available in Latin America are *Danone*, *Danonino*, *La Serenisima*, *Activia* and *Danette*.

Specialized Nutrition is available for both infants and adults. In Argentina, Danone is the number one player for infants. Global brands are well deployed across markets with the distribution of *Aptamil*, *Nutrilon*, *Neocate* and *Nutridrink*.

Waters relies on powerful local brands such as *Bonafont* or *Salus* in Uruguay, which stands as undeniable market leader. The Category plays an important role in countries where tap water is considered unsafe.

Strategy

Latin America is a key region for the Group, where Danone will keep focusing on profitable growth through the following levers:

- drive essentiality and superiority of core business;
- accelerate on functional and kids propositions in Essential Dairy Products ; boost yogurt consumption by making it essential through relevant health offerings (High Protein, Greek, Natural);
- expand across channels ; expand home care business for specialized nutrition, a nascent channel with high growth potential in the region;
- keep creating value whilst delivering on Danone Impact Journey.

AMEA (ASIA, MIDDLE-EAST & AFRICA)

Market and Zone description

The AMEA geographical zone spans across South and South East Asia, Central Asia and Caucasus, Turkiye, the Middle East as well as Africa and is made up of mostly emerging markets that cover approximately half of the world population and approximately 2/3rd of the life birth globally. In 2025, the AMEA zone generated sales of €4.4 billion (16% of Danone's total sales) growing above company average despite a very volatile geopolitical and macro-economic context. Danone is present across the AMEA zone with all Danone's Categories:

- Specialized Nutrition has the largest geographical spread across the Zone with leading positions in infant milk formulas in several countries: Indonesia, Thailand, Malaysia, India, UAE, Turkey as well as the majority of countries in Africa;
- in EDP, with presence in a large number of countries across the African continent, where Danone is the leader in fresh dairy overall as well as in Turkey and Central Asia;
- in Waters, with leading positions in Indonesia and presence in Turkey.

The Group benefits from a portfolio of strong local heritage brands as well as global brands, that contributed to create and build categories and have a deep consumer connection:

- Specialized Nutrition with iconic regional brands like *SGM*, *Dumex*, *Bebelac*, *HiQ*, *Nursie* or *Phosphatine* or global brands above all like *Aptamil*;
- in EDP with iconic local brands like *Nutriday*, *Ultramel*, *FanMilk*, *Jamila*, *Salim* and *Trêfle* as well as global brands like *Danone*, *Activia*, *Danonino* and *Danette*;
- in Waters with brands like *AQUA* and *Vit* (Indonesia) as well as *Hayat* and *Sirma* (Turkiye).

Danone sells its products across channels, with presence in millions of traditional and proximity stores, serving the fast-growing modern trade channel, hospitality channel as well as specialized channels like pharmacies and hospital channels. E-commerce and Quick Commerce (e-commerce model focused on ultra-fast delivery of essential products) continues to accelerate across the geographical zone and Danone is leading this trend, enjoying strong share positions especially in South-East Asia and the Middle East for example.



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The zone focuses its sustainability efforts on actions that are locally relevant and fully contributing to the Danone Impact Journey. Examples include:

- an affordable infant milks and cereals formula offering that help consumers tackle iron deficiency;
- continued efforts to lead circularity for the Water business in Indonesia;
- a commitment to develop a sustainable milk value chain (impacting thousands smallholder farmers in its milk collection network in Africa); and
- solid watersheds preservation programs.

Strategy

AMEA will continue to be a growth engine for Danone, with a focus on:

- driving core portfolio: Specialized Nutrition, Waters and EDP brands e.g., expanding Specialized Nutrition for scale in India, South-East Asia, Africa, and Middle-East;
- focused turnaround initiatives: address underperformance in key markets, especially Indonesia Waters and Dairy in Sub-Saharan Africa, doubling down on category growth and market share improvements behind sharper brand propositions, innovation, and improved sales execution;
- doubling down on growth bets: sustain momentum in Specialized Nutrition in South- and South East Asia as well as in the Middle East

and Africa region as key growth opportunities. Continue to expand the geographical presents through new market entries in Infant Nutrition and expand into adjacent categories leveraging existing strong businesses;

- broadening Danone's reach: accelerate e-commerce and strengthening route to market expansion in general trade across the region;
- enablers: invest in people and digital/data capabilities are two critical enabler to succeed in the future – building future-fit skills, improved Route-to-Market reach and better sales execution and continued strong operational efficiencies;
- key growth levers have been focused across important regional platforms such as:
 - IDA (Iron Deficiency & Anemia) across local and regional brands such as *Bebelac*, *Nursei*, *SGM* and *Dumex*,
 - extending the nutrition journey beyond two years of age with *HiQ* (High-Quality brand products in ELN across stages in powder & liquid format) Ready to Drink offers,
 - premium infant nutrition with *Aptamil* in white spaces like C-section,
 - PAEDS specials across Allergy, GI and Metabolics,
 - indulgence (with *Danette* and *Oikos*),
 - kids functional nutrition in Africa and Turkey,
 - affordable nutrition (e.g. Nigeria, Algeria with *Trèfle*) and Egypt with *El Baraka*.

1.4 OTHER ELEMENTS RELATED TO DANONE'S ACTIVITY AND ORGANIZATION

DISTRIBUTION

Although they vary to reflect local specificities, Danone's distribution models reflect five main approaches:

- distribution aimed at major retail chains (hypermarkets, supermarkets, chained convenience, discounters);
- distribution to traditional independent proximity market outlets;
- distribution to e-commerce channels;
- distribution to away-from-home outlets (e.g., hotels, restaurants, coffees);

- distribution to specialized distribution channels (hospitals, clinics, pharmacies and homecare).

Danone is constantly streamlining its logistics flows in order to improve service quality while reducing costs. This policy is based on an ongoing assessment of its organization, notably through outsourcing of distribution in collaboration with specialized companies.

Major retail chains (hypermarkets, supermarkets, chained convenience, discounters)

Danone establishes global partnerships with its main customers in order to help develop the sales of its products. These partnerships are based on jointly developed business plans that cover all aspects of the global collaboration and highlight the key growth pillars such as logistics collaboration, channel specific sales development, Categories development, global sustainability projects such as food waste, recycling programs, health improvement programs or food safety management.

More specifically, Danone has taken several initiatives to work closely with large retailers in order to optimize the flow of goods and the inventory levels of its customers with the Efficient Consumer Response (ECR) approach. In addition to inventory management, automatic inventory replenishments and just-in-time delivery, ECR aims at working with distributors to better manage consumer demand and expectations at the sales points. To that end, the Group has implemented shared inventory management systems with its leading distributors that are used to coordinate inventory levels among stores, as well as at the distributors' and Danone's warehouses.

Danone also works with its customers to develop specific marketing activities such as joint promotions that answer consumers' needs in each market and channel.

With its unique positioning & portfolio, Danone is a privileged partner for its customers on joint sustainability agenda – developing value creation initiatives around health, planet & social responsibility.

Traditional independent market outlets

Globally, and in the emerging countries particularly, a large portion of Danone's sales is generated through traditional market outlets. An in-house sales force and/or exclusivity agreements with distributors or wholesalers represent a competitive advantage for the Group in countries in these markets.

Moreover, in Latin America and Asia, a significant portion of the Waters offer is directly distributed to consumers (Home & office delivery – HOD).

Finally, in emerging countries, Danone is developing new local retail models through large networks of independent sellers to provide access to affordable healthy products.

E-commerce

Danone is stepping up its capabilities in e-commerce and satisfy growing consumer demand through this specific business model. There are mainly three different types of e-commerce:

- brick-and-mortar players (retailers that sell online on top of their core business in physical stores);
- pure players (companies selling exclusively online);
- direct to consumer (a proprietary Danone website that enables sales directly to consumers without intermediaries) & other growing e-commerce sub-channels such as quick commerce, social commerce & e-pharmacy.

Danone works with its customers to make the most of the growing share of grocery sales happening online. For example, exclusive online, tailor-made content is key to ensure consumer understanding and trust in Danone's products.

Away-from-home outlets

Danone products are distributed in away-from-home outlets (e.g., hotels, restaurants, coffees, travel, institutions such as schools or offices, etc.) which is the opportunity to expose Danone brands, recruit new consumers, embrace and develop habits of consumption. Danone partners both with major chained players and independent points of sale (usually leveraging local distributors as intermediaries).

Specialized distribution channels

For the Specialized Nutrition Category, a significant portion of products are marketed in hospitals, clinics and pharmacies, through specialized distributors or following a tendering process. In homecare, the medical nutrition products and services (e.g. nursing services, education and care) are provided directly to patients at home. Danone also maintains an ongoing relationship with healthcare professionals through its medical representatives, who meet with general practitioners and specialists (pediatricians, allergists, oncologists, geriatricians, nutritionists, dieticians, etc.), as well as pharmacists.

Any interactions with healthcare professionals (HCPs), healthcare organizations (HCOs) and product owners (POs) must be transparent, appropriate and conducted for legitimate purposes, complying with the Danone Code of Business Conduct, Health Care Systems (HCS) Compliance Policy, all other Danone Policies, applicable local laws, as well as regulations codes.



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COMPETITION

The packaged food and beverage sector is highly competitive due to the large number of national and international players. Danone is confident that its strategy for profitable growth is strongly supported by the quality, taste, great value and innovative nature of its products, and by its powerful brand image in the key areas of health, nutrition and societal and environmental responsibility.

Danone believes that strong local market positions are key to success in the food and beverage industry and strives to be the leader in each segment and in every country where it operates. This strategy enables it to build a long-lasting, balanced and constructive relationship with major distribution networks, by marketing key products yielding growth and profitability for both parties.

Category	Product range	Competitive environment
EDP	Fresh dairy products	Large multinational food and beverage companies (Nestlé, General Mills, Lactalis, Müller), many predominantly local companies specializing in certain product lines or markets (e.g. Chobani, FrieslandCampina, Meiji, Arla, Fage), and private labels.
	Plant-based products	Predominantly local companies specializing in certain product lines or markets (Oatly, HP Hood, Hain Celestial, Blue Diamond, Califia Farms, Triballat, Ecotone, Valsoia, Chobani) and private labels.
	Coffee creations	A few large food and beverage multinationals (e.g. Nestlé), predominantly local companies specializing in certain product lines or markets (e.g. Chobani) and private labels.
Specialized Nutrition	Early life nutrition	Multinational early life nutrition companies (Abbott, Reckitt/Mead Johnson, Nestlé) and some local companies and/or companies specializing in certain product lines or segments (e.g. HIPPI, Kendamil Biostime, a2 Milk, Yili, Feihe).
	Adult nutrition	Multinational clinical nutrition and pharmaceutical companies (Nestlé, Abbott, Fresenius) and some local companies specializing in certain product lines or segments (e.g. Nutrisens, Nualtra, Aymes).
Waters	Waters	International beverage companies (Coca-Cola, PepsiCo, Nestlé) and local companies (e.g. Mayora, Nongfu and China Resources, Neptune).

RESEARCH AND INNOVATION

Danone Research and Innovation teams combine advanced science and technology expertise with deep consumer and patient insights to design superior products tailored to diverse needs at all stages of life. In 2025, Danone launched over 900 products across 50 countries.

Danone's network of 2100 specialists work as one, probing trends and exchanging insights on everyday nutrition and hydration, gut health, childhood growth, immunity and allergy management, physical energy and performance, mental wellbeing, brain health and muscle recovery.

Danone product design centers deliver superior products answering consumer and patient needs: including nutritional quality, taste, texture, and affordability, to name just a few. Danone's commitment to maintaining a healthy portfolio is reflected in its teams consistent monitoring and regular evaluation of nutritional value, including sugar content and other key nutritional metrics. More information in section 4.4.

Danone's science and technology capabilities are global, enhanced by cross-sector collaboration and partnership. The Group's Research and Innovation Center, co-located in Paris Saclay, France and Utrecht,

The Netherlands, explores new frontiers across all categories, and is deeply connected to innovation ecosystems across the world and our six specialized R&I centers (Évian, France; Singapore; Madrid, Spain; Wevelgem, Belgium; Colorado, USA; Shanghai, China) bringing complimentary expertise in dairy technology, plant-based technology, precision nutrition, hydration, digital health and packaging. Fifty-five local Danone subsidiaries around the world provide further support.

In 2025, the new OneBiome lab opened its doors at Paris-Saclay, joining Danone's OneBiome lab in Singapore to establish major new capacities for microbiome science, nutrition and digital health. The new global hub enables R&I teams to reinforce the company's long-standing leadership in biotics research and drive growth through innovation in gut health.

Danone remains a leading force in food science and technology, with over 200 scientific publications and conference abstracts, 177 clinical studies, and 5000 patents in the industry's healthiest portfolio.

Underscoring the robustness of Danone research and its contribution to scientific progress, in 2025 was achieved:

- a. 45 patents filed;
- b. 87 peer-reviewed publications, notably in medical nutrition, early-life nutrition (e.g., Nuturis™, C-section) and essential dairy protein;
- c. 97 congress abstracts.

Key publications were on the contribution of new tools to gain insights on the microbiome and biological age, as well as on clinical evidence. Examples are: yogurt and reduced risk of type 2 diabetes; restoration of gut microbiota in infants born after cesarean section; modulation of the infant gut microbiota and metabolome influencing weight gain with new infant formula; and benefit of plant-based, high-energy and protein-enteral tube feed.

The Group's strategic collaborations with universities, academic research centers, suppliers, industry partners, and start-ups enable its R&I teams to stay at the forefront of scientific and technological advancements in nutrition. In 2025, Danone received the Food European Innovation and Technology (EIT) "Best Startup Collaborator" award in recognition of its commitment to open innovation, strategic alignment with partners, and excellence in collaborative execution in the food and agriculture sector.

In 2025 Danone's Digital Health Teams amassed over 6 million Digital Health Data points on early life and initiated several Digital Health Technology pilots in adult medical nutrition. This reflects The Group's focus on data-driven insights to drive the design of Danone's nutrition offerings.

Environmental respect is an essential, consistent component of this work, aligned with consumer expectations and the Danone Impact Journey. The Groups is continuously improving quality and efficiency; reducing carbon emissions; pursuing innovation in plant-based and alternative protein sources; and developing and implementing circular packaging solutions.

Scientific Recognition, Awards & Honors

The Danone Experts Program is a global framework created by The Group to recognize and develop strategic expertise within the company. Its ambition is to ensure that critical scientific, technical, and functional knowledge is identified, valued, and maintained as a key

competitive advantage. The Program's Fellows and Masters, highly regarded in their fields, publish regularly with academic peers. In 2025, two members were appointed to distinguished positions: one to the board of the *Soleil Synchrotron* (a scientific infrastructure), and another as Vice President of the Steering Committee for *Ferments du Futur*. A third member was promoted to the *Ordre du Mérite Agricole*, one of France's most prestigious distinctions.

The DanExperts Program ensures that recognition goes beyond awards and honors by fostering the transfer of knowledge, experience, and skill across generations in areas critical to Danone's innovation strategy. Fellows possess world-class expertise with significant internal and external impact, while Masters bring deep technical and scientific knowledge validated by functional boards. In 2025, the program also appointed its first Explorers: exceptional R&I talent beginning their journey toward mastery.

Product Superiority Program acceleration

Over the past four years, Danone has accelerated its Superiority Program across all zones and Categories, more than doubling the number of product consumer tests compared to 2021. Danone's user-experience expertise has brought strong focus and depth to consumer and patient insights, with a consistent emphasis on understanding needs and co-designing meaningful, healthy, and rewarding experiences.

The Superior Value Program is the foundation of Danone's global Design approach, which systematically drives consumer-centric innovation and renovation across R&I, ensuring that consumer-valued features are preserved.

In 2025, a new chapter of the program was launched, introducing Design Capability Building to strengthen knowledge across teams, and Pipeline Sustainability to secure long-term competitive advantage. The Superiority Program now integrates internal experts to help maximize output while promoting networking and consistent methodology deployment. A centralized view of innovation projects also supports good governance and helps optimize pipeline performance management.

The outcome is value creation: products co-designed with consumers that deliver preferred experiences and meet the needs of both consumers and patients.



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PRODUCTION SITES AND EQUIPMENT

Danone has production facilities in its principal markets around the world. The Group's general policy is to own its production facilities. Danone's many production facilities are widely dispersed internationally, except for those producing Specialized Nutrition products, which are more concentrated. As of December 31, 2025, Danone had 151 production sites.

Danone also rents some facilities, notably offices and warehouses.

The production sites are inspected regularly to assess potential improvements to quality, environmental protection, human rights, safety and productivity.

RAW MATERIALS PURCHASING

Danone's raw material needs consist primarily of:

- materials needed to produce food and beverage products, mainly milk, fruits and sugar. In terms of value, milk is the main raw material purchased, primarily in the form of liquid milk, for which the operating subsidiaries typically enter into agreements with local producers or cooperatives. Its price is set locally, over contractual periods that vary from one country to another. The other main food raw materials are prepared fruit products;
- product packaging materials, in particular plastics and cardboard. Packaging purchases are managed through regional or global purchasing programs to optimize skills and volume effects. Prices are influenced by supply and demand at the global and regional levels, economic cycles, production capacities and oil prices;
- energy supplies, including electricity and gas for factories and diesel for transportation.

Danone's strategy increasingly focuses on the upstream portion of its activities and in particular its supply of raw materials, not only to manage its costs but also to make it a source of value creation, supply chain resilience and competitive differentiation.

Since fluctuations in the price of its main raw materials can impact the structure of its results, Danone takes the following measures to manage cost volatility:

- continuous productivity gains: Danone strives in particular to optimize its use of raw materials (reduction in production waste, lighter packaging, more effective use of milk subcomponents in its products, efficient water resources management, reduction of energy consumption and shift toward renewable energies) and take advantage of pooled purchasing, for example through centralized management of ingredient and packaging purchases;
- Market Risk Management (MRM) purchasing policy defining the rules for securing the physical supply and for setting prices with suppliers and/or on financial markets when they exist. The Global procurement team monitors exposures and implements the purchasing policy for each raw materials category, with support from the Finance MRM team for the price setting strategy.

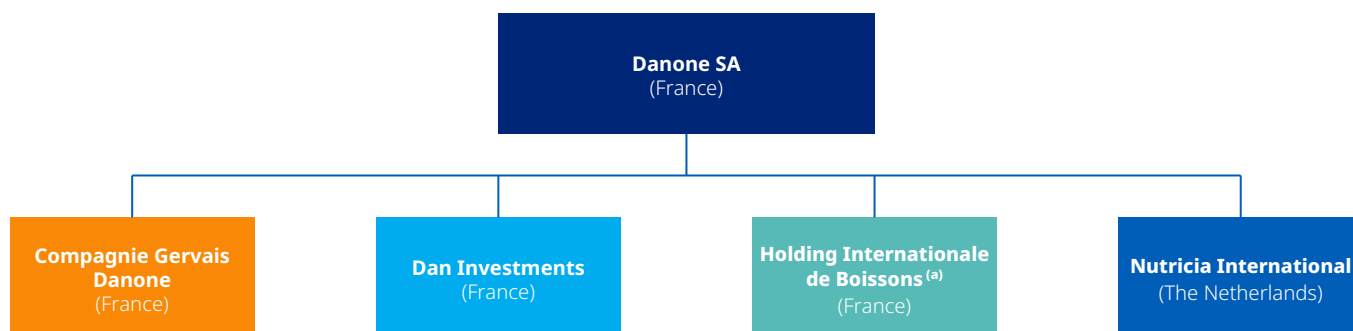
REGULATORY ENVIRONMENT

Danone carries out its activities in a complex, fast-changing and increasingly stringent regulatory environment.

Danone's products are subject to various local, national and regional laws and regulations in varied fields such as product safety, health and nutrition claims, environmental claims, production, labelling, packaging, storage, transportation, distribution, taxation, marketing, product advertising, intellectual property, integrity, human rights, data confidentiality, competition and international traded sanctions. In the many countries where the Group operates, it is also subject to a wide range of environmental laws and regulations regarding the use of plastics, food waste, energy, waste management, water treatment, greenhouse gas emissions and, more generally, environmental protection.

Moreover, some countries regulate Danone's activities by issuing permits and inspecting its plants and production sites, by requiring registration before it can sell or refund certain products, by applying standards for some food products and by classifying food products and/or regulating commercial practices related to the sale and price-setting of food products. Many of the food ingredients used by Danone in its activities are subject to the governmental agricultural policies and intervention. The focus on issues related to human rights in the sector's supply chains has led to the drafting of regulations in many countries. These regulations and policies are subject to regular governmental and administrative controls.

1.5 SIMPLIFIED ORGANIZATIONAL CHART AS OF DECEMBER 31, 2025



(a) Indirectly owns Évian Resort, which operates the Évian casino and is therefore subject to the supervision of the French Ministry of the Interior and to the regulations applicable to gaming activities in casinos.

Geographical Zones

- Europe ^(a)
- North America ^(b)
- China, North Asia & Oceania ^(c)
- Latin America ^(d)
- Asia, Middle East & Africa

Categories

- Essential Dairy & Plant-Based (EDP)
- Specialized Nutrition
- Waters

(a) Europe incl. Ukraine.

(b) United States and Canada.

(c) China, Japan, Australia and New Zealand.

(d) Mexico, Brazil, Argentina and Uruguay.

PARENT COMPANY DANONE SA

Danone SA is the parent company of the Group. It has mainly a role of (i) holding by directly or indirectly owning, in particular through its four main sub-holdings listed above, companies of the group, and (ii) coordination of the main functions and activities, with an average number of 1,203 employees in 2025.

SUBSIDIARIES

The list of Danone's consolidated subsidiaries can be consulted on Danone's website www.danone.com.

MAIN LISTED COMPANIES

	As of December 31, 2025	
	Category	Listing market
Fan Milk PLC ^(a)	EDP	Ghana (Africa)
Lifeway Foods Inc ^(b)	EDP	United States

(a) Fully consolidated company.

(b) Non-consolidated company.

1.6 RISK FACTORS

IDENTIFICATION AND CONTROL POLICY OF STRATEGIC RISKS

Like any company, Danone faces external and internal risks as well as uncertainties in the implementation of its strategy and in the conduct of its business. The main specific risks Danone believes it is exposed to as of the date of this Universal Registration Document are described in the following section. Other risks that could adversely affect the Group in the future may exist; they may be general risks or risks that Danone is unaware of or considers non material as of the date of this Universal Registration Document.

Danone maintains an active risk identification and management policy aimed at protecting and developing its assets and reputation, achieving its targets and objectives, and protecting the interests of its consumers, shareholders, employees, customers, suppliers, the environment, the people impacted by its activity, and its other stakeholders without guaranteeing the total absence of risks.

The Company Strategy Department, part of the Group Finance Department, is responsible for identifying and monitoring Danone's strategic risks, and for coordinating the different processes for managing them.

To that end, the Company Strategy Department is supported by the Risk Committee, a group of senior executives from key functions in the Group. This Committee notably ensures emerging risks are identified and qualified – incorporating internal and external inputs, and that mitigation plans are elaborated and executed.

The strategic risk mapping takes the form of a net risk mapping hierarchy based on their likelihood of occurrence and their estimated financial impact on the Group, as described hereafter.

Methodology

This risk mapping is prepared and updated annually by the Company Strategy Department. This process is part of the annual strategic planning cycle and results in the development of a new mapping with its related preventive actions. The following methodology is used:

- identification of the risks considered as material by Country Business Units, with support from the main corporate functions;
- consolidation of the major risks at Group level and integration of systemic risks not perceptible at the Country Business Unit level;
- ranking of risks based on their likelihood of occurrence and estimated financial impact, at the level of each Country Business Unit and of the Group;
- determination of preventive or corrective actions, which may be global, or specific to the Country Business Units.

Risk monitoring

The most material risks are reviewed during specific meetings of Country Management Committees attended by the General Manager and under the responsibility of the Financial Director of the country. These meetings happen at least once a year in all Country Business Units (CBUs) of the Group.

Risk Committee is gathering regularly during the year, and is supervised by the Advisory Committee composed of Chief Financial Officer, General Secretary and Company Strategy Head.

A mapping of Danone's major risks and risk mitigation are reviewed once a year by the Executive Committee of Danone, and then presented to the Audit Committee and the Board.

MAIN RISK FACTORS

The summary table of most material risks specific to Danone hereafter presents the classification of the risks in three types: (1) Strategic risks, (2) External Environment risks and (3) Operational risks.

Danone's main risks have been assessed on the basis of the probability of their occurrence and the expected magnitude of their negative impact, after taking into account risk management measures effect (*i.e.* "Net" risks), to give an assessment of the materiality of each risk. The most material risks are mentioned first in each type and the materiality of each risk is disclosed by using a three-level rating scale (**strong**, **medium**, **low**) as follows.

Note that the risks represented in Chapter 4 are "Gross" risks, meaning before any risk management measures effects.

Strategic risks	strong	Over reliance on principal markets and exposure to geopolitical, economic and societal instability
	strong	Packaging
	strong	Fast changes in consumer preferences
	medium	Retail shift
External environment risks	strong	Raw materials and energy price volatility & availability
	strong	Impact of climate change on value chain
	medium	Currency volatility
	medium	Legal & Regulatory
Operational risks	medium	Cybersecurity
	medium	Food safety & product quality issues
	medium	Shortage of talent
	medium	Business transformation

The description of main risks specific to Danone, with their possible negative impacts and measures implemented to manage them are set out hereafter.

DESCRIPTION OF MAIN RISK FACTORS

Strategic risks

Description	Management measures
strong Over reliance on principal markets and exposure to geopolitical, economic and societal instability In 2025, Danone's top-5 markets (United States, China, France, Indonesia and Mexico) accounted for 51% of its consolidated sales. Any poor performance by one or more of Danone's businesses within one or several of these five countries, due to economic volatility, political instability, geopolitical tensions, sanitary crisis, more stringent regulations, trade and tariffs agreement, or for any other reasons, would be likely to have a negative impact on Danone's activities and results of the whole Group, thus jeopardizing the achievement of its strategic mandates and financial objectives. This is particularly relevant for China, Danone's second largest country in terms of contribution to the Group's sales (around 12%) and the largest in terms of contribution to its profits. Danone's business in China is articulated around three activities: infant milk formula, medical nutrition and functional beverages. Within Specialized Nutrition, infant milk formula products sold to Chinese consumers are mostly manufactured in factories located outside China. Changes in public policies or regulation, such as a more stringent regulation of cross-border trade, could lead to significant adverse effects on the sales, margin and financial position of Danone in China and of the Group. The above-mentioned factors are particularly relevant in a context of growing global geopolitical tensions and polarization, leading to more regional fragmentation, protectionism and uncertainty.	One of Danone's key priorities is to further reinforce the resilience of the Group, both at company and country-level. With this in mind, Danone has elaborated a strategy centered around: ■ developing a reporting system to monitor its activities and the potential impact of dynamic economic conditions in countries where it is present; ■ enhancing diplomatic networks and proactive government engagement, as well as reinforcing focus on regional and local industry associations on top of continued participation in global industry associations; ■ expanding its footprint in largely single category geographies. In the U.S., Danone has diversified its portfolio, which remains largely concentrated in EDP, by strengthening its Medical Nutrition business through the acquisition of <i>Kate Farms</i> in 2025; ■ expanding into new markets: the Group continues to expand into underpenetrated and new markets, including India and Southeast Asia; ■ leveraging significant synergies across regions to mitigate local risks such as global innovation or global procurement of important raw materials. Danone regularly reviews its portfolio with an objective to balance its strategic opportunities and risks across categories and geographies. Specifically regarding the resilience of Danone's model in China, the company has: ■ actively refocused its infant milk formula on controlled channels, and away from uncontrolled channels; ■ accelerated growth in the medical nutrition segment and continued to invest to support the <i>Mizone</i> beverage business in order to balance the revenue exposure. In line with this approach, Danone now operates a Research and Innovation facility in Shanghai, as well as local manufacturing facilities for infant milk formula. The Group has also been broadening its local medical nutrition offering, laying the foundation for future growth opportunities.

Description	Management measures
strong Packaging Packaging is essential for Danone as for any food and beverage business, as it allows product protection, an increased shelf-life, and a reduction of food waste. Danone's total packaging represented 1.39 million tons in 2025, out of which plastic represented 0.68 million tons. However, there is a global focus on plastics because of its associated risks on littering in nature, human rights, quality and food safety. As a result, pressures from regulators, retailers, NGOs, and consumers around plastics are moving at an unprecedented pace. In many countries, packaging design and packaging waste management is now regulated through measures related to reduction, including reuse, recyclability, and use of recycled material, on top of Extended Producer Responsibility (EPR) framework. For example, the EU Directive 2019/904 on single-use plastics requires ban of plastic spoons and straws, a minimum of recycled material in plastic beverages bottles, tethered caps implementation, reduction of specific single-use plastic food container (including through reuse), increased EPR fees and/or recyclability requirements. These requirements apply progressively across the European Union, as Member States transpose and implement the Directive into their national legislation. Danone has long been committed to advancing a circular and low-carbon packaging system, requiring internal investments in packaging redesign, alternative materials, and the integration of recycled content. In the event where: ■ Danone would not deliver its Danone Impact Journey ambition and notably reduce sufficiently its use of virgin fossil-based plastics; ■ effective systems and infrastructures to collect, reuse and recycle packaging do not realize the required scale up; Danone could be exposed to the following risks: (i) reputational risks, (ii)-challenges on its license to operate, in relation to regulatory measures, retailers packaging restrictions that can induce additional costs, and/or lower sales.	Danone has long been committed to promoting a circular approach to packaging. This means all the packaging should be safely reusable, recyclable, or compostable and aiming that the material stays in the economy and does not become waste or pollution. The Group embraced the ambition of a circular economy of packaging when it joined the Ellen MacArthur Foundation's (EMF) New Plastics Economy initiative as Strategic Partner in 2017, and signed the 2018 Global Commitment on Plastics, spearheaded by EMF. Since then, Danone has been working to progress on its targets as well as to advocate for a collective global transition. Since 2018, Danone has demonstrated tangible progress in key areas such as virgin plastic reduction, reuse, recyclability, and recycled content. Between 2019 and 2025, Danone has reduced by 10.1% its use of plastic packaging and 17.7% its use of virgin fossil-based plastic. Still, the Group has experienced systemic barriers notably due to underdeveloped reuse, collection and recycling infrastructures, and scarcity of food grade recycled content which is slowing down its progress. These systemic barriers need to be overcome together with (i) other industry players across the value chain and (ii) policy makers, notably through regulation. This is why Danone has renewed its status as signatory of the EMF Global Commitments 2030 in 2025, and continuously advocates since 2020 with the World Wide Fund for Nature (WWF) and EMF for an ambitious and binding United Nations Global Plastics Treaty as this is an important opportunity to unlock and accelerate the Group and the rest of the industry's progress on plastics circularity. Danone shares its packaging vision and commitments with its suppliers and subcontractors, asking them to align with its approach to co-build a transparent circular economy. This approach is integrated in the Sustainable Sourcing Policy (SSP) launched in 2024 and added to contract clauses between Danone and its direct suppliers. To achieve its objectives, Danone translates its commitments into action plans in each country where it operates, following the waste hierarchy principles underpinned in the Ellen MacArthur Foundation New Plastics Economy, local or regional legislations such as the European Single Use Plastic Directive and upcoming measures from the European Packaging and Packaging Waste Regulation (PPWR), through 3 overarching objectives: ■ reducing packaging usage; ■ improving the circularity of packaging that cannot be eliminated; ■ recovering what is not kept in circulation, tackling leakage, while improving working and living conditions of workers in the collection and recycling sectors. For more information on Danone's packaging, its packaging commitments and targets, see section 4.3 <i>Environmental information</i>

Description	Management measures
strong Fast changes in consumer preferences The fast evolution of consumers' preferences and habits requires constant innovation and adaptation of Danone's product range and overall supply chain. Purchases are more and more driven by the diversification of tastes, eating and drinking habits as well as increasing health, social and environmental awareness, in a context where pressure on purchasing power and increased polarization of the world is driving increased consumers' scrutiny on the products they buy. Consumers are more and more seeking products that: ■ are of high nutritional quality, with the presence or absence of certain ingredients (for example protein, sugar, additives); ■ enable packaging circularity (see packaging risk above); ■ have a measurable social or environmental impact, with sustainable sourcing of ingredients; ■ are transparent on origin of products and on companies behind the brand (strong trend on local); ■ are affordable; ■ and come from a company that has socially responsible behaviors. Government authorities and retailers are also paying increasing attention to health, social and environmental concerns of consumers, principally on (i) health benefits including nutritional quality of products, (ii) local provenance, (iii) labelling of the nutritional quality and/or environmental footprint of products and packaging, as well as (iv) food waste. If Danone is unable (i) to anticipate rapidly enough changes in consumer expectations in terms of tastes, eating and drinking habits, environmental impacts, and business conduct (ii) to identify such consumer trends, (iii) to translate such trends into appropriate product offerings, this could result in significant impact for Danone: ■ sales loss; ■ competition from new entrants; ■ low customer service level; ■ over-capacity or under-capacity.	Danone's unique frame of action for sustainable development through the Danone Impact Journey has been defined to adequately respond to the challenges and opportunities of the ongoing food revolution. Danone offers a wide range of protein products, both animal and plant-based, in various shapes and forms (FMCG and medical). Moreover, Danone has developed a portfolio focused on healthy Categories – 89.3% of the volumes sold in 2025. This distinctive healthy portfolio has been recognized by the latest Access to Nutrition global Index (ATNI), in which Danone's portfolio has been assessed as one of the healthiest in the sector, with the highest sales-weighted mean Health Star Rating (HSR) of 3.8 out of 5. On top, in line with its purpose as a <i>Société à Mission</i>, Danone is engaged in an effort to continuously improve the nutritional profile of its products (as defined in its published nutritional standards) and with a specific attention to sugars. The Group also aims to better inform consumers on product nutritional profiles by displaying transparent on pack and online interpretative nutritional information, hence encouraging consumers to make better choices. This is also part of its long-term <i>Société à Mission</i> objectives. Its Research and Innovation capabilities allow Danone to offer a wide variety of products to respond to different diets, consumption needs and situations. As an illustration, Danone has recently launched the first ever hybrid dairy and plant-based baby milk formula, in response to parents' desire for flexitarian options for their baby. In addition, Danone strives to foster ongoing dialogue with its consumers by adapting to new consumer expectations and behaviors, sharing more transparently, in particular through digital communication channels, on its societal and environmental commitments (such as circularity of packaging & regenerative agriculture). Through its full B Corp™ certification, Danone aims to develop brands with a positive impact and commits to the highest social and environmental standards. To deliver the mitigation measures: ■ strategy and Strategic Analytics & Insights (SAI) teams detect trends, and analyze market share and superiority versus indirect and direct competition; ■ categories & sustainability teams ensure superior delivery of brands in health, environmental, and social performance, such as lower methane dairy, DCF-free products & regenerative agriculture; ■ operations ensure capacity unlock on growth engines through capacity release (efficiency improvement), capacity transformation (conversion of under-utilized lines) and capacity creation. For more information on product content and footprint, water stewardship, plastic packaging and sustainable sourcing as well as on the Danone initiative for sustainable development journey, see section 4.3 <i>Environmental information</i>.

Description	Management measures
medium Retail shift In a context marked by persistent inflation, heightened consumer price sensitivity and rapid digital transformation, the retail landscape continues to evolve significantly. Shoppers are increasingly prioritizing value, which results in: ■ a continued increase and sophistication of private labels; ■ a stronger focus on essential Categories; ■ an increased importance of value for money; ■ fewer impulse purchases. As a result, retail continues to undergo significant changes, notably with: ■ an accelerated expansion of discounters – especially in Europe & US, but also increasingly visible in markets such as China, Mexico and North Africa; ■ a continued growth of convenience formats and pharmacy channels, alongside an out-of-home market that is expanding again; ■ a dynamic and mature e-commerce landscape, where growth is driven by omnichannel models integrating online and in-store experiences. In this fast-evolving environment, Danone's customers (retailers) are adapting their value proposition and operating model: ■ competing for shoppers and generating traffic to their stores (special attention on lower price points with private labels and value brands, driving brand perception via promotions, pricing, and/or loyalty programs); ■ optimizing processes (including mutualizing purchases via alliances & buying groups); ■ generating new revenue streams (retail media, financial services, advanced shopper targeting technologies, etc.); ■ reducing stock levels to optimize cash. As a consequence, Danone needs to adapt its value proposition to consumers and ensure close cooperation with its customers to best address the challenges raised by economic and technological transformations. Otherwise, this could lead to loss of market share, leading to slower growth, and deterioration of operating margin, therefore, negatively impacting the financial situation of Danone.	Danone's actions to adapt to the retail shifts include: ■ enhancing Consumer Value proposition through (i) superior product quality, with strong health benefits, and sustainability propositions (ii) designing and delivering products, prices points and formats to win across key consumption moments and channels, (iii) evolving portfolio to address price sensitivity (e.g. addition of entry packs in relevant channels and categories; (iv) enabling increased competitiveness of products (e.g., design to superior value); (iv) enhancing brand equity and therefore consumer willingness to pay via increased A&P behind its brands; ■ driving its commercial strategy, including: ● embedding sustainability agenda in brands' purpose as well as in portfolio development and activation strategies, enabling distinctive ways to bring value to customers and shoppers, ● continue building and leveraging granular shopper understanding, with the aim to develop relevant commercial plans (e.g. portfolio & activation) by key channel and partner with retailers to co-create category growth strategies, ● strengthening route-to-market capabilities to ensure optimal channel coverage, tailored service models, and efficient distribution across established and fast-growing channels, ● implementing in-store and online execution excellence programs with integrated shopper communication tailored to channel & category, ● building AI-enabled sales capabilities, equipping sales teams to optimize assortment and shelf recommendations and to improve execution at the point of purchase, ● advancing several supply chain initiatives, working closely with large retailers to optimize the flow of goods and inventory levels of its customers with the Efficient Consumer Response (ECR) approach, ● addressing consumer purchasing power through specific actions (i) segmenting formats and offerings to meet diverse shopper needs, (ii) fine-tuning pricing and promotions to maintain competitiveness, using external insights to align with evolving consumer and retailer dynamics, ● developing capabilities across channels, with emphasis on growing ones, contributing to an expanded channel footprint and a reduced relative exposure to mass retail.



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External environment risks

Description	Management measures
strong Raw materials and energy price volatility & availability Overall, material costs (raw materials, packaging, energy, finished products) represent around 75% of Danone's cost of goods sold, i.e. around €10 billion on an annual basis. Danone's raw materials can be broadly divided in two categories: milk & milk ingredients on the one hand and other food and ingredients needed to produce food and beverage products on the other hand (including soybean & nuts, fruits & vegetables, sugar & sweeteners, oils & fats etc.). Some of the key drivers of supply and demand imbalances are: ■ weather conditions and natural disasters; ■ government control and regulatory changes (e.g. implementation of new import tariffs); ■ geopolitical events; ■ shifts in consumer preferences: e.g., increase in demand for dairy products with high protein concentration, that tightens availability and increases costs for Danone. Variations in supply and demand at global or regional levels expose Danone to potential: ■ price increase for key raw materials that may not be passed on, either in full or in part, in the selling price of Danone's products; ■ reduced availability of key raw materials which could adversely affect Danone's ability to meet consumer demand for its products; ■ disruption in supplier ecosystem especially in packaging and logistics. Which could negatively impact the sales, margin and results of Danone. In the current geopolitical context, energy prices face as well risks of volatility globally, potentially affecting operations of certain factories of Danone in Europe, which could negatively impact the sales, margin and results of Danone. Danone's supply policy and exposure to principal raw materials risks, including milk, are described in Note 6.7. to the Consolidated financial statements.	To ensure availability of raw materials and energy in a context where supply chains remain under a high level of constraint, in the aftermath of Covid-19 related disruptions and recent geopolitical evolutions, Danone has engaged a program to further: ■ reduce single sourcing; ■ diversify its geographical sourcing. To limit price volatility, Danone defines for each commodity and entity a hedging strategy depending on the impact on its profit and loss, its position in the market and the need for financial visibility. In the context of high raw materials and energy prices volatility and in order to limit its impact on Danone's activity and results, the Group manages this cost inflation through various actions such as: ■ reinforcement of real time visibility and business contingency plans; ■ simplification and review of specifications of raw materials (ingredients, packaging) in design-to-cost and design-to-value approaches; ■ adaptation of commercial negotiations processes (e.g. e-tendering); ■ hedging strategies and other measures to manage cost volatility, as described in section 1.4 <i>Other elements related to Danone's activity and organization</i>; ■ increased use of renewable energy – half of energy will come from renewable sources by 2030.

Description	Management measures
strong Impact of climate change on value chain Climate change may affect Danone in the form of physical risks or transition risks. Danone has updated its climate risks and opportunities assessment at the beginning of 2025, as presented in section 4.2 <i>Sustainability statement – General Disclosures (ESRS 2)</i>. Firstly, on physical risks, Danone's businesses, which are directly related to nature and agriculture, can be impacted by climate change. This includes consequences on soil, biodiversity, and ecosystems, and disruptions in the availability, quality, and prices of raw materials and ingredients. Climate change also affects water availability which can impact Danone's operations as well as subsidiaries' relationships with local stakeholders. Secondly, transition risks include those related to regulations, technology and market evolutions and reputational ones. These climate risks are also present in several of Danone's risks described in this section: two strategic risks (Packaging and Fast changes in consumer preferences), and two external environment risks (Legal & Regulatory and Raw materials and energy price volatility & availability). Overall, Danone considers this risk as medium in the short term but high in the long term.	Danone is taking action to adapt to physical risks and mitigate transition climate risks. Regarding the adaptation to physical risks: ■ the transition towards regenerative agricultural practices, the efforts to maintain ingredients' availability as well as the climate efficiency of operations are key to adapt Danone's business model to the environmental changes thereby enhancing the resilience of its value chain. This includes securing supply chains in the long-term taking into consideration climate risks in sourcing decisions, supporting suppliers and farmer partners to improve resilience as well as engaging with external stakeholders and peers. For Danone's partners, in particular farmer partners, Danone supports knowledge exchanges and the upskilling of dairy farmer partners and internal farm management teams, to scale best practice adoption on farms, through innovative contract models (long-term & Cost Production Models (CPM)) to bring farmer partners greater stability, and through monitoring farm performance and implementing continuous improvement plans; ■ the initiatives to protect watersheds, reduce water use of operations and strengthen relationships with local stakeholders are part of the adaptation plan to physical risks for Danone's sites. Regarding the transition risks, Danone is taking action to decarbonize its activities which helps strengthen consumer and customer preference for Danone products and to adapt to external expectations on climate action. Danone also monitors and responds to new regulatory requirements, market and technology evolutions as part of its risk management approaches. Danone adaptation actions are embedded in the Danone Impact Journey programs, in particular on climate, regenerative agriculture, watershed protection and packaging. The Company Strategy, Sustainability and Cycles and Procurement (C&P) departments collaborate to conduct a detailed value chain risk analysis, including water footprint and water risk assessment. This analysis covers factories, watersheds, and key ingredients. For more information on water stewardship and sustainable agriculture, particularly regenerative agriculture, as well as on Danone's commitments on carbon reduction towards Net-Zero including elimination of deforestation as well as action plans, see section 4.3 <i>Environmental information</i>.



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Description	Management measures
medium Currency volatility Most of Danone's subsidiaries operate locally and therefore in the currency of their country. However, the location of certain production units or central, regional or transactional services may result in inter-company billings in foreign currencies. In addition, some of Danone's raw materials are billed or sometimes indexed in foreign currencies. Lastly, Danone also develops export activities. Fluctuations in foreign exchange rates against the functional currency of some subsidiaries may impact their sales and operating margin. A significant or prolonged drop in their currency, lower availability of hedges for the currency or an increase in their cost can also negatively impact the competitiveness, profitability and results of some subsidiaries. As of December 31, 2025, the main currencies exposed to transactional currency risk were Chinese yuan, the British pound, the US dollar, the Mexican peso, the Indonesian rupiah and the Canadian Dollar. Information regarding operational currency risk is presented in Note 13.3. to the consolidated financial statements.	Danone's policy, enforced by Corporate Treasury Department, consists of (i) minimizing and managing the impact of exposure of transactional risk on its results, (ii) monitoring and managing it centrally, (iii) whenever allowed by the regulatory and monetary frameworks, executing financial transactions centrally and when not allowed, executing locally, and (iv) using derivative instruments only for the purpose of economic hedging. Danone hedges its highly probable commercial transactions so that, as of December 31, its residual exposure of the following fiscal year is significantly reduced.

Description	Management measures
medium Legal and Regulatory As a player in the food and beverage industry active in many countries, Danone operates its business in a complex, changing and increasingly stringent regulatory environment. Laws and regulations applicable to Danone's activities include those governing notably dairy and Plant-Based products, water, infant milk formulas, medical nutrition products, environmental protection, sustainability claims, nutritional content of food products, packaging, marketing practices, intellectual property, taxation, cross-border trade, international trade sanctions, integrity, human rights, data privacy, and antitrust. Specifically, on sustainability topics, a large number of sustainability regulations are emerging throughout the world, particularly in the European Union, such as the Corporate Sustainability Reporting Directive (CSRD), the Corporate Sustainability Due Diligence Directive (CS3D), the Directive on the reduction of the impact of certain plastic products on the environment or the Directive aiming at Empowering Consumers for the Green Transition (ECGT). For more information on the regulatory environment of the Group, see section 1.4 <i>Other elements related to Danone's activity and organization</i>. For example: ■ Danone products are subject to health regulations governing their composition, notably in terms of sugar, saturated fat, vitamins, minerals, natural flavors, food dyes and other food additives. Increased scrutiny from public authorities, NGOs and consumers on health-related topics, as well as political uncertainty, in markets where Danone operates could lead to significant regulatory changes; ■ in many countries, local consumer law restricts marketing practices of products for babies and kids and/or enforce strict registration regulations for these products. For example, in China, regulations require infant milk formula and Foods for Medical Special Purposes (FMSP) recipes to comply with technical standards (subject to regular updates) and to be registered by a public authority (SAMR) before they can be sold on the market, involving a technical review and on-site audit of overseas factory; ■ in many countries, local laws regulate the conditions of water extraction/bottling rights, which may include the granting of administrative authorizations; ■ Danone's production sites are subject to strict environmental regulations and standards on energy use, water use and waste management; ■ Danone products are subject to regulations concerning nutritional labelling, health and nutrition claims, and/or nutrition related taxes. Changes in applicable laws and regulations, more stringent evolution, or toughening of their application could (i) limit Danone's ability to pursue or develop its business activities, thus requiring Danone to adapt or reduce its activities, assets, or strategy (including its geographical presence), (ii) expose Danone to incur additional constraints, costs or investments, and/or (iii) possibly result in litigations. This could lead to significant adverse effects on the sales, margin, and financial position of Danone, as well as on its reputation. Danone is involved and could be involved in litigations associated with its normal course of business, including (and not limited to) with respect to advertising and marketing practices, products, and labels, antitrust, sustainability and tax, which could adversely affect Danone's financial situation, profitability, and reputation. Danone's exposure to actual or potential material litigations is presented in Note 15.4. to the consolidated financial statements.	Danone has developed a General Secretary organization including General Counsel (Legal, Regulatory Affairs and Compliance) departments, at the local and central levels. The Group and its subsidiaries, assisted by their General Counsel teams and/or external legal advisors, take steps to ensure that they comply with applicable laws and regulations, request administrative authorizations, when necessary, identify any new applicable regulations and monitor claims, litigations, and legal proceedings. In addition, Danone has developed and implemented internal policies and procedures relating to compliance. In order to ensure that such measures are commonly practiced at Danone, the Group has integrated compliance into its internal control system, including in its internal control framework (for more details, see section 1.7 <i>Control Environment</i>).



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Operational risks

Description	Management measures
medium Cybersecurity Danone's success depends on continuous, uninterrupted availability of its information technology systems, notably to process transactions, manage stocks, purchases, and timely deliveries of its products. In a fast-changing environment, Danone needs to evolve towards a data enabled organization to reach customers more rapidly with products and services adapted to their needs. In this context, Danone factories are also becoming more digitized, and therefore the attack surface and associated cyber risk levels are increasing. In addition, the frequency and sophistication of cyberattacks, and other data breaches, are increasing and may result in an increase of Danone's exposure to risks such as: ■ hacking of physical facilities (plants, security systems, electric doors, etc.); ■ leakage of the Group's confidential data; ■ cyber fraud & ransomware attacks. Attacks can be targeting Danone's infrastructure directly or indirectly, through our vendors and suppliers, making third-party risk management an important component of the cybersecurity posture management. The scale of remote and hybrid working is still significant and risks associated with increased connectivity and digitalization very much remain. Disruptive technologies such as AI and quantum computing are emerging, increasing the attack surface and making attacks more sophisticated. Geopolitical tensions have shown that hybrid warfare is the new reality and that Cybersecurity and geopolitics are closely linked. At the same time, more stringent Cybersecurity regulatory requirements are emerging with ongoing local transposition of NIS2 directive. Any breach of IT security resulting in low/reduced data integrity, system failure, loss of data, proprietary or otherwise, may result in high costs and/or multiple impacts for Danone and its subsidiaries, including disruption of production and sales, inaccurate financial reporting, theft of strategic data, regulatory fines, and reputational damages with stakeholders, ultimately impacting Danone's financial results.	Danone is executing an integrated global Cybersecurity strategy covering both IT and Operational Technology. Dedicated action plans focus on identified weaknesses to systemically improve security of our systems and processes whilst focusing on "identify, protect, detect, respond, recover, and govern" capabilities, to safeguard us against cyberattacks. Danone continues to align the Cybersecurity controls to the U.S. Commerce Department's National Institute of Standards and Technology's (NIST) industry framework to structure these efforts. Danone is accelerating its efforts in cyber risk mitigation whilst making significant investments through a multi-year transformation program with the following focus points: ■ cybersecurity organization: an appropriate cybersecurity organization has been established, including governance. Danone is expanding its capabilities through a multiyear cybersecurity Transformation Program, the progress of which is reviewed annually by an external party; ■ policy enforcement: Group Cyber Risk Policy Framework continues to be updated to define the ways of working that are supported by the leadership and continues to be communicated to the whole organization, supported by training and awareness; ■ risk based approach: cybersecurity priorities are guided by the evolving risk and threat landscape to ensure maximum protection value for investment; ■ enforcing awareness: end-user awareness is underpinned by mandatory training for all Danone employees to create a global cybersecurity culture; ■ growing capabilities: Danone keeps increasing its Cybersecurity capabilities to protect the Group against information technology and industrial site attacks with the most notable elements being: ● 24/7 Security Operations Center for IT and OT with a continuous monitoring to ensure timely detection and response to incidents, ● risk assessments for key technology implementation projects and continuous improvements to the security protection of key infrastructure, ● focus on mitigating Cybersecurity risks within supply chain, ● visibility of cyber threats and management of vulnerabilities, ● resilience of critical systems.

Description	Management measures
medium Food safety & product quality issues Because of its activities, Danone is exposed to the risk (genuine, merely perceived or alleged) of products being contaminated and unsafe for consumers or patients, potentially leading to a sanitary crisis. This food safety risk may arise through the actual or alleged existence of hazards in raw materials, packaging, or final products (chemical and microbiological contaminants, foreign bodies, or allergens), that could potentially occur along the value chain, from suppliers to consumers. Due to the fast paced evolution of food science, regulatory requirements and analytical methods and to media coverage exacerbating issues, the number of topics that may trigger food safety controversies and may be directly associated to Danone's brands continue rising. The materialization of the risks described above may lead to a decrease in the Group's sales, significant recall costs, as well as individual or collective claims, fines and/or judicial decisions, which may negatively impact its reputation, consumers' and patients' trust, products demand, and preference. Recurrent contaminations of food products and their impact on consumers and business performance regularly show the importance of food safety and quality for all Food Business operators.	Danone has the duty to ensure that all of its stakeholders trust its products. To honor and deliver on this commitment, the Group consistently engages all of its teams, as well as its suppliers, co-manufacturers and partners. On a day-to-day basis, Danone aims to design, source, manufacture and deliver products and services supported by the latest science, compliant with relevant laws and regulations, as well as internal high-quality and food safety standards. To fulfil its mission and respect its commitments, Danone ensures the following: ■ ensure consistent, world-class quality across all Danone products and technologies by deploying a global Quality Management System aligned with the highest international and internal standards, supported by strong audit and continuous improvement programs; ■ maintain and evolve scientific capabilities at the leading edge, leveraging internal expertise as well as external connections and partnerships; ■ apply efficient processes to anticipate, assess and manage risks (trends analysis, identification of emerging/evolving risks and management of non-conformities with avoidance of reoccurrence); ■ apply robust analytical governance and develop capabilities for internal and external laboratories; ■ develop excellence programs (e.g., with raw materials and packaging suppliers); ■ apply strong selection/qualification and onboarding processes for raw and packaging material suppliers and stringent requirements to ensure the Quality and Food Safety of co-manufactured products; ■ accelerate the development of data and digital tools to foster processes robustness and data-driven decisions; ■ consistently nourish and update a culture of quality across the organization. For more information on Danone's Food Safety Policy, see section 4.4.4 <i>Consumers and patients (ESRS S4)</i>.



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Description	Management measures
medium Shortage of talent In 2025, Danone employed nearly 90,000 employees in 57 countries with an overall turnover of 17%. The availability, quality, and engagement of Danone's people, as well as their adaptation to fast-moving environments, play an essential role in Danone's success. 2025 Danone People Survey (DPS) results show an "engagement" index of 79% (+6p vs FMCG Norm), and an "intention to stay" index of 85% (+2p vs FMCG Norm). Danone's ability to attract and retain employees with the necessary skills or talents is critical for success. This is especially true in some of Danone's principal markets, emerging countries, or for specific capabilities (for example linked to data/digital), particularly in the context of the Renew Danone journey. If the Group is unable to retain or attract talents, it could affect its competitiveness, ability to transform and therefore its results.	Danone relies on its human resources strategy to attract and retain talents, which revolves around four main axes: (i) employees continuous learning and development, (ii) social dialogue, (iii) inclusion and (iv) health, safety and well-being of employees. True to our conviction that Danone success will only be possible with and by people, we have defined the Danone People Strategy to further strengthen the employee value proposition. This strategy is articulated around 6 pillars: Talent Magnet, Future Fit Capabilities, Social Signature, Data & Digital, HR Talent Powerhouse and License to operate ; it will be deployed everywhere in 2026. The Talent pillar is focusing on growing talents for today and tomorrow driving Performance through our unique culture. The ambition is to attract, develop and retain the best talents for the company sustainable growth. In 2025 successful initiatives have already been implemented in order to develop all Danoners: the leadership learning offer for all, the DanSkills program including the Data, Digital & AI Academy for all, the launch of the new Marketing academy, the opening of La Maison – our new global Leadership center in Evian, reinstating Danone as a leadership reference in a visible way. All these initiatives support Danone's unique culture and are aligned with the HOPE Values (Humanism, Openness, Proximity and Enthusiasm) which Danone recognizes as powerful retention levers as well as important assets to attract talent externally. For more information on Danone's values and Human Resources policies, see section 4.4 <i>Social information</i>.

Description	Management measures
medium Business Transformation Danone is now well advanced in the process of its ambitious transformation journey, including ■ a new governance; ■ the transformation of its operations notably through end-to-end integrated approaches; ■ the set-up of Danone Business Services (DBS); ■ a digital, data and AI agenda. The objective is to position Danone in line with new market and operating trends, prompted by consumer preferences and competitive dynamics. These transformations, however, could come with some adverse effects, on Danone's results and financial situation, for example: ■ if the transformation creates severe business disruptions, social tensions, or insufficient focus from Danone's management and staff on operational & delivery priorities; ■ if the Group does not succeed in delivering these transformations efficiently and at the right pace, or in achieving the expected benefits.	Danone has a global and regional transformation governance, under the guidance of COMEX members, ensuring (i) implementation with the right prioritization, (ii) appropriate tracking of delivery on business cases with a relevant pace of change, as well as (iii) transformation processes and means. This governance notably includes: ■ a Digital Transformation Office; ■ an Organizational Transformation Committee, reviewing regularly transformation projects with COMEX; ■ a tight governance for CapEx authorization with a CapEx committee, allocating annual budgets according to business cases and monitoring returns at different stage gates.

1.7 CONTROL ENVIRONMENT

RISK MANAGEMENT

Danone's risk identification and management system is organized around complementary processes:

- identification and management of strategic risks, as well as coordination of risk mapping and monitoring of the risk universe, led by the Strategic Planning Department (see section 1.6 *Risk factors*);
- identification and management of operational risks related to the Sales, Purchasing, Operations, Human Resources, Finance, Information Systems and General Secretary functions, under the responsibility and monitoring of the Internal Control Department (see section *Internal Control* below);
- identification and management of risks related to the preparation and processing of financial and accounting information (see section *Financial and accounting information* below);
- identification and management of risks related to (i) corruption, (ii) anti-competitive practices, and (iii) non-compliance with personal data protection laws and international laws on trade sanctions, under the responsibility of the Compliance Department through the preparation and coordination of a Compliance Program (see section 4.1 *Introduction*);

■ other processes such as:

- the development of procedures regarding competitive intelligence as well as other initiatives taken in this area by specialized departments such as the Sustainability, Water and Biodiversity Department and the Food Quality and Safety Department,
- the Security Department's contribution to the identification of threats against Danone's employees and assets,
- identification of potential crisis by the Crisis Management Department and preparation by the affected entities based on the mapping created for each geographical zone,
- short decision-making channels and input from the operating units in strategic discussions to facilitate risk reporting,
- the deployment of Human Rights Due Diligence (HRDD), in Danone's operations and supply chain, led respectively by the Human Resources Department (see section 4.4.1 *Own workforce (ESRS S1)* and the Procurement Department (see section 4.4.2 *Workers in the value chain (ESRS S2)*).

ORGANIZATION OF THE FINANCE FUNCTION

In 2025, the Finance function is organized around:

- central functional departments:
 - Corporate Finance, Control and Finance Digital Transformation to which the following departments report: (i) Treasury and Financing; (ii) Tax; (iii) Insurance; (iv) Consolidation, Reporting & Accounting Standards; (v) Internal Control and (vi) Internal Audit,
 - Performance Planning and Management to which the (i) Controlling and (ii) Methods and Business Intelligence departments report,
 - Strategy,
 - Mergers & Acquisitions,
 - Financial Communication,
 - Sustainable Finance;
- transactional functions (accounting, treasury, etc.) and certain expertise functions organized by country or group of countries (Danone Business Services), which are themselves grouped by continent or subcontinent;
- operational finance departments for the geographical zones and key operating activities, responsible for managing and steering the business. Each geographical zone has an operational finance department, which is itself organized by region, with one unit per country or group of countries (Country Business Unit).



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INTERNAL CONTROL

Internal control objectives

Internal control is implemented by Danone's General Management, managers and operational teams with the primary aim of ensuring:

- the proper functioning of Danone's internal processes, particularly those related to safeguarding assets and the anti-corruption procedure introduced by France's Sapin II law;
- compliance with applicable laws and regulations;
- the reliability of financial and non-financial information.

In 2025, Danone continued to roll out and extend data analysis tools to its operating subsidiaries.

Key internal control stakeholders

General Management

General Management is responsible for Danone's internal control system with support from the Group Finance Department, while the Audit Committee is responsible for monitoring the effectiveness of Danone's internal control and risk management systems (see section 5.1 *Governance bodies*).

Internal Control central Department

The Internal Control and Internal Audit teams form part of the same department but have distinct roles, ensuring that the two functions remain independent. They report to the Corporate Finance, Control and Data & Tech Department.

The Internal Control Department's main functions include:

- updating the internal control approach, including the DANgo framework, (Danone Governing and Operating Processes) as well as the use of data analytics;
- defining internal control priorities and presenting the results within Danone;
- supporting and overseeing the international network of internal controllers through coordination, communication and training initiatives alongside Danone Business Services.

Network of local internal controllers

At Danone, internal control is carried out by a network of local internal controllers who generally report to the Danone Business Services finance directors. Their main functions are:

- testing control points to assess internal control and documenting this work, based on instructions issued by the Internal Control Department;
- presenting internal control results to subsidiaries' Management Committees and monitoring action plans;
- actively contributing to all transformation projects to ensure internal control and risk management are taken into account;
- and, more generally, coordinating the internal control system with regard to all stakeholders.

Internal control system

Framework: DANgo

The Internal Control Framework used by Danone is DANgo (Danone Governing and Operating Processes). It covers the following operating processes: Sales, Purchasing, Operations, Human Resources, Finance, Information Systems and General Secretary and includes a Control Environment section. All these processes are broken down into 67 risk areas covered by 111 internal control points (Danone Internal Control

Evaluations). In 2025, nine Sustainability controls were embedded in those Operating Processes. For each risk area, the framework specifies the potential impacts for Danone: reputational harm, errors in the financial and non-financial statements, financial losses, disruptions in operating activities and fraud.

Scope

Danone's Internal Control Framework applies to all the fully consolidated subsidiaries.

Assessment scope

The depth of internal control at each subsidiary is based on the subsidiary's size and risk level.

Assessment methodology

Internal control assessments are based on the testing of control points by local internal controllers, rather than on self-assessment questionnaires. Since the Internal Control Framework is centered around risk management, the local internal controllers assess the degree of exposure to these risks for each of the control points within the assessment scope. The procedures for testing and assessing degrees of risk exposure are set out in guidelines and specific instructions issued by the Internal Control Department. In addition, this assessment by the subsidiaries is subject to regular internal audits (see below).

Reporting on assessments

The results of the internal control assessments conducted at each subsidiary are reported to the Internal Control Department in July and January each year through a tool used by all subsidiaries, along with an action plan for each control point (see section *Review of assessments* below).

Assessment of internal control by the Internal Audit Department

The Internal Audit Department conducts audits according to a risk-based approach to ensure the quality of the DANgo assessment carried out by the subsidiaries. In light of heightened compliance requirements, these audits are used to periodically identify any discrepancies between central assessments and those carried out by subsidiaries, which are then reported to the management of the geographical zones and key functions. In 2025, the Internal Audit Department conducted 32 internal audits at subsidiaries or cross-company functions, based on the plan approved by the Audit Committee. The Internal Audit teams carry out all their audits using a data extraction and analysis tool that enables them to apply a risk-based approach. At the end of 2025, Danone's Internal Audit Department had its external certification renewed by France's independent body IFACI (*Institut Français de l'Audit et du Contrôle Internes*), based on the new 2025 IFACI framework.

Following each internal audit, the management of each subsidiary builds an action plan to correct any weaknesses identified in the internal audit report. The implementation of these action plans is monitored by the operational and functional managers, under the supervision of the Internal Audit Department.

The Treasury and Financing, Tax and Insurance, Data & Tech, Sustainability, Legal/Compliance, Food Safety, Quality, Operations, Procurement, Safety, Organization, Human Resources and Crisis Management departments arrange audits and periodic inspections at the subsidiary level, in addition to the general internal audits.

Internal Control monitoring

Monitoring of indicators

The main indicators monitored by the Internal Control Department are high-risk control points.

Annual objectives

Each year, Danone sets internal control priorities (the subsidiaries and operational risks that will take priority), which are approved by General Management and the Audit Committee.

Review of assessments

Internal control assessments are reviewed at all levels of Danone's organization. The internal control results are first presented to each subsidiary's Management Committee, which reviews areas of vulnerability, discusses their severity, sets the level of priority and monitors the implementation of action plans.

The internal control results are also presented individually to each of the senior executives of the operating processes covered by DANgo and to the senior executives of the Finance function. Lastly, the Audit Committee and General Management are informed at least twice a year of the status of the subsidiary assessment processes, the results thereof and the actions being taken to improve the effectiveness of the internal control system. Regional Management is regularly monitoring the progress of action plans.

Communication and coordination

Dedicated platforms

An electronic version of the DANgo framework, with a link to Danone's policies and guidelines, is available to all stakeholders. In addition to DANgo, all internal control methodology (instructions, test scripts, methodology guides) is shared through a dedicated site with internal controllers. The community of internal controllers also used it to share internal control information and best practices.

Coordination of the community of local internal controllers

The Internal Control Department oversees, trains and coordinates the network of internal controllers as a whole but also by region and by operational process to ensure that key messages and best practices are shared effectively. It also organizes an annual workshop attended by the key local internal controllers from each of the Danone Business Services (see section *Financial and accounting information* below) as well as special training sessions on relevant topics such as cybersecurity, integrity, sustainability and the use of data analytics.

FINANCIAL AND ACCOUNTING INFORMATION

Production of financial and accounting information

The Finance function is responsible for organizing the production process for Danone's financial and accounting information based on the following pillars:

- maintenance and coordination of single sets of finance and internal control guidelines, accessible to all Finance function employees *via* (i) the central tool containing the Finance function's main organizational principles and processes and Danone's accounting principles and procedures, which are consistent with its internal control principles, and (ii) the DANgo framework (see section *Internal control* above);
- definition of the roles and skills required at the various levels of the Finance function;
- development and delivery of internal training programs, meetings to share information and best practices attended regularly by the main finance managers (particularly from Danone Business Services and corporate functions) and organization of regular training sessions on specific accounting topics;
- information sharing: each quarter, all members of the Finance function are given access to a website where the Chief Financial Officer comments on the Group's quarterly activity, year-to-date financial results and main challenges.

Financial planning process

Financial information is prepared using a rigorous and comprehensive financial planning process that includes:

- financial indicators used to monitor performance. These indicators are reviewed regularly to ensure their relevance;
- a three-year strategic plan specifying key financial targets for each year;
- Annual Operating Plan;
- rolling 12-month forecasts performed quarterly for all financial indicators and monthly for certain indicators;
- monthly reports;
- monthly performance review meetings attended by the finance teams and the General Managers of the geographical zones;
- quarterly strategy monitoring meetings involving the finance teams and General Managers of the geographical zones.

The overall financial planning process is overseen by the Controlling Department, while the geographical zones' Finance Departments are responsible for monitoring performance, capital expenditure and operating cash flow. Members of the corporate functions visit the operating units on a regular basis to monitor performance, review procedures, hold pre-closing meetings, conduct ad hoc audits, review progress on internal control improvement plans, follow up on action plans and give training in accounting standards.



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Financial and accounting information production processes

Financial and accounting information is produced according to the control practices and procedures defined in the DANgo framework, which sets out a large number of controls relating to the quality of financial and accounting information.

Each operating unit prepares a detailed monthly financial report and an exhaustive half-yearly consolidation package for the consolidated financial statements. The Country Business Units and Danone Business Services are jointly responsible for the production and content of their financial statements and the related internal control. Written confirmation of compliance with Danone's procedures and with financial reporting standards is sent twice a year to the central teams of the General Manager and finance director of each subsidiary, and those of the finance director of the relevant Danone Business Service, in the form of a representation letter regarding the interim and annual financial accounts closing process, including all aspects of risk management, internal control and corporate law.

The Consolidation, Reporting & Accounting Standards Department is responsible for consolidating the reports and consolidation packages, posting elimination and consolidation entries, and conducting the following key control stages:

- validation, throughout the year, of the main accounting options adopted by the subsidiaries and corporate functions and simulation of complex transactions in the consolidation software;
- in-depth review of certain subsidiaries' monthly reports at the end of May and November (known as the "hard-close" procedure) based on the specific risks and transactions identified for preparing the interim and annual consolidated financial statements, respectively;
- preparatory meetings with the finance teams of the main subsidiaries and the relevant Danone Business Service based on the specific transactions and risks identified; and (ii) presentation to the Audit Committee of specific transactions that took place during the period, the main accounting options adopted and the potential significant developments introduced by changes to IFRS (see section 5.1 *Governance bodies*);
- analysis and validation of the most material line items of the consolidated financial statements (intangible assets, income tax, equity, provisions, liabilities, etc.) during the accounts closing process.

Control activities are therefore conducted at all of the Group's hierarchical and functional levels and include a variety of actions such as approving and authorizing, verifying and reconciling, assessing operating performance, ensuring the safeguarding of assets and monitoring the segregation of duties. The audits conducted independently by the Internal Audit Department provide appropriate oversight. In particular, the internal audits conducted within the Country Business Units and Danone Business Services are aimed primarily at verifying the quality of accounting and financial information. Lastly, detailed audits are

conducted on the key controls used in the preparation of financial information (particularly published disclosures) at the subsidiaries and at Danone's head office and on their effective application.

These activities, which are intended to control the accounting and financial information provided by the consolidated subsidiaries, as well as the internal control procedures used to prepare the consolidated financial statements, are appropriate to ensure the reliability of accounting and financial information.

Management of risks related to the preparation and processing of financial and accounting information

When such risks are identified, Danone monitors and manages them as follows:

- the geographical zones' Finance Departments ensure that the action plans established subsequent to internal and/or external audits and work on key controls have been implemented correctly. Each geographical zone's finance director and each function manager is responsible for improving the system for preparing and processing financial information;
- the risks identified in the results obtained from the annual assessment of internal control (DANgo) and internal audits are subject to specific monitoring;
- in addition, the main identified risks are monitored during the strategic planning and performance monitoring processes, during the regular meetings mainly attended by the Finance functions (and during the meetings of the Risks Executive Committee and the Executive Committee);
- the internal control system is adapted according to the risks identified.

Financial and accounting information production systems

SAP/Themis integrated information system

The management and optimization of information flows for the financial functions as well as the purchasing, industrial, quality, supply chain and sales functions, both within the subsidiaries and between them, is performed primarily through the SAP/Themis integrated information system. This application is steadily being rolled out at the subsidiaries.

Consolidation and reporting software

Monthly financial reports and, more generally, the financial information used to manage and control the operating units' activities are produced by a unified information system (SAP/Business Objects Financial Consolidation). This system is also used to produce the interim and annual consolidated financial statements. The procedures related to the security, use and development of new features of this consolidation system are carefully documented.

1.8 INSURANCE AND RISK COVERAGE

For risks other than those relating to the financial market, Danone has taken out a global insurance coverage policy that is based on stringent risk assessments and uses insurance products from worldwide markets, depending on availability and local regulations. This risk coverage is therefore consistent for all entities over which Danone has operational control.

Insurance programs for property damage, business interruption and commercial general liability risk are negotiated at Group level for all subsidiaries, with leading international insurers. The policies are "all risks" and based on the broadest guarantees available on the market. Deductibles vary but are relatively low compared to those extended to groups of comparable size to reflect the autonomous management of the subsidiaries. The guarantee limits are set on the basis of worst-case scenarios and on insurance market capacity. These programs were renewed on January 1, 2025 and represented a total cost of €42 million in 2025.

Insurance programs for "traditional" risks, which need to be managed locally, such as coverage for vehicle fleets, guarantees for the transportation of goods, work accidents (in countries in which these accidents are covered by private insurance) and some country-specific insurance programs, are negotiated and managed in accordance with local practices and regulations, within the framework of specific guidelines provided and controlled by the Group. Total premiums came to approximately €23 million in 2025.

Lastly, insurance programs for potentially significant special risks, which need to be managed centrally, such as directors and officers liability, cyber risks, fraud, and other risks (product recalls, credit risk and environmental risk) are negotiated according to market capacity, based on scenarios estimating the probable impact of any claims. The total cost of this category of coverage amounted to €7 million in 2025.

In addition, in order to optimize its insurance costs and properly control its risks, Danone has taken out a self-insurance policy through its reinsurance subsidiary Danone Ré (a fully consolidated entity). The self-insurance policy applies to specific risks where costs can be accurately estimated and volatility controlled, as Danone is aware of their frequency and financial impact. It mainly concerns (i) coverage for property damage, business interruption and civil liability for the vast majority of Danone entities (these self-insurance programs are limited to routine claims), cyber risks, certain transportation risks, and (ii) death, disability and education annuities, concerning certain French subsidiaries and, since January 1, 2024, certain health risks. Stop-loss insurance protects Danone Ré against any increased frequency of claims. These self-insurance programs are managed by professional insurers under Danone's supervision and reserves are determined by independent actuaries.



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BUSINESS HIGHLIGHTS IN 2025 AND OUTLOOK FOR 2026

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Danone's consolidated financial statements and the Notes to the consolidated financial statements are presented in section 3.1 Consolidated financial statements and Notes to the Consolidated financial statements. Risk identification and control policy, as well as strategic, external environmental and operational risks are described in section 1.6 Risk factors.

Amounts are expressed in millions of euros and rounded to the nearest million. Generally speaking, the values presented are rounded to the nearest unit. Consequently, the sum of the rounded amounts may differ, albeit to an insignificant extent, from the reported total. In addition, ratios and variances are calculated based on the underlying amounts and not on the rounded amounts.

Danone reports on financial indicators not defined by IFRS, internally (among indicators used by the chief operating decision makers) and externally. These indicators are defined in section 2.6 Financial indicators not defined in IFRS:

- like-for-like changes on sales;
- margin from operations;
- recurring operating income;
- recurring operating margin;
- other non-recurring financial income and expense;
- non-recurring income tax;
- recurring effective tax rate;
- non-recurring results from associates;
- recurring net income;
- recurring EPS;
- free cash flow;
- net financial debt;
- net debt/EBITDA ratio;
- ROIC;
- Working capital;
- Working capital/sales.

Danone also uses references that are defined in section 7.2 Information about the Universal Registration Document.

2.1 BUSINESS HIGHLIGHTS IN 2025

HIGHLIGHTS OF 2025 (AS DETAILED IN THE MAIN PRESS RELEASES ISSUED RELATING TO FISCAL YEAR 2025)

- On February 21, 2025, Danone and NGOs ClientEarth, Surfrider Foundation Europe and Zero Waster France announced an end to the legal proceedings concerning Danone's vigilance plan regarding plastic. Following the mediation process ordered by the Judicial Court of Paris before which the three NGOs had brought legal proceedings against Danone on January 9, 2023, an agreement between the parties was reached to end the proceedings concerning Danone's vigilance plan.
- On March 14, 2025, Danone has completed its share buyback announced on February 26, 2025. 2.7 million shares have been bought back between March 3 and March 14, 2025, for a total amount of €192 million. The objective of this share buyback was to offset the dilutive impact resulting from the capital increases reserved to employees and the long-term incentives plans to be implemented in 2025.
- On April 1, 2025, Danone successfully issued a €800 million bond with a 8-year maturity and a 3.438% coupon. The settlement took place on April 7, 2025 and the bonds are listed on Euronext Paris.
- On May 29, 2025, Danone announced that Shane Grant, Group Deputy CEO, CEO Americas and EVP Dairy, Plant-Based and Global Sales had decided to pursue a new opportunity outside the company, starting June 14, 2025.
- On June 25, 2025, Danone acquired the Akkermansia Company (TAC), a Belgian company with nearly 20 years of history and science, specializing in biotics.
- On July 1, 2025, Danone completed the acquisition of a majority stake in *Kate Farms*, a fast-growing U.S. business and the #1 doctor-recommended plant-based brand in the U.S., offering a wide array of plant-based, organic nutrition products for both medical and everyday needs.
- On August 26, 2025, Danone announced an evolution of its leadership structure. The company will operate, starting on January 1, 2026, through 3 geographies: EMEA, Asia Pacific and Americas. This leaner organization marks a further step in the deployment of the second chapter of Renew Danone, further enhancing the company's agility and market impact.

- On September 1, 2025, Danone launched a €1.3 billion dual-tranche bond issue, consisting of:
 - a tranche of 2-year floating rate notes of €800 million (coupon of Euribor 3 months +27 basis points (bps),
 - a tranche of undated deeply subordinated fixed rate resettable notes of €500 million (fixed resettable coupon of 3.95% with a first call date on September 8, 2032).
- On December 4, 2025, Danone launched a share buyback of around 3.8 million shares, to offset the dilutive impacts resulting from the capital increases reserved to employees and the long-term incentive plans to be implemented in 2026.
- On December 17, 2025, Danone announced the purchase of 5.8 million of its own shares held by its Spanish subsidiary, with no impact on total Danone shares held by the Group.

HIGHLIGHTS OF BEGINNING OF 2026

- On January 23, 2026, Danone announced targeted recall of specific infant formula batches, in context of evolving authorities' guidance.
- On February 12, 2026, Danone acquired an additional 1% stake in its Australian Dairy joint venture with Saputo after exercising its call option, bringing its ownership up to 51%. This will result in the financial consolidation of this business.

OTHER ACTIVITIES IN 2025

Acquisitions and disposal of fully consolidated entities

2025 fiscal year

Ownership interest as of December 31					
(in percentage)	Zone (Country)	Category	Transaction date ^(a)	2024	2025
MAIN COMPANIES CONSOLIDATED FOR THE FIRST TIME DURING THE YEAR					
The Akkermansia Company SA ^(b)	Europe (Belgium) and North America (United States)	EDP	June	–	100%
Kate Farms ^(c)	North America (United States)	Specialized Nutrition	July	–	96%
MAIN CONSOLIDATED COMPANIES IN WHICH THE GROUP'S OWNERSHIP INTEREST HAS CHANGED					
—	–	–	–	–	–
MAIN COMPANIES NO LONGER FULLY CONSOLIDATED AS OF DECEMBER 31					
Danone Dairy Pars ^(d)	Middle East (Iran)	EDP	December	100%	–

(a) Month in the 2025 fiscal year.

(b) On June 25, 2025, Danone announced it had acquired The Akkermansia Company, a leading Belgian company, specializing in biotics. The definitive amount of goodwill was €52 million as of December 31, 2025.

(c) On July 1, 2025, Danone announced that it had successfully completed the acquisition of a majority stake in Kate Farms (see Note 3 to the consolidated financial statements).

(d) On December 1, 2025, Danone signed an agreement for the sale of the Iranian company Danone Dairy Pars. As of December 31, 2025, the loss on disposal amounted to €(77) million and was recognized in Other operating income and expenses for the period (see Note 7.2 to the consolidated financial statements). The loss on disposal is mainly related to the recycling of translation differences.

In addition, on November 18, 2025, Danone announced it had signed an agreement to sell the Proviva brand and the Lunnarp plant (two Swedish entities). The associated assets and liabilities were reclassified as held for sale as of December 31, 2025, in accordance with IFRS 5. The transaction is not considered material by the Group as of December 31, 2025.

Main changes in investments in associates

2025 fiscal year

No material transactions affecting investments in equity-accounted companies were carried out in full-year 2025.

2025 sustainability footprint

2025 environmental footprint

See section 4.3 *Environmental information*.

Diversity & inclusion and B Corp™ performance

See sections 4.1 *Introduction* and 4.4 *Social information*.

Governance and financial statements

See sections 5.1 *Governance bodies*, 5.2 *Positions and Responsibilities of the Directors*, and 2.4 *Balance sheet and financial security review*.

Research and Innovation

Categories highlights

Danone science and technology are ultimately experienced by consumers and patients through products delivered locally. We leverage our consumer insights and global R&I assets at scale, across categories, adapting locally to win in the markets where we play. Our scientific leadership and digital transformation support the rapid creation of superior, market-relevant products, while honoring the Danone Impact Journey commitment to sustainability, nutrition and environmental stewardship across the product life cycle.

Essential Dairy and Plant-Based Products 2025

Our leadership in Dairy and Plant-Based innovation draws on a century of pioneering work in biotics, fermentation and protein science. In 2025 we continued to lead in gut health and probiotics with *Activia*, and Protein with *Oikos* and *YoPro*.

Biotics innovation

- a. **Activia Kefir** expanded in 2025, reinforcing Danone's European and global leadership in gut health. Building on *Activia*'s proprietary probiotic blend of 16 live strains and authentic kefir cultures, it delivers gut health benefits, balancing the microbiome as well as a creamy texture and balanced taste for both traditional and new consumers.
- b. **Activia Bio Shot**, launched in Japan in 2025, leverages our expertise in probiotic science to ensure beneficial live cultures reach the gut alive. This functional food features strains of bifidobacteria developed to survive the stomach acidic environment. It supports microbiome balance, improves digestive comfort, and aids fat metabolism thanks to allulose, a rare sugar scientifically linked to fat burning.

Protein innovation

Oikos took the spotlight for high-protein Dairy in 2025, with the US launches of *Oikos Fusion* to support muscle maintenance and digestive health for consumers on a weight-loss journey, and of the shelf-stable, ready-to-drink *Oikos Protein Shakes*. These innovations respond directly to the unprecedented, accelerating demand for convenient, high-protein nutrition among US consumers, and dovetail the strength of *Oikos*' brand with Danone's expertise in protein and functional nutrition.

- a. **Oikos Fusion** sets a new benchmark for functional dairy drinks with a patented blend of whey protein, leucine, vitamins D, B3, B12, A, and calcium – targeting muscle retention and digestive health. Highly relevant amid GLP-1 use, where muscle loss can reach 20%, clinical research confirms the blend maximizes muscle synthesis when paired with exercise and balanced nutrition.
- b. **Oikos Protein Shakes**, co-designed with fitness enthusiasts and busy, health-conscious consumers, has no artificial sweeteners and features complete protein, prebiotic fiber to support digestive health and enhance nutrient absorption, and Vitamins A & D for immune support.

Plant-based innovation

Our R&I strategy for plant-based products focuses on differentiation through nutrition & health benefits, supporting flexitarian and plant-based diets.

- a. In 2025, *Alpro* relaunched its plant-based portfolio with **Alpro 5 Essentials**: advanced formulations addressing five key nutrient gaps, calcium, protein, iodine, vitamin D, and B12, identified through Danone research on flexitarian diets. Enhanced recyclability and clear labeling empower informed choices.
- b. **Silk 5 Essentials** brings similar innovation to the US, focusing on nutrient bioavailability for bone, muscle, and metabolic health. Fortified with protein, calcium, vitamin D, B12, and iodine, it delivers a complete nutritional profile for plant-based consumers.
- c. Developed with pediatric experts, **Silk Kids** offers 8g plant protein, DHA (Docosahexaenoic Acid) omega-3, choline, and prebiotics for brain and gut health, plus 50% less sugar than dairy milk. Designed for children 5+, it meets the needs of dairy-free families and casein intolerance.

Sugar reduction

Danone aimed to bring at least 95% of our childhood product portfolio to no more than 10g of sugar per 100g by the end of 2025 – and we did. A notable example of this change was in Brazil, with a new formula for Danonino Petit, that retains the beloved brand's classic taste and nutritional value, but contains only 10g of total sugars per 100g, with no added sweeteners. Designed with nutritionists for children age three and up, Danonino Petit is a source of calcium and vitamin D, key nutrients for healthy growth.

Biomimicry for Plastic Reduction in Brazil: *Activia*, *Actimel* & *Danoninho* Bottles

In 2025, Danone Brazil launched a new 100g bottle for *Activia*, *Danoninho*, and *Actimel*, developed in partnership with our external ecosystem. Their designs are inspired by the hexagonal patterns of beehives, coral structures, armadillo shell and elephant trunks. This biomimetic approach optimizes structural strength and efficiency, allowing for a lighter bottle without compromising safety or functionality. The new bottle is 8% lighter than the previous version, resulting in a significant reduction in plastic usage and environmental impact.

Waters

We develop hydration solutions that address the specific needs of different populations. By studying factors such as age, activity level, and health status, we can create products that help maintain optimal hydration, supporting cognitive function, digestion, and overall health.

- a. **Volvic Vitamin's** redesign combines hydration science with micronutrient fortification for immunity, energy, and wellbeing. Validated by health experts, it also features sustainable packaging with lightweight bottles and recycled materials.
- b. **Mizone Plus Electrolyte** was designed to rapidly restore electrolyte balance and maintain hydration. It combines eight essential nutrients for active consumers in China and North Asia. Its 100% recyclable "Carbon Smart" PET bottle, is made from recycled CO₂ emissions.
- c. Launched in AMEA, **Mizone Cocoboost** blends coconut water's natural electrolytes with minerals and vitamins for hydration, energy, and immune support with 40% less sugar than the market average.
- d. **Bonafont Kids Lemon** was launched in Mexico. It offers sugar-free hydration with natural flavors, aligned with public health guidelines. Developed to support Mexico's strategy against childhood obesity and diabetes, it delivers healthy, enjoyable hydration for kids.

Specialized Nutrition 2025

- a. The global launch of **Iron Biotics** in 2025 started with **Dexogrow** in India. Its proprietary prebiotic engine enhances iron absorption while protecting gut health and addressing iron deficiency anemia – a condition impacting nearly 2 billion people worldwide. Unlike standard fortification, *Iron Biotics* delivers up to 50% better absorption and improved iron status, while supporting beneficial gut bacteria. Clinically validated, it offers a breakthrough solution to a major public health challenge.

- b. **Fortimel Plant-Based Protein** is the first high-protein, high-energy, plant-based medical nutrition drink in savory flavors like pumpkin, designed for patients with malnutrition from conditions such as frailty or stroke. Clinically proven to reduce malnutrition risk, it improves outcomes and adherence by addressing flavor fatigue. *Fortimel Plant-Based Protein* has a CO₂ footprint significantly lower than its dairy alternatives.
- c. In 2025, the increased use of plant-based protein in Danone's **Nutrison Core Range** significantly reduced its CO₂ footprint. **Nutrison Plant-Based HP 2.0 kcal Multifibre**, designed for tube-fed patients and those needing specialized nutrition, offers better tolerance and nutritional outcomes while meeting demand for plant-based options. Suitable for various routines, it enhances adherence and satisfaction -showcasing Danone's commitment to patient-centric and sustainable innovation.

Digitally Driven Research & Innovation

The transformation of Danone's innovation is powered by strong digital and data foundations and advanced technologies, to accelerate focused, high-impact projects. These are embedded in our innovation process, reinforcing the Group's scientific excellence, sustainability focus, and competitive advantage in shaping the future of health through food.

Strategic digital & data flagship projects combine cutting-edge science and digital capabilities to ensure superior user experiences and enable business growth.

Modeling and simulation are set to replace a raft of more costly, time-intensive physical trials. Built on robust data and statistics, these advanced techniques allow us to accelerate development reliably in product, process and packaging, ultimately getting to market more quickly without compromise. In 2025 we achieved significant progress in formulation optimization, predictive insights, digital twins, and molecular modelling.

Robust data and integrated digital services are making R&I operations more efficient, scalable, and consistently compliant, alongside standardized product specifications, from raw materials to manufacturing and labeling. This provides the foundation for faster informed decision-making and operational excellence, supported by responsible AI and predictive analytics.

Major contracts

Over the last two fiscal years, Danone has not entered into any major contracts entailing a significant obligation or commitment for the Group and its subsidiaries, other than those entered into in the normal course of business.



2.2 CONSOLIDATED NET INCOME REVIEW

KEY FIGURES

	Year ended December 31			
	2024	2025	Reported changes	Like-for-like changes ^(a)
<i>(in € millions unless stated otherwise)</i>				
Sales	27,376	27,283	(0.3)%	+4.5%
Recurring operating income ^(a)	3,558	3,665	3.0%	
Recurring operating margin ^(a)	13.0%	13.4%	44 bps	
Non-recurring operating income and expenses ^(a)	(179)	(725)	(546)	
Operating income	3,379	2,940	(13.0) %	
Operating margin	12.3%	10.8%	(157) bps	
Recurring net income – Group share ^(a)	2,345	2,461	5.0%	
Non-recurring net income – Group share	(324)	(636)	(313)	
Net income – Group share	2,021	1,825	(9.7) %	
Recurring EPS (in €) ^(a)	3.63	3.80	+4.6%	
EPS (in €)	3.13	2.82	(10.1) %	
Cash flow from operating activities	3,831	3,779	(1.3) %	
Free cash flow ^(a)	3,003	2,799	(6.8%)	

(a) See definition in section 2.6 Financial indicators not defined in IFRS.

SALES

Consolidated sales

In 2025, consolidated sales stood at €27,283 million, up +4.5% on a like-for-like basis led by an increase of +2.7% from volume/mix and +1.8% from price.

On a reported basis, sales decreased by -0.3%, mainly due to the negative impact from forex and others (-5.0%), while hyperinflation contributed positively (+0.6%) and scope negatively (-0.4%).

Sales by Zone

(in € millions except percentage)	Year ended December 31			
	2024 ^(a)	2025 ^(a)	Sales growth ^(c)	Volume/Mix growth ^(c)
Europe ^(b)	9,568	9,779	2.3%	1.9%
North America	6,579	6,316	2.0%	0.6%
China, North Asia & Oceania	3,694	3,953	11.7%	12.4%
Latin America	3,029	2,792	6.0%	(1.8)%
Asia, Middle East & Africa	4,506	4,444	5.6%	2.1%
TOTAL	27,376	27,283	4.5%	2.7%

(a) Sales to third parties.

(b) Including sales of €2,300 million generated in France in 2025 (€2,297 million in 2024). See Note 6.2. to the Consolidated financial statements.

(c) Like-for-like.

Europe

Europe sales were up +2.3% on a like-for-like basis, led by volume/mix up +1.9% and price up +0.5% in 2025.

The zone delivered sustained momentum, with positive volume/mix for the ninth consecutive quarter in Q4 2025. This notably reflects continued progress in Dairy, driven by functional products such as High Protein, Skyr and Kefir while *Alpro* delivered strong growth in Plant-Based. Specialized Nutrition was driven by solid performance in Adult Medical Nutrition, while Waters posted solid growth, notably in *Volvic* and *evian*.

North America

In North America, sales were up +2.0% on a like-for-like basis, with volume/mix up +0.6% and price up +1.4%.

North America delivered softer growth in 2025: EDP performance was uneven with sustained double-digit growth in High Protein while Coffee Creamers were impacted by service challenges. Plant-based remains work in progress. Specialized Nutrition delivered strong performance with recently acquired *Kate Farms* showing very positive dynamics, not yet included in the LFL figure.

China, North Asia & Oceania

In China, North Asia & Oceania sales were up +11.7% on a like-for-like basis, led by volume/mix at +12.4% and price at -0.7%.

Specialized Nutrition delivered exceptional growth in 2025, with strong competitive growth in Infant Milk Formula and continued strong demand in Medical Nutrition. In Waters, *Mizone* posted a solid performance, while EDP delivered double-digit growth in Japan, driven by *Activia (Bio)* and *Oikos*.

Latin America

In Latin America, sales were up +6.0% on a like-for-like basis, with volume/mix at -1.8% and price at +7.8%.

EDP posted strong growth led by *Danone*, *Danette* and *YoPro* brands. Waters returned to growth in Q4, after a challenging 2025 season, impacted by adverse weather conditions. Specialized Nutrition delivers a strong performance, both in Medical Nutrition and Infant Milk Formula, led by *Aptamil*.

Asia, Middle East & Africa

In AMEA, sales increased by +5.6% on a like-for-like basis, with volume/mix at +2.1% and price at +3.5%.

Growth in the region was led by strong momentum in both Specialized Nutrition and EDP. In EDP, growth was driven by *Danone*, *Activia* and *Danette* while in SN, *Aptamil* posted double-digit growth.

Sales by Category

	Year ended December 31			
	2024	2025	Sales growth ^(a)	Volume/Mix growth ^(a)
<i>(in € millions except percentage)</i>				
EDP	13,463	13,158	3.5%	1.7%
Specialized Nutrition	8,936	9,277	7.4%	5.5%
Waters	4,977	4,848	1.9%	0.3%
TOTAL	27,376	27,283	4.5%	2.7%

(a) Like-for-like.

RECURRING OPERATING INCOME AND RECURRING OPERATING MARGIN

Consolidated recurring operating income and recurring operating margin

Danone posted recurring operating income of €3,665 million in 2025.

Recurring operating margin stood at 13.4%, up +44 basis points (bps) compared to previous year. This increase was mainly led by the improvement in margin from operations (+77 bps).

Danone continued to reinvest in A&P, product superiority and capabilities for -59 bps. Finally, Overheads before reinvestments had a relative neutral impact (-3 bps) while other effects had a combined impact of +29 bps, mainly related to IAS 29.

Cost of goods sold totaled €13,473 million in 2025 (€13,769 million in 2024), or 49.4% of consolidated sales (50.2% in 2024).

Selling expense totaled €6,568 million in 2024 (€6,572 million in 2024), or 24.0% of consolidated sales (same as in 2024).

General and administrative expense totaled €2,996 million in 2025, or 11.0% of consolidated sales (10.7% in 2024). Research and Development costs totaled €479 million in 2025 (or 1.7% of consolidated sales), up compared to 2024 (€447 million) (see section 2.1 *Business highlights in 2025*).

Other income and expense stood at €102 million in 2025 (same as in 2024).

Recurring operating income and recurring operating margin by zone

	Year ended December 31				
	Recurring operating income		Recurring operating margin		Reported changes
	2024	2025	2024	2025	
<i>(in € millions except percentage and bps)</i>					
Europe	1,143	1,178	11.9%	12.0%	10 bps
North America	749	694	11.4%	11.0%	-39 bps
China, North Asia & Oceania	1,086	1,154	29.4%	29.2%	-19 bps
Latin America	113	179	3.7%	6.4%	267 bps
Asia, Middle East & Africa	468	460	10.4%	10.4%	-2 bps
TOTAL	3,558	3,665	13.0%	13.4%	44 bps

Recurring operating income and recurring operating margin by Category

(in € millions except percentage and bps)	Year ended December 31				
	Recurring operating income		Recurring operating margin		Reported changes
	2024	2025	2024	2025	
EDP	1,142	1,121	8.5%	8.5%	4 bps
Specialized Nutrition	1,842	2,016	20.6%	21.7%	112 bps
Waters	574	528	11.5%	10.9%	-64 bps
TOTAL	3,558	3,665	13.0%	13.4%	44 bps

NET FINANCIAL INCOME (EXPENSE)

Market risks exposure and management policy

See Notes 11.7 and 12.3 of the Notes to the consolidated financial statements.

Net financial income (expense)

(in € millions)	Year ended December 31	
	2024	2025
Interest income on cash equivalents and short term investments	403	301
Financial interest on debt	(600)	(498)
COST OF NET FINANCIAL DEBT	(197)	(197)
Other financial income	41	42
Other financial expense	(224)	(249)
OTHER FINANCIAL INCOME OR EXPENSE	(183)	(207)
NET FINANCIAL INCOME (EXPENSE)	(380)	(404)

Net financial costs increased by €24 million, coming from the application of IAS 29, reaching €(404) million.

EFFECTIVE TAX RATE

Recurring income tax rate stood at 27.0%, vs 27.3% in FY24.

RECURRING NET INCOME – GROUP SHARE AND RECURRING EPS

Recurring net income reached €2,558 million in 2025 (€2,441 million in 2024).

Non recurring operating income and expense reached €(725) million in 2025, including one-off costs related to transformation projects, mainly in Europe and Indonesia, and the impairment of intangible assets. This compared to €(179) million in 2024, which included the gains on disposal related to the EDP business in Russia, Horizon Organic and Wallaby, and Michel & Augustin.

Share of profit of equity-accounted companies

Share of profit of equity-accounted companies stood at €92 million, increasing from €30 million last year. Recurring share of profit of equity-accounted companies stood at €108 million in 2025, increasing from €76 million in 2024.

Net income from non-controlling interests

Recurring minority interest stood at €97 million, up from €96 million in 2024.

Recurring net income – Group share

Recurring net income – Group share was €2,461 million in 2025, up +5.0% vs last year.

Recurring EPS increased by +4.6% to €3.80 per share, mostly driven by strong operational performance. Reported EPS stood at €2.82 in 2025, down -10.1%.

Bridge from Net income – Group share to Recurring net income – Group share

	Year ended December 31					
	2024			2025		
	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total
<i>(in € millions except percentage)</i>						
OPERATING INCOME	3,558	(179)	3,379	3,665	(725)	2,940
Cost of net financial debt	(197)	–	(197)	(197)	–	(197)
Other financial income and expense	(108)	(75)	(183)	(111)	(96)	(207)
INCOME BEFORE TAXES	3,253	(254)	2,999	3,357	(821)	2,536
Income tax	(888)	(41)	(929)	(906)	166	(741)
Effective tax rate	27.3%	–%	31.0%	27.0%	–%	29.2%
NET INCOME FROM FULLY CONSOLIDATED COMPANIES	2,365	(295)	2,070	2,450	(655)	1,795
Share of profit (loss) of equity-accounted companies	76	(46)	30	108	(16)	92
NET INCOME	2,441	(340)	2,100	2,558	(671)	1,887
■ Group share	2,345	(324)	2,021	2,461	(636)	1,825
■ Non-controlling interests	96	(17)	79	97	(34)	63
Diluted EPS (in €)	3.63	–	3.13	3.80	–	2.82

Bridge from EPS to Recurring EPS

	Year ended December 31			
	2024		2025	
	Recurring	Total	Recurring	Total
Net Income – Group share (in € millions)	2,345	2,021	2,461	1,825
Coupon relating to hybrid financing net of tax (in € millions)	(4)	(4)	(8)	(8)
NUMBER OF SHARES				
■ Before dilution	643,283,916	643,283,916	643,127,462	643,127,462
■ After dilution	644,436,743	644,436,743	645,130,545	645,130,545
EPS (in €)				
■ Before dilution	3.64	3.14	3.81	2.82
■ After dilution	3.63	3.13	3.80	2.82

ADDITIONAL INFORMATION ON CONSOLIDATED INCOME STATEMENT

Bridge from reported to like-for-like figures

(in € millions except percentage)	2024	Like-for-like change	Impact of changes in scope of consolidation	Impact of changes in exchange rates and others, including IAS 29	Contribution of hyperinflation	Reported change	2025
Sales	27,376	+4.5%	(0.4)%	(5.0)%	+0.6%	(0.3)%	27,283

IAS 29: impact on reported data

Danone has applied IAS 29 to Argentina as from its 2018 financial statements, to Iran as from its 2020 financial statements, to Turkey as from its 2022 financial statements and to Ghana as from its 2023 financial statements.

Danone has applied IAS 29 in hyperinflationary countries as defined in IFRS. Adoption of IAS 29 in hyperinflationary countries requires their

non-monetary assets and liabilities and their income statement to be restated to reflect the changes in the general purchasing power of their functional currency, leading to a gain or loss on the net monetary position, included in the net income. Moreover, their financial statements are converted into euros using the closing exchange rate of the relevant period.

(in € millions except percentage)	2025
Sales	(31.6)
Sales growth	(0.12)%
Recurring Operating Income	(27)
Recurring Net Income – Group share	(46)

Breakdown by quarter of full-year 2025 sales after application of IAS 29

Full-year 2025 sales correspond to the addition of:

- Q4 2025 reported sales;

- Q1, Q2 and Q3 2025 sales resulting from the application of IAS 29 until December 31, 2025, to sales of entities of hyperinflationary countries (application of the inflation rate until December 31, 2025 and translation into euros using December 31, 2025 closing rate) and provided in the table below for information (unaudited data).

(in € millions)	Q1 2025 (a)	Q2 2025 (b)	Q3 2025 (c)	Q4 2025	2025
Europe	2,389	2,505	2,481	2,404	9,779
North America	1,633	1,546	1,577	1,560	6,316
China, North Asia & Oceania	936	1,080	1,032	904	3,953
Latin America	686	705	677	723	2,792
Asia, Middle-East & Africa	1,172	1,071	1,108	1,093	4,444
TOTAL	6,817	6,908	6,874	6,684	27,283

(a) Results from the application of IAS 29 until December 31, 2025 to Q1 sales of entities of hyperinflationary countries.

(b) Results from the application of IAS 29 until December 31, 2025 to Q2 sales of entities of hyperinflationary countries.

(c) Results from the application of IAS 29 until December 31, 2025 to Q3 sales of entities of hyperinflationary countries.

DIVIDEND PAID IN RESPECT OF 2025 FISCAL YEAR

At the Annual Shareholders' Meeting on April 23, 2026, Danone's Board of Directors will propose a dividend of €2.25 per share in respect of the 2025 fiscal year, up +4.7% compared to last year. Assuming this proposal is approved, the ex-dividend date will be May 4, 2026, and dividends will be payable on May 6, 2026.

2.3 FREE CASH FLOW

At the date of this Universal Registration Document, Danone estimates that the cash flows generated by its operating activities, its cash flow and the funds available through confirmed credit lines managed at the level of the Company will be sufficient to cover the necessary expenses and investments, the debt service (including the financing of the exercise of any put options granted to holders of non-controlling interests) and the payment of dividends.

Free cash flow reached €2,799 million in 2025, compared to the record level of €3,003 million in 2024. Capex increased by €132 million compared to last year, at €(1,055) million. Working Capital stood at a record -10.2% of sales (163bps improvement) and change in working capital contributed positively to free cash flow generation (+ €276 million) although to a lower extent than the exceptional 2024 contribution (+€534 million).

FREE CASH FLOW

Transition from operating cash flow to free cash flow

	Year ended December 31	
	2024	2025
<i>(in € millions)</i>		
Cash flows provided by operating activities	3,831	3,779
Capital expenditure	(923)	(1,055)
Disposal of property, plant and equipment and acquisition costs related to acquisitions of companies resulting in control ^(a)	95	74
FREE CASH FLOW	3,003	2,799

(a) Represents acquisition costs related to acquisitions of companies resulting in control, that were paid during the period.

CONSOLIDATED STATEMENT OF CASH FLOWS

(in € millions)	Year ended December 31	
	2024	2025
Net income	2,100	1,887
Share of profit of equity-accounted companies, net of dividends received	(7)	(68)
Depreciation, amortization and impairment of property, plant and equipment and intangible assets	1,168	1,355
Net change in other provisions and liabilities	(21)	54
Change in deferred taxes	61	(60)
(Gains) losses on disposal of property, plant and equipment and financial investments	(225)	(1)
Expense related to share-based payments and Company Savings Plans	71	109
Cost of net financial debt	196	195
Net interest paid	(167)	(169)
Net change in interest income and expense	29	25
Other items with no cash impact	122	202
CASH FLOWS PROVIDED BY OPERATING ACTIVITIES, BEFORE CHANGES IN NET WORKING CAPITAL	3,297	3,503
(Increase) decrease in inventories	50	(192)
(Increase) decrease in trade receivables	(7)	(328)
Increase (decrease) in trade payables	353	527
Change in other receivables and payables	137	268
Change in working capital requirements	534	276
CASH FLOWS PROVIDED BY OPERATING ACTIVITIES	3,831	3,779
Capital expenditure ^(a)	(923)	(1,055)
Proceeds from the disposal of property, plant and equipment ^(a)	18	44
Net cash outflows on purchases of subsidiaries and financial investments ^(b)	(153)	(858)
Net cash inflows on disposal of subsidiaries and financial investments ^(b)	507	106
(Increase) decrease in long-term loans and other long-term financial assets	87	(9)
CASH FLOWS PROVIDED BY (USED IN) INVESTMENT ACTIVITIES	(463)	(1,773)
Increase in share capital and additional paid-in capital	76	89
Purchase of treasury shares (net of disposals)	-	(486)
Net issuance of undated subordinated notes	-	498
Interest expense and redemption premium on undated subordinated notes	(5)	(5)
Dividends paid to Danone shareholders ^(c)	(1,348)	(1,379)
Buyout of non-controlling interests	-	(1)
Dividends paid to non-controlling interests	(108)	(82)
Contribution from non-controlling interests to capital increases	1	(1)
Transactions with non-controlling interests	(108)	(84)

(in € millions)	Year ended December 31	
	2024	2025
Bonds issued during the period	1,397	1,666
Bonds redeemed during the period	(2,006)	(2,050)
Net cash flows from other current and non-current financial debt	(808)	82
Net cash flows from short-term investments	(1,015)	61
CASH FLOWS PROVIDED BY (USED IN) FINANCING ACTIVITIES	(3,817)	(1,610)
Effect of exchange rate and other changes	(2)	(307)
INCREASE (DECREASE) IN CASH	(452)	90
Net cash as of January 1	1,099	647
Net cash as of December 31	647	737
ADDITIONAL INFORMATION		
Income tax payments during the year	(766)	(697)

(a) Relates to property, plant and equipment and intangible assets used in operating activities.

(b) Acquisition/disposal of companies' shares. In the case of fully consolidated companies, this comprises cash and cash equivalents as of the acquisition/disposal date.

(c) Portion paid in cash.

2.4 BALANCE SHEET AND FINANCIAL SECURITY REVIEW

CONDENSED CONSOLIDATED BALANCE SHEET

(in € millions)	As of December 31	
	2024	2025
Non-current assets	32,505	31,841
Current assets	12,786	13,230
TOTAL ASSETS	45,292	45,071
Equity – Group share	17,795	16,917
Non-controlling interests	59	52
Non-current liabilities	13,707	13,476
Current liabilities	13,732	14,625
TOTAL EQUITY AND LIABILITIES	45,292	45,071
Net debt	8,601	8,431
Net financial debt	8,285	8,059



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WORKING CAPITAL

	As of December 31	
	2024	2025
<i>(in € millions except %)</i>		
Raw materials, work-in-progress and sundry supplies	1,291	1,204
Finished goods	1,215	1,325
Provisions for inventory write-downs	(229)	(205)
INVENTORIES, NET	2,277	2,325
Trade and other receivables from operations	3,035	3,152
Expected credit losses	(113)	(109)
TRADE RECEIVABLES, NET	2,922	3,042
State and local authorities	976	802
Derivatives – assets ^(a)	60	46
Other	351	352
TOTAL OTHER CURRENT ASSETS	1,387	1,200
TOTAL CURRENT ASSETS	6,586	6,567
TRADE PAYABLES	(5,147)	(5,421)
Year-end discounts payable to customers	(1,482)	(1,618)
State and local authorities	(438)	(436)
Personnel costs, including social security charges	(1,283)	(1,322)
Derivatives – liabilities ^(a)	(79)	(60)
Other	(489)	(480)
TOTAL OTHER CURRENT LIABILITIES ^(b)	(3,771)	(3,916)
TOTAL CURRENT LIABILITIES	(8,918)	(9,337)

(a) Fair value of derivatives used to hedge operating currency and commodity risks, most of which are set up for a period of less than one year.

(b) Except Other current provisions (see Note 15.2 consolidated financial statements and notes to the consolidated financial statements as of December 31, 2025).

WORKING CAPITAL	(2,332)	(2,770)
As a percentage of consolidated sales	(8.5)%	(10.2)%

FINANCING STRUCTURE AND FINANCIAL SECURITY

Liquidity risk exposure and management policy

See Note 11 of the Notes to the consolidated financial statements. In particular, Danone manages its liquidity risk and its financing at Company level.

Financing situation and liquidity risk

Main financing transactions in 2025

(in millions of currency)	Year ended December 31		
	2025		
	Currency	Nominal	Maturity
NEW FINANCING			
Euro bond	EUR	800	2027
Private Placement CNY	CNY	570	2031
Hybrid financing	EUR	500	2032
Euro bond	EUR	800	2033
REPAYMENTS AND REDEMPTIONS			
Euro bond	EUR	750	2025
Euro bond	EUR	300	2025
Euro bond	EUR	1000	2025

Main financial debt repayment schedule

This relates to financing managed at the Company level.

PROJECTED CASH OUTFLOWS RELATED TO THE CONTRACTUAL REPAYMENT OF THE PRINCIPAL BASED ON THE ASSUMPTION OF NON-RENEWAL

YEAR ENDED DECEMBER 31

(in € millions)



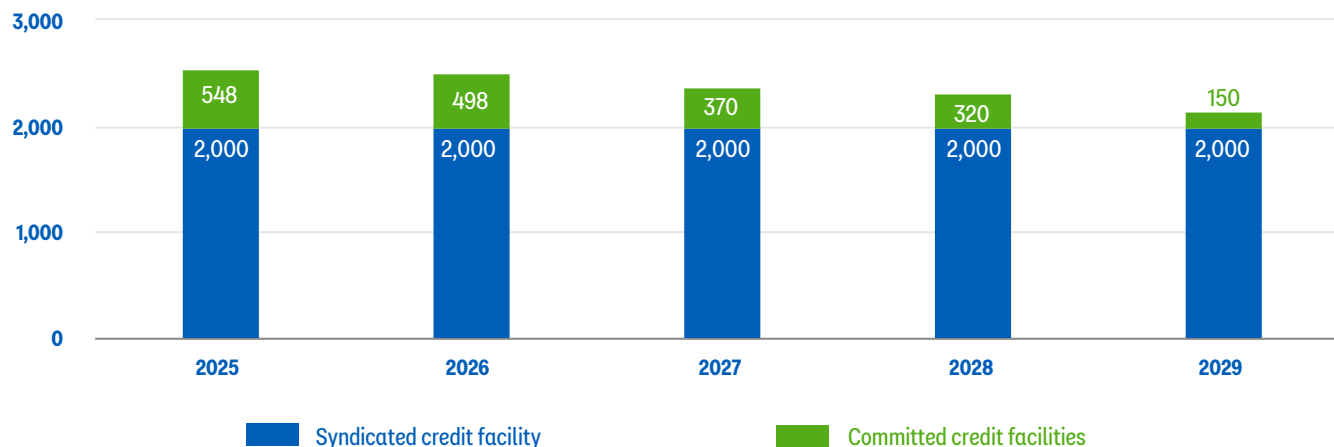
(a) Including €500 million with a call date in 2026 and €500 million with a call date in 2032.

Sources of financing available at any time

Financing available at any time is carried on the Company's books and comprises committed credit facilities and a syndicated credit facility.

AS OF DECEMBER 31

(in € millions)



Company rating

	As of December 31			
	2024		2025	
	Moody's	Standard and Poor's	Moody's	Standard and Poor's
SHORT-TERM RATING ^(a)				
Rating	–	A-2	–	A-2
LONG-TERM RATING ^(b)				
Rating	Baa1	BBB+	Baa1	BBB+
Outlook	Stable	Stable	Stable	Stable

(a) Rating given to the Company's short-term debt instruments program.

(b) Rating given to the Company's senior debt issues with a maturity of more than one year.

LIABILITIES RELATED TO PUT OPTIONS GRANTED TO NON-CONTROLLING INTERESTS

General principles

Danone granted put options to third parties with non-controlling interests in certain consolidated subsidiaries, under which the option holders are entitled to sell part or all of their investment in those subsidiaries. These financial liabilities do not bear interest.

Changes during the period

(in € millions)	2024	2025
As of January 1	356	317
New options	–	44
Options exercised ^(a)	–	–
Changes in the present value of outstanding options	(39)	11
AS OF DECEMBER 31 ^(b)	317	372

(a) Carrying amount at the end of the previous reporting period for options exercised.

(b) In most cases, the strike price is determined based on sales and discounted cash flows.

NET DEBT AND NET FINANCIAL DEBT

Net debt

(in € millions)	As of December 31	
	2024	2025
Non-current financial debt ^(a)	10,175	10,074
Current financial debt ^(a)	3,799	3,799
Short-term investments	(4,685)	(4,588)
Cash ^(b)	(1,475)	(1,983)
Bank overdrafts ^(b)	828	1,246
Derivatives – assets – Non-current ^(c)	(3)	(84)
Derivatives – assets – Current ^(c)	(37)	(33)
NET DEBT	8,601	8,431

(a) Consists of €937 million in lease liabilities following the application of IFRS 16, Leases.

(b) Net cash in the consolidated statement of cash flows corresponds to cash and bank overdrafts.

(c) Used solely to manage net debt.

Bridge from net debt to net financial debt

(in € millions)	Year ended December 31	
	2024	2025
NET DEBT	8,601	8,431
Liabilities related to put options granted to non-controlling interests — Non-current	–	(49)
Liabilities related to put options granted to non-controlling interests — Current	(317)	(323)
FINANCIAL DEBT EXCLUDED FROM NET DEBT	(317)	(372)
NET FINANCIAL DEBT	8,285	8,059

On April 1, 2025, Danone announced that it had issued an €800 million bond with an eight-year maturity and a 3.438% coupon.

On June 20, 2025, Danone successfully issued bonds worth 570 million Chinese yuan (approximately €69 million through a private placement). The bonds have a six-year maturity and 2.38% coupon.

On September 1, 2025, Danone announced that it had issued a dual-tranche €1,300 million bond, consisting of:

- a tranche of 2-year floating rate notes of €800 million (coupon of Euribor 3 months +27 basis points);
- a tranche of undated deeply subordinated notes of €500 million (fixed resettable coupon of 3.95%).

On January 8, 2026, Danone successfully issued bonds worth 450 million Chinese yuan (approximately €55 million) through a private placement. The bonds have a five-year maturity and a 2.33% coupon.

Net debt/EBITDA and Return On Invested Capital (ROIC)

Danone tracks these ratios on a yearly basis.

Net debt/EBITDA

The net debt/EBITDA ratio corresponds to the ratio of net debt to operating income restated for depreciation, amortization and impairment of tangible and intangible assets. The ratio for 2025 fiscal year is 2.0x:

<i>(in € millions except ratio)</i>	2024	2025
NET DEBT AS OF DECEMBER 31	8,601	8,431
Operating income	3,379	2,940
Depreciation, amortization and impairment of property, plant and equipment and intangible assets	1,168	1,355
EBITDA OF THE YEAR	4,546	4,295
NET DEBT/EBITDA OF THE YEAR ^(a)	1.9x	2.0x

ROIC

ROIC is the ratio of net operating income in the current year to average capital invested in the current and prior years.

Invested capital = goodwill and other tangible and intangible assets + investments in non-consolidated companies and other financial investments + assets held for sale net of liabilities + working capital requirements - provisions and other net liabilities.

The ROIC stood at 10.7% in 2025:

<i>(in € millions except percentage)</i>	2023	2024	2025
Recurring operating income	3,481	3,558	3,665
Recurring income tax rate	27.2%	27.3%	27.0%
Tax on recurring operating income	(947)	(971)	(990)
Recurring income from equity-accounted companies	55	76	108
OPERATING INCOME	2,588	2,662	2,783
Intangible assets	23,093	24,009	23,136
Property, plant and equipment	6,441	6,519	6,445
GOODWILL AND OTHER TANGIBLE AND INTANGIBLE ASSETS	29,534	30,527	29,581
Investments in equity-accounted companies	416	584	730
Other financial investments	839	864	913
Short-term loans	3	2	2
INVESTMENTS IN NON-CONSOLIDATED COMPANIES AND OTHER FINANCIAL INVESTMENTS	1,259	1,449	1,645
Assets held for sale net of liabilities	286	-	28
Deferred taxes net of deferred tax assets	(743)	(952)	(927)
Provisions for retirement and other long-term benefits	(904)	(900)	(771)
Other non-current provisions and liabilities	(1,303)	(1,152)	(1,171)
PROVISIONS AND OTHER NET LIABILITIES	(2,950)	(3,003)	(2,869)
Working capital	(1,686)	(2,333)	(2,770)
Invested capital of the year	26,443	26,641	25,611
AVERAGE INVESTED CAPITAL	27,271	26,542	26,124
ROIC	9.5%	10.0%	10.7%

SHAREHOLDERS EQUITY

Change in shareholders equity – Group share

(in € millions)	Year ended December 31	
	2024	2025
As of January 1	16,176	17,795
Net income	2,021	1,825
Other comprehensive income	(85)	(9)
Dividends paid ^(a)	(1,348)	(1,379)
Cumulative translation adjustments	902	(1,542)
Other	129	227
AS OF DECEMBER 31	17,795	16,917

(a) Impact on the Group share of the equity, the impact of the dividends paid on the consolidated equity amounting to € (1,461) million in 2025 (€ (1,456) million in 2024).

OFF-BALANCE SHEET COMMITMENTS

Commitments given as of December 31, 2025 relating to operating activities

(in € millions)	Total	Amount of financial flows for the period				
		2026	2027	2028	2029	2030 and after
Commitments to purchase goods and services ^(a)	(6,661)	(2,996)	(1,197)	(564)	(394)	(1,510)
Capital expenditure commitments	(220)	(181)	(37)	(1)	–	–
Guarantees and pledges given	(3)	(3)	–	–	–	–
Other	(82)	(60)	(14)	(6)	(2)	(1)
TOTAL	(6,966)	(3,240)	(1,248)	(571)	(396)	(1,511)

(a) Commitments relating mainly to purchases of milk, dairy ingredients and other food raw materials.

2.5 OUTLOOK 2026

MATERIAL CHANGE IN FINANCIAL POSITION

There has been no significant change in the financial position of the Company and its subsidiaries as a whole since December 31, 2025.

OUTLOOK FOR 2026

2026 guidance is in line with mid-term ambition: like-for-like sales growth expected between +3% and +5%, with recurring operating income growing faster than sales.

2.6 FINANCIAL INDICATORS NOT DEFINED IN IFRS

Financial indicators not defined in IFRS used by Danone are calculated as follows:

Like-for-like changes in sales, reflect Danone's organic performance and essentially exclude the impact of:

- changes in consolidation scope, with indicators related to a given fiscal year calculated on the basis of previous-year's scope;
- changes in applicable accounting principles;
- changes in exchange rates with both previous-year and current-year indicators calculated using the same exchange rates (the exchange rate used is a projected annual rate determined by Danone for the current year and applied to both previous and current years).

Since January 1, 2023, all countries with hyperinflationary economies are taken into account in like-for-like changes as follows: sales growth in excess of around 26% per year (a three-year average at 26% would generally trigger the application of hyperinflationary accounting as defined in IFRS) is now excluded from the like-for-like sales growth calculation.

Margin from operations is defined as the Gross margin over Sales ratio, where Gross margin corresponds to the difference between Sales and Industrial costs excluding reengineering initiatives and Logistics/Transportation costs.

Recurring operating income is defined as Danone's operating income excluding Other operating income and expenses. Other operating income and expenses comprise items that, because of their significant or unusual nature, cannot be viewed as inherent to Danone's recurring activity and have limited predictive value, thus distorting the assessment of its recurring operating performance and its evolution. These mainly include:

- capital gains and losses on disposals of businesses and fully consolidated companies;
- impairment charges on intangible assets with indefinite useful lives;
- costs related to strategic restructuring operations or transformation plans;
- costs related to major external growth transactions;
- costs related to crises and major disputes;
- in connection with IFRS 3 and IFRS 10, (i) acquisition costs related to acquisitions of companies resulting in control, (ii) revaluation gains or losses accounted for following a loss of control, and (iii) changes in earn-outs subsequent to acquisitions resulting in control.

Recurring operating margin is defined as Recurring operating income over Sales ratio.

Other non-recurring financial income and expense corresponds to financial income and expense items that, in view of their significant or unusual nature, cannot be considered as inherent to Danone's recurring financial management. These notably include changes in the value of non-consolidated interests and profit or losses on the net monetary position.

Non-recurring income tax corresponds to income tax on non-recurring items as well as tax income and expense items that, in view of their significant or unusual nature, cannot be considered as inherent to Danone's recurring performance.

Recurring effective tax rate measures the effective tax rate of Danone's recurring performance and is computed as the ratio income tax related to recurring items over recurring net income before tax.

Non-recurring share of profit (loss) of equity-accounted companies include items that, because of their significant or unusual nature, cannot be viewed as inherent to the companies' recurring activity and thereby distort the assessment of their recurring performance and trends in that performance. These items mainly relate to:

- capital gains and losses on disposal of Investments in equity-accounted companies;
- impairment of investments in equity-accounted companies;
- non-recurring items, as defined by Danone, included in the share of profit (loss) of equity-accounted companies.

Recurring net income (or Recurring net income – Group Share) corresponds to the Group share of the consolidated Recurring net income. The Recurring net income excludes items that, because of their significant or unusual nature, cannot be viewed as inherent to Danone's recurring activity and have limited predictive value, thus distorting the assessment of its recurring performance and its evolution. Such non-recurring income and expenses correspond to Other operating income and expenses, Other non-recurring financial income and expenses, Non-recurring income tax, and Non-recurring share of profit (loss) from equity-accounted companies. These items, excluded from Net income, represent Non-recurring net income.

Recurring EPS (or Recurring net income – Group Share, per share after dilution) is defined as the ratio of Recurring net income adjusted for hybrid financing over Diluted number of shares. In compliance with IFRS, income used to calculate EPS is adjusted for the coupon related to the hybrid financing accrued for the period and presented net of tax.

Free cash flow represents cash flows provided or used by operating activities less capital expenditure net of disposals and, in connection with IFRS 3, excluding (i) acquisition costs related to acquisitions of companies resulting in control, and (ii) earn-outs related to acquisitions of companies resulting in control and paid subsequently to acquisition date.

Net financial debt represents the net debt portion bearing interest. It corresponds to current and non-current financial debt (i) excluding Liabilities related to put options granted to non-controlling interests and earn-outs on acquisitions resulting in control and (ii) net of cash and cash equivalents, Short term investments and Derivatives – assets managing net debt.

The net debt/EBITDA ratio corresponds to the ratio of net debt to operating income restated for depreciation, amortization and impairment of tangible and intangible assets.

ROIC is the ratio of net operating income in the current year to average capital invested in the current and prior years.

Working Capital is defined as the net position between Current assets and Current liabilities. It reflects the resources required to finance the operating cycle, which corresponds to the average time between the acquisition of materials or services entering the production process and the final cash realization in accordance with IAS 1. Current assets mainly include items such as trade receivable and inventories, while Current liabilities mainly comprise trade payable, accrued expenses, and payroll-related payables.

Working Capital/Sales corresponds to the ratio of Working capital to Sales. It measures the level of resources invested in the operating cycle relative to the volume of activity achieved.

2.7 DOCUMENTS AVAILABLE TO THE PUBLIC

The by-laws, the minutes of Shareholders' Meetings, reports of the Statutory Auditors, and other corporate documents may be consulted at the Company's registered office.

Moreover, historical financial information and certain information regarding the organization and businesses of the Company and its subsidiaries are available on Danone's website www.danone.com (section *Regulated information*).



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FINANCIAL STATEMENTS

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3.1 CONSOLIDATED FINANCIAL STATEMENTS AND NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED FINANCIAL STATEMENTS

Consolidated income statement and earnings per share

(in € millions except earnings per share in €)	Notes	Year ended December 31	
		2024	2025
SALES	6.1, 6.2	27,376	27,283
Cost of goods sold		(13,769)	(13,473)
Selling expense		(6,572)	(6,568)
General and administrative expense		(2,928)	(2,996)
Research and Development expense		(447)	(479)
Other income (expense)	6.3	(102)	(102)
RECURRING OPERATING INCOME		3,558	3,665
Other operating income (expense)	7.2	(179)	(725)
OPERATING INCOME		3,379	2,940
Interest income on cash and short-term investments		403	301
Financial interest on debt		(600)	(498)
Cost of net financial debt	11.7	(197)	(197)
Other financial income	12.3	41	42
Other financial expense	12.3	(224)	(249)
INCOME BEFORE TAX		2,999	2,536
Income tax	9.1	(929)	(741)
NET INCOME FROM FULLY CONSOLIDATED COMPANIES		2,070	1,795
Share of profit of equity-accounted companies	5.4	30	92
NET INCOME		2,100	1,887
Net income – Group share		2,021	1,825
Net income – Non-controlling interests		79	63
Earnings per share – Group share	14.4	3.14	2.82
Diluted earnings per share – Group share	14.4	3.13	2.82

Consolidated statement of comprehensive income

(in € millions)	Year ended December 31	
	2024	2025
NET INCOME – GROUP SHARE	2,021	1,825
Translation adjustments	902	(1,542)
CASH FLOW HEDGE DERIVATIVES		
Gross unrealized gains and losses	35	(6)
Tax effects	(6)	(1)
OTHER GAINS AND LOSSES, NET OF TAX	-	-
ITEMS THAT MAY BE SUBSEQUENTLY RECYCLED TO PROFIT OR LOSS	931	(1,550)
INVESTMENTS IN OTHER NON-CONSOLIDATED COMPANIES		
Gross unrealized gains and losses	(12)	(36)
Tax effects	(12)	2
ACTUARIAL GAINS AND LOSSES ON RETIREMENT COMMITMENTS		
Gross gains and losses	4	33
Tax effects	(93)	-
ITEMS NOT SUBSEQUENTLY RECYCLABLE TO PROFIT OR LOSS	(114)	(1)
TOTAL COMPREHENSIVE INCOME – GROUP SHARE	2,838	274
Total comprehensive income – Non-controlling interests	89	72
TOTAL COMPREHENSIVE INCOME	2,927	346

Consolidated balance sheet

		As of December 31	
(in € millions)	Notes	2024	2025
ASSETS			
Goodwill		18,062	17,275
Brands		5,390	5,242
Other intangible assets		556	619
Intangible assets	10.1 to 10.3	24,009	23,136
Property, plant and equipment	6.5	6,519	6,445
Investments in equity-accounted companies	5.1 to 5.5	583	730
Investments in other non-consolidated companies		325	278
Long-term loans and financial assets		538	634
Other financial assets	12.1, 12.2	864	913
Derivatives – assets ^(a)	13.2, 13.3	3	84
Deferred taxes	9.2	528	534
NON-CURRENT ASSETS		32,505	31,841
Inventories	6.4	2,277	2,325
Trade receivables	6.4	2,922	3,042
Other current assets	6.4	1,387	1,200
Short-term loans		2	2
Derivatives – assets ^(a)	13.2, 13.3	37	33
Short-term investments	11.1, 11.5	4,685	4,588
Cash		1,475	1,983
Assets held for sale ^(b)	4.2	–	56
CURRENT ASSETS		12,786	13,230
TOTAL ASSETS		45,292	45,071

(a) Derivative instruments used to manage net debt.

(b) As of December 31, 2025, corresponds to assets and liabilities held for sale of the Proviva brand and the Lunnarp plant (see Note 4.2).

		As of December 31	
(in € millions)	Notes	2024	2025
EQUITY AND LIABILITIES			
Share capital		170	170
Additional paid-in capital		5,331	5,420
Retained earnings and other ^(a)	11.3	17,546	18,581
Translation adjustments		(3,134)	(4,676)
Accumulated other comprehensive income		(592)	(600)
Treasury shares	14.2	(1,527)	(1,978)
EQUITY – GROUP SHARE		17,795	16,917
Non-controlling interests	4.6	59	52
CONSOLIDATED EQUITY		17,853	16,970
Financing	11.1 to 11.4	9,929	9,761
Derivatives – liabilities ^(b)	13.2, 13.3	246	202
Liabilities related to put options granted to non-controlling interests	4.6	–	110
Non-current financial debt		10,175	10,074
Provisions for retirement obligations and other long-term benefits	8.3	900	771
Deferred taxes	9.2	1,480	1,461
Other provisions and non-current liabilities	15.2, 15.3	1,152	1,171
NON-CURRENT LIABILITIES		13,707	13,476
Financing	11.1 to 11.4	4,291	4,658
Derivatives – liabilities ^(b)	13.2, 13.3	19	61
Liabilities related to put options granted to non-controlling interests and earn-outs on acquisitions resulting in control	4.6	317	326
Current financial debt		4,627	5,045
Trade payables	6.4	5,147	5,421
Other provisions and current liabilities	6.4, 15.2	3,957	4,131
Liabilities directly associated with assets held for sale ^(c)	4.2	–	28
CURRENT LIABILITIES		13,732	14,625
TOTAL EQUITY AND LIABILITIES		45,292	45,071

(a) "Other" corresponds to undated subordinated notes totaling €1 billion.

(b) Derivative instruments used to manage net debt.

(c) As of December 31, 2025, corresponds to assets and liabilities held for sale of the Proviva brand and the Lunnarp plant (see Note 4.2).

Consolidated statement of cash flows

(in € millions)	Notes	Year ended December 31	
		2024	2025
NET INCOME		2,100	1,887
Share of profit of equity-accounted companies, net of dividends received	5.4	(7)	(68)
Depreciation, amortization and impairment of property, plant and equipment and intangible assets	6.2, 6.5, 10.3	1,168	1,355
Net change in other provisions and liabilities	15.2, 15.3	(21)	54
Change in deferred taxes	9.2	61	(60)
(Gains) losses on disposal of property, plant and equipment and financial investments		(225)	(1)
Expense related to share-based payments and Company Savings Plans	8.4, 8.5	71	109
Cost of net financial debt	11.7	196	195
Net interest paid		(167)	(169)
Net change in interest income and expense		29	25
Other items with no cash impact		122	202
CASH FLOWS PROVIDED BY OPERATING ACTIVITIES, BEFORE CHANGES IN NET WORKING CAPITAL		3,297	3,503
(Increase) decrease in inventories		50	(192)
(Increase) decrease in trade receivables		(7)	(328)
Increase (decrease) in trade payables		353	527
Change in other receivables and payables		137	268
Change in working capital requirements	6.4	534	276
CASH FLOWS PROVIDED BY OPERATING ACTIVITIES		3,831	3,779
Capital expenditure ^(a)	6.5	(923)	(1,055)
Proceeds from the disposal of property, plant and equipment ^(a)		18	44
Net cash outflows on purchases of subsidiaries and financial investments ^(b)	4.2	(153)	(858)
Net cash inflows on disposal of subsidiaries and financial investments ^(b)	4.2	507	106
(Increase) decrease in long-term loans and other long-term financial assets		87	(9)
CASH FLOWS PROVIDED BY (USED IN) INVESTMENT ACTIVITIES		(463)	(1,773)
Increase in share capital and additional paid-in capital		76	89
Purchase of treasury shares (net of disposals)	14.2	-	(486)
Net issuance of undated subordinated notes	11.4	-	498
Interest expense and redemption premium on undated subordinated notes	11.4	(5)	(5)
Dividends paid to Danone shareholders ^(c)	14.5	(1,348)	(1,379)
Buyout of non-controlling interests	4.6	-	(1)
Dividends paid to non-controlling interests		(108)	(82)
Contribution from non-controlling interests to capital increases		1	(1)
Transactions with non-controlling interests		(108)	(84)
Bonds issued during the period	11.3, 11.4	1,397	1,666
Bonds redeemed during the period	11.3, 11.4	(2,006)	(2,050)
Net cash flows from other current and non-current financial debt	11.3	(808)	82
Net cash flows from short-term investments	11.5	(1,015)	61

(in € millions)	Notes	Year ended December 31	
		2024	2025
CASH FLOWS PROVIDED BY (USED IN) FINANCING ACTIVITIES		(3,817)	(1,610)
Effect of exchange rate and other changes		(2)	(307)
INCREASE (DECREASE) IN CASH		(452)	90
Net cash as of January 1	11.6	1,099	647
Net cash as of December 31	11.6	647	737

ADDITIONAL INFORMATION

Income tax payments during the year	(766)	(697)

(a) Relates to property, plant and equipment and intangible assets used in operating activities.

(b) Acquisition/disposal of companies' shares. In the case of fully consolidated companies, this comprises cash and cash equivalents as of the acquisition/disposal date.

(c) Portion paid in cash.

Cash flows correspond to items presented in the consolidated balance sheet. However, these may differ from the changes shown in assets and liabilities in the balance sheet, mainly as a result of the rules for (i) converting into euros transactions in currencies other than the functional currency, (ii) converting into euros the financial statements of companies with a functional currency other than the euro, (iii) changes in the consolidation scope, and (iv) other non-monetary items.



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Consolidated statement of changes in equity

(in € millions)	Notes	Changes during the period									As of December 31, 2025
		As of January 1, 2025	Other comprehensive income	Capital increase	Other transactions involving treasury shares	Expense related to share-based payments and Company Savings Plans ^(b)	Dividends paid to Danone shareholders	Interest on undated subordinated notes, net of tax	Other transactions with non-controlling interests	Other changes	
Share capital		170	–	0	–	–	–	–	–	–	170
Additional paid-in capital		5,331	–	89	–	–	–	–	–	–	5,420
Retained earnings and other ^(a)	11.3, 14.5	17,546	1,825	–	–	109	(1,379)	493	(135)	122	18,581
Translation adjustments		(3,134)	(1,542)	–	–	–	–	–	–	–	(4,676)
Gains and losses related to hedging derivatives, net of tax		(164)	(8)	–	–	–	–	–	–	–	(172)
Gains and losses on assets recognized at fair value through other comprehensive income, net of tax		(12)	(34)	–	–	–	–	–	–	–	(45)
Actuarial gains and losses on retirement commitments not recyclable to profit or loss, net of tax	8, 9.2	(415)	33	–	–	–	–	–	–	–	(382)
OTHER COMPREHENSIVE INCOME		(591)	(9)	–	–	–	–	–	–	–	(600)
DANONE treasury shares	14.2	(1,527)	–	–	(451)	–	–	–	–	–	(1,978)
EQUITY – GROUP SHARE		17,795	274	89	(451)	109	(1,379)	493	(135)	122	16,917
Non-controlling interests		59	72	–	–	–	(82)	–	4	(1)	52
CONSOLIDATED EQUITY		17,853	346	89	(451)	109	(1,461)	493	(131)	121	16,970

(a) "Other" corresponds to undated subordinated notes totaling €1 billion.

(b) See Notes 8.4 and 8.5 to the consolidated financial statements.

	Changes during the period										
(in € millions)	Notes	As of January 1, 2024	Other comprehensive income	Capital increase	Other transactions involving treasury shares	Expense related to share-based payments and Company Savings Plans ^(b)	Dividends paid to Danone shareholders	Interest on undated subordinated notes, net of tax	Other transactions with non-controlling interests	Other changes	As of December 31, 2024
Share capital		169	-	1	-	-	-	-	-	-	170
Additional paid-in capital		5,256	-	75	-	-	-	-	-	-	5,331
Retained earnings and other ^(a)	11.3, 14.5	16,845	2,021	-	-	71	(1,348)	(5)	13	(51)	17,546
Translation adjustments		(4,036)	902	-	-	-	-	-	-	-	(3,134)
Gains and losses related to hedging derivatives, net of tax		(194)	29	-	-	-	-	-	-	-	(164)
Gains and losses on assets recognized at fair value through other comprehensive income, net of tax		13	(25)	-	-	-	-	-	-	-	(12)
Actuarial gains and losses on retirement commitments not recyclable to profit or loss, net of tax	8, 9.2	(326)	(89)	-	-	-	-	-	-	-	(415)
OTHER COMPREHENSIVE INCOME		(507)	(85)	-	-	-	-	-	-	-	(591)
DANONE treasury shares	14.2	(1,552)	-	-	25	-	-	-	-	-	(1,527)
EQUITY – GROUP SHARE		16,176	2,838	76	25	71	(1,348)	(5)	13	(51)	17,795
Non-controlling interests		46	89	1	-	-	(108)	-	23	8	59
CONSOLIDATED EQUITY		16,222	2,927	76	25	71	(1,456)	(5)	36	(43)	17,853

(a) "Other" corresponds to undated subordinated notes totaling €500 million.

(b) See Notes 8.4 and 8.5 to the consolidated financial statements.

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NOTE 1. ACCOUNTING PRINCIPLES

NOTE 1.1. BASIS OF PREPARATION

The consolidated financial statements of Danone (the "Company") and its subsidiaries (together, the "Group") as of and for the year ended December 31, 2025 were approved by its Board of Directors on February 19, 2026 and will be submitted for approval to the Shareholders' Meeting on April 23, 2026.

The consolidated financial statements and the notes to the consolidated financial statements are presented in euros. Unless otherwise mentioned, amounts are stated in millions of euros and rounded to the nearest million. Generally speaking, the values presented are rounded to the nearest

unit. Consequently, the rounded amounts may differ slightly from the reported totals. Ratios and variances are calculated on the basis of the underlying amounts and not on the basis of the rounded amounts.

The preparation of consolidated financial statements requires management to make estimates, assumptions and appraisals that affect the reported amounts in the consolidated balance sheet, consolidated income statement and notes to the consolidated financial statements. The main such estimates and assumptions relate to:

	Notes
Assessment of climate change risks	1.4
Determination of the amount of rebates, discounts and other deductions relating to agreements with customers	6.1
Measurement of deferred tax assets	9.3
Measurement of the recoverable amount of intangible assets	10.3
Determination of the amount of other provisions and non-current and current liabilities	15.2, 15.3

These assumptions, estimates and appraisals are made on the basis of the information available and the conditions in force at the end of the financial period presented. Actual amounts may differ from those estimates.

In addition to the use of estimates, Danone's management uses its judgment to define the accounting treatment for certain activities and transactions, when they are not explicitly addressed in IFRS and related interpretations. This applies particularly to the recognition of put options granted to non-controlling interests.

NOTE 1.2. ACCOUNTING FRAMEWORK APPLIED

The Group's consolidated financial statements have been prepared in accordance with IFRS (International Financial Reporting Standards) as adopted by the European Union, which are available on the website of the European Commission.

Main standards, amendments and interpretations whose application is mandatory as of January 1, 2025

The following amendments apply to reporting periods beginning on or after January 1, 2025:

- IAS 21, *Lack of Exchangeability*.

These amendments had no material impact on the consolidated financial statements for the year ended December 31, 2025.

Main standards, amendments and interpretations published by the IASB whose application is not mandatory in the European Union as of January 1, 2025

The following amendments apply to reporting periods beginning on or after January 1, 2026:

- Amendments to IFRS 7 and IFRS 9, *Classification and Measurement of Financial Instruments*.

The main challenges and impacts of applying these amendments are currently being analyzed.

- Amendments to IFRS 7 and IFRS 9, *Contracts Referencing Nature-dependent Electricity*.
- Annual Improvements to IFRS Accounting Standards – Volume 11.

These amendments have no material impact on the consolidated financial statements as of December 31, 2025.

The following amendments apply to reporting periods beginning on or after January 1, 2027:

- IFRS 18, *Presentation and Disclosure in Financial Statements*.

IFRS 18, published on April 9, 2024, will replace IAS 1, *Presentation of Financial Statements*. The European Commission's endorsement was still pending as of December 31, 2025. The main challenges and impacts of applying this standard on the presentation of the financial statements are currently being analyzed.

NOTE 1.3. APPLICATION OF IAS 29

Accounting principles

IAS 29 *Financial Reporting in Hyperinflationary Economies* requires the non-monetary assets, liabilities and equity as well as income statements of countries with hyperinflationary economies to be restated to reflect the changes in the general purchasing power of their functional currency, thereby generating a profit or loss on the net monetary position which is recognized in net income within "Other financial income" or "Other financial expense". In addition, the financial statements of the subsidiaries in these countries are translated at the closing exchange rate for the reporting period concerned, in accordance with IAS 21.

Application and main accounting implications

Danone has applied IAS 29 to Argentina as from its 2018 financial statements, to Iran as from its 2020 financial statements, to Turkey as from its 2022 financial statements and to Ghana as from its 2023 financial statements.

Argentina

In 2025, Danone used (i) the consumer price index (CPI) to remeasure its income statement items, cash flows and non-monetary assets and liabilities, the amounts of which increased by 31% versus 2024 and (ii) a EUR/ARS exchange rate of 1,704.9 (1070.1 in 2024) to translate its income statement.

The application of IAS 29 resulted in a negative €223 million impact on consolidated equity and non-monetary assets net of non-monetary liabilities as of December 31, 2025 (negative impact of €147 million as of December 31, 2024), and had the following main impacts on the 2025 consolidated income statement:

- a €38 million decrease in consolidated sales and a €28 million decrease in recurring operating income (increase of €78 million and decrease of €67 million, respectively, in 2024);

- a €22 million negative impact on the net monetary position recognized in "Other financial expense" (positive impact of €10 million in 2024);
- a €82 million expense recorded in "Net income – Group share" (€148 million expense in 2024).

Turkey

In 2025, Danone used (i) the consumer price index (CPI) to remeasure its income statement items, cash flows and non-monetary assets and liabilities, the amounts of which increased by 32% versus 2024 and (ii) a EUR/TRY exchange rate of 50.5 (36.7 in 2024) to translate its income statement after applying IAS 29.

The application of IAS 29 resulted in a positive €179 million impact on consolidated equity and on non-monetary assets net of non-monetary liabilities as of December 31, 2025 (positive impact of €177 million as of December 31, 2024) and had the following main impacts on the 2025 consolidated income statement:

- a €0 million increase in consolidated sales and a €1 million decrease in recurring operating income (a €72 million increase and a €5 million increase, respectively, in 2024);
- a €34 million negative impact on the net monetary position recognized in "Other financial expense" (negative impact of €64 million in 2024);
- a €35 million expense recorded in "Net income – Group share" (€60 million expense in 2024).

Iran

The application of IAS 29 to Iran did not have a material impact on the 2025 financial statements, as in 2024.

Ghana

The application of IAS 29 to Ghana did not have a material impact on the 2025 financial statements, as in 2024. Ghana has not been considered a hyperinflationary economy since October 31, 2025.

NOTE 1.4. ASSESSMENT OF THE EFFECTS OF CLIMATE CHANGE

Given the nature of Danone's activities and its geographical location, as well as the extent of the current and potential impacts of the climate change risks and opportunities as identified and assessed in its risk factors (see section 1.6 *Risk factors*) and in section 4.3.1 *Climate change (ESRS E1)*, Danone did not identify any material impacts for 2025.

In particular:

- Danone has carbon credits that were not considered material as of December 31, 2025, and no material liability was recognized in the consolidated balance sheet in this respect;
- no material provision for environmental liabilities and risks was recognized on the consolidated balance sheet as of December 31, 2025;

- in 2025, the Group did not identify any material impacts that could affect the value of its property, plant and equipment, intangible assets and non-financial assets. The implementation of the action plans required to adapt plants and production tools did not lead to a risk of obsolescence being identified as of December 31, 2025, and did not affect the depreciation period applicable to these assets.

In addition, as of December 31, 2025, the Group has included in its business plans the identified costs relating to the Nature pillar of the Danone Impact Journey, as described in section 4.1.3 *Danone Impact Journey Phase 2: towards 2030*, which notably includes the Group's objectives in terms of combating the effects of climate change. As described in Note 10.3. to the *consolidated financial statements*, no impairment losses were identified for the 2025 financial year as a result of including these impacts in the impairment tests.

NOTE 2. SIGNIFICANT EVENTS OF THE YEAR

NOTE 2.1. OTHER SIGNIFICANT EVENTS

	Notes
Acquisition of a majority stake in Kate Farms	3

NOTE 3. ACQUISITION OF A MAJORITY STAKE IN KATE FARMS

NOTE 3.1. BACKGROUND

- On May 12, 2025, Danone announced it had entered into a definitive agreement to acquire a majority stake in Kate Farms.
- On July 1, 2025, Danone announced that it had successfully completed the acquisition of a majority stake in Kate Farms.

Kate Farms is a fast-growing US business offering a wide array of plant-based, organic nutrition products for both medical and everyday needs. Kate Farms is the number-one doctor-recommended plant-based brand in the United States. By bringing together the Kate Farms, Nutricia, Real Food Blends, and Functional Formularies brands, the combined business will now reach more patients, consumers and healthcare providers in North America with a complementary and differentiated offering of high-quality nutritional solutions that support a wide range of health needs.

In line with its Renew strategy, Danone's newly enhanced medical nutrition business will boost availability and improve access to specialized nutrition – whether in hospitals, at home, online, or on shelf – meeting people wherever they are on their health journey.

Danone will partner with Kate Farms' senior management team to accelerate the growth trajectory of the combined business while continuing to deliver on Kate Farms' mission to better serve patients, families and communities in the United States and abroad.

On July 1, 2025, Brett Matthews, former CEO and Chairman of Kate Farms, took over as Chairman and Chief Executive Officer of Danone's North American Medical Nutrition activities.

NOTE 3.2. IMPACTS ON THE 2025 CONSOLIDATED FINANCIAL STATEMENTS

Purchase price

Danone acquired a 96% majority stake in Kate Farms, with non-controlling interests amounting to 4%. Danone has exercised exclusive control over Kate Farms since the acquisition date of July 1, 2025, in accordance with IFRS 10 *Consolidated Financial Statements*. The entity has been fully consolidated using the full consolidation method as from that date.

The purchase price amounts to €839 million, equivalent to \$983 million, representing Danone's 96% ownership interest in Kate Farms, and includes in particular:

- a cash consideration of €770 million, equivalent to \$902 million, paid on the acquisition date;

- an earn-out arrangement, payable in early 2027 and based on Kate Farms' performance for the 2026 financial year. The earn-out has no significant impact on the consolidated financial statements as of 31 December 2025.

Purchase price allocation

In accordance with IFRS 3, *Business Combinations*, the purchase price allocation was carried out on a provisional basis and included in the consolidated financial statements for the year ended December 31, 2025.

	As of acquisition date
(in € millions)	2025
Net assets acquired in full	99
Brand name	352
Net assets attributable to non-controlling interests	(16)
Deferred tax liabilities relating to the brand name	(88)
Partial goodwill	492
ACQUISITION-DATE FAIR VALUE OF THE TRANSFERRED CONSIDERATION	839

Brand

The Kate Farms brand was recognized as an identified intangible asset at the acquisition date, in accordance with the requirements of IFRS 3.

The brand, which benefits from strong recognition among healthcare professionals and holds a leading position in the U.S. plant-based medical nutrition market, was measured at fair value, amounting to €352 million.

The valuation method applied is the relief-from-royalty method, which is commonly used for the valuation of indefinite-life brands in the context of a business combination and which Danone also applies in the subsequent measurement of its brands.

Provisional goodwill

The goodwill recognized following the acquisition of Kate Farms mainly reflects the expected synergies between Kate Farms, the Group's Specialized Nutrition activities (including Functional Formularies), and the North America regional platform.

These synergies arise from a combination of operational and commercial factors and include, in particular:

- the expansion of hospital coverage, enabled by the complementarity of product portfolios and the integration of Kate Farms into Danone's existing clinical distribution network;

- the strengthening of relationships with healthcare professionals, supported by the scientific and clinical recognition of the Kate Farms brand;
- the extension of the distribution footprint, especially across the rapidly growing U.S. retail and e-commerce channels, enabling broader consumer reach.

The total provisional goodwill amounts to €492 million.

Other information

- Acquisition-related costs and integration costs incurred during the period have been recognized in Danone's consolidated financial statements and amount to €37 million. These costs were recorded under Other operating income and expenses.
- Kate Farms' contribution to the Group's consolidated revenue since the acquisition date is not significant. Likewise, had the acquisition taken place on January 1, 2025, the impact on the Group's consolidated revenue and recurring operating income for the 2025 financial year would also have remained not significant, in accordance with the pro forma disclosure requirements of IFRS 3.

NOTE 4. FULLY CONSOLIDATED COMPANIES AND NON-CONTROLLING INTERESTS

NOTE 4.1. ACCOUNTING PRINCIPLES

Fully consolidated companies

The Group fully consolidates all subsidiaries over which it has the ability to exercise exclusive control, whether directly or indirectly. Exclusive control over an investee is assessed (i) by the power the Group has over said investee, (ii) whether it is exposed, or has rights, to variable returns from its involvement with the investee, and (iii) whether it uses its power over the investee to affect the amount of those returns.

Under full consolidation, all of the investee's assets, liabilities and income statement items are recognized in the Group's consolidated financial statements, after eliminating any intercompany transactions, and the portion of net income and equity attributable to owners of the Company (Group share) is shown separately from the portion relating to other shareholders' interests (non-controlling interests). All material intercompany transactions between consolidated entities (including dividends) and all intercompany balances are eliminated in the consolidated financial statements.

Business combinations: acquisitions resulting in control, partial disposals resulting in loss of control

The accounting treatment of acquisitions resulting in control and partial disposals resulting in a loss of control is described below:

- when control is obtained, the incidental transaction costs are recognized in the income statement under "Other operating income (expense)" and presented in the statement of cash flows within cash flows from operating activities in the year in which they are incurred. In addition, price adjustments (earn-outs) are initially recognized at fair value as part of the purchase price. Any subsequent changes in value are recognized in the income statement under "Other operating income (expense)";

- when control is obtained (or lost), the revaluation of the previously held interest (or the residual interest) at fair value is recognized in the income statement under (i) "Other operating income (expense)" if control is lost, (ii) "Share of profit (loss) of equity-accounted companies" if the acquisition results in control of an entity previously accounted for by the equity method, and (iii) "Other financial income" or "Other financial expense" if the acquisition results in control of an entity previously accounted for as an investment in a non-consolidated company;
- when control is obtained, non-controlling interests are recognized, either at their share in the fair value of the assets and liabilities of the acquired entity, or at their fair value. In the latter case, goodwill is then increased by the amount relating to these non-controlling interests. The treatment adopted is selected on an individual basis for each acquisition.

Business combinations may be recognized on a provisional basis, as the amounts allocated to the identifiable assets acquired, liabilities assumed and goodwill may be amended during a maximum period of one year from their acquisition date.

Acquisitions or disposals of interests in controlled companies with no impact on control

Acquisitions or disposals of interests in controlled companies that do not result in a gain or loss of control are recognized directly in equity under "Retained earnings" as transfers between the Group share of consolidated equity and non-controlling interests. The income statement is not affected and the corresponding cash flows are presented within cash flows relating to financing activities. The same accounting treatment is applied to the costs associated with these transactions.

NOTE 4.2. MAIN CHANGES DURING THE PERIOD

2025 fiscal year

(in percentage)	Ownership interest as of December 31				
	Zone (Country)	Category	Transaction date ^(a)	2024	2025
MAIN COMPANIES CONSOLIDATED FOR THE FIRST TIME DURING THE YEAR					
The Akkermansia Company SA ^(b)	Europe (Belgium) and North America (United States)	EDP	June	–	100%
Kate Farms ^(c)	North America (United States)	Specialized Nutrition	July	–	96%
MAIN CONSOLIDATED COMPANIES IN WHICH THE GROUP'S OWNERSHIP INTEREST HAS CHANGED					
—	–	–	–	–	–
MAIN COMPANIES NO LONGER FULLY CONSOLIDATED AS OF DECEMBER 31					
Danone Dairy Pars ^(d)	Asia, Middle East & Africa (Iran)	EDP	December	100%	–

(a) Month in the 2025 fiscal year.

(b) On June 25, 2025, Danone announced it had acquired The Akkermansia Company, a leading Belgian company, specializing in biotics. The definitive amount of goodwill was €52 million as of December 31, 2025.

(c) On July 1, 2025, Danone announced that it had successfully completed the acquisition of a majority stake in Kate Farms (see Note 3).

(d) On December 1, 2025, Danone signed an agreement for the sale of the Iranian company Danone Dairy Pars. As of December 31, 2025, the gain on disposal amounted to €(77) million and was recognized in Other operating income and expenses for the period (see Note 7.2 to the Consolidated Financial Statements). The gain on disposal is mainly related to the recycling of translation differences.

In addition, on November 18, 2025, Danone announced it had signed an agreement to sell the Proviva brand and the Lunnarp plant (two Swedish entities). The associated assets and liabilities were reclassified as held for sale as of December 31, 2025, in accordance with IFRS 5. The transaction is not considered material by the Group as of December 31, 2025.

2024 fiscal year

(in percentage)	Ownership interest as of December 31				
	Zone (Country)	Category	Transaction date ^(a)	2023	2024
MAIN COMPANIES CONSOLIDATED FOR THE FIRST TIME DURING THE YEAR					
Nutritional Medicinals, LLC ^(b)	North America (United States)	Specialized Nutrition	May	–	100%
MAIN CONSOLIDATED COMPANIES IN WHICH THE GROUP'S OWNERSHIP INTEREST HAS CHANGED					
—	–	–	–	–	–
MAIN COMPANIES NO LONGER FULLY CONSOLIDATED AS OF DECEMBER 31					
Michel et Augustin ^(c)	Europe and North America (France and United States)	EDP	February	100%	–
Horizon Organic Dairy, LLC	North America (United States)	EDP	April	100%	30%
JSC Danone Russia	Rest of the World (Russia)	EDP	May	100%	–

(a) Month in the 2024 fiscal year.

(b) On May 1, 2024, Danone announced the acquisition of Functional Formularies, a leading whole foods tube feeding business in the United States, from Swander Pace Capital. Danone finalized the acquisition of Functional Formularies, which is fully consolidated. The definitive amount of goodwill was €122 million as of December 31, 2024.

(c) On December 6, 2023, Danone announced its intention to sell the French company Michel et Augustin. The sale of the associated assets and liabilities was completed on February 29, 2024. As of December 31, 2024, the gain on disposal amounted to €36 million and was recognized in "Other operating income (expense)" for the period (see Note 7.2 to the consolidated financial statements).

NOTE 4.3. FULLY CONSOLIDATED COMPANIES

The list of directly and indirectly fully consolidated companies along with equity-accounted companies included in the scope of consolidation as of December 31, 2025, is available on Danone's website (www.danone.com/content/dam/corp/global/danonecom/investors/listofsubsidiaries2025.pdf).

NOTE 4.4. ACCOUNTING FOR ACQUISITIONS (OTHER THAN KATE FARMS) RESULTING IN CONTROL IN 2025

The business combinations other than Kate Farms carried out in 2025 were not material.

NOTE 4.5. ACCOUNTING FOR ACQUISITIONS RESULTING IN CONTROL IN 2024

The finalization of the accounting for the business combinations carried out in 2024 did not give rise to material adjustments.

NOTE 4.6. NON-CONTROLLING INTERESTS

Main companies in terms of consolidated net income and net assets that are fully consolidated but not wholly owned

The minority shareholders in companies that are consolidated but not wholly owned by the Group were not material as of December 31, 2025.

Liabilities related to put options granted to non-controlling interests

Accounting principles

Danone granted put options to third parties with non-controlling interests in certain consolidated subsidiaries, under which the option holders are entitled to sell part or all of their investment in those subsidiaries. These financial liabilities do not bear interest.

In accordance with IAS 32 *Financial Instruments: Presentation*, when non-controlling interests hold put options enabling them to sell their investment to the Group, a financial liability is recognized in an amount corresponding to the present value of the option strike price. The offsetting entry for the liability arising from these obligations is:

- a reduction in the carrying amount of the non-controlling interests;
- a reduction in equity – Group share for the amount of the liability that exceeds the carrying amount of the corresponding non-controlling interests. This item is adjusted at the end of each reporting period to reflect changes in the strike price of the options and the carrying amount of non-controlling interests. In the absence of specific provisions stipulated in IFRS, the Group has applied the recommendations issued by the French Financial Markets Authority (*Autorité des Marchés Financiers* – AMF) in November 2009.

Change during the period

(in € millions)	2024	2025
As of January 1	356	317
New options	–	44
Options exercised ^(a)	–	–
Changes in the present value of outstanding options	(39)	11
AS OF DECEMBER 31 ^(b)	317	372

(a) Carrying amount at the end of the previous reporting period for options exercised.

(b) In most cases, the strike price is determined based on sales and discounted cash flows.

NOTE 5. INVESTMENTS IN EQUITY-ACCOUNTED COMPANIES

NOTE 5.1. ACCOUNTING PRINCIPLES

Accounting treatment

All companies in which the Group exercises significant influence, directly or indirectly, are accounted for using the equity method. Under this method, the carrying amount of the shares held in the associate or jointly controlled entity represents the purchase cost of the shares, adjusted by the Group's share of changes in the entity's net assets since its acquisition.

Upon the acquisition of investments accounted for using the equity method, the purchase price of the shares is allocated to the identifiable assets acquired and liabilities assumed carried at fair value. The difference between the purchase price and the Group's share in the fair value of the assets acquired and liabilities assumed represents goodwill, which is added to the carrying amount of the shares.

The main components of the "Share of profit (loss) of equity-accounted companies" are:

- the Group's share of the profits or losses of these companies, calculated on the basis of estimates;

- gains or losses on disposals of shareholdings in these companies;
- the revaluation reserve resulting from a loss of influence where there is no disposal of shares;
- any impairment charged against these investments.

Impairment review

The Group reviews the measurement of its investments in equity-accounted companies when events or circumstances indicate that they may be impaired. With regard to listed shares, a significant or prolonged fall in their stock price below their historical stock price constitutes an indication of impairment.

An impairment loss is recognized within "Share of profit (loss) of equity-accounted companies" when the recoverable amount of the investment falls below its carrying amount.

NOTE 5.2. MAIN CHANGES DURING THE PERIOD

2025 fiscal year

No material transactions affecting investments in equity-accounted companies were carried out in the year ended December 31, 2025.

2024 fiscal year

No material transactions affecting investments in equity-accounted companies were carried out in the year ended December 31, 2024.

NOTE 5.3. CARRYING AMOUNT AND CHANGE DURING THE PERIOD

2024					2025		
	Notes	Net goodwill	Group share in net assets and net income	Total	Net goodwill	Group share in net assets and net income	Total
(in € millions)							
As of January 1		165	251	416	186	397	583
Acquisitions, influence acquired during the year and capital increase		–	6	6	–	4	4
Disposals, influence lost during the year and decreases in ownership interest		–	–	–	–	–	–
Reclassification within assets held for sale	5.2	–	–	–	–	–	–
Share of profit of equity-accounted companies before impact of disposals, revaluation and other	5.4	–	30	30	–	91	91
Dividends paid		–	(23)	(23)	–	(24)	(24)
Translation adjustments		21	187	208	(15)	(17)	(32)
Impairment		–	–	–	1	–	1
Adjustment of the Group's share in net assets		–	(54)	(54)	–	105	105
AS OF DECEMBER 31		186	397	583	172	557	729

NOTE 5.4. SHARE OF PROFIT OF EQUITY-ACCOUNTED COMPANIES

(in € millions)	Notes	Year ended December 31	
		2024	2025
Share of profit of equity-accounted companies before impact of disposals, revaluation and other		30	91
Impairment ^(a)	5.5	-	1
Gains on disposal, revaluation and other	5.2	-	-
TOTAL		30	92

(a) Corresponds to increases and reversals of provision.

NOTE 5.5. IMPAIRMENT REVIEW OF OTHER INVESTMENTS IN EQUITY-ACCOUNTED COMPANIES

Impairment review as of December 31, 2025

Following the impairment review of other investments in equity-accounted companies, the Group recognized an impairment loss with no material impact on the consolidated financial statements for the year ended December 31, 2025.

Impairment review as of December 31, 2024

Following the impairment review of other investments in equity-accounted companies, the Group did not recognize any impairment.

NOTE 6. INFORMATION CONCERNING RECURRING OPERATING ACTIVITIES

NOTE 6.1. ACCOUNTING PRINCIPLES

Sales

Danone's sales mainly comprise sales of finished products. They are recognized in the income statement when the control of goods is transferred. Sales are stated net of trade discounts and customer rebates, as well as net of costs relating to trade support and listing, or linked to occasional promotional initiatives invoiced by retailers. These amounts are estimated when sales are recognized, on the basis of agreements and commitments with the customers concerned.

Cost of goods sold

The cost of goods sold mainly comprises industrial costs (including raw material costs, depreciation of industrial assets and personnel costs for the production activity).

Selling expense

Selling expense mainly comprises marketing expenses, consumer promotions and personnel costs for staff directly engaged in product sales, and logistics and transportation costs.

General and administrative expense

General and administrative expense mainly comprises other personnel and administrative costs.

Research and Development expense

Development costs are generally expensed as incurred due to the very short time between the date on which technical feasibility is demonstrated and the date on which the products are launched (see Note 10. to the consolidated financial statements).

