



# GC GROUP

## GLOBAL CSR REPORT 2025



## Continuing to tackle challenges to realize a healthy and long-living society

Over the 105 years since our founding, we have consistently taken on new challenges, guided by our company philosophy “SEMUI”: The practice of thinking and acting from another’s standpoint. Led by GC Holding AG under the new management structure established in 2024, we are resolutely committed to evolving into a company that provides greater value to stakeholders worldwide.

The GC Group has high expectations for Dr. Per

Falk’s leadership as our global CEO and is dedicated to delivering innovative solutions that address the diverse needs of markets across the four global regions. Driven by our unwavering belief that enhancing oral health is key to overall well-being, we will continue to strengthen our initiatives to make meaningful contributions to individuals and communities around the world.



Makoto Nakao

Chairman  
GC Holding AG



## CEO MESSAGE

I am pleased to present the 2025 GC Group Global CSR Report, which reflects our continued progress toward Vision 2031: becoming the leading dental company committed to realizing a healthy and long-living society by improving oral health. This report highlights our ongoing efforts to advance dental care, foster sustainability, and create a positive impact worldwide.

Over the past year, GC Group has advanced solutions to meet global oral health challenges. With the EU ban on dental amalgam, effective 1 January 2025, we continue to support dental professionals with innovative, cost-effective, and long-lasting alternatives. Backed by strong clinical evidence (1), GC Glass Hybrids deliver proven outcomes for both professionals and patients. Our composite range offers exceptional aesthetics, durability, and time savings. Designed for efficiency and predictability, GC restorative solutions reduce working time without compromising results.

With the same dedication, we continue to address the evolving and critical dental care needs of ageing populations globally. In close collaboration with the FDI World Dental Federation and the Foundation Nakao for Worldwide Oral Health (2), we have developed tools to assess the oral function of older people, contributing to improved oral health and quality of life. At the FDI World Dental Congress 2025, the *Advocacy Guide: Promoting Oral Health for an Ageing Population* was launched. Developed with the support of GC Group, the guide reflects a decade of research, collaboration, and global advocacy dedicated to advancing oral health for ageing populations.

Sustainability remains at the heart of our operations. Through initiatives aimed at reducing CO<sub>2</sub> emissions, re-evaluating packaging materials, and strengthening recycling efforts, we are taking meaningful steps to minimize our environmental footprint. GC Group is expanding the use of renewable energy and implementing solar panel systems across major production sites. With the introduction of a new packaging solution, we have successfully reduced annual plastic consumption and developed product designs with a lower environmental impact.

Empowering our Nakama (Associates) remains a cornerstone of our mission. Through global engagement surveys, flexible work arrangements, and diversity programs, we continue to foster an inclusive and dynamic workplace.

Our engagement with society is reflected in volunteer initiatives, including disaster relief efforts following the Noto Peninsula earthquake in Japan and the floods in Spain. We also continue to advance oral health education and prevention



Per Falk

CEO & Member of the Board  
GC Holding AG

programs in regions with limited access to dental care. These efforts underscore our deep sense of responsibility toward the communities we serve and reinforce our broader vision of contributing to a healthier world.

This report provides detailed insights into how GC Group embeds innovation, sustainability, and social responsibility into all aspects of our business operations. Thank you for your continued trust and support as we work together toward a healthier future.



1. Miletić I, Baraba A, Krmek SJ, Perić T, Dejan Marković, Basso M, Cigdem Atalayin Ozkaya, Hande Kemaloglu, Lezize Sebnem Turkun. 2024. Clinical performance of a glass-hybrid system in comparison with a resin composite in two-surface class II restorations: a 5-year randomised multi-centre study. *Clinical Oral Investigations*. 28(1). [accessed 2025 October 17]. <https://pubmed.ncbi.nlm.nih.gov/38243032/>.

2. Oral health for an ageing population | FDI. 2015. <https://www.fdiworlddental.org/oral-health-ageing-population#:~:text=The%20Oral%20Health%20for%20an,promotion%20strategies%20for%20ageing%20populations>.



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**Since 1921**  
100 years of Quality in Dental



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## Cover photo

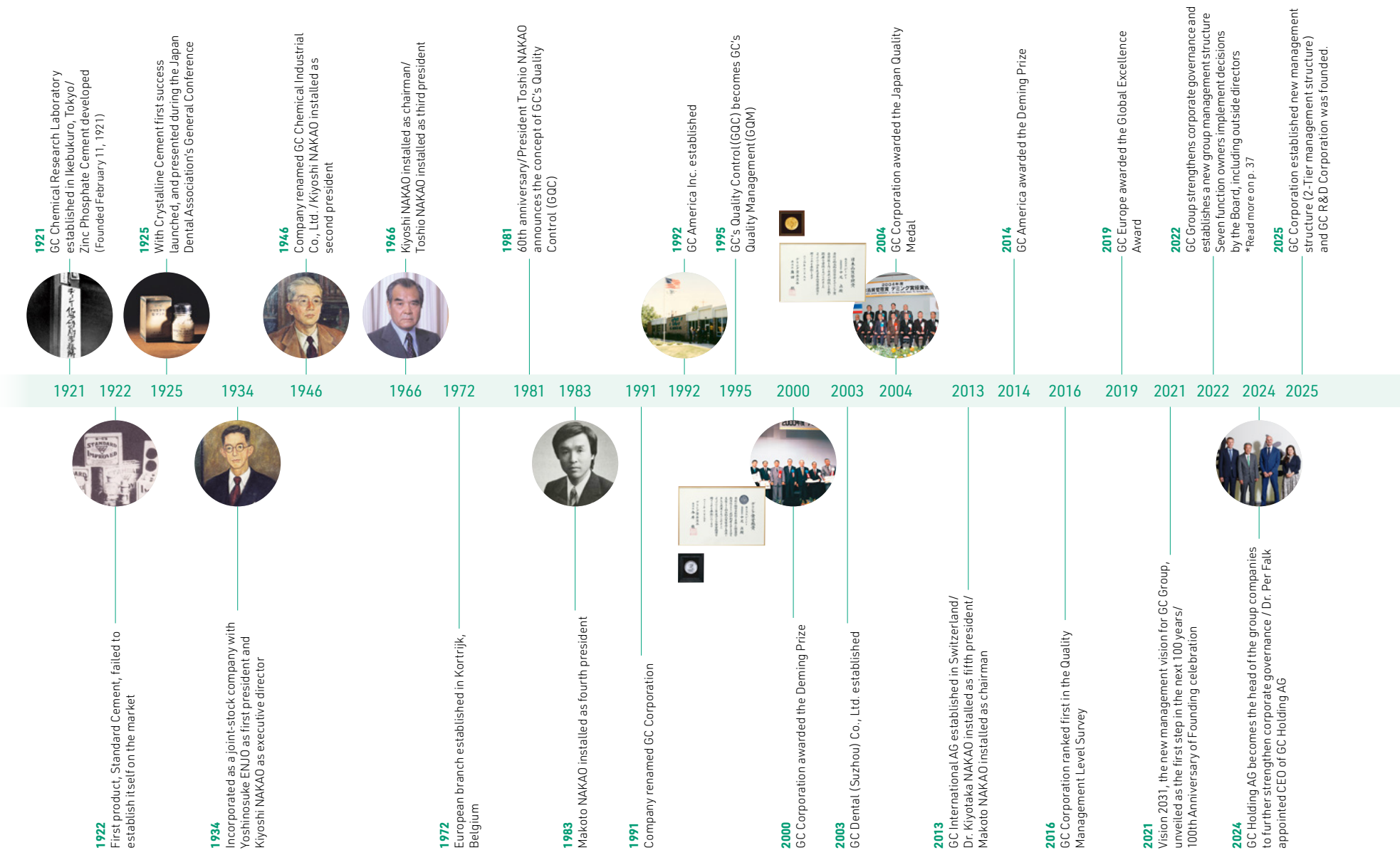
The large wall art at Fuji Oyama Factory was painted in commemoration of the 100th anniversary in 2021. The art depicts GC's ambition to look out over the world and deliver products from the factory, inspired by the dream of one of our founders, Kiyoshi NAKAO, who wanted to build a factory with Mt Fuji in sight.

Our next century have already begun. We develop ideas from the customer's standpoint and act from the customer's standpoint. The spirit of SEMUI has been with us for a century and will remain unchanged going forward. Together into the world, together into the future.



# HISTORY

## Over the Past 100 Years and Towards the Next 100 Years





## Basic CSR Approach

At the core of GC Group's CSR approach lies the company's founding spirit, SEMUI. The teaching of acting from the standpoint of others has been passed down as our corporate philosophy for the last century, and we practice the spirit of SEMUI in all our corporate activities. We aim to realize a healthy and long-living society by merging the thoughts of each and every Nakama\* working in various locations around the world under this corporate philosophy. We hope to contribute to the resolution of the many issues related to human health through our business as a comprehensive dental care manufacturer.

\*All associates of GC, whether they work as executives or rank-and-file associates, are called Nakama (Associates)

# PHILOSOPHY

Company Philosophy	<b>SEMUI</b> "True products are made for the good of others, not for your own sake. In other words, they co-exist for mutual benefits." - Kiyoshi NAKAO
Management Principles	1. To contribute to global society through the improvement of oral health 2. To enhance corporate quality and earn stakeholders' trust through ethical business practices based on robust and transparent corporate governance. 3. To create a team of GC Associates full of energy and respect
Corporate Slogan	Towards the realization of the Century of Health
Vision 2031	To become the leading dental company committed to realizing a healthy and long-living society
Mission	<b>To create "value" for stakeholders based on SEMUI</b> <ul style="list-style-type: none"> <li>● Tackling "global oral health" issues to improve people's quality of life</li> <li>● Providing "world-wide innovative solutions" to meet individual needs</li> <li>● Creating long-lasting relationships and "win-win" situations by being an accountable partner</li> <li>● Offering all "Nakama" a valued, exciting, and unbiased workplace, and enhancing their talents</li> <li>● Contributing to a "sustainable society" by promoting oral care while maintaining an eco-friendly environment</li> </ul>



Company Philosophy of

## SEMUI

GC's company philosophy of SEMUI, the practice of acting from the standpoint of others, was first introduced by Kiyoshi NAKAO, one of GC's founders. Based on this teaching, GC acts as a group of Nakama who respect each other, regardless of which department they belong to, and encourages thinking from the customer's perspective to develop innovative products that highly prioritize value creation for the customer.

The word SEMUI comes from the teachings of Kwannon Bodhisattva, a revered figure in Hokekyo Buddhism. Put simply, SEMUI is an umbrella term that combines selflessness, pure objectivity, charity, and wisdom.





## Vision 2031

To become the leading  
dental company  
committed to realizing  
a healthy and  
long-living society

Our goal is not only to be number 1 in sales volume, but also to become an  
"incomparable" company for all the stakeholders of GC.



