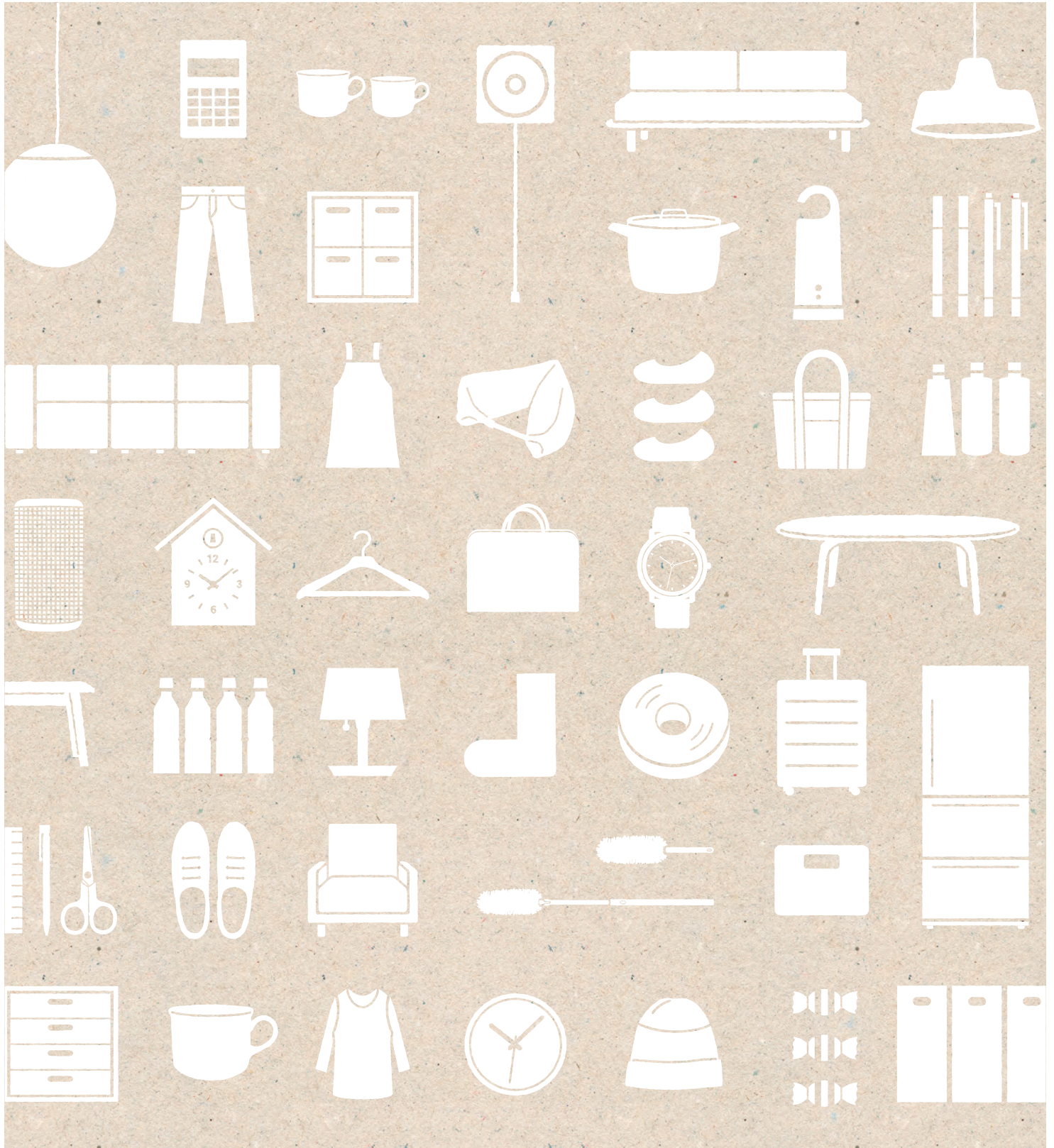


# 会社案内



# Message



**Ryohin Keikaku Co., Ltd.**  
President and Representative Director

松崎 暁  
**Satoru Matsuzaki**

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

First launched in December 1980 as a proprietary brand of Seiyu Store (now Seiyu GK) with 40 items focused on food, MUJI is celebrating its 40th anniversary this year. During the past years, the number of products has been increased to around 7,000, and MUJI stores are now operating in 31 countries and regions including Japan. MUJI products, which are produced by constantly returning to the starting point of “manufacturing no-frills quality products” and always taking into consideration the producers as well as the environment, have been enjoying continuous support from our customers around the world.

