Ryohin Keikaku Co., Ltd. Summary of Dialogue with Outside Directors and Shareholders (Institutional Investors)

June 16, 2026, 2:30 - 3:30 PM, 16 institutional investors (Japan-based) attended in person or online
Attendees from Ryohin Keikaku: Yuriko Kato, Outside Director; Kenta Hochido, Executive Officer

#	Q	A
1	What do you consider to be the key management risks?	(Kato) Team building is our most critical challenge. As we expand globally, hiring strong regional leaders and developing talent internally are both difficult tasks that test our management capabilities. For sustainable growth, we need operational systems that don't depend on any single individual—this means establishing clear, repeatable processes.However, MUJI has strong brand power, and to some extent, we benefit from organic growth driven by the brand. By combining this brand power with solid operational processes, we are confident that we can achieve successful global expansion.
2	How much progress has the company made toward the ideal operational processes?	(Kato) Operational processes are always evolving—there is no final destination. The key is to first understand what MUJI represents as a brand in society, and then build our processes and develop our talent accordingly. Right now, I would say we are about 70% of the way toward our ideal. At the same time, the brand power of MUJI is remarkably strong. In India, for example, we have only a limited store presence, yet brand awareness is already established to some degree. This shows us the significant potential for future expansion and the strength of the brand itself.
3	What is the bottleneck in expanding Food business overseas?	(Kato) Food products are heavily affected by import/export regulations and certification requirements in each region. For this reason, we believe local production is the best approach for Food business development in overseas—it makes it easier to comply with regulations and adapt to local tastes.
4	How have Board discussions changed over time? Are financial matters being discussed sufficiently?	(Kato) In the past, when business performance was struggling, Board discussions were focused on defensive measures, which made it difficult to make forward-looking decisions. Since then, we have successfully reformed our products and established a solid store operation system, building a strong track record. This has given the Board the confidence to shift toward proactive, growth-focused discussions. The Board culture has also improved. The Chair has created an environment where members feel comfortable sharing their views, which has led to more open and engaging debates. On financial matters, we rely primarily on directors with specialized finance expertise to lead those discussions. (Hochido) Going forward, we recognize that capital efficiency and cash management need to be discussed more thoroughly at the Board level.
5	What organizational structure is required to grow globally? And what is the timeline?	(Kato) Building the right team in the early stages is critical. We believe it is essential to set up back-office functions linking headquarters with local operations, and to secure local leaders who can make decisions on the ground. For example, in our North America business, performance improved significantly after we appointed a local executive officer to lead the region.
6	At Ryohin Keikaku, non-financial value is just as important as financial value. What kind of disclosure do you think is effective for helping stakeholders better understand your corporate value?	(Kato) As a company, we are good at putting ideas into words—but we haven't done enough to share them externally. Going forward, we need to better communicate what MUJI stands for: our philosophy and values. This is especially important overseas, where explaining the story behind our brand helps us differentiate ourselves and be better understood by customers. (Hochido) ESG is becoming a bigger focus for us. It's now part of how we evaluate internal directors, and we have started a renewable energy business. ESG topics are also coming up more frequently in Board discussions.
7	As an Outside Director, are you involved in anything beyond regular Board meetings? Please share specifics example.	(Kato) I regularly exchange views with executive officers and visit stores. In some cases, I serve as a bridge between the front lines and management. I also bring expertise in agriculture, so I am involved in various ways—such as collaboration with local communities and areas related to food.
8	There seems to be room for improvement in marketing. How do you monitor progress in this area?	(Kato) In the end, results speak for themselves—we track improvements in revenue and operating profit. I also talk regularly with executive officers to understand what's happening in the field, and we discuss what kind of support headquarters can provide.
9	As an Outside Director, what do you focus on most when overseeing management? Also, what changes have you seen since the change in top management?	(Kato) I focus primarily on whether management decisions align with MUJI's philosophy and principles. I also advise on operational processes—things like eliminating waste and standardizing workflows. As for what has changed, it is not just the leadership transition. The recovery in business performance has also created more room for forward-looking discussions, which I believe is a significant factor.
10	What is your approach to developing and promoting global talent?	(Kato) Our basic approach is to hire local talent and gradually shift toward localization. In the early stages, support from headquarters staff is necessary, but for sustainable growth, building locally-led teams is essential.
11	What values must remain consistent worldwide as MUJI expands?	(Kato) The approach to developing environmentally and socially responsible products should apply everywhere, regardless of region. This principle is already clearly defined and is something we must preserve as the core of our brand.
12	What are the main topics at the Board today, and what challenges lie ahead? Are there also discussions related to product development?	(Kato) IT system challenges and strengthening global expansion are ongoing topics of discussion. Product development is not a direct agenda item at Board meetings, but we do have the opportunity to review it twice a year.
13	What specifically are the challenges of IT system you are referring to?	(Kato) The challenge is to leverage IT systems to streamline store operations and inventory management, ultimately improving productivity.