



HEALTHY HYDRATION, HEALTHY GROWTH

Francisco CAMACHO



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MARKET TRENDS
& OPPORTUNITIES

OUR GROWTH
LEVERS

AQUADRINKS
AS A HEALTHIER
OPTION

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THE RESULTS

A CONSISTENT
STRATEGY

FORTIFY PLAIN
WATER



SUMMARY

- Sustained topline growth: sales CAGR 10-14 +9.9%; +8.5% end September 2015
- All geographies, all categories (Plain Water, Aquadrinks) driving the Division; with China transitioning
- Strong performance in mature markets
- We will continue to consistently implement our proven strategy, in line with our mission
- Our 2 priorities are to accelerate Plain Water, and capture switching NABs trends to healthier proposals
- Water Equity, Innovation, Activation, Aquadrinks stand as key growth levers



01

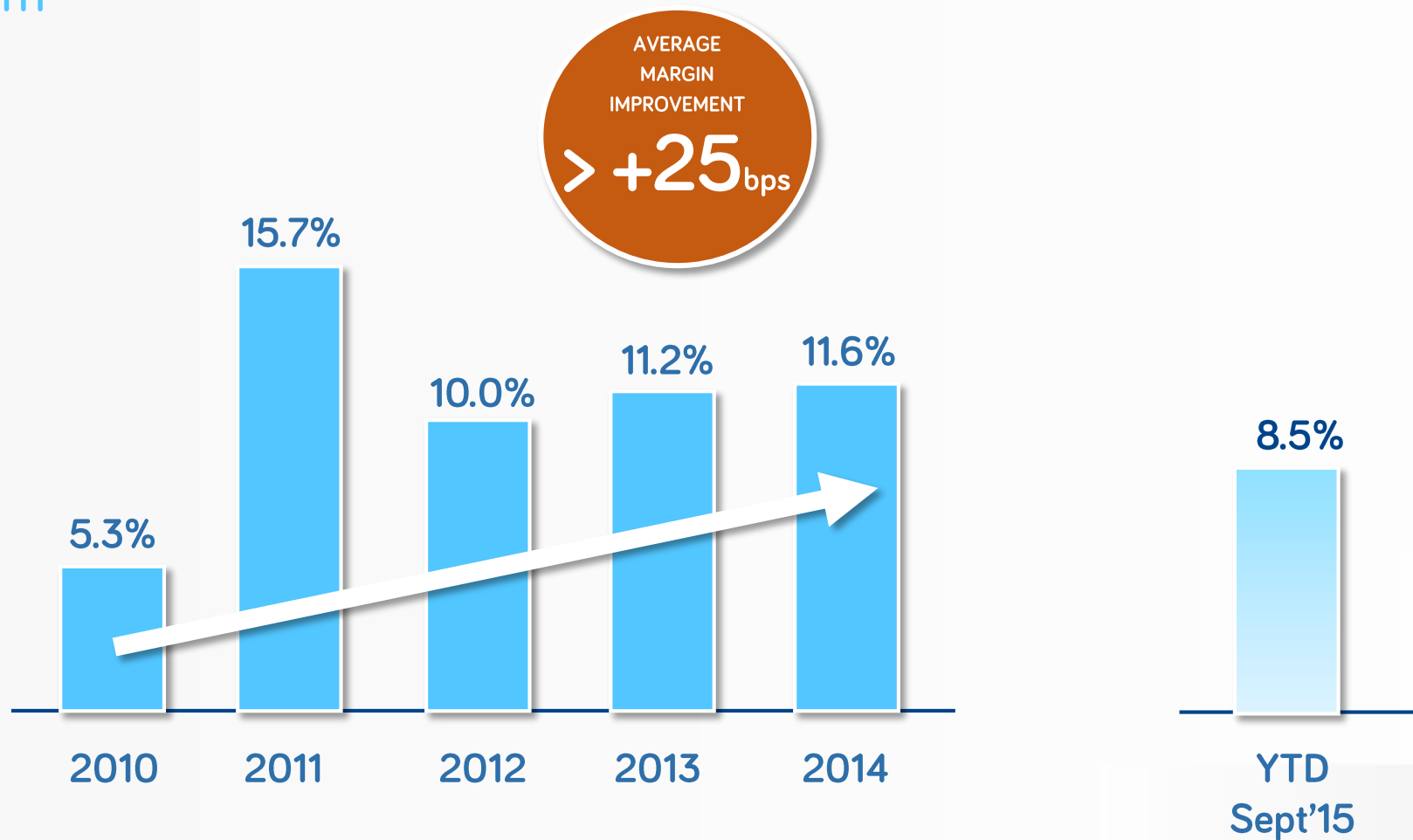
THE RESULTS



1

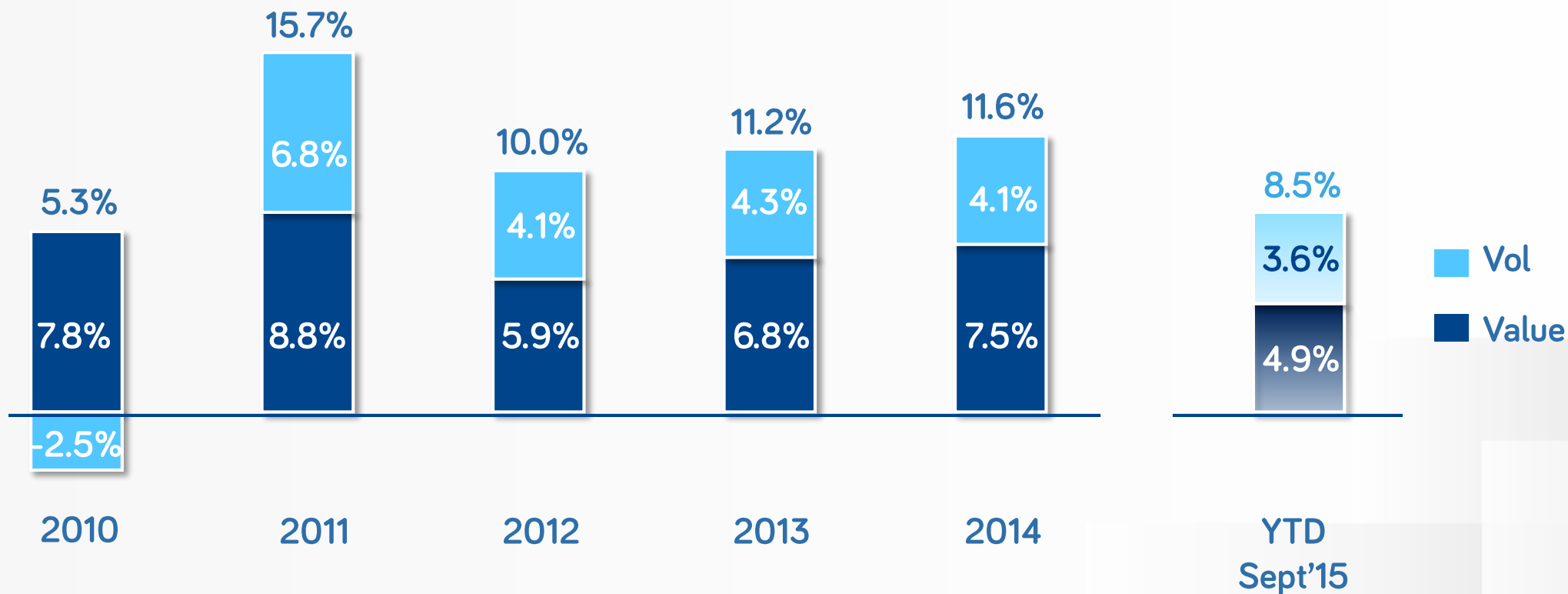
A SUSTAINED MOMENTUM

SALES GROWTH



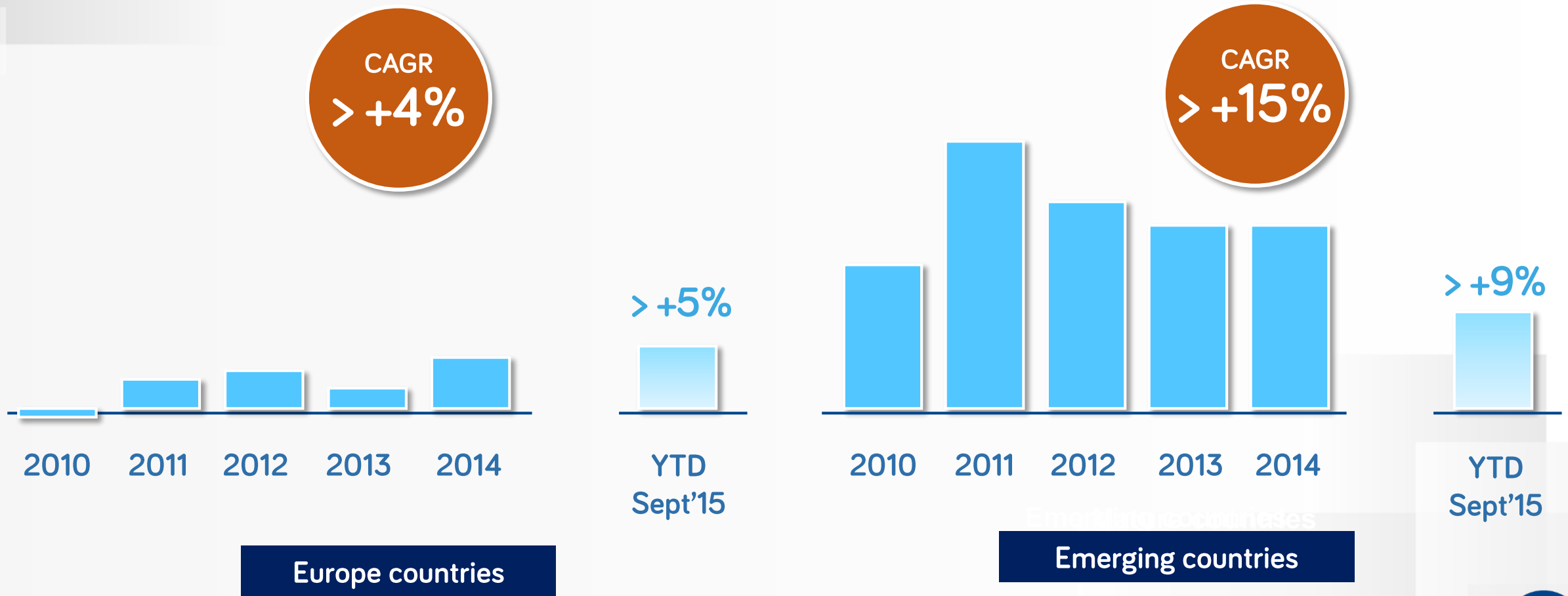
MAINTAINING SUSTAINABLE PRICING/MIX

DIFFERENCE VALUE-VOLUME



POSITIVE PERFORMANCE ACROSS MARKETS

SALES GROWTH



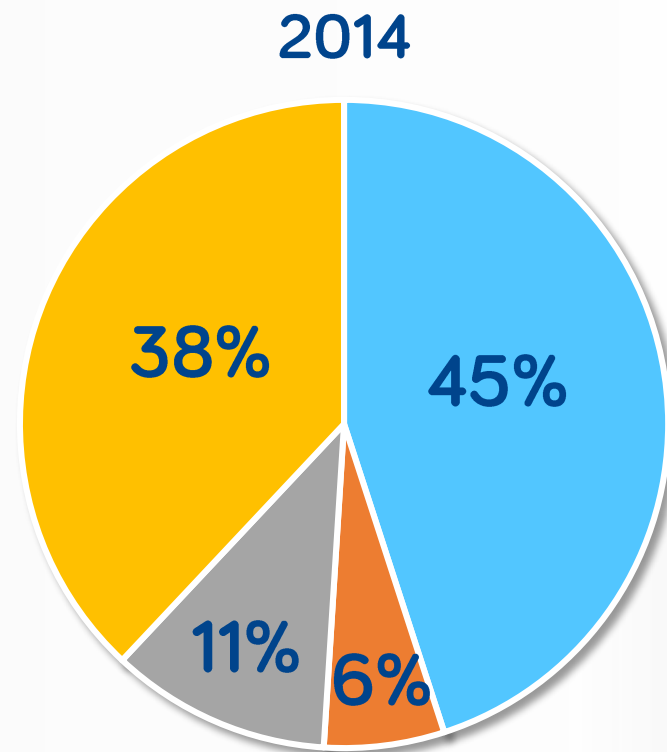
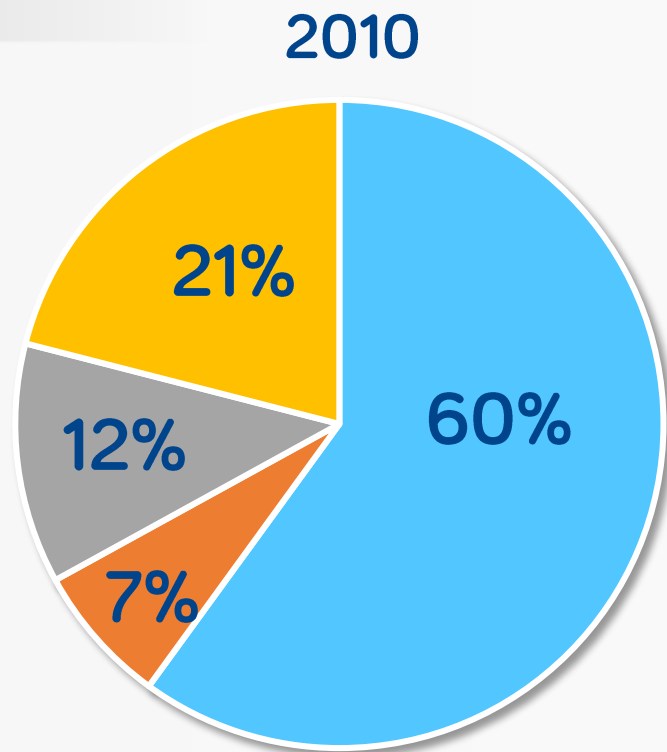
* w/o Japan

