



First Quarter 2011 Earnings Report

May 10, 2011

Forward Looking Statements

The following statements made in this presentation are “forward looking” and are made pursuant to the safe harbor provision of the Private Securities Litigation Reform Act of 1995: statements relating to (1) projected sales (including for individual segments, for specific product lines and for the company as a whole), profit margins, net income, earnings per share, and covenant compliance (2) our branding initiatives (3) our innovation, and research and development plans, (4) our cost-savings initiatives, (5) plans to improve our balance sheet, and (6) our plans to divest non-core businesses. These statements involve risks and uncertainties that may cause results to differ materially from those set forth in this presentation. Financial projections are based on a number of assumptions. Actual results could be materially different than projected if those assumptions are erroneous. Sales, operating income, net income and debt covenant compliance, financial performance and adjusted earnings per share can vary based on a variety of economic, governmental and competitive factors, which are identified in our filings with the Securities and Exchange Commission, including our Forms 10-K and 10-Q (which can be accessed on our website at www.deanfoods.com or the website of the Securities and Exchange Commission at www.sec.gov). Our ability to profit from our branding initiatives depends on a number of factors including consumer acceptance of products. All forward looking statements in this presentation speak only as of the date of this presentation. We expressly disclaim any obligation or undertaking to release publicly any updates or revisions to any such statements to reflect any change in our expectations with regard thereto or any changes in the events, conditions or circumstances on which any such statement is based. Certain non-GAAP financial measures contained in this presentation, including adjusted diluted earnings per share, free cash flow, consolidated adjusted operating income and consolidated adjusted net income, are from continuing operations and have been adjusted to eliminate the net expense or net gain related to certain items identified in our press releases. A full reconciliation of these measures calculated according to GAAP and on an adjusted basis is contained in such press releases, which are publicly available on our website at www.deanfoods.com/investors.

Agenda

Barry Sievert, VP Investor Relations

Gregg Engles, Chairman and Chief Executive Officer

- *Business Performance and Forward Outlook*

Shaun Mara, Chief Financial Officer

- *Financial Review*

Q1 2011 Business Overview



Focusing on Fundamentals

- Accelerated cost reduction
- Price realization to pass through input cost inflation
- Focused on improving volume performance against a soft category

Continued Strong Performance

- Solid top and bottom-line growth
- Significant growth despite difficult overlap and unfavorable holiday calendar

Q1 Performance – An Encouraging Start to 2011

- Earnings of \$0.14 per adjusted diluted share
- Consolidated adjusted operating income of \$107 million
 - All platforms performed above ingoing expectations
- Net debt reduction of \$95 million
 - Aided by sale of Mountain High Yogurt
 - \$155 million of additional debt reduction early in Q2 from sale of private label yogurt and tax refund

