

VETERINARY MERCHANDISING PLAYBOOK

JUNE 2019



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INTRODUCTION.

CONTEXT

Veterinarians contribute 40% of Royal Canin's turnover. They are strategic partners who need our attention and support.

In 2019, we have launched a new veterinary pack design and a new Veterinary Health Nutrition range to make their expertise stand out and their prescription easier.

However, you are the ones with the true power to help them make a difference for their clinic and their patients by relaying our messages, recommendations and best practices, while promoting more consistency and premiumness.

Before issuing this new version, we have listened to the feedback and suggestions of more than 26 of our market associates. We are very thankful for their contribution, which shaped this new version.

Let's make sure to keep this conversation going so, every year, this playbook becomes increasingly useful to you.

When to use this playbook:

- Target -

All our associates and agencies working on the creation of merchandising tools for the veterinary range.

- Validity -

This playbook sets the rules for all merchandising materials produced for the veterinary portfolio, starting from June 2019 through to Global Pillar Week 2020.

- Scope -

Any branded material used in a veterinary clinic or omni-channel environment distributing the veterinary range.

INTRODUCING VETERINARY HEALTH NUTRITION

Veterinarians are health care professional first and foremost.

Some of them are reluctant to consider health nutrition as part of their care, as well as to use merchandising and category management to improve their business.

To change this fact, the first step is to raise their awareness about why and how their care is enhanced by science-based health nutrition. The following « category story » is a step-by-step demonstration you can use to make your point:



Nutrition is the foundation of health. It has a positive impact on response to disease and injury. It enhances the quality of life.

Appropriate health nutrition can help support pets throughout every stage of their life.

Making nutritional assessments a part of your daily care is a vital step in maintaining your patient's health, helping to reinforce your relationships with your clients, relationships that will lead to healthier pets and happier clients and allow you to complete your service.

Pet owners expect nutritional advice from you as they rely on your experience and expertise for every aspect of their pet's care: surgery, immunization, wellness examination, nutritional advice, internal medecine.

At Royal Canin, we are committed to providing you with proven science-based health nutrition as a key part of your practice. Pet health has been our obsession for over 50 years.

Continuous support and know-how from our academic partners have helped us develop exclusive formulas that fulfil essential needs.

Scientific breakthroughs like the ROYAL CANIN® liquid diets designed for tube-feeding, Anallergenic /Ultamino and Fiber Response can all offer life-changing solutions for your patients.

Continuous education, vet services, ROYAL CANIN® plant visits, our personalized services... All this supports your expertise, facilitates your recommendations, and reinforces your business.



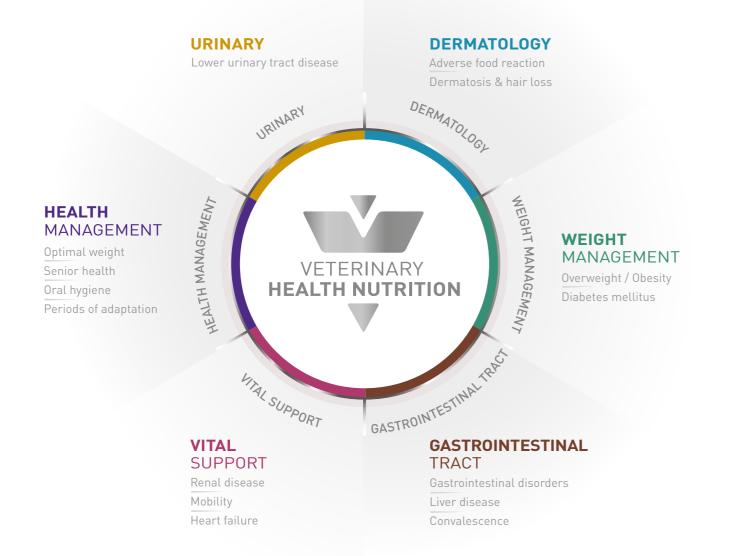


INCREDIBLE IN EVERY DETAIL 7

NEW RANGE ORGANIZATION

A RANGE ORGANIZED AROUND 6 CORE PET HEALTH NEEDS

to assist in the nutritional management of pets with the following issues:





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Veterinary Merchandising Guidelines - V2 - June 2019

PROMOTING EACH TERRITORY

To help you build a consistent and premium approach to your communications with veterinarians, we have developed messages for each territoriy. These messages, are all part of the « HEALTH IS » platform, designed to make brand communications consistent in an omni-channel approach and throughout the pet owner journey.

