

CSR Report 2026

Glico Group

Contents and Editorial Policy

President's Message ····· 03

CSR Philosophy and Promotion Framework ···· 04

Materiality (Key Issues) ····· 05

With Our Planet

[Environmental Vision and Environmental Management]

Glico Group Environmental Vision 2050 ·· 10

Environmental Policy and System ····· 13

Environmental Management ····· 15

[Initiatives by Area]

1. Greenhouse Gas Reduction & Addressing Climate Change ····· 17
2. Sustainable Use of Water Resources ···· 29
3. Sustainable Use of Container and Packaging Resources ····· 32
4. Reduction of Food Loss and Waste ····· 35

With Society

[Provision of Safe and Secure Products and Services]

[Quality Assurance] Our thoughts and commitment to quality 38

[Quality Assurance] Initiatives to Ensure Product Safety ····· 41

Realizing Customer Satisfaction ····· 45

Improvement Based on Customer Feedback ····· 50

[Human Capital]

Human Capital ····· 58

Promotion of Diversity & Inclusion ····· 62

Creating a Positive Work Environment ··· 65

Wellness Promotion ····· 70

Safety and Health ····· 78

[Human Rights]

Respect for human rights ····· 79

[Supply Chain]

Supply Chain Management ····· 83

[Local Community]

Community Development ····· 92

Foundation for Business Activity

[Governance]

Corporate Governance ····· 102

Compliance ····· 107

[External Collaboration]

Participation in External Initiatives ····· 108

Editorial policy

This CSR report is published for all stakeholders with a view to detailing the Glico Group's Corporate Social Responsibility (CSR) approach and stance, and to communicate specific activities the group is undertaking.

Reporting scope

Ezaki Glico Co., Ltd. and all Glico Group companies.

Reporting period

FY2025 (January 1, 2025 to December 31, 2025)

*Some information included in this report may date from before FY2024 and may also include activities undertaken in 2026.

Published

September 2026 (published once a year)

*Information is up to date as of the date of publishing.

*Company names and product names, etc. are registered trademarks or trademarks of their respective companies.

Guidelines consulted

Global Reporting Initiative (GRI) Standards

Environmental Reporting Guidelines 2018, published by the Ministry of the Environment

Published by

Sustainability Strategy Office, Ezaki Glico Co., Ltd.

Inquiries

Glico Customer Center:
https://www.glico.com/global/contact/



Creating New Value to Meet Evolving Customer Expectations

The global public health crisis of recent years gave consumers the opportunity to reconsider their values and lifestyles, and has rapidly increased awareness toward health management and immunity. People have reaffirmed the importance of exercise, nutrition, and rest in leading healthy lives.
This has led us to focus on the development of products that maintain and enhance the health of consumers and encourage the growth of infants and children, as well as the research and development of functional ingredients, to create products that are essential to our customers' lives.
In addition, we are accelerating our global expansion to drive further growth in the Asian region, focusing on our business for food products such as confectionery and beverages.

In 2022, the year in which we marked our centennial anniversary, we formulated the Purpose, “**Healthier days, Wellbeing for life**”. This Purpose reflects our strong commitment to contributing to society through our business activities, helping each customer enjoy better health and ultimately achieve a more fulfilling life. Its origins lie in the Glico Founding Spirit.

More than 100 years ago, at a time when people were still struggling with malnutrition and nutritional deficiencies, founder Riichi Ezaki came across glycogen, a nutrient found in oyster broth. Believing that consuming this nutrient could help prevent illness, he devoted himself to repeated trial and error through creativity, ultimately developing the nutritious confectionery Glico. Having long aspired to contribute to society through business, he expressed this commitment in the company creed of the time: “Enhance people's health through food”.
Subsequently, at our 70th anniversary in 1992, we revised this philosophy to “Great Taste and Good Health.”

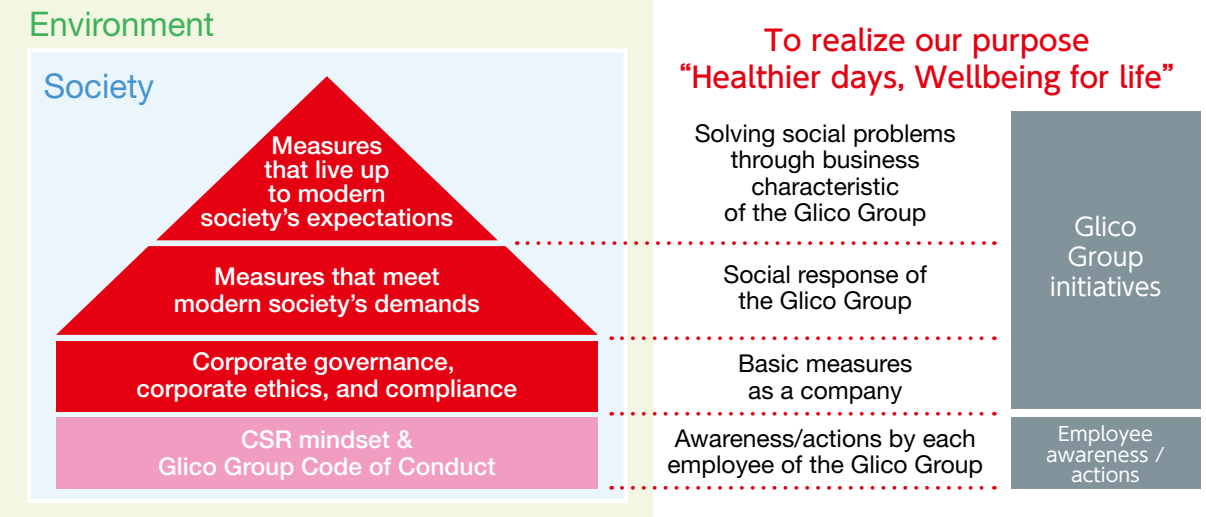
Even after more than a century of history, our spirit of contributing to the health of people remains unchanged. On the other hand, amid rapid social change, it is critical to meet the changing expectations of people. In order to continue to create new value and continue to be a valuable presence in society, the Group will work together as one to take proactive and bold actions. We will also undertake management that contributes to society through business from a medium-to long-term perspective while deepening collaboration with diverse organizations and engaging in a wide range of initiatives to help build a better society. We sincerely appreciate your continued support and look forward to your ongoing partnership in the years ahead.

EZAKI Etsuro
President & CEO
Ezaki Glico Co., Ltd.

CSR Approach and Promotion Framework

The Glico Group's Approach to CSR

The Glico Group's history dates back to when founder Ri-ichi Ezaki developed Glico nutritious caramel containing glycogen, driven by his determination to contribute to enhancing people's health through food. Guided by our founder's determination, we have carried out activities under our mission of contributing to healthy minds and bodies and helping people all over the world to live rich lives full of smiles. To continue fulfilling this mission around the world in the years ahead, we will meet changing demands and expectations, take on the challenges of creating new value, and grow together with society.



CSR Promotion Framework

The Glico Group regards the promotion of CSR as an important management issue. We have established the CSR Committee, headed by the President & CEO of Ezaki Glico, and we are promoting CSR together as a group. The committee meets several times a year to formulate directions, review progress, and discuss the promotion of CSR. Activities of the committee are reported to the Ezaki Glico Board of Directors and otherwise to ensure that CSR is reflected in management policy and promoted by the whole group.



Materiality (Key Issues)

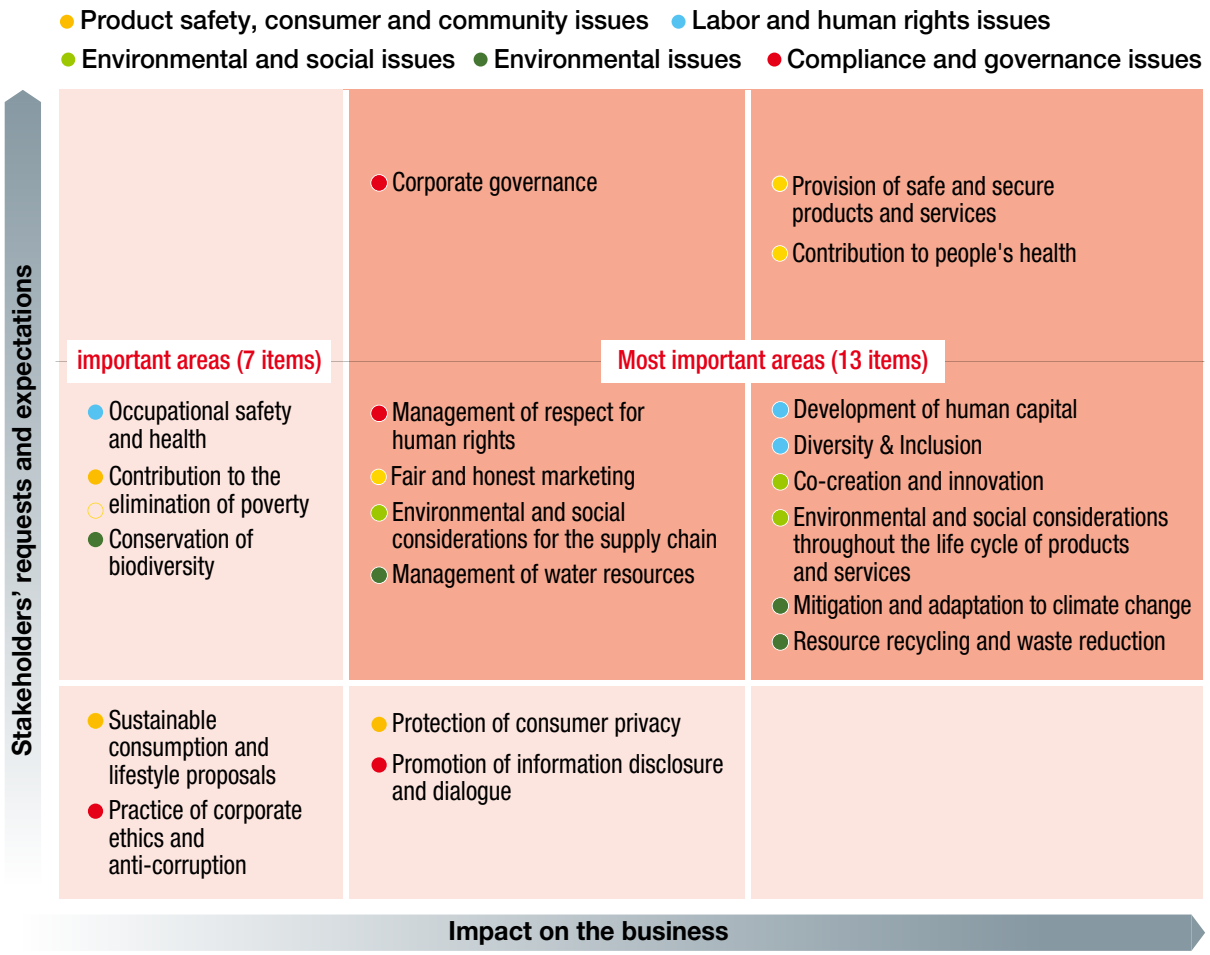
The Glico Group believes that it is important to clarify the materiality (key issues) to be addressed in order to continue contributing to society through its business activities.

In June 2019, we identified materiality for the group based on feedback from consumers, business partners, employees, shareholders, investors and other stakeholders (refer to CSR Report 2019). This time, as we aim to contribute to realizing an even more sustainable society, we have reviewed this materiality while enhancing the perspective of global social issues and seeking the views of external experts.

This materiality will serve as the basis for setting medium- to long-term goals and KPIs, and to continue to carry out our activities.

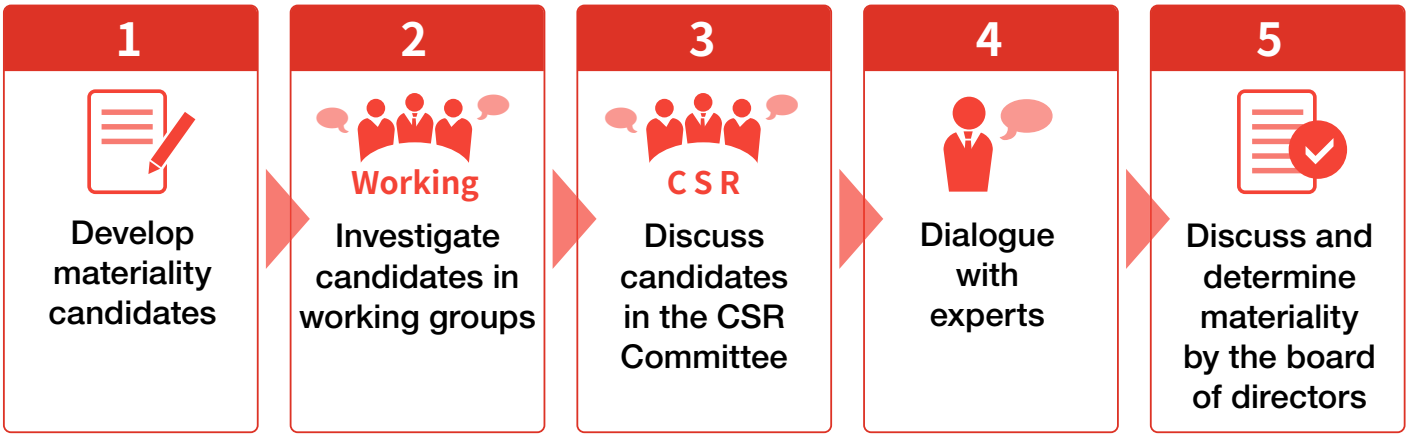
Materiality (20 key issues)		Main related SDGs
Product safety, consumer and community issues	· Provision of safe and secure products and services · Contribution to people's health · Fair and honest marketing · Contribution to the elimination of poverty · Protection of consumer privacy · Sustainable consumption and lifestyle proposals	
Labor and human rights issues	· Development of human capital · Diversity & Inclusion Occupational · safety and health	
Environmental and social issues	· Co-creation and innovation · Environmental and social considerations throughout the life cycle of products and services · Environmental and social considerations for the supply chain	
Environmental issues	· Mitigation and adaptation to climate change · Resource recycling and waste reduction · Management of water resources · Conservation of biodiversity	
Compliance and governance issues	· Corporate governance · Management of respect for human rights · Promotion of information disclosure and dialogue · Protection of consumer privacy · Practice of corporate ethics and anti-corruption	

Materiality Mapping



Materiality Identification Process

We conducted investigation and analysis to clarify materiality that we need to address. In addition to the Ten Principles of the United Nations Global Compact, the Sustainable Development Goals (SDGs), and the ISO 26000 standard, we refer to a number of sources when analyzing materiality, including non-financial disclosure standards demonstrated by the GRI Standards, SASB and others, and evaluation categories of ESG ratings organizations such as FTSE and MSCI. The specific identification process we followed is detailed below.



1. Develop materiality candidates

We created a list of materiality candidates based on the Glico Group corporate philosophy, code of conduct and business plans while factoring in international frameworks like the Ten Principles of the UN Global Compact and SDGs, guidelines of ISO 26000, the GRI Standards, SASB and others, and perspectives such as ESG evaluation categories.

2. Investigate candidates in working groups

We investigated the materiality candidates in working groups comprising a mix of people from relevant departments. We mapped the materiality candidates from step 1 against “Stakeholders' requests and expectations” and “Impact on the business” to identify proposed materiality candidates for priority action.

3. Discuss candidates in the CSR Committee

Management and others in the CSR Committee discussed the proposed mapping, and materiality candidates for priority action, that were identified in step 2.

4. Dialogue with experts

We had a dialogue session with external experts to confirm the validity of materiality candidates discussed in step 3. We then reevaluated our proposed materiality in line with suggestions and comments received.

<Experts consulted>



Hideto Kawakita
CEO, International Institute for Human,
Organization and the Earth (IIHOE)



Mariko Kawaguchi
Board Member,
United Nations Global Compact Network Japan



Dialogue with experts (June 2020)

＜Main Opinion and Feedback＞

◆Providing value through products and services

- “Provision of safe and secure products and services” is an important issue for food businesses. The Glico Group is implementing a range of initiatives to ensure food safety, but that alone is unable to ensure peace of mind for consumers. In times ahead, consideration of human rights and animal welfare[*1] will also play an important role in delivering this security. We recommend that the group pursue its activities based on a deep analysis of the safety and security they will provide going forward, and that they ensure proactive disclosure of related information.
- “Contributing to people’s health” includes more than just reducing ingredients (such as sugars and salt) that may adversely affect health if over-consumed. It is also expected that the Group will provide more value-added products and services that help people maintain and improve their health through continued use.

◆Human rights issues

- As we approach 2030, the target year for achieving the SDGs, stakeholder interest in human rights issues will increase. For example, “environmental and social considerations for the supply chain,” such as whether child labor or forced labor are utilized, will become more important when procuring raw materials from developing countries. Whether the “occupational safety and health” of employees is sufficiently guaranteed, such as ensuring people do not work excessive working hours, is another important human rights issue. The Glico Group should promote “management of respect for human rights” by identifying, preventing, reducing and dealing with the impact of human rights responsibilities in its business activities and business relationships, and ensure proactive disclosure of information related to those activities.

◆Environmental issues

- “Mitigation and adaptation to climate change” and “conservation of biodiversity[*2]” are both important global issues. The Glico Group has focused its activities to date on climate change mitigation, but as the impacts of climate change and the occurrence of abnormal weather events increase, adaptation activities are becoming increasingly important. This is also directly linked to procurement of the essential raw materials of products and services. The group needs to reduce environmental impact and adapt to climate change going forward.

◆The future

- We expect that continued use of Glico Group’s products and services will not only contribute to people’s health but will also help solve issues related to human rights, the environment and consumers.
- We recommend a review of the group’s materiality and portfolio, in line with changing times and future business activities, in three to five years’ time.

*1 Animal welfare refers to the raising of animals in conditions that ensure their health, comfort, sufficient nutrition, safety and natural movement, and that do not cause pain, fear, suffering or other distress.

*2 Biodiversity refers to diversity of ecosystems, species and genes on Earth. Supplies of food and water, and stability of our climate, are among the blessings of this biodiversity-based ecosystem that sustains life for us all.



5. Discuss and determine materiality by the board of directors

The Ezaki Glico board of directors discussed issues that were reevaluated and organized in step 4, and the positioning of such within the Glico Group, at a meeting on July 15, 2020, and then determined materiality for the Glico Group.

Going Forward

◆Providing value through products and services

We will expand our range of products and services that enable people around the world to enjoy delicious, healthy food and positive lifestyle habits, living better lives. As a food business, we will increase the safety and security of not only our products and services but of the entire value chain.

◆Human rights issues

We will work with all stakeholders to pursue activities in line with the Glico Group Human Rights Policy.

◆Environmental issues

We will formulate the Glico Group Environmental Vision, establish long-term goals in areas such as climate change mitigation and adaptation, and biodiversity, and work to achieve those goals.

In this way, we aim to solve a range of social issues and contribute to a sustainable society while contributing to the health of people through business.

In 2023, we conducted a study of social trends related to materiality. This study confirmed that our current materiality items remain important, but our CSR Committee also discussed the potential need for review.

Discussions regarding reviewing the materiality began in 2024, and the results of this review will be announced as soon as they are finalized.



With Our Planet

We will pursue corporate activities that preserve our rich global environment for the future.

Glico Group Environmental Vision 2050

Formulation of the “Glico Group Environmental Vision 2050”

In March 2021, the Glico Group established a medium- and long-term vision for the year 2050 in four fields based on our key issues. We will pursue corporate activities that preserve the global environment for the future.



The Glico Group's Medium- and Long-term Quantitative Environmental Goals and Initiatives

Based on the Environmental Vision, we have formulated the following medium- to long-term goals and KPIs. We will move forward to achieve these goals and implement activities for contributing to a sustainable society.



<Initiatives>

1 Greenhouse Gas Reduction Addressing Climate Change

The Glico Group manages the amounts of electricity, natural gas, and other energy used in our business activities, in order to reduce CO_2 emissions. When implementing new equipment at our factories and other facilities, we give high consideration to environmental performance by adopting environmentally friendly equipment, such as energy-saving or nonfluorocarbon types. We are focused on achieving a 100% reduction in greenhouse gases (such as CO_2 and fluorocarbon gases) by 2050 through means such as switching to renewable energy, improving efficiency through cogeneration systems, and replacing refrigerators.

2 Sustainable Use of Water Resources

The Glico Group reduces water usage at some of our factories, such as reusing wastewater for the cooling of refrigeration equipment. We aim to reduce our unit consumption of water by 20% and achieve zero water pollution by 2050 through means such as the adoption of air-cooled systems and improvement of water treatment technology.

3 Sustainable Use of Container and Packaging Resources

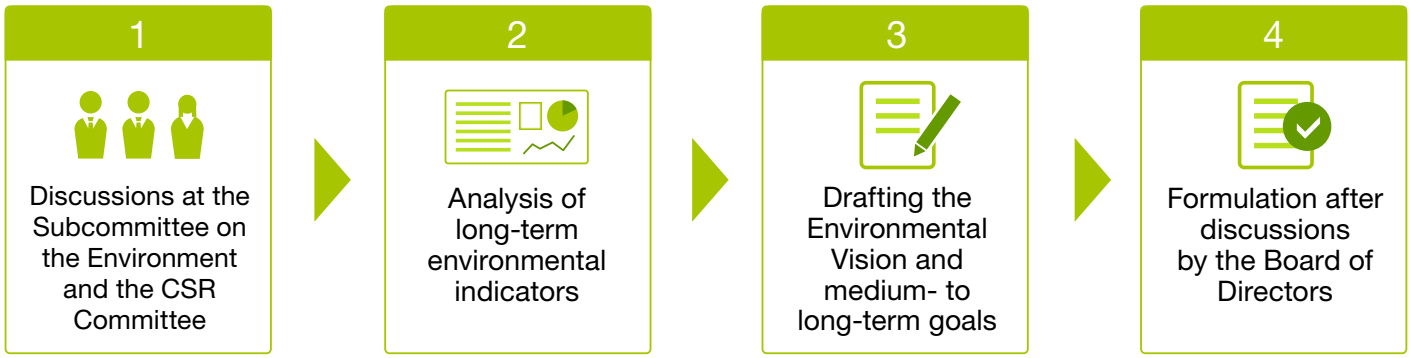
The Glico Group is pursuing improved containers and packaging and is also making actions to lower environmental impact by reducing the amount of packaging. We aim to completely replace plastic with recycled materials and paper with Forest Stewardship Council (FSC)-certified paper by 2050 through reductions achieved by improving production technology and reviewing existing standards, as well as by reducing the use of single-use plastic materials.

4 Reduction of Food Loss and Waste

The Glico Group reduces food loss and waste generated during the production process, and through systems that avoid maintaining excessive inventories by enhancing the accuracy of demand-supply projections. We focus on initiatives to eliminate disposal, such as increasing supply chain efficiency and improving the accuracy of demand-supply projections, and also undertake outlet sales of products with minor flaws that have no quality issues. Through these initiatives, we aim to achieve a 95% reduction in food loss and waste by 2050.

Process of Formulating the Environmental Vision and Medium- to Long-term Quantitative Environmental Goals

With the Subcommittee on the Environment of the CSR Committee playing a central role, we conducted analysis of long-term environmental assessments while receiving advice from experts and developed drafts of the Environmental Vision and medium- to long-term goals. The Vision and goals were formulated in March 2021 after the drafts were discussed by the CSR Committee and Board of Directors.



Environmental Policy and System

Glico Group Environmental Policy

We have established an environmental policy in order to clarify the stance of the Glico Group toward environmental initiatives, and set guidelines for our business activities. We will carry out these activities with the understanding and cooperation of customers, business partners, and other stakeholders.

Glico Group Environmental Policy

The Glico Group contributes to the protection of the natural environment, such as by reducing GHG emissions and using sustainable resources, to achieve coexistence with the various kinds of life on Earth.

1. We will deliver high-quality, safe and secure products and services to our customers, while striving to reduce environmental impact in processes ranging from raw material or ingredient procurement to production, supply, and final disposal of containers and packaging.
2. We will endeavor to make a sustainable society for our precious planet by working to prevent environmental pollution, giving consideration to the ecosystem, preventing global warming, and by observing laws, regulations, and other rules.
3. We will review our operations, strive to improve their efficiency, and continually improve our environmental management system, and strive for improvement of our environmental performance.
4. We will raise awareness of environmental protection, and strive for safe workplaces where employees can work with peace of mind.
5. We will promote a wide range of communication activities and social contribution, while valuing connections with customers and society.

Established in February 2000
Revised in April 2016
Revised in February 2021
Revised in January 2023

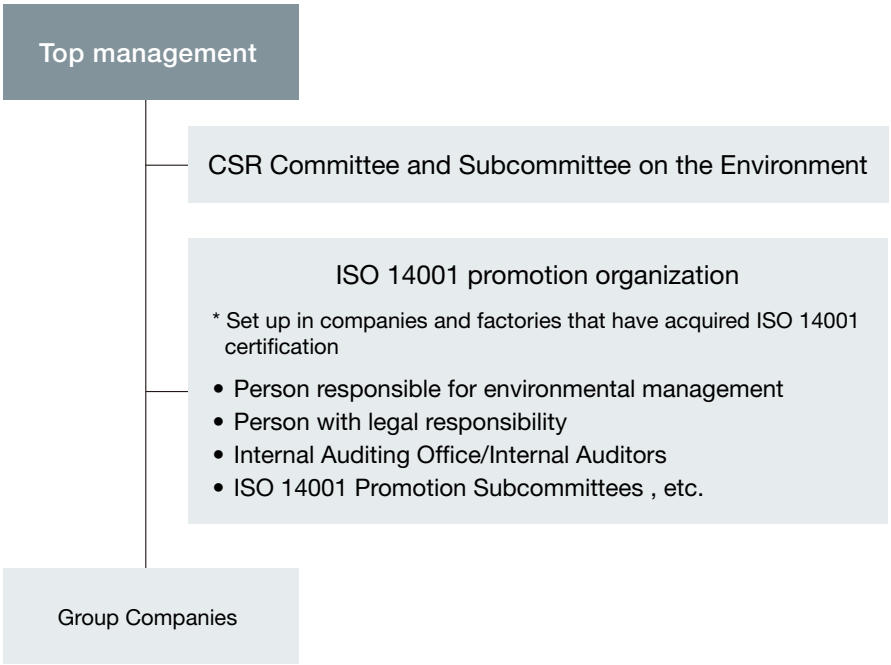
Indicators for Glico Group Environmental Activities

- Reduction in Environmental Impact of Products and Services
- Prevention of Global Warming
- Prevention of Environmental Pollution
- Effective Utilization of Resources
- Qualitative Improvement in Corporate Activities through Greater Efficiency and Review of Operations
- Initiatives towards Environmental Education and Safety
- Promotion of Environmental Communication



We promote environmentally friendly corporate activities throughout the entire value chain.

System for Promoting Environmental Activities



Environmental Management System

The Glico Group has been working for a long time to control environmental pollution and conserve energy and resources. We established the Environmental Policy in February 2002, and since that time we have continually been working to reduce environmental impact and protect the environment based on the requirements of ISO 14001, an international standard for environmental management systems.

Companies and factories that have acquired ISO 14001 certification (FY2025)

- Ezaki Glico
- Nasu Factory
- Chiba Factory
- Tokyo Factory
- Mie Factory
- Kobe Factory
- Tottori Factory
- Shanghai Ezaki Glico Foods Co., Ltd.
- Bangkadi Factory, Thai Glico Co., Ltd.
- Sendai Factory
- Ibaraki Factory
- Kitamoto Factory
- Gifu Factory
- Osaka Factory
- Hyogo Factory
- Saga Factory
- Shanghai Ezaki Glico Nanfeng Foods Co., Ltd.
- Rangsit Factory, Thai Glico Co., Ltd. (Closed in September 2025)

Environmental Education

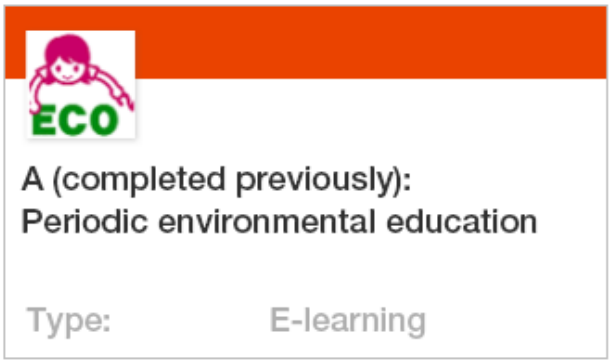
Environmental education as well as coexistence and communication with local communities

The Glico Group promotes initiatives to establish coexistence and good communication with local communities through environmental education and community development activities.

Environmental Education and Environmental Activities

We carry out periodic environmental education to ensure that employees raise their environmental awareness and actively apply themselves to environmental protection activities in both their public and private lives. This includes using e-learning, and then conducting tests to check understanding.
We also hold training courses for group members who gained more specialized knowledge relating to ISO 14001 to act as internal auditors.

Environmental ISO-related education and training courses





ISO 14001 Targets and Results (Japan)

FY2025 Targets	Results/achievement rate	Evaluation
Conduct 2 environmental education courses (including external courses)	2 courses	Pass
Conduct 26 environmental activities	29 activities	Pass

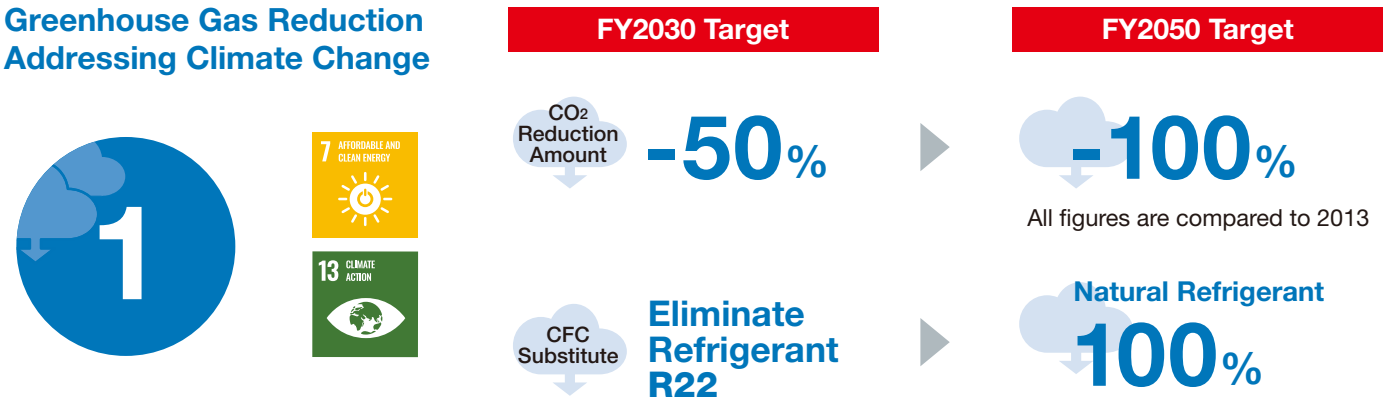
Administrative Guidance, etc.

	FY2022	FY2023	FY2024	FY2025
Important issues such as administrative penalties, recommendations, or lawsuits	0 issues	1 issue	0 issues	0 issues
Minor issues such as administrative or other cautions, guidance, etc.	1 issue	1 issue	1 issue	0 issues

In FY2025, the Glico Group was not involved in any important issues such as administrative penalties or lawsuits relating to the environment, nor did it receive any administrative cautions, guidance, or other actions.

