



# PETS, PLANET AND PEOPLE

HOW ROYAL CANIN  
NURTURES A  
HEALTHY ECOSYSTEM

**ROYAL CANIN**  
a division of Mars Petcare




1. EDITORIAL	01
2. INTRODUCTION	02
- Who we are	
- Why we do business	
- Our values	
- Our responsibility towards pets, planet and people	
- The economics of mutuality model	

# HOW ROYAL CANIN NURTURES A HEALTHY ECOSYSTEM

1	PETS	04
1.1.	IMPROVING HEALTH THROUGH INNOVATION	05
1.2	PREVENTIVE CARE AND KNOWLEDGE-SHARING	08
1.3.	RESEARCH AND INNOVATION AT THE SERVICE OF HEALTH AND SUSTAINABILITY	10

PLANET



12

2

2.1. A HOLISTIC APPROACH TO ENVIRONMENTAL CHALLENGES

14

2.2. REDUCING PRESSURE ON NATURAL RESOURCES

17

2.3. OUR WASTE MANAGEMENT STRATEGY

18

FOCUS	20
ROYAL CANIN & OLVEA FISH OILS	

3	PEOPLE	
3.1.	WELL-BEING AND INCLUSIVENESS FOR ASSOCIATES	24
3.2.	INVESTING IN HUMAN CAPITAL	26
3.3.	STRENGTHENING TIES WITH OUR COMMUNITIES	28
3.4.	ROYAL CANIN FOUNDATION	29



Since 1968, Royal Canin’s innovations have helped to transform the health of cats and dogs. **We have developed more than 550 different nutritional offers based on rigorous veterinary science, each crafted and tailored to meet the precise health needs of individual pets.**

Moving forward, we aim to draw on the same spirit of science-driven innovation to be a business that generates value not only for pets, but also for people and the planet. That is why we have shaped our business for the benefit of our ecosystem: providing high-quality health through nutrition to cats and dogs, empowering our employees (called “Associates” at Royal Canin), and building an enduring relationship with our stakeholders, while always aiming to ensure a viable future for the next generations. This is at the heart of the way we conduct business.

At Royal Canin, we believe that cats and dogs improve our lives and that is what inspires our Purpose: A BETTER WORLD FOR PETS.

The Economics of Mutuality model (see page 2) enables us to put our Purpose into practice and design initiatives that impact our wider ecosystem in a positive way. Simply put, the Economics of Mutuality enables us to create value for our stakeholders and be a more responsible and community-minded business.

**Loïc Moutault,**  
CEO at Royal Canin

# INTRODUCTION



## THE ECONOMICS OF MUTUALITY MODEL

Created by Mars, Incorporated, in collaboration with Oxford Saïd Business School, the Economics of Mutuality method was developed out of discussions about how companies should measure and perceive performance.

It is a new model of economic thinking, based on the assumption that businesses can improve performance and value-creation by seeking to discover mutual benefits for all stakeholders within their ecosystem. The approach takes into consideration four categories of capital: human, social, natural, and shared financial forms of capital. It seeks to develop innovative business models that have the ability to drive both social and environmental outcomes while also delivering strong financial performance.

Royal Canin believes that businesses need to become mutually beneficial to all stakeholders by producing profitable solutions for people and the planet. That is why, for the five past years, we have used the Economics of Mutuality method to help design responsible business strategies and practices that can help solve stakeholders' pain points and create a healthier, more successful ecosystem (see central two-page spread p 20-21).

### WHO WE ARE

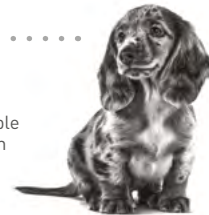
Royal Canin was founded in 1968 in a small village in the South of France by veterinarian Jean Cathary, who made it his life's mission to help improve the health of cats and dogs. Dr. Cathary was frustrated to see that German Shepherds were coming back to his practice shortly after completing courses of treatment for eczema. This inspired him to find a nutritional solution to deal with the dermatitis problems that are common to the German Shepherd breed. Dr. Cathary believed in the power of nutrition and his vision was and is still today deeply ingrained into our brand.

Since the creation of Royal Canin, **we have developed more than 550 different nutritional offers to deliver tangible health benefits to each cat and dog.** We make this possible not only through precise nutrition, but also through services delivered in collaboration with pet professionals. Thanks to science, observation, and partnerships, we acquire knowledge that we share globally in order to promote the health and well-being of pets.

The Royal Canin Company, owner of the ROYAL CANIN® brand, is part of Mars Incorporated and an expert in health through nutrition for cats and dogs.

550

different nutritional offers to deliver tangible health benefits to each cat and dog.



### WHY WE DO BUSINESS

For more than 50 years, we have pursued our Purpose by developing **nutritional solutions based on science and observation.** Although our products have evolved over the years, our mission remains the same: we aim to transform the health and well-being of each cat and dog by pushing the limits of nutrition and expanding knowledge in partnership with pet professionals.

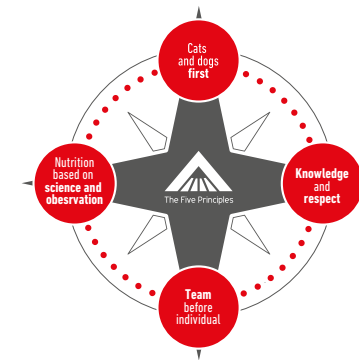
Our uniquely powerful commitment to put cats and dogs first fuels our ambition to be the reference in Health through Nutrition for cats and dogs. This obliges us to achieve a degree of excellence, quality, innovation, and ethics in our work which lives up to the expectations of our partners, who share our passion for the health and well-being of cats and dogs.

### OUR MISSION

Transform the health and well-being of each cat and dog by pushing the limits of nutrition and knowledge in partnerships with pet professionals.

### OUR VALUES

Our fundamental values are the core beliefs that we share, and which unify us. They are part of the company and give it body, cohesion, and a living spirit. We will continue to draw from these roots to guide our journey towards a more sustainable future.



### OUR RESPONSIBILITY TOWARDS PETS, PLANET AND PEOPLE

We must move beyond incremental changes and unlock systemic transformations that benefit pets, the planet, and people if we want to grow in a sustainable way. We are part of the Mars Sustainable in A Generation Plan, which aims to identify and take action on the company's societal impact, focusing on three interconnected areas:



**Pets' Well-being:** To live our purpose – A BETTER WORLD FOR PETS – we promote responsible breeding and responsible pet ownership and share our knowledge globally to help understand and better care for cats and dogs.



**Healthy Planet:** We are helping pet owners to feed their pets more sustainably by taking actions to reduce our carbon footprint and to redesign our packaging in line with circular economy principles.



**Thriving People:** We believe we can and should play a role in increasing opportunities for people in the workplace and in the communities where we work.

Royal Canin's objectives are in line with the Sustainable Development Goals (SDGs) of the United Nations.





# WE DELIVER TANGIBLE HEALTH BENEFITS TO CATS AND DOGS

AT ROYAL CANIN, WE DELIVER TANGIBLE HEALTH BENEFITS TO CATS AND DOGS THROUGH PRECISE NUTRITION AND SERVICES IN PARTNERSHIP WITH PET PROFESSIONALS AND EXPERTS.

