

Message from the President

# The Beginnings of Change in Corporate Culture and Continued Transformation



Tomiya Takamatsu  
President and Representative Director

## Today's Business Model, Underpinned by Our Founding Philosophy

Today's DyDo Group evolved from the small, "use first, pay later" medicine business founded by my grandfather. He delivered first-aid kits to homes and businesses, where families and workers used the medicines inside when needed, and he collected payment for what they used later. In other words, our roots lie in "being there" for customers, helping them find healthy, fulfilled lifestyles. As the business grew, the company developed, produced, and sold its own drinkable preparations, the forerunner of today's OEM drinkable preparations operations, which are handled by DAIDO *Yakuhiin* (Pharmaceutical-related Business).

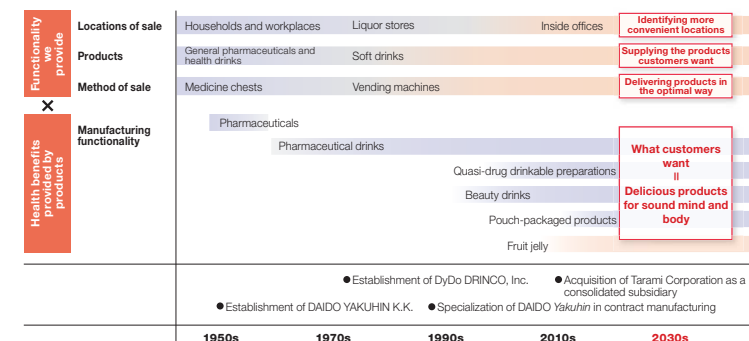
However, the spark that really ignited the group's growth was the vending machine business, now the core of our operations. Japan's rapid economic development in the 1970s brought a sudden increase in road traffic, and we focused on a new demographic, truck drivers. We installed showcases full of our drinkable preparations in parking areas along national highways. Subsequently, we turned our attention to canned coffee, a new product, and launched a beverage sales business dealing in canned coffee as part of DAIDO *Yakuhiin*. At the same time, vending machines that could sell both hot and cold drinks appeared. Foreseeing their potential for canned coffee sales, we upgraded our conventional showcases to vending machines and entered the vending machines business in earnest. I believe that our success in this segment and our massive growth overall were underpinned not only by grasping consumer trends, but by—as ever—our unshakeable commitment to "being there" for customers.

Thus, although our evolution from the "use first, pay later" medicine business to the vending machine business may appear to be a significant change in our business model, we see it as a continuation of the same business practice: that is, installing products where customers can reach them and buy them whenever they require. Indeed, our business model of "being there" is more than just our strength; it is our role in the community.

Of course, the DyDo Group's growth is founded on the support of our stakeholders. For instance, our Domestic Beverage Business could not exist without the packers to whom we outsource drink production, the owners of the locations where we place our vending machines, and the local DyDo Vending Partner Association ("Kyoieikai") members who run half of all DyDo vending machines. The growth of DAIDO *Yakuhiin*, which is in charge of the group's Pharmaceutical-related Business, into one of Japan's top-performing OEM producers of drinkable preparations, is a similar case. This growth was facilitated by clients such as pharmaceutical and cosmetic manufacturers, whose demanding requirements for superior quality management and assurance spurred DAIDO *Yakuhiin* to seek the high development and production capabilities that enabled it to carve out its foothold at the top of the industry.

We still value our founding philosophy of striving to achieve happiness and prosperity together as without our stakeholders, none of our businesses could have achieved their current level of growth.

### Changes in DyDo Group's business and future goals



### A Group Philosophy for Success on a New Stage

I joined the DyDo Group in 2004, when our core vending machine business had peaked in terms of vending machine numbers, and these subsequently began a gradual decline. The rise of convenience stores and, more recently, drug stores has changed the landscape, and nowadays it is rare to see a year-on-year increase in sales per vending machine. Weeding out unprofitable vending machines and reviewing organizational structures have enabled us to maintain a certain level of profits, but from a medium- to long-term viewpoint, we cannot rely solely on our vending machine business.

My first task as president in 2014 was to establish a Group Philosophy that spoke of our determination to seek future growth: "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." That collective determination to achieve happiness and prosperity together served us well in the past, facilitating our remarkable growth in tandem with the expansion of the vending machine market. But as we approach the limit of that market potential for growth, sticking to the same old strategies or business activities will not help us achieve further growth. Within our group, which has shown growth in the vending machine business over a number of years, there was an attitude that if we continue in this same fashion, that things would turn out well. Yet my inclusion of the phrase "embrace new challenges" in the updated philosophy was a public acknowledgement of the need for these employees to actively take on challenges and innovate and for us to tackle the challenging task of updating our corporate culture. The Group Philosophy also expresses the spirit of striving to achieve happiness and prosperity together that has been with us since our founding.

