



# Innovating in a Sustainable World

Driving Growth Through  
Purpose-Led Innovation

William A. Singleton III

**We're here to create a better world tomorrow through how we do business today.**

These bold ambitions are backed by the actions of more than 150,000 Associates around the world.

**The world we  
want tomorrow  
starts with how we  
do business today**  
**MARS**

## Family-owned. Future-facing. Purpose-driven.

As a global company with the footprint of a small country, we have the responsibility - and the opportunity - to leave a lasting impact on the world.

As a family-owned business, we have the ability to think in generations, rather than just business quarters, and our Purpose guides us on our way.

*What* we do is only as good as *how* we do it. We challenge our Associates, partners and suppliers to join us in transforming the way we do business every day.

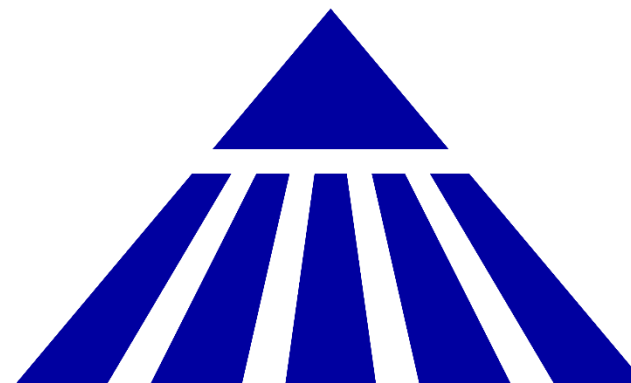


## Our Five Principles guide how we work

Mars is a private and family-owned business, with more than 150,000 Associates operating in more than 400 manufacturing and office sites and 3,000 vet clinics all over the world.

We have an opportunity to make a positive difference in this ever-changing world, and to do so, we'll continue to leverage the guiding philosophy that has always differentiated us – our **Five Principles**.

We know that **the world we want tomorrow starts with how we do business today**. We'll reach our goals and bold ambitions by evaluating every decision with the Five Principles at the center.



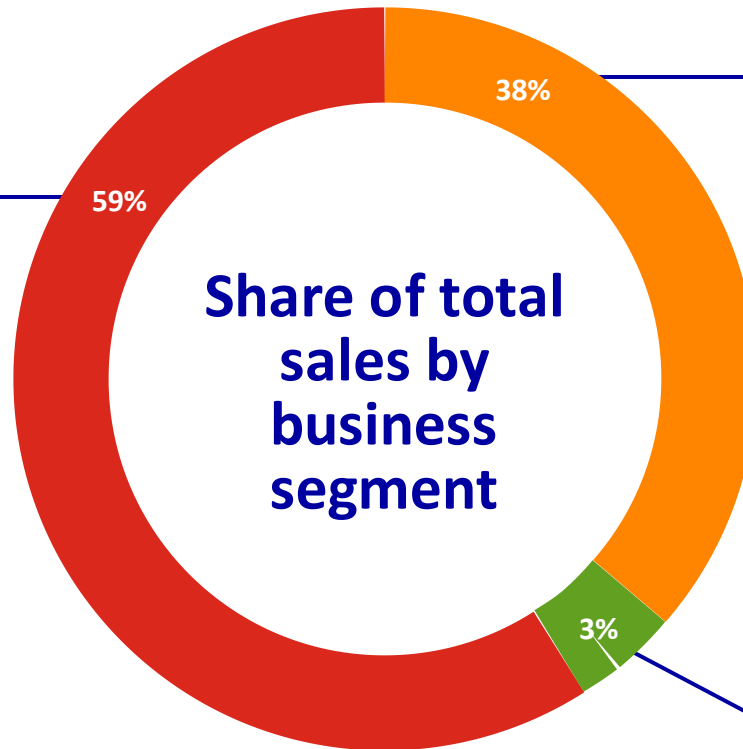
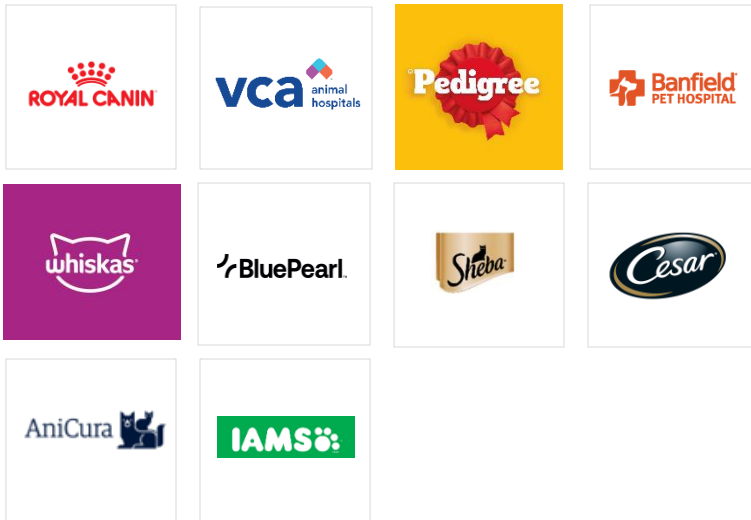
## Five Principles

