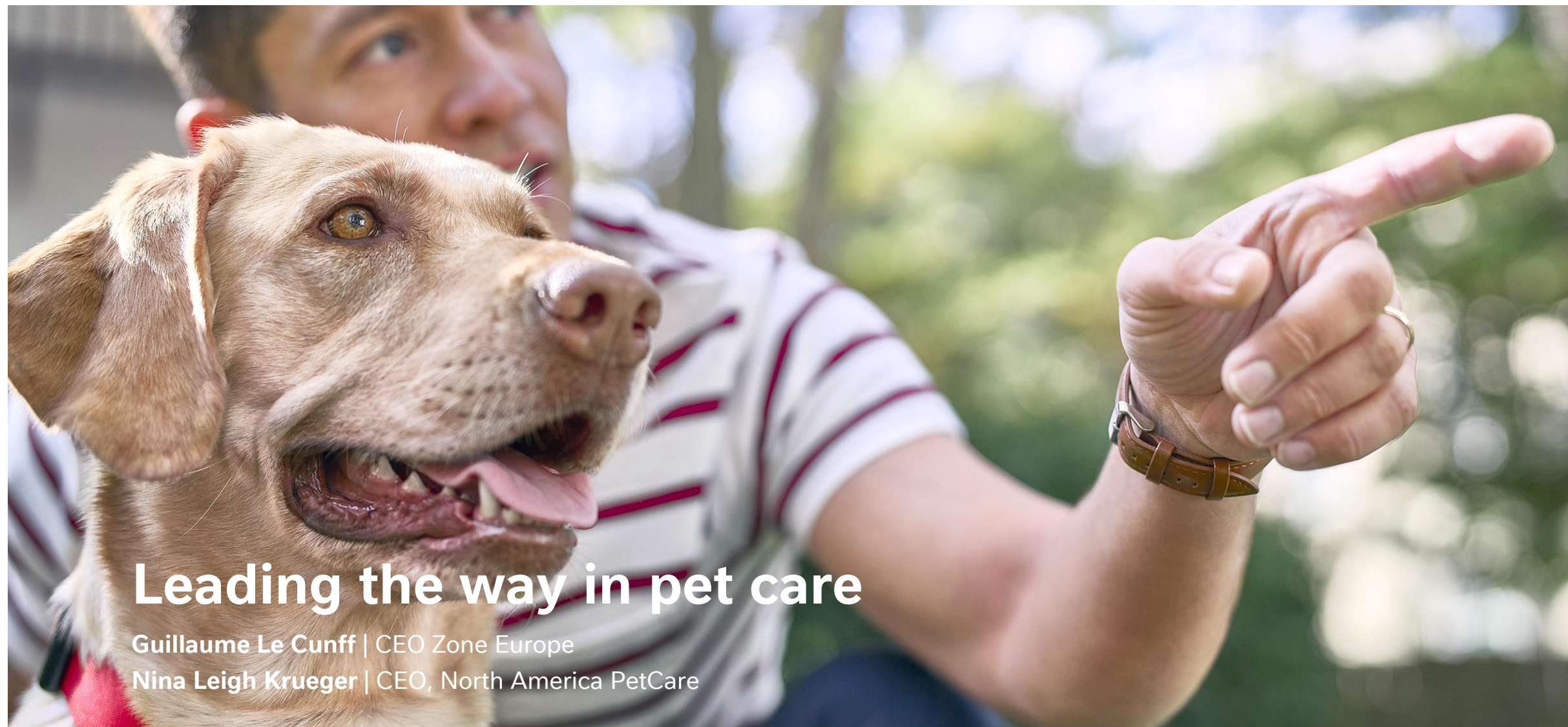




Nestlé Capital  
Markets Day 2024



# Leading the way in pet care

Guillaume Le Cunff | CEO Zone Europe

Nina Leigh Krueger | CEO, North America PetCare

# Purina PetCare overview

## Performance

**18.9 bn**  
2023 sales (CHF)

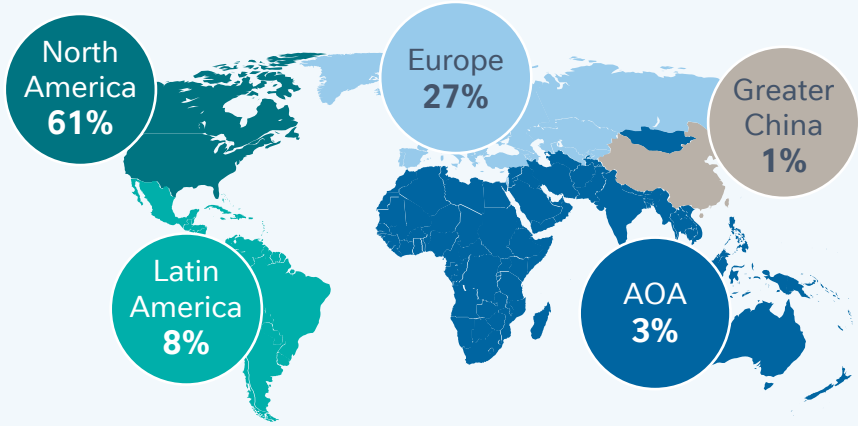
**20.7%**  
2023 UTOP margin

**13.1%**  
3-year average OG  
(2021-23)

**20.7%**  
Market share<sup>1</sup>

## Footprint

### Where we sell



### What we sell



## Our position

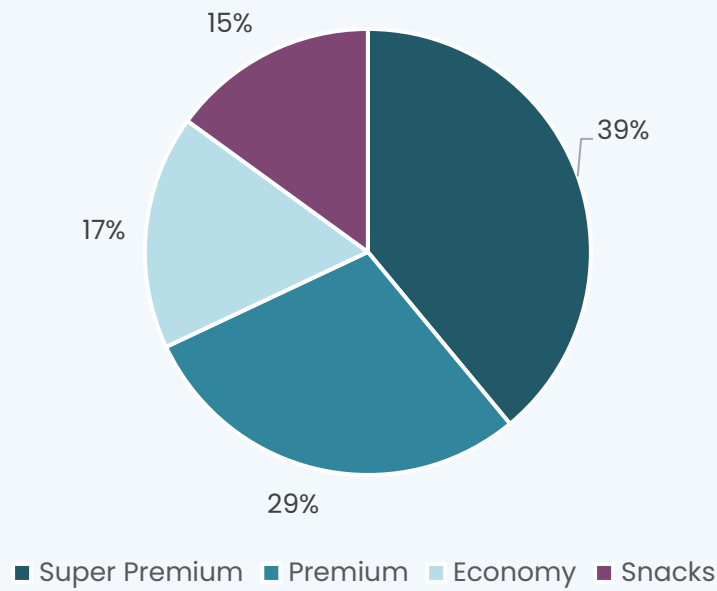
**#2**  
Global Share<sup>1</sup>

**6**  
billionaire brands



# Global petcare is a large and attractive category

## CHF 120 bn category



*2/3 of category is premium & above <sup>1</sup>*

## Nearly 1 bn dogs and cats in the world



*Returning to historical growth over time <sup>2</sup>*

## Emotional category



*>95% pet parents say pets are part of family <sup>3</sup>*



