良品計画
RYOHIN KEIKAKU

ESG Briefing 2026

Climate Change Mitigation and Resource Circulation Initiatives Across the Product Lifecycle

September 10, 2026

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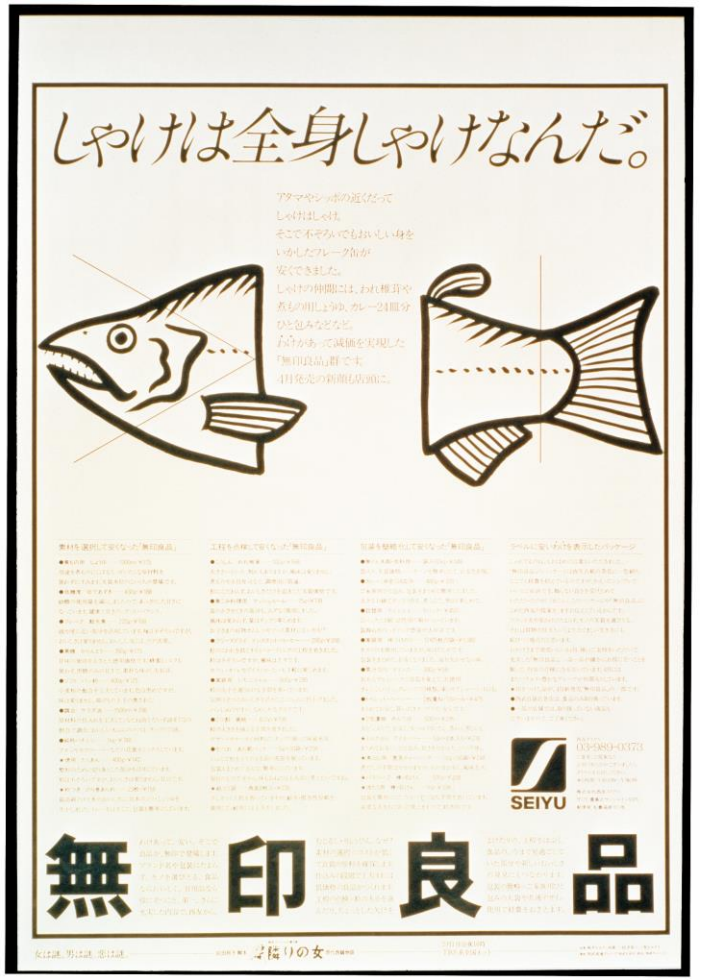
ESG Management as a Core Business Strategy

Hirotaka Takahashi
Director & Senior Executive Officer

MUJI Was Founded Before “Sustainability” and “ESG” Became Common Words

MUJI was born in 1980 as an antithesis to the mass consumption society.

無印良品



The World MUJI Aims to Create

Simplicity should not be made inferior to extravagance. Rather, it should be that in such a world of simplicity, where unspoken sensibility and sensitivity are its pride, by expanding such a value system one can enrich life with as few resources as possible.

Ikko Tanaka and MUJI

The “Basics of Manufacturing” Unchanged Since Our Founding

Three Perspectives

1. Selection of Materials
2. Streamlining of Processes
3. Simplification of Packaging

Eight Growth Drivers for Global Growth

"ESG as a core business strategy"

1 Store Expansion	2 Deployment of Operations Developed in Japan	3 Enhancement of Product Development Capabilities
4 Strengthen OMO	**Taking on the Challenge of Global Growth**	5 Marketing Strategy
6 Improving operational efficiency/ SCM transformation	7 IT-Driven Support	8 ESG as a Core Business Strategy

"ESG Management as a Core Business Strategy"

Practicing “ESG Management” as a Core Business, Creating Both Social and Economic Value

ESG management is taking root in our stores and products, becoming the foundation of all our businesses. We aim to make it a natural part of our core business, not something that requires strain or sacrifice.








We will continue to uphold our founding philosophy, realize ESG as a core business strategy, and take on the challenge of becoming a front-runner in ESG management.

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Today’s Theme

Rie Anan
Head of Corporate Communications & ESG Management Development

Ryohin Keikaku's Five Material Issues
Reviewed in March 2026

1	Provide Socially and Environmentally Responsible Products and Services		Products
2	Address Climate Change and Promote Resource Circulation		Global Environment
3	Create Positive Impact in Local Communities		Stores / Communities
4	Ensure Honest and Ethical Business Practices		Supply Chain / Risk Management
5	Advance a People-Centered Philosophy for the Common Good, Led by Diverse Individuals		Employees / Stakeholders

Business Activities

Business Foundation

Developing “Environmentally and Socially Responsible Products”
The “Basics of Manufacturing” Developed Since Our Founding

Products that use materials chosen with care for the global environment and producers, eliminate waste at every stage, minimize environmental impact across the entire product life cycle, and consider biodiversity, human rights and safety.

Three Perspectives

1. Selection of Materials
2. Streamlining of Processes
3. Simplification of Packaging

＋

Considering the Entire Life Cycle of a Product

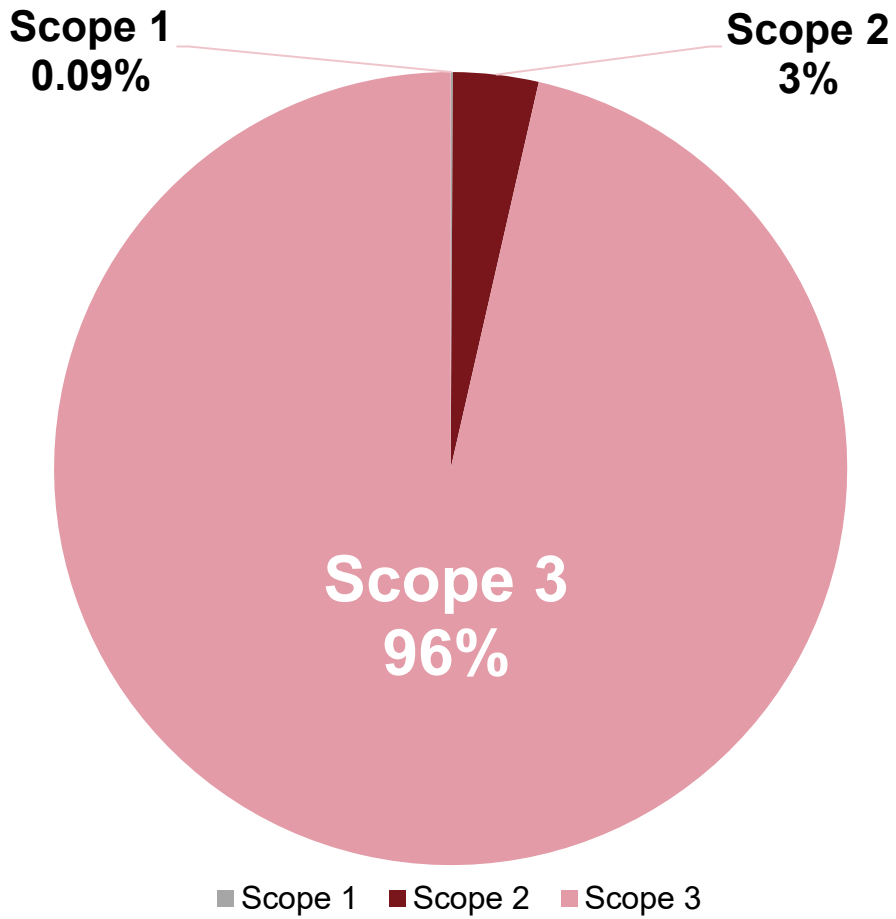
GHG Emissions of the Ryohin Keikaku Group

Scope 3 accounts for approximately 96% of our GHG emissions.

Scope 1 1,905 t-CO_2e
GHG emissions directly emitted by the company

Scope 2 72,074 t-CO_2e
GHG emissions associated with electricity used by the company

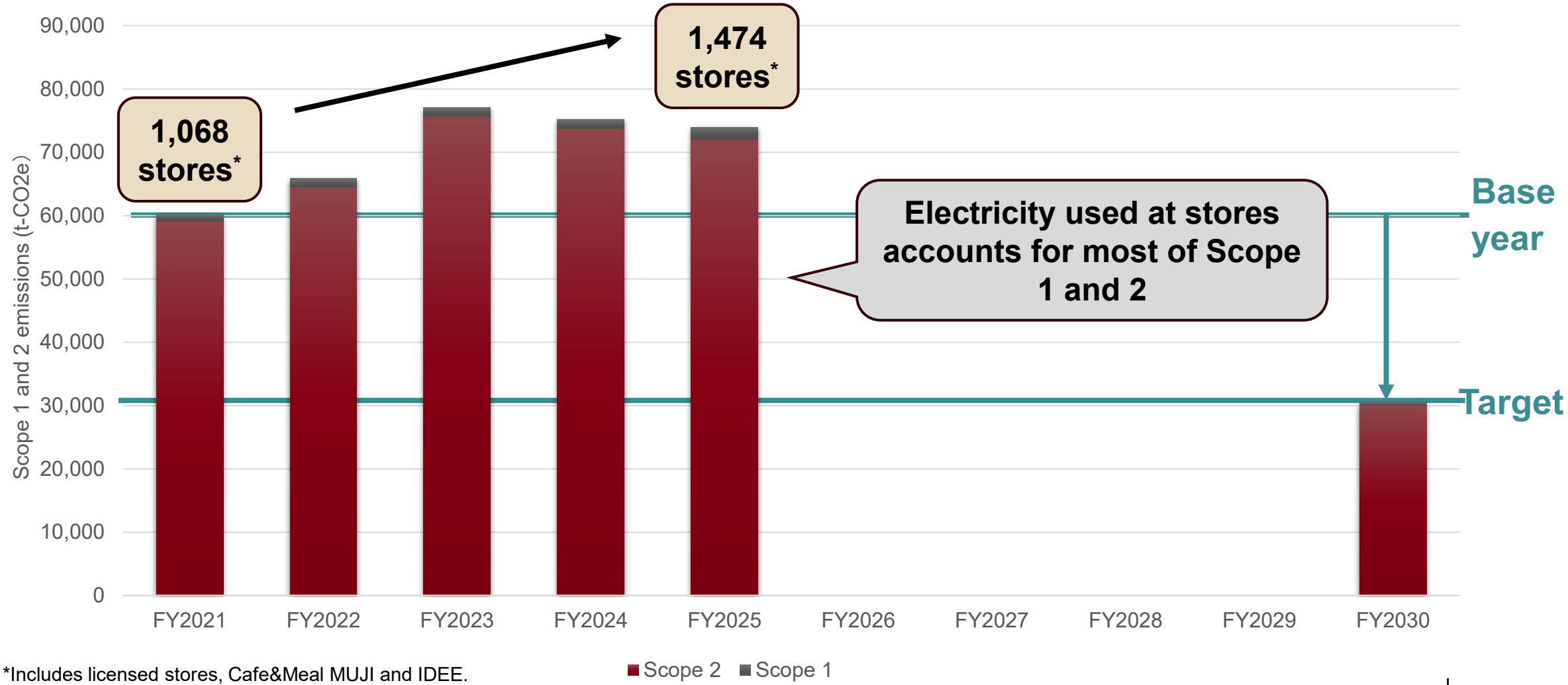
Scope 3 1,997,947 t-CO_2e
GHG Across the Supply Chain



Breakdown of Scope 1, 2 and 3 emissions of the Ryohin Keikaku Group (FY2025)

Scope 1 and 2 of the Ryohin Keikaku Group

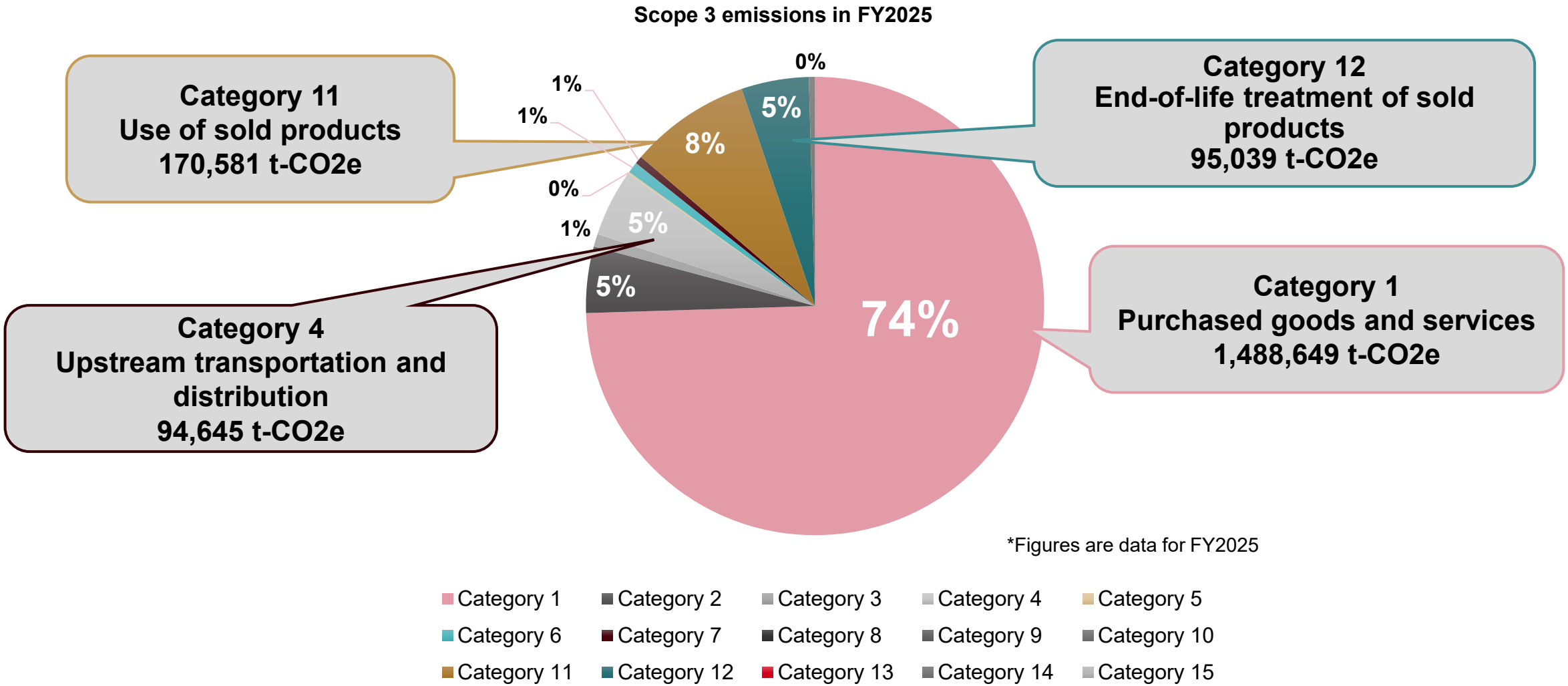
Our Target:
Reduce group-wide GHG emissions (Scope 1, 2) by 50% by FY2030 compared with FY2021.



*Includes licensed stores, Cafe&Meal MUJI and IDEE.

