

UCC Group

Sustainability Report 2026



Our Purpose

Unlocking the power of coffee for a better world



Message from CEO

Since its founding in 1933, the UCC Group has been committed to exploring and creating value in coffee, guided by our founding spirit of 'delivering delicious coffee to as many people as possible, anytime, anywhere.' We handle every aspect of the coffee journey in-house. This includes everything from cultivation in coffee-producing countries, agricultural support, raw material procurement, research and development, roasting and processing, through to sales, quality assurance, cultural engagement, and education – all to ensure people everywhere can enjoy truly delicious coffee.

I often hear concerns that, in the near future, we may no longer be able to enjoy coffee as we do today. With coffee at the heart of everything we do, we must act together to ensure its sustainability – harnessing the power of coffee to help build a sustainable world.

Guided by our Sustainability Vision, 'Powering positive change with coffee', established in April 2022, the UCC Group is engaged in initiatives that help nature thrive. These include climate action through the wider adoption of hydrogen-roasted coffee, as well as nature-positive initiatives supporting coffee producers in Tanzania in collaboration with the Ministry of Agriculture, Forestry and Fisheries (MAFF) and IFAD. In health and wellbeing, we launched TOTOYOU, a beverage containing coffee-derived trigonelline, as part of our efforts to create new value through coffee. This year also marked the reopening of our Coffee Museum following its renovation, six years after it last welcomed visitors. The renewed museum offers visitors an opportunity to experience both the history and future of coffee and to discover its power for themselves.

We have also stepped up our investment in our people, who are fundamental to the continued growth of the UCC Group. I am confident that sustainability initiatives driven by our people across the business will continue to gather momentum in the years ahead.

There is no question that the key to achieving our sustainability vision lies in collaboration and co-creation, especially with our stakeholders. This Sustainability Report has been created to foster more active dialogue with them. Through it, we hope to align our goals, work together, and co-create value, ultimately leading to positive change around the world. We believe that by working in alignment with all our stakeholders and creating value together, we can help bring about meaningful global change. 'Unlocking the power of coffee for a better world' – the UCC Group is committed to the challenge of creating value through coffee for a brighter future.

Gota Ueshima
Group CEO
UCC Holdings Pte. Ltd.

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Editorial policy

This report describes UCC Group's approach to sustainability, its global goals, and its efforts and achievements in realising these goals. We hope this will help stakeholders deepen their understanding of the UCC Group.

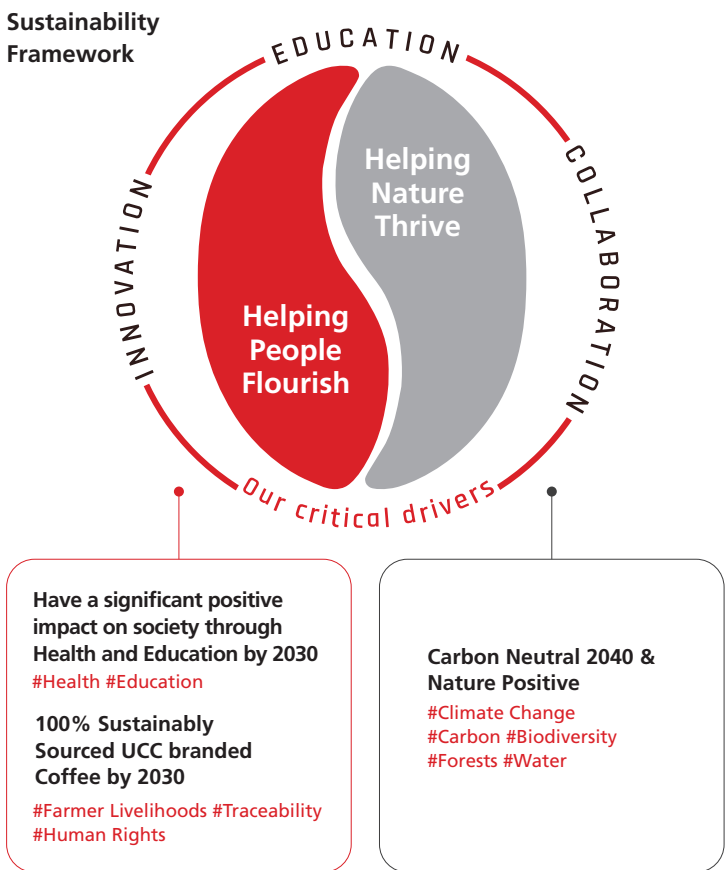
Publishing	September 2026
Period	January 1–December 31, 2025
Scope	UCC Japan UCC Ueshima Coffee UCC Coffee Professional UCC Food Service Systems Lucky Coffee Machine UCC EUROPE UCC ASIA PACIFIC UCC COFFEE AUSTRALIA

Group data

Number of group companies: 81 (as of December 2025)
Number of group employees: 5,183 (as of December 2025)

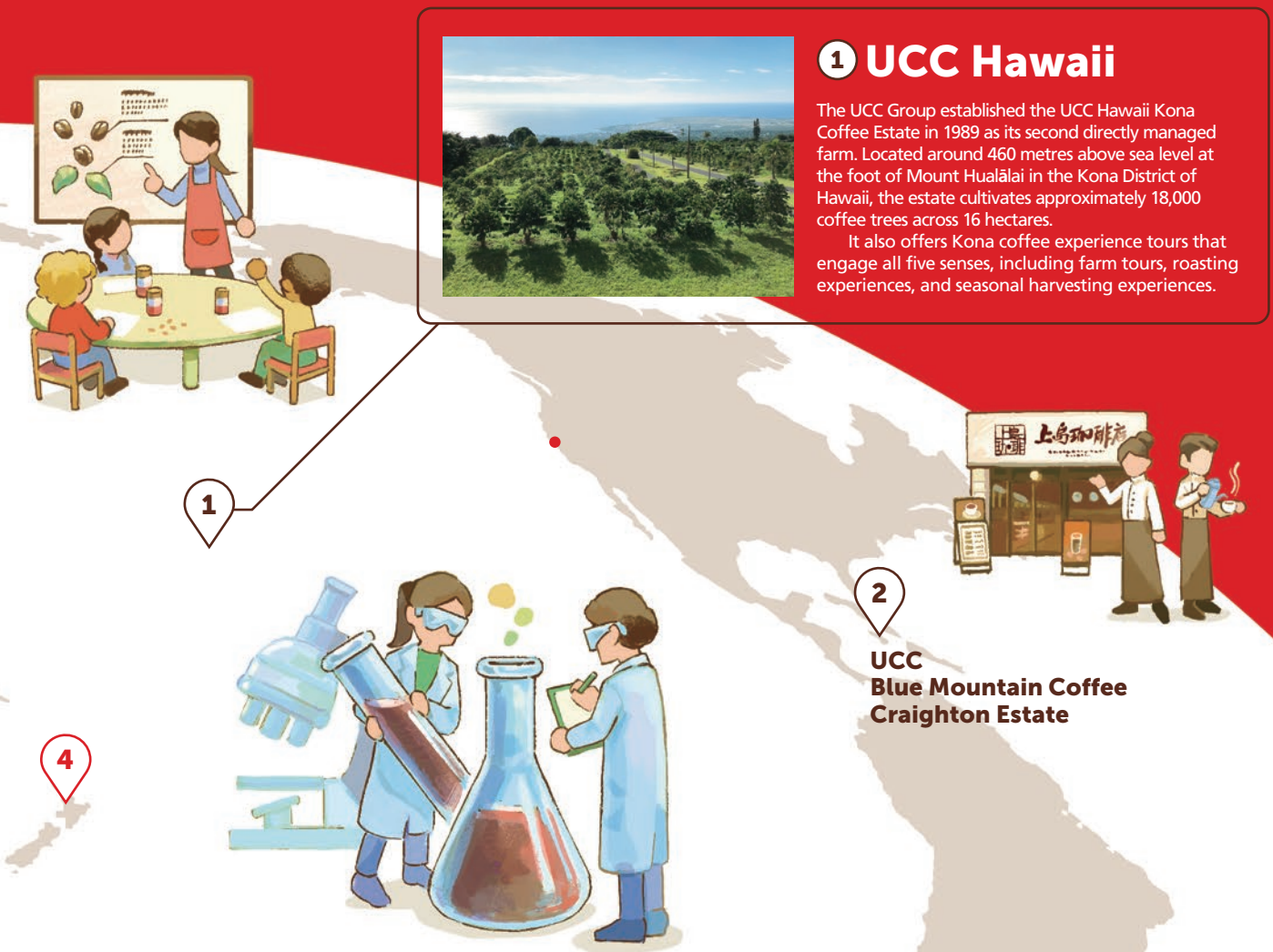
Sustainability Vision

Powering positive change with coffee.



Group Overview

The UCC Group handles all aspects of the coffee business in-house, from cultivation in producing countries through to raw material procurement, research and development, roasting and processing, sales, quality assurance, and even cultural and educational initiatives.



1 UCC EUROPE



1 Bolsward Factory, the Netherlands 2 UCC Europe, UK
3 Cocatech SLU Factory, Spain 4 UCC Coffee Services Switzerland

UCC EUROPE operates its coffee business across eight European countries, with its regional headquarters in the UK. With 14 operating companies and nine manufacturing sites, it draws on its portfolio of long-established brands and strong customer base to meet a wide range of needs across retail and out-of-home channels.

- Overview**
- Operations across eight European countries: the UK, Ireland, France, Spain, Portugal, the Netherlands, Switzerland, and Germany
 - Advancing coffee businesses for home, food-service, and corporate customers

2 UCC Japan



1 UCC Kobe Head Office and Innovation Centre 2 UCC Coffee Museum
(1+2: UCC Kobe Coffee Village) 3 Ueshima Coffee stores 4 Shiga Factory

UCC Japan oversees the management of each operating company in Japan. It serves a broad range of coffee businesses, from household retail products to solutions for restaurants and offices. It also drives product exports to overseas markets and communicates the value of the UCC brand in Japan and abroad.

- Overview**
- Holds shares in domestic subsidiaries and affiliates
 - Advancing the domestic coffee business for homes, restaurants, and offices

3 UCC ASIA PACIFIC



1 UCC COFFEE ROASTERY, Thailand 2 UCC Taiwan Yunlin Factory
3 UCC Coffee Academy Philippines 4 COFFEE LOVER'S PLANET, Taiwan

UCC ASIA PACIFIC serves as a hub driving growth in the rapidly expanding Asian market, with diverse operations across nine countries and regions. In addition to manufacturing and selling coffee for home and business use, it provides diverse coffee experiences across Asia, including coffee shop operations rooted in local culture.

- Overview**
- Operations in nine countries and regions: Singapore, the Philippines, China, Hong Kong, Taiwan, Malaysia, Thailand, Indonesia and Vietnam
 - An extensive network supporting growth in the Asian market

4 UCC COFFEE ANZ



1 Caffè L'affare, New Zealand 2 The Roastery At 23, New Zealand
3 UCC COFFEE AUSTRALIA 4 Toby's Estate Coffee, Australia

UCC Coffee ANZ operates several specialty and non-specialty coffee brands and undertakes contract roasting for many key accounts across Oceania and parts of Asia, under the management of its group headquarters in Sydney. Alongside its retail and foodservice coffee business, UCC Coffee ANZ operates a network of franchised, licensed, and company-owned cafes.

- Overview**
- Total group operations are led by UCC COFFEE AUSTRALIA, with four other businesses making up the group; UCC COFFEE NEW ZEALAND, Toby's Estate, Láffare and Atomic.

Q Given the UCC Group's Purpose of 'Unlocking the power of coffee for a better world,' how do you see people development?

A At the UCC Group, we see our people as the driving force behind a sustainable future. Since our founding in 1933, we have been committed to exploring and creating value in coffee, guided by our founding spirit of 'delivering delicious coffee to as many people as possible, anytime, anywhere.'

Today, the UCC Group operates across Japan, Europe, Asia and Oceania, running a global value chain that covers every aspect of coffee. That is why we believe it is important for each of us, regardless of country, region or business area, to develop a deep understanding of the values we share – the UCC DNA – and put them into practice through our actions.

People development is not simply about acquiring knowledge and skills. It means developing people who understand the history of UCC, the founder's vision, and our deep love and respect for coffee – people who ask themselves, 'What would I do?', align those values with their own dreams and aspirations, and then act on them.

Ultimately, it is people who will bring our Purpose, 'Unlocking the power of coffee for a better world,' to life. I believe that the challenges our people embrace and the growth they achieve drive the growth of the UCC Group and create value for society through coffee.

Q What do you expect from the UCC Group's people in bringing the Purpose and Values to life?

