



**Danone to acquire WhiteWave,  
a USD 4 bn sales Global Leader in Organic Foods,  
Plant-based Milks and related products**

**July 7, 2016**

# Cautionary note regarding forward-looking statements



*This document is presented by Danone. It contains certain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934, as amended. In some cases, you can identify these forward-looking statements by forward-looking words, such as “estimate,” “expect,” “anticipate,” “project,” “plan,” “intend,” “believe,” “forecast,” “foresee,” “likely,” “may,” “should,” “goal,” “target,” “might,” “will,” “could,” “predict,” and “continue,” the negative or plural of these words and other comparable terminology.*

*Forward-looking statements in this document include, but are not limited to, statements regarding the expected timing of the completion of the transactions described in this document, Danone’s operation of WhiteWave’s business following completion of the contemplated merger, and statements regarding the future operation, direction and success of WhiteWave’s businesses.*

*These forward-looking statements are subject to numerous risks and uncertainties, which could cause actual results to differ materially from those anticipated in these forward-looking statements. These risks and uncertainties include, but are not limited to, uncertainties as to the timing of the contemplated merger; uncertainties as to the approval of WhiteWave’s stockholders required in connection with the contemplated merger; the possibility that a competing proposal will be made; the possibility that the closing conditions to the contemplated merger may not be satisfied or waived; the effects of disruption caused by the announcement of the contemplated merger making it more difficult to maintain relationships with employees, customers, suppliers and other business partners; the risk that stockholder litigation in connection with the contemplated transactions may affect the timing or occurrence of the contemplated merger or result in significant costs of defense, indemnification and liability, and other risks and uncertainties described in the section “Risk Factors” in Danone’s Registration Document (the current version of which is available on [www.danone.com](http://www.danone.com)) and in WhiteWave’s recent annual report on Form 10-K available on [www.whitewave.com](http://www.whitewave.com).*

*Subject to regulatory requirements, Danone does not undertake to publicly update or revise any of these forward-looking statements. This document does not constitute an offer to sell, or a solicitation of an offer to buy Danone shares.*

*All figures in this presentation meet specific definitions disclosed in Danone and WhiteWave financial information separately. When combined, related figures in this presentation could differ from those obtained from the application of same rules for both Danone and WhiteWave.*

*Due to rounding, the sum of values presented in this document may differ from totals as reported. Such differences are not material.*

1. **INTRODUCTION** *Emmanuel FABER, Danone CEO*
2. **WHITEWAVE AT A GLANCE** *Gregg ENGLES, WhiteWave Chairman & CEO*
3. **A COMPELLING MOVE FOR DANONE, CREATING A UNIQUE COMBINATION**  
*Emmanuel FABER, Danone CEO & Cécile CABANIS, Danone CFO*
4. **CONCLUSION** *Emmanuel FABER, Danone CEO*



## 1. INTRODUCTION *Emmanuel FABER, Danone CEO*

## 2. WHITEWAVE AT A GLANCE *Gregg ENGLES, WhiteWave Chairman & CEO*

## 3. A COMPELLING MOVE FOR DANONE, CREATING A UNIQUE COMBINATION

*Emmanuel FABER, Danone CEO & Cécile CABANIS, Danone CFO*

## 4. CONCLUSION *Emmanuel FABER, Danone CEO*



# Danone: A unique and engaging mission to build the future

Significantly enhances Danone 2020 plan, serving the ambition for an *Alimentation* revolution



**DANONE**  
*Manifesto*



Immediately accelerates Danone journey towards strong sustainable profitable growth by 2020

**DANONE**  
**2020<sup>★</sup>**



- A perfect match of vision, culture and businesses
- Creates a truly unique global leader strongly aligned with consumer trends for healthier and more sustainable eating and drinking options
- Significantly enhances Danone 2020 plan, serving the ambition for an *Alimentation* revolution
- Immediately accelerates Danone journey towards strong sustainable and profitable growth by 2020
- Doubles the size of Danone's US business
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- Strong value creation, solid EPS accretion in the first year after closing
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Changing  
the way the  
world eats  
for the better





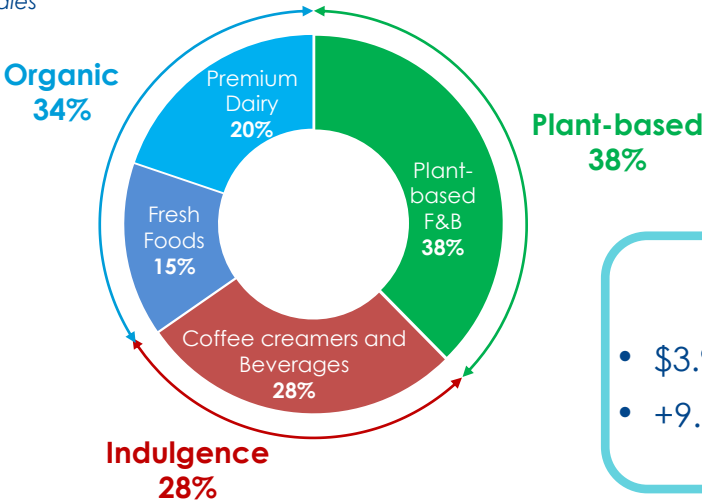
# WhiteWave at a glance: Key facts & figures