The Gastrointestinal Tract and Health Management messages will be communicated to you later on.

| | VET | | | |
|-----------------------|---|--|---|---|
| | RENAL | DERMATOLOGY | WEIGHT MANAGEMENT | URINARY |
| AWARENESS MESSAGE | | YOUR CARE IS ENHANCED BY SCIE | ENCE-BASED HEALTH NUTRITION | |
| ENGAGEMENT MESSAGE | Uncover the health behind her beauty | Problem skin may be more than a skin problem | A healthy weight starts with healthy habits | Every urinary condition deserves to be diluted |
| CONVERSION MESSAGE | Detect chronic disease earlier and support their needs with a nutritional programme | Provide a complete nutritional approach to allergic dermatitis | Start a conversation about begging behavior and find the right nutrition to help control it | Tailored nutritional solutions for urinary health |



To learn more about « HEALTH IS » messages and how to use them, refer to:



ON THE WAY TO THE PERFECT CLINIC

As you may have heard, our Perfect Clinic program is currently tested in the UK. The perfect clinic revolves around 5 main growth drivers designed to reach (more pet owners), convert (more nutritional recommendations) and add value (to the experience).

In merchandising, our main focus is conversion. To help veterinarians move towards the perfect clinic, please follow the recommendations from the Merchandising tools, Shelf organization and Cat owner experience sections of this playbook.

ADD VALUE REACH CONVERT ADD VALUE CONVERT GROWTH DRIVERS STAFF IN CLINIC WALK OUT SUBSCRIBE **ENGAGE** KNOWLEDGE **EXPERIENCE RECO** Vet Focus Website Weighing area Shelf organisation Kiosk in the E-merchandising providing consultation room, Communication Price per information for pet owner material day in-shelf registration on OLP and training Cat Friendly Kits (on-line pharmacy), programmes. Clinic tested in the US. PODS MAITRES, BES-(TRE ASSURE) 2 nurt

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BRAND CODES.

ROYAL CANIN® BRAND ASSETS AND DISTINCTIVE MEMORY STRUCTURE (DMS)

Consistency across channels and markets derives from the good application of strong brand codes. Respect for them is mandatory and, as these codes are still relatively new, encouraging veterinary clinics to implement them remains a priority.

► LOGOTYPE



► WHITE & RED COMBINATION



► THE CROWN



The priority of Royal Canin is to use the logo. However, in some countries, veterinarians are reluctant to use a commercial logo. We recommend that you use the crown instead.

▶ B&W EMBLEMATIC IMAGERY





To learn more about Brand guidelines, refer to the BRAND GUIDEBOOK. https://royalcanin-weshare.io/tempDownload/ D8F30CA6DFCA74E8364320603CA7CD2969F38AC





All emblematics can be downloaded

VET pillar emblematics



Maine Coon



Jack Russel



English Setter Bernese Mountain Dog

► USE FOR:

ROYAL CANIN® generic Vet communications and activations in the clinic. For headers, see recommended imagery on page 23.

VET range emblematics





DOG Cocker Spaniel

► PILL ASSIST

▶ VITAL SUPPORT: RENAL

► GASTROINTESTINAL TRACT



► WEIGHT MANAGEMENT



CAT Ragdoll

► URINARY



DOG Yorkshire

► USE FOR:



Activation on each specific Vet range.

START OF LIFE emblematics





EMBLEMATICS

Sacred Birman Maine Coon

▶ DOG



Dachshund

Labrador

► USE FOR:



NB: for general messages or decoration of the clinic, feel free to use the puppy and kitten versions of the Vet pillar emblematics.



BRACHYCEPHALIC BREEDS: IMPORTANT NOTICE

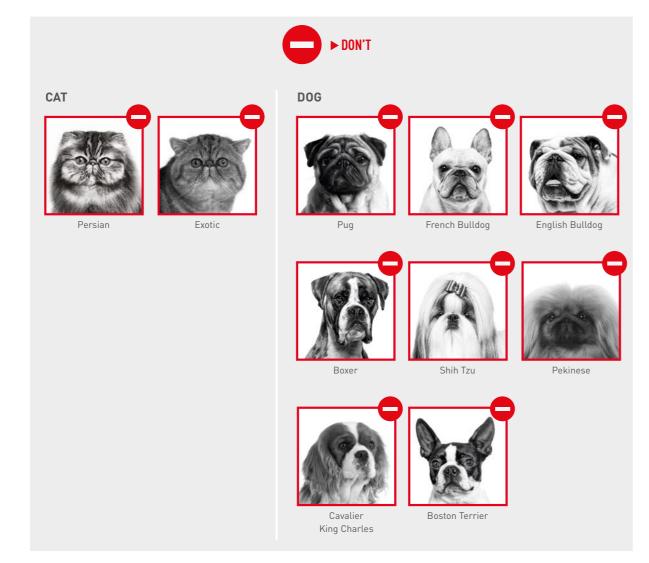
Our advertising and communication channels provide an opportunity for us to be a role model for responsible pet ownership in everything we do, from the images and footage we use to the advice we provide on our websites.

We recognize there is a growing demand of popular brachycephalic breeds, and we want to ensure that these breeds are bred by only responsible and professional breeders. We are intentional with our efforts to work with the industry to avoid the growth of unethical breeders that are likely to take advantage of this increased interest in these breeds.