1. Greenhouse Gas Reduction & Addressing Climate Change

Glico Group Environmental Vision 2050 Medium- to Long-term Quantitative Environmental Goals



Progress of Environmental Vision 2050 (Global)

1 Greenhouse Gas Reduction Addressing Climate Change

	Base year	Results				Targets	
		2022	2023	2024	2025	2030	2050
Reduction rate of total CO_2 emissions (Scope 1 and 2)	2013	-23%	-22%	-34%	-45%	-50%	-100%

In FY2025, total CO_2 emissions were reduced by 45% compared to FY2013. We will continue to promote the conversion of equipment to use other types of fuel and switching to CO_2-free electricity* toward achieving our target of a 50% reduction by 2030. Furthermore, we aim to achieve a 100% reduction in greenhouse gases (such as CO_2 and fluorocarbon gases) by 2050 through means such as the widespread use of CO_2-free electricity, new technologies including those for energy conservation and creation, and replacement of refrigerators.

Regarding chlorofluorocarbon (CFC) substitutes, we confirm the state of use globally, generate a list of the applicable devices, and devise and implement a systematic plan to replace these devices.

* CO_2-free electricity is electricity that is primarily derived from renewable sources. In its contracts with utility companies, when Glico selects power plans with environmental value in which the CO_2 emissions of used power can be calculated as zero (=CO_2-free), this electricity is considered to be CO_2-free electricity.

Changes in Energy and Other Usage

Global*1

Main energy and substances	FY2023	FY2024	FY2025
Energy intensity (kL per 100 million yen)	29.2	28.3	25.1
Electricity (1,000 kWh)*3	197,858	193,920	187,860
City gas (1,000 m^3)	14,862	14,550	15,046
LPG; Liquefied petroleum gas (tons)	356	324	561
LNG; Liquefied natural gas (tons)	919	772	864
Heavy oil (1,000 kL)	1.9	1.6	0.9
Gasoline (1,000 kL)	0.7	0.7	0.7

Japan *2

Main energy and substances	FY2023	FY2024	FY2025
Energy intensity (kL per 100 million yen)	28.8	30.0	28.1
Electricity (1,000 kWh)*3	141,713	137,645	135,029
City gas (1,000 m^3)	11,404	10,745	11,104
LPG; Liquefied petroleum gas (tons)	212	205	529
LNG; Liquefied natural gas (tons)	919	772	864
Heavy oil (1,000 kL)	1.9	1.6	0.9
Gasoline (1,000 kL)	0.7	0.7	0.7

*1 Glico Group consolidated companies (in Japan and overseas, excluding certain Group companies and business sites)

*2 Glico Group consolidated companies (excluding some Group companies)

*3 Excluding power generation from cogeneration systems

FY2025 Input and Output Results

(Data on energy, water, and waste associated with the Glico Group's business activities)

Global*1

Input		
Raw material or ingredient		
Packaging materials		
Main energy and resources	Electricity (1,000 kWh)	187,860
	Water (1,000 m^3)	2,402
	City gas (1,000 m^3)	15,046
	LP gas (tons)	561
	LN gas (tons)	864
	Office paper usage (tons)	40
	Gasoline (1,000 KL)	0.7

Glico Group -wide business activities

Output		
CO_2 (t)		85,618
Waste output and reuse	Resource recycling (tons)	19,897
	Waste (tons)	919
	Recycling rate	95.6%
Wastewater (1,000 m^3)		1,849

* CO_2 emission factors for each electricity provider are adjusted from FY2024 results released in January 2026

* Includes results from consolidated Group companies in Japan (head office, factories, and sales divisions), overseas factories (China, Thailand, and Indonesia), and North America.

Japan*2

Input		
Raw material or ingredient		
Packaging materials		
Main energy and resources	Electricity (1,000 kWh)	135,029
	Water (1,000 m^3)	2,184
	City gas (1,000 m^3)	11,104
	LP gas (tons)	529
	LN gas (tons)	864
	Office paper usage (tons)	36
	Gasoline (1,000 KL)	0.7

Glico Group (domestic) business activities

Output		
CO_2 (t)		44,797
Waste output and reuse	Resource recycling (tons)	16,356
	Waste (tons)	384
	Recycling rate	97.7%
Wastewater (1,000 m^3)		1,669

* CO_2 emission factors for each electricity provider are adjusted from FY2024 results released in January 2026

* Includes results from head office and sales divisions of Group company Glico Nutrition Co., Ltd.

*1 Glico Group consolidated companies (in Japan and overseas, excluding certain Group companies and business sites)

*2 Glico Group consolidated companies (excluding some Group companies)

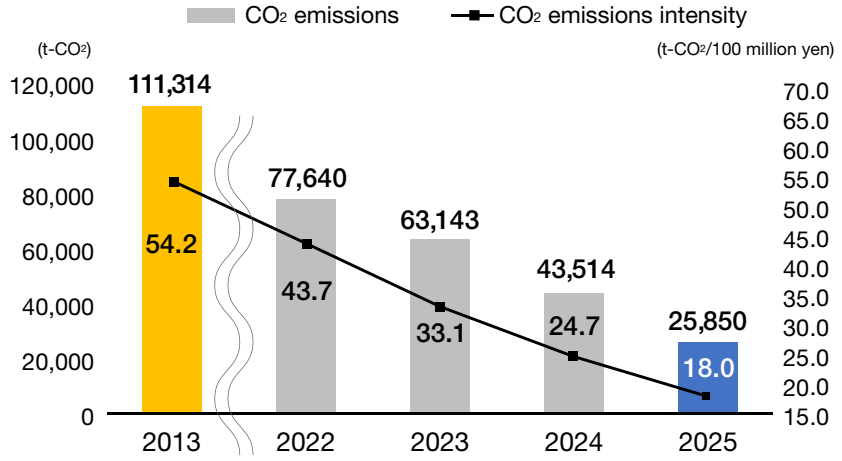
Efforts in Production

Electricity, gas, and various other types of energy are used in production. We are making operations more efficient and promoting energy conservation. Also, equipment that uses energy is being systematically upgraded to energy-saving types. Equipment using fuel oil, which emits a large amount of CO_2, is being systematically converted to use gas or other forms of energy while taking efficiency into consideration.

CO_2 emissions

Total CO_2 emissions for FY2025 were reduced significantly from FY2024, getting closer to the target for 2030. In addition to existing energy-saving activities, the switch to 100% CO_2-free electricity (electricity with environmental value derived from renewable energy that does not emit CO_2) for the electricity used in all 13 factories in Japan (Glico Manufacturing Japan Co., Ltd.) in July 2025 has led to significant reductions.

CO_2 emissions in production CO_2 emissions in production



* Uses adjusted emissions factor provided by each electricity provider in each fiscal year.

* Intensity is defined as t-CO_2/production (100 million yen).

* Converted to annual results from January to December since 2019.

Improvement of energy efficiency through upgrading of facilities

In February 2020, Kobe Factory upgraded its cogeneration system. This upgrade has contributed to an annual reduction of approximately 960 tons of CO_2, approximately 4% of the total emissions for the factory, compared to before the upgrade. In February 2021, the boilers at the Nasu Factory and Ibaraki Factory were converted to use liquefied natural gas as fuel instead of conventional A fuel oil. Likewise, in February 2025, the boilers at the Hyogo Factory were converted from using A fuel oil to using LP gas. These efforts have led to a CO_2 reduction of approximately 1,550 tons each year.



The cogeneration system

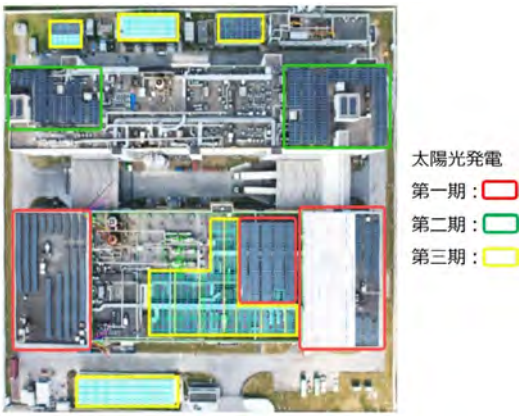


The boiler converted to LNG (liquefied natural gas) fuel

Solar panel installation and power generation

Efforts at Shanghai Ezaki Glico Nanfeng Foods Co., Ltd.

At Shanghai Ezaki Glico Nanfeng Foods Co., Ltd., solar panel power generation (Phase 1) commenced in December 2021, achieving an annual generation of approximately 460,000 kWh. Power generation (Phase 2) began in February 2023, generating approximately 185,000 kWh of electricity annually. Furthermore, construction for Phase 3 was completed, and power generation began in June 2025. In total, we generated 935,000 kWh of electricity in FY2025, reducing CO_2 emissions by 391 tons.



Shanghai Ezaki Glico Nanfeng Foods Co., Ltd.

Efforts at Glico Manufacturing Indonesia



Glico Manufacturing Indonesia, a new factory for Pocky full of the latest technologies, was completed at the end of March 2022. It represents the largest in-house Pocky factory to date, with a site area of approximately 60,000 m2 and a total building floor area of around 57,000 m2. Solar panels installed on the roof generated 1,790,000 kWh of electricity in FY2025 and contributed to an annual reduction in CO_2 emissions of approximately 1,555 tons.

Glico Manufacturing Indonesia

Taking on the challenges of new technologies

Hydrogen fuel initiative in the manufacturing of baked confectionery

It is said that electric ovens lack the heat needed to maintain the same taste as before for baked confectionery such as the biscuit of Bisco and the pretzel part of the stick of Pocky. Therefore, we currently use city gas, but with a view of future technological innovations, we joined the Hydrogen Energy Systems Society of Japan and are the only food company that is a member of the society. We continue to undertake research in anticipation of using hydrogen-derived fuel in the production of baked confectionery.

Contributing to the realization of a decarbonized society through the introduction of hydrogen-powered fuel cell forklifts in Gifu Factory

To verify the effectiveness of hydrogen, which has drawn a great deal of attention as a next-generation energy source, we became the first member of the food industry to introduce fuel cell forklifts. Fuel cell forklifts only emit water during use, so they contribute to CO_2 emissions reductions. They can also be charged in a short amount of time, so they help improve work environments. Through initiatives such as these, we are making preparations for a future of decarbonization and widespread use of hydrogen. Furthermore, to accelerate decarbonization efforts throughout the community, we concluded a comprehensive decarbonization partnership agreement with Anpachi Town in Gifu Prefecture. Through this agreement, we will collaborate with the local government and intensify our efforts to realize a sustainable society.



VC activities at manufacturing companies

We carry out Value Creation (VC) activities to achieve a high-quality, low-cost production system and highly safe workplace environment through stabilization of production lines. Every year, we bring together manufacturing companies and other participants from the Glico Group and hold a conference to report on VC activities, where we present awards to recognize outstanding efforts.



Efforts in Logistics

The Glico Group is reducing CO_2 emissions taking into account energy usage and load efficiency during product transportation.

- Expansion and review of logistics centers based on overall logistics efficiency
- Improvement of delivery efficiency through expansion of joint delivery with other companies in the industry
- Improvement of load capacity through use of trucks and trailers with increased tonnage
- Promotion of modal shift to rail and ship transportation

Participation in White Logistics Movement

Ezaki Glico supports the White Logistics Movement, an initiative put forward by Japan's Ministry of Land, Infrastructure, Transport and Tourism, Ministry of Economy, Trade and Industry and Ministry of Agriculture, Forestry and Fisheries. The movement aims to contribute to economic growth while addressing the increasingly serious issue of a shortage of truck drivers and ensuring stable logistics systems that are needed for daily living and industrial activities in Japan. It also seeks (1) improvement of truck transportation productivity and logistics efficiency, and (2) creation of a working environment that makes it easier to work for women and drivers in their 60s. Going forward, we will continue cooperating with logistics companies in an environment of mutual understanding as we work to improve efficiency and productivity for the logistics industry.

Initiative	Details
Proposals and cooperation for logistics improvement	Respond sincerely and actively work with receivers (business partners) when asked by logistics companies to reduce long waiting times, amend incidental tasks, and otherwise improve logistics.
Adoption of a reservation system	Adopt a truck reservation system to reduce time spent waiting to load cargo.
Use of pallets, etc.	Reduce cargo handling time by using things like pallets, hand trucks, foldable containers, and returnable boxes.
Provision of advance notice of shipment information from shipper	When sending cargo as the shipper, provide information on cargo arrival as early as possible to ensure sufficient time for logistics companies and receivers.
Extension of lead times	Cooperate with receivers (business partners) to extend lead times between ordering and delivery to ensure stability of vehicle dispatch.
Modal shift to sea and rail	Change from trucks to ferries, roll-on/roll-off ships, and rail for long-distance transportation. With this change, also revise transportation and cost sharing details as necessary.
Documentation of transportation contracts	Document transportation contracts.
Stopping or suspending operations during extreme weather	Avoid making unreasonable transportation requests when typhoons, heavy rain, heavy snow or other extreme weather events occur or are expected to occur. Also, to ensure the safety of drivers, respect the decisions of logistics companies if they determine it necessary to stop or suspend operations.
Improvement of truck transportation productivity and logistics efficiency	• Increase productivity of transportation by improving the loading of pallets and increasing the size of trucks to carry more pallets. • Cooperate with not only logistics departments, but with procurement, production and sales departments as well, to improve end-to-end logistics efficiency.
Promotion of joint deliveries	Expand use of joint deliveries and improve delivery efficiency by improving load capacities, consolidating delivery destinations, and reducing delivery frequency, etc.

Start of joint operation of double-trailer trucks



From September 2, 2024, Glico, K.R.S. Corporation, and NEXT Logistics Japan Co., Ltd., began using double-trailer trucks to transport Ezaki Glico products at the same time as products from other industries.
With a double-trailer truck, a single driver can use a large truck with two trailers to transport goods. This promises to help address the driver shortage. Drivers can also be switched at points along routes, allowing drivers to work single-day shifts, so this is also expected to help improve their working environments. Full-fledged operation is expected to cut annual CO_2 emissions by roughly 20%*.

* According to research by NLJ (comparison vs. operating two separate large trucks)

Efforts in Product Planning, Marketing, and Sales

Environmentally friendly planning and design of products and consolidation of raw materials and ingredients for efficient procurement and use

In the Glico Group, we use raw materials, ingredients, and a variety of other resources to provide safe and secure products. We design products with environmental awareness from the development and planning stage to reduce environmental impact in all phases of the product cycle, from procurement of raw materials to manufacturing and consumption. With our commitment to “tastefulness” and “wholesomeness,” we are researching raw materials and ingredients in pursuit of greater quality, and also consolidating the amount we need to manufacture through more efficient, lean manufacturing.

Introduction of an internal carbon pricing (ICP)

Ezaki Glico has introduced an internal carbon pricing (ICP) system* for the Glico Group's capital investment. Regarding capital investment that comes with changes to CO_2 emissions, the established internal carbon price is applied to calculate the virtual cost for use as one of the investment decision criteria. We promote low-carbon investment and climate change measures through the introduction of the ICP system.
* ICP system: This is a system that creates economic incentives for reducing emissions and encourages responses to climate change within a company by establishing an internal carbon price and converting CO_2 emissions into cost.

■ **The Glico Group's ICP system**

Internal carbon price	US$140/ t-$CO_2$ (* As of January 2026)
Scope of ICP system	Capital investments with changes to CO_2 emissions
Method of application:	For applicable capital investments, the CO_2 emissions are converted into costs by applying the internal carbon price, and the costs are used as reference when making investment decisions. As one of the decision criteria for capital investment, the ICP system is used to promote low-carbon investment and climate change measures.

Efforts for vending machines

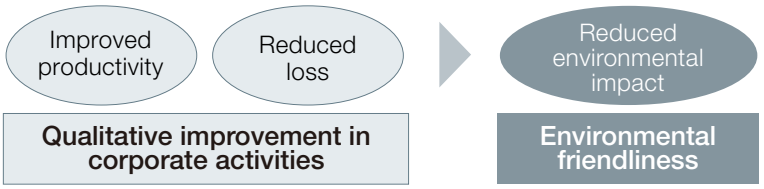
We also sell Seventeen Ice, beverages, and desserts through vending machines. We are systematically switching to energy-saving vending machines, such as using vacuum insulation in them and switching to LED lighting.



Energy-saving vending machines

Qualitative Improvement in Corporate Activities through Greater Efficiency and Review of Operations

Based on the idea that improving our business activities by reviewing tasks and making them more efficient can help to reduce environmental impact, we are taking steps such as improving productivity and reducing loss in our business activities.



Energy-conservation initiatives at offices

For lighting, we are transitioning to energy-efficient LED lighting and implementing time-based management based on usage patterns, such as setting lights to turn on and off in accordance with work start and end times. This allows us to ensure adequate brightness while reducing unnecessary power consumption.

For air conditioning, we maintain appropriate temperature settings for heating and cooling as a basic principle. We also manage operations before work starts and after work ends, and implement operation controls based on usage patterns in each area.

We also promote the Cool Biz and Warm Biz campaigns, and provide guidance to ensure customers visiting the company understand the policy.

Through these initiatives, we maintain a comfortable working environment while reducing CO_2 emissions through the efficient use of energy.

Environmentally friendly driving in sales divisions

We are promoting environmentally friendly driving, primarily within our sales divisions, with the aim of reducing environmental impact and improving safety in our sales operations. In addition, we are advancing a switch to hybrid vehicles with lower CO_2 emissions and working on operating them efficiently.

Awards, Certifications, Etc.

The Glico Group has received environmental awards and certification from multiple government bodies in the areas where our business sites are located.

Certification as a company meriting the Eco Rail Mark

Ezaki Glico is certified as a company meriting the Eco Rail Mark.

Products with Eco Rail Mark certification



Glico receives the Special Award in the FY2023 Excellent Green Logistics Commendation Program

Project name: [Business Practice Reform] Extending delivery lead times to consolidate sites and promote consistent palletized transport

Companies

- Ezaki Glico
- K.R.S.
- Yamato Transport
- PremiumWater

Business overview

Product delivery lead times were extended for Ezaki Glico products shipped to PremiumWater (D+1 → D+10).
This made it possible to consolidate inventory sites, eliminate uneven distribution between sites, and eliminate inter-depot transport.
The shipping method was changed from floor-loaded freight shipping to palletized shipping, successfully reducing driver on-duty hours.

Before

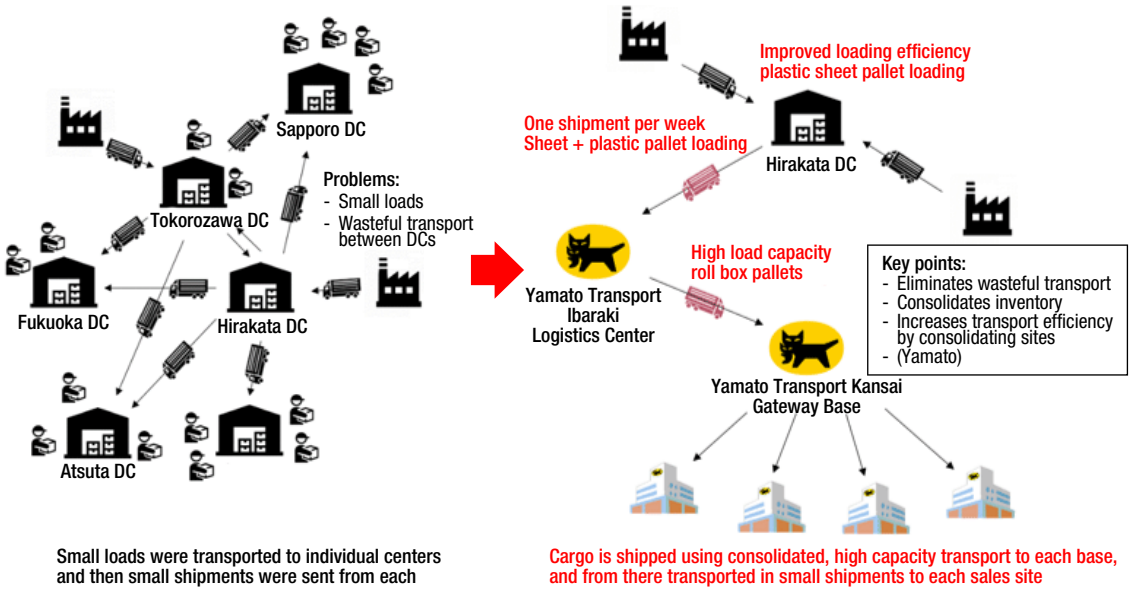
Products were shipped from six DCs* to sales points nationwide. The lead time was D+1, with orders being finalized the day before. This necessitated the use of six DCs around Japan.
Furthermore, while products could be shipped from factories to DCs using palletized shipping, shipping from DCs to other DCs and from DCs to delivery destinations was done using floor-loaded freight shipping.

* DC: Distribution Center

After

Delivery sites were consolidated in the Yamato Transport Ibaraki Logistics Center. The lead time was set to D+10.
Data regarding plans was shared between Ezaki Glico, K.R.S., and Yamato one month in advance, making it easy to secure transport vehicles and inventory. Consolidating the sites into a single site completely eliminated the need for DC to DC routes.
K.R.S., Yamato, and PremiumWater logistics were changed from floor-loaded freight, where goods were loaded and unloaded individually, to palletized freight. This improved freight-handling efficiency and successfully reduced driver on-duty hours.

Concept



Features

- Delivery lead times were extended with the cooperation of cargo recipients (D+1 → D+10)
- The six inventory sites were consolidated into a single site to completely eliminate transport between DCs and completely eliminate unnecessary core route transport.
- The business practice of floor loading and floor unloading products was eliminated, and instead shipments were palletized.
- The four companies in the initiative worked together as one in a scheme aimed at creating a sustainable logistics approach.

Effects

- CO_2 emissions reduction: 93.7 t CO_2/year (39%)
- No. of vehicles: Reduced by 1,550 trucks (81%)
- Delivery lead time: Extended by 9 days

Glico receives the Resilience and Sustainability Award in the FY2024 Excellent Green Logistics Commendation Program

Project name: Creating innovation by leveraging data across manufacturer lines

Companies

- Ezaki Glico
- Coca-Cola Bottlers Japan
- Hacobell

Business overview

After being introduced by Hacobell, Coca-Cola Bottlers Japan and Ezaki Glico began sharing information. Through the sharing of the issues both faced as cargo owners, and their respective delivery networks, the companies established a partnership in which they helped address each other's issues. They reduced long working hours and hard physical labor for drivers, which have both become social issues, and also successfully cut CO_2 emissions from truck transport and the driving of empty trucks on return routes. Furthermore, by creating a partnership of cargo owners, they absorbed each other's disparities in cargo volumes between high volume and low volume periods. This created a win-win relationship, both between the companies and the logistics provider and between the two cargo owners.

Before

- The Ezaki Glico Kyushu area loaded and transported cargo from two sites: a small lot production factory and a large lot production factory located over 100 km away. The categories of the products picked up from the factories differed, so products also needed to be unloaded at two locations, the Kansai and Kanto DCs*1. Because of this, a single truck needed to go to four different sites.
  For CCBJI*2, trucks were secured from the logistics operator based on demand, so sometimes trucks were being driven back while empty within the Kyushu area.
- In the Sanin area, the number of regular service runs varied by season, and vehicles were dispatched accordingly. So both companies encountered difficulties in securing steady transport capabilities.

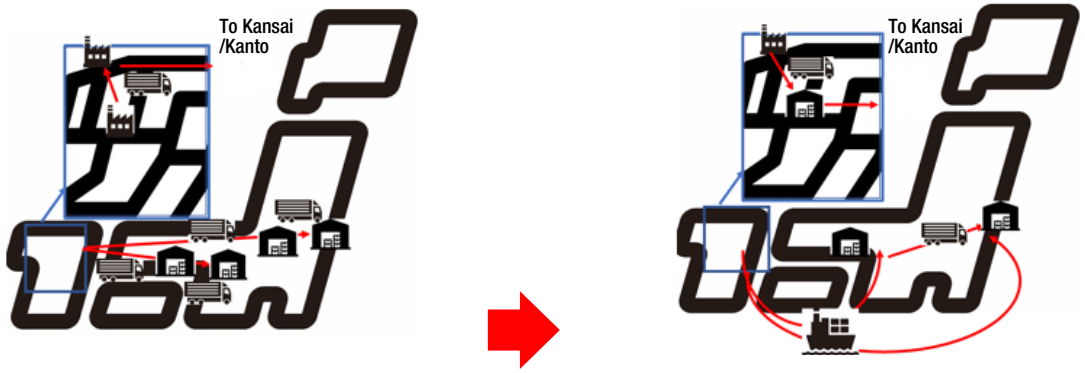
*1 DC: Distribution Center

*2 CCBJI: Coca-Cola Bottlers Japan

After

- Empty trucks on return routes from CCBJI shipments were used to ship products from the small lot production factory to a logistics site in Tosu. From the Tosu site, products were transported via intermodal transport by ship to Kansai and Kanto logistics sites.
- In the Sanin area, trucks used to transport products from Tottori to Kansai during Ezaki Glico's busy period, from October to March, were used by CCBJI for its own busy period, April to September. This secured a steady volume of shipments over the course of the entire year for the logistics operator and also secured reliable transport capabilities for the cargo owners.

Concept



- Due to the small lot sizes, the same trucks picked up from two factories within Kyushu
- The categories of the products picked up from the factories differed, so they were delivered to two different warehouses, one in the Kansai area and one in the Kanto area

- Empty trucks on return routes from CCBJI shipments picked up cargo in Kyushu
- Drivers were switched out at the Tosu logistics site and products were shipped by sea to Kansai and Kanto



- For Glico, there was little shipping volume during the off season, and the number of shipments was just 1/4 of what it was during the busy season

- Glico's off season is CCBJI's busy season, so CCBJI allocated the transport capacity to shipments from the Sanin area to the Kanto area

Features

- By sharing information, the cargo owners of Ezaki Glico and CCBJI were able to establish a transportation system that mutually addressed the issues being encountered by the two companies.
- Shipments from Kyushu were switched from the previous approach of using truck transport for multiple sites to making use of empty trucks on return routes and ship transport, helping cut CO_2 emissions.
- Cargo owners had previously found it difficult to secure due transport capacity during the busy season due to the large difference in cargo volume between the busy and off seasons, but they were able to secure capacity during the logistics operator's off season by sharing information.

Effects

- CO_2 emissions reduction: 138.5 t-CO_2/year (77%)
- Use of empty trucks on return routes: 100 trucks (shipments)
- Palletization
- Working environment improvement

Glico receives the METI Minister's Award in the FY2025 Excellent Green Logistics Commendation Program

Project name: Streamlining the delivery of chilled products through collaboration between manufacturers and wholesalers and the use of stacked material handling

Companies

- Ezaki Glico Co., Ltd.
- Sunrise Grand Foods Co., Ltd.
- Konoike Transport Co., Ltd.
- Sunrise Japan Holdings
- AGS Corporation
- Gifu Plastic Industry Co., Ltd.

Business overview

With the aim of helping to solve social issues such as driver shortages and global environmental issues such as reducing greenhouse gas emissions, Ezaki Glico partnered with its wholesale customer, Sunrise Grand Foods Co., Ltd., to launch an innovative chilled products logistics sharing service utilizing stacked cargo in Shizuoka Prefecture, achieving remarkable results.

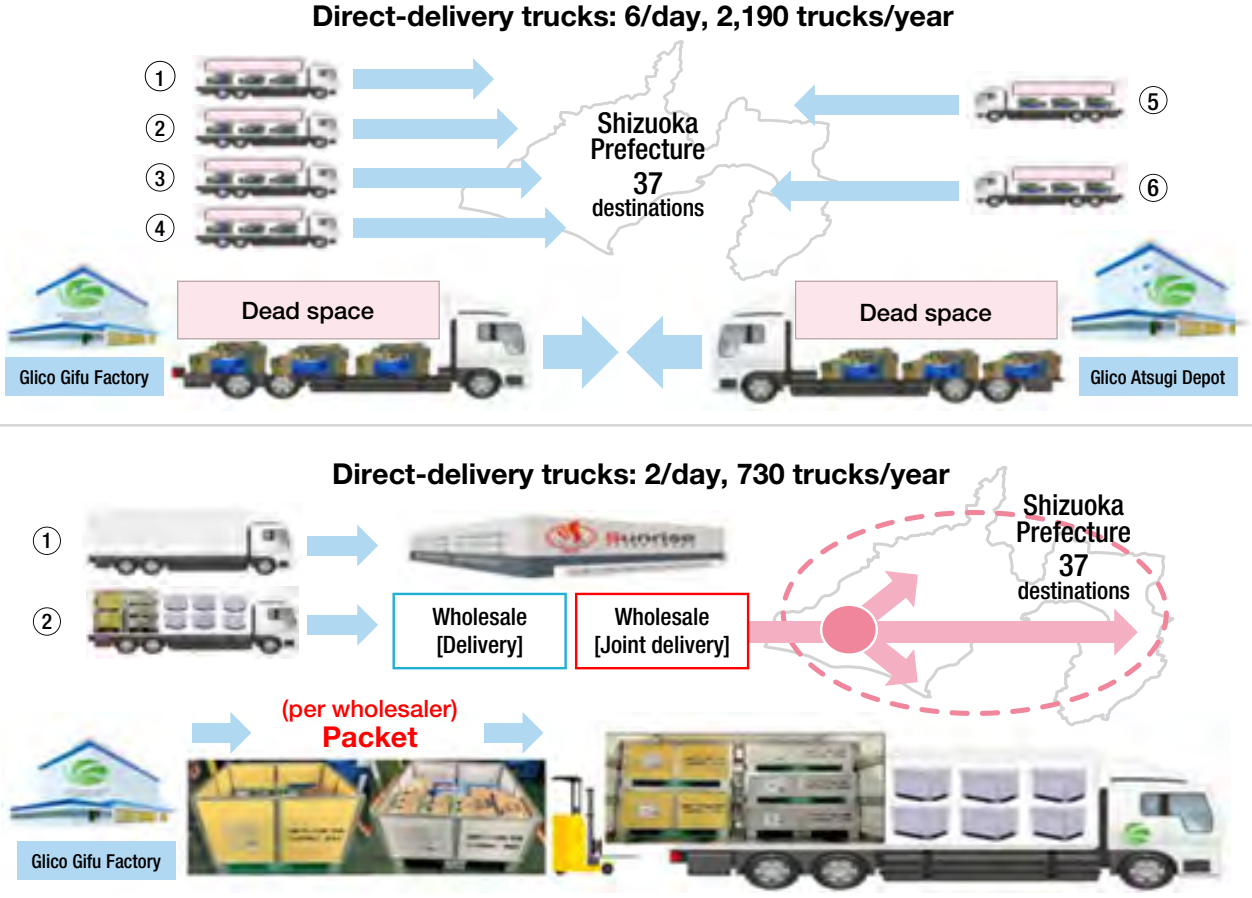
Before

- Ezaki Glico's 37 destinations in Shizuoka Prefecture for the overnight delivery of chilled products were served 365 days a year from two sites: the Gifu Factory and the Atsugi Depot.
- The daily delivery of chilled products faced strict constraints such as order cutoff times and delivery deadlines; therefore, many direct-delivery trucks were required to ensure strict adherence to these commitments.
- Goods were loaded flat inside containers, creating empty space at the top and resulting in low load capacities.
- The increase in the number of trucks led to higher CO_2 emissions and longer driver working hours, making it inefficient overall.

After

- Immediately upon delivery to Sunrise Grand Foods Co., Ltd., Ezaki Glico's wholesaler, shipments were consolidated with orders for 30 other Ezaki Glico destinations via the local logistics network for joint delivery.
- To fill the space inside the container, two sizes (large and small) of stacked cargo (Risu Modal Cargo L-Light) from Gifu Plastic Industry Co., Ltd. were prepared.
- Since the products were picked in packet form (per wholesaler) and transported in stacked cargo, joint delivery was possible upon arrival without the need for additional picking operations.

