



**Wimm-
Bill-
Dann**

**Wimm-Bill-Dann Foods OJSC
[NYSE: WBD]**



www.wbd.com



Wimm-Bill-Dann

Our journey so far

1992: Creation of WBD

- 1st ever juice made in Russia
- 1st ever juice brand created in Russia - J7
- 5 employees
- 1 leased production line in Moscow

Diversification

- 1995: Dairy
- 1996: Baby Food
- 2005: Agro

Power Brands – Brand awareness 90%

- J7, juice
- Chudo, dairy
- Little House in the Village, dairy
- Agusha, baby food

Geographic Expansion

- 36 production sites
- Operating in 8 countries
- 19,852 employees

International Corporate Standards

- NYSE IPO ADR Level 3, Feb 2002
- Corporate governance rating 7+
- Board – 6 independent out of 11



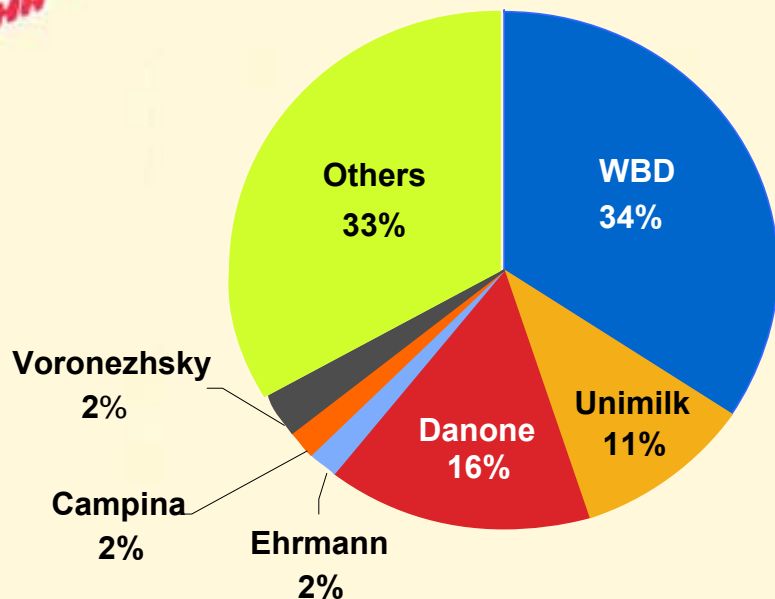


ВИММ-БИЛАКС
ТО ЧТО ТЫ ХОЧЕШЬ

Market Shares

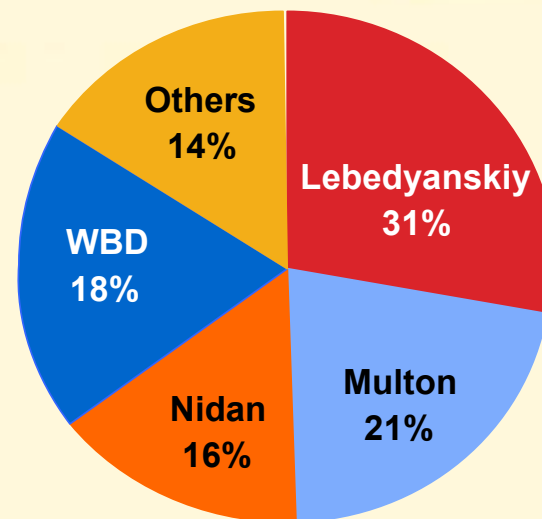
Leading positions in Russian Dairy, Juice, Baby Food Markets

Russian Packaged Dairy Market, 1H 2007



Source: ACNielsen Retail Audit; value terms, 24 cities, excl. fat, cheese

Russian Juice Market, 1H 2007



Source: Business Analytica Study; value terms

And over 60% market share in dairy baby food in Russia



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Our Geography Today – 36 production sites



