

US Sugar Program Administration under the Suspension Agreement

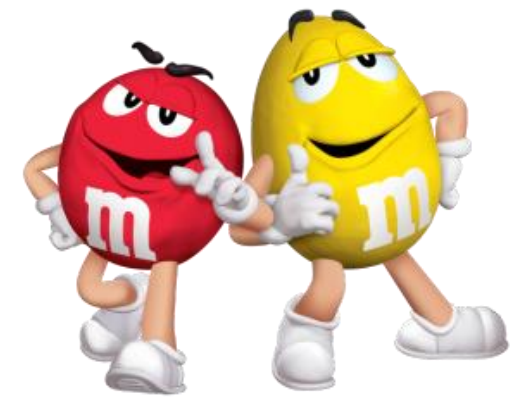
Regulatory Framework impact on the market



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Overview



- **Who is Mars?**
- **The market we'll be looking at**
- **Intersection of market dynamics and government action**

Who is Mars?



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People (and their pets) really love our brands

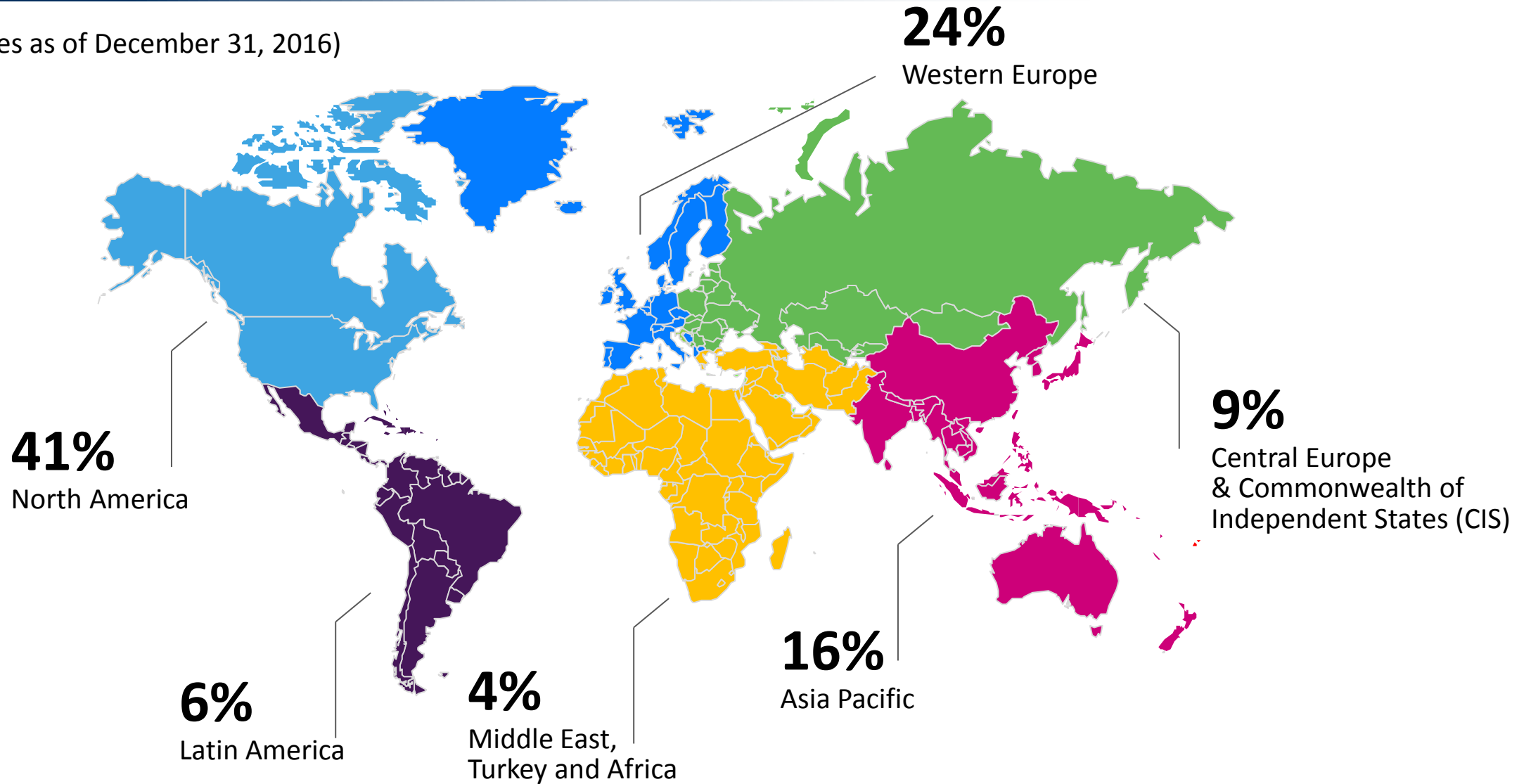
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BILLION-DOLLAR BRANDS



