



Leading in Pet Care

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Nestlé Investor Seminar
24 – 25 May, 2016

Disclaimer

This presentation contains forward looking statements which reflect Management's current views and estimates. The forward looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward looking statements. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures and regulatory developments.

Petcare Latin America and Caribbean: Key Numbers

Market
7.5 bn
USD

5.4 bn in Specialist

2.1 bn in Grocery

NPP LatAm Market Share

22.1%

+30 bps
vs. Last Year

159m Cats & Dogs



46m
Cats

+5%
Last 5 Year
CAGR

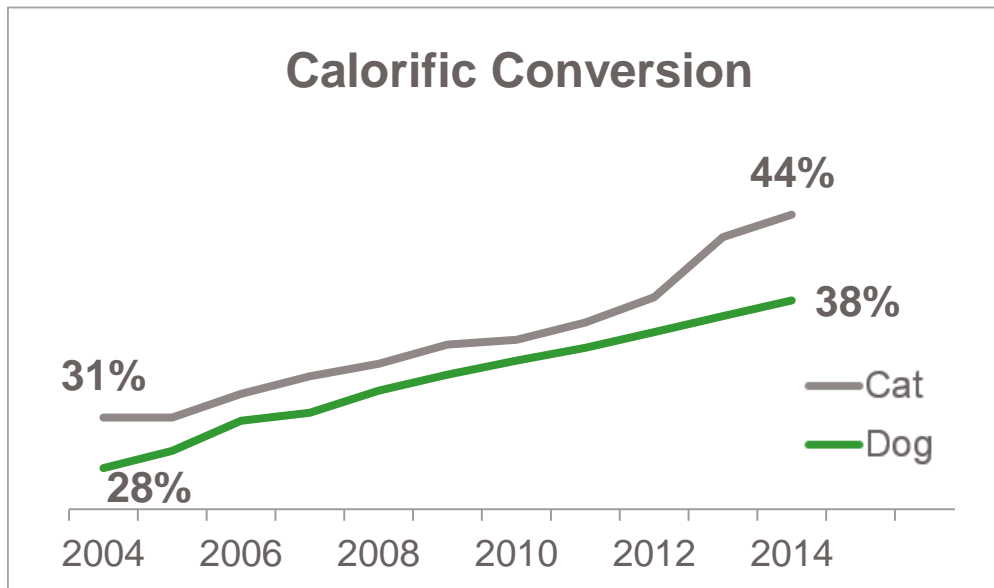


113m
Dogs

+5%
Last 5 Year
CAGR

Source: NPP Internal Estimate

Calorific Conversion* has driven category growth



Source: NPP Internal Estimate

(*) Refers to the percentage of overall pet nutrition that is derived from commercially prepared pet food.

Pet Care is a highly attractive category

1

FOR CONSUMERS

- Explosion of choices and branded solutions
- Intense emotional bond: 80% Involved owners

2

FOR RETAILERS

- 96% category penetration
- Highly involved consumers who are looking for specialized solutions