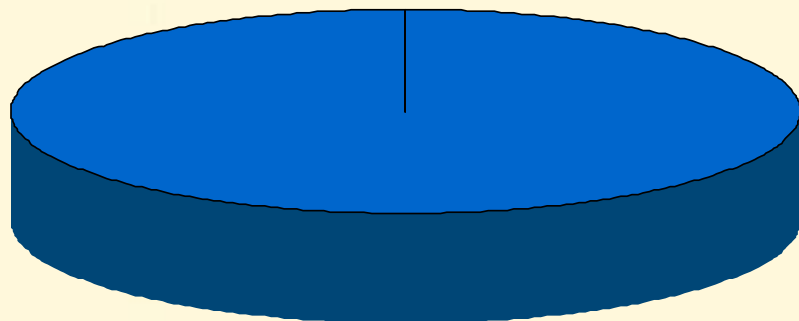


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ТО ЧТО ТЫ ХОЧЕШЬ

Change in Product Mix

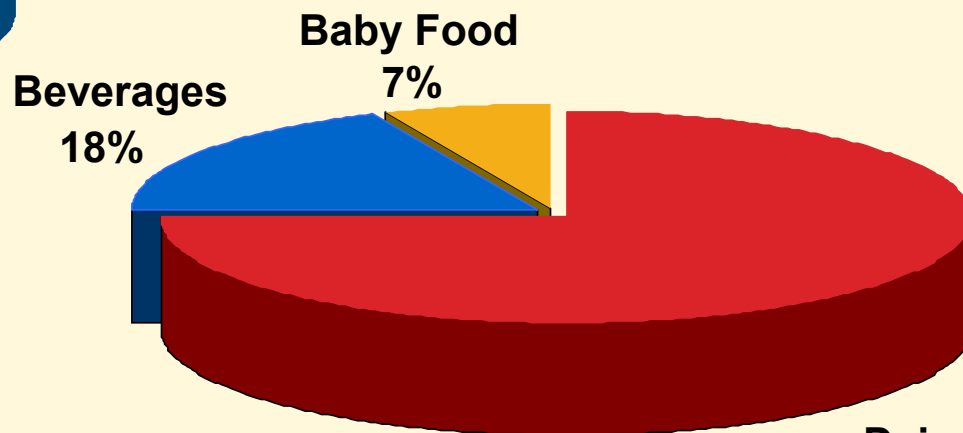
More diverse mix in Health and Wellness

WBD in 1992



Juice 100%

WBD in 1H 2007



Dairy
75%

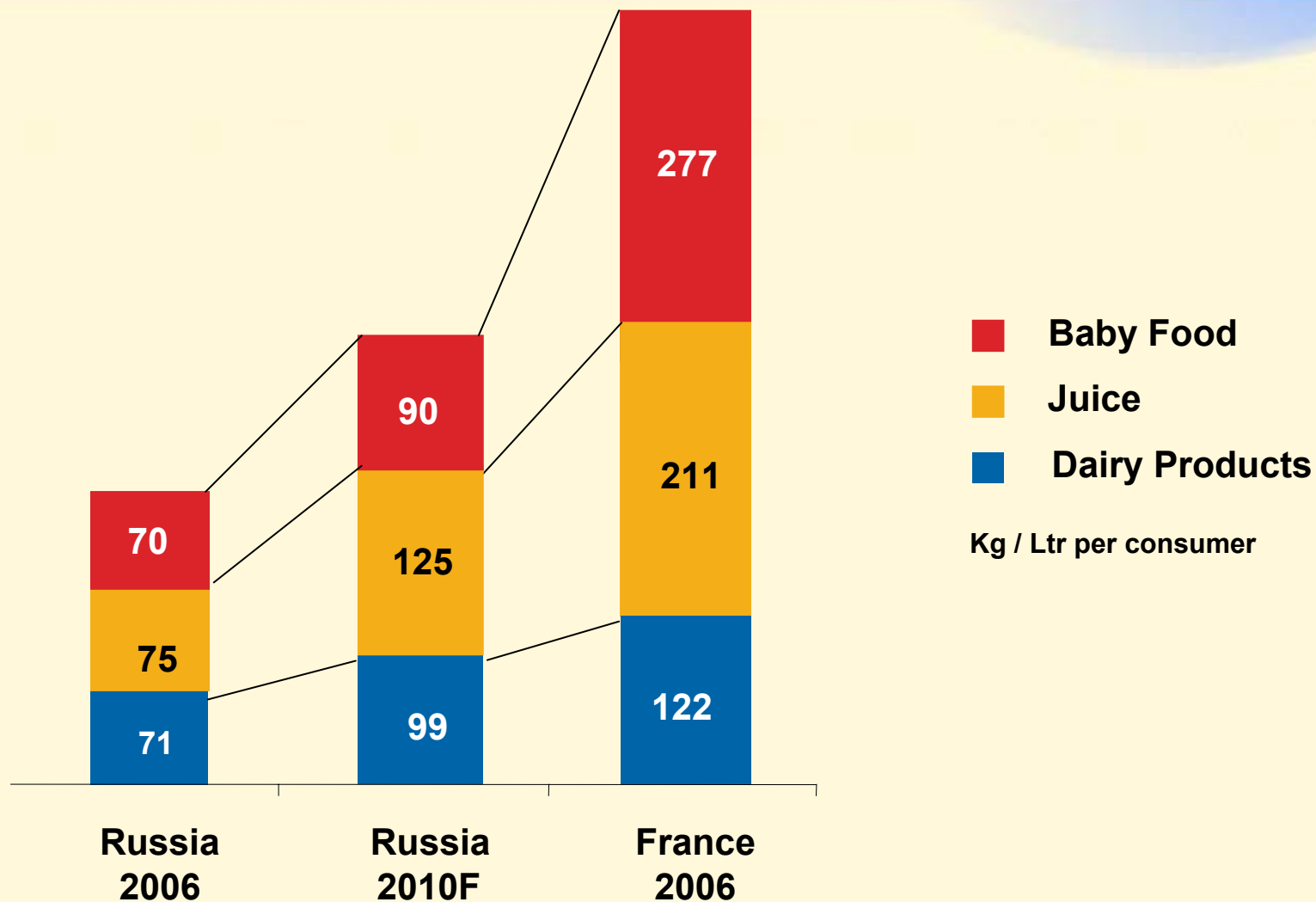




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ТО ЧТО ТЫ ХОЧЕШЬ

Market trends

Strong growth opportunities in consumption





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Our Mission

Wimm-Bill-Dann helps the entire family live healthier by enjoying our nutritious and delicious food and beverage products every day throughout their lives