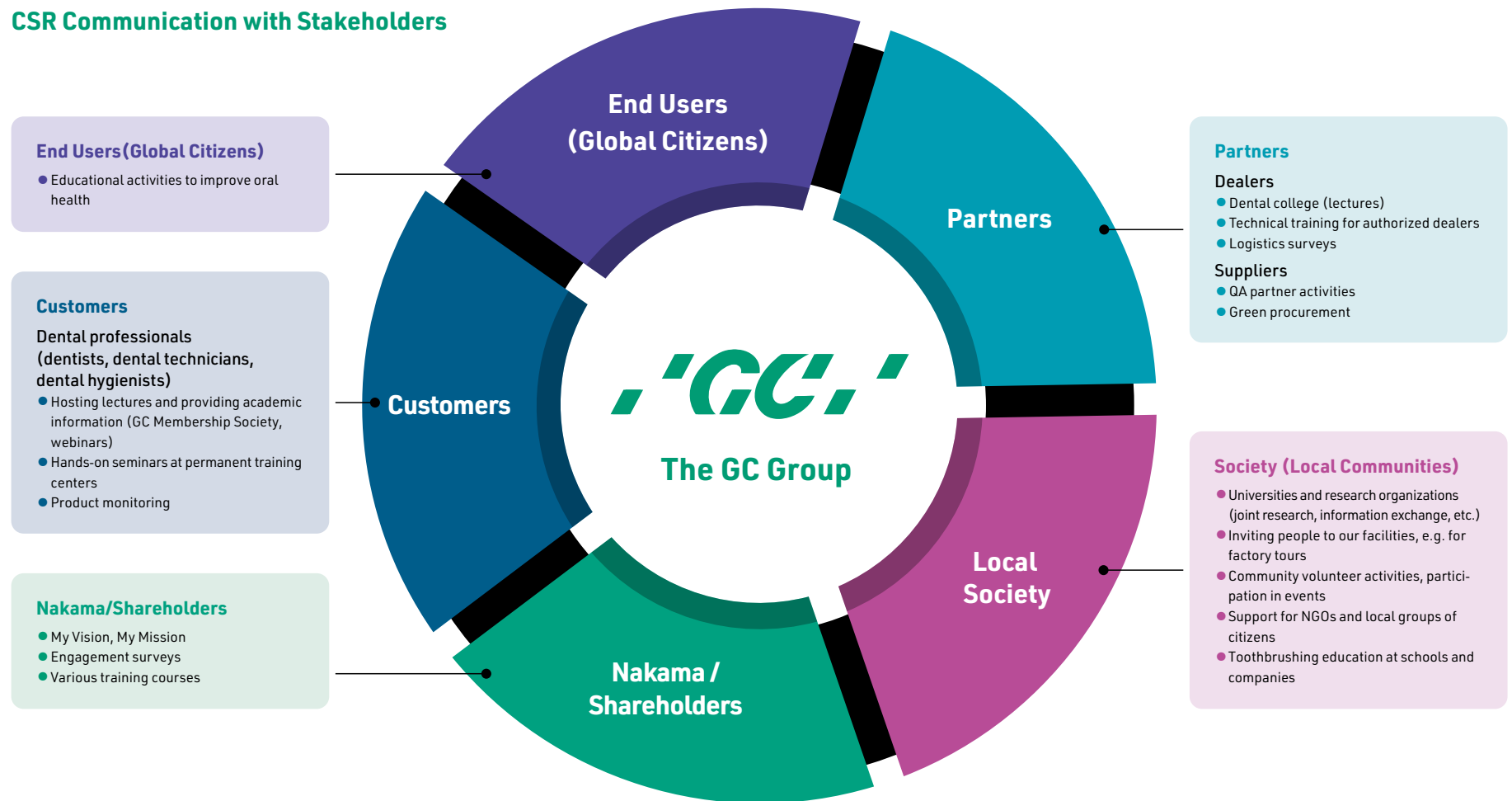
## Relationships with a Broad Range of Stakeholders

As a comprehensive dental care manufacturer, GC Group communicates with a broad range of stakeholders, such as end users (global citizens), customers, partners, Nakama/shareholders, and the local society.

Through these relationships, we offer high-quality dental care products along with state-of-the-art information and thorough service, thus promoting health and longevity around the world. That is a feature of GC Group's CSR.

### CSR Communication with Stakeholders

# STAKEHOLDER

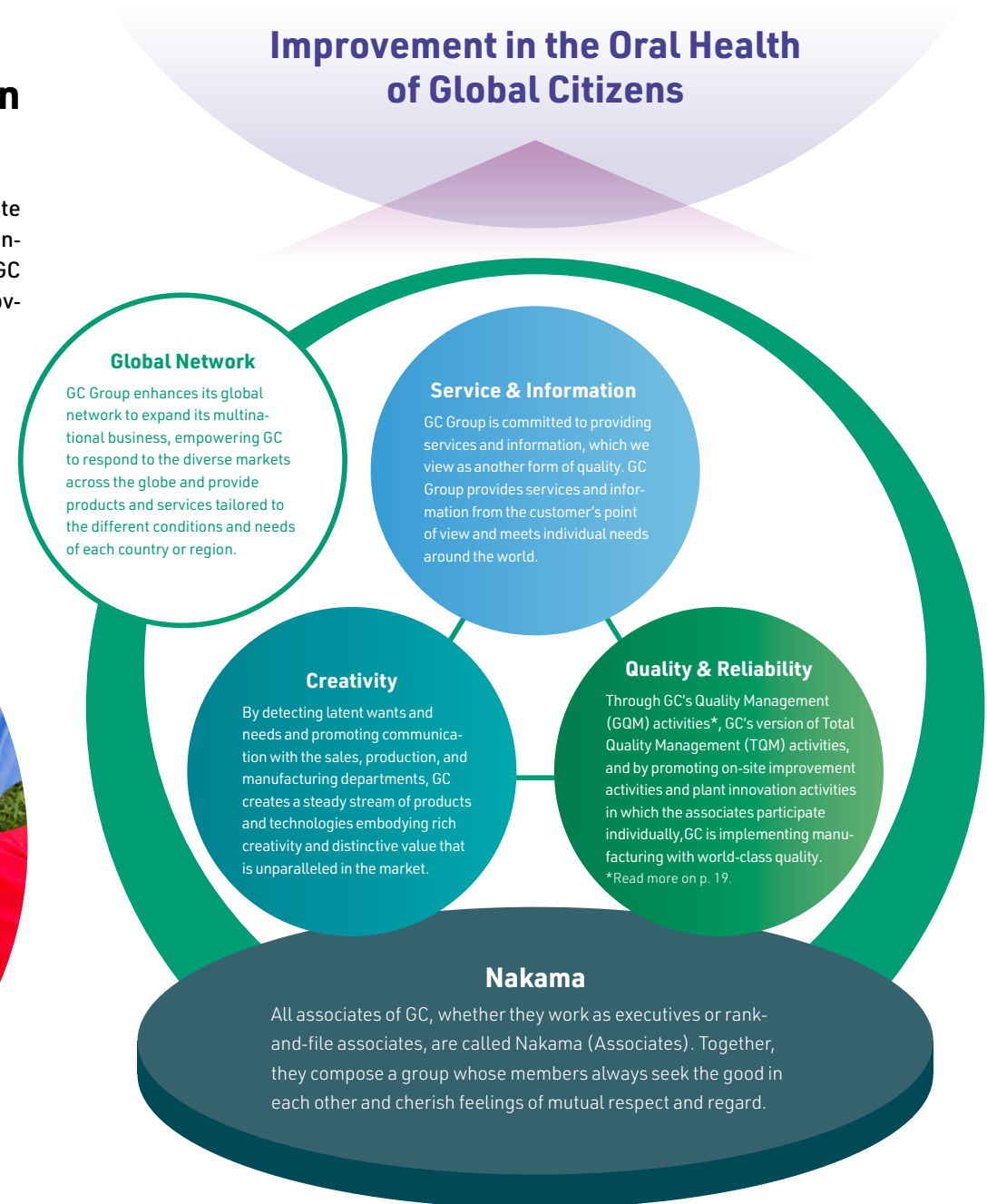




## Business Areas

# GC Group will deliver improvement in the oral health of global citizens.

Dental products produced using GC's excellent technologies contribute to the health of many global citizens, through the work of dentists, dental technicians, and dental hygienists, around the world. And now, GC will create new value as a global dental product manufacturer improving the oral health of global citizens.





## GC Group

GC was founded in Japan in 1921 and established its first office outside Japan in Kortrijk, Belgium in 1972. Since then, through the manufacturing and sale of oral healthcare materials and related devices and equipment, GC has been dedicated to establishing a system to provide products and services that meet the needs of each geographical area. In addition to Japan, the GC Group has production facilities in Belgium, Germany, Austria, the United States, China, India, and Finland. The GC Group is one of the leading companies in the dental industry, with 52 sales, manufacturing and research companies and sales in more than 145 countries to date. The product line includes more than 24,102 items.

### Management

- GC Holding AG / GC International AG

### Japan

- GC Corporation
- GC Mfg Corporation
- GC R&D Corporation
- GC DENTAL PRODUCTS CORP.
- GC Asahi Corporation
- TAISEI DENTAL MFG.CO.,LTD.
- GC International Corporation
- Japan Dental Supply Corporation
- DENTAL DIAMOND CO. DENTAL PUBLISHING
- GC Dataland Corporation
- GCI Communications Corporation
- GC Ortholy Corp.
- GC SHOWAYAKUHN CORPORATION

### USA

- GC America Inc
- GC Manufacturing America LLC
- GC South America
- GC Orthodontics America Inc
- GC Laboratory America Inc
- GC Dental Mexicana, S.A. de C.V.