**Quality Responsibility Mutuality**  
**Efficiency Freedom**

## Our diverse and growing company

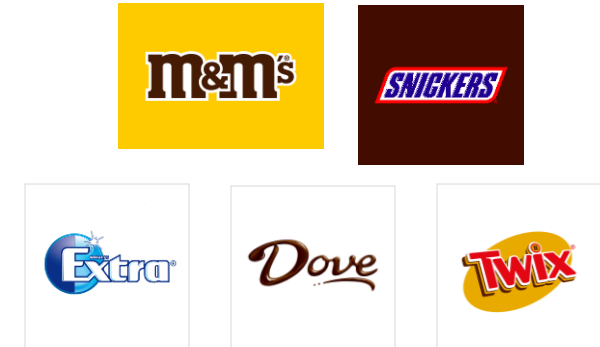
**MARS**  
Petcare

### Billion Dollar Brands



**MARS**  
Snacking

### Billion Dollar Brands



**MARS**  
Food & Nutrition

#### Note

1, Percentages represent % of fiscal 2023 net sales reconciled to US GAAP total

2. "Billion Dollar Brands" represent brands which have generated over \$1 billion in net sales as of December 31, 2023 based on Mars management reporting

The world  
we want  
tomorrow  
starts with  
how we do  
business  
today  
**MARS**



**150,000+ Associates**

are united and guided by Five Principles of Mars, which span geographies, languages, cultures and generations



**1911**

Frank C. Mars made the first Mars candies in his Tacoma, Wash., kitchen



**70+**

Operating markets worldwide



**HQ**

Global HQ in McLean, VA

glassdoor  
**BEST PLACES  
TO WORK**



Private,  
family-owned  
company



**\$50B+**  
NET SALES



**170+**

Mars brands are enjoyed in 170+ markets worldwide



**400+**  
SITES

**3,000**  
VETERINARY HOSPITALS

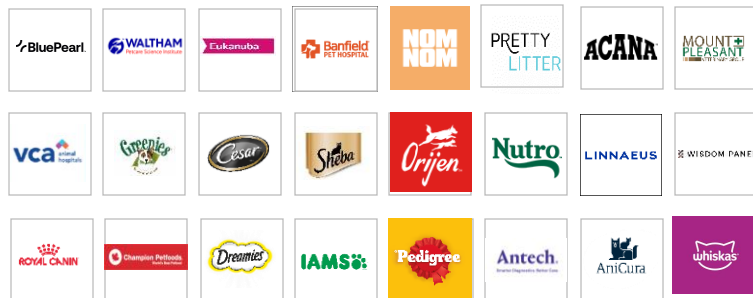


**Billion Dollar  
Brands**



**MARS  
Petcare**

*A Better  
World For Pets*



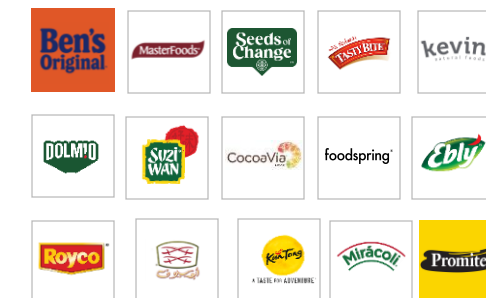
**MARS  
Snacking**

*Inspire moments  
of everyday  
happiness*



**MARS  
Food & Nutrition**

*A better food today means  
A better world tomorrow*



**MARS**

Note: Net sales reflect fiscal year ended December 31, 2023 in accordance with U.S. GAAP



# WHY ARE WE HERE?



**William A. Singleton III**  
Director, Global Packaging

**INNOVATION**

**SUSTAINABILITY**

**COST SAVINGS**

**LABS**



Management is simple,  
innovation is hard.

~ James Cook

**PURPOSE LED**

**NOT EASY**



# GOALS

Mars Inc. Vision

**A circular economy where packaging never becomes waste**

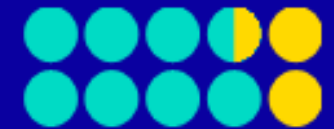
**100%**

Plastic packaging  
reusable, recyclable  
or compostable



**100%**

Of paper-based packaging  
from **certified, verified,**  
or recycled sources (by 2020)



**↓ 25%**  
Virgin plastic use

**10**



**Reusable packaging programs** that test  
new business models



Partner to **advance recycling systems**  
and **provide guidance to consumers** in all  
major markets



in our packaging (by 2020)

# PATH TO PARITY



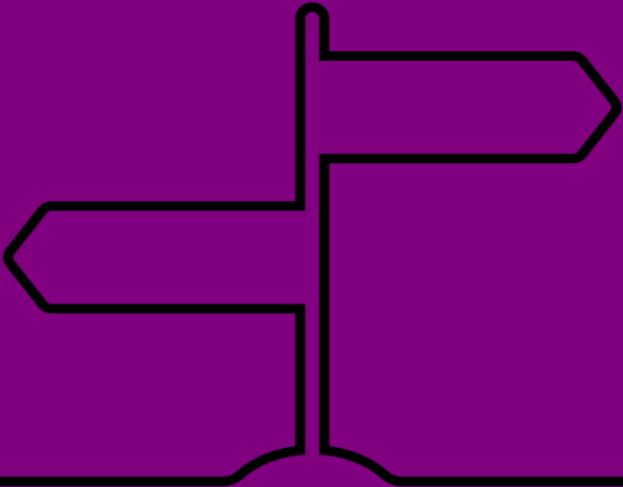
**TYPICAL  
BLOCKERS?**



REVENUE TOO SMALL



NEW RULES



TOO DIFFERENT

SOUNDS EXPENSIVE



???

