

People' s Republic of Bangladesh

**Preparatory Survey for  
BOP business on Euglena Cookie  
in Bangladesh  
Final Report (Summary)**

June, 2017

Japan International Cooperation Agency (JICA)

euglena Co., Ltd.

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## 1. Outline of the Study

Objective	The study was conducted to establish business models, that satisfy the following objectives: <ol style="list-style-type: none"> <li>1. Selling Euglena products to over Middle-income group consumers and allocate this profit to distribute the Euglena cookies to Low-income group children with free.</li> <li>2. To contribute to solve the malnutrition issue of children through business.</li> </ol>
Period	Two years and two months (May 2016 to July 31, 2017)
Study area	Dhaka, Bangladesh
Sales target	Over Middle-income group
Beneficiary	Low-income group children who reside in slum areas
Issues under development	Malnutrition of Low-income group children who reside in slum areas (especially, deficiency of vitamin A, iodine, zinc, iron), as well as underweight, underdeveloped, anemia and other issues stemming from malnutrition.
Details of activities	Identification of the current state of markets and customer needs, selection of and negotiations with partner companies (manufactures and distributors), product development, measurement of effectiveness of the GENKI Program (through blood tests and physical measurements)

## 2. Background and Objective of the Study and Alignment with Issues under Development

In April 2014, Euglena Co., Ltd. has started the GENKI Program in Bangladesh which deliver Euglena cookies to children in the poorest group of the population (hereinafter, the "Low-income Group") through their schools. This program is one of the Company's mission that inspired to establish our company; "to solve child malnutrition issue with nutrition of *euglena* " In Bangladesh, 84 million people, which accounts for nearly 50% of the total population, are segmented into the low-income group—living with monthly incomes of less than \$150. Looking at the low-income population living in slum areas, more children aged under 5 years suffer from malnutrition, as compared with children living in ordinary households, and 50% of malnourished children are stunted and underweight. As of December 31, 2016, we deliver Euglena cookies to 7,000 children every day in Dhaka with the aim of increasing the population who eat Euglena cookies on a daily basis to one million people throughout Bangladesh. However, a significant amount of money will be required to distribute one million free package every day, thereby leading to lower sustainability. On the other hand, as the Bangladesh's economy grows, personal income is increasing. The Company therefore is considering starting to sell the products to the High-income and Middle-income groups whose incomes are relatively high to deliver Euglena products to many consumers continuously. With this background, we conducted the study to (1) identify the needs and develop products with an eye toward business to sell Euglena products to High-income and Middle-income, and (2) allocate profits from the sales activity as additional capital under the GENKI Program and measure effectiveness thereof. Snack products including cookies and chips, which have already penetrated into everyday life in Bangladesh, are available in a wide variety of products in terms of quantity, price, taste, etc. Hence, snack foods are a product that can flexibly respond to the income and needs of the target groups.

### 3. Study Area

This study was conducted in Dhaka, the capital of Bangladesh. This was because (1) major food manufactures are mostly concentrated in Dhaka and other metropolitan areas due to developed logistics network and (2) we would enjoy a number of opportunities to acquire sales networks due to the city's dense population. We shall start commercial activity in Dhaka with an eye toward future expansion to other local areas.



### 4. Method, Target and Period of the Study

This study was mainly conducted through 3 parts. (1) Discussion with potential contractor of sales and manufacture companies (Company A: Bangladeshi food company and Company B: subsidiary of Japanese food company located in Southeast Asia). (2) Local market study, comparison with competitor's product, group interview and questionnaire study to children at schools subject to the GENKI Program, done with New Vision, contracted local consulting company. (3) The evaluation of development indicators; blood tests and physical measurements at schools subject to the GENKI Program. In cooperation with New Vision, we conducted general market studies twice (October 2015 and January 2017) to understand the type and price range of competitors' products, and one session of group interviews (October 2015) to identify consumer preferences. Taking into consideration the results of the study and *euglena's* properties (well-balanced amino acid score, high digestion-absorption rate, unique component or paramylon<sup>1</sup>), we conducted a survey based on product concepts such as "Nutritious" (rich in nutrition), "Unique" (appealing in taste and appearance) and "Premium" (mid to high price). However, with reference to the results of the group interviews and other activities, we have determined, as described later, not to overemphasize the "Nutritious" (rich in nutrition) advantage, but push the "Unique" kind (appealing in taste and appearance) to the fore, so as to differentiate our products from others. This greatest differentiation strategy will be utilized in the course of our product development and sales promotion activities.

