

MARS



2024 Sustainable in a Generation Report

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

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Letter from the CEO

Business makes much possible. It is an essential part of our communities and countries. It is the lifeblood of our economies and societies. I'm proud to lead an ever-growing and changing Mars, Incorporated. We are now approaching \$55 billion, employing 150,000 Associates with our diversified portfolio of products and services enjoyed by hundreds of millions of people across nearly 170 countries.

Resilient businesses that endure the test of time are those who invest to continuously adapt, while being mindful of their impact on both people and planet. At Mars, we take this responsibility seriously and we believe we don't have to sacrifice performance to operate sustainably. This report demonstrates how this is both true and makes good business sense.



We are fortunate that clarity of purpose and vision is something our owners – the Mars family – have provided for decades. In 1947, Forrest Mars, Sr. articulated with such foresight that for Mars to thrive, it had to create a "Mutuality of Benefits" to a list of what today would be called stakeholders. This way of thinking has prevailed.

In 2018, the Mars family established the Mars Compass, a set of seven shareholder objectives to guide the Mars Board and Management. Three of these objectives are focused on medium and long-term financial health and four on having a positive societal impact and being a trusted partner. This approach is embedded into how we do business: it is how we talk about our business with our owners, from our medium-term plans (which we call Integrated Value Creation Plans) to our Annual Plans and from our pay philosophy to our hiring and development. In fact, in 2024, we extended to approximately 2,000 Mars leaders long-term compensation tied to greenhouse gas (GHG) metrics.

Our ability to take a broad and truly long-term view is what makes being a family-owned, privately held business, so unique, giving us a much wider definition of success. Of course, we must deliver strong financial performance every year to be able to continue to invest in people and planet, but our focus is also on the impact we are having and the world we are building for future generations.

In 2024, we delivered another 1.9% of absolute GHG reductions, with an overall absolute reduction now standing at 16.4% across the full value chain and against a baseline of 2015.¹ During the same period, our business grew by 69%. Our ability to continue to decouple growth



from carbon emissions is at the heart of our Net Zero ambition by 2050.

I am particularly encouraged by our ongoing work enabling farmers to become more resilient and helping them to future-proof their businesses. In fact, in 2024, we funded more than 60 projects incorporating climate-smart agriculture² practices that are helping us to address the biggest share of our GHG footprint – the ingredients we buy to make our products. These projects currently cover 13 crops in 29 countries. From dairy farmers in New Zealand to wheat farmers in the U.S. or cocoa farmers in Côte d'Ivoire, we are working in partnership across the globe, investing millions of dollars and helping farmers reduce emissions, regenerate soils and ultimately, making their businesses and our supply chains more resilient.

¹This includes a small (<0.15%) contribution from soil carbon removals through climate-smart agriculture projects. Each reference to our 2015 baseline in this report refers to our restated baseline.

²Unless expressly noted otherwise, all references to "climate-smart" agriculture or practices made in this report refer to practices that support agricultural transformation to reduce and remove GHG emissions; regenerate soils and support biodiversity; and/or adapt to increasing climate hazards.

By the end of 2024 we had reached more than 850,000 people across our value chain through our supplier and origin program since it began in 2017. This included farmer programs designed to improve living incomes like the Shubh Mint program which has positively impacted 24,000 farming families, with participating farmers nearly doubling their mint income. This continues to be a complex and challenging area, but we remain committed to the journey and are constantly reassessing our role and how best to unlock lasting impact.

In 2021, Mars launched Sheba Hope Grows™, one of the world's largest coral reef restoration programs. In 2024, we completed over 20 new restoration projects and supported the planting of more than 80,000 corals. Through these initiatives, we aim to protect both terrestrial and aquatic ecosystems, supporting the sustainability of vital water resources for future generations.

In our direct operations, we have made a rapid transition to renewable electricity by enhancing energy efficiency initiatives and advancing thermal energy programs. We are well on track, sourcing 58% of renewable electricity³ in support of our goal to run all our direct operations solely on renewable energy by 2040.

³This figure includes data from all manufacturing sites across our Food, Petcare, and Snacking businesses (with the exception of Hotel Chocolat) as well as our Veterinary Health sites in U.K., and U.S., based on data we were able to verify as of May 2025.

Challenges clearly remain – and progress will not always happen in a straight line – but with clear intent and continuous investment in partnerships and innovation, the impact outlined in this report shows that it is possible for a business to become more sustainable and continue to grow.

The power of these efforts remains in our relentless focus on making progress through tangible actions and so much of it is down to the varied and inspiring achievements of our incredible Associates, who in collaboration with our suppliers, customers and partners are making a positive difference every day.

Looking ahead, there will be setbacks – and we must be unafraid to say so – but we will keep bringing humility to all our work and stay focused on making progress. We remain committed to trying and scaling new solutions, unlocking growth opportunities while continuing to improve the lives of people, pets and communities and reducing the impact we have on the planet by helping everyone thrive.



Poul Weihrauch

CEO & Office of the President,
Mars, Incorporated



[ABOUT MARS](#)

Our Business

Mars has built a legacy of long-term success rooted in purpose-driven and principles-led business practices. For us, success isn't only about financial performance – it's about achieving sustainable, high-quality growth while seeking to make a meaningful impact on society and fostering trusted partnerships worldwide to catalyze broader impact.

Guided by our [Five Principles](#), we take a results-focused approach to decision-making, with the goal that progress is measured by real outcomes rather than promises. Our commitment to responsible business practices affects not only our operations but also how we engage with stakeholders, from suppliers and retailers to NGOs/civil societies, consumers and customers.



Across our business – from our well-known brands like Royal Canin®, PEDIGREE®, M&M'S® and Ben's Original™ to our veterinary service providers – sustainability is integrated into our strategy, execution plans, leadership incentives and training, reinforcing our belief that business success and environmental and social responsibility go hand in hand.

Our work on emissions reduction, climate-smart agriculture, circular packaging, advancing respect for human rights, increasing pet welfare and supply chain resilience demonstrates our belief that sustainability is not just an ethical commitment – it can be a competitive advantage that enhances long-term business value, secures supply chains and drives long-term financial resilience.

We recognize that working to help solve some of the world's most complex challenges – climate action and supply chain resiliency and respecting human rights – requires deep collaboration, including government, civil society and industry-wide action. That's why we regularly partner with governments, NGOs, industry leaders and communities to help drive systemic change. By embedding sustainability into our strategy, investing in innovation and expanding partnerships, we are not only responding to global challenges – we are seeking to help shape industries, influence policy and realize our vision of making a meaningful contribution toward a more sustainable, resilient future.





A Complex and Highly Productive Value Chain

Our value chain is extensive and complex, touching the lives of millions of people globally.

It often begins with our suppliers sourcing raw materials from farmers, extends through our manufacturing and service processes and culminates with the distribution of our products and services to consumers worldwide.

850K+

people's lives were impacted across our value chain, including 160,000+ farmers reached by programs designed to increase farmer incomes, by the end of 2024

3.5B

healthy meals were proudly delivered in 2024, including 309 million servings of fiber and 372 million servings of vegetables, all while reducing sodium by 5% (compared to a 2019 baseline)

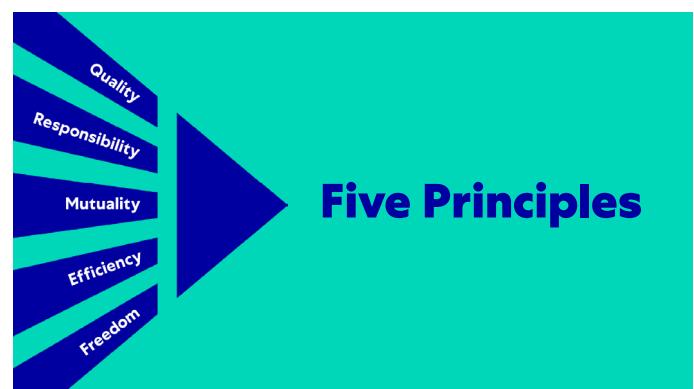


Our Approach to Sustainability

Building a Better Future Through Business

At Mars, we believe that the choices we make today shape the world we want tomorrow. Since launching our Sustainable in a Generation Plan in 2017, we have focused on creating a healthier planet, empowering people and pet owners and fostering a more inclusive society. Our sustainability approach is rooted in the concepts of accountability, action and responsible growth, helping us drive progress not just through words, but measurable impact.

To achieve this, we continuously evaluate our efforts, forge strong partnerships and balance financial success with



social and environmental responsibility. Guided by our Five Principles – Quality, Responsibility, Mutuality, Efficiency and Freedom – we are committed to ensuring sustainability remains a fundamental part of how we do business.

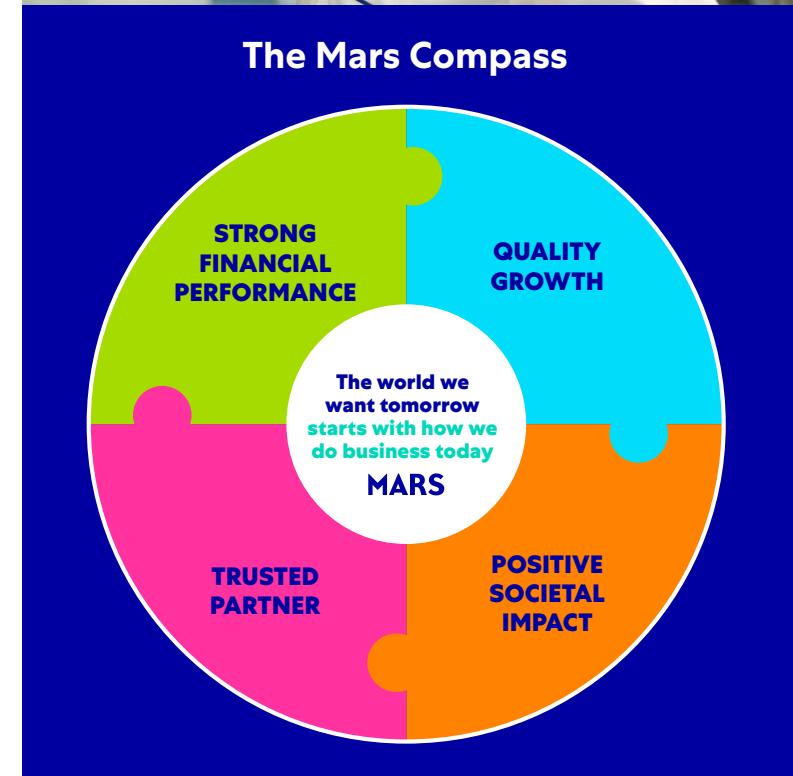
Investing in Sustainability

Our vision for sustainability means investing in both people and the planet. That's why we have committed billions to advance our Sustainable in a Generation Plan. This financial commitment allows us to drive growth while tackling critical global challenges, helping to ensure a more sustainable future for all. Investing in sustainability is good for business because of its importance to our consumers, Associates and shareholders, and because of the role it can play in creating a resilient business for generations to come.

Tracking Our Sustainability Progress

Creating and sustaining value for future generations requires strong governance, principled decision-making and a commitment to measurable impact. At Mars, we use the Mars Compass as a practical framework to translate our purpose into action – ensuring that we track both financial and non-financial key performance indicators to drive informed, long-term decisions.

The Mars Compass consists of four quadrants that were designed to reinforce one another, guiding our strategy and measuring progress for both immediate priorities and long-term goals. Notably, approximately 2,000 Mars leaders' long-term compensation is tied to non-financial sustainability metrics, reinforcing our commitment to embedding sustainability and responsible business practices at the most senior levels of the organization.



Sustainable in a Generation Pillars

By integrating sustainability into everything we do, Mars is doing its part to create a healthier planet, thriving communities and a better future for generations to come. We focus on three interconnected pillars:



Healthy Planet

We are committed to reducing our environmental footprint by reducing emissions across our full value chain, addressing land use, maintaining water stewardship and improving packaging sustainability. We have already cut GHG emissions by 16.4% across our value chain since 2015, reduced the gap to sustainable water use by 36% in our value chain,⁴ held our land footprint associated with our value chain flat and ensured 64.1% of our consumer-facing packaging⁵ is designed to be reusable, recyclable or compostable – all while growing our business by 69%.