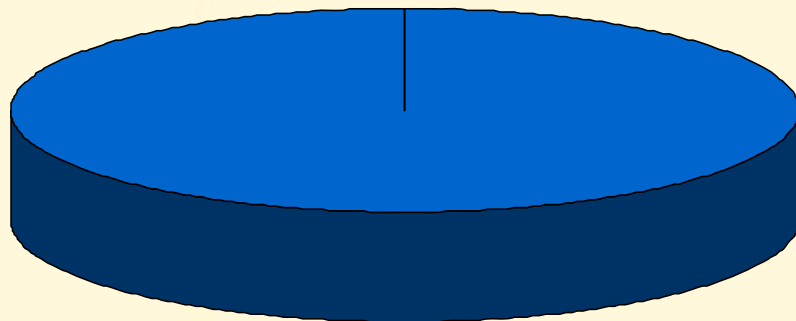


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Change in Geography

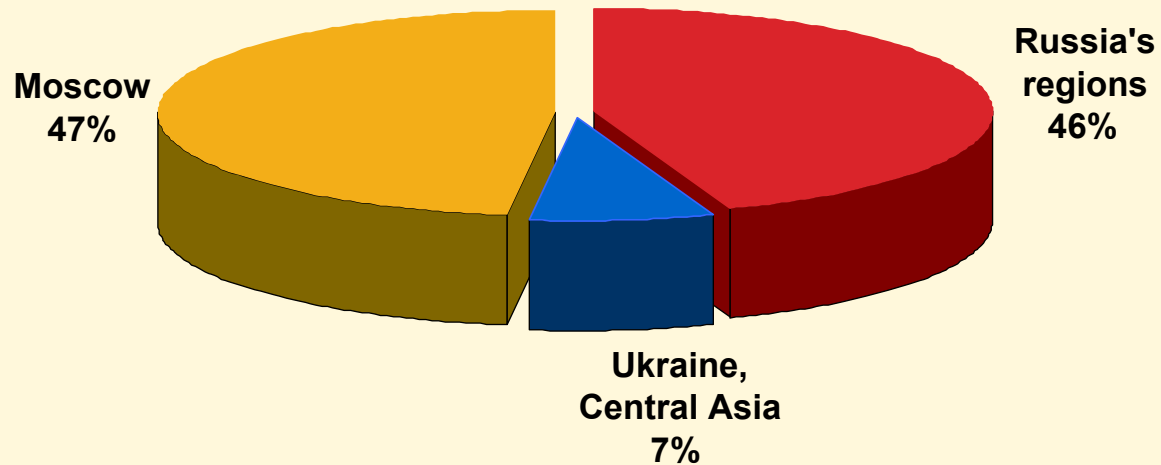
Capturing CIS opportunity – serving 280 mln. consumers

