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## H1 2025 Results Aide-Memoire

Danone has compiled this document that sets forth public information previously provided by the Company, ahead of H1 2025 results, due for publication on July 30, 2025.

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### I. 2025 GUIDANCE

The guidance for FY 2025, issued in February 2025 and confirmed in April 2025, is in line with the mid-term ambition issued in June 2024:

- **Like-for-like sales growth between +3% and +5%**
- **Recurring operating income growing faster than sales**

### II. SALES

#### Noteworthy information included in previous quarterly announcements

In Q1 2025, sales were up +4.3% on a like-for-like (LFL) basis, led by an increase of +1.9% in volume/mix and +2.4% in price.

On a reported basis, sales increased by +0.8% in Q1 2025, reflecting notably in addition to the LFL sales growth:

- A negative impact from scope (-3.0%), resulting predominantly from the sale of Horizon Organic and Wallaby (around 3% of 2023 global revenues; sale completed on April 1, 2024), and to a lesser extent, Michel & Augustin (sale completed on February 29, 2024).
- A negative impact from Forex (-0.8%), reflecting the depreciation of several currencies against the euro, notably the Mexican Peso, the Brazilian Real, the Argentine Peso and the Turkish Lira.
- A positive contribution of hyperinflation (+0.8%).

#### Management statements from previous quarterly calls

**On FY 2025 guidance:** "We are pleased to start the year 2025 with a strong performance. We can rely on several growth engines and are strategically positioned in high-growth categories centered around health. In the current uncertain environment, our science-based innovations and our consumer- and patient-centric approach are key differentiators and hence contribute to the resilience of our business. This gives us the confidence to confirm today the guidance for year 2025, aligned with our mid-term expectations of like-for-like sales growth between +3% and +5%"

**On volume/mix and price:** "There are three elements to keep in mind for the Q1 2025. The first one, which is industry-wide, is the leap year which is just translating into one day less in Q1 2025 versus Q1 2024. Second element is that in North America we benefited this Q1 from early pricing on top of the relatively late pricing of last year. So, in a way, we had a double effect in North America on price, which we will now phase out with Q2. And the third one: the season of water started relatively slow with bad weather conditions in both Mexico and Indonesia, and so we slowed down our promotional activities, which is temporarily increasing the price effect and, on the other side, lowering the volume effect. When you put aside those elements which are really specific to the Q1, there is no fundamental change compared to the trends we have observed over the last quarters. We want our growth to be driven by volume/mix. Pricing is important to cover for the net inflation but should not be the main driver of our growth moving forward, like in 2024."

### III. Recurring Operating Margin

#### Noteworthy information included in previous quarterly announcements

In H1 2024, the recurring operating margin stood at 12.69%, up +45 basis points (bps) compared to H1 2023. This growth included:

- The strong improvement of margin from operations (+257 bps), driven by the final benefits of 2023 carry-over pricing, combined with record levels of productivity;
- The continued step-up in reinvestments in A&P, product superiority and capabilities, which had a negative effect of -169 bps;
- The negative impact from Overheads before reinvestments of -8 bps;
- A combined impact of -34 bps that includes notably a negative impact from Forex and a positive effect from Scope.

In FY 2024, the recurring operating margin stood at 13.0%, up +39 bps compared to FY 2023. This increase included:

- The strong improvement in margin from operations (+242 bps), notably driven by record productivity levels;
- The continued step-up in reinvestments in A&P, product superiority and capabilities, which accounted for -173 bps;
- Overheads before reinvestments had a negative effect of -18 bps;
- Other effects had a combined impact of -12 bps, mainly due to a negative impact from Forex.

#### Management statements from previous quarterly calls

**On FY 2025 guidance:** "This gives us the confidence to confirm the guidance for year 2025, aligned with our mid-term expectations of (...) recurring operating income growing faster than sales."

**On COGS inflation:** "In 2024, we were benefiting, especially in the first half, from some lower commodity prices, which have bounce-back in a number of areas, which means that we foresee for year 2025, what I would call an almost back to normal level of inflation, remaining within a reasonable corridor. The way we're going to manage volatility it is three-fold. First, driving again, productivity to the max (...) you have seen us driving record productivity in year '23, '24, and the same ambition is for 2025. We want to maximize the operational leverage by growing against our volumes in year 2025 is a big lever for us, especially in EDP. And lastly, increasing our prices. And here, again, in a targeted manner, not broad-based, but it will be, again, consumer led (...) it will vary region by region because the profile of inflation is very different region by region"

"The level of inflation for this year [2025] will be driven by milk and dairy ingredients, labor, logistics, some uncertainty coming through the tariffs, although that's not our major concern because we produce a lot locally."

