



2020-2021
CORPORATE PROFILE

Matsumoto KiYoshi Holdings Co.,Ltd.

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

Return dry skin to its original smoothness. We are rolling out Hirumenai Oil Cream, an oil-based cream containing heparin analogues that retains moisture well

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

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 11%,* 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 2020

Facial masks created from a new perspective aimed for global expansion. Released matsukiyo Facial Mask High Moisturizing and Firming

Whitening cosmetics focused on brightness differences

We launched The Retinotime Wrinkle Day Milk, a UV-blocking emulsion for helping with wrinkles, which you can apply in the morning

Everything we do, we do for your smiles

Matsumotokiyoshi now has stores in outlet malls

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

Expanding overseas by leaps and bound

Matsukiyo expresses itself not just through its private brand, but in its store roll-outs. We are working on capturing demand not only from inbound visitors but overseas as well, such as cross-border EC in China and opening Matsumotokiyoshi stores in Thailand and Taiwan. Furthermore, our matsukiyo LAB next-generation healthcare stores and Ikebukuro Part 2 Store have been revamped to become an urban-type store for the ever-evolving Matsukiyo brand.

A tester bar at a matsukiyo LAB to help provide total support for health and beauty

A variety of store formats

Matsumotokiyoshi Ikebukuro Part 2 Store, a hands-on entertainment-oriented store

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

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

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 Matsumotokiyoshi 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.

Contributions to the SDGs through business activities

We have long regarded "Management philosophy of the group" and "Company ethics" as the basis for CSR activities. Our basic policy is becoming the "1st for you." for every stakeholder through each employee's awareness of society in everyday duties.

Today, we are building on our CSR activities through previous business activities to expand a range of measures in the field of ESG (Environment, Social, Governance). The Matsumotokiyoshi Group will focus on these initiatives, contributing to achieving the SDGs presented by the world with the sense of mission to maintain and improve public health expected as a drugstore and pharmacy.

Contributions to the SDGs



CSR through business activities

Customers

Safety of our products and services

Shareholders

Disclosure of management information

Employees

Respect of human rights and prohibition of discrimination

Client enterprises

Appropriate transactions with our partners

Local communities

Contributing to the community

ESG (Environment, Social, Governance) initiatives

Social

- Respecting human rights
- Improving work environments
- Developing human resources
- Contributing to local communities

Environment

- Vertical partner structure (supply chain)
- Donations and support for environmental protection groups
- Participation in environmental protection groups

Governance

- Corporate governance
- Compliance
- Risk management

Management philosophy of the group

Company ethics

A History of Sincerity

The 88-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



Founder
Kiyoshi Matsumoto

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.

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

Initiatives to Show Our Sincerity to Our Customers

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 Kaga Kashiwa 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

Initiatives for Our Customers' Health and Beauty

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

To offer the polite service anywhere



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

Kiyo 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 matsu kiyo LAB Shin-Matsudo Eki-mae Store

September



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 "matsu kiyo" 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

matsu kiyo 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 "matsu kiyo" private brand awarded the top prize, "Best of the Best," at the Japan Branding Awards 2018 November



2019

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



Opened two stores on the way to the passport control area of Narita Airport Terminal 2 May



Opened Matsumotokiyoshi Ikebukuro Part 2 Store as a continually-evolving urban-type store November

2020

Certified under the 2020 Certified Health & Productivity Management Outstanding Organizations Recognition Program (Large Enterprises) by the Ministry of Economy, Trade and Industry March



Assessed as the "number one brand" for Japanese drugstores in 2020 as well March



Ranked 81st in Best Japan Brands 2020, Interbrand Japan, Inc.'s ranking for Japanese brands expanding overseas. (This year, the Best Japan Brands were unified into one system from two separate ranking systems.) This marks the fifth consecutive year we have appeared in the rankings. We also improved our brand value growth rate by 5% over the previous fiscal year.



Aiming to become a “corporate group indispensable to the health and beauty fields” and ultimately become “Asia’s No. 1 health and beauty company”

Basic Management Policy of the Company

The Group's management philosophy is “1st for you.”

Based on this motto, we have adopted the following basic management policy:

- 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



Three key strategies

Further advancement of digitalization

By utilizing rapidly-evolving IT, we can strengthen our digital marketing infrastructure to reduce the distance between us and each of our customers and deepen ties, create new revenue pillars such as product development based on sophisticated analytical capabilities, and promote the further advancement of the technologies and expertise we have developed to help improve our revenues and boost our corporate value.

Further advancement of globalization

By maximizing our utilization of the expertise we have developed over time, such as accelerating overseas expansion particularly in Asia, creating a mechanism to acquire global members, and developing products supported overseas, as well as improving how we deal with inbound tourism within Japan, we aim to quickly establish a business foundation within the Asia region.

Expansion of business scale in specialized areas

Along with strengthening business links that draw on our strengths and unique systems, as well as M&A and franchise operations, we are working to quickly become drivers of further growth by expanding next-generation healthcare and pharmacies, and promoting area domination in the three major metropolitan areas (Tokyo, Osaka and Nagoya).

Overseas Business Expansion and Outlook

Matsumotokiyoshi Holdings aims to play an even greater role as a leading company in the drugstore industry. Our first overseas Matsumotokiyoshi branch, opened in Bangkok, Thailand, in October 2015, has celebrated its fourth anniversary. So we have adopted a “scrap and build” strategy, and as of the end of March 2020, we have now expanded our number of branches overseas to 31. In addition, we founded Matsumotokiyoshi (Taiwan) Limited, a joint venture with funding from Tai Lung Industry Co., Ltd., for the purpose of developing and running a drugstore business. As of the end of March 2020, our joint venture has nine stores. In our next area for expansion, Vietnam, we established Matsumoto Kiyoshi Vietnam Joint Stock Company with Lotus Food Group Co., Ltd. and are preparing to open our first store. We also intend to open a store in Hong Kong. We will 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



Signing ceremony

Outline of Lotus Food Group Co., Ltd.

Lotus Food Group is a company that operates and manages foodstuff manufacturing, import/export, distribution/wholesale, and restaurant businesses in Vietnam. It is a conglomerate that runs a number of joint-stock companies based on good relationships with Japanese companies.

