



MatsukiyoCocokara & Co.

Integrated Report 2024

Group Company Introduction



MCC Insurance Service Co., Ltd.

Top Message

President
Toshihiko Beppu



Through insurance operations, we respond to business risks at MatsukiyoCocokara & Co. and support store operations, while also contributing to the Group by supporting employee welfare from an insurance perspective

We operate as a sales agency for life and property insurance within MatsukiyoCocokara & Co., and our operations consist of two main pillars: trustee insurance (corporate policies) for the Group and occupational insurance as part of benefits programs (individual policies). Our strength lies in our high growth potential, backed by the growth of the Group, and our market is expanding in line with the increase in Group sales, number of companies, and number of employees. We also provide insurance to cover risks associated with new business developments such as delivery services by MatsukiyoCocokara & Co., as well as cyber risks, and our business is expanding in line with the growth of the Group.

Name	MCC Insurance Service Co., Ltd.
Location	7F Shoko Chukin and Dai-ichi Seimei Ueno Bldg., 1-10-12 Ueno, Taito-ku, Tokyo 110-0005, Japan
Tel:	+81-36-284-2260
Established	October 1, 1984

Business Plans and Policies

In terms of trustee insurance, this year we unified the compensation standards for the Matsumotokiyoshi Group and the Cocokarafine Group in major contracts within the Group, achieving the integration (consolidation) of insurance contracts. The benefits of contract integration (stabilizing insurance premiums through larger contracts and reducing costs through large-volume discounts) are contributing to stabilizing and improving consolidated profits. Going forward, we plan to review existing compensation in general and make proposals to provide more optimal compensation for the Group.

On the other hand, for occupational insurance, we are focusing on acquiring new car insurance customers through measures such as “strengthening awareness among those who commute by car” and “car insurance quotation campaigns,” with the aim of introducing large group discounts at an early stage. In addition, with regards to recruiting for medical insurance and comprehensive group life insurance, we have started a new simultaneous recruitment method using our in-house video sharing platform (UMU), and in collaboration with our business partner, the Dai-ichi Life Insurance Group, we are holding “financial seminars for group employees” and “career training,” etc.

Future Policies

In the area of trustee insurance, we intend to play a part in the Group's risk management by working with related departments within the Group, such as the General Affairs Planning Department and the Internal Control Office, so that we can immediately respond and propose solutions to risks associated with the Group's new business development and new risks. In addition, with regard to occupational insurance, we will further strengthen cooperation with the Human Resources Department and the Human Resources Development Department, aiming to become a comprehensive contact point for the Group's employee benefit systems, and to act as a guide for various employee benefit systems including insurance, as well as personal fund management and asset formation.

Each and every member of the insurance service team is committed to further enhancing their expertise as a group of insurance professionals so that they can serve as good advisors to the Group's employees, not only in insurance, but also in finance and asset formation in general.



MCC Associe Co., Ltd.

Top Message

President
Shinya Kasai



Through creation of jobs for employees rehired after reaching mandatory retirement age, we contribute to the Group's human resource support function, and expand in-house production business as a “functional company” within the Group

Our core businesses are dispatching and contract work, and it currently has more employees than any other operating company, with approximately 2,530 in the dispatching business and 470 in the contracting business (as of April 2024).

In the dispatching business, we rehire employees who have reached mandatory retirement age from across the Group and provide continued employment after retirement, as well as dispatch personnel to stores and offices within the Group. We also acquire some personnel from outside the company, and dispatch or recommend them within the Group. In the contracting business, we provide various types of support for store operations (e.g., placing delivered products in stores early in the morning, providing support to new stores and remodeling, store sales support, etc.). In addition, we are engaged in a wide range of other businesses, including delivery services for the MatsukiyoCocokara online store and mystery shopping to improve in-store services.

Name	MCC Associe Co., Ltd.
Location	2-12-2 Miyoshi-cho, Fuchu, Tokyo, 183-0045 Japan
Tel:	+81-42-402-5186
Established	April 1, 2014

Business Plans and Policies

In the dispatching business, in order to effectively utilize employees rehired after reaching mandatory retirement age and those who continue to be employed after retirement, we will make personnel adjustments across the boundaries of each operating company and work to resolve personnel shortages in stores and offices. Additionally, we will establish a follow-up system and an internal management system to accommodate the increased number of reemployed employees and will create an environment in which employees of each operating company can work comfortably even after being rehired after reaching mandatory retirement age. In addition, with regard to the dispatching and placement business from outside the Group, we will restructure operations to stabilize the business.

In the contracting business, we aim to expand the number of stores that accept early morning restocking support and to be contracted for mystery shopping at all stores. In our home delivery operations, we will not only reduce costs to stabilize our business, but also work to improve quality and eliminate mis-deliveries and accidents. In addition, we will gradually switch to support operations that are outsourced by the Group's operating companies to other companies.

Future Policies

MCC Associe aims to contribute to the local community through the continued employment of elderly people, and by utilizing the human resources within the Group, it will support the Group's core business in various ways as a functional company. Furthermore, by utilizing the know-how of business activities within the Group, we will not limit our business to the Group's internal operations alone, but also expand our business outside the Group.

By creating new businesses that utilize the excellent human resources within the Group, including employment of the elderly, we will support Group businesses from two perspectives: human resources and operations.



MCC Soleil Co., Ltd.

Top Message

President
Youichi Fujishiro



We aim to be a company that contributes to society by enabling diverse human resources to maximize their capabilities.
To grow the Group and solve social issues, we will grow together with our employees and create new standards for the future

The Company was established on December 25, 2014, prior to the integration, and was certified as a special subsidiary on April 20, 2015. To this day, we continue to create new work styles that enable diverse talent to demonstrate their capabilities and strive to develop talent that can contribute to the company and society.

Our company's business is diverse, including store support and administrative support, and we undertake operations for Group companies, promoting business efficiency and stable employment of people with disabilities. In 2020, we received certification under the Ministry of Health, Labour and Welfare's "MONISU Certification System" and are working to expand employment of people with disabilities at our 13 offices nationwide.

I believe that one day, "creating a company where everyone can continue to work with enthusiasm" will become the norm in society.

The "MONISU Certification System is a system under which the Minister of Health, Labour and Welfare certifies small and medium-sized employers that have implemented excellent efforts to promote and stabilize the employment of persons with disabilities.

Name	MCC Soleil Co., Ltd.
Location	2-12-2 Miyoshi-cho, Fuchu, Tokyo, 183-0045 Japan
Tel:	+81-42-402-6158
Established	December 25, 2014

Business Plans and Policies

In FY 2024, we will open new offices in Sendai, Miyagi Prefecture and Okaya, Nagano Prefecture. In addition, six teams will be added to the Store Support Business Department, which will aim to improve the efficiency of operations within the Group and expand employment of people with disabilities. In addition, we will develop executive candidates from 14 publicly recruited leaders and 45 existing leaders, aiming to strengthen the organization from a medium to long-term perspective.

As the Group expands, we plan to increase the number of people with disabilities employed by 62. The Store Support Business Department will work to develop new operations, while the Business Support Department aims to expand contract work. All employees will work together to create an environment where people with disabilities can work comfortably and to strengthen team structures, promoting the realization of diversity and inclusion, and at the same time, we will work to establish normalization, aiming for our management vision of "realizing a truly barrier-free workplace."

