

 Nestlé PURINA.
Creating Shared
Value Report





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OUR APPROACH: MEETING SOCIETY'S NEEDS BY CREATING SHARED VALUE

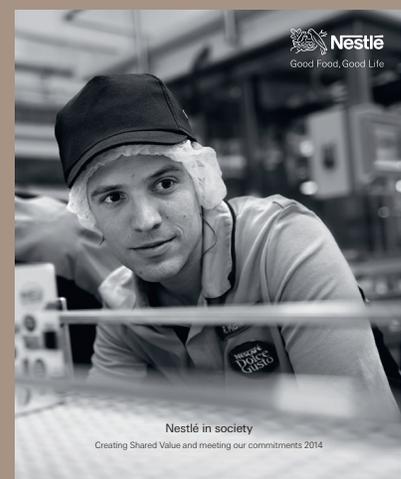
We believe that for a company to be successful over the long term and create value for stakeholders, it must create value for society. At Nestlé Purina, this means creating superior, long-term value by providing high-quality, nutritious pet products that help enrich pets' lives. Nestlé Purina traces its roots to 1894, when William H. Danforth opened a store-front animal feed business called Robinson-Danforth Company. Today, we aim to set the standard for excellence in the industry by pushing pet care forward through leading research and worldwide product innovations.

As part of the Nestlé S.A. family of companies, Nestlé Purina in the Americas (Nestlé Purina) embraces the tenets of Creating Shared Value. For Nestlé globally, these focus areas are nutrition, water, rural development, sustainability and compliance. This report showcases Nestlé Purina's key facts and highlights our commitment to pet nutrition, health, product quality and food safety; sustainability; our people; and the communities where we live and work.

Creating Shared Value requires compliance with the highest standard of business, including international codes and standards as well as our own Code of Business Conduct, Corporate Business Principles and Management Leadership Principles. Creating Shared Value is the way we do business and the way we connect with society at large.

Unless otherwise stated, all data and information in this report pertains to efforts in 2014.

COMPANION REPORT:



About Nestlé Purina in the Americas

Nestlé Purina stands for trust, and the Purina® brand consistently maintains a leadership position for trust with pet owners. We earn that trust every day through unparalleled knowledge of our consumers and their pets, expertise in nutrition, our comprehensive range of high-quality established brands and dedicated associates whose mission is to enrich the lives of pets and the people who love them.

Nestlé Purina promotes responsible pet care, humane education, community involvement and the positive bond between people and their pets. A premiere global manufacturer of pet products, Nestlé Purina is part of Swiss-based Nestlé S.A., the world's largest food and beverage company.

As of December 2014, Nestlé Purina U.S. has achieved

11 consecutive years of improved sales growth and profit



#1

A MARKET LEADER:

In the U.S., Nestlé Purina is the No. 1 pet care company in sales, volume and market share.

Nestlé Purina manufactures some of the **most popular and trusted pet food brands in the Americas.**



About Nestlé Purina in the Americas (cont.)

APPROXIMATELY

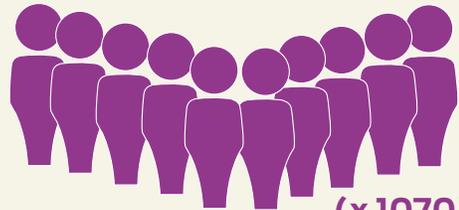
\$8.4 BILLION

SALES IN 2014



EMPLOYS APPROXIMATELY*

10,700 PEOPLE



(x 1070)

THROUGHOUT THE AMERICAS

7,300 (U.S.)
2,800 (LATIN AMERICA)
600 (CANADA)

*Figures from Dec. 31, 2014

HEADQUARTERS

for Nestlé Purina's U.S. operating company and Latin America and Caribbean region are located at Checkerboard Square in St. Louis, Missouri, USA. Nestlé Purina Canada is headquartered in Mississauga, Ontario, Canada.

NUTRITION THAT PERFORMS:

9 of the last 9

Westminster Kennel Club Dog Show Best in Show champions have been fueled by Purina Pro Plan®

94 of the top 100

show dogs in the U.S. are fed Purina Pro Plan

 **PURINA**
PRO PLAN



KEY LOCATIONS

28 MANUFACTURING PLANTS

3 CANADIAN FACTORIES

2 HEADQUARTERS

16 SALES OFFICES

20 UNITED STATES FACTORIES

14 LATIN AMERICAN OFFICES

5 LATIN AMERICAN FACTORIES



Pet Nutrition, Health, Quality & Food Safety

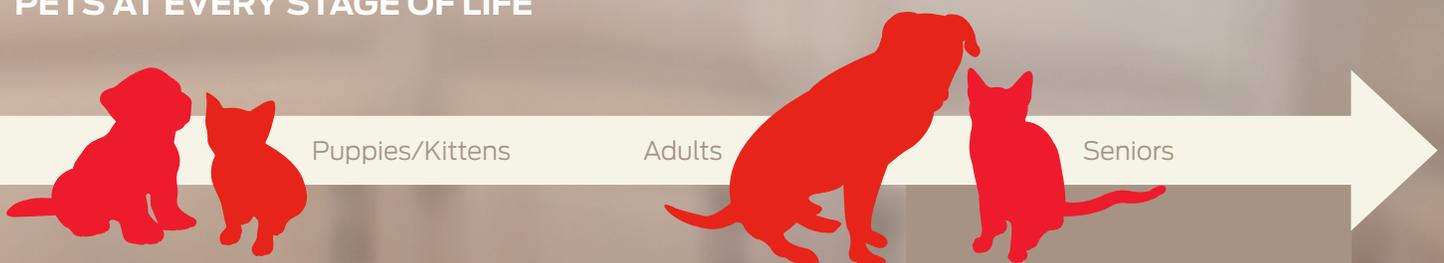
Nourishing Pets. Enriching Lives.

We believe that pets and people are better together, and it's this belief that has driven us to push pet nutrition forward for more than 85 years. It's what inspires our team of over 500 global scientists, including nutritionists and veterinarians, to develop industry-leading pet foods and make those products accessible for more pets everywhere.

We work to continuously learn more about the vital role complete and balanced nutrition plays and how optimal nutrition benefits the pet at every stage of a pet's life. Our key focus areas for nutrition are:

1. Healthy Aging
2. Digestive Health and Comfort
3. Oral Health
4. Healthy Weight Management
5. Healthy Early Development

WE ENDEAVOR TO DEVELOP HEALTHY, COMPLETE AND BALANCED FOOD FOR PETS AT EVERY STAGE OF LIFE



SPECIAL DIETS FOR:

- Canine Athletes
- Sensitive Skin & Stomach
- Grain-Free
- Indoor Cats
- Weight Management
- Dental Health
- Gastrointestinal Health
- Urinary Tract Health
- Breed Size (Toy, Small, Large)



Research and Development

Globally, Purina employs 500+ world-class nutritionists, behaviorists, veterinarians, immunologists and countless other pet experts who are working to improve life for pets. Our experts exhaustively study every area of pet health, including their happiness and physical fitness, in order to help give pets better lives. We share our knowledge through publishing our work in top-tier academic journals and present at major veterinary conferences.

