

# UCC GROUP PROFILE

## UCC Holdings Pte.Ltd.



As of February, 2024



## Unlocking the power of coffee for a better world

Coffee is a unique ingredient with great potential and power. It can bring energy to people, cultures, local communities, and a wide variety of situations when people want to act. It can also bring comfort to those who are tired and need to take a break. We believe that coffee has the power to open all kinds of possibilities for people.

A single coffee bean goes through many processes, from the plant to a cup of coffee. In every step of the process, growing, harvesting, drying, roasting, blending, grinding, and brewing. We can make a positive impact today and for future generations.

Since its establishment in 1933, UCC Group has taken coffee seriously, inheriting the founding spirit of “delivering delicious coffee to as many people as possible, anytime, anywhere.” We are involved in all coffee-related activities. From cultivation in producing countries, procurement of raw materials, research and development, roasting and processing, sales, and quality assurance, to culture and education. We have always pursued new possibilities of coffee and created new values through coffee innovations never seen before, such as Japan’s first vacuum-packed regular coffee, the world’s first canned coffee, the only museum specialising in coffee, and the Coffee Academy, an educational institution dedicated to coffee.

The UCC Group is the only corporate group in the world that develops the entire coffee-related value chain globally and continues to focus on the best taste and enjoyment of coffee in each of its businesses.

“Unlocking the power of coffee for a better world”. We will continue to take on the challenge of creating value through coffee for a better world.

UCC Holdings Pte.Ltd.  
Group CEO

*Gota Ueshima*

In October 2021, we at the UCC Group redefined our management policies “Our Purpose” and “Our Values”, reformulating our corporate message to “Every coffee, every moment.”

## ■ Our Purpose

**Unlocking the power of coffee for a better world.**

## ■ Our Values

1. Focusing on everything about coffee
2. Contribution to a global society
3. Moving forward with ambition
4. Collaboration and co-creation
5. Ethics and responsibility

## ■ Corporate Message



**Every coffee,  
every moment**

### OUR VALUES



### CORPORATE MESSAGE

**Every coffee, every moment**

We created a video to help give people a better idea of the purpose of the UCC Group, and we hope you'll take a look.



# SUSTAINABILITY

We are a globally integrated coffee business, working from farm to cup.

To realise our purpose of “unlocking the power of coffee for a better world”, we’re committed to and are engaged in a range of initiatives that focus on fostering sustainability throughout the coffee industry.

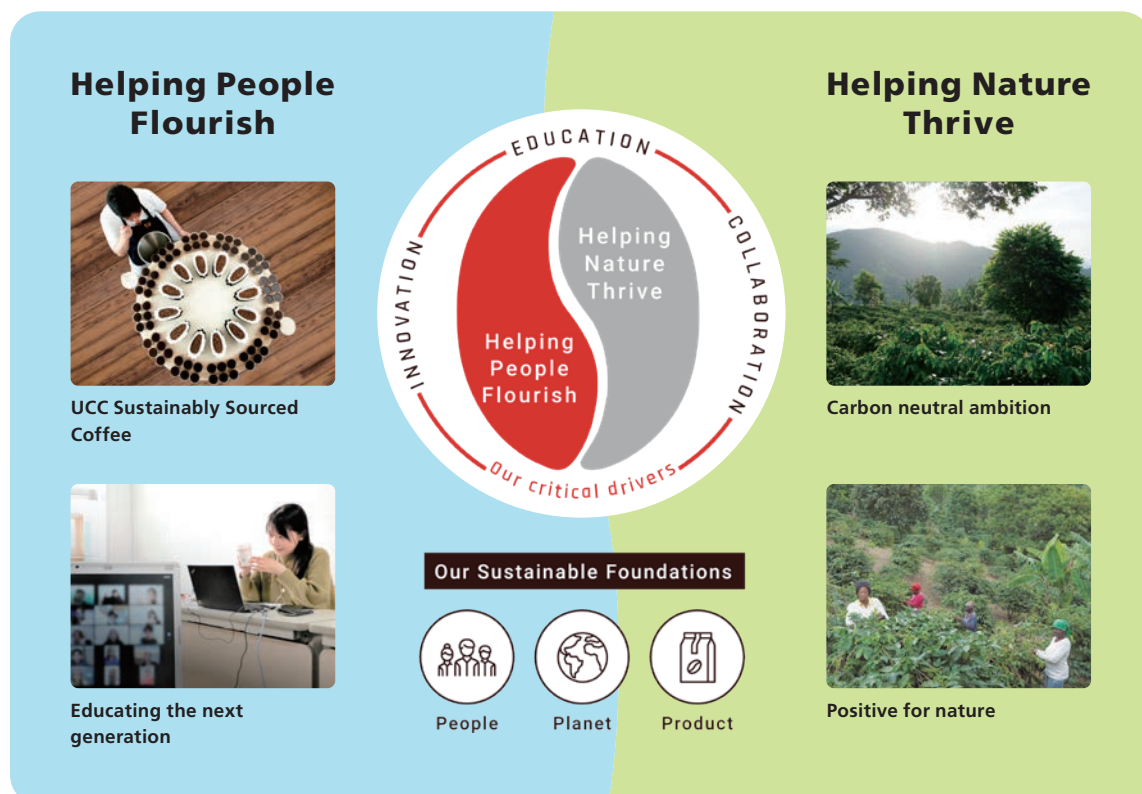
Today we have renewed our commitment to a sustainable future, with a new vision which drives positive change for people and the planet, helping to achieve a better future for all.