You'll find Mars nearly everywhere on Earth

(% net sales as of December 31, 2016)



What is the market?

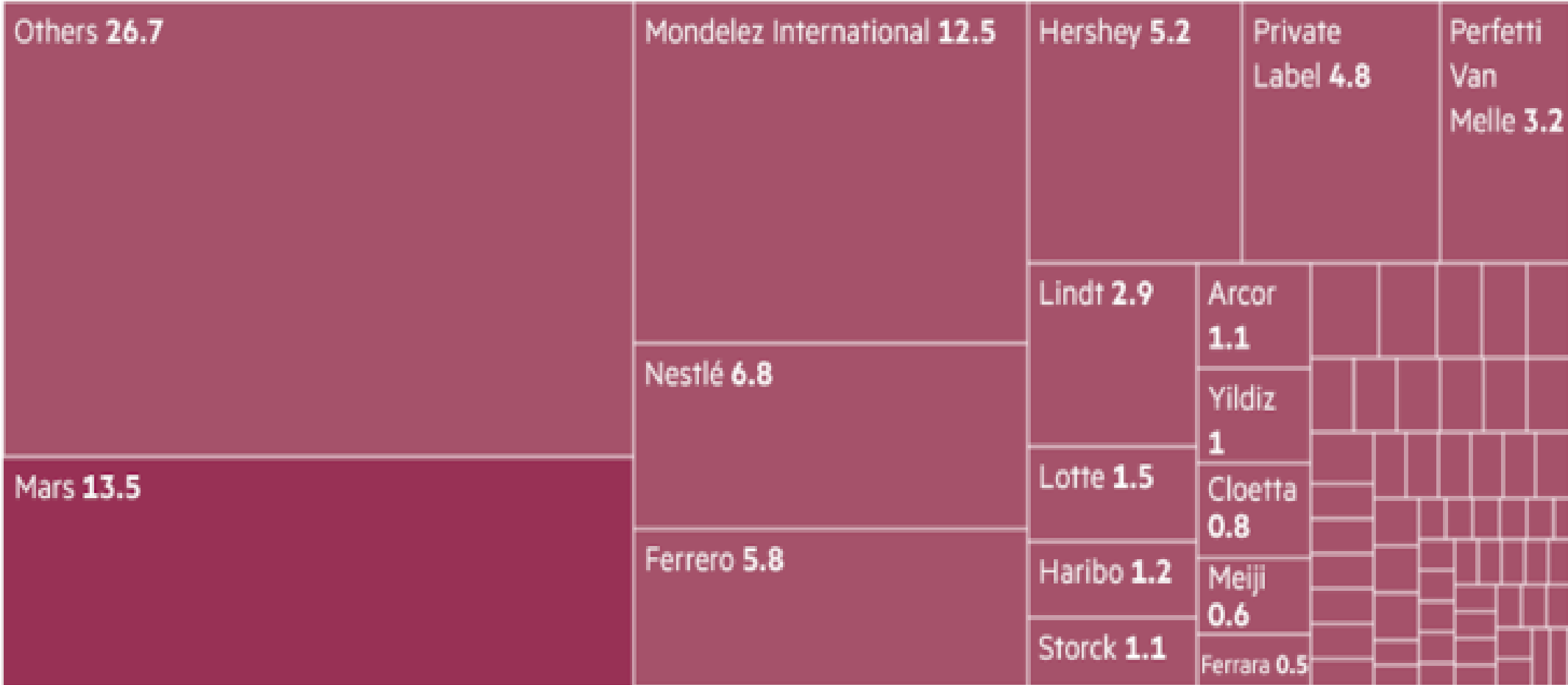


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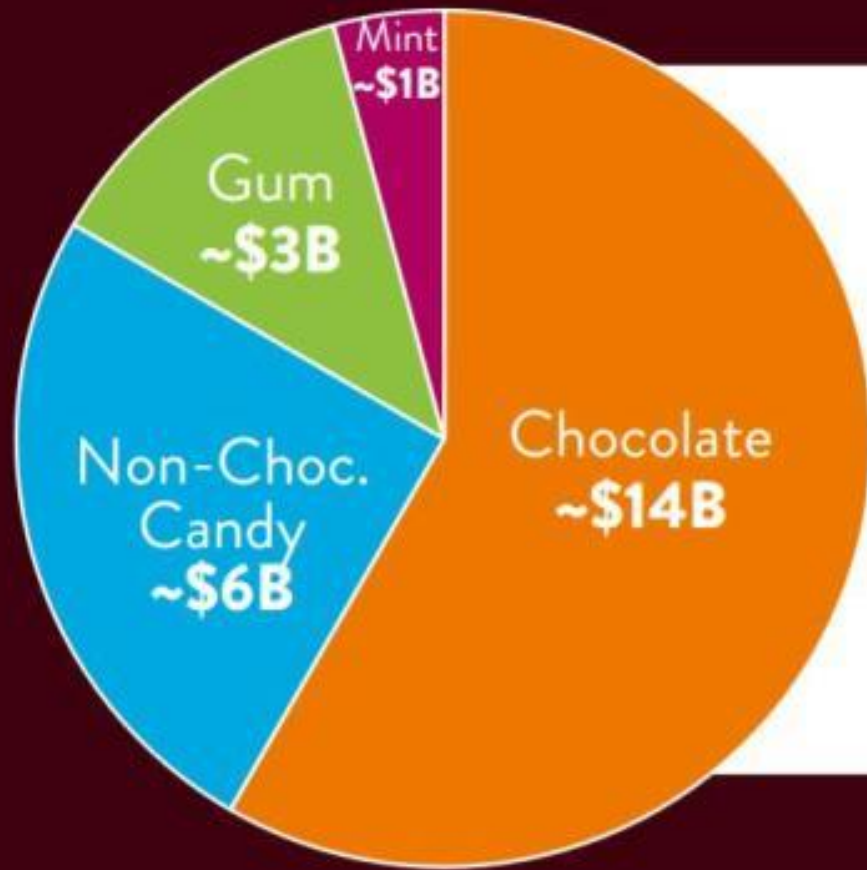
Fragmented market: global confectionery companies

Estimated sales worldwide, 2016 (% share)



Source: Euromonitor

CONFECTION REMAINS A LARGE & ADVANTAGED CATEGORY



\$24B CATEGORY

- High household penetration / purchase frequency
- Expandable consumption
- Highly impulsive
- Responsive to investment support (media, merchandising)
- Channel ubiquity
- Seasonal destination