A What I expect of our people is that, as members of the UCC Group, they take pride in coffee, embrace their responsibility for it, and think and act independently. Our five Values – 'Focusing on everything about coffee', 'Contribution to a global society', 'Moving forward with ambition', 'Collaboration and co-creation', and 'Ethics and responsibility' – serve as a compass for our day-to-day decisions and actions. Especially in times of rapid change, rather than waiting for instructions, each of us is expected to use this compass to think for ourselves and take action on the ground.

The history of UCC has been shaped by countless pioneering initiatives, including the creation of the world's first canned coffee, an unwavering commitment to quality, the promotion of coffee culture, and global expansion. All of this is the result of our predecessors' firm determination to create new value through coffee and their willingness to keep pushing forward.

I hope our people will not settle for past successes, but will create new value through coffee, make new contributions to society, and build new relationships with customers, producers, and local communities through their initiative.

Furthermore, sustainability at the UCC Group is not the responsibility of just a few departments. Every initiative across the UCC Group – from hydrogen-powered roasting and sustainable coffee procurement to supporting coffee-producing communities, educational activities, delivering health value, and contributing to local communities – comes together to create value for the UCC Group as a whole. I hope our people will continue to think about how they can contribute to a better world through their work.

Q What kind of people embody the UCC spirit that supports its global business?

A People who embrace the spirit of UCC are, first and foremost, people who have a deep respect for coffee. It is important to see coffee as more than just a product, and to understand its value in its entirety – from the environment of coffee-producing regions, the skills and dedication of coffee producers, and the coffee culture passed down through generations, to the time and space in which customers enjoy each cup.

Above all, I hope they will embrace new challenges, whether that means achieving world-first and Japan-first innovations, venturing into coffee-producing regions to enhance quality, promoting coffee culture, or expanding into overseas markets.

It is these challenges that have shaped today's UCC Group and will continue to shape our future.

As a global company, we must also respect diverse cultures and values, and collaborate and co-create with colleagues both within and outside the company. Each region has its own markets, customers, and culture. While embracing that diversity, we must stay true to the core principles of the UCC Group, creating value rooted in local communities. I believe that people who combine this flexibility with inner strength will support the future of the UCC Group.

Another important quality is being hands-on and taking ownership. It means seeing what happens on the ground as your own responsibility, spotting issues yourself, and bringing others together to drive solutions. I believe that, as more people demonstrate these qualities, the UCC Group will become an even stronger and more resilient organisation.

Q What message would you like to share with our stakeholders about the UCC Group's approach to people development?

A The UCC Group aims to create positive change through coffee. Achieving this requires not just technology, products, and systems, but also the people who bring them to life.

The challenges surrounding coffee – from climate change and human rights issues in coffee-producing regions to health, education and living in harmony with local communities – cannot be solved by the UCC Group alone. That is why it is important for each of us to make the UCC Group's Purpose and Values our own, and to work alongside our stakeholders to create meaningful change through collaboration and co-creation.

The UCC Group aspires to create new value by carrying forward our founder's vision and building on it with the dreams, aspirations, and individuality of each of our people. When our people grow, take on challenges, and flourish, this ultimately translates into contributions to our customers, producers, local communities, and the global environment. I firmly believe this.

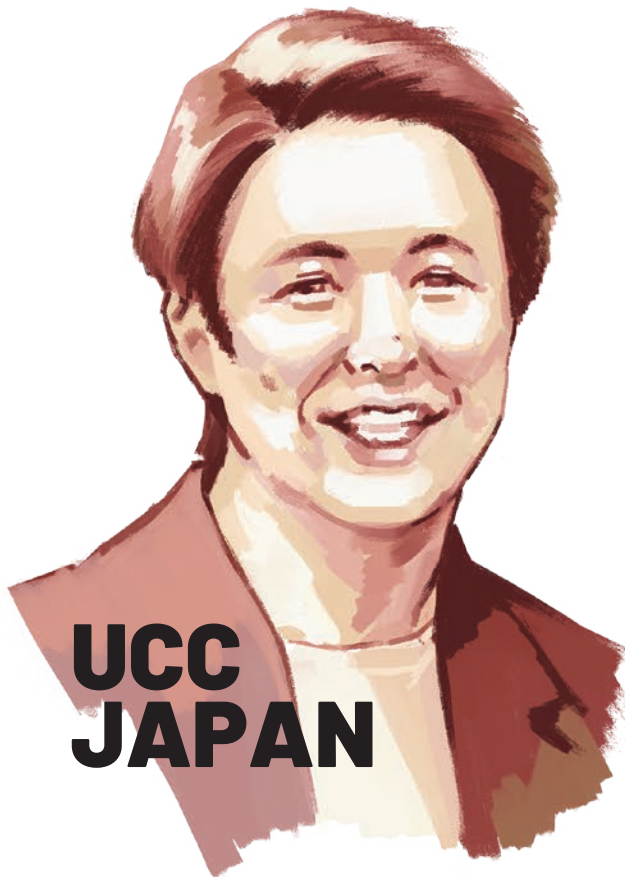
Guided by our Purpose, 'Unlocking the power of coffee for a better world', the UCC Group will continue to make people development a key pillar of our business and, together with our people and stakeholders, shape the future of coffee.

Driving a sustainable future
through our people

The UCC approach
to people
development



Masaro Ueshima
President
UCC Japan Co., Ltd.



Building a global framework for people development and sharing the UCC spirit worldwide

Yuki Yanagihara

Executive Officer
UCC Japan Co., Ltd.

As overseas sales now account for more than 40% of revenue and globalisation accelerates, talent development in Japan, the birthplace of UCC, is becoming increasingly important.

We need our employees to rediscover the excellence of UCC coffee, rather than taking it for granted, so they can share that passion with genuine conviction. We are reviewing a learning environment that, for better or worse, has resembled a traditional craft apprenticeship, and are building a more structured training framework.

My goal is to build the world's leading team of coffee professionals. Ultimately, our aim is to empower every employee to take pride in their work and help share UCC coffee, and the distinctive spirit behind it, with the rest of the world.

Distinctive HR initiatives

- Training for newly promoted employees by management level
- Providing a learning platform through company-wide e-learning
- Quantitative assessment of management skills



Building a strong organisation through high satisfaction and frontline-led improvements

Han Meij

HR Director
UCC Coffee Benelux and Smit & Dorlas (OOH Netherlands business)

At UCC EUROPE, we believe that employee growth and satisfaction drive our competitive strength, and we are implementing various initiatives to support this. We strengthen information sharing through daily dialogue, our in-house communication app, UCC One, and company-wide meetings, while also reflecting feedback from our annual employee satisfaction survey. As a result, our overall satisfaction rating has risen to a strong 8.0 out of 10.

Our initiatives focused on safety, quality, and efficiency led to 300 improvement proposals from the field, with more than 130 already implemented. Going forward, we will continue to value employee feedback and foster individual initiative as we build a more robust organisation for the future.

Distinctive HR initiatives

- Implementing a continuous improvement programme focused on safety, quality, and efficiency

Developing human resources

Professional development at each location

Building a strong organisation through high satisfaction and frontline-led improvements

Tammy Ting

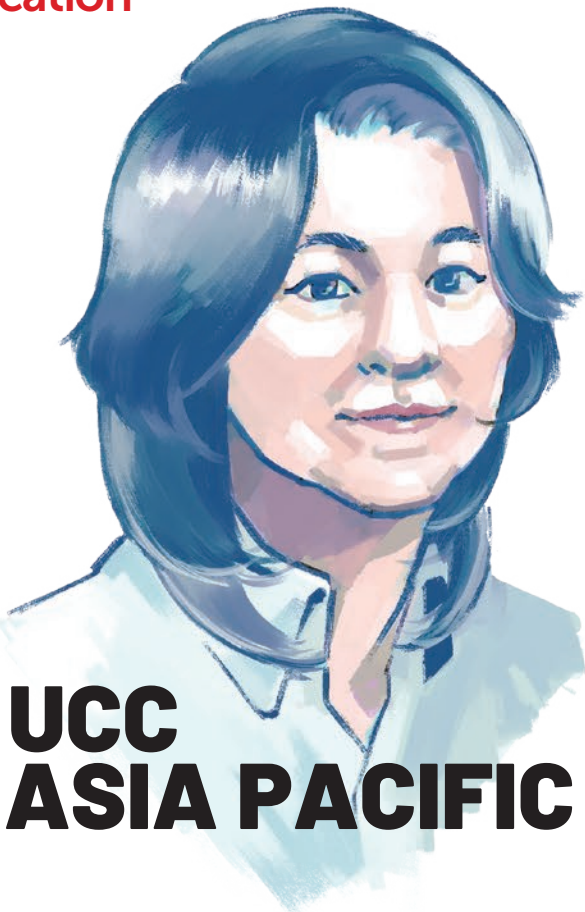
Manager
HR and Administration, UCC AP

In the Asia Pacific (AP) region, we view our people as the foundation for sustainable growth and promote their development in line with the Group's vision of 'powering positive change with coffee'. Here, strengthening fair and consistent evaluation systems is a priority, alongside improving motivation and developing skills.

However, challenges remain in standardising evaluation criteria and securing talent, as systems and environments differ across countries. To address this, we are promoting the development of a cross-regional talent management framework and reviewing our evaluation and compensation systems. We aim to manage the organisation fairly and transparently in a way that everyone can trust.

Distinctive HR initiatives

- Strengthening regional governance for human resources management



Building on proven training results as we move towards the 2026 roadmap

Vanessa McCambridge

Director
People, Culture & Transformation, UCC ANZ

At UCC ANZ, our passion for coffee drives us to create sustainable value by fostering the growth of our people.

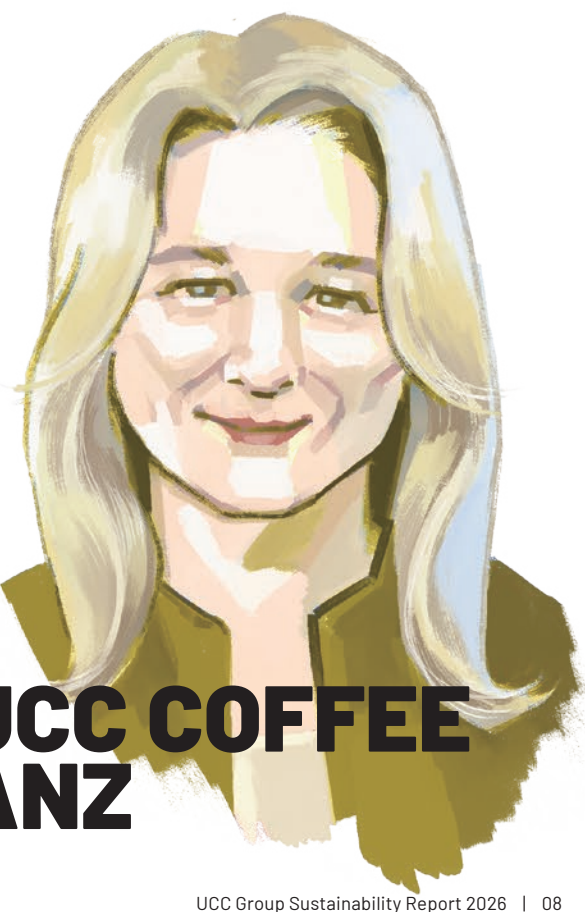
In FY2025, we trained 62 leaders through programmes based on our six guiding principles. We also provided HBDI®* model training to more than 280 employees to encourage diverse thinking and improve self-awareness, communication, and problem-solving skills.

Under the 2026 Talent and Capability Roadmap, we will accelerate people development by systematically implementing succession planning, DEI, and leadership learning programmes.

* The Herrmann brain dominance instrument (HBDI) is a diagnostic tool that classifies and visualises individual thinking preferences (dominant thinking styles) across four areas, based on brain physiology.

Distinctive HR initiatives

- Creating the 'UCC ANZ Six Guiding Principles' to foster collaboration and leadership
- Creating the Talent and Capability Roadmap, focused on individual development



Envisioning the future of coffee: Coffee Museum grand reopening at UCC Kobe Coffee Village

As global demand for coffee grows, the impact of climate change on production conditions is threatening the stability of future supplies.

To address this challenge, the UCC Group is guided by its purpose: 'Unlocking the power of coffee for a better world.' With this mission in mind, we are working to build a sustainable future through the preservation, evolution, and creation of knowledge about coffee.

At the heart of this is the UCC Coffee Museum, which, following its refurbishment in the summer of 2026, has been transformed into a space where we can explore and nurture the future of coffee together.