WBD in 1992



Moscow 100%

WBD in 1H 2007



Moscow
47%

Russia's
regions
46%

Ukraine,
Central Asia
7%

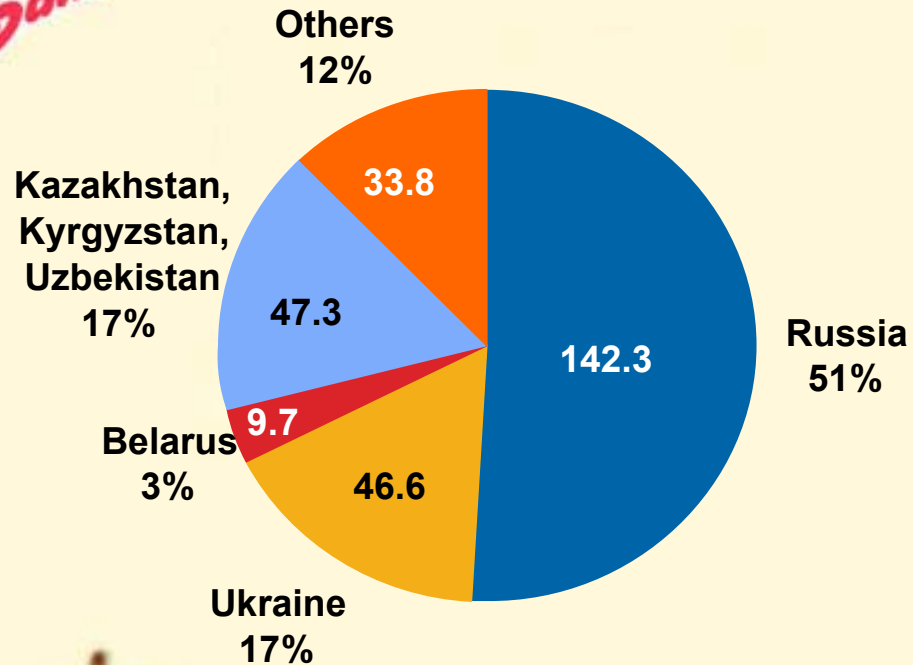




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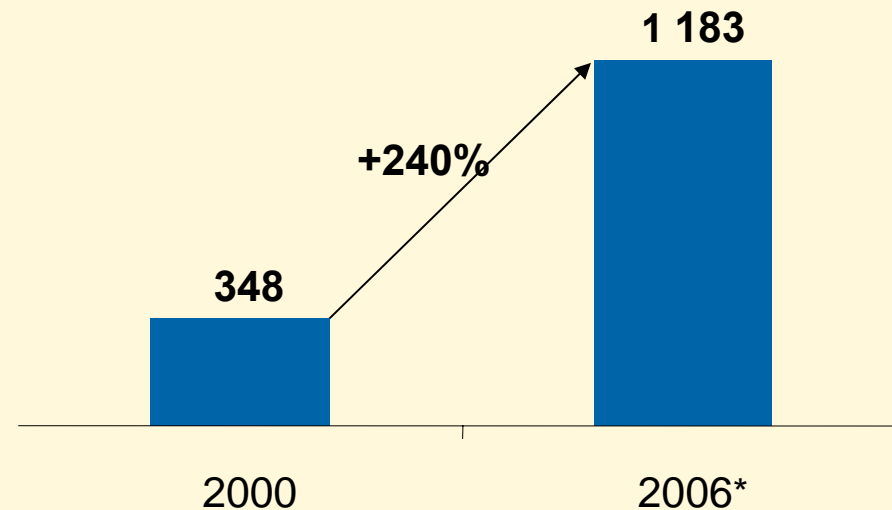
Our Geography

