
Mars Danmark A/S

Kay Fiskers Plads 10, DK-2300 København S

Annual Report for 2024

CVR No. 63 20 32 11

The Annual Report was
presented and adopted
at the Annual General
Meeting of the
company
on 26/6 2025

Nina Hald Dalgaard
Chairman of the
general meeting



Contents

	<u>Page</u>
Management's Statement and Auditor's Report	
Management's Statement	1
Independent Auditor's Report	2
Management's Review	
Company information	4
Financial Highlights	5
Management's Review	6
Financial Statements	
Income Statement 1 January - 31 December	12
Balance sheet 31 December	13
Statement of changes in equity	15
Cash Flow Statement 1 January - 31 December	16
Notes to the Financial Statements	17

Management's statement

The Executive Board and Board of Directors have today considered and adopted the Annual Report of Mars Danmark A/S for the financial year 1 January - 31 December 2024.

The Annual Report is prepared in accordance with the Danish Financial Statements Act.

In our opinion the Financial Statements give a true and fair view of the financial position at 31 December 2024 of the Company and of the results of the Company operations and cash flows for 2024.

In our opinion, Management's Review includes a true and fair account of the matters addressed in the Review.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Copenhagen, 26 June 2025

Executive Board

Maria Gutyerres
CEO

Board of Directors

Nina Hald Dalgaard
Chairman

Maria Gutyerres

Eleni Georgountzou

Independent Auditor's report

To the shareholder of Mars Danmark A/S

Opinion

In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 31 December 2024 and of the results of the Company's operations and cash flows for the financial year 1 January - 31 December 2024 in accordance with the Danish Financial Statements Act.

We have audited the Financial Statements of Mars Danmark A/S for the financial year 1 January - 31 December 2024, which comprise income statement, balance sheet, statement of changes in equity, cash flow statement and notes, including a summary of significant accounting policies ("the Financial Statements").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the Financial Statements" section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Statement on Management's Review

Management is responsible for Management's Review.

Our opinion on the Financial Statements does not cover Management's Review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the Financial Statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, in our view, Management's Review is in accordance with the Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement in Management's Review.

Management's responsibilities for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the Financial Statements unless Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Independent Auditor's report

Auditor's responsibilities for the audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Hellerup, 26 June 2025

PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab

CVR No 33 77 12 31

Martin Lunden

State Authorised Public Accountant

mne32209

Gösta Gauffin

State Authorised Public Accountant

mne45821

Company information

The Company	Mars Danmark A/S Kay Fiskers Plads 10 DK-2300 København S Telephone: + 45 43 24 51 00 Website: https://dnk.mars.com CVR No: 63 20 32 11 Financial period: 1 January - 31 December Municipality of reg. office: Copenhagen
Board of Directors	Nina Hald Dalgaard, chairman Maria Gutyerres Eleni Georgountzou
Executive Board	Maria Gutyerres
Auditors	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab Strandvejen 44 DK-2900 Hellerup
Lawyers	Bech-Bruun Advokatfirma Langelinie Allé 35 2100 København Ø
Bankers	Jyske Bank Vestergade 8-16 8600 Silkeborg Citibank Vesterbrogade 1L 5tv 1620 København V

Financial Highlights

Seen over a 5-year period, the development of the Company is described by the following financial highlights:

	2024	2023	2022	2021	2020
	TDKK	TDKK	TDKK	TDKK	TDKK
Key figures					
Profit/loss					
Revenue	616,227	602,600	529,713	498,367	481,415
Gross profit	238,132	230,968	198,303	203,632	193,441
Profit/loss of primary operations	118,879	118,095	88,308	79,784	76,536
Profit/loss of financial income and expenses	4,571	4,833	290	-340	-777
Net profit/loss for the year	108,357	84,086	68,909	62,532	58,749
Balance sheet					
Balance sheet total	287,438	274,583	220,806	205,278	243,666
Investment in property, plant and equipment	1,132	-476	-721	-4,205	-993
Equity	117,247	93,890	94,804	80,895	118,363
Number of employees	126	125	130	136	142
Ratios					
Profit margin	19.3%	19.6%	16.7%	16.0%	15.9%
Return on assets	41.4%	43.0%	40.0%	38.9%	31.4%
Solvency ratio	40.8%	34.2%	42.9%	39.4%	48.6%
Return on equity	102.6%	89.1%	78.4%	62.8%	50.4%

Management's review

Key activities

The Company sells the Mars Group's products, which are chocolate, ice-cream, gum, candy, pet food and human food in Denmark.