UCC Coffee Museum

Japan's only museum dedicated to coffee that explores the entire journey 'from farm to cup'. Through its history, culture, brewing methods, and the joy of a well-made cup, we offer inspiration for a life enriched by coffee.



Official Website
<https://www.ucc.co.jp/museum/english>



HIGHLIGHT 01

Discovering the future of coffee

What Lies Ahead for Coffee?

This exhibit includes an introduction to the basics of coffee, the UCC Group's initiatives, and hydrogen roasting. Visitors are invited to deepen their understanding of sustainability and explore the future of coffee.



Coffee Type Quiz

This fun, interactive exhibition features a coffee monster who recommends the perfect coffee for visitors as they answer a series of questions.



Expanding Pleasures and Potential

This exhibit introduces the UCC Group's scientific initiatives in areas such as aroma, health, and upcycling. Visitors can learn about new ways to enjoy coffee and its potential through hands-on experiences.

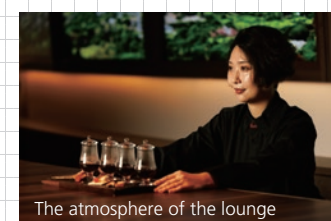
HIGHLIGHT 02

A variety of hands-on programmes on offer

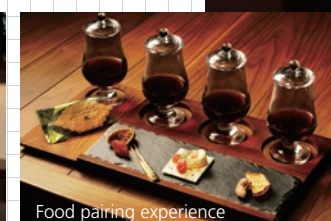
Lounge by UCC COFFEE ACADEMY

Tasting experience

Through food pairings and other sensory experiences centred on taste, this space invites visitors to savour the aroma and flavour of coffee and discover new dimensions of its appeal.



The atmosphere of the lounge



Food pairing experience



Cube by UCC COFFEE ACADEMY

Coffee experience

Through experiences such as brewing coffee, crafting new blends, and practising 3D latte art, visitors discover the joy of making coffee and create unique memories.



Studio by UCC COFFEE ACADEMY

Roasting experience

Through our coffee roasting experience, visitors can create their very own cup of coffee while enjoying the unfolding aroma with all five senses as the beans transform.



VOICES

Shaping the future of coffee through the preservation, evolution, and creation of knowledge

Hidefumi Sakae

Director, UCC Coffee Museum
Sustainability Management Division
UCC Japan Co., Ltd.



Experimenting with new ways to share the joy of coffee

Saho Mizukawa

Section Manager, UCC Coffee Museum
Sustainability Management Division
UCC Japan Co., Ltd.



The UCC Coffee Museum was established in Kobe in 1987, inspired by founder Tadao Ueshima's desire to share the wonder of coffee with as many people as possible. The concept behind the 2026 renovation is the 'preservation, evolution, and creation of knowledge'. By blending our historic exhibits with perspectives on science, climate change, cultivation, and sustainability, we are transforming the museum into a coffee 'theme park' for everyone to enjoy.

We are committed to sharing the importance of protecting the global environment and building the future of coffee together, passing these values on to the next generation.

As part of this renovation, we have carefully preserved the museum's history while creating new exhibition and experience areas that offer fresh opportunities for learning and discovery. Many internal and external partners brought their expertise to bear, holding extensive discussions and making careful adjustments to express the profound joy of coffee. The result is a space filled with passion for coffee culture in every detail.

Enjoy the past, present, and future of coffee in the exhibition area, and discover memorable experiences in the interactive zone. We look forward to welcoming you.



SPOT
02

UCC Innovation Centre

The UCC Innovation Centre is our dedicated research and development facility for exploring the full potential of coffee. Using the latest technologies, we aim to create innovative techniques, products, and services.

SPOT
03

UCC Coffee Academy



Japan's first dedicated coffee academy offers an enjoyable, structured curriculum that covers every aspect of coffee, with courses tailored to all levels and goals, from complete beginners to those looking to build a career in the industry.



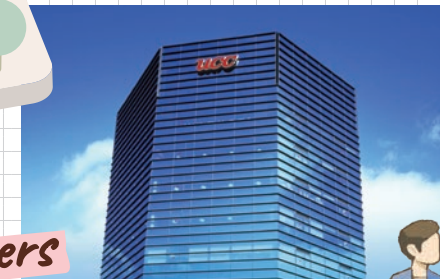
The UCC Coffee Museum reopened in summer 2026 with new exhibition and hands-on experience areas, offering a wide range of information and experiences on everything coffee.

UCC Coffee Museum

SPOT
01

SPOT
04

UCC Kobe Headquarters



At the UCC Kobe Headquarters, we pursue new possibilities for coffee and continue taking on the challenge of creating unprecedented value through coffee, guided by our Purpose, 'Unlocking the power of coffee for a better world'.



UCC Kobe Coffee Village tour

Welcome to UCC Kobe Coffee Village!

This unique, comprehensive coffee hub brings together a museum, research facilities, educational institutions, and UCC headquarters under one roof.

The UCC Coffee Museum is a sanctuary where visitors can explore the story of coffee through all five senses. The UCC Innovation Centre is a hub dedicated to pursuing 'the perfect cup' through cutting-edge technology. The UCC Coffee Academy is an educational institution where beginners to professionals alike can hone their coffee knowledge and skills. The UCC Group's Kobe headquarters brings the joy of coffee to the world. UCC Kobe Coffee Village is a veritable hub of knowledge where everything coffee comes together.

In Kobe, one of Japan's earliest coffee cities, our facilities will work in close partnership with the local community to share the appeal of coffee with an ever-growing audience.

Guided by our wish to share the joy of coffee with as many people as possible, we will build on the knowledge and expertise here to create new value and share the limitless possibilities of coffee with the world.

VOICES

From Kobe to the world:
Passing on the joy and value
of coffee to the next
generation

Masaya Kawaguchi

President, Coffee Academy
Sustainability Management Division
UCC Japan Co., Ltd.



Creating new value through
science and technology for
the perfect cup

Mao Nakagawa

Chief
Research & Development Division
UCC Ueshima Coffee Co., Ltd.



The Coffee Academy offers learning experiences tailored to each individual, from beginners to professionals. The newly transformed UCC Kobe Coffee Village brings together museum, research, and education functions, making it an ideal platform for creating new value.

We are committed to sharing the joy and value of coffee with future generations and people around the world.

The Innovation Centre explores the diverse possibilities of coffee every day. Our mission is to support the 'perfect cup' through three core functions: research and planning, which scientifically explores components and benefits; technology development, which creates new production methods; and product development, which covers taste design and quality analysis.

Looking ahead, we will collaborate with museums and educational institutions to share our research findings widely with society, transforming UCC Kobe Coffee Village, our co-creation hub, into a place that creates value for the future.

Our history
of promoting
coffee culture

1981

The UCC Coffee Pavilion, the predecessor to the UCC Coffee Museum, is displayed at the Kobe Port Island Exposition.



1987

The Coffee Museum opens

1992

UCC Ueshima Coffee Head Office is completed on Port Island in Kobe

2007

UCC Coffee Academy (Kobe) opens

2013

UCC celebrates its 80th anniversary(j) with a full renovation of the Coffee Museum exhibition rooms

2018

To strengthen R&D capabilities and maximise collaboration across the Group, the Innovation Centre is relocated to Kobe, where the company was founded.

2026

Coffee Museum reopens

Great taste meets health

Launching 'TOTONOU by BLACK Unsweetened'

For more than 50 years, the UCC Group has worked to create new value in coffee. In recent years, we have focused not only on taste but also on the health benefits that support everyday well-being. We are currently developing products based on the findings of this research.

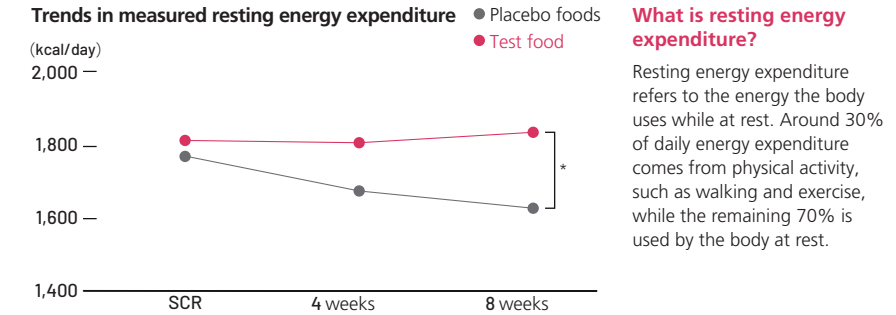
Caffeine and chlorogenic acids have traditionally been the most widely recognised coffee compounds associated with health and wellness. Against this backdrop, the UCC Group has identified new potential for trigonelline – a compound abundant in green coffee beans – through its own research. Although trigonelline decreases during roasting, extensive research has confirmed that it helps improve resting energy expenditure in people with an elevated BMI.

Building on these findings, the UCC Group proposes a new daily habit: supporting metabolism through everyday coffee consumption. We believe that by offering both great taste and health benefits, while fitting effortlessly into everyday life, we can shape new expectations for coffee.



HIGHLIGHT 01

This product contains coffee-derived trigonelline **which has been reported to support an increase in resting energy expenditure in people with a higher BMI.**



Study design
Subjects: 20 men and women aged 20–29 (18.5 ≤ BMI < 30) with a slightly elevated BMI (23 ≤ BMI < 30); 20 participants in total (test food group: 9; placebo food group: 11)
Study details: Continuous consumption of test food containing 150 mg of coffee-derived trigonelline for eight weeks (the control group consumed placebo food)
Resting energy expenditure was measured at 27°C and 19°C before the start of the study (SCR) and again at weeks 4 and 8 (the graph shows trends at 27°C).
*: p<0.05 (compared with the control group); week 8 data were calculated using partial interpolation. SCR: Screening test
References: Figure adapted from *Japanese Pharmacology and Therapeutics*, Vol. 51, No. 11, pp. 1713–1729 (2023). (One study included in the systematic review is presented here as an example.)



TOTONOU by BLACK Unsweetened

Food product with function claims containing coffee-derived trigonelline

- Product category: Coffee
- Ingredients: Coffee (produced in Japan)
- Net volume: 500 ml



HIGHLIGHT 02

Made without added flavours or functional ingredients, delivering both great taste and functionality.



Food product with function claims

Function Claim
This product contains coffee-derived trigonelline, which has been reported to support an increase in resting energy expenditure – a component of daily energy metabolism – for individuals with a higher BMI.

- Maintain a balanced diet by including staple foods, main dishes, and side dishes.
- Unlike Foods for Specified Health Uses (FOSHU), this product has not been evaluated by the national government for its functionality or safety. Information regarding the scientific evidence submitted can be viewed on the Consumer Affairs Agency website.
- This is not a medicinal product.

Ask an expert!

Tell us more! Ms Ueda

We spoke with Ms Ueda, who led the development of the TOTONOU product line.

Emi Ueda Project Leader
Research & Development Division
UCC Ueshima Coffee Co., Ltd.



Q Why did you focus on trigonelline?

A During the COVID-19 pandemic, lifestyles changed significantly and people had fewer opportunities to stay active in everyday life. This led to growing interest in metabolism. At the same time, there were still very few product concepts or proposals focused specifically on metabolism itself. Compared with caffeine and chlorogenic acid, trigonelline remains a relatively underexplored compound. However, there had been interesting research at the cellular level relating to fat burning. Since its effectiveness in humans had not yet been confirmed, we decided to begin our own research.

Q What did you focus on most?

A We wanted to create something that was great-tasting, good for health, and easy to enjoy every day. Coffee is prized not only for its flavour, but also for the emotional experience it brings. That is why we were particular about achieving a natural balance between flavour and functionality, rather than simply adding a health benefit. We drew on UCC's coffee-making expertise and passion to bring that vision to life. Our aim was to offer something distinctly UCC: a coffee that opens people's eyes to new possibilities.

Q What challenges did you face?

A There were still very few research reports or findings on trigonelline, so we began from scratch: building the evidence, creating great-tasting coffee while preserving the active ingredient, and submitting the required notification to the Consumer Affairs Agency. With no precedent to follow, it was not easy to achieve a natural balance between great taste and functionality, even after repeated trial and error. We also had to think carefully about how to express our commitment to the product while complying with the rules for Foods with Function Claims.

Q What are your ambitions for the future?

A Following caffeine and chlorogenic acid, we have focused on trigonelline as a new health-related component and have continued to explore the potential of coffee. Coffee is said to contain more than 1,500 different compounds, and there is still much that remains unknown. That is precisely why we believe there may be even more new value and potential to discover. We hope that TOTONOU allows more people to experience the idea that great-tasting coffee can naturally contribute to health. We will continue to propose new value in coffee in a way that is uniquely UCC, placing flavour at the heart of everything we do.