Overview diagram



Features

- Implemented joint delivery for Ezaki Glico's chilled products by utilizing the logistics network of the wholesaler Sunrise Grand Foods
- Utilized stacked cargo to eliminate wasted space and enable efficient transportation
- Shipments transported in packet format (per wholesaler) eliminate the need for picking operations at the joint delivery site
- Picking is completed for each wholesaler before shipment, ensuring traceability management is not compromised

Effects

- CO_2 emissions reduction: 284 t CO_2/year (32%)
- Direct-delivery truck reduction: 1,460 trucks/year (66%)
- Labor hour reduction: 13,140 hours/year (60%)
- Load capacity improvement: Ezaki G 44% → 54%/year (10%) (in weight)
- Load capacity improvement: Sunrise 53% → 70%/year (17%) (in weight)

*CO_2 reduction rate and load capacity (ratio including vehicle size changes and joint delivery)

Certification as a Top Level Business with an outstanding approach to addressing global warming

In Saitama Prefecture, out of the businesses that fall under the scope of the Target Setting Emissions Trading System, those that are exceptional in promoting global warming countermeasures are certified as an Excellent Large Business (Top Level Business, etc.).
GMJ Kitamoto Factory was designed as a factory that reduces CO_2 emissions by 25% compared to existing factories, and mainly manufactures Pocky and Pretz. It was certified as a Top Level Business in 2017, being recognized for its reduction of electricity consumption through improving the efficiency of heat source pumps and air compressors as well as the introduction of a system that uses medium-temperature chilled water which makes use of heat from well water. Subsequently, the factory renewed its certification in 2022.



Presentation of certification

Contributions to the Green Fund of the National Land Afforestation Promotion Organization

At Ezaki Glico, we are contributing part of the sales proceeds from gum sold in an eco-friendly pouch to the Green Fund of the National Land Afforestation Promotion Organization. We contributed approximately 900,000 yen to the Tokyo Metropolitan Government in 2025 in support of the city's Zero Emission Tokyo Strategy for net-zero CO_2 emissions by 2050.



POs-Ca gum in eco- friendly pouch

2. Sustainable Use of Water Resources

Glico Group Environmental Vision 2050 Medium- to Long-term Quantitative Environmental Goals

Sustainable Use of Water Resources

FY2030 Target	FY2050 Target
-10% Output Level	-20% Output Level + Ze o Water Pollution
(Water Consumption t/Production Weight t)	All figures are compared to 2013

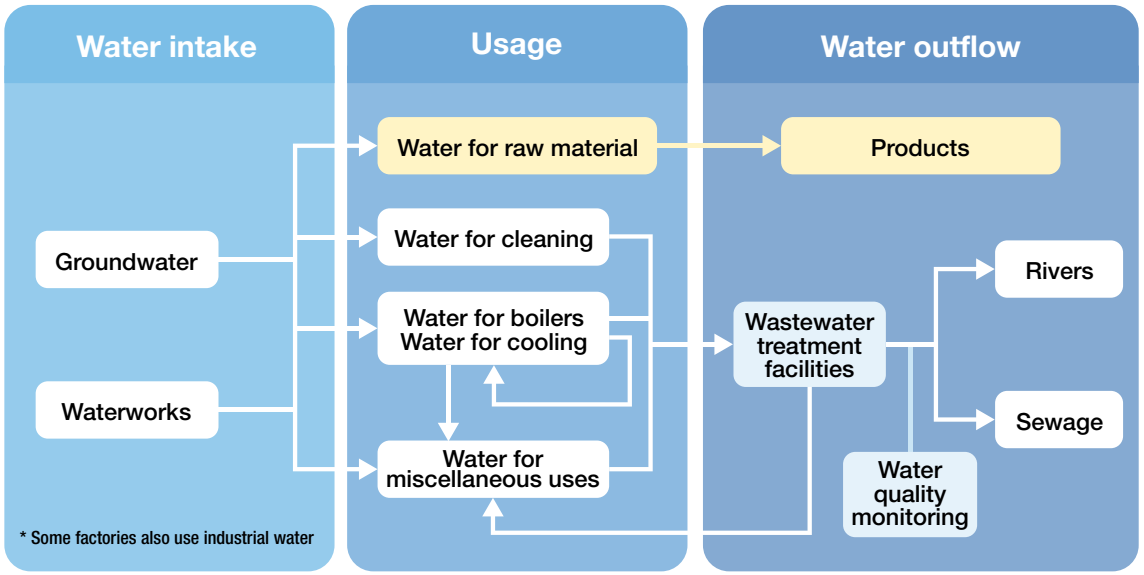
Progress of Environmental Vision 2050 (Global)

2 Sustainable Use of Water Resources

	Base year	Results				Targets	
		2022	2023	2024	2025	2030	2050
Reduction rate of unit consumption of water (consumption per unit production)	2013	-0.3%	2.2%	8.3%	-5.9%	-10%	-20%

The FY2025 results showed a slight increase compared to the previous fiscal year, when the production volume, which determines emission intensity, fell significantly. However, by reviewing efficient production systems for some products and implementing water-saving measures, the intensity value was 5.9% above the 2013 level, but improved compared with the previous fiscal year.
We focus to reducing our unit consumption of water by 20% and achieve zero water pollution by 2050 through means such as the adoption of air-cooled systems and improvement of water treatment technology.

Actual Results for Water Intake and Outflow



Amount of water intake

		Unit	2022	2023	2024	2025
Total water intake	**Global**	1,000 ㎥	2,773	2,768	2,390	2,402
Groundwater		1,000 ㎥	2,132	1,983	1,654	1,757
Waterworks		1,000 ㎥	397	478	462	395
Industrial water		1,000 ㎥	244	307	274	251
Total water intake	**Japan**	1,000 ㎥	2,571	2,512	2,150	2,184
Groundwater		1,000 ㎥	2,132	1,983	1,654	1,757
Waterworks		1,000 ㎥	199	283	259	214
Industrial water		1,000 ㎥	240	247	237	213

Amount of water outflow

		Unit	2022	2023	2024	2025
Total wastewater volume	**Global**	1,000 ㎥	2,156	2,109	1,887	1,852
Waterway discharge		1,000 ㎥	1,459	1,441	1,266	1,254
Sewer		1,000 ㎥	696	668	621	598
Total wastewater volume	**Japan**	1,000 ㎥	1,986	1,904	1,691	1,672
Waterway discharge		1,000 ㎥	1,452	1,434	1,258	1,249
Sewer		1,000 ㎥	534	471	433	423

* Excluding water used as a raw material

Initiatives for reduced water usage at manufacturing factories

Production activities are carried out at the production factories of the Glico Group using water from sources such as groundwater—a valuable natural resource—and public waterworks. We promote the 3Rs (reduce, reuse, and recycle) of water in our daily production activities. Wastewater from production activities is purified using water treatment facilities and discharged into rivers and sewers after meeting local standards for wastewater discharge. We are also striving to ensure higher awareness of our employees regarding water conservation and quality as we work toward the sustainable use of water resources.

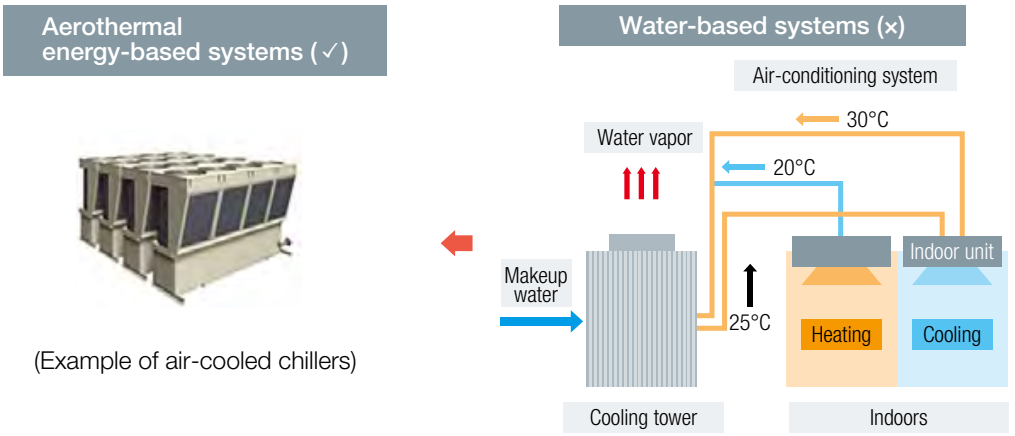
Baseline measures for the 3Rs of water

- By reviewing the method for cleaning the inside of pipes, we reduce the usage of water for cleaning while confirming quality.
- We review the operation and management of water-cooled air conditioning systems and strive to save water and energy.
- We recover hot water for sterilization and drain water (dew condensation water) as far as possible for reuse.
- We are systematically switching to facilities that have good water-saving functions.

Reduced water usage through the installation of equipment

Higher accuracy in managing the use of cooling water

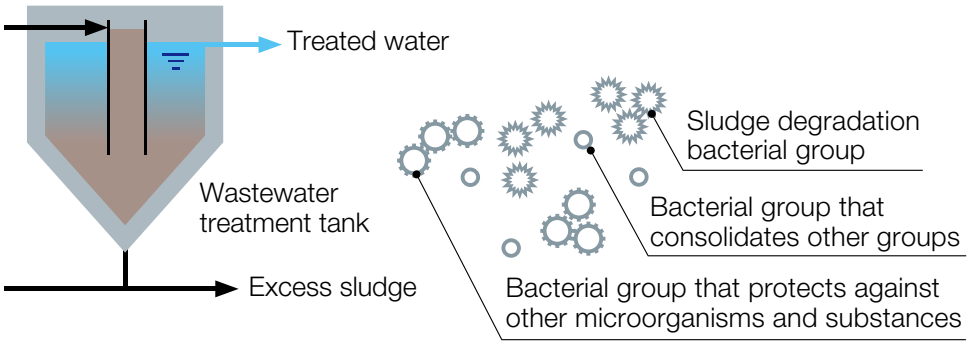
We reduce water usage in the production process through higher accuracy in the management of cooling water usage.
Air conditioning systems that need water for cooling use vaporization heat to achieve heat exchange through cooling towers where supplied water is evaporated. About half of the clean water used at our confectionery factories is used as makeup water for these cooling towers.
For this reason, when selecting air conditioning systems for factories from FY2020, we have recommended high-efficiency air-cooled chillers that do not require water for cooling. We have also actively adopted air-cooled systems when installing new systems and updating old systems according to our capital investment plan.



(Example of air-cooled chillers)

Improved wastewater treatment technologies

Wastewater generated at our factories undergoes purification at wastewater treatment facilities located at each factory, and it is then released after meeting standards for wastewater discharge. Organic matter in the wastewater is treated at each plant through an activated sludge process that uses aerobic microorganisms, generating about 3,000 tons per year of excess sludge as industrial waste. From FY2020, we have been researching and implementing advanced water treatment technologies that have enabled us to both reduce the volume of sludge generated as industrial waste in the wastewater treatment process and improve the wastewater treatment capacity as well. These technologies are being extended to other factories since FY2021.



Automatic operation of wastewater treatment facilities

At Nasu Factory, we installed sensors to the wastewater treatment facilities on our own to allow constant monitoring of water volume and quality. We switched from the previous manual operation and management to automatic operation by introducing a program that allows automatic control of flow rate, aeration rate, and such according to the situation. This allows even more stable management of wastewater. We are considering extending this initiative to other factories in the future.

3. Sustainable Use of Container and Packaging Resources

Glico Group Environmental Vision 2050 Medium- to Long-term Quantitative Environmental Goals



Progress of Environmental Vision 2050 (Global)

3 Sustainable Use of Container and Packaging Resources

Reduction rate of unit usage of single-use plastics (tons of single-use plastics purchased per unit of product sales)	Base year	Results			Targets	
		2023	2024	2025	2030	2050
	2017	-16.6%	-19.2%	-27.3%	-25%	-25%

We have been working toward a target of reducing single-use plastic by 25% compared to FY2017. As of FY2025, we have achieved cumulative reductions of 27.3% (per unit) and 29.8% (actual weight). We will continue to strive for further reductions from FY2026 onward.

3 Sustainable Use of Container and Packaging Resources

Usage rate of forest certified paper	Base year	Results			Targets	
		2023	2024	2025	2030	2050
	2017	67%	100%	100%	100%	100%

By the end of FY2024, we completed our switchover to the use of forest-certified paper for all of our paper packaging (including cardboard).

Approach

Environmentally friendly planning and design of products and procurement of packaging materials

In the Glico Group, we use raw materials, ingredients, and a variety of other resources to provide safe and secure products. We design products with environmental awareness from the development and planning stage to reduce environmental impact in all phases of the product cycle, from procurement of raw materials to manufacturing and consumption. As well as working to ensure raw materials we procure are environmentally friendly, we consider the environment when we choose the materials that we use to produce the containers our products will end up in. We also use environmentally friendly plastic, paper, and ink. We indicate packaging material types and recycling marks on our packaging so it is easy to sort and recycle. We also design boxed products in such a way that they can be folded, decreasing the volume of household waste.

Efforts to Reduce Plastic Usage

Participation in WWF Japan's Plastic Circular Challenge 2025

Since June 2023, Ezaki Glico has been participating in the Plastic Circular Challenge 2025 being advocated by World Wide Fund for Nature Japan (WWF Japan). We aim to realize a sustainable society in regard to the issues of environmental pollution—including pollution of the oceans from packaging and single-use plastics—and climate change.



Plastic Circular Challenge 2025 is a framework launched by WWF Japan in February 2022 to promote reduction and reuse of plastics toward the realization of a circular economy. The framework aims to eliminate pollution of the environment—including the oceans—by plastics and limiting the impact of climate change. Participating companies commit to five initiatives by 2025.

1. Stop using problematic or unnecessary plastics. In addition, set reduction targets toward reducing environmental impact and work on those targets. When switching to alternative materials, fully consider their sustainability.
2. As far as possible, switch to a model of reuse (including reuse of other materials)
3. As far as possible, use designs that can be reused or recycled.
4. Set an ambitious target for the use of recycled materials.
5. Cooperate with stakeholders to improve reuse and recycling rates.

Reducing Paper Usage and Using Environmentally Friendly Paper

Use of forest certified paper

With deforestation becoming a global issue, the use of paper produced and processed from properly managed forests is an important initiative for companies. We are progressively expanding the use of environmentally friendly paper certified by international forest certification organizations such as FSC®*. By the end of FY2024, we completed our switchover to the use of forest-certified paper for all of our paper packaging (including cardboard).

* Forest Stewardship Council® (FSC®) is a nonprofit organization that aims to spread responsible forest management. The organization establishes standards for responsible forest management and operates an international forest certification system.

Going paperless and promoting digitalization

We have been shifting to paperless operations to improve work efficiency and productivity as well as effectively use resources. We are reducing our use of paper while reviewing the way we work and going paperless in offices.

Other Efforts to Promote Zero Emissions

Regarding waste generated from business activities, we actively promote the 3Rs (Reduce, Reuse, and Recycle) from the perspective of zero emissions.

* If waste heat from incineration is recovered, or incinerated ash is reused, this is included in resource recycling. We consider achieving a waste recycling rate of over 99.5% as the benchmark for attaining zero emissions.

Encouragement of sorting

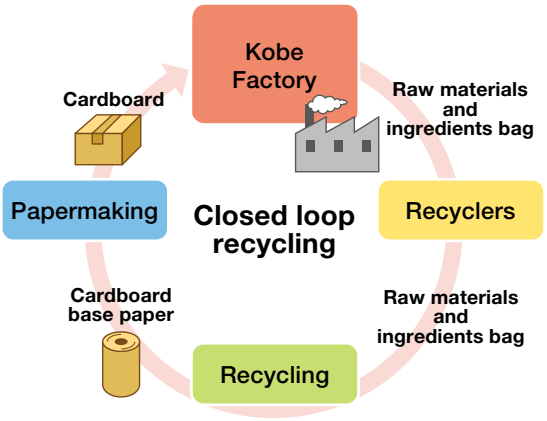
By setting up refuse sorting stations based on meticulous sorting standards, we ensure sorting by changing from a mindset of throwing away to a mindset of sorting for the recycling of resources.

Reduction of packaging materials

Raw materials delivered to factories are packaged in various ways depending on their characteristics. In collaboration with business partners, the Glico Group is working to reduce the packaging materials it uses and also ensuring the quality of the raw materials it procures. Efforts include reusing containers used to transport raw materials, and eliminating excessive packaging.

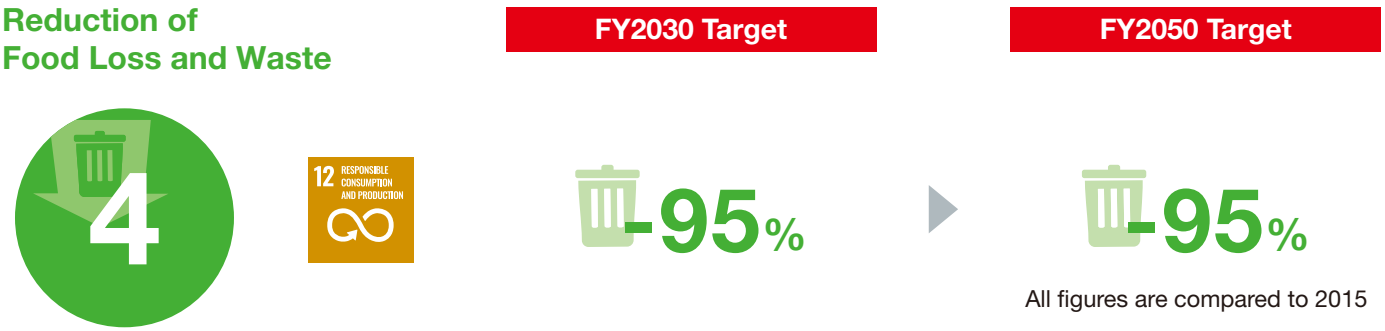
Closed loop recycling of packaging at Kobe Factory

Kobe Factory uses recycled materials as a portion of the cardboard base paper it uses for its products. Through collaboration with a cardboard manufacturer, it has been able to reuse the heavy-duty plastic bags that it had previously recycled as RPF solid fuel for boilers. In January 2022, the Kobe Factory began a recycling loop in which cardboard generated at the factory is similarly recycled and processed for use at the Kobe Factory.



4. Reduction of Food Loss and Waste

Glico Group Environmental Vision 2050 Medium- to Long-term Quantitative Environmental Goals



Progress of Environmental Vision 2050 (Global)

4 Reduction of Food Loss and Waste

Reduction rate of total food loss and waste generated	Base year	Results				Targets	
	2015	2022	2023	2024	2025	2030	2050
		-88%	-83%	379%	-74%	-95%	-95%

The ratio of total food loss to generated waste rose significantly in FY2024 to 379%. Due to the suspension of sales of chilled products from April 2024 resulting from the core system update and its failure, there was a major increase in the volume of ingredients and products that we were unable to use and required disposal, and we were unable to appropriately recycle them. In FY2025, there was a 74% reduction due to the lingering effects of the previous year during the first half of the year. We are focusing on initiatives to eliminate disposal, such as increasing supply chain efficiency and improving the accuracy of demand-supply projections, preventing problems, and implementing measures for preventing waste generation. In addition to this, through outlets, we are selling products with minor flaws that do not constitute quality problems as irregular products. We are recycling products for use as livestock feed or fertilizer, and we are promoting recycling measures that generate electricity from biomass through methane gas fermentation. Through these initiatives, we aim to achieve a 95% reduction in food loss and waste by 2050.

Approach

Food loss and food waste

Food loss and waste at Glico is categorized as either food loss generated by factories and other production facilities, and food waste from unsold products and leftover food. We are undertaking initiatives toward reducing both food loss and food waste.

As a measure to reduce food loss, we prioritize reducing disposal first, such as reducing food loss when establishing production facilities for mass production of new products. In addition, all factories work on qualitatively improving the level of recycling. Besides recycling food products—which had been used as fuel to generate heat in the past in the form of thermal recycling, whereby the heat energy from incineration of waste is used—through carbonization and methane gas fermentation, we are also recycling them for use as fertilizers and livestock feed.

At the same time, to reduce food waste, we strive to improve the accuracy of our demand and supply operations to avoid having unsold products. We are also implementing initiatives to reduce disposed products by using ideas in manufacturing methods and packaging to achieve longer best-before dates. We are also working toward the realization of a recycling society, such as by conducting programs that allow employees to compost household food waste and turn it into fertilizer.

Initiatives to Reduce Food Loss

Release of uneven products







The Glico Group strives to reduce food loss. For example, in factory manufacturing processes, products that do not meet the standards for product shipment are recycled into livestock feed or compost or dissolved and reused as raw materials for other products. In addition, products that fall outside specification—such as those with chips, cracks, or bends in their shapes—but meet flavor and other basic quality standards are sold at factory outlets as uneven products.

* Sale locations and periods may vary.

Efforts in Production

The Glico Group has long been working toward zero emissions (achieving zero waste disposed in landfills out of waste emitted from production activities) at factories. Under Japan's Food Recycling Act, the target recycling rate for food manufacturing is currently set at 95%. The Glico Group's factories in Japan continue to achieve an average recycling rate of 95% since 2013. While factories prioritize limiting the generation of loss, for food waste that is generated, the characteristics are taken into consideration when examining appropriate recycling methods. Such food waste is used in various forms as recycled resources, including use as the raw materials for animal feed, compost, and such, and use for generating gas and electricity through methane fermentation.



Donation to food banks

As a food manufacturer, we focus a great amount of effort on reducing waste that is generated during the production process. We also donate completed products to food banks.

In FY2025, we expanded our network of partner food banks to include organizations capable of handling chilled products. We will continue to work to reduce food loss.

Initiatives to Reduce Food Waste

Longer Best-Before Dates and Month/Year Labeling

Best-before dates indicate the limits of food quality. They do not mean that the food cannot be eaten immediately after the dates. At Ezaki Glico, we ensure thorough manufacturing and quality control in the setting of best-before dates.
For products with long best-before dates, we have been working to switch to a month/year labeling system instead of actual dates for these best-before dates because the products exhibit slower quality deterioration, and trying to manage dates at the consumption stage is meaningless. Best-before dates are set for each product group, and we have switched to month/year labels for almost all of the products in the snack and food category. This effort not only helps to reduce food loss, but also leads to greater efficiency of operations during product delivery and management.



Indication of best-before dates for curry products

Best-before date notification system for Glico's preserved food products

We provide a service that sends email notifications when best-before dates of Glico's preserved food products (Bisco Preserved Can and Curry Shokunin) draw near. This encourages the consumption of preserved food products—needed during emergencies—before their best-before dates.



Encouragement of recycling discontinued products

To address waste merchandise connected to Ezaki Glico's distribution processes, we have been endeavoring since FY2002 to recycle resources, recycling food through methods such as recycling waste into animal feed and fertilizer as well as fermenting methane gas.

Communication to Raise Awareness about Reducing Food Loss

Publication of recipes with a focus on reducing food loss

The concept of the Recipe Club is "Delicious, healthy meals that make every day a little brighter." It is a popular online series featuring recipes made with Glico products. We are also continuously developing recipes that reduce food loss, providing everyone with opportunities to easily put food waste reduction into practice.





With Society

We will contribute to realize society with smile and happiness, through business.

[Quality Assurance] Our thoughts and commitment to quality

The Glico Group's commitment to quality lies in consistently ensuring safety and security—from raw material procurement to production and distribution—until products are delivered to customers, and in working each day to improve the quality of products and services with increased customer satisfaction.
Thus, our employees strive to make improvements autonomously in our daily work with strong consciousness for problems. As it is important to always practice this, we achieve Glico quality by honestly implementing our quality policy of prioritizing quality.

Glico Group Quality Policy

The Glico Group believes that success depends on delivering safe and trustworthy products and services to people around the world. We have developed the Glico Group Quality Policy that clarifies our stance and activities to achieve this mission. We are promoting activities with the understanding and cooperation of all stakeholders including our customers and business partners as well as all Glico employees.

We promise to provide safe products and services with peace of mind to our customers and consumers all over the world.

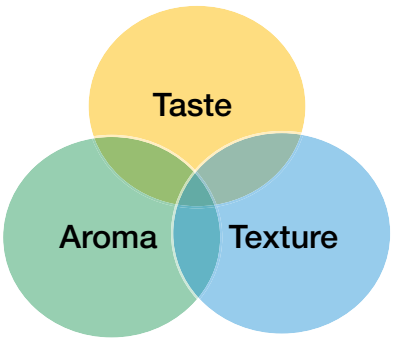
1. **Enhancing customer and consumer satisfaction**
   - We will sincerely listen to customer and consumer feedback, faithfully respond to it, and continuously improve the quality as well as customer and consumer satisfaction.
2. **Safety and peace of mind**
   - We will prioritize quality in all activities from raw material procurement to sales to provide safety and peace of mind to our customers and consumers.
3. **Full compliance**
   - We will fully comply with all laws and regulations related to the products and services.
4. **Information disclosure**
   - We will faithfully deliver accurate information which customers and consumers are easy to understand in order to gain their trust.
5. **Continuous improvements**
   - We will ensure product safety and continue to pursue better quality based on global quality and food safety management system.

Each and every employee of the Glico Group will understand and implement the above.

Established in September 2020
Revised in January 2023

To Ensure Great Taste

To improve the great taste enjoyed by customers who consumed Glico products and the great taste of products that Glico will launch in the future, the entire value chain—including product design and manufacturing divisions—will listen to the voices of customers to create even better quality. Ezaki Glico's Quality Assurance Division uses various types of analysis equipment to scientifically analyze aspects of its products such as taste, aroma, and texture. These elements are important points in customers' experiences of great taste and quality. They are bridges of trust that connect Ezaki Glico with its customers. When people experience great taste, they break out in smiles. When they experience quality, they feel a sense of security. To provide these experiences to our customers, we constantly strive to develop new analysis technologies and evolve.

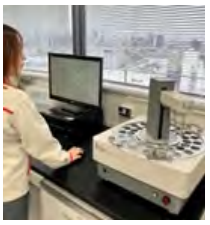


Taste, aroma, and texture combine to produce great taste that puts smiles on customers' faces and quality they can rely on.

Visualization and Quantification of Great Tasting Quality

Taste Evaluation

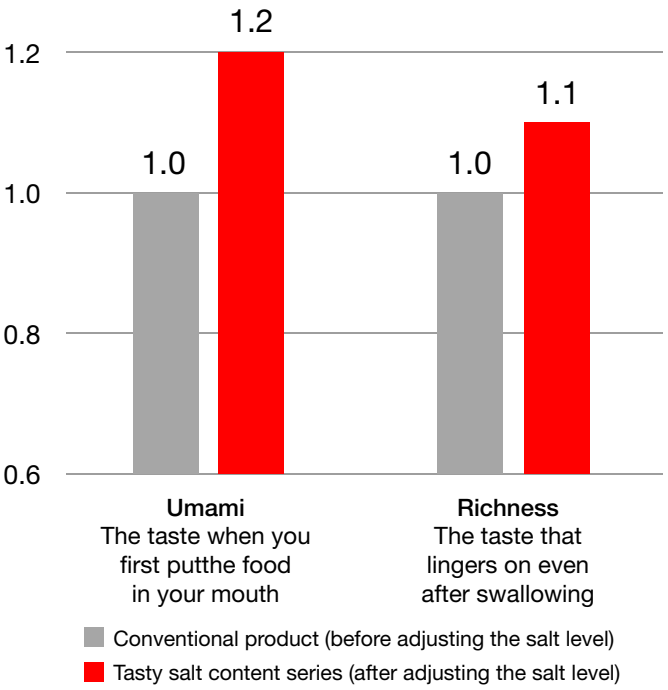
There are thousands of substances that make up taste (called “sapid substances”). People experience many of them at the same time and recognize products as being great-tasting. We perform measurements on a wide range of foods using the taste sensor that detects the tastes in various sapid substances in the same way as people's tongues. By using these analysis devices to quantify tastes, we can make objective evaluations and convey the great taste of our products to customers in an easy-to-understand way.



We used the taste sensor to evaluate the umami and richness of Zeppin Curry - Medium Spiciness

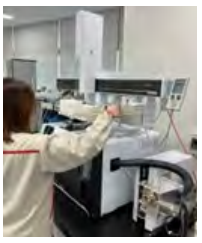
The Glico Group is developing various product series with salt contents equivalent to 1.5 g or less per meal, based on the recommendations by the World Health Organization (WHO) to keep salt intake to less than 5 g per day(*).
With Zeppin Curry - Medium Spiciness, we've adjusted the salt content while keeping the same authentic, delicious taste by leveraging the taste of the bouillon, which is made through slowly stewing meat and vegetables. The taste sensor shows that even after changing the salt content, the level of umami and richness is even greater.

* Less than 5 g of salt intake per adult per day



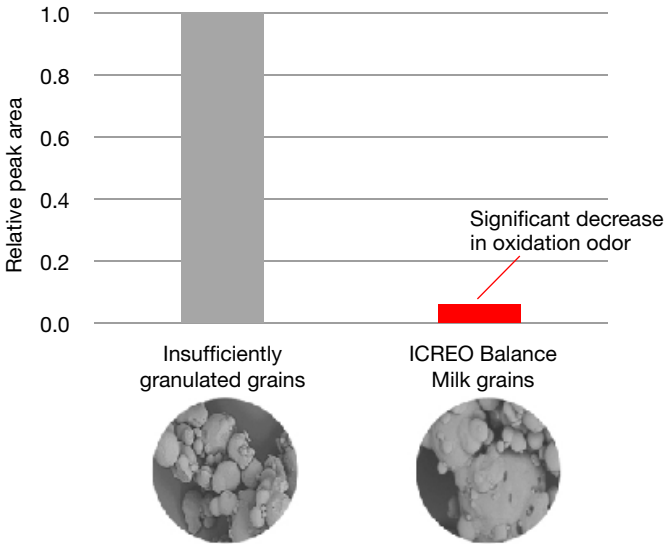
Aroma Evaluation

One of the important factors that determines how great a product tastes is how it smells. We use a device called a gas chromatograph mass spectrometer (GC/MS) to measure various food aromas. Objectively evaluating the great taste of ingredients from the perspective of aroma, along with changes in the aroma of products that have not yet been used, assists us in developing products and improving quality.



We evaluated the oxidation odor of ICREO Balance Milk using a gas chromatograph mass spectrometer

Icreo Balanced Milk was designed to be easily dissolved. Furthermore, the surface areas of particles were reduced to help prevent the smell of oxidation.
This device was used to compare the oxidation odor of insufficiently granulated powdered milk and ICREO Balance Milk. This comparison confirmed that oxidation odor is being prevented.



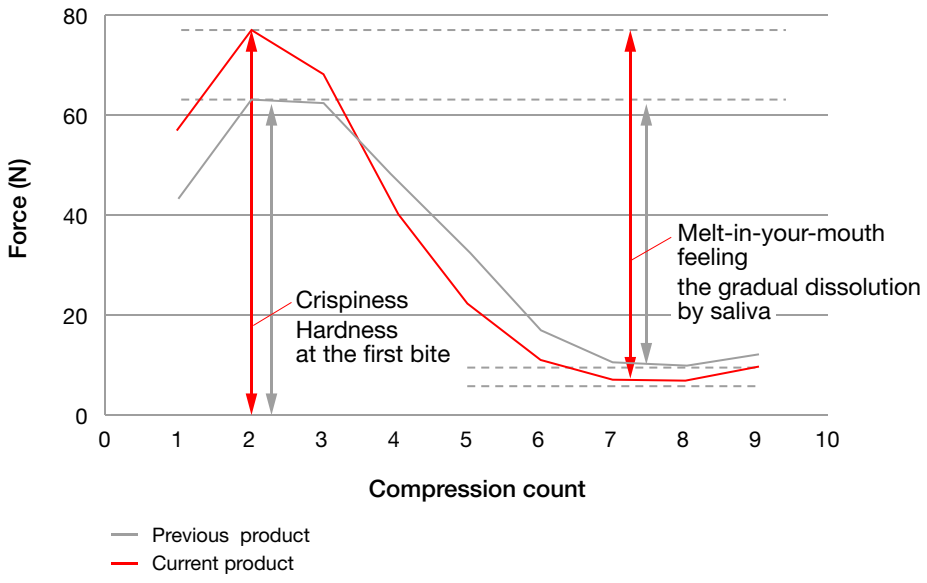
Texture Evaluation

The great taste of food doesn't just come from taste and aroma. Texture is also important. Product slogans use various texture expressions like "crispy" or "melts in your mouth." However, relying on linguistic expressions of textures can lead to highly subjective evaluations. That's why we use devices such as texture analyzers to quantify textures and evaluate them objectively.



