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DyDo

FY2014 3rd Quarter
Financial Highlights

Challenge

Next Stage

November 25, 2014

DyDo DRINCO, Incorporated

(First Section of the Tokyo Stock Exchange: 2590)

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1. The Business Model of DyDo Group

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(1) Group Philosophy / Vision / Slogan Formulation

Next Stage

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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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(2) The Business Model of DyDo Group

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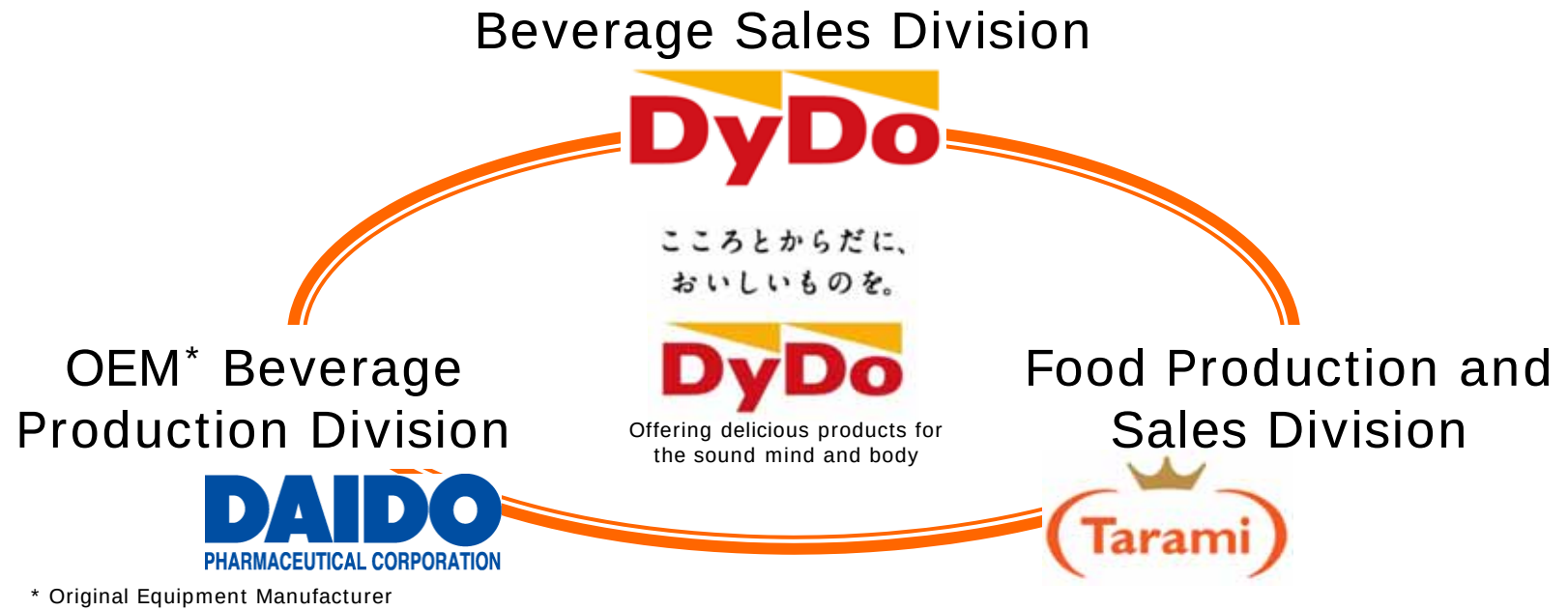
◆ DyDo Group Three Main Divisions
—Forming an independent business model—

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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(3) Key features / strengths of DyDo DRINCO

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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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(3) Key features / strengths of DyDo DRINCO

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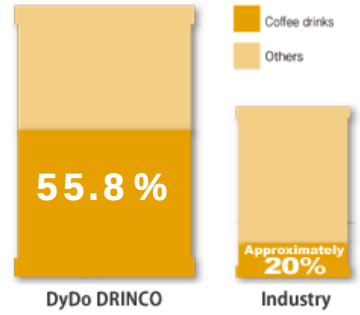
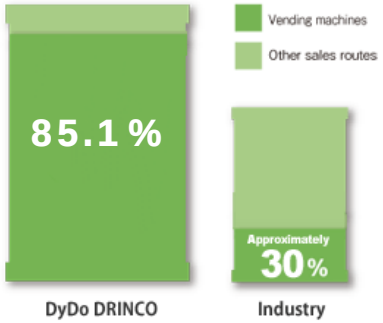
◆ Securing steady profit with coffee × vending machines

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%

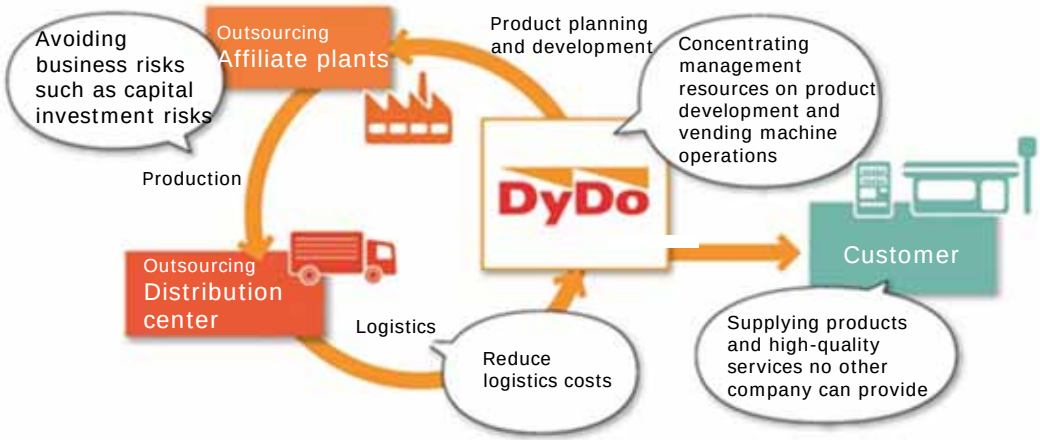
Vending Machine Sales account for 90% of Sales

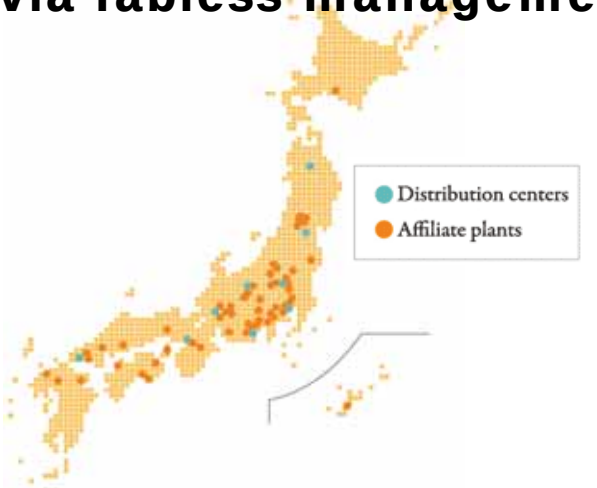


The Vending machine business market in Japan is 30%

* Our track record:
Percentage at 3rd quarter, FY2014

◆ Effective use of management resources via fabless management





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(4) 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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(5) 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