End September 2015



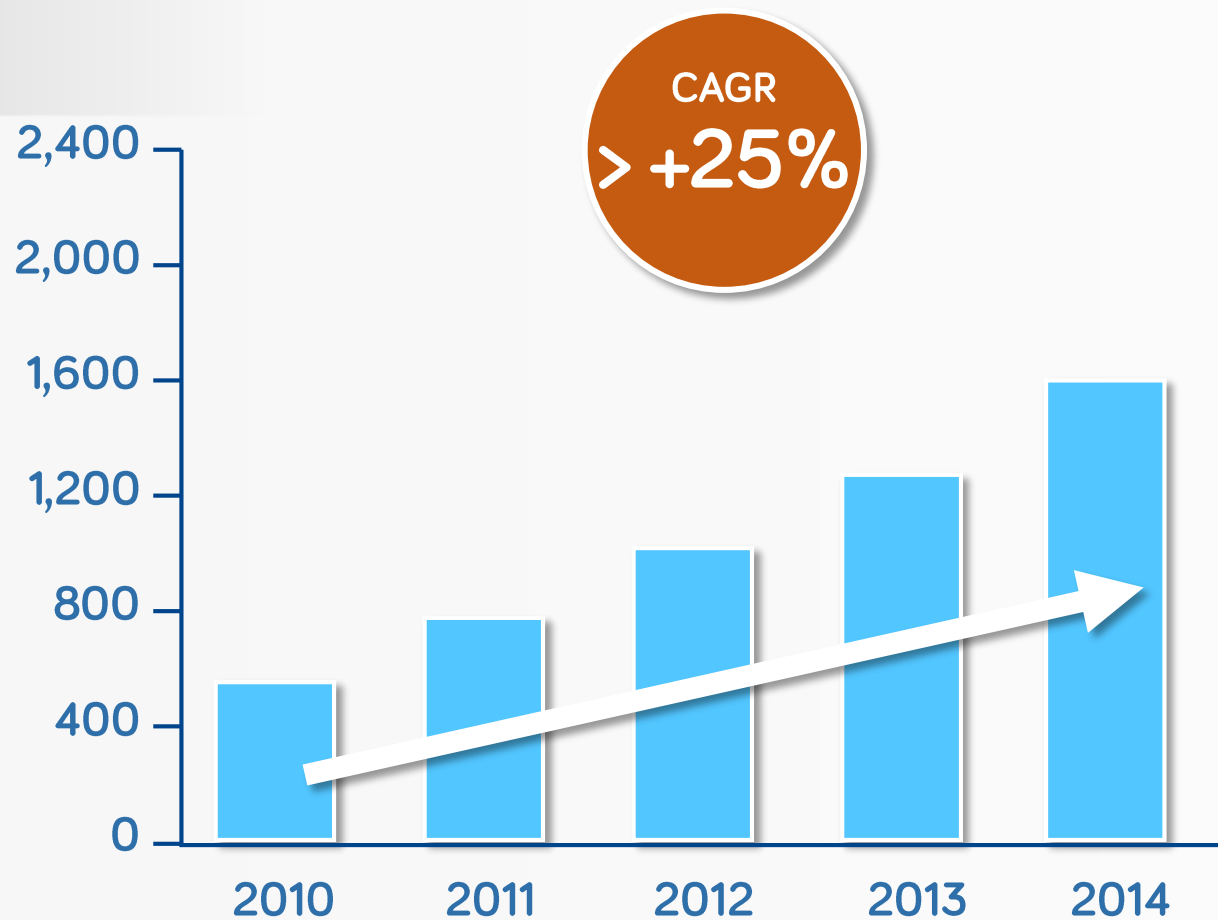
A MORE BALANCED PORTFOLIO

EVOLUTION, SALES SPLIT



AQUADRINKS: Capitalizing on growth potential

SALES GROWTH



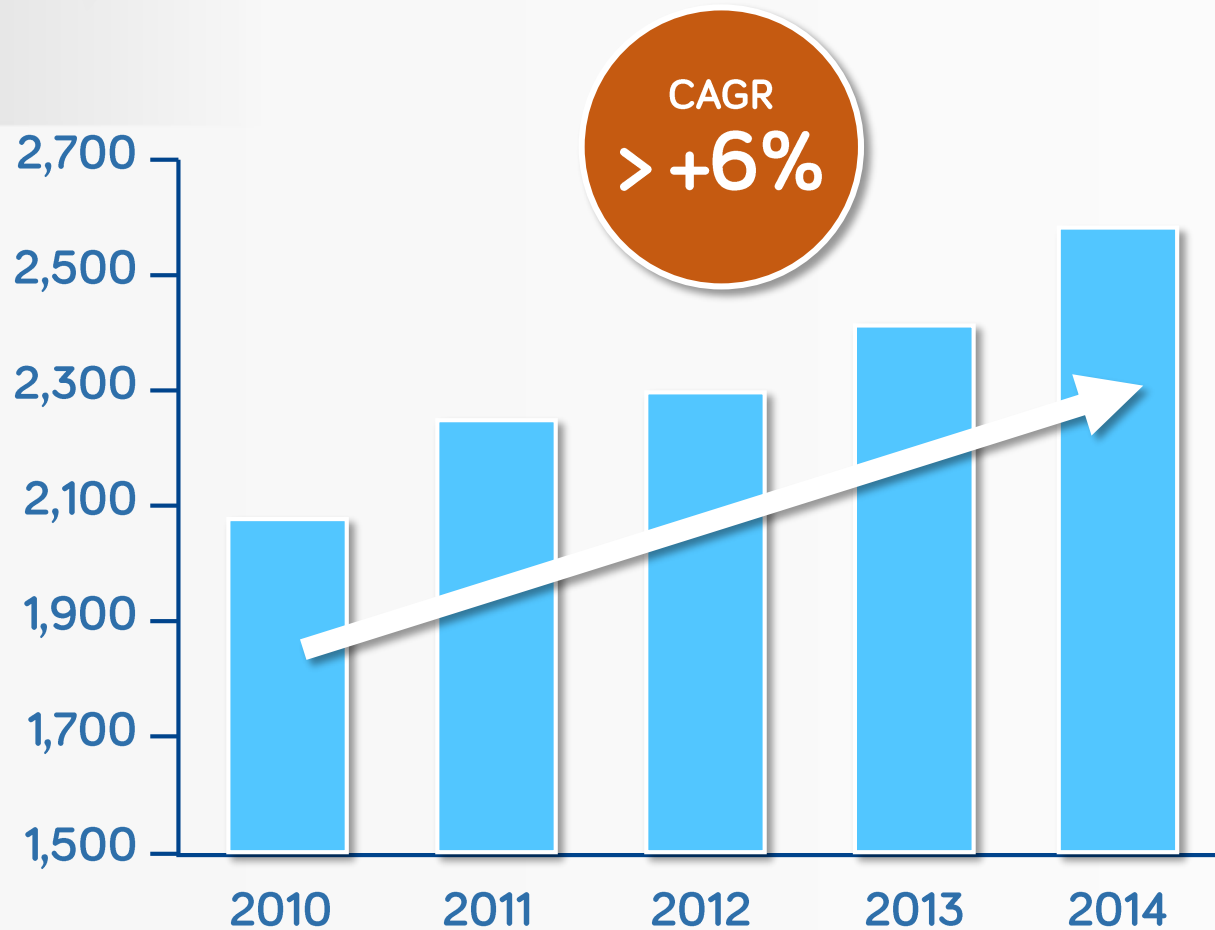
YTD
Sept '15
> +7%



1

PLAIN WATER*: Also performing strongly

SALES GROWTH



YTD
Sept '15
> +9%



* Plain water = still water + HOD + sparkling water



WE CONTINUE TO WIN MARKET SHARE



Source: Nielsen, 13 Countries

INVESTOR SEMINAR 2015 - EVIAN

Danone Waters MS in value

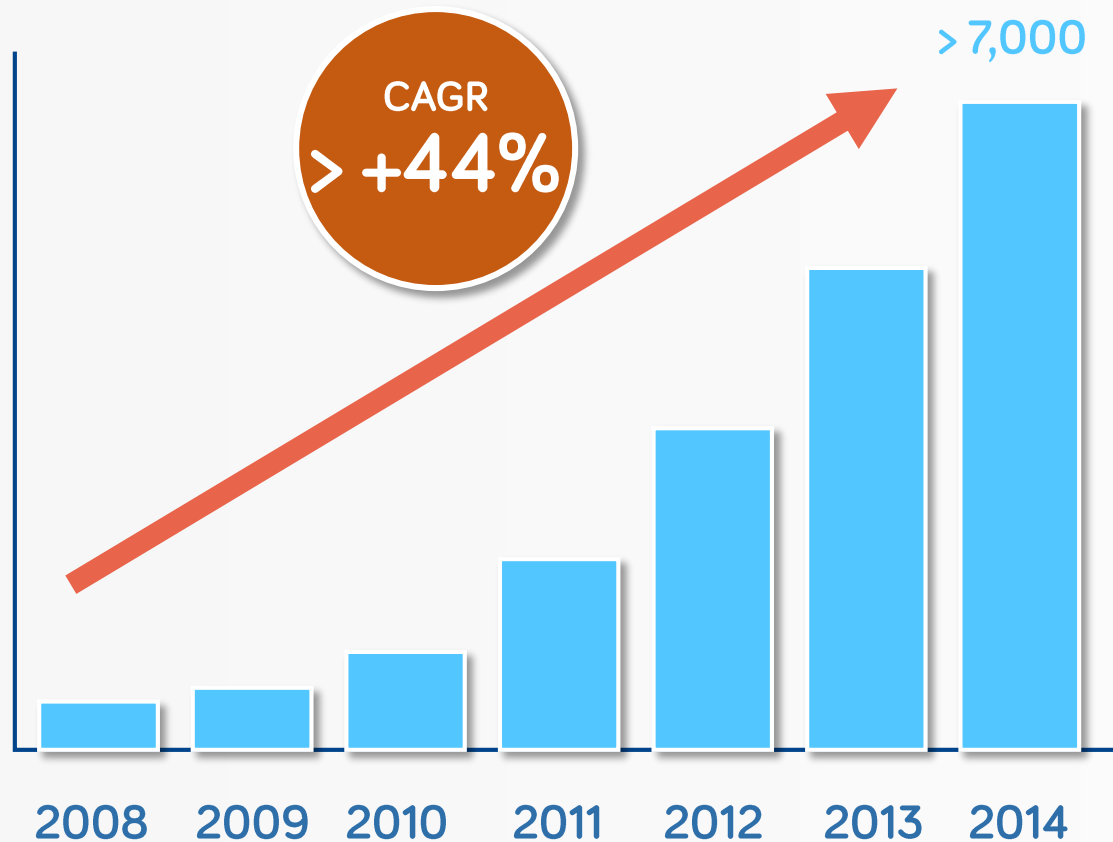


DANONE

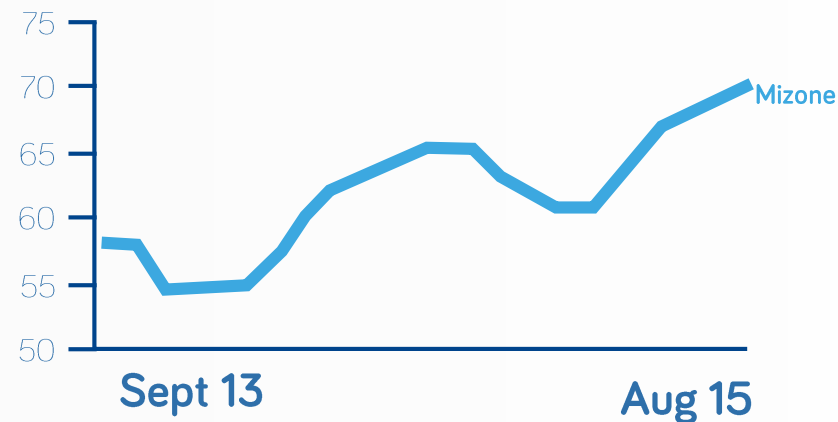
1

IN CHINA, MIZONE HAS BECOME A STRONG BRAND, WITH SOLID FOUNDATIONS

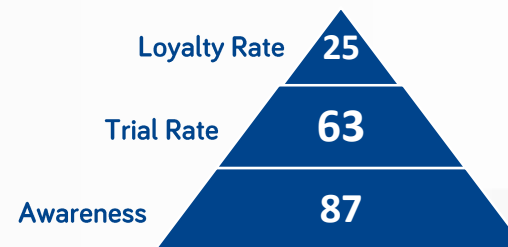
