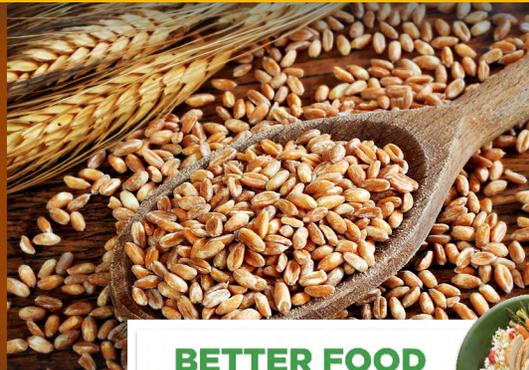




# One Billion More Healthy Meals

———— 2018 Progress Report ————



**BETTER FOOD  
TODAY.**



**A BETTER WORLD  
TOMORROW.**

JULY 2018

Sold in over  
**30**  
countries

Employing approximately  
**2000**  
Associates

**13**  
Leading Brands

Segment of  
**Family-Owned**  
Mars,  
Incorporated

Delivering  
**3.5**  
Billion  
**Healthy Meals**  
Per Year

Headquartered in **London**,  
with manufacturing facilities  
in **11 countries**.



**BETTER FOOD TODAY.** **A BETTER WORLD TOMORROW.**

Mars Food is dedicated to bringing the world to the dinner table to share easier, healthier, more affordable and tastier meals.

# One Billion More Healthy Meals Shared on Dinner Tables around the World



In 2016, we announced our Ambition to deliver **One Billion More Healthy Meals Shared on Dinner Tables around the World** by 2021. Through this Ambition we will grow our business by providing consumers with healthier, convenient, and tasty foods, inspiring healthy dinnertime around the world and supporting the wellbeing of our own Associates. This Ambition is inspired by Mars Food's Purpose – *Better Food Today. A Better World Tomorrow*. Our Purpose is at the heart of the work our Associates do every day to bring the world to the dinner table.

We are pleased to share the progress we have made over the past year:

- **We've delivered an additional 300 million healthy meals, bringing our total to 400 million** more healthy meals since we launched our Ambition in 2016 as defined by World Health Organization (WHO) nutrition recommendations.
- **Today, 72% of our products (by sales volume) meet WHO recommendations for calories, added sugar, sodium, and fats**, as incorporated into the Mars Food Nutrition Criteria. And, we're well on our way to ensuring close to 95% of our portfolio meets these targets by 2021.
- **We've reduced sodium by an average of 8% across our global portfolio** – steady progress toward our goal to reduce sodium by 20%.
- **We're providing more transparency to our consumers about what's in the foods they eat and how to fit them into a balanced weekly diet.** Almost all of our brands provide nutrition information online, and we're updating our on-pack recipe suggestions to help consumers craft healthy meals with our products.

- **Our leading brands continue to launch campaigns to inspire family cooking and meal sharing around the world.** Mars Food Associates are doing their part, too, by volunteering their time to teach kids the basics of nutrition and cooking, giving them important skills they can use to cook healthy meals at home with their families.
- And we're continuing to invest in the health and wellbeing of our Mars Food Associates. **Today, all of our sites offer nutrition education and healthy canteen meals, and we've progressed in offering more kitchen and fitness facility access to our Associates.**

In the pages that follow, you'll find additional details about these efforts and more. We're inspired by the progress we've made to date, but we know there is some hard work ahead. We've set ambitious targets for ourselves, and in some areas the work will be challenging. But a meaningful Health and Wellbeing Ambition should be stretching, and we are dedicated to playing our part to help consumers make healthier meal choices.

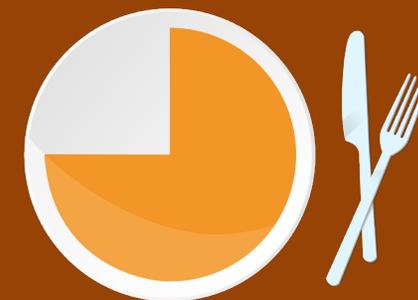
Food is personal for all of us, it supports our wellbeing and brings us together with loved ones. And families around the world are struggling to eat better, to find time to cook at home, and sit down over a meal. Mars Food is driven by our Purpose to help families enjoy dinnertime, in all the ways it can nourish us. That is the essence of this Ambition and our steadfast commitment to it.



Fiona Dawson  
Global President, Mars Food,  
Drinks and Multisales



# Making Our Products Healthier



**72%** of our global portfolio (by sales volume) now meets WHO nutrition recommendations for calories, sodium, added sugar, fat, and saturated fat content.