(1) Corporate name	Lotus Food Group Co., Ltd.
(2) Main business contents	Management and supervision of subsidiaries and joint ventures, including foodstuff manufacturing, distribution and wholesale, and restaurant businesses
(3) Date established	1995
(4) Address of head office	No. 9-9A No Trang Long, Ward 7, Binh Thanh District, Ho Chi Minh City, Vietnam
(5) Representative	Le Van May, President and CEO
(6) Common stock	30 billion dong (approx. 150 million yen) *2018
(7) Sales	1.5 trillion dong (approx. 7.5 billion yen) *2018



The Market Store (Store No.31, opened Feb. 14, 2019)



Central Patong Store (Store No.33, opened Feb. 15, 2019)



Zhongxiao Dunhua Store (Store No.1, opened Oct. 4, 2018)



Eslite Spectrum Nanxi Store (Store No.2, opened Nov. 13, 2018)



Taoyuan HSR Station Store (Store No.6, opened Oct. 17, 2019)

Adding branches in Thailand

Adding branches in Taiwan

Aiming to be No. 1 in Asia in the health and beauty fields



Chairman
Matsumotokiyoshi Holdings Co., Ltd.

Namio Matsumoto

To become a corporate group trusted and supported by all stakeholders

In 2007, Matsumotokiyoshi Holdings 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 12 consolidated subsidiaries, 2 non-consolidated subsidiaries, 2 affiliate companies, and 17 franchise businesses (as of the end of March 2020). Its core business areas are mainly retail sales through chain stores such as drugstores and health insurance prescription pharmacies, as well as wholesale and management support.

As of the end of March 2020, our network of 1,717 stores covered 46 prefectures, and with the opening of our first store in Wakayama Prefecture in June 2020, our Group network now covers every prefecture in Japan. Overseas business is expanding smoothly, with cross-border electronic commerce with China, and the opening of Matsumotokiyoshi stores in Thailand and Taiwan. We also plan to open our first store in Vietnam this fiscal year. In addition, as of January 31, 2020, we have signed a basic memorandum of agreement regarding business merger with cocokara fine Inc. and a contract for a capital and business alliance with an aim towards a business merger. Our Group aims to become a corporate group essential in the fields of health and beauty, and eventually to become number one in Asia in these fields.

President
Matsumotokiyoshi Holdings Co., Ltd.

Kiyoo Matsumoto

We view change as opportunity, pursuing customer satisfaction

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. We see this change towards wanting to shop freely as a business chance to engage in creative ingenuity. We are promoting digital-based initiatives that eliminate the constraints of both "channels" --both brick-and-mortar stores and online shopping including "time and place" such as home, going out, or on the go. We also aim to provide the same levels of service to customers overseas as we do in Japan, creating deeper sense of connections that go beyond nationalities or shopping channels.

Along with implementing a capital and business alliance with cocokara fine Inc. starting this fiscal year, we are also moving ahead with final negotiations for a business merger. In general, what is important is not just simple issues of magnitude, but drawing on our mutual strengths to continue to pursue customer satisfaction. By sharing the data and experiences of both companies, we can deepen our understanding of our customers and improve our shops, as well as the services we provide. That is what we see as our purpose.

Matsumotokiyoshi Holdings will continue to use free and vigorous ingenuity to adapt to the various changes in purchasing patterns in our own business environment, contributing to the health and beauty of our customers.



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

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"
- Response to Pharmacy Function Certification

■ 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

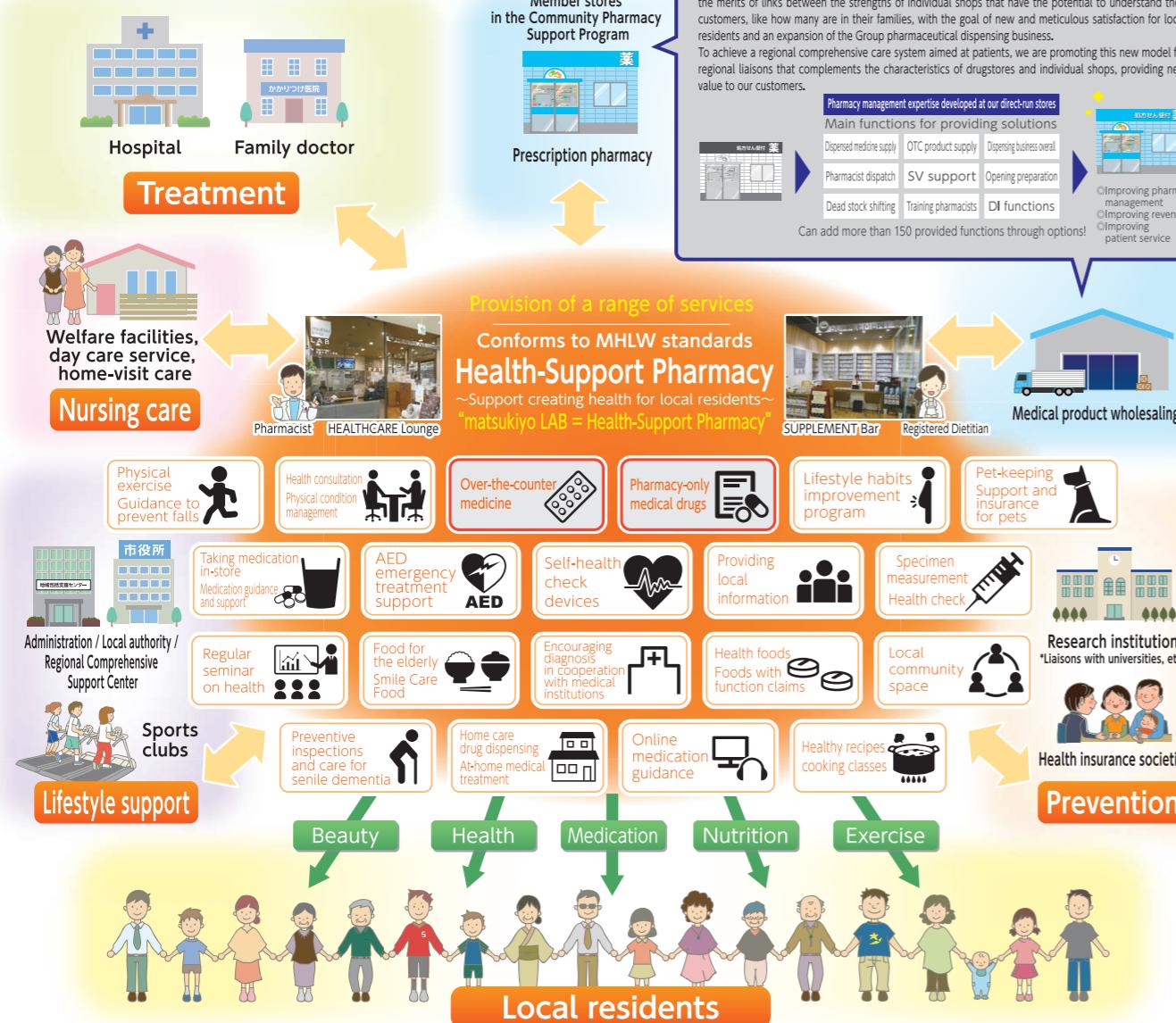
- Responses to pharmaceutical remuneration and pricing (influences, measures)
- Promoting being "your family pharmacist"
- Ensure profit and loss management in the dispensing business

■ Revise management system and business fields

- Company system to prevent improprieties before they happen and detect them quickly
- Enhance interpersonal work (promote mechanization of drug dispensing)
- Expand business fields (home care, nursing care, welfare, etc.)
- Online medication guidance, participation in and verification of local medical treatment networks
- Expansion of human resource business

Illustration of the "next-generation drugstores" we plan to roll out

These will provide comprehensive support for local residents, from promoting health to treating illnesses, based on our **Health-Support Pharmacy**.