SALES GROWTH - M RMB



NUMERIC DISTRIBUTION



BRAND EQUITY

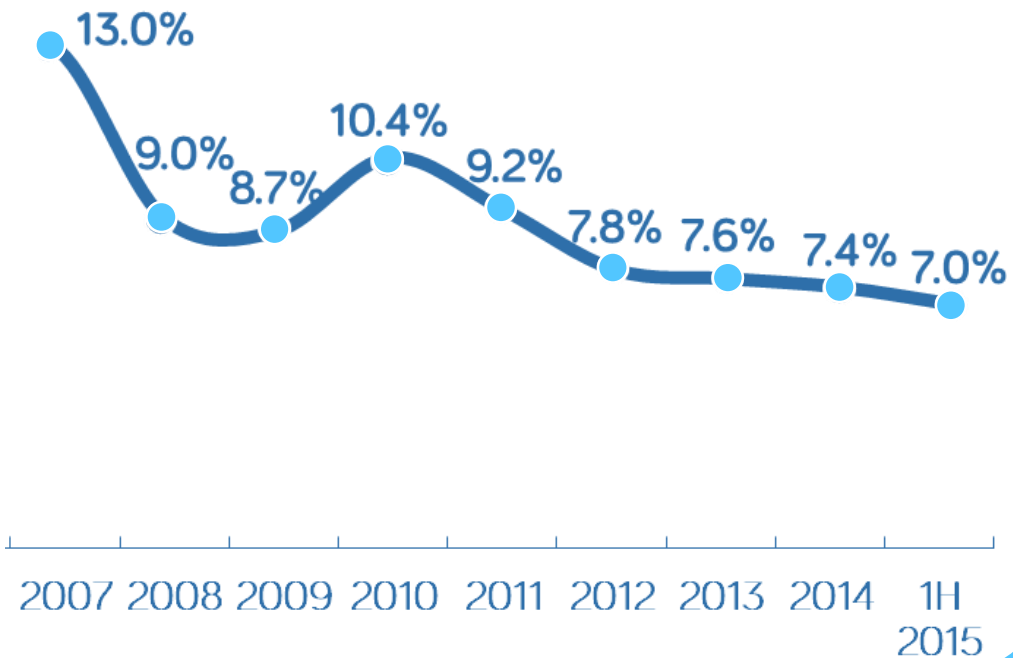


Sources: Retail Audit / Equity Tracking Top5 China cities, Aug 2015

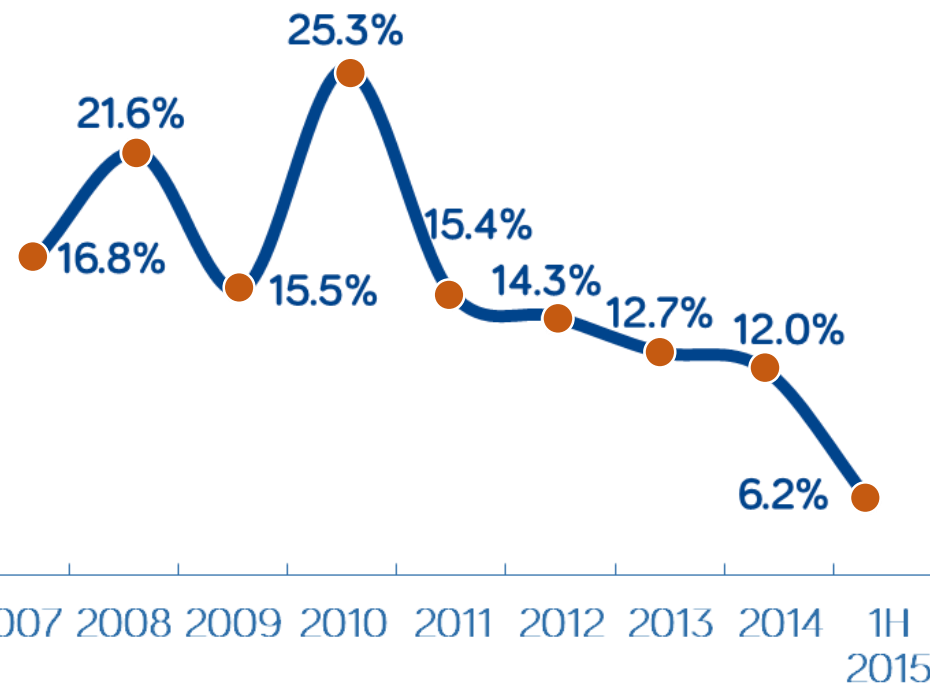


IN CHINA, RETAIL SALES OF CONSUMPTION GOODS GROWTH IMPACTED BY GDP GROWTH SLOW DOWN

GDP increase % - China



Retail Sales of Consumption Goods increase % - China



Source: China Statistic Bureau



WE ARE ACTIVELY TRANSITIONING MIZONE

- By protecting and keep building strong brand equity
- By monitoring and adjusting distributors inventory and co-packers forecasts
- By correctly sizing our organization
- By continuing leveraging innovation and activation plan