With regard to the sample production, we had an interview with four local companies in Bangladesh and thereafter selected a Bangladeshi food company (hereinafter, "BAN Company A") as a partner candidate. In response to our request to prepare samples, we firstly received sample types such as (1) chocolate-coated (in animal shape), (2) sandwich (3) nut cream (4) energy and (5) energy with brown rice. With reference to the results of group interviews, we formulated the hypotheses that the proper products would be (5) for adults and (1) for children, and thereafter requested a marketing company to prepare package proposals. As we proceeded with the study to develop the type of product (1) for children, it was found that advanced techniques and considerable business investment (molds, etc.) would be required to produce animal-shaped cookies. While we were looking for a method to reduce

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<sup>1</sup> Paramylon is a kind of beta-glucan component only contained in *euglena*. It has a similar property to dietary fiber. Paramylon has effects such as fat and cholesterol efflux, purine body absorption inhibition, and blood uric acid level reduction.

our initial investment, we received a proposal from JAN Company B. The proposed method was to make heart-shaped snacks of Japanese quality by importing snack pellets from Thailand to Bangladesh. Thereafter, we started discussions with JAN Company B. In the second trial with BAN Company A, we conducted group interview sessions (36 targeted persons) (January 2017) mainly regarding a sugar-free and health-oriented cracker product for adults with an estimated sales price of 25 taka for 120 g (20 g x 6 pouches) by setting the product concepts as "sugar-free" and "intake of insufficient nutrients. Although, the interviews were conducted with a limited number of people, the results of these interviews are shown below. In respect with the *euglena* properties, while female respondents were interested in the product as a rich nutrient in consideration of the health of her family, male respondents were interested in the product as the fat absorption inhibitor because of a concern about their lifestyle related disease. On the other hand, we found that knowledge and recognition regarding the nutrition greatly vary from individual to individual and the concept focusing on specific nutrients and functionality (like Japanese health foods) is not well received at the present moment. The results of the group interviews also indicated that the concept of "nutrient" is associated with calorie intake in the current Middle-income and Low-income groups of the country, but such mindset varied significantly by individual. Therefore, our first priority is not developing products that highlight the nutritional functionality, but utilizing a sales strategy that primarily features such strengths as taste, food texture and unique appearance in the form of incorporating food processing techniques to produce the Japan's unique savor (investment in molds and other equipment), in order to raise the recognition of *euglena*.

While we were looking for a method to reduce our initial investment in equipment (molds, etc.) and yet produce differentiated "Unique" (appealing in taste and appearance) products, we undertook discussions with JAN Company B regarding the production assignment. The reason why we selected JAN Company B was the lower customs rate imposed in the case that we import semi-finished products (snack pellets<sup>2</sup>) from Thai to Bangladesh and then operate the final process in Bangladesh, as compared with the case that we import finished products. In other words, this method enables us to bring snacks of Japanese quality in Bangladesh at lower cost, compared with ordinarily imported goods. In the first trial, we ordered JAN Company B to produce heart-shaped sample snacks with five different flavors (Hokkaido crab, nori seaweed, wasabi & nori seaweed, wasabi & soy sauce, Hokkaido butter) under the concept of a unique shape for children and Japanese taste. We also conducted a survey on the taste with 25 children (9-12 years old) at schools subject to the GENKI Program and as a result, wasabi & soy sauce and Hokkaido butter flavors were preferred the most. In the second trial, JAN Company B produced other samples in which ingredients were adjusted to reduce costs, as the price of first samples did not suit the price level in Bangladesh. Upon receiving these samples, deliberations were made inside the Company. In parallel, we conducted a study regarding the flavor of snacks in Bangladesh (field study at several types of stores and interview) and as a result, the most basic flavors were masala (curry flavor) and chili tomato. In response to the results, we have requested JAN Company B to produce samples with three flavors (masala, chili tomato and shrimp) as third trial. Production cost has received and transportation costs, customs duty and retail margin will be added to this price. The final price including these costs is currently being determined.