Future Policies

We will continue to focus on creating an environment where diverse human resources can maximize their abilities, aiming to be "a company where everyone can continue to work with enthusiasm." Based on our medium-term management plan, we will open new offices and expand our team, promote the employment of people with disabilities, and strive to strengthen leadership and grow our organization by developing managers and leaders. Through these initiatives, all employees will grow together and promote business that contributes to the development of society.



MCC Flux Avance Co., Ltd.

Top Message

President
Shinichi Yokomori



Contributing to logistics for the entire MCC Group by operating logistics centers on our own

It was established on October 1, 2019 as a company to operate the Tokorozawa Logistics Center, which handles logistics for Cocokara fine Healthcare stores in the west side of the suburbs of Tokyo. Subsequently, in March 2021, the company opened and began the operation of the Soka Logistics Center, which handles logistics for the company's stores in the east side of the suburbs of Tokyo, and in November 2021, the Fukushima Ohiraki Center, which handles logistics for the company's stores in the central Hanshin area. We have built a demand chain that meets the requirements of store operation and operate the above centers as TC-type centers (transfer centers) that adjust the final loading time from when products are delivered by each wholesaler until they are shipped to the store on a just-in-time (JIT) basis.

It also functions as an inventory hub warehouse for MatsukiyoCocokara Q, an online store delivery service aimed at improving customer convenience.

Name	MCC Flux Avance Co., Ltd.
Location	Inotech Bldg., 3-17-6 Shinyokohama, Kohoku-ku, Yokohama, Kanagawa, 222-0033 Japan
Tel:	+81-45-548-5466
Established	October 1, 2019

Business Plans and Policies

We will promote supply chain management throughout the Group by focusing on the following four management items.

Quality	We always maintain high quality and respond and improve quickly when problems occur.
Cost	We will use kaizen (improvement) to curb the rise in logistics costs, which is a social trend.
Delivery	We will adhere to the delivery dates and delivery status set out in the Service Level Agreement.
Sustainability	We will develop personnel with logistics skills and build organizations and systems to ensure that our business activities can continue.

Additionally, we support the purpose of the movement to promote "white logistics" as espoused by the Japanese Ministry of Land, Infrastructure, Transport and Tourism, the Ministry of Economy, Trade and Industry and the Ministry of Agriculture, Forestry and Fisheries, and have declared six voluntary actions in total, including "reviewing the content of transportation" and "ensuring safety."

Six initiatives of the Voluntary Action Declaration

- 1 Propose and cooperate with logistics improvements**
We listen to our business partners' opinions on reducing waiting times and unloading, streamlining incidental work, etc., and proactively make proposals ourselves.
- 2 Introduction of a reservation system**
Implement a truck reservation system to reduce waiting time for cargo.
- 3 Utilization of cargo handling equipment, etc.**
We use pallets, basket carts, folding containers, returnable boxes, etc. to reduce loading and unloading times.
- 4 Optimization of inspection standards**
If appropriate and reasonable proposals are made regarding inspection methods, return conditions, etc., we will sincerely enter into discussions and proactively make our own proposals.
- 5 Safety measures during loading and unloading operations**
In order to prevent the occurrence of industrial accidents, we will clearly state safe work procedures and safety corridors, ensure safety and health through regular training, and clarify liability for damages in the event of an accident.
- 6 Cancellation or suspension of service in the event of abnormal weather, etc.**
We will not undertake unreasonable transportation when abnormal weather conditions such as typhoons, torrential rains, heavy snowfall, etc. occur or are expected to occur. We will respect the decision to cancel or suspend service in order to ensure safety.

Future Policies

With the motto, "The reason why customers choose us is because of our logistics!", all employees at the logistics center will carry out their duties with a sense of responsibility, with the mission of ensuring a stable supply to stores, and contribute to society. In addition, the top management will personally visit the site and hold discussions not only with center managers and regular employees but also with service crews to identify issues regarding operations, the work environment, and compensation, and will work to implement measures. Through this type of dialogue, we will create an environment where employees can work safely, encourage everyone to participate in improvement activities, and foster an open culture where everyone can feel free to come up with ideas.



Matsumotokiyoshi Co., Ltd.

Top Message

President and Representative Director
Takashi Matsumoto



Aiming to become a leading marketing company in the health and beauty sectors

Since the founding, based on the idea of “being dedicated to the beauty and health of people in the community,” we have promoted area dominance in the three major metropolitan areas of Kanto, Tokai, and Kansai, thereby expanding our market share.

As the core company of MatsukiyoCocokara & Co., we are leading the Group in business development, including the development of stores in new business categories that accurately respond to market needs and the promotion of digital marketing strategies that address the diversification of consumer behavior.



*As of July 1, 2024 (including 78 FC stores)
Of which, 271 stores with dispensing pharmacy, 51 stores with independent dispensing pharmacy

Name	Matsumotokiyoshi Co., Ltd.
Location	9-1 Shinmatsudo-Higashi, Matsudo-shi, Chiba 270-8501 Japan
Tel:	+81-47-344-5111 (Representative)
Established	December, 1932

Business Plans and Policies

Aiming to provide our customers with an enjoyable shopping experience, we are promoting the development and renovation of new stores with store formats based on five concepts: “standard type,” “suburban daily type,” “urban-flagship type,” “matsukiyo LAB type,” and “global type.” In this environment, with the aim of establishing a new brand image for the next generation, flagship stores including “SHIBUYA DOGENZAKA FLAG” are constantly stocking hot topics on social media, new products, and limited edition products, making them a constant source of excitement. The company is also working to “pursue uniqueness” by adopting the new “マ” (Ma) logo.

“I want to shop at Matsumotokiyoshi!” In order to create an environment in which customers think this way, we develop private brand products that more precisely reflect customer expectations, based on purchasing data obtained through contact with customers. We also differentiate ourselves from other companies with digital beauty services such as “MatsukiyoCocokara B” that solves beauty concerns of each customer, and we provide information about our products and services through various touch points such as stores and online so that customers can use our services anytime, anywhere.

Future Policies

As society as a whole becomes increasingly digitalized and customer lifestyles change, as a core company of MatsukiyoCocokara & Co., we will continue to provide various services and new shopping experiences that meet the needs of our customers by making the most of digital technology and our store network, which is one of our company’s assets. And, based on our deep analytical capabilities, which are based on our extensive contact points with customers and marketing expertise, we will continue to provide surprises and delights that will make our customers exclaim “Wow!”



PAPASU Co., Ltd.

Top Message

President and Representative Director
Ryo Kouchi



As a “convenient store for the town’s lifestyles” that provides greater peace of mind and joy, we aim to be a drugstore where customers can feel at ease with consultations by providing products and services that are closely tied to the local community and by providing the best customer service and customer support in the area

This year marks the 35th anniversary of our founding, since opening our first store in Yanaka, Taito-ku, Tokyo in November 1989.