What is the 1st for me?

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

Creating a trusted store

Pharmacist / Supervisor (and Merchandiser, in charge of nail business),
Store Management Department
Naoki Isari

The 1st for me is "trust." I work daily to generate trust both from customers and business partners, as well as from employees. With the former group, my work has a lot of areas connected with merchandising, so I look at the overall market, learn the trends for what products are handled, industries, and business types, and the characteristics of the region. This allows me to prepare the MDs that customers will support the most, creating a shop that they will trust. For store employees, I do my best to gain their trust as an area manager by passing on information gained from data in a timely manner and reflecting it in the sales floor, linking it to numbers. Even though the times are changing drastically and values are changing, I will continue to work to gain trust, just as I always have.



To grow and then give back



Store Manager / OTC-Medicine Counselor

Naoki Kitamura

Marketing channels are diversifying to suit the changing times, and we who work at the front lines need to think about the necessity of growth on a daily basis if we want to respond to the changing needs of our customers. When I started thinking about the sort of shopping value I could provide to our best customers, it made me aware of both how products should be made available at an accessible price and, especially, the importance of providing information. In addition to the features and usage of a given product, being able to properly provide timely information suited to our customers' lifestyles, such as assumed scenarios, what kind of customer the product is meant for, arrangement methods, and so on, will mean that shopping at brick-and-mortar stores will still remain enjoyable. Along with personal growth through obtaining and sublimating information, and team growth through discussion and sharing, thinking, planning, and continuing to carry out ways to give back to customers from a range of perspectives is important. I firmly believe that it is repetition of this that will lead to our company's growth, and so I will continue to devote myself to my work.

Warm customer service



In Charge of Cosmetics / OTC-Medicine Counselor

Kana Murayama

At the moment, I am the person in charge of cosmetics and OTC-Medicine Counselor at our flagship store, and work on the sales floor to support the health and beauty of customers who visit. These days, everything's moving online, and we can buy whatever we want whenever we want with just a mobile phone, but I do my best to create a cosmetics corner where customers who come to visit can feel satisfied and will want to come again. I work on improving myself every day so that I can show customers from overseas cosmetics that are only available in Japan, and customers from Japan makeup techniques and product knowledge you won't find on the internet, and so I can tell others in ways they can easily understand my impressions from actually trying products out. I will continue working to improve my warm customer service skills, valuing communication and contact with others which cannot get online.

Supporting customer health



Registered Dietitian / OTC-Medicine Counselor

Megumi Matsuoka

Self-medication, the idea of looking after your own health, has been promoted and is now a common idea. This public awareness campaign has increased the number of people who think about their own health, and we have more and more people interesting in health foods. At our SUPPLEMENT Bar, I listen to the issues our customers have with their diets and daily lives, and help them pick out the right supplements. Depending on their problems, I might discover issues or areas for improvement in their lifestyles or tell them about medicine in addition to supplements, and we think together about goals they can achieve. This isn't something that ends there. Whenever the customer comes into the store, I ask them how they are feeling, how the supplements are working, and so on. This is how I feel I can create a place where they can come in anytime and talk about things. I will work to collect renewed information on a daily basis so that I can support my customers' health.

I want to see smiles



Chief Pharmacist
Ryo Aoshima

It is all about smiles. A smile is a sign that I trust you, and a way to build trust and a cooperative relationship. A smile can provide so much more peace of mind and trust than any words can. They say actually having a smile on your face will improve the atmosphere of the pharmacy from the perspective of the patients as well, and I feel that it also improves the teamwork among colleagues working in the same place and makes it easier for patients to talk to you. Also, so that patients can use medicine with peace of mind, seeing it as a familiar part of their lives, I want to remove the worries and uncertainties they feel and get them to smile by building relationships of trust. Smiles are said to make people feel better in addition to making personal relationships run more smoothly, so if you can enjoy your work, you will want to work more actively and tackle new things. I strive each day to always polish my skills as a pharmacist and put my "1st" emphasis on the smiles of patients, employees, and myself.

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. Today, we are rolling out our independent brands in both the cosmetics category and the daily products category.

Replica



New sensation.
High-end fabric care.

The perfect amount of casual scent essence each day.
Sense is scent.
Which is why you want Replica Notes.

RT



THE
RETINOTIME
A skincare series that defies aging.