Our journey in promoting health through coffee



The UCC Times

UCC Times:
A look at UCC's work on material issues

Focus 1

Expanding hydrogen-roasted coffee

Developing hydrogen-roasted coffee for a carbon-neutral society

Since conducting its materiality analysis in 2022, the UCC Group has prioritised reducing GHG emissions as part of its efforts to address climate change. One prime example is hydrogen roasting, which uses hydrogen instead of natural gas as a heat source. Here we introduce the UCC Group's pursuit of zero CO2 emissions in the coffee roasting process.



#Collaboration and co-creation #Climate Change #Carbon

Bringing hydrogen-roasted coffee to the world

Natural gas is generally used as a heat source in coffee roasting, and the resulting CO2 emissions present an environmental challenge. To address this challenge, the UCC Group has been developing roasting technology that uses hydrogen, which emits no CO2 during combustion, as a heat source. In April 2025, the Group began mass production in Japan of the world's first hydrogen-roasted coffee, using a large-scale hydrogen roaster.

Hydrogen roasting not only helps reduce environmental impact, but also offers greater flexibility in temperature control than conventional natural gas roasting, which is expected to bring out coffee's inherent flavour more fully.

This initiative is expanding through partnerships with a wide range of companies in Japan, while preparations are also underway for global expansion.



HYDROGEN-ROASTED COFFEE

With every cup of coffee, we are helping to build a future powered by hydrogen.

Hinako Hashimoto

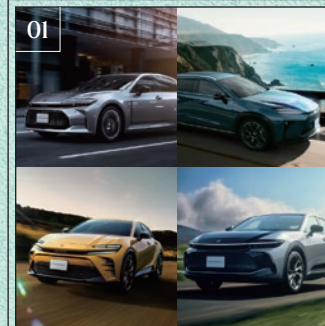
Section Manager of Sales Division, Project Secretariat of Hydrogen Roasting Coffee UCC Ueshima Coffee Co., Ltd.

It has been one year since we began mass-producing hydrogen-roasted coffee, and we are delighted that it has reached so many customers. It has been extremely well received, with many people praising it as 'environmentally friendly and, above all, delicious', including customers who are not regular coffee drinkers.

Our goal is a future where everyone can easily do their part for the environment through their daily cup of coffee. We will continue to communicate the value of this initiative at every opportunity and pursue new challenges, helping to expand the role of hydrogen in society.

HYDROGEN-ROASTED COFFEE NEWS

01



Joint development of an original hydrogen-roasted coffee with Toyota, inspired by four Crown models



Toyota Motor Corporation and UCC Ueshima Coffee jointly developed an original hydrogen-roasted coffee to commemorate the 70th anniversary of the Toyota Crown. The product is inspired by the four models in the 16th-generation Crown range and is available for a limited time only at six Crown specialist dealerships across Japan. Developed through close collaboration between the two companies, the blend captures the driving performance and feel experienced by UCC Coffee Academy instructor Doi during test drives, and delivers a flavour profile unique to hydrogen roasting. We have translated the Crown's ride comfort into a smooth, satisfying coffee experience.

02



Now serving hydrogen-roasted coffee at Kawasaki Heavy Industries' head office and KAWARUBA co-creation hub

Kawasaki Heavy Industries has begun serving UCC's hydrogen-roasted coffee as part of its café services at its head office and at CO-CREATION PARK – KAWARUBA, a social innovation co-creation facility in Haneda, Tokyo. As the company advances initiatives to build a hydrogen supply chain, this serves as a practical example of hydrogen utilisation in the food sector. The aim is to offer visitors to each site a relaxing coffee experience while fostering interest in hydrogen energy.

03

Nationwide release of 'Seven Café Hydrogen-Roasted Coffee' co-developed with 7-Eleven Japan

7-Eleven Japan has begun selling Seven Café Hydrogen-Roasted Coffee, developed in collaboration with UCC Ueshima Coffee, at stores nationwide. Using UCC's hydrogen roasting technology and a slow, low-temperature roasting method, we created a coffee with low bitterness, a clean yet full-bodied taste, and a mellow, fruity acidity. It is designed to appeal even to people who do not usually drink coffee.



* As of August 2026

04

Marriott's Moxy Osaka Honmachi introduces UCC hydrogen-roasted coffee

UCC's hydrogen-roasted coffee has been introduced at Moxy Osaka Honmachi, a Marriott International hotel committed to sustainable sourcing. Following a tasting session, the hotel's general manager and senior team selected the coffee for its signature 'aromatic, clean finish', a hallmark of hydrogen roasting, as well as its environmental sustainability. We remain committed to advancing sustainability by offering certified ingredients and environmentally conscious products to our partners.



05

Tackling mass production with large-scale hydrogen roasting equipment in the Netherlands

UCC Coffee Benelux in the Netherlands is also working towards the commercial-scale production of hydrogen-roasted coffee. In September 2025, it became the first company in Europe to successfully roast coffee using hydrogen with a small-scale roaster and is currently working on a plan to retrofit its large-scale roasters to support hydrogen roasting.

A challenge extending from Japan to the Netherlands and across Europe

Jeroen de Jager

Site Director, UCC Coffee Benelux BV

The greatest challenges in implementing hydrogen roasting in Europe were integrating the technology into existing equipment and meeting strict regulatory requirements. Starting from scratch, we worked closely with internal and external partners and experts, conducting steady, rigorous testing that ultimately resulted in successful small-scale roasting trials. Moving forward, we will accelerate scale-up towards mass production and take a leading role in reducing CO2 emissions from coffee roasting.

Europe is also leading the way with pioneering hydrogen-roasting initiatives aimed at decarbonisation



The UCC Times

UCC Times:
A look at UCC's work on material issues

Focus 2 Prospects for a nature-positive approach

Sustainable coffee production project in Tanzania in partnership with IFAD*

* Data current as of August 2026

As part of initiatives addressing key issues identified through the UCC Group's 2022 materiality analysis – including forest and biodiversity conservation and efforts to improve the livelihoods of small-scale producers – we have partnered with the International Fund for Agricultural Development (IFAD) since 2024 to support coffee farms in Tanzania. In 2025, we began providing on-site agricultural guidance, marking a major step towards improving coffee productivity.



#Contribution to a global society #Nature positive approach

Working towards the goal of doubling production volumes within three years

We visited Tanzania on three occasions between 2024 and February 2026 and confirmed that agricultural guidance provided to local small-scale producers is beginning to produce tangible results. Examples of the guidance provided and its impact are outlined below.

(1) Guidance on making compost using local by-products

Content: Guidance on using organic compost made from locally sourced by-products.
Result: Flowering and fruit set improved dramatically, and trees began producing larger quantities of fruit.

(2) Checking for new shoots on pruned trees and providing practical guidance

Content: Where new shoots fail to emerge due to ageing trees, technical guidance is provided on pruning and cutting back

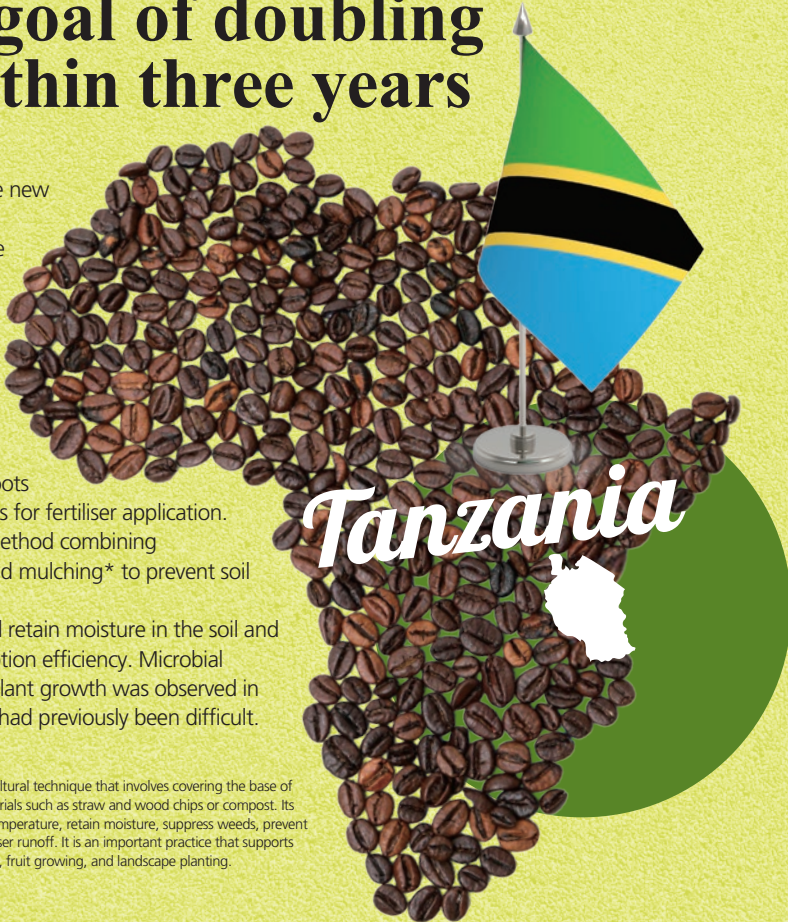
rootstocks to encourage new growth.

Result: New shoots have begun to emerge from pruned areas.

(3) Guidance on planting saplings

Content: Guidance included practical demonstrations on loosening soil around roots and creating depressions for fertiliser application. We also introduced a method combining homemade compost and mulching* to prevent soil erosion and runoff.
Result: Mulching helped retain moisture in the soil and improve fertiliser absorption efficiency. Microbial activity increased, and plant growth was observed in areas where cultivation had previously been difficult.

* Mulching is a horticultural and agricultural technique that involves covering the base of plants and the soil surface with materials such as straw and wood chips or compost. Its main purposes are to regulate soil temperature, retain moisture, suppress weeds, prevent pests and diseases, and reduce fertiliser runoff. It is an important practice that supports plant growth in vegetable cultivation, fruit growing, and landscape planting.



The joy of making a difference: Improved production efficiency boosts local enthusiasm and livelihoods

Naomi Nakahira Sustainability Management Division, UCC Japan Co., Ltd.

Each time I visit Tanzania, I sense growing commitment and enthusiasm among the producers. I believe the visible impact of our support – boosting production volumes, stabilising livelihoods, and improving tree health – is helping to inspire and motivate producers.

Farming often involves simple, repetitive tasks that can also be unglamorous. However, working closely with farmers to find methods suited to local conditions and staying true to the fundamentals is what contributes to both productivity and sustainability. I feel that by rolling up our sleeves and seeing tangible results from our work, we have strengthened our trust in each other.



Together with producers, we are making steady progress towards our goals and will continue working to build a brighter future for Tanzania

Timeline of the sustainable coffee production Project in Tanzania

2024 June	2024 September	2024 November	2025 May	2025 June	2025 August	2025 From November
Field surveys of smallholder cooperatives begin	Launch event held	Site visits and information gathering for full-scale operations	Kick-off event and technical demonstration	Establishment of a nursery and participation in an IFAD-organised talk event at the World Expo	Practical instruction and assessment of technical guidance	Effectiveness assessment

Commitment to a sustainable coffee industry

Tanzanian coffee farmers face complex challenges, including seedling shortages, difficulty accessing the latest information. This project has taken a comprehensive approach to addressing these issues by strengthening processing infrastructure and promoting Good Agricultural Practices (GAP).

In practice, techniques like composting and mulching have taken hold, leading to confirmed improvements in soil health, crop yields, and product quality. Moving forward, we will introduce improved varieties and continue developing infrastructure as we work towards a sustainable coffee industry in which everyone involved, from producers to stakeholders across the value chain, can share in its value.

Samora Mnyaonga
Executive Secretary, Café Africa Tanzania



Our pride in coffee and gratitude to Japan

When I hear the word 'Japan', the first thing that springs to mind is 'people who love coffee'. When I learnt that people in Japan were enjoying our coffee, I felt a great sense of joy and pride.

Through this project, we have learnt how to make organic compost, how to harvest only fully ripe cherries, and how to apply pruning and stumping techniques – all of which have strengthened our commitment to coffee cultivation.

Going forward, we hope to see production increase through the wider distribution of seedlings, and we hope people in Japan will continue choosing UGOGO coffee. We also hope to see support for the development of wells and storage facilities to help address water shortages.

Kanuth W. Mafunda
UGOGO AMCOS



Our framework for promoting sustainability

We have analysed the most critical sustainability issues for the UCC Group to address key risks facing the coffee industry. Our goal is to solve these issues and realise our sustainability vision.