Serving 280 mln. consumers within our core markets



Source: CISSTAT, 2006

CIS GDP, Billion USD



Source: CISSTAT, 2006

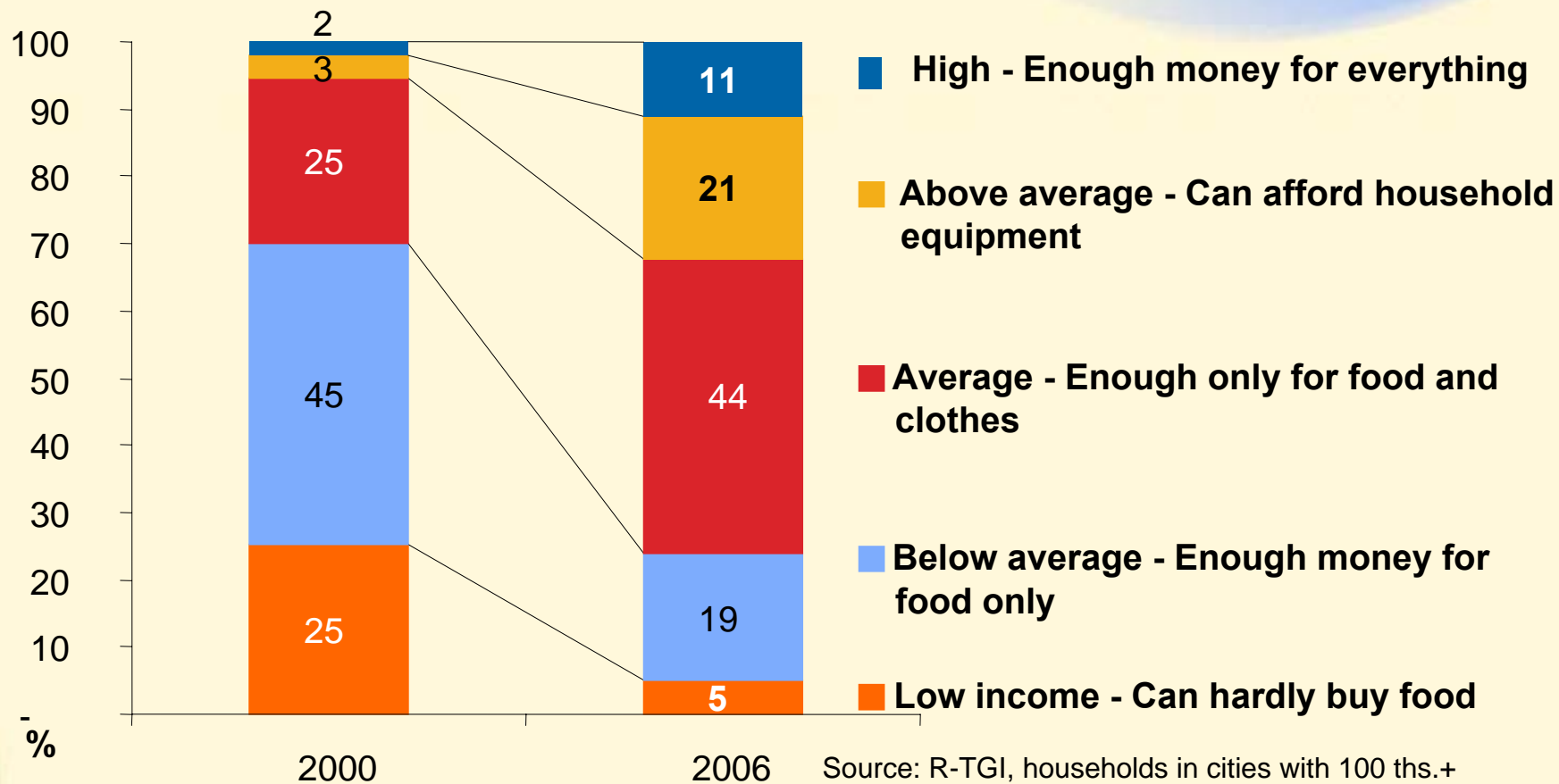




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ТО ЧТО ТЫ ХОЧЕШЬ

Evolution of Middle Class

Russian Middle Class USD disposable income + 630% in 2006 vs. 2000





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Quality, Health and Image Growing Importance

	2000	2006
Prestigious brand can improve one's image	NA	43%
The quality of a product is the most important to me	77%	86%
Natural quality, enriched food is important to me	11%	30%
Women consume diet food	13%	25%
Women aged 20-55 y.o. trying to lose weight	NA	20%

Source: R-TGI, households in cities with 100 ths.+, % of respondents





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Wimm-Bill-Dann's Growth Model





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Invest in Marketing to Grow Brand Equity

Five core marketing pillars supported by capability

- **Greater media investment with better advertising**
- **Innovation speed**
- **New marketing processes and systems**
- **Improved visual identity**
- **Deeper consumer knowledge**





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Greater Media Investment with Better Advertising

Domik v Derevne – Top 10% FMCG (TV LINK test results)





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Greater Media Investment with Better Advertising

Agusha – Top 1% FMCG (TV LINK test results)





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Invest in Marketing to Grow Brand Equity

A balanced portfolio of Health and Wellness power brands





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Invest in Marketing to Grow Brand Equity

Accelerate innovations

- Clear innovation targets for contribution to sales and profit
- Innovate into new categories
- Acquire strong regional businesses in current categories





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Route to Market Control

- **Expand Sales Team**
- **Focus on in-outlet execution**
- **Implementing new merchandising standards to focus on impulse high margin products**
- **More control over distribution network**
- **Centralized Key Account Management for all businesses => economies of skill and scale in dealing with large customers**





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Route to Market Control

Coolers





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Drive Margins

Brands, Packaging, Channel Mix

- Price levels set using elasticity knowledge by package, region, channel and season
- Build 'On the Go' consumption and other high margin occasions
- Launch new higher margin packs targeted to specific consumer occasions/channels
- Optimal combination price, advertising, in-store investment





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Drive Margins

Brands, Packaging, Channel Mix





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Cost Base Optimization

Always quality first at the lowest appropriate cost

- Quality specifications for all SKUs and raw materials
- Regular Retail Quality audits and action plans
- Improved forecasting and demand planning processes
- Re-engineer processes to dramatically cut bureaucracy
- Simplify legal structure
- New IT system and KBI reporting processes
- World class productivity standards
- Centralization of functions to capture synergies





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Cost Base Optimization





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Investing in Human Resources

- **Understandable and achievable KPIs**
- **KPI system implementation across all business units**
- **Semi-annual performance review**
- **Individual development plans for top 500 employees**
- **All employees have variable salaries linked to performance**
- **Introduction of stock option program for top managers**





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Outstanding Performance Trend