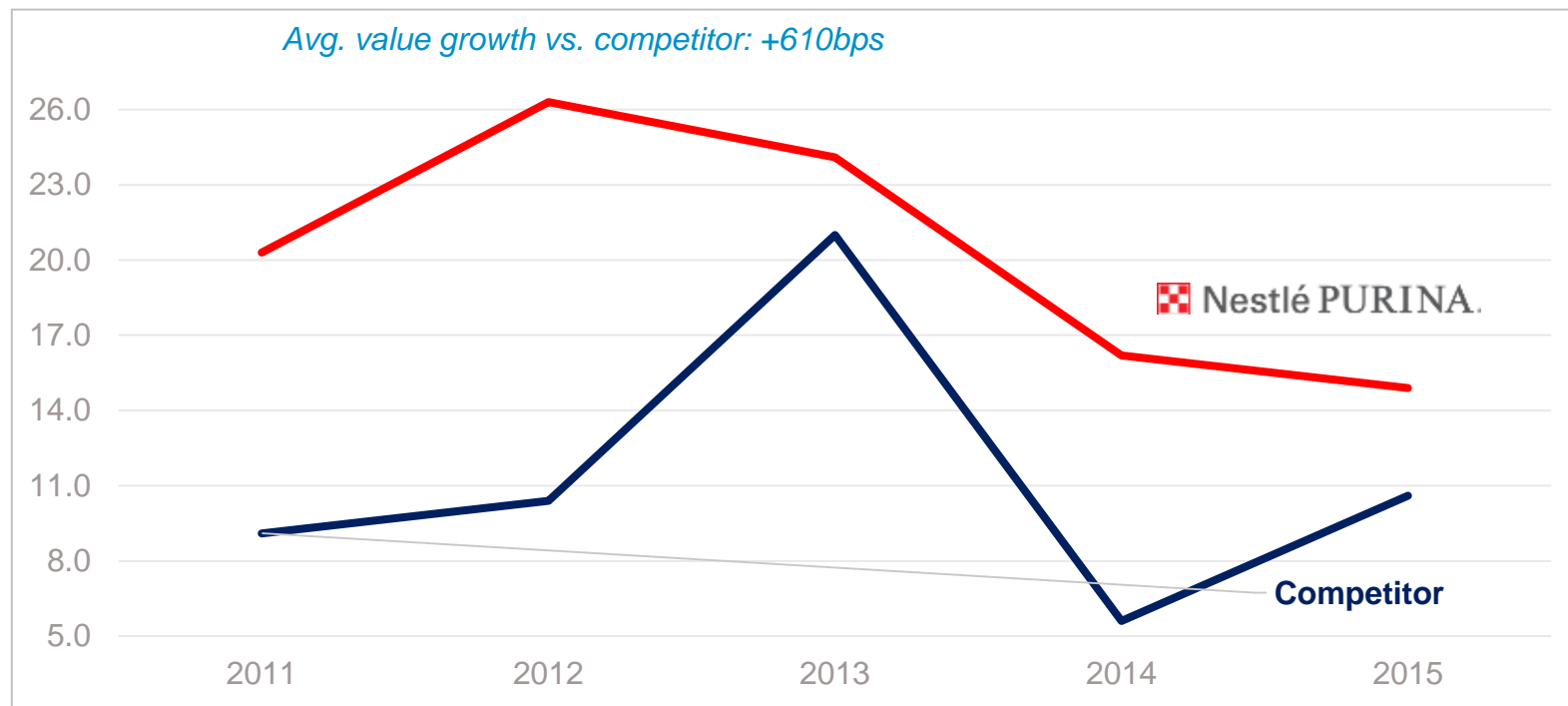
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FOR NESTLE

- Aligned with Nestlé NHW principles
- Strong category growth with attractive margins
- R&D-led innovation drives growth