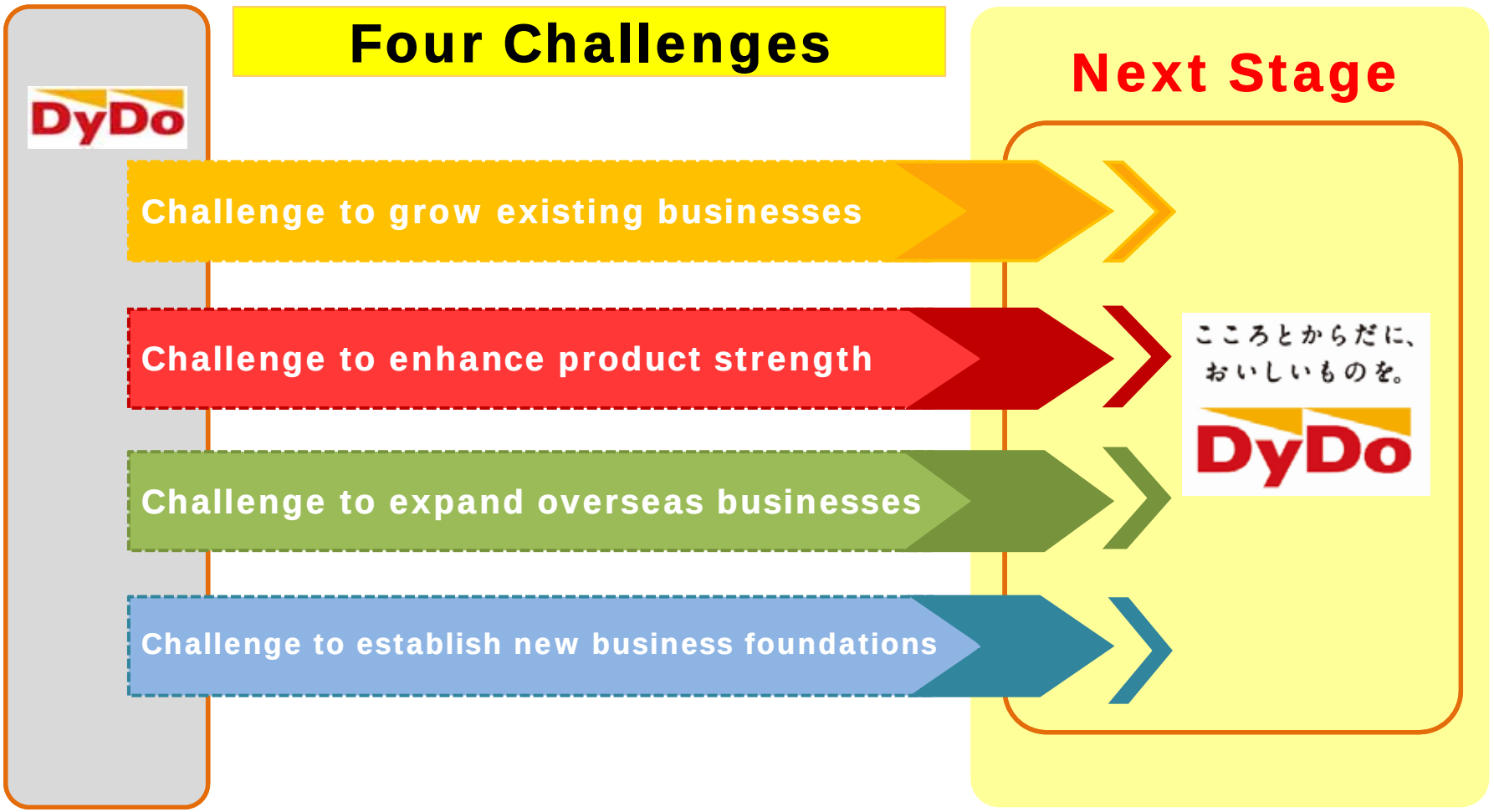
2. Mid-term Business Plan

Next Stage

- Challenge the Next Stage -

(1) Four challenges in pursuit of growth

Next Stage



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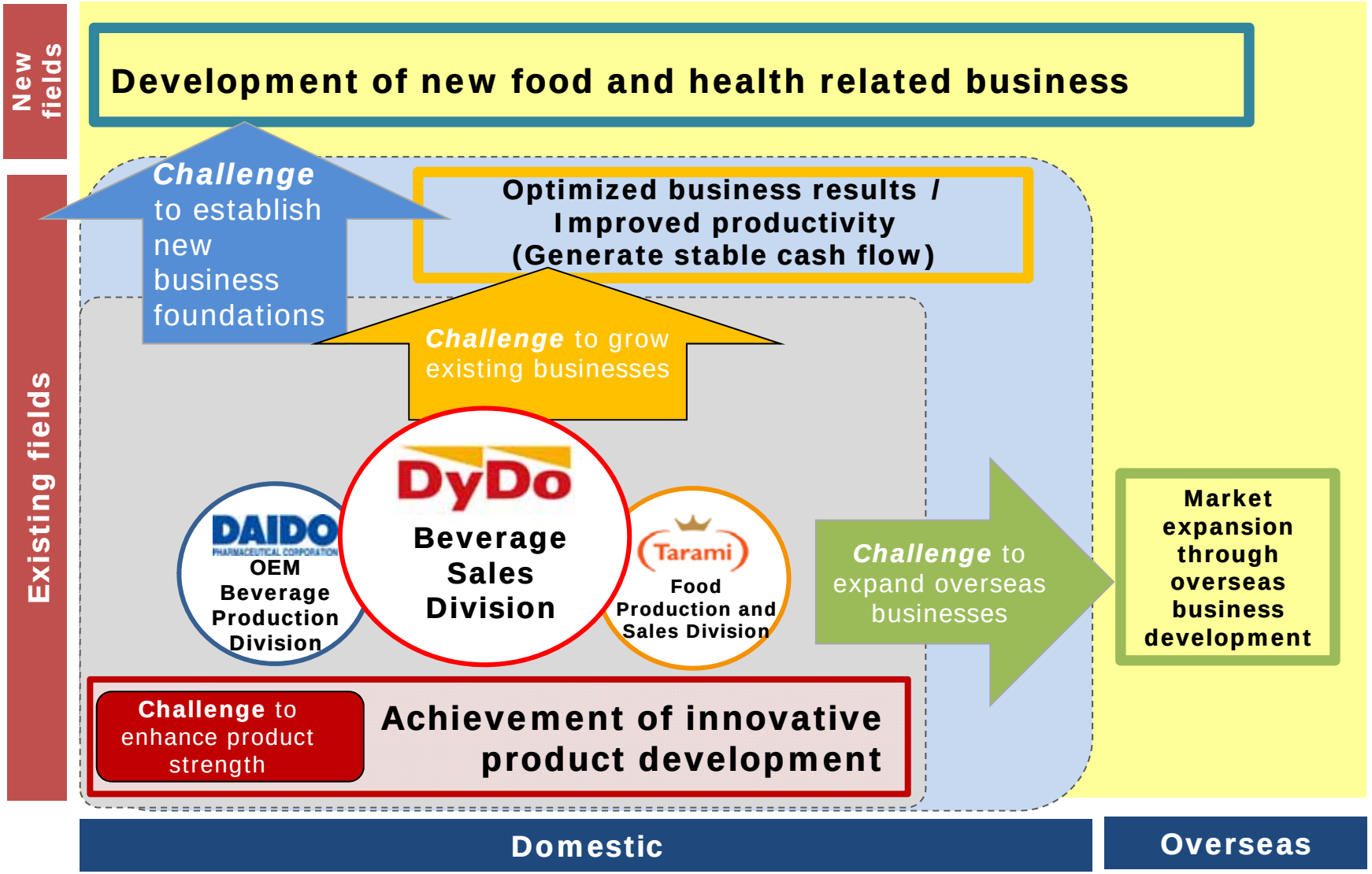
(2) Directions of our growth strategy