For your reference, "differentiation by Japanese quality" means differentiation by (1) shape, (2) food texture, and (3) small quantity of diverse nutrients. Regarding (1), the heart shape is currently under consideration. In Bangladesh, the majority of snacks are round or square-shaped. Although some other shapes are available, the product's quality level is extremely low. Regarding (2), Japanese quality offers a particularly crispy and crunchy texture. The texture difference from products from Bangladesh is obvious, which is a great element for differentiation. To be concrete, while local cookies tend to stick

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<sup>2</sup> Pellets are semi-finished products that are ready for the final process (bake, fry, etc.). Pellets are stored at room temperature, or in frozen or vacuum-packed conditions.

to the teeth and tongue, which leaves an unfavorable mouthfeel, Japanese products do not have such a disadvantageous texture. This point was greatly valued in product tastings. Regarding (3), there is no product that actually holds significant nutrition with such concept. In fact, a number of products sold with energy-related catchphrases are high in sugar and calories. Practically, it is impossible to produce a product that has the three strengths in Bangladesh at the moment, unless a large business investment is made.

After receiving samples twice from each company (total 4 times = 2 x 2 companies), we conducted a survey and group interviews, and then deliberated the results internally. While the group interviews were assigned to New Vision, the survey was conducted by the Company itself with children at schools subject to the GENKI Program.

The outline of the study (including field study) on the product development is as follows:

Company name	Period	Sample	Study method
	July 2015	-	Group interviews
	October 2015	-	Field study in stores
	January 2017	-	Field study in stores
BAN Company A	January to May 2016	Five types of cookies	Internal deliberation
	February 2017	Sugar-free cracker	Group interviews
JAN Company B	November 2016	Five flavors of heart-shaped snacks	Questionnaire survey
	March 2017	One flavor of heart-shaped snack	Internal deliberation

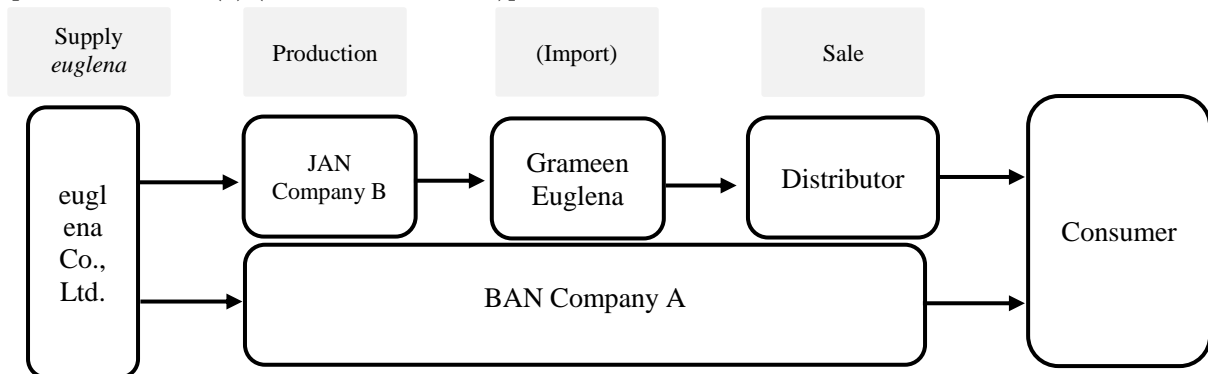
As indicators to measure development effectiveness, we determined that the matters to be reviewed would be (1) the number of Euglena cookies distributed under the GENKI Program (50 g/package (6 pieces), and (2) blood tests and physical measurements at schools subject to the GENKI Program. Children in the Low-income group tend to be deficient in vitamin A, iodine, iron and zinc (according to the results of "People's Republic of Bangladesh, Research for Introducing *euglena* for Maternal and Child Health ODA Programs," which was conducted by using "Project Formulation Survey" under the Governmental Commission on the Projects for ODA Overseas Economic Cooperation in FY2012). A lack of these nutrients would lead children to night-blindness for vitamin A, underdevelopment for iodine, anemia and growth disease for iron, and lower immune system, anemia and growth disease for zinc. Given that one package of GENKI Cookies provides 100% of the daily required iodine, iron and vitamin A intake, and 98% of the zinc intake. (comparison with figures for 8-9 years old in Dietary Reference Intakes for Japanese (2015) specified by the Minister of Health, Labor and Welfare), the number of Euglena cookies distributed under the GENKI Program is an indicator to measure development effectiveness. We also conducted blood tests mainly to measure the anemia level, as well as physical measurements and athletic ability tests. Subject children were selected from among the group of children who continuously eat Euglena cookies and the group of children who don't. The number of subject children was 201 in April 2016, 313 in November 2016, and 283 in May 2017. Because there are many external factors and an examination of the aging effect is required, we have not obtained a result that clearly shows the effect of Euglena cookies at the moment. We will study this issue on an on-going basis.