## One Billion More Healthy Meals Shared on Dinner Tables around the World

Our Global Health & Wellbeing Ambition has a simple objective – deliver One Billion More Healthy Meals Shared on Dinner Tables Around the World by 2021. To guide us in this ambitious journey, we developed the Mars Food Nutrition Criteria, setting for ourselves challenging, industry-leading product reformulation targets based on World Health Organization (WHO) nutrition recommendations. By 2021, we aim for the bulk of our portfolio to meet these nutrition recommendations such that these foods can be enjoyed ‘any day’ on dinner tables around the world.

We’re proud to report that today 72% of our portfolio (by sales volume) meets these targets for calories, added sugar, sodium, and fats – up from 65% last year. In 2017, we delivered 300 million more healthy meals through a combination of reformulation and growth – bringing our total to date to 400 million more healthy meals.



### Mars Food Nutrition Criteria Daily Reference Values:

	Mars Food Targets:	WHO Targets:
Energy	2000 kcal	2000 kcal
Added Sugars	50 g	50 g
Fat	67 g	67 g
Saturated Fat	22 g	22 g
Trans-fatty Acids	2.2 g	2.2 g
Sodium	2000 mg	2000 mg
Whole Grains	48 g	n/a
Fruits/Vegetables	400 g	n/a
Legumes	40 g	n/a

## Reducing added sugar

We use WHO guidance, incorporated into the Mars Food Nutrition Criteria according to meal type, as our target to reduce added sugar. WHO recommends that individuals consume not more than 10% of their daily calories from added sugar. We aim for the bulk of our portfolio to be consistent with this guidance by 2021, with the exception of our more indulgent dinnertime foods that retain their sweetness to maintain the authentic nature of the recipe.

We are pleased that 96% of our dinnertime food portfolio already meets this target, and we are on track to meet our commitment, with only five products left to reformulate. Our work so far has achieved the necessary added sugar reductions in some of our UNCLE BEN'S® sauces. We also developed 'No Added Sugar' DOLMIO® pasta sauces that hit shelves in the UK last year.

**96%** of our portfolio meets WHO recommendations on added sugar.



## Reducing sodium

We've set a very high bar for our business to reduce sodium across our global portfolio. We committed to reduce sodium by an average of 20% by 2021, which will bring the bulk of our products in line with the WHO recommendation that individuals consume not more than 2000 mg/day. These reductions are particularly challenging because they are in addition to the sodium reductions we made between 2007 and 2012, when we reduced sodium by an average of 25%. What's more, we've been using the strictest sodium intake recommendation globally – WHO's limit of 2000 mg/day – as our target, rather than the higher intake recommendations that have been issued by the US Food and Drug Administration and other public health authorities globally.



We are proud that, since 2015, we have reduced sodium by an average of 8% across our global portfolio, including in some UNCLE BEN'S® flavored rices in both dry and ready to heat formats. The remaining sodium reductions we need to make to meet our commitment will not be easy. Consumers – particularly those in the United States – are accustomed to and prefer higher sodium foods.

While these challenges are real, we are still committed to identifying how we can further reduce sodium without compromising the quality or taste consumers expect from our products, and our hard work will continue in the coming years to further reduce sodium.

We have reduced sodium by an average of 8% globally in the past two years – steady progress toward our goal of 20% reduction.

## Adding vegetables, whole grains, and legumes

We are also working to increase the percentage of our portfolio that includes vegetables, whole grains, and legumes. As reported last year, all of our tomato-based cooking sauces include at least one serving of vegetables per serving. In addition, approximately 35% of our rice products include one serving of whole grains or legumes per serving – roughly steady with where we were last year as we prepare to introduce new products offering whole grains and legumes and expand availability of our best-selling whole grain products. When these products hit shelves in the next couple of years, we will move closer to our goal that 50% of our rice products deliver one serving of whole grains and/or legumes per serving.



## Updating on-pack recipes

Our work continues to update on-pack recipes so that they suggest healthier meal options with more vegetables, fruits, lean proteins, and whole grains. We know from research conducted by Mars in Australia a few years ago that consumers follow our recipe suggestions closely, and this gives us a powerful opportunity to help consumers eat healthier. For example, in Australia we updated the on-pack recipe for our MASTERFOODS® Honey Mustard Chicken recipe base by reducing the amount of sodium suggested, and encouraging the addition of a cup of dry rice instead of mashed potato.



As one of the nation’s top food companies, Mars’ commitment to encourage and support healthier eating is vital to the health of the country. From improving the nutritional quality of its products to offering nutrition education classes to its Associates, these investments give more families more opportunities to live healthier lives.



— **NANCY E. ROMAN**  
President & CEO, Partnership  
for a Healthier America



# Nutrition Transparency

Today, **100%** of our products meet our commitment to include front-of-pack nutrition labeling clearly identifying the amount of calories, sodium, sugar, fat, and saturated fat in a serving.