# Purina has grown value share through a turbulent environment

## What happened



- Pet ownership accelerated
- Pricing and supply challenges
- Double-digit growth

## What's new



- Pet ownership stabilizing
- Category coming off pricing
- New capacity coming online

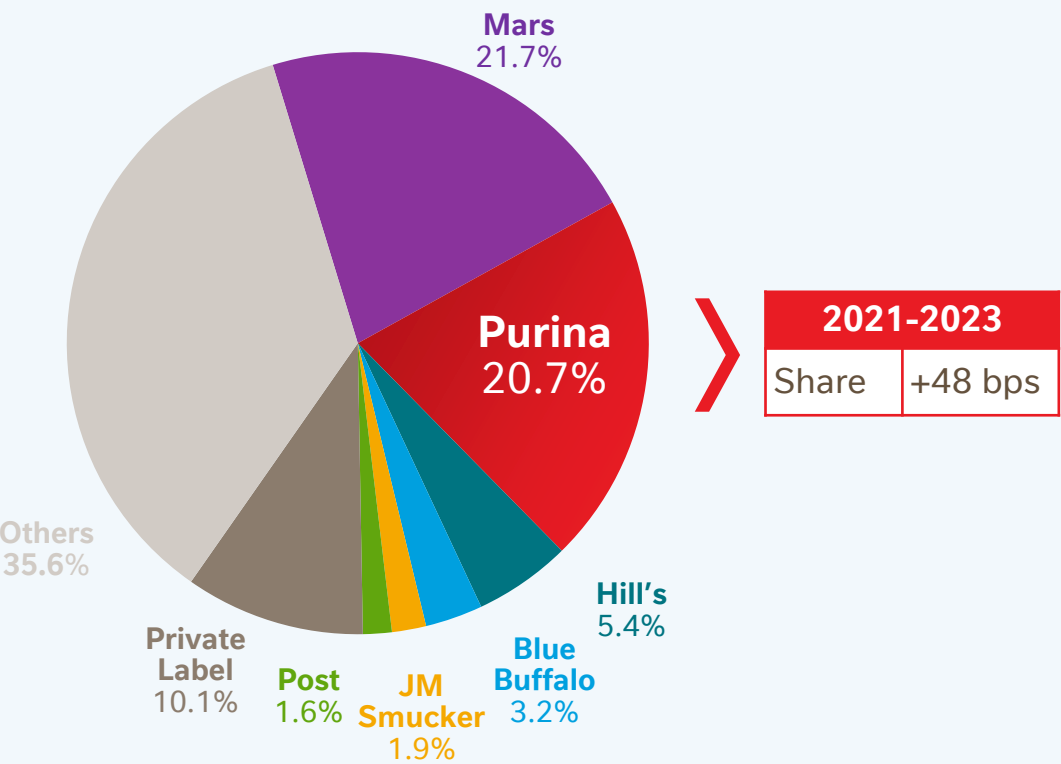
## Key learnings



- Category fundamentals strong
- Strong portfolio of brands
- Well-positioned to grow share

# Strong global #2 share, on way to #1 with clear opportunities in AOA

## Strong global position



## Significant share opportunity in emerging markets

	Share rank	Share growth
North America	#1	
Europe	#2	
LATAM	#2	
Great China	#3	
AOA	#2	

# Key opportunities in the category looking forward



1. Consumer expectations for Premiumization in mature markets
2. Pet ownership back to normal growth momentum
3. Calorific coverage to increase in emerging markets