### Europe

- GC Europe AG
- GC Europe N.V.
- GC Manufacturing Europe N.V.
- GC Laboratory Europe esv
- GC Italia Srl
- GC Iberica Dental Products, S.L.
- GC Austria GmbH
- GC Danmark Aps
- GC Finland Oy
- GC Germany GmbH
- GC France SAS
- GC Sverige AB
- GC Turkey Ltd
- GC UK Ltd
- a.tron3D GmbH
- GC Orthodontics Europe GmbH
- Stick Tech Oy
- GC Tech. Europe GmbH
- Creation Willi Geller International AG
- Creation Willi Geller International GmbH
- Creation Willi Geller Deutschland GmbH
- CL MecidDent GmbH
- ZL Microdent-Attachment GmbH & Co. KG
- ZL Microdent-Attachment Verwaltungs GmbH
- Klema Dentalprodukte GmbH
- Klema D.o.o

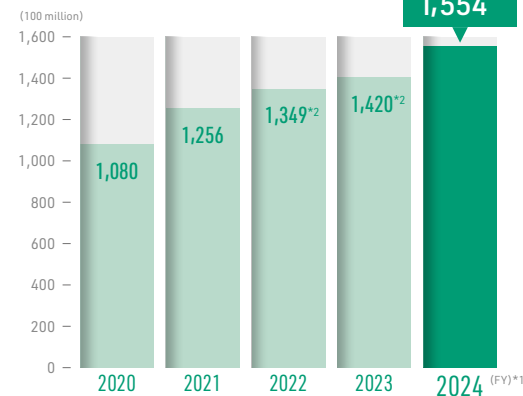
### Asia, Oceania

- GC Asia Dental Pte Ltd
- GC Australasia Dental Pty Ltd
- GC India Dental Pvt Ltd

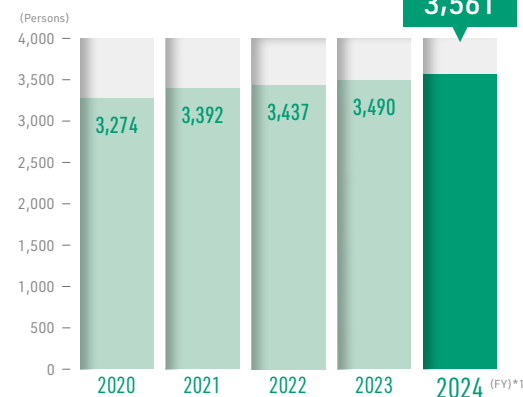
### East Asia

- GC Korea Co., Ltd.
- GC Taiwan Dental Corp.
- GC Dental (Suzhou) Co., Ltd.

### Consolidated sale



### Number of associates of the group companies



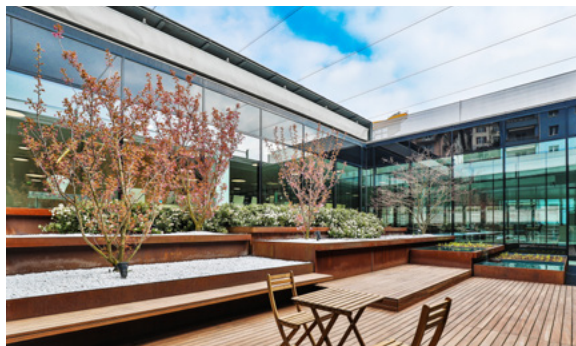
<sup>\*1</sup> Change in the accounting period  
The accounting period between FY2017-2021 was from October to September.  
In FY2022, it ran from April through March.

<sup>\*2</sup> Changes in the accounting standards and revenue recognition standards  
● From FY2022, the consolidated results are presented in accordance with Swiss Generally Accepted Accounting Principles (GAAP) (prepared in Swiss Francs).  
The amounts shown are converted into Japanese yen (JPY) based on the monthly average exchange rate for each month.  
● The revenue recognition standard has been changed to net sales.



## GC Group Major Offices

GC Holding AG / GC International AG



GC Corporation (Japan)



GC America



GC Europe



GC Asia



GC Korea



GC Taiwan



GC Suzhou





## The Five Materialities (Priority Issues) of GC Group

GC Group established its Environmental Policy in 1997 and commenced full-scale environmental management activities. In line with the Vision 2031 framework established in 2021, we are advancing our efforts to build a sustainable society, including research and development for dental care issues, as well as our initiatives aimed at promoting health and improving working conditions. We have also formulated materialities (priority issues) to indicate our future direction and are working to promote further activities within GC Group.

01

### Tackle Dental Care Issues through Products and Services

- Tackle dental care issues through innovative products and services



02

### Provide Responsible Products and Services

- Pursue quality and reliability
- Enhance supply chain management



03

### Realize Attractive Workplace

- Secure better work environment
- Promote diversity
- Nurture human resources
- Promote workers' health and workplace safety



05

### Strengthen Governance

- Corporate governance
- Compliance
- Risk management



04

### Contribute to Environmental Efforts

- Contribute to environmental efforts in product lifecycle
- Reduce environmental load in business activities



The term GC (Japan), used in the activity examples on the following pages, refers to GC Group companies in Japan - mainly GC Corporation, GC Mfg Corporation, and GC R&D Corporation. The products featured in this report may not be available in certain countries or regions.

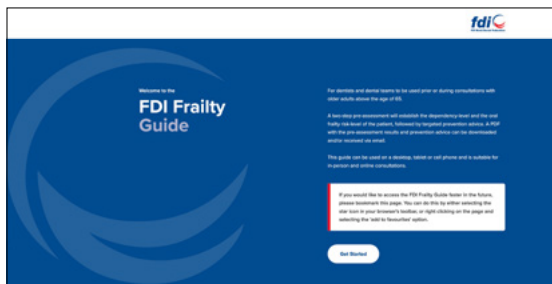


## Making contributions to the aging society

### Partnership with FDI World Dental Federation (FDI) on the project Oral Health for an Ageing Population (OHAP)

GC Group has formed a partnership with FDI with the aim of solving problems shared across the global dental community. As a way of contributing to an aging society, we are promoting the OHAP project and have published a guidebook that compiles treatment guidelines according to elderly patients' health status and required level of nursing care, a web app, the FDI Frailty Guide, and a leaflet with tips for practical exercises to prevent deterioration of oral function.

These activities are shared with other countries and are expected to help resolve problems related to aging societies worldwide. OHAP celebrated its 10th anniversary at the FDI World Dental Congress in Shanghai, China, in September 2025.



FDI Frailty Guide



FDI OHAP Exercise Brochure

### Selling devices that measure oral function and undertaking awareness-raising activities

Over the years, it has become increasingly evident that as we age, we transition from a period of good health to a phase known as frailty, and eventually, we may require long-term nursing care. The frailty stage is a reversible condition between health and the need for long-term care, so taking action here is critical. The concept of oral frailty is likewise attracting attention. Detecting or diagnosing deterioration in oral function (with symptoms of hypofunction, such as sensation, chewing, swallowing, and salivation) enables supporting healthy longevity so you can enjoy eating, have lively conversations, and keep smiling throughout life. In aging Japan and Korea, GC Group sells GLUCO SENSOR™ GS-II. N for measuring chewing ability, JMS Tongue Pressure Measuring Device for measuring tongue pressure, and DENTAL PRESCALE™ II for visualizing occlusal force. In Japan, these are covered by insurance as devices to examine oral hypofunction. Among them, the Tongue Pressure Measuring Device is also covered by insurance for developmental insufficiency of oral function (children), and we hold numerous seminars tailored to different life stages. In Korea, we actively promote our products through sales initiatives, which involve participating in academic conferences and introducing these devices to educational institutions, including dental colleges and dental hygienist schools, as a means of disseminating valuable academic information.



GC GLUCO SENSOR™ GS-II. N



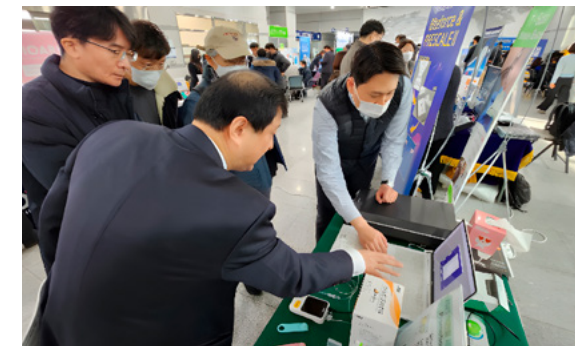
JMS Tongue Pressure Measuring Device



DENTAL PRESCALE™ II



Webinar introducing efforts to address oral hypofunction



Product explanation at an academic exhibition hall in Korea



## Tackling new dental care challenges

### Development of **CAD/CAM crown**\*<sup>1</sup> materials that have been shown to offer an effective alternative to metal in advanced health care

In Japan, crowns (caps placed over teeth after cavities have been filled) covered by national health insurance were often made from precious metals, such as silver. Although these metal crowns have the advantage of strength, they come with drawbacks, such as aesthetic quality, potential allergic reaction, and increased medical expenses due to rising material costs.

GC (Japan) has successfully developed and brought to market an alternative to metal. GC Gradia™ Block is a resin-based (hard, white plastic) material designed for CAD/CAM technology that is fortified with an inorganic filler for increased strength and durability.

In 2014, crowns on premolars made from GC Gradia™ Block were included in the national health insurance scheme's coverage in recognition of the product's merit as an advanced healthcare solution. Subsequently, CERASMART™ was developed, offering high strength and abrasion resistance, and is now widely used in regular dental clinics. Today, the national health insurance covers a wide range of applications beyond crowns on premolars, including crowns on molars\*<sup>2</sup> and anterior crowns.



CERASMART™ has high strength, durability, and aesthetic quality

\*<sup>1</sup> CAD/CAM crown: A white cap placed over a tooth, covered by Japan's national insurance system. It is made by combining ceramic and plastic to create a high-strength block, which is then shaped using computer-assisted design and manufacturing.

\*<sup>2</sup> Conditions apply

### Activities to improve **molar incisor hypomineralization (MIH)** in children

MIH is characterized by insufficient enamel formation on certain teeth (inadequate tooth development) during the eruption of permanent teeth. This has become a problem in recent years, with epidemiological studies indicating that the condition affects about one in seven children\*<sup>3,4</sup> worldwide. GC Europe organizes symposia and other events to disseminate information on the condition and treatment methods and produces guides for dental practitioners and an informative leaflet for patients.



\*<sup>3</sup> Schwendicke F., Elhennawy K., Reda S., Bekes K., Manton DJ., Krois J. Global burden of molar incisor hypomineralization. J Dent, 2018; 68: 10-18.

\*<sup>4</sup> Zhao D., Dong B., Yu D., Ren Q. & Sun Y. The prevalence of molar incisor hypomineralization: evidence from 70 studies. Int J Paediatr Dent, 2018; 28: 170-179.

### Initiatives to reduce the risk of **pregnancy health complications**

Indonesia has a high maternal mortality rate. Potential contributing factors include pre-eclampsia and postpartum hemorrhage, which are believed to be linked to periodontal disease. In response, GC Indonesia (GC Asia), in collaboration with dentists, midwives, health centers, the Global Oral Health Interest Group (GOHIG), and the Consortium of Universities for Global Health (CUGH), is implementing an innovative breakthrough for prenatal care. The innovation aims to reduce health risks during pregnancy and postpartum by incorporating oral hygiene management into prenatal care, not only for the mothers but also for their husbands.





## Innovative product development in collaboration with university research institutes

### MI Paste™, an innovative product that gives a new face to prevention

In collaboration with Professor Eric Reynolds of the University of Melbourne, we have developed GC Tooth Mousse (Japanese brand name GC MI Paste™). It contains CPP-ACP (Recaldent™), a milk-derived component that has buffering and neutralizing effects on the oral environment, which was developed by Prof. Reynolds. Since the launch of this product in 2004, GC Group has consistently expanded its portfolio with innovative products under the brand, and sales have continued to increase, establishing it as an enduringly popular product.