Forging Research Partnerships

In addition to our own research, we fund work at veterinary schools around the world as well as the efforts of organizations that share our high standards of care and compassion for pets. For example, Nestlé Purina U.S. has a long history of supporting the American Kennel Club (AKC) Canine Health Foundation and sharing its mission to help dogs live long, healthy lives. The Foundation funds sound scientific health and genetic research and helps educate dog breeders and enthusiasts by communicating discoveries and information to prevent, treat and cure canine disease. Nestlé Purina U.S. has contributed approximately \$13 million over the past 18 years.

“ Since 1997, the support from Purina to the AKC Canine Health Foundation has helped to provide remarkable exploration into the study of canine health issues. Our mission is to provide all dogs with the best opportunity for healthy lives, which steadfastly matches Purina’s goals. We have a long history together and hope to continue to seek prevention, treatment and cures for all dogs.

- Susan Lilly, CEO, AKC Canine Health Foundation ”

We work with a cadre of leading academics to provide funding for case studies, clinical efficacy studies, and Nestlé Purina Resident Research Grants. An excellent example of our work with the best and brightest in veterinary medicine is the Purina Advisory Council, a 19-member group of world renown veterinarians from various medical specialties who help us to advance pet nutrition, health, and wellness across the globe.

Our Commitment to the Veterinary Profession

Veterinarians play a key role in enriching the bond between pets and people every day. One important way veterinarians do this is through leveraging the power of nutrition to enhance pet wellness and address pet medical conditions. With more than 200 million veterinary visits in the U.S. annually, veterinarians represent the number one influencer of a consumer’s pet food decision and are critical in maintaining the health and well-being of our cats and dogs. Seventy-five percent of U.S. pet-owning households visit their veterinarian at least once per year, resulting in a staggering 202 million veterinary visits annually.



Within the Americas, Nestlé Purina has more than 70 veterinarians on staff who are dedicated to advancing pet nutrition and to forming partnerships that support the veterinary medical profession. These partnerships extend far beyond pet food, ultimately serving to help change the face of veterinary medicine today and tomorrow.

Nestlé Purina has extensive scientific and educational programs across all U.S. veterinary schools. We provide funding for a myriad of professional development opportunities, including our sponsorship of workshops and lectures (on such topics as clinical nutrition, behavior, career management and the human-animal bond), Nestlé Purina Student Scholarships and Nestlé Purina Student Research Grants - all ultimately aimed at supporting the veterinarians of tomorrow.

PARTNERSHIPS THAT MAKE A DIFFERENCE

Through the Nestlé Purina Institutional Development Program we partner with veterinary medical schools in the U.S. to provide funding for scientific training and professional development, and we routinely provide funding for Professorships, Residencies, and Technicians. Ultimately, these partnerships create Nestlé Purina Centers of Excellence at the leading veterinary universities.

Just one of the many partnerships of note in 2014 is between Nestlé Purina and the American College of Veterinary Sports Medicine and Rehabilitation (ACVSMR).

James “Jimi” Cook, DVM, PhD, Diplomate, ACVSMR, shared that “Nestlé Purina serves as an outstanding partner for our efforts to provide the highest quality of comprehensive care for performance dogs and rehabilitation medicine to animals of all types. This sponsorship, in addition to their ongoing support for resident training, conferences, and research, signifies Nestlé Purina’s strong commitment to advancement of veterinary healthcare.”

Nestlé Purina partners with the **American College of Veterinary Sports Medicine and Rehabilitation (ACVSMR)** to benefit sporting dog enthusiasts and the veterinary college. ACVSMR is comprised of board-certified veterinary specialists who study a wide range of canine and equine injuries.



NUTRITION CENTERS OF EXCELLENCE

The installation of Purina Nutrition Centers across 12 of the leading U.S. veterinary schools – including the recently installed facility at University of Georgia College of Veterinary Medicine – represent an unparalleled commitment to advancing the role of nutrition in the care and well-being of canine and feline patients. These innovative centers highlight the important role of nutrition in managing both healthy and sick pets, ultimately resulting in a more integrated educational program and an improved, comprehensive approach to medical care of pets.



Healthy Aging – A Visible Difference through Nutrition

Imagine a pet food that helps an older dog retain a healthy mind. Nestlé Purina has been working for the last 13 years to promote healthy aging, specifically promoting memory, attention and trainability, through nutrition. In early 2015 this nutrition innovation became available for senior dogs in Purina Pro Plan Bright Mind™.

Around age 7, a dog's glucose metabolism begins to change, which can affect memory, learning, awareness or decision making. Through Nestlé Purina research we've shown that we can make a visible difference and promote healthy cognition for aging dogs by formulating medium-chain triglycerides (MCTs) into a senior dog's food. MCTs are sourced from enhanced botanical oils, like coconut oil, and can provide an additional source of energy for the brain to help maintain its structure and function.

A noticeable difference has been documented in dogs over age 7 fed MCTs as part of their daily diet in just four weeks.

"We've documented that we can make a difference if we feed MCTs to older dogs. It really helps their visible signs of aging and helps them think more like their younger selves... When you see it in action, it's very rewarding for us," says Janet Jackson, Vice President and Director, Nestlé Research Center, PetCare.



From a groundbreaking life-span study that found that feeding to an ideal body condition can extend a dog's healthy years, to advances in cognitive research, to new thinking on pet nutrition, Nestlé Purina has made incredible leaps from where the pet industry was just a decade ago.

"We like to take an approach where we focus on an area of need for pets and imagine a future state for the lives of those pets where we have solved the need," says Dan Smith, Vice President, Research & Development.



Quality & Food Safety

The safety, health and well-being of pets is our top priority, and we are committed to providing them with food that is safe, compliant with all relevant laws and standards and of the highest quality.

All U.S. Purina products meet or exceed the pet food standards set by the U.S. Food and Drug Administration, U.S. Department of Agriculture or Association of American Feed Control Officials standards. Nestlé Purina Canada and Latin America comply with all relevant regulations pertaining to pet food in those regions. We go beyond the requirements to provide optimal nourishment for pets. Nestlé Purina has a meticulous quality assurance program for every incoming load of ingredients, and we have ingredient specialists at each of our pet food manufacturing facilities who are trained to sample and analyze incoming ingredients. Our ingredient testing program helps ensure only high-quality ingredients are used in our products. Our quality assurance standards are among the strictest in the industry.

From source to bowl, the quality of our food is assured by taking the following steps:

Suppliers of ingredients for Nestlé Purina products must meet our stringent standards

for ingredient specifications, product safety, sanitation and manufacturing practices.



All of Nestlé Purina’s manufacturing facilities in the Americas have implemented the Nestlé Quality Management System, which is aligned with International Organization for Standardization (ISO) quality standards and certified by independent auditors. The Nestlé Quality Management System is supported by dedicated quality assurance staff at each facility.