Development in the year

The income statement for 2024 shows a profit of TDKK 108,357, and on 31 December 2024 the balance sheet of the Company shows equity of TDKK 117,247.

2024 met the expected growth rates despite a challenging business environment with increasing operational, input and raw material costs, specifically for cocoa. Mars Danmark business demonstrated revenue growth of +5% in net sales vs 2023. The growth was driven mainly by the Mars Wrigley portfolio while also the up-and-coming snacking brand BE-KIND showed double digit growth.

The healthy topline growth is reflected in the financial profit before tax as the business demonstrates good control of expenses and with pricing mitigating the risk from raw materials transformed into finished products in our European factories.

The expected development

In 2025 net sales are expected to grow according to plan at 3% vs 2024. The business context remains volatile with high increases on core raw materials such as cocoa beans. The aim is to still to remain in good control of our expenses to minimize profitability loss vs 2024 driven by the increased cocoa pricing. Mars will continue to invest in our brands and the positive consumer trends in many segments gives us confidence in 2025.

Intellectual capital resources

The employees constitute a very important asset for the Company.

The Company operates in a very competitive market and great emphasis is placed on recruiting and retaining the best employees. Focus is on the continued development and training of the employees via ongoing feedback on performance and by offering relevant trainings to the employees.

The Employee experience focusing on the four themes engaged, energized, included and empowered is measured in cooperation with Qualtrics and the employees take an active part in the development of action plans to improve the employee experience with Mars as an employer year on year.

Statement of corporate social responsibility

Business model

In 1947, Forrest E. Mars, Sr. documented his objective to build a business that manufactures and distributes food products in a manner that creates "mutuality of benefits" for all stakeholders. Still owned by the Mars family, we remain committed to this objective at every level of the company.

Our policies and standards cover diverse areas, with examples including the Mars Marketing Code, Quality and Food Safety Standards, Improper Payments Policy, Competition Law Compliance Program and our Supplier Code of Conduct which among other things contain policies around human rights and climate impact. Mars Danmark is compliant with all Mars global policies.

Management's review

Mars Danmark is a sales and marketing organization whose key activity is to sell the products of Mars Incorporated in the Danish market. The products are confectionery, ice cream, pet food and human food. Furthermore, Mars Danmark hold the rights to utilize and exploit Wrigley intellectual property in Denmark.

Mars Danmark is a part of Mars North Europe, and is based out of its headquarters in Ørestad, Copenhagen. The Company has 140 employees (average number) located in its Copenhagen office who perform work within marketing, sales, finance, supply, HR, and corporate affairs. The Company bases its operations on five guiding principles: Quality, Responsibility, Mutuality, Efficiency, and Freedom. These principles aim to guide and unite business units across geography, language, and culture.

Risk analysis

The risk of Mars Danmark influencing the environment, social and employee relationships, human rights and anti-corruption by its actions is estimated to be limited. Mars Danmark complies with all relevant legislation in the mentioned areas. However, Mars Danmark is particularly aware of the risks related to packaging materials, transport associated emissions, corruption, employee retention and the right to equality in the workplace.

At Mars, we have a global human rights program that focuses on three areas of our value chain, which applies in our own operations, our Tier 1 suppliers and our extended supply chains.

At Mars, our Five Principles are the key to our culture, and we strive to live by them each and every day. That includes conducting business around the world with the highest standards of ethics and in agreement with the law.

We prohibit corruption in any form, including giving, accepting or authorizing bribes. We do not offer bribes to government officials or tolerate commercial bribery. 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 Anti-corruption and Human Rights Expectations for Business Partners.

Our Associate ethics and compliance code of conduct clearly describes our zero tolerance for corruption in any form, including commercial bribery. Training for our employees 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 all applicable legal requirements, including the US Foreign Corruption Practices Act and the UK Bribery Act. This Supplier Code of Conduct requires these suppliers to have written policies prohibiting bribery, kickbacks, corruption and similar prohibited business practices. Contractual clauses are used to reinforce these obligations for business partners that interact with government officials.

Environment

Mars Incorporated aims to grow in ways that are good for people, good for the planet and good for our business. Guiding Mars is the **Sustainable in a Generation Plan** launched in September 2017 that focuses on three interconnected drivers of purposeful growth: Healthy Planet, Thriving People and Nourishing Wellbeing. Mars have set ambitious goals for continuous improvement, striving to deepen their impacts and expand their collaborations.