Next Stage



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(3) Mid-term Business Plan

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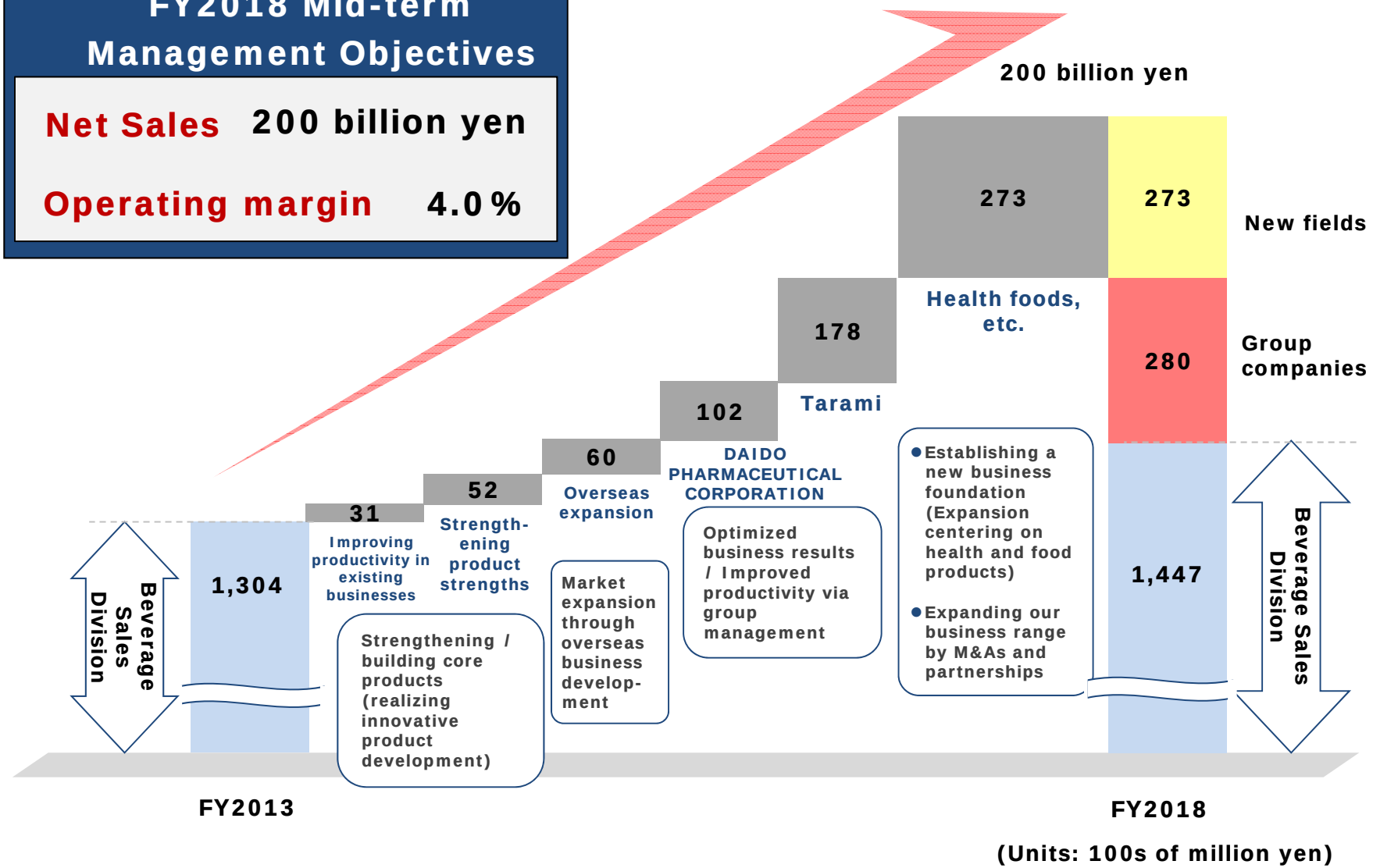
FY2018 Mid-term Management Objectives

Net Sales	200 billion yen
Operating margin	4.0%



(Units: 100s of million yen)

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3. FY2014 3rd Quarter Financial Highlight / Full-year Earnings Forecast

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(1) Overview of consolidated financial information for 3rd quarter FY2014

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- Secured increased operating income in the 3rd quarter consolidated performance, despite the tough market environment
- Impact of sluggish recovery of consumer spending following the consumption tax hike and unseasonal weather
- Despite the unfavorable climate, we held the fall in the coffee sales volume to 1%

(Millions of yen)

	3rd quarter (Jan 21 - Oct 20)					Full year				
	FY2013 results		FY2014 results			FY2013 results		FY2014 Forecast		
		Component ratio		Component ratio	Difference (%)		Component ratio		Component ratio	Difference (%)
Net sales	118,826	100.0%	115,687	100.0%	(2.6%)	154,828	100.0%	155,000	100.0%	0.1%
Operating income	5,116	4.3%	5,216	4.5%	2.0%	6,004	3.9%	5,200	3.4%	(13.4%)
Ordinary income	5,142	4.3%	5,129	4.4%	(0.2%)	5,962	3.9%	5,000	3.2%	(16.1%)
Quarterly net income	3,242	2.7%	3,105	2.7%	(4.2%)	3,712	2.4%	3,000	1.9%	(19.2%)
EPS	195.73 yen		187.46 yen		(4.2%)	224.08 yen		181.08 yen		(19.2%)
Dividend per share	–		–		–	60		60		–