### Change Has Accelerated under COVID-19

Transforming a corporate culture is not easy, and although the initiatives instituted in my time are gradually starting to take effect, there have been times when progress has felt elusive. 2020 was indelibly marked by the havoc caused by COVID-19, and while the coronavirus did at one stage impact our business negatively, that was also the year in which I could feel the great changes within DyDo Group employees. It was a year that seemed longer than usual, but also a rewarding one in which employees and management alike recognized the opportunities presented by the changes in the world, and dared to act on them.

In Japan, after the first cases of COVID-19 were confirmed, anxiety gradually became prevalent among the public. I myself felt considerable unease about the future of the DyDo Group's business. Although vending machines involve no personal contact, without our employees and the Kyoaikai to carry out vending machine operations, our vending machine business would grind to a halt. Concerns like that made executive decisions painfully hard at first, but when the first State of Emergency was declared in April 2020, the government decree that drinks and food businesses must continue to operate galvanized awareness of our role as a vital lifeline and reinforced our sense of mission. Sales declined amid the chaos, but watching the daily figures allowed us to estimate where the market would bottom out and allowed us to pursue our business confident in the knowledge that there was a future for us.

Since becoming president, I have constantly said that environmental changes are ideal opportunities for business transformation, but the social change wrought by COVID-19 has been unlike anything we have ever experienced. The sudden shift in thinking and behavior among people throughout society left us in a tough spot; the pervasive unease was shared by DyDo Group employees, and it appeared that many other companies had been stopped in their tracks by the coronavirus. Following the declaration of the first State of Emergency in April 2020, I took to spreading the message inside and outside the group that these major upheavals represented significant chances for us. At the same time, I instituted changes in working practices. Following an in-depth review of our personnel system, we kept shifts for frontline operations as these are an effective way to ensure business continuity, but instituted changes in other areas, including teleworking for office-based workers, and traveling directly to and from sales calls and online meetings for sales staff. We intend to continue with new workstyles even after the world returns to post-COVID-19 "normal." (See **P19** for more on our new workstyles.)



As part of my monthly message to employees via the intranet, I have been reporting on the positives of the new system, including beneficial outcomes we have noticed, the results of online sales calls, and the good things that have happened as a result of those changes. The outcomes of these initiatives are easily recognizable for being undertaken when change was inevitable, but even so, after having said so many times that being ready to respond flexibly will bring big opportunities, I must admit it is nice to see the appearance of tangible benefits changing the atmosphere within the group's companies.

For example, vending machine numbers had declined steadily in accordance with the shrinking market in recent years, but we succeeded in increasing machine numbers in fiscal 2020, leading to new confidence among staff that we can sustain that trend. The sales staff who seek out new vending machine locations have long striven to avoid simply competing on price by presenting vending machines as a solution to the issues and challenges faced by clients. This is painstaking work that involves earning the trust of their counterparts at client companies, for instance by listening to their concerns and suggesting ways we can help. In this way, we hope to inspire clients to actively want a DyDo vending machine. It is normal for years to elapse between the first meeting and installment of a machine, and it takes real strength to come up with different approaches to see a prospect through to sale. Here in Japan, companies are still struggling to find ways to work and pursue their business amid the COVID-19 havoc, but our early adoption of remote working and revised in-house systems allowed us to adapt. Because our clients' worries regarding new workstyles are issues that we ourselves have also dealt with, we are able to suggest ideas that can help them achieve solutions. I believe it is our task to convey to clients the lessons of our experiences, and we are working hard at our sales activities to build and maintain client relations through a variety of methods that do not require in-person contact, such as web conferencing, email, and telephone. Boosting vending machine numbers despite the COVID-19-enforced restrictions on sales and marketing activities is not only a welcome success in difficult times, but is also proof of our improved sales capabilities. I am proud of the way our people refused to use personal contact restrictions as an excuse to give up and sought their own paths to close the deal.

To my mind, the transformation we are seeing cannot be simply ascribed to changes made necessary by COVID-19; the seeds were sown over time. For instance, the gradual internalization by employees of my constant encouragement to seek out new challenges and our gradual testing of telework with a limited pilot group prepared the way for broad acceptance of change. Our staff have experienced first-hand how repeated incremental changes, where we tried some adjustments when change became necessary and were encouraged by the success of those attempts to try further adjustments, enabled us to stay ahead of the curve. In that way, I think our ability to navigate the upheaval caused by COVID-19 has added further momentum to the transformation of our corporate culture.

**Group Mission 2030**

**For DyDo Group to Create Enjoyable, Healthy Lifestyles for People around the World**

Although vaccine development and vaccination programs are providing some hope for an end to COVID-19, there is as yet no way to predict exactly how the coronavirus will be brought under control and how the world will change. And yet, despite the magnitude of COVID-19's impact on society, our determination to realize Group Mission 2030 remains unchanged. To that end, in January 2019, we established the DyDo Group Philosophy, a vision of where we want to be a little way in the future: "For DyDo Group to create enjoyable, healthy lifestyles for people around the world."