In 2023 Mars Incorporated launched a **Net Zero Roadmap** followed by a \$1 billion investment over the next three years alone to drive climate action - from farm to table and pet food bowl, supply chain to store, and home to veterinary clinics. The Net Zero Roadmap outlines a decisive action plan on how the business will cut greenhouse gas emissions (GHG) by 50% by 2030 across its full value chain and achieve net zero

Management's review

GHG emissions in 2050. While Mars continue to focus progress on set goals, their work moving forward will also include efforts across plastic packaging, renewable energy and their Next Generation Supplier program.

For Mars Danmark, the way to deal with environmental risks is via the impact that the Company has through its facilities, transportation and contracts with suppliers as outlined in Mars Danmark's environmental policies.

For Mars Danmark, environmental concerns are related to the efforts that can be made from the Copenhagen Office in order to reduce the environmental impact of the company. It is the ambition of Mars Danmark to maintain the current level of emissions linked to international collaborations by flight transportation.

In 2024 Mars Denmark prepared for implementation of the Extended Producer Responsibility including Single Used Plastics in 2025.

Mars Danmark has a continued focus on reducing the environmental impact when renegotiating or signing new contracts with suppliers. In 2024 this resulted in movement logistics facilities to minimize the km of transportation to customers. More contracts have been signed in 2024 with effect in 2025.

Efforts and results concerning environmental issues

Mars Danmark continues to operate with a well-functioning hybrid work model with about 50% presence in the Copenhagen office. The hybrid work model is enabled by the use of digital solutions. The use of these digital solutions also supports the reduction in business travel and therefore emissions, securing travel takes place only for purpose, not for pure presence.

Social and employee relationships

As a family-owned business driven by **Five Principles**, Mars believe the global economy — and global businesses like theirs — need to do much more to ensure that work empowers people. Mars Incorporated is aware of the risks related to issues within the communities in which Mars Incorporated operates, that's why a cornerstone of the **Sustainable in a Generation Plan** is Mars' Thriving People ambition to meaningfully improve the lives of 1 million people across their value chain to enable them to thrive. To do this, Mars are engaging a network of partners from NGOs to governments and focusing on three areas where they believe they can drive meaningful change — increasing income, respecting human rights and unlocking opportunities for women.

For Mars Danmark, the primary risk is related to that of potential issues within employee retention. Mars Danmark deals with this risk via efforts to create an attractive workspace.

In order to run a profitable and efficient business, Mars Danmark is dependent on qualified and competent employees. However, the Company is mindful of the personal characteristics needed to succeed in the Mars workplace. Mars gives all employees the freedom to act with full responsibility for doing their assigned jobs. In return for accepting responsibility and delivering superior results, the Company is aware of its responsibility to create the ideal circumstances to do so, by providing respect and support as well as appropriate awards.

Mars Danmark believes that a diverse staff creates better results. It is the ambition of the Company to always hire the person most suited for the position and it is a goal of the Company to create a workplace in which workforce representation of Danish society is ensured.

Management's review

Mars Danmark endeavors to create a meaningful and evolving job to which the employees themselves contribute. It is an ambition of Mars Danmark to ensure that all employees maintain a healthy work-life balance. The Company encourages all employees to use all vacation days as well as keeping overtime to a minimum. Free time and vacation are perceived as a necessary means to recovery. Mars believes it should be possible to unite work and family life without aggravating opportunities in the workplace.

Mars policies regarding social and employee relationships are further elaborated in the Mars employee handbook.

All initiatives will be continued in 2025.

Management's Review

The annual Report of Mars Danmark for 2024 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C.

The Annual Report has been prepared under the same accounting policies as last year.

Efforts and results concerning social and employee relationships

Mars Danmark continued in 2024 to distribute the employee handbook to all new employees. Besides, all new employees participate in a comprehensive on-boarding process in order to ensure that they are provided the best conditions to thrive and prosper in the Mars workplace.

Throughout 2024, Mars Danmark maintained efforts to promote a gender equal organization via endeavors in the recruitment practice, by maintaining focus on hiring the candidate most suited for the position.

In 2024, this led to a satisfactory level of employee turnover, as well as a satisfactory gender diversity throughout the whole organization.

Human rights

Respecting human rights is the foundation for any successful and sustainable business. Mars acknowledges that challenges to human rights are widespread across the global economy and can be particularly complex at the farthest ends of global supply chains. Mars Incorporated believes it's critically important for everyone touched by our business to be treated with fairness, dignity and respect from factory workers in Europe to farmers in Cote d'Ivoire.

Mars Incorporated is committed to respecting human rights and aims to do so by following the Mars Human Rights Policy, launched in 2014. For Mars Danmark, human rights risks are managed by creating a responsible workplace, which is exemplified in Mars Danmark's employee onboarding and outplacement efforts.