WBD in 2003

Market capitalization
USD 748 million

Sales
USD 938 million

EBITDA
USD 80 million

Operating cash flow
USD 30 million

Debt/EBITDA
3.5x

WBD in 1H 2007

Market capitalization
USD 4,576 million

Sales
USD 1,148 million

EBITDA
USD 148 million

Operating cash flow
USD 110 million

Debt/EBITDA
1.8x

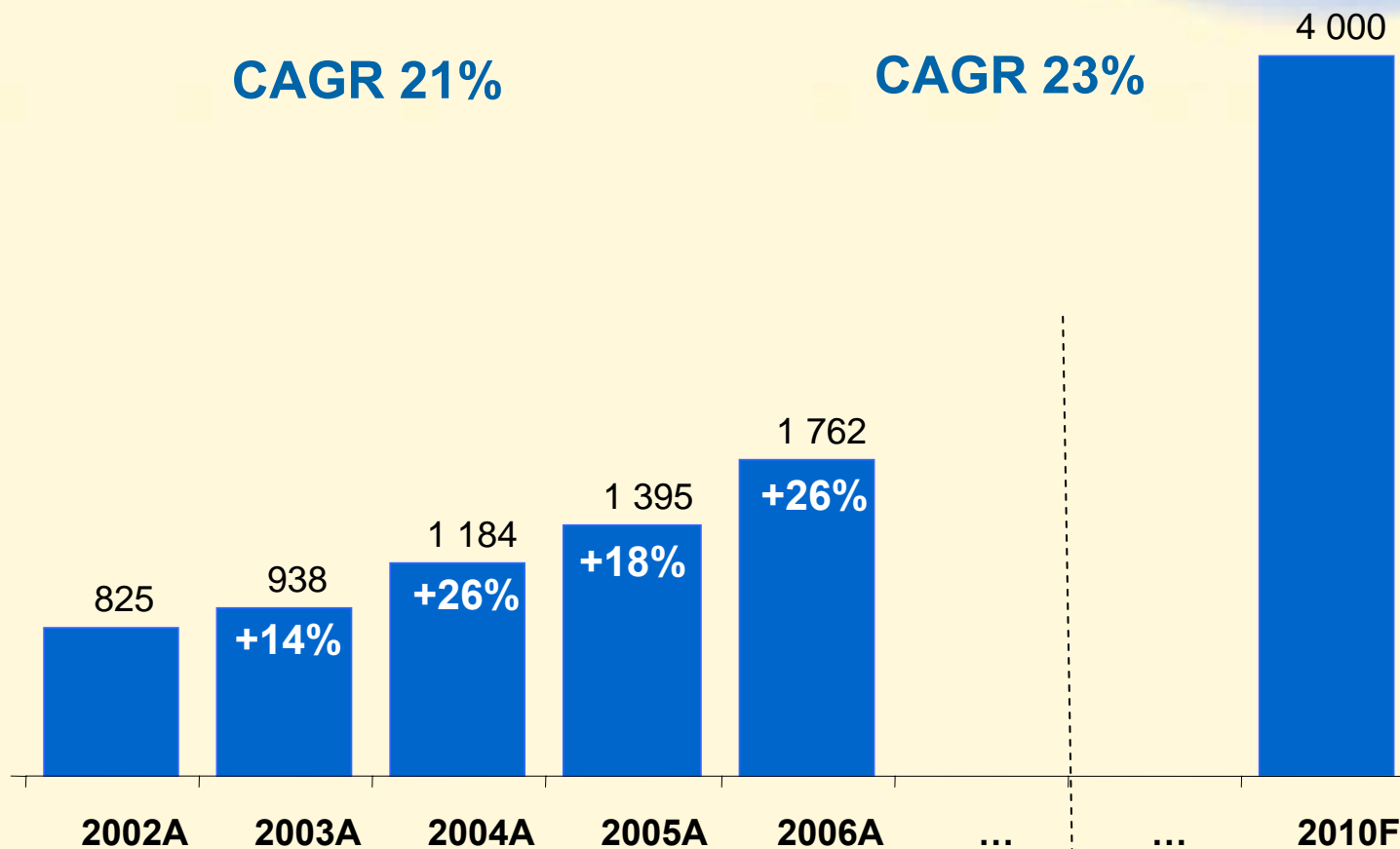




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WBD - Key Financials

Sales Revenue, mln. USD

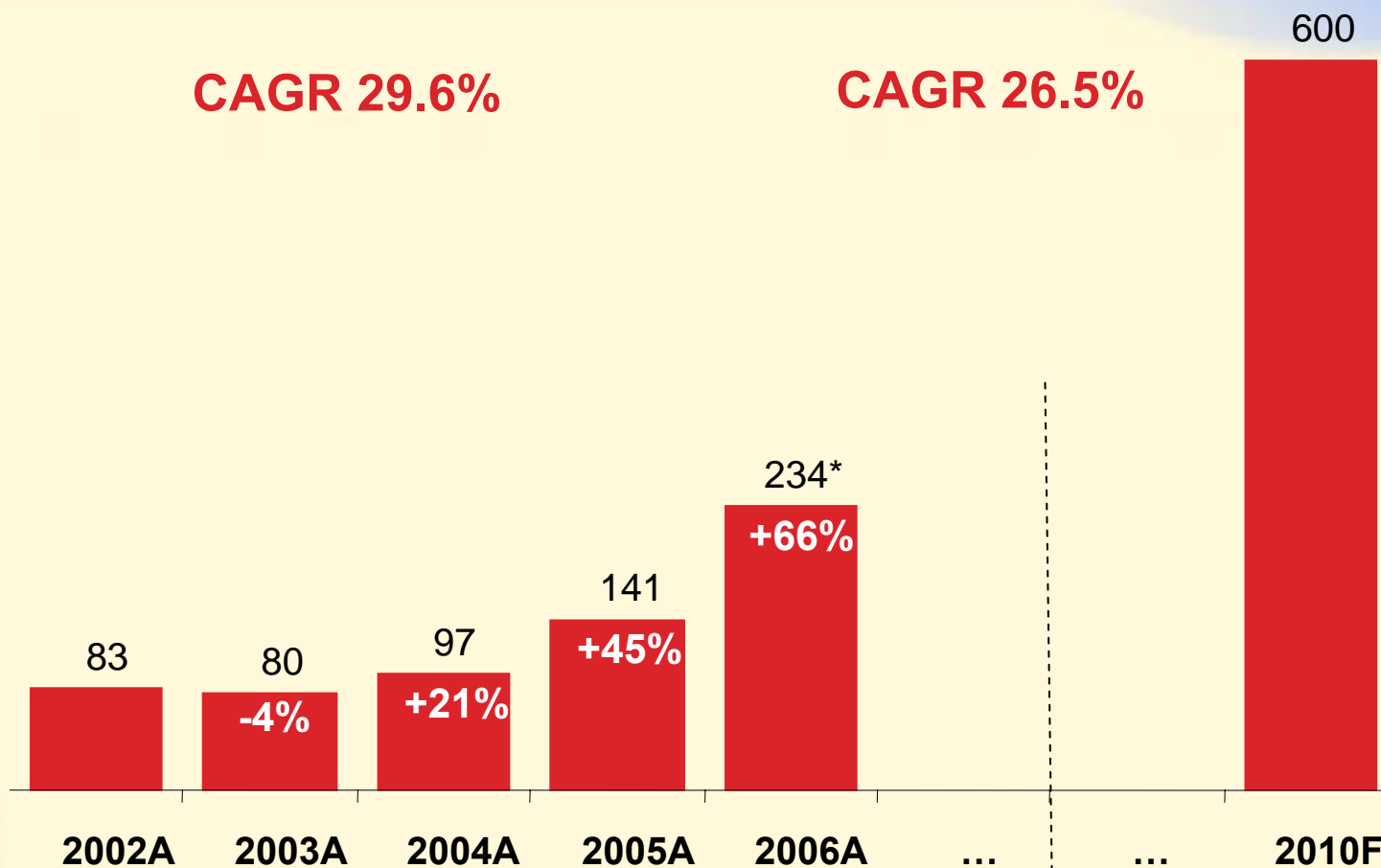




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WBD - Key Financials

EBITDA, mln. USD