Key sustainability issues that emerged from our deliberations

Two major risks affecting the coffee industry are vulnerability to climate change and the vulnerability of small farmers. Coffee's susceptibility to climate change, or the coffee 2050 problem, is a grave issue. It has been modelled that global warming and the spread of pests and diseases could halve the land suitable for growing Arabica by 2050.

Over 25 million small farmers grow 80% of the world's coffee, while around 125 million people in over 70 regions and countries make a living from coffee. Yet only one in twenty farmers can adequately protect their coffee trees from harmful insects and other pests while maintaining productivity. Small farmers face many structural challenges, including climate change, volatile prices, difficulty in raising funds, and limited access to technology. These have a serious impact on coffee yields.*

These challenges are urgent issues that the UCC Group and the whole coffee industry must take very seriously.

Coffee risks

Vulnerability to climate change	People	
Labour and coffee production conditions		
Forced labour		
Child labour		
Vulnerability of small farmers	Environment	
Deforestation		
Loss of biodiversity		

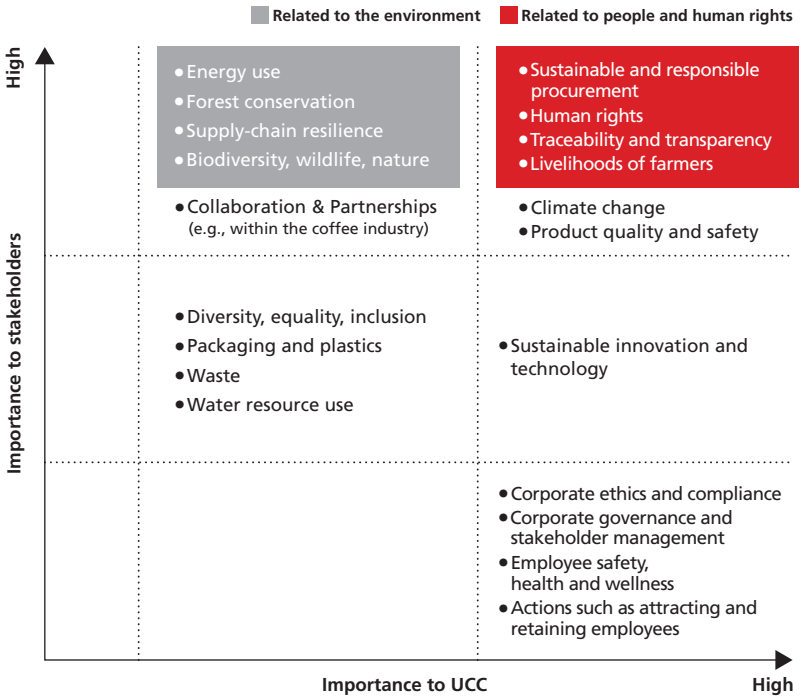
Note: column height indicates the degree of risk.

Materiality analysis

To address 'vulnerability to climate change' and 'vulnerability of small farmers', two key risks affecting the coffee industry, and to investigate the most important sustainability issues for the UCC Group, we first interviewed internal and external stakeholders to analyse external trends and risks.

We then employed internal and external perspectives to consider the importance of each issue and organised them into a matrix of the most important issues, or 'materiality matrix'. Also, through workshops and discussions involving senior leadership, we decided on an order of priority for the issues, as shown in the figure on the right.

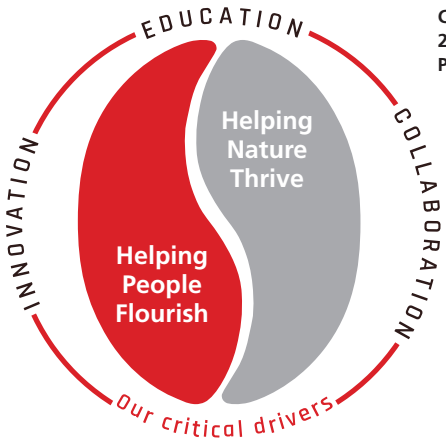
Based on this materiality matrix, we considered which issues should be prioritised and addressed by the UCC Group, and as a result, decided to first prioritise work to combat climate change, improve farmers' livelihoods, and conserve forests and biodiversity.



Setting a roadmap towards sustainability

Have a significant positive impact on society through Health and Education by 2030

100% sustainably Sourced UCC branded Coffee by 2030



Carbon Neutral 2040 & Nature Positive

The results of our analysis of the UCC Group's essential sustainability issues are encapsulated in our Sustainability Framework. This framework is based on two main courses of action, 'helping nature thrive' and 'helping people flourish', with a goal and target fiscal year for each. The UCC Sustainability Framework is our roadmap towards a sustainable future. We aim to realise our sustainability vision through sustainable coffee procurement, promotion of health and education, environmental preservation, and carbon neutrality.

Towards a sustainable future

At the UCC Group, our Purpose is 'Unlocking the power of coffee for a better world'. Among our five core values, 'contribution to a global society' and 'collaboration and co-creation' align closely with the two pillars of our Sustainability Framework: 'helping nature thrive' and 'helping people flourish'.

Through this consistent philosophy – from Purpose to Values to our Sustainability Framework – the UCC Group connects all coffee-related activities to a more sustainable future.

The following pages highlight the UCC Group's latest environment, society, and governance (ESG) efforts in sustainability.

* Source:
<https://link.springer.com/article/10.1007/s10584-014-1306-x>
<https://coffeeandclimate.org/brewing-up-climate-resilience-in-the-coffee-sector/>
<https://www.fairtrade.net/jp-jp/products/fairtrade-products/coffee.html>
<https://www.fairtrade.org.uk/farmers-and-workers/coffee/>

Environment

Towards a sustainable planet / Climate action / Nature positive approach

Targeting carbon neutrality by 2040

Reducing greenhouse gas emissions through innovation and operational improvements

Reducing Scope 1 and 2 greenhouse gas emissions by 46% by 2030

Greenhouse gas emissions include direct emissions from UCC Group operating companies (Scope 1), indirect emissions from electricity used in factories and offices (Scope 2) and indirect emissions from UCC Group's value chain, including both upstream and downstream activities (Scope 3). The UCC Group has committed to achieving carbon neutrality throughout the entire value chain by 2040. As a milestone, we aim to reduce Scope 1 and 2 emissions by 46% by 2030.

In FY2025, Scope 1 and 2 emissions accounted for 3.3% of total emissions, while Scope 3 made up 96.7%. Emissions from Scope 1 and 2 were reduced by 25.4% compared to FY2019, driven by ongoing global efforts to improve energy efficiency. Within Scope 3, Category 1 (purchased goods and services) accounted for the largest share at 78.2%, with coffee beans making up the majority.

We remain committed to deepening collaboration with diverse stakeholders to accelerate effective reductions in GHG emissions.

Driving innovation to reduce Scope 1 emissions

The UCC Group is committed to reducing Scope 1 and 2 greenhouse gas emissions by continuously implementing innovative technologies and optimising operational processes.

In the Netherlands, we implemented more than 10 improvement measures over the past year, including improving roaster operating efficiency, introducing energy-efficient motors and switching to LED lighting. As a result, we reduced the factory's total electricity use from 215 kWh to 199 kWh per 1,000 kg of beans.

In Spain, we improved productivity through technical enhancements designed to reduce the factors that cause machine downtime. This helped curb the additional energy required for restarts, reducing overall electricity consumption.

Through these ongoing initiatives, the UCC Group remains committed to further reducing Scope 1 and 2 emissions and promoting sustainable business practices.



Case study

Japan #Collaboration and co-creation
#Climate change

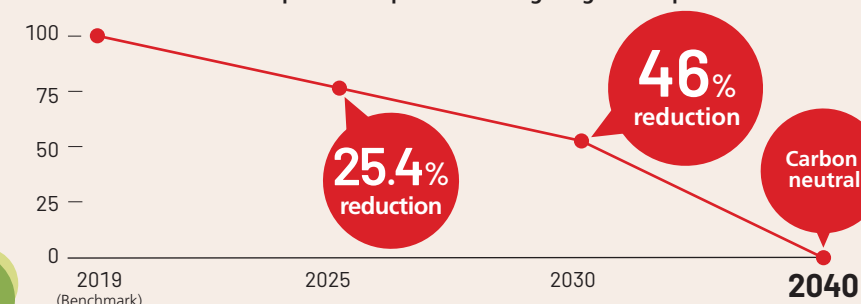
Ueshima Coffee selected for Kanagawa Prefecture's decarbonisation pilot programme

In May 2023, Ueshima Coffee became the first foodservice operator to introduce the Decarbo Score, a service by Earth hacks. Since then, it has worked to encourage the use of personal tumblers and reduce plastic items such as straws and takeaway cutlery.

In recognition of these efforts, Ueshima Coffee was selected as a participating outlet in the 'Kanagawa CO2CO2 Points+' scheme run by Kanagawa Prefecture. Under the scheme, customers who choose products and services with lower CO2 emissions receive additional points. The initiative assesses how effectively this encourages low-carbon choices and contributes to CO2 reductions.



GHG emissions reduction plan in Scope 1 and 2 targeting 23 companies



Steps towards a nature positive future

Strategic producing countries and the identification of risks and opportunities in line with the TNFD recommendations

Three phases towards nature positive transformation

The UCC Group has set the following three phases to work towards nature-positive transformation:

- (1) Publish our 'No Deforestation Commitment' to establish strict rules to eliminate deforestation
- (2) Explore nursery construction, soil management, and the protection of shade trees and beneficial local wildlife to enhance future coffee productivity
- (3) Employ reforestation as a step towards carbon neutrality

In August 2024, we announced our No Deforestation Commitment on our official website, along with the selection of strategic producing countries where we will prioritise productivity improvements and natural ecosystem restoration.

https://www.ucc.co.jp/eng/company/sustainability/nature/nature_positive_approach/

Strategic producing countries prioritised by the UCC Group

The UCC Group designated Brazil, Vietnam, Tanzania, and Uganda as strategic producing countries to prioritise efforts towards a nature-positive future in August 2024. In making our selection, we considered a range of factors, including risk analysis results provided by international NGOs and the areas where our agricultural support activities could make the greatest contribution.

The UCC Group and TNFD

We conducted an analysis using the LEAP approach recommended by the TNFD to identify nature-related risks and opportunities for the coffee industry and our own operations. Through this analysis, we identified three risks, including restrictions on the sale of coffee produced on deforested land, and three opportunities, including achieving sustainable sourcing through investment in producing regions. We will continue to deepen this analysis in line with the specific

characteristics of our business, identifying more concrete risks, opportunities, and countermeasures. Please see our website for details of the analysis.

https://www.ucc.co.jp/dist/company/sustainability/images/nature/250825_TNFD.pdf

In Europe, the implementation of the European Union's Regulation on Deforestation Free Products (EUDR) has made it necessary to track product-origin information and provide evidence of deforestation-free sourcing. In 2025, our UCC CSS office in Geneva and IT team led the introduction and full-scale operation of Annex, a tool for digitally collecting the required information from suppliers.

Using Annex, we have digitised the entire process, from obtaining and managing EUDR-related information at the time of green coffee contracts through to submitting it to the authorities. This enables us to prepare all necessary information before customs clearance. These initiatives provide the foundation for procurement practices aligned with our No Deforestation Commitment, while ensuring regulatory compliance.

Case study

Spain #Contribution to a global society
#Biodiversity

Nature conservation activities by Cafés Templo

Cafés Templo, a UCC Group company based in Spain, has joined Forever Green, a partnership initiative led by football club Real Betis, to help conserve the natural environment.

As part of this initiative, in February 2025, we supported the Head Starting project, a sea turtle conservation initiative



run by the Seville Aquarium in collaboration with the Regional Government of the Balearic Islands, helping support the recovery of this endangered species. After being raised under the care of the Seville Aquarium, the turtles were released into the sea in June 2025 and are now being tracked by GPS.



