



**Our Supply DNA In Action**

**MARS**

Incorporated

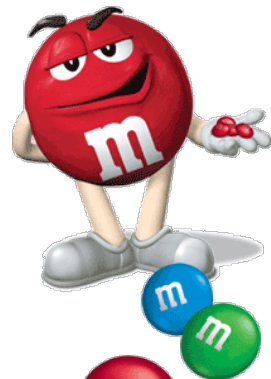
## Supply DNA Insights

We make 20,000 Tonnes of pet food a day. That's 1000 trucks. Nutritionally complex and complete, each feeding contains the right amount of numerous vitamins and minerals.



We put hundreds of thousands of chewing gum into people's mouths every day. Gum base contains 15 different materials designed to give exactly the right chewing characteristics.

We make a billion M&M's each day. Each M&M contains cocoa liquors from at least four different origins. The shell is made up of between 26 and 31 individual applications of syrup.



Uncle Ben's has always been underpinned by technical product superiority. We were the first to patent parboiling, and the first to introduce fortification. We invented 10 minute rice, boil in bag, and ready-to-heat pouches.

We make surprisingly sophisticated products at scale

- With speed and agility
- If it's too easy it's not our game
- At scale – everywhere, everyday
- Meaningful complexity





# From DNA to Competitive Advantage—3GP's

## WHAT

**Great  
Plants**

## WHY

Mars cares deeply about how and where its products are made

## HOW

- Manufacturing our own products through leading edge technology provides a competitive advantage
  - ✓ Competitive Conversion Costs that deliver Value for Money
  - ✓ Safe, consistent high quality products
- Protecting the Planet through factories that reduce our impact on the environment: Sustainable In A Generation



# From DNA to Competitive Advantage—3GP's

**MARS**  
Incorporated

**WHAT**

**WHY**

**HOW**

**Great  
Pipelines**

Our customers deserve our best service and value for money

- Deliver Best in Class inventory and freshness performance by operating highly responsive and optimized Supply Chains
- Partner with R&D and Commercial to drive COGS productivity > 3% year-on-year
- Partner with Sales to deliver customer service ahead of the competition: Top 1/3 in Trade Attitude Survey

# From DNA to Competitive Advantage—3GP's

## WHAT

## WHY

## HOW

### Great People

Technically competent and curious associates are the heart of continuous improvement

As a strong business partner we enable our business strategies

Our leaders translate our business strategies to Supply and “What Matters in Supply” to the business

- Build winning teams of engaged associates—led by great line managers
- Embed the principles, skills and knowledge that pass on our winning formula—DNA of Supply @ Mars
- Associate Development that builds strong functional and leadership competencies.
- We create Safe workplaces

# Shaping—Telling Our Story



SLT December 2013 Chicago  
3 GP SLT progress assessment  
Marc- All





# The Supply Team

**Richard Ware**



**Dan Nugent**



**Sandra MacQuillan**



**Nici Bush**



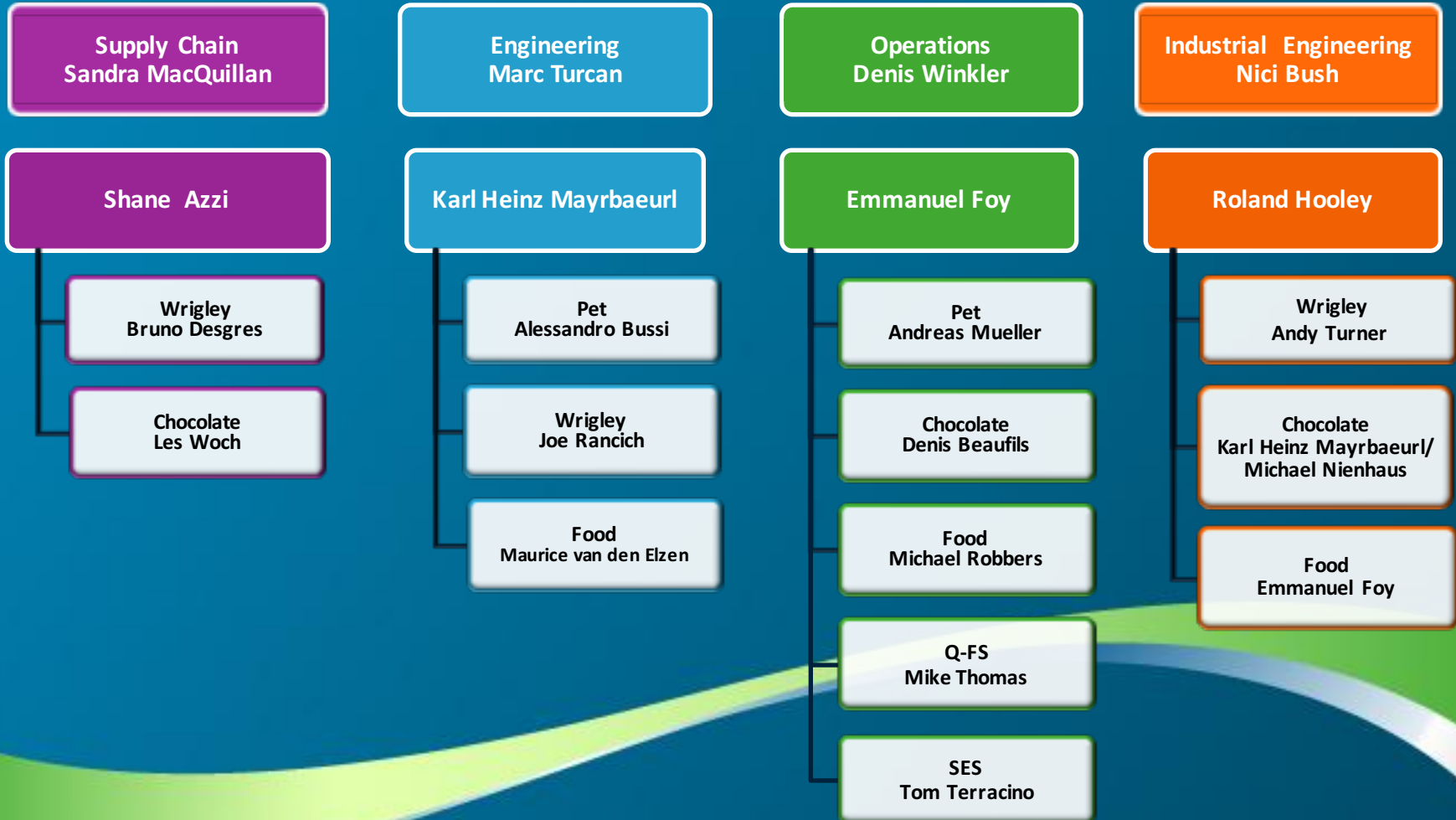
**Marc Turcan**



**Denis Winkler**

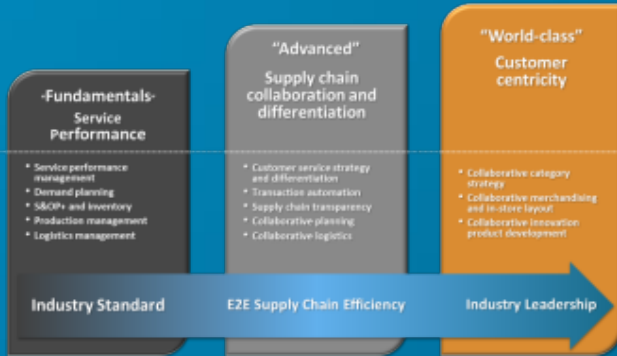


# Aligning/Driving - Cross Segment Communities

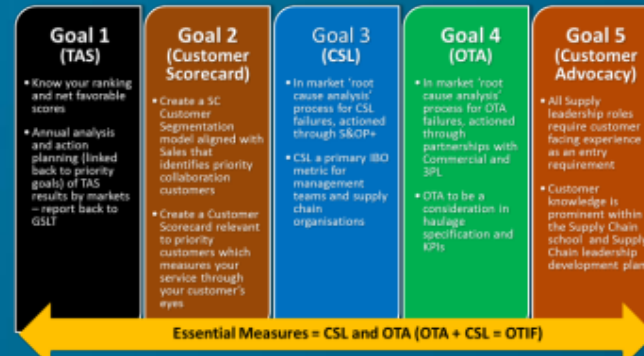


# Supply Chain—Great Pipelines That Focus on the Customer

## Aligned Model/Roadmap



## Mandated Essential Elements



## Customer Feedback Trade Attitude Survey

Wrigley	Logistics & SC Management			Customer Service / Support		
	2013	2012	2011	2013	2012	2011
Canada						
Czech Rep						
France	tba			tba		
Germany	tba			tba		
Poland						
UK						
USA						

