

MARS

Issues & Reputation

Public Affairs Council - November 2016



Who is Mars?

A diverse, global business



Diverse Brands

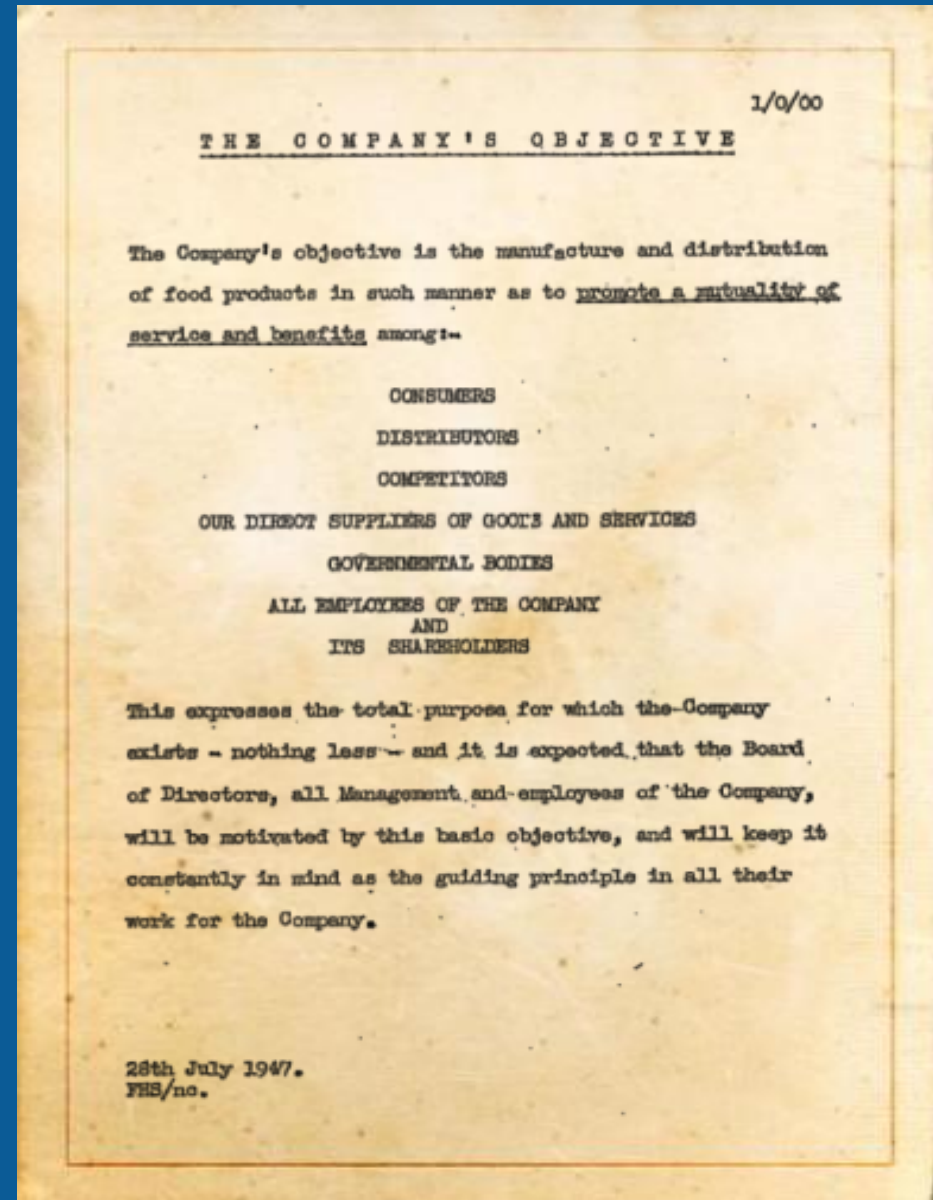


HOW is more important than WHAT