Scope 3 of the Ryohin Keikaku Group

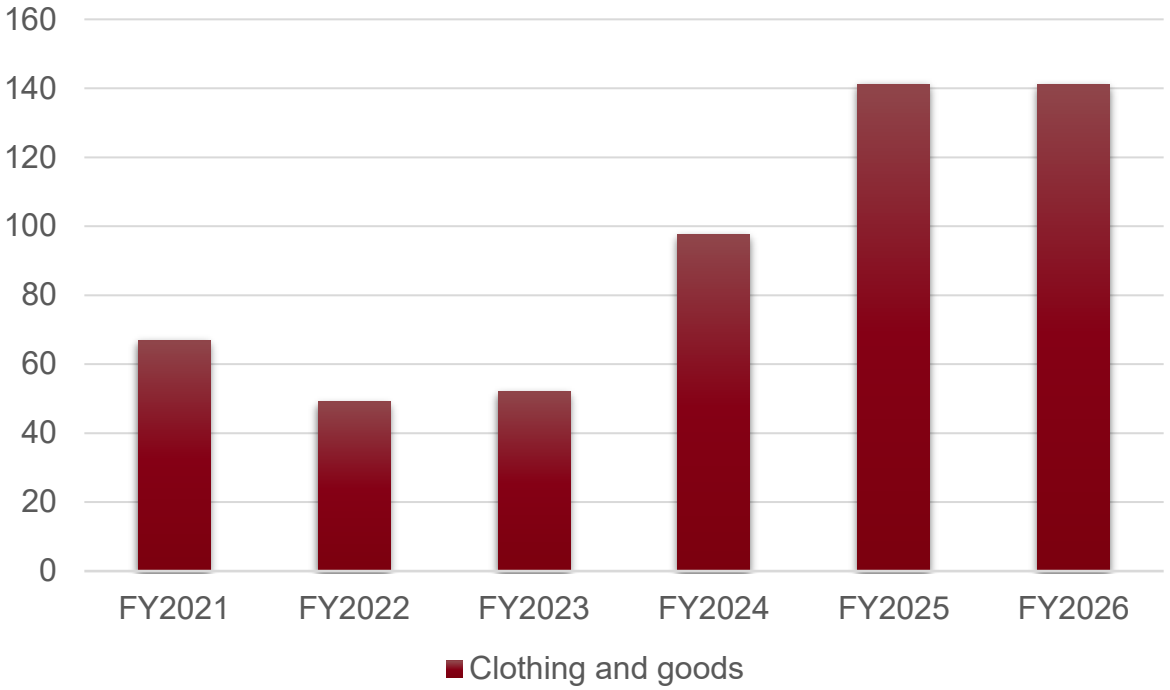
Category 1 accounts for most of Scope 3, followed by Categories 11, 12 and 4.



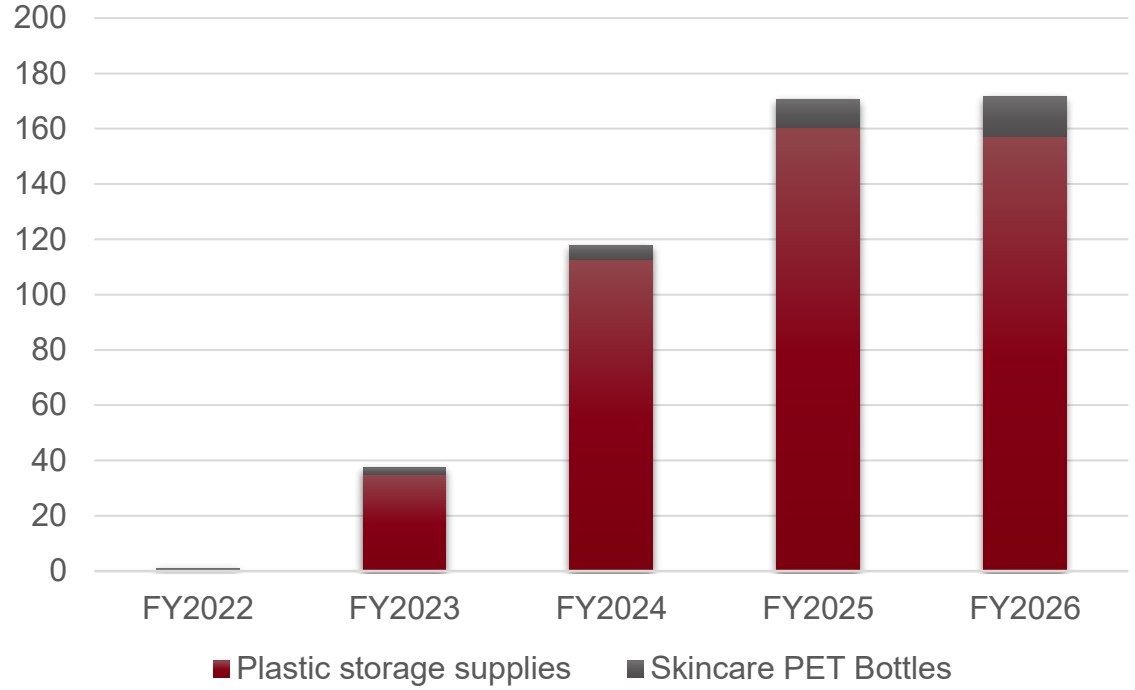
Ryohin Keikaku's Resource Collection

We have collected apparel since 2010, skincare PET bottles since 2020 and plastic storage products since 2022. In 2024, we established the Circularity Promotion Department and aim to grow resource circulation into a pillar of our business.

Collection volume of Apparel (t)



Collection volume of plastic products (t)



Today’s Theme

Initiatives to Address Climate Change and Promote Resource Circulation Across the Product Life Cycle

Theme		Presenter
①	Reducing Environmental Impact in Manufacturing	Tsuyoshi Sato, Executive Officer in charge of Production
②	Building Systems to Improve Transportation Efficiency	Yoshihito Furuta, Senior Executive Officer in charge of Logistics & Sustainable Delivery Business Department
③	Ryohin Keikaku’s Challenge in Power Generation	Jun Yokohama, Director & Senior Executive Officer in charge of Social Good Business President and Executive Officer, MUJI ENERGY LLC
④	Developing Resource Circulation into a Business Pillar	Nobuhiro Matsueda, Executive Officer in charge of Circular Business & Sales

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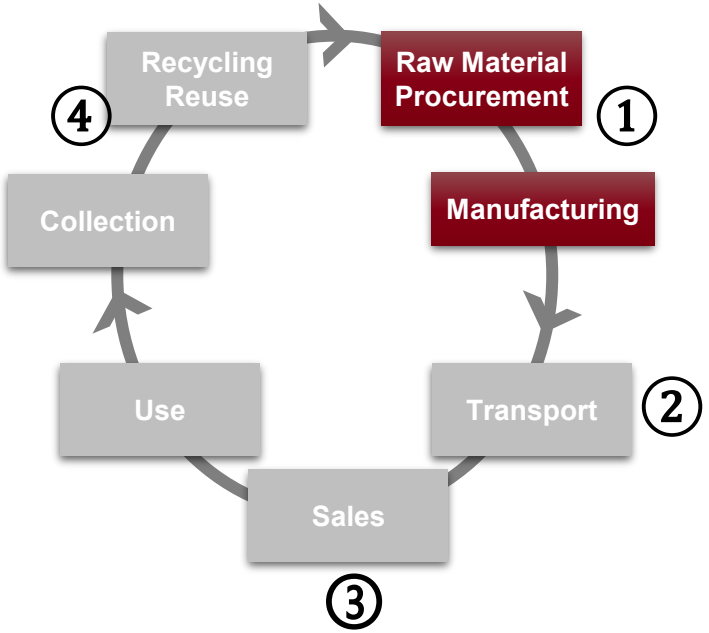


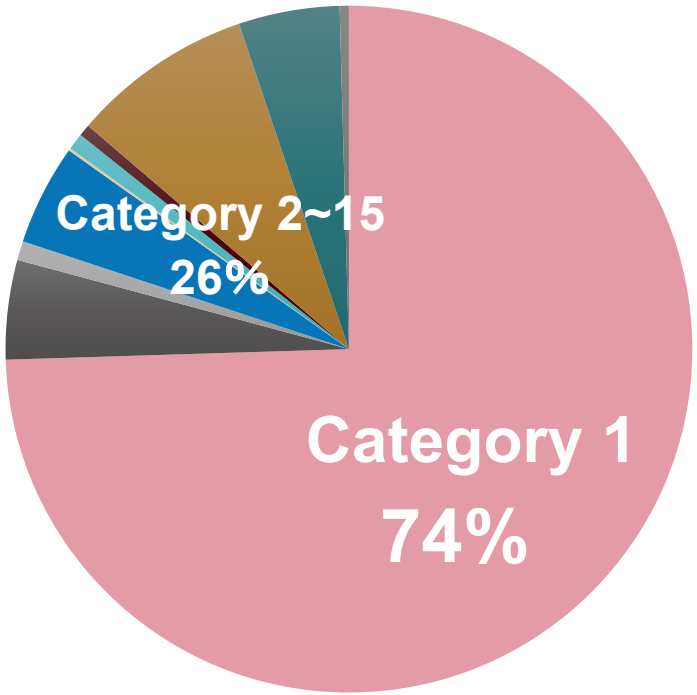
Reducing Environmental Impact in Product Development

Tsuyoshi Sato,
Executive Officer in Charge of Production

Setting a reduction target for Scope 3 Category 1
Launching full-scale GHG reduction across the supply chain

Category 1, which relates to manufacturing, accounts for about 74% of Scope 3 and is the priority for reduction.

Scope 3 emissions breakdown, Ryohin Keikaku Group*1 (FY2025)



Target

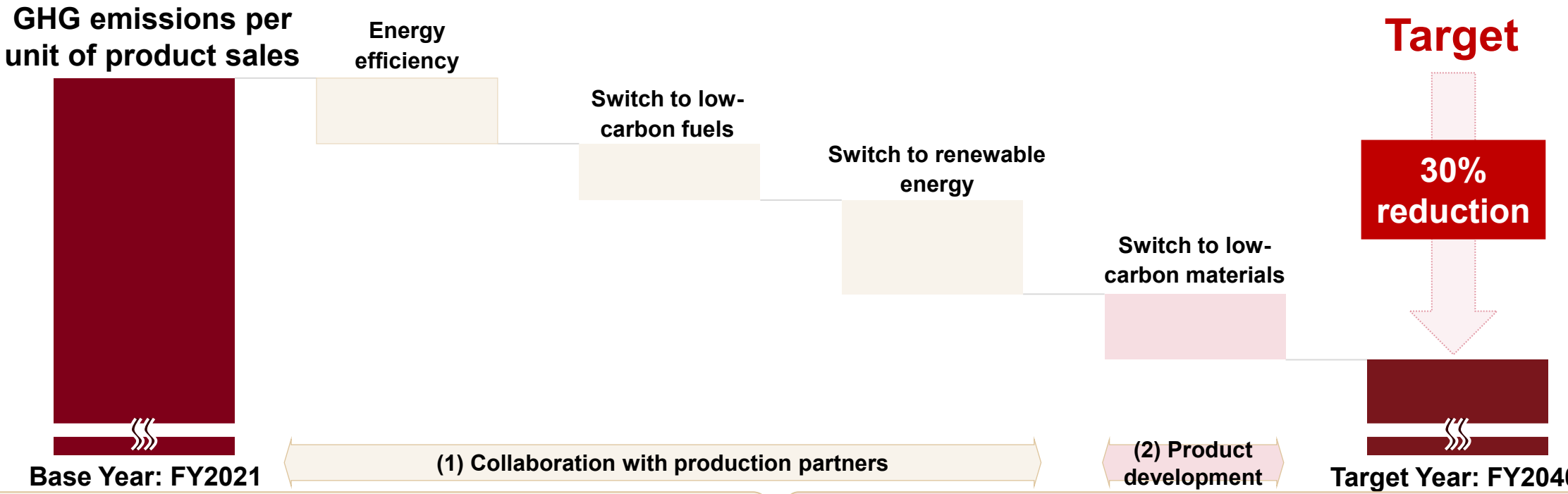
By FY2040, reduce GHG emissions from raw material production and product manufacturing (Scope 3 Category 1*2) by 30% per unit of product sales (Compared with FY2021).

*1 Scope 3 Category 1 emissions are calculated on a spend basis, so the breakdown may change as calculation accuracy improves.

*2 The target covers GHG emissions from raw material and fabric production and product manufacturing within Scope 3 Category 1.

*3 The target is an intensity target based on GHG emissions per unit of product sales.

Initiatives to Achieve the Category 1 Reduction Target



(1) Collaboration with production partners

- ✓ **Promoting understanding**
  Sharing GHG emissions reduction targets through workshops and dialogue
- ✓ **Supporting the implementation of reduction measures**
  Jointly examining energy-saving initiatives, fuel switching, and renewable energy adoption tailored to each factory
- ✓ **Improving data accuracy**
  Understanding Scope 1 and 2 emissions at the factory level and utilizing the data for Scope 3 emissions calculations

(2) Product Development

- ✓ **Transition to sustainable materials and raw materials**
  Promoting the use of environmentally responsible materials and low-carbon raw materials
- ✓ **Implementing low-carbon design**
  Pursuing product designs that minimize GHG emissions from the development stage
- ✓ **Eliminating waste in production processes**
  Reviewing efficiencies from procurement through manufacturing processes

Promoting the Use of Environmentally Responsible Materials

Targeting 100% use of environmentally responsible materials for key textile fibers*1

Roadmap for the Material Transition

Long-standing Initiatives

Environmental considerations for each material, including organic cotton

For many years, we have promoted sourcing practices that take human rights, environmental, and animal welfare considerations into account for each material category.

December 2025

Establishment and Publication of Policies and Guidelines

Systematized our initiatives through the publication of the Responsible Raw Material Sourcing Guiding Principles and material-specific guidelines.

FY2026

Environmentally responsible materials ratio reaches approximately 90%*2

Strengthening traceability management by country and region of origin to enhance transparency.

FY2030

Achieve 100% Use of Environmentally Responsible Materials for Key Textile Fibers

Established as a company-wide target and continuously promoted across the business.

*1 Environmentally responsible materials refer to raw materials evaluated and certified in accordance with the Ryohin Keikaku Group policies on human rights, the environment, and animal welfare. For details, please refer to the "Ryohin Keikaku Group Raw Material Sourcing Guidelines for Textile Products."

*2 Covers MUJI Apparel planned by Ryohin Keikaku Co., Ltd. in FY2026.

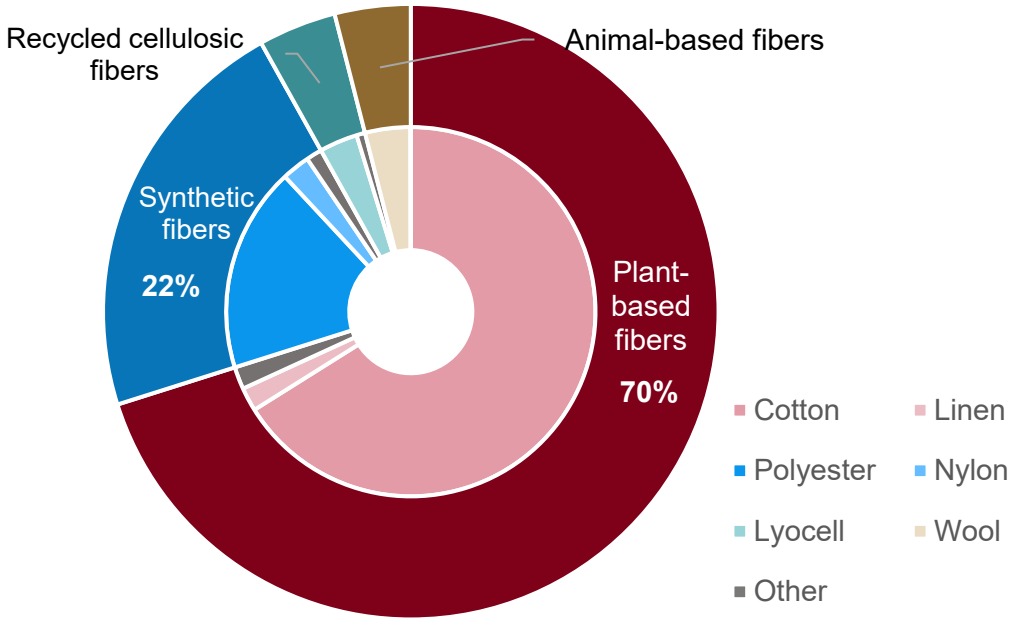
Source: https://www.ryohin-keikaku.jp/en/sustainability/environment/material

Material Transition: Apparel

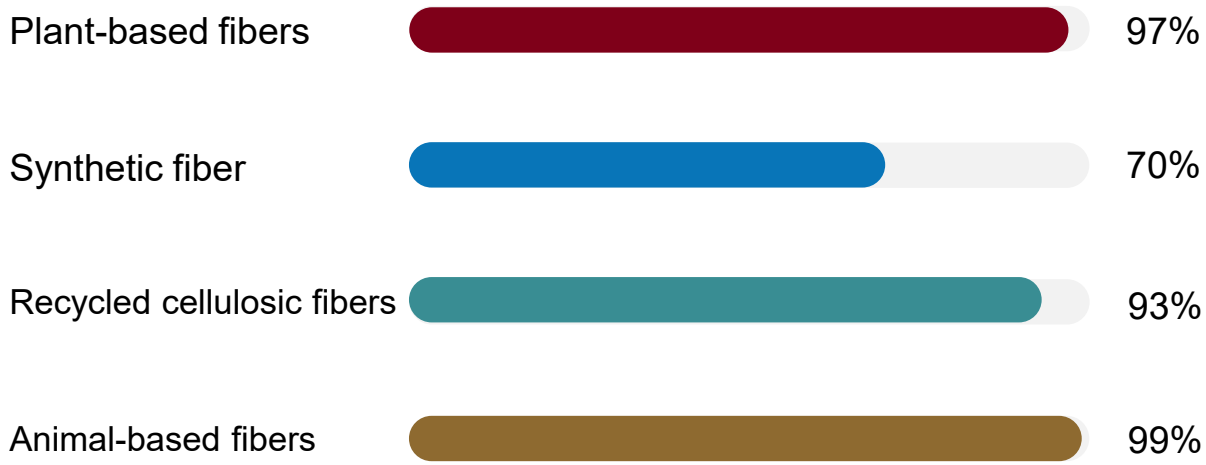
Approximately 90% of materials used are environmentally responsible materials

We will focus on the use of recycled synthetic fibers such as polyester and nylon.

