

# 2019 CORPORATE PROFILE

*Matsumoto KiYoshi Holdings Co., Ltd.*



Winner of five world-class package design contests: a first for any Japanese private brand



The contrasting colors of the cans and their content, and the gap between the actual taste and what the color suggests the taste might be, has made these the darlings of social media, and big sellers



**More  
innovatively**

Matsukiyo is all about fun, surprise, and innovation. In other words, we believe that a brand and a concept that are innovative, enjoyable, and exciting are what makes us Matsukiyo. To best convey what Matsukiyo is about, we have rebranded our private brand (PB) as "matsukiyo". As a result, we have won many of the most influential advertising and design contests around the world. Our PB is growing rapidly, with some PB products selling ten times as better than before. The ratio of PB to our overall sales has exceeded 10%,\* which is one of the highest ratios in the industry. The ratio of private brand sales in Taiwan is even higher than in Japan. \*As of March 2018



Enhanced matsukiyo LAB's "Athlete Line" to support everyday athletes



Whitening cosmetics focused on brightness differences



Since its launch in 2006, this has been one of our best-sellers in the aging care category

**Product development  
to meet global needs**

Everything we do, we do for your smiles

Opened a branch at Terminal 1, Narita Airport Shop at Matsumotokiyo right before a flight!



Matsumotokiyo now has stores in outlet malls

**A variety of store formats**



**Expanding overseas  
by leaps and bound**

**Greater  
variety**

Matsukiyo expresses itself not just in its private brand, but in its store roll-out. Along with "matsukiyo LAB", our next-generation healthcare stores, we are also rolling out "BeautyU", a new-style store aimed at working women. We are working on capturing the demand not only from inbound visitors but overseas as well, such as cross-border EC in China and opening Matsumotokiyo stores in Thailand and Taiwan.

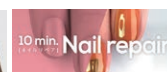


Opened stores in Thailand and Taiwan under the name "Matsumotokiyo"

**Our "10 min. Beauty" service is designed  
for the woman on the go**



10 min. Make up



10 min. Nail repair



10 min. Engraving



10 min. Printing

Next-generation healthcare: matsukiyo LAB

The Matsumotokiyo Group is developing a range of services and new systems as your partner in beauty and health.

## Management Philosophy of the Group

**1st for You.**



Matsumoto KiYoshi  
Holdings

We will always... Treat all of our customers with respect, Provide them with the help and advice they need to maintain and improve their health and beauty, Strive to be the friendliest drugstore.

- The logo of Matsumotokiyo Holdings shows three fully grown birds in dynamic flight.
- The three birds in our logo represent our three-fold commitment to further growth: listening attentively to our customers, helping them improve their health and beauty, and achieving the further growth of our group.

## Our Business Objectives

Customers	We are proud to bring satisfaction to customers by supporting their pursuit of good health and beauty.
Employees	We want our employees to find satisfaction in their work, and to achieve personal growth as contributing members of society.
Client enterprises	We are promoting the development of the company together with client enterprises and all people and organizations we have business relations with.
Local communities	Through our activities as a corporate entity we contribute to the well-being of local communities.
Shareholders	We share profits with shareholders. These are the ways we work for our many stakeholders.

## CSR through business activities (Positive CSR)

We regard "Management philosophy" and "Company ethics" as the basis of CSR. The basic policy of CSR is being the "1st for you." for every stakeholder through each employee's acts with awareness of society in everyday duties.

Under such a policy, we, as a corporate group playing a role in the healthcare fields, engage in various activities with the themes, "Self medication" and "Community based family pharmacies" as our corporate social responsibility.

## Relationships with Our Stakeholders

### Customers

#### Safety of our products and services

We constantly consider safety when researching, developing, manufacturing, selling, and disposing our products and services, and strictly comply with all related laws on product and service safety.

### Shareholders

#### Disclosure of management information

To gain the trust of our shareholders and investors, we accurately disclose management information such as our financial status and business activities, meeting our responsibilities as a publicly-traded company in accordance with laws and regulations.

### Employees

#### Respect of human rights and prohibition of discrimination

We strive to maintain a sound workplace environment that respects our individual human rights and to carry out corporate activities in such a way as to respect human rights.

### Client enterprises

#### Appropriate transactions with our partners

Our transactions with client enterprises are carried out freely and in accordance with fair rules, and we interact with them fairly and appropriately, using common sense and sincerity.

### Local communities

#### Contributing to the community

We play active roles in contributing to the community as corporate citizens. Along with contributing to community development, we also continue to carry out community contributions such as support for reconstruction and help for the community following natural disasters, and work to liaise and coordinate with the local community.



# A History of Sincerity

The **87**-year Trajectory of Matsumotokiyoshi Holdings

Matsumotokiyoshi Holdings Co., Ltd. has roots going back to the company Matsumotokiyoshi, which was founded in 1932 in the Kogane district of the city of Matsudo, Chiba Prefecture (not far from Tokyo). The founder's name was Matsumoto Kiyoshi (it is from him we get our corporate name). The store he opened as an independent business was called Matsumoto Pharmacy. His philosophy did not follow the business concepts current at the time—the ideals he embraced for his business were sincerity and empathy, and from these ideals came two slogans: Consideration for Customers, and Good Products at Better Prices. Customer satisfaction was the base he built on, and when he went to the United States and learned about chain store practices, he had the tools he needed to grow his business.



## ■ The Aim of Kiyoshi Matsumoto



First Pharmacy

At the age of 23, Kiyoshi Matsumoto opened the Matsumoto Pharmacy in the Kogane district of the city of Matsudo (Matsumotokiyoshi Kogane Store). In addition to selecting a strategic location along the Joban railway line, in a town without a pharmacy, Kiyoshi displayed empty boxes to show the appeal of the store's broad product lineup, and even went to other stores to buy a product if he did not have it in stock, to ensure a prompt response to orders. These and other such aspects of the pharmacy garnered it a reputation as a friendly and diligent store.



Founder  
Kiyoshi Matsumoto

## ●1932

### Establishment of Matsumotokiyoshi

December 26 Kiyoshi Matsumoto founds Matsumoto Pharmacy as a privately-run enterprise at 44 Kogane, Matsudo City.

## ●1954

### From private enterprise to incorporated body

January Drugstore Matsumotokiyoshi incorporated, with a view to future growth.

## ●1987

### Pioneer urban drugstore

July Innovative Ueno Ameyoko Store opens. It was a "friendly and accessible drugstore that offered consultations," which "aimed to make customers cheerful and bring them greater health and beauty."

## ■ Establishment of Ueno Ameyoko Store Revolutionizes the Industry

At the time, people tended not to visit pharmacies unless they had ill health or other such reasons. Learning from American drugstores, the company moved away from the dark and intimidating image of Japanese pharmacies, toward a bright interior and an inviting storefront, transforming the store into a place with new products and a wide range of other items, a place where customers could test cosmetics, and a place where shopping was enjoyable.



The Ueno Ameyoko Store, opened in 1987

## ●1990

### Public offering of over-the-counter shares

August The Company receives approval from the Japan Securities Dealers Association to register its shares on the over-the-counter market.

## ●1994

### Opens first suburban-type drugstore

March First roadside-type drugstore opens in Kaga, Kashiwa City.

## ■ Arrival of the Era of Suburban Stores

Matsumotokiyoshi continued to change its type of business according to customer needs, while at the same time moving ahead with the operation of large drugstores with parking lots, located along suburban thoroughfares. As young customers of urban-type Matsumotokiyoshi stores moved to the suburbs, the company responded to the needs of customers in each region with large drugstores that handled not only the drugs and cosmetics available at urban-type stores, but also a broad range of products that included items such as household and baby products.



The first suburban-type drugstore: the Kashiwa Kaga Store

## ●1995

### Company achieves largest sales in the Japanese drugstore market

March Sales: 101,778 millions of yen / 216 stores

## ●1996

### TV commercials start

April

## ●1999

### Company listed on the First Section of the Tokyo Stock Exchange

August

## ●2001

### Group expansion strategy starts

Company commences business partnership with leading regional companies.

### Number of drugstores reaches 500

March

## ■ Accelerating on the path of expansion

In addition to aggressive opening of new stores, Matsumotokiyoshi launched its group expansion strategy through business partnerships/capital alliances with leading regional companies and entering into franchise agreements.



A storefront that still displays the character logo from the time of the company's founding

## ●2002

### Point card services start

April

### Introduction of the point system

## ●2005

### New type of franchise package starts

August Keikyu Hautsu Store opens

## ●2007

### First 24-hour drugstore

June

### Holding company Matsumotokiyoshi Holdings Co., Ltd. established

October

## ●2008

### Added more stores that accept UnionPay

January

## ●2012

### Service compatible with LINE starts

July

### Celebrates 80th year since establishment

December

## ●2014

### Kiyoo Matsumoto assumed as President

April

### Official Matsumotokiyoshi application released

August

### Tax-free sales start

October

## ●2015

### Expanding into tax-free specialized stores Yurakucho ITOCiA Plaza Store

March

### Chairman Namio Matsumoto receives the Order of the Rising Sun, Gold Rays with Rosette during the Emperor's Awards Presentation, spring of 2015.

April

Chairman Namio Matsumoto was recognized for his major role in society as Founding Chairman of the Japan Association of Chain Drugstores (JACDS) for promoting understanding about drug stores in Japan, promoting the concept of self-medication where people protect their own health, and moving beyond his position involved in the business development of a single company.



### Our first store in an outlet mall Mitsui Outlet Park Makuhari Store

July

### Expanding into next-generation healthcare stores Lifestyle Healthcare Store matsukiyo LAB Shin-Matsudo Eki-mae Store

September

## ●2015

### Support for cross-border EC Started sales in Alibaba's Tmall Global

September

### Opens our first store in an airport facility Keikyu Haneda Airport International Terminal Station (franchise chain operated by KEIKYU STORE CO., Ltd.)

October

### Opens first store overseas, in Thailand Ladprao Store (Bangkok)

October

### Original "matsukiyo" brand launched

December

### Started WeChat

December

## ●2016

### Received the 2016 Supply Chain Innovation Award for Excellence

July

### Started recruiting pharmacies for Community Pharmacy Support Program

December

## ●2017

### matsukiyo LAB Shin-Matsudo Eki-mae store designated as a Health-Support Pharmacy

February

### First branch in a department store Takashimaya Duty Free SHILLA & ANA Shinjuku Store (franchise store)

April

### New business aimed at working women Opens BeautyU Ginza Chuodori Store

June

### First branch inside the hotel Narita Tobu Hotel Airport Store

September

### First for a private brand in Japan Awarded the Platinum Award in the Body Category of the Pentawards for package design

October

## ●2018

### The Group's first store in an international terminal Fukuoka Airport International Terminal Store

June

### Opened store in the passenger-only area of an international airport Narita International Airport Terminal 1 Store

July

### First store in Taiwan opened: Zhongxiao Dunhua Store

October

### Our "matsukiyo" private brand awarded the top prize, "Best of the Best," at the Japan Branding Awards 2018

November

## ●2019

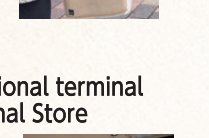
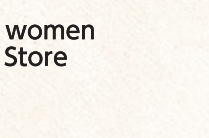
### Assessed as the "number one brand" as a Japanese drugstore

February

### Appeared in the Japan's Best Domestic Brands 2019 rankings, at No.29, compiled by Interbrand Japan, Inc. Moved up 5 ranks from the previous year