WE BELIEVE THAT PRECISE NUTRITION HAS THE POWER TO TRANSFORM AND CONTRIBUTE TO THE HEALTH AND WELL-BEING OF EACH CAT AND DOG. THAT IS WHY WE PROVIDE SOLUTIONS TAILORED TO THE BREED, SIZE, AGE, SENSITIVITIES, LIFESTYLE AND DAILY ENERGY NEEDS OF DIFFERENT PETS.



## IMPROVING HEALTH THROUGH INNOVATION

Royal Canin is a company that supports pets' health through nutrition. We work closely with pet professionals, such as breeders and veterinarians, not only to design precise nutrition for cats and dogs, but also to develop a variety of services and tools to help understand and better care for them.

Our unique approach always places cats and dogs' nutritional requirements at the heart of the innovation process. Their age, lifestyle, size, breed, sensitivities and activity level are studied through science and observation in order to design diets for each pet's specific needs. We are constantly looking to improve and develop products and services using the latest cutting-edge technologies and knowledge that transform them into viable innovative solutions that can help improve the health of cats and dogs.

“Optimal health is different for each pet. We believe that diets should cater to these nuances.”

We are also dedicated to improving the health of cats and dogs through knowledge and services. Developing and sharing our knowledge across the globe is fundamental to our business as it gives our partners a better understanding of pets and their needs, in order to improve the well-being of cats and dogs. The services that we offer to our partners and clients help us to deepen this knowledge and put it at the service of the whole ecosystem.



Above all, contributing to the well-being and health of cats and dogs is the core of Royal Canin's philosophy and culture. The true needs of cats and dogs guide our actions, steer our science, and inspire the nutritional philosophy behind all our food.



3 GOOD HEALTH AND WELL-BEING



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



17 PARTNERSHIPS FOR THE GOALS

Our action is aligned with the United Nations Sustainable Development Goals.

Our innovation goes beyond formulas, to include the size, shape and texture of our kibbles, the packaging in which they are delivered, and the services that accompany them.

### NO COMPROMISE ON QUALITY

The health and well-being of pets is Royal Canin's absolute priority. We have a responsibility to ensure that our products meet not only local laws and regulations but also our strict internal quality and food safety requirements.

We carry out quality audits on all suppliers and perform thousands of quality checks every month. More than 500,000 samples of our raw materials and our finished products are assessed according to our food safety and quality standards each year. Raw materials are only used if they comply 100% with our strict specifications.

All our products are manufactured in line with industry standards (ISO 9001, 22000, 12001, 14001, Good Manufacturing Practice Standard 'GMP' and General Principles of Food Hygiene 'GHP') and more than 20 other internal quality standards. Our compliance with these standards is evaluated several times per year, either internally or by 3<sup>rd</sup> party auditors.



Our environmental management system is certified ISO14001 by Lloyd's Register Quality Assurance (LRQA), for all R&D and product design phases. Our global procurement and manufacturing activities in Europe are also certified. Most of our factories have obtained ISO14001 certification, and we have committed to certify our worldwide activities from product design to distribution by 2025.

### ► Kibbles adapted to morphology and eating behaviour

Through the type of diet we develop - dry, wet, semi-moist, instant milk, or liquid diets, for example - we are able to enhance our positive impact on pet's health even further.

For our dry diets, we are adapting the size and shape of our kibbles to suit the anatomical characteristics of cats and dogs and their eating behavior, to help ensure they are able to properly grasp, masticate and digest their food. For example, our LABRADOR RETRIEVER kibble has a hole in the middle, that increases its volume without making it too hard to bite into.

This helps reduce ingestion speed, especially for this breed, which is well known for wolfing down its food.

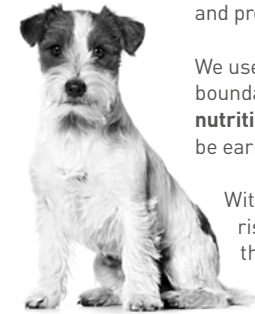


### ► Technologies to help reveal unseen patterns

Our holistic offer includes tools to help identify the needs of pets and provide carefully designed and tested nutritional solutions.

We use algorithms and complex mathematical methods to push boundaries in our goal of achieving **individualized health through nutrition**. Technologies that help reveal unseen patterns that might be early indicators of changes in a pet's well-being.

With RENAL DETECT for example, veterinarians can assess cats' risk of kidney disease before clinical signs occur, which enable them to adapt the cat's nutrition and environment as well as monitoring their follow-up earlier and faster.



### ► ROYAL CANIN® INDIVIDUALIS™ Tailormade Nutrition for each cat and dog

Optimal health is different for each pet. We believe that diets should cater for these nuances.

With the launch of ROYAL CANIN® Individualis™ in 2019, we offer a new degree of nutritional precision that allows us to meet the specific health needs of cats and dogs.



This new service is a bold scientific and technological commitment to offer veterinarians a nutritional solution adapted to each individual pet. The objective is to offer each cat and dog a tailor-made diets considering its age, weight, risk factors and possible pathologies.

ROYAL CANIN® Individualis™ is based on veterinarians' expertise combined with Royal Canin's nutritional knowledge, which allows for the co-creation of tailor-made diet. Veterinary data are fed into our algorithm, which can then determine the most suitable diet for the animal.

### ► Delivering tailor-made diet

We are looking into all areas where innovation can bring tangible benefits to the health and well-being of cats and dogs.

Thus, we are also designing formulas for veterinarians to contribute to the management of specific health conditions or for professionals to help their champion be at their best.

Developing diets for dogs and cats with very specific needs or for very specific uses enable us to push the boundaries of our knowledge and then to leverage the same science and technical nutritional know-how to all our products.



- PILL ASSIST™ is a kibble with a "malleable texture". Its shape allows owners to hide a pill within it for better administration and to ease swallowing.

- The ROYAL CANIN® ICU™ range includes a cap that is specially designed for easy tube feeding, allowing syringes to be filled directly from the bottle.

- MARATHON 5000 is a diet specifically designed for sporting and working dogs with extremely long periods of sustained activity, which contains a very high level of fatty acids (35%) to provide a very large amount of energy that can be used gradually during ultra-endurance exercise to maximize performance.





## PREVENTIVE CARE AND KNOWLEDGE-SHARING

It is a priority for us to develop and share our knowledge globally. Thanks to science, observation and partnerships, we acquire knowledge that we share with pet owners, veterinarians, breeders and other key players in the industry in order to promote the well-being of pets.

### COLLABORATING WITH VETERINARIANS TO HELP REDUCE OBESITY

Obesity is the #1 global pet health problem. More than 40% of cats and dogs worldwide are overweight or obese. At Royal Canin, we have a bold ambition to reduce the prevalence of pet obesity by raising awareness on the issue and promoting healthy habits through communication campaigns. We collaborate with veterinarians by promoting their role as a key partner and we provide them with tools to support their role in weight management.

### PARTNERSHIPS WITH BREEDERS

In the past few years, the rise of illegal breeding has become a serious threat for pets and for the breeding profession. It has an impact on the health of pets that are not bred in good health and hygiene conditions, not properly socialized,

and sold to any buyer without taking into consideration the compatibility between the pet and the future owner.

In an effort to help breeders to carry out their activities sustainably and soundly, Royal Canin has developed PROactive, an initiative with a strong focus on raising awareness of responsible breeding, responsible pet acquisition, and responsible pet ownership. Conferences, digital courses, and practical advice are available to increase breeders' knowledge and expertise with the support of our Royal Canin Associates in the field.