The Five Principles

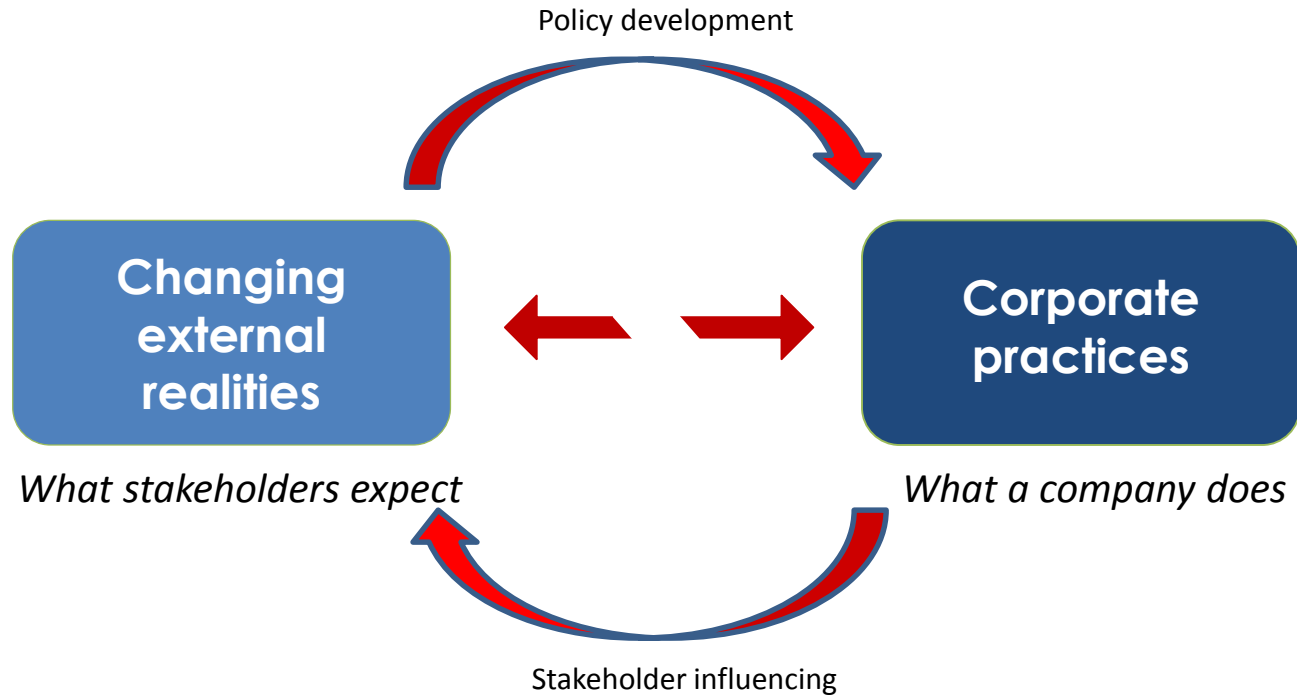
Quality Responsibility Mutuality Efficiency Freedom





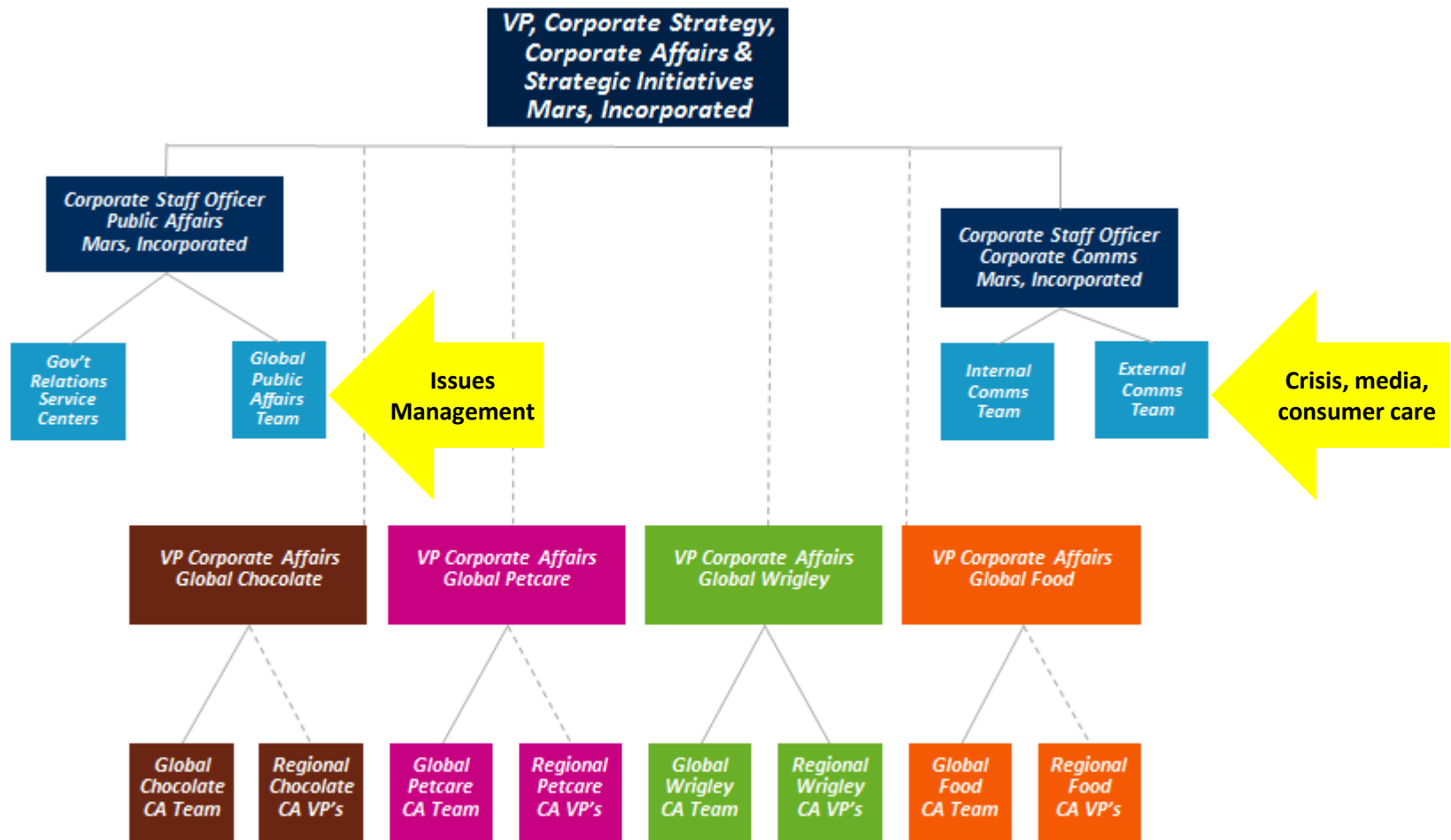
Managing issues through a reputation lens