NOTE 6.2. OPERATING SEGMENTS

General principles

The primary operating decision-makers (Chief Executive Officer Antoine de SAINT-AFFRIQUE, and Group Deputy Chief Executive Officer, in charge of Finance, Technology & Data Jürgen ESSER) monitor and evaluate Danone's performance based on the following five geographical zones (corresponding to the five operating segments in accordance with IFRS 8):

- Europe;
- North America, comprising the United States and Canada;
- China, North Asia & Oceania;
- Latin America;
- Asia, Middle East & Africa, including Turkey and CIS.

The key indicators reviewed and used internally by the primary operating decision-makers to assess the performance of these operating segments are:

- sales;
- recurring operating income;
- recurring operating margin, which corresponds to the ratio of recurring operating income to sales.

These are the only indicators monitored by category (EDP, Specialized Nutrition and Waters).

Changes in the geographical organization as of January 1, 2026

On August 26, 2025, Danone announced that it had modified its geographical zones, effective as of January 1, 2026. As of that date, the Group will operate in following three geographical zones:

- EMEA (Europe, Turkey, Middle East, Africa);
- APAC (Asia, Pacific);
- the Americas.

Information by geographical zone

Sales, Recurring operating income and Recurring operating margin

	Year ended December 31					
	Sales ^(a)		Recurring operating income		Recurring operating margin	
	2024	2025	2024	2025	2024	2025
<i>(in € millions except %)</i>						
Europe ^(b)	9,568	9,779	1,143	1,178	11.9%	12.0%
North America	6,579	6,316	749	694	11.4%	11.0%
China, North Asia & Oceania	3,694	3,953	1,086	1,154	29.4%	29.2%
Latin America	3,029	2,792	113	179	3.7%	6.4%
Asia, Middle East & Africa	4,506	4,444	468	460	10.4%	10.4%
GROUP TOTAL	27,376	27,283	3,558	3,665	13.0%	13.4%

(a) Sales to third parties.

(b) Including sales of €2,300 million generated in France in 2025 (€2,297 million in 2024).

Information by category

Sales, Recurring operating income and Recurring operating margin

	Year ended December 31					
	Sales ^(a)		Recurring operating income		Recurring operating margin	
	2024	2025	2024	2025	2024	2025
<i>(in € millions except %)</i>						
EDP	13,463	13,158	1,142	1,121	8.5%	8.5%
Specialized Nutrition	8,936	9,277	1,842	2,016	20.6%	21.7%
Waters	4,977	4,848	574	528	11.5%	10.9%
GROUP TOTAL	27,376	27,283	3,558	3,665	13.0%	13.4%

(a) Sales to third parties.

Other information

Top ten countries contributing to sales by origin

	Year ended December 31	
	2024	2025
<i>(in percentage)</i>		
United States	21%	20%
China	11%	12%
France	8%	8%
United Kingdom	6%	6%
Indonesia	6%	5%
Mexico	5%	5%
Spain	4%	4%
Germany	4%	4%
Poland	3%	3%
Canada	3%	3%

Non-current assets: property, plant and equipment and intangible assets**Carrying amount**

(in € millions)	Year ended December 31	
	2024	2025
Europe ^(a)	11,732	11,774
North America	10,432	9,860
China, North Asia & Oceania	5,415	5,073
Latin America	641	690
Asia, Middle East & Africa	2,308	2,183
GROUP TOTAL	30,528	29,581

(a) Includes €2,552 million for property, plant and equipment and intangible assets in France as of December 31, 2025 (€2,424 million as of December 31, 2024).

Depreciation and amortization charges of property, plant and equipment and intangible assets

(in € millions)	2024		2025	
	Depreciation and amortization charges	Of which right-of-use assets ^(a)	Depreciation and amortization charges	Of which right-of-use assets ^(a)
Europe	(514)	(97)	(561)	(108)
North America	(240)	(17)	(428)	(13)
China, North Asia & Oceania	(71)	(13)	(63)	(11)
Latin America	(157)	(37)	(137)	(50)
Asia, Middle East & Africa	(186)	(29)	(165)	(31)
GROUP TOTAL	(1,168)	(193)	(1,355)	(211)

(a) Pursuant to IFRS 16, Leases.

NOTE 6.3. OTHER COMPONENTS OF RECURRING OPERATING INCOME**Other income (expense)**

(in € millions)	Year ended December 31	
	2024	2025
Miscellaneous taxes ^(a)	(76)	(41)
Restructuring costs ^(b)	(8)	(17)
Capital gains on disposals of property, plant and equipment and intangible assets	6	14
Other ^(c)	(25)	(58)
TOTAL	(102)	(102)

(a) Comprises notably sales taxes.

(b) Excluding strategic restructuring or transformation operations.

(c) Comprises currency translation differences, fixed asset impairment, provisions for doubtful receivables and several other components.

NOTE 6.4. WORKING CAPITAL

Accounting principles

Inventories

Inventories and work-in-progress are recognized at the lower of cost and net realizable value. Cost is determined using the weighted average cost method.

Trade receivables

Trade receivables are recognized at amortized cost in the consolidated balance sheet.

Impairment provisions

Impairment provisions mainly concern disputes in which Danone is in talks with customers. Impairment provisions for expected credit losses are recognized to the extent of the losses expected over the life of the receivable.

Translation of transactions denominated in foreign currencies

When they are not hedged, transactions denominated in foreign currencies are translated using the exchange rate prevailing on the date of the transaction. At the reporting date, trade receivables and trade payables denominated in foreign currencies are translated using the exchange rates applicable at that date. Foreign exchange gains and losses arising from transactions in foreign currencies are recognized under "Other income (expense)" in the income statement. When they are hedged, the hedging impact is recognized in the same item as the hedged component. As a result, all such transactions are recognized at the hedged rate, with swap points recognized under "Other financial income" or "Other financial expense".

Carrying amount

(in € millions except %)	As of December 31	
	2024	2025
Raw materials, work-in-progress and sundry supplies	1,291	1,204
Finished goods	1,215	1,325
Provisions for inventory write-downs	(229)	(205)
INVENTORIES, NET	2,277	2,325
Trade and other receivables from operations	3,035	3,152
Expected credit losses	(113)	(109)
TRADE RECEIVABLES, NET	2,922	3,042
State and local authorities	976	802
Derivatives – assets ^(a)	60	46
Other	351	352
TOTAL OTHER CURRENT ASSETS	1,387	1,200
TOTAL CURRENT ASSETS	6,586	6,567
TRADE PAYABLES	(5,147)	(5,421)
Year-end discounts payable to customers	(1,482)	(1,618)
State and local authorities	(438)	(436)
Personnel costs, including social security charges	(1,283)	(1,322)
Derivatives – liabilities ^(a)	(79)	(60)
Other	(489)	(480)
TOTAL OTHER CURRENT LIABILITIES ^(b)	(3,771)	(3,916)
TOTAL CURRENT LIABILITIES	(8,918)	(9,337)
WORKING CAPITAL	(2,332)	(2,770)
As a percentage of consolidated sales	(8.5%)	(10.2%)

(a) Fair value of derivatives used to hedge operating currency and commodity risks, most of which are set up for a period of less than one year.

(b) Except Other current provisions (see Note 15.2).

Credit risk on trade receivables

Credit risk exposure

Credit risk represents the risk of financial loss for the Group if a customer or counterparty should fail to meet its contractual payment obligations. Customer payment terms are generally 30 days and the Group's main customers operate predominantly in the mass-market retail sector where credit risk is considered low.

Due to the large number of customers located in diverse geographical zones and the fact that its main customers are in the mass-market retail sector, the Group does not believe that it is exposed to significant credit risk or dependent to a material extent on any single customer.

Sales to the Group's largest customers and past due trade receivables not yet fully impaired

(in percentage)	As of December 31	
	2024	2025
PERCENTAGE OF CONSOLIDATED SALES MADE TO THE GROUP'S LARGEST CUSTOMERS		
Largest Danone customer	6.5%	6.4%
Five largest Danone customers	13.7%	14.2%
Ten largest Danone customers	19.7%	20.4%
PERCENTAGE OF PAST DUE TRADE RECEIVABLES NOT YET FULLY IMPAIRED ^(a)	4.2%	3.1%

(a) More than 30 days past due.

Carrying amount of trade receivables and payables

(in € millions)	As of December 31	
	2024	2025
Trade and other receivables from operations	3,035	3,152
Expected credit losses	(113)	(109)
TRADE RECEIVABLES, NET	2,922	3,042
Year-end discounts payable to customers ^(a)	(1,482)	(1,618)
TOTAL CARRYING AMOUNT OF TRADE RECEIVABLES AND PAYABLES TO CUSTOMERS	1,440	1,424

(a) Amount recognized as a current liability in the Group's consolidated balance sheet.

Factoring programs

As of December 31, 2025, and as was the case at December 31, 2024, the amount of trade receivables derecognized in connection with the non-recourse factoring programs was considered not material.

Reverse factoring programs

Accounting principles

Danone sets up reverse factoring programs with financial institutions for the payment of its supplier invoices. Suppliers enter into bilateral agreements with said financial institutions, under which they assign amounts receivable from Danone. Danone has analyzed the main characteristics of these agreements in order to confirm their classification and presentation as trade payables. Danone verified that:

- the factoring arrangement is totally independent of the commercial relationship;
- the supplier is free to decide to discount its invoices on a case-by-case basis;
- the date of payment to the supplier or bank corresponds to the payment date indicated on the invoice;
- Danone is not impacted by the result of invoice discounting, since this discount is borne entirely by the supplier and paid directly to the bank;
- the supplier payment terms remain in line with standard industry practice and local regulations;
- these programs do not contain debt-related features such as fees paid to the bank or supplier.

Reverse factoring programs in 2025

Danone uses these reverse factoring programs in the normal course of its business. These programs are implemented within a strict framework. In particular, they are:

- to be used and to function as a payment tool;
- for approved invoices only;
- for payment by Danone in accordance with the invoice terms, namely due dates, in accordance with applicable local regulations and practices;
- at no cost to Danone.

As of December 31, 2025, trade payables included in reverse factoring programs are presented within operating liabilities under "Trade payables" until they are paid by Danone.

Several of the Group's subsidiaries in various parts of the world are involved in these programs. As of both December 31, 2025 and December 31, 2024, these programs are considered not material and have no material impact on the Group's exposure to liquidity risk. Danone's liquidity risk management policy is set out in note 11.2. to the consolidated financial statements.

NOTE 6.5. PROPERTY, PLANT AND EQUIPMENT, CAPITAL EXPENDITURE AND LEASES (RIGHT-OF-USE ASSETS)

Accounting principles

Property, plant and equipment acquired

Property, plant and equipment are recognized at acquisition or construction cost.

Depreciation

Depreciation of property, plant and equipment is calculated on a straight-line basis over the estimated useful lives as follows:

- buildings: 15 to 40 years;
- machinery and equipment, furniture: 5 to 20 years;
- other: 3 to 10 years.

The depreciation charges in respect of property, plant and equipment are allocated to various headings in the income statement based on the nature and utilization of the assets concerned.

Returnable containers

Returnable containers (in particular, jugs in the Waters reporting category) are recognized at cost. They are depreciated on a straight-line basis, based on available statistics for each Group entity, over the shorter of their:

- physical useful life, taking into account the internal and external breakage rates and wear and tear;
- commercial useful life, taking into account planned or likely modifications of containers.

When the amount of the refund changes, the liability for deposits received is measured based on the revised amount and recorded in "Other provisions and current liabilities".

Leased assets

IFRS 16 *Leases* requires lessees to use a single accounting model for leases, which involves the recognition in the balance sheet of a right-of-use asset with a corresponding lease liability in respect of the present value

of the lease payments due over the reasonably certain term of the lease. Deferred tax is also recognized on the basis of the difference between the carrying amount of the right-of-use asset and the lease liability.

The depreciation charge in respect of the right-of-use asset is presented in various headings within consolidated net income, while the interest expense relating to the lease liability is shown within financial interest on debt.

The cash flows relating to the lease payments are presented in cash flows provided by (used in):

- financing activities, for the portion corresponding to the repayment of the lease liability;
- operating activities, for the portion corresponding to the interest on the lease liability.

Danone uses the incremental borrowing rate to determine the lease liability unless the interest rate implicit in the lease can be easily determined. This is calculated separately for each currency and maturity based on the internal financing rate plus a credit spread for Danone SA bond issues, taking into account a linear repayment profile.

The lease term used is the non-cancelable period during which Danone has the right to use the underlying asset, together with both periods covered by options to extend or to terminate the lease if their exercise is considered reasonably certain. The right-of-use asset is depreciated over the lease term or over the useful life of the underlying asset if the exercise of a purchase option is deemed reasonably certain.

Danone uses the simplification measures specified by IFRS 16 and consequently:

- does not restate leases of low value assets whose reasonably certain term is less than 12 months. The corresponding lease expense is recognized in the income statement as incurred;
- distinguishes between the lease and non-lease components and accounts for them accordingly.

Carrying amount and change during the period

	2024				2025			
	Land and buildings	Machinery and equipment	Other and assets in progress	Total	Land and buildings	Machinery and equipment	Other and assets in progress	Total
<i>(in € millions)</i>								
CARRYING AMOUNT								
As of January 1	2,717	2,508	1,216	6,441	2,680	2,525	1,314	6,519
Capital expenditure ^(a)	34	108	656	798	42	98	763	902
Disposals	(2)	–	(17)	(19)	(5)	(5)	(7)	(16)
Reclassification of assets held for sale	1	0	(0)	1	(2)	(4)	(2)	(8)
Changes in consolidation scope	(1)	–	–	(1)	1	(3)	(1)	(3)
Translation adjustments	11	–	(22)	(11)	(119)	(110)	(69)	(299)
Impairment ^{(a) (b) (c)}	(8)	(35)	(20)	(63)	(11)	(67)	(26)	(105)
Depreciation charges ^(a)	(153)	(440)	(131)	(724)	(151)	(409)	(124)	(684)
Impacts of the above on right-of-use assets (gross) ^(d)	102	22	104	228	177	26	107	310
Impacts of the above on right-of-use assets (depreciation and impairment) ^(d)	(111)	(19)	(63)	(193)	(119)	(21)	(73)	(212)
Other ^(e)	90	381	(409)	62	112	443	(517)	38
AS OF DECEMBER 31	2,680	2,525	1,314	6,519	2,605	2,475	1,365	6,445
<i>Of which cumulative right-of-use assets ^(d)</i>	<i>559</i>	<i>142</i>	<i>201</i>	<i>902</i>	<i>616</i>	<i>146</i>	<i>228</i>	<i>991</i>
<i>Of which cumulative gross amount</i>	<i>5,234</i>	<i>9,257</i>	<i>2,448</i>	<i>16,939</i>	<i>5,126</i>	<i>9,123</i>	<i>2,539</i>	<i>16,789</i>
<i>Of which cumulative depreciation and impairment</i>	<i>(2,558)</i>	<i>(6,729)</i>	<i>(1,133)</i>	<i>(10,420)</i>	<i>(2,522)</i>	<i>(6,647)</i>	<i>(1,174)</i>	<i>(10,344)</i>

(a) Excluding right-of-use assets.

(b) And accelerated depreciation.

(c) Corresponds to additions to and reversals of provisions.

(d) Pursuant to IFRS 16, Leases.

(e) Corresponds mainly to the effects of applying IAS 29 (see Note 1.3 to the consolidated financial statements).

Impairment review of property, plant and equipment

Property, plant and equipment are reviewed for impairment when events or circumstances indicate that the recoverable amount of the asset (or group of assets to which it belongs) may be impaired:

- the recoverable amount corresponds to the higher of market value and value in use;

- value in use is estimated on the basis of the discounted cash flows that the asset (or group of assets to which it belongs) is expected to generate over its estimated useful life in the conditions of use determined by the Group;
- market value corresponds to the estimated net selling price that could be obtained by the Group in an arm's length transaction.

Impairment is recognized when the recoverable amount of an asset is lower than its carrying amount.

Capital expenditure during the period

	Year ended December 31	
	2024	2025
<i>(in € millions except %)</i>		
Related cash flows	(923)	(1,055)
<i>As a percentage of sales</i>	<i>3.4%</i>	<i>3.9%</i>

NOTE 6.6. OFF-BALANCE SHEET COMMITMENTS RELATING TO OPERATING ACTIVITIES

Commitments given in 2025

(in € millions)	Amount of financial flows for the period					2030 and after
	Total	2026	2027	2028	2029	
Commitments to purchase goods and services ^(a)	(6,661)	(2,996)	(1,197)	(564)	(394)	(1,510)
Capital expenditure commitments	(220)	(181)	(37)	(1)	0	-
Guarantees and pledges given	(3)	(3)	-	-	-	-
Other	(82)	(60)	(14)	(6)	(2)	(1)
TOTAL	(6,966)	(3,240)	(1,248)	(571)	(396)	(1,511)

(a) Commitments relating mainly to purchases of milk, dairy ingredients and other food raw materials.

Commitments given in 2024

(in € millions)	Amount of financial flows for the period					2029 and after
	Total	2025	2026	2027	2028	
Commitments to purchase goods and services ^(a)	(5,358)	(2,763)	(674)	(330)	(207)	(1,384)
Capital expenditure commitments	(152)	(136)	(16)	-	-	-
Guarantees and pledges given	(4)	(4)	-	-	-	-
Other	(199)	(93)	(13)	(16)	(13)	(64)
TOTAL	(5,713)	(2,996)	(703)	(346)	(220)	(1,448)

(a) Commitments relating mainly to purchases of milk, dairy ingredients and other food raw materials.

NOTE 6.7. FINANCIAL RISKS ASSOCIATED WITH OPERATING ACTIVITIES

Details of the Group's financial risk management policy and its organization are provided in Notes 13.1. and 13.3. to the consolidated financial statements.

Currency risk

Risk identification

The Group mainly operates on a local basis and in the currency of the country in which it is operating, thereby incurring no currency risk. However, the location of some of the Group's production units may result in intercompany billings in foreign currencies. This applies particularly to the Specialized Nutrition category and, to a lesser extent, the EDP category. Similarly, some raw materials are billed or indexed in foreign currencies, in particular in the Waters and EDP categories. The Group also develops certain export businesses. The sales and operating margin of some subsidiaries are therefore exposed to fluctuations of foreign exchange rates against their functional currency.

Risk monitoring and management

Details of the Group's policy for managing the currency risk arising on its operations are provided in Note 13.3. to the consolidated financial statements, *Management of currency risk arising on operating activities*.

Exposure

Pursuant to its forex risk management policy, the Group's residual exposure (after hedging) is not material over the hedging period. As of December 31, 2025, the main hedged currencies in terms of value included the Chinese yuan, the British pound, the US dollar, the Mexican peso, the Indonesian rupiah and the Canadian dollar.

Commodities risk

Risk identification

Danone's principal raw material needs consist primarily of:

- materials needed to produce food and beverage products, mainly milk, fruit and sugar. In terms of value, milk is the main raw material purchased, primarily in the form of liquid milk, for which the operating subsidiaries typically enter into agreements with local producers or cooperatives. Its price is set locally, over contractual periods that vary from one country to another. The other main food raw materials are fruit-based preparations;
- product packaging materials, in particular plastics and cardboard ("packaging"). Packaging purchases are managed through regional or global purchasing programs to optimize skills and volume effects. Prices are influenced by supply and demand at global and regional levels, economic cycles, production capacities and oil prices;
- energy supplies, which account for only a limited portion of its purchases.

Danone's strategy increasingly focuses on the upstream part of its business and in particular its raw material supplies, not only in order to manage its costs but also to make them a source of value creation and differentiation relative to its competitors. However, trends in prices for its principal raw materials may affect the structure of Danone's earnings.

Risk monitoring and management

Danone manages cost volatility through operating initiatives such as continuous productivity gains: Danone strives in particular to optimize its use of raw materials (reductions in production waste, lighter packaging and more effective use of milk sub-components in its products) and take advantage of pooled purchasing, for example through the centralized management of purchases other than milk for the EDP and Specialized Nutrition categories. Danone has implemented a purchasing policy (Market Risk Management – MRM) which is detailed in Note 13.3. to the *consolidated financial statements*, in paragraph *Management of commodity price risk*.

Sensitivity of net income to changes in prices of the two main categories of raw materials purchased by the Group

Impact on the cost of raw materials for the fiscal year concerned of an increase/decrease in their price applied uniformly across all countries, throughout that fiscal year, using constant exchange rates (projected annual rate determined by Danone for the 2025 fiscal year)

	Year ended December 31	
	2024	2025
	Income (expense)	Income (expense)
<i>(in € millions)</i>		
5% INCREASE		
Liquid milk, milk powder and other milk-based ingredients	(154)	(154)
Plastics, including PET/rPET	(65)	(66)
5% DECREASE		
Liquid milk, milk powder and other milk-based ingredients	154	154
Plastics, including PET/rPET	65	66

NOTE 7. INFORMATION AND EVENTS CONCERNING NON-RECURRING OPERATING ACTIVITIES

NOTE 7.1. ACCOUNTING PRINCIPLES

Other operating income (expense)

Other operating income (expense) comprises items that, because of their significant or unusual nature, cannot be viewed as inherent to Danone's recurring activity and have limited predictive value, thereby distorting the assessment of its recurring operating performance and trends in that performance.

These mainly include:

- capital gains and losses on disposals of businesses and fully consolidated companies;
- under IAS 36, impairment charges on intangible assets with indefinite useful lives;

- costs related to strategic restructuring operations or transformation plans;
- costs related to major external growth transactions;
- costs related to crises and major disputes;
- in connection with IFRS 3 and IFRS 10, (i) acquisition costs related to acquisitions of companies resulting in control, (ii) revaluation gains or losses accounted for following a loss of control, and (iii) changes in earn-outs subsequent to acquisitions resulting in control.

NOTE 7.2. OTHER OPERATING INCOME (EXPENSE)

Other operating income (expense) in 2025

Other operating income (expense) represented a net expense of €(725) million in 2025 and consisted mainly of the following items:

<i>(in € millions)</i>	Notes	Related income (expense)
Transformation projects ^(a)		(348)
Impairment of intangible assets	10.3	(225)
Impact of sale of EDP Iran business ^(b)	4.2	(77)
Costs related to Kate Farms acquisition	3, 4.2	(66)

(a) Mainly in Europe and Indonesia.

(b) Mainly related to the recycling of cumulative translation adjustments.

Other operating income (expense) in 2024

Other operating income (expense) represented a net expense of €(179) million in 2024 and consisted mainly of the following items:

<i>(in € millions)</i>	Notes	Related income (expense)
Impact of the sale of the EDP business in Russia	4.2	227
Impact of the sale of the assets related to the US premium organic dairy activities	4.2	41
Impact of the sale of Michel et Augustin	4.2	36
Donation to the Danone Ecosystem association		(50)
Impairment of intangible assets	10.3	(51)
Transformation projects ^(a)		(314)

(a) Mainly in Europe and North America.

NOTE 8. NUMBER OF EMPLOYEES, PERSONNEL COSTS AND EMPLOYEE BENEFITS

NOTE 8.1. NUMBER OF EMPLOYEES AT FULLY CONSOLIDATED COMPANIES

Number of employees as of December 31

	As of December 31	
	2024	2025
TOTAL NUMBER OF EMPLOYEES	89,528	88,670

NOTE 8.2. PERSONNEL COSTS OF FULLY CONSOLIDATED COMPANIES

(in € millions)	Year ended December 31	
	2024	2025
Salaries and social security charges ^(a)	(4,617)	(4,679)
Retirement obligations – defined-benefit plans ^(b)	(34)	(34)
Expenses relating to Group performance shares (GPS) and to fidelity shares	(51)	(74)

(a) Salaries after social security charges. Also comprises contributions in respect of defined-contribution retirement plans.

(b) Mainly comprises obligations for which provisions have been set aside in respect of service costs.

NOTE 8.3. RETIREMENT COMMITMENTS, RETIREMENT INDEMNITIES AND PERSONAL PROTECTION

General principles

The Group contributes to employee retirement benefit plans in accordance with the laws and usual practices of countries in which its subsidiaries operate. The Group has no actuarial liability in respect of contributions paid under such plans to private or state-sponsored pension funds. The Group also has contractual obligations for supplementary retirement plans, severance pay, retirement indemnities and personal protection plans. The related actuarial commitments are taken into account either through the payment of contributions to independently managed funds responsible for servicing and administering the funds, or through provisions.

Accounting principles

Defined-contribution retirement plans

Contributions due under defined-contribution plans are expensed as incurred. These expenses are allocated to different headings in the consolidated income statement.

Defined-benefit retirement plans

The Group's obligations under defined-benefit retirement plans are calculated using the projected unit credit method and by taking into account actuarial assumptions, including employee turnover, salary increases and employees' expected active lives.

The carrying amounts of these plans on the consolidated balance sheet correspond to the present value of the obligations, as defined above, less the fair value of the plan assets (retirement funds to which the Group contributes, for example). They are presented under "Provisions for retirement obligations and other long-term benefits". In addition, the expected return on plan assets is measured on the basis

of the discount rate used to estimate the present value of retirement commitments. Actuarial gains and losses resulting from experience adjustments and changes in the actuarial assumptions that are used to calculate retirement obligations net of the related assets (including the difference between the expected and actual returns on plan assets) are recognized in full within "Other comprehensive income".

Income and expenses recognized in relation to defined-benefit plans correspond mainly to:

- the cost of services provided during the year and in previous years (where relevant), allocated according to their function to the various headings in the consolidated income statement;
- the accretion of the present value of the obligations, net of the expected return on plan assets, recognized within "Other financial expense".

Proposed suspension of French pension reform

The French Social Security Financing Bill, promulgated on April 14, 2023 raised the legal retirement age in France from 62 to 64 years for employees covered by the statutory pension system, corresponding to an increase in the contribution period from 42 to 43 years.

In October 2025, the French government announced a plan to suspend this reform. In December 2025, this suspension was confirmed through an official government announcement, stating that the 2023 reform is temporarily frozen. Pending the publication of the final legislative texts, the current applicable legislation remains in force.

As a result, Danone does not identify any significant impact from this suspension project on IAS 19 provisions for the year ended December 31, 2025.

Other long-term benefits

Other long-term benefits may be granted by certain Group companies to their employees, such as personal protection coverage and long service awards. The Group's obligations in respect of these benefits are determined by applying a similar method to that used to determine the obligations relating to defined-benefit retirement plans.

The amounts recognized in the balance sheet in respect of these plans correspond to the present value of the obligations, as detailed above. They are presented under "Provisions for retirement obligations and other long-term benefits". The actuarial gains and losses resulting from experience adjustments and changes in the actuarial assumptions used to calculate obligations are recognized in full within "Recurring operating income" of the fiscal year in which they are incurred.

Defined-benefit retirement plans

Provisions for retirement obligations and other long-term benefits

(in € millions)	As of December 31	
	2024	2025
Defined-benefit retirement plans	870	739
Other long-term benefits	30	32
TOTAL	900	771

Defined-benefit retirement plans and other post-employment benefits

Carrying amount of gross obligations

(%)	As of December 31	
	2024	2025
Retirement plan for senior managers	36%	34%
Other	13%	14%
France	49%	48%
Indonesia	11%	10%
Germany	9%	9%
Belgium	8%	8%
United States	6%	5%
Ireland	5%	5%
Other ^(a)	12%	14%
TOTAL	100%	100%

(a) Several countries, none of which represents more than 4% of the Group's gross obligations.

Main benefit obligation for the Group

The Group's main defined-benefit retirement plan obligations relate to the retirement plan for senior managers in France. This retirement plan, which was set up in 1976 as a means of retaining key managers, may also include certain senior executives who were "Group senior managers" as of December 31, 2003, at which date the plan was closed to new beneficiaries. As of December 31, 2025, 55 Group senior managers were members of this plan (excluding plan beneficiaries who had already claimed their pension benefits), compared to 170 potential beneficiaries in 2003.

General principles

This plan provides for a pension based on years of service and the amount of final salary, under the condition that the beneficiary is still in Danone's employment at the time of retirement. The pension is paid after deducting certain items corresponding: (i) with respect to a first category of senior executives, to the full amount of retirement benefits

acquired over the course of their professional career; and (ii) with respect to a second category of senior executives, to the full amount of retirement benefits acquired due to the implementation of a Company non-contributory supplementary retirement plan. The pension may represent up to 65% of a beneficiary's final salary.

If an employee leaves Danone before the age of 55 or dies before retirement, all benefits under this plan are lost. If the employee is laid off after the age of 55, the plan benefits are preserved, subject to the beneficiary not taking up any salaried position at a later date.

Other obligations

Most of the other retirement plans put in place by the Group concern only a given subsidiary in a specific country. Consequently, the Group is required to manage several different plans in a given country. None of these are material.

Carrying amount of provisions (gross obligations net of plan assets)

	As of December 31					
	2024			2025		
	Retirement plan for senior managers	Other plans	Total	Retirement plan for senior managers	Other plans	Total
<i>(in € millions)</i>						
Vested rights with projected salaries	482	862	1,344	427	812	1,239
Fair value of plan assets	(86)	(387)	(474)	(132)	(368)	(500)
Vested rights net of fair value of plan assets	396	475	869	295	444	739
Impact of asset ceiling	–	–	–	–	–	–
OBLIGATIONS FOR WHICH PROVISIONS HAVE BEEN RECORDED IN THE BALANCE SHEET	396	475	869	295	444	739

The total amount of contributions/benefits to be paid out in 2026 in connection with these plans is estimated at €58 million.

Actuarial assumptions**Methodology**

The Group defines actuarial assumptions by country and/or subsidiary. The discount rates used in 2025 were obtained by reference to the yield on investment-grade (AA-rated) bonds of private issuers with terms equivalent to that of the commitment in the corresponding currency area.

The credit quality used is assessed on the basis of the rating obtained from the leading financial rating agencies. In the case of illiquid markets, the discount rate is determined using government bonds of equivalent maturity to the term of the assessed plans.

Retirement plan for senior managers**MAIN ACTUARIAL ASSUMPTIONS**

	Year ended December 31	
	Retirement plan for senior managers	
	2024	2025
<i>(%, except for ages, expressed in years)</i>		
Discount rate	3.5%	4.2%
Expected return on plan assets	3.5%	4.2%
Salary growth rate	3.0%	3.0%
Retirement age	65-66	65-66

DISCOUNT RATE SENSITIVITY ANALYSIS

	Year ended December 31	
	Retirement plan for senior managers	
	2024	2025
	Increase (decrease)	Increase (decrease)
<i>(in € millions)</i>		
50 bps increase	(34)	(32)
50 bps decrease	38	35

Changes in carrying amount of provisions

	2024				2025			
	Vested rights	Plan assets	Impact of asset ceiling	Obligations provisioned	Vested rights	Plan assets	Impact of asset ceiling	Obligations provisioned
<i>(in € millions)</i>								
As of January 1	1,339	(465)	-	873	1,344	(474)	-	870
Service cost	32	-	-	32	30	-	-	30
Effect of discounting	53	-	-	53	52	-	-	52
Expected return on plan assets	-	(18)	-	(18)	-	(17)	-	(17)
Other changes	5	-	-	5	(9)	14	-	4
Expense for the year	90	(18)	-	73	73	(3)	-	69
Payments made to retirees	(84)	36	-	(48)	(95)	36	-	(58)
Contributions to plan assets	-	(17)	-	(17)	-	(77)	-	(77)
Changes in demographic assumptions	1	-	-	1	2	-	-	2
Changes in economic assumptions	(36)	-	-	(36)	(65)	-	-	(65)
Experience adjustments	28	(4)	-	24	12	10	-	22
Actuarial gains and losses	(7)	(4)	-	(11)	(50)	10	-	(40)
Translation adjustments	7	(7)	-	-	(36)	12	-	(24)
Other	-	-	-	-	3	(3)	-	0
AS OF DECEMBER 31	1,344	(474)	-	870	1,239	(500)	-	739

Defined-benefit retirement plan assets

The investment policy for plan assets depends on the age profile of employees for each company and on the expected return on the various asset classes.

Plan assets under the retirement plan for senior managers

	As of December 31	
	Retirement plan for senior managers	
<i>(in € millions except %)</i>	2024	2025
Fair value of plan assets	(86)	(132)
MAIN CLASS OF PLAN ASSETS		
Bonds ^{(a) (b)}	90%	90%
Equities ^(b)	4%	4%
Real estate and other asset classes ^(b)	5%	5%

(a) These assets are diversified and, in particular, exposure to individual sovereign risk is limited.

(b) These do not include any financial instruments issued by the Group.

Defined-contribution retirement plans

Contributions paid as part of defined-contribution plans are recognized according to their function under various headings in the consolidated income statement.

NOTE 8.4. GROUP PERFORMANCE SHARES AND FIDELITY SHARES

Group policy

The Group has awarded long-term compensation in the form of Group performance shares (GPS) to around 1,750 senior managers and senior executives, as well as to the corporate officers. Since 2022, it has also granted fidelity shares to around 1,750 senior managers and senior executives.

General principles applicable to Group performance shares

GPS are shares in the Company that are subject to performance conditions, set by the Shareholders' Meeting for each plan.

In the case of all outstanding plans, the performance conditions are based on aspects of Danone's performance. The definitive grant of GPS is subject to a continuous presence condition of four years for GPS granted prior to 2023 and three years for GPS granted in 2023 or later.

General principles applicable to fidelity shares

Fidelity shares are shares in the Company that are subject to progressive continuous employment conditions of one to three years, set by the Shareholders' Meeting for each plan.

Group performance shares and fidelity shares outstanding

(in number of shares)	Year ended December 31	
	2024	2025
As of January 1	3,260,209	3,797,387
Maximum number ^(a)	3,631,605	4,176,921
Shares granted during the year	1,592,664	1,634,160
Maximum number ^(a)	1,790,295	1,814,958
Shares lapsed or canceled during the year ^(b)	(555,018)	(266,707)
Shares delivered during the year	(500,468)	(702,043)
AS OF DECEMBER 31	3,797,387	4,462,797
MAXIMUM NUMBER ^(a)	4,176,921	4,821,959

(a) In the event that the continuous employment and performance conditions are fully met, where applicable.

(b) Danone has included, in the number of GPS that have lapsed during the year, those GPS likely to lapse due to the non-achievement of these performance conditions, on the basis of information known as of the approval date by the Board of Directors (even if such shares' lapse has not yet been acknowledged by the Board).

Accounting treatment

Accounting principles

The fair value of the Group performance shares and of the fidelity shares is calculated based on performance conditions. The corresponding expense is spread over the vesting period. It is recorded under "General and administrative expense" in the consolidated income statement.

In the case of Group performance shares, when the performance conditions are:

- based on non-market conditions (such as, for example, those relating to recurring EPS growth, the achievement of a level of free cash flow generation, the level of return on invested capital (ROIC) and environmental performance), the expense recognized in

respect of shares that have lapsed is written back in the income statement of the period during which it becomes probable that the performance conditions will not be met;

- based on market conditions (such as, for example, conditions linked to the achievement of a level of Total Shareholder Return), the measurement of the related expense is assessed at the grant date and cannot be subsequently written back.

Group performance shares and fidelity shares that have not yet vested are also taken into account in the calculation of the diluted number of shares as described in Note 14.4. to the consolidated financial statements.

Valuation as of the grant date

(in € per share, except number of shares)	Year ended December 31	
	2024	2025
Number of shares granted	1,592,664	1,634,160
Of which based on non-market performance conditions	768,047	762,322
Of which based on market performance conditions	256,016	354,604
Of which fidelity shares	568,601	517,234
Fair value of shares granted based on non-market performance conditions ^(a)	52.6	59.7
Fair value of shares granted based on market performance conditions ^(a)	34.8	40.0
Fair value of fidelity shares granted ^(a)	54.4	61.8
Average DANONE share price	61.4	72.3

(a) Fair value as of the grant date.

Expense recognized, including taxes

(in € millions)	Year ended December 31	
	2024	2025
Group performance shares (GPS) and fidelity shares	(51)	(74)
TOTAL EXPENSE	(51)	(74)

NOTE 8.5. COMPANY SAVINGS PLAN

General and accounting principles

Danone regularly carries out capital increases reserved for Danone employees in France participating in a Company Savings Plan. Since 2019, Danone has also carried out capital increases reserved for employees of foreign companies, based on the authorization granted by the Shareholders' Meeting. The Board of Directors approves the principle of the capital increase and sub-delegates to the Chief Executive Officer the power to decide and implement this capital increase. The Chief Executive Officer shall therefore set the subscription price for the shares at 70% of the average of the opening prices of DANONE shares during the 20 trading days preceding the Chief Executive Officer's decision.

The benefit granted to the employees is calculated based on the fair value of the shares at the end of the plan subscription period. The corresponding expense is recognized in "General and administrative expense" in the consolidated income statement.

Capital increases reserved for employees

In 2025, these capital increases for employees represented a total amount of €89,006,193.12.

NOTE 9. INCOME TAX

NOTE 9.1. INCOME TAX

Income before tax and tax expense

	Year ended December 31	
	2024	2025
<i>(in € millions, except tax rate in percentage)</i>		
Income before tax	2,999	2,536
Current tax (expense) income	(868)	(800)
Deferred tax (expense) income	(61)	59
Current and deferred tax (expense) income	(929)	(741)
Effective tax rate	31.0%	29.2%
Amount (paid) received during the year	(766)	(697)

Tax rate and tax systems

French tax system

Danone forms a tax group with most French subsidiaries in which it owns, directly or indirectly, more than 95% of the share capital, enabling taxable profits and losses to be offset subject to certain limits and conditions.

Other tax systems

Similar tax consolidation arrangements exist in other countries, in particular in the United States, the Netherlands, the United Kingdom, Germany and Spain.

Effective tax rate

In 2025, the Group's effective tax rate was 29.2%, lower than in 2024.

Difference between the effective tax rate and the 25.83% country tax rate in France

	Notes	Year ended December 31	
		2024	2025
<i>(in percentage)</i>			
Country tax rate in France		25.8%	25.8%
Difference between French and foreign tax rates ^(a)		(3.0) %	(3.0) %
Tax on dividends and royalties		2.7%	3.0%
Permanent differences		1.2%	2.3%
Tax loss carryforwards ^(b)	9.3	5.6%	1.1%
Tax rate adjustments and unallocated taxes		2.1%	0.5%
Impact of capital gains and losses on disposal and asset impairment		(6.5) %	0.6%
Other differences		3.0%	(1.1) %
EFFECTIVE TAX RATE		31.0%	29.2%

(a) Foreign tax rates corresponds to various countries, none of which generates a significant difference with the country tax rate in France.

(b) Mainly comprises the impacts of the non-recognition and impairment of deferred tax assets in France in 2025, as well as in 2024.

NOTE 9.2. DEFERRED TAXES

Accounting principles

Deferred taxes are recognized for temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes, except for the cases specified in IAS 12 *Income Taxes*. Deferred taxes are calculated using the liability method, applying the enacted income tax rates expected to be applicable when the temporary differences will be reversed.

Temporary differences are reflected in the consolidated financial statements as deferred tax assets or liabilities on the basis of the most likely scenario as regards the reversal of the differences.

Deferred tax assets and liabilities are offset when the tax entity has a legal right to offset.

Lastly, the Company and its subsidiaries may be subject to tax audits. A provision is recognized in the consolidated financial statements whenever it is probable that a tax reassessment will be made.

Carrying amount

		As of December 31	
(in € millions)	Notes	2024	2025
BREAKDOWN BY TYPE OF DEFERRED TAX			
Property, plant and equipment and intangible assets		(1,600)	(1,485)
Tax loss carryforwards	9.3	53	54
Provisions for retirement obligations and other long-term benefits		105	96
Employee profit-sharing provisions		17	15
Restructuring provisions	15.3	44	56
Other		429	337
NET DEFERRED TAXES		(952)	(927)
Deferred tax assets		528	534
Deferred tax liabilities		(1,480)	(1,461)
NET DEFERRED TAX LIABILITIES		(952)	(927)

Change during the period

(in € millions)	Notes	2024	2025
As of January 1		(743)	(952)
Changes recognized in profit or loss		(61)	60
Changes recognized in other comprehensive income		(120)	71
Changes recognized directly in equity		6	0
Changes in consolidation scope	4.2	4	(73)
Other ^(a)		(38)	(33)
AS OF DECEMBER 31		(952)	(927)

(a) Corresponds mainly to the effects of applying IAS 29 (see Note 1.3 to the consolidated financial statements).

NOTE 9.3. TAX LOSS CARRYFORWARDS

Accounting principles

Deferred tax assets relating to tax loss carryforwards and temporary differences are recognized when it is more likely than not that these taxes will be recovered. At the end of each reporting period, the Group

reviews the unused tax losses and the amount of deferred tax assets recognized in the balance sheet. In some countries in which losses can be carried forward indefinitely, the Group takes into consideration recovery horizons based on forecast taxable profits, mainly over five years.

Carrying amount

(in € millions)	As of December 31	
	2024	2025
TAX LOSSES CARRYFORWARDS – RECOGNIZED PORTION		
Recognized tax loss carryforwards ^{(a) (b)}	211	225
Future tax savings ^(c)	53	54
TAX LOSSES CARRYFORWARDS – UNRECOGNIZED PORTION		
Tax loss carryforwards and tax credits not yet used ^(a)	2,632	2,384
Potential tax savings	692	635

(a) Basis amount.

(b) In 2025, as in 2024, these mainly result from the French tax consolidation group.

(c) These correspond to deferred tax assets arising on tax loss carryforwards.

Consumption horizon

Most of the losses carried forward had an indefinite useful life as of December 31, 2025. The probable consumption horizon in which these tax losses will be utilized is mainly five years.

NOTE 10. INTANGIBLE ASSETS

NOTE 10.1. ACCOUNTING PRINCIPLES

Goodwill

When control of a company is acquired, the fair value of the consideration given to the seller is allocated to the assets acquired and the liabilities and contingent liabilities assumed, which are measured at fair value. The difference between the consideration given to the seller and the Group's share of the fair value of the assets acquired and the liabilities and contingent liabilities assumed represents goodwill. When the option of recognizing non-controlling interests at fair value is applied, the amount of non-controlling interests is added to goodwill. Goodwill is recognized under the dedicated asset heading in the consolidated balance sheet.

Goodwill arising from the acquisition of a foreign entity is recognized in the functional currency of the entity acquired and translated at the exchange rates prevailing at the reporting date.

Goodwill is not amortized but is tested for impairment at least annually.

For the purposes of impairment testing, goodwill is allocated to the cash-generating units (CGU) or groups of CGUs most likely to benefit from the synergies of the business combination, at the lowest level at which goodwill is monitored by the Group. The CGUs correspond to subsidiaries or groups of subsidiaries that are included in the same geographical zone and that generate cash flows that are largely independent from those generated by other CGUs.

Brands with indefinite useful lives

Acquired brands that are separately identifiable, of material value, supported by advertising expenditure and have indefinite useful lives, are recorded under "Brands" in the consolidated balance sheet. The value of these brands is generally estimated with the assistance of valuation specialists, taking into account various factors including brand awareness and contribution to earnings.

The classification of a brand as an intangible asset with an indefinite useful life is based on criteria such as the brand's expected long-term contribution to the Group's future cash flow, and its overall positioning in its market. Such brands, which are legally protected, are not amortized but are tested for impairment annually or more frequently if there is any indication of impairment (see below).

Other brands

Other acquired brands that are deemed to have finite useful lives are presented under "Brands" in the consolidated balance sheet. They are amortized on a straight-line basis over their estimated useful lives. The amortization charges in respect of brands with finite useful lives are allocated to various headings in the income statement on the basis of the nature and utilization of the brands concerned. Taken individually, none of these brands are considered material.

Development costs

Development costs are generally expensed as incurred (see Note 6.1. to the consolidated financial statements).

Technologies, development costs and other intangible assets

The following elements are recognized in the balance sheet under "Other intangible assets":

- acquired technologies, which are generally valued with the assistance of specialized consultants and amortized over the average duration of the patents;
- acquired development costs meeting the criteria for recognition as an intangible asset under IAS 38 *Intangible Assets* (see above);
- other acquired intangible assets, which are recognized at their acquisition cost. They are amortized on a straight-line basis over their estimated useful lives, which do not exceed 40 years.

The amortization charges in respect of these assets are allocated to various headings in the income statement on the basis of their nature and utilization.

NOTE 10.2. CARRYING AMOUNT AND CHANGE DURING THE PERIOD

	2024					2025			
	Notes	Goodwill	Brands ^(a)	Other intangible assets	Total	Goodwill	Brands ^(a)	Other intangible assets	Total
<i>(in € millions)</i>									
CARRYING AMOUNT									
As of January 1		17,340	5,256	498	23,094	18,062	5,390	556	24,008
Changes in consolidation scope	4.2	122	–	–	122	545	352	21	918
Capital expenditure		–	–	147	147	–	–	161	161
Disposals		–	–	(1)	(1)	–	–	–	–
Translation adjustments		600	120	4	724	(1,315)	(300)	(16)	(1,631)
Impairment ^(b)	7.2, 10.3	–	(51)	(8)	(59)	–	(225)	(11)	(236)
Reclassification of assets held for sale		–	–	–	–	(17)	(18)	–	(35)
Amortization charges		–	–	(125)	(125)	–	–	(131)	(131)
Other ^(c)		–	65	41	106	–	43	39	82
AS OF DECEMBER 31		18,062	5,390	556	24,008	17,275	5,242	619	23,136
Of which amortization		–	(7)	(1,178)		–	(7)	(1,264)	

(a) Includes brands with indefinite useful lives and other brands (none of which are considered to be material taken individually).

(b) Corresponds to additions to and reversals of provisions.

(c) Corresponds mainly to the effects of applying IAS 29 (see Note 1.3 to the consolidated financial statements).

NOTE 10.3. IMPAIRMENT REVIEW OF GOODWILL AND BRANDS WITH INDEFINITE USEFUL LIVES

Methodology

The carrying amounts of goodwill and brands with indefinite useful lives are reviewed for impairment at least annually and whenever events or circumstances indicate that they may be impaired. Such events or circumstances are linked to significant, unfavorable and lasting changes that affect the economic environment or the assumptions or targets set at the time of acquisition.

The cash flows used to determine the value in use of the CGUs or groups of CGUs and the recoverable amount of the brands with indefinite useful lives are derived from the annual budgets and strategic business plans of the CGUs or groups of CGUs and brands, which are drawn up by management on the basis of the information available at that date. The periods applied for the CGUs, groups of CGUs and brands span three to five years.

Future cash flows beyond that period are extrapolated using a long-term growth rate that is specific to each CGU, group of CGUs or brand:

- the operating assumptions used to calculate the terminal value are in line with the final year of the projections described above in terms of sales and recurring operating margin;
- the long-term growth rate is determined for each CGU, group of CGUs or brand taking into account its average growth rate in recent years and the expected medium-term rate of inflation in its geographical zone (macro-economic fundamentals, demographics, etc.).

Lastly, future cash flows are discounted using the weighted average cost of capital method, according to which the cost of debt after tax and the cost of equity are weighted based on their respective proportions in the business sector concerned.

Goodwill

Impairment tests are carried out on all property, plant and equipment and intangible assets of the CGUs and groups of CGUs. When the carrying amount of all the property, plant and equipment and intangible assets of the CGUs and groups of CGUs exceeds their recoverable amount, an impairment provision is recognized and first charged against goodwill.

The recoverable amount of the CGUs or groups of CGUs to which the tested assets are allocated is the higher of (i) fair value net of costs to sell, generally estimated on the basis of earnings multiples, and (ii) value in use, assessed with reference to the expected discounted future cash flows of the CGU or group of CGUs concerned.

Brands with indefinite useful lives

Annual impairment testing of brands with indefinite useful lives is based on an individual recoverable amount established using the royalties method, except in the case of certain brands for which the Group has a third-party valuation. The Group estimates the royalty rate of these brands in accordance with a method based on several parameters such as awareness, profitability and market share.

Impairment tests carried out as of December 31, 2025

For the purposes of impairment testing as of December 31, 2025, the Group projected in its business plans the effects on its businesses of the items listed below, according to its best estimates based on (i) the information available at that date with respect to external items, and (ii) the initiatives and projects to be implemented by the Group in accordance with its plans at that same date:

- moderate inflation of raw material (milk and ingredients), packaging and logistics costs;
- impacts on the operating margin of the CGUs or groups of CGUs tested, of the costs identified at December 31, 2025, of the Nature Pillar of the Danone Impact Journey, as described in section 4.1.3 Danone Impact Journey Phase 2: towards 2030, which notably includes the Group's objectives in terms of combating the effects of climate change;
- a post-tax discount rate of between 7.1% and 10.3% and a long-term growth rate of between 0% and 4.5% for the main intangible assets with indefinite useful lives.

The Group also conducted sensitivity analyses of the physical and transition risks related to climate change and its potential effects on the recoverable amount of the CGUs or groups of CGUs, as set out in section 4.3.1 *Climate change (ESRS E1)*. These risks were weighted based on the probability of occurrence and allocated proportionally to the cash flows of the business plan and the terminal value of the CGUs or groups of CGUs tested. These mainly concern the following issues:

- risks related the supply of milk and key agricultural ingredients, and access to water;
- risks that could lead to restrictions related to packaging;
- risks related to the potential increase in carbon prices (direct and indirect).

The implementation of these sensitivity analyses did not reveal any risk of impairment, understanding that the Group's estimates or judgments of the risks related to climate change may differ from reality, as described in Note 1.1 to the *consolidated financial statements (Basis of preparation)*.



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Carrying amount of goodwill and brands with indefinite useful lives

(in € millions)	As of December 31	
	2024	2025
Europe CGU	5,328	5,242
Noram CGU	6,935	6,131
China, North Asia & Oceania CGU	4,824	4,467
Other CGUs ^(a)	976	1,435
Goodwill	18,062	17,275
Brands with indefinite useful lives ^(b)	5,390	5,242
CARRYING AMOUNT OF GOODWILL AND BRANDS WITH INDEFINITE USEFUL LIVES ^(c)	23,453	22,517

(a) Comprising eleven CGUs.

(b) Consisting of several brands, the most material being Nutricia, International Delight, Silk and Alpro.

(c) After taking into account impairment for the year.

Goodwill allocated to the Europe CGU, the Noram CGU and the China, North Asia & Oceania CGU

As of December 31, 2025, the recoverable amount exceeded the carrying amount by the following amounts:

(in € billions)	
Europe CGU	≥ 8
Noram CGU	2
China, North Asia & Oceania CGU	≥ 10

Sensitivity analysis for the key recoverable amount assumptions

(in € billions except %)	Year ended December 31	
	Impact on recoverable amount	Annual decrease so recoverable amount equals carrying amount
SALES – (50) BPS DECREASE ^(a)		
Europe CGU	(1)	7%
Noram CGU	(0.5)	2%
China, North Asia & Oceania CGU	(0.5)	≥ 10 %
RECURRING OPERATING MARGIN – (100) BPS DECREASE ^(b)		
Europe CGU	(2)	5%
Noram CGU	(1)	2%
China, North Asia & Oceania CGU	(1)	≥ 10 %
LONG-TERM GROWTH RATE – (50) BPS DECREASE		
Europe CGU	(1)	
Noram CGU	(1)	
China, North Asia & Oceania CGU	(1)	
DISCOUNT RATE – 50 BPS INCREASE		
Europe CGU	(2)	
Noram CGU	(1)	
China, North Asia & Oceania CGU	(2)	

(a) Decrease applied each year to sales growth rate assumptions, including in the final year, based on 2026 projections.

(b) Decrease applied each year to recurring operating margin assumptions, including in the final year, based on 2026 projections.

Goodwill allocated to the other CGUs

As of December 31, 2025, CGUs other than the Europe, Noram and China, North Asia & Oceania CGUs represented in total 8% of the carrying amount of the goodwill allocated to these CGUs.

Brands with indefinite useful lives

The Group's main brands are *Nutricia*, *International Delight*, *Silk* and *Alpro*. As of December 31, 2025, they represented more than 50% of the carrying amount of the Group's brands with indefinite useful lives. The other brands are located in diverse geographical zones and different countries and concern all categories, none of which individually represented more than 10% of the carrying amount of the Group's brands with indefinite useful lives as of December 31, 2025.

Impairment review of the brands with indefinite useful lives

As of December 31, 2025, the Group tested the value of the brands with indefinite useful lives (the main being *Nutricia*, *International Delight*, *Silk*, and *Alpro*) in accordance with the methodology and the valuation model described above and on the basis of assumptions derived from those applied to the groups of CGUs concerned. Following the impairment test, the Group recognized impairment of

€241 million for three of these brands (mainly *Silk*), in light of the new assumptions set out in its strategic plan. The Group also recognized a reversal of provisions of one brand, with no material impact on the consolidated financial statements for the year ended December 31, 2025.

In addition, an analysis of the sensitivity for the key recoverable amount assumptions was carried out on each of the brands concerned. The key assumptions used in the valuation model applied by the Group are (i) sales growth, (ii) the royalty rate, (iii) the long-term growth rate and the inflation rate used to calculate the terminal value, and (iv) the discount rate. The following changes in the key assumptions, deemed reasonably possible, do not materially alter the findings of the impairment tests:

- 50 bps decrease in sales (decrease applied each year to sales growth assumptions, including in the final year, based on 2026 projections);
- 50 bps decrease in the royalty rate;
- 50 bps decrease in the long-term growth rate;
- 50 bps increase in the discount rate.

As of December 31, 2024, following the impairment test performed, the Group recognized impairment against two of the brands for an amount of €51 million.

NOTE 11. FINANCING AND FINANCIAL SECURITY, NET DEBT AND COST OF NET DEBT

NOTE 11.1. ACCOUNTING PRINCIPLES

Financing

Debt instruments are recognized in the consolidated balance sheet (i) under the amortized cost method, using their effective interest rate, or (ii) at their fair value.

They may be hedged by a derivative instrument as follows:

- fair value hedge: changes in the fair value of the hedged component of the debt is recognized in the consolidated balance sheet with the offsetting entry recognized in "Financial interest on debt", thereby neutralizing changes in the fair value of the derivative instrument;
- cash flow hedge: changes in the fair value of the effective portion of the derivative hedging the debt is recognized in the consolidated balance sheet, with the offsetting entry recognized in consolidated equity and recycled to profit or loss when the hedged item (i.e., the interest flows relating to the hedged debt) itself impacts consolidated net income.

Hybrid financing

Since the contractual terms of the undated subordinated notes issued by Danone do not stipulate any redemption or coupon payment obligation (payment of a coupon is mandatory mainly in the event of the payment of a dividend to Danone's shareholders):

- they are classified as equity instruments;
- the related coupons are recognized as a deduction from consolidated equity, net of the related tax income. In the consolidated statement of cash flows, they are shown in "Cash flows provided by (used in) financing activities", with the related tax included in "Cash flows provided by operating activities".

Short-term investments

Short-term investments comprise:

- marketable securities, which are highly liquid instruments with short maturities that are easily convertible into a known amount of cash;
- other short-term investments.

Short-term investments are measured at their fair value, with changes in fair value recognized under "Interest income on cash equivalents and short-term investments" in the consolidated income statement. Other short-term investments are measured at amortized cost.

Translation of transactions denominated in foreign currencies

At the reporting date, trade receivables and trade payables denominated in foreign currencies are translated using the exchange rates applicable at that date, with changes recognized in the income statement. Foreign exchange gains and losses arising from the translation of intercompany loans classified as net investments in foreign operations and that are used to hedge long-term investments (borrowings or other instruments) in the same currency are recognized in consolidated equity under "Translation adjustments" and recycled when the hedged asset is sold.

NOTE 11.2. LIQUIDITY RISK AND MANAGEMENT POLICY

Risk identification

Danone does not use debt in either a recurring or significant way in connection with its operating activities. Operating cash flows are generally sufficient to finance Danone's business operations and organic growth. Danone may, however, take on additional debt to finance acquisitions or, occasionally, to manage its cash cycle, particularly when dividends are paid to the Company's shareholders. The Group's objective is always to keep its debt at a level that enables it to maintain the flexibility of its financing sources.

Liquidity risk arises mainly from the maturities of its (i) interest-bearing liabilities (bonds, bank debt, etc.), and (ii) non-interest-bearing liabilities (liabilities related to put options granted to non-controlling interests), and from payments on derivative instruments. As part of its debt management strategy, Danone regularly seeks new financing to refinance its existing debt.

In those countries where centralized financing is not available, when medium-term financing is unavailable and/or in the case of existing financing in a company prior to Danone's acquisition of control, Danone is exposed to liquidity risk involving limited amounts in those countries. More generally, in the event of a systemic financial crisis, Danone may not be able to access the financing or refinancing it needs on the credit or capital markets, or it may not be able to access such financing on satisfactory terms, which could have an adverse impact on its financial position.

Danone's ability to access financing and its borrowing costs could depend in part on its credit rating by financial rating agencies. The Group's short and long-term debt ratings and any potential deterioration in those ratings could result in higher financing costs and affect its access to financing.

Lastly, most of the financing agreements entered into by the Company (bank lines of credit and bonds) include a change of control provision, which offers creditors a right of early repayment in the event that a change in control of the Company causes its rating by the financial rating agencies to fall below investment grade.

Risk monitoring and management

Under its refinancing policy, Danone reduces its exposure by (i) centralizing its financing sources; (ii) borrowing from diversified financing sources; (iii) arranging a significant portion of its financing as medium-term financing; (iv) maintaining financing sources available at all times; (v) spreading maturities on the basis of projected requirements and cash flow generation; and (vi) ensuring that it is not subject to any covenants.

In those countries where centralized financing is not available, when medium-term financing is unavailable and/or in the case of existing financing in a company prior to Danone's acquisition of control, some Group companies may, for operational reasons, be required to borrow from local sources. From a Group perspective, the amounts borrowed are relatively small, whether considered individually or as a whole, given that the level of operating cash flow is generally sufficient to finance its operations and organic growth.

Use of financing sources

The Group's policy consists of keeping its financing sources available and managing them at Company level. The Group may need to use (i) its short-term debt instrument program and syndicated credit facility to manage its cash cycle, notably when paying out dividends to Danone shareholders, and (ii) alternatively, its short-term debt instruments and EMTN programs or its syndicated credit facility to optimize its borrowings costs while ensuring its financial security, such that the maturity and currency of the financing raised may vary without changing the level of consolidated net debt or the Group's financial security.

NOTE 11.3. FINANCING STRUCTURE AND CHANGES DURING THE PERIOD

Financing classified as debt

	As of December 31, 2024	Bonds issued	Bonds redeemed	Net flows from other financing arrangements	Impact of accrued interest	Impact of changes in exchange rates and other non-cash impacts ^(c)	Reclassification of non-current portion to current items	Changes in consolidation scope	As of December 31, 2025
<i>(in € millions)</i>									
FINANCING MANAGED AT COMPANY LEVEL									
Bonds – non-current portion	9,250	1,666	–	–	–	(202)	(1,706)	–	9,008
Bonds – current portion	2,049	–	(2,050)	–	–	(4)	1,706	–	1,701
Short-term debt instruments ^(a)	1,011	–	–	346	–	–	–	–	1,357
TOTAL	12,310	1,666	(2,050)	346	–	(205)	–	–	12,066
LEASE LIABILITIES									
Non-current portion	655	–	–	–	–	240	(166)	1	730
Current portion	213	–	–	(228)	–	56	166	–	207
TOTAL	868	–	–	(228)	–	296	–	1	937
OTHER FINANCING ARRANGEMENTS ^(b)									
Non-current portion	24	–	–	(6)	–	–	(6)	11	23
Current portion ^(d)	989	–	–	184	10	177	31	–	1,392
TOTAL	1,013	–	–	178	10	177	25	11	1,415
TOTAL	14,191	1,666	(2,050)	296	10	267	26	12	14,419

(a) As of December 31, 2025, as at December 31, 2024, short-term debt instruments are included in current financial debt.

(b) Subsidiaries' bank financing.

(c) In terms of lease liabilities, this corresponds mainly to new financing in the period.

(d) As of December 31, 2025, bank overdrafts amounted to €1,246 million (€828 million as of December 31, 2024).

On January 14, 2025, Danone redeemed €750 million worth of bonds issued in 2015.

On March 26, 2025, Danone redeemed €300 million worth of bonds originally issued in 2018.

On April 1, 2025, Danone announced that it had issued an €800 million bond with an eight-year maturity and a 3.438% coupon.

On September 1, 2025, Danone announced that it had issued a dual-tranche €1,300 million bond, consisting of:

- a tranche of 2-year floating rate notes of €800 million (coupon of Euribor 3 months + 27 basis points);
- a tranche of undated deeply subordinated notes of €500 million (fixed resettable coupon of 3.95%).

On December 1, 2025, Danone redeemed €1,000 million worth of bonds originally issued in 2021.

Financing classified as equity

In 2017, Danone launched a hybrid undated bond issue totaling €1,250 millions. The issue consists of a euro-denominated undated bond, paying an initial coupon of 1.75%, with a first call date on June 23, 2023, and has been recognized in equity in accordance with IAS 32 *Financial Instruments: Presentation*.

In September 2021, Danone redeemed the hybrid financing ahead of maturity for an amount of €500 million, and at the same time reissued hybrid financing in the form of undated securities for the same amount, denominated in euros, paying an annual coupon of 1% and with a first call on December 16, 2026.

On April 24, 2023, Danone announced its intention to exercise the redemption option on the outstanding €750 million of its 2017 hybrid bond issue. The bonds were redeemed on June 23, 2023.

On September 1, 2025, Danone announced that it had issued a dual-tranche bond, including a tranche of undated deeply subordinated notes classified as equity for an amount of €500 million euros (fixed resettable coupon of 3.95%).

NOTE 11.4. GROUP FINANCING AND FINANCIAL SECURITY MANAGED AT COMPANY LEVEL

Structure of Group financial security

	As of December 31			
	2024		2025	
	Committed amount	Amount used	Committed amount	Amount used
<i>(in € millions)</i>				
BANK FINANCING ^(a)				
Syndicated credit facility	2,000	–	2,000	–
Committed credit facilities ^(b)	587	–	548	–
Bank loans	–	–	–	–
CAPITAL MARKETS FINANCING ^(a)				
EMTN financing ^(c)	NA	9,374	NA	9,008
Hybrid financing	NA	500	NA	1,000
Bonds issued on the US market ^(c)	NA	1,925	NA	1,701
Short-term debt instruments	NA	1,011	NA	1,357

(a) The Group's financial structure and financial security are managed at Company level.

(b) Portfolio of back-up facilities entered into with major credit institutions, with maturities ranging from 2026 to 2030.

(c) Bonds issued by the Company are disclosed on Danone's website.

Main financing transactions in 2025

	Year ended December 31		
	2025		
	Currency	Nominal	Maturity
<i>(in millions of currency)</i>			
NEW FINANCING			
Euro bond	EUR	800	2027
Private Placement CNY	CNY	570	2031
Hybrid financing	EUR	500	2032
Euro bond	EUR	800	2033
REPAYMENTS AND REDEMPTIONS			
Euro bond	EUR	750	2025
Euro bond	EUR	300	2025
Euro bond	EUR	1,000	2025

Main financing transactions in 2024

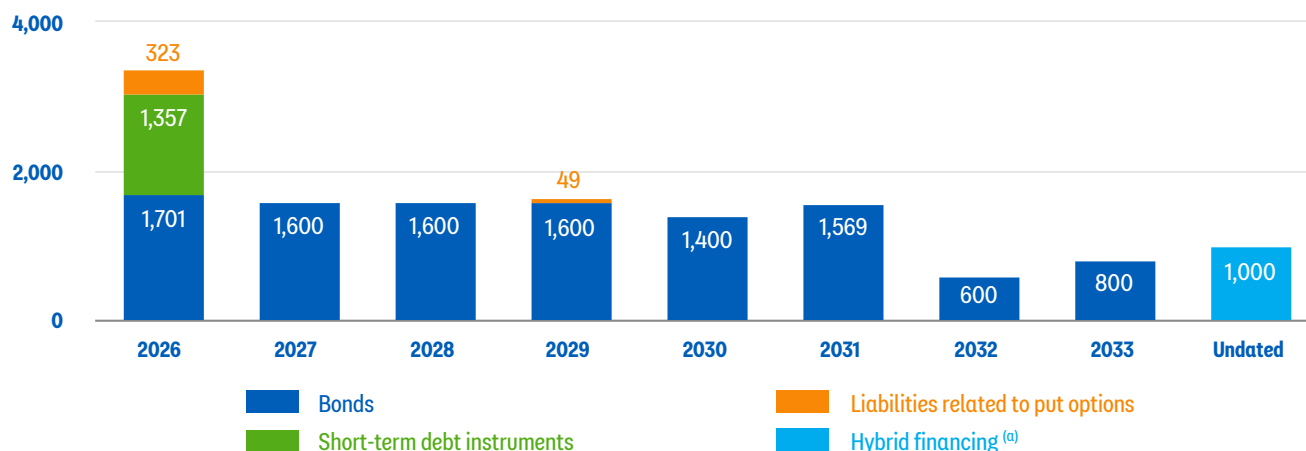
(in millions of currency)	Year ended December 31		
	2024		
	Currency	Nominal	Maturity
NEW FINANCING			
Euro bond	EUR	700	2030
Euro bond	EUR	700	2031
REPAYMENTS AND REDEMPTIONS			
Euro bond	EUR	750	2024
Euro bond	EUR	1,250	2024

Repayment schedule for financial debt managed at Company level and put options granted to non-controlling interests

Projected cash outflows related to the contractual repayment of the principal based on the assumption of non-renewal

YEAR ENDED DECEMBER 31

(in € millions)



(a) Including €500 million with a call date in 2026 and €500 million with a call date in 2032.

Projected cash outflows related to the contractual payment of interest on financial assets and liabilities managed at Company level, including premiums to be paid on derivatives based on the assumption of non-renewal

(in € millions)	2026 cash flows	2027 cash flows	2028 cash flows	2029 cash flows	2030 cash flows and beyond
Interest on debt ^(a)	(251)	(196)	(178)	(159)	(297)
Cash flows on derivatives ^{(a) (b) (c)}	(61)	(61)	(61)	(26)	(35)

(a) The floating interest rates are calculated on the basis of the rates applicable as of December 31, 2025.

(b) Net contractual flows, including premiums payable and net flows payable or receivable relating to the exercise of options in the money at year-end.

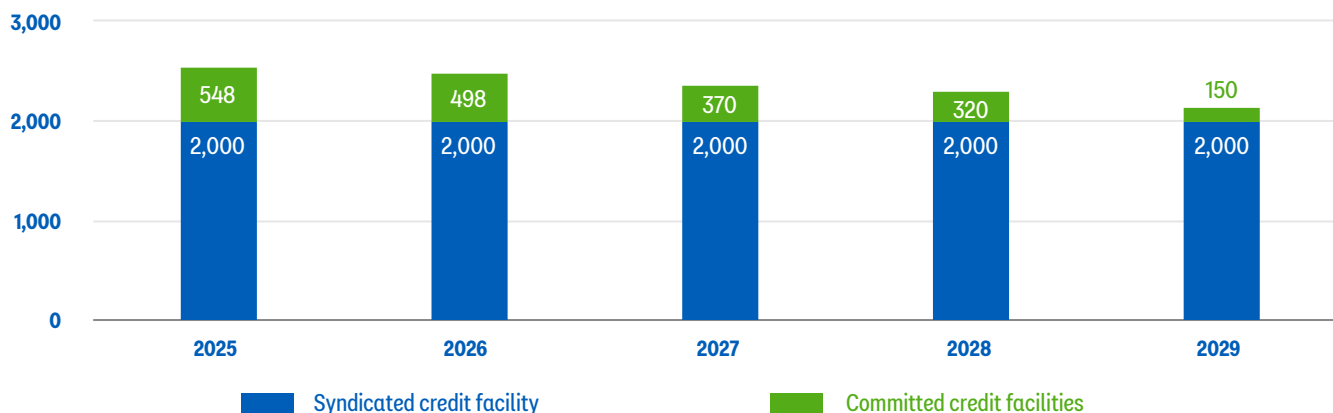
(c) Concerns derivative instruments used to manage net debt, assets and liabilities.

Sources of financing available at any time

Financing available at any time is carried on the Company's books and comprises committed credit facilities and a syndicated credit facility.

AS OF DECEMBER 31

(in € millions)



Company rating

	As of December 31			
	2024		2025	
	Moody's	Standard and Poor's	Moody's	Standard and Poor's
SHORT-TERM RATING ^(a)				
Rating	–	A-2	–	A-2
LONG-TERM RATING ^(b)				
Rating	Baa1	BBB+	Baa1	BBB+
Outlook	Stable	Stable	Stable	Stable

(a) Rating given to the Company's short-term debt instrument program.

(b) Rating given to the Company's senior debt issues with a maturity of more than one year.

NOTE 11.5. CASH AND SHORT-TERM INVESTMENTS

Carrying amount

(in € millions)	As of December 31	
	2024	2025
Money market funds	2,135	2,252
Bank deposits, negotiable debt instruments and other short-term investments	2,550	2,336
TOTAL SHORT-TERM INVESTMENTS ^(a)	4,685	4,588
Cash	1,475	1,983
TOTAL CASH AND CASH EQUIVALENTS	6,160	6,553

(a) €18 million do not qualify as cash equivalents.

Counterparty risk in respect of short-term investments

The Group invests primarily in money market funds (*organismes de placement collectif*) or short-term money market funds, which are highly liquid, diversified and not rated. Bank deposits, negotiable debt instruments and other short-term instruments are contracted with leading financial institutions.

NOTE 11.6. NET DEBT

(in € millions)	As of December 31	
	2024	2025
Non-current financial debt ^(a)	10,175	10,074
Current financial debt ^(a)	3,799	3,799
Short-term investments	(4,685)	(4,588)
Cash ^(b)	(1,475)	(1,983)
Bank overdrafts ^(b)	828	1,246
Derivatives – assets – Non-current ^(c)	(3)	(84)
Derivatives – assets – Current ^(c)	(37)	(33)
NET DEBT	8,601	8,431

(a) Consists of €937 million in lease liabilities following the application of IFRS 16, Leases.

(b) Net cash in the consolidated statement of cash flows corresponds to cash and bank overdrafts.

(c) Used solely to manage net debt.

Changes in net debt in 2025

Danone's net debt totaled €8,431 million as of December 31, 2025, a decrease of €171 million compared to December 31, 2024. It included €372 million in put options granted to non-controlling interests, €55 million higher than as of December 31, 2024.

Changes in net debt in 2024

Danone's net debt totaled €8,601 million as of December 31, 2024, a decrease of €1,620 million compared to December 31, 2023. It included €317 million in put options granted to non-controlling interests, €39 million lower than as of December 31, 2023.

NOTE 11.7. COST OF NET FINANCIAL DEBT

Accounting principles

Financial interest on debt comprises mainly interest charges (calculated at the effective interest rate) on current and non-current financing and the impact of the derivatives relating to said financing.

Interest income and cash equivalents comprise mainly interest received and, if applicable, the impact of measuring short-term investments and cash at fair value through profit or loss.

The related cash flows are presented within "Cash flows provided by operating activities".

Cost of net financial debt in 2025

Cost of financial debt remained stable at €(197) million at end-2025.

NOTE 11.8. FINANCIAL RISKS ASSOCIATED WITH NET DEBT AND FINANCING ACTIVITIES

Interest rate risk

Risk identification

The Group is exposed to interest rate risk on its financial liabilities as well as its cash and cash equivalents. Through its interest-bearing debt, the Group is exposed to the risk of interest rate fluctuations that affect the amount of its financial expense. In accordance with IFRS 9, interest rate fluctuations may also impact the Group's consolidated results of operations and consolidated equity.

Risk monitoring and management

The Group has implemented a policy to monitor and manage interest rate risk, as detailed in Note 13.3. to the *consolidated financial statements* in the section discussing *Management of the cost of net debt*.

Exposure

Breakdown of net debt between fixed and floating rates

As of December 31, 2025 and December 31, 2024, all consolidated hedged net debt was considered to be at fixed rates.

Sensitivity of the cost of net debt to changes in short-term interest rates

In 2025 as in 2024, the impact of changes in short-term interest rates would not have had a material impact on the cost of the Group's net debt. This interest rate sensitivity analysis reflects the following factors:

- financial debt net of short-term investments and cash excluding financial liabilities arising on put options granted to non-controlling interests, as these do not bear interest;
- active interest rate hedges as of December 31.

Financial currency risk

Risk identification

Due to its international presence, the Group could be exposed to foreign exchange rate fluctuations in relation to its financing activities: under its risk pooling policy, the Group manages multi-currency financing and liquidities.

Risk monitoring and management

The management policy regarding financial currency risk is detailed in Note 13.3. to the *consolidated financial statements*, in the section *Management of currency risk arising on financing activities and translation risk on net assets*.

Exposure

In light of the Group's policy of managing currency risk arising on financing activities, its residual exposure is not material.

NOTE 12. OTHER FINANCIAL ASSETS, OTHER FINANCIAL INCOME AND EXPENSE

NOTE 12.1. ACCOUNTING PRINCIPLES

Investments in other non-consolidated companies

Investments in other non-consolidated companies are recognized at fair value in the consolidated balance sheet. Changes in fair value and gains or losses on disposals are recognized in either (i) profit or loss (by default) under "Other financial income" or "Other financial expense" or (ii) consolidated equity under "Accumulated other comprehensive income" (by option) and are not recycled to profit or loss.

Fair value

For listed companies, fair value is assessed according to the stock price as of the end of the period.

For unlisted companies, fair value is assessed based on recent transactions entered into with third parties, on prices used in put or call options negotiated with third parties or on external appraisals.

Other financial assets

Other financial assets mainly comprise bonds and money market funds and deposits with uncertain maturity dates pursuant to the applicable regulations of certain countries in which the Group operates.

Bonds and money market funds are recognized at fair value in the consolidated balance sheet. Changes in fair value are recognized in consolidated equity under "Accumulated other comprehensive income" and recycled to profit or loss on their disposal under "Other financial income" or "Other financial expense". Their fair value is calculated on the basis of listed prices on active markets.

Loans

Loans are measured at amortized cost using the effective interest rate method.

NOTE 12.2. OTHER FINANCIAL ASSETS

Main changes during the period

The Group did not carry out any material transactions in either 2025 or 2024.

Carrying amount

(in € millions)	As of December 31	
	2024	2025
Investments in other non-consolidated companies ^(a)	325	278
Bonds and money market funds ^(b)	118	121
Other ^(c)	415	505
Other financial investments	533	626
Long-term loans	6	8
Other financial assets	864	913

(a) Mainly comprises non-consolidated investments that are not material taken individually.

(b) Bonds and money market funds held to cover certain "damage and personal protection" risk provisions.

(c) "Other" mainly comprises deposits with uncertain maturity dates pursuant to the applicable regulations of certain countries in which the Group operates.

NOTE 12.3. OTHER FINANCIAL INCOME AND EXPENSE

Accounting principles

Other financial income and expense correspond to financial income and expense other than income and expense related to net financial debt. They include in particular:

- swap points and option premiums, in particular those related to currency risk arising on operations and the acquisition/disposal of companies and equity investments, and the ineffective portion of derivatives classified as hedges in accordance with IFRS 9 *Financial Instruments*;
- the impact of the accretion of the present value of commitments net of the expected return on plan assets in connection with retirement commitments and other long-term benefits;
- bank commissions, including commissions for the non-use of committed credit facilities;
- changes in the fair value of investments in other non-consolidated companies classified at fair value through profit or loss;
- gains or losses on the net monetary position resulting from the application of IAS 29.

NOTE 13. FINANCIAL RISK MANAGEMENT ORGANIZATION AND DERIVATIVES

NOTE 13.1. FINANCIAL RISK MANAGEMENT ORGANIZATION

In the normal course of its operations, the Group is exposed to financial risks, especially foreign currency, financing and liquidity risks (see Note 11.2. to the *consolidated financial statements*), interest rate risks, counterparty risks, equity securities risks and commodity risks.

Financial risks

The Group's policy consists of (i) minimizing and managing the impact that its exposure to financial market risks could have on its results and, to a lesser extent, on its balance sheet, (ii) monitoring and managing such exposure centrally, then (iii) executing financial transactions locally or centrally in line with applicable regulations and monetary frameworks, and (iv) using derivative instruments only as part of hedges for accounting purposes.

Through its Treasury and Financing Department, which is part of the Group Finance Department, the Group has the expertise and tools (trading room, front and back office software) to act on different

financial markets following the standards generally implemented by first-tier companies. The Internal Control and Internal Audit Departments review the risk organization and procedures applied. Lastly, a quarterly treasury and financing report is sent to the Group Finance Department, enabling it to monitor the decisions taken to implement the previously approved management strategies.

Commodity risks

The Group has implemented a commodity purchasing policy (Market Risk Management – MRM). Exposures are monitored and the policy implemented by the central purchasing team for each raw material category. This team negotiates forward purchase agreements mainly with suppliers. Forward purchase agreements are reviewed by the Market Risk Management Committee at the end of each annual reporting period.

NOTE 13.2. ACCOUNTING PRINCIPLES

Derivatives are recognized in the consolidated balance sheet at their fair value:

- derivatives used to manage net debt and hedge of net investments in foreign operations are recognized in derivative assets or liabilities;
- forex and commodity derivatives related to operations are recognized as (i) other accounts receivable in "Derivatives – assets" or as (ii) other current liabilities in "Derivatives – liabilities".

When derivatives are designated as:

- fair value hedges of assets or liabilities in the consolidated balance sheet, changes in the value (other than the time value, see below) of both the derivatives and the hedged items are recognized in profit or loss in the same period;
- hedges of net investments in foreign operations, changes in the value (other than the time value) of the derivatives are recognized in equity under translation adjustments and are recycled as income (expense) when the hedged asset is derecognized;
- future cash flow hedges, changes in the value of the effective portion are recognized in equity under "Accumulated other comprehensive income" and are recycled to profit or loss when the hedged item itself is recognized in profit or loss;

- changes in the time value of instruments qualified as fair value or net investment hedges (swap points, currency option premium and basis spread of cross-currency swaps) or of forex derivatives are recognized in equity under "Accumulated other comprehensive income" and amortized over the term of the hedge. In the case of cash flow hedges, changes in the time value of forex derivatives are recognized in equity under "Accumulated other comprehensive income" and taken to profit or loss on expiry of the underlying instrument, in accordance with the principles adopted by the Group. note that derivatives designated as future cash flow hedges are recognized in accordance with the transaction-related principle (hedging of transactions included in forecasts).

Changes in the fair value of the ineffective portion of derivatives qualified as hedging instruments and changes in the fair value of derivatives that do not meet the criteria for classification as hedging instruments are recognized directly in profit or loss for the period under operating income or financial income, depending on their nature.

NOTE 13.3. DERIVATIVES

Group policy

Management of currency risk arising on operating activities

The Group's policy is to hedge its highly probable commercial transactions such that, as of December 31, its residual exposure in respect of the entire next fiscal year is significantly reduced. However, when the hedging conditions in certain currencies deteriorate (less availability, higher cost, etc.), the Group may have to limit the hedging of its highly probable commercial transactions in its foreign currencies, either by not hedging or only partially hedging its exposure. The Group uses forward currency contracts and currency options to reduce its exposure.

Execution of the hedging policy for currency risk arising on operations consists of providing the necessary hedging to subsidiaries through a centralized management system, or, in the case of subsidiaries where such hedges are legally prohibited, through a monitoring and control process.

The Group mainly applies cash flow hedge accounting.

Based on pending transactions as of December 31, 2025, the Group's residual exposure after hedging of currency risks on its highly probable commercial transactions is significantly reduced for 2025, with the main unhedged currency the Turkish lira.

Management of currency risk arising on financing activities and translation risk on net assets

The Group's policy consists of maintaining debt and/or the surplus cash positions of Danone and its subsidiaries in their respective functional currencies. Furthermore, in compliance with its policy of managing risks centrally, the Group may manage multi-currency borrowings and surplus cash. The Group has established a policy for monitoring and hedging the net assets of certain subsidiaries, with regular assessments of risks and opportunities with regard to hedging instruments. As part of these policies, the Group therefore uses currency swap contracts (forex swaps or cross-currency swaps).

Management of the cost of net debt

In connection with its management of net debt, the Group has implemented a policy to monitor and manage interest rate risk in order to limit the volatility of its financial income (expense) through the use of hedging instruments. These derivatives are mainly interest rate swaps and sometimes collars. All are plain vanilla instruments. Interest rate derivatives are contracted to manage interest rate risk and may or may not be eligible for hedge accounting in accordance with IFRS 9.

Hedges of acquisitions and disposals of companies or other equity investments

The Group's policy is generally not to hedge amounts payable or receivable in connection with acquisitions or disposals of companies or other equity investments. However, in certain circumstances, the Group may decide to hedge certain transactions.

Management of commodity price volatility risk

The Group has implemented a commodity purchasing policy (Market Risk Management – MRM), defining rules for securing the physical supply and for setting the prices of raw materials on the financial markets. The Group's central purchasing team mainly negotiates forward purchase contracts with suppliers which are based on a financial markets index or on a proxy, since instruments that would fully hedge the price volatility of Danone's main raw materials do not always exist in the financial markets. Exposures are monitored and this policy implemented by the central purchasing team for each raw material category, assisted by the Finance MRM team as concerns the price setting strategy.

The impact of a price change in the two main raw material categories on the cost of the Group's annual purchases is presented in Note 6.7. to the *consolidated financial statements*.



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Portfolio of derivatives

Notional and fair value amounts

	As of December 31					
	2024			2025		
	Notional	Fair value	Of which recognized in equity	Notional	Fair value	Of which recognized in equity
<i>(in € millions)</i>						
Used to manage currency risk arising on operations	(2,532)	(16)	(16)	(2,656)	(10)	(10)
Cash flow hedge – currency options ^(a)	(173)	7	7	(287)	6	6
Cash flow hedge – forward currency contracts ^(a)	(2,358)	(22)	(22)	(2,363)	(17)	(17)
No hedge accounting applied	–	–	–	(6)	–	–
Used to manage commodity risk	157	(3)	(3)	133	(3)	(3)
Used to manage net debt	7,821	(217)	(36)	9,278	(136)	(44)
<i>Fair value hedge</i>	3,050	(159)	–	2,800	(146)	–
<i>Cash flow hedge</i>	2,602	(79)	(30)	4,285	29	(36)
<i>Net investment hedge</i>	270	(6)	(6)	90	(8)	(8)
No hedge accounting applied	1,898	27	–	2,104	(10)	–
TOTAL	5,447	(236)	(55)	6,755	(150)	(58)

(a) Pursuant to IFRS 9, the intrinsic value and time value of the operational forex instruments designated as cash flow hedges are recognized in equity.

Additional information

Management of currency risk arising on operating activities

Net notional amount of derivative instruments for the main currencies hedged

	As of December 31					
	2024			2025		
	Forward currency contracts, net ^(a)	Currency options, net ^(b)	Total	Forward currency contracts, net ^(a)	Currency options, net ^(b)	Total
<i>(in € millions)</i>						
(SALES)/PURCHASES OF CURRENCIES						
CNY ^(c)	(1,177)	(32)	(1,209)	(1,023)	(166)	(1,189)
GBP ^(c)	(572)	(138)	(711)	(663)	(87)	(750)
MXN ^(c)	(180)	–	(180)	(185)	–	(185)
CAD ^(c)	(159)	(37)	(196)	(127)	(55)	(182)
BRL ^(c)	(96)	–	(96)	(144)	–	(144)
AUD ^(c)	(75)	–	(75)	(101)	–	(101)
HKD ^(c)	(37)	–	(37)	(60)	–	(60)
PLN ^(c)	(61)	–	(61)	(30)	–	(30)
USD ^(c)	283	34	317	228	21	249
Other ^(c)	(285)	–	(285)	(265)	–	(265)
TOTAL	(2,358)	(173)	(2,532)	(2,369)	(287)	(2,656)

(a) Spot portion of notional amount, based on closing rates.

(b) Spot portion of notional amount, including in- and out-of-the-money options.

(c) Transactions denominated against the euro or other currencies.

Sensitivity of equity and net income to changes in fair value

A change in the fair value of the derivative instruments hedging currency risk arising on operations, resulting from a change in exchange rates could have the following impacts on the Group's financial statements:

- an impact on equity in the case of derivatives documented as cash flow hedges;
- an impact on profit or loss in the case of transactions to which hedge accounting is not applied.

These instruments and the hedged items typically have maturities of less than one year. Consequently, the cash flows related to these instruments are recognized in the consolidated income statement.

Gains and losses related to changes in fair value recognized in profit or loss

Gains and losses recognized in profit or loss relate to the following items:

- the ineffective portion, during the year, of changes in the fair value of instruments classified as cash flow hedges: the amounts were not material in either 2025 or in 2024;
- the effective portion deferred in equity in the previous year of instruments classified as cash flow hedges and recycled to profit or loss during the year: the amount recycled in both 2025 and 2024 corresponded to the portion of hedges recorded in equity as of December 31 of the previous year, with most of the hedges maturing in less than one year.

Management of currency risk arising on financing activities and translation risk on net assets

Sensitivity of equity and net income to changes in fair value

A change in the fair value of these derivative financial instruments resulting from a change in foreign exchange rates at the reporting date would not have a material impact on the Group's equity or net income. Changes in the exchange rates of the financial instruments are offset by changes in the exchange rates on loans and borrowings in hedged currencies or on net investments in foreign operations.

Management of net debt

Sensitivity of equity and net income to changes in fair value

A change in the fair value of interest rate derivatives resulting from a change in the yield curve recognized at the reporting date would have the following impact on the Group's equity and net income:

- in equity for the effective portion of instruments eligible to be used as hedges of future cash flows;
- in profit or loss for the ineffective portion of instruments eligible to be used as hedges of future cash flows or as fair value hedges, and for a change in the fair value of instruments not qualifying as hedges.

In both 2025 and 2024, a rate change applied to the entire yield curve would not have a material impact on consolidated equity or net income.

Gains and losses related to changes in fair value recognized in profit or loss

Gains and losses recognized through profit or loss are related to:

- the ineffective portion, during the year, of changes in the fair value of instruments classified as cash flow hedges;
- the effective portion deferred in equity the previous year of instruments classified as future cash flow hedges and recycled to profit or loss during the year.

The corresponding amounts were not material in either 2025 or 2024.

Management of commodity price volatility risk

As of December 31, 2025, the commodities portfolio consisted of diesel, plastic, dairy, sugar and soy derivatives in accordance with the Group's management policy, and all of the hedging instruments were classified as future cash flow hedges.



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NOTE 13.4. COUNTERPARTY RISK

Counterparty risk inherent to financial risk management

Risk identification

The Group is exposed to counterparty risk, especially on banking counterparties, as part of its financial risk management activities. In the ordinary course of its operations, the Group has financial institutions as counterparties, mainly to manage its cash and its currency and interest rate risks. The failure of these counterparties to comply with one or more of their commitments could adversely affect the Group's financial position.

Risk monitoring and management

The Group's overall exposure to counterparty risk has been significantly reduced through the centralization of financial risks and implementation of centralized applications as well as its cash management policy of minimizing and managing surpluses.

The Group's banking policy is designed to apply deposit limits per counterparty and prioritize counterparties' credit rating quality by concentrating its transactions among first-tier counterparties that (i) are rated at least BBB+; (ii) have international branch networks; and (iii) provide it with financing. In order to manage its short-term surpluses, the Group mainly invests in either money market funds (*Organismes de Placements Collectifs*) or short-term money market funds, which are not rated. These funds are liquid and diversified. Other short-term investments are made in accordance with the Group's banking policy as described above.

Lastly, in certain countries, the Group may be obliged to conduct transactions with local banks that have lower credit ratings.

Exposure related to short-term investments

See Note 11.5 to the consolidated financial statements.

Exposure related to derivative instruments

(as a percentage of the total fair value as of December 31) ^(a)	As of December 31	
	2024	2025
COUNTERPARTY RATING (STANDARD & POOR'S)		
AAA, AA and A	84%	82%
BBB, BB and B	16%	18%
Unrated	–	–

(a) When positive, total fair value of outstanding derivatives by counterparty as of December 31.

The Group has entered into over-the-counter derivatives with leading banks under the terms of framework agreements that provide for the offsetting of amounts payable and receivable in the event one of the contracting parties defaults. These conditional offsetting agreements do not fulfill the IAS 32 criteria for offsetting derivative assets and liabilities in the balance sheet.

Fair value associated with derivatives counterparty risk

The fair value associated with derivatives counterparty risk is calculated on the basis of historical default probabilities resulting from the calculations of a leading rating agency, to which a recovery rate is applied. As of December 31, 2025 and December 31, 2024, the impact associated with the adjustment required by IFRS 13 was not material.

NOTE 13.5. EQUITY SECURITIES RISK

		As of December 31	
(in € millions)	Notes	2024	2025
RISK ON COMPANY SHARES			
Treasury shares	14.2	1,527	1,978
RISK ON OTHER SHARES			
Investments in equity-accounted companies	5	583	730
Assets held for sale	3, 4.2, 5.5	–	56
Investments in other non-consolidated companies	12.2	325	278

NOTE 13.6. RECONCILIATION OF THE CONSOLIDATED BALANCE SHEET BY CLASS AND ACCOUNTING CATEGORY

(in € millions)	Fair value through profit or loss	Fair value through other comprehensive income	Amortized cost	Carrying amount	Fair value	Level in the fair value hierarchy ^(d)
AS OF DECEMBER 31, 2025						
FINANCIAL ASSETS						
Investments in other non-consolidated companies	37	241	–	278	278	1-3
Long-term loans and financial assets	137	–	497	634	634	1-3
Derivatives – assets ^(a)	90	28	–	117	117	2
Trade receivables ^(b)	–	–	3,042	3,042	3,042	–
Other current assets ^(b)	–	46	1,153	1,200	1,200	–
Short-term loans	–	–	2	2	2	–
Money market funds	2,252	–	–	2,252	2,252	1
Other short-term investments	–	–	2,336	2,336	2,336	2
Cash	1,983	–	–	1,983	1,983	1
TOTAL	4,499	315	7,031	11,845	11,845	
FINANCIAL LIABILITIES						
Financing ^(c)	2,724	–	11,695	14,419	14,647	1-2
Derivatives – liabilities ^(a)	191	72	–	263	263	2
Trade payables ^(b)	–	–	5,421	5,421	5,421	–
Other current liabilities ^(b)	–	60	4,071	4,131	4,131	–
TOTAL	2,915	132	21,187	24,234	24,462	

(a) Derivative instruments used to manage net debt.

(b) The carrying amount represents a reliable estimate of the fair value given the short-term nature of these items.

(c) Financing hedged by derivatives designated as fair value hedges is remeasured at fair value through profit or loss for the hedged risk.

(d) Level of the hierarchy used to assess fair value.

Fair value hierarchy under IFRS 7, Financial instruments – Disclosures

Level	Fair value is based on:
1	(Unadjusted) prices listed on active markets for identical assets and liabilities.
2	Inputs other than listed prices as per level 1, which are directly or indirectly observable for the asset or liability concerned. For asset and liability derivative instruments recognized at fair value, the Group uses measurement techniques that include inputs observable on the market, notably for interest rate swaps, forward currency purchases and sales, and currency options. The model integrates diverse data such as spot and forward exchange rates and the yield curve.
3	Inputs relating to the asset or liability that are not based on observable data on active markets.

NOTE 14. DANONE SHARES, DIVIDEND AND EARNINGS PER SHARE

NOTE 14.1. ACCOUNTING PRINCIPLES

DANONE shares held by the Company and its fully consolidated subsidiaries are recognized as a reduction in consolidated equity under "Treasury shares" and are measured at cost.

NOTE 14.2. DANONE TREASURY SHARES

CHANGES IN TERMS OF TRANSACTIONS AND USE ACCORDING TO THE COMPANY'S OBJECTIVE

(in number of shares)	Position as of December 31, 2024	Changes during the period			Position as of December 31, 2025
		Buybacks	Sales/ transfers	Delivery of shares	
Shares allocated to external growth transactions	28,559,360	–	–	–	28,559,360
Shares allocated to employee shareholding plans	1,057,303	6,527,000	5,780,005	(702,043)	12,662,265
Shares allocated for cancellation	–	–	–	–	–
SHARES HELD BY THE COMPANY	29,616,663	6,527,000	5,780,005	(702,043)	41,221,625
Shares held by Danone Spain	5,780,005	–	(5,780,005)	–	–
SHARES HELD BY THE GROUP	35,396,668	6,527,000	–	(702,043)	41,221,625

NOTE 14.3. OUTSTANDING DANONE SHARES

(in number of shares)	Notes	As of December 31					
		2024			2025		
		Share capital	Treasury	Outstanding	Share capital	Treasury	Outstanding
As of January 1		677,773,128	(35,901,246)	641,871,882	679,553,991	(35,396,668)	644,157,323
Capital increase	8.5	1,780,863	–	1,780,863	1,840,492	–	1,840,492
Changes in treasury shares	14.2	–	504,578	504,578	–	(5,824,957)	(5,824,957)
AS OF DECEMBER 31		679,553,991	(35,396,668)	644,157,323	681,394,483	(41,221,625)	640,172,858

NOTE 14.4. EARNINGS PER SHARE – GROUP SHARE

Accounting principles

Earnings per share correspond to net income – Group share adjusted for hybrid financing (adjustment of earnings used to calculate earnings per share for the coupon payable for the period presented net of tax) divided by the number of shares. The number of shares corresponds to the average number of outstanding shares during the year, after deducting the treasury shares held by the Company and its fully consolidated subsidiaries.

Earnings per share after dilution (or diluted earnings per share) correspond to net income – Group share, adjusted for hybrid financing, divided by the diluted number of shares. The diluted number of shares

corresponds to the number of shares increased by the net impact (when positive) of the following three items:

- increase in the weighted average number of shares that would result from the acquisition of Group performance shares, taking into account only those shares whose performance conditions are met as of the reporting date;
- increase in the average number of fidelity shares allocated to approximately 1,750 senior managers and senior executives;
- reduction in the number of shares that could theoretically vest as determined under the treasury stock method specified by IAS 33 *Earnings per share*.

Earnings per share

		Year ended December 31	
(in € per share, except number of shares)	Notes	2024	2025
Net income – Group share		2,021	1,825
Coupon relating to hybrid financing, net of tax		(4)	(8)
Adjusted net income – Group share		2,018	1,816
NUMBER OF OUTSTANDING SHARES			
As of January 1		641,871,882	644,157,323
Effects of changes during the period	14.3	2,285,441	(3,984,465)
As of December 31		644,157,323	640,172,858
AVERAGE NUMBER OF OUTSTANDING SHARES			
■ Before dilution		643,283,916	643,127,462
DILUTIVE IMPACT			
Group performance shares and fidelity shares		1,152,827	2,003,083
■ After dilution		644,436,743	645,130,545
EARNINGS PER SHARE – GROUP SHARE			
■ Before dilution		3.14	2.82
■ After dilution		3.13	2.82

NOTE 14.5. DIVIDEND

Distributable reserves of the parent company Danone

For each subsidiary or equity-accounted company, legally distributable reserves may differ from reported retained earnings as a consequence of (i) consolidation adjustments applied to their separate financial statements, and (ii) the laws applicable in the countries in which the Group operates. In the case of the Group, under French law, dividends can only be paid out of net income for the year and the distributable reserves of the parent company Danone.

Payment of the 2025 dividend

The Shareholders' Meeting on April 24, 2025 in Paris approved the dividend proposed relating to the 2024 fiscal year of €2.15 per share in cash.

NOTE 15. OTHER PROVISIONS AND NON-CURRENT AND CURRENT LIABILITIES AND LEGAL AND ARBITRATION PROCEEDINGS

NOTE 15.1. ACCOUNTING PRINCIPLES

Other provisions

Other provisions consist of provisions and investment subsidies.

In accordance with IAS 37, provisions are recognized when the Group has a present obligation resulting from a past event, it is probable that this obligation will result in a net outflow of resources to settle the obligation, and the amount of the obligation can be reliably estimated.

Provisions are classified as either current or non-current liabilities, depending on their nature. Provisions due for settlement within twelve months of the year-end or relating to the normal operating cycle are shown under current liabilities.

For each obligation, the amount of the provision recognized as of the reporting date reflects management's best estimate, as of that date, of

the probable outflow of resources required to settle said obligation. If payment is made to settle the obligation or an outflow of resources is no longer probable, the provision is reversed to reflect the use/non-use of the provision, respectively.

Other non-current liabilities

Other non-current liabilities correspond to liabilities for uncertain income tax positions pursuant to IFRIC 23. They are recognized depending on the likelihood that they will materialize, without taking into account the probability that they will not be detected by the tax authorities. Their measurement must reflect management's best estimate as to their actual amount when they ultimately materialize. The liabilities must be recognized on the basis of their most probable value or a weighted average of the values under various scenarios.

NOTE 15.2. OTHER NON-CURRENT AND CURRENT PROVISIONS AND LIABILITIES

(in € millions)	As of December 31	
	2024	2025
Other non-current provisions	710	721
Other non-current liabilities ^(a)	442	449
OTHER NON-CURRENT PROVISIONS AND LIABILITIES	1,152	1,171
OTHER CURRENT PROVISIONS AND LIABILITIES	186	215

(a) These relate to uncertain income tax positions.

NOTE 15.3. CHANGES IN OTHER NON-CURRENT AND CURRENT PROVISIONS

(in € millions)	As of January 1, 2025	Changes during the period						As of December 31, 2025
		Changes in consolidation scope	Increase	Reversal of provisions used	Reversal of provisions not used	Translation adjustments	Other	
Tax and territorial risks ^(a)	108	–	16	(5)	(6)	(8)	1	105
Employee-related and commercial disputes and other provisions	556	2	141	(39)	(25)	(34)	(19)	582
Restructuring provisions	232	–	133	(82)	(31)	(3)	(1)	249
TOTAL	896	2	289	(126)	(61)	(45)	(19)	937

(a) These concern risks not relating to income tax, which are presented in "Other non-current liabilities".

Changes in other provisions in 2025 were as follows:

- increases resulted primarily from lawsuits arising against the Company and its subsidiaries in the normal course of business;
- reversals of used provisions were booked when the corresponding payments were made. Reversals of provisions not used related mainly to reassessments and situations where some risks ceased to exist. Several provisions were concerned, none of which is material taken individually.

As of December 31, 2025, provisions for tax risks, territorial (not related to income taxes) risks and commercial, employee-related, and other disputes included several provisions for legal, financial, tax and territorial risks as well as provisions for multi-year compensation granted to some employees (provisions accrued in the normal course of business).

Also as of this date, Danone does not consider that it is subject to known risks that could, taken individually, have a material impact on its financial position or profitability.

NOTE 15.4. LEGAL AND ARBITRATION PROCEEDINGS

In 2022, a number of actions were brought by cattle farmers against various players in the dairy industry in Spain, including the Spanish subsidiary Danone SA. Cattle farmers have filed claims alleging that they have suffered damages for underpriced milk sold. Danone SA firmly refutes these allegations and intends to defend its interests in each of these proceedings.

In 2021, a number of class action lawsuits were filed in the United States against the U.S. subsidiary Nurture Inc. on the basis of alleged misleading advertising regarding the presence of certain heavy metals in food products. In several parallel lawsuits, plaintiffs (who are individuals) have alleged that they have suffered personal injury resulting from having consumed these food products. Nurture Inc. formally denies all these allegations in these actions and maintains that

its products are safe. Nurture Inc. is vigorously defending its interests in each of these proceedings.

No provision has been recognized in this respect in the consolidated financial statements for the year ended December 31, 2025, as the Group is not currently in a position to make a reliable assessment of the potential impact of the outcome of these ongoing proceedings on its results and financial position.

In general, the Company and its subsidiaries are parties to legal proceedings arising in the ordinary course of business, in particular with competition authorities and other authorities in certain countries. Provisions are recognized when an outflow of resources is probable and the amount can be reliably estimated.

NOTE 16. RELATED PARTY TRANSACTIONS

NOTE 16.1. ACCOUNTING PRINCIPLES

The main related parties are the Group's equity-accounted companies, the members of the Executive Committee and the members of the Board of Directors. Danone did not identify any material impacts resulting from transactions with related parties as of December 31, 2025.

NOTE 16.2. TRANSACTIONS WITH EQUITY-ACCOUNTED COMPANIES

Transactions with these companies are generally carried out at arm's length. They mainly involve management fees and royalties paid to Danone, services (mainly logistics) and financing. As in 2024, the amounts pertaining to 2025 are not material.

NOTE 16.3. COMPENSATION AND BENEFITS GRANTED TO MEMBERS OF THE EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS

(in € millions)	Year ended December 31	
	2024	2025
Compensation granted to corporate officers and members of the Executive Committee ^(a)	41.8	28.9
Compensation of Directors	0.9	0.9
TOTAL	42.7	29.8
Carrying amount of shares subject to performance conditions granted during the year ^(b)	15.0	13.4

(a) Annual and multi-year fixed and variable compensation (gross amount excluding employer contributions), of which the variable portion totaled €15.4 million in 2025 (€18.4 million in 2024).

(b) The carrying amount represents the full estimated value as of the grant date in accordance with IFRS 2, assuming that the performance conditions have been satisfied.

Danone's commitment to corporate officers and Executive Committee members with respect to their retirement plans

The provisions set aside in respect of the defined-benefit retirement plan represented Danone's commitment as of December 31, 2025 as calculated in accordance with IFRS, i.e., a total of €42 million for Executive Committee members. Chief Executive Officer Antoine de Saint-Affrique is not eligible for this plan as it has been closed to new beneficiaries since 2003.

Loans and guarantees

In both 2025 and 2024, no loan or guarantee was granted or established by the Company or its subsidiaries on behalf of Executive Committee members.

NOTE 17. SUBSEQUENT EVENTS

On February 12, 2026, Danone completed the acquisition of an additional stake of 1% in Danone Saputo Dairy Australia Pty Ltd, increasing its ownership interest to 51%. This additional stake provides Danone with exclusive control of the entity, which will be fully consolidated in the first half of 2026. As this transaction occurred after the end of the reporting period, it qualifies as an event after the reporting period as defined under IAS 10.

Danone stands for quality and food safety, and its absolute priority is to ensure that parents and healthcare professionals continue to place their trust in its brands. Danone always takes action to comply with new requirements.

In light of the sector situation, the requirements of national food safety authorities continue to evolve. As a responsible manufacturer and to abide by this ongoing evolution, Danone has been recalling, from relevant markets, batches of infant formula products.

Whilst recall processes are underway in coordination with authorities, the current financial impacts identified are not material. Impact assessment will be finalized once the recalls have been completed.

To the Company's knowledge, no other material events occurred between the end of the reporting period and February 19, 2026, the date on which the 2025 consolidated financial statements were approved by the Board of Directors.

NOTE 18. FEES PAID TO STATUTORY AUDITORS AND TO MEMBERS OF THEIR NETWORKS

(in € millions except %)	Forvis Mazars & Associés				Ernst & Young Audit			
	2024		2025		2024		2025	
Statutory audit of the individual and consolidated financial statements	4.2	73%	4.3	86%	6.1	86%	6.0	90%
Certification of sustainability information	0.6	10%	0.6	12%	0.2	2%	–	–%
Non-audit services	1.0	17%	0.1	2%	0.8	12%	0.7	10%
TOTAL (a)	5.7	100%	4.9	100%	7.1	100%	6.7	100%

(a) Fees invoiced in foreign currencies have been translated into euros on the basis of the annual average exchange rates used by Danone.

In 2025, fees paid to the Statutory Auditors of the parent company and its French subsidiaries in respect of the audit or review of the individual and consolidated financial statements totaled €2.8 million (€2.6 million in 2024), of which €1.0 million payable to Forvis Mazars & Associés (€0.9 million in 2024) and €1.9 million to Ernst & Young Audit (€1.7 million in 2024).

Certification of sustainability information work for the year ended December 31, 2025 totaled €0.6 million (€0.7 million in 2024), of which €0.6 million payable to Forvis Mazars & Associés (in 2024, €0.6 millions for Forvis Mazars & Associés and €0.2 million for Ernst & Young Audit).

Fees for non-audit services provided to parent company & its French subsidiaries totaled €0.5 million in 2025 (€1.5 million in 2024), of which

€0.1 million payable to Forvis Mazars & Associés (€1.0 million in 2024) and €0.5 million to Ernst & Young Audit (€0.5 million in 2024), and included in particular due diligence, tax services and agreed-upon procedures in respect of disposals of companies' shares, along with fees for tax services related to reorganization projects.

Fees paid to Statutory Auditors' networks for non-audit services provided to certain foreign subsidiaries of Danone totaled €0.2 million (€0.3 million in 2024) of which €0.01 million payable to Forvis Mazars & Associés (€0.02 million in 2024) and €0.2 million to Ernst & Young Audit (€0.3 million in 2024), and included in particular fees for tax services relating notably to the review of technical documentation and/or technical analyses of tax positions adopted by certain foreign subsidiaries.

NOTE 19. EXEMPTION OPTION RELATING TO AUDIT OF INDIVIDUAL FINANCIAL STATEMENTS FOR CERTAIN SUBSIDIARIES

Companies included in Danone SA's consolidated financial statements for the year ended December 31, 2025, exercising exemption options in respect of that year, which are to be disclosed in the consolidated financial statements pursuant to local regulations

Country and exemption	Company (company number)
Germany Option for exemption from the application of the regulation of the First, Third, and Fourth Subsections of the Second Section of the Third Book of the German Commercial Code (Handelsgesetzbuch – HGB) pursuant to § 264 (3) HGB.	Milupa GmbH
Ireland Option for exemption from the publication of individual financial statements pursuant to section 357 (1) of the Companies Act 2014.	Nutricia Infant Nutrition Limited (384474), Nutricia Ireland Limited (106997)

STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English-speaking users. This statutory auditors' report includes information required by European regulations and French law, such as information about the appointment of the statutory auditors or verification of the information concerning the Group presented in the management report and other documents provided to shareholders.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Annual General Meeting of Danone,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying consolidated financial statements of Danone for the year ended December 31, 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2025 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with the independence requirements of the French Commercial Code (*Code de commerce*) and the French Code of Ethics for Statutory Auditors (*Code de déontologie de la profession de commissaire aux comptes*) for statutory auditors for the period from January 1, 2025, to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5 (1) of Regulation (EU) No. 537/2014.

Justification of assessments – Key audit matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Revenue recognition net of discounts and rebates granted to customers

RISK IDENTIFIED	OUR RESPONSE
As of December 31, 2025, total net sales were recorded for an amount of €27,283 million in the consolidated financial statements. As indicated in Note 6.1 to the consolidated financial statements, the Group's sales are stated net of trade discounts and rebates granted to customers (including costs relating to trade support and listing agreements or occasional promotional actions invoiced by retailers). Revenue recognition therefore involves estimates related to such agreements or actions. We deemed the valuation of trade discounts and rebates to be a key audit matter given (i) the Group's broad customer base across different countries and with varying contractual relationships (based on sales volumes, promotional agreements or trade practices), (ii) the significance of trade discounts and rebates, and (iii) the complexity of valuating these amounts at year-end.	We assessed the compliance of the revenue recognition rules applied by the Group with International Financial Reporting Standards (IFRS). We gained an understanding of the procedures and controls implemented relating to the estimation of trade discounts and rebates process. In particular, for the main operating entities, we assessed the design and application of the controls that we considered to be key and tested their operating effectiveness on the basis of a sample of contracts. We also performed substantive procedures to assess the amounts to be refunded to customers, on a sample on customers, by: ■ reconciling the assumptions underlying the valuation of amounts to be retroceded with the contractual data in the information systems used to manage trade terms and conditions or in the contracts with the relevant customers, ■ assessing the assumptions used, where applicable, with regard to commercial actions taken or specific situations and customary trade practices, ■ comparing the projections used for previous periods with the associated landing point to analyze whether past objectives have been achieved. We also assessed the appropriateness of the information provided in the note to the consolidated financial statements.

Valuation of goodwill and brands

RISK IDENTIFIED	OUR RESPONSE
As of December 31, 2025, goodwill and brands amount to €17,275 million and €5,242 million respectively. During 2025, the Group recognized a €241 million impairment loss on goodwill and brands. Those assets are subject to impairment tests, at least once a year in the case of goodwill and brands with indefinite useful lives and whenever events or circumstances indicate that they may be impaired. Impairment tests are carried out on all tangible and intangible assets of the cash generating units (CGUs) and groups of CGUs. The recoverable amounts of the CGUs or groups of CGUs is the higher of fair value less costs to sell and value in use, estimated on the basis of the discounted future cash flows. Concerning brands, the impairment test is performed according to the royalty relief methodology with the exception of certain brands for which the Group possesses third-party valuations, as explained in the Note 10.3 to the consolidated financial statements. The cash flows used to determine the value in use of the CGUs or groups of CGUs and the recoverable amount of the brands with indefinite useful lives are derived from the annual budgets and strategic business plans of the CGUs or groups of CGUs, which are drawn up by management. In 2025 as indicated in the Note 10.3 to the consolidated financial statements, the management performed additional sensitive analysis regarding the risks linked to climate change. The impairment tests are based on estimates and on management's judgment concerning (i) the definition of the CGUs and groups of CGUs and the allocation of assets to these CGUs, (ii) the estimation of the future performance of the assets or CGUs, and (iii) the determination of the discount rates, long-term growth rates, and royalty rates for brands. Furthermore, as presented in Note 3 to the consolidated financial statements, during 2025, your group acquired a 96% majority stake in Kate Farms company. The acquisition price amounts to €839 million, and the purchase price allocation, performed on a provisional basis, mainly resulted in the recognition of the Kate Farms brand for €352 million and goodwill for €492 million. Given the sensitivity of these estimates, we considered the measurement of goodwill and brands to be a key audit matter.	We examined the compliance of the methodology applied by the Group with the accounting standards in force. We gained an understanding of the processes implemented by the management to allocate the goodwill to CGUs or groups of CGUs, and examined the allocation of assets to CGUs or groups of CGUs in relation to the actual organization of the Group and of the management of the CGUs. For a sample of CGUs or groups of CGUs and brands identified on the basis of quantitative and qualitative factors, we have: ■ reconciled the net book value of the net assets attached to the CGUs or group of CGUs tested or the brands tested with the accounting data of the Group; ■ examined the methods and main assumptions used to determine the recoverable value, including: • forecasted cash flows: we corroborated the business growth and market share hypotheses with the available market analyses. We also compared the main assumptions with past performance and assessed the trends between past forecasts and actual figures; • the long-term growth rates, the discount rates and the royalty rates, with the support of financial valuation experts included in the audit team, we studied the consistency of the rates used with market analyses. We also examined the methodology and the assumptions used by the management in its sensitive analysis assuming the risks linked to climate change. We also performed our own sensitivity calculations, to corroborate the analyses carried out by management. We also assessed the appropriateness of the information relating to goodwill and brands presented in the notes to the consolidated financial statements. Regarding the acquisition of Kate Farms company, our work mainly consisted of assessing the purchase price allocation with the requirements of IFRS 3, analysing the valuation methodology applied to the Kate Farms brand, examine the key assumptions used — with the assistance of our valuation experts where necessary — and verifying the proper presentation of the information disclosed in the notes to the consolidated financial statements



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Assessment of liabilities for uncertain income tax positions and tax risks

RISK IDENTIFIED	OUR RESPONSE
Danone operates in many different tax jurisdictions throughout the world. Consequently, the company and its subsidiaries may be subject to inspections or questioning from local tax authorities. The situations for which outflows of resources are considered probable give rise to liabilities measured on the basis of facts known in each relevant jurisdiction involved, in application of IFRIC 23 interpretation. As indicated in the Notes 15.2 and 15.3 to the consolidated financial statements, liabilities for uncertain income tax positions and tax risks, including territorial risks, amount to €449 million and €105 million as of December 31, 2025 respectively. The assessment of liabilities for uncertain income tax positions and tax risks constitutes a key audit matter given the judgment required to assess the probable outflows of resources related to uncertain tax positions.	We assessed the compliance of the valuation of liabilities for uncertain tax income positions and tax risks recognized with the Group's accounting policies and the IFRS framework as adopted in the European Union. We examined the procedures implemented within the Group to identify the main tax risks, as well as management's assessments of these risks. We also gained an understanding of the opinions of main laws firms and experts accompanying the Group, and analyzed past and current experience with the tax authorities in the jurisdictions concerned. Furthermore, we included tax specialists in the audit team in order to assess the assumptions used by management to assess the probable outflows related to uncertain tax positions. We also assessed the appropriateness of the information provided in the notes of the consolidated financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the Board of Directors' management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Report on other legal and regulatory requirements

Format of presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by statutory auditors regarding the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the responsibility of chief executive officer, complies with the single electronic format defined in Commission Delegated Regulation (EU) No. 2019/815 of December 17, 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the consolidated financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF (*Autorité des marchés financiers*) are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Danone by the annual general meeting held on April 26, 2022 for cabinet FORVIS MAZARS & ASSOCIES and on April 28, 2016 for cabinet ERNST & YOUNG Audit.

As at December 31, 2025, cabinet FORVIS MAZARS & ASSOCIES and cabinet ERNST & YOUNG Audit were in the fourth year and tenth year of total uninterrupted engagement respectively.

Previously, ERNST & YOUNG et Autres held office as statutory auditor of Danone since 2010.

Responsibilities of management and those charged with governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as Management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' responsibilities for the audit of the consolidated financial statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 821-55 of the French Commercial Code (*Code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management in the consolidated financial statements.
- assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit to the Audit Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France as they are set in particular by Articles L. 821-27 to L. 821-34 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics for Statutory Auditors (*Code de déontologie de la profession de commissaire aux comptes*) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Levallois-Perret and Paris-La Défense, February 25, 2026

The Statutory Auditors
French original signed by

FORVIS MAZARS & ASSOCIÉS

Achour MESSAS

Florence PAGE

ERNST & YOUNG Audit

Pierre-Henri PAGNON

Alexandre CHRÉTIEN

3.2 PARENT COMPANY FINANCIAL STATEMENTS

FINANCIAL STATEMENTS OF DANONE SA

Income statement

(in € millions)	Notes	Year ended December 31	
		2024	2025
Operating income:			
Net sales		1,030	1,256
Capitalized production costs		68	49
Reversals of depreciation, amortization and provisions		43	43
Other income		2	4
TOTAL OPERATING INCOME (I)	2.1	1,143	1,352
Operating expense:			
Other purchases and external expenses	2.3	(785)	(849)
Taxes and similar expense		(20)	(13)
Wages and salaries	2.2	(222)	(257)
Social security contributions	2.2	(111)	(213)
TOTAL OPERATING EXPENSE		(1,138)	(1,332)
Depreciation and amortization charges:			
Depreciation and amortization on non-current assets	3.1	(52)	(67)
Impairment on non-current assets	3.1	-	-
Impairment on current assets	3.1	-	(1)
Carrying amount of property, plant and equipment and intangible assets sold		-	(9)
Provisions	4.2	(70)	(75)
Other expense		(2)	(1)
TOTAL DEPRECIATION, AMORTIZATION AND IMPAIRMENT		(124)	(153)
TOTAL OPERATING EXPENSE (II)		(1,262)	(1,485)
1. NET NON-RECURRING EXPENSE (I - II)		(119)	(133)

(in € millions)	Notes	Year ended December 31	
		2024	2025
Financial income:			
Income from equity interests	2.4	1,103	2,031
Other interest and similar income	2.4	214	265
Net foreign exchange gains		-	1
TOTAL FINANCIAL INCOME (V)		1,317	2,297
Financial expense:			
Depreciation, amortization, impairment and provisions		(31)	(15)
Interest and similar expense	2.4	(548)	(544)
Net foreign exchange losses		(1)	-
Carrying amount of long-term financial assets sold		(16)	(2)
TOTAL FINANCIAL EXPENSE (VI)		(596)	(561)
2. NET FINANCIAL INCOME (V - VI)	2.4	721	1,736
3. NET INCOME BEFORE NON-RECURRING ITEMS AND TAX (I - II + V - VI)		602	1,603
Non-recurring income		5	3
Non-recurring expense		(119)	(39)
4. NET NON-RECURRING EXPENSE (VII - VIII)	2.5	(114)	(36)
Income tax (X)	2.6	104	89
TOTAL INCOME (I + V + VII)		2,569	3,741
TOTAL EXPENSE (II + VI + VIII + X)		(1,977)	(2,085)
NET INCOME		592	1,656

Balance sheet

Assets

		Year ended December 31			
		2024	2025		
(in € millions)	Notes	Net amount	Gross amount	Depreciation, amortization and provisions	Net amount
Intangible assets:					
Concessions, patents, licenses, trademarks, processes, IT solutions, rights and similar assets		128	390	(209)	181
Intangible assets in progress, advances and installments		148	143	–	143
TOTAL INTANGIBLE ASSETS	3.1	276	533	(209)	324
Property, plant and equipment:					
Buildings		6	14	(4)	10
Other property, plant and equipment		5	40	(31)	9
Property, plant and equipment in progress, advances and installments		2	6	–	6
TOTAL PROPERTY, PLANT AND EQUIPMENT	3.1	13	60	(35)	25
Long-term financial assets:					
Equity interests		27,516	27,744	(160)	27,584
Other non-current investments		5	6	–	6
Loans		3,179	3,889	–	3,889
Other financial assets		1,465	1,465	–	1,465
LONG-TERM FINANCIAL ASSETS	3.1, 3.2	32,165	33,104	(160)	32,944
TOTAL NON-CURRENT ASSETS (III)		32,454	33,697	(404)	33,293
Receivables:					
Trade receivables	4.5	186	228	(5)	223
Other receivables	3.3	156	153	–	153
Prepaid expenses	4.5	38	45	–	45
TOTAL RECEIVABLES	3.1, 4.5	380	426	(5)	421
Marketable securities:					
Treasury shares	3.4, 5.5	54	952	–	952
Other securities	3.4	16	16	–	16
Forward financial instruments and tokens held		–	87	–	87
TOTAL MARKETABLE SECURITIES		71	1,055	–	1,055
TOTAL CURRENT ASSETS (IV)		413	1,481	(5)	1,476
Loan issuance costs (V)		18	18	–	17
Loan redemption premiums (VI)		–	–	–	–
Translation adjustments and valuation differences - Assets (VII)		173	194	–	194
TOTAL ASSETS (III + IV + V + VI + VII)		33,096	35,390	(409)	34,980

Equity and liabilities

(in € millions)	Notes	Year ended December 31	
		2024	2025
Share capital		170	170
Share premium		5,132	5,220
Revaluation adjustment		4	4
Other reserves:			
Legal reserve		25	25
Regulated reserve		1,561	1,561
Miscellaneous reserves		2,204	2,204
Retained earnings		6,011	5,212
Net income for the year		592	1,656
Regulated provisions		20	20
TOTAL EQUITY (I)	4.1	15,720	16,072
Other equity	4.3	500	1,000
Provisions for risks		3	3
Provisions for charges		144	174
TOTAL PROVISIONS (II)	4.2	147	177
Other bonds	4.3	11,553	10,967
Borrowings and other debt	4.3	1,011	1,357
Forward financial instruments		-	31
Trade payables	4.5	117	92
Tax and social security payables	4.5	59	101
Other liabilities	4.4, 4.5	3,816	4,965
Deferred income	4.5	-	23
TOTAL LIABILITIES (III)		16,556	17,536
Translation adjustments and valuation differences - Liabilities (IV)		173	195
TOTAL EQUITY AND LIABILITIES (I + II + III + IV)		33,096	34,980

NOTES TO THE PARENT COMPANY FINANCIAL STATEMENTS

The financial statements of the parent company Danone ("the Company") for the year ended December 31, 2025 were approved by Danone's Board of Directors on February 19, 2026 and will be submitted for approval to the Shareholders' Meeting on April 23, 2026. Danone and its consolidated subsidiaries constitute "the Group".

Unless otherwise mentioned, amounts are stated in millions of euros and rounded to the nearest million. Generally speaking, the values presented in the parent company financial statements and in the notes thereto are rounded to the nearest unit. Consequently, the rounded amounts may differ slightly from the reported totals. Ratios and variances are calculated on the basis of the underlying amounts and not on the basis of the rounded amounts.

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NOTE 1. GENERAL INFORMATION: ACCOUNTING PRINCIPLES AND SIGNIFICANT EVENTS OF THE YEAR

NOTE 1.1. ACCOUNTING PRINCIPLES

The Company's financial statements are prepared in accordance with French statutory and regulatory provisions and generally accepted accounting principles. The general rules for drawing up and presenting annual financial statements comply with Regulation no. 2014-03 issued by the French accounting standards-setter, the ANC, as amended by ANC 2022-06. The main accounting methods used are presented below.

Intangible assets and property, plant and equipment

Intangible assets and property, plant and equipment are valued at cost (including acquisition-related costs) and are amortized or depreciated on a straight-line basis over their estimated useful lives as follows:

Buildings	15 to 20 years
Fixtures and fittings	8 to 12 years
Other property, plant and equipment	4 to 10 years
Software	1 to 10 years

Long-term financial assets

Long-term financial assets comprise equity interests, loans, other financial assets and other non-current investments.

Equity interests are shares in companies, the long-term holding of which is deemed to be useful for the Company's activity, notably because it enables the Company to influence or control the issuing company. Investments that do not meet this definition are classified as "Other financial assets". Equity interests are recognized at cost, including acquisition-related costs, which are amortized over five years as of the date of acquisition. For tax purposes, these assets are subject to accelerated tax amortization rates. An impairment provision is recognized when the recoverable amount of equity interests is below their carrying amount.

Recoverable amount is determined using various criteria including:

- market value;
- value in use based on the present value of future cash flows;
- revalued equity.

Assumptions, estimates or appraisals used to determine the recoverable amount are made on the basis of information available and conditions prevailing at the year-end, which may differ from those available on the date on which the financial statements are issued, particularly in a volatile economic and financial environment. Impairment provisions are recognized within "Financial expenses", with the exception of reversals of impairment in connection with disposals of equity interests, which are recognized within "Financial income". Gains or losses on disposals of equity interests are recognized in Financial result.

"Other financial assets" consist mainly of a portion of DANONE treasury shares held pursuant to authorizations given by the Shareholders' Meeting (see below).

DANONE treasury shares

DANONE shares repurchased by the Company are recognized under the heading:

- "Other financial assets", when they are repurchased in connection with corporate acquisitions or to be canceled;
- "Marketable securities", when they are repurchased to cover Group performance share plans under which shares are allocated to certain Danone employees and corporate officers.

They are recognized at cost, excluding acquisition-related costs. In the event of a disposal, the cost of the DANONE shares sold is calculated by allocation category in accordance with the weighted average cost method, which is determined individually for each plan for the shares allocated to cover Group performance share plans.

DANONE shares recognized within Other financial assets

In the case of DANONE shares recognized within "Other financial assets" that are not to be canceled, an impairment provision is recognized when their recoverable amount (determined based on the average share price for the last month of the fiscal year) falls below their carrying amount.

DANONE shares recognized within Marketable securities

Coverage of Group performance shares for which it is probable that performance conditions will not be met

In the case of treasury shares allocated to cover plans under which the shares are not likely to vest (because it is probable that the performance conditions will not be met), a provision for impairment is recognized when the market value of the shares (determined based on the average share price for the last month of the fiscal year) is less than their carrying amount.

Coverage of Group performance shares for which it is probable that performance conditions will be met

In the case of treasury shares allocated to cover plans under which the shares are likely to vest (because it is probable that the performance conditions will be met), no provision for impairment is recognized. However, where necessary, a provision for risks and charges is recognized in respect of these plans, equal to the carrying amount of the shares allocated to said plans. The amount of the provision is pro rated over the vesting period for beneficiaries who are Danone SA employees, and a corresponding entry is recognized in "Personnel costs" in the income statement. For beneficiaries who are employees of other Group entities, Danone recognizes the expense in full in "Other purchases and external expenses" when the decision is taken to allocate shares under said plans.

Loans and receivables

Loans and receivables are stated at their nominal amount. An impairment provision is recognized when the recoverable amount is less than the carrying amount.

Recognition of transactions in foreign currencies

Expense and income in foreign currencies are recorded at their exchange value in euros at the date of the transaction.

Liabilities, receivables and cash denominated in foreign currencies are recorded in the balance sheet at their exchange value in euros calculated at the closing rate. The differences resulting from translation at this rate are recorded in the balance sheet within "Translation adjustments and valuation differences" under assets and liabilities. A provision for risks is recognized for non-hedged unrealized exchange losses.

Cash and current accounts with Danone Finance International denominated in foreign currencies are remeasured at the closing rate, with any changes in value recognized within financial income and expense.

Marketable securities

Marketable securities comprise a portion of the shares held in treasury as well as other investments made by the Company.

Their gross value corresponds to their acquisition cost excluding acquisition-related costs. For each category of securities, when the market value is lower than the acquisition cost, a provision for impairment is recognized for the difference. For further information about treasury shares reclassified as Marketable securities, see the above section *DANONE shares recognized as Marketable securities*.

Other bonds

Other bonds consist of borrowings raised by Danone on capital markets, notably under its EMTN (Euro Medium Term Note) program, through public issues or private placements. They may be denominated in euros or in foreign currencies. Bonds denominated in foreign currencies may be maintained in those currencies or swapped into euros.

Bonds are recognized at their redemption value. Issuance premiums and issuance costs are recognized in the balance sheet and amortized in the income statement over the life of the bonds.

The Company also issues bonds in the form of undated deeply subordinated fixed rate resettable notes. These hybrid financing arrangements are recognized in the balance sheet under "Other Equity".

Derivatives

Danone hedges a portion of its bonds denominated in foreign currencies using cross-currency swaps. The Company also carries out interest rate hedging transactions in respect of certain borrowings and uses currency swaps to hedge its short-term debt instruments issued in foreign currencies. The Company enters into derivatives directly with banking counterparties or through its wholly-owned subsidiary Danone Corporate Finance Services.

Since January 1, 2017, the Company has applied ANC Regulation no. 2015-05 on forward financial instruments and hedging transactions. As the derivatives entered into by the Company qualify as hedging instruments, the corresponding gains and losses are recognized in the same period as the hedged item.

Provisions for risks and charges

Provisions are recognized for identified risks and charges of uncertain timing or amount when the Company has an obligation to a third party and it is certain or probable that this obligation will result in a net outflow of resources for the Company.

For further information about provisions in respect of Group performance share plans, see the above section *DANONE shares recognized as "Marketable securities"*.

Retirement commitments

Supplementary retirement commitments and lump sum retirement payments borne by the Company are presented within "Off-balance sheet commitments".

First-time application of ANC Regulation no. 2022-06

The Company has applied ANC Regulation no. 2014-03, as amended by ANC Regulation no. 2022-06 on the French General Chart of Accounts, since January 1, 2025. The first-time application of ANC Regulation no. 2022-06 constitutes a change in accounting method. The financial statements published for the year ended December 31, 2024 are available in Note 5.7. The main impacts of applying the amended Regulation relate to the revised presentation of the balance sheet and the income statement.

The income statement presents the new line items set out by the amended regulation, as well as the following changes.

In 2024, Other income comprised Capitalized production costs amounting to €68 million, Reversals of depreciation, amortization and provisions of €43 million and Other income of €70 million.

In 2024, Personnel costs comprised Salaries of €222 million and Social security contributions for €111 million.

In 2024, Other operating expenses comprised Other purchases and external expenses for €785 million, Taxes and similar expenses for €20 million, and Depreciation, amortization and impairment charges for €124 million.

In 2024, Other financial income and expense comprised Depreciation, amortization, impairment and provision charges for €31 million, Net foreign exchange losses for €1 million and the Carrying amount of long-term financial assets sold for €16 million.

In 2025, in accordance with the amended regulation, an amount of €86 million was reclassified from Other receivables to Forward financial instruments under assets.

In 2025, in accordance with the amended regulation, an amount of €31 million was reclassified from Other liabilities to Forward financial instruments under liabilities.

The balance sheet also features the new line items required by the amended regulation, as well as the following changes.

In 2024, Other financial assets comprised Loans for €3,179 million, Other financial assets for €1,465 million and Other non-current investments for €5 million.

In 2024, Short-term loans and receivables comprised Trade receivables for €186 million and Other receivables for €156 million.

In 2024, Deferrals and prepaid expenses comprised Prepaid expenses for €38 million, Loan issuance costs for €17 million, Loan redemption premiums for nil and Translation adjustments and valuation differences for €173 million. In 2025, Prepaid expenses are included in current assets.

In 2024, Other reserves comprised Legal reserve for €25 million, Regulated reserve for €1,561 million and Miscellaneous reserves for €2,204 million.

In 2024, Provisions for risks and charges comprised Provisions for risks of €3 million and Provisions for charges of €144 million.

In 2025, Other financial debt is included under Borrowings and other debt.

In 2024, Other liabilities comprised Other liabilities for €3,816 million, Trade payables for €117 million, and Tax and social security payables for €59 million.

In 2024, Deferrals and accrued expense comprised translation adjustments and valuation differences for €173 million.

NOTE 1.2. SIGNIFICANT EVENTS OF THE YEAR

Danone received dividends totaling €2.0 billion during the year, mainly from its subsidiaries in the Specialized Nutrition business.



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NOTE 2. NOTES TO THE INCOME STATEMENT

NOTE 2.1. OPERATING INCOME

Net sales mainly comprise amounts rebilled to direct and indirect subsidiaries for services rendered by the Company to those subsidiaries. They totaled €1,256 million in 2025 (€1,030 million in 2024).

NOTE 2.2. SALARIES, SOCIAL SECURITY CONTRIBUTIONS AND COMPENSATION OF MEMBERS OF THE MANAGEMENT BOARD AND THE BOARD OF DIRECTORS

Salaries and Social security contributions

"Wages and salaries" and "Social security contributions" comprise the gross compensation of the Company's employees and senior executives and the related social security charges as well as costs relating to Group performance share plans set up for certain Danone employees and corporate officers.

Company's share of the compensation paid to members of the Board of Directors and the Executive Committee

(in € millions)	Year ended December 31	
	2024	2025
Compensation paid to corporate officers and members of the Executive Committee ^(a)	23	19
Compensation paid to non-executive members of the Board of Directors ^(b)	1	1
TOTAL	24	20

(a) Recorded under "Wages and salaries".

(b) Recorded under "Other purchases and external expenses".

NOTE 2.3. OTHER PURCHASES AND EXTERNAL EXPENSES

"Other purchases and external expenses" mainly comprises fees paid to external service providers as well as service charges and rents for €849 million in 2025 (€785 million in 2024).

NOTE 2.4. NET FINANCIAL INCOME

Net financial income totaled €1,736 million in 2025 (€721 million in 2024).

Income from equity interests

Income from equity interests consists of dividends received from the Company's equity interests. In 2025, dividends totaled €2,031 million (€1,103 million in 2024), received mostly from subsidiaries in the Specialized Nutrition business.

Other interest and similar income

(in € millions)	As of December 31	
	2024	2025
Loans and receivables granted to certain direct and indirect subsidiaries ^(a)	148	176
Cross-currency swaps	36	49
Interest rate swaps	29	39
Over-the-counter forward currency contracts	–	1
Capital gains generated by the UCITS portfolio	1	–
TOTAL	214	265

(a) Mainly in the United States.

Interest and similar expense

(in € millions)	As of December 31	
	2024	2025
Bonds ^(a)	212	245
Derivatives used to hedge bonds ^(b)	159	150
Current account with Danone Finance International ^(a)	121	110
Short-term borrowings from indirect subsidiaries ^(a)	–	–
Commercial papers ^(a)	56	39
TOTAL	548	544

(a) Interest paid and accrued in respect of the year.

(b) Interest linked to IRSs (interest rate swaps) and CCSs (cross currency swaps).

NOTE 2.5. NET NON-RECURRING INCOME (EXPENSE)

In 2025, Danone recorded a net non-recurring expense of €36 million, which mainly included expenses relating to transformation projects. In 2024, Danone generated a net non-recurring expense of €114 million, which consisted mainly of a donation to the Danone Ecosystem association, expenses in connection with transformation projects and the disposal of the EDP activities in Russia.

NOTE 2.6. INCOME TAX

Tax group

The Company forms a tax group with the French subsidiaries in which it holds, directly or indirectly, a stake of more than 95%.

Companies that were members of the tax group in 2025

As of December 31, 2025

BLEDINA	DAN INGREDIENTS UNIT
COMPAGNIE GERVAIS DANONE	HELDINVEST 11
DAN INVESTMENTS	HELDINVEST 12
DANONE ^(a)	HOLDING INTERNATIONALE DE BOISSONS
DANONE CORPORATE FINANCE SERVICES	LES PRES RIENT BIO
DANONE DAIRY ASIA	NUTRICIA NUTRITION CLINIQUE SAS
DANONE FINANCE INTERNATIONAL	SOCIÉTÉ ANONYME DES EAUX MINÉRALES D'ÉVIAN
DANONE MANIFESTO VENTURE EUROPE	PRODUITS LAITIERS FRAIS EST EUROPE
DANONE NUTRICIA AFRICA & OVERSEAS	SOCIÉTÉ DES EAUX DE VOLVIC
DANONE PRODUITS FRAIS FRANCE	SOJINAL
	DANONE GLOBAL RESEARCH & INNOVATION CENTER

(a) The Company.

The subsidiaries that are members of the tax group recognize and pay their tax to the Company as if they were taxed separately, in compliance with the rules set by the French tax authorities. The tax saving (or additional expense) – representing the difference between the tax expense recorded by the different subsidiaries of the tax group and the tax expense resulting from the calculation of the earnings of the tax group as a whole – is recognized in the income statement under "Income tax".

In 2025, the tax group recorded a tax loss. As of December 31, 2025, tax loss carry-forwards accumulated within the tax group in France amounted to €1,808 million, compared with €1,779 million as of December 31, 2024.

Other information

In accordance with Article 39.4 of the French Tax Code (*Code général des impôts*), in 2025 the Company added back an amount of €0.7 million to its taxable income in respect of passenger vehicle depreciation and rental. No further amounts were added back to taxable income as a result of applying Article 39.5 of the French Tax Code in 2025.

As of December 31, 2025, items likely to result in a reduction of future tax liabilities consisted mainly of accrued expenses and provisions, representing a potential reduction to future tax expenses of €32 million.

Tax credits

(in € millions)	2025
Research tax credit	-

NOTE 3. NOTES TO THE BALANCE SHEET – ASSETS

NOTE 3.1. NON-CURRENT ASSETS

Gross amount and change during the period

(in € millions)	As of December 31, 2024	Changes during the period		As of December 31, 2025
		Increase	Decrease	
GROSS AMOUNT				
Intangible assets	425	122	(14)	533
Property, plant and equipment	52	15	(7)	60
Long-term financial assets	32,318	1,204	(415)	33,104
GROSS AMOUNT	32,795	1,341	(438)	33,697

Depreciation, amortization and change during the period

(in € millions)	Useful life	Method	As of December 31, 2024	Changes during the period		As of December 31, 2025
				Increase	Decrease	
AMORTIZATION, DEPRECIATION						
Intangible assets	1 to 10 years	Straight-line	(146)	(63)	3	(206)
Property, plant and equipment	(a)	Straight-line	(38)	(5)	8	(35)
Long-term financial assets	–	–	–	–	–	–
AMORTIZATION, DEPRECIATION			(184)	(68)	11	(241)

(a) See Note 1 to the parent company financial statements for the useful life of property, plant and equipment by nature.

Impairment and change during the period

(in € millions)	As of	Changes during the period		As of
	December 31, 2024	Increase	Decrease	December 31, 2025
IMPAIRMENT				
Intangible assets	(3)	–	–	(3)
Property, plant and equipment	(1)	–	1	–
Long-term financial assets	(150)	(10)	–	(160)
Receivables	(5)	–	–	(5)
IMPAIRMENT	(159)	(10)	1	(168)

NOTE 3.2. LONG-TERM FINANCIAL ASSETS

Carrying amount and change during the period

		Changes during the period			As of December 31, 2025
(in € millions)	As of December 31, 2024	Increase ^(b)	Decrease ^(c)	Reclassification, translation ^(a)	
GROSS AMOUNT					
Equity interests	27,668	77	–	–	27,744
Other non-current investments	5	1	–	–	6
Loans	3,179	1,126	(58)	(357)	3,889
Other financial assets	1,465	–	–	–	1,465
TOTAL	32,318	1,204	(58)	(357)	33,104
Provisions ^(b)	(150)	(10)	–	–	(160)
NET AMOUNT	32,165	1,194	(58)	(357)	32,944

(a) Corresponds to impacts of changes in foreign exchange rates on loans.

(b) Consists mainly of loans from Group companies.

(c) Mainly corresponds to loans reclassified as short-term due within one year.

Equity interests

Equity interests held in portfolio as of December 31, 2025

(in € millions, except %)

	Share capital ^(a)	% share ownership	Number of shares held	Carrying amount of shares held - Gross	Carrying amount of shares held - Net	Commitments given by the Company	Sales of previous financial year ^(b)	Net income (loss) of previous financial year ^(b)	Dividends received by the Company during the year	Net loans and receivables granted by the Company
SUBSIDIARIES (AT LEAST 50% OF THE SHARE CAPITAL HELD BY THE COMPANY)										
FRENCH SUBSIDIARIES										
BLEDINA	129	100%	1,602,357	43	43	-	-	686	23	23
COMPAGNIE GERVAIS DANONE	9,894	100%	370,575,203	9,755	9,755	-	-	-	590	-
DAN INVESTMENTS	(10)	100%	1,829,763	159	67	-	-	-	(13)	-
DANONE CORPORATE FINANCE SERVICES	288	100%	8,875,000	179	179	-	-	1	8	-
DANONE NUTRICIA AFRICA & OVERSEAS	33	100%	266,421,480	2	2	-	-	97	4	4
HOLDING INTERNATIONALE DE BOISSONS	1,230	100%	161,768,722	1,116	1,116	-	-	-	86	-
DAN INGREDIENTS UNIT	(1)	100%	38,227	-	-	-	-	6	-	-
FOREIGN SUBSIDIARIES										
DANONE ASIA PTE LTD	680	88%	508,451,086	266	266	-	-	-	64	742
NUTRICIA INTERNATIONAL BV	11,670	100%	5,221,575,800	13,575	13,575	-	-	-	1,122	1,025
DANONE RE	23	100%	183,000	18	18	-	-	-	3	-
DANONE SINGAPORE HOLDINGS PTE LTD	139	61%	82,769,847	49	49	-	-	-	6	189
FPS DANONE COMMUNITIES	22	72%	20,859	16	15	-	-	-	1	-
NUTRICIA LLC	-	70%	4,445,000	153	94	-	-	2	1	-
AFFILIATES (AT LEAST 10% TO 50% OF THE SHARE CAPITAL HELD BY THE COMPANY)										
DANONE ROTSELAAR SP	1,434	22%	21,988	400	400	-	-	295	44	-
DANONE FINANCE INTERNATIONAL	6,083	33%	4,034,154	2,012	2,004	-	2,000	-	147	49
TOTAL				27,744	27,584	-				2,031

(a) In local functional currency.

(b) Amounts related to foreign companies are translated using the average exchange rate for the year.

NOTE 3.3. OTHER RECEIVABLES

This item includes other receivables granted by the Company with maturities of less than one year amounting to €153 million at December 31, 2025, including tax receivables of €98 million.

NOTE 3.4. MARKETABLE SECURITIES

Carrying amount and change during the period

	As of December 31, 2024	Changes during the period			As of December 31, 2025	
(in € millions)		Increase	Decrease (delivery)	Reallocation	Reclassification	
DANONE SHARES						
DANONE shares covering Group performance shares ^(a)	54	932	(34)	–	–	952
TOTAL	54	932	(34)	–	–	952
UCITS	16	–	–	–	–	16
TOTAL	71	932	(34)	–	–	968

(a) Portion of DANONE treasury shares recognized within "Marketable securities" (see Note 1 to the parent company financial statements).

NOTE 4. NOTES TO THE BALANCE SHEET – EQUITY AND LIABILITIES

NOTE 4.1. EQUITY

Carrying amount and change during the period

(in € millions)	As of December 31, 2024		Changes during the period				As of December 31, 2025
	Before allocation	After allocation ^(b)	Net income	Capital decrease	Capital increase	Other	
Share capital	170	170	–	–	–	–	170
In number of shares ^(a)	679,553,991	679,553,991	–	–	1,840,492	–	681,394,483
Share premium	5,132	5,132	–	–	88	–	5,220
Revaluation adjustment	4	4	–	–	–	–	4
Legal reserve	25	25	–	–	–	–	25
Regulated reserve	1,561	1,561	–	–	–	–	1,561
Miscellaneous reserves	2,204	2,204	–	–	–	–	2,204
Retained earnings	6,011	5,211	–	–	–	–	5,211
Net income for the year	592	–	1,656	–	–	–	1,656
Regulated provisions	21	21	–	–	–	–	21
TOTAL	15,720	14,328	1,656	–	88	–	16,072

(a) Ordinary shares with a par value of €0.25.

(b) Following approval at the Shareholders' Meeting of April 24, 2025, of the 2024 net income available for allocation, a total of €1,392 million was allocated to the dividend, and the balance to retained earnings.

NOTE 4.2. PROVISIONS FOR RISKS AND CHARGES

Carrying amount and change during the period

(in € millions)	As of December 31, 2024	Changes during the period				As of December 31, 2025
		Reclassification	Increase	Reversal, used provision	Reversal, unused provision	
Provisions in respect of stock options and Group performance share plans	141	–	74	(36)	(8)	171
Other provisions	3	–	–	–	–	3
PROVISIONS FOR CHARGES	144	–	74	(36)	(8)	174
Restructuring provisions ^(a)	2	–	–	–	–	2
Other provisions	2	1	–	–	–	1
PROVISIONS FOR RISKS	4	2	–	–	–	3
TOTAL	147	2	74	(36)	(8)	177

(a) Relating to the Local First plan.

NOTE 4.3. OTHER BONDS, OTHER EQUITY AND BORROWINGS AND OTHER FINANCIAL DEBT

Other bonds and Other equity

Carrying amount of Other bonds

(in € millions)	As of December 31	
	2024	2025
Hybrid financing	500	1,000
Bonds	11,475	10,871
Accrued interest	79	96
TOTAL	12,053	11,967

Disclosures regarding bonds issued by the Company are available on Danone's website. Most of the financing agreements entered into by the Company (bank lines of credit and bonds) include a change of

control provision, which offers creditors the right to demand early repayment in the event that a change in control of the Company results in a rating downgrade below investment grade.

2025 transactions

(in millions of currency)	Year ended December 31		
	2025		
	Currency	Nominal	Maturity
NEW FINANCING			
Euro bond	EUR	800	2027
CNY bond	CNY	570	2031
Euro bond	EUR	800	2033
Euro hybrid financing	EUR	500	2032
REPAYMENTS AND REDEMPTIONS			
Euro bond	EUR	2,050	2025

Breakdown by type of interest rate (after hedging where applicable) and changes during the period

(in € millions)	As of December 31, 2024	Changes during the period				As of December 31, 2025
		New borrowings	Repayment	Change in accrued interest	Revaluation	
FIXED RATE PORTION						
Other bonds	11,475	1,669	(2,050)	–	(223)	10,871
Accrued interest	79	–	–	17	–	96
FLOATING RATE PORTION						
Other bonds	–	–	–	–	–	–
Accrued interest	–	–	–	–	–	–
TOTAL	11,553	1,669	(2,050)	17	(223)	10,966

Breakdown by currency

(in € millions except nominal amounts in foreign currency, in currency millions)	As of December 31, 2025		
	Nominal amount in foreign currency	Historical cost	Carrying amount
BONDS IN EUROS OR IN CURRENCIES HEDGED IN EUROS			
Euro	9,100	9,100	9,100
US dollar	2,000	1,832	1,701
CNY	570	69	69
BONDS IN CURRENCIES NOT HEDGED IN EUROS			
None	–	–	–
TOTAL	–	11,000	10,871

Portfolio of cross-currency swaps hedging certain foreign-currency denominated bonds

(in € millions except nominal amounts in foreign currency, in currency millions)	As of December 31, 2025	
	Nominal amount in foreign currency	Historical cost
Euro - US dollar	1,500	1,340
Euro - CNY	570	69
TOTAL		1,409

Borrowings and other debt

Breakdown by type of interest rate and changes during the period

(in € millions)	As of December 31, 2024	Changes during the period				As of December 31, 2025
		New borrowings	Repayment	Change in accrued interest	Revaluation	
FIXED RATE PORTION						
Loan from Danone Finance International	–	–	–	–	–	–
FLOATING RATE PORTION						
Commercial paper ^(a)	1,011	346	–	–	–	1,357
TOTAL	1,011	346	–	–	–	1,357

(a) Net changes.

Maturity of Other bonds and Borrowings and other financial debt

(in € millions)	As of December 31	
	2024	2025
Less than 1 year	3,140	3,155
Between 1 and 5 years	5,925	6,200
More than 5 years	3,500	2,969
TOTAL	12,565	12,324

Composition of Net debt

(in € millions)	As of December 31	
	2024	2025
Other bonds	11,553	10,967
Borrowings and other financial debt	1,011	1,357
Amounts owed by the Company to certain subsidiaries and affiliates ^(a)	3,450	4,610
TOTAL DEBT	16,015	16,934
Treasury shares and other securities	71	121
TOTAL CASH AND CASH EQUIVALENTS	71	121
TOTAL NET DEBT	15,944	16,813

(a) Portion of the amounts owed by the Company to subsidiaries and affiliates presented in "Other liabilities".

NOTE 4.4. OTHER LIABILITIES

Composition of Other liabilities

(in € millions)	As of December 31	
	2024	2025
Amounts owed by the Company to certain subsidiaries and affiliates ^(a)	3,450	4,610
Trade payables ^(b)	117	–
Accrued expenses	360	295
Other liabilities	6	60
TOTAL	3,816	4,965

(a) Mainly comprising current accounts with Danone Finance International.

(b) Trade payables were reclassified in 2025, see Note 1 to the parent company financial statements.

Composition of Accrued expenses

(in € millions)	As of December 31	
	2024	2025
Services provided	110	149
Personnel costs	169	136
Tax liabilities	3	–
Financial debt	78	10
TOTAL	360	295

NOTE 4.5. MATURITIES OF RECEIVABLES AND PAYABLES

Receivables maturity schedule

(in € millions)	Gross amount	Less than 1 year	More than 1 year
Non-current asset receivables	3,889	45	3,844
Current asset receivables	376	314	62
Prepaid expenses	45	45	–
TOTAL	4,310	403	3,906

Debt maturity schedule

(in € millions)	Gross amount	Less than 1 year	Between 1 and 5 years	More than 5 years
Other bonds	10,967	1,798	6,200	2,969
Borrowings and other financial debt	1,357	1,357	–	–
Forward financial instruments	31	31	–	–
Trade payables	92	92	–	–
Tax and social security liabilities	101	101	–	–
Other liabilities ^(a)	4,965	4,965	–	–
Deferred income	23	23	–	–
TOTAL	17,536	8,367	6,200	2,969

(a) Other liabilities refer to debts with Group entities.

NOTE 5. OTHER INFORMATION

NOTE 5.1. POST-EMPLOYMENT BENEFIT COMMITMENTS AND COMMITMENTS TO MANAGEMENT BODIES AND TO THE BOARD OF DIRECTORS

Post-employment benefit commitments

(in € millions)	As of December 31	
	2024	2025
SUPPLEMENTARY BENEFITS IN ADDITION TO DEFINED-BENEFIT RETIREMENT PLANS ^(a)		
Gross commitments	559	502
Commitments net of retirement plan assets	437	335

(a) Commitments measured using the actuarial method.

These net commitments are presented off-balance sheet (see Note 5.2 to the parent company financial statements). The main commitment is the retirement plan granted to some senior managers of Danone.

Retirement plan granted to some senior managers of Danone Commitments measured using the actuarial method

(in € millions)	As of December 31	
	Retirement plan for senior managers	
	2024	2025
Gross commitments	482	427
Commitments net of retirement plan assets	396	295

Main actuarial assumptions

(% , except for ages, expressed in years)	Year ended December 31	
	Retirement plan for senior managers	
	2024	2025
Discount rate	3.5%	4.2%
Expected return on plan assets	3.5%	4.2%
Salary growth rate	3.0%	3.0%
Retirement age	65 - 66	65 - 66

Commitments to management bodies and to the Board of Directors

Post-employment benefit commitments for corporate officers and Executive Committee members

(in € millions)	As of December 31	
	2024	2025
SUPPLEMENTARY BENEFITS IN ADDITION TO DEFINED-BENEFIT RETIREMENT PLANS ^(A)		
Gross commitments	49	42

(a) Commitments measured using the actuarial method.

Severance pay for Executive Committee members

Severance pay for members of the Executive Committee in certain cases of termination of their terms of office or functions was set at twice the gross compensation (fixed, variable, and benefits in kind) they received over the 12 months preceding the date of termination.

NOTE 5.2. OFF-BALANCE SHEET COMMITMENTS

Main commitments given directly and indirectly by the Company

(in € millions)	As of December 31	
	2024	2025
Put options held by non-controlling interests over the Company's direct and indirect equity interests ^(a)	317	372
Post-employment benefits ^(b)	437	335
Rents ^(c)	195	152
Services provided ^(d)	55	226
Derivatives ^(e)	5,653	7,085
Security interests ^(f)	2,000	2,000
Guarantees	1	3
TOTAL	8,670	10,173

(a) Commitments given directly or indirectly by the Company (see section "Put options over the Company's direct and indirect equity interests" below for more details).

(b) Net commitments in respect of defined-benefit retirement plans (see Note 5.1 to the parent company financial statements).

(c) Net commitments in respect of future rents borne by the Company.

(d) Net commitments in respect of IT services.

(e) €7,085 million, corresponding to the nominal amount of cross-currency swaps and interest rate swaps.

(f) The Company acted as joint and several guarantor for Danone Finance International.

Put options over the Company's direct and indirect equity interests

The Company or certain of its direct or indirect subsidiaries granted put options to non-controlling interests in certain direct or indirect equity interests, giving the holders the right to sell part or all of their investment in these subsidiaries. Their exercise price is generally based on the profitability and financial position of the company concerned at the exercise date of the put option.

Commitments received

Commitments received by the Company concerned €3 billion in available committed credit facilities as of December 31, 2025.

Other commitments

The Company and certain of its subsidiaries are parties to various legal and arbitration proceedings arising in the ordinary course of business. In some cases, damages and interest are sought. Provisions are recognized when an outflow of resources is probable and the amount can be reliably estimated.

In the context of exemptions from the preparation, certification and/or publication of the corporate financial statements of certain of its subsidiaries, the Company has granted comfort letters and guarantees in respect of the commitments made by its subsidiaries.

NOTE 5.3. HEADCOUNT

Average number of Company employees during the year

(in number, except %)	Year ended December 31			
	2024		2025	
Executives and managers	995	86%	1,043	87%
Supervisors and technicians	92	8%	98	8%
Office workers	66	6%	61	5%
TOTAL	1,153	100%	1,202	100%

NOTE 5.4. RELATED PARTY TRANSACTIONS

The main related parties are the Group's equity-accounted companies, the members of the Executive Committee and the members of the Board of Directors.

Transactions with equity-accounted companies are generally carried out at arm's length. They mainly involve management fees paid to Danone, services and financing.

Details of the compensation paid to members of the Executive Committee and Board of Directors are provided in Note 2.2 to the parent company financial statements. Details of retirement commitments made by Danone to corporate officers and Executive Committee members are provided in Note 5.1 to the parent company financial statements. Related party agreements are described in section 5.6 *Related party agreements*.

NOTE 5.5. SUMMARY OF SHARES HELD IN PORTFOLIO

Shares in subsidiaries and affiliates

(in € millions)	As of December 31	
	2024	2025
Gross amount	27,668	27,744
Provisions for impairment	(150)	(160)
CARRYING AMOUNT	27,517	27,584

DANONE treasury shares

(in € millions, except number of shares)	As of December 31			
	2024		2025	
	Number of shares	Carrying amount	Number of shares	Carrying amount
Treasury shares classified as "Long-term financial assets" ^(a)	28,559,360	1,465	28,559,360	1,465
Treasury shares classified as "Marketable securities" ^(a)	1,057,303	54	12,662,265	952
TOTAL	29,616,663	1,519	41,221,625	2,417

(a) See classification in Note 1 to the parent company financial statements.

NOTE 5.6. EARNINGS AND OTHER SIGNIFICANT INFORMATION RELATING TO THE LAST FIVE YEARS

	2021	2022	2023	2024	2025
CAPITAL AT YEAR-END					
Share capital (in €)	171,920,622	168,959,483	169,443,282	169,888,498	170,348,621
Number of shares issued	687,682,489	675,837,932	677,773,128	679,553,991	681,394,483
OPERATIONS AND EARNINGS FOR THE YEAR					
<i>(in € millions)</i>					
Sales before tax	635	699	890	1,030	1,256
Net income before tax, depreciation, amortization and provisions	3,807	1,412	2,259	580	1,675
Income tax ^(a)	47	45	76	104	89
Net income after tax, depreciation, amortization and provisions	3,674	1,353	2,280	592	1,656
Dividends paid ^(b)	1,249	1,291	1,360	1,392	1,533
EARNINGS PER SHARE					
<i>(in € per share)</i>					
Earnings per share after tax but before depreciation, amortization and provisions	5.60	2.15	3.45	1.01	2.59
Net income after tax, depreciation, amortization and provisions	5.34	2.00	3.36	0.87	2.43
Dividend per share	1.94	2.00	2.10	2.15	2.25
PERSONNEL COSTS					
Average number of employees for the year	1,008	1,004	1,042	1,153	1,202
Payroll expense (in € millions)	160	178	218	222	257
Amounts paid in respect of employee benefits (social security, social benefit schemes, etc.) (in € millions) ^(c)	94	104	104	111	213

(a) Income (expense).

(b) Amount relating to the 2025 fiscal year estimated as of December 31, 2025 based on the number of treasury shares held on that date by the Company. The 2024 dividend corresponds to the amount actually paid during the 2025 fiscal year.

(c) The change between 2024 and 2025 in "Amounts paid in respect of employee benefits" is mainly due to an exceptional contribution to the pension plan.

NOTE 5.7. FINANCIAL STATEMENTS OF DANONE SA – 2024

Income statement

(in € millions)	Year ended December 31	
	2023	2024
Sales	890	1,030
Other income	130	113
Total operating income	1,020	1,143
Personnel costs	(322)	(333)
Other operating expense	(873)	(929)
Total operating expense	(1,195)	(1,262)
NET OPERATING INCOME (EXPENSE)	(175)	(119)
Income from equity interests	2,645	1,103
Interest on loans and receivables and similar income	214	213
Interest on borrowings and similar expense	(444)	(548)
Other financial income (expense)	11	(47)
NET FINANCIAL INCOME	2,426	721
NET INCOME BEFORE NON-RECURRING ITEMS AND TAX	2,251	602
Net non-recurring income (expense)	(47)	(114)
Income tax	76	104
NET INCOME FOR THE YEAR	2,280	592

Assets

	2023	2024		
		Gross amount	Depreciation, amortization and provisions	Net amount
<i>(in € millions)</i>	Net amount			
Intangible assets	203	425	(149)	276
Property, plant and equipment	18	52	(39)	13
Equity interests	27,753	27,667	(150)	27,516
Other financial assets	4,614	4,649	-	4,649
Long-term financial assets	32,367	32,316	(150)	32,165
NON-CURRENT ASSETS	32,588	32,793	(339)	32,454
Short-term loans and receivables	366	348	(5)	342
Marketable securities	18	71	-	71
Cash	—	-	-	-
CURRENT ASSETS	384	418	(5)	413
Deferrals and prepaid expense	81	228	-	228
TOTAL ASSETS	33,054	33,439	(344)	33,096

Equity and liabilities

	Year ended December 31	
	2023	2024
<i>(in € millions)</i>		
Share capital	169	170
Share premium	5,057	5,132
Revaluation adjustment	4	4
Other reserves	3,790	3,790
Retained earnings	5,091	6,011
Net income for the year	2,280	592
Regulated provisions	21	20
EQUITY	16,413	15,720
Other equity	500	500
Provisions for risks and charges	125	147
Bonds	12,022	11,553
Other financial debt	1,619	1,011
Other liabilities	2,345	3,992
Deferrals and accrued expense	30	173
TOTAL EQUITY AND LIABILITIES	33,054	33,096

NOTE 5.8. SUBSEQUENT EVENTS

To the best of the Company's knowledge, no significant events occurred between the end of the reporting period and February 19, 2026, the date on which the Board of Directors approved the parent company financial statements for the year ended December 31, 2025.

STATUTORY AUDITORS' REPORT ON THE FINANCIAL STATEMENTS OF THE PARENT COMPANY DANONE SA

This is a translation into English of the statutory auditor's report on the financial statements on the Company issued in French and it is provided solely for the convenience of English speaking users. This statutory auditor's report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Annual General Meeting of Danone,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying financial statements of Danone for the year ended December 31, 2025.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2025 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Financial Statements section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (Code de Commerce) and the French Code of Ethics (Code de déontologie) for statutory auditors for the period from January 1, 2025 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5, paragraph 1, of Regulation (EU) N° 537/2014.

Observation

Without qualifying the opinion expressed above, we draw your attention to note 1.1. "Accounting principles" section "First-time application of ANC Regulation 2022-06 " in the notes to the annual accounts, which describes the change in accounting policy resulting from the application of ANC Regulation No. 2022-06.

Justification of assessments – Key audit matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code (Code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.



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Valuation of equity interests

RISK IDENTIFIED	OUR RESPONSE
As of December 31, 2025, equity interests amounted to €27,584 million out of a balance sheet total of €34,980 million. As indicated in Note 1 to the financial statements of the parent company Danone, section <i>Financial fixed assets</i>, they are subject to impairment when their asset value is lower than their carrying value. Asset value is determined by management based on a variety of criteria, including market value, value in use based on discounted forecast cash flows and restated equity. The assumptions, estimates or assessments used to determine the asset value shall be established on the basis of information or situations existing at the date of preparation of the accounts, which may, where appropriate, prove to be different from reality, in particular in a context of economic and financial volatility. Estimating the asset value of these securities thus requires the exercise of management's judgment in its choice of the elements to be considered according to the holdings concerned, as well as, for the determination of the value in use, the estimation of the future performance of the entities concerned and the discount and long-term growth rates. Given the materiality of equity securities to the company's balance sheet and the judgment required to estimate their asset value, we considered the valuation of equity securities to be a key issue of the audit.	Our work mainly consisted in the following, for a sample of equity interests determined based on qualitative and quantitative criteria: ■ gain an understanding of the procedures for implementing the impairment tests carried out by the management; ■ examine, on the basis of the information provided to us, that the estimate of the asset values of equity securities determined by management is based on an appropriate justification of the valuation methodology and figures used; ■ for valuations based on historical data: ● examining the consistency between the shareholders' equity used and the accounts of the corresponding entities, as well as any adjustments performed on this shareholders' equity; ■ for valuations based on forecasted data: ● obtaining the forecasted operating cash flows for the activities of the entities concerned and reconciling them with the forecasted data provided in the latest strategic plans; ● examining the reasonableness of the assumptions made in the light of the economic environment at the closing date and the date on which the accounts were drawn up; ● comparing the forecasts used for prior periods with the corresponding actual figures in order to assess the achievement of past targets. We also examined the information provided in Note 1 and Note 3.2 to the financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to the Shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and the other documents with respect to the financial position and the financial statements provided to the Shareholders.