code<sup>3</sup>:1905.10-1905.90, customs rate: 58.69-127.84%). Regarding differentiation by Japanese taste, soy sauce and wasabi flavors will probably be selected. Meanwhile, we need to conduct study on flavors that are generally accepted in Bangladesh. Firstly, we will import JAN Company B products (three flavors including masala, chili tomato and shrimp) from Thailand and then sell these products as a trial. In the first year, we will sell JAN Company B products only. Our necessary tasks as a path leading to the aforementioned activities include: orders for samples with three flavors, holding of sample tasting, confirmation of final estimated price and the minimum order amount, verification of transportation costs between Thailand and Bangladesh and within Bangladesh, as well as customs rate, and determination of margin for distributors and retailers. In addition, verification will be made regarding techniques and business investment required to produce Euglena products (not only snacks) in Bangladesh from mid- and long-term perspectives.

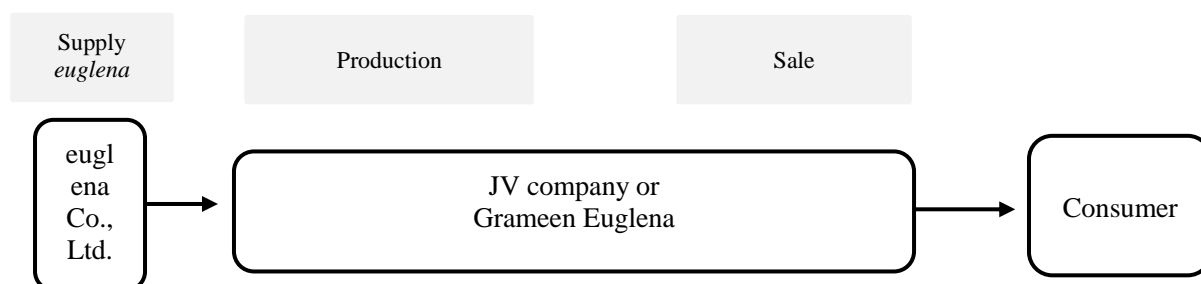
Going forward, we assume business models such as the Company establishing a joint venture company with a partner company or that the Company will operate the business centering on Grameen Yukiguni Maitake Ltd., which is a subsidiary of the Company (hereinafter, "Grameen Euglena"). From the short- and mid-term perspectives, collaborative operation with BAN Company A and JAN Company B is expected in the following two patterns. Under the collaborative operation model with JAN Company B, Grameen Euglena, the Company's subsidiary, imports products to Bangladesh and then sells products by itself or ships products to retail stores through distributors. Under the collaborative operation model with BAN Company A, the Company provides ingredients to BAN Company A and then BAN Company A performs integrated operation from production to sales. We also consider that the Company will send machinery required for production from Japan. The product concept and ingredient formulation will be determined through discussions with the Company. The Company's logo will also be attached to the product packages, contributing to the dissemination of the Company's brand in Bangladesh.

[Business model (1) (short- and mid-term)]



<sup>3</sup> "HS code" is a code number specified in accordance with the international treaty regarding the Harmonized Commodity Description and Coding System (HS Treaty). "HS code" is also known as "yushutsunyu tokei hinmoku bango (harmonized system number)" "kanzei bango (customs number)" and "zeiban (tax number)" in Japanese. Under the HS code, all traded products are classified into 21 sections, which are identified by a six- digit code. Each country sets out the customs rate table based on the HS code. Decisions on what products are taxed under which HS code are made at the discretion of the country's customs office.