## Playbook To Drive Consistency in Approach

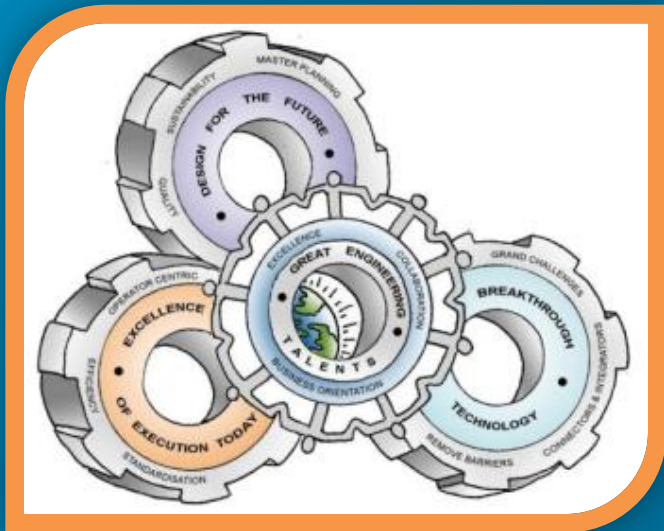


## Standardized Diagnostic Tool (Customer Collaboration Assessment Tool)



# The Engineering @ Mars » Model

Great Plants that deliver a competitive advantage



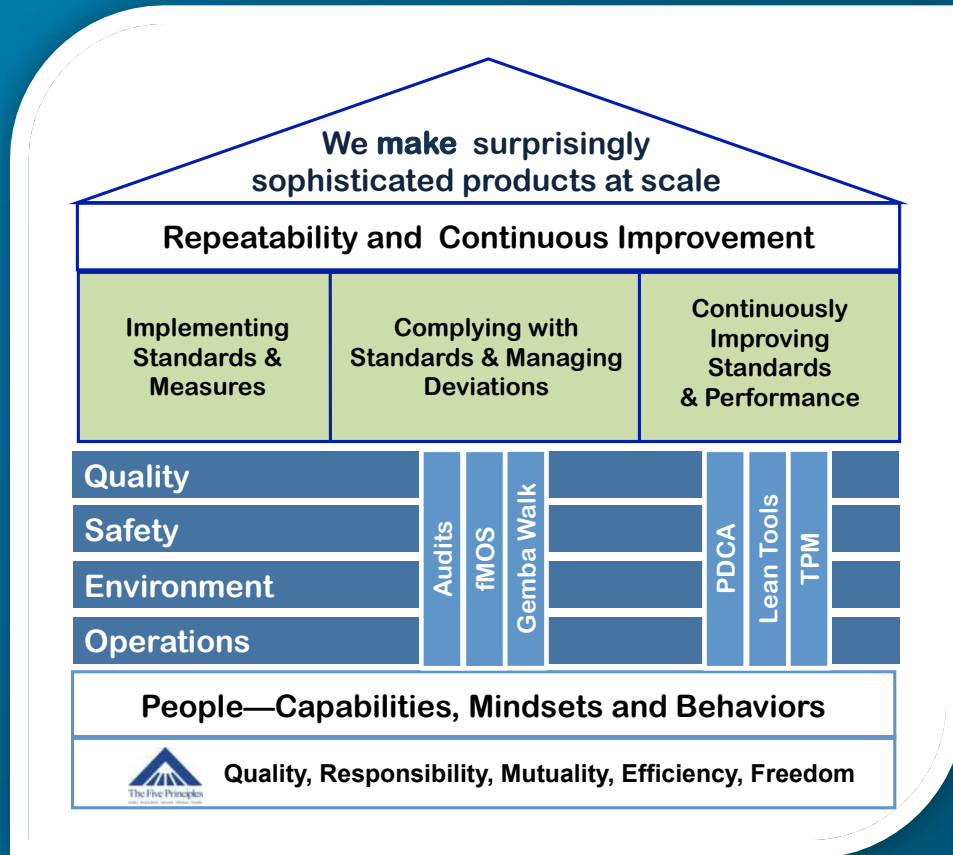
## PRODUCTIVITY

- Deployment of Global Asset Standards
- Strategic Supplier Management
- Scale—Larger projects—Green Fields

	2010	2014	Increase ('14 vs. '10)
Engineering Productivity			
Capital Budget (\$M)	813	1591	96%
Engineering Headcount (FTE)	515	572	11%
CAB Spend/FTE	1.6	2.8	76%

# Codifying Make @ Mars

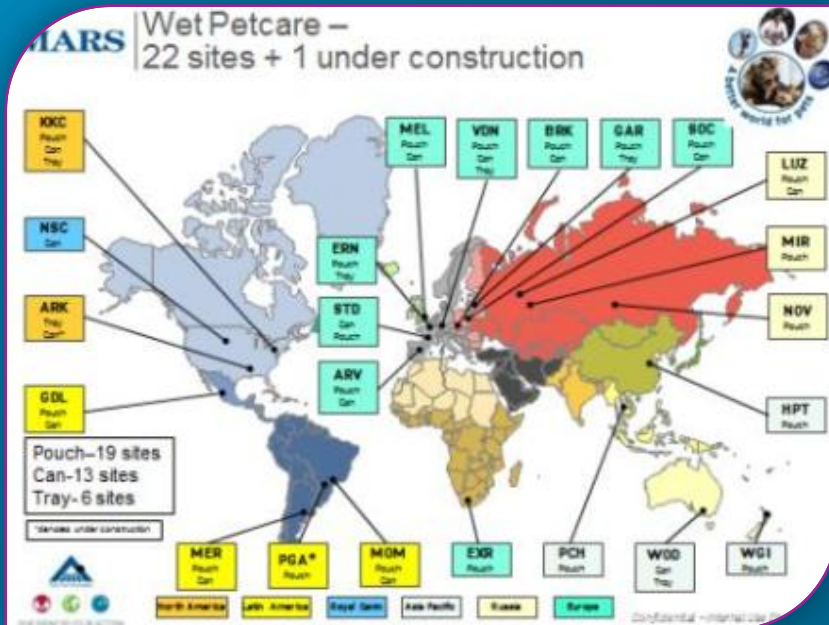
**SUPPLIERS**



**CONSUMERS**



# Industrial Engineers — Our Internal Change Agents



Great Supply Network  
Strategies supporting record levels of capacity investment

## A vision of a Transformed site

Features of transformed site

- 1 Team-centric, activity-based staffing that aligns labor to true work bases of the facility and flexes with demand
- 2 Engaged, cross-trained Associate employees, relentlessly driving improvement using lean tools
- 3 Stable processes operated with up-to-date standard work instructions
- 4 Reliable equipment that is proactively maintained based on defined standards and repaired efficiently when down
- 5 Real-time metrics and timely dialogues that correct gaps between current and target performance
- 6 Engaged, visible site leadership team that reinforces culture with frequent performance dialogues, improvement events