* Underlying number



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1H 2007 Financial Highlights

Profitable growth across all segments accelerates

	1H 2007	1H 2006	Change, %
	US\$ mln	US\$ mln	
Sales	1,147.8	817.0	40.5%
<i>Dairy</i>	858.4	598.4	43.4%
<i>Beverages</i>	212.1	163.7	29.6%
<i>Baby Food</i>	77.3	55.0	40.7%
Gross Profit Margin, %	32.9%	31.1%	180 bp
Operating income	108.4	75.1	44.3%
Net income	65.8	46.7	40.8%
EBITDA*	147.6	104.9	40.7%

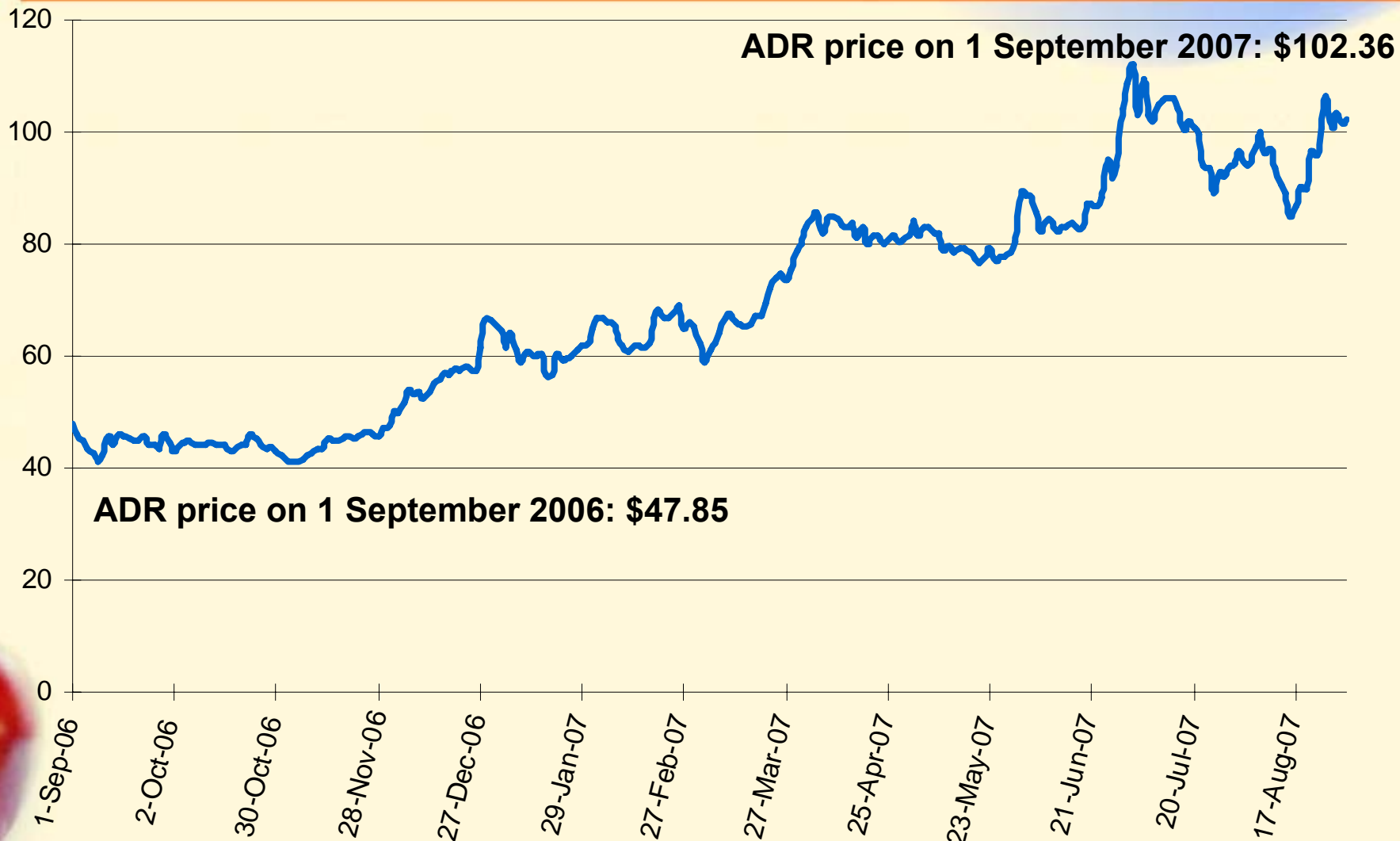
*Non-GAAP indicator: for reconciliation of EBITDA to US GAAP Net Income see www.wbd.com/f_reports/