In accordance with French law, we report to you that the information relating to payment times referred to in Article D.441-6 of the French Commercial Code (*Code de commerce*) is fairly presented and consistent with the financial statements.

Report on Corporate Governance

We attest that the Board of Directors' report on corporate governance sets out the information required by Articles L. 225-37-4, L. 22-10-10 and L. 22-10-9 of the French Commercial Code (*Code de commerce*).

Concerning the information given in accordance with the requirements of Article L. 22-10-9 of the French Commercial Code (*Code de commerce*) relating to the remuneration and benefits received by the directors and any other commitments made in their favor, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your company from controlling and controlled companies. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your company considered likely to have an impact in the event of a public takeover bid or exchange offer, provided pursuant to Article L. 22-10-11 of the French Commercial Code (*Code de commerce*), we have agreed this information to the source documents communicated to us. Based on these procedures, we have no observations to make on this information.

Other information

In accordance with French law, we have verified that the required information concerning the equity and control acquisitions, the identity of the shareholders and holders of voting rights has been properly disclosed in the management report.

Report on other legal and regulatory requirements

Format of presentation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by statutory auditors relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the responsibility of chief executive officer, complies with the single electronic format defined in the Commission Delegated Regulation (EU) No. 2019/815 of December 17, 2018.

Based on the work we performed, we conclude that the presentation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your company in the annual financial report filed with the AMF (*Autorité des marchés financiers*) agree with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed statutory auditors of Danone by the annual general meetings held on April 28, 2016 for ERNST & YOUNG Audit and on April 22, 2022 for FORVIS MAZARS & Associés.

As of December 31, 2025, the FORVIS MAZARS & ASSOCIES firm was in the fourth year of its mission without interruption and the ERNST & YOUNG Audit firm was in the tenth year.

Previously, ERNST & YOUNG et Autres held office as statutory auditor of Danone since 2010.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory auditors' responsibilities for the audit of the financial statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users made on the basis of these financial statements.

As specified in Article L. 821-55 of the French Commercial Code (*Code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.



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As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements;
- assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit to the Audit Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report significant deficiencies, if any, in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France as set out in particular in Articles L. 821-27 to L. 821-34 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics for Statutory Auditors (*Code de déontologie de la profession de commissaire aux comptes*). Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Levallois-Perret and Paris-La Défense, February 25, 2026

The Statutory Auditors
French original signed by

FORVIS MAZARS & ASSOCIÉS

Achour MESSAS

Florence PAGE

ERNST & YOUNG Audit

Pierre-Henri PAGNON

Alexandre CHRÉTIEN

3.3 INFORMATION ON PAYMENT TERMS GRANTED TO SUPPLIERS AND CUSTOMERS OF THE PARENT COMPANY DANONE SA

As of December 31, 2025						
	Invoices received, unpaid and overdue as of the reporting date					
(in € millions unless stated otherwise)	Due in 0 day	Due between 1 and 30 days	Due between 31 and 60 days	Due between 61 and 90 days	Due 91 or more days	Total (1 or more days)
A. OVERDUE PAYMENT CATEGORIES						
Number of invoices concerned	20					314
Total amount of invoices concerned (including taxes)	1.0	0.6	0.1	0.6	5.3	6.6
Percentage of total purchases for the year (excluding taxes)	0.1%	0.1%	0.0%	0.1%	0.7%	0.9%
Percentage of sales for the year (excluding taxes)						
B. INVOICES EXCLUDED FROM (A) RELATING TO PAYABLES AND RECEIVABLES IN DISPUTE OR NOT RECOGNIZED						
Number of excluded invoices						2,164
Total amount of excluded invoices						15.9
C. BENCHMARK CONTRACTUAL PAYMENT TERMS USED						
Payment terms used to calculate overdue payments	Contractual terms: 60 days of invoice date, in the absence of statutory terms					

As of December 31, 2025						
	Invoices issued, unpaid and overdue as of the reporting date					
(in € millions unless stated otherwise)	Due in 0 day	Due between 1 and 30 days	Due between 31 and 60 days	Due between 61 and 90 days	Due 91 or more days	Total (1 or more days)
A. OVERDUE PAYMENT CATEGORIES						
Number of invoices concerned	582					1,059
Total amount of invoices concerned (including taxes)	49.6	(0.2)	6.5	1.1	44.2	51.6
Percentage of total purchases for the year (excluding taxes)						
Percentage of sales for the year (excluding taxes)	3.9%	–%	0.5%	0.1%	3.5%	4.1%
B. INVOICES EXCLUDED FROM (A) RELATING TO PAYABLES AND RECEIVABLES IN DISPUTE OR NOT RECOGNIZED						
Number of excluded invoices						0
Total amount of excluded invoices						0
C. BENCHMARK CONTRACTUAL PAYMENT TERMS USED						
Payment terms used to calculate overdue payments	Contractual terms: 30 days from end of month of invoice					

3.4 INFORMATION ORIGINATING FROM THIRD PARTIES, EXPERT OPINIONS AND DECLARATIONS OF INTEREST

None.

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SUSTAINABILITY REPORT

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4.1 INTRODUCTION

4.1.1 A CONSISTENT, DEEPLY ROOTED AND IMPACT-FOCUSED SUSTAINABILITY JOURNEY

Danone's sustainability journey started long ago. In 1972, Antoine Riboud, then Chairman and Chief Executive Officer of the Group, publicly stated that the responsibility of a business goes beyond its factory doors, positioning Danone as a pioneer and visionary in the field of corporate responsibility. This philosophy set the base for Danone's dual economic and social project. This dual project has been at the heart of Danone's ways of working and decision-making ever since, based on a simple but powerful idea: performance without sustainability has no future, while sustainability without performance has no impact. Building on this heritage, over 15 years ago, Danone defined its purpose: bringing health through food to as many people as possible. Going further, Danone started a process in 2015 to become a B Corp™ globally – which it achieved in 2025, and in 2020, it became the first listed company to adopt the *Société à Mission* status, created by the French "PACTE" law in 2019.

As the Group opens its next phase of the Danone Impact Journey, the focus remains on Health through Food, Nature and People & Communities priorities while adapting the approach to changing environments. In the area of Health through Food, Danone aims to lead with a healthy portfolio of nutrient-dense products, advance nutrition knowledge, develop solutions for specific public health concerns, and invest in science-driven innovation for impactful products. On Nature, Danone maintains its course to conserve and regenerate Nature while strengthening the climate and economic resilience of its supply chain, especially milk. On People & Communities, Danone builds on its social heritage to responsibly support and empower all Danone employees to thrive now and tomorrow, and to extend social progress and upskilling to farmers in its direct supply chain.

4.1.2 2025 DANONE IMPACT JOURNEY ACHIEVEMENTS

The Danone Impact Journey was defined in February 2023 with three pillars of action – Health through Food; Nature; and People & Communities – covering 12 priorities and 29 targets. Those three pillars are interconnected, all serving Danone's unique purpose. 2025 marks an important milestone for Danone's ambition towards 2030, as it is also a target date for many of the Danone Impact Journey commitments.

From ambition to impact, Danone has delivered with consistency and excellence, uniquely positioning the Group as a pioneer where it can have a meaningful impact. Most targets were achieved, thanks to continuous and strong efforts, enabled by robust business integrated governance, along with external partners, and proper resource allocations. The achievements below are the results of those efforts to embed the Danone Impact Journey in business as a lever of both impact and performance, resilience and competitiveness.

Progress and lead HEALTH THROUGH FOOD for consumers and patients

Danone's ambition is to lead and act on bringing health through food to as many people as possible. Danone's purpose is anchored in a distinctive portfolio that combines health, taste, and sustainability. From offering tastier and healthier food and drinks to promoting informed choices, Danone's progress reflects a strong commitment to global nutrition and health. Driven by focused action and collaboration, Danone has achieved all its Health Through Food targets set for 2025 and exceeded several of them.

■ Offer tastier and healthier food and drinks

Danone had set a clear objective to provide better products for children's health, grounded in the belief that toddlers' and children's diets should be limited in sugars. Building on a healthy product portfolio, Danone accelerated reformulation efforts without compromising on taste.

■ Promote healthier choices

Danone has advanced front-of-pack labelling and online nutritional transparency, helping consumers make healthier decisions. Health Star Rating (HSR) has been deployed both online on Danone websites and

on-pack where possible, empowering consumers to make more informed nutritional choices.

■ Provide positive nutrition and hydration for a healthier life

Danone also reached its ambition to contribute to delivering positive nutrition and hydration. This was achieved through product fortification, developing ambitious projects to address iron deficiency among children. Through Danone Communities and the Water Access Acceleration Fund (W2AF), this ambition has also delivered meaningful impact by partnering with social businesses that provide safe drinking water at an affordable price.

■ Invest in nutrition and hydration science and research

Convinced that science and technology can help make a meaningful global impact on nutrition and health, Danone has strengthened its investment in nutrition and hydration science, driving research that informs product development and enhances global health understanding within the Group.

The status of Danone HEALTH priorities and targets in Danone Impact Journey Phase 1 in 2025 is listed below:

PROGRESS & LEAD HEALTH THROUGH FOOD FOR CONSUMERS & PATIENTS – DANONE IMPACT JOURNEY Phase 1

PRIORITIES	KPI	Baseline		Target		2025 Landing
Offer tastier and healthier food and drinks	Percentage of volumes sold of dairy, plant-based, water and aquadrink products rated ≥ 3.5 stars by the Health Star Rating	2022	88.0%	2025	$\geq 85\%$ ^(a)	87.8%
	Percentage of volumes sold of kids dairy and plant-based products with $\leq 10\text{g}$ total sugars/100g	2022	58.0%	2025	$> 95\%$	98.5%
	Percentage of volumes sold of toddlers' milk (1-3yo) with $\leq 1.25\text{g}$ added sugars/100kcal	2022	99.0%	2025	$> 95\%$ ^(a)	99.2%
Promote healthier choices	Percentage of volumes sold of dairy, plant-based and aquadrink products with on-pack/online interpretative nutritional information	2023 ^(b)	40.5% ^(b)	2025	$> 95\%$	96.0%
Provide positive nutrition & hydration for a healthier life	Percentage of volumes sold of kids dairy fortified with relevant vitamins & minerals	2023 ^(c)	83.2% ^(c)	2025	$\geq 85\%$	97.7%
	Number of projects to address iron deficiency in children	2022	0	2025	5	8
	Number of people with access to safe drinking water ^(d)	2022	10.6m	2025	20m	24.7m
Invest in nutrition and hydration science and research	Number of scientific publications in peer-reviewed journals and/or presentations at scientific conferences, cumulated over the period 2023-2025	2023 ^(e)	108 ^(e)	2025	150	127 (349 cumulative)

(a) Although the baseline already exceeds the 2025 target, the target aims to preserve and consolidate this strong performance, ensuring a predominantly healthy product portfolio.

(b) Before 2023, reporting focused on on-pack SKU-level information only, with no established process for online label. A new KPI reporting method was implemented in 2023.

(c) Following the 2022 country measurement and gap analysis, a revised baseline incorporating micronutrients relevance was defined, leading to a slight trajectory adjustment for 2023-2024.

(d) Thanks to the social businesses supported or previously supported by Danone Communities and the Water Access Acceleration Fund (W2AF).

(e) The methodology and KPI framework supported by governance and reporting systems were introduced during 2022-2023.

Preserve and Regenerate NATURE

To deliver on its purpose, Danone depends on nature. Today, the environment is facing many interrelated threats, from climate change and biodiversity loss to water scarcity and pollution. As a global leader in the food and beverage sector, Danone's ambition is to bring healthy food in a manner that respects, preserves and regenerates nature. Despite a fast-changing and challenging context and thanks to consistent efforts, Danone achieved all targets set for 2025, and has even exceeded some of them.

■ Curb GHG emissions in line with 1.5 °C, leading the way on methane reduction

Danone is progressing well towards its CO₂ reduction targets. Its efforts have resulted in Danone decreasing its CO₂ emissions by 21.0% (vs. 2020), in line with its 1.5 °C SBTi trajectory for 2030, progressing towards its Net Zero target for 2050.

Furthermore, cutting methane emissions is the most immediate opportunity to slow down global warming and to prevent damage to the planet. Danone was the first group to commit to the Global Methane pledge to reduce 30% of its methane emissions from fresh milk in dairy products by 2030 (compared to a 2020 baseline). At the end of 2025, methane emissions of which 80% are resulting from enteric fermentation and 20% from manure management, have decreased by 29.8% (compared to a 2020 baseline). This reduction is mainly explained by the following levers:

- Procurement decisions (mainly volume) for 17.6%,
- Farm performance management for 11.2%, which is composed of herd management (5.9%) and manure management (3.6%), farm portfolio mix (1.2%) and feed additives (0.5%),
- Other factors (mainly change in scope and methodology) for 1.0%.

Lastly, Danone continued to expand renewable energy use and implement energy-efficient technologies across its production sites with the Re-Fuel Program. These efforts ensured Danone reached its short term 36.0% reduction target for Scope 1 and 2 GHG emissions in 2025, whilst remaining on track towards the longer-term target of a 46.3% reduction by 2030 (vs. 2020).

■ Pioneer and scale regenerative agriculture, leading the way for regenerative dairy farming models

Regenerative agriculture is a cornerstone of Danone's global strategy to build resilient supply chains and reduce environmental impact. Across regions, teams are scaling initiatives that combine farmer training, innovative technologies, and strong partnerships. Danone has been scaling the part of regenerative agriculture practices in its sourced ingredients – exceeding the target set for 2025 – delivering positive impact for farmers, the planet, and the business.

Danone has also met its 2025 forest ambition, with volumes of key direct commodities ⁽¹⁾ verified as deforestation and conversion-free across all direct supply chains reaching 97.9%.

■ Preserve and restore watersheds where Danone operates and drive water footprint reduction across the value chain

Danone has already achieved in 2025 its commitment to deploy the 4R approach (Reduce, Reuse, Recycle, Reclaim) in all its production sites initially set for 2030. Danone has also defined and implemented preservation and restoration plans in 70% of its watersheds in highly water-stressed areas.

■ Drive the transition to a circular and low carbon packaging system & recover as much as Danone uses

Danone has long been committed to promoting a circular approach to packaging. Since joining the Ellen MacArthur Foundation Global Commitment in 2018 as one of the first signatories, Danone has made tangible progress in three key areas.

As of 2025, 84.9% of Danone's packaging is already reusable, recyclable, or compostable:

- Danone is among the leaders in the use of reusable packaging worldwide with 45.0% of its water's volumes put on the market in reuse, mainly through reusable jugs in Asia and Latin America. Danone is also an active partner in cross-industry initiatives to scale up reuse & refill models, where relevant or where market conditions enable it (such as Reuse Citeo in France).
- Danone has made significant progress on design for recycling of its packaging: on top of investing in its factories, the Group is pioneering the industrial validation of washable labels for PET cups, implementing new ink technologies to enhance the recyclability of black sleeved PET bottles, such as those used for *HIPRO* drinks in the UK and France.

Danone has reduced its use of virgin fossil-based packaging between 2020 and 2025 by 8.1%:

- Danone has actively worked to reduce plastic intensity over recent years by designing lighter bottles and cups, larger formats and launching alternatives to plastic such as paper-based cups and aluminum cans. For example, Danone's main water brands such as *evian*, *Volvic*, *Font Vella*, *Lanjaron* and *Żywiec Zdroj* have achieved a reduction of over 10% in the plastic weight on their 1.5L bottles since 2019,
- Danone has also significantly increased the use of recycled content in its plastic packaging, reaching 18.6% of high-quality recycled plastic in 2025, across its different food categories, and doubled the recycled PET (rPET) content on its Waters categories in 2025 vs 2019. *Volvic*, one of Danone's main natural mineral water brands, made all of its plastic bottles from 100% rPET in 2025 in Europe (except caps and labels).

⁽¹⁾ Key commodities: Paper & Board, Palm, Soybeans (excl. derivatives), Cocoa (Animal feed excluded)

In 2025, Danone estimated that already 62.7% of its plastic packaging put on the market has been recovered:

- Danone has been one of the pioneers advocating for efficient and effective packaging collection and recycling systems, which are essential to keep plastics out of nature. Danone is an active member of main national coalitions advocating for Extended Producer Responsibility and Deposit Return Scheme for water and beverage bottles and cans. The group is also a founding member of the board and shareholder of key national Extended Producer Responsibility organizations, in charge of managing the collection and recycling systems (such as CITEO in France or IPRO in Indonesia);
- In addition, Danone voluntarily invests in inclusive collection initiatives through impact funds, in regions where waste management systems remain underdeveloped. Danone has committed \$15M to the Ocean Fund I in Asia and \$15 million to the LAC Fund, supporting projects that increase plastic collection, unlock high-quality recycled materials, and strengthen local value chains. To date, Circulate Capital Ocean Fund has invested over \$69.8 million in South and South-East Asia, and the LAC Fund has invested over \$27.4 million in Latin America and the

Caribbean. In 2025, Circulate Capital Ocean Fund portfolio companies prevented 176,347 total metric tons and LAC fund portfolio companies prevented 75,852 total metric tons of plastic waste from leaking into the environment. Since the inception of each fund, the livelihoods of approximately 8,600 workers across the recycling value chain have been improved. In December 2025, Danone committed \$20 million to the Circulate Capital Asia Fund II for the South and South-East Asia region, with a focus on Indonesia.

■ Cut waste across the value chain

Danone remains committed to its Battle Against Waste food waste target, aligned to United Nations Sustainable Development Goal 12.3, although the result for 2025 reflects a temporary increase in waste compared to 2024. This is mainly due to one-off operational factors and a rise in waste sent for anaerobic digestion. This fluctuation is being closely monitored, with efforts ongoing to return to the intended waste reduction trajectory.

Here below is the status on Danone NATURE priorities and targets in Danone Impact Journey Phase 1 in 2025:



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PRESERVE & REGENERATE NATURE – DANONE IMPACT JOURNEY Phase 1

PRIORITIES	KPI	Baseline		Target		2025 Landing
Curb GHG emissions in line with 1.5 °C, leading the way on methane reduction	Percentage reduction in CO ₂ e emissions in line with SBTi 1.5 °C pathway ^(a)	2020	21,923 ktCO ₂ e	2030	(34.8)%	(21.0)%
	Net Zero ^(a)			2050 ^(b)		
	Percentage reduction in methane emissions from fresh milk in dairy products	2020	4,091 ktCO ₂ e	2030	(30.0)%	(29.8)%
	Percentage reduction in scope 1 & 2 CO ₂ e emissions ^(a)	2020	1,044 ktCO ₂ e	2025	(36.0)%	(40.2)%
Pioneer and scale regenerative agriculture, leading the way for regenerative dairy farming models	Volume of key ingredients Danone sources directly that comes from farms which have begun to transition to regenerative agriculture	2022	28.0%	2025	30.0 %	42.0%
	Percentage of key direct commodities volume with Verified Deforestation & Conversion (vDCF) free status	2022	84.0%	2025	97.0% ^(c)	97.9%
Preserve and restore watersheds where Danone operates and drive water footprint reduction across the value chain	Percentage of production sites with a 4R approach deployed	2020	49.3%	2030	100 %	99.3%
	Percentage of total water intake volume of production sites located in highly water-stressed areas covered by watershed preservation or restoration plan	2020	20.0%	2030	100 %	71.9%
Drive the transition to a circular and low-carbon packaging system and recover as much as Danone uses	Percentage of reusable, recyclable or compostable packaging	2020	81.2%	2030	100 %	84.9%
	Percentage of reduction in the use of virgin fossil-based packaging	2020	605.3 kt	2030	(30.0)%	(8.1)%
	Percentage of plastic packaging put on the market, recovered ^(d) by supporting the development of effective recycling systems	2022	57.0%	2040	100 %	62.7%
Cut waste across the value chain	Percentage of reduction in all food waste not fit for human consumption, animal consumption or biomaterial processing (like for like)	2020	24.3 kg/t	2030	(50.0)%	(10.4)%

(a) Awaiting new SBTi standards, which may lead to adjusting current targets.

(b) Net Zero ambition is explained in section 4.3.1 Climate change (ESRS E1).

(c) Danone's journey to achieve and maintain deforestation and conversion-free status on these direct key commodities (palm oil, soybeans, paper and board, cocoa) means at least a 97% verified deforestation- and conversion-free rate, due to the verification process and supply chain constraints. More information on these processes is available in section 4.3.5 Resource use and circular economy (ESRS E5).

(d) Recover means recycle or valorize through energy recovery the equivalent amount by weight of plastic packaging put on the market.

Thriving PEOPLE & COMMUNITIES

Danone has a strong legacy of social impact: anchored in its DNA, Danone is committed to economic performance and social progress. Danone's social heritage has forged a unique culture, where purpose is deeply integrated into how Danone does business. All priorities with 2025 commitments have been achieved and very good progress has been made towards Danone's 2030 commitments.

■ Make Danone a force for good by fostering a unique, inclusive & diverse culture and empowering Danone employees for positive impact

In November 2025, Danone celebrated a major milestone: Danone achieved B Corp™ certification worldwide, a remarkable accomplishment after a 10-year journey. B Corp™ certification is a powerful recognition of the teams' collective efforts worldwide, and a trust mark that reflects years of continuous improvement, innovation, and impact. What makes this achievement unique is its bottom-up approach: over 10 years, subsidiaries were certified — legal entity by legal entity — in more than 60 countries, enabling the certification of the entire Danone Group, including the parent company in 2025;

Furthermore, in 2025, Danone had already achieved great results by deploying the Dan'cares program to 97.8% of Danone employees. This program ensures that employees are provided with quality healthcare and major risks coverage and stay well, physically and mentally, through access to healthy food options, nutrition resources, mental health support, and opportunities for physical activity;

On the topic of gender balance, Danone has achieved another milestone, with 45.5% women in Senior Leadership in 2025;

Moreover, Danone has made significant progress on gender pay equity and now considers the gap effectively closed, with the adjusted overall difference reduced to around 1%. This achievement reflects Danone's unwavering commitment to fairness and inclusion. While structural factors such as role distribution, seniority, and historical career patterns require ongoing attention, Danone is proud to have reached

this milestone. To sustain and build on this progress, Danone will continue rigorous annual pay reviews, integrate gender equity checks into hiring and promotion processes, and strengthen pay transparency supported by advanced statistical analysis. These actions ensure any disparities are swiftly identified and corrected;

Lastly, Danone's 2025 Inclusion Index improved by 1 point versus the previous year and remains 2 points above FMCG peers, reaffirming the Group's ongoing commitment to Inclusion and Diversity.

■ Equip and empower communities (i.e., internal and external) with the skills and resources of the future to thrive in-a-fast-changing economy

The FutureSkills program has been launched in 2024 to equip and empower Danone employees and partners with the skills and resources of the future to thrive in a fast-changing economy:

- with regards to employees, in 2025 Danone has continued to support the lifelong employability of employees, leveraging FutureSkills to all relevant situations and exceeding the target for this year. Globally, with the AI Academy, Danone is giving access to Future Skilling programs to all employees;
- for partners specifically, Danone has launched the Danone Milk Academy, a worldwide program that brings knowledge and tools to support farmers and build more resilient and sustainable farming.

■ Champion a renewed social contract by fostering a prosperous & inclusive ecosystem, upholding human rights and pursuing social progress

Almost all Danone employees were trained on Danone's Human Rights policy in 2025. The new sustainable Sourcing Policy has been deployed to 20% of Danone's Tier 1 suppliers in scope since its launch in June 2024.

Here below is the status on Danone PEOPLE & COMMUNITIES priorities and targets in Danone Impact Journey Phase 1 in 2025:



THRIVING PEOPLE & COMMUNITIES – DANONE IMPACT JOURNEY Phase 1

PRIORITIES	KPI	Baseline		Target		2025 Landing
Make Danone a force for good by fostering a unique, inclusive and diverse culture and empowering Danone employees for positive impact	Percentage of employees covered by B Corp™ certification	N/A ^(a)	N/A ^(a)	2025	95% ^(b)	98.0%
	Percentage of employees covered by Dan'Cares	N/A ^(a)	N/A ^(a)	2030	100%	97.8%
	Percentage of women in senior leadership globally ^(c)	2022	42%	2030	40-60%	45.5%
	Gender pay gap	2022	3.2%	2025	Closed ^(d)	1.1%
	Inclusion index above peers	N/A ^(e)	N/A ^(e)	2025	Above peers	+2 pts
Equip and empower communities (i.e., internal, external) with skills and capabilities of the future to thrive in a fast-changing economy	Percentage of employees with access to future skilling programs	N/A ^(a)	N/A ^(a)	2025	100%	100%
	Percentage of key partners with access to future skilling programs ^(f)	N/A ^(a)	N/A ^(a)	2030	100%	15.0%
	Percentage of employees trained on Danone Human Rights Policy ^(g)	N/A ^(a)	N/A ^(a)	2025	100%	96.9% ^(h)
Champion a renewed social contract by fostering a prosperous and inclusive ecosystem, upholding human rights and pursuing social progress	Percentage of suppliers ⁽ⁱ⁾ to which the Sustainable Sourcing Policy has been deployed (measured in percentage of spend)	2023	N/A ^(a)	2030	100%	20.0%

(a) Unable to calculate this data when baseline defined.

(b) Over 95% of employees covered by certification, excluding M&A.

(c) Senior leadership includes executives (excluding Executive Committee) and directors, as per Danone classification.

(d) Closing the gender pay gap equals to a target of +/- 3% by 2025. The 2025 data does not include US employees.

(e) Inclusion index introduced in 2023.

(f) Key partners defined as being 10,000 dairy farmers and workers.

(g) Enabling due diligence to be deployed in Danone operations.

(h) 96.9% completion achieved; remaining gap driven by practical issues leading to some training sessions being postponed.

(i) Suppliers with a direct commercial relationship with Danone (Tier 1), excluding farmers.

4.1.3 DANONE IMPACT JOURNEY PHASE 2: TOWARDS 2030

Three years after releasing the Danone Impact Journey, Danone has successfully delivered on most of its commitments set for 2025. The Group has entered Chapter 2 of its Renew Danone strategy, which is the right moment to launch the second step of the Danone Impact Journey, covering the period 2026 to 2030. Danone Impact Journey Phase 2 is the continuity of the Group's commitments towards 2030, aiming at ensuring Danone's long-term resilience and competitiveness, all while sustaining its growth trajectory. It is built on the same three pillars of action – Health through Food, Nature, People & Communities – with the same priorities, and a list of updated targets. In a fast-changing world, marked by evolving sustainability standards and expectations, local regulatory contexts and, above all, major challenges ranging from health issues to climate change, Danone chooses to further embed its sustainability priorities into its business by:

- driving consistently towards its 2030 Danone Impact Journey KPIs;
- building on existing achievements to take them one step further;
- outlining new targets that have a significant impact.

Moreover, Danone will continue to monitor targets that have been achieved but require ongoing attention to preserve current progress and ensure KPIs remain at the achieved level. These targets will not appear in Danone Impact Journey Phase 2 but will be closely monitored by Danone teams through ongoing programs and within Danone governance.

Updated targets towards 2030 will be clearer with more common and realistic ambitions towards 2030 (e.g. applying one single target of $\geq 95\%$ for KPIs in an initial 95-100% target range, expanding or reframing scopes).

Progress and lead HEALTH THROUGH FOOD for consumers and patients – Danone Impact Journey Phase 2

For the next phase of Danone Health through Food commitments, the mission remains unchanged: to lead and act on bringing health through food to as many people as possible. The same four strategic priorities will continue to guide the work, now strengthened with eight targets for 2030.

■ Offer tastier and healthier food and drinks

For this next cycle of the Danone Impact Journey, Danone aims to maintain an industry leading healthy product portfolio, to continue

increasing the nutritional density of Danone products, to extend its ambition to reduce sugar in adult products, and to provide relevant positive nutrients, to encourage nutrition that supports health, ensuring that great taste and better nutrition go hand in hand.

■ Promote healthier choices

For 2030, Danone aims to further raise awareness of medical nutrition. Healthcare professionals are essential in this journey and Danone aims to work closely with them to advance nutrition knowledge.

■ Provide positive nutrition & hydration for a healthier life

Danone commitments focus on targeted solutions to address challenges such as iron deficiency and disease-related malnutrition, while maintaining access to nutritious foods. In recent years, Danone has supported projects to tackle iron deficiency anemia through awareness campaigns, innovative nutrition solutions, and systemic change. For 2030, Danone aims to support screening of iron deficiency and disease-related malnutrition. Moreover, Danone aims to make its healthiest and best-selling products widely available to as many consumers as possible, including middle- and low-income populations.

■ Invest in nutrition and hydration science and research

In the next cycle of the Danone Impact Journey, Danone aims to continue investing in science-driven innovation, publishing meaningful scientific advances and ultimately delivering products that make a real difference in health.

■ Sustained efforts on the Health through Food agenda

Although not part of the 2030 Danone Impact Journey “Health through Food” agenda, several areas from Danone's 2025 commitments will continue to receive strong and sustained long-term focus.

Significant progress has already been made in these areas, and this momentum will be maintained moving forward. These topics remain central to Danone's purpose to bring health through food to as many people as possible. The Group's sustained efforts include limiting sugar in products designed for children & toddlers and enhancing transparency through clear and accessible nutrition labelling. They will be closely monitored by Danone's teams through ongoing programs and within Danone's governance.



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PROGRESS & LEAD HEALTH THROUGH FOOD FOR CONSUMERS & PATIENTS – DANONE IMPACT JOURNEY Phase 2

PRIORITIES	KPI	Baseline		Target	
Offer tastier and healthier food and drinks	Percentage of volumes sold of Dairy, Plant-based, Water and Aquadrinks products rated ≥ 3.5 stars by Health Star Rating	2025	87.8%	2030	$\geq 85\%$ ^(a)
	Percentage of volumes sold of Dairy & Plant-Based Adult Everyday products that contain 10g or less total sugars per 100g	2025	78.5%	2030	88%
	Percentage of volumes sold of Dairy & Plant-Based Everyday products, that are source of at least 2 nutrients to encourage, as per Codex definition	2025	97.3%	2030	$\geq 95\%$ ^(a)
Promote healthier choices	Number of Health Care Professionals engaged yearly on the importance of medical nutrition	2025	50,000	2030	150,000
Provide positive nutrition & hydration for a healthier life	Percentage of SKUs that are rated ≥ 3.5 stars by Health Star Rating, among Danone's most widely available Dairy products ^(b)	2025	80.5 %	2030	$\geq 80\%$ ^(a)
	Number of screenings done for iron deficiency and anemia ^(c) , cumulated over the period 2026-2030	2025	Baseline restart: 0 ^(d)	2030	14M
	Number of active projects to screen disease-related malnutrition	2025	0	2030	8
Invest in nutrition and hydration science and research	Number of scientific publications in peer-reviewed journals, cumulated over the period 2026-2030	2025	Baseline restart: 0 ^(e)	2030	500

(a) Although the 2025 baseline already exceeds the 2030 target, the target aims to preserve and consolidate this strong performance, ensuring a predominantly healthy product portfolio.

(b) For each CBU is established the list of unique SKUs with their Weighted Distribution for the time period considered. For the KPI, is considered the top quintile of the SKU list = the 20% of SKUs having the highest values of Weighted Distribution, which means they are the most widely accessible to consumers across the different distribution channels. Among this top list, is identified how many SKUs have a HSR rating of at least 3.5 stars. The numbers are then totalized for the 8 CBUs in scope = (number of most distributed SKUs with a HSR of at least 3.5 / number of most distributed SKUs).

(c) Including via Danone's local actions and external collaborations.

(d) As a reference, in 2025, 3.1M screenings were performed for iron deficiency and anemia. The baseline restart for the cumulative count over the 2026-2030 period is set back to 0.

(e) As a reference, in 2025, there were 101 scientific publications in peer-reviewed journals. The baseline restart for the cumulative count over the 2026-2030 period is set back to 0.

Preserve and Regenerate NATURE – Danone Impact Journey Phase 2

Danone's priorities remain the same, to preserve and regenerate Nature while strengthening the climate and economic resilience of its supply chain, especially the milk supply chain. The five key priorities remain unchanged:

■ Curb GHG emissions in line with 1.5 °C, leading the way on methane reduction

Danone remains committed to drive climate action in line with its 2030 science-based GHG emissions targets SBTi 1.5 °C pathway- as detailed in the current standards – and placing the Group on the pathway towards Net-Zero by 2050, across its full value chain.

Danone will also continue to lead the way on methane reduction following its 2030 commitment.

■ Pioneer and scale regenerative agriculture and leading the way on restoring and preserving natural ecosystems

Danone remains committed to promoting regenerative agriculture, aiming for 45% of the volume of key ingredients at risk to be sourced from farms engaged in regenerative agriculture by 2030.

On the forest topic, Danone aims to achieve and maintain that all direct forest-risk commodities are verified deforestation and conversion-free. On December 31 2025, Danone published its Forest Policy 2030 to reinforce its engagement and expand its ambition to new commodities (coffee, beef and soybean oil).

■ Drive water best in class practices and support water access

Danone pursues its engagement, investing in reducing its water footprint across all product categories and acting as a steward of natural water cycles, maintaining both flow, quality and other ecosystem services water resource provides.

Danone is also committed to sustain water ratio in its Water category factories below market average and thus contribute to operations' water resilience.

With regards to water access, Danone remains committed to investing into the access to safe drinking water thanks to social businesses supported by Danone Communities and the W2AF.

■ Drive the transition to a circular packaging system & recover as much as Danone uses

While notable progress has been made in many fields, certain targets are proving to be more difficult to reach due to strong systemic challenges. Lack of effective and efficient collection and recycling infrastructures, scarcity of food-grade recycled materials, complexity to develop scalable alternatives to single-use plastic for food packaging and unharmonized regulatory frameworks have hindered Danone's progress and represent obstacles to overcome collectively going forward. As noted by the Ellen MacArthur Foundation, individual action plays a key role, but overcoming these systemic barriers can only be solved through collective effort and government policy.

In this context, Danone reaffirms its commitment to advancing in circular packaging, as illustrated by its signing up to the Ellen MacArthur Foundation 2030 Global Commitment. With the experience Danone has built and a clearer understanding of today's market realities, it is also updating its 2030 goals to ensure they remain ambitious and aligned with the current operating environment:

- reach at least 95% of packaging put on the market Designed for Recycling "D4R", by 2030: Danone is focusing its goal on designing its packaging for recycling, aligning with regulatory and industry standards, consistent with the Ellen MacArthur Foundation Global Commitment. Danone will also apply these standards globally, including in markets without defined guidelines. Danone refers to "Design for Recycling" (D4R), as the design of packaging, including individual components of packaging, that ensures the recyclability of the packaging with established collection, sorting and recycling processes proven in an operational environment ⁽¹⁾. Here Danone will continue to progress on designing its packaging for recycling, working in close collaboration with industry coalitions and waste-management partners, continuing to incorporate recycled materials and to advocate towards efficient and effective collection and recycling systems;
- reduce the use of virgin plastic packaging by 17% through design, reuse and recycled materials, in 2030 compared to 2019. In 2025, the reduction in the use of virgin plastic packaging compared to 2019 was 17,7%, compensating the Group's growth with plastic intensity reduction in cups and bottles and the increase in the use of recycled content in plastic packaging. From now on, as the Group grows, the goal is to continue cutting back on virgin plastics, decoupling virgin plastic use from business growth, while acknowledging current constraints in

food-grade recycled material availability for its categories. Danone is also updating its baseline to align with the Ellen MacArthur Global Commitment (from 2020 to 2019). Here Danone will continue to reduce its reliance on virgin plastic by making its packaging lighter, incorporating recycled materials, and partnering in cross-industry initiatives to scale up reuse & refill new business models;

- recover at least 95% of the plastic packaging put on the market, by supporting the development of effective recycling systems, by 2040: Danone continues to advance towards its goal, focusing its effort on advocating for the development of inclusive, efficient and effective waste collection systems (well-designed Extended Producer Responsibility (EPR) and Deposit Return Scheme (DRS) for water beverages bottles and cans), which are key to keep plastic out of nature. Alongside advocacy, Danone will continue its voluntary investment to support plastic packaging recovery in countries where systems are not effective yet with a focus on high leakage countries.

On top of these voluntary commitments, Danone will continue to strongly advocate in favor of a global treaty on plastics as part of the Business Coalition for a Global Plastics Treaty. The aim is to enforce strong, harmonized regulations to level the playing field of the 80% of the plastic packaging market that remains still largely inactive⁽²⁾ and to ensure dedicated, ongoing, and sufficient funding is secured for the collection and recycling of plastics.

In line with its commitment to advance circular packaging, Danone is firmly determined to continue exploring future technical solutions, developing reusable business models through collective action, leveraging its substantial investments in Research and Innovation.

■ Cut waste across the value chain

Danone continues to work consistently towards the reduction of food loss and waste in its supply chains, aligned with meeting Sustainable Development Goal 12.3. Danone commitment remains to halve all food waste not fit for human, animal consumption or biomaterial processing by 2030 vs. 2020.

■ Sustained efforts on Nature agenda

While not included within 2030 Danone Impact Journey Nature agenda, several areas from the 2025 commitments will continue to receive a high level of sustained, long-term focus. Significant progress has already been made in these areas, and this momentum will be maintained moving forward. Danone's sustained efforts on water will focus on the Water 4R approach (Reduce, Reuse, Recycle and Reclaim) deployed on all of its production sites. Those efforts will be closely monitored by Danone teams through ongoing programs and within Danone governance.

⁽¹⁾ Source: EU Packaging and Packaging Waste Regulation.

⁽²⁾ Source: Ellen MacArthur Foundation 2030 Plastics Agenda for Business

PRESERVE & REGENERATE NATURE – DANONE IMPACT JOURNEY Phase 2

PRIORITIES	KPI	Baseline		Target	
Curb GHG emissions in line with 1.5 °C, leading the way on methane reduction	Percentage reduction in CO ₂ e emissions in line with SBTi 1.5 °C pathway ^(a)	2020	21,923 ktCO ₂ e	2030	(34.8)%
	Net Zero ^(a)			2050 ^(b)	
	Percentage reduction in methane emissions from fresh milk in dairy products	2020	4,091 ktCO ₂ e	2030	(30.0)%
	Percentage reduction in scope 1 & 2 CO ₂ e emissions ^(a)	2020	1,044 ktCO ₂ e	2030	(46.3)%
Pioneer and scale regenerative agriculture and lead the way for restoring and preserving natural ecosystems	Percentage of volume of key at risk direct ingredients ^(c) sourced from farms engaged in regenerative agriculture	2025	42.0%	2030	45.0%
	Percentage of key direct commodities ^(d) volume with Verified Deforestation & Conversion (vDCF) free status	2025	93.0%	2030	≥95%
Drive “best in class” water practices and support water access	Water Ratio in the owned production sites in the Waters Category	2025	< 0,3 m ³ /t	2030	< 0,3 m ³ /t
	Yearly average of low-income people with access to safe drinking water ^(e)	2025	24.7M	2030	30M
	Percentage of total water intake volume of production sites located in highly water-stressed areas covered by watershed preservation or restoration plan	2025	71.9%	2030	≥95%
Drive the transition to a circular packaging system and recover as much as Danone uses	Percentage of packaging put on the market “Designed for recycling” (D4R)	2025	87.0%	2030	≥95%
	Percentage reduction in the use of virgin plastic packaging	2019	677.2 kt	2030	(17.0)%
	Percentage of plastic packaging put on the market, recovered ^(f) by supporting the development of effective recycling systems	2025	62.7%	2040	≥95%
Cut waste across the value chain	Percentage of reduction in all food waste not fit for human consumption, animal consumption or biomaterial processing (like for like)	2020	24.3 kg/t	2030	(50.0)%

(a) Awaiting new SBTi standards, which may lead to adjusting current targets.

(b) Net Zero ambition is explained section 4.3.1 Climate change (ESRS E1).

(c) The Danone Impact Journey Phase 2 target scope is revised to refocus on key ingredients with a climate, water and/or biodiversity risk. The Phase 2 target focuses on Direct Freshmilk (farmgate), Almonds, Direct Soy beans, Strawberry and Sugar beet in Europe that Danone sources directly from farmers or from suppliers working with farmers.

(d) Danone Impact Journey Phase 2's ambition is to extend the former target (covering Paper & Board, Palm, Soybean, Cocoa (direct cocoa & chocolate)) by adding new materials (coffee, soybean oil and beef).

(e) Thanks to the social businesses supported or previously supported by Danone Communities and Water Access Acceleration Fund (W2AF).

(f) Recover means recycle or valorize through energy recovery the equivalent amount by weight of plastic packaging put on the market.

Thriving PEOPLE & COMMUNITIES – Danone Impact Journey Phase 2

Danone's actions to make People and Communities thrive remain focused on the three pillar priorities outlined in Danone Impact Journey Phase 1. However, the Group is evolving the targets:

■ Foster a unique, inclusive and diverse culture

As almost all of Danone employees are covered by Dan'Cares in 2025, Danone is extending the program to Dan'Life, a program encompassing Dan'Cares, the Parental Policy, Caregiver Policy and the Cancer/Critical illness policy. Danone aims to have all eligible employees (≥95%) covered by the Dan'Life program by 2030.

Danone is also committed to maintaining Gender Balance (40–60%) across management globally by 2030 and to make progress in increasing the representation of women among its first line Danone employees.

■ Equip and empower employees and farmers with skills and capabilities of the future to develop in a fast-changing economy

Beyond 2025, Danone will continue investing into skills development of Danone employees, to support them in building lifelong employability, and enabling strategic Group capabilities. DanSkills initiative is introduced to define key skills for Danone, and to offer learning solutions connected to skills needed for today and future, for functional and transversal skills development.

With respect to its partners, Danone will continue to equip farmers and workers in the dairy supply chain with access to knowledge and innovation to build both economic and environmental resilience on farms.

■ Champion a renewed social contract, upholding human rights and pursuing social progress

With the release of Danone's new enhanced social and environmental standards through its Sustainable Sourcing Policy, the Group is reinforcing its due diligence program by aiming at deploying human rights and environmental due diligence process to all tier 1 suppliers (≥95%) in scope of the policy. Essential components include risk-based approach and tailored mitigation activities as well as capacity building.

Furthermore, Danone received the Living Wage Certification in 2025 and has the target to sustain this annual certification, which is a challenge every year.

■ Sustained efforts on People & Communities agenda

While not included within 2030 Danone Impact Journey "People and Communities" targets as it has been largely achieved, the gender pay gap closing will continue to receive a high level of sustained, long-term focus. Danone will maintain rigorous annual pay reviews, integrate gender equity checks in hiring and promotions, and leverage pay transparency and statistical analysis to detect and correct disparities. Significant progress has already been made in this area, and this momentum will be maintained moving forward.

THRIVING PEOPLE & COMMUNITIES – DANONE IMPACT JOURNEY Phase 2

PRIORITIES	KPI		Baseline		Target		
Foster a unique, inclusive and diverse culture within Danone	Percentage of eligible employees covered by the Dan'Life ^(a) program to support Danone employees at various life stages		2025	25.0% ^(b)	2030	≥95%	
	Percentage of women in Danone employees ^(c)	All managers levels	2025	54.0%	2030	40-60%	
		First Line Danone employees	2025	26.0%	2030	26-30%	
Equip and empower employees and farmers with skills and capabilities of the future to develop in a fast-changing economy	Percentage of learning hours of Danone employees allocated to the future fit skills for sustainable growth			N/A	N/A	2030	≥30%
	Number of farmers and workers upskilled in dairy supply chain to improve farm resilience, cumulative for the period 2025-2030			2025	1,500	2030	10,000
Champion a renewed social contract, upholding human rights and pursuing social progress	Percentage of Tier 1 suppliers ^(d) spend in scope of the Sustainable Sourcing Policy covered by HREDD (Human Rights and Environmental Due Diligence)			2025	60.0%	2030	≥95%
	Achieve and sustain certification as living wage employer by Fair Wage Network (FWN)			2025	Certified Living Wage Employer by FWN	2030	Maintain FWN Certification

(a) Dan'Life includes Parental policy, Caregiver policy, Cancer/Critical illness policy and Dan'Cares.

(b) Dan'Cares is implemented for 98% of employees in 2025.

(c) KPIs/progress reports will exclude U.S. data.

(d) Suppliers with a direct commercial relationship with Danone (Tier 1), excluding farmers.

4.1.4 DANONE AS A SOCIÉTÉ À MISSION AND THE ROLE OF THE MISSION COMMITTEE

In 2020, Danone adopted the *Société à Mission* ⁽¹⁾ legal status, created by French law in 2019. Danone integrated its purpose (raison d'être) of "bringing health through food to as many people as possible" as well as the following four objectives into its by-laws:

- impact people's health locally, thanks to a portfolio of healthier products, with brands encouraging better nutritional choices, and by promoting better dietary habits;
- preserve and renew the planet's resources, by supporting regenerative agriculture, protecting the water cycle and strengthening the circular economy of packaging, across its entire ecosystem, in order to contribute to the fight against climate change;
- entrust Danone's people to create new futures: building on a unique social innovation heritage, give each employee the opportunity to impact the decisions of the Group, both locally and globally;
- foster inclusive growth, by ensuring equal opportunities within the Group, supporting the most vulnerable partners in its ecosystem and developing everyday products accessible to as many people as possible.

Each objective is broken down into detailed operational objectives, and into mid- and long-term trajectories with annual milestones. They are directly connected with the mid- to long-term objectives defined in the Danone Impact Journey, thus allowing a consistent monitoring of Danone's progress. In early 2026, the 2025 operational objectives having reached their term. Danone established, in close collaboration with the Mission Committee, a new roadmap of operational objectives until 2030, directly taken from the 2030 objectives of the Danone Impact Journey Phase 2.

The progress toward these objectives is reviewed and monitored by Danone's Mission Committee, which includes highly respected independent global experts. As of the date of this document, Danone's Mission Committee members is composed of:

- Pascal Lamy (Chair) – Coordinator of the Jacques Delors Institutes, former European Commissioner for Trade and former Director-General of the World Trade Organization;
- Arancha González – Dean of the Paris School of the International Affairs at SciencesPo, former Spanish Minister of Foreign Affairs, European Union and Cooperation;
- Lise Kingo – Danone independent board member – Chair of Danone's CSR Committee, and former CEO of the United Nations Global Compact;
- Emna Lahmer – Danone employee;
- Hiromichi Mizuno – Principles for Responsible Investment (PRI) Network Board Member, advisor to the Japanese government;
- Ron Oswald – former General Secretary of the International Union of Food Workers; and
- Gabriela Ilian Ramos – Assistant Director General, Social and Human Sciences at UNESCO.

David Nabarro, who passed away in July 2025, was also a member of the Mission Committee.

The Mission Committee draws up a report every year, detailing notably the areas of focus of the Mission Committee during the year and the Danone's progress on each of the detailed operational objectives. This report is made public on Danone's website (page sustainability / our approach / *Société à Mission* status) and is presented to shareholders during each Annual Shareholders' Meeting. The report is also verified by an independent third party at least every two years.

4.1.5 B CORP™ AMBITION

Since 2015, Danone has partnered with B Lab to help define a meaningful and manageable path to certification for multinational and publicly traded companies, while also demonstrating the value of the movement to stakeholders. This partnership is an expression of Danone's long-time commitment to sustainable business as well as to its dual project, combining both economic and social progress.

In November 2025, Danone celebrated a major milestone: Danone achieved B Corp™ certification worldwide, a remarkable accomplishment after a 10-year journey. Further details are presented above, in the Danone Impact Journey Phase 1 results, in section 4.1.2 2025 *Danone Impact Journey achievements*.

⁽¹⁾ The French *Société à Mission* status is defined by Article L.210-10 of the French Commercial Code (Code de commerce), introduced by the May 22, 2019 law, commonly known as the "PACTE" law. It requires companies adopting this status to: define a purpose (raison d'être) and write it into the company's by-laws, include in its by-laws social and environmental objectives aligned with that purpose, create a mission committee responsible for monitoring progress toward these objectives, appoint an independent third party to verify, at least every two years, that the mission is carried out: consistent trajectories, adequate means implemented and goals achieved, monitoring progress toward these objectives, appoint an independent third party to verify, at least every two years, that the mission is carried out: consistent trajectories, adequate means implemented and goals achieved.

4.1.6 SOCIAL INNOVATION FUNDS

To diversify and increase its social impact, Danone innovated by creating and financing dedicated funds and association. They enable the Group to (i) widen its scope of actions beyond its business model, and operations, and (ii) create a momentum leading NGOs and other companies to collaborate and/or co-finance them, enabling to expand, upscale and multiply their initiatives. Danone Social innovation funds have their own organization and act independently from Danone, within their respective missions and fields of actions: (i) social projects around safer and healthier nutrition and hydration for vulnerable people and communities for Danone Communities and Water Access Acceleration Fund, (ii) restoration of natural ecosystems also protecting vulnerable people for Livelihoods Carbon Fund, (iii) develop sustainable farming practices of vulnerable smallholder farmers for Livelihoods Fund for Family Farming, and (iv) serve the general interest within the whole Danone ecosystem for Danone Ecosystem.

4.1.6.1 Danone Communities

Created in 2007, Danone Communities is a venture capital fund that empowers pioneering social entrepreneurs. It invests in businesses that have a significant social impact in line with Danone's purpose of "bringing health through food to as many people as possible". Danone Communities invests equity and quasi-equity in social businesses in two main fields: (i) access to safe drinking water, and (ii) access to healthy, local nutrition. In addition to its long-term financial support, Danone Communities provides expertise, networks and business support relevant to their local needs towards their journey to success.

In 2007, Danone created the Danone Communities SICAV (*Société d'Investissement à Capital Variable*) and the Danone Communities FPS (*Fonds Professionnel Spécialisé*) funds. The SICAV invests (i) at least 90% of its assets in money market instruments, bonds and other vehicles, and (ii) up to 10% in the FPS.

As of December 31, 2025, the Danone Communities SICAV fund had a total of €76.3 million in assets under management (€78. million in assets under management in 2024). Of this total, 20.8% was held by Danone and 48.2% was held by its employees through the FCPE Danone Communities Solidaire, an employee investment fund (*Fonds Commun de Placement d'Entreprise*) (vs 20.0% and 47.0% respectively in 2024). As of December 31, 2025, Danone also held 72.0% of the FPS directly (same as in 2024).

Danone Communities FPS backs 16 social companies in 24 different countries (16 and 22 respectively in 2024). Danone is also currently a shareholder in two of these social businesses: Grameen Danone Foods Limited in Bangladesh and *Nutrigo* in China. As of December 31, 2025, the total investments in these businesses came to €18.4 million for the Danone Communities FPS fund (compared to €17.9 million as of December 31, 2024).

Providing access to safe drinking water for vulnerable people and communities

Through the Danone Impact Journey, the Group is committed to having a positive impact on the health of vulnerable populations and communities, supporting social businesses that provide safe drinking water at an affordable price.

Danone and the international impact manager Incofin have launched the pioneering Water Access Acceleration Fund (W2AF) in 2023, with public and private partners, building on 15 years of expertise on water access through Danone Communities.

Overall, the social businesses supported or previously supported in their early stages by Danone Communities and the W2AF provided daily access to safe drinking water to 24.7 million people around the world in 2025, representing 10.6 billion liters of water (compared to respectively 20.8 million people and 8.2 billion liters in 2024).

4.1.6.2 Danone Ecosystem

In 2009, Danone created the Danone Ecosystem Fund (*Fonds Danone pour L'Ecosystème*), a French endowment fund aiming to strengthen and expand general interest activities within the Danone ecosystem, with initial funding of €100 million. This endowment fund was closed at the end of 2025.

In 2022, Danone Group established Danone Ecosystem, a French "loi 1901" non-profit association. This new status includes a governance structure with external members to enhance Danone Ecosystem's approach and amplify its impact. With an initial funding of €2 million, it continues to serve the public interest within the ecosystem where Danone operates. In 2024, Danone Group further accelerated the association's efforts by contributing an additional €50 million.

Since their inception, the Danone Ecosystem Fund and Non-Profit association (together, "Danone Ecosystem") have developed 104 projects together with 92 Non-Profit Organizations as partners, all with the objective of strengthening inclusion and environmental sustainability. Danone Ecosystem's support provides organizational knowledge, technical expertise and support responding to local challenges such as the transition to sustainable and regenerative agriculture practices, watershed protection, as well as waste collection and recycling management. Projects deliver public interest benefits and aim at ensuring systemic change for more sustainable and inclusive models, within Danone's ecosystem. At the end of 2025, Danone Ecosystem was supporting 13 active projects across Europe, Asia, Africa and Latin America.



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4.1.6.3 Livelihoods Carbon Funds

Created in 2011, the Livelihoods Carbon Fund (LCF) is an impact investment fund, in the form of a SICAV-SIF (*Société d'Investissement à Capital Variable-Fonds d'Investissement Spécialisé*: Investment Company with Variable Capital – Specialized Investment Fund), dedicated to restoring natural ecosystems and delivering carbon credits with a strong social, environmental and economic impact to its investors. It seeks to invest in three types of projects in Africa, Asia and Latin America: (i) restoration and preservation of natural ecosystems; (ii) agroforestry and soil restoration through regenerative agricultural practices; and (iii) access to rural energy to reduce deforestation and toxic smoke for rural households. The carbon credits generated by the fund are certified, then allocated to its investors in proportion to their investments. As such, the Livelihoods Carbon Fund fights against climate change while improving living conditions for local communities.

Building on the results achieved by the Livelihoods Carbon Fund created in 2011 by ten private investors, in 2017, eight of these investors created a second compartment to accelerate their efforts in the fight against climate change and protect vulnerable people. As of December 31, 2025, investors have pledged to invest:

- a total of €45.9 million (with Danone accounting for €16.7 million of that amount) in compartment LCF1, which currently supports seven active projects (out of a total portfolio of nine projects, as two projects have been completed as planned);
- a total of €65.8 million (with Danone accounting for €25 million of that amount) in compartment LCF2, which currently supports nine active projects.

Capitalizing on the ten-year experience of the LCF SICAV SIF Fund, a new investment fund, the Livelihoods Carbon Fund 3 – Livelihoods Carbon Fund SICAV-RAIF (SICAV-RAIF: Reserved Alternative Investment Fund) ("LCF3"), was created in 2021 with 15 corporate and financial investors, representing a total of commitments of €159 million (with Danone accounting for €30 million of that total amount). This new LCF3 Fund finances large-scale projects supporting rural communities in their effort to preserve or restore their natural ecosystems and improve their livelihood through sustainable farming practices. As of December 31, 2025, nine projects had been approved by the Fund.

4.1.6.4 Livelihoods Fund For Family Farming

The Livelihoods Fund for Family Farming (L3F) was launched by Danone and Mars Inc. in 2015 and joined by Veolia and Firmenich in 2016. It enables companies to secure their supply, both in terms of quality and quantity by granting smallholder farmers access to more sustainable practices, including agroecological transition models such as agroforestry and regenerative agriculture, and higher revenues, due to (i) sustained yields & production costs reduction, (ii) crop & income on-farm diversification and good connections with markets. These projects therefore help to preserve agro-ecosystems through farming practices that combine productivity and respect for the environment. As of December 31, 2025, following Veolia exit in 2025, investors have pledged to invest a combined total of €33.9 million in the Livelihoods Fund for Family Farming, with Danone accounting for €30 million of that amount. To date, the fund's investment committee has approved 11 projects focusing on coconut (representing two projects), vanilla, shea, watershed protection (representing two projects, one in Mexico and the second in Brazil), palm, cocoa, and dairy feed.

4.2 SUSTAINABILITY STATEMENT – GENERAL DISCLOSURES (ESRS 2)

4.2.1 BASIS FOR PREPARATION

4.2.1.1 General basis for preparation of the sustainability statement

Sections 4.2 *Sustainability statement – General Disclosures (ESRS 2)* to section 4.6 *Auditor CSRD report* have been prepared based on the European Corporate Sustainability Reporting Directive (CSRD) and the associated European Sustainability Reporting Standards (ESRS).

The consolidation scope used in the application of the CSRD includes all Danone subsidiaries that are fully consolidated for the preparation of the consolidated financial statements, *i.e.*, those subsidiaries over which Danone holds, directly or indirectly, exclusive control.

The sustainability statement covers Danone's upstream and downstream value chain. Upstream, Danone's value chain mainly relies on agriculture and the sourcing of raw and packaging materials. Downstream, Danone relies on a diversified distribution model adapted to the needs of different markets.

Danone has not used the option to omit specific pieces of information corresponding to intellectual property, expertise or the results of innovation, or of upcoming developments or matters under negotiation.

4.2.1.2 Reporting scope and disclosures related to specific circumstances

Specific circumstances

In 2025, Danone has completed the acquisitions of majority stakes in:

- The Akkermansia Company, a Belgian pioneer in the field of biotics, strengthening its commitment to gut health and research in the field of next generation biotics;
- Kate Farms, an American company specializing in medical and everyday nutrition, based on organic, plant-based ingredients, enhancing its specialized nutrition offerings in the United States.

No significant impacts to be reported in the 2025 sustainability statements were identified.

Value chain estimations

Sustainability reporting requires management to make estimates to prepare certain metrics related to the value chain. The main estimates are related to scope 3 emissions and packaging. Details of these estimates are set out under the section on each related ESRS.

Outcome uncertainty

The above-mentioned estimates are based on the information available and the conditions in force at the end of the period concerned. Actual amounts may differ from those estimates.

Disclosures stemming from local legislation or generally accepted sustainability reporting pronouncements

Climate change

Danone's climate change disclosures align with the recommendations of the Taskforce on Climate-Related Financial Disclosures (TCFD). The main sections of this Universal Registration Document with disclosures related to these recommendations are: 4.2.2.1 *Composition of Danone's governance bodies, their roles and responsibilities and access to expertise and skills with regard to sustainability matters* and 4.2.5 *Impact, risk and opportunity management* in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*, and 4.3.1.1 *Material impacts, risks and opportunities related to climate change* and section 4.3.1.2 *Material impact, risk and opportunity management* in section 4.3.1 *Climate change (ESRS E1)*, section 4.3.2 *Pollution (ESRS E2)*, section 5.1 *Governance bodies* and section 1.6 *Risk factors*.

Danone follows the GHG Protocol for its GHG emissions reporting.

4.2.1.3 Specific context

This report on the Danone Group's sustainability information, which is an integral part of the Group's management report as required by Article L.233-28-4 of the French Commercial Code (hereinafter the "Sustainability Statement"), has been prepared and drawn up in accordance with the applicable requirements set out in the European Sustainability Reporting Standards (ESRS) and in Article 8 of Regulation (EU) 2020/852 for Taxonomy information.

This report was drawn up based on the information and knowledge available at the time of writing, in the context of the second year of application of the Corporate Sustainability Reporting Directive (CSRD) requirements, and in a regulatory environment that remains unstable. Indeed, the Omnibus package revises and simplifies the existing ESRS. The revised Set 1 is expected to be adopted by the European Commission in 2026, taking into account the technical advice submitted by EFRAG on December 3, 2025. More specifically for "wave 1" companies, the "Quick Fix" Delegated Regulation, which entered into force in mid-November 2025, extends the transitional provisions for at least fiscal year 2025.

In broad terms, implementing the CSRD within a large international group with different activities in a large number of countries, and an extensive value chain, remains a complex exercise. It involved a large number of teams and required the overhaul of impact assessment processes, the introduction of new data collection and analysis tools, as well as modifications with regard to corporate governance. Implementing the CSRD was also complicated by uncertainties relating to certain terms and definitions used in the ESRS, in the context described above.



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For Danone in particular, this Sustainability Statement should be read in the light of the following specific contextual information:

- ongoing uncertainties regarding the applicability of certain data points and calculation methodologies as provided for in ESRS for reporting on the Group's control of systems covering impacts, risks and opportunities;
- unavailability of certain information required by ESRS at December 31, 2025 due to the lack of common or shared guidelines within the sector, or the lack of maturity of reporting tools when it comes to isolating and processing information.

Given the context of evolving market practices and recommendations, and based on a better understanding of these new regulations and standards, the Group may review certain reporting and communication practices in the Sustainability Statements it issues in respect of future periods.

Similarly, certain estimates may be refined in future reporting periods as more relevant information becomes available. Certain estimation methods may also be modified or adapted in line with changes in market practices.

In addition, the data collection process is set to become increasingly robust every year as data collection and analysis tools become more powerful.

The Group's internal control systems for the preparation of sustainability information, and more specifically, newly reported information, will be progressively improved based on the experience gained during the previous reporting periods.

The Group also plans to periodically review and refine its process for assessing the materiality of the impacts, risks and opportunities associated with its activities.

In line with its longstanding commitment to stakeholder transparency, the Group is committed to continuously improving its reporting and communications to take account of new standards, EFRAG guidelines and emerging market best practices.

4.2.2 GOVERNANCE

4.2.2.1 Composition of Danone's governance bodies, their roles and responsibilities and access to expertise and skills with regard to sustainability matters

Sustainability is embedded in Danone's entire organization. All functions therefore support the sustainability ambition and journey through their specific fields of expertise and action. Danone has put in place a sustainability governance structure to ensure overall consistency and efficient decision-making for its key sustainability topics (including all material impacts, risks and opportunities), as described below.

Corporate governance bodies	Key sustainability responsibilities
Board of Directors	Responsible for the review of sustainability matters, including strategy, commitments, main targets, and policies. Action plans and progress, as well as focuses on specific topics and policies, are regularly on the Board of Directors' agenda.
Board of Directors' CSR Committee	Responsible for the review of sustainability strategy, commitments, policies, action plans and progress, sustainability reporting, sustainability ratings and rankings, and stakeholders' expectations on sustainability topics.
Board of Directors' Audit Committee	Responsible for the monitoring of (a) the sustainability reporting process, including the double materiality assessment process, (b) the performance of the certification of the sustainability information by the sustainability auditors.
Board of Directors' Governance, Nomination & Compensation Committee	Responsible for proposals to the Board of Directors with regards to the compensation for corporate officers, including the financial and sustainability performance criteria for the variable compensation
More information on the Board of Directors and its Committees is available in section 5.1 <i>Governance bodies</i> in section 5 <i>Corporate Governance</i> .	

Internal governance bodies	Key sustainability responsibilities
Executive Committee	Responsible for setting the sustainability strategy and reviewing the sustainability goals (Danone Impact Journey), roadmaps, action plans and progress, as well as focus on specific topics and policies, under the leadership of the Chief Sustainability and Strategic Business Development Officer. Moreover: ■ the two following pillars of the Danone Impact Journey: Health through Food and People & Communities topics are overseen by the Chief Human Resources, Research & Innovation, Quality and Food Safety Officer; ■ the following pillar of the Danone Impact Journey: Nature topics are overseen by the Chief Operations Officer; ■ resource allocation on sustainability topics is overseen by the Deputy CEO, Finance, Technology and Data; ■ compliance, advocacy, and engagement topics are overseen by the General Secretary.
Sustainability Leaders	The Chief Sustainability Officer and the VP Investor Relations and Sustainable Finance are responsible for piloting the sustainability agenda, with the Danone Impact Journey Pillars Leaders.
Danone Impact Journey Pillars Leaders	Operational oversight of the Danone Impact Journey is assigned by the Executive Committee as follows: ■ the Health through Food agenda is led by the SVP R&I Medical and Nutritional Science; ■ the Nature agenda is led by the SVP Cycles & Procurement (scope 3) and SVP Global Operations Excellence (scopes 1&2); ■ the People & Communities agenda is led by the VP Social Dialogue and Social Fundamentals.
Global Impact Steering Committee	Responsible for defining the sustainability strategy to be validated by the Executive Committee, tracking and steering the implementation of the Danone Impact Journey, as well as overseeing and guiding Danone's sustainability reporting and reputation. It comprises top management representatives from the functions involved in the journey, including sponsors from the Executive Committee. In 2025, the former Global Engagement Committee was merged into the Global Impact Committee.
Zone Steering Committees	Responsible for ensuring progress is made towards targets and that the Danone Impact Journey is properly implemented in each zone.
Sustainability Due Diligence Committee	The Chief Sustainability Officer and the Senior Vice President, General Counsel, Regulatory Affairs and Compliance co-chair the committee, which is responsible for overseeing the Group's strategy and compliance with sustainability due diligence legislation. This includes ensuring compliance with all obligations under Article L.225-102-1 of the French Commercial Code (Code de commerce) concerning the duty of vigilance.
Risk Committee	Oversight for an integrated strategic risk mapping process at Group level, which covers (i) a strategic, operational and structural risks assessment (including sustainability risks), and (ii) mitigation plans. Its members are senior executives from key functions within Danone. More information on Danone's strategic risks policy is available in section 1.6 <i>Risk factors</i>.
Corporate Policies & Positions Committee	Oversight of all of Danone's global policies and positions.

More information on the Board of Directors is available in section 5.1 *Governance bodies* and 5.2 *Positions and Responsibilities of the Directors* in section 5 *Corporate Governance* and more information relating to the integration of sustainability-related performance in incentive schemes is available in section 5.3 *Compensation and benefits of governance bodies* and section 5.4 *Detailed information on long-term compensation plans* in section 5 *Corporate Governance*.



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4.2.2.2 Risk management and internal controls over sustainability reporting

Data collection

To ensure that the indicators across the reporting scope are consistent, reporting guidelines for social, safety, environmental, and health and nutrition data, as well as qualitative information collected through the Danone Way program ⁽¹⁾ are communicated and updated annually following data consolidation and feedback from contributors. These guidelines specify the methodologies for reporting the indicators, including definitions, methodology principles, calculation formulas, and standard factors.

Risk management and internal controls over sustainability reporting

More information on risk management and internal control for the full Group, including for sustainability reporting, is available in section 1.6 *Risk factors* and section 1.7 *Control Environment* respectively, in section 1 *Overview of activities, risk factors*.

4.2.3 DANONE'S ACTIVITIES

Danone operates in growing, healthy and on-trend categories of the food and beverage sector, across the Essential Dairy & Plant-Based (EDP), Waters and Specialized Nutrition categories. These categories are presented in section 1.1 *Presentation of Danone*.

In 2025, Danone operated in five geographical zones: Europe; North America; Latin America; China, North Asia and Oceania; and Asia, Middle East & Africa. These markets are presented in section 1.1 *Presentation of Danone* in section 1 *Overview of activities, risk factors*. Danone has 88,670 employees, and the breakdown by geographical area is presented in section 4.4.1 *Own workforce (ESRS S1)*.

To operate, Danone relies mainly on science, and on agricultural inputs presented in more detail in section 4.3.5 *Resource use and circular economy (ESRS E5)*. Danone serves different types of consumers and patients, as outlined in section 4.4.4 *Consumers and patients (ESRS S4)*.

The material impacts, risks and opportunities regarding Danone, and how these relate to Danone's activities, are presented in the sections on each ESRS.

4.2.4 INTEREST AND VIEWS OF STAKEHOLDERS

For over 50 years, Danone has been committed to creating a positive impact through its Dual Project, which integrates economic and social goals. By collaborating with a diverse ecosystem of stakeholders, the Group aims to build a more sustainable and resilient future. Collaboration not only strengthens relationships but also ensures that Danone creates value for its stakeholders, driving both profitability and social, societal and environmental responsibility.

Stakeholder governance ensures a structure that fosters value creation for all stakeholders over the long term through dialogue, enhanced accountability and transparency. This governance embodies Danone's core principles of stakeholder engagement, emphasizing the need for balanced decision-making processes that consider stakeholder interests and maintain regular dialogue. This is integral to ensuring Danone's business is sustainable in the long-term.

Danone engages with stakeholders globally, regionally, and locally to understand their expectations and how Danone's decisions and operations impact the communities and environment in which the Group operates.

In 2024, Danone drew up a Stakeholder Engagement Policy, applicable to all employees in decision-making positions, subsidiaries, and markets. This policy outlines Danone's key stakeholder groups and the process by which the Group gathers and considers feedback, and how their voices are taken into account in Danone's decision-making.

Danone actively seeks stakeholder feedback when developing policies, positions and commitments on key issues such as climate change or human rights. This feedback informs Danone's positions and action plans, which are regularly reviewed by Danone's executive leadership. Danone's commitment to creating shared value and fostering collective action with stakeholders underpins the Group's efforts as it fulfilled its goal towards global B Corp™ certification.

Additionally, Danone ensures stakeholder interests and considerations are represented through Board oversight, particularly via the CSR Committee. Danone's double materiality assessment incorporates perspectives from a diverse range of stakeholders. The outcome has also been presented to the Audit Committee, with a plan to regularly review the results, considering both internal and external stakeholders' perceptions.

⁽¹⁾ Danone Way is a sustainability management program underpinned by an annual self-assessment campaign, used to identify, measure and in turn enhance the sustainability commitments and progress of local Country Business Units, in line with global sustainability commitments and priorities. This program is also used to measure Country Business Unit implementation of topics deemed as material to Danone, and essential to its operational integrity and maintaining Danone's license to operate.

Stakeholder Group	Engagement channels	Example initiatives	ESRS coverage
Civil Society and Other Organizations	Industry Bodies	■ Contribution to international climate efforts and regenerative landscape initiatives under coalitions such as the COP28 Action Agenda lead by the World Business Council for Sustainable Development, of which Danone is a member. ■ Participation in water-focused platforms, including, the Water Resilience Coalition to support sustainable water governance and collective watershed preservation. ■ Engagement in the Consumer Goods Forum Plastic Waste Coalition to pursue voluntary and transparent initiatives to improve plastic collection and recycling, and work in partnership with the Human Rights Coalition.	All
	■ Strategic partnerships ■ Co-design of projects ■ Regular consultations ■ Participation in multi-stakeholder coalitions ■ Danone Ethics Line (DEL)	■ Contribution to the Business Coalition for a Global Plastics Treaty in collaboration with the WWF to advocate for a legally binding UN agreement on plastic pollution. ■ Partnership with the Ellen MacArthur Foundation, including renewed signatory of the Global Commitments and active member of the Business Coalition for a Global Plastics Treaty.	
	Non-Governmental Organizations (NGOs)	■ Consultation of NGOs such as the Earthworm Foundation and the Fair Labor Association to inform human rights risk assessments and/or mitigation plans. ■ Methane leadership through pre-competitive collaborations such as the Dairy Methane Action Alliance (DMAA) and active participation in the Global Methane Hub's Enteric Fermentation R&D Accelerator, driving innovative solutions toward commercialization for dairy farmers worldwide. ■ Participation, co-funding and Board membership in L3F Livelihoods Fund.	All
Academia and Scientific Bodies		■ Research on ecosystem dependencies and high-impact commodities using tools such as the WWF Biodiversity Risk Filter and State of Nature indicators to support water and biodiversity programs.	
	■ Joint research initiatives ■ Participation in scientific networks ■ Expertise sharing ■ Open-source platforms ■ Collaboration on socially oriented projects ■ Danone Ethics Line (DEL)	■ Development of water stewardship practices through a long-standing network of hydrogeologists and agronomists focused on water processing and treatment, such as the Ramsar Convention on Wetlands whose aim is to facilitate and promote the sustainable conservation and wise use of wetlands as ecosystems. ■ Collaboration with universities to co-develop social impact projects and gather insights on community needs across the value chain.	All



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Stakeholder Group		Engagement channels	Example initiatives	ESRS coverage
Affected Communities		- Community partnerships - Country Business Unit (CBU) consultations - Community funds - Dialogue with NGO representatives - Danone Ethics Line (DEL)	- Implementation of stakeholder-inclusive engagement processes by sites and factories to understand and address communities' environmental and social concerns: Citizen Factories project. - Membership of Fair Circularity Initiative (FCI) to support different stakeholders in the plastics value chain. - Inclusion of factors relating to indigenous peoples and traditional practices in biodiversity and regenerative agriculture programs.	E2E3 E4E5 S3
	Public Authorities and Political Decision-Makers	- Policy dialogues - Participation in industry working groups - Specific compliance reporting - Responsible lobbying - Danone Ethics Line (DEL)	- Engagement with EU institutions through initiatives such as the EU Pledge on Responsible Marketing and the European Union Deforestation Regulation - Collaboration in the UN Treaty on Plastics and with Ellen MacArthur Foundation to advocate for improved packaging and plastics policy including harmonized rules for countries. - Coordination with scientific and regulatory bodies in the EU, US and China to support standard-setting on food safety, human rights, and sustainability reporting. - Engagement for stronger climate public policy including attending discussions at COP30 in Brazil to promote solutions for agricultural mitigation and adaption with partners such as WBCSD and Dairy Methane Action Alliance. - Engagement with EU and U.S. governments to support farming suppliers to transition to regenerative agriculture practices.	E1E2 E3E5 S3S4 G1
Own Workforce	Employees	- Structured training programs - Team workshops - Digital platforms - Employee surveys - Regular dialogue with HR representatives, labor unions and employee representative bodies - Danone Ethics Line (DEL)	- Ongoing central and local social dialogue, strengthened by development programs to upskill Danone employees. - Deployment of a platform to provide global access to e-learning resources (Campus X). - Collection of employee feedback and engagement through the Danone People Survey (DPS). - Rollout of human rights awareness training through interviews and workshops as part of the salient human rights impact assessment and due diligence process.	S1G1
	External workforce	- Team workshops - Interviews as part of Danone site audits - Danone Ethics Line (DEL)	- Rollout of human rights awareness training through interviews and workshops as part of the salient human rights impact assessment and due diligence process. - External workers included in the own operations due diligence process as a result of salient human rights impact assessment.	S1

Stakeholder Group		Engagement channels	Example initiatives	ESRS coverage
Workers in the value chain	Farmers and Agricultural Partners	- Long-term contractual partnerships (Cost Performance Model Contracts) - Co-development of projects - Direct financial support and training sessions - Danone Ethics Line (DEL)	- Engagement with farmers, including smallholders, in the Regenerative Agriculture Program, which protects biodiversity and supports the transition towards more resilient agricultural models. - Establishment of long-term CPM contracts to enhance visibility on food and milk pricing and improve financial resilience. - Launch of the Danone Milk Academy to equip dairy farmer partners with the knowledge and tools they need to adapt and thrive as modern, resilient businesses. - Engagement with strategic partners such as Corteva and Zoetis as part of the Partner for Growth program. Agricultural sustainability is one of the identified pillars of collaboration under the Partner for Growth.	E1 E2 E3 E4 E5 S2
	Suppliers and Sub-Contractors	- Environmental and social risk assessments - Human rights due diligence - Third-party audits - Co-developed action plans - Capacity-building workshops - Danone Ethics Line (DEL)	- Implementation of the RESPECT program to assess and monitor suppliers' environmental and social performance through third-party audits. - Collaboration with key suppliers to co-develop circular packaging solutions, involving internal coordination across procurement, R&I, and operations teams and guided investments with partners for manufacture of recycled materials for incorporation in Danone products. - Partnership with the Road Transport Due Diligence Foundation (RTDD) to support supply chain transparency and better working conditions for truck drivers. - Incorporation of decarbonization plans through Danone's dairy ingredients Supplier Engagement Program.	E1 E2 E3 E4 E5 S2
Consumers and Patients	Consumers and patients including end consumers, healthcare institutions and retailers	- Local contact centers and consumer feedback channels - Educational campaigns - Co-development initiatives - Specialized medical sessions - Danone Ethics Line (DEL)	- Engagement through local contact centers, surveys, and ethical channels to co-develop quality and food safety strategies aligned with the standards and methodologies. - Collaboration with consumers, patients and other stakeholders through 360° reviews and consultations to shape the "Health through Food" ambition. - Joint development of circular packaging initiatives such as reuse and return systems with retail and hospitality clients.	E1 S4
	Shareholders, Investors, Other financial stakeholders (analysts, regulators)	- Annual Shareholders' Meeting - Investor communications and events - Regular exchanges with investors and financial analysts - Impact investment partnerships - Regulatory and voluntary publications	- Participation in non-financial ratings and ESG rankings to support transparency and continuous improvement in sustainability performance. - Dialogue with investors through analyst presentations, roadshows and publication calls to respond to financial and sustainability-related topics. - Organization of the Annual Shareholders' Meeting, including open Q&A sessions with management and responses to written questions from shareholders.	All

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4.2.5 IMPACT, RISK AND OPPORTUNITY MANAGEMENT

In 2024, Danone updated its materiality assessment to meet new regulatory requirements based on the European Corporate Sustainability Reporting Directive (CSRD) and the associated European Sustainability Reporting Standards (ESRS) published in the Official Journal of the European Union in December 2023, which require sustainability reporting to be based on the double materiality concept.

The double materiality assessment was conducted from May 2023 to February 2024 and was subsequently reinforced through external stakeholder consultations from March to July 2024. The materiality assessment was concluded with an approval meeting with Danone's Global Engagement Committee in December 2024. In 2025, Danone updated its materiality assessment to align with market practices. This update was approved by the Global Impact Committee (into which the Global Engagement Committee was merged) in September 2025, and presented to the Audit Committee in February 2026.

4.2.5.1 Double materiality assessment

The relevant sustainability matters for assessment were identified based on ESRS topics, sub-topics and sub-sub-topics, Danone's historic material topics, peer practices and recognized industry standards.

The sustainability matters were then translated into gross impacts, risks, and opportunities, based on the activities, value chain and products and services sold by Danone.

The identification process was largely based on Danone's existing risk mapping (e.g. the Group's annual strategic risk mapping, the Vigilance Plan in section 4.7 *Vigilance plan*), Danone's answers to CDP's climate, water and forest questionnaires, and existing studies.

The gross impacts, risks and opportunities were then reviewed and assessed by Danone's internal experts. The experts used different tools and studies presented in each ESRS to identify and assess the material impacts, risks and opportunities.

Impact materiality assessment

Sustainability-related impacts are defined as the effects companies have or could have on the environment and people, including effects on their rights, as a result of the undertaking's activities or business relationships. Impacts indicate companies' contributions, negative or positive, to sustainable development. The materiality of these impacts has been assessed on a gross basis, meaning before any actions or management measures implemented by Danone.

The materiality of the potential and actual impacts was assessed by the relevant internal experts for the sustainability matters they oversee using four variables required by the ESRS: scale, scope, irreversibility (those 3 measuring severity) and probability. Regarding potential negative impacts on human rights, the severity criteria takes precedence over the probability criteria.

Financial materiality assessment

Sustainability-related financial risks and opportunities are defined as uncertain environmental, social or governance events or conditions that, if they were to occur, could have a potential material negative or positive financial effect on companies' business models, strategy and sustainability strategy and their capability to achieve their goals and targets and to create value, and may therefore influence their decisions and their business relationships with regards to sustainability matters. These risks and opportunities are gross, *i.e.*, before any actions taken by Danone (and therefore differ from the risk resulting from the analysis conducted for section 1 *Overview of activities, risk factors* in this Universal Registration Document).

Financial materiality was assessed using three parameters: current financial effect, long-term financial effect and likelihood. Financial effects were classified according to Danone's internal rating framework to map strategic risks.

Two types of experts were called upon to assess financial materiality:

- firstly, internal thematic experts assessed the risks and opportunities for the sustainability matters they oversee using the parameters described above;
- then, the teams that oversee financial topics within the Group, such as the Sustainable Finance, Strategy, Consolidation & Reporting teams, reviewed the financial materiality assessment results.

Final assessment

Once the impact materiality and financial materiality were assessed, the results were consolidated in order to obtain a global view and materiality thresholds were applied.

The materiality threshold was determined using a qualitative approach based on the importance of the information to stakeholders; continuity and alignment with the Group's strategy; and continuity and alignment with previous materiality assessments.

Validation process

The materiality assessment results were reviewed and validated by the Danone Impact Journey leaders and the Global Engagement Committee, then shared with the Audit Committee in April 2024 and with the Board of Directors in October 2024, before being published in Danone's Universal Registration Document. The process for nature-related risks took place until February 2025. In 2025, Danone updated its materiality assessment to align with market practices. This update was validated by the Global Impact Committee in September 2025 and presented to the Audit Committee in February 2026.

4.2.5.2 Impacts, risks and opportunities resulting from the double materiality assessment

	Type	Location in the value chain			ESRS coverage
		Upstream	Own operations	Downstream	
GHG emissions GHG emissions from facilities and the value chain, notably agricultural activities, contribute to climate change.	Negative impact	x	x	x	E1 E4
Climate risks related to milk in the supply chain (primarily water stress and heat stress) The main climate risk for the milk supply chain is water stress, which could impact crop yields for feed in certain regions. In addition, heat stress could decrease cow milk yields, especially in summer.	Risk	x			E1
Climate risks related to other priority agricultural ingredients Climate change and increased water scarcity, including the effects of drought, could have a negative impact on crop or tree yields.	Risk	x			E1
Acute & chronic hazards affecting sites (factories, warehouses, offices, co-manufacturing) Temperature-, wind-, water (drought) – and solid-mass-related (soil erosion, landslide, earthquake) climate hazards could cause damage to sites and lead to days of business interruption.	Risk		x		E1
Regulatory measures and retailer restrictions related to packaging Regulatory measures and retailer restrictions related to packaging represent a risk in the sense that they could impact the Group's license to operate. For example, they could result in increased costs associated with ensuring regulatory compliance, legal sanctions, bans and fines, and/or lower sales.	Risk			x	E1
Increased carbon pricing (direct and indirect) Increased carbon pricing could apply to the Group's value chain, as various carbon tax mechanisms and Emissions Trading Systems (ETS) are already in operation globally and could continue to develop in the future.	Risk	x	x	x	E1
Shift to plant-based alternatives Consumption of animal proteins (especially meat) could decrease as a result of the climate transition with a resulting increase in consumption of plant-based products. The pressure on overall consumption of animal protein products could create opportunities for the most nutritious and lowest footprint segments (e.g., yoghurt vs cheese).	Risk			x	E1
Pollution from own operations Effluent released into the natural environment from factories, especially organic content, and salinity, can have an impact on ecosystems. If not properly addressed, this can have a negative impact on the environment and the health of employees and local populations.	Negative impact		x		E2
Pollution from agricultural activities Agricultural activities related to fresh milk and crop production can have an impact on air, water and/or soil pollution notably as a result of manure management and excessive use of fertilizers and pesticides.	Negative impact	x			E2 E4 S3

	Type	Location in the value chain			ESRS coverage
		Upstream	Own operations	Downstream	
Pollution from logistics Logistics transportation generates emissions that can contribute to air pollution.	Negative impact	x	x	x	E2
Pollution from plastic packaging Mismanagement of plastic packaging end-of-life can lead to soil and water pollution, biodiversity deterioration and higher GHG emissions.	Negative impact			x	E2 E5 S3
Water use Use of water from surface and ground water sources, notably for agricultural and operating activities, can impact local water availability.	Negative impact	x	x		E3 E4 S3
Species loss Farming practices can be linked to intensive agriculture, which can contribute to species loss.	Negative impact	x			E4
Ecosystem changes Ecosystem changes (such as drought, heat, soil pollution, or biodiversity loss), along with more extreme weather events (such as cyclones or wildfires), could lead to risks for the Group, such as difficulties relating to crop production in its value chain, resulting in lower yields, increased costs, supplier changes, or the need to invest in research or switch crop types.	Risk	x			E4
Deforestation and land use change Sourcing activities can lead to deforestation and land use change due to farming expansion.	Negative impact	x			E4 E5
Virgin resource use for packaging The use of virgin raw materials in packaging can contribute to resource depletion, deforestation and increased GHG emissions.	Negative impact	x			E5
Food loss and waste Food loss and waste can occur during the production process, which can lead to wasted resources and to methane emissions when waste is sent to landfill.	Negative impact			x	E5
Forced labor Forced labor has significant physical, mental and economic impacts on individuals, leading to conditions of slavery, poverty and indebtedness infringing on the fundamental right to human dignity. Migrant and seasonal workers, and workers hired through labor agencies are particularly vulnerable to the risk of forced labor.	Negative impact	x	x	x	S1 S2
Child labor Child labor can deprive children of their childhood, potential and dignity, interfere with their education and be harmful to their physical and mental development. It can contribute to perpetuating cycles of poverty and exploitation.	Negative impact	x		x	S2
Discrimination and/or harassment A lack of inclusion and human rights violations can have a negative impact on working conditions, a significant impact on individuals' mental and physical health, and have wider social and economic impacts.	Negative impact	x	x	x	S1 S2

	Type	Location in the value chain			ESRS coverage
		Upstream	Own operations	Downstream	
Working hours and adequate rest Excessive working hours or failure to allow for adequate rest periods can lead to physical and mental health issues, an increased risk of workplace accidents, and difficulties in respecting workers' rights to a private and family life.	Negative impact	x	x	x	S1 S2
Adequate wage Workers who are not paid an adequate wage could be unable to meet some of their basic needs or those of their families. The enabling right to an adequate wage can have an impact on other human rights issues such as health and education.	Negative impact	x	x	x	S1 S2
Collective bargaining In some countries, workers' rights to freedom of association and collective bargaining are not recognized or implemented, which can undermine working conditions and contribute to other negative impacts such as inadequate wage, excessive working hours, discrimination and harassment.	Negative impact	x	x	x	S1 S2
Health, safety and well-being Workers can face physical and psychosocial health and safety risks, including incidents that could have serious consequences (work-related illnesses, stress, injuries or death) negatively affecting workers' abilities to conduct their work and earn a living in the long term, which also entails significant collective socio-economic impacts.	Negative impact	x	x	x	S1 S2
Risks related to workplace accidents In the course of Danone's operations and activities, workplace accidents could occur at certain sites, exposing its employees to injuries.	Risk		x		S1
Learning and development Inadequate investment in learning and development can hinder employees' ability to adapt to evolving skill requirements, negatively impacting their long-term employability and sense of achievement within the company.	Negative impact		x		S1
Reputation risk related to human rights violations Human rights violations within the value chain could impact Danone's reputation. Public alerts from the media, NGOs and whistleblowers could lead to negative publicity, resulting in a negative impact on sales and profitability.	Risk	x		x	S2
Regulatory scrutiny in the event of human rights violations Regulatory bodies may increase their scrutiny of Danone's operations and supply chains if human rights violations are detected. This could lead to enforcement actions, litigation risks and substantial penalties.	Risk	x		x	S2
Production disruption in the event of human rights violations Human rights violations within Danone's value chain could trigger strikes or worker protests, leading to lost working time and supply disruptions. Such disruption could decrease productivity, result in production stoppages, delay operations and cause financial losses.	Risk	x		x	S2

	Type	Location in the value chain			ESRS coverage
		Upstream	Own operations	Downstream	
Violations of land rights Violations of land rights by suppliers can lead to serious impacts on local communities and indigenous peoples. These impacts include: - the loss of access to land as a result of forced acquisitions or land disputes, potentially resulting in displacement without fair compensation and the loss of livelihoods or places of cultural significance; - environmental degradation or inadequate resettlement, affecting housing conditions and access to natural resources that are essential for subsistence; - threats or violence against land rights defenders, particularly in response to protests or advocacy activities.	Negative impact	x			S3
Food safety and quality Food safety and quality issues can lead to adverse health impacts, arising from hazards in raw materials, packaging or finished products (chemical and microbiological contaminants, nutrients, foreign bodies, or allergens) and product misuse.	Negative impact			x	S4
Risks to human health related to packaging Plastic packaging and additive materials used throughout the packaging lifecycle could present risks to human health.	Negative impact			x	S4
Reputational damage in the event of food safety and quality issues In the event of food quality or safety issues (spoilage, issues related to smell, taste or appearance, packaging defects, labelling...), Danone could suffer reputational damage leading to decreased market share and revenue loss.	Risk			x	S4
Product nutritional quality The development and commercialization of products that are aligned with consumer preferences and evolving nutritional needs has the potential to influence dietary habits by increasing consumption of healthier products and by contributing to more balanced diets.	Positive impact			x	S4
Supporting nutritional needs The development and commercialization of specialized nutrition products support individuals with specific medical conditions – during treatment, recovery, or over the course of long-term illnesses – and contributes to reducing nutritional deficiencies among consumers.	Positive impact			x	S4
Market share from healthy products An increase in consumer demand for healthier products may lead to an increase in the market share of companies offering such products.	Opportunity			x	S4
Regulatory scrutiny on nutritional quality Increased regulatory scrutiny could lead to exposure to significant enforcement, litigation or tax risks.	Risk			x	S4
Responsible marketing practices Marketing practices have the potential to positively influence consumer behavior by supporting healthier and more sustainable food choices. These practices can include providing interpretative nutritional information, promoting healthy lifestyles and diets, supporting breastfeeding, encouraging healthy hydration, marketing baby formula responsibly and offering flexitarian options.	Positive impact			x	S4

	Type	Location in the value chain			ESRS coverage
		Upstream	Own operations	Downstream	
Protection of whistleblowers Failure to provide secure and accessible whistleblowing mechanisms can discourage individuals from reporting unethical or harmful practices, allowing risks to go unaddressed. Without proper protection, whistleblowers can face retaliation, isolation, or emotional distress, which can undermine trust and hinder the early detection of issues related to ethics, compliance, or human rights.	Negative impact	x	x	x	G1
Misuse or breach of personal data Privacy and protection of personal data are fundamental individual rights. Breaches of the confidentiality, availability and integrity of personal data can have harmful impacts on individual rights and freedoms (e.g., discrimination, fraud, identity theft) and lead to breaches of compliance with relevant regulations and standards.	Negative impact	x	x	x	G1
Public sector and stakeholder engagement A lack of internal policy guidelines on responsible lobbying and advocacy practices, as well as inadequate engagement with the public sector and stakeholders (including governments, NGOs, and local communities), can significantly hinder progress on developing common solutions and sound policy-making to address key public health, social, and environmental issues.	Negative impact	x	x	x	G1
Poor animal welfare in the value chain Animals play an essential role in agriculture, particularly in the dairy industry. In livestock farming upstream of the agricultural value chain, overcrowding (which increases the risk of injury, disease, infection and stress), inadequate shelter or ventilation systems to protect against the elements, forced breeding practices and the use of growth hormones can have harmful impacts on animal welfare.	Negative impact	x			G1



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4.2.6 CROSS TOPIC DISCLOSURES

4.2.6.1 Danone's whistleblowing system: the Danone Ethics Line

Since 2017, the Danone Ethics Line (DEL) has enabled whistleblowers to report concerns about any existing or potential wrongdoings in breach of the Danone Code of Business Conduct or any of Danone's other policies (e.g., Compliance, Cybersecurity, Purchasing), but also applicable codes of practice or potential violations of laws and regulations, and more globally, any illegal behavior, inappropriate financial practices or activities posing an environmental or human rights risk.

The DEL is open to all stakeholders, including Danone's current and former employees, value chain workers (temporary agency workers, workers employed via external service providers, independent contractors), suppliers, local communities and any other third parties.

The DEL is available in 56 languages, 24/7 and all around the world, via the internet or phone, at: www.danoneethicsline.com.

Protection of whistleblowers

Danone ensures that whistleblowers are protected, as outlined in Danone's whistleblowing statement. This statement is available on Danone's website and on the homepage of Danone's whistleblowing system.

Having a secure platform protecting its users with the possibility to report anonymously can increase the number of concerns raised and therefore maximize the mitigation of potential problems.

As with all other policies and mandatory frameworks, Danone regularly reviews and improves the DEL.

Handling of reports

The Group has implemented detailed procedures to review all concerns raised, whether internal or external, in a prompt, independent and objective manner.

When there is enough information to investigate, the Global Compliance Integrity team and/or the Global Human Resources Compliance and Labor Law team (unless a whistleblower opts for a local review, as per EU law) then appoints an independent internal or external investigator.

Serious breaches are handled in collaboration with the Danone Ethics Line Committee ("DELC") for integrity matters, or the Chief Human Resources Officer, a member of the Executive Committee, for workplace-related issues, including human rights.

For workplace-related concerns raised by or concerning non-Danone team employees, the Human Resources compliance team will typically be assisted by the Human Rights and Sustainability (procurement) teams to process the concern.

Investigation and remediation for business conduct incidents

Any serious violations identified through the DEL and any non-conformities identified during the Group's controls and audits are remediated in collaboration with the appropriate internal experts within the Group. This work is overseen by either the General Secretary, or by the Chief Human Resources Officer, depending on the matter.

These remediation and/or mitigation plans may involve process improvements, disciplinary actions and sanctions, training and communication initiatives, and enhanced monitoring by the Compliance team in the form of a steering committee responsible for overseeing the implementation of corrective measures.

In addition, in 2025, Danone implemented its Human Rights Remediation Guidelines. More information on these guidelines is available in the Deploying Human Rights Due Diligence paragraph in section 4.4.1 *Own workforce (ESRS S1)*.

Monitoring of concerns and incidents

Any person raising a concern through the DEL receives an acknowledgment of receipt within seven days. Through the "internal reporter" section of the DEL, all whistleblowers are kept informed of the development of the investigation and receive a summary when the investigation is complete, confirming whether their concern was found to be substantiated and whether remediation has been carried out. If an investigation takes more than three months, whistleblowers are kept informed about the status of the investigation.

Concerns raised via the DEL are closely monitored and annual statistics are reported to the Corporate Compliance and Ethics Board, the Danone Ethics Line Committee and the Audit Committee of the Board of Directors every year.

4.2.6.2 Presentation of the policies

Danone's Policies	Key contents and general objectives	Scope	Most senior level accountable	Potential reference to third party standards	Availability of the policy	ESRS coverage
CLIMATE TRANSITION PLAN	Presents Danone's approach to achieving its 2030 science-based GHG emission reduction targets in line with a 1.5 °C trajectory, and to achieving Net-Zero and neutralizing residual emissions by 2050, based on eight levers: direct operations, milk, other ingredients, packaging, logistics, co-manufacturing, supplier engagement, and low carbon by design. The Climate Transition Plan (CTP) is presented in detail in the section on ESRS E1.	Own operations and value chain	Chief Sustainability and Strategic Business Officer ^(a) and Chief Operations Officer	SBTi	Danone's website	E1 E2 E4
REGENERATIVE AGRICULTURE PROGRAM	Sets out Danone's ambition towards regenerative agriculture based on three pillars: protecting soils, water, and biodiversity; empowering generations of farmers in the transition to regenerative agriculture, with a view to strengthening farm resilience and delivering positive impacts on nature (climate, soils, water, biodiversity) and farmers livelihoods; and promoting animal welfare.	Own operations and value chain for key ingredients: milk, oats, almonds, soy, certain fruits and vegetables	Chief Sustainability and Strategic Business Officer ^(a) and Chief Operations Officer	Sustainable Agriculture Initiative Platform's Regenerating Together Framework	Internal library	E1 E2 E3 E4 E5
CLEAN WATER STANDARDS	Prevent and limit water pollution resulting from its activities, by setting compliance KPIs and restrictions on treated wastewater discharges into the environment, based on nine indicators: Chemical Oxygen Demand (COD), Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS), total nitrogen (total N), total phosphorus (total P), oil & grease, conductivity, pH and temperature.	Own operations	Chief Sustainability and Strategic Business Officer ^(a) and Chief Operations Officer	US Clean Water Act, European Urban Wastewater Treatment Directive	Internal library	E2
PACKAGING POLICY	Addresses Danone's transition away from the use of virgin resources, including through a relative increase in the use of secondary (recycled) resources, as well as the sustainable sourcing and use of renewable resources, and the management of end-of-life.	Own operations and value chain	Chief Operations Officer and Chief R&I Officer	Ellen MacArthur Foundation's New Plastics Economy	Internal library	E1 E2 E5 S3
WATER POLICY	Sets out Danone's standards and commitments for an integrated, multi-stakeholder approach to sustainable water management, providing a foundation for the Group to preserve and restore watersheds where it operates and drive water footprint reduction across its value chain, while enhancing access to safe drinking water.	Own operations and value chain	Chief Sustainability and Strategic Business Officer ^(a) and Chief Operations Officer		Danone's website	E3 E4 S3
SUSTAINABLE SOURCING POLICY	Sets out Danone's standard across environmental, social and business ethics topics for Danone's suppliers (evolved from the Danone Sustainability Principles or DSP).	Tier 1 suppliers, excluding those covered by the DSP	Chief Sustainability and Strategic Business Officer ^(a) and Chief Operations Officer	OECD recommendations on risk-based due diligence approach	Danone's website	E1 E3 E5 S2 S3 G1
FOREST POLICY	Affirms Danone's commitment and action plan per key commodity to combat deforestation, land conversion and degradation by: aiming to deliver traceable and verified deforestation and conversion-free supply chain across priority direct commodities; supporting landscape that protect natural ecosystems and restoring or regenerating converted or degraded land.	Own operations and value chain	Chief Sustainability and Strategic Business Officer ^(a) and Chief Operations Officer	Accountability Framework Initiative (AFI)	Danone's website	E4 E5 S3
POSITION ON FOOD LOSS AND WASTE	States Danone's position on food loss and waste, provides updates on the progress made and areas where internal stakeholders can shape external engagement, and states the Group's priorities on food loss and waste to achieve its objectives.	Own operations	Chief Operations Officer	WRI's 123Pledge, United Nations Sustainable Development Goal 12.3	Internal library	E5
BATTLE AGAINST WASTE TOOLKIT	Supports Danone's factories by sharing best practices, to apply around 20 innovations and proven practices, identify losses and develop factory roadmaps that contribute to the global target on food loss and waste and to the internal financial performance of production sites.	Own operations	Chief Operations Officer		Internal library	E5

(a) From January 1, 2026, responsibility will be assumed by the General Secretary.

Danone's Policies	Key contents and general objectives	Scope	Most senior level accountable	Potential reference to third party standards	Availability of the policy	ESRS coverage
FOOD WASTE REPORTING GUIDELINES	Support food waste data collection during factory environmental reporting campaigns, including clarifying definitions of each indicator, providing information on scope (what should be included or not), and preventing potential errors.	Own operations	Chief Operations Officer	Food Loss and Waste Protocol (version 1.0 of June 2016), food waste hierarchy set out in United Nations (UN) Sustainable Development Goal 12.3	Internal library	E5
HUMAN RIGHTS POLICY	Affirms Danone's commitment to respecting and strengthening human rights throughout Danone's operations and value chain: ending exploitation, decent working conditions, respecting people in communities where Danone operates.	Own operations and value chain (business partners)	Chief Human Resources Officer and Chief Sustainability and Strategy Business Officer ^(a)	UNGPs, Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO Declaration of Fundamental Principles and Rights at Work, 10 Principles of the UN Global Compact	Danone's website	S1 S2 S3
SUSTAINABILITY PRINCIPLES	Set Danone's standards across the Social, Environmental and Ethical pillars for the Group and its Business Partners. The Implementation Note for Danone & Employees provides practical guidance for applying them within Danone's own operations. The Implementation Note for Business Partners extends these requirements to Danone's business partners.	Own operations and value chain	Chief Human Resources Officer and Chief Sustainability and Strategy Business Officer ^(a)	UN Universal Declaration of Human Rights, International Labor Organization Declaration on Fundamental Principles and Rights at Work	Danone's website	S1 S2 S3
GLOBAL ON-SITE EXTERNAL WORKFORCE POLICY	Sets out rules and standards for labor agency workers prohibiting notably payment of recruitment fees by workers.	Own operations and value chain	Chief Human Resources Officer		Internal library	S1
GLOBAL INCLUSION AND DIVERSITY POLICY	Underscores Danone's commitment to ensuring inclusiveness for all employees by prohibiting intimidation, bullying, harassment or mistreatment; encouraging the reporting of such behaviors with protection from retaliation; and regularly reviewing employment practices to ensure that the workplace remains inclusive.	Own operations and value chain	Chief Human Resources Officer	UNGPs	Internal library	S1
ANTI-HARASSMENT AND DISCRIMINATION POLICY	Reinforces the Global Inclusion and Diversity Policy on harassment and discrimination by prohibiting violence, bullying, harassment and discrimination, and encouraging the reporting of non-compliant/illegal behaviors.	Own operations	Chief Human Resources Officer	UNGPs	Internal library	S1
GLOBAL PARENTAL POLICY	Supports employees through all stages of parenthood and facilitates breastfeeding by providing adapted working conditions, flexible schedules, and health and nutrition advice.	Own operations	Chief Human Resources Officer	WHO guidelines, UNGPs	Internal library	S1
HEALTH, SAFETY AND WELL-BEING POLICY	Develops a culture of safety and well-being by emphasizing the importance of preventing accidents and promoting well-being through the WISE ² program.	Own operations	Chief Human Resources Officer and Chief Operations Officer		Danone's website	S1

(a) From January 1, 2026, responsibility will be assumed by the General Secretary.

Danone's Policies	Key contents and general objectives	Scope	Most senior level accountable	Potential reference to third party standards	Availability of the policy	ESRS coverage
QUALITY AND FOOD SAFETY COMMITMENTS	Guarantee to consumers, healthcare professionals and patients that the safety and nutritional quality of its products is embedded in its operations and ways of working.	Own operations and value chain	Chief Research, Innovation, Quality and Food Safety Officer		Danone's website	S4
FOOD SAFETY POLICY	Describes the principles, organization, and management system in place, enabling Danone to ensure product safety and brand reputation.	Own operations and value chain	Chief Research, Innovation, Quality and Food Safety Officer	ISO 22000, FSSC 22000	Internal library	S4
DANONE NUTRITIONAL TARGETS	Outline Danone's internal nutritional standards. These set out operational objectives for product development and define key nutrients to limit or encourage, adapted to food categories and target populations. The targets are applicable globally and across the portfolio. They are publicly disclosed, regularly updated and monitored throughout innovation, development, and reformulation processes.	Own operations	Chief Research, Innovation, Quality and Food Safety Officer	Food-based dietary guidelines and nutrition science	Danone's website and internal library	S4
DANONE POLICY ON MARKETING TO CHILDREN	Outlines the general principles for all Danone marketing communications to children. These take precedence over any voluntary local standards and regulations that are less stringent.	Own operations	General Secretary	ICC Code and Health Star Rating system, a government-endorsed nutrient profile model	Danone's website	S4
POLICY ON THE USE OF HEALTH & NUTRITION CLAIMS	Defines the nutritional profile criteria applicable to Danone products that display or communicate health or nutritional claims towards consumers.	Own operations	Chief Research, Innovation, Quality and Food Safety Officer	CODEX Alimentarius standards, and Health Stars Rating system, a government-endorsed nutrient profile model	Danone's website	S4
COMMUNICATION VALIDATION MANAGEMENT POLICY	Defines the rules and validation process to ensure compliant, responsible, credible, and accurate communications for Danone products and categories. It is applied across all communication channels.	Own operations	General Secretary	CODEX Alimentarius	Danone's website	S4
BABY FORMULA MARKETING STANDARDS	Outline responsible actions regarding Baby Formula marketing and set minimum standards in a consistent, clear, and transparent way. In countries where local laws and regulations are stricter than these standards, Danone also complies with the local requirements in addition to these standards.	Own operations	General Secretary	WHO, FTSE4Good Inclusion Criteria for the Marketing of Breast Milk Substitutes	Danone's website	S4
COMPLIANCE FRAMEWORK POLICY	Sets out the governance of the compliance program, including scope key principles, responsibilities and organization, compliance policies and compliance activities. It describes the whistleblowing mechanism, the Danone Ethics Line, and the process of handling such incidents and cases as well as governance in relation to data breaches. The policy also includes the requirements in relation to the compliance risk assessment process.	Own operations (i.e., all employees across all geographies, subsidiaries and controlled joint ventures)	Chief Compliance Officer		Internal library	G1

Danone's Policies	Key contents and general objectives	Scope	Most senior level accountable	Potential reference to third party standards	Availability of the policy	ESRS coverage
CODE OF BUSINESS CONDUCT	Covers several topics related to responsible practices, including anti-corruption, conflicts of interest, confidentiality, fraud, money laundering, interactions with government officials, international trade sanctions, competition, data protection, human rights, and the environment, and includes the protection of individuals who raise concerns.	Own operations	Chief Compliance Officer	Universal Declaration of Human Rights, Fundamental Conventions of the ILO, OECD Guidelines for Multinational Enterprises, UN Global Compact on human rights, labor standards, environmental protection and anti-corruption	Danone's website	G1
DISCIPLINARY CODE FOR BUSINESS CONDUCT BREACH	Ensures that the Group appropriately and fairly sanctions any unethical behavior, as well as any breaches of its Code of Business Conduct.	Own operations	Chief Human Resources Officer		Internal library	G1
INTEGRITY POLICY	Defines the rules and responsibilities governing the conduct of all Danone employees with respect to bribery and corruption, gifts and hospitality, sponsorship, donations, and grants, interactions with government officials and healthcare professionals, advocacy, conflicts of interest, money laundering, fraud, and third-party vetting.	Own operations	Chief Compliance Officer		Danone's website	G1
THIRD PARTY VETTING COMPLIANCE POLICY	Outlines the due diligence Danone performs on business partners to evaluate and, if necessary, address the potential risk they may pose to the Group, including concerns related to corruption, bribery, international trade sanctions, and any other criminal or unethical activity.	Value chain	Chief Compliance Officer		Internal library	G1
CODE OF CONDUCT FOR BUSINESS PARTNERS	Ensures that Danone's business partners comply with applicable laws on bribery and corruption, money laundering, unfair competition, and international trade sanctions.	Value chain	Chief Compliance Officer		Danone's website	G1
HEALTHCARE SYSTEM COMPLIANCE POLICY	Ensures that all interactions with healthcare professionals (HCPs) and healthcare organizations (HCOs) are conducted ethically, transparently, and in compliance with applicable laws and regulations, by outlining guidelines for maintaining proper documentation, books and records to ensure transparency and accountability, organizing events, contracting with HCPs, and offering sponsorships, grants and donations, and specific rules regarding gifts and hospitality to avoid conflicts of interest.	Own operations and value chain (i.e., all employees and contracted partners)	Chief Compliance Officer		Danone's website	G1
PERSONAL DATA PRIVACY POLICY	Updated in 2025, outlines the principles that all employees globally must adhere to when processing personal data of employees, consumers, patients and partners, ensuring compliance with data privacy standards. Its purpose is to guide Danone entities and third parties in responsible data handling, fostering transparency, accountability, and safeguarding individual rights while embedding a culture of privacy in every level of Danone's organization. Third parties are expected to adhere to equivalent principles when processing personal data on behalf of Danone.	Own operations	Chief Compliance Officer		Internal library	G1

Danone's Policies	Key contents and general objectives	Scope	Most senior level accountable	Potential reference to third party standards	Availability of the policy	ESRS coverage
ADVOCACY POLICY	Outlines Danone's approach to engaging with external stakeholders, including governmental and non-governmental entities, sets out the behaviors expected of its employees, emphasizes that all advocacy efforts must (i) be carried out with the interests of the consumer in mind and with the goal of meeting public health objectives and (ii) comply with the Code of Business Conduct and the Integrity Policy, in addition to all applicable national and international laws and regulations. The policy also describes how Danone's advocacy activities are monitored and the external reporting linked to its advocacy.	Own operations (i.e., all entities as well as external suppliers engaging in advocacy on behalf of Danone)	General Secretary		Danone's website	G1
STAKEHOLDER ENGAGEMENT POLICY	Outlines Danone's approach and key principles to ensure that all interactions with external stakeholders are conducted in an honest, fair and transparent way and promotes ongoing, interactive engagement processes to consider the integration of stakeholder feedback in Group decision-making.	Own operations (i.e., all employees who interact with specific groups such as authorities, policymakers, organizations, and customers, across all subsidiaries and markets)	General Secretary		Danone's website	G1
ANIMAL WELFARE POSITION PAPER	Sets out Danone's approach, ensuring the CIWF's Five Freedoms are upheld globally: freedom from hunger and thirst, by ready access to water and a diet to maintain health and vigor; freedom from discomfort, by providing an appropriate environment including shelter and comfortable resting areas; freedom from pain, injury and disease, by prevention or rapid diagnosis and treatment; freedom to express normal behavior, by providing sufficient space, proper facilities and appropriate company of the animals' own kind; and freedom from fear and distress, by ensuring conditions and treatment, which avoid mental suffering by providing appropriate shelter and avoid closed confinement (e.g., cages for hens and rabbits), ensuring regular access to food and water (both quantity and quality, promoting the responsible use of antibiotics (prophylaxis treatment practices), and monitoring and improving key health and behavioral welfare outcomes.	Own operations and value chain: dairy cows for fresh milk, poultry (laying hens, broilers, turkeys), lambs, beef cattle, ducks, calves, pigs, rabbits and fish (including finfish)	Chief Operations Officer	Compassion in World Farming (CIWF) Five Freedoms	Internal policy	G1

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4.2.6.3 Presentation of the Danone Impact Journey Phase 1 targets

PROGRESS & LEAD HEALTH THROUGH FOOD FOR CONSUMERS & PATIENTS

	KPI	Baseline year	Baseline value	Target year	Target	2023	2024	2025	ESRS coverage
Offer tastier and healthier food and drinks	Percentage of volumes sold of dairy, plant-based, water and aquadrink products rated ≥3.5 stars by the Health Star Rating	2022	88.0%	2025	≥85% ^(a)	89.2%	87.7%	87.8%	S4
	Percentage of volumes sold of kids dairy and plant-based products with ≤ 10g total sugars/100g	2022	58.0%	2025	>95%	62.2%	78.5%	98.5%	S4
	Percentage of volumes sold of toddlers' milk (1-3 yo) with ≤ 1.25g added sugars/100kcal	2022	99.0%	2025	>95% ^(a)	99.3%	99.0%	99.2%	S4
Promote healthier choices	Percentage of volumes sold of dairy, plant-based and aquadrink products with on-pack/online interpretative nutritional information	2023 ^(b)	40.5 ^(b)	2025	>95%	40.5%	71.5%	96.0%	S4
Provide positive nutrition & hydration for a healthier life	Percentage of volumes sold of kids dairy products fortified with relevant vitamins & minerals	2023 ^(c)	83.2% ^(c)	2025	≥85%	83.2%	89.8%	97.7%	S4
	Number of projects to address iron deficiency in children	2022	0	2025	5	2	4	8	-
	Number of people with access to safe drinking water ^(d)	2022	10.6m	2025	20m	12.7m	20.8m	24.7m	-
Invest in nutrition and hydration science and research	Number of scientific publications in peer-reviewed journals and/or presentations at scientific conferences, cumulated over the period 2023-2025	2023 ^(e)	108 ^(e)	2025	150	108	114 (222 cumulative)	127 (349 cumulative)	-

(a) Although the baseline already exceeds the 2025 target, the target aims to preserve and consolidate this strong performance, ensuring a predominantly healthy product portfolio.

(b) Before 2023, reporting focused on on-pack SKU-level information only, with no established process for online label. A new KPI reporting method was implemented in 2023.

(c) Following the 2022 country measurement and gap analysis, a revised baseline incorporating micronutrients relevance was defined, leading to a slight trajectory adjustment for 2023-2024.

(d) Thanks to the social businesses supported or previously supported by Danone Communities and the Water Access Acceleration Fund (W2AF).

(e) The methodology and KPI framework supported by governance and reporting systems were introduced during 2022-2023.

PRESERVE & REGENERATE NATURE

	KPI	Baseline year	Baseline value	Target year	Target	2023	2024	2025	ESRS coverage
Curb GHG emissions in line with 1.5 °C, leading the way on methane reduction	Percentage reduction in CO ₂ e emissions in line with SBTi 1.5 °C pathway ^(a)	2020	21,923 ktCO ₂ e	2030	(34.8)%	(7.5)%	(16.1)%	(21.0)%	E1 E4
	Net Zero ^(a)			2050 ^(b)					
	Percentage reduction in methane emissions from fresh milk in dairy products	2020	4,091 ktCO ₂ e	2030	(30.0)%	(13.3)%	(25.0)%	(29.8)%	E1
	Percentage reduction in scope 1 & 2 CO ₂ e emissions ^(a)	2020	1,044 ktCO ₂ e	2025	(36.0)%	(20.7)%	(34.5)%	(40.2)%	E1
Pioneer and scale regenerative agriculture, leading the way for regenerative dairy farming models	Volume of key ingredients Danone sources directly that comes from farms which have begun to transition to regenerative agriculture	2022	28.0%	2025	30.0%	38.0%	39.0%	42.0%	E1 E2 E4 E5
	Percentage of key direct commodities volume with Verified Deforestation & Conversion (vDCF) free status	2022	84.0%	2025	97% ^(c)	85.0%	93.0%	97.9%	E4 E5 S3
Preserve and restore watersheds where Danone operates and drive water footprint reduction across the value chain	Percentage of production sites with a 4R approach deployed	2020	49.3%	2030	100%	94.8%	99.3%	99.3%	E2 E3
	Percentage of total water intake of production sites located in highly water-stressed areas with a watershed preservation or restoration plan in place	2020	20.0%	2030	100%	53.0%	62.0%	71.9%	E3 E4 S3
Drive the transition to a circular and low-carbon packaging system and recover as much as Danone uses	Percentage of reusable, recyclable or compostable packaging	2020	81.2%	2030	100%	84.0%	85.0%	84.9%	E2 E5
	Reduction in the use of virgin fossil-based packaging	2020	605.3 kt	2030	(30.0)%	(3.0)%	(8.0)%	(8.1)%	E5
	Percentage of plastic packaging put on the market, recovered ^(d) by supporting the development of effective recycling systems	2022	57.0%	2040	100%	58.0%	60.0%	62.7%	E2 E5 S3
Cut waste across the value chain	Reduction in all food waste not fit for human consumption, animal consumption or biomaterial processing (like for like)	2020	24.3 kg/t	2030	(50.0)%	(19.8)%	(18.1)%	(10.4)%	E5

(a) Awaiting new SBTi standards, which may lead to adjusting current targets.

(b) Net Zero ambition is explained in section 4.3.1 Climate change.

(c) Danone's journey to achieve and maintain deforestation and conversion-free status on these direct key commodities (palm oil, soybeans, paper and board, cocoa) means at least a 97% verified deforestation- and conversion-free rate, due to the verification process and supply chain constraints. More information on these processes is available in section 4.3.5 Resource use and circular economy (ESRS E5).

(d) Recover means recycle or valorize through energy recovery the equivalent amount by weight of plastic packaging put on the market.

THRIVING PEOPLE & COMMUNITIES

	KPI	Baseline year	Baseline value	Target year	Target	2023	2024	2025	ESRS coverage
Make Danone a force for good by fostering a unique, inclusive and diverse culture and empowering Danoners for positive impact	Percentage of employees covered by B Corp™ certification	N/A ^(a)	N/A ^(a)	2025	95% ^(b)	68.0%	83.0%	98.0%	-
	Percentage of employees covered by Dan'Cares	N/A ^(a)	N/A ^(a)	2030	100%	98.0%	97.9%	97.8%	S1
	Percentage of women in senior leadership globally ^(c)	2022	42%	2030	40-60%	43.0%	44.0%	45.5%	S1
	Gender pay gap	2022	3.2%	2025	Closed ^(d)	2.1%	1.1%	1.1%	S1
	Inclusion index above peers	N/A ^(e)	N/A ^(e)	2025	Above peers	+2 pts	+2 pts	+2 pts	S1
Equip and empower communities (i.e., internal, external) with skills and capabilities of the future to thrive in a fast-changing economy	Percentage of employees with access to future skilling programs	N/A ^(a)	N/A ^(a)	2025	100%	N/A ^(f)	ongoing	100%	S1
	Percentage of key partners with access to future skilling programs ^(g)	N/A ^(a)	N/A ^(a)	2030	100%	N/A ^(f)	ongoing	15.0%	-
Champion a renewed social contract by fostering a prosperous and inclusive ecosystem, upholding human rights and pursuing social progress	Percentage of employees trained on the Danone Human Rights Policy ^(h)	N/A ^(a)	N/A ^(a)	2025	100%	N/A ⁽ⁱ⁾	ongoing	96.9% ^(j)	S1
	Percentage of suppliers ^(k) to which the Sustainable Sourcing Policy has been deployed (measured in percentage of spend)	2023	N/A ^(a)	2030	100%	N/A ^(l)	10.0%	20.0%	S2

(a) Unable to calculate this data when baseline defined.

(b) Over 95% of employees covered by certification, excluding M&A.

(c) Senior leadership includes executives (excluding Executive Committee) and directors, as per Danone classification.

(d) Closing the gender pay gap equals to a target of +/-3% by 2025. The 2025 data does not include US employees.

(e) Inclusion index introduced in 2023.

(f) Program designed in 2023.

(g) Key partners defined as being 10,000 dairy farmers and workers.

(h) Enabling due diligence to be deployed in Danone operations.

(i) E-learning designed in 2023 and launched in 2024.

(j) 96.9% completion achieved; remaining gap driven by practical issues leading to some training sessions being postponed.

(k) Suppliers with a direct commercial relationship with Danone (Tier 1), excluding farmers.

(l) Policy launched in 2024.

4.2.6.4 Correspondence of disclosure requirements

Disclosure requirement		Sections
ESRS 2 – GENERAL DISCLOSURES		
BP-1	General basis for preparation of sustainability statements	4.2.1.1 <i>General basis for preparation of the sustainability statement</i>
BP-2	Disclosures in relation to specific circumstances	4.2.1.2 <i>Reporting scope and disclosures related to specific circumstances</i>
GOV-1	The role of the administrative, management and supervisory bodies	4.2.2.1 <i>Composition of Danone's governance bodies, their roles and responsibilities and access to expertise and skills with regard to sustainability matters</i>
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	4.2.2.1 <i>Composition of Danone's governance bodies, their roles and responsibilities and access to expertise and skills with regard to sustainability matters</i>
GOV-3	Integration of sustainability-related performance in incentive schemes	4.2.2.1 <i>Composition of Danone's governance bodies, their roles and responsibilities and access to expertise and skills with regard to sustainability matters</i>
GOV-4	Statement on due diligence	4.2.3 <i>Danone's activities</i> and 4.7 <i>Vigilance plan</i>
GOV-5	Risk management and internal controls over sustainability reporting	4.2.2.2 <i>Risk management and internal controls over sustainability reporting</i>
SBM-1	Strategy, business model and value chain	4.2.3 <i>Danone's activities</i>
SBM-2	Interests and views of stakeholders	4.2.4 <i>Interest and views of stakeholders</i>
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	4.2.5 <i>Impact, risk and opportunity management</i>
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	4.2.5 <i>Impact, risk and opportunity management</i>
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	4.2.5 <i>Impact, risk and opportunity management</i>
ESRS E1 – CLIMATE CHANGE		
ESRS 2 GOV-3	Integration of sustainability-related performance in incentive schemes	4.2.2.1 <i>Composition of Danone's governance bodies, their roles and responsibilities and access to expertise and skills with regard to sustainability matters</i>
E1-1	Transition plan for climate change mitigation	4.3.1.2 <i>Material impact, risk and opportunity management</i>
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	4.3.1.1 <i>Material impacts, risks and opportunities related to climate change</i>
ESRS 2 IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	4.3.1.1 <i>Material impacts, risks and opportunities related to climate change</i>
E1-2	Policies related to climate change mitigation and adaptation	4.3.1.2 <i>Material impact, risk and opportunity management</i>
E1-3	Actions and resources in relation to climate change policies	4.3.1.2 <i>Material impact, risk and opportunity management</i>
E1-4	Targets related to climate change mitigation and adaptation	4.3.1.3 <i>Metrics and targets related to climate change</i>
E1-5	Energy consumption and mix	4.3.1.3 <i>Metrics and targets related to climate change</i>
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	4.3.1.3 <i>Metrics and targets related to climate change</i>
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	4.3.1.3 <i>Metrics and targets related to climate change</i>
E1-8	Internal carbon pricing	4.3.1.3 <i>Metrics and targets related to climate change</i>
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Not reported (phased in)

Disclosure requirement		Sections
ESRS E2 – POLLUTION		
ESRS 2 IRO-1	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	4.3.2.1 <i>Material impacts, risks and opportunities related to pollution</i>
E2-1	Policies related to pollution	4.3.2.2 <i>Material impact management</i>
E2-2	Actions and resources related to pollution	4.3.2.2 <i>Material impact management</i>
E2-3	Targets related to pollution	4.3.2.2 <i>Material impact management</i>
E2-4	Pollution of air, water and soil	4.3.2.2 <i>Material impact management</i>
E2-5	Substances of concern and substances of very high concern	Not reported (not material)
E2-6	Anticipated financial effects from pollution-related impacts, risks and opportunities	Not reported (phased in)
ESRS E3 – WATER AND MARINE RESOURCES		
ESRS 2 IRO-1	Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	4.3.3.1 <i>Material impacts, risks and opportunities related to water resources</i>
E3-1	Policies related to water and marine resources	4.3.3.2 <i>Material impact management</i>
E3-2	Actions and resources related to water and marine resources	4.3.3.2 <i>Material impact management</i>
E3-3	Targets related to water and marine resources	4.3.3.3 <i>Metrics and targets related to water resources</i>
E3-4	Water consumption	4.3.3.3 <i>Metrics and targets related to water resources</i>
E3-5	Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	Not reported (phased in)
ESRS E4 – BIODIVERSITY AND ECOSYSTEMS		
E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	4.3.4.1 <i>Material impacts, risks, dependencies and opportunities related to biodiversity and ecosystems</i>
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	4.3.4.1 <i>Material impacts, risks, dependencies and opportunities related to biodiversity and ecosystems</i>
ESRS 2 IRO-1	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	4.3.4.1 <i>Material impacts, risks, dependencies and opportunities related to biodiversity and ecosystems</i>
E4-2	Policies related to biodiversity and ecosystems	4.3.4.2 <i>Material impact and risk management</i>
E4-3	Actions and resources related to biodiversity and ecosystems	4.3.4.2 <i>Material impact and risk management</i>
E4-4	Targets related to biodiversity and ecosystems	4.3.4.3 <i>Metrics and targets related to biodiversity and ecosystems</i>
E4-5	Impact metrics related to biodiversity and ecosystems change	4.3.4.3 <i>Metrics and targets related to biodiversity and ecosystems</i>
E4-6	Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	Not reported (phased in)
ESRS E5 – RESOURCE USE AND CIRCULAR ECONOMY		
ESRS 2 IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	4.3.5.1 <i>Material impacts, risks and opportunities related to resource use and circular economy</i>
E5-1	Policies related to resource use and circular economy	4.3.5.2 <i>Material impact management</i>
E5-2	Actions and resources related to resource use and circular economy	4.3.5.2 <i>Material impact management</i>
E5-3	Targets related to resource use and circular economy	4.3.5.3 <i>Metrics and targets related to resource use and circular economy</i>
E5-4	Resource inflows	4.3.5.4 <i>Mandatory metrics related to resource use and circular economy</i>
E5-5	Resource outflows	4.3.5.4 <i>Mandatory metrics related to resource use and circular economy</i>
E5-6	Anticipated financial effects from material resource use and circular economy-related risks and opportunities	Not reported (phased in)

Disclosure requirement		Sections
ESRS S1 – OWN WORKFORCE		
ESRS 2 SBM-2	Interests and views of stakeholders	4.4.1.2 <i>Stakeholder engagement</i>
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	4.4.1.3 <i>Material impacts, risks and opportunities related to Danone's own workforce</i>
S1-1	Policies related to own workforce	4.4.1.4 <i>Material impact and risk management</i>
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	4.4.1.4 <i>Material impact and risk management</i>
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	4.4.1.4 <i>Material impact and risk management</i>
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	4.4.1.4 <i>Material impact and risk management</i>
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.4.1.4 <i>Material impact and risk management</i>
S1-6	Characteristics of the undertaking's employees	4.4.1.1 <i>Presentation of Danone's own workforce</i>
S1-7	Characteristics of non-employees in the undertaking's own workforce	4.4.1.1 <i>Presentation of Danone's own workforce</i>
S1-8	Collective bargaining coverage and social dialogue	4.4.1.4 <i>Material impact and risk management</i>
S1-9	Diversity metrics	4.4.1.4 <i>Material impact and risk management</i>
S1-10	Adequate wages	4.4.1.4 <i>Material impact and risk management</i>
S1-11	Social protection	4.4.1.4 <i>Material impact and risk management</i>
S1-12	Persons with disabilities	4.4.1.4 <i>Material impact and risk management</i>
S1-13	Training and skills development metrics	4.4.1.4 <i>Material impact and risk management</i>
S1-14	Health and safety metrics	4.4.1.4 <i>Material impact and risk management</i>
S1-15	Work-life balance metrics	4.4.1.4 <i>Material impact and risk management</i>
S1-16	Compensation metrics (pay gap and total remuneration)	4.4.1.4 <i>Material impact and risk management</i>
S1-17	Incidents, complaints and severe human rights impacts	4.4.1.5 <i>Metrics and targets related to own workforce</i>
ESRS S2 – WORKERS IN THE VALUE CHAIN		
ESRS 2 SBM-2	Interests and views of stakeholders	4.4.2.2 <i>Stakeholder relations</i>
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	4.4.2.3 <i>Material impacts, risks and opportunities related to workers in the value chain</i>
S2-1	Policies related to value chain workers	4.4.2.4 <i>Material impact and risk management</i>
S2-2	Processes for engaging with value chain workers about impacts	4.4.2.4 <i>Material impact and risk management</i>
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	4.4.2.4 <i>Material impact and risk management</i>
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	4.4.2.4 <i>Material impact and risk management</i>
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.4.2.5 <i>Metrics and targets related to workers in the value chain</i>



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Disclosure requirement		Sections
ESRS S3 – AFFECTED COMMUNITIES		
ESRS 2 SBM-2	Interests and views of stakeholders	4.4.3.2 <i>Stakeholder relations</i>
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	4.4.3.3 <i>Material impacts related to affected communities</i>
S3-1	Policies related to affected communities	4.4.3.4 <i>Material impact management</i>
S3-2	Processes for engaging with affected communities about impacts	4.4.3.4 <i>Material impact management</i>
S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	4.4.3.4 <i>Material impact management</i>
S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	4.4.3.4 <i>Material impact management</i>
S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.4.3.5 <i>Metrics and targets related to affected communities</i>
ESRS S4 – CONSUMERS AND END-USERS		
ESRS 2 SBM-2	Interests and views of stakeholders	4.4.4.2 <i>Stakeholder engagement</i>
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	4.4.4.3 <i>Material impacts, risks and opportunities related to consumers and patients</i>
S4-1	Policies related to consumers and end-users	4.4.4.4 <i>Material impact, risk and opportunity management</i>
S4-2	Processes for engaging with consumers and end-users about impacts	4.4.4.3 <i>Material impacts, risks and opportunities related to consumers and patients</i>
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	4.4.4.2 <i>Stakeholder engagement</i>
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	4.4.4.4 <i>Material impact, risk and opportunity management</i>
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.4.4.5 <i>Metrics and targets related to consumers and patients</i>
ESRS G1 – BUSINESS CONDUCT		
ESRS 2 GOV-1	The role of the administrative, supervisory and management bodies	4.2.2 <i>Governance</i>
ESRS 2 IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	4.5.1.1 <i>Material impacts, risks and opportunities related to business conduct</i>
G1-1	Business conduct policies and corporate culture	4.5.1.2 <i>Material impact management</i>
G1-2	Management of relationships with suppliers	Not reported (not material)
G1-3	Prevention and detection of corruption and bribery	4.5.1.2 <i>Material impact management</i>
G1-4	Incidents of corruption or bribery	4.5.1.2 <i>Material impact management</i>
G1-5	Political influence and lobbying activities	4.5.1.2 <i>Material impact management</i>
G1-6	Payment practices	Not reported (not material)

4.2.6.5 Correspondence of datapoints with other EU legislation

Data points		Other EU Legislation		Materiality	Sections
ESRS 2 – GENERAL DISCLOSURES					
GOV-1 §21 (d)	Board's gender diversity	SFDR	Indicator number 13 of Table #1 of Annex 1	Material	4.2.2.1 <i>Composition of Danone's governance bodies, their roles and responsibilities and access to expertise and skills with regard to sustainability matters</i> and 5.1 <i>Governance bodies</i>
		Benchmark Regulation	Commission Delegated Regulation (EU) 2020/1816, Annex II		
GOV-1 §21 (e)	Percentage of board members who are independent	Benchmark Regulation	Delegated Regulation (EU) 2020/1816, Annex II	Material	4.2.2.1 <i>Composition of Danone's governance bodies, their roles and responsibilities and access to expertise and skills with regard to sustainability matters</i> and 5.1 <i>Governance bodies</i>
GOV-4 §30	Statement on due diligence	SFDR	Indicator number 10 Table #3 of Annex 1	Material	
SBM-1 §40 (d) i.	Involvement in activities related to fossil fuel activities	SFDR	Indicators number 4 Table #1 of Annex 1	Non-material	-
		Pillar 3	Article 449 bis Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk		
		Benchmark Regulation	Delegated Regulation (EU) 2020/1816, Annex II		
SBM-1 §40 (d) ii.	Involvement in activities related to chemical production	SFDR	Indicator number 9 Table #2 of Annex 1	Non-material	-
		Benchmark Regulation	Delegated Regulation (EU) 2020/1816, Annex II		
SBM-1 §40 (d) iii.	Involvement in activities related to controversial weapons	SFDR	Indicator number 14 Table #1 of Annex 1	Non-material	-
		Benchmark Regulation	Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		
SBM-1 §40 (d) iv.	Involvement in activities related to cultivation and production of tobacco	Benchmark Regulation	Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II	Non-material	-

Data points		Other EU Legislation		Materiality	Sections
ESRS E1 – CLIMATE CHANGE					
E1-1 §14	Transition plan to reach climate neutrality by 2050	EU Climate Law	Regulation (EU) 2021/1119, Article 2(1)	Material	4.3.1.2 <i>Material impact, risk and opportunity management</i>
E1-1 §16 (g)	Undertakings excluded from Paris-aligned Benchmarks	Pillar 3	Article 449 bis Regulation (EU) No575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Material	4.3.1.2 <i>Material impact, risk and opportunity management</i>
		Benchmark Regulation	Delegated Regulation (EU) 2020/1818 Article12.1 (d) to (g), and Article 12.2		
E1-4 §34	GHG emission reduction targets	SFDR	Indicator number 4 Table #2 of Annex 1	Material	4.3.1.3 <i>Metrics and targets related to climate change</i>
		Pillar 3	Article 449 bis Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics		
		Benchmark Regulation	Delegated Regulation (EU) 2020/1818, Article 6		
E1-5 §38	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	SFDR	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1	Material	4.3.1.3 <i>Metrics and targets related to climate change</i>
E1-5 §37	Energy consumption and mix	SFDR	Indicator number 5 Table #1 of Annex 1	Material	
E1-5 §40 to 43	Energy intensity associated with activities in high climate impact sectors	SFDR	Indicator number 6 Table #1 of Annex 1	Material	

Data points		Other EU Legislation		Materiality	Sections
ESRS E1 – CLIMATE CHANGE					
E1-6 §44	Gross Scope 1, 2, 3 and Total GHG emissions	SFDR	Indicators number 1 and 2 Table #1 of Annex 1	Material	4.3.1.3 <i>Metrics and targets related to climate change</i>
		Pillar 3	Article 449 bis; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity		
		Benchmark Regulation	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		
E1-6 §53 to 55	GHG emissions intensity	SFDR	Indicator #3 in table I of Annex I	Material	4.3.1.3 <i>Metrics and targets related to climate change</i>
		Pillar 3	Article 449 bis Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics		
		Benchmark Regulation	Commission Delegated Regulation (EU) 2020/1818, Article 8 (1)		
E1-7 §56	GHG removals and carbon credits	EU Climate Law	Regulation (EU) 2021/1119 of the European Parliament and of the Council Article 2 (1)	Material	4.3.1.3 <i>Metrics and targets related to climate change</i>
E1-9 §66	Anticipated financial effects from material physical risks related to climate	Benchmark Regulation	Annex II Commission Delegated Regulation (UE) 2020/1818 Annex II Commission Delegated Regulation (UE) 2020/1816	Not applicable (phased in)	-
E1-9 §66 (a)	Monetary amounts of these assets disaggregated by acute and chronic physical risk	Pillar 3	Article 449 bis Regulation (UE) n° 575/2013 Commission Implementing Regulation (UE) 2022/2453, paragraphs 46 & 47, Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk	Not applicable (phased in)	-
E1-9 §66 (c)	The location of significant assets at material physical risk	Pillar 3	Article 449 bis Regulation (UE) n° 575/2013 Commission Implementing Regulation (UE) 2022/2453, paragraphs 46 & 47, Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk	Not applicable (phased in)	-



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Data points		Other EU Legislation		Materiality	Sections
ESRS E1 – CLIMATE CHANGE					
E1-9 §67 (c)	Breakdown of the carrying value of the undertaking's real estate assets by energy-efficiency classes	Pillar 3	Article 449 bis Regulation (UE) n° 575/2013 Commission Implementing Regulation (UE) 2022/2453, paragraph 34, Template 2: Banking book – Climate change transition risk: Loans collateralized by immovable property – Energy efficiency of the collateral	Not applicable (phased in)	-
E1-9 §69	Potential to benefit from material climate-related opportunities	Benchmark Regulation	Annex II of Commission Delegated Regulation (EU) 2020/1818	Not applicable (phased in)	-
ESRS E2 – POLLUTION					
E2-4 §28	Amounts of each pollutant listed in Annex II of Regulation (EC) No 166/2006 of the European Parliament and of the Council (European Pollutant Release and Transfer Register "E-PRTR Regulation") emitted to air, water and soil	SFDR	Indicator #8 in table I of Annex I Indicator #1 #2 & #3 in table II of Annex I	Material	4.3.2.2 <i>Material impact management</i>
ESRS E3 – WATER AND MARINE RESOURCES					
E3-1 §9	Policies to manage impacts risks and opportunities related to water and marine resources	SFDR	Indicator #7 in table II of Annex I	Material	4.3.3.2 <i>Material impact management</i>
E3-1 §13	Related policies to sites located in area of high-water stress	SFDR	Indicator #8 in table II of Annex I	Material	4.3.3.2 <i>Material impact management</i>
E3-1 §14	Practices related to sustainable oceans and seas	SFDR	Indicator #12 in table II of Annex I	Not material	-
E3-4 §28 (c)	Total water recycled and reused in m ³	SFDR	Indicator #6.2 of table II of Annex I	Material	4.3.3.3 <i>Metrics and targets related to water resources</i>

Data points		Other EU Legislation		Materiality	Sections
ESRS E3 – WATER AND MARINE RESOURCES					
E3-4 §29	Total water consumption in its own operations in m ³ per million EUR net revenue	SFDR	Indicator #6.1 in table II of Annex I	Material	4.3.3.3 Metrics and targets related to water resources
ESRS E4 – BIODIVERSITY AND ECOSYSTEMS					
ESRS 2 SBM-3 §16 (a) i.	Activities negatively affecting biodiversity sensitive areas	SFDR	Indicator #7 in table I of Annex I	Material	4.3.4.1 Material impacts, risks, dependencies and opportunities related to biodiversity and ecosystems
ESRS 2 SBM-3 §16 (b)	Material negative impacts related to land degradation, desertification or soil sealing	SFDR	Indicator #10 in table II of Annex I	Material	4.3.4.1 Material impacts, risks, dependencies and opportunities related to biodiversity and ecosystems
ESRS 2 SBM-3 §16 (c)	Operations that affect threatened species	SFDR	Indicator #14 in table II of Annex I	Not enough methodology to assess this impact for now	
E4-2 §24 (b)	Sustainable land/agriculture practices or policies	SFDR	Indicator #11 in table II of Annex I	Material	4.3.4.2 Material impact and risk management
E4-2 §24 (c)	Sustainable oceans/seas practices or policies	SFDR	Indicator #12 in table II of Annex I	Non material	-
E4-2 §24 (d)	Policies to address deforestation	SFDR	Indicator #15 in table II of Annex I	Material	4.3.4.2 Material impact and risk management
ESRS E5 – RESOURCE USE AND CIRCULAR ECONOMY					
E5-5 §37 (d)	Non-recycled waste	SFDR	Indicator #13 in Table II of Annex I	Material	4.3.5.4 Mandatory metrics related to resource use and circular economy
E5-5 §39	Hazardous waste and radioactive waste	SFDR	Indicator #9 in Table I of Annex I	Non material	-

Data points		Other EU Legislation		Materiality	Sections
ESRS S1 – OWN WORKFORCE					
ESRS 2 SBM-3 §14 (f)	Significant risk of incidents of forced labor or compulsory labor	SFDR	Indicator #13 in Table III of Annex I	Material	4.4.1.3 Material impacts, risks and opportunities related to Danone's own workforce
ESRS 2 SBM-3 §14 (g)	Significant risk of incidents of child labor	SFDR	Indicator #12 in Table III of Annex I	Material	4.4.1.3 <i>Material impacts, risks and opportunities related to Danone's own workforce</i>
S1-1 §20	Human rights policy commitments	SFDR	Indicator #9 in Table III of Annex I & indicator #11 in table I of Annex I	Material	4.4.1.4 <i>Material impact and risk management</i>
S1-1 §21	Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8	Benchmark Regulation	Annex II Regulation (EU) 2020/1816	Material	4.4.1.4 <i>Material impact and risk management</i>
S1-1 §22	Policies in relation to its own workforce explicitly address trafficking in human beings	SFDR	Indicator #11 in Table III of Annex I	Material	4.4.1.4 <i>Material impact and risk management</i>
S1-1 §23	Workplace accident prevention policy or management system	SFDR	Indicator #1 in Table III of Annex I	Material	4.4.1.4 <i>Material impact and risk management</i>
S1-3 §32 (c)	Grievance/complaints handling mechanism related to employee matters	SFDR	Indicator #5 in Table III of Annex I	Material	4.4.1.2 <i>Stakeholder engagement</i>
S1-14 §88 (b) and (c)	The number of fatalities, the number and rate of recordable work-related accidents	SFDR Benchmark Regulation	Indicator #2 in Table III of Annex I Annex II Regulation (EU) 2020/1816	Material	4.4.1.5 <i>Metrics and targets related to own workforce</i>
S1-14 §88 (e)	The number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health	SFDR	Indicator #3 in Table III of Annex I	Material	4.4.1.5 <i>Metrics and targets related to own workforce</i>

Data points		Other EU Legislation		Materiality	Sections
ESRS S1 – OWN WORKFORCE					
S1-16 §97 (a)	The gender pay gap, defined as the difference of average pay levels between female and male employees,	SFDR Benchmark Regulation	Indicator #12 in Table I of Annex I Annex II Regulation (EU) 2020/1816	Material	4.4.1.5 Metrics and targets related to own workforce
S1-16 §97 (b)	The annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employee	SFDR	Indicator #8 in Table I of Annex I	Material	4.4.1.5 Metrics and targets related to own workforce
S1-17 §103 (a)	The total number of incidents of discrimination,	SFDR	Indicator #7 in Table III of Annex I	Material	4.4.1.5 Metrics and targets related to own workforce
S1-17 §104 (a)	Non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises	SFDR Benchmark Regulation	Indicator #10 in Table I of Annex I indicator #14 in Table III of Annex I Annex II of Regulation (EU) 2020/1816, Article 12, paragraph 1 Commission Delegated Regulation (UE) 2020/1818	Material	4.4.1.5 Metrics and targets related to own workforce
ESRS S2 – WORKERS IN THE VALUE CHAIN					
ESRS 2 SBM-3 §11 (b)	Significant risk of child labor, or of forced labor or compulsory labor, among workers in the undertaking's value chain	SFDR	Indicator #12 & #13 in Table III of Annex I	Material	4.4.2.3 Material impacts, risks and opportunities related to workers in the value chain
S2-1 §17	Human rights policy commitments	SFDR	Indicator #9 in Table III of Annex I, indicator #11 in Table I of Annex I	Material	4.4.2.4 Material impact and risk management
S2-1 §18	Policies in relation to value chain workers	SFDR	Indicator #11 & #14 in Table III of Annex I	Material	4.4.2.4 Material impact and risk management

Data points		Other EU Legislation		Materiality	Sections
ESRS S2 – WORKERS IN THE VALUE CHAIN					
S2-1 §19	Non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises	SFDR Benchmark Regulation	Indicator #10 in Table I of Annex I Annex II of Regulation (EU) 2020/1816, Article 12, paragraph 1 Commission Delegated Regulation (UE) 2020/1818	Material	4.4.2.4 <i>Material impact and risk management</i>
S2-1 §19	Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8	Benchmark Regulation	Section 1 and 2 of Annex II Regulation (EU) 2020/1816	Material	4.4.2.4 <i>Material impact and risk management</i>
S2-4 §36	Severe human rights issues and incidents connected to its upstream and downstream value chain	SFDR	Indicator #14 in Table III of Annex I	Material	4.4.2.4 <i>Material impact and risk management</i>
ESRS S3 – AFFECTED COMMUNITIES					
S3-1 §16	Human rights policy commitments	SFDR	Indicator #9 in Table III of Annex I, indicator #11 in Table I of Annex I	Material	4.4.3.4 <i>Material impact management</i>
S3-1 §17	Non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises	SFDR Benchmark Regulation	Indicator #10 in Table I of Annex I Annex II of Regulation (EU) 2020/1816, Article 12, paragraph 1 Commission Delegated Regulation (UE) 2020/1818	Material	4.4.3.4 <i>Material impact management</i>
S3-4 §36	Severe human rights issues and incidents connected	SFDR	Indicator #14 in Table III of Annex I	Material	4.4.3.4 <i>Material impact management</i>

Data points	Other EU Legislation			Materiality	Sections
ESRS S4 – CONSUMERS AND END-USERS					
S4-1 §16	Policies related to consumers and or end-users	SFDR	Indicator #9 in Table III of Annex I, indicator #11 in Table I of Annex I	Material	4.4.4.4 <i>Material impact, risk and opportunity management</i>
S4-1 §17	Non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises	SFDR	Indicator #10 in Table I of Annex I	Non-material	-
		Benchmark Regulation	Annex II of Regulation (EU) 2020/1816, Article 12, paragraph 1 Commission Delegated Regulation (UE) 2020/1818		
S4-4 §35	Severe human rights issues and incidents	SFDR	Indicator #14 in Table III of Annex I	Non-material	-
ESRS G1 – BUSINESS CONDUCT					
G1-1 §10 (b)	United Nations Convention against Corruption	SFDR	Indicator #15 in Table III of Annex I	Material	4.5.1.2 <i>Material impact management</i>
G1-1 §10 (d)	Protection of whistle-blowers	SFDR	Indicator #6 in Table III of Annex I	Material	4.5.1.2 <i>Material impact management</i>
G1-4 §24 (a)	Fines for violation of anti-corruption and anti- bribery laws	SFDR	Indicator #17 of Table III of Annex I	Material	4.5.1.2 <i>Material impact management</i>
		Benchmark Regulation	Section 1 and 2 of Annex II Regulation (EU) 2020/1816		
G1-4 §24 (b)	Standards of anti-corruption and anti-bribery	SFDR	Indicator #16 of Table III of Annex I	Material	4.5.1.2 <i>Material impact management</i>



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4.3 ENVIRONMENTAL INFORMATION

4.3.1 CLIMATE CHANGE (ESRS E1)

4.3.1.1 Material impacts, risks and opportunities related to climate change

Process to identify material impacts, risks and opportunities

The description of the Group double materiality assessment process to identify impacts, risks and opportunities is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*. More specifically, for climate-related impacts, risks and opportunities, the experts based their assessment on the processes and analysis described below.

Process to identify impacts

Danone measures its scope 1, 2 and 3 emissions using the GHG Protocol developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

Process to identify risks and opportunities

From September 2024 to February 2025, Danone reviewed and updated its climate risks study. This included the identification and assessment of climate-related physical and transition risks, as well as opportunities most likely to affect its business operations.

Climate-related physical risks

Danone has identified climate-related physical risks in its own operations and along its value chain, covering the following scope:

- agricultural commodities: the assessment focused on priority ingredients (including fresh milk, dairy ingredients and other priority raw materials), prioritized based on their materiality in terms of volumes purchased, as well as their criticality for Danone's business. The main countries of origin of each of these agricultural inputs were considered for the assessment. In the case of fresh milk, GPS coordinates of the farms were considered in the top sourcing countries;
- sites: the assessment included several types of sites across all business categories including factories, co-manufacturing factories, warehouses, sales offices, headquarters, Research & Innovation Centers, and data centers. The GPS coordinates of the sites were used to model the effects of climate change at each location.

Climate-related physical risks were assessed with a focus on three pillars (as defined in the Intergovernmental Panel on Climate Change (IPCC) AR6 report):

- hazard: potentially destructive physical phenomena (droughts, heat waves, flooding, water stress, etc.), based on climate data. 18 hazards were considered for risks on sites and 13 for risks on agricultural commodities;
- exposure: the location, physical attributes and value of assets or people likely to be affected by a hazard, based on geographical coordinates;
- vulnerability: the probability of an asset being adversely affected by a certain hazard, based on the technical vulnerabilities specific to a type of site or agricultural raw material.

Two climate scenarios were considered for the risk assessment, both of which were among the upper range of the GHG emission projection trajectories defined in the IPCC AR6 report, in which the impacts of climate change will materialize the most:

- scenario SSP2-4.5, an intermediate GHG emissions scenario that is approximately aligned with the targets set by each country that committed to reducing national emissions as part of the Paris Agreement;
- scenario SSP5-8.5, a high GHG emissions scenario based on strong fossil-fueled economic and social development, and resource and energy intensive lifestyles around the world.

Three time-horizons were considered, in line with the expected lifespan of Danone's assets, as well as IPCC time horizons:

- historical reference – the average between 1985 and 2014, to understand current exposure;
- 2030 – medium-term: the average between 2015 and 2044 values, a commonly used period to define climate adaptation planning and corresponding to the target year of Danone's validated near-term science-based targets;
- 2050 – long-term: the average between 2035 and 2064 values, a period generally used for strategic decisions such as adapting the business model or geographical presence and long-term investments such as building new sites and corresponding to the target year of Danone's validated Net-Zero SBTi targets.

The input data relating to Danone's agricultural and industrial assets were provided and validated by the relevant internal experts within Danone entities. Key hypothesis for the modelling have also been reviewed and validated by the relevant internal experts.

Climate-related transition risks and opportunities

The historical climate risks and opportunities mapping and Water Risk Assessments (WRA) carried out by Danone provided a first scoping of material transition events. To carry out the assessment, Danone used the World Business Council for Sustainable Development (WBCSD) framework and internal and external expertise.

In line with the Task Force on Climate Related Financial Disclosures (TCFD) and Taskforce on Nature-related Financial Disclosures (TNFD) frameworks, the transition events identified in Danone's own operations and along the upstream and downstream value chain were determined across the following categories:

- policy, liability, technology, market, and reputation for transition risks;
- resource efficiency, energy source, products and services, market, resilience, reputational capital, and capital flow and financing for transition opportunities.

Following the identification phase, Danone carried out a qualitative assessment of transition events in order to identify those that were the most material by determining the extent to which its assets and business activities may be exposed and are sensitive to each event. The financial materiality was qualitatively assessed based on two criteria:

- likelihood: probability of the risk/opportunity materializing in the economy;
- magnitude: severity of the negative/positive financial impacts caused by the risk/opportunity on Danone's business.

Likelihood and magnitude were evaluated on a qualitative scale ranging from 1 to 5 (from minor to high) based on observations to date and independently from specific scenarios, for a mid-term horizon (2030). The most material transition events were identified based on the highest scores. This materiality was ultimately assessed through the financial quantification (see following section).

Financial quantification of the transition risks and opportunities

Calculation pathways were designed to depict the transmission channels between the occurrence of the most material transition events in the economy and the implicated financial effects materializing as a risk (financial loss) or an opportunity (financial gain) for Danone's business.

Identified risks and opportunities were quantified under three WBCSD climate scenarios considered among the lower range of the GHG emission projection trajectories, in which the effects of climate transition will materialize the most:

- 1.5 °C Societal Transformation Scenario, which represents strong, coordinated and prompt global policy action, as well as market responses, that result in widespread carbon pricing and land protection to enable decarbonization and limited physical impacts of climate change;

- <2 °C Forecast Policy Scenario (IPR), according to which climate action starts abruptly and late, around 2030, resulting in limited transition risk in early years. After 2030, transition risks ramp up significantly due to the sudden implementation of GHG prices, area protection regulation, and a scale-up of bioenergy with carbon capture and storage (BECCS) capacity;
- >3 °C Historic Trends Scenario, in which climate action remains stable at current levels, creating limited transition risks, but the world fails to limit global warming to manageable levels, resulting in substantial future physical risks.

These scenarios were selected as developed by the WBCSD specifically for the Agriculture, Forestry and Other Land Uses (AFOLU) sector and are intended for transition risk and opportunity assessments. Various context and sector-specific factors were taken into account during their development, including input assumptions related to policy (e.g., GHG prices), technology (e.g. agricultural input efficiency), and market (e.g. diet shifts).

Taking 2023 as the starting point, the financial impacts were quantified over three time horizons:

- 2027: short-term, based on Danone's strategic planning horizon;
- 2030: medium-term (as commonly used), corresponding to the target year of Danone's validated near-term SBTi targets;
- 2050: long-term (as commonly used), corresponding to the target year of Danone's validated Net-Zero targets.

Presentation of material impacts, risks and opportunities

As part of its double materiality assessment, Danone identified the following material impact related to climate change:

Impact related to climate change	Type	Location in the value chain		
		Upstream	Own operations	Downstream
GHG emissions				
GHG emissions from facilities and the value chain, notably agricultural activities, contribute to climate change.	Negative impact	x	x	x

As part of the climate risk study described above, Danone identified the following material risks related to climate change:

Risk category	Risk description	Probability of occurrence in the medium-term (2030) ^(a)	Significance of the potential financial impact in 2030		Examples of programs to mitigate the risk
			Least impactful scenario ^(b)	Most impactful scenario ^(c)	
Physical risk	Climate risks related to milk in the supply chain (primarily water stress and heat stress) The main climate risk for the milk supply chain is water stress, which could impact crop yields for feed in certain regions. In addition, heat stress could decrease cow milk yields, especially in summer.	High	+++	+++	Regenerative Agriculture Program for milk, in section 4.3.1 <i>Climate change (ESRS E1)</i> Water resources program, in section 4.3.3 <i>Water resources (ESRS E3)</i>
Physical risk	Climate risks related to other priority agricultural ingredients Climate change and increased water scarcity, including the effects of drought, could have a negative impact on crop or tree yields.	High	+++	+++	Ingredients, in section 4.3.1 <i>Climate change (ESRS E1)</i> Water resources program, in section 4.3.3 <i>Water resources (ESRS E3)</i>
Physical risk	Acute & chronic hazards affecting sites (factories, warehouses, offices, co-manufacturing) Temperature, wind, water (drought) and solid-mass-related (soil erosion, landslide, earthquake) climate hazards could cause damage to the sites and lead to days of business interruption.	Acute: Low Chronic: High	+	+	Site adaptation actions (flood risk mitigation, wind resistance...) in section 4.3.1 <i>Climate change (ESRS E1)</i> Water resources program, in section 4.3.3 <i>Water resources (ESRS E3)</i>
Transition risk	Regulatory measures and retailer restrictions related to packaging Regulatory measures and retailer restrictions related to packaging represent a risk in the sense that they could impact the Group's license to operate. For example, they could result in increased costs associated with ensuring regulatory compliance, legal sanctions, bans and fines, and/or lower sales.	Medium	+++	+++	Packaging & circular economy program, in section 4.3.5 <i>Resource use and circular economy (ESRS E5)</i>
Transition risk	Increased carbon pricing (direct and indirect) Increased carbon pricing could apply to the Group's value chain, as various carbon tax mechanisms and Emissions Trading Systems (ETS) are already in operation globally and may continue to develop in the future.	Medium	+	+++	Danone Climate Transition Plan and its eight decarbonization programs, in section 4.3.1 <i>Climate change (ESRS E1)</i>
Transition risk	Shift to plant-based alternatives Consumption of animal proteins (especially meat) could decrease as a result of the climate transition, with a resulting increase in consumption of plant-based products. The pressure on overall consumption of animal protein products could create opportunities for the most nutritious and lowest footprint segments (e.g., yoghurt vs cheese).	High	++	++	Danone plant-based offering and production of dairy products at lower footprint

(a) As stated in the methodology description, the probability of occurrence has been assessed based on past observations and known trends relating to drivers.

(b) Least impactful scenario: For physical risks: IPCC Scenario SSP2-4.5. For transition risks WBCSD >3 °C Historic Trends Scenario.

(c) Most impactful scenario: For physical risks: IPCC Scenario SSP5-8.5. For transition risks WBCSD 1.5 °C Societal Transformation Scenario.

Note: these impacts and risks are gross, meaning before actions taken by Danone. Danone's double materiality assessment is described in section 4.2.5 *Impact, risk and opportunity management*.

4.3.1.2 Material impact, risk and opportunity management

Policies related to climate change

Impacts and risks related to climate change	Danone's policies						
	Climate Transition Plan	Water Policy	Sustainable Sourcing Policy	Danone Sustainability Principles	Regenerative Agriculture Program	Forest Policy	Packaging Policy
GHG emissions	x		x	x	x	x	x
Climate risks related to milk in the supply chain	x	x		x	x		
Climate risks related to other priority agricultural ingredients	x	x	x	x	x	x	
Acute & chronic hazards affecting sites			x	x			
Regulatory measures and retailer restrictions related to packaging	x		x				x
Increased carbon pricing	x						
Shift to plant-based alternatives	x						

All policies presented in this section are described in the policy presentation table in section 4.2.6 *Cross topic disclosures*.

Climate Transition Plan

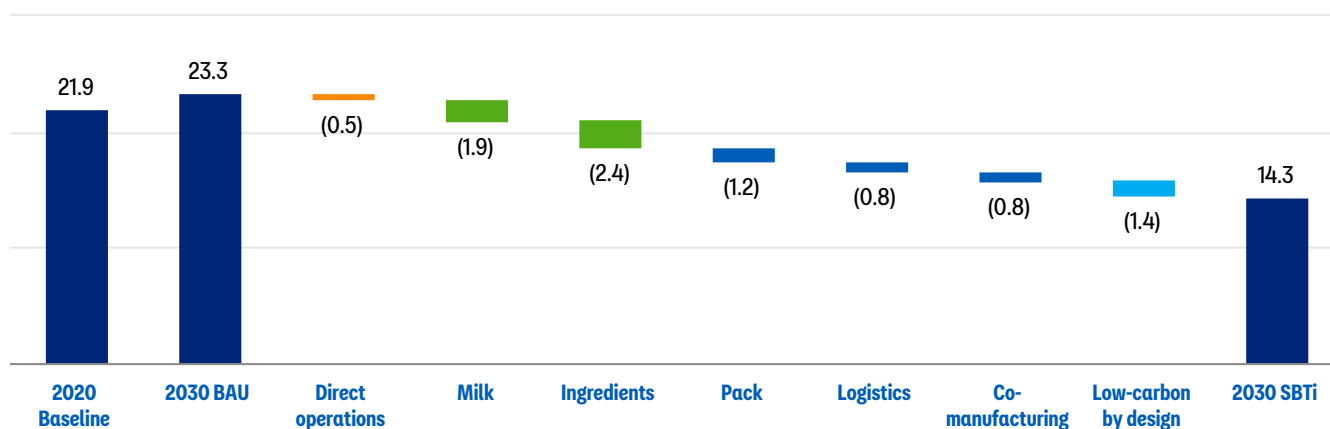
Danone's Climate Transition Plan published in December 2023 presents the Group's approach to achieving its 2030 science-based GHG emission reduction targets and ambition to achieve Net-Zero by 2050. Reducing its GHG emissions is key to mitigate the material transition risks.

Danone's journey towards 2030 (Mt CO₂e)

The GHG emissions reduction trajectory, as well as the ambition for the Group's eight programs provided below, including supplier engagement, which is cross-cutting, are built on information relating to previous

work and growth assumptions from end-2022 to end-2030 that was available during the strategic planning exercise conducted in 2023 to establish the Climate Transition Plan. The overall ambition for the eight programs between end-2022 and end-2030 was a 9 Mt CO₂e reduction of the forecasted business-as-usual emissions in 2030. Based on the latest available figures, the total expected GHG emissions reduction between end-2025 and end-2030 is estimated at 7.0 Mt CO₂e. The building blocks in the below chart have not materially changed since the publication of the Climate Transition Plan, despite there being different programs with different implementation timeframes.

DANONE'S 2030 TRAJECTORY (Mt CO₂e)



BAU: Business As Usual.

Beyond 2030, the Group's strategy for achieving Net-Zero by 2050 includes:

- continuing to reduce CO₂e emissions in line with the Net-Zero targets, by:
 - extending decarbonization plans and supplier engagement efforts,
 - accelerating the development of low-carbon products and expanding the Group's sustainable portfolio,
 - supporting and investing in innovation and technological advancements that facilitate emissions reduction.
- addressing residual emissions through permanent carbon removals in line with relevant standards.

The Climate Transition Plan within Danone's overall strategy and financial planning

The implementation of the Climate Transition Plan includes a series of business initiatives across various categories and geographies. These initiatives are part of an integrated long-term business planning process, shaping the Danone Value Creation Model. The ambition of this model is to structurally deliver both financial and non-financial (carbon reduction) benefits through an integrated investment approach.

As a result, Danone does not intentionally separate investments for carbon reduction from those for growth, efficiency or risk mitigation. Danone aims to deliver financial and non-financial benefits within each investment case, aligning with its ambition to make the Danone Impact Journey a competitive advantage.

Danone's annual operating plan and strategic planning exercises systematically incorporate the Group's climate transition goals, ensuring that all decarbonization investments are fully integrated within OpEx and CapEx. Climate Transition Plan investments are seamlessly integrated into Danone's performance cycles and embedded in performance analysis and decision-making processes. Thereby demonstrating that the Group finances the transition and allocates the necessary resources to deliver its long-term decarbonization trajectory.

In accordance with the Group's approval process, each CapEx exceeding €5 million is subject to an environmental impact assessment and has its climate cost evaluated based on the shadow carbon price defined by Danone. These investments are approved by the Vice President of Operational Finance and the Vice President of Industrial Excellence, following consultation with relevant expert functions such as Sustainable Engineering and Positive Impact Operations.