We promise to work hard so that the coffee you love will always be a part of your day.

## ■ UCC Sustainability Vision

**Powering positive change with coffee**

## ■ Sustainability Framework



For more information,  
please visit  
the official UCC website.



## UCC Group

### ○ AFFILIATES

87

(As of December,2022)

### ○ EMPLOYEES

5,166

(As of December,2022)

### ○ CONSOLIDATED SALES

319.4 billion yen [IFRS]

(For the fiscal year ended December,2022)

## UCC Holdings Pte.Ltd.

### ○ Main office

36 Robinson Road #16-04 City House Singapore 068877

### ○ Business

General group affairs and procurement of green coffee beans and other materials

## UCC Japan Co., Ltd.

### ○ Main office

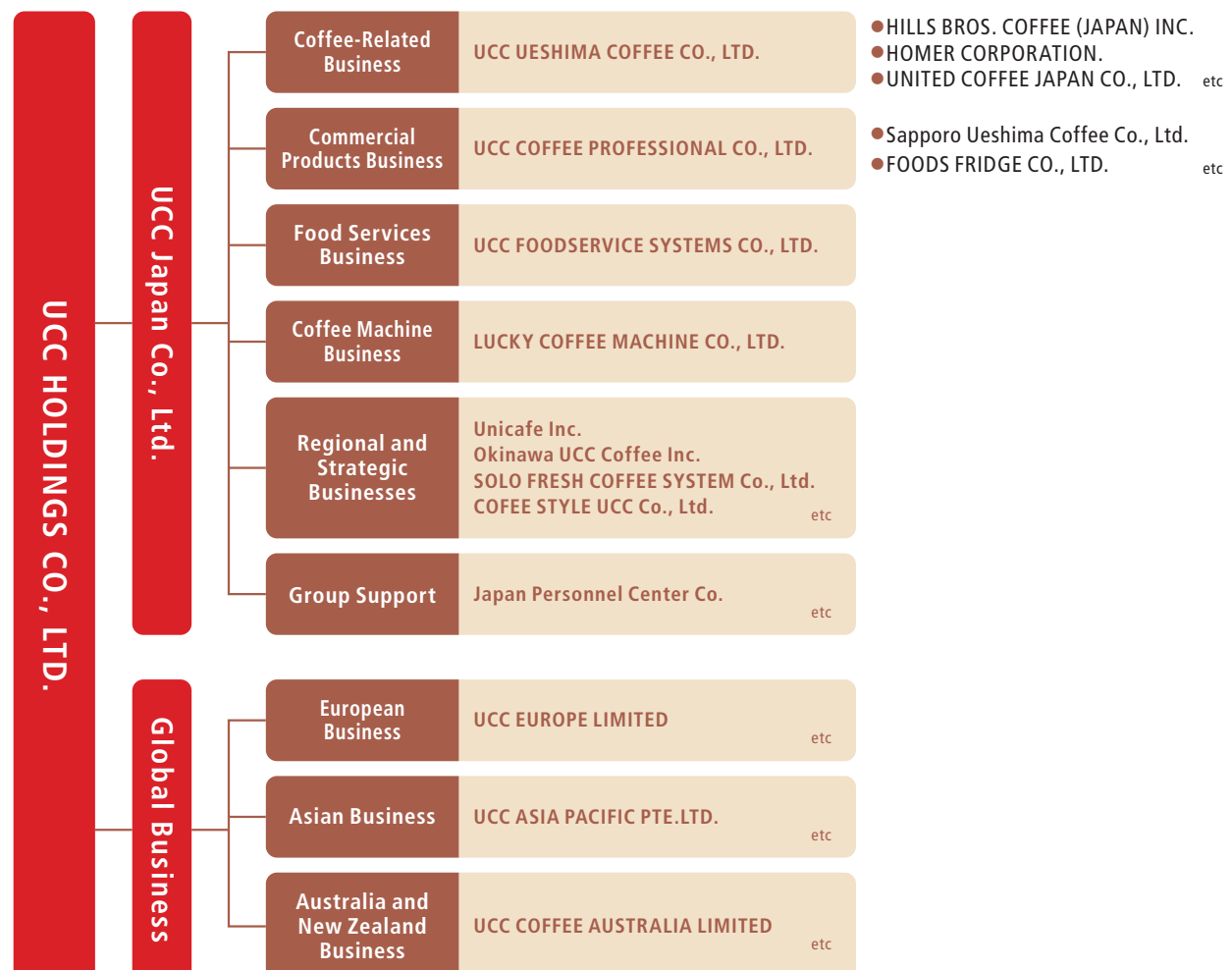
7-7-7 Minatojima-Nakamachi Chuo-ku, Kobe-Shi, Hyogo

### ○ Business

Holding stock for Japanese subsidiaries and affiliates, general affairs, overseas exports

## UCC Group

# ORGANIZATION CHART



## WHAT WE DO

UCC operates the world's only coffee business encompassing every aspect of coffee "from cup to seed." Its operations extend from cultivating seedlings on estates in the production countries through raw ingredient procurement, R&D, roasting and processing, sales, and quality assurance - even as far as promoting coffee culture and education. Throughout the entire value chain, we are, above all, committed to the delight and deliciousness of coffee.



