

Human Rights Disclosure 2025

May 2026

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

United Kingdom Modern Slavery Act

Australia Modern Slavery Act

Norway Transparency Act

**Canada Fighting Against Forced Labour
and Child Labour in Supply Chains Act**

**Art. 964j-Art. 964l of the Swiss Code
of Obligations (CO) and the Swiss
Ordinance on Due Diligence and
Transparency in Relation to Minerals and
Metals from Conflict-Affected Areas and
Child Labour (DDTrO)**

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1. Introduction to Our Business

For more than a century, Mars, Incorporated has been driven by the belief that the world we want tomorrow starts with how we do business today.

Mars, Incorporated is a privately held, family-owned company with a portfolio of confectionery, food and pet care products and services. For more than 100 years, we have sought to bring our Five Principles of Quality, Responsibility, Mutuality, Efficiency, and Freedom to life every day, seeking to create enduring opportunities and benefits for our stakeholders. In 2025, we employed approximately 150,000 Associates in more than 75 markets and support additional businesses and jobs throughout our value chain. Our global supply chains include agricultural commodities, services and labor, and for our Mars Vet Health Business, medicines. Read more about our global business structures [here](#).

2. Scope of Disclosure

This report describes our approach to human rights due diligence and to the specific issues of modern slavery and child labor.

Our approach to understanding and addressing human rights risks, as outlined throughout this disclosure, is based on our global policies and frameworks for owned operations, supplier sites, and the extended supply chains of our business segments and divisions and are grounded in the UN Guiding Principles on Business and Human Rights framework.

The actions described are implemented on a global basis, in a framework inclusive of the reporting entities, with a risk-based approach to prioritization and deployment. The applicability of certain programs may vary based, for example, on the differences between consumer goods and veterinary health supply chains and their risk profiles. Certain acquired businesses are at different stages of implementation regarding the elements discussed below. In addition, some Mars entities, including certain acquired businesses, are not included within this disclosure because they prepare separate human rights disclosures in compliance with all relevant legal requirements.

This disclosure is intended to cover the following laws. In some instances, laws in particular countries require more specific detail. That detail can be found in the country-specific disclosures in the [Annexes](#).

This report responds to the following legislation:

Australia Modern Slavery Act

Canada Fighting Against Forced Labour and Child Labour in Supply Chains Act

Art. 964j-Art. 964l of the Swiss Code of Obligations (CO) and the Swiss Ordinance on Due Diligence and Transparency in Relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO)

Norway Transparency Act

United Kingdom Modern Slavery Act

3. Mars' Approach to Human Rights Due Diligence

In accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs), Mars conducts human rights due diligence to help identify, prevent, mitigate, and communicate how we address relevant human rights risks.



3.1 Policies and Governance

Advancing respect for human rights is a cross-functional responsibility embedded within our global business and applied in our business segments.

A dedicated global human rights team, working with our Ethics & Compliance team, establishes our human rights policy, strategies, and programs and provides guidance to colleagues around the world in our business segments.

The Mars Leadership Team and Board of Directors is periodically updated on our human rights plans and performance, and the Boards of our businesses covered by human rights due diligence laws are updated regarding our human rights approach and programming.

Our [human rights policy](#) articulates our commitment to respect human rights across our value chain. Our [Supplier Code of Conduct](#) describes

the human rights standards we expect all of our suppliers to uphold, including on child labor, forced labor and modern slavery, and help ensure their suppliers and sub-contractors involved in producing or supplying Mars products or services meet the expectations of the Code. The Code prohibits the use of all forms of forced labor and states the expectation that the Code will apply where it establishes a higher standard than required by applicable law. Our [Workplace Code of Conduct](#) and Responsible Workplace Standard details our human rights standards and expectations for our own workplaces, including prohibitions on forced labor, modern slavery and child labor.

These policies and others, and our approach to implementation, are aligned with frameworks laid out in the UN Guiding Principles on Business and Human Rights (UNGPs), the Organisation for

Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, and the ILO-IOE Tool, and draw on the ILO's 1998 Declaration on Fundamental Principles and Rights at Work.