# 1. Consumer trends driving premiumization



**Advanced  
nutrition**



**Proactive &  
personalized  
health**



**Elevated  
experiences**

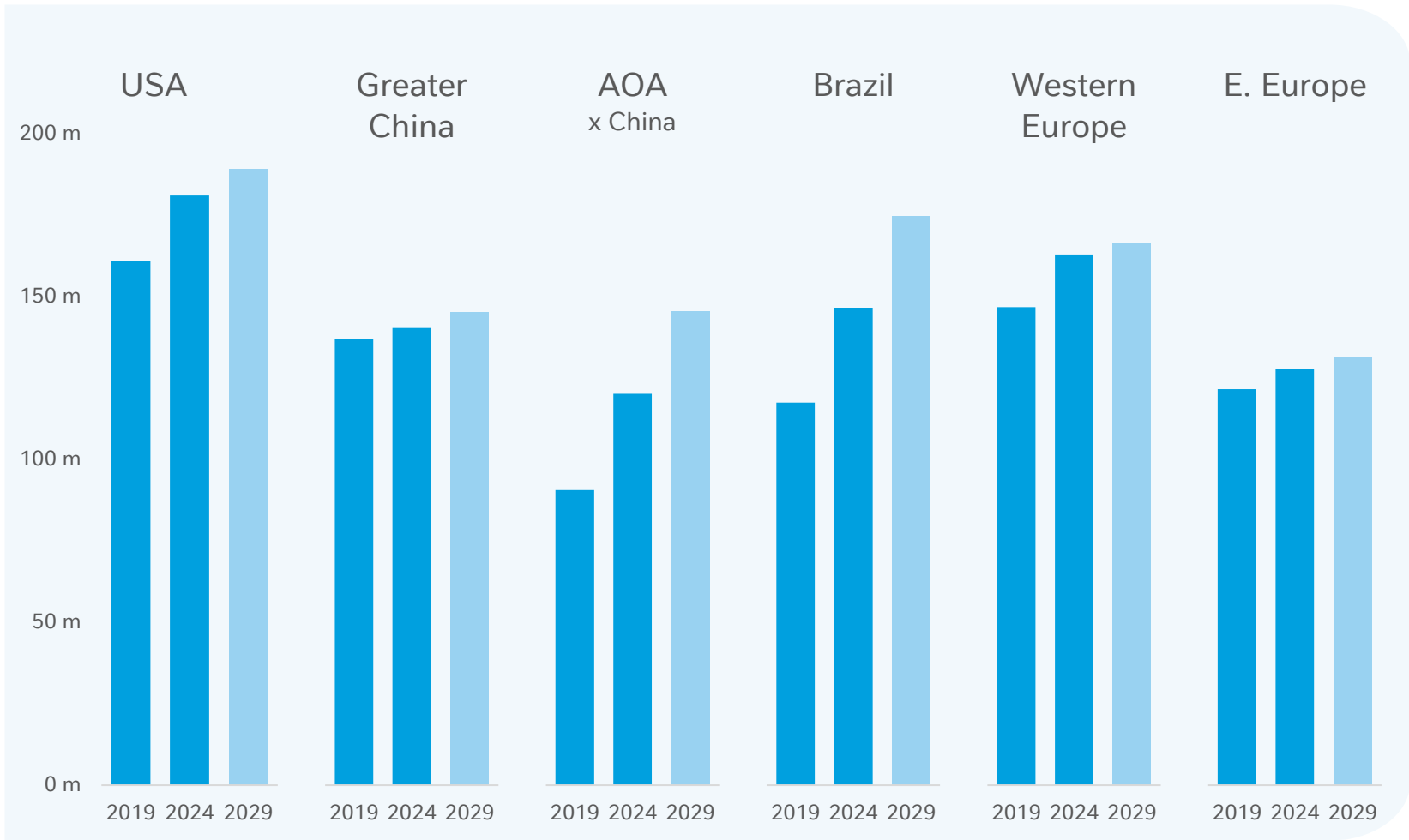


**Ethical &  
sustainable  
consumption**



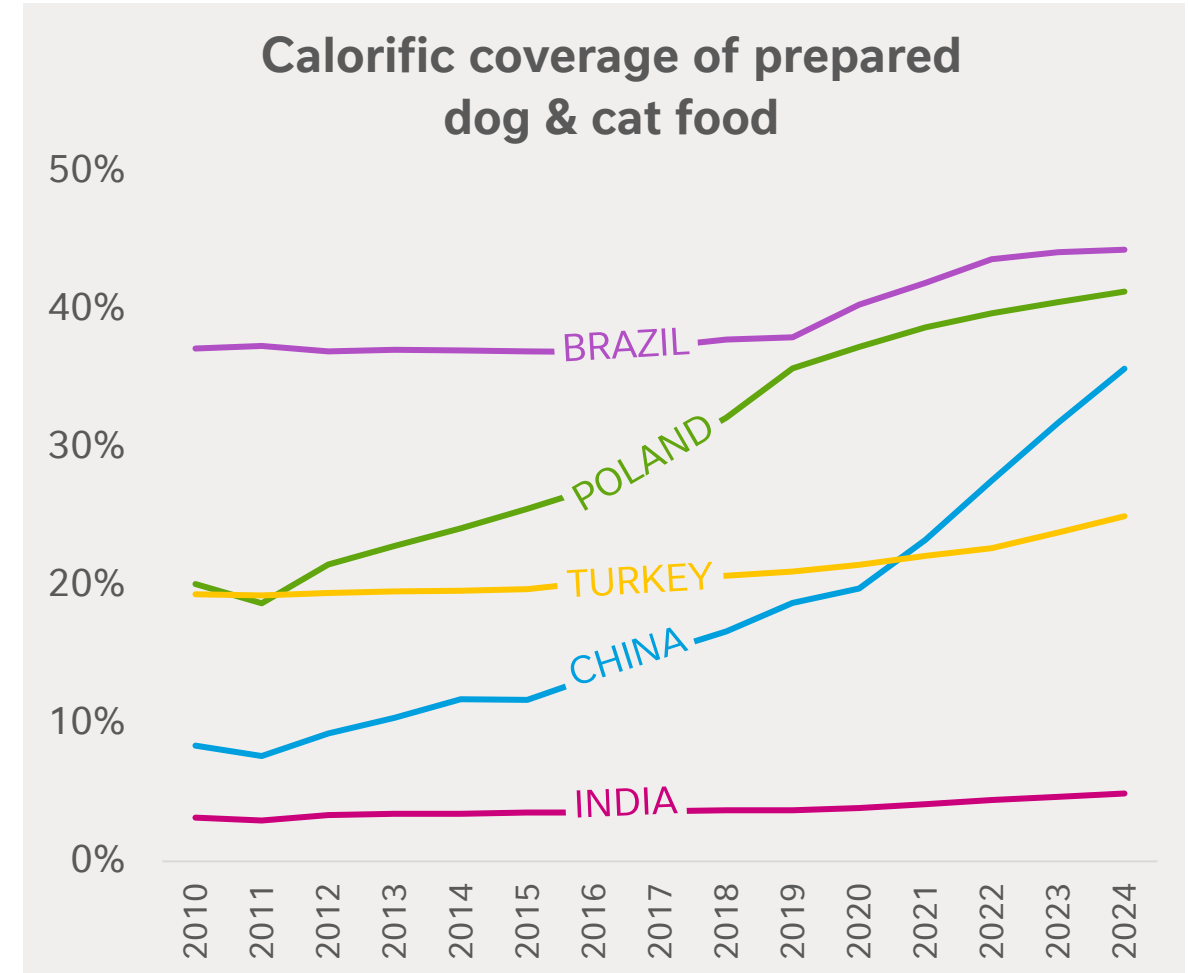
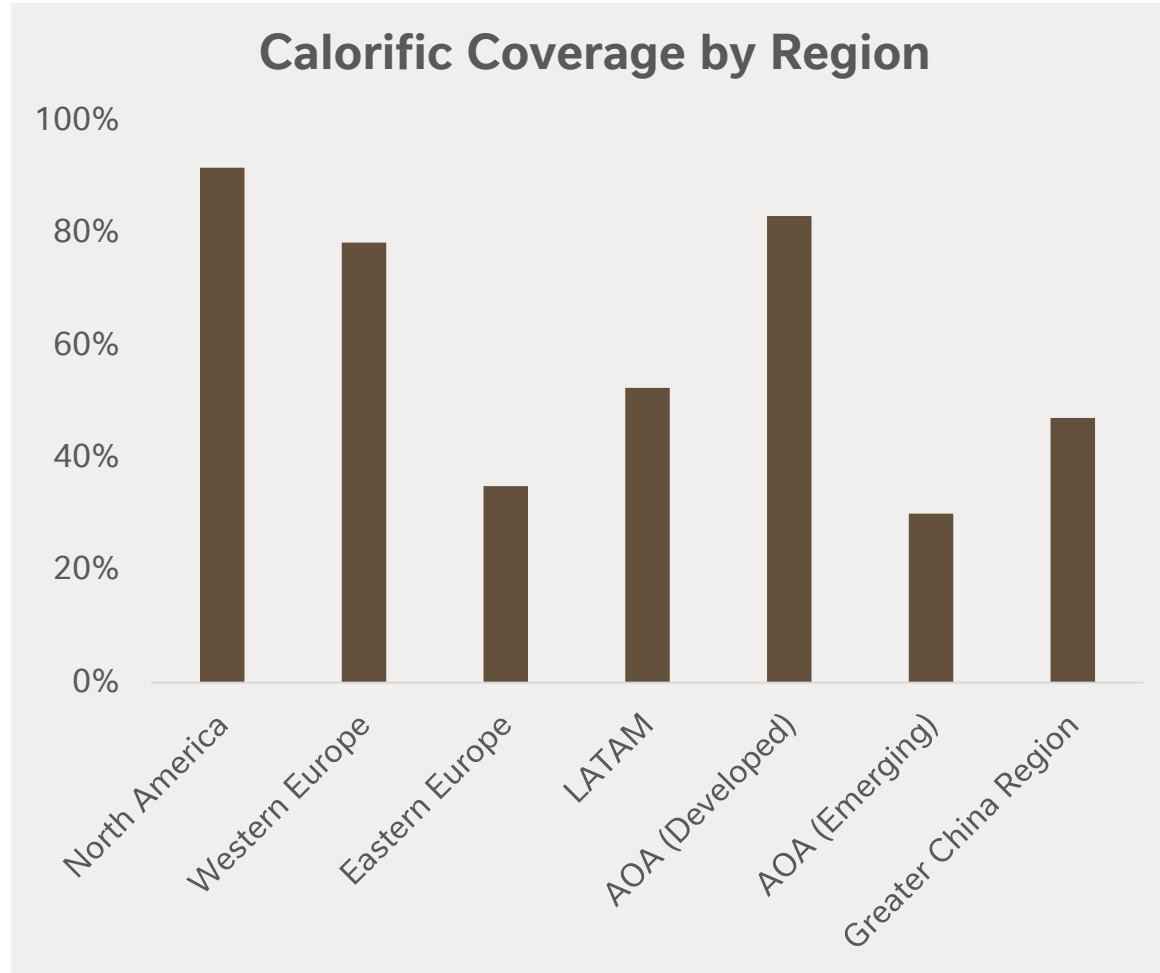
**Anytime,  
anywhere**

## 2. Pet population growth adds to category foundation





### 3. Calorific coverage represents key emerging market opportunity



# Three competitive advantages position Purina for the future

## Deep consumer insights



500+ annual consumer studies  
>300 m annual Purina digital sessions

1

## Portfolio covers consumer landscape



4 of the top 10 global brands  
6 billionaire brands

2

## World class R&D



#1 in science-based pet food share<sup>2</sup>  
500+ scientists and ~2,000 patents<sup>1</sup>