We used a texture analyzer to evaluate the crispiness and melt-in-your-mouth feeling of Pretz Umami Salad

These results demonstrate that the texture control technologies cultivated by Glico improved both crispiness and melt-in-your-mouth feeling, creating a more pleasant texture.



[Quality Assurance] Initiatives to Ensure Product Safety

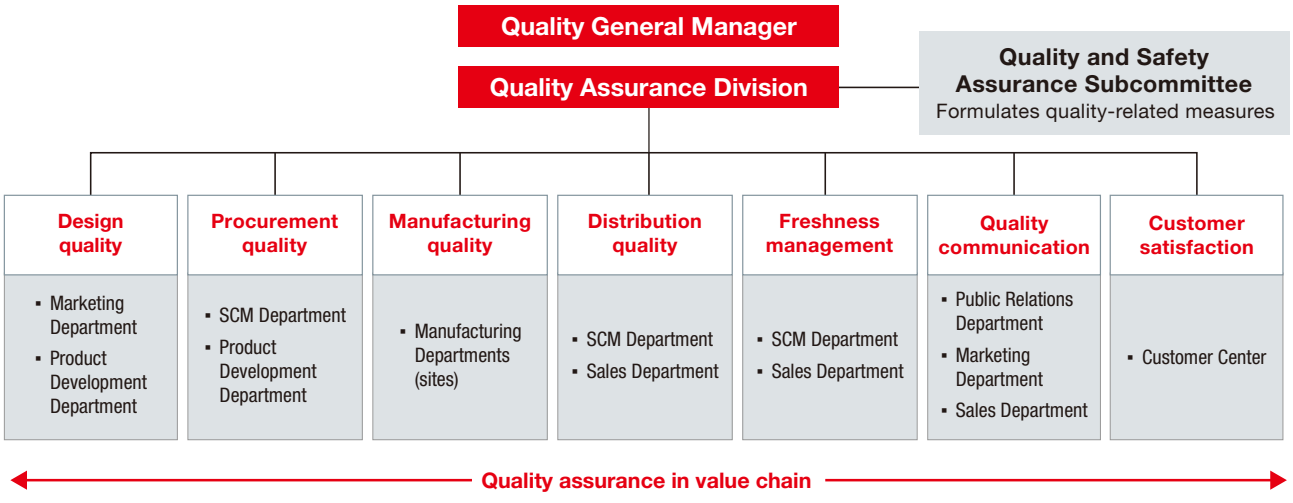
To deliver products with safe and secure quality to customers, we comply with laws and regulations and pursue safety and security daily from the perspectives of customers in all steps until products reach the hands of customers, from product design to the selection and purchase of raw materials, manufacturing at hygienic factories, transportation and storage under temperature control, and management of freshness at retail stores.

Approach

Food is something rooted in the local community. Therefore, besides complying with the laws and regulations of countries, the Glico Group seeks to deliver products that match the culture and customer preferences of each country. However, there is no border when it comes to food safety and quality assurance, and we apply Japan's thorough quality management to all products in Japan and overseas to maintain a high level of quality and safety. Furthermore, the departments in charge of quality in each country cooperate with the Quality Assurance Division in Japan, seeking even higher levels of quality and continuing to make improvements.
Ezaki Glico undertakes quality improvement activities as one company based on the quality policy of prioritizing customers. The Quality Assurance Division collaborates with the entire company, and in particular, the departments in charge of the value chain (marketing, product development, SCM, manufacturing, sales, and public relations departments as well as the Customer Center) to maintain and improve the quality assurance system. Specifically, it carries out the following initiatives.

1. We clarify responsibilities for quality assurance in each process, and work to build and improve the system to facilitate quality assurance at every stage until products reach the hands of customers, from product planning and development through to manufacturing, logistics, advertising, and sales activities.
2. We conduct quality assurance activities that comply with CODEX, ISO, and other standards to establish a quality assurance system that meets global standards.
3. We monitor government and social trends within and outside Japan, quickly respond to changes in laws and regulations, and establish and operate a quality risk information management system to anticipate and take preventive action against risks concerning food safety and security.
4. We conduct a range of education and training to nurture in employees a culture of prioritizing and ensuring quality.
5. We establish standards for raw material use and selection of factories and warehouses, and conduct quality audits with auditors certified through internal tests.
6. We acquire FSSC 22000 certification for food safety management systems at each manufacturing site. At each site, internal audits are conducted by qualified personnel with in-house licenses, who identify quality risk factors relating to products or the manufacturing environment to implement continuous improvement.
7. Every morning, relevant departments check the details of customer feedback received up until the previous day and use such feedback to improve quality so as to reflect the opinions of customers in our products and services.

Quality assurance system



Initiatives

Quality Assurance Management System

Glico Group declared the Glico Group Quality Policy and all departments conduct activities toward the creation of quality value to achieve it. The creation of quality value is not only about activities to prevent the recurrence of quality issues. We aim to minimize quality risks and deliver safety and security to customers by planning and implementing measures with aims such as enhancement of great tasting quality and preventive quality assurance, and in doing so, increase customer satisfaction and improve quality assurance to the level of quality value. Furthermore, regarding our quality assurance in general, we verify the effectiveness of our QAMS at our annual management review. By giving priority to the issues for improvements made clear through this process, we maintain the system in a good state while seeking to further enhance quality value.

Quality Risk Information Management

To minimize risks in quality with severe impact on corporate management, the Glico Group seeks to establish a preventive quality assurance system that quickly grasps potential risks and takes measures to prevent or minimize impact from these risks. Through the establishment of this preventive quality assurance system, we aim to achieve a state where risks (issues) are handled before they manifest, (1) collecting and identifying quality risk information (risk identification), (2) analyzing and evaluating the degree of impact of the collected information (risk assessment), and (3) eliminating, preventing, or mitigating risks (risk countermeasure) when it is assessed that there are quality risks.
Specifically,

(1) Amid an information society with diverse and wide-spanning information, we collect information that may become quality risks for the Glico Group among information being disseminated daily, whether in Japan or overseas.

(2) After analyzing if the collected information will be a quality risk for the Glico Group (risk analysis), we evaluate the necessity for response.

(3) When it is assessed that response is necessary, we discuss measures and implement them through collaboration between the various departments. The useful information obtained from going through this cycle is made into a database and accumulated as knowledge, and we use it as our internal issue management system.

Quality Education

- Quality education is conducted as the foundation of our quality assurance system to develop a quality culture.
- Quality education aims to improve the quality awareness of all employees and is continuously undertaken to steadily establish an awareness of prioritizing quality.
- Quality education aims to achieve an organization that provides products and services that change quality assurance to quality value by developing human capital with a high level of quality awareness.

Quality Instructor & Auditor Certification System

At the Glico Group, we visit the factories of raw material manufacturers, packaging manufacturers, and manufacturing contractors as well as the warehouses of logistics contractors to conduct audits on their quality assurance systems and provide guidance on improvement areas. To allow these activities to function effectively, we established an internal qualification system where only qualified personnel guide and audit quality at suppliers. This qualification is given only to those who have acquired the required expert knowledge, such as laws and regulations related to food hygiene, the Glico Group’s internal standards, and the requirements of FSSC 22000.

Design quality

Continuous improvement of design quality and ensuring daily product quality

The Product Development Department checks design quality with a focus on market shelf life through methods such as acceleration testing, and strives for continuous improvement. Even at the manufacturing stage, we double-check that manufacturing matches design quality through pre-shipment testing.

Examples of design quality checks

- Flavor, mouthfeel
- Appearance
- Microorganisms
- Oil and fat oxidation (light-induced oxidation)
- Temperature tolerance (melting, bloom test)
- Moisture value, water activity
- Transportation resilience, etc.

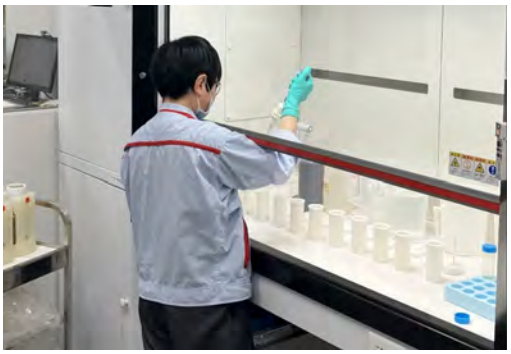
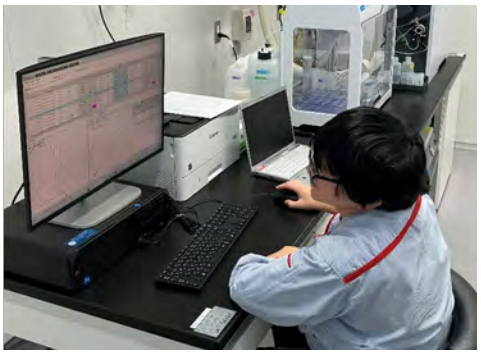



(Left) Microorganism testing; (Right) Sensory testing

Procurement Quality

Selection of ingredients

We only select suppliers capable of providing quality measuring up to the standards of the Glico Group. We have put in place a system to ensure that we receive safe ingredients. This involves preparing, before delivery begins, ingredient and raw material delivery standards which describe compliance with relevant laws and regulations and ingredients in detail and guarantee their safety, and sharing them with suppliers. In addition, we conduct checks for agricultural chemical residues, heavy metals, food allergens, and so forth.

(Left) Heavy metal testing; (Right) Laboratory testing

Raw material and ingredient procurement and delivery

We comply with food safety manuals established based on FSSC 22000 at each manufacturing site. We strictly check the temperature, labeling, appearance and other characteristics at receipt upon acceptance of raw materials or ingredients. All raw materials and ingredients are also verified for quality just before use. Moreover, we have developed a system that assigns QR codes to raw materials and ingredients so that their history of use can be tracked.

Manufacturing Quality

Manufacturing facility and equipment management

In accordance with our quality standards, we attempt to manage hygiene, temperature, humidity, quantity, packaging/printing defects and other issues, and to prevent contamination by foreign objects. Specifically, for food safety assurance during manufacturing, all Glico Group factories*, including those overseas, obtain certification recognized by the Global Food Safety Initiative (GFSI). Toward the creation of quality value, our manufacturing factories continuously work to improve food safety and quality assurance through FSSC 22000 certification for food safety management systems.

* Excluding certain affiliated companies.

Logistics Quality

The SCM Department works with logistics companies to assure the quality of products up to the delivery of products to our customers by ensuring traceability, solving problems, forming plans for food defense, and taking other steps.

Management of freshness

The management of product freshness is an important work of the Sales Department. Specifically, we visit retail locations each day to check the state of product display and best-before dates. Furthermore, the Supply and Demand Planning Division makes sales demand forecasts while the Logistics Division carries out properly managed storage and transportation of products, through which we implement management that maintains freshness at the appropriate temperature.

Quality Communication

The Glico Group places great importance on cross-departmental collaboration for creating quality value, which we call “quality communication.” To ensure that product information such as packaging labels is conveyed to customers accurately and clearly, we conduct internal training sessions for the Marketing and Sales Departments and actively promote initiatives to enhance quality value through our Public Relations Department.

Customer Satisfaction

The Glico Group believes that good quality means providing products and services that satisfy customers. We listen to feedback received from customers, and besides words of praise, we reflect on harsh feedback, sharing them with all departments and promoting improvement activities so that we can provide even better products and services. We unceasingly work on these activities and strive each day to meet the expectations of our customers.

The Glico Group sells milk and such for infants and young children, and promotes marketing activities in accordance with the Glico Group Breastmilk Substitutes Marketing Policy.

Glico Group Breast-milk Substitutes Marketing Policy

The World Health Organization (WHO) adopted the “International Code of Marketing of Breast-milk Substitutes” (“the WHO Code”) to prevent impairment of breast-feeding and adverse impact on the health of infants and young children due to excessive advertising and inappropriate use of breast-milk substitutes, such as infant formula.
The Glico Group supports the WHO's recommendation to breast-feed in the first six months of age and then introduce appropriate complementary foods in addition to breast-feeding. Therefore, we will promote our marketing activities in accordance with the guidelines shown in 1 through 6 below.

[Guidelines]

1. In marketing our infant formula products*1 (“Our Products”), we will comply with the laws and regulations of each country/region in which we conduct business, and will be engaged in activities respecting the WHO Code.
   *1 Products targeting infants up to about twelve months of age.
2. We provide objective information when governments or medical institutions request information on Our Products.
3. As for Our Products, we do not engage in sales promotion activities targeting the general public.
4. We cooperate with medical institutions, social welfare organizations, disaster relief organizations and so forth when such cooperation is requested.
5. We print on Our Products not only the superiority of breast-feeding but also the information necessary for safe and appropriate use of Our Products. Further, we do not use pictures or texts which may idealize the use of Our Products.
6. We educate our officers and employees*2 for securing compliance with these guidelines. Also, we ask our partner companies to respect these guidelines.
   *2 The term “officers and employees” in these guidelines means officer(s) (including, but not limited to, directors, auditors and corporate officers) and employee(s) (including, but not limited to, contract employees and temporary workers) of the Glico Group.

Established in December 2023

Realizing Customer Satisfaction

Solving Problems from the Customer's Perspective

We sell baby milk and various other products for infants and children. Therefore, demands from customers for those products are very high. At the Customer Center, we empathize and work closely with customers, and our main focus is devoting every effort to resolving customer problems.

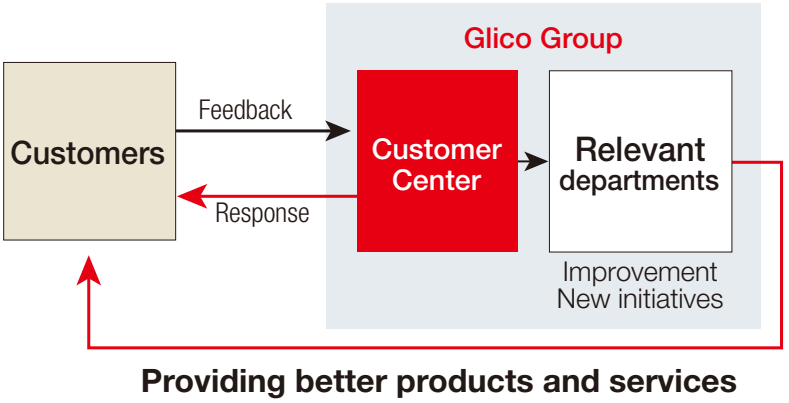
Customer Center

The center receives roughly 30,000 telephone calls, emails, and letters from customers every year. When customers contact the center, we respond promptly, politely, and in good faith, and provide accurate information.

Improvement of products and services

We share customer feedback throughout the company, and use it to improve products and services. Customer feedback acts as a motivator, giving rise to new initiatives.

Use of customer feedback



Voluntary recalls

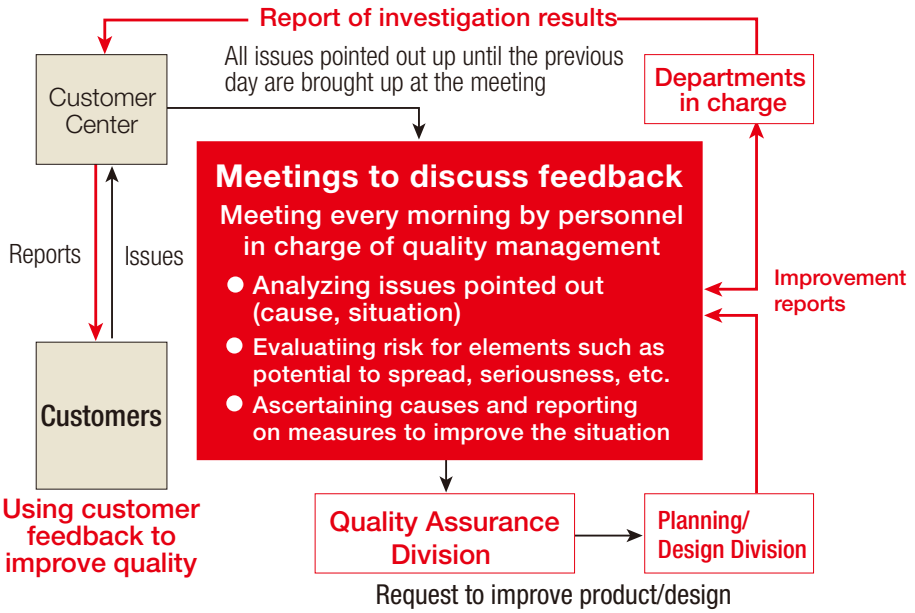
In the Glico Group, we investigate the causes of any quality problem and work to improve quality. If any quality problem occurs, we share it within the group as we strive to prevent recurrence.

Number of voluntary recalls

Year	FY2022	FY2023	FY2024	FY2025
Recalls	2	0	0	2

Meetings to discuss feedback

Every morning, personnel in charge of quality management in the quality assurance departments, manufacturing departments, and other parts of our organization meet together, and carefully examine the issues we received from the Customer Center up until the previous day. We respond quickly by providing investigation results to manufacturing companies, the planning departments, and the research departments.



Improvement of Customer Service Quality

We have declared compliance with JIS Q 10002 (quality management - customer satisfaction - guidelines for complaint handling in organizations), and we make improvements every day to enhance customer service quality. In addition, we provide training in fielding telephone calls, and ensure employees learn a range of knowledge to prepare for various inquiries, including how to give milk to infants, how to prepare processed foods, and how to take sports supplements.

Examples of qualifications held by Customer Center staff to improve their knowledge

-Consumer Affairs Advisor
-Food Labeling Advisor (Mid-Level)
-Call Taking Skills Test (Level 3)
-Nutritionist
-Childcare Advisor
-NR/Supplement Advisor

Customer center training

We conduct activities designed to foster a customer-centric mindset by providing employees with opportunities to recognize the necessity and importance of always adopting a perspective centered on customer satisfaction. One such activity is our “experience-based call center training,” in which trainees handle customer inquiries as if they were operators. This training is primarily offered to people newly promoted to management positions, new employees, and mid-career hires. By actually responding to real customers, trainees experience the importance of close contact with customers and their feelings, and this helps to improve their awareness of quality from the customer's perspective.



Experience-based call center training

Number of trainees completing experience-based call center training

Year	FY2022	FY2023	FY2024	FY2025
Number of trainees	114	121	36	52

Since FY2022, we have been conducting the training online to increase the number of trainees. Going forward, we will expand the scope to all Group employees.

Adoption of a chatbot-based store search system

In 2020, we adopted a chatbot-based store search system to enable speedy replies to customer inquiries about our products. With customers able to search stores by themselves even outside of business hours, customer satisfaction is improved. Our operational efficiency is also improved because customers are able to search online instead of having to telephone our customer center.

Development of a global contact form

To enable us to respond to customer inquiries around the world, we have developed a global contact form for use by the entire Glico Group. The multilingual form enables us to quickly respond to customers in languages that they are familiar with, including English and the main languages used locally in countries where we have offices.

Improvement of the Quality of Product Information

Labeling on the product package is the most reliable medium for communicating product information, and we make our labels as easy to understand as possible. Naturally, labels are carefully examined at the product development stage, and even after a product goes on sale, we always pay close attention to customer feedback and strive to make improvements quickly.

Product labels that are easy to understand for all customers

At the Glico Group, we have established in-house standards for labeling in addition to laws, regulations, and industry standards to provide products and services that are easy to understand for all customers and can be used with peace of mind by them. We adopt a variety of ideas for labeling on packaging, such as the use of easy-to-understand words and symbols, appropriate colors, and fonts that are easy to read for many people. We are advancing the use of pictograms in certain products to comply with color universal design and to easily convey matters that are otherwise difficult to understand using words alone.



Examples of pictograms
* Progressively being added to packaging

First food manufacturer in Japan to achieve UCDA's Tsutawaru Design certification

In August 2023, Ezaki Glico became the first food manufacturer in Japan to obtain third-party certification from the Universal Communication Design Association (UCDA) for the revamped product packaging of *Takikomi Gozen*.



Before and after changes to the packaging of *Takikomi Gozen Gudakusan Torigomoku*

The product packaging of *Takikomi Gozen* contains a lot of information in words, including the method of preparation and cautionary notes during cooking. There were issues with being easy to read and understand. The packaging of *Takikomi Gozen Gudakusan Torigomoku* was therefore revamped based on evaluation from experts and consumers. The product achieved the UCDA's Tsutawaru Design certification, which certifies not only the design's easy legibility but also its ease of understanding by validating the level of understanding by users.

Communication with customers

The Customer Center publishes leaflets on chocolate, curry and dietary education to increase customer enjoyment.



Leaflets

Publishing of information that leads to safety and security

We are working to provide customers with greater convenience and satisfaction by actively posting information related to safety and peace of mind, such as nutritional information and the names of ingredients, on product pages so that customers can obtain this product information directly from our website.

Allergen Information Search for people interested in product allergen information

Allergen information is important for customers, and it is vital for health purposes. It's especially important for parents who need to know whether or not their small children can eat specific products. That's why since 2024 we have provided an Allergen Information Search function on our website, which shows, in table form, the allergens contained in products.



Allergy Information Search website (search result example)

“Nutritional Information Navigator” to achieve balanced diets and better health

The “Nutritional Information Navigator” website is a system that allows the desired nutritional information to be extracted in real time using simple operations. Since its launch in 1996, the website has been used by consumers as well as nutritionists as it allows the desired nutritional information to be easily extracted and detailed information to be obtained even without specialized knowledge, contributing toward achieving balanced diets and better health for customers.

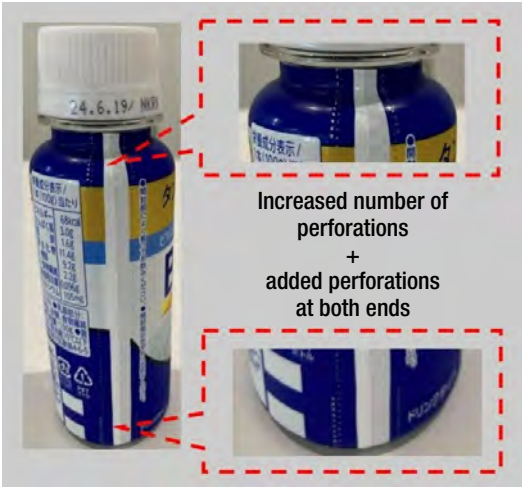


“Nutritional Information Navigator” website

Improvement Based On Customer Feedback

Improvement of packaging function

Improving the bottle packaging film for *BifiX Yogurt Drink* to make it easier to peel off



Customer feedback

The packaging film is stiff and tears halfway through, so it doesn't peel off cleanly. I wish you could make it easier to peel off smoothly.

Improvements

Starting with products produced on February 15, 2025, we have made it easier to open by increasing the number of perforations and adding perforations at the ends of the film.

Improving the ease of lid opening for *Chokotto Pucchin Pudding*



Customer feedback

The lid is too tight and very hard to open. It's a bit too stiff and inconvenient. Unlike the larger puddings, this one is small, so I can't just pull it off. Please make it a little easier to open.

Improvements

Starting with products produced on June 24, 2025, we have revised the material of the *Chokotto Pucchin Pudding* lid to make it easier to open with minimal effort, thereby improving ease of opening.

Improving the ease of opening for products with zippers, such as *GABA* and *LIBERA*



Customer feedback

“After opening *GABA* by cutting at the location printed with ‘OPEN,' it is difficult to open subsequently. Even when I try to use my nails, they don't go in easily, making it difficult to open even though I want to eat as soon as possible.”

Improvements

As the gap between the zipper and the tear-off line printed with “OPEN” is small, the customer could not open the zipper smoothly.

In September 2022, for *Mental Balance Chocolate GABA* , we changed the location of the tear-off line, punch hole, and zipper to make it easier to pinch. For *LIBERA*, we shifted the zipper lower by 2 mm, changing the gap between the opening and the zipper from 4.5 mm to 6.5 mm, making it easier to open.

Product Development

Improvements made to *Caplico Mini <Big Bag>* to meet standards for egg-free products



Customer feedback

"Giant Caplico doesn't have eggs in it, so why are there eggs in Caplico Mini? My son likes Caplico, but he's only one year old, so regular Caplico are too big for him. Caplico Mini is the perfect size. However, he's allergic to eggs, so he can't eat Caplico Minis.

Improvements

Before the improvement, the ingredients used in Caplico Minis contained ingredients made from eggs. Because of this, children who were allergic to eggs could not eat them. In response to numerous requests from customers with egg allergies. On March 12, 2024, we changed the product specifications and released egg-free Caplico Minis. Customers praised the change, with one customer saying "My daughter, who is allergic to eggs, can finally enjoy Caplico. She looks so happy, and as her parent, that makes me really happy, too. Thank you for making egg-free Caplico."

* The product is not allergen-free.
* Contains dairy, soy, and almond (from the list of 28 common allergens.)
* The packaging design may differ from the one shown. Always confirm allergy information using the actual product packaging on hand.

Plant-Based Pucchin Pudding: Developed a product to meet standards for egg- and dairy-free products



Customer feedback

"Do you have any pudding that people with egg and milk allergies can also enjoy with their friends?"

Improvements

In March 2020, we launched a plant-based pudding called *Plant-Based Pucchin Pudding* that has no animal-based ingredients, including eggs and milk. We received a lot of positive feedback from customers, including "It was the first time I could give pudding to my child, who has allergies," and "I love it that we can eat pudding together now!"

* The product is not allergen-free.
* Ingredients contain soy and almond from the 28 common allergens.
* The packaging design may differ from the one shown. Always confirm allergy information using the actual product packaging on hand.

Seventeen ICE that does not contain allergens



Customer feedback

"My child wants to eat the same thing as his friends, but the ice creams in the vending machines all have dairy ingredients. I wish you would include at least one ice cream that children with dairy allergies can eat."

Improvements

In response to customer feedback, we started selling products without dairy ingredients on May 28, 2018. They are available in vending machines where the message "Ingredients do not contain any of the 28 common allergens" is displayed on the product panels. Please note that these products are manufactured on production lines that also manufacture products that contain dairy ingredients.

* Products vary depending on the vending machine, so some varieties may not be available.

A customer provided pleasing feedback, "When I heard that *Grape Sherbet* does not contain any allergens, I was able to give it to my daughter for the first time. Seeing her happy face filled me with great joy. Thank you."

Improvement of packaging design and labels

Stating best-before date and allergy information even on individual packaging of *Chokotto Pucchin Pudding*

Before improvement



After improvement



Customer feedback

"A child brought pudding to school, but the container only had the product name and there was no information about allergens. As the outer packaging has been disposed of, the best-before date is unknown. If possible, it would help if each serving states the best-before date."

Improvements

Best-before dates and allergy information were labeled on the outer packaging and not on the packaging for each individual serving. The design of the top cover was revised for products sold on and after October 30, 2023, switching to a product where best-before dates and allergy information (contains egg and milk ingredients) were labeled on each serving.

* The packaging design may differ from the one shown. Always confirm allergy information using the actual product packaging on hand.

Making shelf-life label easier to understand for *Jobiyo Curry Shokunin*

Before improvement: Product sold in February 2021



After improvement: Product sold in November 2023



Customer feedback

"The best-before date on *Jobiyo Curry Shokunin* is stated as October 2022, but the front states five years after manufacturing. Does this mean it should be consumed within five years of the stated date?"

Improvements

The best-before date is stated as five years after manufacturing, causing many customers to misunderstand. Customers remember the period of five years, and there are some who think it is five years after purchase, as well as some who mistake the best-before date printed elsewhere as the date of manufacturing. The label for products being sold in and after November 2023 was therefore changed.

The top right of the packaging states that the best-before date is five years and six months after manufacturing. Meanwhile, the bottom right states that the month of manufacturing is five years and six months before the best-before date, and the best-before date is stated at the lower part of the rear side.

Improvement to confusing labeling of best-before date on the box of *Icreo Akachan Milk*



Customer feedback

There was an inquiry from a customer who bought a box of *Icreo Akachan Milk* asking, "[R22.02.05] is stated on the box. Is this the best-before date? Does 'R' mean Reiwa and thus 2040?" The letter in front of the best-before date—such as H and R—is an alphabet for identifying the production line. It seems the customer mistook it to mean that the best-before date is being labeled using the Japanese era—such as Heisei and Reiwa—for the year.

Improvements

Since February 2023, the labeling of best-before dates on boxes no longer use alphabets such as H and R in front of the dates. At the same time, spaces were replaced with slashes (/).

Conspicuous labeling of method for removing straw (*Infant Drink*, *100% Fruit Juice*, *Almond Koka*, *Café au Lait*, and functional milk beverages)



Customer feedback

"The straw for *Infant Apple* is difficult to remove from the paper pack, even by an adult. I ended up having to cut it off with a pair of scissors. Even after removing from the pack, it is difficult to get the straw out of the plastic wrapping. In the end, an adult's help is needed, and a child cannot drink it by themselves. Can you do something about this?"

Improvements

The straw can be easily removed by pushing from the top while attached to the product. Removing it from the product first makes it difficult to get the straw out of the wrapping later.

Some Glico products did not have any labeling on the method of removal or had inconspicuous labeling of "Push out→" on the wrapping. Therefore, to make it easier to understand how to take out the straw, since March 2023 we have been rolling out the use of new instructions such as "➡Push out this way➡" written in large letters on the straw packaging, instructing the user to push the straw out and showing which direction to push.

Improvement to let customers know that *SUNAO Cream Sandwich* is individually packaged

Previous version



Improved version



(added labeling stating that it is individually packaged)

Customer feedback

"I am now at a supermarket. The packaging of *SUNAO Cream Sandwich <Almond & Vanilla>* states that it is a pack of six. Are they individually packaged, or loosely packaged inside the box?"

Improvements

The front of the box only states that it contains six sandwiches. Although the side shows a photo of it being individually packaged, it is hard to notice, and inquiries were sometimes received asking if the sandwiches are individually packaged.

Since October 2023, the design has been changed to make it easier to understand that the sandwiches are individually packaged, stating in large characters that the box contains six individually packaged sandwiches. The position of the product image has also been adjusted.

Printing the flavor name largely on the pouches of *DONBURI-Tei*

Before improvement



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Customer feedback

"The printing on the pouch of *DONBURI-Tei* is difficult to understand. The flavor is printed in katana using a small font and in an abbreviated form, making it hard to understand."

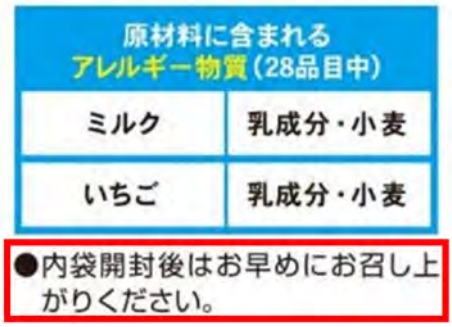
Improvements

"GYU" for *Gyudon*, "CHUKA" for *Chukadon* and such are printed in katakana in abbreviated form on the surface of the pouches. From customers who threw away the outer boxes and stored the product as pouches as well as elderly customers, feedback was received that they do not know the contents of the pouches.

Starting from the lots produced in late May 2023, we have progressively switched to printing "Gyudon," "Chukadon," and other product names in large fonts on the surface of the pouches for *DONBURI-Tei*'s box-type *Gyudon* and *Chukadon* and the three-meal pack *Gyudon*, *Chukadon*, and *Oyakodon*.
In addition, to allow customers to differentiate between the pouches of the box-type product and the three-meal pack, "Easy-to-eat size" is printed on the pouches of the three-meal pack.

