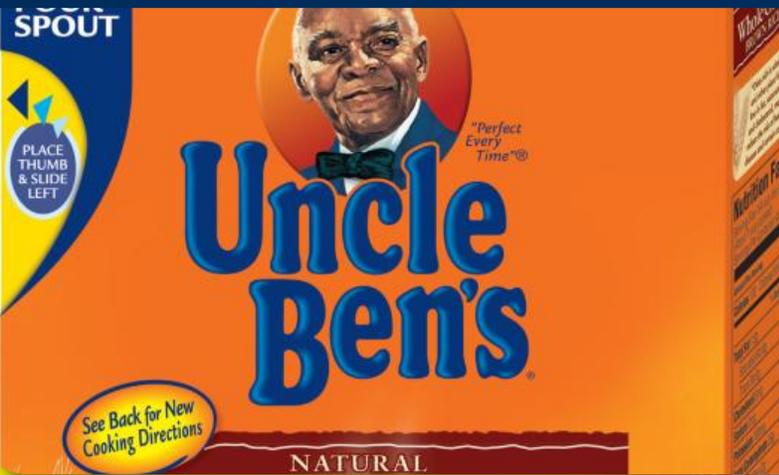


MARS

Global Marketing Code for Human Food

May 2018



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A Letter from the Office of the President

Dear Fellow Mars Associates,

In the spirit of continuous improvement, we are launching the fourth iteration of the Mars Marketing Code (MMC 4.0). Through the update process, we have strengthened our responsible marketing practices, and ensured that our practices reflect the continued evolution of consumer marketing and digital channels. We are committed to taking a leadership position when it comes to setting standards of responsible marketing and are proud to be recognized as such by external stakeholders. However, we must be equally vigilant in ensuring we deliver a good understanding and compliance of our code in order to live up to our commitments.

The core principles behind the code are as follows:

- We will not market to children under 12 years because, based on the scientific evidence, we believe they cannot identify and understand the persuasive intent of advertising
- We equip gatekeepers, like parents, with the information they need to take decisions about what is right for their children's diet
- We are transparent about our code compliance internally and externally
- We actively survey other industry players' codes and marketing behavior to ensure that we are exceeding industry standards where it matters most
- We review and update our MMC every three years, to ensure that our commitments align with developments in the external environment and that our code remains a 'living document'

The new improved MMC 4.0 reconfirms these core principles and expands focus beyond marketing to children, to encompass Mars' wider activities to encourage our consumers to lead healthy and active lifestyles. Specifically, the MMC 4.0 includes a number of new commitments that:

- Ensure cross-promotions, licensing agreements and partnerships with quick service restaurants support the World Health Organization (WHO) guidance that consumers limit their intake of added sugars to no more than 10% of their total energy intake
- Apply stricter guidelines and governance on how we use our brand characters
- Strengthen governance practices of our Mars Marketing Code
- Reflect the European General Data Protection Regulation (GDPR) in our digital marketing commitments

We want all Associates to take pride in our commitment to responsible marketing, and to help us live up to the spirit and the letter of the code. Thank you for taking your responsibility on this front seriously and investing the time to understand the advancements we've made in this refreshed version of the Mars Marketing Code.



Grant F. Reid
Office of the President/CEO

Aim, Scope and Timing

Mars, Incorporated owns many of the top chocolate, confections, chewing gum and food brands globally and has a long history of marketing its products responsibly. Our Marketing Code, first adopted in 2008 and updated in 2010 to reflect the Wrigley acquisition, reflects our corporate values and principles and our commitment to responsible marketing communications within a dynamic marketing environment.

This Code is globally applicable and seeks to reaffirm our commitment to the responsible and creative use of advertising in all its forms to market our products, to explain how Mars uses specific marketing techniques, and new and emerging forms of media, consistent with our commitment to respect the privacy of our consumers. The Mars Marketing Code reflects Mars' commitment to promote and encourage healthy and active lifestyles globally. This Code applies to all forms of marketing communications, for food, chocolate, confections and chewing gum products produced and licensed by Mars, Incorporated on a worldwide basis as well as to the following promotional materials and activities generated by Mars, Incorporated: branded websites (including those run by third parties under a license agreement), online communities,

media advertising (e.g., broadcast, print, mobile phone, digital, multimedia entertainment formats (including but not limited to DVDs, CDs and games), advertorials, sponsorship, brand press releases and promotions. We seek to assure that our licensees and business partners adhere to our high standards; however Mars is not responsible for actions of non-licensed third parties that may involve our products or brands. The commitments in this Code are in addition to all statutory requirements or self-regulatory commitments applicable in any country.