**On reinvestments:** "We have been reinvesting very consistently, and the way we reinvested is basically on three elements. We progressively rebuilt our share of voice to share of market, we reinvested behind our brands, in media, and there, the journey is not over, because we moved from a place where we are massively underinvested, to a place where we are getting closer to our fair share, but the name of the game when you're category leader is to drive your categories. The second area of reinvestments was really capabilities (...): science makes a difference (...), we are extremely disciplined in the way we spend the money, but we will keep investing in R&I. The last big block, is what we do in data and IT. There too, the journey is not over, which is why we have the model that we

have, which is delivering consistently a quality topline, reinvesting into the long term of our business while increasing our profitability, and we stick to that model."

## IV. Recurring Net Income and Earnings per share

### Noteworthy information included in previous quarterly announcements

In H1 2024, Recurring EPS was up +2.6% to €1.80. It notably reflected:

- Recurring financial result stood at -€151m in H1 2024, vs. -€142 in H1 2023, related to slightly higher bond yields;
- The recurring effective tax rate was 26.9% in H1 2024;
- Recurring share of profit of equity-accounted companies stood at €40 million, up from €14 million in H1 2023, while recurring non-controlling interests, which include notably Aqua and Mizone, stood at €44 million, slightly up from €39 million in H1 2023.

In H1 2024, non-recurring operating income and expense reached €69 million, which includes one-off costs related to transformation projects, mainly in Europe and the United States, more than offset by the gain on disposal in the period related to EDP business in Russia, Horizon Organic, and Michel & Augustin. As a result, Reported EPS increased by +11.6% to €1.89.

In FY 2024, Recurring EPS increased by +2.5% to €3.63, driven by higher recurring operating income and a good management of financial costs

- Recurring financial result stood at -€305m, slightly below 2023 (-€307m);
- The recurring effective tax rate was 27.3% in FY 2024 vs. 27.2% in FY 2023;
- Recurring share of profit of equity-accounted companies reached €76 million, up from €55 million in 2023, while recurring non-controlling interests stood at €96 million, up from €81 million last year.

In FY 2024, non-recurring operating income and expense reached -€179 million, including one-off costs related to transformation projects, mainly in Europe and the United States. This compares to -€1,438 million in 2023, which reflected the deconsolidation of EDP Russia and the impairment resulting from the disposal of Horizon Organic and Wallaby in the US. As a result, Reported EPS stood at €3.13, up +130.2%.

The number of shares (excluding treasury shares) is estimated to reach c. 644 million as of June 30, 2025.

## V. Cash Flow and Debt

### Noteworthy information included in previous quarterly announcements

Free cash flow amounted to €1,248 million in H1 2024, up +11% year on year, reflecting the strong increase in cash flow from operating activities. Capex stood at €319 million.

Free cash flow reached €3,003 million in 2024, up from €2,633 million in 2023, reflecting the increase in recurring operating income, as well as a strong improvement in working capital, reaching -8.5% of sales. Capex stood at -€923 million.

As of December 31, 2024, Danone's net debt stood at €8.6 billion, decreasing significantly from €10.2 billion the previous year, reflecting mainly the strong free cash flow generation in 2024.

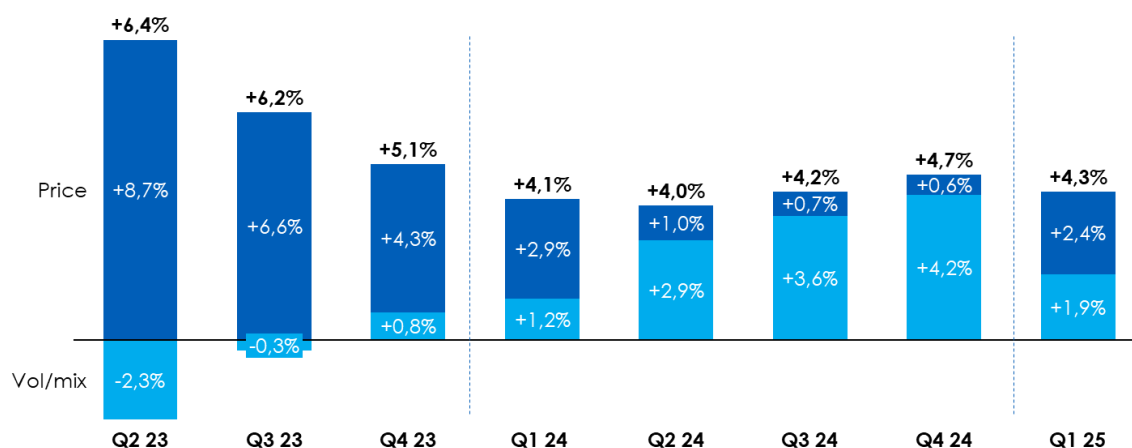
### Management statements from previous quarterly calls