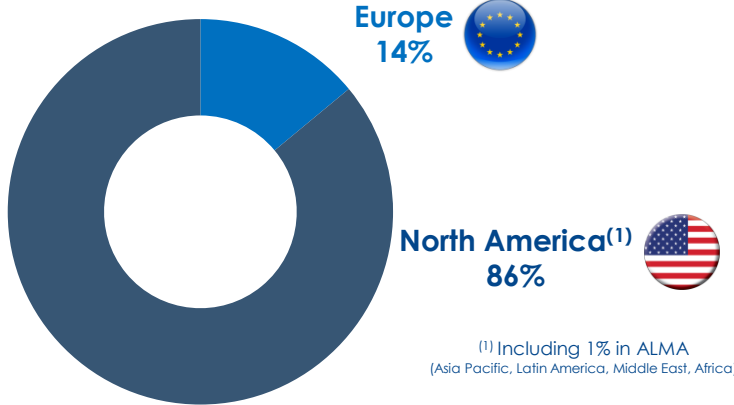
## CONSISTENT PORTFOLIO WITH CONSUMER TRENDS

## PRIMARILY US-BASED COMPANY

% of 2015 Net Sales



% of 2015 Net Sales



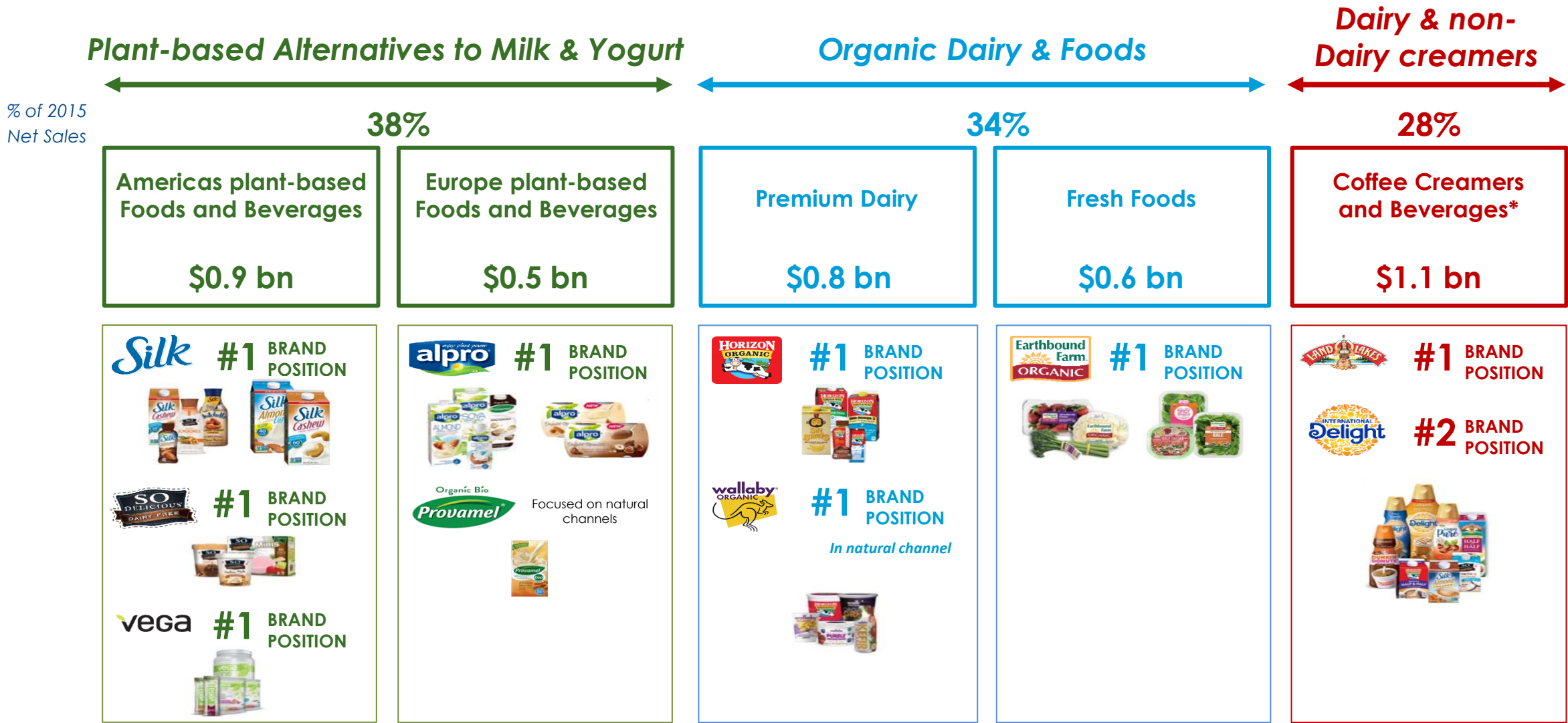
**2015 figures**

- \$3.9 bn Net Sales
- +9.5% like-for-like\* Net Sales growth



\* Represents adjusted constant currency organic net sales excluding acquisitions : Wallaby acquired on August 31, 2015; Vega acquired on August 1, 2015; EIEO acquired on May 29, 2015; and the operations of the So Delicious business through the ten months ended October 31, 2015, which was acquired on October 31, 2014.

# WhiteWave at a glance: A portfolio anchored in Dairy & non-Dairy consumer trends



Source: Brand positions for Silk, So Delicious, Horizon Organic, Earthbound Farm and International Delight are as of xAOC L52 weeks 4.30.2016; Brand position for Land O'Lakes is for branded half and half creamers as of xAOC L52 weeks 4.30.2016; Brand position for Wallaby is SPINS L52 weeks ended 4.30.2016 & Vega is xAOC L4 weeks as of 4.30.2016; Brand position for Alpro is Nielsen MAT P12 2015

\*Sales represents all coffee creamers and beverages including Land O' Lakes, So Delicious and Silk creamers

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Significantly enhances Danone 2020 plan, serving the ambition for an *Alimentation* revolution