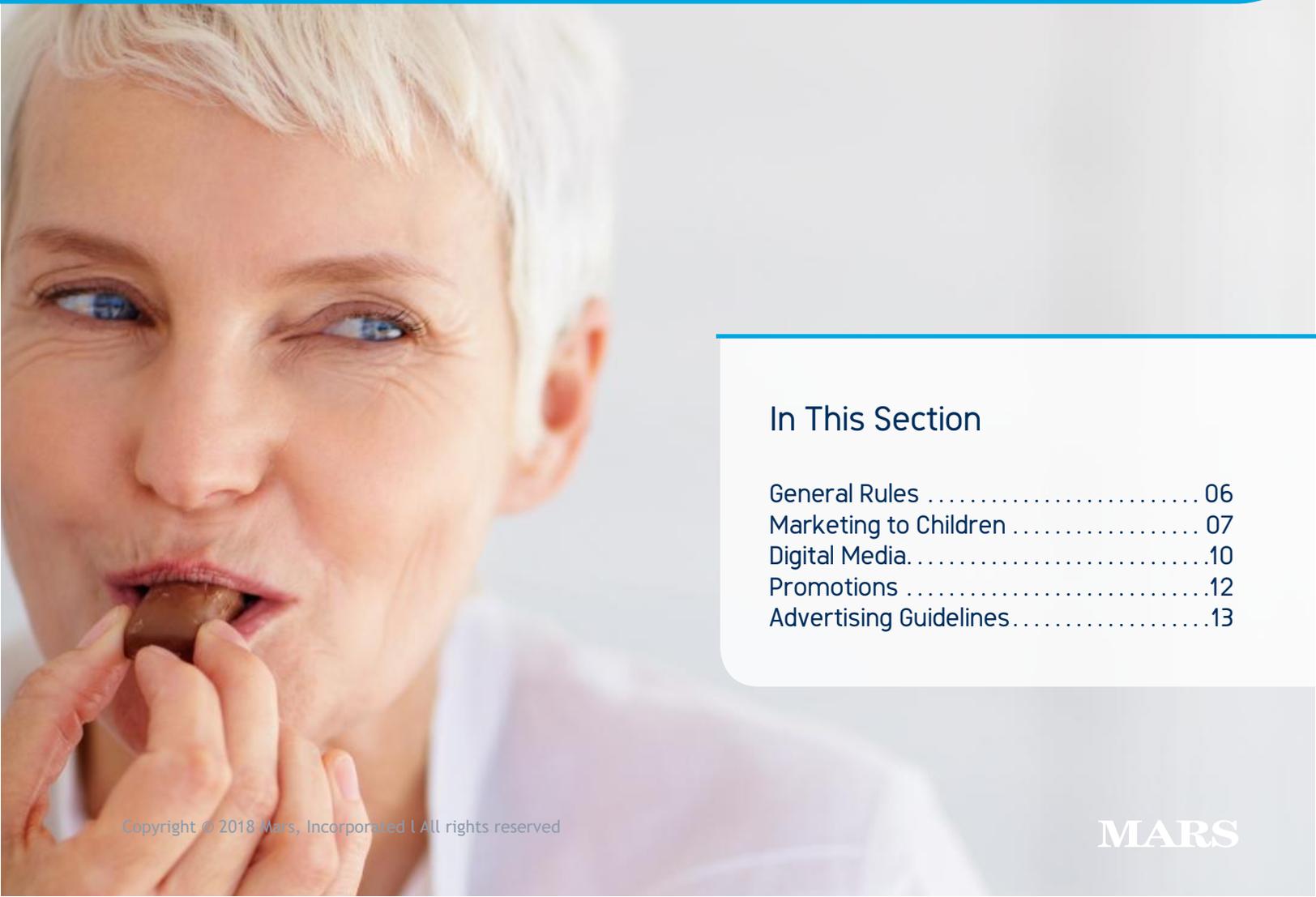
The Mars Marketing Code is a living document and may require revisions from time to time to ensure it is consistent with our corporate values and principles, as well as changes in the marketplace and changes within our Company, allowing a three year transition period for new acquisitions.