Mars Danmark adheres to the commitments to human rights of the Mars Group. The Company supports and acts in accordance with the UN guiding principles on Business and Human Rights. Furthermore, Mars Danmark acknowledge that it is the duty of government to protect and fulfill human rights, and the duty of Mars Danmark to respect and promote these rights throughout the Company's value chain.

Mars Danmark perceives human rights to also concern the right for individuals to have a job, which offers both professional and personal satisfaction, joy and meaning. Mars Danmark acknowledges that employees may choose work styles or career options that represent their own most appropriate balance of work within life, and it is the Company's ambition to support the employee in doing so.

Management's review

Efforts and results concerning human rights

Mars Danmark continued to provide support to employees who wish to pursue career opportunities which better reflect personal preferences and needs. Via an outplacement program, Mars Danmark continued in 2024 to provide professional support via external suppliers, in order to ensure that employees are given the optimal conditions to achieve a job that provides both personal and professional satisfaction.

The yearly associate satisfaction score improved in Mars North Europe and provided clarity and new opportunities for future focus areas.

All initiatives will be continued during 2025.

Anti-corruption

The Mars Group strives to conduct business around the world with the highest standards of ethics and in compliance with the law. The Mars Group is aware of the risks of corruptive behavior both within the organization and throughout the value chain. The Mars Group's efforts to combat corruptive behavior are embodied in the Mars Group Anti-Corruption Principle and the Mars Supplier Code of Conduct.

Mars Danmark follows and applies the supplier code of conduct developed by the Mars Group. The content is aligned with the U.K. Bribery Act, the U.S. Foreign Corrupt Practices Act and the California Supply Chain Transparency Act. Furthermore, it prohibits the use of child labor in accordance with the ILO Minimum Age convention No. 138, and in the areas of health and safety, the environment and ethical business practices.

Mars Danmark does not allow employees to either give or receive gifts from external parties, such as, but not limited to, suppliers and customers. Gifts include dinner, entertainment activities or similar activities which are not directly related to the business of Mars Danmark, as outlined in the Mars Nordic Associates Handbook.

Efforts and results concerning anti-corruption

Throughout 2024, Mars Danmark continued to enforce its supplier code of conduct to combat corruptive behavior. Furthermore, the Company continued to introduce all new employees to company policies on anti-corruption, via the employee handbook and through e-learning.

In 2024, there were no incidents at Mars Danmark which led to the termination of employees.

All initiatives will be continued during 2025.

Data Ethics

Mars has been proudly family owned for over 100 years. It's this independence that gives us the gift of freedom to think in generations, not quarters, so we can invest in the long-term future of our business, our people, our consumers and the planet – all guided by our enduring Principles. We believe the world we want tomorrow starts with how we do business today.

Mars implements good practices in IT techniques, privacy and data protection and Mars is committed to continual improvement in this area. We exercise these commitments fully at Mars through data protection and privacy impact assessments, legitimate interest analysis and transparency to individuals when we collect and process their data. Mars Privacy and Security Governance Model and Governance Committee alongside various key management frameworks review data governance principles of accuracy, quality and

Management's review

fairness when Mars collects and processes data, as required by law. Furthermore, Mars keeps metrics on these practices to demonstrate its commitment.

Mars has a set of Data Privacy Principles communicated globally and consistently to all our customers, partners and consumers. These Principles reinforce Mars data accountability and transparency and underline Mars key corporate values in relation to privacy which, in turn, serve to reassure customers, consumers and partners that their trust towards Mars is well placed. Our Data Privacy Principles can be found at our Company website: <https://www.mars.com/privacy>.

Mars Data Privacy Principles:

1. We value and respect the Personal Data entrusted to us.
2. We aim to be transparent and responsible about how we handle the Personal Data in our care, guided by our Five Principles and the law.
3. We adhere to and respect the privacy rights afforded to our employees, consumers, customers and job applicants.
4. We are committed to the continual improvement of our privacy and security practices.

In Mars Danmark all new employees get an IT introduction to make sure they understand their role and responsibilities and follow the policies and guidelines to secure a well-functioning hybrid business, depending on IT-systems and protocols to be followed. Employees get regular follow-up training on IT-ethics and compliance and know how to handle a data breach or list IT-assts. All employees have 24/7 access to IT help and issue management.