3.2 Risk Assessment and Salient Issues

Our human rights due diligence approach begins with understanding potential adverse impacts to people touched by our business.

Our risk assessment process covers risks to people in our own operations, our supply chain, and certain downstream business partners.

We use a variety of methods and data sources to assess risk. We use a third-party risk screen that incorporates a variety of data, including indices generated by civil society, UN bodies, the World Bank, universities, and others, as well as data from thousands of social and environmental compliance audits. We work with partners such as Verité to strengthen how we assess human rights risk at the country and regional levels, as well as by material or service.

Our annual assessment process includes identifying unique regional and sectoral risks, such as the significant migrant labor workforce in the Middle East and Southeast Asia, with a focus on our salient issues, including forced labor and child labor.

Based on specific risks identified, our global human rights team advises and supports colleagues across the business on additional layers of risk

assessment. Often implemented with independent human rights experts, this may include further desk research, validated self-assessment questionnaires, audits, and/or human rights risk assessments at specific sites and supply sheds. Depending on the relevant issues, our risk assessment process may include service providers, such as storage and handling, logistics, labor providers, and external manufacturing, in addition to our suppliers of goods and materials. This work helps us identify actual or potential impacts that our business may cause, to which it may contribute, or to which it is directly linked through our supply chain or business partners.

Our most recent high-level review of human rights risks included more than 70 consultations internally and externally, and analyses of global trends and public data. We identified forced and child labor as two issues that may pose the most significant risk to people across our supply chain (the others included lack of living income and wages, gender discrimination, and mental and physical health and safety).



3.3 Taking Action

Our human rights strategy is focused on deploying programs in our own operations, with our Tier-One suppliers and in our extended supply chains.

3.3.1 Our Own Operations

In our own operations, our Responsible Workplace program aims to drive respect for the human rights of all Associates and other workers in our workplaces. Our [Workplace Code of Conduct](#) details our human rights expectations in our owned sites, including forced and child labor prohibitions based on ILO Conventions 138 and 182.

To identify human rights risks and impacts at specific locations, we routinely evaluate our workplaces and take a risk-based approach to prioritize our assessment schedules.

We engage independent auditors, experts in labor issues, to assess our workplace human rights performance against local laws and the Mars Responsible Workplace Standard (which is based on the Mars Workplace Code of Conduct). We will work with our local teams and sites to address any non-compliances that may be identified in our workplaces. Responsible Workplace assessments include assessments of service providers and contingent labor at our sites, given that these populations of workers are often more vulnerable to risks. In certain key countries with known forced labor risks associated with labor sourcing, we are including

contractual terms with suppliers to include specific guidance on recruitment fees, access to personal documents and other foundational elements of our Supplier Code of Conduct.

3.3.2 Tier-One Suppliers

Mars aims to ensure that our Tier-One suppliers (suppliers with a direct relationship with Mars) respect human rights in their workplace through our policies, identifying potential and actual impacts, and evaluating and addressing those risks.

Our work with our Tier-One suppliers is founded on our Supplier Code of Conduct. The requirement to adhere to our Supplier Code of Conduct is incorporated into our standard contractual terms. The Supplier Code of Conduct establishes an expectation that suppliers apply our Supplier Code of Conduct to sub-contractors and cascade its contents down the supply chain. Our [Supplier Code of Conduct Guidebook](#) provides additional guidance and capacity building for suppliers, including good practice examples for developing management systems to identify, remediate and prevent forced labor, child labor, and other human rights risks.

We use tools to prioritize and assess supplier risk, considering factors such as location and sector. Higher-risk suppliers are expected to undergo social compliance audits. We use third-party experts to assess these suppliers on significant issues, such as forced labor, responsible recruitment, health and safety, and child labor.