# Purina PetCare growth drivers to continue gaining market share

Expected category trend growth 2025-2027: 4-5%

Category foundation



Calorific coverage

Premiumization



Advanced nutrition



Expandable consumption

Omni-channel leadership



Win with the winners

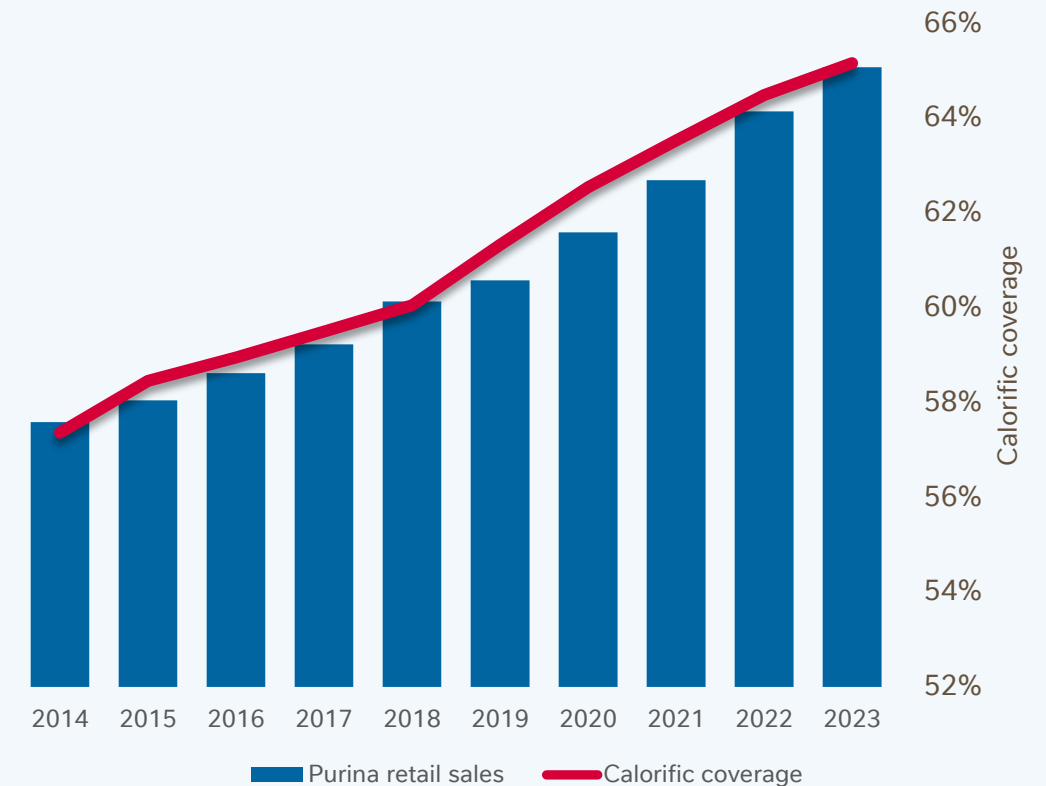
**Ambition:** *drive category and achieve #1 global share position*



# Calorific coverage drives market growth : Mexico example



Purina Mexico: calorific coverage & retail sales



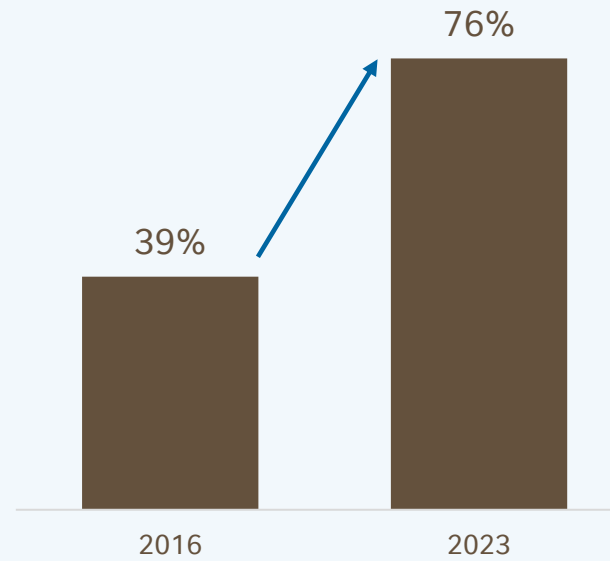
# Portfolio approach drives calorific consumption growth

## Portfolio offers multiple entry points



## Purina sales team works to expand distribution

NPP Mexico Distribution



## Promoting calorific consumption



# Purina PetCare growth drivers to continue gaining market share

Expected category trend growth 2025-2027: 4-5%

Category foundation



Calorific coverage

Premiumization



Advanced nutrition



Expandable consumption

Omni-channel leadership



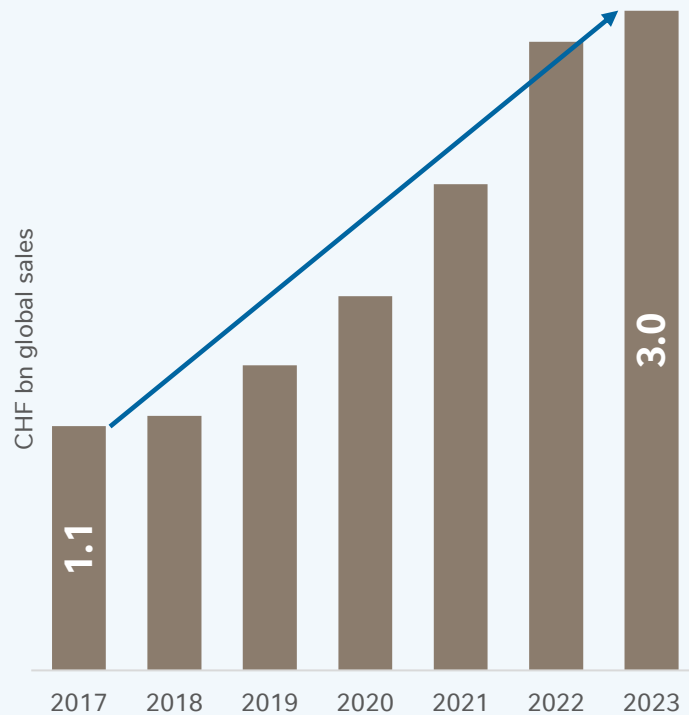
Win with the winners

**Ambition:** *drive category and achieve #1 global share position*



# Pro Plan innovation driving premiumization across sub-segments

**~3X sales**  
across 67 Countries



**CHF 3 bn global sales**

**Double-digit growth  
across all sub-segments**



Well



Vet



Supplements

**Continued innovation across  
sub-segments**



# Purina ONE driving premiumization at scale

**#1 Mega brand in U.S.**<sup>1</sup>  
**CHF 3 bn global sales**<sup>3</sup>

Game-changing innovation to  
Purina ONE



January 2025  
Launch in U.S.

