



2018

会社案内

Corporate
Profile

Message

I would like to express my deep gratitude for your continued support of our business.

Way back in December 1980, The Seiyu, Ltd. (now Seiyu GK) launched MUJI as a proprietary brand with 40 items. Today, the brand includes as many as 7,000 items which are sold in more than 800 stores in 28 countries and regions including Japan. In 1989, Ryohin Keikaku Co., Ltd. took over the business. Since then we develop, manufacture and sell everyday goods used by people around the world, including clothing, household goods, and food items.

Our medium-term business plan for fiscal 2017 through 2020, which we launched on March 1, 2017, mandates that we “focus on employee proficiency, and develop a culture and systems that encourage Conscience and Creativity across our organization worldwide.” Under this policy, we are pursuing the following priorities:

1. Global supply chain management
2. Product development
3. Global HR management
4. Group corporate governance

Fiscal 2017 results represented a strong start as the first year of the plan, toward our fiscal 2020 financial targets of 500 billion yen in revenue from operations, 60 billion yen in operating profit, and 15% and above in ROE.

We will continue to contribute the society as a sustainable global company that supplies products and services trusted by people worldwide. We would very much appreciate the continued support and understanding of our stakeholders.



Ryohin Keikaku Co., Ltd.
President and Representative Director

松崎 暁
Satoru Matsuzaki

Corporate Data

Company name	Ryohin Keikaku Co., Ltd.	Capital	6,766,250,000 yen
Location	4-26-3 Higashi-ikebukuro, Toshima-ku, Tokyo, 170-8424, Japan	Fiscal year-end	Last day of February
Tel.	+81-3-3989-4403 (HR & General Affairs Division)	Annual turnover	379,551 million yen (Consolidated revenue from operations)
Website	https://ryohin-keikaku.jp/eng/	Number of employees	17,652 (including 9,524 temporary employees, consolidated)
Establishment	June 1989 (registration: May 1979)	Chairman and Representative Director	Masaaki Kanai
		President and Representative Director	Satoru Matsuzaki

Group Companies	MUJI HOUSE Co., Ltd. MUJI (HONG KONG) CO., LTD. MUJI Korea Co., Ltd. MUJI (Shanghai) Company Limited MUJI (Taiwan) Company Limited MUJI EUROPE HOLDINGS LIMITED RYOHIN KEIKAKU EUROPE LTD. RYOHIN KEIKAKU FRANCE S.A.S. MUJI ITALIA S.p.A. MUJI Deutschland GmbH MUJI SPAIN, S.L.	MUJI PORTUGAL, LDA MUJI Sweden Aktiebolag MUJI U.S.A. Limited MUJI CANADA LIMITED MUJI (SINGAPORE) PRIVATE LTD. MUJI (MALAYSIA) SDN. BHD. MUJI Retail (Thailand) Co., Ltd. MUJI RETAIL (AUSTRALIA) PTY LTD Ryohin-Keikaku Reliance India Private Limited MUJI PHILIPPINES CORP. MUJI Global Sourcing Private Limited MGS (Shanghai) Trading Co., Ltd.
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(As of May 23, 2018)

Corporate Philosophy

The MUJI Vision: The Quest for the Good Product

There is no one answer to what a good product is. Simply asking the question, though, creates infinite possibilities, and we pursue them.



Natural. Anonymous. Simple. Global.

Corporate Philosophy

Quest Value

Identify and deliver MUJI value and appeal from the perspective of the people who use our products.

Positive Spiral

Work toward global growth and development by operating a fair and transparent MUJI business.

Best Partnership

Deliver the abundance inherent in good products by respecting associates and building relationships of trust with business partners.

Code of Conduct

1. Quickly and carefully respond to customer needs
2. Think and act globally
3. Prosper together with local communities
4. Act sincerely and honestly
5. Be open to communication with all

MUJI Business

“Lower priced for a reason.” This phrase encapsulates how MUJI first began in 1980. We launched products that might almost be regarded as substandard if based on traditional criteria. Focusing on our three priorities: “Selection of materials”, “Streamlining of processes” and “Simplification of packages”, we have grown into a brand of over 7,000 no-frills quality products. Beginning in 1983 with our first stand-alone MUJI store in Aoyama, Tokyo, we now operate in 28 countries and regions around the world including Japan. We deliver a comfortable shopping experience for our customers by enhancing our stores and staff as well as expanding our services. We also introduced the smart phone app MUJI passport for further communication with our customers.