These assessments typically include interviews with workers regularly on-site, including those from contingent labor and service providers. We support certain higher risk suppliers of raw materials, and other strategic suppliers such as selected external manufacturing sites and storage and handling providers, as they advance their performance through a longer-term model focused on driving systemic change and worker engagement. The model was developed and is being updated with the input of expert external advisors so that it reflects good practice and industry learnings.

3.3.3 Extended Supply Chains

We believe some of the highest risks to people may appear at the farthest end of supply chains, where we typically have less influence, visibility or control.

In close collaboration with our Tier-One suppliers, their business partners, the industry, government, civil society organizations and communities, we prioritize work on supply chains where severe human rights risks may be present, such as cocoa, fish, palm oil, mint and sugar.

We also continue efforts to better understand human rights risks across other supply chains we rely on as a business, to identify how we can best drive change.

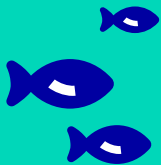
Our programs target human rights risks such as poverty, child labor, forced labor, and health and safety. These initiatives are multi-year efforts led by Mars in which expert third parties build the capacity of prioritized suppliers to understand and address issues in their supply sheds. Where appropriate, we use our leverage to encourage those suppliers to act. In some instances, these initiatives encompass focused training for suppliers delivered by third-party experts to help them address specific issues.

Examples of our work in extended supply chains include:



Cocoa

We conduct risk assessments and support efforts to identify, prevent, and mitigate human rights issues, including child labor, in our extended cocoa supply chain. We make community-based investments to tackle the root causes of these complex issues. We have developed a Responsibly Sourced Cocoa Specification which supplements our Supplier Code of Conduct and requires our suppliers to implement systems to monitor, identify, and remediate human rights issues in their cocoa supply chains.



Fish

Our fish human rights strategy focuses on risks in our Thai fish supply chain. Key elements of our fish human rights program include: 1) supporting third-party experts to work with suppliers to address root cause issues and improve human rights management systems, including building capacity on responsible recruitment and 2) engaging key industry groups, seeking to level the playing field on responsible recruitment practices and catalyzing broader approaches to remediation and worker voice.



Mint

The Shubh Mint (Auspicious Mint) program seeks to improve mint farmer household incomes in India. It focuses on 1) increasing production, reducing cost, and mitigating environmental impact across the full farm; 2) strengthening and scaling Farmer Producer Companies that connect individual farmers to markets; and 3) empowering women to engage in off-farm income-generating activities.



Palm Oil

Our Palm Positive Plan includes 1) collaborating with suppliers to support their efforts to advance respect for human rights; 2) investing in programs designed to effect positive change at the plantation, landscape or jurisdictional level; and 3) engaging in broader industry forums.



Sugarcane

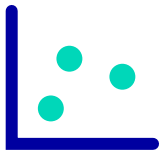
Our strategy for sugarcane focuses on health and safety, child labor, and forced labor risks. It includes 1) engaging suppliers and other stakeholders, including buyers, funders, and civil society organizations, in multi-year programs targeting prioritized suppliers or supply sheds; and 2) participating in industry-level action and advocacy to address the root causes of endemic issues in multiple origins.

3.3.4 Training

Our Mars Commercial Associates are expected to take training courses on our Supplier Code of Conduct. Additionally, we deliver training to our Sustainability and Commercial Associates on our human rights standards, our expectations of our suppliers, and our overall approach to addressing human rights issues, including forced labor and child labor risks and remediation.

Our legal teams also receive human rights training that includes child and forced labor topics.

Our corporate team of human rights experts also provide a range of resources and tools to help our Associates develop human rights action plans for specific materials and engage suppliers in developing approaches to address key risk factors. Tailored training is provided to relevant teams internally.



3.4 Tracking Performance and Effectiveness

We aim to understand whether our interventions have the intended impact, and what we can learn through their deployment.

We track progress made on issues identified in our own workplaces and with our Tier-One suppliers. When supplier audits are conducted, we expect suppliers to conduct corrective actions within a specified time frame. Each corrective action is assigned an expected date of completion, at which time its effectiveness is typically verified through on-site audits and assessments. We also measure the impact of select programs in our supply chain via worker voice surveys conducted by a third party.

