



SAVENCIA
FROMAGE & DAIRY

FINANCIAL ANALYSTS' MEETING

March 9, 2016





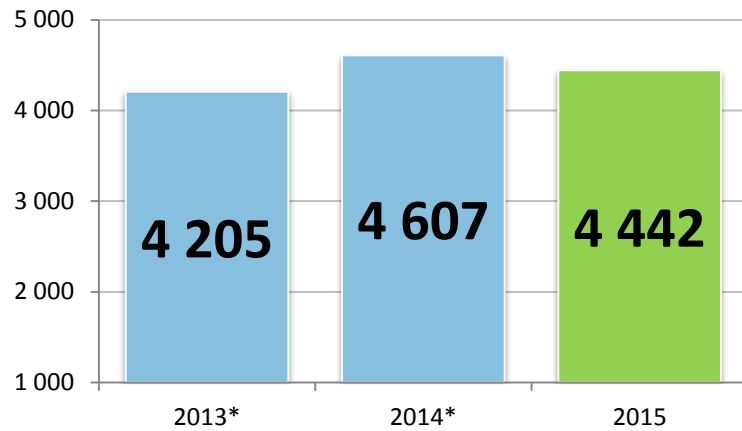
SAVENCIA
FROMAGE & DAIRY

2015 FINANCIAL STATEMENTS

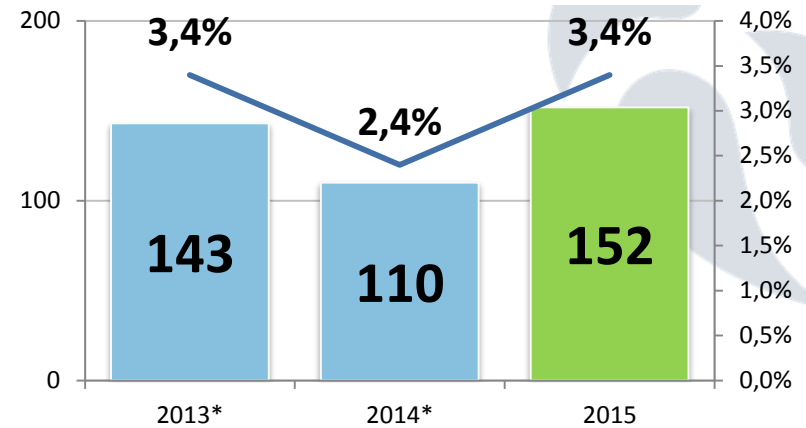


KEY FIGURES (€m)

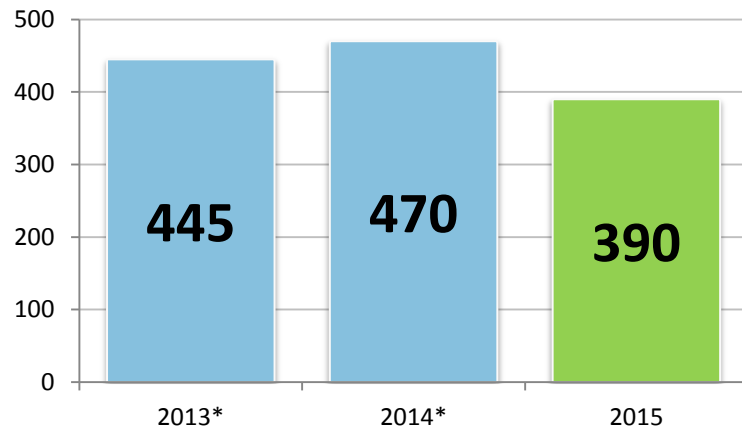
Sales ↘ -€165m -3.6%



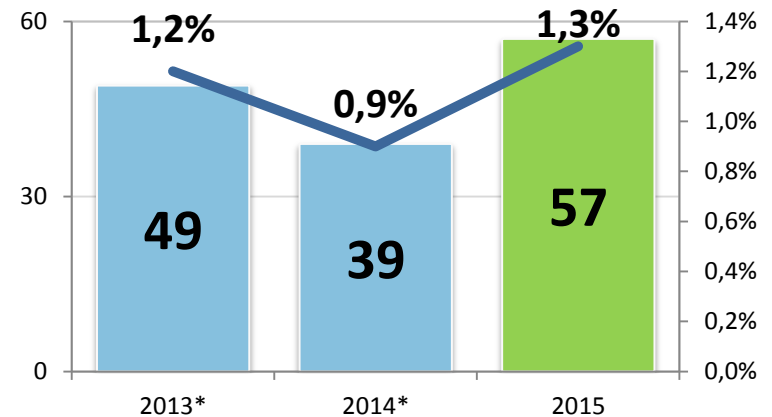
ROC ↗ +€42m +38%



Net debt ↘ -€80m -17%

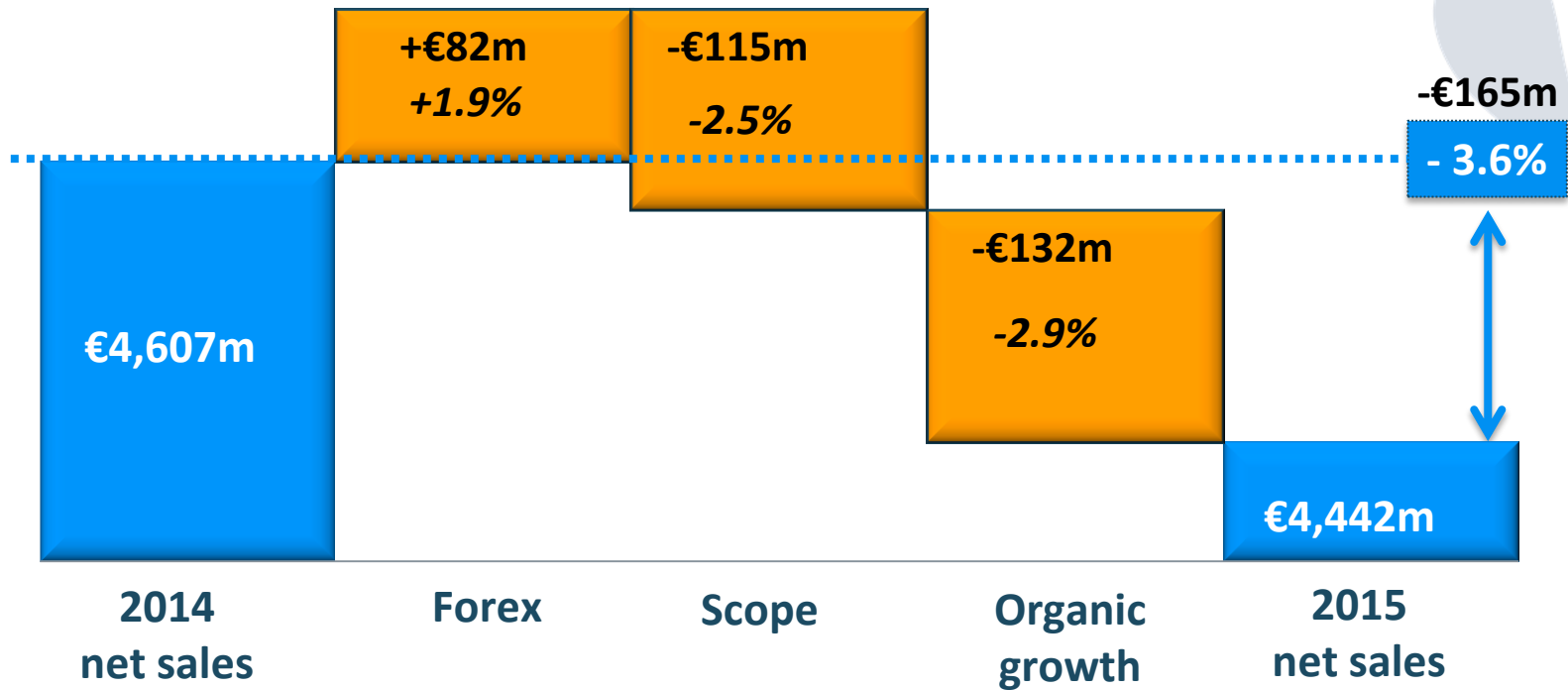


Group share of net income ↗ +€18m +46%

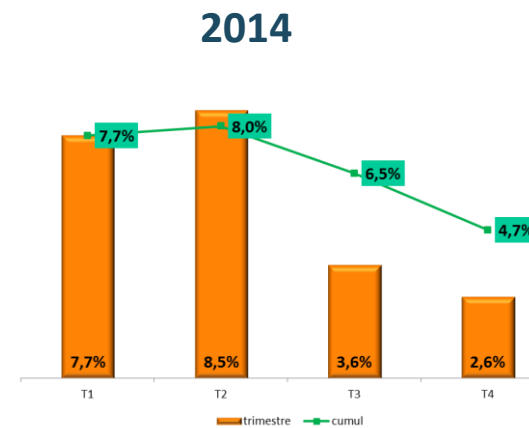
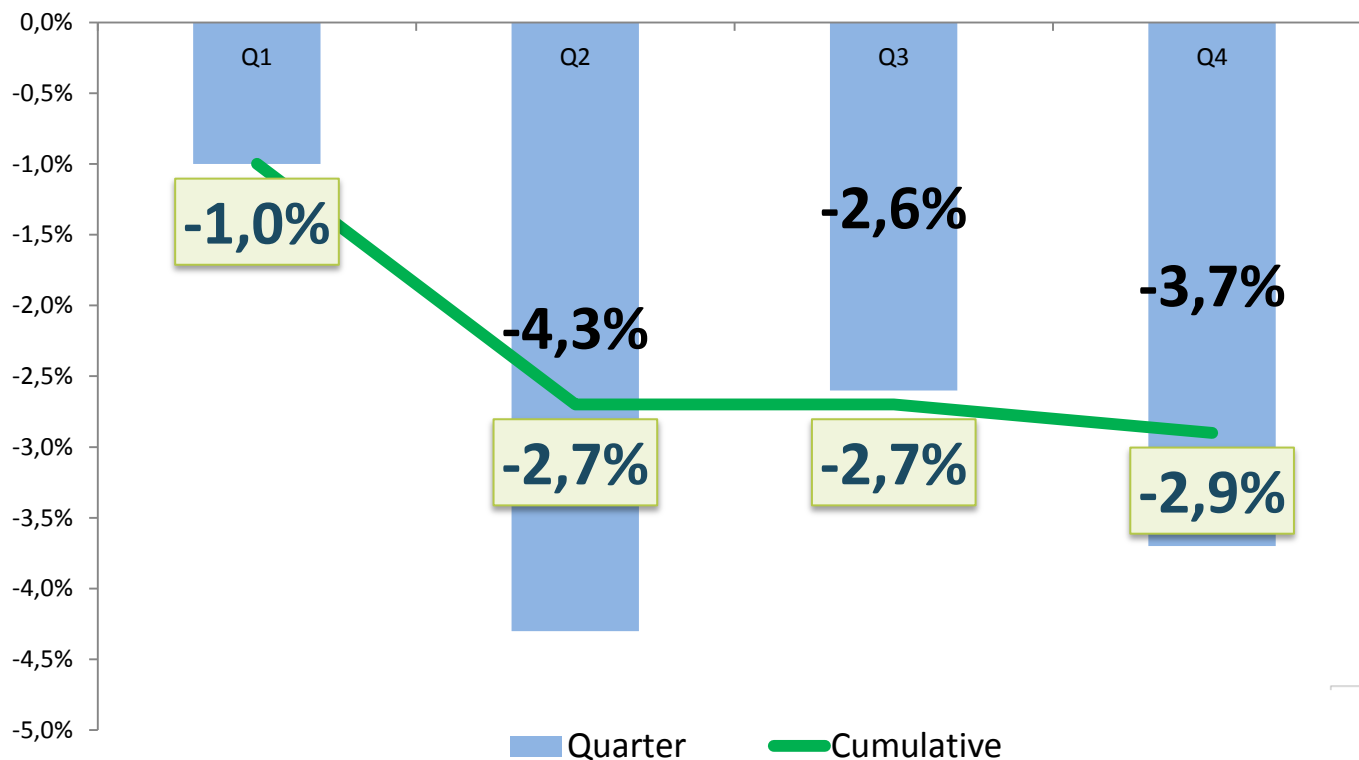


* Restated (2013 IFRS11 - 2014 IFRIC 21)

NET SALES FOR 2015

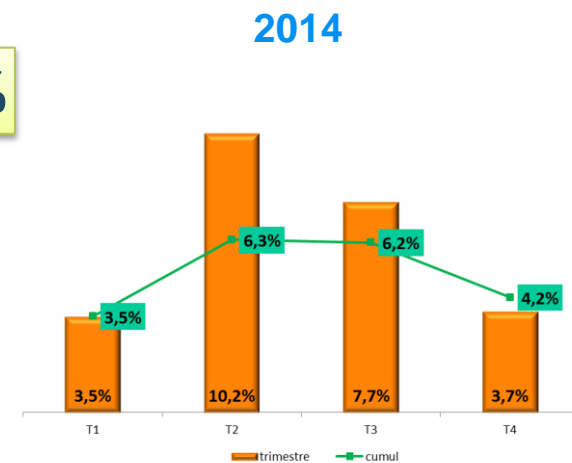
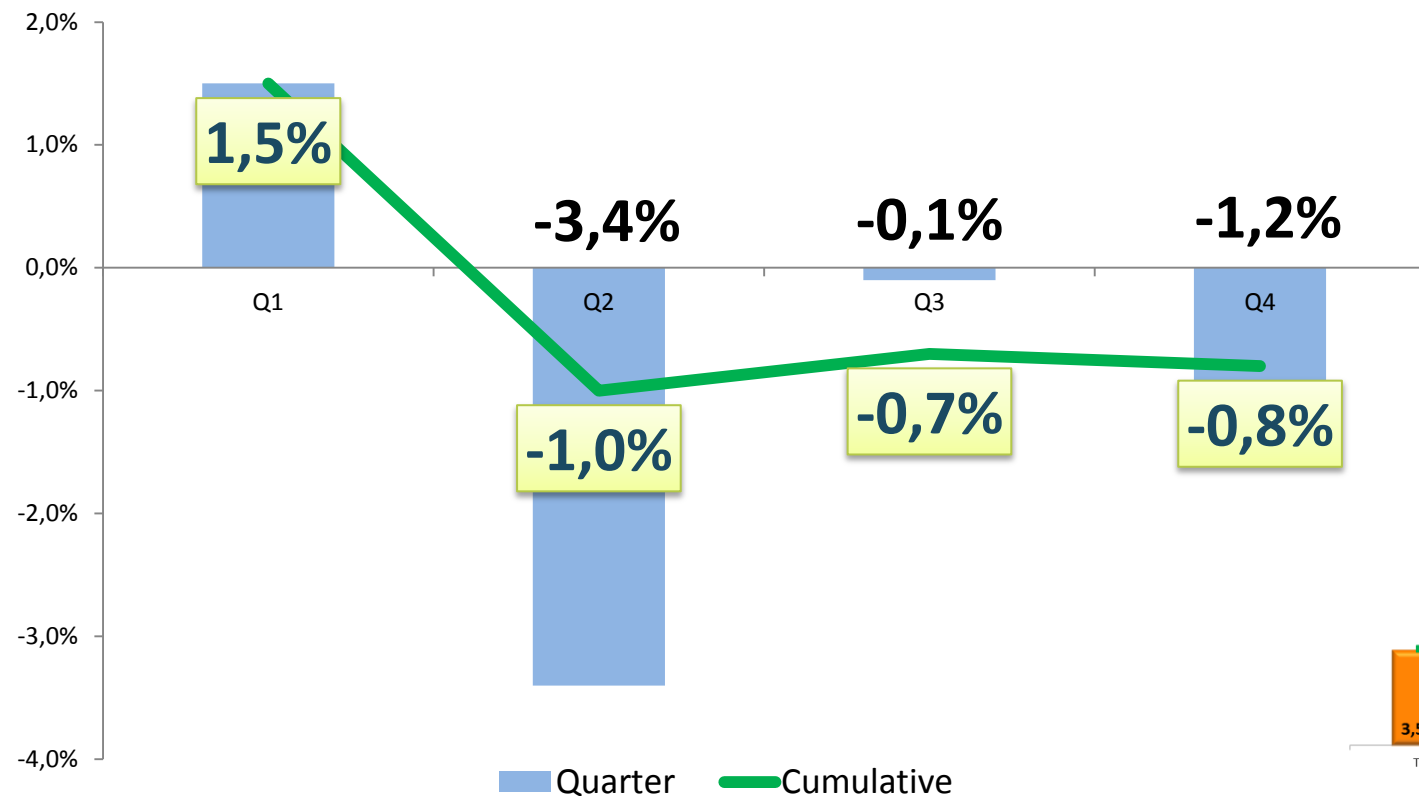