First 40 products when the business started in 1980



MUJI Yurakucho

MUJI Main In-Store Services

MUJI SUPPORT

MUJI SUPPORT

MUJI aims to become a lifestyle support centre for our customers. The advisory staff in our stores will provide all sorts of support to the needs at home, whether small or large, such as custom-length shelving, finding a replacement lid for a teapot, etc.



MUJI BOOKS

MUJI BOOKS

As an oldest form of media of humankind, books have been offering a treasure trove of plain and natural words that recorded findings and tips for everyday life. MUJI BOOKS bring together classics from all ages and places, highlighting timeless words as part of a lifestyle rich with books.



Open MUJI

Open MUJI

Open MUJI provides a space for customers to learn about and discuss the ideas behind MUJI. As a platform to build local ties, we regularly organize exhibits, workshops and other events featuring local creators and designers.



MUJI in Other Channels



MUJI to GO A concentrated selection of MUJI.

MUJI to GO shops feature selected items that are useful for travel, commuting, business, study and play. These shops offer products that travelers are happy to come across at airports—stationery items with special functions, items to make trips more fun, and things that feel like a little bit of home with you while you travel.



Found MUJI The best from around the world.

Instead of producing goods, Found MUJI takes a “search and discover” approach to lifestyle, bringing together everyday items long treasured around the world. While retaining the original essence we make some adjustments to fit to contemporary life, culture, and custom, and bring them back to the market at reasonable prices.

<https://www.muji.net/foundmuji/>



MUJI com MUJI on your daily route.

A place to drop by and grab those last-minute items, MUJI com sells a selection of daily necessities from all categories. It enhances daily life with products for home, work and school and even gifts to send to others.



Other Businesses



Café & Meal

Café & Meal offers Simple Food using lots of vegetables. Our dishes, desserts and beverages are made from carefully selected, seasonal ingredients that are delicious and healthy.



IDÉE

IDÉE designs, manufactures, and sells home furnishings, including original furniture, accessories, antiques, curtains, and rugs. Besides retail they engage in the production, consultation, and design of residential and commercial space.



MUJI Campsites

With the idea of providing minimal services and letting nature do the rest, MUJI operates campsites and manages a total of some 230 hectares of forest in Tsunan (Niigata Prefecture), Minami-Norikura (Takayama, Gifu Prefecture), and Campagna Tsumagoi (Tsumagoi, Gunma Prefecture). Outdoor classes held at these camps are taught by people from the local communities, to raise awareness of the natural environment.



MUJI HOUSE

MUJI House Co., Ltd. brings the MUJI style of living to home design. The MUJI home embodies the same MUJI vision as the rest of our products — comfortable, easy to use, durable with no-frills quality design and functions, and long-time favourite.



Product development

The fundamentals of MUJI manufacturing process have not changed. The times may change, but we continue to focus on the **selection of materials, streamlining of processes, and simplification of packages** as we constantly return to our starting point to manufacture no-frills quality products.

Our goal is not to make our customers say, "This is what I want" but "This will do." This philosophy creates satisfied customers who choose our products with a thoughtful, "This will do," rather than an impulsive "This is what I want." To earn this response, we focus not only on product quality and price, but also continually seek to improve our products using unique ideas to eliminate even the slightest inconvenience or discomfort.

Selection of materials

Tasty and healthy foods. Comfortable clothing. Household goods that are, above all, easy to use. For Ryohin Keikaku, the materials we use to make such products are of the utmost importance; consequently, considerable attention is given to their selection. We search worldwide for the most suitable raw materials. We use many industrial materials as well as materials discarded by others because of their appearance – items that can be acquired in bulk at low cost. The overriding selection criteria is always quality. These activities underpin our ability to create low-priced, high-quality products.

Streamlining of processes

The processes by which each product is manufactured are subjected to careful scrutiny at MUJI. Processes that have no bearing on a product's quality such as sorting, sizing, and polishing are eliminated, leaving only those processes that are truly necessary. Even items that have been discarded because they do not meet certain standards of size and appearance are turned into products for sale. Focusing on true quality, MUJI's manufacturing processes eliminate waste and reduce costs.

Simplification of packages

When packaging products, Ryohin Keikaku seeks not to adorn them but rather to highlight their natural colors and shapes. For this reason, we use bulk packaging and place products in plain, uniform containers. Faithful to our philosophy of simplicity, this approach is also in keeping with our policy of conserving resources and reducing waste. Thus, all MUJI products appear on store shelves in simple packaging bearing only product-related information and a price tag.