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(2) Causes for increased / decreased operating income in the 3rd quarter FY2014

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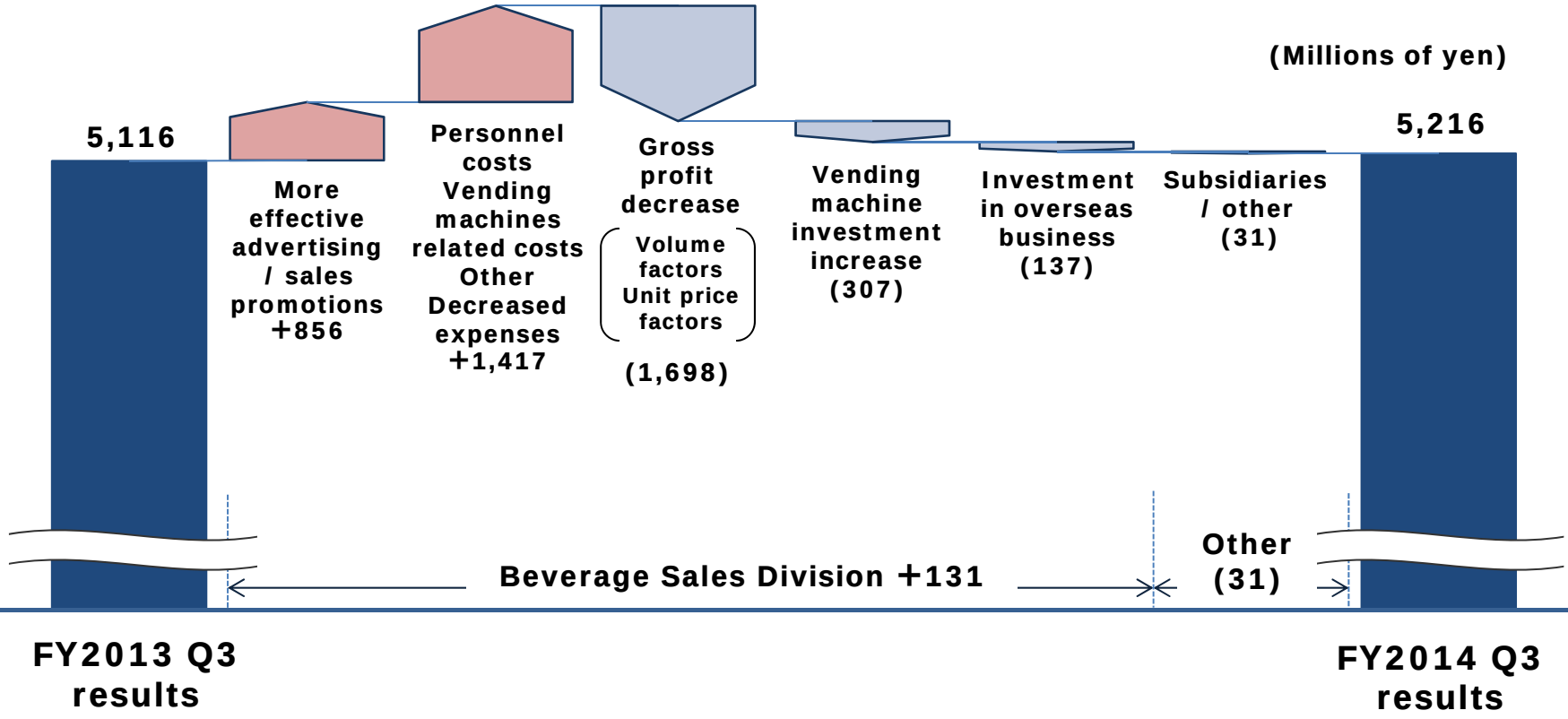
- Sales volume of the Beverages Sales Division fell 5%, sales unit prices improved
- Effective advertising sales promotion and revision of vending machine deployment plan to compress related expenses
- Slight fall in operating profit for the OEM Beverage Production Division and Food Production and Sales Division



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(3) Overview by segments

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Beverage Sales Division

*Figures prior to consolidated adjustment

(Millions of yen)

	3rd Quarter (Jan 21 - Oct 20)				Full year			
	FY2013 results	FY2014 results			FY2013 results	FY2014 forecast		
			Difference (%)	Difference (amount)			Difference (%)	Difference (amount)
Net sales	99,036	95,411	(3.7%)	(3,624)	130,400	130,700	0.2%	299
Operating income	3,521	3,652	3.7%	131	4,578	4,100	(10.5%)	(478)

OEM Beverage Production Division

	3rd Quarter (Jan 21 - Oct 20)				Full year			
	FY2013 results	FY2014 results			FY2013 results	FY2014 forecast		
			Difference (%)	Difference (amount)			Difference (%)	Difference (amount)
Net sales	8,414	8,052	(4.3%)	(361)	10,857	10,200	(6.1%)	(657)
Operating income	968	963	(0.5%)	(5)	1,227	930	(24.2%)	(297)

Food Production and Sales Division

	3rd Quarter (Jan 21 - Oct 20)				Full year			
	FY2013 results	FY2014 results			FY2013 results	FY2014 forecast		
			Difference (%)	Difference (amount)			Difference (%)	Difference (amount)
Net sales	11,984	12,751	6.4%	766	14,299	15,000	4.9%	700
Operating income	935	896	(4.2%)	(39)	609	620	1.8%	10

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(4) Seasonal Fluctuations - Sales

Next Stage

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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	40,358	39,927	–	–

DyDo

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	32,602	32,726	–	–

DAIDO PHARMACEUTICAL CORPORATION

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	2,807	2,521	–	–

Tarami

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	5,172	4,822	–	–

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(4) 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%	14.7%	100.0%
FY2014	518	1,953	2,744	–	–

DyDo

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%	23.0%	100.0%
FY2014	200	1,222	2,229	–	–

DAIDO PHARMACEUTICAL CORPORATION

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%	28.2%	21.8%	21.1%	100.0%
FY2014	398	312	252	–	–

Tarami

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%	–	100.0%
FY2014	38	518	339	–	–

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For reference: Full-year earnings forecast: Causes for increasing / decreasing operating income