**On cash flow:** "In 2024, our strong step-up in earnings combined with the continued focus on working capital management has enabled us to post a record free cash flow, reaching as much as €3 billion, an increase of 14% compared to last year. While we cannot yet claim to be a structural €3 billion free cash flow company, we have made another important step versus this objective, demonstrating the ability of our organization to drive high cash conversion."

"We are not yet declaring victory that we are already structurally a €3 billion company because we want to make sure that we increase our absolute earnings step by step, as a value compounder... while making step-by-step also the annual contribution of working capital structure. At -8.5% [of sales] we are there, but repeating every year €500 million of contribution, as we have seen it in year 2024, is obviously not an easy one"

## VI. APPENDIX

### Quarterly topline evolution



### Quarterly sales and volume/mix by geography and by category

	Q1 2024		Q2 2024		H1 2024		Q3 2024		Q4 2024		FY 2024		Q1 2025	
	LFL growth	Vol/mix	LFL growth	Vol/mix	LFL growth	Vol/mix	LFL growth	Vol/mix	LFL growth	Vol/mix	LFL growth	Vol/mix	LFL growth	Vol/mix
<b>By geographical zone</b>														
Europe	+2.8%	+0.1%	+0.7%	+0.2%	+1.7%	+0.1%	+1.4%	+2.4%	+1.8%	+3.0%	+1.7%	+1.4%	+2.0%	+1.9%
North America	+2.5%	+1.5%	+5.0%	+4.4%	+3.7%	+2.9%	+5.8%	+4.9%	+7.7%	+5.9%	+5.2%	+4.1%	+3.7%	+0.9%
China, North Asia & Oceania	+8.9%	+6.9%	+8.4%	+9.4%	+8.6%	+8.3%	+8.0%	+10.2%	+6.8%	+9.8%	+8.0%	+9.1%	+9.9%	+10.4%
Latin America	+4.1%	-2.6%	+5.0%	+1.8%	+4.6%	-0.2%	+2.7%	-0.7%	+4.7%	+1.2%	+4.2%	+0.0%	+9.0%	-2.1%
Rest of the World	+6.0%	+1.0%	+5.3%	+1.8%	+5.6%	+1.4%	+6.0%	+1.2%	+5.4%	+1.7%	+5.7%	+1.4%	+3.3%	-1.0%
<b>By category</b>														
EDP	+3.0%	+0.8%	+3.3%	+2.6%	+3.1%	+1.7%	+4.1%	+3.8%	+4.7%	+3.8%	+3.8%	+2.7%	+3.7%	+1.5%
Specialized Nutrition	+3.8%	+0.3%	+4.7%	+3.6%	+4.3%	+2.0%	+5.2%	+4.1%	+4.6%	+5.3%	+4.6%	+3.4%	+5.3%	+3.1%
Waters	+8.1%	+3.9%	+4.4%	+2.6%	+6.0%	+3.2%	+3.2%	+2.3%	+5.3%	+3.0%	+5.1%	+2.9%	+4.1%	+1.0%
<b>TOTAL</b>	<b>+4.1%</b>	<b>+1.2%</b>	<b>+4.0%</b>	<b>+2.9%</b>	<b>+4.0%</b>	<b>+2.1%</b>	<b>+4.2%</b>	<b>+3.6%</b>	<b>+4.7%</b>	<b>+4.2%</b>	<b>+4.3%</b>	<b>+3.0%</b>	<b>+4.3%</b>	<b>+1.9%</b>