### DOMESTIC BUSINESS

## COFFEE-RELATED BUSINESS

With our long-established expertise and skills as a specialist coffee maker, we strive to make exceptional coffee products meeting various consumers' needs in diverse life scenes at homes, restaurants, offices and more. We offer a full lineup of coffee products such as ground and whole bean coffee, canned coffee, instant coffee, single-serve systems, and ready-to-drink products to bring the flavour and pleasure of coffee to many people at home and away.



Major home use coffee products



Central ready-to-drink coffees



## COMMERCIAL PRODUCTS BUSINESS

We provide UCC branded coffee for commercial use and commercial food ingredients under our private brands such as Royal Chef to approximately 100,000 coffee shops, hotels, and restaurants throughout Japan. Utilizing community-based sales network across the country, call centres and online services, we aim to create new value together with our customers through total coffee solutions.



Major coffee products



Major foodservice products

## FOOD SERVICES BUSINESS

Since the first coffee shop opening in 1958, UCC has continuously developed and operated various coffee shops that suit the Japanese taste and largely contributed to the unique coffee shop culture. Our shops have grown to over 650 locations in Japan, and abroad, that include a self-service Ueshima Coffee House, full-service UCC Café Plaza, and Caffera that is modelled after Italian coffee bars. Through these shops, UCC has offered enjoyable coffees with warm-hearted services.



Ueshima Coffee House is comfortably casual with coffee that is drip brewed using flannel filters for exceptional flavor.



UCC Café Plaza serves a variety of professional coffees brewed by a siphon coffee-maker.



CAFFERA is a prestigious Milan-style Italian bar that offers a menu centered on espresso.

## COFFEE MACHINE BUSINESS

Lucky Coffee Machine offers a wide variety of coffee-related equipment from its own brand "BONMAC/bonmac" and other brands carefully selected from Japan and overseas to meet the needs of various coffee scenarios. We also offer the industry's top-class maintenance service on a nationwide network. In addition to the industry's only refreshment sales and coffee machine rental service, we have introduced a new unique leasing plan that enables cost reduction as we strive to solve every problem our customers face.



We have a line-up of equipment selected from various aspects such as functionality, design, and price. We focus on products that we can sell with confidence, from our own, or alternative brands. We propose the best machines to meet your increasingly diverse needs and store styles.



We support customers 24 hours a day, 365 days a year to ensure that coffee tastes great and is of consistent quality. Our maintenance system, consisting of 11 of our own locations and about 100 business partners, provides full support from installation to maintenance and repair anywhere in Japan.

## REGIONAL AND STRATEGIC BUSINESSES

In Okinawa, our business strategies are shaped by the characteristics unique to these regions, and we conduct home use, commercial use, and vending machine businesses as one body. We also enhance the industrial use coffee business and the single-serve system as our strategic businesses. The single-serve system, in particular, has been growing significantly in recent years and we developed unique methods. Our UCC DRIP POD system and KEURIG Coffee System offers various cafe brands coffee tastes, using K-CUP® capsules, a proprietary process that preserves the taste by completely sealing each cup. These systems allow extraction of a single-serving of coffee with authentic flavour and various favourite beverages such as black tea and green tea for home and office use.



Product line-up handled by KUPS Co., Ltd.



Product line-up handled by Okinawa UCC Coffee Inc.



Major single-serve systems  
by SOLO FRESH COFFEE SYSTEM Co., Ltd.



## GLOBAL BUSINESS DEVELOPMENT

### EUROPEAN BUSINESS

We provide tasty and flavourful coffee to consumers in the largest coffee market in the world – Europe. Through our regional headquarters in Europe based in the United Kingdom, we operate 13 business firms and 11 plants in 8 countries : the United Kingdom, Spain, the Netherlands, Switzerland, France, Germany, Portugal, and Ireland. We now own numerous traditional brands and distributors and have widely developed coffee-related businesses through retail and commercial channels. We have achieved a high market share in both businesses and are also exporting many products to across Europe.



Examples of some of our many brands in Europe



Our largest factory is in Bolsward, the Netherlands.

### ASIAN BUSINESS

Asia is a fast-growing coffee market and we have developed coffee shops and coffee related businesses through home use and commercial use retail channels in 9 countries and regions : Singapore, The Philippines, China, Hong Kong, Taiwan, Korea, Thailand, Indonesia, and Vietnam.



Self-service coffee shop, Ueshima Coffee House in Zhongxiao Dunhua in Taiwan.



Semi-self-service coffee shop, COFFEE LOVER'S PLANET (SOGO Hsinchu Big City Hall) in Taiwan offers specialty coffees.



The flagship shop in Thailand UCC Coffee Roastery



Ground Coffee factory in Taiwan.

### AUSTRALIA AND NEW ZEALAND

UCC Holdings has several specialty coffee and other brands in Australia, New Zealand, and Singapore. Here, our coffee business targets both household and commercial channels, and we run coffee shops as well.



