

Q3 2015 RESULTS

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DANONE

DISCLAIMER

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This document refers to financial indicators that are not defined by IFRS. For a detailed description of these indicators, please refer to the section “Financial indicators not defined in IFRS” of the press releases on its results published by Danone (which are available on www.danone.com).

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



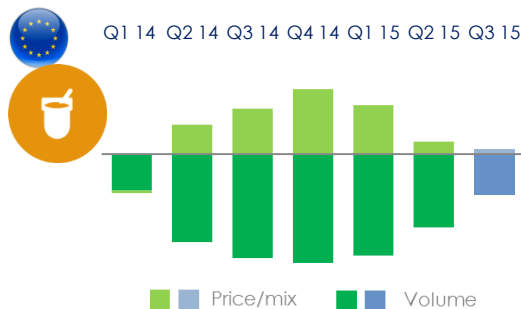
Q3 2015 - KEY MESSAGES



Solid set of results fully in line with roadmap

+4.6%
like-for-like

Progress on key priorities



Headwinds within emerging markets

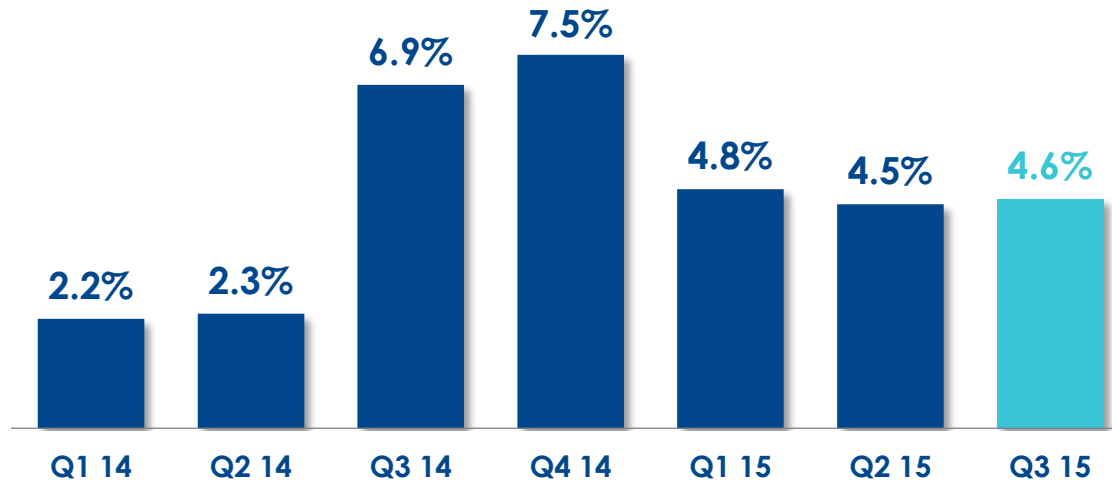


Q3 2015 - REPORTED SALES AT +4.2%



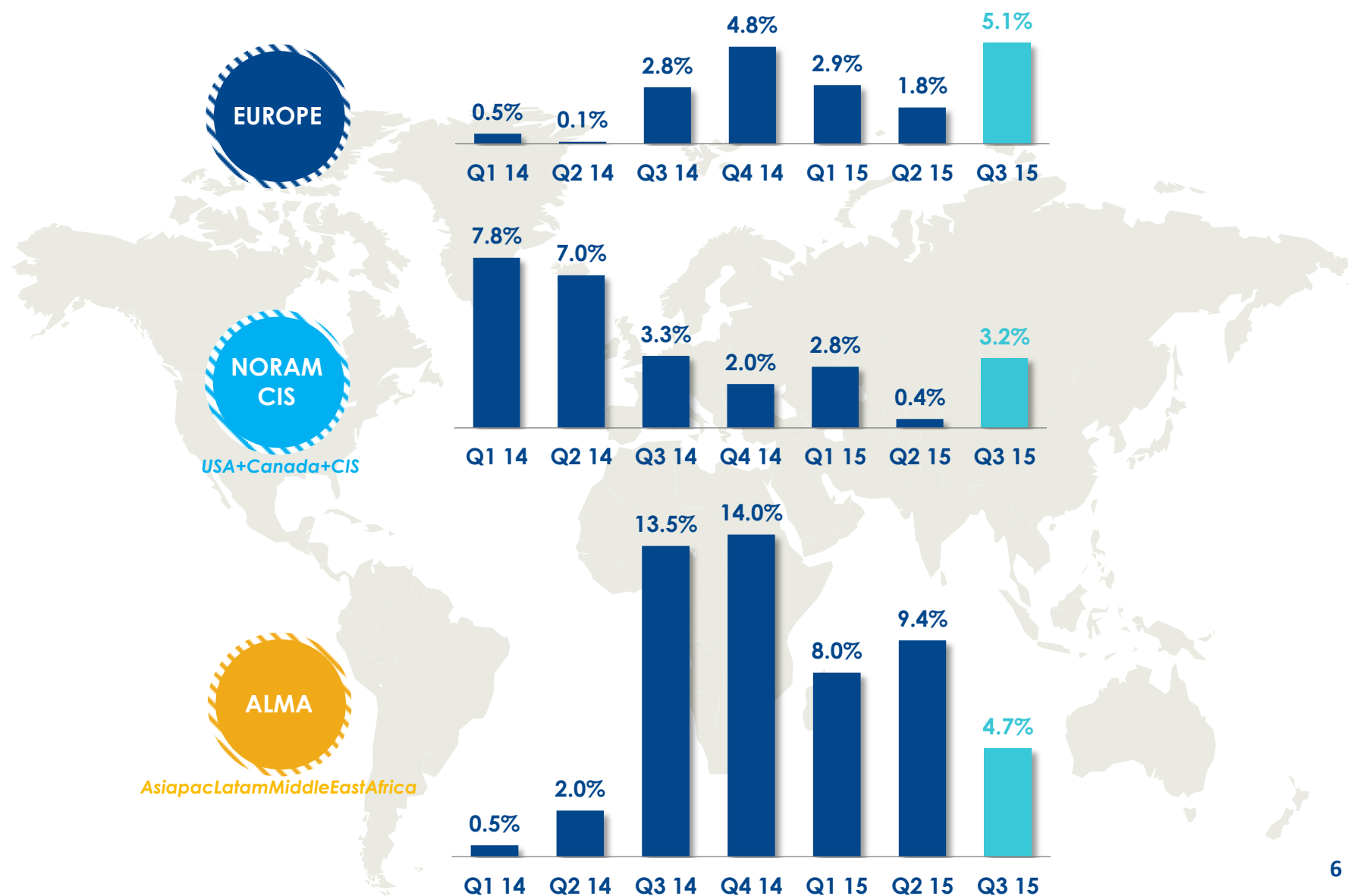
- 9M 2015 like-for-like growth: +4.6% / reported growth: +7.2%

TOTAL COMPANY - SOLID PERFORMANCE BUILDING A MORE BALANCED MODEL OF GROWTH

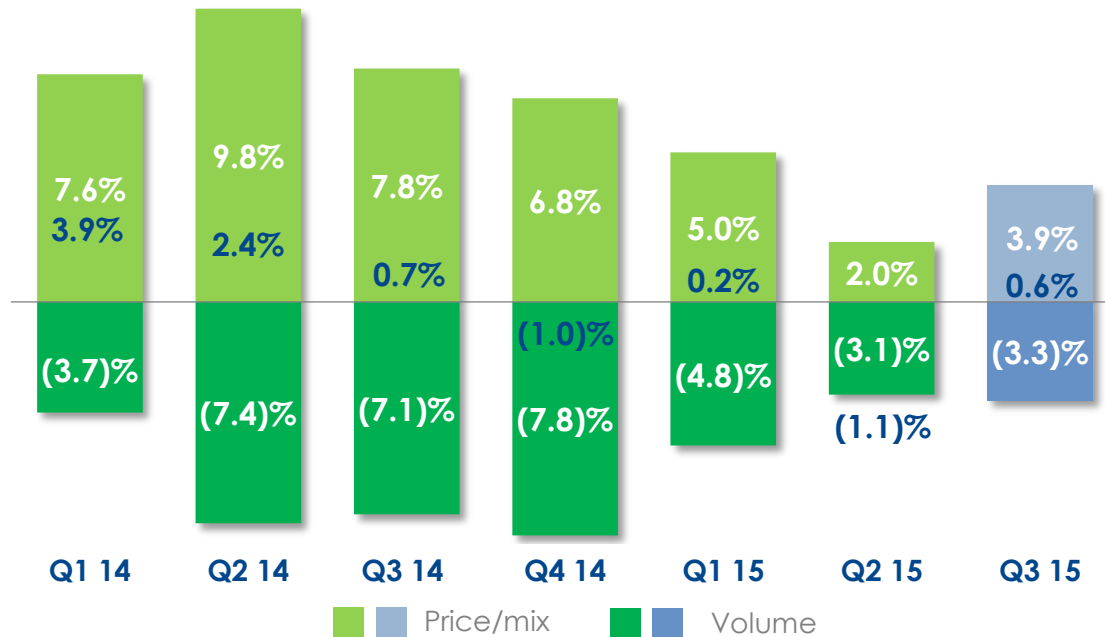


- Solid results confirming progress on the Company's roadmap
- Continued progress towards a balanced growth model
- Contrasted emerging market dynamics