Group Mission 2030 was born from our keen awareness that simply doing the same thing raises the risk of corporate stagnation and decline. Perhaps the factors with the biggest impact on our business model are Japan's significant demographic shifts. The country's population has been in decline for a while now; there are fewer children and more elderly people. Based on current trends, it is projected that by around 2030 more than one in three people will be 65 or older. As longevity increases, our mission is to provide values conducive to maintaining health. Meanwhile, labor shortages caused by the decrease in productive population will affect our business, particularly as relates to vending machines, and therefore we need to identify and implement fundamental improvements to efficiencies. If the DyDo Group is to adapt flexibly to these population trends and ensure ongoing growth, it is imperative that, even as we maintain vending machines as our core business, we allow our business model to evolve to suit the times, developing our portfolio by nurturing new businesses to underpin the group as the Domestic Beverage Business does now. In order to achieve sustainable growth even amid these times of unprecedented change, Group Mission 2030 was formulated to articulate our vision of where we want to be a little way in the future and the importance of pursuing great transformation, not simply thinking about our work as an extension of what we have already done.

**Mid-term Business Plan 2021: A Roadmap for Transformation**

Group Mission 2030 sets out the mission we aim to carry out by 2030, divided into four main categories, as well as a roadmap for achieving it. We will also work to correct the current bias of our portfolio toward the Domestic Beverage Business so that it better balances our three basic policies: innovation in the Domestic Beverage Business, expansion of our business overseas, and development of a second major source of revenue in non-beverage businesses.

To ensure we achieve the goals of Group Mission 2030, we have drawn up a roadmap that divides the period up to 2030 into three stages. The trading environment for the core vending machine business remains tough, and if we continue running the business in the same way as before, it is inevitable that profits will gradually decline. Therefore, the three-year period from fiscal 2019 has been designated the "Platform-strengthening and Investment Stage." During this period, a temporary decline in profits is envisaged, but we then expect the investments made during this time to come to fruition in the subsequent "Growth Stage" and "Achievement Stage."

For the Platform-strengthening and Investment Stage, we established Mid-term Business Plan 2021, which stipulates a four-pronged investment strategy. First is to establish a smart operation structure\* in the Domestic Beverage Business through IoT investments aimed at streamlining operations in our core vending machine business. The other three—establishment of new production facilities and pouch lines in the Pharmaceutical-related Business, M&A investments in the healthcare sector, and investments in launching the orphan drug business—are aimed at erecting a second major source of revenue in the healthcare sector that blends well with our existing businesses.

\*Coined by DyDo; refers to an efficient operational structure

**Solid Progress on Transformation in the Domestic Beverage Business**

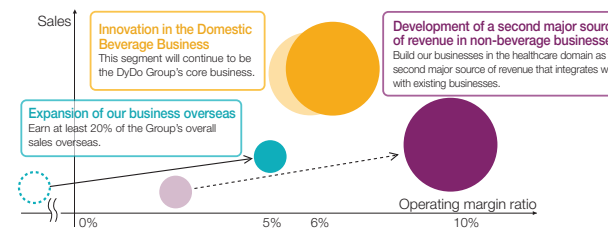
We have been working with particular urgency on the Domestic Beverage Business. Our business model of offering the products customers want in the closest and most convenient location is the core of the DyDo Group's business; it plays to our strengths and serves as the chief source of cash flow. In recent years, however, our earning capacity waned as sales declined due to increased competition from stores such as convenience stores, and vending machine numbers dropped due to labor shortages.

To secure the sustainability of the group's main source of cash, Mid-term Business Plan 2021 made ensuring a competitive advantage in the shrinking vending machine market a top priority. Our quest for transformation has been given a boost by the emerging divergence of beverage companies' vending machine tactics in response to the unexpectedly rapid pace of change in the market environment, intensified by the deterioration of demand caused by changed consumer behavior amid COVID-19.

Our tasks for replenishing the Domestic Beverage Business's cash flow generating capability and establishing a competitive advantage are clear. First, we must strengthen and enhance our vending machine network through better sales activity; second, we must transform our post-installation operations relating to vending machines. In other words, we need groupwide uptake of the smart operation structure. Fiscal 2021, therefore, has been designated our year of action, a vital year for Group Mission 2030 in which we are seeking further progress in our ongoing work toward transformation.