Preston Factory, a key plant in Australia



Toby's Estate in Chippendale, the flagship café for the Toby's Estate Coffee brand



Auckland factory, a key plant in New Zealand



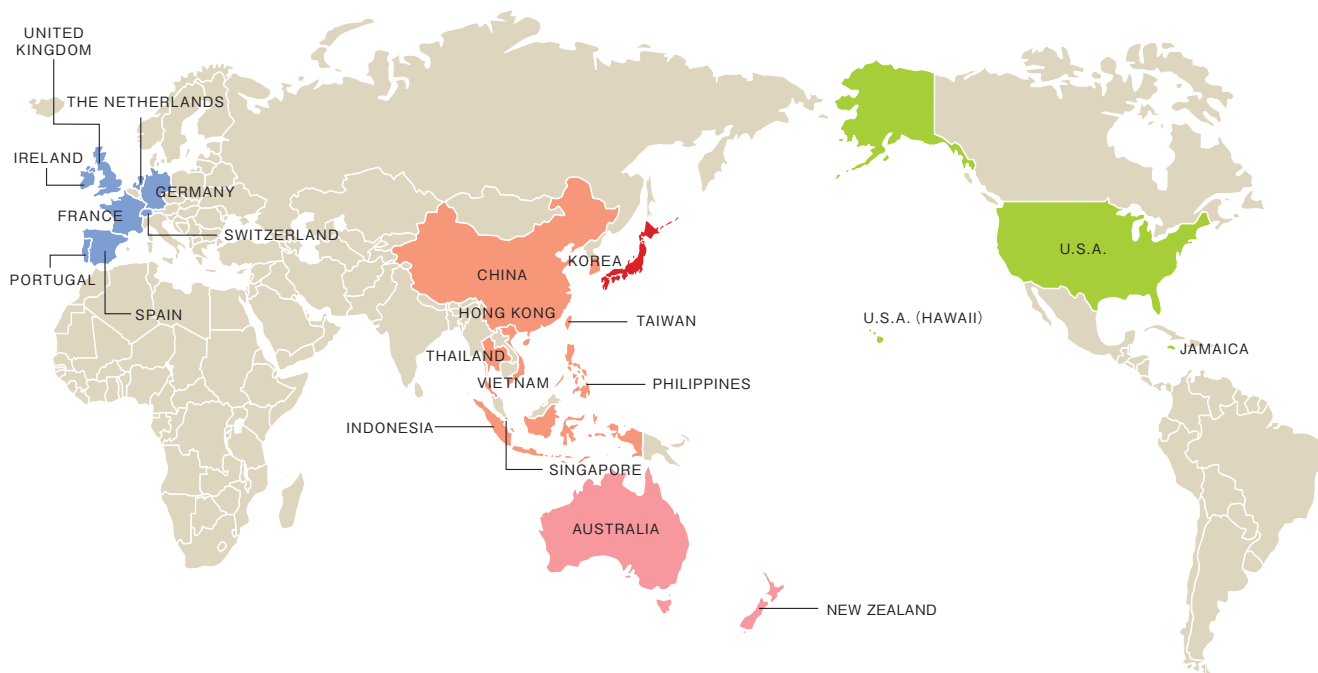
Atomic Coffee Roasters in Kingsland



Caffe L'affare in Wellington

## GLOBAL NETWORK

UCC Group conducts its business globally with many overseas business bases in 22 countries and regions.

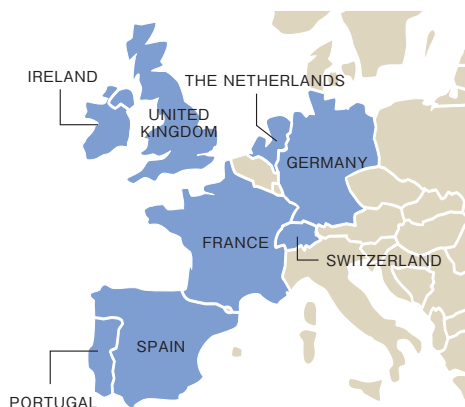


## EUROPE

### REGIONAL HEADQUARTERS

**UCC EUROPE LIMITED** (UNITED KINGDOM)

Business activities: managing of Europe related business



REGION	COMPANY NAME	BUSINESS ACTIVITIES
UNITED KINGDOM	UCC COFFEE UK LTD.	Coffee manufacturing and sales
	UCC COFFEE SPAIN S.L.U.	Coffee manufacturing and sales
SPAIN	CAFES TEMPLO FOODSERVICE S.A.	Sales of coffee products
	Cocotech S.L.U.	Manufacturing and sales of coffee capsules
THE NETHERLANDS	UCC COFFEE BENELUX B.V.	Coffee manufacturing and sales
	Smit & Dorlas Koffiebranders BV	Coffee manufacturing and sales
SWITZERLAND	UCC COFFEE SWITZERLAND AG	Coffee manufacturing and sales
	UCC COFFEE SERVICES SWITZERLAND AG	Procurement of green coffee beans
FRANCE	UCC COFFEE FRANCE SAS	Coffee manufacturing and sales
GERMANY	UCC COFFEE GERMANY GmbH	Sales of coffee products
PORTUGAL	UESHIMA COFFEE PORTUGAL,LDA	Sales of coffee products
IRELAND	UCC COFFEE IRELAND LTD.	Sales of coffee products



UNITED KINGDOM



British brands



SPAIN



Spanish brands



THE NETHERLANDS



Dutch brands



SWITZERLAND



Swiss brands



Zollikofen factory



FRANCE



French brands



Valence factory

## ASIA

### REGIONAL HEADQUARTERS

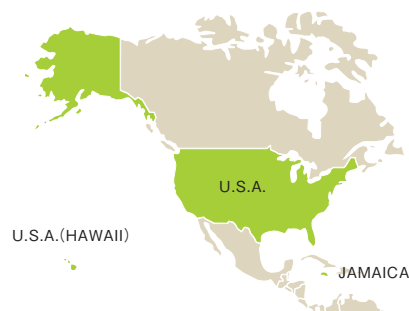
**UCC ASIA PACIFIC PTE. LTD.** (SINGAPORE)