Our sophisticated tracking system

ensures important measures of control: All raw ingredients are tracked from time of receipt at our plants through their inclusion in finished products and on to retail stores.

We take a proactive approach to manufacturing pet foods and use **Good Manufacturing Practices and HACCP preventative controls** as part of our comprehensive food safety program. All of Nestlé Purina’s pet food factories in the Americas have implemented Food Safety Management systems which have been certified by independent auditors to meet the internationally recognized FSSC 22002 standard.

- Through the Canadian Food Inspection Agency, our Mississauga, Ontario, factory also achieved USFDA Export certification, which allows export of product to the United States.

99% of Purina brand pet food products sold in the U.S. are manufactured in the U.S. in our company-owned and operated facilities.

In a typical 24-hour production, Nestlé Purina conducts 30,000 documented quality checks involving ingredient/ packaging, receiving, processing and packing.



Environmental Sustainability

Environmental sustainability is a responsibility and an opportunity to create value in how we operate, how we provide value for our consumers and how we contribute to society.

This requires that we produce high-quality, nutritious pet foods in a responsible way, and we're working with stakeholders inside and outside of Nestlé Purina, up and down the supply chain, to find solutions that are good for the environment and good for our business.

Our sustainability related efforts encompass the full life cycle of our products. This means everything from sourcing ingredients responsibly to using energy, water and raw materials most efficiently, to using protective and increasingly recyclable packaging while optimizing the amount of materials used, to transporting products using highly efficient methods.

With 28 factories and more than 10,000 associates in the Americas, the environment is affected by our operations, and we're committed to making the right choices that will create a better world for pets and the people who love them, now and for generations to come. We're continuously working to quantify the impact of our operations and identify short- and long-term ways to use the earth's resources more efficiently.

OUR SUSTAINABILITY APPROACH

- Prioritizing and managing what matters most in terms of our environmental impact
- Looking across our company for ways to increase efficiency, reduce waste and conserve resources
- Working up and down our supply chain to responsibly source our high-quality ingredients
- Learning from others, including our customers, environmental organizations, retailers and companies in other industries



NESTLÉ PURINA POLICY ON THE ENVIRONMENT

Consistent with the Nestlé Policy on Environmental Sustainability and in support of Nestlé S.A.'s worldwide commitment to environmentally sound business practices, our stakeholders and the communities in which we operate, it is the policy of Nestlé Purina to:

- Integrate sound environmental principles, programs and practices into our business operations;
- Strive to reduce pollution and continually improve our environmental performance through application of the Nestlé Environmental Management System (NEMS), including setting annual environmental objectives relevant to our business practices;
- Comply with applicable local, state, provincial and federal environmental laws and regulations; and
- Provide appropriate information, communication and training where necessary to build internal and external understanding of our Company's environmental commitment.

It is our goal to be a responsible and valued member of the communities in which we operate. We believe our efforts to minimize the impacts of our business on environmental resources are essential to achieving this goal. We will work together with others sharing a common interest in and dedication to the environment as appropriate to develop sound, realistic, equitable programs, guidelines and long-term solutions to environmental issues.

SETTING OUR STANDARDS

The Nestlé Supplier Code is at the heart of every business relationship with our suppliers. It sets out the non-negotiable minimum standards that we require our suppliers, and their suppliers and their suppliers throughout the supply chain to respect and implement.

All Nestlé Purina factories in the Americas and our St. Louis Headquarters are ISO 14001:2004 certified – an internationally recognized standard for environmental management systems.

Responsible Sourcing

We're focused on ensuring that our raw materials are produced responsibly – and it starts by working closely with our suppliers and others to better understand our supply chain, identify the issues and opportunities that matter most and improve our performance over time.

Because each supply chain has its own characteristics and issues, across Nestlé, including Nestlé Purina, we've implemented material-specific requirements consolidated in our Nestlé Responsible Sourcing Guidelines to help our suppliers improve their practices, where necessary, and ensure they meet international standards and Nestlé policies.

Seafood has been Nestlé Purina's largest effort to date, and good progress has been made through Nestlé Purina's leadership of Nestlé's seafood Responsible Sourcing Guidelines with respected Non-Governmental Organization partners that help us apply tools and expertise to assess source fishery health and track our supply chain.

Nestlé Purina is also involved in the implementation of Responsible Sourcing Guidelines for soy, and NGO partnerships are in place to track the supply chain in Brazil, Argentina, Europe and the U.S.

“Nestlé Purina demonstrated a strong commitment to their Responsible Sourcing Guidelines in the seafood sector in 2014. This effort established a solid foundation to build upon in 2015.”

– Sam Grimley, Sustainable Fisheries Partnership

In January 2014, Nestlé Purina engaged with the Sustainable Fisheries Partnership (SFP) to identify and assess fishery sources of our seafood raw materials and engage in improvement efforts for high-risk supplies. As a result, Nestlé Purina is now able to determine that our products originated from at least 123 different wild source fisheries globally, with 74 of those fisheries deemed responsibly sourced using SFP analysis. We continue to collect more information to be able to characterize the remaining fisheries and are considering participation in the Fishery Improvement Project where it makes sense.

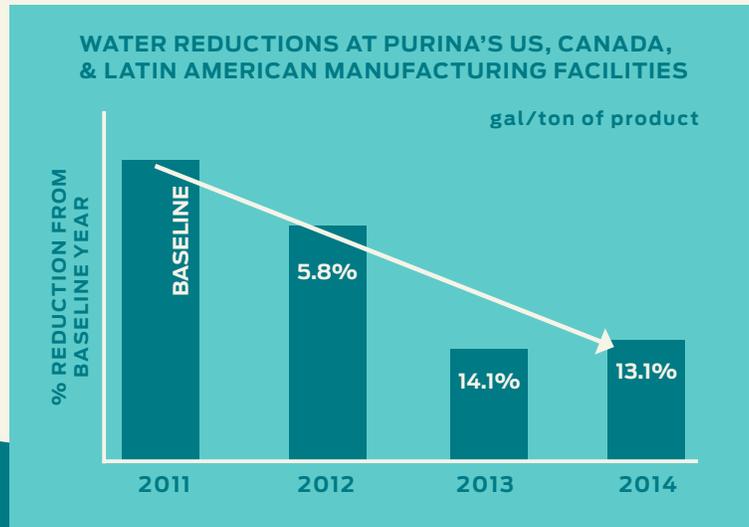
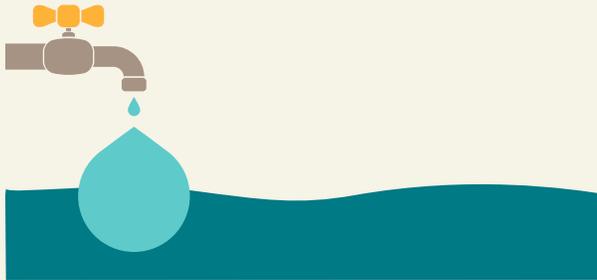
Operations Impacts

Our business relies on natural resources, and we're taking positive steps to help protect them by continuously improving the environmental impact of our business activities and our products to make our operations more efficient and deliver value for our company and stakeholders.