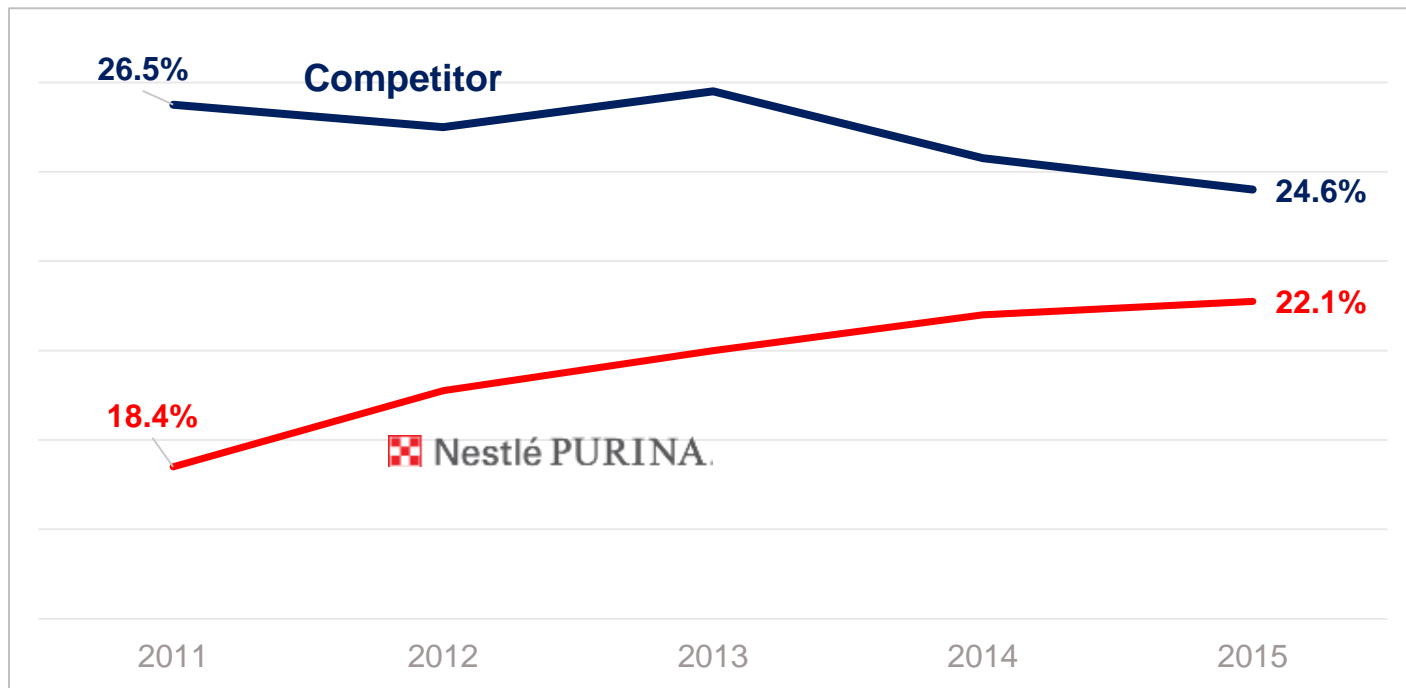


Nestlé Purina growth well above main competitor



Source: Based on Nielsen, IRI + internal estimates for Super Premium and Premium pet food segments

