

Mars is a member of trade associations in many of the markets in which we operate. Below are some of the key industry trade associations where we play an active role. No governance conflicts of interest exist.

Organization Name	Board Participation
Australia	
Australian Food and Grocery Council*	No
Australian Industry Group (Ai Group)*	No
Pet Food Industry Association of Australia (PFIAA)	Yes
Canada	
Food and Consumer Products of Canada (FCPC)*	Yes
China	
American Chamber of Commerce in China (AmCham China)	No
China Advertising Association	Yes
China Association of Enterprises with Foreign Investment (CAEFI)	Yes
China Feed Industry Association	Yes
China Food Information Center (CFIC)*	Yes
China National Food Industry Association (CNFIA)	Yes
China Nutrition and Health Food Association	Yes
EU	
American Chamber of Commerce to the European Union (AmCham EU)*	Yes
Chocolate, Biscuits and Confectionery of Europe (CAOBISCO)*	Yes
Confédération des Industries Agro-Alimentaires / Confederation of the Food and Drink Industries of the EU / FoodDrinkEurope (CIAA / FDE)*	Yes
European Brands Association (AIM)	Yes
European Pet Food Industry Federation (FEDIAF)	Yes
Pet Food Manufacturers' Association (PFMA)*	Yes
Association Nationale des Industries Alimentaires / National Association of Food Industries (ANIA)	Yes
L'Alliance 7 / Alliance 7 (A7)*	Yes
Bundesverband der Deutschen Süßwarenindustrie / Association of the German Confectionery Industry (BDSI)*	Yes
Lebensmittelverband Deutschland / Food Federation Germany (formerly BLL)*	Yes
Japan	
Japan Pet Food Fair Trade Association	Yes
一般社団法人ペットフード協会 / Japan Pet Food Association (JPFA)*	Yes

Organization Name	Board Participation
Mexico	
Asociación Nacional de Fabricantes de Chocolates, Dulces y Similares A.C. / National Association of Chocolate, Candy and Similar Producers (ASCHOCO/Confimex)	Yes
Consejo Mexicano de la Industria de Productos de Consumo / Mexican Council of the Consumer Products Industry (ConMéxico)*	Yes
Consejo Nacional de Fabricantes de Alimentos Balanceados y de la Nutrición Animal, A.C. / National Association of Pet Food Producers (CONAFAB – Amascota)	Yes
Russia	
American Chamber of Commerce, St. Petersburg (AmCham SPB)	Yes
Association of Branded Goods Manufacturers in Russia (RusBrand)	Yes
Association of Confectionery Producers (ASCOND)	Yes
Efficient Consumer Response (ECR)	Yes
United Kingdom	
Food and Drink Federation (FDF)*	Yes
United States	
National Confectioners Association (NCA)*	Yes
Pet Food Institute (PFI)*	Yes
Sustainable Food Policy Alliance (SFPA)*	Yes
USA Rice*	Yes
Other	
Consumer Goods Forum*	Yes
International Food and Beverage Alliance*	Yes
World Federation of Advertisers (WFA)*	Yes

* Dues over US \$20,000