**DANONE**  
*Manifesto*



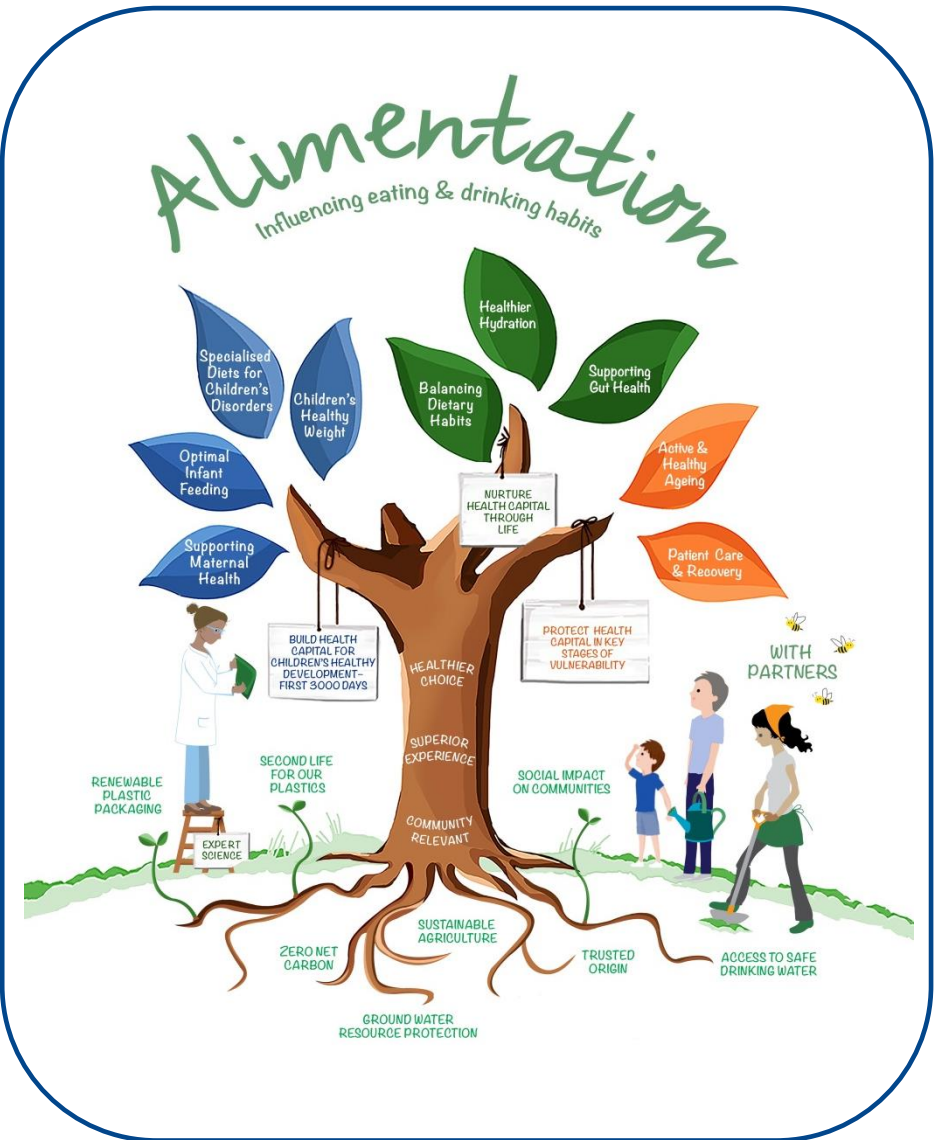
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**2020<sup>★</sup>**





# Significantly enhances Danone 2020 plan, serving the ambition for an *Alimentation* revolution



WhiteWave in line with Danone's mission

Superior experience

Healthier choice

Community relevant

WhiteWave in line with Danone's sustainability commitments

Zero net carbon

Trusted origin

Sustainable agriculture

Brought to you by the community of

**Certified**

**Corporations**

Danone & WhiteWave expected to combine US-based activities into a public B-Corp



# Unique combination to foster healthier and more sustainable eating and drinking practices



New mac n' cheese	Fruit snacks	Lunch box pouches



# Unique combination to foster healthier and more sustainable eating and drinking practices



## Beverages



## Culinary



## Yogurts



## Desserts

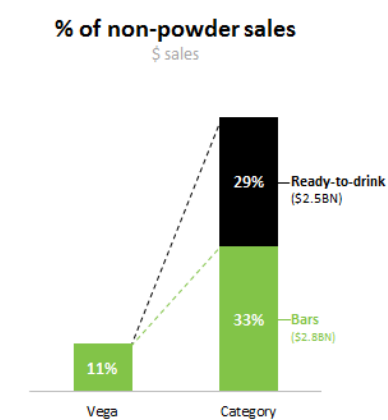




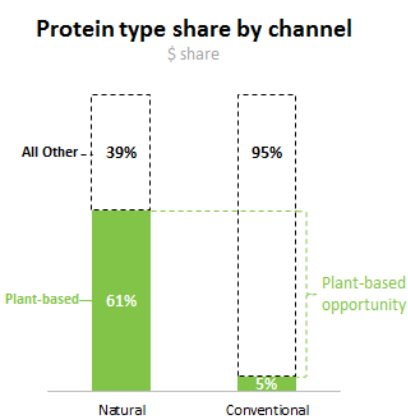
# Unique combination to foster healthier and more sustainable eating and drinking practices



Continued growth opportunities



Product mix & innovation opportunities



Conventional channel opportunity





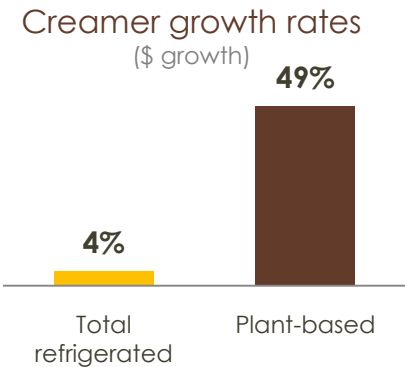
# Embed healthier choices in indulgence

Over 60% of coffee consumed is now creamed

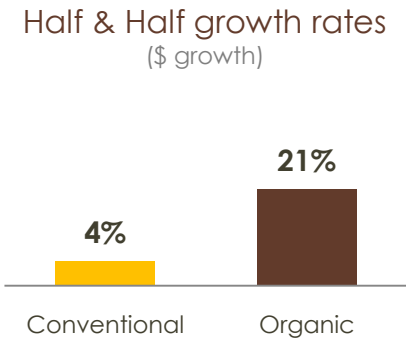


WhiteWave Creamers Net Sales CAGR 2012-2015: > +10%

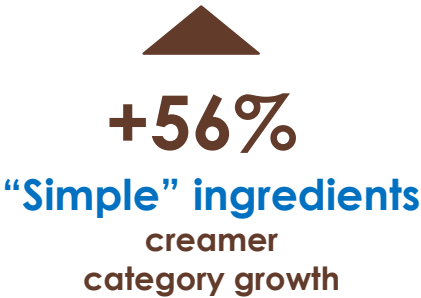
## Plant-based



## Organic dairy



## Simply Pure



Source: Creaming coffee data from Kantar Worldpanel ending June 2015; Most popular beverage data from NPD Group, National Eating Trends, May 2014 & Excludes water; Nielsen xAOC L13 weeks ended 4.30.2016

# Embracing the plant-based health and planet promise



## Better for people...

Nutrition Comparison			
Dairy Milk vs. Plant-based			
Serving Size 8 oz.			
	Dairy (2%)	Silk Soy (Orig.)	Silk Almond (Orig.)
Calories	120	90	60
Total Fat	5 g	3.5 g	2.5 g
Saturated Fat	3 g	0.5 g	0 g
Cholesterol	20 mg	0 mg	0 mg
Sodium	125 mg	120 mg	150 mg
Total Carbohydrates	12 g	8 g	8 g
Dietary Fiber	0 g	1 g	1 g
Sugars	12 g	6 g	7 g
Protein	8 g	6 g	1 g
Vitamin D	25% DV	30% DV	25% DV
Calcium	30% DV	45% DV	45% DV