Environment

Contribution to a circular economy

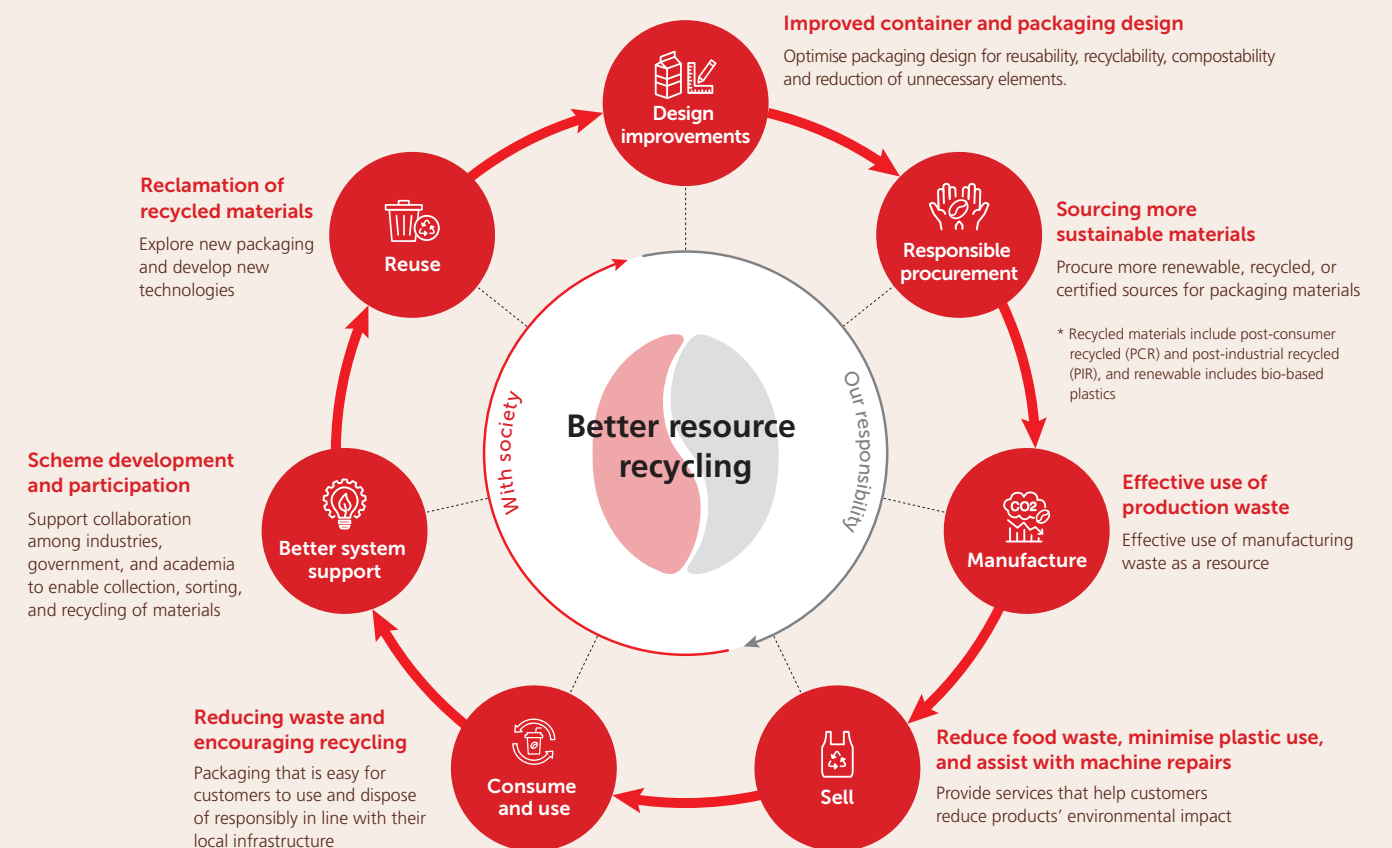
Moving towards a circular economy

The UCC Group's vision for the circular economy

A circular economy promotes the effective use and reuse of resources that would otherwise be discarded. At the UCC Group, we are basing our business operations on this principle, approaching it from seven strategic perspectives (see diagram at right).

For example, we are working on initiatives to transform used paper cups into products such as handkerchiefs, while also promoting the effective use and recycling of materials such as used coffee grounds and plastic waste generated during

manufacturing processes. We are also designing products to reduce environmental impact from the outset, including by making containers and packaging lighter and more compact.



Case study

Japan #Contribution to a global society #Collaboration and co-creation

Cross-industry collaboration turns used coffee grounds into fashion

UCC Japan has formed a cross-industry partnership with URBAN RESEARCH, an apparel company, in the field of resource recycling. Both companies are headquartered in the Kansai region and share a commitment to sustainability.

For this collaborative project, we used coffee grounds generated by Ueshima

Coffee as an upcycled material. We dyed T-shirts containing 30% recycled yarn made from waste fibres and released them as a limited-edition product for the Osaka-Kansai Expo. We have also launched a range of bags made from upcycled jute sacks originally used to transport green coffee beans.



Taking a new step forward through collaboration with like-minded partners

Yoshiaki Miya
Sustainable Development Research, SS Chief
URBAN RESEARCH Co., Ltd.

We believe that solving environmental and social challenges requires cross-sector collaboration and concrete action. With this in mind, URBAN RESEARCH is actively pursuing partnerships with a wide range of companies and organisations. In discussions with UCC Japan, I felt an immediate sense of common ground, as our companies share the same values. This project, which was inspired by the Osaka-Kansai Expo and brought to life with tremendous support from UCC Japan, not only left a lasting impression on visitors but also marked a small yet meaningful step forward for each of the industries involved. We look forward to working together on a range of projects in the future.

France #Contribution to a global society #Moving forward with ambition

New coffee capsules made from recycled materials



From 2025, the UCC France roastery in Valence has switched all aluminium capsules to a new design. Previously, we used 100% virgin aluminium, but the new capsules contain an average of more than 80% recycled aluminium.

Aluminium generates high levels of CO₂ emissions during smelting and has a significant environmental impact. This change has significantly reduced the carbon footprint of our capsules, from 18.6 kg CO₂e to 4.8 kg CO₂e per 1,000 capsules. It also reduces the need for raw material extraction and refining and is expected to deliver significant benefits for resource circulation and environmental impact reduction.

New Zealand #Contribution to a global society #Moving forward with ambition

Used coffee bags become a resource that supports farms

New Zealand roasters Robert Harris and Caffè L'affare became two of the first brands in New Zealand to switch to recyclable soft plastic for their coffee bags. This pioneering initiative continues today. Used bags are collected through participating retailers and recycled by Future Post, a specialist recycling company, where they are mainly processed into fence posts, but also landscaping sleepers/rails and bollards. These posts are stronger and longer-lasting than timber. Because the material itself does not need preservative treatment, there is no risk of chemical contamination in the soil. They are used on farms and in vineyards throughout New Zealand.



Fence posts and bollards made from used coffee bags

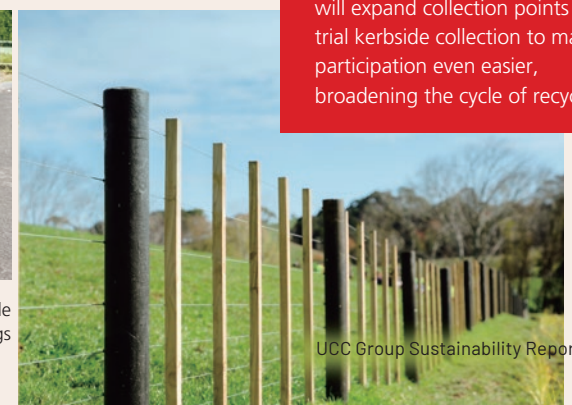


Voice

Turning packaging into a resource with consumers

Candice Morgan
Head Of Coffee – Operations
UCC COFFEE NEW ZEALAND LIMITED

In New Zealand, the industry is working together to collect and recycle used coffee packaging. Although the cost of collection and the need to raise consumer awareness were initial challenges, the number of consumers participating in collection has grown significantly thanks to in-store signage and outreach through digital media. Going forward, we will expand collection points and trial kerbside collection to make participation even easier, broadening the cycle of recycling.



Social

Helping support producing areas and improve lives in the coffee community

Sustainable coffee procurement

Establishing a responsible procurement framework and delivering communication that resonates with stakeholders

Sustainable coffee sourcing initiatives

The coffee industry's value chain is wide-ranging, extending all the way from the producing country to the country of consumption. The UCC Group is involved at every stage along this chain and is committed to sustainability at each point.

Under its sustainable sourcing framework, the UCC Group has established the Principles for Responsible Procurement and Supplier Code of Conduct, ensuring sourcing practices that respect human rights.

In autumn 2022, we launched the Sustainable Coffee Sourcing Programme. Please visit our website for more information.

<https://www.ucc.co.jp/company/sustainability/people/coffee/index.html>

Broadening understanding and empathy

Although sustainable coffee sourcing schemes play an important role in supporting the coffee industry, many of the concepts involved can be highly technical. To help all stakeholders understand and engage with these initiatives, we developed a range of communication tools, including a dedicated key visual.

The key visual expresses the concept behind the UCC logo – ‘kindness and consideration for the environment and people’ – by arranging producers, forests and the Earth in the shape of a heart. We also visualised seven representative examples drawn from the 26 checkpoints defined under our sustainable coffee sourcing standards to make the framework easier to understand. Through this design,

we hope people will feel a stronger connection to the challenges facing our planet, biodiversity, and coffee-producing communities.



Key visual



Seven leading examples of sustainable coffee sourcing

<https://www.ucc.co.jp/eng/company/sustainability/people/coffee/>

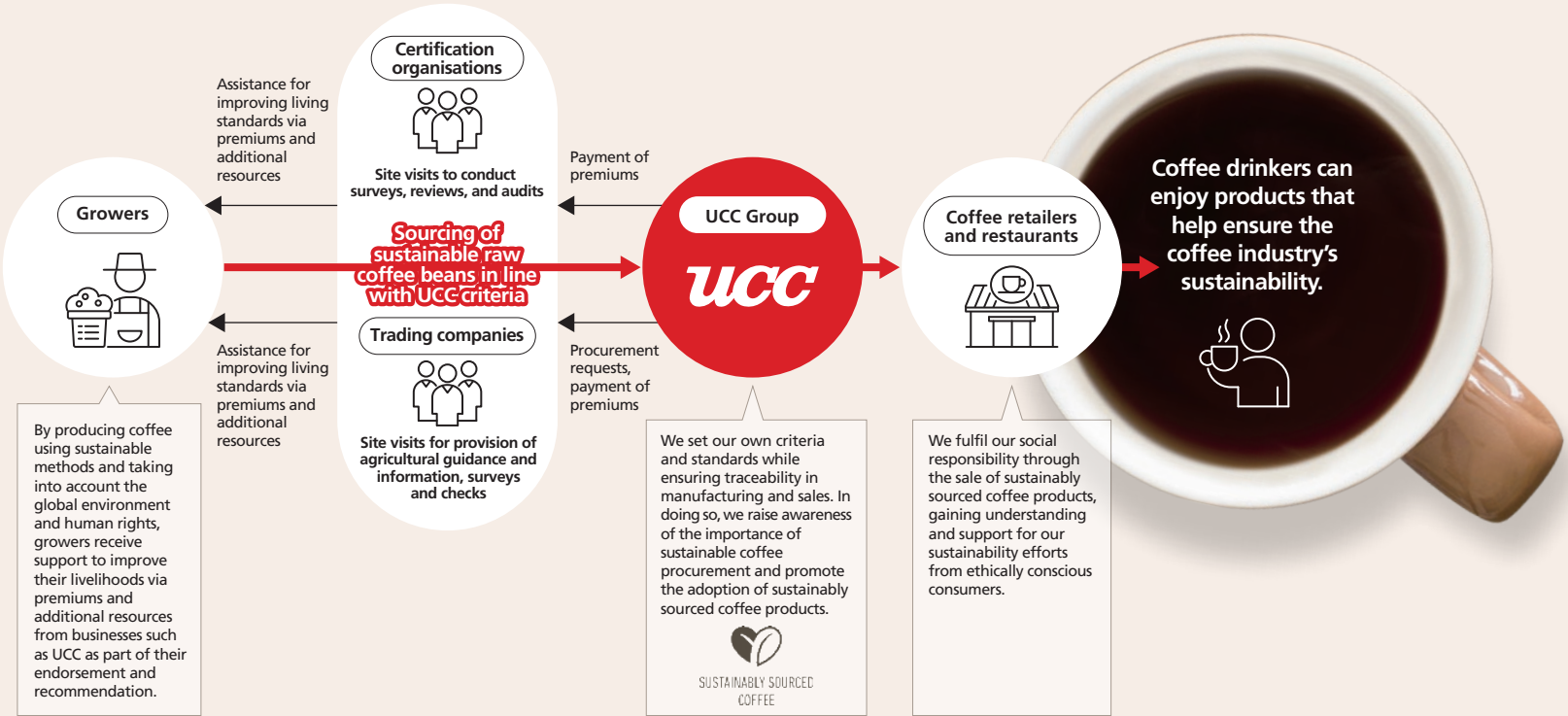
Case study

Japan #Focusing on everything about coffee #Contribution to a global society
#Moving forward with ambition #Collaboration and co-creation

A first for the UCC brand: Entire DRIP POD range now meets sustainable coffee sourcing standards

In September 2025, as part of the fourth phase of the DRIP POD 10th anniversary campaign, we switched all seven standard DRIP POD capsule varieties to products that meet our sustainable coffee sourcing standards. As a result, more than 50% of the coffee beans used

across the entire DRIP POD range, including both household and commercial products, now meet UCC's sustainable sourcing standards. DRIP POD is the first product range under the UCC brand where every product carries the Sustainable Coffee Sourcing logo.