Since its founding, the company has promoted itself as a “downtown convenience store” and has strengthened its store presence through a dominant strategy in the Jyoto and Johoku areas of Tokyo that include Adachi-ku, Arakawa-ku, and Katsushika-ku. Even after moving its headquarters to Sumida-ku, Tokyo in 2004, the company opened stores in all 23 wards of Tokyo including the Joto and Johoku districts and became part of Matsumotokiyoshi Holdings in 2006. Currently, we operate 154 stores in Tokyo, Saitama, and Kanagawa as “convenient store for the town’s lifestyles.”



*As of July 1, 2024 Of which, 18 stores with independent dispensing pharmacy

Name	PAPASU Co., Ltd.
Location	4-8-3 Yokokawa, Sumida-ku, Tokyo 130-0003 Japan
Tel:	+81-35-610-8811 (Representative)
Established	November, 1989

Business Plans and Policies

We have expanded our store network under the slogan “convenient store for the town’s lifestyles,” which is our company’s concept in the 23 wards of Tokyo. On the other hand, within the trade area there are not only drugstores but also many mini supermarkets and convenience stores, so competitiveness cannot be ensured simply by increasing the number of daily necessities and food items sold or by offering discounts.

Until now, the company has handled a large number of daily necessities and food products, however, in order to resolve our materiality of “considering the health and beauty of our customers” and realize our Group vision of “making beauty and health more delightful and accessible,” we are promoting changes to store layouts and the optimization of the number of departments to handle pharmaceuticals, cosmetics, and other products. By continuing to renovate stores to meet customer needs and strengthening the expertise of employees who handle pharmaceuticals and cosmetics, our performance has progressed smoothly. We will continue to create stores that meet the needs of the local community and our customers, aiming to be a company and store that is loved by everyone in the community.



Future Policies

Two of our company’s future priority policies are “to be loved by and contribute to local customers” and “to improve employee satisfaction.”

As a concrete action for the first point, we are working hard to meet the needs of the local community and our customers and to improve customer convenience, based on our philosophy of “putting ourselves in the customer’s shoes, working from the customer’s perspective, and striving to create a store that is loved by customers.” We believe that these accumulated efforts will ultimately lead our company “to be loved by and contribute to local customers.”

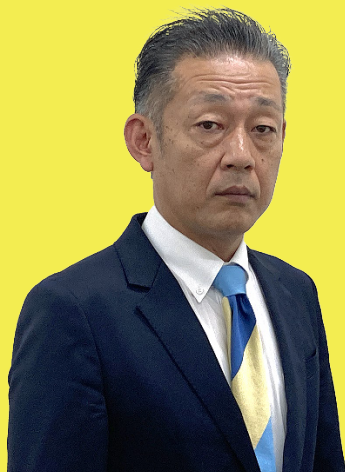
Regarding the second point, we believe that creating a comfortable working environment where employees can work and demonstrate their capabilities will lead to increase employee satisfaction. Furthermore, the key to increasing satisfaction is for headquarters and store employees to work with the same mindset, and to achieve this, we need to follow the spirit of MatsukiyoCocokara Way and move forward in the same direction. Furthermore, we recognize that it is essential for employees to communicate closely with one another.

We will continue to strive to improve the working environment so that many employees will feel happy to work for us and want to work for us for a long time, and we will become a company with high level of employee satisfaction.

Matsumotokiyoshi East Co., Ltd.

Top Message

President
Shoichi Tada



Creating stores that are close to customers and generate a lot of “thanks” reinforcing our specialization and differentiating ourselves with our focus on health and beauty

Our company has been headquartered in Sendai-shi, Miyagi since April 2014, and merged with DARUMA DRUG STORE CO., LTD. in October 2015. As of June 1, 2024, we operate a total of 182 stores, including 7 stores in Hokkaido, 86 stores in the Tohoku region, mainly in Miyagi, 55 stores in Tochigi, and 34 stores in Gunma. Our stores are of various types, including station buildings, shopping streets, shopping centers, and suburban drug stores, and we offer product proposals tailored to the needs of each location. Additionally, by taking advantage of the wide range of stores we have in Hokkaido, Tohoku, and northern Kanto, we are able to create area stores and make product proposals that are tailored to local needs and characteristics, including adjusting the timing of proposals.

Number of stores by area	Total	182 stores											
	Hokkaido	7 stores	Aomori Prefecture	6 stores	Iwate Prefecture	12 stores							
	Miyagi Prefecture	41 stores	Akita Prefecture	3 stores	Yamagata Prefecture	3 stores							
	Fukushima Prefecture	21 stores	Tochigi Prefecture	55 stores	Gunma Prefecture	34 stores							

*As of the end of July 2024

Name	Matsumotokiyoshi East Co., Ltd.
Location	Sendai MKD Building 3rd floor, 2-2-24 Chuoh, Aoba-ku, Sendai-shi, Miyagi 980-0021 Japan
Tel:	+81-22-268-1780 (Representative)
Established	October, 2006

Business Plans and Policies

Our goal is to “build a strong foundation that can compete with our competitors” and “become the No.1 profitable company in the Tohoku area.”

To achieve this, we are promoting three key initiatives. First, in terms of product strategy, we hold our own private brand products competition and use the results of that competition to develop value proposals to attract customers and thereby improve profitability. In particular, we are focusing on private brand cosmetics products, as many of these products offer new value propositions. Secondly, digital strategy involves actively acquiring group members and providing services that benefit customers, such as various sales promotions, MatsukiyoCocokara Q, prescription services, and online ledgers, in order to expand customer support. Thirdly, we will utilize our strength in sales power to provide high-quality counseling using an online ledger of counseling cosmetics, thereby offering services that cannot be found anywhere else. By promoting these initiatives to increase customer contact, we hope to create loyal customers.

As our trade area shrinks due to population decline and the opening of competing stores, we aim to build a stable management structure by proposing services that only our company can offer to our customers.

Future Policies

Our company is actively working to promote women’s participation in the workforce and has appointed 5 store managers/pharmacy managers in fiscal 2022, 6 store managers in fiscal 2023, and 2 store managers as of June 1, 2024. We are also proactively hiring people who work part-time, and the entire company is working to accommodate the increasingly diverse working styles of our employees. We also continue to use GOODWAY cards for communication, including management, to convey gratitude regardless of position, and foster a culture of praising each other for good things. We aim to be an organization where all employees have a sense of camaraderie, help each other, see things through to the end, and pave the way for the future.



Matsumotokiyoshi Kyusyu Co., Ltd.

Top Message

President and Representative Director
Hiroshi Kamimura



Differentiating ourselves from competitors through counseling capabilities with a focus on beauty, health, and wellness, and promoting the creation of stores that are chosen by customers

Our company came into being on April, 2012, as Matsumotokiyoshi Kyusyu Co., Ltd., following a name change from MIDORIYAKUHUIN Co., Ltd. This new company was created with the aim of improving management efficiency and establishing a strong system in the Kyushu area by having MIDORIYAKUHUIN Co., Ltd. succeed the drugstore business of Matsumotokiyoshi Co., Ltd. in the Kyushu area and centralizing management within the region and trade area, and is contributing to the expansion of Matsumotokiyoshi's store network in the Kyushu area. We currently have stores in northern Kyushu (Tsushima, Goto, etc.) and on remote islands in the south (Okinawa, Amami, etc.), playing a part in improving customer convenience. Another strength of our company is that we have many stores in the Fukuoka (Hakata, Tenjin) and Nagasaki (Nagasaki City, Tsushima, etc.) areas, which are popular with tourists visiting Japan.