Our Marketing Code also includes our Advertising Guidelines, which are intended to serve as further guidance on considerations in purchasing media time or space for our advertising from content providers.

The Mars Marketing Code is primarily for internal use and is intended to assist all our Associates (and especially those involved in marketing, sales, corporate affairs or commercial/procurement) in ensuring that all our marketing practices are responsible, reflect the values and concerns of our consumers and are globally consistent. It is the responsibility of all Mars Associates and external marketing communications agencies to comply with this Code. Mars also supports and participates in various self-regulatory initiatives on food and beverage advertising around the world to help us verify that we are meeting our high standards.



Marketing Communications



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1. General Rules for Marketing Communications

Our products are of the highest quality and can form part of a healthy and enjoyable diet for consumers of all ages.

- Our communications will encourage the pursuit of a healthy, balanced diet and active lifestyle.
- Our communications will not encourage or condone excessive consumption of any food or drink.
- Our communications will not promote compulsive snacking or create a sense of urgency.
- Our communications will accurately represent the material characteristics of the product featured and not mislead consumers.
- We will not represent our snack food products as substitutes for meals.
- We will provide information to consumers about the importance of healthy eating on our branded websites.
- We will provide nutritional information comprised of front-of-pack energy labels and guideline daily amounts or an equivalent system on back-of-pack labels for key nutrients on all chocolate, confectionery and food products globally. We will ensure this information is accurate and guided by the core principle to not mislead consumers.
- Any claims will be backed up by clear, referenced scientific evidence, data and expert testimonials as required.
- We will not develop chocolate and confectionery products whose single portion size exceeds 250 kcal, and will make an effort to demonstrate portion size in a visible way wherever possible.
- We endorse initiatives to encourage active lifestyles including the sponsoring of sports events.
- We endorse initiatives that encourage healthy eating including healthy eating education programs.
- We will promote the oral healthcare benefits of chewing sugar-free gum.
- We will inspire families to cook and eat together.

- We will provide information to the intended audience in the most objective and relevant way possible, across all channels in a transparent and accountable manner.
- We will use adult actors with a BMI greater than 18.5 in all marketing communications.

In regards to children:

- We will not direct marketing communications for our products primarily to children under 12, both in terms of ad content and media purchasing.
- We will direct our marketing communications to adults who make household purchasing decisions (gatekeepers) and young people 12 and over, both in terms of ad content and media purchasing.
- Our marketing communications on products of interest to children under 12 will aim to allow gatekeepers to make informed choices about whether our products are appropriate for the children in their care.
- We will not use celebrities primarily appealing to children under 12.
- Licensees must direct marketing communications in which our brands or logos appear primarily to adults, gatekeepers and consumers 12 and over.
- We will not conduct research on communications techniques with the intention of appealing to children under 12. We may conduct consumer research with minors, including children under 12, where it is necessary to understand how products can help address the public health issues of malnutrition and dental caries in positive ways. In any research with children, we will always use methodology and practices that comply with relevant guidelines and regulations to ensure safety and will secure informed consent of a parent or legal guardian in advance of any research.





Marketing to Children

As a responsible business, Mars has made the decision not to market to children under 12 years old, based on existing scientific consensus.

2. Portrayal of children under 12 years old in our marketing communications

- a. We will not show children under 12 consuming our chocolate and confections products. We may show children under 12 in our marketing communications if relevant to the marketing message, e.g., depiction of a family situation or activity. In such situations, a gatekeeper must always be shown controlling access to a product.
- b. Given the oral healthcare benefits of chewing we will show children chewing sugar-free gum.
- c. Given the nutritional benefits of certain foods we will show children enjoying such foods.
- d. We will not portray children in a sedentary situation.
- e. Children under 12 shown on packs, in POS material, etc., should not appear to be acting as a spokesperson for the product.

3. Themes and events relevant to children under 12

- a. We will continue to link our products to seasonal themes and events such as Easter, Christmas, Valentine's Day, Mother's Day, Chinese New Year, Back to School, Halloween, etc.
- b. Our marketing communications around themes and events which are relevant to children will be primarily directed to gatekeepers.
- c. Other than to promote oral healthcare and family cooking, we will not use incentives and/or giveaway's linked to themes and events intended solely for children under 12.
- d. We will not engage in joint promotions / partnerships linked to themes and events where our logos would be used on material intended solely for children under 12.