### First store in Kochi Prefecture opened (now with stores in 46 prefectures)

April



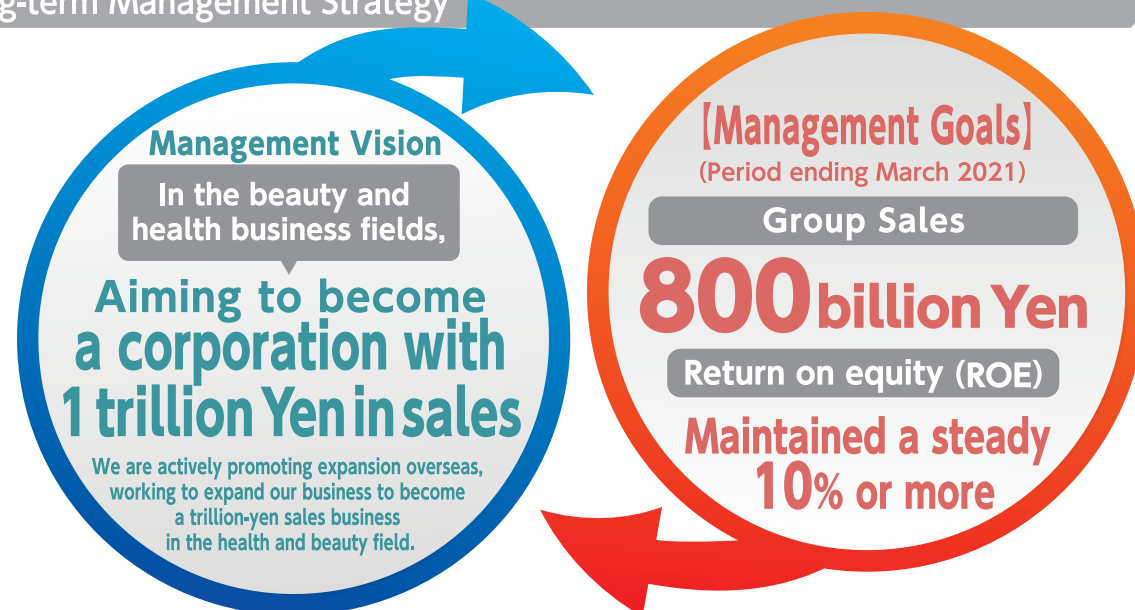


# In the beauty and health business fields, Aiming to become a corporation with 1 trillion Yen in sales

## Basic Management Policy of the Group

- Our company strives to ensure that everyone connected with our Group can enjoy beauty, health, and abundant lifestyles for as long as they like.
- Our company promotes self-medication to support the coming ageing society, and intends to serve as the local “family pharmacy” to help guard the health of our customers and their loved ones.
- Our company aims to become **a corporate group essential in the fields of health and beauty** through always creating new values and providing sincere services in these fields.
- Our company aims to become **a corporate group trusted and supported by all its stakeholders**, so shall continue to work unceasingly, constantly tackle challenges, and grow to achieve this.

## Mid to Long-term Management Strategy



## Management Strategy Themes

- |   |   |  |
|---|---|--|
| <b>《Roles and Responsibilities》</b><br>Contributing to local communities in the beauty and health fields with expertise and originality | <b>《Challenges and Growth》</b><br>Creation of new businesses without being confined existing frameworks | <b>《Governance and Reform》</b><br>Advancement of group management to enhance corporate value |
|---|---|--|

## Key strategies for FY2019

Promotion of deeper next-generation healthcare services

Promotion of digital marketing that leads to profit

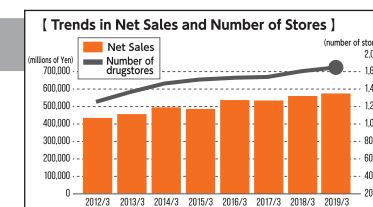
Promotion of aggressive global expansion

## Priority Plan for FY2019

The priority plans to achieve our management vision and management goals are as follows.

**Management Targets**  
Period ending March 2021

**Group sales of 800 billion yen, maintain an ROE of 10% or more**



## Key strategies for FY2019

### Promotion of deeper next-generation healthcare services

Aim to be your “family pharmacy,” the drugstore you trust and choose, by building on the three pillars of drugs, cosmetics, and pharmacy on which we were founded in order to be able to increase the high degrees of specialization and uniqueness you expect from Matsumotokiyoshi and contribute to the local community.

### Promotion of digital marketing that leads to profit

Work on strengthening our digital marketing infrastructure by using rapidly advancing IT to close the distance between each of our customers and us and deepen ties. In addition, work to improve our corporate value by further improving our analytical capability to create a service from our marketing know-how and expand the areas of collaboration with other industries, allowing these to become a new revenue pillar, not confined by existing frameworks.

### Promotion of aggressive global expansion

In addition to increasing the sophistication of how we respond to inbound tourism within Japan, we will work to establish global management by accelerating overseas operations, particularly in Asia, creating a mechanism to acquire global members, developing products supported overseas, and more.

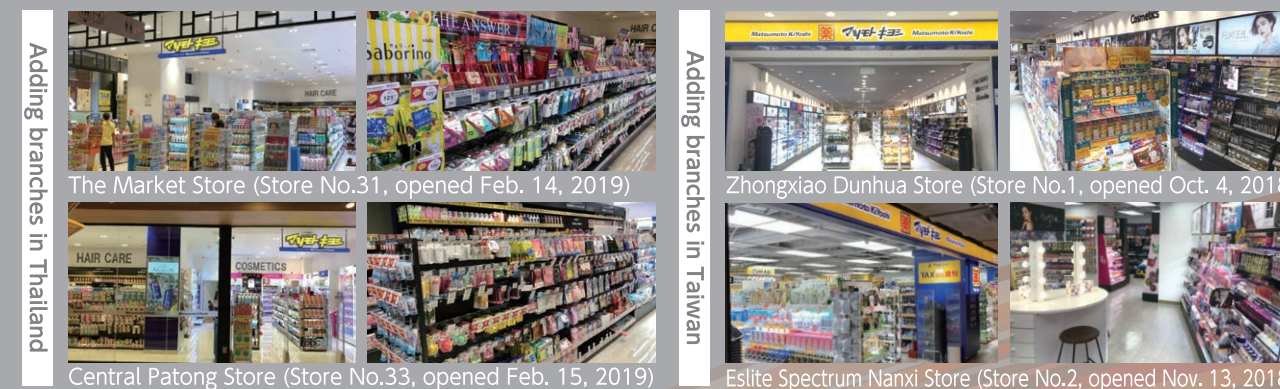
## TOPICS

## Overseas Business Expansion and Outlook

Matsumotokiyoshi Holdings aims to play an even greater role as a leading company in the drugstore industry. In October 2015, we opened our first overseas branch, in Bangkok, Thailand, and by the end of March 2019, we have expanded the number of overseas branches to 33. The Taiwanese market, like Japan, is one where lower fertility rates combine with an aging population, making it a mature market. However, there is still a strong awareness of health and beauty, and we expect stable demand for related products. With the recent increase in overseas visitors to Japan, we feel that Taiwan is a marketplace with a high affinity as an opportunity to provide our services to consumers. So, through a joint investment with Tai Lung Industry Co., Ltd., we have established Matsumotokiyoshi (Taiwan) Limited, a joint venture company to develop and manage our drugstore business there. As of the end of March 2019, two stores have been opened. We shall continue to actively promote overseas businesses with the aim of increasing our membership beyond Japan to the rest of the world.



Senior Managing Director  
for International Affairs  
Takashi Matsumoto





# Striving to be the “Number 1” for everyone



Chairman  
Matsumotokiyoshi Holdings Co., Ltd.

**Namio Matsumoto**

## Challenging and growing to satisfy every customer

Matsumotokiyoshi Holdings has set its goals to be the achiever of sustained growth and the improvement of its corporate value, under the banner of our corporate motto, “1st for you.” Our corporate group includes 13 consolidated subsidiaries, 2 affiliate companies, and 18 franchise businesses. Its core business areas are mainly retail sales of chain stores, such as drugstores and health insurance prescription pharmacies, as well as wholesale and management support. As of the end of March 2019, our network of 1,654 stores covers 45 prefectures nationwide. Overseas business is smoothly expanding, with cross-border electronic commerce with China, Matsumotokiyoshi stores being opened in Thailand and Taiwan. We expect that our business environment will continue to be challenging; nevertheless, we aim to become “the company with a trillion yen in sales in the health and beauty field” as our management vision describes and implement key strategies established in line with our mid-term business strategy.

We will utilize the database we have on our customers to provide detailed support through a diverse range of store arrangements that suit today’s every-changing lifestyles and personal needs. In addition, we will enhance the development and sales of private brand products based on customer-focused marketing and ensure our competitive edge by providing high level of specialization and convenience, with a goal to become a corporate group trusted and supported by all our stakeholders. With this corporate vision in mind, we will continue to work unceasingly by constantly tackling new challenges and endeavor to grow as a corporation.

President  
Matsumotokiyoshi Holdings Co., Ltd.

**Kiyoo Matsumoto**

## We respond to the needs of the time on the basis of our management philosophy

At Matsumotokiyoshi Holdings, all employees make a shared promise called the “Matsumotokiyoshi WAY.” The “WAY” contains our philosophy of continuing to be “an upbeat organization with an ever fresh approach.” With the spread of smartphones, our customers’ purchasing patterns are no longer limited to shopping at brick-and-mortar stores. Instead, collecting information at home or on the go, and online shopping have become common. Changes in purchasing patterns caused by technological progress have brought people’s desires to shop freely to the surface. We consider this sort of change to be a business chance we can get involved in through originality and ingenuity.

However, what we need to do for our customers is not to improve sales channels—stores and online shopping—but cater to their desire to shop freely. We believe that it is our role to eliminate the constraints of “time and place” such as being at home, on the move, out of the home, and so on, or “channels” like stores and online shopping, using digital technology. Moreover, we aim to provide our overseas customers with the same levels of service we offer to customers in Japan, creating deeper connections that go beyond nationality or channel. Ever since our establishment, Matsumotokiyoshi Holdings has continued to carry out business based on our management philosophy of “providing beauty and health” to customers. The times change, but our philosophy remains deep-rooted, so we intend to adopt initiatives to cater to the changes in the times with free and easy ingenuity without modifying this underpinning philosophy.





## What we can do for a brighter future

Moving ahead to provide support for the promotion of self-medication and longer healthy life-spans amid anxieties over the collapse of the health care insurance system.

### Wellness strategy and specific examples (Shin-Matsudo Model)

We aim to bring about the promotion of constructing a regional comprehensive care system and reforms to our pharmacy business to cater to the super-aging society.

#### Promotion of constructing a regional comprehensive care system [Increase Specialization]

##### ■ Bring about regionally-rooted drugstores

- Expand "matsukiyo LAB"
- Actively roll out prescription pharmacies and stores with dispensing facilities (especially in the Tokyo-Nagoya-Osaka areas)
- Expand "Health-Support Pharmacy"
- Expand rollout of the regional comprehensive care model

##### ■ Contribute to extending the healthy life expectancy of local residents

- Unified support from prevention to treatment and care
- Expand lifestyle habits improvement programs
- Expand Community Pharmacy Support Program