Number of stores by area	Total	178 stores											
	Yamaguchi Prefecture	1 stores	Fukuoka Prefecture	58 stores	Saga Prefecture	4 stores							
	Nagasaki Prefecture	25 stores	Kumamoto Prefecture	12 stores	Oita Prefecture	11 stores							
	Miyazaki Prefecture	17 stores	Kagoshima Prefecture	47 stores	Okinawa Prefecture	3 stores							

*As of the end of July 2024

Name	Matsumotokiyoshi Kyusyu Co., Ltd.
Location	6-24-20 Ikura, Sawara-ku, Fukuoka-shi, Fukuoka 814-0161 Japan
Tel:	+81-92-871-1991
Established	August, 1984

Business Plans and Policies

We are formulating a business plan to open 200 stores, mainly in the Kyushu area, by the end of fiscal year 2029, and to promote increase in sales scale and operating profits. To achieve this business plan, we have set four key initiatives: 1. Expanding the company's scale through new store openings and renovations, 2. Improving store efficiency and operations with the aim of maximizing operating profits, 3. Operating locally based stores with a focus on beauty, health, and wellness, and 4. Acquiring and maximizing demand for duty-free products.

With a focus on beauty, health, and wellness, we operate locally based stores, and we believe it is important to increase contact with as many customers as possible, so we are particularly focused on initiatives for group members. There is a strong desire to acquire new group members at our stores, and we are making steady progress in acquiring new members.

For these key initiatives, we have set KPIs and formulated specific action plans (PDCA), with stores and headquarters working together to achieve them. The business environment surrounding our company is constantly changing, but we will respond flexibly to these changes and aim to achieve our business plan by implementing our four key initiatives, which are the pillars of our company.

Future Policies

There are differences in the product lineup and services that customers expect in downtown and station-front and in residential areas. We believe that our strength lies in being able to respond to these needs in a detailed manner and being a trusted, locally based drugstore for our customers. The Kyushu area has many discount stores and few companies that specialize in counseling when customers purchase cosmetics and other products, hence, we will focus on differentiating our customer service and proposing products on the sales floor and promote the creation of stores that customers will choose. Furthermore, in order to create an environment where employees can concentrate on counseling customers, we have carried out small-scale renovations aimed at improving the efficiency of store operations and have achieved some success. We will keep continuing this in the future.



Matsumotokiyoshi Kou-Shin-Etsu Co., Ltd.

Top Message

President and Representative Director
Hiroshi Ando



We are trusted by our customers as a provider of local medical care, and we make a significant contribution to the local community as an indispensable company in the fields of health and beauty. Aiming to expand area market share and become No. 1 in the region

As the company operates its drugstore business in areas nationwide where there is a high number of drugstores per population and competition is fierce, it has also been working at an early stage on a “community comprehensive care model” to support people living in the community by opening stores that offer food in addition to its strengths in health and beauty, and stores with dispensing pharmacies in areas where it can expect to meet demand. We aim to be a company that can gain support from a wide range of age groups in each region with its own unique characteristics.

Number of stores by area	Total 182 stores	Nagano Prefecture	81 stores	Toyama Prefecture	16 stores	Gifu Prefecture	1 stores
		Niigata Prefecture	47 stores	Yamanashi Prefecture	12 stores	Ishikawa Prefecture	24 stores
		Fukui Prefecture	1 stores				

*As of July 31, 2024 (including 2 FC stores)
Of which, 45 stores with dispensing pharmacy, 6 stores with independent dispensing pharmacy

Name	Matsumotokiyoshi Kou-Shin-Etsu Co., Ltd.
Location	1393-3 Tsurugamidori-cho, Nagano-shi, Nagano 380-0813 Japan
Tel:	+81-26-229-8490 (Representative)
Established	March, 1993

Business Plans and Policies

We formulate and implement business plans that are linked to the materiality of the Group. In our contribution to health and beauty, in the health field, we will promote self-medication through customer service that utilizes the high skills and specialized knowledge of our qualified employees, which is one of our strengths, and help extend the healthy life expectancy of people in the local community. In the beauty field, we will train beauty advisors by deploying our own cosmetics trainers, mainly Beauty Section Managers (BSM). Furthermore, we aim to be a store that is supported by all customers and is constantly evolving, and we will work to correct the disparities between stores so that all of our stores can provide the same high quality of service.

We are positioning our PB products, which have been developed and strengthened as part of our Group’s key strategy of “pursuing uniqueness,” as strategic products for the future. To increase awareness of our PB products, we strive to differentiate ourselves from our competitors by thoroughly communicating our sales measures to all store employees, such as holding our own sales contests, displaying products on the sales floor, and setting up intensive sales periods.

Future Policies

Even as costs increase due to inflationary pressures, we will continue to propose value-added products to our customers, focusing on private brand products, and will be the first to offer new and popular national brand products. In addition, to improve customer satisfaction (CS), we have placed CS trainers at each store and aim to become a store chosen by customers by having all employees provide friendly and courteous service.

In order to provide high-quality customer service, it is extremely important to have an environment where employees can work comfortably, so we also strive to improve employee satisfaction (ES) by listening to employees’ opinions and suggestions and making improvements. Based on the contributions of each employee, we will work to further expand our area market share by expanding the scale of our business through new store openings, reinvesting in the renovation of existing stores, and retaining customers by acquiring group members.



Matsumotokiyoshi Chu-Shikoku Co., Ltd.

Top Message

President and Representative Director
Takashi Mori



Providing community-based value while promising kindness, trust, and peace of mind. Aiming to create attractive stores to enhance corporate and brand value

Matsumotokiyoshi Chu-Shikoku Co. Ltd. was established through the merger of MORISRETAIL Co., Ltd. (5 stores at the time), which operated in Hyogo Prefecture in March 2014, LOVEDRUGS Co., Ltd. (36 stores at the time), which operated in Okayama Prefecture in October 2015, and Matsumotokiyoshi Co., Ltd. (18 stores at the time), which operated in the Chugoku-Shikoku area. As of July 1, 2024, we have a total of 87 stores and are expanding our business area by opening stores to become dominant in major areas.

Number of stores by area	Total 87 stores	Okayama Prefecture	41 stores	Ehime Prefecture	5 stores	Tottori Prefecture	2 stores
		Hyogo Prefecture	15 stores	Kagawa Prefecture	5 stores	Kochi Prefecture	1 stores
		Hiroshima Prefecture	15 stores	Tokushima Prefecture	2 stores	Yamaguchi Prefecture	1 stores

*As of the end of July 2024
Of which, 12 stores with dispensing pharmacy, 5 stores with independent dispensing pharmacy

Name	Matsumotokiyoshi Chu-Shikoku Co., Ltd.
Location	1-20-32 Fukutomi-Nishi, Minami-ku, Okayama-shi, Okayama 702-8031 Japan
Tel:	+81-86-265-4161 (Representative)
Established	October, 2012

Business Plans and Policies

Our plans and measures for fiscal 2024 include “maximizing rebates” by distributing and actively selling group campaign products and high rebate products, “maximizing gross profits” by early deployment and strengthening sales of high-profit merchandise, key products, and new products, “optimizing labor costs” by scrutinizing and managing personnel costs at each store in line with profits, reducing existing expenses (negotiating rent reductions, properly managing utility and consumable costs, and reviewing flyer costs), and “investing for growth.”