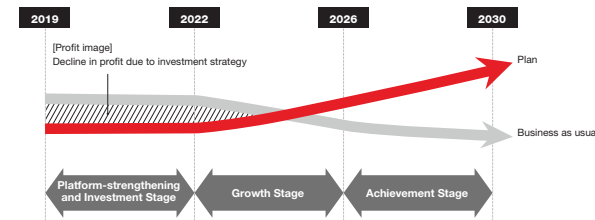
COVID-19 has caused renewed recognition of the value of vending machines as contactless "unstaffed stores." Our challenge is to ensure that they remain a helpful part of a sustainable society by using our sustainable vending machine business model to establish DyDo vending machines as an integral part of the social infrastructure. (For details on Mid-term Business Plan 2021 and our progress toward achieving its targets, see P53-54 )

**Group Mission 2030 basic policies and our business portfolio in 2030**



\*Figure intended as a general illustration. The size of each circle represents operating income, with FY2018 and FY2030 indicated by light and dark colors, respectively.

**Roadmap**



### A Human Resources Strategy to Embody the Group Philosophy

In a time of great social transformation, sustainable growth and enhanced corporate value will require us to reaffirm our commitment to our philosophy and ensure our values are shared throughout the DyDo Group. Slowly but surely, we are developing a collective willingness to dare, a relish for challenge. If we can each sustain this mindset and internalize it as our personal default, a corporate culture capable of real innovation will inevitably emerge, and therein lies the true focus of our human resources strategy.

Our workforce is one of solid character imbued with the DyDo spirit of striving to achieve happiness and prosperity together. I am often told how many good people there are at DyDo. To hear that from people such as business partners and even those who join our group mid-career, is extremely gratifying. I also believe that this goodness is a part of our culture, reinforced through our vending machine business's daily practice of "being there" for people and communities. But people's good and kind natures can inhibit the sense of urgency needed for a company to transform its business in turbulent times like these. Indeed, the reason I have, since becoming president, so often hammered the point that "the DyDo Group will continue to embrace new challenges in a dynamic way" is that, to be candid, I feel our collective willingness to do so is still lacking.

We have undertaken many initiatives to diversify our workforce and change attitudes with a view to encouraging internal transformation. The bulk of our workforce were those who began their careers as vending machine operations staff and are working their way up, but I have made a point, since becoming president, of hiring experts from outside the group to bolster our human resources, particularly for marketing and overseas operations. Differing opinions within the group meant there were some concerns and friction at first, but we gradually found ways to blend the views of our long-serving employees, built up over years of experience, with the newcomers' insights in a way that has led to positive outcomes. Indeed, it seems the good traits of our workforce, such as honesty, humbleness, and flexibility are already coming to the fore.

Elsewhere, years of concerted effort began to pay off in fiscal 2020 in the form of a stronger, more extensive vending machine network. The sales work of finding new locations and convincing the owners to install our vending machines has long been performed by former operations staff, but this was insufficient in light of the volumes we sought. When we hired experienced salespeople from outside the group, our existing sales teams were skeptical that the newcomers' potential given their inexperience in the realities of vending machine sales. But combining the varied expertise of three kinds of people—long-standing DyDo DRINCO sales reps, former operations staffers with extensive knowledge of vending machines and a keen eye for locations with high sales potential, and mid-career-hire salespeople with no prior knowledge of vending machines but a solid professional record in sales—helped us establish a robust sales structure and resulted in a dramatic increase in the quantity and quality of vending machine location development.

There has also been a shift in the mindset among staff regarding our vending machine network. For instance, sustained or improved new installation numbers over the past few years could not hide a high rate of removals, which is why overall vending machine numbers declined despite those strong new installation figures. In fiscal 2020, though, removals declined and the total number of vending machines began to rise. Previously, a major factor behind removals was labor shortages among Kyoekai members, and there was a tendency toward complacency with excuses such as "Sales were poor from that machine, so no wonder," and "The client has asked for the machine to be removed, and there's nothing we can do about that." No doubt there was a lack of determination to ensure sufficient sales expansion efforts and enable DyDo vending machines to remain among the competitor's vending machines. Each and every vending machine location is a valuable asset, and the hard work of securing locations for new installments can be easily undone because removals are simple. Ideally, our efforts to halt this trend would have begun to pay off before the decline in total machine numbers from the second half of fiscal 2018 through 2019 and the ensuing drop in sales volumes, but I believe the constant extolling of the importance of minimizing removals and the eventual emergence of tangible outcomes has resulted in a major mindset shift among our frontline workers.

We have also worked to make systemic improvements. An example of this is the DyDo Challenge Award, which encourage employees to seek out and overcome challenges. There are two categories: the first is for ideas the applicant wants to pursue. Employees vote on the different proposals, and those that are selected begin the following business year. At first, most entries were focused on procedural improvements rather than challenging projects, but

in recent years, there has been an increase in entries focused on boosting corporate value. I believe that increase in scope and vision is the result of employees taking encouragement from seeing those early modest projects being taken seriously and implemented properly. The second category rewards initiatives taken over the past year that helped to increase corporate value. The 2020 winners all made significant contributions to improved business performance, including a project team that launched canned coffee products in collaboration with the TV anime *Demon Slayer (Kimetsu no Yaiba)*, a facial recognition system for cashless purchasing from vending machines, and vending machines that sell face masks and hygiene products geared for swift response to public needs relating to COVID-19. These projects' success was made possible by the irrepressible dedication of the people behind them.