More information on how sustainability-related performance is integrated into long-term and short-term incentive schemes is available in section 5.3 *Compensation and benefits of governance bodies* and section 5.4 *Detailed information on long-term compensation plans* in section 5 *Corporate Governance*.

Locked-in emissions

Danone has assessed that its locked-in emissions will not jeopardize its Climate Transition Plan. By nature, Danone's activities do not rely on especially long-lived, carbon-intensive assets and as such, the Group does not consider locked-in emissions prejudicial to achieving the goals of its Climate Transition Plan.

Paris-Aligned Benchmark

Danone is not excluded from the EU Paris-Aligned Benchmarks as its activities do not meet the exclusion criteria stated in Articles 12.1 (d) to (g) and 12.2 of Commission Delegated Regulation (EU) 2020/1818 (Climate Transition Benchmarks Regulation). Moreover, the Group has not been found or estimated to significantly harm one or more of the environmental objectives referred to in Article 9 of Regulation (EU) 2020/852 of the European Parliament and of the Council.

Water Policy

Danone's Water Policy supports the Group's efforts to reduce exposure to physical climate risks by enhancing water efficiency at production sites and protecting water resources and biodiversity across its supply chain.

Sustainable Sourcing Policy

Danone's Sustainable Sourcing Policy outlines key principles that help mitigate the Group's climate-related impacts and risks. These include reducing greenhouse gas emissions, preserving and restoring water resources, promoting packaging circularity, and ensuring no deforestation or land conversion across its supply chain.

Danone Sustainability Principles

In addition to the Sustainable Sourcing Policy, the Danone Sustainability Principles (DSP) outline Danone's approach to ensure responsible and ethical practices across its value chain. This includes highlighting climate change risks and detailing expectations around measuring and minimizing direct and indirect greenhouse gas emissions of different activities.

Regenerative Agriculture Program

Danone's Regenerative Agriculture Program outlines key principles for Danone suppliers to improve farm resilience and reduce GHG emissions and limit the exposure to physical risks related to milk and other priority agricultural ingredients. For instance, these include improving herd, manure and water management, promoting soil health best practices, and strengthening farmers' economic and climate resilience.

Forest Policy

Danone's approach to natural ecosystems, formalized in the Forest Policy, relates to tackling deforestation and the conversion of natural ecosystems, including forests. This supports GHG emission mitigation and limits exposure to physical risks for commodities most at risk of deforestation or conversion.

Packaging Policy

Danone's approach to packaging, formalized in the Packaging Policy, relates to mitigating GHG emissions from packaging and limiting the exposure to transition risks related to packaging.

Actions related to climate change

Impacts and risks related to climate change	Mitigation strategies										Adaptation strategies within the value chain		
	CLIMATE TRANSITION PLAN: EIGHT STRATEGIC PROGRAMS WITHIN THE VALUE CHAIN								BEYOND THE VALUE CHAIN		Adapting the sourcing strategy	Adapting sites	
	Own operations	Agriculture: milk	Agriculture: other ingredients	Packaging	Logistics	Co-manufacturing	Supplier engagement	Low carbon by design	Carbon pricing	Mitigating emissions			Addressing residual emissions
GHG emissions	x	x	x	x	x	x	x	x	x	x	x		
Climate risks related to milk in the supply chain		x					x					x	
Climate risks related to other priority agricultural ingredients			x				x					x	
Acute & chronic hazards affecting sites												x	x
Regulatory measures and retailer restrictions related to packaging				x									
Increased carbon pricing	x								x			x	
Shift to plant-based alternatives								x					

Danone's Climate Transition Plan: eight strategic programs within the value chain

Direct operations (scopes 1 & 2)

Direct operations (scope 1 & 2) emissions represent around 5% of Danone's GHG emissions (baseline 2020). Danone addresses GHG emissions from its direct operations thanks to its Re-Fuel program, an energy excellence and decarbonization initiative to increase energy efficiency and the use of renewable thermal energy and renewable electricity at production sites.

Danone's primary focus is energy efficiency. The Group aims to optimize existing energy usage through the digitalization of energy management systems and adoption of on-site solutions such as electrical heat pumps to replace natural gas boilers. Energy audits have been carried out by external partners in 39 factories over the years 2023 to 2025.

Danone aims to transition to renewable thermal energy mainly through biomass, electrification, biogas and biomethane solutions.

Furthermore, Danone aims to further increase the proportion of electricity from renewable sources in its energy mix by installing more on-site solar photovoltaic systems, increasing sourcing through renewable electricity power purchase agreements (PPAs), and purchasing renewable energy certificates.

Actions taken in 2025:

- state of the art digital energy management systems have been implemented across key sites in Canada, France, the Netherlands, Poland, Romania and the United States, in Bucharest for example driving a 5% increase in energy efficiency vs 2024;
- 15 Danone factories across China, Thailand, Brazil and Mexico are powered by over 99% renewable energy (thermal and electrical) thanks to the transition to renewable forms of heating and cooling alongside on-site solar capacities, PPAs or renewable energy certificates (same as in 2024);
- Danone increased the proportion of renewable electricity in its energy mix to 94.2% thanks to sourcing in Japan, Mexico, and Argentina (vs 85.7% in 2024);

Agriculture: milk

Milk represents around 36% of Danone's GHG emissions (baseline 2020). Danone recognizes that there are different farming models, and that they will have different paths to decarbonization and regenerative agriculture. Therefore, roadmaps are tailored based on where farms stand in their regenerative agriculture and decarbonization journeys, and according to each farm's challenges, to prioritize improvement practices while keeping in mind trade-offs and co-benefits. Regular monitoring is put in place to establish a clear understanding of where the farms in the supply chain are currently placed regarding their sustainable and regenerative agriculture transition journeys, and what steps Danone needs to take to support them to go further. This also enables increased supply chain transparency and continuous improvement. Danone assesses farmers' practices using several tools, including the Cool Farm Tool (CFT) and CAP'2ER (in France) to monitor the GreenHouse Gas (GHG) footprint of purchased milk, Danone's environmental regenerative agriculture scorecard and Danone's animal welfare assessment tool.

Danone's key levers for decarbonization and developing farm resilience include herd management, animal feed, manure management, and optimizing soil health for feed and crops.

Actions taken in 2025:

- GHG assessment: Danone has further expanded its assessment of GHG emissions from purchased milk, using the Cool Farm Tool, and the CAP'2ER tool in France. These are now deployed across 20 countries (18 in 2024) and cover 91.0% of Danone's direct milk collection volumes from farms;
- Knowledge management and exchange: in October 2025, Danone launched the Danone Milk Academy, a first of its kind, multi-year upskilling program for dairy farmer partners and Danone farm management teams. The program is tailored to different farm sizes and farming contexts and includes face-to-face training at Danone's Centers for Excellence and will be supported by a digital learning platform. The Academy is firmly rooted in science and academia, with support from academic partners Cornell University and Wageningen University & Research. The academy also drives solutions from market to farm through training support on possible solutions from technical partners: MSD Animal Health, Zoetis, Worldwide Sires (aka Select Sires), and Lely. Farmers will be upskilled in best practices such as herd management, manure management, soil health (for feed and crops), business management skills and more, to improve their farm resilience, farm profitability, whilst having positive environmental, animal and social impacts;
- The Sustainable Agriculture Initiative (SAI) Platform's Regenerating Together Framework: To support the transition to regenerative agriculture, Danone has started transitioning its various programs on farms to the SAI's Regenerating Together Framework across Europe, NORAM, AMEA and LATAM;
- Danone published its first Dairy Methane Action Plan under the guidance of the Dairy Methane Action Alliance in 2025;

■ Partnerships:

- the Group is rolling out impactful sustainable farming and carbon reduction practices, while improving agricultural resilience by leveraging the expertise of businesses in the food, agriculture, and nutrition sectors, through the Partners for Growth initiative with partners Ajinomoto, Corteva, FrieslandCampina, MSD Animal Health and Zoetis,
- Danone North America created a new value-chain partnership with Ahold Delhaize and The Nature Conservancy to drive additional resources to methane reduction projects with dairy farming partners within its direct supply chain,
- Danone believes in the power of collaboration and actively engages with Non-Governmental Organizations (NGOs) to advance its climate transition. For example, Danone was the first corporate funder of the Global Methane Hub Enteric Fermentation R&D Accelerator, the largest globally coordinated research effort on enteric methane, coordinated by GMH and supported by an alliance of philanthropic organizations and governments. Additionally, Danone worked with Environmental Defense Fund to launch the Dairy Methane Action Alliance (DMAA) to help dairy companies catalyze accountability, transparency, and ambitious climate action. In May 2025, Danone published its first DMAA progress report. Additionally, International Dairy Federation acknowledged the success of DMAA in 2025 with its innovation award.

Agriculture: dairy ingredients and raw materials

Dairy ingredients and raw materials represent respectively around 18% and 10% of Danone's GHG emissions (baseline 2020). Key decarbonization levers for dairy ingredients and raw materials include supplier engagement, reformulation projects for low-carbon design, removing deforestation and conversion from Danone's supply chains, and driving the regenerative agriculture transition. These actions are presented in the sections on regenerative agriculture ((4.3.1 *Climate change (ESRS E1)*)), supplier engagement (4.3.1 *Climate change (ESRS E1)*), low carbon by design (4.3.1 *Climate change (ESRS E1)*), and deforestation and conversion-free actions (4.3.5 *Resource use and circular economy (ESRS E5)*).

Actions taken in 2025:

Implementation of decarbonization plans through Danone's dairy ingredients supplier engagement program:

- Danone continued to incorporate decarbonization targets into dairy supplier contracts: At the end of 2025, 75.0% of Danone's dairy ingredient suppliers (by volume) had committed to or set Science-Based Targets. Overall, 50.0% of Danone's dairy ingredient volumes were covered by contractual or agreed upon GHG emission reduction targets, up from 30.0% at the end of 2024. Danone is continuing to expand this initiative across its entire supply base;
- Danone continued co-developing a decarbonization plan with the dairy sector: At the end of 2025, 83.0% of Danone's dairy ingredient suppliers (by volume) were members of the Sustainable Dairy Partnership. 30.0% of Danone's dairy ingredient suppliers completed external verification of their sustainability program as part of stage 3 of the SDP framework;

- Danone continued to invest in on-the-ground projects: the projects result in significant reduction in on-farm emissions supported by co-funding between 2018 and 2025. For example, in 2025, Danone entered a multi-year partnership with Leprino focused on decarbonization and supply chain resilience. This agreement aims to reduce on-farm emissions on dairy farms in the United States, mostly through the implementation of manure-management practices. The first significant project involves the installation of BioFiltro's wastewater treatment technology. The objective is not only to reduce greenhouse gas emissions but also to significantly improve farm resilience, in particular by making improvements related to water, soil health, and nutrient management and planning.

Implementation of decarbonization plans through Danone's raw materials supplier engagement program:

- verified Deforestation and Conversion-Free: in 2025, 94.0% of the palm oil Danone sourced was certified as segregated by the Roundtable on Sustainable Palm Oil (RSPO). Danone recognizes that targeted action is sometimes required in addition to industry-wide collaboration;
- investing in landscapes: Danone has been a supporter of the Siak Pelawan Landscape Program (SPLP) since it was launched in Indonesia in 2019. Among the 2025 results, 11 new villages were part of participatory mapping, bringing the total to 52 villages since the start of the program and supported 45 villages with interventions focused on reducing deforestation and promoting sustainable land use. Key actions include formalizing village regulations to protect forests, peatlands, and mangroves; deploying village monitoring teams to verify deforestation alerts; and constructing protective infrastructure for forest and coastal areas. SPLP completed forest cover maps for 23 villages in Siak and 22 villages in Pelawan through participatory community consultation process. These maps serve as foundational data for identifying remaining forests for protection and rehabilitation. Since 2021, Danone has worked with the Livelihoods Fund for Family Farming (L3F), Mars Inc, L'Oréal, Musim Mas, SNV and ICRAF to design and launch a landscape project in North Sumatra in Indonesia providing on-site training and technical assistance for local farmers and communities. The project aims to prevent deforestation and conversion, and implement regenerative agriculture practices.

Packaging

Packaging represents around 14% of Danone's GHG emissions (baseline 2020). Danone has long been committed to driving the transition to a circular and low carbon packaging system, to mitigate risks related to climate change. Danone's transformation journey is supported by a dedicated team focusing on packaging circularity in cooperation with the Research & Innovation (R&I), Procurement and Operations functions, and the General Secretary team. This ambition involves redesigning packaging to be recyclable, reusable, or compostable, and fostering that all packaging is collected and recycled. By reducing waste and incorporating recycled materials in its products, Danone aims to reduce its carbon footprint and address climate change while keeping packaging out of nature. Additionally, by collaborating with various stakeholders, including governments, NGOs, and industry partners, Danone aspires to build a sustainable future by actively reducing its environmental impact.

Key levers for decarbonization of packaging include:

- shifting to lower-carbon materials by promoting the use of recycled content in plastic bottles, dairy cups and paper-based materials;
- packaging optimization: this can include eliminating unnecessary elements and/or reducing packaging intensity through lightweighting programs;
- end-of-life treatment improvements to ensure recyclability of packaging in order to be efficiently collected, sorted and recycled;
- advocating for well-designed Extended Producer Responsibility (EPR) systems and Deposit Return Schemes (DRS) for water beverages bottles and cans, co-financing collection and recycling infrastructures, as well as investing in private initiatives to scale infrastructure in countries where formal waste management systems do not yet exist;
- engaging Danone's suppliers in SBTi and renewable energy practices through Danone's supplier engagement program.

Actions taken in 2025:

- Danone increased recycled content in plastic packaging up to 18.6% and in its Waters category up to 28.5% (vs respectively 16.8% and 26.2% in 2024);
- Danone achieved 84.9% recyclable, reusable or compostable packaging, and recovery of 62.7% of the plastic put on the market from collection systems (vs 85% and 60% in 2024);
- the Group continued decarbonizing through the packaging supplier engagement program as part of its scope 3 non-FLAG program.

More information on packaging-related programs is available in section 4.3.5 *Resource use and circular economy (ESRS E5)*.

Logistics

Logistics represents around 8% of Danone's GHG emissions (baseline 2020). Danone's global logistics teams are striving to decarbonize both upstream and downstream processes across all product categories. In the short and medium term, Danone is focusing on optimizing operations and transitioning to low-carbon transportation and distribution centers. For the long term, Danone is planning to implement new technologies, which require the development of necessary infrastructure. Nevertheless, Danone is investing in piloting new technologies in developed markets such as Europe and North America to test and strengthen Danone's business cases for the future. As member of the Smart Freight Centre and World Business Council for Sustainable Development (WBCSD), Danone aims to understand market changes and develop partnerships and alliances to accelerate industry-wide decarbonization.

Actions taken in 2025:

- Danone continued the development of a dedicated global logistics decarbonization program and governance structures;
- Danone organized Hackathons in geographies covering >50% of the Group's logistics footprint, involving cross functional internal teams as well as external partners with 12 suppliers, NGOs and universities;



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- Danone further developed the Dan Performance KPI platform and introduced the Loss Analysis methodology to strengthen the performance culture within logistics operations in order to track optimization and efficiency improvements, translating into CO₂ emission reductions;
- Danone expanded the partnership with the Smart Freight Centre and WBCSD – training sessions, working groups and launched pilots with accredited solution providers;
- The Group developed and refined country-specific 2030 roadmaps;
- Danone enhanced transportation CO₂ emission calculation methodology to improve accuracy, in line with the GLEC framework;
- Danone implemented the Logistics Control Tower in Europe, Brazil and North America;
- Danone rolled out Eco-Transit in the EU and kicked off the development phase in other major geographies – Ecotransit is software used for the automatic calculation of transportation CO₂ emissions, compliant with GLEC, the GHG Protocol, European standards, and ISO 14083.

Co-manufacturing

Co-manufacturing represents around 7% of Danone's GHG emissions (baseline 2020). Danone aims to align its direct operations decarbonization actions with its co-manufacturing partners. Danone ensures that carbon reduction levers identified and implemented for the Group are also applicable to its co-manufacturers' operations. Furthermore, Danone encourages its co-manufacturing partners to commit to SBTi targets. As part of Danone's evolving criteria for new partnerships, any future co-manufacturers onboarded into Danone's network will be expected to uphold sustainability targets and contribute to Danone's ongoing emissions reduction initiatives.

Actions taken in 2025:

- 20% of Danone's co-manufacturing spend is covered by the Sustainable Sourcing Policy, with additional suppliers under negotiation;
- Danone has purchased Renewable Energy Certificates (RECs) to support clean energy initiatives in the United States;
- Danone has worked on Direct to customer shipments in the United States to decrease delivery distance;
- Danone has established dedicated co-manufacturer engagement programs on carbon reductions;
- Danone has developed zone-specific 2030 roadmaps for North America and Europe, which are the largest regions for Danone's co-manufacturing operations;
- Danone launched dedicated solar power projects in South-East Asia with main co-manufacturers;
- the Group continued optimizing the sourcing network to produce co-manufactured products closer to Danone's markets;
- Danone also introduced programs to produce co-manufactured products to its own factories, to better control GHG emissions on certain product categories;
- Finally, Danone optimized logistics network operations in specific countries in Europe.

Supplier engagement

Engaging Danone's value chain is key to the Group's decarbonization journey, as described above with regards to sourcing of milk, ingredients, packaging and co-manufacturing. Danone's supplier engagement program includes:

- support and engagement: Danone has established a strong dialogue with its suppliers about sustainability goals. Danone will continue to work closely with its suppliers to enhance their ability to reduce emissions through training and support, helping them to understand the importance of acting now;
- transparency: Danone implements supply chain transparency by sharing information on GHG emissions and sustainability practices with the Group's suppliers. This can help identify areas for improvement and opportunities for co-development of solutions toward more sustainable supply chains. It will also allow Danone to continuously monitor and report on progress towards sustainability goals and regularly communicate with the Group's suppliers to discuss results, challenges, and opportunities for accelerating the transition;
- contracts: Danone incorporates climate actions into its supplier contracts to ensure a shared commitment to emissions reduction. Danone requires suppliers to set reduction targets that are in line with their maturity and Danone's 1.5 °C targets, with incentives tied to their performance;
- partnerships: Danone establishes further collaborative partnerships with its suppliers to develop customized decarbonization goals and roadmaps, fostering frequent interactions on progress and transparent reporting of emissions. These partnerships include co-investments and joint projects. Danone's Partner for Growth program aims to expand and strengthen Danone's relationships with partners from across the world, from start-ups and scale-ups to large corporations and academic institutions.

Actions taken in 2025:

- Danone has continued to work with HowGood, a shared platform, to engage with its suppliers and start collecting primary emission factors for specific ingredients. Danone will use the platform to set up carbon improvement programs, set reduction targets, and draft glide paths;
- Danone has actively partnered with its suppliers to emphasize the importance of setting Science-Based Targets, adopting the Sustainable Sourcing Policy and developing decarbonization roadmaps moving forward. This included facilitating on-the-ground meetings with suppliers and producers of key commodities. Danone entered into multiple partnerships with ingredient suppliers to accelerate decarbonization across the value chain. For example, Danone entered into a partnership with Leprino to reduce on-farm emissions on dairy farms in the United States;
- Danone's Sustainable Sourcing Policy requires suppliers to adhere to fundamental social, environmental and ethical principles aligned with international standards such as the UN Guiding Principles on Business & Human Rights. Key initiatives include promoting regenerative agriculture, deforestation-free sourcing, and fostering ethical, inclusive supplier relationships to build sustainable food systems and support diverse ecosystems. The Group continues working to extend this initiative across its entire supply base;

- in 2025, over 150 partners from around the world joined Danone's Partner for Growth digital event, which featured strategic discussions led by Danone's Executive Committee. The focus was on deepening sustainability partnerships and accelerating innovation across the ecosystem—from startups and scale-ups to large corporations and academic institutions. Danone is actively collaborating with startups from the 100+ Accelerator, leveraging breakthrough solutions to drive impact across its value chain.

Low carbon by design

Besides the programs described above, Danone is looking at solutions over and above the traditional decarbonization levers with different developments in Danone's business models to generate value from lower-carbon products. Key actions in this area include:

- integrating carbon footprints into innovation and renovation processes: product carbon footprints are integral to Danone's innovation and renovation cycles, aiming to deliver superior product benefits and experiences while adopting lower-carbon solutions. Danone's Danprint tool measures a product's carbon footprint across its life cycle and compares different design scenarios. It is triple certified by the Carbon Trust against the three most stringent frameworks used by retailers. Danone is scaling up product assessments to fuel its low-carbon product ambitions;
- leveraging lower-carbon ingredients in product design: Danone continues to develop formulas with appealing nutritional and taste profiles, but with a lower carbon footprint, as seen in innovations such as the *Fortimel* plant-based range;
- fostering innovation and breakthrough technologies: Danone is investing in and partnering with start-ups and suppliers to explore lower-carbon innovations, such as alternative proteins and processing solutions.

Actions taken in 2025:

- as a complement to its Danprint tool, Danone continued rolling out HowGood's product footprinting solution. This solution automates and streamlines carbon footprint calculations for Danone's products. Leveraging a comprehensive database of over 90,000 emission factors, the platform provides dynamic life cycle assessments (LCAs) that are continuously updated with the latest scientific research. HowGood was certified by the Carbon Trust in August 2025;
- through its brand *Nutricia*, Danone has launched two plant-based products within the past 12 months: (1) *Fortimel Plant-Based Protein*: A plant-based high-protein medical nutrition drink formulated for people suffering from malnutrition, also pioneering savory flavors and (2) *Nutrison PlantBased 2 kcal HP Multi Fiber*: A plant-based tube feeding formula featuring a high nutritional density of 2.0 kcal/ml. Both formulations provide complete, high-quality protein with a

Protein Digestibility Corrected Amino Acid Score (PDCAAS) of 1.0. Primarily attributable to the utilization of plant-based proteins, both products have resulted in significant carbon footprint reductions, as verified by the Carbon Trust; more specifically, the oral nutrition supplement has a carbon footprint that is 45% lower than the carbon footprint of standard *Fortimel*⁽¹⁾, while that of the tube feed is 24% lower than *Nutrison Protein Plus Multi Fibre*⁽²⁾;

- in June 2024, Danone, Michelin, the American start-up DMC Biotechnologies and Crédit Agricole Centre France agreed to create the Biotech Open Platform to bolster the development of advanced fermentation processes, particularly precision fermentation, on a larger scale. Designed to meet the growing demand for scale-up capabilities in both food and non-food biotechnologies, the platform will integrate fermentation and downstream process capabilities to accommodate traditional, biomass, precision, and enzymatic fermentation processes.

Carbon pricing

To drive decarbonization investments and assess the resilience of new projects, Danone uses a shadow carbon price for CapEx.

In 2025, the shadow carbon price at Danone was €100/t CO₂e, reflecting general expectations that carbon prices will continue to rise.

To define the shadow carbon price, Danone applies a combination of EU-ETS forecasting through 2027 and NGFS scenarios on carbon price changes until 2032. All CapEx plans must include a carbon impact assessment covering the related GHG emissions, regardless of the amount, to factor shadow carbon prices into the return on investment.

Mitigation beyond the value chain

Mitigating emissions beyond the value chain as part of the Net-Zero transition

Scientific experts, public authorities and specialist agencies acknowledge that financial flows, particularly from high-income to lower-income countries, are required in order to reduce emissions and preserve and strengthen carbon sinks. In this context, in addition to Danone's action within its value chain, Danone is also contributing to projects allying decarbonization with other social and environmental benefits.

Since 2011, Danone has been a funding partner in the Livelihoods Funds, having launched the first Livelihoods Carbon Fund (LCF). This initiative aims to restore ecosystems, improve local economies, and address climate change beyond Danone's value chain through direct project engagement rather than solely purchasing carbon credits. The Livelihoods Carbon Funds are presented in section 4.1.6.3 *Livelihoods Carbon Fund*.

⁽¹⁾ In the Netherlands, *Nutridrink (Fortimel) Plant-Based Protein Pea Mint* has a 45% lower carbon footprint compared with *Nutridrink (Fortimel) Protein 2 kcal/ml*. The carbon footprint of both products has been measured in accordance with the internationally recognized ISO 14067 standard, verified and certified by the Carbon Trust in 2024.

⁽²⁾ In Norway, *Nutrison Plant-Based 2Kcal HP Multi Fiber* has a 20% lower carbon footprint compared with *Nutrison Protein Plus Multi Fibre*. The carbon footprint of both products has been measured in accordance with the internationally recognized ISO 14067 standard, verified and certified by the Carbon Trust in 2025.

Addressing residual emissions to achieve SBTi Net-Zero ambition

While Danone's primary focus is on reducing GHG emissions as much as possible, some residual emissions will inevitably remain. To achieve net zero emissions by 2050, Danone is exploring options to remove an equivalent volume of carbon from the atmosphere and securely store it through carbon dioxide removal (CDR) strategies aligned with the Science Based Targets initiative (SBTi) Net-Zero Standard.

Carbon dioxide "removal" projects differ from "avoidance" projects and include initiatives like ecosystem restoration, landscape projects, and carbon capture technologies. Danone will use permanent removal solutions, leveraging its experience with the Livelihoods Funds. This approach will involve Danone's own removal projects and the purchase of high-quality carbon removal credits to effectively and transparently address residual emissions.

Adaptation strategies within Danone's ecosystem

Regarding physical risks, adaptation actions cover two main action areas that are continuously being strengthened in Danone's operations globally.

Adapting the sourcing

Adaptation actions for raw materials, to ensure supply chain resilience:

- securing supply chains in the long term, taking into consideration climate risks in sourcing decisions (diversifying areas of sourcing, or supporting key suppliers' monitoring of climate risks and actions);
- supporting suppliers and farmer partners to improve resilience to climate change and reduce exposure to market risks, including adopting regenerative and sustainable agriculture practices, efficient use of natural resources and exploring new technologies and innovation;
- for Danone's partners, in particular farmer partners, Danone supports knowledge exchanges and the upskilling of dairy farmer partners and internal farm management teams, to scale best practice adoption on farms, through innovative contract models (long-term & Cost Production Models (CPM)) to bring farmer partners greater stability, and through monitoring farm performance and implementing continuous improvement plans;
- engaging with external stakeholders and peers (suppliers, clients, competitors, public sector & NGOs) to advocate for policies that support implementing sustainable farming practices, building food sovereignty and supply chain resilience at scale.

Some examples of actions related to adaptation actions for raw materials include:

- local climate risk studies: since 2023, Danone has been conducting a climate risks study focusing on key milk sourcing countries and assessing the local impacts of climate change on Danone's supply chain to identify the most suited mitigation levers and define Danone's future sourcing strategies;
- implementing Regenerative Agriculture and Sustainable Agriculture Programs across Danone's geographies, categories and ingredients, such as:

- the Regenerative Almond Program in Spain: since 2023, *Alpro* has been working with key partners (suppliers, almond cooperatives and local agronomists) to implement water reduction initiatives such as implementing cover crops and swales. The program will ensure the security of almond supply,
- the Flora Project in Brazil: in 2021, Danone Brazil launched the Flora Project to implement regenerative practices for different dairy production models, such as rotational grazing with tree shading, no-tillage, cover crops and manure management. As of 2025, the project has directly impacted 3,000 hectares, contributing to the farms seeing improvements in soil health, biodiversity, feed autonomy and forage quality. The project resulted in a 65% increase in areas using no-till techniques,
- the Regenerative Agriculture Program in Poland: As of 2025, 70% of Danone Poland's dairy farms were audited using the Danone Regenerative Agriculture Scorecard, with 74% of milk volume sourced from farms that are implementing regenerative agriculture best practices. The Program also includes a strategic partnership with EIT Food under the "Regenerative Agriculture Revolution" initiative, which delivers farmer training and educational manuals on soil health, animal welfare and improving economic performance on farms,
- the Swaran Sutlej Program in India aims to transform smallholder dairy farming in Punjab into a regenerative, climate-resilient, and socially inclusive model. Building on a decade of work with 5,000 farmers, it focuses on animal health, manure management, fodder cultivation, livestock development, and digitalization, while empowering women and youth. Through circular practices, advanced breeding, and community-led capacity building, the program seeks to create a sustainable dairy ecosystem that can be replicated across India and beyond,
- the HLib Bladi project in Morocco: initiated in 2016 by Danone Ecosystem to enable smallholder dairy farmers to strengthen their resilience and profitability and increase local milk production, the project helps farmers to optimize feed production and improve local feed autonomy, improve herd, manure and water management and agroforestry practices, strengthening farmers economic and climate resilience. HLib Bladi has supported 4,000 farmers, boosting milk production and quality, while also improving social and environmental impact,
- H'lib Dzair in Algeria initiated by Danone Ecosystem, aims to develop sustainable and inclusive practices. Since 2014, the project has supported around 2,700 dairy farmers across 22 provinces, focusing on key improvement pillars such as herd management, feed autonomy, milk quality, and farmer training, creating a strong foundation for regenerative agriculture initiatives in the country.

Adapting Danone's sites

Together, Danone Operations and Insurance teams monitor Danone sites' risk to natural catastrophes (flooding, earthquakes, storms) to prioritize action plans and site visits.

Natural catastrophe and adaptation measures are regularly monitored and relevant risk assessments are shared with sites, with action plans being developed on a regular basis.

Several types of investments have been made following those recommendations:

- flood risk mitigation: deployment of barriers and floodgates during heavy rains to protect critical areas (e.g., electrical/technical rooms on certain sites), elevation of critical equipment and ingredients, and terrain elevation;
- wind resistance: strengthening roof structures and doors to withstand strong winds.

As part of the Danone Impact Journey, Danone pursues water conservation actions with the goal of (i) achieving operational excellence in all direct production sites through the deployment of its 4R strategy to Reduce, Reuse, Recycle and Reclaim by 2030 and (ii) collaborative preservation or restoration action plans with local communities/smallholders for watersheds located in highly water-stressed areas where Danone is operating by 2030. These plans include various activities to minimize environmental degradation while reinforcing the resilience of the ecosystems within its watersheds. Activities include upstream agroforestry to reduce erosion and enhance farmer revenue, development of water access and sanitation initiatives in rural villages, and implementation of water governance actions. More information is available in section 4.3.3 *Water resources (ESRS E3)*.

Actions to mitigate the potential impacts of transition risks

Danone has already launched various initiatives to monitor, anticipate and mitigate its transition risks. These initiatives can be grouped into the following categories:

- eight strategic programs of the Climate Transition Plan to reduce its carbon emissions;

- investments to adapt the supply chain to both regulatory requirements, where applicable, and Danone's long-standing commitments as part of the Danone Impact Journey, for example sourcing verified DCF key direct commodities to meet the objectives of the Danone Forest Policy and also upcoming legislation requirements, such as the European Deforestation-free Regulation (EUDR);
- ingredient sourcing strategy to support value chain end-to-end resilience, for example by supporting suppliers to implement regenerative agriculture and sustainable farming practices, exploring new technology and innovations and ensuring efficient use of natural resources;
- in 2025, Danone built upon its industry leading dairy methane initiative to reduce methane by 30% from its fresh milk in dairy products supply by publishing a Dairy Methane Action Plan/ which showcases current progress and strategic engagement with farms;
- scope 1 & 2 energy strategies (Re-Fuel Danone) championing energy efficiency, resilience and agility, whilst mitigating the impact of increasing energy and carbon prices, for example by improving energy efficiency, sourcing renewable energy (including through PPA contracts) and developing on-site renewable energy sources;
- Danone plant-based offering and production of dairy products at a lower carbon footprint;
- ambitious actions to establish Danone as a sustainability leader in its industry and strengthen its reputation, for example a clear sustainability framework (Danone Impact Journey), demonstrating concrete progress towards its commitments (*i.e.*, sourcing from farms that have begun their transition to regenerative agriculture, B Corp™ certification worldwide) and ambitious agriculture roadmaps to improve its GHG emissions and environmental impacts.

Danone plans to further strengthen these initiatives together with close monitoring of the evolving transition context to adjust its risk mitigation roadmap accordingly. This forms part of Danone's climate change strategy.



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4.3.1.3 Metrics and targets related to climate change

Targets related to climate change

As part of the Danone Impact Journey Phase 1, Danone has set the following targets with regards to climate change:

KPI (in kt CO ₂ e market-based)	Baseline year	Baseline value	Target year	Target	2023	2024	2025
CO ₂ e reduction in line with SBTi 1.5 °C	2020	21,923	2030	(34.8)%	(7.5)%	(16.1)%	(21.0)%
Scope 1 & 2 energy and industry emissions	2020	1,044	2025	(36.0)%	(20.7)%	(34.5)%	(40.2)%
			2030	(46.3)%			
Scope 1 & 3 FLAG emissions	2020	13,868	2030	(30.3)%	(5.5)%	(16.5)%	(21.7)%
Scope 3 energy and industry emissions	2020	7,011	2030	(42.0)%	(9.4)%	(12.5)%	(17.0)%
Net Zero energy and industry	2020	8,055	2050	(90.0)%	(10.9)%	(15.3)%	(20.0)%
Net Zero FLAG		13,868		(72.0)%	(5.5)%	(16.5)%	(21.7)%
Percentage reduction in methane emissions from fresh milk in dairy products	2020	4,091	2030	(30.0)%	(13.3)%	(25.0)%	(29.8)%

Danone is committed to near-term targets with a 2030 horizon, and a long-term Net-Zero target for 2050, all of which have been validated by the Science-Based Targets initiative (SBTi) and are in line with the 1.5 °C pathway.

As part of its Danone Impact Journey Phase 1, Danone has committed to the following near-term targets for 2030 (from a 2020 baseline):

- energy and industry: Danone commits to reducing absolute scope 1 and 2 energy and industrial GHG emissions by 36% by 2025, and 46.3% by 2030. The target boundary includes land-related emissions and removals from bioenergy feedstocks. The scope 2 GHG emissions included in the target are market-based;
- energy and industry: Danone also commits to reducing absolute scope 3 GHG emissions from purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, downstream transportation and distribution and end-of-life treatment of sold products by 42%;
- FLAG: Danone commits to reducing absolute scope 1 and 3 FLAG GHG emissions by 30.3%. The target includes FLAG emissions and removals.

These targets are validated by the Science-Based Target initiative (SBTi) and are in line with the 1.5 °C commitment. Together, these represent a 34.8% absolute GHG emissions reduction at constant mix.

Moreover, Danone has also committed to reducing methane emissions from fresh milk used in dairy products by 30% by 2030 (compared to the 2020 baseline year).

In addition, Danone has committed to the following absolute long-term targets for 2050 (from a 2020 baseline):

- energy and industry: Danone commits to reducing absolute scope 1, 2 and 3 GHG emissions from purchased goods and services, fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, downstream

transportation and distribution, and end-of-life treatment of sold products by 90% by 2050 from a 2020 baseline. The target includes land-related emissions and removals from bioenergy feedstocks;

- FLAG: Danone commits to reducing absolute scope 1 and 3 FLAG GHG emissions by 72% by 2050 from a 2020 baseline. The target includes FLAG emissions and removals

These targets have been validated by the SBTi, in line with the 1.5 °C commitment Danone's SBTi target includes both FLAG emissions and removals as specified in SBTi's FLAG Guidance. However as of December 31 2025, Danone does not report any removals as part of its corporate emissions reporting.

As mentioned in section 4.1 *Introduction* the climate change KPIs target towards 2030 will as part of the Danone Impact Journey Phase 2 (refer to section 4.1.3 *Danone Impact Journey Phase 2 towards 2030* for more information).

Metrics related to climate change

Progress in implementing the transition plan

In 2025, Danone made steady progress on its eight strategic programs. As a result Danone has now surpassed the halfway mark toward its near-term climate targets, achieving 60.5% of the 2030 reduction target (versus 46.2% last year). The year-on-year reduction of nearly 1.1MtCO₂e was primarily achieved through:

- Danone's Regenerative Agriculture action plans;
- Danone's supplier engagement with Dairy Ingredients and Packaging partners;
- sourcing of Deforestation free ingredients.

The Regenerative Agriculture Program also contributed to the reduction of methane emissions.

Overall performance vs targets

Climate change performance (in kt CO ₂ e)	Baseline (2020)	2030 target vs baseline (%)	2030 targets	2050 targets	2024	2025	2025 vs 2024 (%)	2025 vs baseline (%)
Scope 1 & 2 energy and industry	1,044	(46.3)%	560	806	684	625	(8.6) %	(40.2) %
Scope 3 energy and industry	7,011	(42.0)%	4,066		6,137	5,820	(5.2) %	(17.0) %
Scope 1 & 3 FLAG	13,868	(30.3)%	9,665	3,883	11,580	10,866	(6.2) %	(21.7) %
TOTAL ON SBT SCOPE	21,923		14,293	4,689	18,400	17,310	(5.9)%	(21.0)%
Methane from fresh milk in dairy products (included in FLAG target)	4,091	(30.0)%	2,863	N/A	3,054	2,870	(6.0) %	(29.8) %

Details of GHG emission reductions per program for Danone's 1.5 °C reduction commitments
(2030 vs 2020 baseline)

GHG emissions reductions (in kt CO ₂ e)	Baseline (2020)	2025 vs. 2024 %	2025 vs. 2020 %
Direct operations (scope 1 & 2)	1,044	(8.6)%	(40.2)%
Agriculture: milk	7,927	(5.7)%	(29.3)%
Agriculture: other ingredients	5,942	(6.6)%	(11.5)%
Packaging	2,406	(1.1)%	(3.0)%
Logistics	1,853	(8.0)%	(10.3)%
Co-manufacturing	1,581	(11.6)%	(42.3)%
Others	1,171	(2.8)%	(22.3)%

Gross & total GHG emissions

Gross and total GHG emissions	Baseline year (2020)	2024	2025	% 2025/2024
Gross scope 1 GHG emissions (t CO ₂ e) ^(a)	769,787	684,663	697,267	1.8 %
Percentage of scope 1 GHG emissions from regulated emissions trading schemes (%)	N/A	5.0 %	5.0 %	– %
Gross location-based scope 2 GHG emissions (t CO ₂ e)	N/A	694,742	633,419	(8.8) %
Gross market-based scope 2 GHG emissions (t CO ₂ e)	443,189	122,408	49,227	(59.8) %
TOTAL GROSS INDIRECT (SCOPE 3) GHG EMISSIONS (t CO₂e)	22,093,205	18,984,106	17,862,747	(5.9)%
1 – Purchased goods and services	17,687,258	14,849,498	13,991,418	(5.8) %
3 – Fuel energy-related activities (not included in scope 1 or 2)	263,284	183,821	172,725	(6.0) %
4 – Upstream transportation and distribution	295,512	275,696	247,850	(10.1) %
5 – Waste generated in operations	148,812	49,059	49,454	0.8 %
9 – Downstream transportation	2,211,468	2,195,240	2,047,965	(6.7) %
11 – Use of sold products	728,300	727,266	665,385	(8.5) %
12 – End-of-life treatment of sold products	758,571	703,526	687,950	(2.2) %
TOTAL GHG EMISSIONS (LOCATION-BASED) (t CO₂e)	N/A	20,363,560	19,193,434	(5.7)%
TOTAL GHG EMISSIONS (MARKET-BASED) (t CO₂e)	23,306,181	19,791,227	18,609,242	(6.0)%

(a) Out of scope biogenic emissions of CO₂ from the combustion or bio-degradation of biomass not included in Scope 1 GHG emissions represent 75,980.4 t CO₂e.

GHG intensity per net revenue	2024	2025	% 2025/2024
TOTAL GHG EMISSIONS (LOCATION-BASED) PER NET REVENUE (t CO ₂ e/million €)	743.8	703.5	(5.4)%
Metric numerator (gross global combined scope 1, location-based scope 2 and scope 3 GHG emissions, t CO ₂ e)	20,363,560	19,193,434	(5.7) %
TOTAL GHG EMISSIONS (MARKET-BASED) PER NET REVENUE (t CO ₂ e/million €)	722.9	682.1	(5.7)%
Metric numerator (gross global combined scope 1, market-based scope 2 and scope 3 GHG emissions, t CO ₂ e)	19,791,227	18,609,242	(6.0) %
Metric denominator (net revenue, million €)	27,376	27,283	(0.3) %

Carbon credits

The table below summarizes the amount of carbon credits that were retired in 2024 and 2025.

Carbon credits retired in the reporting year	2024 ^(a)	2024 ^(b)	2025
TOTAL (T CO₂E)	7,705	8,662	6,544
Share from removal projects (%)	NA	–%	5.3%
Share from reduction projects (%)	NA	100%	94.7%
Recognized quality standard/carbon crediting program:			
ACR	NA	–%	–%
VCS	NA	100%	94.7%
REDD+	NA	–%	–%
Gold standard	NA	–%	–%
Plan Vivo	NA	–%	5.3%
Clean Development Mechanism	NA	–%	–%
Share of the projects within the EU	NA	–%	–%

(a) Published data: Planned purchases as published in the 2024 Universal Registration Document.

(b) Restated data: Retired credits.

In 2025, some Danone factories continued to purchase carbon credits as part of their carbon neutral certification. Decarbonization beyond the value chain in the form of carbon credits does not account as a reduction towards the Group's reduction targets.

Energy consumption & mix ^(a)

(a) Production Site and owned Distribution Centers scope, see methodology note for environmental KPIs of this section.

Energy consumption and mix ^(a)		2024	2025
1	Fuel consumption from coal and coal products (MWh)	0	0
2	Fuel consumption from crude oil and petroleum products (MWh)	132,631	141,714
3	Fuel consumption from natural gas (MWh)	2,273,011	2,315,425
4	Fuel consumption from other fossil sources (MWh)	36	2,246
5	Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	285,437	162,742
6	Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	2,691,114	2,622,126
	Share of fossil sources in total energy consumption (%)	57.6%	55.5%
7	Consumption from nuclear sources (MWh)	13,074	8,044
	Share of consumption from nuclear sources in total energy consumption (%)	0.3%	0.2%
8	Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biological origin, biogas, renewable hydrogen, etc.) (MWh)	243,887	238,458
9	Consumption of purchased or acquired electricity with attributes (PPA, RECs...), heat, steam, and cooling from renewable sources (MWh)	1,654,584	1,809,841
10	Consumption of self-generated non-fuel renewable energy (MWh)	23,412	25,474
11	Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	1,921,883	2,073,773
	Share of renewable sources in total energy consumption (%)	41.1%	43.9%
12	Consumption of purchased grid electricity from renewable sources without attributes (PPA, RECs...) – share from the grid consumption	47,365	17,270
TOTAL ENERGY CONSUMPTION (MWh) (CALCULATED AS THE SUM OF LINES 6, 7, 11 AND 12)		4,673,436.8	4,721,212.7

Thanks to the switch to renewable electricity sources in Japan, Argentina and Mexico, 25 countries (including factories and owned Distribution Centers where Danone operates) reached 100% electricity from renewable sources (wind, hydro, etc.) in 2025 (compared to 23 in 2024), contributing to a total of 94.2% of Danone's renewable electricity (compared to 85.7% in 2024). In 2025, 110 factories reached 100% Renewable electricity across Danone's Operations (+4 sites vs 2024). Furthermore, Danone's total energy use from renewable sources (electricity and thermal) represented 43.9% of its total energy use in 2025 (compared to 41.1% in 2024).

In 2025, 92.8% of the electricity consumed by Danone was covered by purchases of renewable energy attribute certificates (EACs). Based on 2024 purchases and market realities in a number of countries, such as Mexico, Danone estimates that 80-90% of purchases corresponded to EACs, and 10-20% to PPAs.

Energy intensity

In 2025, energy consumption intensity increased by 4.3% compared to 2024 on a like for like basis (at constant scope and methodology). The energy efficiency ratio KPI is impacted by the current product mix and in-sourcing of new processes and technologies.

Energy consumption	2024	2025	% 2025/2024
Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors (MWh/Million €) ^(a)	170.7	173.0	1.4%
Energy consumption intensity (in kWh per metric ton of product) ^(b)	141.3	147.4	4.3%

(a) Scope 1 & 2 energy consumption – including manufacturing sites and owned distribution centers.

(b) Only for manufacturing sites.

Regarding energy intensity, the total energy consumption is divided by total net revenue. All revenue-generating activities of Danone are related to the food processing sector, which is considered as a high climate impact sector (according to the NACE A to H and L, as defined by Regulation 2022/1288 of the European Commission). Therefore, there is no difference in scope compared to total energy consumption and total net revenue.

Methodology note

As disclosed in section 4.2.1.1 *General basis for preparation of the sustainability statement* in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*, the consolidation scope used in the application of the CSRD covers all Danone subsidiaries that are fully consolidated for the preparation of the consolidated financial statements, in other words, the subsidiaries in which Danone holds, directly or indirectly, exclusive control. For environmental KPIs related to production sites, Danone monitors the environmental performance of its production sites using an operational control approach. In 2025, 151 Danone production sites (same as in 2024), representing more than 99% of the total production of the consolidated entities, reported environmental indicators. The environmental impact of tertiary buildings (offices, research centers, etc.) is not included in the scope of consolidation (except for certain indicators, when these buildings are adjacent to production sites). Given that their GHG emissions represent less than 5% of Danone's total scope 1 and 2 emissions, the environmental impact is considered as non-significant.

The Sustainable Finance team is responsible for the environmental and GHG indicators of production sites. Production Site Environment indicators are reported by each production site's Environment manager using the PURE Platform tool, which was introduced in 2018 alongside UL EHS Sustainability. This is the seventh year that scope 3 greenhouse gas emissions data, including packaging data, were reported using this same tool.

Energy consumption

Energy consumption covers production sites as in previous reporting years. When Research and Development centers or warehouses are located adjacent to production sites, estimates may be made for a given production site to consider only its own energy consumption (estimate and deduction of the amount of energy consumed by the non-industrial sites adjacent to the production site). In some cases, the energy consumption of buildings located adjacent to an industrial site is considered if the site is unable to subtract its consumption. The rules for conversion between the different units used to track energy consumption (cubic meters, liters, Btus, etc.) and the standard reporting

unit (MWh) are specified in the technical environmental guide prepared by Danone and provided to its subsidiaries. In certain cases, the subsidiaries use conversion factors provided by their suppliers.

In the energy consumption and mix table, the electricity consumption of the manufacturing sites and owned distribution centers purchased from the grid were split into the following categories, based on the latest breakdown at country level provided by the International Energy Agency (IEA) on its website, in practice for 2022 or 2023:

- electricity purchased from fossil sources (line 5);
- electricity purchased from nuclear sources (line 7);
- electricity purchased from renewable sources without attribute (line 12).

Energy related estimations

Energy consumption by types of contractual instruments combines countries for which all purchases were completed at the reporting date, with countries for which all information related to the purchases are available after the closing of the reporting. For those latter countries, an estimate of the types of contractual instruments used was made.

For the two manufacturing sites subject to EU-ETS in 2025, the scope 1 reporting made has not yet been validated by EU-ETS auditors, due to a different external verification calendar. For those sites, an estimate of the scope 1 reporting was made based on previous years validated data.

GHG emissions

In terms of reporting entities, the SBT scope for the reporting year is identical to the GHG emissions scope.

In terms of emission categories, the SBT scope excludes:

- indirect emissions linked to the use of sold products at home by consumers, which are included in the GHG emissions scope;
- emissions linked to storage in retailers' distribution centers and retailers' stores, that are included in the GHG emissions scope and were reported in the use of sold products category until 2021, are now reported in the downstream transportation and distribution emission category from 2022 to increase compliance with the GHG Protocol.

In 2020, the baseline year for the Group's 1.5 °C reduction commitments, Danone emitted 21.9 million metric tons of CO₂ equivalent on its SBT scope.

To calculate GHG emissions, the Group combines activity data from each reporting entity and applies emissions factors from recognized sources, including:

- for scopes 1 and 2: the International Energy Agency (IEA), the French Agency for Ecological Transition (ADEME), the Department for Business, Energy & Industrial Strategy (BEIS);
- for scope 3: life cycle assessment databases (Ecoinvent), and professional federations (Plastics Europe, the European Federation of Corrugated Board Manufacturers (FEFCO), the European Container Glass Federation (FEVE) and the Food and Agriculture Organization of the United Nations (FAO)).

Danone complements these data sources by measuring the emissions of the Group's dairy farmers, using the Cool Farm Tool alongside specific emission factors calculated for the main ingredient and packaging suppliers. The information below provides further details on the calculation of scope 1, 2 and 3 GHG emissions:

- scope 1 emissions are calculated in accordance with the methodology set out in the GHG Protocol Corporate Standard (January 2015 revised edition) and the operational control approach to include all sources of emissions from its industrial sites, warehouses, distribution centers and corporate vehicle fleet, by applying emissions factors and global warming potentials to the activity data:
 - the emissions factors used to calculate emissions related to energy combustion correspond to data in the 2006 IPCC Guidelines (2006 IPCC Guidelines for National Greenhouse Gas Inventories),
 - the emission factors used for CH₄ and N₂O biogenic emissions linked to the combustion of biomass and biofuel are from the Department for Environment, Food & Rural Affairs of the United Kingdom (DEFRA) 2022 publication;
- scope 2 emissions are calculated in accordance with the methodology set out in the GHG Protocol Corporate Standard (January 2015 revised edition) and the operational control approach to include all sources of emissions from its industrial sites, warehouses and distribution centers. In January 2015, the GHG Protocol published a guidance document on the method used to account for scope 2 greenhouse gas emissions, which introduces dual reporting:
 - location-based reporting, which reflects emissions due to electricity consumption from a conventional power grid. It therefore primarily uses an average emissions factor of the country's energy mix,
 - market-based reporting, which reflects emissions from energy consumption, taking into account the specific features of the energy contracts chosen and also considers the impact of the use of energy from renewable sources.

Danone has set its reduction targets according to the market-based method. Scope 2 emissions are calculated by applying emissions factors to the activity data:

- electricity emissions factors follow the hierarchy defined in the scope 2 guidance document of the GHG Protocol for market-based reporting. Suppliers' specific factors must be certified by instruments that prove the origin of electricity (guarantee of origin certificates). If some of the electricity used is not of certified origin, the emissions factors used are the national residual mixes published by official bodies such as the Association of Issuing Bodies (AIB) in Europe, and Green-e in North America. For countries

that do not have green-electricity attribute instruments, the emissions factors used are those used for location-based reporting provided by the International Energy Agency (2024 and 2025 publications of energy mixes in 2022 and 2023);

- the factors used for heating and steam are from DEFRA's 2018 publication, and the factors used for cooling are from ADEME's carbon database (ADEME, 2017).
- no removals, transferred carbon credits or GHG allowances are included in the calculation of scope 2 GHG emissions;
- scope 3 emissions are calculated in accordance with the methodology set out in the GHG Protocol Corporate Value Chain (scope 3) Accounting and Reporting Standard. This approach considers emissions all along the Group's value chain. Scope 3 emissions include:
 - upstream emissions (physical flows entering the plants) covering a scope representing approximately 99% of Danone's production volumes in 2025,
 - downstream emissions (physical flows exiting the plants) covering a scope representing approximately 99% of Danone's sales volumes in 2025.

In 2022, in order to increase compliance with the GHG Protocol at GHG category level:

- Danone recategorized as scope 1 FLAG the emissions linked to the milk production in the three farms owned by Danone in Egypt, Morocco and Russia that were previously reported as scope 3 emissions of milk purchases. For 2025, the same recategorization applied to Danone's two farms in Egypt and Morocco;
- Danone recategorized as downstream transportation and distribution emissions the emissions linked to the storage in retailers' distribution centers and retailers' stores. In order to ensure comparability between 2020 (baseline), 2024 and 2025 for each GHG emission category, the 2020 emissions presented in this report were also recategorized.

Changes in reporting

Danone's emissions accounting methodology did not materially change during the reporting year. In the event of a material change in the consolidation scope, or material changes in carbon accounting methods, the recalculation rules defined by Danone in compliance with the GHG Protocol and the Science Based Targets initiative standards will be applied.

In 2023, Danone used the latest version of the CFT 2.0 to measure milk emissions factors. This version allowed for the disaggregation of emissions and removals and Danone is reporting gross emissions for 2023 and 2024. The CFT 2.0 uses IPCC AR6 GWP100 values and there were no methodological changes in the CFT between 2024 and 2025.

In its 2020 baseline, Danone measured net emission factors, but without removals from carbon sequestration in soil.

Greenhouse gas removals

The GHG Protocol (Land Sector and Removals Guidance) is still in its draft stage. Danone aims to start reporting on removals in the future, once the final version of GHG Protocol Land Sector and Removals Guidance is released.



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4.3.2 POLLUTION (ESRS E2)

4.3.2.1 Material impacts, risks and opportunities related to pollution

Process to identify material impacts, risks and opportunities

The description of the Group double materiality assessment process to identify impacts, risks and opportunities is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*. More specifically, for pollution-related impacts, risks and opportunities, the experts based their assessment on the processes and analysis described below.

Danone has several tools and processes related to pollution, covering Danone's own operations and value chain:

- to monitor compliance with its Clean Water Standards (presented in the *Actions related to pollution* section), Danone tracks its direct water discharges into the environment;
- as part of its Global Risk Evaluation for the Environment (GREEN) program (presented in the *Actions related to pollution* section), Danone commissions external and internal audits to identify and monitor the main environmental risks related to atmospheric

emissions and discharges into water and soil resulting from the Group's production sites. The GREEN program also allows the Group to measure noise pollution generated by its production sites;

- Danone's Water Footprint Assessment and Water Risk Assessment described in section 4.3.3 *Water resources (ESRS E3)* also provide insights with regards to water quality;
- Danone's Regenerative Agriculture Program includes criteria on soil practices, fertilization and manure management to help identify pollution impacts linked to agriculture;
- Danone monitors its emissions from logistics with a standard calculation methodology aligned with the Global Logistics Emissions Council (GLEC) framework, using primary data from logistics operations such as metric tons, kilometers and local emission factors, and using a central platform to track and analyze emissions data across the supply chain;
- for packaging specifically, Danone relies on internal assessments and external tools and disclosures, as described in section 4.3.5 *Resource use and circular economy (ESRS E5)*.

Presentation of material impacts

As part of its double materiality assessment, Danone identified the following material impacts related to pollution:

Impacts related to pollution	Type	Location in the value chain		
		Upstream	Own operations	Downstream
Pollution from own operations Effluent released into the natural environment from factories, especially organic content, and salinity, can have an impact on ecosystems. If not properly addressed, this can have a negative impact on the environment and the health of employees and local populations.	Negative impact		x	
Pollution from agricultural activities Agricultural activities related to fresh milk and crop production can have an impact on air, water and/or soil pollution notably as a result of manure management and excessive use of fertilizers and pesticides.	Negative impact	x		
Pollution from logistics Logistics transportation generates emissions that can contribute to air pollution.	Negative impact	x	x	x
Pollution from plastic packaging Mismanagement of plastic packaging end-of-life can lead to soil and water pollution, biodiversity deterioration and higher GHG emissions.	Negative impact			x

Note: these impacts are gross, meaning before actions taken by Danone. Danone's double materiality assessment is described in section 4.2.5 *Impact, risk and opportunity management*.

4.3.2.2 Material impact management

Policies related to pollution

Impacts related to pollution	Danone's policies			
	Clean Water Standards	Regenerative Agriculture Program	Climate Transition Plan	Packaging Policy
Pollution from own operations	x			
Pollution from agricultural activities		x		
Pollution from logistics			x	
Pollution from plastic packaging				x

All policies presented in this section are described in the policy presentation table in section 4.2.6 *Cross topic disclosures*.

Clean Water Standards

Danone has stringent Clean Water Standards (CWS) in place to prevent and limit water pollution resulting from its activities. The CWS set compliance KPIs and limits on treated wastewater discharged into the environment, based on nine indicators: Chemical Oxygen Demand (COD), Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS), Total Nitrogen (TN), Total Phosphorus (TP), oil & grease, conductivity, pH and temperature. The CWS either align with or go beyond local regulations, including the U.S. Clean Water Act and the European Urban Wastewater Treatment Directive, and set out specific requirements on the frequency of analyses, methods, sampling, measurements and reporting. Danone assesses the effectiveness of on-site wastewater treatment based on specific assumptions.

Regenerative Agriculture Program

The Regenerative Agriculture Program provides guidance on best practices for fertilizer use, manure management, pesticides and weed management, as well as soil health and water quality management best practices. These contribute to reducing air, water and soil pollution from agricultural activities.

As an example, Danone's Regenerative Agriculture Program provides guidance on the management of:

- animal manure, to avoid impacts such as overflow and environmental pollution, through regular inspections, maintenance of storage and handling systems, ensuring that manure is only spread under suitable conditions, and covering manure to reduce harmful gas emissions;
- pesticides and herbicides, through the promotion of integrated pest management practices including the use of organic pesticides and biocontrol agents as a healthy alternative to synthetic chemicals.

Climate Transition Plan

Through its decarbonization initiatives, Danone acts to reduce air pollution from transportation. By prioritizing energy efficiency, optimizing logistics network operations, exploring multimodal and collaborative logistics and adopting biofuels and electric vehicles, Danone is working to establish a sustainable logistics system.

Packaging Policy

Danone's approach to packaging, formalized in the Packaging Policy, aims to mitigate Danone's potential impacts related to the pollution of water and soil, through both prevention and control.

Actions related to pollution

Impacts related to pollution	GREEN Program	Clean Water Standards	Regenerative Agriculture Program	Programs related to logistics	Programs related to packaging
Pollution from own operations	x	x			
Pollution from agricultural activities			x		
Pollution from logistics				x	
Pollution from plastic packaging					x

GREEN program

Through its GREEN program, Danone conducts external and internal audits to identify and monitor the main environmental risks at its production sites and implement environmental management systems. The objective is to monitor and control atmospheric emissions (greenhouse and refrigerant gases), discharges into water (wastewater) and soil (treatment plant sludge and waste generated by livestock at some subsidiaries) resulting from the Group's activities.

Key projects are also carried out to decrease further potential discharges into the natural environment. Programs in place at several sites include the management of Total Phosphorous (TP), which comprises the following key actions:

- identification of the source of TP – usually cleaning products;
- finding a product replacement with no TP;
- where this is not possible, trials are carried out with less cleaning agents or mixes of cleaning agents;
- if no other option is available – dedicated treatment of TP pollution at plant level.

A notable example of positive impacts relating to pollution prevention during the year was the Clean In Place optimization project and reduction in product losses at Poços de Caldas Dairy in Brazil. With the installation of 85 sensors and the optimization of >1000 sequences, the

plant drastically reduced its industrial foodwaste (-21%) and improved its wastewater quality. In total, the COD rejected decreased by 45% and the total sludge generated from the waste water treatment plant decreased by 38%, compared to 2024.

Clean Water Standards

Danone has drawn up a set of standard limits, known as the Clean Water Standards, for all its direct discharges into the environment, which go beyond local regulatory requirements. Through monthly monitoring of this standard, Danone is tracking its impact on the environment and working on reducing it.

Regenerative Agriculture Program

Danone manages pollution-related impacts from its agricultural activities through the Regenerative Agriculture Program presented above.

Programs related to logistics

Actions related to managing pollution linked to logistics are outlined in section 4.3.1 *Climate change (ESRS E1)*.

Programs related to packaging

Programs related to packaging are outlined in section 4.3.5 *Resource use and circular economy (ESRS E5)* and the *Focus on risks related to plastic use* and Danone's preventive actions in section 4.7 *Vigilance plan*.

4.3.2.3 Metrics and targets related to pollution

Metrics and targets related to pollution from own operations

Compliance with the CWS

Compliance with the Clean Water Standards ^(a)	2024	2025
Percentage of sites compliant with the internal voluntary Clean Water Standards ^(a)	82.3%	86.7%

(a) Failure to comply is defined as a single site failing to meet the standard for any given indicator. Progress is tracked annually with an objective to reach 95% compliance with the CWS by 2030.

ISO 14001 certification

ISO 14001 certification ^(a)	2024	2025
Number of certified sites	78	78
Percentage of certified sites	51.7%	51.7%
Percentage of volumes covered	69.0%	69.1%

(a) Production Site Environment scope, see Methodological Note.

Compliance with GREEN Audits

GREEN audits	2024	2025
Number of sites having undergone a GREEN audit	114	128
Percentage of sites having undergone a GREEN audit	75.5%	86.5%
Percentage of production covered by a GREEN audit	90.4%	96.2%
Compliance with GREEN Standards		
Number of compliant sites	91	104
Percentage of compliant sites	79.8%	81.3%
Percentage of compliant production	88.9%	89.9%

Net Chemical Oxygen Demand (COD)

	2024	2025
Final discharge of Chemical Oxygen Demand (COD) ^(a) (in thousands of metric tons)	3.6	2.1
Net COD ratio ^(a) (in kg/metric ton of product)	0.11	0.07

(a) Production Site Environment scope, see Methodological Note.

Net COD, i.e., the amount of oxygen required to oxidize organic and mineral compounds in water, is used to measure the quality of wastewater discharges from production sites after any on- or off-site treatment. In 2025, the net COD ratio for Danone Group decreased by 39.9% compared to 2024 (versus 15% decrease between 2023 and 2024), related to a global increase in wastewater treatments on all its sites, such as in the Akbou production site in Algeria. Danone's assessment of off-site treatment effectiveness is based on certain assumptions. More information is available in the *Methodology note for wastewater-related KPIs*.

In accordance with the European Pollutant Release and Transfer Register (EPRTR Regulation), in 2025 Danone conducted an analysis of pollutant levels in wastewater across its 151 factories. The analysis showed that all European factories are fully compliant with the regulation and that the COD parameter was only above the European threshold in three production sites (representing a total of 0.6 kt), all three of which are located outside Europe and not subject to the E-PRTR Regulation.

Metrics and targets related to pollution from agricultural activities

As part of the Danone Impact Journey Phase 1, Danone has made the following commitment regarding regenerative agriculture:

KPI	Baseline year	Baseline value	Target year	Target	2023	2024	2025
Volume of key ingredients ^(a) Danone sources directly that comes from farms which have begun to transition to regenerative agriculture ^(b)	2022	28.0%	2025	30.0%	38.0%	39.0%	42.0%

(a) Including milk, soy, almonds, oats, cereals and selected fruits and vegetables.

(b) Meaning farmers have reached Level 1 or higher on the Regenerative Agriculture Scorecard Assessment. To reach Level 1 on the Scorecard Assessment, farmers must have implemented practices limiting agriculture-related pollution impacts, such as manure management and over-application of fertilizers and pesticides. This is assessed during the annual Regenerative Agriculture Scorecard Assessment Campaign.

As mentioned in section 4.1 *Introduction* the regenerative agriculture KPI target towards 2030 will evolve as part of the Danone Impact Journey Phase 2 (refer to section 4.1.3 *Danone Impact Journey Phase 2 towards 2030* for more information)

Metrics and targets related to pollution from logistics

As part of its 2030 SBTi climate objectives, Danone aims to reduce CO₂ equivalent emissions from logistics by 0.8 million metric tons of CO₂ equivalent compared to the 2020 baseline, considering changes in its business within this same timeframe. This is a voluntary target that Danone has set, which also addresses air pollution and GHG emissions.

Metrics and targets related to pollution from packaging

Metrics and targets related to packaging are outlined in section 4.3.5 *Resource use and circular economy (ESRS E5)* and the Focus on risks relating to plastic use and Danone's preventive actions in section 4.7 *Vigilance plan*.

Methodology note

Wastewater

Net chemical oxygen demand (COD), i.e. the amount of oxygen required to oxidize organic and mineral compounds in water, is used to measure the quality of wastewater discharges from production sites after any on- or off-site treatment. COD measurement frequency and discharge concentration are evaluated against regulatory thresholds of each manufacturing site. Measurements are done on site daily and reported through the Group reporting system as a monthly average of the laboratory analysis. The average COD concentration is then calculated per ton produced.

The net COD data presented correspond to wastewater after internal and/or external treatment. In case of external treatment reported by the site, a purification rate of 90% is assumed. Further information on water-related metrics is available in the methodology note of section 4.3.3 *Water resources (ESRS E3)*.

4.3.3 WATER RESOURCES (ESRS E3)

4.3.3.1 Material impacts, risks and opportunities related to water resources

Process to identify material impacts, risks and opportunities related to water resources

The description of the Group double materiality assessment process to identify impacts, risks and opportunities is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*. More specifically, for water-related impacts, risks and opportunities, the experts based their assessment on the processes described below.

The Water Footprint Assessment

The Water Footprint Assessment (WFA) is a process designed to measure and monitor the surface freshwater, groundwater, and rainwater of Danone's global operations and supply chain. It enables the Group to understand the water footprint associated with the production process, packaging, and agricultural commodities used for Danone products. The WFA is conducted using Water Footprint Network (WFN) water intensity values, covering both blue and green water, and is therefore established as a material factor in Danone's water risk evaluation framework for agricultural commodities.

The Water Risk Assessment

The Water Risk Assessment (WRA) follows a double materiality approach assessing both Danone's impact on water resources and the impact that water resources, or a lack thereof, have on Danone's business. Danone carries out three types of WRA for each scope (factories, watersheds and the agricultural supply chain), following WWF methodology:

- for its own operations, Danone determines the physical, regulatory, and reputational risks associated with water resources for each site;
- at watershed level, Danone performs an assessment based on the WWF Water Risk Filter to identify watersheds located in areas with a physical water risk, including water scarcity, flooding, water quality

and ecosystem services status. The results of this analysis enable Danone to understand where and how to best intervene across the watersheds in which it operates;

- for its agricultural supply chain, Danone conducts a WRA every year on the agricultural value chains of its products, covering both animal and plant-based ingredients. Similarly to the WRA for operations, this assessment is based on a double materiality approach to identify risks and dependencies related to water through Danone's supply chain.

The Sustainable Protection and Resource Managing (SPRING) tool

SPRING, a tool co-developed nearly two decades ago together with the Ramsar Convention on Wetlands and IUCN, is a Danone-owned and customized framework designed to empower factory teams to lead collective water stewardship efforts. The latest version, released in late 2023 and publicly launched at World Water Week in Stockholm in August 2025, was reviewed by the Pacific Institute. It now spans all sites and not only the ones concerning the Waters category as in the previous version. In 2025, the deployment of SPRING concerns 71 sites and the roll out will continue. SPRING enables the creation of three-year site-specific action plans and tracks progress over time. It also serves as a knowledge-sharing platform. In 2025, Danone continued its rollout.

Stakeholder engagement

Danone engages its external stakeholders by developing a variety of partnerships, to better assess, promote and implement collective action initiatives around watershed preservation. Some of the key partners include the Ramsar Convention on Wetlands, the Mediterranean Institute for Water (IME) and the French Water Partnership (PFE). The Group also works with research institutions and NGOs to better understand the impact of water scarcity on its value chain, while sharing this knowledge with peers and stakeholders for more effective collective actions. Danone's global approach to stakeholder engagement is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*.

Presentation of material impacts

As part of its double materiality assessment, Danone identified the following material impact related to water resources:

Impact related to water resources	Type	Location in the value chain		
		Upstream	Own operations	Downstream
Water use				
Use of water from surface and ground water sources, notably for agricultural and operating activities, can impact local water availability. ^(a)	Negative impact	x		x

(a) Based on its Water Footprint Assessment (as described above) conducted in 2023 Danone global water footprint is linked to (i) the agriculture from which Danone sources its production inputs (for 88.5%) – milk representing 63% of the global footprint, (ii) packaging materials (for 10.8%), (iii) manufacturing water (for 0.4%) and (iv) water in products (for 0.3%).

Note: this impact is gross, meaning before actions taken by Danone. Danone's double materiality assessment is described in section 4.2.5 *Impact, risk and opportunity management*. Climate risks and pollution related to water resources are presented in section 4.3.1 *Climate change (ESRS E1)*, and in section 4.3.2 *Pollution (ESRS E2)*.

4.3.3.2 Material impact management

Policies related to water

Impact related to water	Danone's policies		
	Water Policy	Regenerative Agriculture Program	Sustainable Sourcing Policy
Water use	X	X	X

All policies presented in this section are described in the policy presentation table in section 4.2.6 *Cross topic disclosures*.

Water Policy

The Water Policy defines Danone's standards and commitments around an integrated, multi-stakeholder approach to sustainable water management. It provides a foundation for the Group to preserve and restore watersheds where it operates and drive water footprint reduction across its value chain, while enhancing access to safe drinking water.

Regenerative Agriculture Program

The Regenerative Agriculture Program specifically outlines water quantity management, such as irrigation source, type and management and

water usage, as part of engaging farmers to progressively adopt best practices that promote responsible water use.

Sustainable Sourcing Policy

The Sustainable Sourcing Policy outlines how Danone expects its suppliers to preserve and restore water resources. The policy highlights the importance of adopting a water strategy and risk management system for suppliers where water use or management is material, particularly in areas exposed to high-water stress.

Actions and resources allocated to water resources management

Impact related to water	Driving water efficiency in and around production sites	Protecting and restoring watersheds	Rolling out regenerative agriculture practices in the agricultural value chains of Danone's products
Water use	X	X	X

Driving water efficiency in and around production sites

Danone aims to achieve operational excellence at all its production sites. This entails limiting the environmental impacts of Danone's operations while leveraging the interconnection between water, energy, and waste management systems to unite performance and sustainability throughout Danone's production processes and final products.

Danone established the 4R strategy to Reduce, Reuse, Recycle, and Reclaim, requiring all its production sites to manage water as efficiently as possible through a site-specific roadmap aligned with surrounding watershed stress, local contexts and regulations, and technological feasibility. The 4R strategy entails:

- Reducing: reduce the total volume of water needed to operate a given system, machine, etc.;
- Reusing: directly reuse "rejected" water streams for other applications without cleaning them with water treatment equipment;
- Recycling: reuse "rejected" water by cleaning it through water treatment equipment to meet specific quality standards (water grades);
- Reclaiming: treat wastewater at a treatment plant to achieve water quality for additional internal/external use.

Practically, to reduce overall freshwater withdrawals, Danone's production sites work to focus on the first three Rs, and only reclaim treated wastewater, *i.e.*, employing the fourth R, where appropriate to

do so. Internally, Danone's sites install water reclaim units where liquid discharges or effluents are treated and then used for internal cleaning processes. Many sites also participate in external reclaim programs, where treated effluent is sent for agricultural use by farmers, municipalities, or other third-party users for their own production processes. At sites where Danone treats its own wastewater, Danone also monitors the quality of wastewater discharged according to the Danone Clean Water Standards, an internal standard on maximum wastewater discharge limits. More information on the CWS is available in section 4.3.2 *Pollution (ESRS E2)*.

In 2025, 99.3% of Danone's production sites had an active 4R action plan to reduce Danone's overall water footprint (similar to 2024). Some highlights include:

- **positive impact operations in Belgium through the 4R strategy:** both Danone sites in Belgium, located in Rotselaar and Wevelgem, are equipped with reclaim units. Wastewater is treated using a two-step filtration technology and directly reclaimed as clean water, then re-used in production site processes. This helps close the production site's water loop. As a result, overall water consumption has been halved in Danone Belgium since 2018. In 2025, Danone's Rotselaar site reclaimed 250 thousand m³ (261 in 2024) while Wevelgem reclaimed 824 thousand m³ (745 in 2024) of treated wastewater, resulting in approximately 1,000 thousand m³ of wastewater reclaimed (similar to 2024) for both sites;

- **continuous 4R strategy in India:** considering the risk of water scarcity in Lalru, India, Danone's Specialized Nutrition production site in the region is continuously optimizing its 4R strategy. Over the last five years, the site reduced water usage related to production site operations by over half. In addition to reducing and reusing water, the site also harvests rainwater, with the objective of returning twice the amount of water used by the production site to nature through groundwater areas. Most recently, the site installed an innovative water recycling solution for fresh milk condensate, which resulted in the recycling of 20 thousand m³/year (17 thousand m³/year in 2024);
- **second life of wastewater in Mexico:** in Mexico, Danone's *Bonafont* brand has been a pioneer in providing a second life to wastewater across its various production sites. In 2025, Danone provided more than 177 thousand m³ of water (283 thousand m³ in 2024) to nearby business operations in Mexico;
- **reclaim systems:** across Danone, 11 wastewater reclaim systems are in place in 2025, reclaiming a total of 2,187 thousand m³ of wastewater per year at Group level. Two additional reclaim systems are in the design phase in Volvic and Ferrières in France, designed to reuse around 200 thousand m³ of treated wastewater from utilities and process water per year. Several sites are exploring reclaim options, with some potentially operational within five years;
- **smart water resource management to reduce water losses in Volvic:** in 2025, the Volvic plant has undergone a significant transformation on water management from the source with one iconic project: OPTIMUM, aiming at improving water ratio in the factory. By adding mineral water storage tanks, the plant was able to reduce water losses related to variations in line operation and plant stops;
- other initiatives on water resources management and industrial water reuse in Waters factories include the industrial water treatment optimization project in *evian* factory, a recycling water project in the *Badoit* factory between the glass washer and the glass filler and the jug washer optimization program in *AQUA* factories in Indonesia.

Acting for the protection and restoration of watersheds

To improve water resource stewardship and encourage biodiversity, soil health and carbon sequestration, Danone focuses on a landscape approach and the IUCN's Nature-based Solutions, such as agroforestry, wetland preservation and agriculture optimization. Danone contributed to the guidance on Benefit Accounting of Nature-based Solutions for Watersheds and to the development of the NBS Benefits Explorer, a web-based tool which serves as a key starting point for organizations looking to invest in Nature-based Solutions.

Between 2020 and 2025, Danone initiated more than 26 watershed preservation actions with the stakeholders involved. In 2025, 71.9% of the total water intake of production sites located in highly water-stressed areas were covered by effective watershed preservation measures (9.4% more than in 2024). New projects in 2025 were rolled out in Mexico, Indonesia and the US. In Mexico, two projects were launched in the first quarter; the first was located near to Texcoco in the Valley of Mexico, in Sierra Patlachique regarding land and soil

conservation and silvo-pastoralism implemented by Kinomé and Naturalia. The second one is about a constructed wetland, a nature-based solutions to treat domestic wastewater of local communities in La Marquesa, between Mexico City and Toluca. This is implemented by NACIÓN VERDE. Both projects involved local communities in the co-designing and in the implementation phases.

In the United States, Danone supports three watershed projects in California, Texas and Utah, together with several different entities in various river basin or water coalitions. In Utah, Danone contributes to the financing of the Great Salt Lake Watershed Enhancement Trust (GSLWET), co-managed by the National Audubon Society and The Nature Conservancy. The GSLWET is dedicated to preserving the irreplaceable wetlands and water of the Great Salt Lake through innovative partnerships and water projects for the benefit of people and wildlife alike.

In Indonesia, the Group launched a watershed preservation project for the Glongdong watershed affected by operations at the Banyuwangi site. In addition, a regenerative agriculture program was developed for rice, resulting in the creation of Sunwangi, a biofortified rice brand enriched with iron and zinc. This watershed preservation supports both the rice environmental ecosystem as well as farmers' social economic well-being.

Rolling out regenerative agriculture practices in the agricultural value chains of Danone's products

Danone conducts an annual Water Risk Assessment (WRA) across its agricultural value chains, covering both animal and plant-based ingredients. Using a double materiality lens—assessing water-related risks and dependencies—the WRA identifies and prioritizes the most water-material ingredients, forming the basis for water metrics in high-risk areas. In the last WRA in 2024, the WRA covered 69 ingredients. By analyzing water impact, sourcing location, and business relevance, Danone was able to identify the 20 most material ingredients, 62.4% of which are sourced from regions facing high or extremely high water risk. From these 20 ingredients, 13 key ingredients—including fresh milk, fruit, nuts, sugar, starches, and oil—were prioritized for action by 2030.

To address these risks and strengthen value chain resilience, Danone is developing regenerative agriculture programs. The Group is also developing projects on high-risk ingredients such as strawberries, sugar beet and almonds. Moreover, Danone actively contributed to developing the Sustainable Agriculture Initiative (SAI) Platform's globally aligned framework, "Regenerating Together", driving the transition toward regenerative agriculture practices while respecting biodiversity. More information on the SAI Platform is available in section 4.3.1 *Climate change (ESRS E1)*. The detailed list of key achievements and actions taken in 2025 regarding agricultural commodities is available in section 4.3.1 *Climate change (ESRS E1)*.

In 2025, Danone launched a range of supplier engagement initiatives on water resource management, with a pilot phase starting with the Group's main sugar beet suppliers.

4.3.3.3 Metrics and targets related to water resources

Targets related to water resource management

As part of the Danone Impact Journey Phase 1, Danone has set the following targets with regards to the management of water resources:

KPI	Baseline year	Baseline value	Target year	Target	2023	2024	2025
Percentage of production sites with a 4R approach deployed	2020	49.3%	2030	100%	94.8%	99.3%	99.3%
Percentage of total water intake volume of production sites located in highly water-stressed areas with a watershed preservation or restoration plan in place	2020	20.0%	2030	100%	53.0%	62.5%	71.9%

To monitor and encourage its progress towards its Danone Impact Journey targets, Danone also aims by 2030 to:

- implement watershed preservation/restoration plans in highly water stressed areas: in 2025 59.2% (vs. 46.7% in 2024) of its 71 production sites considered to be in highly water stressed area have a preservation/restoration plan;
- reduce the water ratio (m³/ton of product) by 50% compared to 2015 levels or reach the best-in-class water ratio set per category of products for all production sites facing high physical water risk. In 2025, 48.6% sites facing high physical water risk have reduced their water ratio by 50% or reached best in class level (vs 55.9% in 2024). This decrease is due to new sites entering scope of production sites facing high physical water risk in 2025;

- Ensure that 50% of ingredients volumes sourced from water-risk areas will be produced under water improved management by 2030. In 2025, Danone estimates that 37.0% of ingredients volumes located in highly water-stressed areas are produced under water-improved management practices.

Danone has defined two workstreams/levers to achieve the scope 3 water resource management target: one concerns the Regenerative Agriculture program to address on-farm practices for which actions and progress relating to the regenerative agriculture target have already been implemented, while the other one relates to supplier engagement on water management that started in 2025.

As mentioned in section 4.1 *Introduction* the water resources KPIs target towards 2030 will evolve as part of the Danone Impact Journey Phase 2 (refer to section 4.1.3 *Danone Impact Journey Phase 2 towards 2030* for more information).

Metrics related to water resources management

Water drawn from the surrounding area of Danone production sites (in thousands of m ³)	2024	2025
River water	2,612	2,804
Municipal water	18,577	19,613
Well water	38,700	37,348
TOTAL VOLUME OF WATER DRAWN	59,889	59,766
OF WHICH FOR PLANTS LOCATED IN AREAS AT WATER RISK	44,152	44,416
OF WHICH FROM AREAS OF HIGH WATER STRESS	33, 255	32,371

In 2025, the total volume of water drawn from the surrounding areas of Danone operating sites decreased by 0.2% compared to 2024 (vs a 1.8% decrease in 2024 compared to 2023). The uses associated with this total volume of water drawn in 2025 are as follows:

- 44.5% (equivalent to 26,582 thousand m³) went into finished products, mainly at bottling sites, or was used for by-products (compared to 46% in 2024);

- 55.5% (equivalent to 33,184 thousand m³) was used in industrial processes, with details given in the table below (compared to 54% in 2024).

	2024	2025
Water related to the production process (<i>in thousands of m³</i>)	32,336	33,184
Water recycled and reused (<i>in thousands of m³</i>)	1,291	1,457
Water withdrawal intensity (<i>in m³ per million euros of revenue</i>)	2,188	2,191
Water ratio (<i>in m³ per tons produced</i>)	1.00	1.06

Methodology note

The Sustainable Finance team is responsible for the environmental indicators of the production sites. Water-related indicators are reported monthly by each production site's Environment manager using the PURE Platform tool, which was introduced in 2018 alongside UL EHS Sustainability. Danone tracks environmental performance using an operational control approach. In 2025, all 151 of Danone's production sites reported environmental indicators. Tertiary buildings (offices, research centers, etc.) are excluded from the reporting scope because their water use is very small compared to production sites. If buildings such as offices or warehouses are located within or adjacent to these sites and their water use cannot be excluded, it is included in the site's total withdrawals.

The definitions and the method of accounting for various uses of water (including run-off, water pumped from and discharged into streams, water used in the composition of finished products, recycled/reused water, water given to a third party, etc.) are specified in the technical environmental guide prepared by Danone and provided to its subsidiaries. Sites report water quantities based on on-site measurements or invoices, and water quality indicators based on analysis results. If specific data is unavailable, sites may use estimates, following strict rules detailed in the technical guide.

Regarding water KPIs calculation, Danone defines the following performance indicators:

- water intake, water withdrawal or water drawn from the surrounding area of Danone production sites: Total water drawn from all sources within the reporting perimeter of production sites during the reporting period, for any purpose. This includes water used in production processes and for creating finished products, in line with ESRS definitions. Main sources are groundwater (springs/wells), surface water, municipal water, or seawater. Water used in once-through cooling systems (returned to its original environment without recirculating), rainwater and water withdrawn but not consumed due to upstream losses or overflow are not taken into account in the total amount of water withdrawn;
- total quantity of water recycled and reused: This refers to water that is reused on-site after a specific treatment applied to wastewater taken before or after the onsite Wastewater Treatment Plant;

- water related to the production process: volume of water withdrawn and used in industrial processes, excluding water volumes considered as product. This measure includes water losses such as evaporation or other forms of non return and differs from ESRS "water consumption" as it excludes only water valorized as a product, rather than all water not returned to the environment. As this KPI has been historically defined by the group for performance tracking since 2000, the calculation remains the same but the name of this tracking measure has been updated to "water related to the production process" to avoid confusion;
- water withdrawal intensity: Water withdrawal per million euros of revenue;
- water ratio: As per Danone's Water policy historical definition, water ratio is calculated from the water related to the production process per tons produced;
- water ratio for sites at physical risk: Percentage of factories with a history of high water stress that have halved their process water ratio since 2015 or reached best-in-class levels. For sites in scope since 2020, the target reduction by 2030 is 50% decrease. For sites added later, a proportional reduction based on entry year (e.g. 30% for sites entering in 2024) is calculated. Best-in-class sites in the Waters Category corresponds to process water ratio below 0.25 m³ per metric ton.

Plants located in areas at water risk: Areas under water risk based on the yearly WRA (water risk assessment) questionnaire developed by WWF facing high water scarcity (water capacity, water quality issues), as well reputational and / or regulatory risks.

Areas of high water stress: Areas under physical risk, *i.e.* under high overall water stress conditions (water scarcity, drought or flooding, water quality and ecosystem services status), encompassing watersheds where Danone is operating directly with a factory. This is determined based on the analysis of WRF (WWF tool) outcomes and additional knowledge from Aqueduct (WRI), local information, as well as materiality. For the update of watersheds list for 2025, Danone used the WRF V1.0. The WRF V2.0 released in October 2024 was used at the end of 2025.

4.3.4 BIODIVERSITY AND ECOSYSTEMS (ESRS E4)

4.3.4.1 Material impacts, risks, dependencies and opportunities related to biodiversity and ecosystems

Process to identify material impacts, risks, dependencies and opportunities related to biodiversity and ecosystems

The description of the Group double materiality assessment process to identify impacts, risks and opportunities is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*. More specifically, for biodiversity impacts, risks, dependencies and opportunities, the experts involved in the assessment based their work on the processes described below, and on Danone's engagement with stakeholders, presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*.

To inform the Group's double materiality assessment, Danone carried out a dedicated biodiversity double materiality assessment in 2024, focusing on its own site locations and upstream activities across the following four dimensions:

- the impact materiality assessment involved a science-based evaluation, aligned with SBTN methodology, of the severity and locations of Danone's impacts on biodiversity within its own operations and upstream value chain. This impact assessment relied on pressure analysis, State of Nature analysis, prioritization, and impact materiality mapping, as well as an analysis of High-Impact Commodities (HIC) using a volume-based approach. These inputs were then used to identify material country-commodity pairs, subsequently grouped according to Danone's five operating regions. This impact assessment identified the upstream value chain as having the most material impacts on biodiversity and ecosystems. The Group therefore focused its assessment and actions on its upstream activities;
- the dependency assessment covered Danone's upstream value chain and its own operating sites using the WWF Biodiversity Risk Filter and TNFD Guidance to identify ecosystem services on which the Group is dependent. Commodities required for dairy products were identified as having the highest reliance on ecosystems, with a high dependency associated with water scarcity, as well as soil condition and water quality;
- the financial materiality assessment involved an evaluation of the financial effects of biodiversity impacts on Danone's business model within the scope of its upstream value chain, calculated using State of Nature Indicators and WWF Biodiversity Risk Indicators. Physical and transitional risks were analyzed in line with the TNFD LEAP methodology, and opportunities were selected in line with Danone's sectorial approach, through desktop research;
- the resilience assessment was used to determine the resilience of Danone's strategy and value chain to nature-related challenges with support from a specialist external consultancy firm. The scope of the analysis covered Danone's own operations (all material food and beverage production sites worldwide as of end-2023) and its upstream value chain, focusing on all high-impact commodities sourced as of end-2022. To identify the high-impact commodities to focus on, Danone followed Science Based Target Network guidance, as recommended by the TNFD framework to corporations. The assessment was performed within a single timeline ranging from present day to medium-term (*i.e.*, five years), working from the Group's most recently available reporting data and State of Nature data sets;
- systemic risks have been considered in the nature risk assessment conducted and presented in section 4.3.1 *Climate change (ESRS E1)*. Due to the absence of external consensus and guidelines on certain methodologies related to biodiversity, the tools to identify and assess the gross material risks and opportunities are still under development.



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Presentation of material impacts and risks

As part of its double materiality assessment, Danone identified the following material impacts and risks related to biodiversity:

Impacts and risks related to biodiversity	Type	Location in the value chain			Presentation in other ESRS
		Upstream	Own operations	Downstream	
GHG emissions GHG emissions from the value chain, notably agricultural activities, can contribute to climate change, leading to ecosystem changes and having negative impacts on biodiversity.	Negative impact	x			E1
Pollution from agricultural activities Agricultural activities related to fresh milk and crop production can have an impact on air, water and/or soil pollution notably as a result of manure management and excessive use of fertilizers and pesticides and thus impact ecosystems and biodiversity.	Negative impact	x			E2 S3
Water use Use of water from surface and ground water sources, notably for agricultural and operating activities, can impact local water availability and thus ecosystems and biodiversity.	Negative impact	x			E3 S3
Deforestation and land use change Sourcing activities can lead to deforestation and land use change due to farming expansion.	Negative impact	x			E5
Species loss Farming practices can be linked to intensive agriculture, which can contribute to species loss.	Negative impact	x			
Ecosystem changes Ecosystem changes (such as drought, heat, soil pollution, or biodiversity loss), along with more extreme weather events (such as cyclones or wildfires), could lead to risks for the Group, such as difficulties relating to crop production in its value chain, resulting in lower yields, increased costs, supplier changes, or the need to invest in research or switch crop types.	Risk	x			

Note: these impacts and risks are gross, meaning before actions taken by Danone. Danone's double materiality assessment is described in section 4.2.5 *Impact, risk and opportunity management*.

4.3.4.2 Material impact and risk management

Policies related to biodiversity and ecosystems

Impacts and risk related to biodiversity and ecosystems	Climate Transition Plan	Regenerative Agriculture Program	Water Policy	Forest Policy
GHG emissions	x			
Pollution from agricultural activities		x		
Water use			x	
Deforestation and land use change				x
Species loss	x	x		
Ecosystem changes	x	x	x	x

All policies presented in this section are described in the policy presentation table in section 4.2.6 *Cross topic disclosures*.

Following its 2024 double materiality assessment on nature-related challenges, Danone published its Global Biodiversity Strategy in January 2025, publicly available on Danone's website. This strategy sets out the Group's vision and commitments to biodiversity, detailing actions aimed at preserving and restoring ecosystems. It addresses five key challenges: soil health, water stewardship, land use, climate change, and ecosystem intactness. The section "*How do we execute our ambition*" in the document outlines the actions supporting these commitments.

Danone's Climate Transition Plan

Danone's Climate Transition Plan includes dedicated processes to address climate-related impacts and risks, notably those related to water stress, thermal stress, and extreme weather events, which can in turn have an impact on biodiversity and ecosystems.

Regenerative Agriculture Program

The Regenerative Agriculture Program presents detailed practices beneficial to the preservation of biodiversity and ecosystems, such as guidance regarding the careful application of pesticides and weed management, natural habitats, and feed self-sufficiency. It also includes a component on optimizing soil health for livestock feed and crops, through low/no till-farming and cover crops. Through these practices, the program advocates for the preservation of natural habitats, hedge planting, and for the use of local protein sources and forage.

By contributing to developing a more lasting and sustainable agricultural model, the Regenerative Agriculture Program addresses Danone's dependencies on biodiversity and ecosystems.

Danone Water Policy

Preserving water resources and the biodiversity of natural ecosystems around Danone's operations constitutes one of the three strategic pillars of the Danone Water Policy. The Group follows a landscape approach to sustainably manage and restore ecosystems, addressing water use as well as means to enhance biodiversity and soil health.

Forest Policy

Danone's Renewed Forest Policy addresses the Group's impacts on deforestation and land-use change attributable to farming expansion by helping to preserve forests and land-based ecosystems. The policy includes the following objectives:

- aiming to deliver traceable and verified deforestation and conversion-free supply chains across priority direct commodities by 2025, with a cut-off date of December 31, 2020, at the latest (meaning everything Danone sources cannot come from areas where deforestation or conversion happened after 2020);
- supporting landscape projects that protect natural ecosystems and restore or regenerate converted or degraded land by 2030.

Actions and resources allocated to biodiversity and ecosystems

Impacts and risk related to biodiversity and ecosystems	Actions related to climate change	Actions related to agriculture	Actions related to water ecosystems	Actions related to forest ecosystems
GHG emissions	x	x		
Pollution from agricultural activities		x		
Water use			x	
Deforestation and land use change				x
Species loss	x	x		
Ecosystem changes	x	x	x	x

No biodiversity offsets were used in Danone's action plans linked to biodiversity and ecosystems.

Actions related to climate change

The actions implemented by Danone to combat climate change are presented in section 4.3.1 *Climate change (ESRS E1)*, where a detailed presentation of the actions involved in each of the eight programs designed to curb the Group's GHG emissions is available.

Actions related to agriculture

Danone builds upon its industry leading dairy methane initiative to reduce 30% of its methane emissions from fresh milk in dairy products by 2030 (vs 2020). More information on this topic can be found in section 4.3.1 *Climate change (ESRS E1)*.

In 2025, Danone leveraged its Partner for Growth program, along with other supplier engagement projects, to decarbonize its supply chain, promote regenerative agriculture practices, implement sustainable water management practices, and remove deforestation and conversion from its supply chains. The Group signed 19 new strategic agreements and eight joint business development plans, surpassing its initial targets. Many of the partnerships focus on accelerating decarbonization and sustainability projects with Danone and its suppliers.

Moreover, Danone actively contributed to developing the Sustainable Agriculture Initiative (SAI) Platform's globally aligned framework, "Regenerating Together", for the transition toward regenerative agriculture practices that are respectful to biodiversity. Danone has started transitioning the programs in place on its farms to the SAI Regenerating Together Framework across Europe, NORAM, AMEA and LATAM.

Actions related to water ecosystems

Danone continuously develops watershed preservation programs to restore or preserve biodiversity in key watersheds. In 2025, the Group renewed its long-standing partnership with the Ramsar convention to contribute to safeguarding and regenerating wetlands, which are vital freshwater ecosystems. Watershed preservation actions have a wide range of benefits for both nature and people. More specifically, the benefits for nature include positive impacts on water resources and on biodiversity:

- watershed preservation projects include actions that Danone has conducted in partnership with the Association for the Protection of the *evian* Mineral Water Impluvium (APIEME) in France. Created in 1992, APIEME supports a sustainable cheese value chain with a dedicated Regenerative Agriculture program, promotes energy efficient barns and farm buildings;
- preserving natural ecosystems: measures include wetland protection, biodiversity protection and awareness raising initiatives, biodiversity monitoring and forest preservation and management. Regarding biodiversity monitoring, APIEME has partnered with BeeOdiversity and local beekeepers to monitor biodiversity and pollution across 4,000 hectares using bees as natural bioindicators. In 2024, bees identified 179 plant species (over half of which were wild species) and four invasive plant species, with no concerning pollution levels detected;
- supporting sustainable land planning: measures address urban expansion and development, sanitation, and waste management.

Actions related to forest ecosystems

As part of the Consumer Goods Forum Forest Positive Coalition (CGF FPC) steering committee and the CGF FPC working groups on palm oil, soy, and paper, the Group advocates for change across three complementary areas:

- achieving verified deforestation- and conversion-free (vDCF) status on key direct commodities;
- supporting the Group's suppliers in reaching this target;
- extending these commitments beyond Danone's value chains, particularly by supporting landscape projects, to transition towards a forest-positive model.

Between 2022 and 2024, Danone updated its process for assessing supplier performance in delivering traceable and vDCF commodities, and for obtaining traceability information used to determine the closest or actual location, where possible, of commodity production. As of 2024, this assessment is a bi-annual process.

The Group requires suppliers to provide deforestation- and conversion-free raw materials for selected key direct commodities, and Danone implements a rigorous verification and monitoring process, which is a continuous effort:

- in 2024, with the help of 3Keel, Danone reinforced its traceability process by transitioning from annual to semi-annual data collection. This helped to monitor progress towards Forest Policy targets even more efficiently and enable effective engagement with suppliers over the year;
- Danone has also implemented satellite monitoring, which is a complementary monitoring method, based on improved traceability in Danone's supply chains. It helps the Group assess and monitor any risk of deforestation or conversion associated with its sourcing areas and its suppliers. The objective is to determine the vDCF status of the remaining volumes that could not be verified through another pathway (such as segregated certification that provides full vDCF assurance or origin from low-risk countries with full traceability). Danone aims to monitor production units to ensure that these volumes are not linked to deforestation. If any risk arises, Danone defines mitigation action plans by engaging with the suppliers or enhancing the level of granularity in terms of traceability. Danone is working towards rolling this approach out for all commodities and

areas, when and where it is feasible. This is made possible by the expertise of two different partners providing real-time monitoring combined with satellite data with supply chain linkage data (since the cut-off date);

- Danone also expanded its traceability campaigns to commodities with suppliers which are not covered by Danone's Forest Policy to enhance Danone's sustainable sourcing strategy.

In 2025, through the C&P Academy series for internal procurement teams, Danone ran a dedicated series on sustainable sourcing with topics ranging from water and biodiversity, forest, climate change, to the Sustainable Sourcing Policy and Due Diligence. A total of 12 dedicated sessions were held throughout the year with over 286 buyers.

Sites near biodiversity sensitive areas

Using the WWF Biodiversity Risk Filter, Danone has identified certain sites located in or near areas biodiversity-sensitive. As all Danone's sites, these sites are subject to the highest environmental standards, as detailed in sections 4.3.2 *Pollution (ESRS E2)* and 4.3.3 *Water resources (ESRS E3)*, to minimize its environmental impact and preserve the ecosystems in which it operates.

4.3.4.3 Metrics and targets related to biodiversity and ecosystems

As part of the Danone Impact Journey Phase 1, Danone has set the following target with regards to regenerative agriculture, relating to the layer of minimization, restoration and rehabilitation in the mitigation hierarchy:

KPI	Baseline year	Baseline value	Target year	Target	2023	2024	2025
Volume of key ingredients ^(a) Danone sources directly that comes from farms which have begun to transition to regenerative agriculture ^(b)	2022	28.0%	2025	30.0%	38.0%	39.0%	42.0%

(a) Including milk, soy, almonds, oats, cereals and selected fruits and vegetables.

(b) Meaning farmers have reached Level 1 or higher on the Regenerative Agriculture Scorecard Assessment. To reach Level 1 on the Scorecard Assessment, farmers must have implemented practices limiting agriculture-related pollution impacts, such as manure management and over-application of fertilizers and pesticides. This is assessed during the annual Regenerative Agriculture Scorecard Assessment Campaign.

Due to the significant overlap with other sustainability matters, this section refers to other targets described in other sections of this Universal Registration Document, as indicated by references where appropriate:

- metrics and targets related to GHG emissions and climate change: section 4.3.1 *Climate change (ESRS E1)*, the targets are related to the layer of avoidance and minimization in the mitigation hierarchy;
- metrics and targets related to pollution from agricultural activities: section 4.3.2 *Pollution (ESRS E2)*, the targets are related to the layer of minimization and restoration and rehabilitation in the mitigation hierarchy;
- metrics and targets related to water consumption: section 4.3.3 *Water resources (ESRS E3)*, the targets are related to the layer of minimization and restoration and rehabilitation in the mitigation hierarchy;

- metrics and targets related to deforestation and land use change: section 4.3.5 *Resource use and circular economy (ESRS E5)*, informed by key legislation and frameworks, such as the European Union Deforestation Regulation (EUDR) and the Kunming-Montreal Global Biodiversity Framework. Furthermore, they relate to the layer of avoidance, restoration and rehabilitation in the mitigation hierarchy.

When setting the following targets, the Group has not applied ecological thresholds, nor used biodiversity offsets mechanisms.

As mentioned in section 4.1 *Introduction* these targets will evolve as part of the Danone Impact Journey Phase 2 (refer to section 4.1.3 *Danone Impact Journey Phase 2 towards 2030 for more information*)

4.3.5 RESOURCE USE AND CIRCULAR ECONOMY (ESRS E5)

4.3.5.1 Material impacts, risks and opportunities related to resource use and circular economy

Process to identify material impacts, risks and opportunities

The description of the Group double materiality assessment process to identify impacts, risks and opportunities is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*. More specifically, for resource use- and circular economy-related impacts, risks and opportunities, the experts based their assessment on the processes and analysis described below and on Danone's engagement with stakeholders, presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*.

Sourcing of raw materials

Danone's approach to forest-risk commodities is centered on five commodities it considers key, due to their known risks and their importance to Danone's products: soy, palm oil, paper and board, cocoa, and animal feed. To select these key commodities, Danone consulted with its stakeholder network and expert groups to review the latest available data. The findings indicated that these materials are the primary contributors to land conversion and land use change, particularly deforestation, as highlighted in the WWF Risky Business Report and the EU proposal for deforestation-free products (EUDR), which came into force in June 2023.

Presentation of material impacts

As part of its double materiality assessment, Danone identified the following material impacts related to resource use and circular economy:

Packaging

Danone's approach to packaging is based in the following elements:

- regulatory monitoring by the General Secretary teams at both national and regional level along with an annual global assessment of policy trends and upcoming developments;
- annual internal assessment of Danone's packaging footprint by analyzing the volumes purchased for each country and packaging type and calculating environmental Key Performance Indicators (KPIs). These environmental KPIs include metrics on packaging recyclability rates, actual recycling rates, use of recycled content, and greenhouse gas emissions;
- annual internal estimation of the presence of plastic in its operations to identify its usage at virtually every stage of the value chain: from some of its suppliers and subcontractors upstream, in its production sites, to downstream in its logistics operations for product delivery to customers and consumers.

Food loss and waste

Danone closely monitors and reports on food waste generated throughout its end-to-end supply chain through the Battle Against Waste program, a structured assessment and reporting format deployed across all Danone factories. Danone has been able to identify food loss and waste-related impacts, risks and opportunities based on data from internal reporting, external peer benchmarking, industry working groups, partnerships and external commitments.

Impacts related to resource use and circular economy	Type	Location in the value chain	
		Upstream	Own operations Downstream
Deforestation and land use change Sourcing activities can lead to deforestation and land use change due to farming expansion.	Negative impact	x	
Virgin resource use for packaging The use of virgin raw materials in packaging can contribute to resource depletion, deforestation and increased GHG emissions.	Negative impact	x	
Pollution from plastic packaging Mismanagement of plastic packaging end-of-life can lead to soil and water pollution, biodiversity deterioration and higher GHG emissions.	Negative impact		x
Food loss and waste Food loss and waste can occur during the production process, which can lead to wasted resources and to methane emissions when waste is sent to landfill.	Negative impact		x

Note: These impacts are gross, meaning before actions taken by Danone. Danone's double materiality assessment is described in section 4.2.5 *Impact, risk and opportunity management*.

4.3.5.2 Material impact management

Policies related to resource use and circular economy

Impacts related to resource use and circular economy	Danone's policies						
	Regenerative Agriculture Program	Forest Policy	Sustainable Sourcing Policy	Packaging Policy	Position on Food Loss and Waste	Battle Against Waste Toolkit	Food waste reporting guidelines
Deforestation and land use change	x	x	x				
Virgin resource use for packaging		x	x	x			
Pollution from plastic packaging			x	x			
Food loss and waste					x	x	x

All policies presented in this section are described in the policy presentation table in section 4.2.6 *Cross topic disclosures*.

Forest Policy

Danone's approach to natural ecosystems, which is formalized in the Forest Policy, is focused on tackling deforestation and converting natural ecosystems, including forests. The policy focuses on Danone's commitment to delivering traceable and verified deforestation and conversion-free supply chain status on specific key commodities through traceability and risk mapping. The Forest Policy addresses all forms of deforestation and land conversion.

Sustainable Sourcing Policy

The Sustainable Sourcing Policy covers commodities sourced by Danone, including the materials used for packaging (paper and board, resins, etc.). Within the circularity principle of the environmental pillar, the Sustainable Sourcing Policy outlines the mandatory requirements related to reducing packaging, such as integrating circularity within material selection and design processes.

Packaging Policy

This policy outlines the Group's roadmap to transition from a linear to a circular economy for packaging. It addresses, among others, the transition away from use of virgin resources, including through a relative increase in the use of recycled resources, the sustainable sourcing and use of renewable resources, as well as the management of packaging end-of-life, by leading the development of effective collection systems to recover as much plastic as Danone uses, by 2040.

Position on Food Loss and Waste

Danone's Position on Food Loss and Waste states the following as the Group's priorities:

- implementing the holistic "Battle Against Waste" program within Danone to halve waste in its direct operations;

- leading the transition to "best before" dates and simultaneously educating consumers: transitioning Danone's dairy and plant-based products from safety date labelling "use by dates" to quality date labelling with "best before" dates (where there is no food safety risk and where national and local regulations allow);
- optimizing food donations, joining forces to optimize food redistribution: to ensure food fit for human consumption is recovered and redistributed to those in need, Danone works with local partners to reduce waste while strengthening food safety, redistributing surplus food to food relief organizations that support vulnerable communities.

Battle Against Waste Toolkit

The program is based on a central toolkit of best practices that is shared with all sites to drive food waste reduction and recovery at scale. These are fundamental practices that should be implemented across all sites and include innovative proven case studies that could be applied to other factories in the global network to contribute to the Danone Impact Journey global target and internal financial performance of the production site.

Food waste reporting guidelines

Danone's Food waste reporting guidelines are shared with data submitters for environmental reporting. The guidelines are based on the Food Loss and Waste Protocol, categorizing losses across various waste types with scope focused on production sites and losses from finished products, raw materials, and by-products.

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Actions related to resource use and circular economy

Impacts related to resource use and circular economy	Protecting and restoring landscapes	Advocating for fight against deforestation	Reinforcing commodity traceability	Reducing packaging use, including virgin plastics	Improving the circularity of packaging that cannot be eliminated	Recovering packaging that is not kept in circulation	Monitoring and reducing food loss and waste in own operations	Raising consumers awareness on food loss and waste	Recovering and donating food loss and waste
Deforestation and land use change	x	x	x	x					
Virgin resource use for packaging	x	x	x	x	x	x			
Pollution from plastic packaging				x	x	x			
Food loss and waste							x	x	x

Protecting and restoring landscapes

Throughout the year, Danone continued to support collaborative projects and coalitions aimed at protecting and restoring vital ecosystems to support local communities, farmers and business, in line with its 2030 commitment on watershed preservation.

For example, since 2019, Danone has supported the Siak Pelalawan Landscape Programme (SPLP) in Indonesia, alongside Cargill, PepsiCo, Musim Mas, Unilever, Neste, L'Oréal and Sinar Mas. The program supports the Green Siak District Roadmap and the District Action Plan for Sustainable Palm Oil in Pelalawan, which has been endorsed by the local governments of both districts.

Since 2021, Danone has worked with Livelihoods Fund (L3F), Mars Inc, L'Oréal, Musim Mas, SNV and ICRAF to develop a Landscape Project in North Sumatra/Indonesia that demonstrates how a transparent and biodiverse palm oil model is possible for independent smallholders. The Project aims to develop sustainable, deforestation-free and traceable palm supply chains for Mars and Danone, while contributing to the adoption of regenerative agriculture in palm production, the conservation of forest areas and the rehabilitation of degraded land, the promotion of landscape planning at the level of local authorities and the empowerment of independent smallholders and local communities, which will help to ensure the sustainability of this ambitious transformation project.

Advocating for the fight against deforestation

As one of the 21 member companies of the Consumer Goods Forum Forest Positive Coalition (CGF FPC), Danone advocates for change across three complementary areas: (i) achieving verified deforestation- and conversion-free (vDCF) status value chains, including by (ii) helping suppliers and subcontractors achieve this target, and (iii) extending commitments beyond its value chains, particularly by supporting landscape projects to transition to a forest-positive model. Danone is part of the CGF FPC steering committee and three working groups on

palm oil, soy and paper. For several years now, Danone has worked with its suppliers to ensure that the materials in its products are responsibly sourced and produced.

Reinforcing commodity traceability and forest agenda verification

In 2022, an external commodities consultancy (3Keel) helped Danone to reinforce its traceability process for forest-risk commodities. The purpose was to assess supplier performance in delivering traceable and verified DCF commodities, obtain traceability information to determine the closest or actual location (where possible) of commodity production, identify suppliers who are not compliant with Danone's policy and work with them to achieve transparent, vDCF supply chains. Since 2024, the process has been bi-annual rather than annual.

Since 2024, with the help of external partners, Danone has also begun implementing satellite monitoring for its supply chains. The objective is to determine the vDCF status of the remaining volumes that could not be verified through another pathway. Danone will be able to monitor the production units to ensure that those volumes are not linked to deforestation.

Reducing packaging use, including virgin plastics

Danone aims to reduce the use of all types of packaging, including virgin plastics where possible, with actions including:

- eliminating problematic or unnecessary packaging. This includes eliminating packaging materials that are difficult to recycle, such as PVC, as well as eliminating unnecessary secondary packaging, such as sleeves;
- reducing virgin plastic packaging by reducing the use of new primary raw materials to decrease the demand for new plastic production. This can be done through multiple levers described in this section, such as increasing reusable materials and recycled content and/or the replacement of plastic packaging with alternative materials;

- optimizing packaging use through design to use less material without compromising product protection, such as lightweighting program on bottles and cups;
- replacing plastic packaging with alternative materials such as glass, metal or paper-based solutions. The Group is working to offer consumers plastic-free options that are economically viable and tailored to local needs, and ensure, through a life-cycle analysis, that alternative solutions are environmentally beneficial. Danone's natural mineral water offering is also packaged in glass bottles and metal cans.

Improving the circularity of packaging that cannot be eliminated

Danone is committed to improving the circularity of packaging that cannot be eliminated by making it reusable, recyclable and/or compostable. Danone aims to achieve this by implementing a set of actions including:

- developing reusable packaging models: Danone is among the leaders of the use of reusable packaging worldwide with 45.0% of its water's volumes put on the market in reuse, mainly through reusable water containers under the *Bonafont* (Mexico), *AQUA* (Indonesia) and *Sirma* (Turkey) brands. Danone also launched more than 15 reuse pilot programs (completed or ongoing) in Waters, Essential Dairy & Plant-Based, and Specialized Nutrition categories, in collaboration with supply chain partners such as Terracycle Loop, Uzaje and LemonTri, and retailers such as Carrefour and Tesco. These pilots have allowed Danone to gain valuable knowledge on bulk, filling solutions and returnable models, helping Danone to develop viable future models that are beneficial in terms of packaging and CO₂ footprints. Danone is also actively participating in cross-industry partnerships to scale reusable models: among others, the Group continues to work with organizations such as the Ellen MacArthur Foundation and the Consumer Goods Forum, engaging in pre-competitive discussions and initiatives on the subject;
- re-designing packaging to ensure recyclability: Danone is working to ensure that the materials put on the market can be sorted and recycled, considering the existing local infrastructure. An example of efforts deployed in 2025 consists of adapting packaging design to ensure an efficient sorting, for example using new inks to improve the recyclability of black beverage cartons, such as *Alpro* drinks;
- increasing the use of recycled materials to promote an after-use economy: for example, in 2025 42.0% of recycled PET was used in the Waters Category (in countries where local standards and regulations allow). The Group has entered into long-term contracts with its suppliers and subcontractors, providing them with sufficient visibility to encourage them to invest in collection and recycling technologies and infrastructures.

Recovering packaging that is not kept in circulation

Danone aims to recover what is not kept in circulation, fighting against leakage into nature, while improving the livelihoods of workers in the collection and recycling sectors:

- for several years, Danone has advocated for an ambitious and binding UN Treaty on Plastics and plays an active role in the Business Coalition for a Global Plastics Treaty. Together with the

other members of the Business Coalition, Danone is calling on the world's governments to create a robust treaty, with legally binding global rules and measures, to drive circularity and curb plastic pollution on a global scale. While negotiations towards a binding treaty have not concluded at this stage, they have already created broader awareness and alignment on effective policy measures such as well-designed Extended Producer Responsibility (EPR) systems to reduce packaging waste, increase collection and recycling. Danone is continuing to shape and support ambitious legislation at local level;

- Danone is committed to co-building and co-financing efficient and inclusive collection systems to recover as much plastic as Danone uses: for example, Danone participates in financing the collection of plastics at the end-of-life stage by paying EPR fees in markets where this obligation is regulated. Danone participates actively in the promotion of Deposit Return Schemes (DRS) for water beverages bottles and cans in Europe and North America. The Group will continue to support well-designed Extended Producer Responsibility (EPR) systems incorporating eco-modulation to incentivize packaging designed to be recyclable and including recycled content, as well as Deposit Return Schemes (DRS) for water beverages bottles and cans, proven to be the most efficient system to achieve >90% collection rate;
- in high-leakage markets, in addition to its commitment to support well-designed EPR systems, Danone has invested voluntarily in impact funds and provided grants to mitigate structural barriers during the transition phase: Danone has committed \$15M to the Ocean Fund I in Asia and \$15M to the LAC Fund, supporting projects that increase plastics collection, unlock high-quality recycled materials, and strengthen local value chains. To date, Circulate Capital Ocean Fund has invested over \$69.8 million in South and South-East Asia, and the LAC Fund has invested over \$27.4 million in Latin American and the Caribbean. In 2025, Circulate Capital Ocean Fund portfolio companies prevented 176,347 total metric tons and LAC fund portfolio companies prevented 75,852 total metric tons of plastic waste from leaking into the environment. Since the inception of each fund, the livelihoods of approximately 8,600 workers across the recycling value chain have been improved. In 2025 Danone committed \$20 million to the Circulate Capital Asia Fund II for South and South-East Asia region, with a focus in Indonesia.

Monitoring and reducing food loss and waste in own operations

Operations teams use expert waste assessments to identify key losses. The Battle Against Waste Toolkit is then reviewed to identify which practices can be scaled. Each production site works cross-functionally to monitor and reduce food waste and loss within operations. Any unavoidable food waste is, if possible, redirected to recovery streams with a higher recovery rate, in line with the hierarchy of waste set out in UN SDG 12.3. Thanks to this toolkit, every factory can take actionable and concrete steps to reduce food waste and build their mid- to long-term food waste reduction roadmap to halve their food waste ratio by 2030 compared with 2020.



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In order to better monitor its food loss and waste and manage food waste reduction and recovery more efficiently, Danone updated its guidelines to the factories on reporting food loss and waste in 2025. This new version of the guidelines simplifies continuous compliance with the Food Loss and Waste Protocol and ensures current and ongoing robust and regular data reporting.

Intensive company and trade inventory management program on short shelf life chilled products to minimize the incidence of shelf life expiry, now managed through AI based digital solution such as the O9 platform, currently being rolled out in the US and Europe.

Raising consumer awareness on food loss and waste

Danone is taking action to support consumers by transitioning all Essential Dairy & Plant-Based products, where authorized by law, from "use by" to "best before" date labelling, to reduce food waste in households. Through the Danone internal Food Loss and Waste position, the Group is encouraging local entities to unlock regulations to allow this transition and, where possible, accompany this date labelling transition with consumer education campaigns.

Moreover, since 2020 in the EU, in partnership with Too Good to Go and local retailers, 496 SKUs now hold a "Look-Smell-Taste" label to encourage consumers to use these senses before wasting the products.

In the Netherlands, Danone joined the "*Samen Tegen Voedselverspilling*" Foundation (Together Against Food Waste), celebrating the Dutch

Week Against Food Waste as well as the Date Labelling Coalition, promoting the Look, Smell, Taste icon to help consumers make informed decisions about food past its "best before" date. The consumer campaign was officially launched by Queen Máxima of the Netherlands in September 2025.

In December 2025, Danone co-led a webinar with Too Good to Go, sharing the case study of the transition to "best before" dates alongside European Food Banks Federation [FEBA].

Recovering and donating food loss and waste

Another key focus of Danone's Position on Food Loss and Waste is optimizing food donations by redistributing any surplus food to specialist charities to support vulnerable communities. Since 2020, Danone has established a collaboration agreement with the Global FoodBanking Network (GFN) to facilitate redistribution and recovery across 11 countries.

In 2025, as part of the Consumer Goods Forum Food Waste Coalition, Danone took part in a working session at the Future of Food and Beverage Forum alongside retailer Ahold Delhaize exploring the question: How can we come together to reframe the solutions to reduce food waste?

Danone also participated in a webinar: Reducing Food Loss and Waste: Strategies, Solutions & the Role of ISO 20001 alongside WRAP, WRI, BSI and Harper Adams University, sharing how organizations can build governance models to drive food waste reduction.

4.3.5.3 Metrics and targets related to resource use and circular economy

Target related to deforestation

As part of the Danone Impact Journey Phase 1, Danone has made the following commitment regarding deforestation:

KPI	Baseline year	Baseline value	Target year	Target value	2023	2024	2025
Percentage of key direct commodities volume with Verified Deforestation & Conversion (vDCF) free status	2022	84.0%	2025	97% ^(a)	85.0%	93.0%	97.9%

(a) Danone's journey to achieve and maintain deforestation and conversion-free status on these direct key commodities (palm oil, soybeans, paper and board, cocoa) means at least a 97% verified deforestation- and conversion-free rate, due to the verification process and supply chain constraints.

As mentioned in section 4.1 *Introduction* the deforestation KPIs target towards 2030 will evolve as part of the Danone Impact Journey Phase 2 (refer to section 4.1.3 *Danone Impact Journey Phase 2 towards 2030* for more information)

Metrics and targets related to packaging

As part of the Danone Impact Journey Phase 1, Danone has made the following commitment regarding packaging:

KPI	Baseline year	Baseline value	Target year	Target value	2023	2024	2025
Percentage of reusable, recyclable or compostable packaging	2020	81.0%	2030	100%	84.0%	85.0%	84.9%
Reduction in the use of virgin fossil-based packaging	2020	605.3 kt	2030	(30.0)%	(3.0)%	(8.0)%	(8.1)%
Percentage of plastic packaging put on the market, recovered ^(a) by supporting the development of effective recycling systems	2022	57.0%	2040	100%	58.0%	60.0%	62.7 %

(a) Recover means recycle or valorize through energy recovery the equivalent amount by weight of plastic packaging put on the market.

As mentioned in section 4.1 *Introduction* the packaging KPIs target towards 2030 will evolve as part of the Danone Impact Journey Phase 2 (refer to section 4.1.3 *Danone Impact Journey Phase 2 towards 2030* for more information).

Metrics and targets related to food loss and waste

As part of the Danone Impact Journey Phase 1, Danone has made the following commitment regarding food loss and waste:

KPI	Baseline year	Baseline value	Target year	Target value	2023	2024	2025
Reduction in all food waste not fit for human consumption, animal consumption or biomaterial processing (like for like)	2020	24.3 kg/t	2030	(50.0)%	(19.8)%	(18.1)%	(10.4)%

In 2025, performance on this KPI was lower than in 2024, primarily driven by one-off events that resulted in increased waste generation. Additionally, during the year, increased diversion of waste to anaerobic digestion contributed to renewable energy production, while adversely affecting food waste performance.

In 2023, Danone also committed to a #123Pledge to outline its strategy for achieving its 2030 waste reduction target:

- driving breakthrough results in Danone's operations to halve food waste by 2030;
- leading the transition to "best before" date labelling wherever possible (when there is no food safety risk, and where local and national regulations allow) and simultaneously educating consumers;
- joining forces to optimize food redistribution.

KPI	Baseline year	Baseline value	Target year	Target value	2023	2024	2025
Ratio of total quantity of food waste per metric ton of product sold, excluding waste intended for animal feed and the processing of biomaterials (in kg/metric tons) – SDG 12.3	2020	24.3	2030	N/A	20.3	21.1	22.6

These targets relate to waste management, including preparation for proper treatment, and addresses the following layers of the waste hierarchy: prevention, preparation for reuse, other recovery and disposal.

4.3.5.4 Mandatory metrics related to resource use and circular economy

Resource inflows

Description of the inflows

Danone's principal raw material needs consist primarily of:

- materials required to produce food and beverage products, mainly milk, soy, almonds, oats, cereals, certain fruits (including fruit preparations) and vegetables. In terms of value, milk is the main raw material purchased, primarily in the form of liquid milk, for which the operating subsidiaries typically enter into agreements with local producers or cooperatives. Its price is set locally over contractual periods that vary from one country to another. Digital solutions have been deployed to manage milk demand and supply balancing on a daily basis to avoid raw milk wastage;

- product packaging materials, in particular plastics and paper and board. Packaging purchases are managed through regional or global purchasing programs to optimize skills and volume effects. Prices are influenced by supply and demand at global and regional levels, economic cycles, production capacities and oil prices. As Danone's packaging data is collected and calculated based on purchased volumes, Danone's packaging inflows and outflows are considered equals;

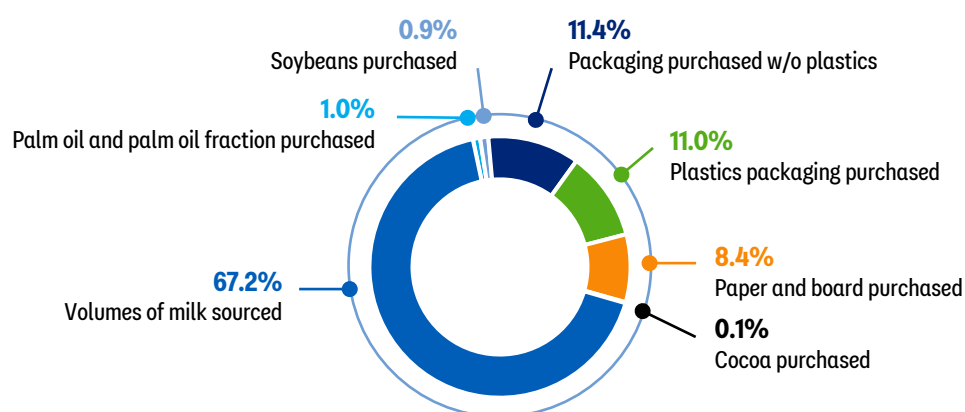
- energy supplies, including electricity and gas for factories and diesel for transportation;

- water resources to produce agricultural commodities, and to manufacture products;

- property, plant and equipment also used to manufacture the products.

More information on the methodology used for collecting and calculating data is available in the *Methodological note for inflows* at the end of this section. When a data point requires a specific explanation, the methodology note can be found below the corresponding table.

Overall total weight of products and technical and biological materials used during the reporting period



Percentage of biological materials that are sustainably sourced, with information on the certification scheme used and on application of the cascading principle

Material certified inflows (in percentage)	2024	2025
RSPO certified palm oil ^(a)	99.2%	96.0%
ProTerra segregated soybean ^(b)	83.5%	80.5%
Certified virgin paper ^(c)	93.0%	96.4%
Certified cocoa ^(d)	71.0%	83.2%
Regenerative Agriculture scorecards covered ingredients ^(e)	39.0%	41.8%

(a) Certified palm oil: The RSPO certification, developed by the Roundtable on Sustainable Palm Oil, a not-for-profit sustainable palm oil organization, is an external certification process which ensures deforestation and conversion-free palm oil volumes. Twice a year, Earthworm Foundation supports Danone in verifying the certified volumes, using self-declared data provided by Danone's suppliers, who collect information from Tier 2 suppliers and onward.

(b) Certified soybean: 100% of Alpro soybeans are ProTerra Segregated certified, covering environmental, social and non-GMO criteria. Created in 2006, the ProTerra Standard has a long-standing history and experience in promoting sustainability in the food and feed supply chain and segregated non-GMO materials. The ProTerra Standard emphasizes key issues including Deforestation, Biodiversity, High Conservation Values, and special focus on rigorous non-GMO requirements.

(c) Certified or recycled paper: For virgin fibers, Danone focuses on sourcing certified materials that provide a vDCF assurance. Danone's preference is for FSC (Forest Stewardship Council), as this is the most robust certification. The PEFC and SFI (only for NORAM) certifications provide an initial guarantee in terms of Forest Management best practices and verification, but Danone requires additional information from its suppliers regarding their traceability system and disclosures on their sourcing area.

(d) Certified cocoa: Rainforest Alliance labelling promotes environmental responsibility, social equity and economic viability for farming communities. This includes guarantees on several aspects, including preventing deforestation and protecting biodiversity. With the support of an external commodities consultancy (3Keel), Danone runs a traceability exercise twice a year for key forest commodities, including soy, paper and cocoa to track, monitor and verify the volumes, origin, certification status, and deforestation and conversion risk of these commodities provided to Danone by its suppliers.

(e) Regenerative Agriculture certification: the Regenerative Agriculture certification is a list of criteria developed internally using the Danone Regenerative Agriculture Scorecard Assessment. For farmers to be considered as "engaged in regenerative agriculture practices", they need to fulfill a set of requirements stated in the Regenerative Agriculture scorecards (on topics such as soil, manure, biodiversity, and water). The data presented above is sourced from direct measurements.

Weight in both absolute value and percentage, of secondary reused or recycled components, secondary intermediary products and secondary materials used to manufacture the undertaking's products and services (including packaging)

Recycled contents	2024 data - %	2025 data - %	2024 data - value	2025 data - value
Recycled content in total paper purchased	70.0%	68.5%	347,631 kt	351,760 kt
Recycled content in packaging	37.4%	37.3%	522,464 kt	518,347 kt
o/w recycled content in plastic packaging	16.8%	18.6%	112,324 kt	127,218 kt

Methodology note for inflows

To ensure the homogeneity of the indicators across the reporting scope, shared data reporting guidelines for social, safety, environmental, and health and nutrition data are communicated and updated each year following data consolidation and contributors' comments. These guidelines specify the methodologies to be used for reporting the indicators, including definitions, methodology principles, calculation formulas and standard factors.

The Sustainable Finance team is responsible for the environmental indicators of production sites and GHG indicators. Production Site Environment indicators are reported by each production site's Environment manager using the PURE Platform tool. This is the seventh year that scope 3 greenhouse gas emissions data, including packaging data, were reported using this same tool.

Forest key commodities

Danone collaborates with third-party organizations to trace the products sourced by Danone back to their origins. The purpose of this bi-annual traceability process is to track, monitor and verify the volumes, origin, certification status, and deforestation and conversion risk of these commodities provided to Danone by its suppliers. Danone procurement teams provided validation checks for volume disclosure and certification claims made by suppliers for 2024 volumes. The Group actively engages its Tier 1 suppliers in the traceability process on a bi-annual basis. Any uncertainties or non-compliance issues are addressed with the respective suppliers.

Since 2014, a traceability system has been in place for palm oil, to map the supply chain at least annually. According to its most recent traceability mill mapping conducted in the first half of 2025, 100% of volumes can be traced to mill level and 98% to plantation level. The Earthworm Foundation supports Danone in palm oil traceability in the first and third quarters of the year. Danone connects with the suppliers, onboards them in the traceability process and confirms purchased volumes. Earthworm Foundation supports Danone with verifying the certified volumes, using self-declared data provided by Danone's suppliers, who collect information from Tier 2 suppliers and above. The Earthworm Foundation compiles the list of mills and plantations from Danone's suppliers and calculates the percentage traceability to mill (TTM) and plantation (TTP). The Earthworm Foundation also supports Danone with grievance monitoring, in line with Danone's grievance mechanism. Recognizing that transparency is important to make tangible progress on responsible palm oil, Danone publishes half-yearly results of this mapping exercise.

Packaging

The data on packaging covers primary, secondary and tertiary packaging (excluding pallets) purchased for Danone's operations and are given in metric tons of material. Packaging purchased for subcontractors who manufacture finished products for Danone is excluded.

Calculations related to the recyclability rates of Danone packaging are based on the definition of recyclability by type of packaging recommended by the Ellen MacArthur Foundation for the circular

economy. According to this methodology, packaging is considered recyclable if post-consumer collection, sorting, and recycling are proven to work in practice and at scale. This implies achieving a 30% post-consumer recycling rate in multiple regions, collectively representing at least 400 million inhabitants. The calculation of recycled components for total and plastic packaging is based on purchased volumes. The methodology of calculation implies no double counting.

Resource outflows

Product packaging materials, in particular plastics and paperboard: Packaging purchases are managed through regional or global purchasing programs to optimize skills and volume effects. Prices are influenced by supply and demand at the global and regional levels, economic cycles, production capacities and oil prices.

As Danone's packaging data is collected and calculated based on purchased volumes, Danone's packaging inflows and outflows are considered as equal. More information and methodology are available in *Resource inflows*, in section 4.3.5.4 *Metrics related to resource use and circular economy*.

Waste

The waste streams that are relevant to Danone's sector include industrial waste, packaging industrial waste and food waste. The materials that are present in the waste include food and packaging waste such as plastic, paper-based, glass, metal and wood.

Waste categories (in kt except percentage)	2024	2025
TOTAL AMOUNT OF INDUSTRIAL WASTE GENERATED – ALL OF WHICH IS NON-HAZARDOUS WASTE	330	355
Percentage of industrial waste diverted from disposal (in %)	95.0%	95.0 %
Amount of industrial waste diverted from disposal, out of which:	313	338
Preparation for reuse ^(a)	4	5
Recycling	99	108
Other recovery operations	214	229
Percentage of post-industrial packaging waste recovered ^(b) (in %)	98.9%	99.1 %
Amount of industrial waste directed to disposal, out of which:	18.1	18.2
Incineration without energy recovery	0.6	0.4
Landfill	3.9	3.6
Other disposal operations	13.6	14.2
Amount of non-recycled waste	231	247
Percentage of non-recycled waste (in %)	70.0%	69.5 %

(a) Not considered in total industrial waste as it is diverted from waste disposal for donations, which has historically not been considered by Danone as a waste – see Methodological note for outflows and waste below.

(b) With a target of cutting post-industrial plastic packaging waste sent to landfill by 2025.

Methodology note for waste

The Sustainable Finance team is responsible for the environmental indicators of the production sites and supply points. Waste related indicators are reported monthly by each production site's Environment manager and annually by supply points using the PURE Platform tool, which was introduced in 2018 alongside UL EHS Sustainability. Danone tracks environmental performance using an operational control approach. In 2025, all 151 of Danone's production sites reported environmental indicators.

The definitions and the method of accounting for waste (such as industrial food waste, packaging waste, and sludge) are specified in the technical environmental guide prepared by Danone and provided to its subsidiaries. This technical environmental guide explains how to measure and report each type of waste generated and their final destination. Waste quantities and destination are reported based on invoices and on-site measurements and, when needed, on analysis results (eg: rates of dry matter sludge). If specific data is unavailable, estimates may be used, following strict rules detailed in the technical guide.

Waste is consolidated at industrial level, meaning all food and packaging waste related to production. Although hazardous and non-hazardous waste not related to production is tracked through the internal reporting process, these values are not consolidated into the industrial waste volumes. Since 2019, Danone has focused on the most substantial categories (food waste and packaging waste) and excluded hazardous waste and other non-hazardous waste, representing 16% of total quantities of waste produced at production sites in 2025 (28% in 2024).

In the same way, products or by-products that are used for human consumption (such as lactose or cheese from whey, etc.) are not included. Waste recovery data includes both materials recovery (recycling, composting, reuse, animal feed, sludge used in agricultural applications, etc.) and energy recovery (methanation, incineration with energy recovery). Unused waste is waste that is sent to landfill, discharged into sewers or incinerated without energy recovery.

Following the application of a new standard, the Food Loss and Waste Protocol (version 1.0 of June 2016), since 2016 Danone has consolidated the quantities of waste generated according to the following categories: treatment facilities' sludge, waste, whey, food waste collected on site and food waste discharged with wastewater, packaging waste, hazardous waste and, lastly, other non-hazardous waste.

The Food Loss and Waste Protocol is the first international standard for measuring food losses that are not used for human consumption. It was established under a partnership between the Consumer Goods Forum, the Food and Agriculture Organization of the United Nations, the United Nations Environment Program, the World Business Council for Sustainable Development (WBCSD), and the World Resources Institute.

Food waste is consolidated for the Production Site Environment scope except for the Waters category plants. It includes losses from finished products, raw materials and by-products (whey not used for human consumption). This waste may be collected or discharged with wastewater, or form part of the wastewater treatment plant sludge:

- whey and okara collected on site and not used for human consumption are reported as dry matter content;
- waste collected on site is reported in real weight, *i.e.*, weight as shown in on-site waste removal orders;
- waste discharged with wastewater and recovered in the sludge at treatment facilities is reported as a percentage of dry-matter content in sludge;
- waste discharged with wastewater and not recovered in the sludge at treatment facilities is calculated in metric tons of Chemical Oxygen Demand (COD).

In 2020, Danone introduced reporting that consolidates food waste from its production sites with food waste generated in the scope 3 downstream sub-scope within the greenhouse gas scope.

There has been no overlap between the categories of waste and thus no double counting.

As in previous Universal Registration Documents, none of the products and by-products that are used for human consumption (production of lactose or cheese from whey, etc.) or donated are included in the reporting of waste generated.

Among wastes diverted from disposal, other recovery operations include composting, reuse, animal feed, sludge used in agricultural applications and energy recovery (methanation, incineration with energy recovery).



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4.3.6 APPLICATION OF THE EUROPEAN TAXONOMY

Presentation of the European Taxonomy

Context and consistency

Under EU Regulation 2020/852 (the "Taxonomy" Regulation) supplemented by EU Delegated Regulation 2023/2486 (the Taxonomy Environmental Delegated Act) on the establishment of a framework to facilitate sustainable investment in the European Union (EU), Danone is required to publish 2025 key performance indicators (KPIs) for its entire financial consolidation scope. These KPIs must present the proportion of its eligible sales ("turnover"), capital expenditure ("CapEx") and operating expenditure ("OpEx") derived from products and/or services associated with economic activities qualifying as sustainable, within the meaning of this Regulation, for six environmental objectives:

- Climate Change Mitigation ("CCM");
- Climate Change Adaptation ("CCA");
- sustainable use and protection of aquatic and marine resources ("WTR");
- transition to a Circular Economy ("CE");
- Pollution Prevention and Control ("PPC");
- protection and restoration of biodiversity and ecosystems ("BIO").

An eligible activity will be considered aligned if it meets the technical criterion (criteria) of substantial contribution, does not significantly harm the other environmental objectives (Do No Significant Harm (DNSH) criteria), and if the company complies with the minimum safeguards related to human rights, corruption, taxation and competition.

Since 2022, in accordance with the EU Taxonomy Article 8 delegated act adopted on July 6, 2021, the Group has published information on the level of eligibility and alignment of its turnover, capital expenditure and operating expenditure with the first two climate objectives. The food and beverage sector is not covered by the Taxonomy Regulation with respect to the six environmental objectives.

On July 4, 2025, the European Commission published a Delegated Regulation adopted in January 2026 and applicable from fiscal year 2025. This Regulation introduces several simplification measures, including the use of financial materiality thresholds in Taxonomy analyses and new formats for regulatory tables. In particular, the regulation stipulates that companies may waive the assessment of Taxonomy compliance for activities that are not financially material to their business model. Economic activities are considered non-material if, taken together, they represent less than 10% of the denominator of each Taxonomy KPI (Turnover, CapEx or OpEx).

Virtually all of Danone's turnover (>99%) and the majority of the Group's investments cannot be linked to Taxonomy activities. The Group has therefore opted to apply the measure provided for by the regulation.

Assessment and methodologies

Since 2021, and in order to implement these reporting requirements, the Group has had a Taxonomy working group, comprising members of the Finance Department, the Sustainable Finance Department and business teams. The team worked to assess the eligibility and alignment of the Group's activities, in particular on the basis of:

- the Climate Delegated Regulation (EU) 2021/2139, amended by the Delegated Regulation (EU) 2023/2485;
- the Environmental Delegated Regulation (EU) 2023/2486;
- the Delegated Regulation of July 4, 2025, introducing simplification measures; and
- various FAQs issued by the European Commission.

In 2025, the Taxonomy working group assessed the eligibility and alignment of the Group's material activities (*i.e.*, representing more than 10% of the denominator of each KPI) under the six environmental objectives for the turnover, CapEx and OpEx KPIs.

Eligibility

Since the food and beverage sector is not covered by the Taxonomy Regulation, the Group's main activities presented below could not be directly linked to a Taxonomy-eligible activity. As a result, they were considered non-eligible:

- Essential Dairy and Plant-Based (EDP) products: none of the activities listed in the Taxonomy's Delegated Regulations provide for the production and distribution of fresh fermented dairy products and other dairy specialties, plant-based products and beverages, or coffee creations;
- the Specialized Nutrition business involves the production and distribution of formulas and complementary feeding for babies and young children, as well as food for medical purposes for children and adults. Danone does not produce active pharmaceutical ingredients and is therefore not eligible for POL 1.1 Manufacture of active pharmaceutical ingredients (API) or active substances;
- Waters: none of the activities listed in the Taxonomy's Delegated Regulations involve the production and/or distribution of plain and sparkling water, flavored water or functional beverages.

The Group carried out a review of all of its activities and investment projects to determine its eligible activities under the six objectives:

Code	Taxonomy activity	KPI	Description of Danone's activity	Below materiality threshold
CCM 4.24/ CCA 4.24	Production of heat/cool from bioenergy	CapEx	Danone uses biomass heat supply contracts	x
CCM 6.5/ CCA 6.5	Transport by motorbikes, passenger cars and light commercial vehicles	CapEx	Light vehicles leased or owned by Danone	x
CCM 6.6/ CCA 6.6	Freight transport services by road	CapEx	Trucks leased or owned by Danone	x
CCM 7.3/ CCA 7.3	Installation, maintenance and repair of energy efficiency equipment	CapEx	Energy efficiency improvements at Danone buildings	x
CCM 7.6/ CCA 7.6	Installation, maintenance and repair of renewable energy technologies	CapEx	Installation of photovoltaic systems and heat pumps	x
CCM 7.7/ CCA 7.7	Acquisition and ownership of buildings	CapEx	Offices and warehouses owned or leased by Danone	
BIO 2.1	Hotels, holiday, camping grounds and similar accommodation	Turnover and CapEx	Operation of Evian Resort, comprising hotels and other infrastructure (such as spa, golf, etc.)	x

Danone has applied the Delegated Regulation of July 4, 2025, and does not assess individually and/or cumulatively non-material activities representing less than 10% of its consolidated turnover or CapEx, as defined by European Taxonomy. Therefore, in 2025 the Group only assessed the following material eligible activity:

- CCM 7.7/CCA 7.7 Acquisition and ownership of buildings (offices and warehouses owned or leased by Danone).

Alignment

Considering the application of materiality thresholds, only activity 7.7 Acquisition and ownership of buildings was subject to an alignment analysis.

Regarding the alignment criteria for the buildings, Danone has determined 26.5% of this eligible capital expenditure can be classified as aligned (*i.e.* 3.4% of the total Taxonomy CapEx). For the other buildings, the principal reason of non-alignment is that the Group does not have sufficiently detailed documentation and data to support the criteria, nor centralized tools at the Group level. Therefore, due to a lack of data or evidence, Danone prefers to be prudent and report those buildings as not Taxonomy-aligned.

Substantial contribution technical screening criteria

In the case of the acquisition or rental of buildings for which the building permit was filed prior to December 31, 2020, Danone refers to the buildings' energy performance certificates when available, or to energy consumption data, to determine whether the buildings are among the top 15% of energy-efficient buildings (based on the thresholds issued by Index ESG powered by Deepki).

Do no significant harm to the Taxonomy's five other objectives ("DNSH")

The Group reviews compliance with the DNSH criteria for climate change adaptation by conducting a local analysis of climate-related risks and vulnerability.

Verification of compliance with minimum safeguards (MS)

The Group satisfies the minimum safeguard requirements in terms of human rights, corruption and bribery, fair competition and taxation.

Danone verified that there have been no convictions in relation to these topics, and that appropriate procedures have been implemented. For example:

- Danone mapped and prioritized risks related to human rights (see section 4.4 *Social information*, section 4.4.2.3 *Material impacts, risks and opportunities related to workers in the value chain*);
- Danone has an anti-corruption system in accordance with France's Sapin II law (see Anti-corruption and bribery in section 4.5.1 *Business conduct (ESRS G1)*);
- Danone considers the payment of tax to be an integral part of its Social, Environmental and Societal Responsibility (see Fight against tax evasion in section 4.5.1 *Business conduct (ESRS G1)*);
- Danone informs its employees of the principle of free and fair competition (see section 4.5.1 *Business conduct (ESRS G1)*).

Determination of KPIs

Turnover

The turnover numerator comprises sales generated by Taxonomy-aligned activities.

As presented in Note 6.2 to the Group's consolidated financial statements, the denominator is derived from the Group's consolidated net sales, which represents €27,283 million in 2025 compared to €27,376 million in 2024.

For the 2025 reporting period, Danone applied the materiality thresholds as provided by the new regulation and do not present its hotel activity (<1% of the Group consolidated turnover in 2024 and 2025).

Capital expenditure ("CapEx")

The CapEx numerator includes all investments aligned with the six environmental objectives.

The denominator includes all acquisitions of property, plant and equipment (IAS 16), intangible assets (IAS 38), right-of-use assets (IFRS 16) and investment property (IAS 40), as well as acquisitions resulting from business combinations. The denominator represents €1,757 million in capital expenditure in 2025 compared to €1,173 million in 2024, as presented in Notes 6.5 and 10.2 to the Group's consolidated financial statements. The main changes correspond to the Group acquisitions (see Note 3 to the Group's consolidated financial statements), which are not eligible to Taxonomy activity.

In 2024, Danone identified eligible CapEx under the EU taxonomy across the following activities: buildings, transportation, logistics, energy and hotels. The total eligible CapEx amounted to €191 million, representing 16% of Danone's total CapEx. Of this eligible CapEx, €5 million was aligned with the taxonomy criteria, corresponding to 0.4% of total CapEx.

For the 2025 reporting period, Danone applied the materiality thresholds as provided by the new regulation. As a result, negligible amounts of CapEx from transportation, logistics, energy and hotel activities are no longer presented. The eligible CapEx for 2025 therefore includes only buildings (activity CCM 7.7), and amounts to €223 million, which represents 12.7% of total Danone CapEx. Out of those eligible CapEx, €59 million were aligned, which represent 3.4% of Danone's total CapEx.

Operating expenditure ("OpEx")

The operating expenditure identified by the Group pursuant to the Taxonomy Regulation concerns non-capitalized research and development expenses, lease expenses, upkeep, repair, maintenance and other direct expenses related to the day-to-day upkeep of property, plant and equipment.

In 2025, OpEx within the meaning of the Taxonomy Regulation amounts to €881 million, compared with total OpEx of €24,343 million, or 4% (compared with 3% in 2024). As the amount of OpEx defined under the Taxonomy Regulation is not material, the Group continues to apply the exemption from disclosure provided by the Regulation, consistent with the approach taken in 2024.

TABLE 1: PROPORTION OF TURNOVER, CAPEX, OPEX FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ELIGIBLE OR TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING YEAR 2025

Financial year	2025	Breakdown by environmental objectives of Taxonomy aligned activities													
KPI	Total	Proportion of Taxonomy eligible activities	Taxonomy aligned activities	Proportion of Taxonomy aligned activities	Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity	Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material	Taxonomy aligned activities in previous financial year (2024)	Proportion of Taxonomy aligned activities in previous financial year (2024)
	€m	%	€m	%	%	%	%	%	%	%	%	%	%	€m	%
Turnover	27,283	-	-	-	-	-	-	-	-	-	-	-	0.3%	-	-
CapEx	1,757	12.7%	59	3.4%	3.4%	-	-	-	-	-	-	-	6.2%	5	0.4%
OpEx	881	-	-	-	-	-	-	-	-	-	-	-	-	-	-

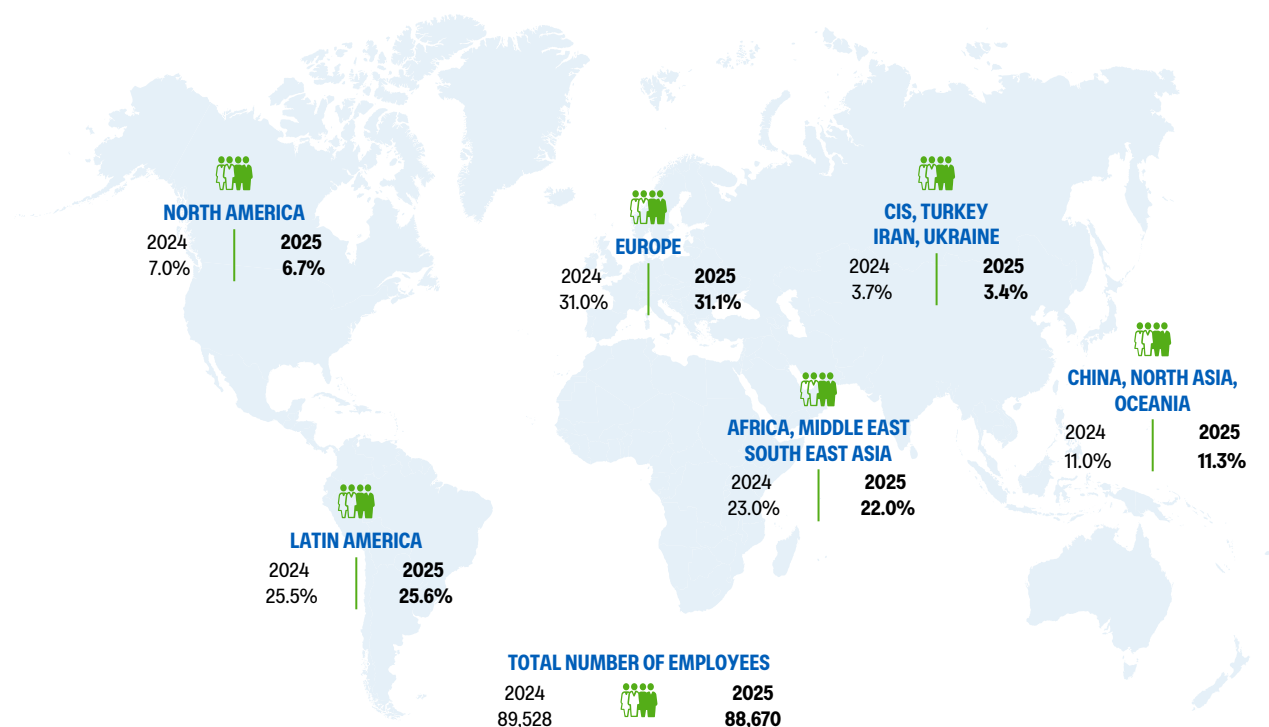
TABLE 2: PROPORTION OF CAPEX FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ELIGIBLE OR TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING YEAR (N) (ACTIVITY BREAKDOWN)

KPI	CapEx		Environmental objective of Taxonomy aligned activities											
Financial year	2025													
	Code	Proportion of Taxonomy eligible CapEx	Taxonomy aligned CapEx in monetary value	Proportion of Taxonomy aligned CapEx	Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of Taxonomy aligned in Taxonomy eligible	
Economic Activities														
		%	€m	%	%	%	%	%	%	%	E or blank	T or blank	%	
Acquisition and ownership of buildings	CCM 7.7	12.7 %	59	3.4%	3.4%	-	-	-	-	-	-	-	26.5%	
Sum of alignment per environmental objective					3.4%	-	-	-	-	-				
TOTAL CAPEX		12.7%	59	3.4%	3.4%	-	-	-	-	-				

4.4 SOCIAL INFORMATION

4.4.1 OWN WORKFORCE (ESRS S1)

4.4.1.1 Presentation of Danone's own workforce



(More information is available in the Methodology note on consolidation scope and headcount methodology coverage).

Countries and headcount representing more than 10% of total number of employees in 2025:

Country ^(a)	Number of employees in 2025 (headcount)
Mexico	15,267
Indonesia	9,977
France	9,175

(a) Social indicators scope (more information is available in the Methodology note on consolidation scope and headcount methodology coverage).

Employee breakdown by gender ^{(a)(b)}	2024	2025
Men	60,196	59,338
Women	29,332	29,332
TOTAL EMPLOYEES	89,528	88,670

(a) Social indicators scope (more information is available in the Methodology note on consolidation scope and headcount methodology coverage).

(b) Information on gender breakdown by management level is available in section 4.4.1.5 Metrics and targets related to own workforce.

Employees by age ^(a)	2024	2025
Below 20 years old	0.4%	0.4%
From 20 to 29 years old	16.3%	16.0%
From 30 to 39 years old	34.4%	33.9%
From 40 to 49 years old	30.8%	31.0%
From 50 to 59 years old	15.6%	16.0%
Above 60 years old	2.6%	2.8%

(a) Social indicators scope (more information is available in the Methodology note on consolidation scope and headcount methodology coverage).

Employees by contract type (headcount) ^(a)	2024				2025			
	Women	Men	Not reported	Total	Women	Men	Not reported	Total
Number of employees	29,332	60,196	0	89,528	29,332	59,338	0	88,670
Number of permanent employees	27,273	57,956	0	85,229	27,860	56,935	0	84,795
Number of temporary employees	1,677	2,622	0	4,299	1,472	2,403	0	3,875

(a) Social indicators scope (more information is available in the Methodology note on consolidation scope and headcount methodology coverage).

Hires, dismissals and turnover rate on the full scope of employees ^(a)	2024	2025
Hires	14,459	13,492
Dismissals	6,389	6,289
Employee turnover rate	18.0%	17.0%

(a) Social indicators scope (more information is available in the Methodology note on consolidation scope and headcount methodology coverage).

4.4.1.2 Stakeholder engagement

The description of the Group stakeholder engagement process is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*. More specifically for its own workforce, Danone relies on the processes presented below.

Danone People Survey

The annual “Danone People Survey” (DPS) enables Danone employees to express their opinions and share their perceptions. Started more than two decades ago, the DPS measures various dimensions of Danone’s employee engagement: personal accomplishment, motivation, and advocacy, as well as indicators that track well-being and inclusion and other human rights.

Through voluntary self-identification, where possible and subject to local legislation, the DPS is also a means for Danone to identify persons in vulnerable situations (as defined by the Corporate Sustainability Reporting Directive).

Engaging with employee representatives

Since 1988, Danone has actively worked in partnership with the IUF, resulting in a set of nine Global Agreements to ensure respect for workers’ rights: Provision of Information (1989), Equality (1989), Skills Training (1992), Trade Union Rights (1994), Employment and Restructuring (1997), Social Indicators (2005), Diversity (2007), Health, Safety, Working Conditions and Stress (2011) and Sustainable Employment and Access to Rights (2016). They are aligned with the UN Guiding Principles on Business and Human Rights (UNGPs).

In addition, in 2005, Danone and the IUF signed a joint declaration on Danone’s fundamental social principles, meant to be respected not only by management teams at its sites, but also by companies in which Danone has a minority shareholding, as well as its main suppliers and subcontractors. These principles are the core foundation for Danone’s human rights commitments and standards formalized through the Danone Sustainability Principles.

Danone and the IUF discuss these topics on a regular basis, to reinforce plans and, more globally, ensure these fundamental rights are respected.

In 1996, Danone formalized its commitment to structured social dialogue by establishing the Consultation and Information Committee (CIC) in Europe through an agreement with the IUF. The CIC is the Group’s European Works Council. Since 2009, its scope has been expanded to an annual international meeting, organized by the IUF, which has become a global platform for union representatives to raise concerns, share expectations, and engage directly with Danone’s senior leadership — including the Chief Executive Officer and the Chief Human Resources Officer—on strategy, transformation, and labor

relations. The CIC plays a key role in fostering transparent dialogue between management and employee representatives. These discussions are reinforced by IUF Global Engagement Meetings, which assess the effectiveness of Danone’s employee engagement worldwide.

4.4.1.3 Material impacts, risks and opportunities related to Danone’s own workforce

Process to identify material impacts, risks and opportunities

The description of the Group’s double materiality assessment process to identify impacts, risks and opportunities is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*. More specifically for own workforce related impacts, risks and opportunities, the experts based their assessments on the processes described below.

Human rights impact assessment

Danone conducts human rights impact assessments as required, when updates are deemed necessary.

The 2017 assessment, based on the ISO 26000, GRI G4, and SA 8000 standards, focused primarily on the potential impacts of purchased goods from labor and human rights perspectives. It identified workers employed via third parties as a priority category requiring attention in relation to human rights within the value chain.

In 2021, Danone conducted a salient human rights impact assessment across its value chain – including its own operations, raw material sourcing, and Tier 1 suppliers – with the support of Shift, the leading center of expertise on the UN Guiding Principles on Business and Human Rights. The assessment aimed to identify and prioritize the most severe potential and actual negative impacts affecting workers in its value chain. This assessment represented the first step in Danone’s Human Rights Due Diligence process and was followed by the risk mapping initiated for the Vigilance Plan in 2023. The latest impact assessment took place in 2024 as part of the Group’s double materiality assessment (see below).

Assessment of the impacts on own workforce from climate transition

Danone has also started assessing the impacts on its workforce that may arise from transition plans for reducing negative impacts on the environment and achieving greener and climate-neutral operations. This is done as part of the preparation for the DanSkills program, which aims to upskill all Danone employees for the jobs of the future and attract new talents. Danone will step up its initiatives to define the skills, training, and programs that need to be developed to adapt employees’ skill sets.

Presentation of material impacts and risks

As part of its double materiality assessment, Danone identified the following material impacts and risks related to own workforce:

Impacts and risks related to own workforce

	Type
Forced labor Forced labor has significant physical, mental and economic impacts on individuals, leading to conditions of slavery, poverty and indebtedness infringing on the fundamental right to human dignity. Migrant and seasonal workers, and workers hired through labor agencies are particularly vulnerable to the risk of forced labor.	Negative impact
Discrimination and/or harassment A lack of inclusion and human rights violations can have a negative impact on working conditions, a significant impact on individuals' mental and physical health, and have wider social and economic impacts.	Negative impact
Working hours and adequate rest Excessive working hours or failure to allow for adequate rest periods can lead to physical and mental health issues, an increased risk of workplace accidents, and difficulties in respecting workers' rights to a private and family life.	Negative impact
Adequate wage Workers who are not paid an adequate wage could be unable to meet some of their basic needs or those of their families. The enabling right to an adequate wage can have an impact on other human rights issues such as health and education.	Negative impact
Collective bargaining In some countries, workers' rights to freedom of association and collective bargaining are not recognized or implemented, which can undermine working conditions and contribute to other negative impacts such as inadequate wage, excessive working hours, discrimination and harassment.	Negative impact
Health, safety and well-being Workers can face physical and psychosocial health and safety risks, including incidents that could have serious consequences (work-related illnesses, stress, injuries or death) negatively affecting workers' abilities to conduct their work and earn a living in the long term, which also entails significant collective socio-economic impacts.	Negative impact
Risks related to workplace accidents In the course of Danone's operations and activities, workplace accidents could occur at certain sites, exposing its employees to injuries.	Risk
Learning and development Inadequate investment in learning and development can hinder employees' ability to adapt to evolving skill requirements, negatively impacting their long-term employability and sense of achievement within the company.	Negative impact

Note: These impacts and risks are gross, meaning before actions taken by Danone. Danone's double materiality assessment is described in section 4.2.5 *Impact, risk and opportunity management*.



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4.4.1.4 Material impact and risk management

Policies related to own workforce

Impacts and risks related to own workforce	Danone's policies					
	Danone Sustainability Principles	Human Rights Policy	Global on-site External Workforce Policy	Global Inclusion and Diversity Policy	Global Anti-harassment and Discrimination Policy	Global Parental Policy
Forced labor	x	x	x			
Discrimination and/or harassment	x	x		x	x	x
Working hours and adequate rest	x	x				x
Adequate wage	x	x				x
Collective bargaining	x	x				
Health, safety and well-being	x	x	x			x
Risk related to workplace accidents	x	x	x			x

All policies presented in this section are described in the policy presentation table in section 4.2.6 *Cross topic disclosures*.

Danone Sustainability Principles

The Danone Sustainability Principles (DSP) outline Danone's commitment to ensuring responsible and ethical practices throughout its value chain, including Danone's own workforce.

Human Rights Policy

Danone's Human Rights Policy reaffirms the Group's commitment to respecting and strengthening human rights throughout its value chain by implementing Human Rights Due Diligence and providing access to remedy. The Group focuses on the principles identified through the salient human right impact assessment and detailed in the Danone Sustainability Principles (DSP). The Social Principles address notably wages, working hours, health and safety, child and forced labor, discrimination and harassment, freedom of association, and land rights. Danone's Human Rights Policy also emphasizes the importance of stakeholder dialogue, in which unions play a key role.

Global on-site External Workforce Policy

Having identified on-site external workers as a main priority for conducting Human Rights Due Diligence in its own operations and business practices, Danone has issued an internal Global on-site External Workforce Policy focusing specifically on labor agency workers and prohibiting the payment of recruitment fees by workers.

Global Inclusion and Diversity Policy

The Global Inclusion and Diversity Policy is built upon the DSP, and aims to prohibit intimidation, bullying, harassment, or mistreatment; encourage reporting of such behaviors with protection from retaliation; and regularly review employment practices to maintain an inclusive workplace. The policy mandates that all decisions related to recruitment, hiring, promotion, compensation, employee development, and other employment terms and conditions will be made without regard to race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, gender identity or expression, and veteran status.

Anti-harassment and Discrimination Policy

Built upon the Global Inclusion and Diversity Policy, the Anti-harassment and Discrimination Policy aims to prohibit violence, bullying, harassment, and discrimination and create an inclusive environment where all workers are treated with dignity and respect.

Global Parental Policy

The Global Parental Policy aims to support employees through all stages of parenthood by providing adapted working conditions, flexible schedules, and health and nutrition advice, notably by ensuring job protection, paid and unpaid leave, and support for breastfeeding.

Health, Safety and Well-being Policy

The Health, Safety and Well-being Policy aims to develop a culture of safety and well-being across all of Danone's locations. The policy emphasizes the importance of preventing accidents and promoting well-being.

Actions related to own workforce

Impacts and risks related to own workforce	Deploying Human Rights Due Diligence	Ensuring an inclusive workplace		Providing fair and attractive compensation			Ensuring social dialogue and collective bargaining	Ensuring health, safety and well-being at work with the WISE ⁽²⁾ Program					Ensuring appropriate learning and development	
		Inclusion and diversity initiatives	Gender pay gap initiative	Living wage initiative	Global incentive plan	Profit sharing and share ownership		Site risk assessments	WISE ² audits	Corporate Safety Standards	Dan'Cares Program	Well-being initiatives	Building a people-centric learning experience	Helping Danone employees to develop critical skills
Forced labor	x													
Discrimination and/or harassment	x	x	x											
Working hours and adequate rest	x													
Adequate wage	x			x	x	x								
Collective bargaining	x						x							
Health, safety and well-being	x							x	x	x	x	x		
Risk related to workplace accidents	x							x	x	x	x	x		
Learning and development													x	x



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Deploying Human Rights Due Diligence (HRDD)

Implementing the Human Rights Due Diligence process

Danone monitors its subsidiaries' alignment with the DSP, the UNGPs, the OECD Guidelines for Multinational Enterprises, and the ILO Declaration on Fundamental Principles and Rights at Work by implementing a Human Rights Due Diligence (HRDD) process across its own operations, covering forced labor, child labor and other labor rights, which Danone already addresses through specific policies and frameworks. HRDD is the process through which companies identify, prevent, mitigate, and account for their impact on human rights. Danone fulfilled its commitment to roll out this process across the entire Group by the end of 2025, including for external workers employed through temporary work agencies or subcontractors. To achieve this, the Group designed the following six-step framework and is working towards embedding it in regular business practices: (i) communicating the Human Rights Policy and establishing dedicated governance at global, zone, and country levels, (ii) assessing human rights risks, (iii) developing and implementing prevention and mitigation plans, (iv) monitoring progress, (v) reporting, and (vi) ensuring access to remedy.

Danone is taking a risk-based approach to HRDD. With support from external experts, the Group identified its top 10 priority countries and committed to their sites being third-party audited during the 2024–2025 cycle. By end-of-2025, 184 audits had been completed.

Danone applies a structured, time bound process to resolve audit non-conformities which, when completed, is verified by third parties. 90.0% of findings from 2024 audits were closed within the agreed timeline. Remaining actions, including those related to 2025 audits, are tracked through defined plans, with oversight from global and local teams to ensure completion and readiness for third-party verification.

Through this process, Danone is gaining deeper insights into systemic risks across geographies. The Group leverages findings from root cause analysis to reinforce operational practices, leading to more efficient processes, such as better management of working hours and external workforce, and increased efficiency of grievance mechanisms. These insights also inform more targeted and effective training. This approach ensures that audits lead to actionable outcomes and drive lasting, meaningful changes.

As part of its key actions in 2025, Danone enhanced its Group-wide HRDD governance and tracking framework, under the sponsorship of the Chief Human Resource Officer and the Chief Sustainability and Business Strategy Officer. Cross-functional senior leaders across geographies are involved in defining priorities and resource allocation. At country level, Business and Human Rights Leaders are key to supporting the process and monitoring follow up actions. 2025 key action also involved introducing dedicated human rights questions into the Danone People Survey.

Regarding remediation, in 2025 Danone developed its Human Rights Remediation Guidelines to equip country teams with practical guidance on how to address human rights cases identified either through audits and self-assessments or via Danone's grievance mechanism (Danone Ethics Line – DEL). The guidelines clarify the different types of

responsibility, outline the range of remedial measures available, and establish a structured process for follow-up and for measuring the effectiveness of actions once a remediation case is closed.