Thriving People

Mars is committed to respecting human rights throughout our value chain, starting with areas where we have the most influence, and where we can have the greatest impact on people's rights, opportunities and livelihoods via multiple programs and with key partners. We have supported over 160,000 farmers reached by programs designed to increase farmer incomes and empowered over 115,000 women across our supply chain, helping to build more resilient communities.

Nourishing Wellbeing

Mars is committed to marketing our brands responsibly and ethically, and as such, we adhere to marketing guidelines, including our [Mars Global Marketing Code for Human Food](#). Our latest results highlight our compliance performance, with 99.4% adherence to media content standards and 99.7% compliance with media placement standards, exceeding our targets of 95% and 97%,⁶ respectively. In addition to marketing responsibly, we prioritize the health and wellbeing of people and pets through our products and initiatives. With 3.5 billion healthy meals delivered, we work towards our goal of providing more people around the world with access to healthy meals. Through our businesses and brands, we are working to advance pet care through nutrition, diagnostics and veterinary care.

⁴This does not include our own operations.

⁵By weight, excluding tertiary and transport packaging. Our reportable data includes the consumer-packaged goods within our Mars Snacking, Mars Petcare and Mars Food & Nutrition Segments. The Mars Science and Diagnostics and the Mars Vet Health businesses are not in scope. For data reported as of Year End 2024, acquisitions not reported in 2023 such as Hotel Chocolat, Kevins and Champion Petfoods are now included.

⁶Compliance data in reference to 2023 performance. Please note media data is generally subject to a one-year delay due to the reporting timelines of the U.S. TV market, with broadcast data specifically experiencing a six-month lag.



Healthy Planet

At Mars, we believe that a healthy planet is fundamental to a thriving future.

Our commitment to environmental stewardship is embedded across our business, from our supply chains to our products and services. In 2024, we continued our progress toward the sustainability targets outlined in our [Sustainable in a Generation Plan](#), focusing on climate action, responsible land use, water stewardship and more circular packaging solutions.



2024 Healthy Planet Highlights

TARGET

2024 PROGRESS



Reduce the total GHG emissions across our value chain by 50% by 2030 and achieve Net Zero by 2050 compared to 2015.

→ **16.4%**

reduction in GHGs across our full value chain from our 2015 baseline.

→ **58%**

of the electricity we source is renewable as we rapidly transition towards cleaner energy.



Hold flat the total land area associated with our value chain.

→ ✓

We continue to deliver our goal of holding our land footprint flat compared to our 2015 baseline, supporting our goal that our supply chain does not indirectly contribute to additional deforestation or land conversion.



Reduce the gap to sustainable water usage in the long term and reduce by 50% from 2015 to 2025.

→ **36%**

reduction in the gap to sustainable water use in our value chain since 2015 baseline. Expanded water efficiency projects, particularly in rice and mint.



Develop packaging that's reusable, recyclable or compostable, and increase our use of post-consumer recycled content in our plastic.

→ **64.1%**

14K+

of our consumer-facing packaging is designed to be reusable, recyclable or compostable.

tons of recycled content incorporated, which equates to 7% of weight in metric tons of post-consumer recycled resin in our portfolio.

“

Sustainability at Mars is about ensuring we have an increasingly positive impact on society in the areas we are most material to and that are most material to us. Our approach is to embed considerations of our societal impact into our business decisions. In 2024, we continued to decouple GHG emissions from growth and to scale climate-smart agriculture across our value chain. Challenges remain, and progress will not happen in a straight line, but with innovation and collaboration, we're proving that growth and sustainability can go hand in hand.”

Alastair Child

Chief Sustainability Officer, Mars, Incorporated



Our Healthy Planet Strategy



Climate Action

We continue to make steady progress towards achieving Net Zero emissions by 2050. Our [Net Zero Roadmap](#) outlines our approach and the strategies that guide our journey, which includes, amongst other levers, improving energy efficiency, transitioning to renewable energy and implementing climate-smart agriculture. This year, in partnership with several of our suppliers, we emphasized scaling climate-smart agriculture practices that not only reduce emissions but also remove carbon from the atmosphere.



Land Use and Deforestation

Business operations impact the environment, so we take proactive action to protect natural ecosystems. Our [Land Use Position Statement](#) commits us to maintaining a stable land footprint in our fast-moving consumer goods business, ensuring our supply chain does not contribute to agricultural expansion. Making progress toward a [deforestation-free](#) supply chain remains a key priority, with efforts focused on five high-impact raw materials: beef, cocoa, palm oil, pulp and paper and soy.



Water Stewardship

With water stress impacting many of our sourcing regions, we are advancing collaborative solutions that enhance water conservation and efficiency throughout both agriculture and operations by measuring, managing and reducing water use in high-stress agricultural regions. Our [Water Stewardship](#) strategy is focused on working to protect and improve water availability and reduce water use throughout our value chain, reinforcing our commitment to sustainable food production.



Rethinking Packaging

At Mars, we are working to help create a world where packaging never becomes waste. With hundreds of millions invested so far, we are driving change through reducing packaging, redesigning our portfolio to fit with the recycling infrastructure that either exists today or is likely to exist in the near future in the markets where we operate, and advocating for systemic changes in recycling infrastructure.

Climate Action

Our Roadmap to Achieving Net Zero by 2050⁷

2015 to 2024

Since launching our full value chain work, we set goals and peaked emissions one year later. This not only decoupled financial growth from emissions, but resulted in the trajectory of each moving in opposite directions (and the right way). As some strategies take time to deliver, our progress will not always be even but – the multi-year trend of emissions reductions will continue toward our target.



2024 to 2030

Our Net Zero Roadmap is about the strategies that we feel will take us to the -50% GHG emissions by 2030, and the changes to our business operating model as we aim to make that not only possible, but affordable. This level of progress requires changes across our entire value chain. This will not be easy, but we have the ideas and resources, and the commitment to pursue this ambition. The reductions are built into our business planning and the rolling three-year plans that each of our business Segments set.

2030 to 2050

As things stand today, we believe that the hardest part of the value chain reductions on the way to Net Zero will be the last 30%. Today, there are significant barriers to solving for those emissions – cost, feasibility and regulatory, among others. But between now and 2030, we are investing and partnering to find better solutions that will allow us to continue the march to Net Zero. We anticipate breakthroughs and backsteps alike. As new climate science emerges, we will set future five-year interim targets (e.g., 2035) accordingly.

2050 and Beyond

As much potential as there is to reduce emissions in our value chain, it is widely recognized by standards such as SBTi that there will be a small fraction of residual emissions that can't be solved for in our value chain. The balance of SBTi energy and industrial and FLAG sector long-term targets for Mars portfolio, is an overall 80% reduction. For that small remaining fraction we will use high-quality carbon removal credits to "net" those emissions down to Net Zero.

⁷ Each year, a baseline restatement is performed, which results in adjustments to historical disclosures. This process is a positive reflection of our commitment to continually improve our data accuracy and ensuring that, for example, acquisitions are promptly integrated into our results. By regularly updating and refining our historical data, we strive to provide the most accurate and comprehensive view of our performance.

The climate crisis demands decisive and immediate action. At Mars, we are committed to driving meaningful change across our value chain, and we leveraged years of experience in reducing GHG emissions to develop a bold yet achievable strategy – our [Net Zero Roadmap](#). This pragmatic yet ambitious plan lays out how we aim to cut emissions by 50% by 2030 compared to our 2015 baseline, and achieve Net Zero by 2050.

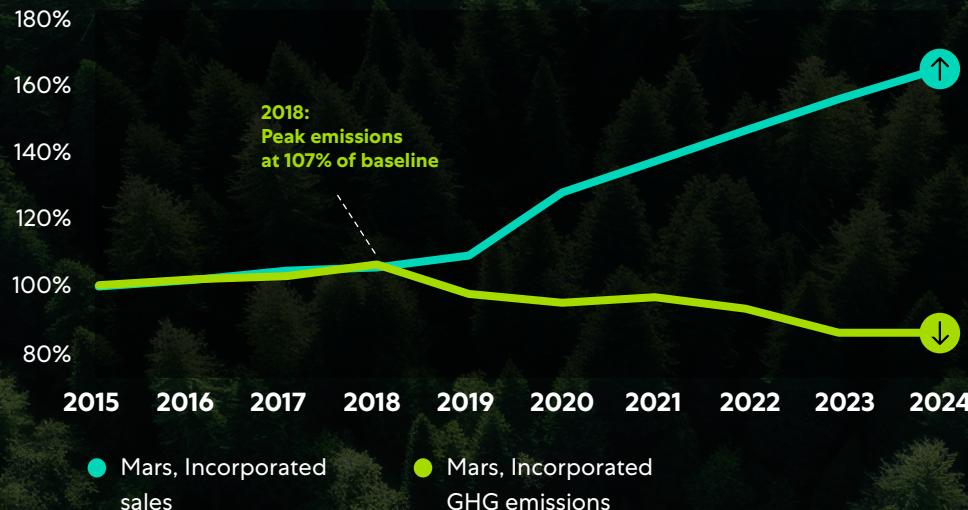
Our roadmap is a blueprint for transforming our business. It identifies the critical strategies and operational shifts required to make emissions reductions not just possible, but affordable and scalable.

By the end of 2024, we had achieved a 16.4% reduction in total emissions compared to 2015. This includes a 33.5% decrease in Scope 1 and 2 emissions, keeping us on track to meet our 2025 target of a 42% reduction. Our achievements across Scopes 1, 2 and 3 have been largely driven by expanded climate-smart agriculture and deforestation-free supply chain efforts in our value chain alongside our rapid transition to renewable electricity, enhanced energy efficiency initiatives and advanced thermal energy programs in our direct operations. 2024 is our first year of reporting carbon removals from climate-smart agriculture projects in our value chain, which removed 41,833 tons of CO₂e.

In 2024, we also made significant enhancements to our climate accounting, refining our methodology to provide more accurate, transparent and inclusive emissions reporting, following our [Baseline Restatement Policy](#). This led to a restatement of our metrics from 2015 to 2023, please see the [Appendix](#) for our GHG metrics.

Decoupling Growth from Carbon Emissions

Mars is proving that business growth and emissions reduction are not necessarily mutually exclusive. Despite a 69% increase in sales since 2015, we have successfully cut emissions by more than 16% over the same period. Our ability to continue to decouple economic growth from our carbon footprint demonstrates the impact of our [Net Zero Roadmap](#) and our commitment to sustainable business practices.



The Five Fundamentals of Net Zero

The Mars [Net Zero Roadmap](#) is built on five fundamental elements to ensure meaningful, long-term progress:

- 1 Include all emissions across the value chain – From raw material sourcing to production, logistics and product use, we consider all direct and indirect emissions.
- 2 Prioritize performance over promises – We focus on measurable reductions, not just pledges, by taking action to eliminate emissions at the source.
- 3 Mark progress with milestones – We set clear, short-term goals, such as our Science-Based Target aiming to reduce emissions 50% by 2030, to maintain accountability and drive meaningful near-term progress.
- 4 Make decisions today that shape tomorrow – We recognize that business and infrastructure decisions have long-term consequences, helping to ensure that our investments align with a low-carbon future.
- 5 Cover residual emissions with high-quality carbon removal credits by 2050 – While our primary focus is on eliminating emissions, we will rely on high-quality carbon removals to neutralize any residual footprint.

Enhancing Sustainability in Our Operations

At Mars, we are committed to transforming our operations to drive sustainability at scale. From manufacturing to logistics, we are implementing innovative solutions that reduce emissions, optimize energy use and create long-term efficiencies. Whether through renewable thermal energy at our production sites or decarbonizing transportation networks, we are taking bold steps to minimize our environmental footprint while maintaining business resilience.

