

2011 FACT SHEET

In 1911, Frank C. Mars made the first Mars candies in his Tacoma, Washington kitchen and established Mars' first roots as a confectionery company. In the 1920's, Forrest E. Mars, Sr. joined his father in business and together they launched the MILKY WAY® bar. In 1932, Forrest, Sr. moved to the United Kingdom with a dream of building a business based on the philosophy of a "mutuality of benefits" for all stakeholders – this vision serves as the foundation of the Mars, Incorporated we are today. Mars has net sales of more than \$30 billion annually.

Here's a brief look at who we are and what we do.

We are one of the fastest growing food companies.

- We are one of the world's leading confectionery companies, following our acquisition of the Wm. Wrigley Jr. Company in 2008
- We are one of the world's leading petcare companies
- Our billion-dollar brands include M&M'S®, SNICKERS®, DOVE®, MARS®, TWIX®, EXTRA®, ORBIT®, UNCLE BEN'S®, PEDIGREE®, ROYAL CANIN® and WHISKAS®.
- Our more than 65,000 associates work at over 370 sites, in 72 countries worldwide.
- We are headquartered in McLean, Virginia, U.S.A.

We operate in diverse business segments and have iconic global brands the world over.

- Mars Chocolate: M&M'S®, SNICKERS®, DOVE®, GALAXY®, MARS®, MILKY WAY® and TWIX®, among others
- Mars Petcare: PEDIGREE®, WHISKAS®, SHEBA®, CESAR®, ROYAL CANIN®, NUTRO® and GREENIES®, among others
- Wrigley Gum and Confections: EXTRA®, ORBIT®, DOUBLEMINT®, SKITTLES®, STARBURST® and ALTOIDS®, JUICY FRUIT®, FREEDENT®, AIRWAVES®, LIFE SAVERS®, ECLIPSE®, WINTERFRESH®, among others
- Mars Food: UNCLE BEN'S®, DOLMIO®, SEEDS OF CHANGE®, EBLY® and MASTERFOODS®, among others
- Mars Drinks: KLIX®, FLAVIA®
- Mars Symbioscience: CIRKUHEALTH™, WISDOM PANEL™ MX, SERAMIS®, and MYCOCOAPAPER

Three of these brands are more than 100 years old: ALTOIDS®, JUICY FRUIT® and SPEARMINT®. Eight of these brands are more than 50 years old: MILKY WAY®, SNICKERS®, MARS®, M&M'S®, DOUBLEMINT®, UNCLE BEN'S®, and WHISKAS®, NUTRO®.

We are guided by our Five Principles.

- *Quality:* The consumer is our boss, quality is our work and value for money is our goal.
- *Responsibility:* As individuals, we demand total responsibility from ourselves; as associates, we support the responsibilities of others.
- *Mutuality:* A mutual benefit is a shared benefit; a shared benefit will endure.
- *Efficiency:* We use resources to the full, waste nothing and do only what we can do best.
- *Freedom:* We need freedom to shape our future; we need profit to remain free.