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DyDo

FY2014

First Quarter Financial Highlights

Challenge

Next Stage

May 26, 2014

DyDo DRINCO, Incorporated

(First Section of the Tokyo Stock Exchange: 2590)

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The Business Model of DyDo Group

Challenge

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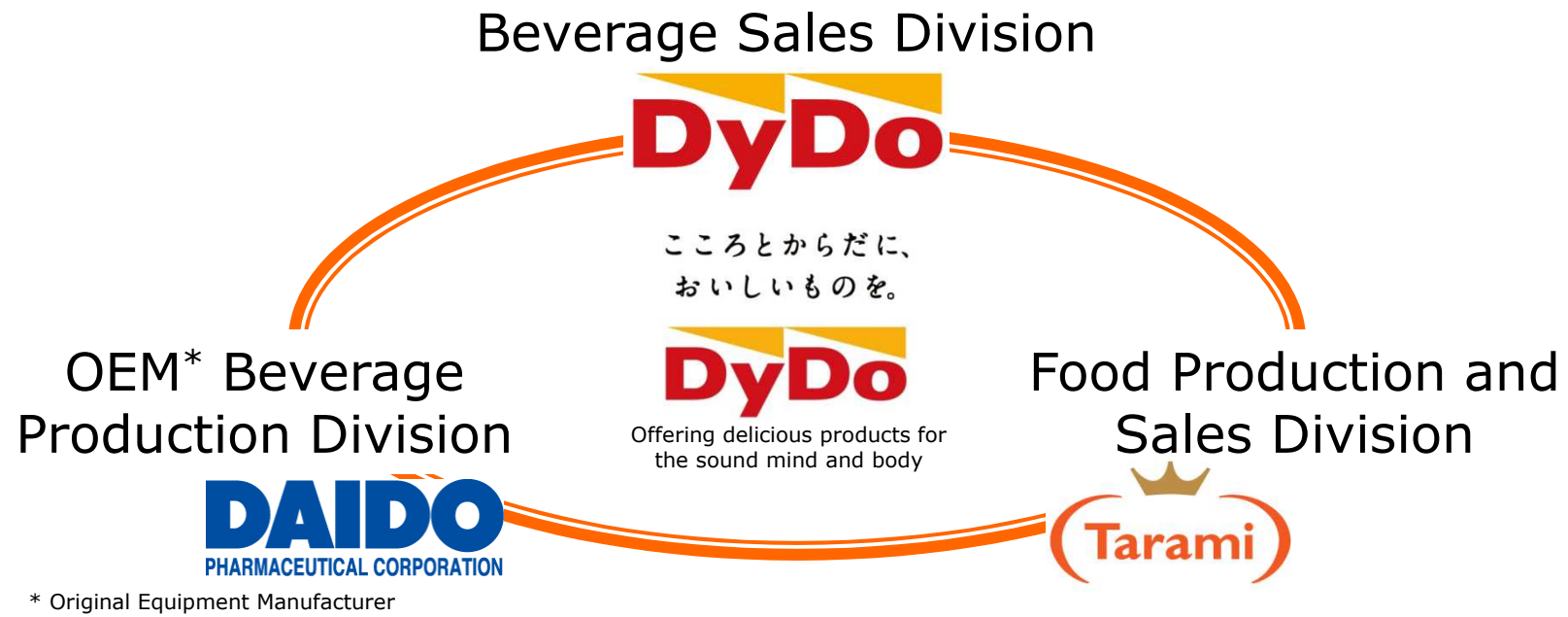
The Business Model of DyDo Group

Next Stage

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◆ DyDo Group Three Main Divisions
- Forming an independent business model -

The DyDo Group's slogan is "Offering delicious products for the sound mind and body," under which it seeks to bring deliciousness and healthiness only DyDo can provide to customers, together with wonder and high quality.



* Original Equipment Manufacturer

Forming a strong financial footing based on steady cash flow

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◆ Blend is Beautiful.

- Persistent pursuit of blends and tireless challenge -

The core of DyDo DRINCO: the desire to bring happiness and wonder.







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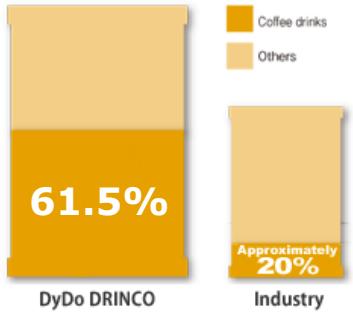
Key features / strengths of DyDo DRINCO

Next Stage

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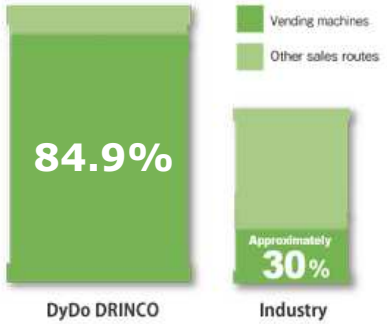
◆ Securing steady profit with coffee × vending machines

Canned Coffee sales account for more than 50% of DyDo Drink company sales.



Out from the coffee and beverage market in Japan, coffee is 20%

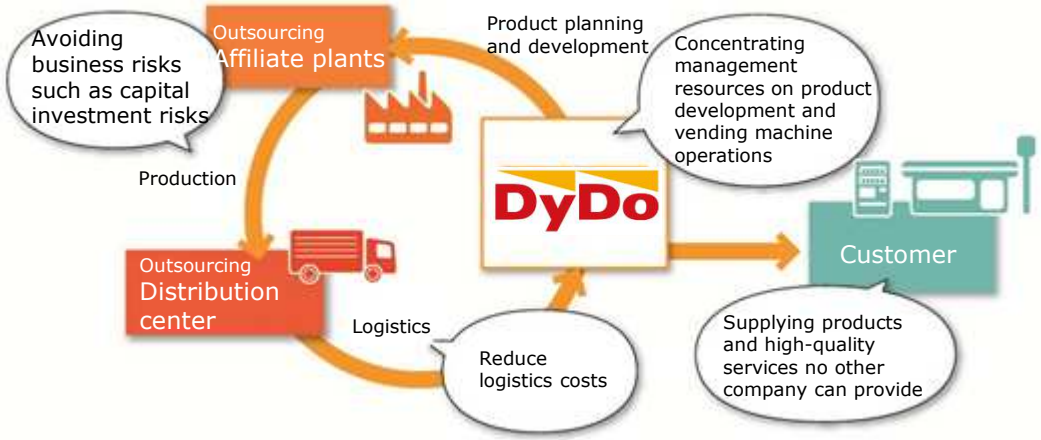
Vending Machine Sales account for 90% of Sales

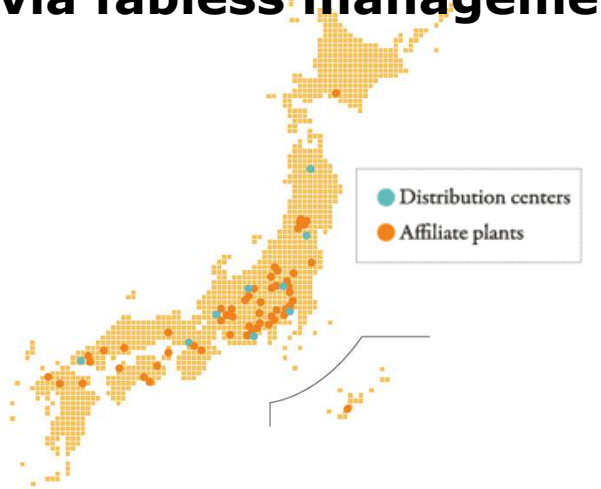


The Vending machine business market in Japan is 30%

*Our track record:
Percentage at 1st quarter, FY2014

◆ Effective use of management resources via fabless management





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Key features / strengths of DAIDO PHARMACEUTICAL CORPORATION

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DAIDO PHARMACEUTICAL CORPORATION