...And closing the market share gap



Source: Based on Nielsen, IRI + internal estimates

2015 Market Share - #1 position in 80% of sales

1* Mexico
(*) Co-Leader

1 Colombia

2 Ecuador

2 Peru

1 Chile



1 Central America

1 Caribbean

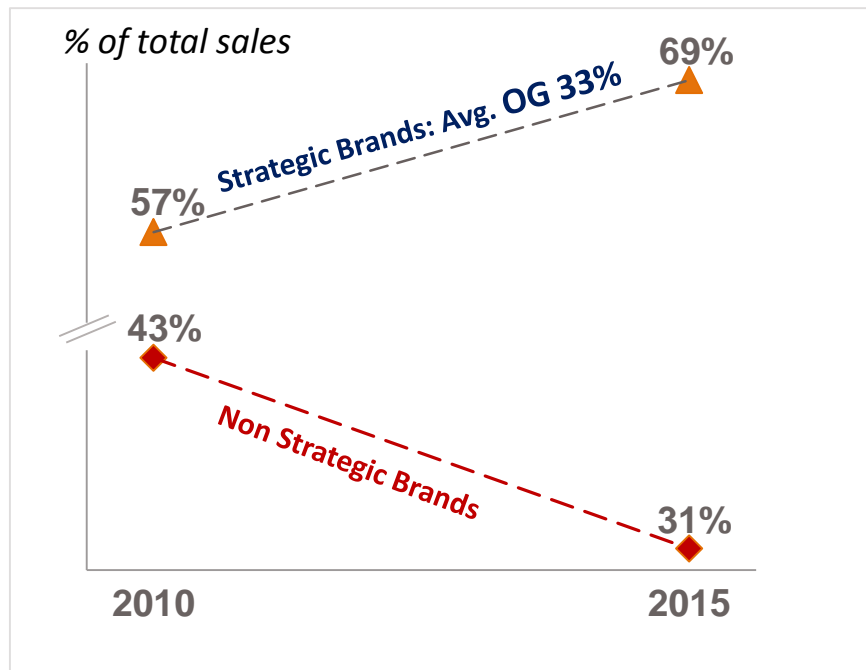
1 Venezuela

2 Brazil

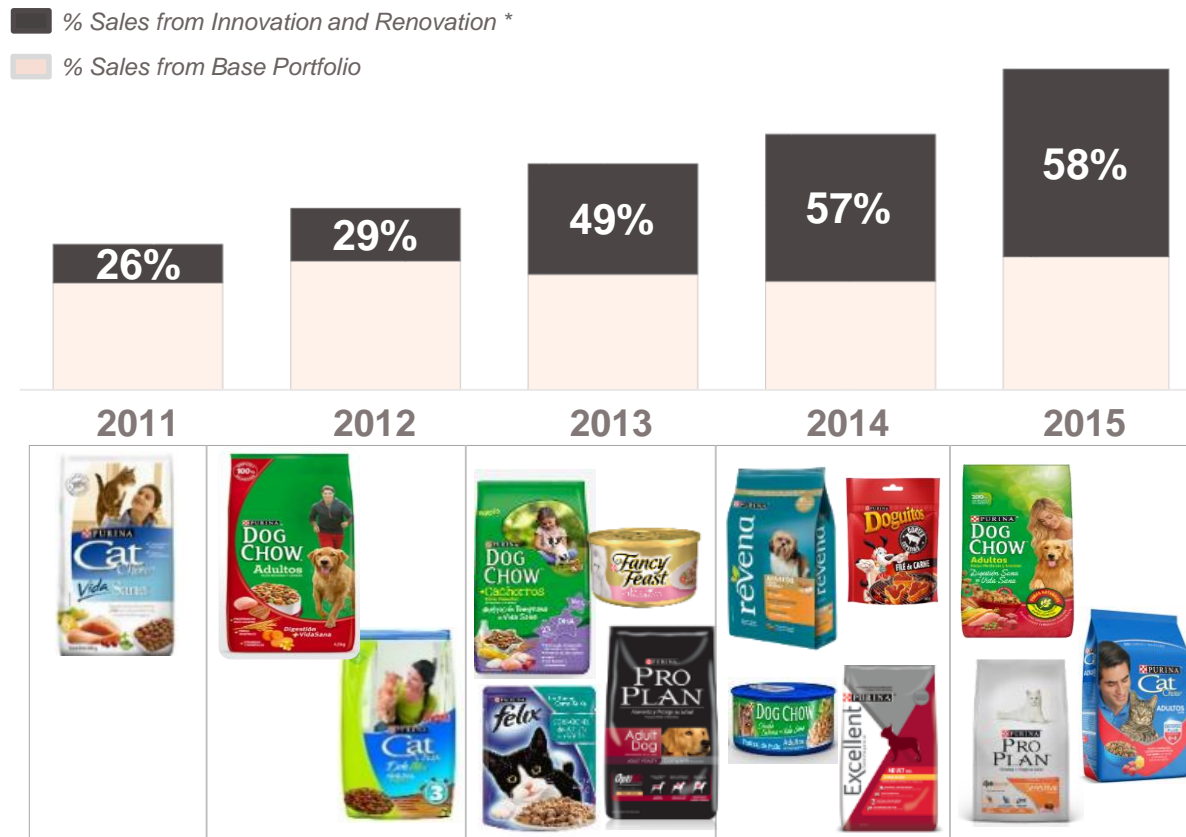