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WBD – ADR Performance

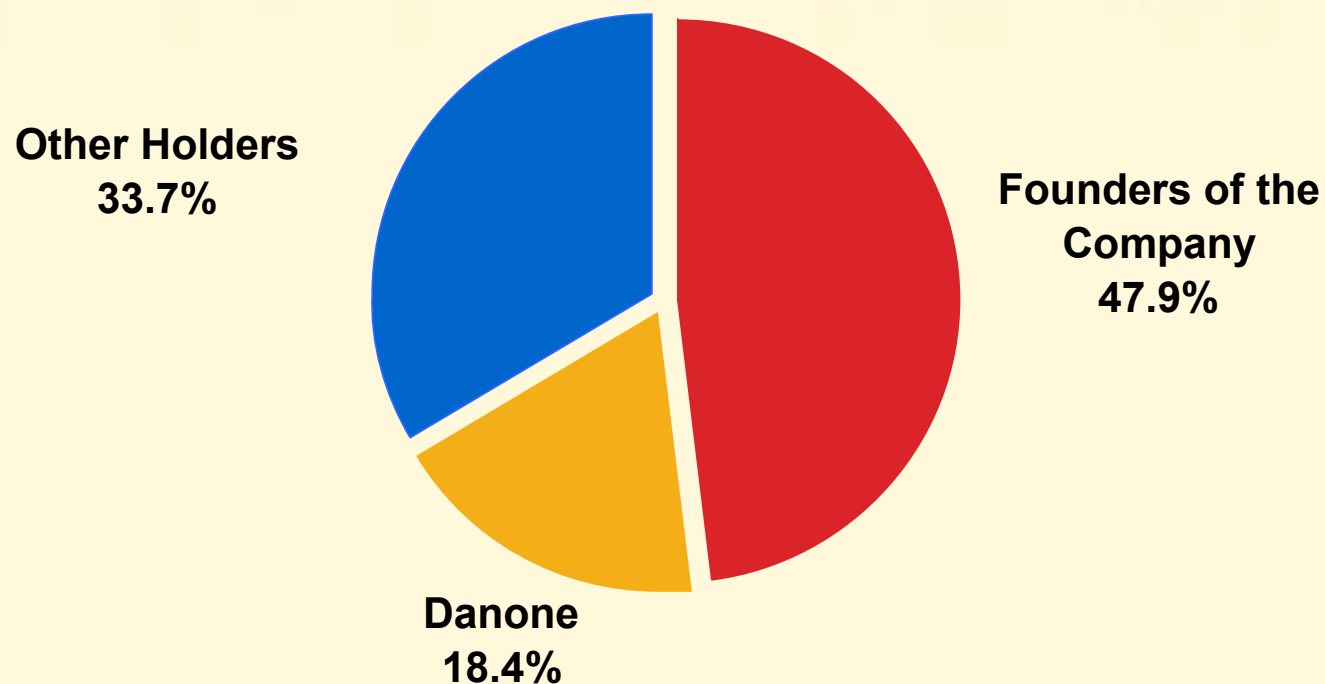
Closing price of ADR on NYSE (US\$)





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WBD – Shareholder Structure



Based on Company's List of affiliates from 30.06.2007 with later amendments and Danone's SEC filings and public statements.



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Investment Highlights

- **Rapidly growing consumer wealth in our markets**
- **Significant per capita category growth potential**
- **Largest CIS Food and Beverage company**
- **Focused on fast growing Health and Wellness segments**
- **Branded business with strong ongoing marketing and sales investment**
- **Significant market shares with room for growth**
- **Accelerating business performance**





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IR Contacts

Also see our IR site: www.wbd.com

Marina Kagan, Head of Public Affairs

Phone: +7 495 105 5805

Fax: +7 495 105 5800

e-mail: kagan@wbd.ru

Natalya Belyavskaya, Senior Investor Relations Manager

Phone: +7 495 105 5805, ext. 11611

Fax: +7 495 105 5800

e-mail: belyavskayaND@wbd.ru

Wimm-Bill-Dann Foods OJSC

13, Solyanka st., Bld. 2, Moscow, 109028, Russia

<http://www.wbd.com>