Procurement Ratio by Textile Material for Apparel*2



Conversion ratio of key materials to environmentally responsible materials*2



While advancing the transition to environmentally responsible materials, we are also visualizing GHG reduction effects by material category and incorporating them into Category 1 emissions reductions.

*1 Environmentally responsible materials refer to raw materials evaluated and certified in accordance with the Ryohin Keikaku Group policies on human rights, the environment, and animal welfare. For details, please refer to the "Ryohin Keikaku Group Raw Material Sourcing Guidelines for Textile Products."
*2 Covers apparel products sold by Ryohin Keikaku in FY2026.
Source: https://www.ryohin-keikaku.jp/en/sustainability/environment/material

Material Transition: Household Goods

Switching to recycled materials

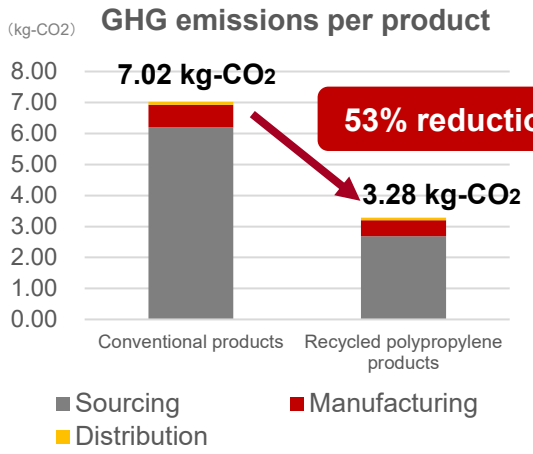
Number of products using recycled plastics*1

Approx. 50 products (as of May 2025) → Approx. 100 products (as of June 2026)

The “Dark Gray Polypropylene Storage Box with Lid (Large, Recycled Polypropylene)” reduces its carbon footprint (CFP) by 53% compared with the conventional product. *2

100% Virgin resin

Conventional Product



75% Recycled resin

“Dark Gray Polypropylene Storage Box with Lid (Large, Recycled Polypropylene)”

*1 Products that use at least some recycled polypropylene, recycled polyethylene, or recycled polyester are included in the calculation. Recycled resins contain raw materials derived from pre-consumer and post-consumer materials. Variations in color, size, and sales channels are also counted separately.

*2 CO_2 emissions were calculated on a cradle-to-gate basis, including raw material sourcing, manufacturing, and transportation to major distribution centers. Emissions from product use and disposal are excluded. Calculations were performed by Ryohin Keikaku using manufacturing data from April 2022 to March 2023. Emission factors are based on IDEA v3.5.

Material Transition: Household Goods

Use of Recycled Materials from ReMUJI Collection Programs

Number of products using recycled materials derived from polypropylene products collected at stores

3 products (as of December 2024) → 68 (as of December 2025)

Disclosing applicable products and recycled content ratios on our online store to show customers what happens after collection.

https://www.muji.com/jp/ja/store/cmdty/section/T0010802

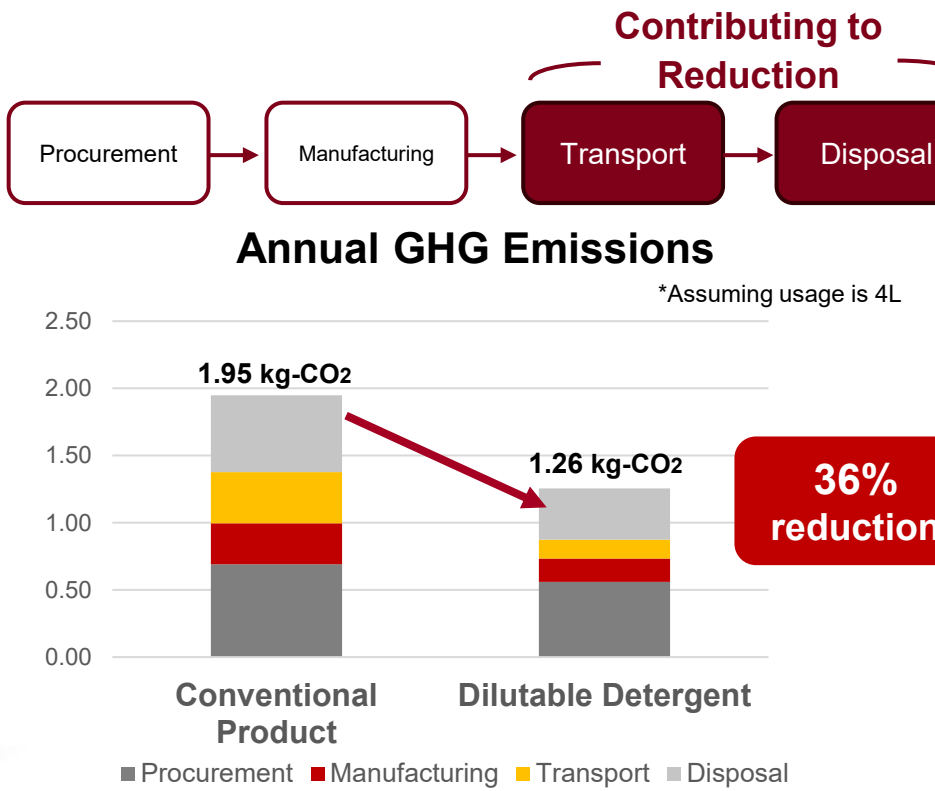
Product Compactification

Launch of the Dilutable Detergent Series

Assuming the annual usage of household detergent is 4L,

1.95 kg-CO2 → 1.26kg-CO2 (36% reduction)*

Conventional Product



New Product: Dilutable Detergent

* This calculation compares purchasing MUJI's conventional "Bath Foam Cleaner" (400ml) for the first time and then repeatedly using "Bath Refill" (1050ml) versus purchasing the "Bath Diluted Detergent Set" (detergent volume after dilution: 400ml) for the first time, and then repeatedly using "Bath Diluted Detergent" (400ml after dilution) (each using 4L of detergent). The amount of CO2 emissions during the procurement and manufacturing of detergent raw materials, product sales, and usage stage is considered equivalent and excluded from calculation. This calculation is based on manufacturing performance as of August 2026 and our own scenarios, and has been reviewed by external experts. Please note that this may change in the future due to revisions to the applicable period or calculation method.

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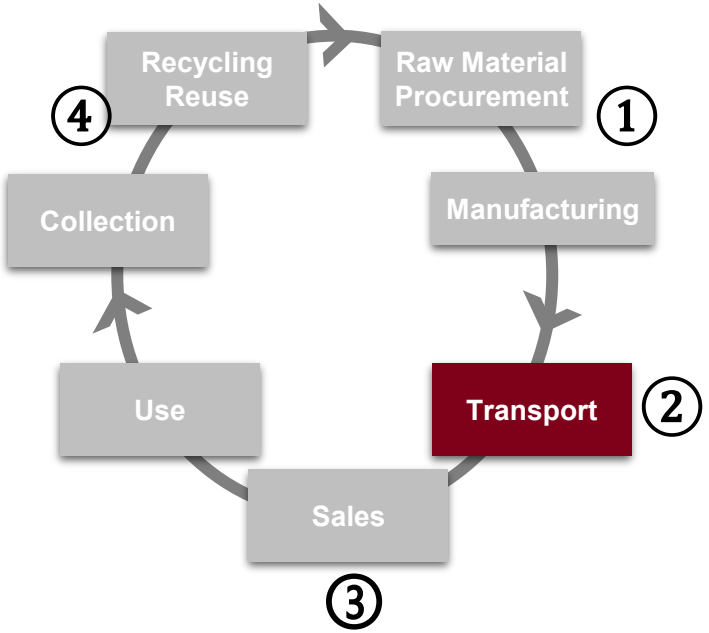
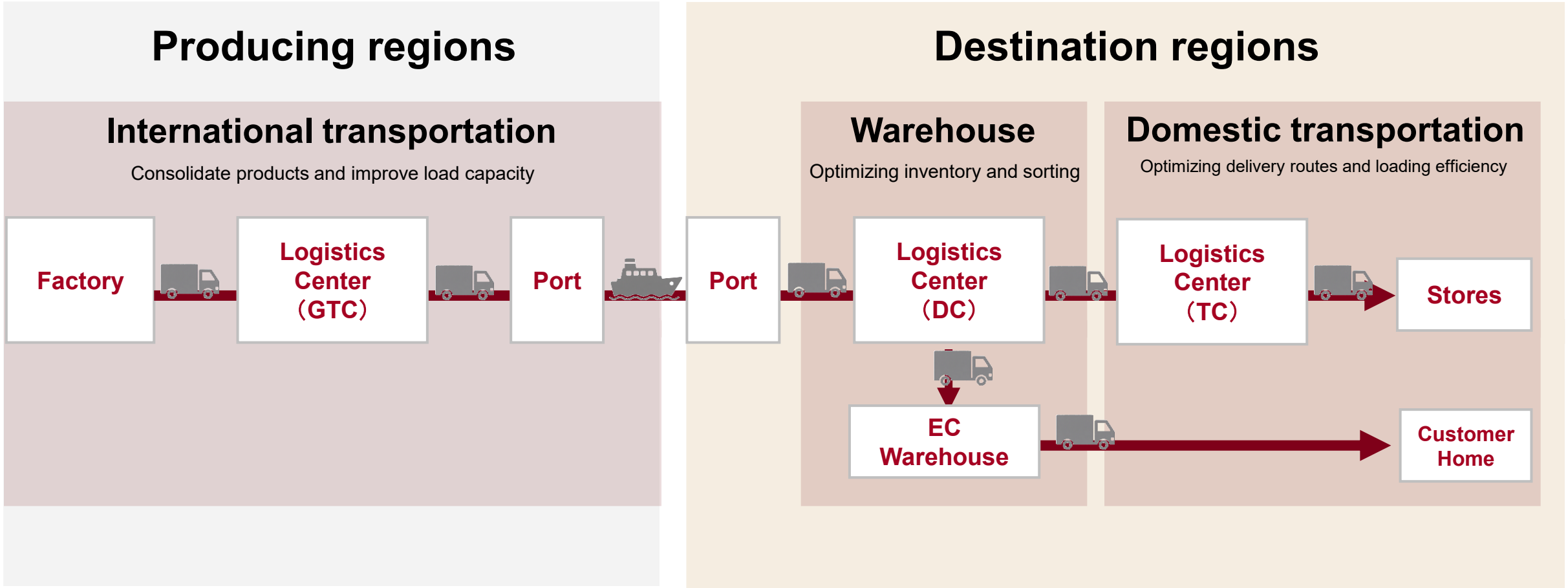


Building Systems to Improve Transportation Efficiency

Yoshihito Furuta
Senior Executive Officer in charge of
Logistics & Sustainable Delivery Business Department

Reducing GHG emissions by streamlining logistics

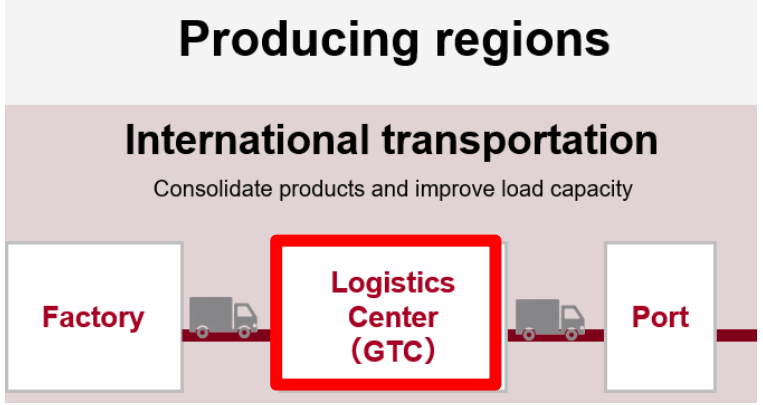


GTC: Consolidates products from multiple factories for shipment.
DC: Stores products for stores and EC; sorts by carton or case.

TC: Sorts products by store in a short time without primary storage.
EC warehouse: Stores EC products and ships them by order unit.

(1) Initiatives in International Transportation

Utilizing the Global Transfer Center (GTC)



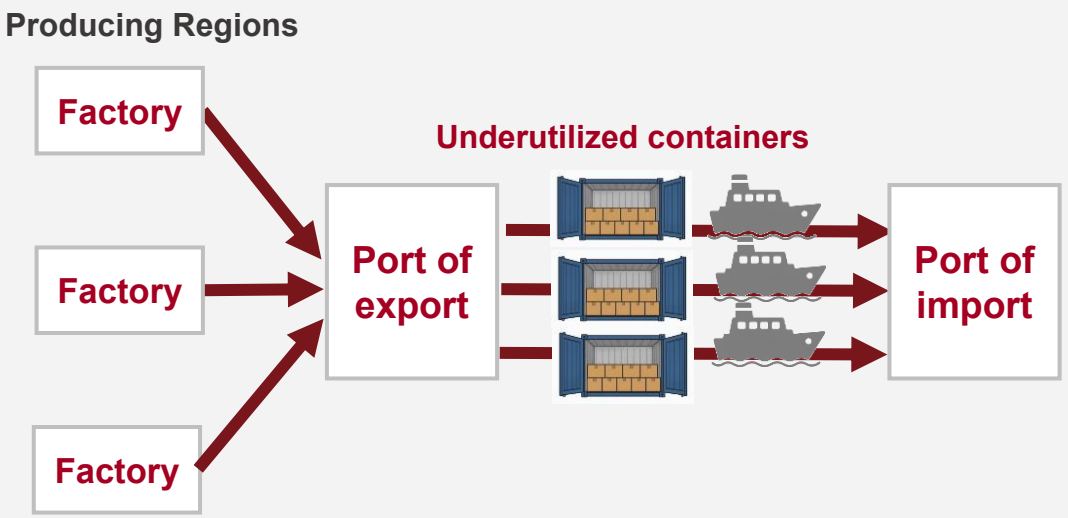
GTC: Global Transfer Center

A place where products shipped from multiple factories are consolidated and shipped together.

(1) Initiatives in International Transportation

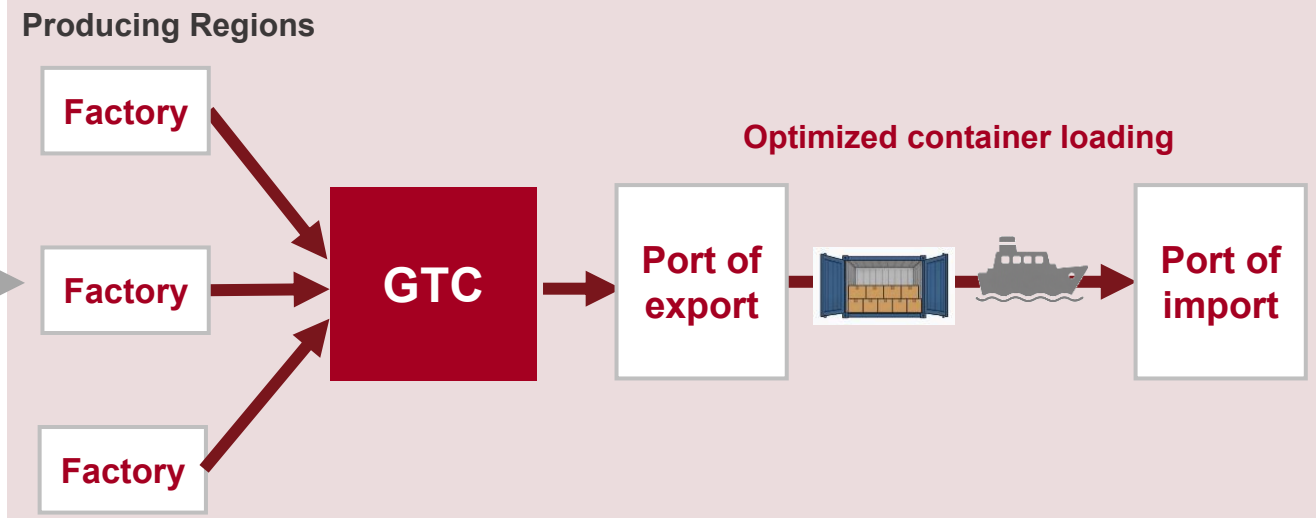
Reducing Container Usage by Consolidated Loading at GTC

Before



- Individual shipments from factories to ports.
- Shipping per container.
- Cargo capacity available.