We review the adequacy and effectiveness of our complaints mechanism and track issues through closure. We regularly survey our Associate population on their awareness of reporting channels and benchmark results.



3.5 Communicating Performance

We communicate about our performance on human rights, including forced labor and child labor, in various ways.

In addition to this statement, our annual [Sustainable in a Generation](#) report provides public information about our progress across a range of sustainability issues. We also provide periodic updates on many programs on our website. For example, our [Cocoa for Generations report](#) describes our efforts to address child labor and other human rights in the cocoa supply chain.

We regularly participate in multi-stakeholder forums whose mandates include action on human rights, including forced labor and child labor in global supply chains, such as the World Cocoa Foundation, the Sustainable Seafood Taskforce, and the Roundtable on Sustainable Palm Oil. We also work closely with the major global cross-commodity certification organizations Rainforest Alliance and Fairtrade International.

We engage with a variety of partners to promote dialogue and inform action across the business and human rights community. These include:

- [The Consumer Goods Forum's Human Rights Coalition](#)
- [AIM-Progress](#)
- [The UN Global Compact](#)
- [Responsible Labor Initiative](#)
- [Living Income Community of Practice](#)
- [Sustainable Food Lab](#)
- [International Cocoa Initiative \(ICI\)](#)



3.6 Grievance, Issue Reporting, Remedy

We integrate grievance and issue reporting into our work.

In our own operations, we seek to ensure that all Associates in Mars workplaces are aware of and have access to our accredited [Ombudsman program](#) (including a toll-free hotline and online portal) to help resolve workplace issues.

Our Ethics & Compliance program also offers a way for Associates to confidentially report concerns directly through the program's dedicated and published email, or through a hotline, accessible via phone or internet form.

When using the hotline, Associates have an option to remain anonymous. The operators answering phone calls to the hotline speak over 150 languages.

We expect our labor and service providers at our sites to have their own grievance mechanisms, but their workers can also contact us through our Ethics & Compliance hotline. We have policies to review and respond to every stakeholder submitting a complaint through our complaints procedure.

Our Supplier Code of Conduct establishes that suppliers are expected to notify Mars of any actual or suspected legal infractions, including legal actions against the supplier by authorities for human rights violations.

We seek to provide or support the provision of remedy consistent with the UNGPs if we cause or contribute to an adverse human rights impact, including through the programs discussed in [Section 3.3](#) above.

In cases where indicators of forced or child labor are identified in our supply chain in relation to our products and services, we assess our connection to the impact. Where we are directly linked through a business relationship, we seek to use our leverage to influence suppliers to remediate the issue

and address root causes, including through engagement of appropriate third-party expertise. Where our activities are found to have contributed to the impact, we work with relevant partners to support effective remediation for affected individuals.

We supported [online training](#) for suppliers and brands on identifying and addressing situations of child labor and forced labor in partnership with AIM-Progress and Verité. The training is open to the public and covers the basic elements of an effective forced labor remediation protocol, and the management systems and due diligence necessary to provide holistic remedy. In 2025, we supported AIM Progress in the development of a Child Labour Remediation Framework for the United States, as well as a directory of organizations equipped to assist in child labor remediation in two US states, created by experts at the Centre for Child Rights & Business, and a toolkit from Lloyd's Register Quality Assurance (LRQA) to help businesses responsibly source and vet service and labor providers.

In our extended supply chain, we use our leverage where appropriate and, in some cases, programming to encourage suppliers to learn to monitor for forced labor and child labor risk and address and remedy if it arises.

4. Conclusion

This disclosure is a joint disclosure. It was prepared in consultation with the reporting entities, including by making those entities aware of their participation and providing the opportunity to contribute and revise.

Annex 1. Australia

In Australia:

We employ Associates across multiple sites, spanning Mars Pet Nutrition, Mars Wrigley, Mars Food & Nutrition and Royal Canin divisions. We source a range of raw materials for products produced in these divisions. The reporting entities in scope for the purposes of this disclosure include Mars Wrigley Australia Holdings Pty Ltd. and Royal Canin Australia Pty Ltd.