Features | Taiwan

Alishan Farm Coffee now available at FamilyMart and Mos Burger in Taiwan

UCC Taiwan has been working with Alishan Coffee Farm to revitalise local agriculture, create jobs, and promote local sourcing, all while reducing greenhouse gas (GHG) emissions through socially and environmentally responsible practices.

In 2026, 'Let's Café Alishan Premium Blend Coffee' will go on sale at FamilyMart stores across Taiwan. The coffee is produced by members of the indigenous Tsou people, and one of the sourcing farms is Yuyupas, a farm in Alishan, which has partnered with UCC for more than five years. In addition, Mos Burger Taiwan will offer Alishan Coffee, made using 100% coffee beans sourced from the Yuyupas farm, as a limited-time in-store product from 2026. UCC Taiwan remains committed to engaging in initiatives rooted in local communities.

FamilyMart: <https://udn.com/news/story/7270/9279752>

Mos Burger: <https://www.ctee.com.tw/news/20260120700675-431401>



Respect for human rights

Acting with integrity in line with our human rights roadmap

Human rights roadmap				
		-FY2024	FY2025-2029	FY2030
Policy Commitment	Human rights policy	Development and publication of a human rights policy	Sharing within and outside the Group (Internal training within the Group)	
	Human rights risk assessment	Conducting human rights risk assessments	Re-conduct human rights risk assessments	
Human Rights Due Diligence	Prevention and mitigation of adverse human rights impacts	Supply chain	100% Sustainably Sourced UCC brand coffee by 2030	
			Procurement based on 'UCC Group's Principles for Responsible Procurement' and 'the UCC Group's Supplier Code of Conduct'	
			Continue existing effort (Supplier Self Assessment) *Considering further expansion of the scope of coverage	
		Review of the status of existing efforts to address salient human rights issues		↑ Reflects where necessary
	To consider and implement support for coffee producers			
	UCC Group	Continues implementation of measures to prevent and mitigate outstanding human rights issues for employees in the Group (Operation of existing personnel policies and employee questionnaires to ascertain actual conditions with regard to reduction of long working hours, occupational health and safety, discrimination and harassment, gender disparity, etc.)		
Tracking effectiveness		Establish a monitoring and review system for the above measures to prevent and mitigate negative impacts	Implementation of monitoring and review	
	Information disclosure	Publication of sustainability reports		
			Reporting under the EU Corporate Sustainability Reporting Directive (CSRD)	
Remedy	Grievance mechanism	Joined JaCER / Start receiving reports	Receives reports from all stakeholders in the supply chain through the Dialogue Remedies Platform (JaCER)	
		Informing supply chain stakeholders about the reporting contact point		

Case study

Europe #Human rights #Ethics and responsibility

Initiatives to improve worker safety

Our Human Rights Roadmap outlines measures being implemented in FY2025 to prevent and mitigate adverse impacts on occupational health and safety – one of the risks identified through our 2024 human rights due diligence process.

In July 2025, UCC France (Valence) held a safety workshop for its roasting team to help employees better understand the causes of errors in their daily work and strengthen their ability to anticipate and prevent them. In addition

to lectures delivered by neuroscience specialists, participants worked in small groups to share past incidents and near misses. Based on this shared information, each group proposed preventive measures aimed at fostering a shared safety culture built around Stop & Go and shared awareness.

At UCC COFFEE SPAIN S.L.U. in Spain, we improved roasting efficiency, digitised packaging lines, and upgraded the roasting-area working environment, using mechanisation to enhance both productivity and safety.

At UCC Coffee Benelux BV in the Netherlands, we ended nighttime deliveries and introduced noise-reduction

measures to lessen the impact on local residents. We also improved energy efficiency by introducing energy-saving equipment and a new heating system. In addition, at Cocatech in Spain, we improved the workplace environment from an ergonomics, health and safety perspective through measures such as installing magnetic boards on workbenches, introducing scissor-lift pallet trucks, adding railings to work platforms, removing steps, and installing additional handrails.

We continue to improve working conditions at our European sites while expanding best safety practices to other locations.

Social

For the well-being of all stakeholders and the UCC Group

Bringing smiles and promoting well-being

Employee well-being

Deepening understanding of coffee's value and strengthening connections through visits to coffee-producing regions

The UCC Group organises on-site training programmes for employees at its directly managed Kona coffee farm in Hawaii, providing opportunities to experience harvesting, processing, and drying first-hand. Preparation sessions before departure and debriefing sessions after the programme help deepen participants' appreciation of coffee's rarity and the value of our farms, while also fostering a stronger sense of belonging and deeper connections across the Group.

Case study

Japan #Moving forward with ambition

Creating social value through professional development



At UCC Foodservice Systems (UFS), we regard our people as the company's most important intangible asset and invest in their development through our 'for You programme'. The knowledge, skills, and hospitality they build through the programme not only enrich every customer interaction but stay with each person throughout their career. For us, sustainable corporate value is created when these qualities ripple outward, passing from colleague to colleague, and from our organisation into the wider community.

What is the 'for You Programme'?

This in-house training programme is designed to develop highly capable hospitality professionals. Rather than relying solely on manuals, employees are encouraged to engage with each customer individually, understand their perspective, and provide thoughtful, attentive service, helping create richer customer experiences. In addition to customer service and sales skills, the programme develops logical thinking, the ability to articulate ideas clearly, and verbal communication skills. Employees who pass the internal qualification examination are awarded the company's hospitality certification, 'for You expert'.



Voice

Putting a hard-earned qualification into practice

Shuto Yoshizaki
Block Manager
Sales Division, Sales Department,
East Japan 'for You' Block 3
UCC FOODSERVICE SYSTEMS CO., LTD

Developing advanced skills through the 'for You programme' and taking on the challenge of earning the higher-level 'for You Expert Sapphire' qualification has given me real confidence. I now lead the rollout to all our stores, and each visit gives me fresh inspiration from the hospitality I see in action. Nothing brings me greater joy than watching staff at each store experience 'moments of co-creation' and then grow as a result. I'll keep finding new ways to deliver the value that only UFS is able to provide.

Spain #Collaboration and co-creation

Fostering connection through family days

Our companies in Spain organised a Family Day event to support the physical and mental well-being of employees and promote workplace vitality. The event

helps families better understand the workplace while fostering a warm and supportive environment where employees can work with peace of mind.



Voice

Fostering connection through factory tours

Patricia Rubio Martinez

CSR Manager
UCC COFFEE SPAIN S.L.U.

The factory tour provided an opportunity for family members and colleagues from other sites to gain first-hand insight into our daily work, the innovations implemented on the production floor and the initiatives we have undertaken to date.

Seeing aspects of the workplace that are not usually visible helped deepen understanding and empathy, while also giving employees an opportunity to rediscover a sense of unity within the organisation and pride in their work. We hope to continue initiatives like these at key milestones in the future.



Voice

Empowering diverse talent

Sachiko Inoue

Shared Services Division /
Inclusion Services, Section Manager
Japan Personnel Center co.

As a special-status subsidiary specialising in the employment of people with disabilities, we have established an environment where every employee can work with confidence over the long term while making the most of their individual strengths and aptitudes, supported by appropriate systems and guidance. Participation in the Abilympics contributed not only to individual growth but also to raising awareness among colleagues and energising the workplace as a whole. We will continue supporting the development of talent capable of delivering sustainable results.



Japan #Moving forward with ambition

Creating an environment where diverse talent can thrive together

Japan Personnel Center (JPC), a UCC Group special-purpose subsidiary established to promote the employment of people with disabilities, creates an environment where each employee can build skills and grow by drawing on their individual aptitudes and strengths. Each year, JPC takes part in the Abilympics*

(the National Skills Competition for People with Disabilities), an important opportunity not only to develop skills and motivation but also to energise the whole workplace. Participating employees grow significantly through each new challenge, and the journey to the national finals itself becomes an invaluable experience.

* Abilympics is a portmanteau of the words 'ability' and 'Olympics'. Held annually since 1972, the event aims to help people with disabilities develop and demonstrate vocational skills, while also promoting broader understanding and awareness among businesses and society and encouraging employment opportunities.

Community well-being

Case study

Japan #Health #Contribution to a global society

Supporting community welfare in Kobe by creating spaces for connection through coffee

Coffee has the power to bring people together and create moments of comfort and calm. With this in mind, we support people living with dementia, an increasingly important issue in Japan's super-ageing society.

We partner with the Kobe City Council of Social Welfare to donate products to Kobe Orange Café, a community space where people living with dementia, their families, and local residents can gather together. The donated products are items that remain fully usable but are no longer commercially distributed due to discontinued product lines or packaging changes. In addition to helping reduce food waste, these donations support the creation of inclusive community spaces open to

everyone. As part of our ongoing support, we provided approximately 10,000 cups in May FY2025 and around 3,000 cups in September. In April 2026, we also supplied 3,000 cups to cafés across the city. At Café Ai in Kobe's Kita Ward, participants were seen enjoying conversations over coffee, while family members consulted specialist staff about their concerns. The coffee is also served at cafés in Nagata Ward as part of health management and dementia prevention programmes.

The natural sense of connection and comfort fostered through coffee helps strengthen community ties and contributes to a society where people living with dementia and their families can live with greater peace of mind.



UCC coffee and sweets create moments of connection

Thailand #Health #Contribution to a global society

Supporting local communities through tradition in Thailand

We believe that strong connections with local communities contribute to people's well-being.

In Thailand, we support the Annual Dental Health Check-up Event for monks, who play a central role in local communities, by providing coffee and refreshments. By respecting local traditions and supporting places where people gather, we are deepening meaningful ties with local communities and helping create welcoming environments.



Benelux Region #Collaboration and co-creation

Supporting independence and diverse working styles through partnerships with local communities

UCC Coffee Benelux BV, based in Bolsward in the Netherlands and selling products in over 30 countries including the Netherlands, has partnered with Empatec and Dokwerk – organisations dedicated to addressing social issues – to create opportunities for people who may otherwise face limited local employment

options to develop their skills with confidence. Through approximately 10,000 hours of contract work each year, we support inclusive employment where diverse people can thrive while also contributing to sustainable local development.



Sustainability education

Expanding our social impact through the power of education by 2030

The UCC Group is working towards the goal of reaching 300,000 participants in sustainability education by 2030. Since 2021, UCC has actively provided educational programmes for primary through university students across Japan, using the strong connections between coffee's value chain and the SDGs.

Case study

Japan #Collaboration and co-creation #Focusing on everything about coffee #Education

Thinking about the future of Shiga together with local children



Children engaging enthusiastically in the seminar in a relaxed after-school setting

We believe that giving the next generation opportunities to engage directly with social and environmental issues and develop the ability to think independently helps lay the foundation for sustainable local communities. With this in mind, we participate in Kodona BASE, a corporate-led experiential learning programme run by Shiga Prefecture. Kodona BASE brings experiential programmes developed by local companies and organisations into educational settings such as after-school clubs, creating opportunities for children and adults to think together about the future of their communities. As of the end of March 2026, 116 organisations had participated, and 3,625 children had taken part in learning experiences delivered through 115 programmes.

The UCC Group held several programmes with the theme 'Coffee and

the SDGs for Kids: Keeping coffee a part of our everyday lives, for generations to come'. These programmes introduced the basics of coffee and coffee-growing environments, the 'Coffee 2050 Problem' linked to climate change, the challenges faced by small-scale producers, and support activities in Ethiopia and Rwanda. Using quizzes and interactive discussions, we explored together with the children what actions we can take to help address these issues.

During our first session for after-school club children, we were impressed by how actively the children participated in the relaxed atmosphere. It also provided a valuable opportunity for us to improve our own communication skills. We will continue these activities to foster interest among the next generation while strengthening ties with local communities.