Sales growth is slowing for consumer goods groups

Annual % change in organic sales

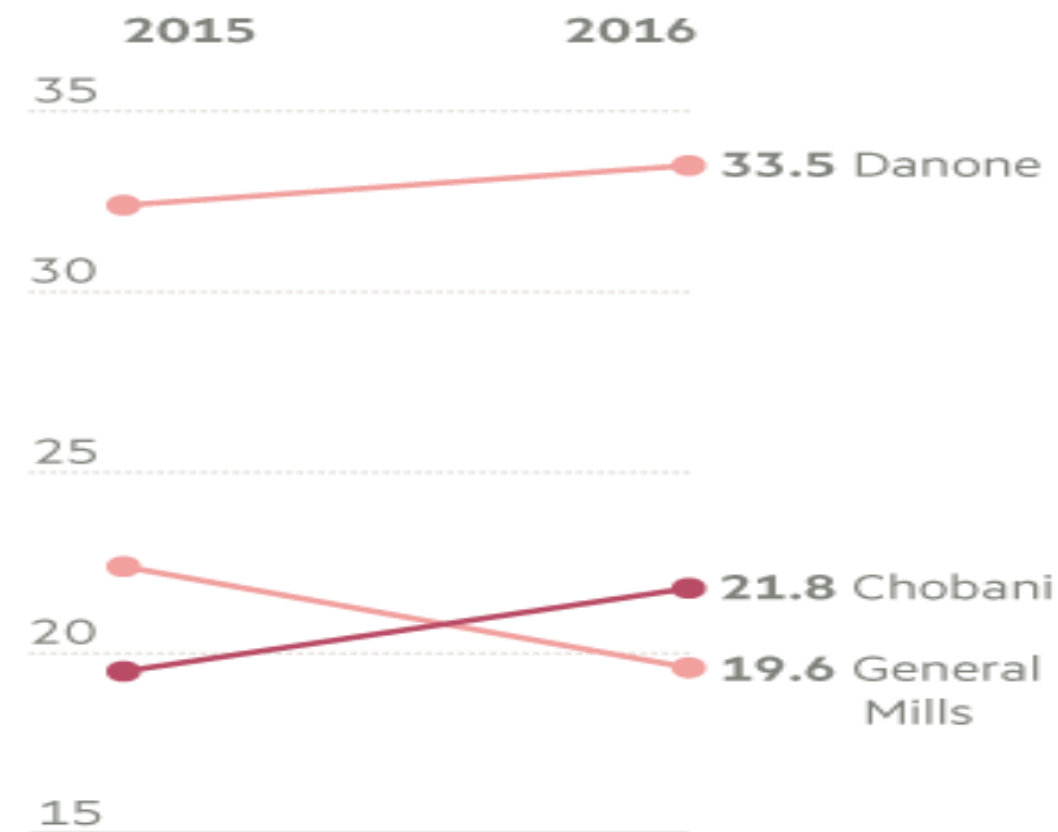


Source: Jefferies International

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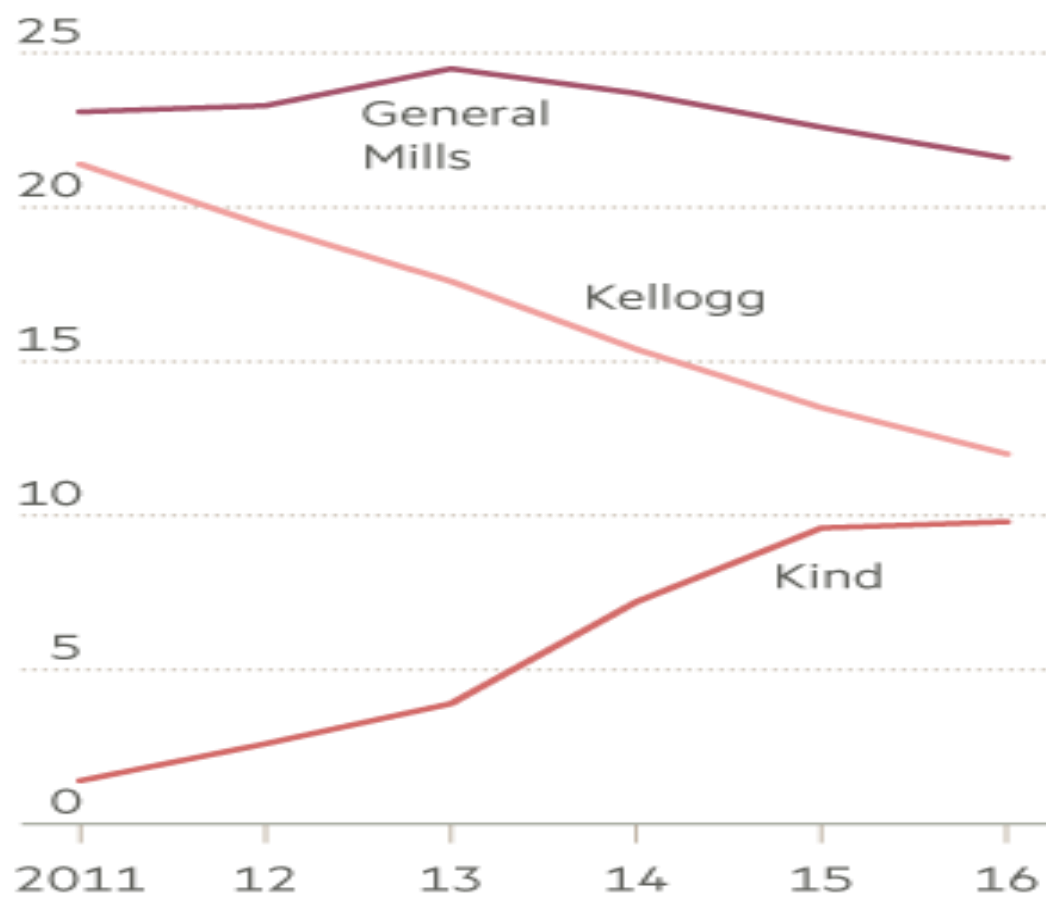
Upstarts eat incumbents' lunch

US yoghurt market (% share)