Our consumers understandably want to know what's in the foods they eat and serve to their families. A key component of our global Health & Wellbeing Ambition is transparency – using nutrition labeling and our brand websites to give consumers information about our products that can help them make informed choices. Today, 100% of our products meet our commitment to include front-of-pack nutrition labeling clearly identifying the amount of calories, sodium, sugar, fat, and saturated fat in a serving. In some markets, where a coalition of industry stakeholders and policy makers have aligned around new front-of-pack labeling schemes, we've signed on to these labeling initiatives to help consumers interpret nutrition information via colors, symbols, or other graphics. In addition to on-pack labeling, product nutrition information is available online for 96% of our products (by sales value), and we're working to get to 100% as soon as possible.

A key component of our global Health & Wellbeing Ambition is transparency – using nutrition labeling and our brand websites to give consumers information about our products that can help them make informed choices.

We have also committed to provide consumers with information, on label and on our websites, regarding how often it is recommended that they consume each of our products, using global nutrition guidance from the WHO and other public health authorities as our guide. Today, 72% of our products meet the Mars Food Nutrition Criteria for calories, sodium, added sugar, and fats (so-called 'Nutrients to Limit'), and because of this nutrition profile, these products can be enjoyed any day. A smaller percentage of our portfolio falls outside our Nutrition Criteria due to the authentic and more indulgent nature of the recipe. Labeling designed to help consumers identify the difference between these foods is now being rolled out, first with our DOLMIO® brand in the UK, and soon with our UNCLE BEN'S® brand in the UK and Europe, as well. By 2021, we aim to have this information incorporated on all of our product packages, as labels are updated. In the meantime, we are working to provide this guidance on product websites, and today this information is online for approximately 70% of our portfolio (by sales value).



Nutritional values	Per 100g	Per portion (120g) (%**)
Energy	710kJ	852kJ (11%)
	169kcal	202kcal (11%)
Fat	2.9g	3.5g (5%)
of which saturates	0.4g	0.5g (3%)
Carbohydrate	31g	37.2g (14%)
of which sugars	0.4g	0.5g (<1%)
Fibre	2g	2.4g
Protein	3.6g	4.3g (6%)
Salt	0.15g	0.18g (3%)

\*\*Reference intake of an average adult (8400kJ/2000kcal)



**Ingredients:** steamed long grain brown rice\* (75%), steamed red rice\* (12%), steamed black quinoa\* (3.6%), steamed flax seeds\* (2.5%), sunflower oil\*, emulsifier (soy lecithin\* (contains soya)), sea salt.

\*Certified organic. Sea salt is permitted ingredient in organic foods.



## QUINOA, BROWN & RED RICE WITH FLAXSEED

Mix up your menu with the rich, nutty flavors of quinoa and good-for-you flax seed, blended with red and brown rice. In less than 2 minutes, you'll be filling up plates with a delicious entrée or colorful side. Here's a hearty recipe to try it in: 'Whole Grain 'n' Cheese.'



BUY AT AMAZON

FIND NEAR YOU

INGREDIENTS

Water, Whole Grain Brown Rice, Red Rice, Black Quinoa, Brown Flaxseed, Sunflower Oil, Sea Salt, Soy Lecithin, Guar Gum, Locust Bean Gum,

\* = Certified Organic

ABOUT OUR PRODUCTS

# Inspiring Healthy Cooking & Eating at Home



## Bens Beginners™ Program

### US & Canada

In the US, the 2017 UNCLE BEN'S® Ben's Beginners™ Cooking Contest inspired kids to cook with their families for the sixth year in a row, in partnership with actress and mom Tiffani Thiessen. Five winners each received \$15,000 for their family and \$30,000 for a school cafeteria makeover, as well as a surprise hometown celebration. Drawing top-tier media coverage, engagement of government stakeholders, and support from 15 national retailers, this program continues to increase its impact, with more than 791 million media impressions in 2017. To date, UNCLE BEN'S® has donated approximately \$1 million to families and schools through the Ben's Beginners™ program in the US.

In Canada, Ben's Beginners™ had strong customer focus with activations in almost 400 stores, including cooking demos and sampling. The contest awarded one grand prize winner a \$10,000 contribution to an Education Savings Plan.



### Germany

Our fourth annual Ben's Beginner's™ program in Germany brought a popular chef, Meta Hildebrandt, together with bloggers and kids for a healthy cooking event in Hamburg to inspire kids to cook with their families at home. Reach of the campaign exceeded 112 million. As part of the Ben's Beginners™ campaign, Mars Food released results of a German online survey that showed that more than a third of families would cook more often with their kids if they had the right child-friendly tools. Armed with the survey results, the idea of the UNCLE BEN'S® "Mitkochhocker" (step stool) was born – a colorful, fun step stool to give kids a chance to have a great cooking experience alongside their adult family members. In total, 75,000 step stools were distributed to families via UNCLE BEN'S®.