Great Diagnostic Tools supporting world class plant transformation

# Leveraging the Supply College to Codify and Deploy What Makes Supply @ Mars Unique

Key Focus Area	<b>Our approach to development codifies what makes Supply at Mars unique and embeds this as part of our Supply DNA</b>
Key Characteristics	
<ul style="list-style-type: none"> <li>• The way we do things within the Supply College is key building block in our efforts to communicate and embed the DNA of the Supply at Mars</li> <li>• We support the translation of signature processes and tools into a curriculum that supports the global Supply strategy and builds organizational capabilities</li> <li>• We codify and share knowledge across the Supply function bringing our associates together to network and share learning</li> <li>• The PMO structure within the Supply College supports Supply strategy deployment &amp; actively tracks metrics and progress at a global level</li> </ul>	



**The Other G**  
Great Results



# Great Plants: Leading Technology That Delivers Competitive Conversion Costs

**MARS**  
Incorporated

Since 2009 MCC costs have remained essentially flat at ~11% of NVS ... against backdrop of raising labor/energy costs and increasing portfolio complexity

Despite bringing on new capacity and increased Q-FS standards we are raised TRS 4 PTS since 2009

Non Quality Costs have been reduced for 3.3% to XX



# Great Plants

Leading Technology That Delivers Safe,  
Consistent, High Quality Products

**MARS**  
Incorporated

## 91% Overall Compliance

93

% Manufacturing Sites Compliant

85

% Bus Compliant

3

Segments 100% Compliant

Food, Drinks, MSS

0

NO Sites or BU's "AT RISK"



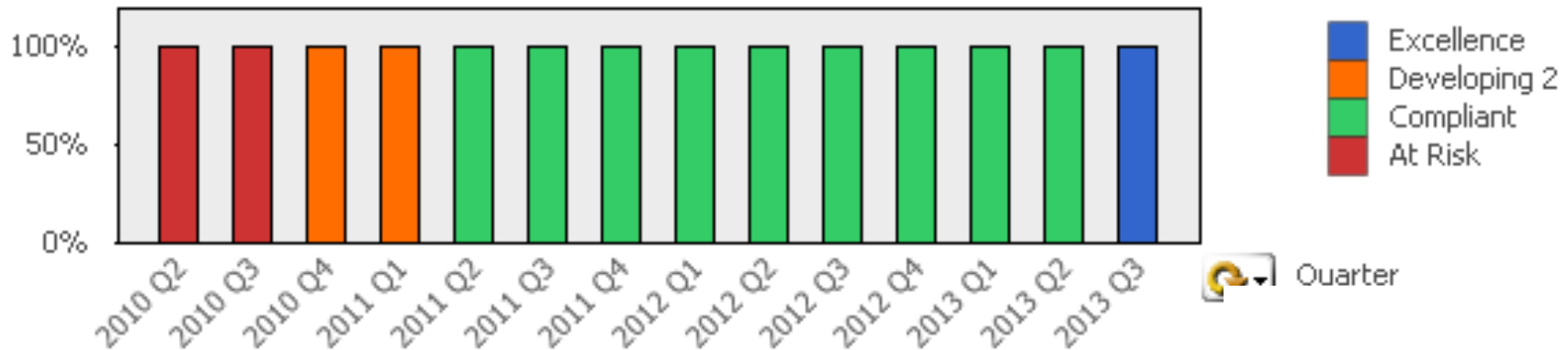


# US Petcare—Great Progress

## Tomah Plant – Excellence rating in LRQA audit

- The first site in Mars Inc to achieve this rating
- A tremendous milestone for the Segment and the Corporation
- Strong collaboration of R&D/ Q&FS, Supply and Commercial

Audit Progression



# Great Plants

That Deliver Safe, Consistent,  
High Quality Products

**MARS**  
Incorporated

## 2.23% Reduction in Total Consumer Complaints YTD (excl. RC)

Business Segment	% Change	Thru 9 2013	YE 2012	YE 2011	2013 Target % reduction	Status
Mars inc.	<b>-2.23</b>	9.39	9.60	10.06	n/a	
Chocolate	<b>-10.01</b>	7.47	8.30	9.64	<b>-8</b>	
Petcare (inc. RC)	5.79	9.98	9.43	9.39	<b>-7</b>	
Wrigley	6.54	15.59	14.63	15.50	<b>-10</b>	
Food	4.15	20.68	19.85	22.27	<b>-5</b>	
Drinks	<b>-10.50</b>	9.38	10.49	1.18	<b>-10</b>	
Developing Business	<b>-31.20</b>	37.54	54.57	107.12		

# Great Plants

That Deliver Safe, Consistent,  
High Quality Products

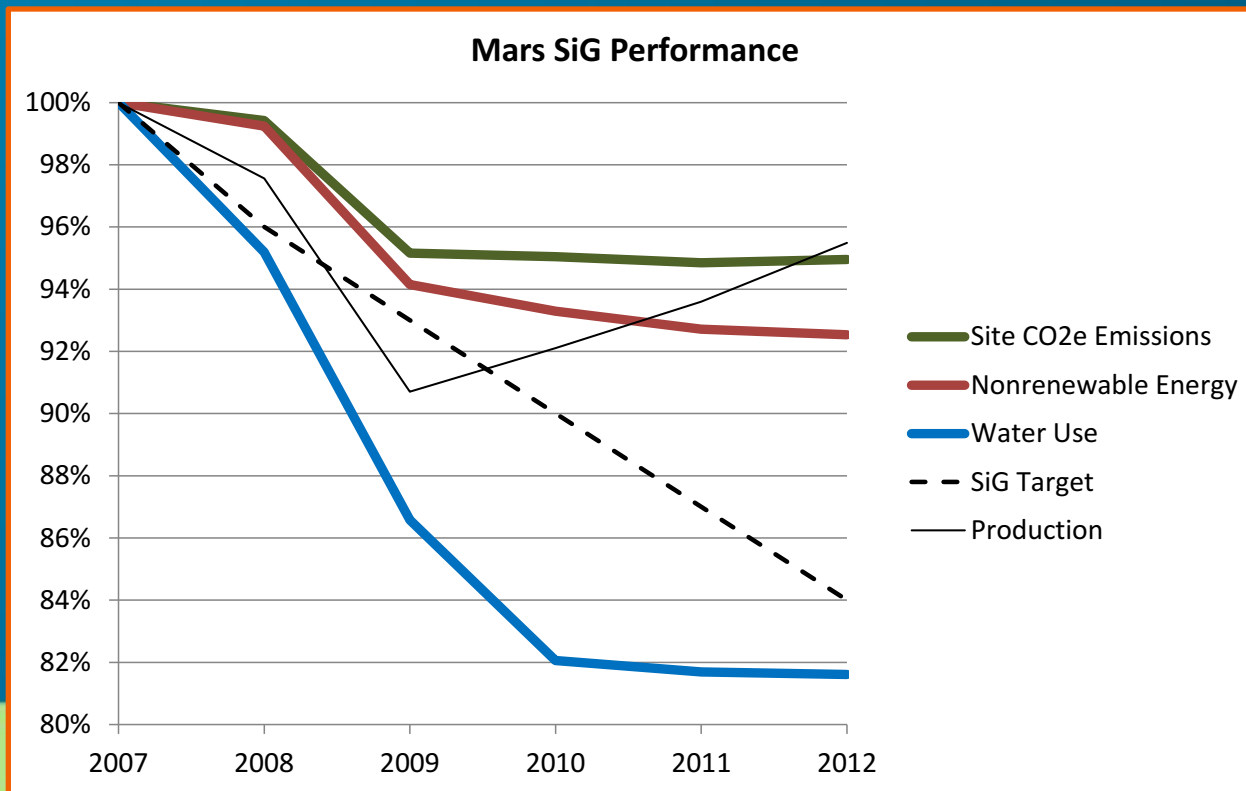
**6.44% Reduction in Total Consumer Complaints YTD (excl. RC)**