Source: Euromonitor

US snack bar market (% share)



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Regulatory framework, government action and market impact



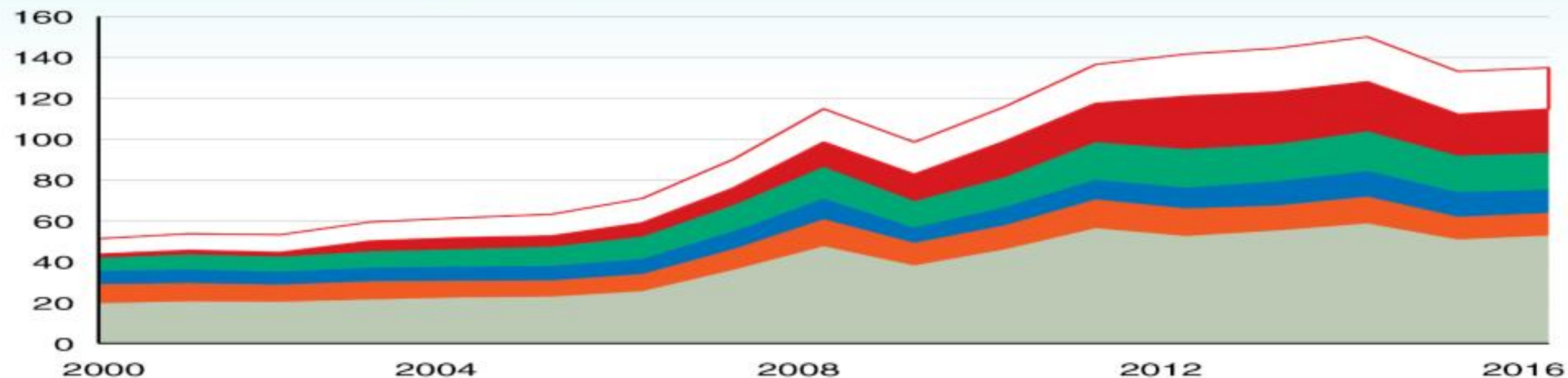
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Top five markets for U.S. agricultural exports