In addition, we will regularly check the progress of action plans that address our priority issues (reducing waste, individual pharmaceutical product initiatives, holding cosmetics sales contests, etc.). Furthermore, we will work to secure figures by switching to early recovery measures, improve figures for new and existing stores through sales promotion and sales floor development tailored to regional characteristics, increase the proportion of duty-free products by promoting products that take early trends into account, and increase the share of PB by clarifying sales plans (expanding sales floors and planning and implementing unique competitions).

Future Policies

Matsumotokiyoshi Chu-Shikoku Co. is committed to “employee growth” and “contribution to the local community,” both of which are key issues for the Group. For “employee development,” we will support the development of the next generation of leaders by sharing a sense of purpose and educational systems among Group companies, encouraging service crew staff to participate in group training, and building an organization that encourages the development of female managers.

In terms of “contributing to the local community,” in addition to opening stores with the aim of becoming a dominant player, we will continue to hold events that have been well received by local residents, such as “nutrition consultation sessions” and “Wow! x Kids (children’s pharmacist experience sessions).” We will also continue our social contribution activities, promoting communication with local customers and supporting their health and beauty.



Central & Matsumoto Kiyoshi Co., Ltd.

Top Message

President and Representative Director
Koichi Hirose



We have been offering attractive Japanese products to customers in Thailand, a pro-Japanese country, for nine years. Improving employees' product knowledge and customer service skills to be even more loved by Thai customers

Our company was established in August 2015 as a joint venture with Central Food Retail, a core company of the Central Group, one of the largest conglomerates in Southeast Asia.

Our biggest advantage is that we have priority to open our stores in large shopping malls operated by our joint venture partner, the Central Group. Approximately half of our stores are located in malls related to the Central Group, and our stores in shopping malls in central Bangkok are particularly popular with customers.

Number of stores by area	Total		
	28 stores		
		Bangkok metropolitan area	24 stores
		Northern Thailand (Chiang Mai Province)	2 stores
		Northeast Thailand (Nakhon Ratchasima Province)	1 stores
		Online	1 stores

*As of July 1, 2024

Name	Central & Matsumoto Kiyoshi Co., Ltd. (Thailand)
Location	18th Fl., Central Plaza Chaengwattana Office Tower Bld., 99/9 Moo 2 Chaengwattana Road, Bangtalad, Park Kret, Nonthaburi 11120, Thailand
Established	August 4, 2015

Business Plans and Policies

Our company achieved profitability in 2022. Last year we recorded an increase in both sales and profits. Currently, we aim to further expand our business in the fiscal year ending December 2024, with targets of increasing the number of stores by four compared to the previous year to 28, increasing sales by 10% and increasing profits by 13%.

Thailand has strict import regulations for pharmaceuticals, food, and other products, making it difficult to stock Japanese products in these categories and making differentiation difficult. For this reason, we are currently strengthening our differentiation from our competitors by focusing on Japanese products, especially private brand products in categories such as skin care, cosmetics, and hair care products. In terms of private brand products, we aim to achieve a 40% increase in sales compared to the previous year by introducing them on social media and providing customer service suggestions in stores. Also, online sales are growing in Thailand like in Japan, and this year our sales have so far doubled compared to last year thanks to strengthen sales approach via live streaming by employees at online stores. MatsukiyoCocokara's unique private brand products are also highly popular among Thai customers in online sales.

Future Policies

In order to ensure that Thai customers continue to patronize Matsumotokiyoshi, we will strive for a better product lineup and customer service skills. Specifically, we will continue to work on 1) increasing our product lineup including our private brand products and 2) educating employees to improve their customer service skills and improving the retention rate of store staff.

Since 2022, we have improved our profits by improving profit margins and rebate terms for national brand products, expanding private brand products and importing them ourselves, and negotiating lower store rents. For further business expansion, all employees will work together in cooperation with our Japanese headquarters to promote various initiatives.



Matsumotokiyoshi (Taiwan) Limited

Top Message

President and Representative Director
Mutsumi Shida



Promote the import, development and sale of Matsumotokiyoshi's unique products including private brands, and accelerate differentiation from our competitors

In January 2018, we established a joint venture with Taiwanese distribution giant TAI LUNG CAPITAL INC., and opened our first store in Taiwan in October of the same year. After the joint venture was dissolved in November 2019, our company became the only 100% Japanese drugstore in Taiwan as a subsidiary of Matsumotokiyoshi Group Co., Ltd. As of June 2024, we operate 24 stores, mainly in the Taipei area. Taiwan has six special municipalities (equivalent of ordinance-designated cities in Japan) with populations of over 1.25 million: Taipei City, New Taipei City, Taoyuan City, Taichung City, Tainan City, and Kaohsiung City, we currently have stores in all five of these cities except Tainan City. We opened the second store in Kaohsiung in May of this year, expanding our recognition in the south. Additionally, in 2019, we opened a new store in Hsinchu City, which is home to many IT-related companies and factories including the world's largest semiconductor foundry (TSMC), and our store has continued to achieve strong performance.

Number of stores by area	Total						
	23 stores	Taipei area	12 stores	New Taipei City area	3 stores	Taoyuan area	2 stores
		Hsinchu area	1 stores	Taichung area	3 stores	Kaohsiung area	2 stores

*One store is scheduled to open in the Taoyuan area in October *As of the end of July 2024

Name	Matsumotokiyoshi (Taiwan) Limited
Location	9F.-5, No.104, Minquan W.Rd., Datong Dist., Taipei City 103, Taiwan
Established	January 19, 2018

Business Plans and Policies

It has been seven years since we expanded into Taiwan, but for the past three years we have been facing a difficult situation due to the COVID-19 pandemic, just like other countries. During that time, we have continued to actively increase the number of stores, opening 30 stores to date (including stores that have closed). In order to increase our brand recognition in Taiwan and spread Japanese products and private brand products, we prioritize efforts to increase the number of stores. We aim to dominate the Taipei area, one of Asia's leading global cities, and will also open stores in other major cities in the central and southern regions. In addition, we will further expand the import of private brand products, which are a source of profit, and the number of SKUs (number of products handled), and simultaneously we will increase the development and release of Taiwanese-made private brand products (as of June, 7 pharmaceutical SKUs on sale), thereby leading to increased gross profits. By further expanding our private brand products and made-in-Taiwan private brand products, we will differentiate ourselves from our competitors and work to ensure that customers in both Taiwan and Japan choose Matsumotokiyoshi.

Future Policies

After COVID-19, partly due to the weak yen and cheaper travel compared to within Taiwan, more Taiwanese people now travel to Japan than before COVID-19, and the number of people shopping at Matsumotokiyoshi in Japan has also increased. Although the number of product inquiries to Matsumotokiyoshi Taiwan has suddenly increased, we are keenly aware that we still do not have all the products that meet Taiwanese customers' demands. Due to import restrictions, only a limited number of products can be imported, including not only medicines but also cosmetics and foods, and due to high tariffs, prices are currently 1.5 to 2 times higher than in Japan. However, we will create a product lineup and environment in Taiwan where customers can enjoy shopping just as they do in Japan in order to play a part in further increasing our presence in the Asian market.