Income statement 1 January - 31 December

	Note	2024	2023
		TDKK	TDKK
Revenue	1	616,227	602,600
Other operating income	2	92,049	92,431
Expenses for raw materials and consumables		-346,320	-332,645
Other external expenses		-123,824	-131,418
Gross profit		238,132	230,968
Staff expenses	3	-117,213	-110,865
Amortisation, depreciation and impairment losses of intangible assets and property, plant and equipment	4	-2,040	-2,008
Profit/loss before financial income and expenses		118,879	118,095
Financial income	5	4,620	4,942
Financial expenses	6	-49	-109
Profit/loss before tax		123,450	122,928
Tax on profit/loss for the year	7	-15,093	-38,842
Net profit/loss for the year		108,357	84,086

Balance sheet 31 December

Assets

	Note	2024 TDKK	2023 TDKK
Acquired licenses		4,414	5,181
Intangible assets	8	4,414	5,181
Other fixtures and fittings, tools and equipment		2,160	2,264
Leasehold improvements		737	996
Property, plant and equipment in progress		224	0
Property, plant and equipment	9	3,121	3,260
Other receivables	10	3,385	3,295
Fixed asset investments		3,385	3,295
Fixed assets		10,920	11,736
Finished goods and goods for resale		43,282	46,728
Inventories		43,282	46,728
Trade receivables		64,041	51,896
Receivables from group enterprises	11	146,589	141,212
Other receivables		92	413
Deferred tax asset	12	2,263	1,946
Prepayments	13	0	8
Receivables		212,985	195,475
Cash at bank and in hand		20,251	20,644
Current assets		276,518	262,847
Assets		287,438	274,583

Balance sheet 31 December

Liabilities and equity

	Note	2024	2023
		TDKK	TDKK
Share capital		5,400	5,400
Retained earnings		6,847	3,490
Proposed dividend for the year		105,000	85,000
Equity		117,247	93,890
Other payables		5,546	5,114
Long-term debt	14	5,546	5,114
Trade payables		38,696	53,033
Payables to group enterprises		26,491	32,800
Corporation tax		6,347	4,030
Other payables	14	93,111	85,716
Short-term debt		164,645	175,579
Debt		170,191	180,693
Liabilities and equity		287,438	274,583
Contingent assets, liabilities and other financial obligations	17		
Related parties	18		
Fee to auditors appointed at the general meeting	19		
Subsequent events	20		
Accounting Policies	21		

Statement of changes in equity

	Share capital	Retained earnings	Proposed dividend for the year	Total
	TDKK	TDKK	TDKK	TDKK
Equity at 1 January	5,400	3,490	85,000	93,890
Ordinary dividend paid	0	0	-85,000	-85,000
Net profit/loss for the year	0	3,357	105,000	108,357
Equity at 31 December	5,400	6,847	105,000	117,247

Cash flow statement 1 January - 31 December

	Note	2024 TDKK	2023 TDKK
Result of the year		108,357	84,086
Adjustments	15	12,562	36,017
Change in working capital	16	-20,689	4,297
Cash flow from operations before financial items		100,230	124,400
Financial income		4,620	4,942
Financial expenses		-49	-109
Cash flows from ordinary activities		104,801	129,233
Corporation tax paid		-20,824	-37,342
Overpaid corporation tax regarding previous year		7,731	0
Cash flows from operating activities		91,708	91,891
Purchase of property, plant and equipment		-1,133	-477
Fixed asset investments made etc		-90	217
Gain and loss on disposal of property, plant and equipment		-1	0
Cash flows from investing activities		-1,224	-260
Repayment of payables to group enterprises		-6,309	11,293
Repayment of other long-term debt		432	-488
Dividend paid		-85,000	-85,000
Cash flows from financing activities		-90,877	-74,195
Change in cash and cash equivalents		-393	17,436
Cash and cash equivalents at 1 January		20,644	3,208
Cash and cash equivalents at 31 December		20,251	20,644
Cash and cash equivalents are specified as follows:			
Cash at bank and in hand		20,251	20,644
Cash and cash equivalents at 31 December		20,251	20,644

Notes to the Financial Statements

	2024	2023
	TDKK	TDKK
1. Revenue		
Business segments		
Confectionery	394,821	393,342
Petcare	186,869	174,741
Food	34,537	34,517
	616,227	602,600

The Company's products within all business segments are mainly sold in Denmark.

	2024	2023
	TDKK	TDKK
2. Other operating income		
Other income	92,049	92,431
	92,049	92,431

Other operating income consists of services sold to group companies related to cluster support functions. Mars Danmark serves as a hub providing shared services for the Mars entities in Norway, Sweden, Finland and Ireland.