As a manufacturer, our focus areas are reducing solid waste and greenhouse gas emissions and improving the efficiency of water and energy used.

Water

To help conserve this precious resource, we've put a significant amount of focus on where we use the most water: our wet pet food manufacturing sites. We've achieved substantial improvements in water efficiency over the last decade.



Waste

Waste is defined as any material that arises during manufacturing or distributing a product that is destined for final disposal to offsite landfills. Our ambition is to achieve zero waste to landfills by 2020. Nestlé Purina's manufacturing facilities continue to reduce food waste and optimize resources used. Our operations team works with our manufacturing facilities to identify the root causes of the waste at the source, and directs improvement programs to significantly reduce the generation of waste in our pet food processes.

After reducing the generation of waste, we identify ways to recycle any waste that is feasible to avoid sending it to landfills. The last step in our process is to divert the remaining waste away from landfills to compost or off-site incinerators with energy recovery from the processes.

Our ambition is to achieve zero waste to landfill by 2020

Waste Reduction in Focus

In 2014, our Oklahoma City and Clinton, Iowa, factories achieved a combined 86 percent reduction of landfilled food waste through in-process reductions and composting.

The Oklahoma City factory also has the lowest energy usage per ton of all Nestlé Purina's dry pet food factories, thanks to redesigned lighting, weekend energy shutdowns and efforts to reduce compressed air leaks.

Recycling

In 2014 our U.S. Headquarters recycled nearly 516,000 pounds of material through single-stream recycling, as well as more than 163,000 pounds of metals. Recycling of cardboard, paper, aluminum and plastic takes place in the majority of our workplaces in the Americas.



Engaging Associates

Nestlé Purina's associate volunteers in the U.S., known as the Green Paws team, help their colleagues at the St. Louis Headquarters act as good environmental stewards at work and at home. They volunteer to collect recyclables at St. Louis Cardinals games, host sustainability speaker programs and help their neighbors become more environmentally aware with efforts by the team to improve community gardens. The passionate team began a pilot program in 2014 to make double-sided, grayscale printing the default on all of the printers in St. Louis in 2015.

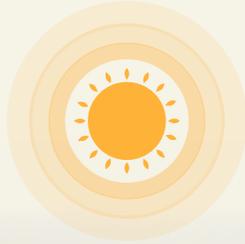
Reducing Energy Use

We use renewable energy at a number of sites to supplement our power mix.

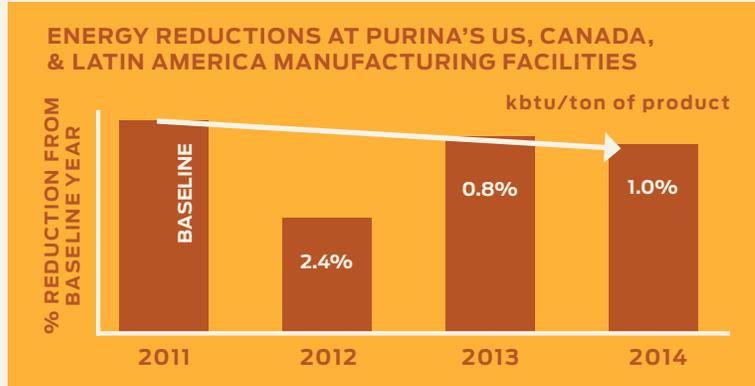
SOLAR

Nestlé Purina has solar arrays at five locations and annually generates over 1 megawatt of solar power, some of which is returned to the local utility.

- Atlanta
- Denver
- Flagstaff, Ariz.
- St. Joseph, Mo.
- St. Louis



In the U.S., more than 20 percent of the total electricity used by all pet food plants came from renewable resources in 2014.



HYDROELECTRIC

Nestlé Purina's Dunkirk, New York, factory derives 67 percent of its total electricity from renewable sources – mostly hydroelectric power from Niagara Falls.



WE HAVE IMPLEMENTED COGENERATION

The production of two types of energy – electricity to power the factory and thermal energy to dry litter – from one source, at our Maricopa, California, factory. This allows us to get the most out of the energy that we use there. The 1 megawatt cogeneration unit powers nearly 82 percent of the factory's electrical usage.

Improving Building Efficiency

At both our factories and our Headquarters, we seek out ways to make improvements to our existing buildings, such as migrating to more energy-efficient LED (Light Emitting Diode) lighting, optimizing HVAC (Heating, Ventilation and Air Conditioning) systems, monitoring energy and sustainability metrics, using "green" cleaning methods, and installing low-water-use fixtures.

Certifications

LEED (Leadership in Energy and Environmental Design) is a globally recognized standard identifying achievement in green building design, construction and operations encompassing multiple environmental efforts, including water and energy efficiency, sustainable purchasing and waste management.

NESTLÉ PURINA LEED CERTIFICATIONS

- LEED Gold (St. Louis)
- LEED Silver (Oklahoma City)
- LEED Silver (Gray Summit)

The St. Louis Headquarters has two buildings that have achieved the U.S. Environmental Protection Agency's Energy Star Certification.

Packaging

The packaging of our products is crucial to preventing food waste, guaranteeing our high-quality standards and informing our consumers. In addition to optimizing the weight and volume of our packaging, we also use packages with a percentage of recycled content and paper products from sustainably managed forests. We help inform and encourage consumers to recycle our packages where recycling is possible.

Consumers can visit Purina.com in the Sustainability section to learn more about recycling their pet food packages by product type.

Our first pressed-fiber package, which is fully recyclable, premiered in January 2015 with the launch of Purina Pro Plan brand Renew™ – a 100 percent natural cat litter made of cedar and corn cob. The jug is made from 93 percent recycled materials. The molded pulp in the jug comes from recycled newspapers, cardboard and corrugated materials. When empty, the package is fully recyclable in most communities in curbside pick-up where available, or community recycling centers.

Since 2013, Nestlé Purina Latin America has reduced its consumption of flexible plastics by nearly 30,000 pounds and cardboard cartons and corrugate by more than 100,000 pounds by reducing the size of cardboard or reducing the thickness of plastics.



Transportation and Distribution

We look for the most efficient way to deliver our products to consumers and their pets.

Here are a few ways we're taking steps to optimize the environmental impact of transportation:

- We began a pilot program with UPS in 2014 to help offset greenhouse gas emissions from the small package delivery of product from our e-commerce and veterinary businesses in the U.S. In its first month, the carbon neutral shipping program offset the equivalent of approximately 224 metric tons of carbon dioxide (MT CO₂e) emissions.
- We are reducing our carbon impact in the U.S. by using SmartWay® vendors who are continuously improving their efficiency. More than 93 percent of Nestlé Purina's U.S. domestic products by spend are shipped by carriers that are members of the EPA's SmartWay energy efficient transportation program. SmartWay partners, including those who transport Nestlé Purina's U.S. products, have saved 121 million barrels of oil since 2004. This is equivalent to taking more than 10 million cars off the road annually.
- Slip sheets – thin, pallet-sized sheets – are used where possible in place of wooden pallets for U.S. shipments. This reduces the weight of loads, allowing more product weight per truckload and potentially reducing the number of trucks on the road. Use of slip sheets eliminates the need for one in 20 trucks as well as the need to transport pallets back and forth. In addition, the slip sheets can be recycled.