#### Reform the pharmacy business cater to the super-aging society [Improve Profitability]

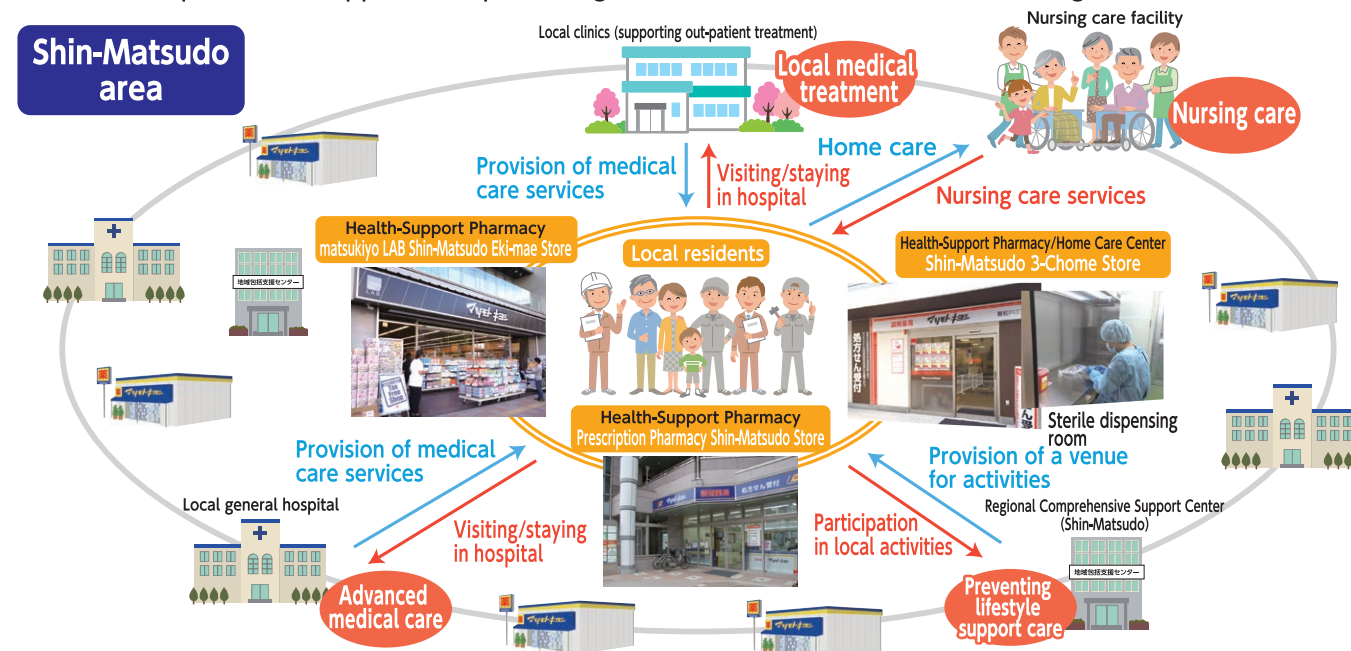
##### ■ Expand business scale and improve profitability

- Responses to revising salaries and pharmaceutical prices (influences, measures)
- Strengthen family pharmacist/drugstore functions
- Ensure profit and loss management in the dispensing business

##### ■ Revise management system and business fields

- Company system to prevent improprieties before they happen or detect them quickly
- Enhance interpersonal work
- Expand business fields (home care, nursing care, welfare, etc.)
- Surveys and research to enable online medication guidance
- Expansion of human resource business

Focusing on three of our **Health-Support Pharmacy** stores in the Shin-Matsudo area (matsukiyo LAB Shin-Matsudo Eki-mae Store, Prescription Pharmacy Shin-Matsudo Store, Shin-Matsudo 3-Chome Store), provide regionally comprehensive support from promoting the health of local residents to treating their illnesses.



### Function (varied services) of Health-Support Pharmacies

The Ministry of Health, Labour and Welfare aims to have one Health-Support Pharmacy in every middle school district. Its target is between 10,000 and 15,000 stores registered by 2025.



## Matsumotokiyoishi Holdings harnesses the power created by individuals for tomorrow's growth

### What is the 1st for me?

#### Koji Kikuchi

Store Manager,  
OTC-Medicine Counselor

#### Doing my work with awareness

I am able to provide accurate suggestions and advice through being interested in both people and products, and can follow up on these as well. What do our customers want? By noting information from conversations, I remain aware of keeping an eye on things, paying attention to things in the shop so that we can make better choices for customers. It's the same for the employees: what are you thinking? How are you acting? As store manager, I believe it is important to deal face to face with each employee and realize what they need. That is the basis of good communication. I believe that by treating everything with "awareness," I can help improve customer satisfaction and employee satisfaction by creating an environment where customers find it easy to talk with us at any time, and an environment that the employees find easy to work in.

#### Shouya Kawakita

Registered Dietitian /  
OTC-Medicine Counselor

#### Approaching each and every customer

A wide range of people visit drugstores, but I do my best to provide them with the customer service that best suits them. I feel that rather than pushing my ideals onto the customers as a registered dietitian, it's better to discover what they actually need. I discover points to improve in customers' lifestyles and diet from their conversation and together we consider areas that could be improved, as well as ones that should be improved but will take work. It's hard to suddenly improve everything, and sometimes even though the customer might feel that he/she is not doing things properly, they are fully aware of the issue, so clarifying what they have done can help with motivation, and beyond that, with self-medication as well. Personally, I am always collecting new information, trying things out for myself, which helps me do my best to make it easier for customers to understand.

#### Wakana Kitamura

In Charge of Cosmetics /  
OTC-Medicine Counselor

#### Ensuring customers are fully satisfied

As a person in charge of cosmetics and an OTC-medicine counselor, my actions on the shop floor are designed to support the "beauty and health" of every one of the customers who visit us at matsukiyo LAB, the next-generation healthcare store. These days, we can get information about cosmetics from a range of media sources and buy them through it. In particular, we can use devices at matsukiyo LAB to analyze skin, propose full make-up that suits our customers' issues and images, and beauty services that allow our customers to enjoy a relaxing time, and spaces where they can experiment freely with makeup. As we need to have knowledge about cosmetics and advanced make-up skills to ensure our customers can truly feel the difference and be satisfied, I do my best each day to improve my own product knowledge and skills. In addition, as we are a drugstore as well, I enrich my knowledge as an OTC-medicine counselor so that I can talk about medicine with customers as well as cosmetics. As we beauty specialists are female, which is reassuring for female customers, I like to think my role is to be able to provide advice on becoming beautiful with glowing health.

#### Tatsuhiko Asami

Pharmacist

#### Being a specialist

With the recent push towards self-medication, the role of the drugstore pharmacist has become even more important. In addition to providing advice for the best choice out of the wide range of OTC medicine with my knowledge as a pharmacist, I work daily to consider what the best way is to help choosing the very best product for my customers from a range of categories such as health products. The expertise and product knowledge needed to choose the best product are important of course, but I think it's important to treat customers with an understanding that extends to insights of their latent needs. That is what being a true specialist is about: that is what being a person whom your customers trust, and these are my belief. I am doing my best to become a pharmacist who people can talk with not just about medicine and health, but about anything that's troubling them.



## For Ever-greater Customer Satisfaction

# The Matsumotokiyoshi Group is actively planning and developing private brand products.

## Matsumotokiyoshi Group's private brand matsukiyo

In 2015, "matsukiyo" was created as the new private brand of the Matsumotokiyoshi Group.

With the diversification in lifestyles through changes in how modern people work, including more and more women having careers, our brand is aimed at helping our customer's daily lifestyles as well as the lifestyles of Japanese society as a whole to be more beautiful and healthy than ever. This goal is illustrated in the design of the "matsukiyo" logo mark. The logo mark was created with a focus on the 19 degree-angle of our *katakana* logo and the symbol of our high quality and continuous advancement. It also shows the desire of Matsumotokiyoshi to progress strongly ahead, rising up to the right to better serve our customers and emphasizing "Matsukiyo-ness" to the front to support a comfortable lifestyle for our customers through next-generation healthcare services and products.

## Overall Future Vision of the matsukiyo Brand (What the brand aims to be)



# Making living in Japan more fun.

## Brand concept for matsukiyo



matsukiyo is an original brand product that is all about ideas for making daily life more beautiful, healthy, and full of fun.



## Brand concept for matsukiyo LAB



matsukiyo LAB is our original health brand product that provides total support for health and beauty by specialists such as pharmacists, registered dietitians, and beauty specialists, who help maintain the healthy lifestyles of our local customers in each region.



## Venture Brand with High Quality and High Added Value

This venture brand, one of our private brands, is a high-quality, high-added value brand developed jointly with manufacturers. It adds appealing elements that meet the needs, trends, and features of each target category. We offer enhanced sales support such as creating special spaces in our stores and having a dedicated website. By making the brand stand out in our stores, we can grow it over the long term. At present, we are only rolling out venture brands in the cosmetics category, but we are studying developing them for other categories in the future as well.

### ARGELAN

Authentic Organic Hair Care Product

Argelan is developed according to strict organic standards so that it is gentle on your skin.

### BLANC WHITE

A new whitening series that can be experienced first-hand

A whitening series based on a new concept of blemishes being caused by differences in brightness levels between blemished areas and non-blemished areas.

### Retinotime

レチノタイム

A skincare series that defies aging.

### LUNG TA

This hair care brand uses revolutionary science to bring you truly beautiful hair.

### INSTREAM

A special care brand that offers solutions for skin disorders through scents and beauty ingredients.

### Le un Plus

ルアン プリュス

An outstanding cosmetics series that combines the effects of brilliant makeup that last a long time.



## From tiny corners in central cities or other facilities to big-box stores in the suburbs, our Group's strength is being able to roll out a range of different store formats to suit different locations and environments

We aim to become an advanced marketing company in the health & beauty field by giving us a competitive advantage through the development and sales enhancement of private brands based on customer-focused marketing and providing high degrees of specialization and convenience, along with utilizing our Group's customer data and being able to cater to diversifying needs and lifestyles through a range of store formats.

### matsukiyo LAB

### matsukiyo LAB SUPPLEMENT Bar

### matsukiyo LAB HEALTHCARE Lounge

### matsukiyo LAB BEAUTYCARE Studio

### Sweetie Nail

(not in all stores)

### Stores in outlet malls

### New-style urban stores

### Latest urban-style stores

### Overseas tourist-oriented stores

### First store in a hotel

### Opened store inside airport



# The MatsumotokiYoshi Group's family drugstores

## Matsumoto KiYoshi Holdings Co., Ltd.

### Group Companies

 MatsumotokiYoshi Co., Ltd.	 SIMENO Co., Ltd.	 PAPASU Co., Ltd.
 MatsumotokiYoshi East Co., Ltd.	 MatsumotokiYoshi Kou-Shin-Etsu Co., Ltd.	 MatsumotokiYoshi Chu-Shikoku Co., Ltd.
 MatsumotokiYoshi Kyusyu Co., Ltd.	 MatsumotokiYoshi Pharmacies Co., Ltd.	

### Franchise Stores

<input type="checkbox"/> KEIKYU STORE CO., Ltd. (HQ) Minato-ku, Tokyo	<input type="checkbox"/> JA-Shimane (HQ) Izumo-shi, Shimane Pref.	<input type="checkbox"/> Entetsu Store Co., Ltd. (HQ) Hamamatsu-shi, Shizuoka Pref.	<input type="checkbox"/> TOKYU STATION RETAIL SERVICE (HQ) Meguro-ku, Tokyo
<input type="checkbox"/> SAN-A Co., Ltd. (HQ) Ginowan-shi, Okinawa Pref.	<input type="checkbox"/> Meijido-Yakuhin Co., Ltd. (HQ) Ama-gun, Aichi Pref.	<input type="checkbox"/> Food Mikuni Co., Ltd. (HQ) Sakai-shi, Fukui Pref.	<input type="checkbox"/> Keio Store Co., Ltd. (HQ) Tama-shi, Tokyo
<input type="checkbox"/> Izumi Co., Ltd. (HQ) Hiroshima-shi, Hiroshima Pref.	<input type="checkbox"/> SUPER VALUE CO., Ltd. (HQ) Ageo-shi, Saitama Pref.	<input type="checkbox"/> Inai Co., Ltd. (HQ) Kurayoshi-shi, Tottori Pref.	<input type="checkbox"/> Tokyo City Air Terminal Co., Ltd. (HQ) Chuo-ku, Tokyo
<input type="checkbox"/> BEST DENKI Co., Ltd. (HQ) Fukuoka-shi, Fukuoka Pref.	<input type="checkbox"/> Yasui Co., Ltd. (HQ) Ichikawa-shi, Chiba Pref.	<input type="checkbox"/> A&S Takashimaya Duty Free Company Limited (HQ) Shibuya-ku, Tokyo	
<input type="checkbox"/> Kyo-ei Co., Ltd. (HQ) Tokushima-shi, Tokushima Pref.	<input type="checkbox"/> OKUWA Co., Ltd. (HQ) Wakayama-shi, Wakayama Pref.	<input type="checkbox"/> Keisei Store Co., Ltd. (HQ) Ichikawa-shi, Chiba Pref.	