Next Stage

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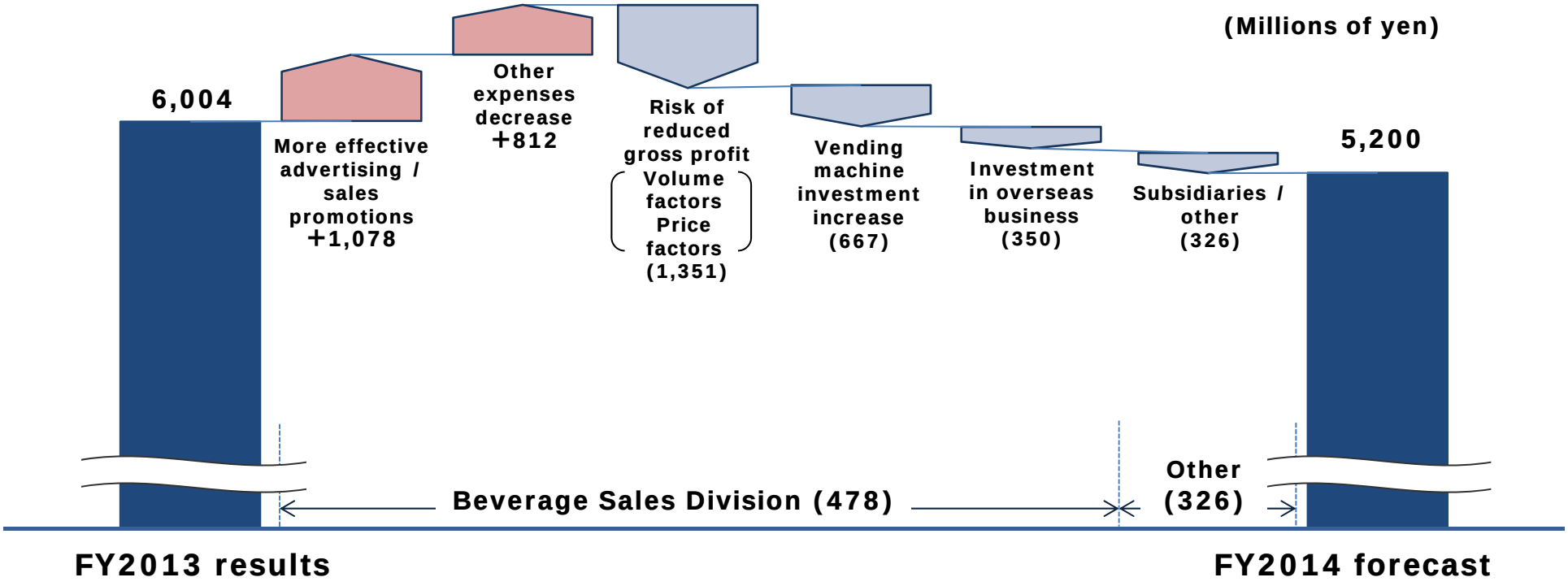
- No change to declared full year earnings forecast of March 3, 2014
- Sluggish recovery of consumer spending impacted on sales was expected in advance
- For the fourth quarter we will concentrate on expanding sales of hot products, primarily coffee



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4. DyDo Group Topics

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Governance Reform

Next Stage

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The governance system will be reformed following approval at the 39th ordinary meeting of shareholders (April 16, 2014) with the aim of forming an integrated group management platform and accelerating the promotion of growth strategies, through raising the transparency of management and ensuring a system allowing rapid decision making to meet rapidly changing business environments.

◆ Transfer of representative directors / set up new chairman of the board

Position	Name	Roles
Chairman of the board	Tomihiro Takamatsu	Strengthening management platform for governance, etc. in group management
Company president and representative director	Tomiya Takamatsu	Executing operations for overall management to realize group growth strategy

◆ 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)

◆ 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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Dealing with the increased consumption tax

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- **April 1, 2014: Response to raising of consumption tax due to revision of the Consumption Tax Act**
  - Use appropriate means to shift on 8% consumption tax on manufacturer shipment prices in all sales channels
  - Products sold from vending machines essentially undergoing price revisions in units of 10 yen (for convenience of purchasing); the tax hike has been shifted on appropriately throughout the entire vending machine business
  - Completed response with switching of prices for 90% of all vending machines

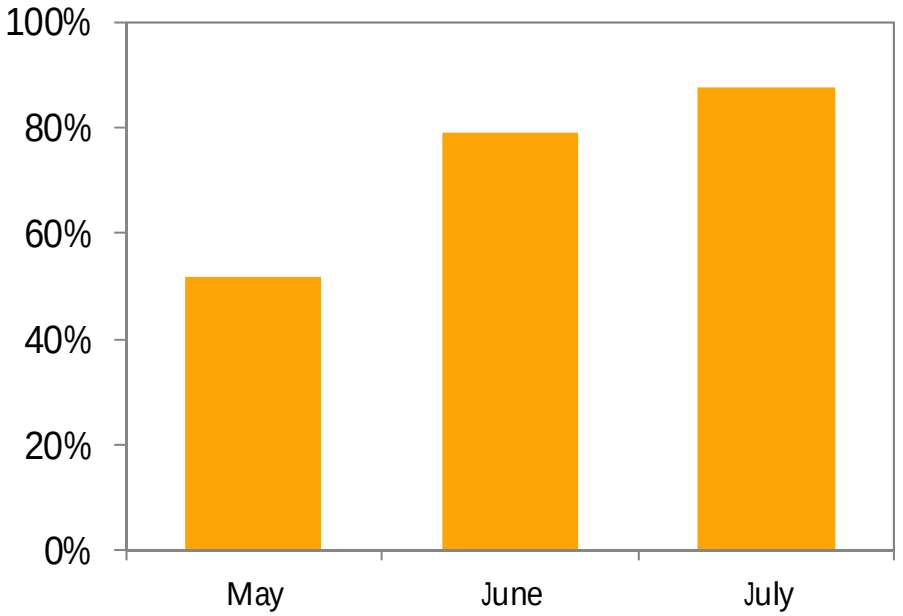
Example of product set condition in a vending machine



Products recommended for fixed prices

Products recommended for sales price revisions accompanying increased volume

Progress in changing vending machine prices



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◆ FY2014 edition point card campaign (From April 1 2014 to March 31, 2015)

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

Next Stage

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◆**Theme: “Bonds between our customers and DyDo vending machines” Nationwide broadcast of “DyDo Vending Machine” TV commercials**

To show more customers the appeal of our vending machines, we are broadcasting TV commercials for DyDo Vending Machines featuring the TV personality Hidehiko Masuda, the actress Hana, students riding on bicycles, women running and so on to cover a wide base of customers and appeal broadly to our vending machines.

Following from the commercials begun to be broadcast from April this year, a fall / winter version of the DyDo Vending Machines TV commercial featuring the easygoing, unaffected appeal of Hidehiko Masuda and Hana.





