

TABLE 3 Net sales and operating income by region, 2006-2011 (€ millions)

	2011	%	2010	%	2009	%	2008	%	2007	%	2006	%
Net Sales												
Europe	10,809	56.0	9,449	55.8	8,960	59.8	9,524	62.6	7,670	60.0	6,814	56.5
Asia	2,862	14.8	2,386	14.0	1,877	12.5	1,854	12.2	1,643	12.9	2,206	18.3
Rest of the world	5,647	29.2	5,175	30.2	4,145	27.7	3,842	25.2	3,463	27.1	3,048	25.3
Total	19,318	100.0	17,010	100.0	14,982	100.0	15,220	100.0	12,776	100.0	12,068	100.0
Trading operating income												
Europe	1,509	53.1	1,483	57.5	1,437	62.6	1,496	65.9	1,107	65.3	1,024	64.1
Asia	580	20.4	445	17.3	333	14.5	313	13.8	177	10.4	206	12.9
Rest of the world	754	26.5	649	25.2	524	22.8	461	20.3	412	24.3	367	23.0
Total	2,843	100.0	2,578	100.0	2,294	100.0	2,270	100.0	1,696	100.0	1,597	100.0

Note:

Europe includes Western, Central, and Eastern Europe; Asia includes the Pacific region, Australia, and New Zealand; and the Rest of the world includes North and South America, Africa, and the Middle East.

Source: Danone annual reports, various years.

sales, Danone's top-ten markets were: Russia (11%), France (11%), Spain (7%), the US (7%), Indonesia (6%), Mexico (5%), China (5%), Argentina (5%), Germany (5%), and the UK (5%).

Organizational Structure

Groupe Danone is governed by a board of directors which at the beginning of 2012 comprised:

- Franck Riboud, Chairman and Chief Executive Officer of Danone
- Emmanuel Faber, Co-Chief Operating Officer
- Bernard Hours, Co-Chief Operating Officer of Danone
- Bruno Bonnel, Chairman, Sorobot SAS
- Richard Goblet d'Alviella, Vice-Chairman, Sofina SA
- Yoshihiro Kawabata, Managing Director, Yakult Honsha Co., Ltd
- Christian Laubie, Collège du Haut Conseil du Commissariat aux Comptes
- Jean Laurent, Chairman, Foncière des Régions
- Hakan Mogren, Company Director
- Benoît Potier, Chairman and CEO, L'Air Liquide SA
- Guylaine Saucier, Company Director
- Jacques Vincent, Chairman, CompassionArt
- Isabelle Seillier, Chairman, JPMorgan, France
- Jean-Michel Severino, Head of Research, FERDI.

FIGURE 3

The top members of which four business companies.

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