

Ryohin Keikaku Co., Ltd.
Summary of Q&A from the ESG Briefing
Date: September 10, 2026

Respondents: Hirotaka Takahashi (Director and Senior Executive Officer in charge of Corporate Communications and ESG Promotion Division); Jun Yokohama (Director and Senior Executive Officer in charge of Social Good Business / President and Executive Officer, MUJI ENERGY LLC); Yoshihito Furuta (Senior Executive Officer in charge of Logistics); Tsuyoshi Sato (Executive Officer in charge of Production); Nobuhiro Matsueda (Executive Officer in charge of Circular Business & Sales)

	Questions	Respondents	Answers
1	As Ryohin Keikaku aims to become a leader in ESG management, how will the Company evolve the initiatives it has undertaken to date?	Takahashi	Over the past two or three years, we have focused on reassessing and organizing initiatives that we had previously taken for granted. As we reviewed how we communicate our initiatives and adopted clearer, more accessible language, we also gained a renewed appreciation of our strengths. Through enhancements to our Integrated Report and the holding of ESG briefings, understanding of and confidence in our initiatives have gradually grown within the Company. By re-editing and visualizing our past activities, we have also clarified the specific issues we should address next. Going forward, we will continue to improve both the quality of our initiatives and the way we communicate them.
2	What impact has logistics rationalization through reduced delivery frequency had on store operations and responses to out-of-stock items?	Furuta	Optimizing delivery frequency to stores from five times per week to three has created opportunities for each store manager to think proactively about how to use non-delivery days. As we strengthen independent store management, each store is also working to optimize staffing and inventory. These changes are helping to enhance store operating capabilities, and we do not believe that reducing delivery frequency has necessarily increased store workloads.
3	What are the challenges in production, logistics, renewable energy, and resource circulation, and how does the Company intend to overcome them and communicate its efforts?	Sato	The challenges in production are understanding the current situation, which forms the basis for setting targets, and measuring the effectiveness of initiatives. Because production partners differ in how well they understand their emissions, rather than imposing uniform targets, we engage in dialogue with each partner and jointly consider targets suited to its business scale and progress. In product development, it is also important not to regard ESG as a special response or an additional burden, but to embed it as a standard part of the development process. Through initiatives such as carbon footprint (CFP*) training, we are building a framework that considers environmental impact from the planning and design stages. *CFP: Carbon Footprint of Products. A carbon footprint is the total amount of greenhouse gas emissions generated throughout all or part of a product's or service's life cycle—from raw material procurement and manufacturing through disposal and recycling—expressed as a carbon dioxide equivalent (CO₂e).
4	Regarding logistics.	Furuta	The key challenge in logistics is the speed at which we can roll out overseas the improvement measures being implemented in Japan. In regions where we expect future growth, including ASEAN, North America, and Europe, we will adapt the logistics improvement practices developed in Japan to local conditions and promote greater efficiency and a lower environmental impact across the entire supply chain.
5	Regarding resource circulation.	Matsueda	A major challenge in resource circulation is increasing collection volumes. Participation in collection programs is expanding, but further growth of our circular businesses requires participation by more customers. In addition, the processes and outcomes of these initiatives can be difficult to communicate—for example, how collected plastics are used as recycled materials in products. We will clearly show how collected resources are subsequently used and accelerate our efforts toward our target of achieving a cumulative total of three million instances of participation in collection programs by 2030.
6	Regarding renewable energy.	Yokohama	In renewable energy, the prerequisite is to properly apply the installation standards established by the Company and improve the quality of renewable energy site development that takes local environments and landscapes into consideration. We will enhance the quality and transparency of our initiatives while carefully explaining our approach, which emphasizes harmony with local communities and avoids deforestation and large-scale land development. Disclosure may invite a range of opinions, but we believe it is important to continue communicating the intent and actual implementation of our initiatives.
7	With regard to the costs of advancing ESG, does the Company intend to continue these initiatives even when they create a financial burden?	Takahashi	Appropriate costs should be incurred for necessary initiatives, and we have no intention of scaling them back simply because they entail costs. We regard ESG as part of our core business and believe it is important to improve efficiency and manage the costs arising from day-to-day business activities. Rather than addressing these costs by passing them on to customers or placing a unilateral burden on production partners, each division will address them as part of its regular operations, pursuing both social and economic value through operational improvements and innovation.
8	Regarding production.	Sato	Additional costs may arise when production partners switch to renewable energy or introduce tools to measure and track emissions. We set targets in light of each company's economic viability. At the same time, reviewing manufacturing processes and eliminating waste may help reduce costs across the supply chain. Rather than asking partners to bear the burden unilaterally, we will proceed while sharing the benefits generated through greater efficiency.

9	Regarding logistics.	Furuta	Ocean freight rates charged by shipping companies using alternative fuels may be higher than rates for conventional shipping services, but improving loading efficiency and reducing the number of containers can help contain total transportation costs. In domestic transportation as well, amid rising freight rates, we are controlling total costs by optimizing delivery frequency and reducing the number of trucks. While continuously monitoring logistics costs as a percentage of sales, we will pursue both logistics efficiency and a reduced environmental impact.
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