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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
  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

Next Stage

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- From September 8, 2014
  Surround yourself with a rich aroma.
  From “Zeitaku Kocha”
  “Zeitaku Kocha La France & Rose Tea”
  “Zeitaku Kocha Hot and Aromatic Jasmine Tea”



- From September 8, 2014
  A new fall / winter seasonal fruit drink appears!!
  “Wakagokochi Yuzu-Lemon Hot”



- From September 15, 2014
  Renewal of a low-sugar coffee with appeal to the ideal supervision by the world’s best barista!
  “DyDo Blend Long-lasting, Low Sugar”
  “DyDo Blend Satiating Low Sugar”



- From September 29, 2014
  Renewal of a long-selling product loved by the public for 35 years since its first release!
  “DyDo Blend American Coffee”



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Challenge to enhance product strength

Next Stage

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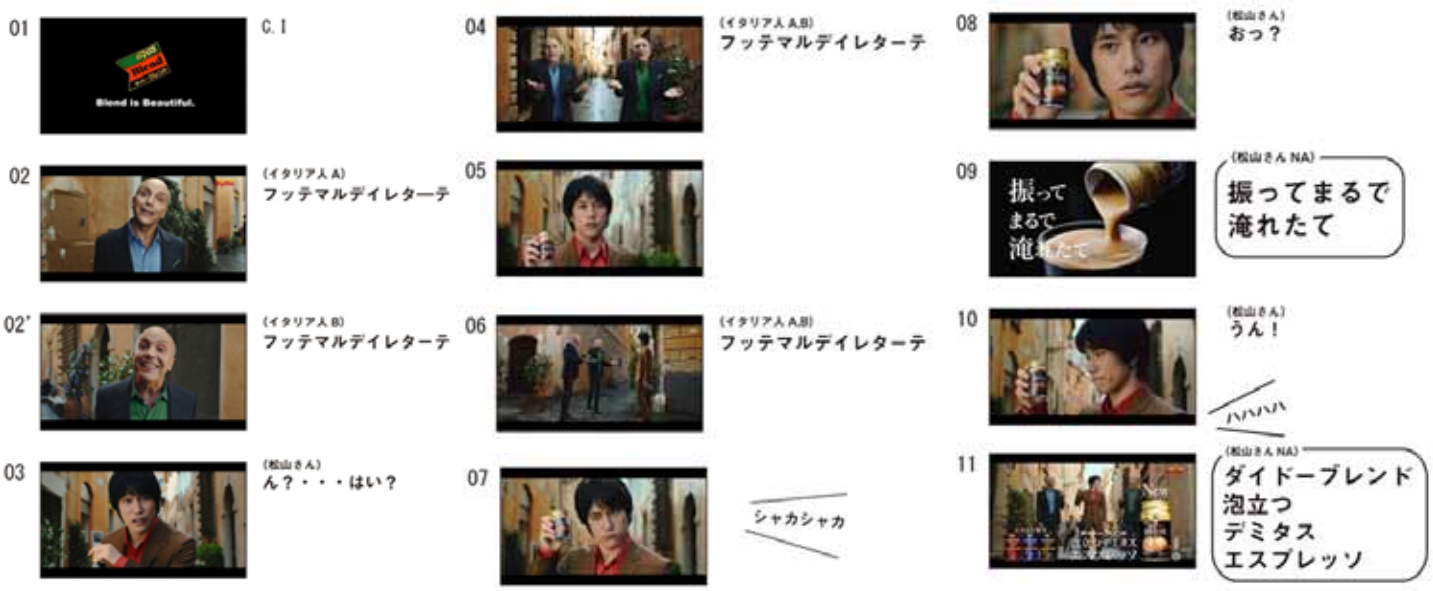
- **From August 18, 2014**
  Frothy as if it had just been brewed, with a rich, opulent taste never before experienced
  DyDo Blend Frothy Demitasse Espresso - Now On Sale!

- **From August 18, 2014**
  First appearance of Kenichi Matsuyama in DyDo Blend series commercials!
  Beginning of nationwide broadcast of new TV commercial: Futtemaru de Iretate Series





- **Recommended retail price: 130 yen (not incl. tax)**

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Challenge to enhance product strength

Next Stage

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◆ **2014.10.6**

Pokemon - famous worldwide!

Animation series currently screening

Pocket Monster XY campaign active again this year! Plus the release again of limited edition drinks at the same time!

“Pocket Monster Choco Drink”

“Pocket Monster Fruit Au Lait”



190g can
RRP 115 yen (not incl. tax)



470ml PET bottle
RRP 140 yen (not incl. tax)



410ml PET bottle
RRP 140 yen (not incl. tax)

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Challenge to enhance product strength

Next Stage

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Beauty and Health Care Products

From Aug 25, 2014

Using online sales channels to launch the FINEAGE tablet / stick jelly health care product combining proteoglycan, attractive yet wonderful for your skin, with five other beauty ingredients!



From Oct 27, 2014

Consistent support for women worried about their circulation

Functional food containing golden ginger from Kochi Prefecture

“Hokkori Shoga Biyori”



From Nov 25, 2014

Supporting people wanting to increase their fiber intake

Health food using specially selected products from Hokkaido

“Sukkiri Aojiru”



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Challenge to enhance product strength

Next Stage

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DyDo × Tarami

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

◆ **From March 24, 2014**

A new sensation: bottled jelly letting you enjoy the juiciness of peaches

“Tarami's Shake and Drink Peach Jelly”



◆ **From April 7, 2014**

Cool for jelly, frozen for sherbet - two tastes in one!

“Tarami's Puru-shari Orange”



◆ **From June 16, 2014**

A new sensation: bottled jelly letting you savor the genuine fruity taste of mangoes, redolent of summer

“Tarami Shake and Drink Mango Jelly”



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Challenge to enhance product strength

Next Stage

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Tarami

- **Strengthening Tarami marketing**



- **From March 1, 2014**
  "Wanting to control calories while enjoying the taste"
  Release of Calorico-Calorica 0 kcal Series
- **From March 3, 2014**
  Fruits give you the power to give it your all. (Squeeze-tube energy / vitamin supplement)
  Release of "Fruit Charge Series"



- **From May 19, 2014**
  For those who want to eat delicious sweets but still want to keep their calories down
  Release of Calorico-Calorica Desert 80 kcal Series



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Challenge to expand overseas businesses