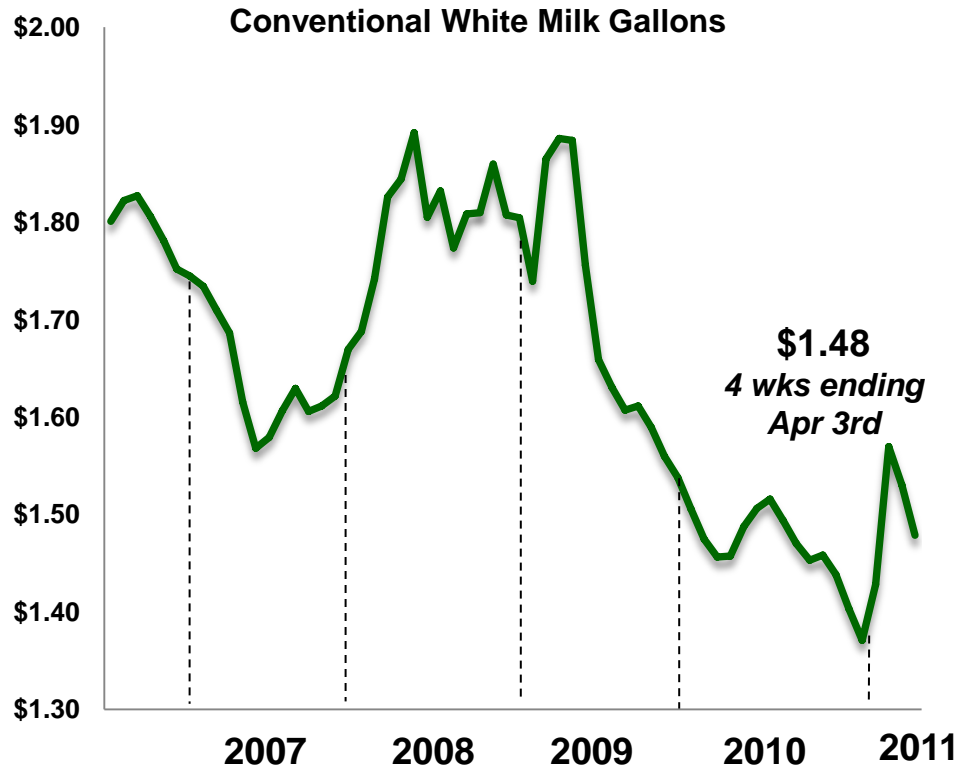
Performance Better than Expected

1st Quarter Guidance: 'About five cents'

- Accelerated cost reduction drove four to five cents of additional earnings
- Weaker than expected volumes decreased earnings by roughly two cents
- Solid price pass-through of volatile commodities drove about three cents
- Stronger WhiteWave-Alpro performance of approximately two cents

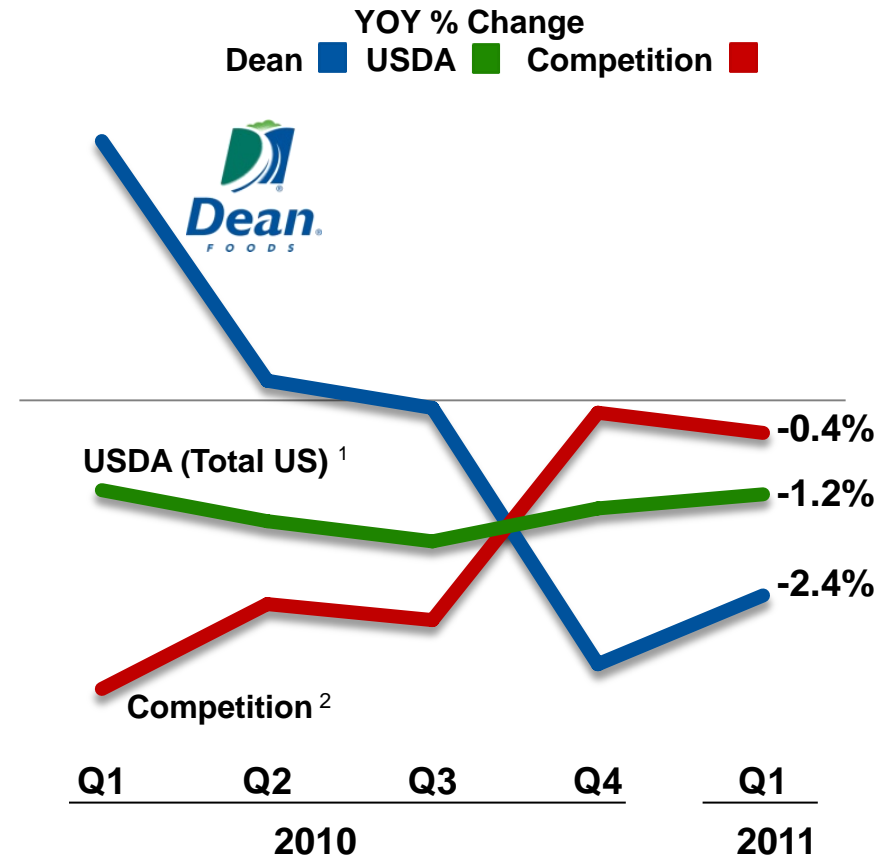
Price Stabilizing, Volumes Soft

Private Label Retail Price Less Raw Milk Cost (Class I Mover)