After GTC Introduction



- Products are consolidated at the GTC.
- Products from multiple factories are loaded into the same container.
- Container utilization is improved.

(1) Initiatives in International Transportation

Initiatives to Reduce GHG Emissions from Transportation

Expanding the Use of Shipping Lines Utilizing Alternative Fuels

We actively utilize shipping lines that use alternative fuels, including biofuels.

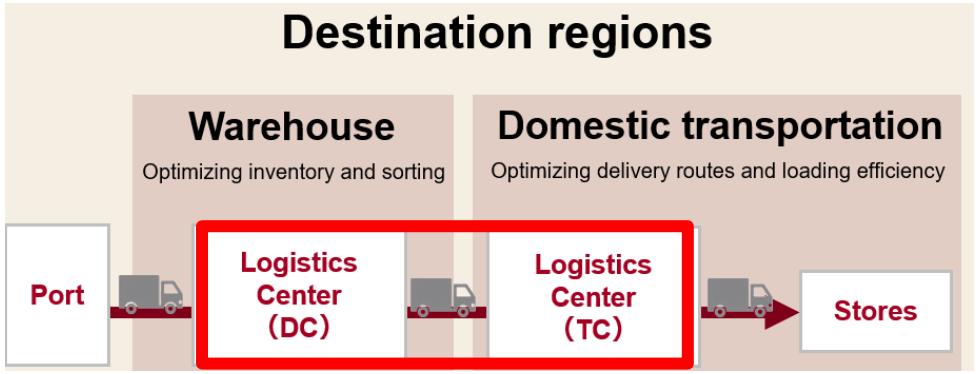
Reducing Air Freight Usage

In collaboration with related departments, we prioritize ocean freight through planned shipments and minimize the use of air freight.

Container vessel powered by alternative fuels

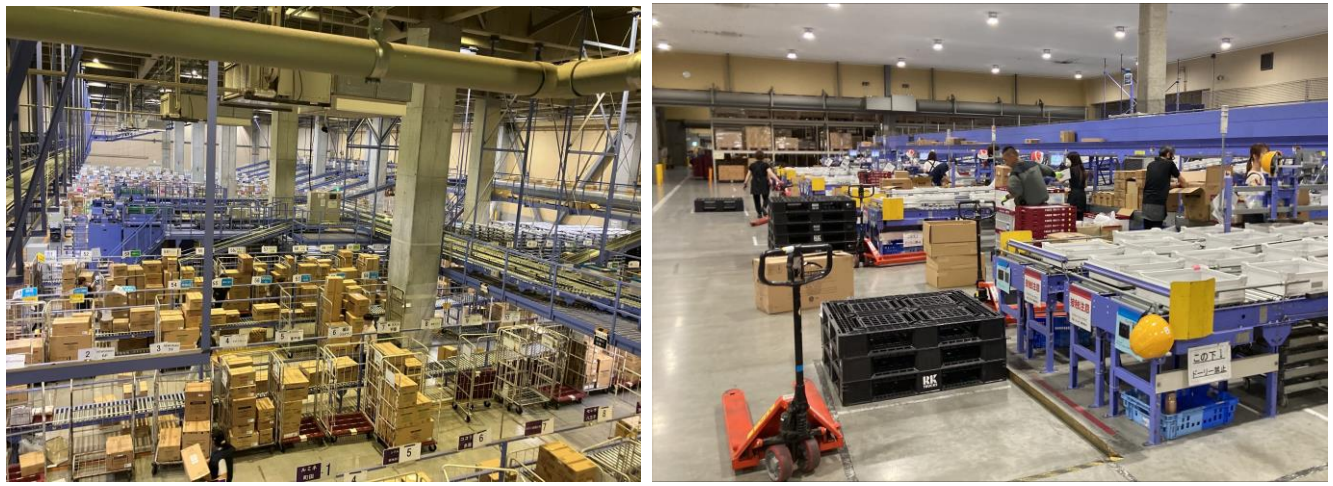
(2) Initiatives in Domestic Transportation

Consolidation of DCs



DC: Distribution Center

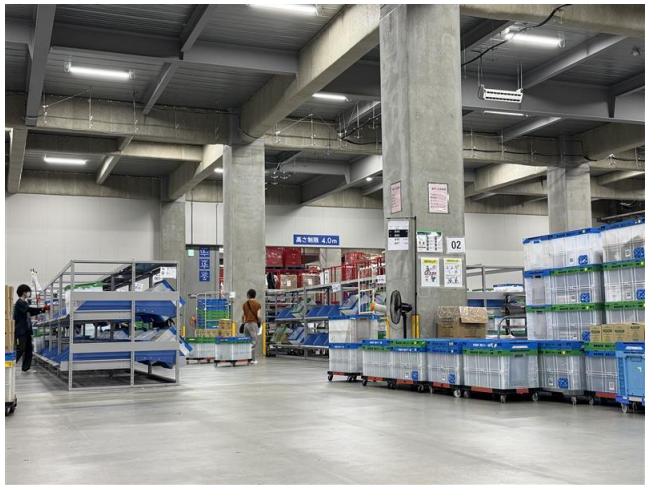
A facility that stores products for retail stores and EC Warehouses, and sorts and ships them by carton or case for each destination store.



Hatoyama DC

TC: Transfer Center

A facility that sorts products from multiple DCs by destination store at the case level.



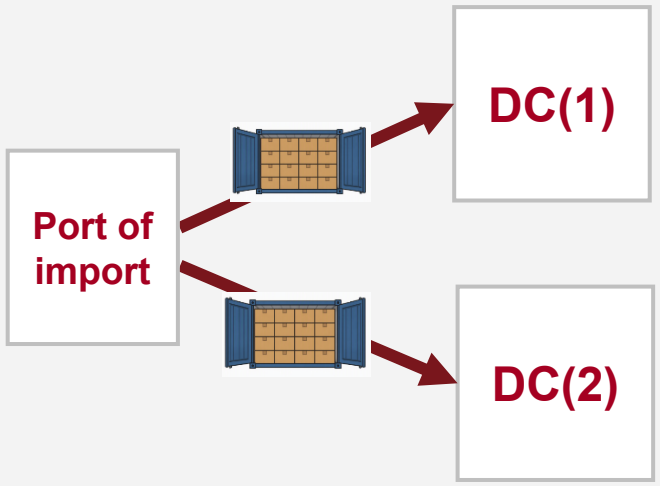
Kanagawa TC

(2) Initiatives in Domestic Transportation

Reducing Container Usage by Approx. 550 through DC Consolidation

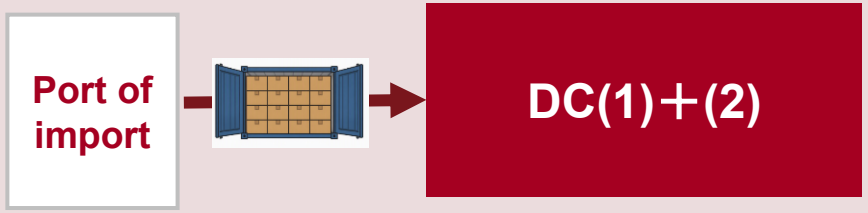
Through multiple logistics improvement measures,
Reduced Containers by Approx. 550 Per Year

Before



Containers arriving at the port of import were distributed across multiple DCs.

After DC consolidation



DC consolidation streamlined destinations and improved container utilization.

(2) Initiatives in Domestic Transportation

Reducing Inter-Warehouse Transportation by Consolidating Distribution Points

Conventional

Store delivery

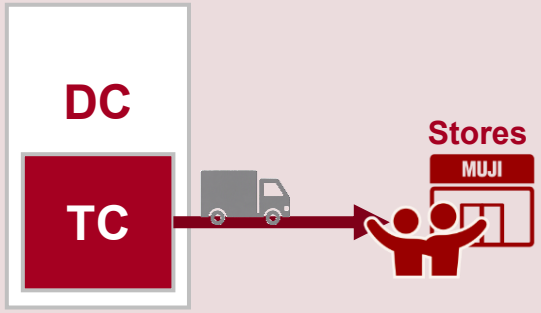
DC and TC were operated separately, requiring transportation between facilities.

EC sales

DC and EC warehouses were operated separately, requiring transportation between facilities.

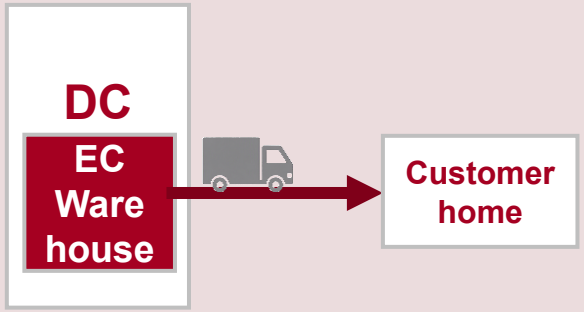
After consolidation

Store delivery



Integrated DC and TC operations
Reduced the number of truck trips between DCs and TCs.

EC sales



Integrated DC and EC Warehouse Operations
Reduced the number of truck trips between DCs and EC warehouses.

(3) Initiatives at Domestic Logistics Facilities

Installation of Solar Panels

Actively utilizing logistics facilities equipped with solar panels.

Solar panels have been installed at 55% of logistics facilities*.

Hatoyama Center

West Household Center

*As of the end of July 2026

(3) Initiatives at Domestic Logistics Facilities

Improving Transportation Efficiency Through Increased Case-Pack Quantity and Product Downsizing

Increasing units per case to reduce shipment volume.

Before: 12 pcs/case → After: 20 pcs/case

Reducing product volume through knock-down design and compression packaging.

Conventional mattress

Compressed mattress

(3) Initiatives at Domestic Logistics Facilities

Improving Logistics Efficiency Through Packaging and Loading Optimization

Increasing foldable container utilization

Increasing the number of products packed in each **foldable container reduces** the number of containers shipped from DCs.

Mixed-product carton packing

Packing multiple products into a single carton **reduces the number of shipping cases**.

Improving cart loading efficiency

Improved loading efficiency **reduces the number of rolling carts**.

(3) Initiatives at Domestic Logistics Facilities

Reducing Waste Through the Reuse of Import Cartons

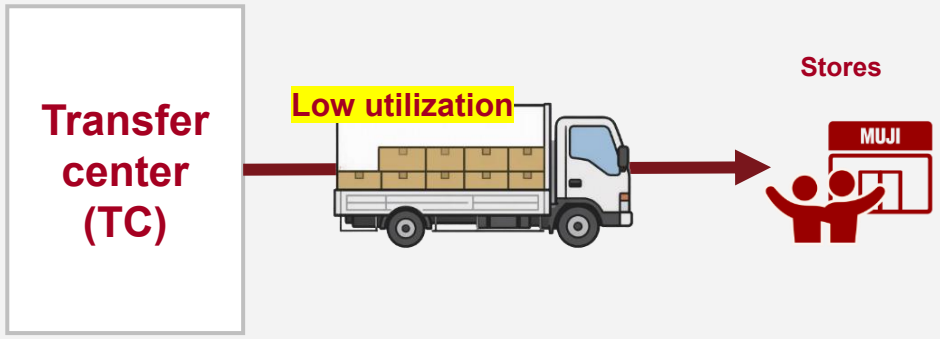
Reuse of Import Cartons

Cardboard boxes used for the international transportation of products are reused for domestic distribution, **reducing waste generation and minimizing the need for new packaging materials.**

(4) Initiatives in Domestic Transportation

Improve Truck Load Efficiency and Optimize Delivery Frequency

Before



Mon.	Tue.	Wed.	Thu.	Fri.	Sat.	Sun.
○	○	○		○	○	

Five deliveries per week

Deliver to stores with unused cargo capacity.

After implementation

Number of trucks reduced by Approximately 28,000 units

Mon.	Tue.	Wed.	Thu.	Fri.	Sat.	Sun.
○		○		○		

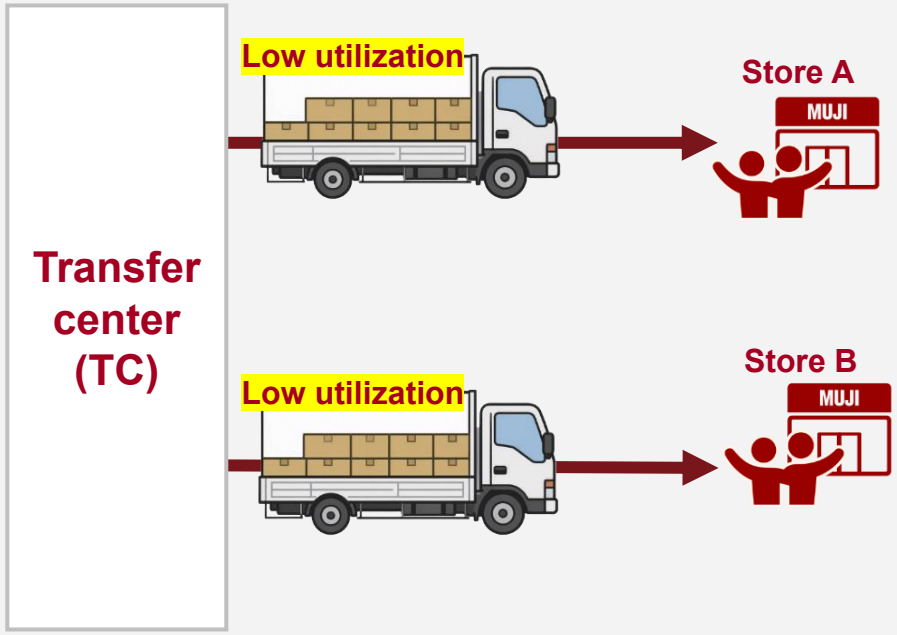
Three deliveries per week

Delivery frequency reduced through improved truck load efficiency.

(4) Initiatives in Domestic Transportation

Enhancing Distribution Efficiency Through Route-Based Deliveries

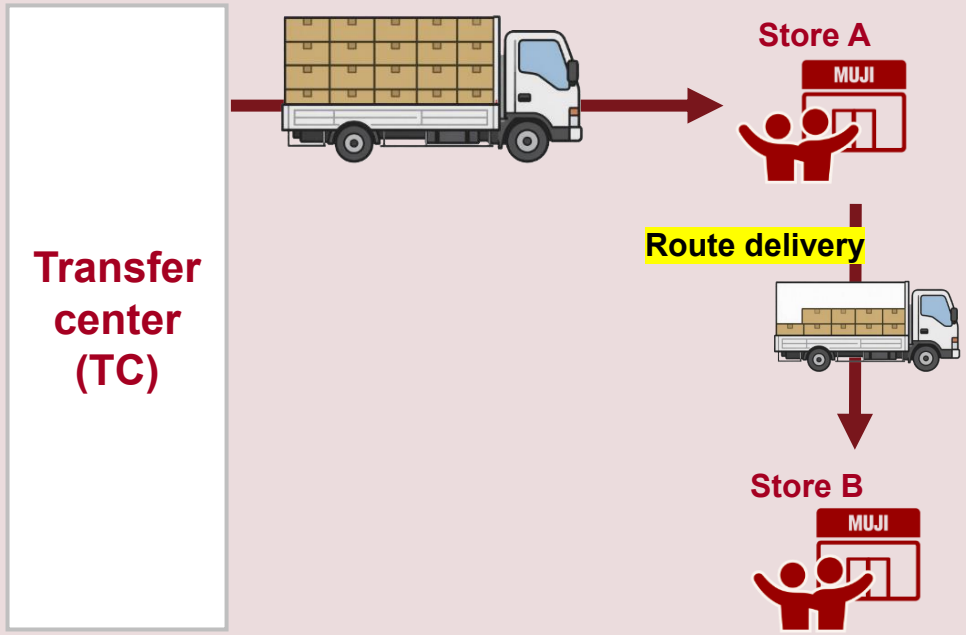
Before



Delivered separately to each store using trucks with low load utilization.