- Developing OEM business through initiatives in researching, developing, manufacturing drinkable preparations
- Maintaining high profitability as a corporation with a leading industry share involved in the development of approx. 50 products annually, from drugs / quasi-drugs to beverages
- Maintaining/strengthening a safe/secure production structure and aiming to push forward as the No.1 commission manufacturer








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Key features / strengths of Tarami

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Tarami

- **Making it a full subsidiary in June 2012, contributing to consolidated performance as one of the three mainstays of the Group**
- **Maintaining a top share in the fruit jelly market through our powerful recognition level and brand strength**
- **Building a firm position in the jelly market in the future, and orienting ourselves toward exploring higher added value products, new dessert markets and sales channels**







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Challenge

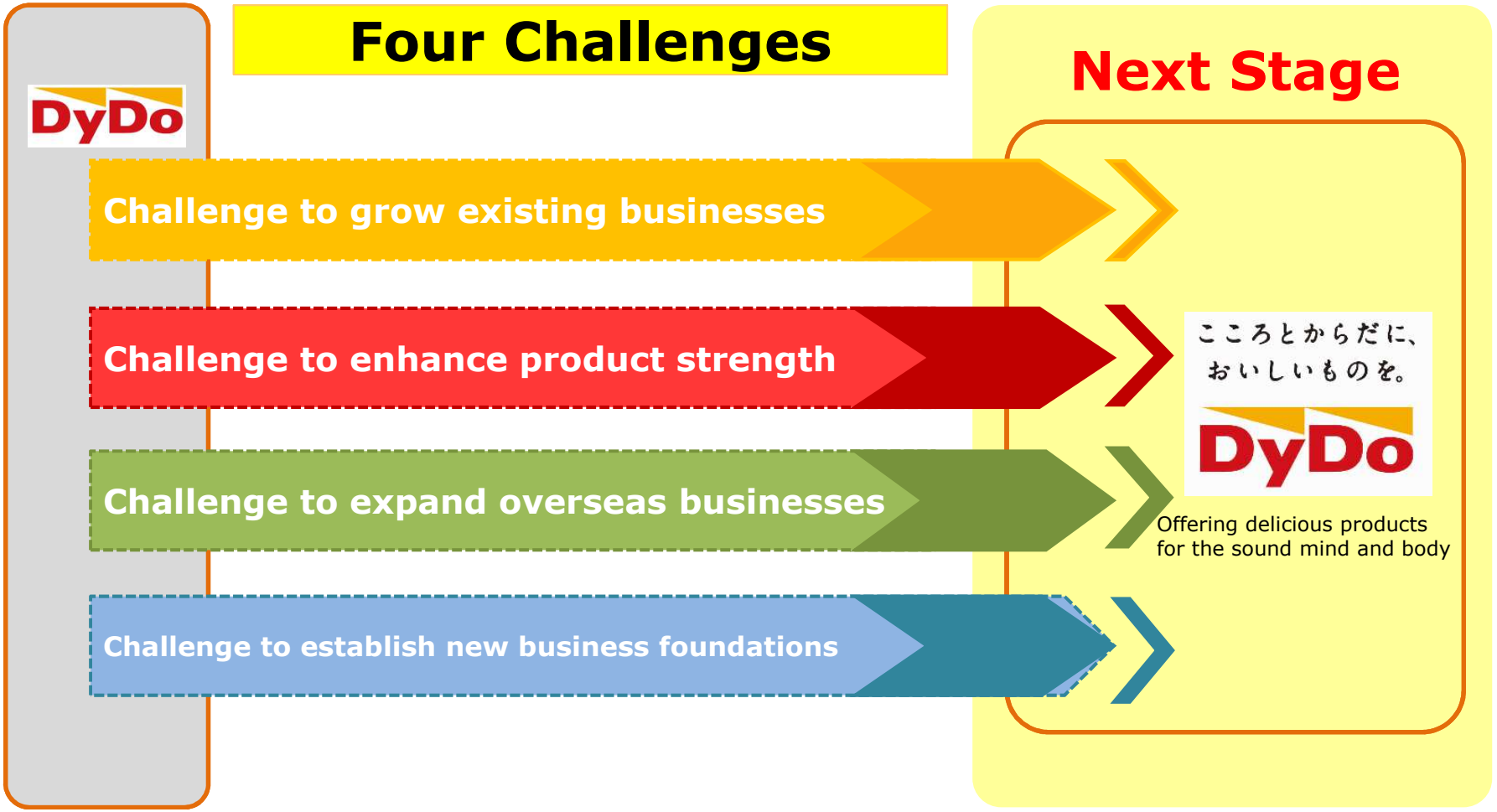
Mid-term Business Plan

Next Stage

~ Challenge the Next Stage ~

Four challenges in pursuit of growth

Next Stage

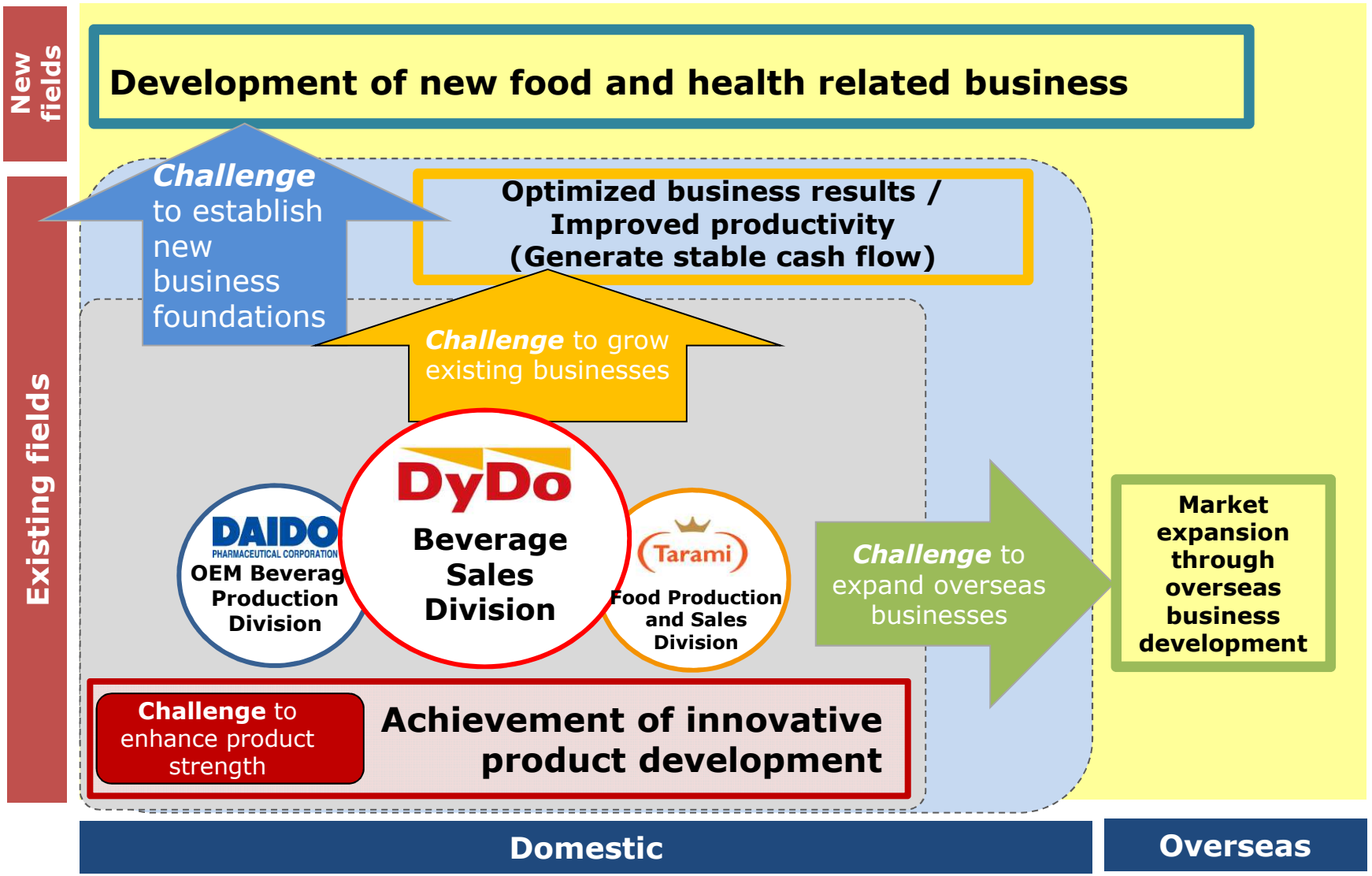


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Directions of our growth strategy