Business Segment	% Change	Thru 9 2013	YE 2012	YE 2011	2013 Target % reduction	Status
Mars inc.	-2.23	9.39	9.60	10.06		
Mars inc. without Royal Canin	-6.44	8.37	8.95	9.75	n/a	
Chocolate	-10.01	7.47	8.30	9.64	-8	
Petcare	5.79	9.98	9.43	9.39		
Petcare without Royal Canin	-7.51	6.93	7.49	8.61	-7	
Wrigley	6.54	15.59	14.63	15.50	-10	
Food	4.15	20.68	19.85	22.27	-5	
Drinks	-10.50	9.38	10.49	1.18	-10	
Developing Business	-31.20	37.54	54.57	107.12		

# Great Plants

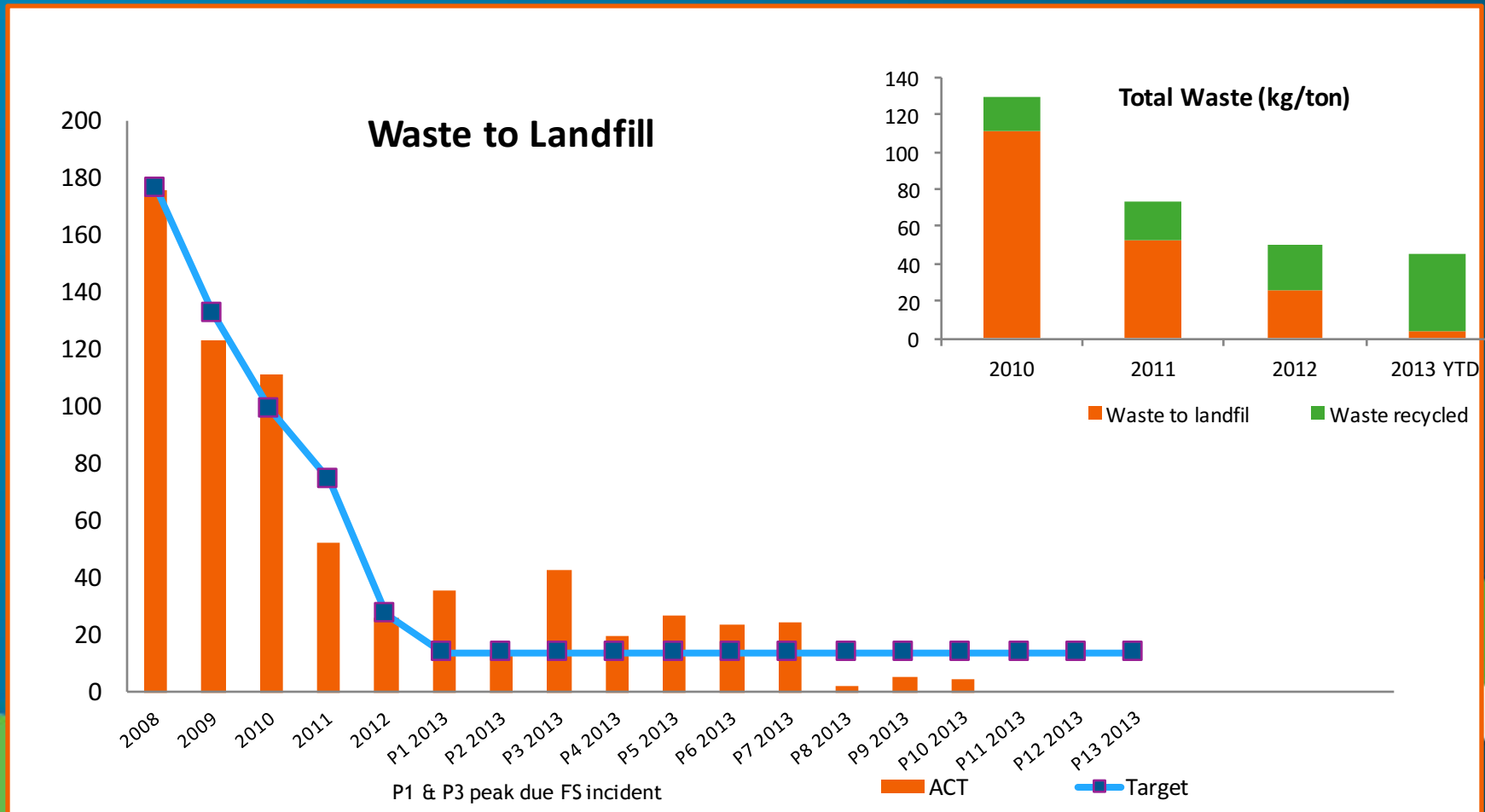
That Protect the Planet by Reducing the Impact  
Our Plants Have on the Environment—SIG

Through our progress we are decoupling from the  
impact of growth – With plan to accelerate this shift  
in 2014.



# Dubai Landfill Journey

Mars has reduced landfill by 78 kit since 2007— more than the annual production of 90 of our sites

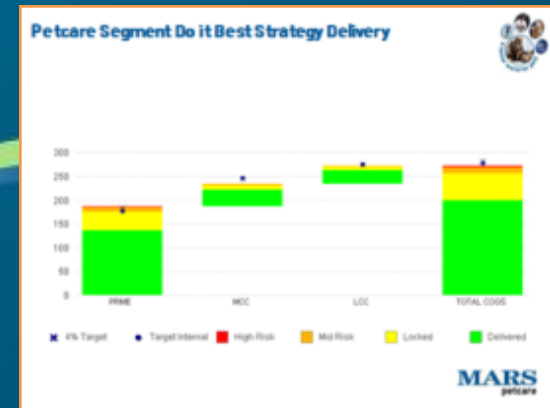
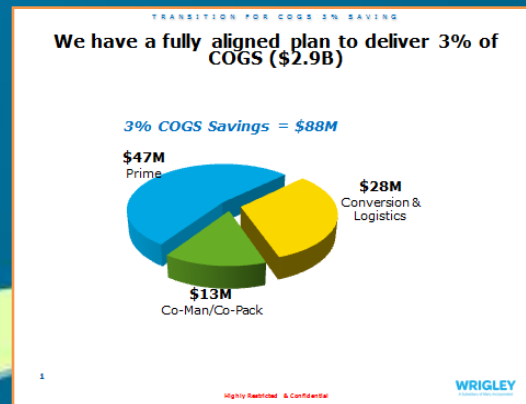
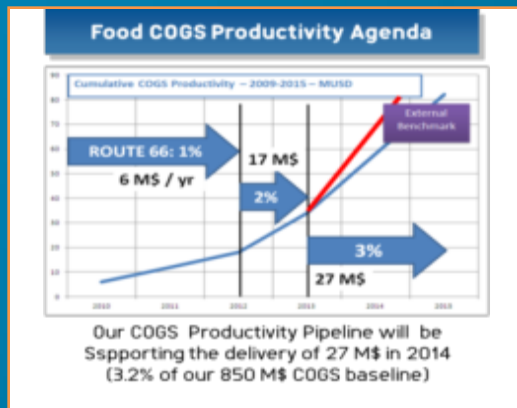




# Great Pipelines

That Deliver > 3% Year-On-Year COGS Productivity Improvement

All Segments have well embedded programmes that are delivering against our COGS productivity target



## 2012 Mars TAS Summary and Action plan

### I. Background:

- 2012 Mars rank is 10 out of 19, (rank change: -4 vs. 2011), Even Mars almost keeps net favorable (decreased only by 1 pct. vs. 2011), other manufactures accelerate net favorable growth (overall Core Set increased net favorable by 7 pts). Four manufacturers surpassed Mars in 2012, which are Kraft, PepsiCo, TingHsin and Kimberly Clark.
- We have 3 sub-engagement areas whose rankings are within Top1/ (only in Logistics/ Customer Service part); Even Top 1/ 3 sub-engagement areas, we have declining trend; for top5 most important sub engagement areas, our rankings have been decreased obviously.