1 Argentina

Source: Based on Nielsen, IRI + internal estimates

Focus on strategic brand portfolio has driven performance

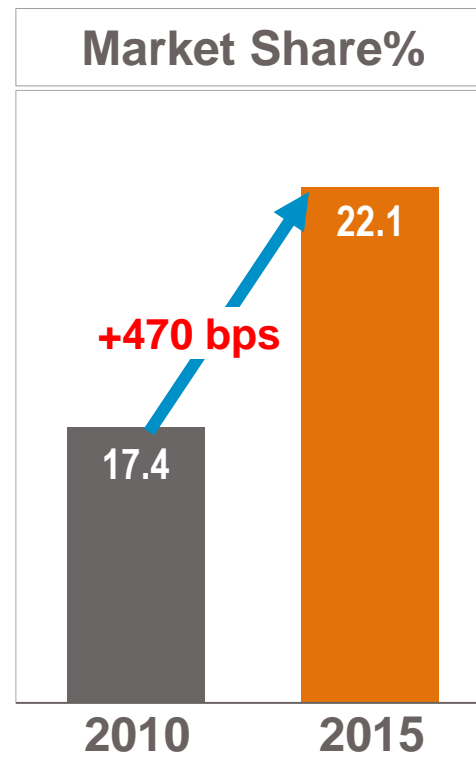
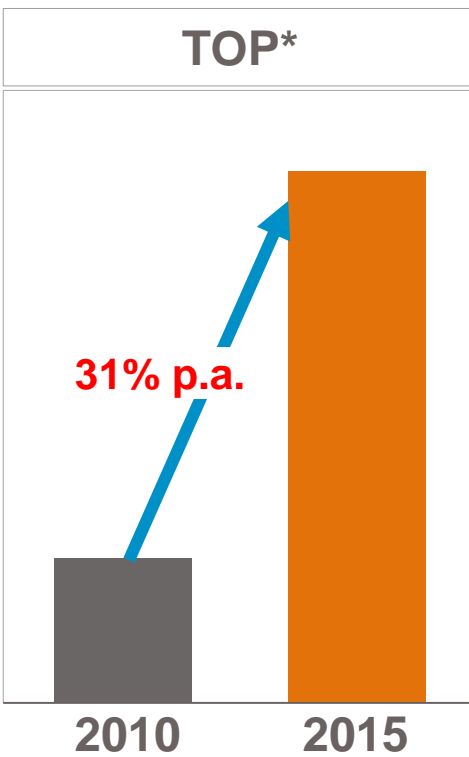
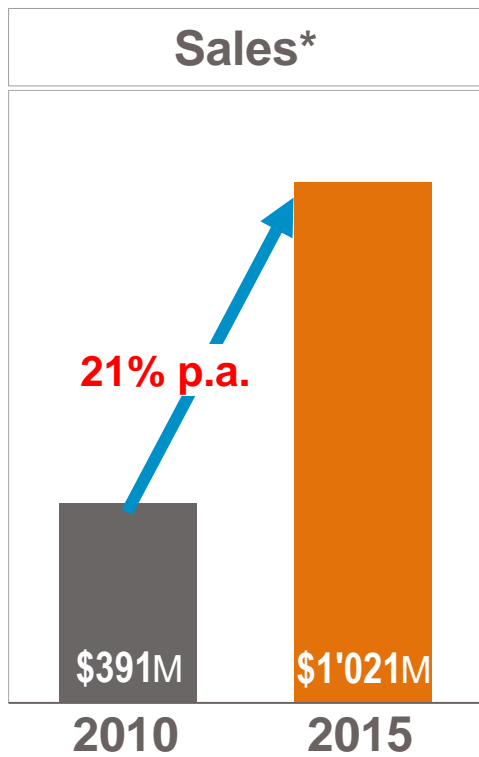


Innovation & Renovation as a value creator



* Innovation & Renovation from last 3 years rolling.