Source: IRI, USDA. Class I mover converted at 11.6 gallons per cwt

Dean Fluid Milk Volume vs Competition

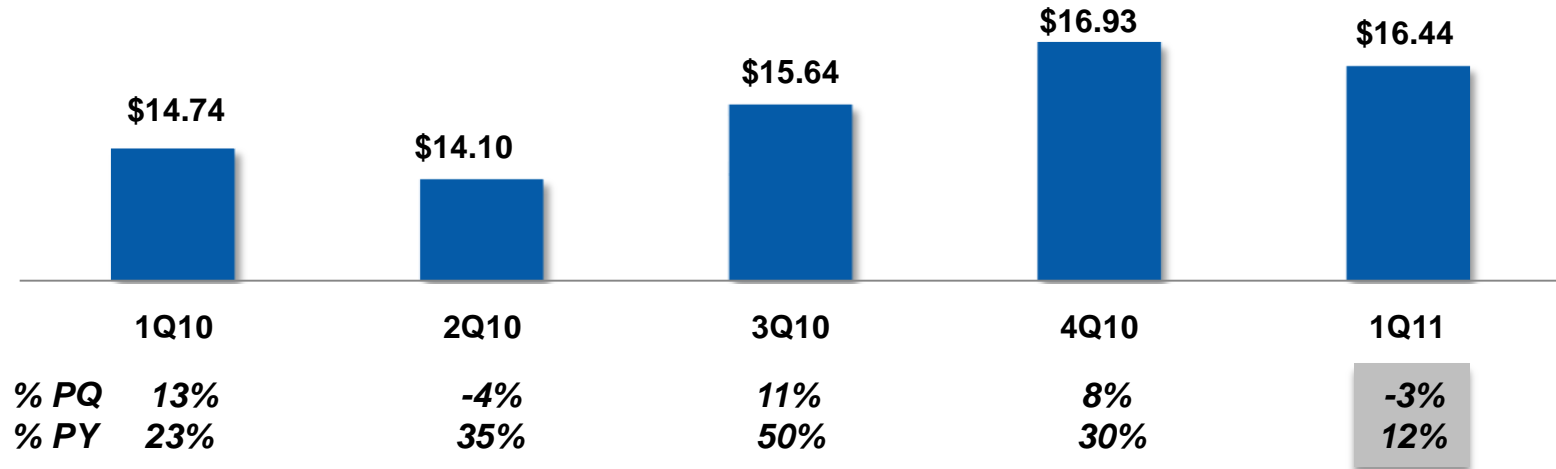


¹ 1Q11 USDA and Competition includes Mar. month estimate based on Federal Milk Marketing Order receipts and Class I utilization

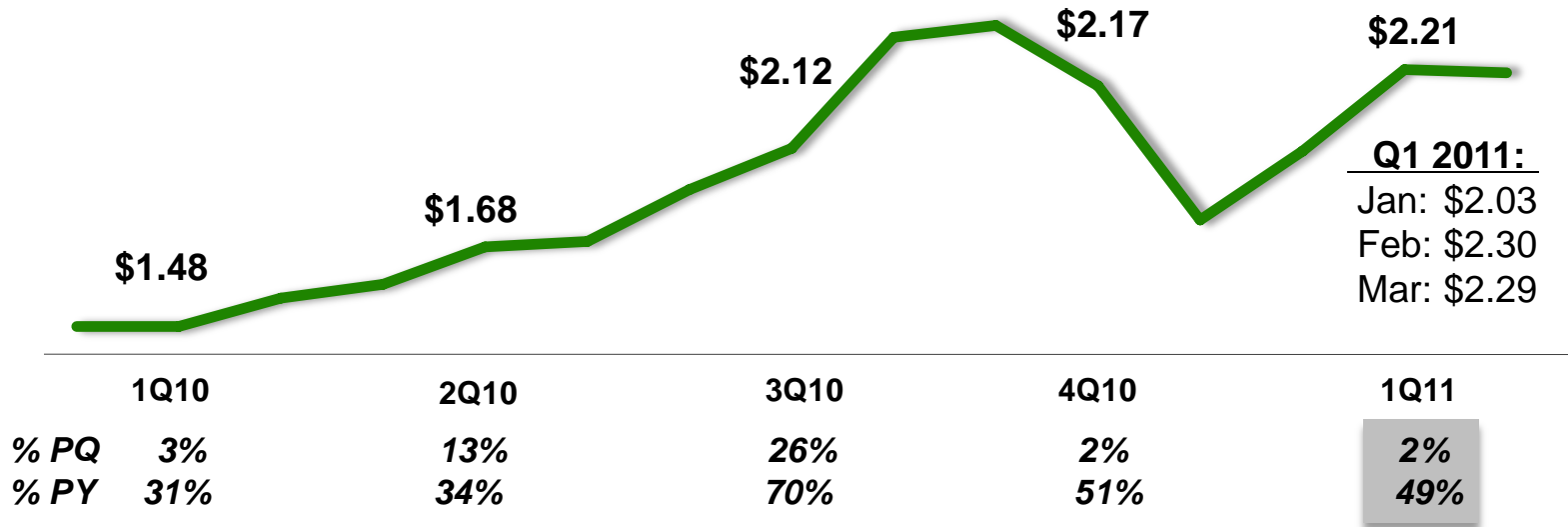
² Competitor estimates derived from subtracting FDD-MS pounds from USDA sales pounds