MATSUMOTO KIYOSHI (HK) CO., LIMITED

Top Message

President and Representative Director
Yasunori Hayashi



“When looking to buy Japanese products in Hong Kong, Matsumotokiyoshi Hong Kong is the place to go”
We aim to be the first company that Hong Kong customers think of when they want to buy Japanese products

People in Hong Kong love Japan and its things so much that they refer to traveling to Japan as “going back to their hometown.” Matsumotokiyoshi is a drugstore that Hong Kong people often visit during their “going back to their hometown” (staying in Japan), and it is used by a surprisingly large number of people. We opened our first store in May 2022 and were visited by many more customers than we expected. Since opening our first store, we have opened 9 stores in two years steadily expanding our store network. Each store is located within famous shopping facilities in Hong Kong, and so many customers visit us every day.

Number of stores by area	Total					
	10 stores	Kowloon	4 stores	Hong Kong Island	1 stores	New Territories

*As of July 1, 2024

Name	MATSUMOTO KIYOSHI (HK) CO., LIMITED
Location	Unit 08BC, 13/F, Lippo Sun Plaza, 28 Canton Road, Tsim Sha Tsui, Kowloon, Hong Kong
Established	July 25, 2007

Business Plans and Policies

We aim to become the first company that Hong Kong people think “when looking to buy Japanese products, Matsumotokiyoshi Hong Kong.”

Our store’s concept is “A Matsumotokiyoshi store in Hong Kong just like in Japan,” and the store’s shelf layout and displays were set with reference to central Tokyo stores, and promotional materials are also from Japan, so that customers in Hong Kong can feel the atmosphere of the Japanese Matsumotokiyoshi store.

As for our products, the products only available from our company are highly popular among customers in Hong Kong. Specifically, we carry private label products (including products with the “Magicoco” mark) imported directly from Japan, as well as national brand products that have not yet been released in Hong Kong, which differentiates our store from other stores.

* “Magicoco” is a mark used on original standard products exclusive to MatsukiyoCocokara & Co., which were jointly developed with major manufacturers. The meaning behind this is “Only available at Matsumotokiyoshi and Cocokara Fine (Seriously, you can only get it here!)”

Future Policies

Hong Kong is home to approximately 7 million people in an area half the size of Tokyo, and its population density is about 20 times that of Japan. It is a global financial hub with a GDP per capita about 1.5 times that of Japan, and where people with a lot of potential purchasing power live. Two years have passed since we opened our first store in Hong Kong, and we currently have 10 stores in total, but we believe there is still plenty of room to open more. Under the slogan “when looking to buy Japanese products in Hong Kong, Matsumotokiyoshi Hong Kong is the place to go,” we will continue to open new stores in the future so that even more customers can use our services.



MATSUMOTO KIYOSHI VIETNAM JOINT STOCK COMPANY

Top Message

President and Representative Director
Hiroki Miyaoka



In the developing country of Vietnam, we aim to expand our brand recognition by strengthening the lineup of Japanese products including private brand products, and differentiating ourselves through customer service

In July 2020, we established a joint venture with Lotus Food Group Joint Stock Company of Vietnam for the purpose of developing our drugstore business, and in October 2020, we opened our first store in Ho Chi Minh’s District 1. We expanded into Hanoi in September 2023 and now operate 8 stores as of the end of May 2024. Our strength is that we handle many popular Japanese products, allowing us to propose health foods and cosmetics that suit the Vietnamese lifestyle. We aim to create stores with a wide range of products, where customers can enjoy shopping by actually seeing and holding the products.

Number of stores by area	Total				
	8 stores	Ho Chi Minh	6 stores	Hanoi	2 stores

*As of the end of July 2024

Name	MATSUMOTO KIYOSHI VIETNAM JOINT STOCK COMPANY
Location	No. 9-9A No Trang Long Street, Ward 7, Binh Thanh District, Ho Chi Minh City, Vietnam
Established	July 1, 2020

Business Plans and Policies

Vietnam’s GDP growth rate is expected to be 5.05% in 2023, which is among the highest growth rates in Southeast Asia and is attracting franchises from around the world to open and expand in this country. In this environment, we opened 2 stores in Hanoi in 2023.

Vietnam’s two largest cities, Hanoi and Ho Chi Minh City, each have a population of approximately 9 million and are the country’s economic centers. By opening stores in these two major cities early and conducting marketing activities, we will increase awareness of the Matsukiyo brand within Vietnam.

In addition, as a unique initiative of our company, we hold sales competitions for store staff, focusing on Japanese products, in order to improve profitability and customer service levels. The important thing through this initiative is that store employees gain product knowledge and can provide more in-depth advice. We aim to create stores where we not only study the body and skin, and just explain product features, but also advise our customers and provide them with the latest information on health and beauty.

Future Policies

We have plan to open new stores mainly in the two major cities and to increase awareness of the Matsukiyo brand by expanding our e-commerce business. We will propose new added value centered on our products and create stores and brand where Vietnamese customers can think, “Whenever you go to Matsukiyo, you’ll find new products and surprises.” Additionally, training local employees in Vietnam is a great asset for our growth. By further disseminating the MatsukiyoCocokara WAY, we will work to unify the awareness of employees in Japan and Vietnam and improve our work level mutually.



MATSUMOTOKIYOSHI GUAM CO.,LTD.

Top Message

President and Representative Director
Tomoyuki Kataoka



First store to open in Guam in April 2024 Matsumotokiyoshi stores expands to five areas overseas, further advancing global business

Our first store, Matsumotokiyoshi Guam, opened in April 2024. This store is located in the Village of Donki Mall, one of the largest in Guam near Guam International Airport (Antonio B. Won Pat International Airport).

Located within a commercial facility visited by many customers, our store stocks approximately 4,000 SKU*, mainly including imported products from Japan and MatsukiyoCocokara private brand products, so we can attract both local residents and many tourists.

SKU: Number of products handled

Name	MATSUMOTOKIYOSHI GUAM CO.,LTD.
Location	Suite 117 Village of Donki, 120 Route 10A, Tamuning, Guam 96913
Established	February, 2023

Business Plans and Policies

We provide a wide range of products and services, mainly medicines, health foods, cosmetics, daily necessities, and food, to Guam's 160,000 residents and over 600,000 tourists annually. We will utilize our product development knowledge that is popular in Guam, as well as the know-how we have accumulated through our global store expansion originating from Japan, in order to quickly establish a business base in Guam.

First of all, based on our concept, "bringing Matsumotokiyoshi to Guam just as it is in Japan," we are creating and displaying shelves based on the same layout as used in stores in Japanese urban areas, and using the same promotional materials as we do in Japan. By doing so, we create stores where customers can feel as if they have "stopped by a Matsumotokiyoshi in Japan." In addition, products only available in our stores have been particularly popular with customers, so we believe that selling private label products imported directly from Japan makes difference compared to our competitors.

Future Policies

Although the population of Guam is 160,000, tourism, the main industry, accounts for 70% of the total, and tourist spending become a significant contributor to Guam's economy.

While the number of tourists was estimated at 600,000 in 2023, it is predicted to reach 800,000 in 2024. As the impact of the COVID-19 has subsided, the number of visitors to the island is on the rise. Now 80% of them are from Japan and South Korea.

