

Board of Director's reply to written questions

1. Question from Mr Sebastien Groyer, Equinomy

"Your Board of Directors is currently composed of independent directors and directors nominated by your main shareholders. You have also managed to include two employee representatives, which I find very positive. However, one voice is lacking, that of your customers. Have you decided not to include customers in your Board of Directors? In my opinion, the Board of Directors cannot attain its objective of continuing to manage the affairs of the company without the direct representation of its customers. Why is this right given to your shareholders and your employees, and not to your customers?"

Board of Director's reply :

"None of the directors represent or have been nominated by a shareholder.

The election of two directors representing the employees has been a legal obligation in France since 2014.

Concerning Board participation by a customer of Danone, the answer depends on the definition given to the word customer.

Danone's direct customers, to whom Danone sells and invoices its products, are essentially international supermarket/hypermarket chains; their presence at the Board of Directors would clearly create a conflict.

Concerning the end users of Danone's products (the customers of Danone's customers) their interests are at the centre of the daily decisions made by the company's management. Along with many other companies in the consumer goods sector, Danone invests heavily every year in specific and frequent studies in order to understand the expectations of its customers. Their opinion is therefore taken into account at all stages of development of products, product ranges and, more generally, decisions and strategies, because Danone's success depends above all on its ability to meet its customers' expectations. The voice of the consumer is therefore heard at all levels within the company, including at the Board of Directors, whose members are also demanding consumers of Danone's products."

2. Question from IPAC

"Could you describe your Group's policies concerning lobbying and the financing of political organizations?"

Board of Director's reply:

"Lobbying:

Danone considers that it is important to be able to express and put forward in a reasonable manner its opinion on decisions which are likely to have an impact on its activities. Danone

also considers that governments and legislators must have access to the points of view of different stakeholders on a given subject, and that lobbying can give this access.

In countries where lobbying activities are governed by laws or by best practices, Danone does of course respect these laws and practices.

In other countries, Danone employees are required, as a minimum, to respect the charter established by Danone in this field. This charter provides in particular that employees who are involved in lobbying activities, for example those participating in professional associations, can express their opposition to any position that potentially could go against the interests of Danone or its customers, but can only do so by communicating information which is accurate, precise, and expressed in a manner which is not misleading. They must at all times act in an honest and respectable manner, and, when they are acting within an ad hoc group of companies, they must ensure that these organizations operate in a transparent manner and in conformity with all applicable laws and regulations.

Financing of political organizations:

Danone's policy is not to participate in the financing of political organizations."