The Royal Start program, a digital breeding platform, was launched in 60% of our markets worldwide in 2021, as part of PROactive. Today 10,000 breeders are official users of the program and have registered almost 400,000 pets.

MORE THAN  
**40%**  
OF CATS AND DOGS  
worldwide are  
overweight or obese.



ONLY  
**40%**  
OF CATS are seen by a  
veterinarian, compared  
to 60% of dogs.<sup>(1)</sup>

### ADVOCATING FOR PREVENTIVE CARE FOR CATS

The Take Your Cat to the Vet (TYCTTV) initiative was launched in 2018 in reaction to findings from a Nielsen survey and our own internal research, which demonstrated that only 40% of cats are seen by a veterinarian, compared to 60% of dogs<sup>(1)</sup>.

However, preventive care through annual or bi-annual visits is critical to a cat's overall health and well-being. Royal Canin's TYCTTV initiative was created to raise awareness among cat owners about the importance of taking cats to the vet, to help vet clinics cater to cats while making visits more enjoyable.

Today Royal Canin has expanded the initiative to more than 20 countries and has partnered with ICatCare, committing to continue the project and to raise awareness around this issue for a total of at least five years.



<sup>(1)</sup> Reference: Study of 4,437 cat primary care givers globally on cat owners' relationship with their vets (SKY agency, 2018).



Royal Canin US was the first market to launch the initiative. They created a 360° marketing plan to educate consumers, encouraging Associates to spread the word while ensuring that veterinarians remained at the center of the solutions. In partnership with Banfield Pet Hospital and retail partners, such as PetSmart and Chewy, Royal Canin US offered 200,000 free veterinarian visits, donated \$50,000 to charities that help shelter cats receive veterinary care, and also broadcasted an 8-part educational web series featuring Kitten Lady, a famous cat rescuer, interviewing cat experts.


### TAKE YOUR CAT TO THE VET AND PROACTIVE INITIATIVES

  
**200,000**  
FOR FREE  
veterinarian visits in US.

  
**\$50,000**  
OF DONATION  
to US charities to help  
shelter cats receive  
veterinary care.



THE ROYAL  
START  
PROGRAM  
a digital  
breeding  
platform, was  
launched in 60%  
of our markets  
worldwide in  
2021 as part of  
PROactive.

  
**ROYAL START**  
**60%**

TODAY  
**10,000**  
BREEDERS are official users of  
the Royal Start program and have  
registered almost 400,000 pets.

**8** PART EDUCATIONAL  
WEB SERIES  
featuring Kittin Lady,  
the famous cat rescuer.

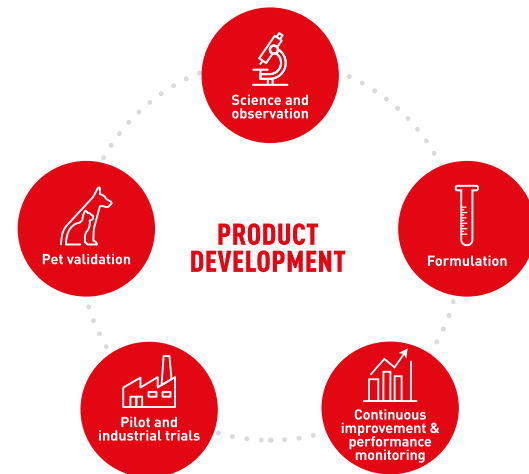
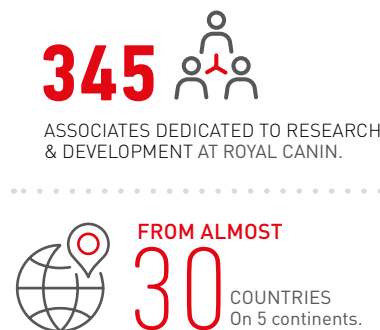
## RESEARCH AND INNOVATION AT THE SERVICE OF HEALTH AND SUSTAINABILITY

### CUTTING-EDGE RESEARCH AND DEVELOPMENT

To improve the daily well-being of cats and dogs through nutrition, **Royal Canin relies on a scientific approach that places the needs of the animal at the heart of the formulation process**, from the outset of each innovation.

Observation is at the core of how we formulate our diets. We have two pet centers that allow us to improve our knowledge of cats and dogs. The cats and dogs housed there are observed continuously and studied from the lens of their health and well-being.

While we analyze palatability, digestibility, and feeding behavior, we never conduct intrusive tests. Our pet centers are designed to provide stimulation, recreation, and exercise for our resident pets. All of our resident pets enjoy comprehensive onsite veterinary care and are adopted into loving homes after their stay at our facility (see page 25).



Our Research & Development (R&D) team is constantly informed by and, indeed, contributes to scientific literature and the latest discoveries in the field of pet nutrition and observation. This helps us to innovate in different fields that share the common goal of improving the health of pets.

We use methodologies such as design thinking, lean start-up, and growth hacking. We have embarked on an unprecedented disruptive innovation journey with Artificial Intelligence, a revolution in animal health. Algorithms and complex mathematical methods enable us to push boundaries in our goal of bringing tangible health benefits to each cat and each dog.

R&D is also playing a leading role in the development of lower-carbon formulas and more circular packaging options.

### SHARING KNOWLEDGE THROUGH PUBLICATIONS

The origin of Royal Canin lies in science and observation, which means that knowledge is and has always been central to our business. We use this knowledge not only to produce high-quality nutrition for cats and dogs, but also to develop and share knowledge through publications. These help us, as well as pet owners and pet professionals, to better understand and better care for cats and dogs.

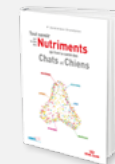
**IN 2020, WE PUBLISHED DOZENS OF MAGAZINES, GUIDEBOOKS AND ENCYCLOPEDIAS FOR OUR STAKEHOLDERS. HERE ARE FIVE EDITIONS WE'RE PARTICULARLY PROUD OF:**



► **Veterinary Focus Magazine:** a magazine to share knowledge with veterinary professionals  
<https://vetfocus.royalcanin.com/>

► **Practical Guide to Dog Breeding,** a guide of practical advice for breeders on dog breeding.

► **Everything You Need To Know About The Role Played By Nutrients For The Health of Cats & Dogs,** a review of each of the nutrients needed for healthy cats and dogs, by Pr. Dominique Grandjean, Director of the Sport and Breeding Medicine Unit at the National School of Veterinary Science in Alfort (France).

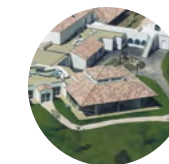


► **Kitten & Puppy Guides:** guides to accompany pet owners in the first steps of their responsible pet ownership journey.



► **Encyclopedias:** ROYAL CANIN® published the very first Cat Encyclopedia in 1998. An updated version was published in 2017, co-written by 18 scientists, veterinarians and cat-experts from around the world.

### OUR TWO PET CENTERS



**PET CENTER AIMARGUES**

**7ha**



**CLOSE TO 150**  
cats

**MORE THAN 200**  
dogs

**40**  
Associates



**PET CENTER LEWISBURG**

**51ha**

**65**  
Associates

**200**  
dogs

**CLOSE TO 200**  
cats



# WE INTEND TO CONTRIBUTE TO ALLEVIATE THE IMPACT ON OUR PLANET

THE HUMAN POPULATION IS EXPECTED TO GROW TO 9.9 BILLION BY 2050 ACCORDING TO THE 2020 WORLD POPULATION DATA SHEET AND WITH IT, DEMAND FOR FOOD WILL GROW TOO.

