



Nestlé Purina PetCare

North America

CHECKERBOARD SQUARE
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June 3, 2020

Dear Valued Customer,

The coronavirus has created uncertainty in our communities and across the business landscape for over three months. The impact can be felt across how we all interact, how we shop, the goods we can purchase and how we live our lives in many other ways. Purina has recently made some significant decisions to enable us to continue to supply consumers with the high quality, safe products that they expect.

I strongly believe that Purina has a partnership with you and an obligation to transparency. This is true even when difficult situations or conversations are involved. We value our partnership and thus need to inform you of the situation along with the short term and longer term decisions that we must make in order to serve the most consumers possible.

Dry Pet Food

On March 25, I shared a letter that was sent through my teams to you. That note described how Purina would be taking unprecedented steps to increase production of our brands and SKUs. We implemented a plan that temporarily suspended the production of certain SKUs in order to increase production on the most critical brands and SKUs, ensuring that consumers could find the products that they need and want most.

I am pleased to announce that the vast majority of the temporarily suspended items are now being produced again. Our aim is to return to normal supply levels through June and into early July. I appreciated your support when we had to make this difficult decision and also appreciate your support as we resume shipping our high quality Purina brands and products once again.

Wet Pet Food

As you are aware, the meat packing industry has seen significant production impact from the coronavirus pandemic. Because of this, Purina was recently informed by processors of a reduction in certain ingredient availability for pet food.

We are currently experiencing a significant reduction in our ingredient supply from meat processing plants that is expected to impact Purina throughout the remainder of 2020 but will be most acute for at least the next quarter. Purina is working to understand when supply will improve and to make decisions that allow for the maximum amount of flexibility should the situation improve more quickly than current estimates. Purina has made difficult decisions to protect as much of our combined business as possible:

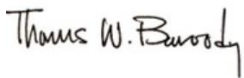


- Our ALPO and Mighty Dog wet dog brands will be indefinitely suspended. We know that many consumers desire these brands for their pets. Please note, our intention is to bring these brands back when it's feasible, but it may be a longer-term effort.
- Friskies Wet Cat Pate (no other forms) will be placed on an allocation at approximately 80% of current production capabilities.
- Purina will monitor and potentially cap increased sales across our wet portfolio if consumers move to other forms or brands at an accelerated pace which would put the same pressure on the ingredient supply chain. We are assessing this now and will continue to evaluate the need for additional allocations.
- Promotions and merchandise vehicles funded or initiated by Purina will be suspended until further notice on all wet products and forms.

We take these decisions extremely seriously. They have been made to enable the supply of the majority of the Purina portfolio. I know that some of these changes, like ALPO and Mighty Dog, will have impacts at your shelf. Our teams will be working with you to understand and work through those impacts as well as any communications needs you may have.

These are difficult times, but we have a long history of working together to do the right thing. I have no doubt that this situation, while serious, is another example of how we can work together and succeed together in both the short and long term. Purina is working every day to anticipate and plan for accelerated improvement in the ingredient supply chain, but our goal is to maximize your business and ours. You have my personal commitment that we will quickly share transparent updates as we learn more and determine how best to move forward.

Thank you,



Thomas W. Baroody
VP/Managing Director, Pet Specialty Sales