DANONE
ONE PLANET. ONE HEALTH

2025

ANNUAL INTEGRATED REPORT

Danone’s performance and impact

APRIL 2026





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ABOUT THIS REPORT

This report presents an integrated view of how Danone creates value for its stakeholders, for society, and for the planet. It brings together financial performance, operational achievements, and sustainability progress that reflects the interconnected nature of our business model.

Sustainability is not treated as a separate agenda at Danone. The issues addressed in these pages, from nutrition and climate action to farmer livelihoods and packaging circularity, are embedded in our strategy, our governance, and our daily operations. They shape how we source ingredients, design products, run factories, and engage with communities. This report demonstrates that our commitment to both performance and impact is not a choice between two priorities, but the foundation of how we do business.

The material topics covered here have been identified through ongoing dialogue with stakeholders and assessment of impact, risks and opportunities across our value chain. They represent the areas where Danone can make the most meaningful contribution, and where our long-term success depends on getting it right.

METHODOLOGY AND ACKNOWLEDGEMENTS

The 2025 Integrated Annual Report was created by Danone's Sustainability Performance and Transformation teams, with the support and supervision of the relevant thematic expert teams, who were instrumental in ensuring its achievement, as well as data collection and key testimonies.

EDITORIAL

Dear readers,

2025 has been another year of quality delivery and meaningful progress for Danone. We delivered a **strong +4.5% like-for-like sales growth**. And importantly, we achieved it while driving sustainability in a focused and impactful way, because it is **essential to the longterm resilience of our business.**

In a volatile world, our performance reflects the strength and resilience of our **unique health-focused portfolio**.
Health Through Food has never been more relevant. The food industry is at a tipping point: everywhere, people increasingly understand interconnection between what they eat and how they live. Our categories are uniquely positioned to take advantage of it.

In 2025, we deployed **Renew Danone Chapter 2** at pace: we continued doubling down on the fundamentals, while further transforming the business. We continued strengthening the capabilities that truly differentiate Danone and kept building differentiation through science. The cutting-edge OneBiome research Laboratory we opened in Paris-Saclay is testimony of it.

We moved to the forefront of **acquisitions** with the purchase of Kate Farms, first doctor-recommended plant-based brand in the U.S. and The Akkermansia Company detaining a strain clinically demonstrated to reinforce the gut barrier.
We kept **reinvesting behind our brands**. Our cross categories partnership with Carlos Alcaraz is an example.

We keep **investing in our people**, growing the next generation of leaders. Through initiatives such as DanSkills, we are upskilling our teams with the critical capabilities of tomorrow — from digital and AI to sustainability, science and leadership.

In 2025, we were proud of our significant progress across all targets of the three pillars of our Danone Impact Journey: Health, Nature, and People & Communities. We have this year again the healthiest portfolio in the industry and we are ranked #1 by the Access to Nutrition Index. We have also significantly reduced sugars in kids' dairy and plant-based products. We were again recognized with a **Triple A rating by CDP**, placing us among only 23 companies worldwide achieving this distinction across climate change, water stewardship, and forest preservation. Achieving **worldwide B Corp certification** marked another milestone, celebrating a decade-long journey and reaffirming our belief to combining performance and positive impact.

These achievements reflect the relevance of our strategy, the dedication of our people, and the trust of our partners. Together, we are building a healthier future—step by step, anchored in science, with purpose and impact at the core.

Thank you, to all the Danoners and to all our partners - farmers, entrepreneurs, suppliers - **for making 2025 a great milestone!** And thank you to our customers and patients for trusting us every day again. Our priority has been – and will always remain – to serve you with safe and high-quality products because trust, quality and food safety are strategic enablers of long-term growth and resilience for Danone.

Looking at 2026, we remain focus on disciplined execution — scaling what works well while keeping a constructively dissatisfied mindset. 2026 marks the launch of the next phase of our sustainability roadmap, setting out enhanced health and sustainability ambitions through 2030. Building on the consistent progress achieved against our 2025 goals, this new phase reinforces our strategy to drive long-term **resilience, competitiveness, and sustainable growth**.



CHAPTER ONE

DANONE PURPOSE, VISION & STRATEGY

A LEGACY OF PURPOSE

Danone's purpose is rooted in the conviction of its founder that business should be a force for positive change.



In 1919, Isaac Carasso founded Danone in Barcelona with a simple but powerful idea: yogurt made with cultures from the Pasteur Institute could help children suffering from intestinal infections. His work was rooted in science and driven by a desire to **improve health through food.** In the 1890s, Nutricia was pioneering discoveries that would change lives across continents, applying cutting-edge science to address nutritional challenges.

Decades later, in 1972, Antoine Riboud delivered a landmark speech in Marseille that would define Danone's identity for generations. He introduced the concept of the **Dual Project**: the belief that a company could pursue **economic success and social progress** simultaneously, that profitability and positive impact were not only compatible but mutually reinforcing. This philosophy became the foundation of Danone's global expansion.

> **"A company's responsibility doesn't stop at the factory gate or the office door. The jobs we create, the economic and social conditions in which people live and work, the environment we affect—all these things matter as much as profit and loss."**
>
> Marseille, 1972



ANTOINE RIBOUD
DANONE FOUNDER

The essence of the Dual Project lives on in our corporate mission today:

TO BRING HEALTH THROUGH FOOD TO AS MANY PEOPLE AS POSSIBLE.

This is not a tagline. It is the organizing principle that guides our strategy, our employees, our investments, and our choices, re-enforcing the foundational elements of who we are: a science-based, consumer and patient-centric company, with and by people.



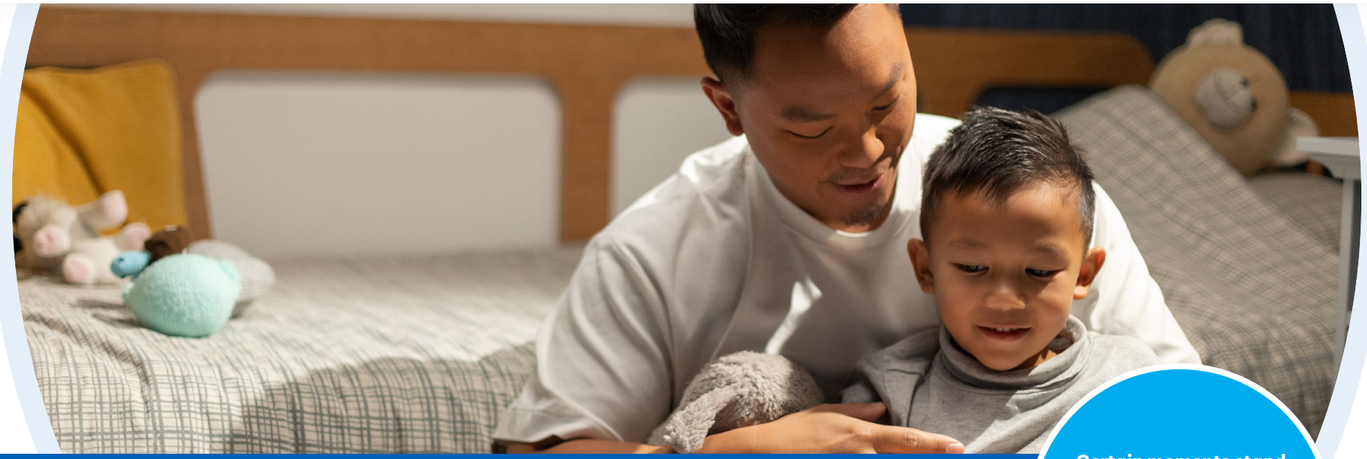
Société à mission

In 2020, Danone was the first listed company to adopt the "Société à Mission" legal status. This was more than a symbolic gesture : it meant embedding our purpose into our by-laws, making it legally binding, and creating governance structures to ensure accountability on these four objectives :

- **Impact people's health locally, with 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.**
- **Empower 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 Company, both locally and globally.**
- **Foster inclusive growth, by ensuring equal opportunities within the Company, supporting the most vulnerable partners in its ecosystem and developing everyday products accessible to as many people as possible.**

FROM PAST TO PRESENT

Over the past decades, consumer lifestyles and tastes have evolved dramatically and so has Danone: innovating to anticipate needs, adapting products to local contexts, and expanding into new categories and geographies. What has remained constant is our commitment to our purpose.



Certain moments stand out in Danone's history, not just for what they achieved, but for what they revealed about the company's character.

Milestones that define us

1919



Isaac Carasso founded Danone, driven by a mission to improve children's health.

1929

Daniel Carasso expanded Danone to France, maintaining the emphasis on the health benefits of yogurt while focusing also on taste.

1942



Daniel Carasso continued his father's legacy by creating Dannon Yogurt in the US, laying the foundation for Danone's global presence.

1966

Antoine Riboud founded Boussois-Souchon-Neuvesel (BSN), historically a glass manufacturer. It diversified into the food industry, becoming the leader in France in beverages and infant nutrition with the acquisition of brands such as evian and Blédina.

1972



Marseille speech - Antoine Riboud introduces the Dual Project, embedding social purpose into business strategy. Antoine Riboud and Daniel Carasso met for the first time in 1972, and soon after, they announced the merger of their two businesses.

1991

The dream of international expansion came true when BSN-Gervais International set up operations in Asia.

2006



The encounter between Franck Riboud and Nobel Prize winner Muhammad Yunus led to the creation in 2006 of world's first corporate social business Grameen Danone Foods Ltd. Since then Danone has gone even further, with the creation of the impact investment fund Danone Communities (2007)

2007

The acquisition of Royal Numico, bringing unparalleled health expertise on infant and medical nutrition, completes the transformation to Danone into a health-through food company.

2009

Danone Ecosystem is created to empower communities, strengthen healthcare systems, and protect nature, through collaboration on projects with non-profit actors.

2011

Creation of the Livelihoods Carbon Fund, an impact investment fund dedicated to restoring natural ecosystems and delivering carbon credits.

2015

As proof of its commitment to people, communities, and the planet, Danone embarked on its journey to become one of the first globally B-Corp certified multinationals.

2017

Danone acquired WhiteWave and its plant-based brands, such as Alpro and Silk, taking the next step in offering more healthy choices to consumers and patients, and leading the way for flexitarian diets.



2020

Danone becomes the first listed company to adopt the " Société à Mission " status in France.

2023

Danone launched a new sustainability roadmap, the Danone Impact Journey.



2025



Danone achieves B Corp™ certification worldwide after a ten-year journey, a recognition that reflects sustained effort across subsidiaries in over 60 countries.

2026

Danone Impact Journey phase 2.

DANONE AT A GLANCE

Today, across our entire portfolio, we offer products tailored to the nutritional needs and eating habits of consumers **at every stage of life.** From baby formula that supports early development to specialized medical nutrition for patients with specific nutritional needs. From bottled water that provides safe hydration to essential dairy & plant-based products that balance nutrition, affordability, and taste.

This breadth reflects both the diversity of human nutritional needs and Danone's capacity to meet them through **science, innovation, and scale.**



SALES

27.3Bn€

NUMBER OF EMPLOYEES

90,000

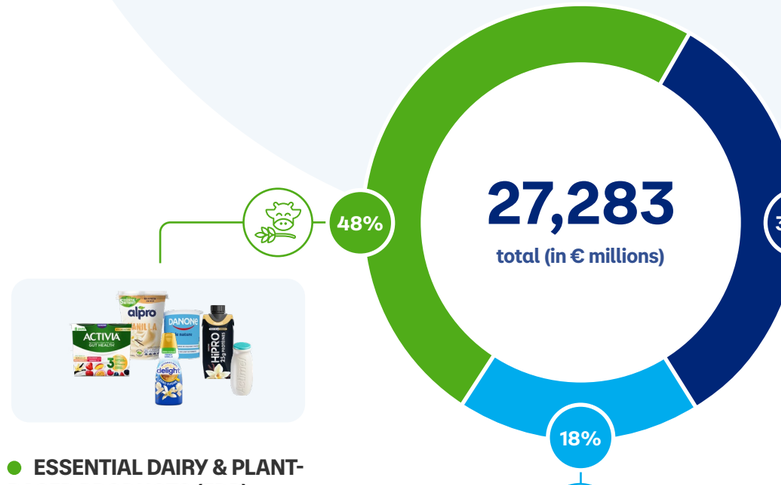
PRODUCTION FACILITIES

151 sites

GEOGRAPHIC REACH

120 countries

DANONE CATEGORIES



ESSENTIAL DAIRY & PLANT-BASED PRODUCTS (EDP)

Sitting at the heart of Danone's heritage. We offer nutritious, delicious, and convenient choices, as well as tasty treats for moments of indulgence as part of a well-balanced diet. Our diverse range of products supports gut health, immunity, or address the growing interest in high-protein products. Alongside dairy, Danone's plant-based portfolio responds to consumers' desire to diversify their diets, offering drinks and foods made from soy, almonds, oats and other ingredients, fortified with essential nutrients and designed to meet a wide range of dietary needs.

No. 1

worldwide for fresh dairy products & for plant-based foods and beverages in 2025



WATERS

We are determined to provide quality drinking water to as many people as possible while respecting our natural environment. Our portfolio of strong local and global products is highly differentiated. We have expanded our water range of plain sparkling and unsweetened options in new formats and business models to support people's healthy hydration. In countries with safe tap water, our water brands, such as evian and Volvic, offer natural mineral waters known for their high quality and unique taste. In countries where safe drinking water is more limited, our brands like Bonafont in Mexico and AQUA in Indonesia provide access to safe drinking water.

No. 2 worldwide for packaged waters in 2025



SPECIALIZED NUTRITION (SN)

We support people of all ages with specific nutritional needs, including babies and people with health conditions such as cancer or stroke. With over 125 years of expertise in Specialized nutrition, we develop pioneering products, services and educational programs to help families, caregivers, patients, and healthcare professionals make informed choices on nutrition and health.

No. 2

worldwide for early life nutrition in 2025

No. 4

worldwide for adult medical nutrition in 2025

OUR 2025 PERFORMANCE: KEY FACTS AND FIGURES

Danone's performance in 2025 reflected the strength of its strategic choices and the resilience of its business model. Like-for-like sales growth remained strong, margins improved through operational discipline, and investments in innovation and sustainability continued at pace.

2025 Like-for-like sales growth

EUROPE

+2.3%

36% OF SALES





NORTH AMERICA

+2.0%

23% OF SALES

Danone delivered

+4.5%

LFL sales growth in 2025, with growth in all regions

AMEA

+5.6%

16% OF SALES





LATIN AMERICA

+6.0%

10% OF SALES

CHINA, NORTH ASIA & OCEANIA

+11.7%

14% OF SALES



A global footprint that supports growth

Danone's business is distributed across five zones, each with distinct growth dynamics. This geographic diversity provides resilience against regional volatility and helps balance mature markets with higher-growth areas.

2025 key figures

LIKE-FOR-LIKE SALES GROWTH
+4.5%

VOLUME / MIX
+2.7%

RECURRING OPERATING INCOME
€3,665m

RECURRING OPERATING MARGIN
13.4%

RECURRING EPS
€3.80

RECURRING NET INCOME GROUP SHARE
€2,461m

FREE CASH FLOW
€2.8bn

ROIC
10.7%

DIVIDEND PER SHARE
€2.25

Danone Impact Journey in 2025

DANONE IMPACT JOURNEY
HEALTH
NATURE
PEOPLE
DANONE
WITH & THROUGH OUR ECOSYSTEM OF PARTNERS

PROGRESS & LEAD **HEALTH THROUGH FOOD** FOR CONSUMERS AND PATIENTS

- **Healthiest portfolio in the industry**
  ranked #1 by the **Access to Nutrition Index.**
- **87.8% of products**
  rated ≥3.5 stars according to Health Star Rating System (volumes of dairy, plant-based, water & aquadrinks).
- **Sugar reduction**
  98.5% of our volumes of dairy and plant-based products aimed at children contained **≤10g of sugars per 100g of products.**
- **Water access**
  24.7 million people provided with **safe drinking water**.

PRESERVING AND REGENERATE **NATURE**

- **AAA Score by CDP**
  for our environmental leadership and transparency.
- **Methane reduction**
  #1 food company to align with the **Global Methane Pledge.** We have already reduced our methane emissions by 29.8% from fresh milk dairy supply in 2025 vs 2020.
- **Regenerative agriculture**
  42% of key ingredients were sourced directly from farms that **have begun to transition.**
- **Water stewardship**
  99.3% of production sites deployed 4R **(Reduce-Reuse-Recycle-Reclaim)** approach.

THRIVING **PEOPLE & COMMUNITIES**

- **Worldwide B Corp certification**
  a 10-year journey completed.
- **98%** of employees covered by **Dan'Cares**, Danone health protection and well-being program.
- **Living wage** certified.

RENEW DANONE: STRATEGIC PRIORITIES

Launched in 2022, the Renew Danone strategy hase entered its second chapter. This phase builds on the foundations established in Chapter 1 while sharpening focus and raising ambition. In particular, Danone is projecting itself into the future of health and nutrition by transforming, whilst driving performance, with a clear focus on the following strategic areas.

Doubling down on Renew Danone fundamentals

Chapter 2 builds on the fundamentals re-established between 2022 and 2024: reinforcing Danone's ambition to fully play its role as a category leader, while continuing to invest in differentiating capabilities and maintaining strict discipline on cash and returns. It is also about further embedding and leveraging a genuine winning culture, grounded in science and innovation, operational and executional excellence, and proactive portfolio management.

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, from yogurt to gut health and protein expertise, from plant-based to plant powered, from waters to healthy hydration.

Within this framework, Danone is selectively strengthening its positioning in high protein and gut health offerings, leveraging its scientific capabilities and innovation engine across dairy, plant-based and specialized nutrition. In parallel, the Group is extending its patient journey by developing its presence in post discharge care and homecare.

Broadening some of our business models

Danone is actively rebalancing its channel mix, further strengthening its presence in strategic channels (such as out-of-home, pharmacy and, foodservice). Together, these strategic channels represent over 50% of Danone's sales and grew two to three times faster than mass retail in 2025.

The away-from-home channel, including restaurants, cafes, hotels and workplaces, represents a significant growth opportunity. Consumers are increasingly eating and drinking outside their homes, and Danone is developing tailored products and partnerships to meet their needs.

Medical nutrition is being strengthened through closer collaboration with healthcare systems, hospitals, and care facilities. This involves not only product innovation but also education, training, and evidence generation to support clinical adoption.

Further expanding our geographic footprint

Danone is pursuing disciplined geographic expansion, focusing on markets where the company can build sustainable positions over time.

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

Further accelerating on portfolio management

The Group has adopted a more balanced approach to portfolio management, becoming more active on acquisitions while remaining disciplined and applying clear strategic and financial criteria. 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.

Building performance through people and leadership

The successful execution of Renew Danone relies on strong people and leadership capabilities across the organization. Our People strategy is a key enabler of this ambition, empowering Danoners to drive performance, lead transformation and scale impact, ensuring that strategic priorities translate into consistent results across markets and categories, the Danone Way.

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.

This ambition reflect a commitment to sustainable, profitable growth that creates value for all stakeholders, shareholders, employees, customers, consumers, suppliers, and communities.





INTEGRATING SUSTAINABILITY IN OUR BUSINESS



“ Food is essential - and healthy food even more so. But we can only produce it if we protect the world it comes from.

Our planet is facing growing challenges, and the food system we rely on is not fit for the future. It is impacting heavily the health, the resources of nature and people’s lives.

This is why we are playing our part, true to Danone’s long-standing spirit of leading change, aiming to deliver lasting impact, at scale.

To do so, we chose the solutions that are **nature based, enhanced by pioneering technologies and lead with and by people** - Danoners, farmers, communities...

This is why we chose to focus on healthy products, produced in a sustainable way. After all, what is not sustainable does not last.