After implementation

Truck load efficiency improved by 11.9%



Route-based deliveries enable one truck with higher load utilization to deliver to multiple stores.

(4) Initiatives in Domestic Transportation

Utilizing Ferry Transportation

100% of shipments to Hokkaido and approx. 50% of shipments to Kyushu are transported by ferry.

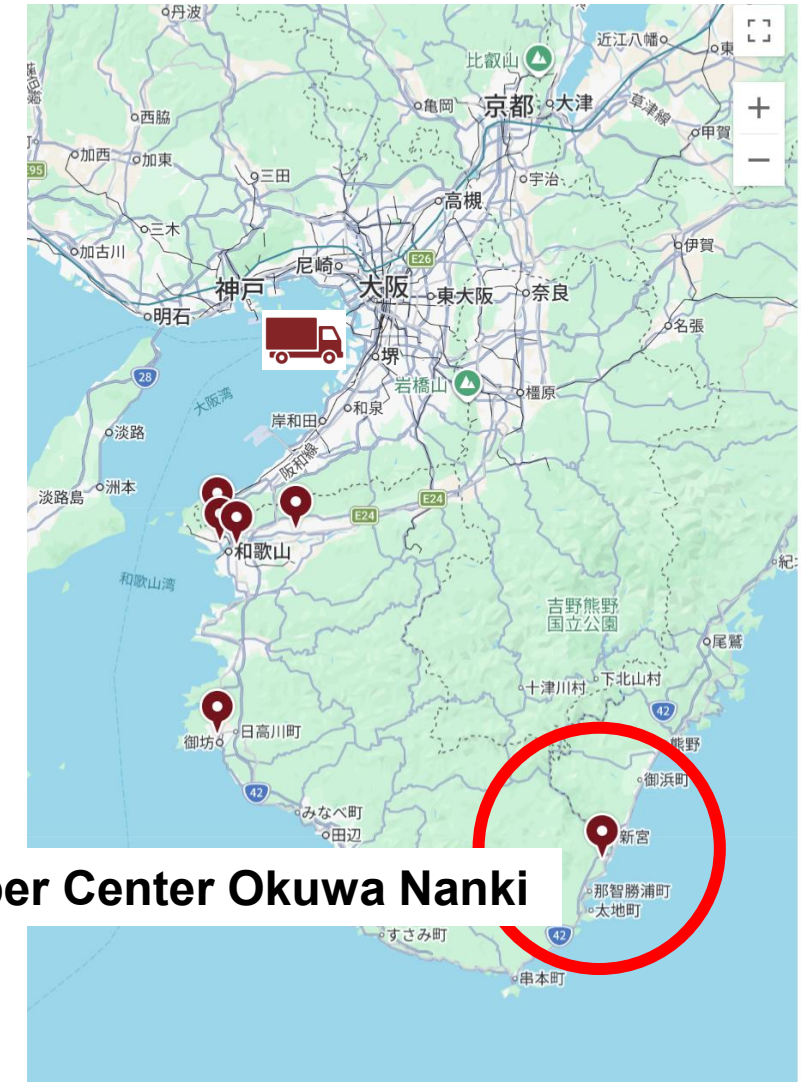
(4) Initiatives in Domestic Transportation

Improving Delivery Efficiency Through Common Carrier Services for Remote Stores

For standalone stores in remote areas where consolidation with other MUJI stores is difficult, shared transportation services (common carrier service) are used to co-load shipments with cargo from other companies.

Stores utilizing common carrier service: 57

As of the end of August 2026



What is a Common Carrier Service?

A shared transportation service operated by logistics carriers that transports mixed loads from multiple shippers in a single vehicle.

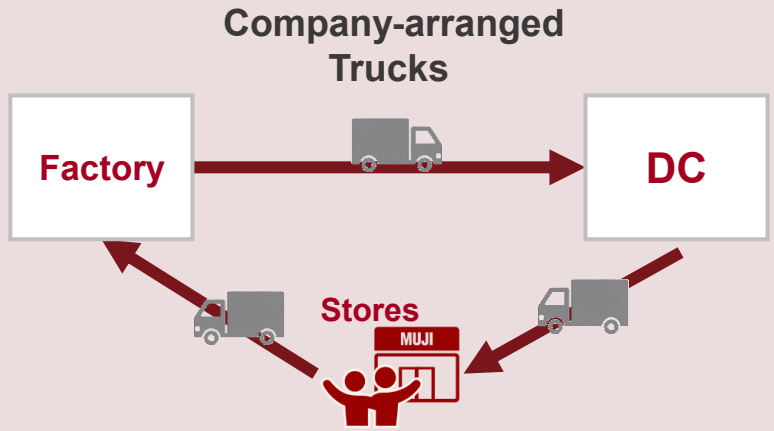
(4) Initiatives in Domestic Transportation

Improving Procurement Logistics Efficiency Through the Use of Our Proprietary Delivery Network

Before

Products were transported from factories to distribution centers (DCs) using supplier-arranged trucks.

After implementation



Approx. 70% of skincare products from major suppliers are transported using company-arranged trucks

Future Initiatives

Products shipped from multiple factories will be consolidated at transfer centers (TCs) and transported to distribution centers (DCs) as mixed loads.

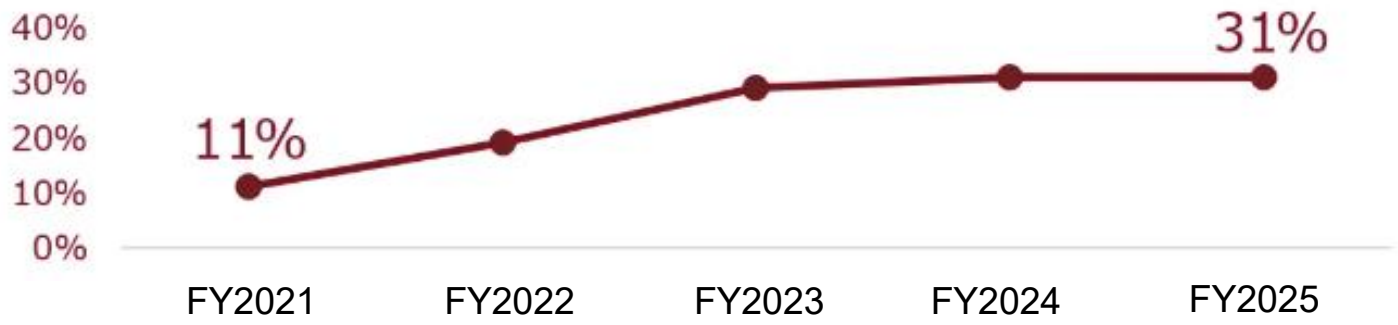
(4) Initiatives in Domestic Transportation

Reducing Delivery-Related Impacts Through Promotion of In-Store Pickup

In-Store Pickup Service:

Customers can pick up products purchased through the online store at a designated MUJI store. By encouraging customers to collect orders in-store, the social costs associated with home delivery can be reduced.

Store Pickup Rate (% of E-commerce Orders)



Contributing to an annual reduction of 93.67 t-CO_2*1*2

Equivalent to a reduction of approx. 374,000 hours of delivery driver labor annually.

*1 FY2025

*2 Estimated by Ryohin Keikaku with reference to the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) survey, "Estimation of Social Losses Caused by Redelivery of Parcels" (August 25, 2015).

(5) Initiatives at Overseas Logistics Facilities

Optimizing Logistics Hubs and Warehouses

Mainland China Business Operations

- An additional integrated DC and e-commerce warehouse has been established in southern China, supplementing the existing facility, thereby shortening delivery distances from warehouses to stores and customers.
- Products are also shipped directly from stores (Ship from Store), further reducing delivery distances.

Europe Business Operations

- Two separate e-commerce warehouses and one distribution center (DC) were consolidated into an expanded integrated DC and e-commerce warehouse.
- This reduces transfer shipments between DCs and e-commerce warehouses and improves warehouse space utilization through inventory consolidation.

Future Initiatives

Promoting Logistics Efficiency Across the Entire Supply Chain to Reduce Logistics-Related GHG Emissions

Five pillars of initiatives

(1) Reduce the number of deliveries

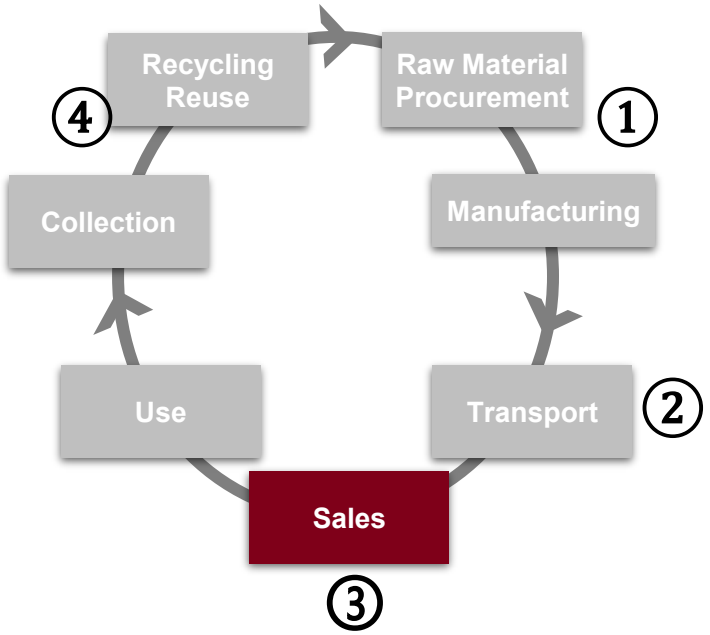
(2) Reduce the number of containers used

(3) Reduce the number of trucks used

(4) Shorten truck travel distances

(5) Reduce waste

良品計画
RYOHIN KEIKAKU



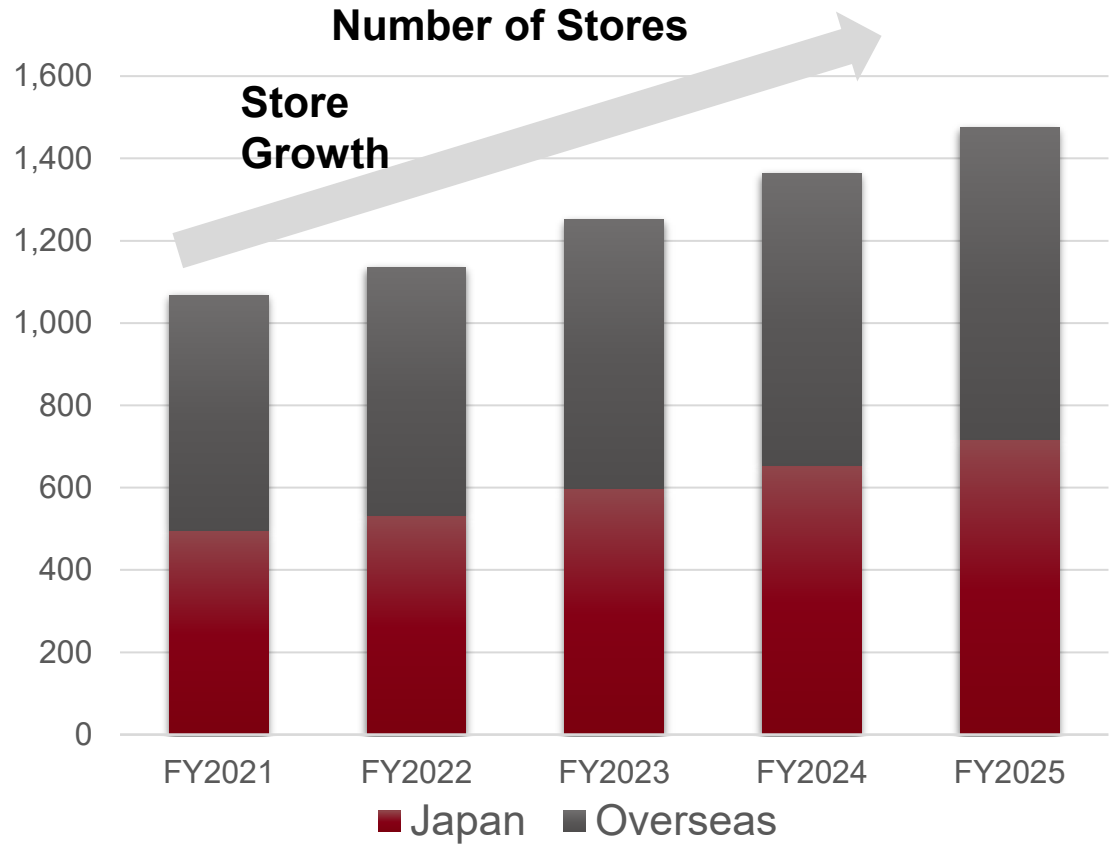
Ryohin Keikaku's Challenge in Power Generation

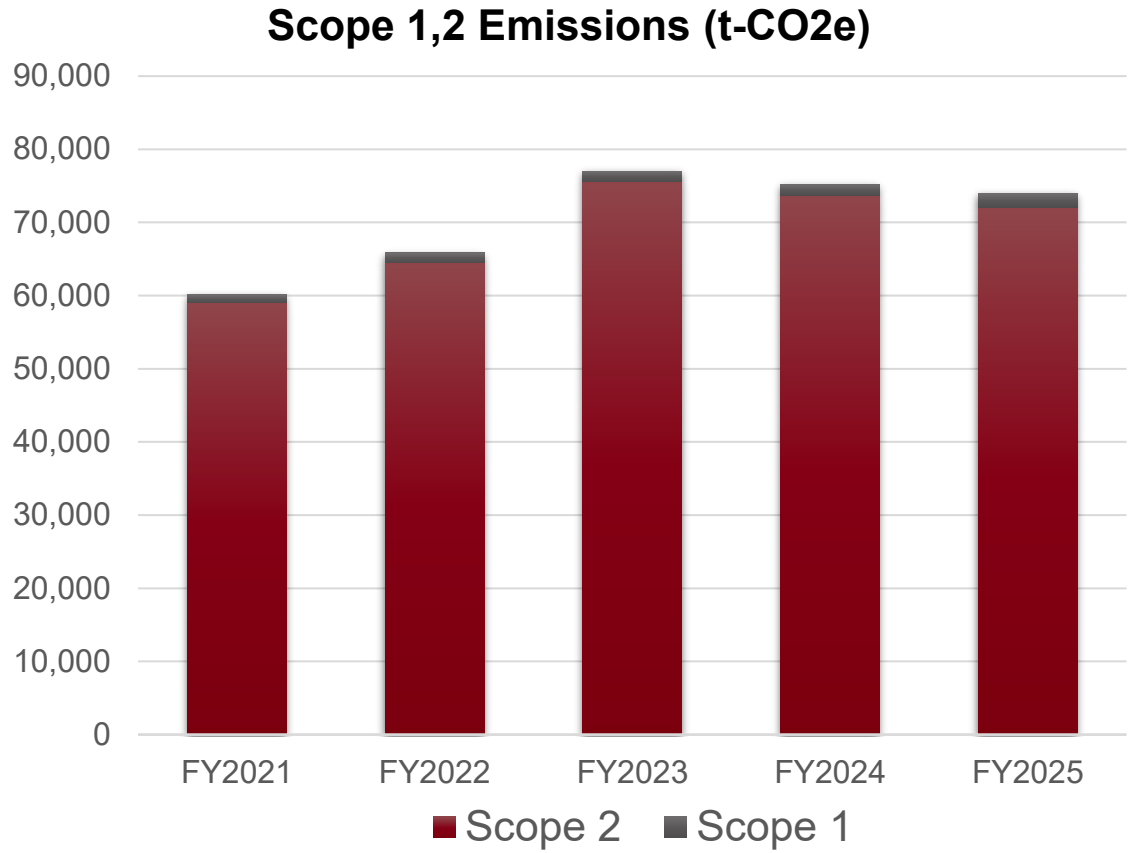
Jun Yokohama
Director & Senior Executive Officer in charge of Social Good Business
President and Executive Officer, MUJI ENERGY LLC

Relationship Between Store Expansion and CO_2 Emissions

Electricity Consumption at Stores Accounts for the Majority of Ryohin Keikaku Group's Scope 1 and 2 Emissions

Target: Reduce the Group's Scope 1 and 2 emissions by 50% by FY2030 compared with FY2021 levels. However, if no mitigation measures are implemented, emissions are expected to increase to approximately 2.6 times the FY2021 level by FY2030 due to business expansion.