02

MARKET TRENDS & OPPORTUNITIES





THE BEVERAGE CATEGORY IS CHANGING, WITH NEW OPPORTUNITIES FOR GROWTH

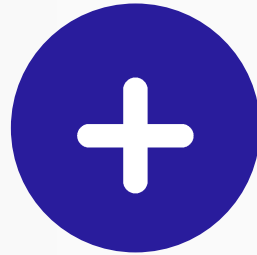
NABS IN 2020



BE MORE DISTRIBUTED
IN PROXIMITY STORES



BE MORE
NATURAL



BE
HEALTHIER



BE MORE
INTERACTIVE



BE MORE
INNOVATIVE

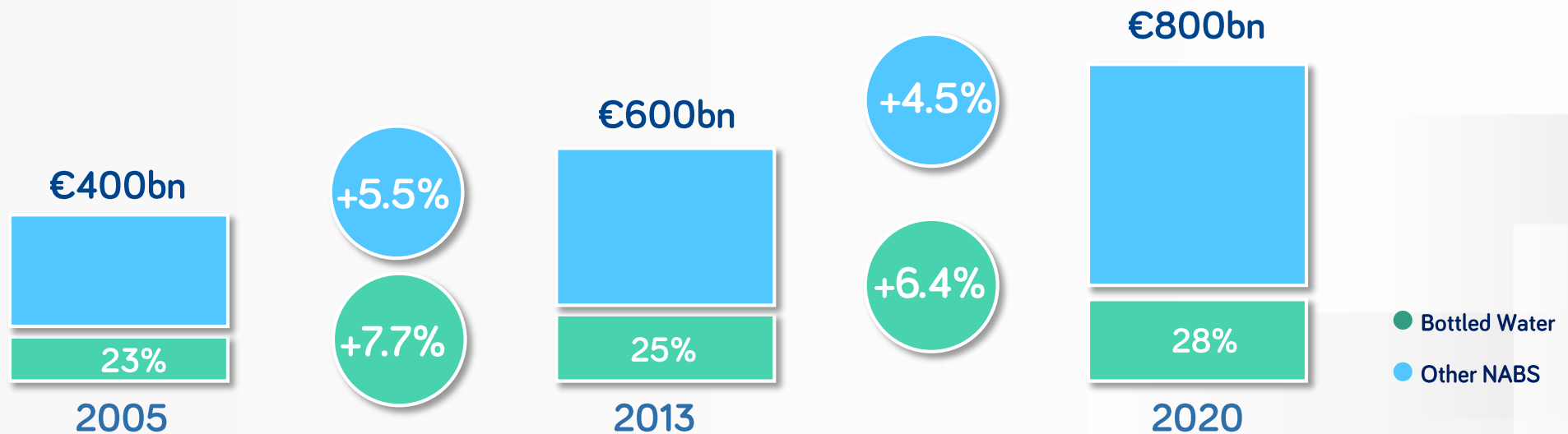


BE MORE
ACCESSIBLE



NABS MARKET GROWTH PREDICTED TO CONTINUE IN THE FUTURE, BIGGEST OPPORTUNITY WITHIN BOTTLED WATERS

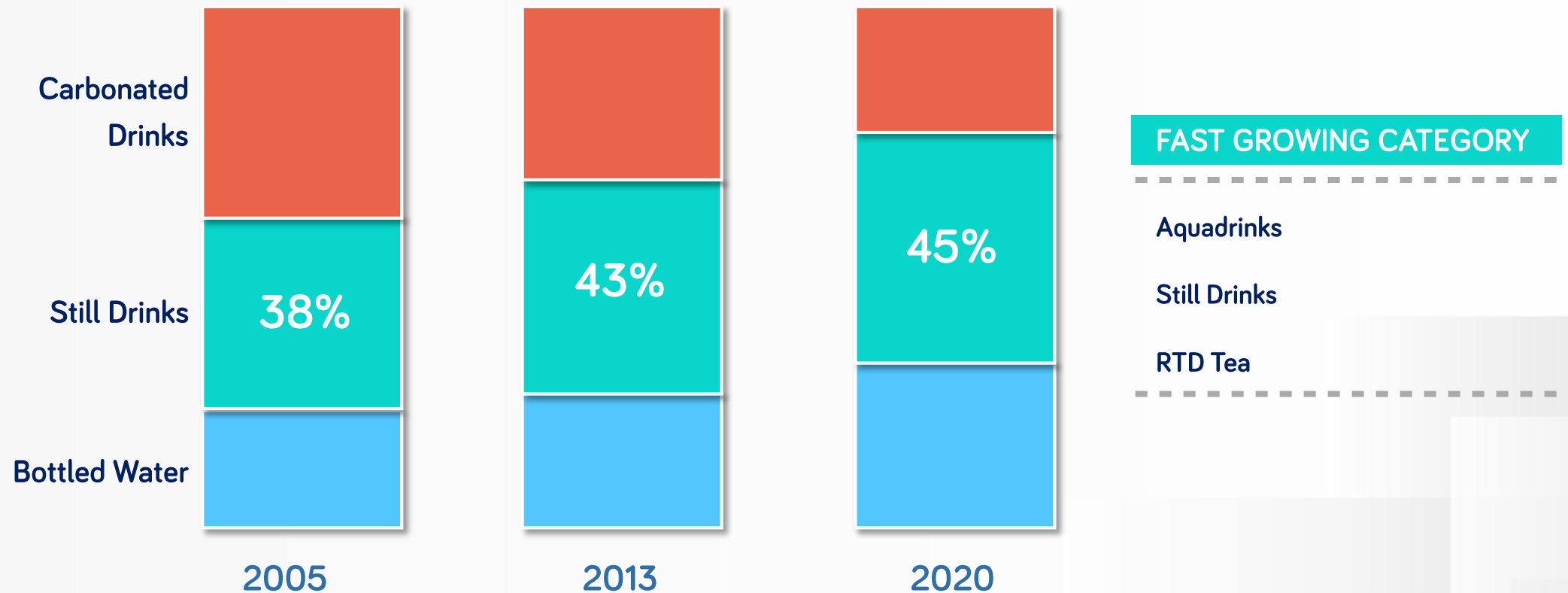
TOTAL NABS



Source: Canadean

CARBONATED DRINKS LOSING MOMENTUM, CREATING SWITCHING OPPORTUNITIES FOR HEALTHIER OPTIONS

SALES VALUE



03

A CONSISTENT STRATEGY



WE INSPIRE PEOPLE TO
**HEALTHIER
HYDRATION**

WE HAVE WATER AT OUR CORE

WE BELIEVE THAT WATER IS THE HEALTHIEST



WE MAKE HEALTHIER EASIER

WE BELIEVE HEALTHIER IS EASIER IF PRODUCTS TASTE GREAT AND ARE EXCITING TO DRINK



04

OUR GROWTH LEVERS

to fortify Plain Water and capture switching trends



4 OUR 4 GROWTH LEVERS



WATER EQUITY



INNOVATION



**BRAND ACTIVATION &
CONSUMER INTERACTION**



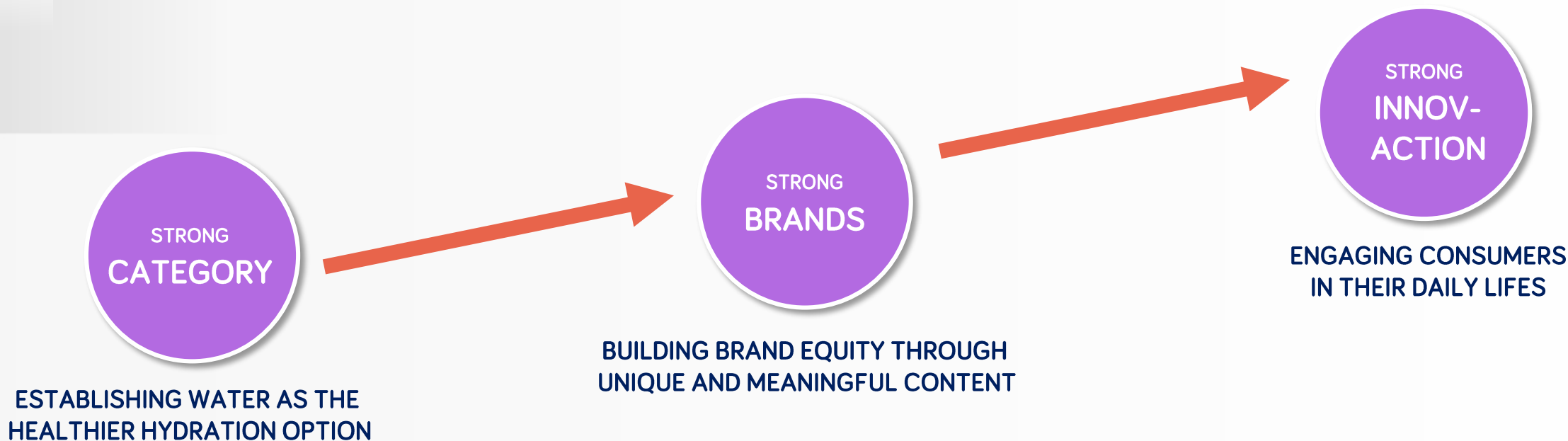
AQUADRINKS

05

FORTIFY PLAIN WATER



FORTIFY PLAIN WATER



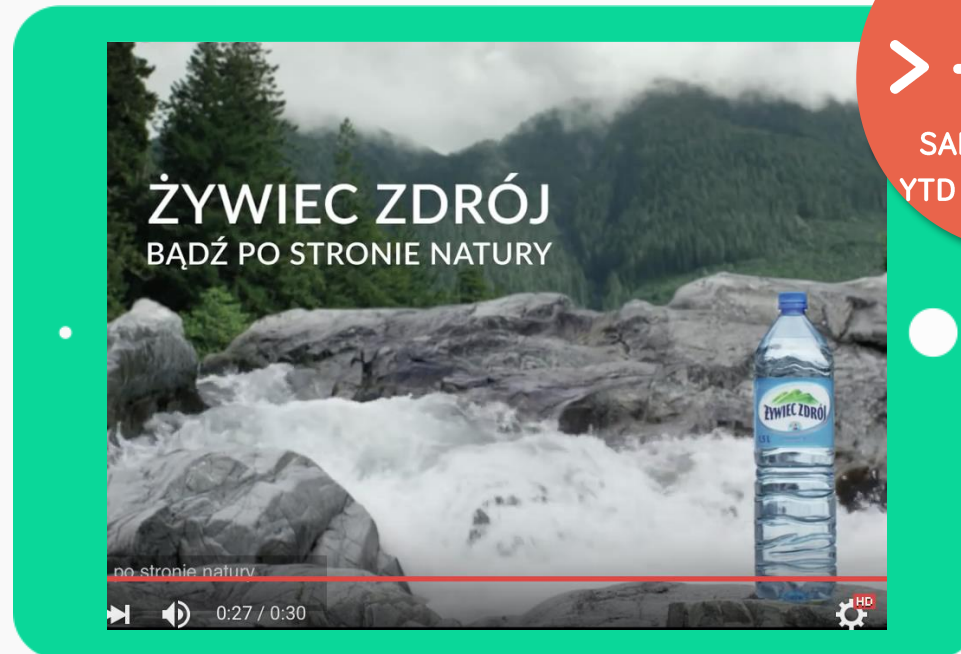
Doing GOOD by doing WELL

**Sustainable Resources and Ecosystem management
(water resources protection, access to water, packaging optimisation, waste collection)**