### Wholesale / Other Business Companies

<input type="checkbox"/> MatsumotokiYoshi Wholesale Co., Ltd.	<input type="checkbox"/> MK Planning Co., Ltd.
<input type="checkbox"/> MatsumotokiYoshi Asset Management Co., Ltd.	<input type="checkbox"/> MatsumotokiYoshi Insurance Service Co., Ltd.

### Affiliated Company

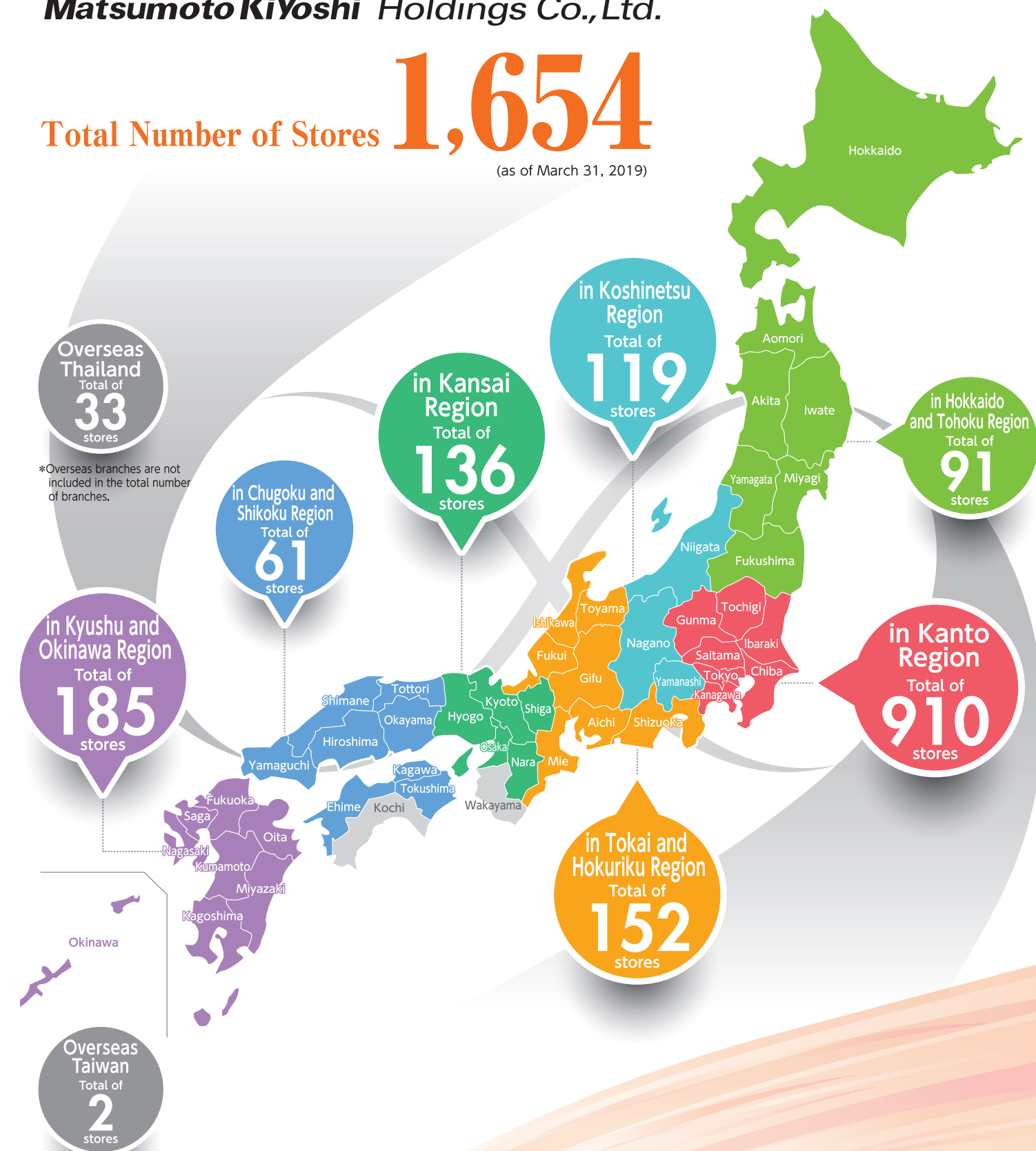
<input type="checkbox"/> Central & MatsumotokiYoshi Ltd. (Kingdom of Thailand)	<input type="checkbox"/> MatsumotokiYoshi (Taiwan) Limited
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(as of March 31, 2019)

Our network of stores covers 45 prefectures in Japan. *1st for You.*

Matsumoto KiYoshi Holdings Co., Ltd.

Total Number of Stores **1,654**  
(as of March 31, 2019)







【Corporate name】 Matsumotokiyoshi Co., Ltd.  
 【Address】 9-1 Shinmatsudo-Higashi, Matsudo-shi, Chiba 270-8501 Japan  
 【Phone】 +81-47-344-5111  
 【Incorporated】 December, 1932  
<https://www.matsukiyo.co.jp/>



As the core company of Matsumotokiyoshi Holdings, we drive growth through advanced businesses development based on data analysis.

**Takao Ohta**  
President

## Aiming to be an advanced marketing company in the fields of health & beauty

The company, Matsumotokiyoshi was founded in 1932 in the Kogane of Matsudo City, Chiba Prefecture as a private-run enterprise, "Matsumoto Pharmacy," and has now celebrated its 87th anniversary of founding. We have expanded our market share by dominating the three major urban areas in the Kanto, Tokai and Kansai regions.

At present, we are promoting the expansion of a business format that increases our specialization in health and beauty to cater to market needs, along with our digital marketing strategy responding to the diversification of consumer behavior. As the core company of Matsumotokiyoshi Holdings, we take the lead in expanding Group businesses.

By analyzing the data of consumer behavior from awareness to purchase, using our contact with large numbers of customers, we can carry out marketing activities that are advanced for the retail industry, allowing us to strive to become an advanced digital marketing company in the field of health and beauty.

Ginza 5th Store(Urban-type drugstore)

## Tokai and Hokuriku Region

【Corporate name】 SIMENO Co.,Ltd  
 【Address】 e-town Kanazawa, 1-48-1 Takayanagi-cho, Kanazawa-shi, Ishikawa 920-0005 Japan  
 【Phone】 +81-076-253-9595  
 【Incorporated】 May,1962  
<https://www.matsukiyo.co.jp/map/simeno>

We maintain a spirit of challenge and unity to grow further and keep refining the company culture.

**Hisanori Seki**  
President

## Aiming at the Deeper Penetration of Group Brands in the Hokuriku Area

SIMENO Co., Ltd. has opened primary stores in Ishikawa Prefecture, Toyama Prefecture and Fukui Prefecture, and we are currently forging ahead with creating a foundation that will firmly establish the Group brand in the medical care and lifestyle fields around major railway stations and other locations at a pace that is in alignment with the rapid growth being experienced in the Hokuriku area. In order to take even greater strides forward in the future while taking advantage of the foundation we have built up until now, we will strengthen our training programs under the key-phrase of "reinforcing on-site skills" to accelerate growth and attempt to create environments containing the spirit of challenge possessed by all employees, and we will do everything within our power to expand our group share within the Hokuriku area by improving customer satisfaction and acquiring the title of Royal Customer by providing products of the "highest quality," "attractive levels of value" and "heartfelt customer services."

### Business Contents

#### Drugstores

We are expanding our stores throughout the prefectures of Ishikawa, Toyama, Fukui and Gifu. Through our customer-first ideology, we pursue ever-greater convenience, place the highest priority on acting from the viewpoint of our customers, and aim to become the top store in the region.

#### Pharmacies

We aim to be a gateway to regionally based medicine and a society based on preventive medicine. We offer medical advice and counseling as prevention of illnesses, as well as nutrition and child care counseling. We also aim to be the number one family pharmacy in the region.

### Unique Approaches

Our company provides the Clover Passport to customers 60 years old or above who receive a 5% discount on certain products if they present their passport on Senior Appreciation Days which are the 15th, 16th, and 17th of each month. On those days, we flourish with many senior customers as well as their family members.

### Business Contents Matsumotokiyoshi Store Model We are opening up a range of stores to match sites and customers.

DiverCity Tokyo Plaza Store

Prescription pharmacy Shin-Matsudo Store

Koshigaya Nishikata Store (Suburban-type drugstore)

matsukiyo LAB Shin-Matsudo Eki-mae Store

petit madoca Noda Mizuki Store

Yurakucho ITOCIA Plaza Store

Kyoto Tower Sando Store

Shinsaibashi Chuo Store

Harajuku Station Omote-sando guchi Store

### Franchise Stores

Nishi-Oi Eki-mae Store (TOKYU STATION RETAIL SERVICE)

Keikyū Haneda Airport International Terminal Station Store (KEIKYU STORE CO., Ltd.)

Dg's Asaba Store (Entetsu Store Co., Ltd.)

Makuhari Hongo Store (Keisei Store Co., Ltd.)

Maehara Store (SAN-A Co., Ltd.)

Takashimaya Duty Free SHILLA & ANA Shinjuku Store (A&S Takashimaya Duty Free Company Limited)

Seiseki Sakuragaoka Store (Keio Store Co., Ltd.)

Matsumotokiyoshi online store  
<https://www.matsukiyo.co.jp/store/online>

Cross-border EC: Tmall Global

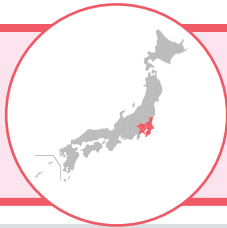
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【Corporate name】 PAPASU Co., Ltd.  
 【Address】 4-8-3 Yokokawa, Sumida-ku, Tokyo 130-0003 Japan  
 【Phone】 +81-3-5610-8811  
 【Incorporated】 November, 1989  
<https://www.matsukiyo.co.jp/map/papasu>



Under the motto “Your town’s life convenience store,” our aim is to become a community-based drugstore that is loved by its customers.

**Koichi Nezu**  
Chairman(left)

**Hitoshi Takagi**  
President(right)

## Our goal is to expand our group share throughout Tokyo

Our motto is “to stand in the shoes of our customers when conducting business and to create stores loved by them.” In order to achieve this, we believe that customer satisfaction comes before anything else, and we do everything within our power to not only make sure that all stores are fully stocked with products that cater to customer needs, but also to substantiate our employee training programs. We will never rest our laurels on believing we have satisfied our customers. We will always aim for even higher levels of satisfaction, and work hard to create a company that exudes individuality in which employees are happy to work. We will also contribute to local society in our role of self-medication advisor. We will continue to develop and grow together with our customers in the community as a “convenient store for the town’s lifestyles.”



### Business Contents



#### Drugstores

Drugstores are the core business of PAPASU and provide a wide variety of products at reasonable prices based on the various lifestyles of our customers. In this way, we contribute to the betterment of society.



#### Pharmacies

Aiming to become “family pharmacies” for our customers, our businesses contribute to society through our abundant expertise, careful handling of prescriptions, professional advice, and sincere, heartfelt service.

### Store Introduction



#### Drug Papasu Senkawa Eki-Mae Store

Aiming at becoming an indispensable store for our customers as a “convenient store for the town’s lifestyles” intimately linked into the 23 wards of Tokyo in alignment with our corporate philosophy of standing in the shoes of our customers to create stores loved by them.



#### Drug Papasu Okudo Store

The first floor contains a drugstore combined with a prescription pharmacy and the second floor contains a combined Medical Mall care facility, both of which provide assistance to the local people in their quest for anxiety-free lifestyles.

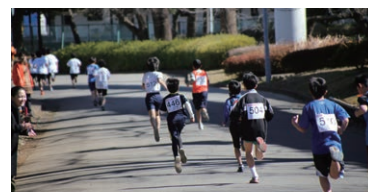
### Initiatives for Inbound Travelers



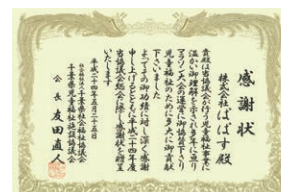
#### Drug Papasu Asakusa Kaminarimon Store

Located in a busy tourist area, this store is fully stocked with a wide range of products targeting overseas visitors. It also stocks the products required by people who live in the local community.