GEOGRAPHICAL DYNAMICS



FRESH DAIRY PRODUCTS – PROGRESSING IN THE TURNAROUND



- Europe confirming trajectory of recovery
- Solid performance of the CIS & North America region in a transitional environment



EUROPE DAIRY – STRENGTHENING CONDITIONS OF PROFITABLE GROWTH

Efficiencies

RIGHT
PORTFOLIO



PRGM

EFFICIENT
SOURCING



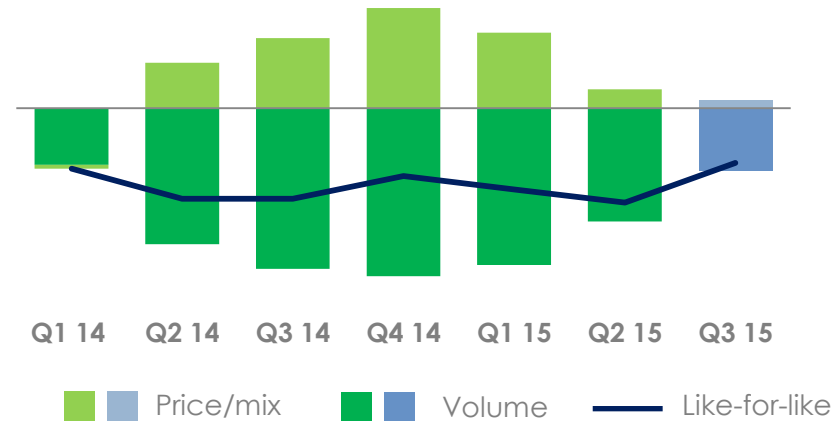
EFFICIENT
OPERATIONS



RIGHT
ORGANIZATION



Europe on its trajectory towards stabilization



Brands' results



Positive 9M in
Europe



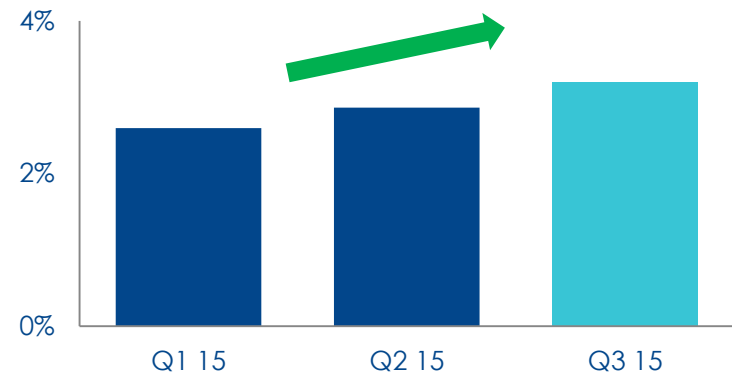
Positive 9M in
Spain

USA DAIRY – ON THE WAY TO REIGNITE GROWTH

Innovations to fit consumer needs



A growing yogurt category



Brands' Q3 sales growth



> +5%

CIS DAIRY – PROTECTING THE MODEL IN A PERSISTENT UNSTABLE ENVIRONMENT