### II. Goal

- Achieve impulse category leadership through strengthening partnership with top customers with compelling category growth vision and collaborative planning model.
- Top 1/ 3 Suppliers in TAS from 10<sup>th</sup> in 2012 to 5<sup>th</sup> in 2015

### III. Strategy and priority

- We focus on most important facts and concerns of customers
- We focus on cross- function JBP customer engagement and KA capability building
- We make special action plans with clear ownership and measurement

### IV. Detail action plan

#### i. Cross function JBP customer engagement and KA capability building will ensure action plan implantation and good execution.

	What	When	Who
1	X-function customer assessment	P3	NKA/ NTM/ Logistics/ Finance/ CMI
2	JBP selling	P3-P5	NKA/ NTM/ Logistics
3	T2T visit	P6	VIPs: LT/ RKA: VP/ LKA: Direct level

#### ii. Improve trade marketing& brand marketing plan

	What	When	Who
4	Learning from Wrigley	2013Q1	NTM CM/ NKA
5	Work out customized promotion strategy by integrating brand strategy & NTM promotion strategy and customer survey result	2013Q1	NTM CM team/ NKA
6	Implement trade marketing activity with better planning and execution: Optimize planning cycle for key accounts (P+3, P+6, P+12) and set up periodical interaction with customer's marketing	From P1	NTM CM team/ NKA
7	Create big "inspired marketing plan" and implement in key customers (4VIPs)	From 2013 Q1	NTM CM team/ NKA

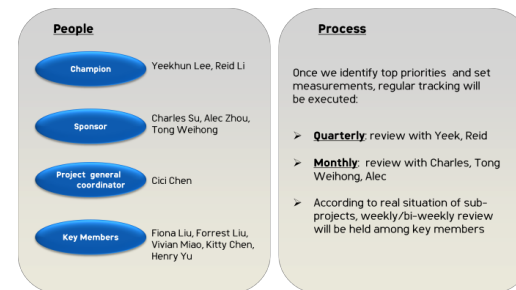
#### i. Enhance category development plan

	What	When	Who
8	Dwld "w" "EvoOcp" cpl "uj q r gt" lpuik j v r g f lpi "r quklq" lo" ej qeapvg" eovgi qt l " cpl " g z r cpl " Evoo cp" exqgt ci g' l' t q o " 64" "vq"; 2" "	H q o "R31Qppwa1	EvoOcp\vgoo "
9	Fgxrqr "o cpl"uj ghil"Dwmfcpl "ej genlqw\ugrwkq"xlc"uqik " ugritai "uxqt l "	H q o "R31Qppwa1	EvoOcp\vgoo 1Hqpc"
10	Eapf wv" v' cplpi " uguulq" y kj " ngl " ewuqo gt u" cv' r gcu" apqeg' r gt " l' gct "	H q o "R31Qppwa1	Hqpc1"***** EvoOcp\vgoo "
11	Rqt'vraq'o cpci go gpv\vgu(" r gct plpi "	R5'	H q o p e j k u g " EvoOcp\vgoo "

#### ii. Reinvent logistics management and customer service plan

	What	Breakdown actions	When	Who
12	Ugv"r "ewuqo gt"uglxleg" Eqmge\wurr r r f' ej cpl"VRER(" Utcvgi lgu"t q o " : "ceeqxp\ ueqtgect f' d l "ceeqxpu" Qpi ci g'Vqr "Ewuqo gt u"xlc'r tqcevkq'epo o wpleckq"		R3'	ElektHt t guv'
	cpl "r t kt k k' g'vqr "6**Y OV." Qevkq'r rep'cik po gpw" "		R6'	ElektHt t guv'
	VGLEQ"TV"- 3# l6 r r g o gp\cpl "epo o wpleckq" "		R7'	ElektHt t guv'
13	Ugv"r "Swqvc" 423414235"RgonUgcuapVgo r qt ct l "Ujrwkq" "		R3'	Ht t guv'Elekt
	Ocpai go gpv\va'lo r t q x g' Oreu'Swqvc'o cpci go gpv\ugrwkq"		R8'	Dqj w'
14	vj g'QH" Eqp o wpleckq'cpl "cik po gpv'y kj "ewuqo gt." "		R4( R7'	ElektHt t guv'
	Y qt rlvqj gvj gt'y kj "PMC" l'pvgi t cvg f' ewuqo gt "vqcrhugrwkq'cpl "gpi ci go gpv/ vct i gvpi "vq'cpl ewuqo gt u"		R5'	Lgt t l' 1Ht t guv'
	r t qcevkq'epo o wpleckq" Eapf wv"Rcuukq'rtqt "Ej qeapvg'vq'ewuqo gt u"		R7'	Lgt t l' "

#### iii. Set up project charter and monthly/ Quarterly review system



# Great Pipelines - Best in Class Inventory & Freshness Performance

## 2013 Trade Attitude Survey (TAS)

Chocolate	Logistics & SC Management			Customer Service / Support		
	2013	2012	2011	2013	2012	2011
Australia	tba			tba		
Belux						
Brazil						
C.Americas						
Canada						
China						
France						
Germany						
Ireland						
Italy	tba			tba		
ITR	tba			tba		
Korea	tba			tba		
KSA	tba			tba		
Mexico						
Netherlands						
Poland						
Russia						
Spain (Cho/WY)	tba			tba		
UAE	tba			tba		
UK						
USA						

Petcare	Logistics & SC Management			Customer Service / Support		
	2013	2012	2011	2013	2012	2011
Argentina						
Australia	tba			tba		
Belux						
Brazil	tba			tba		
Canada						
C. Americas						
Chile						
China						
Colombia						
Czech Republic						
France	tba			tba		
Germany	tba			tba		
Ireland						
Italy	tba			tba		
Mexico						
Netherlands						
Poland						
Portugal	tba			tba		
Puerto Rico						
Russia						
South Africa	tba			tba		
Spain	tba			tba		
UK						
USA Core						
USA Specialist						