	2024	2023
	TDKK	TDKK
3. Staff expenses		
Wages and salaries	106,869	100,639
Pensions	9,478	8,834
Other staff expenses	866	1,392
	117,213	110,865

Remuneration to the Executive Board has not been disclosed in accordance with section 98 B(3) of the Danish Financial Statements Act. The Board of Directors does not receive remuneration.

Average number of employees	126	125
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Notes to the Financial Statements

	2024	2023
	TDKK	TDKK
4. Amortisation, depreciation and impairment losses of intangible assets and property, plant and equipment		
Amortisation of intangible assets	768	768
Depreciation of property, plant and equipment	1,271	1,210
Gain and loss on disposal	1	30
	2,040	2,008
	2024	2023
	TDKK	TDKK
5. Financial income		
Interest from group enterprises	4,080	4,844
Other financial income	426	98
Exchange adjustments	114	0
	4,620	4,942
	2024	2023
	TDKK	TDKK
6. Financial expenses		
Other financial expenses	49	0
Exchange loss	0	109
	49	109
	2024	2023
	TDKK	TDKK
7. Income tax expense		
Current tax for the year	27,171	39,218
Deferred tax for the year	-317	-376
Adjustment of tax concerning previous years	-11,761	0
	15,093	38,842

Notes to the Financial Statements

8. Intangible fixed assets

	Acquired licenses
	TDKK
Cost at 1 January	7,676
Cost at 31 December	7,676
Impairment losses and amortisation at 1 January	2,494
Amortisation for the year	768
Impairment losses and amortisation at 31 December	3,262
Carrying amount at 31 December	4,414
Amortised over	10 years

9. Property, plant and equipment

	Other fixtures and fittings, tools and equipment	Leasehold improve- ments	Property, plant and equipment in progress
	TDKK	TDKK	TDKK
Cost at 1 January	5,577	1,555	0
Additions for the year	909	0	224
Disposals for the year	-17	0	0
Cost at 31 December	6,469	1,555	224
Impairment losses and depreciation at 1 January	3,313	559	0
Depreciation for the year	1,012	259	0
Reversal of impairment and depreciation of sold assets	-16	0	0
Impairment losses and depreciation at 31 December	4,309	818	0
Carrying amount at 31 December	2,160	737	224
Amortised over	3 - 6 years	6 years	

Notes to the Financial Statements

10. Other fixed asset investments

	Other receivables
	TDKK
Cost at 1 January	3,295
Additions for the year	90
Cost at 31 December	3,385
Carrying amount at 31 December	3,385

11. Receivables from group enterprises

Of the Company's receivables from group enterprises, TDKK 135,193 (2023: TDKK 132,651) are encompassed by group Cash Pools.

	2024 TDKK	2023 TDKK
Deferred tax asset at 1 January	1,946	1,569
Amounts recognised in the income statement for the year	317	377
Deferred tax asset at 31 December	2,263	1,946
Intangible assets	489	416
Property, plant and equipment	-25	-6
Provisions	-2,553	-2,194
Inventory	-96	-155
Trade receivables	-78	-7
Transferred to deferred tax assets	2,263	1,946
	0	0

Deferred tax has been provided at 22% corresponding to the current tax rate.

Deferred tax asset

The deferred tax asset relates to losses in subsidiaries

Calculated tax assets	2,263	1,946
Carrying amount	2,263	1,946

Tax on realisation of assets besides the amount provided in the Financial Statements

The recognised tax asset comprises temporary differences between accounting and tax principles for certain assets and liabilities and are expected to be utilized in the coming years.

Notes to the Financial Statements

13. Prepayments

Prepayments consist of prepaid expenses concerning rent, insurance premiums, subscriptions and interest as well.

2024	2023
TDKK	TDKK

14. Long-term debt

Payments due within 1 year are recognised in short-term debt. Other debt is recognised in long-term debt.

The debt falls due for payment as specified below:

Other payables

After 5 years	0	0
Between 1 and 5 years	5,546	5,114
Long-term part	5,546	5,114
Other short-term payables	93,111	85,716
	98,657	90,830

2024	2023
TDKK	TDKK

15. Cash flow statement - Adjustments

Financial income	-4,620	-4,942
Financial expenses	49	109
Depreciation, amortisation and impairment losses, including losses and gains on sales	2,040	2,008
Tax on profit/loss for the year	15,093	38,842
	12,562	36,017

Notes to the Financial Statements

	2024	2023
	TDKK	TDKK
16. Cash flow statement - Change in working capital		
Change in inventories	3,446	-12,936
Change in receivables	-17,193	-24,776
Change in trade payables, etc	-6,942	42,009
	-20,689	4,297