Prof. Reynolds, GC Group, and Mondelez, with its Recaldent gum, received the CRA Enduring Industry Research Collaboration Award by Cooperative Research Australia in 2021 in recognition of our legacy products that have generated global sales of AUD 2 billion.



We have a lineup of unique flavors such as vanilla and yogurt, in addition to the standard mint, strawberry, and melon.

Recaldent™ and the Recaldent logo are trademarks of the Mondelez International Group, used in accordance with the license.

### The world's first synthetic carbonate apatite bone graft substitute in the medical field, developed through a collaboration between industry, academia, and government

The collaboration began after the research success of Professor Kunio Ishikawa of Kyushu University in fabricating blocks and granules of carbonate apatite, which was not possible using conventional techniques, and GC (Japan) has successfully launched a granule-type carbonate apatite bone graft substitute, GC Cytrans™ Granules.

We created a manufacturing line that enables stable mass production for clinical use and conducted clinical trials at Tokushima University, Tokyo Medical and Dental University (now: Institute of Science Tokyo), and Kyushu University. With the safety and efficacy of GC Cytrans™ Granules proven in clinical trials, the product was approved as the first bone graft substitute which could officially be used for implant indication in Japan. It was launched in Japan in 2018 and in America in 2022, and its availability continues to expand worldwide.



We received the Selection Committee Special Award at the 1st Japan Open Innovation Prize\*1 and the 46th (2021) Inoue Harushige Prize\*2.

Hosted by  
 \*1 Cabinet Office (Government of Japan)  
 \*2 Inoue Harushige Prize Committee



GC Cytrans™ Granules

### Comprehensive partnership agreement concluded within Open Innovation Program\*3

On June 9, 2022, GC (Japan) signed a comprehensive partnership agreement with the National University Corporation Tokyo Medical and Dental University (now: Institute of Science Tokyo) within Open Innovation Program.

The purposes of the agreement are to promote collaboration with overseas research facilities, to train researchers through personnel exchanges, and to promote internationally valuable research, leading to the creation of new products and the expansion of businesses, supporting the improvement of quality of life (QOL) around the world, and enabling us to play an even greater role as a medical service that supports the zest for life.

\*3 An arrangement by which Institute of Science Tokyo and companies build a collaborative system between organizations under a common vision, purpose, and strategy, realizing full-fledged and multifaceted collaboration.

#### Agreement details

1. Aiming to extend healthy life expectancy by promoting whole-body health through the maintenance and improvement of oral functions, we will promote the development of regenerative dentistry, including periodontal treatments, and examination for the maintenance and improvement of oral functions, leading to the provision of information and creation of products with high clinical value.
2. A clinical laboratory will be established at the Center for Advanced Interdisciplinary Dentistry, Institute of Science Tokyo Hospital, to achieve clinically valuable ideas and promote social implementation from research outputs.
3. As a demonstration of the presence of this Comprehensive Collaborative Agreement, a naming rights deal has been signed for the clinical lab. According, the lab is named GC CLINICAL LABORATORY.



GC CLINICAL LABORATORY



## Creating SMART Quality products for emerging countries

### Developing products that meet local needs to improve oral health in emerging countries

GC Group develops SMART Quality products that meet the needs of emerging countries to ensure that everyone in the world can enjoy oral health. To deliver value to as many people as possible, we conduct market research in various countries and regions where we sell, and we develop and offer products that meet patients' needs in order to achieve the optimal balance of function, performance, quality, and price required for local dental treatment.



**SOLARE™ Sculpt**

This is a filling material that is inserted after tooth decay is scraped away. It is a composite material of resin and a fine inorganic powder called composite resin. By curing it using light, it is possible to restore the form, function, and aesthetics of teeth. The color tone is also suitable for local needs, so it is a SMART Quality product that is economical as well.



**GC Gold Label HS Posterior EXTRA**

This is a filling material that includes glass ionomer cement that slowly releases fluoride to adhere to the teeth and prevent tooth decay. Even if some decayed tissue is left after manual excavation, which is a common procedure in emerging countries, fluoride release may contribute to tooth remineralization, increasing the tooth strength, which has made this a popular product.



**FLEXCEED**

This product is sold in India and emerging countries in South Asia, Southeast Asia, and Eastern Europe and is the market leader in India. By producing locally, we create local employment and contribute to improving people's QOL.



## Volunteering to improve oral hygiene

Aiming to improve oral health, GC Group collaborates with non-profit organizations and other organizations and individuals engaged in oral care programs and projects supporting volunteer activities across the world.

### GC Taiwan

GC Taiwan endorses Taipei Medical University's oral health education and prevention awareness activities in the Kingdom of Eswatini in Africa and supports them with dental materials. This is the tenth year of this activity, which is carried out in villages, schools, and clinics with the aim of improving oral environments.



Activities in the Kingdom of Eswatini in Africa

### GC America

GC America continues to support numerous organizations in the United States, including non-profit organizations, such as National Children's Oral Health Foundation (NCOHF) and World of Smiles, through products and other means. Some of our activities are local and others cross the US border into the Caribbean, including the Dominican Republic, and Latin America. We have also invited the directors of the Chicago Dental Society Foundation (CDSF), which provides free dental care in the Chicago area, to GC America's facilities for a training retreat. We aim to develop our CSR activities further by deepening exchanges.



World of Smiles Children saying thank you to GC

### GC Europe

GC Europe supports volunteer activities throughout the world, including Tanzania and Madagascar in Africa, Nepal and Cambodia in Asia, and Cuba in Central America. In addition to providing support through our products, we provide preventive education to children. We aim to help them change their daily habits and maintain a better standard of oral hygiene than their parents' generation and for their parents to have adequate oral care as well.



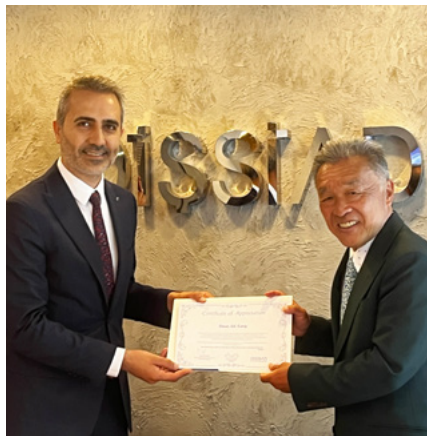
In Madagascar, we mainly treated tooth decay, and edentulous patients of all ages as well.



## Initiatives for emergency relief and dental practice recovery in the event of major disasters

### Response to the Turkey-Syria Earthquake

GC Group has donated products as emergency support for the Turkey-Syria earthquake that occurred on February 6, 2023. This support was sent to affected areas through the Turkish Dental Association and was allocated for initiatives to protect the oral health of the people living there by offering free dental care at temporary clinics immediately following the earthquake. It was also used to provide material and monetary aid to reconstruct environments for providing dental care. Furthermore, in early July 2023, Mr. Makoto Nakao, Chairman of GC Holding AG and the President of GC Europe, made visits to the Turkish Dental Association and the Turkish Dental Businessmen Association (DIŞSIAD) to offer condolences for the earthquake and explain the donations of products amounting to EUR 100,000 in value and GC Group's support measures. We also contributed relief efforts following the Noto Peninsula earthquake in Japan in January 2024 and the Spanish floods in October 2024. To assist in the recovery of dental clinics, GC Group will continue to take stock of the situation through communication with those in the affected areas and provide adequate support.



Chairman Makoto Nakao, visiting the Turkish Dental Association and DIŞSIAD



01

02

03

04

05



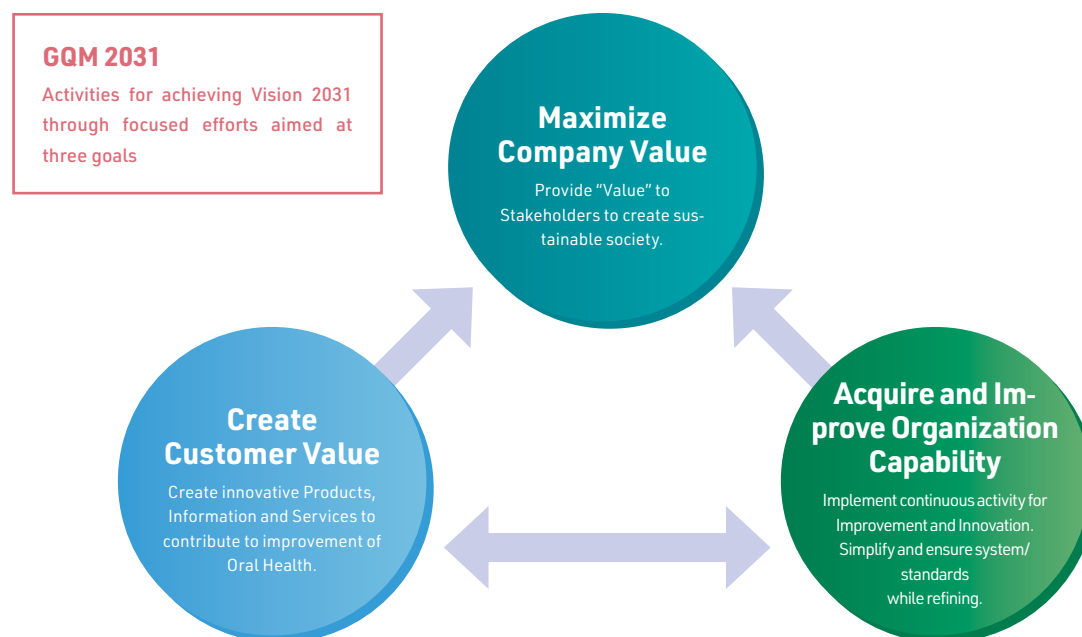
## GC's Quality Management (GQM) activities

In 1981, GC Group announced the introduction of its own company-wide quality management system, GC's Quality Control (GQC), under the management philosophies of Contributing to Society, Quality First, and Nakama Spirit, which embody the company motto, SEMUI. In 1995, GQC was developed into GC's

Quality Management (GQM) activities, and in 2022, we set three objectives to achieve Vision 2031 – Maximizing the Value of Corporate Presence, Creating Customer Value, and Acquiring and Improving Organizational Capabilities – through which we are promoting initiatives to improve corporate quality.

### Achieving Vision 2031

#### The GQM 2031 concept



As a result of the promotion of GQM activities, GC (Japan) was awarded the Deming Prize, the world's highest-ranking award for Total Quality Management (TQM), in 2000. This award has also been given to GC America and GC Suzhou, and GC Europe has received the EFQM Global Excellence Award, the highest honor given by the European Foundation

for Quality Management.

Moreover, in the 12th Corporate Quality Management Survey\* announced in 2024, we received the rating of 4.5.