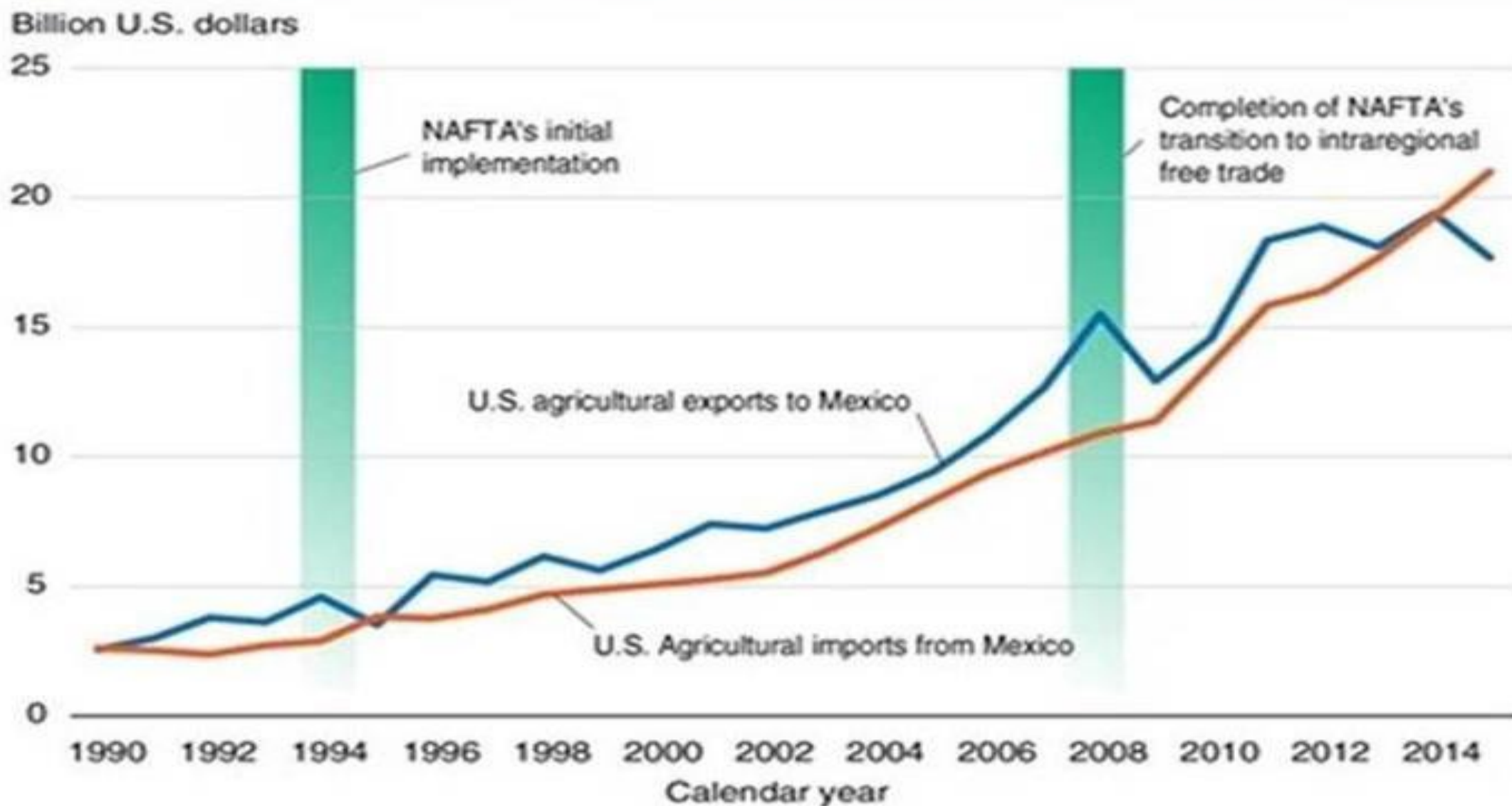


Billion dollars



Note: Agricultural exports include: grains and feeds, oilseeds and products, cotton, lint and waste, tobacco and products, planting seeds, livestock and meats, dairy and products, poultry and products, horticultural products, sugar and tropical products.
Source: USDA, Economic Research Service using the U.S. Census Bureau's Foreign Trade Data.