* Not applicable for certain products, such as the box-type *Oyakodon*, *Sukiyakidon*, and *Curry Nanbandon*

Clarifying the scope of best-before-dates for large-pack products such as *Bisco*



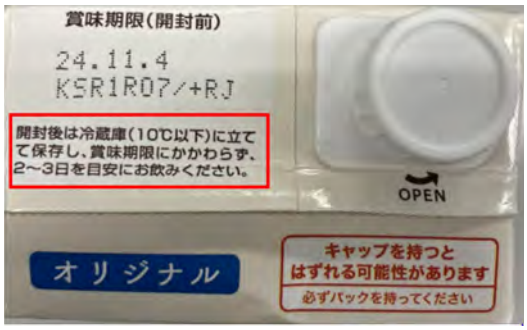
Customer feedback

"What happens to the best-before-date after opening *Bisco Large Pack <Assorted Pack>*? The label says to consume as soon as possible after opening, but does it refer to the large pack or the individual packets?"

Improvements

To convey clearly whether the best-before-date applies to the inner or outer packet, we have clearly stated the scope by using "after opening the inner packet" or "after opening the outer packet" on the label.

Changes to labeling of consumption standard after opening of *Almond Koka 1000 ml*



Label for guide on number of days to consume within after opening

Customer feedback

"The packaging of *Almond Koka 1000 ml* says to consume as soon as possible after opening. Within how many days must I finish it?"

Improvements

Although the label stated to consume as soon as possible after opening, it did not provide a specific standard. This resulted in many inquiries. As the best-before-date prior to opening is long, there were also customers who mistakenly thought that the product is different from dairy products such as milk and can last for a long time after opening.

Starting from products sold in late-March 2022, the specific standard is given on the packaging by stating "After opening, please store in the refrigerator (10℃ or below) and consume within two to three days, regardless of the best-before date." under the best-before-date.

Stating the product names for curry, stew, and roux products on the same side as their best-before-dates



Placed product name and best-before-date on the same side

Customer feedback

"I store *Aunt Crea's Stew* and *Premium Juku Curry* stacked along the long side. I hope to be able to keep them in a way that I can tell which product is which at a glance when they are stacked. I put the side with the best-before-date facing up as I want to use older products first, but this makes it inconvenient as I cannot see the product name."

Improvements

The placement of product names and best-before-dates differed from brand to brand. Only the *ZEPPIN* series had the product name and best-before-date on the right-facing side when viewed from the front design.

In March 2022, similar to the *ZEPPIN* series, we placed the product name and best-before- date for the *Premium Juku* and *Aunt Crea's* series on the right-facing side when viewed from the front design.

Adding of best-before date to the trays of *Premium Juku Curry* and *Premium Juku Hashed Beef*



Customer feedback

“If I throw away the packaging and keep the product in the tray alone, I don't know the best-before date. Can you put the best-before dates on the trays, too?”

Improvements

In response to customer requests, we printed the best-before dates directly onto each individual tray. These roux cubes are now even easier to use and are convenient because you can use only as much as you want and the tray packaging is great for making recipes that switch things up a little and great for storing. We have also started printing the best-before dates on each tray of *Aunt Crea’s Stew* and *Zeppin Curry* series roux products.

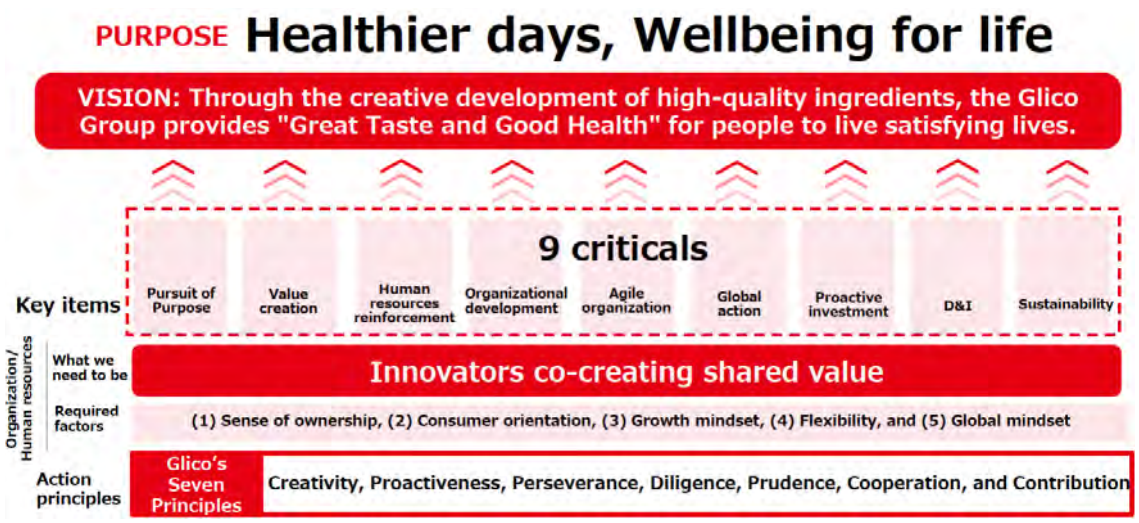
One happy customer provided some positive feedback: “Thanks for printing best- before dates on individual trays. It will be much more convenient. I was both surprised and impressed!”

Human Capital

Basic Policy on Personnel

The Glico Group believes that people are the largest capital forming the source of corporate development. It is important to develop and cultivate the abilities of individuals, so that highly motivated individuals can join forces to promote reform as a team. We also believe that it is key to foster a corporate culture that allows the steady cultivation of individuals who can promote this reform. Furthermore, we are seriously committed to diversity and inclusion (D&I) to address a variety of social issues. We believe that creating an environment where each employee—with their respective individualities spanning a broad range—can apply their capabilities and experience by providing them with the appropriate assignments and opportunities fosters innovation and leads to more sophisticated decision-making. Based on this approach, we aim for both sustainable development of the Glico Group and the happiness of our employees by being a company that is supported, trusted, and respected by society.

Philosophy Framework and Our Vision for the Organization and Talent



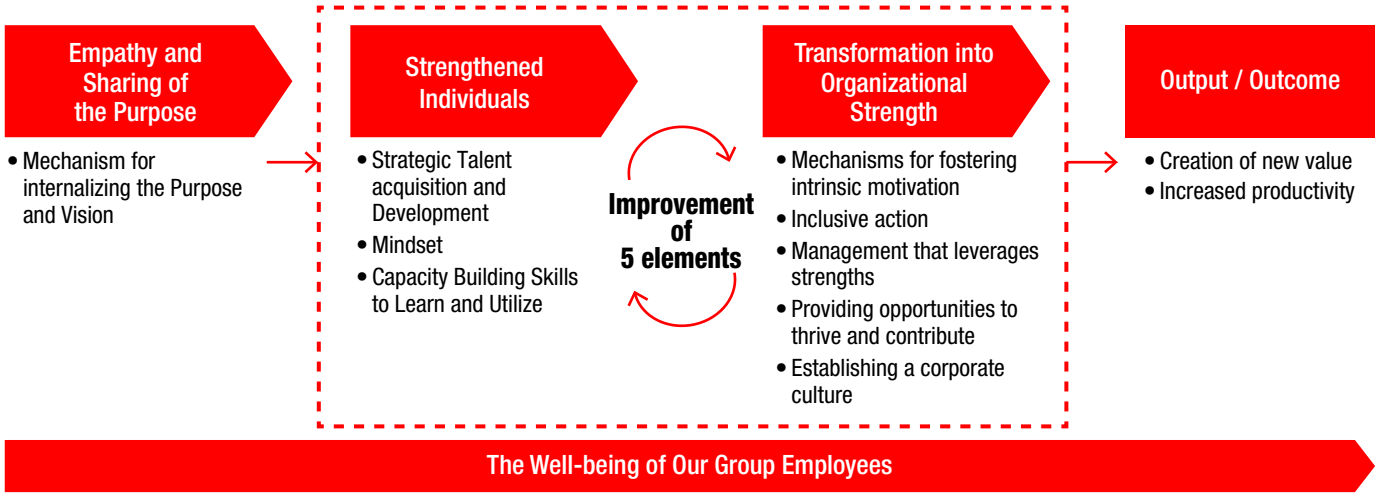
While formulating its Long-term strategy, the Glico Group reviewed and revised its philosophy and concepts. It positioned its Purpose of "Healthier days, Wellbeing for life" at the top of this framework. The Group's Vision also defined (what we aim to deliver) as "Through the creative development of high-quality ingredients, the Glico Group provides 'Great Taste and Good Health' for people to live satisfying lives."
In addition, we have defined our vision for the organization and its talent to realize the Purpose and Vision as "Innovators co-creating shared value for consumers." We have established the following five elements as the qualities that all employees who comprise these "Innovators" should possess, based on the "Glico Seven Principles," the Group's unchanging action guidelines.

■ **5 elements**

Ownership	We take full ownership of our goals, act with autonomy and grit*1, honor our commitments — all anchored in our founding spirit.
Customer-Orientation	We keep our value creation cycle*2 alive to stay essential to customers every day — guided by deep human insight.
Growth	We embrace challenges as opportunities to learn and grow, disrupt the status-quo to drive the advancement of our business.
Agility	We act with speed and agility, anticipate opportunities and risks, and pivot swiftly to thrive.
Global mindset	We value and embrace diverse perspectives to make smarter decisions and co-create shared value collectively.

*1 Thinking independently and taking self-directed action
*2 Ongoing activities to define, create, and communicate new value that contributes to healthier days

Human Capital Strategy (Talent Development Policy and Workplace Environment Enhancement)



Since reviewing and revising our philosophy and concepts, we have been working to ensure that employees resonate with our Purpose and Vision. In an employee survey conducted in 2025, 84% of respondents indicated that they “understand our Purpose.” However, in order to create new value toward realizing our Purpose, it is essential that all employees resonate with our Purpose and acquire and put into practice the actions and mindsets that lead to results.

Therefore, in our Mid-Term Business Plan, we have formulated a Human Capital Strategy to serve as the foundation supporting our business and R&D strategies. In addition to our long-standing focus on talent development, we are working to “strengthen individuals,” centered on enhancing our talent portfolio toward realizing our strategy. Furthermore, we are also building an environment where employees can apply their capabilities and skills based on expected actions and mindsets to achieve results by “transforming individual strengths into organizational strength.” This is driven by intrinsic motivation, or the desire arising from within each employee to “take on this work” or “grow through this initiative” and take action.

1) “Strengthening individuals” to realize business and R&D strategies

To ensure the steady execution of our business and R&D strategies, we must strategically strengthen our organizational capabilities in terms of both “quality” and “quantity,” based on clear understanding of the necessary functions and roles and defining expertise. Based on this approach, the Glico Group is concentrating human capital investment in R&D division while simultaneously strengthening human capital in the two areas of “management executives and leadership positions” and “high-potential talent.” We aim to achieve sustainable growth and enhance competitiveness through systematic and continuous talent development, assignment, and recruitment.

To strengthen our R&D division, we are reviewing how researchers conduct their work and building an organization where they can apply their expertise according to their roles to maximize results.

For management executive and leadership positions, we are systematically identifying and developing the next generation of talent as potential successors, thereby expanding our talent pool.

Going forward, we will promote strategic talent development and assignment by analyzing employee data to identify and develop high-potential talent, as well as through talent reviews for all employees.

2) Creating environments to “transform strengthened individuals into organizational strength”

The Glico Group’s employees join the company because they empathize with our Founding Spirit and Purpose rooted in the strong desire of our founder, Ri-ichi Ezaki, to “enhance people's health through food,” resonating with this as their motivation to work and dedicating themselves to their daily tasks. To create new value driven by this intrinsic motivation and convert it into tangible results, we believe it is essential to enhance “autonomy” and “self-efficacy” while ensuring “mutual respect and collaborative relationships.”

■ **Enhancing autonomy**

For the Glico Group, the term “innovator” does not refer solely to experts in specific departments such as marketing or R&D division. We believe that when each employee thinks and acts autonomously to create value and improve productivity rather than becoming complacent in a familiar environment, it further enhances intrinsic motivation and promotes growth.
We emphasize employee career autonomy and have introduced the “Individual Development Plan” (IDP) for all employees as the foundation supporting this autonomous thinking and action. IDPs serve as a foundation for employees to clarify their career goals and growth needs, allowing them to systematically accumulate knowledge and experience. With support from their supervisors, each employee creates an IDP based on the expertise and skills (skill stages) defined for their specific role or job type. Through IDPs, we have developed an environment where employees can autonomously grow by identifying their own growth needs and utilizing mechanisms such as career declarations, internal job postings, and corporate volunteer dispatch programs.
Additionally, we revamped our product development workflow and decision-making processes in 2021 to ensure that all employees share a common understanding of the expected standards for value creation products aimed at realizing our Purpose. However, the planning and proposal development leading to the launch of value creation products has been lacking in both quality and quantity. Therefore, in 2026, we plan to introduce a “Value Creation Enhancement Program” for our business departments, aiming to establish a practical template for planning and proposal development.

■ **Enhancing self-efficacy**

The Glico Group believes that employees grow when they step beyond familiar work areas and stable environments to take on difficult challenges that drive business growth. The successes they achieve, the adversity they overcome, and the confidence they gain through these experiences help them feel a greater sense of personal growth and develop a more positive mindset.
To realize our Long-term strategy, the Group first shares a clear sense of purpose, then redefines work and results. These are reflected in departmental goals and cascaded down to individual goals for each employee through our goal management system.
In addition, to ensure that all employees achieve results as “Innovators co-creating shared value for consumers,” we plan to establish specific action standards based on the 5 elements outlined in the previous section and utilize them for talent development.
Furthermore, to leverage these 5 elements and transform individual employee strength into organizational strength, we have defined the expected roles and actions required of managers. In 2025, we introduced a 360-degree evaluation system based on these expected roles and actions, and we are conducting workshops to ensure they are put into practice.
We believe that the experiences during the first three years of a new employee's career influence their willingness to take on difficult challenges rather than becoming complacent in familiar work areas or stable environments. Based on this belief, we plan to review our development programs for new graduate employees in their third year of employment in 2026.

■ **Ensuring mutual respect and collaborative relationships**

Creating new value and improving productivity cannot be achieved by the power of just a few departments or individuals alone. The Glico Group is working to create an environment that enhances the quality of decision-and judgement-making through diverse perspectives by: (a) becoming a collective where all employees resonate with our Purpose, think independently, and put their ideas into practice; and (b) building relationships based on mutual respect that recognize differences in gender, age, nationality, culture, and values.
a. The Group holds an annual founding anniversary ceremony to commemorate our founding on February 11. At the 2025 ceremony, we featured examples from employees who resonated with our Purpose and took concrete action. We also conducted workplace workshops designed to help participants link insights gained from these presentations to practical actions in their own workplaces.
b. Furthermore, we view diversity and inclusion (D&I) as a key strategy for driving innovation, improving decision-making, and enhancing organizational strength. Therefore, we are actively developing an environment where diverse talent can leverage their capabilities, including initiatives such as gender equality, childcare support, and employment for people with disabilities. Through the “Co-Sodate (co-parenting) Project,” launched in 2019, we introduced the “co-parenting month” system, which requires employees to take one month of paid leave within six months of a child's birth. While the eligible employee is absent for one month, colleagues cover each other's duties, creating a mechanism where the entire workplace supports the balancing of childcare and work. For employing persons with disabilities, we have established the “Smile Factory” on the grounds of our head office in Nishiyodogawa Ward, Osaka City. We are working to create a workplace where those with disabilities can find meaning in their work and feel a sense of purpose and contribution by bringing operations previously outsourced in-house.
As a result of these initiatives, the male parental leave uptake rate at the Company and its domestic consolidated subsidiaries reached 98.7% during FY2025, and the employment rate for persons with disabilities reached 3.35%, exceeding the statutory employment rate.

Investment in Talent Development and the Foundation for Wellness Promotion

1) Investment in talent development

The Company and its domestic consolidated subsidiaries position talent development as a critical management investment. We are actively expanding development opportunities, including selective leadership training for next-generation executives and leadership candidates, training programs to cultivate the next generation of innovators, design thinking workshops, digital skills training, and the dispatch of talent to private-sector volunteer programs. As a result, the total training expenses in 2025 amounted to 324 million yen, which is equivalent to 91,000 yen per employee.
In 2026, we plan to introduce programs to strengthen business architect skill and project management skills. In doing so, we will continue to aim for the sustainable growth of the entire organization by creating an environment that supports the growth of each employee.

2) Foundation for wellness promotion

To ensure sustainable growth and development of a company and continue to contribute to society through business, we believe that each employee must be healthy in mind and body, with the motivation and passion to continue tackling their duties.
Since 2023, the Glico Group has been expanding and improving its occupational health system and conducting activities to prevent issues and maintain health, with internal experts following up closely with each employee. Through this effort, we have enhanced our ability to recommend additional screenings, take follow-up actions after health checks, and support employees returning to work after leave. As a result, our rate of employees undergoing additional screenings reached 92.4% (compared to 26.7% in FY2021). The overall health risk score from stress checks has also continued to improve, reaching 82 in 2025, which is below the average of 100.
In 2025, with the aim of preventing lifestyle-related diseases among employees and raising health awareness, our occupational health physicians, public health nurses, and product development staff collaborated to hold an in-house seminar featuring our SUNAO frozen pasta. The seminar provided guidance on the mechanism behind rising blood sugar levels and how to adjust dietary habits to improve them. As a result, 88% of the 419 employees who attended the seminar showed positive changes in their awareness and actions regarding the prevention of lifestyle-related diseases and overall health.
In January 2026, we added a provision prohibiting smoking during working hours to our employment regulations. This measure reduces the risk of secondhand and thirdhand smoke exposure to family members, other employees, and business partners who do not smoke, while also creating an environment where employees can work healthily for a long time.
In recognition of these initiatives, we have been recognized for five consecutive years since 2021 as one of the White 500 enterprises in the 2025 Certified KENKO Investment for Health Outstanding Organizations Recognition Program jointly implemented by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.

Promotion of Diversity & Inclusion

Approach

The Glico Group is committed to diversity and inclusion (D&I) to address a variety of social issues. We think that having each employee—with their respective individualities spanning a broad range—apply their capabilities and experiences to play active roles toward achieving Glico's Purpose and Vision (what we aim to deliver) is the key to creating new value. We also value a stance of collaborating with external parties and organizations that share the same aspirations to work on solving social issues while expanding the circle of activities.

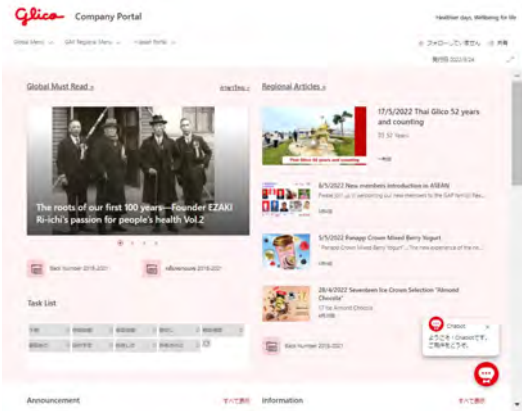
Initiatives

Diversity and Inclusion Efforts

We do not only seek to be an organization where diverse employees feel that they are equal members of the organization. We also seek to be an organization that can continue to generate results with social impact through constructive discussions, positive and friendly rivalry, and bringing about innovation while cooperating with stakeholders.
To be an organization that continues to spontaneously generate inclusive actions making use of diversity, we are working on the development of such an organization while repeatedly implementing an approach that encourages awareness and actions to establish a culture. In particular, inclusion is a concept that is difficult to understand. We start from the acquisition of basic knowledge, then work to encourage action and allow entrenchment as an organizational culture. We do so by defining specific themes and selecting contents that are easy to understand and allow smooth transition to action to develop personal and organizational mindsets, bring about behavioral changes in daily decision making, work, and communication, and lead to transformation at each organization.

Intranet multilingual support and development of “Global Must Read” section

The Glico Group promotes internal communication as we think it is important that all Group employees with different nationalities united as one to undertake our daily work toward our goals. Therefore, we implement multilingual support for our intranet according to the countries in which we undertake business, and disseminate information that should be understood by Group employees—such as the messages from the management and our founding DNA—under a section called Global Must Read.



Intranet

Promotion of Female Participation

From the perspective of promoting gender equality in initiatives, the Glico Group conducts career development training for female employees and talent development training for their managers. As of the end of FY2025, 6.3% of the managers in Ezaki Glico and its domestic consolidated subsidiaries are women.

Kurumin certification

For a long time, Ezaki Glico has been implementing a range of measures to enable employees to fulfill their responsibilities of balancing work and family/childcare. We obtained Kurumin certification from the Ministry of Health, Labour and Welfare in 2007.



Kurumin mark

Female career development workshops, and diversity seminars for managers

As part of our efforts to promote diversity, every year, we hold 4-day career development workshops for women approaching key milestones in life, and 2-day diversity management seminars for the managers of workshop participants. Our seminars help the women to understand the importance of thinking about their future careers, and they also help managers to understand the diverse careers of their staff and to learn methods for supporting those staff in their efforts.



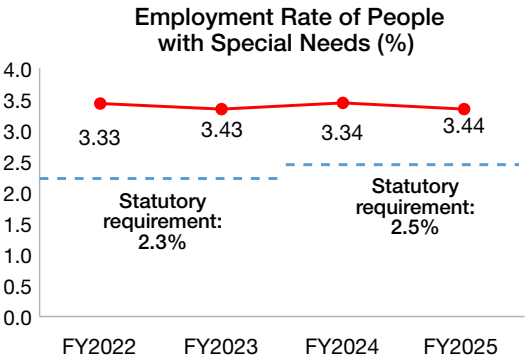

During the training

Re-Employment Initiative

The system of re-employment for employees after their mandatory retirement at Ezaki Glico and Glico Manufacturing Japan was revised into a senior employee system in April 2021 as a response to the obligation to make efforts arising from legal revisions in that same month. The system allows employment to be extended up to the age of 70 years. This revision allows employees to continue contributing to business performance regardless of age. Furthermore, in May 2025, the system of re-employment for employees after their mandatory retirement (i.e., the senior employee system) at Ezaki Glico was revised with the aim of maximizing the capabilities of all talent and encouraging them to contribute to the continuity and growth of the business. Through this revision, the roles, duties, and evaluation systems for senior employees have been made identical to those of full-time employees, with compensation structured according to their expected roles to maximize role performance through the realization of Pay for Job, Pay for Performance. We also adopted a “comeback system” for employees who have previously left the company, and currently, such employees who have returned to us are playing active roles.

Employment Initiative For People With Special Needs

Regarding the employment of people with special needs, we promote initiatives to expand employment and encourage retention with an employment rate of at least 3% as our goal. In addition, we aim to achieve the statutory requirement, as designated by law in Japan, for employment of people with disabilities at all group companies. Our Group companies in Japan carefully examined their work and employed the right people for the right jobs.



Measures enabling diverse human capital to participate in appropriate positions

The Glico Group is creating workplaces where diverse talent can thrive by leveraging their individual strengths. At the Smile Factory, opened at our head office in 2018, we have created an environment where everyone can work comfortably regardless of their specific disability, while also internalizing tasks that were previously outsourced, such as applying labels to export products. Rather than asking each individual to overcome their weaknesses, we prioritize identifying and nurturing their strengths. We have created an environment where everyone can work comfortably regardless of their specific disability in both our work environment and also relaxation spaces. We also develop job roles that leverage the unique strengths of each team member, expanding their opportunities to contribute by identifying new roles within internal operations, such as product packaging and support for the research departments.
Furthermore, at the Glico Museum, employees who also have hearing difficulties and understand the needs of hard-of-hearing visitors guide them with sign language when they visit Glico Museum, creating opportunities for them to contribute by leveraging their unique strengths. In recent years, we have also focused on the concept of neurodiversity, advancing our recruitment activities and workplace development to ensure that employees with diverse characteristics can fully demonstrate their capabilities. Going forward, we will continue to aim for sustainable growth by creating an environment where everyone can continue to work in a way that is true to themselves.



Employment Initiative for Foreign Nationals

In the Glico Group, we are increasing employment of foreign nationals in line with the globalization of our business. To date, we have employed people from the United States, China, South Korea, Switzerland, Thailand, and Vietnam. In the future as well, we will continue to employ foreign nationals as part of our promotion of diversity and inclusion.

Initiatives for Gender Diversity

In addition to providing comfortable working environments for LGBTQ employees and other sexual minorities (“LGBTQ+ employees”), the Glico Group provides learning opportunities through internal seminar training and e-learning activities, aimed at fostering in all our employees a culture of mutual openness and understanding of gender diversity, and it considers other welfare-related measures as well. Our human rights policy clearly states that the Glico Group “does not discriminate any person based on… gender, sexual orientation, gender identity, gender expression…” In FY2021, we partially revised our rules around company congratulatory and condolence rules to our employees.
In the change, we defined recipients of our “congratulations or condolences money and leave allowance” as any employee who notifies the company of their actual or common law marriage, regardless of the sex of their partner. By recognizing both LGBTQ+ employees and common law marriages in this way, we are responding to increasingly diverse ways of thinking and family structures.

Ezaki Glico received a gold rating—consecutively for three years from 2022 to 2024—at PRIDE Index 2024, which evaluates initiatives related to LGBTQ+ employees undertaken by companies and groups. Besides Ezaki Glico, the other companies in the Glico Group that received a gold rating were Glico Channel Create and Glico Nutrition—who both received this rating consecutively for three years during the same period—as well as Glico Manufacturing Japan, which received this rating for two consecutive years in 2023 and 2024.

Co-Sodate Project

Glico promotes our Co-Sodate (co-parenting) Project as a project for solving the social issue of childcare.

Creating a Positive Work Environment

Approach

In the Glico Group, we don't draw a hard distinction between work and life. We take a broad view that life includes work and promote efforts to raise the quality of both. To be specific, we have introduced programs for telework, flex-time, and annual paid leave by the hour. In addition, we are making a company-wide effort to reduce overtime work through greater operational efficiency and encourage employees to take annual paid leave.

Initiatives

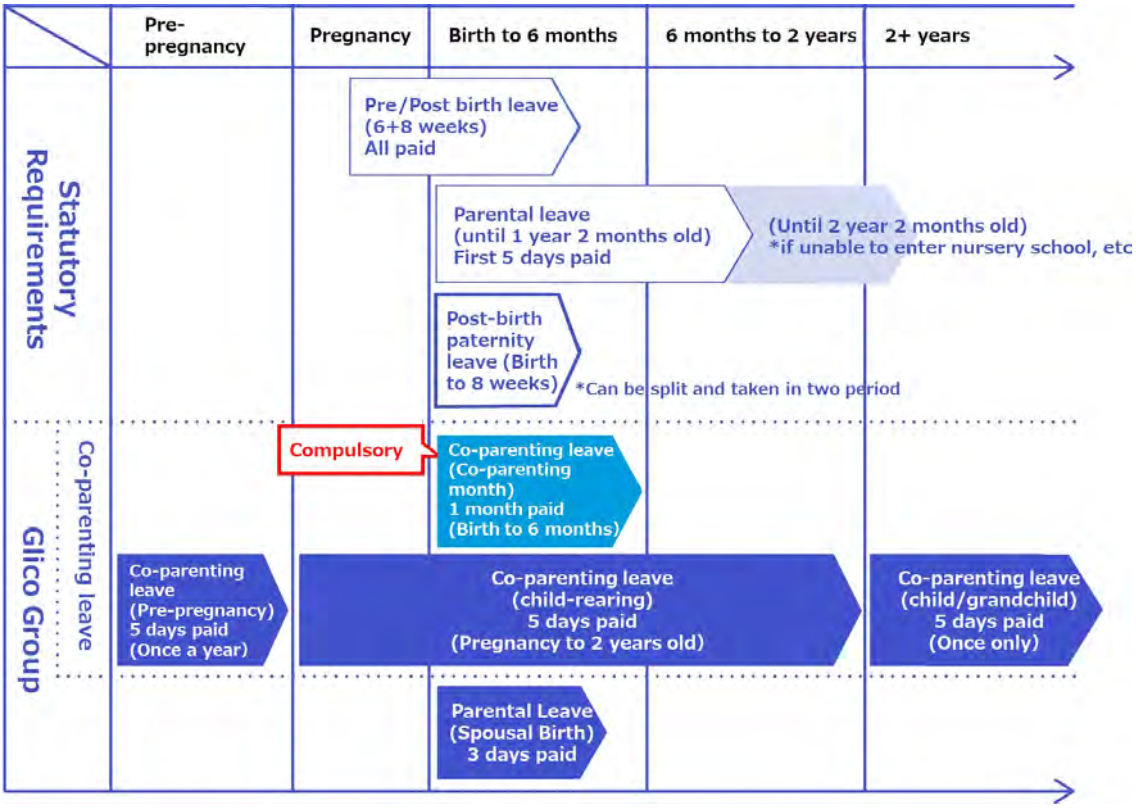
Glico Co-Sodate (co-parenting) Project

Glico's aim is to create a corporate culture enabling participation by diverse talents, where employees can design their own lives, with our Co-Sodate (co-parenting) childcare approach as one starting point. The childcare approach advocated by the Glico Group aims to foster family communication and infant care through a cooperative effort by both mothers and fathers together with the people around them.
As a foundation for co-parenting, we are promoting our Co-Sodate Project, which is a project for solving the social issue of childcare. The Co-Sodate Project focuses on a child's development from the time of pregnancy and the childcare environment as the foundations for developing children's minds and bodies. Co-parenting is viewed as the form of a family that starts from the moment a new life is conceived. We promote this project based on a desire to create a world in which the minds and bodies of children grow through lively communication and skillful cooperation in the co-parenting of children especially by their parents, who are the people closest to them.



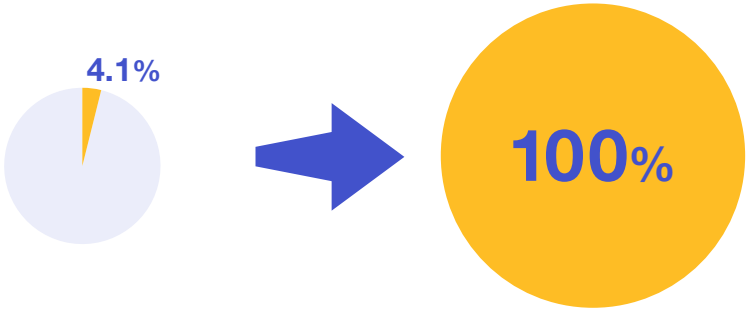
“Co-parenting leave”

One of these initiatives is our co-parenting leave, which provides paid leave to employees participating in fertility treatment, efforts to conceive, co-parenting, child and grandchild care and medical examinations, and school events. There are four types of leave available (see below), with one of them being “co-parenting month,” where employees are required to take one month of leave within the first six months after the birth of their child. In addition to further promoting the participation of male employees in co-parenting activities, this leave also aims to encourage all members of a workplace where someone takes leave to rethink their workstyle awareness and behavior, and to improve productivity and enrich the lives of everyone.



Parental Leave Usage of Parental Leave, etc. and Leave for Childcare (Including Co-Parenting Month) (Ezaki Glico)

	Male	Female
FY2022	31	18
FY2023	34	25
FY2024	44	26
FY2025	41	24



Parental leave usage by male employees (FY2017) Used to be 4%...

Co-parenting month usage by male employees (FY2025) Since FY2020, remained at 100%* for six consecutive years!

* After the introduction of Glico's in-house leave system (co-parenting month, for full-time employees) in 2020, percentage of employees applicable for this in-house leave system who has taken parental leave or co-parenting month leave

Distribution of a co-parenting month guidebook

We have created a guidebook to help people engage with co-parenting and apply new values and insights to their future lives. The guidebook, available on our internal portal, covers the mindset needed by employees and their families, relevant systems, guidance for supervisors, and support for balancing work and childcare. It also includes tools for use at home, such as a household chore and childcare division worksheet that helps families allocate tasks and divide postpartum responsibilities.