Business activities: managing of Asia related business



REGION	COMPANY NAME	BUSINESS ACTIVITIES
SINGAPORE	UCC COFFEE SINGAPORE PTE. LTD.	Sales of UCC products, coffee manufacturing and sales
	Kaffe 7 Pte. Ltd.	Coffee machine sales, maintenance and rental, wholesale of coffee products
PHILIPPINES	UCC UESHIMA COFFEE PHILIPPINES INC.	Coffee manufacturing and sales
	Allegro Beverage Corporation etc	Coffee machine sales, maintenance and rental, wholesale of coffee products
CHINA	UCC UESHIMA COFFEE (SHANGHAI) CO., LTD.	Sales of UCC products
	UCC COFFEE (SHANGHAI) CO.,LTD.	Coffee manufacturing
HONG KONG	UCC COFFEE SHOP CO., (HONG KONG) LTD.	cafe/restaurant operation
TAIWAN	UCC COFFEE TAIWAN CO., LTD.	sales of UCC products, coffee manufacturing and sales
	UCC COFFEE SHOP TAIWAN CO., LTD.	Cafe/restaurant operation
SOUTH KOREA	UCC COFFEE KOREA CO., LTD.	Sales of UCC products
THAILAND	UCC UESHIMA COFFEE (THAILAND) CO., LTD.	Cafe/restaurant operation, sales of UCC products and coffee manufacturing
	UCC K2 Company Limited.	
VIETNAM	UCC UESHIMA COFFEE VIETNAM CO., LTD	Quality testing of green coffee beans, wholesale of coffee products and coffee related business
INDONESIA	PT. BAHANA GENTA VIKTORY	Sales of coffee products
	PT. VICTO ORO PRIMA	Coffee manufacturing

## U.S.A AND JAMAICA



REGION	COMPANY NAME	BUSINESS ACTIVITIES
U.S.A.	UCC UESHIMA COFFEE COMPANY (AMERICA) INC.	Sales of UCC products and green coffee beans
	UESHIMA COFFEE (UCC HAWAII) CORP.	Cultivation, processing and sales of coffee beans
JAMAICA	JAMAICA UCC BLUE MOUNTAIN COFFEE COMPANY LIMITED	Coffee cultivation

## AUSTRALIA · NEW ZEALAND



REGION	COMPANY NAME	BUSINESS ACTIVITIES
AUSTRALIA	UCC COFFEE AUSTRALIA LIMITED	Coffee manufacturing and sales, coffee machine sales, maintenance and rental
	Toby's Estate Coffee Pty Limited	Coffee manufacturing and sales, coffee machine sales, maintenance and rental, cafe and restaurant business
	Toby's Estate Coffee (Asia) Pte. Ltd.	Cafe/restaurant operation
NEW ZEALAND	UCC COFFEE NEW ZEALAND LIMITED	Coffee manufacturing and sales, coffee machine sales, maintenance and rental, cafe and restaurant business
	Caffe L'Affare Limited.	
	Atomic Coffee Roasters Ltd	

## OTHER BUSINESSES

### COFFEE ESTATES

In 1981, UCC became the first Japanese coffee company to grow coffee beans in Jamaica's Blue Mountains. Managing our estate in Jamaica, and now in Hawaii means we can ensure high-quality coffee through careful monitoring and strict standards.



Our estate in the Blue Mountains of Jamaica



Our estate in the Kona coffee belt, Hawaii

### UCC QUALITY

Through its unique value chain spanning “from seed to cup,” the UCC Group considers not only quality, but also sustainability and the issues facing the coffee industry, promoting various initiatives and through the procurement of raw materials. UCC defines this entire process as UCC Quality.

In the coffee producing countries, the UCC Group promotes unique sustainability activities including “Quality Contest” and “Forest conservation,” while in terms of procurement, it aims for the sustainable procurement of raw materials by establishing the “UCC Group Supplier Code of Conduct.” the UCC Group has also established a unique and thorough multi-stage quality assurance system and inspection system for every step - from importing the coffee beans, right down to the products themselves.



## CULTURAL ACTIVITIES

UCC Group strives to create a coffee culture that enlightens everyday life, for all people.

### ■ UCC Coffee Museum

With a goal to convey the values and pleasures of coffee to as many people as possible, we opened UCC Coffee Museum on October 1st, 1987, to coincide with Coffee Day in Kobe, Japan. This is the world's first coffee specific museum that features "from seed to cup"

The museum consists of six exhibition areas: Origin, Cultivation, Authentication, Roasting, Extraction, and Culture. Through the exhibitions and visual materials, visitors can quickly learn about coffee in every respect. There are also corners to experience tasting and roasting to experience tasting and roasting, allowing visitors to enjoy coffee through the five senses.



UCC Coffee Museum



Exhibition Room 2: Cultivation of coffee

### ■ UCC Coffee Academy

UCC Coffee Academy, Kobe, opened in April 2007. It is an educational facility that consolidates a wide range of knowledge, expertise and skills about the UCC Group from its foundation.

The academy targets a wide range of participants, from interested consumers to those who plan to enter the restaurant business and professional coffee experts, and provides multi-stage programs to learn expertise and techniques appropriate to their purposes and interests. In April 2015, we opened another academy with Group Showroom in Tokyo to support various coffee-related industry peers and business aspects. At the showroom, participants learn UCC's total coffee solution, Increasing competitive advantage through ways of roasting, extraction and serving while experiencing the essence of coffee.