Japan #Moving forward with ambition #Collaboration and co-creation #Education

Developing educational materials and events in collaboration with Benesse

Providing inquiry-based learning materials for ICT educational software used in primary and secondary schools

We collaborated with Benesse – which provides educational services such as Shinkenzeni and Kodomo Challenge, as well as lifestyle support services – to begin providing inquiry-based learning materials for Oklink Plus, a classroom support application within Benesse's Mirai Seed ICT learning platform for primary and secondary schools. The content was developed collaboratively by companies and organisations to connect textbook learning with real-world social issues and encourage students to pursue independent inquiry.

The materials we provided use coffee as a starting point for exploring climate change. They introduce initiatives such as forest conservation activities in Ethiopia and support for small-scale producers in Tanzania, while encouraging students to think about their own solutions.



Supporting inquiry-based learning at Ashiya Municipal Shiomi Junior High School

Alongside the development of inquiry-based learning materials, we also collaborated with Benesse to support Year 7 students at Ashiya Municipal Shiomi Junior High School as part of 'Ashiya Education Day in Autumn', an educational event organised by the Ashiya City Board of Education in Hyogo Prefecture.

The theme of the project was 'Certified Coffee'. Students explored a real challenge faced by the UCC Group: low awareness of certification labels and low purchase rates for certified coffee in Japan. Working in groups, the students discussed questions such as 'How can we raise awareness?' and 'How can we encourage people to choose certified coffee?'

The students generated a wide range of creative ideas, from TikTok campaigns targeting younger audiences to desserts made using certified coffee. The Grand Prize was awarded to the group that proposed creating a certified-coffee version of YOINED, UCC's edible coffee product. UCC Group employees also shared feedback from a corporate perspective.

We believe that the process of analysing a shared issue over a two-month period and working together to develop solutions provided a highly practical learning experience. We also hope that presenting their ideas to classmates and company representatives helped build the students' confidence and encouraged further personal growth.



A valuable opportunity to learn about the real world beyond textbooks

Masanori Ikehara

Section Chief
School Support Division
Ashiya City Board of Education

This initiative began by exploring real challenges currently faced by the UCC Group, including the passion and commitment of the employees involved. This helped students engage proactively with the issues, viewing them not as distant problems but as challenges directly connected to the real world. The process of independently gathering information and working with classmates to identify solutions reflects the essence of inquiry-based learning, which Ashiya City places great importance on. Through this experience, students broadened their perspectives beyond the familiar world of coffee to consider environmental issues and challenges faced by coffee-producing regions. I could clearly see the students' growth as they began to recognise how their daily lives and purchasing decisions are connected to society and started asking themselves, 'What can we do?'



Real-world problem-solving offered valuable lessons beyond the textbook instruction

Governance

Risk management and improving transparency in the UCC Group

Governance and sustainability

Striving to become a truly global company

Global governance

The UCC Group comprises four regions: Japan, Europe, the Asia area, and the Oceania area. The roles of UCC Holdings, which is our global headquarters, and of each regional oversight company are as follows:

- UCC Holdings: General group affairs and procurement of green coffee beans and other materials
- UCC Japan: Holding stock for Japanese subsidiaries and affiliates, general affairs, overseas exports
- UCC EUROPE: Management of Europe-related business (coffee procurement, manufacturing and sales)
- UCC ASIA PACIFIC: Management of Asia-related operations (coffee manufacturing and sales, coffee/restaurant operations)
- UCC ANZ: Coffee manufacturing and sales in Australia and New Zealand, coffee machine sales, maintenance and rental, coffee/restaurant operations

Regional CEOs oversee each region, assess local conditions and key developments, and provide consolidated reports to UCC Holdings. Based on this input, the Global CEO conducts a review, after which management policies are determined following approval by the Board of Directors.

Promoting sustainability and strengthening governance

The UCC Group considers its relationship with stakeholders to be a key factor when managing its businesses. We have developed a framework to incorporate diverse opinions from various stakeholders, including customers and employees, as well as through our Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) membership. This approach allows us to gain essential feedback and make well-informed decisions.

As a company that handles coffee, the UCC Group considers sustainability to be the most critical issue in our management. Guided by two key concepts – ‘Helping nature thrive’ and ‘Helping people flourish’ – we have developed a sustainability framework that serves as a sustainability policy for the whole group. In line with this framework, we have established a governance structure for sustainability, with the Global Sustainability Senior Committee (GSSC) at the helm. The GSSC consists of the President of Japan Business and the President of Business and Trading of UCC Holdings, regional operational managers,

and operating officers in charge of sustainability management promotion and corporate planning at UCC Japan. Their role is to monitor progress towards sustainability goals, propose solutions, and drive initiatives to overcome challenges.

The UCC Group’s regional core companies promote activities that align with our common global sustainability policy while also considering local conditions. During monthly global sustainability meetings, GSSC members and regional operational staff come together to share updates on activities and progress toward goals across different regions. If challenges arise, these meetings serve as a forum to discuss and develop strategies for addressing them. Additionally, the meetings are an opportunity to share achievements and challenges related to sustainability targets and highlight best practices and ideas on how to apply them to other regions. The committee also discusses significant environmental changes affecting our business and matters requiring managerial decisions, reporting them to the Global CEO and Board of Directors in a timely and appropriate manner, facilitating informed management decisions across the group.

The critical discussions held during these monthly meetings are further shared at semi-annual sustainability management briefings attended by key global executives, ensuring the management and continuity of the UCC Group’s sustainability efforts.

The UCC Group consistently integrates established policies into its business operations through its governance structures. We also conduct annual training sessions for executives across key group companies to deepen awareness of sustainability. These sessions cover a wide range of topics, from emerging sustainability challenges and leading case studies to insights from global NGOs and NPOs. Participants deepen their understanding through expert-led lectures and dynamic discussions with specialists in various fields.

With this unique structure, the UCC Group contributes not only to its own sustainability but also to the broader sustainability of the global coffee industry.

2025 Sustainability Executive Training

Date: 30 October 2025
Theme: Toyota’s Sustainability Management

Details: Toyota Motor Corporation’s approach to sustainability management and the specific initiatives based on this approach, including collaboration on a futuristic café project in Toyota Woven City

Lecturer: Yumi Otsuka
Chief Sustainability Officer
Toyota Motor Corporation



Our Global Sustainability Senior Committee comprises company directors responsible for our operations in Japan, Europe, Asia, and Oceania, which form the main areas of business for the UCC Group. To achieve the sustainability objectives we have set, we evaluate the progress of our efforts and lead the way in taking swift action to address any challenges that may arise.



Japan JAPAN UCC Japan Co., Ltd. UCC Japan is responsible for formulating the entire UCC Group’s sustainability strategy and managing overall progress toward sustainability goals. It also oversees operations in Japan, leading sustainability initiatives for the UCC Group companies in the region.	UK EUROPE UCC EUROPE LIMITED UCC Europe represents our European businesses, based in the UK & Ireland, the Netherlands, France, Switzerland and Spain. UCC Europe takes the lead in implementing sustainability actions relevant to the European markets it operates in, which contribute to our Group goals.
Singapore AP UCC ASIA PACIFIC PTE. LTD. UCC Asia Pacific represents our Asia Pacific businesses, based in Singapore. UCC Asia Pacific takes the lead in implementing sustainability actions relevant to the markets it operates in, which contribute to our Group goals.	Australia / New Zealand ANZ UCC COFFEE AUSTRALIA LIMITED UCC COFFEE NEW ZEALAND LIMITED UCC Coffee ANZ oversees the Oceania region and leads sustainability initiatives for the region’s businesses based on the specific circumstances of each country.

Greenhouse gas emissions for Scope 1, 2, and 3

	2019 (base year)	2022	2023	2024	2025
(Unit: t-CO2)					
Scope 1					
Japan	45,693	38,456	38,045	38,017	36,002
Europe	11,870	10,767	11,316	11,590	11,685
Asia	1,695	1,963	2,033	2,170	1,850
Oceania	1,976	1,976	1,976	2,357	2,693
Global total	61,234	53,162	53,370	54,134	52,230
Scope 2					
Japan	44,782	34,149	30,793	29,702	27,802
Europe	2,044	345	225	66	81
Asia	1,109	1,166	1,266	1,310	1,184
Oceania	781	781	781	719	744
Global total	48,716	36,441	33,065	31,797	29,811
Total for Scope 1 and 2	109,950	89,603	86,435	85,931	82,041
Scope 3					
1 Purchased products and services	—	—	—	1,858,501	1,863,114
2 Capital goods	—	—	—	7,234	11,545
3 Fuel and energy activities not included in Scope 1 and 2	—	—	—	21,818	16,995
4 Transportation and delivery (upstream)	—	—	—	175,799	183,436
5 Waste from business	—	—	—	24,304	19,412
6 Business travel	—	—	—	22,279	1,662
7 Employee commuting	—	—	—	2,111	2,001
8 Leased assets (upstream)	—	—	—	4,113	3,874
9 Transportation and delivery (downstream)	—	—	—	15,764	22,278
10 Processing of sold products	—	—	—	21,791	16,456
11 Use of products sold	—	—	—	196,155	163,975
12 Disposal of sold products	—	—	—	93,993	77,839
13 Leased assets (downstream)	—	—	—	N/A	N/A
14 Franchises	—	—	—	N/A	574
15 Investments	—	—	—	N/A	N/A
Total amount of Scope 3	—	—	—	2,443,862	2,383,161

Air pollutant emissions

	2025
SOx emissions	4.4
NOx emissions	32.2

Data coverage in Japan

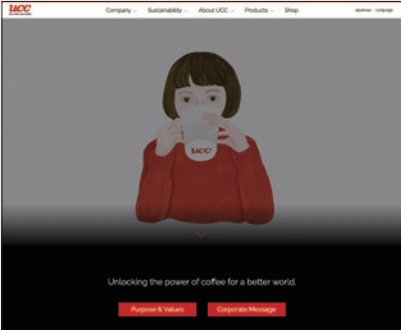
Waste and byproduct emissions

	2025
Amount of discharge	37,323
Amount recycled	31,650
Recycling rate	84.8%

Water consumption

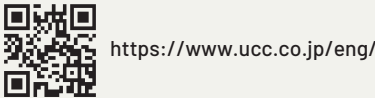
	2025
Water intake volume	2,508,372
Wastewater discharge volume	1,087,869

Please visit our official websites for more information.



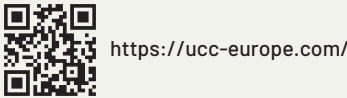
UCC Ueshima Coffee
Coffee-related businesses

Explore a wide range of content, including the Coffee Museum featured in our special report, UCC COFFEE MAGAZINE, which focuses on the people behind the brand, and UCC Sustainability Challenge, which showcases the Group’s sustainability initiatives.



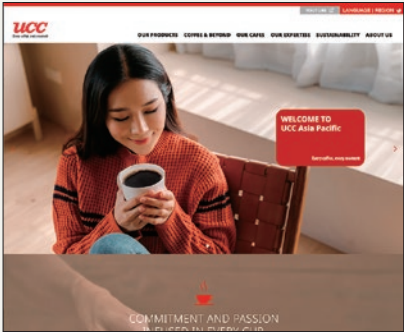
UCC EUROPE
Overseas operations (Europe)

Learn more about operations across each region and related sustainability initiatives.



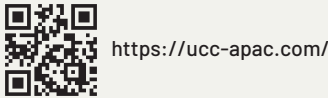
UCC Coffee Professional
Commercial services

Smile Magazine also introduces sustainability initiatives related to commercial-use products and the UCC Smile Festa trade show.



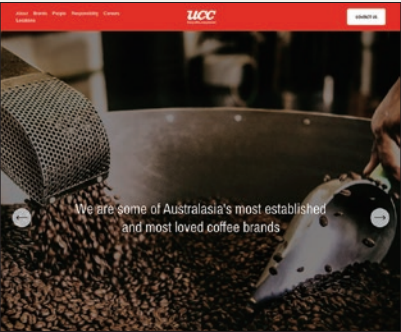
UCC ASIA PACIFIC
Overseas operations (Asia)

Find out the latest news on achievements at the World Coffee Championships as well as sustainability initiatives.



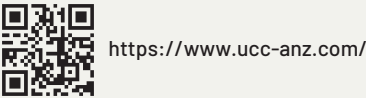
UCC Foodservice Systems
Foodservice operations

The site links to each brand’s website and introduces activities taking place at each location. Visitors can also learn more about the sustainability initiatives at Ueshima Coffee, one of the Group’s key businesses.



UCC COFFEE ANZ
Overseas operations (Oceania)

The site contains content introducing our brands and highlights the people behind UCC ANZ.





<https://www.ucc.co.jp/eng/>



Sustainability

<https://www.ucc.co.jp/eng/company/sustainability/index.html>



Company

<https://www.ucc.co.jp/eng/company/index.html>

