

Corporate Profile

2023 — 2024

About MUJI



First 40 products when the business started in 1980

MUJI was born in 1980. The starting point was to create concise, pleasant and low-priced products by thoroughly streamlining the production process of goods. Based on the three principles of “selection of materials,” “streamlining of processes” and “simplification of packages,” MUJI has been developing no-frills quality product.

In 1983, we opened our first MUJI store in Aoyama, Tokyo, and we have been promoting a consistent philosophy in every aspect from product development to store environment and customer service, aiming to create a space where customers can shop comfortably.

Today*, MUJI has about 1,000 stores in 32 countries and regions around the world, and its product lineup consists of clothing, household goods, food items, and even houses. Nevertheless, the foundation of MUJI’s philosophy has never changed since its birth. Like the compass, which always points the North, MUJI will continue to indicate the basis and universal nature of life.

*As of End of Aug, 2023

Corporate Data

| | | | |
|--|---|----------------------------|---|
| Company name | Ryohin Keikaku Co., Ltd. | Capital | 6,766,250,000 yen |
| Location | Iidabashi First Building 2-5-1 Koraku, Bunkyo-ku, Tokyo, 112-0004, Japan | Fiscal year-end | End of August |
| Website | https://ryohin-keikaku.jp/eng/ | Revenue | 581,412 million yen (FY2023) (Consolidated revenue) |
| Establishment | June 1989 (registration: May 1979) | Number of employees | 20,795 (FY2023) (including 10,721 temporary employees, consolidated) |
| Chairman and Representative Director | Masaaki Kanai | | |
| President and Representative Director | Nobuo Domae | | |

Message from the President

With our “Second Founding,” we will work to create a better world 100 years from now.

Nobuo Domae

President and Representative Director

Ryohin Keikaku redefined its corporate purpose in conjunction with its “Second Founding” in September 2021. Our corporate purpose is to contribute to the realization of a truthful and sustainable life for all through our products, services, stores and business activities that consider the ideal relationship among people, nature and products, as well as a generous human society. Our aim is to create a better world 100 years from now.



To achieve our corporate purpose, we have set out two missions. The first is to provide daily necessities and services with genuine quality and ethical value, at appropriate and affordable prices. In addition to the fact that these products and services are essential to daily life, they are also neither excessive nor lacking in quality, but are just right – in other words, no-frills products and services that retain their essence. Our second mission is to have a positive impact on each region by operating stores that serve as community centers, sharing concerns and values with local residents and collaborating with them to tackle local issues. This mission is based on the philosophy that the stores that sell our products will serve not just as places of business, but as gathering places for people in the region and catalysts for connecting people to form communities. Store staff shall also voluntarily contribute to efforts to make the region better.

We make efforts to reduce our environmental burden and to respect individual human rights through our manufacturing, services and actions. Through our core value of “contributing to society and people” our employees and associates will proactively respond to issues facing society and the Earth. This commitment is the basis for everything we do. In addition, we have established a policy of “public interest and people-centered management” to encourage our employees and associates to tackle specific issues facing their local community, and to contribute to the vitality of each area where we operate.

Through our business activities, we plan to create a highly profitable business structure and enhance Ryohin Keikaku’s long-term corporate value to make a positive impact on society together with our stakeholders.

Product Development

Three Principles in Manufacturing

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.



See more details \

| 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. It is a classic MUJI shirt that can be worn directly after being washed for its natural look, or as it is properly ironed.



Denim Jeans

(from 1987)

MUJI's signature item that has been renewed over time. By not distressing or bleaching the denim from 2022 AW series, we reduced the amount of water and chemicals used, thus reducing the impact on the environment.



Good Fit Right-Angle Socks

(from 2006)

All MUJI socks are right-angle socks. They are shaped to contour the heel and they fit the feet well.



Comfortable Sneaker

(from 2013)

The insole is designed for comfortable walking to help minimize fatigue, and the fabric used is water-repellent. In 2023, we switched the eyelet portions to embroidery and eliminated the metal parts, while maintaining the same level of comfort.



| Household

Fluffy Pile-Fabric Towels

(from 2023)

Renewed in 2023. These towels, made from longer cotton fibers spun into two-ply yarn and woven to ensure fluffiness, are soft to the touch. They retain their fluffiness even after repeated washing.



Mattress with Attachable Legs

(from 1991)

Designed to be used as a bed and as a sofa. Following release, we have continued to make improvements, such as changing to a structure that allows for the steel frame and other parts to be separated, enabling partial replacement. In 2023, it was designed to be self-assembled.