Renewable Energy

We are rapidly transitioning towards renewable electricity sources to accelerate emissions reduction. Looking to 2030, efficiency improvements and renewable electricity will continue to play pivotal roles. Today, we are sourcing 58% renewable electricity in support of our commitment to source 100% renewable energy by 2040 in our own operations. Bringing this commitment to life are several projects around the world.



Renewable Thermal

Mars is making significant strides in decarbonizing our thermal energy usage through renewable solutions across our global operations. To further advance our renewable thermal transition, we have developed a detailed roadmap for our Petcare Segment. This strategy outlines technical solutions tailored to local risks and opportunities, enabling planned reductions in Scope 1 emissions through a mix of concentrated solar power, thermal energy storage, biomethane and biomass.

Additionally, our M&M'S® factory in Haguenau, France, has been operating fossil fuel-free since September 2024 by purchasing renewable biomethane certificates in addition to the existing green steam energy to fully replace its natural gas usage. In India, our Pune site has transitioned to an electric peanut fryer, eliminating the need for fossil fuel-based equipment. These initiatives collectively reflect our commitment to accelerating the shift toward renewable thermal energy, reducing emissions and fostering a more sustainable future.



Mars Wodonga's 100% Renewable Energy Transition

In 2024, we announced that by 2026, Mars Wodonga – which produces pet food brands including PEDIGREE® and WHISKAS® – is set to become Australia's first large-scale steam-based manufacturing site powered entirely by renewable energy. In collaboration with the Australia Renewable Energy Agency (ARENA) with a \$17.2 million grant, the project will deploy a Parabolic Trough Concentrated Solar Thermal system. This system will have a peak capacity of approximately 18 megawatt (thermal) and 150 megawatt-hour steam thermal energy storage to be used to provide overnight steam delivery with 10 hours of thermal storage to replace natural gas usage. Additionally, Electric Thermal Energy Storage will enable the use of off-peak renewable electricity for steam production. These innovations position Mars Wodonga as a leader in sustainable manufacturing, significantly reducing emissions and advancing our commitment to Net Zero by 2050.

Addressing the Intersection of Climate and Agriculture

What is climate-smart agriculture at Mars?

Agricultural transformation to reduce and remove GHG emissions, regenerate soils and support biodiversity and/or adapt to increasing climate hazards.

Agricultural emissions remain one of our most significant challenges. In 2024, we supported more than 60 projects incorporating climate-smart agricultural practices, defined in this context as practices that led to the reduction of GHG emissions, regenerated soil, or both, across our supply chain. By implementing alternative water management techniques in rice farming and improved manure management in livestock, we are driving meaningful reductions in agricultural GHG emissions. By enhancing soil health, improving water quality and supporting resilient supply chains, climate-smart agriculture aligns with broader sustainability strategy and climate goals at Mars. This year, our climate-smart agriculture projects delivered both carbon removals and emission reductions; learn more about our approach to the reporting of removals in our value chain in the [Appendix](#).



Partnering to accelerate and scale climate-smart agriculture

We're dedicated to fostering a more sustainable agricultural model by supporting the transition to climate-smart practices that enhance soil health, biodiversity and climate resilience. Recognizing that sustainable agriculture is vital to our supply chain, in 2024, Mars announced [collaborations across Europe and North America](#) to help farmers in our pet food supply chains to explore and adopt these innovative techniques.

In Europe, collaborations with suppliers including Cargill and ADM, and technical experts Biospheres, Horta, Agreena and Soil Capital, are engaging farmers in Poland, Hungary and the U.K. with financial and practical support to adopt regenerative agriculture practices, including crop rotation, minimal tillage and cover cropping.

In North America, we are engaging with agribusiness companies and solution providers – including ADM, The Andersons, Inc., Riceland Foods and the Soil and Water Outcomes Fund – through our pet food brands like Royal Canin®, PEDIGREE® and IAMS™ in the U.S. and Canada. These partnerships encourage wheat, corn and rice farmers in select regions to adopt regenerative agriculture practices. Additionally, the NUTRO™ GREATER GROUND™ program is partnering with Healthy Food Ingredients to assess soil health

across its barley grower network. The program also works with Anchor Ingredients to advance regenerative practices and grower education for peas, oats and flax sourced from the Upper Midwest.

Farmers face ongoing challenges from climate variability and environmental pressures. Our goal is to provide practical support – through technical guidance, resource sharing and pilot programs – to help farmers transition toward practices that may offer environmental and economic benefits.

Collaborating to Develop Lower-Carbon Pet Food Ingredients

Our Mars Petcare teams are focused on driving innovation that supports both pet nutrition and environmental responsibility. In collaboration with Big Idea Ventures, AAK and Bühler, we launched the [Next Generation Pet Food Program](#), which brings together startups and industry leaders to explore new and novel ingredients. This initiative fosters innovative solutions, such as alternative proteins and enhanced processing methods that can help to lower the GHG impact of our products.



Mars Moo'ving Dairy Forward Sustainable Dairy Plan

In 2024, Mars launched the [Moo'ving Dairy Forward Sustainable Dairy Plan](#), committing \$47 million over three years to help reduce GHG emissions in our dairy supply chain.

Additionally, the [Mars-Friesland Campina Sustainable Dairy Development Program](#) is working with select farms in the Netherlands to pilot and refine emissions-reducing technologies. In partnership with Mars, the DMK Group tests scalable solutions for carbon-neutral dairy production on the cooperative's Net-Zero Dairy Pilot Farms in Germany.

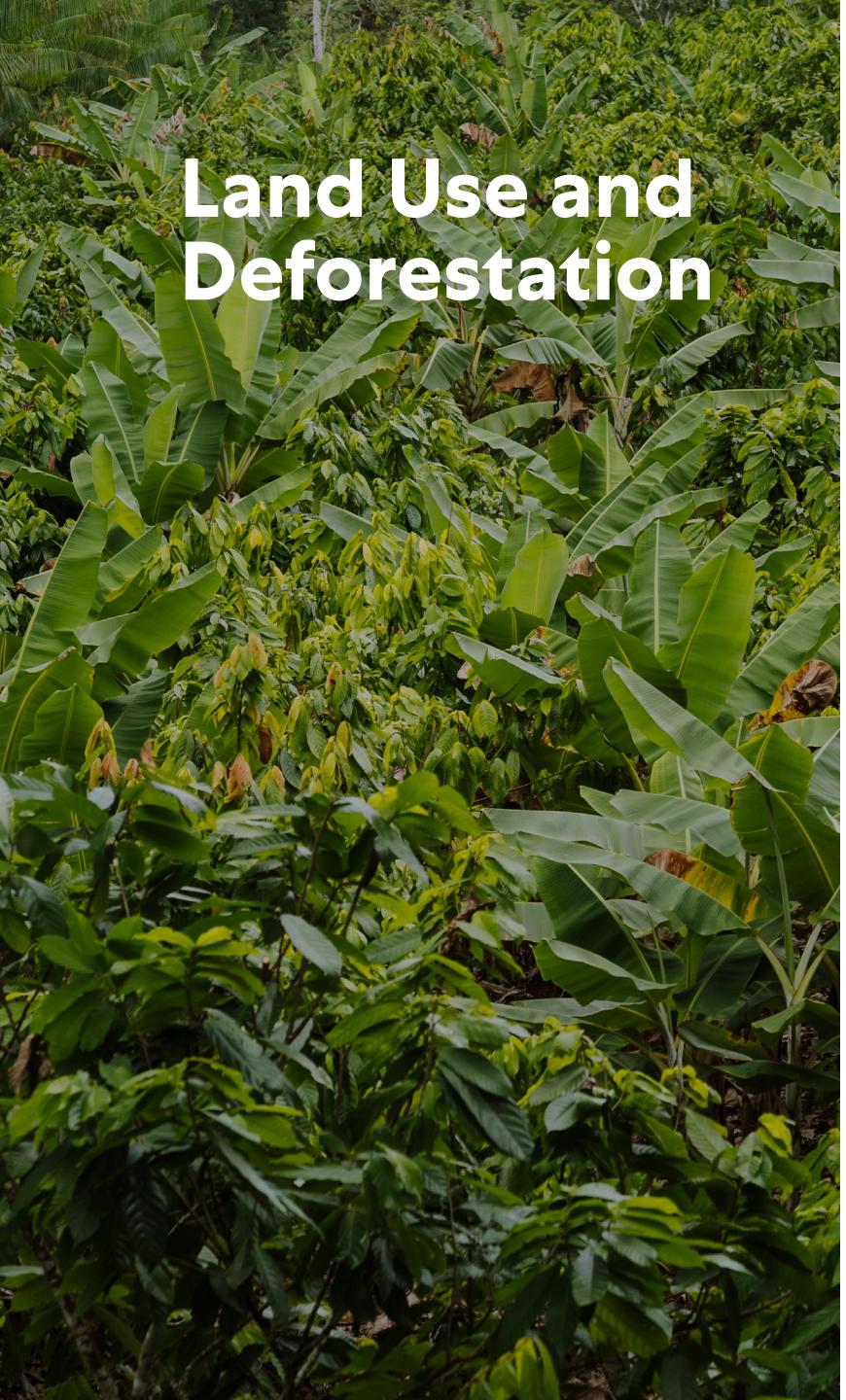
Mars is also investing in feed innovation, trialing methane-reducing additives like the seaweed-based Asparagopsis with Fonterra in Tasmania. These efforts are consistent with a broader industry shift toward adopting agricultural practices with reduced GHG emissions. By collaborating with farmers, suppliers and researchers, Mars is not only aiming to reduce our environmental footprint but also to drive meaningful, positive change in the dairy sector.



Decarbonizing Logistics

Mars launched the Sustainable in a Generation for Logistics (SiG4L) program to move towards decarbonizing transportation across our supply chain by optimizing logistics networks, adopting alternative fuels and shifting freight to lower-emission transport modes like rail and sea. A key milestone was the SiG4L Playbook, a global resource providing best practices and strategies to reduce emissions and improve freight efficiency, with pilot programs showing potential for significant carbon reduction.

Land Use and Deforestation



Redesigning Supply Chains to Address Deforestation

We aim to hold our total land footprint flat, so that our value chain does not indirectly contribute to further agricultural expansion. We are proud to remain flat with our 2015 baseline, reinforcing our commitment to responsible land stewardship.

Land use change is the second biggest driver of our value chain emissions, with deforestation and the conversion of natural ecosystems posing major threats to both nature and society. At Mars, we are working to redesign our supply chains to combat deforestation and ecosystem conversion across five raw materials identified as having the greatest impact: beef, cocoa, palm oil, pulp and paper and soy. Our “map, manage and monitor” approach is central to this effort, leveraging geospatial satellite data to track our progress and assess emission benefits. This approach enables us to trace supply chains, assess deforestation and conversion risks at the relevant scale, engage with suppliers to support alignment with our requirements, evaluate performance and scan for ongoing supply chain compliance. Our leadership in this space was ranked #6 overall in the [2024 Forest 500](#), a U.K.-based nonprofit that assesses businesses on the strength and implementation of their commitments on deforestation, conversion of natural ecosystems and associated human rights.

Beef

Supporting Small-Scale Ranchers for a Deforestation-Free Supply Chain

Our commitment to stop deforestation and conversion in Mars beef supply chains in Latin America is focused on the direct cattle suppliers in our supply chain there. Building upon this commitment, we have joined forces with IDH to expand its Sustainable Production of Calves Program in Brazil. This initiative aims to support small cattle ranchers in priority municipalities within our indirect beef supply chain in Mato Grosso, a priority state for our beef supply chain. Through the program, small ranchers receive training and technical assistance in areas such as environmental regularization, soil health, water, pasture management and animal welfare, as well as support to access markets for their products. The program also aims to reduce carbon emissions associated with beef production and increase cattle traceability, encouraging deforestation-free supply chains.





Cocoa

Restoring Landscapes & Strengthening Communities

Mars requires its cocoa ingredient suppliers to verify that all cocoa sourced through the [Responsibly Sourced Cocoa Program](#) has not been produced on land that has been subject to deforestation or conversion of natural ecosystems. Mars cocoa ingredient suppliers must polygon map the perimeters of the participating cocoa farms, check the boundaries against historic forestry data and conduct any needed on-site inspections.