**Growth accelerator  
in Europe**

**11.4%**  
3Y CAGR<sup>3</sup>

**#1 cat science  
brand in Europe**<sup>2</sup>



**Market entrant**  
*Now sold in 64 countries*

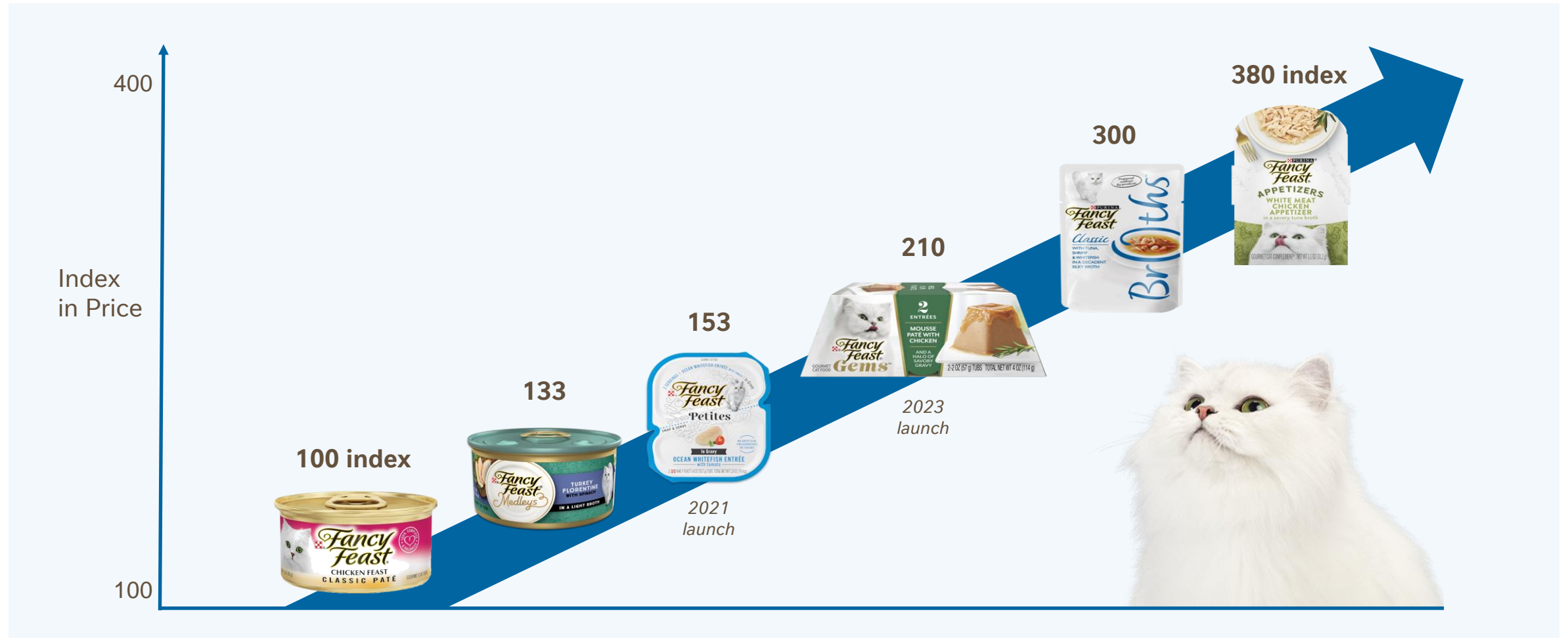
LATAM



AOA

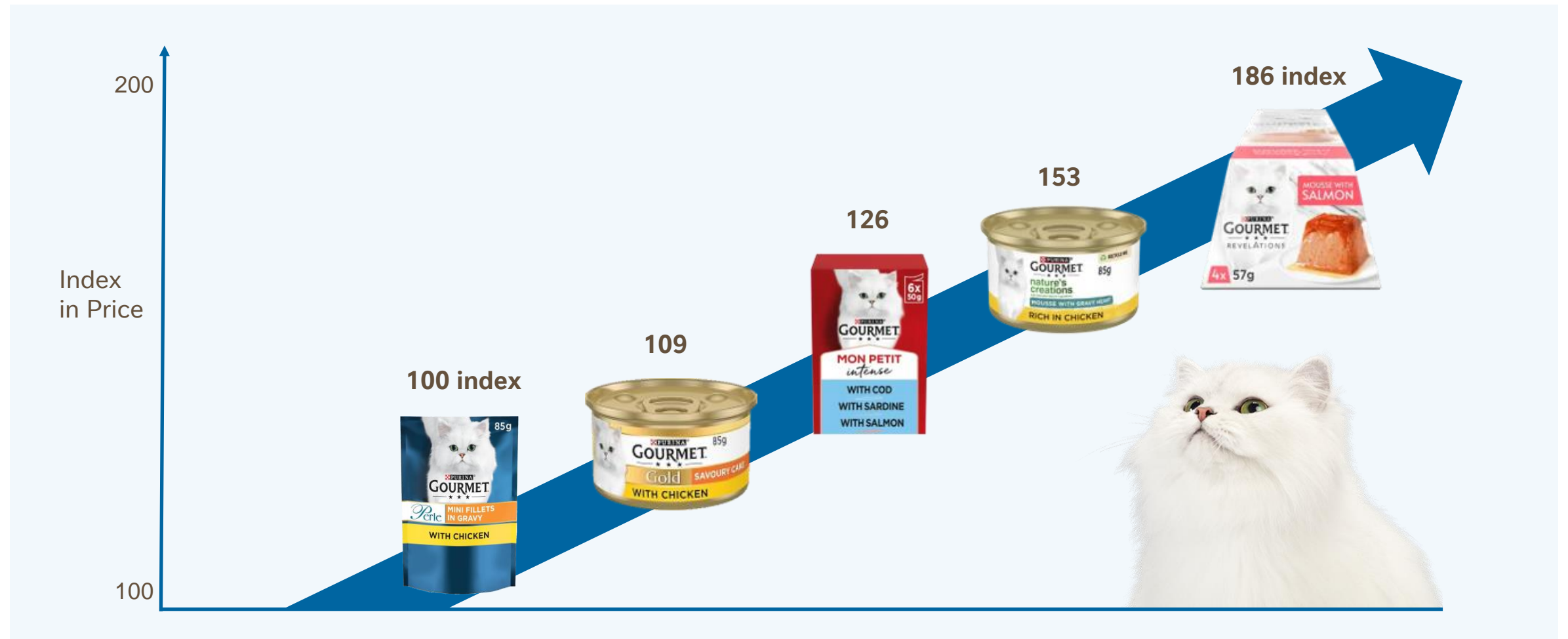


# Expandable consumption creates opportunity for premiumization



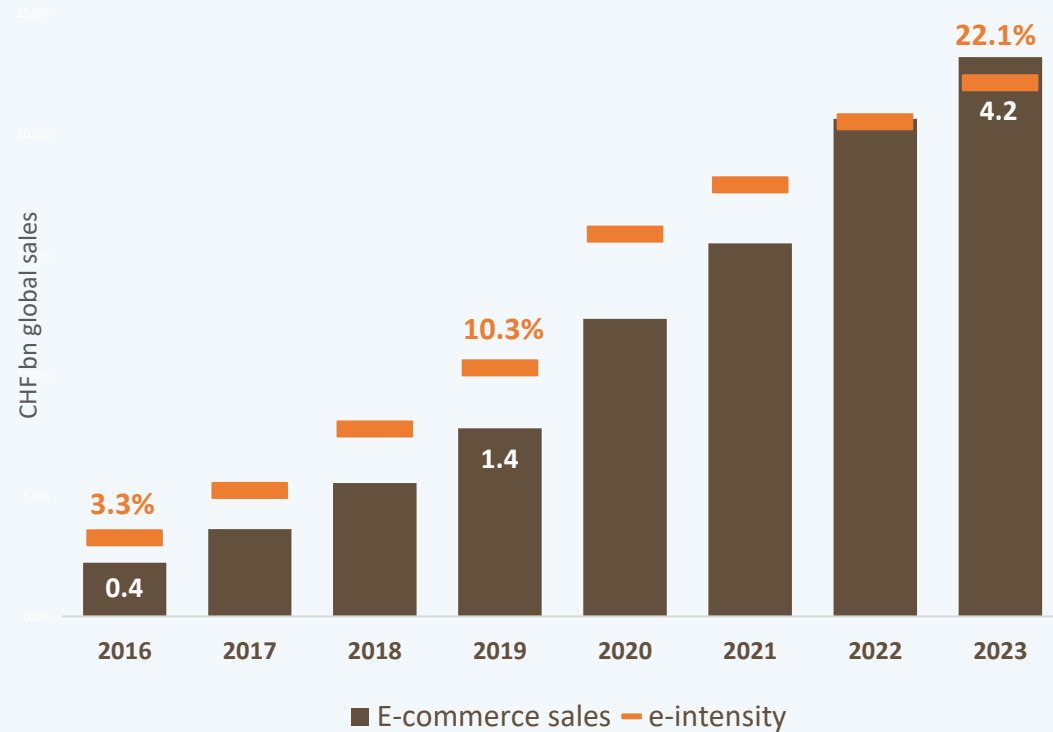


# Expandable consumption creates opportunity for premiumization



# Winning in e-commerce

## E-commerce acceleration: ~3X since 2019



## Global best practices and regional playbooks

Search

CREATE A POST

CAPITALIZE ON YOUR BEST PRACTICES

Start your journey here

Filter posts