Mars Food released results of a German online survey that showed that more than a third of families would cook more often with their kids if they had the right child-friendly tools.



## DOLMIO® Nutrition Credential Campaign

In early 2017, we launched the DOLMIO® *Thank Goodness* campaign to drive awareness of the positive nutrition a jar of DOLMIO® delivers. Across this print and digital activation we reached over 50% of UK households and realized over 75 million digital media impressions. This included a digital campaign challenging families to make healthy mid-week meals. Over time, we have significantly reduced the sodium and added sugar content of our DOLMIO® sauces such that 91% of our DOLMIO® products meet WHO standards for calories, sodium, added sugar, and fats, as reflected in the Mars Food Nutrition Criteria.



## Mars Food UK signs up to 'Peas Please' Initiative

In October 2017, Mars Food UK joined the 'Peas Please' initiative to help reverse declining vegetable consumption in the UK. Developed by the Food Foundation and World Wildlife Fund-UK, Peas Please brings together farmers, retailers, caterers, manufacturers, and government departments with a common goal of making it easier for everyone to eat vegetables. As part of its commitment to Peas Please, Mars Food is updating our on-pack and online recipe suggestions to encourage meals that provide 2 of your '5 a day', and will continue to ensure our tomato-based sauces contain at least one serving of vegetables per person per serving. We'll also be championing increased veg with our Foodservice customers.



We pledge to play our part to help everyone in Britain eat an extra portion of vegetables a day.

## Helping Kids Learn How to Cook Healthy Meals through Community Engagement

Around the world, Mars Food Associates are reaching out into their communities to share the joy of cooking healthy meals with others and inspire kids to cook healthy meals at home with their families. In the UK, Mars Food Associates partnered with eight schools and 300 local students to teach them about good nutrition and how to cook a healthy meal, as part of our Fun Food Science program. The event was delivered in collaboration with The Let's Cook Project, and was a big hit with both teachers and students.

In France, Mars Food has been engaging with schools through the 'Les Petits Chefs' program which utilizes our Fun Food Science curriculum to teach students about the origins of their favorite foods, the importance of sustainability, and the basics of nutrition. In the past year, 600 students have 'graduated' through the program.

In Russia, our team works with young people in the area surrounding our factory in Likhovitsky to teach nutrition and cookery skills- building skills for life and also demonstrating the kind of careers available within the food industry.



We hope to spark an interest at an early age in where food comes from and how to eat a balanced diet. It's inspiring for our teams and great fun for everyone involved.



— STEPHANIE DOMANGE  
General Manager,  
Mars Food France



It was a brilliant day and we know the children will take this new passion for food and cooking home to cook with their families.

— KATIE ELLIOTT  
Year 4 Teacher, Sherard Primary School



# Advancing Associate Health and Wellbeing

For Mars Food, Health & Wellbeing starts at home – with our own Associates. From the design of our facilities to Associate benefits to the food we provide in our cafeterias, we strive to ensure all of our Associates have the opportunity to live a healthy, active life. By 2021, we have committed to ensure all of our Associates have access to on-site kitchens where they can cook and eat healthy meals together, on-site or subsidized off-site fitness facilities, healthier meals in our site canteens, and nutrition education to help them eat more balanced meals at work and at home.

And we aren't stopping there. Many of our sites are testing additional, innovative programming that can help Associates improve resilience and live healthier lives. We're incorporating stand-up desks, treadmill desks, and walking areas in many of our sites to make it easier for Associates to stay active while at work. We're also partnering in new ways with our catering providers to help Associates make informed choices in our canteens.

We believe nutrition information has the greatest impact when we know how to use it. That's why we invest in programs at our sites that share the latest nutrition information with Associates and help them understand nutrition labeling. For example, we offer 'What You Need to Know' sessions for Associates in Greenville, Mississippi; Bolton, Canada; and Chicago, Illinois. At these events, dietitians teach Associates about a health & nutrition topic, such as how to reduce sodium in the diet, or the benefit of eating legumes, and do a cooking demonstration.



## We're proud to report that, one year into our Ambition:



- 100%
 of our sites offer **canteen meals** compliant with the Mars Food Nutrition Criteria *(steady)*
- 100%
 of our sites offer **nutrition education** *(up from 84% in 2016)*
- 92%
 of our sites have **kitchens** accessible to Associates for shared meals *(up from 84% in 2016)*
- 77%
 of our sites offer Associates access to **fitness facilities** *(up from 66% in 2016)*



The 'What You Need to Know' sessions were full of great information. I've already added more legumes to my meals and healthy snacks after finding out how good they are for you.



— ELSA TANGLAO  
Affiliate Logistics Analyst,  
Supply, North America