THE COMBINED EFFECTS OF AN INCREASE IN THE HUMAN POPULATION AND RISING STANDARDS OF LIVING IN DEVELOPING COUNTRIES WILL HAVE A PARTICULARLY STRONG IMPACT ON THE DEMAND FOR ANIMAL-DERIVED OR ALTERNATIVE PROTEINS.



## CARBON NEUTRALITY

Humanity's greenhouse gas (GHG) emissions have affected the composition of our atmosphere and caused changes in the climate. Climate scientists measured 2016 as the warmest year on record, and 18 of the 19 warmest years have occurred since 2001 (NASA, 2019). What's more, climate scientists, through the Intergovernmental Panel on Climate Change (IPCC) published an eye-opening report showing the significantly greater risks we face if we don't limit climate change to 1.5°C. The scientific consensus on the need for urgent action is clear.

To improve our environmental footprint and make a meaningful positive difference to the planet we are taking some bold commitments.

In October 2021, ROYAL CANIN® brand announced its commitment to become certified carbon neutral by 2025 with its first product range aiming to be certified carbon neutral by 2022.

ROYAL CANIN® plans to use the PAS 2060 standard for carbon neutrality, a robust and internationally recognized standard, and the brand will report transparently and regularly on its journey.

*"We believe that making this bold carbon neutral commitment will inspire and mobilize new and impactful ideas, action and results across ROYAL CANIN®'s global value chain that help us significantly improve our environmental footprint and make a meaningful positive difference to pets, people and the planet."*

Loïc Moutault,  
CEO at Royal Canin



Our action is aligned with the United Nations Sustainable Development Goals.

### THE ACTION AREAS ROYAL CANIN® WILL TAKE TO ACHIEVE CARBON NEUTRAL BY 2025 ARE AS FOLLOWS:

- 1. Transitioning to renewable electricity**, by achieving 100% renewable electricity across our factories and offices, while reducing energy consumption overall.
- 2. Procuring sustainable ingredients**, by leveraging our nutrient-based approach and reducing carbon emissions through the reformulation of products, including switching to sustainably sourced proteins and low-carbon intensity ingredients.
- 3. Reducing waste and boosting circularity**, by significantly boosting recyclability, compostability and the use of reusable packaging in alignment with Mars's ambitious packaging sustainability goals.
- 4. Climate-smart business transformation**, from management practices to the engagement of Associates, suppliers and business partners in the journey.

For any residual emissions that ROYAL CANIN® cannot completely remove or reduce, the brand will invest in high-quality, removals-based certified carbon credits. The use of removals-based credits is aligned with the SBTi Net Zero Foundations paper.

And ROYAL CANIN® is not alone. We are committed to taking action to reduce our footprint together with business partners, suppliers and overall stakeholders across our value chain worldwide.



## A HOLISTIC APPROACH TO ENVIRONMENTAL CHALLENGES

At Royal Canin, we integrate sustainability principles into our entire business process, from product design to final distribution. This allows us to pursue our sustainability goals throughout the entire lifecycle of our products.

Every year, we increase our efforts to map our key supply chains, in close collaboration with our suppliers. We aim to understand our sourcing, from the location of the farm where raw materials are produced to the supplier's site. With this information, we aim to calculate the specific footprint of the raw materials we use in each factory. This also allows us to assess environmental impacts risks such as deforestation or water scarcity in high-stressed areas. Stepping back to look at our global footprint, this helps us to prioritize and concentrate our efforts in those areas where we can have the highest impact.

### PRODUCTS DESIGNED TO MITIGATE CLIMATE CHANGE

The basic principle behind our science-based nutritional philosophy is to feed pets with a precise combination of nutrients, by incorporating ingredients selected for their specific nutritional profile into our formulas.

Each product is associated with a specific nutrient profile that will be the same all around the world. However, the raw materials used to cater for this nutrient profile can vary according to the regions and factories, depending on the raw materials that are available locally.

We know the carbon footprint – and the impact on land and water use – of each one of our 550 nutritional offers. Our nutrient-led approach allows us to optimize our selection of ingredients and in some cases to move beyond “conventional” ingredients, to produce meals that offer equivalent or superior health benefits for cats and dogs, while also reducing environmental impacts throughout the supply chain (see page 17 the example of feathers as an alternative source of protein).

### USING BY-PRODUCTS

We also have the opportunity to secure nutrients, help protect the environment, and reduce food waste by using high-quality by-products, which are defined within the human food system as ingredients not typically consumed by humans. These **by-products are safe and high-quality and often have a much lower impact on climate change than the meat used for human food.**

We use by-products from both animal and plant sources. These by-products are an excellent source of protein, fat, minerals, and vitamins, which play a vital role in supplying essential amino acids to rebuild and renew organs and muscles, supporting the immune system and supplying energy.

### IMPROVING THE ENVIRONMENTAL FOOTPRINT OF RAW MATERIALS

Most of our environmental impact is concentrated in just a few of the raw materials that we use. In fact, two thirds of the greenhouse gas (GHG) emissions in our raw materials supply chain can be attributed to seven raw materials: beef, corn, poultry, rice, seafood, soy, wheat. The environmental impact of these raw materials is partly determined by their origin.

We seek to mitigate our environmental impact by sourcing raw materials from locations near our factories where possible, which can help reduce the environmental footprint driven by transport and logistics.

We seek to forge strong long-term and mutual relationships with our suppliers to help ensure that the raw materials we use are produced according to best practice. These strong



relationships have helped deliver the successful, collaborative roll-out of sustainable sourcing for a number of our key raw materials, including soy, fish and paper.

As we make further progress on sustainable sourcing, we will work with suppliers to develop regenerative agriculture projects, to improve farm resilience while reducing the GHG emissions of the raw materials that are produced.

### REDUCING ENVIRONMENTAL IMPACTS AT OUR SITES

Our commitment to sustainability and to reducing our climate footprint starts at home. By 2025, we aim to reduce direct emissions from our factories and offices by 42% compared to a 2015 baseline (139kt). These targets require significant changes in the places where we work: our factories and our offices.

### MAKING OUR FACTORIES GREENER

Our factories are the main source of our direct GHG emissions, mainly due to energy consumption. The energy used in our manufacturing process is mostly in the form of electricity for machinery, or natural gas for boilers and driers.

We currently purchase enough renewable electricity to cover nearly 75% of all operations in the Royal Canin factory network worldwide. We are also seeking to reduce our energy use more broadly.




**CAPITAL EFFICIENCY:** investing in more efficient equipment and processes.

**OPERATIONAL EFFICIENCY:** decreasing energy use, water use and waste through changes in practices and behavior.




**NEW TECHNOLOGIES:** developing and deploying innovations that change the way we do things.

TODAY, WE ARE PLEASED TO REPORT THAT:

**100%**   
**OF THE FISH** we use is MarinTrust, Aquaculture Stewardship Council or Marine Stewardship Council certified.