For this reason, **WE WILL NOT PICTURE BRACHYCEPHALIC BREEDS** IN OUR MARKETING MATERIALS

Therefore pictures of brachycephalic breeds are forbidden on all marketing material except those directly linked to the corresponding breed nutritional answer or those linked to education on brachycephalic breeds and their health issues.

> For any questions, please contact Corporate Affairs.



ROYAL CANIN® VETERINARY ASSETS

The creation of new veterinary range packs is an opportunity to introduce specific codes to veterinary merchandising. These new veterinary codes will give extra visibility and value to the veterinary range, especially in clinics.

► TEXT WITH VICON

As veterinary prescription is only compulsory in some markets, the V icon will be used in 2 versions accordingly:





► VERTICAL VETERINARY

ON COMMUNICATION TOOLS: 70% white 20% red 10% silver



ON FURNITURE: 70% white

20% red 5% wood 5% silver



► TEXT WITH COLORS



► SILVER EQUIVALENTS

Pantone 485 C

R236 G0 B26 hex ed1c24

CO, M100, Y100, K0

According to material

► PANTONE EQUIVALENTS





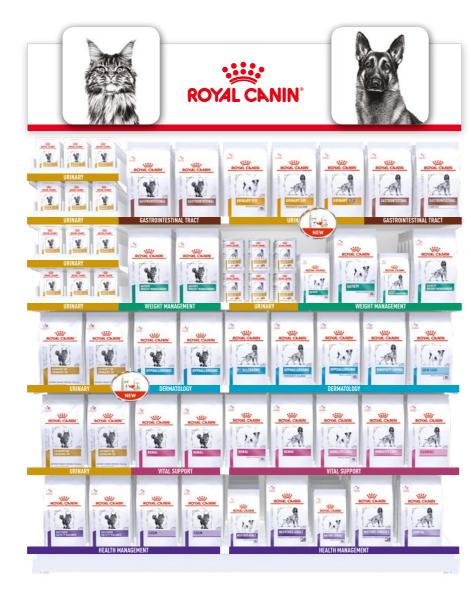
BRAND CODES APPLICATION (1)

► GENERAL RULES

- ROYAL CANIN® logo should be clearly visible.
- Headlines should be in red.
- Subheads and body copy should be in grey.

► SPECIFIC RULES

- Territory color can be introduced on displays but only as a secondary color.
- You must use B&W photos with the emblematic pet of the range or territory.



According to the deployment in France, this display has recorded a NPS of 87% (29 veterinarians).

BRAND CODES APPLICATION (2)

The V icon from the packaging can generate two types of declinations:

1- Event declinations



- Be as close as possible to the silver shade of the V Icon
- Reproduce the red triangle exactly
- Write the text on two lines
- Center the logo inside the circle

► USE FOR:





- Do not include other info in the circle
- Do not lighten the silver
- Do not put the red triangle on a silver background

2 - Territory declinations













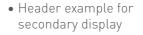


- Be as close as possible to the silver shade of the V Icon
- Respect the Territory color reference for the triangle and the assorted 1/6 of the circle (see appendix)
- Respect the exact position of color on the circle

▶ USE FOR:

Communications on one specific territory (directed to the veterinarian or on merchandising tools)









 Do not use for merchandising as it is different from the logo appearing on packs and may confuse pet owners



BRAND CODES APPLICATION (3)

▶ USE OF IMAGERY

- ROYAL CANIN® Brand emblematic pets should be used for headers (refer to following pages) and other branding material.
- Veterinary emblematic pets should be reserved for POS communications when the veterinary universe or a specific product is concerned.
- To illustrate best practices, the SPT merchandising guidelines should be followed.



► NO MORE USE OF VETERINARY BLUE

As Royal Canin merged its veterinary range with Waltham's in 2003, blue became one of our veterinary DMS. It is not part of the new veterinary codes and its use is to be discontinued.









We have developed a specific new pictogram for the Vet Business Forum aligned with the brand DMS.







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BRAND CODES APPLICATION (3)

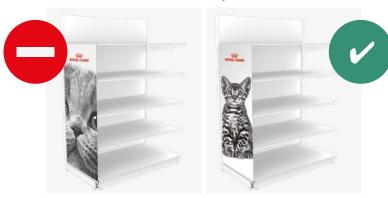
In the name of consistency and premiumness, some use of the ROYAL CANIN® logo and/or tolerance for color discrepancies should now be strongly discouraged.

► ON THE FLOOR OR CLOSE TO THE FLOOR



► CROPPED VERSION OF B&W IMAGERY

Images should not be cropped too closely around the face, unless the focus is on the eyes.



► VERY SMALL SIZE VERSIONS OF B&W IMAGERY

Also, it is better to have one big logo than several small logo.



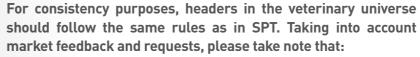
► GREY OR BROWN DISPLAYS

Formerly tolerated, they do not comply with our DMS and should stop being provided to veterinary clinics.