I am encouraged by the emergence of young employees who display nous to come up with viable plans and guts to get the job done. As more and more of our employees are nurtured under the current corporate philosophy, I hope not only that they will grasp these "challenge" opportunities and use them to improve their skills, but also that they will be self-reliant and able to create such chances for themselves. The new ways of these youngsters and the diverse mindsets brought to our group by mid-career hires serve as a shake-up for our existing workforce, and the injection of different kinds of people will help transform our corporate culture. Indeed, I believe the successes of the past year, including the increase in vending machine numbers and the smash-hit *Demon Slayer (Kimetsu no Yaiba)* can, have set in motion a virtuous cycle. This is perhaps the first time in my presidency that there has been a palpable feeling that our culture is transforming. Cultural and organizational change takes time, and doubts can arise when progress seems slow. But we maintained our determination, and our efforts are now gaining momentum of their own.

Those who know DyDo know that our people are our greatest strength. DyDo Group employees have long been praised for their stance of striving to achieve happiness and prosperity together with stakeholders, and now we hope to add to that by earning, through constant effort, admiration for our willingness to work alongside our stakeholders in the pursuit of improved corporate value.

### Pivot to Group Management

With the transformation of our vending machine business on track and a new in-house culture emerging, I felt able to hand over the reins of DyDo DRINCO to my successor in April 2021 so that I might focus my energies on the group's holding company. The need to do so had been playing on my mind ever since the group switched to a holding company structure, but I felt unable to make that move until the Domestic Beverage Business was on a steady path toward recovery. Assigning higher priority to rebuilding the vending machine business and dedicating 80 to 90 percent of my resources to the Domestic Beverage Business allowed groupwide growth strategies to stagnate somewhat. Now, though, I will concentrate on implementing the group's growth strategy, which is geared toward maximizing cash flow in existing businesses and utilizing that capital to develop growth sectors.

As a leader of the holding company, striving for more effective governance of each business including enhancement of awareness toward investment return will be one of my important roles. At times, my job will be to step on the accelerator to chase growth opportunities, and at others it will be to apply the brakes to maintain discipline; in that way, I hope to achieve an appropriate balance in my management of the DyDo Group.

Starting in fiscal 2022, we will launch a new Mid-term Business Plan. Group Mission 2030 is founded on the belief that creating a future in keeping with the Sustainable Development Goals (SDGs) set by the United Nations General Assembly—that is, a society that balances economic, social, and environmental needs—will help us achieve sustained growth. What's more, COVID-19 has resulted in intensified focus on efforts to promote sustainability throughout society. We cannot hope to achieve this simply by carrying on doing the things we have done previously. It is imperative to maintain a clear idea of the roles we can play to usher in a sustainable society. Since early 2021, we have engaged in dialogue with a variety of stakeholders, including vending machine location owners, contracted beverage producers, and other trading partners, regarding their expectations for the DyDo Group and the roles it can play for our stakeholders in general. Meanwhile, in-depth discussions with employees are underway regarding the group's core competencies. By identifying the DyDo Group's priority material issues and incorporating those into the new Mid-term Business Plan, we will continue to create enjoyable, healthy lifestyles for people around the world.

(For selected stakeholder commentary, see "Segment-Specific Initiative" on [P47-66](#).)



Achieving Sustainable Growth

# A Philosophy of Striving to Achieve Happiness and Prosperity Together Born of Our History

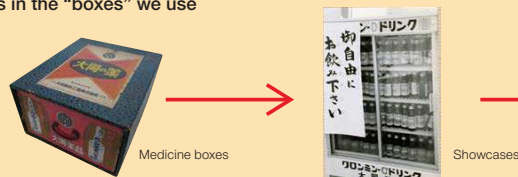
The DyDo Group's history began with the "use first, pay later" medicine business. Through partnership with a variety of stakeholders, we have developed our businesses and to this day, we continue to refine our business model of offering the products customers want in the closest and most convenient location.

Changes in the items we have sold



Our unchanging capabilities, delivering our products to the "stores" closest to our customers nationwide

Changes in the "boxes" we use



## 1940s

### Foundation in "use first, pay later" medicine

The history of the DyDo Group began when our founder, Tomio Takamatsu, took up the "use first, pay later" medicine business as a personal business after World War II. This business is called *okigusuri*, and was a medicine sales system unique to Japan, in use for more than 300 years. With this system, medicine boxes were placed in each home. Customers used remedies such as cold medicine and stomach medicine when needed, and payment was collected later. It was the forerunner of the vending machine business, where a vending machine is first installed somewhere, and a variety of products are provided, so that customers can buy them at any time.