People

In the Americas, Nestlé Purina is nearly 11,000 strong. Our success relies on our associates' ability to create and innovate – in business and in their communities. Pets may be the main focus, but associates also enjoy a safe and friendly workplace, unique benefits and a sense of pride, all of which have led to long tenures. We challenge our associates to push the limits of innovation, inspire the world, pioneer new brands and revolutionize the bond between pets and the people who love them.

Culture

Our company would not be what it is today without our unique culture, which stems from our founder, William H. Danforth.

In 1920, Mr. Danforth wrote a motivational book called “I Dare You,” which spelled out his Four Talls. He wrote, “I Dare You to Stand Tall, Think Tall, Smile Tall and Live Tall.” Those principles were the cornerstone of his philosophy, a set of values that has guided our business for generations. Our associates know and cherish our history and believe the Talls still resonate today in their own lives. We work hard to instill those values into our new associates so that they can carry on our tradition and culture well into the future. A fifth “Tall,” Innovation, was added in the U.S. in 2009.

Pets at Work

At our headquarters offices in St. Louis and Mississauga, you'll find plenty of pets hanging out with their owners while they work (or playing in our dog parks). That's because pets are at the center of not just our lives, but our workdays, too. Studies show that the benefits of having pets at work are numerous. Aside from providing companionship, increasing our happiness and lowering stress/blood pressure levels, our pets inspire us everyday to be better and to develop the best products on the market.

PET ADOPTION BENEFIT

Nestlé Purina offers U.S. and Canadian associates a \$200 Purina Pet Adoption Benefit if they choose to adopt or purchase a dog or cat. The program helps offset costs associated with adopting or purchasing a pet, and since its inception in 2012, more than 550 associates have taken advantage of the benefit.

JOB GROWTH

5.1%
United States

1%
Canada

*Figures from 2014

Awards

Nestlé Purina is frequently recognized for our positive work environment, focus on our associates and career opportunities. To us, each award is a true testament to the culture at Nestlé Purina and shows that the company not only has a passion for pets, but also strives to improve the quality of our associates' lives at work. Here is a sampling of some of the awards we are proud to have received in the U.S. recently:

- Best Place to Work (#3) – Glassdoor (2015)
- Best Places to Work – St. Louis Business Journal (2015)
- Best Places to Work for Recent Grads – Symplicity (2015)
- Top Workplaces – St. Louis Post-Dispatch (2015)
- Best Places to Work (#10) – Glassdoor (2014)
- Best Places to Work for Recent Grads – Experience (ConnectEDU) (2014)
- St. Louis Healthiest Employers – St. Louis Business Journal (2014)
- Fit Friendly Company – American Heart Association (2014)
- Top Workplaces – St. Louis Post-Dispatch (2014)
- Outstanding Employer Brand Website – WebAward (Web Marketing Association) (2014)
- Operational Excellence in Manufacturing – Buffalo Business First (2014)
- Role Model Company – Starkloff Disability Institute (2014)



Safety

Nestlé Purina's commitment to our associates and their well-being is demonstrated by our continuous efforts to improve our safety management system. Our teams work to prevent injuries by eliminating or minimizing occupational safety and health risks. In support of this commitment, the St. Louis Headquarters successfully attained OHSAS 18001 certification in 2014 while all of the Nestlé Purina factories in the U.S., Canada and Latin America maintained their certification status.

Safety Training

To promote a safe workplace, Nestlé Purina has developed and effectively sustains a behavior-based safety program, and we also conduct an annual online safety training program in the U.S. Nestlé Purina Latin America effectively sustains a "Friends Helping Friends" program, with the goal of 100 percent critical basic safety behavior identified and communicated with all associates.

I Take Care

In the U.S., we are challenging associates to make the commitment to "Take Care" of themselves and those around them by launching a campaign ("I Take Care") to help provide associates with the information and tools needed to make better and more informed decisions about safety and health – at home, at work, at play and on the road.



Diversity and Inclusion

We strive to cultivate a work environment that enhances diversity at every level of the organization, provides equal opportunities and ensures people are always treated with dignity and respect.

As part of our commitment to Diversity and Inclusion, we:

- Partner with diverse community organizations (see sidebar)
- Are proud to help veterans of the U.S. Military use their unique training and skills within our organization.
- Started a Diversity and Inclusion Council in 2014 that represents a healthy mix of differences across job levels, generations, gender and race/ethnicity and focuses on how to encompass Diversity and Inclusion at Nestlé Purina through four strategic areas: workforce, community, culture and the marketplace. The Council also hosts speaker series and events to celebrate Hispanic Heritage and Black History Month, as well as runs an Ambassador program.
- Have a portfolio of Diversity and Inclusion training courses for all levels of associates and leaders.
- Are proud of our partnership with the St. Louis Business Diversity Initiative's Fellows program, which allows high-performing minority talent to help support our core values through leadership development relationship building and civic engagement. More than 30 Nestlé Purina U.S. associates have graduated from the program.
- Develop women leaders: The Women's Leadership Forum in the U.S. and the St. Louis Women in Business Network advance the professional development, leadership skills and personal growth of women with a goal of creating balanced leadership and an inclusive, diverse culture.

We sponsor and support the following diverse community organizations in the U.S.:

- The Diversity Awareness Partnership
- INROADS
- National Sales Network
- OCA Asian Pacific American Advocates
- St. Louis Business Diversity Initiative
- The Mission Continues
- Starkloff Disability Institute
- Hispanic Chamber of Commerce
- Human Rights Campaign (HRC)

We are proud of our Human Rights Campaign Corporate Equality Index Score of 95% for 2015.

Investing in Our People

The key to building a successful company is attracting and retaining world-class talent. Our associates benefit from regular performance reviews, career development opportunities, skill-based courses and leadership training. Nestlé Purina in the Americas offers a range of learning and development opportunities online and in the classroom, whether through experiential assignments; mentoring and coaching; or acquiring knowledge through books, online programs or classes. We provide associates with more than 2,800 professional development and e-learning courses. Further, associates have access to over 6,000 research reports, journals and reference books.



I believe we are on a journey that will take diversity and inclusion to the next level.

- Annette Morris, Director and Head of Diversity, Inclusion and Gender Balance.