BRAND BUILDING IN POLAND

ZYWIEC ZDROJ COMMITMENT TO NATURE FOR A MEANINGFUL BRAND

NATURE CARES FOR YOU



RESULTS

> +12%

SALES POLAND,
YTD sept '15 VS '14

ZZ CARES FOR NATURE

BUILDING STRONG EQUITY (2015 VS 2014)

TOP OF MIND: **+3PP**
BOUGHT LAST MONTH: **+5PP**

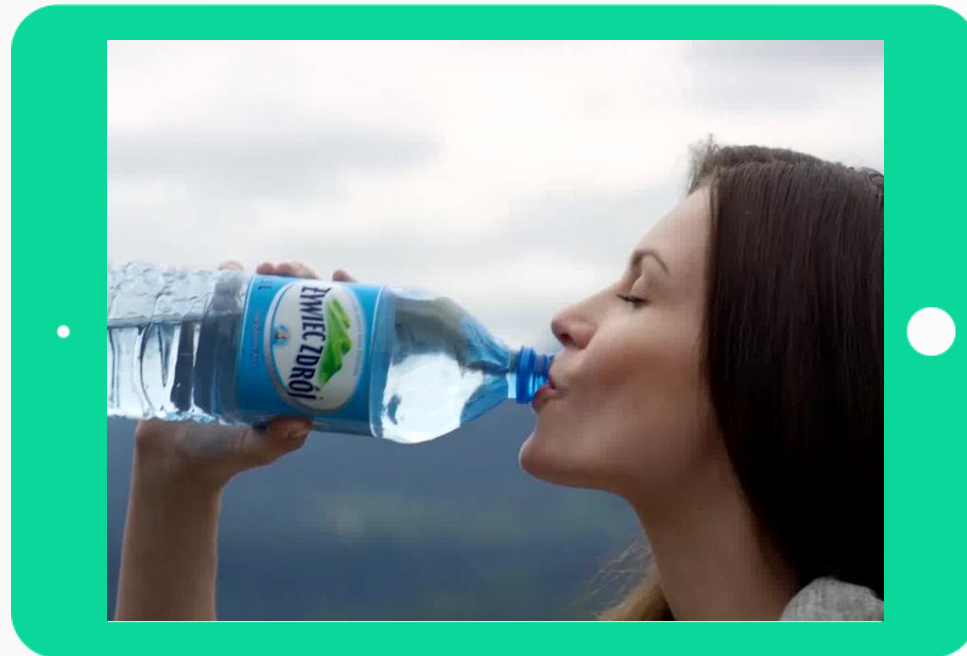
I LOVE THIS BRAND **+6PP**
CARES FOR NATURE: **+10PP**



5

HUMAN

ZYWIEC ZDROJ NATURE



5

BRAND BUILDING IN INDONESIA

HEALTHY HYDRATION EDUCATION WITH AdaAQUA



RESULTS
> +15%
SALES INDONESIA,
YTD sept '15 VS '14

#AdaAQUA

A youthful campaign platform to stimulate consumption
on the go with a strong reason to believe...



HEALTHY HYDRATION EDUCATION

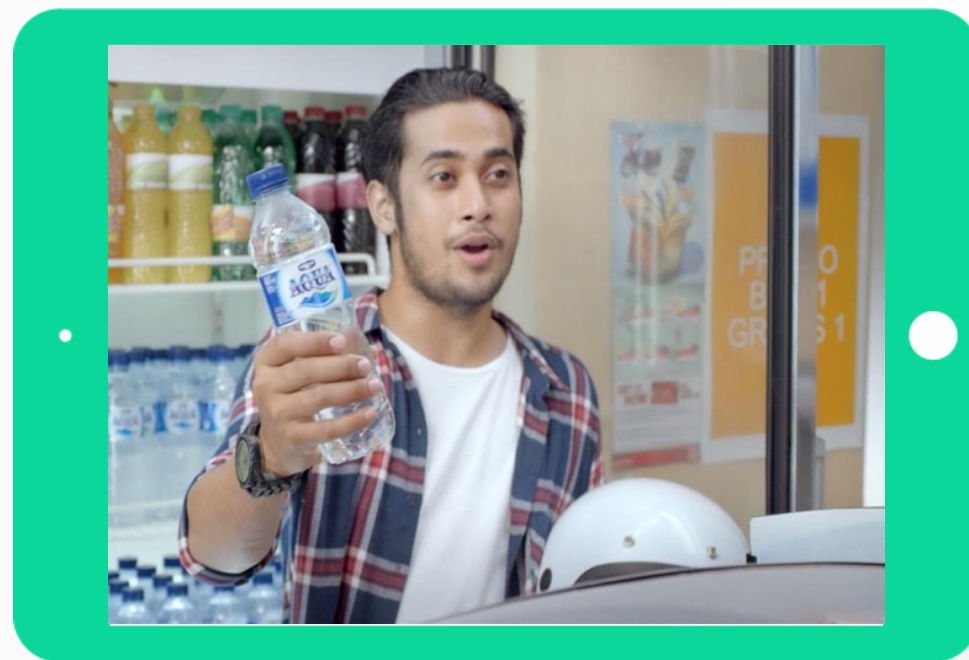
AdaAQUA

INDONESIA



AdaAQUA

INDONESIA



5

INNOVATION IN SPAIN

ALLOWING KIDS TO ENTER THE CATEGORY IN A FUN WAY

RESULTS
> +15%
SALES SPAIN,
YTD Sept '15 VS '14

KIDS
SEGMENT
22%
OF PLAIN WATER
CATEGORY GROWTH



INNOVATION IN PACKAGING

ICONIC PACKAGING



BRAND ACTIVATION

GLOBAL ACTIVATION

SUPER HEROS



STAR WARS



HEALTHY HYDRATION EDUCATION

BONAFONT - TE CACHE

MEXICO



06

AQUADRINKS



AQUADRINKS IN MEXICO

BONAFONT LIGHT PLEASURE & LOCAL FLAVORS



> +14%

TOTAL SALES BOTTLE
MEXICO
YTD Sept '15 VS '14

LOVED BRAND



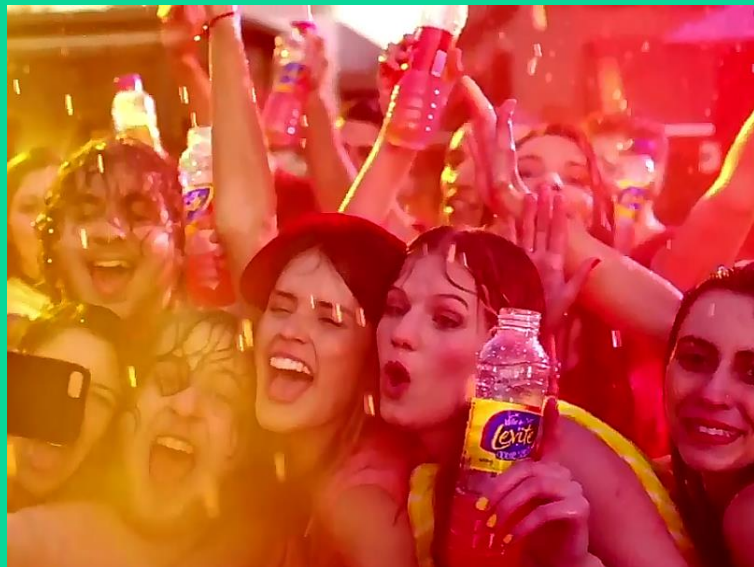
DANONE

AQUADRINKS ACCELERATION

ROLL-OUT OF JUICY/LEVITE

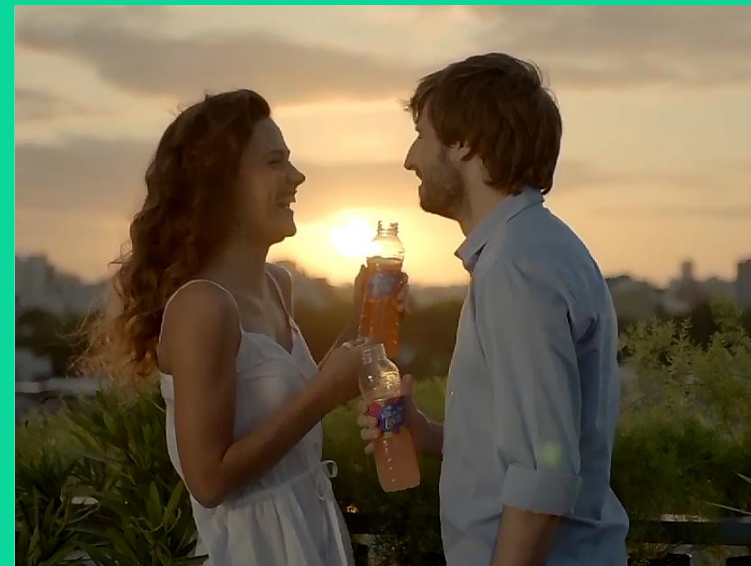
PANQUEQUE

ARGENTINA



TOMATELAS

ARGENTINA



BRAND ACTIVATION IN AQUADRINKS

ACTIVATING TARGETS



BONAFONT
KIDS



DANONE

6

BRAND ACTIVATION IN AQUADRINKS

ALLOWING KIDS TO ENTER CATEGORY BY SENDING RIGHT MESSAGE TO PARENTS



RAYITA



DANONE

6

INNOVATION IN AQUADRINKS

SPARKLING JUICED



DANONE

TO SUMMARIZE

We are delivering results and we are well positioned to capture market opportunities, with strong **WATER BRANDS**, and strong **AQUADRINKS PLATFORM**.