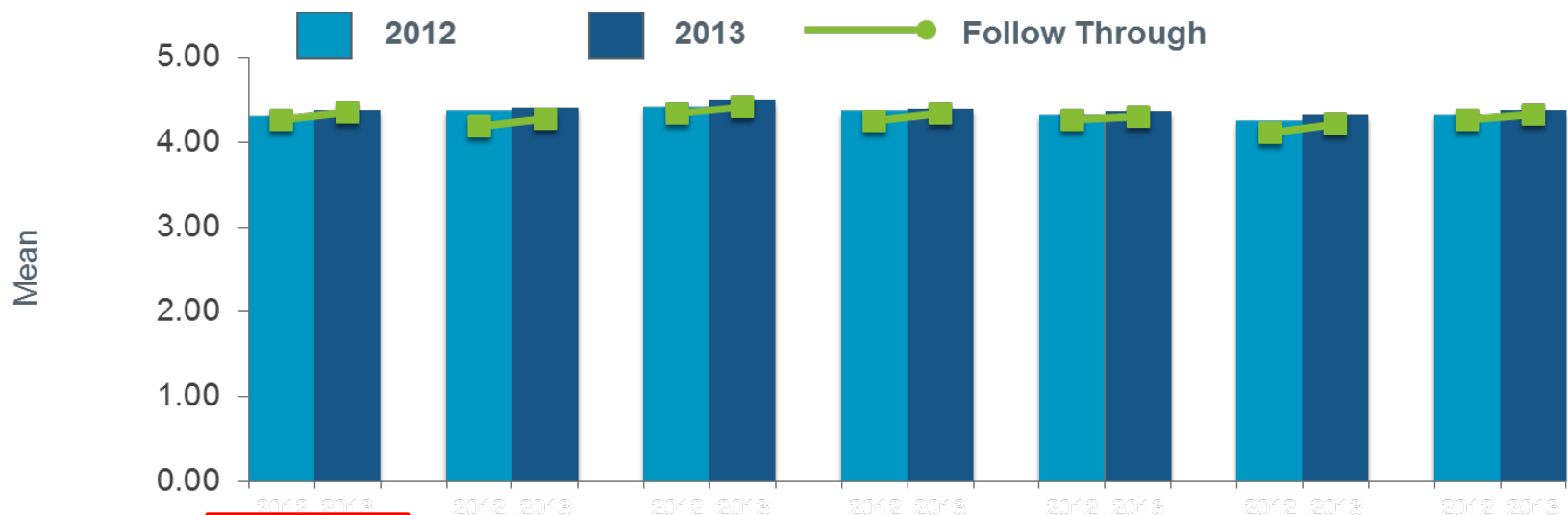
Wrigley	Logistics & SC Management			Customer Service / Support		
	2013	2012	2011	2013	2012	2011
Canada						
Czech Rep						
France	tba			tba		
Germany	tba			tba		
Poland						
UK						
USA						

Food	Logistics & SC Management			Customer Service / Support		
	2013	2012	2011	2013	2012	2011
Australia	tba			tba		
Belux						
Canada						
France	tba			tba		
Germany	tba			tba		
UK						
USA						

# Great People – Winning teams of engaged associates

## Manufacturing has become accretive to Mars Inc.

Engagement at Mars, Inc. Overall by Function (continued)



	Manufacturing	P&O	R&D	S&F	Sales	Franchise	Total Mars
2012 Respondents	23,417	1,717	2,854	3,114	24,525	2,596	-
2013 Respondents	23,867	1,873	3,025	3,113	26,772	1,847	-
2012 AE	4.30	4.37	4.42	4.36	4.32	4.25	4.32
2013 AE	4.37	4.41	4.49	4.40	4.36	4.32	4.37
2012 FT	4.27	4.19	4.34	4.25	4.27	4.11	4.26
2013 FT	4.36	4.28	4.42	4.34	4.31	4.21	4.33

Note: Data based on function break

# Great People - Led by Great Line Managers

**MARS**  
Incorporated

## Sites Driving Our Progress ... With 68 Sites Over the 80<sup>th</sup> percentile

Highest Follow Through Index Top 10 Sites	
Mars Foods China, Haikou (Pet)	4.95
Mars Petcare (Thailand) Co.,Ltd,Pakchong	4.94
Wrigley, Tamsui, New Taipei, Taiwan	4.20
Mars Novosibirsk Russia	4.89
Mars Pet US Temple, TX	4.83
Wrigley, Shanghai Factory, China	4.83
Wacol, Brisbane	4.80
Mars Foods China, Huairou (Choc)	4.80
Mars Egypt, October 6	4.80
Mars Pet US Tomah, WI	4.76

Highest Grand Mean Top 10 Sites	
Mars Foods China, Haikou (Pet)	4.94
Mars Petcare (Thailand) Co.,Ltd,Pakchong	4.92
Wrigley, Tamsui, New Taipei, Taiwan	4.86
Wrigley, Tamsui, New Taipei, Taiwan	4.84
Wrigley, Shanghai Factory, China	4.84
Mars Egypt, October 6	4.84
Mars Foods China, Huairou (Choc)	4.76
Mars Andean Pact Barranquilla	4.73
Mars Food Jiaxing (Choc)	4.73
Mars Novosibirsk Russia	4.72

Biggest Improvement in Follow Through Index Top 10 Sites	
Mars GCC, Dubai	+1.12
Mars Ballarat, Australia	+1.11
Mars India, Hyderabad	+1.10
Mars Pet US Tomah, WI	+0.93
RC, Yokohama, Japan	+0.92
The Nutro Company, Kansas City, MO	+0.91
RC, Johannesburg, South Africa	+0.85
Wrigley, Nairobi, Kenya	+0.69
Mars Pet US Columbus, OH	+0.66
Wrigley, Tamsui, New Taipei, Taiwan	+0.59

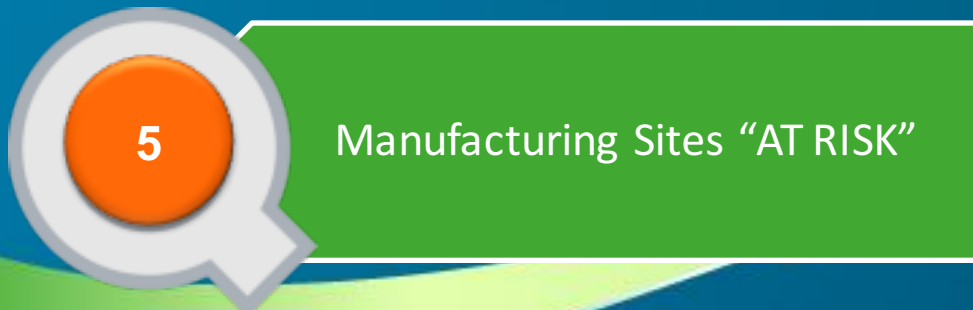
Biggest Improvement in Grand Mean Top 10 Sites	
RC, Johannesburg, South Africa	+0.89
RC, Niepolomice, Poland	+0.8
Mars Food US Rancho Dominguez CA	+0.75
Mars Pet US Tomah, WI	+0.66
Wrigley, Tamsui, New Taipei, Taiwan	+0.64
The Nutro Company, Kansas City, MO	+0.61
Mars Pet US Columbus, OH	+0.609
RC, Yokohama, Japan	+0.56
Mars GCC, Dubai	+0.54
Mars India, Hyderabad	+0.45