[Business model (2) (long-term)]



In connection with the measuring of development effectiveness, the number of distributed free GENKI Cookies will be managed on an on-going basis. Profits earned through sales of Euglena products will be utilized to the production cost of additional GENKI Cookies to further increase the volume of distribution. Regarding blood tests and physical measurements, because an examination of the aging effect is required, we will conduct the examination on a periodical basis. The next blood test is scheduled to be held in November, 2017 for children who participated in the second and third tests. We also started discussion with United Nation group's organization toward the adoption of this program based on past achievements of GENKI Program. If this discussion succeed, we will be able to increase drastically the volume of distribution of GENKI Cookies. We will therefore proceed with the preparation of necessary documents and negotiations on terms and conditions.

## 6. Issues to be Addressed and Measures toward Commercialization, and Study Policy

In the case of collaboration with JAN Company B, finished products will be imported to Bangladesh in the initial stage. In this case, the customs rate will be extremely high (HS code: 1905.10-1905.90, customs rate: 58.69-127.84%). While analyzing the results of trial marketing, we will continue negotiations regarding the import of semi-finished products (snack pellets, etc.) to Bangladesh. It is also very important to select distributors that have high sales capability. Suppose that the daily sales target is set to 6,000 packages for the 1<sup>st</sup> year and 20,000 packages for the 4<sup>th</sup> year. In this case, a qualified distributor must be able to distribute products to 2,000 stores for the 1<sup>st</sup> year and 7,000 stores in the 4<sup>th</sup> year. In addition, we intend to minimize the logistics costs (including storage fee) through negotiations with distributors regarding the share of the burden.

In the case of collaboration with BAN Company A, we are considering the shipment of machines required for production from Japan; however, this may require an equipment investment of more than 100 million yen. In order to reduce costs as much as possible, we need to utilize measures such as finding second-hand Japanese machines. Trial marketing that contributes to the determination of equipment investment must be carried out adequately.



[List of Issues to be Addressed]

		Issues to be addressed	Schedule	Comment
JAN Company B model	Permission	Check how to obtain necessary permission for snack commercialization (BSTI certificate and standard conformity certification)	September, 2017	
	Production	Cost calculation, as well as verification of production, import and transport procedures	September, 2017	
	Production	Determination of package design	October, 2017	
	Sale	Negotiation and determination on terms and conditions with distributors, follow-up and evaluation of trial marketing	October 1, 2017	
	Distribution	Negotiation by asking distributors to bear the storage cost	October, 2017	
BAN Company A model	Production		After 2018	In the first year, we will focus on collaboration with JAN Company B only.
Development issue	Development issue	Consideration and negotiation on the tie-up with the United Nation group's international organizations under the GENKI Program	Within 2018	Although discussions have already begun, we target "within 2018" because the next bidding period is not confirmed.
	Development issue	Examination of results of blood tests conducted at schools subject to the GENKI Program, and subsequent examination and verification on an on-going basis	November, 2017	A blood test was conducted in May, 2017. The results will be examined in August 2017. The 4th blood test is scheduled for sometime around November, 2017.