Sensitive Skincare Series

(from 2000)

A hypoallergenic skin care series made with natural water from Kamaishi City, Iwate Prefecture. Renewed in the fall of 2023. Now contains only natural ingredients. Contains ceramide, which is often lacking in sensitive skin, and five types of amino acids.



Cleaning Tool Series

(from 2001)

This cleaning tool series allows one to combine the pole and attachment heads (broom, mop, etc.) freely to match the place of 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.



Frying-Pan-Ready Meal Kits

(from 2021)

Frozen food sets that include cut seafood & vegetables, or meat & vegetables, with sauce. Simply place the frozen ingredients in a frying pan, stir-fry, and mix in the sauce to prepare. The sets, which are primarily seafood and meat dishes, are also suitable as snacks.



Butter Chicken Curry

(from 2009)

Three types of tomatoes, chicken and ghee are used to present this rich and mellow taste. It is inspired by the flavor of India, and we have renewed this product 4 times so far to pursue the best taste.



See more details \



<https://ryohin-keikaku.jp/eng/about-muji/history/>

New Products and Services

Expansion of the Apparel Lineup Using Natural Materials (Available from January/March 2023)

We are planning and developing comfortable, basic apparel items made from eco-friendly, natural materials. We have increased the number of apparel items made from hemp and kapok grown in near-natural environments using almost no chemical fertilizers or pesticides. We use kapok, characterized by its lightness, in jackets and coats, and hemp, which provides excellent air permeability and moisture absorption/releasing properties, in summer shirts, blouses, dresses, and bottoms to ensure comfort.



Expansion of the Eco-friendly Product Lineup (Available from May 2023, etc.)

We are developing products that not only enrich your daily life but also improve society through their use, and that we can offer at affordable prices. For our storage products and furniture, we use natural, fast-growing plants such as Manila hemp and bamboo. Manila hemp can be harvested in just three years. It is also insect-resistant and has a low environmental impact. Bamboo has an extremely powerful ability to flourish, and felling and utilizing bamboo also helps protect undeveloped woodlands near populated areas.



Product Development for Regional Revitalization (Available from April 2023, etc.)

We have established Regional Business Units to promote our efforts in solving regional issues, promoting local production for local consumption, creating jobs, and contributing to regional revitalization in cooperation with local residents and municipalities. One of the division's tasks is to handle the entire process from planning to selling unique products in cooperation with local producers and processing companies. In 2023, the Units planned and launched Yamato Toki Leaf Ajillo, made from used and discarded Yamato Toki leaves, as well as pasta sauce and risotto with the aim of increasing consumption of locally-grown organic vegetables.



Full-scale Launch of Monthly Flat-Rate Service (Available from February 2023)

We increased the number of items covered by our monthly flat-rate service from 35 to 72, allowing customers to use the furniture they need at a low monthly cost without having to purchase everything up front, and to choose whether to purchase or return the items after the contract period expires. The returned furniture is sometimes sold as used items. We believe that quality furniture should be passed on to others, and that, if maintained well, it can be used for a long period of time. We aim to build a society in which it is natural to reuse and circulate used furniture.



Increased Product Placement at LAWSON Stores and Supply to Regional Co-ops (2023)

In 2022, MUJI began selling products at LAWSON stores in full force, and since April 2023, our products are available at LAWSON stores in all 47 prefectures. We have also expanded the supply of products to regional co-ops, and in 2023, we began supplying products to five co-ops in the Chugoku region, four in the Shikoku region, three in the Tokai region, and eight in the Tohoku region. MUJI products can now be purchased via the home delivery services provided by each co-op.



Launch of MUJI BASE, a Facility for Medium-to Long-Term Stays that Utilizes Idle Assets (August 2023)

In August, we opened MUJI BASE KAMOGAWA, a facility for medium- to long-term stays, renovated from an old private house in Kamogawa City, Chiba Prefecture, under the concept of making use of vacant houses and vacant plots of land, which are idle assets throughout Japan, and including them into local communities, so that people are able to enjoy a MUJI lifestyle. By utilizing idle real estate and other properties as facilities for medium- to long-term stays, we aim to create regional bases where people can develop rich sensibilities and learn life wisdom in an unfamiliar land.



See more details



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

Stores

MUJI aims to contribute to the realization of a truthful and sustainable life for all through our products, services, stores. MUJI stores wish to become community centers that work with stakeholders to tackle local issues and make a positive impact in the region. We have more than 1,000 stores in 32 countries and regions including Japan. We will continue to contribute to people and society through our business activities in each country and region.