### Corporate Social Responsibility (CSR)

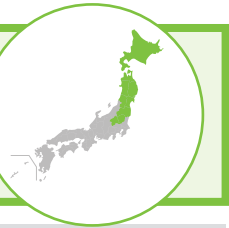


We support and sponsor the Chiba Prefecture Child Welfare Facility Council Marathon, which is held in winter every year, by giving out heat pads.



**マツモトキヨシ 東日本販売**

【Corporate name】 Matsumotokiyo East Co., Ltd.  
 【Address】 Sendai MKD Building 3rd floor, 2-2-24 Chuo, Aoba-ku, Sendai-shi, Miyagi 980-0021 Japan  
 【Phone】 +81-22-268-1780  
 【Incorporated】 October, 2006  
<https://www.matsukiyo.co.jp/map/mk-east>



Always bearing in mind the smiles of our customers, we do our best to provide people in the community with health and more abundant lifestyles.

**Masashi Takano**  
President

## Retail outlets rooted in communities in eastern Japan

In October 2015, we merged with DARUMA DRUG STORE CO., LTD. which has been one of the top performers in terms of both business history and scope, opening up drugstores and pharmacies in the Tohoku region, Miyagi Prefecture in particular, ever since it's founding in 1946. Our mission is to expand our Group's share in the East Japan area.

Our basic idea is “Thanks—that single word makes us happy,” and to truly place the customer first, we provide customer interaction services based on the stance of each individual customer, as well as consultations that make use of our specializations in health and beauty, to increase customer satisfaction. Being offered that single word, “Thanks,” as often as possible is what gives us, the staff of Matsumotokiyo East Co., Ltd., our job satisfaction. This prompts all of us employees to strive every day for an even higher level of professional services, as we assist customers in their pursuit of health and beauty.



### Business Contents



#### Drugstores

Our stores sell a wide range of products and offer advice based on the needs of customers. Through our consulting sales service we are improving our standing as trusted stores in our communities.



#### Pharmacies

Deploying pharmacy/drugstores in mainly station buildings, we are aiming to become the best in the community, providing customers with everything from preventive medicine to prescription drugs.

### Unique Approaches



#### CSR Activities

In order to solve the worries our regional customers have regarding health and beauty, and to provide them with information, we hold H&B-related consumer seminars in addition to providing goods.

### Store Introduction



#### matsukiyo LAB Utsunomiya Station Building Paseo Store

We are rolling out our new-style stores, matsukiyo LAB, to cater to the diversifying needs of our customers. Featuring SUPPLEMENT Bar, HEALTHCARE Lounge, and BEAUTYCARE Studio, these stores can offer detailed advice on everything from the optimal products, health and nutrition management, to beauty secrets, listening sympathetically to our customers' concerns about health and beauty.



#### Pharmacy store LaLa Garden Nagamachi Store

We are opening stores in station buildings and shopping centers throughout the East Japan area. We are serving local customers to maintain their beauty and health, developing our specialty mainly in medicines and cosmetics.



#### Drugstore Iwanuma Tamaura-Nishi Store

We are opening suburban-type drugstores that carry not just H&B products but also daily goods and foods to serve as lifestyle stores in the East Japan area. We have also opened a store in the Special Reconstruction Urban Planning Zone of Tamaura-Nishi in the city of Iwanuma, which was affected in the Great East Japan Earthquake, serving as a lifestyle store for local customers.





We are proud of our community-based support through responding to an aging society and parallel establishment of dispensing corners!

Hiroshi Ando  
President

## Aiming to expand the group's market share in the Koshinetsu Region

In July 2009, Kenko Kazoku Drug Corporation merged with MAX Co., Ltd. to become Matsumotokiyoshi Kou-Shin-Etsu Co., Ltd. The former had a strong base in Nagano Prefecture, while the latter had most of its stores in Niigata Prefecture. By combining the two we have been able to utilize the strengths each had in their respective areas to offer our customers even better services. In addition, in January 2012, we merged with Nakajima Family Pharmacy Co., Ltd., which has a strong base in northern Nagano Prefecture, and in October 2015, ITAYAMAMEDICO Co., Ltd. from Yamanashi Prefecture to expand the scale of our business as Matsumotokiyoshi Kou-Shin-Etsu Co., Ltd. We cover all lifestyle needs of our customers by enhancing our lineup of food and daily goods, in addition to our core of health and beauty products. We also provide specialist services with a dispensing pharmacy located inside our stores which can fill prescriptions issued by hospitals, giving us a strength in the development of community-based businesses. By relocating the head office from Okaya City to Nagano City in October 2017, we are able to improve access and strengthen our management guidance for the Niigata, Nagano, and Yamanashi Prefectures area.



## Business Contents



### Drugstores

We are promoting our drugstore business according to our company's keywords, "Everyday and New discovery." We provide a wide range of products at reasonable prices based on the daily needs of our customers. We will continue to bring new discoveries to our customers through our products and services.



### Pharmacies

Revisions to the health care insurance system increased demand not only for prescriptions filed outside of hospitals, but also for functions in Health Support Pharmacies for the provision of outside calls, including home visits. We combine our expertise in handling prescription medications with the convenience of a drugstore to contribute to the healthy lives of our customers.

## Store Introduction



### Drugstore Matsumotokiyoshi Karuizawa Store

We operate a store combining a prescription pharmacy in Karuizawa, a prominent sightseeing spot in Nagano Prefecture. The store carries out its sales activities to provide a sales outlet and to come into contact with not only the local residents but also the visitors who arrive here from all over the country from all age groups for the purpose of sightseeing to ensure that they enjoy their shopping experiences.

## Unique Approaches



### Responding to an Aging Society and the "Nagano Model"

More than 30% of the population of Nagano Prefecture are elderly people, a higher number than the major urban areas, or even the national average. In this environment, the comprehensive care system that the Group is promoting needs to be rolled out as the "Nagano Model." This model will contribute to the health of all local residents and to local medical care, through health support initiatives in advance of our competitors and support for regular, personal care, home care, and sterile drugs preparations.



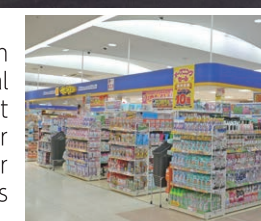
Earning the trust of customers and patients with professional community-based drugstores.

President  
Shoichi Tada

## Expanding group market share in the Chugoku and Shikoku regions

Matsumotokiyoshi Chu-Shikoku Co., Ltd. was established on October 1, 2012, to take over the drugstore business of Matsumotokiyoshi Co., Ltd. in the Chugoku and Shikoku regions, as well as the Harima region in Hyogo Prefecture.

In October 2015, with the aim of strengthening our commitment to the region and expanding our share still further, we absorbed and merged with LOVEDRUGS Co., Ltd., which had been our consolidated subsidiary, to extend our area domination. At our drugstores, we aim to be your local "family pharmacy" that provides health to each of our customers, rolling out the urban-style stores that Matsumotokiyoshi does best. We are working to offer stores that local people love through increasing our levels of convenience and specialization, and striving to make our stores into one where we are close to our customers. We strive hard for even higher levels of customer satisfaction and for employee satisfaction as well—we want our workers to be proud they belong to our company, and to find their work meaningful.



## Business Contents



### Drugstores

We have suburban-type drugstores in commercial and residential areas, as well as urban-type stores around train stations and bus terminals. We value good communication with our customers, and always aim to give them the personalized service they appreciate.



### Pharmacies

In Okayama Prefecture and the Harima region of Hyogo Prefecture, we empathize with patients, taking their point of view into account. Through close friendly relations with our customers, we can be sure they will continue to choose us.

## Unique Approaches

### Senior Card

We have introduced the "Senior Card" a point card for customers aged 60 or older, and is attracting senior citizen customer base with a high level of consumer confidence. In addition to regular points, Senior Card holders receive points at the time they make purchases at the store, as well as additional points on the monthly "Senior Day." Senior Card Service is available at all Matsumotokiyoshi stores (all locations in Okayama, Hiroshima, Tottori, Tokushima, Ehime, Kagawa, and Kochi prefectures and some locations in Hyogo) and Love Drugstores.



## Store Introductions



### Matsumotokiyoshi Nikke Park Town Store

We have opened Matsumotokiyoshi stores and Love Drugstore in station buildings and shopping malls throughout the Chugoku and Shikoku area, and are enhancing our level of specialty focused on pharmaceuticals and cosmetics. Our stores in the suburbs are also fully stocked with not only H&B products, but also daily necessities and food in order to establish their roles as Lifestyle Stores that give a hearty welcome to the people in the community.



### Love Drugstore Omoto Store



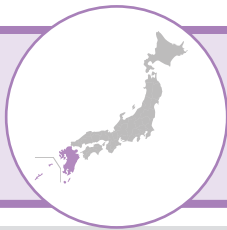
### Matsumotokiyoshi Kakogawa Eki-Mae Store (Pharmacy)

We have opened stores with dispensing facilities and stores nearby to hospitals. We are aiming at becoming the most approachable Family Drugstore within the community with our friendly and detailed counseling in order to attract patients suffering from ailments within the area.



マツモトキヨシ 九州販売

【Corporate name】 Matsumotokiyoshi Kyusyu Co., Ltd.  
【Address】 2-2-1 Sumiyoshi, Hakata-ku, Fukuoka-shi,  
Fukuoka 812-0018 Japan  
【Phone】 +81-92-283-3211  
【Incorporated】 August, 1984  
<https://www.matsukiyo.co.jp/map/mk-kyushu>



Aiming to be a company that contributes to the community as a specialist in beauty and health.

Hiroshi Kamimura  
President



## Aiming to expand the group's market share in the Kyushu Region

Matsumotokiyoshi Kyusyu Co., Ltd. was newly established on April 1, 2012 through a company name change from MIDORIYAKUHIN Co., Ltd., for the purpose of taking over the handling of drugstore business in the Kyushu Region (wholly owned outlets in the Kyushu Region and Shimonoseki City in Yamaguchi Prefecture) of Matsumotokiyoshi Co., Ltd., and consolidating administration in that region and market, thereby increasing the efficiency of management and establishing a solid structure in the Kyushu Region. Japan is facing a low birthrate and an aging population, the markets are shrinking, and the needs of the customer are becoming more diverse. In the Kyushu Region as well, differences are emerging between business/entertainment districts and areas immediately around train stations, and residential areas, suburbs, and other residential areas, in the product lineups and services expected by customers in those areas. Our strength is our ability to provide detailed support for those needs and become the trusted and community-based family drugstore for our customers.

## Business Contents



### Drugstores

Eager to maintain personal contact with our customers, we do our best to sell medical and cosmetic products after consultation. Our goal is to contribute to the beauty and health of everyone in our communities. We place a person in charge at each section, such as the medicine sales section and cosmetic sales section, to give customers every opportunity to discuss their needs and get advice in our face-to-face sales.

## Store Introduction



### Matsumotokiyoshi Canal City Hakata Store

The store is located 10 minutes on foot from Hakata Station, on the Basement Floor in the Business Center Building of Canal City. The Tenjin area, Kyushu's largest business and entertainment district, is also nearby, making the area around the store a gathering place for many people. We have many female customers, and with a full-scale cosmetics corner near the store's entrance, beauty products are big sellers. Because Canal City is a commercial complex, it is visited by many foreign tourists, and the area is bustling each day with customers who have come to Canal City.

### Pharmacies

As doctors and pharmacies become separate operations, we have begun operating pharmacies in our drugstores. This allows us to become further specialized and contribute to local medical services as a family drugstore.

## Unique Approaches



We are rolling out concept stores that specialize in supporting women's beauty and health. About 80% of the products on sale are cosmetics, and we also carry many brands that no other store in Kyushu has. Through a high level of specialization in cosmetics and ensuring detailed customer service, and by leveraging ourselves as a place to find the latest information about beauty, this is an urban-type store that allows for an enhanced shopping experience.