 **100%**

**OF THE BRAZILIAN** soy we use (which represents 22% of our overall soy sourcing) is RTRS or Proterra certified.

**86%**   
**OF PAPER** of the pulp used in our secondary packaging comes from recycled sources; the remaining 14% is virgin Forest Stewardship Council (FSC) certified pulp, from forests that are sustainably managed.

To reduce GHG emissions, we aim to have 100% of the energy we use coming from renewable sources: biomass (including biogas), geothermal, solar, water and wind either sourced from the market or self-produced.

Water use is another important issue we're tackling within our operations. Among our 16 factories, two (Cambrai, France, and Johannesburg, South Africa) are located in "water-stressed areas" (according to the Acqueduct, World Resource Institute <https://www.wri.org/aqueduct>). This means that the consumption of water in both locations exceeds its availability. For water-stressed sites, our target is to avoid increasing water consumption compared to a 2019 baseline. In all our factories we take action to reduce water usage, to recycle water in our process or to treat wastewater.

## OUR OFFICES ARE ECO-FRIENDLY

Many of our offices already source electricity locally from renewable sources or produce their own electricity, including the Global Head Office in Aimargues (France).



Furthermore, all our offices have Sustainability Champions who are leading a local collaborative program called GoGreen, which seeks to reduce the impact of our offices and our Associates on the environment. GoGreen is based on a scorecard that includes 100 items, ranging from communication and training, to waste management, energy intensity, air quality in the office and some social performance parameters too.

Ten percent of the profit sharing for Associates in Aimargues HQ is based on the performance of the GoGreen office program. A guide of good practices has been published and distributed to all Associates.

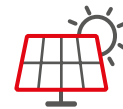
## THE INITIATIVES FROM OUR HEAD OFFICE IN AIMARGUES ARE, FOR EXAMPLE:

Beehives and insect hotels have been installed on the Head Office ground, providing benefits in terms of biodiversity and the conservation of endemic species.



A carpooling app has been developed for Associates.

Solar panels have been installed on the roof of the Head Office.



Electric charging points have been made available at the campus parking lot, for electric and hybrid cars/bikes. Associates are encouraged to use low-carbon transport.

FISH OIL  
**100%**  
MarinTrust



## REDUCING PRESSURE ON NATURAL RESOURCES



### FROM FISH OIL TO ALGAE

Omega 3 fatty acids (EPA/DHA) play an important role in pet nutrition, notably in the formation of animal cell membranes, in the development of the neurological system (brain, eyes and nerves), in immune function and in the inflammatory process which occurs in response to tissue injury or infection.

Royal Canin has traditionally incorporated these nutrients into its meals by adding fish oil that is 100 % MarinTrust certified and derived from small pelagic fish. Moreover, Royal Canin has identified specific varieties of algae that can serve as an alternative source of EPA/DHA. Using this alternative ingredient can help to reduce pressure on fish ecosystems.

Once such an innovative ingredient has been identified, we conduct rigorous tests on the product to ensure that it meets our health, quality and food safety standards and we obtain authorization from international food safety authorities before using it in our formulae. We should soon be able to start using algae oil as a source of EPA/DHA in our products.

### FEATHERS AS AN ALTERNATIVE SOURCE OF PROTEIN

ROYAL CANIN® Anallergenic (ROYAL CANIN® Ultamino in North America) is an innovative diet with proven effectiveness for the long-term nutritional support of pets suffering from Adverse Food Reaction (AFR). The proteins in our ROYAL CANIN® Anallergenic line (ROYAL CANIN® Ultamino in North America) come from specifically processed poultry feathers, allowing the diet to achieve the highest rates of tolerance on the market. In fact, highly hydrolyzed feather proteins cannot be recognised by the animal's immune system and are therefore unable to induce allergy. The feather is – so far – the only ingredient which is hydrolyzed to such an extent. By choosing an alternative and very highly hydrolyzed source of protein (not used in the human food chain) as the Anallergenic™ protein source, we are creating a sustainable supply chain which can help to enable the human & pet food industries to continue to co-exist in the future.



OUR WASTE MANAGEMENT STRATEGY

PACKAGING BASED ON CIRCULAR ECONOMY PRINCIPLES

The challenge of moving beyond multilayer single-use flexible packaging  
Packaging plays an important role in the delivery of products to our consumers. It protects finished products up to the point of final consumption, helping to preserve the quality and the health benefits of our diets. Packaging also conveys important legal and nutritional information, differentiates our brands on shelves and provides consumers with recommended feeding guidelines.

ELLEN MACARTHUR FOUNDATION'S NEW PLASTICS ECONOMY GLOBAL COMMITMENT

Mars, Incorporated has signed the Ellen MacArthur Foundation's New Plastics Economy Global Commitment, which encourages responsible behavior and calls for collective engagement to collect and recycle all packaging. We have committed to reduce our virgin plastic use by 25%, to integrate 30% average recycled content in our plastic packaging<sup>(1)</sup> and for 100% of our plastic packaging to be reusable, recyclable, or compostable by 2025. We are determined to ensure that these commitments do not compromise our high quality and food safety standards or the nutritional profile and freshness of our products throughout their entire lifecycle.

TODAY, ROYAL CANIN'S RETAIL PACKAGING TAKES SEVERAL FORMS:



Paper and plastic bags (for dry food).



Aluminum or multi-steel cans and pouches (for wet food).

<sup>(1)</sup> Target dependent on advancement of chemical recycling at pace and scale & alignment of food safety regulations.

PARTNERING WITH OUR SUPPLIERS FOR RECYCLABLE DESIGN

We have significantly reduced the thickness of our plastic bags, which has resulted in more than ten thousands of tons of GHG emissions reduction without compromising on food safety. We saved 920t of plastic, 500t of paper and reduced by 10 µm the thickness of our 2kg and 4kg bags between 2007 and 2016. We will soon go one step further and launch, in collaboration with our suppliers, our first mono-material plastic bags that will be fully recyclable through today's recycling systems where infrastructure exists and that is optimized for more advanced recycling systems. We will officially launch these bags with the ROYAL CANIN® Birth and Growth redesigned range (puppy and kitten diets) in early 2022.

Together with partners, we are investing into research and development to help ensure that our next-generation packaging is fully recyclable, while continuing to meet rigorous food quality and safety standards.

MODERNIZING RECYCLING INFRASTRUCTURE THROUGH INDUSTRY PARTNERSHIPS

By 2025, we intend to reduce virgin plastic use by 25% and integrate up to 30% average recycled content in our plastic packaging.<sup>(1)</sup> To increase the supply of food-grade post-consumer resin (PCR), the recycling industry needs to work towards establishing more advanced recycling facilities, which can generate recycled plastics at a quality that is of use to food producers. This system-wide change in recycling infrastructure can only be achieved if all players work together to create large-scale demand for food-grade recycled content.

To this end, we actively engage with collaborative initiatives like CEFLEX (Circular Economy for Flexible Packaging) in Europe and Plastic Pollution Coalition to work towards the goal of a circular economy for flexible packaging in Europe by 2025.