Primary pillar Subchannel Market SBU

Nekeisha Bartholomew

E-Com Digital Shelf - 12/12/22

eContent Basics - How we started in ADC

You need to start somewhere! It will not

Nestlé PURINA MDO MARKET DEVELOPMENT ORGANISATION

GROCERY COM

eCom Board - June 23

INCREASE YOUR ECOMMERCE KNOWLEDGE

Master all required levels to prepare yourself for your certification. Choose optional courses to dive deeper.

CUSTOMER & PARTNER MANAGEMENT

PRODUCT PORTFOLIO & PRICING

FLEXIBLE OPERATIONS

DIGITAL SHELF

SHOPPER ENGAGEMENT

Required LEVEL 1

Required LEVEL 1

Required LEVEL 1

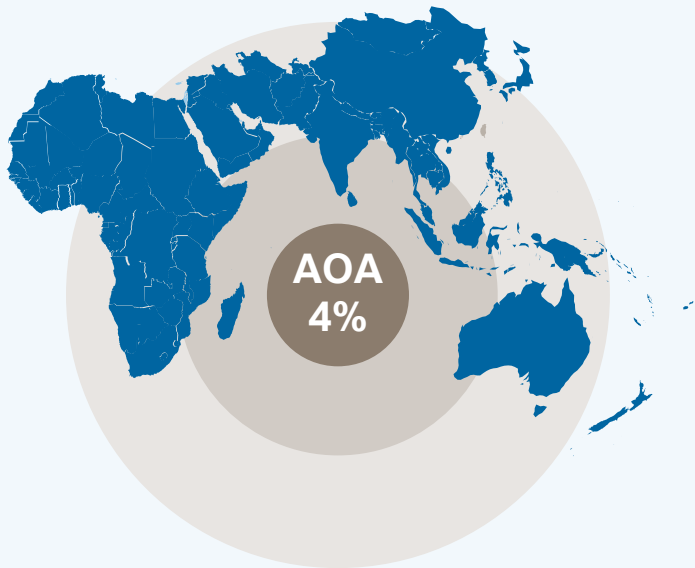
Required LEVEL 1

Required LEVEL 1

GET YOUR CERTIFICATION!