Support for baby milk purchasing costs

Ezaki Glico has a program providing partial support for the cost of powdered baby milk. Employees raising children under one year old are eligible for the program.

Sick or injured childcare leave

For employees with children up to the third grade in elementary school, Ezaki Glico provides leave to care for a sick or injured child or to prevent the illness of a child. In addition to annual paid leave, five days can be taken per year for one child, or 10 days if the employee has two or more children

Daycare facility for employees, Kodomopia Daycare Center Kobe

As part of our efforts to ensure a workplace environment where employees with childcare responsibilities, can work with peace of mind, we opened Kodomopia Daycare Center Kobe in April 2019 at Kobe Factory. The 276 m^2 site includes a 171 m^2 playground, where various physical activity programs are available so children can focus on play. The center is also open on Saturdays, Sundays, and holidays, in accordance with factory operation.



ふれあうココロ、いきるチカラ
こどもぴあ保育園
KOBE

Unicharm × Glico collaboration—“Everyone's Parenting Leave Training” company-oriented workshop for parents

Glico manufactures the ICREO brand of powdered milk and ready-to-drink (RTD) baby formula milk, while Unicharm manufactures Moony disposable diapers and other products. The two companies partnered to launch the free “Everyone's Parenting Leave Training” original workshop for parents conducted within companies for employees who are parents-to-be. Compared to countries leading in childcare, Japan is said to be lacking in the number of hours that men spend on housework and childcare. The revised Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members has gradually been coming into effect from April 2022, with newly established post-birth paternity leave (parental leave) and other systems to make it easier for fathers to take leave following the birth of a child. At the workshop, which was open to people planning to take maternity, childcare, or other related leave, Glico nutritionists, child psychology counselors, and others discussed topics such as the need for paternal childcare and its impact or techniques for feeding children, putting them to sleep, and taking care of their diaper needs, all of which are time-intensive parenting tasks. The workshop was attended by people from numerous companies and government offices, who responded positively, saying it encouraged the greater taking of childcare leave.





Programs

Annual paid leave

At Ezaki Glico we have a strict five-day working-week system, with Saturdays, Sundays, and public holidays off. We also provide a maximum of 20 days of annual paid leave where the unused portion from the previous year is carried over.

Working hours, days off, use of annual leave

	Days off per year	Normal working hours	Overtime working hours (average per person per year)	Annual paid leave (average days taken)	Percentage of annual paid leave taken
FY2022	125	1844.50	313.1	13.76	73.5%
FY2023	126	1867.80	308.0	14.3	75.8%
FY2024	126	1852.25	323.9	14.6	77.8%
FY2025	126	1852.25	315.2	14.2	76.8%

* Applicable period:
FY2025: January 1 to December 31, 2025
FY2024: December 11, 2023 to December 31, 2024
FY2023 and earlier: December 11 to December 10 of the following year

Other programs

Program	Explanation
Telework program	This program enables employees to work from other locations outside company sites to improve work efficiency and work-life balance with the aim of promoting autonomous, efficient workstyles for our employees.
Program for special agreement on work location	This program enables employees to enter a special agreement on work location to achieve continuous skills development and create a vibrant workplace.
Volunteer leave program	This program enables employees to use their expired leave to engage in volunteer activities in areas affected by large natural disasters.
Jury duty leave program	This program provides leave, separate from annual paid leave, to attend court for jury duty.
Annual paid leave (half-day) program	This program enables employees to take their annual paid leave in half-day increments.
Annual paid leave (hourly) program	This program enables employees to take their annual paid leave in hourly increments.
Flextime program	This program enables employees to choose their own working hours to make the most efficient use of their time.
Satellite office program	This program enables sales staff to use rented office space, if their sales areas are too remote, to eliminate the need for long-distance commuting.
Programs relating to pregnancy, childbirth, and infant care	• Co-parenting month • Co-parenting leave • Staggered work shifts for pregnant employees • Paid hours for hospital visits • Consultation during pregnancy • Consultation before infant care leave • Maternity leave • Celebratory birth bonus • Lump-sum payment for childbirth and infant care • Exemption from social insurance premiums during maternity leave • Financial assistance for high-cost health insurance treatments resulting from complications during childbirth • Family allowance • Consultation before returning to work after childbirth • Parental leave • Support for baby formula costs • Infant care leave benefits • Shortened working hours for childcare • Sick or injured childcare leave • Exemption from or limits on overtime/holiday work, limits on late-night work • Program for special agreement on work location
Programs relating to family care	• Family care leave • Family care leave benefits • Allowance for living separately for family care • Shortened working hours for family care • Paid family care leave • Exemption from or limits on overtime/holiday work, limits on late-night work • Program for special agreement on work location

Wellness Promotion



To ensure sustainable growth and development of the Glico Group and continue to contribute to society through business, we believe our employees must be healthy in mind and body, with the motivation and passion to continue working. This is why the maintenance and improvement of employee health is an important management issue for the Group, and also why we actively support proactive health improvement efforts of our employees.

We are also combining this support with other organizational challenges, such as work style reform and work efficiency, productivity and engagement improvement and enhancement, and diversity and inclusion, to carry out systematic wellness promotion from a medium- to long-term perspective. Through our unique wellness promotion initiatives, we aim to fulfill our Purpose and Vision through business while our mentally and physically healthy employees bring out the individuality of each other.

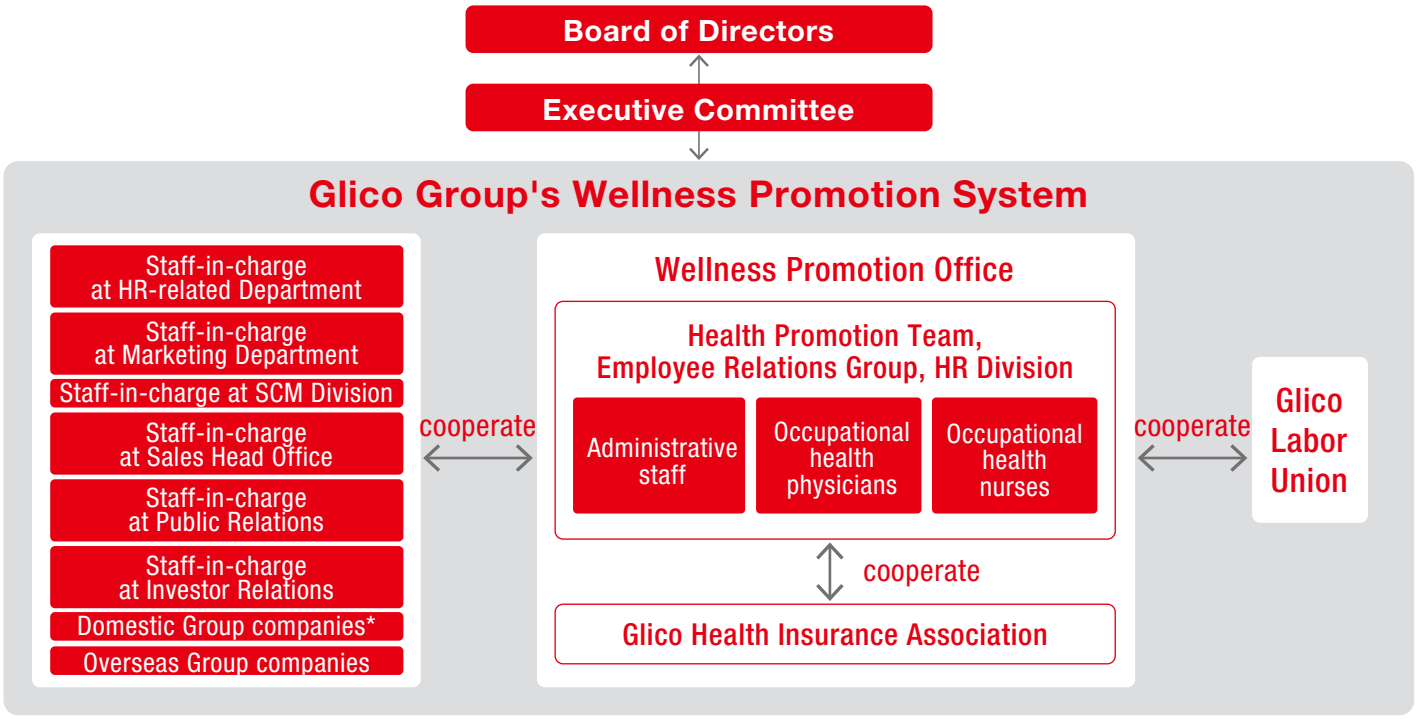
In this way, we will generate innovative ideas and challenges that will help address health issues, not only within the company but within society as well.

Glico Group Wellness Promotion Declaration

The Glico Group aims to keep providing "Great Taste and Good Health" through the creative development of high-quality ingredients for people to live satisfying lives toward achieving "Healthier days, Wellbeing for life."
To put this into practice, it is important for diverse employees to cooperate for a shared purpose, creatively apply their capabilities, and maintain a high level of productivity.
This is made possible when employees themselves strive to lead healthier days, both in mind and body.
Based on this approach, the Glico Group unites as one to promote wellness and work on maintaining and enhancing the health of each employee.

September 1, 2022
Etsuro Ezaki,
Ezaki Glico Co., Ltd. CEO

Glico Group's Wellness Promotion System

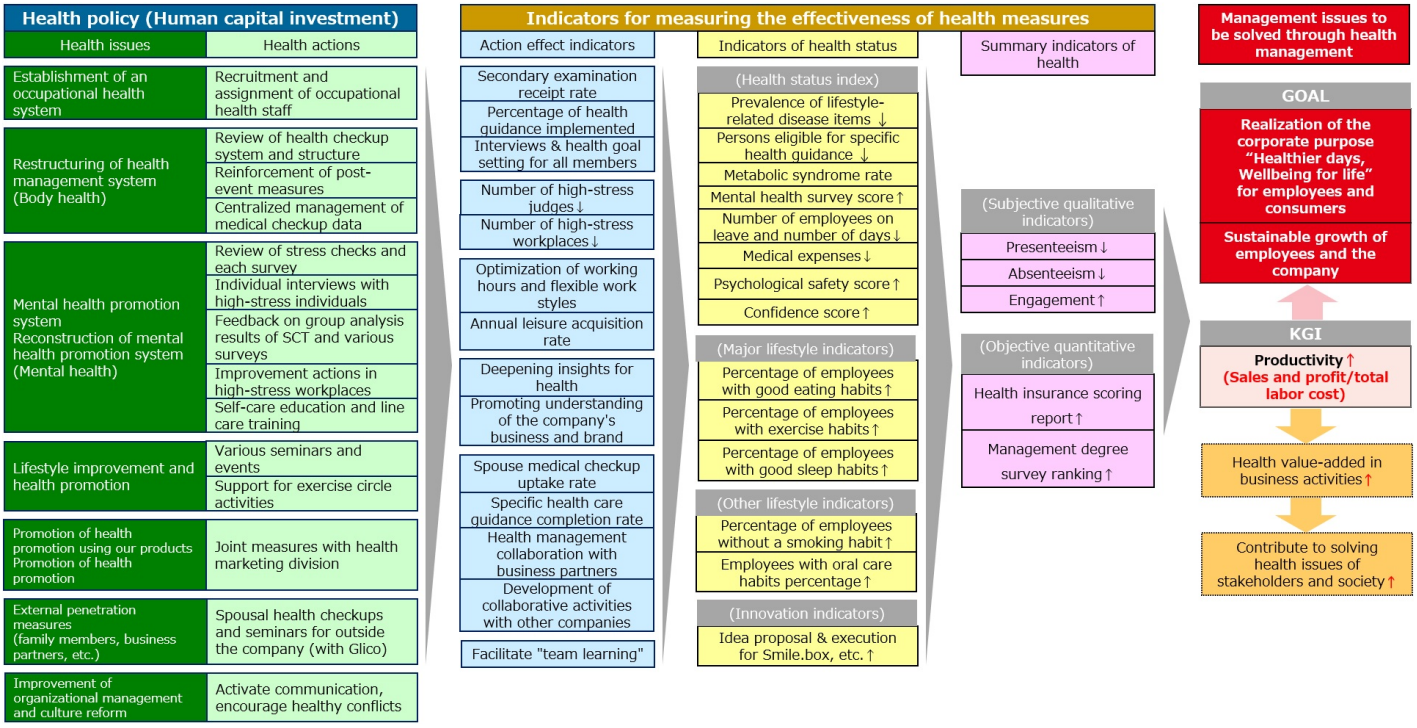


* Glico Manufacturing Japan Co., Ltd., Glico Channel Create, Inc., Glico Nutrition Co., Ltd., Chubu Glico Nutrition Co., Ltd., Kansai Frozen Distribution Co., Ltd., and Tohoku Frozen Distribution Co., Ltd.

At the Glico Group, we unite as one and promote wellness based on the top management's Wellness Promotion Declaration. We also promote a PDCA cycle that plans, studies, implements, and verifies the effects of wellness promotion measures through close cooperation between companies, Glico Health Insurance Association, Glico Labor Union, and occupation health staff.

Wellness promotion strategy map

We aim to realize our Purpose and Vision by continuing to contribute to society through business. Therefore, sustainable corporate development through the growth of each employee is essential. In the promotion of wellness promotion, we have set the improvement of productivity as our key goal indicator (KGI), and reduction of presenteeism and absenteeism and enhancement of engagement as our key performance indicators (KPIs). As more objective quantitative data that directly affects these indicators, we have incorporated the increase in average number of steps, reduction in rate of positive diagnoses, reduction in the number of days off work, increased employee retention of good habits, and improved organizational psychological safety and trust scores, and other such indicators as outcome indicators. The process for this includes seminars, workshops, and events, and we have positioned their participation rate, satisfaction levels, and degree of understanding as output indicators. Based on this strategy map, we seek to entrench understanding by explaining and discussing with employees the purpose of undertaking wellness promotion, indicators for going through the PDCA cycle, and the intentions behind various measures. At the same time, we conduct regular sharing and opinion exchange with the management about the recognition of issues and progress of initiatives. We organized our management issues and health indicators based on the Guidelines for Administrative Accounting of Investment in Wellness Promotion to formulate our wellness promotion strategy map and promote wellness promotion.



* We organize our management issues and health indicators based on the Guidelines for Administrative Accounting of Investment in Wellness Promotion.

Specific Initiatives

Internal initiatives

As part of efforts to promote wellness promotion across the group, we created the Glico Wellness Promotion Declaration and we are sharing it internally. We also developed a policy of encouraging employees to repeatedly cycle through the process of understanding their physical condition in terms of the three basic elements of health (exercise, nutrition and sleep), acquiring necessary knowledge, practicing healthy living and making it a habit.
We aim for a state where our employees themselves realize our Purpose of “Healthier days, Wellbeing for life.”

Measures to improve health literacy

Based on this policy, a health theme common across the entire Glico Group is set each month. A monthly health newsletter following this theme is developed by public health nurses and published to provide health information.

Activities in FY2025

- We conducted line-of-command care and self-care classes for all employees. Through these classes, led by public health nurses, we strove to provide participants with a proper understanding of mental health and to make it widely known that there were places where employees could feel free to engage in consultations if they ever felt unwell. The participation rates for these classes were 92.5% and 74.8%, respectively.
- We conducted a seminar, open to all employees, in which an occupational health physician provided an easy-to-understand explanation of the health changes women experience during different life stages and of measures that could be taken to deal with common health issues. The participation rate in this seminar was 2.5%.
- Together with Glico occupational health physicians, public health nurses, and the Wellness Innovation Business Division, which is responsible for developing SUNAO frozen pasta, we conducted a "Seminar on Appropriate Carb* Intake - Lifestyle Habits that Keep Blood-Sugar Levels Where They Should Be." This seminar, open to all employees and attended by 419, explained how and why blood-sugar levels rise, what kinds of changes to make to diets to improve blood-sugar levels, and the techniques used in the products in our SUNAO brand to achieve great taste while keeping carbohydrate levels appropriate. In the post-seminar survey, 83% of respondents reported being satisfied, 95% reported a good understanding of the content, and 88% reported changes in their awareness and actions regarding lifestyle habits.

* The Eat & Fun Health Association advocates an appropriate carbohydrate intake of 20 to 40 grams per meal and 10 grams or less for snacks.

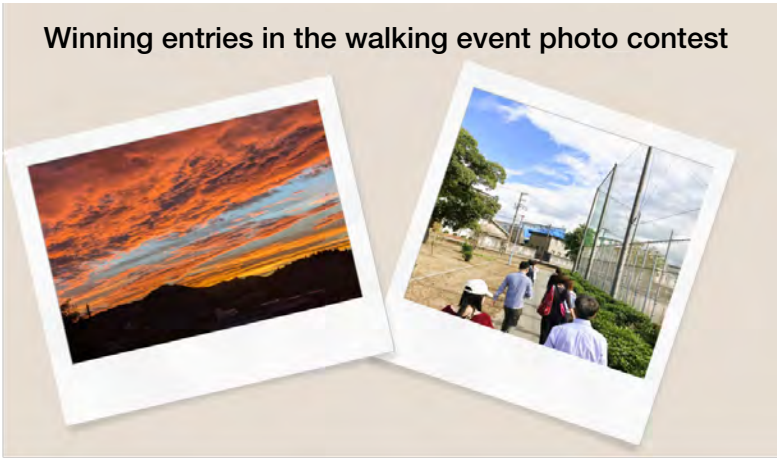


Encouragement of health improvement efforts by employees

To enable our employees to practice and make a habit of healthy living, we introduced a healthcare app that enables employees to record the number of steps they take each day, the food they eat, the hours they sleep, and the quality of that sleep. In addition, we give incentive points to employees who are active in health improvement efforts. To further improve health literacy, we also subsidize those seeking Healthcare Master qualifications.

Activities in FY2025

We held a Group-wide walking event. The goal of the event was for participants to walk at least 8,000 steps on average per day, and over 600 employees achieved this target. During the event period, there were lectures by medical experts on walking techniques, events called "Let's Walk Together - Real World Experiences" planned by each workplace, and a photo contest in which participants submitted photos of scenes they encountered while taking walks. Employees participated in these events during their lunch breaks and after work.



Expansion of occupational health system

Since 2023, we have been expanding and improving our occupational health system (a system with three full-time occupational health physicians and 10 public health nurses) and promoting activities to prevent issues and maintain health, with internal experts following up closely with each employee to provide expert support. Through this effort, we are enhancing our ability to recommend additional screenings, take follow-up actions after health checks, respond to employees working long hours, and support employees returning to work after leave. We introduced a health data platform which we are using to aggregate and centrally manage various kinds of health data from throughout the Glico Group. We will use statistical analysis on this data to determine the actual state of health within our Group and reflect our findings in key measures. Furthermore, health consultation rooms stationed full-time with occupational health physicians and public health nurses have been established at our head office (Osaka City, Osaka Prefecture) and Shinagawa Office (Minato-ku, Tokyo). Employees can easily visit these consultation rooms without hesitation to consult about physical and mental health issues. We have also established a dedicated email hotline handled by public health nurses to ensure a route that allows consultations on the presumption of anonymity by anyone at any time. Through these channels, employees can consult about their own conditions and work problems as well as matters relating to their colleagues and families (childcare and nursing care).

Revising health check items and expanding health guidance

Based on the latest evidence and guidelines, we have made some revisions to the ages and frequencies of non-statutory health check items, and we have added new items that address serious disease areas that have not been covered in the past. Furthermore, we have expanded the scope of the persons for whom follow-up health guidance is provided. Through these measures, we have strengthened our preventative measures based on health checks, which are the foundation of health management.

Measures for productivity and engagement improvement and enhancement

At the Glico Group, we believe that "transforming individual strengths into organizational strength" is key to achieving our Purpose and generating results, and we view employee engagement as the driving force behind this. To create an environment where employees can work more comfortably and deliver results, survey results are analyzed together with the group analysis results of statutory stress checks. Actions for improving workplace culture and management are formulated for each workplace and put through the PDCA cycle to nurture an organizational culture that easily gives rise to innovation.

Promotion of Diversity & Inclusion

The Glico Group believes that having employees bring out the diverse individuality of each other and apply their capabilities and experiences to play active roles is the key to generating innovative ideas and challenges and creating new value. We are therefore earnestly working on diversity and inclusion.

Banning of smoking during working hours and provision of smoking cessation support

Smoking is understood to increase the risk of a range of diseases, including cardiovascular disease, respiratory disease, cancer, and periodontal disease. Due to concerns about additional risks of second-hand smoke (passive smoking) and third-hand smoke to non-smokers, including employees' families, other workers, and business partners, we stated a ban on smoking during working hours in our employment rules from January 2019, and incorporated it into our employment regulations in January 2026. We offered four levels of smoking classes in FY2025, from smoking cessation experience classes to full-on smoking cessation classes, to ensure that people who were interested in smoking cessation could easily participate. Medicine that assists with quitting smoking was provided to participants free of charge, and during the smoking cessation challenge period, medical experts checked on the physical conditions of participants and engaged in consultations. We gave our full support to those trying to give up smoking.

Offering menus that improve health and performance

The head office's cafeteria is operated under the concept of constantly improving daily performance (productivity). With menus that consider the prevention of lifestyle diseases and through the use of local vegetables produced for local consumption and soup stock that does not use artificial flavorings, employees can enjoy five types of set meals—based on themes of carbohydrates, concentration, stress, fatigue, and less salt– and curry that change daily. We also provide dishes made using Glico products and conduct health support events to help improve health, which serves as the foundation for better performance.

To spread our healthy and productivity management outside Glico, we have launched SUNAO Delivery, an office lunch delivery service for corporate customers to provide boxed meals made at our head office's cafeteria.



Activities in FY2025

We held a health check event at the head office cafeteria and various branch offices that included a vegetable check (vegetable intake levels) and vascular age measurement (vascular aging index) based on vascular elasticity, providing an opportunity for employees to reflect on their lifestyle habits. A total of 422 employees participated. By having our in-house public health nurses conduct the assessments, we are creating opportunities for communication between employees and medical experts.



Initiatives for external parties

To help customers enjoy "Healthier days, Wellbeing for life," the Glico Group has conducted health awareness-raising activities and developed recipes related to appropriate carbohydrate intake*. These recipe books are handed out in medical facilities and other locations. We have also conducted events to spread knowledge of short-chain fatty acids and launched GOOD LIFE CIRCLE, a new project that supports the establishment of healthy lifestyle habits.

* The Eat & Fun Health Association advocates an appropriate carbohydrate intake of 20 to 40 grams per meal and 10 grams or less for snacks.

Sale of dishes which provide people with experiences of appropriate carbohydrate levels in the Osaka Prefectural Office cafeteria



Sharing of information regarding diabetes via the Dotonbori Glico Sign



Participation in the hands-on dietary education event "Exciting Dietary Education EXPO in Muji Grand Front Osaka"



We are implementing initiatives that contribute to health throughout society, beyond Glico alone, including the joint implementation of health promotion measures based on the health issues and requests of companies that subscribe to our Office Glico service as well as suppliers and other companies, as initiatives that promote health beyond our company.

Recognition by Society

Recognized for the sixth consecutive year as a White 500 Enterprise (Large Enterprise Category) in the 2026 Certified KENKO Investment for Health Outstanding Organizations Recognition Program

In 2026, Ezaki Glico was once again recognized in the 2026 Certified KENKO Investment for Health Outstanding Organizations Recognition Program jointly implemented by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi. We have consistently advanced these initiatives, including being recognized as one of the White 500 enterprises for five consecutive years since 2021.

Recognized for the sixth consecutive year as a Sports Yell Company

Ezaki Glico has been certified for the sixth consecutive year since 2021 by the Japan Sports Agency in recognition of our support for walking events and club activities that encourage at least one hour of exercise per week. Furthermore, we have also received Bronze certification because we have received Sports Yell Company certification five or more times. Group companies Glico Manufacturing Japan, Glico Channel Create, Glico Nutrition, Chubu Glico Nutrition, and Kansai Frozen Distribution were also certified.

Recognized as a Food and Nutrition Education Practice Excellent Corporation 2026

Ezaki Glico has been certified by the Ministry of Agriculture, Forestry and Fisheries as a corporation that implements initiatives contributing to improved dietary habits for its employees as part of promoting "food and nutrition education for adults." This recognition was based on our efforts to provide cafeteria menus designed to promote health and enhance performance, as well as the implementation of health check events at various locations.

Safety and Health

Approach

Glico Group Safety and Health Policy

In the Glico Group, we have established safety and health committees in each office and conduct a range of occupational safety and health activities in line with the Glico Group Safety and Health Policy formulated by the SCM Office in April 2018. We selected “ensuring the safety of machinery and equipment” and “developing Safety Key Persons” as key issues in 2018, and the SCM Office and the factories of Glico Manufacturing Japan are working on these issues as joint initiatives of Glico Group production departments.

Initiatives

Ensuring the safety of machinery and equipment

We are currently following risk assessment methods to identify and assess risk hazards, and thoroughly implement safety measures stressing a hardware-first approach, with the aim of eliminating pinching and entanglement accidents on machinery and equipment. In 2019, we also reviewed and enhanced risk assessments and safety inspections conducted during the introduction of new equipment to factories.

Development of key persons for safety

We are collaborating with the Japan Industrial Safety & Health Association to hold sessions on risk assessments and kiken yochi (hazard prediction) training (KYT) as well as foreman education as mandated by the revisions to safety laws and regulations in 2023 to develop key persons in each factory workplace who focus on safety and health activities. We have developed a system of education for occupational safety and health, and we are working systematically and deliberately to ensure the necessary safety and health education and training is provided.

Prevention of occupational accidents

At Glico Group manufacturing sites, we are fully committed to safety and health activities, and we work to ensure a safe workplace where employees have peace of mind. Through such things as safety point-and-call, KY (Kiken Yochi) activities, and activities towards 5S (Sort, Set in order, Shine, Standardize, and Sustain) at morning assembly and other occasions, we strive to prevent employee injuries, and ensure a safe, upbeat, and healthy workplace. From FY2020 to FY2025, there were no life-threatening serious accidents and no deaths as a result of occupational accidents.

Road safety efforts in sales departments

We also strive to prevent accidents involving company vehicles used for sales activities. Besides the hardware aspect, including the introduction of vehicles with adequate safety equipment such as automatic braking systems and corner sensors and the installation of dashboard cameras, we also emphasize safe driving education. Such education includes mandatory setting of driving focus mode on mobile phones so that calls are not picked up while driving, checking for alcohol usage before and after driving, safe driving contests, mandatory drivers' lecture for new employees, and on-job-training that focuses on driving.

AEDs

We are installing automated external defibrillators (AEDs) in workplaces in case of sudden cardiac arrest. The devices are already located at the head office, the Osaka Umeda Office, the Shinagawa Office, each supervising branch office, and all Glico Manufacturing Japan factories.

Exercise awareness campaign to maintain and improve worker mobility

Along with the declining birthrate and aging population of Japan, the average age of fixed-term employees in our factories is also increasing. For this reason, we started an exercise awareness campaign in 2019 to maintain and improve worker mobility with a focus on regular measurements of lower limb function and prevention of loss of mobility. Going forward as well, we will continue our efforts to create safe workplace environments that ensure the health and enthusiasm of our employees.

Respect for human rights

Approach

Glico Group Human Rights Policy: Formulation and Process

In the Glico Group, we consider respect for human rights to be important for not only our directors, officers and employees, but for all stakeholders in the execution of business.
We have therefore always acted in respect of human rights in accordance with the Glico Group Code of Conduct. To further enhance this policy, we have formulated the Glico Group Human Rights Policy in accordance with the Guiding Principles on Business and Human Rights, which was approved as a global standard by the United Nations Human Rights Council in 2011, and we comply with these guidelines in our respect for human rights.
In August 2019, we launched a group-wide project team to formulate the Glico Group Human Rights Policy. Each department increased its understanding of the wide-ranging human rights issues required of a global company and, while obtaining advice from external specialists, formulated guidelines that fulfill the obligations of a global company.
In line with these guidelines, and to ensure respect for human rights by not only our directors, officers and employees but by all stakeholders, we ask for the understanding and support of everyone across the value chain, including suppliers and other business partners, for the Glico Group Human Rights Policy.

The Glico Group Human Rights Policy

As a global company with a worldwide presence, the Glico Group believes in the importance of respecting human rights of not only the Group's own directors, officers and employees* but also of all its stakeholders. Based on this belief, this “Glico Group Human Rights Policy” lays out the Glico Group's principles of actions to respect human rights, which all directors, officers and employees of the Glico Group are required to comply with. Also, the Glico Group makes a commitment to itself under its Code of Conduct that each of those directors, officers and employees should respect human rights.
In addition, the Glico Group also requests all stakeholders involved in its value chain, including, without limitation, suppliers and other business partners, to understand and support this Policy.
With this Policy, the Glico Group is engaged in initiatives to serve as a role model for realizing a sustainable society.
* The expression “directors, officers and employees” as used in this policy refers to all directors, auditors, executive officers and employees (including fixed-term, temporary, part-time, and casual employees) of the Glico Group.

1. Respect for human rights

1) The Glico Group supports international norms related to human rights, including, but not limited to, the International Bill of Human Rights (the Universal Declaration of Human Rights and the International Covenants on Human Rights) and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, as well as the United Nations Guiding Principles on Business and Human Rights. Furthermore, Ezaki Glico Co., Ltd., the ultimate parent company of the Glico Group, is a signatory member to the United Nations Global Compact, and the entire Glico Group supports its Ten Principles.

2) The Glico Group understands and complies with all laws, regulations and rules relevant to its activities in all countries and regions where it is engaged in business. In the event that local laws and regulations in those countries or regions differ from or conflict with internationally recognized human rights standards, or in the absence of legislations on certain human rights in those countries or regions, the Glico Group will seek ways to honor the principles of internationally recognized human rights.

2. Important areas related to business activities

1) The Glico Group is aware that any of its business activities, including research and development, procurement and supply of goods and services, may present a potential or actual impact on human rights.

2) The Glico Group is aware that the following initiatives related to its business activities are important factors in its effort to respect human rights, and thus will promote and implement such initiatives.
The Glico Group will start its implementation in areas where its business activities have a major impact.

(a) The Glico Group never permit and does not engage in forced labor or child labor, which violates the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.

(b) The Glico Group does not discriminate any person based on age, gender, sexual orientation, gender identity, gender expression, disability, faith, race, nationality, ethnicity, religion, social status, or any other factor.

(c) The Glico Group strives to maintain a suitable working environment that enables all employees in each country or region to demonstrate their respective diverse personalities and abilities and to achieve their personal growth.

(d) The Glico Group respects the rights of employees regarding the freedom of association and the right to collective bargaining under the laws and regulations of each country or region.

3. Human rights due diligence

1) The Glico Group strives to avoid causing or contributing to any human rights infringement throughout its value chain, including, by itself or through its suppliers and other business partners. The Glico Group continually conducts certain monitoring and inspections to identify, prevent or mitigate negative impacts on human rights in relation to its business activities, in line with the United Nations Guiding Principles on Business and Human Rights.

2) The Glico Group will build up a process to take appropriate and effective remedial measures in case of causing or contributing to human rights infringement within its own operations or its value chain, and to communicate what measures were taken.

3) The Glico Group believes that stakeholders' perspectives are necessary in order to identify relevant stakeholders and respond appropriately to actual or potential impacts on human rights related to its business activities. In that sense, the Glico Group will listen to the voices of stakeholders in good faith and share with them human rights issues related to its business activities at an appropriate timing.