When the rule of 80% white / 20% red can't be implemented in veterinary practices, premium displays with glass and wood (or wood-like) materials can be proposed (See display page 31).

RECOMMENDED HEADER LAYOUTS



▶ Headers with only the crown can be proposed when the logo is refused by the veterinarian or the outlet selling our veterinary diets.

► HEADER RECOMMENDATIONS





► TWO NEW VISUALS (SETTER & JACK RUSSEL)

► DON'T USE THE TAGLINE «Incredible in every detail»

ON THE HEADER (it is not readable)































ROYAL CANIN® header - 2 bays - 1000 mm













CO-BRANDING.

CO-BRANDING WITH VETERINARY PRACTICES

As partnership is key to our relationship with veterinarians, cobranding is an avenue we've been exploring and encouraging. However, associating the ROYAL CANIN® logo to a veterinary clinic should not be taken lightly.

Since the topic was included in this playbook, a number of you have expressed your interest and shared with us a diverse range of situations we need to take time to address carefully.

For now, our co-branding guidelines are still a work in progress, so please keep sharing your needs, and refer to the existing legal guidelines.



CO-BRANDING LAYOUT RECOMMENDATIONS

Example of co-branding signature for a store-front or a sign in the reception area:

To avoid any ambiguity regarding the relationship between Royal Canin and its partner, all co-branding should bear the mention "veterinary partner".

Furthermore, the co-branding signature should always be on its own white background, clearly separated from the partner logo and communication zone, according to the following example:



LEGAL GUIDELINES FOR CO-BRANDING

► Tailor a communication strategy to support the initiative:

- Ensure that the communication strategy makes it clear to consumers the relationship between the company and the ownership of the brands.
- Do not change any elements of the ROYAL CANIN® brand and follow all standard ROYAL CANIN® guidelines as to use.
- Do not substitute any of the ROYAL CANIN® brand elements with the other company's brand elements.

► Put appropriate contractual arrangements in place to protect Royal Canin and the ROYAL CANIN® brand:

- Ensure that the other company acknowledges the ROYAL CANIN® brand rights and undertakes not taking any steps to diminish or threaten these rights.
- Agree the ownership of potential new rights such as brands, ideas, copyrights, etc.
- Limit the extent of the other company's intellectual property rights on the co-branded communication to its own brand rights.
- Ensure Royal Canin retains the right of approval for all usages of its brands and any related elements including promotional activity.

- ► Ensure that the other company's reputation and brand values positively affect Royal Canin and the ROYAL CANIN® brand:
- Ensure the other company is financially stable, is environmentally aware, has high quality standards, etc.
- Ensure that the consumer perception of the other company and its brand is highly regarded and is consistent with that of Royal Canin and the ROYAL CANIN® brand.
- ► Ensure that the ROYAL CANIN® brand equity is enhanced as a result of this association by:
- Seeking prominence for the ROYAL CANIN® logo in any consumer driven communication piece.
- Ensuring that the ROYAL CANIN® logo is readily visible.
- Please check the final version of the co-branded material with your legal team.





VETERINARY DESIGN.

REINFORCING VETERINARY BRANDING IN THE CLINIC

We develop veterinary specific Royal Canin furniture for two reasons:

- To bring a more premium look and feel to the clinics
- To reinforce the understanding of a veterinary specific range.

These are the new items currently available to you:

EASYORDER Available on







The Cat Carrier Tree Collapsible (ref : MR001243)

- A key element of a cat-friendly clinic.
- Fits two carriers and promotes good practices.
- Packaged flat for easy and affordable delivery.

Available on EASYORDER







The glass & wood Display (ref : MR001242)

- A premium design to showcase our new packagings.
- A cat or dog header included.
- Small enough (1 meter large) to fit in most clinics.

Available on







The Totem Display

- Perfect for the reception or the consultation area.
- Easy to move thanks to small wheels.

OPTIMIZING THE WAITING ROOM

A premium and friendly waiting room is key to the pet and pet owner's experience as well as the veterinarian's business.

This page shows the most common mistakes made by clinics. The following page will present an ideal version of what the waiting room should look like.



WAITING ROOM SET-UP: WHAT WAS WRONG!

Here are the errors the clinic made:

- 1. Unpleasant smell
- 2. Plants in bad shape
- 3. Messy advertising board

- 4. Posters on the wall are not related to pets
- **5.** Out-of-date magazines
- 6. Untidy display racks (bags lying flat, best places are empty, etc.)
- 7. Unsorted bags lying on the floor

- **8.** Grocery-like promotions
- **9.** No dedicated space for cats nor cat owners
- **10.** Unconfortable chairs





WAITING ROOM: GOOD PRACTICES

1. Cat tree for cat carriers

Cats in their cat carriers should not be placed on the floor as they will feel vulnerable and anxious. The use of a cat tree means they can be placed on a higher level reducing their vulnerability and stress levels.

2. Current/relevant magazines

Make sure magazines are current and directed towards cat owners. Make sure they are nicely presented and haven't been overly 'used.'

