

# Nestlé Purina PetCare Company

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North America

4555 York Street  
Denver, CO 80216  
(303) 295-0818

April 18, 2011

John Lucero  
Denver, Colorado

Mr. Lucero,

This letter is in response to the meeting we had on March 10, 2011. Mentioned in that meeting was an interest in Nestle-Purina's position of the I-70 re-alignment. As I stated verbally, I will reiterate in writing that we are not in favor of the highway re-aligning to the South, as it would deem our current business practices null and void, thus jeopardizing our existence and activities within the city of Denver and possibly Colorado all together.

To reach that conclusion would be costly and detrimental not only for our 270 direct hire employees but a number of Truck Drivers, skilled trade's professionals, Uniform Supply Company, Local Transportation sources, Restaurants and several ingredient supply vendors. In short we feel that such action would impact nearly 1,000 jobs within the greater Denver/Colorado community. And we have been in operations here in Denver for 81 years continuously, without the burden of long term layoffs and or work stoppages, nearly unprecedented in today's business environment. We provide jobs to people with Hourly wages ranging from \$23.07 up to \$30.23, well above the local norm for manufacturing. And I might add it is deserved as our employees provide us with the type of effort and service that makes us a world class operation. Confirmed this past year as the Denver plant was part of an overall effort by the company to apply for and I am proud to say attain the prestigious Malcolm Baldrige award to be issued by the United States Commerce department.

On the economic front we generate over \$400 million dollars of sales revenue. We paid \$1,857,219 in taxes in 2010 to the City of Denver, in addition another \$209,378 to the state of Colorado for sales taxes. On The Capital investment front, including this year's plan we will have re-invested over \$95 million dollars into the Denver facility since 2006. Certainly a strong indication that we have long term plans to continue operations in Denver

From a community view we have always strived to make a positive impact in the community in which we work and operate. Through the years we have been contributors monetarily and otherwise to several neighborhood outreach services and helping organizations, including; Cross Community Coalition, Swansea Elementary School, Garden Place Academy, Denver P.A.L., Joint Effort Community Sports, Especially Me, Ethnic College Counseling Center, Shaka Franklin Foundation for Youth, El Centro Su Teatro, Junior Achievement, Boy Scouts of America, United Way, Mount St. Vincent's Home, and Summer Scholars just to name some of the organizations that we have had relationships with in recent years. Some continue yet today.

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John, we also had the opportunity to discuss an issue concerning odor. As I mentioned we have searched exhaustively for technology that would further mitigate any issues that may be attributed to our operation as it relates to odor emissions. We have utilized exhaust duct configuration and installed several years ago several Buhler in-line separators to remove particles and fines from our exhaust stream. This seemed to provide a modicum of success as formal complaints dropped drastically. Particularly those directed to Tri-County health which has been the agency tracking calls. As well we were getting calls from time – to- time in our office direct. We will continue to seek viable, working technology that will help this concern.

Currently we are awaiting results from a pilot study being conducted by one of our sister plants outside of Toronto, Ontario, also an urban setting. The Canadian plant is working with a firm called, Applied Plasma Physics; <http://www.appliedplasma.com/> . This company provides the use of cold plasma technology. To date the results have not been finalized, but we curiously await the final stages to again see if it is viable. Through the years we get a lot of promises through magic bullets that come up blank. This company seems to hold the science and promise that could provide a breakthrough.

In conclusion we are proud of our historical heritage here in the Denver community and hope that our commitment through investment and continued operations will continue to provide the citizens of Denver, the state of Colorado, The United States and the World with the products we produce.

Sincerely,



Louis L. Thomas