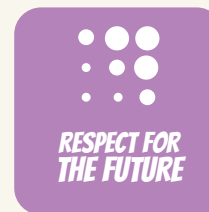


Our core value: respect

At Purina, as well as Nestlé, we work with passion, build for the long term and are inspired to innovate, always striving to do better, to grow and succeed together. All this is achievable thanks to our deep-rooted understanding of the importance of respect.

To ensure that respect is at the core of everything we do, we created a workshop and materials for sharing with managers and their teams across our business to enable all to participate in discussions on how to bring this to life. During these sessions, colleagues also had the opportunity to train on active listening, how best to give feedback and manage different aspects of group thinking.





Start-up expeditions: shaping future business models and industry

We have enabled our leaders to become even more agile and curious by creating opportunities for them to interact with start-ups and entrepreneurs who are disrupting traditional business models across every type of industry, including ours. In 2018, we launched a series of 'expeditions' across Europe where our senior management teams had the opportunity to learn more directly from entrepreneurs, understand how they operate and make recommendations on which potential businesses Purina could invest in and

incubate. Over 100 Purina leaders took part in nine expeditions, meeting more than 50 pet care start-ups.

As a result of their feedback, we will run incubation programmes during 2019 to explore the feasibility of several projects that we hope will ultimately support pet lovers to care for their pets in new and exciting ways.