This statement constitutes the modern slavery statement for the financial year ending December 27, 2025, for the companies which fall within the Australian Commonwealth Modern Slavery Act of 2018, including Mars Wrigley Australia Holdings Pty Ltd and Royal Canin Australia Pty Ltd (the “reporting entities”). It was approved by the boards of directors of its relevant reporting entities in May 2026.

Annex 2. United Kingdom

In the United Kingdom:

Our covered entities in the UK include Mars Wrigley Confectionery UK Ltd., Mars Petcare UK, Mars Food UK Ltd., Crown Pet Foods Ltd., and Linnaeus Veterinary Ltd. Together, our covered entities operate offices, manufacturing sites, and research facilities across the United Kingdom. Linnaeus operates a nationwide network of veterinary practices across the United Kingdom and Ireland.

This statement constitutes the modern slavery and human trafficking statement for the financial year ending December 27, 2025, for the companies which fall within the scope of section 54(2) of the UK Modern Slavery Act 2015, including Mars Wrigley Confectionery UK Limited, Mars Petcare UK and Mars Food UK Limited, Crown Pet Foods Limited and Linnaeus Veterinary Limited. The statement was approved by the boards of directors of the relevant UK reporting entities, pursuant to section 54(2), in May 2026.

Annex 3. Canada

In Canada:

In Canada our covered entities include Mars Canada Inc. (comprised of Mars Wrigley, Pet Nutrition, and Food & Nutrition), Royal Canin Canada Company, and Champion Petfoods Holding Inc. All are indirect subsidiaries of Mars, Incorporated that are incorporated in Canada.

Our supply chains include significant spend on a variety of fresh, raw, and semi-processed agricultural products and finished goods, with the majority sourced from Canada and the US. We have not identified instances of forced or child labor in our employee workforce.

Therefore, we have not taken steps to remediate loss of income in such circumstances. We are not aware of loss of income resulting from supplier remediation efforts and therefore have not taken steps or required our suppliers to take steps to remediate loss of income.

This statement constitutes the report for the financial year ending December 27, 2025, for Mars Canada Inc., Royal Canin Canada Company, and Champion Petfoods Holding Inc., which fall within the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act. The report was approved pursuant to section 11(4)(b)(i) of the Fighting Against Forced Labour and Child Labour in Supply Chains Act, by the boards of directors of each reporting entity in May 2026.

Attestation

This report was approved by the Boards of Directors of Mars Canada, Inc., Royal Canin Canada and Champion Petfoods Holding Inc. in accordance with section 11(4)(b)(i) of the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act.

Mars, Canada, Inc.



Ellen Thompson

General Manager,
Mars Wrigley Canada

May 21, 2026

Royal Canin Canada, Inc.



Robert Lunn

General Manager,
Royal Canin Canada

May 17, 2026

Champion Petfoods
Holding Inc.



Stacey Osborn

Global President,
Champion Petfoods

May 8, 2026

Annex 4. Norway

In Norway:

Our covered businesses are Mars Norge AS, Royal Canin Norge AS, and AniCura AS with its subsidiaries.

Mars Norge AS is a wholly owned subsidiary of Mars, Incorporated, with an office in Oslo, Norway. Mars Norway supports the business' three segments, Mars Wrigley, Mars Pet Nutrition and Mars Food & Nutrition. The business consists of import and distribution of the group's products in Norway across the Confectionary Business, Mars Petcare, and Mars Food & Nutrition portfolios.

Royal Canin Norge AS is part of the Royal Canin Nordics Cluster, with headquarters in Copenhagen, Denmark. Royal Canin Norge imports and sells our Royal Canin portfolio through pet stores, veterinarians and directly to breeders.