マツモトキヨシ ファーマシーズ

【Corporate name】 Matsumotokiyoshi Pharmacies Co., Ltd.  
【Address】 9-1 Shinmatsudo-Higashi, Matsudo-shi, Chiba 270-8501 Japan  
【Phone】 +81-47-344-5150  
【Incorporated】 April, 2012  
<http://www.mk-pharmacies.co.jp/>



We aim to contribute to the local community through healthcare, and be "the family pharmacy" that is the most trusted by patients.

Masami Kato  
President

## We will play a role in the healthcare field by operating prescription pharmacies and entering new business domains

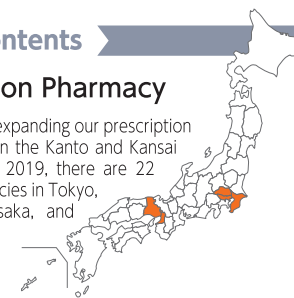
We were established for the purpose of anticipating changes in the social environment, entering a variety of healthcare fields in partnership with healthcare institutions based on a higher level of expertise, and further expanding our pharmaceutical dispensing business. In the context of a rapidly aging society, we believe that the role of Matsumotokiyoshi Pharmacies in the healthcare field will grow in importance in the future.



## Business Contents

### Prescription Pharmacy

We are proactively expanding our prescription pharmacies mainly in the Kanto and Kansai areas (as of March 2019, there are 22 prescription pharmacies in Tokyo, Chiba, Saitama, Osaka, and Hyogo Prefectures).



### Prescription Laboratory

We are also actively engaged in specialized medicine, home healthcare, and similar fields.



## Unique Approaches

### Fully enhanced training system

Not only do we provide head office study courses, we also offer a wide range of contents, including home-visit medical care training, germfree prescription training, physical assessment training, and store study courses, in order to improve the skills of pharmacists with high levels of specialty. We also provide skill improvement backup in alignment the life plans of supervising pharmacists, pharmacy managers, dispatch pharmacist and PSVs (pharmacy supervisors), etc.



### We emphasize a good balance between work and life

We provide a support system for working pharmacists who are mothers, which includes maternity and childcare leave as well as shortened working hours for childcare, consecutive leaves, anniversary leaves, etc., working hard to create a perfect work-life balance.



### Human Resource Projects

With the expansion of the group's pharmacy business, we have a Special Dispatch Business where employees can experience working at different pharmacies other than Matsumotokiyoshi Pharmacies in line with their career plans, aptitude, commuting situation, etc. in order to acquire a broad range of knowledge and skills.

### 【 Our mission as a member of the group 】

1. Expand the market share of the group's pharmaceutical dispensing business by opening new prescription pharmacies.
2. Pursue expertise by proactively hiring and training pharmacists.
3. Promote contract management and opening of prescription pharmacies within the group.
4. Provide at-home dispensing and other services in partnership with local healthcare institutions and facilities.
5. In addition, strengthen each type of development related to prescription pharmacies and pharmacists.



## With the community

### Establishment of disaster-time agreements with local governments

The Matsumotokiyoishi Holdings Group is moving ahead with establishing partnerships during disasters in order to provide as many supplies and as much support as possible to victims of disasters in alignment with demands from local authorities.

#### List of agreements when disasters occur

<b>Matsumotokiyoishi Co., Ltd.</b>	<b>Matsumotokiyoishi East Co., Ltd.</b>
January 2001: Yachiyo City, Chiba	March 2009: Tome City, Miyagi
September 2014: Matsudo City, Chiba	May 2016: Kurihara City, Miyagi
March 2016: Tachikawa City, Tokyo	June 2016: Tagajo City, Miyagi
April 2016: Tomisato City, Chiba	January 2017: Ninohe City, Iwate
October 2016: Kashiwa City, Chiba	<b>Matsumotokiyoishi Kyusyu Co., Ltd.</b>
December 2016: Noda City, Chiba	November 2016: Tomigusuku City, Okinawa
August 2017: Abiko City, Chiba	<b>Matsumotokiyoishi Kou-Shin-Etsu Co., Ltd.</b>
September 2017: Kamagaya City, Chiba	December 2016: Takamori Town, Shimoda-gun, Nagano
November 2018: Inazawa City, Aichi	
April 2019: Kokubunji City, Tokyo	

### AED(Automatic External Defibrillator) was installed in the stores



Inner training for the operation and life saving treatment

We are installed AED from May 2014. As a company playing a role in community healthcare, we keep contributing to the communities life saving activities.

### Participation in the Kodomo 110-ban child protection program

Kodomo 110-ban\* is a program established with the cooperation of the police to protect children from becoming victims of crime by providing emergency safe havens where they can go to seek help. Our group's CSR activities include support for this program, and in this way too we contribute to the safety and security of communities, helping them protect children, who are our future. (\*Dialing "110" connects the caller to the police.)



### Matsumotokiyoishi Kashiwa Sakaine Store made local crime prevention location

On November 13, 2015, a Crime Prevention Box was established in the parking lot of the Matsumotokiyoishi Kashiwa Sakaine Store, which has been selected as a local crime prevention center by Chiba Prefecture. The Box is staffed by Safety Advisors who are former members of the Chiba Prefectural Police, who work to improve safety and security in the district.



Crime Prevention Box



Chiba Prefecture Governor Morita exchanging a firm handshake with President Matsumoto

### The Great East Japan Earthquake Reconstruction Support

#### 1 Matsumotokiyoishi Holdings Scholarship System Adopted by School of Pharmacy of Iwate Medical University for the fifth Time

Reconstruction of the affected areas is still underway. The economic impact of the disaster on families and individuals means that there are those who find it difficult to continue their studies. This scholarship is to support strongly driven students and thus help develop human resources who can contribute to reconstruction and medical care in disaster-struck areas. In consideration of this, the scholarship has been offered since 2014. This support will be continued in order to encourage students who can play an active role as pharmacists in the future.



Scholarship Award Ceremony (September 22, 2018)

### Expanding member pharmacies nationwide

### Outline of the Community Pharmacy Support Program

Based on the "Patient-Focused Pharmacies" approach promoted by the national government, we help solve problems faced by member pharmacies through our Community Pharmacy Support Program in order to create pharmacies that will be chosen for the services they provide, not their locations.

#### Supporting individual pharmacy management

**For Pharmacy Owners**  
Help based around obtaining pharmaceuticals and products

**Pharmacy management**

#### For New Owners

Help with opening, especially pharmacy operation overall

**Opening preparation**

#### Main functions for providing solutions

Dispensed medicine/OTC supply	Dead stock shifting functions	Pharmacist training function
Pharmacist dispatch	Pharmacy supervisor support	Drug information function

Can add more than 150 provided functions through options!!

#### 2 Donation of relief funds

The Matsumotokiyoishi Holdings group has donated a total of 120 million yen to the five prefectures most severely affected by the disasters (Iwate, Miyagi, Fukushima, Ibaraki and Chiba Prefectures).

#### 3 Collection of donations

Group stores have encouraged the general public to make cash donations in boxes and donations of their Cash Points. A total of 87,734,270 yen raised this way was donated through the Japan Association of Chain Drug Stores (JACDS) to the Japanese Red Cross Society, to be given to afflicted areas.

#### "Hang In There Japan" Reconstruction Support Plan

Matsumotokiyoishi implemented a plan to donate 1% of all sales of products listed in the March 27, 2011 advertising circular. We donated 6,779,835 yen to Ashinaga (NPO), to be used for lump-sum payments, scholarship loans, conducting mental healthcare programs, and other activities for children orphaned by the Great East Japan Earthquake.



#### 4 Dispatch of pharmacists

The group represents working pharmacists as member of the Japan Association of Chain Drug Stores (JACDS). In that role, the group dispatched pharmacists to an evacuation site in Fukushima Prefecture in March 2011, and to Miyagi Prefecture in May. As support for the affected areas, the pharmacists provided prescription and over-the-counter drugs, as well as health consultation and mental healthcare.

#### 5 Donation of relief supplies

In response to requests for aid from the stricken areas, our group has donated supplies valued at a total of 30 million yen, primarily products required for daily life and sanitation.



On April 18, 2011, relief supplies were loaded onto this truck at Matsumotokiyoishi Holdings HQ and delivered directly as a donation to the emergency supply center at Ishinomaki City Hall.

#### 6 Employment support measures

Our group expanded its employment criteria to hire graduates who were not hired at other companies due to the disasters, and to hire other graduates unable to find work elsewhere.

#### 7 Energy conservation

In response to electricity shortages, during our daily operations we are lowering energy consumption as much as our customers find acceptable, and are reducing electricity use at group offices as much as possible without jeopardizing business continuity.

Matsumotokiyoishi Holdings is actively engaged in dealing with issues related to ESG (Environment/Society/Governance).



## With the customer

### Collection of donations for Solaputi Kids' Camp

The Solaputi Kids' Camp in Japan offer outdoor experiences and clinical facilities for approximately 200,000 children fighting incurable diseases in Japan. Our group, a member of the Japan Association of Chain Drug Stores (JACDS), is collecting donations for the camp construction to support the efforts of the association.

**Solaputi Kids' Camp**  
<http://www.solaputi.jp/>



### Collaboration Agreement Signed with Kindai University

Kindai University boasts a broad academic scope, with 14 departments teaching 48 different subjects. From here on in we are working with the university in various fields, putting to work our respective strengths in research, product development and human resource training. Together we will be developing human resources knowledgeable in beauty- and health-related, such as the pharmacists, OTC-Medicine Counselors and registered dietitians needed primarily for healthcare in regional areas of Japan. Hereby we also hope to stimulate local economies and contribute to the further development of communities.



Signing ceremony between Yoshihiko Hosoi, President of Kindai University (left) and Kiyoo Matsumoto, Matsumotokiyoishi Holdings President (right), February 26, 2019

### Scholarship System for School of Pharmacy, Nihon University

Matsumotokiyoishi aspires to become the local family pharmacy, an essential part of the community; as part of our overall drive to educate and support people in medical care. We provide support to pharmaceutical colleges, the pharmaceutical departments of universities, and students who wish to study in these fields. The Matsumotokiyoishi (Holdings) Scholarship system was subsequently established for students studying at the School of Pharmacy, Nihon University, which is located close to our headquarters in Matsudo City, Chiba Prefecture, and many of whose graduates, both men and women, now work with us. Our aim is to support students in becoming the regional medical care personnel of the future.



Matsumotokiyoishi(Holdings)Scholarship Award Ceremony, 2018

### ECO Together (power and water conservation, garbage reduction) Campaign

Some of the proceeds from certain products (Eco Together products: household products from Kao) were donated to the Chiba Prefecture Environment Foundation. The company has been implementing activities since 2010 which have helped environmental conservation efforts in Chiba Prefecture, and as of 2014, we have expanded our scale, donating to the Nature Conservation Society of Japan.



Matsumotokiyoishi Holdings President Kiyoo Matsumoto (left) receives a certificate of appreciation from Chiba Prefecture Governor Kensaku Morita (right).



Chiba Prefecture Governor Kensaku Morita gives a certificate of appreciation to Takashi Matsumoto Managing Director.



(left) The Nature Conservation Society of Japan Director Akira Kameyama (right) President Kiyoo Matsumoto March 22, 2019

### Contribution Activities for Victims of the Nepal Earthquake

Following the major earthquake that struck Nepal in April 2015, Matsumotokiyoishi Holdings Group held an emergency fundraising drive for those affected by the disaster.

### Contribution Activities for Victims of the Taiwan Earthquake

Following the major earthquake that struck Taiwan in February 2018, Matsumotokiyoishi Holdings Group held an emergency fundraising drive for those affected by the disaster.

### Forums in taking responsibility for one's own health

Our group is conducting promotional activities to educate the public in ways to maintain their own health, acting in a responsible advisory capacity to suggest how to improve their health and beauty. The program includes always-popular forums facilitated by reputable experts.