Decarbonization Initiatives at Standalone Stores

Installation of rooftop solar panels and battery storage systems

- Installed at 35 stores nationwide
- 34 stores operating on 100% renewable electricity

Obtaining ZEB Certification (Net Zero Energy Building)

- Achieved at four stores: MUJI Karatsu, MUJI Hita, MUJI Nakagawa, MUJI Seikadai

Challenges in Reducing CO_2 Emissions at Stores

Standalone stores

Easier to implement decarbonization initiatives

- Can switch electricity contracts to renewable energy plans
- Can install rooftop solar panels and other renewable energy equipment

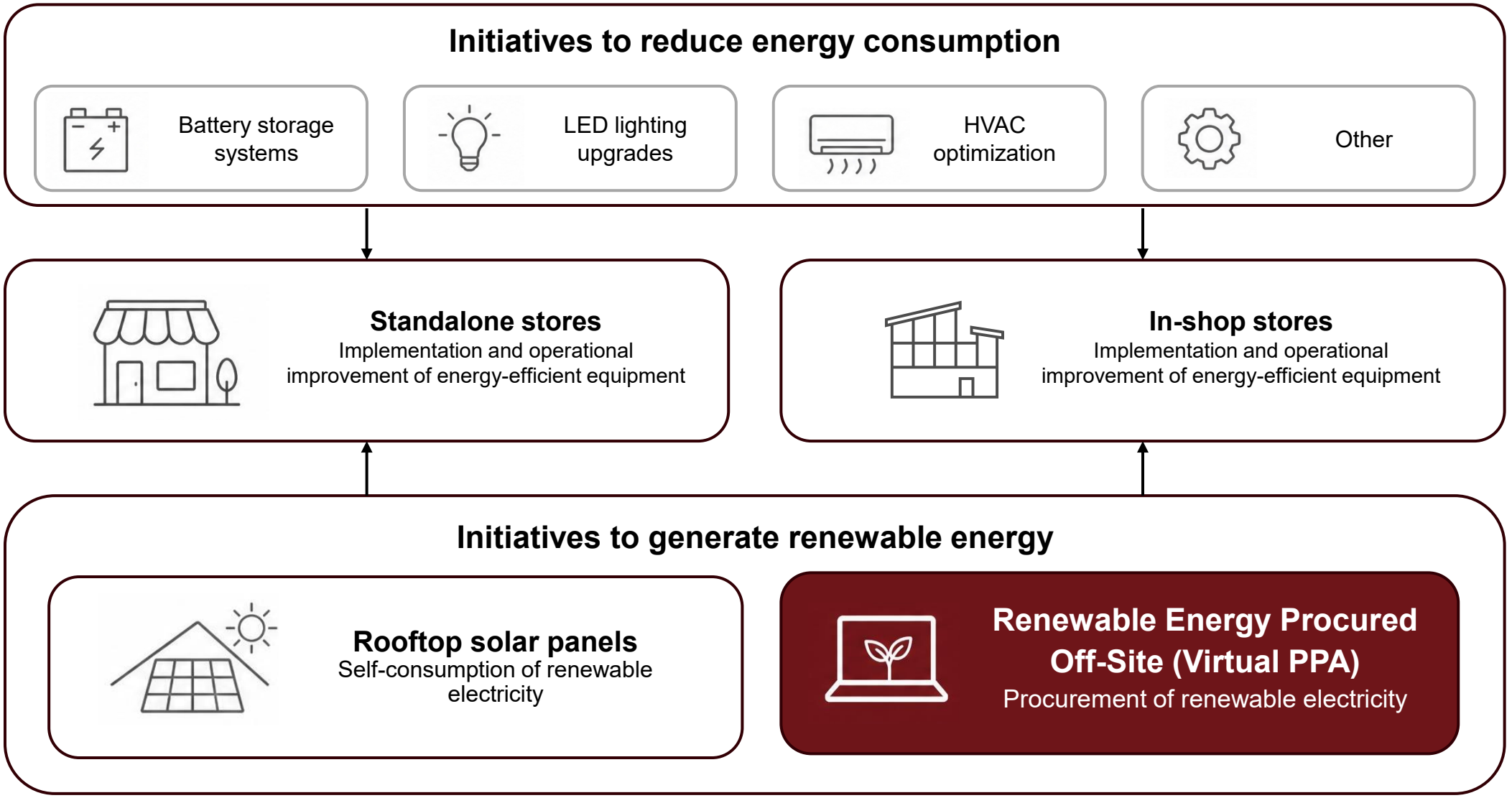
In-shop stores

Approx. 80% of all stores

More difficult to implement decarbonization initiatives

- Limited ability to switch to renewable electricity plans because electricity contracts are not managed directly
- Unable to install on-site solar power generation equipment

Why We Started Generating Renewable Energy Within the Group



Establishment of MUJI ENERGY, a New Company for Renewable Energy Generation

On September 1, 2025, Ryohin Keikaku and JERA established MUJI ENERGY.

News Release

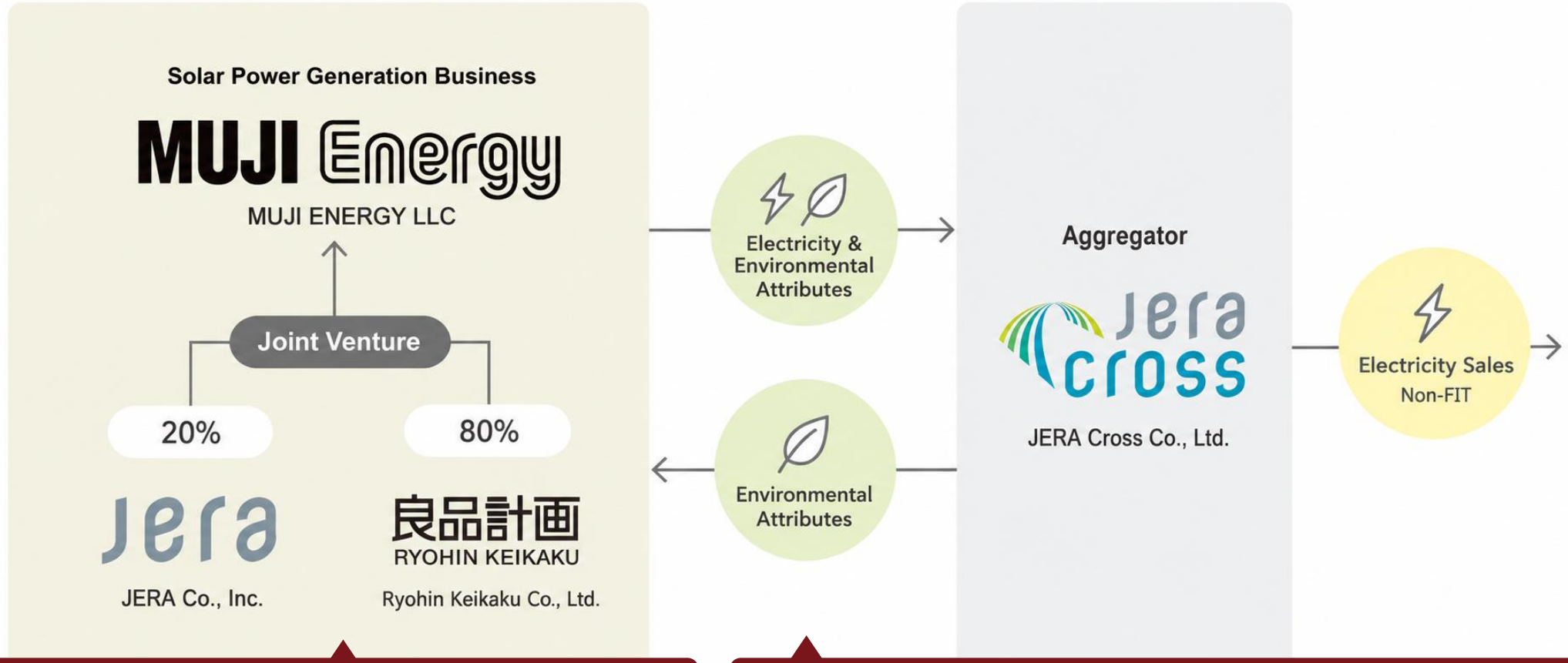
Ryohin Keikaku Co., Ltd.
JERA Co., Inc.

Ryohin Keikaku and JERA Establish Renewable Power Producer MUJI ENERGY

TOKYO – September 1, 2025 – Ryohin Keikaku Co., Ltd. (“**Ryohin Keikaku**”) and JERA Co., Inc. (“**JERA**”) have jointly established a special purpose company (SPC), MUJI Energy LLC (“**MUJI ENERGY**”), today to engage in renewable power projects such as the development of solar power generation facilities.

MUJI ENERGY Business Model

Creating Renewable Energy and Capturing Environmental Value Within the MUJI Group.



- Installation of approximately 250 decentralized solar power sites across local communities
- Target total generation capacity of 13 MW (AC)

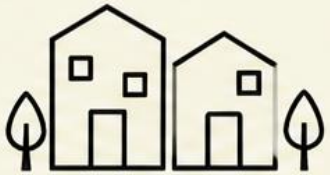
- Contributing to a reduction of approximately 8,000 t-CO_2 annually
- Equivalent to approximately 20% of the annual electricity consumption of MUJI stores in Japan

Three Commitments of MUJI ENERGY

How clean energy is generated, and under what considerations.
MUJI ENERGY takes responsibility for the entire process of creating environmental value while promoting coexistence with local communities.

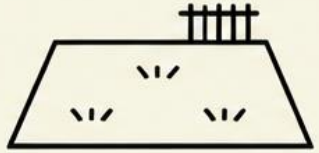
Small-scale, decentralized development with minimal environmental impact

Rather than relying on forest clearing or large-scale land development, we primarily develop small, distributed solar facilities of approx. 350 m² per site, about the size of a tennis court.



Consideration for local landscapes and living environments

We aim to minimize impacts on the surrounding landscape and maintain harmony with neighboring residential areas. By avoiding issues such as glare and noise, we pursue sustainable power generation while maintaining the quality of life of local residents.



Effective use of underutilized land

Rather than developing new land, we make effective use of existing underutilized sites, including abandoned farmland and underutilized land. This creates new value from dormant land resources and improves land-use efficiency within local communities.

On-Site Assessments of Planned Solar Power Facilities

We conduct on-site assessments at approximately 250 planned solar power generation sites annually, reviewing each location against our internal criteria to ensure there are no concerns regarding the local environment, biodiversity, or landscape conservation.

MUJI ENERGY Solar Power Facility: Case Study 1

Point: No deforestation

Point: No cut-and-fill earthworks

Point: Not located in a habitat for rare endangered species

Kurihara City, Miyagi Prefecture

MUJI ENERGY Solar Power Facility: Case Study 2

Point: Utilization of abandoned farmland

Point: Located away from major residential roads

Point: No impact from reflected sunlight

Shibata District, Miyagi Prefecture

Progress of FY2026

Operations commenced at 154 sites nationwide, generating 14,000 MWh annually and reducing CO_2 emissions by 5,900 t-CO_2 per year.

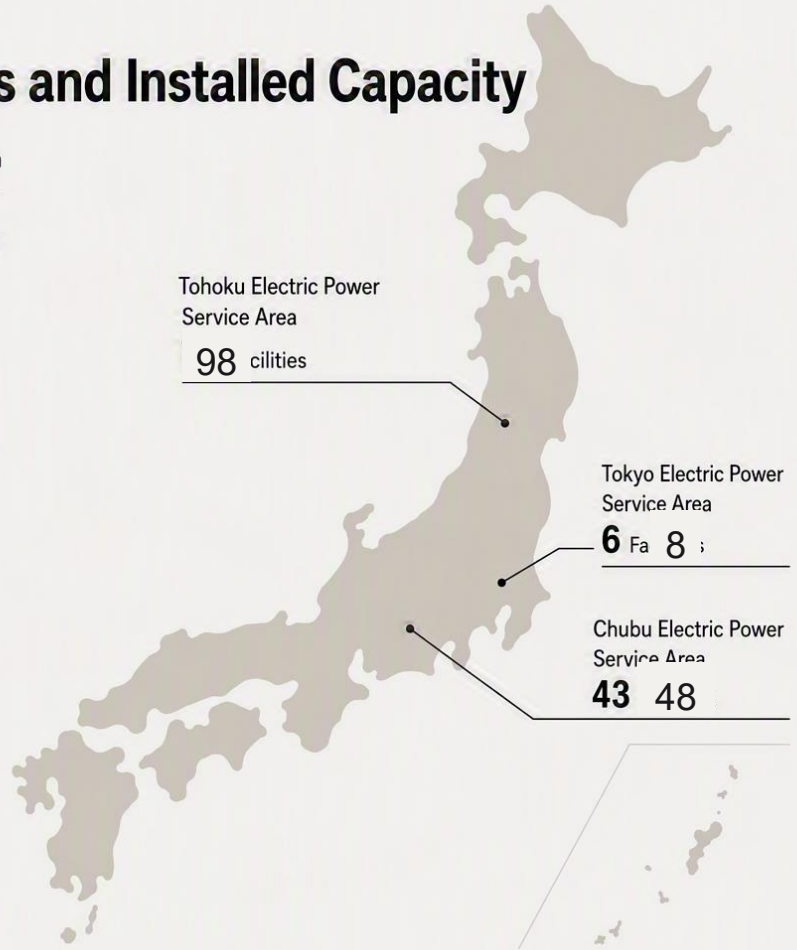
As of September 1, 2026

Power Generation Facilities and Installed Capacity

We conduct on-site inspections of all planned power generation facility locations and carefully evaluate each project against our established standards to ensure there are no concerns regarding the local environment or landscape preservation.

Equivalent to the annual electricity consumption of approximately 93 stores

Operating Power Generation Facili	154 7 Facilities
Total Installec	14,000 2 MW
Estimated An CO_2 Reductic	5,900 2 t-CO_2



Challenges of Power Generation Projects

① 

・High-cost structure

② 

・Reduction of suitable locations

③ 

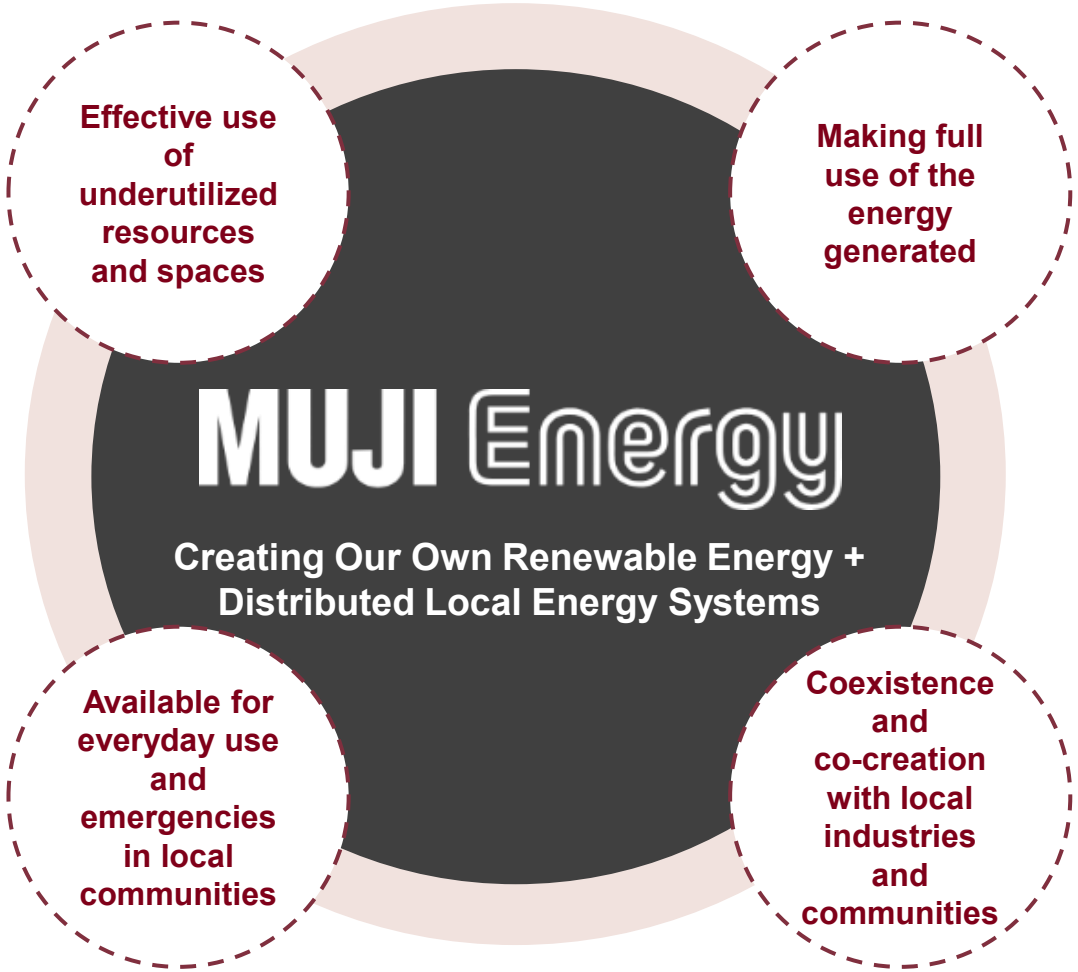
・Achieving Environmental value
・Cost fluctuations

④ 

・Appropriate information dissemination

Future Outlook

We aim to further advance initiatives that create positive social impact in local communities.