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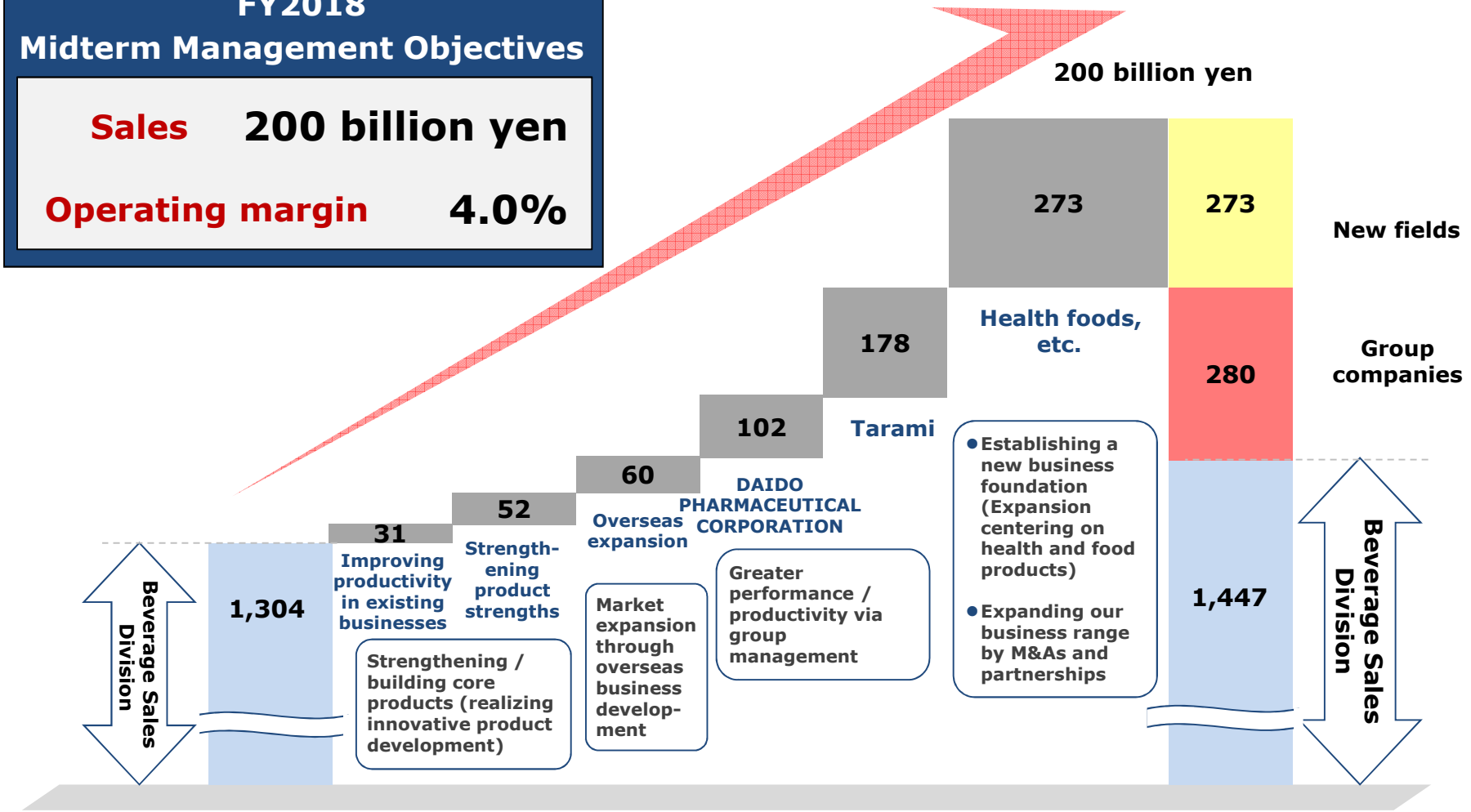
Mid-term Business Plan

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FY2018
Midterm Management Objectives

Sales	200 billion yen
Operating margin	4.0%



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FY2014
First Quarter Financial Highlights / Full-year Earnings Forecast

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Overview of consolidated financial information for 1st quarter FY2014

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- Consolidated performance for the 1st quarter showed firm results towards achieving the full year plan
- The Beverage Sales Division was up 0.4% in sales volume due to expansion of bottled coffee
- The OEM Beverage Production Division increased manufacturing figures by last-minute demand prior to the tax hike
- The Food Production and Sales Division is well established and has deepened market penetration to convenience stores with stronger marketing

(Millions of yen)

	1st Quarter (Jan 21 - Apr 20)				Full year				
	FY2013 results		FY2014 results			FY2013 results		FY2014 forecast		
		Component ratio		Component ratio	Difference (%)		Component ratio		Component ratio	Difference (%)
Net sales	35,407	100.0%	35,401	100.0%	(0.0%)	154,828	100.0%	155,000	100.0%	0.1%
Operating income	372	1.1%	518	1.5%	39.2%	6,004	3.9%	5,200	3.4%	(13.4%)
Ordinary income	424	1.2%	481	1.4%	13.6%	5,962	3.9%	5,000	3.2%	(16.1%)
Net income	78	0.2%	4	0.0%	(94.0%)	3,712	2.4%	3,000	1.9%	(19.2%)

Note: The reduction in net income in the 1st quarter is due to the particular accounting process (tax expenses) of this quarter.

EPS	4.72 yen	0.28 yen	(94.0%)	224.08 yen	181.08 yen	(19.2%)
Dividend per share	–	–	–	60	60	–