QUARTERLY ORGANIC GROWTH SAVENCIA FROMAGE & DAIRY



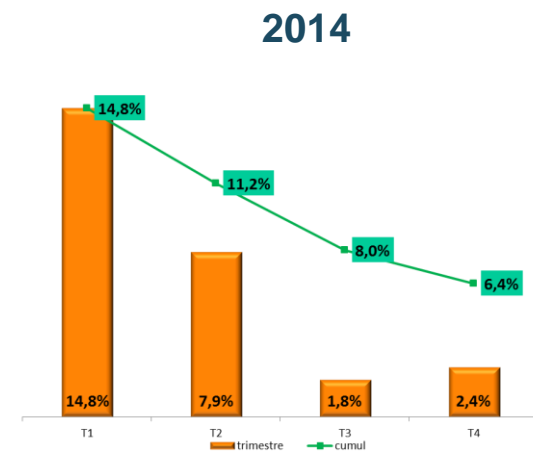
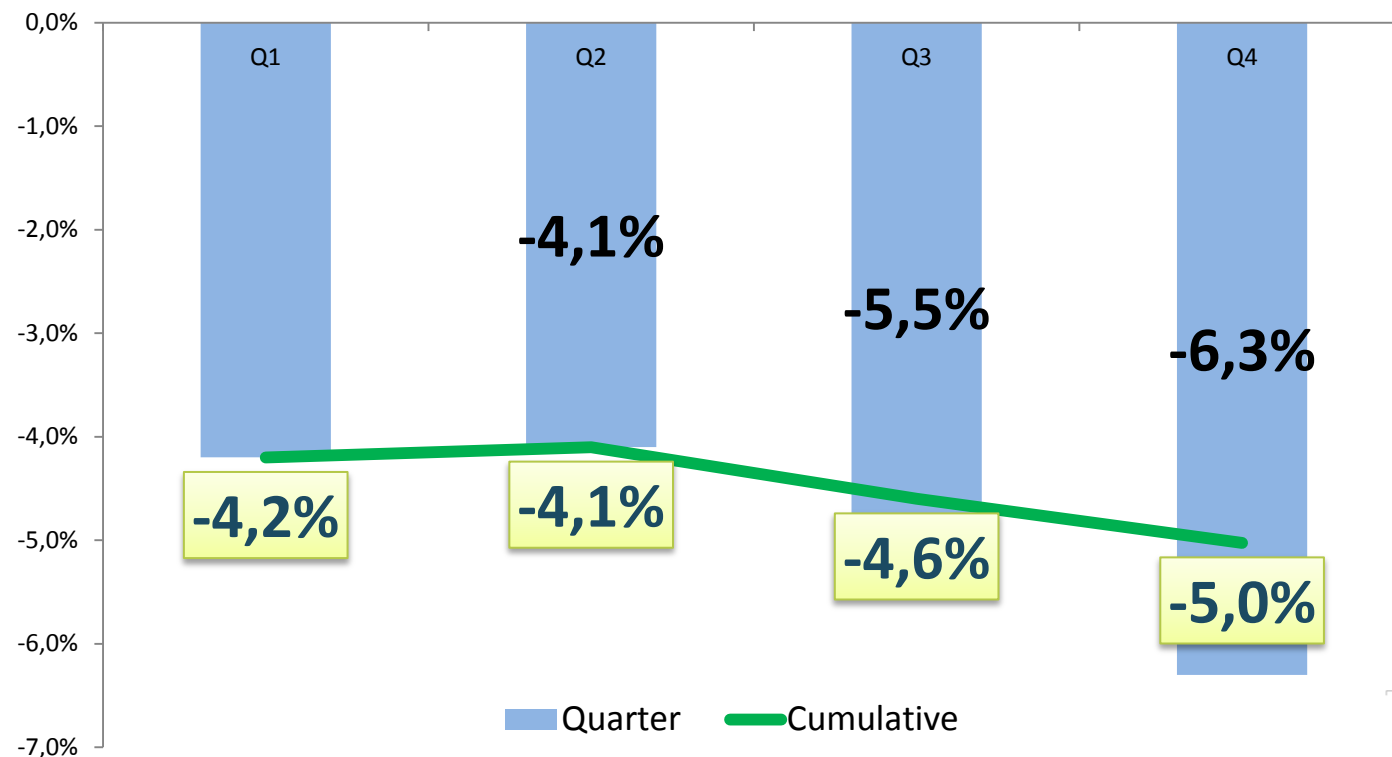
Impact of the global dairy crisis and falling world prices

QUARTERLY ORGANIC GROWTH CHEESE PRODUCTS



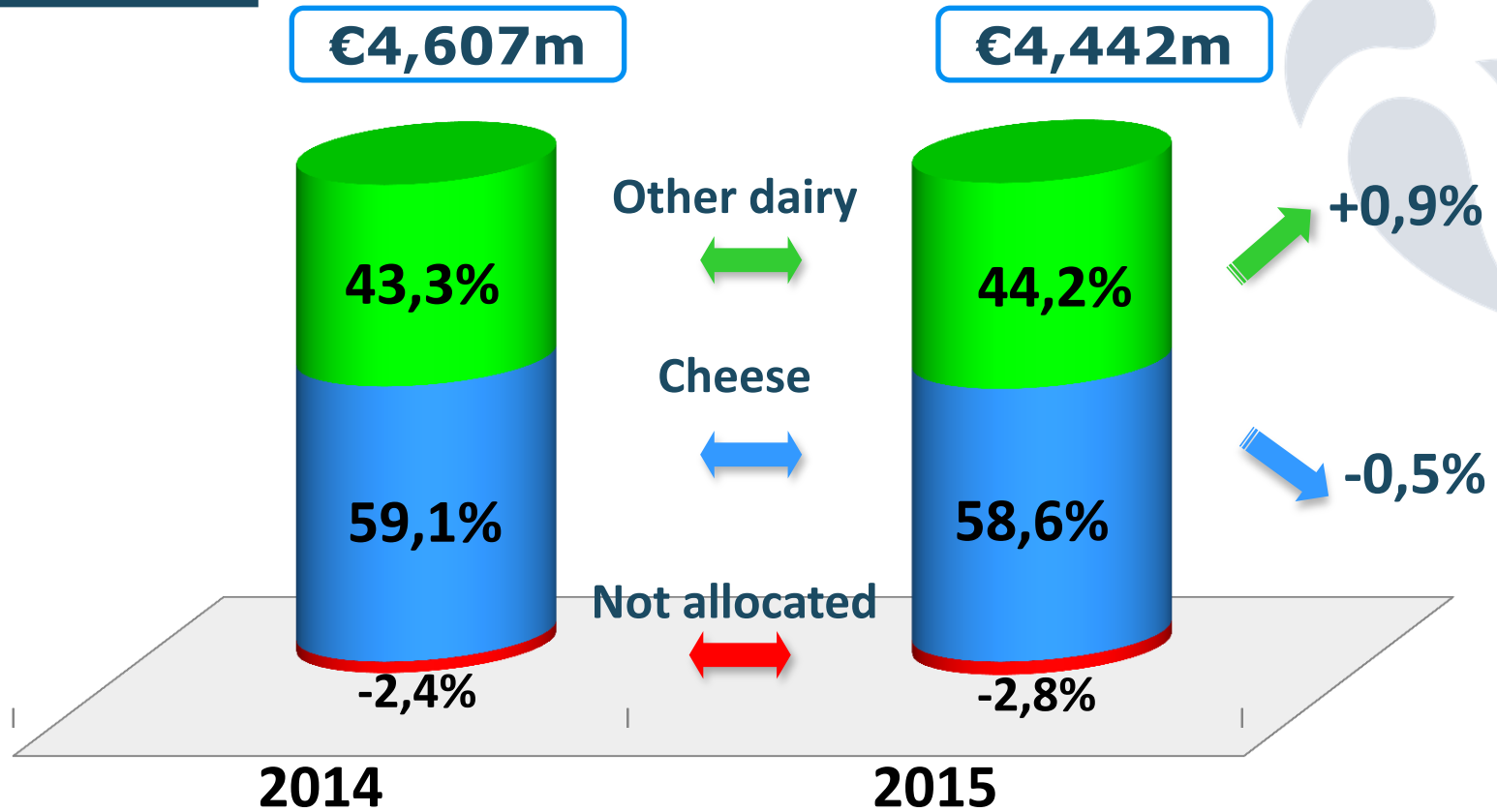
**Growth in our strategic brands is not
enough to offset the fall in prices**

QUARTERLY ORGANIC GROWTH OTHER DAIRY PRODUCTS



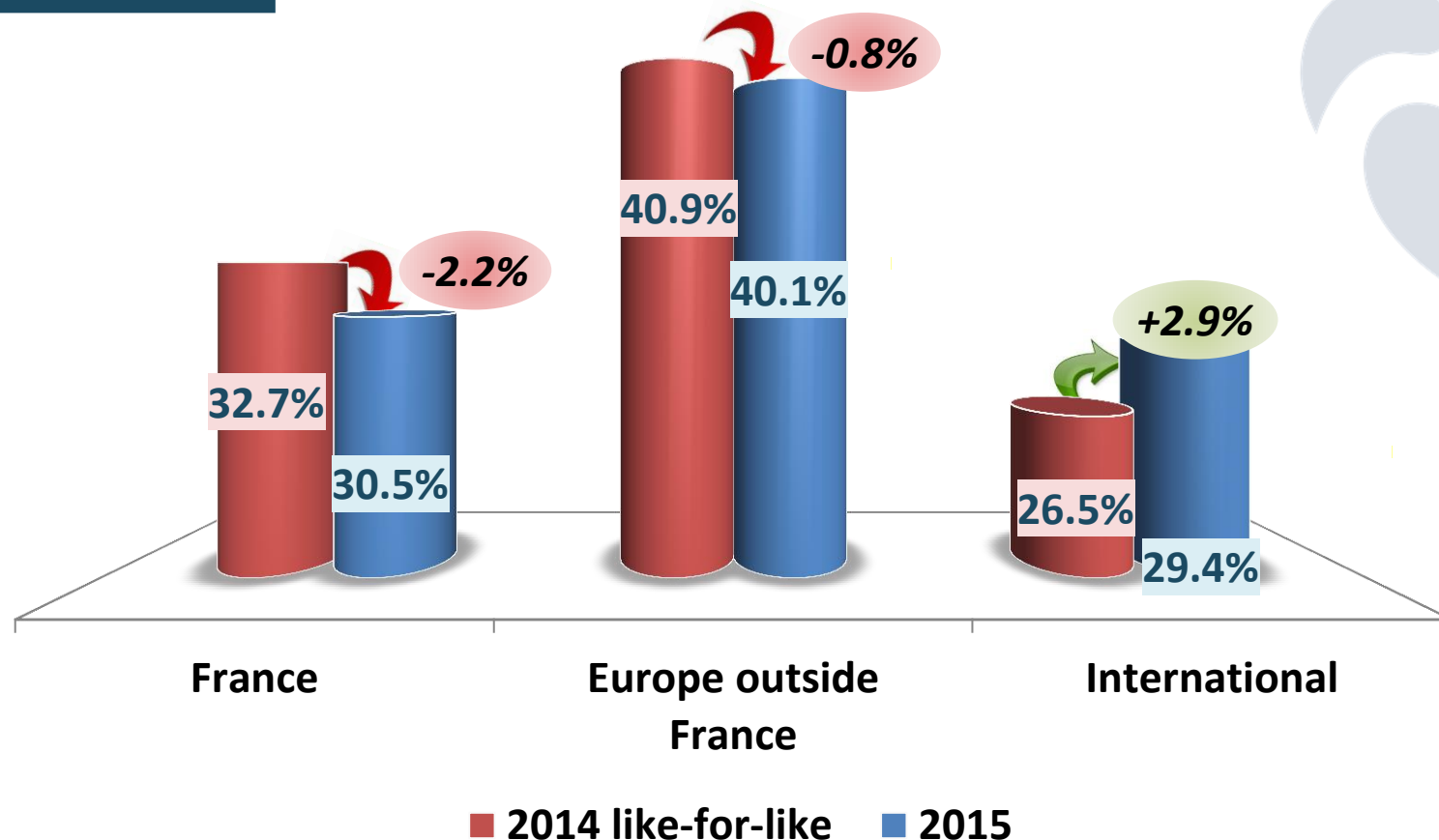
Continuing fall in world prices. Positive volume is not enough to offset the severe negative price impact

NET SALES BY OPERATING SEGMENT



The relative decrease in the proportion of Cheese Products reflects consolidation scope