LUNG TA



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

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



INSTREAM

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



Leun Plus

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



Opening new-style stores

to cater to diversifying customer needs

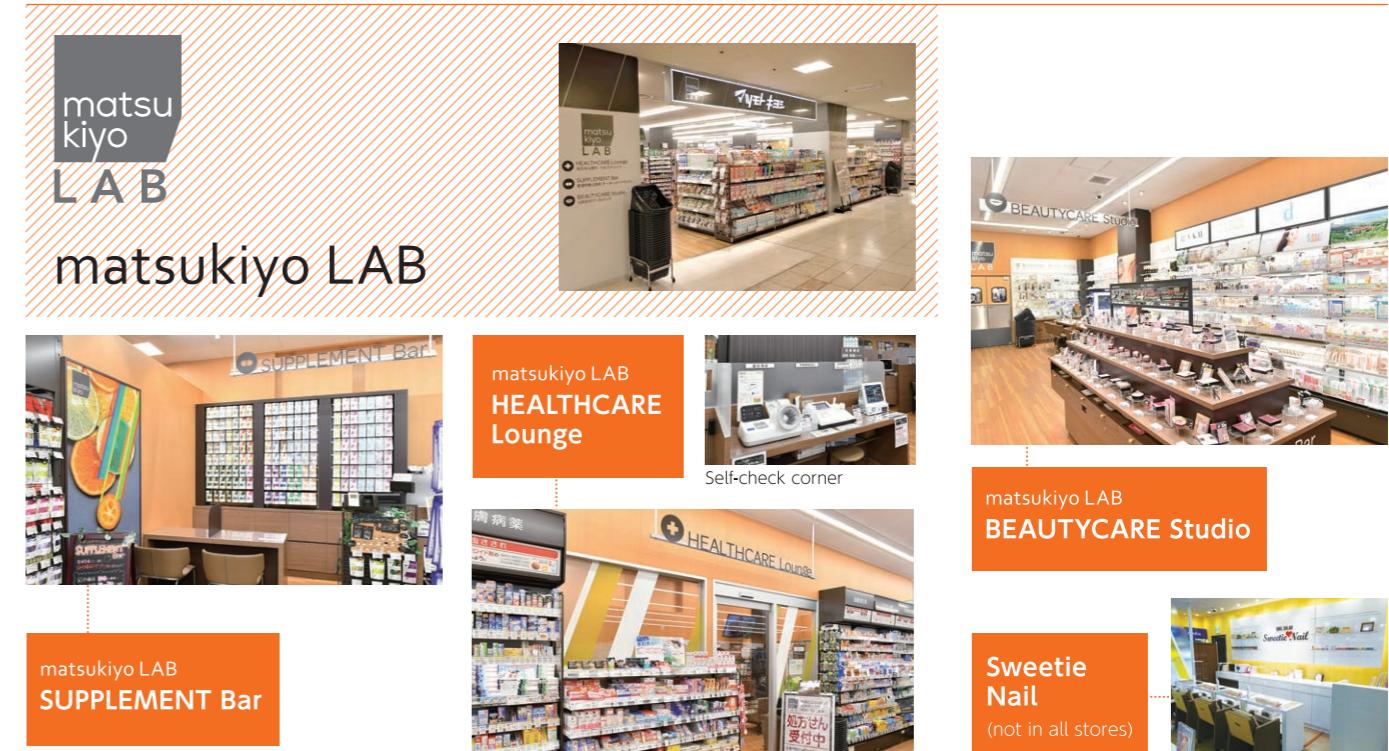
Branches in all 47 prefectures in Japan



With the opening of our first Wakayama store on June 5, 2020, we now have branches in all 47 prefectures

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.



Expand area share



Ginza Miyuki Ave. Store



Shibuya Spanish Slope Store

Urban-type store



Harajuku Station Omote-sando guchi Store

Stores in outlet malls



Mitsui Outlet Park Hokuriku Oyabe Store

Opened store inside airport



Fukuoka Airport International Terminal Store

The Matsumotokiyoshi Group's family drugstores

Matsumoto KiYoshi Holdings Co., Ltd.

Group Companies



Matsumotokiyoshi Co., Ltd.



PAPASU Co., Ltd.



Matsumotokiyoshi East Co., Ltd.



Matsumotokiyoshi Kou-Shin-Etsu Co., Ltd.



Matsumotokiyoshi Chu-Shikoku Co., Ltd.



Matsumotokiyoshi Pharmacies Co., Ltd.

Franchise Stores

- | | | | |
|---------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------|
| □ KEIKYU STORE CO., Ltd.
(HQ) Yokohama-shi, Kanagawa Pref. | □ JA-Shimane
(HQ) Izumo-shi, Shimane Pref. | □ Entetsu Store Co., Ltd.
(HQ) Hamamatsu-shi, Shizuoka Pref. | □ Keio Store Co., Ltd.
(HQ) Tama-shi, Tokyo |
| □ SAN-A Co., Ltd.
(HQ) Ginowan-shi, Okinawa Pref. | □ Meijido-Yakuhin Co., Ltd.
(HQ) Ama-gun, Aichi Pref. | □ Food Mikuni Co., Ltd.
(HQ) Sakai-shi, Fukui Pref. | □ Tokyo City Air Terminal Co., Ltd.
(HQ) Chuo-ku, Tokyo |
| □ Izumi Co., Ltd.
(HQ) Hiroshima-shi, Hiroshima Pref. | □ SUPER VALUE CO., Ltd.
(HQ) Ageo-shi, Saitama Pref. | □ A&S Takashimaya Duty Free Company Limited
(HQ) Shibuya-ku, Tokyo | |
| □ BEST DENKI Co., Ltd.
(HQ) Fukuoka-shi, Fukuoka Pref. | □ Yasui Co., Ltd.
(HQ) Ichikawa-shi, Chiba Pref. | □ Keisei Store Co., Ltd.
(HQ) Ichikawa-shi, Chiba Pref. | |
| □ Kyoei Co., Ltd.
(HQ) Tokushima-shi, Tokushima Pref. | □ OKUWA Co., Ltd.
(HQ) Wakayama-shi, Wakayama Pref. | □ TOKYU STATION RETAIL SERVICE
(HQ) Meguro-ku, Tokyo | |

Wholesale / Other Business Companies

- | | |
|-----------------------------------------------|------------------------------------------------|
| □ Matsumotokiyoshi Wholesale Co.,Ltd. | □ MK Planning Co., Ltd. |
| □ Matsumotokiyoshi Asset Management Co., Ltd. | □ Matsumotokiyoshi Insurance Service Co., Ltd. |

Affiliated Company

- | | |
|------------------------------------------------------------|-------------------------------------------------|
| □ Central & Matsumotokiyoshi Ltd.
(Kingdom of Thailand) | □ Matsumotokiyoshi (Taiwan) Limited |
| □ Matsumotokiyoshi (HK) Co., Ltd. | □ Matsumoto Kiyoshi Vietnam Joint Stock Company |

Capital and Business Alliance Partner (merger scheduled for October 2021)



cocokara fine Inc.

(As of July 1, 2020)

Our network of stores
covers 47 prefectures in Japan.

1st for You.

Matsumoto KiYoshi Holdings Co., Ltd.

