

CORPORATE GOVERNANCE

POSITIONS AND RESPONSIBILITIES OF THE DIRECTORS AND NOMINEES TO THE BOARD OF DIRECTORS

BENOÎT POTIER



Born on September 3, 1957

Age: 57

Business address:

75, quai d'Orsay – 75007 Paris – France

Number of DANONE shares held

as of December 31, 2014: 8,343

Independent Director

French nationality

Principal responsibility: Chairman and Chief Executive Officer of Air Liquide SA

Personal background – experience and expertise:

A graduate of the École Centrale de Paris, Benoît POTIER joined the Air Liquide group in 1981 as a Research and Development engineer. He then held positions as Project Manager in the Engineering and Construction Department and Head of Energy Development within the Large Industry segment. In 1993 he was named Head of Strategy-Organization and in 1994 he was appointed Head of Chemicals, Steel, Refining and Energy Markets. He became Deputy General Manager in 1995, and added to the aforementioned responsibilities that of Head of Construction Engineering and Large Industry for Europe.

Benoît POTIER was appointed Chief Executive Officer in 1997, Director of Air Liquide in 2000 and Chairman of the Management Board in November 2001. In 2006, he was named Chairman and Chief Executive Officer of Air Liquide SA.

In 2004, Air Liquide acquired the assets of Messer Griesheim in Germany, the United Kingdom and the United States.

In 2007, the group expanded its technology portfolio by acquiring the Lurgi engineering company and in 2008 launched the Alma company project aimed at accelerating its growth. The group is continuing to diversify internationally, notably through its growing presence in developing economies: Asia, Russia, Central and Eastern Europe, the Middle East and Latin America.

In 2008, Benoît POTIER initiated the creation of Fondation Air Liquide and has served as its Chairman since inception. Fondation Air Liquide supports research projects in the environmental and healthcare fields and contributes to local development by encouraging micro-initiatives in those areas of the world where the group is present.

Since May 2014, Benoît POTIER has also been Chairman of the European Roundtable of Industrialists (ERT).

Positions and responsibilities as of December 31, 2014^(a)

Positions	Companies	Countries
Director (term of office from April 11, 2003 to the end of the Shareholders' Meeting to approve the 2017 financial statements) ^(d)	DANONE SA ^(b)	France
Member of the Board of Directors' Compensation and Nomination Committee (since April 26, 2012)		
Chairman and Chief Executive Officer	AIR LIQUIDE SA ^(b)	France
	AIR LIQUIDE INTERNATIONAL (SA) ^(c)	France
Director	AMERICAN AIR LIQUIDE HOLDINGS INC ^(c)	United States
Chairman, President & Chief Executive Officer	AIR LIQUIDE INTERNATIONAL CORPORATION (ALIC) ^(c)	United States

Positions	Associations/Foundations/Other	Countries
Chairman	EUROPEAN ROUNDTABLE OF INDUSTRIALISTS (ERT)	Belgium
	FONDATION D'ENTREPRISE AIR LIQUIDE	France
Vice-Chairman	ASSOCIATION NATIONALE DES SOCIÉTÉS PAR ACTIONS (ANSA)	France
Director	ASSOCIATION FRANÇAISE DES ENTREPRISES PRIVÉES (AFEP)	France
	CERCLE DE L'INDUSTRIE (Association)	France
	LA FABRIQUE DE L'INDUSTRIE (Association)	France
	ÉCOLE CENTRALE DES ARTS ET MANUFACTURES	France
Member of the Board	INSEAD	France

(a) Offices shown in italics are not governed by Article L. 225-21 of the French commercial code concerning multiple directorships.

(b) Listed company.

(c) Companies in the Air Liquide group in which Benoît POTIER holds a corporate office.

(d) Subject to the renewal of his term of office by the Shareholders' Meeting of April 29, 2015.

Positions and responsibilities held in the past five years

Positions	Companies	Countries
Member and Chairman of the Audit Committee	DANONE ^(a)	France
Member of the Supervisory Board	MICHELIN ^(a)	France
Member of the Audit Committee		

(a) Listed company.