

CORPORATE GOVERNANCE

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

MARIE-ANNE JOURDAIN



Born on April 28, 1958

Age: 56

Business address:

17, boulevard Haussmann – 75009 Paris – France

Number of DANONE shares held

as of October 1, 2014: 0 (the obligation to hold DANONE shares is not applicable to Directors representing employees)

Director representing employees

French nationality

Principal responsibility: Danone project and social monitoring manager

Personal background – experience and expertise:

Marie-Anne JOURDAIN began her career at a para-chemicals SME and later moved on to metallurgy before joining the Danone Group in 1989 where she has held various responsibilities in several of the Group's businesses.

After spending nine years abroad and helping to create the Group's Export Division, she joined Danone's Legal Department where she worked for three years.

In 2002, she changed course and began to represent and defend employees' interests, joining the various Employee Representative Bodies both at Danone's registered office and at the national level.

In 2008, she also became a Counselor at the Paris Labor Tribunal (*Conseil de Prud'Hommes*).

She has served as project and social monitoring manager at Danone since September 2014.

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

Positions	Companies	Countries
Director representing employees	DANONE SA ^(b)	France

Positions	Associations/Foundations/Other	Countries
Counselor	PARIS LABOR TRIBUNAL	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.

Positions and responsibilities held in the past five years

Positions	Companies	Countries
Works Council representative to the Board of Directors	DANONE SA ^(a)	France
Member of the Supervisory Board of the "Fonds Danone" company investment fund		
Works Council Secretary		
Shop Steward		
Secretary of the Workplace Health and Safety Committee		
Trade Union Representative		
Member of the European Works Council (CIC)		
Member of the Group-level Works Council		

(a) Listed company.