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Offering delicious products
for sound mind and body

March 4, 2025

Company:	DyDo Group Holdings, Inc.
Representative:	Tomiya Takamatsu, President
	(Code 2590 on the Tokyo Stock Exchange Prime Market)
Inquiries:	Makiko Mihara, General Manager of Corporate Communication Department

Notice Regarding the Revision of the Medium-Term Management Plan 2026

DyDo Group Holdings, Inc. (the Company) has revised the "Medium-Term Management Plan 2026," which was announced on January 14, 2022, in light of recent changes in internal and external environments. We would like to inform you of these revisions.

1. Background of the Revision

We have set forth the Group Mission 2030: “For DyDo Group to create enjoyable, healthy lifestyles for people around the world.” To achieve this vision, we have formulated the "Medium-Term Management Plan 2026," a five-year plan (from the FY 2022 to the FY 2026). Under this plan, we have been promoting initiatives based on three basic policies: "Renewing Growth in the Domestic Beverage Business," "Reformulating the International Beverage Business Strategies," and "Strengthening and Developing Non-Beverage Segments."

As a result of the initiatives, in January 2023, we established Dynamic Vending Network, Inc., a new company that integrally operates the direct sales channel for vending machines through a joint investment with Asahi Soft Drinks Co., Ltd. Additionally, in February 2024, we made Wosana S.A., a company engaged in the manufacturing and sales of soft drinks in Poland, a subsidiary, thereby strengthening our business foundation for enhancing corporate value over the medium to long term. Furthermore, since 2022, the business environment surrounding our group has significantly changed, with rising costs, including raw material prices, across group companies due to changes in international conditions, and rapid inflation in the Turkish beverage business.

In light of these internal and external environmental changes, we have revised the remaining period of the "Medium-Term Management Plan 2026" (from the FY 2025 to the FY 2026). While maintaining the basic policies, we have revised the target values of management indicators, business strategies, and investment capital/allocation. By executing investments aimed at future growth and transforming our profit structure under this Medium-Term Management Plan, we will solidify the path to a regrowth trajectory towards the next "Achievement Stage."

2. Details of the Revision

(1) Management Indicators*1

（Million yen）

	Fiscal Year 2026	
	Initial Target	Modified Target
Sales Growth Rate （CAGR） *2	+3%*3	+9%
（Reference） Consolidated Net Sales	175,000	255,300
Consolidated Operating Profit Ratio	4%	3%
（Reference） Consolidated Operating Profit	6,800	7,800
Consolidated ROIC*4	6%	4%

*1 Before application of hyperinflation accounting *2 Compared to the FY2021 *3 Currency Neutral Basis
*4 Invested capital is the amount invested in the segment

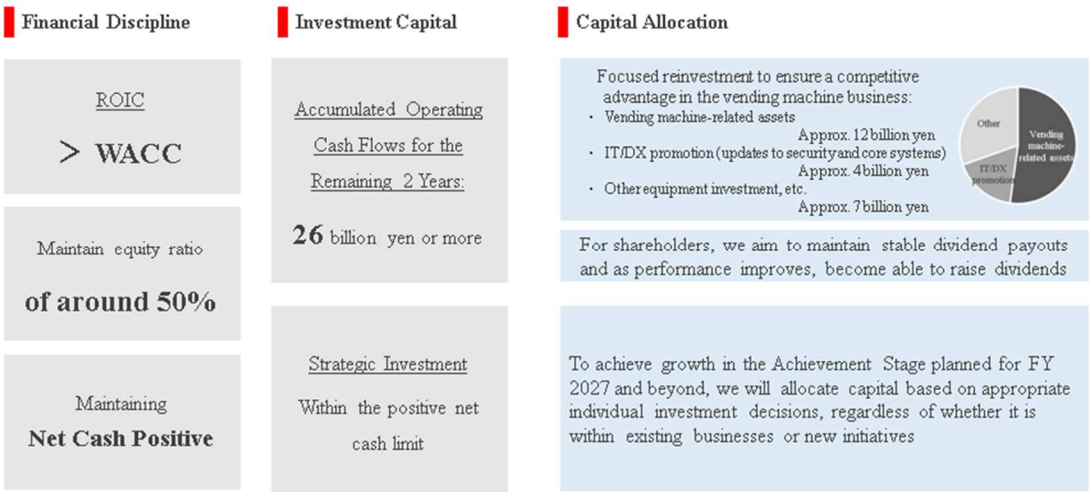
(2) ROIC Targets by Business Segment under Basic Policies*1

	Fiscal Year 2026	
	Initial Target	Initial Target
Domestic Beverage Business*2	13%	4%
International Beverage Business	3%	13%
Non-Beverage Businesses*3	8%	0%

*1 Before application of hyperinflation accounting, invested capital is the amount invested in the segment *2 Excluding Home Shopping Sales of Supplements Business *3 Including Home Shopping Sales of Supplements (Domestic Beverage Business), Pharmaceutical-Related, Food, Orphan Drug Business

(3) Financial Discipline and Investment Strategy/Capital Allocation

We strive for sustainable growth by maintaining an appropriate equity ratio that ensures financial stability. Simultaneously, we invest in high-potential growth areas and deliver stable returns to our shareholders. By reinvesting capital, we aim to achieve returns that surpass the cost of capital. This strategy paves the way for further growth investments and enhanced shareholder value.



For details on the revisions to the "Medium-Term Management Plan 2026," please refer to the "FY2024 (Year Ended January 20, 2025) Financial Highlights" published today.

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.