Dairy Commodities Remain Volatile

Class I Mover (per cwt)



Class II Butterfat (per lb)



Fresh Dairy Direct-Morningstar Gross Profit



- Cost reductions across production and distribution
- Effective pricing to pass through cost inflation
- Volumes remain soft
- External environment difficult, but stable to slight improving trend
- Gross margins stabilized

FDD-Morningstar Q1 Gross Profit: \$569M
- \$3M, (1%) vs PY

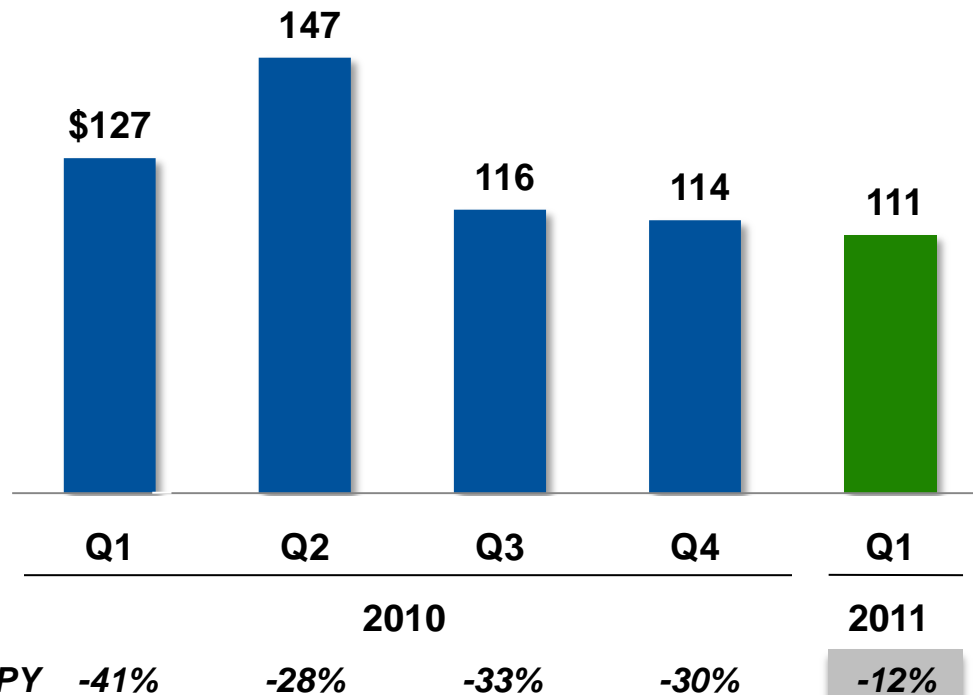
Accelerating Cost Reduction

- Closed dairy processing facility in Southeastern U.S., increasing asset utilization. Additional closures to come
- Eliminated 600 positions across Dean in Q1
- Eliminated 28 additional distribution routes through efficiency programs. More to come
- Continued reducing manufacturing costs through plant simplification and continuous improvement
- Now expect to at least double original 2011 SG&A run-rate savings target of \$30 million to \$60 million+