Number of stores in Japan

| | | | | | |
|-------------|-----|----------------|----|------|---|
| MUJI Stores | 562 | Café&Meal MUJI | 26 | IDÉE | 9 |
|-------------|-----|----------------|----|------|---|

Number of MUJI stores in each country / region 626

| | | | | | |
|----------------|-----|---------------|----|-----------------|---|
| Mainland China | 361 | Sweden | 1 | Australia | 4 |
| Hong Kong | 20 | Switzerland | 1 | The Philippines | 6 |
| Taiwan | 61 | Finland | 1 | Vietnam | 6 |
| South Korea | 40 | Denmark | 1 | Kuwait | 3 |
| United Kingdom | 7 | Poland | 1 | UAE | 7 |
| France | 7 | United States | 10 | Saudi Arabia | 5 |
| Italy | 6 | Canada | 9 | Bahrain | 2 |
| Germany | 7 | Singapore | 11 | Qatar | 2 |
| Spain | 4 | Malaysia | 9 | Oman | 1 |
| Portugal | 1 | Thailand | 29 | | |
| Ireland | 1 | India | 2 | | |

Number of Café&Meal MUJI outside Japan

28 (As of End of Aug, 2023)
*includes licensed stores



MUJI Maebashi Chuohdohri Shotengai

Opened: February 10, 2023/Sales Floor: Approx. 114㎡

MUJI Maebashi Chuohdohri Shotengai now offers a variety of useful, eco-friendly daily goods and consumables, in response to local residents pointing out that there were no stores nearby that sold daily necessities. The store also provides roughly 70 products from producers and processing companies that do business in Gunma Prefecture, as a way of raising awareness of local products and expanding local production for local consumption. In addition, as a means of supporting new store openings in the shopping district, a space has been created for local producers and businesses to set up sales booths.



MUJI Itabashi Minamicho22

Opened: November 17, 2022/Sales Floor: Approx. 3,924㎡

MUJI Itabashi Minamicho22 is a large-scale store adjacent to a food supermarket with one of the largest sales floors in the Kanto region. It offers a lineup of products and services to make daily life more comfortable with a focus on daily goods, including kitchenware, towels, storage items, comfortable clothing for every season, and food products. Inside, there is an open terrace that can be used as an eat-in space for light meals prepared at MUJI Kitchen. In addition, as an aspect of our community revitalization efforts, we aim to become a local community center by linking with Picturebook City Itabashi—an initiative promoted by Itabashi City—and by selling excellent works selected by local residents.



MUJI 500 atré vie Mitaka

Opened: September 30, 2022/Sales Floor: Approx. 181m²

MUJI 500 stores offer a lineup of daily goods and consumables priced at 500 yen or less, with the aim of providing products to support daily life as the prices of many daily necessities, including food, continue to rise. The lineup includes detergents, cleaning supplies, kitchenware, toilet paper and other paper products, toothbrushes, toothpaste, and other toiletries, skincare products, underwear, socks, stationery, as well as food and confectionery items such as soups and cookies. The sales floors are more compact than regular MUJI stores, and they are located inside or near train stations and in the areas of town that are easily accessible in the course of people's daily lives.



MUJI Hiroshima Alpark

Opened: April 22, 2022/Sales Floor: Approx. 6,192m²

As the biggest MUJI store in the world, MUJI Hiroshima Alpark aims to support all aspects of everyday life. It provides a full line-up of MUJI's basic products and services under the concept of "living a healthy life together". In the store, one can find locally sourced vegetables and other local specialties such as processed oysters. The store also works with local producers to hold "Community Market" events. There is even a healthcare Center for customers to walk-in and share their physical and mental concerns with healthcare professionals. In addition, to reduce food waste and environmental burden, items such as grains, tea & coffee beans, detergent and shampoo are sold in bulk by weight.



MUJI Shanghai Jing An Kerry Centre(Mainland China)

Opened: February 10, 2023/Sales Floor: Approx. 862m²

MUJI Shanghai Jing An Kerry Centre makes use of recycled materials and materials with a low environmental impact for its interior decorations and fixtures. MUJI Shanghai has established a Sustainability Committee to clarify and address challenges, such as child welfare, climate change, and water issues. As part of these efforts, the store was designed to make approximately 80% use of eco-friendly materials. Recovered acid-washed steel plates were reused for the floors, diatomaceous earth, which has a low environmental impact, was used for the walls, and wood from other MUJI stores that have been renovated or closed was used for the cash register counter. In addition, marine plastic was used to make the shopping baskets used by customers.