Signature "Why of MUJI" Products

Apparel

Right-Angle Socks (2006–)

Right angle socks inspired by the hand-knit socks made by a Czech grandmother.



Non-Itchy Turtleneck (2009–)

The collar of the sweater uses yarn that has a more comfortable texture, to prevent itchiness around the neck. Improved every year.



Household

Mattress with Legs (1991–)

The frame now incorporates steel mesh to deliver more comfort. Improved every year.



Beads Sofa (2002–)

Developed based on customer input. Features an improved stretch-resistant knit cover.



Food

Baumkuchen Banana (2000–)

Product standards were modified in 2017 to accept irregularities in baking color and shape, etc., that have nothing to do with the taste. The new version is sold as Irregular Baumkuchen.



White Chocolate Covered Strawberries (2001–)

Irregularly sized or non-uniformly coated strawberries are also included in the package.



Global Promotion

Products or product lines selected from among lifestyle necessities are showcased in separate period by country and region but with shared visuals. Eight global promotion campaigns were implemented during fiscal 2017 featuring cleaning tools, skincare products, and socks. The campaigns communicated the appeals of the products, reasons behind, and offered suggestions that work across diverse languages and cultures.

Fiscal 2017 example



Promotion period in Japan: December 26, 2017 to February 14, 2018
Featuring: Cleaning System-Carpet Cleaner./Cleaning System-Flooring Mop

Presenting our vision of a simple, pleasant life

MUJI is not just a collection of products. We aim to be a group which consider every aspect of life with care, from the smallest details to the whole planet's future. As a platform of society we want to respond with conscience and creativity to many ongoing challenges. This commitment drives us to various activities.

MUJI's Expanding Activities

Prioritizing Connecting with People in Everything We Do



Capitalizing on Untapped Resources



Design in Public Spaces



Social Initiatives



Simple and Delicious Food



Conserving Natural Resources



Reuse



Long-Lasting, Adaptable Homes



Main Initiatives (Ryohin Keikaku Co., Ltd.)

Kamogawa Satoyama Trust (Handmade Miso / Soy Sauce Workshop)

Since May 2014, Ryohin Keikaku and the non-profit organization Uzu have been operating the Kamogawa Satoyama Trust. The activities in fiscal 2017 included a workshop in which customers harvested soybeans and made miso and soy sauce with us over a period of approximately nine months. Trust activity seeks to get urban dwellers involved in *satoyama* region (an area of farmland and mountain foothills) conservation, and pass down traditional culture and life to the next generation.



School Repurposing (MUJI HUT)

Shirahama School House is a multipurpose complex that repurposes a former school facility in the city of Minami-boso in Chiba Prefecture. The adjacent school grounds are being developed into plots for huts with vegetable gardens. The site is easily accessible for urban dwellers from the city. The facility provides a space to interact with local community. In partnership with the facility operator, Would LLC, Ryohin Keikaku is providing a new model for revitalizing a local community.



The Store as Part of the Community

MUJI stores organize diverse events as platforms to develop local ties. In fiscal 2017, MUJI stores organized 2,780 events attended by more than 41,000 customers. These events ranged from talks given by persons playing active roles in their communities, to exhibits and showcases as well as workshops led by MUJI specialized sales staff. Stores will continue to offer useful events to present our vision of a simple, pleasant life.



History

1983 MUJI Aoyama



1995 MUJI Tsunan Campsite



2001 MUJI Yurakucho



2014 Hatoyama Distribution Center



2015 MUJI Shanghai Huaihai 755



1980—

- **1980.12**
MUJI established as a private brand of The Seiyu, Ltd., a Japanese retail company
- **1983.6**
First directly managed store, MUJI Aoyama opened
- **1985.9**
Mujirushi Ryohin Division established
- **1989.6**
Ryohin Keikaku Co., Ltd. established