Next Stage

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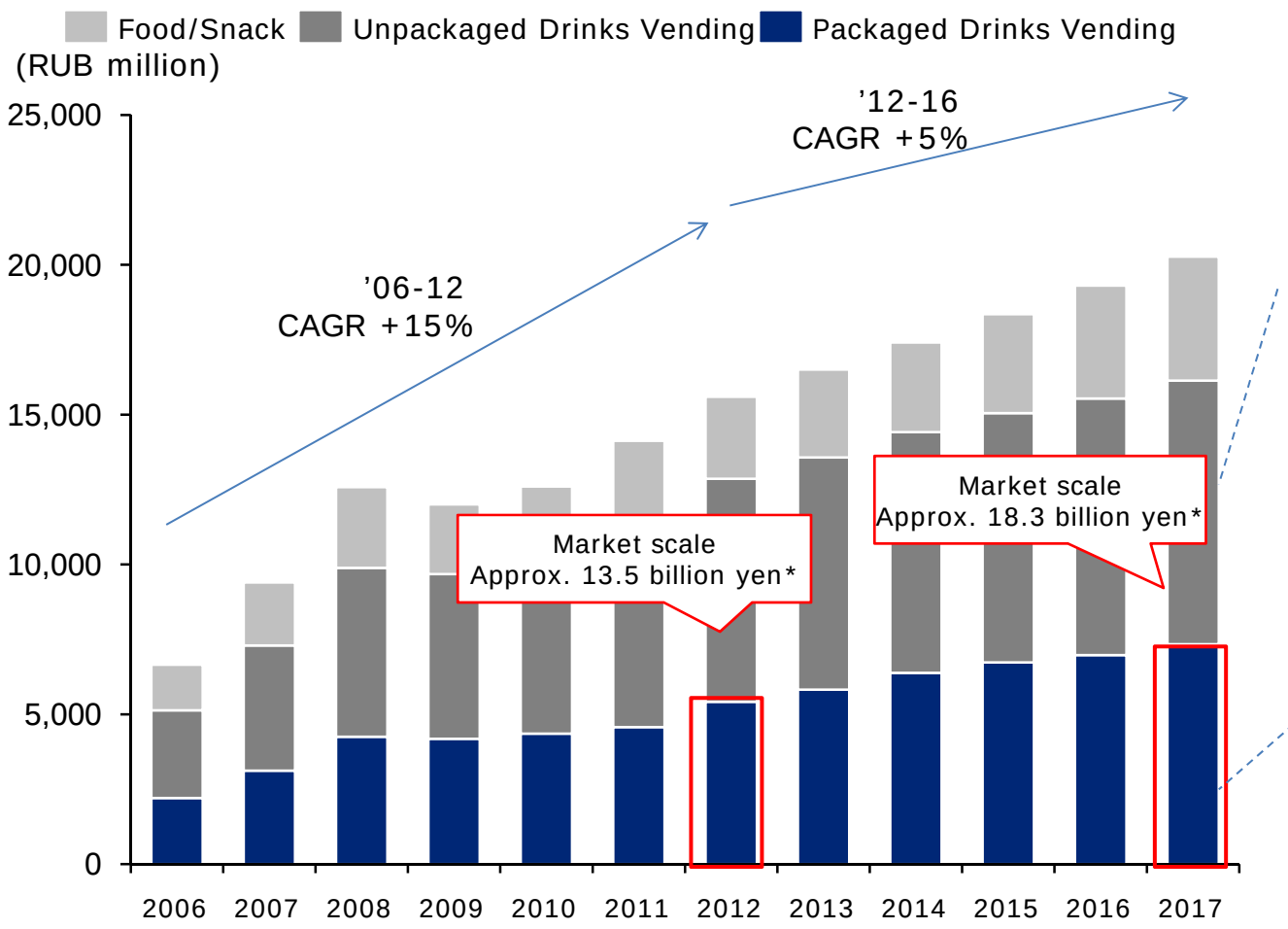
Overview of the Vending Machine Market in Russia



Source: Euromonitor "Vending in Russia, etc.
Calculated at 1 ruble = ¥2.5 (as of November 19, 2014)

Types of beverage vending machines

Unpackaged Drinks '06-11 CAGR17%



Packaged Drinks '06-11 CAGR 16%



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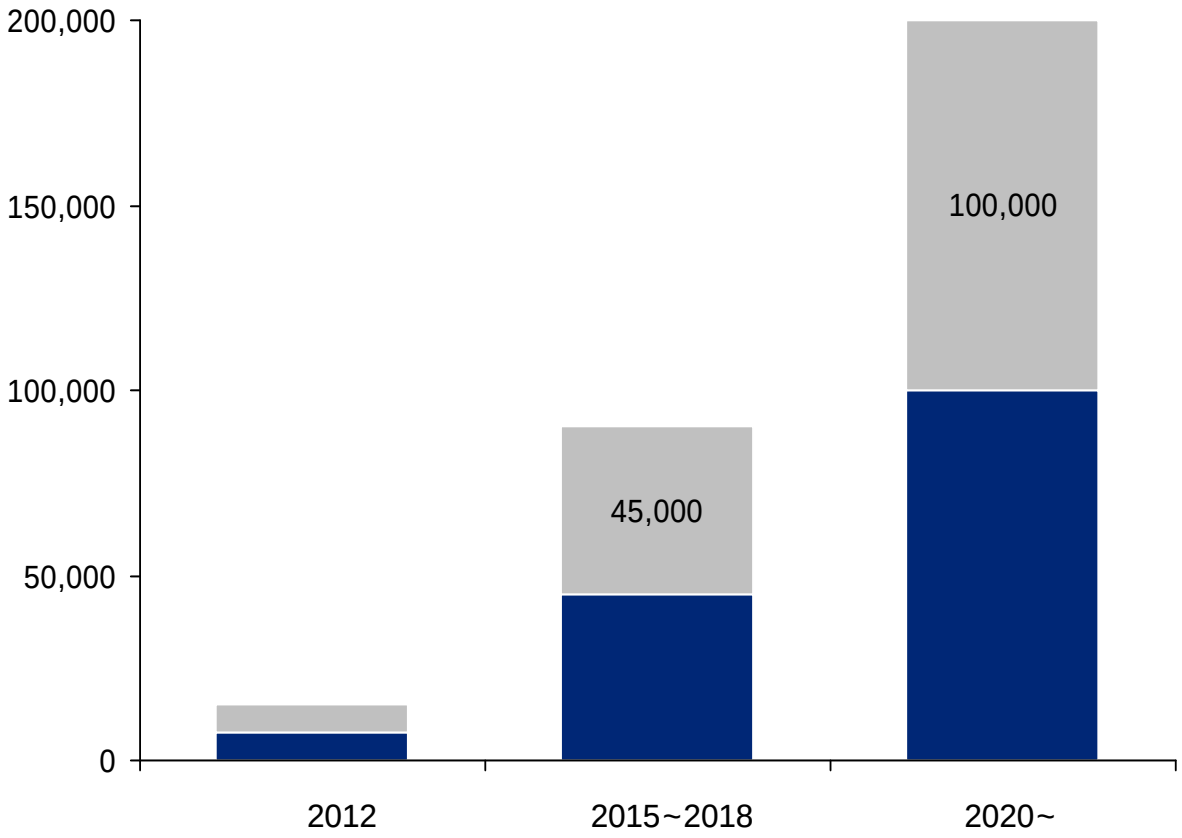
Growth Potential of Vending Machines in Russia



- 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

Next Stage

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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 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 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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◆ **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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◆ 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