4. Hotlines and remedial measures

1) The Glico Group recognizes the importance of internal reporting hotlines which its directors, officers and employees can use to report serious concerns to the company without fear of retaliation, when they become aware of or suspect violations of regional or national laws, regulations and rules, or internal rules of the Group, including the Glico Group Human Rights Policy.
Against this backdrop, the Glico Compliance Hotline has been set up globally to ensure that there will be no retaliation towards directors, officers and employees who file reports on issues related to human rights.

2) The Glico Group seriously considers the comments, advice and recommendations provided by customers and other external stakeholders, through a hotline established for human rights issues, and then uses them to improve its business activities including its efforts to address human rights issues.

5. Awareness-raising activities

The Glico Group engages in activities to have all of its directors, officers and employees raise their awareness regarding each aspect of human rights. The Glico Group expects its business partners to conduct the same or similar awareness-raising activities as well.

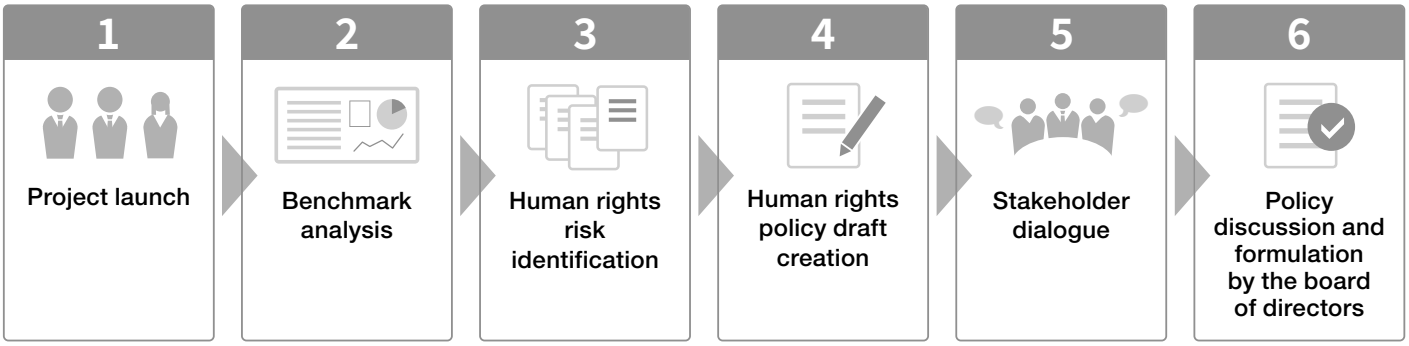
6. Monitoring and reporting

The Glico Group will continuously monitor the compliance status of this Policy and strives to make improvements as necessary. The Glico Group will periodically disclose necessary information such as issues identified by monitoring and related responsive measures, through websites, CSR reports, and other communication channels.

7. Oversight and responsibility for human rights

President and CEO of Ezaki Glico Co., Ltd. is responsible within the Glico Group for overseeing the realization of commitments under this Policy and all initiatives related thereto.

Established in July 2020
Revised in September 2023



(1) Project launch

Project launch In August 2019, we launched a project to formulate the Glico Group Human Rights Policy with a global group-wide project team.

(2) Benchmark analysis

With advice from specialists, we investigated human rights initiatives by leading companies in Japan and the rest of the world to increase our understanding of what sort of initiatives we should work on.

(3) Human rights risk identification

With advice from specialists, we identified human rights-related risks expected in the manufacturing industry and in areas where we operate our business and procure raw materials.

(4) Human rights policy draft creation

In accordance with the Guiding Principles on Business and Human Rights and other policies, we created a draft human rights policy that incorporates such things as human rights issues to address as part of our business and our commitment to implementing long-term initiatives.

(5) Stakeholder dialogue

Our project team members held dialogues with experts in human rights issues. They received advice and incorporated that in the policy. We have detailed their feedback on the following page. We intend to develop our relationships with these experts through ongoing dialogue.

Stakeholders consulted



WAKABAYASHI Hideki
Board Member, Global Compact Network Japan
Executive Director, Japan NGO Center for International Cooperation (JANIC)



SHIROKI Tomoko
Co-founder and Managing Director, Action against Child Exploitation (ACE)

Section	Main feedback
0. Introduction	• Rather than just going over the past, it would be better to also include a future focus and new challenges to address. • Instead of limiting the introduction to business activities, we recommend including statements about your intention to help build a sustainable society without human rights infringements.
3. Human rights due diligence	Human rights due diligence is the whole series of ongoing efforts from formulation of a human rights policy to monitoring, remedies, stakeholder engagement, and disclosure. Additional thought should be given to the way this is expressed.
4. Hotlines and remedial measures	This is an important section that should extend beyond building mechanisms for internal and external stakeholders to report human rights infringements, to also include information disclosure.
5. Awareness-raising activities	It is important for awareness-raising activities to generate an understanding of the risks of human rights issues, and encourage independent action, by each director, officer and employee.



Dialogue between project members and experts about human rights issues in April 2020 (teleconference)



(6) Policy discussion and formulation by the board of directors

In accordance with the Guiding Principles on Business and Human Rights, our board of directors discussed and formulated the Glico Group Human Rights Policy.

Initiatives

Efforts to Protect the Human Rights of Employees

The Glico Group has established the Glico Compliance Hotline as a means of preventing or quickly detecting any violation of laws, regulations and internal regulations by individual directors, officers and employees of the group. Any person who discovers actual or suspected violations is able to report them to the company without fear of retaliation. When a report is made, an investigative body independent from management investigates and makes a judgment. A neutral internal investigative body then investigates and addresses the issue. All directors, officers and employees of the Glico Group, including part-time and casual employees, are able to report violations under their real name, anonymously, or using a pseudonym.

Internal Awareness of Human Rights

We conduct human rights e-learning for all Glico Group employees aimed at learning about global standards and basic knowledge regarding human rights, further deepening understanding about the Glico Group Human Rights Policy, and putting the policy into practice.

Ingredient and raw material procurement that considers human rights

The Glico Group is conducting business activities on a global scale and based on the Glico Group's CSR philosophy, we have established a goal of promoting high value-added business activities by respecting human rights, preventing corruption, and complying with competition laws throughout the value chain, under which we promote procurement that considers human rights.

Supply Chain Management

Approach

Fundamental Fair Trading Laws

The Glico Group is conducting business activities on a global scale and based on the Glico Group's CSR philosophy, we have established a goal of promoting high value-added business activities by respecting human rights, preventing corruption, and complying with competition laws throughout the value chain. To achieve this goal, we have clarified issues to be addressed by the Glico Group in terms of fair trade, based on ISO 26000 and the UN Global Compact, and formulated the Glico Group Fair Trade Basic Policy. We put that policy into effect in April 2019.

Glico Group Fair Trade Basic Policy

We pursue sustainable and high value-added business globally with a high sense of ethics, by way of seeking, in conjunction with any and all of our group companies and business partners in the value chains of our business, to comply with any applicable laws in each country and achieve the following aims:

1. To eliminate and abolish any “forced labor,” “child labor” and “discrimination in employment and occupation” which is against the Fundamental Principles and Rights at Work;
2. To prevent any fraud and corruption in any form by way of, for example, having appropriate relationships with not only public officials and politicians but also business partners and avoiding any transactions with conflict of interest with our board members, officers or employees;
3. To ensure fair competition in the market through making it the first priority to provide safe and secure goods and services to customers without getting involved in any activities which may hamper or impede fair competition, including, but not limited to, cartels and bid rigging;
4. To conduct activities that respect any property rights legitimately held by third parties whether such property is tangible or intangible; and
5. To heighten awareness on each of the foregoing among the parties concerned, and then prevent any related incident or problem from occurring and enable every prompt and appropriate measure to be taken against actual occurrence.

Procurement Policy

We have established the Glico Group Code of Conduct to enable ongoing contributions to society through business. The Glico Group also became a signatory to the UN Global Compact in November 2019 to promote initiatives toward further improvement of corporate value and resolution of social issues. Accordingly, we revised our Basic Purchasing Policy, which was established in March 2016, to define a new Glico Group Procurement Policy in compliance with the Global Initiative.

We comply with this policy in all procurement activities of the Glico Group and ask for understanding and support from everyone across the value chain, including our suppliers and other business partners.

Glico Group Procurement Policy

The Glico Group establishes this policy, with the objective that we will, in conjunction with suppliers, engage in procurement activities taking into consideration the Ten Principles in the four areas (i.e., human rights, labor, environment and anti-corruption) designated in the United Nations Global Compact and such activities will be conducted with high ethical standards of legal compliance, fairness and transparency so that we can provide safe and reassuring products and services to customers.

1. We will comply with the Glico Group Fair Trade Basic Policy and conduct fair, equitable and transparent procurement activities in accordance with the laws and regulations of each relevant country. We will maintain appropriate relationships with suppliers and prevent any types of corruption, including, without limitation, reciprocal dealing.
2. We will comply with the Glico Group Human Rights Policy, support and observe international norms relating to human rights, and conduct procurement activities that lead to elimination of any violations of human rights, including, without limitation, forced labor, child labor and any types of discrimination.
3. We will comply with the Glico Group Environmental Policy and conduct procurement activities that are environmentally friendly and intended to achieve a sustainable society.
4. We will comply with the Glico Group Quality Policy and conduct procurement activities with the highest priority on quality so that we could explore and securely acquire high quality ingredients which lead to “Great Taste and Good Health” for customers.
5. We will select suppliers by appropriately assessing the value of procurement goods (including, without limitation, their quality) and making an overall evaluation on delivery lead time, stable supply and other factors. We will provide suppliers with fair and equitable opportunities for entry and we appreciate diversity throughout the supply chain.
6. We will keep in confidence confidential information of suppliers obtained through procurement transactions and will not infringe on intellectual property rights and other rights of third parties.

Senior General Manager SCM Department
Ezaki Glico Co., Ltd.

Established in December 2020
Revised in January 2023

Procurement Guidelines for Suppliers

The Glico Group complies with the Glico Group Procurement Policy in all our procurement activities.
In line with this, we request that our suppliers also observe each of the following procurement guidelines.

Procurement Guidelines for Suppliers

The Glico Group seeks to increase corporate value and contribute to society in collaboration with suppliers by supporting and practicing the Ten Principles in the four areas designated in the United Nations Global Compact (human rights, labor, environment, and anti- corruption) in our procurement activities. All suppliers are requested to take measures to inform their employees about these guidelines and ensure that they are observed.

1. Corporate governance system is established by establishing internal controls and a dedicated CSR implementation system and so on.
2. The main international frameworks and norms on human rights*1 are complied with and all discrimination and human rights violations are prohibited.
3. The main international frameworks and norms on labor*2 are complied with and safe and sound work environments are provided to workers by offering appropriate wages and working hours and not permitting inhumane treatment, forced labor, child labor, unlawful labor, and so on. Furthermore, appropriate determination and management of employee physical and mental wellbeing are performed.
4. The main international frameworks and norms on the environment*3 are complied with and efforts are made to reduce greenhouse gases, efficiently use resources and energy, reduce waste, effectively use water, curtail deforestation, protect biodiversity, protect animal welfare, and so on for the creation of a sustainable society. Furthermore, an environmental management system has been created and is operated.
5. The main international frameworks and norms on fair corporate activities*4 are complied with and measures are taken to exclude relationships with anti-social forces, prevent corruption in all forms, prevent unfair dealing, and so on. Furthermore, fair and equitable opportunities for participation are provided to suppliers and diversity is respected throughout the supply chain.
6. The main international frameworks and norms on quality and safety*5 are complied with and the quality and safety of raw materials and transportation are ensured. Furthermore, research and development and marketing are conducted with responsibility, a business continuity plan (BCP) has been established, and measures are in place to ensure stable supplies of products.
7. Information obtained through business activities is properly managed and protected and measures are taken to protect information from computer network threats. Furthermore, confidential information and personal information are properly managed.
8. CSR procurement is practiced and social responsibilities are fulfilled not just within the company, but throughout the entire supply chain.
9. Efforts are made for the development of a sustainable society through initiatives with local communities.

*1 The Ten Principles of the United Nations Global Compact, Universal Declaration of Human Rights, etc.
*2 The Ten Principles of the United Nations Global Compact, core labor standards of the ILO, etc.
*3 The Ten Principles of the United Nations Global Compact, Paris Agreement, etc.
*4 The Ten Principles of the United Nations Global Compact, United Nations Convention against Corruption, etc.
*5 ISO 90001, HACCP, etc.

Established in December 2020

Initiatives

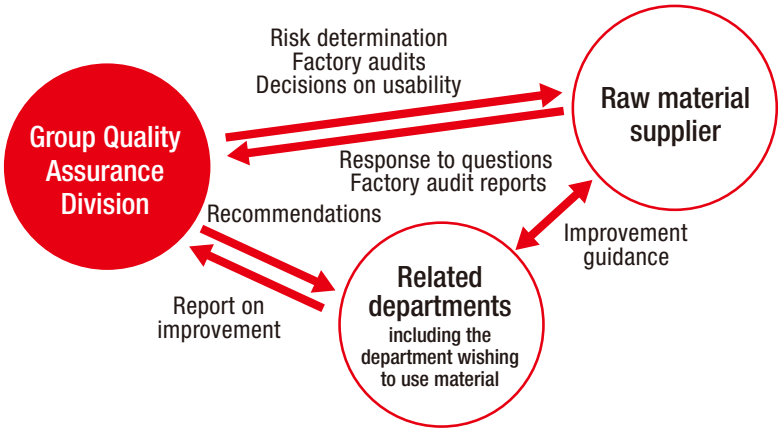
Commitment to Fair and Equitable Trade

We conclude a Basic Transaction Agreement with all suppliers who collaborate as partners of the Glico Group, to ensure alignment with Glico's objectives for its continuous global business activities with high added value based on high ethical standards. Business with each partner is based on this agreement. In the Glico Group, we practice fair and equitable trading in compliance with laws and regulations, both inside and outside Japan, founded on fair evaluation, selection and equitable competition opportunities; we also work to strengthen trusting relationships with suppliers.

Commitment to Safety and Reliability Management

We have a system, centered on the Group Quality Assurance Division, for safe and reliable procurement throughout the entire supply chain, through collaboration with departments and suppliers requesting business.

Management system for safe, reliable procurement



Sharing of management system with suppliers

We plan to unify product names in our product information systems and ingredient delivery standards systems, and going forward we will aim to incorporate these into the Quality Management Program to ensure consistent quality. In addition, we are cooperating with suppliers to work on the digitalization of traceability. Since April 2019, we have made it mandatory for barcode labels to be pasted on raw materials delivered by suppliers. Furthermore, we have been progressively switching to QR codes since April 2024 and will promote initiatives toward improving traceability.

Compliance

In the Glico Group, we are fully committed to ethical conduct and compliance with the laws and regulations in the countries/regions where we do business, not only at our own company, but also at our suppliers.

Compliance with anti-trust laws

We have formulated the Guidelines for Compliance with the Antimonopoly Act, and we provide education on the law in Glico Group companies inside and outside Japan. Through our Procurement Division and other relevant departments, we require our suppliers to work towards compliance.

Efforts to prevent corruption

In order to eliminate improper transactions and collusion involving exchange of money or other valuables with public officials, government officials, or suppliers based on our Fair Trade Basic Policy, we have formulated appropriate rules for the prevention of corruption at Glico Group companies within Japan and overseas, and conduct employee training regarding these rules.

*If you are a supplier (including freelancers) and wish to consult about problems regarding Glico Group compliance, please visit the following URL.
>>https://www.glico.com/global/contact/

CSR-Based Procurement

In the Glico Group, we promote procurement from suppliers who engage in business activities that consider the environment and human rights.

Commitment in Procurement of Each Item

Cacao Procurement

The Glico Group makes the following commitment, according to the Glico Group Procurement Policy, in relation to the procurement of cacao.

Our Commitment:

The Glico Group will pursue to procure sustainably produced cacao, giving consideration to relevant social issues such as child labor, farming family poverty, and deforestation.

Main Initiatives:

- As for the crops of 2021-2022 and its succeeding seasons, the Glico Group has achieved 100% procurement of cacao beans produced in the areas the Group has provided its support to through its supply chain.
- The Glico Group has implemented and will implement the following four types of its own unique local support programs in villages in Assin South District, Ghana, one of the areas from which it procures cacao beans.
  1. To develop certain mechanisms for preventing and solving child labor problems, in compliance with Child Labor Free Zone (CLFZ) certification requirements.
  2. To set up and maintain an environment where all children (including those currently not attending school) will be able to attend school.
  3. To continue providing support for developing or improving basic social infrastructure with an aim to improve the quality of people's lives.
  4. To continue providing fertilizer and farm management guidance or coaching to farmers with an aim to improve productivity and income of farmers.
- Report on cacao procurement initiatives will be made as appropriate in the CSR Report.

Established in April 2022
Revised in August 2024

Palm Oil Procurement

The Glico Group makes the following commitment, according to the Glico Group Procurement Policy, in relation to the procurement of palm oil.

Our Commitment:

The Glico Group will pursue to procure sustainably produced palm oil, giving consideration to relevant social issues such as environmental destruction, human rights of farm workers, dispossession and dispute of indigenous people's land, and development of peat lands.

Main Initiatives:

- Membership of a third-party certifying body.
  The Glico Group joined the RSPO* in fiscal year 2019. In addition to pursuing procurement of palm oil with RSPO certification, the Group is working to achieve sustainable procurement through acquisition of RSPO Supply Chain Certification by its internal departments concerned.
- Use of third-party certified palm oil.
  The Glico Group has started using RSPO-certified oil (Mass Balance model) in Pocky and Bisco products since 2021, and will be expanding the same model to all products produced by Glico Group companies by the end of 2025.
- Report on palm oil procurement initiatives will be made as appropriate in the CSR Report.

* Roundtable on Sustainable Palm Oil

Established in April 2022

Plastics Procurement

The Glico Group makes the following commitment, according to the Glico Group Procurement Policy, in relation to the procurement of plastics.

Our Commitment:

The Glico Group will procure environmentally friendly plastics to help realize a resource-recycling society through implementation of the 4Rs*, which includes reducing the usage of container packaging materials, using materials with low environmental impact, and using packaging materials that can be easily recycled.

Main Initiatives:

- In accordance with the Glico Group Environmental Vision 2050, the Glico Group aims to achieve (i) 25% reduction in the use of one-way (fossil fuel-derived) plastics (compared to 2017) by the end of 2024, (ii) conversion to 100% use of recyclable materials by the end of 2030, and (iii) use of 100% recycled materials by the end of 2050. The Glico Group is advancing adoption of environmentally friendly materials.
- For example, conversion to biomass plastics has been already done as to a part of straws attached to products and Seventeen Ice sticks.
- Report on plastics procurement initiatives will be made as appropriate in the CSR Report.

* Reduce, Reuse, Recycle, Replace

Established in April 2022

Paper Procurement

The Glico Group makes the following commitment, according to the Glico Group Procurement Policy, in relation to the procurement of paper.

Our Commitment:

For the purpose of utilizing and conserving sustainable forests, the Glico Group will pursue to procure environmentally friendly paper through implementation of the 4Rs*1 , which includes reduction of paper usage and replacement with third-party certified paper.

Main Initiatives:

- The Glico Group aims to switch, in accordance with the Glico Group Environmental Vision 2050, to 100% use of forest certified paper (FSC*2, PEFC*3, etc.) by the end of 2030.
- Through in-house promotion of paperless processes, a reduction of approximately 80% (36 tons) of copy paper has been achieved from 2017 through 2020. Company profiles and product brochures have also been made paperless.
- Report on paper procurement initiatives will be made as appropriate in the CSR Report.

*1 Reduce, Reuse, Recycle, Replace
*2 Forest Stewardship Council
*3 Programme for the Endorsement of Forest Certification Schemes

Established in April 2022

Ingredient and raw material procurement that considers the environment and human rights

We promote procurement that not only considers safety and reliability but also the environment and human rights.

Efforts in procurement of cacao beans

We promote procurement of cacao beans that provide support to farmers through the purchasing route. Since 2021, such cacao beans have made up 100% of our cacao bean procurement. In addition, we also declared our commitment regarding cacao procurement in 2022, and at the same time, are continuing to conduct the following activities.

- **(1) Efforts to prevent and redress child labor**

Continuing from last year, we collaborated with the nonprofit organization Action against Child Exploitation (ACE) to undertake our own unique efforts in Ghana's Assin South District.

1. Based on the results of the basic survey conducted for 16 villages (the surveys conducted through 2023 were for 15 villages, but it was determined that activities were also essential for one neighboring village in which there was a school that was attended by students from the villages in the support scope at the time, so that village was added to the support scope), we continued to follow in the four villages previously assessed to have particularly high risks of child labor, and we added four more villages in which we worked on building mechanisms to prevent and redress child labor based on the government of Ghana's guidelines for Child Labor Free Zones (CLFZs).Together with conducting workshops to raise awareness and registering households in each village, we established Community Child Protection Committees (CCPCs) comprising the residents of the villages and carried out monitoring. Through these activities, we identified children at risk, including the risk of child labor, and provided free school supplies, family counselling, and other corrective measures to 42 children in particularly high need.
2. We conducted seminars for officials from the local governments (districts) overseeing the applicable villages, cacao procurement companies, NGOs, and other bodies to share experiences and enhance capabilities. At the same time, we conducted discussions with them toward cooperation.




(left) Children who received school supplies under this project
(right)Workshop to raise awareness

- **(2) Support for cacao producers and communities**

Continuing from last year, we collaborated with Tachibana & Co., Ltd. and undertook the following unique efforts in Ghana's Assin South District.

	FY2023	FY2024	FY2025
Infrastructure improvement initiatives	• Installation of 2 wells (1 village)	• Installation of 1 well (total of 3 wells, 2 villages)	• Provision of equipment to an ICT center
Productivity improvement initiatives	• Provision of agricultural equipment to producers (11 villages)	• Provision of pruning training to producers (16 villages) • Provision of biohydrocarbon (soil improver) production training and necessary equipment to producers (16 villages)	• Provision of agricultural supplies to producers for 8800 acres (36 villages) • Distribution of 11 pieces of agricultural equipment • 4 pruning tools • 428 sets of machetes and boots




(Left) Well provided to the community (Right) Biohydrocarbon training




Agricultural supplies provided to the community

- **(3) Collaboration with industry efforts**

We began collaborating with industry initiatives in 2023.

1. Participation in the Platform for Sustainable Cocoa in Developing Countries led by the Japan International Cooperation Agency (JICA)
2. Support for the Action Plan to Eliminate Child Labour in the Cocoa Industry formulated by the platform's subcommittee on child labor



Efforts in procurement of palm oil

We joined the Roundtable on Sustainable Palm Oil (RSPO) in 2019 and pursued the procurement of palm oil with RSPO certification. We have been working toward the goal of using 100% certified (Mass Balance model) palm oil by the end of 2025. As of 2024, we have completed the certification process for palm oil used at Glico Group factories overseas, and we are currently proceeding systematically with the transition from uncertified raw materials, focusing primarily on domestic materials. We plan to ensure that all palm oil used in products manufactured at domestic and overseas Glico Group factories will be certified by the end of 2026.

	FY2022	FY2023	FY2024
Percentage of palm oil that is RSPO-certified*	33	36	92

* Percentage of palm oil procured by domestic and overseas Glico Group factories that is certified palm oil

Efforts in procurement of coffee beans

In consideration of environmental and social sustainability in supply chains at areas producing coffee beans, we procure from designated farms and producer organizations that have been certified by third parties.

1. At farms in Brazil, we are conducting programs to convey the importance of nature through education regarding the natural environment and activities to protect nature.
2. At farms in Vietnam, we are planting shade trees (high trees to block direct sunlight) to mitigate damage to coffee plants. This prevents the soil from drying and helps to reduce the usage of irrigation water.

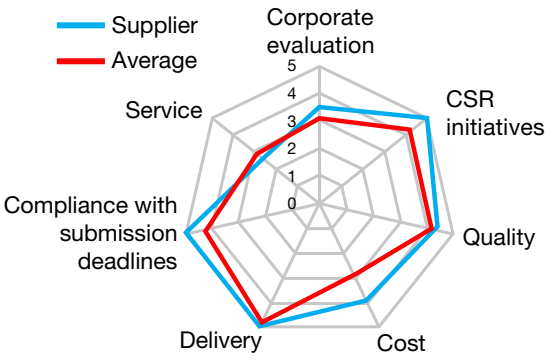


Tree-planting project in Brazil

Evaluation of Suppliers

Evaluation of suppliers in terms of fair and equitable trade

In order to confirm and verify whether trade is fair and equitable in accordance with our Glico Group Procurement Policy, the Procurement Department evaluates its own activities and asks its suppliers to evaluate its activities once a year.
We select optimal new suppliers by evaluating candidates in terms of their management, CSR efforts, quality, cost, delivery period, service, and other factors. The supplier and the Glico Group carry out a fair and equitable evaluation of these items once a year for all existing suppliers.



Results of supplier evaluation

Communication with suppliers

The Glico Group ensure the dissemination and consistent implementation of the Procurement Guidelines for Suppliers and communicate through briefings and other channels using online tools, to strengthen our partnerships with suppliers.



Supplier briefing at Ezaki Glico Co., Ltd.

Approach

Through its business activities, the Glico Group strives to contribute to individual health promotion, as well as drive development of the economy, social welfare, and culture. Moreover, through dialogue with the residents and governments of the localities of our business sites, we seek to properly understand their issues and needs and solve the issues faced by local communities through supporting social activities in the areas of economy, social welfare, and culture as well as through educational support by way of our wealth of expertise and technology.

Contribution to people's health

As a food business pursuing our Purpose of “Healthier days, Wellbeing for life,” we at Glico undertake a variety of activities to promote health, utilizing the wealth of resources at our disposal and expertise as well.

Supporting the healthy development of children through sports

Kids' sports classes by athletes

Together with our athletes, we engage in activities that support the healthy growth and development of children through sports, while promoting their physical and mental well-being. In recent years, we have conducted activities such as golf classes for children taught by professional golf player Tomoko Nishi and tennis events led by professional tennis player Kaito Uesugi, which let children of local communities learn the joy of sports and support the development of children.



Golf class for children taught by Tomoko Nishi



Tennis event led by Kaito Uesugi

Takuma Kids Kart Challenge

Since 2014, Glico has been a supporter of racing driver Takuma Sato's Takuma Kids Kart Challenge out of its desire to enable as many children as possible to experience the fun of motorsports, convey to them the importance of having dreams and the joy of taking on challenges, and support their healthy development. This project provides support for the holding of workshops and qualifying races for elementary school-aged children, both kart racing beginners and children with racing experience, with the assistance of kart racing circuits throughout the country. Children are selected from these events to attend an academy, also supported by the project, where they are instructed by Takuma Sato himself. In addition, to provide even more opportunities for growth, we have been conducting programs such as scholarships for children with excellent results in past Takuma Kids Kart Challenge since 2020 to support them in their first steps toward becoming racing drivers.



Participants in the Takuma Kids Kart Challenge 2025

Glico Challenge Tour supporting Shimizu S-Pulse's academies

Since 2014, we have been supporting the development of soccer players at development organizations (academies) operated by the soccer team Shimizu S-Pulse through an overseas tour program called Glico Challenge Tour. We help children aspiring to become professional soccer players grow both technically and as individuals as well as gain opportunities to compete on the world stage through matches with world-class teams during overseas tours.
In 2025, 20 U-14 players participated in the tour to Barcelona, Spain, where they played against prestigious European clubs such as FC Barcelona and KRC Genk at Glico Cup 2025. Experiencing world-class skills and different cultures helped the players in their learning and growth.



S-Pulse's junior youth players who participated in Glico Cup 2025

Glico Jump Up Challenge supporting the academy of SAGA Hisamitsu Springs

Sharing in the philosophy of Springs Academy—operated by the women's volleyball team SAGA Hisamitsu Springs—of supporting the healthy growth of children, we have been conducting a volleyball class called “Glico Jump Up Challenge.” The 2025-2026 season was held for Academy students in two locations: Kobe and Saga. In addition to exhibition match and skill improvement activities, there was also a seminar for students and their guardians on the nutrition growing children need, supporting opportunities for their healthy growth and development.




Glico Jump Up Challenge

Going forward, we will continue working with various athletes, sports teams, and organizations to promote the healthy development of children through sport while supporting their physical and mental well-being.

Contributing to health through para sports

Glico Para Golf Championship (world ranking-qualifying championship)

Glico is a supporter of a golfing championship organized by the Japan Disabled Golf Association (DGA) that is counted toward the World Ranking for Golfers with Disability (WR4GD). In April 2025, the second-ever Glico Para Golf Championship was held at the Yomiuri Country Club in Nishinomiya City, Hyogo Prefecture. The championship featured players from Japan, South Korea, Hong Kong, Czechia, and Slovakia. The event is drawing attention as a highly competitive championship. We will continue to help provide para sports athletes with opportunities to shine and contribute to the advancement of sports and people's health.




The 2nd ever Glico Para Golf Championship

Educational Support

GLICO'S UNIQUE EXPERIENTIAL EDUCATIONAL SUPPORT

Our founder, Ri-ichi Ezaki, firmly believed that, “The two most important missions for children are eating and playing.” With this in mind, the Glico Group is involved in various educational support initiatives, utilizing the many resources we possess.

Glicopia factory tour facilities

We operate three factory tour facilities—Glicopia Kobe (Hyogo), Glicopia East (Saitama), and Glicopia Chiba (Chiba)—where visitors can learn about the group's products and food culture in an enjoyable way. Each facility stands alongside a Glico factory, and here visitors can view, up close, the manufacturing processes of products such as Pocky, Pretz, Papico, and Seventeen Ice; create their own original snacks using digital technologies; take part in quizzes; and more. In this way we are providing spaces for local communities and many other people to see, enjoy, and learn.




(Left) Glicopia Kobe; (Right) Glicopia Chiba

Providing authentic chocolatier experience at KidZania Koshien

At KidZania Koshien, a children's job and social experience facility designed and operated by KCJ GROUP INC., Ezaki Glico opened a pavilion called Chocolate Factory as an official sponsor. This pavilion is an activity conceptualized by Ezaki Glico—which continues to pursue delicious chocolate—and KCJ GROUP. Through learning the entire process for making chocolate and being a chocolatier in creating Pièce Montée chocolate with their free ideas, we provide children with an opportunity to experience the profoundness of chocolate.





GLICODE® programming educational support

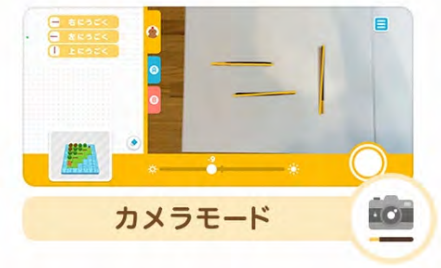
The Glico Group hopes to contribute to people's intellectual health through programming education. GLICODE® and GLICODE MAKER—which provide fun play and learning while eating great-tasting snacks—are also being used in elementary school education. In addition, to help teachers who teach programming, since 2017, we have developed kits for use in lessons and distributed them to teachers who requested these kits. Furthermore, in December 2022, we released this kit as an educational material content pack for lessons that can be downloaded from our website.



In October 2023, we added a touch mode for moving Pocky sticks within the app along with the existing camera mode to make it easier to use at places where the direct handling of Pocky is difficult due to hygiene reasons. Furthermore, in December of 2023, we released a version compatible with Chromebooks, which are widely used in elementary schools across Japan.



Furthermore, we are carrying out initiatives in collaboration with schools and local governments, such as partnering with Shizuoka University's STEAM Education Institute and Fujieda City to host Wakuwaku Science Class, a programming learning event for elementary school students, in June 2025.





Developing The Next Generation Through Environment and Career Education

Since it was founded, the Glico Group has been dedicated to the healthy growth of children. To do this, it is providing support for educational activities that stimulate children's interest in environmental issues and career development. Through these activities, Glico is closely involved in the development of the next generation.