1990—

- **1990.3**
MUJI business transferred from The Seiyu, Ltd.
- **1991.7**
First UK store opened
MUJI West Soho
- **1991.11**
First Hong Kong store opened
MUJI Ocean Centre
- **1993.3**
RK TRUCKS Co., Ltd. established
- **1994.12**
Niigata Distribution Center begins operations
- **1995.4**
First Singapore store opened
MUJI BUGIS JUNCTION
- **1995.7**
MUJI Tsunan Campsite opened
- **1996.8**
MUJI Minami-Norikura Campsite opened
- **1996.12**
Fukuoka Distribution Center begins operations
- **1998.9**
Kobe Distribution Center begins operations
- **1998.10**
First France store opened
MUJI ST. SULPICE
- **1998.12**
Withdrew from Hong Kong and Singapore markets
- **1998.12**
Urayasu Distribution Center begins operations

2000—

- **2000.5**
MUJI.net Co., Ltd. established (Currently, MUJI HOUSE Co., Ltd.)
- **2000.8**
Promoted to listing on the first section of the Tokyo Stock Exchange
- **2001.4**
Hong Kong (re-entry into market)
MUJI SHATIN
- **2001.11**
MUJI Yurakucho and MUJI Namba stores opened
- **2002.11**
First Ireland store opened
MUJI CHATHAM STREET
- **2003.4**
Singapore (re-entry into market)
MUJI Bugis
- **2003.11**
First South Korea store opened
MUJI LOTTE YOUNGPLAZA
- **2004.4**
First Taiwan store opened
MUJI NewYork NewYork
- **2004.7**
MUJI Tsumagoi Campsite opened
- **2004.9**
First Sweden store opened
MUJI Ahlens City Stockholm
- **2004.12**
First Italy store opened
MUJI MILANO Corso Buenos Aires

- **2005.7**
First store in mainland China opened
MUJI Nanjing West Road (Shanghai)
- **2005.11**
First Germany store opened
MUJI Düsseldorf Kö-Galerie
- **2006.4**
MUJI Global Sourcing Private Limited established
- **2006.5**
First Spain store opened
MUJI Barcelona Rambla Catalunya
- **2006.8**
IDÉE CO., LTD. consolidated
- **2006.11**
First Thailand store opened
MUJI Central Chidlom
- **2007.1**
MUJI EUROPE HOLDINGS LIMITED established as European headquarters
- **2007.11**
First USA store opened
MUJI SOHO
- **2009.10**
First Indonesia store opened
MUJI Plaza Indonesia

2010—

- **2010.3**
First Poland store opened
MUJI Arkadia
- **2010.10**
First store opened in the Philippines
MUJI Bonifacio High Street
- **2010.12**
First Portugal store opened
MUJI Chiado
- **2012.4**
First Malaysia store opened
MUJI Pavilion
- **2013.1**
First Kuwait store opened
MUJI The Avenues
- **2013.2**
First UAE store opened
MUJI Dubai Mall
- **2013.11**
First Australia store opened
MUJI Chadstone
- **2014.11**
Hatoyama Distribution Center begins operations/
Urayasu Distribution Center closed
- **2014.11**
First Canada store opened
MUJI Atrium

- **2014.12**
MUJI Sino-Ocean Taikoo Li Chengdu global flagship store opened
- **2015.9**
MUJI Yurakucho global flagship store reopened after renovation
- **2015.12**
MUJI Shanghai Huaihai 755 global flagship store opened
- **2016.5**
First Saudi Arabia store opened
MUJI Hayat Mall
- **2016.8**
First India store opened
MUJI Palladium
- **First Bahrain store opened**
MUJI Bahrain City Center
- **2017.4**
First Qatar store opened
MUJI DOHA FESTIVAL CITY
- **2017.9**
IDÉE CO., LTD. merged to Ryohin Keikaku
- **2018.1**
MUJI HOTEL SHENZHEN opened in China

The Year in Review

April 22
Sales floor: 2,448.72 m²



MUJI SHARE STAR Hakodate (Japan)

April 5
Sales floor: 389.30 m²



MUJI DOHA FESTIVAL CITY (Qatar)

May 6
Sales floor: 437.11 m²



MUJI Select Citywalk (India)

July 28, Sales floor: 3,334.19 m²



MUJI Yurakucho Global Flagship Store expanded / renovated

Since opening in 2001, MUJI Yurakucho has launched a number of services as our global flagship store. The store reopened in July 2017 after a renovation and expansion of the retail space, and it now features a new marketplace on the ground floor that sells fresh produce and grocery items. The vegetables are fresh from the farm. They are grown by local farmers and farmers associations either with no use of agro chemicals or with limited use. The store also displays the only full-scale model of a MUJI Hut in Tokyo for prospective buyers.