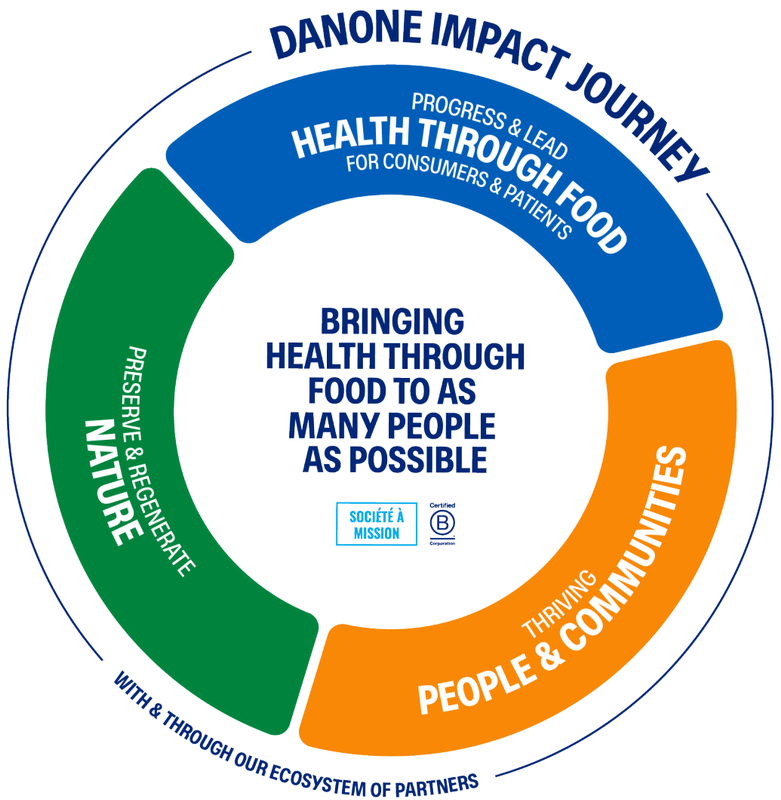
This is why we will continue to bring Health Through Food to as many people as possible. Now, and for generations to come.

This is why we reaffirm our sustainability ambition and step up our efforts for the next five years, with Danone Impact Journey phase 2. ”

Watch the video

DANONE IMPACT JOURNEY

The Danone Impact Journey, launched in 2023, provides the strategic framework for translating sustainability commitments into action. It is organized around three interconnected pillars: Health Through Food, Nature, People & Communities. Each pillar contains selected priorities, and each priority is supported by specific targets with clear timelines and metrics. The structure is designed to be comprehensive but focused, covering the issues where Danone can make the greatest contribution.



2025: a milestone year

2025 represents a significant milestone in Danone’s sustainability journey. The results demonstrate consistent effort and **meaningful impact**. This performance reflects the role of governance - **integrating sustainability into business** – partnerships, resource allocation and culture, rooted in our purposeful legacy.

With and through our ecosystem of partners

Danone is committed to generating a positive impact by aligning economic and social objectives, through continuous social dialogue and stakeholder engagement.

Our approach to stakeholder engagement involves interacting with individuals and groups that both impact and are impacted by our value chain. This engagement enables us to understand diverse viewpoints and address community needs. It promotes value creation through dialogue, accountability, and transparency, aligning business practices with societal needs. Danone listens to and addresses stakeholder concerns, fostering trust and mutual respect.

FOOD AS A FORCE FOR CHANGE

At Danone, we want to proactively adapt and contribute to more resilient food systems, as it conditions our capacity to thrive as a business, and resonates with our DNA and dual project of sustainable financial and societal performance.

Over the past 50+ years we have chosen to act where we can make a meaningful and lasting contribution to our business and to society. We have defined a clear purpose, which underpins our status of *société à mission*: **bringing Health Through Food to as many as possible**.

Indeed, while the global food system has been successful in expanding access to nutrition and reducing hunger over the past 75 years, **food and nutrition security are essential needs that remain at the heart of many of the challenges** we face today.

Current diets are considered as a major risk factor for non-communicable diseases worldwide[1], contributing to over $8 trillion annually in healthcare expenses and lost productivity. **Malnutrition persists** - over 2.2 billion adults are overweight[2] - food systems **drive environmental degradation**, while economic barriers to access healthy food remain severe and **agricultural livelihoods are under pressure**.

"Business-as-usual" models show that these challenges and access to nutrition should aggravate everywhere. This makes Danone's strategy, focused on it's mission to bring heath though food, even more relevant. At Danone, we believe that food can be a key component of the solution, providing healthy diets produced by sustainable and equitable food systems. With humility yet determination we want to contribute to the transition, like many consumers and patients around the world[3].

For 30 years, we have been continuously evolving and shaping our portfolio, as we continue to help consumers to shift towards healthier and more sustainable diets.

To keep our categories relevant and contribute to this shift, we work to ensure our products are nutritionally adequate and safe, have a low environmental impact, and remain economically fair and culturally acceptable to diverse local populations.



PLANT-BASED
Low in saturated fats and a source of high-quality proteins and fibers, our plant-based products are specifically designed to support a wide range of dietary needs, with low carbon footprint by nature. Our core range of plant-based foods and beverages is fortified with 5 essential nutrients, such as calcium, iodine, vitamins B or D.



DAIRY
Fresh dairy products bring a great balance of nutritional density for their environmental impact, affordability and taste. Yogurt offers a wide range of essential nutrients and delivers multiple health benefits through its live bacterias and fermentation process - all while remaining one of the lowest-carbon options for animal-based protein.



SPECIALIZED NUTRITION
Specialized nutrition fulfils specific dietary needs and supports health in populations with unique nutritional requirements, such as babies, patients, or the elderly. We constantly innovate to optimize health outcomes with clinically proven solutions, building on decades of research.



WATER
Water is the healthiest way to hydrate. We provide, and facilitate access to, high quality water, using mostly reusable jugs and 96% of of our bottles are recyclable.



We have also worked with partners to build a more sustainable and resilient supply and production system.

Our principle is to identify nature-based solutions, supported by technology where appropriate, to enable healthy ecosystems to produce efficiently and sustainably.

In particular, we develop and promote **regenerative agricultural models** adapted to local realities, that help conserve and renew our planet's resources, while improving farmers' livelihoods. This supports our aim to mitigate and build resilience to climate change, which extends throughout our entire value chain, from farms to factories and beyond.

We also seek to help improve overall **water and land stewardship**, including reducing the risk of deforestation and land conversion in watersheds and sourcing areas.

Our sustainability strategy is designed to increase resilience and support both our societal impact and our business performance. In this way we can advance our purpose now, and for generations to come. Our conviction is that sustainability without performance has no impact, and performance without sustainability has no future. The next chapter of our Renew strategy builds upon our achievements so far and continues the discipline to deliver on the sustainability topics which carry impact, increase our resilience and bring compounding value to our competitiveness.

In this context and building on great achievements in 2025, we reaffirm our sustainability ambition and **step up our efforts for the next five years, with Danone Impact Journey phase 2**.

[1] WHO
[2] Global Nutrition Report 2024
[3] GlobeScan, 2025

2025 DANONE IMPACT JOURNEY PERFORMANCE DASHBOARD

Here is the progress against Danone Impact Journey targets in 2025.

Results reflect data collected across operations, verified by external auditors, and reported in accordance with international standards.

PRESERVING AND REGENERATE **NATURE**

GOALS	TARGETS	2025 RESULTS
Curb GHG emissions in line with 1.5°C, leading the way on methane reduction	**CO_2equivalent reduction by 2030 in line with 1.5C SBTi[1]**	**-21%** vs. 2020
	Net Zero by 2050[2]	**-21%** vs. 2020
	30% reduction in methane emissions from fresh milk in Dairy products, by 2030 (vs 2020)	**-29.8%** vs. 2020
	36% reduction on Scope 1 & 2 by 2025[1]	**-40.2%** vs. 2020
Pioneer and scale regenerative agriculture, leading the way for regenerative dairy farming models	**30% key ingredients we source directly will come from farms that have begun to transition to RegAg by 2025**	**42%**
	Deforestation & conversion free on key commodities[3] by 2025	**97.9%**
Preserve and restore watersheds where we operate and drive water footprint reduction across the value chain	**4R approach will be deployed in all Danone's production sites by 2030**	**99.3%**
	Watershed preservation/restoration plans in operational sites located in highly water-stressed areas by 2030	**71.9%**
Drive the transition to a circular and low-carbon packaging system & recover as much as we use	**100% reusable, recyclable or compostable by 2030**	**84.9%**
	Halve the use of virgin fossil-based packaging by 2040, with a 30% reduction by 2030 (vs. 2020), accelerating reuse and recycled materials	**-8.1%** vs. 2020
	Lead the development of effective collection systems to recover[4] as much plastic as Danone uses by 2040	**62.7%**
Cut waste across the value chain	**Achieve 50% reduction in all food waste not fit for human consumption, animal consumption or biomaterial processing (like for like), by 2030 (vs 2020)**	**-10.4%** vs. 2020

[1] Awaiting new SBTi standards, which may lead to adjusting current targets.
[2] Net Zero ambition is explained in §4.3.1 Climate change in Danone Universal Registration Document 2025.
[3] 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) in Danone Universal Registration Document 2025.
[4] Recover means recycle or valorize through energy recovery the equivalent amount by weight of plastic packaging put on the market.

PROGRESS & LEAD **HEALTH THROUGH FOOD** FOR CONSUMERS AND PATIENTS

GOALS	TARGETS	2025 RESULTS
Offer tastier and healthier food and drinks	**≥85% volumes dairy, plant-based, water and aquadrinks rated ≥3.5 stars by Health Star Rating by 2025**	**87.8%**
	>95% volumes Kids dairy and plantbased ≤ 10g total sugars/100g by 2025	**98.5%**
	>95% volumes toddlers' milk (1-3yo) ≤ 1.25g added sugars/100kcal by 2025	**99.2%**
Promote healthier choices	**>95% volumes sold of dairy, plant-based and aquadrinks products with on pack/online interpretative nutritional information by 2025**	**96%**
Provide positive nutrition & hydration for a healthier life	**≥85% volumes Kids dairy fortified with relevant vitamins & minerals by 2025**	**97.7%**
	5 projects to address iron deficiency in children by 2025	**8**
	20M people with access to safe drinking water by 2025[5]	**24.7M**
Invest in nutrition and hydration science and research	**150 scientific publications in peer-reviewed journals and/or presentations at scientific conferences by 2025**	**349 cumulated** (127 in 2025)

THRIVING **PEOPLE & COMMUNITIES**

GOALS	TARGETS	2025 RESULTS
Make Danone a force for good by fostering a unique, diverse & inclusive culture and empowering Danoners for positive impact	**All employees covered by B Corp™ certification by 2025[6]**	**98%**
	All employees covered by Dan'Cares	**98%**
	Achieve gender balance in senior management globally by 2030[7]	**45.4%**
	Drive equity and close gender pay gap by 2025	**1.1%**
	Maintain inclusion index above peers[8]	**+2 pts above peers**
Equip and empower communities (i.e. internal, external) with skills and capabilities of the future to thrive in a fast-changing economy	**Make future skilling programs available to all Danone employees by 2025**	**100%**
	Extend future skilling programs to key partners by 2030[9]	**15.0%**
Champion a renewed social contract by fostering a prosperous & inclusive ecosystem, upholding human rights and pursuing social progress	**100% employees trained on Danone Human Rights policy by 2025[10]**	**96.9%**
	Danone Sustainable Sourcing Policy deployed to all suppliers by 2030	**20.0%**

[6] Over 95% of employees covered by certification, excluding M&A.
[7] Thanks to the social businesses supported or previously supported by Danone Communities and the Water Access Acceleration Fund (W2AF).
[8] Measured through Danone People Survey.
[9] Key partners defined as being 10,000 dairy farmers and workers.
[10] Enabling due diligence deployed in Danone operations.

LOOKING AHEAD: DANONE IMPACT JOURNEY PHASE 2 - THE ROAD TO 2030

Entering into the Danone Impact Journey phase 2, **we reaffirm our sustainability ambition and step up our efforts for the next five years**, while ensuring Danone's long-term resilience and competitiveness, and sustaining its growth trajectory. It is built on the same three pillars of action, with updated and expanded targets.

In a fast-changing world, marked by evolving sustainability standards and expectations, local regulatory contexts and, above all, major challenges ranging from health burden to climate change, Danone chooses to further embed its sustainability priorities into its business by:

- **Pursuing consistently its efforts on 2030 targets**
- **Extending the battles already achieved to push them one step further**
- **Opening new battles that have a significant impact.**

Moreover, Danone will sustain some battles that have been achieved but require ongoing attention to preserve current progress and ensure targets remain at the achieved level.

PRESERVING AND REGENERATE **NATURE**

GOALS	TARGETS
Curb GHG emissions in line with 1.5°C, leading the way on methane reduction	**Reduction of CO_2e emissions in line with SBTi 1.5°C[1], by 2030 (vs 2020)** **Net Zero by the end of 2050[2]** **30% reduction in methane emissions from fresh milk in dairy products, by end 2030 (vs 2020)** **46.3% reduction in scope 1 & 2 CO_2e emissions by 2030 (vs 2020)[1]**
Pioneer and scale regenerative agriculture and lead the way for restoring and preserving natural ecosystems	**Reach ≥45% of the volumes of key at risk direct ingredients[3] sourced from farms engaged in regenerative agriculture by 2030** **Reach ≥95% of verified deforestation & conversion free (vDCF) status on key direct commodities[4] by 2030**
Drive 'best in class' water practices and support water access	**Maintain <0,30 m3/T the water ratio in the owned production sites of the water category, until the end of 2030** **Ensure ≥95% of the water intake volumes of production sites located in highly water-stressed areas are covered by watershed preservation or restoration action in place, by 2030** **Reach a yearly average of 30M low-income people with access to safe drinking water[5] by 2030**
Drive the transition to a circular packaging system and recover as much as Danone uses	**Reach ≥95% of packaging put on the market Designed for Recycling 'D4R', by 2030** **Reduce the use of virgin plastic packaging by 17% through design, reuse and recycled materials, in 2030 compared to 2019** **Recover[6] ≥95% of the plastic packaging put on the market by supporting the development of effective recycling systems, by 2040**
Cut waste across the value chain	**Achieve 50% of reduction in all food waste not fit for human consumption, animal consumption or biomaterial processing (like for like), by 2030 (vs 2020)**

[1] Awaiting new SBTi standards, which may lead to adjusting current targets.
[2] Net Zero ambition is explained in §4.3.1 Climate change in Danone Universal Registration Document 2025.
[3] 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.
[4] Danone Impact Journey phase 2 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)
[5] Thanks to the social businesses supported or previously supported by Danone Communities and the Water Access Acceleration Fund (W2AF).
[6] Recover means recycle or valorize through energy recovery the equivalent amount by weight of plastic packaging put on the market.

PROGRESS & LEAD **HEALTH THROUGH FOOD** FOR CONSUMERS AND PATIENTS

GOALS	TARGETS
Offer tastier and healthier food and drinks	**Maintain ≥85% volumes sold of dairy, plant-based, water and aquadrinks products rated ≥3.5 stars by Health Star Rating until end 2030[7]** **Reach 88% of volumes sold of dairy & plant-based adult everyday products, that contain 10g or less total sugars per 100g of product, by end 2030** **Maintain ≥95% volumes sold of dairy & plant-based everyday products, that are source of at least 2 nutrients to encourage, as per Codex definition until end 2030**
Promote healthier choices	**Reach 150,000 healthcare professionals engaged yearly on the importance of medical nutrition by end 2030**
Provide positive nutrition & hydration for a healthier life	**Maintain ≥80% of SKUs rated ≥3.5 stars by Health Star Rating, among Danone's most widely available dairy products[8], until end of 2030** **Reach 14M screenings done for iron status and/or anemia, cumulated over the period 2026-2030** **Reach 8 active projects to screen disease-related malnutrition, by end 2030[9]**
Invest in nutrition and hydration science and research	**Reach 500 scientific publications in peer-reviewed journals, cumulated over the period 2026 - 2030[10]**

THRIVING **PEOPLE & COMMUNITIES**

GOALS	TARGETS
Foster a unique, inclusive and diverse culture within Danone	**Reach ≥95% of eligible employees covered by the Dan'Life[11] program to support Danone employees at various life stages by end 2030, building on the pioneering DanCare[12] program and its successes** **Maintain 40-60% of women at all managers levels and foster gender progress in 1st Line Danone employees until 2030[13]**
Equip and empower employees and farmers with skills and capabilities of the future to develop in a fast-changing economy	**Allocate ≥30% of the total learning hours of Danone employees to the Future fit skills for sustainable growth, by end 2030** **Upskill 10,000 Farmers & Workers In Dairy Supply Chain to improve farm resilience over the period 2025 -2030**
Champion a renewed social contract, upholding human rights and pursuing social progress	**Reach ≥95% of Tier 1 suppliers[14] spend in scope of the Sustainable Sourcing Policy covered by Human Rights and Environmental Due Diligence (HREDD) by end 2030** **Achieve and sustain certification as living wage employer by Fair Wage Network (FWN) until 2030**

[7] 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.
[8] For each CBU is established the list of unique SKUs with their Weighted Distribution for the time period considered. For the 20% of SKUs having the highest values of Weighted Distribution, KPI, is considered the top quintile. 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.
[9] As a reference, in 2025, 3.1M screenings were performed for iron deficiency and anemia, including via Danone's local actions and external collaborations. The baseline restart for the cumulative count over the period 2026-2030 is set back to 0.
[10] 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.
[11] Dan'Life includes Parental policy, Caregiver policy, Cancer/Critical illness policy and DanCares.
[12] Dan'Cares is implemented for 98% of employees in 2025.
[13] Maintain 40-60% of women at all managers levels and foster gender progress in 1st Line Danone employees until 2030 * target/progress reports will exclude U.S. data.
[14] Suppliers with a direct commercial relationship with Danone (Tier 1), excluding farmers.

CHAPTER TWO

HEALTH THROUGH FOOD

HEALTH AND NUTRITION: OUR STRATEGIC FOCUS

Health and nutrition are at the heart of our strategy for three main reasons.

1 It gives us a distinct competitive advantage, anchored in a differentiated portfolio.

2 Our scale and reach allow us to positively influence global nutrition.

3 We strongly believe that better health starts with better nutrition and behaviors. Danone's ambition is anchored in a distinctive portfolio that combines taste, health, and sustainability. This is how we bring Health Through Food - by combining science and innovation.

From offering tastier and healthier food and drinks to promoting informed choices, our 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.**

From science to concrete solutions, our approach combines innovation, research, and partnerships to act on global health challenges through, and with, a healthy product portfolio.

Unhealthy diets are a major driver of noncommunicable diseases and place a heavy burden on society, with a growing number of adults and children living with overweight and obesity. Children are also facing stunting and millions experience anemia or disease-related malnutrition.

Amid these challenges, Danone sees an opportunity to make a meaningful difference. As a company committed to **bringing Health Through Food**, with a portfolio consumed daily across the world, we are well positioned to **positively influence nutrition and health**.

We act through our products by making nutritious food and drinks **available for all life stages** and by supporting **healthier choices**. **Science guides our innovation**—from understanding local nutritional contexts to developing tailored solutions for people with specific medical needs.





#1

Danone's nutrition leadership has been externally recognized: the latest Access to Nutrition Initiative (ATNi) Global Index ranked Danone #1 in 2024, highlighting our leading nutrition practices and performance. ATNi also assessed Danone's portfolio as the healthiest in the sector, with a sales weighted mean Health Star Rating (HSR) of 3.8/5[1].

ATNi NUTRITION MARKETS IMPACT

[1] According to the Access to Nutrition Initiative (ATNI) 2024 Global Index. ATNI's independent portfolio assessment found that Danone had the highest mean Health Star Rating (HSR) among the companies assessed, with a score of 3.8 out of 5.0, weighted by sales. ATNI evaluated 1,850 Danone products across 10 key markets (Brazil, France, Ghana, Indonesia, Mexico, the Netherlands, Nigeria, South Africa, the United States and the United Kingdom). While this represents a significant portion of Danone's global portfolio, it reflects only the products and markets included in ATNI's scope).

OFFER TASTIER AND HEALTHIER FOOD AND DRINKS

Our products are consumed regularly by millions of people across the world, therefore we can and want to have a positive impact on nutrition and health. We develop **delicious and enjoyable products** that meet the preferences and evolving nutritional needs of consumers throughout their lives and contribute to a **balanced diet.**
Our everyday products are designed to bring **key nutrients** like calcium, protein, vitamins, and fiber to consumer diets while limiting sugars, saturated fats, and calories.