Continued focus on cost agenda to help deliver our financial targets

Fresh Dairy Direct-Morningstar Operating Profit Stabilizing

Operating Income \$ Millions

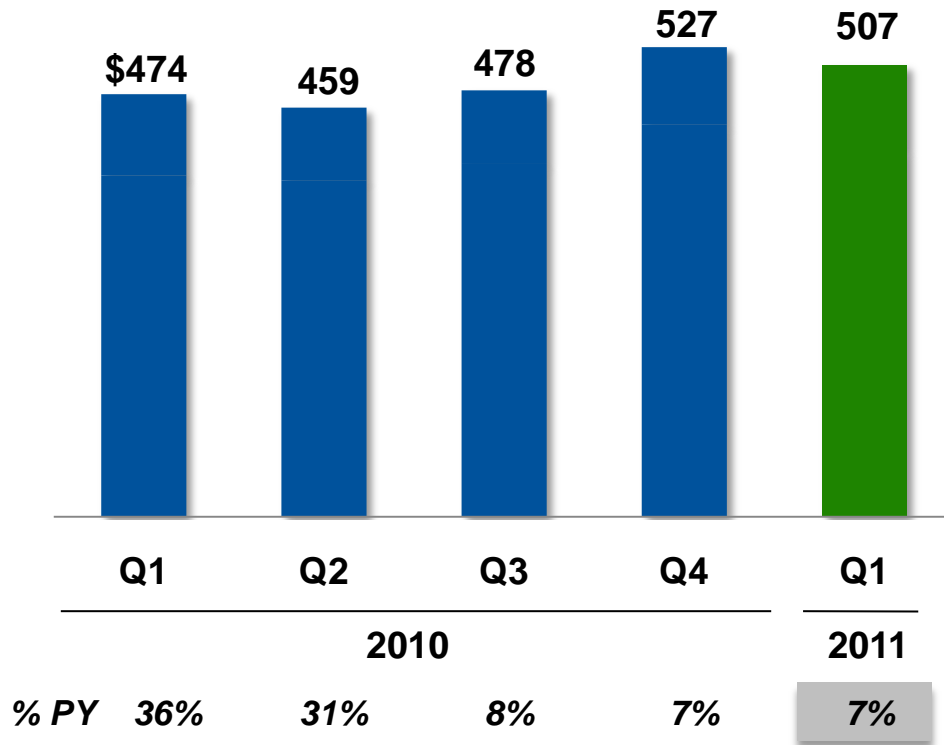


Overview

- Strong progress against cost initiatives
- Pricing to pass through input cost inflation
- Continued volume weakness
- Believe business is stabilizing
 - return to growth in 2H11

WhiteWave-Alpro: Strong Sales Growth

Net Sales* \$ Millions



Highlights

- Fifth straight quarter of growth across *all* key brands
- Strong top-line momentum
- Innovation and marketing driving continued strong growth

*includes Hero/WhiteWave JV Fruit2Day sales

WhiteWave-Alpro: Strong Brand Growth Continues

Key Brand Performance Net Sales Growth %

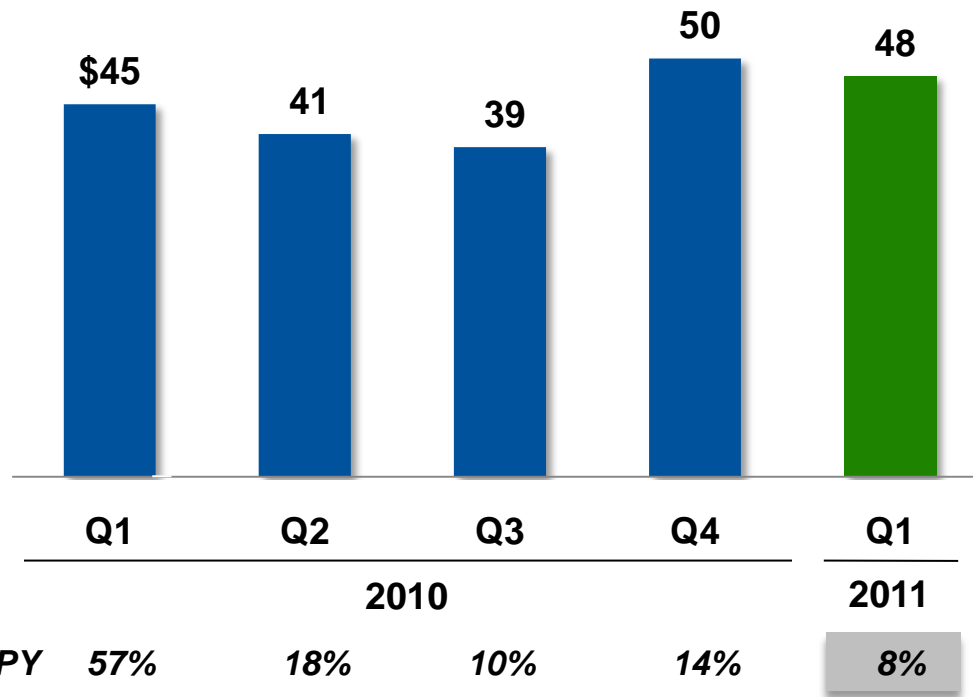


*Growth refers to ID and LOL creamer product only

**Horizon branded milk sales

WhiteWave-Alpro: Strong Operating Profit Performance

Operating Income \$ Millions



Highlights

- Strong profitability, driven by solid growth in all brands
- Effective pricing and cost savings offset input cost inflation
- Increased distribution costs driven by tight capacity and higher fuel costs

Consolidated Results

\$ millions, except EPS	Q1 2011	B/(W) vs Q1 10
Gross Profit	\$750	0%
Distribution	358	(4%)
Selling & Marketing	128	1%
G&A	160	(4%)
Total Adjusted Operating Costs	644	(3%)
Consolidated Adjusted Operating Income*	\$107	(14%)
Interest Expense	\$65	(12%)
Adjusted Diluted EPS*	\$0.14	(39%)