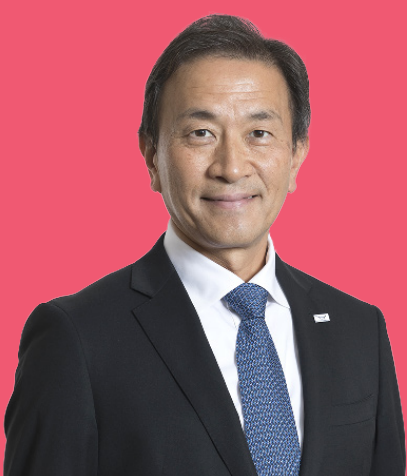
We will continue to develop our store business in Guam, providing high-quality, high-added-value "made in Japan" products and private brand products to local residents, and making them accessible to tourists and many other customers.



Cocokara fine Healthcare Inc.

Top Message

President and Representative Director
Atsushi Tsukamoto



Leading the industry by providing a superior shopping experience to our competitors Aiming to be a company with high customer satisfaction

As a member of the Cocokarafine Group, we operate approximately 1,400 drugstores and dispensing pharmacies from Hokkaido to Okinawa. Based on our Group philosophy of "Creating the future "normal" and innovating lifestyles," we aim to pursue the health and beauty of our customers and patients and play an important role in the Community-based Integrated Care System. We also focus on supporting the health of our employees and strive to create a Well-Being society, and we also keep in mind our original goal of "making our customers happy" and strive to provide hospitality that is tailored to each individual customer.

Number of stores by area	Total	Hokkaido and Tohoku	37 stores	Kanto	447 stores
	1,469 stores	Kou-Shin-Etsu and Hokuriku	64 stores	Tokai	206 stores
		Kansai	527 stores	Chugoku and Shikoku	83 stores
		Kyushu (Okinawa)	105 stores		

*As of the end of July 2024
Of which, 174 stores with dispensing pharmacy, 542 stores with independent dispensing pharmacy

Name	Cocokarafine Healthcare Inc.
Location	Inotech Bldg., 3-17-6 Shinyokohama, Kohoku-ku, Yokohama, Kanagawa, 222-0033 Japan
Tel:	+81-45-548-5929 (Representative)
Established	April 1, 2008

Business Plans and Policies

We have over 1,400 stores nationwide, and operate stores in four different formats "urban type," "shopping-street type," "residential-area type," and "suburban type" with the aim of becoming core facilities for self-medication and self-care in the local community. Taking advantage of the strengths of being a "close and convenient" store, we are strengthening our lineup of products necessary for daily life, with a focus on pharmaceuticals and cosmetics. In addition to offering a selection of products that meet our customers' health and beauty needs, we are creating stores that emphasize convenience and can solve their problems.

With a focus on providing high-value-added services through specialized knowledge and counseling, we are expanding our dispensing pharmacies and working to create health support pharmacies and family pharmacies in collaboration with medical institutions. We also focus on training "community-based family pharmacists" through safe and accurate dispensing procedures, medication instructions, home medical care, and collaboration with highly specialized medical institutions. Through these efforts, we are able to respond to the needs of local residents in a detailed manner and have established a system in which they can come to us for advice with trust.

Future Policies

We will continue to expand our store network. Utilizing digital transformation, one of MatsukiyoCocokara & Co.'s strengths, the company will further strengthen sales of health and beauty category products and private brand products, improve its store management system, and focus on digital sales promotion to provide a shopping environment that is tailored to each individual customer and high-added-value services to solve their health and beauty concerns. Additionally, by linking our drugstore business, pharmacy business, and nursing care business within the same group to build a healthcare network, we aim to enhance regional medical cooperation and contribute to extending the healthy lifespan of people in the local community.



IWASAKI KOHKENDO Co., Ltd.

Top Message

President and Representative Director
Kosei Uenoyama



In our 136th year since our founding, we aim to maximize operating profits by improving our profit structure and managing our business more efficiently, with the theme of “Supporting the health and beauty of our customers”

This year marks the 136th year since our founding, and since then, as a company with deep roots in Yamaguchi, we have supported the “health and beauty” of our customers. It has long been affectionately known as “IWA-chan” and currently operates a total of 63 stores, mainly in Yamaguchi. With the theme of “Making health and beauty more delightful and accessible”, we are creating more convenient and enjoyable stores, and our ability to provide counseling that responds to customer concerns is one of our strengths that sets us apart from our competitors.

In addition to pharmaceuticals and cosmetics, we also handle a wide range of daily necessities and food, aiming to create a store where customers can do one-stop shopping. Another notable feature is that food products account for approximately 30% of total sales by category.

Number of stores by area	Total		
	63 stores	Yamaguchi Prefecture	56 stores
		Hiroshima Prefecture	7 stores

*As of end of July 2024

Name	IWASAKI KOHKENDO Co., Ltd.
Location	5636-5 Shimo-Ichinoide, Shunan, Yamaguchi, 745-0882 Japan
Tel:	+81-83-422-8980
Established	January 11, 1968

Business Plans and Policies

In Yamaguchi, there is still a lot of land available for new stores, so large drug stores and rival drug stores have been opening one after another, and competition has intensified over the past few years. On the other hand, Yamaguchi’s aging rate is high at 35.2% (FY2023), and the trade area population per store in Yamaguchi has been decreasing year by year, making the environment surrounding the retail industry increasingly harsh. In order to enhance our competitive position, we have positioned “improving our profit structure” as our top priority, and are implementing measures such as “increasing the ratio of private brand products,” “developing products that strengthen health and beauty,” “reducing waste,” and “controlling sales and administrative expenses.”

In order to “increase the ratio of private brand products,” we aim to raise their sales ratio to 10% or more and we are working to achieve this goal by proactively introducing new group private products, strengthening sales floor layouts, and implementing weekly and monthly campaigns. In addition, with regard to products that strengthen health and beauty, we hope to increase the number of IWA-chan fans by acquiring customers through our products.

Future Policies

In order to maintain and increase sales and customer numbers, we have positioned the acquisition of new IWA-chan card (our original card) members, retention of existing customers, and “deepening ties with customers” by acquiring IWA-chan LINE subscribers as important measures and will focus on these as priority initiatives. We also plan to focus on training employees to improve their customer service skills so that they can provide personalized service and hospitality, and to use this to develop our human resources.

Furthermore, because improving our revenue structure and efficient management are essential to maximizing operating profits, we will not be bound by conventional thinking, but will instead identify any “unreasonableness, waste, and unevenness” in our operations and proactively work to improve efficiency.



CFIZ Co., Ltd.

Top Message

President and Representative Director
Kazuaki Nakayama



To be a company that puts the customer first
— By promoting management efficiency, the company aims to achieve continuous increases in revenue and profits since its founding —

Our company was established in 2020 as a joint venture between Cocokara fine Co., Ltd. and H₂O Retailing Corp. We combine the best of drugstores’ strengths of pharmaceuticals and general cosmetics with the strengths of GMS (general supermarkets) of daily necessities and cosmetics with consultation services to create stores that customers will be pleased with.