\*Organization: Union of Japanese Scientists and Engineers (JUSE); Support: Nikkei Inc., the Japan Chamber of Commerce and Industry, the Tokyo Chamber of Commerce and Industry; Research and analysis: Nikkei Research Inc.

### Initiatives in GQM activities

#### Leaders' diagnostics

Diagnostic meetings are conducted once a year, where the president and executives visit the Group and department locations to assess how the company's policies are understood and being developed within each department and to what extent they are implemented and permeate at the ground level. They ask about the implementation status of policies and targets as well as the opinions and requests of associates, compiling them into a diagnostic report to improve each department's efforts while implementing plan-do-check-act (PDCA) cycles.

#### Kaizen and innovation activities

We promote kaizen and innovation activities to improve work quality. Each division establishes a theme and raises awareness in each other at the KI Activity Presentation Meetings held in May and November annually to improve company-wide quality.

#### Cross-functional team activities

For urgent and important management issues, cross-functional team (CFT) activities are held by convening members with diverse experiences and skills across different divisions to form a team that works intensively to solve company-wide issues from the top down.



World KI Activity Conference (February 2016)



## Seminar activities

### Hosting seminars and symposia around the world

GC Group hosts seminars and symposia themed in response to the various needs and issues in each part of the world. GC Europe Campus provides high-quality courses in advanced dental techniques at a state-of-the-art facility, welcoming approximately 2,000 dental professionals each year. GC America, which operates the well-equipped Education Center, also hosts many seminars and hands-on programs. GC America is also planning to create a new education center in Mexico City in 2026. GC (Japan) hosts regular seminars across Japan, mainly at the GC Corporate Center Training Room featuring training mannequins that resemble patients. GC Asia, GC Korea, GC Taiwan, and GC Suzhou also engage in scholarly activities around the world.

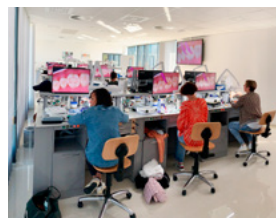
GC Group hosted the 5th International Dental Symposium both at a venue in Tokyo and online in April 2022 in commemoration of the company's 100th anniversary. The event had 112 eminent speakers and more than 4,200 attendees from around the world.



A GC Asia seminar emphasizes the use of injection molding techniques to meet the rising demand for aesthetically pleasing restorations, while also achieving efficient and timely results.



A GC Suzhou seminar for children focuses on prevention and pediatric dentistry in China, a country with a declining birth rate and aging population, where interest in children is growing.



GC Campus of GC Europe (Belgium)



Education Center of GC America (Chicago)



Training Room of GC Corporate Center (Japan)



The 5th International Dental Symposium

### GC Membership Society

GC Group hosts GC Membership Society, a member organization for oral healthcare providers, founded in 1956 by GC (Japan). Over time, the organization has remained committed to fostering dentistry as an innovative business model by facilitating the exchange of valuable information between clinical dentists and dental material manufacturers, thus contributing to the continuous advancement of dental research and the development of novel products/technologies.

Currently, about half the dental clinics in Japan are members, and similar organizations have expanded to South Korea, Taiwan, and India. In recent years, the GC (Japan) membership organization has actively shared information through lectures on dental care and methods for responding to elderly or medically compromised patients in an effort to share information in response to a super-aged society.

### Activities of GC Membership Society of GC (Japan)

#### Offering information on new products

- Introducing new products prior to general release
- Offering the latest clinical information with new products through GC Circle, a member publication (published four times/year)

#### Sharing information on the website

- Distributing academic clinical videos through member pages
- Offering the latest academic information through GC Internet News, an email newsletter.

#### Offering academic information

- Hosting academic lectures and symposia
- Providing tools for patient explanations

#### Clinical techniques and training for medical staff

- Hosting hands-on seminars and webinars
- Hosting seminars for staff and providing educational tools



GC Membership Society



Hands-on seminars



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## Quality assurance systems to deliver safety and security

### Quality assurance systems and ISO certification

GC Group has established quality assurance systems to carry out consistent quality assurance activities, from the product development stage to sales, service, and final use. We have meticulously outlined the specific responsibilities within each process and the inputs and outputs in these quality assurance systems. In the product development process, risk management activities are undertaken in consideration of the product composition and structure, the manufacturing process, the distribution environment, and the usage environment. We also review the

design at each step before the transition to mass production, including during product planning, design and development, and manufacturing process establishment, and we take measures to ensure the delivery of safe and reliable products in a stable manner. GC (Japan) became the first company in the industry to acquire the international ISO 9001 certification for quality management systems in 1994, and in 2004, it also acquired ISO 13485 certification for medical instruments. ISO 13485 certification has been obtained at group manufacturing sites as well.



**1994 GCC**  
Acquired  
ISO 9001  
certification

**2002 GCA**  
Acquired  
ISO 13485  
certification



**2004 GC Dental Products**  
Acquired  
ISO 13485  
certification

1994

1995

1999

2002

2004

2005

2009

2025

**1994 GCB(Belgium)**  
Acquired  
ISO 9002  
certification

**1995 GCA**  
Acquired  
ISO 9001  
certification



**1999 GC Dental Products**  
Acquired  
ISO 9001  
certification



**2004 GCC**  
Acquired  
ISO 13485  
certification



**2005 GCE**  
Acquired  
ISO 13485  
certification



**2009 GC Suzhou**  
Acquired  
ISO 13485  
certification



**2025 GC India**  
Acquired  
ISO 13485  
certification





## Improving production technology

### Quality Assurance (QA) Certified Section system

The QA Certified Section system was introduced by GC (Japan) in 1992 with the aim of reducing issues in manufacturing processes and improving quality. It has now become the company-wide standard at overseas locations as well, with individual sections working to improve the quality of their operations by identifying and fixing issues from quality, cost, delivery, safety, and moral (QCDSM) perspectives as they strive to achieve the management objectives that they have set for themselves. QA certificates are awarded to sections that pass the preliminary examination of the Quality Assurance Department and the main examination by President and CEO and officers in charge. As of March 2025, 70 sections have been certified, with renewal audits being conducted every two years after certification.

GC Suzhou has incorporated equipment automation and improvement of existing equipment into its business plan and is actively working to renew its QA certification. Consequently, 11 sections have been certified as of March 2025. Moreover, during the biennial renewal audit, renewal is based on an evaluation of whether the conditions existing at the time of initial certification have been sustained according to results-based evaluation criteria. Additionally, an assessment is made to ensure that the department continues to address issues and engage in improvement activities aligned with QCDSM principles and that they are actively pursuing quality enhancement initiatives on their own accord.

As part of the QA Certified Section activities, we have established four types of basic awards – Quality & Information, Cost & Efficiency, Delivery & Quantity, and Safety & Morale, - which can also be applied to renewal audits. The GC Group have received a total of 25 basic awards during fiscal year 2024.



On-site patrols for QA certification (GC Dental Products)



Automatic cement packaging line at the GC Suzhou Factory



Final examination by President and CEO (GC (Japan))



Online QA certification audit (GC Suzhou)



## Strengthening supply chain management

### Strengthening supply chain management efforts to ensure a stable product supply

GC Group is working to enhance the quality of its supply chain to guarantee a stable product supply. To ensure the consistency and freshness of the supply, we have implemented a globally standardized core system that enables us to record information in a timely manner and link it to the next process. Disseminating that market information to our manufacturing facilities allows them to formulate well-balanced production plans, which are then extended to include the procurement of materials. This integrated approach ensures the timely delivery of products. These mechanisms operate in tandem with close interdepartmental collaboration involving not only production and logistics but also accounting and management to achieve an optimal supply chain. We have also formed partnerships with dealers in each of our market to ensure a consistent supply of products to our customers and are actively working to strengthen these relationships. GC Asia has developed its own order system that provides a unified platform for dealers to efficiently manage the placement and receipt of different types of orders. Besides facilitating accurate and speedy order processing, this system allows dealers to monitor their inventory balance, which results in a consistent product supply. In the next phase, we aim to further enhance the supply stability by implementing appropriate inventory management and sales forecasting functionalities.

### Optimizing sales channels to meet local needs

GC Australia (GC Asia) is promoting new sales channels to meet customer needs and align with the market environment. GC Tooth Mousse is now available over the counter at pharmacies and retail outlets as local laws and regulations do not require a prescription. During the coronavirus pandemic, we were able to effectively meet our customers' purchasing needs.





## Realizing a workplace that provides job satisfaction

### Initiatives to increase Nakama (GC Associates) engagement

Since 2022, GC Group has conducted the Nakama Engagement Survey globally with Gallup, Inc., a firm renowned for supporting organizations in building associate engagement, etc. Through the survey, we intend to learn whether associates are passionately engaged with the company, their work, and their workplace. We then use the survey results to develop and implement a range of measures in individual countries to enable associates and the company to share their values and vision and grow together. We aim to establish a cycle in which the improved engagement will enable all Nakama to work successfully and share their achievements with their colleagues and the company.

### Initiatives to improve competencies

Competencies are the behavioral characteristics that enable a person to achieve excellent results in their job/role. GC Group introduced the concept of competency in October 2020. The aim was to clarify the ideal vision of GC Associates and develop human resources (HR) by elucidating competencies. Our initiatives for enhancing competencies include a range of training programs taught by internal and external lecturers that enable participants to gain a deeper understanding of competencies and learn the skills to be used in personnel development. By including a competency evaluation in the requirements for promotion, we are working to increase the utilization of competencies in personnel development.



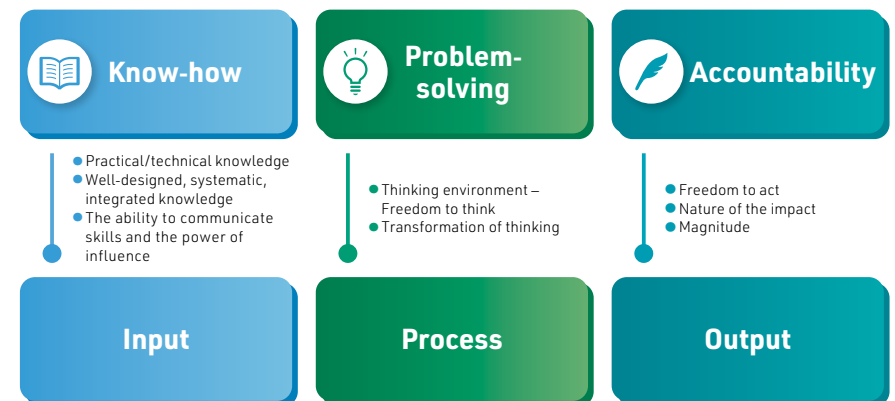
### Construction and improvement of personnel systems tailored to diverse regions

We at GC Group build and improve personnel systems according to the laws, regulations, and cultures of many different countries. Since January 2019, GC Suzhou has visualized steps for its growth, and it has started to improve its rating and evaluation systems in cooperation with a consulting firm. Through consistent operational improvement, such as the clarification of the standards for evaluation of targets, it is pursuing the development of a personnel system that aligns with the real conditions in China. This effort aims to boost associate motivation.