We remain committed to collaborating with supply chain partners, governments, industry players and civil society stakeholders to help combat deforestation and conversion of natural eco-systems.

Through the RESTORE project, a USAID-backed initiative led by the Rainforest Alliance and Olam Food Ingredients, Mars is trying to help efforts to support sustainable cocoa farming while enhancing forest conservation and land restoration. This program increases tree cover, establishes landscape management boards, promotes climate-smart practices and diversifies income opportunities for cocoa-growing communities.

Palm Oil

Advancing Agroforestry & Conservation in Indonesia

In 2020, Mars announced that our [Palm Positive Plan](#) had delivered a significant milestone – a deforestation-free palm oil supply chain covering all palm and palm kernel oil that Mars buys directly.⁸ This milestone is based on mapping, managing and monitoring of our supply chain through partnerships with [Earthworm Foundation](#) and [Earthqualizer](#).

Through radical simplification, verification and working with partners who are committed to driving improvements in management systems, our ambition is to make long-lasting change in the palm oil sector. We have radically reduced the number of mills we source from, implemented bi-weekly supply chain satellite monitoring and awarded longer-term contracts to suppliers who commit to our environmental, social and ethical expectations. In addition, Mars is driving sustainable palm oil production through **two major initiatives** that we support:

1

Earthworm Foundation's Areas for Priority Transformation Program (Aceh, Indonesia):

By 2024, this initiative has supported three district governments in adopting Sustainable Palm Oil Regional Action Plans, trained 1,273 farmers in Good Agricultural Practices (GAP) and protected over 36,000 hectares of forest through village regulations and NDPE (No Deforestation, No Peat, No Exploitation) commitments.

2

Livelihoods Fund for Family Farmers (L3F):

Launched in 2021, this 10-year project aims to support 2,500 smallholder farmers in North Sumatra through agroforestry, using climate-smart agriculture and biodiversity conservation. By 2024, 932 farmers have received RSPO certification, 2,031 hectares have transitioned to climate-smart agriculture practices and 8,000 hectares of forest have been protected by community-led conservation efforts.

⁸ Please see note in the [Appendix](#).

Pulp and Paper

Eliminating Deforestation and Forest Degradation

Partnering with Indigenous Communities in Canada

Mars remains committed to doing our part to stop deforestation and forest degradation in our pulp and paper supply chain. We support programming that works with stakeholders from local governments, civil society organizations and communities whose livelihoods depend on forest landscapes. These programs are led by credible expert organizations (such as the Mars partnership with Earthworm Foundation) that tackle sustainable forestry issues in these high-risk geographical locations.

Since 2019, Mars has partnered with Earthworm Foundation, 3M, Nestlé and the Tsay Keh Dene Nation (TKDN) in British Columbia, Canada, to protect intact forest landscapes and High Conservation Value forests by supporting Indigenous stewardship and promoting implementation of Free, Prior and Informed Consent. The TKDN's 3,217,307-hectare core territory is home to

intact forest landscapes, critical caribou habitat and the ecologically and culturally important 110,535-hectare Wādzih Yinè' (Caribou Song) Indigenous Protected and Conserved Area in the Ingenika and Mesilinka watersheds. It also overlaps with the Mackenzie timber supply area where the forest industry operates.

This partnership helps amplify TKDN's vision for sustainable landscape management by funding baseline ecological research and the development of community-led management and monitoring plans to identify and protect conservation areas. Ongoing engagement with forestry companies and suppliers is taking place to help ensure the Nation's expectations for sustainable forest management within their territory are respected. Degradation in the territory has been monitored annually using Starling since 2020.



Soy

Scaling Climate-Smart Agriculture in Brazil

In 2023, in support of our commitment to stop deforestation and conversion in Mars supply chains in Latin America, we launched the Next Generation Soil (Solo das Próximas Gerações) project in Mato Grosso, focusing on climate-smart agriculture to support soy farmers linked to our supply chain to reduce the environmental impact in their production. This initiative is a collaboration with Amaggi, a leading soy supplier, and Produzindo Certo, an agro-sustainable consulting firm. Currently, the training is in a pilot phase, involving three farms, covering 10,000 hectares, that are committed to our no-deforestation, no-conversion policy.



Water Stewardship

Water is a critical resource. As global water stress intensifies, we are committed to supporting responsible water stewardship by enhancing water efficiency, reducing usage in our facilities and collaborating with farmers, suppliers and stakeholders to drive collective action. Our approach includes improving water management in high-risk regions where we operate and building resilience in key supply chains. Our Water Stewardship strategy is designed to address water stress where it matters most – focusing on high-risk watersheds, improving water efficiency in agriculture and manufacturing and collaborating with stakeholders to drive systemic change.

We are working to reduce the gap to sustainable water use across our supply chain, with a focus on crops like rice, almonds, mint, wheat and corn in high-risk regions such as the U.S., Spain,⁹ India and Pakistan. Our full value chain goal to halve our gap to sustainable water usage levels by 2025 is ambitious, and while we continue to anticipate that we will fall short of the 50% target we have been aiming for, our context-based target is helping to shape our forward-looking water stewardship programs to focus on locations and activities where our usage is most impactful and where water stress is greatest.



Improve operational water efficiency

We are implementing water-saving measures at our manufacturing sites, particularly in water-stressed areas, to reduce consumption and enhance wastewater treatment.

Engage in collective action for systemic change

We are working with partners, including the Alliance for Water Stewardship (AWS), the World Resources Institute and the UN CEO Water Mandate's Water Resilience Coalition, to preserve the world's freshwater resources through collective action in water-stressed basins and by setting ambitious, measurable targets.

Since 2015, we have achieved a 36% reduction in the gap to sustainable water use in our value chain, primarily through efficiency improvements and geographic sourcing choices in our rice and mint supply chains. We recognize the complexity of addressing water stress and continue refining our approach to maximize impact where it is most needed.

⁹ Note that the Spain drought affected rice sourcing in 2024 that afforded a one off/year only improvement of our gap to sustainable water use. As we expect to source food rice again from Spain in 2025, we will see reduced progress.



Water and Operations

Mars is actively working to improve water efficiency within our facilities by optimizing processes, investing in water-saving technologies and reducing overall water consumption. Across our supply chain, we assess water risks and take risk-based action to mitigate impacts in water-scarce regions. These efforts contribute to our broader sustainability goals and align with global water conservation standards.

Advancing Water Stewardship in Mexico – Mars Commitment in Action

As part of Mars global operational water program, five key manufacturing sites in Mexico have been identified as priority locations for enhancing water stewardship. Two of these sites – Querétaro and Guadalajara – have recently completed implementation of good practices aligned with the AWS Standard.

Mexico faces increasing water stress due to climate change, urban expansion and agricultural demands. For Mars, operating responsibly in such an environment means working to actively manage water use, engage local communities and drive measurable improvements in water health and availability.

To address these challenges, Mars deployed a structured water stewardship strategy across our Querétaro and Guadalajara sites, guided by the AWS framework. Key initiatives included:

Establishing a Dedicated Water Management Committee:

A cross-functional team was formed to oversee water-related actions, support alignment with AWS criteria and maintain accountability across operations.

Supporting Local Watershed Projects:

Both sites actively participated in external projects aimed at supporting local landowners and improving regional water sustainability, fostering collaboration beyond facility boundaries.

Driving Water Efficiency and Reuse:

Targeted investments were made to enhance internal systems for water conservation, including upgrades that enable the reuse of process water where feasible.

Implementing Monitoring Platforms:

New digital platforms were developed to record and monitor daily water consumption, enabling real-time visibility and data-driven decision-making.

Upskilling Water Operators:

Continuous training programs were launched for the operators responsible for water treatment systems, supporting technical expertise and fostering a culture of accountability and innovation.

These efforts represent a significant step toward embedding water stewardship into core operations and fostering external collaboration. Mars is helping to build long-term resilience in one of our most critical manufacturing regions. The success at Querétaro and Guadalajara provides a blueprint for the remaining Mexico sites under the operational water program. As Mars continues to scale our efforts, the lessons learned here will inform future projects across other high-risk geographies.



Collaborating for Collective Water Action

Beyond our own operations, Mars collaborates with industry partners, NGOs and local communities to advance sustainable water management. Our initiatives focus on reducing agricultural water demand and supporting long-term water security for farmers and ecosystems.

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We are committed to making our rice supply chain more resilient and sustainable. We do this by working with farmers to implement climate-smart agriculture practices and diversifying our sourcing strategies around the world. This not only protects our planet by reducing water usage and GHG emissions, but ensures we are building a stronger and more robust supply chain for the future.”

Dale Creaser

Global VP Supply, Food & Nutrition,
Mars, Incorporated



KIND Almond Acres Initiative

Almonds are essential to our delicious KIND® Snacks, and we are scaling the [KIND Almond Acres Initiative](#) to gain deeper insights into the impact of climate-smart agriculture on water efficiency in California's almond supply chain. In 2024, we nearly doubled the acreage of our test pilot, expanding into a more water-stressed region. These efforts contribute to our broader commitment to sustainable [almond sourcing](#) while addressing water scarcity challenges in California. In addition, water data from year one of research shows a 17% increase in water use efficiency with subsurface irrigation.



Building strength and sustainability in rice supply chain

Mars Food & Nutrition is strengthening the resilience of our rice supply chain by diversifying sourcing regions to mitigate water stress risks. Previously, a significant portion of our rice for European markets came from Spain which is a high water-stress country. When Spain faced a large rice supply crisis, within six months, we rapidly validated Uruguay as an additional, more environmentally sustainable alternative. Uruguay, classified as a low water-stress country, uses crop rotation cycles and efficient water management systems, resulting in less than half the CO₂ emissions compared to Spanish rice production.¹⁰ As we move forward, we continue to source rice from Uruguay and Spain, considering sustainability as part of our overall sourcing strategy. This strategic shift enhances supply chain resilience while reducing environmental impact, reinforcing Mars commitment to sustainable sourcing and long-term water stewardship.

¹⁰This calculation includes emissions associated with transportation from port of destination to port of arrival.

Protecting Our Ocean Ecosystems

Coral Reef Restoration

Due to climate change, pollution and habitat destruction, over 50% of the world's reefs have been lost in the past 50 years. The 2023/2024 El Niño event exacerbated this crisis, triggering the fourth global coral bleaching event recorded by NOAA, with rising ocean temperatures putting reefs under immense stress.

Despite these challenges, Mars achieved key milestones in 2024 to advance coral restoration. Reef Stars – our innovative reef restoration structures – were deployed in the Red Sea through new partnerships with KAUST in Saudi Arabia. Our teams also co-led the Maldives' "Big Build," successfully planting 15,000 corals.

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Coral reefs are the most biodiverse marine systems. They pack 25% of all marine life into less than 0.1% of the ocean floor.”

Professor David Smith

Chief Marine Scientist, Mars, Incorporated, and Senior Director, Mars Sustainable Solutions

Globally, we completed over 20 new restoration projects, supported the planting of more than 80,000 corals and contributed to scientific progress by funding nine influential research publications. These efforts reaffirm our commitment to restoring marine ecosystems and helping maintain the long-term resilience of coral reefs. Through these initiatives, we aim to protect both terrestrial and aquatic ecosystems, supporting the sustainability of vital water resources for future generations.

Sustainable Fish Sourcing

As part of our dedication to responsible sourcing, Mars has been working with the World Wildlife Fund for over 15 years to improve sustainability in the fish supply chain. These nutritious ingredients are critical to our pet food brands like SHEBA® and WHISKAS®; this collaboration has helped inform our progress against the broader environmental and social challenges associated with unsustainable fishing practices.

In 2024, we launched the first Fisheries Improvement Fund (FIF) project in Chile. This project endeavors to transition the anchoveta and araucanian herring fishery in Chile's Central-Southern Region to more sustainable practices. By piloting this initiative, we aim to create a replicable model for improving fisheries and supporting healthier marine ecosystems and local communities.