NET SALE BY GEOGRAPHICAL ZONE

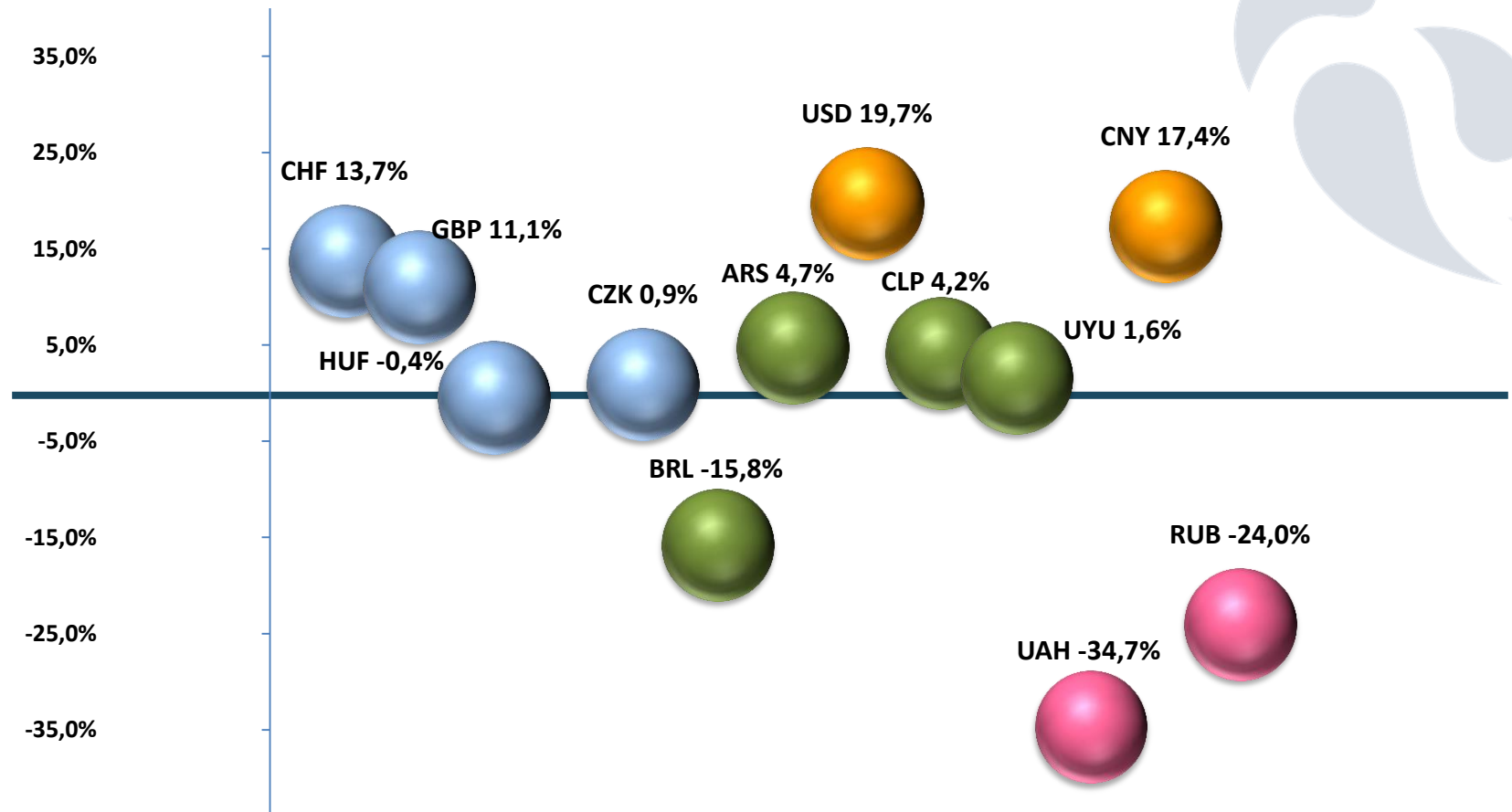


(-) Impact of world prices

(-) International contraction of consolidation scope

(+) Foreign exchange and International business growth

EVOLUTION OF AVERAGE CURRENCY RATES (2015 VS 2014)

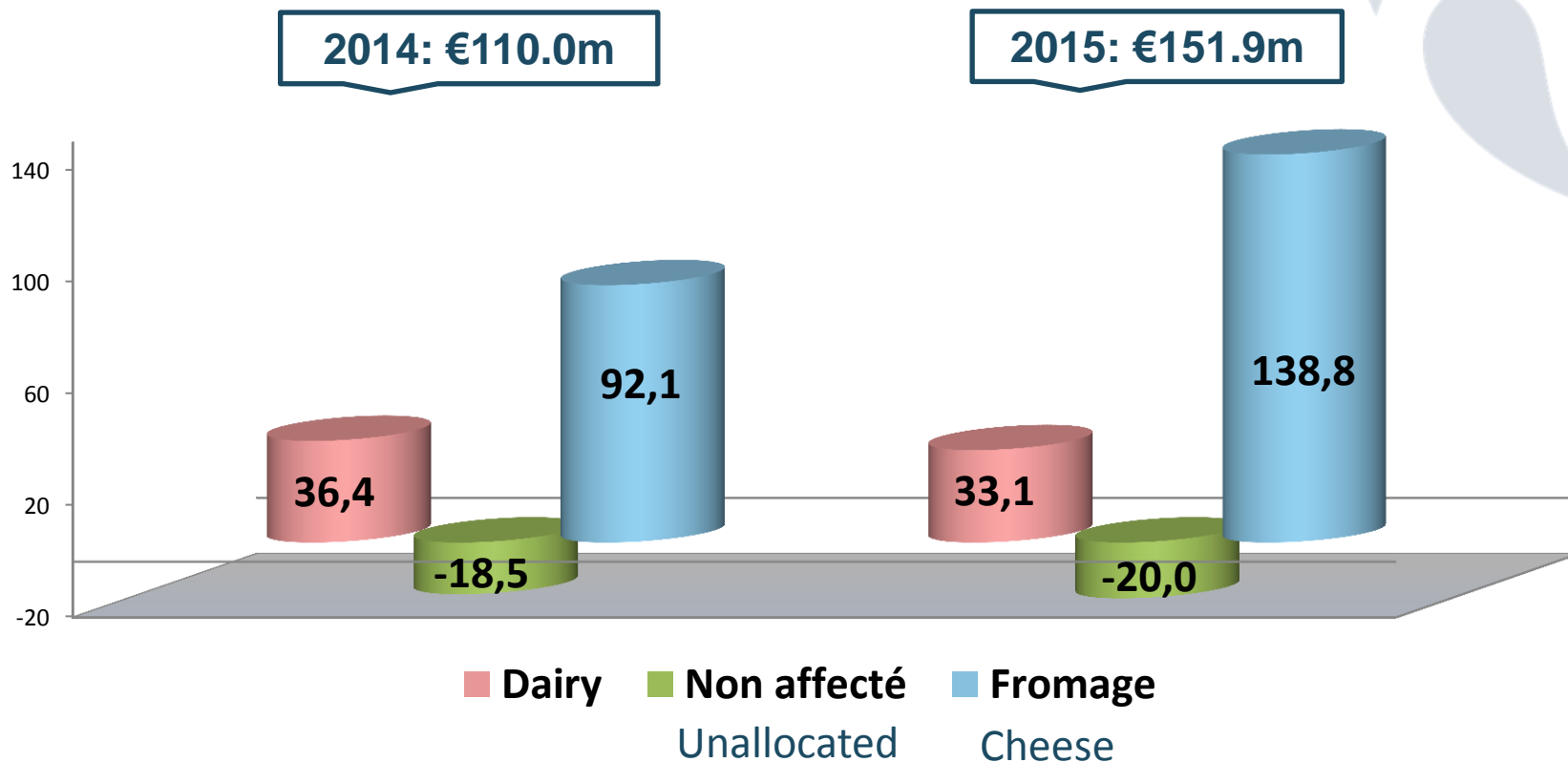


**Weakening of the euro against
almost all other currencies +€82m**

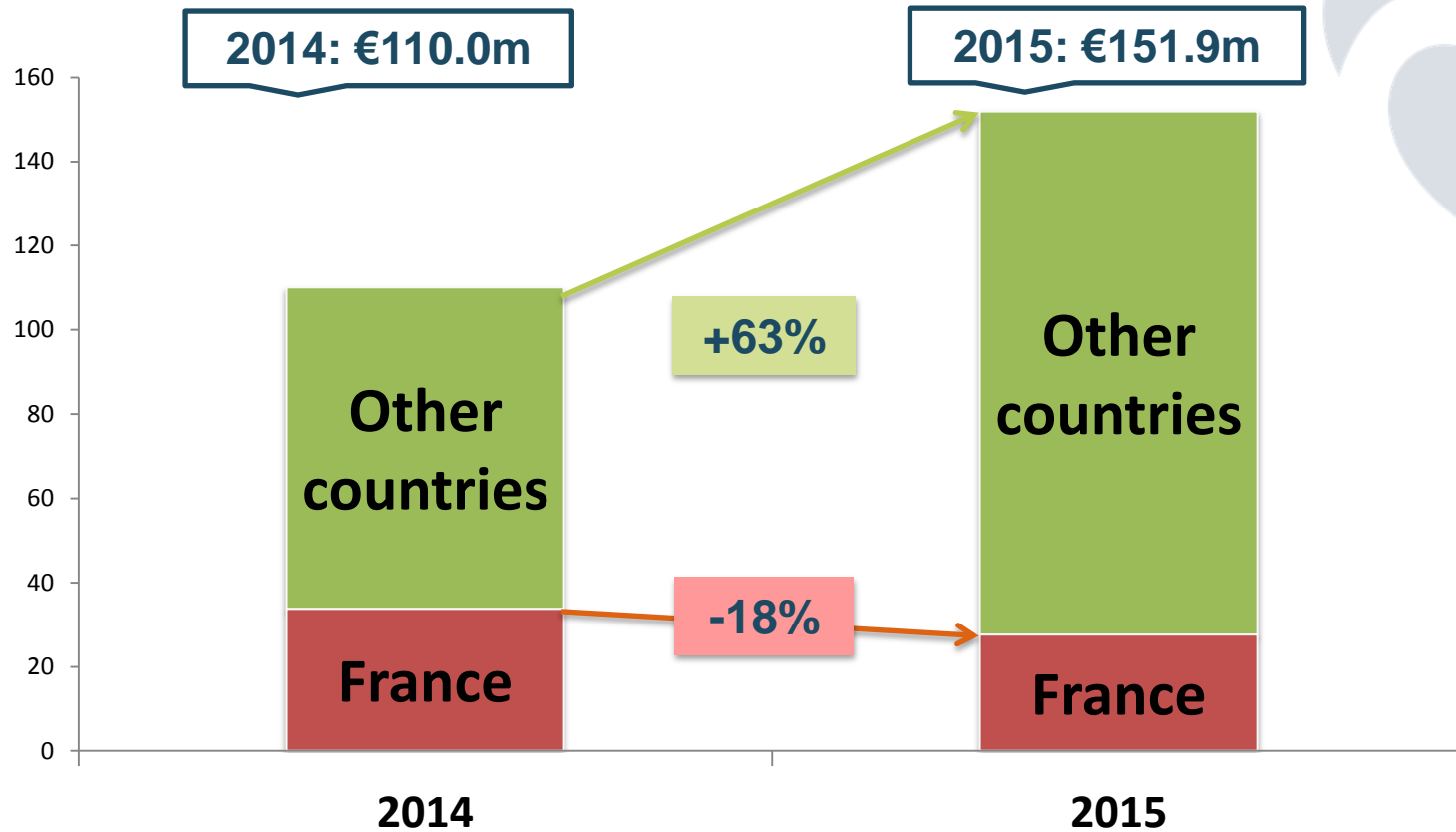
OPERATING COSTS

	(€m)	2015	2014
Purchases of goods & services		2 858	3 146
<i>△ Like-for-like -7.7%</i>	<i>△ -9.2%</i>	64.3%	68.3%
Payroll		820	779
<i>△ Like-for-like 5.5%</i>	<i>△ 5.2%</i>	18.5%	16.9%
Charges for depreciation, impairment and provisions		119	113
<i>△ Like-for-like 5.0%</i>	<i>△ 6.1%</i>	2.7%	2.4%
Other operating income & expenses		492	459
<i>△ Like-for-like 8.2%</i>	<i>△ 7.3%</i>	11.1%	10.0%

