

CORPORATE GOVERNANCE

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

EMMANUEL FABER



Born on January 22, 1964

Age: 51

Business address:

17, boulevard Haussmann – 75009 Paris – France

Number of DANONE shares held

as of December 31, 2014: 59,108

Non-Independent Director

French nationality

Principal responsibility: Chief Executive Officer and Vice-Chairman of the Board of Directors of Danone

Seniority in Danone group: October 1997 (17 years)

Personal background – experience and expertise:

After graduating from HEC, Emmanuel FABER began his career as a consultant at Bain & Company and later Baring Brothers.

In 1993, he joined Legris Industries as Chief Administrative and Financial Officer before being named Chief Executive Officer in 1996.

He joined Danone in 1997 as Head of Finance, Strategies and Information Systems. He became a member of the Executive Committee in 2000.

In 2005, while Danone was strengthening its management structure in the Asia-Pacific region, Emmanuel FABER was named Vice-President for the Asia-Pacific region in charge of the Group's operational activities.

From January 1, 2008 to September 30, 2014, he served as Deputy General Manager of Danone, responsible for major corporate functions (Finance, Human Resources, etc.), and was named Vice-Chairman of the Board of Directors on April 28, 2011.

Since 2008, he has served as Director of the danone. communities mutual investment fund (SICAV). Since 2009, he has been a member of the Steering Committee of the Danone Ecosystem Fund. And since December 2011, he has been a member of the Steering Committee of the Livelihoods Fund.

Since October 1, 2014, he has been Danone's Chief Executive Officer.

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

Positions	Companies	Countries
Chief Executive Officer (since October 1, 2014)	DANONE SA ^(b)	France
Vice-Chairman of the Board of Directors (since April 28, 2011)		
Director (term of office from April 25, 2002 to the end of the Shareholders' Meeting to approve the 2015 financial statements)		
Member of the Board of Directors' Social Responsibility Committee (since February 14, 2007)		
Member of the Executive Committee (since January 1, 2000)		
Director	COFCO DAIRY INVESTMENTS LIMITED ^(c)	Hong Kong
	GRAMEEN DANONE FOODS LIMITED ^{(c) (d)}	Bangladesh
	danone.communities (SICAV) ^(d)	France
	PROMINENT ACHIEVER LIMITED ^(c)	Hong Kong
Director and Vice-President	NAANDI COMMUNITY WATER SERVICES PRIVATE LTD ^(d)	India
Member of the Steering Committee	LIVELIHOODS FUND (SICAV) ^(d)	Luxembourg

Positions	Associations/Foundations/Other	Countries
Member of the Steering Committee	DANONE ECOSYSTEM FUND (endowment fund) ^(d)	France
Co-Chairman	ACTION TANK ENTREPRISE ET PAUVRETE	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) Company consolidated as associate by Danone.

(d) Duties performed in the framework of social projects initiated by the Group.

Positions and responsibilities held in the past five years

Positions	Companies	Countries
Deputy General Manager	DANONE SA ^(a)	France
Director	RYANAIR HOLDINGS PLC ^(a)	Ireland
Member of the Audit Committee		
Director	RYANAIR LIMITED	Ireland
	YAKULT HONSHA CO., LTD ^(a)	Japan
Member of the Supervisory Board	LEGRIS INDUSTRIES SA	France

(a) Listed company.