Based on our overall strategy of “serving a purpose” for people and society, today we are expanding beyond the concept of retailing to provide designs for self-driving buses and collaborate on specialty food sales with local people in and outside of Japan—seeking in all these efforts to revitalize local communities.

We will continue to contribute to 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 all our stakeholders.

# About MUJI



First 40 products when the business started in 1980

“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 of “selection of materials,” “streamlining of processes,” and “simplification of packages,” we have grown into a brand with over 7,000 no-frills quality products. Beginning in 1983 with our first stand-alone MUJI store in Aoyama, Tokyo, we now operate in 31 countries and regions around the world including Japan.\* We seek to deliver an ever-more comfortable shopping experience for our customers by improving our services, store environments, and staff hospitality.

In order to contribute to people’s lives in the communities where we do business, in recent years we have sought to make our stores an integral part of their communities, facilitating communications with producers and developing events with local residents. We have also introduced the smart phone application MUJI passport to connect and better communicate with customers by sending out information from MUJI stores.

\*As of April 30, 2020

# Major New Stores in 2019



**MUJI GINZA**  
(Japan)

Opened April 4  
Sales floor: 3,980.18m<sup>2</sup>



**MUJI Nonoichi Meirindori**  
(Japan)

Opened April 20  
Sales floor: 1,920.67m<sup>2</sup>



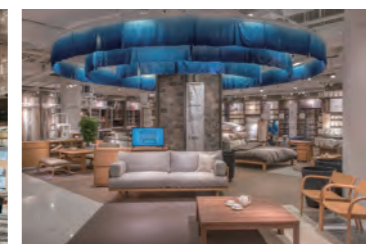
**MUJI Kyoto Yamashina**  
(Japan)

Opened November 1  
Sales floor: 3,775.22m<sup>2</sup>



**MUJI Kamppi Helsinki**  
(Finland)

Opened November 8  
Sales floor: 3,598.41m<sup>2</sup>



**MUJI Kunming Shuncheng Shopping Mall**  
(Mainland China)

Opened September 27  
Sales floor: 2,307.34m<sup>2</sup>



**MUJI Qingdao Inzone Plaza**  
(Mainland China)

Opened December 27  
Sales floor: 2,845.39m<sup>2</sup>

# 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 these 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 MUJI Lifestyle Basics

MUJI provides products that are considered true lifestyle basics and could support everyday life. Since these are items being used every day, we strive to deliver these basics at the quality and price that satisfy our customers.

## Apparel

### Washed Broad Shirt (from 1983)

Pre-washed to bring out the natural texture of the cotton fabric. Made with organic cotton.



### Four-Way Stretch Denim Jeans (from 1987)

In denim that stretches both lengthwise and crosswise for better movement and comfortable wear. Made with organic cotton.



### Good Fit Right-Angle Socks (from 2006)

Right-angle socks shaped to contour the heel and fit the foot well so they won't slip out of place. Made with organic cotton.



### Comfortable Sneaker (from 2013)

An insole designed for comfortable walking to help minimize fatigue, and fabric treated to be water-repellent. Made with organic cotton.



## Household

### Cotton Pile Towel (from 1983)

Woven to stay soft and comfortable even after repeated washings. Choose from thick, medium, and thin for just the right type for you.



### Mattress with Legs (from 1991)

Designed to be used as a bed and as a sofa for lounging, our mattress with legs expands a room's possibilities. Since its launch, we have made continuous improvements, shifting to a steel frame for more strength and moving to washable materials for the fabric covering.



### Sensitive Skincare Series: Toning Water (from 1999)

Made with water that has naturally filtered slowly over decades in Kamaishi, Iwate Prefecture. Generous moisturizing to protect dry skin.



### Cleaning System (from 2001)

Change the pole and attachment combinations to match your mood or suit the room you're cleaning.



## Food

### Baumkuchen Banana (from 2000)

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



### Butter Chicken Curry (from 2009)

Three types of tomatoes, chicken, and ghee for a rich and mellow taste. Inspired by the flavors and culture of India, we have perfected the taste of our butter chicken curry.