- ◀ Silk is Non-GMO & gluten free
- ◀ Fewer calories
- ◀ Less total fat
- ◀ Few to no saturated fats
- ◀ No cholesterol
- ◀ Fewer carbohydrates
- ◀ Less sugar
- ◀ More Vitamin D & Calcium

## ...Better for the planet



Milk requires **4.2x more land** per half-gallon than Plant-Based Beverages



### WATER USE

Producing Plant-Based Beverages uses **80% less water** per half-gallon than dairy



### GREENHOUSE GAS

Producing Plant-Based Beverages emits **60% less CO<sub>2</sub>** per half-gallon than dairy

# Taking the sustainability equation of Dairy and Plant-based to the next level

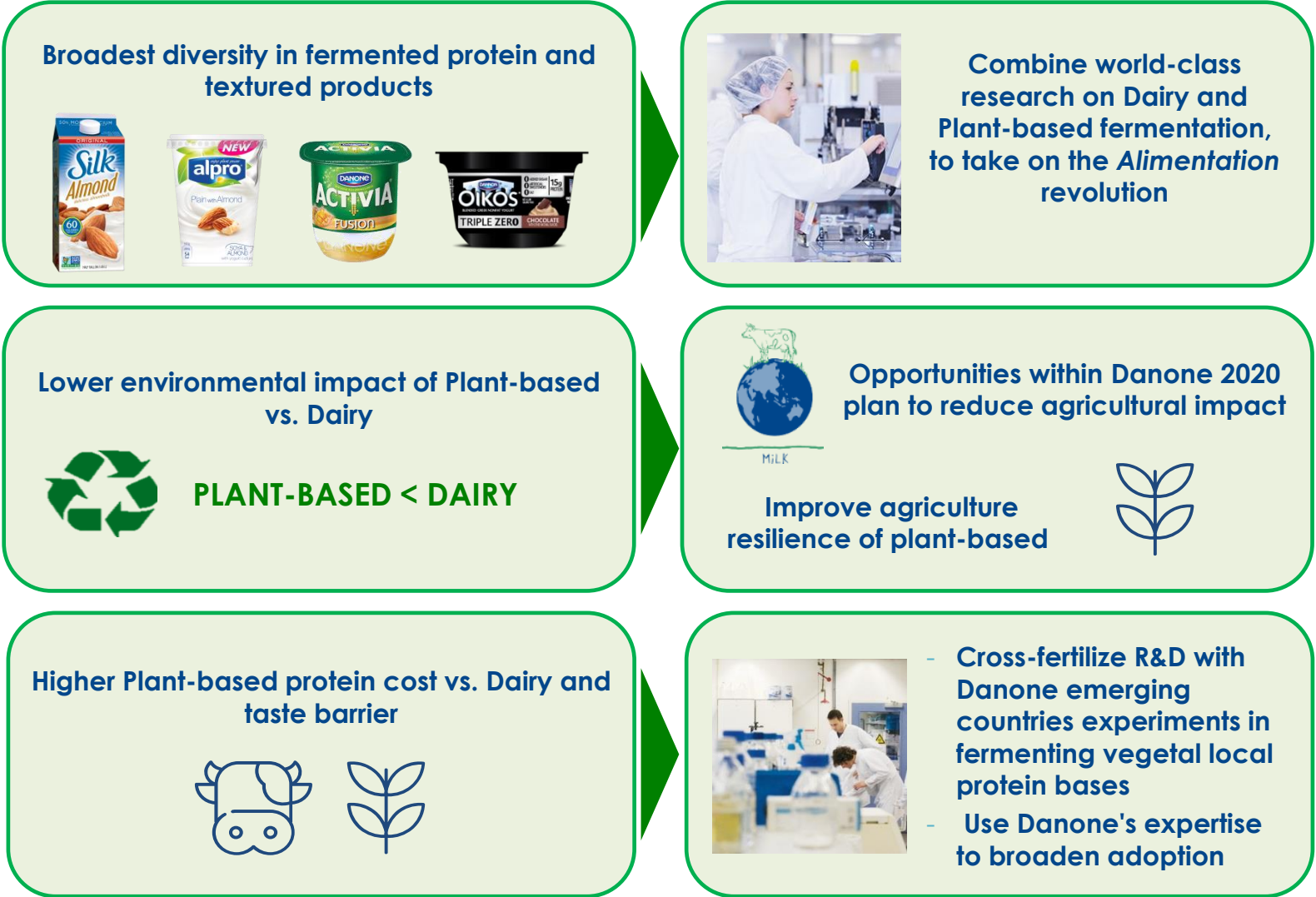


DANONE

- Dairy fermentation technology



- Plant-based fermentation technology



# Immediately accelerates Danone journey towards strong sustainable and profitable growth by 2020



## DANONE: SOLID GROWTH MODEL

- Fully on track with its agenda



## WHITEWAVE: RESILIENT MODEL OF STRONG GROWTH & MARGIN

- Accelerating Danone growth model ambition

### STRONG

Net Sales CAGR 2012-2015: > +19%

Double-digit like-for-like<sup>(1)</sup> sales growth

### SUSTAINABLE

Danone US platform: x2

### PROFITABLE

Run-rate synergies: ≈ \$300 mln

<sup>(1)</sup> Represents adjusted constant currency organic net sales excluding acquisitions : Wallaby acquired on August 31, 2015; Vega acquired on August 1, 2015; EIEIO acquired on May 29, 2015; and the operations of the So Delicious business through the ten months ended October 31, 2015, which was acquired on October 31, 2014.