1,726

(As of June 30, 2020)

Total Number of Stores

Overseas
Thailand
Total of
32
stores

in Kyushu and
Okinawa Region
Total of
194
stores

in Chugoku and
Shikoku Region
Total of
65
stores

Overseas
Taiwan
Total of
12
stores

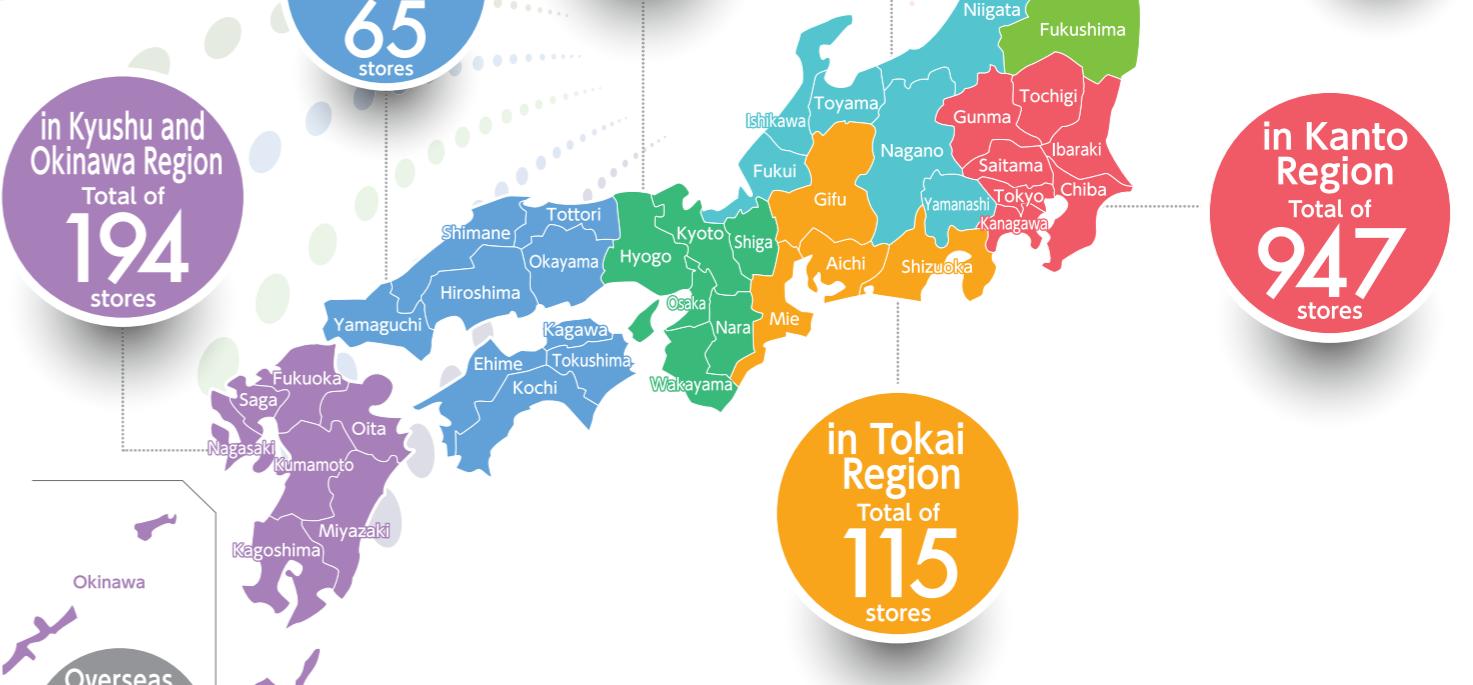
in Kansai
Region
Total of
147
stores

in Koshinetsu
and Hokuriku Region
Total of
167
stores

in Tokai
Region
Total of
115
stores

in Hokkaido
and Tohoku Region
Total of
91
stores

in Kanto
Region
Total of
947
stores



*The number of stores does not include those of cocokara fine Inc. or overseas stores.



[Corporate name] Matsumotokiyoshi Co., Ltd.
 [Address] 9-1 Shimatsudo-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 88th 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)

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



Omiya Kushihiki Store (Suburban-type drugstore)



matsukiyoLAB Shirakawa 3-chome Store



petit madoca Noda Mizuki Store



Harajuku Station Omote-sando guchi Store



Cross Mall Toyota Store



Kyoto Tower Sando Store



Shinsaibashi Chuo Store

Our urban-type store has been reborn as our flagship, providing an entertainment experience store where you can have fun and discover new things



We have added Men's Garage, a space based on the idea of a man-cave, where we have greatly enhanced our lineup of cosmetics for men and brought in new brands. In addition to the lineup, we also offer our first menu aimed at men for services that provide make-up for customers.



Matsumotokiyoshi Ikebukuro Part 2 Store

(1) Differentiation (2) Area characteristics (3) Target setting. These three are the axes guiding our directions. In addition to a sense of daily life, which carries a fresh lineup of standard items, we provide ways to experience new things and the fun of Tokyo trends and entertainment in seeing and touching things, offering customers new values.

Franchise Stores



Keikyu Haneda Airport Terminal 3 Store (KEIKYU STORE Co., Ltd.)



Urasoe Nishikaigan PARCO CITY Store (SAN-A Co., Ltd.)



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



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



Dg'S Misaki Store (Keisei Store Co., Ltd.)



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



Cross-border EC: Tmall Global

Kanto Region



[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.

Hokkaido and Tohoku Region



[Corporate name] Matsukiyoshi 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 Matsukiyoshi 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.



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.

マツキヨ 甲信越販売



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 and Hokuriku areas

In July 2009, Nagano-based Kenko Kazoku Drug Corporation merged with MAX Co., Ltd. (Niigata) to become Matsumotokiyoshi Kou-Shin-Etsu Co., Ltd. Later, we also absorbed Nakajima Family Pharmacy Co., Ltd. (northern Nagano) in January 2012 and ITAYAMAMEDICO Co., Ltd. (Yamanashi) in October 2015, strengthening our community-based store rollout in the Koshinetsu region. In April 2020, we positioned the Koshinetsu and Hokuriku regions as one of our dominant areas following a review of our classification of the country into seven areas, and absorbed SHIMENO Co., Ltd., a company with stores mainly in the prefectures of Ishikawa, Toyama, and Fukui, in order to deploy policies more effectively with more efficient operating costs and to enhance lineups that match the needs of these regions and customers. We want to be a store beloved by customers and vital for their health and beauty. That is why we aim to expand our business in ways rooted in the community, covering all our customers' daily needs by enhancing our lineup of foods and daily goods, while still basing our drugstore business on health and beauty. In the pharmacies business, we promote the "Nagano Model" of local, comprehensive care that reinforces community links within home care, aiming to strengthen our specialization as well as being able to deal with outpatient prescriptions.



Business Contents



Drugstores

We are promoting our 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.

Store Introduction



K's Town Wakasato Store

We have been expanding stores within station buildings and shopping centers in the Koshinetsu and Hokuriku areas, especially with suburban-type stores. Our aim is to become a store loved by customers by boosting our specialization with a focus on medicines and cosmetics, proposing products aimed at local customers, and providing customer service.