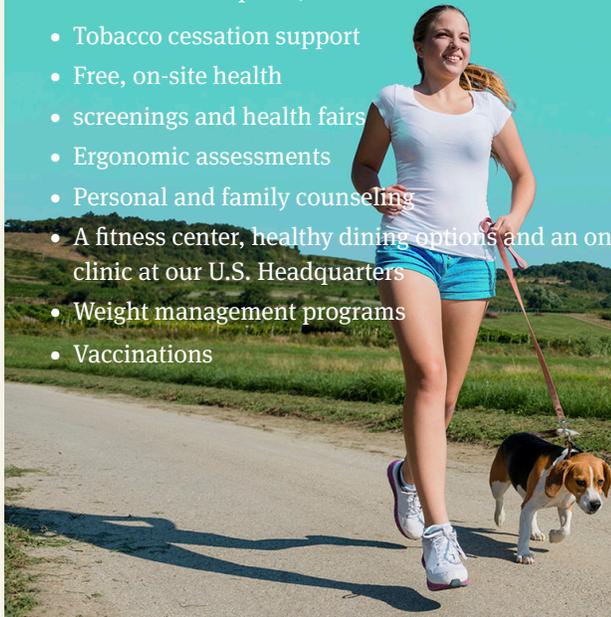
Career Development Programs

Nestlé Purina launched a pilot Rotational Development program in the U.S. in 2014. In select departments, we offer a 12-month immersion program to develop future business leaders and for associates to broadly experience other business units. In addition, we have trainee programs in the U.S., Canada and Latin America that help prepare associates for managerial roles in Marketing, Sales, Technical and Supply Chain.

Employee Health & Wellness

We believe not only in good health for the pets we serve, but also good health for the families of these pets – and for our Purina family, too. We focus on promoting healthy lifestyles and behaviors, managing stress and developing site-specific initiatives to improve health. Nestlé Purina offers competitive benefits to meet the needs of our associates and their families. Beyond our health insurance plans, we offer:

- Tobacco cessation support
- Free, on-site health screenings and health fairs
- Ergonomic assessments
- Personal and family counseling
- A fitness center, healthy dining options and an on-site health clinic at our U.S. Headquarters
- Weight management programs
- Vaccinations



Nestlé Purina supports a healthy lifestyle for pets and pet owners. More than 65,000 dog owners have joined the Purina Pro Plan group on MapMyFitness.com. The Pro Plan P5 training app for mobile devices is integrated with MapMyFitness so pet owners can track their workout progress with their dog and bring out new talents with lessons taught by the experienced trainers of the Pro Plan Performance Team.

In 2014 in St. Louis, Nestlé Purina introduced “Simply Healthy,” a food station in the Headquarters’ cafeteria that features fresh, healthy, local and in-season items that meet nutritional guidelines set by the American Heart Association.



Associate Feedback

We welcome candid feedback from associates so we can learn what works and what needs to improve. We ask for – and act on – associate feedback in a variety of ways. All associates in the Americas participated in Nestlé-wide or market-level surveys in 2014. Leadership uses the poll results to further improve on areas of strength and address opportunities.

Recognition

Nestlé Purina fosters a culture of recognition and appreciation for our associates. We offer corporate-wide programs as well as location-specific programs, in addition to company-wide events that celebrate major achievements.

U.S. ASSOCIATE SURVEY RESULTS

95%

of associates say they are proud to work for the company

96%

of associates say they “believe strongly in the products and services the company provides”

Community Development and Pet Welfare

Nestlé Purina in the Americas is committed to serving the needs of communities where we live and work. Giving takes many forms – through philanthropy, volunteerism and sharing expertise with non-profits.

We believe in helping the communities that have allowed us to flourish, grow and prosper. We have a rich history of community involvement in our U.S. Headquarters city of St. Louis and in the communities where we operate manufacturing facilities.

Charitable Giving

We believe pets and people are better together – that’s why our primary giving focus is centered around the well-being of pets and the people who love them. We know that owning a pet can increase a person’s happiness and reduce stress, so by supporting pets and pet welfare causes across the Americas, we’re also creating value for pet owners in return.

\$8 MILLION

In 2014, Nestlé Purina donated approximately \$8 million to pet-related charities and other community organizations and civic groups across the Americas.

“Purina associates always jump right in to the heart of our mission. They ask great questions, give us wonderful professional advice and show genuine interest in the social issues we address.”

– Jessica Brandon, Executive Director, Guardian Angel Settlement Association, one of Purina’s long-standing partners in the U.S.

CHARITABLE GIVING SPOTLIGHTS

U.S.: We are proud of our strong partnership with **Gene Slay’s Boys’ Club of St. Louis**. For 15 years, we have contributed more than \$400,000 to support the organization’s mission of improving the lives of at-risk, marginalized, and underserved youth by equipping them with the skills they need to make good choices and become successful adults.

U.S.: The Atlanta factory made a contribution of \$25,000 to renovate the Dog Adoption Center at the **Atlanta Humane Society (AHS)**, one of the oldest animal welfare organizations in the south. This grant facilitated the installation of new lighting, canine kennels, and computers for potential adopters to be able to browse a comprehensive list of pets available at all AHS locations.



Nestlé Purina has a long history of giving to the United Way, and in 2014, together with Headquarters and factory associates, we donated more than

\$1.65 MILLION

to campaigns across North America.

CANADA: Nestlé Purina Canada proudly sponsors eight service and guide dog organizations across the country:

- Alberta Dog Guides
- British Columbia Dog Guides
- Canadian Guide Dogs for the Blind
- Dogs with Wings
- Fondation Corazon
- Lions Foundation of Canada Dog Guides
- National Service Dogs
- Pacific Assistance Dogs

Through this partnership, we supply Purina Pro Plan to all of the puppies in training and the service dogs. Purina fuels the work days of these dogs so they can provide comfort and independence to Canadians coping with visual or hearing impairments, or those managing diabetes, autism or post-traumatic stress. We know the importance of these dogs in the lives of those who need them.

Employee Volunteerism

Nestlé Purina associates across the Americas are passionate individuals who support countless organizations in the communities where we operate. Many of our associates serve on boards of nonprofit organizations with which they are involved, and associates in the U.S. can request Purina pet care baskets to donate to an approved charity of their choice.

Many of our Nestlé Purina departments enjoy serving the community as a team. In 2014 groups built bikes for teens in need, made arts and crafts with children at a daycare in an underserved neighborhood and cleaned and weeded a play yard at a shelter for women and children.

U.S.

In addition to helping connect individuals and departments with volunteer opportunities, we also organize company-wide volunteer activities during our United Way campaign and celebrate PetCare Pride Day – an annual day of community service.

In St. Louis, associates logged more than 1,500 hours volunteering on PetCare Pride Day. Activities included:



Building 34 dog houses, 190 dog and cat beds and 25 cat scratching posts for local animal shelters

VISITING NURSING HOMES WITH OUR REGISTERED PET THERAPY DOGS

Our factories also participate in PetCare Pride Day. This year, our Fort Dodge, Iowa, associates volunteered to help build a dog park at a local animal shelter. In addition, funding from Nestlé Purina and an associate donation drive greatly offset ongoing operations costs for the shelter, and the creation of the park provides a much desired amenity for the community that was previously unattainable. Associates continue to visit the park weekly to trim the grass, retouch paint on equipment and assist with the shelter's daily needs.