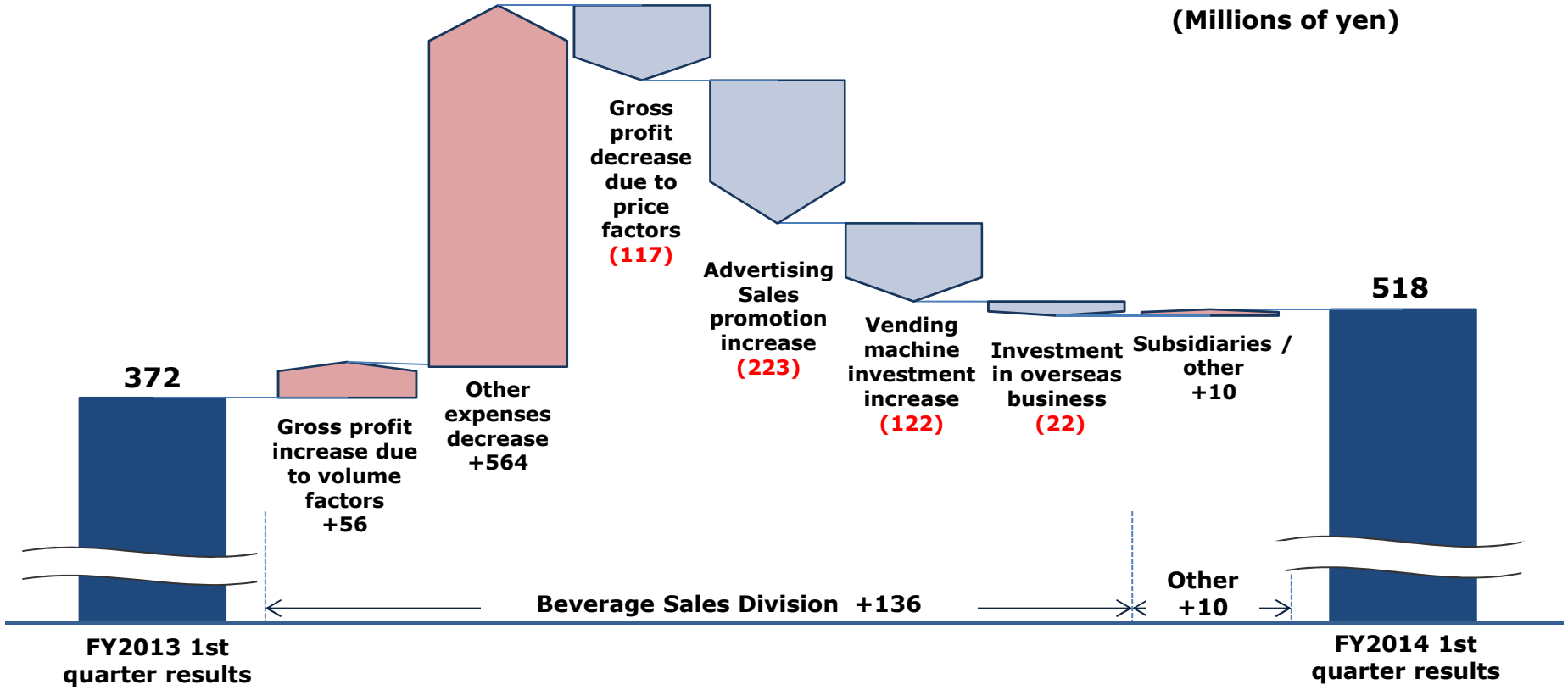
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Causes for increased/decreased operating income in the 1st quarter FY2014

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- The sales price fell somewhat due to incomplete price revisions
- Increased advertising costs with start of miu advertising campaign
- Temporary expenses occurred in the 1st quarter the previous year, so other expenses decreased



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Overview by segments

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Beverage Sales Division

*Figures prior to consolidated adjustment

(Millions of yen)

	1st Quarter (Jan 21 - Apr 20)				Full year			
	FY2013 results	FY2014 results			FY2013 results	FY2014 forecast		
			Difference (%)	Difference (amount)			Difference (%)	Difference (amount)
Net sales	30,160	30,083	(0.3%)	(76)	130,400	130,700	0.2%	299
Operating income	63	200	214.2%	136	4,578	4,100	(10.5%)	(478)

OEM Beverage Production Division

	1st Quarter (Jan 21 - Apr 20)				Full year			
	FY2013 results	FY2014 results			FY2013 results	FY2014 forecast		
			Difference (%)	Difference (amount)			Difference (%)	Difference (amount)
Net sales	2,749	2,724	(0.9%)	(25)	10,857	10,200	(6.1%)	(657)
Operating income	355	398	11.9%	42	1,227	930	(24.2%)	(297)

Food Production and Sales Division

	1st Quarter (Jan 21 - Apr 20)				Full year			
	FY2013 results	FY2014 results			FY2013 results	FY2014 forecast		
			Difference (%)	Difference (amount)			Difference (%)	Difference (amount)
Net sales	2,646	2,756	4.2%	110	14,299	15,000	4.9%	700
Operating income	49	38	(23.4%)	(11)	609	620	1.8%	10

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Seasonal Fluctuations - Sales

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*Figures for each division are prior to consolidated adjustments

(Millions of yen)

[Consolidated]

	1st quarter	2nd quarter	3rd quarter	4th quarter	Total
FY2013	35,407	42,243	41,175	36,001	154,828
Ratio of full year (%)	22.9%	27.3%	26.6%	23.2%	100.0%
FY2014	35,401	–	–	–	–

Beverage Sales Division

	1st quarter	2nd quarter	3rd quarter	4th quarter	Total
FY2013	30,160	34,642	34,233	31,363	130,400
Ratio of full year (%)	23.1%	26.6%	26.3%	24.0%	100.0%
FY2014	30,083	–	–	–	–

OEM Beverage Production Division

	1st quarter	2nd quarter	3rd quarter	4th quarter	Total
FY2013	2,749	2,978	2,686	2,442	10,857
Ratio of full year (%)	25.3%	27.5%	24.7%	22.5%	100.0%
FY2014	2,724	–	–	–	–

Food Production and Sales Division

	1st quarter	2nd quarter	3rd quarter	4th quarter	Total
FY2013	2,646	4,873	4,463	2,315	14,299
Ratio of full year (%)	18.5%	34.1%	31.2%	16.2%	100.0%
FY2014	2,756	–	–	–	–

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Seasonal Fluctuations - Operating Income

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*Figures for each division are prior to consolidated adjustments

(Millions of yen)

[Consolidated]

	1st quarter	2nd quarter	3rd quarter	4th quarter	Total
FY2013	372	2,376	2,367	888	6,004
Ratio of full year (%)	6.2%	39.6%	39.4%	14.8%	100.0%
FY2014	518	–	–	–	–

Beverage Sales Division

	1st quarter	2nd quarter	3rd quarter	4th quarter	Total
FY2013	63	1,667	1,789	1,056	4,578
Ratio of full year (%)	1.4%	36.4%	39.1%	23.1%	100.0%
FY2014	200	–	–	–	–

OEM Beverage Production Division

	1st quarter	2nd quarter	3rd quarter	4th quarter	Total
FY2013	355	345	267	258	1,227
Ratio of full year (%)	29.0%	28.1%	21.8%	21.1%	100.0%
FY2014	398	–	–	–	–

Food Production and Sales Division

	1st quarter	2nd quarter	3rd quarter	4th quarter	Total
FY2013	49	473	412	(326)	609
Ratio of full year (%)	8.2%	77.7%	67.7%	(53.6%)	100.0%
FY2014	38	–	–	–	–

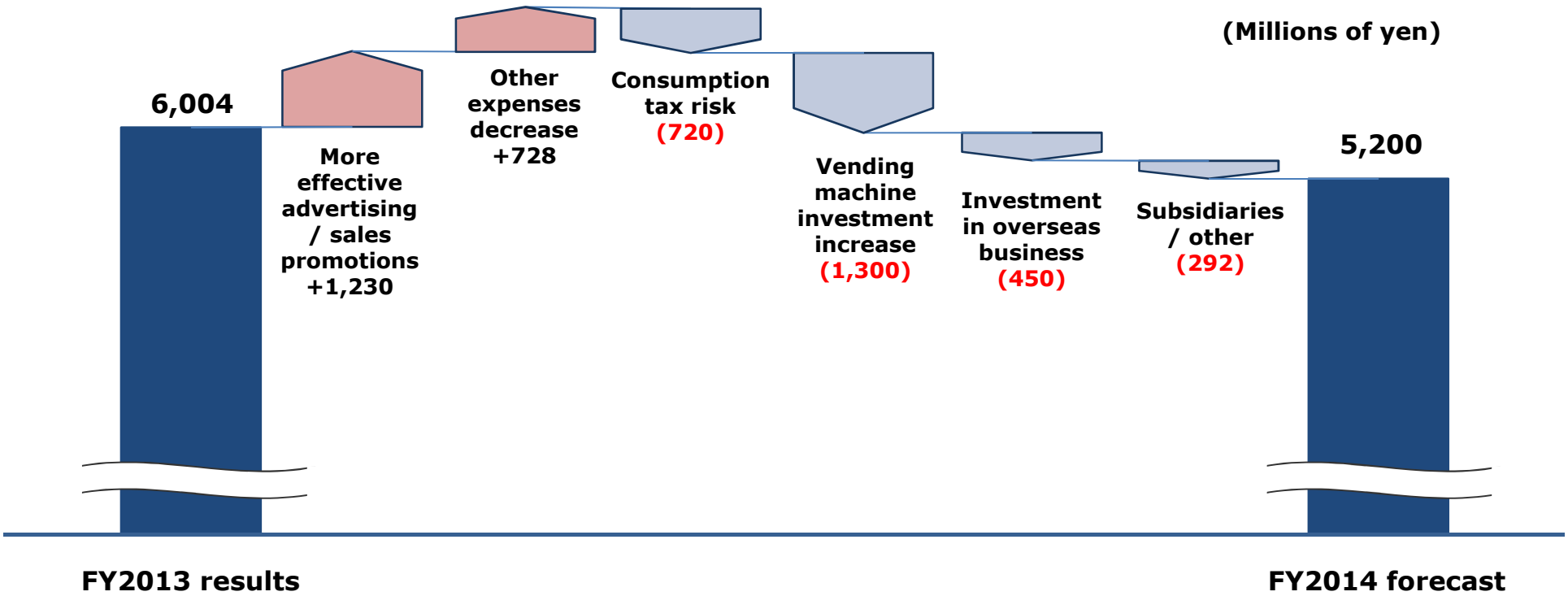
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For Reference: Full year forecast
Causes for increased/decreased operating income in full year performance