Pharmacies

Revisions to the health care insurance system increased demand not only for prescriptions filled 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.

Unique Approaches



Responding to an Aging Society

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, we are expanding our Model to the Nagano region in 2018 and the Suwa region in 2020 to provide a comprehensive care system. 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.

マツキヨ 中四国販売



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

Takashi Mori
President

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 Yamasaki 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



We have opened stores with dispensing facilities and as 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 health and beauty.

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 health and beauty 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 health and beauty.

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
<https://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 2020, there are 22 prescription pharmacies in Tokyo, Chiba, Saitama, Osaka, and Hyogo Prefectures).



薬局 マツモトキヨシ 記方せん受付



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 pharmacists 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.



Prescription Laboratory

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



Human Resources Services Business

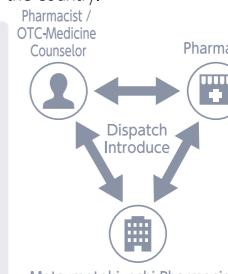
We are rolling out a specialist business that will dispatch, introduce, or dispatch with a view to introducing pharmacists and OTC-Medicine Counselors, helping with hiring for health insurance pharmacies around the country.

About the business

Dispatching: We dispatch our staff and have the person in charge follow up

Introducing: We introduce people registered with us as full-time or part-time staff

Dispatching with a view for introduction: In this system, personnel are switched to direct hires following a set period of dispatch

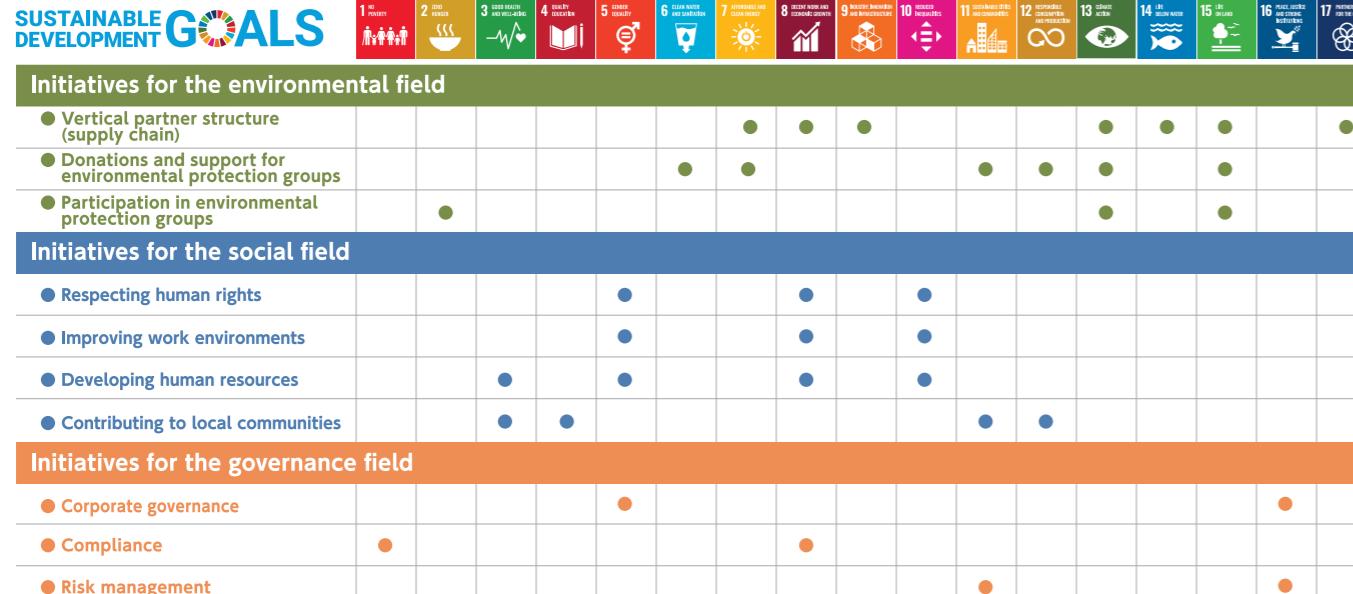
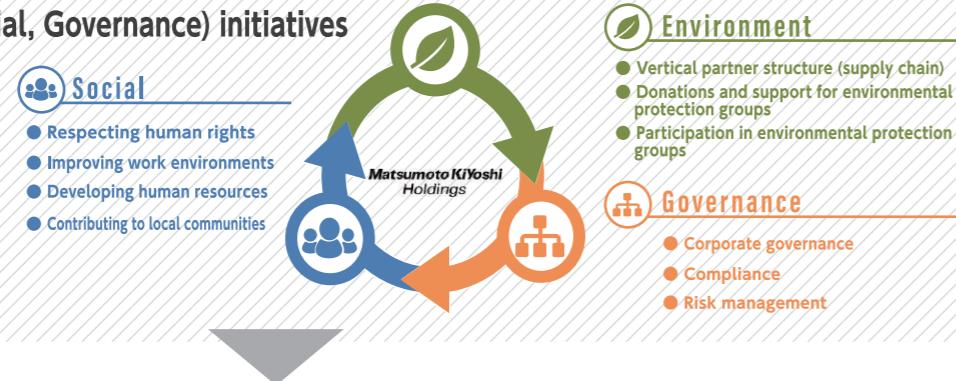


Matsumotokiyoshi Holdings contributes to the realization of a sustainable society through health and beauty.

Our vision towards sustainability

ESG (Environment, Social, Governance) initiatives

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



SDGs Sustainable Development Goals



About the SDGs

- The SDGs are 17 international goals that were chosen at the September 2015 UN Sustainable Development Summit, and are intended to be achieved by the year 2030 in order to bring about a sustainable, diverse, and inclusive society.
- Our Group has a sense of mission as a drugstore and pharmacy responsible for maintaining and improving public health in each region. To that end, we engage in ESG activities related to that business to become a corporate group essential in the fields of health and beauty.
- Our Group's ESG measures are closely connected with improving sustainability on a global scale, and contribute to the achievement of the global SDGs.
- Our Group will place even more importance on the expansion of these measures in the future.

Environment

Our vision towards the environment

We are working on improving environmental awareness, actively participating in environmental protection activities such as saving resources.

We constantly properly consider the importance of environmental protection when researching, developing, manufacturing, selling, and disposing our products and services, and strictly comply with all related treaties, laws, etc. on the environment.



