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## Wimm-Bill-Dann Foods OJ SC [NYSE: WBD]

I nvestor Presentation 1H 2006

## Forward Looking Statements

This presentation contains forward-looking statements that reflect Wimm-Bill-Dann's current views and estimates, which are based on many factors and assumptions.

Changes in such factors or assumptions could produce significantly different results.

## Who is Wimm-Bill-Dann?

## Russia's Largest Food Company with Growing CIS Business

Headquarters:
Founded:
Manufacturing:
Independent
Products:

Listing:
Market Cap:
Employees:
Market Position:
Revenue Structure:
Corporate Governance:

Moscow
1992
31 production sites in Russia and the Commonwealth of States (CIS)

A full range of diversified branded dairy products, over 150 types of juice, nectars, water and fast growing baby food

WBD: NYSE - Level 3 ADR
US \$2.0 Billion
18,500
Russian dairy market leader
Dairy ~75\%; Beverages ~20\%; Baby Food ~5\%
WBD assigned highest corporate governance score in Russia by Standard \& Poor's Governance Services

## Growing National \& CIS Platform

## 31 Production facilities in Russia \& CIS

Dairy production sites

- Beverages production sites
- Dairy production sites with
beverages lines
O Baby Food production sitesFarmsLarge distribution centers


## 1H 2006 Operational Highlights

- Profitable growth continues in 1H 2006
- New CEO Tony Maher appointed
- Beverage segment turnaround plan in place
- Optimization of the corporate structure
- Baby food segment continues rapid growth
- Dividend payments approved for 2002-2004, 1Q’06, future policy determined
- New regional dairy plants - Pervouralsk \& Surgut (3Q'06) acquired
- New Head, new Head of Marketing, and new Commercial Director appointed in Beverages segment (3Q'06)
- New Group Head of Marketing and Innovation appointed


## 1H 2006 Financial Highlights

Profitable growth across all segments

|  | 1H 2006 | 1H 2005 | Change, \% |
| :--- | ---: | ---: | ---: |
|  | US\$mln | US\$ mln |  |
| Sales | 813.6 | 681.7 | $19.4 \%$ |
| Dairy | 595.0 | 479.5 | $24.1 \%$ |
| Beverages | 163.7 | 159.5 | $2.6 \%$ |
| Baby Food | 55.0 | 42.6 | $28.9 \%$ |
| Gross Profit | 253.8 | 187.8 | $35.2 \%$ |
| Selling and distribution expenses | 112.0 | 98.3 | $13.9 \%$ |
| General and administrative expenses | 62.9 | 53.5 | $17.6 \%$ |
| Operating income | 75.1 | 30.8 | $143.5 \%$ |
| Net income | 46.7 | 8.3 | $465.2 \%$ |
| Adjusted EBITDA* | 104.9 | 56.6 | $85.3 \%$ |
| CAPEX including acquisitions | 50.4 | 38.9 | $30.1 \%$ |
|  |  |  |  |

## New Team - New Horizons



Tony Maher - CEO: 30-year veteran of Coca-Cola system, former Regional Director for CIS \& a number of WE markets for CCHBC, served as COB of Multon. Appointed April 2006.

Visited all WBD facilities, launched wide-range review of beverages business \& cost structures in all businesses.

Silviu Popovici - Head of Beverages: veteran of global companies BMS \& Coca-Cola in EE, Russia \& Ukraine. Most recently head of CCHBC in Ukraine, fastest growing CocaCola market in the world. Appointed August 2006.

Grant Winterton - Group Head of Marketing \& Innovation: extensive experience in marketing and sales with Wella Haircare, Australian National Dairies, Campbell Soup Co and Coca-Cola in Australia, Russia, Ukraine, Belarus and China.

## Dairy - Market Overview

## WBD remains clear market leader with room to grow



Dairy consumption, kg/person


Source: Datamonitor, Reuters Business Insight, GKs

Structure of Russian Dairy Market (2005)


Source: ACNielsen Retail Audit; value terms

- Russian dairy consumption trails CEE \& WE peers
- Market remains fragmented with many small producers
- Sustainable growth outlook in higher margin yogurts \& desserts
- Continued growth in traditional segment in the regions
- WBD maintains market share in 2005 ( $34.0 \%$ vs $\mathbf{3 3 . 8 \%}$ in 2004)


## Dairy - Raw Milk Challenge

WBD is working to ensure predictable supply, smoothing out seasonality

Milk producer ruble prices change y-o-y


Source: GKS

WBD Raw Milk Purchase Price (rubles/ liter)


Source: WBD

- Move toward long-term supply contracts \& direct contracts with farmers
- Milk Rivers program leases milking \& refrigeration equipment to farms
- Working with Russian government to develop plan for sector and increase investments
- Agro SBU established to gauge vertical integration


## Dairy - Successful Regional Strategy

Regional, CIS markets provide long-term basis for growth


Source: WBD


- All regions profitable since 2005
- Fastest growth in Urals, Ukraine \& Siberia
- Diversification - Central region now less than half of dairy sales
- Product portfolio optimized - from 340 to 221 SKUs in Central region
- Market leadership achieved in Ukraine, South, Urals \& Volga in 1H 2006