August 26
Sales floor: 609.85 m²



MUJI Metrotown (Canada)

Opened October 20 after renovation
Sales floor: 1,433.35 m²



Ueno Marui MUJI (Japan)

Opened September 15 in new and expanded location
Sales floor: 882.35 m²



MUJI Central World ZEN (Thailand)



MUJI HOTEL SHENZHEN opens

On January 19, 2018, the world's first MUJI hotel opened in the UpperHills complex in Shenzhen, China. MUJI HOTEL SHENZHEN reflects an anti-gorgeous, anti-cheap concept with the goal of offering great sleep at the right price, supporting both body and soul while away from home and connecting travellers to local communities. Hotel guests get to experience MUJI products and services to the fullest. The building also houses MUJI store and MUJI Diner, giving the many guests who stay at the hotel the opportunity to experience the world view of MUJI.



June 3
Sales floor: 403.55 m²



MUJI Diner Shanghai Huaihai 755 opens

The world's first MUJI Diner opened on the third floor of the MUJI Shanghai Huaihai 755 store. MUJI Diner begins by considering the world food situation in each climate zone when planning the menu. So far we have visited homes in Milan in Italy, the Xinjiang-Uyghur Autonomous Region in China, and Iga City of Mie Prefecture in Japan, and learned tips and delights of local recipes directly from mothers. These places are home to the cuisine served at MUJI Diner.

July 21
Sales floor: 1,635.98 m² (including Café&Meal MUJI, 260 m²)



MUJI Plaza Singapura opens as Singapore Flagship Store

MUJI Plaza Singapura opened in the Plaza Singapura shopping mall in central Singapore. With a sales floor area of approx. 1,640m², it is the largest MUJI store in region Asia West/South and Oceania. The expansive store encompasses the third Café&Meal MUJI in Singapore, as well as the nation's first merchandise lines such as MUJI Labo, Found MUJI and IDÉE. The store also features Open MUJI communication space. With the opening of this store, the number of MUJI stores outside Japan surpassed the total in Japan.



Headquarter Office Building Wins 30th Nikkei New Office Promotion Award

Ryohin Keikaku launched a renovation project of its head office building in 2016, under the title *office in progress*. The project won Nikkei New Office Promotion Award, a recognition sponsored by Nikkei Inc. and the New Office Promotion Association with the support of the Ministry of Economy, Trade and Industry and The Japan Chamber of Commerce and Industry. Rather than renovating and updating the floors all at once, the renovations were done one floor at a time, each time incorporating what was learned while renovating the previous floor. Beyond just updating the office environment, this approach fosters skills and ownership of employees for creating an inspiring place to work.

Pricing Policy Promotions Introduce Reasonable Prices

MUJI has continued to review products with the aim of providing appropriate quality and price for many customers. By eliminating waste in the production process and selecting appropriate materials, MUJI has been able to deliver reasonable prices while maintaining quality. In 2017, MUJI revised prices for 200 items in spring-summer season including apparel, home electronics, bedding, and more. Prices for another 110 items were revised in autumn-winter season. We will remain true to our policy of developing popular products at reasonable prices.



Main Locations

Headquarters

Tokyo, Japan

Distribution centers

Hatoyama (Saitama Prefecture)
Kobe (Hyogo Prefecture)
Fukuoka (Fukuoka Prefecture)
Nagaoka (Niigata Prefecture)

Campsites

Tsunan (Niigata Prefecture)
Minami-Norikura (Gifu Prefecture)
Tsumagoi (Gunma Prefecture)

Stores in Japan

MUJI Stores **419**
Café&Meal MUJI **26**
IDÉE **9**



MUJI stores outside Japan

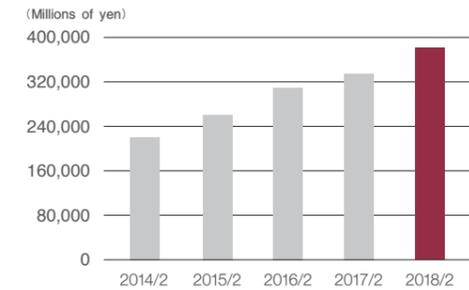
China	229	Portugal	1	India	4
Hong Kong	19	Ireland	1	Australia	3
Taiwan	45	Sweden	8	Indonesia	8
South Korea	26	Poland	1	The Philippines	4
United Kingdom	12	United States	15	Kuwait	2
France	7	Canada	6	UAE	5
Italy	8	Singapore	11	Saudi Arabia	2
Germany	7	Malaysia	7	Bahrain	2
Spain	6	Thailand	16	Qatar	2