4. Use of celebrities and licensed characters; use of trade characters; marketing communications in films and media programming

- a. Our brand characters are not intended to appeal to children under 12 and Character Guidelines will be strictly enforced across our business and across all marketing levers including advertising, packaging and display, with oversight from the Brand Board.
- b. We will not use a celebrity or licensed animated character intended to appeal primarily to children under 12 in our marketing communication.
- c. In order to support oral healthcare and healthier family cooking, we may use our brand characters in gatekeeper targeted campaigns.
- d. Our brand characters (e.g., M&M'S®, DOLMIO®, Food gang, etc.) are aimed at gatekeepers. We reserve the right to create new characters, but will refrain from creating characters primarily targeted at children under 12. In the case of the M&Ms® characters, we will emphasize their mature personalities and adult characteristics (voices, humor, mannerisms).
- e. We will not use third party, licensed and other characters that are primarily intended for an under 12 year-old audience in our marketing communications.
- f. Non-food promotional products for use by children under 12 depicting our characters, or licensed characters, brand names or logos that are intended to be purchased by gatekeepers, will not



encourage excessive consumption of any food or drink and will not be specifically designed for use solely in primary schools.

- g. We will restrict the sale of non-food merchandise exclusively designed for use by children under 12 to Mars controlled experiences (e.g., M&M's® World, MPorium, Nascar Trailer, etc).
- h. When we license our brand names or logos to third parties, we will require that any non-food promotional products for children under 12 will not encourage excessive consumption of any food or drink and will not be specifically designed for use solely in primary schools.
- i. We will not advertise in or sponsor films or media programming where the intended audience is primarily children under 12. For television, when the broadcasters' audience assessment at the time of the media buy indicates that more than 25% of the audience of any targeted program is composed of viewers under 12, they will be deemed to be the primary audience. For film, we will apply regional rating systems as an initial screen to define which films are rated for an audience below the age of 12.
- j. We will not undertake product placement in films or media programming where children under 12 are the primary intended audience.

5. Marketing communications in schools and community institutions, including for fundraising purposes

- a. We will not place vending machines offering our products in primary schools (Kindergarten to Grade 6 in the U.S.) or in locations where the majority of users are under 12 and are using these facilities without adult supervision.
- b. In schools attended by children of all ages, we will not place vending machines in locations intended primarily for the use of primary school children.
- c. We will not offer branded materials for use in schools by children under 12, except in connection with established educational or public service messaging programs on responsible disposal of littered gum, oral healthcare and inspiring family cooking at home. This applies to both primary and secondary schools.
- d. We will consider donating funds or products to schools and community institutions where the school/institution has specifically requested this support in writing.
- e. We will support education and public service messaging programs that promote environmental awareness, oral care, responsible chewing gum disposal and healthy cooking habits to children and teens that may include the use of corporately branded materials in primary schools.
- f. In conjunction with government health authorities and/or recognized organizations, we will create branded



- educational programs, including sampling, to promote oral care and responsible chewing gum disposal to children under 12 and teens. Prior to deploying these programs, we will require school administration approval.
- g. In conjunction with recognized external experts, we will create branded educational programs to promote healthy cooking and eating habits to children under 12 and teens. Prior to deploying these programs, we will require school administration approval.
- h. We will not sponsor sports events in primary schools.

With the exception of established educational or public service programs, Mars will not offer branded educational materials or vending in primary schools.

6. Marketing Communications in Digital Media

Marketing communications made through websites, mobile applications and other digital products and services (collectively, “Digital Media”) will be directed to adults and teens (age 13 and older) and *not* directed to children under age 13.

Examples of marketing communications in Digital Media are: online games offered on our websites; digital advertising and other branded content made available on third-party websites and social networks; branded mobile applications; text messaging (SMS/MMS) campaigns; and internet promotions. Mars will direct all marketing communications in Digital Media to teenagers (age 13 or older), instead of children age 12 and older, consistent with the requirements of the U.S. law known as the Children’s Online Privacy Protection Act (“COPPA”). For European markets, or where consumers access European based Digital Media we will ensure the GDPR is applied in full. [See here for specific guidance.](#)



