



## EMMANUEL FABER

### Chairman and Chief Executive Officer of DANONE SA

#### Non-Independent Director

Born January 22, 1964, French nationality  
BoD attendance rate 2017: 100%

#### Personal background – experience and expertise

Emmanuel FABER began his career as a consultant at Bain & Company before working as an investment banker at Baring Brothers. He joined Legris Industries and was appointed Chief Executive Officer in 1996. Emmanuel joined Danone in 1997 to head the Finance, Strategies and Information Systems department, and became a member of the Executive Committee in 2000. In 2005, he was appointed Chief Executive Officer of the Asia-Pacific region. In 2008 he became Deputy General Manager of Danone, and in 2011 he was appointed Vice-Chairman of the Board of Directors. He became Chief Executive Officer of Danone in October 2014. Since December 1, 2017, he is Danone's Chairman and Chief Executive Officer.

Emmanuel FABER is very engaged in the development of new, more inclusive business models. In 2005, he supervised the first social enterprise trials in Bangladesh with Grameen Bank, as well as the creation of Danone Communities, in close collaboration with Mohammad YUNUS, 2006 Nobel Peace Prize recipient. With Martin HIRSCH, Emmanuel FABER is also the founder and co-chairman of Action-Tank Entreprise et Pauvreté, an organization created in 2010 at the initiative of the HEC Paris Chair "Social Business - Enterprise and Poverty". This organization brings businesses, community organizations and academia together around a shared objective: contribute to reducing poverty and exclusion in France by developing innovative economic models. At the request of the Deputy Minister of Development, he drafted a report with Jay NAIDOO in 2013 titled: "Innover par la mobilisation des acteurs : 10 propositions pour une nouvelle approche de l'aide au développement" (Innovate by mobilizing stakeholders: 10 proposals for a new approach to development aid).

#### Terms of office held at December 31, 2017

##### Listed companies

- Chairman and Chief Executive Officer, and member of the Strategy Committee of *DANONE SA*

##### Unlisted companies

- Chairman and member of the Board of Directors of *LIVELIHOODS FUND FOR FAMILY FARMING SAS* <sup>(a)</sup>
- Director of *COFCO DAIRY INVESTMENTS LIMITED* (Hong Kong), *GRAMEEN DANONE FOODS LIMITED* (Bangladesh), *danone.com-munities (SICAV)* <sup>(a)</sup>, *PROMINENT ACHIEVER LIMITED* (Hong Kong)
- Director and Vice-President of *NAANDI COMMUNITY WATER SERVICES PRIVATE LTD* <sup>(b)</sup> (India)

#### Terms of office that expired over the past five years

##### Listed companies

- Deputy General Manager, member of the Social Responsibility Committee of *DANONE SA*

##### Unlisted companies

- Member of the Steering Committee of *LIVELIHOODS FUND* <sup>(a)</sup> (Luxembourg)
- Member of the Supervisory Board of *LEGRIS INDUSTRIES SA*

- (a) Duties performed within the framework of social projects initiated by Danone.  
(b) Danone group company or company in which Danone holds a stake.