Issues Management framework



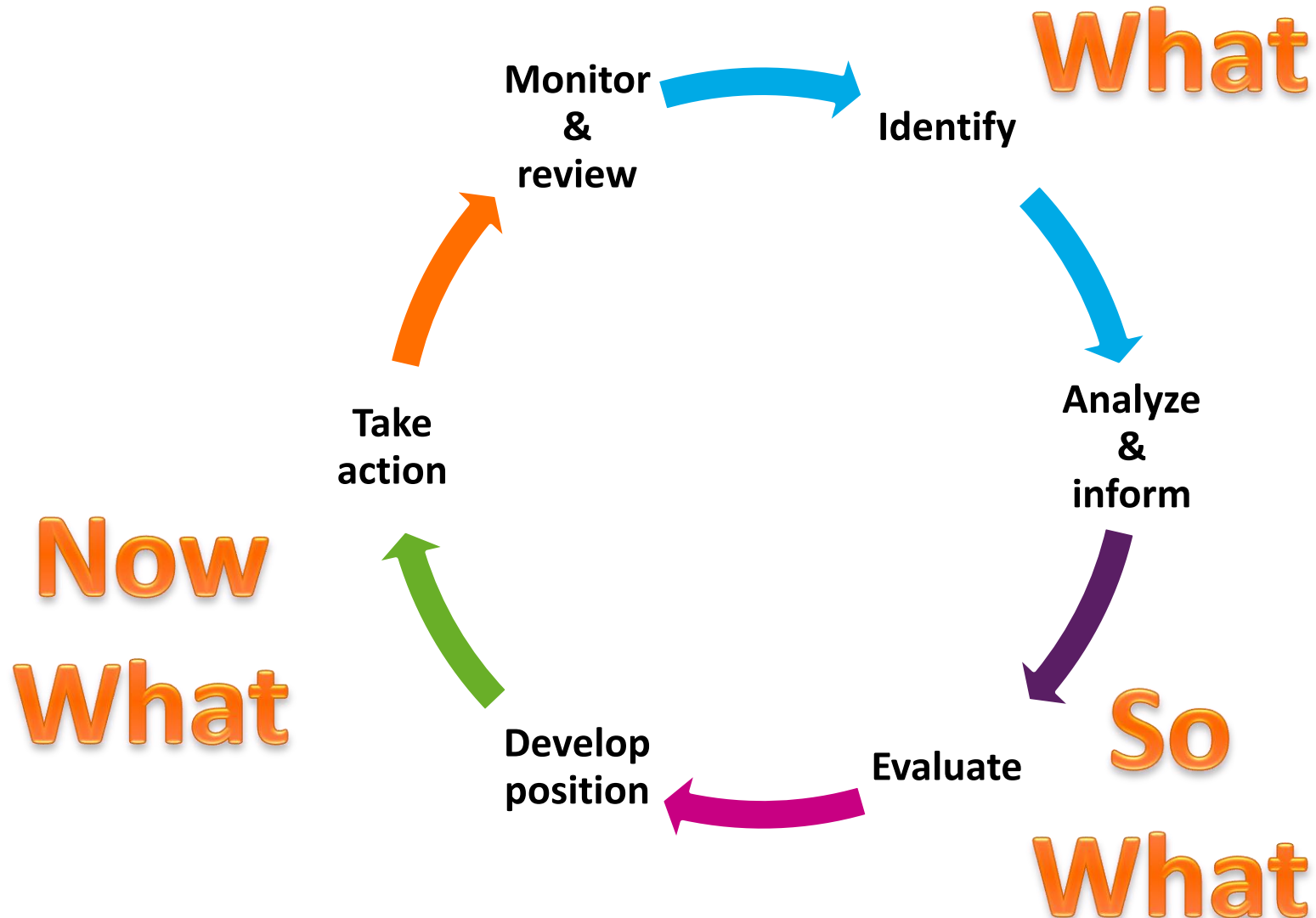
**“IF BUSINESS WON’T DO
THE RIGHT THING,
GOVERNMENTS WILL DO
THE WRONG THING!”**