ALTERNATIVE COLLECTION POINTS

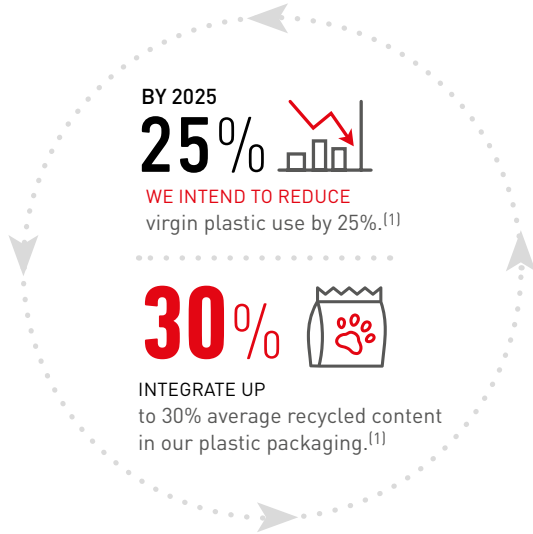
In the United States, Canada and Australia, we encourage the collection and recycling of selected bags via collection points. In these countries our type of bags cannot be recycled in the existing infrastructures, thus we initiated a partnership with TerraCycle® to set up collection points at different locations within their communities, including veterinary clinics, pet retailers and other points of sale and encourage consumers to return their packaging after use.

AVOIDING SINGLE USE PACKAGING

We are also innovating and testing new models for delivering our products directly to consumers, which allow us to avoid single-use plastic packaging. As an example, in April 2021, we opened our first Atelier Félin in Paris, a test-and-learn concept store that offered 20 to 30 dry food options from ROYAL CANIN®'s Health, Care and Breed lines, directly to the consumer. We got rid of conventional packaging and proposed a reusable and recyclable metal box for the purchase of food.

OUR FACTORIES ARE ZERO WASTE-TO-LANDFILL

Since 2015, all our factories are zero waste-to-landfill. Cardboard and metal are recycled locally, food waste is composted, incinerated, or put through a methanization process that produces energy.



WORKING WITH CONSUMERS TO PROMOTE RECYCLING AND ENCOURAGE NEW CONSUMPTION PATTERNS

To facilitate consumers' role in the collection, sorting, and recycling of Royal Canin packaging, we are digitizing recycling instructions whenever possible. This information will be progressively implemented from first quarter 2022 through a QR code that is printed on our packages. In this way, we can provide clear, accurate and relevant information to consumers, adapted to their location and language.





# ROYAL CANIN X OLVEA FISH OILS

The Fishery Improvement Project in Mauritania is an example of how we collaborate with our partners on a mutual journey to achieve our purpose: A BETTER WORLD FOR PETS.



## • SCIENCE AND OBSERVATION

At Royal Canin, nutrition is based on **science and observation** in partnership with pet professionals and scientific communities.



## • NUTRIENTS OVER INGREDIENTS

We have a **nutrient-led approach** that enables us to address the uniqueness of pets and to move beyond conventional ingredients to reduce our environmental impacts throughout the supply chain. Cats and dogs need EPA-DHA for nutritional purposes (among others for anti-inflammatory issues).

## • SOURCES OF EPA-DHA

EPA and DHA are found in fish oil.



## • SUSTAINABLE SOURCING

At Royal Canin, we are committed to **sourcing more sustainable marine ingredients** and supporting fishery improvement projects as reported by FisheryProgress.org. We partner with OLVEA Fish Oils, a leading French supplier of omega 3 fish oils, to support efforts in the Mauritania FIP. OLVEA Fish Oils mainly source fish from Peruvian and African coastal waters.



## • BIODIVERSITY PROTECTION

In 2012, to **secure sources of fish oils** while mitigating risks to fish stocks, OLVEA Fish Oils decided to extend its sourcing to North Mauritania. The local fishery industry was emerging but needed a framework to grow in a sustainable way.



## • 2017: CREATION OF THE MAURITANIAN SMALL PELAGIC FISHERY IMPROVEMENT PROJECT (FIP)



### Objective

Create the conditions for transparent and sustainable governance of Mauritanian fisheries.

### MarinTrust certified

A credible and robust standard that enables producers of raw materials in the fishmeal and fish oil industry to demonstrate responsible business practices.



### A joint effort

between the private sector\* and the government.\*\*

\* OLVEA Mauritania, ROYAL CANIN, RIM Fish Meal, Mah El Turk, FH Procurement SARL, Atyfen  
\*\* Mauritanian government & administrations, Mauritanian Ministry of Fisheries and Maritime Economics (MPEM), National Office for Sanitary Inspection for Fisheries and Aquaculture (ONISPA), Mauritanian Institute of Oceanographic and Fisheries Research (IMROP)



## • POSITIVE IMPACTS OF THE FIP



### Economic

The local industry grows in a sustainable way transitioning over the long term to more sustainable fishing practice. Local actors can get access to international markets.



### Social

A Fishery Progress Human Rights and Social Responsibility Policy has been developed to help reduce human and labor rights risks and to provide a common framework for reporting on social performance in fisheries. This policy is in line with national regulations and international standards set by the International Labour Organization (ILO).



### Environmental

The program seeks to avoid unsustainable use of fish. It supports the development of a framework and structures for the management of trans-boundary pelagic fish stocks in the region. It also implements a monitoring, control and surveillance system of the fish population.



## • PRODUCTION

When the fish oil is certified by MarinTrust (planned for the first quarter of 2022), we will use fish oil from Mauritania. It will be delivered to our **4 Royal Canin European factories** (2 in France, 1 in Poland, 1 in Austria). 90% of Royal Canin products contain EPA-DHA.



## • DELIVERY

**Delivery to our distribution channels:** breeders, veterinary clinics, retailers.



## • PET OWNERS AWARENESS

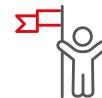
As a responsible company, we **educate pet owners on pet health nutrition to help them make the right choices for their pet**. They feel confident in buying a product that is better for their pet, the planet and the people involved in the value chain.



## • CATS AND DOGS FIRST

By sourcing more sustainably we are better able to, fulfil our mission of transforming each cat & dog's health & well-being by pushing the limits of nutrition and knowledge together with our partners.

ON THIS MUTUAL JOURNEY WE HELP TO SECURE A VIABLE FUTURE FOR OUR STAKEHOLDERS AND THE NEXT GENERATION.



# PEOPLE ARE CENTRAL TO OUR VISION FOR A SUSTAINABLE FUTURE

THIS IS TRUE WITHIN OUR ORGANIZATION, WHERE WE ENDEAVOR TO PROVIDE OUR ASSOCIATES WITH THE BEST POSSIBLE WORKPLACE ENVIRONMENT AND ENCOURAGE TEAMS TO “THINK SUSTAINABLY” AND BECOME GLOBAL ADVOCATES FOR THE CAUSE.



Our action is aligned with the United Nations Sustainable Development Goals.

We also put this philosophy into practice in our relationships with people outside our organization. Driven by our passion for pets' health and well-being, we have developed long-term, meaningful relationships with pet professionals – such as breeders and veterinarians – to produce high quality nutrition for cats and dogs and to support their daily activities

through relevant tools and services. Moreover, we seek to address external social equity by strengthening ties with all communities in which we operate. In this way, putting Economics of Mutuality into action, we build social and human capital in our ecosystem and leverage our long-term mutual relationships as the most effective means to bring about our vision.



# PEOPLE



## WELL-BEING AND INCLUSIVENESS FOR ASSOCIATES

### INTRODUCING OUR ASSOCIATES

To deliver on our Purpose, Royal Canin relies on more than 8,000 Associates – including 500 veterinarians, scientists, and qualified nutritionists – representing a multitude of different nationalities, languages and cultures. Our Associates uphold our Five Principles: Quality, Responsibility, Mutuality, Efficiency and Freedom. We depend on their engagement and dedication to achieve our mission of transforming the health and well-being of cats and dogs.