Latest self-medication

### Contribution Activities for Victims of the Hiroshima Storms

Collection boxes were provided at stores operated by Matsumotokiyoishi Chu-Shikoku Co., Ltd. and emergency fundraising was conducted as a response to the torrential rain disaster in Hiroshima City, which occurred in August 2014. The deep condolences of our customers and store staff, together with donations provided by Matsumotokiyoishi Holdings and Matsumotokiyoishi Chu-Shikoku headquarters were contributed to Hiroshima City for disaster relief purposes.

### Endowed Course Established at Chiba University

From a shared awareness of the importance of being able to deal with the ever-diversifying work of insurance pharmacies due to the rapidly ageing society and the development of the separation of prescribing from dispensing, we have joined with Chiba University to establish the Drug Informatics (Matsumotokiyoishi Holdings) Endowed Course at the university's Graduate School of Pharmaceutical Sciences, with the goals of spreading the proper usage of pharmaceutical products, contributing to local medical treatment, and enhancing medical-related services.



In March 5 2013, Chiba University President Yasushi Saito (center left) and Matsumotokiyoishi Holdings Chairman Namio Matsumoto (center right) shake hands firmly towards making a contribution to community medicine.

### 2016 Kumamoto Earthquake Recovery Support

The Matsumotokiyoishi Group is working hard to contribute to providing support for the victims of the 2016 Kumamoto Earthquake that struck on April 14, 2016, and to recovery work in the disaster area.



## With the staff

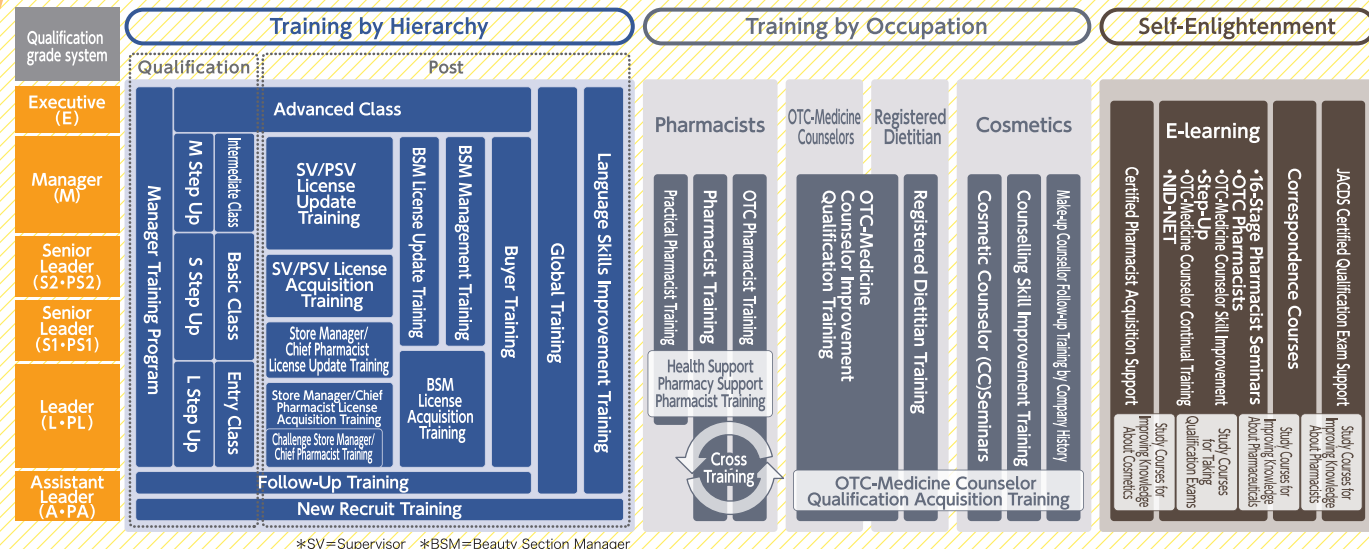
### Matsumotokiyo Group's True professionalism, bolstered further by thorough training programs

#### Enhanced specialist education

We provide personalized customer services and conduct training programs for sales staff, to ensure customer loyalty in our local Family Drugstores.



#### Matsumotokiyo Group Training System



\*SV=Supervisor \*BSM=Beauty Section Manager

### Because we are specialists...The professional role of our specialist pharmacies

#### Career-based specialist education

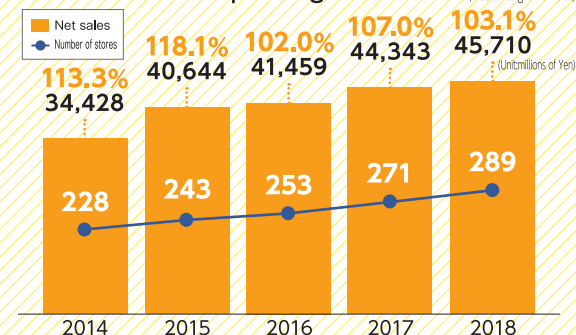


#### Responding to diverse customer needs

Our group will continue to open new drugstores that put customer needs and convenience first. We are always keen to offer even more comprehensive services in our prescription pharmacies and dispensing business and are increasing the number of pharmacies with extended business hours.



#### Number of prescription pharmacies and stores with dispensing facilities



\*Net sales figures are the simple aggregate of sales of retail operating companies.  
\*For MIDORIYAKUHIN, LOVEDRUGS and Nakajima Family Pharmacy, sales figures begin from April 2010. For SIMENO, they begin from January 2014.

### Current measures related to positive action

Prepare environments where women find it easy to work, in particular systems to support a balance between work and childbirth, childcare, and nursing care. Establish organizations that allow female employees to be appointed through expanding the fields where they can work at the managerial level.

➔ In future, strengthen further environmental development and support to allow women to play active roles.



- Maternity leave (prenatal, postnatal)
- Childcare leave (up to age 2)
- Extensions to shortened working hours during childcare leave (up to completing elementary school)
- Child nursing leave
- Caring leave
- Shortened working hours during caring
- Caring breaks

### Activation in stores and organizations



- Introduction of a work-from-home system
- Establishment of a system for training persons in charge of cosmetics
- Reemployment license system
- In-house suggestions system
- Promoting the taking of paid leave Half days, anniversary breaks
- Establishment of a career support office Counseling and support for career development Measures to prevent sexual harassment

### The compliance of Matsumotokiyo Group with the standards set out in the Act on Promotion of Women's Participation and Advancement in the Workplace Certified as "Eruboshi" (top rank) by the Minister of Health, Labour and Welfare

#### Each facility was assessed and our company certified as one where women play active roles (February 2018)

##### 1. What is Eruboshi certification?

It is a system by which a range of action plans that meet the standards in Article 9 of the Working Women Promotion Act are enacted, and if their initiatives exceed a certain set standard, the company is certified by the prefectural Labor Bureau under the jurisdiction of the Ministry of Health, Labour and Welfare as a Certified General Company.

##### 2. Assessed measures

Measures like our Challenge Store Manager system, shortened working hours until the child reaches sixth grade, and the re-employment license meant that our track record in hiring, ongoing employment, working styles such as working hours, ratio of female managers, and diversity of career choices were evaluated highly.

##### 3. Number of companies certified with Eruboshi (top of three ranks)

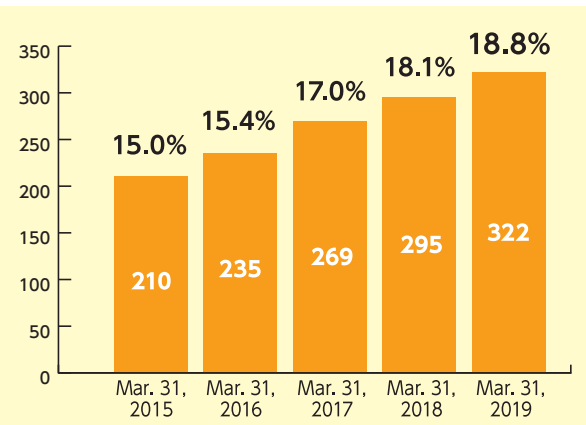
We were certified in February 2018, making us the 12th company in Chiba Prefecture certified at the top level of the third stage. The number of certified companies in Japan as of the end of March 2019 is 545 (15 in Chiba).



Eruboshi (top rank) mark

### Ratio of female management

We have proactively established a system to promote the roles of women.



### "Health Statement of the Matsumotokiyo Group"

We believe that considering health management from a management perspective and carrying it out strategically will lead to improved employee energy, improved productivity, and revitalization of the organization.

Based on the Management Philosophy of the Group, the Matsumotokiyo Group serves customers' health needs, and provides support for health enhancement. For this reason, it is essential that employees themselves be in good health, in order to provide stores that are as customer-friendly as possible. Our Group therefore considers the physical and mental health of its employees, who support the company's growth, and their families, as an important business resource. We provide active support for the maintenance and enhancement of employees' health, and promote good health on an organizational level. In this way, we seek to have each employee live daily life with vigor, in the best possible health, while we contribute as a company to the development of local healthcare and economies.

Kiyoo Matsumoto, President

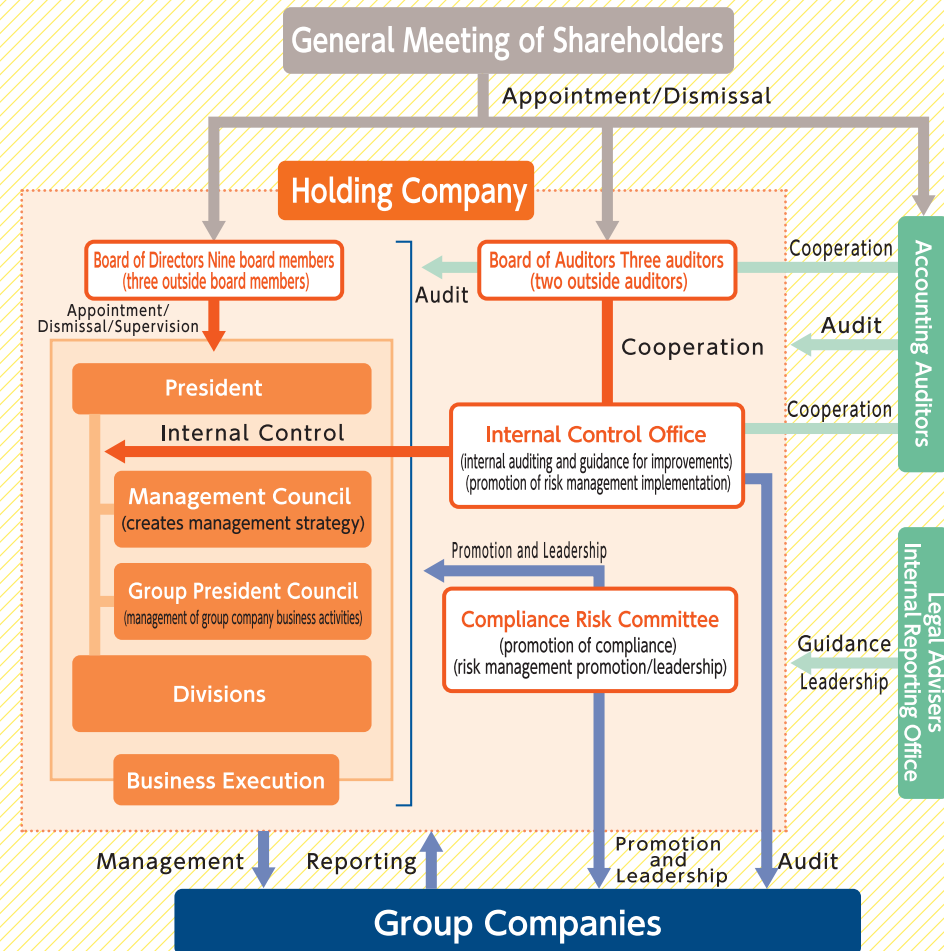
### TOPICS

At the United Nations Sustainable Development Summit in September 2015, an action plan to ensure humanity, the Earth, and prosperity was declared. It included the Sustainable Development Goals (SDGs), seventeen goals that member nations should try to reach by 2030. Reaching these goals will require the active participation of not just nations, but companies as well. At the Matsumotokiyo Holdings Group, as part of our management with a view to the future based on our management philosophy, we want to keep these SDGs in mind as a tool to understand the expectations and desires of all our stakeholders and to grow our activities. Our Group intends to use its business activities to contribute to achieving these goals while still fulfilling our social responsibilities.