# Group Topics in 2019 (Stores)

Opened April 4 / Sales floor: 3,980.18m<sup>2</sup>



## Global Flagship Store MUJI GINZA, MUJI Diner, and MUJI HOTEL GINZA Open Simultaneously

Based on the idea of connecting people and connecting communities, MUJI GINZA aims to be a place for people to meet in person and form new connections. For consumers, the store offers products and services that are truly essential to daily life, with a produce section that tells the story of how the fruit and vegetables are produced, and events such as the "Community Market"

and workshops that allow collaboration with people from local communities. MUJI GINZA is also spearheading our efforts to reduce plastic waste by eliminating plastic shopping bags and plastic straws. From Ginza to the world, we will continue to communicate the MUJI concept of "a simple, pleasant life."

MUJI Kunming Shuncheng Shopping Mall Opened September 27 / Sales floor: 2,307.34m<sup>2</sup>



## Flagship Stores in Mainland China - MUJI Kunming Shuncheng Shopping Mall and MUJI Qingdao Inzone Plaza - Open

Both stores feature Café&Meal MUJI restaurants, which serve food that make the most of fresh, simple ingredients, and Open MUJI communication spaces for regularly held events and workshops to give participants a chance to experience local culture firsthand. MUJI Kunming Shuncheng Shopping Mall also introduces the first MUJI produce market in mainland China, aiming to support sustainable agricultural development in the area.

Opened November 8 / Sales floor: 3,598.41m<sup>2</sup>



## First MUJI Store in Finland, MUJI Kamppi Helsinki, Opens with Largest Sales Floor in Europe

The store opened in the Finnish capital of Helsinki with the widest range of MUJI products in Europe and a central focus on food. Items sold in the store's food section and served in the dine-in area are carefully selected from around 100 local Finnish companies and producers with the theme of "local production for local consumption," featuring an assortment of products that highlight local ingredients.



Opened April 20 / Sales floor: 1,920.67m<sup>2</sup>



## First Roadside Store MUJI Nonoichi Meirindori Opens (Nonoichi City, Ishikawa Prefecture)

Working with a local supermarket, an essential source of daily food for local residents, we opened the first roadside MUJI store on the supermarket's premises with the aim of becoming an integral part of the community and contribute to the lives of local residents. By holding regular events in the courtyard and event space, this store hopes to become a place where local people can come together and communicate.

Opened November 1 / Sales floor: 3,775.22m<sup>2</sup>



## MUJI Kyoto Yamashina Opens: Large-Scale Store Collaborating with Local Community through Food

As a place to eat, discover, and buy an extensive range of food-related items, MUJI Kyoto Yamashina is a store with a large-scale section specializing in food, offering vegetables, meat, fish, side dishes, and groceries, as well as the standard line of MUJI products. In addition, the store collaborates with companies that share MUJI ideas, and holds "Community Market" events developed and operated together with people from the local community.

### Number of stores in Japan

MUJI Stores	437	Café&Meal MUJI	31	IDÉE	9
-------------	-----	----------------	----	------	---

### Number of MUJI stores in each country / region

Mainland China	273	Ireland	1	India	4
Hong Kong	21	Sweden	1	Australia	5
Taiwan	49	Switzerland	1	Indonesia	6
South Korea	40	Finland	1	The Philippines	5
United Kingdom	11	Poland	1	Kuwait	3
France	7	United States	19	UAE	7
Italy	8	Canada	8	Saudi Arabia	5
Germany	7	Singapore	12	Bahrain	2
Spain	5	Malaysia	8	Qatar	2
Portugal	1	Thailand	19	Oman	1

### Number of Café&Meal MUJI outside Japan 23

(As of Feb. 29, 2020)

# Group Topics in 2019 (Products)



## Developing Products for Local Markets Outside Japan

In order to respond more quickly to the needs of local markets and provide products that could better serve people's daily lives, we began selling products developed by local merchandising division in mainland China in March 2019. We offer products suited to local lifestyles, including mattresses, bed frames, and sheets sized to standard Chinese dimensions, lightweight stainless steel mugs for hot and cold drinks, and large sized home

appliances. In January 2020, we launched sales of MADE IN INDIA products developed by the India Business Group based on the observations during visits to Indian customers' homes. We will continue to develop products that meet the standards and prices of local markets in order to contribute to the lives of our customers around the world.