Next Stage

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- No change to declared full year forecast of March 3, 2014
- More effective advertising / sales promotion mainly plans for the second half
- Full year forecast incorporate effect of temporary drop in sales prices per unit until their revision is complete, as a consumption tax risk



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DyDo Group Topics

Challenge

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Group Philosophy / Vision / Slogan Formulation

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◆ March 3, 2014 Formulation of group philosophy / vision / slogan and mid-term business plan

DyDo Group corporate philosophy

DyDo Group strives to achieve happiness and prosperity together with people and society as a whole.
To realize this, we well continue our dynamic efforts to take on new challenges.

DyDo Group corporate vision

Together with customers	Offering high quality products, adding a surprise to deliver "distinctive DyDo" taste and wellness to customers.
Together with society	"All DyDo" product development and corporate activities involved in the group is committed to build rich and vibrant society.
Together with future generations	Creating "DyDo standards" for the upcoming next generations. To go beyond current framework and values.
Together with people	Endless "DyDo challenging spirit" to bring happiness to all people through our group activities.

Group Slogan

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Offering delicious products
for the sound mind and body

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Governance Reform

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◆ **April 16, 2014** **Seven board members appointed at the 39th general meeting, Tomiya Takamatsu appointed as president and representative director**



Tomiya Takamatsu
髙 松　富 也

Name (Date of Birth)	Career History, Position in This Company, Responsibilities (Important Concurrent Posts)		Number of Shares of This Company Owned
Tomiya Takamatsu (June 26, 1976)	Apr 2004	Joined DyDo DRINCO	495,000
	Mar 2008	DyDo DRINCO Sales Division Deputy Director Concurrently Sales Company Division Manager	
	Apr 2008	DyDo DRINCO Company Director / Sales Division Deputy Director	
	Apr 2009	DyDo DRINCO Executive Director / Sales Division Deputy Director	
	Mar 2010	DyDo DRINCO Senior Executive Director / Sales Division Director Concurrently HR / General Affairs Division Director Concurrently HR / General Affairs General Manager	
	Jan 2011	DyDo DRINCO Senior Executive Director / Sales Division Director Concurrently HR / General Affairs Division Director	
	Oct 2011	DyDo DRINCO Senior Executive Director / Sales Division Managing Director Concurrently HR / General Affairs Division Director	
	Jan 2012	DyDo DRINCO Senior Executive Director / Sales Division Managing Director Concurrently Marketing Division Director Concurrently HR / General Affairs Division Director	
	Apr 2012	DyDo DRINCO Executive Vice-President / Sales Division Managing Director Concurrently Marketing Division Director Concurrently HR / General Affairs Division Director	
	Mar 2013	DyDo DRINCO Executive Vice-President, President's Office, in charge of Business Strategy Division, Marketing Division, HR / General Affairs Division, Auditing Department	
	Jan 2014	DyDo DRINCO Executive Vice-President, in charge of Corporate Communications Division, Marketing Division, HR / General Affairs Division, Management Strategy Division, Overseas Business Division, Health Care Business Division, Auditing Department	
	Apr 2014	DyDo DRINCO President and Representative Director (to the present day)	

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Governance Reform

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◆ **April 16, 2014 New position: Chairman of board of directors**

Acts to manage corporate business to strengthen the management platform e.g. governance in overall group management

Name	Post as of April 16 (prior to general meeting resolutions)
Tomihiro Takamatsu	Company president and representative director

◆ **April 16, 2014 Appointment of two external directors (two of the seven board members are external directors)**

Seeking to raise transparency in management and actively incorporate outside perspectives and knowledge into our management

Name	Post as of April 16 (prior to general meeting resolutions)
Etsuro Ezaki	Ezaki Glico Co. Ltd. Senior Managing Executive Officer
Shinji Mori	External Corporate Auditor for DyDo (Lawyer)

◆ **April 16, 2014 Appointment of 1 female corporate auditor**

Name	Post as of April 16 (prior to general meeting resolutions)
Sachie Kato	DyDo DRINCO Reserve/Outside Corporate Auditor (Lawyer)

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Response to consumption tax increase

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- **March 24, 2014 Announcement of response to changes in consumption tax**
  - **Use appropriate means to shift on 8% consumption tax on manufacturer shipment prices in all sales channels**
  - **Products sold from vending machines essentially will have price revisions in units of 10 yen (for convenience of purchasing); the tax hike will be shifted on appropriately throughout the entire vending machine business**

Example of product set condition in a vending machine



Products recommended for fixed prices

Products recommended for sales price revisions accompanying increased volume

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◆ Start of FY2014 edition point card campaign from April 1, 2014

Purchasing products from a point card campaign vending machine during the term allows customers to save points, and to exchange them via certain procedures for the gifts they want after saving enough points.

This raises the appeal of point card vending machines and increases penetration of the DyDo DRINCO brand.





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Challenge to grow existing businesses

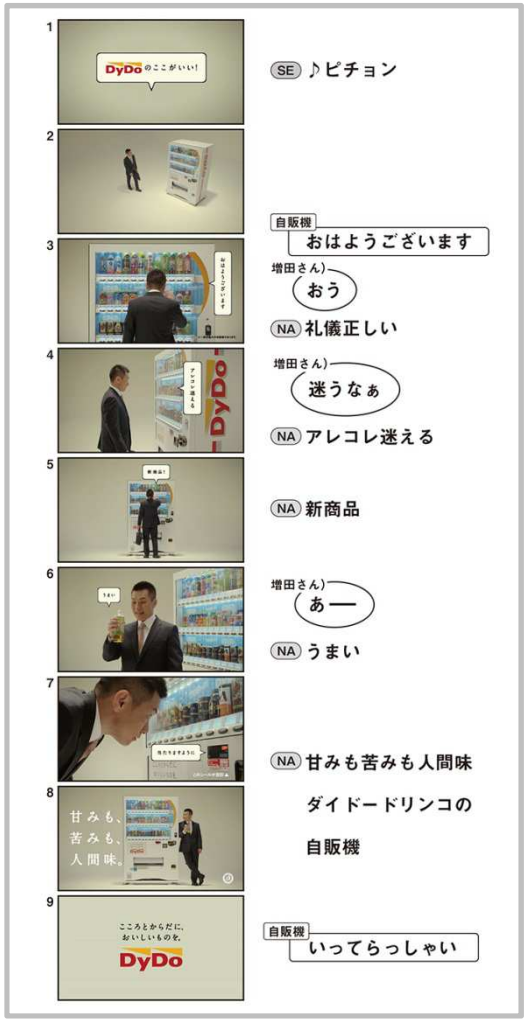
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◆ New TV commercials for DyDo Vending Machines broadcast nationwide from April 14, 2014

To show more customers the appeal of our vending machines, we are broadcasting new TV commercials for DyDo Vending Machines featuring the TV personality Hidehiko Masuda and the actress Hana, to generate wider interest in our vending machines.