## 【List of Study Items and Study Results】

	Study item	Purpose	Method	Period	Result	Decision	Issue to be addressed
1	Macro market	To identify the macro environment	Secondary information (various reports)	May-July 2015	The scale of the cookie market in Bangladesh is estimated to be about 50-60 billion taka (about 70-84 billion yen). Estimated sales including potato chips and sweets amount to 100 billion taka or more.	-	-
2	Laws and regulations	To understand the legal system relating to the cookie business	Secondary information, questions to competent organizations	May-July 2015	To sell cookies in Bangladesh, a sample of imported products must be inspected by the Bangladesh Standards and Testing Institution (BSTI) and Bangladesh Council of Scientific and Industrial Research to obtain an inspection certificate and standard conformity certification. In addition, contained nutrients and the presentation of such information on package are understood.	Upon completion of products, we will request the relevant organization to issue a certificate.	-
3	Competitors' products	To obtain marketing information regarding price, promotion points and content volume, etc.	Field (store visit, questions)	October, 2015	In general, the content volume of the cookie product is mainly 50-60 g and the price is 10-12 taka (14-17 yen). Looking at the popular cookie products, words such as "vegetable," "milk," and "energy" are likely to give an abstractly favorable impression like "looks healthy."	-	-
4			Tasting and questions	April, 2017	We studied the variety of flavors of snack products through questions to consumers. The results indicated that masala (curry) and chili tomato are basic flavors.	We requested JAN Company B to prepare product samples with masala and chili tomato flavors.	-
P l a n n i n g	Sample production	To check product quality (taste, texture, etc.)	Assignment to BAN Company A	1st time: January-May 2016 2nd time: January 2017	1st time: We received types such as (1) chocolate-coated (animal shape is assumed), (2) cream sandwich, (3) nut cream, (4) energy and (5) energy with brown rice, followed by internal deliberation. 2nd time: We received sugar-free and health-oriented crackers, followed by a group interview.	-	-
			Assignment to JAN Company B	October 2016/March 2017	We conducted a questionnaire (1st) and internal deliberation (2nd).	-	-
7	Consumer needs and preference	To study consumers' preference and purchase activities	Group interview	July, 2015	For children, popular items are chocolate-coated products and cookies with cream, as well as products that come with a free gift and image design. A mother commented that products containing chocolate are favorable even if the price is higher. As our policy, we will not overemphasize the "nutritious" advantages, but promote the products by highlighting the good taste and unique shape to make differentiation. For adults, popular items are high-calorie products (such as energy-type) and peanut cookies.	We requested BAN Company A to produce five types of cookies based on the results.	-
			Internal deliberation	February-May 2016	Among (1) chocolate-coated (animal shape was assumed but the production by BAN Company A was later found to be impossible), (2) sandwich, (3) nut cream, (4) energy and (5) energy with brown rice, we initially considered (5) for adults and (1) for children. However, we decided to make a differentiation by producing products featuring a unique shape (animal shape, etc.) because the above types lack an element for differentiation.	Calculation of costs for investment in equipment to produce unique animal-shaped cookies (molds, etc.)	-
8		To evaluate samples					

9		To evaluate samples	Group interview	February, 2017	We had an internal deliberation on the samples from BAN Company A (sugar-free and health-oriented crackers). Adding some taste was found to be necessary because "sugar-free" gives impressions such as "not much taste" and "food for diabetic patients." The mindsets of "healthy" and "nutritious" vary by individual. Therefore, as our policy, we decided to promote products by highlighting the taste and shape to make a differentiation, instead of overemphasizing "healthy" and "nutritious" features even for adult consumers.	After receiving the samples, persons in charge of this project in BAN Company A resigned one after another. This fact made it difficult for us to share information and maintain a relationship of trust with the company, which we had accumulated in the past. Presently, our negotiations have re-started with the third person in charge on a zero-based approach. For the first year, we will focus on collaborative operation with JAN Company B.	-	
10		To evaluate samples	Questionnaire	November, 2016	Samples from JAN Company B (chips with five different flavors) were used. We received very favorable comments for both taste and texture.	Currently, the preparation of package proposals has been requested to local design companies through New Vision Solutions, a local consulting company.	Determination of package design	
11		To evaluate samples	Internal deliberation	March, 2017	We received samples from JAN Company B (nori seaweed flavor). The product quality was valued for both taste and texture.	We will identify logistics for trial marketing and calculate costs.	-	
12		Package proposal	To understand the product image	Discussion with local design companies	February, 2016	We received design proposals for adults and children from two companies.	We selected two candidate types ("Eugi" and "All Rounder").	Re-consider when the specifications of products for trial marketing is confirmed.
13	P a u s e c h	Euglena powder	-	-	-	There is no particular issue because of our past achievement under the GENKI Program.	-	-
14		Other ingredients	-	-	-	There is no particular issue because no special ingredients are necessary.	-	-
15	P r o d u c t i o n	Partner candidates	To select candidate partner producers	Interview	BAN Company A: July 2015- JAN Company B: July 2016-	We interviewed four local food companies. We started considering collaborating with BAN Company A because the company performs operation from production to sale by itself and the president showed an interest in Euglena. While we were looking for a method to reduce the huge investment in equipment (molds, etc.), we received the proposal from JAN Company B that semi-finished products (snack pellets) could probably be imported to Bangladesh. We therefore started considering collaborating with JAN Company B.	Assigned to BAN Company A and JAN Company B	-
16		Necessary equipment	To identify necessary equipment, costs and import procedures to Bangladesh	Questions, Bangladesh government (customs office) website	April-July 2016	Several tens of millions in production costs would be incurred just for molds (questions to a casting company). The import customs rate is also high (assumed HS code: 8414.10-8422.90 and 8437.10-8438.90: 26.27-212.37%).	We will not invest in the equipment at the moment.	-
17		Production outside Bangladesh	To identify feasibility, costs and import procedures to Bangladesh	Questions, Bangladesh government (customs office) website	March-May 2017	Despite our consideration on semi-finished products (snack pellets), we decided to import finished products through discussions with JAN Company B. In this case, the import customs rate is high (HS code: 1905.10-1905.90, customs rate: 58.69-127.84%).	We will import finished products and then conduct trial marketing.	Cost calculation, as well as verification of production, import and transport procedures
18	D i s t r i	Distribution pattern	To identify distribution patterns	Secondary information (various reports), questions	May, 2016	There are two patterns (food company→retailer, food company→wholesaler or distributor→retailer). In general, the margin is 5% for wholesaler/distributor, and 25% for retailer.	JAN Company B products will be sold via distributors.	-