GC Europe clarified the descriptions of 76 jobs with the help of the world-famous HR consulting firm Korn Ferry and evaluated and graded them in accordance with the following three components of the Hay methodology (job evaluation methodology).

The main goals of the project are to clarify roles and functions, establish a clear and flexible grade structure, and benchmark our roles. The Head Office of GC Europe initiated a pilot of the project as the first phase and developed a clear grading system. By making the best use of the results and experiences in the first phase, the project has been continued in other locations and is close to being completely finalized. The finalized European job matrix will serve as basis for other projects in other areas of Human Resources.

### Three components of the Hay methodology



Assess the degree of difficulty of jobs according to the three components



## Creating a workplace where associates can work comfortably

### Leave/Employment policies providing peace of mind to all

GC Group fosters an environment where Nakama can work with peace of mind according to the circumstances of their respective countries. GC (Japan) operates various systems that enable associates to work with tranquillity, free from concerns about childcare, caregiving, or recuperation during the different stages of their lives.

#### ● Shortened hours working policy

Associates can work shorter hours if they have children in the third grade of elementary school or younger.

#### ● Flextime policy

To avoid crowded workspaces and allow associates to work more flexibly, the core work hours were changed to just one hour in 2019, from 10:00 a.m. to 3:00 p.m. to 1:00 p.m. to 2:00 p.m.

#### ● Remote work policy

More efficient working styles are necessary. The remote work policy has been implemented to permit associates to work in places outside the office where they are comfortable.

#### ● Conditional annual paid leave policy

Associates can keep up to 40 days of unused paid leave, which would have been lost two years after provision under the previous rule, as conditional paid annual leave and use this paid annual leave only in unexpected special situations, such as when the associate needs to recuperate or care for family members.

#### ● Childcare leave policy

Associates can take childcare leave until the day before their children are two years old. In April 2022, we revised the policy to support associates wishing to return to their previous jobs and to encourage paternity leave.

In Chicago, where GC America is located, traffic jams are a serious local issue, and commuting has affected associates' mental health and the environment. GC America formulated a flexible remote work policy to reduce the burdens borne by associates commuting. This reduced the stress caused by commuting and improved the health of associates and reduced costs in general. Consequently, associate satisfaction has consistently increased alongside the improvement of associates' work-life balance.

The remote work policy has been implemented globally and applied locally. Throughout the world, GC Group will continue to build a more flexible work environment that enables all associates to work with peace of mind.





## Promoting diversity

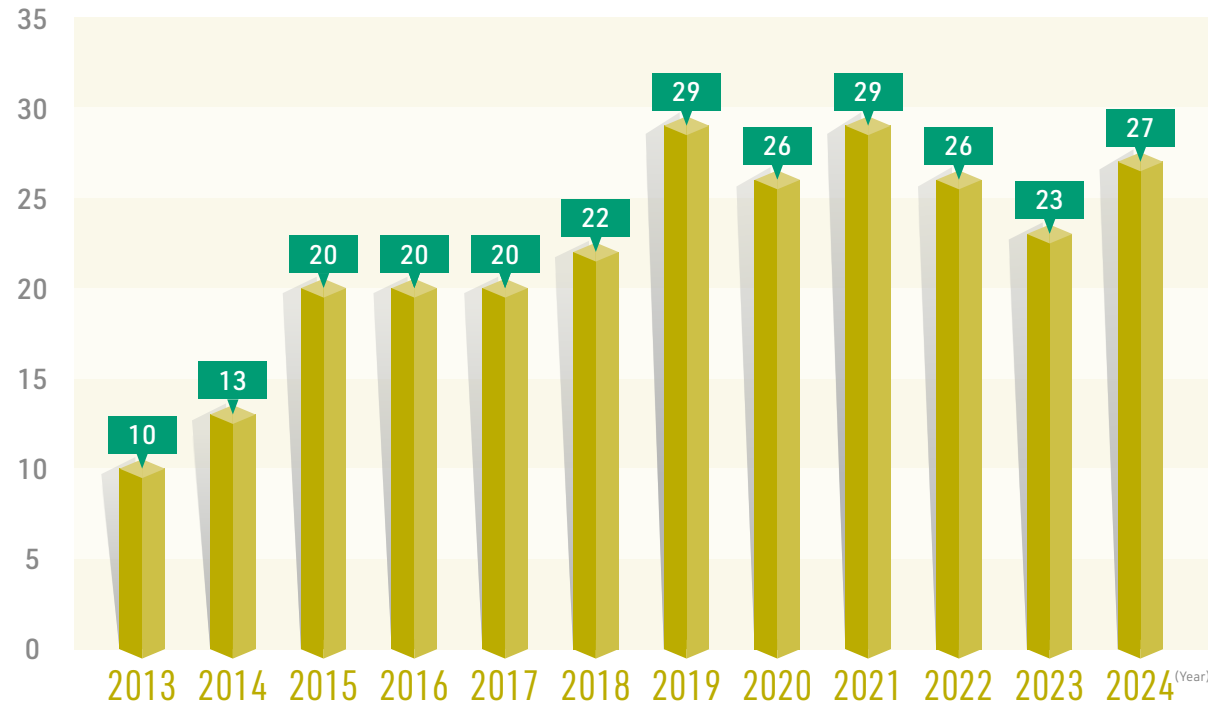
### Initiatives for empowering a diverse workforce

GC Group has over 3,300 Nakama around the world. We are establishing work environments that enable all of them, including people with disabilities, to work successfully. GC (Japan) established the Comprehensive Support Unit in 2018 to promote the employment of people with disabilities. Associates with disabilities undertake tasks such as assembling materials and packing and shipping from many different departments. The Comprehensive Support Unit assigns tasks according to individual associates' aptitudes. A

municipal office in Tokyo (the Bunkyo City Office) publicized this initiative. GC Europe offers job opportunities to many people with disabilities in cooperation with Entiris, a Belgian non-profit organization that provides employment opportunities and support services to people with disabilities or those who are otherwise disadvantaged in the workforce. Their over-10-year initiative has enabled independence support and represents GC Europe's decision to help realize a more inclusive society.

### Number of Entiris associates at GC Europe

(Associates)





## Personnel development

### Holding Nakao School to discuss the past, present, and future

To foster the overall growth of GC Group, Mr. Makoto Nakao, Chairman of GC Holding AG, has been a lecturer at Nakao School and served as its president for 30 years. About 20 executive candidates are selected from the department manager level to attend Nakao School to learn about the past, present, and future of GC Group to hand down its DNA to them for the development of the group. Additional personnel development activities for various generations of associates include NEXT Nakao School for those at the section manager level, and Pre-Nakao School for associates in the early stages of their careers in all departments across our company.

### Initiatives for personnel development at overseas affiliate offices

Nakao School originated in Japan, where GC Group was founded. To share the idea of Nakama with the global group of GC companies and overseas affiliate offices and ensure the practice of SEMUI in the GC corporate philosophy, GC (Japan) invites managerial-level members from overseas to Japan to host the Global Nakao School once every five years as an opportunity for lectures on “GC No Kokoro” (Heart of GC) with Chairman Makoto Nakao himself as the lecturer. From 2022, each of the overseas bases has held a Nakao School, during which Chairman Makoto Nakao lectures about the history and philosophy of GC Group to promote cohesion.

### Internal training based on e-learning

GC Group has an e-learning system through which Nakama can proactively select and obtain the knowledge of dentistry that they should possess.

For example, GC Asia developed an online training module available in the local languages, including Vietnamese, Bahasa Indonesian, and Thai, that is based on e-learning platforms, such as Moodle. Associates use the module to learn according to their work situation. This enables them to promptly communicate useful information to dental professionals.



Nakao School



## Promoting health

### Physical health initiatives

GC (Japan) promotes health and productivity management under its Health Management Basic Policy, in order to ensure that all Nakama remain mentally and physically healthy and can work energetically. It provides all associates with periodic health checks, both through yearly on-site health screenings and check-ups at medical institutions, and has consistently achieved a full participation rate. This involves having industrial physicians and in-house public health nurses review the results of these health checks and proactively recommend follow-up examinations when necessary. We also facilitate this process by making appropriate adjustments to associates' work duties at their respective workplaces. All of these efforts are aimed at the early detection of illnesses.

#### Cancer screening

Screening for uterine cancer is available for associates aged 20 years and over, and for stomach, colon, and breast cancers for those aged 35 years and over, who wish to receive them. To promote higher participation rates, the company covers the entire cost of the procedures and provides guidance on screening opportunities during their regular health check-ups.

#### Complete medical check-ups

We provide complete medical check-ups for those aged 40, 45, 50, 55, and 60 years. To ensure a maximum participation rate, we cover the full cost of the check-ups and actively encourage associates to get them alongside their periodic health checks.

GC America also places a strong emphasis on regular associate health checks to prevent serious illnesses. Annual health checks are conducted for associates and their spouses.

### Mental health initiatives

GC Group is engaged in mental health initiatives to help maintain and improve mental health as well as the early detection of and prompt intervention for mental health issues.

#### GC (Japan)

GC (Japan) has been enhancing the work environment by implementing targeted mental health measures tailored to the needs of management, managers, and Nakama. Supported by an external clinical psychologist, these measures focus on prevention, early detection, and the provision of support

for leave and the return to work. These efforts have resulted in a decrease in the health risk value identified during stress checks. There has also been a reduction in the percentage of associates experiencing high levels of stress compared to FY2017, when the measures were initiated.

#### GC Australia (GC Asia)

GC Australia (GC Asia) is undertaking various initiatives to support the health of Nakama. These include the provision of counseling services and the implementation of flexible work arrangements. It has also introduced a Mental Health Leave

System to enable associates to mentally refresh. The system allows associates to take a one-day leave twice a year without the need to provide a medical certificate.





## Promoting work safety

### Regional initiatives to promote work safety

GC Group analyzes risks systematically and carries out initiatives to create a safer work environment under the work safety standards of the different regions in which it operates.

#### GC Europe

By systematically analyzing the potential risks involved in labor within the ISO 45001 framework, GC Europe understands hazardous situations well and proactively implements preventive measures to mitigate the risk of injuries. This approach has fostered a cross-sectional safety culture and improvement activities based on the concept of worker-oriented safety, in contrast to passively waiting for a superior's instructions. As a result, over 20 years, GC Europe has reduced the risks identified by 93%, achieving a performance in line with first-in-class peer companies. It also has maintained a record of zero work-related accidents over the past three and a half years, reflecting the company's strong safety culture and proactive risk management approach.