Training and upskilling workforce on human rights and HRDD

In 2025, as part of the Mandatory Learning campaign, a Group-wide human rights training program was launched for all Danone employees across all countries. The program aimed to build employees' knowledge and raise awareness of human rights, fostering a deeper understanding across the organization.

Complementing ongoing training efforts, Danone organized a Business and Human Rights Leaders capacity building event through its Global Human Rights Campus in Paris, to upskill on various aspects of HRDD, Danone's commitments, and action plans, while discussing challenges, co-creating solutions, and facilitating interaction with senior business leaders, including presentations from members of the Executive Committee. Building on its success in 2024, the Campus continued to be a recurring platform for human rights learning, collaboration, and strategic alignment across the business throughout 2025.

Working collectively on human rights

Danone is a member of the Consumer Goods Forum (CGF) Human Rights Coalition and played a key role in shaping its objectives and processes to support the implementation of HRDD across 100% of members' operations, including external workers. In 2025, Danone continued its collaboration with its peers—supported by the Fair Labor Association (FLA)—to co-develop shared frameworks and exchange best practices for delivering on this commitment.

Danone actively contributes to and leverages collective approaches with peers and civil society to enable learning, best practice sharing and increased impact.

Ensuring an inclusive workplace

Ensuring inclusion and diversity

Danone aims to foster a culture of equal opportunities and strives to have a workforce that reflects the societies it operates in, the partners it works with, and the customers and consumers it serves. In this regard, Danone provides training to employees on anti-harassment, anti-discrimination, unconscious bias, inclusion, and cross-cultural work.

Closing the gender pay gap

Danone aims to close the gender pay gap (difference of average pay levels between women and male employees, based on their total compensation). Danone performs a comprehensive annual review covering all employees, including workers on sites (permanent and temporary, full-time and part-time, excluding interns and trainees), by employee category and by position level.

To close this gap, Danone monitors the gender pay gap annually, before and after each Annual Salary Review. Danone ensures that no bias is present during decision-making processes, including Annual Salary Reviews, hiring, and promotions.

Fostering an inclusive workplace for people with disabilities

Danone has various initiatives, both at Group and local level, to foster an inclusive workplace for employees with disabilities. The local approach makes it possible to better consider the context and specificities of each case and take practical actions. Through upskilling opportunities, awareness campaigns and targeted initiatives to advance physical and digital accessibility, Danone strives to remove barriers and empower people with disabilities to unlock their full potential.

Providing fair and attractive compensation

Ensuring a living wage across locations in which Danone operates

To ensure that no Danone employee falls below a living wage, Danone works with an external provider to perform a comprehensive assessment covering various factors influencing wages, such as local cost of living (including food, housing, healthcare, and other essential needs). They evaluate economic conditions, and analyze wage levels, wage structures, and local living standards, to identify any gaps and guide corrective actions if necessary.

Offering fair, comprehensive, and competitive compensation

Danone offers its employees fair, comprehensive, and competitive compensation based on its own system of evaluating and classifying jobs, taking into account external market developments as well as regulations, requirements and the local context of the subsidiaries.

Compensation – Global Incentive Plans

Danone applies a global incentive framework that rewards both collective and individual performance through annual variable compensation. This compensation is based on:

- business performance, reflecting the financial results of Danone and its subsidiaries;
- individual objectives, defined in collaboration with direct managers and structured around three categories:
 - Renew – aligned with the “Renew Danone” strategic transformation,
 - People – encompassing succession planning, talent development, and employee retention,
 - Function – focusing on operational efficiency, including productivity and sustainable market share.

In line with its integrated approach to performance, a Long-Term Incentive Plan is granted to executives, senior managers, and selected key employees. This plan incorporates social and environmental performance criteria, such as improvements in environmental impact. More information is available in section 5.3 *Compensation and benefits of governance bodies* in section 5 *Corporate Governance*.

Employee profit sharing and share ownership

Danone encourages profit sharing and share ownership to foster long-term engagement and alignment with Group performance. Such initiatives include:

- on an international level, Danone launched its first international employee share ownership plan in 2019, giving employees the chance to subscribe for DANONE shares (more information is available in section 6.3 *Authorizations to issue securities giving access to the share capital* in section 6 *Share Capital and Ownership*);

- employees of Danone's French subsidiaries are eligible for a profit-sharing plan indexed primarily to Danone's earnings. Some French subsidiaries and certain foreign subsidiaries have established employee incentives and/or profit-sharing agreements indexed to their own earnings;

- employees of Danone's French companies can subscribe for an annual capital increase as part of a Company Savings Plan.

Ensuring social dialogue and collective bargaining

Danone's approach to social dialogue and collective bargaining is presented in section 4.4.1.2 *Stakeholder engagement*. The actions related to this topic in 2025 are detailed hereafter.

Assessing the effectiveness of social dialogue

To assess the effectiveness of the Danone-IUF agreements implementation worldwide, regular joint country visits are organized. Between 2009 and 2025, a total of 88 site visits were made (eight in 2025). These visits, which took place in the United States, UK, Ireland, Germany and Turkey in 2025, support high-quality social dialogue and enable Danone to monitor the implementation of the agreements.

Training and upskilling on social dialogue

In 2024, Danone launched a Social Dialogue e-learning module to build foundational knowledge on employee rights, trade union representation, and the Danone-IUF agreements. It includes practical guidance, historical context, and union testimonials. Danone actively rolled out the training in 2025, with 73.0% of the targeted population completing it. To deepen capabilities, in 2025 Danone introduced the Unions Engagement Mastery Program, starting in Europe. It equips Plant Directors and HR teams with advanced negotiation skills for effective collective bargaining, moving beyond theory to practical application.

Guaranteeing health, safety and well-being at work

Assessing and managing health and safety risks with the WISE² program

Site risk assessments

Danone requires its sites to conduct site, task and route risk assessments on an annual basis. European sites are also required to report on how their risks are assessed and the action plans implemented to ensure employee safety. Mitigation plans are then implemented, and the remaining risks are assessed once mitigation actions have been carried out. These risk assessments are reviewed once a year at site level.

WISE² audits

Each year, Danone conducts WISE² audits at approximately 50% of its production, logistics and sales sites, covering both safety culture and compliance with standards. WISE² audits cover all Danone employees and external workers present at Danone sites. Danone aims to maintain this level of coverage. WISE² audits are also conducted in specific administrative headquarters. In addition, the WISE² action plans cover the management of working conditions, including initiatives to assess ergonomic risks and provide training.

Corporate Safety Standards

During 2024 and 2025, Danone continued to reinforce its current corporate standards by launching the new road safety standard, including an update to the audit grids for impacted logistics, sales and HQ sites by including the assessment of implementation of the new standard into the WISE² audit program.

Guaranteeing health coverage with the Dan'Cares program

In 2009, Danone launched the Dan'Cares program, which aims to protect all employees and ultimately guarantee health coverage, in particular for countries without government regulated healthcare systems. Dan'Cares is designed to cover major risks: (i) hospitalization and surgery, (ii) ambulatory care, (iii) maternity care. In 2023, this scope was expanded to include well-being.

Each year, Danone conducts comprehensive assessments to ensure that all countries adhere to the minimum standards established by Dan'Cares.

In countries where they are available, Danone also facilitates access to supplementary insurance plans for its employees.

Supporting employee well-being

Flexible work schedules:

Danone enables employees to adapt their work schedules in accordance with their local environment, for example by allowing them to work part-time or remotely. This has a positive impact on well-being at work. In 2021, the Group launched the "Future of Work" study among its employees to reflect on how to transform its ways of working. Following this consultation, Danone worked with employees to develop new solutions, offering them the possibility to work from third-party spaces, adapt their physical and digital work environment and adopt a hybrid working model.

Be Well by Dan'Cares:

Danone has extended Dan'Cares to include Be Well, a holistic well-being program designed to support employees' physical well-being, mental health, and nutrition. The program offers a variety of resources, activities, and learning opportunities for employees. Danone organizes annual events such as Be Well Month and Mental Health Week, along with year-round physical fitness initiatives.

Well-being awareness:

To further enhance well-being efforts, Danone has developed upskilling resources which are offered to team leaders.

Ensuring appropriate learning and development

Building a people-centric learning experience

Danone holds an annual Development Conversation campaign for all Danone employees. This encourages each employee to hold a specific conversation with their line manager to take a step back from day-to-day activities and discuss the employee's learning and development goals, both in the short term and related to their career aspirations. Following this conversation, the employee and their line manager jointly draw up a Development Plan, assisted by HR partners.

Danone's global digital learning ecosystem, Campus X, also provides learning solutions that employees can access at any time, with a comprehensive set of self-paced modules and online courses on both functional and leadership topics, as well as external best-in-class training solutions (e.g. LinkedIn learning). It provides a wide range of content to Danone's employees and fosters a life-long learning culture. Approximately 20,000 employees use it every month.

In November 2024, Danone opened a global learning center at its historical *evian* site, La Maison – Danone leadership center, which brings together Danone employees from all geographies, from managers to executives. Since opening, more than 350 employees from all Danone zones have been trained there.

Helping Danone employees to develop critical skills

To enhance leadership skills, Danone has launched a Leadership Path with five globally harmonized programs for people leaders at every level of leadership, from shop floor supervisors to executives. These programs are rolled out across all Danone geographies. More than 2,800 leaders have been trained since the beginning of 2024.

In addition, Danone's functional academies partner with business leaders to support the delivery of the Renew Danone strategy. For example, the Industry Academy has been created as part of the Operations Academy. It aims to equip manufacturing employees with future ready skills, integrate advanced technologies with human creativity and expertise to drive innovation, and create smarter, more sustainable manufacturing processes.

Focusing on future-fit transversal skills, Danone has also launched a Data, Digital and AI Academy which is accessible to all Danone employees. In 2025, this Academy issued comprehensive learning pathways for selected individuals: Danone AI users, AI business leaders and AI builders. The pathways include data and AI awareness, business value brought by AI, ethical and responsible use of AI, and support in using AI tools. In addition, functional workshops and hands-on hackathons have accelerated data and AI upskilling and adoption.

Finally, to ensure the highest integrity standards and an ethical workplace, Danone delivers Group-wide training every year. In 2025, training focused on equipping specific audiences with essential knowledge on human rights, anti-harassment and discrimination, compliance, cybersecurity and the EU General Data Protection Regulation (GDPR).

Channels for own workforce to raise concerns and remediation process

The Danone Ethics Line (DEL) enables stakeholders including Danone's own workforce to report potential non-ethical conduct or any alleged violations of Danone codes of conduct and policies. This whistleblowing system is described in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*.

4.4.1.5 Metrics and targets related to own workforce

Targets related to Danone's own workforce

As part of the Danone Impact Journey Phase 1, Danone has set the following targets with regards to its own workforce:

Target related to human rights

KPI	Baseline year	Baseline value	Target year	Target	2023	2024	2025
Percentage of employees trained on Danone Human Rights Policy ^(a)	N/A ^(b)	N/A ^(b)	2025	100%	N/A ^(c)	ongoing ^(c)	96.9% ^(d)

(a) Enabling due diligence to be deployed in Danone operations.

(b) Unable to calculate this data when baseline defined.

(c) E-learning designed in 2023 and launched in 2024.

(d) 96.9% completion achieved; remaining gap driven by practical issues leading to some training sessions being postponed.

Targets related to diversity and inclusion

KPI	Baseline year	Baseline value	Target year	Target	2023	2024	2025
Percentage of women in senior leadership globally ^(a)	2022	42%	2030	40-60%	43.0%	44.0%	45.5%
Gender pay gap ^(b)	2022	3.2%	2025	Closed ^(c)	2.1%	1.1%	1.1%
Inclusion index above peers ^(d)	N/A ^(e)	N/A ^(e)	2025	Above peers	+2 pts	+2 pts	+2 pts

(a) Senior leadership includes executives (excluding Executive Committee) and directors, as per Danone classification.

(b) The Group uses the following internal methodology to calculate the gender pay gap: $100 - (\text{Average Female CR} / \text{Average Male CR}) \times 100$ where the CR = compensation ratio = total target cash/country median and where total target cash represents total target compensation.

(c) Closing the gender pay gap equals to a target of +/-3% by 2025. The 2025 data does not include US employees.

(d) Measured through the DPS.

(e) Inclusion index introduced in 2023.

As mentioned in section 4.1 *Introduction* the diversity and inclusion KPIs target towards 2030 will evolve as part of the Danone Impact Journey Phase 2 (refer to section 4.1.3 *Danone Impact Journey Phase 2 towards 2030* for more information).

Target related to health, safety and well-being

KPI	Baseline year	Baseline value	Target year	Target	2023	2024	2025
Percentage of employees covered by Dan'Cares	N/A ^(a)	N/A ^(a)	2030	100%	98.0%	97.9%	97.8%

(a) Unable to calculate this data when baseline defined.

As mentioned in section 4.1 *Introduction* the health, safety and well-being KPIs target towards 2030 will evolve as part of the Danone Impact Journey Phase 2 (refer to section 4.1.3 *Danone Impact Journey Phase 2 towards 2030* for more information).

Target related to learning and development

KPI	Baseline year	Baseline value	Target year	Target	2023	2024	2025
Percentage of employees with access to future skilling programs	N/A	N/A	2025	100%	N/A ^(a)	ongoing	100% ^(b)

(a) Program designed in 2023

(b) 100% of Danone employees have access to the AI Academy, among other training programs.

Metrics related to the Danone People Survey (DPS)

Results from the DPS	2024	2025
Eligible employees participating in the DPS	94.0%	94.0%
Engagement score	78.0%	79.0%
Engagement score vs peers ^(a)	+7 pts	+6 pts
Awareness of the whistleblowing systems ^(b)	More than 80%	More than 85%
Trust in the whistleblowing systems ^(c)	81.0%	86.0%
Perception that Danone upholds human rights responsibly ^(d)	N/A	88.0%

(a) Danone tracks its employee engagement and its evolution over time. By raising the same questions as industry peers, Danone can compare employee engagement results within the industry and versus the market.

(b) Questions have been included in the DPS to monitor the effectiveness of the DEL since 2023. Awareness of the DEL is assessed by the number of respondents who indicated that they knew how to report concerns via the DEL in 2024.

(c) Trust in the whistleblowing systems is assessed by the number of respondents who indicated that they would feel comfortable/rather comfortable using the DEL.

(d) New question included in 2025 DPS.

Metrics related to the grievance mechanism – Danone Ethics Line (DEL)

Substantiated DEL complaints and severe human rights incidents	2024	2025
Number of DEL substantiated complaints	156	273
Of which related to discrimination and harassment	86	122
Of which other	70	151
Amount (in € millions) of fines, penalties, and compensation related to these substantiated complaints ^(a)	–	–
Number of severe human rights incidents	–	–
Amount (in € millions) of fines, penalties, and compensation paid related to severe human rights incidents ^(a)	–	–

(a) Through litigation reporting, Danone has set up a process for collecting data on material fines, penalties, and compensation paid from the countries concerned. No material fines have been reported to the Group through this channel in relation to incidents, complaints or severe human rights incidents related to its own workforce as described above.

Metrics and targets related to diversity and inclusion

Gender breakdown according to management level	2024		2025	
	Total	% women	Total	% women
Board of Directors ^(a)	11	44.0%	11	44.0%
Executive Committee ^{(a) (b)}	13	23.0%	12	25.0%
Managers, directors and executives (excluding Executive Committee) ^(c)	22,481	54.0%	22,760	54.0%
of which directors and executives (excluding Executive Committee) ^(c)	1,742	44.0%	1,805	45.5%
of which managers	20,739	54.0%	20,955	55.0%
Non-manager employees	67,034	26.0%	65,898	26.0%
TOTAL EMPLOYEES	89,528	33.0%	88,670	33.0%

(a) More information is available in section 5 Corporate Governance.

(b) The Executive Committee constitutes the “top management level” as defined by ESRS S1-9.

(c) As per Danone classification.

Gender pay gap	2024	2025
Gender pay gap according to CSRD methodology ^(a)	Not disclosed	(8.0)%

(a) This data was not available in 2024. In 2025, Danone put in place a methodology and a roadmap to expand the scope of this analysis to all employees.

This table shows that the average total compensation is 8.0% higher for women employees than men employees. The scale of this difference is strongly influenced by the prevalence of men in manufacturing roles with lower compensation than women.

Global Parental Policy	2024	2025
Number of countries in which the Global Parental Policy has been implemented	58	58

Metrics related to compensation and benefits

Living wage assessment	2024	2025
Danone employees in line with or above the living wage, following the Fair Wage Network methodology.	100%	100%

In 2025, Danone received the Fair Wage Network certification.

Coverage by the share ownership plan	2024	2025
Danone employees covered by the share ownership plans	87.5%	80.7%

Danone presents the ratio of the highest paid individual to the median annual total compensation for employees who have entered a permanent or fixed-term employment contract with Danone companies registered in France and the Group's performance over the last five years in section 5.3 *Compensation and benefits of governance bodies* in section 5 *Corporate Governance*.

Due to the lack of methodology to calculate a ratio for all employees adjusted to the purchasing power differences between countries, and its intention to disclose information that is complete, accurate, consistent and comparable with its peers, Danone is waiting for clarification of the methodology to extend the scope of this ratio. As described above, Danone received the Fair Wage Network certification for the second consecutive year, guaranteeing that no Danone employee falls below a living wage.

Metrics related to health, safety and well-being

Number of accidents, frequency rate and days lost	2024	2025
Fatal accidents	2	0
Accidents with at least one day of lost time ^(a)	187	180
Frequency rate 1 (FR1) ^(a)	0.9	0.9
Frequency rate 2 (FR2) ^(a)	0.4	0.4
Days lost	5,492 ^(b)	4,374

(a) Methodology note:

Frequency rates of workplace accidents:

- The frequency rate of workplace accidents with medical leave (FR1) represents the number of workplace accidents with lost time of one day or more that occur over a 12-month period per one million hours worked.
- The frequency rate of workplace accidents without medical leave (FR2) represents the number of workplace accidents without medical leave for every one million hours worked.

(b) In 2024, lost days were published cumulatively, not on a yearly basis.

The hours worked are based on actual hours worked; by default, for populations for which CBUs are using theoretical working hours, the calculation method should follow the social reporting guidelines as described in Danone's corporate reporting protocol. Theoretical working hours are calculated based on the total of each employee's contractual number of working days (or working hours).

Workplace accident indicators also cover accidents affecting permanent, temporary and third party employees (including interns) as described in Danone's safety reporting protocol. Third-party employees are individuals who do not have a direct work contract with Danone but are under its management, work on a temporary or non-temporary basis, and for whom Danone is able to collect data on working time (in

number of hours). Employees are classified into these categories based on the rules described in Danone's corporate reporting protocol. Subsidiaries are responsible for collecting the data on working hours for temporary employees and workers employed through staffing agencies. The completeness of data in this category is limited by the control of this data by Danone, the fluctuating nature of this population of workers and disparities between different agencies.

In 2024, Danone updated the health and safety reporting protocol to encourage non-mandatory reporting on cases of work-related ill health. The Group will continue to encourage this reporting and its analysis to consolidate robust figures in the future. However, cases of work-related ill health are currently excluded from statutory reporting figures.

Dan'Cares coverage	2024	2025
Employees who received health coverage fully meeting the criteria defined by Dan'Cares	97.9%	97.8%

Metrics related to collective bargaining

Metrics related to collective bargaining agreements	2024	2025
Employees covered by collective bargaining agreements globally	69.0%	69.0%
Employees covered by more than one collective bargaining agreement in France	9,109	9,175

Metrics related to learning and development

Metrics related to learning and development	2024	2025
Number of permanent employees who took at least one training course ^(a)	93,874	92,873
Total number of training hours ^(a)	2,722,211	2,639,442
Percentage of permanent employees trained ^(a)	100%	100%
Average number of hours per employee trained ^(a)	32	31

(a) Social indicators scope, more information is available in the Methodology note on consolidation scope and headcount methodology coverage.

Methodology note

Consolidation scope

The consolidation scope includes all Danone subsidiaries that are fully consolidated in the Group's financial statements, *i.e.*, the subsidiaries in which Danone holds, directly or indirectly, exclusive control.

When entities are included in the reporting/consolidation scope for the first time, only total headcount is reported. Data presented on this section is consolidated in the social indicators scope in the first subsequent fiscal year. This approach may lead to differences between total number of employees and headcount presented in Note 8.1 to the consolidated financial statements. In 2025, no specific entities were concerned by this situation.

Headcount calculation

The number and percentage of employees are reported based on the end of reporting period as of 31 December. Fixed-term/Temporary contracts and movements within Danone are excluded from the employee arrival/departure data. Average headcount is leveraged in the calculation for metrics related to learning and development. Due to a number of internationally mobile employees being on assignment at other Danone entities, a marginal portion of the managerial headcount data is not collected during the data reporting period. In addition, some disparities may exist in the headcount calculation methods for expatriate employees (this is the case for expatriate employees who have three-party contracts between the employee, the home subsidiary and the host subsidiary). In China, employees paid by Danone but whose contracts are with a third-party company (equivalent to a temporary work agency) are not included in the headcount. Fixed-term contracts and movements within Danone are also excluded from data on new and departing employees.

4.4.2 WORKERS IN THE VALUE CHAIN (ESRS S2)

4.4.2.1 Presentation of Danone's value chain workers

Danone's value chain includes the following categories of workers:

- agricultural workers in farms or plantations in the upstream parts of complex supply chains involving several intermediaries, e.g. producing palm oil, sugar cane, cocoa, or fruit. From large farms to smallholder farmers, agricultural workers which may include vulnerable categories such as women, young workers, and migrant and seasonal workers;
- agricultural workers in farm or plantation supplying Danone directly or through a cooperative, e.g. producing milk, soy, almonds, oats or fruit. From large farms to smallholder farmers, agricultural workers which may include vulnerable categories such as young workers, and migrant and seasonal workers;
- manufacturing workers in the food processing and packaging sectors: manufacturing workers at intermediary stages or at Danone Tier 1 suppliers, which may include vulnerable categories such as women and migrant workers;
- service providers, including external workers on Danone sites, logistics workers, in particular truck drivers, and which may include vulnerable categories such as migrant workers;
- marketing, sales and distribution workers, which may include external workers and vulnerable categories such as women and seasonal workers; and
- end-of-life/recycling supply chain workers, which may include vulnerable workers such as workers in the collection and recycling value chain (including waste pickers).

4.4.2.2 Stakeholder relations

Understanding the views of stakeholders

Danone's teams are in regular contact with experts on human rights and fundamental freedoms, and on the health and safety of workers, as well as with suppliers, subcontractors, customers, investors, local and international organizations and associations and public authorities, to forge its human rights and sustainability approach across the value chain.

As part of the salient risk analysis performed in 2021, several interviews with stakeholders from expert civil society organizations, including the International Union of Food, Agricultural, Hotel, Restaurant, Catering,

Tobacco and Allied Workers' Associations (IUF), Earthworm Foundation, Fair Labor Association (FLA), and Proforest, were held to gather insights on the strengths of Danone's existing human rights approach and to understand the opportunities for improvement. Furthermore, the assessments used recognized sources such as the IUF, International Labour Organization (ILO), United Nations Children's Fund (UNICEF), International Trade Union Confederation (ITUC) and Office of the United Nations High Commissioner for Human Rights (OHCHR).

Danone gains insights on views of workers in the value chain through the following specific initiatives:

- regarding farms or plantations supplying Danone directly or through a cooperative, including milk, soy, almonds, oats and fruit: the Group has a longstanding and close relationship with its farmers, especially smallholder farmers. Danone's approach is continuously informed by this relationship, and the Group aims to integrate their interests and views in its business model. Its key focuses are to (i) support their transition to regenerative agriculture practices to increase farmers' resilience and protect their livelihood, making the sector more attractive for future generations, and (ii) develop innovative and longer-term contracts, to offer farmers greater visibility and financial stability (see *Working with farmers under Actions related to workers in the value chain*, in section 4.4.2.4 *Material impact and risk management*);
- regarding service providers, Danone has developed a partnership with the Road Transport Due Diligence Foundation (RTDD) to gain better insights into truck drivers' working conditions in Europe, which could include vulnerable categories such as migrant workers, and to work with suppliers and peers on systemic issues. The RTDD Foundation is an independent organization set up by trade union organizations (Federatie Nederlandse Vakbeweging, International Transport Workers' Federation, and IUF) to implement their Road Transport Due Diligence methodology;
- Danone is also contributing to public interest projects to support the development of the most vulnerable communities across Danone's value chain, through projects with coalitions of partners. The project teams consult a range of players (local experts, NGOs, universities, companies, cooperatives representing the interests of workers, communities) to gain insight into the views and interests of workers (including vulnerable categories such as women and seasonal workers).



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Engaging with stakeholders

The description of the Group stakeholder engagement process is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*. Danone uses various tailored methods to engage with workers in the value chain from across the different categories. Specific stakeholder engagement initiatives with workers in the value chain are described below.

Engaging with representatives of truck drivers traveling across Europe, including vulnerable categories such as migrant workers

Danone's partnership with the RTDD Foundation supports supply chain transparency and better working conditions for truck drivers through data sharing and peer collaboration. Its effectiveness will be measured via supplier engagement and mitigation plans, such as improving the clarity of payslips and better communicating with drivers regarding their rights.

Engaging with value chain workers

In addition to the nine Global Framework Agreements signed by Danone with the IUF, the 2005 common statement dedicated to Fundamental Social Principles applies to workers in the value chain. This set of principles addresses child labor, forced labor, discrimination, freedom of association and the right to collective bargaining, health and safety at work, working hours, and pay. It has been integrated into the Danone Sustainability Principles and Danone Sustainable Sourcing Policy, both of which are included in supplier contracts.

4.4.2.3 Material impacts, risks and opportunities related to workers in the value chain

Process to identify material impacts, risks and opportunities

The description of the Group double materiality assessment process to identify impacts, risks and opportunities is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*. More specifically for impacts, risks and opportunities related to workers in the value chain, the experts based their assessment on the two human rights impact assessments described in section 4.4.1 *Own workforce (ESRS S1)*.

The 2017 global social and environmental impact assessment, which was run across Danone's twenty main purchasing categories, analyzed risks using a checklist based on the ISO 26000, GRI G4, and SA 8000 standard. This assessment focused primarily on the potential impacts of purchased goods from labor and human rights perspectives. The assessment also evaluated the impacts on fair trade practices and environmental concerns. It identified two priority categories requiring attention in relation to human rights within the value chain:

- workers employed through external labor providers (covered in section 4.4.1 *Own workforce (ESRS S1)*);
- four agricultural raw materials (palm oil, cocoa, sugar cane, and fruit) for which the primary risks exist at farms and plantations at the upstream end of Danone's supply chain. The risks associated with these raw materials are typical of agricultural value chains, including concerns related to working conditions, health and safety, forced labor, and child labor.

The salient human rights impact assessment conducted in 2021 with the support of Shift, the leading center of expertise on the UN Guiding Principles on Business and Human Rights, confirmed the previously identified priority categories.

Presentation of material impacts and risks

As part of its double materiality assessment, Danone identified the following material impacts and risks related to workers in the value chain:

Impacts and risks related to workers in the value chain		Type
Child labor Child labor can deprive children of their childhood, potential and dignity, interfere with their education and be harmful to their physical and mental development. It can contribute to perpetuating cycles of poverty and exploitation.	Negative impact	
Forced labor Forced labor has significant physical, mental and economic impacts on individuals, leading to conditions of slavery, poverty and indebtedness infringing on the fundamental right to human dignity. Migrant and seasonal workers, and workers hired through labor agencies are particularly vulnerable to the risk of forced labor.	Negative impact	
Discrimination and/or harassment A lack of inclusion and human rights violations can have a negative impact on working conditions, a significant impact on individuals' mental and physical health, and have wider social and economic impacts.	Negative impact	
Working hours and adequate rest Excessive working hours or failure to allow for adequate rest periods can lead to physical and mental health issues, an increased risk of workplace accidents, and difficulties in respecting workers' rights to a private and family life.	Negative impact	1
Adequate wage Workers who are not paid an adequate wage could be unable to meet some of their basic needs or those of their families. The enabling right to an adequate wage can have an impact on other human rights issues such as health and education.	Negative impact	2
Collective bargaining In some countries, workers' rights to freedom of association and collective bargaining are not recognized or implemented, which can undermine working conditions and contribute to other negative impacts such as inadequate wages, excessive working hours, discrimination and harassment.	Negative impact	3
Health, safety and well-being Workers can face physical and psychosocial health and safety risks, including incidents that could have serious consequences (work-related illnesses, stress, injuries or death) negatively affecting workers' abilities to conduct their work and earn a living in the long term, which also entails significant collective socio-economic impacts.	Negative impact	4
Reputation risk related to human rights violations Human rights violations within the value chain could impact Danone's reputation. Public alerts from the media, NGOs and whistleblowers could lead to negative publicity, resulting in a negative impact on sales and profitability.	Risk	5
Regulatory scrutiny in the event of human rights violations Regulatory bodies may increase their scrutiny of Danone's operations and supply chains if human rights violations are detected. This could lead to enforcement actions, litigation risks and substantial penalties.	Risk	6
Production disruption in the event of human rights violations Human rights violations within Danone's value chain could trigger strikes or worker protests, leading to lost working time and supply disruptions. Such disruption could decrease productivity, result in production stoppages, delay operations and cause financial losses.	Risk	7

Note: These impacts and risks are gross, meaning before actions taken by Danone. Danone's double materiality assessment is described in section 4.2.5 *Impact, risk and opportunity management*.



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4.4.2.4 Material impact and risk management

Policies related to workers in the value chain

Impacts and risks related to workers in the value chain	Danone's policies		
	Human Rights Policy	Danone Sustainability Principles	Sustainable Sourcing Policy
Child labor	x	x	x
Forced labor	x	x	x
Discrimination and/or harassment	x	x	x
Working hours and adequate rest	x	x	x
Adequate wage	x	x	x
Collective bargaining	x	x	x
Health, safety and well-being	x	x	x
Reputation risk related to human rights violations	x	x	x
Regulatory scrutiny in the event of human rights violations	x	x	x
Production disruption in the event of human rights violations	x	x	x

All policies presented in this section are described in the policy presentation table in section 4.2.6 *Cross topic disclosures*.

Human Rights Policy

Danone's Human Rights Policy reaffirms the Group's commitment to respecting and strengthening human rights throughout its value chain, including for its suppliers.

Danone Sustainability Principles

To extend the Danone Sustainability Principles to its business partners, Danone has formally specified its expectations in the Danone Sustainability Principles for Business Partners (a public document available on Danone's website). For direct suppliers, including farmers, Danone requires that contracts comprise binding terms that both enforce the DSP in the supplier's own operations and pass on similar principles to the supplier's upstream supply chain.

Sustainable Sourcing Policy

This policy has been developed in 2024 based on the Danone Sustainability Principles. With regard to workers in the value chain, the ten social principles of the Sustainable Sourcing Policy provide an opportunity for further engagement with internal and external experts,

NGOs, and worker representatives. For example, the Sustainable Sourcing Policy specifies that wages must be paid directly to workers, on time and in full, and that any deductions that are not legally mandated require workers' consent.

The scope of the Sustainable Sourcing Policy covers all Tier 1 suppliers except those specifically covered by the DSP, such as farmers and other business partners (public administration with no industrial and commercial activities, distributors, retailers, etc.). The ambition is to have all (>95%) of Danone's Tier 1 suppliers' spend in scope of the Sustainable Sourcing Policy covered by Danone's Human Rights and Environmental Due Diligence. Danone started engaging with its strategic suppliers and will continue deploying its due diligence based on a risk-based approach, as a first step. Danone recognizes the critical role suppliers must play in implementing the Sustainable Sourcing Policy across its extended supply chain. Accordingly, suppliers are required to pass on mandatory requirements equivalent to the Sustainable Sourcing Policy within their own supply chains.

Actions related to workers in the value chain

Impacts related to workers in the value chain	Working with Tier 1 non-farmers	Working with farmers	Working with workers from the waste collection and recycling sector	Addressing the upstream supply chain ^(a)
Child labor	x	x	x	x
Forced labor	x	x	x	x
Discrimination and/or harassment	x	x		x
Working hours and adequate rest	x	x	x	x
Adequate wages	x	x	x	x
Collective bargaining	x		x	x
Health, safety and well-being	x	x		x
Reputation risk related to human rights violations	x	x		
Regulatory scrutiny in the event of human rights violations	x	x		
Production disruption in the event of human rights violations	x	x		

(a) The actions implemented apply only to specific workers within this category.

Working with Tier 1 non-farmers

Danone implements responsible sourcing due diligence to ensure Tier 1 suppliers, other than raw milk suppliers, comply with the DSP and, progressively, the Sustainable Sourcing Policy, through its RESPECT program. This involves working with and assessing suppliers, the performance of audits and an obligation to remedy critical non-compliance brought to light by audits.

The RESPECT program, which aligns with principles outlined in the UN Guiding Principles on Business and Human Rights, is structured around four main pillars: ESG risk screening of Tier 1 suppliers; self-assessments; on-site assessments commissioned by Danone and performed by third party experts; and ongoing dialogue with suppliers and monitoring of corrective actions.

Tier 1 supplier ESG risk screening and self-assessment

Since 2024, Danone is continuously reinforcing its RESPECT programme through a ESG risk screening tool which has enabled a more tailored and proactive due diligence process, focusing on human rights impacts. In addition, Danone requires in-scope Tier 1 suppliers to complete a self-assessment questionnaire evaluating their sustainability performance on the Supplier Ethical Data Exchange (Sedex) or the EcoVadis platform, depending on the supplier type. These platforms generate scorecards that evaluate labor standards, health and safety, environmental practices, and business ethics.

On-site assessment (audits)

Danone identifies high-risk or high-priority suppliers to undergo on-site assessments (audits). The 2025 audit plan was designed using the in-house approach that has been in place since 2020, combining human rights risks and spend level. Based on this analysis, the RESPECT team collaborated with purchasing teams worldwide to co-develop the 2025 audit plan, selecting 350 high-risk or high-priority sites for audit,

to complete an on-site assessment, in accordance with the Sedex Members Ethical Trade Audit (SMETA) protocol. This protocol assesses labor standards, health and safety, environmental practices, and business ethics. The audits are conducted by third-party experts. Through the Sedex platform, Danone can also access audit reports of shared suppliers conducted by peer companies and participates in mutual recognition of audits through the AIM-Progress initiative.

Ongoing dialogue with suppliers with monitoring of corrective actions

Following an audit, Danone's goal is to establish regular dialogue with its Tier 1 suppliers about their responsible business practices and to monitor the implementation of corrective actions identified by the audits, including those conducted by peer companies on shared suppliers. To support suppliers globally and monitor the audit follow-up, the RESPECT team has dedicated resources in Asia and Latin America. The objective is to assist suppliers in developing their corrective action plans by providing expert support, resources and regular engagement, with the goal of getting the audit closed by the auditor after verification in accordance with the SMETA methodology.

Collective work and supplier capability building

Danone is an active member of AIM-Progress, an industry initiative that supports advancing human rights in supply chains through responsible sourcing. Capability building is a key pillar of the initiative, which Danone supports, co-hosting supplier events with industry peers. The aim of these supplier events is to raise awareness of human rights, due diligence processes and sustainable sourcing practices, and to address key sourcing topics. Since 2023, events have focused on India.

In 2023–2024, Danone joined a pilot with AIM-Progress and Oxfam to help EU logistics suppliers improve their grievance mechanisms, resulting in a positive impact on its supply chain.

Working with farmers

Programs for farmers

The Group's global, regional and local teams work closely with farmers, suppliers and technical partners to develop action plans and roadmaps aimed at fostering continuous improvement toward more resilient, sustainable and economically viable farms. These roadmaps are tailored to each farm's current stage and regular monitoring is put in place to determine the steps Danone needs to take to support their progress. Farmers are at the center of project development, ensuring the project has a positive impact on the farmer's livelihood through improved farm resilience and economic viability.

In Mexico, many farming communities live in vulnerable situations, with 76% of the population not registered with social security and therefore lacking access to welfare and healthcare services. Through the Madre Tierra project with strawberry farmers in Mexico, working with project partners, Danone Ecosystem has established programs to support smallholder farming communities, including female entrepreneurs and providing childcare solutions to enable women to work.

To support farmers globally, Danone has developed a range of assessment tools and resources, as well as mechanisms for knowledge exchange, including farming events, coaching sessions, and the Danone Regenerative Agriculture Knowledge Center. Launched in 2021, the website offers resources on regenerative agriculture practices aimed at upskilling farmers both within and beyond Danone's supply chain, as well as field technicians and partners. In 2022, the website was translated into nine languages, making it more inclusive and accessible for Danone's global farmer network. It complements the e-learning model for Danone employees, also deployed in 2021, which covers the three pillars of its Regenerative Agriculture Program and the actions Danone's brands are taking to implement them.

The Group is also committed to improving the livelihoods and conditions of farmers and farm workers, to make the sector more attractive for future generations. For example, in October 2025, Danone launched the Danone Milk Academy to equip dairy farmer partners with the knowledge and tools they need to adapt and thrive as modern, resilient businesses. Refer to section 4.3.1 *Climate change (ESRS E1)* for more information.

Mitigation of material impacts through procurement models

Danone works with producers in the United States and Europe to develop innovative contracts, with an average term of three to five years, to offer farmers greater visibility and financial stability.

These long-term Cost Performance Model (CPM) contracts factor production costs into milk pricing and are developed in partnership with milk producers or their organizations. In 2025, 54.0% of milk collected in Europe (38% in 2024) and 42.0% of milk collected in the United States (32% in 2024) came from producers with CPM contracts. Altogether, 30.0% of the milk Danone collects was covered by CPM contracts (24% in 2024).

Support initiatives for workers in the waste collection and recycling value chain (including waste pickers)

Danone Ecosystem has initiated inclusive recycling projects to support waste pickers in three countries: Argentina, France, and Indonesia, in different ways (e.g., worker cooperatives that oversee the process of collecting, sorting, and selling plastics directly to recycling plants). As a result, these workers benefit from a safe environment, are paid an adequate wage, and are afforded greater social protection.

In addition, in 2025 Danone joined the Fair Circularity Initiative (FCI) which brings businesses together around the aim of ensuring the human rights of workers within the informal waste sector are respected and their critical role in circular value chains is recognized.

Danone has committed \$15 million to the Ocean Fund I in Asia and \$15 million to the LAC Fund, supporting projects that increase plastics collection, unlock high-quality recycled materials, and strengthen local value chains. To date, Circulate Capital Ocean Fund has invested over \$69.8 million in South and South-East Asia, and the LAC Fund has invested over \$27.4 million in Latin America and the Caribbean. In 2025, Circulate Capital Ocean Fund portfolio companies prevented 176,347 total metric tons and LAC fund portfolio companies prevented 75,852 total metric tons of plastic waste from leaking into the environment. Since the inception of each fund, the livelihoods of approximately 8,600 workers across the recycling value chain have been improved. In 2025 Danone committed a \$20 million to the Circulate Capital Asia Fund II for South and South-East Asia region, with a focus in Indonesia. The initiative aims to improve waste management, create more reliable and safer job opportunities for workers in the waste collection and recycling value chain, and provide technical support and assistance to ensure the invested companies meet global quality standards.

Addressing the upstream supply chain

The complex and high risk raw material supply chains (e.g. palm oil, sugar cane, cocoa, and fruit) involve several intermediaries. To address these categories, Danone is working on traceability and using different approaches including certification such as RSPO for palm oil or Rainforest Alliance for cocoa (more information is available in section 4.3.5 *Resource use and circular economy (ESRS E5)*). Danone is also working with peers on projects on the ground (e.g. Siak-Pelalawan Landscape Programme). This Siak- Pelawan Landscape Program looks at specific social indicators, such as how to improve labor conditions in the palm oil sector, to address likelihood of worker risks identified such as forced labor, child labor, gender issues, lack of labor union representation, and low number of collective bargaining agreements.

Channels for value chain workers to raise concerns and remediation process

General approach

Danone strongly supports a culture of speaking up for value chain workers, without fear of retaliation against those who report actual or suspected breaches of the Danone Sustainability Principles or the Sustainable Sourcing Policy.

Several channels are available to workers:

- Suppliers and their employees and external workers, communities and other stakeholders may report actual or suspected Danone Sustainability Principles/Sustainable Sourcing Policy breaches to Danone by phone or online at any time through the Danone Ethics Line available at www.danoneethicsline.com; the DEL is described in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*;
- In parallel, Danone has set up a dedicated process for addressing grievances or alerts related to raw material agricultural workers conveyed to the Group by other means: public media, NGOs, investors etc.;
- Danone also requires suppliers to have effective grievance mechanisms in place for their workers to raise workplace concerns. In 2023/2024, Danone participated in a pilot project to support a group of European logistics suppliers to improve their grievance mechanisms;
- Finally, workers' concerns that are uncovered through supplier SMETA audits are addressed and remedied as part of the RESPECT program, which is described in the following section.

Managing grievances and concerns related to raw materials

Since 2019, Danone has implemented a specific grievance mechanism for palm oil, with the support of the Earthworm Foundation (available on Danone's website). This mechanism is also being used for other commodities.

A dedicated team meets regularly to address any incoming NGO and media alerts. When allegations of non-compliance against producers arise, the Group carries out an investigation with support from internal and external experts, and with Tier 1 suppliers involved in the value chain when the allegations took place further down the value chain (e.g. Tier 3 or 4). If low-risk non-conformities are confirmed, Danone asks the producers to develop an action plan to remedy the non-conformities. In the case of high-risk non-conformities, which has occurred most often for palm oil, the Group works with its Tier 1 suppliers and can choose to suspend the non-compliant producers until they demonstrate concrete progress toward their commitments. Danone informs all its active suppliers about the suspension decisions, and the suspended producer is only allowed to re-enter the Group's supply chain after demonstrating progress and, ultimately, with Danone's consent.

In 2025, Danone registered 20 new concerns raised linked to deforestation, human rights violations, or both, 14 of which were related to palm oil and six to other commodities. Out of these, 14 were closed as they were not linked to Danone's supply chain, and six are being investigated. In total, the Group is monitoring nine concerns that have been brought to its attention by organizations such as the Earthworm Foundation, Chain Reaction Research, Global Witness and Friends of the Earth. In line with Danone's grievance mechanism, the concerns raised are being investigated and monitored in dialogue with the parties involved and the supporting NGOs and experts.

4.4.2.5 Metrics and targets related to workers in the value chain

Targets related to workers in the value chain

As part of the Danone Impact Journey Phase 1, Danone has set a target with regard to workers in the value chain. Danone started by deploying the Sustainable Sourcing Policy to its strategic suppliers, and will continue its deployment based on a risk-based approach, as the first step of its due diligence process.

KPI	Baseline year	Target year	Target	2023	2024	2025
Percentage of suppliers ^(a) to which the Sustainable Sourcing Policy has been deployed (measured in percentage of spend)	2023	2030	100%	N/A ^(b)	10.0%	20.0%

(a) Suppliers with a direct commercial relationship with Danone (Tier 1), excluding farmers.

(b) Policy launched in 2024.

As mentioned in section 4.1 *Introduction* the KPIs target towards 2030 related to workers in the value chain will evolve as part of the Danone Impact Journey Phase 2 (refer to section 4.1.3 *Danone Impact Journey Phase 2 towards 2030* for more information)

Metrics related to the RESPECT program

Danone tracks its RESPECT program using the following three key performance indicators:

RESPECT KPIs	2024	2025
RESPECT KPI 1: percentage of Danone's in-scope expenditure covered by the RESPECT program ^(a) , meaning:	70.8%	85.6%
Supplier entities registered on the Sedex or EcoVadis platforms	3,159	3,553
RESPECT KPI 2: annual SMETA audit plan completion rate	90.2%	86.9%
RESPECT KPI 3: percentage of SMETA audits ^(b) that identified critical non-conformities closed within the timeline defined by the auditor ^(c)	80.9%	83.9%
Sites which completed an on-site or online audit	92	299
SMETA audits performed on suppliers by the Group or its peers to which Danone had access	531	691

(a) Raw milk (programs with farmers described below), real estate, and tax services are excluded from the program scope.

(b) Whether commissioned by Danone or by peers on common suppliers.

(c) In most cases, critical non-conformities were related to health and safety, working hours, and compensation.

Within the RESPECT program, the SMETA audits have identified the following non-conformities:

Non-conformities	2024	2025
TOTAL NUMBER OF CRITICAL NON-CONFORMITIES IDENTIFIED	480	587
PERCENTAGE OF CRITICAL NON-CONFORMITIES RELATED TO:		
Forced labor	2.7%	–%
Child labor	0.4%	0.7%
Health and safety	58.3%	51.8%
Discrimination	0.6%	0.1%
Freedom of association and the right to collective bargaining	– %	0.1%
Working hours and compensation	28.1%	31.0%
Environmental practices	5.8%	5.3%
Business ethics	– %	0.9%
Other	3.7%	10.1%

All the critical non-conformities reported above have been followed up: they have either been resolved or are in the process of being remedied with the suppliers. More information on the remediation of these cases is provided in the section above.

Metrics related to farmers' engagement

Metrics linked to CPM contracts	2024	2025
Milk collected in Europe coming from producers with CPM contracts	38.0%	54.0%
Milk collected in the United States coming from producers with CPM contracts	32.0%	42.0%
Milk collected globally coming from producers with CPM contracts	24.0%	30.0%

4.4.3 AFFECTED COMMUNITIES (ESRS S3)

4.4.3.1 Presentation of communities which could be affected by Danone's activities or value chain

Through its double materiality assessment, Danone identified the following communities that could be impacted by its business decisions, operations and activities in its value chain:

- communities living around watersheds where Danone operates water extraction;
- communities along Danone's value chain, e.g., those affected by the operations of suppliers' facilities or by the activities of logistics or distribution providers, with a particular focus on farming communities living around Danone's dairy suppliers;
- communities at one or both endpoints of the value chain, e.g., around waste or recycling sites; or on land which has been converted for agricultural use; including waste pickers in the plastic value chain and communities potentially displaced by land use change from upstream raw material purchases;
- communities of indigenous peoples.

4.4.3.2 Stakeholder relations

Understanding affected communities

Danone is taking steps to understand and address the concerns of affected communities. The Group engages with a wide range of stakeholders to understand their needs and concerns, as well as advance on shared goals. In 2021, the Group led a wide-ranging, global consultation involving more than 380 stakeholders, of which over 230 were external stakeholders, including national authorities, academics, experts, suppliers, customers, investors, civil society and NGO representatives acting as proxies for local communities. As part of this exercise external experts on human rights, labor rights, water and circularity issues were consulted, including organizations with recognized knowledge of the issues, and experience working with communities on the ground such as SHIFT, the Fair Labor Association, ProForest and the IUF (International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations). Through this process, stakeholders identified the issues that, in their opinion, the Group should prioritize in the short, medium and long term (up to ten years).

More information on Danone's stakeholder engagement at the Group level is available in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*.

Engaging with affected communities

At the local level, many Danone entities have specific initiatives to consult and address impacts with affected communities.

For example, since 2021, Danone Mexico has rolled out a comprehensive strategy focused on fostering relationships with communities. This approach was developed to proactively identify and manage risks at operational sites, ensuring a positive impact on both business and communities. A key aspect of this strategy is the calibration process. This involves assessing the exposure level of each site and categorizing them based on their risk profile. This allows Danone to tailor its engagement and mitigation strategies accordingly. Key milestones include the training of over 150 employees, impacting over 30,000 people through community projects such as rainwater harvesting, resilient agriculture, safe drinking water donations, and reforestation programs. These initiatives were designed in collaboration with the communities, ensuring that their voices are heard, and their needs are met. This approach has improved operational stability and fostered a positive image and strong relationships with the communities Danone serves in Mexico. This successful model is now inspiring Danone's global operations, encouraging similar initiatives and strategies worldwide.

Danone has also developed the SPRING methodology to support water management. This detailed methodology was launched publicly at the World Water Week in 2025, and includes recommendations on how to monitor and engage effectively with communities living around Danone's watersheds. The SPRING methodology is being rolled out globally, with approximately 60 of Danone's sites now implementing the recommendations.

Danone also started rolling out the Citizen Factories Program across ten priority sites in 2025. This program is designed to provide a structured framework for factory-community engagement, including stakeholder mapping, dialogue mechanisms, and co-created local projects. Its goal is to ensure consistent, transparent, and impactful engagement that addresses community needs while reinforcing Danone's social license to operate.



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4.4.3.3 Material impacts related to affected communities

Process to identify material impacts, risks and opportunities

The description of the Group double materiality assessment process to identify impacts, risks and opportunities is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*.

Through its double materiality assessment and in collaboration with human rights consultancy, Ksapa, Danone has identified potential impacts on affected communities related to its business decisions, operations and value chain. This analysis involved:

- analyzing public reports and internal data on potential impacts on affected communities specific to Danone's key geographies and business operations, including on plastics circularity and waste management;
- research on high-risk commodities (linked to deforestation and land use change);

- Danone's salient human rights impact assessment (conducted in 2021 by human rights expert Shift). More information on the salient human rights impact assessment is available in section 4.4.2 *Workers in the value chain (ESRS S2)*;

- interviews with internal experts on affected communities, human rights, sustainable procurement, regenerative agriculture/farming, watershed management, and plastics circularity.

Analysis on potential impacts and relevant actions to take with affected communities have been further developed by Danone's Global Sustainability teams in collaboration with CBUs working on the ground with communities and local stakeholders.

In addition, the Danone Way annual survey has been updated to include a section on Affected Communities. This survey has been sent to all CBUs in Danone globally. Data from this survey helps establish a baseline understanding on how CBUs identify affected communities, what issues are material and what steps are being taken to engage with communities and address concerns.

Material impacts related to affected communities

As part of its double materiality assessment, Danone identified the following material impacts related to affected communities:

Impacts related to affected communities	Type	Location in the value chain			Presentation in other ESRS
		Upstream	Own operations	Downstream	
Water use Use of water from surface and ground water sources, notably for agricultural and operating activities, can impact local water availability, and thus affect communities.	Negative impact	x	x		E3 E4
Pollution from agricultural activities Agricultural activities related to fresh milk and crop production can have an impact on air, water and/or soil pollution notably as a result of manure management and excessive use of fertilizers and pesticides and thus affect communities' health and livelihoods.	Negative impact	x			E2 E4
Pollution from plastic packaging Mismanagement of plastic packaging end-of-life can lead to soil and water pollution, biodiversity deterioration and higher GHG emissions and lead to deteriorations in the communities' environment and livelihoods.	Negative impact			x	E2 E5
Violations of land rights Violations of land rights by suppliers can lead to serious impacts on local communities and indigenous peoples. These impacts include: ■ the loss of access to land as a result of forced acquisitions or land disputes, potentially resulting in displacement without fair compensation and the loss of livelihoods or places of cultural significance; ■ environmental degradation or inadequate resettlement, affecting housing conditions and access to natural resources that are essential for subsistence; ■ threats or violence against land rights defenders, particularly in response to protests or advocacy activities.	Negative impact	x			

Note: These impacts are gross, meaning before actions taken by Danone. Danone's double materiality assessment is described in section 4.2.5 *Impact, risk and opportunity management*.

4.4.3.4 Material impact management

Danone's policies related to affected communities

Impacts related to affected communities	Danone's policies					Danone Sustainability Principles for Business Partners
	Water Policy	Forest Policy	Packaging Policy	Sustainable Sourcing Policy	Human Rights Policy	
Water use	x					x
Pollution from agricultural activities	x					x
Pollution from plastic packaging			x	x		
Violations of land rights		x		x	x	x

All policies presented in this section are described in the policy presentation table in section 4.2.6 *Cross topic disclosures*.

Water Policy

The Water Policy includes specific considerations for communities living in and around watersheds and production sites in its third strategic pillar, "Support communities surrounding Danone's production sites and provide water access to vulnerable populations".

Forest Policy

The Forest Policy acknowledges the land rights of communities and indigenous peoples as a key principle, including the adherence to the principles of Free, Prior and Informed Consent (FPIC).

Packaging Policy

The Packaging Policy acknowledges the contribution of workers in the waste collection and recycling value chain to circularity in countries where the waste management system is not yet well-established and regulated. The policy places emphasis on inclusive collection systems, advocating for well-designed and efficient Extended Producer Responsibility (EPR) and Deposit Return Schemes (DRS) for water beverages bottles and cans. Achieving meaningful progress requires collaboration across the entire value chain—no single actor can shift the system alone. That's why Danone works closely with local communities, industry partners and policymakers to strengthen inclusive waste management systems.

Sustainable Sourcing Policy

The Sustainable Sourcing Policy acknowledges the land rights of communities and indigenous peoples as one of its fundamental social principles, including the adherence to the principles of Free, Prior and

Informed Consent (FPIC) in all negotiations. The Sustainable Sourcing Policy recommends that periodic training on FPIC be provided to relevant staff members to better understand land rights issues within Danone's suppliers covered by the policy. The Sustainable Sourcing Policy also highlights the Group's zero-tolerance approach to land-grabbing and threats, intimidation, or physical or legal attacks against human rights defenders. Furthermore, the Sustainable Sourcing Policy explicitly requires packaging suppliers to perform due diligence regarding formal and informal workers in the value chain.

Human Rights Policy

The Human Rights Policy makes explicit reference to taking into account the views of vulnerable communities and those most likely to be impacted by the Group's business decisions. The policy calls special attention to respecting the land rights of communities and indigenous peoples.

Danone Sustainability Principles for Business Partners

The Danone Sustainability Principles for Business Partners mandate that non-Tier 1 suppliers comply with the principles of Free, Prior, and Informed Consent (FPIC) concerning the land rights of communities and indigenous peoples. The policy also obliges partners to uphold the Water Policy, ensuring communities have access to safe drinking water. Additionally, regarding agricultural practices, partners are required to implement an environmental management system to identify, reduce, and mitigate environmental impacts, while prohibiting the use of chemicals and fertilizers harmful to human health.

Actions related to affected communities

Impacts related to affected communities	Managing environmental impacts on communities' environments	Managing social impacts linked to upstream sourcing decisions
Water use		x
Pollution from agricultural activities	x	
Pollution from plastic packaging	x	
Violations of land rights		x

Managing environmental impacts on communities' environments

Actions related to the following environmental topics are presented in the following sections of this Universal Registration Document:

- impacts related to water resource management and water protection: section 4.3.3 *Water resources (ESRS E3)*;
- impacts related to pollution from Danone's own operations and agricultural practices: section 4.3.2 *Pollution (ESRS E2)*;
- management of end-of-life materials (e.g., plastics and circularity): sections 4.3.2 *Pollution (ESRS E2)* and 4.3.5 *Resource use and circular economy (ESRS E5)*.

Managing social impacts linked to upstream sourcing decisions

Danone has defined specific sourcing strategies for key commodities associated with high deforestation risks, enabling a tailored approach to avoid negative impacts on forests.

Danone factors the impacts on communities into raw material certification processes (Pro-Terra certification for soy, RSPO for palm oil, Rainforest Alliance for cocoa, etc.) that guarantee social and environmental standards.

In line with OECD recommendations, Danone implements risk-based due diligence to effectively identify, prevent, mitigate and disclose risks or impacts to communities related to land issues where land rights are at risk in the value chain.

To enhance the reliability of its value chain and protect communities around its operations, the Group also applies the RESPECT program to assess the social performance of Tier 1 suppliers. More information on the RESPECT program is available in section 4.4.2 *Workers in the value chain (ESRS S2)* of this Universal Registration Document.

Processes to remediate negative impacts and channels to raise concerns

The Danone Ethics Line (DEL) is Danone's main channel that all stakeholders, including affected communities, can use to raise concerns. More information on the DEL is available in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)* of The Universal Registration Document.

In addition, Danone has set up specific alert and grievance mechanisms in certain areas:

- in Évian, a grievance mechanism registers community members' complaints for the management team.
- in Wexford, Ireland, signage with contact details of the community liaison officer is posted outside factory gates for community members to raise concerns.
- in Indonesia, some production sites have a Stakeholder Engagement Manager who is responsible for collecting feedback including grievances from the community and addressing issues raised.

4.4.3.5 Metrics and targets related to affected communities

Due to significant overlap with metrics related to other sustainability matters, several of the priority issues identified relating to affected communities are covered in other sections of this Universal Registration Document, as indicated by references where appropriate. Metrics and targets related to Danone's environmental impacts are presented in the following sections of this Universal Registration Document:

- metrics and targets related to the management and stewardship of water sources: section 4.3.3 *Water resources (ESRS E3)*;
- metrics and targets related to soil, air and water pollution from Danone's own operations and agricultural activities: section 4.3.2 *Pollution (ESRS E2)*;
- metrics and targets related to the management of end-of-life materials (e.g., plastics): sections 4.3.2 *Pollution (ESRS E2)* and 4.3.5 *Resource use and circular economy (ESRS E5)*;
- metrics and targets related to deforestation, land rights and livelihoods: section 4.3.5 *Resource use and circular economy (ESRS E5)*;
- metrics related to human rights and to the grievance mechanism: section 4.4.1 *Own workforce (ESRS S1)*.

In addition, information on affected communities – including potential grievances – is being tracked at a local level and consolidated globally via the annual Danone Way survey.

4.4.4 CONSUMERS AND PATIENTS (ESRS S4)

4.4.4.1 Presentation of Danone's consumers and patients

As described in section 1.1 *Presentation of Danone* in section 1 *Overview of activities, risk factors*, Danone operates in three categories of the food and beverage sector: Essential Dairy & Plant-Based (EDP), Specialized Nutrition, and Waters. Danone's main consumers and patients depend on the type of products considered:

- consumers of Essential Dairy & Plant-Based Products, as well as Waters, represent a broad demographic, encompassing both children and adults from the general population. In addition, certain consumers may require products tailored to meet specific nutritional needs;
- consumers and patients of Specialized Nutrition products can be divided into two categories:
 - consumers and patients of baby formula and complementary feeding. These products are typically purchased by parents or other caregivers, or hospitals. They do not require a medical prescription,
 - consumers and patients of medical nutrition products for babies, children and adults. Medical nutrition for babies and children includes products designed to meet the specific needs for those diagnosed with certain medical conditions (for example, pre-term babies, cow's milk allergy, faltering growth or metabolic conditions). The portfolio of adult medical nutrition solutions includes oral nutritional specialties for patients suffering from malnutrition caused by illnesses such as cancer, or various conditions of aging. Danone's medical nutrition portfolio also includes tube feeding and medical devices for patients of all ages who can no longer eat or drink orally. Danone's medical nutrition portfolio typically consists of products that can be purchased by hospitals, patients or caregivers and used under medical supervision.

4.4.4.2 Stakeholder engagement

Stakeholder engagement on Quality and Food Safety

Quality and Food Safety experts work closely with scientific and regulatory bodies, academic institutions, governmental and intergovernmental organizations, and industry bodies. They have numerous partnerships across the world (e.g., European Union, United States and China) on Quality and Food Safety topics to:

- advance their understanding of the latest scientific developments in quality and food safety standards;
- contribute to the development of scientific knowledge, common standards, methodologies;
- identify and assess the potential impact of any relevant needs and expectations that may be elicited from the interested parties;
- convert relevant needs and expectations into requirements, which become inputs to Danone's Quality Management System.

Furthermore, Danone continuously engages and collaborates with suppliers and third parties to address common challenges and reach its quality and food safety goals.

Dialogue with consumers and patients is managed as an essential factor for building trust, driving continuous improvement and innovation. In each CBU, consumers and patients have direct access to local Consumer Services to provide feedback (inquiry, complaint, praise, suggestion). All product labels include a statement and relevant information indicating how to contact Consumer Services. Each CBU offers consumers the ability to contact Consumer Services via their preferred communication channel (phone, email, social media, live chat, messaging, etc.), leveraging new technologies and taking into consideration any specific legal requirements.

Finally, because quality and food safety rely on the mindset and behaviors of all workers, Danone continuously engages with and supports its employees across the world, encouraging them to "Live quality at all times", putting consumers, patients and customers at the heart of everything they do to deliver Danone brands' promises.

Stakeholder engagement on health and nutrition

In the area of health and nutrition specifically, Danone considers the interests and needs of stakeholders and engages with consumers and patients as follows:

- definition of the strategic framework: Health through Food pillar of the Danone Impact Journey built on the Health and Nutrition Pledge defined for internal purposes at the end of 2022. To define this framework, Danone conducted a 360° review, engaging with consumers, patients, and other stakeholders, to define the health and nutrition priorities;
- implementation of the 2025 targets of the Health through Food pillar of the Danone Impact Journey. They are implemented locally and updated based on monitoring of and interactions with:
 - policy and regulation stakeholders: Danone monitors and engages with health authorities to follow recommendations and contribute to policy and regulatory discussions. Danone believes that shaping policy needs to include a wide range of actors in addition to public authorities and institutions. Danone's participation in policy discussions covers many topics including consumer information, nutritional care as part of cancer care, and product quality and safety standards. Danone proactively publishes several of its policies and external positions on its corporate website, as well as its input in consultations with authorities or policymakers,
 - local nutritional realities: Danone monitors food habits in the countries where it operates to identify consumers' nutritional needs and dietary habits. Over the last two decades, Danone has gathered, monitored and analyzed scientific literature and dietary studies. These data are accessible via the "World Insights on Nutrition Dashboard", an internal digital platform enabling Danone subsidiaries to routinely monitor the nutritional gaps and needs in their local market and to adapt their portfolio and product profile accordingly.

4.4.4.3 Material impacts, risks and opportunities related to consumers and patients

Process to identify material impacts, risks and opportunities related to consumers and patients

The description of the Group double materiality assessment process to identify impacts, risks and opportunities is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*. More specifically for impacts, risks and opportunities related to consumers and patients, the experts based their assessment on the stakeholder engagement processes described above.

Presentation of material impacts, risks and opportunities

As part of its double materiality assessment, Danone identified the following material impacts, risks and opportunities related to consumers and patients:

Impacts, risks and opportunities related to consumers and patients	Type
Food safety and quality Food safety and quality issues can lead to adverse health impacts, arising from hazards in raw materials, packaging or finished products (chemical and microbiological contaminants, nutrients, foreign bodies, or allergens) and product misuse.	Negative impact
Risks to human health related to packaging Plastic packaging and additive materials used throughout the packaging lifecycle could present risks to human health.	Negative impact
Reputational damage in the event of food safety and quality issues In the event of food quality or safety issues (spoilage, issues related to smell, taste or appearance, packaging defects, labelling...), Danone could suffer reputational damage leading to decreased market share and revenue loss.	Risk
Product nutritional quality The development and commercialization of products that are aligned with consumer preferences and evolving nutritional needs has the potential to influence dietary habits by increasing consumption of healthier products and by contributing to more balanced diets.	Positive impact
Supporting nutritional needs The development and commercialization of specialized nutrition products supports individuals with specific medical conditions-during treatment, recovery, or over the course of long-term illnesses-and contributes to reducing nutritional deficiencies among consumers.	Positive impact
Market share from healthy products An increase in consumer demand for healthier products may lead to an increase in the market share of companies offering such products.	Opportunity
Regulatory scrutiny on nutritional quality Increased regulatory scrutiny could lead to exposure to significant enforcement, litigation or tax risks.	Risk
Responsible marketing practices Marketing practices have the potential to positively influence consumer behavior by supporting healthier and more sustainable food choices. These practices can include providing interpretative nutritional information, promoting healthy lifestyles and diets, supporting breastfeeding, encouraging healthy hydration, marketing baby formula responsibly and offering flexitarian options.	Positive impact

Note: These impacts, risks and opportunities are gross, meaning before actions taken by Danone. Danone's double materiality assessment is described in section 4.2.5 *Impact, risk and opportunity management*.

4.4.4.4 Material impact, risk and opportunity management

Policies related to consumers and patients

Impacts, risks and opportunities related to consumers and patients	Danone's policies					
	Quality and Food Safety Commitments	Nutritional Targets	Policy on Marketing to Children	Policy on the Use of Health & Nutrition Claims	Communication Validation Management Policy	Baby Formula Marketing Standards
Food safety and quality	x					
Risks to human health related to packaging	x					
Reputational damage in the event of food safety and quality issues	x					
Product nutritional quality		x				
Supporting nutritional needs		x				
Market share from healthy products		x				
Regulatory scrutiny on nutritional quality		x				
Responsible marketing practices				x	x	x

All policies presented in this section are described in the policy presentation table in section 4.2.6 *Cross topic disclosures*.

Danone Quality and Food Safety Commitments

The Danone Quality and Food Safety Commitments outline Danone's ambition and strategic direction to honor its commitments on the safety and quality of its products and services to consumers, healthcare professionals and patients. A Food Safety Policy describes the principles, organization, and management system in place, enabling Danone to ensure the safety of its products and the reputation of its brands.

Danone Nutritional Targets

Danone has defined comprehensive science-based internal nutritional standards to continuously improve the nutritional quality of its products. A summary of Danone's nutritional standards is published externally under the name "Danone Nutritional Targets". These targets set operational objectives for product development, define key nutrients to limit or encourage, adapted to specific food categories and target populations. Applicable globally and across the portfolio, they are regularly updated and systematically monitored throughout innovation, development, and reformulation processes.

Danone Policy on Marketing to Children

The Danone Policy on Marketing to Children outlines the general principles for all Danone marketing communications to children. These supplement any voluntary local standards and regulations that are less stringent. The policy includes the following directives: the Health Star Rating (HSR) system is the currently chosen Nutrient Profile Model to determine what products can be advertised to children; the age threshold for the restrictions applying to children is 16 years old; and the audience threshold used to restrict marketing to children is 25% below the age of 16.

Danone Policy on the Nutritional Principles for the Use of Health & Nutrition Claims

This policy defines the nutritional profile criteria applicable to Danone products that display or communicate health or nutritional claims towards consumers. The policy includes the following directives: the Health Star Rating (HSR) system is the Nutrient Profile Model to determine what products can bear a nutrition or health claim; only products that score ≥ 2.5 stars on the Health Star Rating (HSR) system are eligible to bear a nutrition or health claim; health and nutrition claims should be based on scientific evidence and must comply with local nutrition and health claim regulations and/ or the CODEX Alimentarius standards, whichever are the strictest.

Danone Communication Validation Management Policy

This policy defines the rules and validation process to ensure compliant, responsible, credible, and accurate communications for Danone products and categories. It is applied across all communication channels.

Danone Baby Formula Marketing Standards

With its Policy for the Marketing of Breast-Milk Substitutes (2018), Danone was the first company to implement strict global standards preventing advertising or promotion of baby formulas for infants under six months, even if allowed by local laws and regulations. By the end of 2025, Danone had fully implemented worldwide an updated policy, which is now called the Baby Formula Marketing Standards.

Actions related to consumers and patients

Impacts, risks and opportunities related to consumers and patients	Preventing quality and food safety issues	Developing healthy and enjoyable products	Developing products to support specific nutritional needs	Ensuring responsible marketing practices
Food safety and quality	x			
Risks to human health related to packaging	x			
Reputational damage in the event of food safety and quality issues	x			
Product nutritional quality		x	x	
Supporting nutritional needs		x	x	
Market share from healthy products		x		
Regulatory scrutiny on nutritional quality		x	x	
Responsible marketing practices				x

Preventing quality and food safety issues

Danone continuously improves its quality management system, from the prevention and anticipation of risks to excellence in end-to-end execution (from design to market), adaptation to future requirements, development of new capabilities, the use of science, new technologies and data analytics, and a stronger focus on the consumer value approach. Strengthening a culture where everyone has a consumer and patient-centric mindset and takes ownership of quality remains a key priority.

In 2025, Danone continued elevating quality and food safety with focus on the following specific areas:

- leveraging a fully integrated QFS function with a rigorous governance;
- strengthening further QFS standards, processes and tools;
- raising the bar on product non-conformities and consumer complaints management;
- fostering a fact and data-based decision-making culture;
- reinforcing QFS core expertise in critical skills and launching the Danone Experts program;
- strengthening QFS skills and learning capabilities in plants;
- redefining third-parties manufacturing strategy with a reinforced governance.

Developing healthy and enjoyable products

By focusing on healthy categories, the Group aims to have a positive impact on health and nutrition. The Group develops tasty, superior and enjoyable products that contribute to a balanced diet and meet the preferences and evolving nutritional needs of consumers throughout their lives. Through its everyday products, Danone strives to provide key nutrients like calcium, protein, vitamins, and fiber, whilst limiting sugars, saturated fats and calories.

As part of its Danone Impact Journey ambition, the Group is committed to maintaining a predominantly healthy product portfolio. This involves working on product portfolio healthiness and analyzing the healthiness of its global food and beverage portfolio using the Health Star Rating (HSR) system. This means that innovations and product redesigns are designed with health in mind, guided by clear nutritional targets and evaluated using the HSR system. Danone continuously improves the nutritional quality of its products, in line with Danone's Nutritional Targets, focusing on key criteria such as limiting added sugars, calories, and saturated fats.

To strengthen this commitment, Danone has stepped up its efforts to reduce sugar content, particularly in products for children. Governance processes, expertise, and technologies are mobilized through regional and local roadmaps to innovate and renovate products to limit sugar, whilst ensuring superior taste and consumer experience. Sugar reduction is also embedded in executive compensation frameworks (see sections 5.3 *Compensation and benefits of governance bodies* and 5.4 *Detailed information on long-term compensation plans*).

In addition, Danone aims to enhance its contribution to positive nutrition by 2025 through targeted initiatives. These include fortifying products with essential nutrients and launching impact-driven programs to address iron deficiency anemia (IDA)—a major public health challenge in several countries where Danone operates. Iron fortification is a strategic priority that aligns with the Group's mission to close nutritional gaps and improve health outcomes through its portfolio.

Providing affordable and accessible healthy products

Danone has the potential to improve consumers' access to healthy and balanced diets by making nutritious products attractive and available to a wide range of consumer segments, reflecting diverse economic realities. The Group develops healthy food and drinks that are safe, good value for money, and accessible, whether physically or in terms of price point. As such, various actions are implemented by Danone, including:

- understanding local realities through data on health and nutrition, local consumer habits and pricing dynamics in the countries where the Group operates;
- defining a business strategy at local level to reach middle- to low-income populations;
- bringing nutrition solutions to low- and middle-income populations and to those who have difficulty accessing healthy foods and safe drinking water;
- using the Occasion, Brand, Pack, Price, Channel (OBPPC) methodology to enable Danone to position its healthy portfolio in the right place for consumers and shoppers, by identifying the occasions where consumers wish to consume Danone's products and brands, as well as the appropriate price, packaging and relevant channels.

Developing products to support specific nutritional needs

The medical nutrition portfolio for babies and children includes nutritional solutions designed to meet the specific needs of those diagnosed with certain medical conditions (e.g., cow's milk allergy), and the portfolio of adult medical nutrition includes oral nutritional supplements for patients suffering from conditions that may lead to malnutrition (e.g., cancer). Danone also provides tube feeding and medical devices for patients of all ages who can no longer eat or drink orally.

Linked with its purpose to bring health through food to as many people as possible, Danone aims to accelerate medical nutrition and help support better outcomes for more patients, with a specific focus on Adult Medical Nutrition. Several actions are being deployed to achieve this ambition such as:

- ensuring that science and innovation development are anchored in the Benefit Platforms Framework, which defines the eleven consumer and patient benefit platforms that set the Group priorities, and aims to scale its Science and Technology programs to deliver superior and differentiated value propositions to consumers and patients;
- leveraging existing capabilities to educate and demonstrate the positive impact of Danone's solutions to patients, caregivers, healthcare professionals, and paying institutions;
- continuing to drive preference and maximize superiority through a patient-centric need-based portfolio and innovations;
- balancing its channel footprint enabling the Group to be present at crucial moments in the patient's care journey.

Ensuring responsible marketing practices

Danone encourages consumers to make healthier choices by providing consumer-friendly interpretation of the nutritional information to help consumers make choices and compare products within the same category. The voluntary interpretative information is based on government and/or scientifically endorsed nutrient profiling systems such as the Health Star Rating system. A local implementation roadmap has been defined considering each country's legal and regulatory landscape, as well as existing market practices to ensure that the most appropriate interpretative information for the eligible portfolio is displayed.

Regarding responsible marketing to children, Danone is a founding member of the EU Pledge (external initiative) and also participates in voluntary pledges at local levels, wherever such programs are compatible with the Danone Policy on Marketing to Children.

Regarding responsible marketing practices for baby formula, as reported in its annual published breast-milk substitutes (BMS) marketing compliance report, Danone is committed to continuously monitoring its commitments including marketing of baby formulas in line with the Baby Formula Marketing Standards and local legislation, through external audits and internal monitoring, including making available to the public a summary of any external audit conclusions, a detailed overview of alleged non-compliance with its BMS Policy framework and related action plans.

Danone also ensures effective communication and provides training for its relevant employees and external partners about the principles of responsible marketing of baby formula. This includes:

- the implementation of new e-learning training courses on its BMS, available in 13 languages;
- for third-party stakeholders, such as retailers and distributors, a toolkit was created in 2024 and rolled out in 2025 to raise awareness about responsible marketing of baby formula.

The Group is implementing ambitious and innovative impact-oriented projects to support women's choice to breastfeed.



4.4.4.5 Metrics and targets related to consumers and patients

Metrics and targets related to preventing quality and food safety issues

Danone has set two key objectives overseen by the QFS function:

FSSC certification ^(a)	2024	2025
Site certification rate ^(b)	94.0%	98.6%
Certification audits were conducted by independent certification bodies	150	144

(a) More information on the Production Site Food Safety scope is available in the Methodology note at the end of section 4.4.4 Consumers and patients (ESRS S4).

(b) Danone aims to have 100% of its active food and beverage manufacturing sites FSSC 22000 certified by Danone-approved certification bodies. The target for FSSC 22000 certification is defined as part of the Group's general commitment to the CGF Coalition of Action on Food Safety: the Global Food Safety Initiative (GFSI). In accordance with the Food Safety Policy, food manufacturing sites are FSSC 22000 certified by accredited independent certification bodies to verify their compliance with globally industry-recognized and externally benchmarked standards.

This target covers all Danone manufacturing sites that are fully controlled by Danone. Within the three to four-year audit program, an average of 80 internal food safety audits are conducted each year by independent and qualified auditors.

Progress towards FSSC 22000 certification is tracked against prior-year results by the food safety certification manager and the performance

of internal audits is monitored by the food safety audit director against the initial plan. Performance is reviewed regularly across the organization, and forms part of the annual quality management review reported at the Executive Committee level. This review aims to identify risks and opportunities, define action plans and drive continuous improvement.

Internal food safety audits ^(a)	2024	2025
Internal food safety audits ^(b)	66	72

(a) More information on the Production Site Food Safety scope is available in the Methodology note at the end of section 4.4.4 Consumers and patients (ESRS S4).

(b) Danone commits to deliver its internal food safety audits in line with the annual internal audit plan.

Metrics and targets related to developing healthy and enjoyable products

As part of the Danone Impact Journey Phase 1, Danone has set targets with regards to its goal to offer tastier and healthier food and drinks.

KPI	Baseline year	Baseline value	Target year	Target	2023	2024	2025
Percentage of volumes sold of dairy, plant-based, water and aquadrink products rated ≥ 3.5 stars by the Health Star Rating	2022	88.0%	2025	$\geq 85\%$ ^(a)	89.2%	87.7%	87.8%
Percentage of volumes sold of kids dairy and plant-based products with $\leq 10g$ total sugars/100g ^(b)	2022	58.0%	2025	$> 95\%$	62.2%	78.5%	98.5%
Percentage of volumes sold of toddlers' milk (1-3yo) $\leq 1.25g$ added sugars /100kcal	2022	99.0%	2025	$> 95\%$ ^(a)	99.3%	99.0%	99.2%
Percentage of volumes sold of kids dairy fortified with relevant vitamins & minerals	2023 ^(c)	83.2% ^(c)	2025	$\geq 85\%$	83.2%	89.8%	97.7%

(a) Although the baseline already exceeds the 2025 target, the target aims to preserve and consolidate this strong performance, ensuring a predominantly healthy product portfolio.

(b) In 2023, the long term compensation of the Chief Executive Officer, the members of the Executive Committee, General Managers, and other senior executives and senior managers of Danone was specifically linked to this key performance indicator and its achievement in 2025 (more information is available in sections 5.3 Compensation and benefits of governance bodies and 5.4 Detailed information on long-term compensation plans in section 5 Corporate Governance of this Universal Registration Document).

(c) Following the 2022 country measurement and gap analysis, a revised baseline incorporating micronutrients relevance was defined, leading to a slight trajectory adjustment for 2023-2024.

As mentioned in section 4.1 *Introduction* the KPIs target towards 2030 with regards to Danone's goal to offer tastier and healthier food and drinks will evolve as part of the Danone Impact Journey Phase 2 (refer to section 4.1.3 *Danone Impact Journey Phase 2 towards 2030* for more information).

Other metrics used to monitor portfolio healthiness are the following:

	2024	2025
Volumes sold of products that correspond to healthy categories ^(a)	89.4%	89.3%
Volumes sold of products without added sugars	80.4%	80.4%
Volumes sold of formula milks intended for 4-5 year olds with 2g of added sugar or less per 100kcal	94.9%	98.3%
Volumes of EDP everyday adults' products that contain 10g of sugar or less per 100g of product	75.0%	78.5%

(a) The remaining percentage corresponds mainly to low-sugar drinks and occasional indulgence categories.

Danone's healthy portfolio is sold in more than 120 countries. The Group also ensures the commercial presence of its mostly healthy portfolio in low- and middle-income countries by monitoring the following metrics:

	2024	2025
Volumes sold in countries classified by the United Nations as developing economies and economies in transition	67.6%	67.7%

Metrics and targets related to ensuring responsible marketing practices

As part of the Danone Impact Journey Phase 1 Danone has set a target with regards to responsible marketing practices:

KPI	Baseline year	Baseline value	Target year	Target	2023	2024	2025
Percentage of volumes sold of dairy, plant-based and aquadrink products with on-pack/online interpretative nutritional information	2023 ^(a)	40.5% ^(a)	2025	> 95%	40.5%	71.5%	96.0%

(a) Before 2023, reporting focused on on-pack SKU-level information only, with no established process for online label. A new KPI reporting method was implemented in 2023.

On this topic, Danone also monitors the following indicators:

	2024	2025
Employees trained on Danone Policy for the Marketing of Breast-Milk Substitutes	6,104	6,517
Entities monitoring their compliance with the Pledge on Marketing to Children ^(a)	85.0%	81.0%
Danone's television advertising compliant with the EU Pledge criteria according to independent audit by Ebiquity ^(b)	99.6%	99.4%
Number of projects to support women's choice to breastfeed	3	3

(a) In case of non-compliance, the entities have established a process to rectify their practices in relation to the Policy on the Marketing of Breast-Milk Substitutes and the Policy on Marketing to Children.

(b) Sample countries this audit was conducted in: For 2024, six sample EU countries: France, Germany, Italy, Netherlands, Romania and Spain. For 2025, six countries underwent a compliance audit: Denmark, France, Germany, Italy, Poland and Spain.

Methodology note

Consolidation scope and coverage

The consolidation scope consists of all Danone subsidiaries that are fully consolidated for the preparation of the consolidated financial statements, in other words, the subsidiaries in which Danone holds, directly or indirectly, exclusive control. Nevertheless, some subsidiaries do not report all social, safety, environmental, and health and nutrition indicators. These entities were consolidated for financial reporting purposes as of December 31, 2025, and action plans are planned and/or in progress to ensure the availability and reliability of the data. Lastly, the list of subsidiaries that do not report certain indicators may differ depending on the types of indicators. The coverage scope varies according to the indicator categories, as described in the sections below.

Production site food safety

In 2025, 150 production sites were included in the scope considered for FSSC 22000 certification. These sites correspond to the production sites for all of Danone's Categories and do not include the production sites of co-manufacturers and suppliers.

Health and nutrition

In 2011, Danone created a set of performance indicators (formerly known as the One Health Scorecard) to measure advancements in health and nutrition, particularly product composition and responsible communication. The reporting process and indicators have continued to improve over the years. In 2025, 99 entities representing 98.8% of consolidated sales and 99.7% of volumes sold reported health and nutrition indicators (97.8% of sales and 99.4% of volumes sold in 2024).

Data collection

To ensure the homogeneity of the indicators across the reporting scope, shared data reporting guidelines for social, safety, environmental, and health and nutrition data are transmitted and updated each year following data consolidation and contributors' comments. These guidelines specify the methodologies to be used for reporting the indicators, including definitions, methodology principles, calculation formulas and standard factors. These reporting guidelines for social, safety, environmental, GHG, health and nutrition and Danone Way data are available on request from the Sustainable Finance function. Lastly, health and nutrition data are checked at the subsidiary level and then at the Category level when reported.

Health and nutrition indicators

The Sustainable Finance function and the Research & Innovation – Nutrition function are responsible for the health and nutrition indicators. Health and nutrition data are reported by the local Research & Innovation – Nutrition teams at each subsidiary through a system of standardized forms, which are then consolidated to calculate the global indicators. Entities report volume sales and net sales for the period of reference (October 1, 2024 to September 30, 2025 inclusive). Product data is generated by reporting on entity-specific systems, then consolidated and verified by the central Sustainable Finance and Research & Innovation – Nutrition teams. Data on volumes and net sales are generated by Danone's financial information consolidation software.

All health and nutrition indicators are volume-weighted. This excludes all exports, non-food products, private labels (products manufactured

for a non-Danone company) and sprays (for the Water activities). Volume-weighted figures are calculated based on the volumes of products as consumed. When necessary, a conversion factor is applied (i.e. for a powder product what is counted is the "reconstituted" volumes, which means the powder mixed/combined with a liquid). This mainly concerns products from the Specialized Nutrition business.

Danone Way indicators

The Sustainable Finance Department is responsible for Danone Way, a qualitative program which guides subsidiaries toward sustainable growth through a progressive framework of practices. The Danone Way indicators correspond to the percentage of subsidiaries for which it has been determined that one or more practices are applicable and applied. They are reported by the Danone Way coordinators at each subsidiary using the UL PURE Platform data management tool. In 2025, 202 reporting units, 98.9% of consolidated net sales and 98.0% of total headcount fell under the scope of Danone Way self-assessments.

Information regarding methodologies

The methodologies used for certain nutrition indicators may be limited by:

- a lack of common national and/or international definitions;
- necessary estimates, the representative nature of measurements taken or the limited availability of external data required for calculations.

For these reasons, the definitions and methodologies used for the following indicators are specified.

Percentage of volumes sold corresponding to healthy categories

Volumes sold in healthy categories corresponds to:

- dairy and plant-based products intended for daily consumption;
- specialized Nutrition Category products (except biscuits and beverages for children under three years of age and foods for children over three years of age in the early life nutrition activities);
- all plain waters and flavored waters with 0% sugar.

Percentage of volumes sold of products scoring ≥ 3.5 stars according to the Health Star Rating (HSR) system

This percentage is calculated for the Essential Dairy & Plant-Based and Waters Categories. According to the HSR system, any product that scores 3.5 stars or above can be confidently promoted as a healthy choice. The version of the HSR system used is the latest available, Version 8. More information on this system can be consulted on the HSR website.

Percentage of volumes sold of products without added sugars

This percentage is calculated for all product categories in the Essential Dairy & Plant-Based, Waters and Specialized Nutrition Categories (medical nutrition products are excluded). The products included in this indicator are those for which added sugar content is less than or equal to 0.5g per 100g. The threshold of 0.5g is set for calculation and reporting purposes to avoid overestimation. All entities are expected to report according to the Danone stance on sugars. In countries where there is a specific legal contradiction to this document, the entity must follow the local legislation.

Percentage of volumes sold of Dairy and Plant-based products aimed at children with $\leq 10\text{g}$ of total sugars/100g

This indicator monitors all products in the Essential Dairy & Plant-Based portfolio specifically designed for and/or primarily appealing to children (3-12 years). The terms are defined in Danone's Marketing To Kids Policy.

Percentage of volumes sold of Toddler Milks (1-3 years) with $\leq 1.25\text{g}$ of added sugars/100 Kcal

This indicator is calculated for the Specialized Nutrition and Essential Dairy & Plant-Based portfolios, specifically for toddler milks, which are milk-based formulas designed to support the nutritional and developmental needs of children aged one to three years and meeting the added sugar target of less than or equal to 1.25g/100 Kcal.

The calculation excludes tailored nutrition milks designed for specific medical conditions.

Percentage of volumes sold of Formula Milks (4-5 years) with $\leq 2\text{g}$ of added sugars/100 Kcal

This percentage is calculated for milk products directed to children aged three years and above, with a sugar content of less than or equal to 2g/100Kcal. The calculation is based on the Specialized Nutrition portfolio, excluding tailored nutrition milks designed for specific medical conditions.

Percentage of volumes sold of EDP everyday adults' products with total sugars $\leq 10\text{g}/100\text{g}$

This percentage is calculated for Essential Dairy & Plant-Based products that are reported as being part of the adult and/or family portfolio, and that are included in the following sub-categories: Dairy & Plant-Based Everyday & Functional yogurt, fermented milks, milks, plant-based drinks, dairy and plant-based cheeses that had a maximum of 10g of total sugars per 100g, and excluding all dairy and plant-based indulgent sub-categories (desserts, ice creams, creamers, ready to drink coffees), and traditional products/cooking aids (butter, margarine, creams). The calculation of this KPI excludes the countries within the CIS region (Russia, Belarus, Kazakhstan) from its baseline scope.

Percentage of volumes sold of Kids dairy products fortified with relevant vitamins and minerals

This indicator is calculated for all products in the dairy portfolio, specifically designed and/or primarily appealing to children aged between 3 and 12 years, more information is available in Danone's Policy on Marketing to Children. Fortification can refer to either an increase of a naturally present nutrient or the addition of vitamins and minerals that were not previously present in the product. For this indicator, a list of relevant nutrients has been defined, considering potential deficiencies or insufficiencies specific to the target group and region. Each case undergoes individual assessment to confirm criteria.

Percentage of volumes sold of Dairy, Plant-Based and Aquadrinks products providing on-pack or online interpretative nutritional information

This percentage is calculated for the Essential Dairy & Plant-Based and Aquadrinks Categories in countries where regulation or market practice allow to display interpretative labeling on a voluntary or mandatory basis on-pack or online. The interpretative nutritional information is provided on packaging or via Danone-owned or Danone-supported online platforms (websites, apps, etc.)

The markets may define their own preferences and criteria regarding on-pack and/or online placement as well as the interpretative labeling system choice.

Percentage of volumes sold in developing economies and economies in transition

This percentage is calculated based on volumes sold in all relevant countries whose economies are classified by the United Nations (UN) as developing or in transition, as outlined in the World Economic Situation and Prospects 2025 document. Danone's portfolio is sold in more than 120 countries.

Number of scientific publications in peer-reviewed journals and/or presentations at scientific conferences

This indicator is calculated following a cross-category digital review and approval system for tracking and forecasting of scientific publications and abstract submissions.



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4.5 GOVERNANCE INFORMATION

4.5.1 BUSINESS CONDUCT (ESRS G1)

4.5.1.1 Material impacts, risks and opportunities related to business conduct

Process to identify material impacts, risks and opportunities

The description of the Group double materiality assessment process to identify impacts, risks and opportunities is presented in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*.

Presentation of material impacts

As part of its double materiality assessment, Danone identified the following material impacts related to business conduct:

	Type	Location in the value chain		
		Upstream	Own operations	Downstream
Protection of whistleblowers Failure to provide secure and accessible whistleblowing mechanisms can discourage individuals from reporting unethical or harmful practices, allowing risks to go unaddressed. Without proper protection, whistleblowers can face retaliation, isolation, or emotional distress, which can undermine trust and hinder the early detection of issues related to ethics, compliance, or human rights.	Negative impact	x	x	x
Misuse or breach of personal data Privacy and protection of personal data are fundamental individual rights. Breaches of the confidentiality, availability and integrity of personal data can have harmful impacts on individual rights and freedoms (e.g., discrimination, fraud, identity theft) and lead to breaches of compliance with relevant regulations and standards.	Negative impact	x	x	x
Public sector and stakeholder engagement A lack of internal policy guidelines on responsible lobbying and advocacy practices, as well as inadequate engagement with the public sector and stakeholders (including governments, NGOs, and local communities), can significantly hinder progress on developing common solutions and sound policy-making to address key public health, social, and environmental issues.	Negative impact	x	x	x
Poor animal welfare in the value chain Animals play an essential role in agriculture, particularly in the dairy industry. In livestock farming upstream of the agricultural value chain, overcrowding (which increases the risk of injury, disease, infection and stress), inadequate shelter or ventilation systems to protect against the elements, forced breeding practices and the use of growth hormones can have harmful impacts on animal welfare.	Negative impact	x		

Note: these impacts are gross, meaning before actions taken by Danone. Danone's double materiality assessment is described in section 4.2.5 *Impact, risk and opportunity management*.

4.5.1.2 Material impact management

Policies related to business conduct

Impacts related to business conduct	Danone's policies									
	Compliance Framework Policy	Code of Business Conduct	Disciplinary Code for Business Conduct Breach	Integrity Policy	Third Party Vetting Compliance Policy	Code of Conduct for Business Partners	Healthcare System Compliance Policy	Personal Data Privacy Policy	Advocacy Policy	Stakeholder Engagement Policy
Protection of whistleblowers	x	x	x							
Misuse or breach of personal data	x	x	x					x		
Public sector and stakeholder engagement	x	x	x	x	x	x	x		x	x
Poor animal welfare in the value chain										x

All policies presented in this section are described in the policy presentation table in section 4.2.6 *Cross topic disclosures*.

Danone has set in place clear guidelines towards lobbying and advocacy: Danone does not engage in political contributions to political parties, elected representatives and political candidates seeking office, or associations or foundations owned or controlled by such. This includes prohibiting donations, loans, sponsorships, retainers or purchase of tickets/events. It also includes a ban on in-kind contributions including goods and services such as advertising, use of facilities, design and printing, and donation of equipment. Beyond not making any political

contributions, Danone does not support any political parties or candidates or any groups that promote a political party's interests in any other form. Compliance is ensured via DICE (the Danone Internal Control Evaluation framework), where donations are monitored and reviewed annually by internal control and subject to internal audits on a periodic basis. All donations are subject to Danone's Integrity Policy, Healthcare System Compliance Policy and Third Party Vetting Policy, with any donations classified as "high risk" undergoing a compliance review.

Actions related to business conduct

Impacts related to business conduct	Implementing strong mechanisms to report and manage issues	Providing training on business conduct	Implementing a global program to prevent and detect corruption and bribery	Setting up procedures to protect personal data	Ensuring responsible lobbying and advocacy	Engaging with the public sector to create positive impacts in line with the DJJ	Protecting animal welfare
Protection of whistleblowers	x	x					
Misuse or breach of personal data				x			
Public sector and stakeholder engagement			x	x	x	x	
Poor animal welfare in the value chain							x

Implementing strong mechanisms to report and manage issues

Mechanisms to identify, report and investigate business conduct concerns

To identify, report and investigate concerns about unlawful behavior or behavior that breaches its Code of Conduct or similar internal rules, Danone relies on several mechanisms: an internal control framework named DANgo, the Danone Ethics Line, and the possibility for everyone to raise concerns directly with the Compliance team. The internal control framework is described below, and more information on this framework is available in section 1.7 *Control Environment* in section 1 *Overview of activities, risk factors*. The Danone Ethics Line is described in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)* and applies to concerns raised by internal and external stakeholders.

Protection of whistleblowers

Employees are encouraged to raise concerns about any wrongdoing through the range of channels available to them (including managerial, HR and legal/compliance channels) including via the Danone Ethics Line whistleblowing system, which is described in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*. Moreover, Danone is committed to fighting against retaliation against whistleblowers, as affirmed in its Code of Business Conduct.

Procedure to investigate and follow-up on business conduct incidents

The Group has procedures in place to investigate business conduct incidents, including incidents of corruption and bribery, in a prompt, independent and objective manner. More information on these procedures is available in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*.

Providing training on business conduct

Danone has a comprehensive compliance training program in place, incorporating a mandatory annual compliance fundamentals e-learning course for all employees with access to a laptop, and more targeted anti-corruption training for those employees identified as being at higher risk, e.g., those working in sales, finance, marketing, medical, public affairs, procurement and Research and Innovation.

In 2024, the annual compliance fundamentals e-learning course was opened to external Board members and all of them completed the e-learning. In 2025, the Board members, including the Chief Executive Officer, have also been asked again about their expertise in business conduct matters: a majority of the Board members confirmed that they have expertise in all or some of the business conduct matters they were asked about, considering their current or past positions and/or their participation in training sessions (more information is available in section 5.1 *Governance bodies* and section 5.2 *Positions and Responsibilities of the Directors* in section 5 *Corporate Governance* on the expertise of Board members and their biographies).

In addition, Danone has developed specific training modules on interacting within the healthcare environment and international trade sanctions.

Implementing a global program to prevent and detect corruption and bribery

Danone has implemented a global Compliance Program that includes a specific section on anti-corruption. This program incorporates risk assessments and their related mitigation plans, policies, procedures, controls, training courses, communication plans, and third-party due diligence.

The Group conducts compliance-specific internal controls to ensure the effective implementation of the overall Compliance Program. These controls cover specific issues such as gifts and hospitality, interactions with government officials and healthcare professionals, events, sponsorships, donations and grants, public tenders, confidentiality of personal data, and third-party due diligence. These controls are reviewed annually by internal control and periodically by internal audit. The results are used as a key input into Danone's compliance and anti-corruption risk assessment. Internal controls are implemented by Danone's General Management, managers, and operational teams. The Group uses its internal control framework, DANgo (Danone Governing and Operating Processes – see *Methodology* in section *Internal Control* in section 1.7 *Control Environment*), which covers the following operating processes: Sales, Purchasing, Operations, Human Resources, Finance, Information Systems and General Secretary, and includes a Control Environment section. For each risk area, the framework specifies the potential impacts for Danone, such as reputational harm, financial misstatements, financial losses, disruptions to operating activities, and fraud.

Setting up procedures to protect personal data

Danone has set up a global Personal Data Privacy Policy applicable to all employees, and requires third parties processing personal data on behalf of Danone to adhere to principles equivalent to those of the Policy.

Danone has also set procedures to evaluate and monitor principles relating to data protection, including:

- assessing regularly risks relating to personal data protection at local Business Units;
- integrating personal data protection into the annual control plan of the internal audit and internal control teams;
- reviewing data security by external cybersecurity experts in the frame of an annual penetration tests plan (see section 1 *Overview of activities risk factors*) and analyzing vulnerabilities reported through a dedicated platform.

Danone has a comprehensive compliance training program incorporating a compliance fundamentals e-learning course with a section dedicated to Data Privacy, which is mandatory for all connected employees. A more specific training for EU connected employees, who are subject to the EU General Data Protection Regulation (GDPR), is also mandatory. This is completed by all new recruits and at least every two years for all targeted employees.

Danone has also developed document centers, accessible to all connected employees, which provide employees with documentation and procedure templates.

Danone includes necessary clauses and annexes in contracts with external partners, in the form of Data Processing Agreements notably covering the requirements of Article 28 of the GDPR, as well as necessary measures in consumer interactions, in the context of transparency measures and stating access rights.

If a personal data incident occurs, Danone employees can declare it to Data Privacy and Cybersecurity teams through the internal tool Founda, and deal with any personal data breaches using Danone's Corporate Personal Data Breach Handling Procedure, which outlines the steps to be taken to make sure that possible personal data breaches within Danone or affecting Danone Personal Data are handled in a compliant and effective way, and their impacts on individuals and on Danone are quickly and effectively stopped or reduced.

Ensuring responsible lobbying and advocacy

Local Public Affairs teams are expected to maintain a register of all their engagements with government officials, which are reported externally in accordance with applicable lobbying legal frameworks (including the EU Transparency Register, the HATVP in France and US registers of interest representatives). Danone's Public Affairs professionals also maintain a register of trade association memberships which are

consolidated at group level and reviewed regularly to ensure alignment with Danone's advocacy goals.

Protecting animal welfare

Danone works with farmers and other key partners to build agricultural models that respect natural resources and foster animal welfare, acknowledging that animals are sentient beings.

In 2021, the Danone animal welfare assessment tool won the "Special Recognition Award 2021" in the Innovation Category, organized by the CIWF. Based on its disclosures, Danone was awarded Tier 2 status in the Business Benchmark on Farm Animal Welfare (BBFAW) independent report in 2018, 2019, 2020, and 2021. There was no BBFAW assessment in 2022, as the BBFAW methodology was in the process of being substantially modified, placing further emphasis on companies' performance reporting, performance impact and a stricter interpretation of company disclosures. In 2023 and 2024, following these significant changes in the methodology to the BBFAW benchmark, Danone achieved Tier 3 status in the BBFAW benchmark, a testament to the Group's steadfast commitment and significant efforts in this area, as indicated in Danone's Animal Welfare Progress Report which is updated annually.

4.5.1.3 Metrics related to business conduct

Metrics related to incidents of corruption or bribery

Metrics	2024	2025
Share of targeted Danone employees that completed the e-learning course	98.0%	99.0%
Concerns received by Danone on issues including workplace people-related issues, corruption and fraud ^(a)	1,118	1,356
New third parties vetted through Danone's dedicated Third Party Vetting digital solution, of which	38,682	36,422
Third parties approved	91.8%	94.1%
Third parties approved with mitigation	1.8%	1.2%
Third parties rejected	0.2%	0.3%
Third parties still in the process	6.2%	4.4%
Convictions or fines for violations of anti-corruption and anti-bribery laws	0	0

(a) None of these cases had a material impact on the Group's consolidated financial statements.

Metrics related to personal data protection

Metrics	2024	2025
Employees that completed the annual compliance fundamentals e-learning course with a component on Data Privacy matters ^(a)	98.0%	97.6%

(a) Danone monitors the level of training on personal data protection for all workers with laptop access.

Metrics related to advocacy and stakeholder engagement

Metrics ^(a)	2024	2025
Countries in which Danone operates where a detailed and up-to-date register of all engagements with government officials is kept ^(b)	75.0%	81.2%
Entities engaged with policymakers or stakeholders (either directly or via trade associations or coalitions) to influence public policies and the regulatory environment to improve the country's social, health, or environmental standard	87.0%	93.7%

(a) Information on both topics is collated at global level via the Danone Way Program: in 2025, 202 reporting units, 98.9% of consolidated net sales and 98.0% of total headcount fell under the scope of Danone Way self-assessments.

(b) Danone keeps a detailed and up-to-date register of all engagements with government officials in all countries where this engagement is happening

Metrics and targets related to animal welfare

KPI	Baseline year	Baseline value	Target year	Target value	2023	2024	2025
Fresh milk volumes worldwide assessed on the topic of animal welfare through the new animal welfare assessment tool or via Validus Animal Welfare certification ^(a)	2018	43.0%	2020	80%	91.0%	86.0%	84.0%

(a) More information on Danone's performance regarding animal welfare is available in the Annual Progress Report 2024, which is available on Danone's website.

4.5.1.4 The fight against tax evasion

Since 2022, Danone has been annually publishing a Tax Transparency Report. Danone's Tax Transparency Report includes a Tax Policy and Tax Code of Conduct, which underscores Danone's commitment to compliance with applicable rules and legislation, and to responsible tax management through its pledge to not implement artificial schemes disconnected from Danone's actual business operations. Through these measures, Danone fosters internal alignment in terms of its approach to tax by ensuring appropriate behavior and by providing guiding principles. Danone contributes to OECD initiatives and applies OECD standards with respect to its cross-border transactions.

The Vice-President Tax & Insurance leads Danone's tax function and strategy. Throughout the year, the Corporate Tax function reviews tax performance, policies, and risks. At local level, experienced tax professionals ensure implementation of the tax policies. On a periodic

basis, Danone's Internal Audit function reviews the tax governance and policies in place. Once a year, the Vice-President Tax & Insurance reports to the Audit Committee on tax developments, new initiatives, and process improvements.

Danone is committed to fostering a collaborative relationship with tax authorities. Danone has also signed several partnership agreements with tax authorities, which are based on transparency and mutual trust. Furthermore, Danone is part of the B TEAM, a group of leading multinationals, with contributions from civil society, institutional investors, and international representatives that works to develop principles that offer a clear framework for responsible tax practices. This framework aims to develop an approach to taxation that companies can endorse to demonstrate responsibility and to play their part in creating a stable, secure, and sustainable society.

4.6 AUDITOR CSRD REPORT

DANONE SA

Certification report on sustainability information and verification of disclosure requirements under Article 8 of Regulation (EU) 2020/852, relating to the financial year ending 31 December 2025

This is a free translation into English of one of the Statutory Auditors' report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English speaking users.

This report should be read in conjunction with, and construed in accordance with, the French law and the H2A guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852".

To the Annual General Meeting of Danone SA,

This report is issued in our capacity as statutory auditor of Danone SA. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31, 2025 and included in sections 4.2 to 4.5 to the group management report.

Our procedures were carried out in a changing environment characterized by uncertainty regarding the interpretation of legislation and the development of market practices.

Pursuant to Article L.233-28-4 of the French Commercial Code, Danone SA is required to include the above information in a separate section of the group management report.

This information provides an understanding of the impact of Danone SA's activities on sustainability issues, as well as how these issues affect the development of its business, results and situation. Sustainability issues include environmental, social and corporate governance issues.

Pursuant to Article L.821-54 paragraph II of the aforementioned code, our responsibility is to carry out the procedures necessary to issue an opinion, expressing limited assurance, on:

- compliance with the requirements arising from the sustainability reporting standards adopted by the European Commission pursuant to Article 29b of Directive (EU) 2013/34 of the European Parliament and of the Council of 26 June 2013, as amended by Directive (EU) 2022/ 2464 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for European Sustainability Reporting Standards) of the process implemented by Danone SA to determine the information published, which includes, where the entity is subject to it, the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L.2312 17 of the Labour Code,
- the compliance of the sustainability information included in sections 4.2 to 4.5 of the group management report with the provisions of Article L.233 28 4 of the Commercial Code, including the ESRS, and
- compliance with the information disclosure requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852".

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by Danone SA in the group management report, we have included an emphasis of matter paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

This mission does not consist of guaranteeing the viability or quality of Danone SA's management, in particular by making an assessment that would go beyond compliance with ESRS disclosure requirements on the relevance of the choices made by Danone SA in terms of action plans, targets, policies, scenario analyses and transition plans.

Furthermore, as forward-looking information is inherently uncertain, future results may differ significantly from the forward-looking information presented in the group's management report.

However, our engagement enables us to express conclusions on the process for determining the sustainability-related information disclosed, the information itself, and the information disclosed pursuant to Article 8 of Regulation (EU) 2020/852, as to whether there is any failure to identify or, conversely, the identification of errors, omissions or inconsistencies of such significance that they could influence the decisions that readers of the information subject to our verification might take.

Our mission does not cover the entity's compliance with the legal and regulatory provisions relating to the vigilance plan published pursuant to Article L225-102-1 of the French Commercial Code.

Sustainability information and the information provided for in Article 8 of Regulation (EU) 2020/852 may be subject to uncertainty inherent in the state of scientific knowledge and the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates used in its preparation and presented in the group management report.

Compliance with the ESRS of the process implemented by Danone SA to determine the information reported, and compliance with the requirement to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by Danone SA, including the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L.2312 17 of the Labour Code, enabled it, in accordance with ESRS, to identify and assess its impacts, risks and opportunities related to sustainability issues, and to identify those material impacts, risks and opportunities that led to the publication of sustainability information in sections 4.2 to 4.5 of the group management report, and
- the information provided on this process is also in line with the ESRS.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Danone SA with the ESRS.

Elements that received particular attention

We present hereafter the elements which have been the subject of particular attention on our part concerning the compliance with the ESRS of the process implemented by Danone SA to determine the information published.

Information on how Danone SA updated its double materiality analysis process is provided in section 4.2 of the Sustainability Report.

Through interviews with individuals, we deemed appropriate and by reviewing available documentation, we learned about:

- the internal and external factors that led to the update of the double materiality analysis,
- the analyses conducted by Danone SA, in particular the assessment of the internal and external factors considered to justify the update of the double materiality analysis. These include, in particular, a benchmark of sustainability reports from peers in the sector and monitoring of emerging issues identified by various internal and external stakeholders.

Based on our professional judgement, our procedures consisted in particular of:

- applying our critical thinking to the documentation of the analyses carried out by Danone SA and to the approach implemented by the latter to identify the internal and external factors to be considered and to assess the appropriateness of these factors in light of our knowledge of the group,
- assessing whether the available sector analyses and competitive benchmarks that we deemed relevant do not call into question the actual and potential impacts, risks and opportunities identified by the group,
- assessing the appropriateness of the description provided in this regard in section 4.2 of the Sustainability Report.

Compliance of the sustainability information included in sections 4.2 to 4.5 of the group management report with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in sections 4.2 to 4.5 of the group management report, including the basis for determining the information relating to the value chain and the exemptions from disclosures used,
- the presentation of this information ensures its readability and understandability,
- the scope chosen by Danone SA for providing this information is appropriate, and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, that this information does not contain any material errors, omissions or inconsistencies, *i.e.* that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in sections 4.2 to 4.5 of the group management report, with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS.

Elements that received particular attention

We present below the items to which we have paid particular attention concerning the compliance of this information with the ESRS.

The information published in respect of climate change (ESRS E1) is mentioned in note 4.3.1 "Climate change" in the group management report.

Our work consisted primarily in:

- assessing, based on interviews with management and the persons concerned, whether the description of the policies, actions and targets implemented by the entity covers the following issues: climate change mitigation and adaptation,
- assessing the appropriateness of the information presented in note 5.3.1 of the environmental section of the sustainability information included in the Group management report and its overall consistency with our knowledge of the entity.
- Regarding the information disclosed relating to the greenhouse gas emissions statement, our work consisted primarily in:
 - obtaining an understanding of the internal control and risk management procedures implemented by the entity to ensure the conformity of the information published,
 - assessing the consistency of the scope considered for the assessment of the greenhouse gas emissions statement with the scope of the consolidated financial statements, the activities under operational control, and the upstream and downstream value chain,
 - familiarising ourselves with the greenhouse gas emissions inventory protocol used by the entity to prepare its greenhouse gas emissions statement and assess its application procedures, for a selection of emissions categories, in particular under Scope 3 FLAG ⁽¹⁾ and non-FLAG,
 - assessing the appropriateness of the emission factors used and the calculation of the related conversions, as well as the calculation and extrapolation assumptions, taking into account the uncertainty inherent in the state of scientific or economic knowledge and the quality of the external data used,
 - with regard to the estimates used by the entity to prepare its greenhouse gas emissions statement, which we considered to be critical:
 - by interviewing management, we were informed of the methodology used to calculate the estimated data and the sources of information on which these estimates are based,
 - we assessed whether the methods had been applied consistently and, in the case of information affected by changes since the previous period, whether these changes were appropriate.
 - we verified the arithmetical accuracy of the calculations used to establish this information.
- With regard to the verifications under the transition plan for the mitigation of climate change, our work consisted in particular of:
 - assess whether the information published in respect of the transition plan meets the requirements of ESRS E1 and provides an appropriate description of the underlying assumptions, it being specified that we are not required to express an opinion on the appropriateness or the level of ambition of the objectives of the transition plan,
 - with the help of our climate experts, compare the trajectory with sectoral analyses and internal or market forecasts,
 - assess the consistency of the main information provided under the transition plan, particularly with regard to the decarbonisation levers and associated actions,
 - assess whether the transition plan is consistent with the strategic plan as approved by the governing bodies.

⁽¹⁾ FLAG : Forest, Land and Agriculture

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by Danone SA to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable,
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, *i.e.* information likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Elements that received particular attention

We have concluded that there are no such matters to be disclosed in our report.

Levallois-Perret, February 25 2026

**The statutory auditor,
FORVIS MAZARS & ASSOCIÉS**

Florence PAGE
Partner

Achour MESSAS
Partner

4.7 VIGILANCE PLAN

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4.7.1 INTRODUCTION

Since its creation, Danone has anchored its visioning in the founding belief that a business can't achieve sustainable economic performance without actively caring for the environment and its impact on society as a whole. This vision, which was first defined in Danone's dual economic and social project in the 1970s, has been embodied since 2005 in the Group's corporate purpose to bring health through food to as many people as possible. In 2020, at its Annual General Meeting, Danone's purpose was expressed as social, societal and environmental objectives in its by-laws when Danone became a *Société à Mission* under French law. The Vigilance Plan is naturally anchored in this corporate vision and culture.

4.7.1.1 Legal framework

Danone's Vigilance Plan fulfills the requirements of Article L.225-102-1 of the French Commercial Code (*Code de commerce*) on the duty of vigilance of parent companies and main contractors.

In accordance with French law, Danone's Vigilance Plan sets out the reasonable actions implemented within the Group to identify risks and prevent severe adverse impacts on human rights and fundamental freedoms, the health and safety of people, and the environment. The risks covered by this Plan are those arising from the activities of Danone and the entities it controls within the meaning of Article L.233-16 II of the French Commercial Code (the "Subsidiaries") and Suppliers and Subcontractors with which the Group maintains an established commercial relationship (the "Suppliers and Subcontractors").

4.7.1.2 Vigilance Plan governance and management

Danone's Vigilance Plan demonstrates the Group's aims to continuously improve and intensify its proactive approach to risk prevention and management.

The Sustainability Due Diligence Committee, co-chaired by the Chief Sustainability Officer and the SVP General Counsel, Regulatory Affairs and Compliance, meets quarterly to define a roadmap, setting out the

objectives, milestones and resources required to implement the Vigilance Plan. It reviews the company sustainability risk mapping, the measures taken and the assessments of their efficiency and brings together the in-house experts in charge of Human Rights, Environment, Legal Affairs, Procurement, Sustainable Finance, Public Affairs and the topic owners responsible for each risk identified in the risk mapping. The Sustainability Due Diligence Committee presents its actions to the Global Impact Steering Committee, which provides strategic guidance, monitors ongoing initiatives and approves action plans. This Global Impact Steering Committee oversees the Sustainability Due Diligence Committee's progress at least once a year and is co-chaired by the Chief Sustainability and Strategic Business Development Officer, the General Secretary and the Group Deputy Chief Executive Officer in charge of Finance, Technology & Data, who are all members of the Executive Committee. The following senior executives sit on the committee: Chief Sustainability Officer, SVP Communications, SVP General Counsel, Regulatory Affairs and Compliance, VP Public Affairs, and VP Investor Relations and Sustainable Finance (see 4.2.2 *Governance* in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*).

4.7.1.3 Stakeholder dialogue

Regular dialogue with Danone's internal and external stakeholders underpins its Vigilance Plan and reflects an integrated approach aimed at aligning economic performance with sustainable value creation.

Danone works closely with its stakeholders, enabling the Group to contribute to debates and issues relating to social, societal and environmental topics and to continually improve its own actions in this area. Danone's teams are in regular contact with experts on environmental issues, human rights and fundamental freedoms, and health and safety of workers, as well as with employee representatives, suppliers, subcontractors, customers, investors, local and international organizations and associations and public authorities. More information is available in section 4.2 *Sustainability statement – General Disclosures (ESRS 2)*, describing the Stakeholder Engagement Policy.

The table below presents a non-exhaustive list of the main organizations and associations with which Danone is actively involved:

Risk category	Topic	Organization/ Association	Contribution
ENVIRONMENT	Reduction of greenhouse gas (GHG) emissions	Science Based Targets initiative (SBTi)	The SBTi is a global organization that helps companies set greenhouse gas reduction targets in line with the latest climate science. These targets ensure that businesses' emission reduction efforts are aligned with the goal of limiting global warming to 1.5 °C, as outlined in the Paris Agreement. Danone worked closely with SBTi to develop its FLAG decarbonization guidance for companies in the forest, land and agriculture sector.
		Global Methane Hub (GMH)	The GMH is an international alliance of over 20 leading philanthropic organizations. They have pledged to invest at least \$200 million in developing and implementing practical solutions aimed at reducing methane emissions by 30% by 2030. Danone is the first company to join GMH's Enteric Fermentation R&D Accelerator. This commitment aims to foster new, scalable and practical solutions to help dairy farmers significantly reduce methane emissions.
		Dairy Methane Action Alliance (DMAA)	In 2023, Danone supported the launch of a strategic partnership with the Environmental Defense Fund (EDF), which coordinates the DMAA, to support its ambitions to reduce methane emissions. DMAA has now grown its membership with other leading dairy companies. DMAA helps improving awareness of the science around methane, corporate disclosure & reporting standards, exploring innovative financing models, and advocating for improved policy to support farmers to improve management practices. In 2025, Danone published its first Dairy Methane Action Plan with the guidance of DMAA.
		RE100	In line with the RE100 initiative, Danone, as part of the Re-Fuel energy excellence and decarbonization program, pledges to transition to 100% renewable electricity by 2030, with an interim milestone of 50% achieved in 2020.
		Consumer Goods Forum (CGF) "Towards Net Zero Coalition"	The Towards Net Zero Coalition within the Consumer Goods Forum, in which Danone participates, focuses on driving collective action among consumer goods companies to achieve Net-Zero emissions. It emphasizes collaboration across the value chain, fostering innovation, and aligning with science-based targets to reduce carbon footprints. The coalition seeks to accelerate decarbonization efforts, improve supply chain sustainability, and promote transparent reporting to meet global climate goals, all while engaging stakeholders and advocating for supportive policies.
		We Mean Business Coalition (WMBC)	Danone collaborates with this advocacy coalition aimed at taking action on climate change and working towards halving global emissions by 2030 in line with the 1.5 °C pathway.
		Cool Farm Alliance (CFA)	The CFA is an international membership organization that supports the adoption of sustainable farming practices through data-driven tools and collaboration across the global food industry. Danone uses its Cool Farm Tool (CFT), to measure GHG footprint, water and biodiversity, to assess its GHG footprint on dairy farms. The Group sits on the Steering Board and Dairy and Crops Working Groups.

Risk category	Topic	Organization/ Association	Contribution
ENVIRONMENT	Regenerative agriculture	SAI Platform	SAI Platform was founded by Danone, Unilever and Nestle in 2002, to come together to promote sustainable agriculture practices and address common challenges in the food and beverage industry. Danone works with SAI Platform to share knowledge and support the development of solutions to overcome mutual challenges, and to promote and accelerate adoption of sustainable agriculture practices within the food and drink sector.
		World Business Council for Sustainable Development (WBCSD) & One Planet Business for Biodiversity (OP2B)	The WBCSD is a global CEO-led organization of over 200 leading businesses. The WBCSD aims to promote sustainable business practices and support business to shift to responsible ESG practices. Danone is a founding member of One Planet Business for Biodiversity (OP2B), a business-led initiative that focuses on protecting and restoring biodiversity within agricultural systems. Danone works with the WBCSD and OP2B to support driving best ESG practices. In 2025, OP2B and Danone joined forces on EU advocacy initiatives, notably supporting the adoption of an ambitious soil monitoring law.
	Circular economy for packaging	Ellen MacArthur Foundation	In 2018, Danone joined the Ellen MacArthur Foundation, as part of the first group of signatories of the Global Commitments, representing the largest voluntary effort to tackle plastic waste and pollution in the world. Danone reaffirms its commitment to continue to advance in circular packaging and is renewing its endorsement of the Ellen MacArthur Foundation 2030 Global Commitment.
		Consumer Goods Forum Plastic Waste Coalition of Action (CGF PWCoA)	Danone is a member of the CGF PWCoA, which aims to pursue voluntary and transparent initiatives to improve plastic collection and recycling.
		Business Coalition for a Global Plastics Treaty	Danone is a founding member of the Business Coalition for a Global Plastics Treaty, led by the Ellen MacArthur Foundation and the WWF, which brings together businesses and financial institutions committed to supporting the development of an ambitious, effective, and legally binding UN treaty to end plastic pollution.
		WWF	With WWF and the Ellen MacArthur Foundation, Danone advocates for an ambitious and binding UN Treaty on Plastics.
	Water and biodiversity	Ramsar	Danone has been a partner of the Ramsar Convention on Wetlands since 1998, with the aim of facilitating and promoting the sustainable conservation and wise use of wetlands as ecosystems that are essential for the stabilization of the hydrological cycle as well as climate mitigation and adaptation. Through three main collaborative workstreams, Danone has (i) helped secure the Ramsar sites (Impluvium d'evian, Villaviencio Natural Reserve), (ii) supported wetland conservation best practices through the <i>evian</i> Special Prize (nine editions), and (iii) contributed to dissemination of scientific knowledge and upskilling on the role of wetlands through joint publications and tool developments. Danone joined global leaders at COP15 in Zimbabwe to champion wetland conservation and restoration. The Group reaffirmed its 27-year partnership with the Ramsar Convention and honored youth, women, and communities driving change through the <i>evian</i> Prize, awarding financial support to three impactful projects.



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Risk category	Topic	Organization/ Association	Contribution
ENVIRONMENT	Water and biodiversity	Water Resilience Coalition – CEO Water Mandate	Danone has endorsed the CEO Water Mandate since 2008. As a member of the Water Resilience Coalition (WRC), Danone actively engages in preserving the world's freshwater resources. The WRC focuses on collective action in water-stressed basins and sets ambitious, quantifiable goals to ensure sustainable water management. Danone contributes significantly to these efforts by participating in the development of the Net Positive Water Impact Guidance and other water-related task forces such as the Standardized Metrics and Collective Action Taskforce, which aims to address water challenges in 100 water-stressed basins globally.
		Business for Nature (B4N)	Danone has worked with B4N to deliver on the Global Biodiversity Framework by disclosing its risks, impacts and dependencies on biodiversity by 2030. In September 2023, Business for Nature, the World Economic Forum and the World Business Council for Sustainable Development published guidance for 12 sectors, including the agri-food sector. The actions in this sector further complement the guidance developed by the SBTN and the TNFD.
		Partenariat Français pour l'Eau (PFE)/ French Water Partnership	Danone collaborates with the <i>Partenariat Français pour l'Eau</i> (PFE) to promote sustainable water management and joint advocacy on the global stage. Together, they participate in high-level events such as the UN Water Conference and COP summits, aligning on messaging and vision.
	Deforestation and land conversion	Consumer Goods Forum (CGF), Forest Positive Coalition (FPC)	The FPC's mission is to drive collective, transformative change to eliminate deforestation, land conversion and forest degradation from major supply chains, and to support forest-positive businesses. As one of the FPC's 21 member companies, Danone advocates change articulated around three complementary aspects: verified deforestation- and conversion-free value chains, helping Suppliers and Subcontractors also reach this objective, and extending commitments beyond its value chains, notably by supporting landscape projects to transition towards a forest-positive model. This commitment follows from Danone's Renewed Forest Policy 2030 published in December 2025. Danone is part of the FPC steering committee and three working groups on palm oil, soy and paper. Additionally, in 2024 Danone also participated in the new EUDR workshops and the presentation of actions taken.
	Supply chain traceability for preventing social and environmental risks	Earthworm Foundation	Danone works with the Earthworm Foundation on palm oil traceability and managing social and environmental concerns (e.g., in the area of deforestation) relating to palm oil. The Group intends to extend the process to other raw materials.
	Food loss and waste	Food and Agriculture Organization of the United Nations (FAO)	As part of its shared commitment to achieve SDG 12.3 (UN Sustainable Development Goal), Danone works closely with the FAO to effectively reduce food loss and waste and ensure food security and nutrition for everyone. In 2023, Danone and the FAO signed a Memorandum of Understanding on identifying and promoting interventions and practices that proved successful in preventing and reducing food loss and waste throughout the food value chain. The first output is a report that will be published in partnership with Danone-FAO and the Global FoodBanking Network on the topic of Food Recovery & Redistribution.

Risk category	Topic	Organization/ Association	Contribution
HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS	Responsible sourcing and human rights	AIM-Progress	Danone contributes to this Forum of Fast Moving Consumer Goods (FMCG) supporting companies and common Suppliers and Subcontractors to promote responsible sourcing practices and sustainable supply chains. In 2023 and 2024, through AIM-Progress, Danone provided four of its strategic logistics Suppliers with the expertise required to improve their grievance mechanisms, using Oxfam Business Advisory Service Grievance Mechanism toolkit and expert support. Danone also co-sponsored the development of the HREDD (Human Rights Environmental Due Diligence) assessment tool to support Suppliers in understanding the maturity of their own HREDD systems for due diligence legislation reporting, to highlight opportunities for capacity building and engagement to help improve these HREDD systems and to contribute to a better understanding of risk management capacity for Suppliers.
	Human Rights Due Diligence	Consumer Good Forum (CGF) Human Rights Coalition with the support of the Fair Labor Association (FLA)	Danone is a member of the coalition and participated in the shaping of its objectives, including the commitment to implementing Human Rights Due Diligence across 100% of member companies' own operations. Danone continues to collaborate with peers—supported by the Fair Labor Association (FLA)—to develop shared frameworks and exchange best practices.
	Business and human rights	Business for Social Responsibility (BSR) World Business Council on Sustainable Development (WBCSD)	BSR is a network of businesses focused on creating long term value for business and society. Danone is a member of the working group on Human Rights and of the Fair Circularity Initiative (FCI). Danone is also member of WBCSD, which brings leading companies driving sustainability as a lever of competitiveness. Danone participates in the Nexus group on community resilience.
HEALTH AND SAFETY OF PEOPLE	Food safety	Global Food Safety Initiative (GFSI) (part of the CGF)	Danone contributes to the GFSI, an international initiative that aims to improve food safety worldwide by promoting the principles of good food production, safe food handling and good hygiene practices. Danone's VP Quality and Food Safety, Standards and Risk Management is a member of the GFSI Steering Committee and also a member of the Public-Private Partnership Committee, which facilitates relationships with governmental agencies.
		United Nations Food and Agriculture Organization (UN FAO)	Since 2019, Danone has actively partnered with the UN FAO on food safety to set up collaborations on emerging food safety issues. Danone collaborates with the FAO in 3 key areas: (i) thought leadership concerning new hazards and risks, (ii) shaping the future for food safety foresight using artificial intelligence, and (iii) scoping antimicrobial resistance at the food/environmental interface. Danone was an important expert contributor on the recent FAO report: Food safety foresight: approaches to identify future food safety issues (Sept 2025).
		SSAFE	Danone is an active Board member of SSAFE, a non-profit membership driven organization that aims to foster the continuous improvement and global acceptance of internationally recognized food protection systems and standards through public-private partnerships and effective partnerships with intergovernmental organizations. It drives collaboration between the public and private sectors to enhance the integrity of the food supply chain. Danone has contributed to numerous quality and food safety outputs, such as the Food Fraud vulnerability tool and the Food Safety measurement tool.



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Risk category	Topic	Organization/ Association	Contribution
HEALTH AND SAFETY OF PEOPLE	Food safety	International Association for Food Protection (IAFP)	The IAFP is committed to advancing food safety worldwide by providing a forum for professionals to exchange information on protecting food supplies. The IAFP publishes journals, such as the Journal of Food Protection and Food Protection Trends, to disseminate the latest scientific and technical developments in food safety. Danone is an active participant and has provided an update in July 2025 on the approach to storing liquids in a joint symposium with Coca-Cola and Eurofins, supporting the objective of ensuring alignment with industry standards, focusing on hygiene and microbial control in liquid storage systems.
		Food Drink Europe (FDE)	Danone is an active member of FDE, a European interprofessional association that aims to guarantee all consumers safe, sustainable and healthy food. The collaboration enables the food and drink industry to commit to achieving more sustainable food systems by focusing on the three-fold challenge of delivering on economic, social and environmental sustainability. Danone contributes to FDE's positions and policies, particularly those designed to ensure consumer safety on issues such as contaminants, allergens and packaging materials in contact with food.
	Promoting nutritional food and a healthy diet	Consumer Goods Forum "Collaboration for healthier lives"	The Consumer Goods Forum "Collaboration for healthier lives" is a coalition of consumer goods manufacturers and retailers whose aim is to promote healthier, more sustainable lifestyles in communities through on-the-ground action, but also by knowledge-sharing and collaboration between member organizations. Danone co-chairs the coalition with a retailer. The coalition's work focuses on the following areas: improving consumer access to healthier, more sustainable products; influencing consumer behavior to encourage and enable healthier, more sustainable living; ensuring employees' health and well-being; accountability and reporting; and preventive health.
		EU Pledge	Danone is a founding member of the EU Pledge for responsible marketing to children. The EU Pledge is a voluntary framework followed by leading food and drink companies when advertising to under-13s in the European Union. Danone is committed to complying with the International Chamber of Commerce (ICC) Advertising and Marketing Communications Code and the ICC Framework for Responsible Food and Beverage Marketing Communications regardless of the age of the audience or the nutritional profile of the product.

These meaningful exchanges with a broad range of stakeholders have provided observations that nurture the policies and measures defined by Danone's Vigilance Plan.

4.7.1.4 2025 highlights

The main updates to the Vigilance Plan in 2025 include the following:

Danone Impact Journey Phase 2

The Group has defined the Danone Impact Journey Phase 2 as the continuity of the Group's commitments towards 2030, aiming at ensuring Danone's long-term resilience and competitiveness, all while sustaining its growth trajectory. It is built on the same three pillars of action – Health through Food, Nature, People & Communities – with the same priorities, and a list of updated targets⁽¹⁾.

For complete information refer to section 4.1.3 *Danone Impact Journey Phase 2 towards 2030*.

Human rights and fundamental freedoms

By the end of 2025, Danone fulfilled its commitment to implementing Human Rights Due Diligence across 100% of its operations, including external workers. 184 sites were audited during the 2024-2025 cycle and 90% of findings from 2024 audits have been closed within the agreed timeline. Remaining actions, including the ones related to 2025 audits, are tracked systematically to ensure readiness for third-party verification. The Group continued embedding its six-step framework into core business practices – covering policy and governance, risk assessment, prevention and mitigation, monitoring, reporting, and access to remedy. In support of this, Danone issued its Human Rights Remediation Guidelines. Danone has rolled out in the contracts with its strategic suppliers the legal terms of the Sustainable Sourcing Policy (SSP), launched in June 2024, that reinforces due diligence obligations, notably in human rights.

Safety and quality of Danone's products

Danone is continuously strengthening its quality management system with a strong focus on risk prevention and management to honor Danone's promise to consumers and patients.

In 2025, as an upgrade of its Quality Management System, Danone:

- published a revised version of its Danone Quality Manual, this manual being the cornerstone of Danone commitments to delivering safe, high-quality and compliant products to its consumers, patients, and customers;
- redefined its co-manufacturing strategy with reinforced governance and the communication of a specific Quality and Food Safety Expectations Manual;
- strengthened operational competencies and enhanced training capabilities in plants; and
- activated the Dan'Expert program to celebrate and build specific expertise.

Environment

From September 2024 to February 2025, Danone carried out a review and update of its methods for identifying and assessing physical and transition risks related to climate change, as well as opportunities most likely to affect its business operations. More information on the climate risk analysis is available in section 4.3.1 *Climate change (ESRS E1)*.

Alert system

A question on the Danone Ethics Line (DEL) was once again included in the 2025 Danone People Survey, which was conducted worldwide. More than 86% of respondents said they would feel comfortable or fairly comfortable reporting any unethical practices including human rights issues, health and safety issues, or environmental concerns without fear of retaliation, via the Danone Ethics Line (DEL).

⁽¹⁾ Updated targets towards 2030 will be clearer with more common and realistic ambition towards 2030 (e.g. applying one single target of ≥95% for KPIs in an initial 95-100% target range, expanding or reframing scopes).

4.7.2 CONTENT OF THE VIGILANCE PLAN

Article L.225-102-1 of the French Commercial Code defines the scope of any Vigilance Plan and requires it to include the following five measures:

- risk mapping to identify, analyze and prioritize risks;
- procedures for regularly assessing the situation of Subsidiaries and Suppliers and Subcontractors (with which the Group maintains an established commercial relationship);
- adapted actions to mitigate risks or prevent severe harm;
- an alert and concern registration system relating to the existence or occurrence of risks; and
- a system to monitor the actions implemented and assess their effectiveness.

The five categories of measures that make up Danone's Vigilance Plan are set out below.

4.7.2.1 Risk mapping

Risk mapping aims to identify, analyze and prioritize the main risks arising from Danone's activities and those of its Subsidiaries, Suppliers and Subcontractors.

Risk mapping was the first step in building Danone's Vigilance Plan and helped define the measures to be put in place. Danone's methodology is based on the types of risks and violations listed in the Article L.225-102-1 of the French Commercial Code (Code de Commerce) on the duty of vigilance: human rights and fundamental freedoms, health and safety, and the environment.

Presentation of the methodology

The methodology applied by Danone to assess potential risks is based on several parameters including the sector of the activity, the magnitude of the negative impact based on the severity, scale/scope and reversibility of the potential damage, and the estimated likelihood of the risk based on its frequency and geographical location.

This methodology draws on the main international benchmarks for human rights and responsible business conduct, including:

- the principles enshrined in the United Nations Guiding Principles on Business and Human Rights (UNGPs);
- the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises; and
- the conventions and declarations of the International Labour Organization (ILO), such as the Declaration on Fundamental Principles and Rights at Work.

The purpose of the risk analysis was to identify the main actual or potential negative impacts arising from Danone's activities and those of its Subsidiaries, Suppliers and Subcontractors.

The methodological approach to risk mapping comprises three key phases:

- building a risk register;
- modeling the value chains linked to Danone's main activities; and
- mapping the main gross risks in detail.

Building a risk register

Building a risk register provided a framework and direction for identifying risks that could arise from Danone's activities. It was consolidated by analyzing the following elements:

- the main topics highlighted in the human rights impact assessment finalized in 2022 with the support of Shift, the leading center of expertise on the UN Guiding Principles on Business and Human Rights;
- the classification frameworks established by the main organizations promoting human rights, *i.e.*, the ILO and the Office of the United Nations High Commissioner for Human Rights (OHCHR); and
- the risk categories defined by French law on duty of vigilance and the European Directive on Corporate Sustainability Due Diligence.

Modeling the value chains linked to Danone's main activities

In line with the UNGPs, the introduction of an analysis framework based on value chain modeling enabled Danone to meet its objective of acquiring sufficient knowledge of "the nature of actual and potential adverse human rights impacts" and "understanding the specific impacts" that the Group could have on stakeholders in the course of its activities (Principle no. 18).

Danone's activities were split across two value chains:

- the food value chain including activities related to dairy, plant-based and specialized nutrition products; and
- the value chain for water-related activities.

These value chains were modeled based on consultation with stakeholders. The models were used to identify the various stages and players involved upstream of Danone's activities.

Four types of risk factors were identified at each stage of the value chains:

- risk factors related to the country or region of the world in which Danone operates;
- risk factors related to the sector and/or Danone's business model;
- risk factors related to raw materials; and
- risk factors related to vulnerable stakeholders.

These risk factors were used to enrich the detailed mapping phase.

Mapping the main gross risks

This phase aimed to analyze and specify the conditions and context in which adverse impacts potentially linked to Danone's activities occur. The research was carried out by cross-referencing the risk register with the risk factor analysis carried out for each stage of the value chain.

This approach identified 20 major risks organized according to the three pillars of French law, which are set out below.

The detailed risk map was used to identify appropriate strategies for responding to any serious adverse impacts.

Risk mapping

In each of the areas covered by law (environment, human rights and fundamental freedoms, health and safety of people), Danone identified the main gross risks listed below as they stand before the prevention and mitigation actions implemented by Danone, its Subsidiaries, Suppliers and Subcontractors.

Environment

The prioritization process identified the priority risks associated with potential impacts that Danone's activities could have on the environment. Among these, climate change and plastic use represent the most severe risks due to the following impacts:

- the risk relating to climate change that could lead to biodiversity loss, water scarcity and adverse effects on human rights and health;
- plastic use could have risks on water, air, soil, the climate, as well as risks on human rights and health.

Risk relating to climate change and GHG emissions

The risk associated with the increase in the main greenhouse gases in the atmosphere is associated with changes in temperature and weather conditions. Climate change also affects people's rights, including their right to life, food and water, health and decent work. Climate change is likely to aggravate social and economic inequality, disproportionately affecting those who are already vulnerable such as small-scale farmers, children, women and indigenous populations.

Risk relating to plastic use

This risk relates to plastic use and plastic pollution having an impact on water, air, soil, fauna, flora and the climate as well as affecting human rights and human health, particularly among vulnerable populations such as waste pickers and workers in the recycling sector (for more details, see section *Focus on risks relating to plastic use and Danone's preventive actions*).

Risk relating to natural resource use

This risk relates to natural resource depletion and more generally the potential environmental impact of exploiting natural resources across Danone's value chain, especially in its supply chain and operations. The risk includes potential water shortages resulting from human activities in various sectors including agriculture, and natural resource depletion resulting from industrial energy consumption.

Risk of damage to natural ecosystems and biodiversity

This risk relates to damage to the stability and functioning of natural ecosystems, as well as to the variety and abundance of living organisms within these ecosystems. It encompasses damage to ecosystems and biodiversity. This risk is linked to:

- industrial and agricultural processes using substances that generate atmospheric emissions (e.g., volatile organic compounds, ammonia) that can affect air quality and natural environments;
- water and soil contamination from excessive use of chemical fertilizers and pesticides, untreated wastewater, untreated hazardous waste or accidental chemical releases potentially affecting the environment including biodiversity and human health;

- ingredient releases from Suppliers and Subcontractors that have an impact on air or water or soil health;
- water, air, soil, fauna and flora pollution across the plastics life cycle; and
- transportation-related air pollution across the value chain.

This risk covers both Danone's operations and its supply chain.

Risk relating to deforestation or conversion and changes in land use

This risk relates to land use conversion and degradation of natural ecosystems driven by land use change, and expanding agriculture to produce new crops for the food and feed value chains in Danone's supply chain.

Risk of harm to animal welfare

This risk concerns animal living conditions and treatment. Animal welfare in the agricultural industry, and especially in the dairy industry, is a growing concern. The risk focuses on livestock farming upstream of the agricultural value chain.

Human rights and fundamental freedoms

The prioritization process identified the highest-priority risks associated with potential impacts that Danone's activities could have on respect for human rights and fundamental freedoms. The most significant risks identified were:

Risk relating to unreasonable working hours

This risk refers to workers not having reasonable working hours due to low legal protection in some countries or non-compliance with rules, or workers being denied adequate rest periods and annual leave. The consequences may include physical and mental health issues and an increased risk of workplace accidents. This risk, which is considered to be very low for Danone employees, may exist for external workers (temporary workers and Subcontractors) and is more significant for Suppliers and Subcontractors given Danone's global value chains.

Risk relating to forced labor

This risk relates to workers being forced to work through violence or intimidation, or through more subtle means such as withheld identity documents or threats of being reported to immigration officials. This risk, which is considered very low for Danone employees, may particularly exist for external workers (temporary workers and Subcontractors) within Danone, as well as at its Suppliers and Subcontractors. This type of situation often arises from risks related to unethical hiring practices that force workers to pay high recruitment fees that can lead to debt bondage. Temporary workers, especially migrant workers, are particularly vulnerable to forced labor.

Risk relating to child labor

This risk is considered very low in Danone's operations and primarily concerns its supply chain. According to the Food and Agriculture Organization of the United Nations (FAO, 2023), 70% of child labor is in agriculture. The paper and board packaging value chain is vulnerable to child labor (logging), along with other agricultural value chains such as cocoa. This risk also exists in the food manufacturing sector.



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Risk of discrimination and harassment

This risk refers to workers being discriminated against on the grounds of race, ethnic origin, gender, religion, sexual orientation, disability or social origin, or to people being subjected to harassment through the use or threat of punishment, coercion, bullying, or gender-based violence including sexual harassment. While both issues may arise at Danone, subcontractors and suppliers, women and migrant workers are particularly at risk in the agricultural part of the supply chain.

Risk relating to inadequate salary and income

This risk relates to workers not receiving enough compensation to meet their fundamental needs. This risk, which is considered to be very low for Danone employees, may exist for external workers (temporary workers and Subcontractors) as well as for Suppliers. It can arise due to several factors including late payment, improper deductions, time-based or piecework rates, or the level of wages or income paid (producer income issues are often linked to the price at which the producer's raw goods are purchased). This risk exists in certain developing countries, the agricultural sector and the plastics recycling sector. In advanced economies, this risk is particularly high for transportation workers (truck drivers) and logistics activities. In many parts of the world, there is a close link between low wages and excessive working hours.

Risk to workers' rights to freedom of association and collective bargaining

This risk refers to workers being denied the right to assemble, form and join trade unions or go on strike. This risk, which is considered very low for Danone's employees considering the Group's strong social dialogue practices, can exist for external workers (temporary workers and Subcontractors) at Danone's operations, and for Danone's Suppliers.

Risk relating to precarious working conditions

This risk particularly affects temporary workers, waste collection and recycling workers, and self-employed workers in Danone's supply chain.

In the food and beverage sector, migrant and temporary workers may be victims of precarious housing and working conditions such as unreasonable working hours, low pay and dangerous working conditions, with limited access to labor law protection. The risk is higher on farms and in the transportation and logistics activities of the value chain.

Waste collection and recycling workers, who may be exposed to difficult conditions, earn unstable incomes and can be exposed to pollutants and potentially hazardous materials.

Precarious working conditions also apply to self-employed Suppliers and Subcontractors in the value chain. Outsourcing certain tasks to self-employed workers can create job insecurity.

Risk relating to community displacement and land grabbing

This risk arises mainly from the supply chain and is related to the displacement of communities including indigenous peoples and the use of their land and natural resources (forests, traditional agriculture, etc.) for industrial purposes. This can impede communities' rights such as their access to food, water, land, cultural rights and a safe and healthy environment.

Risk relating to a deterioration in living conditions in local communities

This risk relates to the consequences of climate change, soil, air and water pollution, damage to biodiversity, and deforestation. It also includes unsustainable use of natural resources, especially water. The negative impacts may affect individuals and communities including consumers and Danone's value chain (both its own operations and its supply chain). The United Nations states that a clean, healthy and sustainable environment is essential to human well-being and rights such as the right to life, health, access to adequate food, drinking water and an adequate standard of living. Given the nature of Danone's business, special emphasis is placed on community access to water, including drinking water and water for sanitation and everyday use. People living near Danone bottling plants, farms, plantations and Suppliers' or Subcontractors' sites could be affected by water table depletion (agriculture accounts for 89% of Danone's water footprint) and by droughts.

This risk also relates to human health and the rights of workers and neighboring communities, especially vulnerable populations in or near plastics extraction, processing, treatment and recycling infrastructure. In addition, it covers the risk of failure to respect human rights in the plastics value chain, particularly with regard to waste pickers and recycling workers.

The various components of risk relating to a deterioration in living conditions in local communities fall under the environment category. As such, the vigilance measures that relate to them (assessment, mitigation and prevention) are described in the environment sections of this document.

The prioritization process also identified the following risks as significant:

Risk relating to personal data

This risk relates to breaches of personal data under the responsibility of Danone, including the personal data of employees, consumers, patients, partners, and so on. Sources of risk may be internal or external, involuntary or malicious.

The risk encompasses breaches of confidentiality, availability and integrity of personal data, which could have harmful consequences for rights and freedoms of individuals (e.g., discrimination, fraud, identity theft, etc.).

Risk relating to inadequate professional training

This risk relates to workers not acquiring the skills they need to keep pace with technological developments (communication, digitalization) and the transition to more sustainable production methods due to a lack of training or training opportunities. Upskilling workers, including agricultural producers and workers, is key to avoiding stagnation in low-skilled, low-paid jobs, job insecurity and labor market exclusion. This risk exists both within Danone and across the supply chain.

Health and safety of people

The prioritization process identified the highest-priority risks associated with potential impacts that Danone's activities could have on people's health and safety.

Risk relating to product safety and quality

This risk relates to the consumer's right to safe, high-quality products and to transparent information. This risk can arise from raw materials, packaging or finished goods (chemical and microbiological contaminants, nutrients, foreign substances, allergens, sensory defects, labelling issues, etc.) and product misuse. The risk is present throughout the value chain, from Suppliers and Subcontractors to consumers.

Human health risks relate also to the production and use of certain plastics and plastic chemicals which, when released, could create human health risks throughout the plastic life cycle.

Risk relating to the consumption of foods with low nutritional quality

This risk refers to diets that do not meet current nutrition and dietary recommendations, either for quantity or quality.

It may stem from foods of poor nutritional quality that are insufficiently rich in essential nutrients (vitamins, minerals, fiber, etc.) or too rich in nutrients that can be unhealthy when over-consumed (added sugars, certain fatty acids, alcohol, etc.). The risk may also be linked to the influence of communication and advertising, which may promote an unbalanced diet or fail to guide consumers towards healthy, varied products as part of a healthy lifestyle. This risk can affect both Danone employees and consumers.

Risk relating to workers' health and safety

This risk relates to exposing Danone's operations, supply chain and transportation workers to physical, chemical or biological risks, which could potentially result in death, illnesses or injuries due to their working conditions or tasks. These issues are particularly severe in the agricultural supply chain due to machinery, pesticides and other agrochemicals, heavy loads and heat. Workers' health can also be affected by a lack of or inadequate access to medical care.

4.7.2.2 Procedures for regularly assessing the situation of Subsidiaries, Suppliers and Subcontractors

Danone has set up procedures to assess the situation of its Subsidiaries, Suppliers and Subcontractors in relation to the risk map it has drawn up.

The results of Danone's policies and action plans are assessed annually, both quantitatively, using Danone's published non-financial performance indicators, and qualitatively, via the Danone Way program (see the table footnote related to Danone Way in 4.5.1 *Business conduct (ESRS G1)*). Danone Way is a global program underpinned by a comprehensive self-assessment tool designed to analyze progress towards Danone's objectives, especially in terms of sustainable development.

The assessment procedures described below are not exhaustive and are implemented as follows.

Danone Subsidiaries' regular assessment procedures**Environment**

The Danone Way self-assessment covers the climate, regenerative agriculture, packaging circularity (including plastic), food waste and water preservation.

Danone has set up a system to monitor and report environmental data from production sites, and measure its carbon footprint (scope 1, 2 and 3). The Group monitors the data, which is audited by an independent third party and published annually in the Universal Registration Document.

Danone deploys its Global Risk Evaluation for Environment (GREEN) program worldwide. The Group commissions external and internal audits to identify and monitor the main environmental risks at its production sites and the implementation of the environmental management system, including water-related risk evaluation criteria. The objective is to monitor and control atmospheric emissions (greenhouse and refrigerant gases), discharges into water (wastewater) and soil (treatment plant sludge and waste generated by livestock at some Subsidiaries) resulting from the Group's activities, as well as measure noise pollution generated by its production sites.

Danone uses the WWF Water Risk Filter tool and the Aqueduct tool to assess the water-related risks of its factories, watersheds and agricultural supply chain. It aims to identify sites and watersheds located in areas with water-related risk including water stress, water quality, flood and ecosystem status, and to assess operational water-related risk. It assesses exposure to water stress and drought across its agricultural supply chains. Danone carries out these assessments annually.

Human rights and fundamental freedoms

Danone has established global procedures to prevent risks of adverse impacts on human rights and fundamental freedoms, as identified in its Vigilance Plan. They are supported by nine framework agreements signed with the IUF since 1989 and deployed across all subsidiaries. Each year, Danone and IUF representatives conduct joint assessments in selected entities to monitor implementation.



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The Danone Way self-assessment program also monitors these procedures at subsidiary level. Specific guidelines addressing the human rights of temporary workers were updated in 2024 to cover more extensively the new Human Rights Due Diligence (HRDD) process.

Danone introduced another human rights assessment channel in 2025 through dedicated questions in the Danone People Survey. These questions notably include clarity of information on working conditions (e.g., payslip, benefits, holidays, sick leave), freedom of association and ability to report grievances without fear of retaliation.

Danone has fulfilled its commitment to roll out a Human Rights Due Diligence (HRDD) process across the entire Group by the end of 2025, including for external workers employed through temporary work agencies or subcontractors. To achieve this:

- The Group designed a six-step framework and is working towards embedding it in regular business practices: (i) communicating the Human Rights Policy (2022) and establishing dedicated governance at global, zone, and country levels, (ii) assessing human rights risks, (iii) developing and implementing prevention and mitigation plans, (iv) monitoring progress, (v) reporting, and (vi) ensuring access to remedy.
- Danone assesses adverse human rights impacts on the ground through on-site audits or self-assessments. The ten highest-priority countries of operation were identified based on two criteria: human rights risk inherent to the country and size of external workforce employed at Danone's sites.
- In the ten priority countries, site-specific SMETA audits were conducted by certified auditors at facilities including plants, headquarters, and warehouses. Danone ensured that trade union representatives were interviewed. In the other countries, human rights self-assessments were conducted at priority sites.

Danone has set up procedures to evaluate and monitor rules relating to data protection, including:

- regularly assessing risk relating to personal data protection at local Business Units;
- integrating personal data protection into the annual control plan of the internal audit and internal control teams;
- monitoring annually the mandatory e-learning completion rates on Data privacy & protection;
- auditing data security annually via the internal audit team and automated analysis. An external Cybersecurity expert also ensures that weaknesses in Danone's data security are detected in real time and external ethical hacking campaigns are conducted annually.

Danone regularly assesses its current personal data protection actions and procedures to improve them where necessary. For example, Danone is rolling out a digital tool to manage its risk assessment procedure concerning personal data processing ("Privacy by design").

Health and safety of people

The Danone Way self-assessment covers topics such as employees' mental health and well-being, physical accessibility, employee access to basic services, working conditions and working hours.

Site-level risk assessments cover all people on site (Danone employees, visitors and external workers). Danone's sites are responsible for conducting their own risk assessments. These risk assessments are revised annually. In Europe, Danone assesses risks and implements the necessary action plans to ensure employee safety in compliance with the Single Risk Assessment Document. Health and Safety managers on site are in charge of updating the Single Risk Assessment Documents and site directors are legally accountable for the health and safety of employees on their site.

Workplace accident monitoring covers all individuals present on site. Accidents are reported through a participative system available to Danone employees and, at certain locations, to external workers. For major risks or accidents, special procedures and a cascading information reporting system are implemented, ensuring the information reaches the appropriate management levels. A Digital system has been extensively deployed in the last years at most Danone sites and allows any Danone employee to report safety observations. Observation trends are analyzed to generate action plans to protect all teams on main risks identified.

WISE² audits cover all Danone employees and external workers present at production sites, headquarters, R&I facilities, distribution centers and across sales forces in terms of safety and compliance culture.

Danone has set up worldwide standards and procedures to anticipate, prevent and manage quality and food safety risks. These standards and procedures are integrated into a global Quality and Food Safety management system meeting ISO and FSSC 22000 international standards and managed as part of a continuous improvement process. This system applies to:

- all stages of the value chain (from design to delivery);
- all types of hazards (microbiological, chemical, physical, allergenic, nutritional, labeling, etc.), including risks associated with malicious acts and fraud;
- all products bearing a trademark belonging to Danone or its Subsidiaries.

Danone's internal standards and procedures for Quality and Food Safety (QFS) are defined at a global level. They are implemented worldwide to ensure that a single set of standards is applied to all products, regardless of where they are manufactured or sold. They are supported by a range of tools designed by in-house experts to help Subsidiaries make decisions based on robust risk analysis.

Specific standards and procedures define QFS requirements, aiming at developing, managing, assessing or improving food quality and safety across sites, as well as rules on how to execute tasks including the relevant global and local responsibilities at each stage of the value chain. These are supplemented by:

- cross-functional standards and procedures that define requirements common to several value chain steps. They include strict hygiene rules, risk control measures such as allergen management, and measures to ensure traceability and the development of a culture of quality;
- specific requirements and rules for finished goods, adapted to the product's composition, manufacturing process and target consumers or patients.

Danone has defined comprehensive, science-based internal nutritional standards to continuously monitor and improve the nutritional quality of its products. A summary of these standards is published externally under the name "Danone Nutritional Targets." These targets set operational objectives for product development and define key nutrients to limit or encourage, adapted to specific food categories and target populations. Applicable globally and across the portfolio, they are regularly updated and systematically monitored throughout innovation, development, and reformulation processes. Compliance against these targets is measured annually, and a sample of the results is published externally in the Health Journey Report. As described in section 4.4.4.5 *Metrics and targets related to consumers and patients*, Danone monitors several KPIs and has set targets related to its goal of offering tastier and healthier food and drinks. This includes, among others, the proportion of the portfolio that can be qualified as healthy, as defined by the Health Star Rating system. These results are externally verified to ensure credibility and transparency.

Supplier and Subcontractor regular assessment procedures

Danone implements responsible sourcing due diligence towards its Tier 1 Suppliers and Subcontractors to assess their sustainability performance and compliance with the Danone Sustainability Principles (2022) and with the Sustainable Sourcing Policy (2024) via the RESPECT program. The scope of the RESPECT program encompasses all sourcing categories except agricultural producers, notably milk producers, covered by the Regenerative Agriculture Program (2021).

The Danone Sustainability Principles (2022) cover human rights and fundamental freedoms, health and safety, environment and business ethics. In 2023, Danone updated them, setting expectations for Suppliers, and published its Sustainable Sourcing Policy in 2024. This will be gradually rolled out to Suppliers in the coming years.

Since 2024, Danone has been continuously reinforcing the RESPECT Supplier assessment procedure, built on four pillars:

- (i) Suppliers and Subcontractors are screened through a new ESG risk rating tool introduced in 2024 for a more tailored and proactive risk management process;

- (ii) Suppliers and Subcontractors covered by the scope are asked to complete a self-assessment questionnaire on a platform (Sedex or EcoVadis) that then generates a scorecard assessing four areas: labor standards, health and safety, environment and business ethics;

- (iii) High-risk and priority Suppliers and Subcontractors undergo on-site audits performed by third parties using the Sedex Members Ethical Trade Audits (SMETA) methodology. In addition, Danone has access to peer audits on shared Suppliers and Subcontractors via the Sedex platform and the AIM-Progress mutual recognition program. The SMETA methodology covers the same four assessment areas as Sedex and EcoVadis;

- (iv) Once audits are completed, Danone supports its Suppliers and Subcontractors towards developing and implementing the auditors' recommended corrective action plans. This is done through dedicated RESPECT resources to provide regular engagement, expert support and methodological frameworks. The aim is to support Suppliers and Subcontractors throughout their improvement process until validation by the auditor. Danone's dedicated resources focus on critical areas of non-compliance identified in the audit (as defined by the SMETA methodology), whether the audits were commissioned by Danone or by peers.

Environment

The RESPECT program assesses Suppliers' and Subcontractors' environmental risks and performance: the new ESG risk rating tool, Sedex and EcoVadis self-assessments and the SMETA audit methodology all include environmental management system assessments on issues such as compliance with applicable regulations and the granting of permits for consuming and discharging energy, water, atmospheric emissions and waste management.

Danone assesses the water-related risk of the main 131 ingredients in its supply chain using a prioritization method based upon the Aqueduct water risk tool from the World Resources Institute (WRI). This method identifies priority ingredients to focus on and helps define measures to implement with Suppliers.

The first pillar of Danone's Regenerative Agriculture Program (2021) is environmental. It covers protecting and restoring soils, water and biodiversity and focuses on enhancing soil organic matter content, increasing soil carbon sequestration capability, which aim to strengthen farm resilience and deliver positive impacts on nature (climate, soils, water, biodiversity), farmers livelihoods, and animal welfare. To that end, in 2021, Danone introduced the Danone Regenerative Agriculture Handbook and Scorecard to support field technicians and practitioners with assessing farmers' adherence to regenerative agriculture practices. These tools were updated in 2022 and integrated into a digital tool to improve farming data collection. This new digital survey was piloted at more than 25 farms in Europe, North and Latin America, and has allowed for better data quality at scale since 2023. The Group is adopting SAI Platform's Regenerating Together Framework and began implementing this transition in a number of Country Business Units in 2024.



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Since 2017, Danone has been conducting country-by-country assessments on its milk volumes using the CAP'2ER tool in France and the Cool Farm Tool (CFT) worldwide. The CFT was developed and is overseen by a multi-stakeholder coalition that includes food manufacturers, retailers, input suppliers, NGOs and universities. The tool's strength lies in its global application and being designed for continuous improvement. In 2025, Danone used the CFT (in 18 countries) and CAP'2ER (in France) to monitor the greenhouse gas footprint of the purchased milk, now covering in total 91.0% of direct milk collection volumes from farms (92% in 2024). Rollout is planned to include new geographies in South East Asia and India.

In 2025, to monitor the greenhouse gas footprint of dairy ingredients, Danone collected supplier-specific Emission Factors from more than 90% of their globally managed volume. Supplier-Specific Emission factors are collected through the SDP Platform or through an offline questionnaire.

Through the Animal Welfare assessment, Danone supports and assesses raw milk Suppliers and Subcontractors. In 2025, animal welfare was assessed at Suppliers and Subcontractors providing 84.0% of the volume of fresh milk purchased by the Group (86.0% in 2024). Suppliers of meat, beef, eggs and fish are also assessed to ensure compliance with the Danone commitments on animal welfare.

Aiming for deforestation and conversion free sourcing, Danone has a robust process for engaging all Tier 1 Suppliers in the scope of its Forest Policy, including training and regular data collection. The Group is supported by 3Keel (commodities consultancy expert on deforestation and conversation free supply chain) and the Earthworm Foundation (NGO).

Since 2024, Danone also developed partnerships with satellite providers to further reinforce the verification of deforestation and conversation free sourcing.

Human rights and fundamental freedoms

The RESPECT program assesses Suppliers' and Subcontractors' human rights risks and performance according to international standards through each tool: the ESG risk rating tool, Sedex and EcoVadis self-assessments and the SMETA audit methodology. More specifically, the 2025 audit plan for highest risk and priority Suppliers and Subcontractors was established based on an in-house human rights impact evaluation based on risk level and spend.

In addition to the audits, Danone initiated a "Worker's Voice" pilot project in 2024 and in 2025. This innovative pilot aims at fostering deeper supplier engagement and moving beyond traditional audit practices to listen directly to the workers. It is implemented within Danone's upstream fruit team, focusing on some of the Group's high-risk fruit raw materials. The subsequent steps will involve assessing the findings and, when needed, developing solutions with suppliers to improve working conditions.

Health and safety of people

The RESPECT program assesses Suppliers' and Subcontractors' health and safety risks and performance as regards working conditions and the health and safety of their workers. This takes place at each stage: through the ESG risk rating tool, Sedex and EcoVadis self-assessments and the SMETA audit methodology.

Danone's Quality and Food Safety management system for Suppliers and Subcontractors that are co-manufacturers is based on implementing strict measures aligned with ISO and FSSC 22000 certification requirements.

Suppliers must implement and follow the relevant regulatory requirements as well as Danone-specific requirements (standards, procedures, policies) relating to:

- a set of basic conditions and activities essential for maintaining strict hygiene throughout the food chain;
- a risk management plan for quality and food safety (including managing all potential hazards, traceability, malicious acts and fraud);
- specific requirements for raw materials and packaging;
- verification plans for raw materials and packaging supplied to Danone;
- specific crisis management measures; and
- developing, promoting, measuring and improving quality and food safety culture.

These requirements are included in standards and procedures that apply to all Suppliers and are cross-functional or specific to the type of raw material or packaging. They cover all relevant hazard types (chemical, biological, allergenic, nutritional and physical).

Materials delivered to Danone comply with the requirements of relevant regulations. The material specifications are agreed based on the material usage within Danone, and the end consumer risk category. Suppliers of these materials are risk assessed and audited based on Danone guidelines, and approved via an internal system.

For co-manufacturers (subcontractors), Danone has set up specific QFS expectations to guarantee the quality and food safety of manufactured products. In line with ISO and FSSC 22000 certification requirements, co-manufacturers must implement and follow quality and food safety management system principles similar to those defined for Suppliers (including compliance with the relevant regulations and certification by an independent external body according to a system recognized by the GFSI), and comply with requirements specific to the finished goods (dairy, plant-based, specialized nutrition, water, etc.). In addition, as with Suppliers, co-manufacturing QFS Expectations govern the approval of co-manufacturers and finished goods, with all risks considered.

4.7.2.3 Adapted policies and actions for risk mitigation and prevention of severe harm

In light of its risk mapping, Danone defined a series of actions to mitigate the main risks identified and prevent severe harm to the environment, human rights, fundamental freedoms and health and safety.

These actions, described hereafter, include:

- establishing and implementing policies and action plans;
- engaging, raising awareness and training employees;
- engaging Suppliers and Subcontractors on Danone's sustainability agenda;
- engaging and collaborating with value chain partners, academics, NGOs and other key external stakeholders;
- conducting regular audits and investigations; and
- ensuring the availability of dedicated expert remediation support when significant variances are identified among the audited Suppliers and Subcontractors.

Employees of Danone and its Subsidiaries are engaged in a sustainability approach designed to help them understand and report risks. This engagement involves adherence to the Danone Code of Business Conduct (2022) and the Danone Sustainability Principles (2022), which govern employee conduct within Danone and its Subsidiaries.

With respect to its Suppliers and Subcontractors, Danone has established a Code of Conduct for Business Partners and requires them to comply with the Danone Sustainability Principles (2022) (minimum standards), or, on a risk-based due diligence approach, with its Sustainable Sourcing Policy (2024) (enhanced standards and due diligence requirements). These requirements are included in the contracts between Danone and its Suppliers and Subcontractors (see section 4.5.1 *Business conduct (ESRS G1)*).

The prevention of severe harm related to identified risks is based on (i) policies defined by Danone (in particular those listed in the table below) and (ii) adapted actions for risk mitigation.