Delivering sustained top and bottom line growth



(*) Figures at constant exchange rates

Drivers of future growth

1

**Calorific
conversion**



2

**Pet
Culture**



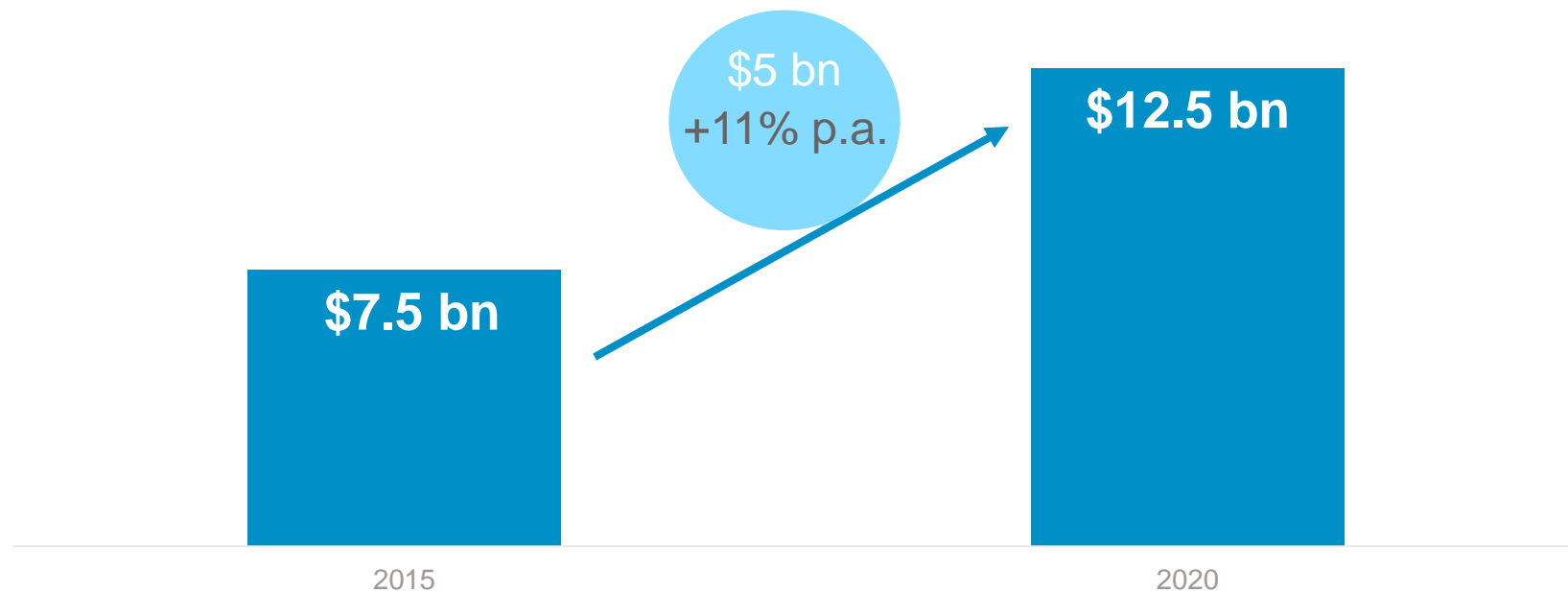
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**New
Channels**



