

CORPORATE GOVERNANCE

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

FRANCK RIBOUD



Born on November 7, 1955

Age: 59

Business address:

17, boulevard Haussmann – 75009 Paris – France

Number of DANONE shares held

as of December 31, 2014: 274,512

Non-Independent Director

French nationality

Principal responsibility: Chairman of Danone's Board of Directors

Seniority in Danone group: October 1981 (33 years)

Personal background – experience and expertise:

Franck RIBOUD is a graduate of the École Polytechnique Fédérale de Lausanne.

He joined the Group in 1981, where he held successive positions through 1989 in management control, sales and marketing. After serving as Head of Sales at Heudebert, in September 1989 he was appointed to head up the department responsible for the integration and development of new companies in the Biscuits branch. He was involved in the most significant acquisition, at that time, completed by a French group in the United States, namely the acquisition of Nabisco's European activities by BSN. In July 1990, he was appointed General Manager of Société des Eaux Minérales d'Evian.

In 1992, Franck RIBOUD became Head of the Group Development Department. The Group then launched its international diversification marked by increased development in Asia and Latin America and through the creation of an Export Department.

In 1994, BSN changed its name to Danone in order to become a global brand.

From May 2, 1996 to September 30, 2014, he was Chairman and Chief Executive Officer of Danone. Following the separation of offices, he became Chairman of Danone's Board of Directors on October 1, 2014.

Since 2008, he has been the Chairman of the Board of Directors of the danone.communities mutual investment fund (SICAV), a financing entity aimed at promoting the development of profitable companies whose primary goal is to maximize socially responsible objectives as opposed to profit.

Since 2009, he has served as the Chairman of the Steering Committee of the Danone Ecosystem Fund, and in December 2011 he was named member of the Steering Committee of the Livelihoods Fund.

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

Positions	Companies	Countries
Chairman of the Board of Directors (since October 1, 2014)	DANONE SA ^(b)	France
Director (term of office from September 30, 1992 to the end of the Shareholders' Meeting to approve the 2015 financial statements)		
Chairman of the Strategy Committee		
Director	RENAULT SA ^(b)	France
	BAGLEY LATINOAMERICA, SA ^(c)	Spain
	DANONE (SPAIN) SA ^(d)	Spain
	RENAULT SAS	France
	ROLEX SA	Switzerland
	ROLEX HOLDING SA	Switzerland
Chairman of the Board of Directors	danone.communities (SICAV) ^(e)	France
Member of the Steering Committee	LIVELIHOODS FUND (SICAV) ^(e)	Luxembourg

Positions	Associations/Foundations/Other	Countries
Chairman of the Steering Committee	DANONE ECOSYSTEM FUND (endowment fund) ^(e)	France
Director	INTERNATIONAL ADVISORY BOARD HEC BUSINESS SCHOOL	France
	RAISE (endowment fund)	France
Member of the Supervisory Board	FONDATION ELA (EUROPEAN LEUKODYSTROPHY ASSOCIATION)	France
Honorary member	ASSOCIATION ELA	France
Member of the Board of	FONDATION EPFL PLUS (ÉCOLE POLYTECHNIQUE FÉDÉRALE DE LAUSANNE)	Switzerland

(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) Company fully consolidated by Danone.

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

Positions and responsibilities held in the past five years

Positions	Companies	Countries
Chairman of the Executive Committee	DANONE SA ^(a)	France
Chief Executive Officer		
Director	LACOSTE SA	France
	OMNIUM NORD AFRICAINE (ONA) ^(a)	Morocco
Director and Member of the Compensation Committee	ACCOR SA ^(a)	France
Chairman and Member of the Compensation Committee	RENAULT SA ^(a)	France

Positions	Associations/Foundations/Other	Countries
Director	ASSOCIATION NATIONALE DES INDUSTRIES AGROALIMENTAIRES	France

(a) Listed company.