Café&Meal MUJI outside Japan **17**

(As of Feb. 28, 2018)

Consolidated Financial Highlights

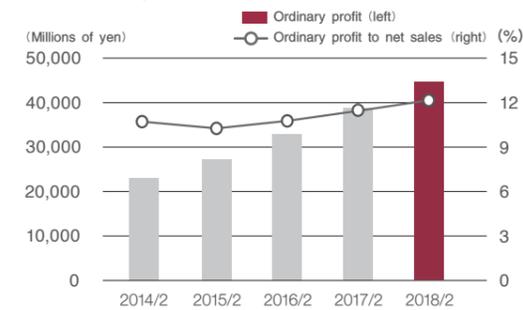
Revenue from operations



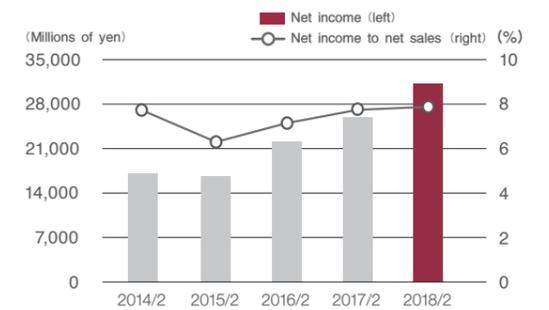
Operating Profit / Operating Profit to net sales



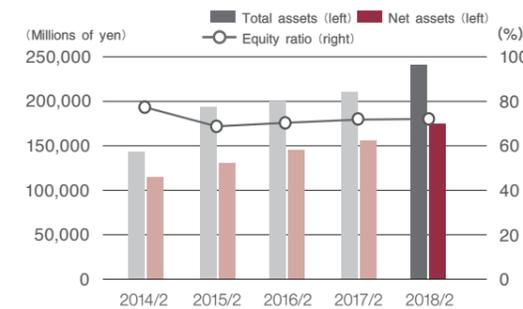
Ordinary Profit / Ordinary Profit to net sales



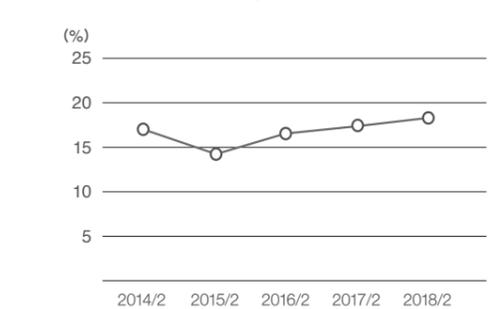
Net income / Net income to net sales



Total assets / Net assets / Equity ratio



Return on equity



Ryohin Keikaku Group in Numbers

Share of operating revenue outside Japan **38.1%**

Our business outside Japan is classified into segments: East Asia, Europe and Americas; and Asia West/South and Oceania. The largest share of operating revenue comes from the Asian parts of these segments.

Store increase outside Japan **13.4%**

Stores outside Japan increased by 56 including the first store in Qatar. The total rose from 418 stores in fiscal 2016 to 474 stores in fiscal 2017.

Female managers **198**

We employ 198 female managers, including at directly managed stores in Japan, representing 36.7% of all management positions. (Ryohin Keikaku Co., Ltd.)

MUJI passport **15 million** downloads

The MUJI passport app was first launched in May 2013 in Japan. The aggregate total of downloads of the Japanese version has surpassed 10 million, while the aggregate total of China, Taiwan, Korea, and Hong Kong versions has topped 5 million downloads.

Return on equity **18.6%**

ROE was 18.6% in fiscal 2017. Our target is to maintain high capital efficiency with a sustained ROE of 15% or higher.

Textiles recycling **22.2** tons/year

We have participated in the BRING Project in Japan, which aims to help build recycling-based societies, since 2010. In fiscal 2017, we recovered 22.2 tons of textiles in Ryohin Keikaku Co., Ltd.



株式会社良品計画

〒170-8424 東京都豊島区東池袋4-26-3

<https://ryohin-keikaku.jp/>

Ryohin Keikaku Co., Ltd.

4-26-3 Higashi-ikebukuro, Toshima-ku, Tokyo, 170-8424, Japan

<https://ryohin-keikaku.jp/eng/>