I DON'T GET IT



CAN YOU MAKE IT CHEAPER?




IDEA NOT **BIG** ENOUGH



GIVE ME "OUT OF THE BOX"





**THE BIG  
COMPANY**

**MADE TO MANAGE RISK.**

**KNOWN PROXIES.**



**ANTIBODIES**

**THAT KILL**







**DO NOT**

PACKAGING SUSTAINABILITY  
PACKAGING INNOVATION

**BREAK**



**BEND**

PACKAGING SUSTAINABILITY  
PACKAGING INNOVATION

**TO WIN**

**YOU**

**CAN'T BEND**

**THE RULES**

**UNLESS**

**YOU KNOW**

**THEM**

# POOL RULES



NO PETS



NO DIVING



DON'T SWIM  
ALONE



NO LITTERING



DON'T RUN



NO SMOKING



NO FOOD



NO DRINK



NO PEEING  
IN POOL



NO ROUGH  
PLAY



8.30 AM  
22.00 PM



USE  
RESTROOMS



USE  
SLIPPERS



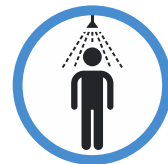
USE CAP AND  
GOGGLES



BE CAREFULL



USE THE  
STAIRS



SHOWER  
BEFORE POOL



CHILDREN ONLY  
WITH PARENTS



USE  
SWIMSUIT



WATCH YOUR  
CHILDREN

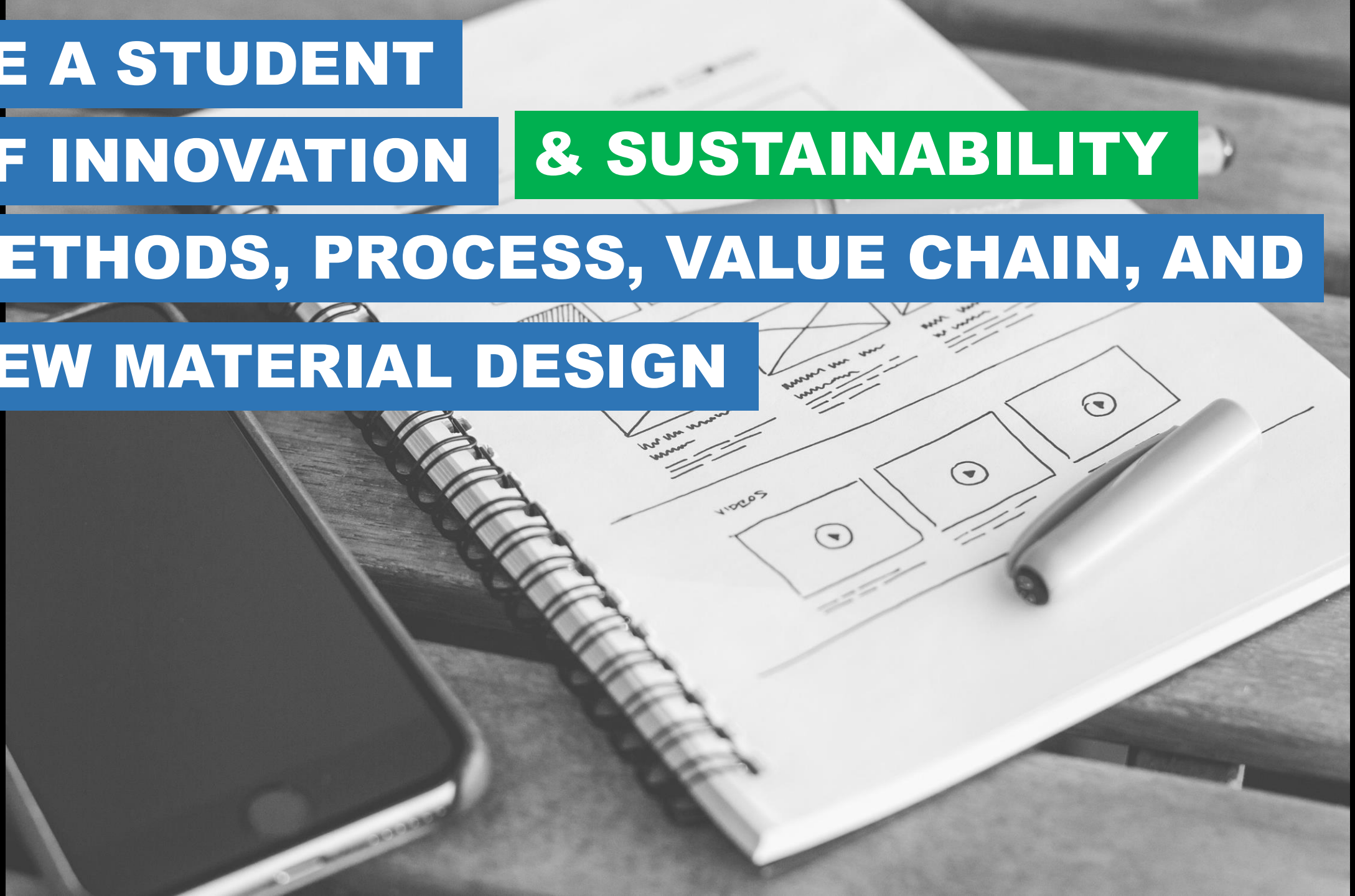
**BE A STUDENT**

**OF INNOVATION**

**& SUSTAINABILITY**

**METHODS, PROCESS, VALUE CHAIN, AND**

**NEW MATERIAL DESIGN**



# **BEND THE RULES TO WIN**

WORK THE