The Seminar Room (Tokyo)



The Group Showroom (Tokyo)



UCC Coffee Academy Labo (Kobe)

### ■ Factory tour for consumers



Entrance of UCC Rokko Island Factory

We conduct tours of our two factories, the UCC Rokko Island Factory, which mainly produces coffee products for domestic consumption, and the UCC Shiga Factory, Which primarily produces coffee beverages. Visitors can view the manufacturing process and enjoy flavorful coffees Whilst experiencing quality, fun and the charm of UCC products through the tour.



## MANAGEMENT TEAM (as of December, 2023)

### UCC Holdings Pte. Ltd.

Group CEO

**Gota Ueshima**

President of Japan Business

**Masaro Ueshima**

Senior Managing Director

**Seisuke Ueshima**

Group CFO

**Hideyuki Yasuda**

President of Business and Trading

**Tsukasa Sato**

### UCC Japan Co., Ltd.

Group Representative Chairman

**Tatsushi Ueshima**

President

**Masaro Ueshima**

Director

**Gota Ueshima**

Director

**Seisuke Ueshima**

Director

**Hideyuki Yasuda** Finance and accounting

Outside Director

**Hideto Ozaki**

Outside Director

**Izumi Nishizaki**

Outside Director

**Hiroshi Kawahara**

Auditor

**Nobuaki Marunage**

Executive Officer

**Noriyuki Kawakubo** Commercial affairs  
CEO, UCC Coffee Professional Co., Ltd.

**Shoji Hata** Administration  
CEO, Japan Personnel Center Co.

**Koji Takamura** General affairs

**Ryo Satomi** Sustainable business practices  
Executive Vice President, UCC Ueshima  
Coffee Co., Ltd.

**Yuki Yanagihara** New business  
CEO, Solo Fresh Coffee System Co., Ltd.

**Toshio Kurosawa** Information security  
CEO, UCOT INFOTECHNO, INC.

**Tsukasa Sato**

**Kiichiro Hashimoto** Executive Vice President, UCC Coffee  
Professional Co., Ltd.

**Fumihiko Asada** President, UCC Ueshima Coffee Co.,  
Ltd.

**Asayuki Oota** Public relations and business develop-  
ment

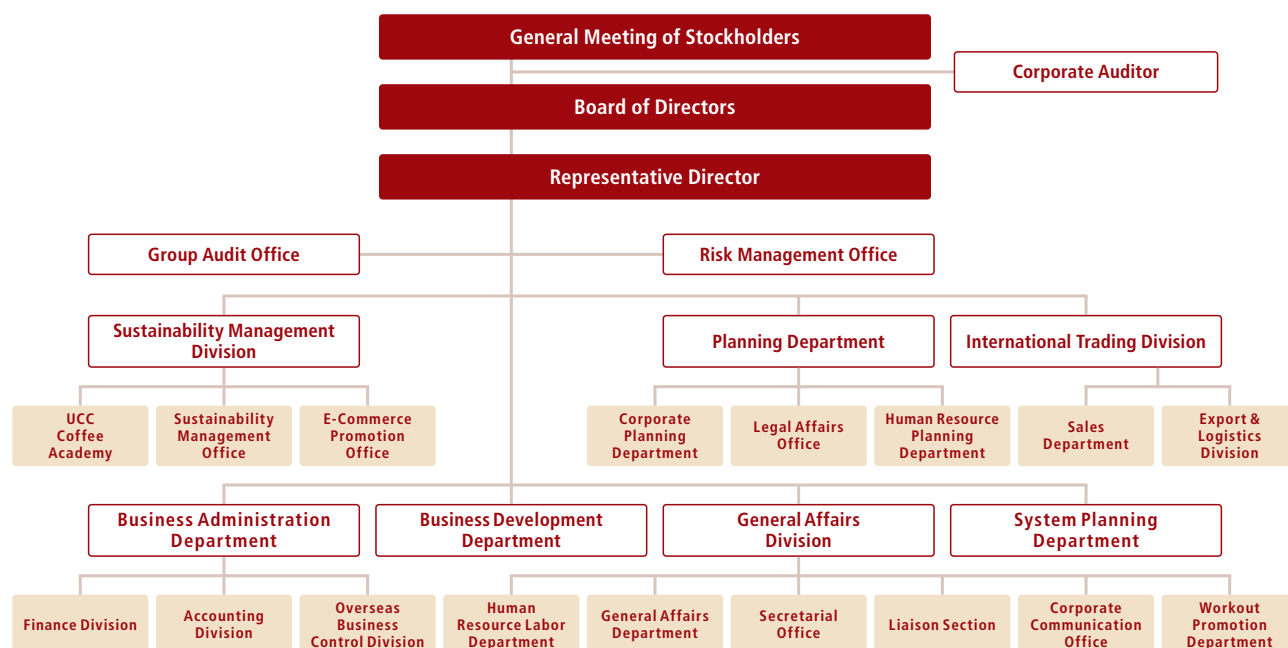
**Shinya Hashimoto** Business development