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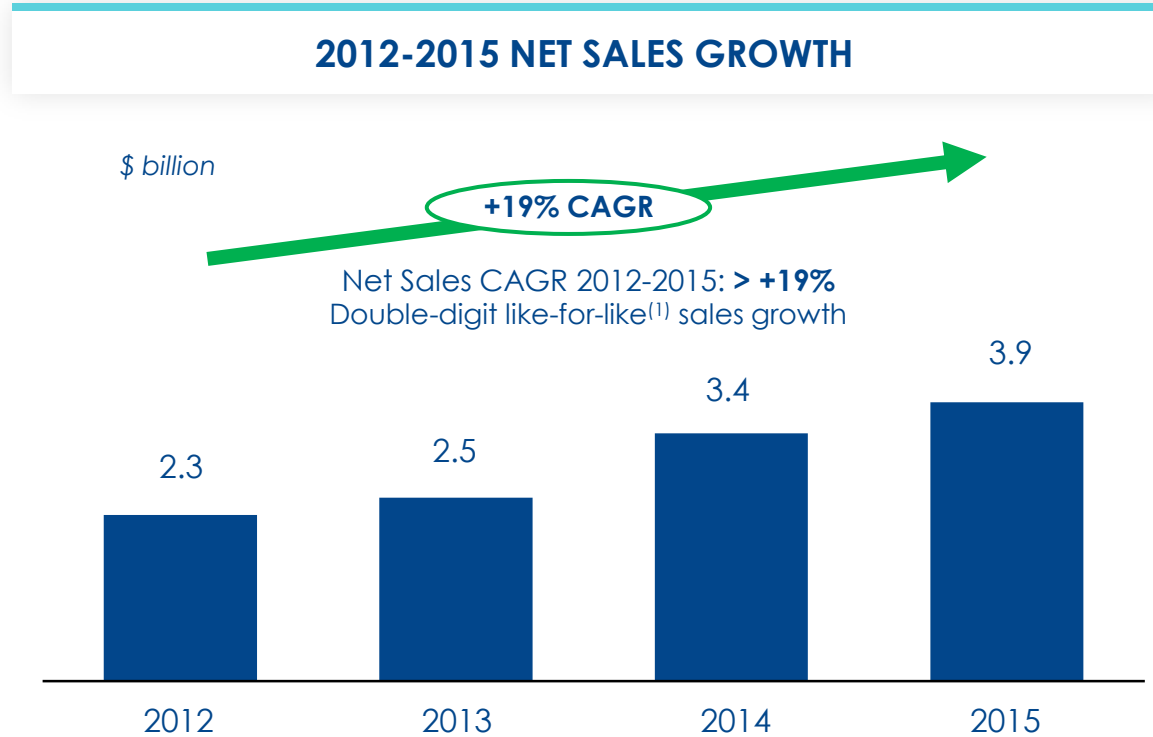
**STRONG**  
**SUSTAINABLE**  
**PROFITABLE**

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**GROWTH**

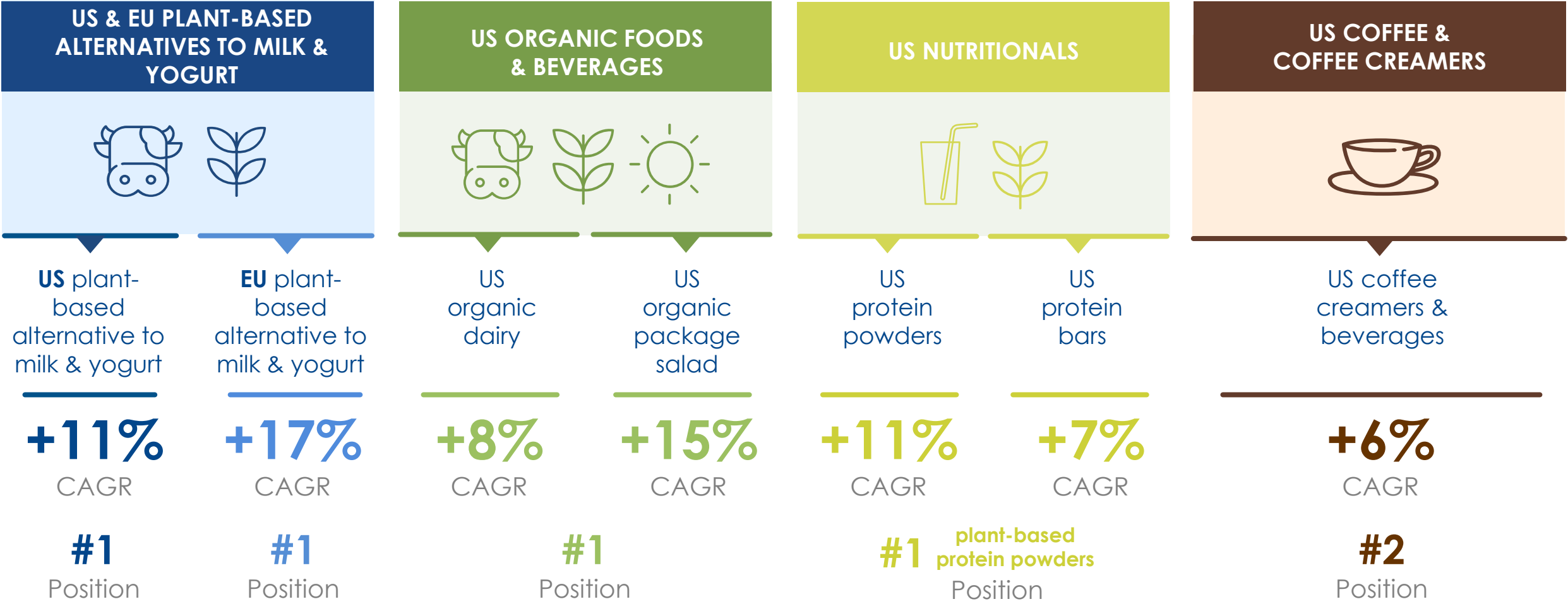
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# WhiteWave: A strong and sustainable growth trajectory



- WhiteWave growing faster than the majority of its categories
- Solid brands in line with long-lasting consumer trends
- Significant upside potential in household penetration

# WhiteWave participating into high-growth categories...



Note: CAGRs from 2012-2015 except for US nutritional CAGRs are 2009-2014; Category size for US organic, US & EU dairy & dairy alternatives, US coffee & coffee creamers are calendar year ended 2015, US nutritionals are calendar year ended 2014.  
Source: Brand positions for Silk, So Delicious, Horizon Organic, Earthbound Farm and International Delight are as of xAOC L52 weeks 4.30.2016; Brand position for Land O'Lakes is for branded half and half creamers as of xAOC L52 weeks 4.30.2016; Brand position for Wallaby is SPINS L52 weeks ended 4.30.2016 & Vega is xAOC L4 weeks as of 4.30.2016; Brand position for Alpro is Nielsen MAT P12 2015

# ...Supported by long-lasting consumer trends

77% of consumers declare that they try to eat healthier than in the past

## Plant-based alternatives to milk and yogurt

- Canada penetration from 24% to 35% in 5 years
- Plant-based categories growing ≈4x rate of conventional