# Corporate Governance System



## CORPORATE DATA

### Corporate Data

(As of July 1, 2019)

Corporate name **Matsumotokiyoshi Holdings Co., Ltd.**  
 Address **9-1 Shinmatsudo-Higashi, Matsudo-shi, Chiba 270-8511 Japan**  
 Phone **+81-47-344-5110**  
 Incorporated **October 1, 2007**  
 Common Stock **22.051 billion Yen**  
 Book Closing **March 31**  
 Lines of Business **Management and supervision of subsidiaries, purchase and sale of products**  
 Issued Shares **109,272,214**

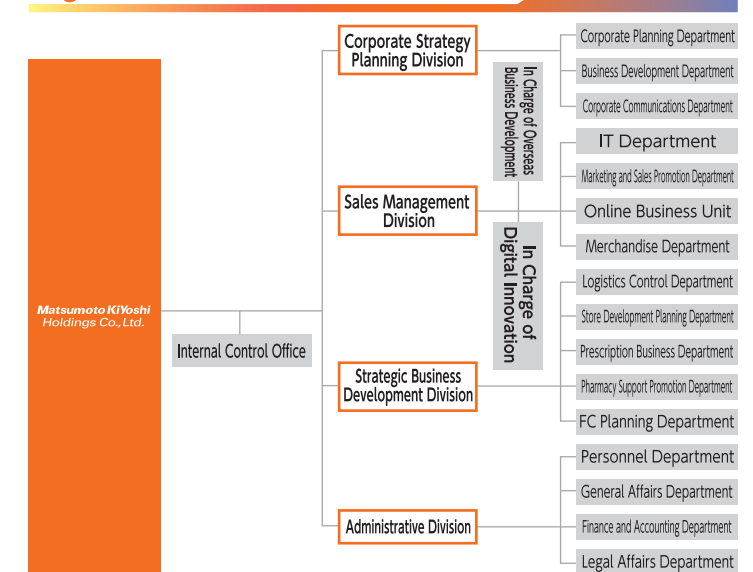


### Officers

Chairman	Namio Matsumoto	Standing Corporate Auditor	Hisao Honta
President	Kiyoo Matsumoto	Auditor/Outside/Independent	Satoru Suzuki
Senior Managing Director	Takashi Matsumoto	Auditor/Outside/Independent	Akemi Sunaga
Managing Director	Takao Ohta	Executive Officer	Takao Watanabe
Director	Shingo Obe	Executive Officer	Kazunori Sugito
Director	Akio Ishibashi	Executive Officer	Hiroaki Kozawa
Director/Outside/Independent	Isao Matsushita	Executive Officer	Takashi Matsuda
Director/Outside/Independent	Hiroo Omura		
Director/Outside/Independent	Keiji Kimura		

\*Outside: Outside director/outside auditor  
 \*Independent: Independent director as notified to the Tokyo Stock Exchange

### Organizational Chart



## Our basic philosophy regarding corporate governance

"1st for you" is the management philosophy of the group. Based on this management philosophy, this group will aim to be a "company indispensable to the beauty and health field," and strive for an enriched form of corporate

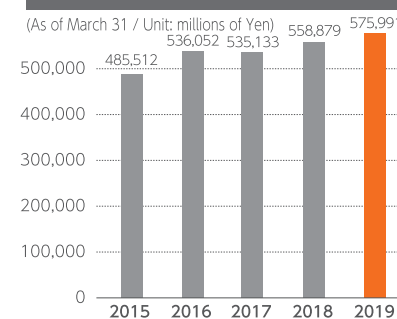
governance, which serves as the foundation and live up to the expectations of all our stakeholders (customers, employees, client enterprises, local communities, and shareholders) and continue to earn their trust.

## Overview of the corporate governance system

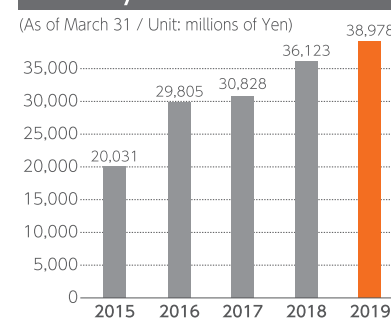
As a company with a board of company auditors, we have established a general meeting of shareholders, board of directors, and board of auditors. Among the nine directors on the board, three are outside board members, and among the three auditors, two are outside auditors. These five people serve as independent officers in accordance with Tokyo Stock Exchange regulations. Maintaining a high degree of independence from the company, the independent officers cooperate and bring an outside perspective to the board of directors while increasing supervisory function and diversity. Our board of directors serves a term of one year, which makes the mission and responsibility of each board member clear. Also, by adopting an executive officer system, the execution and supervision of duties in business management are separated, and the functions and responsibilities of board members and executive officers are clarified. In addition, our corporate governance system is a Management Council

established under the board of directors comprised of board members, executive officers, and full-time auditors who work together for efficiency in the execution of duties. The Group President Council was established for the steady and effective implementation of group company management, leadership, and guidance. The Internal Control Supervision Office was established as an internal auditing division. Aiming for full cooperation with auditors, the office supervises internal auditing and the internal control system related to duties of each division and group companies, and creates an effective auditing system by maintaining the suitability and efficiency of business activities. In the areas of compliance and risk management, it is our belief that all activities are thoroughly linked. Therefore, in order to maintain compliance and risk management in the company and our group, the Compliance Risk Committee was established.

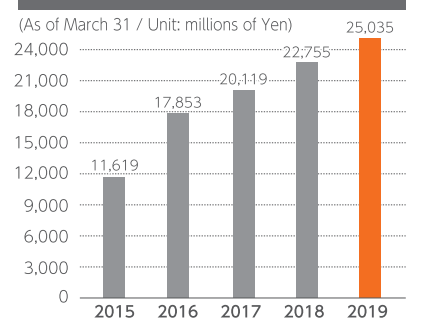
### Net Sales



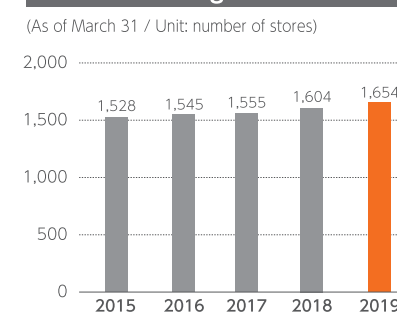
### Ordinary Income



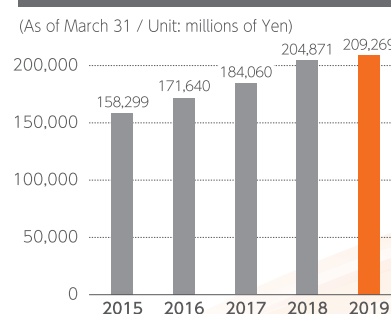
### Net Income



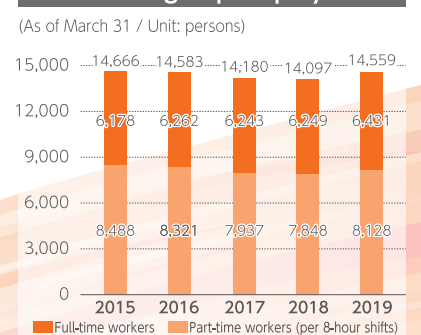
### Number of drugstores



### Net Assets



### Number of group employees





## Even More Convenient and Great Value Services

Providing digital-based services to make shopping experiences even more enjoyable

### 1 About our digital marketing strategy

At Matsumotokiyoshi Holdings, we promote digital marketing as one of our key strategies. By promoting digital marketing, we are valuing getting close to our customers' shopping patterns in a simple way. Thanks to the spread of smartphones, our customers' purchasing behavior is rapidly changing from seeing flyers or products on display in stores and then coming to the stores to make purchases, to utilizing smartphones. These days, methods whereby customers encounter information that spurs purchasing have diversified from existing store displays and paper media to the internet and social media. In addition, it is now possible to see information anytime, anywhere. These changes in consumer behavior mean that demands for convenient shopping, which have always been latent within our customers, are now coming to the surface through IT, and will only continue to accelerate. By blending conventional promotions and our own apps, which spur purchases, with brick-and-mortar stores and EC business, which form sales routes, we can think of the steps in purchasing behavior as "awareness ⇒ interest ⇒ consideration ⇒ purchase." So our aim is to provide the optimal shopping experience for each customer in any scenario.

### 2 Everyday shopping is even more convenient thanks to our official website and app

We constantly provide new services on our official website so that customers can freely use both our brick-and-mortar stores and online shopping however best suits their needs. Feel free to try out our website yourself. In addition, by logging into their personal page, customers can view their purchase history, points, product reviews, and more. They can also get products put aside or brought in, or collect products bought online at an actual store, making daily shopping even more convenient.



Matsumotokiyoshi Official Website Home Page



My-Page functions provided for all members



### 3 Customers can pick up orders at their local Matsumotokiyoshi store

They can specify the store they would like to collect their order at, whether that be near their home or where they are visiting, and their order will be set aside or brought in, waiting for them. Products purchased online can also be picked up at stores.



Matsumotokiyoshi Online Store Page

### 4 Possible to check information on products stocked and word-of-mouth reviews

Customers can view product information and posted comments on their personal pages whenever and wherever they like.

### 5 Possible to Check store stocks and prices online

Registering the stores frequently patronized on the My-Page enables customers to check stock situations and retail prices in the real-time without actually visiting the store. This has drastically improved the level of convenience provided to customers.

### 6 Shortened wait times for drug dispensing through sending prescriptions in advance

By sending prescriptions received from doctors to Matsumotokiyoshi prescription pharmacies through our app in advance, our pharmacists can prepare the medicine before the customer arrives, reducing the time needed to wait.

### 7 Promotion campaigns and coupons you don't want to miss

Registering as a member allows customers to receive money-saving information such as promotion campaigns and discount coupons via e-mail or the app. Matsumotokiyoshi is also on LINE, Japan's biggest social media platform. We distribute product information and coupons there.

## More Convenient and Pleasant Shopping Experiences



### Application

A few convenient functions from the many available are introduced below.

#### ▶ Membership card function

Customers can use the app to present their membership cards without having to carry them around, or to check points.

#### ▶ Online Store

The app offers immediate access to our convenient online store.

#### ▶ Coupons

We offer money-saving coupons that can be used online or in our stores.

#### ▶ Medicine notebook

The medicine information that used to be managed in notebooks can now be managed with smartphones.



Membership card function



Coupons



Medicine notebook/sending prescriptions



Downloaded about **10 million Times!**  
(As of the end of March 2019)

For iPhone users

For Android users



### SNS

Matsumotokiyoshi has an official account on the popular LINE communication application. Product information and coupons distributed.

Matsumotokiyoshi Official LINE Account  
Number of friends

About **19.7 million!**  
(As of the end of March 2019)



We also have over a million contact points with our overseas customers through platforms like WeChat, Weibo, Twitter, and Facebook.

### Point Card

Matsumotokiyoshi Members Card  
Number of members

About **27 million!**  
(As of the end of March 2019)



Cash Point Card



Credit Card

\*No. of contacts with individual customers

### FY2019 Company Profile Cover Design Concept

This expresses our passion for challenges filled with endless possibilities. It also represents our unwavering commitment to remain a partner that supports the beauty and health of all our customers.





**Matsumoto KiYoshi**  
*Holdings*

***Matsumoto KiYoshi Holdings Co., Ltd.***

<https://www.matsumotokiyoshi-hd.co.jp/>

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Phone: +81-47-344-5110



This corporate profile has been printed  
using vegetable oil inks to help save the environment.