Q3 brands sales growth

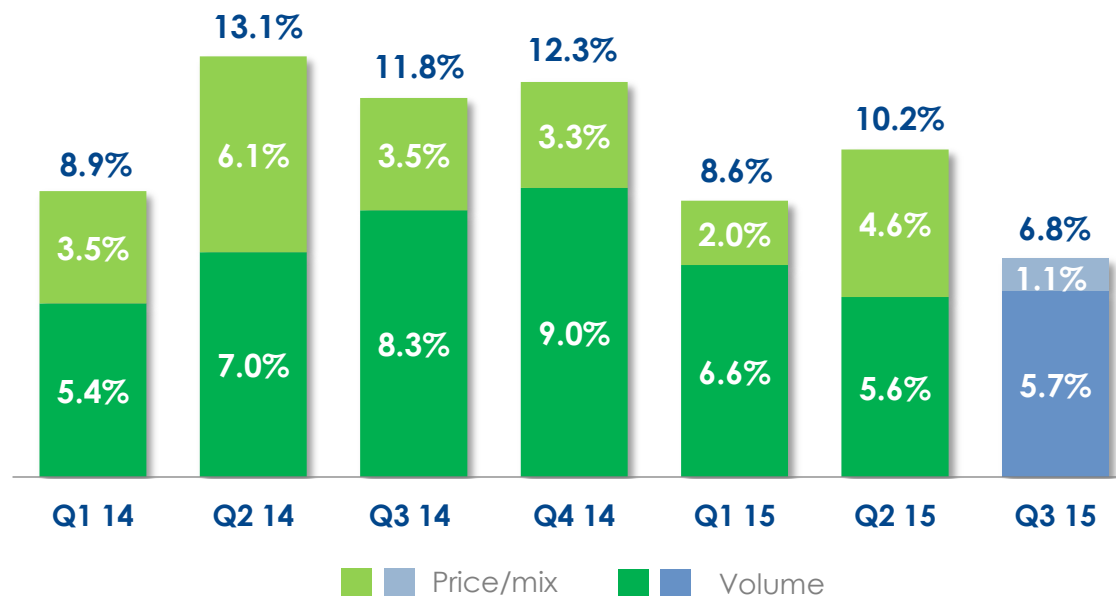


Organizational transformation

- 2014: Adaptation of industrial cost structure
- 2015: Simplification of sales units and centralization of supporting functions



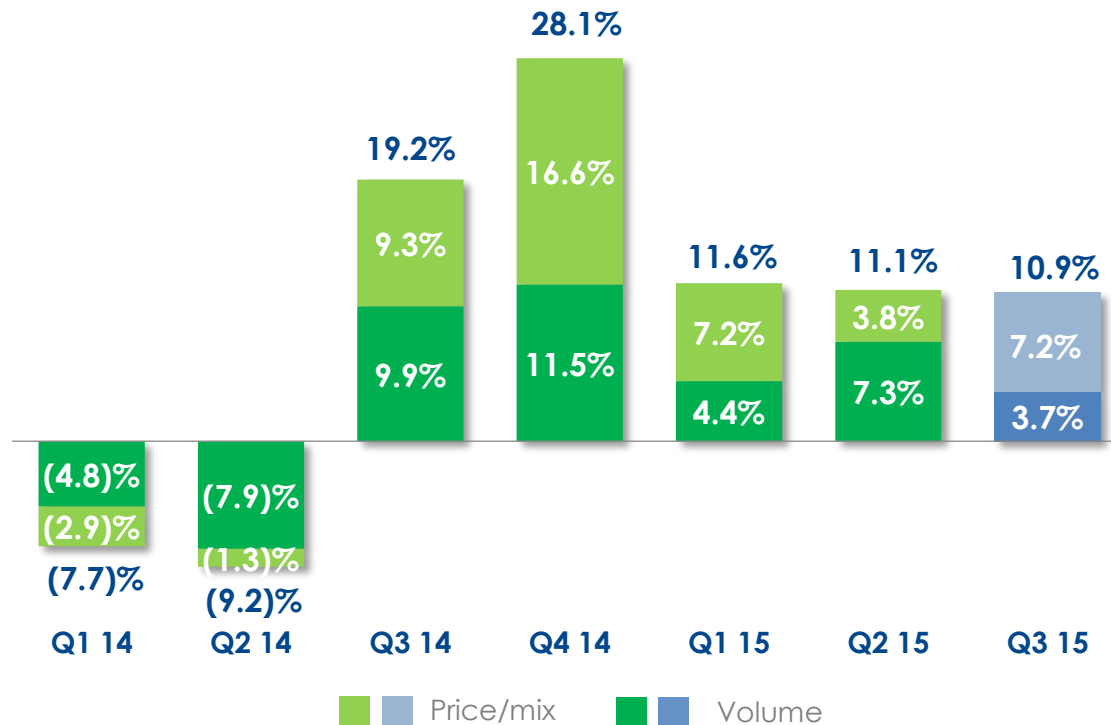
WATERS – SOLID GROWTH, TRANSITION IN CHINA



- Strong business fundamentals supporting growth model
- Continued broad-based growth in Plain waters and in Aquadrinks
- Managing de-stocking in China in a context of category transition



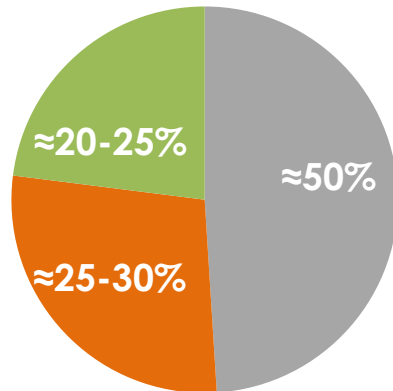
EARLY LIFE NUTRITION – CONTINUED STRONG GROWTH



- Solid performance in all regions
- Chinese market performance continues to be supported by the success of international brands