Creating Social Impact for Local Industries and Communities through “Renewable Energy × ○○”

Case Study: Moss Cultivation Demonstration Experiment (1)

Moss transforms solar power generation into a power generation that coexists with nature.

Case Study: Moss Cultivation Demonstration Project (2)

Immediately after construction
(Current image)

Expected conditions after one year
(Image)

Conclusion

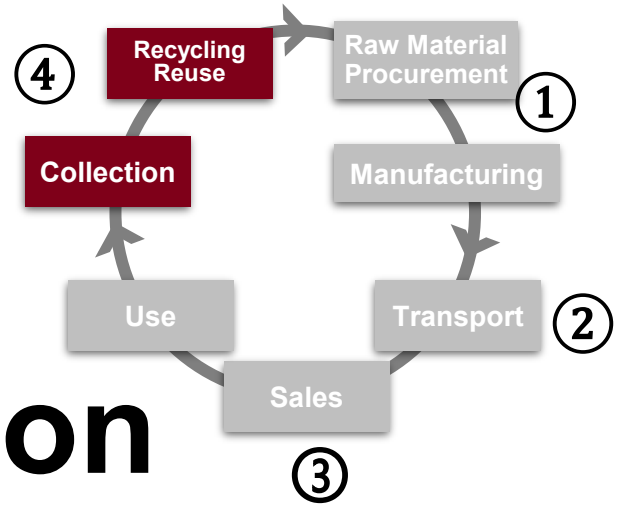
We aim to create a sustainable business model that can be widely adopted across society.

MUJI Energy

Decarbonization of Ryohin Keikaku

Society-wide decarbonization

良品計画
RYOHIN KEIKAKU



Developing Resource Circulation into a Business Pillar

Nobuhiro Matsueda
Executive Officer in charge of Circular Business & Sales

ReMUJI

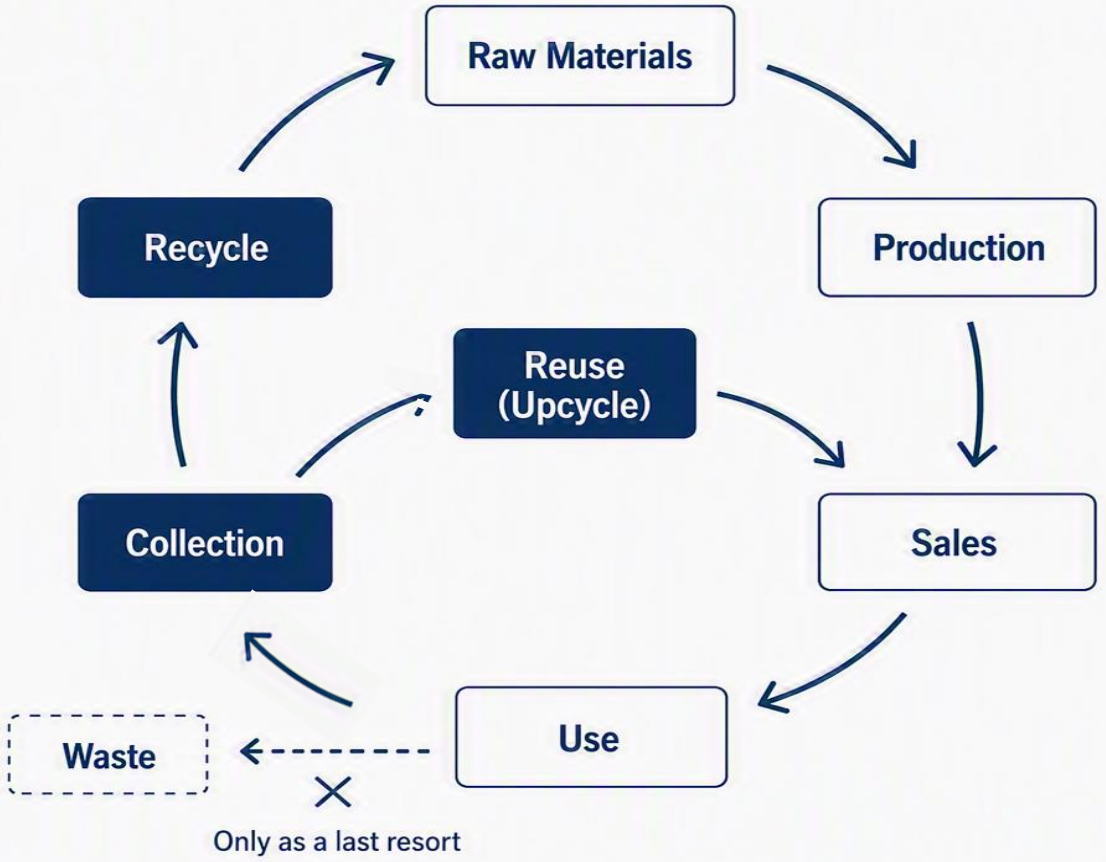
Started collecting apparel and textile products in 2010.
Launched the apparel reuse service "ReMUJI“ in 2015.

In March 2025, MUJI's Resource Circulation Initiatives Were Collectively Named "ReMUJI"

The Resource Circulation Initiative of MUJI "ReMUJI"

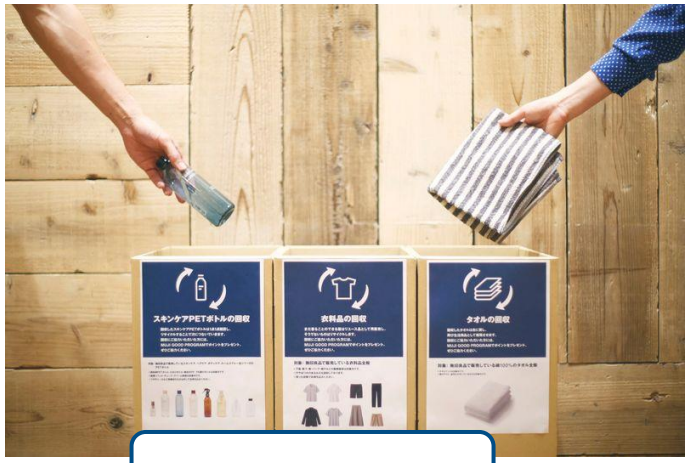
To ensure that resources can be used forever, MUJI collects products that customers no longer need in stores and carries out "Reuse (Upcycle)" and "Recycle".

* Some recycled materials are used for in-house products.



ReMUJI Services

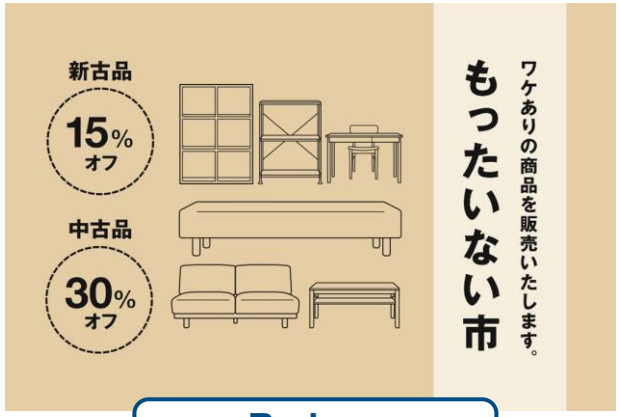
"Reuse First, Then Recycle" We aim to promote initiatives that enable resources to be used for as long as possible.



Collection

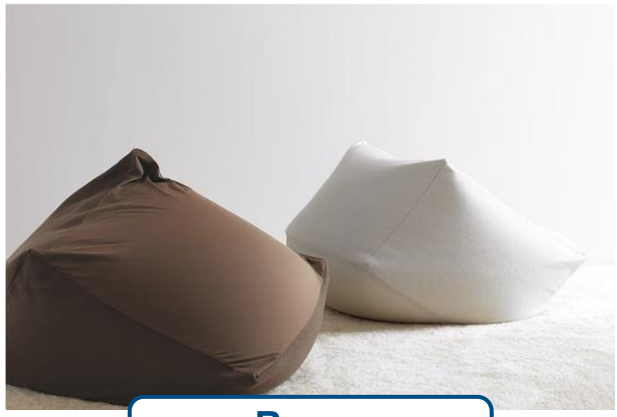
Reuse
Upcycle

Reduce
Reuse



Reduce
Reuse

Reuse
Recycle



Reuse
Recycle

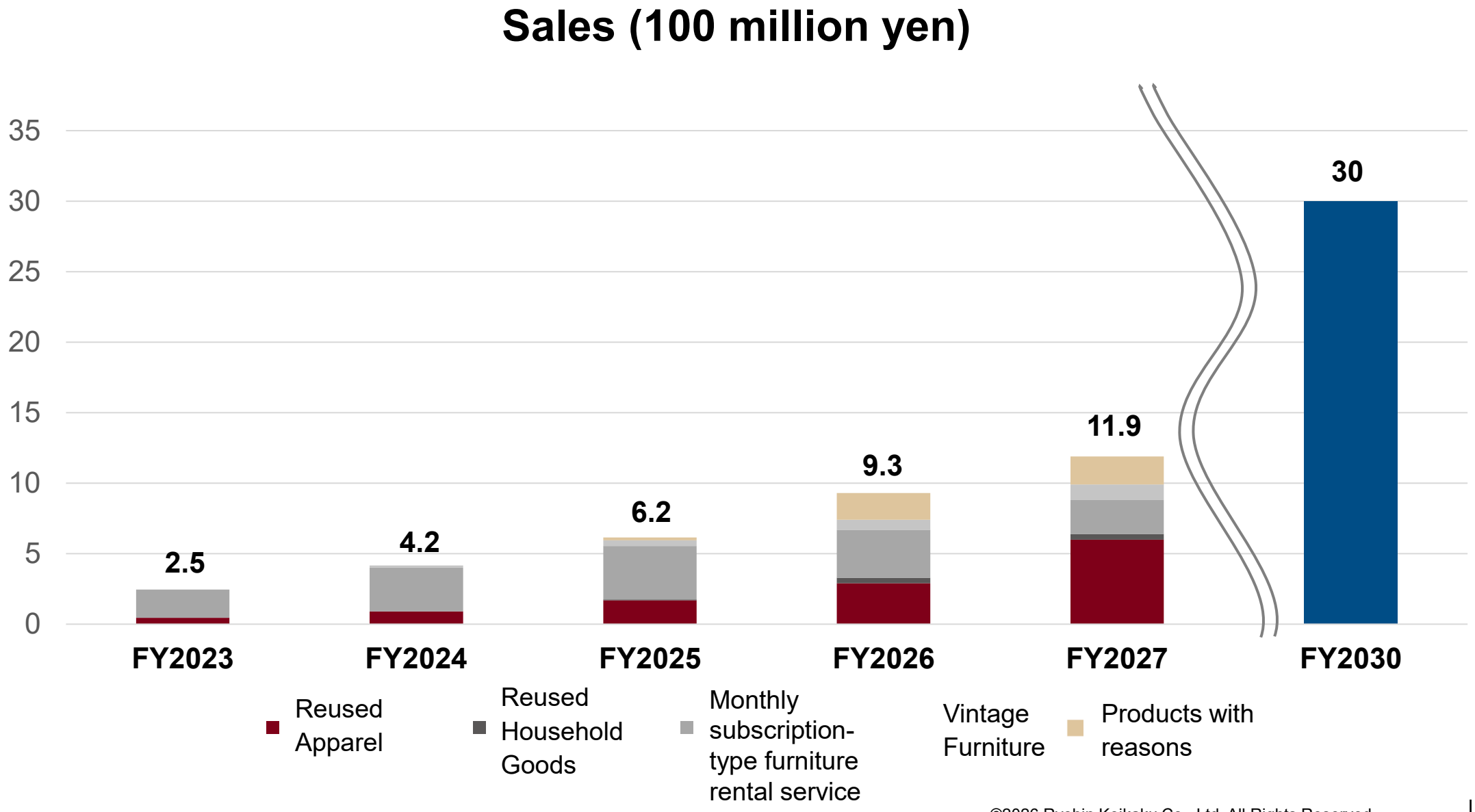
Recycle

List of Items Collected

To Further Advance Our Resource Circulation Initiatives

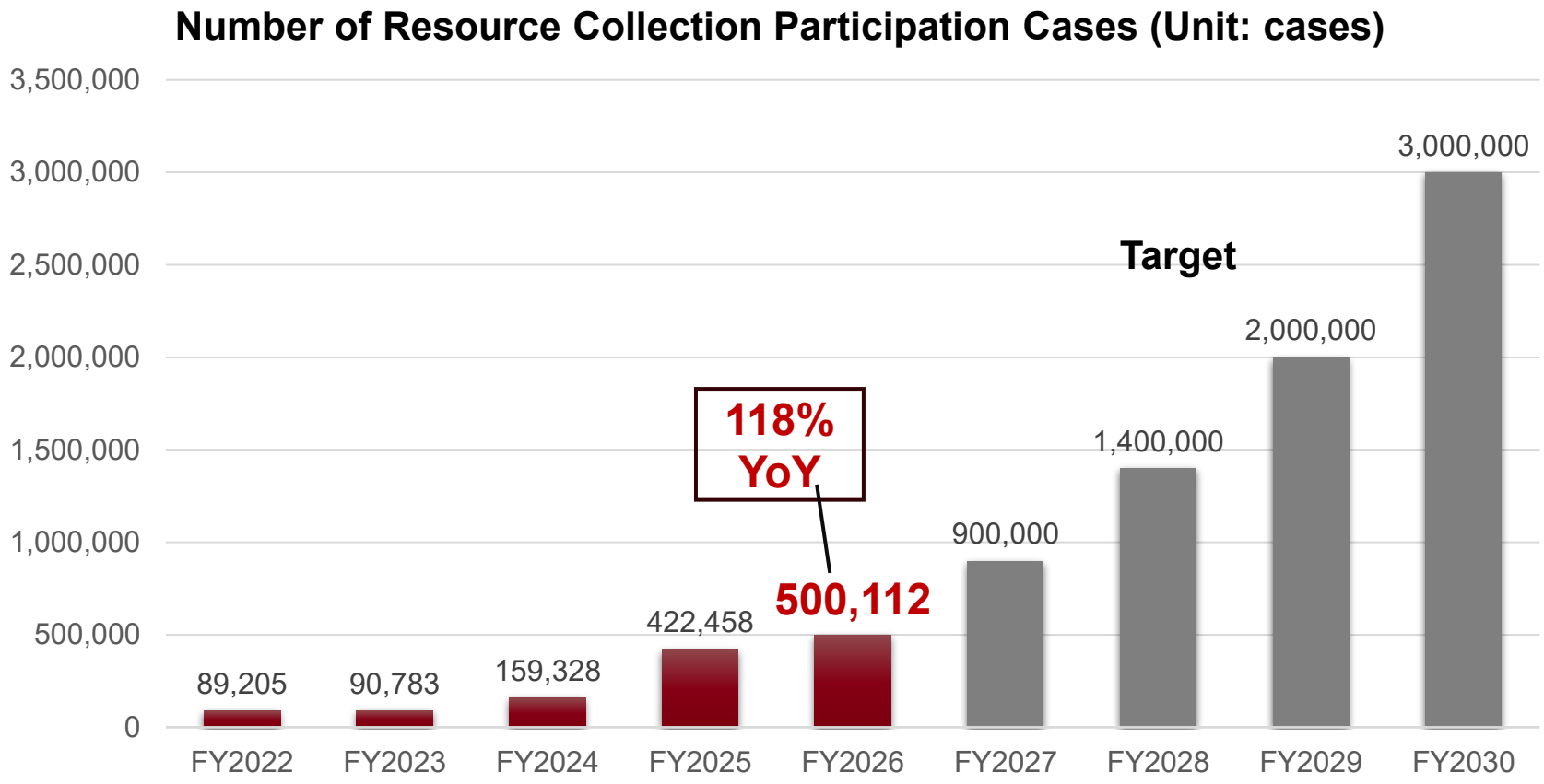
MUJI Aeon Mall Kashihara, Opened in March 2025 with the Themes of Nature, Circularity, and Culture.