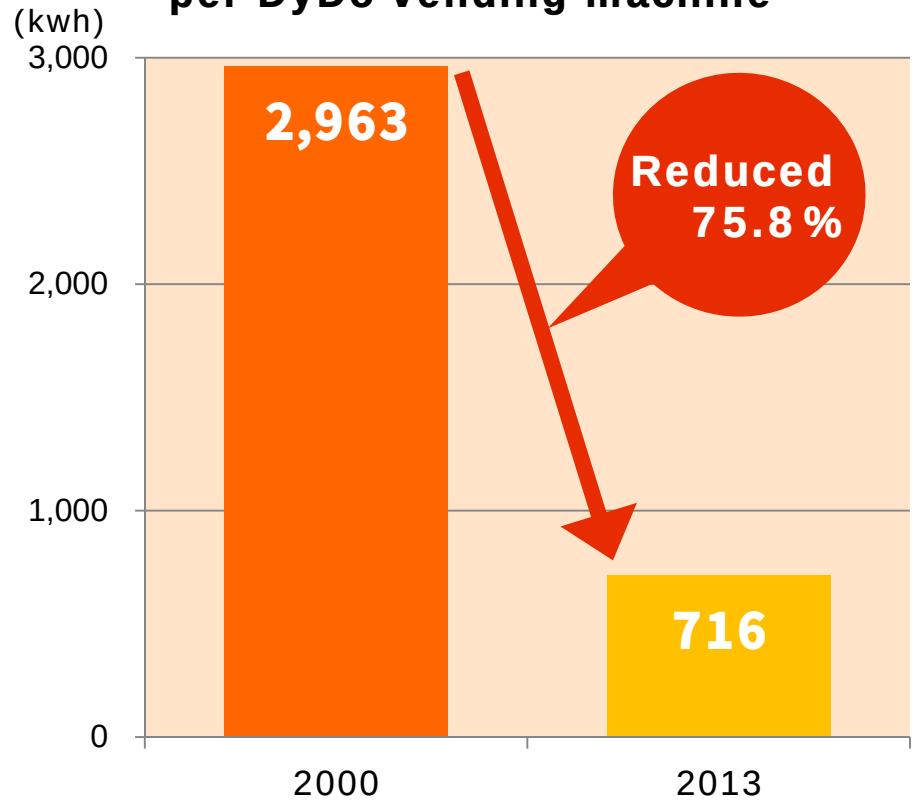
LED lighting



Heat pump vending machine



● **Annual electricity consumption per DyDo vending machine**



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DyDo Group CSR Activities

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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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◆ Contributing to society using the Local Community Contribution Fund

➢ High school cooking contest

"The true hometown taste! Shoku no Koshien: A Competition for the Ultimate Dish!" - supporting the fostering of the next generation to be active in food

Professional chefs give lessons to high school students learning about agriculture, fisheries and commerce. This teaches them the value of agriculture / fisheries through food while helping the high school students with their dreams and invigorating the local community, bringing places around Japan to life.



With the cooperation of the Shoku no Koshien Association, after holding heats in seven areas nationwide in August, specially selected professional chefs from each area will be sent to the high schools going to the final. By giving the students special training to polish their chosen menus for the final, we are supporting this system for the nationwide competition to further refine the creativity of high school students.







Members of the Gifu Prefectural Gujo High School team that achieved a great win in the third Umaimon Koshien (a tasty dish tournament)

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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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Returns to shareholders: Dividends

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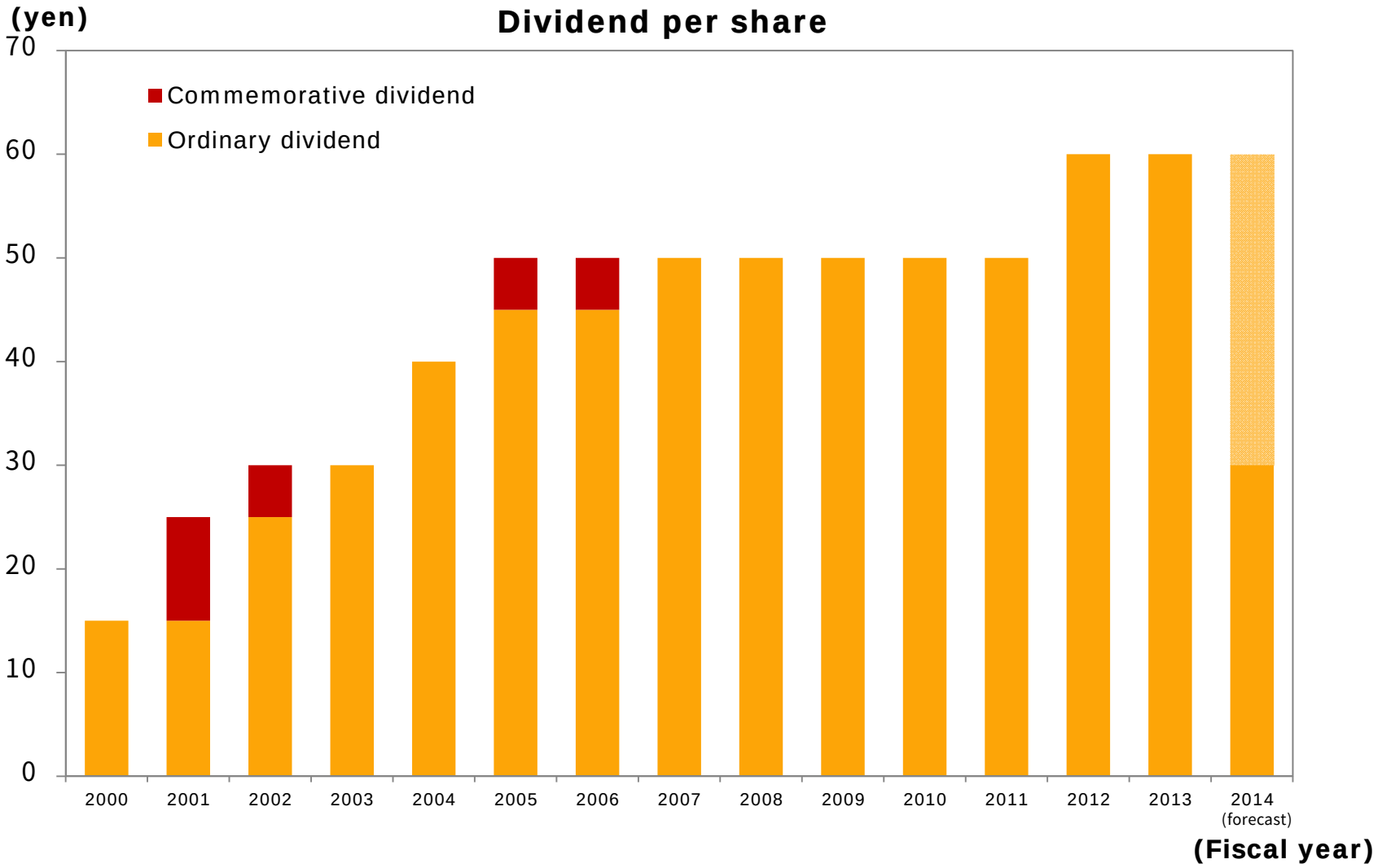

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Returns to shareholders: Special shareholder benefits

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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 July 20th, 2014

No. 1 spot in popularity ranking selected by readers for shareholder preferential treatment for 2015 edition useful information on shareholder preferential treatment*



* Issued by Nomura IR, November 2014

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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