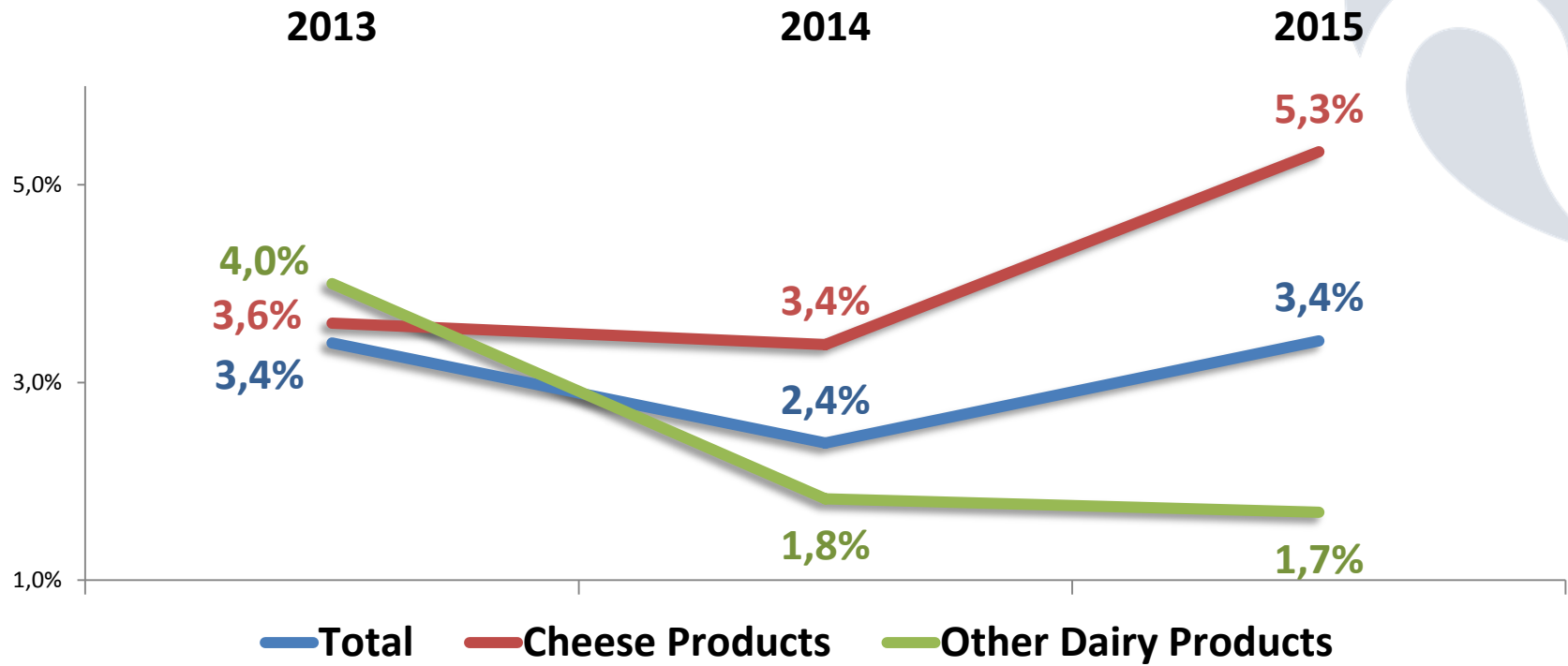
CURRENT OPERATING PROFIT



EVOLUTION OF CURRENT OPERATING PROFIT BY REGION

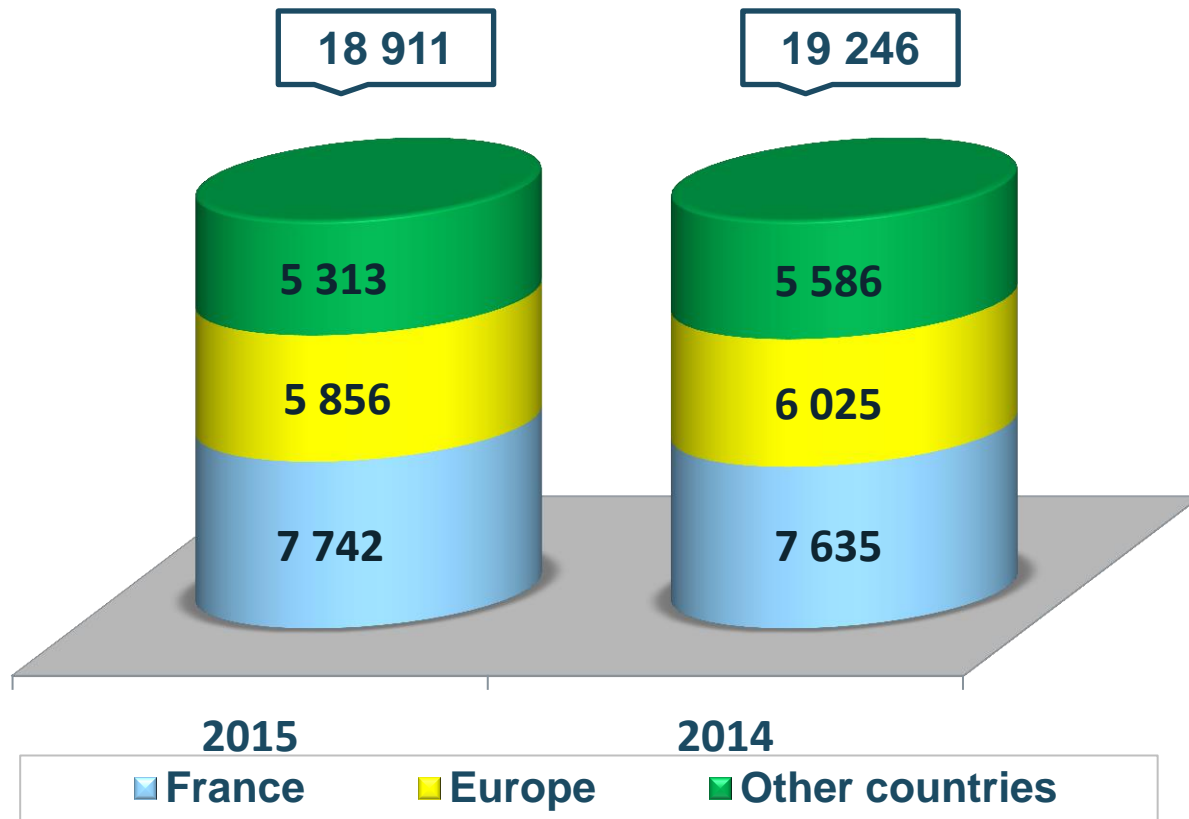


CURRENT OPERATING MARGIN



AVERAGE EMPLOYEES

-1.7% but like-for-like: -0.3%



OTHER NON-OPERATING INCOME & EXPENSES

	(€m)	2015	2014
Reorganization		-13.4	-16.4
Impairment of assets		-10.7	-4.0
Litigation		3.1	3.6
Other items		-12.2	4.5
		-33.2	-12.3

NET FINANCIAL EXPENSE

	2015	2014	△ Total
(€m)			
Net interest <i>(excluding hedging)</i>	-20,1	-18,1	-2,0
Hedging rate	0,7	-5,0	5,7
Commissions	-5,6	-7,6	2,0
Forex	-0,5	-1,9	1,4
Other items	-0,9	2,4	-3,3
Total	-26,4	-30,2	3,8
<i>Of which: latent IFRS impact</i>	0,7	-6,1	6,8

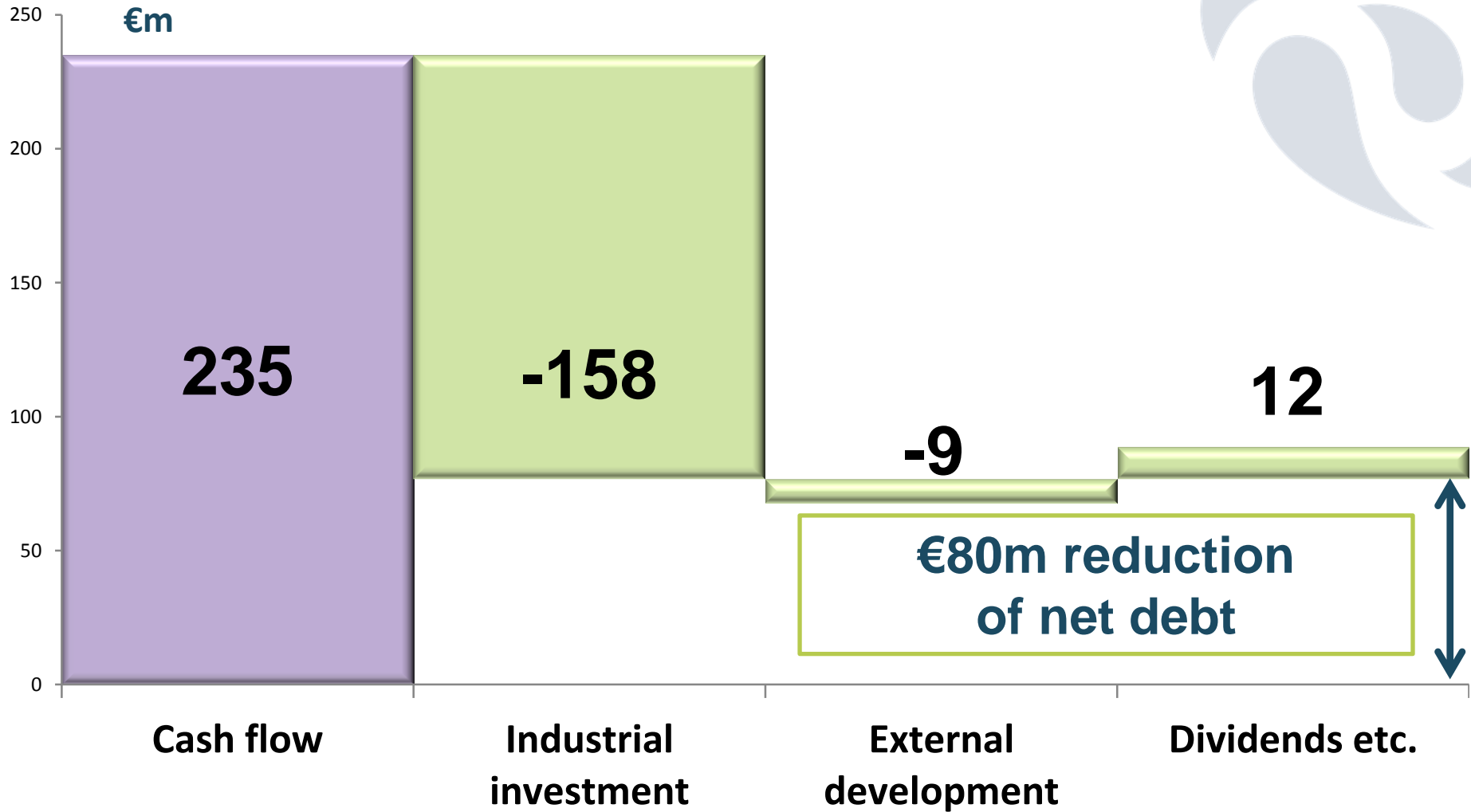
TAX CHARGE

	(€m)	2015	2014
Actual charge		-39.2	-25.8
Effective rate		38.7%	36.2%

INCOME STATEMENT

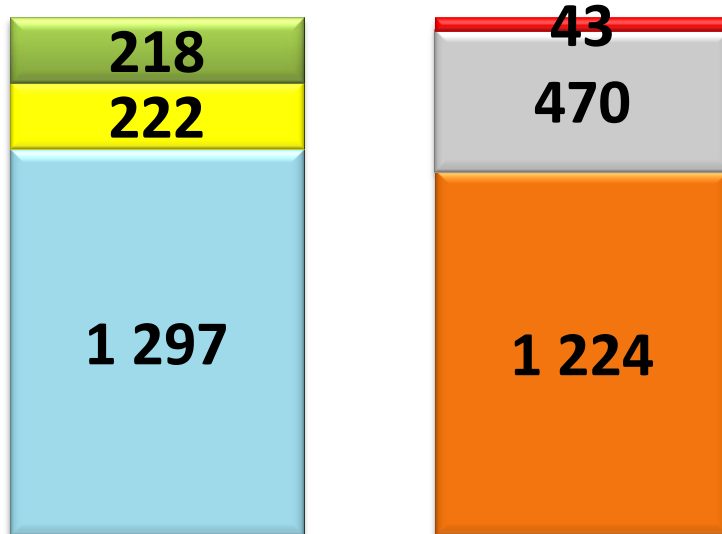
(€m)	2015		2014 Restated		Δ 2015 / 2014		2013 Restated	
	Actual	% sales	Actual	% sales	Actual	%	Actual	% sales
Net sales	4 442		4 607		-165	-3.6	4 205	
Current operating profit	151.9	3,4	110.0	2.4	41.9	+38.1	143.4	3.4
Non-recurring items	-33.3	-0,7	-12.3	-0.3	-20.6	-169.9	-20.6	-0.5
Operating profit	118.6	2,7	97.7	2.1	20.9	+21.4	122.8	2.9
Net financial expense	-26.4	-0,6	-30.2	-0.7	+3.8	+12.6	-24.6	-0.6
Profit before tax	101.2	2,3	71.2	1.5	+30.0	+42.1	106.2	2.5
Taxes on income	-39.2	-0,9	-25.8	-0.6	-13.4	-51.9	-51.1	-1.2
Net income for continuing operations	62.0	1,4	45.4	1.0	+16.6	+36.6	55.1	1.3
Group share of net income	57.0	1,3	39.7	0.8	+17.3	+43.6	48.9	1.2

STATEMENT OF CASH FLOWS 2015



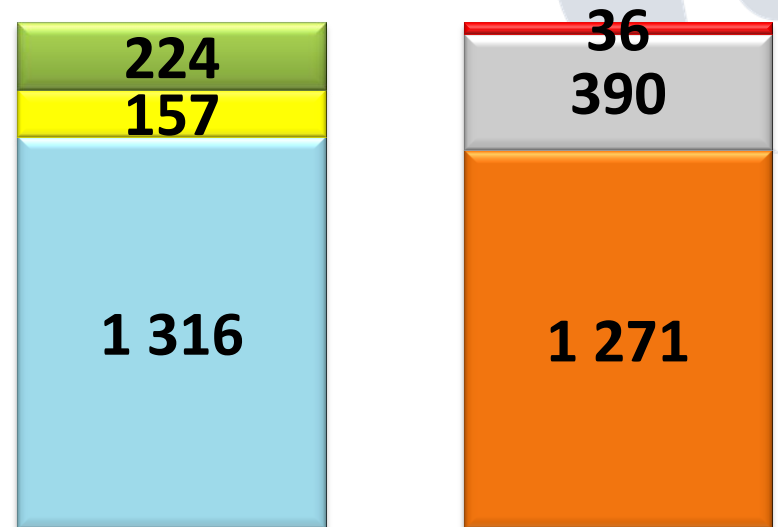
BALANCE SHEET (€m)