## Fresh, minimally processed foods

- 67% of US population prefers minimally processed foods, +43% increase from 2006
- Natural and non-GMO labelling at a turning point for US F&B industry



## Organic and non-GMO foods

- 81% of parents rated buying organic dairy as extremely or very important



## Healthier kid's nutrition

- Already 48% of baby food SKUs in the US are non-GMO
- US Organic brands fastly cannibalizing baby food conventional brands and expands into toddler and kids foods



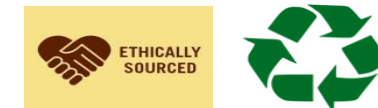
## Personalized coffee experience

- US households owning single serve brewing systems: from 10% in 2012 to 27% in 2015



## Sustainability

- Growing concern over agriculture and health sustainability in the US and all key markets



# Immediately accelerates Danone journey towards strong sustainable and profitable growth by 2020



**STRONG  
SUSTAINABLE  
PROFITABLE**

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**GROWTH**

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# Danone has started its evolution at the leading edge of new consumer aspirations in the US



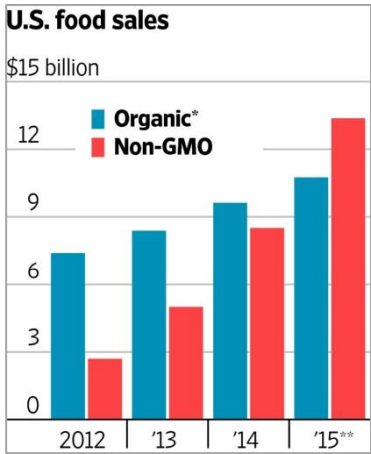
## NEW CONSUMER ASPIRATIONS

Fresh Organic Snacking  
Convenience Millennials  
Naturality Sustainability  
Fairness Non GMO Diversity  
Healthy life Personalization  
Plant-based  
Transparency Pleasure

## A NEW REALITY



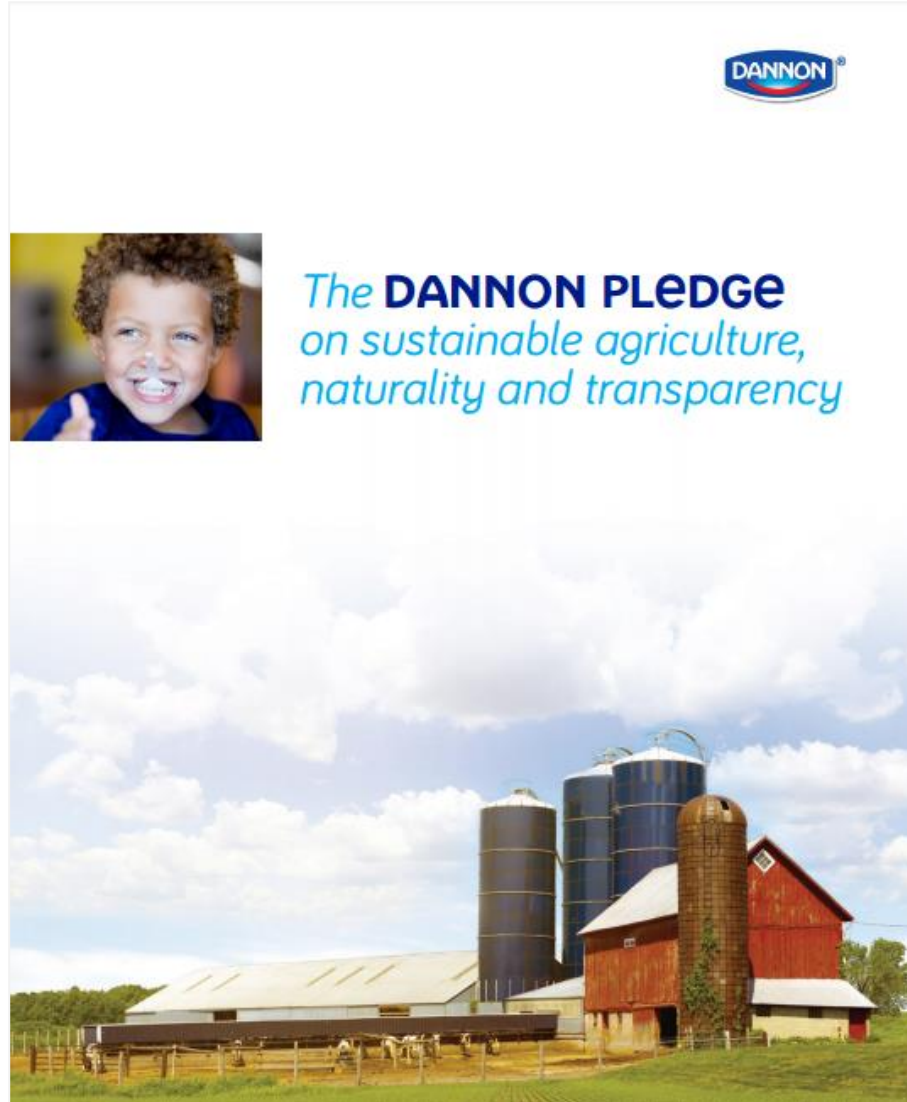
- US Food sales verified as non-GMO rise faster than organic



\* 95% organic / \*\* For the 52 weeks ended Nov 2015

- Total of Organic + Organic & non-GMO + Conventional & non-GMO = **16% of Food Skus**

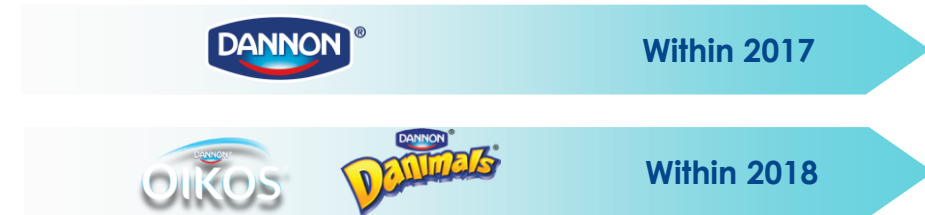
# Danone has started its evolution at the leading edge of new consumer aspirations in the US