**LANGUAGE**

MANAGE THE

**MINDSET**

APPLY RELEVANT

**METRICS**



# 1. LANGUAGE





“

**ONE PERSON'S  
INCREMENTAL  
INNOVATION IS  
ANOTHER PERSON'S  
DISRUPTION**

**PILOT**

**NOT**

**LAUNCH**

# FINANCE



**YOU WILL LIVE  
LONGER IF YOU  
TALK RANGES**



**EXECS REMEMBER**

**EXACTS**



# KNOW EXISTING

# PROCESSES

## AGILE

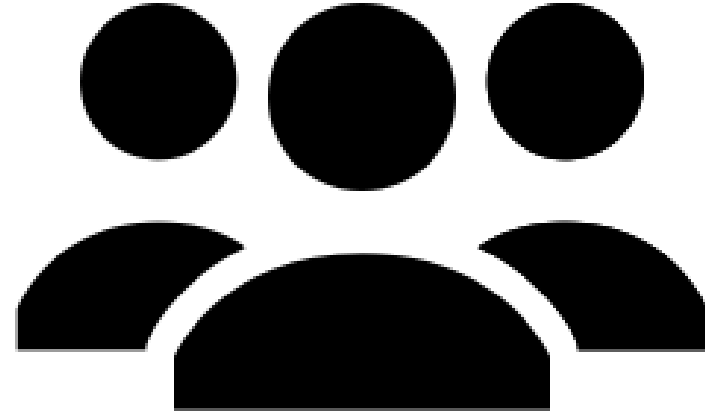


## STAGE GATE



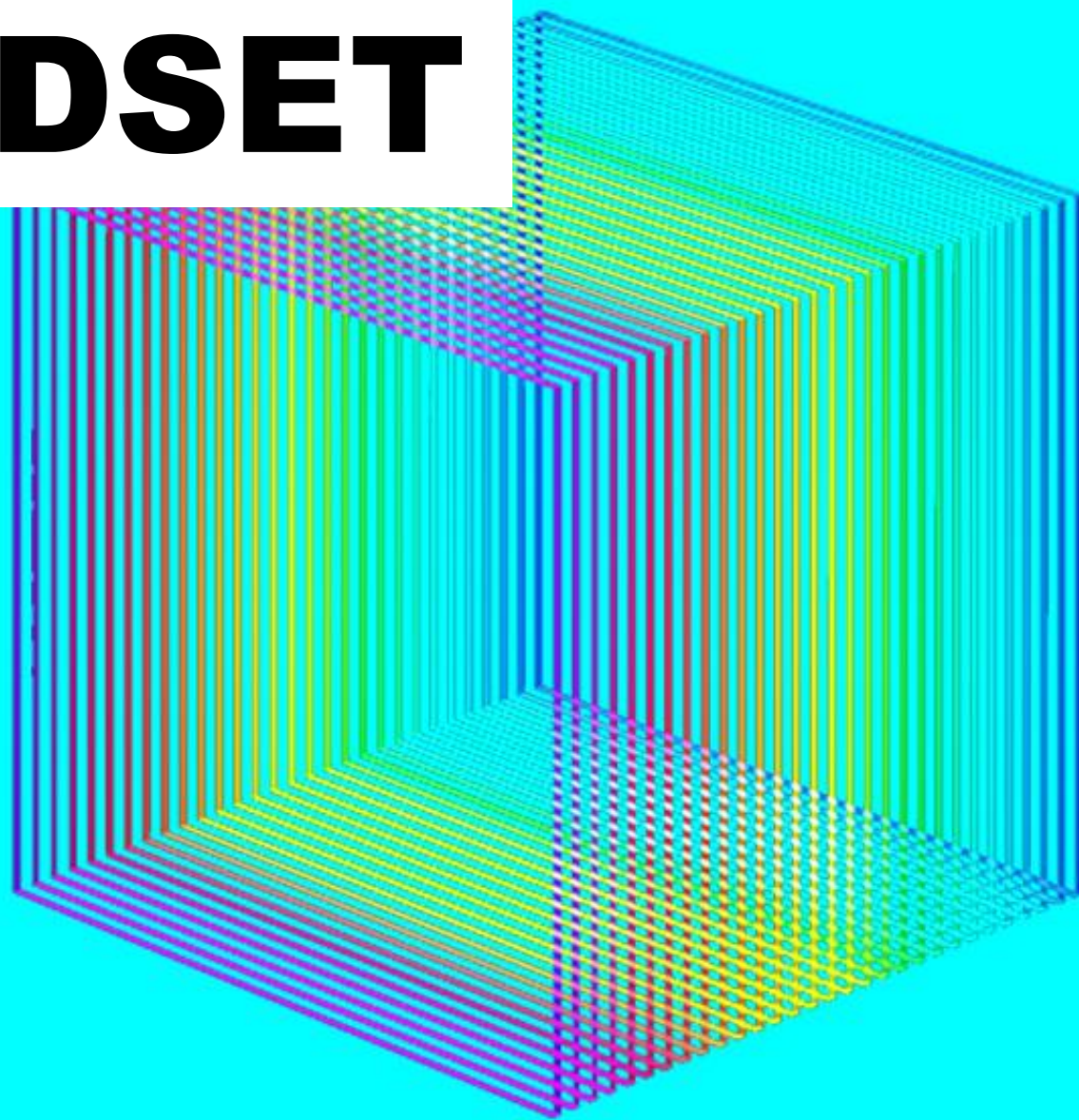
**FIND THE HIDDEN**

**FIGURES**



**FIND THE  
HIDDEN TALENT**

## 2. MINDSET





**KNOW**

**THY SELF**

**And Build Better Behaviors**

# Quant & Qual Competency & Skill Assessment

## FUNCTIONAL SKILLS QUALIFICATION

	Current State	Gap Analysis	External View
<b>TECHNICAL</b>	Core fundamentals, Material expertise	Product Contact Knowledge, Materials Performance	Advanced material knowledge to evaluate alternatives on how it impacts life, improves sustainability, drives innovation and interacts with equipment
<b>SUSTAINABILITY</b>	LCA, Eco-Design, Principles, Circular Economy		
