

## DyDo Group Corporate Philosophy

Creating happiness and prosperity, together with people and with society.

To achieve this goal, the DyDo Group will continue to embrace new challenges in a dynamic way.

## DyDo Group Corporate Vision

### Together with our customers.

With our high-quality products, we will offer our customers excitement and enhanced wellness, with distinctive delicious flavors that only DyDo can.

### Together with the next generation.

We will create a "DyDo Standard" for the next generation that transcends national borders and conventional frameworks.

### Together with society.

Bringing together all DyDo's resources in the entire Group's product development and corporate activities, we will help build a rich and vibrant society.

### Together with our people.

We will tirelessly embrace the "DyDo Challenge" of bringing happiness to all whose lives are touched by the DyDo Group.

## DyDo Group Slogan

こころとからだに、  
おいしいものを。

**DyDo**

Offering delicious products  
for sound mind and body

### The commitment behind our slogan

If the mind is full of energy, the body wants to be active. If the body moves with positivity, this links to the greater happiness of the mind.

The DyDo Group is committed to bringing this joy to the minds and bodies of our customers.

The DyDo Group is unique in its ability to inspire a joyous and healthy life in our customers through a vast range of products, from drinks and foods through to pharmaceuticals.

The DyDo Group aims to be of service to people and to society through providing valuable products and carrying out corporate activities, based on its consistent vision fueled by a challenging spirit and the pursuit of ideas.

## Group Mission 2030

**For DyDo Group to create enjoyable,  
healthy lifestyles for people around the world**

### Together with our customers.



#### Nurturing our customers' health

We will deliver products and services that help improve health and quality of life for our customers around the world, in a tireless quest for delicious taste.

### Together with society.



#### Taking the lead in social reform

We will take the lead in social reform, going beyond conventional wisdom to adopt new perspectives for achieving a sustainable society.

### Together with the next generation.



#### Creating new value for future generations

We will take advantage of innovative technologies, bringing surprise and delight to all of our stakeholders.

### Together with our people.



#### Connecting people to people

We will seek out new ways to form mutually beneficial relationships with stakeholders, both old and new, within and outside the company, working flexibly with them and respecting the diversity of their values and abilities.

## DyDo Group Philosophy System

### DyDo Group Philosophy

The True Mission of the DyDo Group

### DyDo Group Vision

The Ideal Picture of the DyDo Group

### DyDo Group Code of Conduct

Basis for our conduct

### Group Slogan

Words expressing our philosophy and vision in clear terms to everyone involved with the DyDo Group.

Visit our website for more details

## Editorial Policy

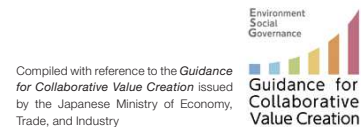
We at DyDo Group Holdings have prepared an annual Integrated Report since 2017 to deepen our stakeholders' understanding about the group, while also promoting constructive dialogue to further the group's development in the future.

In January 2019, we announced Group Mission 2030: "For DyDo Group to create enjoyable, healthy lifestyles for people around the world." The COVID-19 pandemic period has seen massive change to the social environment, and companies' initiatives to make society more sustainable now draw a great deal of attention. Those things may have changed, our direction has not. We do believe, however, that we should accelerate our efforts further.

This report has been compiled to act as an integrated source for information on the DyDo Group, intended to disclose the group's current thinking on Group Mission 2030: our corporate philosophy, our business models, strategies, and the interrelationship between the ESG issues we must tackle.

We hope that this report helps investors understand the DyDo Group's management philosophies and policies, as well as our vision for the future and the strengths and strategies we will employ to achieve it. Moreover, this report is intended to contribute to constructive dialogue with stakeholders regarding our efforts to boost corporate value.

July 2021



## The Period to Which This Report Applies

In principle, this Integrated Report pertains to activities in fiscal 2020 (the period from January 21, 2020 to January 20, 2021), however, where DyDo Group Holdings has deemed it necessary to deepen our investors' understanding, it also contains pertinent updates and additions concerning more recent activities and information.

## Statement Regarding Use of Forward-Looking Statements

DyDo Group plans, outlooks, strategies, etc., that are contained in this Integrated Report and that make statements pertaining to matters other than past or present facts are forecasts of future performance and are based on reasonable judgments or hypotheses by DyDo Group Holdings management, which are made in accordance with information available as of May 26, 2021. Such statements may contain known or unknown risks, uncertainties, and other such elements, and do not guarantee the future of such plans or forecasts. Such risks, uncertainties, and other such elements include the contents of DyDo Group Holdings' latest securities reports and quarterly reports, and DyDo Group Holdings shall bear no obligation whatsoever to publish updates or corrections to forward-looking statements. Please use this Integrated Report and other materials disclosed by DyDo Group Holdings with reference to information obtained from other sources and make your own conclusions and judgments. DyDo Group Holdings bears no liability whatsoever for any damage that may arise as a result of this Integrated Report.

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<https://www.dydo-ghd.co.jp/en/>