## Sweets with Less Than 10 Grams of Sugar Series Launches

In order to help reduce excessive carbs and support daily health, we have created our Sweets with Less Than 10 Grams of Sugar Series. Central to developing the series was that it be delicious, widely varied, and meet the clear standard of less than 10 grams of sugar so that consumers could snack on them daily without worry. The series features 30 items, including semi-baked confections, baked goods, and chocolates.



## Cricket Cracker Launches

Promoting "a simple, pleasant life" in countries and regions around the world, MUJI focuses on a variety of issues that the world currently faces. To provide opportunities for people to think about future food security problems and environmental issues due to the rapid rise in the world's population, we have started the initiative to turn crickets into a source of food. Crickets are highly nutritious and have a small environmental footprint. We make flour from these insects, knead and bake it into crackers, and sell them as snacks.



## Reusable Jute Eco-Bag Launches

We have developed a series of reusable shopping bags made of jute, a fiber that has been grown in the Ganges basin in India since ancient times. A highly durable and environmentally friendly plant, jute has the capacity to absorb high levels of carbon dioxide. Left undyed for a natural look, we deliver simple bags at a reasonable price that are gentle on both the environment and the people who produce and use them.



## Initiatives to Reduce Waste

At MUJI, we promote global resource recycling and waste reduction, beginning with ways in which the company can reduce waste in our operations. Since March 2020, we have been phasing out plastic shopping bags at all of our stores in Japan. As for sock and stole display hooks and underwear packaging, which are commonly made of plastic, we are working to reconsider their materials, to eliminate or replace them with alternative materials such as recycled paper wherever possible.



## Detergent Series Gentle on the Skin and the Environment Launches

The MUJI detergent series is made from palm dates grown in an environmentally responsible manner. To reduce the environmental impact on wastewater, we have eliminated all non-essential ingredients in our fragrance-free, color-free detergents and fabric softeners and use no fluorescent whitening agents or bleach. These detergents are tough on dirt without irritating the skin.



## MUJI INFILL Interior Finishing Service Launches in Mainland China

MUJI INFILL aims to meet the lifestyle needs of our customers with everything from orders for floor, wall, and ceiling renovation to the sales of basic interior items such as storage furniture, kitchens, and beds. We offer simple, comfortable living spaces that integrate design inspired by Asian aesthetics and deliver on the MUJI idea of "a simple, pleasant life."

# Presenting our vision of a simple, pleasant life

MUJI is not just a collection of products. We aim to be a group which considers 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



## Topics in 2019

### Community Market to Connect People and Communities

At MUJI stores, we seek to interact and connect more deeply with the local community and play a role in connecting the community, people, and goods. Based on the concept of "connecting people, connecting community," Community Market held intermittently by MUJI stores across Japan are limited-time markets developed and operated together with people from the local community. In fiscal 2019, a total of 77 markets were held at in-store or nearby spaces by 22 MUJI stores, primarily large-scale stores. For these markets, we invited stalls from multiple organizations working in the local area, featured the sale of food and local specialties, and held Osagari Club (Children's clothing swap) events and workshops.



### Local Community Involvement

Aiming to help create "a simple, pleasant society," MUJI is involved in a variety of initiatives led by local governments and community residents to revitalize local areas.

#### Toshima Ward, Tokyo

In 2017, we signed a partnership agreement on community development with Tokyo's Toshima Ward, where our head office is located. MUJI is focused on a collaborative project to create parks that grow with the community. The project aims to revitalize neighborhoods by organizing street markets and regular meetings with local residents in the area's small and medium-sized parks. Incorporating feedback from local residents, we renovated the facilities at the Nishisugamo Nichome Park and Agariyashiki Park in December 2019. At the same time, we have begun experiments to utilize the parks in new ways, such as hosting mobile truck cafes and libraries.



#### Sakata City, Yamagata Prefecture

We signed a partnership agreement with Sakata City in Yamagata Prefecture in July 2019 to promote regional revitalization efforts. During the internal training program "Lifestyle Organizing School" held in the summer of 2019, 17 employees who applied for the training visited Sakata City. Through exchanges with local government employees and "local heroes," who have been taking leading roles in local activities, the trainees came up with ideas to improve life in the area and presented their proposal to the city's mayor. As a result, our employees are planning a trial run of mobile sales in the mountainous area near Sakata City.