With the growth of this business, Takamatsu incorporated the company and in 1956 established DAIDO YAKUJIN K.K. That company would become today's DAIDO Yakuhin (Pharmaceutical-related Business).



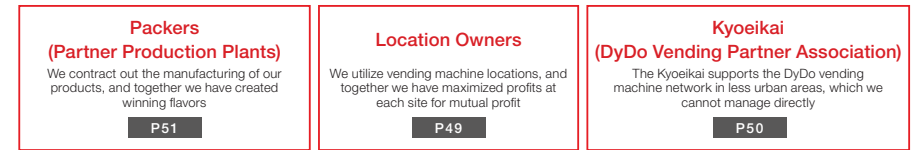
Founder  
Tomio Takamatsu

## 1970s

### Entry into the vending machine business and resulting growth

Anticipating the potential of a canned coffee, we developed an original coffee with partner production plants in 1973, and began selling beverages via vending machines. As we developed our vending machine network with companies local to each region, sales grew steadily, and DyDo K.K. (now DyDo DRINCO, Inc.) was incorporated in 1975 as vending machines quickly gained popularity nationwide, thus establishing the roots of our current business model with the vending machine business at its core.

## The journey we have taken with our partners



Value our products provide

The fun of choice	We adjust the line-up to suit the location from a range of more than 50 products
Pleasure	We offer collaborative products featuring anime characters or other companies' brands
Health-oriented drinks	We develop special items such as foods with function claims like the "Calorie Limit for the Mature Aged" tea series
Convenient goods	We provide products such as face masks, disinfectant sprays, diapers, stockings, and other "just-in-case" products

Value our vending machines provide

Convenience	We have diversified payment services, such as by accepting e-money and facial authentication
Peace of mind	Unmanned and available 24 hours a day, we have added an anti-bacterial coating to many of our machines
Fun	We have included functions that allow our machines to chat with customers and developed an app service that lets them earn points
Consideration for the environment	We are working tirelessly to reduce the amount of energy we use