## Quarterly sales by geography by category

Q1 2024	Europe		North America		China/North Asia/Oceania		AMEA, CIS & Latin America		Total	
	Net sales (€m)	LFL sales growth (%)	Net sales (€m)	LFL sales growth (%)	Net sales (€m)	LFL sales growth (%)	Net sales (€m)	LFL sales growth (%)	Net sales (€m)	LFL sales growth (%)
EDP	1,088	+1.7%	1,590	+2.6%	87	+16.0%	709	+4.9%	3,474	+3.0%
Specialized Nutrition	785	+2.5%	80	-5.7%	596	+4.0%	722	+6.5%	2,183	+3.8%
Waters	462	+6.1%	67	+10.9%	157	+27.6%	446	+4.1%	1,132	+8.1%
<b>Total Company</b>	<b>2,336</b>	<b>+2.8%</b>	<b>1,737</b>	<b>+2.5%</b>	<b>840</b>	<b>+8.9%</b>	<b>1,876</b>	<b>+5.3%</b>	<b>6,789</b>	<b>+4.1%</b>

Q2 2024	Europe		North America		China/North Asia/Oceania		AMEA, CIS & Latin America		Total	
	Net sales (€m)	LFL sales growth (%)	Net sales (€m)	LFL sales growth (%)	Net sales (€m)	LFL sales growth (%)	Net sales (€m)	LFL sales growth (%)	Net sales (€m)	LFL sales growth (%)
EDP	1,086	+1.0%	1,420	+5.4%	97	+13.5%	696	+1.0%	3,298	+3.3%
Specialized Nutrition	780	+1.1%	87	-6.1%	641	+7.0%	704	+8.6%	2,213	+4.7%
Waters	581	-0.4%	87	+11.1%	263	+9.9%	495	+6.5%	1,426	+4.4%
<b>Total Company</b>	<b>2,447</b>	<b>+0.7%</b>	<b>1,595</b>	<b>+5.0%</b>	<b>1,001</b>	<b>+8.4%</b>	<b>1,895</b>	<b>+5.2%</b>	<b>6,938</b>	<b>+4.0%</b>

H1 2024	Europe		North America		China/North Asia/Oceania		AMEA, CIS & Latin America		Total	
	Net sales (€m)	LFL sales growth (%)	Net sales (€m)	LFL sales growth (%)	Net sales (€m)	LFL sales growth (%)	Net sales (€m)	LFL sales growth (%)	Net sales (€m)	LFL sales growth (%)
EDP	2,175	+1.4%	3,010	+3.9%	183	+14.7%	1,417	+2.9%	6,785	+3.1%
Specialized Nutrition	1,565	+1.8%	167	-5.9%	1,238	+5.5%	1,444	+7.6%	4,414	+4.3%
Waters	1,043	+2.4%	154	+11.0%	420	+15.9%	940	+5.3%	2,557	+6.0%
<b>Total Company</b>	<b>4,783</b>	<b>+1.7%</b>	<b>3,331</b>	<b>+3.7%</b>	<b>1,841</b>	<b>+8.6%</b>	<b>3,802</b>	<b>+5.3%</b>	<b>13,757</b>	<b>+4.0%</b>

Q3 2024	Europe		North America		China/North Asia/Oceania		AMEA, CIS & Latin America		Total	
	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)
EDP	1,069	+0.9%	1,438	+6.2%	95	+9.3%	683	+4.1%	3,283	+4.1%
Specialized Nutrition	770	0.0%	96	-2.6%	620	+7.7%	704	+10.3%	2,189	+5.2%
Waters	589	+4.3%	78	+9.6%	252	+8.3%	435	-1.7%	1,354	+3.2%
<b>Total Company</b>	<b>2,427</b>	<b>+1.4%</b>	<b>1,611</b>	<b>+5.8%</b>	<b>967</b>	<b>+8.0%</b>	<b>1,821</b>	<b>+4.8%</b>	<b>6,826</b>	<b>+4.2%</b>

Q4 2024	Europe		North America		China, North Asia & Oceania		AMEA, CIS & Latin America		Total	
	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)
EDP	1,075	+0.0%	1,474	+7.8%	95	+8.2%	712	+5.2%	3,355	+4.7%
Specialized Nutrition	819	+2.0%	89	+3.2%	700	+6.6%	699	+6.1%	2,308	+4.6%
Waters	464	+5.6%	73	+12.3%	91	+7.2%	424	+3.5%	1,053	+5.3%
<b>Total Company</b>	<b>2,358</b>	<b>+1.8%</b>	<b>1,636</b>	<b>+7.7%</b>	<b>886</b>	<b>+6.8%</b>	<b>1,836</b>	<b>+5.1%</b>	<b>6,716</b>	<b>+4.7%</b>