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Challenge to grow existing businesses

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◆ **April 8, 2014**
DyDo DRINCO signs memorandum of understanding with TCI Co., Ltd. (Taiwan)

The agreement is for both companies to cooperate on progressing with collaboration / deliberation on technological assistance agreements and commissioned manufacturing in the health food / beverage sector, and manufacture / sale of health foods / beverages to Japanese subsidiaries as customers, seeking to jointly develop the market.

◆ **March 25, 2014**
Renewal of management philosophy / brand logo for Tarami

Revamping the management philosophy with the shift to a new management structure, and renewing the brand logo as a symbol of this.

- New corporate philosophy -

1. Contributing to society through deliciousness and health.
2. Focus on communication for customer needs and "seeds" (new solutions) to continue to spread new products through a wide area.
3. Make mutual benefits part of corporate culture and establish profitable practices aiming at ongoing growth.

Former logo: たらみ fruit market

New: Tarami

Tagline: Tarami たのし実。ほほえ実。たらみ

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Challenge to enhance product strength

Next Stage

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- **From February 17, 2014**
  "Surround yourself with a rich aroma."
  Renewal of Zeitaku Kocha (Luxury Aromatic Tea) brand focusing on fragrances of teas
- **From February 24, 2014**
  Appearance of a new brand!
  Wakagokochi - a seasonal fruit drink with a soothing taste
- **From February 24, 2014**
  Mistio - long-selling brand
  Reappearing in renewed form!
- **From April 7, 2014**
  Tokuho Coffee - gently absorbing sweetness
  New on sale: Smart Shot Black
- **From April 7, 2014**
  Popular tea drinks remade into larger 600ml PET bottles
  "Ha-no-cha: 3 specially selected high-quality Japanese teas"
  "Oishii-mugicha"











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Challenge to enhance product strength

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- **From March 17, 2014**
  New on sale - low sugar bottled can coffee!
  “Coffee beans selected by the world's best barista for the DyDo Blend”



- **From March 17, 2014**
  Supervised by the world barista champion!
  New release of DyDo Blend BLACK



- **From March 17, 2014**
  Professor DyDo is amazed by world bests!
  Start of new “familiar world bests” TV commercials broadcast nationwide





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Challenge to enhance product strength

Next Stage

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- **From March 24, 2014**
  Taking the best of deliciousness and minerals!
  Renewal of deep water marine mineral miu



- **From March 24, 2014**
  First appearance of Fuka Koshiba in the miu series of commercials!
  Start of new "Earth Drop" TV commercials broadcast nationwide





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Challenge to enhance product strength

Next Stage

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- **Products jointly developed by DyDo DRINCO and Tarami**

DyDo × Tarami

- **From March 24, 2014**
  Jelly drink with juicy peach fruit sensation
  "Tarami's shake and drink jelly"





- **From April 7, 2014**
  Enjoy the double taste sensation of quivering jelly and crunchy sherbet!
  "Tarami's Puru-shari Orange"

Tarami

- **From March 1, 2014**
  "Wanting to control calories while enjoying the taste"
  Release of Calorico-Calorica 0kcal Series



- **From March 3, 2014**
  Fruits give you the power to give it your all. (Squeeze-tube energy/mineral supplement)
  "Kajitsu de Charge Banana + Citrus Flavor"



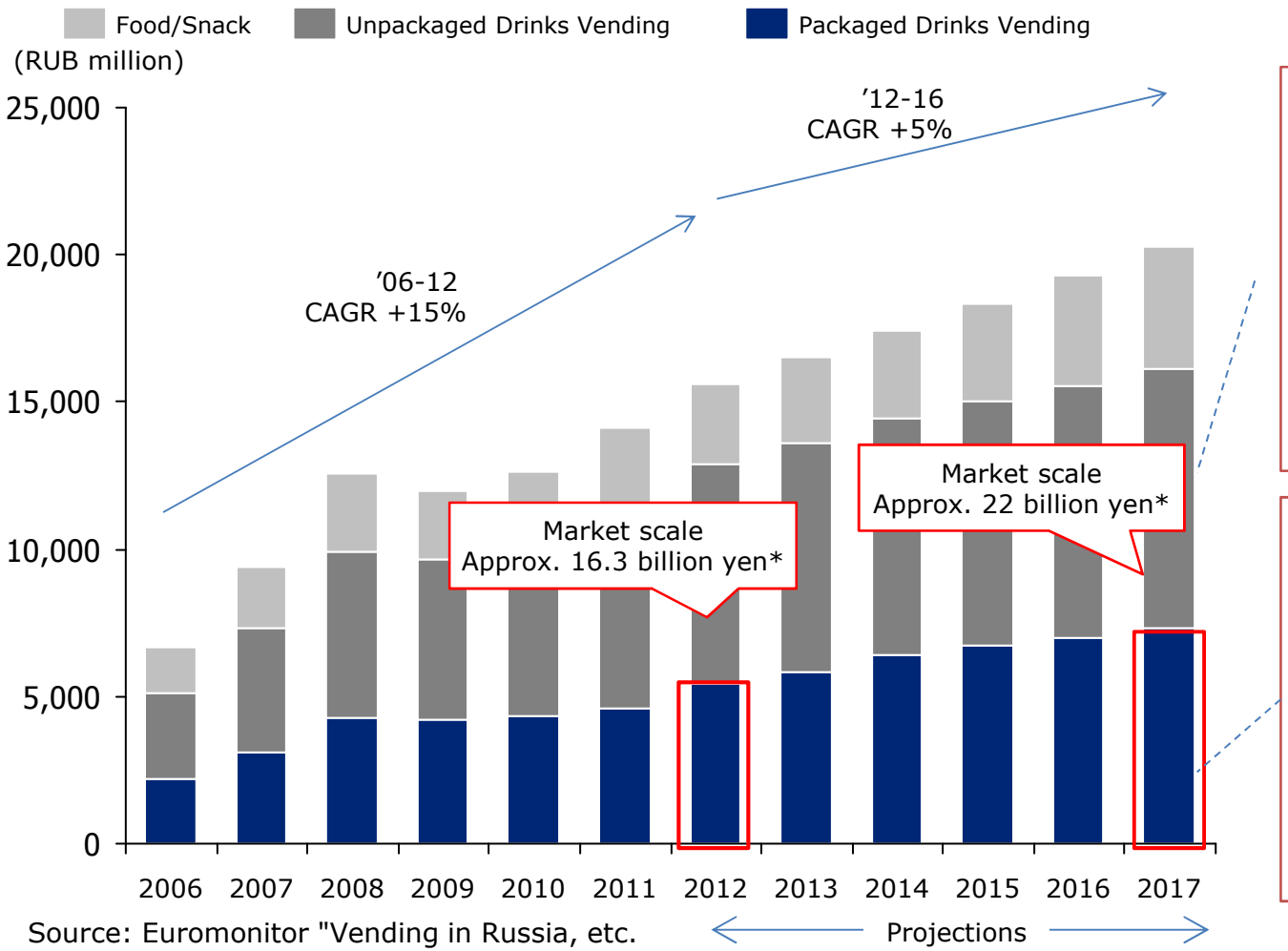
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Challenge to expand overseas businesses

Next Stage

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Overview of the Vending Machine Market in Russia



Source: Euromonitor "Vending in Russia, etc.