A HEALTHY PORTFOLIO, EVERYWHERE WE OPERATE

In 2025, **87.8% of Danone's portfolio sales in volumes were rated at least 3.5 stars** under the Health Star Rating[a] (HSR) system, indicating the vast majority of our products meet recognised nutrient-profiling criteria and can contribute to healthier choices when included as part of a balanced diet.

This target embeds governance and portfolio management practices that help keep our nutrition performance sustainable over time.

These results reflect the **targeted transformation of our portfolio** to accelerate growth of healthier products.

HEALTHIER BY DESIGN INNOVATIONS

Danone's "Healthier by design" innovation continues to launch products that meet our nutrition thresholds from the outset.



Alpro Kids was launched in the UK, a delicious plant-based option for kids, with 30% less sugars than competitors, no artificial sweeteners, and added calcium and vitamin D2.



PRODUCT RENOVATIONS DELIVERING GROWTH

- **Toddler Milks Sugars reduction**

In 2025, 99.2% of our toddlers' milks (1–3 years) met the ≤1.25g added sugars/100kcal target, reflecting strong portfolio governance and consistent low sugars standards. All new launches in this segment meet this requirement.





2025 Achievements

For 2025, we set a clear objective to provide even **better products for children's health**, grounded in the conviction that toddlers' and children's diets should be **limited in sugars.** Offering products with a well-balanced nutritional profile, we accelerated reformulation efforts to **provide healthier choices while protecting taste**. The 2025 targets marked a step change, strengthening and harmonizing the company's efforts into a unified, company wide sugars target deployed at scale.

87.8%
volumes sold of dairy, plant-based, water and aquadrinks products rated ≥3.5 stars by Health Star Rating (HSR)

98.5%
volumes sold of kids dairy and plant-based products with ≤10g total sugars /100g

99.2%
volumes sold of toddlers' milk (1-3yo) with ≤1.25g added sugars/100kcal

[a] Cf. glossary of terms page 57



- **EDP Kids Sugars Reduction**

At the end of 2025, 98.5% of our volumes of dairy and plant-based products aimed at children (aged 3-12) contain less than 10g of sugars per 100g, thanks to major product reformulations in brands such as Danonino, Dango, Danimals and Actimel.

Our sugars reduction efforts are designed to preserve great taste, the number one driver of choice, particularly for children, ensuring that our products remain nutritionnally improved.

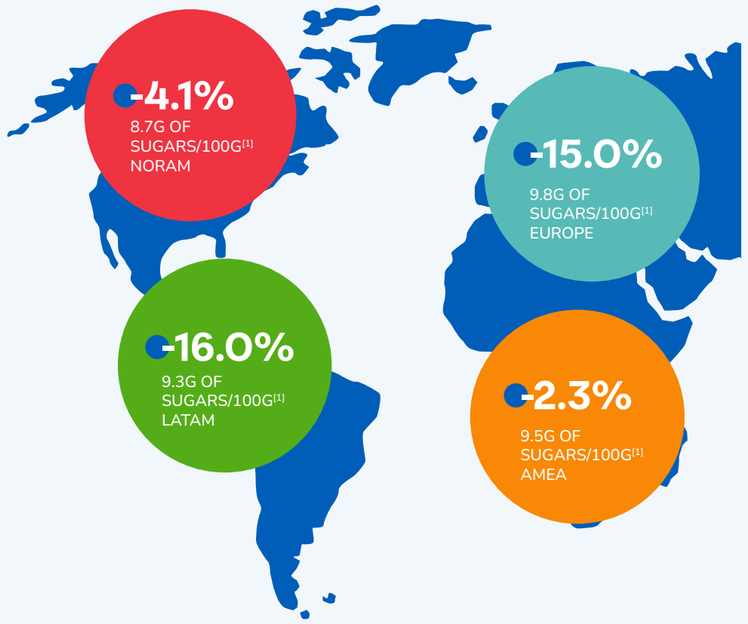
Actimel in Europe: Across Europe, Actimel Kids has undergone a progressive sugar reduction as part of Danone's commitment to healthier products for children. Through careful reformulation, 100% of the Actimel Kids range has been reduced to below 10g of sugars per 100g, while ensuring the taste, texture and nutritional profile that families expect.



Kids portfolio in Brazil: 97% of the kids' portfolio was renovated in 2025, and 100% of products now contain under 10g of sugars. These products benefited from high demand for healthier kids' options.



EDP Kids Total Sugars Reduction



Between 2020-2025 we have led a significant sugars reduction in our kids' dairy and plant-based recipes.

Across all markets, Danone Kids products are **now 11.7% lower** in total sugars compared to 2020[1]

Following our sugar-reduction initiatives, the portfolio now reaches a volume-weighted **average of 9.3 g of total sugars per 100 g** across kids' products.

TOTAL REDUCTION -11.7%

9.3G OF SUGARS/100G[1]

[1] volumes-weighted average in total sugars content per 100g for kids' products. Source: Nutripride database 2025

2030 AMBITION

3 TARGETS TO MAINTAIN A UNIQUE HEALTHY PORTFOLIO, FURTHER REDUCE SUGARS WHILE PROVIDING POSITIVE NUTRIENTS

For its new ambition towards 2030, the Danone Impact Journey aims to maintain an industry-leading healthier product portfolio. Building on our success in children's sugars reduction, we are now scaling our reformulation efforts. This major initiative expands our commitment to sugars reduction in **everyday dairy and plant-based products adults enjoy.**

OUR TARGETS:

- **Reach 88% of volumes sold of dairy & plant-based adult everyday products containing 10g or less of total sugar per 100g,** by end 2030.
- **Maintain ≥95% volumes sold of dairy & plant-based everyday products**, that are source of at least 2 nutrients until end 2030, as per Codex definition.

PROMOTE HEALTHIER CHOICES

We engage with consumers, patients, carers, and stakeholders across society in a transparent way to encourage and promote a positive attitude toward nutrition and healthier diets. We do this by providing transparent and easy-to-understand labelling, supporting healthier choices through responsible marketing, encouraging flexitarian diets, and supporting and promoting breastfeeding.

Easy to understand labelling is one way to encourage consumers to make healthier, informed choices about their daily food intake. At the end of 2025, 96% of our volumes of dairy, plant-based and aquadrinks products had interpretative nutritional information on pack or online. This represents continuous progress from the 22% baseline in 2022, across all geographies where regulation allows such information to be provided to consumers.

In China, our aquadrinks portfolio is now 100% compliant with the "Smart Choice" label online.



We also prioritized the deployment of **Health Star Rating (HSR) information online** across multiple markets, including European websites, South Africa, Egypt and West Africa.

2025 Achievement

96%

volumes sold of dairy, plant-based and aquadrinks products with on pack/online interpretative nutritional information[b]

[b] Cf. glossary of terms page 57



WE ACTIVATE HEALTH STRATEGY WITH CUSTOMERS

Overall, healthier options are not systematically featured in retail promotions.

In this context, Danone has implemented an **Health Platform across Europe, Argentina and Brazil,** an initiative covering **100% of products with a HSR of 3.5 stars or higher**, enabling **100% healthier** promotions and demonstrating that a different in-store activation model is both possible and effective.

> **"Despite healthier options being less frequently promoted in retail, our experience shows there is another way.**
>
> By activating 100% healthier promotions through the Health Platform, we achieved strong momentum on promoted products in Spain – demonstrating that promoting healthier choices can drive both impact and growth."
>
> PEDRO SCHULER,
> VP Sales Iberia



Fortimel products are foods for special medical purposes and must be used under medical supervision

2030 AMBITION

1 TARGET TO RAISE AWARENESS OF MEDICAL NUTRITION'S IMPORTANCE

The global burden of chronic disease and malnutrition continues to rise, with estimates suggesting that up to 300 million people worldwide may be affected by disease-related malnutrition. In Europe alone, it is estimated that 33 million adults are malnourished, or at risk of disease-related malnutrition, with high-risk populations including cancer, stroke patients, and older adults. Medical nutrition plays a critical role in prevention, recovery, and improving clinical outcomes while helping reduce healthcare costs. **Strengthening healthcare professionals' awareness and knowledge of medical nutrition is essential to improving patient care and health outcomes at scale.**

Danone, through its scientific activities and third-party education platforms such as Danone Nutricia Campus, will engage healthcare professionals to strengthen awareness and understanding of medical nutrition, and its role in patient care. By providing credible, science-based education through congresses, expert events, and trusted digital platforms, Danone will help ensure healthcare professionals have access to high-quality, non-product-branded evidence that supports informed clinical practice. This engagement will build the knowledge and confidence needed to identify malnutrition earlier and implement timely nutritional interventions.

OUR TARGET:

- **By 2030, reach 150,000 Health Care Professionals engaged yearly on the importance of medical nutrition.** With this scale, we can help ensure medical nutrition is better understood, better recommended, and better used—right where it matters most.

PROVIDE POSITIVE NUTRITION AND HYDRATION FOR HEALTHIER LIFE

Nutrition is about making a positive contribution to health and well-being for consumers and achieving the best possible outcome for patients. At Danone, we are convinced that we can make a difference by focusing our efforts on selected areas such as nutritional deficiencies, specific medical needs, as well as food and water security.



2025 Achievements

97.7%
volumes sold of kids dairy products fortified with relevant vitamins & minerals[c]

8
projects to adress iron deficiency in children

24.7M[1]
people with access to safe drinking water

[c] Cf. glossary of terms page 57

[1] Thanks to the social businesses supported by Danone Communities and Water Access Acceleration Fund.

Fortification: addressing global nutrient gaps

Fortification remains one of Danone's strategic levers to help address nutrient gaps at scale, by improving the nutritional profile of products people already consume regularly. In 2025, Danone achieved its fortification target in the dairy portfolio aimed at children, with 97.7% of volumes sold coming from products that are fortified with relevant vitamins and/or minerals. This progress was driven by two key actions:

- **Innovations in Kids dairy** launched with **relevant fortification**, reinforcing positive nutrition in categories where nutrient adequacy matters most.
  - Yoshake, our latest innovation in Turkey, is fortified with calcium (130–152 mg/100g) and vitamin D



- **Renovations to remain at target**, ensuring that the fortification strategy is not only achieved once, but consistently upheld.
  - Dango, Egypt's #1 kids product, achieved a 10.7% sugars reduction this year, now fully meeting the <10g total sugars target, while being fortified with iron, zinc, and other essential vitamins.



EXPANSION: STRENGTHENING FORTIFICATION AS A GLOBAL NUTRITION SOLUTION

We strive to ensure our products positively contribute to a balanced diet by increasing the number of products that provide meaningful amounts of essential nutrients. Beyond maintaining fortification across our kids' dairy portfolio, **we also fortify other categories** in line with our global strategy to help close nutrient gaps and strengthen our public health impact.

PLANT-BASED: ORIGINALLY GOOD, PURPOSEFULLY FORTIFIED

We apply the same approach to our plant-based portfolio, by enriching drinks and yogurt alternatives with five essential nutrients such as calcium, iodine, and vitamins B12, B2, and D. Our plant-based products are specifically designed to support a wide range of dietary needs, offering a smart way to incorporate more plant-based in diet.







Addressing iron deficiency anemia

Iron deficiency is one of the world's most common nutritional deficiencies and the leading cause of anemia, with major consequences for children's growth, immunity, and learning. That is why Danone has been scaling IronUp!, grounded in a long-term commitment to tackle Iron Deficiency through science, nutrition solutions and partnerships.

Active in over 15 countries, **IronUp!** brings together a portfolio of projects and interventions designed to tackle Iron Deficiency Anemia (IDA) in children **across Africa, Asia, and the Middle East,** all aligned under a single strategic framework built on three pillars:

- **Make IDA top of mind –** raising awareness, screening, and early action.
- **Partner for systemic change –** strengthening care pathways and enabling lasting, scalable solutions.
- **Serve superior, affordable solutions –** offering nutrition solutions that improve iron intake and absorption.

IRON IMPACT PROJECTS WITH PARTNERS IN 8 COUNTRIES IN 2025

As part of the Danone Impact Journey agenda, we committed to advancing five impact-oriented projects with external partners to address this major public health challenge.
In 2025, we surpassed this target, with **Iron Impact projects in 8 countries** including Indonesia and Malaysia (since 2023), Gabon and Thailand (since 2024), and India, Egypt, Ivory Coast, and Madagascar (since 2025).

A key enabler is the roll-out of simple, non-invasive screening tools designed for scale and accessibility:

- **Masimo device –** a non-invasive hemoglobin (SpHb) screener used across healthcare offices, community centers, schools, and screening hubs.
- **7 question risk assessment –** a quick digital or paper tool helping healthcare professionals and parents assess iron deficiency risk in children aged 6 months to 6 years, deployed through health booklets, digital touchpoints, and partner channels.

Together, these tools support our long-term ambition to make iron deficiency screening a routine part of early childhood care embedded in health systems and communities.

SPOTLIGHT – INDIA

In India, we launched a dedicated IDA initiative in 2023 to address the country's high burden of childhood anemia, with 67% of children under five affected and 41% of preschoolers diagnosed with iron deficiency anemia. The program uses a full 360° model engaging HCPs, parents, and government channels, combining largescale digital IDA screening and Masimo testing, sustained awareness campaigns and HCP engagement, and a systemic pathway supported by government partnerships in three states. The initiative is also supported by the Dexolac range fortified with IronBiotics, Danone's proprietary innovation.







"At Danone India, we are committed to addressing one of the country's most widespread nutrition challenges: Iron Deficiency Anemia.

Through our IronUp! campaign, we aim to shift the focus from late detection to early prevention by promoting early screening, nutrition awareness, and supporting the government's Anaemia Mukt Bharat mission.

We have already enabled more than 600,000 non-invasive iron screenings in hospitals, schools, and community centres, helping identify children at risk and giving parents and educators timely guidance. To strengthen medical advocacy, we launched the IDA Pledge Campaign, inviting healthcare professionals to formalise their commitment to addressing IDA, and set an Asia Book of Records for the highest number of pledges.

We are also partnering with State governments to scale awareness and screening programs. In 2025, we introduced IronBiotics, a global first in India, with an Infant and Toddler range of nutrition solutions designed to offer superior iron absorption. **"**

MOLOY DAS
SENIOR MARKETING MANAGER, DANONE INDIA



Expanding Access to Safe Drinking Water

Danone Communities invests in **innovative social enterprises that deliver affordable safe drinking water to vulnerable populations**, providing both funding and long-term expertise. Building on this experience, Danone and Incofin launched the **Water Access Acceleration Fund (W2AF)** in 2023, which achieved a successful closing of approx. €61 million in 2025 to scale safe water solutions for low-income communities in Asia and Africa.

Overall, in 2025, the social businesses supported or previously supported in their early stages by Danone Communities and the W2AF provided daily access to safe drinking water for 24.7 million people on average, surpassing our target and demonstrating the impact of combining early-stage support with large-scale investment.

2025 Achievement

24.7M[1]
people with access
to safe drinking water

[1] Thanks to the social businesses supported or previously supported by Danone Communities and the Water Access Acceleration Fund (W2AF).





2025 HIGHLIGHTS

In 2025, Impact Water expanded its reach to over 40,000 Nigerian schools.

Danone Communities also invested in COVA, a model that upgrades rural water infrastructure, supports water quality monitoring, and trains local community operators — already reaching 260,000 people across Honduras, Nicaragua, and El Salvador.

To further strengthen local ecosystems, Danone Communities convened safe water enterprises and experts during a Learning Expedition in Cambodia, to foster collaboration on sustainable business models, financing strategies, and scalable health impacts.

DANONE communities

2030 AMBITION

3 TARGETS TO PROVIDE ACCESS TO NUTRITIOUS FOODS, CONTRIBUTE TO REDUCE IRON DEFICIENCY ANEMIA AND DISEASE-RELATED MALNUTRITION

In recent years, we advanced iron deficiency anemia projects through awareness campaigns, nutrition solutions, and partnerships, helping define our impact model and highlighting screening as the critical first step to generate data and drive awareness among consumers, HCPs, and authorities. Building on this, from 2026–2030 we will shift to a target focused on the **number of screenings to enable earlier identification and action.** We will also expand our work on **disease-related malnutrition**, leveraging our Medical Nutrition expertise, with a target of eight active screening projects by 2030 to strengthen nutritional care pathways. In parallel, we will continue to ensure that our healthiest and best selling products **remain accessible to all**, including middle- and low-income communities.

OUR TARGETS:

- **Maintain ≥80% of SKUs that are rated ≥3.5 stars by Health Star Rating, among Danone's most widely available Dairy products**, until end of 2030
- **Reach 14M screenings done for iron status and/or anemia**, cumulated over the period 2026-2030
- **Reach 8 active projects to screen disease-related malnutrition**, by end 2030.



SUPPORTING WOMEN IN THEIR CHOICE TO BREASTFEED

The first 1,000 days - from conception to age two - are critical for lifelong health, making maternal, infant, and young child nutrition a core priority. We support families through education programs, science-based information, breastfeeding support, and continuous investment in safe, high-quality products adapted to different cultural and economic contexts. As a leader in nutrition and health, we help parents navigate this period through our products, services, and partnerships. We acknowledge the importance of the World Health Organization's International Code of Marketing of Breast-Milk Substitutes (1981) and the subsequent relevant resolutions of the World Health Assembly which emphasize the nutritional benefits of exclusive breastfeeding for the first six months of life, followed by continued breastfeeding up to two years and beyond, alongside the introduction of safe and appropriate Complementary Foods after six months of age. We apply strict internal standards to ensure responsible marketing that protects mothers' ability to breastfeed.

We educate parents on the benefits of breastfeeding and support them in their choices[2]. When breastfeeding is not possible, we develop science-based formulas inspired by breastmilk to complement young children's diets. Our **Danone Baby Formula Marketing Standards** ensure that all employees uphold these principles and support the aims of the WHO Code.

[2] Refer to the Mission committee report to learn more about the initiatives to support breastfeeding.

INVEST IN NUTRITION & HYDRATION SCIENCE & RESEARCH

Driving health impact through targeted research & innovation

Innovation is at the core of our mission to bring healthy food to consumers and patients around the world. Since 1919, when Isaac Carasso created the first Danone yogurt by mixing fresh milk with ferments, research, science, and innovation have been deeply rooted in our company's DNA. Building on this legacy, **we have developed leading expertise in ferments, gut health, protein, and biotics**, which now guides our targeted research efforts across key health areas such as everyday nutrition and hydration, gut health, children's growth, immunity and allergy, physical performance and recovery, mental well-being and brain health, and weight and metabolic health.

We set a target of delivering 150 scientific publications in peer-reviewed journals and/or presentations at scientific conferences, cumulated by 2025. **We exceeded this target twofold**, with more than 300 publications between 2023 and 2025.

2025 Achievement

349

cumulated scientific publications in peer-reviewed journals and/or presentations at scientific conferences



- **OneBiome Laboratory**

In 2025, Danone opened the OneBiome Laboratory in Paris-Saclay, marking a major milestone in its commitment to science-based innovation and leadership in gut health research. The Danone OneBiome Lab will serve as **a global hub for microbiome science, nutrition, and digital health, reinforcing Danone's pioneering role in shaping the future of food and health**. First launched in Singapore with a focus on early life, the Danone OneBiome Laboratory is designed to accelerate research into the gut microbiome and its impact on overall health, **leveraging Danone's century-long expertise, scientific data, clinical studies and a profound understanding of consumer needs**. This strategic development reinforces Danone's leadership in gut health and digital science, while bringing cutting-edge capabilities to better serve consumers and patients. It will also support the development of targeted nutrition solutions through advanced microbiology, AI, and data science.

2030 AMBITION

1 TARGET TO EXPAND INVESTMENT IN ADVANCING AND PIONEERING NUTRITION AND HYDRATION SCIENCE

We aim to continue investing in science-driven innovation, publishing meaningful scientific advances, and ultimately delivering products that make a real difference to health.

OUR TARGETS:

- **Reach 500 scientific publications in peer-reviewed journals**, cumulated over the period 2026-2030.