**Yoshihito Nemoto** Business planning and legal

**Nobuhito Tanahashi** Machine business  
CEO, Lucky Coffee Machine Co., Ltd.  
CEO, Coffee Style UCC Co., Ltd.

### UCC Japan Co., Ltd.

## ORGANISATIONAL STRUCTURE (as of January, 2024)



## CORPORATE HISTORY

<b>1933</b>	• Ueshima Tadao Shoten founded in Kobe.	<b>1980</b>	• Tatsushi Ueshima assumed the position of president.
<b>1951</b>	• UESHIMA COFFEE Co., Ltd. The Tokyo branch was established with a capital of 1 million yen.	<b>1981</b>	• Opened our direct coffee estate of Blue Mountain coffee in Jamaica.
<b>1958</b>	• The first UCC Coffee Shop opened near Daimaru Department Store in Hakata.	<b>1984</b>	• Established subsidiary in Brazil. • Opened Singapore office. • Established joint venture to operate coffee shops in Thailand.
<b>1964</b>	• Established Lucky Kohi Kikai Co., Ltd. (rebranded as LUCKY COFFEE MACHINE Co., Ltd. after the trade name change in 1974).	<b>1985</b>	• Established joint venture to process and package coffee beans in Taiwan. • Established joint venture to operate coffee shops in Hong Kong.
<b>1969</b>	• Developed the world's first canned coffee beverage; began manufacture and sales.	<b>1987</b>	• Opened UCC Coffee Museum—dedicated to all aspects of coffee "From cup to seed"—on Port Island in Kobe.
<b>1970</b>	• Completed construction of what is now the Osaka Factory, Japan's first fully automated plant. First in Japan to manufacture vacuum-packed coffee. • Opened first UCC Café Mercado—a specialty store offering roasted beans and custom grinds—at the head office. Chain subsequently launched nationally.	<b>1988</b>	• Established joint venture to operate coffee shops in Taiwan. • Developed and launched the first canned black/sugarless coffee • Established subsidiary in the U.S. • Established UCC Foodservice Systems Inc. to operate coffee shops and related food distribution business.
<b>1972</b>	• Screened industry's first TV commercial for ground coffee.	<b>1989</b>	• Began cultivation at directly-managed Kona Coffee Estate in Hawaii.
<b>1975</b>	• Completed construction of what is now the UCC Fuji Factory, main plant for whole bean and ground coffee.	<b>1990</b>	• Collaborated with Dutch firm Douwe Egberts to introduce its Moccomat® (now Cafitesse®) concentrated liquid coffee extract systems. • Established UCC Computer Technology Co., Ltd. (now UCOT Corporation) to manage information systems.
<b>1976</b>	• Established UCC Quality Control Center (now the Quality Testing Laboratory) in Kobe. Inspects and grades imported green coffee beans, enhancing quality control of raw ingredients.	<b>1992</b>	• UCC's headquarters completed on Port Island in Kobe. • Completed construction of the Hyogo General Factory (now the Hyogo Beverage Factory), equipped with an integrated production system spanning all stages from coffee beans to canned coffee beverages.
<b>1977</b>	• Launched coffee product, "UCC GOLD SPECIAL". • Entered business partnership with U.S. firm, HILLS BROS.COFFEE, and began sales of their products in Japan.		
<b>1978</b>	• Established Foods Supply International Co., Ltd. (now UCC Foods Co., Ltd.) to expand into commercial frozen foods.		
<b>1979</b>	• Established HILLS BROS. COFFEE (Japan).		

## CORPORATE HISTORY

- |  |  |
|--|--|
| <p><b>1994</b> • Launched canned coffee, "UCC BLACK MUTOU".</p> <p><b>1996</b> • Completed construction of the UCC Rokko Island Factory, incorporating the leading-edge "super-aroma" manufacturing process for coffee products.</p> <p><b>1997</b> • Established UCC Foods Supply Co., Ltd., a commercial foods wholesaler, in Hokkaido.</p> <p><b>1998</b> • Established subsidiary in Shanghai.</p> <p><b>1999</b> • Established Okinawa UCC Coffee Inc.</p> <p><b>2000</b> • Sold vending machine operations.<br/>• Established Japan Personnel Center Co. to operate staffing services.</p> <p><b>2001</b> • Keurig FE Co., Ltd. established to market the Keurig single cup brewing system.</p> <p><b>2003</b> • Commercial food wholesaler Foods Supply International Co., Ltd. renamed UCC Foods Co., Ltd.<br/>• Introduced our proprietary aroma freezing method at what is now the Fuji Factory.<br/>• Established Okinawa PET Bottle K.K. to manufacture PET plastic bottles for beverages.<br/>• Launched the cafeteria-style Ueshima Coffee House chain, offering flavorful flannel-drip coffees to suit every taste.</p> <p><b>2006</b> • Merged sales operations of the commercial wholesale business into UCC FOODS Co., Ltd.</p> <p><b>2007</b> • Opened UCC Coffee Academy in Kobe, offering systematic education about coffee.<br/>• Acquired trademark use and trading rights for Caffè Greco.</p> <p><b>2008</b> • Acquired Kohikan Corporation, a major coffee shop chain operator.<br/>• Acquired Sapporo Ueshima Coffee Co., Ltd., a major commercial food wholesaler in Hokkaido in May; merged with UCC Foods Supply in October.</p> | <p><b>2009</b> • Gota Ueshima assumed the positions of President and CEO of the UCC Group.<br/>• Tatsushi Ueshima assumed the positions of Chairman and Representative of the UCC Group.<br/>• Acquired Unicafé Inc.</p> <p><b>2010</b> • UCC transferred its corporate structure to a holding company and changed its trade name to UCC Holdings Co., Ltd. on 1<sup>st</sup> of April. All operations were transferred to the newly spun-off UCC Ueshima Coffee Co., Ltd.<br/>• Opened first overseas Ueshima Coffee House in Taiwan.</p> <p><b>2011</b> • Began offering public tasting tours at the UCC Rokko Island Factory.<br/>• Opened Vietnam office.</p> <p><b>2012</b> • Established European headquarters, UCC EUROPE LIMITED in the U.K. and acquired Europe's leading coffee group, United Coffee to manage operations in Europe.<br/>• Completed construction of the UCC Shiga Factory, main plant for beverages.</p> <p><b>2013</b> • Established UNITED COFFEE JAPAN Co., Ltd.<br/>• Began offering public tasting tours at the UCC Shiga Factory.<br/>• Celebrating the 80th Anniversary of the company's foundation, we renewed UCC Coffee Museum and UCC Coffee Academy and opened UCC Training Center in Kobe. UCC Coffee Village, combining these three facilities, is the world's first and unique multi-dimensional coffee complex that dispatches holistic information about coffee and coffee culture.<br/>• Established Asian headquarters, UCC ASIA PACIFIC PTE. LTD., in Singapore.</p> <p><b>2014</b> • Established joint venture, UCC UESHIMA COFFEE PHILIPPINES INC. in Philippines and started manufacturing and distribution of regular coffee.</p> |
|--|--|