We take care of Norway's pets through our AniCura veterinary care services business. AniCura is headquartered in Stockholm, Sweden. In Norway, the banner operates through the legal entity AniCura AS (subsidiary of AniCura AB, Sweden) which is covered by the law, and its subsidiaries. AniCura provides veterinary care services to companion animals across Norway through a nationwide network of clinics. The major referral clinics also provide specialist care and educational activities for veterinarians and veterinary nurses.

Our covered businesses operate in Norway. However, they are included in our global human rights due diligence systems that are discussed in the main body of the report.

To align our Norwegian businesses with our global approach, the Norwegian leadership teams of each business were briefed on our global human rights due diligence systems and how they apply to their businesses after the Transparency Act came into place. The CEO and Board of each covered business unit sign the report.

Our Mars, Incorporated human rights due diligence process is aligned with the Organization for Economic Co-operation and Development (OECD) Guidelines on Multinational Enterprises. Our Norwegian and Royal Canin Sales units in Norway sell products that fall under the scope of our due diligence processes. Our covered veterinary health business, AniCura AS, is earlier on its journey as a newer Mars business, and its progress is described separately below.

Notification and Grievances:

We have several mechanisms to become aware of any concerns related to our Norwegian businesses. To report any issues, our Norwegian business can use our Ethics & Compliance hotline or Ombudsman line ([Section 3.6](#)). We included our Ethics & Compliance hotline on our Norwegian business websites so that the public can access it and submit any questions they may have about our human rights impacts, consistent with the Right to Information in the Norwegian Transparency Act, and also have alerted our consumer affairs lead for Norway so that they can direct any questions from the public.

Due Diligence Processes:

As described in [Section 3.2](#), we conduct risk analysis that include factors such as country and material to identify the highest risk suppliers, conduct further assessments where needed, and carry out remediation efforts. Our risk analysis includes both our suppliers of goods and materials and service providers, such as storage and handling, logistics, labor providers, and external manufacturing, as noted in Section 3.2.

Our Responsible Workplace program enables us to assess and remediate human rights risk in our own sites and includes our labor and service providers (described in [Section 3.3.1](#)). We are deepening our engagement with labor and service providers, where we see the most challenges to respect for labor rights in our operations.

For Tier-One suppliers operating in high-risk locations and sectors, we use tools to assess risk, including higher level risk screening and, where appropriate, social compliance audits. ([Section 3.3.2](#)). Certain high risk, strategic suppliers participate in a Mars program where third-party experts assess these suppliers and build their capacity to address challenging human rights issues. More information can be found in [Section 3.3.2](#).

Our sustainable sourcing programs target human rights risks, such as poverty, child labor, forced labor, and health and safety, in certain supply sheds at the ends of our supply chains ([Section 3.3.3](#)). These are multi-year efforts, as expert third parties build the capacity of prioritized suppliers to understand and address issues in their supply sheds. We have active programs in cocoa, mint, palm, sugarcane, fish, and other raw materials intended to positively impact the lives of vulnerable people.

Results of Due Diligence Assessments:

We have identified actual negative consequences and risks of significant issues in our own operations, Tier-One supplier base, and extended supply chains. These include our salient issues, described in [Section 3.2](#), although we also find a range of other labor-related challenges across our supply chain.

Remedy of Issues Identified:

We remedy issues through multiple approaches. Our responsibility and approach can vary depending on how we are connected to the impact, as well as the issue type and location in our supply chain. Our Responsible Workplace program helps us address issues in our own workplaces, and we track the progress that our sites make. We provide training to our Associates and certain suppliers ([Sections 3.3.4](#) and [3.6](#)).

We use our leverage to influence suppliers to remediate issues, and provide third-party coaching to enable certain suppliers to address human rights challenges in factories and origin supply sheds.

[Section 3.5](#) outlines industry and multi-stakeholder collaborations that seek to address complex human rights issues.

AniCura Norway

We believe we are among the first veterinary health businesses to undertake human rights due diligence and continue to refine our approach. Our Mars Ombudsman and Ethics & Compliance hotlines have been rolled out in AniCura, to enable our Associates to raise grievances. The Ethics & Compliance hotline, as noted above, is also available on AniCura Norway's website for the public to ask questions about the company's human rights practices.