Sheba Hope Grows™ – Supporting Coastal Communities

Building on decades of coral restoration expertise, Mars launched Sheba Hope Grows™ in 2021, an initiative under Mars Sustainable Solutions (MSS) designed to restore reefs and protect oceans at scale. In addition to advancing SHEBA®'s broader commitment to using sustainably sourced fish, the Sheba Hope Grows™ program, part of one of the world's largest coral reef restoration programs led by MSS, is connecting local knowledge with scientific experts across 72 restoration sites in seven countries – from Indonesia to Hawaii, the Maldives to Australia.

By integrating traditional knowledge with scientific expertise, Sheba Hope Grows™ fosters long-term reef stewardship. Mars reef restoration approach enables large-scale reef restoration while local communities lead the conservation efforts. Through training hubs, grassroots partnerships and engagement with government agencies and eco-tourism operators, Mars and Sheba Hope Grows™ are equipping coastal stakeholders with the tools to restore marine ecosystems.

The next phase of the program will expand training, strengthen partnerships and mobilize more communities to restore and protect vital coral reef ecosystems, supporting a sustainable future for marine biodiversity and coastal livelihoods.

Rethinking Packaging: Advancing Circular Solutions

Addressing the sustainability of our packaging is a complex challenge, shaped by government regulation, local infrastructure, consumer behavior and industry collaboration. Innovation fuels our approach as we invest in sustainable materials and circular solutions to reduce environmental impact. In 2024, while we still have a long way to go, we made substantial progress across key areas by reducing plastic use, expanding reuse and refill initiatives, increasing recyclable packaging and advancing industry collaborations. Regardless of our redesign efforts, our products will only be fully circular when the necessary waste management, collection, sorting and recycling infrastructure exists at scale, and we are working actively with governments and NGOs to drive this change.

¹¹ Does not include product caps.

Key Packaging Progress in 2024

Reducing Plastic Use: We eliminated over 350 tons of plastic by optimizing packaging formats, including WHISKAS® pots transitioning to pouches, stretch wraps in North America and expanding paper-based alternatives like compostable M&M'S® bags in China.

Expanding Reuse Solutions: Mars extended M&M'S® Colorworks, a bulk dispensing system that promotes reuse, to Australia and tested refill stations for Pet Nutrition in France. At the U.K. Crufts show, we showcased our MiWa (minimum waste) dispensing system, further exploring reuse models.

Redesigning Packaging: In 2024, we increased consumer-facing packaging (excluding tertiary and transport packages) designed to be reusable, recyclable or compostable to 64.1% despite previously highlighted challenges with the design and infrastructure changes needed to fully realize our goals. As the infrastructure is not always ready to sort and recycle mono-material packs, we are targeted about when and where we redesign flexible formats to mono-material. Progress in 2024 included new launches in KIND®, DOVE®, SNICKERS®, M&M'S® and pet food brands across Europe and North America. In addition, trials for retort pouches, our most difficult format, in wet pet and human food began in 2024, with intentions for scaling further in 2025.

Increasing Recycled Content: We incorporated over 14,000 metric tons of recycled material which equates to 7% of our total plastic portfolio, including 100% rPET¹¹ in Skittles®, STARBURST® and M&M'S® jars in the U.S. We launched 60% recycled content for pet food packaging on Schmackos™ pouches in Australia.



Industry Advocacy and Partnerships

Mars is actively engaged in shaping public policy and industry standards to advance circular packaging solutions, and we are working with national governments to support and fund the infrastructure that will be necessary for a circular economy. This includes engaging with the [U.N. Plastics Treaty to End Plastic Pollution](#), advocating for harmonized design guidelines and Extended Producer Responsibility (EPR) policies across 175 member countries, with the final negotiations set for 2025. We are also proud to support the creation of a circular economy where packaging never becomes waste as an active member of the [Flexible Plastic Fund \(U.K.\)](#) and [Circular Action Alliance \(U.S.\)](#).

Mars, in collaboration with Delterra, Amcor and Procter & Gamble, has committed \$6 million over five years to transform waste management and recycling in Indonesia, Argentina and Brazil. This initiative is designed to enhance local recycling infrastructure and help accelerate the transition to circular packaging solutions globally. It aims to provide waste management access to 10 million people, create job opportunities – particularly for marginalized waste workers – and foster community engagement through education programs. In cities like Olavarría and Buenos Aires, waste collection programs have improved livelihoods and increased recycling participation, demonstrating scalable solutions for circular economies. By capturing and repurposing recyclable materials, the program decreases reliance on virgin plastics and minimizes environmental footprints. With its scalable model, the partnership not only helps to address local waste challenges but also serves as a blueprint for global sustainability efforts.

Innovating for a Waste-Free Future

Award-Winning Sustainable Packaging

MasterFoods® launched new PET squeezy sauce bottles, earning recognition at the 2024 Australasian Packaging Innovation & Design Awards for its commitment to sustainable packaging. MasterFoods® also trialed paper-recyclable single-serve tomato sauce packs in Australia, which can be recycled through curbside collection.

Engaging Consumers in Compostable Packaging

In an interactive initiative, Skittles® engaged thousands of fans at a Seattle Seahawks game through TRASH TALK, where attendees played a game to receive compostable Skittles® packs made with Danimer Scientific's Nodax polyhydroxyalcanoate technology and is certified industrial compostable. The event helped raise awareness about composting while collecting real-world data on compost breakdown.

Upcycling Pet Food Packaging into Public Spaces

Through the [Pet Nutrition SWAP program](#), Mars Thailand hosted an event in Chiang Mai, transforming over 840,000 plastic pet food packages, more than the combined total from the previous three years, into eco-friendly public installations like benches and playground structures. Now in its fourth year, SWAP has successfully repurposed packaging into useful community assets. The initiative promotes waste management and environmental responsibility by rewarding participants with discounts on Mars pet food products, including PEDIGREE®, WHISKAS®, CESAR® and SHEBA®, in exchange for empty and clean pet food bags of any brand.

Reducing Waste in Veterinary Clinics

Recognizing the need for waste reduction in veterinary care, we launched waste assessments in Mars Veterinary Health clinics, identifying key areas for intervention. In 2024, we scaled a reusable shipping tote initiative to nearly 1,000 clinics, avoiding 80 tons of waste. Additionally, between 2023 and 2024, our clinics collected nearly 18,000 pet food packs for recycling, and through Project Animal Aid, we diverted 3,000 pounds of medical waste from landfills.

As we move forward, Mars remains committed to driving packaging innovation, scaling circular economy solutions and advocating for systemic change in waste management.





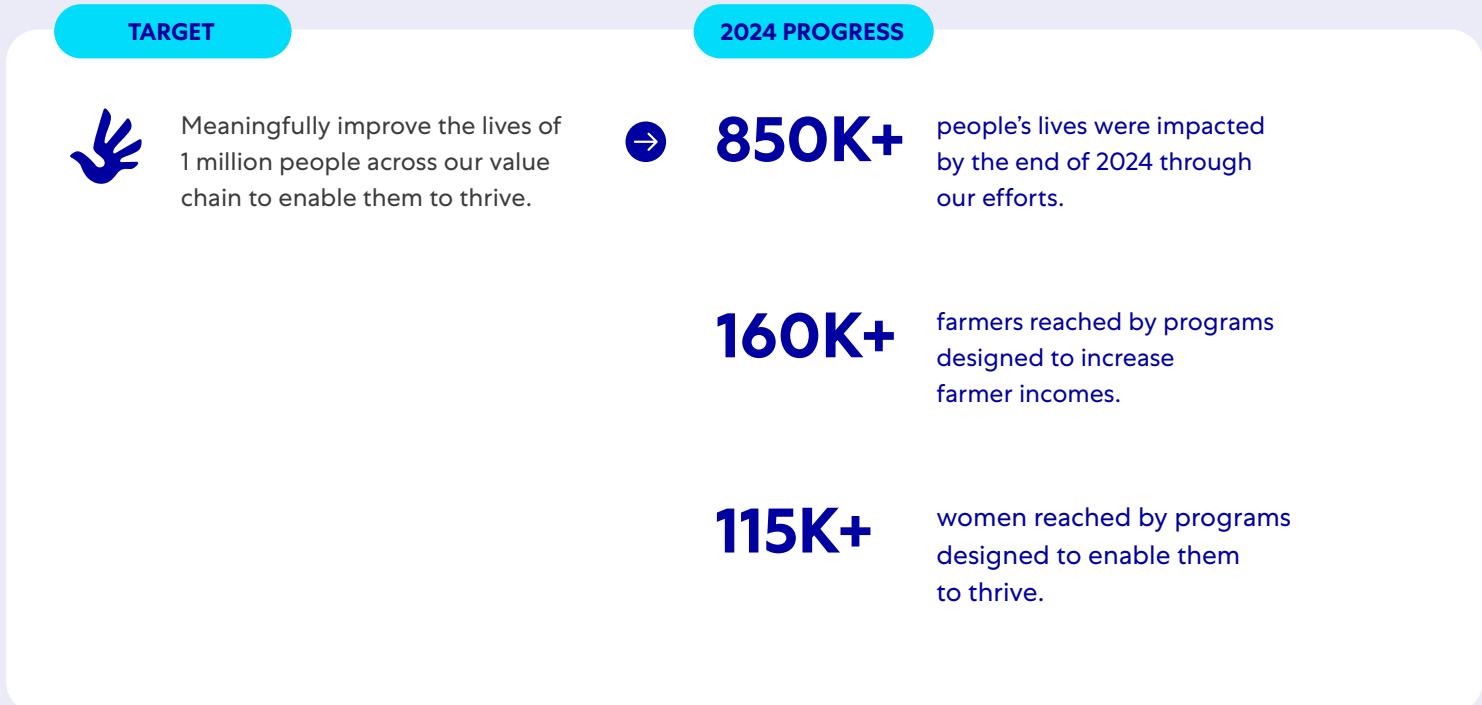
Thriving People

As climate change and global conflict continue to impact the livelihoods of the world's most vulnerable communities, it's more urgent than ever to invest in programs that help people not just survive but thrive. With our products touching millions of lives, we want to play our part to respect human rights and help drive positive change around the world. Our Thriving People approach is built on this belief, focusing on three key areas: advancing human rights across global supply chains, improving livelihoods by increasing incomes and unlocking opportunities through women empowerment initiatives.



2024 Thriving People Highlights

While creating lasting change takes time, we remain committed to the journey, with key programs demonstrating the power of partnership in driving systemic progress. Despite challenges, we are constantly reassessing our role and influence. Our continued efforts to address forced and child labor, along with other key risks, within supply chains reflect our commitment to learning and evolving, helping our actions support meaningful, long-term change.



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Our business is built on empowering individuals across our supply chains with a long-standing goal of respecting human rights, increasing incomes and unlocking opportunities. We understand that ethical sourcing is not just the right thing to do but a critical driver of long-term business resilience. By investing in human rights, we do our part to strengthen supply chains, reduce volatility and mitigate business risks. By fostering resilience, uplifting communities and creating opportunities for growth, we are laying the foundation for sustainable business success.”

Lindsey Yeung

Global VP, Thriving People, Mars, Incorporated



Our Associates

When our Associates thrive, so does our business. Our Responsible Workplace program is designed to promote and respect the human rights of all our Associates and workers at our sites across the globe.

The Mars [Workplace Code of Conduct](#) articulates our social, environmental and ethical expectations for all Associates within Mars operations and workplaces. Aligned with international law and global frameworks, it guides our commitment to creating a responsible and ethical workplace.



Advancing Respect for Human Rights

Many people around the world are living in poverty or are vulnerable to exploitation. We believe that the global economy – and global businesses like ours – can do more to ensure work is a source of empowerment for individuals.

Our [Human Rights Policy](#) is rooted in our Five Principles: Quality, Responsibility, Mutuality, Efficiency and Freedom. The policy is further shaped by the [United Nations Guiding Principles on Business and Human Rights](#), the [International Bill of Human Rights](#) and the International Labour Organization's 1998 [Declaration on Fundamental Principles and Rights at Work](#).