- a. We will advise consumers who visit our brand and corporate websites and use our mobile applications about Mars’ policies. We will include a link to the “Note to Parents,” Mars Privacy Statement, Terms of Use, Interest-Based Advertising Policy, Web Site Owner information and Mars Copyright Notice, as well as a “Contact Us” link, in the footer of all websites and mobile applications owned and operated by Mars and in the About Us section of branded social media content.
- b. Marketing communications promoting Mars’ brands in other Digital Media (e.g., social networks) will, whenever possible, include links to information about nutrition and healthy lifestyle choices and, if Mars is collecting personal information from consumers, a link to the Mars Privacy Statement.
- c. We will use “neutral age screening” (as defined by COPPA) to ensure that we have taken all reasonable steps to restrict children under age 16 from submitting their personal information to Mars through Digital Media, as well as to restrict their ability to download branded content, post material potentially appealing to younger audiences or to upload photographs or information.
- d. Each Mars-branded website or mobile application will provide notice to users of its commercial marketing intent.
- e. We subscribe to the WOMMA (Word of Mouth Marketing Association) Code of Ethics (available at <http://womma.org/ethics>). Mars will use blogs, microblogs (e.g., Twitter), social networks (e.g., Facebook), photo-sharing video-sharing sites (e.g., Instagram, Vine, YouTube)

and other Digital Media to earn or promote customer recommendations only from adult and teenage consumers and only in an open and respectful manner.

- f. Mars seeks to partner with social media platforms and services that offer age screening (e.g., Facebook by using a Facebook app). If a social media platform or service does not permit age screening, Mars seeks to use other mechanisms, such as parental controls or notices, in an effort to ensure that marketing communications in Digital Media are primarily directed to teenagers (age 13 and older).

If audience demographic information is available, Digital Media purchases will adhere to our commitment that the audience of children under age 13 must be 25% or less of the total projected audience composition.

- g. Mars occasionally offers consumers the opportunity to post user-generated content (UGC), such as their own photographs, videos or reviews of Mars products. Mars will limit opportunities to submit UGC to adults, or, in carefully-controlled situations, to teens. Whenever possible, we will use neutral age screening to prevent children under age 13 from posting UGC. Prior to submitting UGC, all consumers will be required to affirmatively agree (click to agree or opt in) to submission terms.



Mars takes all reasonable steps to restrict children under age 13 from submitting personal information to us through Mars Digital Media platforms, including age-gating our websites, and we partner with social media platforms to promote age screening and parental controls.

7. Promotions

We take great care to ensure that all of our own promotional activities comply with this Code and we encourage our retail customers and promotional partners to respect and adhere to it when promoting our products.

In line with our principle not to encourage excessive consumption, we are strongly committed to designing responsible promotions. There may be circumstances, however, where retail customers and others use our products in promotional activities in which we are not involved and over which we have no control.



- a. We will not design or participate in promotions intended primarily for children under 12.
- b. We will not design joint promotions with manufacturers of third-party products intended primarily for children under 12.
- c. Third-party products used in joint promotions should be appropriate for the same consumers as the Mars products offered.
- d. Where we directly fund promotions with products from other categories (cross-promotions) intended for immediate consumption by one person, we will ensure that the product bundle does not exceed 50g of added sugar - in line with World Health Organisation recommendation that added sugars should not exceed 10% of an individual's daily energy intake.
- e. We will manage our licensing arrangements to ensure that no finished product featuring one of our brands contains more than 50 grams of added sugar per portion, and is in line with our commitment not to offer treats and snacks exceeding 250 kcal per individual portion.
- f. We will proactively work with all our customers to whom we sell our products via partnerships with quick service restaurants and food service providers to only promote Mars branded offerings which do not exceed 50 grams of total added sugar per individual portion (excluding condiments/ sauces added after purchase). We will actively work to increase the number of options which do not exceed 50 grams of total added sugar per individual portion; to accelerate this, all new recipes introduced over the next 12-18 months will not exceed 50 grams of total added sugar per individual portion, and all quick service restaurants and food service providers will offer choices that will fall below 50 grams of total added sugar per individual portion.
- g. We will not promote activities, recipes or games that encourage excessive consumption, including 'supersize' offerings.
- h. We will not design or participate in cross promotions of our products with alcoholic brands, except for our premium adult gifting chocolates and Food brands.
- i. When selling Caffeine Gum, we will be transparent on caffeine inclusion, not promote the over-consumption of caffeine, and will not target consumers <18 years old.
- j. We will not design or participate in promotions of our products with tobacco brands.
- k. We will not sell or give away non-food promotional items that are included on the Mars Prohibited Promotional Items list.
- l. For promotions involving a third-party product intended for consumption by one individual, we will include only standard-size products or products intended for sharing.
- m. Whenever we undertake a promotion involving a brand owned by another company, we will ensure that the third party brand is consistent with the Marketing Code. For example, licensed character promotions may be acceptable in gatekeeper directed venues or situations.
- n. We may engage in partnerships with Disney for products in carefully controlled, gatekeeper-directed retail areas in Disney parks.
- o. We will endeavor to ensure that where Mars branding is used on other external products, a full risk, ethical, IP and health and safety assessment is taken on the suitability of these products for advertising and promotional purposes.

