

LIONEL ZINSOU-DERLIN



Born on October 23, 1954

Age: 60

Business address:

232, rue de Rivoli – 75001 Paris – France

Number of DANONE shares held as of December 31, 2014: 4,000

Independent Director

Dual French and Beninese nationality

Principal responsibility: Chairman of PAI partners SAS

Personal background – experience and expertise:

Lionel ZINSOU-DERLIN, of French and Beninese nationality, is a graduate from the Ecole Normale Supérieure (Ulm), the London School of Economics and the Institut d'Etudes Politiques of Paris. He holds a master degree in Economic History and is an Associate Professor in Social Sciences and Economics.

He started his career as a Senior Lecturer and Professor of Economics at Université Paris XIII.

From 1984 to 1986, he became an Advisor to the French Ministry of Industry and then to the Prime Minister.

In 1986, he joined Danone where he held various positions, in particular Group Corporate Development Director, then General Manager at HP Foods Limited and Lea & Perrins.

In 1997, he joined Rothschild & Cie bank as Managing Partner where he was Head of the Consumer Products Group, Head of Middle East and Africa region and a member of the Global Investment Bank Committee.

In 2008, he joined PAI partners SAS of which he has been Chairman since 2009 and Chairman of the Executive Committee since 2010.

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

Positions	Companies	Countries
Director (term of office from April 29, 2014 to the end of the Shareholders' Meeting to approve the 2016 financial statements)	DANONE SA ^(b)	France
Chairman and Chairman of the Executive Committee	PAI PARTNERS SAS	France
Member of the Investment Committee		
Director	INVESTISSEURS & PARTENAIRES	Mauritius
	I&P AFRIQUE ENTREPRENEURS	Mauritius
	KAUFMAN & BROAD SA ^(b)	France
	PAI SYNDICATION GENERAL PARTNER LIMITED	Guernsey
	PAI EUROPE III GENERAL PARTNER LIMITED	Guernsey
	PAI EUROPE IV GENERAL PARTNER LIMITED	Guernsey
	PAI EUROPE V GENERAL PARTNER LIMITED	Guernsey
	PAI EUROPE VI GENERAL PARTNER LIMITED	Guernsey
Chairman and Member of the Supervisory Board	LES DOMAINES BARONS DE ROTHSCHILD SCA (LAFITE)	France
Member of the Advisory Council	MOET HENNESSY	France
Member of the Supervisory Board	CERBA EUROPEAN LAB SAS	France
Alternate Director	UNITED BISCUITS TOPCO LTD	Luxembourg
Manager	SOFIA – SOCIÉTÉ FINANCIÈRE AFRICAINE SARL	France

Positions	Associations/Foundations/Other	Countries
Founder and Treasurer	FONDATION ZINSOU	Benin
Director	CARE FRANCE (Association)	France
	LE SIÈCLE (Association)	France
	AMREF (Association)	France
	INSTITUT PASTEUR (Foundation)	France
Member of the Strategy Steering Committee	FONDATION POUR LES ÉTUDES ET RECHERCHES SUR LE DÉVELOPPEMENT INTERNATIONAL	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.

CORPORATE GOVERNANCE

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

LIONEL ZINSOU-DERLIN (CONTINUED)

Positions and responsibilities held in the past five years

Positions	Companies	Countries
Vice-Chairman of the Board of Directors	CHR HANSEN HOLDING AS ^(a)	Sweden
Director	ATOS SA ^(a)	France
	CHR HANSEN HOLDING AS ^(a)	Sweden
	FINANCIÈRE SPIE SAS	France
	SODIMA SAS	France
	SPIE SAS	France
	STRATEGIC INITIATIVES FRANCE SAS	France
	YOPLAIT FRANCE SAS	France
	YOPLAIT MARQUES INTERNATIONALES SAS	France
	YOPLAIT SAS	France
Manager	STAR LADYBIRD SARL	Luxembourg

(a) Listed company.