July 13, 2026
Ryohin Keikaku Co., Ltd.

Ryohin Keikaku entered into a Strategic Business Alliance Agreement with Mitsubishi Corporation

Ryohin Keikaku Co., Ltd. (Bunkyo-ku, Tokyo; President and Representative Director: Satoshi Shimizu) and Mitsubishi Corporation (Chiyoda-ku, Tokyo; Representative Director, President and Chief Executive Officer: Katsuya Nakanishi) have entered into a strategic business alliance agreement. The purpose of the alliance is to combine the business foundation, human resource, expertise and networks of both companies to create new business opportunities in the retail sector, with the aim of creating new value for people in Japan and overseas.

Over the past 25 years, Ryohin Keikaku and Mitsubishi Corporation have developed a strong business relationship and a deep understanding of each other's strengths. Although our capital relationship, which started in 2001, has been dissolved*, we will continue to strengthen our collaboration. By bringing together management resources, we aim to grow our existing businesses and create new opportunities through the strategic alliance.

The alliance will build on our current collaboration, including joint product development and sales with Lawson, Inc., a group company of Mitsubishi Corporation. Going forward, we will also work together to develop products that support the overseas growth of Ryohin Keikaku's food business, improve logistics and services and explore new business opportunities in Japan and overseas.

Currently, the impact of the agreement on Ryohin Keikaku's financial performance is expected to be minimal. Should any matter requiring disclosure arise in the future, the company will promptly make an announcement.

【Overview of the Business Partner】

Company Name	Mitsubishi Corporation
Established	1950 (Founded in 1954)
Head Office	Mitsubishi Corporation Building, 2-3-1 Marunouchi, Chiyoda-ku, Tokyo, Japan
Representative	Representative Director, President and Chief Executive Officer, Katsuya Nakanishi
Business Description	Mitsubishi Corporation is an integrated trading and investment company that develops and operates businesses across multiple industries through seven business groups: Energy & Power Solution, Material Solution, Mineral Resources, Urban Development & Infrastructure, Mobility, Food Industry, and Smart-Life Creation (S.L.C.).

* Overview of Mitsubishi Corporation's Disposal of Shares (for reference)
Number of shares held and ownership ratio before the disposal:
21.566 million shares (approximately 3.9% of the total number of shares outstanding)
Number of shares held and ownership ratio after the disposal:
0 shares (0.0%)