Issues & Crisis Management



All dotted lines report directly to the Segment leader of the business at the appropriate level (President or Regional President.)

Issues Management Process



Mapping issues across the business

Mars, Incorporated

xxx | xxx | xxx | xxx | xxx

CORPORATE

xxx | xxx | xxx | xxx | xxx |
xxx | xxx | xxx | xxx | xxx | xxx | xxx |

X-SEGMENT

xxx | xxx
xxx | xxx
xxx | xxx

MULTI-
SEGMENT

Pet

xxx
xxx
xxx
xxx
xxx

Chocolate

xxx
xxx
xxx
xxx

Wrigley

xxx
xxx
xxx
xxx

Food

xxx
xxx
xxx
xxx
xxx
xxx

MSS

xxx

Drinks

xxx

SEGMENT

Global Issues Monitoring

[illegible]

Governments are taking more concerted action to combat obesity and related diseases by focusing on sugar, bringing increased reputational pressure on food and					
Region	Country	Status	Change since last	Issue Update - Q2 2016	Date of update
Global	Global			Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.	13-Jul-16
				Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.	5-Jun-16
				Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.	26-Oct-15
				Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.	21-May-15
North America	Canada			Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.	3-Feb-16
	US	→		Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.	10-May-16
Latin America	Brazil	→		Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.	18-Apr-16
	Mexico			Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.	10-Sep-15
	EU	→		Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.	13-May-16
	WHO Europe			Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.	18-Sep-15
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- Significant stakeholder action
- Policy discussions by regulators
- Proposed regulation, moderate impact →
- Proposed regulation, significant impact →
- Self regulation or in line with Mars position
- Passed regulation, moderate impact
- Passed regulation, significant impact

Increasing understanding through insights



GLOBAL ISSUES Summary

Q2 2016 | published 05/18/2016

MARS

Welcome to the Mars Global Issues Summary. In this issue, we look at the lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.

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Matthias Berninger
Staff Officer, Public Affairs





Health & Wellness
pages 1-2



Ingredient Scrutiny
page 3



Sustainability
pages 4-5



Business Environment
pages 6-8



Health & Wellness
Confidential

Featured Highlight Headline

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Ingredient Scrutiny
Confidential

Featured Highlight Headline

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Sustainability
Confidential

Featured Highlight Headline

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Business Environment
Confidential

Featured Highlight Headline

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Results – gaining traction, increasing “Issue IQ”



Open rate
62%

Another great report!!! Well done to you and the team! A very good summary of challenges and opportunities for Mars. I really like the simplicity of the read. Please let me know how far this can be shared out.

Global Chief Customer Officer

I always find this a very helpful and informative summary.

VP Supply, Segment

This is the single, most beneficial informational product in the business... I read a lot of intelligence documents - your content, format and delivery is terrific....

Global Security Director

I really like the global issues summary, particularly also the new format! It would be great for my legal team to also get the summary directly instead of me forwarding it to them.

Regional General Counsel

Policy Group network



Questions

- Do we need a position?
- Do we agree with public advocates?
- What does the science say?
- What is our responsibility?
- How do we engage?

Options for engagement

1



DON'T ENGAGE

2



**OPPOSE
(IN COALITION)**

3



LEAD

4



**DRIVE
SELF-REGULATION**

5



**ADVOCATE
FOR REGULATION**