Health Through Food: our 2030 ambition



1. Why is the Health pillar of the Danone Impact Journey especially important for Africa, the Middle East, and Southeast Asia?

These countries represent half of the world's population and two thirds of global live births, making the region both demographically significant and nutritionally vulnerable. Malnutrition, metabolic diseases, and limited access to essential nutrients remain widespread. Iron Deficiency Anemia is particularly critical: one in three children under five is anemic, with prevalence reaching up to 70% in some African countries, affecting cognitive, motor, and immune development. At the same time, a strong preference for sweet taste shapes consumption behaviors, reinforcing our commitment to reducing sugars. This context makes Danone's mission especially relevant, with high potential for meaningful impact.

2. What actions helped achieve the Danone Impact Journey health targets, and how did they affect business performance?

To reach our 2025 Danone Impact Journey goals, we prioritized sugars reduction, micronutrient fortification, and promoting healthier choices through Health Star Rating (HSR) information on digital platforms. Today nearly all the Kids Dairy portfolio contains ≤10g/100g total sugars and is fortified with essential vitamins and minerals; over half the range being a source of iron. For example, with Dango in Egypt, fortified with Iron, Zinc and Vitamins D, A and B6, we achieved 10% sugars reduction and strong volume growth in volume in 2025. In Indonesia, we achieved a 50% sugar reduction in SGM chocolate-flavored milk while maintaining taste preference.

We increased by more than 50% the volumes of products displaying HSR online between 2023-2025, empowering consumers with clear information to make healthier choices.

This "winning triangle" combining nutritional enhancement, taste preference and communication excellence, resulted in volume growth, clearly demonstrating that health and business performance go hand in hand.

3. What are the Danone health & nutrition priorities for 2030 in the region?

Looking ahead, we will extend sugars reduction to the full Daily Dairy adult range, strengthen fortification by increasing products offering at least two essential nutrients, and continue improving accessibility in markets like Egypt and Morocco. We will also intensify efforts to combat Iron Deficiency Anemia through expanded awareness and non invasive screening, working closely with local and global partners.





1. What does it mean to you that Danone has achieved the 2025 health targets set out in the Danone Impact Journey?

Achieving these goals confirms our strategic intent of placing health at the heart of our product portfolio. It shows how our commitment to offering tastier, healthier food and drinks and promoting healthier choices translates into real-world impact for consumers and patients. I'm particularly proud of what we've achieved in sugars reduction, positive nutrients, and tackling iron deficiency. It highlights how our continued investment in nutrition and hydration science has allowed us to turn scientific advances into a portfolio of products that measurably improve health, and to expand access to nutritious foods for more people in more communities.

2. How do science and technology expand Danone's leadership in Health Through Food?

Our sustained investment in science enables us to demonstrate the impact of our products on health outcomes. Every day, our R&I teams translate scientific breakthroughs—whether in microbiome science, protein nutrient synergies, or iron biotics—into scalable products deployed across categories. These innovations help us offer tastier, healthier choices rooted in robust evidence.

Our combination of scientific leadership, grounded in robust evidence, with product superiority and health-enabling services has strengthened Danone's contribution in advancing public health globally, and I think that's something we can all be proud of.

3. How will the health strategy evolve between now and 2030?

By 2030, we'll continue to invest in Research and Science to advance scientific understanding around nutrition and hydration and their impact on health and wellbeing; we will scale our nutritional solutions, and accelerate more targeted solutions through platforms such as the OneBiome Lab. With clear communication, this will enable us to meet evolving nutritional needs—from satiety and performance to recovery and resilience, across life stages. We'll keep raising awareness of the importance of Medical Nutrition in tackling disease-related malnutrition, growing our impact through enhanced scientific leadership and new technologies.

By scaling a healthier portfolio, reducing sugars, expanding access to nutritious foods and reducing anemia and disease related malnutrition, we will fulfil our mission to bring Health Through Food to as many people as possible.



HEALTH THROUGH FOOD: OUR 2030 AMBITION

Our Health Through Food priorities and targets were established in 2022 under Chapter 1 of Renew Danone and the Danone Impact Journey (2023–2025). As we enter the next phase, **our mission remains the same**: bringing Health Through Food to as many people as possible. **The same four strategic priorities continue to guide us, now reinforced by eight new 2030 targets.** After a first phase focused on sugars reduction and improving children's nutrition, we are expanding our efforts to **include adult and medical nutrition** while maintaining our leadership in children's health.

- **Sustained efforts on key health topics**

While not included within 2030 Danone Impact Journey "Health Through Food" agenda, several areas from our 2025 targets will continue to receive a high level of sustained, long-term focus. These include **limiting sugars in products designed for children & toddlers**, **enhancing transparency** through clear and accessible nutrition labelling and **supporting breastfeeding**.

Significant progress has already been made in these areas, and the momentum will be maintained moving forward, as these topics remain central to our purpose to bring Health Through Food to as many people as possible.

These targets reflect our continued commitment to bringing Health Through Food to as many people as possible, backed by science, innovation, and partnerships across our ecosystem.



OUR 2030 AMBITION

HEALTH **THROUGH FOOD**

GOALS	TARGETS
Offer tastier and healthier food and drinks	**Maintain ≥85% volumes sold of dairy, plant-based, water and aquadrinks products rated ≥3.5 stars by Health Star Rating until end 2030[1]**
	Reach 88% of volumes sold of dairy & plant-based adult everyday products[d], that contain 10g or less total sugars per 100g of product, by end 2030
	Maintain ≥95% volumes sold of dairy & plant-based everyday products, that are source of at least 2 nutrients to encourage[e], as per Codex definition until end 2030
Promote healthier choices	**Reach 150,000 healthcare professionals engaged yearly on the importance of medical nutrition by end 2030**
Provide positive nutrition & hydration for a healthier life	**Maintain ≥80% of SKUs rated ≥3.5 stars by Health Star Rating, among Danone's most widely available dairy products[2], until end of 2030**
	Reach 14M screenings done for iron status and/or anemia, cumulated over the period 2026-2030
	Reach 8 active projects to screen disease-related malnutrition, by end 2030[3]
Invest in nutrition and hydration science and research	**Reach 500 scientific publications in peer-reviewed journals, cumulated over the period 2026 - 2030[4]**

[1] 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.
[2] For each CBU is established the list of unique SKUs with their Weighted Distribution for the time period considered. For the 20% of SKUs having the highest values of Weighted Distribution, KPI, is considered the top quintile. 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.
[3] As a reference, in 2025, 3.1M screenings were performed for iron deficiency and anemia, including via Danone's local actions and external collaborations. The baseline restart for the cumulative count over the period 2026-2030 is set back to 0.
[4] 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.





CHAPTER THREE

PRESERVE & REGENERATE NATURE



Danone's mission - Bring health through food to as many people as possible - relies fundamentally on the health of natural ecosystems. Yet nature is under pressure from climate change, declining soil health, biodiversity loss, and growing water scarcity and pollution. By deploying ambitious climate and nature-based solutions, Danone has met its 2025 commitments while strengthening long-term resilience.

Danone's ambition to preserve and regenerate nature is structured around **five interconnected priorities:**

- **Curb GHG emissions** in line with 1.5°C, leading the way on **methane** reduction
- **Pioneer and scale regenerative agriculture**, and lead the way for restoring and preserving natural ecosystems
- Drive **best in class water practices** and support water access
- Drive the **transition to a circular packaging** system and recover as much as Danone uses
- **Cut waste** across the value chain

Climate Water CDP A List 2025

The company's environmental leadership and transparency is recognized globally, earning a **triple A rating from the Climate Disclosure Project (CDP)** - one of only 23 companies worldwide to achieve an A rating for climate change, water stewardship, and forest preservation.

CURB GHG EMISSIONS IN LINE WITH 1.5°C, LEADING THE WAY ON METHANE REDUCTION

Our action plan addresses emissions across all scopes, with targeted interventions from farms to factories and beyond. 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.

UNDERSTANDING OUR EMISSIONS

Agriculture provides an opportunity to reduce GHG emissions, while also transitioning to more resilient farming systems.

Two thirds of our carbon footprint come from our agricultural supply chain, particularly from dairy farming.

2025 Achievement

-21% Reduction of CO_2e emissions in line with SBTi 1.5°C, by 2030[1]

2030 AMBITION

- Danone remains committed to driving climate action in line with its 2030 science-based targets aligned with the 1.5°C trajectory, as validated by the Science-Based Targets Initiative, and placing us on the pathway towards our Net Zero commitment by 2050. Danone will also continue to **lead the way on methane reduction** following its 2030 commitment.

[1] Awaiting new SBTi standards, which may lead to adjusting current targets

Breakdown of our emissions in 2020

Baseline 2020: 21.9 million tons CO_2e

	TOTAL: 5%	TOTAL: 64%			TOTAL: 31%			
FOOTPRINT	**SCOPE 1 & 2**	**SCOPE 1 & 3** FOREST, LAND AND AGRICULTURE			**SCOPE 3** NON-FOREST, LAND AND AGRICULTURE			
	Energy & industrial: **5%**	Milk: **36%**	Dairy ingredients: **18%**	Non-dairy ingredients: **10%**	Packaging: **14%**	Logistics: **8%**	Co-manufacturing: **7%**	Other: **2%**
OUR PROGRAMS	**Our direct operations:** our global energy efficiency and decarbonization Re-Fuel program aiming for 100% renewable electricity.	**Milk:** scaling regenerative agriculture and low carbon and methane dairy farming, to enhance economic, environment and climate resilience.	**Ingredients:** sourcing our ingredients sustainably, focusing on engaging suppliers on decarbonization.	**Ingredients:** sourcing our key commodities sustainably, focusing on regenerative agriculture, engaging our suppliers and tackling deforestation.	**Packaging:** drive the transition to a circular packaging system and recover as much as Danone uses.	**Logistics & partners:** strengthen measurement and decarbonize transport and co-manufacturing with suppliers/partners.	**Co-manufacturing program:** leveraging our leadership and resources to engage our entire value chain on the journey to decarbonization.	**Low carbon by design and portfolio management:** Developing sustainable product offers for consumers.
OUR TARGETS	Reducing by -46.3% Scope 1 & 2 emissions*	Reducing by -30.3% Scope 3 emissions related to forest, land and agriculture (FLAG)*			Reducing by -42% Scope 3 emissions not-related to forest, land and agriculture (non-FLAG).*			

Overall reducing by -34.7% our GHG emissions by 2030 vs the 2020 baseline.*

* Between 2020 & 2030, we aim of reducing our GHG emissions in absolute value

Decarbonising our direct operations: the Re-Fuel Program

The Re-Fuel program drives energy efficiency and renewable energy adoption across our production sites to reduce GHG emissions from direct operations. By combining proven solutions with innovative technologies, it is transforming the way our factories operate - cutting carbon, strengthening resilience, and lowering costs.

The program prioritizes energy efficiency, improving performance through digital energy management and onsite technologies such as electric heat pumps replacing natural gas boilers. In parallel, we are **accelerating the shift to renewable thermal energy** through biomass, electrification, biogas, and biomethane. We are also **expanding renewable electricity** in our mix by installing additional onsite solar systems, increasing sourcing through renewable Power Purchase Agreements, and purchasing certified green electricity.

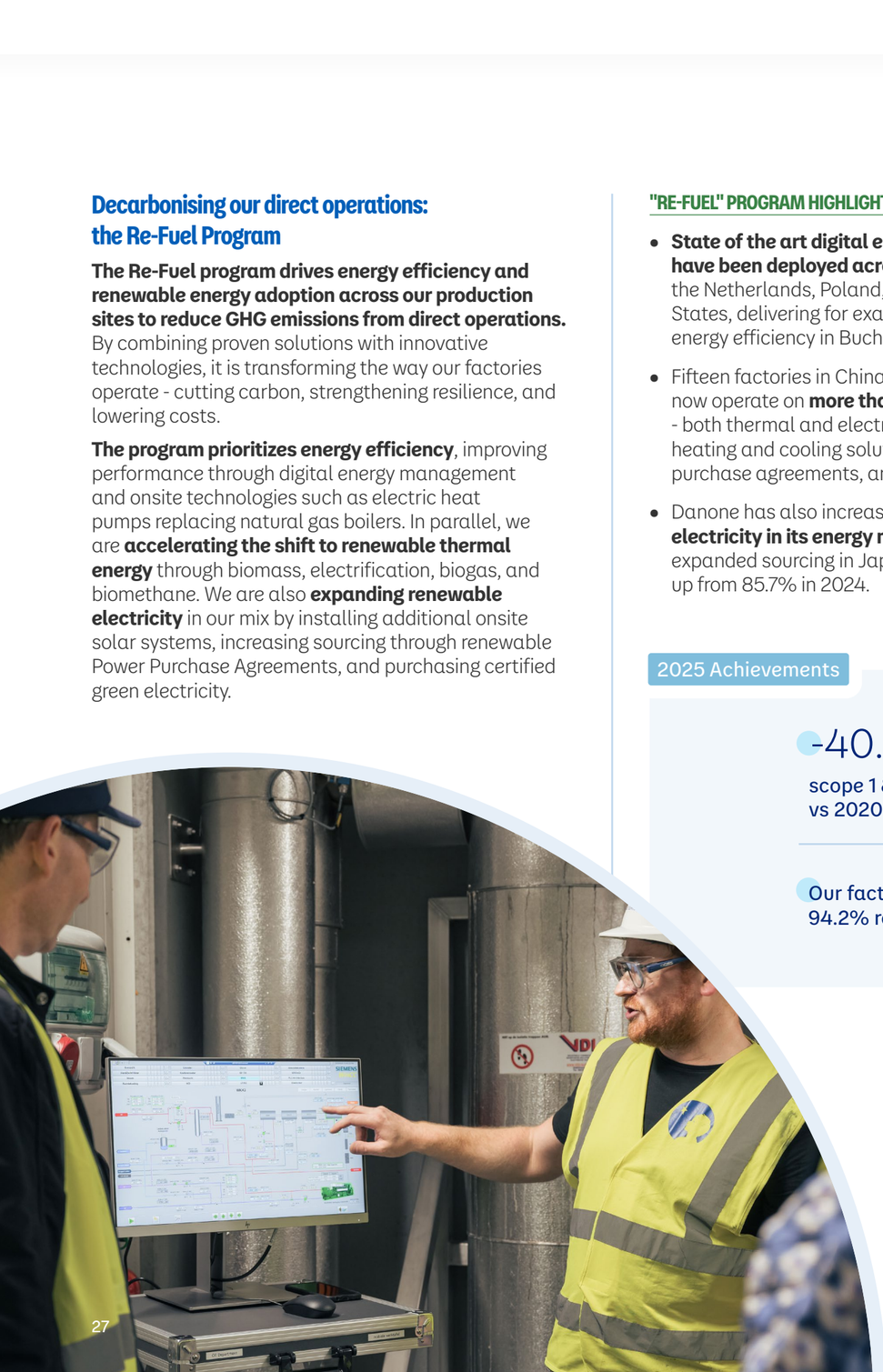
"RE-FUEL" PROGRAM HIGHLIGHTS

- **State of the art digital energy management systems have been deployed across key sites** in Canada, France, the Netherlands, Poland, Romania, and the United States, delivering for example a 5% improvement in energy efficiency in Bucharest compared with 2024.
- Fifteen factories in China, Thailand, Brazil and Mexico now operate on **more than 99% renewable energy** - both thermal and electrical - thanks to renewable heating and cooling solutions, onsite solar, power purchase agreements, and renewable energy certificates.
- Danone has also increased the share of **renewable electricity in its energy mix to 94.2%**, driven by expanded sourcing in Japan, Mexico, and Argentina, up from 85.7% in 2024.

2025 Achievements

-40.2%
scope 1 & 2 CO_2e
vs 2020 baseline

Our factories powered by
94.2% renewable electricity







SPOTLIGHT – MOROCCO

In Morocco at our factory Fkih Ben Saleh a biomass boiler alongside onsite solar panels and loadshifting chilled water unlocked a **79% CO_2e reduction vs 2023.**



SPOTLIGHT – DECARBONISING OUR OPERATIONS IN CHINA



1. How are Danone's factories in China leading the sustainable transition, and what local recognition have you achieved for these milestones?

In China, we have 8 factories all using **100% renewable electricity**, with Qingdao and Changsha Specialized Nutrition factories powered by 100% total renewable energy (thermal & electric) and 6 recognized as National or Provincial **Green Factories** by the Ministry of Industry and Information Technology of China. Waste to landfill certification has been awarded to 7 factories, achieving the highest level, **waste utilization rate of over 99%.** This collective effort culminated in the publication of Danone China's Climate Action white paper at China level, a first of its kind, setting a pioneering example for the entire food & beverage sector.



2. What are Danone Beverage China's (DBC) most significant results in terms of energy efficiency and resource management?

At DBC, we've achieved remarkable results: **our water ratio is only 0.53[1] - which is 67% lower than the first tier of national standards** for the domestic beverage industry. In terms of energy efficiency, we are 43% below the domestic industry's advanced benchmark.

In 2025, we reached a major milestone: 100% of our DBC factories now have solar panels on their roofs, contributing approximately 20% of our total electricity consumption. The rollout of heat pumps in two factories (Qionglai and Zhongshan) offers significant energy and cost saving advantages.

3. What innovative projects or breakthrough technologies differentiate you from your competitors?

Three elements truly distinguish us. First, we've created a **'One Planet' carbon reduction fund of 30 million RMB** (4 million euros) to support decarbonization in our supply chain. It's one of the leading and rare initiatives of its kind currently seen in the industry.

Second, our 'Multiverse' lightweighting project achieved an additional **8% plastic reduction per bottle** in 2025, making us the lightest in the Chinese market per 100 grams of beverage.

Third, 4 of our factories are certified as 5G digital factories by local authorities, and our green short-distance delivery rate reached 56%, and 15% of total deliveries were green shipments.



[1] In m^3/Ton (vol of water related to process divided by the volume of product)

Low Carbon By Design and Portfolio Management

Nutrison: The reformulated Nutrison tube feeding range contains a higher amount of plant proteins to **better address patients' nutritional needs while lowering CO_2 emissions.** This is a concrete example of how we mobilize science and innovation to advance health and enable essential social and environmental impacts. Discover how, through the powerful story of Eva - a young woman living without an esophagus and Zandrie Hofman, one of our R&I experts on medical nutrition.



Watch the video

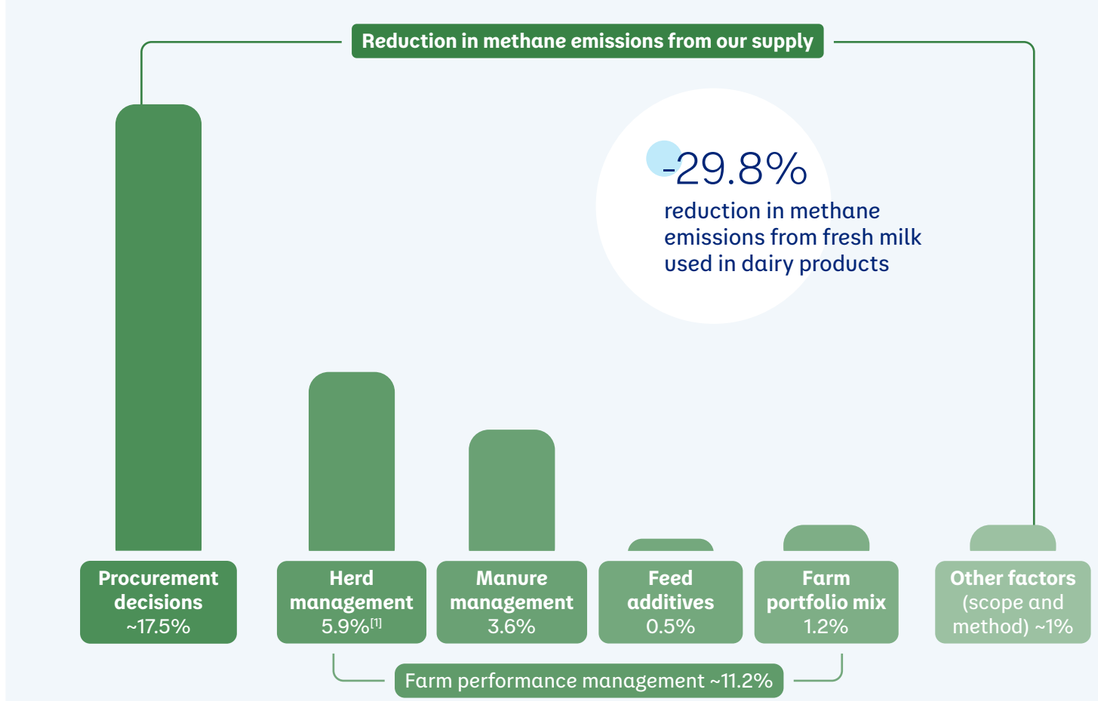




Leading the way on methane reduction

Cutting methane is one of the fastest ways to slow global warming in the near term. Danone was the first global food company to align with the **Global Methane Pledge, committing to reduce methane emissions from fresh milk dairy products by 30%** by 2030, using 2020 as the baseline. By the end of 2025, we had achieved a 29.8% reduction in methane emissions across our fresh milk supply. Dairy farming Methane emissions constitute 80% emissions from enteric fermentation and 20% from manure management. This progress reflects a combination of sourcing decisions and continued improvements in methane intensity at farm level, enabled by targeted actions on herd, feed and manure management.