2014: €3,384



- Fixed assets
- Financial assets
- Working capital

2015: €3,155

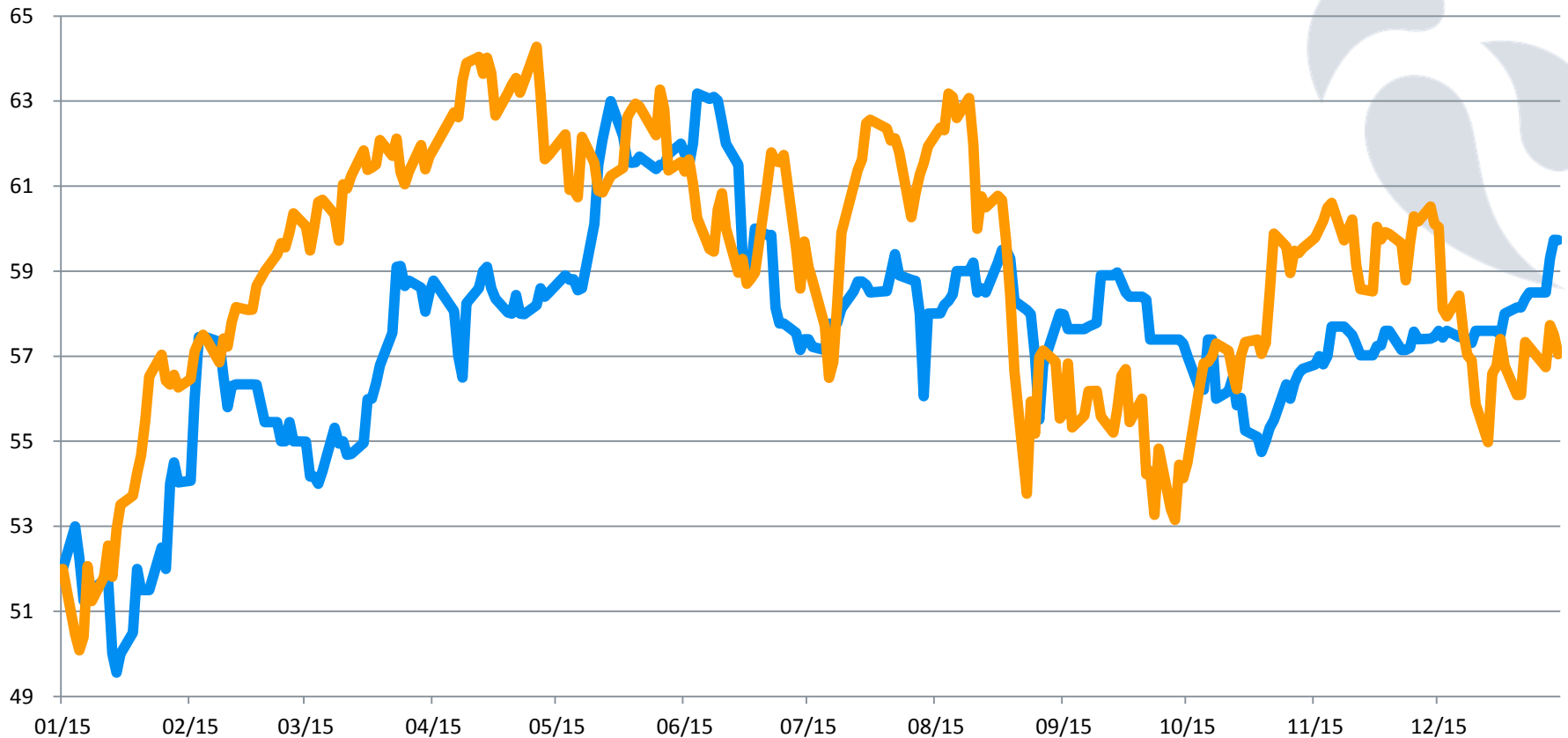


- Net equity
- Financial liabilities
- Other liabilities



Share price

EVOLUTION OF THE SHARE PRICE IN 2015



— SAVENCIA — CAC all tradable

Lowest	49.56
Highest	63.18
Average	57.44
Change	14.87%



SAVENCIA
FROMAGE & DAIRY

FINANCIAL ANALYSTS' MEETING



**Savencia
Dairy**

**ENVIRONMENT
FOR MILK**





SAVENCIA
FROMAGE & DAIRY

THE DAIRY CONTEXT WORLDWIDE



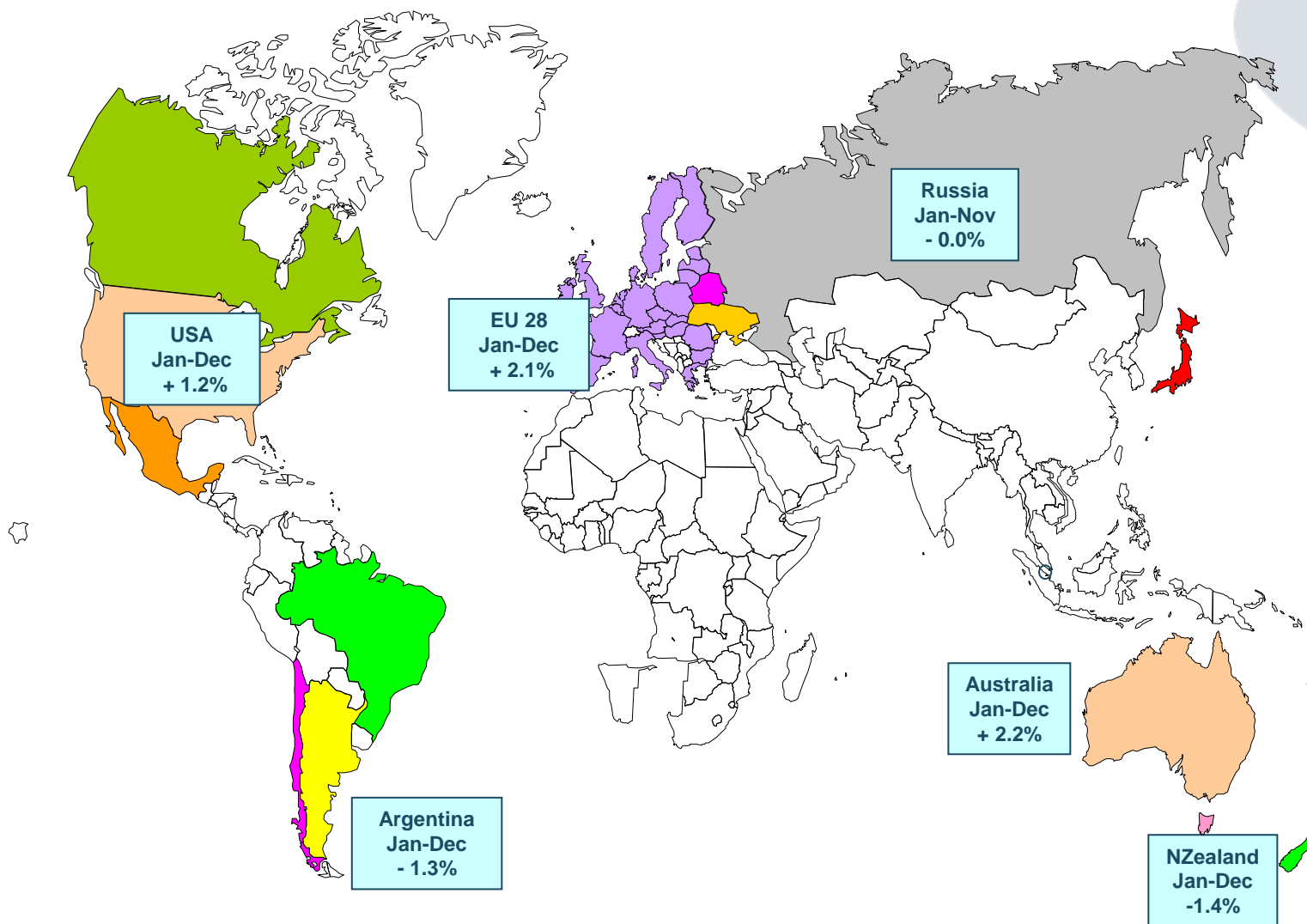
THE EVOLUTION IN THE DAIRY ENVIRONMENT

MILK PRODUCTION

The glut of European milk has impeded the equilibrium of the global dairy market

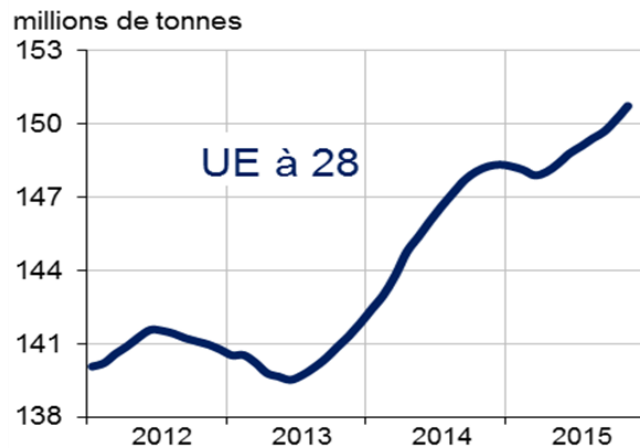
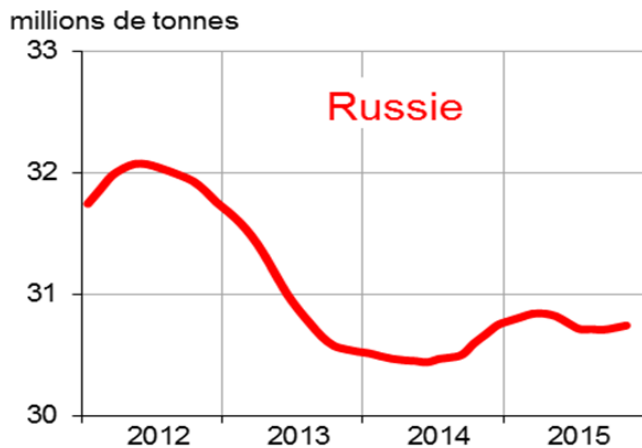
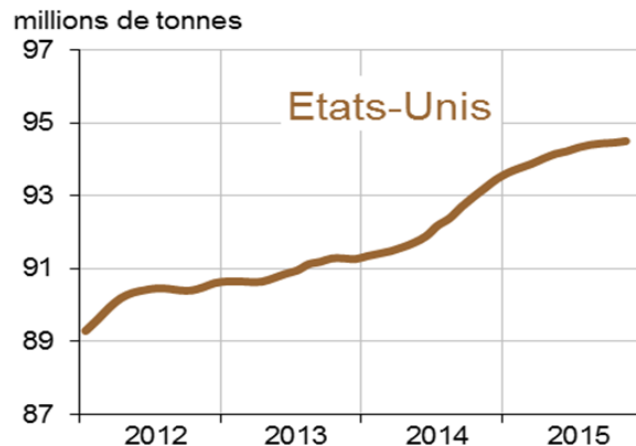
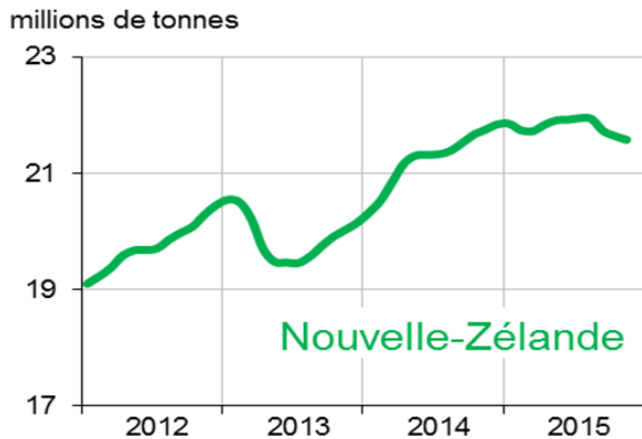
MILK PRODUCTION

Acceleration of the increase in European milk production: **+2.1%** in 2015



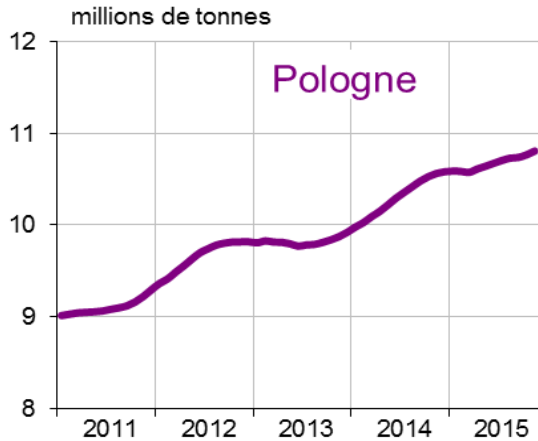
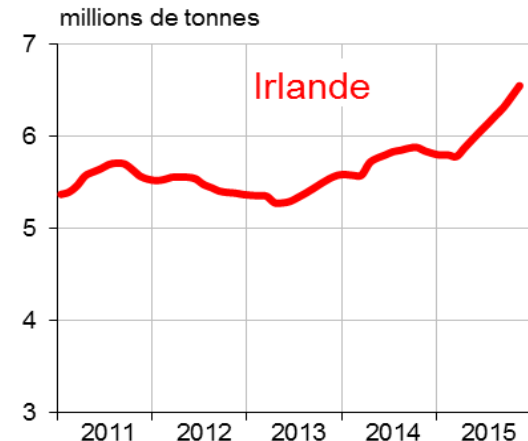
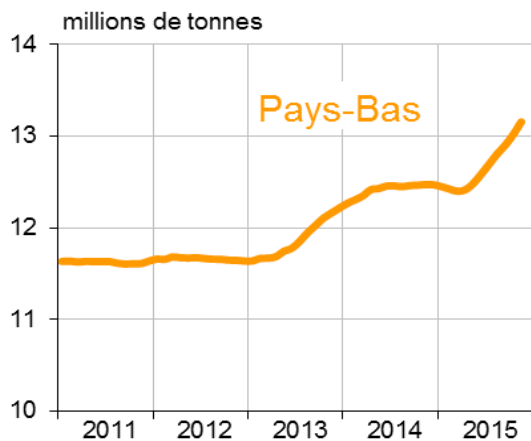
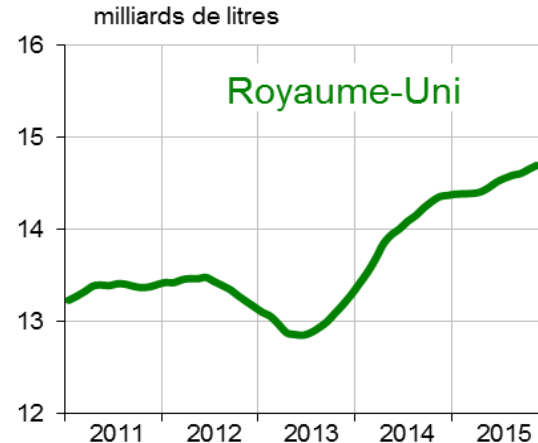
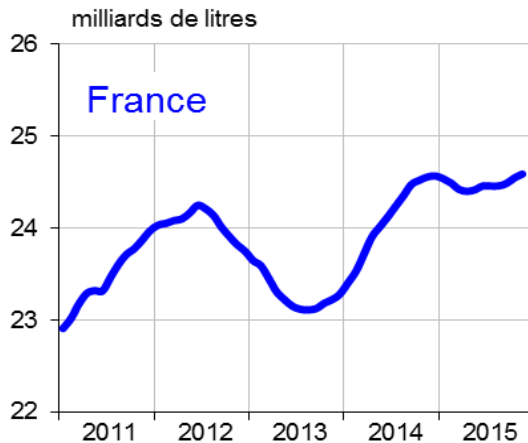
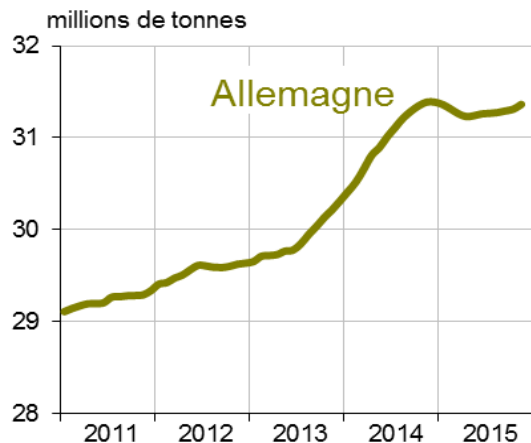
MILK PRODUCTION