CHINA EARLY LIFE NUTRITION – BUILDING A SUSTAINABLE MODEL

IMF market channel split



■ MBS ■ E-commerce ■ Modern Trade

Leverage the success of international brands & e-commerce dynamics

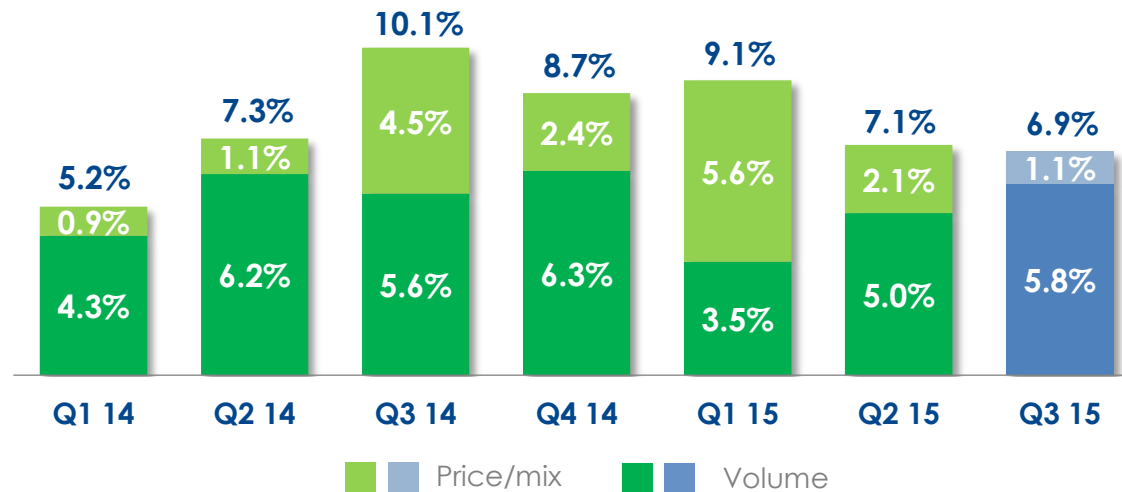


Back to ~15% MS thanks to international brands

Equivalent market share



MEDICAL NUTRITION – STEADY CONFIRMED DYNAMICS



- Positive dynamics of growth in all regions ensuring a balanced model for growth
- Positive value mix driven by pediatrics and metabolics



Q3 2015 - ANOTHER STEP TOWARDS 2020



2015 GUIDANCE - ANCHORING THE NEW SUSTAINABLE MODEL

2015 objectives

Sales growth⁽¹⁾

4% to 5%

Trading operating margin⁽¹⁾

Slightly up

APPENDIX



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Q3 & 9M 2015 - IMPACT OF CURRENCIES & SCOPE



Q3 2015	Fresh Dairy Products	Waters	Early Life Nutrition	Medical Nutrition	Total
Reported sales growth	(3.0)%	+12.3%	+12.3%	+9.1%	+4.2%
Currency	(3.2)%	+5.1%	+1.2%	+2.0%	(0.2)%
Scope of consolidation	(0.4)%	+0.4%	+0.2%	+0.2%	(0.2)%
Like-for-like sales growth	+0.6%	+6.8%	+10.9%	+6.9%	+4.6%

9M 2015	Fresh Dairy Products	Waters	Early Life Nutrition	Medical Nutrition	Total
Reported sales growth	(0.7)%	+17.7%	+16.1%	+12.6%	+7.2%
Currency	+0.3%	+8.3%	+4.3%	+4.5%	+3.0%
Scope of consolidation	(0.9)%	+0.9%	+0.6%	+0.4%	(0.4)%
Like-for-like sales growth	(0.1)%	+8.5%	+11.2%	+7.7%	+4.6%

CHANGES IN EXCHANGE RATES

- 27.5% of 9M 2015 sales denominated in €

	% total 9M 15 sales	9M 15 vs. 9M 14 (avg)	Q3 15 vs. Q3 14 (avg)
US dollar	11.6%	21.7%	19.2%
Chinese yuan	7.7%	20.0%	16.6%
Russian ruble	6.9%	(27.8)%	(31.6)%
British pound	5.8%	11.7%	10.7%
Indonesian rupiah	5.6%	7.6%	1.2%
Mexican peso	5.3%	2.4%	(4.8)%
Argentine peso	5.3%	8.3%	6.8%
Brazilian real	4.0%	(12.0)%	(23.3)%
Moroccan dirham	2.7%	3.7%	3.0%
Polish zloty	2.5%	0.4%	(0.3)%