3. Relevant cat posters

Posters and pictures of cats will help to differentiate between cat and dog waiting areas. Owners will appreciate seeing nice pictures of cats while they wait for their appointment.

4. Comfortable chairs

Comfortable chairs give a warm and cosy feel to the waiting area. They can help owners to relax while waiting for their appointment

5. Tidy shelves containing bags of food Tidy and well presented bags of food on

shelves in the waiting area allow owners to easily see which diets are for sale.

6. Blankets to cover cat carriers

Cats appreciate being covered by a blanket 10. Soft colors on the walls while in their carrier so they are unable to make eye contact with other cats which could increase their stress levels.

7. Good quality lighting

Good quality light that isn't too harsh and bright will create an ambient and calming atmosphere.

8. Pheromone plug-in

The use of a pheromone plug-in will help the cats to relax and reduce stress levels.

9. Plant/partition separating cat and dog

Arrange a separate area for cats that is away from dogs. Using a 'plant wall' can make a nice separation.

Use soft colors on the walls to create a calm and relaxing atmosphere for cats.

ETERINARY MERCHANDISING GUIDELINES - V2 - JUNE 2019



SHELF ORGANIZATION.

A VARIETY OF SITUATIONS

TOP 7 RECOMMENDATIONS

Depending on the market, the planograms' importance and management varies greatly.



- In countries such as Russia or Italy, veterinary diets are sold through the SPT channel. The veterinary range display is found in a "vet corner" complete with a professional advisor or just side-by-side with other ranges. Pet owners face the shelves alone or with an "advisor" who may (or may not) recommend our brand. Planograms are very important.
- ►In the US, where a med card is compulsory, accessibility of the diets sold in retail (i.e. Petsmart, Petco) is key.





▶ In most veterinary clinics around the world, a veterinarian or a nurse generally guide pet owners to the right product and planograms are not as crucial. However, general rules of shelves management are important and should be taught to the veterinary staff.

01- Brands separated from each other

02- Cat and dog products separated vertically, never horizontally

03- Products of the same territory together

04- Best sellers and/or strategic products in the golden diamond

05- Make sure the Wet gets good visibility

06- Pay attention to order and stock management



REFLECTING THE RIGHT WEIGHT FOR EACH TERRITORY

To determine the right weight of each territory for a clinic, it can be useful to get some data about the proportion of each pathology on your specific market, then try and reflect that proportion on the shelves.

If no market data is available, follow the weight of each territory in the clinic's sales.

You can also suggest that some territories get more visibility according to seasonality (ie. Increase the proportion of Dermatology during Spring/Summer)

| WEIGHT MANAGEMENT | 10 % of sales |
|------------------------|---------------|
| GASTROINTESTINAL TRACT | 10 % of sales |
| DERMATOLOGY | 20 % of sales |
| VITAL SUPPORT | 10 % of sales |
| HEALTH MANAGEMENT | 20 % of sales |
| URINARY | 30 % of sales |
| | |



VETERINARY MERCHANDISING GUIDELINES - V2 - JUNE 2019

IMPROVING WET NUTRITION SALES

Promoting wet nutrition and mix-feeding is key for our sales. The recent Vet lab set up in France has provided us with new insights and results we're happy to share with you (see right). Here are the facts we can know rely on:

- **01- Wet nutrition is better sold in-shelf**This is where pet owners are used to looking.
- **02-** There are 2 ways to display Wet nutrition:
 - All Wet together (massification)
 - Wet and Dry of the same territory side by side.

To date, there is no conclusive data in favor of either technique.

- **03-** When sales pick up, replacing pouches with boxes works better.
- **04-** To boost clinics' sales of Wet, training and communication are the most efficient.

We express our thanks to Renaud Jamma from ROYAL CANIN® France.







RESULTS REGARDING WET

LOCATION

Pet owners showed more interest in the display placed on the shelves than the one placed on the assistant's desk.

SALES

The wet monthly sales tripled with the presence of the food displays.

APPROACH

To go further, developing staff training and pet owners awareness was deemed essential.

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MERCHANDISING TOOLS.

USING THE RIGHT MESSAGES

Using convincing messages on your communication tools is key to the clinic's sales. You want to put yourself in the pet owners' shoes from the moment they first see our brand to the moment they actually buy the product.

It is a step-by-step journey. We call it **THE 4 STEPS TO SALE.**

Each message has to follow a precise objective (visibility, awareness, engagement, conversion), but also respect a given hierarchy so it contributes to the most successful shopper journey (see right).



For more information about how to use messages according to your objectives, refer to:



THE 4 STEPS TO SALE





2 | AWARENESS

"This is what our brand stands for"



3 ENGAGEMENT

"This is what we can help you with"



4 | CONVERSION

"This is why you want our product NOW!"