United States-Mexico agricultural trade, 1990-2015

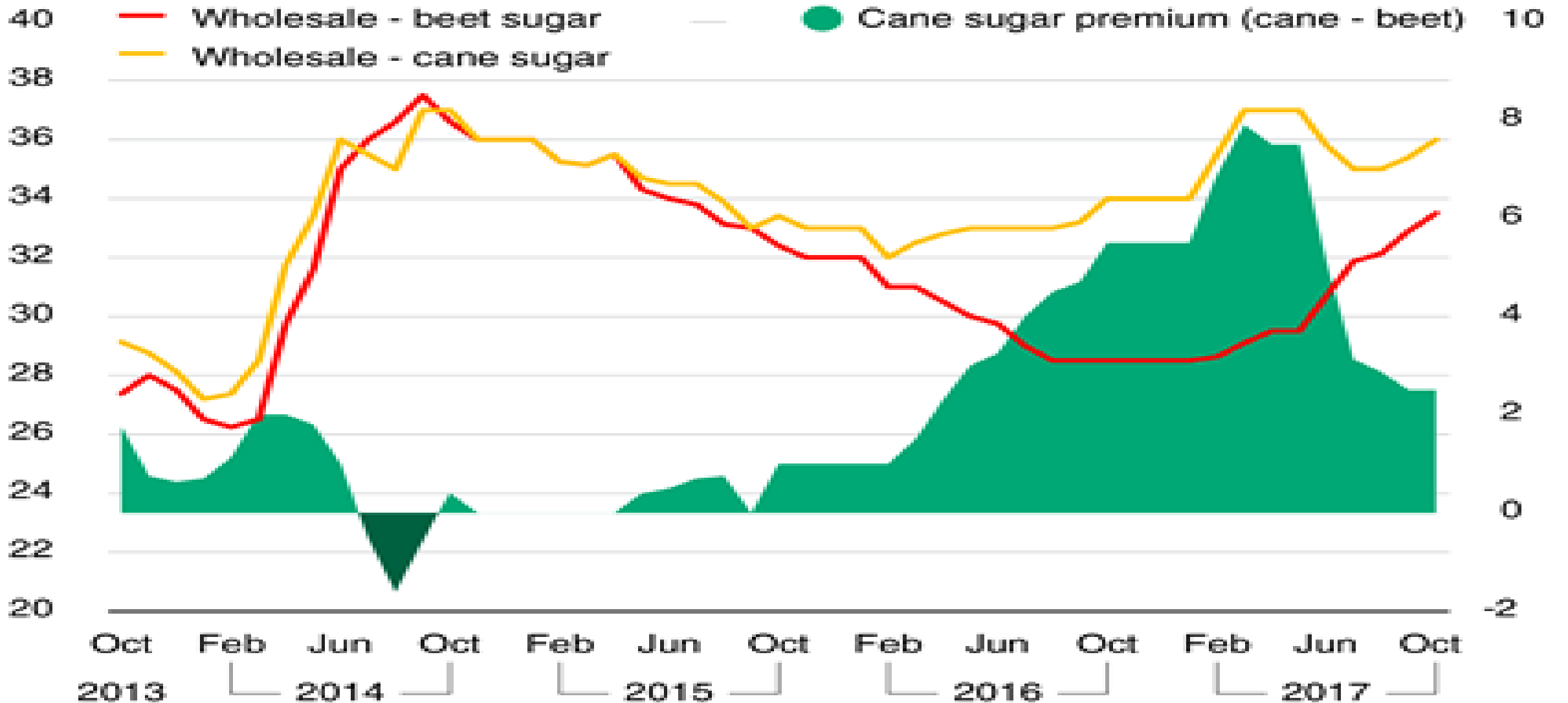


Source: U.S. Department of Commerce, Census Bureau, Foreign Trade Statistics, as cited by USDA/FAS (2016).