SPRUCING UP THE LANDSCAPING AROUND OUR CITY'S LARGEST FARMER'S MARKET

Making 135 fleece blankets that were donated to area children's hospitals, and another 135 blankets that were made to keep dogs and cats warm at local animal shelters



Assembling 1,000 new pet owner kits for area shelters

RENOVATING A RECREATION CENTER THAT OFFERS PROGRAMMING FOR CITY RESIDENTS AND AN AREA ANIMAL SHELTER

PREPARING 6,500 READY-TO-EAT MEALS AND 1,000 TOILETRY KITS FOR THE HOMELESS



Nestlé Purina is exploring new ways to accelerate and invest in innovation in the pet care category, particularly in our hometown of St. Louis.

We actively look to partner and get involved in St. Louis' expanding entrepreneur, innovation and investment ecosystem, and in 2014 Nestlé Purina became a founding sponsor of two business incubators that house medium- and early-stage start-up companies. Nestlé Purina collaborates with local entrepreneurs to generate ideas that can solve challenges that are of interest to both parties; provides guidance on making offices in the business incubator more pet friendly; participates in speaking engagements at local universities; and more to help support a goal of making St. Louis a place where entrepreneurs want to start and grow new businesses in the pet care space.

Commitment to Pet Welfare

Real pets. Real people. Real change.

The world of pet welfare goes far beyond shelter walls and into envisioning what we can do to create a better world for pets and the people who love them. Guided by a passion for pets, we're committed to using our scale to do more than just donate.

We are dedicated to making sure the world gets to know shelter pets as they really are – friendly, attractive and wonderful lifelong companions. That's why, in collaboration with shelters, we have created tools and resources to help more shelter pets get adopted.

U.S.: Nearly 6 million pounds –\$19 million in retail value – of Purina pet food, treats and litter was donated to more than 940 animal welfare organizations in the U.S. in 2014.

Meet our Partners:

- ▶ Adoptapet.com
- ▶ Animal Protective Association of Missouri
- ▶ Animal House Fund
- ▶ Animal Humane Society
- ▶ Atlanta Humane Society
- ▶ Cat Adoption Team
- ▶ HALO Animal Rescue
- ▶ Humane Society of Boulder Valley
- ▶ Humane Society of Broward County
- ▶ Humane Society of Greater Miami
- ▶ Humane Society of Missouri
- ▶ Jacksonville Humane Society
- ▶ Michigan Humane Society
- ▶ Nebraska Humane Society
- ▶ North Shore Animal League
- ▶ Rescue Bank
- ▶ San Francisco SPCA
- ▶ Shelter-Me Photography, INC
- ▶ Shelter Art Foundation
- ▶ SPCA Serving ERIE County
- ▶ St. Louis County Animal Care & Control
- ▶ Tony La Russa's Animal Rescue Foundation
- ▶ Virginia Beach SPCA

CANADA:

- Nestlé Purina Canada is proud to support registered animal rescue and education organizations, large and small, across the country, including SPCAs, community leash-free parks and rescue groups in remote communities in Canada. In 2014, Nestlé Purina Canada contributed \$32,000 to these charities and rescue groups to help homeless pets.
- Nestlé Purina Canada also donated \$250,000 to more than 75 registered animal shelters and rescue groups across the country.

LATIN AMERICA:

- Nestlé Purina supported more than 50 animal welfare organizations throughout Latin America with more than 1 million pounds of pet food, benefiting thousands of pets.
- Nestlé Purina also sponsors Kanine + Search and Rescue (KSAR), a program of the Red Cross, by assisting with marketing efforts and donating Purina Pro Plan for the canine unit.
- We continue to support several guide dog and rescue organizations, like the Brigada de Rescate Topos Tlatelolco in Latin America. The association is known worldwide for its support of national and international disasters, like earthquakes and tsunamis. Purina contributed several tons of Purina Pro Plan dog food and special vests in 2014 for 100 rescue dogs at the organization.



For over 12 years, Nestlé Purina has been an outstanding corporate supporter of United Way Centraide across Canada and has raised over \$1 million. In addition to a generous corporate gift, Nestlé Purina employees collectively donate their time, talent and resources to run an inspiring campaign each fall to help support the communities where they live and work. Thank you Nestlé Purina - together we are moving people from poverty to possibility, helping kids be all that they can be and building strong communities. Together, we are possibility.

- Meredith Burke, Manager, Resource Development, United Way of Peel Region



Meet the Real Me (U.S.)

Meet the Real Me was developed as a research-based and insight-driven marketing resource for shelters to utilize as they look for ways to break down barriers that people have about adopting shelter pets. Practical solutions that can be easily implemented in a shelter setting have been crafted, in conjunction with partners at Shelter Me Photography and the Shelter Arts Foundation, and have been proven to increase a pet's chance for adoption. The annual e-magazine and free toolkits are able to provide access to expert advice to all shelters.



Along with helping shelters market their pets better, in 2014, we created the Meet the Real Me consumer campaign in St. Louis to help increase awareness for the incredible pets in our shelters and help their chances for adoption.

The campaign reached more than 40 million people, and traffic to Petfinder in the St. Louis market increased by 27 percent during the campaign.

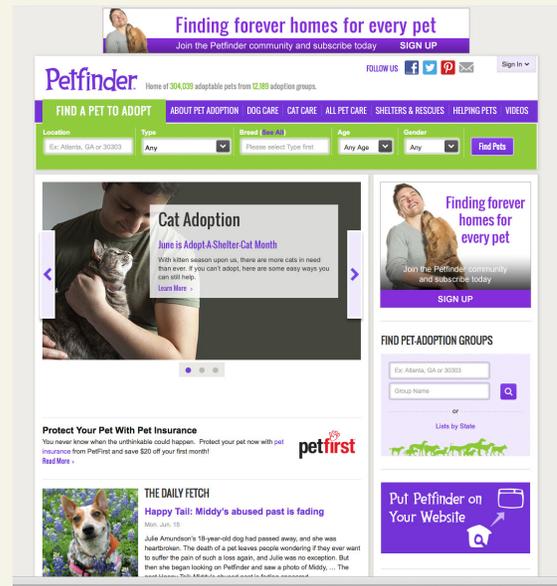
RESCUE BANK (U.S.)

In 2014, Purina forged a partnership with Rescue Bank to donate our products from plants and distribution centers to where they're needed to support pet rescue, rehabilitation, and adoption in a more efficient way. Rescue Bank operates on the national food bank model to serve community-based animal rescues and shelters across America.

PETFINDER IMPACT ON ANIMAL WELFARE

Petfinder.com collaborates with over 13,000 animal shelters and rescue organizations across the U.S., Canada and Mexico to provide the largest and most successful searchable database of animals who need homes. Since its inception, Petfinder has helped find homes for more than 25 million pets.

Petfinder shelter outreach builds and supports relationships with a diverse network of animal welfare organizations. The team provides continuing education, industry content and programming for Petfinder member organizations to facilitate pet adoptions via a dedicated professional site, Petfinder Pro. Grant opportunities are available exclusively for Petfinder member organizations through our non-profit partner, Petfinder Foundation.