Types of beverage vending machines

Unpackaged Drinks '06-11 CAGR17%

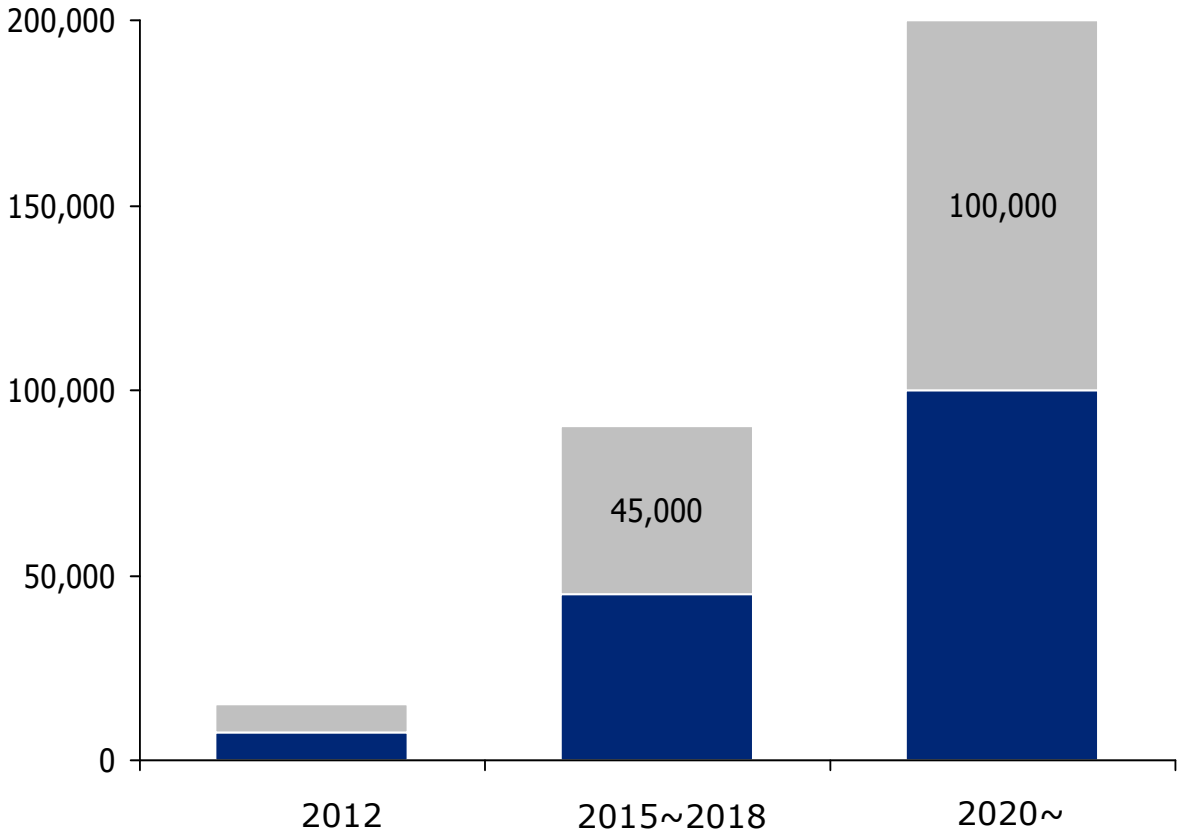


Packaged Drinks '06-11 CAGR 16%



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Growth Potential of Vending Machines in Russia



- City of Moscow target for the number of vending machines in the city by 2015: 90,000 units
- The potential for vending machine placement in the city of Moscow and Moscow Oblast (representing a total population of about 18 million), is 200,000 units or more.
  - Tokyo: Population of 13 million and 500,000 or more vending machines
  - New York: Population of 8 million and 200,000 or more vending machines
- It is estimated that packaged-drink type vending machines (including food and snacks) will account for half the total number of vending machines (based on the market scale ratio).

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Challenge to expand overseas businesses

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DyDo ◆ Bringing the DyDo Busines Model to the Russian Market

Market	Economic environment	■ Russia is characterized by stable economic growth, and an economic environment that benefits Japanese companies is being put in place (for example, through the Russo-Japanese Investment Platform).
	Area characteristics	■ The Russian capital, Moscow, is Europe's largest city (with a population of 11 million), and the concentration of population there is expected to continue in the future. Income levels in the city are significantly higher than in other Russian cities.
	Consumer characteristics	■ Consumers are comparatively receptive to luxury products. Additionally, consumers' image of Japan is characterized by reliability, high quality, and good health.
	Beverage and vending machine market	■ Russia's beverage market is expected to grow quickly in the future. The vending machine market is expected to grow rapidly due to measures being undertaken by the City of Moscow to promote installation of more vending machines.
Competition		■ Competition in the beverage market is intensifying due to the arrival of European and North American manufacturers. By contrast, competition in the newly emergent vending machine industry is limited to just a few organized operators. ■ Japanese beverage manufacturers are not yet actively entering the Russian market.
DyDo		■ DyDo owns about 280,000 vending machines in Japan and has expertise in deploying them in the field ■ We also have experience in doing business in Russia, having developed a business in Vladivostok in the Russian Far East five years ago.

■ **We will take advantage of the Japanese brand and the DyDo business model (for the vending machine business) to enter the Moscow market.**

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Challenge to expand overseas businesses

Next Stage

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◆ Challenge of Entering the Russian Market

Expanding the vending machine business horizontally

Focusing on Russia as an overseas local business



Moscow

[State of vending machine use in Moscow]

- The sale of beverages at temporary roadside stores is subject to strict restrictions that have been put in place to preserve the city's appearance.
- The City of Moscow has launched a series of measures to promote installation of vending machines.
- Russian consumers are comfortable with Japanese products, which are perceived to be safe and high in quality.



- **We have already installed 100 vending machines in Vladivostok.**
- **At the end of December 2013, we established DyDo DRINCO RUS, LLC as an overseas affiliate in Moscow.**
- **Our objective is to bring in ¥5 billion per year in sales by 2018.**

End of December 2013

DyDo DRINCO RUS, LLC is established. (as a management and beverage sales company)

2014

Install 500 vending machines in locations such as office buildings and airports.



By 2018

Expand the business to hotels, universities, and commercial facilities while installing 10,000 vending machines.

2018 and beyond

Expand the business to other major cities.

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Challenge to expand overseas businesses

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◆ Starting to install vending machines in Moscow / Russia





DyDo vending machine inside the Aero Express station from Sheremetyevo International Airport, Russia's second-largest airport, to the central city.





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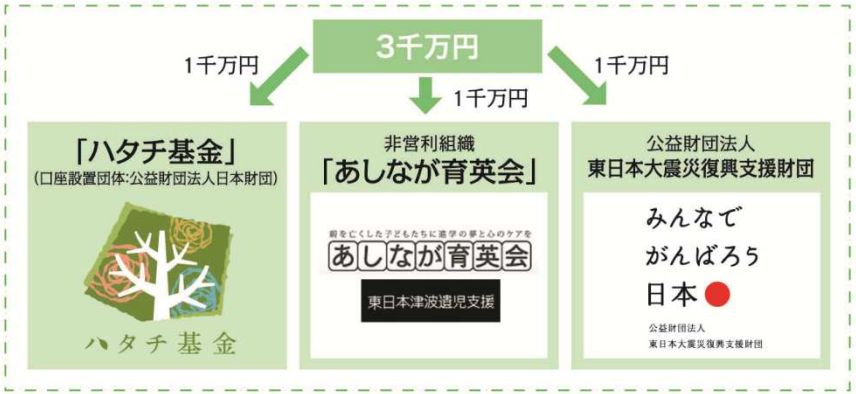
DyDo Group CSR Activities

Next Stage

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Contributing to society using the Local Community Contribution Fund

Ongoing aid for the Great East Japan Earthquake



Support from vending machines to the Kizuna Tohoku recovery donations



DyDo
東北復興絆義援金自販機

"Kizuna" Tohoku
Revitalization Fundraising
Vending Machines

Cultural support in school education e.g. street dancing



Aiding lack of exercise for children in Fukushima



Support to Nippon Matsuri Network NPO

DyDo DRINCO joins the Nippon Matsuri Network NPO (Non-Profit Organization)

NPO(特定非営利活動法人)
日本の祭りネットワーク
Nippon Matsuri Network

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DyDo Group CSR Activities

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◆ Company-wide initiative DyDo DRINCO "Japanese Festivals"



Supporting festivals throughout Japan.