2025 Achievements



[1]Mainly volume

OUR PARTNERS IN METHANE ACTION

In 2023, **Danone partnered with the Environmental Defense Fund to launch the Dairy Methane Action Alliance**, creating a common framework to accelerate accountability and climate action in the dairy sector. The coalition has since grown to 10 companies, all committed to reporting and disclosing their methane footprint and action plan. Supported by the Alliance, Danone published its first dairy methane action plan in May 2025. Overall, the International Dairy Federation recognized the work of the Alliance with its 2025 Innovation Award.

We were the first corporate contributor to the Global Methane Hub's (GMH) Enteric Fermentation R&D Accelerator, the largest globally coordinated research effort on enteric methane reductions, coordinated by GMH and supported by an alliance of philanthropic organizations and governments.

Danone is partnering with Sistema.bio to install 6,500 **biodigesters for smallholder dairy farmers** in Mexico, Morocco and India by 2030. These biodigesters cut farm level greenhouse gas emissions by converting organic waste into renewable energy and natural fertilizer, while also supporting farmers' livelihoods and local food security.



Supplier engagement: extending our climate action across the value chain

With **most of our emissions stemming from our supply chain** - milk, ingredients, packaging, and co-manufacturing - achieving our climate targets requires engagement across our value chain, through a close collaboration with our suppliers.

2025 KEY ACTIONS AND MILESTONES

Danone continued working with HowGood (a solution providing **data and carbon footprint measurement** for the food industry) to collect primary emission factors for key ingredients and develop more targeted carbon reduction programs. We also continued engaging suppliers on Science-Based Targets, rolling out our **Sustainable Sourcing Policy** and advancing collaborations.

For instance, Danone has extended their business relationship with Leprino to reduce on-farm GHG emissions and dairy methane emissions by installing BioFiltro's **innovate wastewater treatment technology on a dairy farm in California.**

In 2025, more than 150 partners joined our **Partner for Growth (P4G)** digital event to explore how we can accelerate sustainability and innovation across the full value chain. Within the P4G agriculture pillar, we are advancing this ambition together with key partners such as Corteva, MSD and Zoetis.

PIONEER AND SCALE REGENERATIVE AGRICULTURE AND LEAD THE WAY FOR RESTORING AND PRESERVING NATURAL ECOSYSTEMS

Agriculture is central to Danone's business and its sustainability roadmap. Through the farming and sourcing models we choose, we can deliver **strong environmental, social and economic impact while building more resilient supply chains**. Danone is committed to regenerative agriculture, promoting practices that protect soil, water, biodiversity and animal welfare, and supporting farmers in the shift toward more resilient and fair agricultural models. Since 2017, Danone has supported the implementation of 25 projects in 20 countries, including a number of projects linked to soil health, water and/or biodiversity. Our actions are focused on three areas[1]:

- **Protecting soils, water, and biodiversity**
- **Empowering generations of farmers**
- **Promoting animal welfare**

2025 Achievement

42%

of key ingredients we source directly come from farms that have begun to transition to regenerative agriculture

[1] Scope: Own operations and value chain for key ingredients: milk, oats, almonds, soy, and certain fruits and vegetables.

[2] 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.

MILK ACADEMY: BUILDING CAPABILITY FOR THE FUTURE

A key enabler of our Regenerative Agriculture Strategy is the **Danone Milk Academy**, the Group's core upskilling program for dairy farmer partners and Danone Farm Management Teams.

For more info see Upskilling Program under the People & Communities pages.

VALUE FOR BUSINESS

Investing in regenerative agriculture creates value by strengthening supply chain efficiency and resilience. It regenerates soils, improves **farm productivity and milk performance**, elevates farmers' livelihoods, and contributes to **emissions reduction**.

KEY PARTNERSHIPS DRIVING REGENERATIVE AGRICULTURE

To support the transition to regenerative agriculture, we are piloting various farm programs under the **Sustainable Agriculture Initiative (SAI) Platform's Regenerating Together Framework (RTF)**, a sector aligned Reg Ag framework.

Danone is an active member of the **OP2B** (One Planet Business for Biodiversity) coalition, working collectively with other food and agriculture companies to protect and restore biodiversity.

Danone North America has created a new value-chain collaboration with **Ahold Delhaize and The Nature Conservancy** to drive additional resources to methane reduction projects with dairy farming partners within our direct supply chain.

Deforestation & conversion free on key commodities by 2025

97.9% of volume of key direct commodities has been verified as deforestation and conversion-free across all direct supply chains.

Moreover, 94% of the palm oil we source has been certified in 2025 as segregated by the Roundtable on Sustainable Palm Oil (RSPO). Danone recognizes that targeted action is sometimes required in addition to industry-wide collaboration.

Our efforts of tackling deforestation and land conversion have been recognized by CDP with an A rating in Forest for our actions in 2025.

2025 Achievement

97.9%

volume of deforestation & conversion free status on key commodities[2]

2030 AMBITION

- Danone remains committed to **promoting regenerative agriculture**, aiming for **45% of the volume of key ingredients at risk to be sourced directly from farms engaged in regenerative agriculture by 2030.**
- We will keep working toward ensuring our directly sourced forest-risk commodities are verified as **deforestation and conversion-free** while expanding our 2030 ambition to new commodities (coffee, beef, and soy derivatives). This renewed commitment has been included in our **Forest Policy 2030** published on December 31st, 2025.

VIKRAM AGARWAL
CHIEF OPERATIONS OFFICER



"The future of dairy depends on resilient farmers and stronger partnerships.

Through our pioneering regenerative dairy programs, we are investing in and equipping our farmer partners with the knowledge and tools to adapt, innovate, and thrive. By bridging science and practice, we are transforming the dairy value chain together — making it **future-fit for farmers, customers**, and consumers."



REGIONAL SPOTLIGHT: BRINGING REGENERATIVE AGRICULTURE TO LIFE

Launched in 2021, Danone Brazil's Flora Project promotes regenerative dairy practices such as rotational grazing, no-till, cover crops and improved manure management.
By 2025, it had engaged over 150 farmers and improved more than 5,500 hectares, boosting soil health, biodiversity and feed autonomy, with notable increases in no-till and cover crop use.
The results are significant: **CO_2 emissions down 47%, methane intensity down 42% and farm income up 37%.**

VOICES FROM THE FIELD: "MILK RUNS IN OUR VEINS"

What were the main challenges you faced, and how has the Flora Project changed your farm?

Producing milk every day is a challenge. We had a lot of problems with soil degradation and greenhouse gas emissions. Climate change was becoming a real issue. But if you take good care of the land - no-till planting, protecting it from erosion - it gives back to you with productivity. Thanks to Flora, we improved dramatically. We managed to increase our average **from 28 to 35 liters per cow** at peak times. The soil is alive now - we can see the life in it. Each year we keep improving our numbers. I see improvements in the quality of the animals, their genetics, our productivity increasing. If it weren't for this program, I would have already left this activity, for sure. **The future is looking good, very good.**

AURO CARVALHO
DAIRY FARMER, FLORA PROJECT PARTICIPANT



What does it mean to work alongside farmers on regenerative agriculture?

Flora Journey is a set of practices we implement with farm producers to transform milk production into an activity that is economically viable, environmentally responsible, and socially fair. These are regenerative agriculture practices in action, really applied day to day. Coming to the farm and seeing all of this happening is very rewarding. It's not just about the environmental results - it's about providing a better environment for milk production, quality of life for the farmers and their employees.
I'm proud to be part of this with the producers.

LEONARDO SIMA
MILK PURCHASING AND FARMER RELATIONS MANAGER, DANONE BRAZIL



Watch the video



DRIVE BEST IN CLASS WATER PRACTICES AND SUPPORT WATER ACCESS

Danone is acting to protect water as a global common good by working to preserve and restore local watersheds, reduce water use across our value chain, and expand access to safe drinking water. Building on decades of water expertise, we support the transition to water secure, climate resilient food systems by applying science-based practices, partnering with local communities, and driving collective action to safeguard the full water cycle.

Danone regularly assesses its global water footprint, in line with established Water Footprint Methodology guidance. The water footprint (WF) measures the volume of freshwater consumed. Our assessment covers both blue water (surface and groundwater) and green water (land precipitation, soil moisture, water in plants). As a food and beverage company and pioneer in water stewardship, we are committed to acknowledge with accuracy the water footprint of our activities, using the latest science to guide our strategy and actions.

Water stewardship at Danone

Water in supply chains → Water footprint = 98% (89% from agriculture)

How we act, focusing on water in agriculture:

- **Regenerative agriculture** programs with water streams in regions under water risk.
- **Farm assessment** to monitor practices and performance.
- **Supplier water practices** identification & sourcing traceability.
- **Supplier assessment** and strategic sourcing programs with key suppliers.

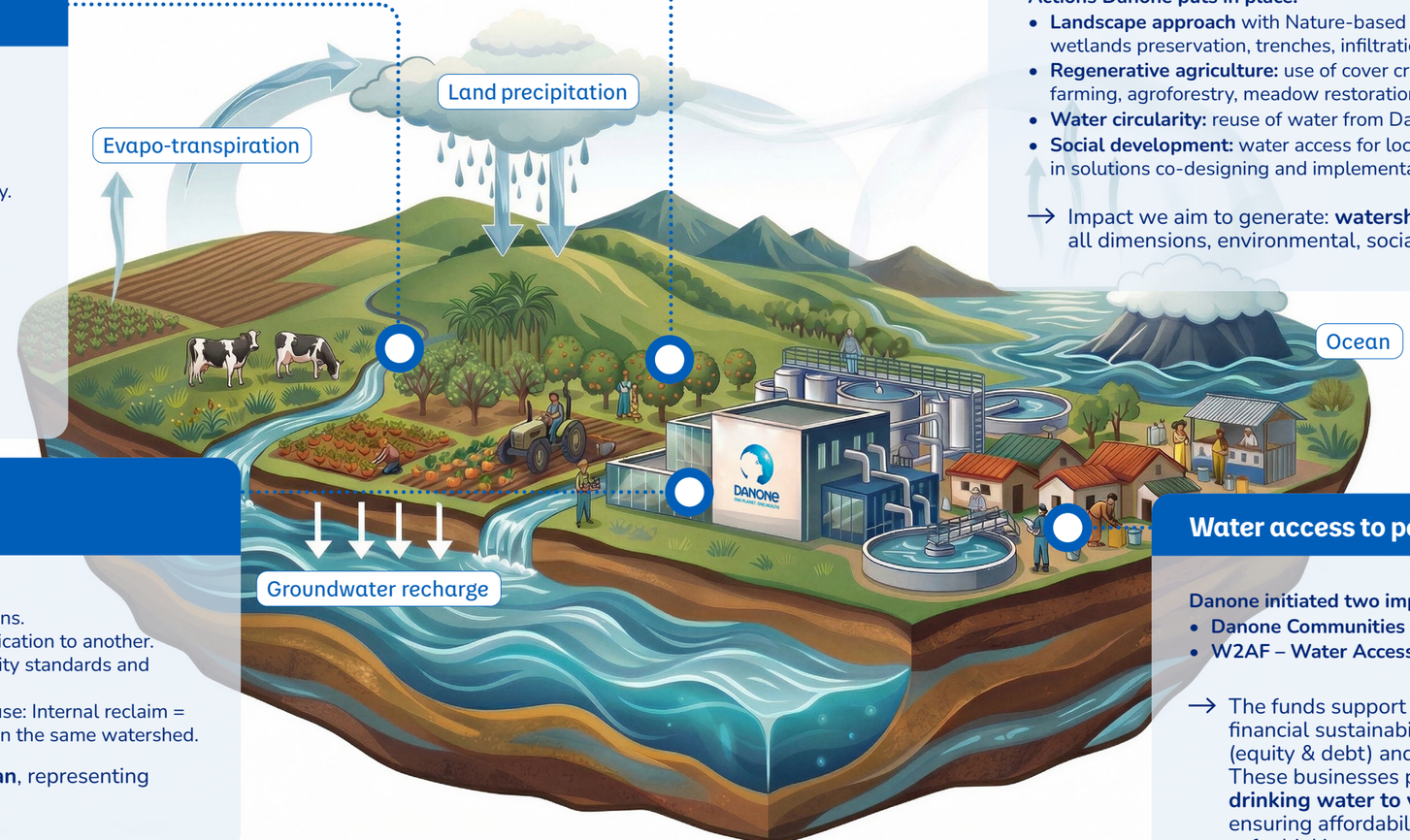
→ **37% of Danone's critical ingredient coming from high-water risk areas** follow improved water-management practices. Our approach combines both on-farm regenerative practices and active this year, supplier water-management initiatives.

Water in factory → Water footprint = 0,7% (water in products + manufacturing water)

4R program:

- **Reduce:** cut the total volume of water needed to run operations.
- **Reuse:** directly reuse "rejected water streams" from one application to another.
- **Recycle:** clean "rejected water streams" to meet specific quality standards and reuse them.
- **Reclaim:** treat wastewater up to adefined water grade for reuse: Internal reclaim = reuse in the plant. External reclaim = reuse around the plant in the same watershed.

→ **99.3% of Danone plants had an active 4R action plan**, representing 700+ water-saving projects or activities.



Operational watershed around sites

Actions Danone puts in place:

- **Landscape approach** with Nature-based solutions: forest restoration, wetlands preservation, trenches, infiltration wells.
- **Regenerative agriculture:** use of cover crops, crop rotation and no till farming, agroforestry, meadow restoration, water efficiency in irrigation.
- **Water circularity:** reuse of water from Danone plants.
- **Social development:** water access for local communities, involvement in solutions co-designing and implementation.

→ Impact we aim to generate: **watershed resilience** in all dimensions, environmental, social & economic.

Water access to people and communities

Danone initiated two impact investment funds:

- **Danone Communities** (2007).
- **W2AF – Water Access Acceleration Fund** (2023).

→ The funds support local businesses toward financial sustainability through funding (equity & debt) and technical assistance. These businesses provide **access to safe drinking water to vulnerable people**, ensuring affordability, and aligning with safe drinking water quality standards.

Data are from last Water Footprint performed in 2023 / Illustration generated using artificial intelligence



2025 Achievements

99.3%
of production sites with a 4R approach deployed

71.9%
of total water intake volume of production sites located in highly water-stressed areas covered by watershed preservation/ restoration actions

SCOPE 1 - WATER IN FACTORY

Danone has implemented the 4R approach (Reduce, Reuse, Recycle, Reclaim) across all sites, achieving the 2030 goal in 2025. Each site follows a tailored plan to optimize water use based on watershed stress, context, and regulations.
In Volvic, France, 4R implementation reduced water losses, with mineral water storage tanks limiting losses from line variations and plant stops and improving the factory's water ratio.

SCOPE 2 - OPERATIONAL WATERSHEDS

Danone has also defined and begun implementation of **conservation and restoration plans** in 70% of its watersheds in highly water-stressed areas. Between 2020 and 2025, we initiated more than 25 watershed preservation actions involving stakeholders. In 2025, 71.9% of the total water intake of production sites located in water-stressed areas were covered by effective watershed preservation measures (9% more than in 2024).

DANONE FLAGSHIP WATERSHED PROJECTS IN HIGHLY WATER-STRESSED AREAS

- **In Mexico**

New **watershed protection projects** were rolled out in 2025. One implemented by Nacion Verde, is a constructed wetland, a nature-based solution to treat domestic wastewater of local communities in La Marquesa, between Mexico City and Toluca. These projects involved local communities in the co-designing and implementation phases.

- **In Indonesia**

For over a decade, Danone Indonesia has collaborated with local authorities, NGOs, universities, farmers, Danone Ecosystem, and local leaders to implement nature-based solutions to empower communities and smallholder farmers to adopt sustainable practices such as agro-forestry with land conservation infiltration trenches and climate-smart paddy rice cultivation.

This has positively impacted communities based in areas directly surrounding Danone's manufacturing plants as well as those living across 10 watersheds in Java and Bali.

Danone's landscape conservation work supports water replenishment through **2.6 million trees planted, 12,000 infiltration trenches, and 2,500 infiltration wells**, while **regenerative agriculture** has helped **1,000+ farmers** across **500+ hectares** improve water-use efficiency and deliver a **50% increase in crop productivity.** The program has also contributed to **direct water access for 563,000 people** in surrounding communities.

In 2025, Danone was awarded the Gartner for Supply Chain Social Impact Award and the Global Water Awards for "water stewardship"



PRESERVATION IS KEY FOR ALL OUR WATERSHEDS

- **Example of Żywiec Zdrój "On the Nature Side" project In Poland**

Our #1 spring water brand in Poland, Żywiec Zdrój, finds its source and original purity in the Zywiec region, nestled in the heart of the Carpathian Forest. Preserving this unique ecosystem is part of our responsibility. "On the Nature Side" project aims to preserve watersheds and minimize the environmental impact of our activities. We care for 65 hectares of meadows and biodiversity through the Flowery Meadows program, we've planted 8 million new trees, and we recover 100% of the plastic we put on the market in Poland.

Watch the video



- **Zoom on SPRING methodology, openly sharing our water stewardship expertise**

In 2025, Danone publicly launched SPRING, a water stewardship methodology co-developed with the Ramsar Convention and IUCN to share our long-standing expertise. SPRING gives each factory a tailored framework with three-year action plans, progress tracking and knowledge sharing. Built on five pillars - water resources, wastewater, circularity, watershed protection and leadership - it supports continuous improvement based on local water risks and operational needs.

SCOPE 3 – WATER IN SOURCING WATERSHEDS

With **agriculture representing 89% of our water footprint**, we advance regenerative models and Nature-Based water stewardship to protect farming-landscape resources. We identify high-risk ingredients and engage priority farmers and direct suppliers on sustainable water practices. In 2025, we launched supplier initiatives on water management, beginning with a pilot involving our main sugar beet suppliers.

KEY WATER PARTNERSHIPS

RAMSAR CONVENTION ON WETLANDS

Danone has partnered with the Ramsar Convention since 1998 to protect and restore **wetlands**—key ecosystems for **water regulation, carbon storage and biodiversity.** Through this science-based collaboration, we advance wetland stewardship by improving knowledge, raising awareness and supporting locally developed solutions. Our work includes promoting leading conservation practices through initiatives like the Evian Special Prize and producing joint tools and publications that build capacity globally.

Watch the video





1. Secretary General Musonda, why are wetlands so critical right now?

The latest Global Wetland Outlook 2025 shows that we have already lost around 22% of the world's wetlands since 1970, with more than 400 million hectares gone. Remaining wetlands generate up to $39 trillion in benefits each year, supporting water security, food systems and climate resilience. But they are under pressure, with one in four wetlands now in poor condition. We must act collectively now on preserving and restoring wetlands and producing scientific and technical tools that build capacity globally.

2. The partnership between Danone and Ramsar has been in place for 28 years. What makes it unique?

What we find very amazing is how we bring together scientists, young people, and innovators who are associating business and water. This collaboration combines science and traditional knowledge, proving that working with nature builds resilience.