## DANONE PLEDGE FOR...SUSTAINABILITY

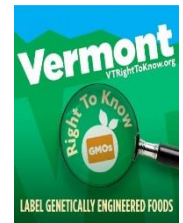
- Improve Soil Health
- Water Quantity & Quality
- Increase biodiversity
- Decrease carbon emissions
- Decrease energy use
- Animal Welfare
- Biodegradable PLA packaging

## DANONE PLEDGE FOR...NATURALITY & NON GMO



## DANONE PLEDGE FOR...TRANSPARENCY

- Label presence of GMO's regardless of government requirements by 2018



# Doubling the size of Danone in the US above \$6 bn



- **Fastest growing Food & Beverage company in the US<sup>(1)</sup>**

- **Entering the US Top 15 Food & Beverage company<sup>(2)</sup>**

- **Creating the US #1 refrigerated Dairy company<sup>(3)</sup>**

- Most complete range of Dairy & non-Dairy alternatives products

Sources: Euromonitor, Nielsen

(1) Nielsen AOC last 52 weeks period ended 6.27.2015; Top 25 manufacturers in Edible Departments (grocery, dairy, deli; frozen, bakery, produce, meat)

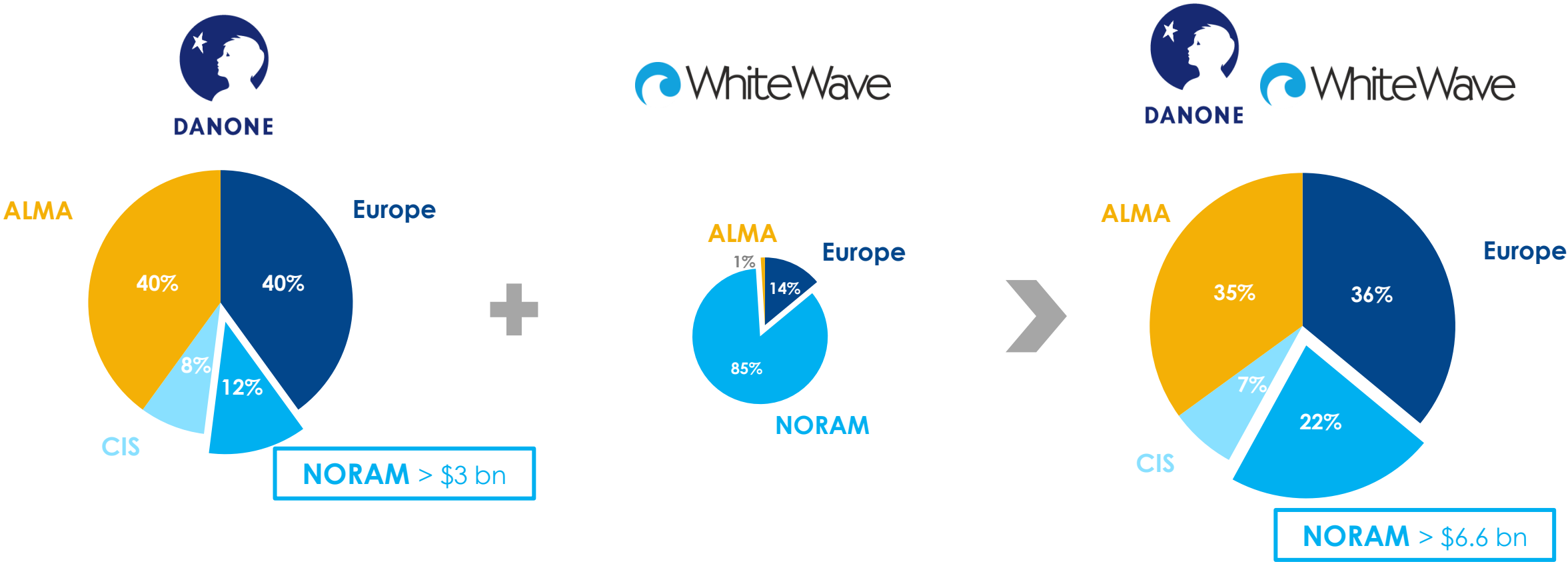
(2) Based on Euromonitor ; Retail Value in Packaged Food + Soft Drink, 2015 figures

(3) Nielsen AOC last 52 weeks; including butter, cream/creamers, margarine and spreads, milk, whipped toppings and yogurt and excluding cheese

# Strong position of WhiteWave reinforcing Danone's resilience



Based on 2015 Net Sales



ALMA: Asia Pacific, Latin America, Middle East and Africa  
CIS: Commonwealth of Independent States  
NORAM = North America > USA and Canada

# Danone becoming a world leading pioneer in organic food and beverage



- Pro-forma organic retail Sales > \$1.6 bn across prosumer-connected/activists brands
- Organic foods growth x3 vs. conventional food growth
- Organic foods industry >\$35 bn in 2015
- Dairy products as entry to organic consumer experience



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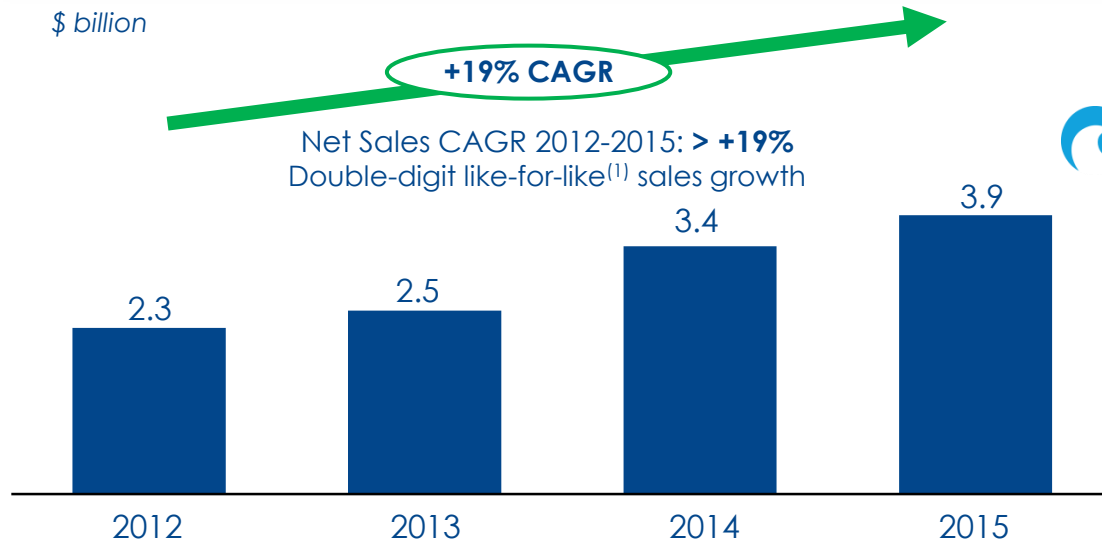
**STRONG  
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**GROWTH**