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4.7.2.4 Policies for risk mitigation and prevention of severe harm

Risk category	Risk	Policy
ENVIRONMENT	Prevention of risks relating to climate change and GHG emissions	The Climate Transition Plan, published in December 2023 by Danone, replaced the Climate Policy of 2016. This plan is based on eight programs aimed at i) reducing Danone's emissions by 2030, in line with its science-based targets and aligned with the 1.5 °C pathway, and ii) providing forward-looking perspectives for its Net-Zero by 2050 target. These eight programs cover the different categories of its value chain: direct operations, milk, ingredients, packaging, logistics, co-manufacturing, supplier and subcontractor engagement, as well as the design and management of low-carbon portfolios. The plan also addresses solutions to continue reducing emissions beyond 2030, with a view to achieving Net-Zero by 2050, in line with the 1.5 °C pathways defined by the Science Based Targets initiative (SBTi). With an initial focus on emissions reduction within the Group's value chains, the plan outlines the approach to neutralize residual emissions by 2050. The eight programs and long-term perspectives are described in <i>Actions specific to the activities of Danone and its subsidiaries</i> below, and the full Climate Transition Plan has been available on Danone's corporate website since December 2023.
	Prevention of risks relating to plastic use	Since 2017, Danone has been a Strategic Partner of the Ellen MacArthur Foundation, collaborating on circular economy initiatives like the New Plastics Economy and the 2018 Global Commitment on Plastics. Since then, Danone has been working toward achieving its target in addition to advocating for a collective global transition and in 2023, reinforced this ambition in its sustainability strategy, the Danone Impact Journey, built on a holistic approach based on three strategic pillars to drive the transition to a circular and low-carbon packaging system. The Group also continues to support Ellen MacArthur Foundation's Global Commitment on Plastics, and renewed its commitment as a signatory of the Ellen MacArthur Foundation's Global Commitment 2030 in 2025. Danone's mandatory requirements, management systems and advanced practices set in the Sustainable Sourcing Policy (2024) under the Circularity – Reduce Packaging and Food Waste Principle – include and are not limited to: ■ Suppliers contribute to packaging collection, sorting, and recycling solutions to mitigate packaging materials ending up in landfill or as litter. Packaging Suppliers should increase the amount of recycled content in their products where possible; ■ packaging Suppliers partner with Danone, as relevant, to co-build a transparent circular economy of packaging by minimizing when possible the amount of product and transit packaging supplied, as well as increasing the recyclability and recycled content of packaging material; ■ packaging Suppliers integrate circularity in material selection and design processes aiming for packaging recyclability and reducing virgin plastic packaging; and ■ when using recycled packaging/materials, perform Human Rights Due Diligence in line with the OECD approach. For more details, see <i>Focus on risks relating to plastic use and Danone's preventive actions</i>.
	Prevention of risks relating to natural resource use	As part of its Danone Water Policy (2024), Danone promotes an innovative approach and integrated management to preserve water resources throughout its value chain and rethink circularity within and around the production sites. The Danone Water Policy has been updated in 2024.
	Prevention of risks of damage to natural ecosystems and biodiversity	The Sustainable Sourcing Policy (2024), the Renewed Forest Policy (2022), the Regenerative Agriculture Document (2021), Danone Regenerative Agriculture Handbook and Scorecard (2021), the Water Policy (2024) and the Packaging Policy (2018) contribute jointly to Danone's goal of combating damage to natural ecosystems and biodiversity.

Risk category	Risk	Policy
ENVIRONMENT	Prevention of risks relating to deforestation and changes in land use	The Sustainable Sourcing Policy (2024), the Renewed Forest Policy (2022) and the Regenerative Agriculture Document (2021) contribute to mitigating this risk within Danone's value chain. Through its Renewed Forest Policy (2022), Danone is committed to delivering verified deforestation- and conversion-free supply chains by 2025 and promoting a sustainable future for forests. Danone's approach to forest-risk commodities is centered on the five commodities that it considers to be key, due to their known risks and their importance to Danone's products: soy, palm oil, paper and board, cocoa, and animal feed.
	Prevention of risks of harm to animal welfare	Danone's Animal Welfare Position Paper (2018), the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) frame Danone's actions on animal welfare.
HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS	Prevention of risks of discrimination and harassment	The Human Rights Policy (2022), Global Parental Policy (2017), Anti-harassment and Discrimination Policy (2020), the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) demonstrate Danone's commitment to ensuring a workplace free of harassment and discrimination in its activities and supply chain. The updated Global Inclusion and Diversity Policy (2024) details the Group's standards and expectations regarding anti-discrimination and harassment in the workplace.
	Prevention of risks to workers' rights to freedom of association and collective bargaining	Danone's Human Rights Policy (2022), the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) reaffirm Danone's commitment to respect and strengthen human rights in its value chain. They set out Danone's responsibilities and expectations towards its business partners regarding freedom of association and the right to collective bargaining.
	Prevention of risks relating to forced labor	Danone's Human Rights Policy (2022), the Danone Sustainability Principles (2022), the Sustainable Sourcing Policy (2024) and the Declaration on Forced Labor (2018) reaffirm Danone's commitment to fight against forced labor in both its activities and supply chain.
	Prevention of risks relating to child labor	Danone's Human Rights Policy (2022), the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) reaffirm Danone's commitment to fight against child labor in both its activities and supply chain.
	Prevention of risks relating to inadequate salary and income	Danone's Human Rights Policy (2022), the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) include Danone's commitment to promote decent work by granting a living wage and at least the applicable legal minimum or standard pay in both its operations and supply chain.
	Prevention of risks relating to unreasonable working hours	Danone's Human Rights Policy (2022), the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) include Danone's commitment to securing reasonable working hours in both its operations and supply chain.
	Prevention of risks relating to precarious working conditions	Danone's Human Rights Policy (2022), the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) reaffirm Danone's commitment to promote decent working conditions in both its activities and supply chain.
	Prevention of risks relating to community displacement and land grabbing	Danone's Human Rights Policy (2022), the Danone Sustainability Principles (2022), the Sustainable Sourcing Policy (2024) and Danone's Renewed Forest Policy (2022) reaffirm Danone's commitment to respect and enforce the rights and property rights of people, indigenous peoples and local communities. All negotiations concerning their property or land, including use and transfers, adhere to the Principles of Free, Prior, and Informed Consent (FPIC), contract transparency and disclosure.
	Prevention of risks relating to a deterioration in living conditions in local communities	The Human Rights Policy (2022) reaffirms Danone's commitment to respect the populations of the communities impacted by its activities by not impeding their access to water and respecting the right to a healthy environment and healthy nutrition. Danone's various environmental policies (the Renewed Forest Policy (2022), Regenerative Agriculture Document (2021), the Water Policy (2024) and the Packaging Policy (2018)) contribute to reducing the negative environmental impacts of the Group and its value chain on people and local communities, particularly with regard to climate change, soil deterioration, access to water, deforestation and plastic pollution.



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Risk category	Risk	Policy
HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS	Prevention of risks relating to personal data	The Danone Personal Data Privacy Policy, updated in 2025, outlines the principles that all employees globally must adhere to when processing personal data of employees, consumers, patients and partners, ensuring compliance with data privacy standards. Its purpose is to guide Danone entities and third parties in responsible data handling, fostering transparency, accountability, and safeguarding individual rights while embedding a culture of privacy in every level of the organization. Third parties are expected to adhere to equivalent principles when processing personal data on behalf of Danone.
	Prevention of risks relating to inadequate professional training	As part of the FutureSkills program, in 2020, Danone signed a joint declaration with the International Union of Food Workers (IUF), which aims to give its employees the opportunity and time to develop new skills and prepare them for the jobs of tomorrow. The implementation of the FutureSkills program undergoes specific monitoring by Danone's Mission Committee, which reinforces the program's governance and emphasizes the importance of training all employees to adapt to the jobs of tomorrow. Furthermore, in 2024, Danone launched the Danone Microsoft AI Academy, dedicated to upskilling all Danone employees equipping all with the AI and digital tools needed to thrive in the new AI-driven economy. Support to farmers via training and funding opportunities, to support the positive and sustainable transformation of agricultural chains. To this end, Danone implemented the Danone Milk Academy, the Group's core upskilling program for dairy farmer partners. Danone continues to develop its regenerative agricultural practices drawing on the experience gained from previous initiatives, such as the Farming for Generations (F4G) program, now known as Partners for Growth (P4G).
HEALTH AND SAFETY OF PEOPLE	Prevention of risks relating to product safety and quality	Danone's quality and Food Safety Policy (2024) is governed by: ■ Danone Quality and Food Safety Commitments, endorsed by the Executive Committee (renewed in 2024); ■ Danone Quality Management Manual (2025), which describes the Group's operations regarding Quality and Food Safety; ■ Danone's Food Safety Policy (2023), which refers to Danone's Food Safety Management System aligned with ISO 22000 and FSSC 22000 operating guidelines. They apply to Danone, its Subsidiaries, Suppliers and Co-manufacturers worldwide.
	Prevention of risks relating to the consumption of foods with low nutritional quality	Danone's Nutritional Targets (2024), Danone's Baby Formula Marketing Standards (2024), Danone's Policy on Marketing to Children (2024), and Danone's Policy on the Nutritional Principles for the Use of Health & Nutrition Claims (2023).
	Prevention of risks relating to workers' health and safety	Danone's Human Rights Policy (2022), the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) reaffirm its commitment to respect and enforce workers' health and safety in both its activities and supply chain. Danone's Health, Safety and Well-being Policy (2024) develops a culture of safety and well-being by emphasizing the importance of preventing accidents and promoting well-being through the WISE² program.

Based on these policies, and as part of a continuous improvement approach, actions to mitigate risks and prevent severe harm have been implemented for each risk category.

4.7.2.5 Adapted actions for risk mitigation and prevention of severe harm

Actions specific to the activities of Danone and its Subsidiaries

Risk category	Risk	Actions for risk mitigation and prevention
ENVIRONMENT	Prevention of risks relating to climate change and GHG emissions	Danone rolls out measures across its value chain through eight programs, which form its Climate Transition Plan (2023). For GHG emissions from its own operations specifically, Danone works to improve its production sites' energy footprint and transition to renewable energy and electricity. More information including on the programs for its value chain is available in the <i>Focus on risks relating to Climate Change and GHG emissions and Danone's preventive actions</i> .
	Prevention of risks relating to plastic use	In 2018, Danone joined the Ellen MacArthur Foundation, as part of the first group of signatories of the Global Commitments, representing the largest voluntary effort to tackle plastic waste and pollution in the world. Danone reaffirms its commitment to continue to advance in circular packaging and is renewing its endorsement of the Ellen MacArthur Foundation 2030 Global Commitment. Participation in the Consumer Goods Forum Plastic Waste Coalition of Action, which aims to set standards and align the industry to improve plastic collection and recycling. Advocacy with the WWF and the Ellen MacArthur Foundation for an ambitious and binding UN Treaty on Plastics. Participation in the CDP plastics reporting to disclose Danone's plastic-related activities, impacts, risks and opportunities. For Danone, participating in the CDP plastics reporting helps assess potential environmental and regulatory risks. Partnership with Loop Industries to enhance closed-loop recycling for PET bottles and make it easier to recycle traditionally hard-to-recycle packaging and materials. As part of Danone's commitment to recover as much plastic as Danone uses by 2040, Danone committed voluntarily to the Circulate Capital Ocean Fund (CCOF) \$15m in 2018 in Asia, and \$15m in 2023 in Latin America and the Caribbean. In 2025 Danone committed \$20 million to the Circulate Capital Asia Fund II for South and South-East Asia region, with a focus in Indonesia
	Prevention of risks relating to natural resource use	Implementation of a fourth pillar, "Reclaim", to the 3R strategy (Reduce, Reuse, Recycle) described in Danone's Water Policy (2024). Deployment of 4R roadmaps and action plans in all production sites, to optimize water usage and reinforce second life for water. More concrete examples in targeted countries are available in section 4.3.3 <i>Water resources (ESRS E3)</i>. A similar 4R strategy is also applied to packaging waste management, with the aim of recovering and reclaiming waste to achieve the target of zero-waste landfill by 2025. Continued rollout of the Sustainable Protection and Resource Managing (SPRING) tool, a customized framework designed to empower factory teams to lead collective water stewardship efforts. Energy in Danone's direct operations accounts for around 4.4% of the Group's total carbon footprint. This is the area where Danone has direct control and has made significant strides in its energy-related efforts. As part of Danone's 1.5 °C approved scopes 1 and 2 energy and industrial science-based target, Danone has committed to go even further, with a goal of reaching a 46.3% reduction on scopes 1 and 2 between 2020 and 2030. Danone has launched the Re-Fuel program, an ambitious energy excellence and decarbonization initiative to increase energy efficiency as well as the use of renewable thermal energy and renewable electricity at its production sites.



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Risk category	Risk	Actions for risk mitigation and prevention
ENVIRONMENT	Prevention of risks of damage to natural ecosystems and biodiversity	All the measures taken by Danone to prevent risks relating to climate change and GHG emissions related to the use of natural resources or deforestation contribute to Danone's goal of combating damage to natural ecosystems and biodiversity.
	Prevention of risks relating to deforestation or conversion and changes in land use	Strengthening of commitments to fight against deforestation and the conversion of natural ecosystems through the Renewed Forest Policy (2022). This policy focuses on three commitments: traceable and verified deforestation- and conversion-free supply chains (Clean Supply Chains) by 2025, responsible Suppliers and Subcontractors by 2025 and support for projects and coalition for the restoration of natural ecosystems by 2030. The Group applies the deforestation- and conversion-free principle to its own operations and implements the policy in its supply chains (see section on Suppliers and Subcontractors below).
	Prevention of risks of harm to animal welfare	Rollout of a clear, time-bound action plan for non-compliant farms, built upon the five freedoms of animal welfare. Collaboration with the international NGO Compassion in World Farming (CIWF) to develop animal welfare roadmaps. Partnerships with upstream farm suppliers through the global Partner for Growth program to drive projects that improve animal health and welfare. Through its global Partner for Growth program, Danone co-creates transformative initiatives with upstream farm suppliers to advance animal health, welfare, and sustainability – reinforced by its collaboration with CIWF to build science-based welfare roadmaps across its supply ecosystems.
HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS	Prevention of risks of discrimination and harassment	■ Global human rights risk mitigation and prevention through the HRDD process. ■ Mitigation and action plans systematically developed locally to address the findings from audits and self-assessments. ■ Dedicated Group-wide governance and tracking process in place involving senior management. ■ Training and upskilling on human rights: In 2025, mandatory training for all employees in addition to ongoing upskilling of the country Business and Human Rights Leaders (incl. annual in person Human Rights Campus and Global team visits in key countries). ■ Working collectively on human rights with peers, in particular through the Consumer Goods Forum (CGF) Human Rights Coalition. ■ Membership of the LEAD Network, a non-profit organization which aims to advance women's careers, gender equality and inclusion in the Consumer Goods and Retail sector through annual conferences, educational opportunities and mentoring support. ■ 2024 global membership to the Business Disability Forum, a non-profit organization bringing businesses, people with disabilities and policymakers together. ■ New global partnership with Disability:IN, a leading non-profit resource for business disability inclusion, providing counsel, educational opportunities and sharing of best practices on disability inclusion in the workplace. ■ Mandatory e-learning programs and/or in-person training for all employees on anti-harassment and discrimination.

Risk category	Risk	Actions for risk mitigation and prevention
HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS	Prevention of risks to workers' rights to freedom of association and collective bargaining	Global human rights risk mitigation and prevention through the HRDD process presented in <i>Prevention of risks of discrimination and harassment</i> in section <i>Prevention of risks of discrimination and harassment</i> above Translation into different languages and rollout of the framework agreements signed between Danone and IUF in each subsidiary. Joint site visits with the IUF to verify the application of agreements and the quality of social dialogue (eight visits in 2025, and 88 since 2009). Application of the neutrality agreement signed in 2019 with unions in the United States, having enabled the recognition of unions and the signing of collective agreements at all Danone industrial sites in the country. Danone launched a Social Dialogue e-learning module in 2024 to build foundational knowledge on employee rights, trade union representation, and the Danone-IUF agreements. It includes practical guidance, historical context, and union testimonials. Danone actively rolled out the training in 2025, with 73.0% of the targeted population completing it. To deepen capabilities, in 2025 Danone introduced the Unions Engagement Mastery Program, starting in Europe and expanding globally in 2026. It equips Plant Directors and HR teams with advanced negotiation skills for effective collective bargaining, moving beyond theory to practical application.
	Prevention of risks relating to forced labor	■ Contribution to the Consumer Good Forum's collective effort to eradicate forced labor from the global supply chain (2016). ■ Global human rights risk mitigation and prevention through the HRDD process presented in <i>Prevention of risks of discrimination and harassment</i> above.
	Prevention of risks relating to child labor	■ Global human rights risk mitigation and prevention through the HRDD process presented in <i>Prevention of risks of discrimination and harassment</i> above.
	Prevention of risks relating to inadequate salary and income	■ Global human rights risk mitigation and prevention through the HRDD process presented in <i>Prevention of risks of discrimination and harassment</i> above. ■ Partnership with an external provider to assess Danone's own workforce is receiving a living wage in all locations where it operates. This partnership aims to ensure that no Danone employee falls below a living wage, with comprehensive assessments covering various factors influencing wages, such as local cost of living (including food, housing, healthcare, and other essential needs) and economic conditions. This external provider applies its methodology, which includes a detailed analysis of wage levels, wage structures, and local living standards, to identify any gaps and guide corrective actions if necessary. ■ Dan'Cares program, with the commitment of protecting all employees and ultimately guaranteeing quality health coverage. It is designed to cover major risks while taking into account relevant practices in the respective markets. The three major risks considered are: 1) hospitalization and surgery, 2) ambulatory care and 3) maternity care. ■ Global employee share ownership plan whereby employees in 48 countries can subscribe for new DANONE shares. ■ Contribution to state-sponsored and/or private retirement funds for employees in accordance with the laws and customs of the countries of each Danone entity.
	Prevention of risks relating to unreasonable working hours	■ Global human rights risk mitigation and prevention through the HRDD process presented in <i>Prevention of risks of discrimination and harassment</i> above.
	Prevention of risks relating to precarious working conditions	■ Global human rights risk mitigation and prevention through the HRDD process presented in <i>Prevention of risks of discrimination and harassment</i> above.



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Risk category	Risk	Actions for risk mitigation and prevention
HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS	Prevention of risks relating to personal data	■ Communication to all employees of the updated Danone Global Personal Data Privacy Policy in 2025 including appropriate protection measures. ■ Communication to all relevant functions of the “Danone Playbook for responding to Cybersecurity Incidents” to ensure proper management of cybersecurity threats and incidents by General Counsel, Cybersecurity, Crisis and Data Privacy teams. ■ Creation of a Personal Data Incident form available to all employees to declare any event they may be aware of that may qualify as a personal data breach, completing the existing Corporate Personal Data Breach Handling Procedure. ■ Implementation of a document center providing employees with document and procedure templates, aimed at achieving harmonized and compliant practices in terms of personal data protection. These include a privacy policy and cookie policy templates for informing individuals, a procedure for assessing the legality of international transfers of personal data, specific contract templates allowing Danone and its partners to organize their respective relationships and requirements around personal data protection. Danone includes necessary clauses and annexes in contracts with external partners in the form of Data Processing Agreements covering the requirements of Article 28 of the EU General Data Protection Regulation (GDPR), as well as necessary measures in consumer interactions, including transparency measures and statements of access rights. ■ Data privacy training and e-learning programs for all employees with access to a laptop to raise awareness about the importance of protecting personal data, and more specific training for EU connected employees.
	Prevention of risks relating to inadequate professional training	In 2025, Danone advanced employee development through digital e-learning, leadership programs, and technical upskilling initiatives. In June, it launched the Industry 5.0 Academy, a global center for education and innovation in advanced manufacturing technologies. The Academy delivered masterclasses, AI hackathons, and e-learning modules to equip manufacturing teams with future-ready skills. Danone also expanded its technical learning footprint by establishing Technical Academies in Europe and North America, providing operators with opportunities to upskill and reskill on production equipment and reinforce technical excellence across regions. Additionally, the Evolution Program began its global rollout, reaching Plant Leaders in over 120 factories. This blended learning initiative, combining e-learning, virtual sessions, and in-person training, focuses on leadership development and change management.
HEALTH AND SAFETY OF PEOPLE	Prevention of risks relating to product safety and quality	■ Implementation of a process to identify new developments in science, regulatory requirements, analyses and standards in terms of quality and food safety. ■ Maintenance of cutting-edge scientific capabilities, drawing on internal expertise and collaboration with international scientific institutes, universities and recognized external experts. ■ Definition and global rollout of standards and procedures containing a set of internal requirements designed to anticipate, prevent and manage quality and food safety risks. ■ Development and rollout of an internal training program on quality and food safety to increase knowledge and skills on key topics and support a strong quality and food safety culture within Danone. ■ Development and rollout of a global program to help local entities monitor, control and resolve any difficulties that may arise at their sites, thereby protecting their consumers. This system is used to analyze root causes, resolve issues, provide technical support, and define and implement corrective and preventive actions. ■ A lock system for the positive release of finished products. ■ FSC22000 certification of each manufacturing site and regular audits against internal Danone requirements. ■ Accelerated development of data and digital tools to foster process robustness and data-driven decisions. ■ Rigorous system of FSI audits for all manufacturing units.

Risk category	Risk	Actions for risk mitigation and prevention
HEALTH AND SAFETY OF PEOPLE	Prevention of risks relating to the consumption of foods with low nutritional quality	■ Driving the implementation of the Danone Impact Journey, the sustainability roadmap that embeds the "Health through Food" pillar with eight measurable commitments for 2025. Progress on these commitments is reviewed quarterly by the Impact Committee. ■ Implementation of a product renovation program focused on reducing sugar levels in products for children, with regular cross-regional coordination to monitor progress and share best practices. ■ Continuation of the program for transparency in the nutritional content of products, with regular cross-regional coordination, and in consultation with local authorities for the choice of locally relevant labeling systems. ■ Development of targeted nutrition initiatives, including the implementation of programs to address iron deficiency anemia in countries where this public health issue is most prevalent, and product fortification with essential nutrients across the relevant portfolio. For instance, the fortification approach in the plant-based portfolio aims to enrich products with essential vitamins and minerals that are often lower in plant-based diets, such as calcium, vitamin D, B2, B12, and iodine. ■ Bimonthly meetings of the network of local nutrition correspondents to inform them of existing policies and procedures, and to share the outcomes of action plans and best practices. ■ Detailed outcomes of these actions can be found in the Health Journey Report.
	Prevention of risks relating to workers' health and safety	■ Global human rights risk mitigation and prevention through the HRDD process presented in <i>Prevention of risks of discrimination and harassment</i> above. ■ Launch of the Danone's global Health, Safety and Well-being Policy (2024), which sets out its commitment to ensuring the health and safety of all employees and stakeholders, and the well-being of all Danone employees, outlining implementation guidelines to local Danone entities. ■ Implementation of the Dan'Cares program to provide health coverage for all employees. ■ Employees Assistance Program (EAP) to support employees with emotional, practical or physical issues and challenges. ■ Global rollout of the WISE² program designed to guarantee the safety of all Group employees. This program is aimed at continuously reducing the number of workplace accidents, promoting a culture of workplace health and safety at all Group sites, and ensuring compliance with standards for the most critical risk situations. ■ Network of Health and Safety managers at Danone Subsidiaries and sites ensuring compliance with the WISE² program.



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Actions specific to the activities of Danone's Suppliers and Subcontractors

Risk category	Risk	Actions for risk mitigation and prevention
ENVIRONMENT	Prevention of risks relating to climate change and GHG emissions	Danone deploys actions across its value chain through eight programs, supporting its decarbonization roadmap outlined in the Danone Climate Transition Plan (2023): ■ improving its production sites' energy footprint and transition to renewable energies; ■ producing milk sustainably; ■ sourcing ingredients sustainably; ■ transforming its packaging; ■ improving its logistics; ■ supporting co-manufacturers; ■ engaging with Suppliers and Subcontractors to decarbonize their own GHG emissions; ■ developing sustainable product offerings for its consumers. Danone's climate action is part of a holistic approach, taking into account the various aspects of social and environmental impacts. For example, the rollout of regenerative agriculture in the value chain aims not only to reduce GHG emissions, but also to support biodiversity and soil health and improve water management and animal welfare while helping farmers shift towards resilient agriculture in the face of climate change. Approaching 2050, climate change adaptation will become increasingly critical and is already so in some of the most exposed regions. More information on the eight programs, including the Supplier and Subcontractor engagement program, is available in section <i>Focus on risks relating to Climate Change and GHG emissions and Danone's preventive actions</i>.
	Prevention of risks relating to plastic use	■ Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024): informing Suppliers and Subcontractors of the Danone Sustainability Principles (2022) and then gradually of the Sustainable Sourcing Policy (2024), incorporating the requirements of the Danone Sustainability Principles (2022) or the Sustainable Sourcing Policy (2024), on a risk-based due diligence approach, into contractual clauses between Danone and its direct Suppliers and Subcontractors. The Danone Sustainability Principles (2022) cover the risk relating to plastic use and plastic pollution generated throughout the plastic life cycle: ● plastic pollution due to extraction or leaks into nature: this point is covered by the principle relating to the environmental management system; ● greenhouse gas emissions from plastic production and end-of-life plastic energy recovery: these points are covered by the principles relating to climate change and environmental management systems. The Suppliers and Subcontractors SMETA audit assesses environmental management systems on points such as compliance with applicable regulations and the granting of permits for consuming and discharging atmospheric emissions and waste management. More information can be found below in section <i>Focus on risk relating to plastic use and Danone's preventive actions</i>.
	Prevention of risks relating to natural resource use	■ Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) presented in <i>Prevention of risks relating to plastic use</i> above. ■ Development of methodology to identify farms or collection centers located in water-stressed areas and determine an appropriate approach (mitigation, adaptation or relocation of the supply source). ■ As described in the second pillar of Danone's Water Policy (2024) "preserving water resources and biodiversity of natural ecosystems around our operations", the Group mapped the most material sourcing ingredients and areas that are facing water risks and initiated a piloting phase of its supplier's engagement program to address sustainable water management across its supply chain.

Risk category	Risk	Actions for risk mitigation and prevention
ENVIRONMENT	Prevention of risks of damage to natural ecosystems and biodiversity	■ Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) presented in <i>Prevention of risks relating to plastic use</i> above. Danone expects Suppliers and Subcontractors to conduct their business in a manner consistent with the preservation of biodiversity, deforestation and conversion-free value chains, efficient water management and zero discharged pollution in own operations and supply chains.
	Prevention of risks relating to deforestation or conversion and changes in land use	■ Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) presented in <i>Prevention of risks relating to plastic use</i> above. ■ Conducting a forest risk analysis and selecting priority commodities for deforestation and conversion: Danone consulted with its stakeholder network and expert groups, considering the latest data, including the WWF Risky Business Report and the EU proposal for deforestation-free products, which came into force in June 2023. The identified key forest commodities were taken into account when drawing up the Renewed Forest Policy (2022). ■ Beyond Danone's preparation for EUDR compliance, implementation of the three commitments of the Renewed Forest Policy (2022) for priority categories: traceable and verified deforestation- and conversion-free supply chains (clean supply chains) by 2025, responsible suppliers by 2025 and support for projects and coalitions that protect and restore natural ecosystems by 2030: Palm oil ● Commitment to traceability of palm oil to plantation from 2023. Palm oil must come from plantations: whose expansion does not threaten forests, particularly High Conservation Value (HCV) forests and High Carbon Stock (HCS) forests, and tropical peatland; which protect the rights of indigenous populations and local communities; and which protect the rights of all workers; ● Commitment to using RSPO (Roundtable on Sustainable Palm Oil)-certified Segregated palm oil; ● Ten-year project launched in 2021 alongside the Livelihoods Fund for Family Farming (L3F) to help 2,500 smallholder palm oil farmers achieve a sustainable transition in Sumatra Island, Indonesia; ● Since 2018, support provided to the Siak Pelalawan Landscape Program (SPLP) in the province of Riau, Indonesia, aimed at achieving sustainable palm oil production. Paper and board ● Packaging made of recycled fibers or virgin certified (FSC, PEFC with preference for FSC) fibers; ● Commitment to traceability to the mill. Soy ● Use of certified soybeans: for example, <i>Alpro</i> brand soybeans are 100% ProTerra Segregated certified; ● Commitment to traceability, with 100% of soybeans traced directly to the plantation by 2025 in high-risk regions for deforestation and conversion; ● A country-by-country assessment of the volume and origin of soy feed consumed by dairy cows through the Cool Farm Tool. Cocoa ● Use of cocoa certified by one or more of the following programs: Rainforest Alliance, Organic, Fair Trade, Fair For Life; ● Working towards traceability of cocoa back to plantation.



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Risk category	Risk	Actions for risk mitigation and prevention
ENVIRONMENT	Prevention of risks of harm to animal welfare	■ Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) presented in <i>Prevention of risks relating to plastic use</i> above. ■ Implementation of a Danone animal welfare assessment used to evaluate farmers' adherence to animal health and welfare best practices and/or impact on the three pillars of the Regenerative Agriculture Program (2021). ■ Assessment of animal welfare for 84.0% of the direct sourced volume of fresh milk produced via the Group's animal welfare audit (vs 86% in 2024). When non-compliant practices on a farm are identified during an audit, immediate intervention is required, with follow-up audits conducted promptly to ensure swift resolution of critical issues.
	Prevention of risks of discrimination and harassment	■ Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) presented in <i>Prevention of risks relating to plastic use</i> above. Acceptance and adherence to the Danone Sustainability Principles (2022), Sustainable Sourcing Policy (2024), or provision of equivalent principles is mandatory to do business with Danone. It is the responsibility of Suppliers and Subcontractors to exercise diligence in implementing the Danone Sustainability Principles (2022), Sustainable Sourcing Policy (2024), or equivalent requirements within their own company and with their Suppliers and Subcontractors, as well as their own monitoring programs. ■ RESPECT program for direct Suppliers and Subcontractors (other than fresh milk producers): ● Supplier and Subcontractor ESG risk screening through new tool introduced in 2024, and, for those in scope, self-assessments on Sedex or EcoVadis platforms allowing for an initial risk assessment; ● selection of priority Suppliers and Subcontractors for audits. Annual audit plan (SMETA methodology) supplemented by access to audits of shared Suppliers and Subcontractors by peer companies; ● requirement to implement improvement plans. For critical non-conformities, monitoring of the process by Danone until audit closure by the auditors (validation of improvement measures) for audits of shared Suppliers and Subcontractors by both Danone and peer companies.
HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS	Prevention of risks to workers' rights to freedom of association and collective bargaining	■ Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) presented in <i>Prevention of risks relating to plastic use</i> above. ■ RESPECT program for Suppliers and Subcontractors (other than fresh milk producers) presented in <i>Prevention of risks of discrimination and harassment</i> above. ■ In a common statement with the IUF in 2005, and again in 2024, covering the fundamental social principles including Freedom of Association and the right to Collective Bargaining, Danone committed to engage with its main Suppliers and Subcontractors to have these principles fulfilled.
	Prevention of risks relating to forced labor	■ Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) presented in <i>Prevention of risks relating to plastic use</i> above. ■ RESPECT program for Suppliers and Subcontractors (other than fresh milk producers) presented in <i>Prevention of risks of discrimination and harassment</i> above. ■ Joining the Consumer Goods Forum's (CGF) collective effort to eradicate forced labor from the global supply chain (2016). ■ Assessment of the situation of external workers at Danone sites through the due diligence program deployed internally.

Risk category	Risk	Actions for risk mitigation and prevention
HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS	Prevention of risks relating to child labor	- Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) presented in <i>Prevention of risks relating to plastic use</i> above. Even when locally permitted by law, the Supplier must not hire children under 15 years old and must implement rigorous age verification checks following ILO principles. Danone strives to uphold this Principle globally, though enforcement can be challenging in regions that do not recognize ILO principles or where leverage is limited. Furthermore, young people under the age of 18 should not be hired for jobs involving dangerous work, night shifts, or work that interferes with regular educational activities. - RESPECT program for direct Suppliers and Subcontractors (other than fresh milk producers) presented in <i>Prevention of risks of discrimination and harassment</i> above.
	Prevention of risks relating to inadequate salary and income	- Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) presented in <i>Prevention of risks relating to plastic use</i> above. - RESPECT program for direct Suppliers and Subcontractors (other than fresh milk producers) presented in <i>Prevention of risks of discrimination and harassment</i> above. - Support for improving the livelihoods and conditions of farmers and agricultural workers through the implementation of projects. For instance, in Spain, a project was launched to support farmers on the verge of retiring in finding generational relay for their farms and to coach young people to become professional farmers. - Initiated by Danone Ecosystem, the HLib Bladi project supports more than 6,000 smallholders dairy farmers in Morocco through mass training sessions on fundamental dairy management practices that enables their cow productivity and milk quality and secure their livelihoods.
	Prevention of risks relating to unreasonable working hours	- Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) presented in <i>Prevention of risks relating to plastic use</i> above. - RESPECT program for Suppliers and Subcontractors (other than fresh milk producers) presented in <i>Prevention of risks of discrimination and harassment</i> above.
	Prevention of risks relating to precarious working conditions	- Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) presented in <i>Prevention of risks relating to plastic use</i> above. - RESPECT program for Suppliers and Subcontractors (other than fresh milk producers) presented in <i>Prevention of risks of discrimination and harassment</i> above. - Assessment of the situation of external workers (temporary workers and subcontractors, who are more vulnerable to precarious working conditions) at Danone sites through the due diligence program deployed internally.
	Prevention of risks relating to community displacement and land grabbing	- Supplier and Subcontractor information and engagement based on the 2022 Renewed Forest Policy, the Danone Sustainability Principles (2022), and gradually the Sustainable Sourcing Policy (2024). - RESPECT program for Suppliers and Subcontractors (other than fresh milk producers) presented in <i>Prevention of risks of discrimination and harassment</i> above.
	Prevention of risks relating to a deterioration in living conditions in local communities	The actions set out in Danone's environmental policies aim to mitigate the risks relating to a deterioration in living conditions in local communities. In addition, Danone is committed to the principles of Free Prior and Informed Consent (FPIC).
	Prevention of risks relating to inadequate professional training	Supporting farmers via training and funding opportunities, to support the positive and sustainable transformation of agricultural chains. To this end, Danone implemented the Danone Milk Academy, the Group's core upskilling program for dairy farmer partners. Danone continues to develop its regenerative agriculture practices drawing on the experiences learned from previous initiatives, such as the Farming for Generations (F4G) program, now known as Partners for Growth (P4G) (for more information, see section 4.3.1 <i>Climate change (ESRS E1)</i>).



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Risk category	Risk	Actions for risk mitigation and prevention
HEALTH AND SAFETY OF PEOPLE	Prevention of risks relating to product safety and quality	■ Implementation of actions to prevent and mitigate risks that apply to all raw materials and packaging (including plastics) and to all Suppliers: ● every supplier certified (or in the process of obtaining certification) by an independent external body following GFSI recognized (or recognized as equivalent) standards as a prerequisite for supplying Danone; ● every supplier site approved according to Danone's internal procedures. Approval can include a Quality and Food Safety audit aiming to check that the supplier site meets all requirements (legal requirements, applicable/local regulatory requirements, and Quality and Food Safety requirements set by Danone); ● every supplier site is required to deliver Danone materials and ingredients that comply with all Danone Quality and Food Safety requirements and relevant regulations for preventing chemical, biological, allergenic, nutritional, physical, and reputational risks; ● contractual agreement signed by all Suppliers covering quality and food safety requirements that apply to all raw materials and packaging; ● implementation of a lock system ensuring that the purchase of a material is only possible if the supplier is approved, the specification of the material to be delivered is approved and that the Danone production site receiving the material has provided its approval; ● implementation of a verification plan to ensure that the specific requirements for the material have been met and that the raw material or packaging is compliant. The implementation of risk prevention and mitigation actions may be slightly different in the case of farmers due to their specific characteristics. ■ Implementation of actions to prevent and mitigate risks that apply to all co-manufacturers: ● certification of co-manufacturer (or certification in progress) by an independent external body following GFSI recognized standards as a prerequisite for supplying Danone; ● co-manufacturer approval according to Co-manufacturing QFS Expectations Manual and Danone's internal procedures, including a quality and food safety qualification audit and a corrective and preventive action plan to mitigate risks prior to the launch of finished products; ● before any commercial production, signature of a contractual agreement between Danone and the co-manufacturer specifying the responsibility, obligation and liability of the co-manufacturer in the prevention and management of risks relating to quality and food safety; ● finished products manufactured according to Danone's procedures and applicable laws and regulatory requirements. All end-to-end validation, monitoring and verification activities designed to ensure product safety are formalized in the finished product specifications and General Quality Agreement signed by both parties. The relevant analyses/controls are conducted accordingly by the co-manufacturer (or Danone upon agreement) to ensure product releases are carried out in compliance with QFS and regulatory criteria, including conducting root cause analyses of product-related consumer, customer, and patient complaints and corrective and preventive actions; ● all co-manufacturer sites and laboratories regularly audited according to the Co-manufacturing QFS Audit program. ■ Danone's specifications for recycled materials are among the most demanding on the market, requiring an average investment of 18 to 24 months for recyclers. Danone has over 15 years' experience in the use of food grade recycled materials, and was one of the initiators of the development of Recycled PolyEthylene Terephthalate for food contact applications. ■ Heightened controls on products for vulnerable segments such as early life nutrition and adult medical nutrition, subject to external FSI audits and regulatory compliance audits such as China GB ^(a).
	Prevention of risks relating to workers' health and safety	■ The WISE² program and related audits are applicable to outside workers at Danone sites. In particular, WISE² includes a contractors' element and third parties and interims are directly included in Danone's employee safety performance. ■ Rollout of the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (2024) presented in <i>Prevention of risks relating to plastic use</i> above. ■ RESPECT program for direct Suppliers and Subcontractors (other than fresh milk producers) presented in <i>Prevention of risks of discrimination and harassment</i> above.

(a) GB is the abbreviation for Guobiao (国家标准), which translates to "National Standard" in Chinese.

Focus on risks relating to climate change and GHG emissions and Danone's preventive actions

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Background

Climate change is a profound and systemic challenge. It is happening now and accelerating, generating a multitude of global challenges, such as biodiversity loss, water scarcity, as well as considerable negative social impacts. The food sector holds a key role in fighting climate change and in transitioning toward a low-carbon economy.

Danone recognizes the importance and urgency of addressing climate challenges, as well as the environmental and human impacts of extreme weather events linked to climate change. For this reason, Danone has adopted science-based greenhouse gas emission reduction targets across its value chain, aligned with the pathway to 1.5 °C by 2030, and has also submitted science-based targets to achieve Net-Zero emissions by 2050. The scope covers greenhouse gas emissions from scopes 1, 2 and 3, notably from the production of its farms, its operations and the packaging processing facilities after the consumption of its products.

Governance

To achieve its ambitious goals, the Group recognizes the need to engage all its internal functions, along with external stakeholders.

Danone's approach to contributing to combating climate change is supported by the Chief Executive Officer, the Chief Operations Officer, the Chief Sustainability and Strategic Business Development Officer, the General Secretary, and the Group Deputy CEO in charge of Finance (CFO), Technology & Data. It is integrated into all functions and levels of the Group (global, regional and national) with the support of:

- the SVP Cycles & Procurement, whose role is essential in deploying the CO₂ emissions reduction strategy with Suppliers and Subcontractors, given that procurement categories represent nearly 95% of Danone's total emissions;

- the Chief Sustainability Officer (CSO), in charge of overseeing the Group's overall approach to climate change management;
- the VP Investor Relations and Sustainable Finance whose team plays a central role in the measurement, monitoring and reporting of climate-related issues.

In addition, the Group regularly assesses its progress in terms of climate action, notably through the Global Impact Steering Committee, responsible for overseeing the implementation of the Danone Impact Journey strategy, in particular the eight climate-related programs and the program to combat deforestation.

Furthermore, operational governance has been established at Group level to implement the climate priorities of the Nature pillar of the Danone Impact Journey.

Partnerships and collective initiatives

Danone collaborates with various stakeholders, such as governments, regulators, scientific experts, international organizations, NGOs and other companies, to work toward the Paris Agreement objectives. The Group recognizes that collective action is essential to limit global warming to 1.5 °C. The following initiatives represent Danone's main stakeholders in its fight against climate change:

- **Business Ambition for 1.5 °C:** Danone is actively engaged in this initiative, which promotes targets to limit global warming to 1.5 °C;
- **Science Based Targets initiative (SBTi):** Danone works closely with this corporate climate action organization to develop guidelines for companies in the forest, land and agriculture sector, known as FLAG guidance;
- **We Mean Business Coalition:** Danone collaborates with this advocacy coalition aimed at taking action on climate change and working towards halving global emissions by 2030 in line with the 1.5 °C pathway;
- **Dairy Methane Action Alliance (DMAA):** In 2023, Danone supported the creation of a strategic partnership with Environmental Defense Fund (EDF), which leads the Dairy Methane Alliance, to support its ambitions to reduce methane emissions and drive collective action within the dairy industry;
- **CDP:** Danone tracks and assesses its progress on climate and environmental issues through partners such as the CDP, an international non-profit organization whose rating system is recognized as the world's leading standard for corporate environmental transparency.

As well as partnering with organizations on climate transition, Danone also works with various stakeholders on cross-cutting climate-related issues such as agriculture, water, biodiversity and forests, and participates in several industry civil society organizations. A non-exhaustive list is shown in the table below:

Categories	Stakeholders
Agriculture, water, biodiversity and forest related platforms	■ One Planet Business for Biodiversity (OP2B): Danone is a founding member of OP2B, a business coalition focused on scaling up regenerative agriculture practices to protect soil health, developing product portfolios to boost cultivated biodiversity and increase the resilience of the food and agriculture models, eliminating deforestation and enhancing the management, restoration and protection of high value natural ecosystems. ■ Ramsar: Danone has been a partner of the Ramsar Convention on Wetlands since 1998, with the aim of facilitating and promoting the sustainable conservation and wise use of wetlands as ecosystems that are essential for the stabilization of the hydrological cycle as well as climate adaptation and mitigation. Through three main collaborative workstreams, Danone has (i) helped secure the Ramsar sites (impluvium d'Évian, Villaviencio Natural Reserve), (ii) supported wetland conservation best practices through the <i>evian</i> Special Prize (nine editions), and (iii) contributed to scientific knowledge dissemination and upskilling on the role of wetlands through joint publications and tool developments. ■ Sustainable Agriculture Initiative (SAI): Danone co-founded the SAI Platform in 2002 to promote regenerative agriculture practices and the transformation to sustainable food systems. ■ CGF's Forest Positive Coalition (FPC) of Action: Danone actively participates in this coalition as a member of the steering committee and three working groups on raw materials (palm oil, soy and paper). ■ Water Resources Coalition (WRC): Danone, as a member of the WRC, actively engages in preserving the world's freshwater resources. The WRC focuses on collective action in water-stressed basins and sets ambitious, quantifiable goals to ensure sustainable water management. Danone contributes significantly to these efforts by participating in the development of the Net Positive Water Impact Guidance and other water related task forces such as Standardized Metrics and Collective Action Taskforce, which aims to address water challenges in 150 water-stressed basins globally.
Non-governmental organizations (NGOs)	■ Environmental Defense Fund (EDF): in 2023, Danone and EDF launched a strategic partnership to improve understanding of science, explore new financing model and build ideas for public policy to support farmers transitioning to new management practices. This effort complemented Danone's industry leading commitment to reduce methane from fresh milk used in dairy products by 30% (vs 2020). To support collective action within the dairy industry, EDF launched the Dairy Methane Action Alliance (DMAA) with Danone as an original member. Members of the alliance disclose methane emissions and Danone created its first Dairy Methane Action Plan under its guidance. The International Dairy Federation acknowledged the success of DMAA with an innovation award in 2025. ■ Global Methane Hub (GMH): Danone has joined GMH's R&D Accelerator to reduce methane emissions through innovation. This R&D effort aims to increase coordinated research to drive new commercial solutions to help dairy farmers reduce their methane emissions.

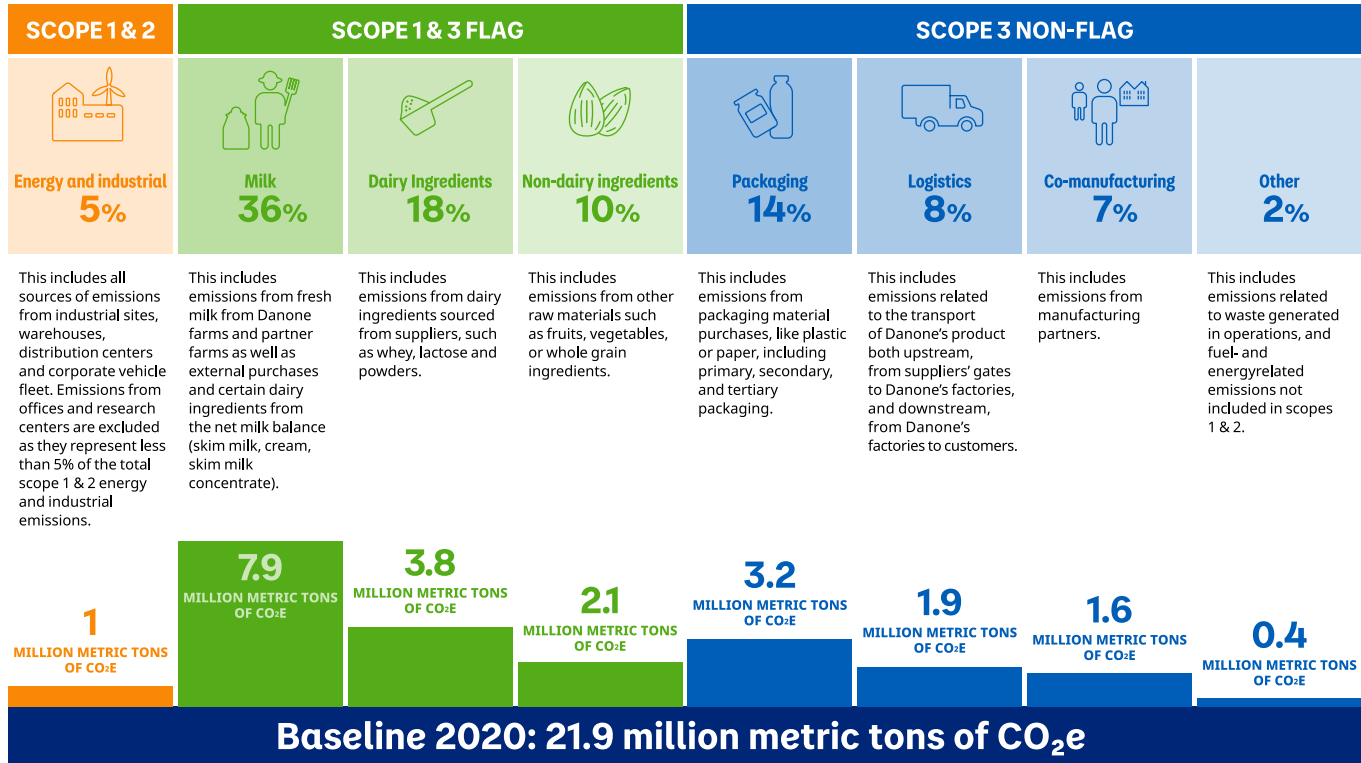
Carbon footprint

As part of its short-term targets aligned with the science-based 1.5 °C pathway approved by SBTi, Danone is committed to reducing its annual net emissions from 21.9 million metric tons of CO₂ equivalent in 2020 to 14.3 million metric tons of CO₂ equivalent by 2030.

Danone is determined to achieve this target while continuing to develop its activities and make progress on its roadmap, which is based on its eight programs constituting its Climate Transition Plan (2023) and

supported by its program to combat deforestation. The emissions projected in the baseline scenario for 2030, although theoretical, incorporate the evolution of Danone's emissions trajectory in recent years, thus demonstrating the effective integration of decarbonization initiatives into its operating model.

Danone's greenhouse gas emissions, included in the SBTi targets, in millions of metric tons of CO₂ equivalent vs its 2020 baseline, are broken down as follows:



Danone's carbon footprint covers its scope 1, 2 and 3 emissions. Its scope 3 emissions are particularly high. For this reason, the Group is stepping up its actions on issues linked to agriculture and packaging, where the risks and challenges are particularly significant for its activities and supply chain.

Risks identified

Current global greenhouse gas emissions are heading towards global warming exceeding the goals of the Paris Agreement. This reality poses many risks for Danone, its supply chains and its consumers. These risks include environmental, health and social risks:

- climate change, loss of biodiversity, soil depletion, water scarcity and flooding are closely linked and need to be addressed together. A silo approach may result in investments that are ultimately counterproductive, leading to a negative impact on biodiversity, water resources and local communities. A non-material approach may also result in failing to mitigate the risks generated by Danone, which must deploy its actions across its entire value chain, with a particular focus on its scope 3 agricultural emissions;
- climate change also results in risks to the health, livelihoods, well-being and dignity of billions of individuals worldwide, particularly risks to the right to life, to food and water, to health and to decent work. Water resources are particularly affected by the consequences of climate change, yet they remain fundamental for human health as they involve drinking water, sanitation and hygiene;
- climate change may exacerbate social and economic inequalities, disproportionately affecting vulnerable groups, such as small-scale farmers, children, women and indigenous peoples.

Commitments and targets

As part of its sustainability strategy – the Danone Impact Journey – Danone aims to reduce its greenhouse gas emissions (1.5 °C target) and lead the way on dairy methane reduction.

To achieve this, Danone committed to reducing its absolute emissions by 34.8% by 2030, from a 2020 baseline year, with the following targets validated by the Science-Based Targets initiative:

- reduce absolute scope 1 and 2 GHG emissions by 46.3% by 2030 from a 2020 base year;
- reduce absolute scope 3 GHG emissions by 42% by 2030 from a 2020 base year;

- reduce absolute scope 1 and 3 Forest Land and Agriculture (FLAG) GHG emissions by 30.3% by 2030 from a 2020 base year;
- reduce absolute methane emissions from fresh milk used in dairy products by 30% by 2030 (vs 2020).

In 2024, Danone also committed to reaching Net-Zero greenhouse gas emissions across the value chain, with the following targets validated by the Science-Based Targets initiative:

- Energy and Industry: Danone commits to reducing absolute scope 1, 2 and 3 GHG emissions from purchased goods and services, fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, downstream transportation and distribution, and end-of-life treatment of sold products by 90% by 2050, from a 2020 base year. The target includes land-related emissions and removals from bioenergy feedstocks;
- FLAG: Danone commits to reducing absolute scope 1 and 3 FLAG GHG emissions by 72% by 2050, from a 2020 base year. The target includes FLAG emissions and removals.

Roadmap and action plan

To achieve its ambitious targets, the Group has worked on a clear and concrete roadmap for reducing its emissions, built around eight strategic programs, published in the Climate Transition Plan in 2023.

The first six programs cover its entire value chain: operations, milk, ingredients, packaging, logistics and co-manufacturing partners.

The last two programs are cross-functional, aimed at accelerating the decarbonization of Danone's entire value chain, such as the Supplier and Subcontractor engagement program and the program on the design and management of low-carbon product portfolios, which aims to integrate carbon footprint reduction from the design stage of the Group's products.

Program	Actions	Examples
1. DIRECT OPERATIONS (~5% OF DANONE'S GHG EMISSIONS, 2020)	Danone's Re-Fuel program aims to reduce its GHG emissions from scope 1 & 2 by 46.3% between 2020 and 2030. It is based on 1) improving the Group's energy efficiency by equipping sites with tools and practices to maximize energy efficiency, 2) sourcing 100% of electricity from renewable sources and transitioning to renewable thermal solutions such as biomass, electrification, heat pumps and biomethane.	In Morocco at Fkih Ben Saleh a biomass boiler, alongside onsite solar panels and loadshifting chilled water, unlocked a 79% CO₂ reduction versus 2023. Heat pumps were installed across sites in Belgium, Canada, China, Poland and Spain aiming to reduce CO₂ emissions. In China all factories operate with 100% renewable electricity and 6 "green factories" were recognized by China's Ministry of Industry and Information Technology.
	The Group's global, regional and local teams work hand in hand with farmers, suppliers and technical partners to support farmers and develop action plans and roadmaps for continuous improvement toward more resilient, sustainable and economically viable farms. These roadmaps are tailored based on where the farms stand in their regenerative agriculture and decarbonization journeys, and what the farms' challenges are, in order to prioritize improvement practices, bearing in mind trade-offs and co-benefits. To that extent, regular monitoring is put in place to establish a clear understanding of where farms in the supply chain are currently placed in their regenerative agriculture transition journey and what steps Danone needs to take to support them to go further. This also allows for increased supply chain transparency and enables continuous improvement.	In France, Danone Ecosystem launched in 2017 the <i>Les 2 Pieds sur Terre</i> program, to help farmers improve soil health and achieve a 15% reduction in GHG emissions within a decade, while increasing their revenue. The project supports farmers by measuring their carbon footprint on their farm (using the CAP2ER tool), co-designing customized action plans with them and providing access to technical and financial support for their implementation. In 2025, the project trained 396 farmers via more than 21h trainings, and enabled 550 farmers to increase and secure their revenues thanks to the project. In 2023, Danone committed to a global action plan to reduce methane emissions from the fresh milk in dairy products by 30% in absolute terms by 2030 (from the 2020 baseline). The target represents the equivalent of 1.2 million metric tons of carbon dioxide by 2030. To achieve this goal, Danone: ■ supports dairy farmers in implementing sustainable and regenerative agriculture practices and developing innovative solutions; ■ collaborates and partners with peers, governments and organizations such as the Environmental Defense Fund to develop innovation, accountability and advance financing models; ■ engages in dialogue with public authorities to improve methane policies, share data and information on methane, support research and funding, and facilitate the transition to regenerative dairy practices.



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Program	Actions	Examples
3. INGREDIENTS (18% OF DANONE'S GHG EMISSIONS, 2020)	To reduce the environmental impact of its dairy and non-dairy ingredients, Danone is focusing its efforts on four areas: 1. strengthening Danone's sustainable sourcing through advanced requirements as part of the Sustainable Sourcing Policy (2024); 2. engaging its suppliers to implement actions to reduce GHG emissions, by including carbon reduction targets in contracts; 3. accelerating decarbonization efforts, deploying regenerative agriculture practices and increasing supply chain resilience by partnering with its suppliers; 4. combating deforestation – see below.	Danone and Leprino have extended their existing business relationship for the supply of dairy ingredients by signing a multi-year partnership focused on decarbonization and supply chain resilience. This agreement aims to reduce on-farm emissions on dairy farms in the United States, mostly through the implementation of manure-management practices. The first significant project involves the installation of BioFiltro's wastewater treatment technology. The objective is not only to reduce greenhouse gas emissions but also to significantly improve farm resilience, in particular by making improvements related to water, soil health, and nutrient management and planning.
	Danone aims to source from traced and verified deforestation- or conversion-free value chains by 2025 for direct priority commodities of the Renewed Forest Policy (2022). Danone has defined three pillars as part of its Renewed Forest Policy in 2022 (clean supply chain, responsible Suppliers, regeneration) and specific performance indicators. Danone releases an annual report on forest-related topics to show the progress achieved on each of these indicators. Danone adheres to the methodology and definitions of the Accountability Framework Initiative, through consensus between civil society and NGOs. Over the last three years, Danone has strengthened its traceability and verification processes. All its data on key forest products are collected and verified by external partners: the Earthworm Foundation (for palm) and 3keel (for other products). The goal is to assess Supplier and Subcontractor performance in delivering traceable and verified Deforestation and Conversion Free (vDCF) products, obtain traceability information to determine the nearest or current (if possible) location of product production, identify Suppliers who do not comply with Danone's policy and work with them to achieve transparent and verified DCF supply chains.	Danone acknowledges the importance of third-party certification programs for specific value chains and supports such certification programs for its own supply chains whenever feasible. 2025 results: 94.0% of palm oil was sourced RSPO Segregated and 2.0% was certified RSPO Mass Balance (in 2024, 97% of palm oil was certified Segregated, with 2.2% in Mass Balance).

Program	Actions	Examples
4. PACKAGING (14% OF DANONE'S GHG EMISSIONS, 2020)	Regarding packaging, Danone had three objectives: ■ 100% reusable, recyclable or compostable packaging by 2030; ■ halve the use of virgin fossil-based packaging by 2040, with a 30% reduction by 2030 vs 2020, accelerating reuse and recycled materials; ■ lead the development of effective collection systems to recover as much plastic as it uses by 2040. As mentioned in section 4.1 <i>Introduction</i>, the packaging KPIs target towards 2030 will evolve as part of the Danone Impact Journey Phase 2 (refer to section 4.1.3 <i>Danone Impact Journey Phase 2 towards 2030</i> for complete information). To reduce GHG emissions related to packaging, Danone focuses its efforts on the following areas: 1. shift to lower-carbon materials; 2. packaging optimization to reduce weight and/or eliminate unnecessary packaging; 3. improved packaging end-of-life; and 4. value chain engagement by engaging Suppliers and Subcontractors to reduce their emissions, notably by using renewable energy in their manufacturing processes More information on plastics is available in <i>Focus on risks related to plastic use and Danone's preventive actions</i>.	■ In 2025, 84.9% of Danone packaging was reusable, recyclable or compostable (85% in 2024). For plastic packaging, this proportion represented 76.6% (vs 75.9% in 2024). ■ 8.1% reduction in the use of virgin fossil-based packaging between 2020 and 2025 (vs 8.0% in 2024). In 2025, the Group achieved the following results for recycled materials: ■ 18.6% recycled materials on average in its plastic packaging (compared with 16.8% in 2024), 33.0% recycled PET (rPET) used on average by the Waters category (compared with 29.2% in 2024).
5. LOGISTICS (8% OF DANONE'S GHG EMISSIONS, 2020)	To reduce its GHG emissions related to logistics, Danone is focusing its efforts on the following areas: ■ optimizing its operations and improving efficiency, for example by optimizing truck filling rates and pallet density; ■ transitioning to less carbon-intensive modes of transport, such as rail or multimodal transport; ■ improving the energy efficiency of its logistics partners' distribution centers; ■ adopting new technologies such as electric vehicles. ■ Maximizing direct to customer logistics for high volume products to avoid multiple transport legs – e.g. 60% direct dispatches in Europe Waters business.	By introducing double-deck trailers, Danone aims to optimize loading capacity, reduce emissions and significantly reduce the environmental impact of its logistics operations. These improvements generally lead to a reduction in CO₂ emissions of between 15% to 50% (projects in Spain and in Mexico). Using biofuel (HVO) for local deliveries in Sweden reduced emissions by up to 80%. Electric vehicles are being piloted in Germany through a strategic partnership with Danone's main logistics provider in the country. By delivering Waters to customers in France using train network, Danone has reduced its road transport emissions. Small electric vehicles have been introduced for dairy deliveries in Egypt, marking the beginning of a pilot program to test and learn from this new technology



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Program	Actions	Examples
6. CO-MANUFACTURERS (7% OF DANONE'S GHG EMISSIONS, 2020)	Co-manufacturers are partners manufacturing or packaging products on behalf of Danone. To reduce the GHG emissions related to these partnerships, Danone: ■ encourages its partners to adopt science-based GHG emission reduction targets aligned with the 1.5 °C pathway, in line with Danone's targets; ■ encourages its partners to activate similar levers to its own for reducing GHG emissions in its direct manufacturing processes.	■ Danone has purchased Renewable Energy Certificates (RECs) to support clean energy initiatives in the United States; ■ Danone has worked on direct-to-customer shipments in the United States to decrease delivery distance. The focus is on supporting co-manufacturers in optimizing energy and waste management processes. In Europe, co-manufacturers have developed an initial network of electric trucks for logistics transport.
7. ENGAGE SUPPLIERS AND SUBCONTRACTORS (CROSS-CUTTING PROGRAM COVERING 95% OF GHG EMISSIONS)	Danone mobilizes its resources to engage its entire value chain on the journey to decarbonization. This cross-cutting plan supports all its programs. Danone engages with its Suppliers and Subcontractors by focusing on the following areas: ■ supporting and working with Suppliers and Subcontractors to increase their capacity to reduce GHG emissions; ■ improving transparency, such as sharing information on GHG emissions and continuous improvement; ■ incorporating climate commitments in contracts, developing partnerships, including co-investments and joint projects; ■ developing relationships with new Suppliers and Subcontractors who can deliver lower carbon footprints.	Danone has actively engaged with ingredient Suppliers, through on-the-ground supplier meetings and workshops to support Suppliers in their sustainability and decarbonization journey. Danone is a founding member of the Sustainable Dairy Partnership, a platform to promote transparency across the dairy value chain. By the end of 2025, 83.0% of Danone's Suppliers (by volume) were part of the Sustainable Dairy Partnership. Alongside the Sustainable Sourcing Policy (2024), 50.0% of Danone's dairy ingredient volumes were covered by contractual or agreed upon GHG emission reduction targets.
8. PRODUCT DESIGN AND MANAGEMENT OF LOW-CARBON PORTFOLIOS	Danone acknowledges that actions to decarbonize its existing activities must be accompanied by reflection on product design and its business operations. As a consequence, Danone has launched a program on product design and low-carbon portfolio management. The main priorities are: ■ integrating GHG indicators into innovation and renovation processes; ■ developing innovative, less carbon-intensive packaging and formats; ■ developing lower-carbon ingredients for dairy and plant-based products, including hybrid products; ■ promoting innovation and new disruptive technologies; ■ managing the portfolio in a way that optimizes both economic and carbon aspects, while delivering superior products to consumers and patients in line with its mission of bringing health through food to as many people as possible. This entails working together with the full ecosystem of Suppliers and Subcontractors, distributors and other partners to create competitive conditions for less carbon-intensive products.	The acquisition of the plant-based products portfolio, including the flagship <i>Silk</i> and <i>Alpro</i> brands, has made Danone a world leader and pioneer in plant-based products. Since 2017, the dairy products category has been transitioning towards regenerative, less carbon-intensive agriculture. With respect to Specialized Nutrition, Danone has developed hybrid products that provide nutritional value for consumers and patients while reducing their carbon footprint. 45% of water volumes are already offered in a reusable format. In 2024, Danone began rolling out HowGood's product footprinting solution. This solution automates and streamlines carbon footprint calculations for Danone's products. Leveraging a comprehensive database of over 90,000 emission factors, the platform provides dynamic life cycle assessments (LCAs) that are continuously updated with the latest scientific research. HowGood has been certified by Carbon Trust in August 2025.

Results

In 2019, Danone estimated that it had reached the peak of its scope 1, 2 and 3 emissions, five years ahead of its original target (2025). Since then, the Group's emissions have continued to decrease. In 2025, total emissions across its entire value chain amounted to 18,609 kt CO₂e (compared with 27,179 million t CO₂e in 2019).

The largest portion of emissions is generated by scope 3, representing 96.0% of total emissions (*i.e.* 17,863 kt CO₂e in 2025, 18,984 in 2024), while scopes 1 and 2 cover only 4.1% (*i.e.* 697 kt CO₂e for scope 1 and 49 kt CO₂e in 2025 for scope 2, respectively 685 and 122 kt CO₂e in 2024).

Scope 3 emissions related to milk purchases are the most significant, representing 31.7% of SBT scope emissions, notably due to methane emissions from the supply of fresh milk used in dairy products. Therefore, Danone has made it one of its priorities to decarbonize its value chain, achieving a 29.8% reduction in methane emissions in 2025 compared to 2020 (25% in 2024).

Furthermore, in 2025, Danone purchased 42.0% of its key ingredients directly from producers who started their transition to Regenerative Agriculture Program (2021) (target initially set at 30% by 2025 as part of its Danone Impact Journey strategy).

The table below presents a non-exhaustive list of the Group's key results related to combating climate change:

	2024	2025	Target
Total scope 1 emissions (<i>in kt CO₂e</i>)	685	697	(46.3)% in 2030 for scope 1 & 2 Energy and Industrial
Total scope 2 emissions (market-based) (<i>in kt CO₂e</i>)	122	49	(30.3)% in 2030 for scope 1 & 3 FLAG
Total scope 3 emissions (<i>in kt CO₂e</i>)	18,984	17,863	(42)% in 2030 for scope 3 Non-FLAG compared to 2020 excl. EDP Russia base year
Total scopes 1, 2 & 3 emissions (<i>in kt CO₂e</i>)	19,803	18,609	Net-Zero in 2050 (SBTi)
Total methane emissions (<i>in kt CO₂e</i>)	3,054	2,870	(30)% in 2030 vs 2020
Total percentage of renewable electricity	85.7%	94.2%	100% in 2030
Total percentage of renewable energy	41.1%	43.9%	35% renewable thermal energy by 2030 50% renewable energy by 2030



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Focus on risks relating to plastic use and Danone's preventive actions

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Background

Whether it is paper, glass, metal or plastic, packaging is of paramount importance for the food and beverage sector, guaranteeing the safe delivery of products to consumers, while protecting and preserving their quality, ensuring their transport and storage, and contributing to the reduction of food waste.

Since the 1970s, plastic materials have gradually emerged as the most widely used material by the industry: lighter yet still strong and highly protective, more functional and practical for consumers and distributors, less energy-intensive than glass, plastic has notably become the standard for food and beverages. As a leader in natural mineral water and spring water, and essential dairy and plant-based products, Danone, like other Food and Beverages companies, has become a major user of plastic packaging, and one of the main users in certain countries and regions.

However, the widespread use of plastic packaging combined with inadequate end-of-life management, has caused many impacts on society on a large scale. The increasing awareness (which has accelerated in recent years) of the impact of plastics on environmental pollution and, more broadly, of the risks it poses to the climate, soil, water and human rights, has led Danone to firmly commit for several years to structured action plans aimed at reducing the use of plastic packaging, improving the circularity of plastics that cannot be eliminated to date, and recovering what is not kept in circulation.

These objectives are both challenging and complex to achieve. They entail, simultaneously and concomitantly, systematically exploring new technical solutions, developing new business models, promoting new usage and engaging in a comprehensive ecosystem, encompassing

either economic or regulatory aspects. Some actions can be implemented immediately, while others cannot or will only have an impact in the medium to long term. Some will be transitional while awaiting better solutions, while others will be definitive. Nevertheless, committing to this pathway is a priority for Danone.

Governance

At Danone, a team focuses on packaging circularity, working in cooperation with the Research and Innovation, Operations and Procurement functions and the General Secretary team.

Danone's General Secretary team oversees regulatory monitoring at both national and regional level and conducts an annual global assessment of policy trends and upcoming developments.

Partnerships and collective initiatives

The key functions mentioned above dedicated to the circular economy of packaging are involved in ongoing external dialogue and partnerships with key stakeholders including expert groups, Suppliers and Subcontractors, governments and civil society, including non-governmental organizations (NGOs). For Danone, the aim of this dialogue is to understand its risks and opportunities, monitor its impact and co-develop its packaging strategy. Danone consults a large number of stakeholders on its environmental strategy (some of whom are mentioned in section 4.7.1.3 *Stakeholder dialogue* of this *Vigilance Plan*). Its main partners in the circular economy of packaging are:

- the **Ellen MacArthur Foundation**, through initiatives such as the New Plastics Economy and the Global Commitment on Plastics, led by the Ellen MacArthur Foundation in collaboration with the United Nations Environment Program;
- the **Consumer Goods Forum Plastic Waste Coalition of Action** (CGF PWCoA), of which Danone is a member, which aims to set standards to improve plastic collection, reuse and recycling;
- the **Business Coalition for a Global Plastics Treaty**, led by the Ellen MacArthur Foundation and the World Wildlife Fund (WWF), bringing together companies and financial institutions committed to supporting the development of an ambitious, effective and legally binding treaty within the United Nations to put an end to plastic pollution.

In addition to the three main stakeholders mentioned above, Danone also works with various other partners to develop its packaging and plastics strategy. A non-exhaustive list is shown in the table below:

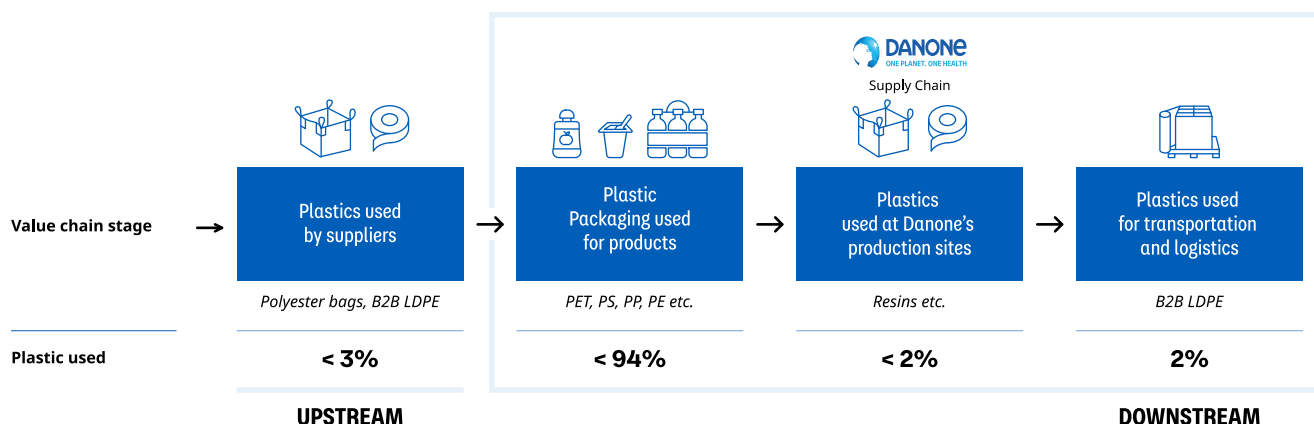
Categories	Role	Stakeholders
Industry alliances/coalitions	Collaborating on common challenges and pre-competitive solutions, covering various aspects from design to implementation such as standardization	Consumer Goods Forum, Ellen MacArthur Foundation New Plastics Economy, Business Coalition for a Global Plastics Treaty
Trade associations	Informing and co-developing advocacy positions and actions	UNESDA, Natural Mineral Waters Europe (NMWE), Food Drink Europe (FDE), etc.
Public authorities and political decision-makers	Participating in the definition of requirements for plastics processing, developing strategies, policies and actions to meet them	United Nations Development Program, United Nations Environment Program, European Union officials, national and local political decision-makers in countries where Danone operates
Distributors	Engaging and collaborating on common challenges and shared solutions (such as the adoption of new reuse models and the introduction of Deposit Return Schemes), including consumer involvement.	Walmart, Tesco, Carrefour, etc.
Suppliers and Subcontractors	Advising and collaborating to rethink packaging in favor of reuse and recycling	Tetrapak, GPI, Amcor, etc.
Collection and sorting organizations	Engaging and collaborating on challenges and opportunities to improve collection, recycling and reuse infrastructure (formal and informal)	Extended Producer Responsibility (EPR) organizations in countries where Danone operates (e.g. CITEO in France, Circular Action Alliance in the United States, IPRO in Indonesia), Impact funds like Circulate Capital, Closed Loop Fund (in the United States)
Non-governmental organizations (NGOs)	Identifying challenges and/or opportunities related to plastic footprint and proposing actions and solutions to mitigate them	World Wildlife Fund, Ellen MacArthur Foundation, CDP, The Recycling Partnership (in the United States)
Innovation partners/startups	Advising and collaborating to develop innovative solutions to reuse and recycling challenges	LOOP INDUSTRIES, Perfect sorting, HOLYGRAIL 2.0

Plastic footprint

Currently, plastic represents around 49.2% of Danone's packaging. Danone conducts every year an internal assessment of the presence of plastic in its operations and identified its usage at virtually every stage of the value chain: from some of its Suppliers and Subcontractors upstream in its production sites to downstream in its logistics operation for product delivery to customers. The assessment shows that over 93% of the plastics in Danone's value chain come from packaging used to contain and protect its products.



ASSESSMENT OF PLASTICS IN DANONE'S VALUE CHAIN (IN 2025)



- Upstream, plastic packaging is used by Danone's Suppliers and Subcontractors to ship raw materials to Danone's production sites, mainly in the form of polyester bags and polyethylene film.
- The plastic packaging purchased is used to safely contain Danone's products in accordance with current regulations and make them available to consumers. The Group has mapped primary and secondary plastics such as plastic bottles, films, caps and labels, yogurt pots and beverage cartons. Since this packaging accounts for more than 93% of the plastic used, it has been identified as the main risk to be mitigated.
- Danone's production sites also use plastic components to enable its sites to operate effectively.
- Danone monitors waste production and recovery at its production sites through recycling, waste reuse, and energy recovery. The production sites seek to maximize the recovery rate for their waste through on-site sorting. In 2025, the recovery rate for plastic packaging waste at the production sites totaled 99.5%.
- Downstream, plastics are used for transport and logistics to ship finished products to Danone customers, mainly in the form of polyethylene film.

All the players in Danone's value chain are key to co-building a circular economy for packaging. Danone is preparing the launch of a program in collaboration with these players, in order to increase transparency and traceability across the value chain, and implement actions to reduce the impact of its plastic packaging. To achieve this goal, a recognized framework, methodology and tool will have to be deployed in collaboration with the industry.

Risks identified

Danone has established processes and engages in continuous dialogue with its stakeholders enabling it to identify risks associated with packaging.

Plastic packaging presents cross-cutting risks across the value chain, including:

- environmental risks associated with plastic use and plastic pollution having an impact on water, air, soil, fauna, flora and the climate throughout the plastic life cycle;
- risks relating to human health and the rights of workers and neighboring communities, especially vulnerable populations in or near plastics extraction, processing, treatment and recycling

infrastructure, risk of failure to respect human rights in the plastics value chain, particularly with regard to waste pickers and recycling workers;

- human health risks relating to the production and use of certain plastics and additives that are likely, due to the migration of substances, to generate impacts on human health throughout the life cycle of plastics.

The potential impacts of plastic pollution, especially microplastics, on human health are the subject of research, the developments and results of which are closely monitored by Danone.

Commitments and targets

Danone has long been committed to promoting a circular approach to packaging. This is demonstrated by its participation in the creation of the first Extended Producer Responsibility system (Eco-Emballages, now Citeo) in France in 1992, as well as *evian's* leadership in becoming the first brand to use food-grade recycled PolyEthylene Terephthalate (rPET) for natural mineral water in France in 2008.

In 2017, the Group cemented its ambition to lead the transition to a circular economy for packaging by joining the Ellen MacArthur Foundation's New Plastics Economy initiative and signing the Global Commitment on Plastics led by the Ellen MacArthur Foundation in 2018. Since then, Danone has made tangible progress in key areas such as in the reduction in the use of plastic, virgin plastic reduction, reuse, recyclability rate and recycled content. In 2025, Danone renewed its commitment by signing the 2030 Global Commitment on Plastics.

Commitments

Building on its progress and experience, Danone is continuing its transition to a circular packaging system, while aiming to recover as much plastic as it uses. This approach is outlined in its sustainability strategy – the Danone Impact Journey Phase 1 – which had set out three main objectives:

- 100% reusable, recyclable or compostable packaging by 2030;
- halve the use of virgin fossil-based packaging by 2040, with a 30% reduction by 2030 compared to 2020; by accelerating reuse and recycling;
- lead the development of effective collection systems to recover as much plastic as Danone uses by 2040.

As mentioned in section 4.1 *Introduction*, the packaging KPIs target towards 2030 will evolve as part of the Danone Impact Journey Phase 2 (refer to section 4.1.3 *Danone Impact Journey Phase 2 towards 2030* for complete information).

Danone shares its packaging ambition and commitments with its Suppliers and Subcontractors, asking them to align their practices with its approach in order to co-build a transparent circular economy for packaging. This entails minimizing plastic use, designing reusable, recyclable or compostable packaging, and enhancing the use of recycled materials in packaging.

This approach is described in the Danone Sustainability Principles (2022) and in the Sustainable Sourcing Policy (SSP) launched in 2024. For Tier 1 suppliers (excluding farmers), the Sustainable Sourcing Policy (2024) enhances the Danone Sustainability Principles (2022) & Implementation Note for Business Partners. It sets higher standards for Danone and its Suppliers and Subcontractors, and outlines the Group's commitments to establish fair, sustainable, and ethical relationships. Danone has engaged with diverse stakeholders to develop it, including NGOs, and international experts. The Sustainable Sourcing Policy (2024) is articulated around three sets of Fundamental Principles on social, environmental and business ethics issues. Danone's ambition is to deploy the Sustainable Sourcing Policy (2024) as part of its Human Rights Environmental Due Diligence (HREDD) to all tier 1 suppliers by 2030.

Systemic barriers

Since 2018, Danone has demonstrated tangible progress in key areas such as in virgin plastic reduction, reuse, recyclability rate and recycled content.

While notable progress has been made in many fields, certain targets are proving to be more difficult to reach due to strong systemic challenges. Lack of effective and efficient collection and recycling infrastructures, scarcity of food-grade recycled materials, complexity to develop scalable alternatives to single-use plastic for food packaging and unharmonized regulatory frameworks have hindered Danone's progress and represent obstacles to overcome collectively going forward. As noted by the Ellen MacArthur Foundation, individual action plays a key role, but overcoming these systemic barriers can only be solved through collective effort and government policy.

Several factors are needed to accelerate the transition:

- strong and consistent regulation, including well-designed Extended Producer Responsibility (EPR) systems and Deposit Return Schemes (DRS) for water beverages bottles and cans, which are key to keep plastic out of nature;
- the establishment of collection, reuse and recycling infrastructures, and the creation of supply chains for reuse in certain markets;
- the development of food grade recycled materials;
- the development of new recycling technologies to enhance the recycling of hard-to-recycle packaging and materials;
- the adoption of solutions to encourage consumer involvement, notably with regard to reuse and recycling.

For this reason, Danone has advocated since 2020 with the WWF and the Ellen MacArthur Foundation for an ambitious and binding global UN Treaty on Plastics. This is an important opportunity in unlocking and accelerating progress on plastics circularity and in reducing global plastic pollution.

Action plans and outcomes related to the activities of Danone and its subsidiaries

Danone implements action plans to fulfill its commitments in every country where it operates, following the circular economy principles underpinned in the Ellen MacArthur Foundation's New Plastics Economy, the European Directive on Single-Use Plastics (SUP) and the upcoming European Packaging and Packaging Waste Regulation (PPWR). These action plans focus on three main objectives:

1. reduce plastic use;
2. improve the circularity of plastics that cannot be eliminated;
3. recover what is not kept in circulation, fighting against leakage into nature, while improving working and living conditions of workers in the collection and recycling sectors.

Danone's environmental packaging footprint is assessed on a yearly basis and monitored using environmental Key Performance Indicators (KPIs) calculated for each country and for each type of packaging. These indicators include packaging volumes that Danone places on the markets where it operates, packaging recyclability rates, actual recycling rates, use of recycled materials and greenhouse gas emissions.

1. Reduce plastic use, including virgin plastics

Key results in 2025:

- total packaging volumes: 1,391,267 metric tons, of which 684,420 metric tons of plastic (compared to 1,397,960 metric tons of packaging, and 670,107 metric tons of plastic packaging in 2024);
- 8.1% reduction in the use of virgin fossil-based packaging between 2025 and 2020 (baseline year).

Danone aims to reduce plastic packaging use where possible, with actions and progress including:

■ Eliminating problematic or unnecessary packaging

The Group replaced 100% of packaging (sleeves) made of PVC worldwide by end of 2025.

■ Replacing plastic packaging with alternative materials such as glass, metal or paper-based solutions

The Group is working to offer consumers plastic-free options that are economically viable, tailored to local needs, and ensures, through a life-cycle analysis, that the alternative solution is environmentally beneficial. These include:

- a natural mineral water offering in glass bottles and metal cans,
- planned alternative paper-based solutions in Europe for Danone's plant-based products category.



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■ Optimizing plastic use through packaging design to use less material without compromising product protection

- Danone has launched several lightweighting programs across categories and regions, on cups and bottles. As an example, Danone's main water brands, such as *evian*, *Volvic*, *Font Vella*, *Lanjaron* and *Żywiec Zdroj* have launched lightweighting programs, achieving more than 10% reduction in weight since 2019 in 1.5L bottles,
- large formats have been developed, for example, in the Waters category. As an example, plastic content in *Volvic*'s 8L format weighs 25% less per liter than the 1.5L format.

■ Reducing virgin fossil-based packaging

Reducing the use of new primary raw materials to decrease the demand for new plastic production can be achieved through multiple levers described in the action plans, such as increasing reusable materials and recycled content and/or replacing plastic packaging with alternative materials.

2. Improve the circularity of plastics that cannot be eliminated

Key results:

- In 2025, 84.9% of Danone's packaging was reusable, recyclable or compostable (vs 85% in 2024).
- **Developing reusable models:**
 - Danone is among the leaders in the use of reusable packaging worldwide with 45% of its water's volumes put on the market in reuse, mainly through reusable jugs under the *Bonafont* (Mexico), *AQUA* (Indonesia) and *Sirma* (Turkey) brands,
 - Danone offers returnable glass packaging for its waters for the Hotels, Restaurants, Catering (HORECA) sector,
 - Danone has launched over the years more than 15 Reuse-refill projects, 7 of them still active in 2025 as per below table, for its

Waters category, Dairy and Early life nutrition products, in collaboration with supply chain partners such as Terracycle Loop, Uzaje and LemonTri, as well as retailers such as Carrefour and Tesco. These pilots have provided Danone with valuable insights on bulk formats, filling solutions and returnable models, informing the design of future solutions that can contribute to improving plastic and CO₂ footprints in markets where this is relevant and where local conditions enable it.

■ Danone is also actively participating in cross-industry partnerships to scale reusable models

- In France, the Group is collaborating closely with CITEO on the ReUse program to establish a unified and nationwide operational reuse system for food packaging. *evian* & *Badoit* are since May 2025 among the pioneering brands in the regional reuse experimentation,
- The Group forges and enters into cross-sector partnerships for its categories across its primary markets. For example, in 2023, Danone was one of the founding members of the Coalition Défi Vrac with companies such as Bel, Lesieur and Famille Michaud,
- The Group continues to work with platforms such as the Ellen MacArthur Foundation's Scaling Returnable Packaging project and the Consumer Goods Forum's Reuse/Refill working group, engaging in pre-competitive discussions and initiatives on the subject,
- Danone intends to work with distributors to develop reuse models, including recovery and cleaning standards, cross-industry specifications for distributors and new business models,
- Danone supports policies aimed at addressing current challenges concerning the expansion of reuse models, such as the lack of scalable business models, infrastructure and sector collaborations,
- Danone is committed to supporting consumer engagement on reuse, e.g., *evian* refill stations installed in public places and at events.

MAIN ACTIVE PROJECTS ON REUSE/BULK

Project name	Category	Country	Brands	Partners	Focus	Starting date	End date
La Consigne by Carrefour	Waters	France	<i>evian & Badoit</i>	Carrefour, Heineken, Coca-Cola	Infrastructure and logistics Consumer insights	2023	On-going
Loop	Waters	France	<i>evian & Badoit</i>	Carrefour, Terracycle Loop and multiple brands	Consumer insights	2020	On-going
National ReUse program	Waters	France	<i>evian, Badoit, Volvic</i>	Citeo and cross-industry partners	Infrastructure and logistics	2023	On-going
Smart Water Dispenser IZIFILL	Waters	Indonesia	<i>AQUA Indonesia</i>	Izifill	Technology development Consumer insights	2023	On-going
Yoghurt dispenser for hotels	Plant-Based	Spain	<i>Alpro</i>	Hotels & PortAventura World	Technology development Consumer insights	2020	On-going
Défi Vrac coalition (pilot in two stores)	Dairy	France	<i>Danone Velouté</i>	Bel, Lesieur, Famille Michaud apiculteurs, Leclerc et Monoprix	Technology development Consumer insights	2023	End 2025
Cleaning Coalition	Specialized Nutrition	France	<i>Blédina</i>	Andros, Ecotone	Technology development Infrastructure and logistics	2023	End 2025

■ Learnings from projects ended in 2025:

- Défi Vrac coalition (bulk dispenser): a multi category bulk dispenser was piloted in two retail stores. Results showed consumer interest linked to sustainability. The pilots also highlighted significant operational and food safety constraints, such as daily pouch replacement leading to high waste. These learnings confirm the need for further innovation to reduce operational burdens and avoid unintended impacts,
- Cleaning Coalition (returnable glass jars): the coalition defined common cleaning quality specifications for returnable glass jars across food categories. These specifications reflect high food safety expectations and exceed today's market capabilities, requiring capacity building and supplier qualification. This next phase will be carried forward under CITEO's Reuse Initiative, where Danone is a partner, to help develop safe and scalable reuse.

■ Re-designing packaging to ensure recyclability:

Danone is working to ensure that the materials used to sell its products on the market can be sorted and recycled, taking into account existing infrastructures.

Some examples of efforts deployed in 2025 include:

- on top of investing in its industrial lines, the Group is pioneering the industrial validation of washable labels for PET cups, implementing new ink technologies to enhance the recyclability of black sleeved PET bottles, such as those used for *HiPRO* drinks in the UK and France. The Group has also shifted from colored to transparent bottles for its *Badoit* and *Lanjaron* brands to further improve recyclability in France and Spain,
- Danone is also supporting the development of recyclability principles to achieve full circularity, participating in industry alliances (Consumer Goods Forum Golden Design Rules, 4evergreen cross-industry alliance) or part of regulatory framework set at European Union (CEN packaging standard), and these guidelines are introduced into the packaging development process,
- for Essential Dairy & Plant-Based cups, whether made from PS or PET, Danone aims to ensure that 100% of the cups put on the market are recyclable. In this regard, Danone is working with value chain partners to create recycling streams, for instance: the PET25 coalition in France with CITEO or the PET Recycling Coalition in the United States (since 2022),
- in 2025, Danone Canada transformed dairy cups lines from PS to PET and is incorporating rPET,
- pilot technology initiatives for developing paper based packaging solutions, such as yogurt cups, in collaboration with strategic supplier partners.

■ Increasing the use of recycled materials to promote an after-use economy:

Increasing the incorporation of recycled materials is essential for extending the lifespan of packaging and reducing the amount of mismanaged materials. "Closing the loop" is Danone's priority for reducing its carbon footprint and preserving natural resources.

- in the Waters Category, the Group met its commitment to achieve an average of 25% rPET in 2020 and continues to launch 100% rPET SKUs in countries where local standards and regulations allow. The Group has already entered into long-term contracts with its Suppliers and Subcontractors, providing them with sufficient visibility to encourage them to invest in collection and recycling technologies and infrastructure,
- Danone continues to incorporate recycled materials into its cups portfolio, with PET cups containing 30% rPET in France and Belgium,
- Danone has increased the use of recycled content in its plastic packaging, reaching 18.6% of food-grade recycled plastic in 2025, across its different categories, and doubled the recycled PET (rPET) content in its waters category between 2019 and 2025. *Volvic*, one of Danone's main natural mineral water brands, has made all of its plastic bottles from 100% rPET in Europe in 2025,
- Danone also actively supports new recycling technologies that enable the recycling of hard-to-recycle packaging and materials in order to reach its ambition, in partnership with companies such as Loop Industries and Eastman.

3. Recover what is not kept in circulation, fighting against leakage into nature

■ Danone is committed to **co-building and co-financing efficient and inclusive collection systems to recover as much plastic as it uses**. Danone is engaged in developing efficient and inclusive collection and recycling systems, through a collaborative approach with its ecosystem. In 2025, 62.7% of the plastic that the Group placed on the market was recovered (versus 60.4% in 2024):

- Danone participates in financing the collection of plastics at end-of-life by paying EPR fees in markets where this obligation is regulated. Danone participates actively in the promotion of Deposit Return Schemes (DRS) for water beverages bottles and cans, such as co-developing a DRS playbook with Natural Mineral Waters Europe and running pilot initiatives to demonstrate their effectiveness to decision-makers, as it was done in Poland,
- in the United States, Danone is a founding member of the Circular Action Alliance (CAA), a Producer Responsibility Organization (PRO) approved to implement EPR in Colorado, California, Oregon, Maryland and Minnesota,
- the Group's actions also include engaging with local partners, notably in Europe and North America, to create sustainable recycling streams for Essential Dairy & Plant-Based cups,
- Danone will continue to support well-designed Extended Producer Responsibility (EPR) systems incorporating eco-modulation to incentivize packaging designed to be recyclable and including recycled content, as well as Deposit Return Schemes (DRS) for water beverages bottles and cans proven to be the most efficient system to achieve >90% collection rate.

For several years, Danone has been acting in favor of a global treaty on plastics and playing an active role in the Business Coalition for a Global Plastics Treaty. Together with other Coalition members, Danone is calling on governments worldwide to establish a robust treaty, with binding global rules and measures, to promote circularity and curb plastic pollution on a global scale.

■ **In markets with a high level of leakage**, in addition to Danone's support for well-designed EPR systems, Danone **has voluntarily invested in impact funds and provided subsidies** to overcome structural obstacles during the transition phase.

- in 2020, Danone and five other companies co-founded the Indonesia Packaging Recovery Organization (IPRO), a voluntary PRO in Indonesia. Since then, more companies have joined the initiative, contributing to its growth and impact. In 2025, IPRO counted 23 members,
- as part of Danone's commitment to recover as much plastic as Danone uses by 2040, Danone committed to the Circulate Capital Ocean Fund (CCOF) \$15m in 2018 in Asia, and \$15m in 2023 in Latin America and the Caribbean. To date, Circulate Capital Ocean Fund has invested over \$69.8 million in South and South-East Asia, and the LAC Fund has invested over \$27.4 million in Latin American and the Caribbean. In 2025, Circulate Capital Ocean Fund portfolio companies prevented 176,347 total metric tons and LAC fund portfolio companies prevented 75,852 total metric tons of plastic waste from leaking into the environment. Since the inception of each fund, the livelihoods of approximately 8,600 workers across the recycling value chain have been improved,
- in 2025, Danone committed \$20 million to the Circulate Capital Asia Fund II to combat plastic pollution and scale the recycling value chain in the region, particularly in Indonesia.

4. Support initiatives aimed at providing direct support to workers in the collection and recycling sectors, thereby improving their working and living conditions

■ Danone Ecosystem has initiated inclusive recycling projects to support waste pickers in three countries: Argentina, France, and Indonesia, in different ways (e.g. worker cooperatives that oversee the process of collecting, sorting, and selling plastics directly to recycling plants). As a result, these workers benefit from a safe environment, are paid an adequate wage, and are afforded greater social protection;

■ Use of recycled materials to promote an after-use economy.

Managing recycled materials is essential to creating a reuse economy as it helps reduce the amount of mismanaged materials and to improve working and living conditions for waste pickers and recycling workers. "Closing the loop" is Danone's priority for reducing its carbon footprint and preserving natural resources, through the means described above. Furthermore, it can help create new jobs and stimulate economic growth.

Action plans and outcomes related to Suppliers and Subcontractors and the SSP

Regarding the risks associated with the use of plastic packaging by its Suppliers and Subcontractors upstream of its supply chain, Danone shared its vision and commitments to them, through the Danone Sustainability Principles (2022) and the Sustainable Sourcing Policy (SSP) launched in 2024. For Tier 1 suppliers (excluding farmers), the Sustainable Sourcing Policy (2024) is progressively replacing the Danone Sustainability Principles (2022) & Implementation Note for Business Partners. It sets the standards for Danone and its Suppliers and Subcontractors, and outlines the Group's commitments to establish fair, sustainable, and ethical relationships. Danone has engaged with diverse stakeholders to develop it, including NGOs, and international experts. The Sustainable Sourcing Policy (2024) is articulated around three sets of Fundamental Principles on social, environmental and business ethics issues.

In terms of circular economy, the Group asks its Suppliers and Subcontractors, excluding farmers, to align with its approach to co-build a transparent circular economy for packaging by reducing the use of plastic, while increasing reusability and/or recyclability, as well as the recycled content in their materials.

Through the RESPECT program (see section 4.4.2 *Workers in the value chain (ESRS S2)* for more detail), Danone monitors Suppliers and Subcontractors' adherence to and compliance with the Danone Sustainability Principles (2022), implementing sustainable sourcing due diligence on its Suppliers and Subcontractors, other than milk producers (covered by the Social Pillar of Danone's Regenerative Agriculture Program (2021)). This program comprises four steps: use of a new ESG risk rating tool introduced in 2024, self-assessment of Suppliers and Subcontractors on Sedex or EcoVadis platforms, SMETA audit of priority Suppliers and Subcontractors, and follow-up on the resolution of critical non-conformities. In 2025, 89% of Plastic suppliers' expenditure was covered by the RESPECT program (vs 88% in 2024).

Danone prioritizes a collaborative approach and fosters a culture of continuous improvement. However, in the event of a breach, in the rare cases where Danone deems that a Supplier or Subcontractor is not committed to remedying the situation, the Group will take necessary actions, which may entail ending a commercial relationship.

Regarding human rights and environmental due diligence – Danone encourages its Suppliers and Subcontractors to carry out human rights and environmental due diligence (HREDD) in line with the OECD guidance for responsible business conduct. The aim of conducting an HREDD is to identify, prevent, mitigate and report on how they address and manage potential and actual negative impacts on social and environmental issues that they may cause or contribute to through their own activities, as well as those directly related to their operations, products or services through their business relationships.

Quality and food safety

Packaging design is primarily based on consumer and patients habits preference and usage. In addition, it needs to be compliant with all applicable legal and regulatory requirements in the countries of production as well as in the countries where the finished products are marketed. Moreover, it incorporates specific requirements from Danone regarding quality and food safety. In-house expertise enables Danone to monitor and anticipate the progress of scientific knowledge on the adverse effects of plastic on human health and the environment.

The various requirements enable Danone to control packaging quality through:

- compliance with purity criteria for substances used in the manufacturing of packaging materials;
- non-use, right from the packaging design stage, of certain substances identified as presenting specific risks to quality and/or food safety;
- verification of compliance with internal and regulatory requirements, particularly ensuring compliance with standards relating to potential migration of chemical substances from the packaging to the finished product;
- strict risk assessment relating to non-intentionally added substances migrating from packaging to the product (substances resulting from reactions or degradation);
- compliance with requirements related to potential microbiological, allergenic and physical hazards;
- continuous monitoring of emerging human health and safety risks and all relevant regulations. The Group develops and updates its company policies, standards and Compliance Programs to ensure that action is taken when impacts are identified;
- regular assessment of progress and developments in the field of human health and safety, notably through the Corporate Positions and Policies Committee (CPPC) co-led by the Chief R&I, Quality and Food Safety Officer and the General Secretary, which develops and validates policies and positions on key issues. More broadly, this committee also analyzes if any changes could be needed in the Group's positions relating to plastics and health.

Furthermore, all the Suppliers and Subcontractors are carefully selected, approved and audited to ensure their ability to supply materials that meet these requirements.

In the specific case of recycled plastics, Danone only uses recycled packaging that has been assessed and declared suitable and safe for use by the relevant authorities (EFSA, FDA). To remain one step ahead, Danone has set up an in-house procedure involving further requirements and analysis to focus on substances that could be created during recycling. The aim is to ensure that the chosen packaging is suitable and safe for use for consumers. These requirements are formalized through the signature of specifications with Suppliers and are recognized as being among the highest standards in the industry for recycled plastic materials in contact with food.



4.7.2.6 Alert mechanism

Danone has designed and implemented an alert mechanism providing all its employees and third parties (including external workers, suppliers, former employees etc.) with the possibility of reporting and disclosing any situation that may constitute a breach of the duty of vigilance prescribed by Article L.225-102-1 of the French Commercial Code.

The alert system covers all the breaches falling within the scope of the law. It was drawn up following a consultation with Danone's employee representatives and ensures that whistleblowers are protected. Concerns raised undergo a triage process and may lead to investigations and, where appropriate, to sanctions, depending on the seriousness of the issue.

Danone Ethics Line (DEL) alert system

Background

Since 2017, an ethics alert mechanism and whistleblowing system, the Danone Ethics Line (DEL), has been in place to enable individuals to report any proven or potential breach of Danone's Business Conduct Principles or Sustainability Principles.

Purpose

The Danone Ethics Line (DEL) provides a secure channel for anyone wishing to report any alleged violation of business conduct principles, human rights, fundamental freedoms, health and safety or the environment.

Access to the alert system

How to access the alert system

A QR code is included in (i) Danone's Code of Business Conduct (2022), (ii) its Integrity Policy (2022) and (iii) its Healthcare System Compliance Policy (2022). This code is also shared during employee training sessions. It can also be found on posters and on Danone's intranet sites. A link to the Danone Ethics Line (DEL) is also available for people external to Danone on the "Contact Us" section of www.danone.com.

Suppliers, Subcontractors and any third parties, including external stakeholders and external workers, can also use the Danone Ethics Line (DEL) to report their concerns, anonymously if necessary.

Concerns can be raised through the secure digital platform or by telephone at any time.

Danone's alert system was updated in 2022 to make it easier to use and offer greater flexibility to people raising concerns, regardless of their geographical location.



Reporting a Concern

At Danone ethical business conduct is the responsibility of everyone, including external stakeholders and those working on behalf of Danone.

More specifically, the scope of the Danone Ethics Line include any alleged violations of our Code of Business Conduct, the Integrity Policy, any of our other Compliance Policies or any non-ethical conduct, any concern regarding actual or potential adverse impacts on human rights or fundamental freedoms, on the health and safety of people or on the environment, with respect to Danone's own operations, the operations of its subsidiaries or the operations of its Subcontractors or Suppliers.

It also covers any unlawful behavior, financial malpractice and any activity which poses or is likely to pose a danger to anyone working for Danone.

Danone encourages anyone concerned or anyone with reasonable suspicions about actual or potential non-ethical conduct or any alleged violations within the scope mentioned above, which occurred or are very likely to occur, or where there is any attempt to conceal such violations, to raise a concern, seek help or ask for advice through the Danone Ethics Line.

If you have a doubt or if it doesn't seem right, please also contact us through the Danone Ethics Line

Select your location. *

Select one

Where did the incident occur? *

Select one

GET STARTED

Check Status

You can check the status of your report or question using the access number and password you created when you submitted the report or question.

Access Number

Password

Forgot your password?

CHECK STATUS

Multiple languages

Danone's whistleblowing system is available in 56 languages since 2022, which ensures it is accessible worldwide.

Access hours

Danone's whistleblowing and alert system is available around the clock, every day of the year. This total accessibility provides a permanent space for concerns to be raised, regardless of the time zone, and promotes real-time information processing by Danone.

Awareness and communication initiatives

Informing employees of Danone and its Subsidiaries about the whistleblowing system

In 2024, several awareness-raising initiatives were carried out to inform employees of Danone and its Subsidiaries about the existence and functioning of the whistleblowing and alert system.

The Danone Ethics Line (DEL) is communicated to all employees on an ongoing basis via posters and through targeted communication campaigns as well as training. All measures are taken to protect employees who raise a concern in good faith through this channel.

A question on the Danone Ethics Line (DEL) has been included in the Danone People Survey, which is conducted worldwide, since 2023. In 2024, the Danone People Survey asked all employees whether they were comfortable raising a concern via the DEL; 81% answered that they were comfortable/fairly comfortable doing so. In 2025, the Danone People Survey asked all employees whether they were comfortable reporting any unethical practices, including human rights issues, or environmental concerns through the Danone Ethics Line (DEL) without fear of retaliation. 86% answered that they were comfortable/fairly comfortable doing so.

Informing Danone's Suppliers and Subcontractors

In 2025, Danone continued to inform its Suppliers and Subcontractors of the existence of its whistleblowing system in its contractual clauses. A direct mention is made in the Danone Sustainability Principles (2022) legal terms in the contracts as well as in the Sustainable Sourcing Policy (2024) legal terms, with a link to the DEL web page.

Handling of reports

All specific enough concerns that fall within the scope of the DEL are subject to an investigation.

All concerns raised specifically in the human rights category, including those relating to health and safety, are initially reviewed by the Global Human Resources Compliance and Labor Law team, which appoints an independent internal or external investigator if the concern calls for an investigation.

Any potentially serious human rights violation identified is handled in collaboration with the Human Rights team to determine the appropriate approach and action plans.

Any potential human rights violation identified regarding external workers is handled in collaboration with the Human Rights and Sustainability-Procurement teams to determine the appropriate approach and action plans.

In 2025, Danone introduced its Human Rights Remediation Guidelines to support country teams in addressing human rights cases identified through audits, self-assessments, or the Danone Ethics Line (DEL). The guidelines clarify the types of responsibilities, outline available remedies, and set a structured process for follow-up and effectiveness evaluation.

All concerns raised in the environment category or any category are initially reviewed by Danone's Compliance Team and, when necessary, sent to the relevant function or team to investigate and, if necessary, resolve the potential problem.

Specific alert and grievance mechanism for raw materials

Purpose

Since 2019, Danone has implemented a whistleblowing system for palm oil, with the support of the Earthworm Foundation, a non-profit organization that assists companies in enhancing the accountability of their supply chains. Currently, this mechanism is also being used for other raw materials. Danone is adapting its monitoring process to more effectively manage concerns relating to raw materials.

A dedicated team meets regularly to address any incoming NGO and media alerts. When allegations of non-conformity against producers arise, the Group carries out an investigation with support from internal and external experts, and in particular Tier 1 Suppliers. If a low-risk non-conformity is confirmed, Danone asks the producers to develop an action plan to resolve the non-conformity.

In the case of high-risk non-conformities, Danone, working together with its Tier 1 Suppliers, may decide to suspend its relationship with the producer concerned, until they demonstrate concrete progress. Danone informs all its active Suppliers of any suspension decision. The suspended producer may re-enter Danone's supply chain after demonstrating progress and obtaining Danone's authorization.

Handling of reports in association with stakeholders

In total, Danone is currently monitoring nine reports submitted by organizations such as the Earthworm Foundation, RAN, Global Witness and Mighty Earth. In line with Danone's grievance mechanism, they are being investigated and monitored in dialogue with the parties involved and the supporting NGOs and experts.



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4.7.2.7 Monitoring of implemented actions and assessment of their effectiveness

Pursuant to Article L.225-102-1 of the French Commercial Code, Danone has adopted a system for (i) monitoring the actions implemented as part of its Vigilance Plan, and (ii) assessing the effectiveness of these actions.

The purpose of this approach is to make any necessary adjustments, optimize the resources allocated by Danone to implement its Vigilance Plan, and assess the outcomes.

Monitoring and assessment of actions specific to the activities of Danone and its Subsidiaries

Risk category	Monitoring and assessment of actions
ENVIRONMENT	■ Monitoring of environmental performance indicators and outcomes of actions deployed on environmental topics, such as those actions covered by the Climate Transition Plan (2023), the Clean Water Standards (2020), or the roadmap on packaging. ■ Audits based on environmental risks. In 2025, 128 sites were audited in connection with Danone's environmental risks, through the GREEN audit program (compared to 114 in 2024).
HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS	■ Monitoring of Danone Way results and deployment of additional educational content and improvement assistance including the human rights component. In 2025, 37 countries and/or regions were assessed on their Human Rights Due Diligence (HRDD) implementation processes including temporary workers (compared to 39 in 2024, see section 4.4.1 <i>Own workforce (ESRS S1)</i>) ■ Monitoring of the HRDD deployment: 184 SMETA audits were completed during the 2024-2025 cycle.
HEALTH AND SAFETY	■ Monthly management of safety performance at all levels of the organization and monitoring of workplace accidents. ■ Audits to measure the effectiveness of the WISE² program. ■ Regular performance reviews of quality and food safety focusing on KPIs related to quality and food safety, ongoing issues and monitoring of the implementation of action plans. Quarterly Quality Reviews are held at central, regional and local levels, complemented by annual management reviews carried out at different levels of the organization to ensure the continuity, sustainability, adequacy, and effectiveness of the Danone QMS. These reviews consolidate and analyze results to identify actions that are included in the Quality Roadmaps/Business Plans and implemented to drive improvement of the QMS. ■ 184 SMETA audits were completed during the 2024-2025 cycle.

Monitoring and assessment of actions specific to the activities of Danone's Suppliers and Subcontractors

Risk category	Monitoring and assessment of actions
ENVIRONMENT	■ Monitoring of RESPECT program performance indicators. ■ Performance monitoring using the Cool Farm Tool and the Animal Welfare tool. ■ Improved traceability of priority ingredients. ■ Regenerative agriculture scorecard and the SAI Regenerating Together Framework to support and assess the improvement of farmers' practices regarding regenerative agriculture. ■ In 2024, with the help of 3Keel, Danone reinforced its traceability process by moving from annual to semi-annual data collection. This helped to monitor progress towards Forest Policy targets even more efficiently and enable effective engagement with suppliers across the year. Since 2024, with the help of external partners, Danone is also implementing satellite monitoring for its supply chains. Satellite monitoring is a complementary monitoring method that is based on improved traceability in Danone's supply chains. It helps the Group assess and monitor any risk of deforestation or conversion associated with its sourcing areas and its suppliers. The objective is to determine the vDCF status of the remaining volumes that could not be verified through another pathway (such as segregated certification that provides full vDCF assurance or origin from low-risk area with full traceability). Danone aims to monitor production units to ensure that those volumes are not linked to deforestation.
HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS	■ Monitoring of RESPECT program performance indicators: KPI1 (percentage of Danone's expenditure covered by the RESPECT program), KPI2 (annual audit plan completion), KPI3 (audit closure rate) – (see section 4.4.2 <i>Workers in the value chain (ESRS S2)</i>). In 2025, KPI1 stood at 85.6% indicating that 85.6% of the Group's expenditure was covered by the RESPECT program, other than raw milk, real estate and tax services. KPI2 (annual audit plan completion) stood at 86.9% and KPI3 (audit closure rate) at 83.9%. ■ Monitoring of milk volumes covered by Cost Performance Model (CPM). Contracts take into account production costs in the determination of the price of milk and are established with the farmers or their organizations. ■ Improved traceability and certification coverage of priority ingredients.
HEALTH AND SAFETY	■ Monitoring of RESPECT program performance indicators. ■ Periodic Quality and Food safety performance assessment of Suppliers and co-manufacturers primarily focusing on analyzing key performance indicators (KPIs), addressing current issues or topics, and implementing action plans. These assessments aim to ensure the continuous improvement of Danone's Suppliers/co-manufacturers' quality and food safety systems.

Vigilance Plan implementation report

As part of a proactive improvement approach, Danone has drawn up an implementation report for its Vigilance Plan, enabling it to measure the effectiveness of the actions taken, and provide a useful basis for guiding its future actions.

Summary of results of Danone's own actions and those of its Subsidiaries

The table below shows the results of the actions implemented under the Vigilance Plan, both within Danone and within its Subsidiaries and in relation to Suppliers and Subcontractors.

The results listed are not exhaustive. More detailed information on monitoring indicators and key sustainability target is available in the relevant sections of section 4.3 *Environmental information* above.

In addition to the data presented in the table, some monitoring measures address all human right risks and show the following results:

- 96.9% Danone employees trained on human rights (specific 2025 mandatory training);
- 88.0% Danoners considering that Danone is acting responsibly in promoting and respecting human rights in the Danone People Survey (new in 2025).

Risk category	Risk	2025 results
ENVIRONMENT	Prevention of risk relating to climate change and GHG emissions	■ 21.0% CO₂ reduction between 2025 and 2020 (excluding EDP Russia) in line with the SBTi 1.5 °C pathway for 2030. ■ 29.8% reduction in methane emissions from fresh milk used in dairy products between 2025 and 2020 (excluding EDP Russia). ■ Post the switch to renewable electricity sources in Egypt, Indonesia, and Japan, 110 Danone production sites used electricity from 100% renewable sources (compared to 105 in 2024). Total energy use from renewable sources represented 43.9% of total energy use in 2025 (compared to 41.1% in 2024).
	Prevention of risk relating to plastic use	■ Total packaging volumes: 1,391,267 metric tons, of which 684,420 metric tons of plastic. ■ 8.1% reduction in the use of virgin packaging from fossil resources between 2020 (baseline year) and 2025. ■ 62.7% of the plastic that the Group placed on the market was recovered (versus 60% in 2024). ■ The recovery rate for plastic waste at Danone production sites amounted to 99.5% (compared to 99% in 2024).
	Prevention of risk relating to the use of natural resources	■ 99.3% of facilities had 4R action plans (compared to 99.3% in 2024). ■ 86.7% of facilities complied with the Clean Water Standards (CWS) (compared to 82.3% in 2024). Production sites implemented improvement plans to achieve these standards. ■ 71.9% of the total water intake of production sites located in highly water-stressed areas had an effective watershed preservation action (up compared to 62.5% in 2024). ■ 78 production sites were ISO14001 certified (compared to 78 in 2024). ■ 71 Danone production sites were located in high or extreme water risk areas. ■ Compared to the 2020 baseline the total amount of foodwaste non valorized under the SDG 12.3 guidelines has decreased by 10.4%. ■ 62.4% of Danone's top 20 ingredients sourcing volumes are exposed to high or extremely high water risk.
	Prevention of risk of damage to natural ecosystems and biodiversity	All the results in terms of climate change and greenhouse gas (GHG) emissions related to the use of natural resources or deforestation contribute to Danone's goal of combating damage to natural ecosystems and biodiversity.
	Prevention of risk relating to deforestation or conversion and changes in land use	Most of the adverse impacts lie in the supply chain. More information is available in the <i>summary of results from actions implemented regarding Danone's Suppliers and subcontractors</i> section below, that also includes own operations.
	Prevention of risk of harm to animal welfare	Danone's progress on the topic of animal welfare is regularly updated in Danone's Progress Report on Animal Welfare. The results on animal welfare, comprising own operations, are available in the Suppliers and Subcontractors section below.

Risk category	Risk	2025 results
HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS	Prevention of risk of discrimination and harassment	■ Inclusion Index in the Danone People Survey: 80% (vs 79% in 2024). ■ Percentage of women in senior leadership: 45.5% ^(a) (vs 44% in 2024). ■ Percentage of women on the Executive Committee: 25% (vs 23% in 2024). ■ Gender Pay Gap of 1.1% ^(b) in manager, director and executive positions (vs 1.1% in 2024). ■ Continued deployment of the HRDD process: 90% of findings from 2024 audits closed within agreed timeline. Remaining actions, including the ones related to 2025 audits, tracked through defined plans to ensure readiness for third-party verification. ■ 96.9% Danone employees trained on human rights (specific 2025 mandatory training). ■ 88.0% Danoners considering that Danone is acting responsibly in promoting and respecting human rights in the Danone People Survey (new in 2025)
	Prevention of risk to workers' rights to freedom of association and collective bargaining	■ The percentage of employees covered by collective bargaining agreements remained stable at 69.0%. ■ eight joint visits with IUF in 2025, and a total of 88 since 2009. ■ 73.0% completion rate of targeted population for the social dialogue e-learning. ■ Continued deployment of the HRDD process, training on human rights and DPS results in <i>Prevention of risks of discrimination and harassment</i> above.
	Prevention of risk relating to forced labor	■ Continued deployment of the HRDD process, training on human rights and DPS results as described in <i>Prevention of risks of discrimination and harassment</i> above.
	Prevention of risks relating to child labor	
	Prevention of risk relating to inadequate salary and income	■ 48 countries were covered by the global employee share ownership plan. ■ 80.7% of Danone employees were covered by the global employee share ownership plan. ■ 86,739 employees in 52 countries received health coverage fully meeting the criteria defined by Dan'Cares, representing 97.8% of Danone's employees. ■ Continued deployment of the HRDD process, training on human rights and DPS results in <i>Prevention of risks of discrimination and harassment</i> above. ■ Living wage employer certification by Fair Wage Network.
	Prevention of risk relating to unreasonable working hours	■ In at least 85.7% of the countries, Danone employees maintained an average effective working week of a maximum of 48 hours per week. ■ Continued deployment of the HRDD process, training on human rights and DPS results in <i>Prevention of risks of discrimination and harassment</i> above.
	Prevention of risk relating to precarious working conditions	■ Continued deployment of the HRDD process, training on human rights and DPS results in <i>Prevention of risks of discrimination and harassment</i> above. ■ Joint site visits with the IUF to verify the application of the global agreements, including the 2016 one in which Danone and the IUF commit to collaborate to reduce precarious forms of employment through a process of monitoring and negotiation (eight visits in 2025, and 88 since 2009).
	Prevention of risk relating to personal data	■ Cyber-security and GDPR e-learning modules are part of Danone's mandatory e-learning campaign for the relevant target populations. In 2025, 97.6% of the target population completed the training programs.
	Prevention of risk relating to inadequate professional training	■ 100% of Danone employees completing at least one training module ■ 31: average number of hours per person trained by Danone (vs 32 in 2024). ■ 84.4% of manufacturing employees completed at least one digital e-learning course.

(a) Senior leadership includes executives (excluding Executive Committee) and directors, as per Danone classification.

(b) Excluding US data in 2025.

Risk category	Risk	2025 results
HEALTH AND SAFETY OF INDIVIDUALS	Prevention of risk relating to product safety and quality	■ External certifications: 144 FSSC 22000 certification audits were conducted by independent certification bodies (150 in 2024) and 98.6% of Danone entities were certified (94.0% in 2024). ■ Internal Food Safety audits: in 2025, the internal audit team conducted 72 food safety audits (66 in 2024).
	Prevention of risk relating to the consumption of foods with low nutritional quality	■ 87.8% of product volumes sold scored ≥ 3.5 stars according to the Health Star Rating system (compared to 87.7% in 2024). According to this system, any product that scores 3.5 stars or above can be promoted as a healthy choice. ■ 80.4% of product volumes sold had no added sugars (compared to 80.4% in 2024). ■ 98.5% of the volumes sold of the Group's Dairy and Plant-Based products directed at children aged between 3 and 12 had a maximum of 10g of total sugar per 100g (compared to 78.5% in 2024). ■ 99.2% of the volumes sold of Danone Infant Milk Formula directed at children aged between 1 and 3 had a maximum of 1.25g of added sugar per 100 kcal (compared to 99% in 2024). ■ 96.0% of Danone product volumes had on-pack/online interpretative nutritional information (compared to 71.5% in 2024). ■ 97.7% of the volumes sold of the Group's kids' dairy portfolio were fortified with important vitamins and minerals (compared to 89.8% in 2024). ■ In the latest Access to Nutrition global Index (ATNI, 2024), Danone was ranked first overall and second in the sub-category on Product Profile, recognizing the superiority of the Group's portfolio in terms of the nutritional quality of its products. Danone was also recognized as the Group with the highest sales-weighted mean Health Star Rating of 3.8 out of 5 stars at portfolio level.
	Prevention of risk relating to workers' health and safety	■ 54 countries have implemented the Employees Assistance Program (EAP) (39 in 2024). ■ 86,739 employees benefited from health coverage that complies with the criteria defined by Dan'Cares (87,664 in 2024). ■ WISE² results: number of fatal accidents – zero (two in 2024); accidents with at least one lost working day – 180 (187 in 2024), frequency rate 0.9 (0.9 in 2024), severity rate in 2024 – 0.02 (0.02 in 2024). ■ Continued deployment of the HRDD process, training on human rights and DPS results in <i>Prevention of risks of discrimination and harassment</i> above.

Summary of results from actions implemented regarding Danone's Suppliers and Subcontractors

Risk category	Risk	2025 results
ENVIRONMENT	Prevention of risk relating to climate change and GHG emissions	In 2025, Danone sourced 42.0% of its main ingredients directly from producers who have started their transition to regenerative agriculture (target initially set at 30% by 2025 as part of its Danone Impact Journey strategy) (39% in 2024).
	Prevention of risk relating to plastic use	8.1% reduction in the use of virgin fossil-based packaging versus the 2020 baseline. 18.6% recycled materials on average in its plastic packaging (compared with 16.8% in 2024). 33.0% recycled PET (rPET) used on average by the Waters category (compared with 29.2% in 2024) and 42.0% in countries where local standards and regulations allow it (compared with 36.6% in 2024).
	Prevention of risk relating to natural resource use	In 2025, the assessment conducted using the Aqueduct Water Risk tool developed by the World Resources Institute (WRI) identified the 20 ingredients (out of a total of 69) in its supply chain that were most critical for Danone in terms of water risk. Focused on water stress, this analysis highlights priority ingredients to deep dive on and helps to prioritize actions. 62.4% of the volume of these ingredients came from water-risk areas.
	Prevention of risk of damage to natural ecosystems and biodiversity	- All the results in terms of climate change and greenhouse gas (GHG) emissions related to the use of natural resources or deforestation contribute to Danone's goal of combating damage to natural ecosystems and biodiversity. - Over the last decade, Danone has participated in the implementation of 20 agricultural projects in 25 different countries, including projects related to soil health, water and/or biodiversity.
	Prevention of risk relating to deforestation or conversion and changes in land use	98.0% traceability of palm oil back to plantation and 100% traceability back to mill (98% and 100% respectively in 2024). 96.0% RSPO (Roundtable on Sustainable Palm Oil) certified palm oil (99.2% in 2024). 99.0% of paper and board packaging made of recycled fibers or virgin certified (FSC, PEFC, SFI) fibers (99% in 2024). 83.2% of cocoa certified with one or more of the following certifications: Rainforest Alliance, Organic, Fairtrade (71% in 2024). 100% of the soybeans used for the <i>Alpro</i> brand were ProTerra Segregated certified and came from areas identified as having no or negligible risk of deforestation and conversion (100% in 2024).
	Prevention of risk of harm to animal welfare	84.0% of the volume of fresh milk was assessed through the new animal welfare assessment tool or via Validus Animal Welfare certification.



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Risk category	Risk	2025 results
HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS	Prevention of risk of discrimination and harassment	■ Percentage of critical non-conformities of Danone's Suppliers and Subcontractors relating to discrimination during the audits performed in 2025: 0.1% (representing one non-conformity)* vs 0.6% in 2024.
	Prevention of risk to workers' rights to freedom of association and collective bargaining	■ One critical non-conformity of Danone's Suppliers and Subcontractors relating to workers' rights to freedom of association and collective bargaining were identified during the audits performed in 2025*.
	Prevention of risk relating to forced labor	■ Percentage of critical non-conformities of Danone's Suppliers and Subcontractors relating to forced labor during the audits performed in 2025: 0% (representing zero non-conformities) vs 2.7% in 2024.
	Prevention of risk relating to child labor	■ Percentage of critical non-conformities of Danone's Suppliers and Subcontractors relating to child labor during the audits performed in 2025: 0.7% (representing four non-conformities) vs 0.4% in 2024*.
	Prevention of risk relating to inadequate salary and income	■ Percentage of critical non-conformities of Danone's Suppliers and Subcontractors relating to working time and compensation during audits performed in 2025: 31.0% (representing 182 non-conformities) * vs 28.1% in 2024.
	Prevention of risk relating to unreasonable working hours	
	Prevention of risk relating to inadequate professional training	■ 15.0% of Danone's dairy farmers and workers covered by Future skilling programs.
	Prevention of risk relating to community displacement and land grabbing	■ Zero critical non-conformities of Danone's Suppliers and Subcontractors relating to community displacement and land grabbing during audits performed in 2025*.
	Prevention of risk relating to a deterioration in living conditions in local communities	■ Environmental actions contribute to mitigating this risk. Thus, refer to environmental sections above for associated results, as environmental management around Danone's factories is monitored through the GREEN audit program presented above.
	Prevention of risk relating to precarious working conditions	■ Results related to this risk are addressed in the results of the risks related to forced labor, child labor, unreasonable working hours and health & safety of workers.
HEALTH AND SAFETY OF PEOPLE	Prevention of relating to product safety and quality	■ Danone achieved GFSI recognized Food Safety Certification rates for its Suppliers and Subcontractors of 95.5% and 93.7%, respectively (in 2024, 96.0% and 92.0% respectively).
	Prevention of risk relating to workers' health and safety	■ Percentage of critical non-conformities of Danone's Suppliers and Subcontractors relating to workers' health and safety during audits performed in 2025: 51.8% (representing 304 non-conformities)* vs 58.3% in 2024.

* For Danone's Suppliers and Subcontractors, the results are based on the analysis of critical non-conformities from SMETA audits (or audits performed using a similar methodology) of shared Suppliers and Subcontractors by Danone or peer companies. Danone's goals are to support Suppliers and Subcontractors in their improvement process, validated by closure by the auditors in accordance with the SMETA methodology (verification of corrective action plans). Danone's dedicated resources are focused on supporting Suppliers and Subcontractors whose audits contain critical non-conformities, representing 587 audits out of 691 in 2025 (compared to 480 audits out of 531 in 2024).

Concerns raised through the Danone Ethics Line

Statistics

In 2025, 582 reports were recorded in the human rights category. These reports came from 36 countries (vs 516 reports in 36 countries in 2024). As a reminder, the human rights category was broadly redefined in 2021 to include child labor, forced labor, the right to collective bargaining, working time and decent wage, the set of issues related to discrimination, harassment, and workers' health, safety and security. In addition, questions asked to all employees in the Danone People Survey in 2023 (about their knowledge of DEL), in 2024 (about their level of trust in the DEL) and in 2025 regarding whether they were comfortable reporting any unethical practices, including human rights issues, or environmental concerns also contributed to this increase.

All these topics have been brought under the human rights category and form a set intended to:

- end exploitation (prohibiting child and forced labor, prohibiting harassment and abuse, ensuring reasonable working hours): 227 reports (mostly relating to harassment);

- maintain decent working conditions (granting a decent wage and at least the applicable legal minimum or standard pay, committing to safe and healthy working conditions, granting the right to freedom of association and collective bargaining, ensuring all workers are treated equally with respect and dignity, promoting inclusion): 341 reports (almost all relate to misconduct and discrimination).

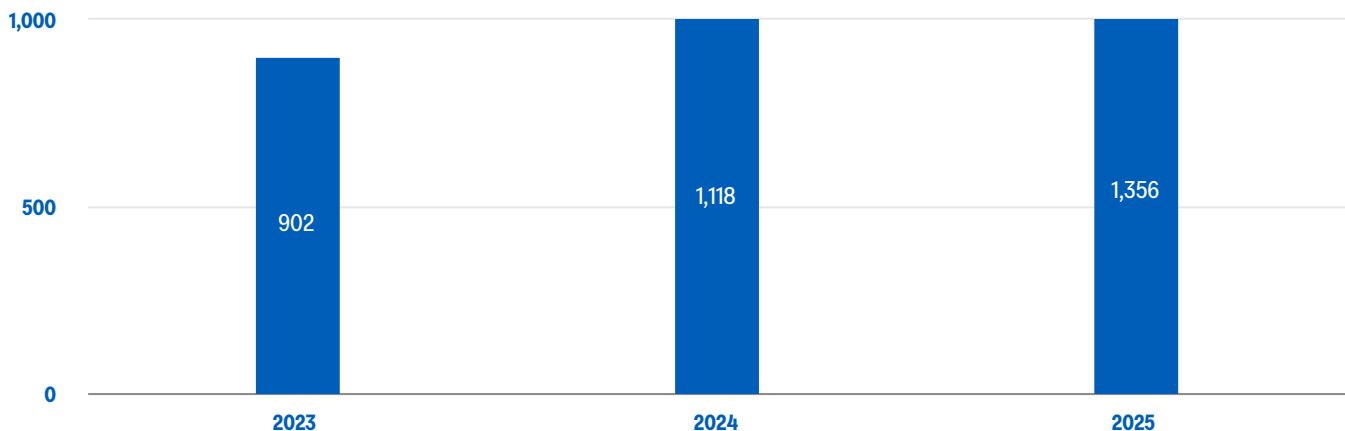
In summary, 79.0% of reports in the area of human rights related to harassment, misconduct or discrimination.

In 2025, 629 human rights reports were closed by year end and 104 were still under investigation. Of those closed reports 273 were totally or partially substantiated.

In 2025, four reports related to the environment. After investigation, two were partially substantiated and two were unsubstantiated.

In 2025, the alert system registered a total of 1,356 reports worldwide (including those related to human rights and environmental concerns mentioned above), *i.e.*, an increase of 21.3% compared to the previous year. This increase demonstrates the continued awareness of the DEL as driven by communications, e-learning courses and culture surveys.

NUMBER OF DEL CONCERNS RAISED PER YEAR FROM 2023 TO 2025



4.8 EXTRA-FINANCIAL FACTSHEET

4.8.1 HEALTH INDICATORS

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			
		2023	2024	2025			ESRS	SASB	GRI	UNGC principle
Projects to address iron deficiency in children	Number	2	4	8	4.1.2					
Scientific publications issued in peer-reviewed journals and/or presentations at scientific conferences	Number	108	114	127	4.1.2					
FSSC 22000 certification rate	Percentage of sites	96.0%	94.0%	98.6%	4.4.4.5	✓	S4	FB-PF-250a.1		
FSSC certification audits completed by independent certification bodies	Number	152	150	144	4.4.4.5	✓	S4			
Internal food safety audits	Number	67	66	72	4.4.4.5	✓	S4			
Volumes sold of dairy, plant-based, water and aquadrinks rated ≥ 3.5 stars by the Health Star Rating	Percentage	89.2%	87.7%	87.8%	4.4.4.5	✓	S4		416-1	
Volumes sold of Kids dairy and plant-based with ≤ 10g total sugars/100g	Percentage	62.2%	78.5%	98.5%	4.4.4.5	✓	S4		416-1	
Volumes sold of toddlers' milks (1-3 yo) with ≤ 1.25g added sugars /100kcal	Percentage	99.3%	99.0%	99.2%	4.4.4.5	✓	S4		416-1	
Volumes sold of Kids dairy fortified with relevant vitamins & minerals	Percentage	83.2%	89.8%	97.7%	4.4.4.5	✓	S4		416-1	
Volumes sold of products that correspond to healthy categories	Percentage	90.3%	89.4%	89.3%	4.4.4.5	✓	S4		416-1	
Volumes sold of products without added sugars	Percentage	81.2%	80.4%	80.4%	4.4.4.5	✓	S4		416-1	
Volumes sold of formula milks intended for 4-5year-olds with ≤2g added sugar/100kcal	Percentage	94.5%	94.9%	98.3%	4.4.4.5	✓	S4		416-1	
Volumes sold of EDP everyday adults products with <10g of sugar /100g	Percentage	75.0%	75.0%	78.5%	4.4.4.5	✓	S4		416-1	
Volumes sold in countries classified by the United Nations as developing economies and economies in transition	Percentage	70.0%	67.6%	67.7%	4.4.4.5	✓	S4			
Volumes sold of dairy, plant-based and aquadrinks products with on pack/online interpretative nutritional information	Percentage	40.5%	71.5%	96.0%	4.4.4.5	✓	S4			
Projects developed to support women's choice to breastfeed	Number	1	3	3	4.4.4.5	✓	S4			
Employees trained on the Danone Policy for the Marketing of Breast Milk Substitutes (BMS)	Number	6,349	6,104	6,517	4.4.4.5	✓	S4			
Danone's television advertising spots compliant with EU pledge criteria	Percentage	100%	99.6%	99.4%	4.4.4.5	✓	S4			
Countries having undergone a compliance audit on EU Pledge	Number	6	6	6	4.4.4.5	✓	S4			
Entities monitoring their compliance with the Marketing to Children Pledge	Percentage	88.0%	85.0%	81.0%	4.4.4.5	✓	S4			
Production sites included in the Food Safety sites scope	Number	161	151	150	4.4.4.5	✓	S4			
Subsidiaries reporting health and nutrition indicators	Number	92	96	99	4.4.4.5	✓	S4			
Consolidated sales reporting health and nutrition indicators	Percentage	94.5%	97.8%	98.8%	4.4.4.5	✓	S4			
Consolidated volumes reporting health and nutrition indicators	Percentage	98.2%	99.4%	99.7%	4.4.4.5	✓	S4			
ATNI ranking	Rank	#2	#1	#1	4.7.2.7					
Suppliers with GFSI certification	Percentage	93.0%	96.0%	95.5%	4.7.2.7			FB-PF-250a.1		
Subcontractors with GFSI certification	Percentage	91.0%	92.0%	93.7%	4.7.2.7			FB-PF-250a.1		

4.8.2 NATURE INDICATORS

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			
		2023	2024	2025			ESRS	SASB	GRI	UNGC principle
Factories powered by >99% renewable energy thanks to the transition to renewable forms of heating and cooling and renewable energy	Number			15	4.3.1.2	✓	E1			
Renewable electricity proportion in the energy mix	Percentage		85.7%	94.2%	4.3.1.2	✓	E1	FB-PF-130a.1		
Countries in which Cool Farm Tool or CAP2ER tool have been deployed	Number		18	20	4.3.1.2	✓	E1			
Volumes of direct milk collected covered by the Cool Farm Tool (CFT) or CAP2ER (for France)	Percentage		92.0%	91.0%	4.3.1.2	✓	E1			
Dairy ingredient suppliers having committed to or set SBTi targets	Percentage			75.0%	4.3.1.2	✓	E1			
Dairy ingredient volumes covered by contractual or agreed upon GHG emission reduction targets	Percentage		30.0%	50.0%	4.3.1.2	✓	E1			
Dairy ingredient suppliers members of the Sustainable Dairy Partnership (SDP)	Percentage		82.0%	83.0%	4.3.1.2	✓	E1			
Dairy ingredient suppliers having completed external verification of their sustainability program	Percentage			30.0%	4.3.1.2	✓	E1			
Share of recycled content in plastic packaging in Waters category	Percentage		26.2%	28.5%	4.3.1.2	✓	E1	FB-PF-410a.1	301-2	
Shadow carbon price	euros/tons CO ₂ e		90 €	100 €	4.3.1.2	✓	E1			
CO ₂ e reduction in line with 1.5 °C SBTi (market-based) vs. 2020	Percentage of variation	(7.5)%	(16.1)%	(21.0)%	4.3.1.3	✓	E1			
Scope 1 & 2 energy and industry emissions (market-based) vs. 2020	Percentage of variation	(20.7)%	(34.5)%	(40.2)%	4.3.1.3	✓	E1			
Scope 1 & 3 FLAG emissions (market-based) vs. 2020	Percentage of variation	(5.5)%	(16.5)%	(21.7)%	4.3.1.3	✓	E1			
Scope 3 non-FLAG emissions (market-based) vs. 2020	Percentage of variation	(9.4)%	(12.5)%	(17.0)%	4.3.1.3	✓	E1			
Methane emissions from fresh milk in dairy products (market-based) vs. 2020	Percentage of variation	(13.3)%	(25.3)%	(29.8)%	4.3.1.3	✓	E1			
Scope 1 & 2 energy and industry	Thousand metric tons CO ₂ e	788	684	625	4.3.1.3	✓	E1		305-1, 305-2	
Scope 1 & 2 energy and industry vs previous year	Percentage of variation		(17.5)%	(8.6)%	4.3.1.3	✓	E1			
Scope 1 & 2 energy and industry vs baseline (2020)	Percentage of variation		(34.5)%	(40.2)%	4.3.1.3	✓	E1			
Scope 3 energy and industry	Thousand metric tons CO ₂ e	6,351	6,137	5,820	4.3.1.3	✓	E1		305-3	
Scope 3 energy and industry vs previous year	Percentage of variation			(5.2)%	4.3.1.3	✓	E1			
Scope 3 energy and industry vs baseline (2020)	Percentage of variation			(17.0)%	4.3.1.3	✓	E1			
Scope 1 & 3 FLAG	Thousand metric tons CO ₂ e	13,104	11,580	10,866	4.3.1.3	✓	E1		305-1, 305-3	
Scope 1 & 3 FLAG vs previous year	Percentage of variation			(6.2)%	4.3.1.3	✓	E1			
Scope 1 & 3 FLAG vs baseline (2020)	Percentage of variation			(21.7)%	4.3.1.3	✓	E1			

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			UNGC principle
		2023	2024	2025			ESRS	SASB	GRI	
Total on SBT scope	Thousand metric tons CO ₂ e	20,283	18,400	17,310	4.3.1.3	✓	E1			
Total on SBT scope vs previous year	Percentage of variation			(5.9)%	4.3.1.3	✓	E1			
Total on SBT scope vs baseline (2020)	Percentage of variation			(21.0)%	4.3.1.3	✓	E1			
Methane from fresh milk in dairy products (included in FLAG target)	Thousand metric tons CO ₂ e	3,548	3,054	2,870	4.3.1.3	✓	E1		305-3	
Methane from fresh milk in dairy products (included in FLAG target) vs previous year	Percentage of variation			(6.0)%	4.3.1.3	✓	E1			
Methane from fresh milk in dairy products (included in FLAG target) vs baseline (2020)	Percentage of variation			(29.8)%	4.3.1.3	✓	E1			
GHG emissions - Direct ops (scope 1 & 2) vs previous year	Percentage of variation			(8.6)%	4.3.1.3	✓	E1			
GHG emissions - Direct ops (scope 1 & 2) vs baseline (2020)	Percentage of variation			(40.2)%	4.3.1.3	✓	E1			
GHG emissions - Agriculture: milk vs previous year	Percentage of variation			(5.7)%	4.3.1.3	✓	E1			
GHG emissions - Agriculture: milk vs baseline (2020)	Percentage of variation			(29.3)%	4.3.1.3	✓	E1			
GHG emissions - Agriculture: other ingredients vs previous year	Percentage of variation			(6.6)%	4.3.1.3	✓	E1			
GHG emissions - Agriculture: other ingredients vs baseline (2020)	Percentage of variation			(11.5)%	4.3.1.3	✓	E1			
GHG emissions - Packaging vs previous year	Percentage of variation			(1.1)%	4.3.1.3	✓	E1	FB-PF-410a.2		
GHG emissions - Packaging vs baseline (2020)	Percentage of variation			(3.0)%	4.3.1.3	✓	E1	FB-PF-410a.2		
GHG emissions - Logistics vs previous year	Percentage of variation			(8.0)%	4.3.1.3	✓	E1			
GHG emissions - Logistics vs baseline (2020)	Percentage of variation			(10.3)%	4.3.1.3	✓	E1			
GHG emissions - Co-manufacturing vs previous year	Percentage of variation			(11.6)%	4.3.1.3	✓	E1			
GHG emissions - Co-manufacturing vs baseline (2020)	Percentage of variation			(42.3)%	4.3.1.3	✓	E1			
Gross scope 1 GHG emissions	Metric tons CO ₂ e	788,093	684,663	697,267	4.3.1.3	✓	E1		305-1	Principle 7,8
Percentage of scope 1 GHG emissions from regulated ETS vs baseline (2020)	Percentage of variation		5.0%	5.0%	4.3.1.3	✓	E1			
Gross market-based scope 2 GHG emissions	Metric tons CO ₂ e	255,584	122,408	49,227	4.3.1.3	✓	E1		305-2	Principle 7,8
1- Purchased goods and services emissions	Metric tons CO ₂ e	16,588,660	14,849,498	13,991,418	4.3.1.3	✓	E1		305-3	Principle 7,8
3- Fuel related activities (not included in scope 1 or 2)	Metric tons CO ₂ e	206,399	183,821	172,725	4.3.1.3	✓	E1		305-3	
4- Upstream transportation and distribution of goods emissions	Metric tons CO ₂ e	303,120	275,696	247,850	4.3.1.3	✓	E1		305-3	Principle 7,8
5- Waste generated in operations emissions	Metric tons CO ₂ e	51,204	49,059	49,454	4.3.1.3	✓	E1		305-3	Principle 7,8
9- Downstream transportation and distribution of goods emissions	Metric tons CO ₂ e	2,058,899	2,195,240	2,047,965	4.3.1.3	✓	E1		305-3	Principle 7,8
11- Use of sold products emissions	Metric tons CO ₂ e	713,568	727,266	665,385	4.3.1.3	✓	E1		305-3	Principle 7,8

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			
		2023	2024	2025			ESRS	SASB	GRI	UNGC principle
12- End-of-life treatment of sold products emissions	Metric tons CO ₂ e	691,723	703,526	687,950	4.3.1.3	✓	E1		305-3	Principle 7,8
Total gross indirect (Scope 3) GHG emissions	Metric tons CO ₂ e	20,613,573	18,984,106	17,862,747	4.3.1.3	✓	E1		305-3	Principle 7,8
Total GHG emissions market-based	Metric tons CO ₂ e	21,657,250	19,791,227	18,609,242	4.3.1.3	✓	E1			
Gross location-based scope 2 GHG emissions	Metric tons CO ₂ e	712,000	694,742	633,419	4.3.1.3	✓	E1		305-2	Principle 7,8
Total GHG emissions location-based	Metric tons CO ₂ e	22,113,951	20,363,560	19,193,942	4.3.1.3	✓	E1			
Total GHG emissions (location-based) per net revenue	Metric tons of CO ₂ e/ million €	800.7	743.8	703.5	4.3.1.3	✓	E1		305-4	
Total GHG emissions (location-based) per net revenue vs previous year	Percentage of variation		(7.1)%	(5.4)%	4.3.1.3	✓	E1		305-4	
Total GHG emissions (market-based) per net revenue	Metric tons of CO ₂ e/ million €	784.1	722.9	682.1	4.3.1.3	✓	E1		305-4	
Total GHG emissions (market-based) per net revenue vs previous year	Percentage of variation		(7.8)%	(5.7)%	4.3.1.3	✓	E1		305-4	
Total carbon credits retired in the reporting year	Metric tons CO ₂ e	373,647	8,662	6,544	4.3.1.3	✓	E1			
Share from removal projects	Percentage	62.9%	–%	5.3%	4.3.1.3	✓	E1			
Share from reduction projects	Percentage	37.1%	100.0%	94.7%	4.3.1.3	✓	E1			
ACR	Percentage contribution of credits	12.8%	–%	–%	4.3.1.3	✓	E1			
VCS	Percentage contribution of credits	26.1%	100.0%	94.7%	4.3.1.3	✓	E1			
REDD+	Percentage contribution of credits	0.1%	–%	–%	4.3.1.3	✓	E1			
Gold standard	Percentage contribution of credits	22.4%	–%	–%	4.3.1.3	✓	E1			
Plan Vivo	Percentage contribution of credits	–%	–%	5.3%	4.3.1.3	✓	E1			
Clean Development Mechanism	Percentage contribution of credits	38.5%	–%	–%	4.3.1.3	✓	E1			
Share of projects within the EU	Percentage of credits	–%	–%	–%	4.3.1.3	✓	E1			
1- Fuel consumption from coal and coal products	MWh	0	0	0	4.3.1.3	✓	E1		302-1	
2- Fuel consumption from crude oil and petroleum products	MWh	171,819	132,631	141,714	4.3.1.3	✓	E1		302-1	
3- Fuel consumption from natural gas	MWh	2,301,377	2,273,011	2,315,425	4.3.1.3	✓	E1		302-1	
4- Fuel consumption from other fossil sources	MWh	33	36	2,246	4.3.1.3	✓	E1		302-1	
5- Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWh	383,011	285,437	162,742	4.3.1.3	✓	E1		302-1	

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			UNGC principle
		2023	2024	2025			ESRS	SASB	GRI	
6- Total fossil energy consumption	MWh	2,856,240	2,691,114	2,622,126	4.3.1.3	✓	E1		302-1	
Share of fossil sources in total energy consumption	Percentage	60.7%	57.6%	55.5%	4.3.1.3	✓	E1	FB-PF-130a.1		
7- Consumption from nuclear sources	MWh	100,898	13,074	8,044	4.3.1.3	✓	E1		302-1	
Share of nuclear sources in total energy consumption	Percentage	2.1%	0.3%	0.2%	4.3.1.3	✓	E1	FB-PF-130a.1		
8- Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biological origin, biogas, renewable hydrogen, etc.)	MWh	216,747	243,887	238,458	4.3.1.3	✓	E1			302-1
9- Consumption of purchased or acquired electricity with attributes (PPA, RECs...), heat, steam, and cooling from renewable sources	MWh	1,381,323	1,654,584	1,809,841	4.3.1.3	✓	E1			302-1
10- Consumption of self-generated non-fuel renewable energy	MWh	19,273	23,412	25,474	4.3.1.3	✓	E1			302-1
11- Total renewable energy consumption	MWh	1,617,343	1,921,883	2,073,773	4.3.1.3	✓	E1			302-1
Share of renewable sources in total energy consumption	Percentage	34.4%	41.1%	43.9%	4.3.1.3	✓	E1	FB-PF-130a.1		
12- Consumption of purchased grid electricity from renewable sources without attributes (PPA, RECs...) – share from the grid consumption	MWh	132,465	47,365	17,270	4.3.1.3	✓	E1			302-1
Total energy consumption	MWh	4,706,945	4,673,437	4,721,213	4.3.1.3	✓	E1		302-1	Principle 7,8
Countries having reached 100% renewable electricity	Number		23	25	4.3.1.3	✓	E1			
Share of electricity covered by renewable energy attribute certificates purchases	Percentage	71.8%	84.5%	92.8%	4.3.1.3	✓	E1			Principle 7,8
Share of renewable energy (electricity and thermal) out of total energy use	Percentage	34.3%	41.1%	43.9%	4.3.1.3	✓	E1	FB-PF-130a.1		Principle 7,8
Renewable electricity purchase coming from EAC	Percentage		80 to 90%	80 to 90%	4.3.1.3	✓	E1			
Renewable electricity purchase coming from PPA	Percentage		10 to 20%	10 to 20%	4.3.1.3	✓	E1			
Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors	MWh/ Million €		170.7	173.0	4.3.1.3	✓	E1			302-3
Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors vs previous year	Percentage of variation			1.4%	4.3.1.3	✓	E1			
Energy consumption intensity	KWh/metric ton of product	140.2	141.3	147.4	4.3.1.3	✓	E1			Principle 7,8
Energy consumption intensity vs previous year	Percentage of variation		0.8%	4.3%	4.3.1.3	✓	E1		302-3	
Sites in the Production Site Environment scope	Number	153	151	151	4.3.1.3	✓	E1			
Sites compliant with the Clean Water Standards (CWS)	Percentage	77.8%	82.3%	86.7%	4.3.2.3	✓	E2	FB-PF-140a.3		Principle 7,8
ISO 14001 certified sites	Number	79	78	78	4.3.2.3	✓	E2			
ISO 14001 certified sites	Percentage	51.0%	51.7%	51.7%	4.3.2.3	✓	E2			
Volumes covered by ISO 14001 certification	Percentage	69.0%	69.0%	69.1%	4.3.2.3	✓	E2			

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			
		2023	2024	2025			ESRS	SASB	GRI	UNGC principle
Sites having undergone a GREEN audit	Number	108	114	128	4.3.2.3	✓	E2			
Sites having undergone a GREEN audit	Percentage	71.0%	75.5%	86.5%	4.3.2.3	✓	E2			
Production covered by a GREEN audit	Percentage	86.0%	90.4%	96.2%	4.3.2.3	✓	E2			
Sites compliant with GREEN standards	Number	93	91	104	4.3.2.3	✓	E2			
Sites compliant with GREEN standards	Percentage	86.0%	79.8%	81.3%	4.3.2.3	✓	E2			
Compliant production under GREEN Standards	Percentage	91.0%	88.9%	89.9%	4.3.2.3	✓	E2			
Final discharge of Chemical Oxygen Demand (COD)	Thousands of metric tons	4.3	3.6	2.1	4.3.2.3	✓	E2	FB-PF-140a.3	303-4	Principle 7,8
Net COD Ratio	Kg/ton of product	0.13	0.11	0.07	4.3.2.3	✓	E2	FB-PF-140a.3		Principle 7,8
Net COD Ratio decrease vs previous year	Percentage of variation		15.0%	39.9%	4.3.2.4	✓	E3	FB-PF-140a.3		
Volumes of key ingredients Danone sources directly coming from farms that have begun to transition to regenerative agriculture	Percentage	38.0%	39.0%	42.0%	4.3.2.3	✓	E2, E3, E4, E5			
Wastewater reclaimed by wastewater reclaim systems installed across Danone sites	Thousands cubic		2,367	2,187	4.3.3.2	✓	E3	FB-PF-140a.3	303-1	
Top 20 ingredients sourcing volumes exposed to high or extremely high water risk	Percentage		54.0%	62.4%	4.3.3.2	✓	E3			
Production sites with SPRING tool rolled out	Number			71	4.3.3.3	✓	E3, E4			
Production sites with a 4R approach deployed	Percentage	95.0%	99.3%	99.3%	4.3.3.3	✓	E3, E4	FB-PF-140a.3		
Total water intake from production sites located in highly water-stressed areas with a watershed preservation or restoration plan in place	Percentage	53.0%	62.0%	71.9%	4.3.3.3	✓	E3	FB-PF-140a.1		
Ingredients located in highly water-stressed areas that are produced under water-improved management practices	Percentage	N/A	N/A	37.0%	4.3.3.3	✓	E3			
Production sites located in highly water-stressed areas	Number			71	4.3.3.3	✓	E3			
Production sites located in highly water-stressed areas covered by effective watershed preservation/restoration measures	Percentage		47.7%	59.2%	4.3.3.2	✓	E3			
Number of production sites facing high physical water risk having reduced by 50% their water intensity from a 2015 baseline, or reached the best-in-class performance level	Percentage		55.9%	48.6%	4.3.3.3	✓	E3	FB-PF-140a.3		
River water withdrawn from the surrounding area	Thousands cubic	2,486	2,612	2,804	4.3.3.3	✓	E3	FB-PF-140a.1	303-3	Principle 7,8
Municipal water withdrawn from the surrounding area	Thousands cubic	18,408	18,577	19,613	4.3.3.3	✓	E3	FB-PF-140a.1	303-3	Principle 7,8
Well water withdrawn from the surrounding area	Thousands cubic	40,090	38,700	37,348	4.3.3.3	✓	E3	FB-PF-140a.1	303-3	Principle 7,8
Total water withdrawal from surrounding area	Thousands cubic meters	60,984	59,889	59,766	4.3.3.3	✓	E3	FB-PF-140a.1	303-3	Principle 7,8
of which for plants located in areas at water risk	Thousands cubic meters		44,152	44,416	4.3.3.3	✓	E3	FB-PF-140a.1	303-3	
of which from areas of high water stress	Thousands cubic meters		33,255	32,371	4.3.3.3	✓	E3	FB-PF-140a.1	303-3	
Evolution of total volume of water withdrawn vs previous year	Percentage of variation		(1.8)%	(0.2)%	4.3.3.3	✓	E3	FB-PF-140a.3		
Water drawn going into finished products	Percentage		46.0%	44.5%	4.3.3.3	✓	E3			

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			UNGC principle
		2023	2024	2025			ESRS	SASB	GRI	
Water drawn used in industrial processes	Percentage		54.0%	55.5%	4.3.3.3	✓	E3			
Water related to the production processes	Thousands cubic	32,945	32,336	33,184	4.3.3.3	✓	E3			Principle 7,8
Water recycled and reused	Thousands cubic		1,291	1,457	4.3.3.3	✓	E3	FB-PF-140a.3		
Intensity of water withdrawal	Cubic meters/ million euros of revenue		2,188	2,191	4.3.3.3	✓	E3			
Dedicated sessions organized in the C&P Academy series for internal procurement teams	Number			12	4.3.4.2	✓	E4			
Buyers having attended dedicated sessions organized in the C&P Academy	Number			286	4.3.4.2	✓	E4			
Recycled PET on average in Waters Category	Percentage	23.8%	29.2%	33.0%	4.7.2.5			FB-PF-410a.1		
Water volumes offered in reusable format	Percentage		46.0%	45.0%	4.3.5.2	✓	E3			
Reuse pilots launched in Waters, EDP, H&N categories	Number		15	15	4.3.5.2	✓	E5			
Recycled PET in Waters Category	Percentage	31.3%	36.6%	42.0%	4.3.5.2	✓	E5	FB-PF-410a.1		Principle 7,8
SKUs holding a "Look-Smell-Taste" label	Number		437	496	4.3.5.2	✓	E5			
Verified deforestation and conversion-free status on key commodities volumes	Percentage	85.0%	93.0%	97.9%	4.3.5.3	✓	E5			
Share of reusable, recyclable or compostable packaging	Percentage	84.0%	85.0%	84.9%	4.3.5.3	✓	E1, E5	FB-PF-410a.1		Principle 7,8
Share of reusable, recyclable or compostable plastic packaging	Percentage		75.9%	76.6%	4.7.2.5			FB-PF-410a.1		
Reduction in the use of virgin fossil-based packaging vs. 2020	Percentage of variation	(3.0)%	(8.0)%	(8.1)%	4.3.5.3	✓	E1, E5	FB-PF-410a.2		Principle 7,8
Plastic packaging put on the market, recovered by supporting the development of effective recycling systems	Percentage of plastic put on the market recovered	58.0%	60.0%	62.7%	4.3.5.3	✓	E1, E2, E5	FB-PF-410a.2		
Reduction of all food waste not fit for human, animal consumption or biomaterial processing vs 2020 (like for like)	Percentage of variation	(19.8)%	(18.1)%	(10.4)%	4.3.5.3	✓	E5			
Ratio of total quantity of food waste per metric ton of product sold, excluding waste intended for animal feed and the processing of biomaterials – SDG 12.3	kg/metric tons of product	20.3	21.1	22.6	4.3.5.3	✓	E5			
RSPO certified palm oil	Percentage	97.0%	99.2%	96.0%	4.3.5.4	✓	E5	FB-PF-430a.1		
ProTerra segregated soybean	Percentage		83.5%	80.5%	4.3.5.4	✓	E5	FB-PF-430a.1		
Certified virgin paper	Percentage		93.0%	96.4%	4.3.5.4	✓	E5	FB-PF-430a.1		
Certified cocoa	Percentage		71.0%	83.2%	4.3.5.4	✓	E5	FB-PF-430a.1		
Regenerative Agriculture scorecards covered ingredients	Percentage		39.0%	41.8%	4.3.5.4	✓	E5			
ProTerra certified <i>Alpro</i> Soybeans	Percentage	100%	100%	100%	4.3.5.4	✓	E5	FB-PF-430a.1		
Share of recycled content in total paper purchased	Percentage		70.0%	68.5%	4.3.5.4	✓	E5	FB-PF-410a.1		
Recycled content in total paper purchased	Metric thousand		347,631	351,760	4.3.5.4	✓	E5			

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			
		2023	2024	2025			ESRS	SASB	GRI	UNGC principle
Share of recycled content in packaging	Percentage	34.0%	37.4%	37.3%	4.3.5.4	✓	E5	FB-PF-410a.1	301-2	Principle 7,8
Recycled content in packaging	Metric thousand		522,464	518,346	4.3.5.4	✓	E5			
Share of recycled content in plastic packaging	Percentage	14.6%	16.8%	18.6%	4.3.5.4	✓	E5	FB-PF-410a.1	301-2	Principle 7,8
Recycled content in plastic packaging	Metric thousand		112,324	127,218	4.3.5.4	✓	E5			
Volumes of palm oil that can be traced to mill level	Percentage	99.3%	100%	100%	4.3.5.4	✓	E5			
Volumes of palm oil that can be traced to plantation level	Percentage	99.8%	98.0%	98.0%	4.3.5.4	✓	E5			
Total amount of industrial waste generated (non-hazardous waste)	Metric thousand	323	330	355	4.3.5.4	✓	E5		306-3	Principle 7,8
Industrial waste diverted from disposal	Percentage	94.4%	95.0%	95.0%	4.3.5.4	✓	E5			Principle 7,8
Total amount of industrial waste diverted from disposal	Metric thousand	306	313	338	4.3.5.4	✓	E5		306-4	Principle 7,8
Amount of industrial waste diverted from disposal in preparation for reuse	Metric thousand		4	5	4.3.5.4	✓	E5		306-4	Principle 7,8
Amount of industrial waste diverted from disposal for recycling	Metric thousand		99	108	4.3.5.4	✓	E5		306-4	Principle 7,8
Amount of industrial waste diverted from disposal for other recovery operations	Metric thousand		214	229	4.3.5.4	✓	E5		306-4	Principle 7,8
Post-industrial packaging waste recovered	Percentage	99.0%	98.9%	99.1%	4.3.5.4	✓	E5	FB-PF-410a.2		Principle 7,8
Total amount of industrial waste directed to disposal	Metric thousand	18.4	18.1	18.0	4.3.5.4	✓	E5		306-5	Principle 7,8
Amount of waste directed to disposal for incineration without energy recovery	Metric thousand		0.6	0.4	4.3.5.4	✓	E5		306-5	Principle 7,8
Amount of waste directed to disposal for landfill	Metric thousand		3.9	3.6	4.3.5.4	✓	E5		306-5	Principle 7,8
Amount of waste directed to disposal for other disposal operations	Metric thousand		13.6	14.2	4.3.5.4	✓	E5		306-5	Principle 7,8
Total amount of non-recycled waste	Metric thousand		231	247	4.3.5.4	✓	E5		306-3	
Non-recycled waste	Percentage		70.0%	69.5%	4.3.5.4	✓	E5			
RSPO Segregated certified palm oil	Percentage	95.0%	97.0%	94.0%	4.7.2.5			FB-PF-430a.1		
RSPO Mass Balance certified palm oil	Percentage	2.0%	2.2%	2.0%	4.7.2.5			FB-PF-430a.1		
Plastic in total packaging	Percentage		50.0%	49.2%	4.7.2.5					
Packaging in total plastic used	Percentage		93.0%	93.0%	4.7.2.5					
Total packaging volumes	Metric tons	1,393,759	1,397,960	1,391,267	4.7.2.5			FB-PF-410a.1		
Total plastic packaging volumes	Metric tons		670,107	684,420	4.7.2.5					
Production plant purchasing electricity from 100% renewable sources	Number	99	105	110	4.7.2.5					Principle 7,8
Recovered plastic waste at Danone production sites	Percentage	99.0%	99.0%	99.5%	4.7.2.5					
Packaging made of recycled fibers or virgin certified (FSC, PEFC with preference for FSC) fibers	Percentage	99.0%	99.0%	99.0%	4.7.2.5			FB-PF-410a.2		
Fresh milk volumes worldwide assessed on the topic of animal welfare through the new animal welfare assessment tool or via Validus Animal Welfare certification	Percentage	91.0%	86.0%	84.0%	4.5.1.3	✓	G1			

4.8.3 SOCIAL INDICATORS

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			UNGC principle
		2023	2024	2025			ESRS	SASB	GRI	
Danone's total employees covered by a B Corp™ certification	Percentage	68.0%	83.0%	98.0%	4.1.4					401-2
Key partners with access to future skilling programs	Percentage			15.0%	4.1.4					
Total employees	Number	88,739	89,528	88,670	4.4.1.1	✓	S1		"2-7	
North America	Percentage	7.0%	7.0%	6.7%	4.4.1.1	✓	S1		"2-7	
Latin America	Percentage	25.0%	25.5%	25.6%	4.4.1.1	✓	S1		"2-7	
Europe	Percentage	30.0%	31.0%	31.1%	4.4.1.1	✓	S1		"2-7	
CIS, Turkey, Iran	Percentage	3.7%	3.7%	3.4%	4.4.1.1	✓	S1		"2-7	
Africa, Middle East, South-East Asia	Percentage	24.0%	23.0%	22.0%	4.4.1.1	✓	S1		"2-7	
China, North Asia & Oceania	Percentage	10.0%	11.0%	11.3%	4.4.1.1	✓	S1		"2-7	
Mexico	Number		15,419	15,267	4.4.1.1	✓	S1		"2-7	
Indonesia	Number		11,136	9,977	4.4.1.1	✓	S1		"2-7	
France	Number		9,101	9,175	4.4.1.1	✓	S1		"2-7	
Total number of men	Number	60,582	60,196	59,338	4.4.1.1	✓	S1		"2-7	
Total number of women	Number	28,157	29,332	29,332	4.4.1.1	✓	S1		"2-7	
< 20 years	Percentage	0.4%	0.4%	0.4%	4.4.1.1	✓	S1		405-01	
20 – 29 years	Percentage	16.6%	16.3%	16.0%	4.4.1.1	✓	S1		405-01	
30 – 39 years	Percentage	34.7%	34.4%	33.9%	4.4.1.1	✓	S1		405-01	
40 – 49 years	Percentage	30.5%	30.8%	31.0%	4.4.1.1	✓	S1		405-01	
50 – 59 years	Percentage	15.5%	15.6%	16.0%	4.4.1.1	✓	S1		405-01	
60 years and >	Percentage	2.3%	2.6%	2.8%	4.4.1.1	✓	S1		405-01	
Permanent employees	Number		85,229	84,795	4.4.1.1	✓	S1		"2-7	
Female permanent employees	Number		27,273	27,860	4.4.1.1	✓	S1		"2-7	
Male permanent employees	Number		57,956	56,935	4.4.1.1	✓	S1		"2-7	
Temporary employees	Number		4,299	3,875	4.4.1.1	✓	S1		"2-7	
Female temporary employees	Number		1,677	1,472	4.4.1.1	✓	S1		"2-7	
Male temporary employees	Number		2,622	2,403	4.4.1.1	✓	S1		"2-7	
Total hires	Number	13,507	14,459	13,492	4.4.1.1	✓	S1		401-1	Principle 6
Total dismissals	Number	5,568	6,389	6,289	4.4.1.1	✓	S1		401-1	Principle 6
Turnover rate	Percentage	19.0%	18.0%	17.0%	4.4.1.1	✓	S1		401-1	Principle 6
Sites having undergone SMETA audits in the ten priority countries during the cycle	Number			184	4.4.1.4	✓	S1		"2-24	
Findings from previous year HRDD audits which have been closed by the end of the year	Percentage		90.0%	90.0%	4.4.1.4	✓	S1			
Part of the targeted population that has completed the social dialogue e-learning	Percentage	N/A	N/A	73.0 %	4.4.1.4	✓	S1			
Employees accessing Campus X every month	Number		20,000	19,650	4.4.1.4	✓	S1			
Employees trained on Danone Human Rights Policy	Percentage			96.9%	4.4.1.4	✓	S1			
Inclusion index vs. peers	Points above peers	+2pts	+2pts	+2pts	4.1.4.5	✓	S1			
Score on the inclusion index (based on Danone People Survey)	Percentage	79.0%	79.0%	80.0%	4.7.2.7					
Employees fully covered by DanCares	Percentage	98.0%	97.9%	97.8%	4.4.1.5	✓	S1		403-6	

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			UNGC principle
		2023	2024	2025			ESRS	SASB	GRI	
Employees having access to future skilling programs	Percentage	N/A	ongoing	100%	4.4.1.5	✓	S1			
Eligible employees participating in the Danone People Survey (DPS)	Percentage		94.0%	94.0%	4.4.1.5	✓	S1			
Engagement score	Percentage		78.0%	79.0%	4.4.1.5	✓	S1			
Engagement score vs peers	Points		+7pts	+6pts	4.4.1.5	✓	S1			
Awareness of the whistleblowing system (DEL)	Percentage		>80%	>85%	4.4.1.5	✓	S1			"2-26
Trust of the whistleblowing system (DEL)	Percentage		81.0%	86.0%	4.4.1.5	✓	S1, G1			"2-26
Perception via the DPS that Danone upholds human rights responsibly	Percentage	N/A	N/A	88.0%	4.4.1.5	✓	S1			"2-24
Number of substantiated DEL complaints	Number		156	273	4.4.1.5	✓	S1			"2-26
of which related to discrimination and harassment	Number		86	122	4.4.1.5	✓	S1			406-1
of which other complaints	Number		70	151	4.4.1.5	✓	S1			
Amount of fines, penalties and compensation related to substantiated complaints	Amount in € millions		-	0	4.4.1.5	✓	S1			"2-27
Severe human rights incidents	Number		-	0	4.4.1.5	✓	S1			"2-27
Amount of material fines, penalties and compensation paid related to severe human rights incidents	Amount in € millions		0	0	4.4.1.5	✓	S1			"2-27
Board of Directors members	Number	11	11	11	4.4.1.5	✓	S1			"2-9
Women in the Board of Directors	Percentage	44.0%	44.0%	44.0%	4.4.1.5	✓	S1			405-1
Executive Committee members	Number	15	13	12	4.4.1.5	✓	S1			"2-9
Women in the Executive Committee	Percentage	20.0%	23.0%	25.0%	4.4.1.5	✓	S1			405-1
Managers, directors, and executives (excluding Executive Committee)	Number	22,018	22,481	22,760	4.4.1.5	✓	S1			"2-9
Women managers, directors, and executives (excluding Executive Committee)	Percentage	53.0%	54.0%	54.0%	4.4.1.5	✓	S1			405-1
Senior managers: directors and executives (excluding Executive Committee)	Number	1,657	1,742	1,805	4.4.1.5	✓	S1			"2-9
Women directors and executives (excluding Executive Committee)	Percentage	43.0%	44.0%	45.5%	4.4.1.5	✓	S1			405-1
Other Managers	Number	20,376	20,739	20,955	4.4.1.5	✓	S1			
Women managers	Percentage	53.0%	54.0%	55.0%	4.4.1.5	✓	S1			405-1
Non-managers employees	Number	66,706	67,034	65,898	4.4.1.5	✓	S1			
Women non-managers	Percentage	25.0%	26.0%	26.0%	4.4.1.5	✓	S1			405-1
Women on total employees	Percentage	32.0%	33.0%	33.0%	4.4.1.5	✓	S1			405-1
Gender Pay Gap on scope including managers, senior managers, and executive positions, according to the Danone Impact Journey methodology	Percentage	2.1%	1.1%	1.1%	4.4.1.5	✓	S1			401-2
Gender pay gap according to CSRD calculation	Percentage		not disclosed	(8.0)%	4.4.1.5	✓	S1			401-2
Countries having implemented the Danone Global Parental Policy	Number	58	58	58	4.4.1.5	✓	S1			403-6 Principle 6
Employees in line or above the living wage (Fair Wage Network methodology)	Percentage		100%	100%	4.4.1.5	✓	S1			202-1
Employees covered by the employee share ownership plans	Percentage		87.5%	80.7%	4.4.1.5	✓	S1			401-2
Countries covered by the global employee share ownership plan	Number		48	48	4.7.2.7					401-2
Fatal accidents	Number	3	2	0	4.4.1.5	✓	S1			403-9 Principle 3
Accidents with at least 1 day of lost-time	Number	207	187	180	4.4.1.5	✓	S1			403-9 Principle 3
Frequency rate 1 (FR1)	Number	0.9	0.9	0.9	4.4.1.5	✓	S1			403-9 Principle 3
Frequency rate 2 (FR2)	Number	0.56	0.4	0.4	4.4.1.5	✓	S1			403-9 Principle 3
Severity rate	Number	0.03	0.02	0.02	4.7.2.7					403-9 Principle 3

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			UNGC principle
		2023	2024	2025			ESRS	SASB	GRI	
Total days lost	Number		5,492	4,374	4.4.1.5	✓	S1			
Employees who received health coverage fully meeting the criteria defined by Dan'Cares, representing	Number	86,928	87,664	86,739	4.7.2.7				403-6	
Countries with employees fully covered by Dan'Cares	Number	58	52	52	4.7.2.7				403-6	
Employees covered by collective bargaining agreements globally	Percentage	72.0%	69.0%	69.0%	4.4.1.5	✓	S1		"2-30	
Employees covered by more than one collective bargaining agreements in France	Number		9,109	9,175	4.4.1.5	✓	S1		"2-30	
Permanent employees who took at least one training course	Number	88,520	93,874	92,873	4.4.1.5	✓	S1			Principle 6
Total number of training hours	Number	2,090,720	2,722,211	2,639,442	4.4.1.5	✓	S1			Principle 6
Permanent employees trained	Percentage	100%	100%	100%	4.4.1.5	✓	S1			Principle 6
Average number of training hours per employee trained	Training hours/ number of employee	24	32	31	4.4.1.5	✓	S1			
									404-1	Principle 6
Agreements signed between Danone and the IUF	Number	9	9	9	4.4.2.2	✓	S2			Principle 3
New concerns linked to deforestation and/or human rights violations:	Number		13	20	4.4.2.4	✓	S2		414-2	
of which concerns related to palm oil	Number		8	14	4.4.2.4	✓	S2			
of which concerns related to other commodities	Number		5	6	4.4.2.4	✓	S2			
of which concerns closed as not linked with Danone's supply chain	Number			14	4.4.2.4	✓	S2			
of which concerns being investigated	Number			6	4.4.2.4	✓	S2			
Concerns monitored by the Group that have been brought up by NGOs	Number			9	4.4.2.4	✓	S2			
Spend covering suppliers to which the SSP has been deployed	Percentage	N/A	10.0%	20.0%	4.4.2.5	✓	S2			
RESPECT KPI 1: Danone's expenditure covered by the RESPECT program	Percentage	69.0%	70.8%	85.6%	4.4.2.5	✓	S2			
Suppliers entities registered on Sedex or Ecovadis platform	Number	3,511	3,159	3,553	4.4.2.5	✓	S2		414-2	Principles 7,8
RESPECT KPI 2: annual SMETA audit plan completion rate	Percentage	77.0%	90.2%	86.9%	4.4.2.5	✓	S2			Principle 1
RESPECT KPI 3: SMETA audits that identified critical non-conformities closed within the timeline defined by the auditors	Percentage	84.0%	80.9%	83.9%	4.4.2.5	✓	S2	FB-PF-430a.2		Principle 1
Sites that completed an on-site or virtual audit in accordance with SMETA or SVA protocol	Number		92	299	4.4.2.5	✓	S2		414-2	
SMETA audits conducted on Group tier 1 suppliers performed by the Group or its peers	Number	541	531	691	4.4.2.5	✓	S2		414-2	Principle 1
Total number of critical non-conformities identified by SMETA audits, out of which related to	Number	452	480	587	4.4.2.5	✓	S2	FB-PF-430a.2	414-2	Principle 1
Forced labor	Percentage	1.3%	2.7%	–%	4.4.2.5	✓	S2			Principle 1
Forced labor	Number			0	4.7.2.7				414-2	Principle 1
Child labor	Percentage	0.7%	0.4%	0.7%	4.4.2.5	✓	S2			Principle 1
Child labor	Number		2	4	4.7.2.7				414-2	Principle 1
Health & safety	Percentage	65.9%	58.3%	51.8%	4.4.2.5	✓	S2			Principle 1
Health & safety	Number		280	304	4.7.2.7				414-2	Principle 1

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			UNGC principle
		2023	2024	2025			ESRS	SASB	GRI	
Discrimination	Percentage	1.1%	0.6%	0.1%	4.4.2.5	✓	S2			Principle 1
Discrimination	Number		3	1	4.7.2.7				414-2	Principle 1
Freedom of association and the right to collective bargaining	Percentage	–%	–%	0.1%	4.4.2.5	✓	S2			Principle 1
Freedom of association and the right to collective bargaining	Number	-	-	1	4.7.2.7				414-2	Principle 1
Working hours and compensation	Percentage	21.5%	28.1%	31.0%	4.4.2.5	✓	S2			Principle 1
Working hours and compensation	Number			182	4.7.2.7				414-2	Principle 1
Environmental practices	Percentage	6.6%	5.8%	5.3%	4.4.2.5	✓	S2			Principle 1
Business ethics	Percentage	–%	–%	0.9%	4.4.2.5	✓	S2			Principle 1
Others	Percentage	2.9%	3.7%	10.1%	4.4.2.5	✓	S2			Principle 1
Community displacement or land grabbing	Number		0	0	4.7.2.7				414-2	
Milk collected directly by Danone in Europe coming from producers working under CPM contract	Percentage	37.0%	38.0%	54.0%	4.4.2.4	✓	S2			
Milk collected directly by Danone in the U.S coming from producers working under CPM contract	Percentage	26.0%	32.0%	42.0%	4.4.2.4	✓	S2			
Milk collected globally directly by Danone coming from producers working under CPM contract	Percentage	23.0%	24.0%	30.0%	4.4.2.4	✓	S2			
Joint site visits made by Danone and IUF to verify the application and quality of the social dialogue agreements since 2009	Number	78	80	88	4.7.2.5					Principle 3
Plastic suppliers spend covered by RESPECT program	Percentage	85.0%	88.0%	89.0%	4.7.2.5					
Countries where Danone employees maintained an average effective week of maximum 48H	Percentage	87.0%	84.6%	85.7%	4.7.2.7					
Completion rate of the GDPR (data privacy) e-learning courses among the targeted population	Percentage			97.6%	4.7.2.7					
Countries having implemented EAP	Number	38	39	54	4.7.2.7					
DEL alerts related to Human Rights	Number	388	516	582	4.7.2.7				"2-26	
Countries where human rights alerts came from	Number	31	36	36	4.7.2.7				"2-26	
Alerts in the "Ending Exploitation" category	Number	210	264	227	4.7.2.7				"2-26	
Alerts in the "Decent work" category	Number	178	241	341	4.7.2.7				"2-26	
Alerts related to harassment, misconduct or discrimination	Percentage		82.7%	79.0%	4.7.2.7				"2-26	
Alerts that were closed during the year	Number	309	356	629	4.7.2.7				"2-26	
Alerts totally or partially substantiated	Number		156	273	4.7.2.7				"2-26	
Alerts still under investigation	Number	79	160	104	4.7.2.7				"2-26	
Alerts in the related to the environment	Number	10	4	4	4.7.2.7				"2-26	
Alerts totally or partially substantiated	Number		0	2	4.7.2.7				"2-26	
Alerts still under investigation	Number		2	0	4.7.2.7				"2-26	
Alerts unsubstantiated	Number			2	4.7.2.7				"2-26	
Total alerts received worldwide	Number		1,118	1356	4.7.2.7				"2-26	
Absenteeism rate	Percentage	2.9%	3.0%	2.9%						Principle 3
Persons with disabilities employed by Danone (in countries where there are no existing legal impediments to collect this data)	Percentage		13.5%	12.6%					405-1	Principles 3, 6

4.8.4 GOVERNANCE INDICATORS

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			
		2023	2024	2025			ESRS	SASB	GRI	UNGC principle
Concerns received by Danone on issues including workplace people-related issues, corruption and fraud	Number	902	1,118	1,356	4.5.1.3	✓	G1		"2-26	Principle 10
New third parties vetted in the year through Danone's dedicated Third Party Vetting digital solution, out of which:	Number		38,682	36,422	4.5.1.3	✓	G1			
									414-2	
New third parties vetted that were approved	Percentage	99.0%	91.8%	94.1%	4.5.1.3	✓	G1		414-1	
New third parties vetted that were approved with mitigation	Percentage	1.1%	1.8%	1.2%	4.5.1.3	✓	G1		414-1	
New third parties vetted that were rejected	Percentage	0.2%	0.2%	0.3%	4.5.1.3	✓	G1		414-1	
Third parties still in the process	Percentage		6.2%	4.4%	4.5.1.3	✓	G1		414-1	
Convictions or fines for violation of anti-corruption and anti-bribery laws	Number		0	0	4.5.1.3	✓	G1		205-3	
Employees that have completed the e-learning course on business conduct and compliance fundamentals	Percentage		98.0%	99.0%	4.5.1.3	✓	G1		205-2	
Countries that maintained a detailed and up-to-date register of all engagements with governments officials	Percentage		75.0%	81.2%	4.5.1.3	✓	G1			
Entities engaged with policymakers or stakeholders to influence public policies and the regulatory environment	Percentage		87.0%	93.7%	4.5.1.3	✓	G1			

4.8.5 SOCIAL FUNDS INDICATORS

Key Performance Indicators (KPIs)	Unit	Performance history			URD 2025 sections	Externally verified	Reference to external standards and frameworks			UNGC principle
		2021	2024	2025			ESRS	SASB	GRI	
DANONE COMMUNITIES										
Total amount in assets under management held by Danone Communities SICAV fund	Amount in € millions	75.3	78.4	76.3	4.1.6.1				201-1	Principle 9
Danone Communities SICAV fund held by Danone	Percentage ownership		20.0%	20.8%	4.1.6.1					
Danone Communities SICAV fund held by employees	Percentage ownership	47.0%	47.0%	48.2%	4.1.6.1					Principle 9
Fonds Professionnel Spécialisé held directly by Danone	Percentage ownership	72.0 %	72.0 %	72.0 %	4.1.6.1					
Social businesses supported by the Danone Communities fund	Number	20	16	16	4.1.6.1					Principle 9
Countries in which social businesses supported are located	Number	25	22	24	4.1.6.1					Principle 9
Danone Communities total investment volume (Danone and co-investors)	Amount in € millions	17.4	17.9	18.4	4.1.6.1					
People that social businesses supported by Danone Communities and W2AF provided safe water to	Number of million people	12.7	20.8	24.7	4.1.6.1				203-2	
Safe drinking water that social businesses supported by Danone Communities and W2AF provided to people around the world	Billion liters	4.6	8.2	10.6	4.1.6.1				203-2	
DANONE ECOSYSTEM										
Projects developed by Danone Ecosystem since its creation	Number	92	102	104	4.1.6.2					Principle 9
Partners working with Danone Ecosystem	Number	84	92	92	4.1.6.2					Principle 9
Active projects that Danone Ecosystem supports	Number			13	4.1.6.2					
LIVELIHOODS FUNDS										
Livelihoods Carbon Fund #1 total investment volume (Danone and co-investors)	Amount in € millions	45.9	45.9	45.9	4.1.6.3	✓			201-1	Principle 9
Amount of the investment volume accounting to Danone	Amount in € millions		16.7	16.7	4.1.6.3	✓			201-1	
Livelihoods Carbon Fund #1 total number of projects validated	Number	9	9	7	4.1.6.3	✓				Principle 9
Livelihoods Carbon Fund #2 total investment volume (Danone and co-investors)	Amount in € millions	65.8	65.8	65.8	4.1.6.3	✓			201-1	Principle 9
Amount of the investment volume accounting to Danone	Amount in € millions		25	25	4.1.6.3	✓			201-1	
Livelihoods Carbon Fund #2 total number of projects validated	Number	8	9	9	4.1.6.3	✓				Principle 9
Livelihoods Fund for Family Farming total investment volume (Danone and co-investors)	Amount in € millions	45.9	36.0	33.9	4.1.6.4	✓			201-1	Principle 9
Amount of the investment volume accounting to Danone	Amount in € millions		15	30	4.1.6.4	✓			201-1	
Number of Livelihoods Fund for Family Farming active projects	Number	8	9	11	4.1.6.4	✓				Principle 9

5

CORPORATE GOVERNANCE

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In accordance with Articles L.225-37, L.225-37-4 and L.22-10-10 of the French Commercial Code, the following section includes the Report of the Board of Directors on corporate governance, the composition of the Board of Directors and the conditions for preparation and organization of the Board's work.