8. Mars, Incorporated Advertising Guidelines

Mars, Incorporated is committed to advertising its products in a manner consistent with the principles which guide us in all aspects of our business. This impacts the content of our marketing communications, as well as the placement of marketing messages.

We want our marketing communications content to resonate with our consumers. We want it to inspire them and invite them to love our brands the way that we do. We seek to do this in a way that ensures that our marketing content is appropriate for our consumers, and in line with the cultural and regulatory norms in the markets where it is placed.

As a business, we know that there is enormous diversity in society, and we want to be a leader in reflecting this in our marketing content. We believe that people should be shown as who they are, not what box they tick. That's why Mars has committed to more inclusive marketing that makes a difference - by focusing on how we represent all people through our advertising and branded content, both in front of and behind the camera. We will work to deliver our commitments as part of the "Unstereotype Alliance" and "Free the Bid" to ensure that

creative executions by Mars Inc. and our brands, whether in the advertising or content we create, show all individuals as authentic to who they are and multi-dimensional. We will do this by:

- Ensuring that our casting in our marketing communications reflects the true diversity of the consumer base that we sell to (gender, race, sexuality, age, ability, religion, ethnicity, class and more).
- Depicting people as empowered actors and not objectifying people.
- Portraying progressive and multi-dimensional personalities and avoiding damaging stereotypes.
- Holding our agencies to account that every triple bid process includes one shortlisted female director.
- Challenging each other (as advertisers and advertising agencies) to deliver the best unsteretyped marketing

content - and ensuring, as brands, that we only buy the best, most unsteretyped work.

- Holding ourselves accountable to all these commitments by setting clear goals and measuring change annually, aiming for demonstrable change by 2020.



FREE THE BID

A PLEDGE TO GIVE FEMALE DIRECTORS A VOICE IN ADVERTISING.



The media environment is becoming more and more complex, with more choices of content than ever before for consumers. Our goal in our advertising is to identify media vehicles that allow us to reach our intended audiences, in accordance with our Marketing Code and these guidelines.

The responsibility for programming or media content does not and should not lie with the advertiser. It is not, and should not be, the advertiser's role to dictate content standards or to exercise editorial control. However, it is the advertiser's right to make judgments about the suitability and appropriateness of programming or media content as an advertising vehicle for our products.

Consequently, as a general rule, advertising for our products should not depict or be placed in programs or media involving:

1. Ethnic, racial, religious or sexual stereotyping or ridicule.
2. Depictions of gratuitous or excessive violence, brutality, cruelty or suffering to people or animals.
3. Explicit sexual behavior or inappropriate sexual suggestiveness or innuendo.
4. Endorsement of unethical, self-destructive or anti-social behavior or values, e.g., drug or alcohol abuse.
5. Endorsement of excessive or compulsive consumption of foods or beverages.
6. Situations antithetical to the Five Principles of Mars, Incorporated, or to basic common sense.

We recognize that content with a historical, social, humorous or satirical nature may touch on provocative themes but may nevertheless be an appropriate vehicle for our advertising. The handling of controversial subjects calls for particular sensitivity and consideration. When serious treatment of controversial subjects is handled properly, in a factually accurate, fair and balanced manner, the media can perform a constructive societal role which should be encouraged.

Advertising should not be scheduled during programs or media in which the handling of controversial subjects becomes inflammatory, unbalanced or not factual, which depends on the exploitation of private grief or misfortune, or which is inconsistent with the core values or our Company and our brands.