Supporting festivals in 34 locations nationwide in 2014 to help invigorate and form community bonds through festivals







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DyDo Group CSR Activities

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◆ Initiatives for the environment - actively introducing eco-friendly vending machines

Actively introducing eco-friendly vending machines with high energy savings easy on the environment, focusing on expanding vending machine network supported by local communities and customers



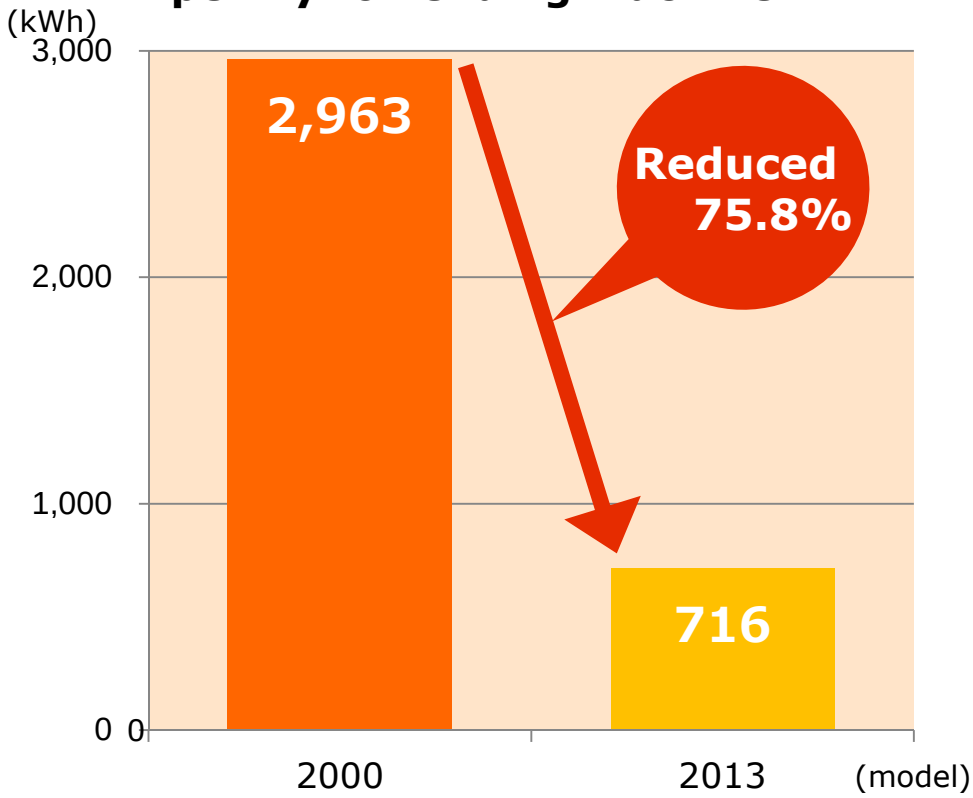
LED lighting



Heat pump vending machine



● Annual electricity consumption per DyDo vending machine



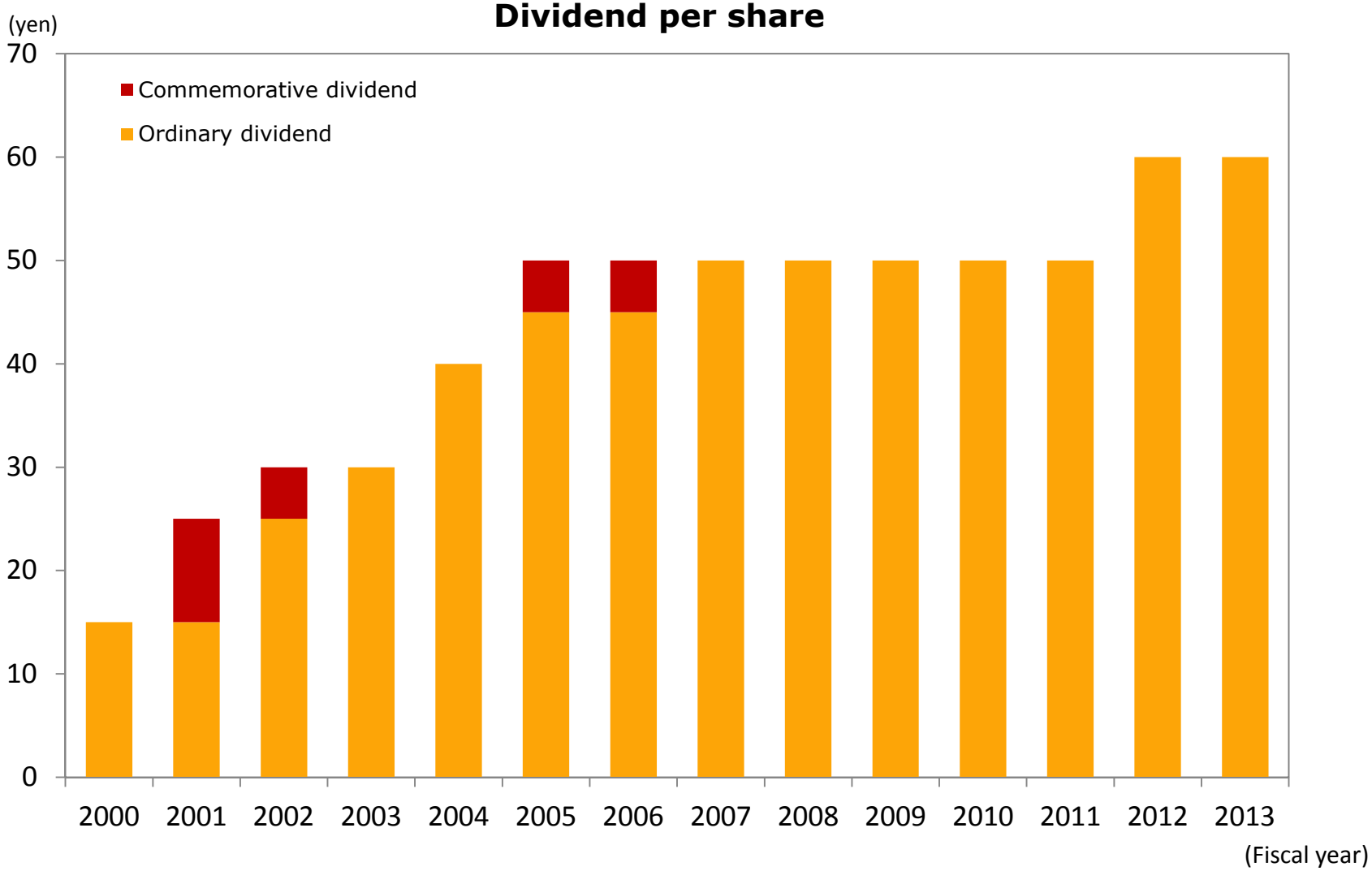
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Returns to shareholders: Dividends

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Dividend per share



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Returns to shareholders: Special shareholder benefits

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Sending gift packs of our products worth 3,000 yen to shareholders owning 100 or more of our shares

Twice a year

(Allocation base date: January 20, July 20)



Sample image of set to our current shareholder, as of January 20th, 2014

No. 1 spot in popularity ranking selected by readers for shareholder preferential treatment for 2014 edition useful information on shareholder preferential treatment



* Issued by Nomura IR, November 2013

Total ranking of shareholder preferential treatment

2nd place in total for the 4th year running

Ranking	Company name
1	**McDonald's Holdings Japan**
2	**DyDo DRINCO**
3	**Nissin Holdings**

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Challenge

Next Stage

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