In accordance with Article L.22-10-10 of the French Commercial Code, the Company affirms that it voluntarily adheres to the corporate governance Code for listed companies amended in December 2022 (AFEP-MEDEF Code). In addition, in accordance with paragraph 7 of Article L.22-10-10 of the French Commercial Code, which was integrated following Order no. 2023-1142 of December 6, 2023, a description of the main features of the company's internal control and risk management systems as part of the financial reporting process is provided in section 1.7 Control environment of this Universal Registration Document.

This report, inspired in particular by the comments gathered through a dialogue with Danone's shareholders throughout the year, was prepared following diligences performed by the Legal team working closely with the Human Resources and Finance teams. It was previously presented initially to the Nomination, Compensation and Governance Committee on January 30, 2026 and then approved by the Board of Directors on February 19, 2026.

5.1 GOVERNANCE BODIES

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BOARD OF DIRECTORS

The Board of Directors in 2025

 **89%**

**INDEPENDENCE
RATE ***

 **56%**

**DIVERSITY/DIRECTORS WITH
A NON-FRENCH
NATIONALITY ***

 **44%**

**PERCENTAGE
OF WOMEN ***

BOARD OF DIRECTORS

**11
MEMBERS**

Including
 > **8** Independent Directors, including
 the Chairman and the Lead Independent Director
 > **2** Directors representing employees
 > **1** Non-independent Director, the Chief
 Executive Officer



**> 97%
ATTENDANCE RATE**



**> 7
MEETINGS**

AUDIT COMMITTEE

**3
MEMBERS**

**> 100%
ATTENDANCE RATE**

**> 5
MEETINGS**

NOMINATION, COMPENSATION AND GOVERNANCE COMMITTEE

**3
MEMBERS**

**> 100%
ATTENDANCE RATE**

**> 5
MEETINGS**

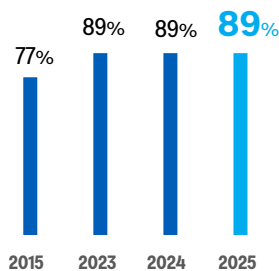
CSR COMMITTEE

**4
MEMBERS**

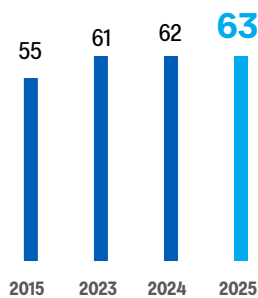
**> 94%
ATTENDANCE RATE**

**> 4
MEETINGS**

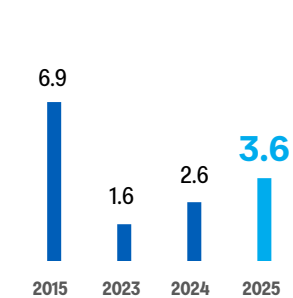
INDEPENDENCE RATE*



AVERAGE AGE OF DIRECTORS (years)*



AVERAGE LENGTH OF THE TERMS OF OFFICE (years)*



* In accordance with the recommendations of the AFEP-MEDEF Code and legal provisions, Directors representing employees are not included in this calculation.

Composition as of December 31, 2025: 11 Directors

Since the end of its renewal conducted between 2021 and 2023, the Board of Directors is 89% made up of independent Directors, including recognized experts in the consumer goods market who hold or have held up top-level responsibilities in major international groups. The diversity and complementarity of Directors' experiences and expertises give them a detailed and in-depth understanding of Danone's challenges.

Personal information							Position on the Board				Participation in Board Committees		
Name	Gender	Age	Nationality	Primary function	Number of DANONE shares	Number of directorships in non-Group listed companies	Independence	Starting date of Director's term	Expiration date of Director's term ^(a)	Years on the Board	Audit	Nomination, Compensation and Governance	CSR
EXECUTIVE CORPORATE OFFICER													
Antoine de SAINT-AFFRIQUE		61	French	Chief Executive Officer of Danone	28,326	1		2022	2028	3			
DIRECTORS													
Gilles SCHNEPP		67	French	Chairman of Danone's Board of Directors	5,000	–	✓	2020	2029 ^(b)	5			
Valérie CHAPOULAUD-FLOQUET		63	French	Lead Independent Director of Danone	2,000	1	✓	2022	2029 ^(b)	3		C	
Gilbert GHOSTINE		65	Lebanese and Canadian	Chairman of the Sandoz's Board of Directors	3,000	1	✓	2022	2027	3			
Lise KINGO		64	Danish	Corporate Director	2,000	2	✓	2022	2027	3			C
Patrice LOUVET		61	American and French	President and CEO of Ralph Lauren Corporation	2,000	1	✓	2022	2028	3			
Sanjiv MEHTA		65	Indian	Corporate Director	2,000	2	✓	2023	2029 ^(b)	2			
Géraldine PICAUD		55	French	Chief Executive Officer of SGS	2,000	1	✓	2022	2028	3	C		
Susan ROBERTS		68	British, Canadian and American	Associate Dean for Fundamental Research at Dartmouth College	2,000	–	✓	2022	2028	3			
DIRECTORS REPRESENTING EMPLOYEES													
Frédéric BOUTEBBA		58	French	Director representing employees	1 ^(c)	–	N/A	2016	2029 ^(d)	9			
Bettina THEISSIG		63	German	Director representing employees	1 ^(c)	–	N/A	2014	2029 ^(d)	11			

(a) Date of the Shareholders' Meeting.

(b) Subject to renewal by the Annual Shareholders' Meeting of April 23, 2026.

(c) Share granted under the "One Share" program.

(d) The terms of office of the two Directors representing employees were renewed for three years by the employee representative bodies in January and February 2026, in accordance with legal and statutory provisions.

Committee Chair: C

Committee member: ●

Pursuant to Act no. 2013-504 of June 14, 2013 and the Company's by-laws, two Directors representing employees are members of the Board and are appointed by the French Group Works Council and the European Works Council, respectively. In addition, a member of the Social and Economic Committee, participates in an advisory capacity in Board of Directors' meetings. Moreover, Franck RIBOUD has been the Honorary Chairman since 2017 (see section *Honorary Chairman* hereinafter).

Danone's governance structure

Danone's mode of governance is adapted to its specific characteristics and history, and is part of a continuous improvement approach.

Separation of the functions of Chairman of the Board of Directors and Chief Executive Officer

On March 14, 2021, the Board of Directors separated the functions of Chairman of the Board of Directors and Chief Executive Officer, by appointing Gilles SCHNEPP as Chairman of the Board, setting up a provisional General Management team and launching a search for a Chief Executive Officer. Following this external selection process led by the Nomination, Compensation and Governance Committee, with the support from a world-renowned recruitment firm, the Board of Directors, upon the recommendation of the Nomination, Compensation and Governance Committee, unanimously decided on May 17, 2021, to appoint Antoine de SAINT-AFFRIQUE as Chief Executive Officer as of September 15, 2021.

This separation of functions allows Danone to benefit from both the corporate governance expertise and experience of Gilles SCHNEPP and the recognized managerial and operational skills of Antoine de SAINT-AFFRIQUE.

Upon recommendation of the Nomination, Compensation and Governance Committee, the Board of Directors' meeting on February 19, 2026 renewed Gilles SCHNEPP's appointment as Chairman of the Board of Directors, subject to the renewal of his term of office as Director by the Shareholders' Meeting on April 23, 2026.

Chairmanship of the Board of Directors

Duties and powers of the Chairman

Pursuant to the Company's by-laws and the Board of Directors' rules, the Chairman of the Board of Directors:

- convenes and sets the agenda for Board of Directors' meetings;
- prepares, organizes and directs the work of the Board and leads discussions;
- ensures the proper operation of the Board;
- oversees the onboarding of new Directors;
- ensures that Directors are able to perform their duties and, in particular, that they are sufficiently informed prior to Board meetings and are able to meet with the Company's senior management and Statutory Auditors;
- may meet with investors from time to time to discuss governance matters, among other things;
- develops and maintains a trusting and ongoing relationship between the Board and General Management to ensure that management permanently and continuously implements the strategic orientations defined by the Board.

Work of the Chairman in 2025

In 2025, Gilles SCHNEPP, Chairman of the Board of Directors, notably:

- oversaw the preparation of Board meeting agendas, taking into account Danone's current situation, key ongoing topics, the Group's environment, and the requests of the Directors; he ensured that the latter had the best possible information at their disposal;

- actively led Board meetings, attended all Board Committees meetings and took part in the meetings of the Mission Committee;
- met each Director individually to discuss notably their individual contribution in the context of the Board's annual assessment;
- took part, alongside the Lead Independent Director, in facilitating 5 meetings of independent Directors; these discussions, which are now held before most Board of Directors meetings, previously took place only twice a year;
- contributed to the dialogue with shareholders, by meeting some of them directly; he also exchanged with the members of the Supervisory Board of the FCPE "Fonds Danone", the employee shareholding fund; these exchanges notably helped strengthen dialogue with Danone's employee shareholders;
- participated in several major corporate events, including the inauguration of Danone's new registered office in Paris; he also took part in the launch day for the OneBiome Laboratory, within the International Research & Innovation Center in Saclay.

Finally, throughout the year, he maintained a direct weekly dialogue with the Chief Executive Officer and a regular dialogue with the Lead Independent Director, but also with members of the Executive Committee and certain Danone executives, enabling close coordination between General Management and the Board of Directors.

General Management

Antoine de SAINT-AFFRIQUE has been Chief Executive Officer since September 15, 2021. On February 25, 2025, upon recommendation of the Nomination, Compensation and Governance Committee, the Board of Directors decided to renew Antoine de SAINT-AFFRIQUE's term of office as Chief Executive Officer, subject to approval of the renewal of his directorship by the Annual Shareholders' Meeting. The renewal of this term of office was approved by the Shareholders' Meeting of April 24, 2025, at 98.88%, and Antoine de SAINT-AFFRIQUE's term as Chief Executive Officer was therefore renewed for three years, the duration of his directorship, in accordance with the by-laws.

Duties and powers of the Chief Executive Officer

In accordance with legal provisions and with the Company's by-laws, the Chief Executive Officer is vested with the broadest powers to act on behalf of the Company in all circumstances, within the limits of the corporate purpose and subject to the powers expressly assigned by law to Shareholders' Meetings and the Board of Directors. He represents the Company in its dealings with third parties.

The Chief Executive Officer manages the Company's activities and, with the support of the Executive Committee, oversees the operational implementation of the strategic orientations approved by the Board of Directors.

He communicates transparently with the Directors and keeps them regularly informed of all aspects of the Company's operations and performance.

Limits on the powers of the Chief Executive Officer

The Board of Directors' rules set limits on the Chief Executive Officer's powers. Thus, the Board of Directors must approve strategic investment projects and all transactions, in particular acquisitions or disposals, that could have a significant impact on Danone's results, the structure of its balance sheet or its risk profile.



The Chief Executive Officer must obtain the Board of Directors' prior authorization for the following transactions:

Type of transaction	Thresholds based on Danone's consolidated figures
Acquisitions or disposals of securities and/or assets, partnerships or joint ventures (in cash or by asset contributions, carried out in one or more transactions)	Any transaction representing an amount exceeding €250 million for the Group's share
Internal reorganizations	Any reorganization project representing an overall cost for the Group's share exceeding €100 million
Capital expenditures (CapEx)	Threshold of €250 million for the Group's share

In addition, the Chief Executive Officer must systematically inform the Board of Directors for the following transactions:

Type of transactions	Thresholds based on Danone's consolidated figures
Other investments, including off-balance sheet commitments made by Danone	Threshold of (a) €250 million per year or (b) €50 million per year and exceeding 7 years, for the Group's share

Board of Directors

Pursuant to the Company's by-laws and the Board of Directors' rules, the Board, a collegial body, exercises the powers attributed to it by law and acts in all cases in the corporate interest of Danone. It determines the strategic orientations of Danone's activity and ensures their implementation. It seeks to promote long-term value creation by the Group while taking into account the social and environmental challenges of its activities. As part of its work, the Board of Directors, examines the economical performance while pursuing to fulfill its purpose and the social, societal and environmental objectives embedded in the Company's by-laws since the adoption of *Société à Mission* status by the Shareholders' Meeting in 2020. Thus, it takes into consideration both the financial impacts as well as the social, societal and environmental consequences of its decisions on the various Company's stakeholders.

The Board of Directors meets as often as required to serve the Company's interests and at least five times a year. It conducts the verifications and controls that it deems necessary. All the Board's members are involved in debates and are source of proposals.

To prepare and inform its work, the Board of Directors may decide to create one or several specialized Committees, whose composition, powers and operating rules it sets, and which conduct their activity under its responsibility. The Committees are comprised only of Directors who are appointed in their individual capacity by the Board of Directors, acting on the recommendation of the Nomination, Compensation and Governance Committee.

Lead Independent Director

The Lead Independent Director is appointed by the Board of Directors, upon the recommendation of the Nomination, Compensation and Governance Committee, from among the independent Directors. His/her appointment is mandatory when the functions of Chairman of the Board of Directors and Chief Executive Officer are combined. Although the functions of Chairman of the Board and Chief Executive Officer have been separated, the Board of Directors felt it appropriate to maintain this position, particularly with a view to maintaining enhanced shareholder dialogue, especially with regard to governance matters.

Valérie CHAPOULAUD-FLOQUET has been the Lead Independent Director since April 26, 2022. On the recommendation of the Nomination, Compensation, and Governance Committee, the Board of Directors meeting on February 19, 2026, renewed Valérie CHAPOULAUD-FLOQUET's appointment as Lead Independent Director, subject to the renewal of her term as Director by the Shareholders' Meeting on April 23, 2026.

Duties and powers of the Lead Independent Director

In accordance with the Board of Directors' rules, the Lead Independent Director:

- may propose additional agenda items to the Chairman and require that the Chairman convenes a Board meeting for a specific agenda;
- chairs Board meetings in the Chairman's absence;
- participates in the Directors' recruitment process;
- convenes, chairs and moderates a meeting of the independent Directors at least once a year and informs the Chief Executive Officer of the conclusions of these meetings;
- prevents conflicts of interest from occurring;
- ensures compliance with the Board's rules and with the principles/recommendations of the AFEP-MEDEF Code;
- oversees the assessment process for the Board and for the Chairman of the Board;
- is the main point of contact for shareholders regarding the Board's responsibility and governance and is available to meet with shareholders;
- is to be appointed Chair of the Nomination, Compensation and Governance Committee;
- oversees the preparation of the succession plan for the corporate officers, including the Chairman and the Chief Executive Officer, as well as the Directors' recruitment process.

Resources

The Lead Independent Director:

- has access to all documents and information that he/she deems necessary to fulfill his/her duties. He/she may, in performing his/her functions, request the completion of external technical research at the Company's expense;
- is regularly informed of major events related to the Company's business;
- may meet Danone's operational or functional managers, at his/her request and after informing the Chairman and the Chief Executive Officer;
- may request assistance from the Board Secretary in order to perform his/her duties.

Report

The Lead Independent Director reports on the execution of his/her duties once a year to the Board of Directors. At Shareholders' Meetings, he/she may report on his/her actions at the Chairman's request or on his/her own initiative.

Work of the Lead Independent Director in 2025

In 2025, Valérie CHAPOULAUD-FLOQUET, Lead Independent Director and Chair of the Nomination, Compensation and Governance Committee, notably:

- participated in the annual exchange on the evolution of the short-, medium- and long-term succession plan for the Chief Executive Officer and Chairman of the Board, and the review of Executive Committee members;
- oversaw the assessment of the Board's operation and performance carried out at the end of 2025 in the form of an internal assessment via a questionnaire; the conclusions of this evaluation are published in the *Assessment* section below;
- participated in a field visit with the Specialized Nutrition teams in Italy;
- co-chaired, alongside the Chairman of the Board of Directors, 5 meetings of independent Directors, devoted in particular to the operations of the Board of Directors and its Committees and the Board's work program; one session was specifically dedicated to the assessment of the Chief Executive Officer's performance and another one to the review of the succession plan for the Company's executive corporate officers;
- exchanged with representatives of the unit-holders on the Supervisory Board of the FCPE "Fonds Danone", the employee shareholding fund; these discussions helped strengthen dialogue with Danone's employee shareholders;
- took part in the dialogue with shareholders, including a governance roadshow in November and December 2025, during which the Lead Independent Director met with around fifteen investors representing more than 40% of Danone's capital (more detail on these discussions is available in the *Dialogue with shareholders* section below); the Lead Independent Director provided the Directors with a report on the exchanges held with these investors.

Lastly, Valérie CHAPOULAUD-FLOQUET maintained close relations with the Chairman, the Directors, as well as with General Management and various Company's executives of Danone.

Honorary Chairman

The Board of Directors' rules give the Board the option to elect (i) one or more Vice-Chairmen from among its members and to appoint, on an honorary basis (ii) an Honorary Chairman chosen from among the former Chairmen of the Board of Directors and (iii) up to two Honorary Vice-Chairmen chosen from among the Directors or former Directors.

Franck RIBOUD, Danone's Chairman and Chief Executive Officer for 18 years (1996-2014) and then Chairman of the Board until 2017, was appointed Honorary Chairman that same year and for an indefinite period, in recognition of his invaluable contribution to the Board's work.

In accordance with the Board's rules, when he is not Director, the Honorary Chairman has no authority but may be invited from time to time to attend Board meetings in an advisory capacity. In addition, the Honorary Chairman may, at the request of the Chairman or the Chief Executive Officer, share his experience and speak to Danone's teams. He may also represent Danone among its longtime partners, and take part in the Company's key events.

The Board's rules also stipulate, to the extent necessary, that all the ethics rules applying to Directors especially in terms of confidentiality and market abuse regulation also apply to the Honorary Chairman. The Honorary Chairman's effective participation in Board meetings must be disclosed in the Corporate Governance Report. Franck RIBOUD, whose term of office as a Director expired in April 2022, has not attended any of the Board meetings held since that date.

It is specified that the position of Honorary Chairman does not entail any compensation.

Balanced distribution of powers

In addition to the separation of the functions of Chairman of the Board of Directors and Chief Executive Officer, the balance of powers is ensured by the following mechanisms:

- chairmanship of the Board of Directors by an independent Director;
- the existence of a Lead Independent Director whose duties, resources and responsibilities are described in section *Lead Independent Director* above;
- the high independence rate of the Board of Directors, amounting to 89% as of December 31, 2025, which allows it to exercise full oversight of the management;
- a Board made up of highly committed Directors who hold or have held top-level responsibilities in major international groups;
- a Board composed of a large number of recognized experts in the Fast-Moving Consumer Goods (FMCG);
- the free and independent review of Board agenda items, with the work in the Committees also enabling Directors to review certain matters in greater detail and work in direct contact with Danone's teams;
- the composition of the Board Committees, all of which are chaired by independent Directors and the responsibilities of these Committees;
- the diversity policy regarding the Board's composition, which aims to ensure a variety of complementary profiles in terms of gender, nationality, skills and experience;
- the full involvement of Directors in the work and discussions of the Board and Committees, as reflected in a high participation rate at meetings (see section *Attendance rates for Directors in 2025* hereinafter);
- regular Independent Directors' meetings, organized by the Lead Independent Director alongside the Chairman of the Board, which enable them to discuss any topic of their choice freely and spontaneously and provide input for the Lead Independent Director's ongoing dialogue with the Chairman of the Board and the Chief Executive Officer;
- limits imposed on the Chief Executive Officer pursuant to the Board's rules, described above.

Succession Plan

General principles

Each year, the Nomination, Compensation, and Governance Committee proactively and systematically oversees the succession plan of the Chief Executive Officer, the Chairman of the Board of Directors, the Chairman of the Board Committees and the Mission Committee, and the Lead Independent Director. He also reviews the succession plan of Executive Committee members. In this context, the Chairman of the Board of Directors is closely involved in the Committee's work, alongside the Chief Executive Officer, in order to ensure that the succession plan is consistent with the Company's current and future strategy and needs.

This process includes an annual review of a detailed succession plan covering two dimensions:

- a succession plan in case of an unforeseen vacancy (such as death, resignation, or sudden incapacity);
- a long-term succession plan to manage the anticipated end of the terms of the Chairman of the Board, the Chief Executive Officer and the Lead Independent Director; and to identify both internal and external talents, with a strategic vision of possible evolutions of key positions.



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The Board of Directors is regularly informed of the plan's progress and any revisions made to it. As part of its annual assessment, it also has the opportunity to comment on the succession plan through questions dedicated to this topic.

In 2025, the annual review of the succession plan for executive corporate officers was conducted by the Nomination, Compensation and Governance Committee at its meeting on October 10, 2025, and by the Board of Directors at its meeting on October 27, 2025. The Nomination, Compensation and Governance Committee conducted an in-depth and structured review, including not only an analysis of succession scenarios for the positions concerned, but also a broad review of Danone's pool of key talents. This review made it possible to assess the depth of available internal resources, identify profiles whose development should be supported, and determine the critical skills needed to ensure leadership continuity and stability. It is part of a rigorous succession cycle, closely involving General Management and Human Resources teams, and incorporating cross-functional perspectives across regions and functions. Through this comprehensive approach, the Committee ensures that Danone has a solid, diverse talent pool that is aligned with the Group's future needs.

Succession plan in case of unforeseen or accelerated vacancy (death, resignation or incapacity)

This plan, reviewed annually by the Nomination, Compensation, and Governance Committee, defines a mechanism designed to effectively respond to potential situations that would result in an unforeseen or accelerated vacancy of the positions of Chairman of the Board of Directors, Chief Executive Officer, Lead Independent Director, or Chairman of Board Committees and the Mission Committee. This mechanism covers both temporary and permanent vacancies and includes the identification of interim or potentially permanent replacements, under strict confidentiality. It is reviewed regularly and adapted, where necessary, to changes in the context and the needs of the Company.

If a specific event occurs, the Nomination, Compensation, and Governance Committee must meet again to review the relevance of previous recommendations and will present its final recommendation to the Board of Directors.

Long-term succession plan

The long-term succession plan reviewed by the Nomination, Compensation, and Governance Committee to prepare for the appointment of the Chairman, Chief Executive Officer, and Lead Independent Director, due to retirement or the end of a term, is structured around the following elements:

- strict confidentiality of the process in place;
- determination of the main expertise criteria expected for the desired profile, as well as the essential interpersonal skills;
- support from an external consultant specialized in recruiting executives for listed and international companies;
- consideration of both internal and external candidates in a logic of openness, complementary, and comparison;
- discussions with the outgoing corporate officer, if relevant, to gather his/her opinion on the considered candidates and their suitability for the role and for Danone;
- an analysis of profiles in terms of skills and expertise thanks to a thorough examination of the candidates' qualifications and know-how to ensure their ability to meet the specific challenges of the role;
- an evaluation of the consistency of profiles with the Group's values to ensure that the prospective candidates share and embody the specific values of Danone ;

- the various elements of this plan are reviewed annually by the Nomination, Compensation, and Governance Committee.

Dialogue with shareholders

The Company, mainly through the intermediary of the Chief Executive Officer, the Chief Financial Officer and the Investor Relations team, maintains an ongoing dialogue with its shareholders and proxy advisors, notably at dedicated meetings and events such as financial results announcements and Capital Market Events. It posts the various presentations made at these meetings and events on Danone's website: www.danone.com (Investors/Publications & Events/Investors' and Capital Market Events). In addition to these meetings, the Investor Relations team interacts with Danone's investors and shareholders on a regular basis throughout the year.

In addition, the Lead Independent Director is the investors' main point of contact for topics relating to Danone's governance, even though the Chairman of the Board of Directors may also have occasion to speak with investors from time to time as appropriate.

As in previous years, in the autumn of 2025, the Lead Independent Director met with around fifteen investors representing more than 40% of the share capital to discuss governance topics. The discussions focused on the composition of the Board, particularly with regard to the expertise of the Directors. Investors also sought to gain a better understanding of the key topics examined by the Board in 2025, as well as its level of involvement in strategic risk analysis, mergers and acquisitions operations, monitoring of operational performance by region, and implications of artificial intelligence and cybersecurity.

Discussions also focused on the Group's new organization in three major zones starting in January 2026, evolution in the management team, and the associated succession processes. Succession plans for the Chief Executive Officer and Directors were also discussed.

In addition, discussions focused on the latest assessments of the Board of Directors, the external assessment conducted at the end of 2023 and a self-assessment conducted at the end of 2024, its results, and the new practices put in place to meet the expectations of the Directors.

Finally, discussions focused on the criteria for the Chief Executive Officer's annual and long-term variable compensation, particularly in terms of social and environmental issues, as well as the attractiveness of the management team's compensation.

This dialogue continued in early 2026, notably ahead of the Annual Shareholders' Meeting. Following discussions with investors, the Company revised the sustainability performance conditions applicable to the Chief Executive Officer's annual variable compensation and to GPS (Group Performance Shares) for 2026. In particular, the number of sustainability conditions for annual variable compensation was reduced and the condition relating to the reduction of greenhouse gas emissions (already present for GPS) was replaced by a condition linked to regenerative agriculture. In addition, a new social condition, linked to the implementation of the DanLife program within the Group, has been introduced among the performance criteria for the 2026 GPS. These two conditions are directly derived from Danone's sustainability roadmap (Danone Impact Journey – Phase 2) and thus continue to ensure that executive compensation is aligned with the Group's sustainability strategy.

Composition of the Board of Directors and Committees

Guiding principles for the composition of the Board of Directors and its Committees

Diversity policy of the Board of Directors and its Committees

In accordance with the provisions of Articles L.22-10-10 2° of the French Commercial Code and 7.2 of the AFEP-MEDEF Code, the Board of Directors pays close attention to its composition, notably in order to promote its diversity and that of its Committees, considering that it is a source of dynamism, creativity and performance and strengthen the quality of the Board's discussions and decisions. This goal, which has been pursued for several years, has led to a noticeable change in the

composition of the Board of Directors with a balanced representation achieved, particularly in terms of independence, gender, expertise, age and seniority of its members.

The Board's policy with respect to diversity of its composition and that of its Committees also aims to promote a variety of cultures, expertises, experiences and nationalities and to ensure that the Board's tasks are performed independently and objectively, and in a collegial and open-minded way.

At each meeting, the Nomination, Compensation and Governance Committee examines the composition of the Committees and the Board to date, and reports to the Board of Directors. In addition, the Board regularly ensures that such composition remains consistent with its diversity policy, relying on the Committee's recommendations to make the necessary adjustments to maintain appropriate balance.

The overall thinking on diversity and the qualities required for the composition of the Board is formalized below.

Criteria	Objectives	Results as of December 31, 2025
Size of the Board of Directors	A streamlined composition of the Board of Directors, aimed in particular at facilitating discussions during meetings and strengthening the cohesion among its members.	The Board of Directors is composed of 11 members, including 2 Directors representing employees.
Balanced representation of women and men	A balanced representation of women and men, with a minimum of 40% of Directors of the same gender.	The Board is composed of 4 women, including the Lead Independent Director, thereby raising its percentage of women to 44% ^(a) , exceeding legal requirements. In addition, all Board Committees are chaired by a woman.
Nationalities International profiles	A diverse range of profiles at the international level, both in terms of nationalities and international expertise and experience.	The vast majority of Directors have international careers and responsibilities. In addition, the Board comprises 7 different nationalities (American, British, Canadian, Danish, French, Indian and Lebanese), with 56% ^(a) of Directors being non-French nationals. In addition, 7 Directors are based outside France. The Directors therefore have in-depth knowledge of Danone's main markets. The internationalization rate of the Board reaches 82% ^(a) when taking into account Directors who have held positions abroad.
Independence of Directors	A minimum of 50% independent Directors, in accordance with the recommendations of the AFEP-MEDEF Code.	The Board of Directors is composed of 8 independent Directors out of 9, representing an independence rate of 89% ^(a) .
Balanced representation by age	A balanced representation of ages, with the proportion of Directors aged over 70 years remaining below a quarter of the Directors in office.	The average age of the Directors is 63 years, with a difference of more than thirteen years between the youngest Director (55 years) and the oldest (68 years) of the Board.
Diversity of skills	A complementarity of profiles, combined with their alignment with Danone's strategy and values. Specific and recognized expertise, borne by the Chairs of the Committees of the Board.	The Board of Directors brings together Directors, with diverse and complementary expertise, enabling it to address Danone's various strategic challenges (see diagram presented under the section <i>Expertise of the Directors</i> below). In addition, the Chairs of each of the Board's Committees have significant expertise in each of the Committees' specific areas.

(a) In accordance with the recommendations of the AFEP-MEDEF Code, Directors representing employees are not included in the calculations of the various rates mentioned above.

Expiration of the terms of office of Directors appointed by the Shareholders' Meeting ^(a)

The Board of Directors ensures the gradual renewal of its members through a harmonious staggered schedule, as shown in the table below.

Name	2027 AGM	2028 AGM	2029 AGM
Antoine de SAINT-AFFRIQUE		✓	
Gilles SCHNEPP			✓ (b)
Valérie CHAPOULAUD-FLOQUET			✓ (b)
Gilbert GHOSTINE	✓		
Lise KINGO	✓		
Patrice LOUVET		✓	
Sanjiv MEHTA			✓ (b)
Géraldine PICAUD		✓	
Susan ROBERTS		✓	
TOTAL	2	4	3

(a) Directors representing employees are appointed through a separate process in accordance with French law and the Company's by-laws: one is appointed by the Group Committee and the other by the European Works Council.

(b) Subject to approval by the Shareholders' Meeting of April 23, 2026.

Procedure for selecting and renewing Directors

The Board of Directors relies on the work of the Nomination, Compensation, and Governance Committee to propose to the Shareholders' Meeting any new appointment or renewal of a Director's mandate.

When it comes to renewing a mandate, the Committee analyzes this renewal by taking into account both reflections on the composition of the Board and its diversity policy. This analysis also considers the attendance and availability of this Director within the Board.

Regarding the policy for selecting future Directors, the Nomination, Compensation, and Governance Committee has established a specific procedure, described below.

This procedure does not apply to the two Directors representing employees, who are appointed through a separate process in compliance with French law, and the Company's by-laws, one by the France Group Works Council and the other by the European Works Council.

Profile definition	The Nomination Compensation and Governance Committee first determines the skills, expertise and profiles to be added to the Board, in line with the Board's diversity policy, Danone's strategic approach and future challenges.
Pre-selection	It is assisted by one or more firms that specialize in the recruitment of Directors with international profiles. The Nomination, Compensation and Governance Committee examines the various candidates and assesses their expertises, experiences and complementarity with those already on the Board.
Selection	The selected candidates meet with the Lead independent Director, the Chairman of the Board of Directors, the Chief Executive Officer, Directors and the Secretary of the Board of Directors. During these meetings, the number of mandates held and candidates' availability are discussed in depth to ensure that they have sufficient time to serve as Directors at Danone. The complementarity of the profile with the expertise and skills already present within the Board is also assessed. In addition, special emphasis is also placed on their ability to preserve Danone's values and culture and embody its commitments, particularly as a <i>Société à Mission</i> . Finally, the compatibility of the selected profiles with the recommendations of the AFEP-MEDEF Code is reviewed, including in terms of independence, diversity and number of board seats.
Designation	Following these meetings and after reviewing the various profiles, the Nomination, Compensation and Governance Committee selects the candidates to be presented to the Board. The Board analyzes the various profiles and decides to submit certain appointments to the shareholders for approval.

Main expertise of Directors

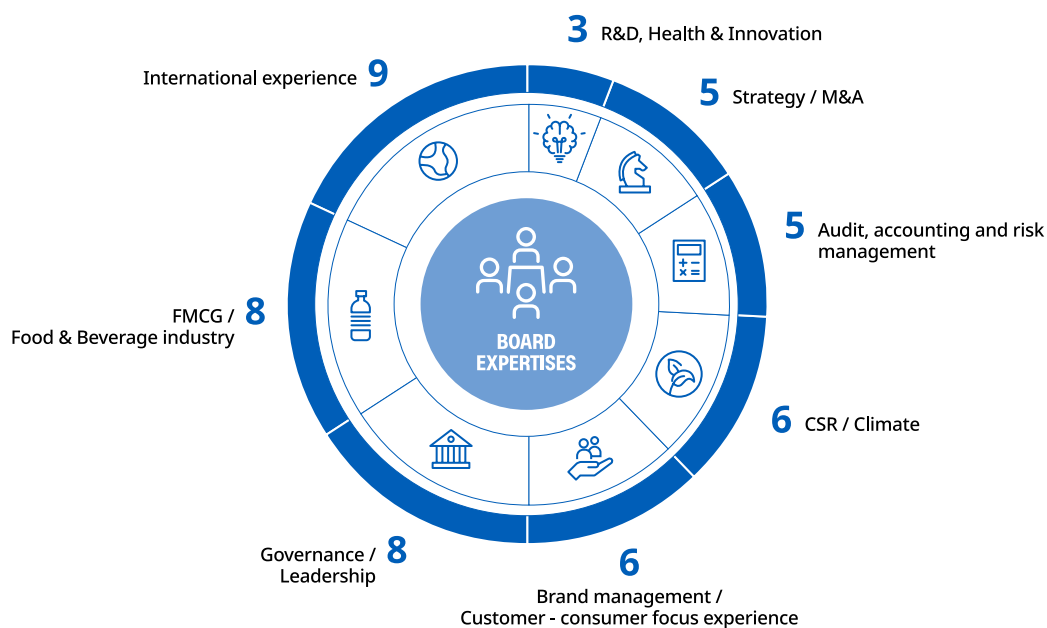
The matrix of expertise and experience areas was revised in 2022 to include only the five main fields of expertise for each Director. In 2025, the Nomination, Compensation and Governance Committee conducted a further review of the Directors' areas of expertise to ensure of their relevance and suitability for the Board's needs and the Company's strategic challenges. The expertises of each Director is presented in the table below and in their biographical notes in section 5.2 *Positions and Responsibilities of the Directors*.

In addition, the Nomination, Compensation and Governance Committee reviews the expertise of the Directors each year as part of the process

of evaluating the functioning of the Board. This regular monitoring helps to ensure the diversity and complementarity of the expert profiles represented. This review is based in particular on individual self-assessments carried out by each Director based on their professional background, as well as on a detailed definition of the criteria for validating expertise.

Finally, it should be noted that the expertise identified at the time of a Director's appointment may evolve during their term of office, particularly as a result of new responsibilities assumed or additional training.

The diagram below shows the diversity of the main expertise among the members of the Board of Directors, with each figure indicating the number of Directors with the relevant expertise:



		Antoine de SAINT-AFFRIQUE	Gilles SCHNEPP	Frédéric BOUTEBBA	Valérie CHAPOULAUD-FLOQUET	Gilbert GHOSTINE	Lise KINGO	Patrice LOUVET	Sanjiv MEHTA	Géraldine PICAUD	Susan ROBERTS	Bettina THEISSIG	Total (in numbers)	Total (in %)
Core skills	Governance/Leadership		✓	✓	✓	✓	✓	✓	✓	✓			8	73%
	International experience		✓	✓	✓	✓	✓	✓	✓	✓	✓		9	82%
	Audit, accounting and risk management			✓			✓	✓	✓	✓			5	45%
	Strategy/M&A		✓	✓	✓	✓				✓			5	45%
Sector-specific skills	FMCG/Food & Beverage industry		✓	✓	✓	✓		✓	✓		✓	✓	8	73%
	Brand management/Customer-consumer focus experience		✓	✓	✓			✓	✓			✓	6	55%
	R&D, Health & Innovation						✓				✓	✓	3	27%
	CSR/Climate			✓		✓	✓			✓	✓	✓	6	55%
Membership on Board Committees	Audit Committee					●			●	C			3	
	Nomination, Compensation and Governance Committee			●	C			●					3	
	CSR Committee					●	C				●	●	4	

Committee Chair: C

Committee member: ●

In addition, the Board and the Nomination, Compensation, and Governance Committee reviewed, as they do each year, the independence of each Director based on the criteria detailed in the paragraph on *Independence of Directors* below.

Independence of Directors

Criteria applied by Danone

Danone strictly applies all AFEP-MEDEF Code recommendations as detailed below. Directors representing employees are not subject to an assessment, in accordance with the recommendations of the AFEP-MEDEF Code.

Review carried out by the Board of Directors

The Board of Directors and the Nomination, Compensation and Governance Committee reviewed, as it does each year, the independence of each Director based on the following criteria.

	Independent	Non-independent	Directors not subject to an assessment
Number	8	1	2
Independence rate	89%	11%	N/A
Directors	Gilles SCHNEPP Valérie CHAPOULAUD-FLOQUET Gilbert GHOSTINE Lise KINGO Patrice LOUVET Sanjiv MEHTA Géraldine PICAUD Susan ROBERTS	Antoine de SAINT-AFFRIQUE	Frédéric BOUTEBBA Bettina THEISSIG
Comments	The Board confirmed that each of these Directors satisfied all of the independence criteria of the AFEP-MEDEF Code, notably with respect to the absence of a significant business relationship with Danone, and thereby confirmed their status as Independent Directors.	The Board considered Antoine de SAINT-AFFRIQUE non-independent because of his position as Chief Executive Officer.	

Situation of each Director regarding the independence criteria defined by the AFEP-MEDEF Code (Appendix 3)

Name	Employee/Corporate officer during the past 5 years	Cross directorships	Significant business relationship	Family relationship	Statutory Auditors	Term of office exceeding 12 years	Non-executive corporate officer with variable compensation	Status of major shareholder	Qualification of Independent Directors
Antoine de SAINT-AFFRIQUE	✗	●	●	●	●	●	●	●	No
Gilles SCHNEPP	●	●	●	●	●	●	●	●	Yes
Frédéric BOUTEBBA ^(a)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Valérie CHAPOULAUD-FLOQUET	●	●	●	●	●	●	●	●	Yes
Gilbert GHOSTINE	●	●	●	●	●	●	●	●	Yes
Lise KINGO	●	●	●	●	●	●	●	●	Yes
Patrice LOUVET	●	●	●	●	●	●	●	●	Yes
Sanjiv MEHTA	●	●	●	●	●	●	●	●	Yes
Géraldine PICAUD	●	●	●	●	●	●	●	●	Yes
Susan ROBERTS	●	●	●	●	●	●	●	●	Yes
Bettina THEISSIG ^(a)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

● when the independence criterion is met, ✗ when it is not met.

(a) Director representing employees.

Each year, the Board of Directors includes on its agenda a review of the independence of its members appointed by the Shareholders' Meeting. In accordance with the recommendations of the *Autorité des Marchés Financiers* (French Financial Markets Authority), the *Haut Comité de Gouvernement d'Entreprise* (High-level Committee for Corporate Governance), and the AFEP-MEDEF Code, it ensures that its Directors act independently and in the interests of the Company, by ensuring that none of them have any ties (significant professional or personal relationships, particularly in terms of sales) likely to interfere with his or her freedom of analysis and decision-making.

In this regard, the Board of Directors pays particular attention, as it does to the other independence criteria, to examining the significance of any business relationships that may exist between Danone and other companies of which Directors are corporate officers or employees, based on the nature, purpose and importance of these relationships that are capable of affecting his or her status as an independent Director.

The Board assesses the significant nature of the business relationship based on the following qualitative and quantitative criteria:

- the importance of the business relationship for the Director and the Company through a potential economic dependency, exclusivity or dominance in the sector to which the business relationship relates;
- the Director's involvement in the business relationship;
- the length and continuity of the business relationship;
- the sales generated between Danone and the company or group with which the Director is associated (both in absolute and relative value);
- the application of arm's length market conditions to the business relationship.

Thus, with regard to Géraldine PICAUD, Chief Executive Officer of SGS, the Board of Directors has noted that the business relationship between Danone and SGS is not significant from either Danone's or SGS's point of view, given its routine nature, the absence of mutual economic dependence and the fact that Danone's purchases from this company represent less than 0.03% of its total purchases of services. Furthermore, Géraldine PICAUD is not involved in the business relationships in question, given the way the two companies are organized.

It is reminded that Directors are required to act at all times in the interests of the Company and all its shareholders. Each year, the Board assesses the situation of the Directors in the context of the system for preventing conflicts of interest.

Prevention of conflicts of interest

The Board's rules include various means to prevent conflicts of interest involving Directors, notably the obligation:

- to notify in advance the Board Secretary and the Lead Independent Director or the Chairman of the Board if the latter is independent of any conflict of interest, including potential or future conflicts of interest, that involves or could potentially involve that Director, in order to obtain their approval; the Board Secretary and the Lead Independent Director, if they consider it necessary, may, where applicable, obtain the opinion of the Nomination, Compensation and Governance Committee before giving their approval;
- to submit a sworn statement indicating any conflicts of interest (i) at the time he/she takes office, (ii) annually at the time of the preparation of Danone's Universal Registration Document or (iii) at any time upon request from the Chairman of the Board of Directors or, where applicable, the Lead Independent Director, and (iv) within ten working days following the occurrence of any event rendering part or all of the previous sworn statement invalid;
- to provide, each year, the list of positions and responsibilities exercised at all companies during the past five years and to answer the survey on conflicts of interest prepared by the Company;

- for any Director involved in a conflict of interest situation, even a potential one, to systematically abstain from participating in the Board's deliberations and from voting on the corresponding deliberation.

Moreover, for any new agreement between Danone and another company in which a Director exercises responsibilities that might place him/her in an actual or potential conflict of interest situation, and considered a related party agreement, the following requirements apply: (i) total transparency regarding the terms under which the company is compensated by Danone, (ii) prior authorization by the Board of Directors (with the corresponding Director abstaining from the deliberations and vote), (iii) disclosure of the principal terms of the agreement on the Danone website, and (iv) a vote by shareholders under a separate resolution at the next Shareholders' Meeting.

Accordingly, as of the date of this document, some members of the Board of Directors are corporate officers and/or executives of companies that may have business relations with Danone or operate in activities that could compete with those of Danone Group.

Thus, Géraldine PICAUD is Chief Executive Officer of SGS, which has business relations with Danone Group. In view of the nature, purpose and importance of these business relationships, the Board has considered that Géraldine PICAUD's indirect business relationships with Danone through her duties at SGS are not of a nature to significantly affect her independence or give rise to a conflict of interest (see section *Situation of each Director regarding the independence criteria defined by the AFEP-MEDEF Code* above).

In addition, Sanjiv MEHTA holds positions within Dr Reddy's Laboratories Limited and L. Catterton Asia, companies which may have activities that compete with those of Danone, notably in India. The Board therefore examined the existence of any potential conflict of interest. In particular, the Board took note of the partnership between Dr Reddy's Laboratories Limited and Nestlé concerning the medical nutrition market in India, announced in April 2024. Further to this review, which covered such aspects as the scope of the partnership and the areas/markets concerned, the Board considered that neither Sanjiv MEHTA's duties within Dr Reddy's Laboratories Limited nor those within L. Catterton Asia led to the existence of a permanent and significant conflict of interest for Sanjiv MEHTA. In any event, in accordance with Board of Directors' rules, if an actual or potential conflict of interest arose between Danone and one of these other companies, Sanjiv MEHTA undertook to (i) recuse himself from all debates and decision-making processes in the matter and (ii) refrain from attending and participating in the corresponding discussions and voting at Danone's Board of Directors, as well as at Dr Reddy's Laboratories Limited and L. Catterton Asia.

To the Company's knowledge:

- there are no family ties among its corporate officers. Moreover, during the last five years, no corporate officer has been convicted of fraud, declared bankrupt, been placed in receivership or liquidation, been officially and publicly accused and/or penalized by any statutory or regulatory authority, or been prohibited by a court from being a member of a company's administrative, management or supervisory body or from participating in the management or administration of a company's business;
- there are no potential conflicts of interest between any Director's duties to the Company and their private interests and/or other duties, other than those mentioned above.

On the date of this Universal Registration Document, no corporate officer is connected to the Company or one of its subsidiaries via a service contract granting any benefits whatsoever, except for the two Directors representing employees bound to Danone by an employment contract.

Change in the composition of the Board of Directors and Committees

Changes in the composition of the Board of Directors and Committees in 2025

	Departures	Appointments/Co-options	Renewals
Board of Directors			Antoine de SAINT-AFFRIQUE Patrice LOUVET Géraldine PICAUD Susan ROBERTS
	–	–	
Audit Committee	–	–	Géraldine PICAUD
Nomination, Compensation and Governance Committee	–	–	Patrice LOUVET
CSR Committee	–	–	Susan ROBERTS

Board of Directors renewal program

At the close of the Annual Shareholders' Meeting on April 27, 2023, the program to renew the entire Board of Directors, initiated in July 2021, was completed with the appointment of Sanjiv MEHTA as Director, with effect as from July 1, 2023.

In accordance with the objectives announced in July 2021, the Board of Directors is tighter (11 members) thus facilitating discussions during the Board meetings and reinforcing the cohesion among its members. It includes an international and diversified group of personalities and experts in the fields of consumer goods, healthcare, finance and sustainability. In addition, the majority of Directors hold or have held senior positions in major international groups.

The Board regularly reviews its composition, and is considering possible changes in line with its diversity policy in the context of future renewals and with the range of expertise it considers consistent with the needs of the Danone Board.

Proposals for the Shareholders' Meeting of April 23, 2026

The Board has decided to submit to the Shareholders' Meeting of April 23, 2026, the renewal of the terms of office of Valérie CHAPOULAUD-FLOQUET, Sanjiv MEHTA and Gilles SCHNEPP, whose terms of office will expire at the close of this Shareholders' Meeting.

	Renewals
Board of Directors	Valérie CHAPOULAUD-FLOQUET Sanjiv MEHTA Gilles SCHNEPP

It should be noted that the terms of office of the Directors representing employees were renewed for three years by the employee representative bodies in January and February 2026.

Operation of the Board of Directors

The rules and method of operation of the Board of Directors, including the rights and obligations of Directors are defined by law, the Company's by-laws and the Board of Directors' rules, which are published in their entirety on the Danone's website: www.danone.com (Group/Governance/By-laws, rules of procedure of the Board of Directors and business conduct policies).

Adopted in 2002, the Board of Directors' rules is updated regularly, particularly to take into account regulatory developments and certain assessments of the Board of Directors.

Thus, in April 2025, it was amended to allow the Board of Directors to make decisions by written consultation.

Directors' terms of office: duration and renewal

Duration under the by-laws	Under the by-laws, the term of office for a Director is three years, renewable.
Age limit	The term of office of any individual Director automatically ends at the conclusion of the Shareholders' Meeting held to approve the previous year's financial statements and held in the year in which this Director has reached or will reach age 70. If the Shareholders' Meeting so decides, this age limit is nevertheless not applicable to one or more Directors whose term of office could be maintained or renewed on one or more occasions, as long as the number of Directors affected by this provision does not exceed one-fourth of active Directors.
Staggering	Directors' terms of office are staggered over time. This staggering and the three-year limit under the by-laws facilitate their regular renewal, thereby allowing the Shareholders' Meeting to vote each year on several terms of office.

Ownership of DANONE shares by Directors

Although French law no longer requires Directors to hold a minimum number of shares, Danone's by-laws require each Director (with the exception of Directors representing employees) to hold a minimum of 2,000 DANONE shares (representing 153.560 euros based on the closing share price on December 31, 2025), *i.e.* more than the average annual compensation of each Director. This provision is in line with the AFEF-MEDEF Code, which recommends that Directors should be shareholders in their own right and own a minimum number of shares commensurate with the compensation they receive. In accordance with the Company's by-laws, each Director has a period of three months from his/her date of appointment to hold at least 1,000 shares, and an overall period of twenty-four months to hold the required 2,000 shares.

The Nomination, Compensation and Governance Committee reviews each Director's shareholding once a year.

Directors' Code of Ethics

In accordance with the Board of Directors' rules:

Independence of Directors

Each year, after reviewing the opinion of the Nomination, Compensation and Governance Committee, the Board of Directors considers the situation of each Director in light of the AFEF-MEDEF Code independence rules and informs shareholders of its findings in the Universal Registration Document.

Duty to report conflicts of interest

Each Director must, at all times, make every effort to avoid carrying out activities or completing transactions that could give rise to a conflict of interest with Danone.

The measures taken by the Company to prevent actual or potential conflicts of interest are described in section *Prevention of conflicts of interest* above.

Stock Market ethics

Directors, as well as all individuals involved in the work of the Board and Committees, including, where applicable, the Honorary Chairman and the Honorary Vice-Chairmen, are bound by a duty of care and due diligence, as well as an obligation to take special care with respect to any transactions involving DANONE shares or any financial instruments related to such shares. They must comply with regulations governing insider trading. In particular, they are required to comply with the applicable stock exchange regulations related to the definition, use and disclosure of inside information, as well as compliance with blackout periods.

Ban on the use of any hedging instrument

Each Director and any closely related persons must refrain from using any financial instruments related to DANONE shares (including hedging instruments), in particular (i) call options or options to subscribe DANONE shares, (ii) rights to DANONE shares granted subject to performance conditions, (iii) DANONE shares issued through options or issued through shares granted subject to performance conditions, (iv) DANONE shares subject to a holding period requirement by the Board of Directors or by law, and lastly, (v) any other DANONE shares held by this Director.

In addition, Antoine de SAINT-AFFRIQUE, Chief Executive Officer, has formally undertaken not to use any instruments to hedge his risk, in particular with regard to the Group performance shares (GPS) of which he has been a beneficiary, until such time as he ceases to hold office.

Onboarding of new Directors

As part of the program to renew the entire Board of Directors, initiated in 2021, particular attention has been paid to the integration of new Directors, and their training program has been redesigned and strengthened in this perspective.

Thus, new Directors benefit from a comprehensive induction program, involving around twenty hours of interviews. This program enables them to get to know and understand the Group, specially the key stages in its development, its culture and values. On the other hand, it gives them a better understanding of the Group's businesses and markets, its short and long-term issues and, its strategic priorities and the way it is governed.

The Chairman of the Board ensures the smooth integration of new Directors, through a program based on the following key elements:

- any new Director is given a welcome pack, that includes, in particular (i) presentations about Danone's activities, challenges and risks, and its competitive environment, (ii) the Board of Directors' rules, (iii) the Company's by-laws, and (iv) various other documents presenting the Group, including Universal Registration Documents and Shareholders' Meeting documents relating to the last three years, and the Mission Committee's reports;
- individual interviews are organized with the Chief Executive Officer, the Chairman of the Board of Directors, the Committee Chairs, several current Directors and the Secretary of the Board of Directors. These interviews focus in particular on the Group's culture and history, Danone's governance, the way in which the Board of Directors operates, and developments in its corporate governance;
- meetings are also held with the Company's Executive Committee members and senior Danone executives, to enable new Directors to deepen their knowledge of the Group's activities (their history, results, competitive environment, challenges and risks), to address specific subjects (such as investor relations), and to familiarize themselves with the Group's internal practices and approach, particularly in terms of social and societal issues, but also of sustainable growth, including its *Société à Mission* status and the requirements and objectives arising from this;
- lastly, more in-depth inductions are carried out for each Director who is to become Chair or a member of a Committee.

The training of Directors continues beyond they have taken office, and constitutes an ongoing process. In 2025, this dynamic was illustrated by the Directors' participation in a training session led by Danone experts on the rise of artificial intelligence, understanding its main challenges, and its practical applications within Danone. The session aimed to highlight the importance of this technology for the Group, particularly in the context of the Renew Danone strategic plan. Several use cases were presented, illustrating concrete applications in the fields of research, marketing, sales, as well as manufacturing. Furthermore, during their visit to Opole in Poland, the Directors had the opportunity to observe the practical implementation of artificial intelligence in the automation of technologies within operations.

In addition, the Directors had the opportunity to discuss with two external speakers: (i) the first discussion, devoted to strategy and sustainability, was led by a former executive director of an international non-governmental organization. This presentation enabled Directors to explore the link between sustainability and economic performance, prompting reflection on the major challenges facing the global food system in the context of climate change and technological developments, while highlighting the role of businesses in integrating these challenges into their economic model; (ii) the second presentation, given during the Board of Directors' annual strategic seminar in Poland, focused on geopolitical and societal issues. Led by a former Polish politician, it addressed the transformation of Poland and Eastern Europe more generally since the 1990s, as well as current geopolitical tensions and some of the major social and political challenges facing the world today.

The Board of Directors' rules stipulate that each Director is entitled, throughout his or her term of office, to the training required to carry out his or her duties. Directors representing employees also benefit from training adapted to the performance of their duties. Whether internal or provided by external organizations, these training courses are organized and paid for exclusively by the Company.

Information for Directors

Prior to each meeting, the Directors receive preparatory documents on the agenda items requiring analysis and prior review so that they can take an informed position with full knowledge of the facts.

The Board Secretary is at the disposal of the Directors for any request for information on their rights and obligations, the functioning of the Board or the activities of the Company. In addition, Directors may at any time request the Chairman to provide them with any information or documents they deem useful for the performance of their duties.

At least once every six months, General Management presents Danone's financial position, cash position and main commitments to the Board of Directors.

The Directors have regular contact with management, including the Executive Committee members and the heads of the main functions, who present the main topics in their areas of responsibility at Board and Committee meetings on a regular basis.

In addition, the Directors have access to a secure digital platform on which they can easily access the preparatory documents of each Board of Directors' meeting at any time (agenda, minutes of the previous meeting, support documents). This tool also allows them to receive useful and varied information throughout the year, facilitating their work.

They also receive weekly press review containing articles about Danone and its environment, as well as, on a regular basis financial analysts' reports regarding DANONE's stock.

A Board meeting is held each year in December, at one of the Group's main sites in France or abroad, followed by an in-depth presentation of the activity in question and visits to production sites. These visits are an opportunity for Directors to meet with Danone's teams and speak with the operational managers.

In 2025, the October Board of Directors meeting was held in Evian and after this meeting, the Directors were able to visit the Evian's impluvium, as well as its factory.

In addition, in December 2025, as part of the Board of Directors' annual strategic seminar, the Directors traveled to Poland for three days, in particular to review Medical Nutrition activities. After a presentation on Danone's Medical Nutrition business worldwide and in Europe, the Directors conducted a strategic review of this business in Poland with members of Danone's Executive Committee and the management team of Danone Poland. They then visited hospitals and pharmacies and accompanied local team members on a home visit to a patient as part of the homecare activity. At Danone Poland's headquarters in Warsaw, they met in small groups with Danone employees from different functions and levels, of various ages and backgrounds: this gave them the opportunity to discuss what the teams consider to be Danone's opportunities and challenges in Poland, the Group's innovation strategy and the agility required in this area, as well as the corporate culture and the expectations and motivations of the new generations in the workplace. The Directors then traveled to Opole, where they visited the Specialized Nutrition production site and the Industry 5.0 Academy – a new global training initiative designed to accelerate the company's adoption of artificial intelligence, automation, and smart technologies in its operations.

Availability of Directors

Directors are expected to attend Board and Committee meetings, as well as Shareholders' Meetings, and to devote the necessary time to their duties.

In particular, they must limit the number of directorships they hold in other companies, including their membership of committees of these companies, so as to maintain sufficient availability. As stipulated in the Board of Directors' rules, and in accordance with the AFEP-MEDEF Code, they must ensure that they do not hold more than four other directorships in listed companies outside the Group (including foreign companies). Prior to accepting an additional term of office in a French or foreign listed company, the Director concerned is required to inform the Chairman of the Board of Directors or the Chair of the Nomination, Compensation and Governance Committee; executive corporate officers are also required to seek the opinion of the Board of Directors.

To ensure that the composition of the Board is optimal, the Board carries out an annual detailed review of the individual situation of each Director in terms of:

- independence, by strictly applying the independence criteria set out in the AFEP-MEDEF Code;
- availability, by examining, on the one hand, each Director's attendance rate at Board and Committees meetings and, on the other hand, the number of external mandates held by each Director, notably within listed companies, and their compatibility with their duties as Danone Directors, in order to ensure that all members of the Board have the necessary time to devote fully to the work of the Board;
- participation in Board and Committee meetings.

The Nomination, Compensation and Governance Committee pays particular attention to the availability of the candidate when recruiting a new Director in order to ensure that they will have the time necessary to fully perform their duties on Danone's Board of Directors.



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Involvement of Directors outside of Board meetings

Directors demonstrate their commitment outside of Board meetings, particularly through discussions among themselves and with the Lead Independent Director and the Chairman of the Board, and by meeting several times a year informally.

In particular:

- they meet and talk informally before or after each Board meeting;
- they participate in briefings when new developments so require and meet regularly outside of Board meetings;
- they make themselves available at the request of executives or senior executives for ad hoc meetings on specific topics;
- they participate in site visits;
- they attend the Shareholders' Meeting.

Assessment

Since 2022, the frequency of Board assessments was increased, the Board's rules provide for an annual assessment of the Board. This annual assessment may take the form of a self-assessment based on an anonymous individual questionnaire or an assessment by the Nomination, Compensation and Governance Committee, an assessment by the Lead Independent Director or by any third-party body. An external assessment is organized on a regular basis, once every three years. A detailed report is submitted to the Nomination, Compensation and Governance Committee and to the Board. The assessment of the Board enables to identify new areas for improvement in order to optimize the Board's performance. The most recent external assessment of the Board was carried out at the end of 2023.

Following the internal assessment conducted in 2024, and in view of the areas for improvement that had been identified by the Directors, particular attention was paid to communicating preparatory documents for Board meetings earlier and presenting them in a more concise format. In addition, in order to meet the expectations expressed, more time was devoted to discussions on medium and long-term strategic issues. Finally, a training session was organized on artificial intelligence, a major strategic topic.

At the end of 2025, a new internal evaluation of the Board was conducted. The Directors once again expressed their very positive assessment of the functioning of the Board and its Committees, as well as their collective effectiveness. The members of the Board highlighted the quality of the exchanges, the openness of the discussions, the diversity of profiles, and the dynamic working atmosphere that characterizes their meetings. All of these elements contribute to a demanding and constructive dialogue between the members of the Board and management. The leadership exercised by the Chairman and the Chief Executive Officer is unanimously praised for its complementarity and its contribution to the cohesion of the Board. The role of Lead Independent Director is particularly appreciated, with Directors emphasizing the constant commitment and quality of the work carried out by the Lead Independent Director. The Directors also recognize the progress made during the year in structuring and clarifying the information made available. The comments made by the various types of speakers during the meetings are perceived as relevant, particularly during the strategic sessions, and the sessions featuring external speakers was particularly appreciated.

At the same time, the assessment reveals some expectations regarding the further exploration of certain topics. In particular, the Directors would like to see more frequent coverage of certain topics such as competition, industrial operations, and digital technology. They also request a more in-depth review and development of the Company's talents (beyond the Executive Committee) and would like to see continued efforts to promote greater diversity among internal speakers at Board meetings. In addition, Board members encourage greater use of diverse external perspectives and wish to continue visiting industrial sites, which they consider essential to their understanding of the Group's operational challenges. Finally, despite a notable improvement, several Directors reiterate their wish to receive more concise preparatory documents to be sent further in advance of meetings.

Annual review of the Board's operation

In 2025, as it does every year, the Board dedicated an agenda item of one of its meetings to a review of its own operation and that of each of its Committees.

Procedure for related party and ordinary agreements

In accordance with Article L.22-10-2 of the French Commercial Code and upon the recommendation of the Nomination, Compensation and Governance Committee, on December 12, 2019, the Board of Directors approved an internal procedure related to the identification of related party agreements and the assessment of agreements entered into in the ordinary course of business.

While reiterating the applicable legal and regulatory framework, this procedure formalizes the process for identifying and characterizing agreements as "related party agreements" or "agreements entered into in the ordinary course of business and at arm's length", a process applied before entering into any agreement that might be characterized as a related party agreement. In particular, it includes criteria for classifying agreements, notably on the basis of transaction categories and financial thresholds. The procedure also institutes an annual assessment of its implementation by the Nomination, Compensation and Governance Committee, which may at that time propose to the Board of Directors that the procedure's terms be amended. Persons directly or indirectly affected by an agreement do not participate in its assessment.

The implementation of this procedure in 2025 resulted in a review by the Legal Department of the summary table prepared by the Accounting Department of financial flows during the year between the Company and the persons concerned within the meaning of the applicable regulations. A summary of this review was then presented to the Nomination, Compensation and Governance Committee on January 30, 2026, which, after reviewing it, presented the findings of its assessment to the Board of Directors on February 19, 2026, at the time of the annual review of related party and other agreements. After analysis, the Nomination, Compensation and Governance Committee concluded that all the agreements entered into in the ordinary course of business and at arm's length continued to qualify as such.

Activity and work of the Board of Directors

Meetings and attendance

BOARD OF DIRECTORS MEETINGS		ATTENDANCE RATE		AVERAGE MEETING DURATION	
2025	7	2025	97%	2025	3:34
2024	10	2024	95%	2024	3:19

Each Board meeting concludes with a round-table discussion allowing each Director to express his/her opinion on how the meeting went, and his/her expectations for future sessions.

With the view to improving governance, the two annual meetings of independent Directors were replaced in 2025 by a meeting now held before most Board meetings, enabling them to discuss any desired topic on a more regular and in-depth basis. The independent Directors met five times in 2025. One of these sessions was specifically dedicated to the assessment of the Chief Executive Officer's performance and another one to the review of the succession plan for the Company's executive corporate officers.

Attendance rates for Directors in 2025

Name	Committees			
	Board of Directors	Audit Committee	Nomination, Compensation and Governance Committee	CSR Committee
	7 meetings	5 meetings	5 meetings	4 meetings
Antoine de SAINT-AFFRIQUE	100%	–	–	–
Gilles SCHNEPP	100%	–	–	–
Frédéric BOUTEBBA	100%	–	100%	–
Valérie CHAPOULAUD-FLOQUET	100%	–	100%	–
Gilbert GHOSTINE	100%	100%	–	75%
Lise KINGO	100%	–	–	100%
Patrice LOUVET	71% ^(a)	–	100%	–
Sanjiv MEHTA	100%	100%	–	–
Géraldine PICAUD	100%	100%	–	–
Susan ROBERTS	100%	–	–	100%
Bettina THEISSIG	100%	–	–	100%
OVERALL ATTENDANCE RATE (AVERAGE)	97%	100%	100%	94%

(a) Patrice LOUVET's attendance rate at Board of Directors' meetings in 2025 can be explained by scheduling conflicts that prevented him from attending the two Board of Directors' meetings held on two consecutive days. For all intents and purposes, it should be noted that Patrice LOUVET's attendance rate at Board of Directors' meetings in 2023 and 2024 was 100%.

Matters reviewed and discussed by the Board of Directors in 2025 and early 2026

Strategy

- presentation by General Management of Danone's strategic priorities and main operating choices in the various geographical zones and categories;
- discussions on medium and long-term strategic orientations;
- review of the context and mapping of Danone's strategic risks (including sustainability risks);
- regular review of the Group's portfolio of brands and assets, and of market share trends;
- analysis of ongoing acquisition and divestment projects, and of various external growth opportunities;
- regular updates on competitive intelligence and strategic analysis of Danone's external environment, category outlook and assets;
- in-depth review of Danone's innovation strategy;
- in-depth review of medical nutrition worldwide, in Europe and in Poland;
- monitoring of the targeted recall of specific infant formula batches following evolving food safety authorities guidance.

Finance, activity and results

- review of preparation for the closing of the annual and interim consolidated and statutory financial statements, and review of forward-looking management documents;
- presentation by the Statutory Auditors of the conclusions of their work concerning the annual and interim consolidated and statutory financial statements;
- monitoring of Danone's financial communications, including review of press releases concerning the annual and interim consolidated financial statements;
- approval of the management report and other reports to shareholders;
- regular review of the business and financial performance of each zone;
- regular review of Danone's financial position (debt situation and credit rating);
- update on share buyback transactions, in particular transactions intended to offset the dilutive impact of employee share ownership plans and the intra-group transfer of DANONE shares between Danone SA and its Spanish subsidiary;
- review of renewals of financial delegations to General Management;
- monitoring Danone's stock market performance, share capital and shareholders;
- proposal for dividend distribution in 2025 and 2026;
- regular reporting on Danone's risk management and internal control systems, and review of Danone's risks;
- annual budget review.

Governance and Compensation

- preparation of the 2025 and 2026 Shareholders' Meetings: adoption of the management report and the corporate governance report for the 2024 and 2025 financial years; setting of the agenda and adoption of draft resolutions, with an in-depth examination of draft resolutions relating to corporate governance and executive compensation; renewals of Directors' terms of office, in particular the term of office of the Chief Executive Officer in 2025 and the Chairman of the Board of Directors in 2026; amendment to article 18 of the by-laws relating to the deliberations of the Board; responses to shareholders' written questions;
- review of Board and Committees' composition;
- approval of the renewal of the members of the Mission Committee and its Chair;
- review of Directors' independence, availability and effective participation in Board and Committee meetings in 2025;
- monitoring exchanges with Danone's main shareholders on governance topics, in particular following the roadshow conducted by the Lead Independent Director;
- review of internal assessments of the functioning of the Board of Directors and its Committees performed in 2024 and 2025, and examination of their conclusions;
- annual review of the functioning of the Board of Directors and its Committees;
- review of the succession plan for the Chief Executive Officer, the Chairman of the Board of Directors, the Chairs of the Board Committees and the Mission Committee, and the Lead Independent Director; and review of the members of the Executive Committee in light of the Group's Talent Policy (see section on the *work of the Nomination, Compensation and Governance Committee in 2025 and early 2026* below);

- annual review of related party agreements and of the internal procedure for identifying regulated agreements and assessing ordinary agreements;
- preparation and approval of compensation policies for the Chief Executive Officer, the Chairman of the Board of Directors and Directors for 2025 and 2026;
- review of the achievement of the performance conditions applicable to the Chief Executive Officer's variable annual compensation for 2024 and 2025;
- adoption of long-term share-based compensation instruments (GPS 2025 and 2026 and Fidelity Shares 2025 and 2026 plans): determination of performance conditions for new GPS plans, review of achievement of performance conditions for current GPS plans;
- allocation of performance shares (GPS) and shares conditional on continued presence (Fidelity Shares) to certain employees for 2025;
- review of the 2025 and 2026 publications relating to the compensation of Danone's executive officers;
- amendment of the Board's rules, in particular to include the possibility for the Board to take decisions by written consultation.

Sustainability

- annual review of Danone's situation, of its action plan and its corresponding deadlines, in sustainability matters, notably people and community, plastic, GHG and methane emissions reduction strategy, including the Climate Transition Plan, Danone's water preservation strategy and the definition and implementation of the forest policy; annual review of results achieved and the need to adjust the action plan or amend objectives;
- approval of Danone's annual contribution to Danone Communities and review of the fund's projects;
- annual update on the FTSE4Good index;
- visit to the Evian factory and its impluvium, and discussions on the measures implemented to protect water resources;
- update on the implementation of the Corporate Sustainability Reporting Directive (CSRD);
- review of 2024 and 2025 sustainability reporting results;
- approval of the sustainability report for the 2024 and 2025 financial years and presentation by the Sustainability Auditor of the conclusions of his work on these reports;
- discussions with a former executive director of an international non-governmental organization on strategy and sustainable development;
- review of the new sustainable development roadmap (Danone Impact Journey – Phase 2);
- update on the consultation with the Social and Economic Committee regarding the Company's strategic directions;
- follow-up on the work of the Mission Committee.

Human resources

- annual review of Danone's situation and policy in terms of professional and salary equality between men and women, and monitoring of progress towards diversity objectives;
- capital increases reserved for employees: approval of the annual capital increase reserved for employees of Danone's French companies who are members of a Company Savings Plan, and of the worldwide capital increase reserved for employees of Group Danone's foreign companies; monitoring of the results of these operations;
- approval of the transfer of Danone's registered office.

AUDIT COMMITTEE

Composition as of December 31, 2025

	Date first joined the Committee
Géraldine PICAUD Chair	April 2022
Gilbert GHOSTINE	October 2022
Sanjiv MEHTA	July 2023

The Directors who are Audit Committee members are independent. Géraldine PICAUD, the Committee's "financial expert" as defined by Article L.823-19 of the French Commercial Code, chairs the Committee. Its members were chosen for their know-how and their recognized expertise in finance, accounting, internal control, internal audit and risk management. Their professional background is presented extensively in section 5.2 *Positions and responsibilities of the Directors*.

Missions

The Audit Committee is responsible for monitoring issues relating to the preparation and control of Danone's financial, accounting and sustainability information. Its main missions include:

- reviewing the draft versions of the annual and interim consolidated and statutory financial statements and drafts of press releases;
- since 2024, monitoring the sustainability reporting process, including the double materiality assessment process conducted to identify the information to be reported in accordance with the applicable sustainability reporting standards;

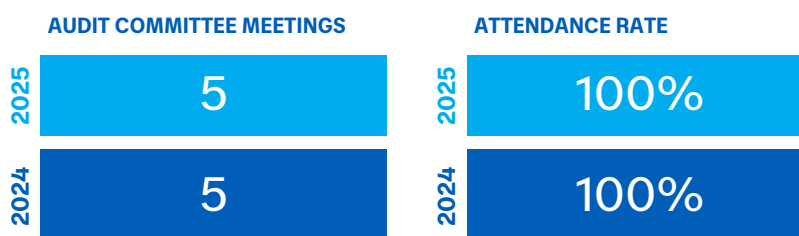
- monitoring the effectiveness of internal control, internal audit and risk management systems as well as compliance policies;
- monitoring the mandates, works and independence of the Statutory Auditors and Sustainability Auditor(s).

It is regularly briefed by senior management responsible for the financial statements, internal audit and internal control, risk management, treasury and financing, tax matters and compliance, and by the Statutory Auditors. At the discretion of the Committee, these briefings may be held without representatives of General Management being present. The Audit Committee invites the Statutory Auditors to attend each of these meetings and meets with them once a year, without any Danone representative being present. It also meets once a year with the head of the Company's Internal Audit Department, in the absence of any other Danone representative.

The missions of the Audit Committee are described in the Board of Directors' rules, available on the Danone website at www.danone.com (Group/About us/ Governance/By-laws, rules of procedure of the Board of Directors and business conduct policies).

Activity and work of the Audit Committee

Meetings and attendance



A report on each Audit Committee meeting is presented at the next Board of Directors' meeting, thereby enabling the Board to be fully informed and facilitating its work and proceedings. The Chief Financial Officer is involved in the Audit Committee's work and participates in its meetings.

Work of the Committee in 2025 and early 2026

- review of the annual and interim statutory and consolidated financial statements, this review systematically includes: (i) a presentation by the Chief Financial Officer of the main results, (ii) a review of non-IFRS indicators, (iii) a review of goodwill, provisions and the accounting treatment of realized disposals and acquisitions, (iv) a presentation of off-balance sheet commitments, (v) a presentation of major litigation, (vi) a review of press releases and associated analyst presentations;
- presentation by the Statutory Auditors of the performance of their assignment, the conclusions of their work and any audit adjustments to the annual and half-yearly financial statements, as well as joint presentation by the head of consolidated financial statements (Director of Consolidation, Reporting and Standards) and the Statutory Auditors of the main accounting options adopted;
- half-yearly review of Danone's financial position: strategy and debt situation, financial rating, financial risk management;
- review of Danone's main strategic risks (including sustainability risks), changes in risk mapping and implemented action plans, in the presence of the person in charge of strategic risk management; review of the description of risk factors in the Universal Registration Document;
- annual update on cybersecurity, including review of the associated risks, organization and implemented measures to address it;
- review of excerpts from the management report on internal control and risk management;
- results of the 2024 and 2025 internal control and internal audit campaigns and 2026 action plan;
- regular updates on compliance;
- annual update on the Group's tax situation;
- update on food safety;
- approval and regular monitoring of Statutory Auditors' fees for certification of accounts and other services, and review of their independence;
- review and approval of the authorization procedure for services, other than the certification of financial statements, provided by the Statutory Auditors and members of their networks;
- follow-up of the implementation of the Corporate Sustainability Reporting Directive (CSRD) and review of the sustainability reporting process, including the results of the updated double materiality assessment;
- presentation by the Sustainability Auditor of his work and conclusions;
- update on transformation projects;
- review of the proposed dividend distribution submitted to the vote of the Shareholders' Meeting;
- review of financial authorizations submitted to the vote of the Shareholders' Meeting;
- annual review of the functioning of the Audit Committee.

NOMINATION, COMPENSATION AND GOVERNANCE COMMITTEE

Composition as of December 31, 2025

	Date first joined the Committee
Valérie CHAPOULAUD-FLOQUET Chair	April 2022
Frédéric BOUTEBBA (Director representing employees)	October 2022
Patrice LOUVET	April 2022

Missions

The Nomination, Compensation and Governance Committee is responsible for monitoring governance matters, including in particular the appointment of Board members and executive corporate officers, as well as matters regarding their compensation, notably in accordance with the AFEP-MEDEF Code on corporate governance at listed companies, which serves as a reference for the Company.

As part of its duties, the Committee may request external technical studies. It also examines the corporate governance rules applicable to

Danone, and monitors their implementation and any changes they may undergo. It also supervises the annual assessment of the Board of Directors.

The Nomination, Compensation and Governance Committee's duties are described in detail in the Board of Directors' rules, available on the Danone website at www.danone.com (Group/About us/Governance/By-laws, rules of procedure of the Board of Directors and business conduct policies).

Activities and work of the Nomination, Compensation and Governance Committee

Meetings and attendance

	NOMINATION, COMPENSATION AND GOVERNANCE COMMITTEE MEETINGS		ATTENDANCE RATE
2025	5	2025	100%
2024	5	2024	100%

A report on each Nomination, Compensation and Governance Committee meeting is presented at the next Board of Directors' meeting that enable the Board to be fully informed and facilitates its work and proceedings. The Chairman of the Board and the Chief Executive Officer regularly contribute to the work of the Nomination, Compensation and Governance Committee, including its meetings, except for matters concerning them personally.

Work of the Committee in 2025 and early 2026

Regarding governance

- review of the composition of the Board and its Committees, notably in the context of the renewal of the Chief Executive Officer's term of office decided by the 2025 Annual Shareholders' Meeting; and in anticipation of the renewal of the terms of office of Valérie CHAPOULAUD-FLOQUET, Sanjiv MEHTA and Gilles SCHNEPP proposed at the 2026 Annual Shareholders' Meeting, and the renewal of the terms of office of the two Directors representing the employees;
- review of the succession plan to ensure continuity of General Management, the Chairmanship of the Board, its Committees, the Mission Committee and the Lead Independent Director, both in the event of an unforeseen and medium-term vacancy, and review of the members of the Executive Committee in light of the Group's Talent Policy;
- implementation and follow-up of an internal assessment of the Board of Directors and its Committees in 2025, and review of its conclusions;
- annual individual review of (i) the independence of each Director and any potential conflicts of interest (see section *Independence of Director* above), (ii) the availability and attendance of each Director at Board and Committee meetings during the year, and (iii) their expertise;
- review of the matrix of Directors' expertise;
- review of the renewal of the members of the Mission Committee and its Chairman;
- follow-up of the organization of the Annual Shareholders' Meeting, in particular with regard to the preparation of the corporate governance roadshows and feedback from investors following these exchanges;
- review of the draft corporate governance reports for the 2024 and 2025 financial years;
- review of related party agreements and ordinary agreements and associated internal procedures for 2025 fiscal year;

- review of the work of the Chairman of the Board and the Lead Independent Director;
- annual review of the activities of the Board and its Committees;
- review of the proposed amendment to the by-laws to introduce the possibility for the Board to take decisions by written consultation, proposed at the Annual Shareholders' Meeting of April 24, 2025.

Regarding compensation

- review of the compensation policy for corporate officers;
- review and determination of the criteria and weighting of annual variable compensation of the Chief Executive Officer, in particular, for each criterion: proposal of objectives, determination of the weighting, setting of the target, ceiling, maximum and minimum amounts that may be awarded;
- review of the long-term share-based compensation program Group performance shares (GPS), including determination of performance conditions, review of whether performance conditions for current plans have been met, review of the shareholding retention obligation for the executive corporate officer and Executive Committee members; and allocations of GPS and Fidelity Shares;
- delivery of GPS plans: recognition of the level of achievement of the performance conditions of these plans;
- review of the long-term share-based compensation program without performance condition but with a continued presence condition (Fidelity Shares);
- preparation of resolutions concerning the 2024 and 2025 compensation of corporate officers for the 2025 and 2026 Shareholders' Meetings respectively;
- review of 2025 and 2026 publications relating to the compensation of corporate officers;
- monitoring of the capital increase reserved for employees who are members of a Company Savings Plan, and of the capital increase reserved for employees of Group's foreign companies.

CSR COMMITTEE

Composition as of December 31, 2025

	Date first joined the Committee
Lise KINGO Chair	December 2022
Gilbert GHOSTINE	April 2023
Susan ROBERTS	April 2022
Bettina THEISSIG (Director representing employees)	April 2019

Missions

The CSR Committee assists the Board in overseeing the sustainability matters, focusing in particular on the pillars of the sustainability journey of Danone regarding health, nature, people and communities.

For this purpose, the CSR Committee:

- examines the sustainability strategy, commitments, main targets and policies of Danone and monitors their implementation;
- reviews the results of the annual consolidated sustainability reporting to be published by the Company and is informed of the main aspects of the sustainability reporting process;
- regularly reviews the main extra-financial ratings carried out on the Company.

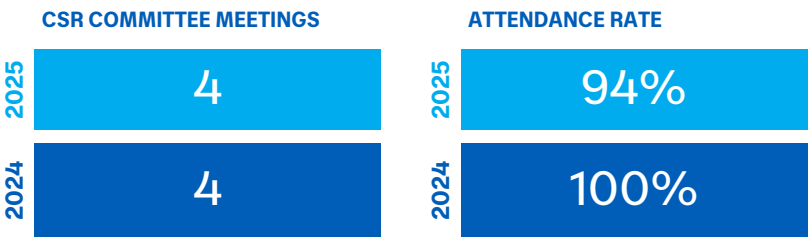
The CSR Committee also reviews how the Company considers the evolving expectations of stakeholders, including investors, customers, public authorities, partners, non-governmental organizations (NGOs), employees and communities, regarding sustainability topics.

The CSR Committee's duties are described in detail in the Board of Directors' rules, which are available on the Danone website at www.danone.com (Group/About us/Governance/By-laws, rules of procedure of the Board of Directors and business conduct policies).

Several measures implemented by the Company ensure a close collaboration between the Audit Committee and the CSR Committee regarding sustainability information: a common member in both committees (Gilbert GHOSTINE) and the systematic communication of documents presented to the Audit Committee on sustainability to the Chair of the CSR Committee.

Activity and work of the CSR Committee

Meetings and attendance



A report on each CSR Committee meeting is presented at the Board of Directors' meeting, thereby enabling the Board to be fully informed of the sustainability topics and facilitating its work and proceedings.

Work of the Committee in 2025 and early 2026

- update on the implementation of the Corporate Sustainability Reporting Directive (CSRD);
- review of key results from the 2024 sustainability report and Danone's main ESG rankings;
- monitoring of strategic priorities and associated sustainability objectives (Danone Impact Journey);
- presentation and discussion of the new objectives of the Danone Impact Journey Phase 2 for each of the three pillars: Nature, Health, and People and Communities (for more details, see section 4.1 Introduction);

- updates on commitments regarding climate, deforestation, and water management;
- update on Danone's agreement with three NGOs, which led to the termination of their proceedings concerning plastic in Danone's vigilance plan;
- monitoring of employee surveys (Danone People Survey), in particular to measure employee engagement;
- annual review of the Company's policy on professional and wage equality;

- monitoring the integration of sustainability criteria into elements of executive corporate officers' compensation;
- update on human rights topics, including employee training and the implementation of Danone's Sustainable Sourcing Policy and social principles;
- update relating to the various policies developed by Danone on sustainability topics;
- update on the mapping of associations and coalitions;
- update on CDP ranking;
- monitoring of Danone's participation in the FTSE4Good Index and the results of Danone's assessment;
- annual review of the annual budget for the Danone Communities societal fund;
- regular monitoring of Mission Committee meetings and monitoring of key performance indicators adopted as part of the implementation of *Société à Mission* status;
- monitoring of B Corp™ certification.

EXECUTIVE COMMITTEE

Role

The Executive Committee is responsible for Danone's operational management. Under the responsibility of the Chief Executive Officer, it participates in the implementation of the strategy defined by the Board of Directors, reviews and decides the resource allocation, ensures the consistency of the actions taken by all categories and zones and, depending on the results achieved, decides on action plans to be implemented. The Executive Committee meets at least once a month.

In August 2025, Danone announced a change in its organizational structure. As of January 1, 2026, the Group operates in three major geographic regions: EMEA, Asia-Pacific, and the Americas. This configuration is part of the implementation of the second chapter of the Renew Danone strategic plan, aimed at strengthening the Group's agility and maximizing its impact on the markets. To this end, since March 1, 2026, Danone's Executive Committee has been comprising 10 members with varied and complementary skills and experience, who are familiar with the Group's businesses and challenges.

It is also very international, with five nationalities represented. More broadly in terms of diversity, Danone's goal is to have balanced representation of men and women at each level of its organization. The Board of Directors ensures that a policy of non-discrimination and diversity is implemented in its management bodies. In particular, in accordance with the recommendations of the AFEP-MEDEF Code, the Board of Directors determines, at the proposal of General Management, ambitious gender diversity goals within Danone's management teams worldwide, as well as the resources deployed and results obtained (see section 4.4.1 *Own workforce* for more information about Danone's goals and actions in terms of diversity).

Danone ensures that its succession plans at all levels take into account its diversity ambitions.

Composition as of March 1, 2026

Name	Age	Nationality	Principal function at Danone	Date first joined the Executive Committee
Antoine de SAINT-AFFRIQUE	61	French	Chief Executive Officer	2021
Jürgen ESSER	54	German	Group Deputy Chief Executive Officer, in charge of Finance, Technology & Data	2020
Véronique PENCHIENATI-BOSETTA	59	French	Group Deputy Chief Executive Officer, in charge of geographies and categories	2018
Vikram AGARWAL	61	Indian	Chief Operations Officer	2022
Henri BRUXELLES ^(a)	60	French	President Americas	2017
Bruno CHEVOT ^(a)	59	French	President APAC (Asia-Pacific)	2020
Isabelle ESSER	62	Belgian	Chief Human Resources, Research, Innovation, Quality and Food Safety Officer	2022
Jean-Marc MAGNAUDET ^(a)	58	French	President Specialized Nutrition	2020
Pablo PERVERSI ^(a)	55	Spanish	President EMEA (Europe, Turkey, Middle East and Africa)	2023
Laurent SACCHI	61	French	General Secretary and Chief Sustainability Officer	2021

(a) Reports to Véronique PENCHIENATI-BOSETTA.

APPLICATION OF AFEP-MEDEF CORPORATE GOVERNANCE CODE FOR LISTED COMPANIES

Since 2008, Danone has referred to the AFEP-MEDEF Code and, as of the date of this Universal Registration Document, applies all of its recommendations.

5.2 POSITIONS AND RESPONSIBILITIES OF THE DIRECTORS

In accordance with Article R.225-83, 1°, of the French Commercial Code, information regarding the Directors are presented below:

- unless otherwise indicated:
 - current terms of office correspond to terms of office held as of December 31, 2025,
 - DANONE shares correspond to the number of DANONE shares held as of December 31, 2025,
- the terms of office followed by the symbol "AGM Approval" are subject to approval by the Shareholders' Meeting of April 23, 2026.

Current Directors

Frédéric **BOUTEBBA** (Director representing employees)
 Valérie **CHAPOULAUD-FLOQUET**
 Gilbert **GHOSTINE**
 Lise **KINGO**
 Patrice **LOUVET**
 Sanjiv **MEHTA**
 Géraldine **PICAUD**
 Susan **ROBERTS**
 Antoine **de SAINT-AFFRIQUE**
 Gilles **SCHNEPP**
 Bettina **THEISSIG** (Director representing employees)

Directors whose term expired in 2025

—



Frédéric BOUTEBBA

Human Rights Auditor of DANONE SA
Director representing employees and member of the Nomination, Compensation and Governance Committee

Age 58 – French nationality
 First appointed to the Board: 2016
 End of term: 2029 ^(a)
 DANONE shares: 1 ^(b)

Expertise



With an Advanced Commercial Technician's Certificate, Frédéric BOUTEBBA joined Danone in 1992 where he held a number of responsibilities in the Sales Department. In 2006, he changed course and began to represent and defend employees' interests, joining various employee representative bodies both at the head office of Danone Eaux France, S.A.E.M.E. and at the national level. In 2018, he became an advisor and urgent applications judge for the Labour Court (*Conseil de Prud'hommes*) of Bergerac. In 2020, he was appointed Vice President of the Labour Court of Bergerac and Assessor-Judge at the Labour Division of the Judicial Court (*Tribunal Judiciaire*) of Périgueux. In 2021 he was elected President of the Labour Court of Bergerac. Since February 1, 2025, Frédéric Boutebba has been Danone's human rights auditor at international level.

(a) His term as Director representing employees was renewed in January 2026 by the employee representative bodies, in accordance with legal and statutory provisions.

(b) Share granted under the "One Share" program.

Current terms of office

Danone companies

- Director representing employees, member of the Nomination, Compensation and Governance Committee of DANONE SA

Terms of office expired over the past five years

–

Director expertise



Governance /
Leadership



International
experience



Audit, accounting
and risk
management



Strategy / M&A



FMCG /
Food & Beverage
industry



Brand
management /
Consumer -
customer focus
experience



R&D, Health
& Innovation



CSR / Climate



Valérie CHAPOULAUD-FLOQUET



Lead Independent Director of DANONE SA

Independent Director and Chair of the Nomination, Compensation and Governance Committee

Age 63 – French nationality

First appointed to the Board: Board of Directors of December 10, 2021 (with effect as of March 1, 2022)

End of term: 2029 Shareholders' Meeting ^(a)

DANONE shares: 2,000

Expertise



A graduate of EM Lyon Business School in Finance and International Business, Valérie CHAPOULAUD-FLOQUET began her career in 1983 as an analyst at Crédit Lyonnais Italy. She joined the L'Oréal group in 1984 as part of the Internal Audit team and then in 1988 joined the Luxury Products Division where she worked until 2008 and held successively different management position in Europe, Asia and North America. In 1996 she became General Manager of Biotherm Italy then in 1998 Biotherm International Development Manager; in 2002 she was appointed General Manager of the Luxury Products Division for Asia, then in 2005 for Europe, and in 2007 President of the Luxury Products Division in the United States. She then joined the LVMH group in 2008 as CEO of Louis Vuitton Taiwan and was successively appointed President of Louis Vuitton South Europe, President and CEO of Louis Vuitton North America and President and CEO of Louis Vuitton Americas. In 2014, she was appointed to head the Rémy Cointreau spirits group as Chief Executive Officer, a position she held until 2019. She then has been focusing on non-executive roles. Since April 26, 2022, she serves as Lead Independent Director of Danone and Chair of the Board's Nomination, Compensation and Governance Committee.

(a) Subject to renewal of his term of office by the Shareholder's Meeting of April 23, 2026.

Current terms of office

Danone companies

- Lead Independent Director, Chair of the Nomination, Compensation and Governance Committee of DANONE SA

Other companies

Foreign listed companies

- Director, member of the nomination committee and of the compensation committee of DIAGEO (United Kingdom)

French unlisted companies

- Member of the supervisory board, member of the Audit Committee of NEXTSTAGE EVERGREEN S.C.A

Foreign unlisted companies

- Director of ACNE STUDIOS (Sweden) and AGROLIMEN (Spain)

Terms of office expired over the past five years

- Director of SOFIAM IBERICA ^(b) (Spain) (2023)
- Director, member of the nomination and compensation committee of JACOBS HOLDING AG (Switzerland) (2024)
- Vice-Chair of the supervisory board of SOFISPORT SA (2025)
- Director of NOBEL SPORT SA (2025)
- Director of CHEDDITE ITALY S.R.L (Italy) and NOBEL SPORT MARTIGNONI S.P.A (Italy) (2025)

Director expertise



Governance /
Leadership



International
experience



Audit, accounting
and risk
management



Strategy / M&A



FMCG /
Food & Beverage
industry



Brand
management /
Consumer -
customer focus
experience



R&D, Health
& Innovation



CSR / Climate



Gilbert GHOSTINE

Chairman of the Board of Directors of Sandoz
Independent Director, member of the Audit and the CSR Committees

Age 65 – Lebanese and Canadian nationalities

First appointed to the Board: Board of Directors of September 30, 2022, with effect on October 15, 2022

End of term: 2027 Shareholder's meeting

DANONE shares: 3,000

Expertise



Gilbert GHOSTINE has a master's degree in business administration from Saint-Joseph University in Beirut, complemented by the Advanced Management Program from Harvard Business School. He began his career in 1986 with group Murr, a Lebanese company in the construction sector and he was Marketing & Sales Director at Amlevco Trading Company and then General Manager, Middle East at International Distillers & Vintners, which became Diageo in 1997. Within the Diageo group, the world's leading premium spirits company, Gilbert GHOSTINE held, between 1997 and 2014, several senior leadership roles across four continents. He was notably Managing Director, Middle East, Africa, Central and Eastern Europe (1998-2000), President, Major US Markets and National Accounts (2002-2005), Managing Director Northern Europe (2005-2006), Managing Director Continental Europe (2006-2009), President Asia Pacific (2009-2014) and then Chief Corporate Development Officer and President India and Greater China, a position he held until his departure in 2014. That year, Gilbert was appointed Chief Executive Officer of Firmenich, the Swiss, largest private fragrance and taste company in the world. In this role, Gilbert has championed digital innovation, led the strategic repositioning of Firmenich into Natural, Biotech and Life Science leadership, and driven its growth into a recognized global leader in Environmental, Social and Governance. Under Gilbert's leadership, Firmenich has delivered strong and consistent organic growth whilst securing 15 strategic acquisitions, culminating in merger with DSM in May 2023, creating the world's leading beauty, nutrition and wellbeing company. This achievement marked the end of Gilbert's tenure as Firmenich Chief Executive Officer. Currently, Gilbert serves as the Chairman of the Sandoz Board of Directors and sits on the Board of Directors at Four Seasons Hotels & Resorts, where he chairs the Remuneration and Nomination Committee.

Current terms of office

Danone companies

- Director, member of the Audit Committee and the CSR Committee of DANONE SA

Other companies

Foreign listed companies

- Chairman of the Board of Directors of SANDOZ GROUP AG (Switzerland)

Foreign unlisted companies

- Director and Chair of the Remuneration and Nomination Committee of FOUR SEASONS HOTELS AND RESORTS (Canada)

Terms of office expired over the past five years

- Chief Executive Officer of FIRMENICH SA (Switzerland) (2023)

Director expertise



Governance /
Leadership



International
experience



Audit, accounting
and risk
management



Strategy / M&A



FMCG /
Food & Beverage
industry



Brand
management /
Consumer -
customer focus
experience



R&D, Health
& Innovation



CSR / Climate



Lise KINGO

Director of companies
Independent Director and Chair of the CSR Committee

Age 64 – Danish nationality

First appointed to the Board: Board of Directors of September 30, 2022, with effect on December 1, 2022

End of term: 2027 Shareholders' Meeting

DANONE shares: 2,000

Expertise



Lise KINGO holds a master's degree in Responsibility & Business from the University of Bath in the UK as well as bachelor degrees in Religions and Ancient Greek Art from the University of Aarhus in Denmark. She also holds a bachelor's degree in Marketing and Economics from the Copenhagen Business School and a certificate as International Director from INSEAD in France. Lise KINGO joined Novo Nordisk in 1988, where she remained for more than 25 years. She held various international business roles, including in environmental affairs, internal audit, compliance, human resources, communication, branding and sustainability, and was appointed as Executive Vice President, Chief of Staff and member of the Executive Committee in 2002. She played a key role in defining Novo Nordisk's sustainable business strategy and strong brand. In 2015, Lise KINGO was appointed Chief Executive Officer & Executive Director of the United Nations Global Compact, the world's largest sustainability initiative uniting business to create a better world through universal principles and the UN Sustainable Development Goals. She was also a professor in sustainability and innovation at Vrije University in Amsterdam from 2006 to 2015. Throughout her career, Lise KINGO held various positions in Denmark, the United Kingdom, Norway, the Netherlands and the United States. Since 2020, she is a professional independent board member.

Current terms of office

Danone companies

- Director, Chair of the CSR Committee of DANONE SA

Other companies

French listed companies

- Director, member of the appointments, governance, and CSR Committee of SANOFI

Foreign listed companies

- Director, Chair of the sustainability committee of COVESTRO AG (Germany)

Foreign unlisted companies

- Director of ALLIANZ TRADE (Belgium)

Terms of office expired over the past five years

- Director of AKER HORIZONS ASA (Norway) (2023)

Director expertise



Governance /
Leadership



International
experience



Audit, accounting
and risk
management



Strategy / M&A



FMCG /
Food & Beverage
industry



Brand
management /
Consumer -
customer focus
experience



R&D, Health
& Innovation



CSR / Climate



Patrice LOUVET

President and Chief Executive Officer of RALPH LAUREN CORPORATION

Independent Director and member of the Nomination, Compensation and Governance Committee

Age 61 – American and French nationalities
First appointed to the Board: 2022 Shareholders' Meeting
End of term: 2028 Shareholders' Meeting
DANONE shares: 2,000

Expertise



A graduate of ESCP Paris and with an MBA from the University of Illinois in the United-States, Patrice LOUVET began his career in 1989 with the Procter & Gamble group where he worked for 28 years. He successively held various management positions in Europe, North America and Asia, notably as President of P&G Prestige between 2009 and 2011, of P&G Global Grooming between 2011 and 2015 and, from 2015, as President of the group's Beauty division. From Gillette to Pantène, including SK-II, he has led and developed several leading global consumer brands across different countries and distribution channels. Since 2017, he has been President and Chief Executive Officer of Ralph Lauren Corporation and member of its Board of Directors. In addition, he serves on the Board of Directors of the Hospital for Special Surgery based in New York. Moreover, as a member of the CEO Advisory Council of the Fashion Pact, he was recognized by Women's Wear Daily (WWD) with the Edward Nardoza Honor for CEO Creative Leadership. He is also a member of the Business of Fashion (BoF) 500. Finally, he served in the French Navy between 1987 and 1989 as a Naval Officer, *aide de camp* to an Admiral.

Current terms of office

Danone companies

- Director, member of the Nomination, Compensation and Governance Committee of DANONE SA

Other companies

Foreign listed companies

- President and Chief Executive Officer, Director of RALPH LAUREN CORPORATION (United States)

Terms of office expired over the past five years

- Director, member of the Audit Committee of BACARDI LIMITED (Bermudas) (2022)

Director expertise



Governance /
Leadership



International
experience



Audit, accounting
and risk
management



Strategy / M&A



FMCG /
Food & Beverage
industry



Brand
management /
Consumer -
customer focus
experience



R&D, Health
& Innovation



CSR / Climate

**Sanjiv MEHTA****Director of companies****Independent Director and member of the Audit Committee**

Age 65 – Indian nationality

First appointed to the Board: July 1, 2023

End of term: 2029 Shareholders' Meeting ^(a)

DANONE shares: 2,000

Expertise

A commerce graduate from Nagpur University, member of the Institute of Chartered Accountants of India, Sanjiv MEHTA has also completed the Advanced Management Program from Harvard Business School. He started his career in 1983 with Union Carbide in India where he held various management positions in finance, audit, and sales.

In 1992, he joined Unilever in Dubai and then became Group Commercial Manager. At the end of 1998, he moved to Bangladesh as Commercial Director of Unilever Bangladesh Limited and in early 2002 he became the Chairman and Managing Director. In 2007, he moved to the Philippines as the Chairman and Chief Executive Officer of Unilever Philippines Inc; and the following year he was appointed as the Chairman and Chief Executive Officer of Unilever North Africa and Middle East region where he oversaw Unilever's business in 20 countries. From 2013 to 2023, he led Unilever's businesses in South Asia including Hindustan Unilever Limited (HUL), Unilever's listed subsidiary and India's largest FMCG company. In 2019, while continuing to lead South Asia he joined Unilever Leadership Executive (Unilever's Global Executive Board) as President South Asia. His tenure in India and South Asia came to an end on June 26, 2023. Under his leadership of ten years, HUL in India more than doubled its turnover, improved its EBITDA margin by 860 bps and increased its market capitalization by five times to \$76 billion. During his various leadership positions in Unilever, he substantially accelerated the growth and profitability of the group companies. Besides building distinctive capabilities he also ensured a big impact through various social and environmental initiatives.

In addition, he has also served as a non-executive Director of the Bombay Chamber of Commerce and Industry between 2015 and 2019 and, between 2021 and 2022, he was President of India's largest industry body, the Federation of Indian Chambers of Commerce and Industry (FICCI). He also served as a Board member of the Breach Candy Hospital Trust, between 2014 and 2023, and as a Director of the Indian School of Business between 2018 and 2023. Sanjiv Mehta is also a member of the South Asia Advisory Committee of Harvard Business School of India and Chairman Emeritus of Vikaasa, a coalition of Indian and multinational companies formed to help solve some of the major challenges facing India.

In 2024, he has entered into a partnership with the investment fund L Catterton to develop a new investment vehicle aimed at investing in consumer facing enterprises in India.

(a) Subject to renewal of his term of office by the Shareholder's Meeting of April 23, 2026.

Current terms of office**Danone companies**

- Director, member of the Audit Committee of DANONE SA

Other companies**Foreign listed companies**

- President Commissioner (Non-Executive Chairman) and member of the nomination and remuneration committee of PT UNILEVER INDONESIA TBK (Indonesia)
- Director, Chair of the nomination, governance and remuneration committee, member of science technology and operations committee and sustainability and CSR Committee of DR REDDY'S LABORATORIES LIMITED (India)

Foreign unlisted companies

- Director, Chair of customer experience committee and member of the Audit Committee of AIR INDIA LIMITED (India)
- Executive Chairman of L CATTERTON INDIA (India)
- Chairman of L CATTERTON ASIA (Asia)
- Designated Partner of MEHTA CONSULTSPHERE LLP (India)

Terms of office expired over the past five years

- Chief Executive Officer and Managing Director of HINDUSTAN UNILEVER LIMITED (India) and President of UNILEVER SOUTH ASIA (2023)

Director expertiseGovernance /
LeadershipInternational
experienceAudit, accounting
and risk
management

Strategy / M&A

FMCG /
Food & Beverage
industryBrand
management /
Consumer -
customer focus
experienceR&D, Health
& Innovation

CSR / Climate



Géraldine PICAUD

Chief Executive Officer of SGS
Independent Director and Chair of the Audit Committee

Age 55 – French nationality
 First appointed to the Board: 2022 Shareholders' Meeting
 End of term: 2028 Shareholders' Meeting
 DANONE shares: 2,000

Expertise



With an MBA from the Superior Business School of Reims, Géraldine PICAUD started her career in 1992 as an auditor with Arthur Andersen. In 1994, she joined the French specialty chemicals group Safic Alcan group as Head of Company Controlling and became Chief Financial Officer in 2002. In 2007, she joined ED&F Man, an ingredient and commodity company notably specializing in agricultural products, coffee, sugar and animal feed, first in London as Head of Corporate Finance, responsible for M&A, then in Switzerland as Chief Financial Officer of Vocalfe Holdings, the group's coffee business. In 2011, she was appointed Chief Financial Officer of Essilor International, a CAC 40-listed company, world leader in ophthalmic optics. Between 2018 and 2023, she was Chief Financial Officer of Holcim (formerly LafargeHolcim) and a member of its Executive Committee. On December 1, 2023, she joined the SGS Group, world leader in testing, inspection and certification, as Chief Financial Officer before taking up the position of Chief Executive Officer of the group from March 26, 2024.

(a) Holcim group company.

Current terms of office

Danone companies

- Director, Chair of the Audit Committee of DANONE SA

Other companies

Foreign listed companies

- Chief Executive Officer of SGS (Switzerland)

Terms of office expired over the past five years

- Director of HUAXIN CEMENT CO., LTD. ^(a) (China) (2022), LAFARGEHOLCIM MAROC SA ^(a) (Morocco) (2023), HOLCIM GROUP SERVICES LTD. ^(a) (Switzerland) (2023), HOLCIM TECHNOLOGY LTD. ^(a) (Switzerland) (2023), LAFARGE MAROC SA ^(a) (Morocco) (2023), LAFARGEHOLCIM MAROC AFRIQUE SAS ^(a) (Morocco) (2023)
- Member of the supervisory board of INFINEON TECHNOLOGIES AG (Germany) (2023)

Director expertise



Governance /
Leadership



International
experience



Audit, accounting
and risk
management



Strategy / M&A



FMCG /
Food & Beverage
industry



Brand
management /
Consumer -
customer focus
experience



R&D, Health
& Innovation



CSR / Climate



Susan ROBERTS

Associate Dean for Foundational Research
Professor of Medicine and Epidemiology, Geisel School of Medicine, Dartmouth College, USA
Independent Director and member of the CSR Committee

Age 68 – British, Canadian and American nationalities
First appointed to the Board: 2022 Shareholders' Meeting
End of term: 2028 Shareholders' Meeting
DANONE shares: 2,000

Expertise

Susan ROBERTS, PhD in Nutrition from the University of Cambridge, is Senior Associate Dean for Foundational Research, Professor of Medicine and Professor of Epidemiology, Geisel School of Medicine, Dartmouth College. She was previously Adjunct Professor of Nutrition, Friedman School of Nutrition Science and Policy at Tufts University in the United States. As an internationally recognized nutrition researcher, she has received numerous prestigious awards for her major contributions to research in the field of nutrition. As part of her work, she is co-leading a consortium of scientists to understand the physiology of the weight-reduced state and co-leads the International Weight Control Registry which is collaborating with scientists in 19 countries to identifying successful weight management practices in different cultures. In addition, she co-owns iDiet, a behavioral weight-loss platform. Dr. ROBERTS has published over 300 research papers in research journals including the New England Journal of Medicine and JAMA. In addition, she has sat on national and international committees for dietary recommendations including a recent congress-mandated evaluation by National Academies of Sciences to improve the process of developing Dietary Guidelines for Americans.

Current terms of office

Danone companies

- Director, member of the CSR Committee of DANONE SA

Terms of office expired over the past five years

-

Director expertise



Governance /
Leadership



International
experience



Audit, accounting
and risk
management



Strategy / M&A



FMCG /
Food & Beverage
industry



Brand
management /
Consumer -
customer focus
experience



R&D, Health
& Innovation



CSR / Climate



Antoine de SAINT-AFFRIQUE

Chief Executive Officer of DANONE SA
Non-independent Director

Age 61 – French nationality
 First appointed to the Board: 2022 Shareholders' Meeting
 End of term: 2028 Shareholders' Meeting
 DANONE shares: 28,326

Expertise



Graduated from ESSEC Business School in 1987, Antoine de SAINT-AFFRIQUE also has a qualification in executive education from Harvard Business School. He served as a reserve Naval Officer between 1987 and 1988. In 1989 he joined Unilever where he held various marketing positions in France and in the United States. In 1997 he returned to France to join, as Marketing Vice-President, the food company Amora Maille, which was acquired from Danone under a leveraged buy-out. In 2000, he moved back to Unilever as European Director of Sauces and Condiments, then became in 2003 Chairman and Chief Executive Officer of Unilever Hungary, Croatia, Slovenia and then in 2005 Executive Vice-President for Unilever's Central Europe and Eastern region – an area covering 21 countries. In 2009 he was appointed Executive Vice-President of Unilever's skin category and, in 2011, President of Unilever Foods and member of the group Executive Committee. These various positions led him to live in Africa, the United States, Hungary, Russia, the Netherlands, the United Kingdom and in Switzerland. From October 2015 to September 2021, he was Chief Executive Officer of Barry Callebaut. He has been Chief Executive Officer of Danone since September 15, 2021. In addition, he has been a member of the *Institut Moutaigne* Steering Committee since May 2025.

(a) Danone-related company: social enterprise in which the FPS Danone Communities has invested.

Current terms of office

Danone companies

- Chief Executive Officer and Director of DANONE SA
- Director of LIVELIHOODS FUND FOR FAMILY FARMING SAS

Other companies

French listed companies

- Director, member of the nomination and remuneration committee of COMPAGNIE DE SAINT-GOBAIN

Foreign unlisted companies

- Director of Naandi Community Water Services (NCWS) ^(a)

Terms of office expired over the past five years

- Chief Executive Officer of BARRY CALLEBAUT (Switzerland) (2021)
- Director of BARRY CALLEBAUT SOURCING AG (Switzerland), BARRY CALLEBAUT COCOA AG (Switzerland) (2021)
- Director, member of the nomination and compensation committee of BARRY CALLEBAUT (Switzerland) (2024)
- Director, member of the Audit Committee and of the nomination committee of BURBERRY GROUP PLC (United Kingdom) (2025)
- Chairman of the Board of Directors of DANONE COMMUNITIES (SICAV) (2025)
- Chairman of LIVELIHOODS FUND FOR FAMILY FARMING SAS (2025)

Director expertise



Governance /
Leadership



International
experience



Audit, accounting
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FMCG /
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industry



Brand
management /
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customer focus
experience



R&D, Health
& Innovation



CSR / Climate



Gilles SCHNEPP



Chairman of the Board of Directors of DANONE SA Independent Director

Age 67 – French nationality
First appointed to the Board: Board of Directors of December 2020
End of term: 2029 Shareholders' Meeting ^(a)
DANONE shares: 5,000

Expertise



Upon graduating from the École des Hautes Études Commerciales (HEC) in 1981, Gilles SCHNEPP started his career in 1983 at Merrill Lynch France where he became Vice-President in 1986. He then joined Legrand in 1989, holding various positions, in particular that of group Chief Financial Officer, before being appointed Chief Operating Officer in 2000. He was appointed to the Executive Committee and the Board of Directors in 2001, and then became Chief Executive Officer in 2004. Between 2006 and 2018, he has been Chairman and Chief Executive Officer of Legrand and then Chairman of its Board of Directors between 2018 and 2020. From 2018 to 2021, he was also Chairman of MEDEF's Ecological and Economic Transition Commission and a member of its Executive Committee. He was awarded the titles of *Chevalier de la Légion d'honneur* in 2007 and of *Officier de l'Ordre National du Mérite* in 2012. Since 2020, he has been an operating advisor of Clayton, Dubilier & Rice. Gilles SCHNEPP has been appointed Chairman of Danone's Board of Directors since March 14, 2021.

(a) Subject to renewal of his term of office by the Shareholder's Meeting of April 23, 2026.

Current terms of office

Danone companies

- Chairman of the Board of Directors of DANONE SA

Other companies

French unlisted companies

- Director of SOCOTEC
- Chairman of GS CONSEILS (SAS)

Terms of office expired over the past five years

- Director, member of the strategy and Social Responsibility Committee of LEGRAND (2022)
- Director, Chairman of the appointments, governance and CSR Committee, member of the strategy committee of SANOFI (2024)
- Director, member of the audit and Risk Committee of COMPAGNIE DE SAINT-GOBAIN (2025)

Director expertise



Governance /
Leadership



International
experience



Audit, accounting
and risk
management



Strategy / M&A



FMCG /
Food & Beverage
industry



Brand
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experience



R&D, Health
& Innovation



CSR / Climate



Bettina THEISSIG

Member of the European Works Council of DANONE
Chair of the Central Works Council of DANONE DEUTSCHLAND GMBH
Director representing employees and member of the CSR Committee

Age 63 – German nationality
 First appointed to the Board: 2014
 End of term: 2029 ^(a)
 DANONE shares: 1 ^(b)

Expertise



Bettina THEISSIG began her career in the industrial sector in 1978 at Milupa GmbH, a baby food and formula manufacturer that has been part of Danone's Specialized Nutrition division since the acquisition of the Numico group in 2007. During this period, she received a training in industrial business. After acquiring her first professional experience in Milupa's advertising department, she held various positions in several departments, including marketing, sales, human resources and medical. In 2002, her unwavering interest in the condition of employees and the protection of their rights prompted her to join the Works Council of Milupa. She is currently Chair of Danone Deutschland/HQ Frankfurt Works Council, Chair of Danone's Deutschland Central Works Council, Health Officer and Representative to the Works Council of Danone's sites in Germany. She is also a member of Danone's European Works Council and of the Steering Committee. She has also represented employees with disabilities since 1998. She has been an accredited Training Business Coach since 2015.

- (a) Her term as Director representing employees was renewed in February 2026 by the employee representative bodies, in accordance with legal and statutory provisions.
 (b) Share granted under the "One Share" program.

Current terms of office

Danone companies

- Director representing employees, member of the CSR Committee of DANONE SA

Terms of office expired over the past five years

-

Director expertise



Governance /
Leadership



International
experience



Audit, accounting
and risk
management



Strategy / M&A



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R&D, Health
& Innovation



CSR / Climate

5.3 COMPENSATION AND BENEFITS OF GOVERNANCE BODIES

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COMPENSATION POLICY FOR EXECUTIVE CORPORATE OFFICERS FOR 2026

The compensation policy for executive corporate officers is drawn up by the Board of Directors pursuant to Articles L.22-10-8 *et seq.* of the French Commercial Code and subject to approval by the Shareholders' Meeting. It defines all components of the fixed and variable compensation of the corporate officers and the decision-making process followed for its determination, revision and implementation.

This policy:

- complies with Danone's corporate interests: (i) the variable component of this compensation, most of which is paid in the form of DANONE shares, aligns the interests of the executive corporate officers with those of the shareholders, (ii) the performance components taken into consideration include Danone's long-term strategy as well as relevant sustainability criteria aligned with Danone's objectives, and (iii) is consistent and acceptable from a societal standpoint;
- contributes to the Group's continued existence, as it both encourages talent retention and engagement within the Group and is part of a long-term vision and performance thanks to its variable component of compensation governed by demanding targets assessed over time;
- forms an integral part of the Group's strategy, thanks to performance objectives aligned with this strategy and based on financial and sustainability indicators such as sales, recurring operating margin or its sustainability commitments and achievements. The sustainability criteria selected are aligned with Danone's strategy and are directly derived from its sustainable development roadmap, Danone Impact Journey;
- may be derogated by the Board of Directors, in accordance with Article L.22-10-8 of the French Commercial Code, in the event of exceptional circumstances, provided that the derogation applied is temporary, in line with the corporate interests and necessary for its continued existence or viability. In such cases, an unforeseen element of compensation or a change in the compensation structure, as defined in the compensation policy previously approved by the Shareholders' Meeting, may be decided by the Board of Directors, as part of a duly justified decision and presented in the Universal Registration Document, within the limit of the overall compensation

cap for the executive corporate officer as approved by the Shareholders' Meeting.

General principles

Principles for determining the compensation of executive corporate officers

The compensation paid to Danone's executive corporate officers is:

- designed to be incentivizing over several time horizons and aligned with stakeholder interests;
- tied to the Company's public objectives and its financial and non-financial performance;
- balanced and subject to stringent conditions in line with investors' expectations and with the best market practices;
- consistent with the collective principles that Danone applies to approximately 1,750 senior executives worldwide;
- determined by the Board of Directors on the basis of the Nomination, Compensation and Governance Committee's recommendations and in compliance with the AFEP-MEDEF Code;
- fixed by taking into consideration the corporate officer's level of responsibilities;
- determined in a general way: this takes into account, where applicable, commitments of any kind such as indemnities or benefits due or likely to be due as a result of the officers assuming, terminating or changing their duties or after they perform these duties, such as severance pay and a non-compete indemnity for example;
- fixed by taking into consideration the compensation and employment terms of Danone's employees;
- consistent with the compensation practices observed at comparable companies, in particular CAC 40 companies with comparable market capitalizations and European multinationals in the food and beverage sector.

The implementation of these principles results in:

- the preponderance of the component of compensation being subject to performance conditions;
- a significant long-term shareholding compensation component in the form of Group performance shares (GPS);
- the obligation requiring executive corporate officers and Executive Committee members to hold a certain number of DANONE shares resulting from the allotment of GPS, thereby aligning their interests with those of shareholders;
- the capping of overall compensation;
- the non-payment of variable compensation if the objectives are not met.

Role of the Nomination, Compensation and Governance Committee

Danone's compensation policy is regularly reviewed by the Nomination, Compensation and Governance Committee, chaired by the Lead Independent Director, and comprising two-thirds independent Directors, and one Director representing employees, in accordance with the recommendations of the AFEP-MEDEF Code.

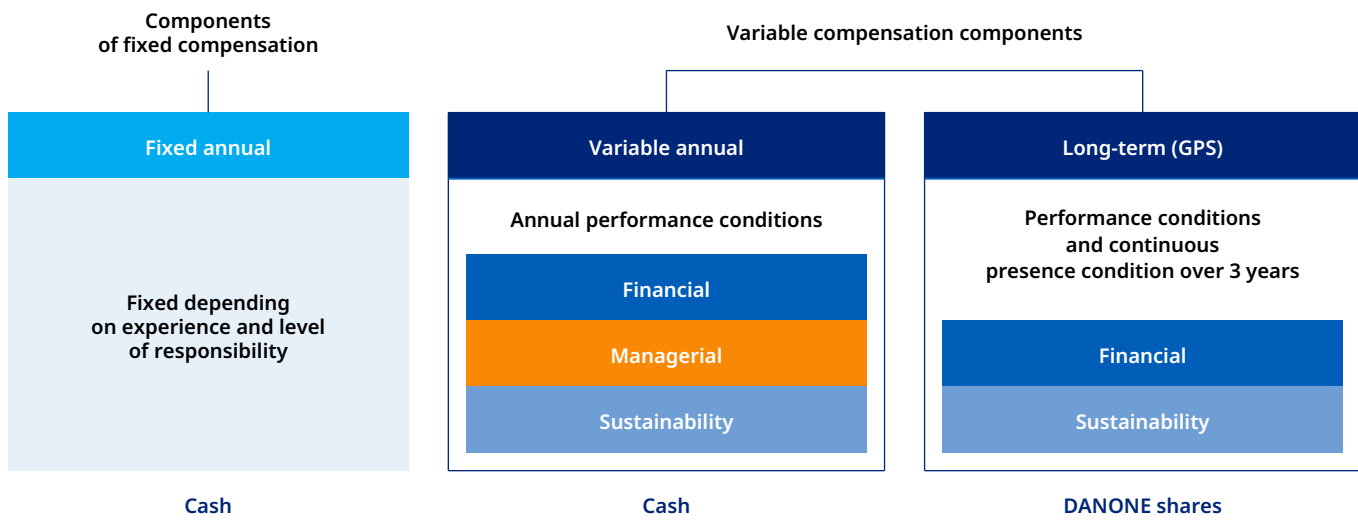
The Nomination, Compensation and Governance Committee reviews market practices, based on benchmarks prepared by specialized firms whose objectivity it has verified, including (i) large international companies listed in France (CAC 40) and (ii) a Panel of European multinationals in the food and beverage sector, some of which are included in the Stoxx Europe 600 Food & Beverage index.

The Nomination, Compensation and Governance Committee takes particular care to ensure that:

- the compensation is such as to attract, retain and motivate talented individuals while remaining consistent with the compensation and employment conditions of Danone employees and with current market practices;
- long-term performance compensation subject to performance criteria is sufficiently high relative to annual compensation, to encourage corporate officers to achieve high performance over the long-term and to ensure their action in the long-term;
- the performance criteria are stringent and complementary such that they compensate long-term performance and ensure the alignment of shareholders' interests, in line with the targets announced by Danone to the financial markets, with those of the management. In addition, these performance conditions reflect best compensation practices, such as "no payment under guidance" and "no payment below the median";
- all components of the compensation of corporate officers and members of the Executive Committee are taken into account, including in particular, the potential benefit of a supplementary retirement plan, and their balance is ensured.

The Chief Executive Officer participates in the meetings of the Nomination, Compensation and Governance Committee; however, as with Board meetings, he is not present when his performance and compensation are reviewed.

Compensation structure summary



As a reminder, components of annual variable or, where applicable, extraordinary compensation granted to the executive corporate officers for the previous year may be paid only after the relevant components have been approved by the Shareholders' Meeting under the conditions set out in Article L.22-10-34, II, of the French Commercial Code.

Director's compensation

According to Danone's policy on the compensation of Directors (see section *Compensation policy for Directors for 2026* hereinafter), executive corporate officers are not entitled to any compensation for their directorship.

Fixed compensation and other benefits

Fixed compensation	■ compensates the duties incumbent in their office held and the level of responsibility; ■ is decided by the Board of Directors on the basis of the Nomination, Compensation and Governance Committee's opinion, in accordance with the principles presented in the preamble and taking into account their duties, their experience and market practices, in line with the collective principles that Danone applies to around 1,750 senior executives worldwide; ■ is reviewed at relatively long intervals, in accordance with the recommendations of the AFEP-MEDEF Code. The fixed compensation of the Chief Executive Officer for 2026 is €1.4 million, it had been stable since the appointment of the Chief Executive Officer, Antoine de SAINT-AFFRIQUE, in 2021.
Benefits in kind	■ consistent with Danone's compensation practices for its senior executives, grant of benefits in kind, in particular access to a housing and to car with driver.
Social security benefits	■ Group insurance, healthcare and pension benefits identical to those of all of the Company's senior executives.

Variable compensation

Structure	■ annual variable compensation; ■ long-term variable compensation in shares paid in the form of DANONE shares and subject to performance conditions (GPS). Long-term compensation in shares represents, at the time of granting, about 50% of the overall compensation in value of executive corporate officers and cannot exceed 60% of this target compensation. It is specified that the compensation policy does not provide for a specific mechanism for the return of variable compensation (clawback). In the event of extraordinary circumstances having a significant impact on the fulfillment of one or more performance criteria associated with the variable compensation of the executive corporate officer, including notably (i) a significant change in the Group's scope of consolidation, (ii) a significant change in accounting method, (iii) a significant change in calculation methodology for sustainability data, (iv) a significant regulatory change or (v) a major event affecting the food and beverage sector, Danone's markets and/or its competitors, the Board of Directors acting upon the recommendation of the Nomination, Compensation and Governance Committee, may adjust one or more annual and/or long-term variable compensation criteria, including one or more of the associated indicators (weighting, trigger thresholds, objectives, targets etc.), in order to ensure that the implementation of the compensation policy is in line with the executive corporate officer's performance and with Danone's, either on an absolute basis or relative to its peers. Any adjustment, which may increase or reduce the level of compensation, must remain within the overall cap for such compensation specified in the compensation policy. Any use of this extraordinary adjustment ability will be disclosed to shareholders and duly justified, in particular its alignment with shareholders' interests and the preservation of the stringency of the revised criteria.
Stringent predetermined performance criteria	■ directly and indirectly based on the Company's objectives as announced to the market and consistent with its strategic roadmap; ■ mainly financial (60% for annual variable compensation, and 70% for long-term variable compensation); ■ linked to sustainability (20% for annual variable compensation and 30% for long-term variable compensation); ■ and managerial (20% for annual variable compensation).

Annual variable compensation

Principles	■ is determined by the Board of Directors on the basis of the Nomination, Compensation and Governance Committee's opinion, without the presence of the executive concerned, in accordance with the principles presented above, and is consistent with the issues at stake in the short term; ■ is subject to performance conditions including measurable financial, sustainability and managerial criteria determined beforehand, in a precise and objective manner by the Board of Directors further to the Nomination, Compensation and Governance Committee's opinion; ■ has a target amount of up to 100% of the fixed compensation; ■ in the event of outperformance, is capped at 200% of the fixed compensation; ■ has no minimum or guaranteed threshold.
Structure	■ quantifiable financial component based on Danone's main financial targets such as, sales growth, change in volume/mix, recurring operating margin and free cash flow generation; ■ quantifiable sustainability component based on Danone's objectives; ■ qualitative managerial component determined on the basis of specific annual criteria that are disclosed retrospectively.
Performance criteria	■ quantitative: the expected level of achievement for each of these criteria is precisely pre-established by the Board of Directors. ■ qualitative: the assessment criteria are precisely pre-established by the Board of Directors. As provided for in French Financial Market Authority recommendation DOC 2012-02 of February 9, 2012 (as amended in 2023), expected performance levels are not disclosed for reasons of confidentiality.

Details on the annual variable compensation criteria for 2026 can be found below in section *Compensation elements established for 2026*.

The granting of this performance-based variable compensation will be specifically disclosed at the close of the 2026 financial year. It will also be detailed in the 2026 Universal Registration Document and will be paid only further to the approval by the 2027 Shareholders' Meeting.

Long-term variable compensation in shares (Group performance shares)

Principles	■ established since 2010 to strengthen the commitment of beneficiaries (executive corporate officers, Executive Committee members and approximately 1,750 senior executives) to support Danone's development and increase the long-term value of DANONE shares; ■ approved regularly by the Shareholders' Meeting in a specific extraordinary resolution; ■ granted by the Board of Directors upon recommendation of the Nomination, Compensation and Governance Committee; ■ subject to complementary performance criteria that are representative of Danone's performance and consistent with the specificity of its activity, assessed over a period of three consecutive years, and corresponding to key indicators monitored by investors and analysts to measure the performance of companies in the food and beverage sector, to which may be added, where applicable, one or more sustainability criteria, aligned with Danone's sustainability strategy. The achievement of these performance criteria is examined by the Board of Directors further to a prior review by the Nomination, Compensation and Governance Committee; ■ definitively granted to all beneficiaries, subject to them being continuously present for three years, with the exceptions specified in the plan rules (including in the event of death or disability) or decided by the Board of Directors. This condition of presence can only be lifted partially on a <i>prorata temporis</i> basis. Furthermore, in the event of a change of control, with regard to the GPS granted to the executive corporate officers and members of the Executive Committee, the fulfillment of the presence condition will be assessed by the Board of Directors on a <i>prorata temporis</i> basis, calculated between the date of grant and the date of change of control, in relation to the initial delivery date provided of in the plan. In addition, regarding the fulfillment of the performance conditions, either the Board of Directors will have reached a decision regarding the level of achievement or no such decision will have been reached, in which case the Board, acting upon recommendation of the Nomination, Compensation and Governance Committee, will assess the extent to which each performance condition has been fulfilled on the basis of the available information; ■ capped: the number of performance shares granted to executive corporate officers must not exceed 60% of each executive corporate officer's overall target compensation in terms of its accounting valuation (in accordance with IFRS standards) estimated at the grant date; ■ granted in the form of DANONE shares that the beneficiary is obliged to hold in accordance with the principles determined by the Board and stated hereafter.
Performance conditions	More information on the performance conditions applicable in 2026 is provided in section 5.4 <i>Detailed information on long-term compensation plans</i> , including the (i) general principles, (ii) performance conditions and (iii) other applicable rules.

Extraordinary compensation

If a new executive corporate officer is appointed, further to an external hiring, the Board of Directors may, subject to the requirements of the AFEF-MEDEF Code and upon recommendation of the Nomination, Compensation and Governance Committee, decide to grant to this person extraordinary compensation mainly in the form of long-term compensation in cash and/or shares subject to performance conditions, in order to fully or partly offset the potential loss of compensation resulting from the acceptance of his/her new duties. The allocation of this extraordinary compensation will be (i) duly justified, (ii) subject to approval by the Shareholders' Meeting of the resolution on compensation paid or awarded to the corporate officer in question (*ex post say on pay*), and (iii) subject to the condition precedent of a favorable vote on this resolution with retroactive effect to the date of this grant.

Other components that may be granted to the executive corporate officers

The Board of Directors includes all components of compensation in its overall assessment of the compensation of executive corporate officers, including, notably, where applicable, the undertakings corresponding to the compensation components, indemnities or benefits due or that could be due as a result of the corporate officers assuming, terminating or changing their duties or after them performing these duties, such as severance pay and a non-compete indemnity, as well as pension commitments, that may be granted to the corporate officers subject to the requirements of the AFEF-MEDEF Code.

It should be noted that, if a new executive corporate officer should be appointed, he/she may be eligible notably for severance pay amounting to up to two years of gross annual compensation (fixed and variable annual) and subject to stringent performance conditions, as well as other commitments under Article L.22-10-9, paragraph 4 of the French Commercial Code, subject to the requirements of the AFEF-MEDEF Code.

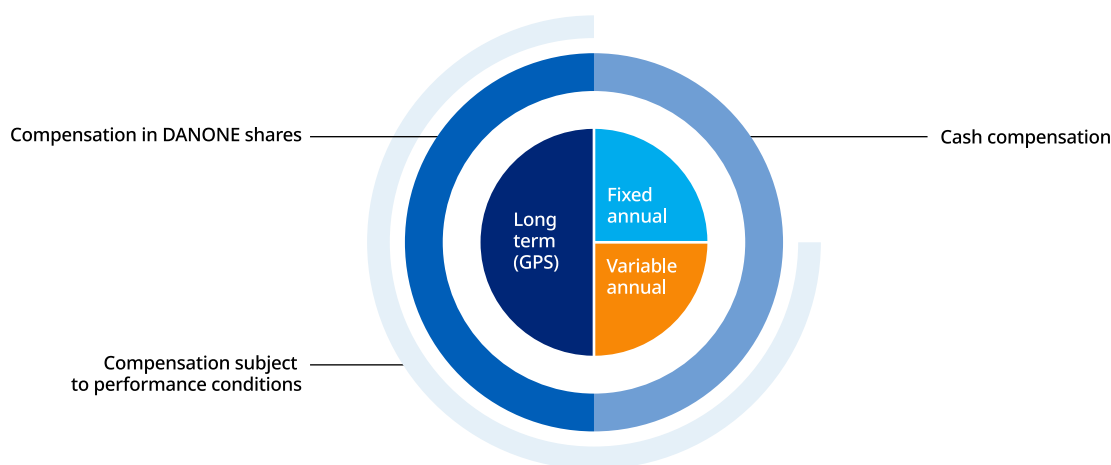
In Antoine de SAINT-AFFRIQUE's case, he is eligible for severance pay, a non-compete indemnity if his non-compete clause is triggered, and a defined contribution pension plan ("*Article 83*"). More information on these components is provided in section *Other compensation and benefits to which the Chief Executive Officer is entitled* hereinafter.

Compensation elements established for 2026

Upon recommendation of the Nomination, Compensation and Governance Committee, the Board of Directors, at its meeting of February 19, 2026, determined the principles of compensation with respect to fiscal year 2026 for Antoine de SAINT-AFFRIQUE, Chief Executive Officer.

The 2026 compensation policy for the Chief Executive Officer is based on stability. Indeed, the amounts of both his fixed and variable annual compensation have remained unchanged since his appointment. Upon his renewal in 2025, the only change to his compensation concerned the maximum number of Group Performance Shares that could be granted to him at the end of the performance period (increased from 105% to 120% of the initial grant, as for the other beneficiaries).

The overall structure and the main components of the proposed target compensation (namely fixed compensation and variable compensation) are as follows (as in previous years):



Fixed compensation €1,400,000	The amount of Antoine de SAINT-AFFRIQUE's fixed compensation for 2026 was set by the Board of Directors at €1.4 million, unchanged amount since his appointment in 2021.			
Annual variable compensation The target amount of the annual variable compensation for 2026, its components and the maximum compensation percentage are the same as for the previous year. ■ Target amount: €1,400,000 ■ Cap: €2,800,000 ■ No floor	The performance criteria for the annual variable compensation for the year 2026 will be as follows:			
		Performance indicators	Proportion of the target amount	Variation based on the weighting
	Financial criteria (quantitative)	Like-for-like sales growth	15%	0 to 30%
		Change in volume/mix on a like-for-like basis	15%	0 to 30%
		Recurring operating margin level	15%	0 to 30%
		Free cash flow generation	15%	0 to 30%
		SUBTOTAL	60%	0 TO 120%
	Sustainability criteria (quantitative)	Regenerative agriculture – Percentage of volume of key at risk direct ingredients sourced from farms engaged in regenerative agriculture	10%	0 to 20%
		Forest – Percentage of key direct commodities volume with Verified Deforestation & Conversion (vDCF) free status	10%	0 to 20%
		SUBTOTAL	20%	0 TO 40%
	Managerial criteria (qualitative)	Managerial objective	20%	0 to 40%
		SUBTOTAL	20%	0 TO 40%
	TOTAL		100%	0 TO 200%
The above sustainability criteria applicable to annual variable compensation have been reduced to two, while maintaining an overall weighting of 20%. This new structure includes a criterion dedicated to regenerative agriculture and maintains the existing criterion relating to deforestation. These changes enable the preservation of a strong alignment with the Group's sustainability roadmap (these criteria being directly derived from Danone Impact Journey – Phase 2), while responding to the expectations expressed by shareholders. In accordance with French Financial Market Authority recommendation DOC-2012-02 of February 9, 2012 (as amended) the expected level of fulfillment for each of the quantitative criteria is defined in advance by the Board of Directors, upon recommendation of the Nomination, Compensation and Governance Committee, but is not disclosed publicly for reasons of confidentiality. Similarly, the assessment elements of the managerial criteria was determined by the Board of Directors but is not made public for reasons of confidentiality reasons. The grant of this performance-based variable compensation will be specifically disclosed at the close of the 2026 financial year. It will also be presented in the 2026 Universal Registration Document. In addition, pursuant to Article L.22-10-34, II, of the French Commercial Code, the fixed, variable and extraordinary components that make up the total compensation and benefits in kind paid or granted for fiscal year 2026 will be subject to approval by the 2027 Shareholders' Meeting. The components of annual variable or extraordinary compensation granted for fiscal year 2026 will be paid only after such approval.				
Long-term variable compensation ■ Target amount: €2,800,000 ■ No floor	With a target amount of €2,800,000, the Chief Executive Officer's long-term variable compensation corresponds to shares subject to performance conditions (GPS) the terms of which in particular the performance conditions, are described in chapter 5.4 <i>Detailed information on long-term compensation plans</i> of this Universal Registration Document. It is specified that in the event of outperformance of the financial conditions and maximum attainment of the sustainability conditions, the maximum number of GPS that may be delivered is 120% of the number of GPS allocated, as for all beneficiaries.			

COMPENSATION POLICY FOR THE CHAIRMAN OF THE BOARD OF DIRECTORS FOR 2026

The compensation policy for the Chairman is set by the Board of Directors upon recommendation of the Nomination, Compensation and Governance Committee and subject to approval by the Shareholders' Meeting. It is drawn up pursuant to the provisions of Article L.22-10-8 of the French Commercial Code and the recommendations of the AFEP-MEDEF Code.

The Chairman of the Board participates in the meetings of the Nomination, Compensation and Governance Committee; however, as with Board meetings, he is not present when his compensation is examined.

It is specified that the principles presented hereafter apply only in cases where the duties of the Chairman of the Board and the Chief Executive Officer are separated.

Director's compensation

Danone's policy on Directors' compensation (see section on *Compensation Policy for Directors for 2026* below) is not to pay the Chairman of the Board of Directors any compensation for his directorship if he receives a compensation for his role as Chairman of the Board of Directors.

Fixed compensation and other benefits

Fixed compensation

- decided by the Board of Directors, after receiving the opinion of the Nomination, Compensation and Governance Committee, in accordance with the principles presented above and taking into account the Chairman's duties, in the organization and direction of the Board's works, of its skills and his/her experience and market practices. The Chairman's compensation is in line with the median compensation of non-executive chairmen of CAC 40 companies and slightly below the median compensation of chairmen's compensation of the European Panel of companies in the consumer goods sector, with comparable responsibilities;
- may be reviewed at relatively long intervals.

The fixed compensation of the Chairman of the Board of Directors for 2026 is €650,000, it is stable since the implementation of dissociated governance in 2021.

Benefits in kind

- only benefits in kind that comply with Danone's policy (such as access to a car with driver) may be granted.

As in 2025, the Chairman of the Board will not receive any benefits in kind.

Social security benefits

- Group insurance, healthcare and pension benefits identical to those of Company's senior executives.

As in 2025, the Chairman of the Board will not receive any social security benefits.

Variable compensation

The Chairman of the Board cannot receive any variable compensation whatsoever, whether annual or in the form of long-term compensation in cash or long-term compensation in shares, in accordance with the recommendations of the AFEP-MEDEF Code.

Extraordinary compensation

The Chairman of the Board cannot receive any extraordinary compensation.

Other components that may be granted to the Chairman of the Board

As indicated above, the Board of Directors takes all components of compensation into consideration when assessing the overall compensation of the corporate officers. Where applicable, therefore, the determination of the Chairman's compensation would take into account the commitments authorized under Article L.22-10-9, paragraph 4 of the French Commercial Code, subject to the requirements of the AFEP-MEDEF Code.

COMPENSATION POLICY FOR DIRECTORS FOR 2026

The compensation policy for Directors is set by the Board of Directors on the basis of the Nomination, Compensation and Governance Committee's recommendation and subject to approval by the Shareholders' Meeting. It is drawn up pursuant to the provisions of Article L.22-10-8 of the French Commercial Code and the recommendations of the AFEF-MEDEF Code. In particular, it is adapted to the Directors' level of responsibilities and the time they devote to their duties and encourages their attendance at Board meetings. It takes into account in particular the obligation requiring the Directors to hold a significant level of DANONE shares to ensure their interests align with those of the Company and its shareholders. This compensation policy also seeks to attract experts and promote the international diversity of the Board of Directors by granting a travel bonus to Directors living outside of France.

It provides that:

- the Directors receive compensation for their mandate, with the exception of the executive corporate officers, the members of the Executive Committee, the Chairman of the Board (if he/she receives fixed compensation) and the Directors representing employees;

The rules for the distribution of Directors' compensation are as follows:

(in €)	Annual fixed amount	Per meeting	For travel - residing in Europe (outside of France)	For travel - residing outside of Europe
Lead Independent Director	50,000	-	-	-
Director	25,000	-	-	-
Board meetings				
Director	-	5,000	2,000	8,000
Committee meetings				
Chair	-	8,000	2,000	8,000
Member	-	4,000	2,000	8,000

In addition, Directors who are members of the Mission Committee also receive additional compensation, calculated according to the compensation scale of the Mission Committee detailed as follows and deducted from the total compensation amount of €1,250,000 mentioned above.

(in €)	Annual fixed amount	Per meeting	For travel - residing in Europe (outside of France)	For travel - residing outside of Europe
Mission Committee meetings/workshops				
Chair	35,000	10,000	2,000	5,000
Member	15,000	5,000	2,000	5,000

In addition, the Board may, where applicable, allocate extraordinary compensation to a Director for a specific mission entrusted to him/her pursuant to Articles L.225-46 and L.22-10-15 of the French Commercial Code; if such compensation is granted, it is governed by the related party agreements procedure set out by French law.

- the Shareholders' Meeting must approve the total maximum amount of Directors' compensation to be divided among the Directors. This compensation must be allocated in accordance with the allocation rules the Board of Directors has decided, upon recommendation of the Nomination, Compensation and Governance Committee;
- the Directors' compensation includes a variable, larger component based on their actual attendance at the Board and Committee meetings. Furthermore, it is specified that participation in the Board's decisions by means of written consultation does not give rise to the allocation of a variable component.

The total amount of compensation to be allocated to Directors was set by the Shareholder's Meeting of April 29, 2021, at 1,250,000 euros for each fiscal year. The allocation rules for Directors' compensation remain unchanged compared to 2025.

REPORT ON THE COMPENSATION OF CORPORATE OFFICERS AND DIRECTORS FOR 2025

Pursuant to the provisions of Article L.22-10-34, I and II, of the French Commercial Code, the report presented hereafter includes the information referenced in Article L.22-10-9 I of the French Commercial Code that is presented in the 7th resolution subject to approval by the Shareholders' Meeting on April 23, 2026.

Compensation of the Chief Executive Officer

The Board of Directors, at its meeting on February 25, 2025, set the compensation of the Chief Executive Officer for 2025 in accordance with the principles and criteria established by the compensation policy for executive corporate officers for 2025, approved by 92.17% of the Shareholders' Meeting of April 24, 2025 in its 11th resolution.

This compensation policy for 2025 is similar to the policy that was approved in 2024, only minor modifications were made.

Regarding long-term compensation, the 105% cap specific to executive corporate officers has been revised to align the maximum number of GPS that can be granted at the end of the performance period with that of other GPS beneficiaries. This also strengthens the alignment with shareholders' long-term interests: the maximum number of GPS that can be granted to executive corporate officers has therefore increased from 105% to 120% of the number initially granted.

It should be noted that the compensation package for Antoine de SAINT-AFFRIQUE, who was recruited from outside Danone Group, was determined in 2021 by the Board of Directors, taking into consideration his background, international experience and past performance, as well as his previous compensation level and the compensation practices of comparable companies. With the assistance of independent advisors, the compensation practices of an European Panel of companies in the consumer goods sector, and of CAC 40 companies were examined. The European Panel, consisting of European multinationals in the Fast-Moving Consumer Goods (FMCG) sector comparable to Danone in

terms of sales and international reach, appeared to be the most relevant, given Danone's geographic footprint and the Board of Directors' commitment to setting a competitive salary in its search for international executive candidates. This European Panel consists of the following companies: Adidas, Associated British Foods, Diageo, EssilorLuxottica, Heineken, L'Oréal, Nestlé, Pernod Ricard and Unilever. Within this European Panel, in 2021, the median fixed salary was €1.4 million and total annual target compensation was €5.7 million. In 2021, Antoine de SAINT-AFFRIQUE's total annual target compensation (fixed compensation, annual variable compensation, performance shares and benefits in kind) was therefore identical to the median total annual target compensation of this European Panel. For all purposes, it should be noted that the median fixed salary of the European Panel in 2024 is €1.7 million and total annual compensation is €7.8 million.

In accordance with the recommendations of the AFEP-MEDEF Code, Antoine de SAINT-AFFRIQUE does not have an employment contract with Danone.

Compensation and benefits paid or granted to the Chief Executive Officer in 2025

Pursuant to Article L.22-10-34 II of the French Commercial Code, the fixed, variable and extraordinary compensation that makes up the total compensation and benefits in kind paid or granted to the Chief Executive Officer in 2025 will be subject to approval by the Shareholders' Meeting on April 23, 2026. The annual variable compensation can be paid only after approval by the Shareholders' Meeting.

Components of compensation subject to a vote	Amounts paid during 2025	Amounts granted in respect of 2025 fiscal year	Presentation																																									
Fixed compensation	€1,400,000	€1,400,000	Antoine de SAINT-AFFRIQUE's fixed annual compensation for 2025 is €1,400,000, unchanged since 2021.																																									
			This amount was determined on the basis of Antoine de SAINT-AFFRIQUE's international experience and expertise, as well as his previous compensation level and the practices observed at comparable companies, as explained in the preamble.																																									
Annual variable compensation	€2,394,000 Compensation approved by the 9 th resolution of the Shareholders' Meeting on April 24, 2025	€2,562,000 Payment of this compensation is subject to approval by the Shareholders' Meeting on April 23, 2026 (8 th resolution)	The structure, target amount and cap for the annual variable compensation for the Chief Executive Officer were determined in accordance with the compensation policy for executive corporate officers for 2025 approved by the Shareholders' Meeting on April 24, 2025 in its 11 th resolution.																																									
			REVIEW OF THE ACHIEVEMENT OF PERFORMANCE CONDITIONS BY THE BOARD OF DIRECTORS																																									
			On February 19, 2026, upon the recommendation of the Nomination, Compensation and Governance Committee, the Board of Directors has acknowledged the amount of Antoine de SAINT-AFFRIQUE's annual variable compensation, at €2,562,000. This amount was determined with regard to the level of achievement of the performance conditions, as described below:																																									
			<table><tr><th>Indicators</th><th>Weighting</th><th>Percentage of fulfillment</th><th>Percentage after weighting</th><th>Performance amount (in euros)</th></tr><tr><td>Financial</td><td>60%</td><td>182.3%</td><td>109%</td><td>1,526,000</td></tr><tr><td>Sustainability</td><td>20%</td><td>200%</td><td>40%</td><td>560,000</td></tr><tr><td>Managerial</td><td>20%</td><td>170%</td><td>34%</td><td>476,000</td></tr><tr><td>TOTAL</td><td>100%</td><td>—</td><td>183%</td><td>2,562,000</td></tr></table>	Indicators	Weighting	Percentage of fulfillment	Percentage after weighting	Performance amount (in euros)	Financial	60%	182.3%	109%	1,526,000	Sustainability	20%	200%	40%	560,000	Managerial	20%	170%	34%	476,000	TOTAL	100%	—	183%	2,562,000																
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<table><tr><th>Indicators</th><th>Weighting</th><th>Percentage of fulfillment</th><th>Weighted</th></tr><tr><td>Like-for-like sales growth</td><td>15%</td><td>163%</td><td>24%</td></tr><tr><td>Change in volume/mix on a like-for-like basis</td><td>15%</td><td>167%</td><td>25%</td></tr><tr><td>Recurring operating margin level</td><td>15%</td><td>200%</td><td>30%</td></tr><tr><td>Free cash flow generation</td><td>15%</td><td>200%</td><td>30%</td></tr><tr><td>FINANCIAL</td><td>60%</td><td>182.3%</td><td>109%</td></tr><tr><td>Like-for-like reduction in greenhouse gas emissions across the entire value chain (scopes 1, 2 and 3) in 2025 vs 2024</td><td>5%</td><td>200%</td><td>10%</td></tr><tr><td>Forest – Volume of key commodities Verified Deforestation & Conversion (vDCF) free status</td><td>5%</td><td>200%</td><td>10%</td></tr><tr><td>B-Corp™ certification and percentage of Danone's employees covered by B-Corp™ certification</td><td>5%</td><td>200%</td><td>10%</td></tr><tr><td>Fair Wage Network certification (decent wage)</td><td>5%</td><td>200%</td><td>10%</td></tr><tr><td>SUSTAINABILITY</td><td>20%</td><td>200%</td><td>40%</td></tr></table>	Indicators	Weighting	Percentage of fulfillment	Weighted	Like-for-like sales growth	15%	163%	24%	Change in volume/mix on a like-for-like basis	15%	167%	25%	Recurring operating margin level	15%	200%	30%	Free cash flow generation	15%	200%	30%	FINANCIAL	60%	182.3%	109%	Like-for-like reduction in greenhouse gas emissions across the entire value chain (scopes 1, 2 and 3) in 2025 vs 2024	5%	200%	10%	Forest – Volume of key commodities Verified Deforestation & Conversion (vDCF) free status	5%	200%	10%	B-Corp™ certification and percentage of Danone's employees covered by B-Corp™ certification	5%	200%	10%	Fair Wage Network certification (decent wage)	5%	200%	10%	SUSTAINABILITY	20%	200%	40%
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Components of compensation subject to a vote	Amounts paid during 2025	Amounts granted in respect of 2025 fiscal year	Presentation
			The Board of Directors determined the level of fulfillment based on the following achievements: Financial component ■ like-for-like sales growth of +4.5% in 2025, exceeding the internal target and at the high end of the range of the guidance announced to the market at the beginning of the year (growth between 3% and 5%), driven by solid growth across all geographies and categories; ■ volume/mix up +2.7%, exceeding the internal target and positive across all categories. Danone delivered quality growth quarter after quarter in 2025, driven primarily by volume/mix. This performance confirms the strength and relevance of the health-focused brand and product portfolio; ■ recurring operating margin of 13.4%, well above the internal target, up 44 basis points compared to last year, driven by improved margin from operations, while continuing to reinvest in brands, product superiority, and key capabilities; ■ Free cash flow, reaching €2.799 billion, well above the internal target, reflecting an improvement in working capital and enabling for reinvestments and deleveraging.
Annual variable compensation			Sustainability component ■ reduction of 4.3% in greenhouse gas emissions across the entire value chain (scopes 1, 2, and 3) in 2025 compared to 2024, well above the internal target, thanks in particular to regenerative agriculture programs, supplier engagement on dairy ingredients and packaging, and the increased share of renewable electricity in Danone's energy mix; ■ 98% of volumes of key commodities Verified Deforestation & Conversion (vDCF) free status in 2025 (compared to 93% in 2024), beyond the internal target, notably thanks to a strengthened data collection and data verification process providing better traceability; ■ obtaining B Corp™ certification worldwide, covering 98% of Danone employees. With more than 200 legal entities now certified in over 60 countries, Danone has established itself as a major player in large-scale B Corp™ certification. This milestone marks the culmination of a ten-year journey that began in 2015 and demonstrates Danone's long-term commitment to balancing economic performance with positive social and environmental impact; ■ obtaining Fair Wage Network certification, confirming that 100% of Danone employees receive a wage at least equivalent to a living wage, in accordance with the methodology of the independent Fair Wage Network organization.