# WhiteWave high profitable growth model

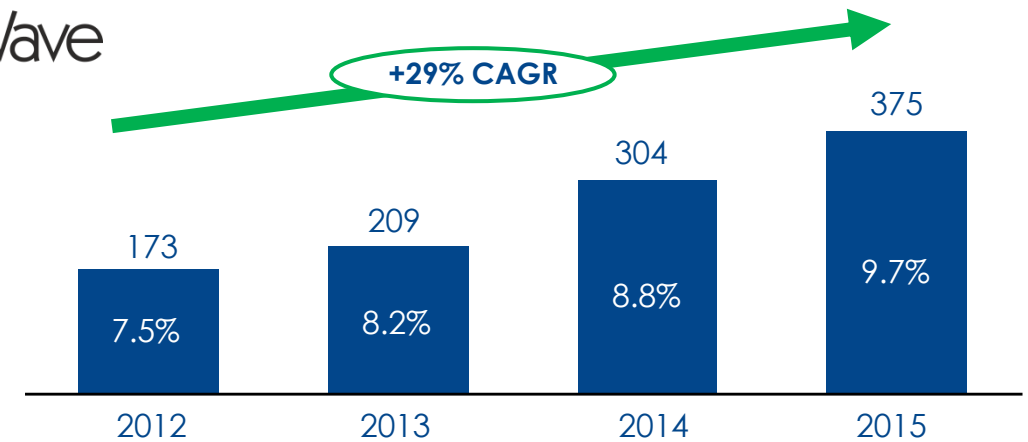
## 2012-2015 NET SALES GROWTH

\$ billion



## 2012-2015 OPERATING INCOME<sup>(2)</sup> GROWTH

\$ million / % margin



- Fastest growing Food & Beverage company in the US
- Resilient model of strong growth and margin
- Unique combination of growing categories in stable geographies



Source: Nielsen AOC last 52 weeks period ended 6/27/2015; Top 25 manufacturers in Edible Departments (grocery, dairy, deli; frozen, bakery, produce, meat)

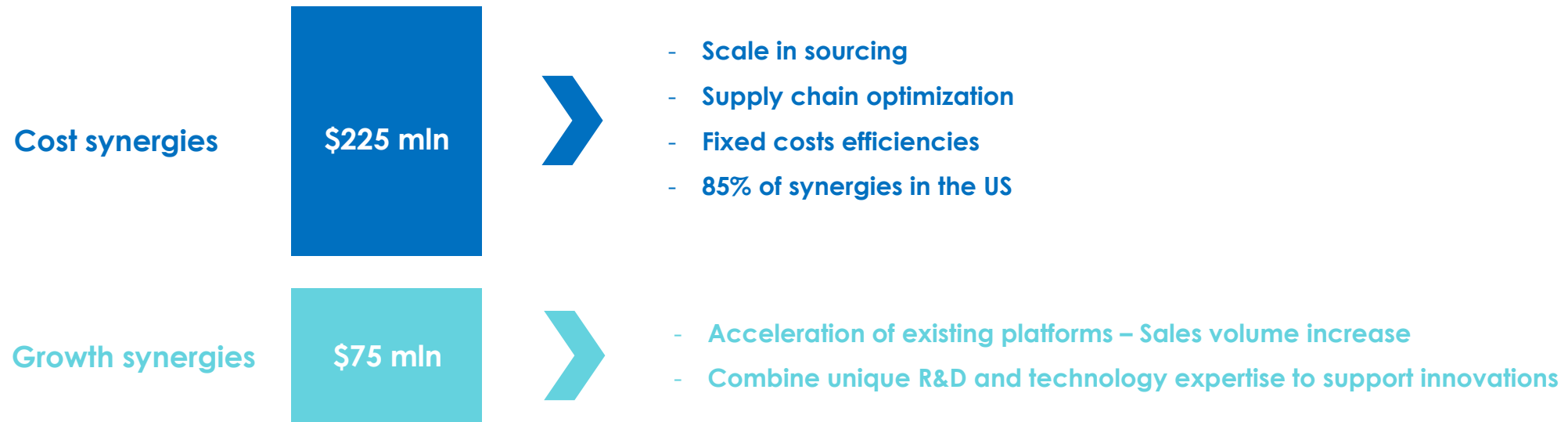
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<sup>(2)</sup> Adjusted Operating Income: adjusted to exclude the expense related to the mark-to-market adjustment on commodity hedges, acquisition related non-recurring transaction and integration costs and elimination of a gain related to an asset disposal.

# Significant synergies

- **Significant synergies: ≈\$300 million on annual basis**  
(≈ 8% of WhiteWave 2015 Net Sales and ≈ 80% of 2015 EBIT)

- **Cost synergies = 75% of Total synergies**



- **Highly executable**

# Strong value creation accretive to Danone model

LIKE-FOR-LIKE SALES  
GROWTH

Extra +0.5% to +1%

EBIT MARGIN

Accretive Year 2

EPS

Solid accretion from Year 1  
>10% accretion based on run-rate synergies

CAPITAL EFFICIENCY

ROIC impact Year 1: -200 bps  
ROIC back to current 2016 level in Year 3

# Key transaction parameters

## ACQUISITION PRICE

**\$56.25 per share**  
**\$10.4 billion equity value / \$12.5 billion enterprise value**

## PREMIUM

**≈ 24% premium vs. 30-day average closing trading price**

## 2016 MULTIPLE EV/EBITDA

**21.2x 2016E consensus EBITDA**  
**≈14x EBITDA post run-rate synergies**

## FINANCING

**100% cash consideration financed with debt**

**Strong investment grade profile expected to be maintained**



# A perfect match to accelerate strong sustainable profitable growth



- High growth in stable geographies
- Significant synergies
- Strong value creation
- Accretive to Danone model

- 100% debt financed
- Strong investment grade profile expected to be maintained

**Closing subject to the main following conditions precedent:**

- WhiteWave shareholders' approval
- Regulatory approvals

**TRANSACTION CLOSING EXPECTED BY THE END OF THE YEAR**

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