PROVEN RESULTS EDUCATION PROMOTION

TO SALE

VETERINARY MESSAGES

Messages addressed to the pet owners are slightly different from those addressed to veterinarians (see page 10), but the logic remains the same.

| | | RECOMMENDED MESSAGES | | | |
|----------------|-----------------------|--|--|--|--|
| | | RENAL | DERMATOLOGY | WEIGHT MANAGEMENT | URINARY |
| Ó | AWARENESS MESSAGE | Uncover the health behind her beauty | N/A Awareness message not needed | A healthy weight starts with healthy habits | N/A Awareness message not needed |
| and the second | ENGAGEMENT MESSAGE | There are no clear first signs of early kidney disease | Problem skin may be more than a skin problem | Treating your pet every time they beg may be contributing to an unhealthy weight | Urinary care shouldn't disappear with the symptoms |
| | CONVERSION MESSAGE | Ask your vet how to help her to enjoy life longer | Ask your vet how tailored nutrition may help address the underlying cause of skin problems | Ask your vet how to keep your pet fit, trim and healthy | Tailored nutritional solutions for urinary maintenance |



To learn more about « HEALTH IS » messages and how to use them, refer to:



IN-SHELF COMMUNICATIONS

In-shelf tools are key in the pet owner journey as they are closest to our products - right when the final purchasing decision is made. They can contribute to awareness, but most of all, their objective is to engage pet owners and drive conversion.

► PRICE DISPLAY

Price displays should always be on a white background. We recommend adding the average cost per day indication. They should not include the ROYAL CANIN® logo, the Crown or the Veterinary Icon. They should not include any pet photo, even if they belong to the brand assets or veterinary assets.



How to express prices? Veterinarians can use a felt pen to carefully blacken relevant parts of the white «88.88» figures and reveal the price they want.

► NAVIGATION

Universe labels should carry the name of the territory in white on a background using the territory color. In case of large universe labels, navigation can be improved by using subterritory names instead of territory names when appropriate.

URINARY

DERMATOLOGY

WEIGHT MANAGEMENT

GASTROINTESTINAL TRACT

VITAL SUPPORT

HEALTH MANAGEMENT

► PRODUCT TRANSITION WOBBLER

To inform pet owners about packaging changes, we recommend to use wobblers on shelves. 2 kinds of wobblers are available:

- 1 wobbler "before packaging transition": new pack image is bigger.
- 1 wobbler "after packaging transition": old pack image is bigger.

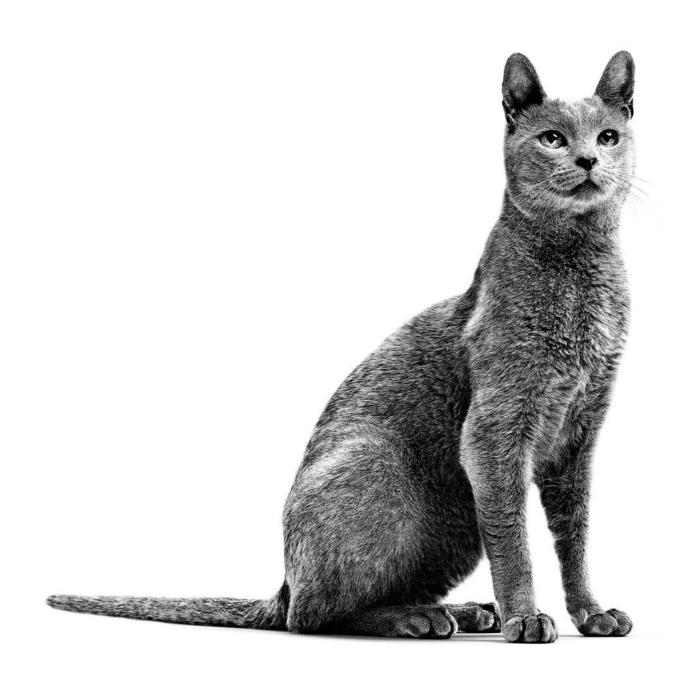






BEFORE NEW PACKS

AFTER NEW PACKS



CAT OWNER EXPERIENCE.

CATS ARE THE FUTURE OF VETERINARY CLINICS

Not only are more people choosing cats over dogs, but all CMI studies point to three facts that all veterinarians should know:

- 1/ Cat owners fear visits to the veterinary clinic.
- **2/** Veterinarians underestimate the difficulties for cat owners to bring their cats to them.
- **3/** Cat owners are more demanding than dog owners: they have more questions and their consultation requires more time.

What looks like a problem is actually an opportunity for veterinarians. They can embrace a new mission, totally out of internet reach: to provide an outstanding experience for pet owners.

Veterinary practices should not only meet cat owners' expectations, but exceed them to build trust and loyalty.