# Growth opportunities in under-developed markets and segments

**Invest to grow in Zone Asia, Oceania and Africa**



**Enhance treats performance**



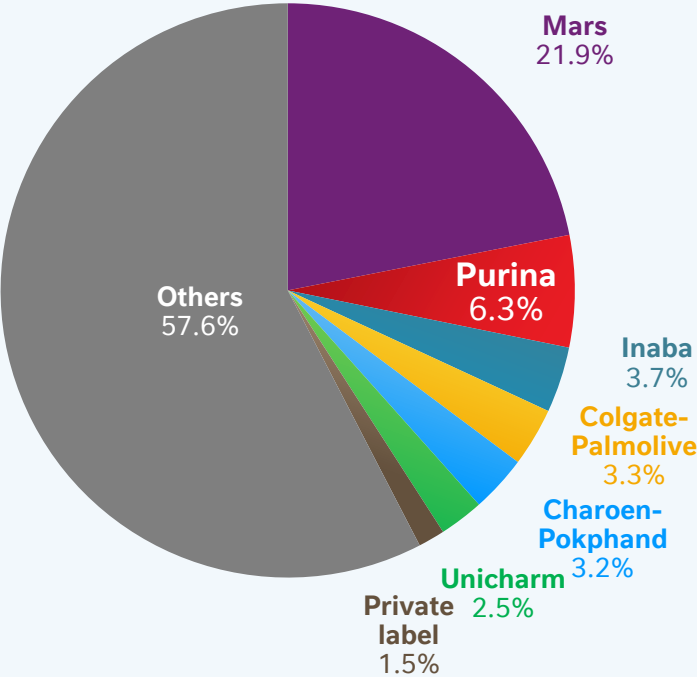
**Accelerate share growth in vet**





# AOA is an opportunity for growth by executing Purina playbook

## Purina distant #2 in a fragmented market



## Regain leadership in single-serve wet cat

### Mon Petit renovation in Japan



### Felix innovation and expansion



## Accelerate advanced nutrition

### Accelerate growth of Pro Plan

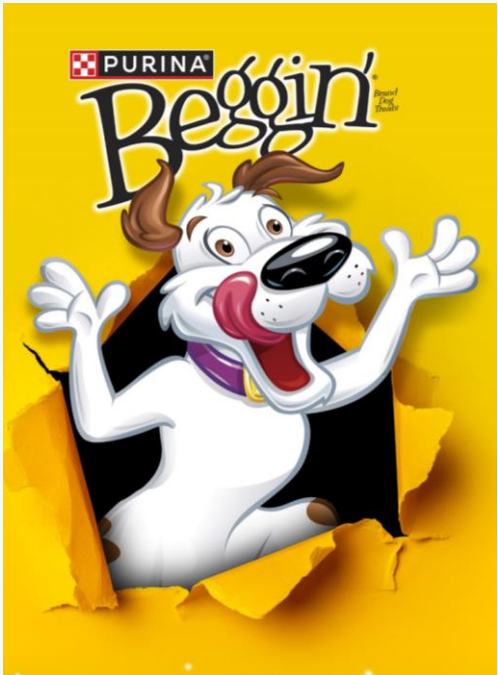


### ONE dry cat microbiome renovation



# Key strategies to enhance treats performance

## Lead in meaty treats



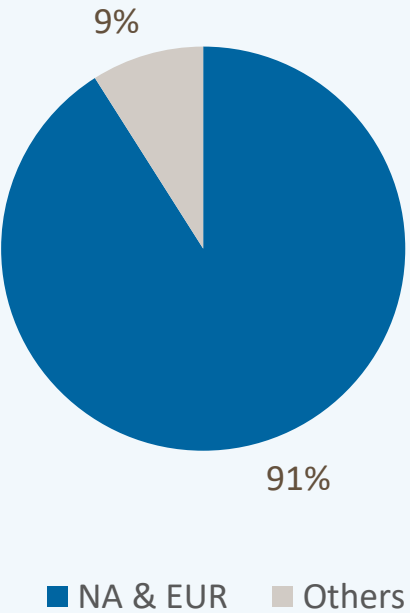
## Accelerate global brand in functional treats



## Expand into new cat treat forms



## Execute playbook outside NA & Europe



# Accelerate share growth in vet business

## Unlocking the power of nutrition science



Only 22% of vets are discussing nutrition

## Advancing science to provide more tailored solutions



Supports GI health in dogs with adverse food reactions

## Expanding capabilities to win in vet channel



Empowering vets to talk nutrition



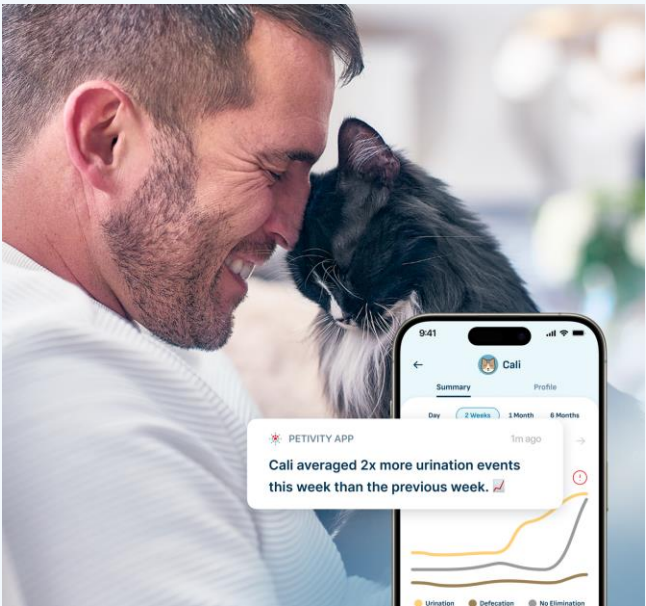
# Petivity – smarter products for better pet care

## Giving pets a voice



**21** million activities or changes recorded in last 18 months

## Empowering pet owners



**4+** million personalized notifications to consumers

## Delivering personalized recommendations



**53** % of consumers likely to purchase Purina product

# Solving consumer pain points to drive lifetime loyalty

## Petcare is an emotional category

*Requiring on-going engagement to reduce friction throughout consumer journey*



## Purina ecosystem

### Win consumers early

petfinder  
POWERED BY PURINA



zigzag



### Gain direct access to consumers



### Deliver value and drive loyalty



Smart Litter Monitor

# Key messages



- Purina successfully navigated turbulent environment
- PetCare in an attractive category with strong fundamentals
- Portfolio of leading brands, built on deep consumer insights
- Deep knowledge of pet nutrition to drive world-class innovation
- Well-positioned to continue growing market share



# *OUR PURPOSE*

Creating richer lives for pets and  
the people who love them