<b>INNOVATION</b>	Innovation Management / Stage Gate, Peer Reviews, After-Action Review		
<b>DATA ANALYTICS &amp; AI</b>	Test & Data Collection		
<b>ADVANCED MANUFACTURING</b>	DOE, Line Trials		

External Feedback provided by:



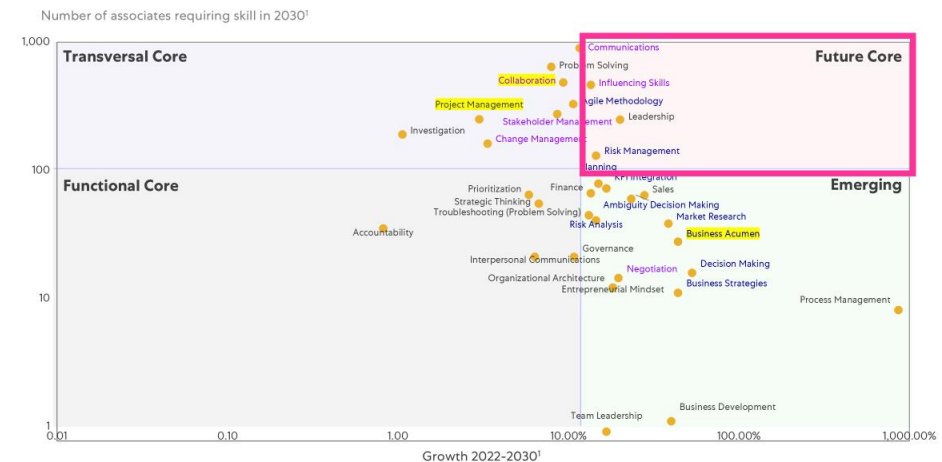
## STRATEGIC COMPETENCIES QUALIFICATION

	Current State	Gap Analysis	External View
<b>PROJECT MANAGEMENT</b>	Management of complex projects & programs, timelines, budgets, resource planning	Scenario Planning for prioritization and trade-off decisions, Dynamic Resourcing, Risk assessment and mitigation	Being able to clearly articulate needs, assign tasks, and build a structured output that aggregates results from disparate workstreams. AI will be
<b>COLLABORATION</b>	Cross-functional collaboration	Regional collaboration to build and profitability	
<b>BUSINESS ACUMEN</b>	Problem-solving, interpersonal skills	Communication & corporate leveraging internal resource the organization's business modeling, strategic planning <b>Protecting the knowledge</b>	

External Feedback provided by:



## CRITICAL STRATEGIC COMPETENCIES



1. Logarithmic scales on axes

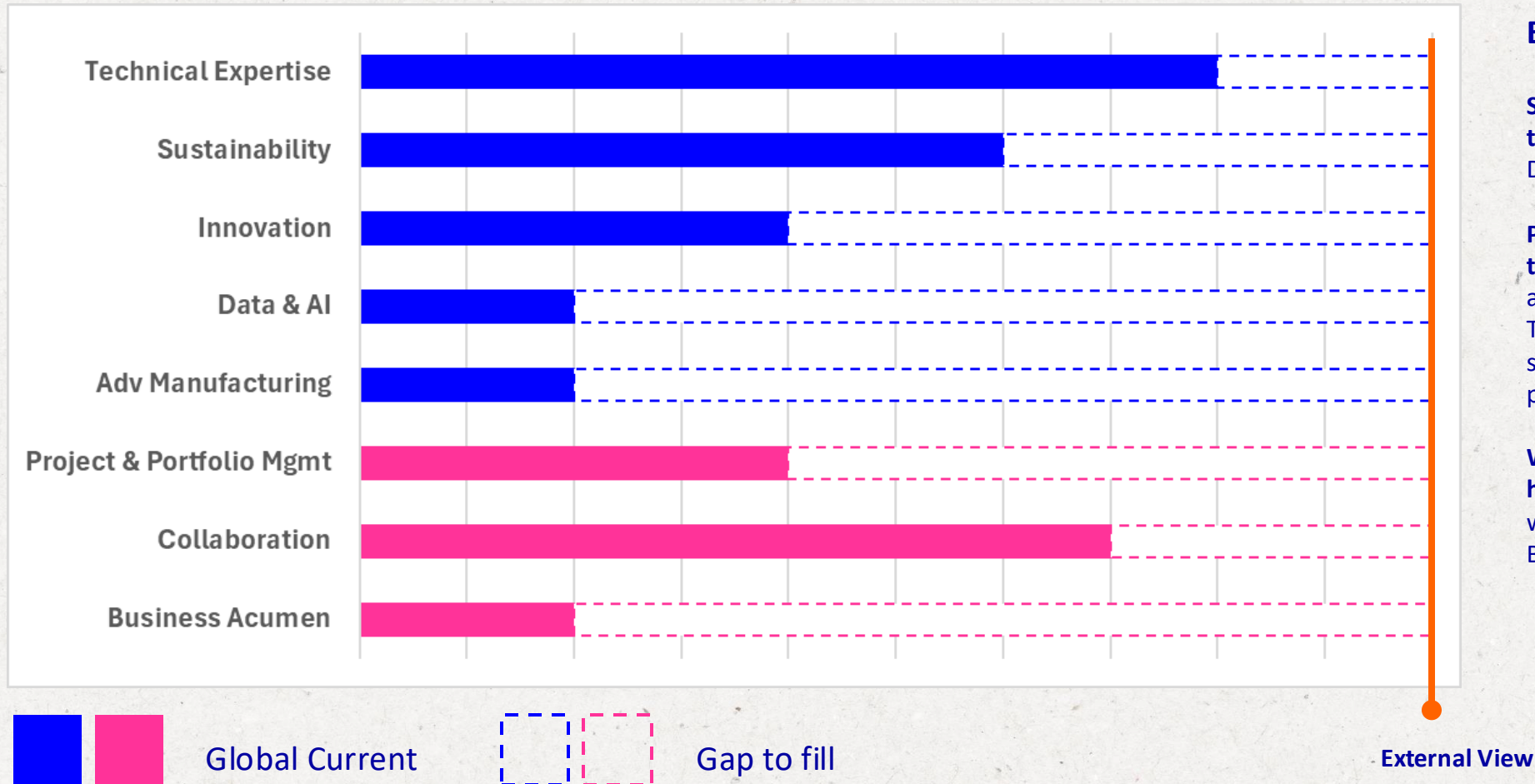
### Emerging patterns

Critical competencies highlighted as opportunities for global packaging are transversal to R&D and Emerging as skills critical to future success.

Skills focused on cross-functional, internal, and external communication are at the core for all R&D associates



# GLOBAL PACKAGING TEAM



## Emerging patterns

Skills are under-indexing on emerging trends, innovation (specifically prototyping), Data & AI, and Advanced manufacturing

Packaging engineers can manage their tasks in project management, yet self-aware of need for more business acumen. Those focused on sustainability need more support in cross-functional project & portfolio management

We need to bring back capabilities in-house as we currently rely on externals which is affecting our innovation and Business Acumen scores (Pack Sensory)

External Feedback provided by:



Board of Directors



# BEHAVIORS NEEDED TO DRIVE INNOVATION



From reactive mindsets  
& perceived silos

**Collaboration**

Upfront and ready to  
deliver a robust pipeline



Waiting for the business  
needs

**Proactiveness**

Leading and providing  
inspiration



Quiet Reflection

**Passion**

Becoming braver



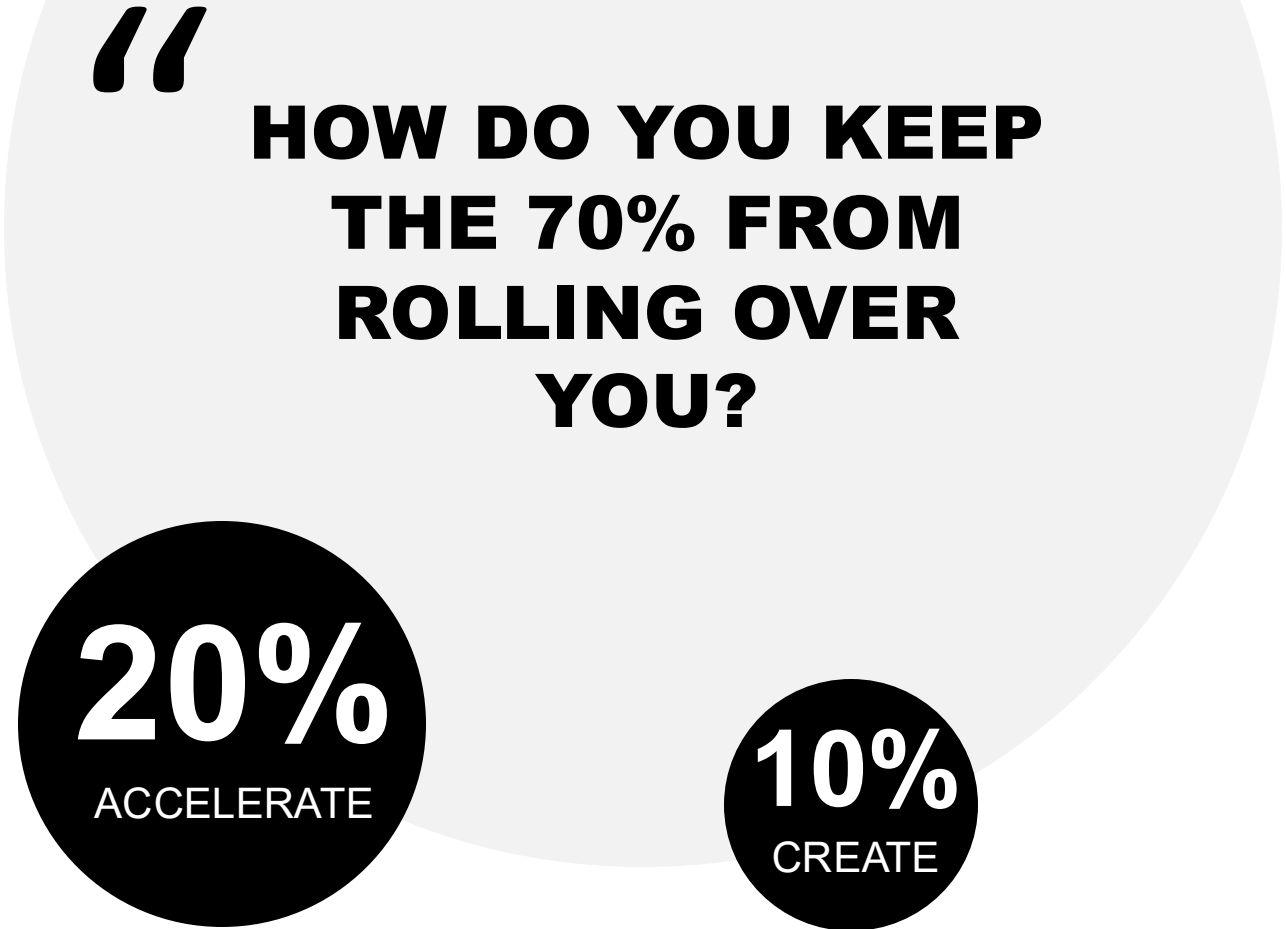


**KNOW**

**YOUR**

**AUDIENCE**

# SHAPE THE PATH





# 3. METRICS



**PILOT AND**

**PROGRAM**

**METRICS UP FRONT**

WHAT CAN  
WE ACTIVATE NOW?

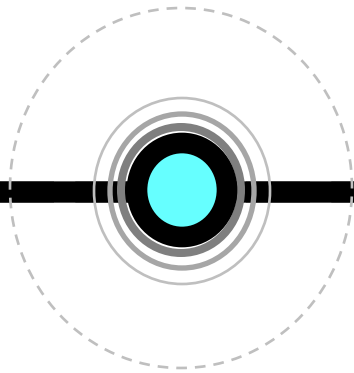
AND WHAT CAN WE NOW  
MEASURE?

THEN,  
I

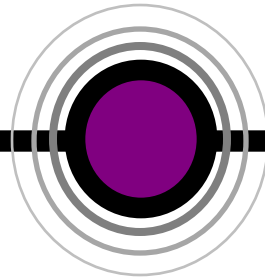
← SET A BASELINE

# TIMEBOXED

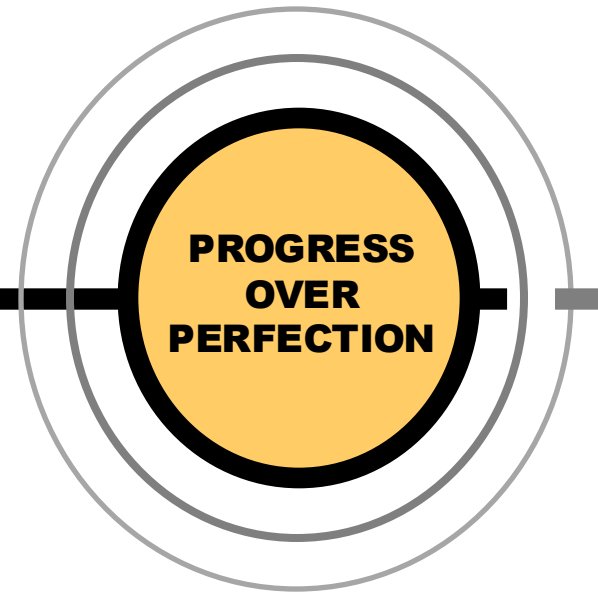
# MILESTONES



MILESTONE 1



MILESTONE 2



MILESTONE 3

# ***SPEED***



A black and white photograph of a hand holding a pen, pointing at a set of architectural blueprints. The blueprints show various room layouts, including a 'MEN WASHROOM', 'WOMEN WASHROOM', and '202 HOUSE KEEPING'. Dimensions and room numbers are visible on the drawings.