Vertical partner structure (supply chain)

Initiatives for alleviating environmental impacts in consideration of the supply chain

Promotion of White Logistics

To roll out global warming measures in concert with our business partners, we support the "White Logistics" movement promoted by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), the Ministry of Economy, Trade and Industry (METI) and the Ministry of Agriculture, Forestry and Fisheries (MAFF). Our Group considers the sustainable and stable assurance of the logistics required for business activities to be a management issue, and in addition to achieving highly productive logistics and reforms of working styles, we are working on improving logistics to reduce CO2 emission, based on mutual understanding and cooperation with our business partners, logistics suppliers, and other related parties.

Activities to alleviate environmental impacts within our company

Saving energy

Our Group is working with our employees on reducing the amount of electricity we use in our Group stores and head office in order to reduce our environmental impact. Specifically, these activities include the active introduction of LED lighting in our stores and head office, "Cool Biz," "Super Cool Biz," and "Warm Biz," not wearing neckties year-round, turning off the lights during the lunch break at our head office, and other activities connected with "COOL CHOICE."

Initiatives towards proper inventory using an automated ordering system

Our Group is working to reduce waste and opportunity losses by the appropriate management of stock through an automated ordering system. This allows us to not merely ensure stock is appropriate, but as a retailer, to reduce waste and alleviate our environmental impact through the distribution of products, and work to reduce overburden, non-conformity, and waste (muri, mura, muda) in conjunction with our business partners with the object of improving working conditions for both sellers and makers. By constructing a system whereby only the amounts required are shipped, we can contribute to creating a low-carbon society.



Charging for bags / Selling PB eco-bags

As issues such as global warming and waste become even more serious, we stopped providing polyethylene bags to customers at all Group stores on March 31, 2020, as something we can do along with our customers. In addition, we sell original, functional reusable shopping bags designed to reflect the matsukiyo look under our "matsukiyo" private brand, promoting the reduction of CO2.

Donations and support for environmental protection groups



Donations to groups to help protect the environment

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

Each year, our Group donates part of the sales of eligible products (Kao Corporation products) at all Group stores nationwide to the Nature Conservation Society of Japan. This is done every June, the Environment Month, with our customers, as part of our support for environmental protection activities with our business partners.

Donation amount for fiscal 2019: 5,180,682 yen

In future, along with support for this environmental protection activity, when customers buy products we will notify them about consumption patterns (ethical consumption) that care for people, society, and the environment, and suggest new consumption patterns and lifestyles as a way to contribute to achieving a sustainable society that will continue to the next generation.





In line with the Management Philosophy of the Group, we are working to ensure the standards of service our customers expect from Matsumotokiyoshi no matter where in Japan you shop, serving as your number one family pharmacy that looks after the health of you and your loved ones. Our goal is to enhance our corporate governance as a foundation to build long-term relationships of trust with all our stakeholders, including our shareholders, employees, and business partners as well as our customers, and to remain a corporate group needed by society as essential in the fields of health and beauty.

Corporate governance

Related SDGs:

Ensuring diversity in our Board of Directors

Appointing independent outside officers and female directors

We emphasize an overall balance of knowledge, experience, and abilities, along with diversity, in order to enhance the effectiveness of our Board of Directors. At present, most of our customers are female, so we are aware of the issue of appointing female directors. We invite outside directors with a wealth of experience in company management, regardless of industry, race, or sex, to join our Board of Directors, ensuring the diversity and objectivity needed to manage our company from the same perspectives as our stakeholders, notably our shareholders, thanks to their individual experiences and knowledge. Four of our ten outside directors are independent outside directors, and one of them is a woman (as of July 1, 2020).

Officer compensation

Introduction of a stock compensation plan

The compensation system for our directors (excluding outside directors) consists of the fixed compensation, as their basic compensation, as well as performance compensation and stock compensation as performance-linked compensation that reflects the company's consolidated results. Note that compensation for our outside directors and auditors is limited to the fixed compensation only. We have brought in a transfer-restricted stock compensation system for our directors (excluding outside directors) to both provide an incentive for sustained improvements to our corporate value and to our mid- to long-term performance, and to encourage sharing the value of our stock with our shareholders even more. Note that the compensation ratios for our directors (excluding outside directors) is 64% fixed compensation, 29% performance-based compensation, and 7% stock compensation.

Initiatives for compliance and risk management

Related SDGs:

Establishment of a Compliance Risk Committee

Initiatives for compliance and risk

We have set up a department to oversee risk management in order to manage the risks stipulated in our company regulations appropriately. In addition, realizing that compliance and risk management need to be treated as inseparable, we have established a committee to oversee compliance and risk throughout the entire Group. This committee reports regularly to the Board of Directors on its activities, the status of internal reporting, responses to major risks, and so on.

The committee in charge of compliance and risk is chaired by the President, and its members are made up of such directors, standing corporate auditors as the chairman appoints, the heads of the Internal Control Office, the General Affairs Department, the Personnel Department, the Finance and Accounting Department, and the Legal Affairs Department, and such others as the chairman may appoint.

We are working to meet our social responsibilities through promoting risk management systems, ensuring high ethical values, and complying with laws and regulations in our corporate activities.

Evaluating the effectiveness of the Board of Directors

Effectiveness evaluation of the Board of Directors

We evaluate the effectiveness of our Board of Directors through the progress of management plans, track record, governance, and so on, and use these to analyze and evaluate the overall effectiveness of our Board. In these effectiveness evaluations, we provide a briefing at the Board of Directors meeting ahead of time, and, referencing the results of the evaluation from the previous year, conduct a questionnaire targeted at directors and auditors regarding the composition of the Board, its management, and so on. Note that this effectiveness evaluation is consigned to an outside law office, ensuring our Board of Directors functions in a way that increases their true effectiveness.

Outline of the 2019 Effectiveness Evaluation results

- The Board is managed appropriately, in terms of number of officers, operation and deliberation status, and support systems.
- In view of the issues from the previous year, there are some improvements in the energy of discussions.



