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March 15, 2018

Company:	DyDo Group Holdings, Inc.
Representative:	Tomiya Takamatsu, President and Representative Director
	(Code 2590 on the First Section of the Tokyo Stock Exchange)
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Notice regarding an Overview of the Results of an Evaluation of the Effectiveness of the Board of Directors

DyDo Group Holdings transitioned to a holding company structure effective January 21, 2017, in order to strengthen the Group's management, respond with agility to expansion of business domains, and strengthen and nurture the International Beverage Business.

This release summarizes the results of a recent evaluation and analysis by the holding company of the effectiveness of its Board of Directors in light of those goals.

1. Analysis/Evaluation Method

In order to analyze and evaluate the effectiveness of the Board of Directors, during the period between December 2017 and March 2018, all directors and auditors carried out a self-evaluation survey, and individual interviews were carried out by the Secretariat of the Board of Directors.

After that, at a meeting of the Board of Directors that was held on March 15, 2018, in addition to analyzing the results of the self-evaluation surveys, and in an attempt to enhance awareness regarding present problems, constructive discussions were held regarding these matters and future efforts to realize a higher level of effectiveness for the Board of Directors.

2. Evaluation Items

The self-evaluation survey form included items addressing the following major topics so that respondents could review the effectiveness with which the Board of Directors deliberated and dealt with issues identified through the evaluation of its effectiveness during the previous year:

(1) Agenda management and operations of the Board of Directors following the transition to a holding company structure
(2) Makeup of the Board of Directors in light of the development of the Company's overseas business and the expansion of its business domain
(3) Future issues based on the Corporate Governance Code

3. Overview of Analysis/Evaluation Results

On the basis of the outcome of discussions regarding the analysis of the results of the self-evaluation surveys, the Board of Directors of the Company came to the conclusion that "the Board of Directors is functioning effectively."

[Status of improvements to agenda management and operations of the Board of Directors]

- Directors indicated that the agenda brought before the Board of Directors was sufficiently selective and narrow given the Company's status as a holding company. In particular, they noted that the Board worked to address the following:
  (1) Deliberation related to the expansion of a new business domain
  (2) Monitoring of the International Beverage Business
  (3) Reports on dialog with shareholders and investors
- Concerning the provision of information to external directors and external auditors, Directors cited significant improvements, noting that access has been improved with the introduction of a security system.
- Concerning the provision of adequate explanatory material in advance and the setting aside of sufficient discussion time based on the importance of agenda items, Directors found steady improvement, although some issues remain.
- Directors indicated that discussion of important items takes place in a manner that respects the views of external directors and external auditors. They noted that agenda items considered to be particularly important to the Group's future are handled in an appropriate manner, for example by putting off decisions until the next meeting so as to avoid making hasty conclusions.

Directors shared an awareness of the following issues that will need to be addressed in the future in order to further boost the effectiveness of the Board of Directors and strengthen its ability to function:

(1) With regard to the makeup of the Board, we will find members with expertise in the healthcare domain in accordance with the Company's management strategy.
(2) With regard to the provision of information to external directors and auditors, we will work to provide more information sooner.
(3) With regard to deliberations involving investments, we will push for enhanced explanation of associated risks and returns and clarification of the criteria that would prompt the Company to pull the investment in question.
(4) With regard to risk management in the International Beverage Business, we will undertake additional initiatives, for example to raise awareness of local employees.

4. Future Efforts

Going forward, the Board of Directors will deepen discussions related to the overall direction of the Company's management strategy while working to address the following topics in order to achieve sustained growth of the Group:

(1) Important issues related to the sustainability of the vending machine business model
(2) Vision for the Group's overall business portfolio
(3) Approach to human resources investment to facilitate implementation of the Company's growth strategy

[Reference] Issues identified last year

Future issues to address in order to boost the effectiveness of the Board of Directors
(as announced March 15, 2017)

1. With regard to the composition of the Board of Directors, we will appoint an even more diverse range of personnel as we push forward with our management strategy to accelerate business development overseas and expand our fields of business.
2. With regard to the agenda of the meeting of the Board of Directors, we will refine discussion items and further deepen constructive discussion regarding the major directions of our corporate strategy as part of our Group management, and decide how best to handle risk amidst the increasing requirements of our overseas business operations.
3. With regard to the operation of the Board of Directors, there is room for improvement in the way in which information is provided to external directors, the way in which time is allocated for discussion of matters according to their relative importance, and the way in which information is selected and explained.