CAT FRIENDLY CLINICS GET BETTER RESULTS

30%
higher frequency
of visits
with their
feline patients

40%
more owners of feline
patients buy
pet nutrition
at the clinic

45%
higher yearly spending
than at ordinary
clinics (and the gap is
increasing with time)

For more extensive results, refer to the Pere Mercader paper at http://vetfocus.royalcanin.com/en/doc-62.html



ACCESSING A LARGE PANEL OF RESSOURCES

To help veterinarians make their clinic more cat-friendly, we recommend you define a plan with your CA and SCI com. These ressources will help you get useful insights:



Topic: The pet owner experience in your practice

Format: print (Veterinary Focus) **Link:** http://vetfocus.royalcanin.com



Topic: Kitten consultation Format: print (Veterinary Focus) and video **Link:** http://vetfocus.royalcanin.

com/en/doc-64.html

- Dedicated websites -

https://icatcare.org/vets

https://www.catvets.com/

http://www.cathealthy.ca/



Topic: Caring for the neonates

Format: e-learning



Topic: 10 tips for taking your

cat to the vet

Format: video

Available on: weshare



Topic: 10 steps to become "catfriendly" (by Dr. Natalie Marks)

Format: video

Available on: we share



E-MERCHANDISING.

IMPROVING ONLINE MERCHANDISING

11- Hero images

We are developping optimized images for E-commerce, emphasizing the key information from the packaging.

These kits of hero Images will consist of:

- Front of pack
- Product benefits
- Kibble illustration
- Mix feeding information
- Rationing table
- Ingredients list



HOW TO FEED YOUR CAT

39 g 33 g 26 g 21 g + 1 14 g + 1 6 g + 1

35 g + 1 26 g + 1 15 g + 1 64 g 43 g 43 g 43 g 23 g + 1

75 g 63 g 50 g 60 g 1 47 g 1 30 g 1 86 g 57 g 57 g 57 g 1 37 g 1 1

BEST MIX FEEDING WITH:
 Urinary S/0 Morsels in gravy Pouch 85g
 WATER

44 g 35 g



Protein ____

Crude fibers 2.9%

Fat content 15.0%

Crude ash 8.9%

Sodium | 1.3%

Chloride 2.26%



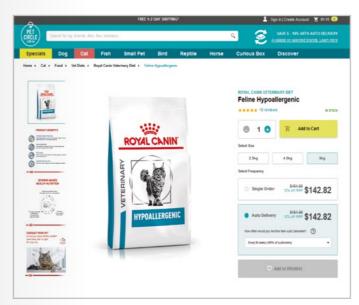


All hero images available soon on



NB: Terms & conditions with our online platforms displaying our hero images should include an IP clause which makes it clear that Royal Canin owns all IP rights over these images and it grants the platform an EXCLUSIVE NON TRANSFERABLE license to use these images. Consequently, these can't be modified without our authorization, the disclaimer of course cannot be removed, Royal Canin can terminate the license at any time in case of breach; Drafting of this clause should be compliant with local regulations.

N1- Hero images (mockup)



We know that an important part of online sales is now coming from mobile, so making sure that our product content is mobile friendly is key. That is the reason why our new product imagery is mobile friendly, making a clear step change in visibility and readability versus a regular back of pack.

17- Search Engine Optimization



Considering wording, we know that using pet owners' vocabulary to present our veterinary products would improve our SEO (Search Engine Optimization) and the ranking of our products in search results.

This optimization needs to be done at market level, empowered by inputs from our online retailers (key local search terms used on their website, etc.) and from local search engines (local keywords used at market level)

in order to understand what shoppers are really searching for. Of course this optimization needs to be done in compliance with local regulatory and legal rules.

By integrating local keywords in our content (product titles, Features & Benefits and product descriptions) we will overcome both visibility and conversion barriers by driving NSV and the online presence of our products.



ROYAL CANIN® e-merchandiding guidelines will be available in the coming months. Stay tuned.





APPENDIX:

- VETERINARY RANGE COLORS
- MUST HAVE LIST

VETERINARY RANGE COLORS













MUST HAVE LIST

| MHL Status | Global Main Item | Species | Territory |
|------------|--------------------------------|---------|------------------------|
| Essentiel | VDiet Renal LP Cat Dry | Cat | VITAL SUPPORT |
| Essentiel | VDiet Renal Chicken Cat Pouch | Cat | VITAL SUPPORT |
| Essentiel | VDiet Renal LP Dog Dry | Dog | VITAL SUPPORT |
| Essentiel | VDiet Renal LP Dog Can | Dog | VITAL SUPPORT |
| Essentiel | VDiet Hypoallergernic Cat Dry | Cat | DERMATOLOGY |
| Essentiel | VDiet Hypo Dog Dry | Dog | DERMATOLOGY |
| Essentiel | VDiet Hypoallergenic Dog Can | Dog | DERMATOLOGY |
| Essentiel | VDiet G-I Cat Dry | Cat | GASTROINTESTINAL TRACT |
| Essentiel | VDiet Intestinal Cat Pouch | Cat | GASTROINTESTINAL TRACT |
| Essentiel | VDiet G-I Dog Dry | Dog | GASTROINTESTINAL TRACT |
| Essentiel | VDiet G-I Low Fat Dog Dry | Dog | GASTROINTESTINAL TRACT |
| Essentiel | VDiet G-I Low Fat Dog Can | Dog | GASTROINTESTINAL TRACT |
| Essentiel | VDiet G-I Dog Can | Dog | GASTROINTESTINAL TRACT |
| Essentiel | VDiet Recovery Cat/Dog Can | Dog/Cat | GASTROINTESTINAL TRACT |
| Essentiel | VDiet Urinary1 S/O Cat Dry | Cat | URINARY |
| Essentiel | VDiet Urinary Chick Cat Pouch | Cat | URINARY |
| Essentiel | VDiet Urinary S/O Dog Dry | Dog | URINARY |
| Essentiel | VDiet Urinary S/O Dog Can | Dog | URINARY |
| Essentiel | VDiet Diabetic Cat Dry | Cat | WEIGHT MANAGEMENT |
| Essentiel | VDiet Satiety Feline | Cat | WEIGHT MANAGEMENT |
| Essentiel | VDIET SATIETY CAT POUCH | Cat | WEIGHT MANAGEMENT |
| Essentiel | VDiet Satiety Obesity HF Dog D | Dog | WEIGHT MANAGEMENT |
| Essentiel | VDiet Satiety Support Dog Can | Dog | WEIGHT MANAGEMENT |
| Advance | VDiet Renal Special Cat Dry | Cat | VITAL SUPPORT |
| Advance | VDiet Renal Tuna Cat Pouch | Cat | VITAL SUPPORT |
| Advance | VD RENAL CAT SELECT | Cat | VITAL SUPPORT |
| Advance | RENAL LIQUID CAT | Cat | VITAL SUPPORT |
| Advance | VD RENAL DOG SELECT | Dog | VITAL SUPPORT |
| Advance | Mobility C2P+ DOG Dry | Dog | VITAL SUPPORT |
| Advance | RENAL LIQUID DOG | Dog | VITAL SUPPORT |

VETERINARY MERCHANDISING GUIDELINES - V2 - JUNE 2

MUST HAVE LIST

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| MHL Status | Global Main Item | Species | Territory |
|------------|--------------------------------|---------|------------------------|
| Advance | VDiet Fibre Response Cat Dry | Cat | GASTROINTESTINAL TRACT |
| Advance | VDiet G-I Mod Cal Cat Dry | Cat | GASTROINTESTINAL TRACT |
| Advance | VDiet Int Mod Calorie CatPouch | Cat | GASTROINTESTINAL TRACT |
| Advance | VDiet Hepatic Dog Dry | Dog | GASTROINTESTINAL TRACT |
| Advance | VDiet Fibre Response Dog Dry | Dog | GASTROINTESTINAL TRACT |
| Advance | GI LOW FAT LIQUID DOG | Dog | GASTROINTESTINAL TRACT |
| Advance | GI HIGH ENERGY LIQUID DOG | Dog | GASTROINTESTINAL TRACT |
| Advance | RECOVERY LIQUID DOG/CAT | Dog/Cat | GASTROINTESTINAL TRACT |
| Advance | VD Multi Hypo-Urinary Cat Dry | Cat | MULTIFUNCTION |
| Advance | VD Multi Hypo-Renal Cat Dry | Cat | |
| Advance | VD Multi Satiety-Uri Cat Dry | Cat | |
| Advance | VD Multi Urinary-Calm Cat Dry | Cat | |
| Advance | VD Multi Uri-Calm Cat Pouch | Cat | |
| Advance | Multi Mobility Satiety Dog Dry | Dog | |
| Advance | VD Multi Hypo-Urinary Dog Dry | Dog | |
| Advance | VD Multi Hypo-Renal Dog Dry | Dog | |
| Advance | VD Multi Satiety-Uri Dog Dry | Dog | |
| Advance | VC Neut Satiety Balance cat | Cat | HEALTH MANAGEMENT |
| Advance | VCN Neut Weight Bal Cat Pouch | Cat | HEALTH MANAGEMENT |
| Advance | VCN NEUT ADULT SMALL DOG DRY | Dog | HEALTH MANAGEMENT |
| Advance | VDiet Urinary Mod.Cal. Cat Dry | Cat | URINARY |
| Advance | VDiet Urinary ModCal Cat Pouch | Cat | |
| Advance | Urinary Canine S/O Mod. Cal. | Dog | |
| Advance | Urinary Canine S/O Small Dog | Dog | |
| Advance | VDiet Urinary UC Low P Dog Dry | Dog | |
| Advance | Anallergenic Cat | Cat | DERMATOLOGY |
| Advance | VDiet Anallergenic Dog | Dog | DERMATOLOGY |
| Advance | VDiet Hypo Small Dog Dry | Dog | DERMATOLOGY |
| Advance | VDiet Hypo Moderate Energy dog | Dog | DERMATOLOGY |
| Advance | VDiet Satiety Small Dog Dry | Dog | WEIGHT MANAGEMENT |

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FOR MORE INFORMATION:

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