## Dairy - New High Margin Products

Continued launch of innovative products to ensure leadership


New products under existing umbrella brands


Ads - new products with enduring values

- La Frut smoothie launched in 2005
- Dairy drink based on Chinese recipe
- Chudo-lunch with spoon
- New ready-to-eat dairy porridges
= New products for the Russian market using trusted brands


## Dairy - Cheese Brands Strengthened

Increased capacity and strong brand in cheese segment


Lamber hard cheese \#1 domestic mid-market brand

- New line at Rubtsovsk dairy plant doubles Lamber production
- Lamber challenging imports on price \& quality basis
- New brand \& packaging for Happy Milkman soft cheeses
- Cheese accounted for $4 \%$ of dairy in 1H 2006


## Baby Food - A ‘Young’ Market

## More than 11\% CAGR projected for Russian mkt up to 2009

Baby Food - Estimated Mkt Value 2002-2009 min USD 600


Source: Euromonitor

Baby Food- Annual Per Capita Consumption (kg)


Source: Euromonitor

- Russian baby food consumption still trails CEE \& WEE peers
- Companies establishing leadership by sub-segments (WBD in dairy)
- New niches \& regional markets entry expected to continue in 2006-2007
- Regional market potential largely untapped
- CIS markets also have strong long-term potential (i.e. Ukraine)


## Baby Food - New Segment Delivers

Strong margins \& leadership in dairy baby food sub-segment


Agusha - Symbol of Quality \& Trust for Parents

- Sales up 29\% \& margins up 42\% y-on-y in 1H 2006
- Portfolio expanding into juice, vegetable \& meat products
- 56\% market share in dairy baby foods
- Kursk baby food plant re-launch anticipated in 4Q'06
- Agusha brand platform for new baby food product launches


## Beverages - Market Overview

## Challenging juice environment, opportunities in water



Source: WBD

Bottled Water per capita (liters, 2005)


- WBD No. 3 in juice market in 2005 (24\%)
- 4 domestic players control $90 \%$ of the market
- 'Commodification' of juice market in Moscow, St Petersburg
- Regional growth driving market - dominated by lower-middle segment
- Bottled water market fragmented \& few true mineral waters


## Beverages - WBD Restructuring

## Strong regional presence, re-invigorated brands key



Beverages - Sales by Brand (1H 2006)


Source: WBD

- Major promotion campaign to re-invigorate brands
- New flavors, PET packaging for Lovely Garden - regional leader
- Essentuki water production upped, Novoessentukskaya brand added


## Beverages - Turnaround Plan

- No. 1 focus for CEO
- No options off the table
- New team being put in place - new Head \& Head of Marketing
- Continued focus on regional markets \& production
- R\&D team exploring new products
- Cost structure under tight scrutiny
- Historic strength \& trust in core brands platform for next stage


## WBD - Challenges Ahead

## Growing strength of retailers \& cost growth remain issues

Russian Retail Landscape - end 2005


Source: GKS, Renaissance Capital

Russian Retail Landscape - end 2010 (forecast)


Source: Renaissance Capital

- Growth of hypermarkets \& supermarkets putting pressure on producers
- Retail chains reduce intermediaries but have strong pricing power
- Side effects of economic growth: higher wages, higher tariffs
- New TV advertising rules reduce airtime, driving up rates
- Continued market entry by multinational food co's
- Consolidation among Russian players increases competition


## WBD - Russian Opportunities

## Rising incomes across Russia driving demand for WBD products



Avg. Monthly Nominal Wages by Region (US\$)

- 2000 - 2001 - 2002 - 2003 ■ 2004

- Current macro outlook for Russia remains strong
- Russian incomes rising across all regions
- WBD loyalty in regions = consumers switch to higher margin products
- WBD's first-mover advantage persists as markets grow
- Stable operating environment aids long-term planning


## WBD Can Build on Production \& Trade Presence in CIS

Selected CIS Markets GDP Change Y-o-Y


Source: Business Monitor Int'l

Selected CIS Markets GDP per capita (US\$)


Source: Business Monitor Int'I

- CIS economies are growing \& aiming to diversify
- WBD has production presence in Ukraine, Kyrgyzstan \& Uzbekistan
- WBD has strengthening sales presence in Kazakhstan
- Considerable unmet demand for modern dairy \& beverage products
- CIS accounts for 9\% of all Dairy Segment sales (2005)


## WBD - ADR Performance

Closing price of ADR on NYSE (US\$)


## WBD - Shareholder Structure

## As of 1H 2006



Based on Company's List of affiliates from 31.12.2005 with later amendments (http://www.wbd.ru/content/files/aff list 300605.pdf)

## 6m 2006 Financials

## Sales growth by segment



## 6m 2006 Financials

## EBITDA, min USD



## 6m 2006 Financials

## Operating Cash flow, min USD



## Debt Levels \& Ratings

## Reduced Debt Ratios

Total Debt to EBITDA Ratio 3,5


Credit Ratings at Top of National Scale

S\&P Moody's
Corporate credit rating
Global Scale B+ B1
National Scale ruA+
Debt rating
USD Eurobond B+ B3
RUR Domestic
ruA+
Corporate governance $7+($ of 10$)$

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