Components of compensation subject to a vote	Amounts paid during 2025	Amounts granted in respect of 2025 fiscal year	Presentation
Annual variable compensation			Managerial component ■ portfolio rotation: as part of its Renew strategy, Danone continued to strengthen its portfolio in 2025 through targeted, high-value-added acquisitions. The Group acquired a majority stake in Kate Farms, a fast-growing U.S. business specializing in medical and everyday nutrition based on organic plant-based ingredients. The Group has also strengthened its commitment to gut health and next-generation biotic research with the acquisition of The Akkermansia Company (TAC); ■ implementation of social innovation initiatives: 2025 was marked by the development and initial implementation of the new People Strategy. This strategy, developed in close collaboration between the Human Resources and Business teams (CHRO/CEO partnership), marks a key step in the transformation of Danone's organization and the way in which its employees are supported. Built around five major pillars—Being a Talent Magnet, Future Fit Capabilities, Our social Signature (including Dan'Life), Data & Digitally Driven HR, HR Talent Powerhouse—it provides a clear framework to support sustainable performance and engagement for all. The Dan'Life initiative, built on the solid foundations of Dan'Cares, is a strong differentiating asset, offering a comprehensive approach that supports each employee at every stage of their personal and professional life. In addition, 2025 was also an opportunity to continue progress in pay equity. This Human Resources and social innovation strategy has enabled Danone to be ranked in Forbes 2025 World's Best Employers as the first food company in France and third in the world based on the testimonials of more than 300,000 employees in 50 countries; ■ strengthening scientific innovation: in 2025, Danone significantly strengthened its scientific ambition around the microbiome, driven by the opening of the OneBiome Laboratory in Paris-Saclay. The Danone OneBiome Laboratory aims to become a global hub of excellence in microbiome science, nutrition, and digital health, reinforcing Danone's pioneering role in shaping the future of food and health. The teams have also enriched vast databases and developed targeted nutritional solutions integrating AI-driven digital tools. These innovations and the OneBiome initiative thus consolidated Danone's position as a leader in scientific innovation in nutrition in 2025 and supported the Renew strategy focused on prevention and health.
	Multi-year variable cash compensation	Non applicable	Non applicable
Long-term compensation in shares (GPS)			Long-term compensation in shares corresponds to Group performance shares (GPS), <i>i.e.</i>, shares in the Company subject to performance conditions assessed over three years and to a three-year continuous presence condition. For your information, 8,035 GPS 2021 with a book value of 348,277 euros have been delivered in 2025, due to an achievement level of 43.1% (18,643 GPS had been allocated to him in October 2021). The plan was approved by the Shareholders' Meeting on April 29, 2021 (24th resolution). The Board of Directors, granted Antoine de SAINT-AFFRIQUE 42,566 GPS in respect of fiscal year 2025, with a book value of €2,333,042. This number of GPS could be increased to 51,079 GPS in case of fulfillment of the continuous presence condition, achievement of all sustainability performance conditions, and outperformance of all financial performance conditions, without guaranteed minimum (for more details on the grants and performance conditions, see section 5.4 <i>Detailed information on long-term compensation plans hereinafter</i>). This grant represents 0.007% of Danone's share capital and corresponds to 4.7% of the GPS granted made in 2025.
		Delivery of 8,035 GPS granted in 2021 under the GPS plan approved by the Shareholders' Meeting on April 29, 2021 (24th resolution). This information is not subject to a vote on the 8th resolution submitted to the Shareholders' Meeting on April 23, 2026. €2,333,042 corresponding to 42,566 GPS granted on July 29, 2025	

Components of compensation subject to a vote	Amounts paid during 2025	Amounts granted in respect of 2025 fiscal year	Presentation
Extraordinary compensation	Delivery of 12,791 GPS granted in 2021 as extraordinary compensation in connection with his acceptance of the position of Chief Executive Officer. For information purposes only, not subject to vote on the 8 th resolution at the Shareholders' Meeting of April 23, 2026.	Not applicable	No extraordinary compensation was granted to Antoine de SAINT-AFFRIQUE in 2025. However, following the granting of GPS in 2021 as extraordinary compensation in connection with his acceptance of the position of Chief Executive Officer, 12,791 GPS 2021 with a book value of 554,485 euros have been delivered in 2025, due to an achievement level of 43.1% (29,677 GPS had been allocated to him in October 2021).
Stock options	Not applicable	Not applicable	–
Director's compensation	Not applicable	Not applicable	In accordance with the compensation policy for executive corporate officers, no Director's compensation was paid or granted to Antoine de SAINT-AFFRIQUE.
Benefits in kind	€27,712		The benefits in kind to which Antoine de SAINT-AFFRIQUE is entitled correspond to the benefits of the Group insurance plan, access to a housing and a car with driver.
Severance pay	No amount due or paid for the last fiscal year		Severance pay could be paid if Antoine de SAINT-AFFRIQUE's term of office as Chief Executive Officer is terminated. This measure was not implemented in fiscal year 2025. The implementation and payment conditions are detailed in section <i>Other compensation and benefits to which the Chief Executive Officer is entitled</i> hereinafter.
Non-compete indemnity	No amount due or paid for the last fiscal year		A non-compete obligation, along with a non-compete indemnity, has been set up in 2021 if Antoine de SAINT-AFFRIQUE's term of office as Chief Executive Officer is terminated. This non-compete clause was not implemented in fiscal year 2025. The implementation and payment conditions are detailed in section <i>Other compensation and benefits to which the Chief Executive Officer is entitled</i> hereinafter.
Supplementary pension plan	No amount due or paid for the last fiscal year		The Chief Executive Officer is entitled to the mandatory Group defined-contribution pension plan ("Article 83"). For more details, see section <i>Other compensation and benefits to which the Chief Executive Officer is entitled</i> hereinafter.

Other compensation and benefits to which the Chief Executive Officer is entitled

Benefits: Group insurance and healthcare coverage

Antoine de SAINT-AFFRIQUE, like Danone SA's executives, benefits from Group insurance and healthcare benefits, as well as to the death and disability insurance.

Mandatory Group pension plan

Antoine de SAINT-AFFRIQUE is entitled only to a mandatory Group defined-contribution pension plan ("Article 83") available to Danone employees who are affiliated with the AGIRC pension fund pursuant to Articles 4 and 4b of the collective bargaining agreement of March 14, 1947 and whose annual compensation exceeds three times the French social security ceiling. This plan was established pursuant to Article L.242-1, paragraphs 6 and 7 of the French Social Security Code and benefits Danone's French Senior executive under the same conditions as the rest of the employees concerned.

Pension entitlements under this plan are funded through quarterly contributions paid exclusively by Danone to an insurance company at a rate of 6% of brackets B and C of the compensation paid to plan beneficiaries. They may be claimed no earlier than the pension entitlement date of a compulsory pension plan or the minimum age stipulated under Article L.351-1 of the French Social Security Code. The contributions paid by Danone for 2025 amounted to €21,666.

Severance pay

Upon the recommendation of the Nomination, Compensation and Governance Committee, the Board of Directors decided at its meeting on May 17, 2021 to grant Antoine de SAINT-AFFRIQUE severance pay (the "Severance Payment") capped at 200% of the gross annual compensation (annual fixed and variable compensation actually paid) he received during the last 12 months before the termination of his position as Chief Executive Officer (the "Maximum Amount") in the event of forced departure, regardless of the form that termination of office took (a "Forced Departure"). The amount of the Severance Payment will be subject to the achievement of the performance conditions detailed below.

It is specified that the removal of the Chief Executive Officer from his position due to gross negligence or willful misconduct on the part of the latter will not constitute a Forced Departure.

No Severance Payment will be due in the event of a voluntary departure (therefore excluding a Forced Departure) or a change of position (corporate officer or employee) within Danone at the initiative of the Chief Executive Officer, or if Antoine de SAINT-AFFRIQUE has the possibility of claiming his pension entitlement shortly after a Forced Departure. Furthermore, no Severance Payment will be due if his position is terminated because he has reached the age limit provided for in the Company's by-laws.

The benefit of the Severance Payment will be subject to, and its amount will be adjusted in accordance with, the level of achievement of the financial performance indicators provided for the Chief Executive Officer's annual variable compensation in the last three fiscal years preceding the date of termination of his office, calculated on the basis of their arithmetical average:

- achievement of less than 75% of the financial performance indicators: no payment will be made;
- achievement of 75% of the financial performance indicators: the Chief Executive Officer will receive 75% of the Maximum Amount;

- achievement of between 75% and 100% of the financial performance indicators: the Chief Executive Officer will receive between 75% and 100% of the Maximum Amount, calculated on a linear basis depending on the rate of achievement;
- achievement of 100% or more of the financial performance indicators: the Chief Executive Officer will receive 100% of the Maximum Amount.

The Severance Payment can only happen after acknowledgement by the Board of Directors, outside the presence of the concerned executive, after receiving the opinion of the Nomination, Compensation and Governance Committee, that the financial performance conditions have been achieved; such achievement will be assessed at the time of termination of the Chief Executive Officer's office and duly proved and communicated to the shareholders. The amount of the Severance Payment will be paid within 30 days of the date on which the Board of Directors determined that the performance indicators on which the payment was conditional have been achieved.

Furthermore, the cumulative amount of the (i) Severance Payment and (ii) Non-Compete Indemnity shall not exceed twice the amount of the gross annual compensation (annual fixed and variable compensation actually paid) received by Antoine de SAINT-AFFRIQUE during the last 12 months before the termination of his position, in compliance with the AFEF-MEDEF Code's recommendations.

Assuming that the amount of the Severance Payment and the amount of the Non-Compete Indemnity exceed this ceiling of twice the gross annual compensation and in order to ensure strict compliance with this ceiling, the amount paid to Antoine de SAINT-AFFRIQUE will first be for the Non-Compete Indemnity, and the remainder will be paid for the Severance Payment after it is reduced to comply with the ceiling of twice the amount of the gross annual compensation.

Non-compete indemnity

Given the profile of the Chief Executive Officer, Antoine de SAINT-AFFRIQUE, and in order to protect the interests of the Company and its shareholders, he will be bound, upon decision of the Board of Directors by a non-compete obligation for a period of 18 months from the termination of his position as Chief Executive Officer. The purpose of this non-compete obligation is to protect Danone in view of the sensitive information about the Group to which he has access as a result of his position.

The terms of this non-compete obligation, in line with the compensation practices for members of Danone's Executive Committee, are as follows:

Scope of the non-compete obligation

This non-compete obligation concerns:

- in terms of positions: directly or indirectly (i) any salaried positions, as an executive or non-executive Director or corporate officer, and in particular any participation in a governance body (Board of Directors or supervisory board), in any form; and (ii) any provision of services or consultancy role for the benefit of the companies in the business sector described hereafter, in any form, and in particular as an adviser to the Chairman;
- in terms of business sector: any company (and any other entity belonging to the group of the said companies or taking over their rights) operating in the food and beverage sector and manufacturing, distributing or selling products competing with those of Danone on the date his position is terminated as Chief Executive Officer. In addition, Antoine de SAINT-AFFRIQUE will also commit not to form his own company operating in this business sector.



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Geographic scope of the non-compete obligation

The non-compete obligation applies in the following regions:

- Europe: European Union countries, Norway, Russia, Switzerland, United Kingdom;
- Asia-Pacific: Australia, China (including Hong Kong), Indonesia, Japan, New Zealand, Singapore;
- North America: Canada, Mexico, United States of America;
- Middle East: Bahrain, Cyprus, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, Syria, United Arab Emirates, Yemen.

Duration of the non-compete obligation

The duration of the non-compete obligation applicable to Antoine de SAINT-AFFRIQUE is 18 months from the termination of his position as Chief Executive Officer.

Amount of the non-compete indemnity

If the non-compete obligation is triggered by the Board of Directors, Antoine de SAINT-AFFRIQUE will receive, as compensation, a non-compete indemnity in an amount equal to 50% of one-twelfth of his annual gross (annual fixed and variable target) compensation, payable each month for 18 months on the Company's usual salary payment date.

In accordance with the recommendations of the AFEF-MEDEF Code:

- this non-compete indemnity will not be paid if the Chief Executive Officer claims his retirement pension entitlement and no indemnity will be paid beyond the age of 65;
- the Board of Directors can freely waive the application of this non-compete obligation at the time of the Chief Executive Officer's departure. In that case, no non-compete indemnity will be due to the Chief Executive Officer.

Compensation of the Chairman of the Board of Directors**Compensation and benefits paid or granted to the Chairman of the Board of Directors in 2025**

Pursuant to Article L.22-10-34, II, of the French Commercial Code, the fixed, variable and extraordinary compensation that makes up the total compensation and benefits in kind paid or granted to the Chairman of the Board of Directors in 2025 will be subject to approval by the Shareholders' Meeting of April 23, 2026.

Components of compensation subject to a vote	Amounts paid during 2025	Amounts granted in respect of 2025 fiscal year	Presentation
Fixed compensation	€650,000	€650,000	Gilles SCHNEPP's annual fixed compensation for 2025 is €650,000, unchanged since his appointment in 2021. This annual fixed compensation of €650,000 was determined in line with the Chairman's responsibilities, his experience, market practices, and is in line with the median compensation of non-executive chairmen of CAC 40 companies and slightly below the median compensation of chairmen of the European Panel of consumer goods companies, with comparable responsibilities.
Annual variable compensation	Not applicable	Not applicable	–
Multi-year variable cash compensation	Not applicable	Not applicable	–
Long-term compensation in shares (GPS)	Not applicable	Not applicable	–
Stock options	Not applicable	Not applicable	–
Director's compensation	Not applicable	Not applicable	–
Extraordinary compensation	Not applicable	Not applicable	–
Benefits in kind	Not applicable	Not applicable	–
Severance pay	Not applicable	Not applicable	–
Non-compete indemnity	Not applicable	Not applicable	–
Supplementary pension plan	Not applicable	Not applicable	–

Summary of the compensation of corporate officers

**Table summarizing the compensation, options and shares granted to each corporate officer
(Table 1 of Appendix 4 of the AFEP-MEDEF Code)**

	Year ended December 31	
	2024	2025
<i>(in € unless otherwise indicated)</i>		
ANTOINE DE SAINT-AFFRIQUE – CHIEF EXECUTIVE OFFICER		
Compensation granted in respect of the fiscal year (detailed in Table 2)	3,820,822	3,989,712
Valuation of options granted during the fiscal year	–	–
Valuation of performance shares granted during the fiscal year (detailed in Table 6) ^(a)	2,304,943	2,333,042
Valuation of other long-term compensation plans	–	–
TOTAL	6,125,765	6,322,754

(a) Estimated book value as of the grant date in accordance with IFRS 2, assuming the performance conditions will be fulfilled (see Note 8.4 of the Notes to the consolidated financial statements).

**Table summarizing the compensation of executive corporate officers
(Table 2 of Appendix 4 of the AFEP-MEDEF Code)**

	Year ended December 31			
	2024		2025	
	Compensation granted	Compensation paid	Compensation granted	Compensation paid
<i>(in € unless otherwise indicated)</i>				
ANTOINE DE SAINT-AFFRIQUE – CHIEF EXECUTIVE OFFICER				
Fixed compensation ^(a)	1,400,000	1,400,000	1,400,000	1,400,000
Annual variable compensation ^(a)	2,394,000	2,604,000	2,562,000	2,394,000
Extraordinary compensation ^(b)	–	–	–	554,485
Long-term compensation in shares (GPS) ^{(b) (c)}	2,304,943	–	2,333,042	348,277
Director's compensation	–	–	–	–
Benefits in kind ^(d)	26,822	26,822	27,712	27,712
TOTAL	6,125,765	4,030,822	6,322,754	4,724,474

(a) Gross amount.

(b) In October 2021, 48,320 Group Performance Shares (GPS) were awarded to Antoine de SAINT-AFFRIQUE as part of his exceptional and long-term compensation in shares. Due to a 43.1% achievement level of the conditions linked to these GPS, 20,826 shares were delivered to him in 2025.

(c) Value of GPS delivered (for "paid" compensation) and maximum value of GPS granted (for "granted" compensation) for the year, estimated on the grant date in accordance with IFRS 2, assuming the performance conditions have been fulfilled (see Note 8.4 of the Notes to the consolidated financial statements).

(d) Corresponds to the benefits of the Group insurance plan, housing, and a car and driver pool.

**Table summarizing compensation of non-executive corporate officers
(Table 3 of Appendix 4 of the AFEP-MEDEF Code)**

	Year ended December 31			
	2024		2025	
	Compensation granted	Compensation paid	Compensation granted	Compensation paid
<i>(in € unless otherwise indicated)</i>				
GILLES SCHNEPP – CHAIRMAN OF THE BOARD OF DIRECTORS				
Fixed compensation ^(a)	650,000	650,000	650,000	650,000
Other compensation	–	–	–	–
TOTAL	650,000	650,000	650,000	650,000

(a) Gross amount.

**Performance shares granted during the fiscal year to executive corporate officers
(Table 6 of Appendix 4 of the AFEP-MEDEF Code)**

	Plan date	Number of shares ^(a)	Valuation of the shares according to the method used for the consolidated financial statements ^(b)	Vesting date	Availability date	Performance conditions
Antoine de SAINT-AFFRIQUE						See section 5.4 <i>Detailed information on long-term compensation plans</i> hereinafter
	07/29/2025	42,566	€2,333,042	07/30/2028	07/30/2028	

(a) This number of GPS could be increased to 51,079 GPS if the continuous presence condition is fulfilled, achievement of all sustainability performance conditions, and outperformance of all financial performance conditions.

(b) Estimated book value as of the grant date in accordance with IFRS 2, assuming the performance conditions will be fulfilled (see Note 8.4 of the Notes to the consolidated financial statements).

**Performance shares that became available during the fiscal year for each executive corporate officer
(Table 7 of Appendix 4 of the AFEP-MEDEF Code)**

It is recalled that 48,320 Group Performance Shares (GPS) (including 29,677 as part of his exceptional compensation and 18,643 as part of his long-term compensation in shares) were granted to him on October 13, 2021. Due to a performance level of 43.1%, 12,791 and 8,035 shares were delivered to him in October 2025, respectively.

	Plan number and date	Number of shares that became available during the fiscal year
Antoine de SAINT-AFFRIQUE	2021 Plan of October 13, 2021	20,826

**Table summarizing the multi-year variable compensation paid to each executive corporate officer
(Table 10 of Appendix 4 of the AFEP-MEDEF Code)**

Information relating to the granting of performance shares granted to Antoine de SAINT-AFFRIQUE as part of his multi-year variable compensation is described in chapter 5.4 *Details of long-term compensation plans*.

**Summary of contracts, plans and indemnities applicable in 2025 to executive corporate officers
(Table 11 of Appendix 4 of the AFEP-MEDEF Code)**

Name	Employment contract		Supplementary pension plan		Indemnities or benefits due or likely to be due as a result of termination or change in function		Indemnities related to a non-compete clause	
	Yes	No	Yes	No	Yes	No	Yes	No
Antoine de SAINT-AFFRIQUE		x	x		x		x	
Chief Executive Officer								
First appointment: September 15, 2021								
End of current term of office: end of the 2028 Shareholders' Meeting								

Evolution of compensation, pay ratios and Company's performance over the last five years

In accordance with Article L.22-10-9 of the French Commercial Code, the ratios used to measure differences between the compensation of corporate officers and that of the Company's employees are presented in the table below.

Methodology

The ratios have been established by applying the method proposed by the AFEP in its guidelines on compensation multiples. These ratios have been calculated by taking into consideration the compensation of employees of 80% of the Danone companies registered in France on a full-time equivalent basis. The number of employees taken into account are those present at December 31 of year N and December 31 of the previous fiscal year, thus ensuring stability over time of the reference sample.

The corporate officers in question are the Chief Executive Officer, the Chairman of the Board of Directors and the Chairman and Chief Executive Officer, positions that have existed within the Group over the last five years. In accordance with the AFEP's guidelines, the compensation presented is associated with the officers' position and not their person, so that a change in officer for the same position does not affect the presentation of the information. The table thus reflects the change in Danone's governance over the course of 2021.

For 2021, the compensation of the Chairman and Chief Executive Officer (from January 1 to March 14) has been annualized, as has the compensation of the Chief Executive Officer calculated on the basis of the compensation of Véronique PENCHIENATI-BOSETTA for her corporate appointment from March 14 to September 14, 2021 and that of Antoine de SAINT-AFFRIQUE for the period from September 15 to December 31, 2021.

Compensation components considered

The components of corporate officer compensation taken into account are:

- the fixed compensation paid in year N;
- the annual variable compensation paid in year N for the previous fiscal year;
- the valuation on the grant date of the performance shares granted during the fiscal year, in accordance with IFRS 2;
- the GPU (Group performance units) paid in year N – it is noted that the GPU were a long-term cash compensation element subject to three-year performance conditions, which have been replaced by Fidelity Shares (FS). The final granting of GPUs was approved by the Board of Directors on July 28, 2021 and paid in 2024.

This compensation was taken into account on a gross basis, including employer contributions and excluding profit-sharing.

The amounts corresponding to these compensation components are presented above and, for fiscal years 2021 to 2024, in the corresponding Universal Registration Documents in section 6.3 *Compensation and benefits of governance bodies*. Benefits in kind are not taken into account in the components of corporate officers' compensation, given that their amounts are not material.

The components of employee (full-time-equivalent) compensation taken into account are:

- the fixed salary paid in year N;
- the annual variable compensation paid in year N for the previous fiscal year;
- GPUs delivered in year N;
- the valuation on the grant date of the performance shares (GPS) and of the Fidelity Shares (FS) granted during the fiscal year, in accordance with IFRS.

Definition of employees

The ratios presented below were calculated taking into account only those employees who have entered into a permanent or fixed-term employment contract with Danone companies registered in France and who were continuously employed by these companies from January 1 to December 31 of the fiscal year in question. Employees who have entered into a part-time employment contract with these companies, as well as expatriate employees, were not included for the purposes of these calculations.

Company performance

The table below also shows, in accordance with the provisions of Article L.22-10-9 of the French Commercial Code, the annual evolution of the Company's performance over the last five fiscal years, according to the additional criterion: a financial criterion, which is recurring earnings per share, corresponding to the ratio of recurring net income – Group share adjusted for hybrid financing over diluted number of shares.



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Results

	Year ended December 31				
	2021	2022	2023	2024	2025
DANONE EMPLOYEES IN FRANCE					
Annual average compensation	65,891	67,618	72,951	76,668	82,942
(Change/previous year)	+1.8%	+2.6%	+7.9%	+5.1%	+8.2%
Annual median compensation	43,610	40,522	44,499	45,487	52,300
(Change/previous year)	+4.8%	(7.1)%	+9.8%	+2.2%	+15.0%
CHIEF EXECUTIVE OFFICER ^(a)					
Annual compensation	4,692,156	3,940,904	5,870,410	6,335,765	6,154,754
(Change/previous year)	N/A	(16)%	+49%	+7.9%	(2.9)%
Ratio/average employee compensation	71	59	80	83	74
(Change/previous year)	N/A	(17)%	+35.6%	+3.8%	(10.8)%
Ratio/median employee compensation	108	97	132	139	118
(Change/previous year)	N/A	(10.2)%	+36%	+5.3%	(15.8)%
CHAIRMAN AND CHIEF EXECUTIVE OFFICER ^(b)					
Annual compensation	1,500,000	N/A	N/A	N/A	N/A
(Change/previous year)	(61)%				
Ratio/average employee compensation	23	N/A	N/A	N/A	N/A
(Change/previous year)	(60.9)%				
Ratio/median employee compensation	34	N/A	N/A	N/A	N/A
(Change/previous year)	(63.4)%				
CHAIRMAN OF THE BOARD OF DIRECTORS ^(c)					
Annual compensation	650,000	650,000	650,000	650,000	650,000
(Change/previous year)	N/A	0%	0%	0%	0%
Ratio/average employee compensation	10	10	9	8.5	7.8
(Change/previous year)	N/A	0%	(9)%	(5.5)%	(8.2)%
Ratio/median employee compensation	15	16	15	14	12
(Change/previous year)	N/A	+6.7%	(6.3)%	(6.7)%	(14.3)%
COMPANY PERFORMANCE					
Recurring EPS (in euros)	3.31	3.43	3.54	3.63	3.80
(Change/previous year)	(0.9)%	+3.6%	+3.2%	+2.5%	+4.6%

(a) In 2021, the position of Chief Executive Officer was held by Véronique PENCHIENATI-BOSETTA, interim Chief Executive Officer from March 14 to September 14, 2021, and by Antoine de SAINT-AFFRIQUE, appointed Chief Executive Officer effective September 15, 2021.

(b) Emmanuel FABER was Chairman and Chief Executive Officer from December 1, 2017 to March 14, 2021. For 2021, in accordance with the methodology presented above, the fixed compensation paid to him in 2021 and the variable compensation paid to him in 2021 for 2020 financial year were taken into account, it being noted that no performance shares were granted to him in 2021 given his departure date.

(c) In 2021, after the roles of Chairman of the Board of Directors and Chief Executive Officer were separated, Gilles SCHNEPP was appointed Chairman of the Board effective March 14, 2021.

Directors' compensation

It should be noted that, with regard to Directors' compensation, the amounts paid during a fiscal year correspond to the amounts granted for the second half of the previous fiscal year (paid in January or February) and for the first half of the fiscal year in question (paid in July or August).

Annual compensation paid or granted and benefits in kind paid or granted in 2024 and 2025 to the non-executive Board members (Table 3 of Appendix 4 of the AFEF-MEDEF Code)

(in €)	2024				2025			
	Compensation for directorship ^(a)		Other compensation		Compensation for directorship ^(a)		Other compensation	
	Amounts paid	Amounts granted	Amounts paid	Amounts granted	Amounts paid	Amounts granted	Amounts paid	Amounts granted
Name								
Valérie CHAPOULAUD-FLOQUET	147,000	154,000	–	–	149,000	139,000	–	–
Gilbert GHOSTINE	118,000	116,000	–	–	107,000	102,000	–	–
Lise KINGO	148,000	149,000	–	–	144,000 ^(b)	130,000	–	–
Patrice LOUVET	130,000	127,000	–	–	122,000	94,000	–	–
Sanjiv MEHTA	125,000	122,000	–	–	117,000	112,000	–	–
Géraldine PICAUD	124,000	118,000	–	–	113,000	114,000	–	–
Susan ROBERTS	130,000	131,000	–	–	126,000	108,000	–	–
TOTAL	922,000	917,000	–	–	878,000	799,000	–	–

(a) Gross amount due in the fiscal year before the withholding tax/social levies.

(b) Lise KINGO's S1 2025 compensation includes annual compensation for her duties on the Mission Committee.

The Directors representing employees have an employment contract with Danone and therefore, in that capacity, receive compensation that is unrelated to their duties on the Board and so is not disclosed. In accordance with the compensation policy for Directors, they do not receive any compensation for their directorship. Also, Antoine de SAINT-AFFRIQUE, Chief Executive Officer and Director and Gilles SCHNEPP, Chairman of the Board of Directors, do not receive any compensation in their capacities as Director.

5.4 DETAILED INFORMATION ON LONG-TERM COMPENSATION PLANS

GROUP PERFORMANCE SHARES (GPS)	428
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As a preliminary point, it should be noted that, since 2022, the variable compensation of certain senior executives other than the Chief Executive Officer and members of the Executive Committee includes, in addition to the Group Performance Shares (GPS) described below, Fidelity Shares (FS). Fidelity Shares (FS) correspond to long-term compensation in shares consisting of the allocation of DANONE shares subject only to a condition of continuous presence within the Group for a period of three years. This compensation tool was approved, once again, at 95.08% by the Shareholders' Meeting of April 24, 2025 in its 24th resolution.

GROUP PERFORMANCE SHARES (GPS)

Principal rules

General principles

Authorization by the Shareholders' Meeting

Group performance shares (GPS) were introduced in 2010. The grant of GPS must be authorized by the Shareholders' Meeting. The authorization granted on April 24, 2025 was granted for a period of 38 months, *i.e.* until June, 24, 2028.

Cap on the number of GPS granted

GPS have always had a limited impact on both capital dilution and share ownership. GPS grants are subject to a double cap approved by the Shareholders' Meeting that limits both (i) the total number of GPS that may be granted and (ii) the number of GPS that may be granted to corporate officers.

LIMITATIONS FOR GPS NOT YET DELIVERED

Shareholders' Meeting that approved the GPS	04/26/2022	04/27/2023	04/25/2024	04/24/2025
Maximum number of GPS that may be granted ^(a)	0.5% ^(b)	0.5% ^(b)	0.5% ^(b)	0.5% ^(b)
Total number of GPS granted during the fiscal year in question ^(a)	0.2%	0.2%	0.2%	0.2%
Of which the maximum number of GPS that may be granted to executive corporate officers ^(a)	0.03% ^(b)	0.03% ^(b)	0.03% ^(b)	0.03% ^(b)
Of which total number of GPS granted to executive corporate officers during the fiscal year in question ^(a)	0.01%	0.01%	0.01%	0.01%

(a) As a percentage of that year's share capital subsequent to the Shareholders' Meeting that authorized the plans. This number of shares does not reflect any adjustments that may be made pursuant to legal requirements or any contractual provisions that may require other adjustments in order to maintain the rights of shareholders and other rights-holders giving access to share capital.

(b) Per calendar year.

Grant by the Board of Directors

GPS are granted annually by the Board of Directors upon the recommendation of the Nomination, Compensation and Governance Committee, at the same times each year. In principle, they are granted at the end of July and, if necessary, a supplementary grant is made to certain new employees at the end of the year.

Review of the level of achievement of performance conditions by the Board of Directors

The level of achievement of performance conditions is reviewed by the Board of Directors, after an initial review by the Nomination, Compensation and Governance Committee.

Valuation and accounting in the consolidated financial statements

Long-term compensation in the form of GPS is valued and accounted for in Danone's consolidated financial statements pursuant to IFRS 2 *Share-based payments* (see Note 8.4 of the Notes to the consolidated financial statements).

Performance conditions

The performance conditions for GPS are determined at the beginning of the year by the Board of Directors, upon the recommendation of the Nomination, Compensation and Governance Committee, and are indicated in this chapter 5.4 of the Universal Registration Document. They apply to 100% of grants.

Performance conditions are stringent and consistent with Danone's current context. They include complementary financial and sustainability criteria that are representative of Danone's performance and adapted to the specific nature of its business.

The sustainability criteria selected are aligned with Danone's strategy and are directly derived from its sustainable development roadmap, Danone Impact Journey.

These criteria reflect the key indicators monitored by investors and analysts to measure the performance of companies in the food and beverage sector. Some are internal and others are external.

All performance conditions related to current GPS are subject to a three-year reference period.

As part of the 23rd resolution approved by the Shareholders' Meeting on April 24, 2025, concerning the authorization to grant GPS, the Board of Directors was granted an adjustment possibility. Accordingly, in the event of exceptional circumstances having a significant impact on the achievement of one or more GPS performance criteria, such as in particular (i) a significant change in the Group's scope of consolidation, (ii) a significant change in accounting method, (iii) a significant change in the methods used to calculate sustainability data, (iv) a significant regulatory change or (v) a major event affecting the food and beverage industry, Danone's markets and/or its competitors, the Board, acting upon the recommendation of the Nomination, Compensation and Governance Committee, may adjust one or more of the GPS performance criteria. Any use of this exceptional adjustment possibility must be communicated to shareholders and duly justified, especially in terms of alignment with shareholders' interests and maintaining the demanding nature of the criteria thus revised.

Continuous presence condition

Since the approval by the Shareholders' Meeting of April 27, 2023, the definitive grant of GPS is subject to a continuous presence condition of three years. These periods apply to all beneficiaries. Therefore, a beneficiary of a share grant who leaves Danone before the end of the vesting period cannot retain his or her shares except in the cases allowed by law (including death and disability), and exceptions decided by the Board of Directors based on a reasoned opinion.

In the specific case where an employee retires at the legal age (or prior to this as allowed by law), the GPS granted in the 12 months preceding the retirement date are cancelled with no exceptions.

Regarding the executive corporate officers, the Board of Directors may only decide to make an exception to the continuous presence condition, where applicable, in part and on a *prorata* basis.

Finally, as a reminder, the GPS plans allow beneficiaries to be exempt from the continuous presence and performance conditions in the event of a change of control of the Company, with the exception of executive corporate officers and Executive Committee members for whom, in such case, the achievement of the continuous presence condition will be reviewed by the Board of Directors on a *prorata* basis, calculated between the date of the grant and the date of change of control, relative to the initial delivery date stipulated in the plan. Moreover, regarding the fulfillment of the performance conditions,

either the Board of Directors will have reached a decision regarding the level of achievement or no such decision will have been reached, in which case the Board, acting on the recommendation of the Nomination, Compensation and Governance Committee, will assess the extent to which each performance condition has been fulfilled on the basis of the available information.

Definitive grant

The grants of GPS become final and DANONE shares are delivered to their beneficiaries at the end of the vesting period set by the Board of Directors. This vesting period is three years since the 2023 GPS plan. This period is consistent with market practices and ensures alignment with shareholders' interests and with the Company's long-term strategy.

Other applicable rules

The rules that govern GPS plans prohibit beneficiaries from hedging in any manner their position with respect to (i) their right to receive GPS or (ii) shares which they have already received and which are still subject to a holding requirement (applicable to executive corporate officers and Executive Committee members – see below). For executive corporate officers, the prohibition of hedging extends to all DANONE shares or financial instruments related to DANONE shares which they own or may be in a position to own. In addition, each beneficiary of GPS has personally agreed not to use hedging instruments. In particular, Antoine de SAINT-AFFRIQUE has made a formal commitment not to use hedging instruments to hedge his risk exposure, in particular regarding GPS that he has received or will receive until such time as he ceases to exercise his functions. To the Company's knowledge, no hedging instrument has been set up by Antoine de SAINT-AFFRIQUE.

In addition, executive corporate officers and Executive Committee members must keep 35% of the shares they received from each GPS grant, in registered form, until their total holding equals four years of fixed compensation (for executive corporate officers) or two years (for Executive Committee members). This obligation ends upon termination of their duties.

Given the significant level of the holding obligation applicable to executive corporate officers and Executive Committee members, upon the recommendation of the Nomination, Compensation and Governance Committee, the Board of Directors decided that it was not necessary to require them to purchase a minimum number of DANONE shares.

The Board of Directors confirmed this holding obligation at the time of the grants of GPS approved in 2025.



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Summary of GPS plans as of December 31, 2025

Key terms of outstanding GPS plans as of December 31, 2025 and grants and changes under these plans in 2025 (information required pursuant to table 9 of appendix 4 of the AFEP-MEDEF Code)

Outstanding GPS plans

Date of Shareholders' Meeting that approved the GPS	04/29/2021	04/29/2021	04/29/2021	04/26/2022	04/26/2022
Date of Board meeting that granted the GPS	07/28/2021	10/13/2021	12/10/2021	07/26/2022	12/08/2022
Number of GPS granted	718,979	48,320	29,339	1,001,890	28,268
<i>Of which GPS granted to executive corporate officers</i>	<i>29,331</i>	<i>48,320</i>	<i>-</i>	<i>51,900</i>	<i>-</i>
Maximum number of GPS that may be granted ^(a)	754,923	50,736	30,809	1,194,681	33,921
<i>Of which maximum number of GPS that may be granted to executive corporate officers ^(a)</i>	<i>30,798</i>	<i>50,736</i>	<i>-</i>	<i>54,495</i>	<i>-</i>
Number of beneficiaries for each plan	1,473	1	23	1,740	25
GPS characteristics					
Share delivery date	07/29/2025	10/14/2025	12/11/2025	07/27/2026	12/09/2026
End date of holding period	-	-	-	-	-

- weighted by 50%, average sales growth greater than or equal to that of the Panel over the years 2021, 2022 and 2023;
- weighted by 35% (maximum 45%), average recurring EPS growth greater than average sales growth over the years 2022, 2023 and 2024;

- weighted by 30%:
 - for executive corporate officers and other Executive Committee members, TSR exceeding or equal to the Median Panel TSR over the years 2021, 2022 and 2023;
 - for the other beneficiaries, free cash-flow level of more than €6.3 billion over the years 2021, 2022 and 2023;
- weighted by 35% (maximum 45%), TSR exceeding or equal to the Median Panel TSR over the years 2022, 2023 and 2024;

Performance conditions

- weighted by 20%, Score of A assigned each year to Danone by CDP under its three programs (Climate Change, Water and Forests) for the years 2021, 2022 and 2023.
- weighted by 30%, Score of A assigned each year to Danone by CDP under its three programs (Climate Change, Water and Forests) for the years 2022, 2023 and 2024.

						Total
04/27/2023	04/27/2023	04/25/2024	04/25/2024	04/24/2025	04/24/2025	-
07/25/2023	12/14/2023	07/30/2024	12/12/2024	07/29/2025	12/17/2025	-
1,018,785	23,278	1,001,557	22,506	883,127	20,861	4,796,910
49,742	-	47,880		42,566		269,739
1,215,081	27,934	1,194,686	27,007	1,059,752	25,033	5,614,563
52,229	-	50,274	-	51,079	-	289,611
1,923	29	1,927	25	1,719	26	
07/26/2026	12/15/2026	07/31/2027	12/13/2027	07/30/2028	12/18/2028	
-	-	-	-	-	-	
■ weighted by 20% (maximum 25%), average recurring EPS growth greater than average sales growth over the years 2023, 2024 and 2025;	■ weighted by 20% (maximum 25%), average recurring EPS growth over the years 2024, 2025 and 2026;	■ weighted by 20% (maximum 25%), average recurring EPS growth for the years 2025, 2026 and 2027;				
■ weighted by 25% (maximum 30%), comparison of the TSR of Danone with TSR of the Stoxx Europe 600 Food & Beverage over the years 2023, 2024 and 2025;	■ weighted by 25% (maximum 30%), comparison of the TSR of Danone with TSR of the Stoxx Europe 600 Food & Beverage index over the years 2024, 2025 and 2026;	■ weighted by 25% (maximum 30%), comparison of the TSR of Danone with TSR of the Stoxx Europe 600 Food & Beverage index for the years 2025, 2026 and 2027;				
■ weighted by 25% (maximum 35%), level of return on capital employed (ROIC) of Danone in 2025;	■ weighted by 25% (maximum 35%), level of return on capital employed (ROIC) of Danone in 2026;	■ weighted by 25% (maximum 35%), level of return on capital employed (ROIC) of Danone for the years 2025, 2026 and 2027;				
■ weighted by 30%, sustainability performance conditions:	■ weighted by 30%, sustainability performance conditions:	■ weighted by 30%, sustainability performance conditions:				
● health (10%): sugar level in EDP products intended for children, sold in 2025; ● nature (10%): reduction of greenhouse gas emissions in 2025 vs 2022; ● social (10%): engagement level of Danone employees, compared to a Panel from the FMCG sector in 2023, 2024 and 2025.	● health/nutrition: sugar level in EDP products intended for adults, and/or families, intended for daily consumption, sold in 2026 (10%); ● greenhouse gas emissions reduction in 2026 vs 2023 (10%); ● water consumption intensity reduction in Danone production sites in 2026 vs 2023 (10%).	● health/nutrition: sugar level in EDP products intended for adults and/or families, intended for daily consumption, sold in 2027 (10%); ● greenhouse gas emissions reduction in 2027 vs 2024 (10%); ● water consumption intensity reduction in Danone production sites in 2027 vs 2024 (10%).				

Outstanding GPS plans

Date of Shareholders' Meeting that approved the GPS	04/29/2021	04/29/2021	04/29/2021	04/26/2022	04/26/2022
Date of Board meeting that granted the GPS	07/28/2021	10/13/2021	12/10/2021	07/26/2022	12/08/2022
Assessment of achievement of performance conditions	Sales growth target: not achieved. TSR objective: achieved at 77.1% and free cash-flow objective: achieved at 100%. Environmental performance objective: achieved at 100%.			Recurring EPS growth target: not achieved. TSR objective: achieved to the maximum at 45%. Environmental performance objective: achieved to the maximum at 30%.	
Overall achievement rate: 43.1% for the Chief Executive Officer and members of the Executive Committee and 50% for other beneficiaries.			Overall achievement rate: 75%.		

CHANGES IN 2025 AND SITUATION AS OF DECEMBER 31, 2025

Number of GPS as of December 31, 2024 ^(a)	227,822	24,161	8,643	531,582	14,112
GPS granted in 2025 ^(a)	–				
Maximum number of GPS that may be granted ^(b)					
<i>Of which GPS granted to executive corporate officers</i>					
Maximum number of GPS that may be granted to executive corporate officers ^(b)					
GPS void or canceled in 2025	17,319	3,335	1,941	41,145	4,497
<i>Of which GPS canceled in 2025 due to non-fulfillment of some performance conditions</i>		3,335			
Shares delivered in 2025	210,503	20,826	6,702	–	–
<i>Of which shares delivered to executive corporate officers</i>		20,826			
Number of GPS not yet vested as of December 31, 2025				572,219	11,786
<i>Of which additional GPS corresponding to the outperformance of the performance conditions of each plan, as observed on December 31, 2025</i>				81,782	2,172
Total number of GPS void or canceled for each plan as of December 31, 2025	508,476	27,494	22,637	429,671	16,482

(a) Target number of GPS granted before taking into account any potential outperformance.

(b) Maximum number of GPS that may be granted if the continuous presence condition is satisfied, achievement of all sustainability performance conditions, and outperformance of all financial performance conditions.

						Total
04/27/2023	04/27/2023	04/25/2024	04/25/2024	04/24/2025	04/24/2025	-
07/25/2023	12/14/2023	7/30/2024	12/12/2024	7/29/2025	7/29/2025	-

■ Recurring EPS growth target: achieve at 21.2%.

■ TSR objective: achieve to the maximum at 30%.

■ ROIC objective: achieve to the maximum at 35%.

■ Sustainability performance objectives:

- health: achieved to the maximum at 10%;
- nature: achieved achieve to the maximum at 10%;
- social: achieved to the maximum at 10%.

■ The Board of Directors will assess the level of achievement of the performance conditions in 2027.

■ The Board of Directors will assess the level of achievement of the performance conditions in 2028.

**Overall achievement rate: 116.2%
(105% for the Chief Executive Officer).**

941,729	20,836	985,820	22,506	-	-	2,777,211
				883,127	20,861	903,988
				1,059,752	25,033	1,084,785
				42,566		42,566
				51,079		51,079
64,001	5,508	65,570	4,076	10,947		218,339
	-	-				3,335
-	-	-	-	-	-	238,031
		-				20,826
1,004,413	17,627	920,250	18,430	872,180	20,861	3,437,766
126,685	2,299					212,938
14,372	5,651	81,307	4,076	10,947	-	1,121,113

Presentation of 2026 GPS

General rules

Under the authorization granted by the Shareholders' Meeting of April 24, 2025 pursuant to its 23rd resolution, for a period of 38 months: Danone will implement a new GPS plan in 2026, under which all beneficiaries would receive GPS from a single "3+0" plan, *i.e.* with a three-year vesting period and without holding period.

Performance conditions

The 2026 GPS will be subject to performance conditions, aligned with the financial and sustainability objectives communicated to the market, based on complementary criteria, assessed over three years, that are representative of Danone's performance and contribute to Danone's medium-to-long-term value creation model:

- weighted by 20%, an internal performance condition related to recurring EPS growth;
- weighted by 25%, an external performance condition related to growth in the Total Shareholder Return of the DANONE share ("TSR") compared to an index;
- weighted by 25%, an internal performance condition related to the return on invested capital (ROIC);

- weighted by 30%, internal sustainability performance conditions from its Danone Impact Journey sustainable development roadmap and which relate to its three pillars, namely: (i) health: the reduction of sugar content (10%), (ii) nature: the reduction of greenhouse gas emissions (10%) and (iii) social: the percentage of Danone employees covered by the Dan'Life program (10%) according to the conditions detailed below.

It is specified that in the event of outperformance of the financial conditions and the maximum achievement of the sustainability conditions, the maximum number of GPS that may be delivered could reach 120% of the number of GPS granted for all beneficiaries.

The nature of the financial performance conditions remains unchanged compared to the GPS 2025 plan. Regarding the sustainability conditions, two of the three conditions remain unchanged, while the third has been modified to add a social condition and thus reflect all three pillars of the Danone Impact Journey.

It should be noted that these performance conditions are subject to adjustment in exceptional circumstances, as described in the *Performance Conditions* section above.

Performance condition related to recurring EPS growth, weighted by 20% (maximum: 25%)

Principle

Average growth of the recurring EPS ("Recurring EPS Growth") over a three-year period, *i.e.* 2026, 2027 and 2028

- no delivery of the shares subject to this performance condition if the Recurring EPS Growth is strictly less than the minimum threshold;
- between 10% and 17.5% of the performance shares granted if the Recurring EPS Growth is between (i) the minimum threshold and (ii) the intermediate threshold, based on a linear progressive scale;
- between 17.5% and 25% of the performance shares granted if the Recurring EPS Growth is between (i) the intermediate threshold and (ii) 150% of the intermediate threshold, based on a linear progressive scale;
- 25% of the performance shares granted if the Recurring EPS Growth is greater than or equal to 150% of the intermediate threshold.

The minimum and intermediate thresholds were determined by the Board of Directors in February 2026. For reasons of confidentiality, the Company does not disclose in advance the target levels for this criterion.

Definitions

Recurring EPS Growth

Arithmetic average growth in Danone's recurring EPS in 2026, 2027 and 2028 (compared to previous year), it being specified that "Recurring EPS" is a financial indicator used by Danone and not defined by IFRS, the calculation of which is indicated in the financial press releases published by the Company (see also section 2.6 *Financial indicators not defined in IFRS*).

Other applicable rules

Percentage of GPS subject to this performance condition

20% of the GPS granted will be subject to this performance condition, it being specified that, in the event of outperformance, the maximum number of GPS that may be delivered could reach 25%.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must state whether this performance condition was met, through a duly justified decision and disclosed in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.

Date of assessment of the level of achievement of the performance condition	Early 2029.

Performance condition related to the TSR, weighted by 25% (maximum: 30%)**Principle**

Comparison of the relative Total Shareholder Return of the DANONE share ("Danone's TSR") with the total return rate of the Stoxx Europe 600 Food & Beverage index over a three-year period, i.e. over fiscal years 2026, 2027 and 2028	■ no delivery of the shares subject to this performance condition if Danone's TSR is strictly less than the total return rate of the index; ■ between 20% and 30% of the performance shares granted if Danone's TSR is between 100% and 120% of the total return rate of the index, based on a linear progressive scale; ■ 30% of the performance shares granted if Danone's TSR is greater than or equal to 120% of the total return rate of the index.

Definitions

Danone's TSR	Total Shareholder Return of the DANONE share, dividends reinvested, over the years 2026, 2027 and 2028.
Total return rate of the index	Euro Gross Return Index of the Stoxx Europe 600 Food & Beverage index.
Stoxx Europe 600 Food & Beverage index	European index composed of European groups with global operations in the Food & Beverage sector.

Other applicable rules

Unavailability of the Stoxx Europe 600 Food & Beverage index	The Board of Directors may, through a duly justified decision and disclosed in the Board of Directors' report to the Shareholders' Meeting, decide to use another benchmark index.
Percentage of GPS subject to this performance condition	25% of the GPS granted will be subject to this performance condition, it being specified that in the event of outperformance the maximum number of GPS that may be delivered could reach 30%.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.

Date of assessment of the level of achievement of the performance condition	Early 2029.

Performance condition related to the ROIC, weighted by 25% (maximum: 35%)**Principle**

Arithmetic average of the level of return on invested capital (ROIC) of Danone in fiscal years 2026, 2027 and 2028

- no delivery of the shares subject to this performance condition if the average ROIC is strictly less than the minimum threshold;
- between 5% and 20% of the performance shares granted if the average ROIC is between (i) the minimum threshold and (ii) the intermediate threshold (minimum threshold +70 basis points) based on a linear progressive scale;
- between 20% and 35% of the performance shares granted if the average ROIC is between (i) the intermediate threshold (minimum threshold +70 basis points) and (ii) the maximum threshold (minimum threshold +140 basis points), based on a linear progressive scale;
- 35% of the performance shares granted if the average ROIC is greater than or equal to the maximum threshold (minimum threshold +140 basis points).

The minimum, intermediate and maximum thresholds have been decided by the Board of Directors in February 2026. For reasons of confidentiality, the Company does not disclose in advance the target levels for this criterion.

Definitions

Return on invested capital (ROIC)

Ratio of net operating income for the year under review to the average invested capital for the year under review and for the previous year, as published by Danone in its Universal Registration Document (see also section 2.4 *Balance Sheet and Financial Security review*).

Other applicable rules

Percentage of GPS subject to this performance condition

25% of the GPS granted will be subject to this performance condition, it being specified that in the event of outperformance the maximum number of GPS that may be delivered could reach 35%.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met

The Board of Directors must state whether this performance condition was met, through a duly justified decision and disclosed in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.

Date of assessment of the level of achievement of the performance condition

Early 2029.

Sustainability performance conditions, weighted by 30%

The indicators corresponding to the criteria below will be described and published in the Universal Registration Document.

1 – HEALTH/NUTRITION (10%)**Principle**

Volume (as a percentage) of Dairy and Plant-Based Adult Everyday products, sold in 2028, that contain 10g or less of total sugars per 100g of product	■ no delivery of the shares subject to this performance condition if this percentage is less than 84%; ■ 5% of the performance shares granted if this percentage is equal to 84%; ■ between 5% and 10% of the performance shares granted if this percentage is between 84% and 86%, based on a linear progressive scale; ■ 10% of the performance shares granted if this percentage is equal or greater than 86%.

Definitions

Volume sold worldwide	Volume sold in countries included in the scope of Danone's health and nutrition indicators, as defined in the section 4.4.4 <i>Consumers and patients (ESRS S4)</i> for the year under review.
Dairy and Plant-Based Adult Everyday products	Dairy and Plant-Based products reported as (a) included in the following sub-categories: dairy cheese, dairy yogurts & desserts everyday nutrition, dairy yogurts & desserts functional wellness, milk and nutrition drinks, plant-based cheese, plant-based drinks, plant-based yogurts & desserts everyday nutrition, plant-based yogurts & desserts functional wellness; and (b) not being part of kids and tweens portfolio.
Total sugars	Value as reported in Danone's health and nutrition indicators, as defined in the section 4.4.4 <i>Consumers and patients (ESRS S4)</i> .

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision disclosed in the Universal Registration Document, following the recommendation of the Nomination, Compensation and Governance Committee.
Date of assessment of the level of achievement of the performance condition	Early 2029.

2 – CLIMATE/GREENHOUSE GAS EMISSIONS REDUCTION (10%)**Principle**

Reduction (as a percentage), on a comparable scope and methodology, in greenhouse gas emissions across Danone's entire value chain (scopes 1, 2 and 3) in 2028 vs 2025 emissions	■ no delivery of the shares subject to this performance condition if this reduction is strictly less than 2%; ■ 5% of the performance shares granted if this reduction is equal to 2%; ■ between 5% and 10% of the performance shares granted if this reduction is between 2% and 4%, based on a linear progressive scale; ■ 10% of the performance shares granted if this reduction is greater than or equal to 4%.

Definitions

Greenhouse gas (GHG) emissions across Danone's entire value chain (scopes 1, 2 and 3)	Danone's greenhouse gas (GHG) emissions in all three categories (scopes 1, 2 and 3), within the scope of its confirmed 1.5 °C Science Based Targets ("SBT Scope"), as defined in the section 4.3.1 <i>Climate change (ESRS E1)</i> .

Other applicable rules

Significant change	In case of a significant change in the consolidation scope or in the methods used to calculate greenhouse gas emissions, Danone will apply the recalculation rules defined by the GHG Protocol and the Science Based Targets Initiative. This performance condition will therefore be assessed for the "SBT Scope" applicable in 2028.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision disclosed in the Universal Registration Document, following the recommendation of the Nomination, Compensation and Governance Committee.

Date of assessment of the level of achievement of the performance condition	Early 2029.

3 – PEOPLE/PERCENTAGE OF EMPLOYEES COVERED BY THE DAN'LIFE PROGRAM (10%)**Principle**

Percentage of Danone employees covered by the Dan'Life program in 2028	■ no delivery of the shares subject to this performance condition if the percentage of employees covered by the program is less than 50%; ■ 5% of the performance shares granted if the percentage of employees covered by the program is equal to 50%; ■ between 5% and 10% of the performance shares granted if the percentage of employees covered by the program is between 50% and 55%; ■ 10% of the performance shares granted if the percentage of employees covered by the program is equal to or greater than 55%.

Definitions

Dan'Life Program	A program designed to support Danone employees at different stages of their lives and composed of four policies: (i) parental policy, (ii) caregiver policy, (iii) cancer/critical illness policy and (iv) Dan'Cares.
Percentage of Danone employees involved in the Dan'Life program	Percentage calculated based on the number of employees and the number of policies implemented in each country; therefore, a country's contribution is equal to the percentage of its employees (relative to the total number of Danone employees worldwide covered by the Dan'Life program) multiplied by its implementation rate. For example: if a country represents 10% of the employees covered worldwide and implements two of the different policies that make up the Dan'Life program, it contributes 5% to the percentage of employees covered by the Dan'Life program globally. This method allows for the reflection of partial progress.
Scope of employees covered by the Dan'Life program	All employees on Danone payroll (excluding students, interns and apprentices) worldwide, in countries where it's legally possible to implement those policies.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision disclosed in the Universal Registration Document, following the recommendation of the Nomination, Compensation and Governance Committee.

Date of assessment of the level of achievement of the performance condition	Early 2029.

Review of the conditions related to GPS not yet delivered

GPS granted in 2025

The 2025 GPS are subject to the performance conditions described hereinafter and a continuous presence condition of three years. These performance conditions may be adjusted in the context of exceptional circumstances, as described in the *Performance Conditions* section above.

Performance condition related to recurring EPS growth, weighted by 20% (maximum: 25%)

Principle

Average growth of the recurring EPS ("Recurring EPS Growth") over a three-year period, i.e. 2025, 2026 and 2027	■ no delivery of the shares subject to this performance condition if the Recurring EPS Growth is strictly less than the minimum threshold;
	■ between 10% and 17.5% of the performance shares granted if the Recurring EPS Growth is between (i) the minimum threshold and (ii) the intermediate threshold, based on a linear progressive scale;
	■ between 17.5% and 25% of the performance shares granted if the Recurring EPS Growth is between (i) the intermediate threshold and (ii) 150% of the intermediate threshold, based on a linear progressive scale;
	■ 25% of the performance shares granted if the Recurring EPS Growth is greater than or equal to 150% of the intermediate threshold.
	The minimum and intermediate thresholds were determined by the Board of Directors in February 2025. For reasons of confidentiality, the Company does not disclose in advance the target levels for this criterion. However, Danone will publish the intermediate threshold level and the rate of achievement of this criterion at the end of the performance cycle, in the 2027 Universal Registration Document.

Definitions

Recurring EPS Growth	Arithmetic average growth in Danone's recurring EPS in 2025, 2026 and 2027 (compared to previous year), it being specified that "Recurring EPS" is a financial indicator used by Danone and not defined by IFRS, the calculation of which is indicated in the financial press releases published by the Company (see also section 2.6 <i>Financial indicators not defined in IFRS</i>).

Other applicable rules

Percentage of GPS subject to this performance condition	20% of the GPS granted will be subject to this performance condition, it being specified that, in the event of outperformance, the maximum number of GPS that may be delivered could reach 25%.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must state whether this performance condition was met, through a duly justified decision and disclosed in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.
Date of assessment of the level of achievement of the performance condition	Early 2028.

Performance condition related to the TSR, weighted by 25% (maximum: 30%)

Principle

Comparison of the relative Total Shareholder Return of the DANONE share ("Danone's TSR") with the total return rate of the Stoxx Europe 600 Food & Beverage index over a three-year period, i.e. over fiscal years 2025, 2026 and 2027	■ no delivery of the shares subject to this performance condition if Danone's TSR is strictly less than the total return rate of the index;
	■ between 20% and 30% of the performance shares granted if Danone's TSR is between 100% and 120% of the total return rate of the index, based on a linear progressive scale;
	■ 30% of the performance shares granted if Danone's TSR is greater than or equal to 120% of the total return rate of the index.

Definitions

Danone's TSR	Total Shareholder Return, dividends reinvested, of the DANONE share over the years 2025, 2026 and 2027.
Total return rate of the index	Euro Gross Return Index of the Stoxx Europe 600 Food & Beverage index.
Stoxx Europe 600 Food & Beverage index	European index composed of European groups with global operations in the Food & Beverage sector.

Other applicable rules

Unavailability of the Stoxx Europe 600 Food & Beverage index	The Board of Directors may, through a duly justified decision and disclosed in the Board of Directors' report to the Shareholders' Meeting, decide to use another benchmark index.
Percentage of GPS subject to this performance condition	25% of the GPS granted will be subject to this performance condition, it being specified that in the event of outperformance the maximum number of GPS that may be delivered could reach 30%.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.
Date of assessment of the level of achievement of the performance condition	Early 2028.

Performance condition related to the ROIC, weighted by 25% (maximum: 35%)**Principle**

Arithmetic average of the level of return on invested capital (ROIC) of Danone in fiscal years 2025, 2026 and 2027	■ no delivery of the shares subject to this performance condition if the average ROIC is strictly less than the minimum threshold; ■ between 5% and 20% of the performance shares granted if the average ROIC is between (i) the minimum threshold and (ii) the intermediate threshold (minimum threshold +60 basis points) based on a linear progressive scale; ■ between 20% and 35% of the performance shares granted if the average ROIC is between (i) the intermediate threshold (minimum threshold +60 basis points) and (ii) the maximum threshold (minimum threshold +120 basis points), based on a linear progressive scale; ■ 35% of the performance shares granted if the average ROIC is greater than or equal to the maximum threshold (minimum threshold +120 basis points). The minimum, intermediate and maximum thresholds have been decided by the Board of Directors in February 2025. For reasons of confidentiality, the Company does not disclose in advance the target levels for this criterion. However, Danone will publish the intermediate threshold and the rate of achievement of this criterion at the end of the performance cycle, in the 2027 Universal Registration Document.

Definitions

Return on invested capital (ROIC)	Ratio of net operating income for the year under review to the average invested capital for the year under review and for the previous year, as published by Danone in its Universal Registration Document (see also section 2.4 <i>Balance Sheet and Financial Security review</i>).

Other applicable rules

Percentage of GPS subject to this performance condition	25% of the GPS granted will be subject to this performance condition, it being specified that in the event of outperformance the maximum number of GPS that may be delivered could reach 35%.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must state whether this performance condition was met, through a duly justified decision and disclosed in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.

Date of assessment of the level of achievement of the performance condition	Early 2028.

Sustainability performance conditions, weighted by 30%

The indicators corresponding to the criteria below will be described and published in the Universal Registration Document.

1 – HEALTH/NUTRITION (10%)**Principle**

Volume (as a percentage) of EDP everyday adults and/or family products, sold in 2027, that contain 10g or less of total sugars per 100g of product	■ no delivery of the shares subject to this performance condition if this percentage is less than 76%; ■ between 0% and 5% of the performance shares granted if this percentage is between 76% and 77%, based on a linear progressive scale; ■ 5% of the performance shares granted if this percentage is equal to 77%; ■ between 5% and 10% of the performance shares granted if this percentage is between 77% and 78%, based on a linear progressive scale; ■ 10% of the performance shares granted if this percentage is equal or greater than 78%.

Definitions

Volume sold worldwide	Volume sold in countries included in the scope of Danone's health and nutrition indicators, as defined in the section 4.4.4 <i>Consumers and patients (ESRS S4)</i> for the year under review.
EDP everyday adult and/or family products	Dairy and Plant-Based products that are reported as (a) being part of the adult and/or family portfolio, and (b) included in the following sub-categories: Dairy and Plant-Based Everyday & Functional yogurts, fermented milks, milks, plant-based drinks, dairy and plant-based cheeses. It excludes all dairy and plant-based indulgent sub-categories (desserts, ice creams, creamers, ready to drink coffees) and traditional products/cooking aids (butter, margarine, creams).
Total sugars	Value as reported in Danone's health and nutrition indicators, as defined in the section 4.4.4 <i>Consumers and patients (ESRS S4)</i> .

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision disclosed in the Universal Registration Document, following the recommendation of the Nomination, Compensation and Governance Committee.

Date of assessment of the level of achievement of the performance condition	Early 2028.

2 – GREENHOUSE GAS EMISSIONS REDUCTION (10%)**Principle**

Reduction (as a percentage), on a comparable scope and methodology, in greenhouse gas emissions across Danone's entire value chain (scopes 1, 2 and 3) in 2027 vs 2024 emissions	■ no delivery of the shares subject to this performance condition if this reduction is strictly less than 7.5%; ■ 5% of the performance shares granted if this reduction is equal to 7.5%; ■ between 5% and 10% of the performance shares granted if this reduction is between 7.5% and 9%, based on a linear progressive scale; ■ 10% of the performance shares granted if this reduction is greater than or equal to 9%.

Definitions

Greenhouse gas (GHG) emissions across Danone's entire value chain (scopes 1, 2 and 3)	Danone's greenhouse gas (GHG) emissions in all three categories (scopes 1, 2 and 3), within the scope of its confirmed 1.5 °C Science Based Targets ("SBT Scope"), as defined in the section 4.3.1 <i>Climate change (ESRS E1)</i> .

Other applicable rules

Significant change	In case of a significant change in the consolidation scope or in the methods used to calculate greenhouse gas emissions, Danone will apply the recalculation rules defined by the GHG Protocol and the Science Based Targets Initiative. This performance condition will therefore be assessed for the "SBT Scope" applicable in 2027.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision disclosed in the Universal Registration Document, following the recommendation of the Nomination, Compensation and Governance Committee.
Date of assessment of the level of achievement of the performance condition	Early 2028.

3 – WATER CONSUMPTION INTENSITY REDUCTION (10%)**Principle**

Average water consumption intensity reduction (as a percentage), on a comparable scope, in Danone production sites, in 2027 vs 2024	■ no delivery of the shares subject to this performance condition if the average reduction rate is strictly less than 2.5%; ■ 5% of the performance shares granted if the average reduction rate is equal to 2.5%; ■ between 5% and 10% of the performance shares granted if the average reduction rate is between 2.5% and 5%, based on a linear progressive scale; ■ 10% of the performance shares granted if the average reduction rate is greater than or equal to 5%.

Definitions

Water consumption intensity	Intensity of water consumption related to the production process (in m ³ of processed water consumed per metric ton of product), as defined in the section 4.3.3 <i>Water Resources (ESRS E3)</i> .
Average water consumption intensity reduction	Arithmetic average of the water consumption intensities reductions for Danone production sites of each category (i) Essential Dairy and Plant-Based, (ii) Specialized Nutrition and (iii), Waters, in 2027 vs 2024.
Danone production sites	Danone production sites included in the "Production Site Environment" scope both in 2024 and in 2027, as this scope is as defined in the section 4.3.3 <i>Water Resources (ESRS E3)</i> .

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision disclosed in the Universal Registration Document, following the recommendation of the Nomination, Compensation and Governance Committee.
Date of assessment of the level of achievement of the performance condition	Early 2028.

GPS granted in 2024

The 2024 GPS are subject to the performance conditions described hereinafter and a continuous presence condition of three years.

Performance condition related to recurring EPS growth, weighted by 20% (maximum: 25%)

Principle

Average growth of the recurring EPS ("Recurring EPS Growth") over a three-year period, <i>i.e.</i> 2024, 2025 and 2026	■ no grant of the shares subject to this performance condition if the Recurring EPS Growth is strictly less than the minimum threshold; ■ between 10% and 20% of the performance shares granted if the Recurring EPS Growth is between (i) the minimum threshold and (ii) the target, based on a linear progressive scale; ■ between 20% and 25% of the performance shares granted if the Recurring EPS Growth is between (i) the target and (ii) 150% of the target, based on a linear progressive scale; ■ 25% of the performance shares granted if the Recurring EPS Growth is greater than or equal to 150% of the target.
	It should be noted that the minimum threshold and the target were determined by the Board of Directors in February 2024. For reasons of confidentiality, the Company does not disclose in advance the target levels for this criterion. However, Danone will publish the target level and the rate of achievement of this criterion at the end of the performance cycle, in the 2026 Universal Registration Document.

Definitions

Recurring EPS Growth	Arithmetic average growth in Danone's recurring EPS in 2024, 2025 and 2026 (compared to previous year), it being specified that "Recurring EPS" is a financial indicator used by Danone and not defined by IFRS, the calculation of which is indicated in the financial press releases published by the Company (see also section 2.6 <i>Financial indicators not defined in IFRS</i>).

Other applicable rules

Percentage of GPS subject to this performance condition	20% of the GPS granted will be subject to this performance condition, it being specified that, in the event of outperformance, the maximum number of GPS that may be delivered could reach 25%.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must state whether this performance condition was met, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.
Date of assessment of the level of achievement of the performance condition	Early 2027.

Performance condition related to the TSR, weighted by 25% (maximum: 30%)

Principle

Comparison of the relative Total Shareholder Return of the DANONE share ("Danone's TSR") with the total return rate of the Stoxx Europe 600 Food & Beverage index over a three-year period, <i>i.e.</i> over fiscal years 2024, 2025 and 2026	■ if Danone's TSR is strictly less than the total return rate of the index, the definitive grant will be 0% of the GPS subject to this performance condition; ■ if Danone's TSR is between 100% and 120% of the total return rate of the index, the definitive grant will be between 20% and 30% of the GPS granted, based on a linear progressive scale; ■ if Danone's TSR is greater than or equal to 120% of the total return rate of the index, the definitive grant will be 30% of the GPS granted.

Definitions

Danone's TSR	Total Shareholder Return, dividends reinvested, of the DANONE share over the years 2024, 2025 and 2026.
Total return rate of the index	Euro Gross Return Index of the Stoxx Europe 600 Food & Beverage index.
Stoxx Europe 600 Food & Beverage index	European index composed of European groups with global operations in the Food & Beverage sector.

Other applicable rules

Unavailability of the Stoxx Europe 600 Food & Beverage index	The Board of Directors may, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, decide to use another benchmark index.
Percentage of GPS subject to this performance condition	25% of the GPS granted will be subject to this performance condition, it being specified that in the event of outperformance the maximum number of GPS that may be delivered could reach 30%.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.
Date of assessment of the level of achievement of the performance condition	Early 2027.

Performance condition related to the ROIC, weighted by 25% (maximum: 35%)**Principle**

Danone's return on invested capital (ROIC) in 2026	■ no grant of the shares subject to this performance condition if the ROIC is strictly less than the target; ■ between 20% and 35% of the performance shares granted if the ROIC is between (i) the target and (ii) the target +50 basis points, based on a linear progressive scale; ■ 35% of the performance shares granted if the ROIC is greater than or equal to the target +50 basis points. It should be noted that the target was determined by the Board of Directors in February 2024. For reasons of confidentiality, the Company does not disclose in advance the target level for this criterion. However, Danone will publish the target level and the rate of achievement of this criterion at the end of the performance cycle, in the 2026 Universal Registration Document.

Definitions

Return on invested capital (ROIC)	Ratio of net operating income for the year under review to the average invested capital for the year under review and for the previous year, as published by Danone in its Universal Registration Document (see also section 2.4 <i>Balance Sheet and Financial Security review</i>)

Other applicable rules

Percentage of GPS subject to this performance condition	25% of the GPS granted will be subject to this performance condition, it being specified that in the event of outperformance the maximum number of GPS that may be delivered could reach 35%.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must state whether this performance condition was met or not, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.
Date of assessment of the level of achievement of the performance condition	Early 2027.

Sustainability performance conditions, weighted by 30%

The indicators corresponding to the criteria below will be described and published in the Universal Registration Document.

1 – HEALTH/NUTRITION (10%)**Principle**

Volume (as a percentage) of EDP everyday adults products, sold in 2026, that contain 10g of sugar or less per 100g of product	■ 0% of the shares subject to this performance condition if this percentage is less than 76.5%; ■ 5% of the performance shares if this percentage is equal to 76.5%; ■ between 5% and 10% of the performance shares if this percentage is between 76.5% and 77%, based on a linear progressive scale; ■ 10% of the performance shares if this percentage is equal or greater than 77%.

Definitions

Volume sold worldwide	Volume sold in countries included in the scope of the One Health Scorecard, as indicated in section 4.4.4 <i>Consumers and end-users</i> .
EDP everyday adult products	Dairy and Plant-Based products that are reported as (a) being part of the adult and/or family portfolio, and (b) included in the following sub-categories: Dairy and Plant-Based Everyday & Functional yogurts, fermented milks, milks, plant-based drinks, dairy and plant-based cheeses. It excludes all dairy and plant-based indulgent sub-categories (desserts, ice creams, creamers, ready to drink coffees) and traditional products/cooking aids (butter, margarine, creams).
Total amount of sugar	Value as reported in the One Health Scorecard, as defined in in section 4.4.4 <i>Consumers and patients (ESRS S4)</i> .

Other applicable rules

Significant change	In case of a significant change in the consolidation scope of the Group, any significant regulatory change or any other external event significantly impacting this condition, the Board of Directors may decide, where applicable, which other performance condition(s) will apply, in whole or in part, instead of this condition. The Board of Directors must take a duly justified decision, following the recommendation of the Nomination, Compensation and Governance Committee, and explain it in the relevant Universal Registration Document.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision indicated in the Universal Registration Document, following the recommendation of the Nomination, Compensation and Governance Committee.
Date of assessment of the level of achievement of the performance condition	Early 2027.

2 – GREENHOUSE GAS EMISSIONS REDUCTION (10%)**Principle**

Reduction (as a percentage), on a comparable scope and methodology, in greenhouse gas emissions across Danone's entire value chain (scopes 1, 2 and 3) in 2026 vs 2023 emissions	■ 0% of the shares subject to this performance condition if this reduction is strictly less than 7%; ■ 5% of the performance shares if this reduction is equal to 7%; ■ between 5% and 10% of the performance shares if this reduction is between 7% and 8.5%, based on a linear progressive scale; ■ 10% of the performance shares if this reduction is greater than or equal to 8.5%.

Definitions

Greenhouse gas (GHG) emissions across Danone's entire value chain (scopes 1, 2 and 3)	Danone's greenhouse gas (GHG) emissions in all three categories (scopes 1, 2 and 3), within the scope of its confirmed 1.5 °C Science Based Targets ("SBT Scope"), as defined in section 4.3.1 <i>Climate change (ESRS E1)</i> .

Other applicable rules

Significant change	In case of a significant change in the consolidation scope or in the methods used to calculate greenhouse gas emissions, Danone will apply the recalculation rules defined by the GHG Protocol and the Science Based Targets Initiative. As a result, this performance condition will be assessed for the "SBT Scope" applicable in 2026. In case of a significant regulatory change or any other external event significantly impacting this condition, the Board of Directors may decide, where applicable, which other performance condition(s) will apply, in whole or in part, instead of this condition.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision indicated in the Universal Registration Document, following the recommendation of the Nomination, Compensation and Governance Committee.
Date of assessment of the level of achievement of the performance condition	Early 2027.

3 – WATER CONSUMPTION INTENSITY REDUCTION (10%)**Principle**

Average water consumption intensity reduction (as a percentage), on a comparable scope, in Danone production sites, in 2026 vs 2023	■ 0% of the performance shares subject to this performance condition if the average reduction rate is strictly less than 3%; ■ 5% of the performance shares if the average reduction rate is equal to 3%; ■ between 5% and 10% of the performance shares if the average reduction rate is between 3% and 6%, based on a linear progressive scale; ■ 10% of the performance shares if the average reduction rate is greater than or equal to 6%.

Definitions

Water consumption intensity	Intensity of water consumption related to the production process (in m ³ of processed water consumed per metric ton of product), as defined in the methodology note in section 4.3.3 <i>Water resources (ESRS E3)</i> .
Average water consumption intensity reduction	Arithmetic average of the water consumption intensities reductions for Danone production sites of each category (i) Essential Dairy and Plant-Based, (ii) Specialized Nutrition and (iii), Waters, in 2026 vs 2023.
Danone production sites	Danone production sites included in the "Production Site Environment" scope both in 2023 and in 2026, as this scope is as defined in the methodology note in section 4.3.3 <i>Water resources (ESRS E3)</i> .

Other applicable rules

Significant change	In case of any significant methodology or regulatory change or any other external event significantly impacting this condition, the Board of Directors may decide, where applicable, which other performance condition(s) will apply, in whole or in part, instead of this condition. The Board of Directors must take a duly justified decision, following the recommendation of the Nomination, Compensation and Governance Committee, and explain it in the relevant Universal Registration Document.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision indicated in the Universal Registration Document, following the recommendation of the Nomination, Compensation and Governance Committee.
Date of assessment of the level of achievement of the performance condition	Early 2027.

Review of the rules relating to the GPS granted in 2023 and to be delivered in 2026

The 2023 GPS are subject to the performance conditions described hereinafter and a continuous presence condition of three years.

Performance condition related to compared recurring EPS growth, weighted by 20% (maximum: 25%)

Principle

Comparison of the arithmetic average growth of the recurring EPS ("Recurring EPS Growth") with the arithmetic average growth in Danone's consolidated sales on a like-for-like basis ("Sales Growth") over a three-year period, <i>i.e.</i> 2023, 2024 and 2025.	■ if the Recurring EPS Growth is less than or equal to Sales Growth, the definitive grant will be 0% of the GPS subject to this performance condition, pursuant to the "no payment under the guidance" principle; ■ if the Recurring EPS Growth is strictly higher than Sales Growth, and if the ratio between these two indicators (Recurring EPS Growth/Sales Growth) is between 100% and 125%, the definitive grant will be between 20% and 25% of the GPS granted, based on a linear progressive scale; ■ if the Recurring EPS Growth is higher than Sales Growth, and if the ratio between these two indicators (Recurring EPS Growth/Sales Growth) is more than 125%, the definitive grant will be 25% of the GPS granted. it being specified that the definitive grant will be 20% of the GPS granted if Recurring EPS Growth is strictly higher than Sales Growth and if one or both of these indicators are negative.

Definitions

Recurring EPS Growth	Arithmetic average growth in Danone's recurring EPS in 2023, 2024 and 2025, it being specified that "Recurring EPS" is a financial indicator used by Danone and not defined by IFRS, the calculation of which is indicated in the financial press releases published by the Company (see also section 2.6 <i>Financial indicators not defined in IFRS</i>).
Sales growth	Arithmetic average growth in Danone's consolidated sales on a like-for-like basis, in 2023, 2024 and 2025, it being specified that changes on a like-for-like basis correspond to financial indicators used by Danone and not defined by IFRS, the calculation of which is indicated in the financial press releases published by the Company (see also section 2.6 <i>Financial indicators not defined in IFRS</i>).

Other applicable rules

Percentage of GPS subject to this performance condition	20% of the GPS granted will be subject to this performance condition, it being specified that, in the event of outperformance the maximum number of GPS that may be delivered could be reach 25%.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must state whether this performance condition was met, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.
Assessment of the level of achievement of the performance condition	Upon the recommendation of the Nomination, Compensation and Governance Committee, on February 19, 2026, the Board of Directors acknowledged that the performance condition related to the arithmetic average growth of the recurring EPS was 106% achieved in comparison with the arithmetic average growth in Danone's consolidated sales on a like-for-like basis (over three years, namely 2023, 2024, and 2025), representing a weighted achievement of 21.2%. It should be noted that Recurring EPS for 2022 and 2023 has been calculated excluding EDP Russia's activities, given their deconsolidation on July 16, 2023.

Performance condition related to the TSR, weighted by 25% (maximum: 30%)

Principle

Comparison of the relative Total Shareholder Return of the DANONE share ("Danone's TSR") with the total return rate of the Stoxx Europe 600 Food & Beverage index over a three-year period, i.e. over fiscal years 2023, 2024 and 2025.	■ if Danone's TSR is strictly less than the total return rate of the index, the definitive grant will be 0% of the GPS subject to this performance condition; ■ if Danone's TSR is between 100% and 120% of the total return rate of the index, the definitive grant will be between 20% and 30% of the GPS granted, based on a linear progressive scale; ■ if Danone's TSR is greater than or equal to 120% of the total return rate of the index, the definitive grant will be 30% of the GPS granted.

Definitions

Danone's TSR	Total Shareholder Return, dividends reinvested, of the DANONE share over the years 2023, 2024 and 2025.
Total return rate of the index	"Euro Gross Return Index" of the Stoxx Europe 600 Food & Beverage index.
Stoxx Europe 600 Food & Beverage index	European index composed of European groups with global operations in the Food & Beverage sector.

Other applicable rules

Unavailability of the Stoxx Europe 600 Food & Beverage index	The Board of Directors may, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, decide to use another benchmark index.
Percentage of GPS subject to this performance condition	25% of the GPS granted will be subject to this performance condition, it being specified that in the event of outperformance the maximum number of GPS that may be delivered could be reach 30%.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.
Assessment of the level of achievement of the performance condition	Upon the recommendation of the Nomination, Compensation and Governance Committee, on February 19, 2026, the Board of Directors acknowledged that Danone's TSR was well above 120% of the total return rate of the index, and that this performance condition had therefore been met to the maximum, representing a weighted percentage of 30%.

Performance condition related to the ROIC, weighted by 25% (maximum 35%)

Principle

Danone's return on invested capital (ROIC) in 2025	■ no grant of the shares subject to this performance condition if the ROIC is strictly less than the target; ■ between 20% and 35% of the performance shares granted if the ROIC is between (i) the target and (ii) the target +50 basis points, based on a linear progressive scale; ■ 35% of the performance shares granted if the ROIC is greater than or equal to the target +50 basis points. It should be noted that the target was determined by the Board of Directors in February 2023. For reasons of confidentiality, the Company does not disclose in advance the target level for this criterion. However, Danone publishes the target level and the rate of achievement of this criterion in this 2025 Universal Registration Document.

Definitions

Return on invested capital (ROIC)	Ratio of net operating income for the year under review to the average invested capital for the year under review and for the previous year, as published by Danone in its Universal Registration Document (see also section 2.4 <i>Balance Sheet and Financial Security review</i>).

Other applicable rules

Percentage of GPS subject to this performance condition	25% of the GPS granted will be subject to this performance condition, it being specified that in the event of outperformance the maximum number of GPS that may be delivered could be reach 35%.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must state whether this performance condition was met, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.
Assessment of the level of achievement of the performance condition	Upon the recommendation of the Nomination, Compensation and Governance Committee, on February 19, 2026, the Board of Directors acknowledged that Danone's ROIC in 2025 at 10.7% was higher than the target of 9.5% plus 50 basis points, and that this performance condition had therefore been met to the maximum, representing a weighted percentage of 35%.

Social and environmental performance conditions, weighted by 30%

The indicators corresponding to the criteria below will be described and reported in the Universal Registration Document.

1 – HEALTH (10%)**Principle**

Volume (as a percentage) of EDP products intended for children, sold in 2025, that contain less than 10g of sugar per 100g of product (in line with the current recommendations of the WHO)	■ 0% of the performance shares granted if this percentage is less than 95%; ■ 10% of the performance shares granted if this percentage is greater than or equal to 95%.

Definitions

Volume sold worldwide	Volume sold in countries included in the scope of the One Health Scorecard, as reported in the Universal Registration Document, in the section 4.4.4 <i>Consumers and patients (ESRS S4)</i> for the relevant year.
EDP products intended for children	All Danone products in the dairy and plant-based products portfolio, specifically designed for and/or aimed mainly at children (3-12 years).
Designed and/or aimed mainly at children	Featured in children's sections (physically or via e-commerce); making one or more claims aimed at parents, for their children (for example "for school snacks", "nutrient needed for a child's growth"); with childish characters/licenses/mascots, playful design; games/toys; and/or advertised directly to children in communications (physical or digital)
Total amount of sugar	Value indicated on the label, according to local regulatory definitions.

Other applicable rules

Significant change	In case of a significant change in the consolidation scope of Danone Group, any significant regulatory change or any other external event significantly impacting this condition, the Board of Directors will decide, where applicable, which other social or environmental performance condition(s) (nature and/or people) will apply, in whole or in part, instead of this condition. The Board of Directors must take a duly justified decision, following the recommendation of the Nomination, Compensation and Governance Committee, and explain it in the relevant Universal Registration Document.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision indicated in the Universal Registration Document, following the recommendation of the Nomination, Compensation and Governance Committee.
Assessment of the level of achievement of the performance condition	Upon the recommendation of the Nomination, Compensation and Governance Committee, on February 19, 2026, the Board of Directors acknowledged that the percentage of EDP products for children that contain less than 10g of sugar per 100g of product, sold in 2025 was 98.5%, higher than 95%, and that this performance condition had therefore been met to the maximum, representing a weighted percentage of 10%.

2 – NATURE (10%)

Principle

Reduction (as a percentage), on a comparable scope and methodology, in greenhouse gas emissions across Danone's entire value chain (scopes 1, 2 and 3) in 2025 vs 2022 emissions

- 0% of the performance shares granted if this reduction is strictly less than 8%;
- 5% of the performance shares granted if this reduction is equal to 8%;
- between 5% and 10% of the performance shares granted if this reduction is between 8% and 9.5%, based on a linear progressive scale;
- 10% of the performance shares granted if this reduction is greater than or equal to 9.5%.

Definitions

Greenhouse gas (GHG) emissions across Danone's entire value chain (scopes 1, 2 and 3)

Danone's greenhouse gas (GHG) emissions in all three categories (scopes 1, 2 and 3), within the scope of its confirmed 1.5 °C Science Based Targets ("SBT Scope"), as defined in section 4.3.1 *Climate change* (ESRS E1).

Other applicable rules

Significant change

In case of a significant change in the consolidation scope or in the methods used to calculate greenhouse gas emissions, Danone will apply the recalculation rules defined by the GHG Protocol and the Science Based Targets Initiative. As a result, this performance condition will be assessed for the "SBT Scope" applicable in 2026.

In case of a significant regulatory change or any other external event significantly impacting this condition, the Board of Directors will decide, where applicable, which other social or environmental performance condition(s) (health and/or people) will apply, in whole or in part, instead of this condition.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met

The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision indicated in the Universal Registration Document, following the recommendation of the Nomination, Compensation and Governance Committee.

Assessment of the level of achievement of the performance condition

Upon the recommendation of the Nomination, Compensation and Governance Committee, on February 19, 2026, the Board of Directors acknowledged that the reduction (in percentage), using comparable scope and methodology, of greenhouse gas emissions across Danone's entire value chain (scopes 1, 2 and 3) in 2025 compared to 2022 emissions was much higher than 9.5%, and that this performance condition had therefore been met to the maximum, representing a weighted percentage of 10%.

3 – PEOPLE (10%)

Principle

Engagement level of Danone employees, measured annually through a survey of Danone employees worldwide and compared to a Panel from the FMCG sector in 2023, 2024 and 2025

- 10% of the performance shares granted if the employee engagement level is higher than the FMCG external benchmark for all three years;
- 5% of the performance shares granted if the employee engagement level is higher than the FMCG external benchmark for two years;
- 0% of the performance shares granted if the employee engagement level is higher than the FMCG external benchmark for only one or none of the three years.

This measurement of Danone employees' long-term engagement is essential against the backdrop of a new management team and the implementation of a reorganization plan.

Definitions

Survey of Danone employees worldwide	Survey of Danone employees worldwide, conducted by a world-renowned specialized consulting firm, that measures, among other things, the level of employees' long-term engagement through numerous questions during the year under review. In 2022, the response rate was 90%.
Comparison with a Panel from the FMCG sector	Comparison by the consulting firm conducting the survey to a Panel from the FMCG sector in 2022.

Other applicable rules

Measurement of employee engagement against the FMCG external benchmark over the period for two years only	If the level of employee engagement is measured only twice between 2023 and 2025 through a worldwide employee survey and compared to the FMCG external benchmark, the following rules would apply: ■ level of employee engagement higher than the FMCG external benchmark for two years: 10% of the GPS will be granted; ■ in all other cases, 0% of the GPS will be granted.
Other cases	If employee engagement is measured and compared to the FMCG external benchmark only one year between 2023 and 2025, or not at all, the Board of Directors will decide which other social and environmental performance condition(s) (health and/or nature) will apply, in whole or in part, instead of this condition. The Board of Directors must take a duly justified decision, following the recommendation of the Nomination, Compensation and Governance Committee, and present it in the Universal Registration Document.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this performance condition, through a duly justified decision indicated in the Universal Registration Document, following the recommendation of the Nomination, Compensation and Governance Committee.
Assessment of the level of achievement of the performance condition	Upon the recommendation of the Nomination, Compensation and Governance Committee, on February 19, 2026, the Board of Directors acknowledged that the level of employee engagement is higher than the external FMCG benchmark index over three years, and that this performance condition had therefore been met to the maximum, representing a weighted percentage of 10%.

As a result of the level of achievement observed for the conditions mentioned above, 116.2% (105% for the Chief Executive Officer) of the initial allocation of GPS granted in 2023 will be delivered to beneficiaries in 2026, subject to the satisfaction of the presence condition.

Review of the rules relating to the GPS granted in 2022 and to be delivered in 2026

The 2022 GPS are subject to the three performance conditions described hereinafter and a continuous presence condition of four years.

Performance condition related to compared recurring EPS growth, weighted by 35% (maximum: 45%)

Principle

Comparison of the arithmetic average growth of the Recurring EPS ("Recurring EPS Growth") with the arithmetic average growth in Danone's consolidated sales on a like-for-like basis ("Sales Growth") over a three-year period, <i>i.e.</i> 2022, 2023 and 2024	■ if Recurring EPS Growth is less than or equal to Sales Growth, the definitive grant will be 0% of the GPS subject to this performance condition, pursuant to the "no payment under the guidance" principle; ■ if Recurring EPS Growth is strictly higher than Sales Growth, and if the ratio between these two elements (Recurring EPS Growth/Sales Growth) is between 100% and 125%, the definitive grant will be between 35% and 45% of the GPS granted, based on a linear progressive scale; ■ if Recurring EPS Growth is strictly higher than Sales Growth, and if the ratio between these two elements (Recurring EPS Growth/Sales Growth) is more than 125%, the definitive grant will be 45% of the GPS granted; it being specified that the definitive grant will be 35% of the GPS granted if Recurring EPS Growth is strictly higher than Sales Growth and if one or both of these indicators are negative.

Definitions

Recurring EPS Growth	Arithmetic average growth in Danone's recurring EPS in 2022, 2023 and 2024, it being specified that "Recurring EPS" is a financial indicator used by Danone and not defined by IFRS, the calculation of which is indicated in the financial press releases published by the Company (see also section 2.6 <i>Financial indicators not defined in IFRS</i>).
Sales growth	Arithmetic average growth in Danone's consolidated sales on a like-for-like basis, in 2022, 2023 and 2024, it being specified that changes on a like-for-like basis correspond to financial indicators used by Danone and not defined by IFRS, the calculation of which is indicated in the financial press releases published by the Company (see also section 2.6 <i>Financial indicators not defined in IFRS</i>).

Other applicable rules

Percentage of GPS subject to this performance condition	35% of the GPS granted will be subject to this performance condition, it being specified that in the event of outperformance the maximum number of GPS that may be delivered could be reach 45%. Moreover, this percentage may be increased to 50%, through a duly justified decision by the Board of Directors, particularly in case of no publication of the scores related to the environmental performance condition defined below.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must state whether this performance condition was met, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.
Assessment of the level of achievement of the performance condition	Upon the recommendation of the Nomination, Compensation and Governance Committee, on February 25, 2025, the Board of Directors acknowledged the non-achievement of the performance condition linked to growth in Recurring EPS compared with growth in sales on a like-for-like basis (arithmetic averages over three years, i.e. 2022, 2023 and 2024). It should be noted that Recurring EPS for 2023 has been calculated excluding the EDP Russia's activities, given their deconsolidation on July 16, 2023.

Performance condition related to the TSR, weighted by 35% (maximum: 45%)

Principle

Comparison of the relative Total Shareholder Return of the DANONE share ("Danone's TSR") with the median relative Total Shareholder Return of the share of a benchmark Panel ("Median Panel TSR") over a three-year period, i.e. 2022, 2023 and 2024	■ if Danone's TSR is less than the Median Panel TSR, the definitive grant will be 0% of the GPS subject to this performance condition, pursuant to the "no payment under the median" principle; ■ if Danone's TSR is between the Median Panel TSR and 110% of the Median Panel TSR, the definitive grant will be between 26% and 35% of the GPS granted, based on a linear progressive scale; ■ if Danone's TSR is between 110% and 120% of the Median Panel TSR, the definitive grant will be between 35% and 45% of the GPS granted, based on a linear progressive scale; ■ if Danone's TSR is greater than 120% of the Median Panel TSR, the definitive grant will be 45% of the GPS granted.

Definitions

TSR	Total Shareholder Return.
Danone's TSR	Total Shareholder Return of the DANONE share, dividends reinvested, over the years 2022, 2023 and 2024.
Each Panel member's TSR	Total Shareholder Return of the Panel member's share, dividends reinvested, over the years 2022, 2023 and 2024.
Panel TSR	The TSR of all Panel members.
Median Panel TSR	Value of the Panel member TSR that half of the Panel members exceed (<i>i.e.</i> there are as many Panel members with TSR exceeding or equal to the Median as there are with TSR less than or equal to the Median). If there is an even number of Panel members, the Median Panel TSR will be the arithmetic average of the two central Panel TSR.
Panel	Eight leading international groups in the food and beverage sector: Unilever, Nestlé, PepsiCo, The Coca-Cola Company, The Kraft Heinz Company, Mondelez International, General Mills and Kellogg Company (replaced by Kellonova since October 2, 2023). The Board of Directors having noted, in February 2024, that following the spin-off of Kellogg Company, Kellonova kept around 80% of the former Kellogg Company business, the Board of Directors decided that Kellonova should replace the Kellogg Company in the Panel.

Other applicable rules

The acquisition, absorption, dissolution, spin-off, merger or change in the business activity of one or more Panel members	The Board of Directors may, by a duly justified decision indicated in the Board of Directors' report to the Shareholders' Meeting, change the composition of the Panel, provided that it maintains the overall consistency of the Panel.
Percentage of GPS subject to this performance condition	35% of the GPS granted will be subject to this performance condition, it being specified that, if this condition is exceeded, the maximum number of GPS that may be delivered could be as high as 45%. Moreover, this percentage may be increased to 50%, through a duly justified decision by the Board of Directors, particularly in case of no publication of the Scores related to the environmental performance condition defined hereinafter.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this second performance condition, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee, and based on a financial advisor's report.
Assessment of the level of achievement of the performance condition	Upon the recommendation of the Nomination, Compensation and Governance Committee, on February 25, 2025, the Board of Directors acknowledged that Danone's TSR was well above 120% of the Median Panel TSR, and that this performance condition had therefore been met to the maximum, representing a weighted percentage of 45%.

Environmental performance condition, weighted by 30%**Principle**

Scores assigned to Danone by CDP under the Climate Change, Water and Forests programs, taking into account Danone's environmental performance in 2022, 2023 and 2024

If Danone's Scores for these programs are published by CDP for all three years:

- and (i) a Score of A is assigned to Danone for the Climate Change program for the three years and (ii) a Score of A is assigned to Danone for at least two years for both the Water program and the Forests program, the definitive grant will be 30% of the GPS granted;
- or (i) a Score of A is assigned to Danone for the Climate Change program for the three years and (ii) a Score of A is assigned to Danone for at least one year for both the Water program and the Forests program, the definitive grant will be 15% of the GPS granted;
- in all other cases, and in particular if a Score of A is not assigned to Danone for the Climate Change program for the three years, the definitive grant will be 0% of the GPS subject to this performance condition.

If Danone's Scores are published by CDP for two out of three years:

- and (i) a Score of A is assigned to Danone for the Climate Change program for both years and (ii) a Score of A is assigned to Danone for at least one year for both the Water program and the Forests program, the definitive grant will be 30% of the GPS granted;
- or (i) a Score of A is assigned to Danone for the Climate Change program for both years and (ii) a Score of A is not assigned for the Water and Forests programs for both years, the definitive grant will be 15% of the GPS granted;
- in all other cases, and in particular if a Score of A is not assigned to Danone for the Climate Change program for both years, the definitive grant will be 0% of the GPS subject to this performance condition.

Definitions

CDP	CDP, a not-for-profit organization that runs a global disclosure system for investors, companies, cities, states and regions to help them assess and manage their environmental impacts.
Scores	Scores assigned to Danone each year by CDP under its Climate Change, Water and Forests programs based on Danone's environmental performance in 2022, 2023 and 2024.
Score A	Score assigned by CDP based on environmental performance for a given year, corresponding to the highest ranking under its Climate Change, Water and Forests programs or, in case of a change in the range of scores used by CDP for these programs, any other score representing the upper eighth of the range of scores assigned by CDP, or the highest score if this new range of scores assigned by CDP includes fewer than eight scores.



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Other applicable rules

Many scores during the same year	If, in a single year, CDP publishes two different scores, the lower score will be taken into account.
Change in the name of CDP or the Climate Change, Water and Forests programs	If the name of CDP or the Climate Change, Water and Forests programs changes without a change in their scoring methods, the publications of the entity or program whose name was changed will, for the purposes of this grant of shares, be considered the publications produced by CDP or for the Climate Change, Water and Forests programs.
No publication or late publication of a score or other cases	If no Score was published by CDP or if the Scores were published by CDP only for one out of three years, and/or if one of the three CDP programs no longer existed, and/or in case of late publication of one or more of the Scores, and/or in case of a significant change in CDP's scoring methods, and/or in all other cases not specified in this document, the Board of Directors will meet to decide on the conditions to be taken into account to assess achievement of the environmental performance condition and may, where applicable, decide to apply, instead of this performance condition, the conditions related to recurring EPS growth and the relative Total Shareholder Return of the DANONE share (TSR); in this case, the weightings of both these performance conditions would be increased from 35% to 50% and the outperformance levels from 45% to 60% (with a corresponding adjustment of the grant scales), such that the maximum number of shares that may be delivered remains equal to 120% of the target number of GPS granted. The Board of Directors must make a duly justified decision, at the recommendation of the Nomination, Compensation and Governance Committee, which must be mentioned in its report to the Shareholders' Meeting.

Assessment of the level of achievement of the performance condition

The Board of Directors' procedure for determining that this performance condition has been met	The Board of Directors must determine the level of achievement of this third performance condition, through a duly justified decision taken at a later date and mentioned in the Board of Directors' report to the Shareholders' Meeting, following a recommendation by the Nomination, Compensation and Governance Committee.
Assessment of the level of achievement of the performance condition	Upon the recommendation of the Nomination, Compensation and Governance Committee, on February 19, 2026, the Board of Directors acknowledged that the environmental performance condition had been 100% met.

As a result of the level of achievement observed for the conditions mentioned above, 75% of the initial allocation of GPS granted in 2022 will be delivered to beneficiaries in 2026, subject to the satisfaction of the presence condition.

5.5 DANONE SHARES HELD BY THE MEMBERS OF THE BOARD OF DIRECTORS AND THE EXECUTIVE COMMITTEE

NUMBER OF DANONE SHARES HELD BY THE MEMBERS OF THE BOARD OF DIRECTORS AND THE EXECUTIVE COMMITTEE

		As of December 31, 2025
BOARD OF DIRECTORS		
Antoine de SAINT-AFFRIQUE		28,326
Gilles SCHNEPP		5,000
Frédéric BOUTEBBA		1 ^(a)
Valérie CHAPOULAUD-FLOQUET		2,000
Gilbert GHOSTINE		3,000
Lise KINGO		2,000
Patrice LOUVET		2,000
Sanjiv MEHTA		2,000
Géraldine PICAUD		2,000
Susan ROBERTS		2,000
Bettina THEISSIG		1 ^(a)
EXECUTIVE COMMITTEE (EXCLUDING ANTOINE DE SAINT-AFFRIQUE)		139,373
TOTAL NUMBER OF SHARES		187,701
TOTAL AS A PERCENTAGE OF THE COMPANY'S SHARE CAPITAL		0.03 %

(a) Share granted under the "One Share" program.

TRANSACTIONS ON DANONE SHARES

Transactions on DANONE shares completed in 2025 by individuals with managerial responsibilities

Name	Title	Type of security	Type of transaction	Date of transaction	Gross unit price	Number of shares	Total gross amount
Sanjiv MEHTA	Director	Shares	Acquisition	03/27/2025	€71.00	1,000	€71,000
Véronique PENCHIENATI-BOSETTA	Member of the Executive Committee	Others ^(a)	Subscription	05/22/2025	€10.00	5,183.9550	€51,839.55
Véronique PENCHIENATI-BOSETTA	Member of the Executive Committee	Shares	Delivery of shares ^(b)	07/29/2025	€0.00	7,128	€0.00
Juergen ESSER	Member of the Executive Committee	Shares	Delivery of shares ^(b)	07/29/2025	€0.00	6,528	€0.00
Antoine de SAINT-AFFRIQUE	Director and Member of the Executive Committee	Shares	Delivery of shares ^(c)	10/14/2025	€0.00	20,826	€0.00

(a) This transaction involved a subscription through a bridge fund (Fonds Relais) in connection with an annual capital increase reserved for employees of the Company and its French subsidiaries. The value of each fund share was €10 in 2025. Following the capital increase, the bridge fund was merged into the Danone Company savings fund FCPE Danone

(b) These shares were delivered pursuant to the grant of Group performance shares (GPS) on July 28, 2021, in accordance with the conditions set by the Board of Directors for the 2021 GPS plan.

(c) Delivery of shares following the grant of GPS on October 13, 2021, in accordance with the conditions set by the Board of Directors for the 2021 GPS Plan.

Executive corporate officers and Executive Committee members are required to hold their DANONE shares resulting from Group performance shares. This requirement is described in the above section 5.4 Detailed information on long-term compensation plans, paragraph Group performance shares, Other applicable rules.

5.6 RELATED PARTY AGREEMENTS

AGREEMENTS SUBMITTED FOR APPROVAL TO THE SHAREHOLDERS' MEETING

This is a free translation into English of the statutory auditors' special report on related party agreements of the Company issued in French and is provided solely for the convenience of English-speaking users.

This special report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Annual General Meeting of Danone,

In our capacity as Statutory Auditors of your Company, we hereby present to you our special report on related party agreements.

We are required to inform you, on the basis of the information provided to us, of the terms and conditions of those agreements indicated to us, or that we may have identified in the performance of our engagement, as well as the reasons justifying why they benefit the Company. We are not required to give our opinion as to whether they are beneficial or appropriate or to ascertain the existence of other agreements. It is your responsibility, in accordance with Article R.225-31 of the French Commercial Code (*Code de commerce*), to assess the relevance of these agreements prior to their approval.

Where applicable, it is also our responsibility to provide you with the information required by Article R.225-31 of the French Commercial Code (*Code de commerce*) in relation to the implementation during the year of agreements already approved by the General Meeting.

We performed those procedures which we deemed necessary in compliance with professional guidance issued by the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes*) relating to this type of engagement. These procedures consisted in verifying that the information provided to us is consistent with the source documents from which it is derived.

AGREEMENTS SUBMITTED FOR APPROVAL TO THE SHAREHOLDERS' MEETING

We hereby inform you that we have not been notified of any agreement authorized and concluded during the past year to be submitted for approval to the Annual General Meeting in accordance with Article L.225-38 of the French Commercial Code (*Code de commerce*).

AGREEMENTS PREVIOUSLY APPROVED BY THE SHAREHOLDERS' MEETING

In accordance with Article R.225-30 of the French Commercial Code (*Code de commerce*), we have been informed that the following agreements, already approved by the Shareholders' Meeting in previous years, remained in force during the year under review.

With the Danone.Communities mutual investment fund (SICAV)

Persons concerned

Mr. Antoine de SAINT-AFFRIQUE, Chief Executive Officer of your company since September 15, 2021, director since April 26, 2022 and Chairman of the Board of the Danone.Communities mutual investment fund (SICAV) from April 29, 2022 to April 30, 2025 – Previously Mr. Emmanuel Faber, Chairman and Chief Executive Officer of your company from December 1, 2017 until March 14, 2021, director from April 25, 2022 until April 29, 2021 and Chairman of the Board of the Danone.Communities mutual investment fund (SICAV) from December 8, 2018 until April 29, 2022. As well as your company, Danone, member of the Board of of the Danone.Communities mutual investment fund (SICAV) since February 8, 2018.

1) Memorandum of understanding

Nature, purpose and conditions

On June 25, 2020, as part of the Danone Communities project, your Board of Directors voted unanimously, Mr. Emmanuel Faber abstaining from voting, to authorize the signing of a memorandum of understanding established between your company, the SICAV Danone.Communities, the FPS Danone. Communities, Amundi Asset Management and Omnes Capital, respectively management companies for the SICAV and the FPS. The purpose of this agreement is (i) to organize the subscription by your company to new shares of the FPS Danone.Communities up to €5 million and thus to give additional financial support to the FPS to carry out its actions in the benefit of social businesses and (ii) to adjust certain contractual agreements.

2) Cooperation agreement

Nature, purpose and conditions

On June 25, 2020, as part of the Danone Communities project, your Board of Directors voted unanimously, Mr. Emmanuel Faber abstaining from voting, to authorize the signing of a new cooperation agreement established between your company, the SICAV Danone.Communities, the FPS Danone.Communities, the company Amundi Asset Management and the company Omnes Capital.

This agreement replaces the cooperation agreement previously entered into on May 4, 2007 (authorized by your Board of Directors on April 26, 2007 and approved by your Shareholders' Meeting of April 29, 2008) and amended in 2012 and 2013, aimed at organizing the terms and conditions of the cooperation between the parties for the realization of the Danone Communities project.

On February 25, 2025, your Board of Directors voted to set your company's annual financial contribution for 2025 at a maximum of €3.6 million. The total amount of financial contributions provided by your company to the Danone Communities project for the fiscal year 2025 totaled €3.4 million.

3) Amendment to the agreement for the provision of additional services

Nature, purpose and conditions

On June 25, 2020, as part of the Danone Communities project, your Board of Directors voted unanimously, Mr. Emmanuel Faber abstaining from voting, to authorize the signing of an amendment to the agreement for the provision of additional services dated as of May 4, 2007, between your company, the SICAV Danone.Communities and the company Amundi Asset Management. The purpose of the amendment is to specify the conditions for the marketing of the SICAV by the company Amundi Asset Management and the regular reporting by the latter to your company.

4) New governance charter

Nature, purpose and conditions

On June 25, 2020, as part of the Danone Communities project, your Board of Directors voted unanimously, Mr. Emmanuel Faber abstaining from voting, to authorize the signing of a new governance charter established between your company, the SICAV Danone.Communities, the FPS Danone.Communities, the company Amundi Asset Management and the company Omnes Capital, replacing the previous governance charter established in 2007 and updated by amendments in 2012 and 2015, the purpose of which is mainly to define the investment areas of the FPS Danone.Communities and the relations between Danone and the FPS Danone.Communities, along with the prevention of conflicts of interests.

Levallois-Perret and Paris-La Défense, February 25, 2026

The Statutory Auditors

French original signed by

FORVIS MAZARS & ASSOCIÉS

Achour MESSAS

Florence PAGE

ERNST & YOUNG Audit

Pierre-Henri PAGNON

Alexandre CHRÉTIEN

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SHARE CAPITAL AND OWNERSHIP

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6.1 SHARE CAPITAL OF THE COMPANY

TRANSACTIONS ON THE SHARE CAPITAL IN THE LAST THREE YEARS AND SHARE CAPITAL AS OF DECEMBER 31, 2025

Effective date of the transaction	Shares created / (canceled) by the transaction (number of shares)	Type of transaction	Nominal amount of the transaction (in €)	Amount of share capital after the transaction (in €)	Shares making up the share capital after the transaction (number of shares)
May 12, 2023	1,582,068	Capital increase reserved for employee members of a Company Savings Plan	395,517.00	169,355,000.00	677,420,000
June 13, 2023	353,128	Capital increase reserved for employees of foreign companies	88,282.00	169,443,282.00	677,773,128
May 16, 2024	1,487,672	Capital increase reserved for employee members of a Company Savings Plan	371,918.00	169,815,200.00	679,260,800
June 17, 2024	293,191	Capital increase reserved for employees of foreign companies	73,297.75	169,888,497.75	679,553,991
May 22, 2025	1,514,409	Capital increase reserved for employee members of a Company Savings Plan	378,602.25	170,267,100.00	681,068,400
June 16, 2025	326,083	Capital increase reserved for employees of foreign companies	81,520.75	170,348,620.75	681,394,483
SHARE CAPITAL AS OF DECEMBER 31, 2025				170,348,620.75	681,394,483

SHARES CONSTITUTING THE SHARE CAPITAL

Shares are fully paid-up, are all of the same class and have a nominal value of €0.25. Each share gives the right to ownership of a proportion of the Company's assets, profits and liquidation surplus, based on the percentage of share capital that it represents.

6.2 TREASURY SHARES HELD BY THE COMPANY AND ITS SUBSIDIARIES

This section 6.2 forms the description of the share buyback program set up in accordance with Articles 241-2 *et seq.* of the General Regulations of the French Financial Markets Authority.

AUTHORIZATION GRANTED TO THE COMPANY TO BUY BACK ITS OWN SHARES

Existing authorization

The Shareholders' Meeting of April 24, 2025 authorized the Board of Directors, for an 18-month period, to buy back a number of shares representing a maximum of 10% of the Company's share capital at a maximum purchase price of €85 per share. This authorization superseded the authorization previously granted by the Shareholders' Meeting of April 25, 2024.

This authorization was used during fiscal year 2025 (see section *Transactions on Company shares in 2025 and situation as of December 31, 2025* hereinafter).

Authorization subject to approval by the Shareholders' Meeting

The Board of Directors will submit a new authorization, valid for 18 months, to the Shareholders' Meeting to be held on April 23, 2026 to buy back up to 10% of the total number of shares comprising the share capital of the Company (*i.e.*, for information purposes, 68,139,448 shares as of December 31, 2025, representing a maximum potential purchase amount – excluding transaction fees – of approximately €6.47 billion) at a maximum purchase price of €95 per share (compared to €85 previously, due to the increase of DANONE's share price in recent years).

Subject to the authorization being approved by the Shareholders' Meeting of April 23, 2026, the Company's buyback of its own shares would be executed for the purpose of:

- the delivery of shares with respect to the exercise of stock-options by employees and/or corporate officers of the Company and of companies or economic interest groups related to it, pursuant to applicable legal and regulatory provisions;
- the implementation of any plan for the allocation of shares, with a continuous presence condition and/or with performance conditions,

to employees and/or corporate officers of the Company and of companies or economic interest groups related to it, pursuant to applicable statutory and regulatory provisions, either directly or through entities acting on their behalf;

- the sale of shares to employees (either directly or through an employee savings mutual fund) within the context of employee shareholding plans or Company Savings Plans;
- the delivery of shares upon the exercise of rights attached to securities giving access to the Company's share capital;
- the later delivery of shares as payment or for exchange in the context of external growth transactions;
- the cancellation of shares within the maximum legal limit; and/or
- the animation of the stock market in connection with a liquidity contract entered into with an investment services provider, acting independently, in accordance with the market practice permitted by the French Financial Markets Authority.

Share buybacks may be carried out, in whole or in part, by acquisition, sale, exchange or transfer, on one or more occasions, by any means on any stock markets, including multilateral trading facilities (MTF), through a systematic internalizer or over the counter, including by acquisition or disposal of blocks of shares (without limiting the portion of the share repurchase program that may be completed this way). These means include the use of any financial contract or derivative instrument (including in particular any future or any option), except the sale of put options, in accordance with applicable regulations.

These transactions may be carried out at any time during an 18-month period beginning April 23, 2026 (with the exception of periods of public tender offers on the Company's shares) within the limits allowed by the applicable regulations.

AUTHORIZATION TO CANCEL SHARES AND REDUCE THE SHARE CAPITAL FOLLOWING THE BUYBACK BY THE COMPANY OF ITS OWN SHARES

The Shareholders' Meeting of April 24, 2025 authorized the Board of Directors, for a period of 24 months, to cancel shares acquired in the context of a share buyback program, within a limit of 10% of the existing share capital as of the day of the Meeting. This authorization was not used in 2025.



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TRANSACTIONS ON COMPANY SHARES IN 2025 AND SITUATION AS OF DECEMBER 31, 2025

In 2025, the Company carried out the following transactions involving DANONE shares:

- buyback (i) of 2.7 million DANONE shares in March 2025 and (ii) of 3.8 million DANONE shares in December 2025, in order to offset the dilutive impacts resulting from the capital increases reserved for employees and the long-term compensation plans implemented for 2025 and 2026;
- buyback of 5.8 million DANONE shares from its Spanish subsidiary Danone Spain as part of the simplification of its corporate structure, without impacting the total number of shares held by the Group;
- delivery of 0.7 million shares as part of the delivery of performance shares (GPS) and shares subject to a condition of continuous presence (Fidelity Shares) to approximately 2,000 beneficiaries.

Transactions on Company treasury shares during fiscal year 2025 presented by type of objective were as follows:

(in number of shares)	Situation as of December 31, 2024	Changes during the period				As of December 31, 2025
		Buybacks	Sales/ Transfers	Delivery of shares	Cancellation	
Shares allocated to external growth transaction	28,559,360	–	–	–	–	28,559,360
Shares allocated to employee shareholding plans	1,057,303	6,527,000	5,780,005	(702,043)	–	12,662,265
Shares allocated to cancellation	–	–	–	–	–	–
SHARES HELD BY THE COMPANY	29,616,663	6,527,000	5,780,005	(702,043)	–	41,221,625
Shares held by Danone Spain	5,780,005	–	(5,780,005)	–	–	–
TOTAL SHARES HELD BY THE GROUP	35,396,668	6,527,000	–	(702,043)	–	41,221,625

Treasury shares held by the Company as of December 31, 2025

	As of December 31, 2025
Number of DANONE shares	41,221,625
Percentage of share capital	6.05%
VALUE OF DANONE SHARES HELD BY THE COMPANY (in euros)	
Nominal value	10,305,406
Gross purchasing value	2,415,509,913

Market value of DANONE shares held by Danone and its consolidated subsidiaries

	As of December 31, 2025
Number of DANONE shares	41,221,625
Closing price (in euros)	76.78
VALUE OF DANONE SHARES HELD BY THE GROUP (in euros)	
At the closing price	3,164,996,368

6.3 AUTHORIZATIONS TO ISSUE SECURITIES GIVING ACCESS TO THE SHARE CAPITAL

SUMMARY OF FINANCIAL AUTHORIZATION IN EFFECT AS OF DECEMBER 31, 2025

Maximum amounts of share capital authorized <i>(nominal issuance amount)</i>		Authorization type	Individual maximum amounts authorized <i>(nominal amount or percentage)</i>	Use in 2025	Available balance as of December 31, 2025 <i>(nominal amount or percentage)</i>
Maximum amount applicable to all dilutive and non-dilutive issuances: €51 million (approx. 30% ^(a) of the share capital)	Maximum amount applicable to non-dilutive issuances: €51 million (approx. 30% ^(a) of the share capital)	Capital increase with preferential subscription right for shareholders	€51 million (approx. 30% ^(a) of the share capital) ^(b)	–	€51 million
	Maximum amount applicable to dilutive issuances: €17 million (or approx. 10% ^(a) of the share capital)	Capital increase without preferential subscription right but with a priority period for shareholders	€17 million (approx. 10% ^(a) of the share capital) ^(b)	–	€17 million
		Over-allotment (as a % of initial issuance)	15% ^(b)	–	–
		Public exchange offer initiated by the Company	€17 million (approx. 10% ^(a) of the share capital) ^(b)	–	€17 million
		Contributions in kind	10% of the share capital	–	10% of the share capital
		Capital increase reserved for employee members of a Company Savings Plan	€3.4 million (approx. 2% ^(a) of the share capital)	€378,602.25	€3.4 million ^(c)
		Capital increase reserved for employees of foreign companies	€1.7 million (approx. 1% ^(a) of the share capital) attributable to the 2% maximum limit authorized for capital increases reserved for employees participating in a Company Savings Plan	€81,520.75	€1.7 million ^(c)
		Grant of Group performance shares (GPS)	0.5% of the share capital (per year) at the close of the Shareholders' Meeting	1,084,785 shares granted (approx. 0.2% of the share capital)	0.3% of the share capital at the close of the Shareholders' Meeting
		Grand of shares with a continued presence condition (Fidelity Shares)	0.2% of the share capital (per year) at the close of the Shareholders' Meeting	517,234 shares granted (approx. 0.08% of the share capital) ^(d)	0.1% of the share capital at the close of the Shareholders' Meeting
	–	–	Incorporation of reserves, earnings, additional paid-in capital and other amounts	€43 million (approx. 25% ^(a) of the share capital)	–

(a) The percentage of share capital is calculated for indicative purposes only, based on share capital as of December 31, 2025.

(b) All issuances of securities representing debts pursuant to these authorizations (i) capital increase with preferential subscription right; (ii) capital increase without preferential right but with priority right for shareholders; (iii) over-allotment option and (iv) public exchange offer initiated by the Company) may not exceed a maximum principal amount of €2 billion (or equivalent value).

(c) The capital increases reserved for employees (i) participating in a Company Savings Plan and (ii) of foreign companies, decided by the Board of Directors on February 25, 2025, and carried out in May and June 2025 respectively, used the authorization approved by the Shareholders' Meeting of April 27, 2023, and the one approved by the Shareholders' Meeting of April 25, 2024 (and not those voted by the Shareholders' Meeting of April 24, 2025). The new capital increases reserved for employees (i) participating in a Company Savings Plan and (ii) of foreign companies, approved by the Board on February 19, 2026, and expected to be carried out in May and June 2026, will be impact the €3.4 million ceiling approved by the Shareholders' Meeting of April 24, 2025.

(d) Among these Fidelity Shares distributed, 64,839 were distributed outside the conditions defined in articles L.225-197-1 to L.225-197-5, L.22-10-59 and L.22-10-60 of the French Commercial Code.

These authorizations were approved by the Shareholders' Meeting of April 24, 2025, for a period of 26 months, i.e., until June 24, 2027, with the exceptions of (i) the grants of Group performance shares (GPS) and shares with a continued presence condition (Fidelity Shares) approved for a period of 38 months, i.e. until June 24, 2028, and (ii) the authorization to implement one or more capital increases reserved for employees of foreign companies approved for a period of 18 months, i.e., until October 24, 2026.

CAPITAL INCREASES RESERVED FOR EMPLOYEES

Danone regularly carries out capital increases reserved for Danone employees in France participating in a Company Savings Plan (through a temporary fund later merged into the “Fonds Danone” company investment fund). The decision to carry out these capital increases is made in principle annually and under the authorization granted by the Shareholders’ Meeting, by the Board of Directors or by the Chief Executive Officer on sub-delegation granted by the Board of Directors in February and are effectively carried out in May or June. In May 2025 the capital increase reserved for Danone employees in France participating in a Company Savings Plan represented a total amount of €73,236,819.24 (including a nominal amount of €378,602.25).

In addition, Danone also carries out capital increases reserved for employees of foreign companies within the Group. These capital increases are also decided, in principle annually, based on authorization from the Shareholders’ Meeting, by the Board of Directors or by the Chief Executive Officer on sub-delegation granted by the Board of Directors in February, and are actually implemented in June or July. In June 2025, a capital increase was thus carried out for the benefit of employees in 48 countries in which Danone operates, representing a total amount of €15,769,373.88 (including a nominal amount of €81,520.75).

The Board of Directors of February 19, 2026, approved the principle of new capital increases reserved for employees members of a Company Savings Plan (for a maximum amount of €80 million) and for employees of foreign companies (for a maximum nominal amount of subscription of €200,000).

FINANCIAL AUTHORIZATION SUBJECT TO APPROVAL BY THE SHAREHOLDERS’ MEETING

The Shareholders’ Meeting of April 23, 2026 will be asked to approve the following financial authorizations:

	Expiration date	Authorized limits	
		Ordinary shares (nominal amount of ordinary shares issuance)	Debt securities
Capital increase reserved for employee members of a Company Savings Plan	June 23, 2028	€3.4 million (approx. 2% ^(a) of the share capital) deducted from the €17 million maximum limit common to the aforementioned dilutive issuances	–
Capital increase reserved for employees of foreign companies	October 23, 2027	€1.7 million (approx. 1% ^(a) of the share capital) deducted from the 2% maximum limit authorized for capital increases reserved for employees participating in a Company Savings Plan	–

(a) The percentage of share capital is calculated for indicative purposes only, based on the share capital as of December 31, 2025.

CHANGES TO SHARE CAPITAL AND RIGHTS ATTACHED TO SHARES

Any changes to share capital or rights attached to shares constituting the share capital are subject to legal provisions, as the by-laws contain no specific provisions.

6.4 FINANCIAL INSTRUMENTS NOT REPRESENTING SHARE CAPITAL

The Board of Directors, competent to decide bond issuances, decided at its meeting of February 19, 2026, to renew, for one year, the authorization granted to General Management to issue, in France or abroad (including, in particular, in the United States by means of private placements to institutional investors), any type of bonds or debt securities, including ordinary bonds or ordinary debt securities, subordinated debt securities or complex securities, fixed-term or perpetual, and this within the limit of an outstanding principal amount

not exceeding at any time €18 billion (or the equivalent amount in any other currency or unit of account).

As of December 31, 2025, the total outstanding principal amount of the bonds issued by the Company (Danone's only bond issuer) was €10,709 million (amount recognized in the consolidated financial statements).

6.5 DIVIDENDS PAID BY THE COMPANY

DIVIDEND PAY-OUT POLICY

Rules set by French law and the Company's by-laws

In accordance with law, the following amounts are withheld from earnings from which any past losses have already been deducted: (i) at least 5% for the creation of the legal reserve, a deduction that will cease to be mandatory when the legal reserve has reached one-tenth of the share capital, but that will be reinstituted if, for any reason whatsoever, the legal reserve falls below this amount; and (ii) any sums to be allocated to reserves in accordance with the law. The balance, to which are added retained earnings, represents the distributable earnings.

Under the terms of the by-laws, an amount necessary to provide shareholders, as a first dividend, with interest at the annual rate of 6% on the paid-up and non-redeemed portion of their shares shall be deducted from the distributable profit, it being specified that if the profit for a given financial year is insufficient to make such payment, no deduction may be made from the results of subsequent financial years.

Any remaining balance is available for allocation by the Annual Shareholders' Meeting, in accordance with a proposal by the Board of Directors, to shares as dividends or, in full or in part, to any reserve accounts or to retained earnings.

The reserves available to the Shareholders' Meeting can be used, if it so decides, to pay a dividend.

Company's pay-out policy

The Board of Directors implements a measured and balanced dividend pay-out policy, which is based on an analysis that takes into account the history of dividend payments, the Company's financial position and results, the outlook as well as the dividend pay-out practices of Danone's business sector.

In line with the objective announced in 2022 and reaffirmed at the Capital Market Event on June 20, 2024, Danone pursues its objective of maintaining a trajectory of profitable growth, reflected notably in the payment of a stable yearly dividend or one that is growing compared to the previous year.

DIVIDEND PAID IN RESPECT OF 2025 FISCAL YEAR

A dividend of €2.25 per share will be proposed to the Shareholders' Meeting of April 23, 2026 on shares eligible to receive the dividend as of January 1, 2025. If this dividend is approved, the ex-dividend date will be May 4, 2026 and the payment date will be May 6, 2026.

DIVIDENDS PAID IN RESPECT OF THE PAST THREE FISCAL YEARS

Dividend relating to the fiscal year	Dividend per share (in € per share)	Dividend approved (in € millions)	Dividend paid ^(a) (in € millions)
2022	2.00	1,352	1,291
2023	2.10	1,423	1,360
2024	2.15	1,461	1,392

(a) Treasury shares directly held by the Company do not carry the right to receive a dividend.

STATUTE OF LIMITATIONS

In accordance with the law, unclaimed dividends are time-barred and revert to the French State after a period of five years.

6.6 SHAREHOLDERS' MEETING, VOTING RIGHTS

PARTICIPATION IN SHAREHOLDERS' MEETINGS

Shareholders' Meetings are convened and deliberate in the conditions set out by law. They are held at in the city where the registered office is located or at any other place specified in the notice of meeting.

The Shareholders' Meeting is composed of all shareholders, regardless of the number of shares owned, except in the case of forfeiture in accordance with applicable laws and regulations, and upon presentation of proof of identity and ownership of the shares on the terms stipulated by regulations.

Shareholders may choose one of the following four methods to participate in Shareholders' Meetings:

- attend the meeting in person by requesting an admission card;
- vote by correspondence;
- give a proxy to the Chairman of the Shareholders' Meeting; or
- give a proxy to any individual or legal entity of their choice.

The details concerning the participation at Shareholders' Meetings as provided by laws and regulations can be found in the notice of meeting available on Danone's website: www.danone.com (Section Investors/Shareholders/Shareholders' Meetings).

The Company's by-laws permit shareholders to participate in Shareholders' Meetings using electronic means, and a dedicated website has been specially created to that effect.

Moreover, the Board of Directors may decide that the vote occurring during the Shareholders' Meeting may be expressed by videoconference or any telecommunications method that makes it possible to identify the shareholders, subject to applicable legal and regulatory provisions.

VOTING RIGHTS

Double voting rights

The Company's by-laws include a clause granting double voting rights, under the conditions provided by law, in relation to the portion of the share capital that they represent, to all fully paid-up shares for which evidence is provided that they have been registered in the name of the same shareholder for at least two years, as well as – in the event of a capital increase through capitalization of reserves, earnings or additional paid-in capital – to registered bonus shares granted to a shareholder in consideration of existing shares in respect of which he enjoys said rights. This statutory double voting right has been maintained since its creation and coexists, in the same conditions, with the one created by the law 2014-384 of March 29, 2014, known as the "Florange Act", since neither Danone's Board of Directors nor its shareholders proposed its

elimination when the legal double voting right was instituted for companies whose shares are admitted for trading on a regulated market.

Double voting rights cease in the event of a transfer or conversion into bearer shares, unless otherwise provided for by law. A double voting right may moreover be terminated by an Extraordinary Shareholders' Meeting's decision and after ratification by the special Shareholders' Meeting gathering all double voting right beneficiaries. A merger with another company shall not affect double voting rights, which can be exercised within the absorbing company if its by-laws have instituted this procedure.

6.7 CROSSING OF THRESHOLDS, SHARES AND SHARE SALES

CROSSING OF THRESHOLDS

A shareholder is legally required to inform the Company and the French Financial Markets Authority whenever any of the following thresholds are crossed in either direction, within four trading days of when the threshold is crossed: 5%, 10%, 15%, 20%, 25%, 30%, one-third, 50%, two-thirds, 90% or 95% of the Company's share capital or voting rights (Article L.233-7 of the French Commercial Code). In addition, any individual or legal entity that comes to acquire or ceases to hold in any manner whatsoever, within the meaning of Articles L.233-7 *et seq.* of the French Commercial Code, a fraction equivalent to 0.5% of the voting rights or a multiple thereof must, within five trading days of crossing such threshold, notify the Company of the total number of shares or securities giving future access to the capital and the total number of voting rights that said individual or entity holds

alone, or indirectly, or in concert, by registered mail with return receipt to the Company's registered office. If the threshold is crossed as a result of a purchase or sale in the open market, the notification period of five trading days begins with the date of trade and not the date of delivery.

In the event of failure to comply with this notification requirement, at the request of any holder or holders of 5% or more of the voting rights, the voting rights in excess of the fraction that should have been reported may not be exercised or delegated by the non-complying shareholder at any Shareholders' Meeting held during a period of two years as from the date on which the shareholder makes the corrective notification.

PURCHASES AND SALES OF COMPANY SHARES

There is no clause in the Company's by-laws giving preferential rights for the purchase or sale of Company shares.

6.8 SHAREHOLDING OF THE COMPANY AS OF DECEMBER 31, 2025 AND SIGNIFICANT CHANGES OVER THE PAST THREE FISCAL YEARS

SHAREHOLDING AS OF DECEMBER 31, 2025

It should be noted that double voting rights are granted to all fully paid-up shares held in registered form in the name of the same shareholder for at least two years (see section 6.6 *Shareholders' Meeting, voting rights*).

Main shareholders

Shareholders	Number of shares held	% of share capital	Number of gross voting rights	% of gross voting rights ^(a)	Number of net voting rights	% of net voting rights ^(b)
BlackRock	46,930,866	6.9%	46,930,866	6.5%	46,930,866	6.9%
Artisan Partners	40,238,224	5.9%	59,960,864	8.3%	59,960,864	8.8%
Employee shareholding: "Fonds Danone" - Company investment fund	11,535,822	1.7%	21,557,235	3.0%	21,557,235	3.2%
Treasury shares held by the Company	41,221,625	6.1%	41,221,625	5.7%	–	–
Others	541,467,946	79.5%	551,779,586	76.5%	551,779,586	81.1%
TOTAL	681,394,483	100.0%	721,450,176	100.0%	680,228,551	100.0%

(a) The percentage of gross voting rights is calculated taking into account the treasury shares held by the Company and its subsidiaries, which are deprived of voting rights, as well as the double voting rights attached to shares held in registered form for more than two years.

(b) The number of net voting rights (or voting rights "exercisable in a Shareholders' Meeting") is calculated excluding shares deprived of voting rights.

As of December 31, 2025, 40,055,693 shares have double voting rights, i.e. 5.9% of the Company's share capital.

As of December 31, 2025, the portion of the Company's share capital held by shareholders in registered form on the Company share register (*nominatif pur*) and in registered form on the books of a financial intermediary (*nominatif administré*) and pledged was not material.

To the Company's knowledge, no shareholder other than Artisan Partners and BlackRock held more than 5% in the Company's share capital or voting rights as of December 31, 2025.

Shares held by members of the Board of Directors and Executive Committee

See section 5.5 *DANONE shares held by the members of the Board of Directors and the Executive Committee*.

SIGNIFICANT CHANGES IN THE COMPANY'S SHARE OWNERSHIP DURING THE PAST THREE FISCAL YEARS

Shareholders	Year ended December 31								
	2025			2024			2023		
	Number of shares	% of total shares	% of net voting rights ^(a)	Number of shares	% of net voting rights	% of net voting rights ^(a)	Number of shares	% of total shares	% of net voting rights ^(a)
BlackRock	46,930,866	6.9%	6.9%	44,841,205	6.6%	6.8%	37,234,221	5.5%	5.6%
Artisan Partners	40,238,224	5.9%	8.8%	44,922,367	6.6%	6.8%	46,638,979	6.9%	6.8%
The Capital Group Companies ^(b)	33,803,688	4.9%	4.9%	35,102,488	5.2%	5.3%	35,102,488	5.2%	5.3%
Employee shareholding: "Fonds Danone" investment fund	11,535,822	1.7%	3.2%	11,372,255	1.7%	3.2%	11,115,090	1.6%	3.1%
Treasury shares held by the Company	41,221,625	6.1%	–	29,616,663	4.4%	–	30,121,241	4.4%	–
Treasury shares held by Danone Spain	–	–	–	5,780,005	0.9%	–	5,780,005	0.9%	–
Other	507,664,258	74.5%	76.2%	507,919,008	74.7%	78.0%	511,781,104	75.5%	79.2%
TOTAL	681,394,483	100.0%	100.0%	679,553,991	100.0%	100.0%	677,773,128	100.0%	100.0%

(a) This percentage excludes treasury shares held by the Company and its subsidiaries, which are deprived of voting rights.

(b) On June 12, 2025, according to the declaration of crossing a threshold made to the AMF.

Significant changes during the past three fiscal years

During fiscal year 2025, The Capital Group Companies, Inc. reported having successively fallen below the 5% threshold of share capital and the 5% threshold of voting rights (see filings n° 225C0882 and n° 225C1008). The Capital Group Companies, Inc. informed the Company that, as of June 12, 2025, it held 4.97% of the share capital and 4.83% of the voting rights.

To the best of the Company's knowledge, no other significant changes in its shareholding structure have taken place during the past three fiscal years.

Employee shareholding

As of December 31, 2025, to the Company's knowledge, the number of Company shares held directly or indirectly by employees of the Company and its affiliates was 14,488,243 shares, i.e., 2.1% of the share capital (including 11,535,822 shares, i.e., 1.7% of the share capital held by the FCPE "Fonds Danone").

This number includes (i) shares that are subject to collective management or conditions prohibiting their disposal, either as part of

a french Company Savings Plan (*Plan d'Épargne Entreprise*) or through french company investment funds (Fonds Communs de Placement d'Entreprise – FCPE – "Fonds Danone" and FCPEs of Danone subsidiaries), (ii) shares held following the delivery of Group performance shares, held in a registered form, (iii) shares granted to employees as part the "One Share for all" program until 2024, and (iv) shares held in connection with capital increases reserved to employees of the Danone Group's foreign companies.

It is recalled that in 2019, for the first time, as part of the "One Share for all" program, Danone granted one free share to all its employees worldwide who had been employed by Danone for one year at the date of the grant, i.e., 84,588 employees. From 2021 to 2024, an additional grant was made each year to new eligible employees.

In addition, pursuant to the authorization granted by the Shareholders' Meeting of April 24, 2025 under its 24th resolution, the Board of Directors of Danone granted, in 2025, to approximately 1,720 employees (non members of the Executive Committee) shares not subject to a performance condition but subject to a three-year continued presence condition in the Group, called "Fidelity Shares", for a total number of 517,234 shares (i.e., approximately 0.08% of the share capital). These shares are to be delivered in three tranches, in 2026, 2027 and 2028.

Identifiable holders of bearer shares

Under the terms of its by-laws and in accordance with the laws and regulations, the Company may, at any time, ask the entity responsible for clearing shares (Euroclear France) for the name or company name, nationality, and address of the holders of shares or other securities conferring immediate or future voting rights at its Shareholders'

Meetings, along with the number of securities held by each of them and, if applicable, any restrictions placed upon such securities. Euroclear France obtains the information requested from account-holding custodians affiliated to it, which are obliged to provide such information.

Distribution of shareholders based on the Company's survey in December 2025 of identifiable holders of bearer shares

	As a percentage of the share capital
Institutional investors	77%
<i>of which</i>	
<i>United States</i>	37%
<i>France</i>	11%
<i>United Kingdom</i>	9%
<i>Switzerland</i>	4%
<i>Germany</i>	4%
<i>Rest of Europe</i>	9%
<i>Rest of World</i>	4%
Individual investors and "Fonds Danone" FCPE	10%
Treasury shares	6%
Other	7%
TOTAL	100%

6.9 MARKET FOR THE COMPANY'S SHARES

The Company's shares are listed on Euronext Paris (Compartment A – Deferred Settlement Service; ISIN Code: FR0000120644; ticker "BN").

Danone also maintains a sponsored Level 1 program of American Depositary Receipts (ADR), which are traded over-the-counter through the OTCQX platform under the symbol DANOY (each ADR representing one-fifth of a DANONE share). OTCQX is an information platform for

companies already listed on a qualified international stock exchange. It enables international companies to better access U.S. investors and to distribute information in the U.S. markets without the complexity and cost of an U.S. exchange listing.

DANONE shares are included in the CAC 40 and Eurostoxx 50 indexes.

6.10 FACTORS THAT MAY HAVE AN IMPACT IN THE EVENT OF A PUBLIC TENDER OFFER

In accordance with Article L.22-10-11 of the French Commercial Code, factors that might have an impact in the event of a public tender offer are presented below:

(i) Structure of the Company's share capital

See section 6.8 *Shareholding of the company as of December 31, 2025 and significant changes over the past three fiscal years.*

(ii) Voting rights restrictions set forth in the by-laws

The Company's by-laws provide for a reporting obligation for anyone who would hold or cease to hold a fraction equal to 0.5% of voting rights or a multiple thereof, beginning when one of the thresholds is crossed. This mechanism is described in section 6.7 *Crossing of thresholds, shares and share sales.*

In the event of failure to comply with this notification requirement and upon the request of any holder or holders of 5% or more of the voting rights, the voting rights in excess of the fraction that should have been

disclosed may not be exercised or delegated by the non-complying shareholder at any Shareholders' Meeting held during a period of two years from the date on which the shareholder makes the corrective notification.

As of the publication date of this Universal Registration Document, the Company is not aware of any clause of agreements providing for preferential terms of purchase or sale concerning at least 0.5% of the capital or voting rights of the Company.

(iii) Direct or indirect holdings in the Company's share capital of which the Company is aware

See section 6.8 *Shareholding of the company as of December 31, 2025 and significant changes over the past three fiscal years.*

(iv) Holders of securities providing special control rights on the Company and description of such rights

None.

(v) Control mechanisms provided for any employee shareholding program, when such control rights are not exercised by employees

Only the Supervisory Board of the FCPE "Fonds Danone" Company investment fund has the authority to decide how to respond to a possible tender offer with respect to the DANONE shares held by the fund.

(vi) Main agreements between shareholders of which the Company is aware and that could impose restrictions on the transfer of shares and the exercise of voting rights

To the Company's knowledge, no agreement exists between shareholders that could impose restrictions on the transfer of the Company's shares and the exercise of voting rights.

(vii) Rules applicable to the appointment and replacement of members of the Board of Directors or to amendments of the by-laws

With the exception of the rules approved by the shareholders at the Shareholders' Meeting of June 26, 2020, concerning the appointment of the Directors representing employees (see section 5.1 *Governance bodies*), there are no specific rules applicable to the appointment and replacement of members of the Board of Directors or to amendments of the by-laws.

(viii) Powers of the Board of Directors in the event of a public tender offer

Pursuant to the resolution approved by the Shareholders' Meeting of April 24, 2025, the Board of Directors is prohibited from implementing the Company share buyback program during a public tender offer involving the Company's shares. The Shareholders' Meeting of April 23, 2026 will be asked to renew this prohibition.

Moreover, in accordance with the decision of the Shareholders' Meeting of April 24, 2025, the Board of Directors cannot decide to issue shares and securities with or without preferential subscription rights (other than capital increases reserved for employees and grants of Group performance shares) during periods when the Company's shares are the subject of a public tender offer.

(ix) Main agreements signed by the Company that are amended or terminated in the event of a change of control of the Company

- Danone granted put options to certain non-controlling shareholders of its subsidiaries relating to their shares, which may be exercised during a public tender offer. The amount of such options is set out in Note 4.6 of the Notes to the consolidated financial statements.
- Certain joint ventures agreements provide that, in the event of a change of control of the Company, the partner may (i) purchase Danone's participation in the joint venture, or (ii) require Danone to purchase the partner's interest in the joint venture. In particular, in 2005, the Company and the Arcor group signed an agreement governing relations between Danone and Arcor within the joint venture named Bagley LatinoAmerica, a Latin American leader in biscuits, in which the Company indirectly holds a 49% equity interest. In the event of a change of control of the Company, the Arcor group will have the right to have Danone repurchase all of its interest held in Bagley LatinoAmerica at its fair value.
- Under the terms of contracts regarding the use of mineral springs, in particular *Volvic* and *evian* in France, Danone has very longstanding and privileged relations with local municipalities in which these springs are located. It is difficult for the Company to assess with certainty the impact on these contracts of any change in its control.
- The Group performance shares (GPS), that were put in place by the Company for the benefit of certain employees and its corporate officers, include specific provisions in the event of a change of control of the Company resulting from a public tender offer on the Company's securities, described in section 5.4 *Detailed information on long-term compensation plans*.
- Danone's syndicated facility agreement includes a change of control provision, which offers the lending banks an early redemption right in the event of a change of control of the Company, if it is accompanied by a downgrade of its rating by the rating agencies to sub-investment grade. It represents a principal amount of €2 billion.
- The Company's EMTN bond issuance program, its U.S. bond issuances in November 2016 and certain bilateral bank credit facility also include a similar mechanism in the event of a change of control of the Company (see Note 11.3 of the Notes to the consolidated financial statements).

(x) Agreements providing for indemnities to be paid to employees and corporate officers of the Company in the event that they resign, or their employment is terminated without cause or if their employment ends due to a public tender offer

See section 5.3 *Compensation and benefits of governance bodies*.

6.11 CHANGE IN CONTROL

To the Company's knowledge, no agreement exists which, if implemented, could, at a future date, lead to a change of control of the Company.



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INFORMATION ABOUT THE ISSUER AND INFORMATION ON THE UNIVERSAL REGISTRATION DOCUMENT



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7.1 INFORMATION ABOUT THE ISSUER

INFORMATION CONCERNING THE ISSUER

Legal name and trade name	"Danone" (hereafter the "Company"), having been changed by the Shareholders' Meeting of April 23, 2009 from "Groupe Danone"
Company registration	552 032 534, Paris Trade and Companies Register
APE Industry code	7010Z (activity of registered offices)
Legal entity identifier	969500KMUQ2B6CBAF162 (LEI code)
N° Intra-community VAT	FR27552032534
Date of start of activity	January 1, 1908
Term of the Company	April 25, 2112, since its extension, in 2013, by the Extraordinary Shareholders' Meeting
Registered office	59-61, rue La Fayette, in Paris (75009), France
Telephone	+33 (0)1 44 35 20 20
Fiscal year	Each fiscal year shall have a duration of 12 months, beginning on January 1, and ending on December 31 of each year.
Website	www.danone.com Information that can be found on the Company's website is not an integral part of this document, except if incorporated by reference into said document
Information about branches (Article L.232-1 of the French Commercial Code)	Branches (secondary offices) located at: 16, Route 128, Gif-sur-Yvette (91190), France 17, rue des Deux Gares, Rueil-Malmaison (92500), France
Legal form	The Company, a French corporation (<i>société anonyme</i>) with a Board of Directors.
Applicable law	The company is governed by French law and subject to the provisions of Book II of the French Commercial Code.
Corporate purpose	In accordance with Article 2 of its by-laws, Danone's purpose, whether directly or indirectly, in France and in any country, shall be: industry and trade relating to all food products; the performance of any and all property, real estate, industrial, commercial, and financial transactions relating to this purpose. The by-laws are available on Danone's website www.danone.com
Other information	Danone has the status of <i>Entreprise à Mission</i> since July 3, 2020, date on which this status was recorded at the Paris Trade and Companies Register, following the approval of the Shareholders' Meeting held on June 26, 2020. For more information, see section 4.1.4 <i>Danone as a société à mission and the role of the mission committee</i> .

STATUTORY AUDITORS

PRINCIPAL STATUTORY AUDITORS

	Ernst & Young Audit Member of the Compagnie Régionale des Commissaires aux comptes de Versailles et du Centre	Forvis Mazars & Associés Member of the Compagnie Régionale des Commissaires aux comptes de Versailles et du Centre
Address	Tour First, 1, place des Saisons, TSA 14444 92037 Paris-La Défense Cedex	45, rue Kléber 92300 Levallois-Perret
Represented by	Alexandre CHRÉTIEN and Pierre-Henri PAGNON	Achour MESSAS and Florence PAGE
Start date of first term of office	April 28, 2016 ^(a)	April 26, 2022
Expiration date of term of office	Shareholders' Meeting deliberating on the financial statements for the fiscal year ending December 31, 2027	

(a) The first term of office with an entity member of Ernst & Young network began on April 22, 2010 with Ernst & Young et Autres.

Pursuant to Order no. 2023-1142 of December 6, 2023 transposing the European Corporate Sustainability Reporting Directive (CSRD) into French Law, Forvis Mazars & Associés was appointed by the Shareholders' Meeting of April 25, 2024 as Statutory Auditor to certify the sustainability information for a period of four financial years, i.e. until the end of the Shareholders' Meeting convened to approve the financial statements for the fiscal year ended December 31, 2027.

7.2 INFORMATION ABOUT THE UNIVERSAL REGISTRATION DOCUMENT

SELECTED FINANCIAL INFORMATION

Unless otherwise stated, all amounts in this Universal Registration Document are (i) expressed in Euro and (ii) presented in millions for convenience. Such amounts may have been rounded. Rounding differences may exist, including for percentages.

The financial information presented in section *Key figures* is extracted from section 2 *Business highlights in 2025 and outlook for 2026* and from Danone's consolidated financial statements for fiscal year 2025 prepared in accordance with IFRS, which, together with the Notes to the consolidated financial statements for fiscal year 2025 are presented in section 3.1 *Consolidated financial statements and Notes to the Consolidated financial statements*.

REFERENCES AND DEFINITIONS

Unless otherwise noted, all the references mentioned hereinafter refer to the following elements:

Word	Meaning
ADEME	The French Environment and Energy Management Agency, responsible for implementing public policies in the areas of the environment, energy, and sustainable development.
AMEA (Asia, Middle-East & Africa)	Zone that refers to Asia, Middle-East and Africa, including Turkey and CIS (Commonwealth of Independent States).
BEIS	Department for Business, Energy & Industrial Strategy of the United Kingdom (formerly DEFRA, the Department for Environment, Food & Rural Affairs of the United Kingdom).
B Corp™ certification	International B Corp™ certification is awarded by the not-for-profit organization B Lab to for-profit companies demonstrating high social, societal and environmental performance in five impact areas: Governance, Employees, Community, Environment and Customers.
Campus X	Danone's digital training platform.
Category	All references to "Category" or "Categories" refer to one or more of Danone's Essential Dairy & Plant-Based, Specialized Nutrition or Waters activities.
CDP	Not-for-profit organization that runs a global disclosure system for investors, companies, cities, states and regions to help them assess and manage their environmental impact.
CFT 2.0	Cool Farm Tool 2.0.
CNAO (China, North Asia, Oceania)	Zone that refers to China, North Asia & Oceania and includes China, Japan, Australia and New-Zealand.
Company	All references to the "Company" refer to Danone as issuer.
Consolidated financial statements, Notes to the consolidated financial statements	Consolidated financial statements and Notes to the consolidated financial statements for the 2025 fiscal year.
CSO	Chief Sustainability Officer.
CSRD	Corporate Sustainability Reporting Directive.
CWS	Clean Water Standards.
Danone	All references to "Danone" or the "Group" refer to the Company and its consolidated subsidiaries.
Dan'Cares	A Danone initiative focused on employee health and well-being.
Danone HOPE Values	Four fundamental values that each Danone employee should use as a moral compass to make the right decisions: Humanism, Openness, Proximity, Enthusiasm.
Danone Impact Journey (DIJ)	Danone's sustainability roadmap focused on Health through food, Nature, and People & Communities.
Danone's market shares and market positions	All references to Danone's market shares or market positions are derived from third-party market studies and databases provided in particular by Nielsen, IRI, Euromonitor and Canadean institutes.
Danone Way	An annual program to measure and advance Danone's sustainable growth performance.
DanSkills	A Danone initiative focused on employee skill development.
EACs	Energy Attribute Certificate.
Emerging countries	All references to "emerging countries" refer to countries other than mature countries where Danone is present.
Essential Dairy & Plant-Based (EDP)	All references to the "Essential Dairy & Plant-Based" or "EDP" Category refer to production and distribution of fresh fermented dairy products and other dairy specialties, plant-based products, and coffee creations.
ESRS	European Sustainability Reporting Standards.
EU ETS market price	European Union Emissions Trading System market price.
Europe	Zone that refers to Europe, which includes Ukraine.
FS (Fidelity Shares)	DANONE shares subject to progressive continuous employment conditions described in section 5.4 <i>Detailed information on long-term compensation plans</i> .
Geographical zone	All references to "geographical zone" or "geographical zones" refer to one or more of Danone's Europe, Noram, CNAO, Latam and Asia, Middle-East & Africa geographical zones.

Word	Meaning
GHG emissions	Green House Gas emissions.
GMH	Global Methane Hub.
GPS (Group performance shares)	DANONE shares subject to performance conditions described in section 5.4 <i>Detailed information on long-term compensation plans</i> .
Group	All references to the “Group” or “Danone” refer to the Company and its consolidated subsidiaries.
HRDD	Human Rights Due Diligence.
ID	Inclusion and diversity.
ILO	International Labour Organization.
IPCC	Intergovernmental Panel on Climate Change.
IUF	International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations.
Latam (Latin America)	Zone that includes Mexico, Brazil, Argentina and Uruguay.
Markets	All references to “markets” for products in particular, or to market shares, refer to markets for packaged products and exclude products that may be otherwise marketed or sold.
Market shares and market positions	Data pertaining to market shares and market positions are based on the value of sales.
Mature countries	All references to “mature countries” refer to Western Europe, North America, Japan, Australia and New Zealand.
NGOs	Non-Governmental Organizations.
Noram (North America)	Zone that includes the United States and Canada.
Universal Registration Document	Danone's 2025 Universal Registration Document.
Sales	Danone's consolidated net sales.
SBT Scope	Science-Based Targets Scope.
SBTi	Science-Based Targets initiative.
SBTN	Science-Based Targets for Nature.
SDGs	Sustainable Development Goals.
Scope 1 2 3	Categories of greenhouse gas emissions; scope 1 refers to direct emissions, scope 2 to indirect emissions from purchased energy, and scope 3 to all other indirect emissions.
Specialized Nutrition (SN)	All references herein to the “Specialized Nutrition” Category or “SN” refer to production and distribution of formulas and complementary feeding for babies and young children, as well as food for medical purposes for children and adults with an underlying medical condition.
<i>Société à Mission</i>	All references to “ <i>Société à Mission</i> ” refer to the status provided for in French law which was adopted by the Company on June 26, 2020.
TCFD	Taskforce on Climate-related Financial Disclosures.
TNFD	Taskforce on Nature-related Financial Disclosures.
UNGPs	United Nations Guiding Principles on Business and Human Rights.
Waters	All references herein to the “Waters” Category refer mainly to plain water, flavored water and functional beverages.
WBCSD	World Business Council for Sustainable Development.
WRI	World Resources Institute.
WISE ²	Danone's global workplace health and safety program, aimed at developing a health and safety culture in the workplace.
4R strategy	Reduce, Reuse, Recycle, and Reclaim.



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INCORPORATION BY REFERENCE

Pursuant to article 19 of the 2017/1129 Regulation (EU) and to section 36 of IAS 1, "*Presentation of Financial Statements*", requiring that at least one-year comparative information be presented, this Universal Registration Document incorporates by reference the following information:

	2023		2024	
	Universal Registration Document	Pages	Universal Registration Document	Pages
Incorporation by reference				
Consolidated financial statements and the Statutory Auditors' report for the fiscal year ended December 31	Filed with the AMF on March 12, 2024 (filing number D.24-0099)	68 to 133	Filed with the AMF on March 11, 2025 (filing number D.25-0085)	74 to 141
Annual financial statements and the Statutory Auditors' report for the fiscal year ended December 31		134 to 156		142 to 164
Selected financial information, the Group's management report and all non-financial information for the fiscal year ended December 31		3 and 44 to 65		3 and 48 to 71

7.3 PERSON RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT

PERSON RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT

Antoine de SAINT-AFFRIQUE
Chief Executive Officer of Danone

STATEMENT BY THE PERSON RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT

This is a free translation into English of the Chief Executive Officer's statement issued in French, and is provided solely for the convenience of English-speaking readers.

Paris, March 3, 2026

"I hereby certify that to my knowledge all the information in this Universal Registration Document is accurate, and that no information liable to alter its scope has been omitted.

I certify that, to the best of my knowledge, the annual and consolidated financial statements, have been prepared in accordance with the applicable set of accounting standards and give a true and fair view of the assets, liabilities, financial position and profit or loss of the Company and all the companies included in the consolidation, and that the management report referred to in the cross-reference table in the Appendix to this Universal Registration Document provides a true and fair view of the evolution and results of the business and of the financial position of the Company and of all the companies included in the consolidation, together with a description of the main risks and uncertainties they face, and that it has been prepared in accordance with applicable sustainability reporting standards."

Chief Executive Officer,
Antoine de SAINT-AFFRIQUE



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APPENDIX

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CROSS-REFERENCE TABLES

CROSS-REFERENCE TABLE FOR THE ANNUAL FINANCIAL REPORT

In order to facilitate the reading of this Universal Registration Document, the cross-reference table hereafter enables to identify the information, required in accordance with Article L.451-1-2 of the French Monetary and Financial Code and Article 222-3 of the general regulations of the French Financial Markets Authority, which constitute the annual financial report.

Annual Financial Report		Sections
1.	Company financial statements	3.2
2.	Consolidated financial statements	3.1
3.	Management Report <i>See the cross-reference table for the Management Report of the Company and Group hereinafter</i>	
4.	Statements of the persons responsible for the Annual Financial Report	7.3
5.	Statutory Auditors' report on the Company's financial statements and the consolidated financial statements	3.1, 3.2
6.	Report on the corporate governance (Article L.225-37 of the French Commercial Code)	5.1 to 5.5, 6
7.	Certification report on sustainability information	4.6

CROSS-REFERENCE TABLE FOR THE PROVISIONS OF ANNEXES 1 AND 2 OF THE 2019/980 DELEGATED REGULATION OF THE EUROPEAN COMMISSION

This cross-reference table identifies the main information required by Annexes 1 and 2 of the 2019/980 Delegated Regulation of the European Commission dated March 14, 2019. This table refers to the sections of this Universal Registration Document on which the information related to each item is indicated.

Universal Registration Document		Sections
Section 1	Persons responsible, third party information, expert's reports and competent authority approval	
1.1	Identity of the person responsible	7.3
1.2	Statement of the person responsible	7.3
1.3	Identity of the person participating as an expert whose statement or report is included in the Universal Registration Document	N/A
1.4	Statement on the information provided by a third party	N/A
1.5	Statement on the competent authority	Financial Markets Authority insert
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4.2	Registration place and number, legal entity identifier (LEI)	7.1
4.3	Incorporation date and term	7.1
4.4	Registered office, legal form, applicable legislation, country of incorporation, address and telephone number of the registered office, website	7.1
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5.2	Principal markets	1.1 to 1.3, 2.2
5.3	Important events in the development of the business	1.1 to 1.4, 2.1
5.4	Strategy and objectives	1.2, 1.3
5.5	Dependence of the issuer with regards to patents, licenses, contracts and manufacturing processes	N/A
5.6	Competitive position of the issuer	7.2 (Definition of Danone's market shares and positions), 1.1, 1.3, 1.4
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5.7.2	Material investments in progress	2.1, 2.3, 4.1.6
5.7.3	Information relating to the joint ventures and undertakings likely to have a significant effect on the assessment of its own assets and liabilities, financial position or profits and losses	1.5, 3.1
5.7.4	Environmental issues that may affect the use of the tangible fixed assets	4.3

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6.2	List of the significant subsidiaries	1.5
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8.4	Restrictions on the use of capital resources	N/A
8.5	Anticipated sources of funds	2.4, 3.1
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10.2	Events that are reasonably likely to have a material effect on the issuer's prospects	1.6, 2.5
Section 11	Profit forecasts or estimates	
11.1	Profit forecast or estimate	N/A
11.2	Principal hypothesis underlying the profit forecast or estimate	N/A
11.3	Statement on the preparation of the profit forecast or estimate	N/A
Section 12	Administrative, management and supervisory bodies and senior management	
12.1	Information on the members of the Board of Directors and the senior management	5.1, 5.2
12.2	Conflicts of interests	5.1
Section 13	Compensation and benefits	
13.1	Compensation paid and benefits in kind	5.3, 5.4
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Section 14	Board practices	
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14.3	Information on the Audit Committee and the Nomination, Compensation and Governance Committee	5.1
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14.5	Potential material changes on the corporate governance	5.1

Universal Registration Document		Sections
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15.2	Shareholdings and stock-options held by the members of the Board of Directors and by the senior management	5.3, 5.4, 5.5
15.3	Agreements involving the employees in the capital of the issuer	4.5.1, 6.3, 6.8
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19.1.2	Shares not representing capital	N/A
19.1.3	Shares held by the issuer or its subsidiaries	6.2, 6.8
19.1.4	Convertible securities, exchangeable securities or securities with warrants	N/A
19.1.5	Acquisition rights and/or obligations over authorized but unissued capital or an undertaking to increase the capital	N/A
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CROSS-REFERENCE TABLE FOR THE MANAGEMENT REPORT OF THE COMPANY AND GROUP

The cross-reference table hereinafter enables to identify the main information of the Management Report of the Company and the Group required by the French Commercial Code.

Information required	Reference text	Sections
Situation and activity		
Analysis of changes in business, results and the financial situation during the last fiscal year	L.232-1, II of the French Commercial Code	2.1 to 2.4, 3.1, 3.2
Key financial and non-financial performance indicators	L.232-1, II, 4° of the French Commercial Code	Section "Key figures"
Main risks and uncertainties	L.232-1, II, 5° of the French Commercial Code	1.6
Company's objectives, hedging policy and exposure to price, credit, liquidity and cash flows risks	L.232-1, II, 6° of the French Commercial Code	3.1, 3.2
Research and development activities	L.232-1, II, 2° of the French Commercial Code	1.4, 2.1
Major events occurred since the close of the fiscal year	L.232-1, II, 1° of the French Commercial Code	2.5, 3.1
Company and Group foreseeable trends and outlook	L.232-1, II, 1° of the French Commercial Code	2.5
Existing branches	L.232-1, II, 3° of the French Commercial Code	7.1
Acquisition of significant equity interests or control in companies headquartered in France	L.233-6 par. 1 of the French Commercial Code	N/A
Activities of the Company's subsidiaries	L.233-6 par. 2 of the French Commercial Code	1.1 to 1.3, 2.1, 2.2
Table on the Company's financial results over the last five years	R.225-102 of the French Commercial Code	3.2
Information relating to suppliers and clients' terms of payment	L.441-14 and D.441-6 of the French Commercial Code	3.3
Impact of activities on the prevention of tax evasion	L.22-10-35, 1° of the French Commercial Code	4.5
Information on actions to promote the link between the nation and its armed forces	L.22-10-35, 2° of the French Commercial Code	N/A
Information on actions aimed at promoting citizen engagement in local democracy	L.22-10-35, 3° of the French Commercial Code	N/A
Information on essential intangible resources	L.232-1, II, 7° of the French Commercial Code	1.2, 1.4, 2.1
Corporate governance		
Board of Directors' Report on corporate governance	L.225-37 of the French Commercial Code	5.1 to 5.5, 6
Internal control and risk management procedures	L.22-10-10, 7° of the French Commercial Code	1.6 to 1.8
Compensation policy for corporate officers	L.22-10-8 of the French Commercial Code	5.3
Compensation policy for Directors	L.22-10-8 of the French Commercial Code	5.3
Report on compensation of corporate officers during the last fiscal year	L.22-10-9 of the French Commercial Code	5.3
Positions and responsibilities of the corporate officers	L.225-37-4, 1° of the French Commercial Code	5.2
Agreements entered into between significant shareholders or corporate officers and controlled companies	L.225-37-4, 2° of the French Commercial Code	N/A
Mode of exercise of the executive management and limits on the powers of the Chief Executive Officer	L.225-37-4, 4° and L.22-10-10, 3° of the French Commercial Code	5.1
Composition and work of the Board of Directors	L.22-10-10, 1° of the French Commercial Code	5.1
Diversity policy applied to the members of the Board	L.22-10-10, 2° of the French Commercial Code	5.1
Application of the AFEP-MEDEF Corporate Governance code for listed companies	L.22-10-10, 4° of the French Commercial Code	5.1
Description of the procedure relating to agreements entered into in the ordinary course of business and at arm's length	L.22-10-10, 6° of the French Commercial Code	5.1
Attribution and retention of options by corporate officers	L.225-185 and L.22-10-57 of the French Commercial Code	5.3

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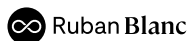
Information required	Reference text	Sections
Attribution and retention of free shares by corporate officers	L.225-197-1 II and L.22-10-59 of the French Commercial Code	5.3, 5.4
Summary of the Company's shares trading by corporate officers and related persons	223-26 of the general regulations of the French Financial Markets Authority and L.621-18-2 of the French Monetary and Financial Code	5.5
Share ownership and capital		
Information that may have an impact in the event of a takeover bid	L.22-10-11 of the French Commercial Code	6.10
Employees shareholding as of the end of the fiscal year	L.225-102 of the French Commercial Code	6.8
Acquisition and disposal by the Company of treasury shares	L.225-211 of the French Commercial Code	6.2
Delegations of authority relating to a share capital increase currently in force	L.225-37-4, 3° of the French Commercial Code	6.3
Participation in Shareholders' Meeting	L.22-10-10, 5° of the French Commercial Code	6.6
Sustainability information		
Consolidated information on sustainability	L.232-6-3 and L.233-28-4 of the French Commercial Code	4.1 to 4.8 1.1 to 1.4 (business model)
Report on sustainability certification	L.232-6-3 of the French Commercial Code	4.6
Vigilance plan and report on its effective implementation	L.225-102-1 of the French Commercial Code	4.7

Project team

The Danone project team of the Universal Registration Document is composed of Hugo Masson, with Nicolas Piatkowski, Zineb Mansouri, Leila Aouf, Lorraine Lescot, Malou Taton, Riccardo Sacchi and Claire Le Frene.

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Financial communication calendar 2026

> February 20, 2026

2025 Full-Year Results

> April 22, 2026

2026 First-Quarter Sales

> April 23, 2026

2026 Shareholders' Meeting

> July 29, 2026

2026 First-Half Results

> October 28, 2026

2026 Third-Quarter Sale

About Danone (www.danone.com)

Danone is a leading global food and beverage company operating in three health-focused, fast-growing and on-trend Categories: Essential Dairy & Plant-Based products, Waters and Specialized Nutrition. With a long-standing mission of bringing health through food to as many people as possible, Danone aims to inspire healthier and more sustainable eating and drinking practices while committing to achieve measurable nutritional, social, societal and environment impact. Danone has defined its Renew strategy to restore growth, competitiveness, and value creation for the long-term. With c.90,000 employees, and products sold in over 120 markets, Danone generated €27.3 billion in sales in 2025. Danone's portfolio includes leading international brands (*Actimel*, *Activia*, *Alpro*, *Aptamil*, *Danette*, *Danio*, *Danonino*, *evian*, *Nutricia*, *Nutrilon*, *Volvic*, among others) as well as strong local and regional brands (including *AQUA*, *Blédina*, *Bonafont*, *Cow & Gate*, *Mizone*, *Oikos* and *Silk*). Listed on Euronext Paris and present on the OTCQX platform via an ADR (American Depositary Receipt) program, Danone is a component stock of leading sustainability indexes including the ones managed by Moody's and Sustainalytics, as well as MSCI ESG Indexes, FTSE4Good Index Series, Bloomberg Gender Equality Index, and Access to Nutrition Index. Danone achieved B Corp™ certification at global level in 2025.



DANONE
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