## 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.



### MUJIcom MUJI on your daily route.

As 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, it also engages 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.



## Topics in 2019



### Yo no Ie Single-Story House Accommodates Diverse and Changing Lifestyles

Times are changing as declining birth rates, aging populations and work style reforms are having a significant impact on people's lives. It is against this backdrop that MUJI developed the *Yo no Ie* (MUJI Plain House), a single-story home designed to accommodate a diversity of lifestyles and give people at all stages of life a wider range of choices

of where to live. Inspired by the idea of “connecting to the garden, connecting with the family,” the house features a large opening that emphasizes the traditional connection with the garden unique to the *hiraya*, an old-style Japanese “flat house.”



### MUJIcom Musashino Art University Ichigaya Campus: Industry-Academia Collaboration

This store is located on the first floor of the newly established Musashino Art University Ichigaya Campus in Shinjuku, Tokyo. Opened in July 2019, this store encourages an industry-academia collaboration and aims to be helpful to the campus community as well as the society. The store serves as a base for implementing practical social activities that encourage people and the community to evolve and progress together by experimenting in a way that is only possible at educational and research institutions.



### Gibier (Wild Game) Curry Launches to Protect Agricultural Land and Sustain Rural Hillsides

MUJI's promotion of expanded use of gibier (wild game) in cooking is designed to protect agricultural land, sustain the *satoyama* hillsides close to villages, and create an opportunity for people to learn about the current situation in these hilly regions. This project aims to reduce the negative crop impact from overpopulated wild boar and deer, thereby rebalancing the needs of wildlife and people in the area. The project makes use of these areas' untapped resources with the goal of expanding the use of hunted game in the nationwide market for meat.

# Corporate Data

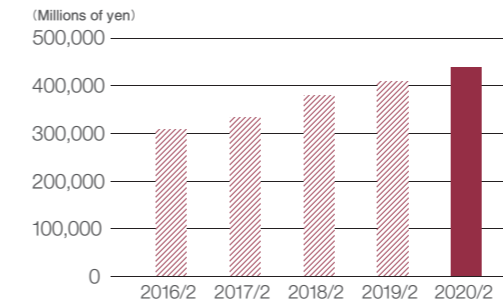
<b>Company name</b>	Ryohin Keikaku Co., Ltd.
<b>Location</b>	4-26-3 Higashi-ikebukuro, Toshima-ku, Tokyo, 170-8424, Japan
<b>Website</b>	https://ryohin-keikaku.jp/eng/
<b>Establishment</b>	June 1989 (registration: May 1979)
<b>Capital</b>	6,766,250,000 yen
<b>Fiscal year-end</b>	Last day of February
<b>Annual turnover</b>	438,713 million yen (Consolidated revenue from Ryohin Keikaku Group operations for fiscal 2019)
<b>Number of employees</b>	20,440 (including 10,825 temporary employees, consolidated)
<b>Chairman and Representative Director</b>	Masaaki Kanai
<b>President and Representative Director</b>	Satoru Matsuzaki
<b>Number of stores in Japan</b>	MUJI Stores 437 Café&Meal MUJI 31 IDÉE 9
<b>Number of stores outside Japan</b>	MUJI 533 Café&Meal MUJI 23

<b>Group Companies</b>	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 Switzerland AG MUJI Finland Oy MUJI Denmark ApS 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 RETAIL (VIETNAM) LIMITED LIABILITY COMPANY MUJI Global Sourcing Private Limited MGS (Shanghai) Trading Co., Ltd.
------------------------	--

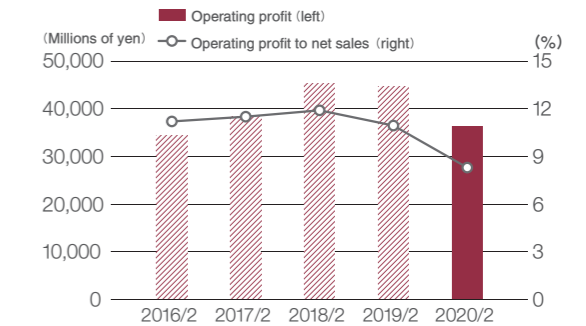
(As of May 26, 2020)