Corporate Data

(As of July 1, 2020)

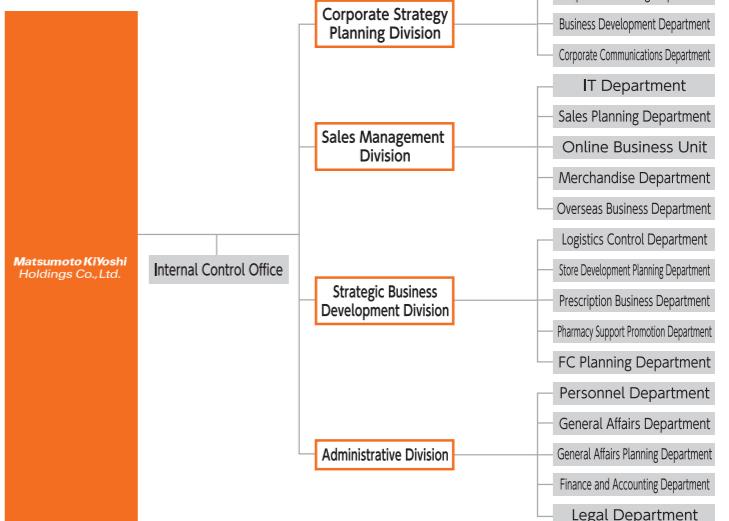
Corporate name	Matsumotokiyoshi Holdings Co., Ltd.
Address	9-1 Shimmatsudo-Higashi, Matsudo-shi, Chiba 270-8511 Japan
Phone	+81-47-344-5110
Incorporated	October 1, 2007
Common Stock	22.051 billion Yen
Book Closing	March 31
Lines of Business	Management and supervision of subsidiaries, purchase and sale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

Officers

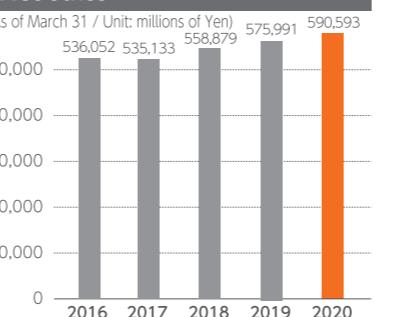
Chairman	Namio Matsumoto	Standing Corporate Auditor	Hisao Honta
President	Kiyo Matsumoto	Auditor/Outside/Independent	Noriko Koike
Senior Managing Director	Takashi Matsumoto	Auditor/Outside/Independent	Shoichi Watanabe
Managing Director	Takao Ohta	Executive Officer	Takao Watanabe
Director	Shingo Obe	Executive Officer	Kazunori Sugito
Director	Akio Ishibashi	Executive Officer	Takashi Matsuda
Director/Outside/Independent	Isao Matsushita		
Director/Outside/Independent	Hiroo Omura		
Director/Outside/Independent	Keiji Kimura		
Director/Outside/Independent	Tomoko Okiyama		

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

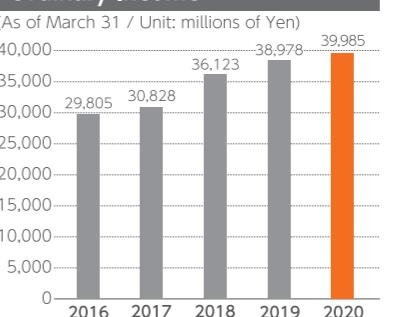
Organizational Chart



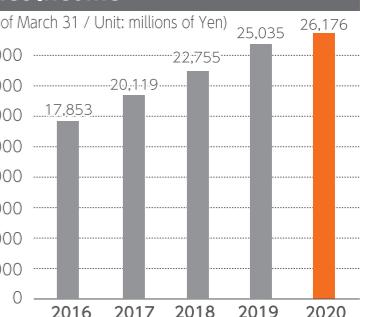
Net Sales



Ordinary Income



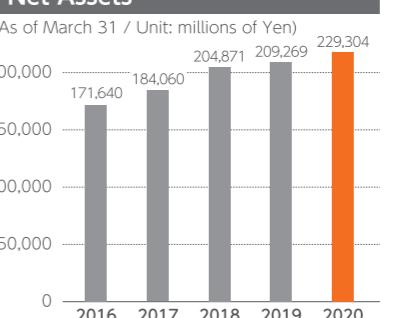
Net Income



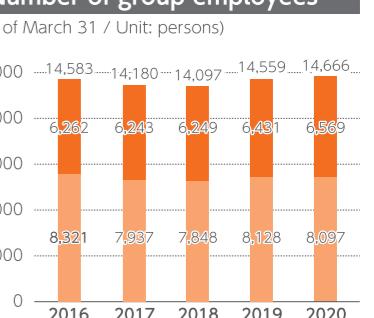
Number of drugstores



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

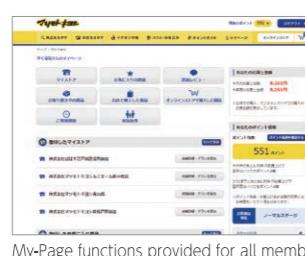
At Matsumotokiyoshi Holdings, we promote digital marketing as one of our key strategies.

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.

In addition, we can utilize our own database to provide brand marketing support that offers ideas for businesses that carry out marketing activities to manufacturers we deal with.

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.



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.



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

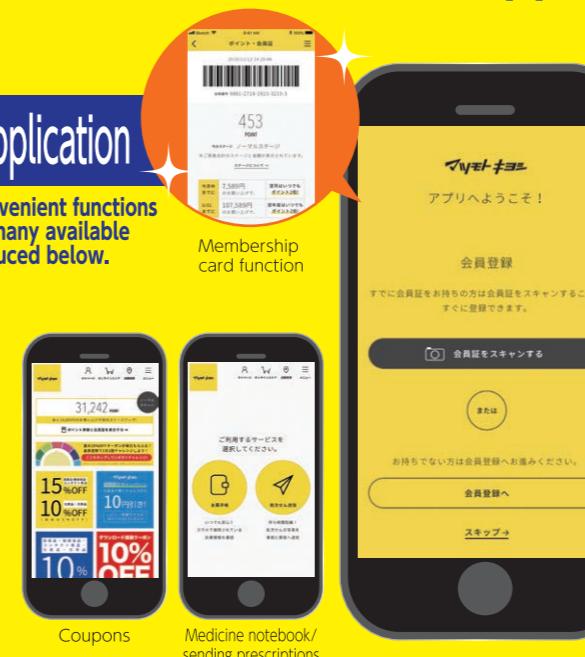
The app offers immediate access to our convenient online store.

▶ 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.



Downloaded about 13.5 million Times!
(As of the end of March 2020)

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 21 million! (As of the end of March 2020)



We also have over 1.3 million contact points with our overseas customers through social platforms like WeChat, Weibo, and Facebook.

→ Point Card

Matsumotokiyoshi Members Card Number of members

About 29 million! (As of the end of March 2020)



*No. of contacts with individual customers



2020-2021 Corporate Profile Cover Design Concept

As a corporation expanding overseas, "Globalization" is a major theme. So we have expressed our corporate stance of contributing to international society using a design based on 17 colors that stand for the 17 globally-shared SDGs of the UN.



**Matsumoto KiYoshi
Holdings**

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Phone: +81-47-344-5110

UD FONT

This document uses a universal design font
that is easy to read.



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