# Great People - We create Safe Workplaces

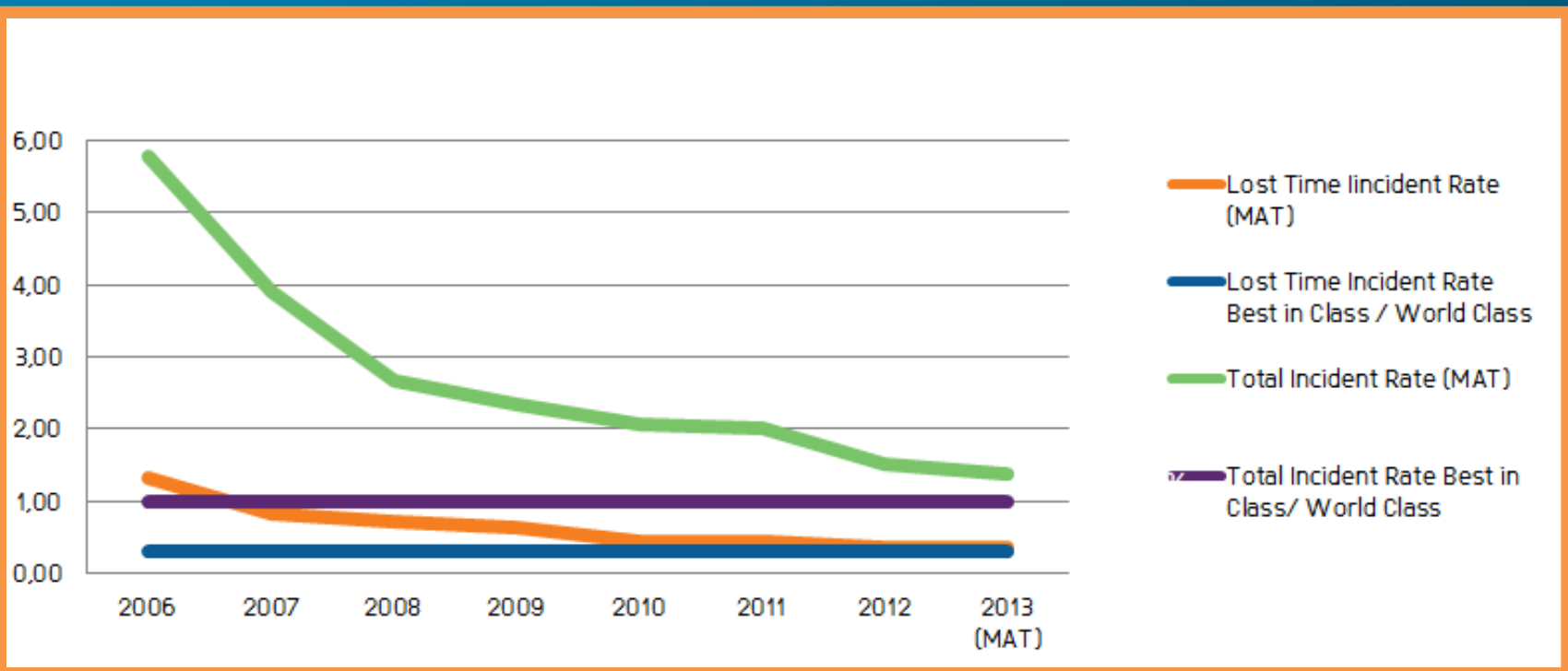
**MARS**  
Incorporated

## 35% Overall Compliance



# Great People - We create Safe Workplaces

- Although our incidence trend is stable in 2013 we had three had fatalities
- Our aim is to make this our Exxon Valdesse moment



# Exxon Valdesse Oil Spill

## A Defining Moment For Exxon







**Backup**

# Quality—Q3 Audit Results: Sites & BUs

# MARS

## Excellence (1)

## Compliant (154)

### Petcare

Sites	Petcare Africa
Aimargues (RCA)	Petcare Andean
Arevalo (ARV)	Pact
Barranquilla (BAR)	Petcare ANZ
Bokros (BOK)	Petcare AUP
Bolton (BPP)	Petcare Brazil
Bathurst (BTH)	Petcare China
Bruck (BRK)	Petcare Indian Sub-Continent
Cambrai (RCC)	Petcare Europe
Castle Cary (RCS)	Petcare Mexico
Columbia (KKS)	Petcare NA - BU
Columbus (KKC)	Petcare Russia
Clinton (OKC)	Petcare Thailand
Descalvado (RCD)	Royal Canin
Dmitrov (RDM)	
Ernolsheim (ERN)	
Fort Smith (ARK)	
Gargzdai (GAR)	
Guadalahara (GDL)	
Guelph (RGU)	
Hyderabad (HYD)	
Huairou (HPT)	
Jukskei Park (RCJ)	
Kansas City (KAN)	
Lebanon (LEB)	
Luzhniki (LUZ)	
Mattoon (KKM)	
Melton (MEL)	
Mercedes (MER)	
Miami (OKM)	
Milton Keynes (MIL)	
Minden (MIN)	
Mirny (MIR)	

### Chocolate

Sites	BUs
Albany (ALB)	Chocolate and Food
Ballarat (MCA)	Brazil
Breitenbrunn (BBN)	Chocolate ANZ
Burr Ridge (BUR)	Chocolate Continental Europe
Chicago (CHI)	Chocolate Drinks and Treats
Dubai (EXD)	Chocolate China
Elizabethtown (ELZ)	Chocolate META
Ethel M (EGM)	Chocolate Mexico
Guararema (GUA)	Chocolate NA
Hagenau (HAG)	Chocolate Russia
Huairou (HUA)	Chocolate Russia
Janaszowek (JAN)	Korkunov
Jiaxing (JXG)	Chocolate UK
Korkunov (OKF)	Dove Chocolate
Makassar (UJU)	Discoveries
Montemorelos (MTM)	Ice Cream & Snacks US
My M&M's	Mars Retail Group
Newmarket (NMK)	
October 6 City (OCT)	
Slough (SLO)	
Steinbourg (DOE)	
Stupino (STU)	
Veghel (VEG)	
Viersen (VSN)	
Waco (WAC)	

### Wrigley

Sites
Asquith (ASQ)
Antipolo City (ATP)
Baddi (BAD)
Bangalore (BAN)
Biesheim (BHM)
Chattanooga (TNN)
Gainesville (GNV)
Guangzhou (GNZ)
Nairobi (NAI)
Ontario (ONT)
Panyu (PNY)
Plymouth (PLY)
Porici (PNS)
Poznan (POZ)
St Petersburg (RUS)
Santiago (CAF)
Scoresby (SCO)
Shanghai (SON)
Taipei (TAP)
West Chicago (AUR)
Yorkville (YRV)

BUs
Wrigley NA

### Symbioscience

Sites	BU
Mogendorf (MOG)	Mars Botanical
	Mars Veterinary

### Drinks

Sites
Basingstoke (FSQ)
West Chester (WCR)

BU
Drinks - BU

### Food

#### Sites

Bolton (BFP)  
 Cape Town (CAP)  
 Chateaudun (CHD)  
 Greenville (GRV)  
 Guararema (GUA)  
 King's Lynn (KLN)  
 Lukhovitsy (LUK)  
 Olen (OLN)  
 Oud-Beijerland (OBL)  
 Wyong (MFA)

#### BUs

Food Africa  
 Food ANZ  
 Food NA  
 Food Rusia  
 Food Europe



# Quality—Q3 Audit Results: Sites & BUs

## Developing I (5)

### **Wrigley**

Santa Catarina (SCA)

### **Chocolate**

Cherdakly (CHE)

Cleveland (CLV)

Hackettstown (HKP)

### **Petcare**

Wacol (UBW)

## Developing II (2)

### **Petcare**

Dalton (DAL)

Wodonga (WOD)

## At Risk (0)

# Safety—2013 Audit Results: Supply Sites

**MARS**  
Incorporated

Compliant 29 of 87 Total or 35% shown below in bold

## Food

### Sites

Bolton (BFP)  
Cape Town (CAP)  
Chateaudun (CHD)  
**Greenville (GRV)**  
Guararema (GUA)  
King's Lynn (KLN)  
Lukhovitsy (LUK)  
**Olen (OLN)**  
Oud-Beijerland (OBL)  
**Wyong (MFA)**

## Drinks

### Sites

Basingstoke (FSQ)  
West Chester (WCR)

## Symbioscience

### Sites

**Mogendorf (MOG)**  
Germantown (GRD)

## Petcare

### Sites

Arkansas (ARK)  
Arevalo (ARV)  
Barranquilla (BAR)  
**Bokros (BOK)**  
**Bolton (BPP)**  
**Bathurst (BTH)**  
Birstall (THO)  
Bruck (BRK)  
Chalfont (CHA)  
**Colombia (KKS)**  
Columbus (KKC)  
Clinton (OKC)  
Dalton (DAL)  
Ernolsheim (ERN)  
**Galena (KSH)**  
**Gargzdai (GAR)**  
**Guadelahara (GDL)**  
Hyderabad (HYD)  
Huairou (HPT)  
**Kansas (KAN)**  
**Lebanon (LEB)**  
Luzhniki (LUZ)  
**Mattoon (KKM)**  
Melton (MEL)  
Mercedes (MER)  
Miami (OKM)  
Milton Keynes (MIL)