#### GC America

The Occupational Safety and Health Administration (OSHA) sets standards for associate safety requirements. Under the OSHA standards, GC America is proactively improving its working conditions, implementing safe operational methods through safety/environmental training programs, hazard analysis, and the identification/reporting of near misses. These initiatives have reduced the number of minor occupational accidents. Consequently, the Experience Modification Rating (EMR), a metric used by insurance carriers to assess risk, is below the industry standard.



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## Responses to the COVID-19 pandemic

GC Group took countermeasures to address COVID-19 and worked to prevent the spread of infection.

To reduce the risk of infections spreading in the workplace, GC Group has supported the vaccination of associates through activities such as providing correct knowledge of vaccines, setting up an internal consultation desk, and providing information about vaccination locations and making vaccination appointments.

### GC Suzhou

Due to the support provided for vaccinations, GC Suzhou's vaccination rate rose to 95.2%, compared to only around 50% as of May 2021. In addition to measures, such as body temperature checks, the use of masks, the sterilization of facilities, and the management of factory visitor logs, GC Suzhou enhanced its actions for imported cargo and responses to emergencies to prevent clusters of infection in offices. These actions kept the number of associates infected at zero until the Chinese government eased COVID-related restrictions nationwide in November 2022.

#### Initiatives to prevent the spread of infection at GC Suzhou



Sterilization of the guardhouse



PCR tests for cargo



Sanitization before entering the gate

### GC Indonesia (GC Asia)

To present a positive topic amid the pandemic, GC Indonesia (GC Asia) formed a virtual choir in cooperation with 100 dentists and globally streamed a performance of "If We Hold on Together" online. We believe one of the roles of GC Group is to give hope to people around the world through activities like this initiative. The choir of about 100 dentists from various locations across Indonesia participating remotely to take on the adverse circumstances during the COVID-19 pandemic



The choir of about 100 dentists from various locations across Indonesia participating remotely to take on the adverse circumstances during the COVID-19 pandemic

### GC America

GC America also supported the vaccination of its associates, conducted health checks before people entered rooms, promoted the use of personal protective equipment (PPE),

and set requirements regarding the admittance of visitors and temporary associates to prevent clusters of infection in the workplace.





## Reevaluation of packaging materials

### Reduction of CO<sub>2</sub> emissions through the reevaluation of packaging materials

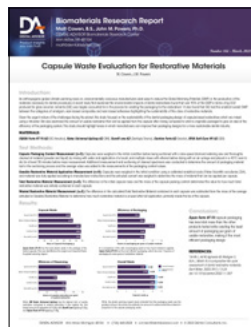
To reduce CO<sub>2</sub> emissions, GC Group is reevaluating its packaging materials to incorporate more environmentally friendly options. This effort includes reducing the amount of plastic used; developing packaging that uses paper, recycled materials, and other materials with low CO<sub>2</sub> emissions; and making indirect packaging more compact and lightweight to reduce CO<sub>2</sub> emissions during transportation.

We also conduct research on new packaging materials with a lower environmental impact. We will continue to develop environmentally friendly packaging while pursuing safety and effectiveness.



By reducing the number of components, this capsule uses about 25% less plastic than the competitor capsules tested (see DA report). It is used in our flagship product EQUIA Forte™ HT and other products.

About **25%**  
less plastic



Evaluation report by DENTAL ADVISOR, an external evaluation organization



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## Reevaluation of packaging materials

### Old packaging made from plastic



#### EXPERIENCE™ Metal single kit

The previous packaging used a transparent plastic blister (weight: 9.27 g) and a white plastic blister (weight: 9.56 g).

Transparent plastic package 9.27 g

White plastic package 9.56 g

**Total**  
**18.83 g**

### New packaging made from only regular and carton paper

The switch to regular and carton paper reduces the plastic used approx. **18.83 g** per unit equivalent to **4.7 tons** of plastic per year, based on annual packaging consumption

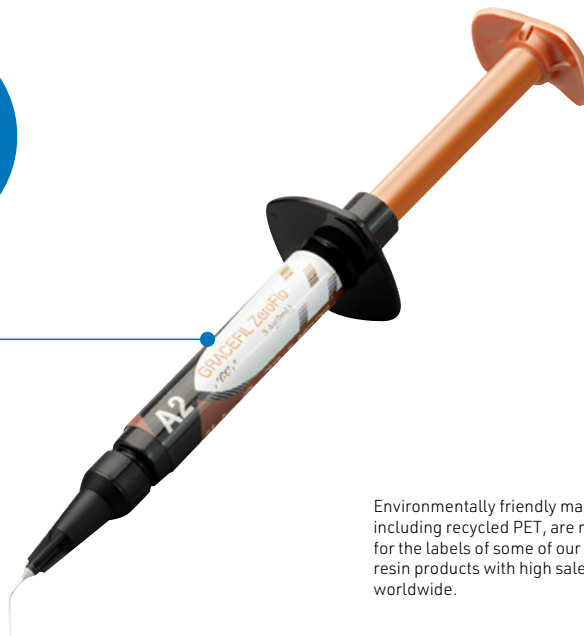
Following the introduction of the new packaging in April 2023, GCE has achieved **more than 10 tons** of plastic reduction.



The new packaging is made of paper fiber and carton paper only, for a variety of products.

### Adopting label materials including recycled PET

Recycled PET



Environmentally friendly materials, including recycled PET, are now used for the labels of some of our composite resin products with high sales volumes worldwide.

### GC Asia

In Australia and Singapore, companies with a certain sales volume are required to report the total annual weight of product packaging materials and their future 3R (Reduce, Reuse, Recycle) plans. We adhere to these environmental regulations and aim to be an environmentally friendly company.





## Introducing the Eco Evaluation Sheet to determine CO<sub>2</sub> emissions

### Calculating the CO<sub>2</sub> emissions of new products using the Eco Evaluation Sheet

GC Group's New Product Assessment develops products with a reduced environmental impact by calculating their impact on the environment and resources from the planning stage. Among the various impacts, we calculate the CO<sub>2</sub> emissions of new products using our proprietary Eco Evaluation Sheet. CO<sub>2</sub> emissions play a pivotal role in determining whether to proceed with new product development. Therefore, it is essential to establish emissions targets during the planning phase and assess CO<sub>2</sub> emissions during the stages of material selection and product composition evaluation. The CAD/CAM crown block CERASMART™ was introduced in Japan as a metal-free alternative covered by national health insurance. The revised manufacturing process for this product has reduced CO<sub>2</sub> emissions by 38% compared to existing products.



### Implementing 3R activities and manufacturing products with reduced environmental impact

Besides reducing CO<sub>2</sub> emissions, we are continuously verifying and improving the selection of raw materials and the development of materials to eliminate hazardous substances and prevent water pollution. We are also actively involved in 3R (Reduce, Reuse, Recycle) to make effective use of resources. GC America has been constantly analyzing its waste stream for potential recycling opportunities and was able to identify a new source for recycling and repurposing the polypropylene boxes that had previously been sent to landfills. Owing to this initiative, between January 2022 and December 2023, the volume of recycled plastic was 30% higher than the previous two years. These efforts have led to the manufacture of products in various countries and regions worldwide with due consideration given to local environmental laws and regulations in the distribution markets. GC Group has been dedicated to reducing the environmental impact of its products for over 20 years.



Empty MI Paste™ tubes arrive in polypropylene resin cases with cardboard dividers.



While the empty MI Paste™ tubes are used in the manufacturing process, the cardboard dividers and polypropylene resin cases are sent for recycling.



## Using renewable energy to reduce environmental load

### Solar panels installed to reduce CO<sub>2</sub> emissions

GC Group is promoting the use of renewable energy at its main production sites. The installation of solar panels began as a commemorative project to mark the Group's centenary in 2021. Solar panels were installed at GC Europe in 2019, a major production site, and became operational in 2020. The electricity generated not only powers the facility itself but any surplus is fed back into the grid for local energy consumption. Since its installation, GCE's solar panel system has generated a total energy yield of 2.26 GWh. This renewable energy production has contributed to the avoidance of 1.07 thousand tons of CO<sub>2</sub> emissions, equivalent to the environmental benefit of planting 1.47 thousand trees. These results reflect GCE's commitment to reducing its carbon footprint and promoting clean energy solutions within its operations.

A solar panel project was also initiated in 2019 at GC America, another large production site, where 1,431 solar panels were installed. These now generate over 1.3 million kWh of electricity, totaling 154 tons of CO<sub>2</sub> emissions reduction.

In addition, solar panels began operation in 2025 at the Fuji Oyama Factory, the GC Group's flagship factory.

Solar panels at GC Europe

Solar panels at GC America

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## Environmental conservation

### Acquiring international ISO 14001 certification for environmental management systems

In 1998, GC (Japan) was the first company in the Japanese dental industry to receive ISO 14001 certification, an international standard in environmental management systems. Later, in 2000, GC Dental Products Corporation, a group company with production plants, received the certification, followed by GC Asahi Corp. in 2008 and Taisei Dental Mfg. Co., Ltd. in 2009. Among our global bases with production plants, GC Europe received the certification in 2006, followed by GC Suzhou in 2018 and GC America in 2019.

### Fuji Oyama Factory's environmental conservation actions

Fuji Oyama Factory has been engaging in environmental conservation actions since production started in 1976. These actions are primarily carried out by the Environment and Maintenance Unit as well as retired GC Associates.

#### Main duties of Environment and Maintenance Unit

- Maintenance and management of factory facilities, buildings, and factory grounds (grass, trees, forests, etc.)
- Actions to comply with environmental laws (initiatives to meet regulation levels for gas and water emissions and noise generated during production activities)
- Work environment measurements within the factory (measuring the handling of toxic substances and fine particles in the workplace and taking actions to improve the work environment)
- Initiatives to manage and reduce factory waste
- Energy and resource reduction initiatives



A biotope\* was created on the factory premises. *Atrocalopteryx atrata* and *Glandirana rugosa*, which may be designated as vulnerable (VU) or near threatened (NT) depending on the region, are observed here.

\*A biotope, aimed at preserving biodiversity etc., is a space designed and created for various organisms native to the area to inhabit.



Environmental volunteer work is carried out twice a year to clean the premises and roughly 5 km of the surrounding area.

Through these initiatives, Fuji Oyama Factory received each award offered in the Ministry of Economy, Trade and Industry (METI) Minister's Awards of the Factory Greening Award Program in recognition of the factory's maintenance and improvements in its greening ratio, its harmony and consideration of the local environment, and its communication with the local community. Fuji Oyama Factory's professional attitude towards the environment continues to deepen over time. It has become a source of pride for Nakama working here.

### Improvements in processing technology for volatile organic compounds (voc)

The GC Suzhou factory is working to address the air pollution issue. To reduce the VOC released into the air from the factory, the VOC treatment system was improved by changing to a double activated carbon absorption method. This increased the absorption rate of VOC from 41% to 58%, thus reducing emissions.



