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February 13, 2026

Company name: MatsukiyoCocokara & Co.
Listing: Prime Market, Tokyo Stock Exchange
Stock code: 3088
Representative: Kiyoo Matsumoto,
President and Representative Director
Contact: Akio Ishibashi,
Managing Director,
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Announcement of Changes in Representative Director, Directors, Executive Officers, and Officers of Group Companies

We hereby announce that our Board of Directors has resolved, at its meeting held on February 13, 2026, to implement changes in Representative Director, Directors, and Executive Officers, as well as changes in Officers of Group Companies, effective April 1, 2026, as detailed below.

Details

I. MatsukiyoCocokara & Co.

1) Changes in Representative Director and Directors

(Effective Date: April 1, 2026)

Name	New Position	Current Position
Takashi Matsumoto	Representative Director and Executive Vice President, Executive Director of Group Sales Planning; concurrently Director of Sales Strategy Office and Director of Sales Support Strategy Office	Representative Director and Senior Managing Director, Executive Director of Group Sales Planning; concurrently Director of Sales Strategy Office and Director of Sales Support Strategy Office
Shingo Obe	Senior Managing Director, Executive Director of Group Management Administration; concurrently Director of Financial Strategy Office	Managing Director, Executive Director of Group Management Administration

II) Changes in Executive Officers

(Effective Date: April 1, 2026)

Name	New Position	Current Position
Taro Yamauchi	Executive Officer, Executive Director of Group Sales Planning, responsible for Product Strategy, Sales Strategy Office	Executive Officer, Executive Director of Group Sales Planning; General Manager in charge of Product Strategy, Sales Strategy Office
Hiroshi Nishida	(Resigned)	Executive Officer, Executive Director of Group Management Administration; Director of Financial Strategy Office
Kei Aoki	(Resigned) MCC Management Co., Ltd. Executive Officer, General Manager of Human Resources Development Department, Administration Headquarters	Executive Officer, Executive Director of Group Sales Planning; General Manager in charge of Wellness Strategy, Wellness Strategy Office MCC Management Co., Ltd. Executive Officer, General Manager of Dispensing Business Department, Wellness Business Promotion Headquarters
Daiki Matsuura	(Resigned) MCC Management Co., Ltd. Executive Officer, General Manager of Dispensing Support Business Department, Wellness Business Promotion Headquarters	Executive Officer, Executive Director of Group Sales Planning; General Manager in charge of Wellness Strategy, Wellness Strategy Office MCC Management Co., Ltd. Executive Officer, General Manager of Dispensing Support Business Department, Wellness Business Promotion Headquarters

II. MCC Management Co., Ltd.

I) Changes in Executive Officers

(Effective Date: April 1, 2026)

Name	New Position	Current Position
Kei Aoki	Executive Officer, General Manager of Human Resources Development Department, Administration Headquarters	Executive Officer, General Manager of Dispensing Business Department, Wellness Business Promotion Headquarters
Yasuhiro Okada	Executive Officer, General Manager of Overseas Business Department, & FC Business Department Sales Planning Headquarters	General Manager of FC Business Department and Dedicated General Manager of Overseas Business Development, Overseas Business Department, Sales Planning Headquarters
Taeko Hatsushika	Executive Officer, General Manager of Dispensing Business Department, Wellness Business Promotion Headquarters and in Charge of Specialized Human Resources Development, Administration Headquarters	General Manager, Human Resources Development Department, Administration Headquarters
Hiroshi Nishida	(Resigned)	Executive Officer, General Manager of Finance & Accounting Department, Administration Headquarters

II) Changes in Key Personnel

(Effective Date: April 1, 2026)