ReMUJI Sales



Participation in Resource Collection Continues to Grow Year by Year

In FY2026, the number of resource collection participation cases was approximately 500,000, achieving 118% compared to last year.



Collection Volumes of Apparel and Plastic Products Are Increasing Year by Year

Estimated Collection Volume for FY2026*

*FY2026 figures represent actual results from September 2025 to July 2026 and estimated results for August 2026.

Apparel collection volume (annual)

141,000 kg

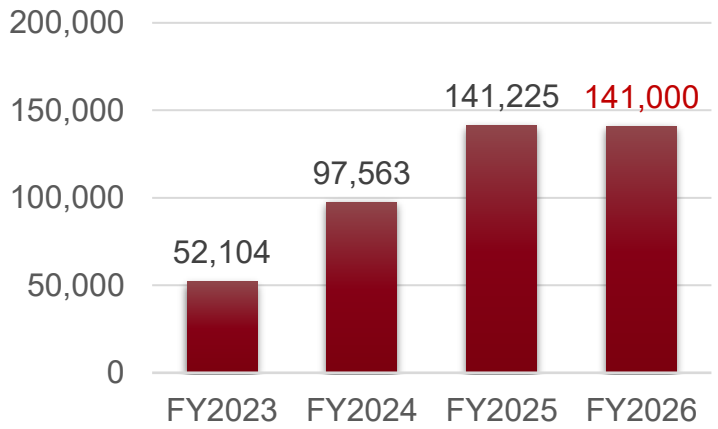
Plastic storage item collection volume (annual)

157,186 kg

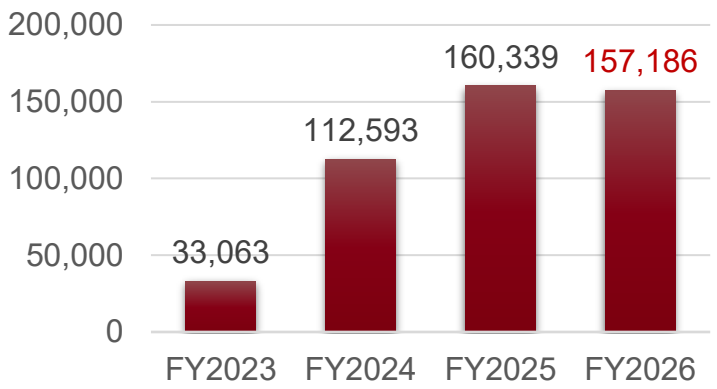
Plastic bottle collection volume (annual)

14,365 kg

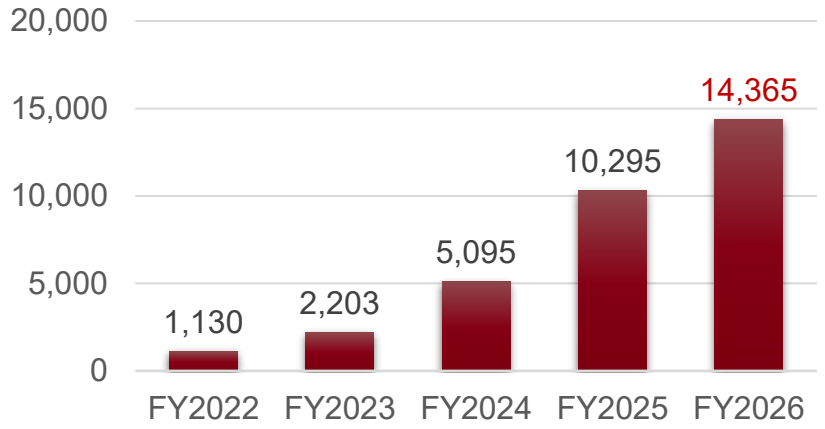
Apparel collection volume (kg)



Plastic storage item collection volume (kg)



Plastic bottle collection volume (kg)

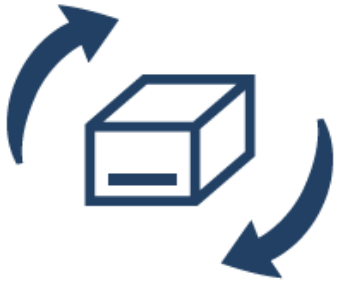


Reuse and Recycling Status of Apparel and Plastic Products

Apparel

Reuse and Upcycle
Approx. 38%

Recycle
Approx. 62%



Plastic Storage

Reuse
3,813 cases
（Approx. 10t）

Recycle
65t

Skincare PET Bottles

Bottle to Bottle
Under Preparation

Process from Collection to New Product Creation
Examples of Apparel Reuse


Collection in store


Point awards


Sorting & shipping

Return to Center


In-house center sorting & inspection

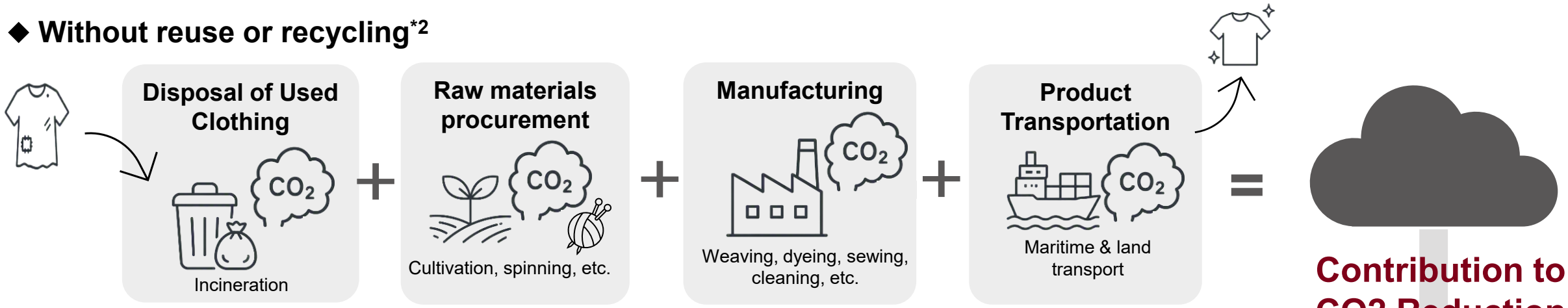

New Product Creation & Sales

Contribution to CO2 Reduction by ReMUJI Apparel

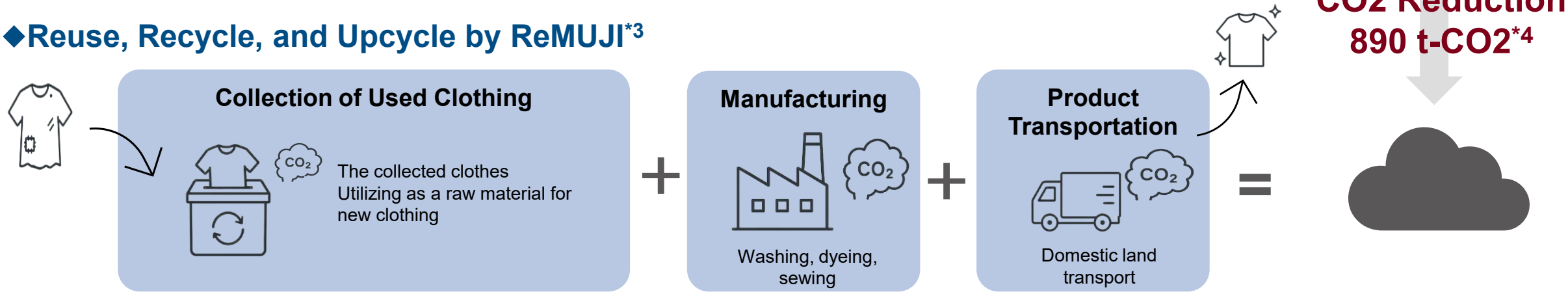
*** Reduction contribution refers to the amount of CO2 emissions that would have been emitted if a product or service had not been available.**

Approx. 890 t-CO2 reduced through clothing reuse, recycle, and upcycle*1 (FY2025)

◆ Without reuse or recycling*2



◆Reuse, Recycle, and Upcycle by ReMUJI*3

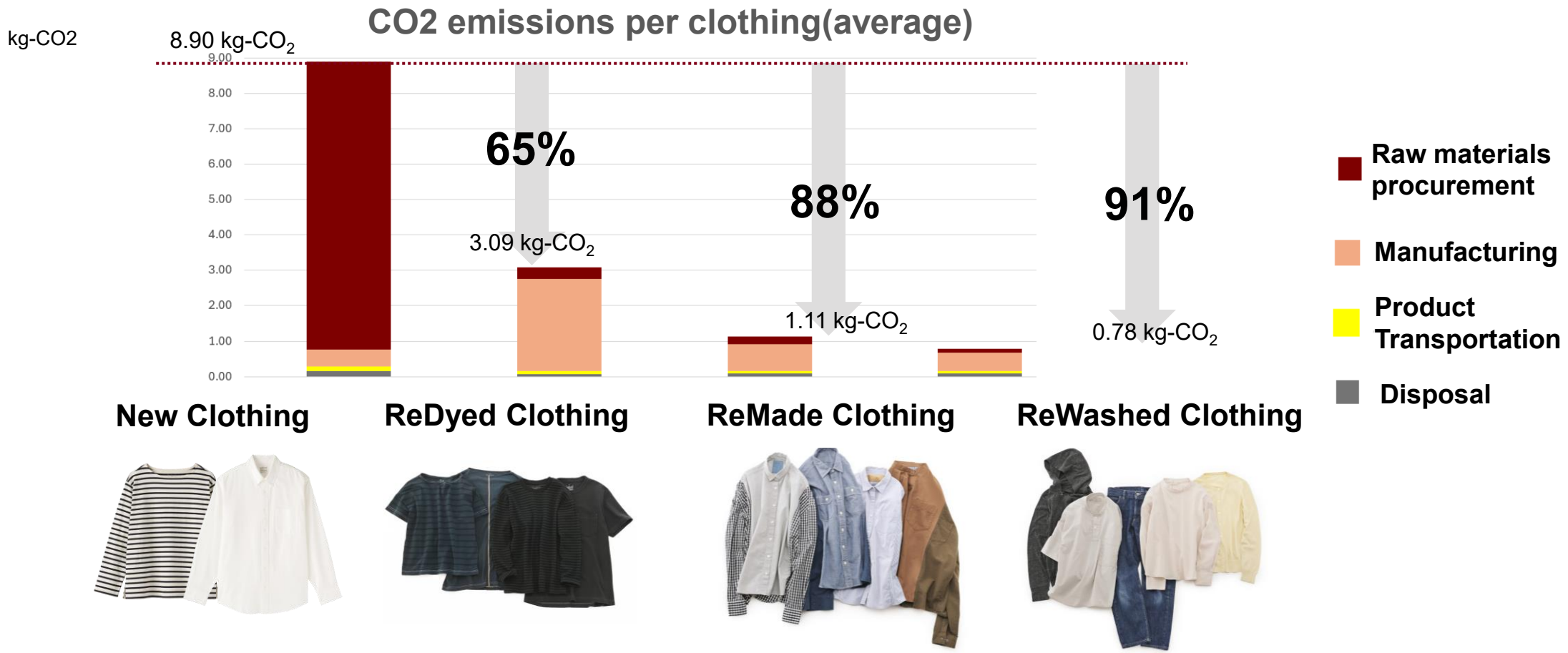


Contribution to CO2 Reduction 890 t-CO2*4

*1 The reduction contribution amount does not represent actual CO_2 emission reduction results or our Scope 1, Scope 2, and Scope 3 emission reduction results, but rather CO2 emissions that are believed to have been avoided or reduced in society through ReMUJI's initiatives. This calculation is an estimate based on comparative scenarios, and calculates the difference in CO_2 emissions over the life cycle between manufacturing ReMUJI clothing using recovered items and discarding them without using recovered items and manufacturing new garments. CO_2 emissions during the sales and usage stages are considered equivalent and are excluded from the calculation. *2 The CO_2 emissions of clothing with "no reuse or recycling" are calculated as the average of representative garments collected by MUJI. *3 The CO_2 emissions of "ReMUJI clothing" are calculated based on the manufacturing performance of ReMUJI clothing (clothes that have been washed, re-dyed, and connected garments) from September 2025 to February 2026. *4 These calculation results are based on manufacturing performance during the target period and scenarios set by our company, and may change in the future due to revisions to the target period or calculation methods. The emission factor database uses AIST-IDEA. It has also undergone review by external experts.

ReMUJI Carbon Footprint (CFP) per clothing

Compared to new clothing (the average CFP of representative products), ReMUJI clothing have a CFP of 65~91% lower



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Initiative (1)
Launch of “ReMUJI WEEK”

■ ReMUJI WEEK

- Held three times a year (February, June, and September).
- 30 bonus MUJI Points awarded for participation in collection activities.

■ GOOD POINT WEEK

- Held for the first time in April 2026.
- 50 bonus MUJI Points awarded for participation in collection activities.

Initiative (2)

Reuse and Recycling of the Body Fit Sofa (March 2025)

Initiative (3)

Launch of Towel Collection for Recycling (May 2026)

Towel collection for recycling was launched in May 2026. Approx. 1.9t of towels are expected to be collected in FY2026.

(Collections from June to August 2026)

Initiative (4)

Six new products introduced under the “ReMade Clothing” series (June 2026)

ReMade Clothing Big T-shirt
¥ 7,990

ReMade Clothing Linen Shirt
¥ 4,990

ReMade Clothing
Triangular Bandana
¥ 3,990

ReMade Clothing Linen Long Shirt
¥ 6,990

ReMade Clothing Linen Sweater
¥ 4,990

ReMade Clothing Cardigan
¥ 5,990

Initiative (5)

Launch of “ReDyed clothing - Coffee” (June 2026)

Coffee powder that cannot be used as a commercial product and is generated during the coffee production process is repurposed as a component of the dye.

ReDyed Clothing Coffee
¥ 3,990

Initiative (6)

Opening of MUJI Toyama Favore (June 2026)

Offering one of the largest selections in the Hokuriku region, the ReMUJI section also features store-exclusive Japanese & Indian vintage furniture.

Initiative (7)

Launch of “Japanese Vintage Furniture” and “Indian Vintage Furniture” at Respective Eight Selected Stores (June and August 2026)

One-of-a-kind vintage furniture sourced from old homes and other locations is restored to a usable condition and offered for sale. By reusing existing furniture instead of producing new items from additional resources, we help reduce waste and advance a circular economy.

Japanese vintage furniture

Indian vintage furniture

[Selected Stores]
Japanese Vintage Furniture: Ginza, Found MUJI Aoyama, Ikebukuro Seibu, Naoetsu, Shizuoka PARCO, Toyama Favore, Aeon Mall Kashihara, Grand Front Osaka
Indian Vintage Furniture: Ginza, Found MUJI Aoyama, Naoetsu, Shizuoka PARCO, Toyama Favore, Aeon Mall Kashihara, Grand Front Osaka, Hankyu Nishinomiya Gardens

Our Target

2030

3 billion yen

3 million people


ReMUJI

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良品計画
RYOHIN KEIKAKU

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