Due Diligence Processes:

We started by assessing risk through two exercises. First, we included AniCura in our global human rights saliency exercise ([Section 3.2](#)), with one issue identified as particularly relevant to AniCura Norway: mental and physical health and safety. Second, we carried out an initial assessment of the human rights impact of the business's procurement practices ("procurement assessment"). We understand this type of procurement assessment is not yet common in the veterinary health sector. In 2024, we rolled out a supplier sustainability survey across our top Mars Veterinary Health suppliers, which included AniCura Europe suppliers.

AniCura's areas of procurement include medicine and medical equipment. We also implemented our Responsible Workplace program in our AniCura clinics in Norway and conducted follow up assessments in 2025.

Results of Due Diligence Assessments:

Our global saliency exercise identified one of our top five human rights issues referred to in [Section 3.2](#) as being of particular relevance to AniCura Norway: mental and physical health and safety. Our Responsible Workplace assessments for AniCura in Norway helped identify where we need to strengthen our health and safety management systems. Mars Supplier Code of Conduct is incorporated into AniCura's standard contractual terms.

Remedy of Issues Identified:

Although AniCura continues to refine its approach as a newer Mars business, we have taken action based on available data and our understanding of human rights challenges facing the veterinary health sector in Norway as a whole. In addition to implementing health and safety measures in our clinics, we have also rolled out our Associate Assistance Program, a free, confidential counselling service on a range of personal and work-related issues, in order to support AniCura Associates' mental and physical health and safety. AniCura Associates also have access to our mental and physical health and safety program and series of resources (Mars BeWell Together site for Health and Wellbeing and free access to HeadSpace wellbeing app). Our Norway sites will continue to take steps to address issues identified in our Responsible Workplace assessments over the coming year.

This statement constitutes the report for the financial year ending December 27, 2025, for Mars Norge AS, Royal Canin Norge AS, and AniCura AS, which fall within the Norwegian Transparency Act. The report was signed by the boards of directors and CEO of each Norwegian reporting entity in May 2026.

Annex 5. Switzerland

In Switzerland:

Mars Schweiz AG is a wholly owned subsidiary of Mars, Incorporated. The business consists of import and distribution of products in Switzerland across the Mars Wrigley, Mars Petcare, and Mars Food & Nutrition portfolios.

Swiss disclosure obligations pursuant to the Swiss Code of Obligations (CO) and the Due Diligence and Transparency Ordinance (DDTrO):

The products Mars Schweiz AG sells are part of Mars, Incorporated's human rights due diligence processes, which include an emphasis on child labor. Because Mars, Incorporated's policies and processes align with International Labor Organization (ILO) Convention 138, ILO Convention 182, the ILO-IOE Child Labour Guidance Tool for Business (ILO-IOE Tool), and the UN Guiding Principles on Business and Human Rights (UNGPs), per Art. 9 of the DDTrO, we are exempt from the due diligence and reporting obligations of the DDTrO. Given the importance of these issues, we report voluntarily—now for the fourth time—on our efforts to address human rights, including with respect to fighting against child labor, in line with Art. 964k–964l of the CO and the DDTrO as well as through our Cocoa for Generations report and other public materials. Specifically, as regards the Swiss rules on conflict minerals and metals, we do not fall under the DDTrO's conflict minerals and metals provisions because we do not import or process the relevant raw materials.

This statement constitutes the report for the financial year ending December 27, 2025, for Mars Schweiz AG, in accordance with Articles 964j–Art. 964l of the Swiss Code of Obligations (CO) and the Swiss Ordinance on Due Diligence and Transparency in Relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO). This report was approved and signed by the board of directors of Mars Schweiz AG in May 2026.



**To learn more about our Human Rights
approach and Sustainability programs visit:**

[mars.com.sustainability-plan](https://mars.com/sustainability-plan)