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#### **Notice of Formulation of Business Plan “To Become a Global Destination”**

Matsuya Co., Ltd. (the “Company”) hereby announces that it has formulated a new Business Plan “To Become a Global Destination” (hereinafter, “the Plan”).

Under the Plan, the Company will abolish its previous three-year medium-term business plans and, while adapting to rapidly changing times with a long-term perspective extending to fiscal 2050, steadily achieve single-year targets and aim for growth.

As milestones leading to fiscal 2050, we have set two phases for the period until fiscal 2030. In Phase I, from fiscal 2025 to fiscal 2027, the Company will strengthen its partnership with MATSUYA GINZA.com Co., Ltd. and promote an omni-channel strategy. The aim of this strategy is to offer customers in Japan and overseas greater convenience and exciting experiences. At the same time, the Company will invest in stores, IT systems, real estate, and personnel in its efforts to strengthen its business foundations. In Phase II, from fiscal 2028 to fiscal 2030, building on the foundations laid in Phase I, the Company will maximize the effects of its investments to date and aim for sustainable growth.

The Company will work to achieve its targets in its aim to become a company that pursues economic value while simultaneously creating unique social value as an urban department store that is closely connected to Ginza and Asakusa and a regional department store in Tokyo.

Please refer to the presentation materials for the Plan, which have been posted in the IR Library of the Company’s website (Japanese only).

<https://www.matsuya.com/corp/ir/>