# Consolidated Financial Highlights

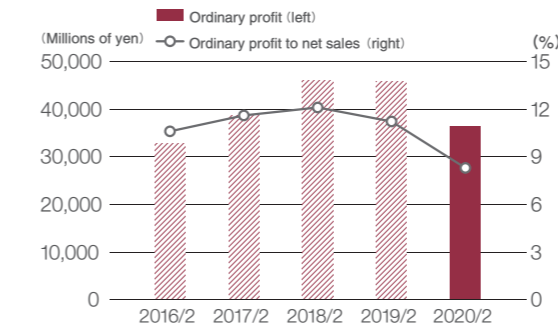
## Revenue from operations



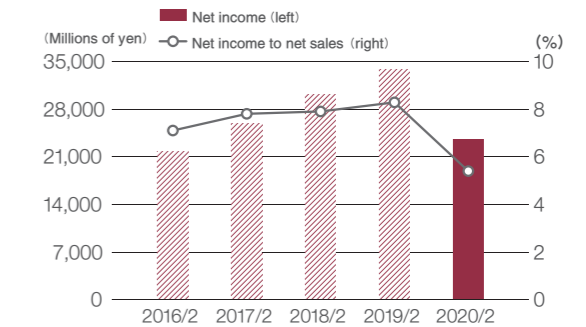
## Operating Profit / Operating Profit to net sales



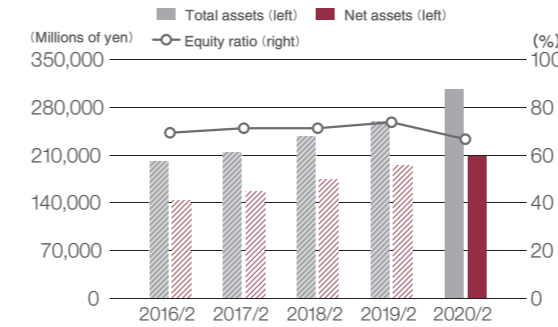
## Ordinary Profit / Ordinary Profit to net sales



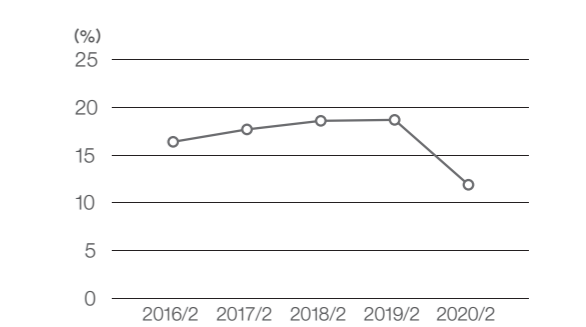
## Net income / Net income to net sales



## Total assets / Net assets / Equity ratio



## Return on equity



# 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

# Ryohin Keikaku Group in Numbers

<b>Stores</b>	<b>1,033</b>	<b>Share of operating revenue outside Japan</b>	<b>38.9%</b>	<b>Store increase outside Japan</b>	<b>7.6%</b>
<p>As of the end of fiscal 2019, we operate 477 stores in Japan and 556 stores outside Japan (includes licensed stores, Café&amp;Meal MUJI, IDÉE).</p>		<p>Our business outside Japan is classified into segments: East Asia, Europe and the Americas, and West/South Asia and Oceania. The largest share of operating revenue comes from the Asian parts of these segments.</p>		<p>Thirty-nine new stores were opened outside Japan. The total rose from 517 stores in fiscal 2018 to 556 stores in fiscal 2019. (This includes licensed stores and Café&amp;Meal MUJI.)</p>	
<b>Female employees in management</b>	<b>216</b>	<b>MUJI passport</b>	<b>41.6 million downloads</b>	<b>Textiles recycling</b>	<b>44.2 tons/year</b>
<p>There are 216 female employees in management positions, including store managers at directly managed stores in Japan, accounting for 35.0% of all management positions. (Ryohin Keikaku Co., Ltd.)</p>		<p>First launched in May 2013, the MUJI passport application is now available in seven countries and regions, including Japan (16.76 million total downloads; current as of end of December 2019).</p>		<p>We have been participating in the BRING Project in Japan, which aims to help to build a recycling-based society, since 2010. In fiscal 2019, we recovered 44.2 tons of textiles at Ryohin Keikaku Co., Ltd. alone.</p>	