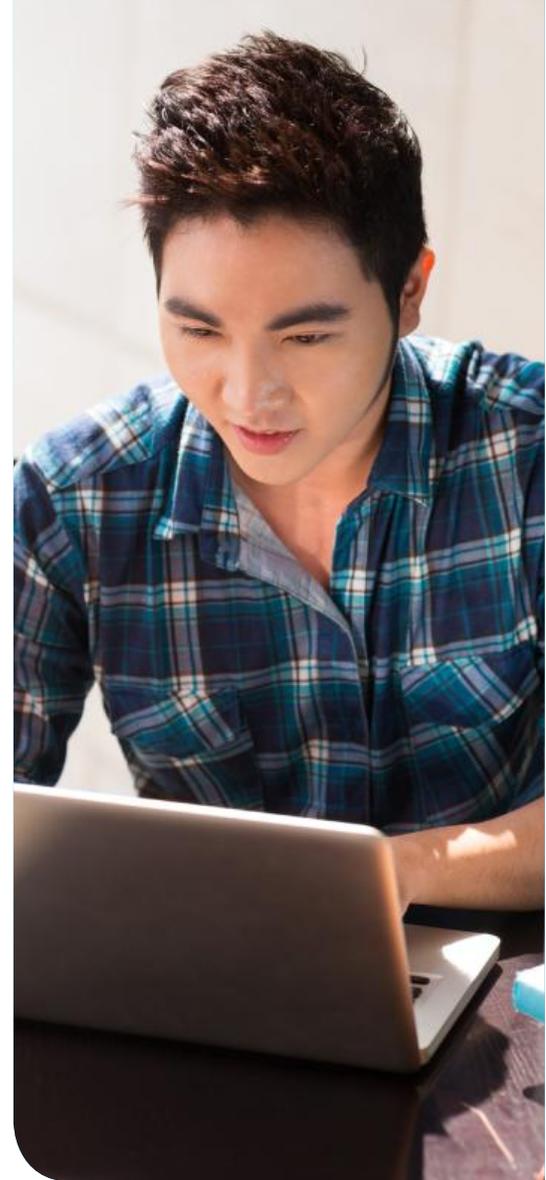
Mars respects the privacy rights of all of our consumers. We seek to embed respect for privacy into all aspects of our marketing initiatives and to consider and address privacy issues at every stage of the marketing lifecycle.



9. Privacy

All Associates who deal with consumers personal data are expected to be familiar with Mars' online Privacy Statement, Global Digital Marketing and Social Media Standards and local Digital Marketing Guidelines where applicable, as well as applicable local laws and requirements regarding the collection and use of personal information and data security obligations.

- a. All websites, mobile applications and other Digital Media owned and operated by Mars will prominently display the Mars Privacy Statement. We encourage visitors to thoroughly review the Mars Privacy Statement, Terms of Use and other special terms and rules that may apply to activities in Digital Media. Where children are likely to use Digital Media, we will ensure that the Mars policies linked to such Digital Media are in clear and plain language which children will understand.
- b. When personal information is collected for a single, one-off purpose (e.g., entering an email address to 'share with a friend'), we will be transparent about immediate deletion of this information.
- c. We will not share personal information with outside third parties except as described in the Mars Privacy Statement.
- d. We will honor any specific commitments we make to consumers about how and how frequently we will contact them and promptly honor opt-out requests according to local laws governing unsolicited commercial communications.
- e. We adopt reasonable data security procedures suitable to the sensitivity of personal information about consumers that we hold, and require our agents and service providers to do the same.



Mars strives to comply with existing legislation and applicable self-regulatory Codes in its marketing communications in each market.



10. Governance



The Marketing Code provisions are to be applied in addition to laws and regional or sectorial Codes. Mars provides interactive training on the Mars Marketing Code to empower Associates and external marketing communications agencies to fully understand and apply the Code's rules. The training is mandatory for Mars Marketing Associates, and all participants receive, after successful completion of the training test, a "Mars Marketing Code Driving License".

We continue to be vigilant to ensure that we are meeting our high standards through Marketing Code governance procedures in all regions, with a Global Governance Board and Steering Committee to oversee compliance.

External third-party monitoring of Mars, Incorporated's voluntary commitments to assess compliance levels with national, regional or global industry pledge commitments takes place within the framework of the International Food and Beverage Alliance, the Children's Food and Beverage Advertising Initiative (CFBAI) of the Better Business Bureau, the EU Pledge, and World Federation of Advertisers. We will share data related to levels of our compliance publicly.

Mars, Incorporated conducts a yearly internal compliance audit, including reporting to and oversight by the Mars Board which will be published externally.