### Minden (MIN)

Mirny (MIR)  
Mogi Mirim (MOM)  
Novosibirsk (NOV)  
Orangeburg (ORA)  
Pak Chong (PCH)  
**Queretaro (QRO)**  
Recife (REC)  
**Reno (KKR)**  
Rosslynn (EXR)  
**San Bernadino (SBE)**  
**Sochaczew (SOC)**  
**Temple (TXT)**  
Tomah (WIT)  
Tracy (CAT)  
**Verden (VDN)**  
Victorville (VIC)  
Wacol (UBW)  
**Wanganui (WGI)**  
**Washington Courthouse (OHW)**  
**Wodonga (WOD)**

## Chocolate

### Sites

Albany (ALB)  
**Ballarat (MCA)**  
Breitenbrunn (BBN)  
Burr Ridge (BUR)  
Cherdakly (CHE)  
Chicago (CHI)  
Cleveland (CLV)  
**Dubai (EXD)**  
Elizabethtown (ELZ)  
Ethel M (EGM)  
Guararema (GUA)  
**Hackettstown (HKP)**  
Haguenu (HAG)  
Huairou (HUA)  
Janaszowek (JAN)  
Jiaxing (JXG)  
Makassar (UJU)  
Montemorelos (MTM)  
Newmarket (NMK)  
Slough (SLO)  
Steinbourg (DOE)  
Stupino (STU)  
**Veghel (VEG)**  
Viersen (VSN)  
**Waco (WAC)**

## Wrigley

\*Note – WRIGLEY & Royal Canin do not conduct Mars 3rd Party Audits

# Safety—2013 Audit Results: Supply Sites

## Developing (52)

### **Petcare**

Arkansas (ARK)  
Arevalo (ARV)  
Barranquilla (BAR)  
Birstall (THO)  
Chalfont (CHA)  
Columbus (KKC)  
Clinton (OKC)  
Ernolsheim (ERN)  
Hyderabad (HYD)  
Huairou (HPT)  
Luzhniki (LUZ)  
Melton (MEL)  
Mercedes (MER)  
Milton Keynes (MIL)  
Mirny (MIR)  
Mogi Mirim (MOM)  
Novosibirsk (NOV)  
Orangeburg (ORA)  
Pak Chong (PCH)  
Recife (REC)  
Rosslynn (EXR)  
Tomah (WIT)  
Tracy (CAT)  
Victorville (VIC)

### **Chocolate**

Albany (ALB)  
Breitenbrunn (BBN)  
Burr Ridge (BUR)  
Cherdakly (CHE)  
Chicago (CHI)  
Cleveland (CLV)  
Elizabethtown (ELZ)  
Guararema (GUA)  
Haguenau (HAG)  
Huairou (HUA)  
Janaszowek (JAN)  
Jiaying (JXG)  
Makassar (UJU)  
Montemorelos (MTM)  
Newmarket (NMK)  
Slough (SLO)  
Steinbourg (DOE)  
Stupino (STU)  
Viersen (VSN)

### **Food**

Bolton (BFP)  
Cape Town (CAP)  
Chateaudun (CHD)  
Guararema (GUA)  
King's Lynn (KLN)  
Lukhovitsy (LUK)  
Oud-Beijerland (OBL)

### **Symbioscience**

Germantown (GRD)

### **Drinks**

Four Square (FSQ)

## At Risk (6)

### **Chocolate**

Ethel M (EGM)

### **Petcare**

Bruck (BRK)  
Dalton (DAL)  
Miami (OKM)  
Wacol (UBW)

### **Drinks**

West Chester(WCR)

We **MAKE** surprisingly sophisticated ....

**MARS**  
Incorporated

What **MADE** a difference will again **MAKE** a difference.



## Entrepreneur of the Century

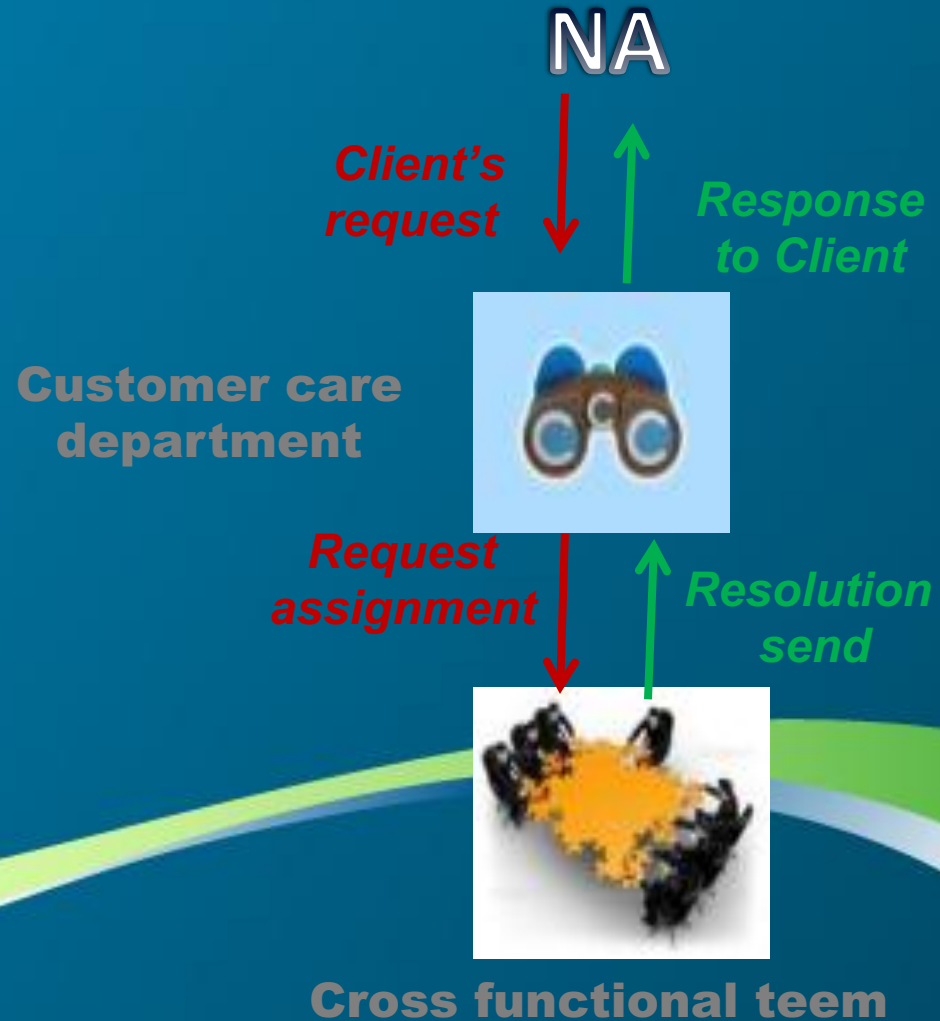
*“[Forrest Mars was] one of this century’s most brilliant and successful entrepreneurs, who built the nation’s largest privately held industrial company...he was always a little quicker and smarter than the competition...he was the first to adopt new technologies, automating his product lines early, and he demanded the highest standards of cleanliness and quality.”*

—Forbes Magazine

# Customer Collaboration Centre: How it works

- Real breakthrough Innovation
- Pioneers at Russian market
- Unique in Mars Inc.
- Low cost to implement and support
- No added overheads
- One window for client with clear person
- Joint collaboration development

## Customer requirement management





# Our journey to success - Germany

## Summary of critical success factors

- Fix the basics first
- Invest in a long-term concept
  - Financial
  - Personnel
  - Planning
- Build personal contacts systematically
- Communicate regularly
  - News Letter
  - Brochure
  - Physical visits
- Bring in an objective third party (Compliance)
- Keep complexity to a minimum
  - "Cook with a low flame" – small number of partners
  - Regional / functional limits
- Ensure independence of partners
  - Leave door open for exit strategy