# History

1983 MUJI Aoyama



2001 MUJI Yurakucho



2004 MUJI Tsumagoi Campsite



2014 Hatoyama Distribution Center



2015 MUJI Shanghai Huaihai 755



2019 MUJI GINZA



## 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
- **1991.7**  
First MUJI store in UK opened  
MUJI West Soho
- **1991.11**  
First MUJI store in Hong Kong opened  
MUJI Ocean Centre
- **1993.3**  
RK TRUCKS Co., Ltd. established
- **1994.12**  
Niigata Distribution Center begins operations
- **1995.4**  
First MUJI store in Singapore opened  
MUJI BUGIS JUNCTION
- **1995.7**  
MUJI Tsumagoi 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 MUJI store in France opened  
MUJI ST. SULPICE
- **1998.12**  
Withdrawn 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**  
Re-entered Hong Kong market  
MUJI SHATIN
- **2001.11**  
MUJI Yurakucho and MUJI Namba, the first 3,300 m<sup>2</sup> scale stores, opened
- **2002.11**  
First MUJI store in Ireland opened  
MUJI CHATHAM STREET
- **2003.4**  
Re-entered Singapore market  
MUJI Bugis
- **2003.11**  
First MUJI store in South Korea opened  
MUJI LOTTE YOUNGPLAZA
- **2004.4**  
First MUJI store in Taiwan opened  
MUJI BREEZE
- **2004.7**  
MUJI Tsumagoi Campsite opened
- **2004.9**  
First MUJI store in Sweden opened  
MUJI Ahlens City Stockholm
- **2004.12**  
First MUJI store in Italy opened  
MUJI MILANO Corso Buenos Aires

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

## 2010-

- **2010.3**  
First MUJI store in Poland opened  
MUJI Arkadia
- **2010.10**  
First MUJI store in the Philippines opened  
MUJI Bonifacio High Street
- **2010.12**  
First MUJI store in Portugal opened  
MUJI Chiado
- **2012.4**  
First MUJI store in Malaysia opened  
MUJI Pavilion
- **2013.1**  
First MUJI store in Kuwait opened  
MUJI The Avenues
- **2013.2**  
First MUJI store in UAE opened  
MUJI Dubai Mall
- **2013.11**  
First MUJI store in Australia opened  
MUJI Chadstone
- **2014.11**  
Hatoyama Distribution Center begins operations/  
Urayasu Distribution Center closed
- **2014.11**  
First MUJI store in Canada opened  
MUJI Atrium
- **2014.12**  
MUJI Sino-Ocean Taikoo Li Chengdu global flagship store opened

## 2015-

- **2015.9**  
MUJI Yurakucho global flagship store reopened after renovation
- **2015.12**  
MUJI Shanghai Huaihai 755 global flagship store opened
- **2016.5**  
First MUJI store in Saudi Arabia opened  
MUJI Hayat Mall
- **2016.8**  
First MUJI store in India opened  
MUJI Palladium
- **2016.8**  
First MUJI store in Bahrain opened  
MUJI Bahrain City Center
- **2017.4**  
First MUJI store in Qatar opened  
MUJI DOHA FESTIVAL CITY
- **2017.9**  
IDÉE CO., LTD. absorbed by Ryohin Keikaku

## 2018-

- **2018.1**  
MUJI HOTEL SHENZHEN opened
- **2018.3**  
RK TRUCKS Co., Ltd. absorbed by Ryohin Keikaku
- **2018.3**  
MUJI Aeon Mall Sakaikitahanada reopened after renovations that include first large-scale section specializing in food
- **2018.6**  
MUJI HOTEL BEIJING opened
- **2019.4**  
MUJI's global flagship store MUJI GINZA, MUJI Diner Ginza, and MUJI HOTEL GINZA opened
- **2019.4**  
First MUJI store in Oman opened  
MUJI Mall of Muscat
- **2019.10**  
First MUJI store in Switzerland opened  
MUJI Zurich Glatt
- **2019.11**  
MUJI Kyoto Yamashina opened as a store collaborating with local community through food
- **2019.11**  
First MUJI store in Finland opened  
MUJI Kamppi Helsinki



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/>