Evolution of milk collection in the main producing countries



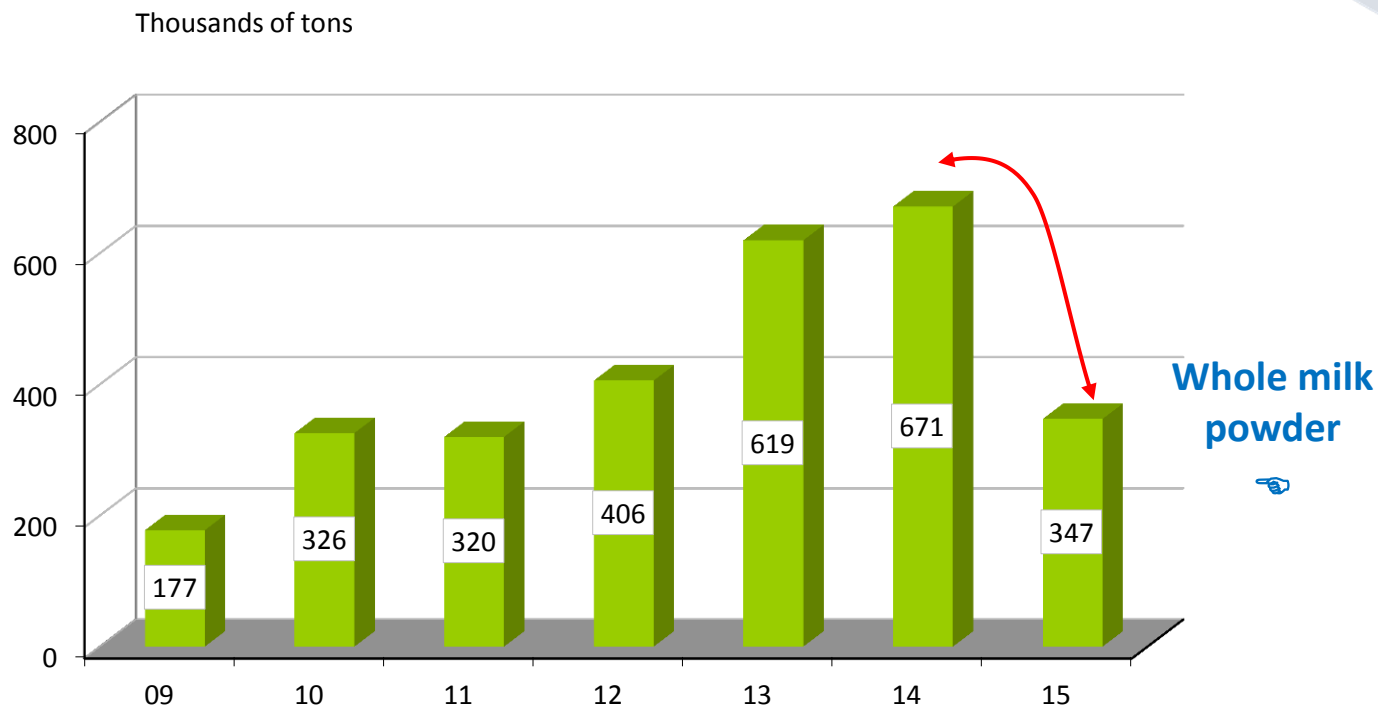
MILK PRODUCTION

EU milk collection is rising in Northern Europe



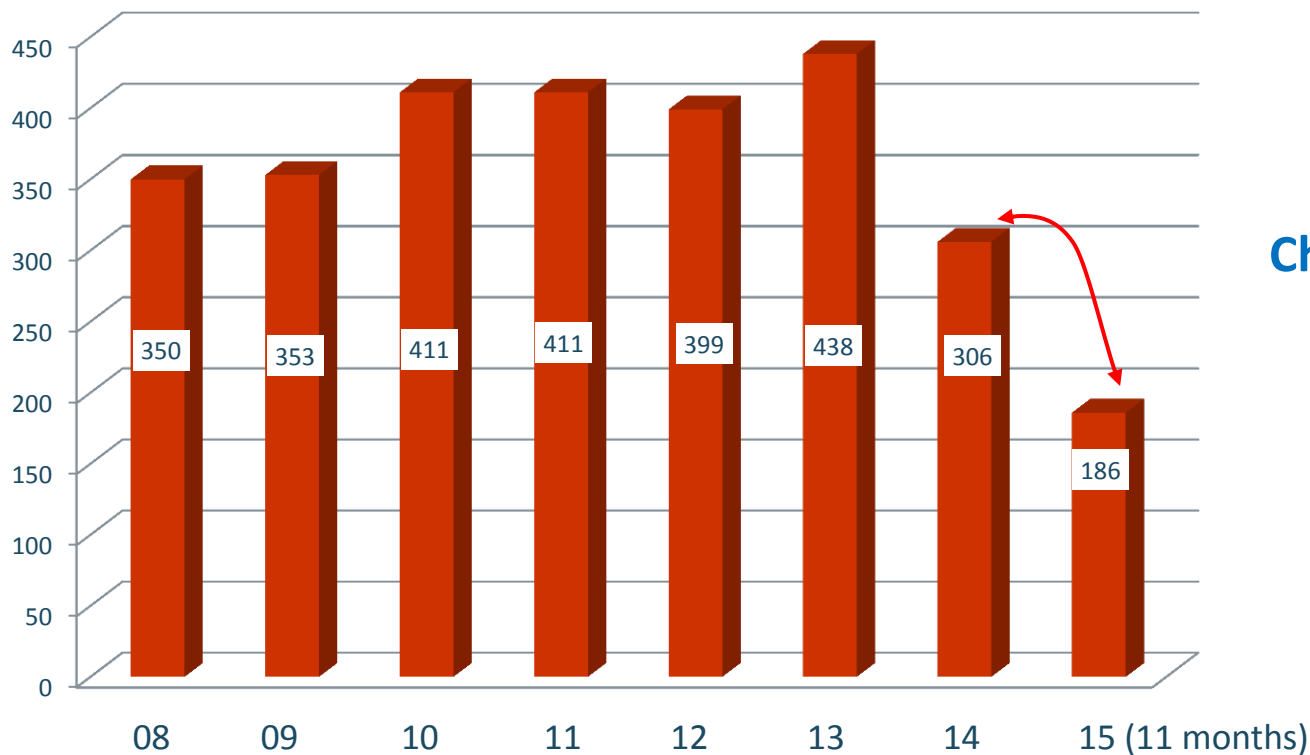
WORLD TRADE IN DAIRY PRODUCTS

Fall in Chinese imports: whole milk powder -50% over 11 months in 2015



WORLD TRADE IN DAIRY PRODUCTS

Fall in Russian imports: cheeses **-36%** over 11 months in 2015 (-120,000t)