PETFINDER BY THE NUMBERS

13,000+

animal shelters and
rescue organizations

25 million

successful adoptions to date

\$850,000

total grants distributed by
Petfinder Foundation annually

325,000

adoptable pets available
across North America

12 million

site visits monthly

ADOPTION OPTIONS

Petfinder's Adoption Options is a free multi-city animal welfare workshop tour across North America. Petfinder is proud to bring nationally recognized speakers to local communities. Presented in conjunction with Petco Foundation, each Adoption Options is geographically customized for employees and volunteers of local animal shelters and rescue organizations. These single-day workshops cost nothing to attend and cover topics focused around the placement, promotion and behavior of homeless pets. Approximately 2,000 animal welfare professionals and volunteers attend annually.

2014 LOCATIONS

San Juan, PR	Houston, TX	St. Louis, MO
Boise, ID	Halifax, NS	Boston, MA
Salt Lake City, UT	Portland, ME	Parkersburg, WV
Memphis, TN	Seattle, WA	Indianapolis, IN
Birmingham, AL	Redmond, OR	Los Angeles, CA
Atlanta, GA	Billings, MT	Tampa, FL
Charlottesville, VA	Casper, WY	
Charlotte, NC	Wichita, KS	
St. Cloud, MN	Washington, DC	
Dallas, TX	Madison, NJ	

**In Colombia in 2014
Nestlé Purina pioneered
the pet adoption website
Cosas de Perro to unify
pets and people as well
as support the animal
welfare organizations that
facilitate the adoptions.**

PURINA PARTNERS WITH URIPALS TO HELP PEOPLE AND PETS LIVE SAFELY

In March 2014, the Urban Resource Institute (URI) and Nestlé Purina teamed up again in support of URIPALS – New York City’s first initiative to allow victims of domestic violence to enter shelters with their pets. The partnership began when we supported URIPALS’ first initiative to allow victims of domestic violence to enter shelters with their pets. Now, Purina has sponsored the Purina Play Haven and Dog Park, which gives families at URI’s largest emergency shelter in New York City a safe and calming retreat in which they can heal together. URI and Purina are working together in reducing barriers for safety for families with pets in domestic violence situations, and we hope to continue helping them raise awareness about the impact of abuse on the whole family – including pets. This continued partnership more fully allows families with pets to receive the safety and care they need in times of crisis, with the understanding that pets are also a major part of the healing process.

STUDIES SHOW THAT AS MANY AS 48 PERCENT OF DOMESTIC VIOLENCE VICTIMS STAY IN ABUSIVE SITUATIONS OUT OF FEAR OF WHAT WOULD HAPPEN IF THEY LEFT THEIR PETS BEHIND.

Dog Parks

Several Purina brands supported dog parks in the U.S. and Latin America in 2014. Beneful® unveiled its fourth half million dollar Dream Dog Park transformation in Prescott, Ariz.; Dog Chow® helped build three dog parks in Peru; and Purina ONE® donated \$25,000 to renovate a dog park in North Carolina.



BRANDS IN ACTION IN 2014

PRO PLAN RALLY TO RESCUE®

Small rescue groups play a major role in providing care and finding homes for rescued pets. However, they are often unheard and unseen. Purina Pro Plan Rally to Rescue is committed to helping these groups get the funding, awareness and support they need. They assist hundreds of small rescue groups across the country by providing them with promotional support, marketing materials, networking opportunities and the strength and nourishment of high-quality, Purina Pro Plan nutrition. Since 2005, Rally to Rescue has provided millions of pounds of Pro Plan dog and cat food. In 2014, Pro Plan provided more than 281,000 pounds of food to hundreds of animal welfare groups nationwide.



SOCIAL MEDIA GENERATES DONATIONS

Through social media campaigns in 2014, Nestlé Purina donated 50,000 pounds of Purina Pro Plan cat food to 137 animal welfare organizations nationwide; Friskies® contributed 300,000 meals to cats in shelters and we also supported Adopt-a-Pet.com with a donation of \$50,000.

PURINA CAT CHOW®

For the second consecutive year, Purina Cat Chow worked with 50 cat shelters across the United States (one in every state) to continue to improve the lives of cats through much-needed renovations to the shelters that support them and helping them find forever homes through adoption events. For the 50 shelter partners, Purina Cat Chow donated \$325,000 in total, conducted three major shelter renovations, helped adopt 35 cats at branded events, donated 740 hours of volunteer time and impacted the lives of more than 86,600 cats.



Responsible Pet Ownership and Education

Pet Advocate Leaders (PAL) in the U.S.

For more than 30 years, Nestlé Purina has funded and facilitated the Pet Advocate Leadership (PAL) program, designed to educate urban youth in St. Louis about the workplace and to empower them to be more engaged within their communities. Annually, we provide more than \$100,000 to support this program that educates teens about pet welfare issues and helps them develop leadership, presentation, peer education, career and important life skills.

Purina Farms in the U.S.

Purina Farms in Gray Summit, Mo., is a unique 350-acre attraction that celebrates the many ways that animals enrich our lives. At the Visitor Center, which is operated at no cost to guests, pet lovers of all ages can interact with a variety of dogs, cats and barnyard animals that teach us about compassion, responsibility and unconditional love. Also on the property, the Purina Event Center, a state-of-the-art 84,000-square foot facility that hosts more than 150 events annually, allows canine and feline enthusiasts to showcase their expertise in breeding and handling through competitions as well as serves the animal welfare community through fundraisers and other pet-related events.

PURINA FARMS PETS IN THE COMMUNITY PROGRAM

Dog trainers from Purina Farms and their rescued dogs travel to schools, hospitals and other community locations and events around the Greater St. Louis area to entertain audiences with flying disc performances while educating them on responsible pet care.

50,000+

CHILDREN AND ADULTS REACHED

25+ SCHOOLS, HOSPITALS, CAMPS
& REHABILITATION FACILITIES

LESSONS LEARNED:

The power of giving second chances and the importance of looking for the potential in every person and pet



PawsWay in Canada

The Friskies® Playhouse at PawsWay, a pet-focused education center in Toronto, Ontario, officially launched in April 2014, with key partner, the Toronto Humane Society (THS). Each week, adoptable cats take up temporary residence in the Friskies Playhouse. Stealing the spotlight on PawsWay’s main floor, the cats live in a spacious, fully enclosed playhouse filled with interactive enrichment activities. Since its opening, PawsWay has found homes for 34 cats and kittens. Our PawsWay staff are also trained and certified to screen, interview and approve adoptions on behalf of THS.

PawsWay also worked with other rescue organizations for specific events, like the Rescue Me weekend where we housed approximately 10 rescue organizations ranging from Toronto Animal Services to more grassroots organization like Toronto Cat Rescue or Chihuahua Rescue.

Latin America

Nestlé Purina shares its responsible pet ownership message with tens of thousands of adults and children annually through in-school programs, like Tarea Escolar, and partnerships with organizations like Zoonosis, a foundation in Colombia.