Double activated carbon facility at GC Suzhou



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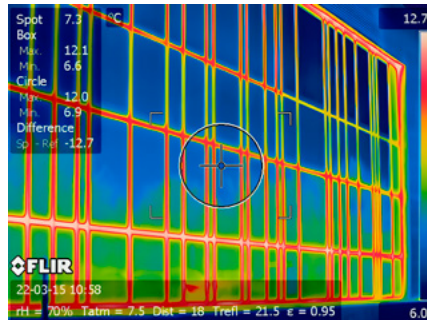
## Promoting energy savings

### Switching to LED lighting and re-examining air conditioning, etc.

At GC (Japan)'s Fuji Oyama Factory, all 2,216 light fixtures within the factory were replaced with LED lights in 2021 to save energy and reduce CO<sub>2</sub> emissions. This has saved 191,466 kWh\* of energy and 80.6 tons of CO<sub>2</sub> per year. Introducing hybrid fans and circulators in air conditioning units improved efficiency and led to a significant reduction in energy consumption.

\*Calculated based on normal number of days and hours of operation, and with the 2024 TEPCO CO<sub>2</sub> emissions coefficient.

GC Europe has also continued to re-examine its equipment to minimize energy usage, switching to LED lighting, refurbishing air conditioning equipment, and installing solar panels. In addition, thermography is used to analyze the effectiveness of the insulation within buildings, and insulation is replaced with highly effective insulation materials, thoroughly optimizing energy efficiency.



Thermographic analysis of improved areas inside GC Europe facilities



By switching from conventional fluorescent lighting to LED lighting, GC Europe saved 52% in energy use for lighting and reduced the time needed for maintenance.





## Corporate governance

### Strengthening corporate governance

The purpose of strengthening corporate governance is not only to prevent corporate misconduct but also to improve long-term corporate value and performance. To increase value for our stakeholders, we must clarify the rules, means, and procedures for our activities. At GC Group, we promote the strengthening of corporate governance under the slogan, "Becoming a true global company".

### Two-tier management structure: Board and Executive Committee

As part of our efforts to strengthen corporate governance, GC Group introduced the two-tier system in 2022. This system includes two bodies: the Board, which includes outside director to ensure the objective and transparent approval of the matters that come before it, and the Executive Committee, which executes the matters that have been approved by the

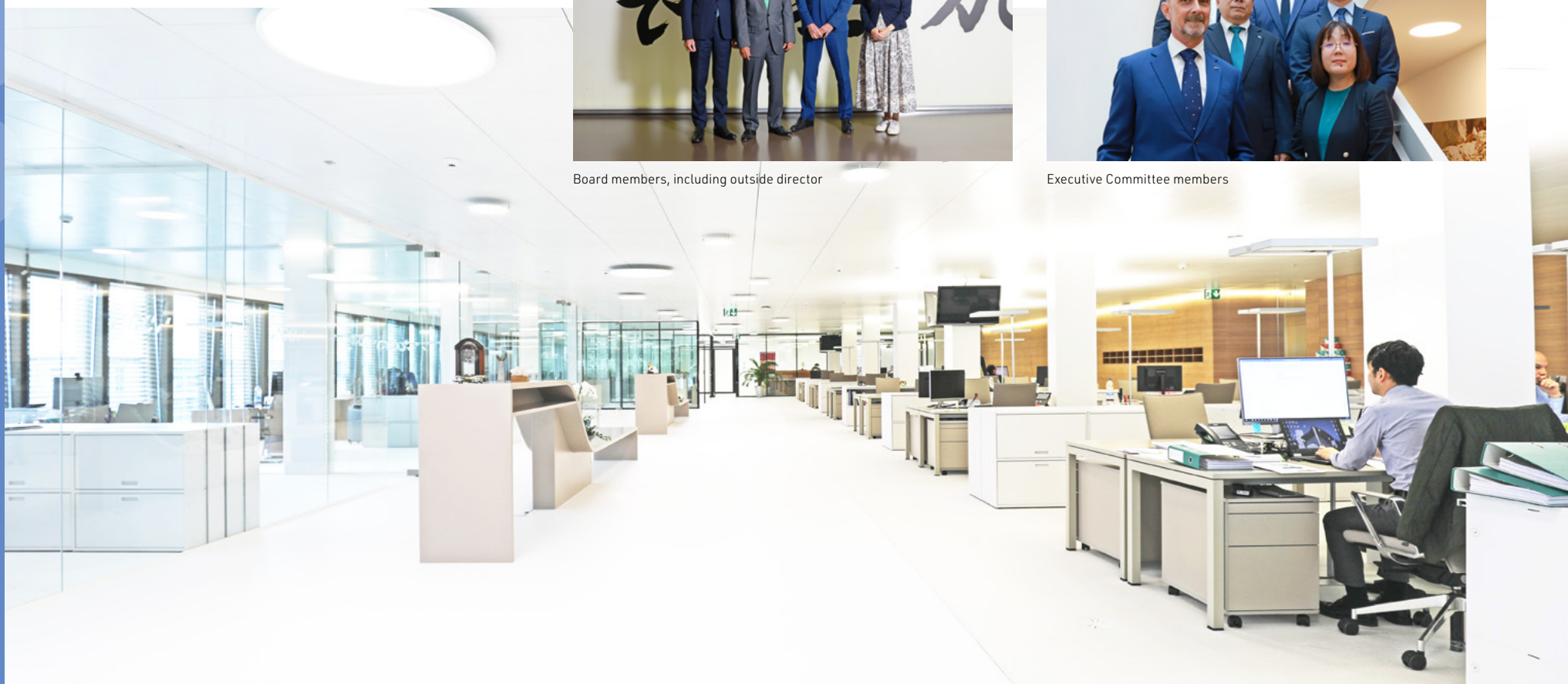
Board. The clear separation of the roles of approval and execution enables swift decision-making regarding important matters within the Group. In Japan, the two-tier system was implemented in April 2025, with regional function owners appointed accordingly.



Board members, including outside director



Executive Committee members





## Compliance

### Compliance with local laws and regulations

GC Group is committed to assuring compliance with the laws and regulations of each region.

#### GC Suzhou

Various reforms are taking place in the medical industry, and numerous compliance guidelines related to corporate activities have been issued. In this context, GC Suzhou is committed to providing high-quality, safe, and reliable products and services, while strictly adhering to compliance guidelines and fostering fair and healthy relationships with its business partners. Specifically, Compliance Agreements were concluded in January 2025 following consultations with business partners and obtaining their consent. To further strengthen internal management, the content of the Company's regulations, the Work Rules, was revised, and all employees signed Compliance Acknowledgment Forms. Going forward, GC Suzhou will continue to provide regular compliance training for employees and strive to further enhance its governance framework.

#### GC Europe

At GC Europe, we are committed to complying with the General Data Protection Regulation (GDPR) governing the protection of personal data and privacy. We have introduced appropriate policies and security systems to safeguard the data of our associates and customers. We have appointed a Data Protection Officer and will continue to run continuous compliance checks. GC Europe N.V. and its affiliate companies consider integrity to be one of the cornerstones of its DNA. In line with this commitment, a whistleblowing mechanism has been set up in Belgium, Germany and Austria, to offer both associates and external parties the possibility of reporting any breach of internal policies and procedures, laws and regulations in a confidential manner. The system is fully compliant with the relevant local legislations in the countries in which its implementation is mandatory, with additional voluntary measures introduced by GC to further strengthen transparency and trust.

#### GC (Japan)

At GC (Japan), the Legal Office plays a central role in ensuring compliance within the company. It conducts basic compliance training during onboarding and provides appropriate education through subsequent hierarchical training programs as necessary. Additionally, it provides specialized training to explain relevant regulations in specific fields and adjusts the programs according to the evolving responsibilities of each department. These efforts ensure that each team member is committed to performing their respective duties accurately and in compliance with regulations.

### Harassment prevention initiatives

We are committed to preventing harassment and are undertaking efforts for this in many countries. At GC America, annual harassment prevention training is conducted to ensure a proper understanding of corporate and legal requirements regarding workplace communication and behavior. At GC Suzhou, the *GC Suzhou Harassment Prevention Manual* has been developed to maintain a healthy work environment, and anti-harassment training is provided to all associates at the plant. We will continue striving to nurture an open and transparent work environment.





## Risk management

### Improving IT literacy through regular training

At GC Group, we are committed to implementing robust security measures to protect computers and networks. To combat cyberattacks targeting individuals, we provide a security education program utilizing an e-learning platform specialized in security education, which is accessible to all Associates. Furthermore, to measure the effectiveness of our training, we conduct simulated exams that incorporate information about the latest trends in cyberattacks. With a total of eighteen exams conducted so far, the failure rate for the latest exam decreased to approximately one-tenth of what it was for the first exam, showing that our regular online training sessions have contributed to improving Associates' IT literacy. We will continue to maintain a high level of security awareness of each of our team members to protect everyone's information and confidential data from cyberattacks.

### Business Continuity Plan (BCP) initiatives

In the event of a major disaster, such as an earthquake, typhoon, heavy rainfall resulting in flooding, or widespread outbreak of an infectious disease, it is our duty as a leading manufacturer in the industry to fulfill our supply responsibilities. GC Group proactively identifies potential risks and implements measures to prevent or mitigate such risks. To ensure the continuity of our business operations, we prioritize the development of BCPs based on our Mid-term Management Plan.





# Continuing to support the concept of SEMUI over the past 100 years and for the next 100 years

## Editorial policy

GC Group has published its CSR report every year as GC Corporation. Since the 2011 report, its scope has been expanded to describe the initiatives of the entire GC Group.

As part of our commitment to fostering a sustainable society, from FY2023, the report provides information about activities related to five materialities (priority issues), designed to be easily comprehensible and accessible to all readers.

## Main organizations reported on

GC Corporation  
GC Mfg Corporation  
GC R&D Corporation  
GC DENTAL PRODUCTS CORP  
GC Asahi Corporation  
TAISEI DENTAL MFG.CO.,LTD.  
DENTAL DIAMOND CO. DENTAL PUBLISHING  
Japan Dental Supply Corporation  
SHOWYAKUHIN CORPORATION

GC Holding AG / GC International AG  
GC Europe AG  
GC Europe N.V.  
GC America Inc  
GC Asia Dental Pte. Ltd  
GC Taiwan Dental Corp.  
GC Korea Co., Ltd  
GC Dental (Suzhou) Co., Ltd.GC

## Reporting period

The report covers activities from April 1, 2024 to March 31, 2025. However, some of the information it includes concerns activities outside of that period.

## Referred guidelines

- Environmental Reporting Guidelines (2018) by the Ministry of the Environment
- The Japanese translation of ISO 26000:2010, Guidance on Social Responsibility (Ver. 1)
- GRI Sustainability Reporting Standards

If you have comments or opinions on GC Group's CSR activities or the report, please send them to the email address shown on the right. All feedback is valuable and important.

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