The term “Associate” defines the relationship between our business and our people, which is centered around mutual trust, dignity, and respect. As an employee you work for someone. As an Associate you work with someone.

8,000  
Associates



28  
nationalities

Our 13-member Global Leadership Team is gender balanced and composed of 7 nationalities. Among the 8,000 Associates, we count 48 nationalities. We therefore strive to make our offices and factories the best possible working environment for all our Associates. We are part of Mars, Incorporated, a family-owned business that, for the 7<sup>th</sup> consecutive year, was **featured on the “World’s Best Workplaces in Manufacturing and Production” list (rank#5 in 2020) by the Great Place to Work Institute.**

### INCLUSION AND DIVERSITY: DRIVERS OF SUSTAINABILITY

Knowing our Associates feel valued, no matter who they are or what their background may be, is a source of pride for Royal Canin. We understand that inclusion and diversity are important drivers in the creation of a sustainable business. We embrace different

perspectives and unique ways of thinking because we believe that our differences make us even better, together. Instilling a spirit of diversity and inclusion starts at the top; that is why we train our managers to create a welcoming, open environment that values every Associate and allows them to develop their careers. All sites take their own steps to create a culturally inclusive environment, encouraging open collaboration and communication.

### CARE PROGRAM

Within the framework of our CARE program (Communicate, Animate, Review, Experiment), we encourage our Associates to form Associate Resource Groups and provide them with a budget to create their own Associate-driven initiatives to promote inclusion and diversity across the organization. We encourage initiatives to improve representation of people with disabilities, women, Black, Asian, and Latino communities, LGBT, and both younger and older generations.



BELOW ARE SOME OF THE INITIATIVES THAT WE WERE ABLE TO BRING TO LIFE IN 2020 AT OUR HEADQUARTERS BASED IN AIMARGUES (FRANCE) TO NOURISH HEALTH AND WELL-BEING:

- In July 2020, we signed a new agreement to introduce flexible / remote working arrangements for our Associates, a crucial response to the COVID-19 pandemic that will be maintained even after the crisis.
- In September 2020, we opened an infirmary to support us in our management of the COVID-19 pandemic and to enhance our activities in the field of occupational health.
- We offer a variety of health services, including osteopathy, seasonal flu vaccinations, a mental health listening and counselling platform (PROS-consulte), as well as remote medical consultations through our partnership with AXA insurance group.
- We created a new workspace to foster collaboration and improve well-being. In September we introduced the Agora patio, a convivial and collaborative space for our Associates.

### OUR SITES ARE RESPONSIBLE WORKPLACES

**Health is our North Star.** This includes the physical and mental health of our Associates. Our Mars Be Well program is dedicated to creating a sustainable, healthy, and energized workplace culture.

#### In 2020, Mars, Incorporated ranked :

**4<sup>th</sup>** in Europe’s best Workplaces™ (Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Norway, Portugal, Spain, Sweden, The Netherlands, UK).  
**6<sup>th</sup>** in the World’s Best Workplaces™ In 2019, Mars, Incorporated ranked: **3<sup>rd</sup>** in the Best Workplace in Manufacturing and Production.

Within our factories, we have introduced what we call the Mars Responsible Workplace program. It allows us to understand and take action to increase respect for human rights and improve the working lives of Associates in our workplaces around the world. Responsible Workplace assessments are conducted to celebrate successes and identify areas for improvement.

### OUR OFFICES ARE PET FRIENDLY

Research published in the International Journal of Workplace Health Management<sup>(1)</sup> has shown that individuals who bring their dogs to work experience less stress and greater job satisfaction than their peers. Our Associates are encouraged to bring their dogs into work, and we continuously improve our facilities and policies to create a positive environment for Associates and their pets alike.

We also run a pet sponsorship program which allows Associates to take care of a dog from one of our two pet centers. This program has a positive impact on our Associates, and is also a positive way to help our pets to socialize before they get adopted when their career at Royal Canin comes to an end. Our Chinese office is cat-friendly: Associates can bring their cat to work.



**(1) Reference:** Wilkin, Christa L., Paul Fairlie and Souha R. Ezzedeen. “Who let the dogs in? A look at pet-friendly workplaces”. International Journal of Workplace Health Management 9.1 (2016): 96-109.

WE REGULARLY ASSESS OUR PERFORMANCE AGAINST THE TARGETS THAT WE HAVE SET FOR OURSELVES:



**100%**  
OF OUR LEADERSHIP TEAMS must be gender-balanced, meaning that the ratio of women to men in the leadership is 50/50.

### WE ENSURE

that our leadership teams reflect the passports and ethnicities of the markets in which they operate.



**100**  
DOGS are approved to come and stay in the office across our sites in France.



## INVESTING IN HUMAN CAPITAL

The sustainable future that we envision for pets, the planet, and people can only come to fruition if we invest in the knowledge and skills that will be needed tomorrow, both within our organizations and throughout our broader ecosystem. Our investments in human capital are in line with Sustainable Development Goal 4 (Quality Education) and includes both the personal development of our Associates and the external training and education services that we provide to our external stakeholders, around whom we have built our business model.

### A PERSONAL DEVELOPMENT PLAN FOR OUR ASSOCIATES

We really value our Associates and the amazing contribution they make to our business, so we think it is only fair that we invest in their future. By giving Associates the opportunity to grow in their roles and access our digital learning offer, great functional colleges, and award-winning leadership programs, they are empowered to take ownership of their career development.

This is why Associates across our organization have drawn up a yearly Personal Development Plan, agreeing on functional and personal development objectives with their managers. **As part of their Personal Development Plan, Associates have access to a vast range of learning programs through Mars University, including top-of-the range courses offered by external partners like Harvard University.**

### ETHICAL STANDARDS FOR CONDUCTING BUSINESS

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. These expectations are detailed in our Supplier Code of Conduct.



Our Associate Ethics & Compliance Guide clearly describes our zero tolerance for corruption in any form, including commercial bribery. Training for our Associates helps them identify corruption-related risks so we can effectively mitigate those risks. Our Supplier Code of Conduct also requires all of our direct and indirect suppliers to comply with applicable legal requirements, including the US Foreign Corruption Practices Act and the UK Bribery Act.

### BUILDING HUMAN CAPITAL IN OUR ECOSYSTEM

Building human capital in our ecosystem is one of the ways in which we strengthen ties with the communities in which we work, to promote a more collaborative environmentally friendly and thriving ecosystem. We collaborate closely with an extensive network of prescribers and distributors (breeders, veterinarians, specialist shops) to constantly improve our collective knowledge of the real needs of cats and dogs and to jointly find the right nutritional solutions. To share this knowledge, we organize hundreds of lectures each year for pet professionals, on diverse topics such as animal

care, obesity awareness, the benefits of a balanced diet or the effects of a sedentary lifestyle on animals and animal nutrition.

### SUPPORTING OUR PET PROFESSIONALS TO RUN SUSTAINABLE ACTIVITIES

Every year, we organize a global event in Montpellier (France) to allow veterinarians from across the world to compare experiences, both scientific and managerial, and to share their successes.