1

FORTIFY
PLAIN WATER

2

CAPTURE SWITCHING
NABS TRENDS

OUR 4 GROWTH LEVERS TO SUCCEED



WATER EQUITY



INNOVATION



BRAND ACTIVATION &
CONSUMER INTERACTION



AQUADRINKS





[®] **DANONE**
waters



SUCCESSFUL TRANSFORMATION FOR PROFITABLE SUSTAINABLE GROWTH

Véronique PENCHIENATI

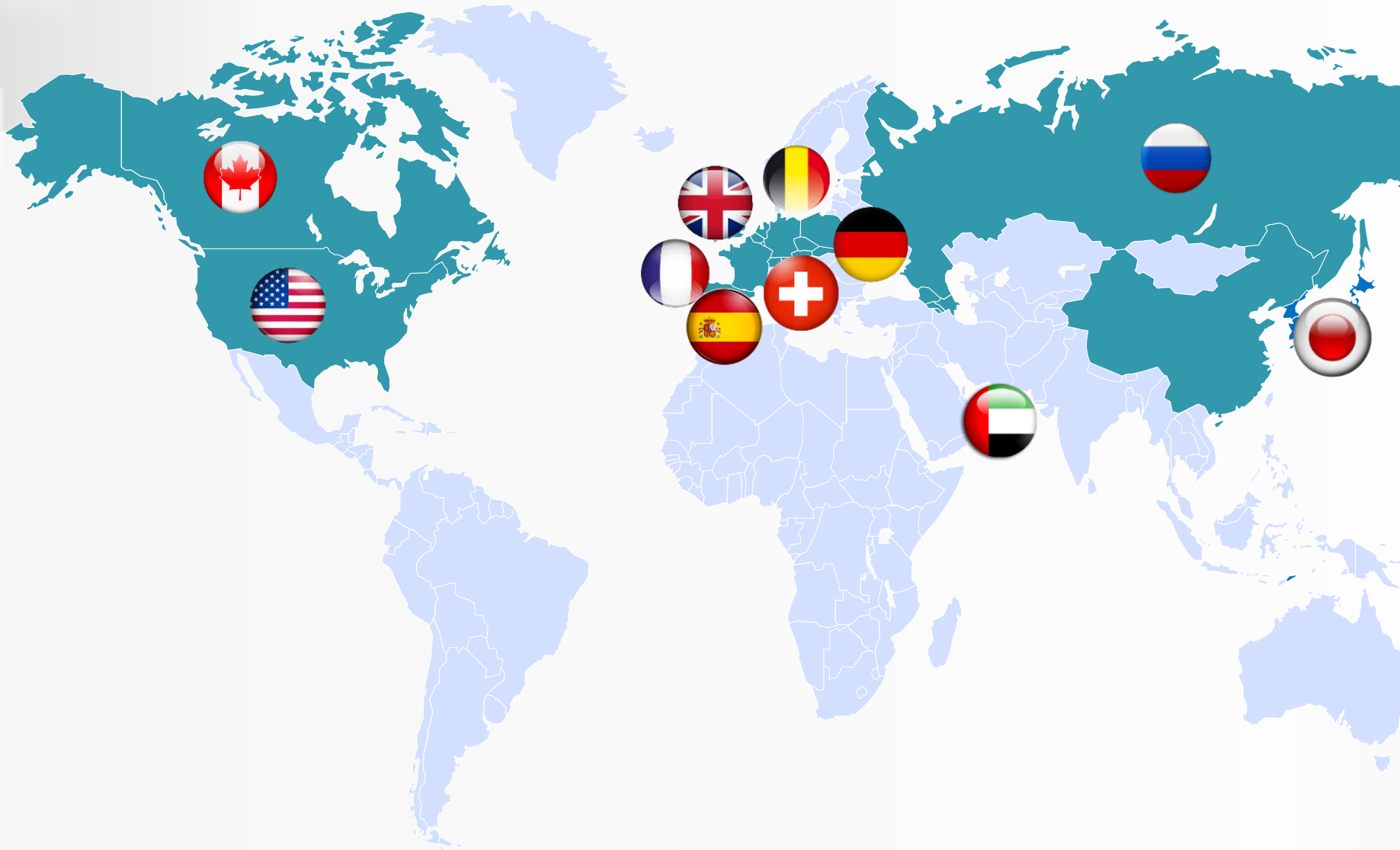
A background image of water splashing, rendered in a light blue, semi-transparent style. The splashes are dynamic and spread across the entire slide. In the top-left corner, there is a small graphic of a grid with squares in shades of teal and grey.

EVW ID CARD AND PLAYGROUND

EVW STRATEGY AND RESULTS



EVW A UNIQUE ORGANISATION



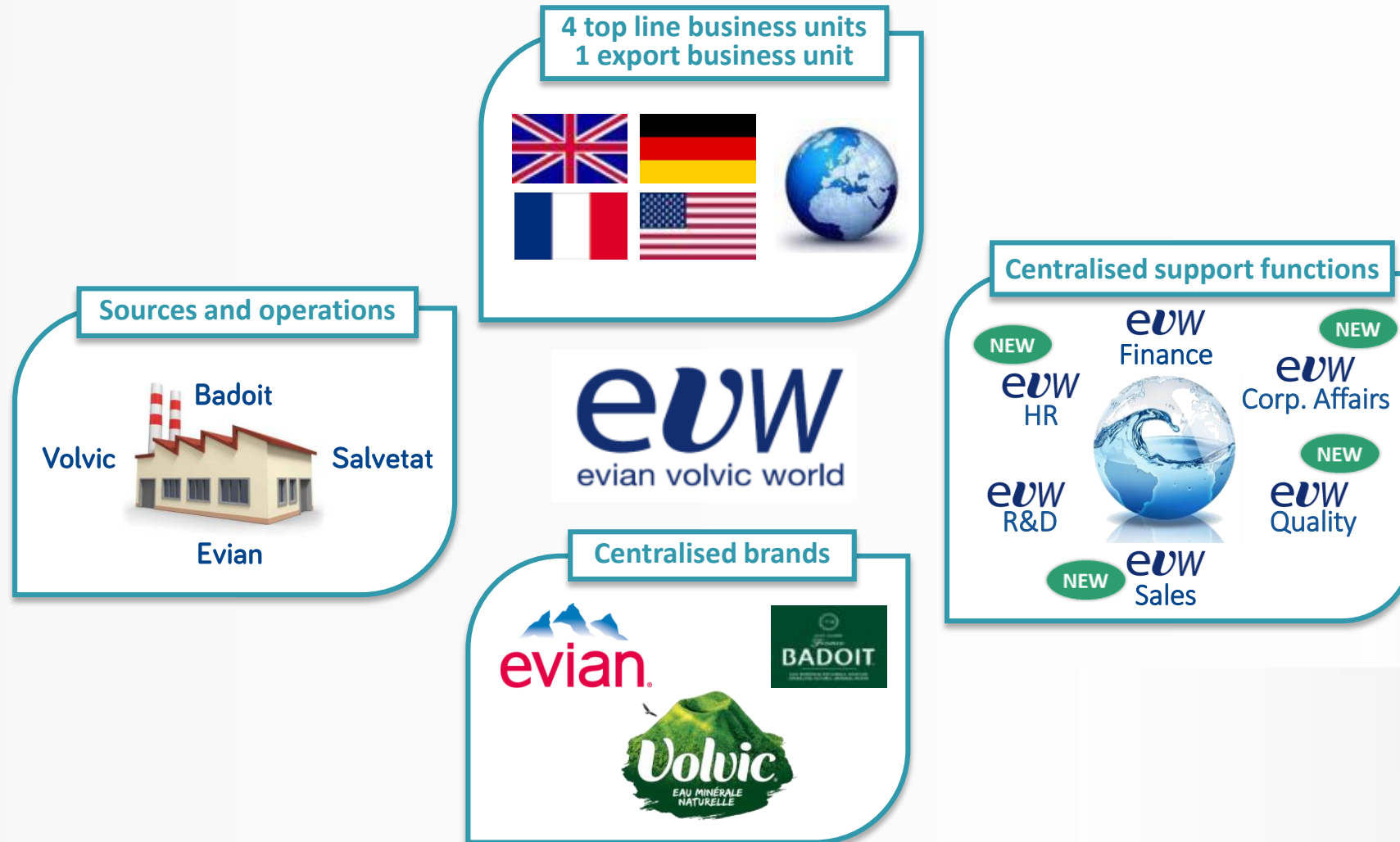
- 2900 Danoners
- 20 Locations
- 25 Nationalities
- 120 Countries
- 450 Sales people
- 170 Distributors
- 100 bottles consumed every second

- 4 French MW sources and brands

- 4 Country Business Units – France-Benelux, UK, DACH, Noram
- One export BU EVI

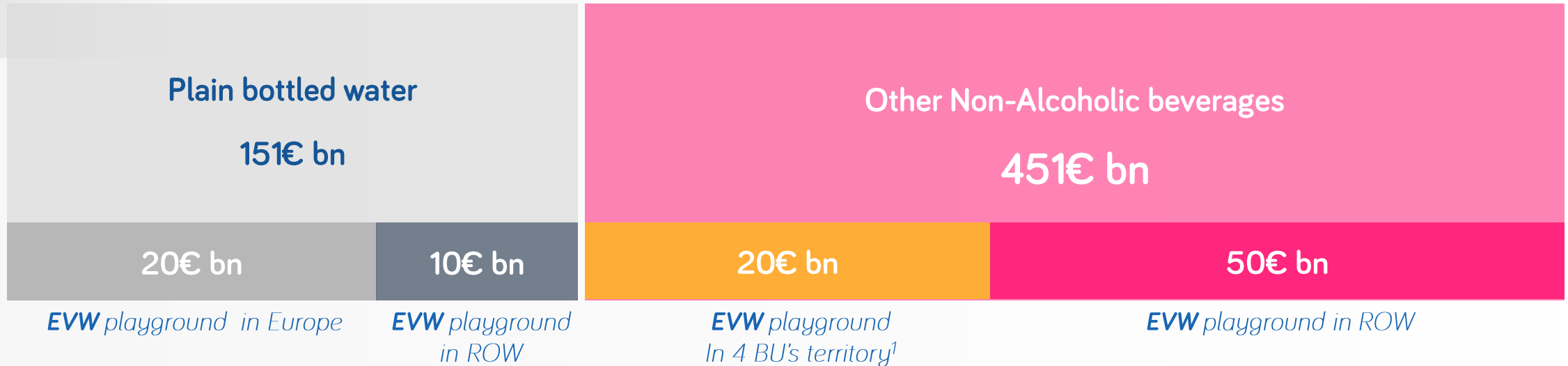


A NEW CENTRALISED MODEL WITH A GLOBAL TEAM WORKING TOGETHER TO ACCELERATE BUSINESS

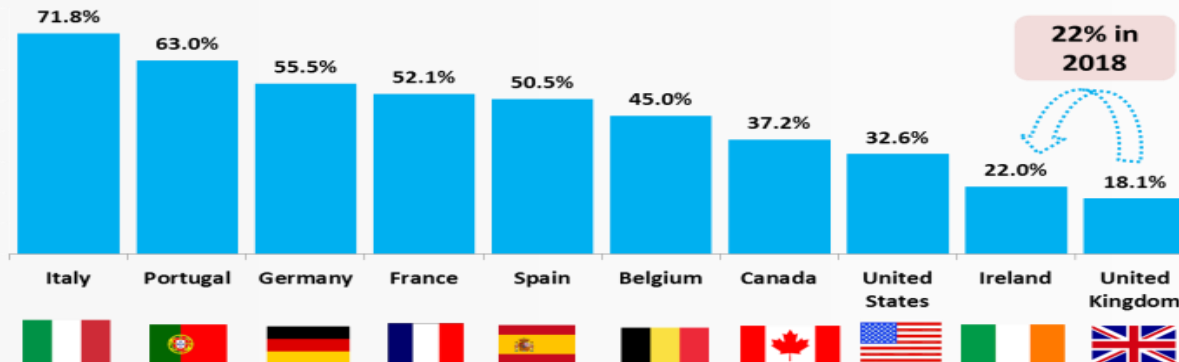


WE OPERATE IN 2 MARKETS – PREMIUM WATER AND HEALTHY NAB'S – WITH STRONG GROWTH POTENTIAL

2013 market size



Packaged Water (Including Flavoured & Juicy Water drinks)
Share of Total Soft Drinks Consumption (Litres)