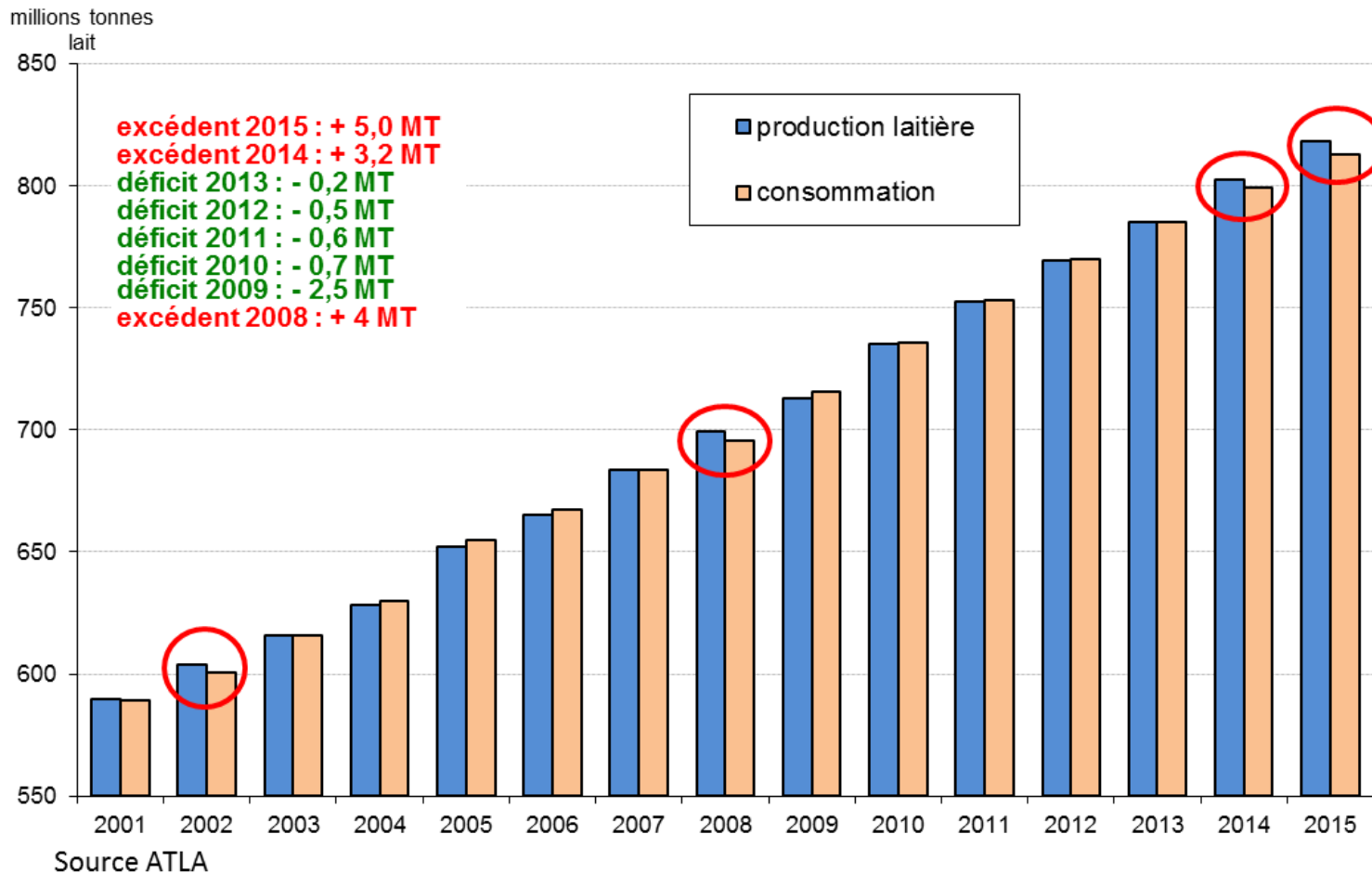


Cheese



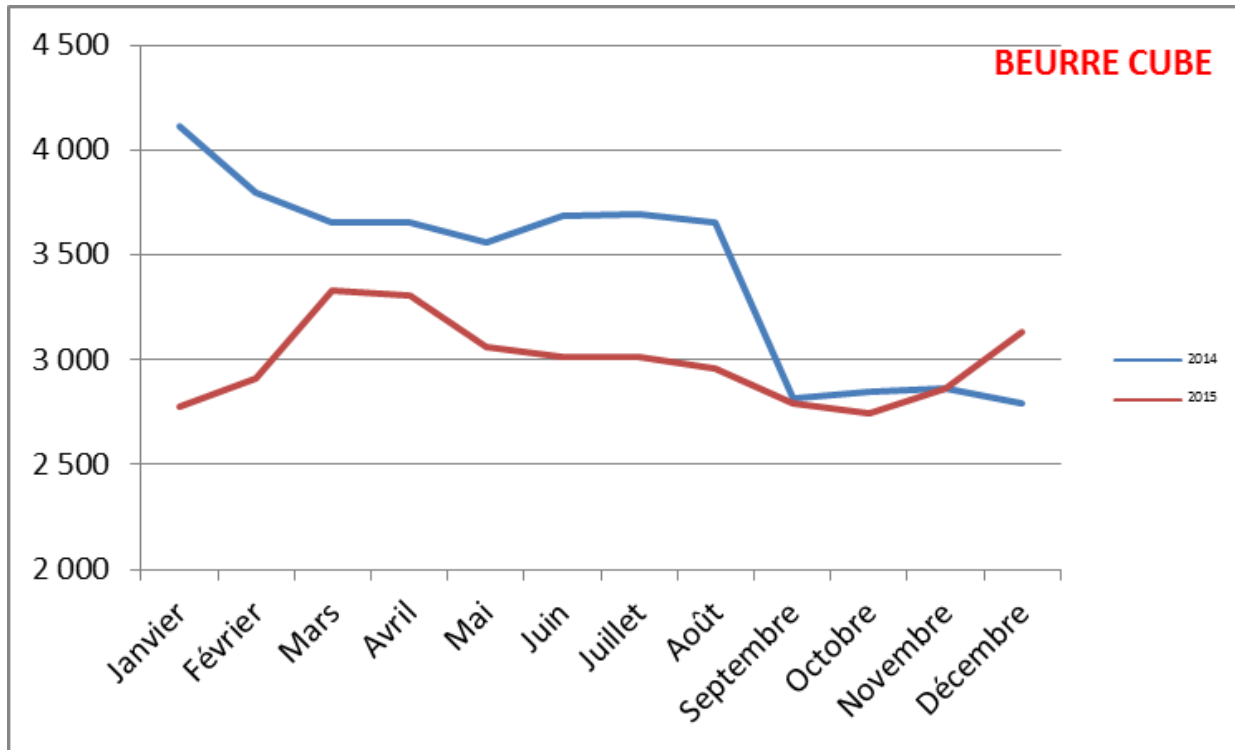
MILK PRODUCTION

Imbalance in the world market for dairy products



IMBALANCE IN THE WORLD MARKET FOR DAIRY PRODUCTS

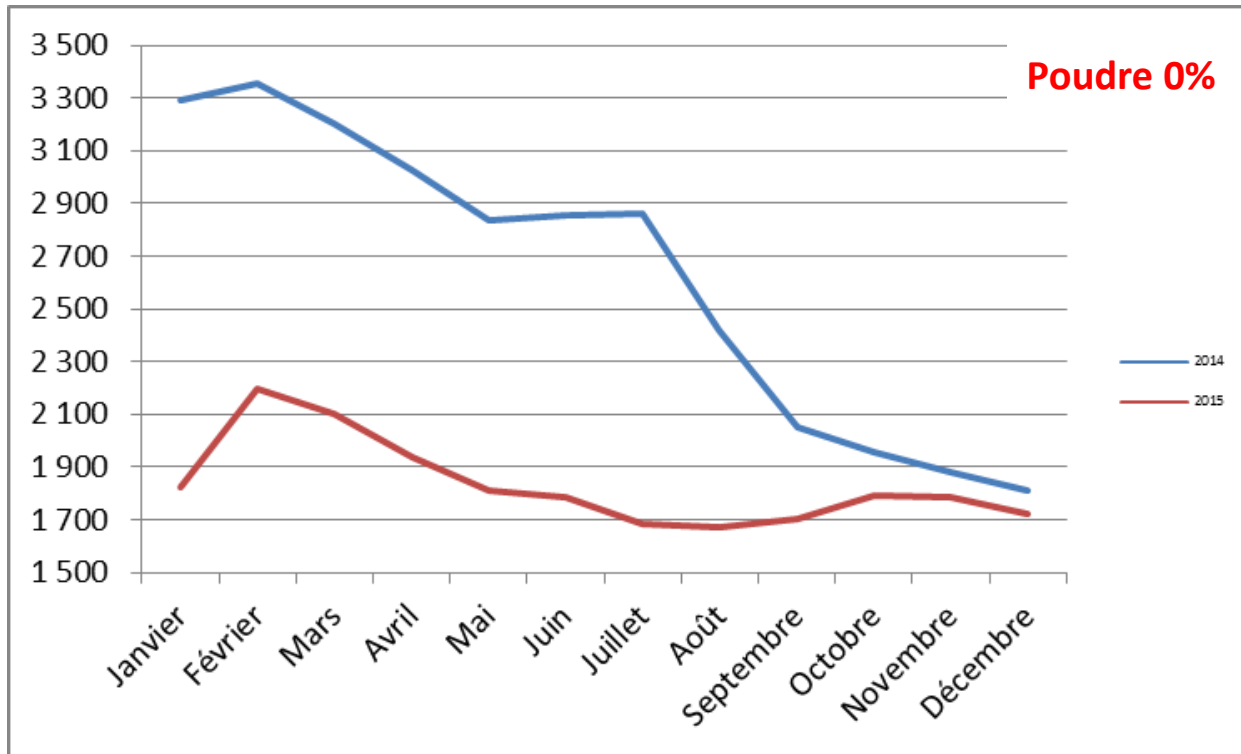
FALLING BUTTER PRICES: **-13%** VS 2014



Beurre Cube	
R2014	R2015
3 427	2 993

IMBALANCE IN THE WORLD MARKET FOR DAIRY PRODUCTS

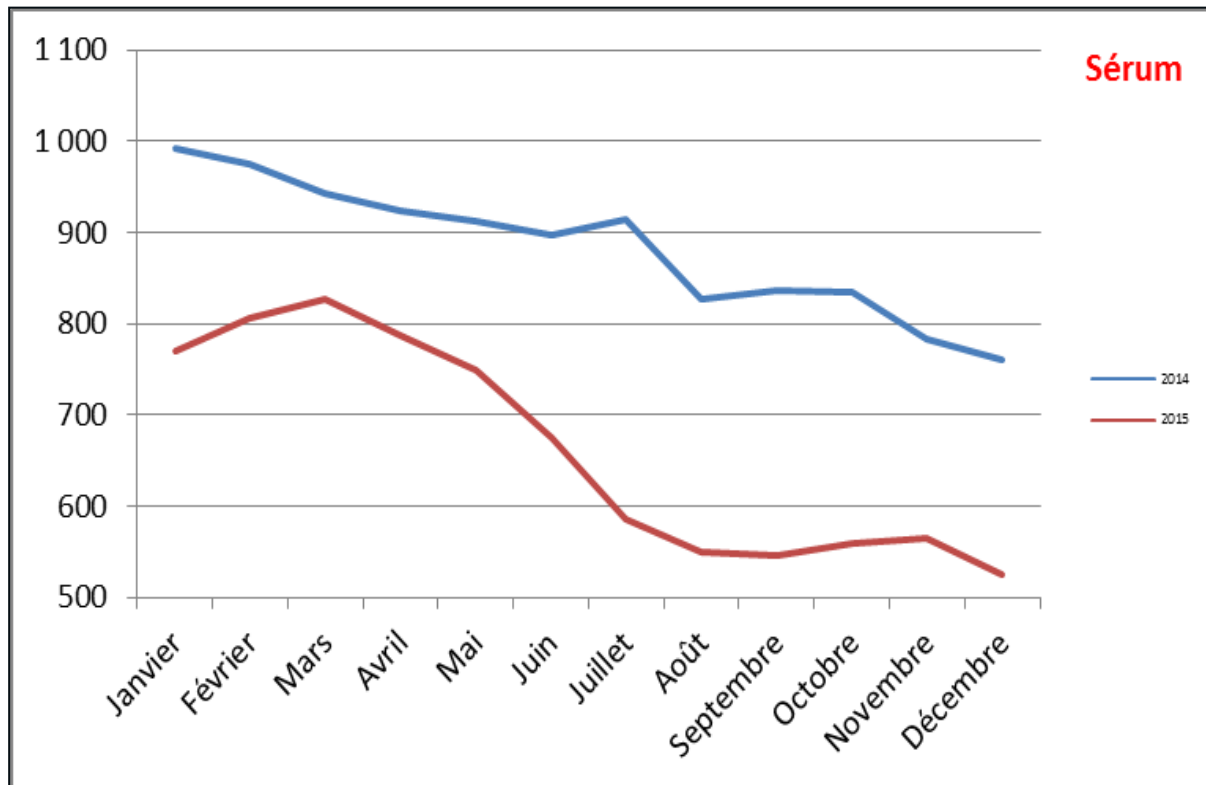
FALLING SKIM MILK POWDER PRICES: **-30%** VS 2014