Education program for elementary school students

Glico conducts a wide variety of educational programs, primarily in elementary schools and children's classrooms nationwide. These include GLICODE® classes in which students can learn the basic concepts of programming, initiatives for tackling environmental problems that have become global issues in recent years, career classes that cover different Glico workplaces, and dietary classes with quiz games that provide children with opportunities to think about their daily diets.







Education program for junior high and high school students

We also conduct lessons and such based on the needs of certain junior high and high schools. Mostly spanning around two days, the lessons start with an introduction to Glico's business and such and are followed by lectures based on a certain theme. Students then submit reports consolidating their opinions and ideas for which we provide feedback at a subsequent date to let them experience a simulated flow of work as well as its joy and difficulties.



Community Support

The Glico Group carries out various volunteer activities throughout Japan, such as cleanups and crime prevention activities. The group also supports reconstruction efforts, disaster preparedness events, and social welfare activities held by local administrations.

Continuation of Glico Wagon's activities to share happiness

We embarked on Glico Wagon's activities in 2010 from the wish to share happiness and Great Taste and Good Health all over Japan. Since the Great East Japan Earthquake in 2011, we continue to conduct activities that support the healthy development of children, strengthen family bonds, promote health, and bring smiles to people's faces, including visits to several disaster-affected areas.

Major activities in recent years

- Visited preschools and daycares in Ishikawa Prefecture's Wajima City—one of the cities struck by the 2024 Noto Peninsula Earthquake—in August 2024
- Participated in the Resilience Session: Kobe Expo on Earthquakes and the Future, an event held in April 2025 through industry-academia-government collaboration on disaster prevention
- Participated in the Kids Future Matsuri held at the Expo 2025 Osaka, Kansai venue in August 2025
- Participated in the Kaze to Rock Imoni-kai 2025, a music event aimed at supporting the reconstruction of disaster-affected areas, in October 2025
- Participated in the Play-Work Town booth at KidZania within the Japan Mobility Show venue in November 2025

Glico Wagon will continue to undertake activities that contribute to society by supporting the healthy growth of smiling, happy children and family ties.



The second-generation Glico Wagon in operation

Public service advertising using the Dotonbori Glico Sign

We are collaborating on activities to raise awareness of the counseling service for the prevention of juvenile delinquency and the healthy development of young people, which has been led by the Juvenile Division of the Community Safety Department, Osaka Prefectural Police Headquarters since 2025. At events held primarily in the Dotonbori area, we display specially designed public service advertising on the Dotonbori Glico Sign to share information on the existence and role of the counseling service established by the Osaka Prefectural Police. We believe that our role as a company is to contribute to the community by working together with the Osaka Prefectural Police, local governments, the Dotonbori Store Association, and other stakeholders to ensure this area remains safe, secure, and a place where positive values are preserved and nurtured. Going forward, we will continue to collaborate with all stakeholders to advance initiatives that contribute to building a healthy future for this area.



Special design content for awareness-raising advertising and awareness-raising events

Sharing information about diabetes via the Dotonbori Glico Sign

The Glico Group is continuing to raise awareness about diabetes through its participation in World Diabetes Day. In November 2025, for a limited time only, the Dotonbori Glico Sign was used to show a special video to raise awareness of World Diabetes Day and Carbohydrate Care. We will continue to use initiatives such as this to foster greater interest and get people thinking about diabetes and carbohydrate care.



Special advertising content

Partnership agreements with local governments

We sign comprehensive partnership agreements with local governments as a framework for collaboration and cooperation toward solving issues faced by local communities.

■ Local governments which have signed partnerships with the Glico Group

Kobe City (Hyogo Prefecture); Kitamoto City (Saitama Prefecture); Shibuya Ward (Tokyo); Miyake Town (Nara Prefecture); Osaka Prefecture; Neyagawa City (Osaka Prefecture); Ikaruga Town (Nara Prefecture); Iinan Town (Shimane Prefecture); Konan City (Shiga Prefecture); Saga Prefecture; Izumiotsu City (Osaka Prefecture); Ono Town (Gifu Prefecture); Hokkaido Prefecture; Anpachi Town (Gifu Prefecture); Chiba Prefecture (in order of date of signing of agreements, as of December 2025)

“Plogging,” a cleanup activity around company offices

Over the years, the Glico Group has participated in many local cleanup activities in communities across Japan. To drive more independent activities with a uniquely “Glico feeling,” we have been holding performing cleanup activities around company offices that involve health promotion (walking, etc.) and communicating with colleagues.



Cleanup activities conducted around company offices

Volunteer activities in disaster-affected areas

We have a support system in place for employees to actively participate in recovery efforts near their offices when natural disasters occur. Employees working near disaster-affected areas use this system to participate in volunteer activities.

Disaster preparedness training with local communities

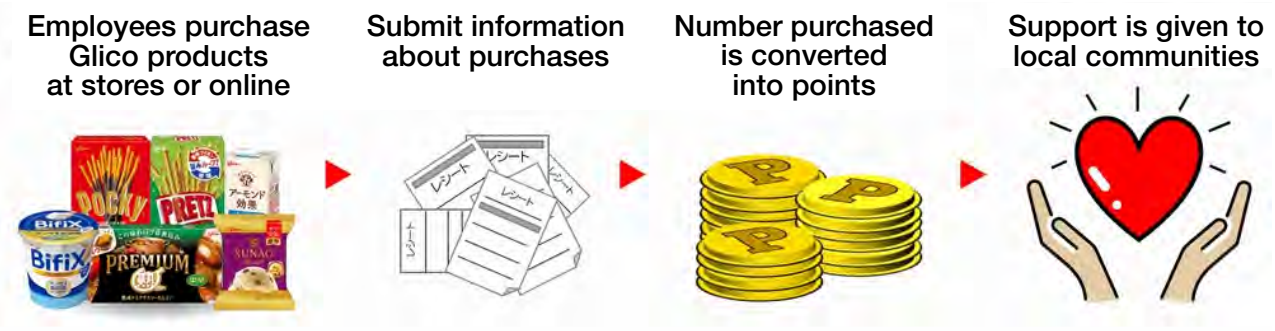
We believe that ensuring the safety of local communities through collaborative activities is a key part of our social contribution efforts. Our head office is located in Osaka City's Nishiyodogawa Ward, an area at sea level, where huge damage is expected should the banks of nearby rivers burst. To ensure smooth response in case of an emergency, the Glico Group takes part in the ward's wide-area disaster preparedness training and supports the evacuation training of nearby childcare centers, among other things.



Children and staff from a nearby childcare center during an evacuation training making use of the gymnasium within the Glico Group head office site

Buy Glico group support contributing to the solving of social issues

Since 1980, the Glico Group in Japan has continued to conduct Buy Glico activities where employees purchase Glico's products. All employees take part in Buy Glico as an activity that contributes not only to the company's sales but also to the local economy. In recent years, we have converted the number of Glico products purchased into points and used those points to fund community contribution activities. In FY2025, we made donations to organizations and local governments working to solve social issues under the themes of food and health, children and Co-Sodate, and disaster prevention. We will continue to engage in a variety of support activities going forward.



Distributing hand-made notebooks made from recycled materials to children in Thailand

Glico Asia Pacific (GAP) oversees our business in the ASEAN region and actively undertakes CSR activities contributing to local communities in ASEAN countries. One of the companies under GAP's umbrella is Thai Glico, which hand-made roughly 1,200 notebooks of paper that had only been used on one side. This initiative promoted the more efficient use of resources while contributing to the community. This was the equivalent of reusing over 23,000 sheets of paper. Through every step of notebook creation, such as paper sorting, cutting, binding, and environmentally friendly cover design, employees gained an even greater understanding of the importance of sustainability. The handmade notebooks were distributed by hand to students in schools near Thai Glico's factory with the hope that they will be able to assist in the children's studies.



(Left) Employees make notebooks out of used paper (Right) Thai children holding the notebooks they have received

Participation in Milk Marché initiative for regional invigoration of Saga Prefecture

Glico Manufacturing Japan's Saga Factory and Ezaki Glico collaborate with JA Saga and SAGIN Connect to conduct regional invigoration efforts that seek to increase the consumption of milk from Saga Prefecture during "Milk Month" (June) and on "Milk Day" (June 1). In May 2025, we held the Milk Marché event with around 3,000 visitors at a large commercial facility in Saga City. Together with JA Saga and local dairy farmers, we promoted and sold dairy products, including “Saga Umare” milk. We will continue to work with dairy farmers and dairy farm-related organizations to further increase the consumption of milk from Saga Prefecture.



Publicizing dairy products

Collaboration with Kitamoto City for coming-of-age ceremony

We received a request from the coming-of-age ceremony executive committee of Kitamoto City in Saitama Prefecture regarding its desire for collaboration with local companies to invigorate the ceremony. Starting from January 2020, we have been providing souvenirs for new adults by using products manufactured at Glico Manufacturing Japan's Kitamoto Factory. During the coming-of-age ceremony held in January 2025, we gave out carry bags that featured Tomachan, Kitamoto City's mascot, and which contained boxes of Giant Pocky.



Giant Pocky with the design of “Tomachan,” the Kitamoto City mascot

Health awareness-raising event focused on nutrition and antioxidant effects

Glico Manufacturing Japan's Hyogo Factory has concluded a health partnership agreement with Miki City, where it is located, and together they hold health awareness-raising events focused on nutrition and antioxidant effects. The event held in May 2025, which was attended by roughly 200 people, consisted of an almond quiz, an AGEs measurement experience, and samplings of “Almond Koka (AK)” (an almond beverage). We will continue to hold events that promote health consciousness by making people aware that almonds contain vitamin E and dietary fiber, and by teaching participants about the state of glycation (browning) in their bodies through hands-on experiences measuring AGEs.



Seminar

Sponsorship Activities

Basic Policy

We aim to contribute to the development of culture, entertainment, and sports, as well as to wellbeing for life for people around the world, by supporting various events and engaging in activities to develop the next generation.

Major recipients of advertising sponsorship

- Osaka Shiki Theatre, Shiki Theatre Company
- Billboard Live
- GLICO LIVE NEXT
- Smile Glico Park (Rakuten Mobile Park Miyagi)
- Glico Para Golf Championship
- Golf Tournament "The Three Great National Golf Opens"
  - Japan Open Golf Championship
  - Japan Women's Open Golf Championship
  - Japan Senior Open Golf Championship

Major sponsored sports athletes

- Racing driver SATO Takuma
- Professional golf player NISHI Tomoko
- Tennis player OCHI Makoto
- Tennis player UESUGI Kaito

Support for The Mother and Child Health Foundation

Glico supports the activities of The Mother and Child Health Foundation, which was established in 1934 through the private funds of founder Ri-ichi Ezaki. The Mother and Child Health Foundation is centered on assisting pediatric research that helps to improve the mental and physical health of children as well as prevent and treat illnesses that affect children. The foundation conducts a variety of activities, including the publication of a newsletter offering information related to the healthy growth of infants and toddlers called “Futaba ” and organizing symposia on the themes of children's health and childcare.





Foundation for Business Activity

We will work to strengthen our management foundation for sustainable growth.

Corporate Governance

Approach

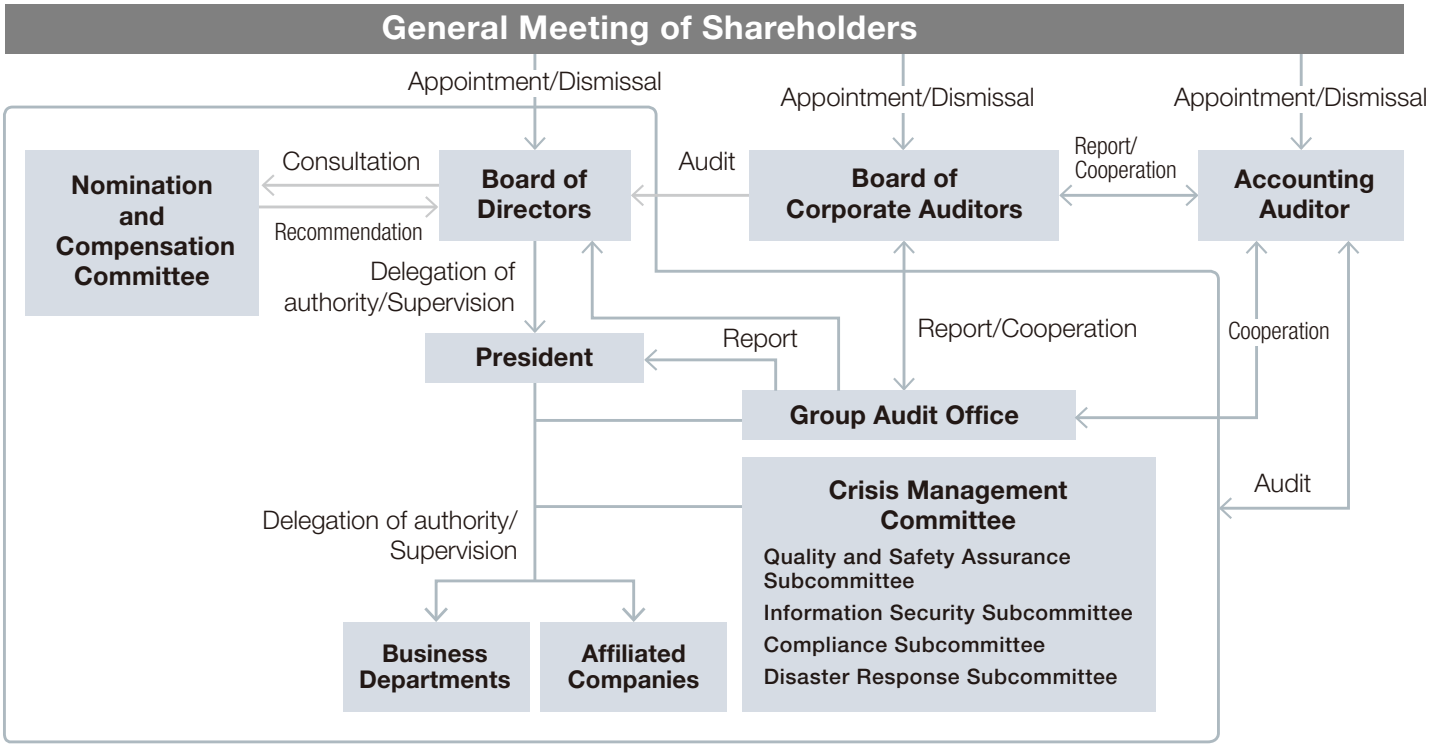
Based on our corporate philosophy, the Glico Group strives for sustainable growth, medium-to long-term enhancement of corporate value, and increased transparency and efficiency in management. As such, we are working on the continuous enhancement of our corporate governance system based on the following basic policy.

Basic Policy

1. We shall respect the rights of shareholders and strive to ensure equality among shareholders.
2. We shall strive to appropriately work in harmony with shareholders and other stakeholders of the Company (including customers, business partners, creditors, local communities, future generations, and employees) and build a favorable and harmonious relationship with them.
3. We shall appropriately disclose corporate information and secure management transparency.
4. We shall strive to appropriately execute the Board of Directors' roles and responsibilities for transparent, fair, expeditious, and resolute decision-making.
5. We shall strive to engage in constructive dialogue with shareholders.

System

The Glico Group's corporate governance system is headed by the general meeting of shareholders, which is the highest decision-making body in the organization. The system also comprises the Board of Directors, which has decision-making responsibility for important business execution matters while also monitoring the business execution of each department (including affiliated companies), and the board of corporate auditors, which oversees and monitors execution of duties by the Board of Directors. This system enables us to enhance the management decision-making functions, and the business execution management and monitoring functions of the Board of Directors, while also improving management efficiency and enabling accurate and strategic management decisions.



Corporate governance system

Board of Directors

The Board of Directors, which consists of eight members (including four external directors as of December 31, 2025), meets once a month as a rule in order to deliberate and make decisions on matters as stipulated by laws, regulations and the Articles of Incorporation, as well as important issues regarding execution of business.

The Glico Group also operates an executive officer system with the aim of clarifying the separation of business monitoring functions and business execution functions and enhancing the speed of decision making and execution of business.

Board of Corporate Auditors

The board of corporate auditors consists of five members (including three external corporate auditors as of December 31, 2025). The corporate auditors actively participate in company meetings, such as those of the Board of Directors, and conduct audits related to the directors' execution of business.

Internal Control

We formulated the Basic Policy on the Internal Control System to improve management transparency and efficiency in order to achieve sustainable growth. We then built our internal control system in line with this policy, and we are ensuring propriety in operations.

Basic Policy on the Internal Control System

In accordance with the Companies Act and the Regulations for Enforcement of the Companies Act, the Company hereby sets forth the following basic policy regarding the establishment of a system to ensure that the execution of business by directors of the Company and its subsidiaries ("Group companies") complies with laws and regulations and the Articles of Incorporation, as well as a system to ensure the proper conduct of business (the "Internal Control System").

1. System to ensure compliance by directors of the Company and its Group companies with laws and the Articles of Incorporation in the execution of their duties

(1) To ensure the proper and sound business operations by the Company and its Group companies, the Board of Directors shall endeavor to build an effective "internal control system" and to establish a compliance system pertaining to laws and regulations and the Articles of Incorporation.

(2) The Glico Group Code of Conduct shall be formulated as specific standards of behavior to establish legal compliance and corporate ethics, with the directors of the Company and its Group companies abiding to them.

2. System for storing and managing information related to the execution of duties by directors

The Company shall record minutes of meetings of the Board of Directors, materials concerning requests for decisions and approvals, and other important information concerning the execution of directors' duties in documents and electromagnetic media, and appropriately store and manage them in accordance with laws and regulations.

3. Regulations and systems regarding management of risk of loss for the Company and its Group companies

(1) To prevent various risks associated with the execution of business operations by the Company and its Group companies and to respond promptly and precisely when various risks occur, the Company shall create and operate a strategic, Group-wide risk management system. First, the Company shall formulate regulations on risk response and establish a Crisis Management Committee under the direct control of the President. In the event that an unforeseen situation occurs, the committee shall immediately discuss countermeasures and work to bring the situation under control and resolve it.

(2) The "Group Audit Office" (prescribed in "5.(4)") shall regularly audit business departments on their management of risk of losses and report the results to the Chairman and President in addition to reporting the results to the officers in charge of the respective departments and auditors as necessary.

4. System to ensure the effective execution of duties by directors of the Company and its Group companies

(1) The Company and its Group companies shall establish internal regulations concerning administrative authority and decision-making, and establish systems for ensuring that duties are executed properly and efficiently.

(2) In addition to holding a Board of Directors Meeting once a month, the Company adopts an executive officer system and aims to enhance prompt decision-making and business execution.

5. System to ensure compliance by employees of the Company and its Group companies with laws and the Articles of Incorporation in the execution of their duties

(1) The Company shall make the "Glico Group Code of Conduct," which is formulated as specific standards of behavior to establish legal compliance and corporate ethics, and apply it to all directors and employees of the Company and its Group companies.

(2) Under the "Crisis Management Committee," the "Glico Compliance Hotline" shall be established as a whistleblowing system available for employees of the Company and its Group companies and establish systems for preventing and quickly uncovering violations of laws, regulations and internal regulations.

(3) The Company shall establish a "Compliance Subcommittee" within the "Crisis Management Committee" and establish a system that prevents the occurrence of major legal violations in the execution of duties.

(4) The Company shall establish an internal auditing department called the "Group Audit Office" under the direct control of the Chairman. The Group Audit Office shall ensure the effectiveness and validity of the internal control of the Company and its Group companies.

6. Structure to ensure propriety in the operations of the Company and its Group companies

(1) To ensure propriety in Group companies' operations, the Company shall require Group companies to regularly report management circumstances and other important information to the Company.

(2) The Company shall establish standards concerning administrative authority and decision-making in the Group companies, and establish systems for ensuring that duties are executed properly and efficiently by Group companies.

(3) To promote compliance within Group companies, the Company shall establish systems for taking necessary measures that are led primarily by the "Compliance Subcommittee," such as ascertaining compliance with laws and internal regulations and providing compliance training.

(4) To prevent and quickly uncover violations of laws, regulations and internal regulations, the use of the "Glico Compliance Hotline," the whistleblowing system, shall also be promoted within Group companies.

7. Matters relating to employees concerned in cases where corporate auditors request to appoint employees who are to assist corporate auditors in their duties, and matters relating to the independence of employees concerned from directors and effectiveness of directions to employees

(1) The Company shall establish a “Corporate Auditors Office” comprised of a small number of people when the Board of Corporate Auditors makes a request for the appointment of employees who are to assist in its duties.
(2) To ensure the independence of employees affiliated with the “Corporate Auditors Office” mentioned in the previous item from directors, the Company shall obtain consent regarding items pertaining to authority over personnel issues concerning said employees, such as appointments and transfers, from the Board of Corporate Auditors in advance.
(3) Employees affiliated with the “Corporate Auditors Office” shall not concurrently handle duties related to the execution of business and must follow the instructions and orders of the corporate auditor exclusively.

8. System for reporting to Corporate auditors by directors and employees of the Company and its Group companies as well as by parties who receive a report from said persons
(1) Directors and employees of the Company and its Group companies or parties who receive a report from said persons shall promptly make an appropriate report when asked by a corporate auditor to make a report on their execution of duties.
(2) The Company shall establish a system for prompt reporting to corporate auditors in the event that a director or an employee of the Company and its Group companies learns of a serious violation of law or the Articles of Incorporation or misconduct or of a fact that could cause significant damage to the Company or its Group companies concerning their execution of duties.
(3) The “Group Audit Office,” “Crisis Management Committee,” and other relevant bodies shall periodically report the circumstances of internal audits and whistleblowing in the Company and its Group companies to corporate auditors.
(4) The Company shall prohibit the disadvantageous treatment of the Company's and its Group companies' directors and employees who reported to corporate auditors for the reason of the said report.

9. Other systems for ensuring the effectiveness of audits performed by corporate auditors
(1) The Company shall respond to the auditors' requests, provide information necessary and ensure their attendance in various meetings.
(2) Procedures for prepayment or reimbursement of expenditures generated in corporate auditors' execution of duties and other expenses or obligations generated in the execution of duties shall be dealt with promptly with respect to said expenses or obligations unless it is deemed not necessary for the performance of duties.

10. Basic views on eliminating anti-social forces and establishment of systems toward this end
The Company shall block all relationships with anti-social forces that pose a threat to order and safety in civil society and respond resolutely to such anti-social forces by acting in close cooperation with attorneys, the police, and other external specialist bodies.

11. Any revisions to this policy shall be implemented by a resolution of the Board of Directors

Internal Audits And Corporate Audits

The internal audit and corporate audit framework is composed of our internal audit department (Group Audit Office) and five corporate auditors. The Group Audit Office reports on, provides advice, and exchanges opinions on the auditing plans of corporate auditors and accounting auditors, the progress of their audits, and the results of their audits while striving to foster greater coordination between them. Through this process, it confirms the validity and effectiveness of internal auditing and of internal control related to financial reporting. The results of operational audits of internal control as a whole are reported regularly to the Chairman, President, Board of Directors, and Board of Corporate Auditors, and the Company strives to ensure the effectiveness of internal audits.
Corporate auditors monitor the overall business activities of the company based on the auditing plans formulated at the beginning of the term. While all auditors attend every Board of Director meeting, full-time corporate auditors actively participate in important internal meetings, focusing on preventing violations of laws, regulations and the Articles of Incorporation, or any issues that may impact shareholder benefits. Accounting auditors meet with corporate auditors four times a year to exchange opinions regarding auditing plans and progress of audits, and work together to carry out audits. Audit briefings from accounting auditors are attended by corporate auditors and the group's CFO. Audits required under the Companies Act for important affiliated companies are undertaken by an external auditing firm.

External directors and external corporate auditors

As of December 31, 2025, the Glico Group works with four external directors and three external auditors. In appointing external officers, although we do not have any specific guidelines or policies to ensure the independence of the appointment process, we refer to evaluation criteria used by the stock exchange in their selection of independent officers and use our expertise and experience in society to appoint individuals who can contribute to the Glico Group's management from an independent standpoint.
We assess that our external directors revitalize board activities and fulfill their roles in overseeing managerial activities by posing appropriate and timely questions and contributing honest opinions when deliberating issues at the board of directors meetings.

Risk Management

We established the Crisis Management Committee under the direct control of the president for the purposes outlined below. The committee determines policies related to risk management for the group, responds to crises, and develops and executes measures based on its understanding and consideration of all related matters.

1. Strive to understand risks for the group, and familiarize the group with compliance of laws, regulations and rules, in order to prevent crises occurring as a result of risk materialization and take measures to minimize the impact of any crisis that does occur.
2. Strive to minimize the impact of any crisis that occurs, including damage arising from such, and quickly escape and recover from critical situations resulting from the crisis.

We also established four subcommittees (Compliance Subcommittee, Quality and Safety Assurance Subcommittee, Information Security Subcommittee, Disaster Response Subcommittee) under the Crisis Management Committee to ensure effective implementation of risk management for the group. Each subcommittee carries out the following activities.

1. The Compliance Subcommittee promotes compliance across the entire Group, including establishing the company rules necessary for Glico Group companies and familiarizing the Group with, and enforcing, compliance with laws, regulations, and company rules.
2. The Quality and Safety Assurance Subcommittee strengthens quality assurance activities in order to prioritize customer safety and security in the provision of products and services.
3. The Information Security Subcommittee promotes information security within the group and prevents information leaks and other incidents.
4. The Disaster Response Subcommittee formulates the Group's business continuity plan (BCP) and develops a system for its execution (BCP awareness, education and training, etc.).

We have also made preparations for an emergency response headquarters, separate to the Crisis Management Committee, to deal with any serious emergencies.

Compliance

Approach

The Glico Group believes that compliance with laws, regulations, company rules and social norms (ethics and morals) is essential not only for maintenance and enhancement of competitiveness as a business but also for supporting society through improved sustainability as a company. We are therefore committed to ensuring compliance.

Initiatives

The Compliance Subcommittee, which is one of the subcommittees of the Crisis Management Committee under the direct control of the president, plays a central role in developing the internal regulations required by each company of the Glico Group, familiarizing the group with, and enforcing, compliance with laws, regulations and internal regulations, providing the necessary education and training, and promoting compliance across the group as a whole.

Efforts to prevent corruption

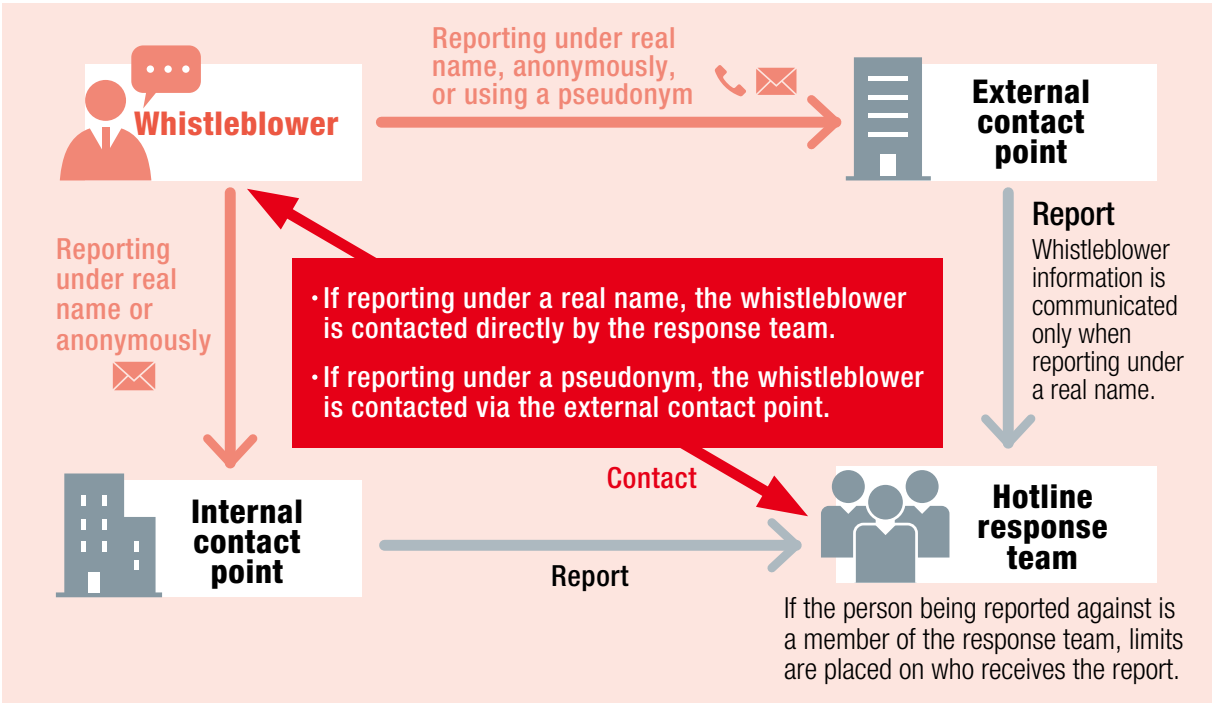
Glico Group companies within Japan and overseas establish appropriate regulations to prevent corruption and educate employees about these regulations.

Efforts related to protection of personal information

In order to respond to the increasing stringency of personal information protection laws and regulations in various countries and regions, the Glico Group companies in Japan and overseas have published their privacy policies for customers. We are also advancing various efforts for the proper handling of personal information at Glico Group companies.

Glico Compliance Hotline

The Glico Group has established the Glico Compliance Hotline as a means of preventing or quickly detecting any violation of laws, regulations and internal regulations by individual directors, officers and employees of the group. Any person who discovers actual or suspected violations is able to report them to the company without fear of retaliation. When a report is made, a neutral internal investigative body takes the lead in investigating and addressing the issue. All directors, officers and employees of the Glico Group, including part-time and casual employees, are able to report violations under their real name, anonymously, or using a pseudonym.



Participation in External Initiatives

United Nations Global Compact

The United Nations Global Compact is an initiative through which participating businesses and organizations demonstrate responsible leadership and act as good members of society for the realization of sustainable growth for the world. It sets forth Ten Principles, in the four areas of human rights, labor, environment, and anti-corruption, that it calls on participants to support and observe. Ezaki Glico became a signatory to the Global Compact on October 16, 2019. It implements a number of initiatives that incorporate the Ten Principles with the aim of realizing a sustainable circular economy.

Ten Principles And Four Areas Of The United Nations Global Compact

[Human Rights]	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.
[Labour]	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labour; Principle 5: the effective abolition of child labour; and Principle 6: the elimination of discrimination in respect of employment and occupation.
[Environment]	Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and diffusion of environmentally friendly technologies.
[Anti-Corruption]	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

The Project for Improving the Food Environment through Industry-Academia-Government Collaboration

In September 2023, Ezaki Glico partnered with the National Institutes of Biomedical Innovation, Health and Nutrition (NIBIOHN) and six other food companies to launch “The project for improving the food environment through industry-academia-government collaboration.” With a view of an era of 100-year lifespans, it is necessary for industry, academia, and the government to work together to enhance the food environment in Japan to achieve longer and healthier lives. The goal of this project is to establish a food environment model in which all people, regardless of their level of health awareness, can naturally and effortlessly lead healthier lives.

Plastic Circular Challenge 2025

Since June 2023, Ezaki Glico has been participating in the Plastic Circular Challenge 2025 being advocated by World Wide Fund for Nature Japan (WWF Japan). We aim to realize a sustainable society in regard to the issues of environmental pollution—including pollution of the oceans from packaging and single-use plastics—and climate change.



Platform for Sustainable Cocoa in Developing Countries

In January 2023, Ezaki Glico registered as a member of the Platform for Sustainable Cocoa in Developing Countries—for which the Japan International Cooperation Agency (JICA) is the secretariat—and announced support for the “Action Plan to Eliminate Child Labour in the Cocoa Industry.” We will accelerate initiatives toward eliminating child labor in the cacao industry by implementing actions through the cooperation of the platform's members.



Ezaki Glico Co., Ltd.

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