Healthy NAB's definition

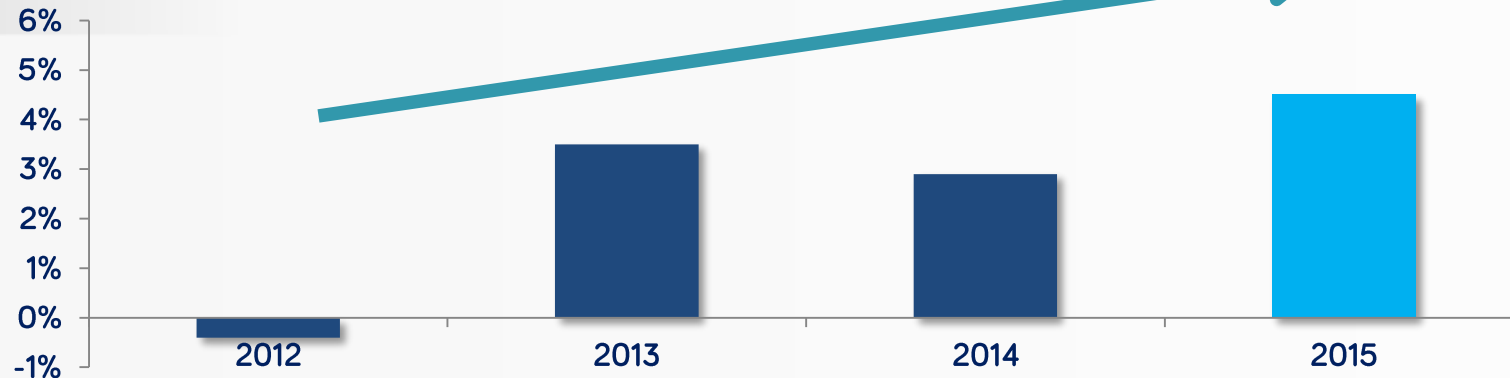
Flavoured Water
Enhanced Water

Still Drinks¹
Iced Tea RTD



A CONSISTENT SALES GROWTH IMPROVEMENT OVER THE PAST YEARS MAINLY DRIVEN BY EUROPE

EVW

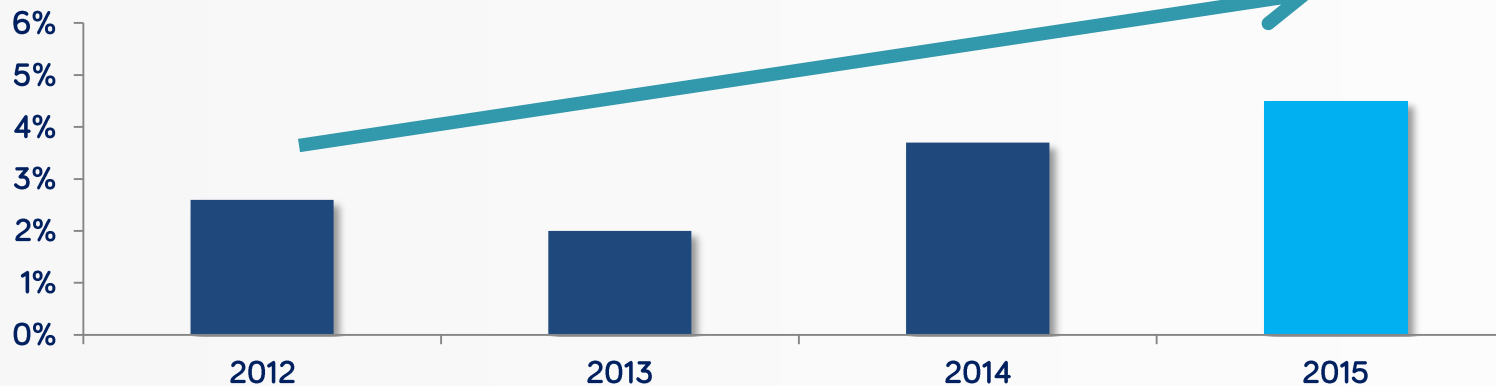


Contributors to growth

Aquadrinks
1/3

Plain Waters
2/3

EVW EUROPE



OUR 4 STRATEGIC PILLARS



CATEGORY VALORISATION



- Protection of water resources
- Water access programm
- Packaging optimisation (RPET, bio based)
- CO₂ reduction
- Waste collection programm



HEALTHY HYDRATION HABIT



HEALTHIER CHOICES FOR KIDS

- Promoting water as best way to hydrate for adults and kids
- Education program for large public audience
- KOL's partners H4H
- Attractive Kids water offer



VALUE CREATION ON WATER BUSINESS



1. UNIQUE AND MEANINGFUL BRANDS
2. INNOVATION AS DRIVER OF VALUE CREATION
3. MIX MANAGEMENT THRU FORMATS / CHANNELS
4. REVENUE GROWTH MANAGEMENT / REFRAMING IN MODERN TRADE



A FULL RENOVATION OF OUR BRANDS

2010

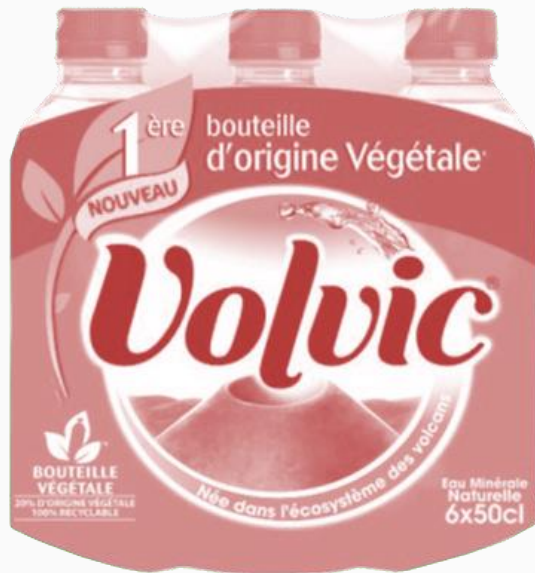


2015



INNOVATION AS DRIVER OF VALUE CREATION

2010



2015

Individual formats innovation



Services innovation



NEW PROFITABLE BUSINESS MODEL IN AWAY FROM HOME

2010

Low value returnable glass



2015

50% sales on prestige range



La goutte Evian
in exclusive
customers



A STEP CHANGE IN BRANDS ACTIVATIONS

2010



2015



A STEP CHANGE IN CONSUMERS INTERACTION

2010



2015

Internet 2015 :



