

This document is a translation of the original Japanese document for reference purposes only. In the event of any discrepancy between this document and the Japanese original, the original shall prevail.



September 17, 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,
Head of Group Management Planning
TEL: +81-3-6672-7808

Notice Regarding the Publication of Integrated Report 2026

MatsukiyoCocokara & Co. (Head office: Bunkyo-ku, Tokyo, President and Representative Director: Kiyoo Matsumoto) hereby announces that it has published its Integrated Report 2026.

1. Overview

This report highlights our value-creation mechanism that turns proprietary strengths into profitability, driven by value generated from our over 170 million customer touchpoints (data) and employees who embody our shared Group values and action standards (MatsukiyoCocokara WAY). It presents our growth story as we continue to evolve beyond the traditional drugstore framework.

Specifically, we have expanded and visualized our initiatives toward sustainable corporate value enhancement around the following key pillars:

(1) Visibility of Strengths

- Clarifies the comprehensive picture and concrete case studies of our Platform Business.
- Outlines our Dynamic Human Resource Portfolio Strategy and its development plans, directly linked to strengthening our overall earning power.

(2) Reproducibility of Growth

- Defines the M&A and alliance policies under our federation initiatives, alongside a hands-on support structure for newly joined Group companies.
- Updates the narrative that connects material issue resolution to revenue, growth, and cost of capital (Value Creation Process & Correlation Map for Financial and Non-Financial KPIs).

(3) Effectiveness of Governance

- Reinforces "proactive governance" by disclosing appointment criteria for all directors and showcasing supervisory oversight through Outside Director Messages.
- Provides concrete details on the succession plan (next-generation management training framework and CEO selection criteria), along with enhanced cybersecurity and AI governance structures.

Key Highlights

- **President's Message:** Review of performance to date and future outlook for further growth leveraging proprietary strengths.
- **Visibility of Strengths:** Platform business overview and case studies; Dynamic HR Portfolio Strategy and development plans.
- **Reproducibility of Growth:** M&A/alliance policy and hands-on support framework; updated story linking materiality resolution to revenue, growth, and cost of capital.
- **Effectiveness of Governance:** Director selection standards, messages from Outside Directors, succession planning (including CEO selection criteria), and structures for cybersecurity and AI governance.

2. Access and QR Code for Integrated Report 2026

Please visit the link below or scan the QR code:

https://www.matsukiycocokara.com/en/sustainability/integrated_report/



3. Future Outlook

Guided by our Group philosophy of “Creating the future ‘normal’ and innovating lifestyles,” we will accelerate initiatives to convert our proprietary intangible assets into profitability. Going forward, we remain dedicated to maintaining highly transparent disclosures and enhancing corporate value through ongoing dialogue with all stakeholders.

[Reference] Our Sustainability Information

- [Sustainability | MatsukiyoCocokara & Co.](#)
- [Integrated Report | MatsukiyoCocokara & Co.](#)