Name	New Position	Current Position
Takehiko Ishida	General Manager of IT Department, IT & Logistics Promotion Headquarters	Deputy General Manager of IT Department, IT & Logistics Promotion Headquarters
Nobufumi Sato	Senior Manager of Overseas Subsidiary Support and Financial Planning, Corporate Administration Headquarters	Senior Manager of Overseas Subsidiary Support, Corporate Administration Division, and Senior Manager of Finance & Accounting, Finance & Accounting Department.
Yasumasa Harada	Deputy General Manager, Finance & Accounting Department, Corporate Administration Headquarters	Deputy General Manager in charge of Finance and Accounting, Finance & Accounting Department, Corporate Administration Headquarters
Yasunori Hayashi	General Manager, Regional Head of Hong Kong and Taiwan, Overseas Business Department, Sales Planning Headquarters	Deputy General Manager of Overseas Business Department, Sales Planning Headquarters

III. Executive Personnel Changes at Matsumotokiyoshi Group Co., Ltd.

(Effective Date: April 1, 2026)

Name	New Position	Current Position
Takashi Matsumoto	Executive Vice President, Administration	Senior Managing Director
Takashi Matsuda	Director, in charge of Sales Management	—
Shingo Obe	(Resigned)	Director, in charge of Corporate Management
Akio Ishibashi	(Resigned)	Director, in charge of Sales Management

IV. And Company Co., Ltd.

I) Organizational Changes

With the aim of strengthening the new corporate management system and ensuring smooth business operations, we will enhance the decision-making support functions for executives and institutionalize the functions of "Corporate Management" and "Sales Management."

II) Executive Personnel Changes

(Effective Date: April 1, 2026)

Name	New Position	Current Position
Shingo Obe	Director, in charge of Corporate Management	Director
Takashi Matsuda	Director, in charge of Sales Management	Director

V. Executive Personnel Changes at Matsumotokiyoshi Co., Ltd.

(Effective Date: April 1, 2026)

Name	New Position	Current Position
Hiroshi Nishida	(Resigned)	Non-executive Director, in charge of Administration

VI. Executive Personnel Changes at PAPASU Co., Ltd.

(Effective Date: April 1, 2026)

Name	New Position	Current Position
Daisuke Kaneko	Non-executive Director	—
Kei Aoki	(Resigned)	Non-executive Director

VII. Executive Personnel Changes at Matsumotokiyoshi Asset Management Co., Ltd.

(Effective Date: April 1, 2026)

Name	New Position	Current Position
Yasumasa Harada	Non-executive Director	—
Hiroshi Nishida	(Resigned)	Non-executive Director

VIII. Executive Personnel Changes at T.M.C. Co., Ltd.

Due to intra-group reorganization (absorption-type merger by Matsumotokiyoshi Co., Ltd.)

(Effective Date: April 1, 2026)

Name	New Position	Current Position
Daisuke Kaneko	(Resigned)	Representative Director, President
Satoshi Kuramoto	(Resigned)	Non-executive Director
Fumihiro Nakajima	(Resigned)	Non-executive Director
Yoshiaki Oyake	(Resigned)	Non-executive Corporate Auditor

IX. Executive Personnel Changes at MATSUMOTO KIYOSHI VIETNAM JOINT STOCK COMPANY

(Effective Date: April 1, 2026)

Name	New Position	Current Position
Nobufumi Sato	Non-executive Director	—
Hiroshi Nishida	(Resigned)	Non-executive Director

X. Executive Personnel Changes at IWASAKI KOHKENDO Co., Ltd.

Due to intra-group reorganization (absorption-type merger by Cocokarafine Healthcare Inc.)

(Effective Date: April 1, 2026)

Name	New Position	Current Position
Kosei Uenoyama	(Resigned) MCC Management Co., Ltd. Senior Manager, Chushikoku & Kyushu Store Development, Store Development Department, Store Development Headquarters	Representative Director, President
Masashi Takano	(Resigned)	Non-executive Director
Satoshi Imatomi	(Resigned)	Non-executive Director
Yoshio Igarashi	(Resigned)	Non-executive Corporate Auditor