	2024	2023
	TDKK	TDKK
17. Contingent assets, liabilities and other financial obligations		
Rental and lease obligations		
Lease obligations under operating leases. Total future lease payments:		
Within 1 year	5,212	5,191
Between 1 and 5 years	5,243	8,426
	10,455	13,617
Operating lease obligation	5,433	4,385
Rental obligation	5,022	9,232

Other contingent liabilities

The company is jointly taxed with the other Danish companies in the Mars group. The Danish companies of the group are jointly and severally liable for the Group's jointly taxed income etc. Mars Danmark A/S is the administration company in relation to the joint taxation. Furthermore, the Danish companies of the Group are jointly and severally liable for the Danish withholding taxes in the form of dividend tax, royalty tax and interest tax. Any future corrections to the corporate taxes and withholdings taxes may result in the company's tax increasing.

Notes to the Financial Statements

18. Related parties and disclosure of consolidated financial statements

Transactions

Mars Danmark A/S discloses all transactions with related parties during the year. In 2024, the following transactions have occurred:

Sale of services to group companies of TDKK 108,033

Sale of goods to group companies of TDKK 7,143

Purchase of goods from group companies of TDKK 322,241

Purchase of services from group companies of TDKK 58.445

Expenses related to royalties and other payments to group companies of TDKK 4.194

Interests received from group companies of TDKK 4,080

Receivables from group companies of TDKK 146,589

Payables to group companies of TDKK 26,484

Consolidated Financial Statements

The Company is included in the Group Annual Report of the Parent Company of the largest and smallest group:

Name	Place of registered office
Mars Incorporated	McLean, Virginia, USA

The Company's nearest and ultimate Parent Company is Mars Incorporated, 6885 Elm Street, McLean, Virginia 22101, USA. The consolidated financial statement are not published, as Mars Inc. is privately owned.

19. Fee to auditors appointed at the general meeting

PricewaterhouseCoopers

	2024 TDKK	2023 TDKK
Audit fee	340	379
Tax advisory services	23	40
Non-audit services	84	62
	447	481

20. Subsequent events

No events materially affecting the assessment of the Annual Report have occurred after the balance sheet date.

Notes to the Financial Statements

21. Accounting policies

The Annual Report of Mars Danmark A/S for 2024 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C.

The accounting policies applied remain unchanged from last year.

The Financial Statements for 2024 are presented in TDKK.

Recognition and measurement

Revenues are recognised in the income statement as earned. Furthermore, value adjustments of financial assets and liabilities measured at fair value or amortised cost are recognised. Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement, including depreciation, amortisation, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts that have previously been recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow to the Company, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of the Company, and the value of the liability can be measured reliably.

Assets and liabilities are initially measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

Recognition and measurement take into account predictable losses and risks occurring before the presentation of the Annual Report which confirm or invalidate affairs and conditions existing at the balance sheet date.

Translation policies

Danish kroner is used as the presentation currency. All other currencies are regarded as foreign currencies.

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Exchange differences arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income and expenses in the income statement.

Receivables, payables and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the rates at the time when the receivable or the debt arose are recognised in financial income and expenses in the income statement.

Segment reporting

Segment information is presented in respect of business segments based on the Company's risks and returns and its internal financial reporting system. Business segments are considered the primary segmentation.

Notes to the Financial Statements

Income statement

Revenue

Revenue from the sale of goods for resale and finished goods is recognised in the income statement when the sale is considered effected based on the following criteria:

- delivery has been made before year end;
- a binding sales agreement has been made;
- the sales price has been determined; and
- payment has been received or may with reasonable certainty be expected to be received.

Revenue is measured at the consideration received and is recognised exclusive of VAT and net of discounts relating to sales.

Expenses for raw materials and consumables

Expenses for raw materials and consumables comprise the raw materials and consumables consumed to achieve revenue for the year.

Other external expenses

Other external expenses comprise expenses for premises, sales and distribution as well as office expenses, etc.

Staff expenses

Staff expenses comprise wages and salaries as well as payroll expenses.

Amortisation, depreciation and impairment losses

Amortisation, depreciation and impairment losses comprise amortisation, depreciation and impairment of intangible assets and property, plant and equipment, as well as profit and loss from disposals.

Other operating income and expenses

Other operating income and other operating expenses comprise items of a secondary nature to the main activities of the Company.

Financial income and expenses

Financial income and expenses are recognised in the income statement at the amounts relating to the financial year.