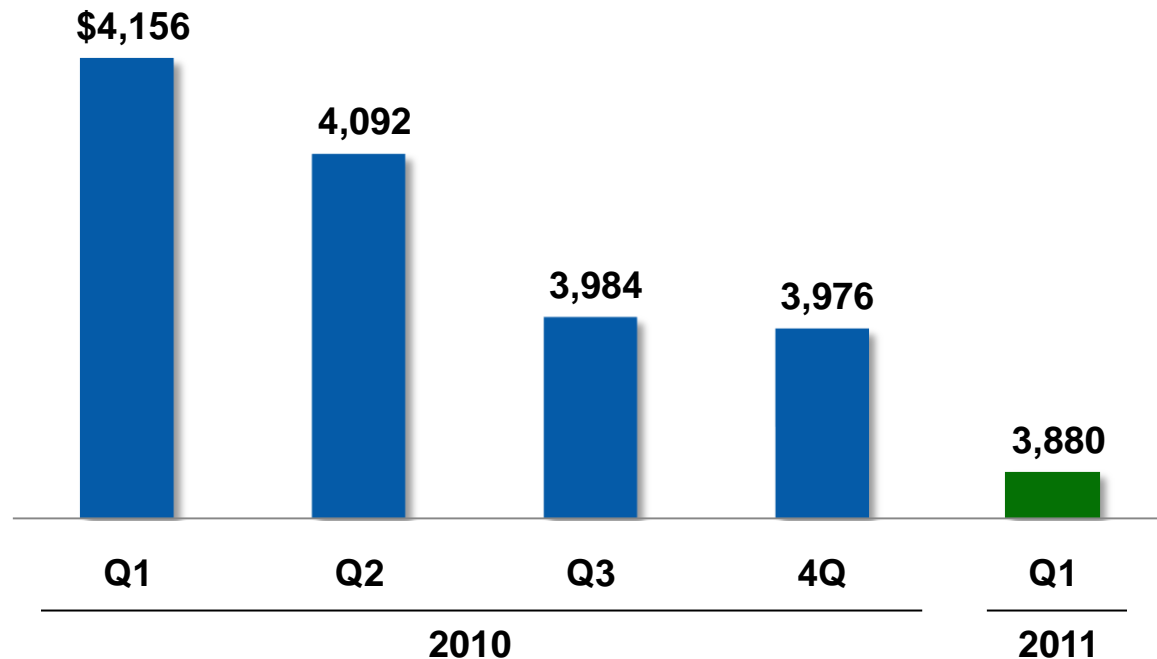
*See Reconciliation of Non-GAAP Financial Measures in the press release earnings tables for computation.
Table excludes non-controlling interest Hero/WhiteWave JV adjustment

Debt Reduction Continues Despite Temporary Slowdown in Cash Flow Generation

Overview

- \$37 million in net cash from continuing operations
- Higher inventory and receivables driven by end of quarter commodities cost increases
- Net debt reduction of \$95 million driven by asset sale proceeds
- Post Q1 additional debt reduction of \$155 million reduces next twelve months maturities to \$53 million

Net Debt Reduction \$ Millions



Leverage

- Q1 Debt to EBITDA ratio (as defined by credit agreements) of 5.14x versus 5.75x covenant
- Expect 5.14x to be peak leverage
- Pro forma for additional debt reduction of \$155 million in April, leverage would have been approximately 5.0x
- Anticipate leverage ratio to be below 4.75x by year end

Looking Ahead

WhiteWave-Alpro

- Expect strong momentum to continue – full year low to mid-teens operating income growth

FDD-Morningstar

- Cost – relentless focus on cost reduction expected to deliver accumulating results as the year progresses
- Pricing – working to pass-through input cost inflation with pricing
- Volumes – soft volume trends to be partially offset by new business beginning in Q2. Volumes remain the biggest risk to balance of year expectations

Adjusted Diluted EPS Guidance:

Q2: \$0.15 – \$0.20

FY11: Increased to \$0.67 – \$0.75

Summary

- FDD-Morningstar focusing on fundamentals to drive improvement
 - Cost, pass-through, volumes
- WhiteWave-Alpro momentum continues
- Cautiously optimistic business has stabilized and beginning to turn around
- Expect a return to year-over-year growth by back half of 2011



Dean Foods