MUJI-SM NORTH EDSA(The Philippines)

Opened: June 9, 2023/Sales Floor: Approx. 2,355m²

MUJI-SM NORTH EDSA has the largest floor space of any MUJI store in the Philippines in Quezon City, the most populated region in Metropolitan Manila. In order to support people in their daily lives, we have set up a Coffee Counter because we believe it is important to focus on 'food,' as it is so closely related to daily life. The Coffee Counter sells cups of coffee made using locally procured beans, and for the first time in the country, customers can also order MUJI's retort curry with rice, making this a popular spot. The Coffee Counter is visited by a diverse range of customers, including some who work while sipping coffee and others who come with their families to enjoy a meal.

Contributing to the Realization of a Truthful and Sustainable Life for All

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.



See more details \

<https://ryohin-keikaku.jp/eng/about-muji/activities/>



Make Contribution to the Society through Business

Ryohin Keikaku aims to be a front runner in ESG management. We are involved in a variety of initiatives, such as activities led by local governments and community residents to revitalize local areas, as well as initiatives to help recycle resources and reduce wastes.



Initiatives to Contribute to Local Issue Resolution and Community Development

Aiming to realize a “simple, pleasant life and society”, with MUJI stores playing an essential role, MUJI will contribute to the resolution of local issues and develop the community together with its people.

As a part of these initiatives, MUJI expands its cooperation with government ministries and agencies, as well as local governments. In 2023, MUJI signed Cooperation Agreements with eight government ministries/agencies and local governments, namely, Tako Town in Chiba Prefecture (January), Maebashi City in Gunma Prefecture (January), Niigata Prefecture (April), Hiroshima Prefecture (April), Akitakata City in Hiroshima Prefecture (April), the Ministry of Agriculture, Forestry and Fisheries and Ryohin Keikaku and MUJI HOUSE (May), Kani City in Gifu Prefecture (June), Hitachi City in Ibaraki Prefecture and the Hitachi Chamber of Commerce and Industry and the Ibaraki Co-op and Ryohin Keikaku (July). As of the end of August 2023, we have signed Cooperation Agreements with roughly 30 government ministries/agencies and local governments.

MUJI will continue to cooperate with local governments, local companies, and residents to promote regional development and contribute to the daily lives of people in the community.

ITSUMO MOSHIMO – Disaster Preparedness Project

MUJI has been promoting the “ITSUMO MOSHIMO - always ready for emergency” project since 2011, which proposes the idea of incorporating preparedness into daily life. One such effort is the “ITSUMO MOSHIMO Caravan”, an event based on the concept of “connecting with the community and learning in a fun way” in which children and adults alike can enjoy learning about disaster prevention. Aiming to improve the disaster preparedness of the entire community by bringing together local residents, businesses, and the government, we held “ITSUMO MOSHIMO Caravan” in six locations in 2023. In August, we released four items, including White Rice for Stockpiling and Chocolate Yohan for Stockpiling, which have a long shelf life and are useful in the event of a disaster. These products are for household use but can also be used for stockpiling by companies and local governments.

The concept of “ITSUMO MOSHIMO—always ready for an emergency” is also expanding overseas, with MUJI Taiwan taking up this initiative as well.

Plastic Waste Reduction and Recycling Activities

MUJI is working to eliminate the use of plastic in terms of packaging or replace it with recycled paper and other alternative materials whenever possible. Since autumn/winter 2021, MUJI has been sequentially replacing plastic tag pins on apparel items with paper tag pins made from FSC paper, including recycled paper.

We have also begun recovering plastic storage items and PET bottles used for skincare products. We resale the collected products or recycle them to make new products that are made from recycled materials or those that contain them. We also released a new hard paper file box, made using a lightweight and durable paper material as an alternative to plastic.

See more details \



<https://ryohin-keikaku.jp/eng/sustainability/community/connection/>

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.



MUJI 500

A collection of daily goods priced at 500 yen or less

We have selected a variety of daily goods and consumables essential in daily life from among MUJI's apparel items, household goods, and food products, including innerwear, kitchenware, skincare products, and retort pouch foods, manufactured in an eco-friendly manner and priced mostly at 500 yen or less.



Online Business

MUJI has been providing daily necessities at affordable prices by eliminating unnecessary packaging or manufacturing process. In addition to our own online store, we are also operating online stores at platforms such as Amazon or Rakuten Ichiba. In this way, we aim to further improve convenience and provide what are truly needed to more customers at appropriate quality and price.

<https://www.muji.com/>



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.



株式会社良品計画

〒112-0004 東京都文京区後楽2-5-1 住友不動産飯田橋ファーストビル

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

Ryohin Keikaku Co., Ltd.

1idabashi First Building 2-5-1 Koraku, Bunkyo-ku, Tokyo, 112-0004, Japan

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