Ramsar Convention on Wetlands

> **"Wetlands will outlive us, but our responsibility is to keep them thriving because our own resilience depends on theirs."**

WATER RESILIENCE COALITION (CEO WATER MANDATE)

Danone has endorsed the CEO Water Mandate **since 2008** and, as a member of the Water Resilience Coalition, engages in collective action to preserve freshwater resources and strengthen sustainable water management in water-stressed basins.

Through this coalition, Danone contributes to initiatives such as the development of **Positive Water Impact Guidance** and participation in water-related task forces (including work on standardized metrics and collective action).

UN Global Compact | WE SUPPORT WATER RESILIENCE COALITION

2030 AMBITION

OUR TARGETS:

- **Maintain <0,30 m³/T the water ratio** in the owned production sites of the water category, until the end of 2030.
- **Ensure ≥95% of the water intake volumes of production sites** located in highly water-stressed areas are **covered by watershed preservation or restoration action in place**, by 2030.
- Reach a yearly average of **30M low-income people with access to safe drinking water** by 2030.



ELLEN MACARTHUR FOUNDATION
Strategic Partner

The Ellen MacArthur Foundation is a global charity accelerating the transition to a circular economy. Since 2018, Danone has been a Strategic Partner of the Foundation's Network, collaborating on circular economy initiatives like the Global Commitment on Plastics.

> **"Danone is one of the leading companies driving progress towards a circular economy, through individual business action, industry collaboration, and collective advocacy. It has a large reuse business, selling over 45% of its water in reusable packaging and it has reduced its virgin plastic use double digit since 2019, while the plastic packaging industry as a whole further increased virgin plastic use by 10%."**
>
> The Ellen MacArthur Foundation

DRIVE THE TRANSITION TO A CIRCULAR PACKAGING SYSTEM AND RECOVER AS MUCH AS DANONE USES

Packaging is essential for ensuring the safe delivery of products to consumers, protecting and preserving their quality and reducing food waste. Plastic packaging has especially become the standard for packaging food and beverages, due to its lightness, strength, convenience and lower energy consumption than glass. However, its widespread use and inadequate end-of-life management has caused many impacts on society on a large scale.

Danone has long been committed to promoting a circular approach to packaging. Starting in France, Danone has played a key role tackling challenges with plastic such as contributing to the collection system in France in 1992, being a founding member of the first Extended Producer Responsibility system and leveraging Evian to become the first brand in 2008 to use food-grade recycled PET for natural mineral water. In 2018, Danone joined the Ellen MacArthur Foundation as part of the first group of signatories of the Global Commitment, representing the largest voluntary effort to tackle plastic waste and pollution in the world.

Our actions and progress

Since then, Danone has made tangible progress enhancing recyclability, reducing its virgin fossil-based packaging footprint and co-building efficient, inclusive and effective recycling systems:

ENHANCING RECYCLABILITY

84.9% of Danone's packaging is reusable, recyclable, or compostable in 2025

- Danone is among the leaders in use of reusable packaging worldwide and is partnering in cross-industry initiatives to scale up reuse & refill models, where relevant or where market conditions enable it.
- The Group has also made significant progress on designing its packaging for recycling.

Key Achievements

45%

of Danone's waters volumes put on the market is in reuse, mainly through reusable jugs in Asia and Latin America.



Danone is an active member of the Reuse Citeo initiative in France, which aims to establish a unified and nationwide operational reuse system for food packaging. In May 2025, Danone was part of the activation launch in 4 regions of France with its offer of evian and Badoit returnable glass 1L.

REUSE



Key Achievements

On top of investing in its factories, Danone is pioneering the industrial validation of **washable labels for PET cups.**



Danone has implemented **new ink technologies** to enhance the recyclability of black sleeved PET bottles, such as those used for HIPRO drinks in the UK and France.



Badoit and Lanjaron brands have **shifted from colored to transparent bottles** to further improve recyclability in France and Spain.



REDUCING OUR VIRGIN FOSSIL-BASED PACKAGING FOOTPRINT

8.1% reduction of Danone's use of virgin fossil-based packaging between 2020 and 2025, 17% between 2019 and 2025: Danone actively worked to reduce plastic intensity over the years designing lighter bottles and cups, larger formats, launching alternatives to plastic such as paper-based cups and aluminum cans, and significantly increased the use of recycled content in its plastic packaging.

Key Achievements

Danone's main water brands such as evian, Volvic, Font Vella, Lanjaron and Żywiec Zdroj have achieved more than **10% reduction in plastic weight** on their 1.5L bottles since 2019.



Danone reached 18.6% of high-quality recycled plastic in 2025 in its plastic packaging, 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 now made all of its plastic bottles from **100% recycled PET (rPET)** in 2025 in Europe (except caps and labels).



CO-BUILDING AND CO-FINANCING EFFICIENT, EFFECTIVE AND INCLUSIVE RECYCLING SYSTEMS TO RECOVER AS MUCH PLASTIC PACKAGING AS DANONE USES

62.7% of Danone's plastic packaging put on the market was recovered in 2025[1]:

- Danone is **one of the pioneers advocating for efficient and effective packaging collection and recycling systems** and is an active member of the main national coalitions advocating for Extended Producer Responsibility and Deposit Return Schemes for water and beverages bottles and cans.
- In addition, Danone voluntarily **invests in inclusive collection initiatives** through impact funds in regions where waste management systems remain underdeveloped.

[1] Estimated by Danone. Recover means recycle or valorize through energy recovery, the equivalent amount by weight of plastic packaging put on the market.

Key Achievement

In Poland, Danone has been a shareholder and a member of the board of the national Producer Responsibility Organization since 2002 and has played an **active role in the launch of the Deposit Return Scheme** (DRS) for water and beverage bottles and cans, introduced in October 2025.



Key Achievement

Danone has committed **$15m in 2018 and $15m in 2023 to the Circulate Capital Ocean Fund (CCOF),** to combat plastic pollution and scale the recycling value chain in South and South-East Asia, Latin America and the Caribbean. In 2025, CCOF portfolio companies prevented approximately 176,347 additional metric tons of plastic waste from leaking into the environment and improved the livelihoods of more than 8,600 workers across the recycling value chain since the start of the Fund. In December 2025, Danone **committed $20 million** to Circulate Capital Asia Fund II for **South and South-East Asia region**, with a focus on **Indonesia.**

CIRCULATE CAPITAL



2030 AMBITION

Our progress on packaging circularity has been tangible in many areas. However, systemic barriers - ranging from limited collection and recycling infrastructures to scarcity of food-grade recycled materials and fragmented regulatory frameworks - have slowed industrywide progress, requiring collective action. In this context, **Danone reaffirms its commitment to continue advancing circular packaging**, as illustrated by its **signing up to the Ellen MacArthur Foundation 2030 Global Commitment.** With the experience, Danone has built 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. From 2026 onward, the company will prioritize designing its packaging for recycling, continue cutting back on virgin plastics, and actively support the development of inclusive, efficient and effective recycling systems to recover as much plastic packaging as Danone uses.

OUR TARGETS:

- **≥95% of packaging put on the market Designed for Recycling 'D4R' by 2030[1]**
- **Reduce the use of virgin plastic packaging by 17% through design, reuse and recycled materials, in 2030 compared to 2019[2]**
- **≥95% of the plastic packaging put on the market recovered, by supporting the development of effective recycling systems, by 2040[3]**

DESIGNING PACKAGING FOR RECYCLING

Danone is focusing its goal on **designing its packaging for recycling**, aligning with regulatory and industry standards, consistent with the Global Ellen MacArthur Commitment, including in markets without defined guidelines. Danone will continue working in close collaboration with industry coalitions and waste-management partners to achieve recyclability in practice.

2030 Target

≥95%

of packaging put on the market Designed for Recycling 'D4R'[1]

REDUCING VIRGIN PLASTIC USE, THROUGH DESIGN, REUSE AND RECYCLED MATERIALS

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 foodgrade recycled material availability for its categories. 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, where relevant or where market conditions enable it.

2030 Target

-17%

the use of virgin plastic packaging through design, reuse and recycled materials compared to 2019[2]

RECOVERING AS MUCH PLASTIC PACKAGING AS WE USE BY SUPPORTING THE DEVELOPMENT OF EFFECTIVE RECYCLING SYSTEMS

Danone continues to advance towards its goals, 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.

2040 Target

Recover[3]

≥95%

of the plastic packaging put on the market by supporting the development of effective recycling systems, by 2040

FOSTERING COLLECTIVE ACTION ACROSS THE VALUE CHAIN FOR A CIRCULAR PACKAGING SYSTEM

BUSINESS COALITION FOR A GLOBAL PLASTICS TREATY MEMBER

On top of these voluntary commitments, Danone will continue to **advocate** strongly 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 for 80% of the plastic packaging market that remains still largely inactive and to ensure dedicated, ongoing, and sufficient funding is secured for the collection and recycling of plastics.
In line with its commitment to advancing circular packaging, Danone is firmly **determined** to continue exploring future technical solutions, developing new reuse and refill business models through collective action, leveraging its **substantial investments in Research and Innovation.**

[1] 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 in an operational environment, as defined in EU Packaging and Packaging Waste Regulation.
[2] Baseline 2019, aligned with the Ellen MacArthur Global Commitment
[3] Recover means recycle or valorize through energy recovery, the equivalent amount by weight of plastic packaging put on the market
[4] Source: Ellen MacArthur Foundation 2030 Plastics Agenda for Business.



CUT WASTE ACROSS THE VALUE CHAIN

Danone is committed to UN Sustainable Development Goal 12.3 which aims to halve food waste by 2030 (from a 2020 baseline), in line with global targets led by the World Resources Institute.



2025 Result

-10.4%

reduction in food waste not fit for human, animal consumption or biomaterial processing by 2030 vs 2020 (like for like)

Food Loss & Waste

At Danone our action on food waste is built around 3 pillars of action:

- **Monitoring and reducing** food loss and waste in own operations across all Danone factories,
  - **Raising consumer awareness** on food loss and waste,
  - Recovering and **donating food loss** and waste.

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. Every factory is equipped to take actionable steps to reduce food waste and build their food waste reduction roadmap. Any unavoidable food waste is, if possible, redirected to recovery streams with a higher recovery rate, in line with the hierarchy of waste management.

RAISING CONSUMER AWARENESS ON FOOD LOSS AND WASTE

We are taking action to support consumers by transitioning all Essential Dairy & Plant-based products, where authorized by law, **from "use by" to "best before" date labeling**, to reduce food waste in households. We encourage local entities to unlock regulations to allow this transition and, where possible, support this date labeling transition with consumer education campaigns.



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.

Danone also joined the **"Samen Tegen Voedselverspilling"** Netherland Foundation ("Together Against Food Waste"), celebrating the **Dutch Week Against Food Waste** as well as the Date Labeling Coalition, promoting the "Look-Smell-Taste" icon. The consumer campaign was officially launched by Queen Máxima of the Netherlands in September 2025

RECOVERING AND DONATING FOOD LOSS AND WASTE

Another key focus is optimizing food donations by redistributing surplus food to charities to support vulnerable communities. Since 2020, we have established a collaboration agreement with the **Global FoodBanking Network (GFN)** to facilitate redistribution and recovery across 11 countries. From 2023-2025 Danone has donated an equivalent of more than **100 million meals** globally[1].

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.

Despite our actions deployed throughout our operations, the results for 2025 reflect a temporary increase in waste compared to 2024. This is mainly due to one-off operational factors and a rise in waste sent to create renewable sources of energy. This fluctuation is being closely monitored, with efforts ongoing to return to the intended waste reduction trajectory.

2030 AMBITION

- For 2030, we maintain our commitment to United Nations Sustainable Development Goal 12.3 to **achieve 50% of reduction in all food waste not fit for human consumption, animal consumption or biomaterial processing** (like for like), by 2030 (vs 2020).



[1] based on WRAP methodology 420g average meal size

OUR 2030 AMBITION

PRESERVE AND REGENERATE **NATURE**

GOALS	TARGETS
Curb GHG emissions in line with 1.5°C, leading the way on methane reduction	**Reduction of CO_2e emissions in line with SBTi 1.5°C[1], by 2030 (vs 2020)** **Net Zero by the end of 2050[2]** **30% reduction in methane emissions from fresh milk in dairy products, by end 2030 (vs 2020)** **46.3% reduction in scope 1 & 2 CO_2e emissions by 2030 (vs 2020)[1]**
Pioneer and scale regenerative agriculture and lead the way for restoring and preserving natural ecosystems	**Reach ≥45% of the volume of key at risk direct ingredients[3] sourced from farms engaged in regenerative agriculture by 2030** **Reach ≥95% of verified deforestation & conversion free (vDCF) status on key direct commodities[4] by 2030**
Drive 'best in class' water practices and support water access	**Maintain <0,30 m3/T the water ratio in the owned production sites of the water category, until the end of 2030** **Ensure ≥95% of the water intake volumes of production sites located in highly water-stressed areas are covered by watershed preservation or restoration action in place, by 2030** **Reach a yearly average of 30M low-income people with access to safe drinking water[5] by 2030**
Drive the transition to a circular packaging system and recover as much as Danone uses	**Reach ≥95% of packaging put on the market Designed for Recycling 'D4R', by 2030** **Reduce the use of virgin plastic packaging by 17% through design, reuse and recycled materials, in 2030 compared to 2019** **Recover[6] ≥95% of the plastic packaging put on the market by supporting the development of effective recycling systems, by 2040**
Cut waste across the value chain	**Achieve 50% of reduction in all food waste not fit for human consumption, animal consumption or biomaterial processing (like for like), by 2030 (vs 2020)**

[1] Awaiting new SBTi standards, which may lead to adjusting current targets.

[2] Net Zero ambition is explained in §4.3.1 Climate change of Danone Universal Registration Document 2025.

[3] 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.

[4] Danone Impact Journey phase 2 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).

[5] Thanks to the social businesses supported or previously supported by Danone Communities and the Water Access Acceleration Fund (W2AF).

[6] Recover means recycle or valorize through energy recovery the equivalent amount by weight of plastic packaging put on the market.



CHAPTER FOUR

THRIVING PEOPLE & COMMUNITIES

Growing people and business the Danone way

Danone's pioneering approach to social impact is rooted in a long-standing commitment to social dialogue, collective bargaining, and initiatives such as Dan'Cares, reflecting a deep belief in the power of people to create lasting positive change - further strengthened by our global B Corp™ certification.

As the company navigates major technological, demographic, environmental, and geopolitical shifts, this foundation is critical to building a healthier, more sustainable society. The Danone Way means **equipping employees and partners to thrive in this evolving landscape and deliver shared impact.** Our ambition for thriving People & Communities is built around three priorities: **fostering a unique, diverse, and inclusive culture; equipping and empowering employees and farmers with future-ready skills; and championing a renewed social contract rooted in human rights and social progress.** Together, these pillars reinforce our commitment to growing people and business with purpose, responsibility, and impact.



FOSTER A UNIQUE, INCLUSIVE AND DIVERSE CULTURE

B Corp™: A ten-year journey to global certification

In November 2025, Danone achieved its objective of completing global B Corp™ certification. In 2025, **98% of Danone employees** and **98% of Danone global net sales** are covered by B Corp certification[1].

This milestone marks the culmination of a 10-year certification process, underscoring Danone's long-standing commitment to **delivering business success while driving positive social and environmental impact.** This unique achievement was made possible through a progressive certification approach, during which Danone assessed and certified its eligible subsidiaries across more than 60 countries.

Throughout this journey, B Corp™ has become one of the catalysts for transformation at Danone, helping us to **align sustainability practices** across markets, **strengthen employee engagement** around a shared purpose, and **make an impact throughout our supply chain.**



2025 Achievement

98%
of employees covered by B Corp™ certification, securing Danone global certification in 2025

2015 — Danone partners with B Lab to pilot B Corp for multinationals

2016 — First certification by Danone Dairy Spain

2018 — 30% of global net sales covered by B Corp certification Danone NORAM 100% certified

2021 — All 26 brands of Danone in France are covered by B Corp certification

2023 — B Corp at the heart of the Danone Impact Journey with a target in its People & Communities pillar

2024 — 100% of EU operations covered by B Corp certification

2025 — **Danone B Corp™ certified across the globe**

[1] Under B Lab's standards, Danone, as a company with over $5 billion in revenue, is required to have at least 95 percent of the business' operations covered by B Corp certification.



One example of our collaboration with partners on the certification journey involves the family-owned dairy farm, More Holstein in Spain.

“When I joined the sustainability team in Danone, B Corp felt like an ambitious dream. In 2016, we made it real in Spain. Since then, working shoulder-to-shoulder with our farms has changed things for good.

CHARO SAAVEDRA
SUSTAINABILITY MANAGER – DANONE IBERIA

More Holstein, in Valencia, is now one of the first certified farms in Europe. And that effort shows up where it matters—on the shelf: our natural yogurt delivers a 30% lower environmental impact than the market average (Life Cycle Analysis). For me, B Corp isn’t a badge; it’s a management system that proves positive impact can scale.”



EXTENDING B CORP™ IMPACT

B Corp™ certification provides a **credible, independent proof-point of our commitments.**

In July 2025, Danone partnered with B Corp™-certified retailer Albert Heijn in the Netherlands to raise consumer awareness on the benefits of choosing products from B Corp™ -certified companies. Under the theme ‘Een B’tje Beter’ (‘a little bit better’), the campaign celebrated companies committed to continuous improvement.

“In 2025, more than 30 B Corp brands joined forces in the ‘Ieder B’tje helpt’ (‘Every little B helps’) campaign.

With Danone as a leading partner, we were able to make this campaign a success.

Together, we have involved millions of customers and created a true B Corp food movement. We are looking forward to the 2026 edition!

MARTIJN VERSTEEGH
PROGRAM DIRECTOR SUSTAINABILITY ALBERT HEIJN

The mission of Albert Heijn, B Corp since 2024, is: Together, we make better food accessible. For everyone.”



Dan'Cares - Providing access to health coverage for all employees

ABOUT DAN'CARES

In 2025, **Danone expanded the Dan'Cares program to 98% of employees worldwide**, moving closer to universal coverage. The program ensures **access to essential health protection** - especially in countries without regulated healthcare systems - covering major risks such as hospitalization, surgery, ambulatory care, maternity, and, since 2023, employee well-being. Danone conducts annual assessments to ensure all countries meet Dan'Cares minimum standards and supports access to supplementary insurance where available.

2025 Achievement

98%

of Danone employees covered by Dan'Cares in 2025

SUPPORTING EMPLOYEE WELL-BEING - BE WELL BY DAN'CARES

Danone has expanded Dan'Cares to include Be Well, a **holistic program supporting employees' physical health, mental well-being, and nutrition** through a range of resources and activities, including annual Be Well Month and Mental Health Week.

BE WELL MONTH

In 2025, Be Well Month focused on helping employees stay healthy and sustain performance, with **90% of Danone entities worldwide participating in activities on nutrition, physical well-being, and mental health.** Key themes included gut health, support during key life moments, and ways of working that enhance well-being. Human Resources teams also completed a global Mental Health First Aid masterclass to strengthen early support and response.

MENTAL HEALTH WEEK

In October 2025, **97% of Danone entities joined the Mental Health Week**, driving awareness and reducing stigma through local activities aligned with global themes such as **hydration, resilience, and mental health first aid.** We also shared targeted resources to help team leaders foster psychological safety, recognize early signs of distress, and support well being within their teams.

2030 AMBITION

SUPPORTING LIFE'S KEY MOMENTS THROUGH DAN'LIFE

- Building on the success of Dan'Cares, Danone is expanding support through **Dan'Life**, which brings together the Parental, Caregiver, and Cancer/Critical Illness policies, with **a goal of covering at least 95% of eligible employees by 2030.** This approach reflects Danone's commitment to **supporting employees through all life stages** - parenthood, aging, illness, and overall health - creating an "island of stability" amid an increasingly complex world.



INCLUSION AND DIVERSITY ARE PART OF OUR DNA

We embrace diversity as a driving force for positive change, nurturing an inclusive workplace where all talents can thrive and contribute their uniqueness to achieve business excellence.