.. Enabling \$5bn category growth by 2020

Latin America Pet Food Category



Source: Based on Nielsen, IRI + internal estimates at constant XR

Why are we best positioned to capture the future growth



**Product
Innovation**



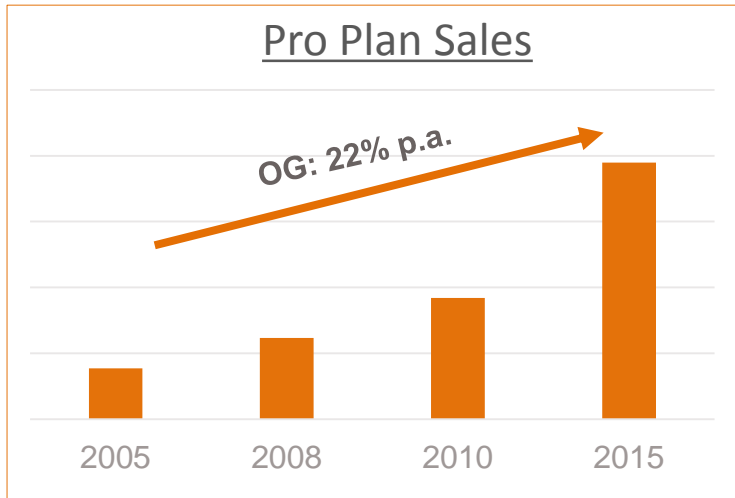
**Industrial
Capabilities**



Culture

Leveraging consumer insight and technology

Pro Plan Sales



Leading edge nutrition for each key moment of his life



Life Stages



Optistart
with COLOSTRUM



Optilife
TRIPLE ACTION



Optiage

Special Needs



Optiplus



Optifit
with RESISTANT



Optiderma



Optifortis



Optienerich

Consumer Insight Driven Innovation

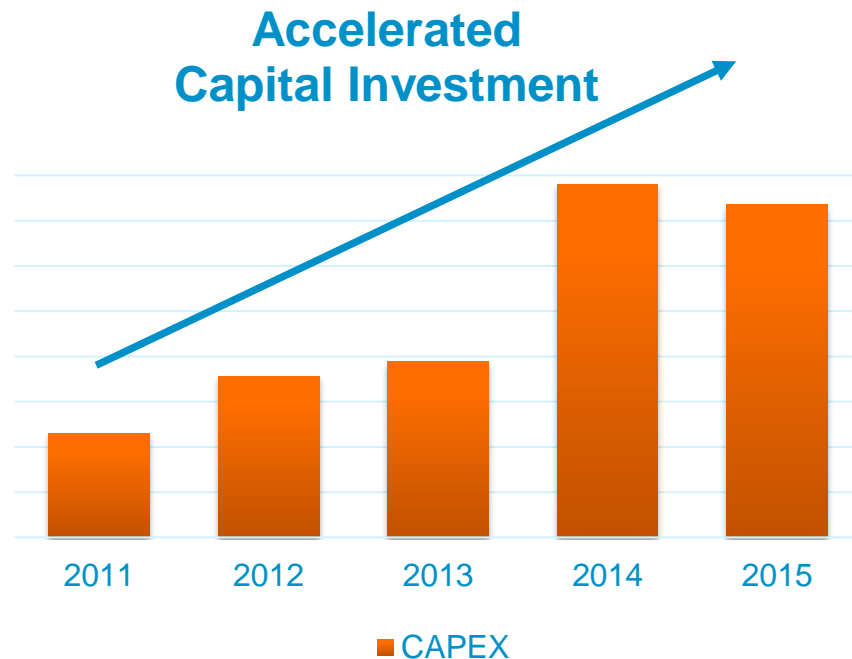


At Purina Dog Chow, we know that each dog is unique.

Consumer Insight Driven Innovation

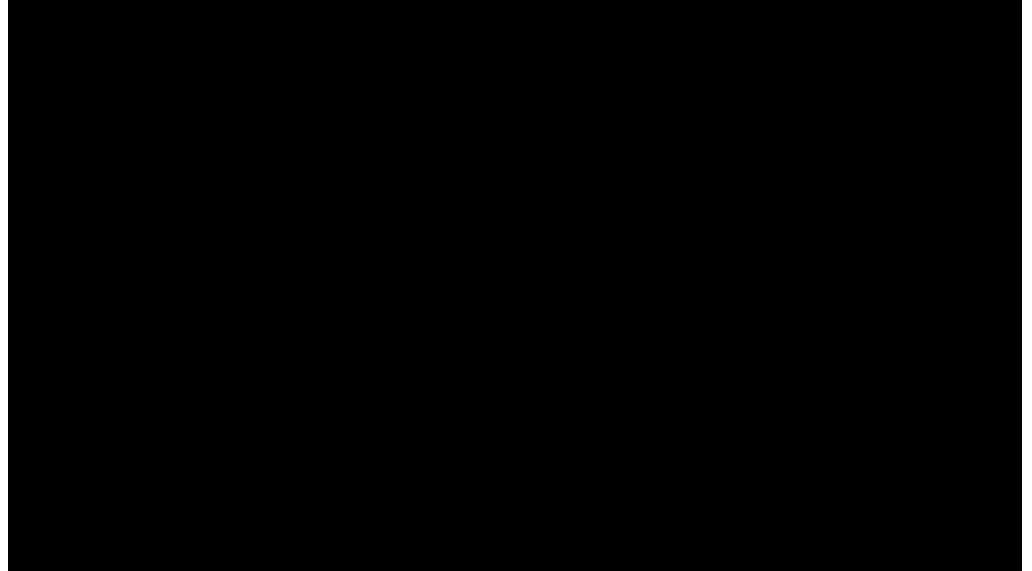


Industrial Capabilities



Culture

queremos**más** | 



In conclusion Pet Care in Latin America

1

VERY ATTRACTIVE CATEGORY

Consumers across Latin America will continue turning to Pet Food in the next 5 years, growing 11% p.a.

2

PROFITABLE GROWTH AHEAD

The conditions for accelerated and profitable growth remain solid for years to come

3

AMBITION: NEXT \$1 BILLION+

Nestlé Purina is investing in capabilities in order to deliver the next \$1 billion+ of growth



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