#### VET SYMPOSIUMS

- In 2019, the 5<sup>th</sup> edition of the Vet Symposium was attended by 535 veterinarians from 85 countries. Participants were invited to discover our unique Campus based in Aimargues (France).
- In 2020, travel restrictions linked to the COVID-19 pandemic obliged us to hold an e-Vet Symposium, instead of our traditional in-person conference. This allowed us to extend our reach even further: simultaneous translation into 4 languages supported the participation of more than 10,000 people from 122 countries.

### A DEDICATED PROGRAM FOR STUDENTS AND YOUNG GRADUATES

Independent studies have shown that veterinarians may face significant levels of stress and a large percentage of them have considered leaving the profession altogether.

At Royal Canin we feel a responsibility towards veterinarians and want to ensure that our partners thrive. In the last few years, we have piloted a project in Indonesia to support new and recently graduated veterinarians. And we are building on this in 2021 by rolling out a pilot program worldwide aimed at supporting the resiliency skills of new and recently graduated veterinarians in partnership with the Lincoln Institute. Our goal for this program is to **drive the sustainability of the veterinary profession by building resiliency and ultimately improve retention of veterinarians within clinical practice.**

Over the next 4 years, the plan is to launch a post-graduate MBA course encompassing 3 different areas:

- Veterinary Resilience, Communication and Non-technical skills
- Business/nutrition skills
- Mental health (in collaboration with veterinary mental health psychologists)

Since the beginning of 2021, 129 veterinarians from 23 countries have joined the pilot program.



#### PROACTIVE

Breeders are the historical partners of Royal Canin

To support pet professionals to run their activities soundly and sustainably, we launched the PROactive initiative providing valuable skills and knowledge to breeders through various tools such as exclusive conferences, digital courses and practical advice (Read more on PROactive page 8).



OVER

160



Scientific Communication Associates around the world.

OF WHICH ABOUT

95%

are vets, currently offering lectures to our external stakeholders.

# PEOPLE

## STRENGTHENING TIES WITH OUR COMMUNITIES

At Royal Canin, we promote Mutuality as one of our key principles.

We want our Associates to be the main advocates of our sustainability commitments. We also want our Associates across the globe to be given the opportunity to develop their skills and capabilities while building strong partnerships worldwide.

Additionally, we seek to address external social equity by strengthening ties with all communities where we operate, as we intend to promote a more collaborative environmentally friendly and thriving ecosystem. **We believe that operating for the benefit of the people and the planet creates new opportunities for businesses, society, and the environment.**

### RELATIONSHIPS WITH OUR SUPPLIERS

We give considerable attention to ensuring positive social impact in our supply chain.

**Our long-standing relationships with partners and suppliers are key to help us reach our sustainability objectives.**

### MARS VOLUNTEER PROGRAM

The Mars Volunteer Program (MVP) is a worldwide initiative that allows Associates to participate in volunteer events to benefit the communities in which we operate and from which we source our products. Associates can

use some of their working hours to volunteer. MVP increases Associate engagement, provides opportunities for professional development, fosters team morale, and helps to build stronger ties with partners in our community.

In 2020, volunteers supported animal shelters and the pets under their care to make it through the COVID-19 pandemic, by organizing virtual donation campaigns, offering remote veterinary consultations, and making their skills and talents available for shelters in need of resources, technical expertise, or general support.

### MARS AMBASSADOR PROGRAM

The Mars Ambassador Program (MAP) is a core component of Royal Canin's community engagement strategy and serves as a strong example of how we bring our Purpose to life. Through the Mars Ambassador Program, Associates have the opportunity to make a true, sustainable difference in the communities that serve our business.

**Since program inception, it is calculated that more than 45,000 volunteer hours valued at approximately \$3.8M have been donated by MAP Associates. In 2019, 83 Associates across all segments were selected to participate to MAP. Seven Royal Canin Associates from five countries were part of the adventure.**

Due to the COVID pandemic, we could not plan the MAP in 2020; we organized a virtual MAP to share expertise with our stakeholders.

# 45,000

volunteer hours valued at approximately.

# \$3.8M

have been donated by MAP Associates.

# 83

Associates across Mars, Incorporated were selected to participate to MAP.



SOME OF OUR LATEST PARTICIPANTS:

- **Mandy Emery (Inside Sales Rep/Technical Services Coordinator - Canada), American Prairie Reserve.** A group of Ambassadors spent one week in rural Montana, U.S. working with the American Prairie Reserve (APR) on a prairie dog habitat restoration project. Ambassadors helped control the spread of fleas to facilitate the reintroduction of other wildlife animals like the black-footed ferret, and assisted with general land and wildlife management field work.



- **Dean Richardson (Pet Nutrition Advisor - Australia), Pet Friendly Hurricane Relief** In 2017, Hurricane Maria devastated Puerto Rico, affecting 100% of households and the animal population. On this assignment, a group of Ambassadors spent one week collaborating directly with the rebuilding efforts at Santuario Canita (located in Guayama, Puerto Rico).

- **Slavena Buyuklieva (Scientific communication specialist - Bulgaria), Mission Rabies Community Engagement:** Mission Rabies has been at the forefront of rabies elimination in global rabies hotspots since 2013. With close to 1.5 million dogs vaccinated and more than 3 million children educated since the inception of the charity, Mission Rabies plays an important role in furthering the World Health Organization's goal of eliminating dog-bite transmitted rabies by 2030. Ambassadors joined the vaccination team in the field and experienced the logistical efforts needed in a disease elimination operation, as well as learning more about the operational research conducted on site.

## ROYAL CANIN FOUNDATION

Together with our partners, we commit to promoting the numerous benefits that pets can create, not only for their owners but also for society.

For this reason, we decided to launch the Royal Canin Foundation (officially registered on December 8th, 2020). The Royal Canin Foundation was founded to highlight the positive role of cats and dogs in our lives by investing in projects through which pets can contribute to improve human health and welfare.

THE ROYAL CANIN FOUNDATION HAS THREE FOCUS AREAS:

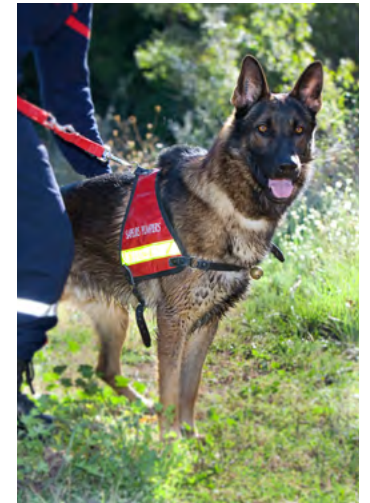
- Health and welfare of working dogs
  - Pets in support of medical health
  - Pets in support of mental health
- Currently, all the projects have been nominated and selected by our Associates.

This is a unique way of operating and puts Associates at the centre of the governance of the Foundation.

With the Royal Canin Foundation, we aim to create long-term value for society and for human health. The projects that qualify for support cover crucial areas like disease detection, assistance dogs, or therapeutic pets.

The Royal Canin Foundation focus areas aim to increase knowledge in terms of the human/pet relationship and, more generally, human/pet interaction in working situations. The knowledge and research gained from the selected projects will be shared globally to ultimately benefit pets.

IN 2021  
**\$1million**  
has been dedicated to 10 projects selected by Associates.



**ROYAL CANIN**  
foundation

**ROYAL CANIN**  
a division of Mars Petcare



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