19	b u t i o n	Logistics (storage)	To identify costs	Obtaining quotes	May, 2017	We received quotes from local logistic companies. The estimated cost is not low (5 taka/item for three months). Measures to reduce the cost are necessary.	-	Negotiation by asking distributors to bear the storage cost
20	S a l e	Retail business type	To conduct preliminary research prior to consideration of sales networks	Secondary information (various reports), field (store visits)	January, 2017	Retail stores in Bangladesh can be classified into traditional retailers (hawker, market, bazaar, small street-corner store) and modern retailers (supermarket). For supermarkets, the floor area is large (300m <sup>2</sup> and greater) and customers are from the ToP and MoP groups. The price range is wide (20-100 taka). There is a corner specialized in health-oriented products (diabetes/sugar-free products). For small street-corner stores, the floor area is small (about 10-15m <sup>2</sup> ) and customers are from the Middle income and Lower income groups. The price range of cookie products is mostly 5-10 taka/small portion and 30 taka/bag.	Products will be sold in supermarkets and small street-corner stores.	-
21		Candidate partners	To select candidate sales partners (distributors, etc.)	Interview, questions	April, 2017	We interviewed three distributors and then selected two candidate companies, including Company X (which has distribution networks throughout the country for instant noodles, cereal products from major foreign companies and daily consumer goods) and Company Y (which serves as a distributor of a Japanese company).	We will conduct negotiations with the two candidate companies.	Negotiation on terms and conditions, selection of distributor, follow-up and evaluation of trial marketing
22	D e v e l o p m e n t	Response after the distribution of cookies	To make evaluations as an indicator of development effectiveness	Identification of the intake rate of distributed cookies	April 2014-	In order to verify if cookies have surely been distributed to children after the delivery to their schools, we meet a school teacher/student every day. We also hold a brief session periodically to explain to their parents that the intake of well-balanced nutrition is necessary for children's growth.	-	Continuous efforts to deliver cookies and offer dietary education to parents
23	i s s u e	Collaboration with United Nation's international organizations	To make evaluations as an indicator of development effectiveness	Interview	January, 2017	We recognize the importance of having a tie-up with international organizations as a development issue in order to deliver cookies to a greater number of children in the future.	We have started considering a tie-up with international organizations.	Consideration and discussion on the tie-up with the international organizations
24		Blood tests	To measure effects of foods containing Euglena	Conducted under subcontract to an outside institution	April and November 2016, May 2017	The values indicated the improvement of the anemic condition in children who eat Euglena cookies, as compared to those who don't. However, this is just the value showing a tendency and does not lead us to obtain a conclusion to show the effects of foods containing Euglena. We will continue to collect more data to increase the accuracy.	-	We plan to conduct the 4th blood test in November 2017, and twice a year on a semi-annual basis thereafter.