Our [Next Generation Supplier Program](#) represents our enhanced approach to supporting sustainability among our first-tier suppliers, including aligning suppliers with our social, environmental and ethical expectations through our [Supplier Code of Conduct](#). In 2024, we launched five new Supplier Advance programs – on-site improvement initiatives supported by third-party experts aimed at helping suppliers confront some of the most challenging human rights risks.



Advancing human rights and responsible recruitment in the Thai fish supply chain

One focus of our work to advance human rights continues to be the improvement of working conditions within our Thai fish supply chain that supports our Petcare business. Our [Thai fish human rights program](#) focuses on risks such as responsible recruitment, as well as health and safety concerns in both factories and on vessels. The program does so through two strategies:

- Supporting third-party experts who work with suppliers to tackle root causes and strengthen human rights management systems, including capacity-building in responsible recruitment.
- Leading industry groups to standardize responsible recruitment practices and drive broader efforts to improve remediation and amplify worker voices.

Increasing Income for Smallholder Farmers

Climate change presents a major threat to smallholder farmers as shifting seasons and extreme weather disrupt their livelihoods, food systems and economies.

We are focused on building resilience within our supply chain, with the goal of advancing living incomes for farmers at the heart of our Thriving People strategy.



Farmer Income Lab drives change with LEAP

Mars partnered with [Fairtrade](#) and [ECOOKIM](#) as part of the Mars [Farmer Income Lab](#) to create the Livelihood Ecosystem Advancement Program (LEAP). This program aims to increase the incomes of cocoa farming households in Côte d'Ivoire. In 2024, LEAP expanded its innovative agripreneur model, supporting farmers and young adults launching small businesses that provide coaching and input to peers, while also establishing a \$2 million revolving facility funded by Mars and managed by FairCapital, providing accessible finance to cooperatives and individual producers. The program also prioritized partnerships aimed at securing new opportunities for cocoa farmers in complementary sectors.

LEAP has set a goal of helping at least 30% of participating farmers reach a living income by 2027. With a focus on empowering women and young adults, LEAP has helped women's Village Savings and Loan Association (VSLA) groups access business loans and provide capital to agripreneur groups to launch businesses that deliver vital services to their farming peers.

Improving livelihoods in our mint supply chain

Since its launch in 2017, the Shubh Mint program has positively impacted 24,000 farming families, boosting mint incomes, reducing water usage and reaching thousands of women in almost 400 self-help groups. An analysis in 2024 found that farmers who participated in the program have earned a greater average annual income that is nearly double compared to farmers not participating in the program in the same area. Women involved in self-help groups have saved over \$880,000 collectively, distributed 21,000 loans and more than 1,000 women have used these loans to start their own businesses and contribute to their household income. Looking ahead to 2025, we aim to expand the program by implementing a full-farm approach, increasing yields across crops beyond mint, and further empowering women. We will also work with the private sector, government and philanthropic partners to help even more farming families build resilience and achieve a decent standard of living.



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When my husband passed away, the thought of running the shop on my own was terrifying, but I knew I had to do something to support my children and in-laws. The women in the Saraswati self-help group were my pillars of support. I took a loan from the group, stocked the shop with essential items and started managing it myself. The Saraswati self-help group lifted my spirits when I had none.”

Kamalesh Kumari

Saraswati self-help group member



Advancing agroforestry and empowering farmers

In 2024, Mars continued its efforts through the Advancing Cocoa Agroforestry Towards Income Value and Environmental (ACTIVE) program, launched in partnership with USAID and [Institute for Development Impact](#) in 2022. The program aims to increase the income of 9,000 farmers by 15% over four years and reduce the number of farmers below the living income benchmark by 20%. In 2024, ACTIVE reached over 5,600 farmers, with a key focus on assessing Learning Sites to refine agroforestry training in its second year, helping bolster farmers' resilience in the face of environmental changes. The program also emphasizes crop diversity, starting with five non-cocoa crops, and is planning to introduce even more. At the same time, we're gathering data to help farmers access quality seeds and efficiently market their non-cocoa harvests.

In parallel, our partnership with the [Livelihoods Fund for Family Farming](#) (L3F) continues to support many farmers across cocoa, coconut, vanilla and shea, with women making up more than 60% of those benefiting. Through these initiatives, we're working to empower the farmers who participate in these programs and strengthen their livelihoods, while also enhancing the sustainability of their agricultural practices.

Unlocking opportunities for all

At Mars, we believe that in the world we want tomorrow, society is inclusive.

Our Associate Resource Groups (ARGs) are open to all and provide opportunities for support, communication and networking. We have five Global ARGs, which were designed to guide and support our growing 100+ chapters so we can drive better collaboration, inspire each other and maximize impact both globally and locally.



Empowering communities across our supply chain

Launched in 2015, Women for Change was created in collaboration with CARE International to empower women in cocoa-growing communities in Côte d'Ivoire and Ghana and support their professional and economic growth using the VSLA model. This model, originally implemented in Côte d'Ivoire, has proven to be effective in promoting savings and providing access to small loans. Since 2020, Mars has committed to invest an additional \$10 million into the program in West Africa. By the end of 2024, the program has reached over 101,000 VSLA members, more than 75% of whom are women, with a total of \$20 million-plus in savings and credits and \$13 million in loans given to members.

Looking ahead to 2025, we're sharpening our focus on driving greater impact across our value chain. We plan to adopt a more data-driven approach to identify and address human rights risks, track progress towards living incomes for smallholder farmers and find opportunities to create additional meaningful change in our origin communities. We are using a data-driven approach to help increase the impact of this program.

Sustainable Rice Farming with Climate-Smart Practices

Mars Food & Nutrition's Sustainable Aromatic Rice Initiative (SARI) in Thailand highlights that sustainability and income growth can go hand in hand. Reaching 1,445 farmers across Roi Et and Central Plain, 66% of whom are women, the program has increased rice production by 43% in Roi Et and 10% in Central Plain, while cutting water use by 56% and 41%, respectively. SARI supports farmers in maintaining high yields and improving their livelihoods, while also reducing water consumption and emissions. We are fostering a sustainable future for rice farming, with the goal of supporting a more resilient supply chain and lifting farmers' incomes while protecting the planet.



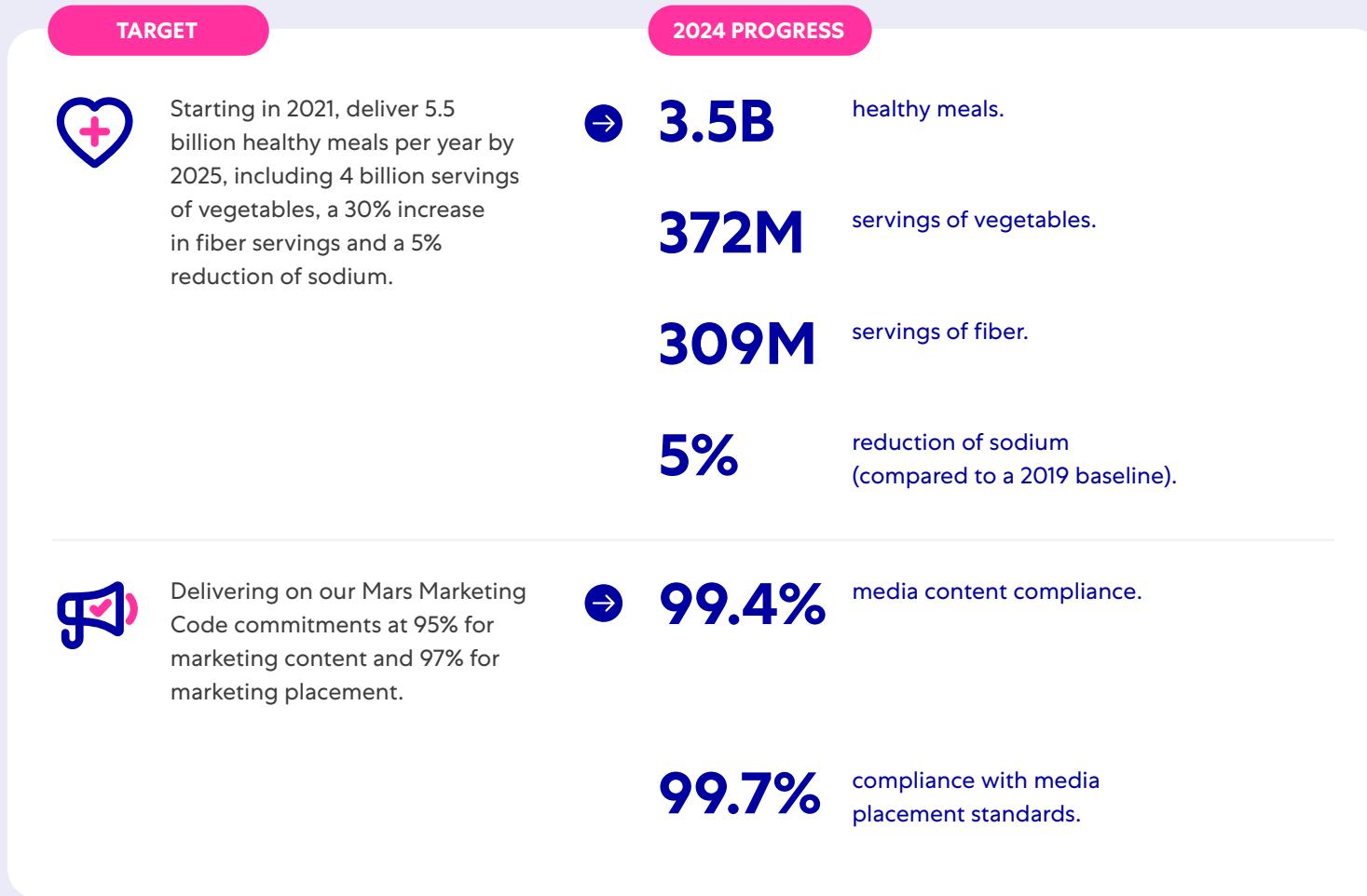


Nourishing Wellbeing

We're dedicated to supporting our Associates' and consumers' wellbeing by providing a wide variety of trusted products and services, and in turn enabling people and their pets to live healthier, happier lives.



2024 Nourishing Wellbeing Highlights



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We are committed to nourishing wellbeing by delivering products and services that are trusted and enjoyed, and in turn enabling people and their pets to live healthier, happier lives. We provide high-quality and transparent information across our entire food portfolio to enable consumers to make informed choices for themselves, their family and their pets.”

Abigail Stevenson

Chief Science Officer, Mars, Incorporated



Enabling Health and Wellbeing

Mars Food & Nutrition is on a mission to make food that helps people thrive by providing products that are tasty, accessible and healthy. In 2024, we proudly delivered 3.5 billion healthy meals, including 309 million servings of fiber and 372 million servings of vegetables, all while reducing sodium by 5% (compared to a 2019 baseline). Our innovative products, like nutrient-packed ready meals, make it easier for consumers to enjoy nutritious, flavorful food.



Foodbank Collaborative Supply Program

Mars Food & Nutrition Australia is a proud partner of [Foodbank](#), and through their [Collaborative Supply Program](#), provides a dedicated, regular supply of products from brands like DOLMIO® to support the organization's food relief efforts. In 2024, we amplified our support by raising awareness of Foodbank's impactful work to reduce barriers to food access through the DOLMIO® brand, incorporating the partnership into packaging, communications and activations.



Greenville community engagement & the Washington County Food Access Fund

In 2024, the Mars Greenville, U.S. site, in partnership with the [Mississippi Food Network](#), hosted seven Mobile Pantry Program events, providing thousands of healthy meals to local residents. Since 2021, this partnership has made a significant contribution to the community. To further support healthy eating, our Greenville FoodCorps Initiative marked World Food Day 2024 with cooking demonstrations using Ben's Original™ products, educating students on healthy eating habits through [FoodCorps](#), a national non-profit focused on teaching elementary students how to cook and grow their own food.