FY 2024	Europe		North America		China, North Asia & Oceania		AMEA, CIS & Latin America		Total	
	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)
EDP	4,318	+0.9%	5,922	+5.4%	372	+11.6%	2,850	+3.8%	13,463	+3.8%
Specialized Nutrition	3,154	+1.4%	353	-3.0%	2,557	+6.3%	2,873	+7.9%	8,936	+4.6%
Waters	2,096	+3.6%	304	+10.9%	764	+12.2%	1,813	+3.0%	4,977	+5.1%
<b>Total Company</b>	<b>9,568</b>	<b>+1.7%</b>	<b>6,579</b>	<b>+5.2%</b>	<b>3,694</b>	<b>+8.0%</b>	<b>7,536</b>	<b>+5.1%</b>	<b>27,376</b>	<b>+4.3%</b>

Q1 2025	Europe		North America		China, North Asia & Oceania		AMEA, CIS & Latin America		Total	
	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)	Sales (€m)	LFL sales growth (%)
EDP	1,103	+1.5%	1,459	+2.9%	95	+8.8%	725	+8.5%	3,381	+3.7%
Specialized Nutrition	799	+1.0%	97	+9.2%	665	+10.0%	745	+5.7%	2,306	+5.3%
Waters	487	+4.7%	77	+13.1%	176	+10.2%	415	-0.2%	1,156	+4.1%
<b>Total Company</b>	<b>2,389</b>	<b>+2.0%</b>	<b>1,633</b>	<b>+3.7%</b>	<b>936</b>	<b>+9.9%</b>	<b>1,885</b>	<b>+5.3%</b>	<b>6,844</b>	<b>+4.3%</b>

## Reminder of recent developments

- **March 14, 2025:** Danone has completed its share buyback announced on February 26, 2025. 2.7 million shares have been bought back between March 3 and March 14, 2025, for a total amount of €192 million. The objective of this share buyback is to offset the dilutive impact resulting from the capital increases reserved to employees and the long-term incentive plans to be implemented in 2025.
- **April 1, 2025:** Danone successfully issued an €800 million bond with an 8-year maturity and a 3.438% coupon. The settlement took place on April 7, 2025, and the bonds are listed on Euronext Paris. The bond issue was widely subscribed by a diversified investor base, confirming the high confidence in Danone's business model and credit profile.
- **May 12, 2025:** Danone announced that it has entered into a definitive agreement to acquire a majority stake in Kate Farms, a fast-growing U.S. business offering a wide array of plant-based, organic nutrition products for both medical and everyday needs. Kate Farms' highly complementary products will enhance Danone's specialized nutrition offerings. The transaction remains subject to customary closing conditions, including regulatory approval.

## DISCLAIMER AND FORWARD-LOOKING STATEMENTS

This document contains certain forward-looking statements concerning Danone that are subject to risks and uncertainties. Generally, you can identify these forward-looking statements by forward-looking words, such as “estimate”, “expect”, “anticipate”, “project”, “plan”, “intend”, “objective”, “believe”, “forecast”, “guidance”, “foresee”, “likely”, “may”, “should”, “goal”, “target”, “might”, “will”, “could”, “predict”, “continue”, “convinced” and “confident,” the negative or plural of these words and other comparable terminology, or by using futures dates. Forward looking statements in this document include, but are not limited to, predictions of future activities, operations, direction, performance and results of Danone.

These forward-looking statements are subject to numerous risks and uncertainties, which could cause actual results to differ materially from those anticipated in these forward-looking statements. For a detailed description of risks and uncertainties, please refer to the “Risk Factor” section of Danone’s Universal Registration Document (the current version of which is available at [www.danone.com](http://www.danone.com)).

Subject to regulatory requirements, Danone does not undertake to publicly update or revise any of these forward-looking statements. This document does not constitute an offer to sell, or a solicitation of an offer to buy Danone securities.

All references in this document to like-for-like changes, margin from operations, recurring operating income, recurring operating margin, recurring net income, recurring income tax, recurring EPS and free cash flow correspond to financial indicators not defined in IFRS. Please refer to the financial press releases issued by the Company (available on [www.danone.com](http://www.danone.com)) – in particular the press release on FY 2024 results published on February 26, 2025, for the definitions and reconciliation with financial statements of financial indicators not defined in IFRS, as well as for further details on IAS 29 (Financial reporting in hyperinflationary economies) and for the definition of the geographical zones. The 2024 Universal Registration Document (available on [www.danone.com](http://www.danone.com)) also includes the definition of financial indicators non defined in IFRS (in section 3.6, page 70, as well as the calculation of the ratio of working capital on sales (in Note 7.4 of the 2024 consolidated financial statements, page 97).

Due to rounding, the sum of values presented in this document may differ from totals as reported. Such differences are not material.