U.S. wholesale beet and cane sugar prices

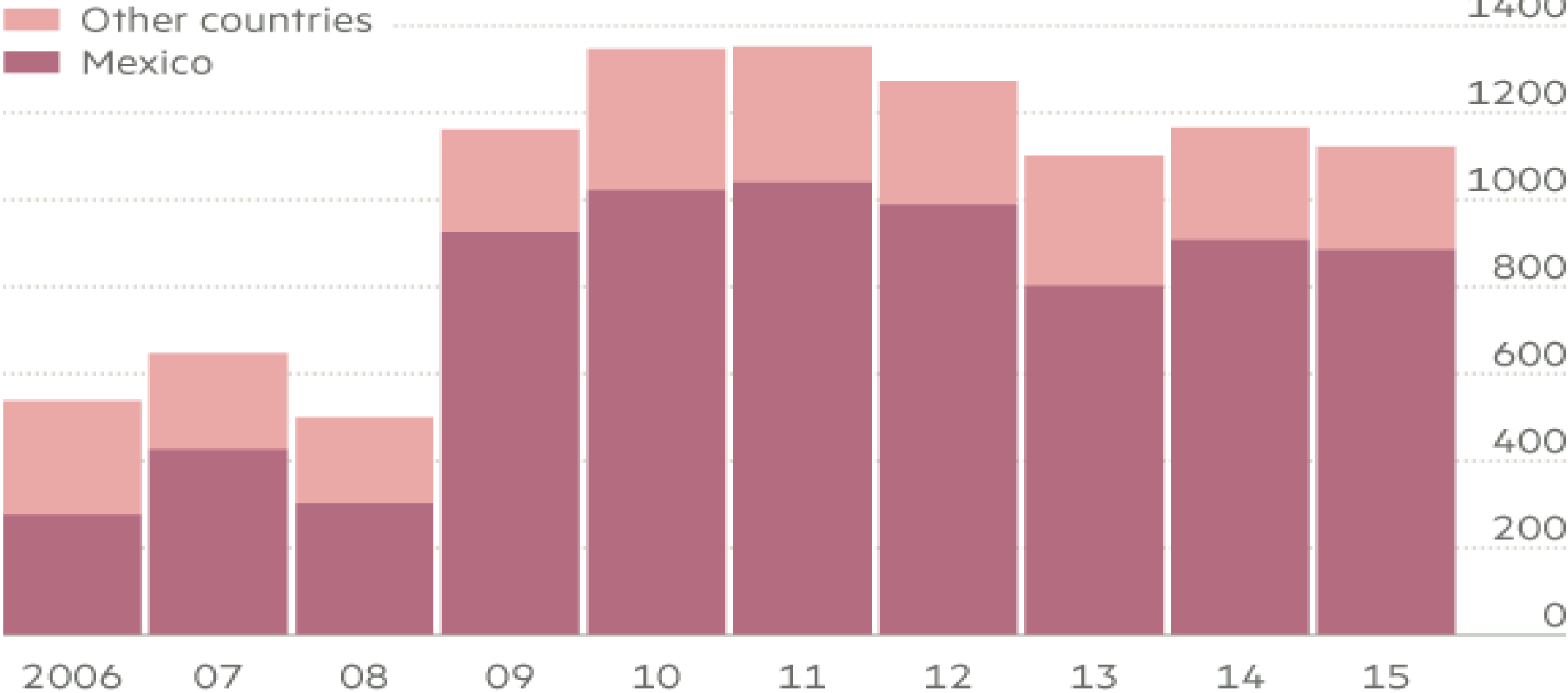
Price, cents per pound

Cents per pound



US HFCS* exports

1,000 tonnes



* High-fructose corn syrup
Source: US Census Bureau

Thank you!



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