The sales ratio of health and beauty products is high at approximately 70%, and counseling cosmetics account for more than twice the sales ratio of other Group companies. In fiscal 2024, we will further promote the management efficiency we have cultivated to date, and focus on new digital transformation initiatives aimed at improving the experience value of our customers, aiming to become the store that is most needed in the local area.

Number of stores by area	Total						
	33 stores	Osaka	17 stores	Kyoto	7 stores	Hyogo Prefecture	6 stores
		Nara Prefecture	2 stores	Wakayama Prefecture	1 stores		

*As of end of July 2024

Name	CFIZ Co., Ltd.
Location	8F Semba ST Bldg., 2-7-30 Minami-Semba, Chuo-ku, Osaka, 542-0081 Japan
Tel:	+81-662-65-0125
Established	April 1, 2020

Business Plans and Policies

Since our founding, we have continued to increase our sales and profits by promoting the Group’s domestic strategic themes of “pursuit of convenience,” “pursuit of uniqueness,” and “pursuit of specialization” as well as our key strategies. We will continue to promote these initiatives in the future to build a stronger management structure.

Key Strategies

- 1 As foot traffic recovers after the COVID-19 pandemic, we plan to strengthen its strong cosmetics category and revitalize existing stores
- 2 Improve the usage rate of the MatsukiyoCocokara official app in order to acquire group members and retain customers
- 3 The digital beauty service “MatsukiyoCocokara B” will provide customers with a special experience and increase customer satisfaction in the cosmetics field
- 4 Work to improve key indicators such as private label product rate, out-of-stock rate, and loss rate
- 5 Hold study sessions to contribute to improving the expertise of pharmacists and registered salespeople
- 6 Aim to further improve man-hour efficiency by allocating appropriate personnel

Future Policies

In addition to the role of drugstores, which is to promote self-medication and provide sales consultations by experts, we hope to improve the experience of our customers by proactively disseminating information on beauty and health and by using data to create new forms of communication, thereby establishing ourselves as the first point of contact for health-related matters. Furthermore, it is people who will make this happen, and we believe that it is essential for every employee to understand our customers.

We will develop staff who can act with the customer’s best interests in mind, so that our customers’ lives can become more convenient and enjoyable, and we will realize our Group management philosophy of “Creating the future “normal” and innovating lifestyles.”



FINECARE Inc.

Top Message

President and Representative Director
Kazushi Tsunefuji



By providing value (services) through people, we aim to create well-being for users, their families, and employees, and to improve the quality of life of residents through safe, secure, and reliable services

We operate 32 stores, mainly in the Tama (western Tokyo) and western Saitama areas, and provide a variety of nursing care services, including in-patient (facility) care, day care (day service), visiting nursing care, visiting care, and home care support. All these services require collaboration across multiple professions, including MatsukiyoCocokara store staff, local comprehensive support centers, government agencies, doctors, nurses, pharmacists, and more. In particular, by strengthening the collaboration between drug stores, dispensing, and nursing care, it will be possible to support the elderly at a wide range of life stages, from prevention to pre-illness, illness, nursing care, and end-of-life care. Going forward, we will continue to respond flexibly to changes in the times, and contribute to local communities as a company that plays a part in the Community-based Integrated Care System, aiming to create a society where elderly people can continue to live safely in the towns they are familiar with.

Name	FINECARE Inc.
Location	2F, 2-2-1 Buzo, Minami-ku, Saitama, Saitama, 336-0025 Japan
Tel:	+81-48-710-6750
Established	September 25, 2002

Business Plans and Policies

The nursing care industry is facing a chronic shortage of personnel, and securing and developing personnel is also a top priority for our company. In order to address these issues, we will continue to strategically recruit and also work to develop human resources with a focus on promoting the active participation of women, while further strengthening our collaboration with MatsukiyoCocokara & Co.'s Human Resources Department.

The business plan is to concentrate management resources on the day service and home care support segments, and expanding scale through new openings and relocations of offices. Additionally, within our facilities, MatsukiyoCocokara & Co. pharmacists have been working to promote collaboration within the Group, including dispensing medication, distributing medication, providing medication support, and providing medication guidance and by further strengthening this collaboration, we aim to improve the Group's brand value.

To ensure stable business operations, it is necessary to strengthen the headquarters organization's structure with a focus on standardizing operations as well as compliance adherence and managing risks. We will proceed with the development and revision of operational procedures and business manuals, while at the same time building an auditing function and mechanisms to verify their effectiveness.

Future Policies

Our medium to long-term theme is "pursuing the ideal state for each workplace." With ensuring profits as our primary premise, we will clarify the ideal business establishment model that we should aim for in the future for each segment, and work to realize this by achieving the ideal staffing for each business establishment.

In terms of profitability, we will continue to thoroughly manage KPIs by segment, as we have done in the past. We will strengthen support for offices and guidance on improving operations from headquarters and managers, and also work to reduce overtime hours by improving work efficiency. We will also proactively work to improve employee treatment, seek sustainable evolution of the nursing care business within the Group, and realize stable business operations.



Aianju Co., Ltd.

Top Message

President and Representative Director
Takashi Sunaga



Promoting collaboration within the Group to support the community through rental and sales of welfare equipment and barrier-free renovations, and working to build a Community-based Integrated Care model

We operate 16 stores in the Tokai, Kinki, and Kanto areas, with a focus on the Tokai region. We handle everything from the rental and sale of welfare equipment to barrier-free renovations, and our strength is our ability to provide total support tailored to our customers' needs. We introduce welfare equipment as something casual and familiar to people, and work to help local people live healthy lives with a smile on their faces.

A nursing care shop has been opened in a medical complex operated by the Cocokarafine Group on the grounds of the Osaka Habikino Medical Center, which opened in May 2023, and the Group is working to create a new store model that supports people returning home through collaboration between medical care and nursing care.

Name	Aianju Co., Ltd.
Location	2112-28 Onogi, Iga, Mie, 518-0033 Japan
Tel:	+81-595-20-1781
Established	December 25, 2002

Business Plans and Policies

For the past three years, we have been working to improve the profitability of our rental business by increasing the proportion of our own rental products, proposing added value, and proposing combinations with barrier-free renovations, and the results are clearly visible. In fiscal 2024, we will continue these efforts and work to improve our profitability. Additionally, we will make full use of the newly launched welfare equipment rental business support system, aiming to improve operational efficiency by transforming our sales style. In addition, in order to improve the quality of our services, we will also be moving forward with dividing up the work of welfare equipment specialist consultants.

By responding flexibly to market and customer demands, such as by providing fitting support specialized in after-sales follow-up for customers and sales representatives who respond quickly to requests from care managers, we will strive to become a one-of-a-kind presence in each region.

Future Policies

Our company not only rents and sells welfare equipment, but also proactively participates in local events as an opportunity to let people know about welfare equipment, and has built close relationships with local people. Through these connections with local communities, we play a role in supporting nursing care prevention activities. We also donate wheelchairs that are no longer suitable for the rental market because they are out of date or for other reasons to nursing homes, hospitals, and elementary schools.

As a company that plays an important role in Community-based Integrated Care, we will continue to promote the above activities step by step. We will continue to provide peace of mind and joy to the lives of people in the local community.





MatsukiyoCocokara & Co.

MatsukiyoCocokara & Co.

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