# ELITE PROJECT

# MANAGEMENT

***RESOURCE  
UTILIZATION RATE***

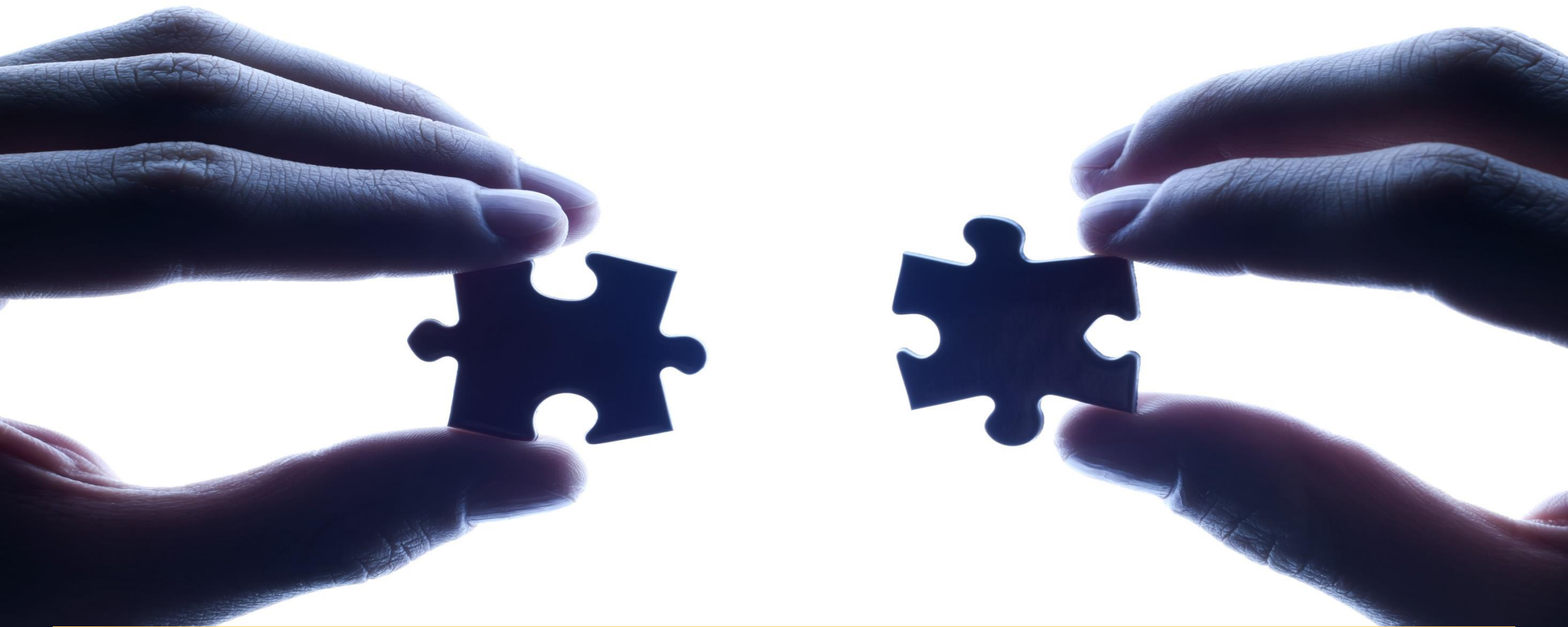
**HIDDEN FIGURES = HIDDEN BUDGET (OPM)**

**PROCUREMENT**

**IT**

**QUALITY**

***BUSINESS  
BELIEF***



**BRINGING IT ALL TOGETHER**

# Global Pilot Program

- Compostable
- Recyclable

Europe & UK  
PPM: 99855  
Recyclable Paper: Mondi  
**T&L Complete**  
Technical Readiness: P1 2023  
In Market Timing: P5 2023

China  
PPM: POS  
Compostable Paper: PEI GZ laminate: Amcor  
**Scale Launch Complete**  
Technical Readiness: P10 2022  
In market timing: P7 2023 (national launch)

North America  
PPM: 98637  
Compostable Film: Ampack  
**T&L Complete**  
Technical Readiness: P13 2022  
In market timing: P4 2023

Kenya  
PPM: 90202  
Recyclable Paper: Billerud  
**T&L Complete**  
Technical Readiness: P13 2022  
In market timing: P11 2023

North America  
PPM: 103866  
Compostable Film: Amer  
**T&L Complete**  
Technical Readiness: Q1 2024  
In market timing: Q4 2024

Australia  
PPM: 112432  
Recyclable Paper: Sappi  
**Scale Launch Complete**  
Technical Readiness: P11 2022 (Mars)  
In market timing: P4 2023



# **BEND THE RULES TO WIN**

WORK THE

**LANGUAGE**

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APPLY RELEVANT

**METRICS**



# Innovating in a Sustainable World



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Director, Global Packaging



[William.singleton@effem.com](mailto:William.singleton@effem.com)

M: (908) 803-4024