Additionally, the [Washington County Food Access Fund](#), created by Mars Food & Nutrition, Delta Group, Molina Healthcare and the Community Foundation of Washington County, was awarded funds in 2024 to support sustainable food access initiatives benefiting local food pantries and nonprofit organizations.



Mars Food & Nutrition Europe continues to support those in crisis through meaningful partnerships

In 2024, Mars Food & Nutrition celebrated the fifth year of our partnership with [Trussell's Stand Against Hunger](#) campaign in the U.K. Through collaboration with retailers, donating proceeds from select packs of Ben's Original™ and jars of DOLMIO® sauce, as well as Associates' fundraising efforts, the campaign has raised more than \$130,000 to support foodbanks across the country. In Germany, Mars Food & Nutrition continued its commitment to [Tafel Deutschland](#), providing essential financial and food donations, in-store promotions and Associate volunteering and fundraising. This support resulted in thousands of meals, over \$40,000 in donations and Christmas presents for those in need across Germany.

Responsible Marketing

We take seriously our commitment to market our brands responsibly and ethically. We adhere to marketing guidelines, including our [Mars Global Marketing Code for Human Food](#), which sets the standards for how we communicate and engage with consumers. This Code applies to all marketing communications for Mars-produced and licensed human food products, covering all channels, such as advertising, packaging and websites.

A key principle of our Code is our commitment to refrain from marketing directly to children under the age of 13, based on scientific research showing that young children may not fully understand the persuasive nature of advertising. Instead, we focus on empowering parents and guardians with the information they need to make informed decisions about their children's diets.

To share our progress transparently, we publish an annual [Mars Marketing Code Governance Report](#), supported by third-party audited data. Our latest results highlight our compliance performance, with 99.4% adherence to media content standards and 99.7% compliance with media placement standards. These results surpass our targets of 95% and 97%, respectively, and reflect a continuation of the previous year's strong performance. Our findings indicate the effectiveness of our marketing governance practices and our commitment to responsible marketing.

Ensuring Safe Food

At Mars, food safety is a top priority. As a global food company, we adopt a rigorous, science-based approach, implementing practical strategies to protect both people and pets, secure our business and make the most of our planet's resources. Working with others is key to our efforts – we work with academic institutions, utilize cutting-edge technology and enhance supply chain resilience. Collectively through 2024, the [Mars Global Food Safety Center \(GFSC\)](#), with Supplier Quality Assurance teams, globally trained more than 600 suppliers and 10,000 participants – reaching an overall 76,000 learning completions via the GFSC capability building gateway, an online training portal.



Elevating food safety through collaboration

Prioritizing food safety not only protects consumers and promotes the efficient use of natural resources but also supports sustainability by reducing food waste and lowering carbon emissions. Our partnership with the [UN Food and Agriculture Organization](#), which began nearly a decade ago and was extended in 2024, underscores our commitment to addressing emerging food safety threats and improving mycotoxin management.

Additionally, our ongoing partnership with the [UN World Food Programme \(WFP\)](#) helps enhance global supply chain resilience. In 2024, we took this partnership further by upskilling WFP's food safety team through a design thinking workshop, equipping them to ensure that safe, nutritious food reaches those who need it most. Through these efforts, Mars is advancing food safety as a cornerstone of sustainability and global well-being.

Advancing Pet Welfare

State of Pet Homelessness Project

Around the world, millions of cats and dogs are living on the street without appropriate levels of care and support or in shelters. Research findings released in January 2024 as part of our State of Pet Homelessness Project compiled across 20 countries show that, for every two pets with a home, one is without – with an estimated 362 million homeless cats and dogs.

The State of Pet Homelessness Project is a global data initiative providing insights into issues which may impact pet homelessness in different countries, and aims to drive more informed and targeted action to help reduce homelessness and ensure pets get the care they need. Alongside the launch, Mars made a \$500,000 donation to fund projects in India, South Africa and Mexico to make interventions informed by the data.

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Dog and cat homelessness is a hugely complex issue. This new data on the challenge of pet homelessness will help animal welfare organizations, policymakers, pet professionals, academics and researchers to better understand the scale and factors influencing the issue, which can in turn support the most impactful interventions.”

Jeffrey Flocken

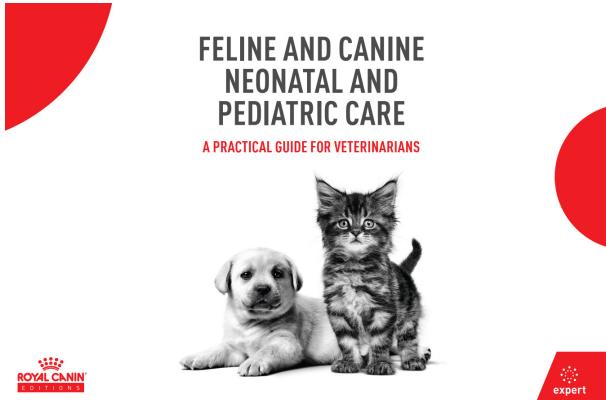
Chief International Officer, Humane World for Animals



First ever Global Adoption Weekend

The global Mars Pet Adoption Weekend was launched to shine a light on the many pets around the world who are looking for their forever home. The Mars Pet Adoption Weekend took place in 12 countries: Brazil, Canada, China, France, India, Japan, Malaysia, Mexico, Thailand, the Philippines, the United Kingdom and the United States, and supported pet adoption via financial contributions to shelters, adoption events, volunteer activities and other awareness-raising events. Through this event, more than 850 pets in the United States alone found new homes.





Empowering veterinarians in advancing neonatal pet care

In 2024, Royal Canin® released its neonatal and pediatric care guide for cats and dogs – a significant step in advancing young pet health care and addressing an unmet need in veterinary training. This guide gathers and articulates the most up-to-date scientific and observational knowledge to support all veterinary professionals involved in the early life of cats and dogs. Thanks to the contribution of world-renowned experts it covers essential topics, from maternal preparedness at the end of gestation to the neonatal and pediatric periods. It explores special and pathological conditions in puppies and kittens and ways to prevent or manage them to support a healthy start to life.



Pets and wellbeing for older adults

In 2024, we published new studies that highlight the profound impact pets can have on human wellbeing. Through our ongoing research into Human-Animal Interaction, we are uncovering new ways pets contribute to wellbeing, strengthening the case for the essential role pets play in creating healthier communities.

New research supported by Mars and the Waltham Petcare Science Institute highlighted the mental and physical health benefits of the human-animal bond for older adults. Two studies revealed that therapy dogs can significantly reduce feelings of loneliness during hospital stays, providing a unique and beneficial form of companionship. Additionally, emotional bonds with pets, such as dogs and cats, may help slow cognitive and physical decline, with dog owners experiencing better attention retention and cat owners reporting improved physical wellness. These findings underscore the potential of pet ownership and interactions in promoting mental health and wellbeing for an aging global population.





Governance

“

As a private, family-owned business operating for over a century, Mars maintains a broad view on what success as a business means – that encompasses ensuring strong financial performance, delivering quality growth, having a positive societal impact and being a trusted partner. Strong corporate governance is a cornerstone of our success. It ensures accountability and integrity in all our operations, which are vital for building trust with our Associates, customers and the communities we serve.”

Stefanie Straub

Vice President, General Counsel & Corporate Secretary,
Mars, Incorporated



GOVERNANCE

Integration of the Mars Five Principles

We view governance not as a checklist but as a generational responsibility and take a long-term view in seeking to make an impact through our sustainability efforts and investments.

Our approach is grounded in forward-looking stewardship that seeks impact over generations, ensuring our sustainability strategy remains resilient and future focused.

Governance at Mars is deeply rooted in our Five Principles – **Quality, Responsibility, Mutuality, Efficiency and Freedom**. These principles serve as the foundation of our business and our governance model and reflect our commitment to leading with ethics and integrity to create the world we want for tomorrow.



Five Principles

Governance Structure & Leadership Oversight

Overall Corporate Governance

Our approach to governance is anchored in the belief that engaged leadership and sound oversight are critical to achieving sustainable business outcomes.

Our governance approach aims to address material risks and opportunities. Through a structured enterprise risk management (ERM) framework, a cross-functional team develops and maintains a risk register which identifies material risks (including sustainability-related risks) and assesses their probability, impact and proximity. Our risk management philosophy informs decision-making at all levels of the company.



Corporate Governance Structure

Our multilayered governance system, which includes cross-functional teams of senior leaders across each of our Segments who monitor results, activities and investments, helps ensure our plans turn into performance.

- Our **Board of Directors** are informed annually of our plans and performance, and the Board of Directors and its Committees provide oversight over our Sustainable in a Generation Plan, including sustainability-related risks.
- Our **Mars Leadership Team** is responsible for the overall direction of our sustainability work as well as allocating the resources and investments needed to deliver it.
- Our **Sustainability Steering Group**, composed of senior sustainability VPs, is responsible for defining what it means to be a truly sustainable business, and making recommendations to the Mars Leadership Team and Board on scope and ambition.
- Our **Methodology Restatement Group**, with representation from Finance, Science and Sustainability, governs the ongoing upgrades and improvements to our sustainability accounting.

Ethics and Compliance

The Global Ethics & Compliance (E&C) team, led by the Chief Compliance Officer (CCO), oversees our enterprise-wide commitment to upholding ethical business practices. Among other key responsibilities, the E&C team promotes and enforces the Mars Ethics & Compliance Guide, our workplace guide to winning with integrity, through training, reporting, investigations and other engagements. The team reports bi-annually to the Audit Committee of the Board on compliance activities, risks, trends and program effectiveness.

Key responsibilities include: Promote and enforce the Mars Ethics & Compliance Guide, our workplace guide to winning with integrity, through training, awareness and an annual attestation, among other engagements. Implement and oversee policies on antitrust, anti-bribery/corruption, data privacy, conflicts of interest and other compliance topics.



Ethical Business Conduct & Sustainability

Commitment to Ethical Business Practices

Ethical conduct is central to our identity at Mars. We adhere strictly to our [Global Anti-Corruption Policy](#), ensuring that integrity is embedded in every aspect of our business. Anti-corruption is not only a legal obligation – it is a sustainability imperative that underpins our commitment to responsible, ethical sourcing and building and maintaining stakeholder trust.

We prohibit corruption in any form, including giving, accepting or authorizing bribes. We expect all of our business partners, such as our distributors, customs brokers and other suppliers, to maintain the same standards as we do when acting on our behalf and detail these expectations in our [Anticorruption, International Trade, and Human Rights Expectations for Business Partners](#) as well as our Supplier Code of Conduct.

We are aligned with global sustainability frameworks, including the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

Stakeholder Engagement & Collaboration

Sustainable governance is built through collaboration. We actively listen to and partner with a wide range of stakeholders across the value chain. This includes NGOs, governments, regulators, scientific experts, academic institutions, industry coalitions, certification bodies and supplier networks.



Our suppliers are a key stakeholder for achieving our sustainability goals. The Mars Supplier Code of Conduct articulates our social, environmental and ethical expectations for suppliers. It contains globally aligned standards and is rooted in international law. In sharing our Code of Conduct with our first-tier suppliers we make our expectations clear, aligning our suppliers with our standards and ensuring that we work with partners that share our beliefs. Our public policy engagements are guided by the [Mars Principles for Public Policy Engagement](#), which promote transparency, fairness and alignment with our sustainability goals.

Whistleblower Protections & Reporting Mechanisms

Mars is focused on fostering a speak-up culture where all Associates feel empowered to ask questions and raise issues safely, confidentially and without fear of retaliation. We offer a variety of reporting channels, including options allowing for anonymous reporting and vigorously enforce our Non-Retaliation Policy.