CH 0%	
R2014	R2015
2 629	1 835

IMBALANCE IN THE WORLD MARKET FOR DAIRY PRODUCTS

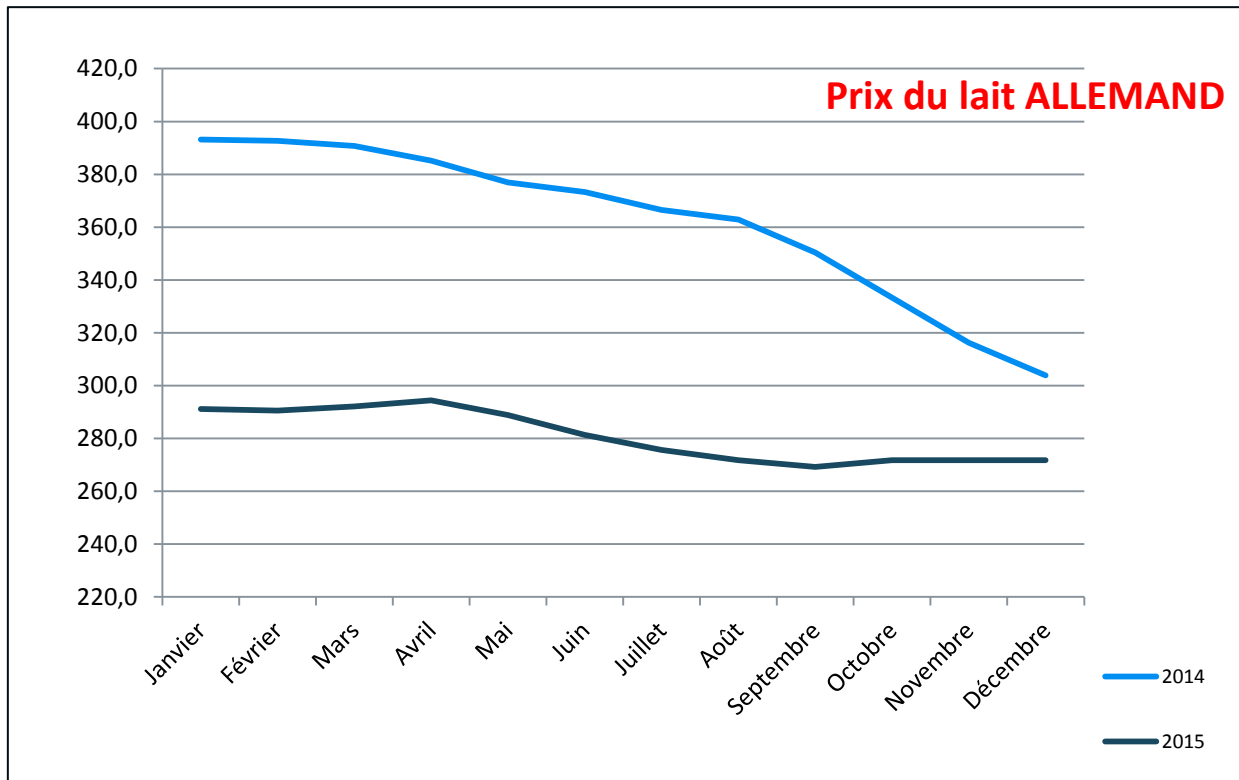
FALLING WHEY PRICES: **-25%** VS 2014



Sérum	
R2014	R2015
883	662

IMBALANCE IN THE WORLD MARKET FOR DAIRY PRODUCTS

FALLING PRICE FOR GERMAN MILK: **-22%** VS 2014



Prix Lait Allemagne	
R2014	R2015
362,1	280,9



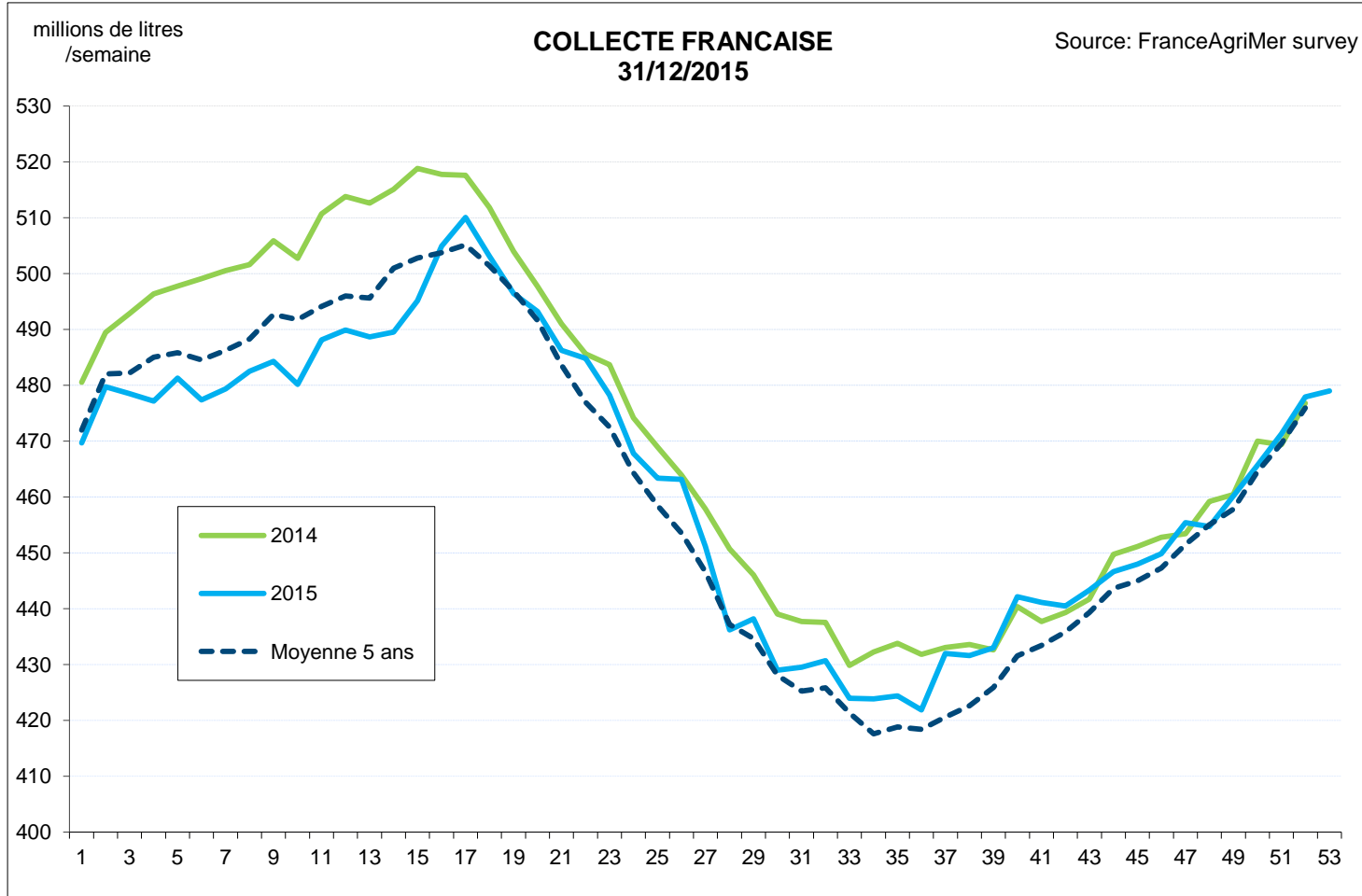
SAVENCIA
FROMAGE & DAIRY

THE DAIRY CONTEXT IN FRANCE



MILK PRODUCTION

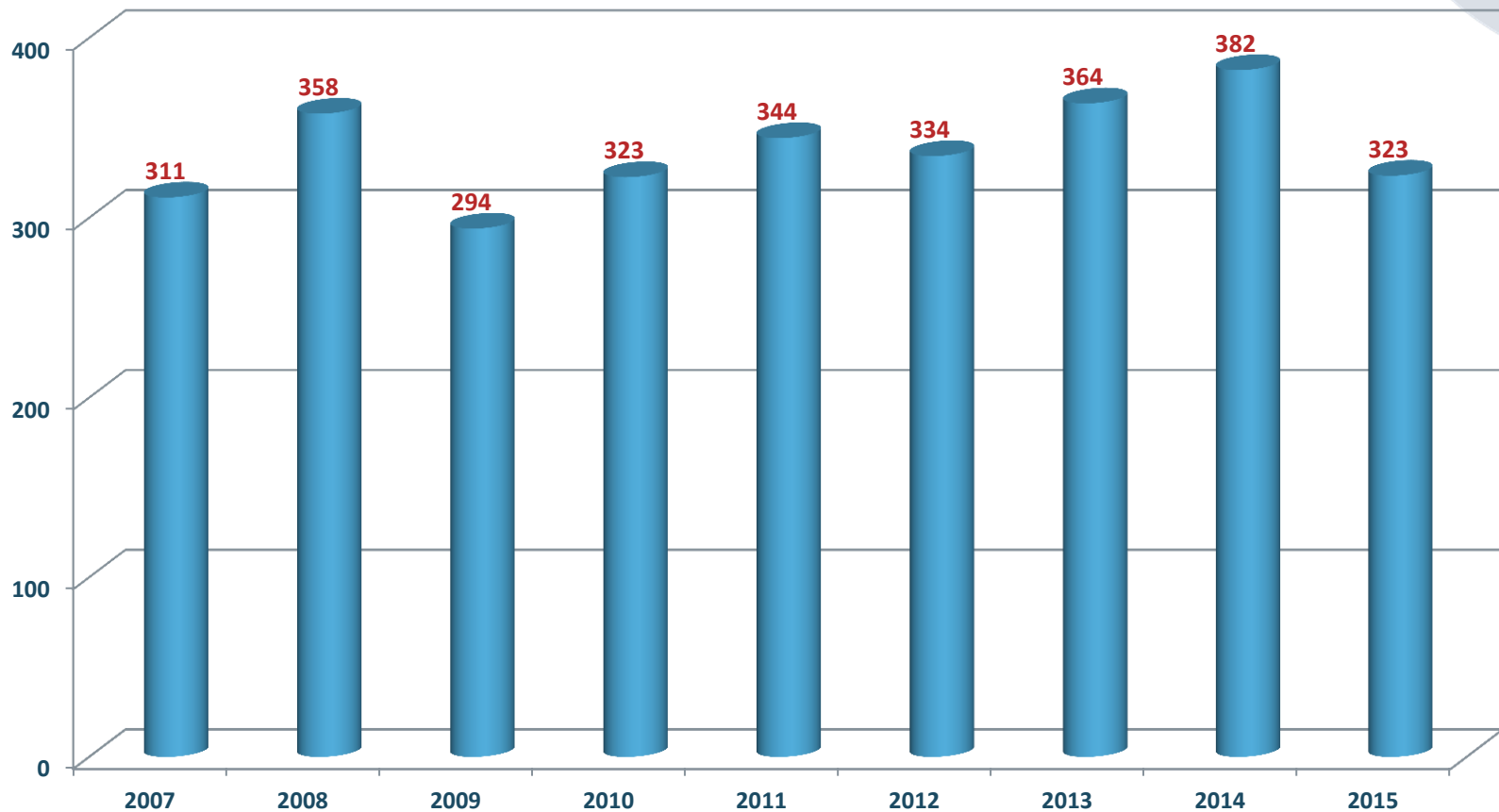
Stability of milk collection in France



THE MILK PRICE IN FRANCE

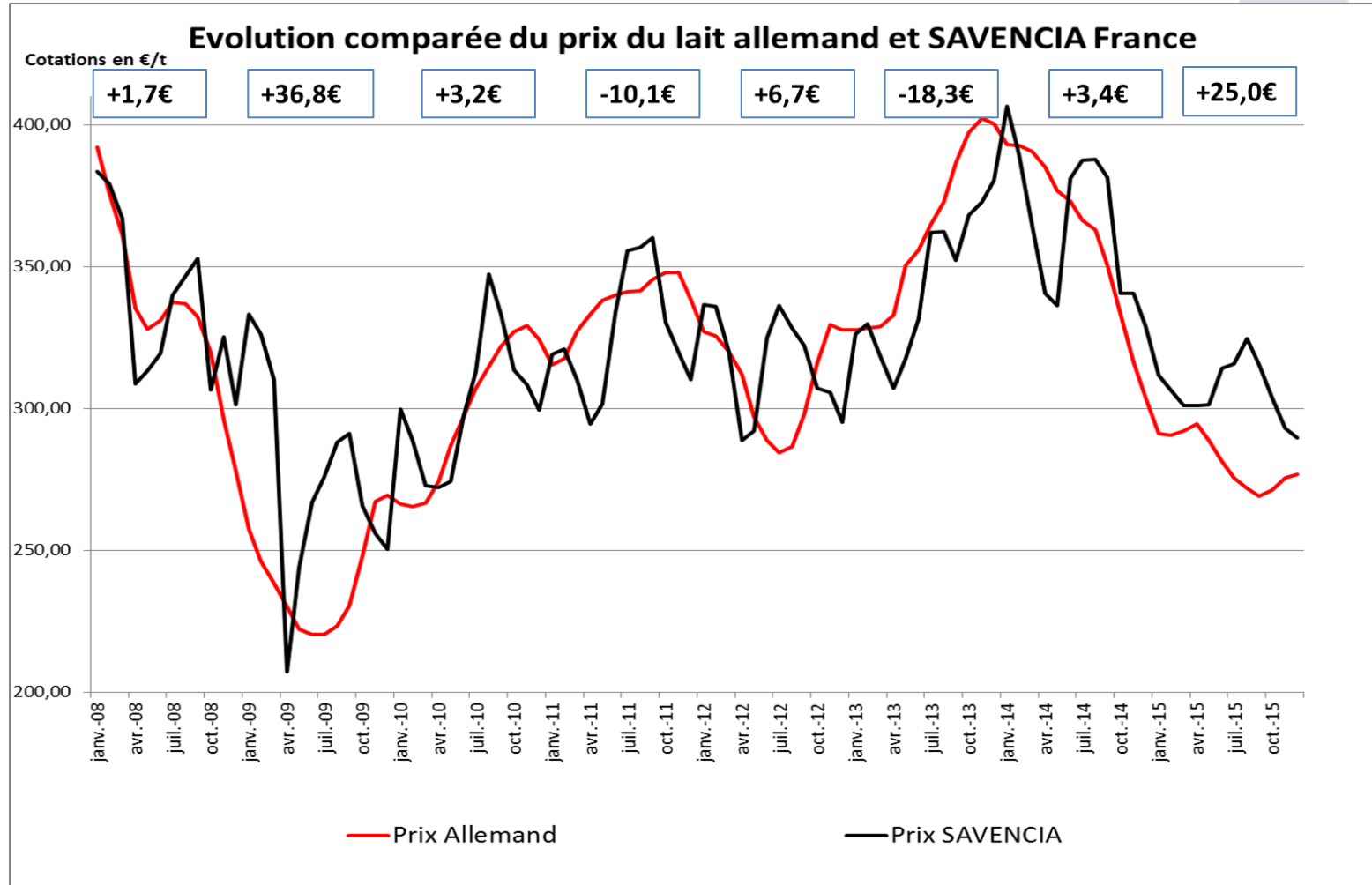
Price of whole milk

(€/1,000 L)



THE MILK PRICE IN FRANCE

FRANCE/GERMANY PRICE DIFFERENTIAL: **+€25 / 1,000 L**



CONCLUSION

An unprecedented situation of crisis

The logo consists of a white teardrop shape with a slight shadow, containing the text "Savencia Dairy" in a bold, blue, sans-serif font.

**Savencia
Dairy**

OTHER DAIRY PRODUCTS



INTEGRATION OF TERRA LACTA

SURGERES



CHAMPDENIERS





SAVENCIA
FROMAGE & DAIRY

NUTRITIONAL INGREDIENTS



NUTRITIONAL INGREDIENTS

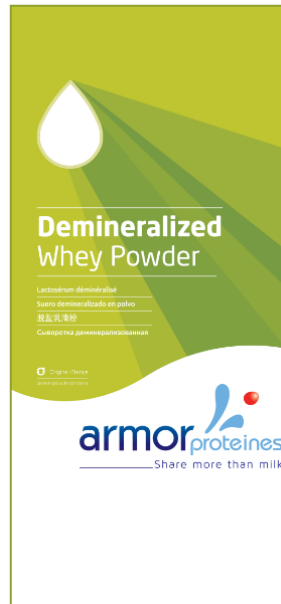
PHARMACEUTICAL LACTOSE



NUTRITIONAL INGREDIENTS

INFANTILE INGREDIENTS

Demineralized



Lactoferrin



SODILAC INFANTILE



PASLEK INFANTILE



ARGENTINA - MILKAUT

Resistance within a complex economic environment



AFP - USA

Reinforcement of our leadership in cheese sauces





SAVENCIA
FROMAGE & DAIRY

FOOD SERVICE



FOOD SERVICE

FRANCE

Growth in several product categories despite the very competitive environment



FOOD SERVICE INTERNATIONALLY

Strong international development





SAVENCIA
FROMAGE & DAIRY

BUTTER AND CREAM



BUTTER AND CREAM

- An offering focused on product origins and sustainable development
- A complete and broad range of products



BUTTER AND CREAM

AOP CHARENTE POITOU



LES MOYENS DE FABRICATION
UN SÉRIEN LAIT DE BŒUF D'ÉLEVATION

Les producteurs de beurre AOP Charentes-Poitou sont sélectionnés depuis des siècles pour leur savoir-faire et leur expertise. Ils utilisent un lait de bœuf de race normande, issu de fermes de montagne et de plaines, qui est riche en matière grasse et en vitamines. Ce lait est traité avec des méthodes traditionnelles, sans chimie, pour obtenir un beurre de qualité supérieure.

IDÉAL POUR TRAVAILLER LA PÂTE
ADAPTE À TOUTES LES PROFESSIONS

Le beurre AOP Charentes-Poitou est idéal pour travailler la pâte, car il est riche en matière grasse et en vitamines. Il est également adapté à toutes les professions, de la pâtisserie à la cuisine professionnelle.

BEURRE CHARENTES-POITOU
LE SEUL BEURRE FRANÇAIS D'ÉLEVATION GARANTIS

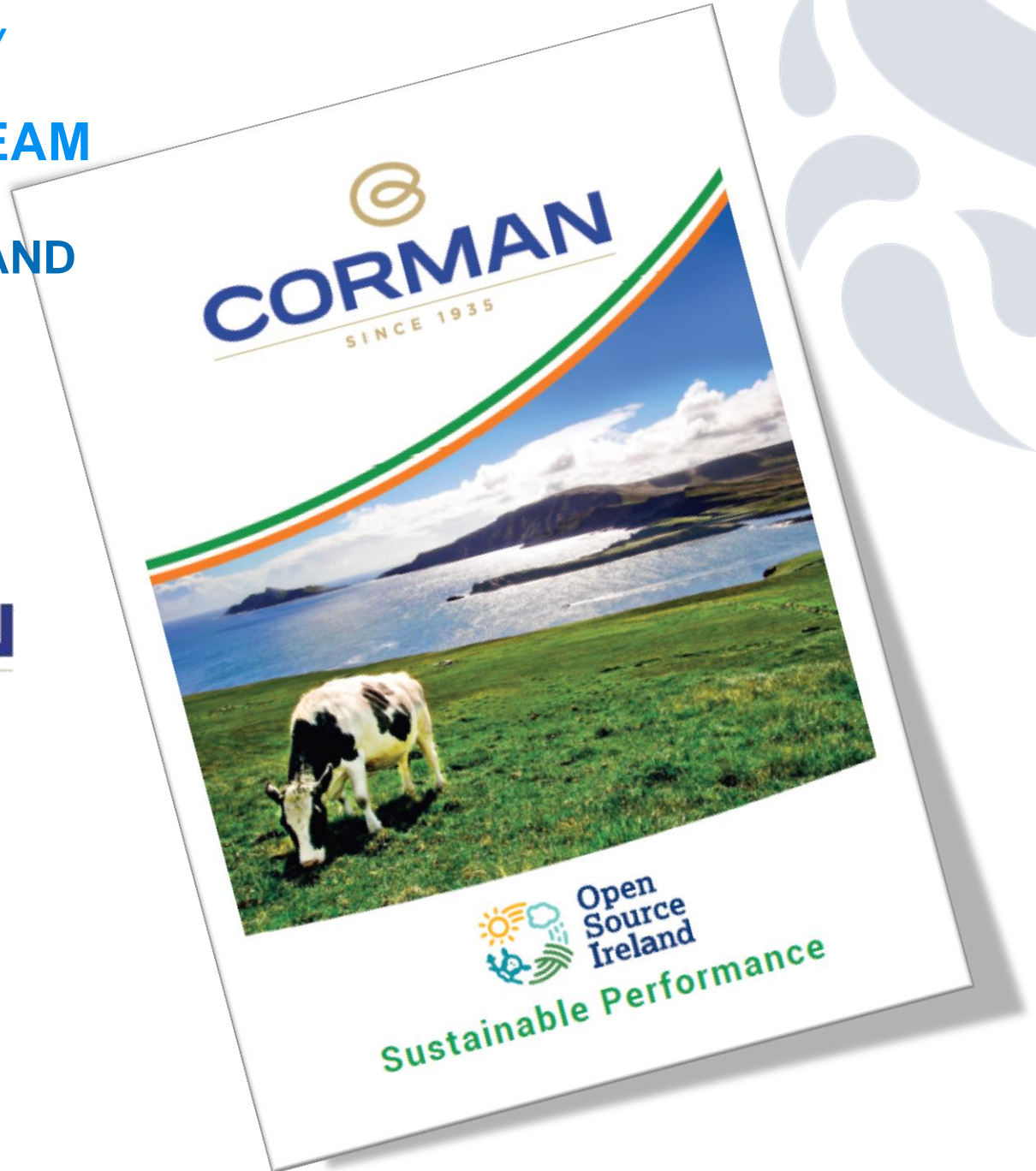
Il est le seul beurre français obtenu avec du lait de bœuf AOP Charentes-Poitou. Il est également le seul beurre français qui est adapté à toutes les professions, de la pâtisserie à la cuisine professionnelle.



SAVENCIA FROMAGE & DAIRY

BUTTER AND CREAM

GRASSFED IN IRELAND



SAVENCIA FROMAGE & DAIRY

BUTTER AND CREAM

ELLE&VIRE IN NORMANDY





SAVENCIA
FROMAGE & DAIRY

FINANCIAL ANALYSTS' MEETING



CHEESE SPECIALTIES

60 years ago...



...ALL CHEESES WERE ROUND



...and then Caprice des Dieux invented the first cheese specialty

SPECIALTIES

STILL A GREAT PRODUCT, MORE THAN EVER

- ☛ Pleasure
- ☛ Quality
- ☛ Naturalness



SPECIALTIES

BRANDS OF TODAY

- Icons
- Snacking
- Sustainable development
- Digital
- International
- Partnership with our clients



GREAT PRODUCTS

THE RECORD FOR PLEASURE

- A global trend towards eating less but much better...
- Record growth in 2015



GREAT PRODUCTS

SAINT AGUR



GREAT PRODUCTS

RECORD QUALITY



GREAT PRODUCTS

RECORD NATURALNESS

Milk
Ferment
Salt



GREAT PRODUCTS

LE RUSTIQUE



GREAT PRODUCTS WITH HISTORIC ORIGINS

"LES FROMAGES DE CHEZ NOUS"

À la découverte des
FROMAGES DE CHEZ NOUS[®]
Retrouvez-nous sur [QUI VUEUT DU FROMAGE.COM](http://QUI.VUEUT.DU.FROMAGE.COM)

ETORKI
LE FROMAGE BASQUE

Le Vieux Pané
Essence d'Ancêtre

Le Brebiou
DES PYRENES

SAINTELOUP
DES THALES

Le MOTTIN
CHARENTAIS

BRESSE BLEU
250g

LE RUSTIQUE
Jean-Henri
FROMAGE

MAROIILLES
Fauquet
Dupuis 1925

ETORKI
LE FROMAGE BASQUE

BRESSE BLEU

SAINTELOUP

Fauquet

Le MOTTIN
CHARENTAIS

Le Vieux Pané

Le Brebiou
DES PYRENES

LE RUSTIQUE

BRANDS OF TODAY

ICONS



BRANDS OF TODAY

SNACKING



BRANDS OF TODAY

SUSTAINABLE DEVELOPMENT



LES 60 ANS **CAPRICE**

UNE EXPLOSION DANS LE DIGITAL



depuis **60 ans**



CAPRICE des DIEUX

à deux, c'est mieux!

BRANDS OF TODAY

INTERNATIONAL PRESENCE

☛ Think global, Act local



BRANDS OF TODAY

THINK GLOBAL, ACT LOCAL

TARTARE

BRESSO

alouette



THINK GLOBAL, ACT LOCAL



BRANDS OF TODAY

INTERNATIONALLY

☛ North America



BRANDS OF TODAY

INTERNATIONALLY

Latin America



BRANDS OF TODAY

INTERNATIONALLY

☛ Russia



BRANDS OF TODAY

INTERNATIONALLY



ILE DE FRANCE

A GREAT INTERNATIONAL BRAND



MILKANA

A GLOBAL BRAND



BRANDS OF TODAY

IN PARTNERSHIP WITH OUR CUSTOMERS



CONCLUSION

- Solid progression of volumes and market shares
- Competitiveness
- Europe and beyond





SAVENCIA
FROMAGE & DAIRY

FINANCIAL ANALYSTS' MEETING