## CORPORATE HISTORY

**2015** • Opened UCC Coffee Academy Tokyo that offers UCC group's total coffee solution on the 1<sup>st</sup> floor of the head-office in Tokyo.

**2016** • Established a joint corporation in Singapore.  
• Established SOLO FRESH COFFEE SYSTEM Co., Ltd.  
• Opened concept coffee shop that offers an assorted specialty coffees in the world, COFFEE LOVER's PLANET in Taiwan.

**2017** • Started full-fledged operation in UCC Gunma Factory to manufacture beverages.  
• Established joint venture companies, "PT BAHANA GENTA VIKTORY" and "PT VICTO ORO PRIMA" in Indonesia, and started manufacturing and sales of regular coffee.  
• Established "FOODS FRIDGE CO., LTD."  
• Established "UCC BREWER'S PTE. LTD." in Singapore.  
• Acquired Kaffee 7 Ptd. Ltd. that provides sales, maintenance and rental of coffee machines in Singapore.

**2018** • Incorporated UCC UESHIMA COFFEE CO., LTD. Vietnam Office.  
• Established a regional headquarters, UCC International Co., Ltd. to manage European and Asian businesses.  
• Established joint corporation, Allegro Beverage Corporation in Philippines.  
• UCC made an investment in the K2 Group that produces and distributes coffee products and develops coffee machine businesses in Thailand.

**2019** • ART COFFEE Co., Ltd. became wholly owned subsidiary of Unicafe Inc.  
• Transferred UCC Café Mercado, a food services business, from UCC Foodservice Systems Inc. to UCC.  
• Transferred Keurig single cup brewing business from UCC to Unicafe Inc.  
• The combination of brown, white and red colors of UCC Milk Coffee was registered by Japan Patent Office as a "trademark consisting only of colors."

**2020** • Established UCC Coffee Trading Pte. Ltd. in Singapore.  
• Established a share assignment agreement with Garden Ltd. that provides support services for introducing "office café service".  
• Established Kups Co., Ltd.  
• UCC Foods Co., Ltd. changed its name to UCC Coffee Professionals, Co., Ltd.  
• Opened the UCC Coffee Roastery in Bangkok, Thailand.  
• UCC Coffee Academy launched a new online seminar course.

**2021** • Transferred Art Coffee's Yamanashi Plant to UCC.  
• Established new management policy and changed corporate message to "Every coffee, every moment".  
• Established Coffee Style UCC Co., Ltd.

**2022** • Established UCC Coffee Australia Limited in Australia, and UCC Coffee New Zealand Limited in New Zealand.  
• Established the UCC Sustainability Direction.  
• Forged new partnerships with environmental groups and suppliers around the world as we push for 100% Sustainably Sourced UCC branded Coffee by 2030  
• Delayed construction of the new UCC roastery in Yamanashi  
• Signed a partnership agreement with the environmental NGO Conservation International

**2023** • UCC Hawaii Kona Coffee Estate became the first Japanese company to receive certification under GLOBALG.A.P., an international production process management program  
• Set new targets for the "coffee x health" field under the UCC Sustainability Direction  
• Became the first company in Japan to submit a patent application\* for hydrogen roasting  
\*In-house research as of May 12, 2023, Japan public patent information  
• Decided to introduce large-scale hydrogen-fueled roasters at the UCC Fuji Factory (scheduled to begin operation in April 2025)

## CORPORATE HISTORY

- 2023** • Began selling Yoined, Japan's first\* "edible coffee" manufactured via proprie

\*Patent No. 6849552

Roasted coffee beans are ground and then combined with coffee oil extracted from separate coffee beans (1-5% final product content). Hydrogenated oil is kneaded into the mixture, which is then shaped and hardened. Finally, the pieces are coated with finely-ground coffee mixed with coffee oil and hydrogenated oil. This manufacturing process locks in rich coffee aromas to create a snack bursting with coffee flavor.

- 2024** • Established UCC Holdings Pte. Ltd. in Singapore to act as our global headquarters and began managing UCC Japan Co., Ltd. as a domestic group company (the name of UCC Holdings Co., Ltd. was also changed to UCC Capital Co., Ltd.)