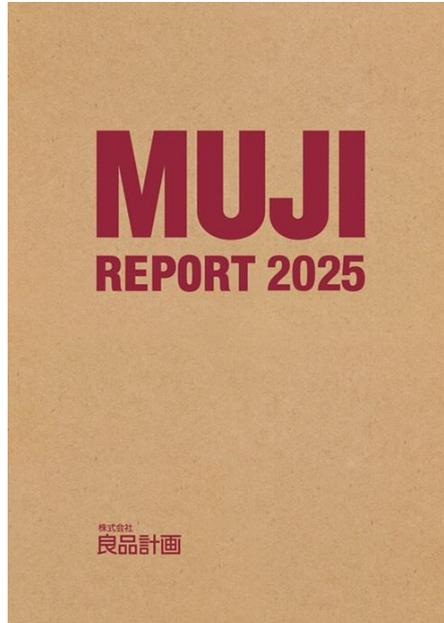


February 18th, 2026

MUJI Releases English Version of Integrated Report, "MUJI REPORT 2025"



Ryohin Keikaku Co., Ltd. (Bunkyo-ku, Tokyo / President: Satoshi Shimizu) has released the English version of its integrated report, "MUJI REPORT 2025" (93 pages). The Japanese version was published on January 9, 2026, and the English version is now available on the company's corporate site.

"MUJI REPORT" is a publication that introduces financial and non-financial (sustainability) information centered on the four material issues set by Ryohin Keikaku, which aims to be a top runner in ESG management. This report comprehensively details management policies and business strategies for medium- to long-term value creation, along with initiatives and achievements in environmental, social, and governance (ESG) areas. It has been published since the fiscal year ended August 2021 with the aim of appropriately disclosing Ryohin Keikaku's current status and future direction to stakeholders and fostering dialogue.

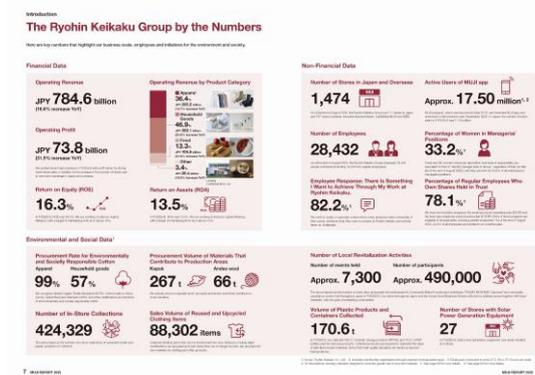
This edition further enhances information on financial strategy and the business strategy for overseas operations currently under expansion. It also introduces the progress and future strategies based on the "Eight Drivers for Growth," the concrete measures for global growth outlined starting with the fiscal year ended August 31, 2025, through interviews with responsible officers.

For details, please refer to [MUJI REPORT \(Integrated Report\)](#) on our corporate site.

■ Main Contents of MUJI REPORT 2025

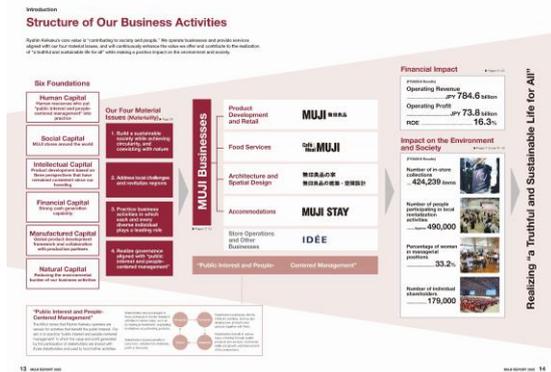
The Ryohin Keikaku Group by Numbers

This section reports on Ryohin Keikaku's financial, non-financial, and environmental/social performance through numerical data.



Our Businesses

This section illustrates Ryohin Keikaku's value creation story through process diagrams. It shows how we pursue sustainable value enhancement and create a positive impact on the environment/society, realizing "a truthful and sustainable life for all" aligned with our four material issues.



Message from the President

This section explains the strategies for achieving the revenue targets set for the three-year period starting with the fiscal year ending August 31, 2026, along with specific measures for realizing the Company's global growth.

Message from the President

Our business ideas are born out of the MUJI concept. Winning the approval of customers with our products, services and other businesses is the basis of our growth.

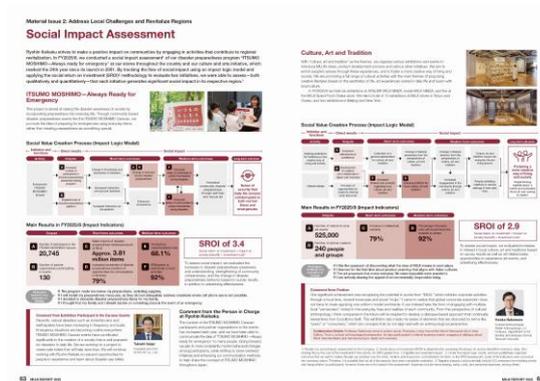
Satoshi Shimizu
President, Ryohin Keikaku Co., Ltd.

By combining the success of our reforms with MUJI's core strengths, we will continue to grow steadily based on a down-to-earth management style. We will continue to expand our business globally, and we will continue to grow steadily based on a down-to-earth management style. We will continue to expand our business globally, and we will continue to grow steadily based on a down-to-earth management style.

We are aiming for operating revenue of JPY 1 billion, operating profit of JPY 100 billion and an operating profit margin of 10%.

Social Impact Assessment

For the fiscal year ended August 31, 2025, we assessed the social impact of our disaster preparedness initiatives and events centered on culture, art, and tradition using the Social Return on Investment (SROI) methodology. We created and published impact logic models for these two initiatives, more clearly demonstrating the value our activities bring to society.



Conversation between Independent Directors

Two independent directors of Ryohin Keikaku reflect on the Company's corporate activities from their respective perspectives and discuss key points for the future global growth in a dialogue format.



Through this report, Ryohin Keikaku aims to deepen stakeholders' understanding of its corporate activities and to improve its corporate value over the long term by incorporating the opinions and feedback received through dialogue with stakeholders into its corporate activities.

For media inquiries, please contact: Public Relations Department, Ryohin Keikaku Co., Ltd.
Email: rk-pr@co.jp