> 1.5 M fans Facebook
media investments x3

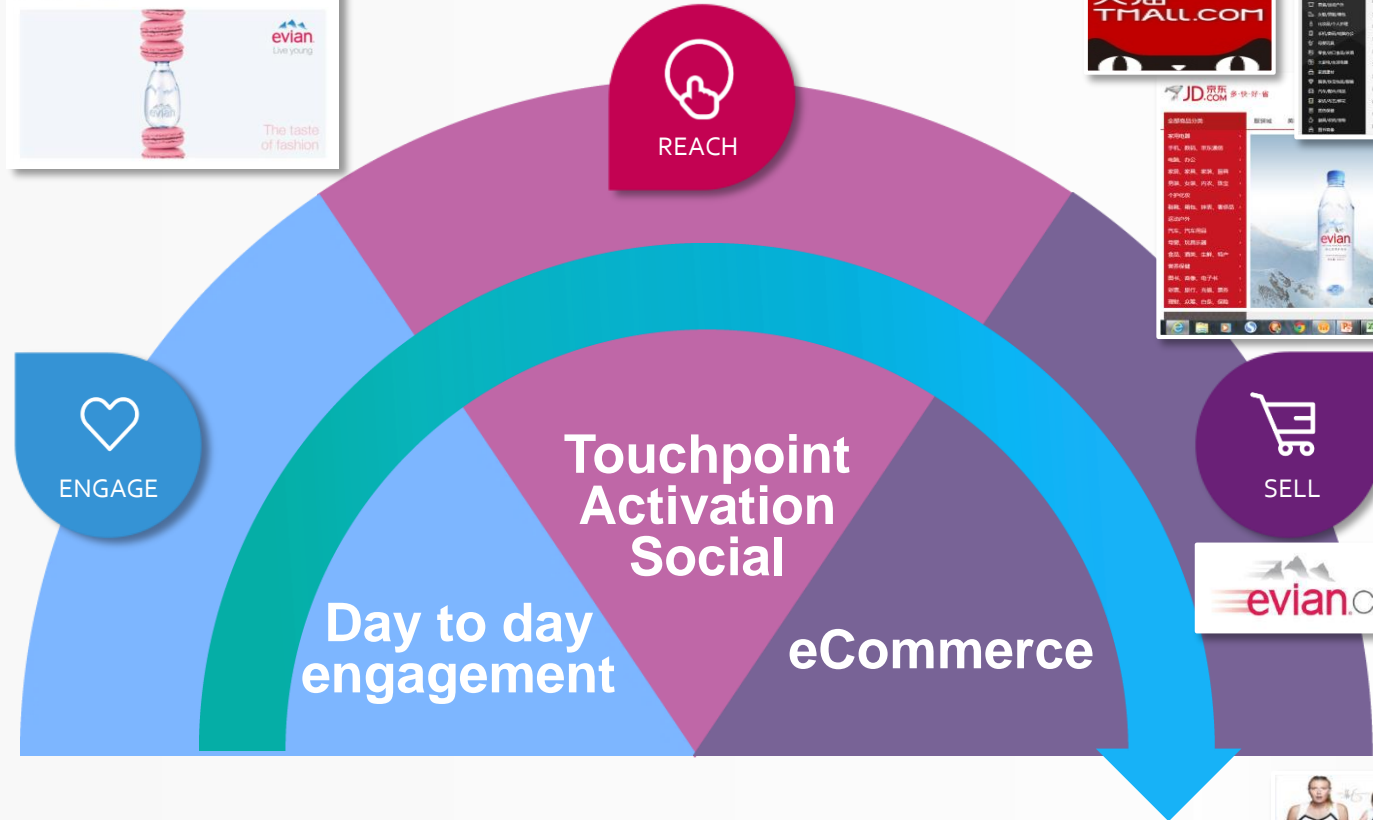


EVIAN DIGITAL ACTIVATION

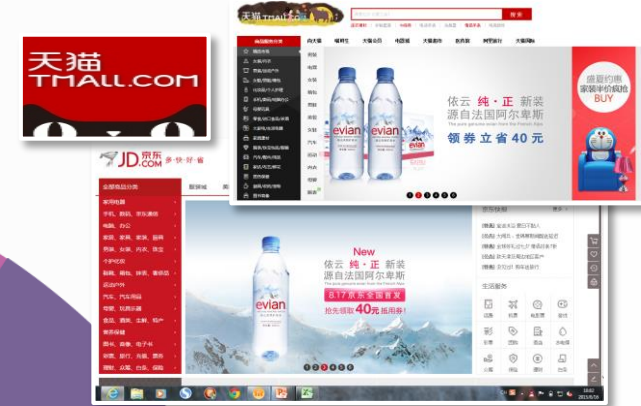
> 1.5Mio fans in major platforms



Investments X3



5% of sales



CHANNELS & GEO FOOTPRINT



**Fortify core business in Europe
Accelerate growth in US and Export Business**

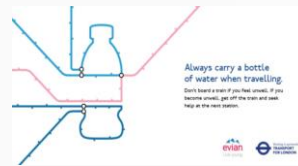
**Double digit growth in high value channels:
on premise, convenience, on the go
City-Hot spots strategy**

HIGH VALUE CHANNELS

1 Airports acceleration



2 City plans : Paris / London / Shanghai / New York



3 On premise > +10% CAGR

4 Impulse > +10%



5 Deliver our e-commerce ambition +80%

天猫 Tmall.com

amazon

ocado
The online supermarket

Impulse
+
On premise growth

>3X Modern
Trade Growth



AQUADRINKS²



DEVELOP VOLVIC AS # 2 NAB IN EUROPE

- 1. IMPULSE CHANNELS ACCELERATION**
- 2. PREFERRED FLAVOURS**
- 3. UNIQUE ACTIVATIONS**
- 4. INNOVATION ON NEW CATEGORIES (juicy sparkling, infused water)**

3 LEVERS FOR INCREMENTAL GROWTH

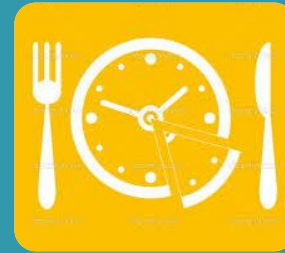
Capitalise on Water



- ✓ Megabrand activations
- ✓ Signature
- ✓ Visual consistency



Unique and differentiating activation



- ✓ Through the year
- ✓ Smart investment
- ✓ Impulse channels

Capture switching from NABS

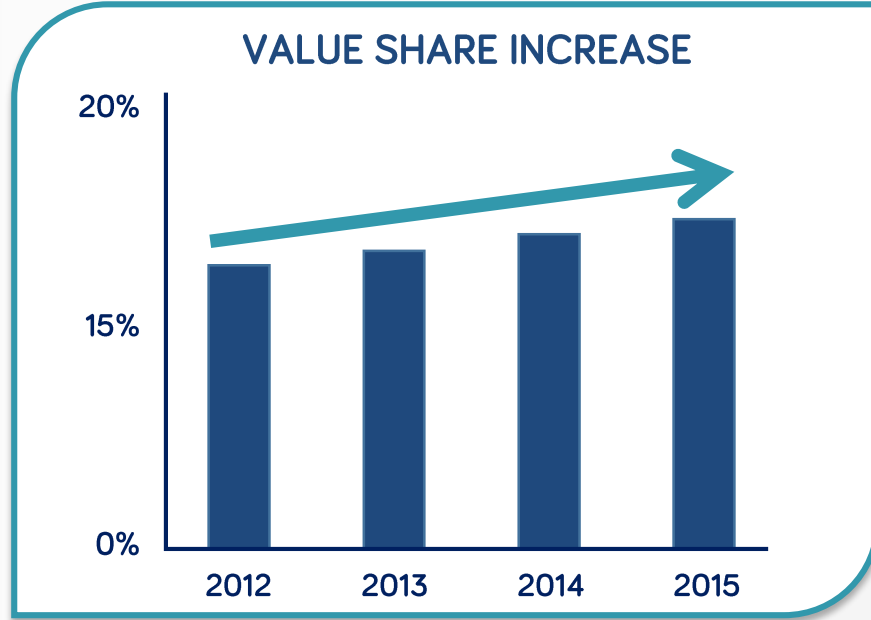
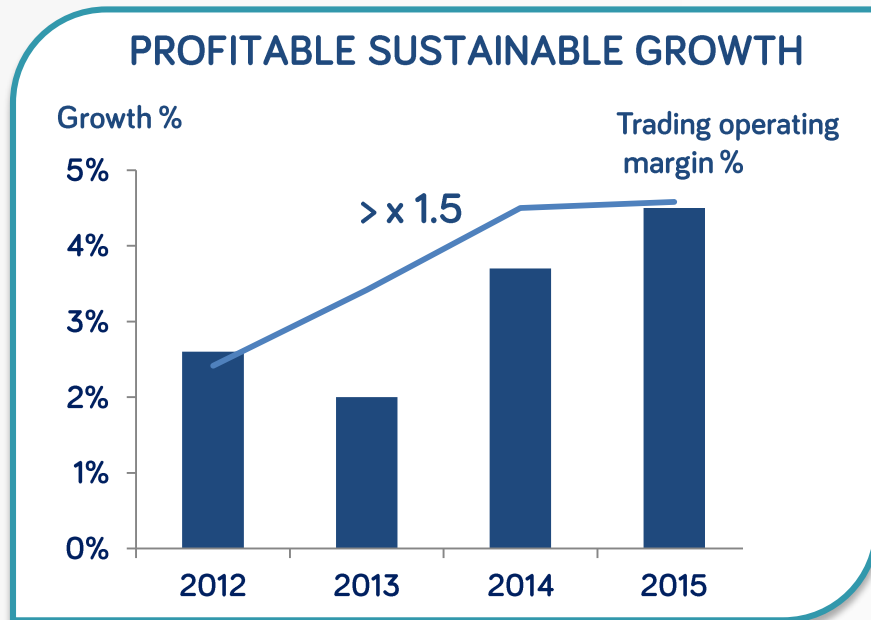
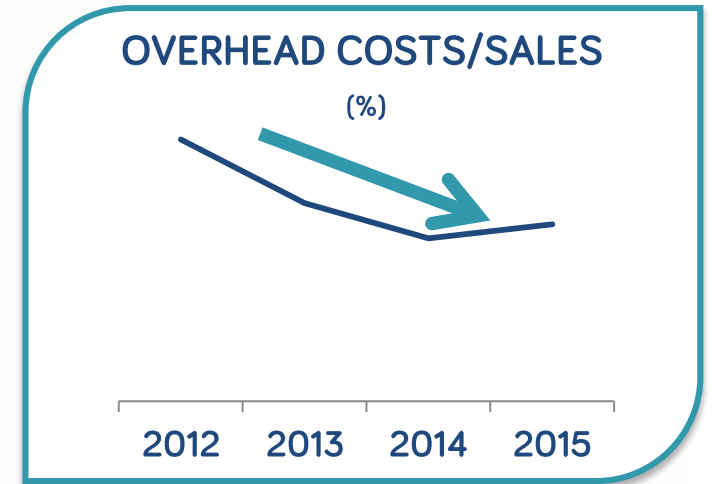
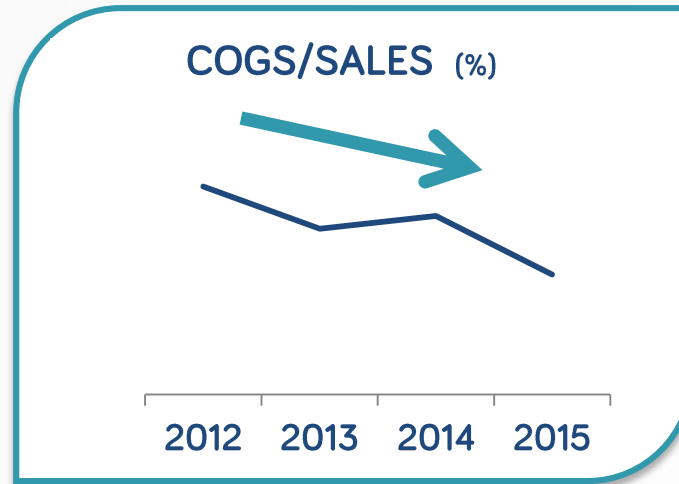
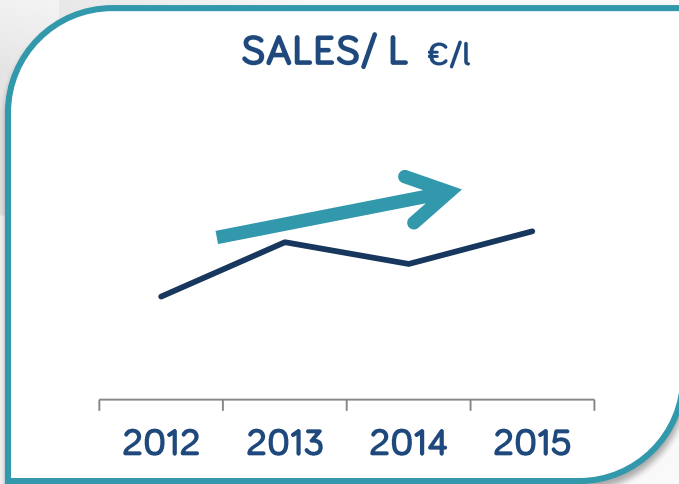


- ✓ Flavour Strategy
- ✓ Sugar strategy
- ✓ Innovation



DANONE

AN IN DEPTH TRANSFORMATION



ONE MISSION INSPIRED BY DANONE 2020



We inspire **healthier** hydration to the world through our most desirable, natural and **premium water-based** brands.

We preserve for eternity the **exceptional origins** of our sources

