

2010 FACT SHEET

From its humble beginnings in the Tacoma, Washington kitchen of Frank Mars, Mars, Incorporated has grown into a company of global scope and scale, generating annual revenues of more than \$28 billion. As a family-owned company for nearly a century, we are guided by our Five Principles: Quality, Responsibility, Mutuality, Efficiency and Freedom.

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

We are the world's third largest food manufacturer.

- We are the world's leading confectionery company, following our acquisition of the Wm. Wrigley Jr. Company in 2008
- We are the world's leading petcare company
- 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, including 135 factories, in approximately 68 countries worldwide.
- We are headquartered in McLean, Virginia, U.S.A.

We operate in six business segments.

- Chocolate
- Petcare
- Wrigley Gum and Confections
- Food
- Drinks
- Symbioscience

We 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.