## 2010s

### Evolution of our vending machine business and expansion into other business domains

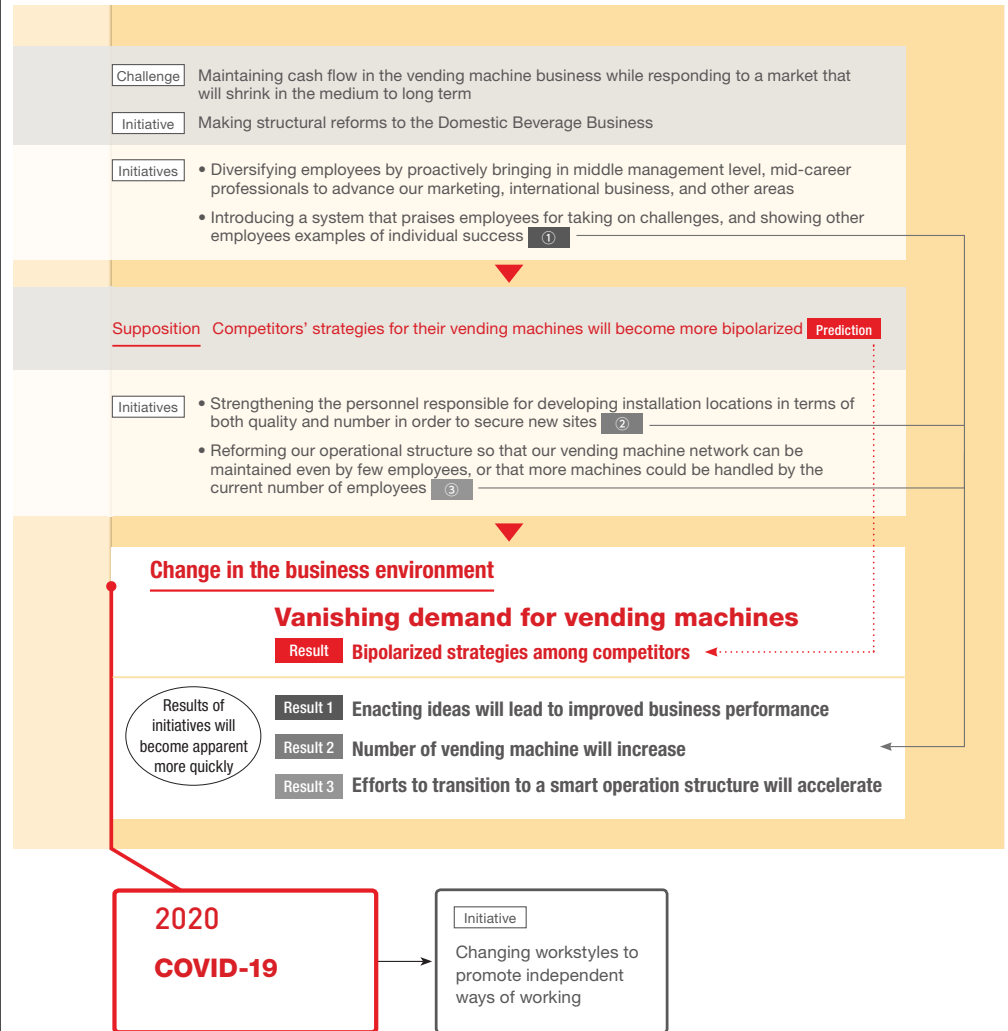
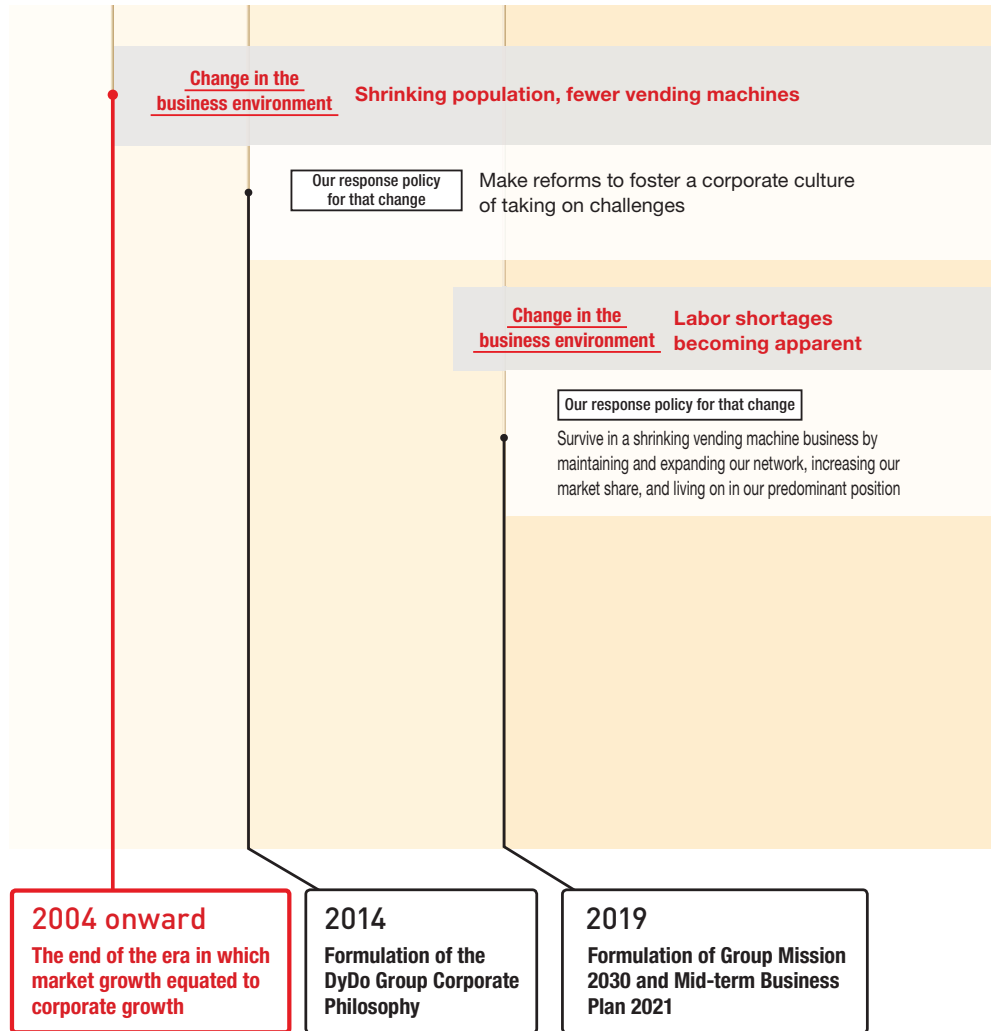
We had expanded our sales in line with growth in the vending machine market, but at the start of the new millennium, the market reached saturation point. To find new growth in such an environment, we started making structural reforms to our vending machine business in the 2010s. In 2012, we acquired Tarami Corporation, which manufactures and sells fruit jellies, through M&A. Next, in 2013, we strengthened our international business with the establishment of a subsidiary in Russia. As our business domains had expanded, we established DyDo Group Holdings, Inc. in January 2017, and moved to a holding company structure.