Tax on profit/loss for the year

Tax for the year consists of current tax for the year and deferred tax for the year. The tax attributable to the profit for year is recognised in the income statement, whereas the tax attributable to equity transactions is recognised directly in equity.

The Company is jointly taxed with Danish sister companies. The tax effect of the joint taxation is allocated to enterprises in proportion to their taxable incomes.

Notes to the Financial Statements

Balance sheet

Intangible fixed assets

Patents and licences are measured at the lower of cost less accumulated amortisation and recoverable amount. Patents are amortised over the remaining patent period, and licences are amortised over the licence period; however not exceeding 10 years.

Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and less any accumulated impairment losses.

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use.

Depreciation based on cost reduced by any residual value is calculated on a straight-line basis over the expected useful lives of the assets, which are:

Other fixtures and fittings, tools and equipment	3-6 years
Leasehold improvements	5 years

The fixed assets' residual values are determined at nil.

Depreciation period and residual value are reassessed annually.

Impairment of fixed assets

The carrying amounts of intangible assets and property, plant and equipment and investments are reviewed on an annual basis to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

If so, the asset is written down to its lower recoverable amount.

Other fixed asset investments

Fixed asset investments consist of deposits.

Inventories

Inventories are measured at the lower of cost under the FIFO method and net realisable value.

The net realisable value of inventories is calculated at the amount expected to be generated by sale of the inventories in the process of normal operations with deduction of selling expenses and costs of completion. The net realisable value is determined allowing for marketability, obsolescence and development in expected selling price.

The cost of goods for resale, raw materials and consumables equals landed cost.

The cost of finished goods and work in progress comprises the cost of raw materials, consumables and direct labour with addition of indirect production costs. Indirect production costs comprise the cost of indirect materials and labour as well as maintenance and depreciation of the machinery, factory buildings and equipment used in the manufacturing process as well as costs of factory administration and management.

Receivables

Receivables are measured in the balance sheet at the lower of amortised cost and net realisable value, which corresponds to nominal value less provisions for bad debts.

Notes to the Financial Statements

Prepayments

Prepayments comprise prepaid expenses concerning rent, insurance premiums, subscriptions and interest.

Equity

Dividend

Dividend distribution proposed by Management for the year is disclosed as a separate Dividend item.

Provisions

Provisions are recognised when - in consequence of an event occurred before or on the balance sheet date - the Company has a legal or constructive obligation and it is probable that economic benefits must be given up to settle the obligation.

Deferred tax assets and liabilities

Deferred income tax is measured using the balance sheet liability method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes on the basis of the intended use of the asset and settlement of the liability, respectively.

Deferred tax assets are measured at the value at which the asset is expected to be realised, either by elimination in tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity.

Deferred tax is measured on the basis of the tax rules and tax rates that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallise as current tax. Any changes in deferred tax due to changes to tax rates are recognised in the income statement or in equity if the deferred tax relates to items recognised in equity.

Current tax receivables and liabilities

Current tax liabilities and receivables are recognised in the balance sheet as the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account. Extra payments and repayment under the on-account taxation scheme are recognised in the income statement in financial income and expenses.

Financial liabilities

Debts are measured at amortised cost, substantially corresponding to nominal value.

Cash Flow Statement

The cash flow statement shows the Company's cash flows for the year broken down by operating, investing and financing activities, changes for the year in cash and cash equivalents as well as the Company's cash and cash equivalents at the beginning and end of the year.

Cash flows from operating activities

Cash flows from operating activities are calculated as the net profit/loss for the year adjusted for changes in working capital and non-cash operating items such as depreciation, amortisation and impairment losses, and provisions. Working capital comprises current assets less short-term debt excluding items included in cash and cash equivalents.

Cash flows from investing activities

Cash flows from investing activities comprise cash flows from acquisitions and disposals of intangible assets, property, plant and equipment as well as fixed asset investments.

Notes to the Financial Statements

Cash flows from financing activities

Cash flows from financing activities comprise cash flows from the raising and repayment of long-term debt as well as payments to and from shareholders.

Cash and cash equivalents

Cash and cash equivalents comprise .

The cash flow statement cannot be immediately derived from the published financial records.

Financial Highlights

Explanation of financial ratios

Profit margin	$\text{Profit/loss of primary operations} \times 100 / \text{Revenue}$
Return on assets	$\text{Profit/loss of primary operations} \times 100 / \text{Total assets at year end}$
Solvency ratio	$\text{Equity at year end} \times 100 / \text{Total assets at year end}$
Return on equity	$\text{Net profit for the year} \times 100 / \text{Average equity}$