Human Rights and Sustainability Commitments

Mars is committed to respecting human rights throughout our operations and supply chain. Our Human Rights Policy lays out our vision for respecting rights across our value chain, in accordance with international guidelines. Our Workplace Code of Conduct supports ethical labor and environmental practices in our facilities, while the Supplier Code of Conduct extends these expectations to our partners. A Human Rights Saliency Assessment is conducted periodically to identify and prioritize the most severe risks to people and direct resources toward the most critical human rights challenges in our value chain.

Data Security & Privacy Protection

Mars is committed to ensuring that the personal data that its stakeholders entrust to Mars is managed with transparency and security, in line with both regulatory requirements and Mars internal standards. In parallel, we are committed to responsible artificial intelligence and digital ethics, embedding safeguards that ensure our use of technology aligns with human rights and our core values.



Reporting, Traceability & Performance Metrics

Mars employs a robust sustainability reporting framework grounded in accountability, transparency and traceability. Our governance-related disclosures are overseen by dedicated cross-functional committees that ensure information is accurate, relevant and aligned with evolving standards. Integration of sustainability into enterprise-level decision-making enables us to translate metrics into action and demonstrate progress in a transparent and consistent manner.



[ABOUT THIS REPORT](#)

Sustainable in a Generation Plan MARS

The Sustainable in a Generation Plan is a living document Mars updates as the world changes, our business evolves, legal requirements change and science advances. Over the years, we have added near and longer-term GHG targets approved by the Science-Based Targets initiative. Our initial plan was informed by a 2017 materiality assessment.

The actions described in this report are implemented with a risk-based approach to prioritization and deployment. The applicability of certain programs may vary based on the differences between our consumer goods businesses and our services businesses, which can have different risk profiles and sustainability impacts. Certain acquired businesses are also at different stages of program rollout regarding the elements discussed herein.

Sustainability goals and targets outlined in this report reflect our expectations based on the data, analysis, judgments, legal requirements and assumptions available at the time that they were set. As data collection improves, accepted data measurement methodologies evolve, scientific understanding advances, legal requirements change and underlying assumptions change, our goals and targets may change and our baseline years may be reset.

Further, the methodologies we have used to set our respective targets are at varying levels of maturity, and some or all of these methodologies may evolve over time. In some cases, we may determine to adjust our commitments or goals or establish new ones, to reflect changes in our business, operations, legal obligations or plans. Further, we are subject to changing economic, competitive, regulatory, technological and other risks that may impact our future results in ways we cannot predict; these risks and other considerations, including but not limited to future business acquisitions, may impact the company's ability to meet our current targets. The statements and information are not guarantees of future performance, nor promises that our goals will be met. Except where otherwise noted, statements and information exclude acquisitions after December 31, 2024 as well as some other new acquisitions and co-manufacturing. Exclusions or limitations noted in this report may be supplemented.

The information in this report may be approximate. Due to rounding, figures presented in this report may not add up precisely to the totals provided and percentages may not reflect absolute figures. Unless otherwise noted, data in this report is not externally verified or assured and may be restated in the future if more accurate data becomes available.

Mars may make non-substantive and typographical revisions to this report as needed without explicit reference to those changes beyond updating the report's version number. To the extent substantive revisions are made, we will make explicit notation of those changes between versions.

Please direct any questions or feedback to sustainability.reporting@effem.com.

For more information on our governance policies, please review our [Policies and Practices webpage](#).



Appendix

†Accounting for carbon removals

Removals in our value chain are included in Mars accounting for the first time in 2024. This is in alignment with the direction of both the SBTi FLAG targets and the GHG Protocol draft Land Sector and Removals Standard (LSRS); however, we strongly feel that the ongoing delays of the final publication of the LSRS should not be allowed to delay corporate action in agricultural supply chains. Climate-smart agriculture projects that we support are implementing practices that increase soil carbon stocks on farms in our supply sheds. To account for this, we have created an internal standard for inventory-based carbon removals accounting and implemented ongoing monitoring combined with a conservative 50% buffer pool approach to ensure permanence. After withholdings for the buffer pool, the reported removals are 41,833 tons of tCO₂e. We will continue to evolve our approach and our reporting as further guidance becomes available.

Greenhouse Gas (GHG) Emissions Performance					
Scope 1 + 2	Restated Base Year (2015)	Restated 2023	2024	Unit	
Scope 1	837,931	748,190	729,910	tCO ₂ e	
Scope 2 (Market-based)	870,002	409,917	405,358	tCO ₂ e	
Scope 3					
Scope 3 category 1: Purchased goods and services	24,612,656	20,575,246	19,825,429	tCO ₂ e	
Scope 3 category 2: Capital goods	181,203	195,754	205,181	tCO ₂ e	
Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)	451,442	432,086	439,975	tCO ₂ e	
Scope 3 category 4: Upstream transportation and distribution	1,173,617	1,200,811	1,217,488	tCO ₂ e	
Scope 3 category 5: Waste generated in operations	53,024	57,261	59,132	tCO ₂ e	
Scope 3 category 6: Business travel	58,462	84,398	103,284	tCO ₂ e	
Scope 3 category 7: Employee commuting	191,167	176,926	183,735	tCO ₂ e	
Scope 3 category 8: Upstream leased assets				tCO ₂ e	
Scope 3 category 9: Downstream transportation and distribution	4,936,072	4,645,688	4,723,733	tCO ₂ e	
Scope 3 category 10: Processing of sold products				tCO ₂ e	
Scope 3 category 11: Use of sold products	43,250	26,809	27,329	tCO ₂ e	
Scope 3 category 12: End of life treatment of sold products				tCO ₂ e	
Scope 3 category 13: Downstream leased assets				tCO ₂ e	
Scope 3 category 14: Franchises				tCO ₂ e	
Scope 3 category 15: Investments				tCO ₂ e	
Total Scope 3 emissions	31,700,893	27,394,981	26,827,118	tCO ₂ e	
Scope 3 removals [†]			41,833	tCO ₂ e	
Total Scope 3 emissions and removals	31,700,893	27,394,981	26,785,285	tCO₂e	
Total GHGs (Scopes 1, 2 and 3 with removals)	33,408,825	28,553,087	27,920,552	tCO₂e	

Performance Data

Metric	Unit	Reference page number in report	Notes/Explanations
Healthy Planet			
Reduction of total GHG emissions across value chain compared to 2015	16.4%	3, 9, 11, 14	This includes a small (<0.15%) contribution from soil carbon removals through climate-smart agriculture projects.
Reduction in the gap to sustainable water use in our value chain compared to 2015	36%	9, 11, 21	As stated in our Water Stewardship Position Statement , we are prioritizing our water stewardship efforts on crops which we, or our suppliers, source at large volumes from stressed watersheds. This excludes our veterinary health business.
Hold land use flat (compared to 2015)	0	9, 11, 18	
Our Operations			
Procurement of renewable electricity in 2024	58%	4, 11, 15	This figure includes data from all manufacturing sites across our Food, Petcare and Snacking businesses (with the exception of Hotel Chocolat) as well as our Veterinary Health sites in U.K., and U.S, based on data we were able to verify as of May 2025.
Our Value Chain			
Global beef volume at low risk of deforestation and conversion in 2024	99%		Considers the total amount of direct purchases of beef ingredients in Mars Petcare, which accounts for the material portion (98%) of the total beef supply to Mars. Excludes some new mergers and acquisitions and co-manufacturing.
Beef volume from Latin America at low risk of deforestation and conversion in 2024	97%		Considers the total amount of direct purchases of beef ingredients in Mars Petcare from Latin America. Excludes some new mergers and acquisitions and co-manufacturing.
Cocoa volume which is deforestation and conversion free in 2024	85%		Mars relies on its suppliers and their third-party auditors to certify or verify the volume of deforestation and conversion free cocoa purchased by or for Mars in a year. Mars considers cocoa to be "deforestation and conversion free" if the cocoa has been produced on land which has not been subjected to deforestation or the conversion of natural ecosystem (as defined by the Accountability Framework Initiative) after a specified cut-off date. Cocoa ingredients in Mars products are made from cocoa which has been purchased, processed, shipped or stored by supplier using the "mass balance" method.* Excludes some new mergers and acquisitions and co-manufacturing.

Performance Data



Metric	Unit	Reference page number in report	Notes/Explanations
Our Value Chain (continued)			
Palm and palm kernel oil volume deforestation-free in 2024	100%		Includes palm and palm kernel oil that Mars buys directly, excluding derivatives, certain materials with trace amounts of palm, and some mergers and acquisitions and co-manufacturing, as discussed in our Palm Positive Plan . Some palm oil used in certain markets is purchased under the mass balance supply chain model.* Mass balance volumes are traced to the mill and we leverage our service providers Earthworm Foundation and Earthqualizer to map, monitor and manage any deforestation alerts that are associated with plantations linked to these mills.
Pulp and paper-based packaging from certified, verified, or recycled sources in 2024	94%		Based on certification and recycled content. Considers all direct purchases of primary, secondary, and tertiary fiber-based packaging. Some pulp and paper is purchased under a "mass balance" supply chain model.* Excludes some new mergers and acquisitions and co-manufacturing.
Global soy volume at low risk of deforestation and conversion in 2024	96%		Considers the total amount of direct purchases of soy products in Mars Petcare, which accounts for the material portion (93%) of the total soy supply to Mars. Some purchased soy is certified using segregated or "mass balance" supply chain models.* Excludes some new mergers and acquisitions and co-manufacturing.
Soy volume from Latin America at low risk of deforestation and conversion in 2024	77%		Considers the total amount of direct purchases of soy products in Mars Petcare from Latin America. Some purchased soy is certified using segregated or "mass balance" supply chain models.* Excludes some new mergers and acquisitions and co-manufacturing.
*Definition of "Mass Balance"	See above references		In certain markets, Mars may purchase and use ingredients (e.g., cocoa butter; palm oil; etc.) in its products which a supplier has purchased, processed, shipped or stored the ingredients, or the raw material used to make ingredients (e.g., cocoa beans; fruit of palm trees; etc.), on a "mass balance" basis. Suppliers who purchase, process, ship or store ingredients, or the raw materials used to make ingredients, on a "mass balance" basis frequently mix conventional, deforestation free and other types of ingredients or their raw materials at one or more steps in their supply chain. As a result, Mars cannot identify whether a specific product has been made from conventional, deforestation free or another type of ingredient or raw material or a mixture of two or more types of an ingredient or raw material.
Water Ecosystems (Coral Reef)			
Corals planted	80,000+		

Performance Data



Metric	Unit	Reference page number in report	Notes/Explanations
Transforming Packaging			
Packaging in portfolio that is reusable, recyclable or compostable in 2024	64.1%	9, 11, 25	By weight, excluding tertiary and transport packaging. Our reportable data includes the consumer-packaged goods within our Mars Snacking, Mars Petcare and Mars Food & Nutrition Segments. The Mars Science and Diagnostics and the Mars Vet Health businesses are not in scope. For data reported as of Year End 2024, acquisitions not reported in 2023 such as Hotel Chocolat, Kevins and Champion Petfoods are now included.
Thriving People			
Cumulative number of people reached through programs designed to enable them to thrive	850,000+	4, 7, 28	
Farmers reached by programs designed to increase farmer incomes	160,000+	7, 9, 28	
Women reached by programs designed to enable them to thrive	115,000+	9, 28	
Nourishing Wellbeing			
Providing Healthy Food			
Healthy meals delivered by Mars Food & Nutrition in 2024	3,500,000,000	7, 9, 34, 35	
Servings of vegetables provided in 2024	372,000,000	7, 34, 35	
Sodium reduction across portfolio in 2024	5%	7, 34, 35	
Servings of fiber in 2024	309,000,000	7, 34, 35	
Responsible Marketing			
Media placement compliance	99.7%	9, 34, 36	
Content compliance	99.4%	9, 34, 36	

The background of the advertisement is a wide-angle aerial shot of a lush, green agricultural field. The field is organized into numerous parallel rows of crops, likely corn or soybeans, which create a textured, grid-like pattern across the landscape. The lighting suggests it's either early morning or late afternoon, with the sun low on the horizon, casting long shadows and creating a warm, golden glow along the right edge of the frame.

MARS

Tomorrow starts today

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