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. This commitment goes beyond compliance, it's about **creating an environment where everyone feels valued, heard, and empowered to contribute.**

2025 Achievements

45.4%[1]
of women in senior leadership globally

Gender pay gap[2] at
1.1%

Inclusion index at
+2 pts
above peers

2025 HIGHLIGHTS AND ACHIEVEMENTS: MAKING STEADY PROGRESS TOWARD OUR GOALS

- **Women in senior leadership globally:** Danone reached an important milestone toward global gender balance in 2025, with **women representing 54% of managers and 45.4% of senior leaders**– already within our 40–60% 2030 target range. This progress shows that our efforts to build a strong, diverse leadership pipeline are delivering results.
- **Gender pay gap:** Danone aims to maintain the gender pay gap closed - within a margin of 3% (difference of average pay levels between female and male employees, based on their total compensation). **With strong progress, the gap stood at approximately 1.1% in 2025[3].** 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. Danone ensures that no bias is present during decision-making processes, including Annual Salary Reviews, hiring, and promotions. Closing the gender pay gap requires ongoing commitment and sustained efforts. **We will maintain rigorous annual pay reviews, check equal pay for work of equal value in hiring and promotions, and leverage pay transparency and statistical analysis to detect and correct disparities.**
- **Inclusion index: Danone's 2025 Inclusion Index improved by 1 point versus last year to 80%, 2 points above our industry peers**, reaffirming our ongoing commitment to inclusion and diversity. This sustained leadership position reflects the cumulative effect of our policies, programs, and culture-building efforts over time.



Gender Equality European & International Standard [GEEIS] award

In 2025, Danone Group reached its strongest results to date across the **GEEIS** third-party audit and certification framework. The **GEEIS (Gender)** branch awarded a **maximum score of 6/6** (up from **5/5 in 2023**), while **GEEIS Diversity**, which assesses inclusion and diversity more broadly, achieved **5/6 (+2 points vs. 2023)**. Together, these results confirm that Danone's policies and practices on gender inclusion & diversity meet demanding international standards, across areas such as governance and action plans, HR and managerial practices, representation, pay practices and work-life balance.

2030 AMBITION

For 2030, we have renewed our targets[3] to extend our focus:

- **Percentage of women in all managerial levels:** we will track gender balance for managers, directors, and executives, with a target range of 40%-60% for each level.
- **Significant actions to drive progress for frontline women with a target of 26-30% of women** in first line Danone employees: recogniziong that gender balance must extend beyond management levels, we are committing to specific initiatives that support women in 1st line roles.

[1] Senior leadership includes executives (excluding Executive Committee) and directors, as per Danone classification.
[2] Maintain 40-60% of women at all managers levels and foster gender progress in 1st Line Danone employees until 2030
[3] Target/ progress reports will exclude U.S. data

EQUIP AND EMPOWER EMPLOYEES AND FARMERS WITH SKILLS AND CAPABILITIES OF THE FUTURE TO DEVELOP IN A FAST-CHANGING ECONOMY

DanSkills

The DanSkills program, launched in 2024, **equips Danone employees and partners with future-fit skills to thrive in a fast-changing economy**. In 2025, we continued supporting lifelong employability and reached our annual target by leveraging DanSkills across relevant situation.

AI ACADEMY: FUTURE-SKILLING ALL EMPLOYEES

Data, digital and AI skills are a priority to help employees stay competitive. **Danone launched the AI Academy** in 2024 with Microsoft, supported by AI-related events across 34 countries and 60 sites during Danone Day. To ensure broad access, we created three podcasts translated into 16 languages and offered prompting activities and Copilot upskilling paths.

The Academy has since expanded into the Data, Digital and AI Academy, accessible through CampusX.

We provide tailored persona-based learning paths - from foundational to advanced - covering AI, digital and data (e.g., AI Power User, AI Business Leader, AI Builder). Functions also offer **targeted upskilling** aligned with their priorities and use cases.



To encourage collective learning, we complement self-paced paths with interactive "Promptathons" where employees learn by practicing.

FLAGSHIP PROJECT: INDUSTRY ACADEMY 5.0 IN POLAND

In Opole, Poland, we launched the **Industry 5.0 Academy to upskill Operations teams in AI and digital through hands on, real factory training.** Since mid 2025, over 300 employees have participated, supported by initiatives such as a managers' Ideathon, an AI Hackathon, and dedicated AI training for operators to build confidence and embed future ready capabilities on the shop floor.

2025 Achievements

100%
of employees have access to future skilling programs

15%
of key partners have access to future skilling programs[1]

[1] Key partners defined as being 10,000 dairy farmers and workers.

MILK ACADEMY



"This week definitely shifted the way I think about the future of my farm.

I used to see robotics more as a luxury, but now I understand it as a tool for efficiency, consistency, and quality of life for both cows and farmers. It made me rethink what's possible, and honestly, it lit a fire in me to modernize faster than I had planned."



"This event has given me energy, motivation, and inspiration. I feel that I am part of a generation of farmers capable of raising the standards of farms in Romania."

EXTEND FUTURE SKILLING PROGRAMS TO KEY PARTNERS BY 2030

At Danone, we believe that the future of dairy lies in **empowering our farmers with the knowledge and tools they need to adapt and thrive** as modern, resilient businesses.

MILK ACADEMY

Launched in October 2025, **Danone's Milk Academy** equips our dairy farmer partners and Danone farm relationship managers with the latest scientific knowledge and technical skills, **to strengthen farm economic and environmental resilience**. Developed with Cornell University, Wageningen University, with support from technical partners such as MSD Animal Health, Zoetis, Worldwide Sires and Lely, the program is delivered through face-to-face training at Global and Local Centers for Excellence, complemented by a digital learning platform. It supports farmers with best practices in herd, manure and soil management, alongside core business capabilities.

2030 AMBITION

CONTINUING TO INVEST IN PEOPLE

Beyond 2025, Danone will continue strengthening employee skills to support lifelong employability and build the capabilities needed for future growth.

Through DanSkills, each function identifies its priority skills and provides learning pathways aligned with current and emerging needs.

This long-term approach is anchored in clear 2030 ambitions:

- **Allocate ≥30% of the total learning hours of Danone employees** to the Future fit skills for sustainable growth, by end 2030.
- **Upskill 10,000 farmers & workers in dairy supply chain** to improve farm resilience over the period 2025–2030.

CHAMPION A RENEWED SOCIAL CONTRACT, UPHOLDING HUMAN RIGHTS AND PURSUING SOCIAL PROGRESS

At Danone, human rights are not just a principle—they guide our daily decisions across our people and value chain, shaping fairness, dignity, and safety everywhere we operate. This commitment underpins the Danone Impact Journey and how we lead.

2025 Achievements

96.9%
employees trained on the Danone Human Rights Policy[1]

20%
of suppliers to which the Sustainable Sourcing Policy has been deployed (measured in percentage of spend)[2]



Sustainable sourcing

Since its launch in June 2024, **Danone's Sustainable Sourcing Policy has been deployed to 20% of Tier 1 suppliers, setting higher expectations for fair, ethical and sustainable practices across social, environmental and business-ethics topics.** Through the RESPECT program—aligned with the UN Guiding Principles on Business and Human Rights—**Danone conducts due diligence via supplier engagement, assessments, audits and required remediation.** A network of 40 RESPECT champions strengthens supplier engagement by sharing standards, training buyers and supporting robust due-diligence practices across more than 5,000 suppliers.

KEY PARTNER: AIM-PROGRESS

Danone is an active member of AIM-Progress, a global initiative to promote responsible sourcing through sharing best practice and working closely with suppliers. We co-host training programs in India and Thailand developed with expert partners such as IOM and the Center for Responsible Business, focused on key human rights risks including responsible recruitment, gender issues and wage management. These sessions have supported over 50 high-risk suppliers to strengthen their day-to-day practices.



FLAGSHIP CASE: SIAK PELALAWAN LANDSCAPE PROGRAM (SPLP)

FOREST & LABOR SIAK PELALAWAN LANDSCAPE PROGRAMME

In addition to the forest related commitments, Danone's investment and participation in the **Siak Pelalawan Landscape Programme** in Indonesia has strengthened sustainable labor practices by enabling plantations to build effective social dialogue systems that reduce supply chain risks and improve worker wellbeing. Through this support, SPLP has helped eight bipartite dialogues reach the quality milestone - demonstrating measurable improvements in labor conditions and facilitated the establishment of four new bipartite structures in 2025. The project is also driving broader institutional change, proactively forming gender committees and preparing for deeper integration of social dialogue mechanisms, gender responsive practices, and collective bargaining processes.

These advancements collectively illustrate how **Danone's contribution is fostering more resilient, equitable, and well-functioning labor relations** across partner mills and districts, laying the foundation for long-term social sustainability.

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.

2030 AMBITION

- In line with the Sustainable Sourcing Policy, Danone is scaling up its due diligence program to reinforce social and environmental standards. Our goal is to **extend human rights and environmental due diligence processes to ≥95% of Tier 1 suppliers[2].** This approach is built on risk based screening, tailored mitigation plans, and targeted capacity building, as per Codex definition.

[1] Enabling due diligence to be deployed in Danone operations.

[2] Suppliers with a direct commercial relationship with Danone (Tier 1), excluding farmers

Living wage certification: recognizing fair compensation

Danone received the Living Wage Certification from Fair Wage Network in 2025 and is committed to maintaining this annual certification. This certification - which follows a 2-year assessment and third party auditing process – recognizes our fair and equitable compensation policy for all employees worldwide. Our goal is to **enable all Danone employees, and their families, to meet local costs of living without the undue financial stress of how to cover essentials like food, housing, and healthcare.**

2030 AMBITION

For 2030, we have renewed our targets to extend our focus:

- **Achieve and sustain certification as living wage employer by Fair Wage Network (FWN) until 2030**.


LIVING WAGE CERTIFIED

LIVING WAGE
CERTIFICATE

The Fair Wage Network guarantees that all employees of the company **Danone Group** are paid at or above the Living Wage threshold as defined by Fair Wage Network.

Therefore, **Danone Group** can be qualified as a ' Living Wage Employer ' and it is confirmed that:

Danone Group

has obtained the

LIVING WAGE CERTIFICATION

for a period of two years, from 01st March 2026 to 01st March 2028 (certificate No 2026- 02).
A new Living Wage Gap analysis will have to be done after two years.
Done in Geneva, on 08th January 2026,

Signature of the Chair
Fair Wage Network

Embedding affected communities in the way we operate

In 2025, Danone strengthened its commitment to the people and places connected to our activities by **elaborating a strategy on community engagement, including with affected communities.** This work reflects our belief that long-term resilience depends on listening to those who experience the consequences of our decisions.

FOCUSING WHERE OUR IMPACT MATTERS MOST

We partnered with Ksapa to **map our global community impacts and identify where our engagement can create the greatest long-term benefit.** This work highlighted two priority affected communities - **people living around Danone-managed watersheds and communities affected by plastic waste, including informal waste pickers** - which now guide our targeted, needs-based actions.

WORKING TOGETHER TO PROTECT WATER RESOURCES

In Indonesia's Klaten watershed, our approach comes to life through the PUSUR Institute. Here, **Danone collaborates with local government, researchers, NGOs, and community leaders to protect shared water resources.** Together, we co design solutions that improve water resilience and support local livelihoods. This partnership model demonstrates how collective governance builds trust and delivers benefits for both communities and the environment.



STRENGTHENING PROTECTIONS FOR WASTE-PICKING COMMUNITIES

Danone also continued advancing social protections for communities impacted by packaging waste. Informal waste pickers are essential to recycling systems but often operate without recognition or safety. **Through the Fair Circularity Initiative (FCI) - a coalition of companies and NGOs - we advocate for their rights and visibility.**

A key focus is **supporting their inclusion in Extended Producer Responsibility (EPR) systems**, especially in emerging markets where formal waste infrastructure is limited. By promoting recognition of their role, we aim to help improve working conditions, strengthen social protections, and support a more inclusive circular economy.

CITIZEN FACTORIES PROGRAM: STRENGTHENING LOCAL CONNECTIONS

Danone's Citizen Factories Program equips factory teams with a practical framework for meaningful community engagement, from stakeholder mapping to co-creating local initiatives. Rolled out at 10 priority sites in 2025, it ensures consistent, transparent dialogue that strengthens our social license to operate by recognizing factories as part of local ecosystems whose success depends on strong community relationships.

Sustained efforts on key people & communities topics

Selected targets in DIJ Phase 1 will continue to be monitored internally as part of our long-term focus. They are not included in the Danone Impact Journey phase 2 agenda, but strong progress has been made and momentum will continue, as these topics remain core to our mission :

- Maintain B Corp™ certification
- Drive equity and close gender pay gap in senior management[1]
- Maintain inclusion index above peers

[1] target/progress reports will exclude U.S. data

OUR 2030 AMBITION

THRIVING **PEOPLE & COMMUNITIES**

GOALS	TARGETS
Foster a unique, inclusive and diverse culture within Danone	**Reach ≥95% of eligible employees covered by the Dan'Life[1] program to support Danone employees at various life stages by end 2030, building on the pioneering DanCare[2] program and its successes**
	Maintain 40-60% of women at all managers levels and foster gender progress in 1st Line Danone employees until 2030[3]
Equip and empower employees and farmers with skills and capabilities of the future to develop in a fast-changing economy	**Allocate ≥30% of the total learning hours of Danone employees to the Future fit skills for sustainable growth, by end 2030**
	Upskill 10,000 farmers & workers in dairy supply chain to improve farm resilience over the period 2025-2030
Champion a renewed social contract, upholding human rights and pursuing social progress	**Reach ≥95% of Tier 1 suppliers[4] spend in scope of the Sustainable Sourcing Policy covered by Human Rights and Environmental Due Diligence (HREDD) by end 2030**
	Achieve and sustain certification as living wage employer by Fair Wage Network (FWN) until 2030

[1] Dan'Life includes Parental policy, Caregiver policy, Cancer/Critical illness policy and DanCares.
[2] Dan'Cares is implemented for 98% of employees in 2025.
[3] Maintain 40-60% of women at all managers levels and foster gender progress in 1st Line Danone employees until 2030 : * Target/progress reports will exclude U.S. data.
[4] Suppliers with a direct commercial relationship with Danone (Tier 1), excluding farmers.



CHAPTER FIVE

GOVERNANCE & ENGAGEMENT APPROACH

BOARD OF DIRECTORS

Composition (as of December 31st, 2025)

The Board of Directors provides **strategic oversight and ensures that Danone's dual commitment** to business performance and social responsibility is embedded in all aspects of governance. **The Board comprises 11 members**, including nine directors appointed by the **Shareholders' Meeting** and two **representing employees**.





GILLES SCHNEPP

Chairman of the Board of Directors of DANONE SA, Independent Director



ANTOINE DE SAINT-AFFRIQUE

Chief Executive Officer of DANONE SA, Non-independent Director



VALÉRIE CHAPOULAUD-FLOQUET

Lead Independent Director of DANONE SA, Independent Director and Chair of the Nomination, Compensation and Governance Committee



FRÉDÉRIC BOUTEBBA

Human Rights Auditor of DANONE SA, Director representing employees and member of the Nomination, Compensation and Governance Committee



GILBERT GHOSTINE

Chairman of the Board of Directors of Sandoz, Independent Director, member of the Audit and the CSR Committees



LISE KINGO

Independent Director of companies, Independent Director and Chair of the CSR Committee



PATRICE LOUVET

President and Chief Executive Officer of RALPH LAUREN CORPORATION, Independent Director and member of the Nomination, Compensation and Governance Committee



SANJIV MEHTA

Independent Director of companies, Independent Director and member of the Audit Committee



GÉRALDINE PICAUD

Chief Executive Officer of SGS, Independent Director and Chair of the Audit Committee



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



BETTINA THEISSIG

Member of the European Works Council of DANONE and Chair of the Central Works Council of DANONE DEUTSCHLAND GMBH, Director representing employees and member of the CSR Committee

Key statistics

According to its diversity policy, the Board of Directors comprises complementary profiles whose backgrounds align with Danone's strategy and values. It is notably characterized by its high degree of internationalization, with **56% of directors having a non-French nationality** and/or having significant international experience. Furthermore, members bring **robust industry expertise**, many having built **extensive knowledge** of the FMCG sector through executive leadership roles at major global corporations.

Board of Directors

11 members
including

- **8 Independent Directors, including the Chairman and the Lead Independent Director**
- **2 Directors representing employees**

97% attendance rate | 7 meetings

INDEPENDENCE RATE[1]
89%

DIVERSITY/DIRECTORS WITH A NON-FRENCH NATIONALITY [1]
56%

PERCENTAGE OF WOMEN [1]
44%

Audit Committee

3 members | 100% attendance rate | 5 meetings

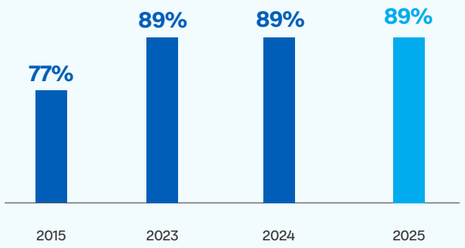
Nomination, Compensation and Governance Committee

3 members | 100% attendance rate | 5 meetings

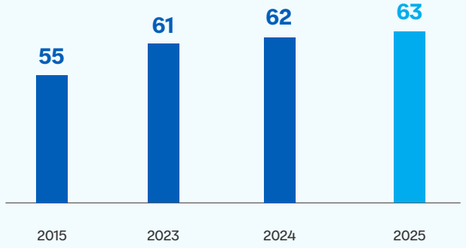
CSR Committee

4 members | 94% attendance rate | 4 meetings

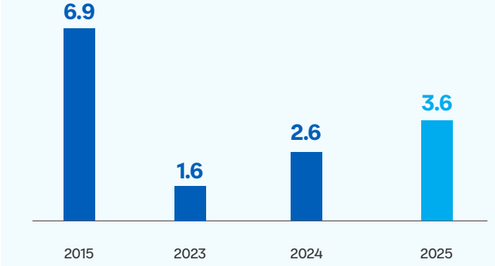
Independence rate[1]



Average age of Directors[1] (years)



Average length of the Terms of Office[1] (years)



[1] In accordance with the recommendations of the AFEP-MEDEF Code and legal provisions, Directors representing employees are not included in this calculation.

Key decisions and oversight areas

Throughout 2025, the Board of Directors maintained active oversight across all critical dimensions of the business, ensuring alignment between short-term performance and long-term value creation. Key activities included regular assessments of **the execution of 'Renew Danone Chapter 2'**, as well as monitoring achievement of Danone Impact Journey sustainability targets across our pillars. The Board evaluated strategic decisions on portfolio optimization and value creation through M&A and divestment activities, while reviewing and approving executive remuneration to ensure alignment with both performance and sustainability objectives. The Board of Directors have been involved in the definition of the targets of Danone Impact Journey Phase 2 and has validated the committments toward 2030. Comprehensive monitoring of enterprise risks - including climate, operational, and strategic risks - remained a priority throughout the year.

> **"In 2025, Danone's Board of Directors provided strong, ongoing oversight of the company's strategic priorities across performance and sustainability. It balanced short and long term perspectives, ensuring that major decisions reflected both the risk framework and their broader societal impact."**



EXECUTIVE COMMITTEE

Composition (as of March 1st, 2026)

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** approved by the Board of Directors, reviews and decides the **resource allocation**, ensures the consistency of the actions taken by all the reporting entities and, depending on the results achieved, **decides on action plans to be implemented**.