Our business domains continue to expand, but our business model of pursuing businesses that offer the products customers want in the closest and most convenient location remains unchanged. Just as we shifted from the "use now, pay later" medicine business to the vending machine beverage business, there is no guarantee that as we evolve how and what we provide to customers, our future vending machine business will be the same as the one we have today. Looking forward to the future, we will fulfill our role and refine our business models by striving to achieve happiness and prosperity together with all stakeholders and a more sustainable society.

## 2020s and beyond

# Turning Change into Opportunity and Creating Innovation

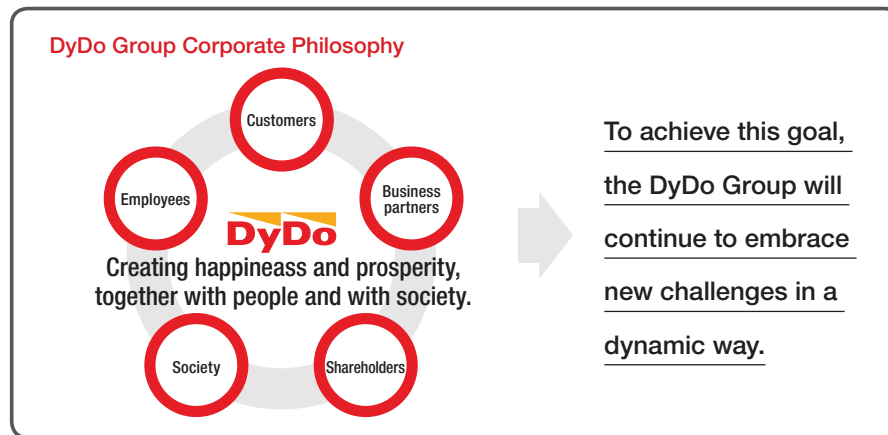
In the DyDo Group Corporate Philosophy we newly formulated in 2014, we focus not only on our philosophy of striving to achieve happiness and prosperity together, but also on fostering personnel and a corporate culture that have a mindset of flexibly responding to change and taking on challenges. We are turning the epoch-making changes resulting from the pandemic into chances for growth, and are further accelerating our reforms.



## A Return to the Tenets of the Group Philosophy

Group Mission 2030 describes where, and what, the DyDo Group wants to be in the year 2030, and establishes our twin goals of sustainably enhancing corporate value while helping make society itself more sustainable. To achieve these objectives, we will promote our philosophy and continue to utilize our strengths to take on ever greater challenges.

Where we should begin again to achieve Group Mission 2030



Fostering a corporate culture of taking on challenges

For Group Mission 2030

We will reinforce our commitment to mutual happiness and prosperity with employees and other stakeholders, and accelerate our efforts to get us to where, and what, we want to be

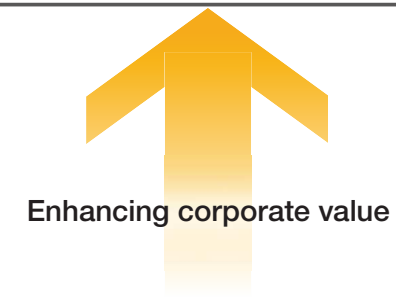
<p><b>Areas we will strengthen</b></p> <ul style="list-style-type: none"> <li>Partnerships with business partners</li> <li>Employee diversity</li> <li>Independent employee training</li> </ul> <p>See the Message from the President on P5-P12</p>		<p><b>Initiatives to accelerate our efforts</b></p> <p>We have identified material issues (issues that must be prioritized to achieve sustainable growth) and will integrate them with our management strategy</p> <p>P41</p>
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Where, and what, we want to be in 2030

**Group Mission 2030**

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

<p><b>Together with our customers.</b></p> <p><b>Nurturing our customers' health</b></p> <p>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.</p>	<p><b>Together with society.</b></p> <p><b>Taking the lead in social reform</b></p> <p>We will take the lead in social reform, going beyond conventional wisdom to adopt new perspectives for achieving a sustainable society.</p>	<p><b>Together with the next generation.</b></p> <p><b>Creating new value for future generations</b></p> <p>We will take advantage of innovative technologies, bringing surprise and delight to all of our stakeholders.</p>	<p><b>Together with our people.</b></p> <p><b>Connecting people to people</b></p> <p>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.</p>
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Enhancing corporate value

Areas where initiatives are underway

- We are implementing personnel strategies that support our response to changes in the business environment
  - We are putting in place better work environments and systems, and creating a system that will encourage innovation P19-20
- We are reforming the vending machine business to respond to changes in society
  - We are bolstering our ability to develop vending machine locations, reforming our post-installation operations, and providing new functions and value P21-23
- We are working to help make society more sustainable
  - We have made the DyDo Group SDGs Declaration and are working to spread that philosophy within the group. We are also striving to reduce our environmental impact throughout our supply chain P24-30