ANTOINE DE SAINT-AFFRIQUE

Chief Executive Officer



JUERGEN ESSER

Group Deputy CEO, in charge of Finance, Technology and Data



VÉRONIQUE PENCHIENATI-BOSETTA

Group Deputy CEO, in charge of geographies and categories



VIKRAM AGARWAL

Chief Operations Officer

HENRI BRUXELLES

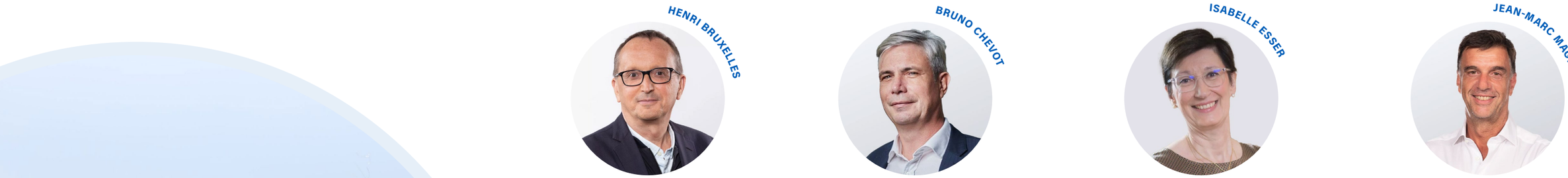
President Americas

BRUNO CHEVOT

President Asia-Pacific (APAC)

ISABELLE ESSER

Chief HR, R&I, Quality and Food Safety Officer



JEAN-MARC MAGNAUDET

President Specialized Nutrition



PABLO PERVERSI

President Europe, Turkey, Middle East, and Africa (EMEA)



LAURENT SACCHI

General Secretary

The Executive Committee meets at least once a month to drive strategic initiatives, monitor performance, and ensure alignment across the organization on our mission to bring health through food to as many people as possible.

THE MISSION COMMITTEE

The Mission Committee is responsible for monitoring the implementation of the social and environmental objectives that Danone adopted as a "Société à Mission" by:

- **monitoring the effectiveness of the actions** carried out by Danone within the context of the roadmap defined by the company, to achieve its social and environmental objectives (the "mission").
- **presenting an annual report,** attached to the management report submitted to the Shareholders' Meeting called to approve the company's financial statements, on the monitoring of the company's execution of social and environmental objectives.

The Mission Committee may also share best practices that could be implemented by Danone, propose additional actions, or provide comments or suggestions on the key performance indicators. It also monitors the independent third party's execution of its duties, including the conclusion of its audits, its approach to verifying objectives, and any difficulties encountered during the performance of its mission.

The Committee also examines the relevance of the actions and key performance indicators (targets) of the roadmap to achieve the mission, in particular with regard to their impact on various stakeholders and changes in the company's ecosystem.

The Mission Committee members include independent global experts in sustainable development, governance, and environment, health, and social topics, and hold diverse backgrounds and experience.
They include, at the date of this report:

PASCAL LAMY (CHAIR)



Coordinator of the Jacques Delors Institutes (Paris, Berlin, Brussels), former European Commissioner for Trade, and former Director-General of the World Trade Organization

ARANCHA GONZÁLEZ



Dean of the Paris School of International Affairs at Sciences Po, 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

HIROMICHI MIZUNO



Principles for Responsible Investment (PRI) network board member, advisor to the Japanese government

GABRIELA ILIAN RAMOS



Assistant Director General, Social and Human Sciences at UNESCO

RON OSWALD



Former General Secretary of the International Union of Food Workers

EMNA LAHMER



Danone employee

SHAREHOLDER STRUCTURE

Shareholding split (as of December 31st, 2025)

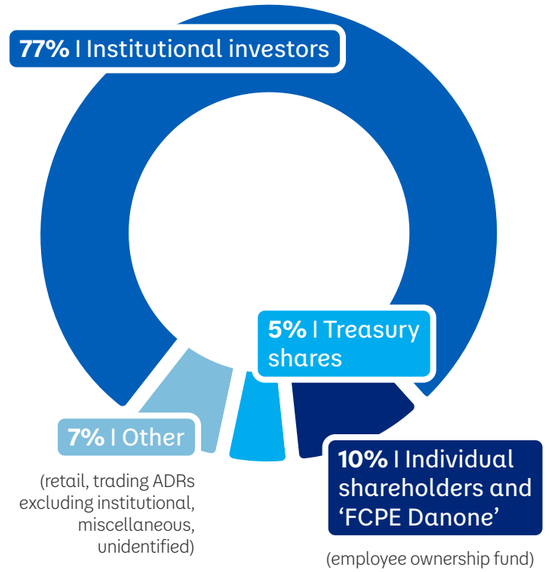
Danone's shareholder base reflects a balanced mix of institutional investors, individual shareholders, and employee ownership, providing stability and long-term perspective to our governance.

Institutional shareholding by geography (as of December 31st, 2025)

Our institutional investor base is globally diversified, reflecting Danone's international footprint and appeal:

- 37% THE UNITED STATES
- 11% FRANCE
- 9% THE UNITED KINGDOM
- 4% SWITZERLAND
- 4% GERMANY
- 9% REST OF EUROPE
- 4% REST OF THE WORLD

Shareholding structure



(retail, trading ADRs excluding institutional, miscellaneous, unidentified)

(employee ownership fund)

Employee ownership

Employee ownership is a fundamental element of Danone's governance model, ensuring that those who create value have a stake in the company's success. As of December 31st, 2025, current and former **Danone employees held approximately 1.7% of the company's share capital** through the 'Fonds Danone' investment fund. With thousands of Danone employees worldwide acting as shareholders, this model reinforces the alignment between employee interests and long-term corporate performance.

BEYOND DANONE OPERATIONS

Danone Communities

In line with Danone's mission, Danone Communities is an impact investment fund that **supports innovative social businesses** working to improve the health of vulnerable populations by providing access to safe drinking water and quality nutrition. Through long-term financial support, expertise and network, the fund actively works to make a positive impact on global health.

2025 Achievements

4 billion liters of water

16 million of vulnerable people

In 2025, the social businesses supported or previously supported in their early stage by Danone Communities provided 4 billion liters of safe drinking water to 16 million of vulnerable population

As of the end of 2025, Danone Communities supports **16 social enterprises in 24 countries**

ACCESS TO HEALTHY FOOD

In addition to the safe drinking water sector (covered in the Health section), **Danone Communities supports innovative models with social entrepreneurs that help remove barriers to accessing healthier nutrition**, in line with Danone's mission.

Since 2007, Danone Communities has expanded its impact by investing in businesses that promote food fortification, affordability, and nutrition education.

HIGHLIGHT FROM 2025: LUCKY IRON LIFE

Sales of **Lucky Iron Life** grew by 17% in 2025, and the company launched its latest innovation: iron powder to combat anaemia. This simple yet effective solution helps address iron deficiency in vulnerable populations.

Danone Communities demonstrates that **business models can be both profitable and purpose-driven**, creating sustainable solutions that improve access to healthier nutrition for those who need it the most.







[1] Water Access Acceleration Fund

Danone Ecosystem: fifteen years of co-created impact

From the beginning, **Danone Ecosystem** set out to transform the way the relationship between a business its stakeholders and its environment is understood: nothing can thrive unless the whole ecosystem is healthy. A bold and simple idea that gave way to the birth of Danone Ecosystem in 2009[1]. It collaborates on projects with **non-profit actors** - to enhance public interest in ecosystems where Danone operates.

Fifteen years later, Danone Ecosystem has co-created over **100 projects**, with more than 90 partners to implement projects that are self-sustaining by training and strengthening the capabilities of key professionals and their communities.

The mission of Danone Ecosystem is to support general interest projects that contribute to a healthier and more sustainable food system.



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

ROOTED IN COLLABORATION

Partnership works by engaging experts, NGOs, and local stakeholders to co-create projects that address local challenges. This **collaborative approach** ensures solutions are rooted in local realities while benefiting from global expertise and networks. It is now in a position to accelerate its work and scale existing projects, all from a place of mature understanding of how social and environmental ecosystems function.

FIFTEEN YEARS OF CONCRETE PROJECTS

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

In 2025, Danone Ecosystem continued to support numerous projects worldwide, with particular focus on **improving farmer livelihoods** through programs like Hlib Bladi in Morocco, **protecting watersheds** in Indonesia through collaborations with PUSUR Institute, and advancing inclusive plastic collection systems that recognize the vital role of waste pickers in circular economy.

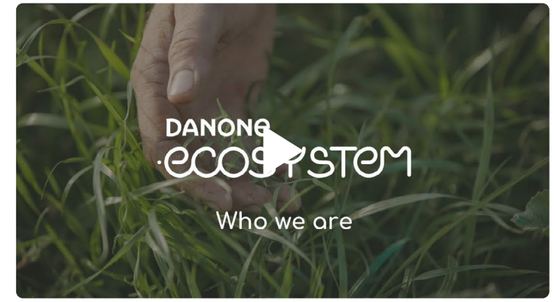
[1] Danone Ecosystem was created as an endowment fund that was closed in 2025 and was complemented in 2022 by the establishment of an association.

HIGHLIGHT FROM 2025: PACHAMAMA

In 2025, Pachamama strengthened its agroecological support to French farmers increasing the **adoption of sustainable practices** by 50%, reaching a total of 22,253 hectares (+50%). Tools have been created, placing Pachamama as a key model for future programs: decision support Tool to assess the bioregulation potential in fruits orchards, economic models, carbon and water studies.
It also brought together **regional actors** through two collective intelligence events in Centre–Val de Loire and South West France, where participants explored major challenges of the agricultural transition.
The South West session led to the co-design of a collective regenerative agriculture program inspired by Pachamama

Discover our Who We Are video to learn more about Danone Ecosystem mission

Find them on YouTube: **Danone Ecosystem**



Livelihoods

The mission of the Livelihoods Funds is to support the efforts of agricultural and rural communities to **restore the natural ecosystems** that are the foundations of their livelihoods, food security and income. Livelihoods is committed to creating meaningful, long-lasting change by taking a practical, holistic approach to sustainability, working at the intersection of climate action and sustainable sourcing, helping businesses achieve their net zero goals while transforming their supply chains for the future. The focus is on integrating regenerative agriculture and nature-based solutions, ensuring that environmental impact and sourcing practices are aligned to deliver real, measurable results.

Livelihoods invests in large-scale projects in Africa, Asia, and Latin America to:

- **empower** smallholder farmers and rural communities with sustainable land practices, improved food security and income
- **restore** degraded natural ecosystems and contribute to climate action
- **create value** across sustainable agricultural supply chains

Created in 2011, the **Livelihoods Carbon Fund (LCF)** is an impact investment fund dedicated to restoring natural ecosystems and delivering carbon credits with a strong social, environmental, and economic impact to its investors.

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 first **Livelihoods Carbon Fund #1**, Danone renewed its commitment in 2017, by investing in the second compartment of this fund, **Livelihoods Cabon Fund #2**, aiming at improving the lives of 2 million people and offset around 10 million tons of CO_2e, and in 2021 in the **Carbon Fund #3** aiming to sequestrate **19 million tons of CO_2e.**

These investments demonstrate Danone's commitment to long-term ecosystem restoration and support for vulnerable communities affected by climate change.

Launched in 2015 with Danone and few other companies, **The Livelihoods Fund for Family Farming (L3F)** mission is to Secure the livelihoods of smallholder farmers and the sustainable sourcing of pioneering brands thanks to timely investment into regenerative agriculture practices, the empowerment of a new generation of farmers and the restoration of key natural resources.

LIVELIHOODS
ACT TODAY FOR A BETTER FUTURE

METHODOLOGY NOTES

Reporting scope & boundaries

This Integrated Annual Report covers Danone's global operations for the fiscal year 2025 (January 1st to December 31st, 2025). The reporting scope includes all consolidated subsidiaries and operations under Danone's operational control, unless otherwise specified.

Data collection methodology

Data presented in this report has been collected through established internal reporting systems, with contributions from regional and local teams across all business units. Key performance indicators (targets) follow internationally recognized standards and frameworks where applicable, including:

- Science Based Targets initiative (SBTi) for climate targets
- UN Sustainable Development Goals (SDGs) for sustainability alignment
- Global Reporting Initiative (GRI) standards for sustainability reporting
- B Corp certification standards for social and environmental performance

External assurance & verification

Selected sustainability data and targets in this report have been subject to external verification and assurance in accordance with our commitment to transparency and accountability. Details of verification processes and assurance statements are available in our Universal Registration Document.

Target calculation notes

Specific methodologies for calculating key performance indicators are documented internally and aligned with industry best practices. Where calculation methodologies have evolved or been refined, this is noted in the relevant sections.

GLOSSARY OF TERMS

PROGRESS AND LEAD HEALTH THROUGH FOOD

(a) **Health Star Rating:** The Health Star Rating system, an internationally recognized nutrient profile model, assesses the overall nutritional profile of packaged food and assigns it a rating from ½ a star to 5 stars. It provides a quick, easy, standard way to compare similar packaged foods. The more stars, the healthier the choice. Foods with a HSR of ≥3.5 can be confidently promoted in public settings as healthier choices.

(b) **Interpretative Nutritional information:** This covers the categories Essential Dairy and Plant- Based Business and Aquadrinks. It excludes countries where regulations prohibit the publication of this information. The interpretative nutritional information is provided on packaging or via Danone-owned or Danone-supported online platforms (websites, apps, etc.)

(c) Fortification can be either an increase of a naturally present nutrient or a full addition of vitamins and minerals; 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 relevancy criteria.

(d) This percentage is calculated for dairy and plant-based products that are reported as being part of the adult / family portfolio and that are included in the following sub categories: dairy and plant-based everyday & functional yoghurt, fermented milks & drinks, plant based drinks, and plant based cheeses that had a maximum of 10g total sugars per 100g, and excluding all dairy and plant-based indulgent sub categories (desserts, ice creams, ready to drink coffees), and traditional products (cooking aids, butter, margarines). The calculation of this KPI excludes certain countries which the CIS region (Russia, Belarus, Kazakhstan) from its baseline scope.

(e) This indicator considers as nutrients to encourage the following list of nutrients: Protein, Fiber, Calcium, Iodine, Iron, Magnesium, Phosphorus, Zinc, Vitamin A, Vitamin B1 (thiamin), Vitamin B2 (riboflavin), Vitamin B12, Vitamin C, Vitamin D, Vitamin E.
The content of these nutrients in the products is compared to the codex conditions indicated in Source documents :

- GUIDELINES FOR USE OF NUTRITION AND HEALTH CLAIMS (fao.org)
- GUIDELINES ON NUTRITION LABELLING (fao.org)

PEOPLE & COMMUNITIES

(a) **Dan'Cares:** This new program is based on the assessment of the local needs, the wish to fulfil our mission, and is inspired by the Workforce Nutrition Alliance.

KEY FINANCIAL FIGURES

Like-for-like (LFL): financial or operational metrics adjusted to account for changes in scope, currency effects, and other factors to enable meaningful year-over-year comparisons. For further details, please refer to section 2.6 (Financial indicators not defined by IFRS) of the 2025 Universal Registration Document.

PRESERVE AND REGENERATE NATURE

In terms of reporting entities, the SBT scope of the reporting year is identical to the greenhouse gas emissions Scope. In terms of emission categories, the SBT scope does not include:

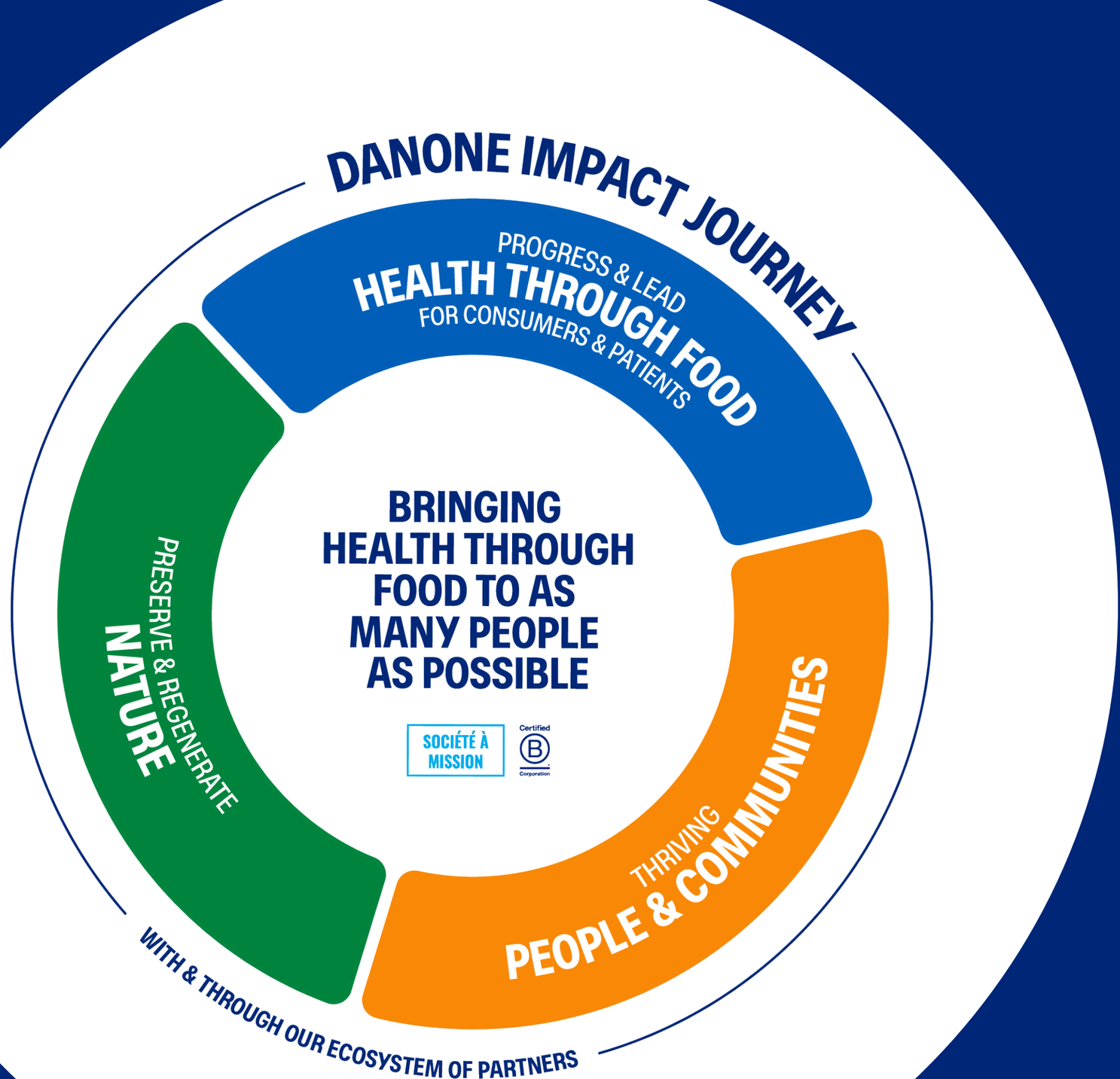
- The indirect emissions linked to the use of sold products at home by consumers, that are included in the Greenhouse Gas Emissions scope.
- The emissions linked to the storage in retailers' distribution centers and retailers' stores, that are included in the Greenhouse Gas Emissions scope and were reported in the use of sold products category until 2022, and are reported in the downstream transportation and distribution emission category from 2023 to increase compliance with the GHG Protocol.

(a) **Scope 1, 2, and 3 emissions:** categories of greenhouse gas emissions as defined by the GHG Protocol. Scope 1: direct emissions from owned or controlled sources. Scope 2: indirect emissions from purchased energy. Scope 3: all other indirect emissions in the value chain.

(b) **Regenerative agriculture:** agricultural practices that aim to restore and enhance ecosystem health, improve soil fertility, increase biodiversity, and strengthen farm resilience while maintaining or improving productivity.

(c) **FLAG (Forest, Land and Agriculture):** a sector-specific category within science-based target setting that addresses emissions from forest, land, and agricultural activities.

(d) **Nature-based solutions:** nature-based solutions are addressing environmental, social, and economic challenges in a sustainable way.



CONTACT

Danone S.A. 59-61 rue La Fayette,
75009 Paris, France
www.danone.com

FOLLOW US

LEARN MORE

For more detailed information on Danone's governance, financial performance, and sustainability initiatives, please consult:

2025 Universal Registration Document: Comprehensive financial and non-financial reporting, available at www.danone.com / investors / Financial and Extra financial reports section

Health Journey Report: Detailed report on our health and nutrition initiatives and scientific research, available at www.danone.com / Sustainability / Health

Climate Transition Plan: Comprehensive roadmap for achieving our climate commitments, available at www.danone.com / Sustainability / Nature / Driving Climate Action

Designed and produced by:
THE EDITORIALIST