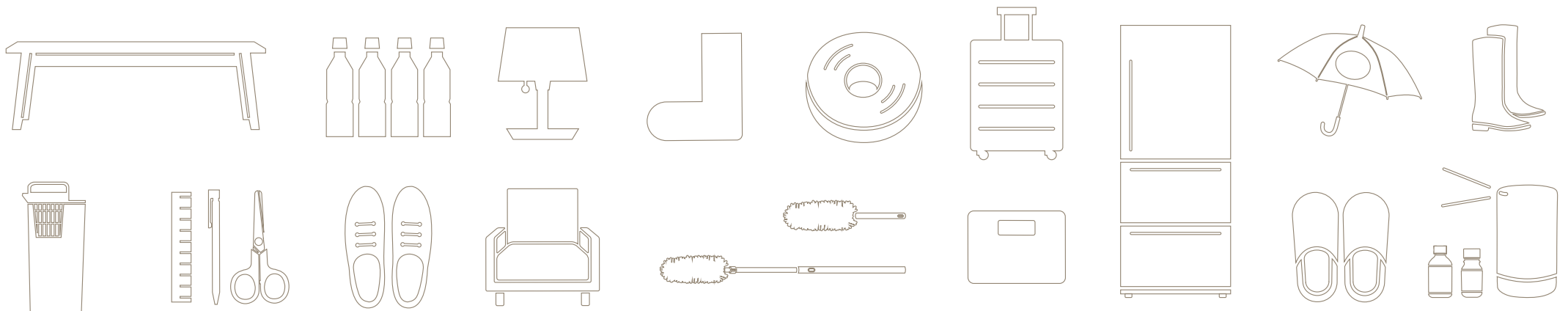


Corporate Profile 2021

株式会社
良品計画
Ryohin Keikaku Co., Ltd.



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 has grown to over 7,000 items, including 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. 2021

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	End of August
Website	https://ryohin-keikaku.jp/eng/	Revenue	453,689 million yen (FY2021) <small>(Consolidated revenue)</small>
Establishment	June 1989 (registration: May 1979)	Number of employees	18,163 (FY2021) <small>(including 9,281 temporary employees, consolidated)</small>
Chairman and Representative Director	Masaaki Kanai		
President and Representative Director	Nobuo Domae		

Message from MUJI (2020)



To be human is to be a living being that cleans. But this does not refer to polishing to a shine either objects or our environment. If you observe a bit, you’ll understand that cleaning is an activity that establishes a comfortable balance between nature and the man-made.

Humans are the only animals that create cities and environments by arranging them to suit us. This is why the environment that has been modified by humans according to their needs is written as “人工” in Japanese, literally “human+work/craft/ingenuity”, and translated as “man-made”. The man-made should be comfortable, but when there is a proliferation of materials that are too corrosive or erosive of nature, like plastic and concrete, people begin to long for nature.

However, if we completely leave nature alone, dust and fallen leaves pile up, and plants thrive wildly. This is probably why human beings have lived with moderate acceptance, and moderate abatement, of nature.

Even when you build a house or create an outdoor space, it’s uncouth and tasteless if the manmade aspects are overbearing. Let nature take its course to some extent; don’t over-rake the leaves, or trim the greenery to the extreme. The secret of cleaning may be to discover moderate comfort: places where nature and the manmade struggle against one another, like the water’s edge, where the breaking waves wash the sandy beach.

In 2019, we went around the world photographing scenes in which people were pictured cleaning. This was before COVID-19 swept the globe. We had been wondering if the very essence of human beings lies dormant in the everyday and ordinary work of cleaning, which transcends culture and civilization. Today, when the entire world has stopped, these photos and videos make us miss our ordinary routines. No matter how technology advances in the future, people are living things, embracing a rhythm of life that perpetually resonates in the depth of the body. We can move forward heeding this natural internal rhythm.



[See more details \](https://ryohin-keikaku.jp/eng/corporate/overview.html)

<https://ryohin-keikaku.jp/eng/corporate/overview.html>

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. 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.



White Chocolate Coated Strawberry

(from 2001)

The whole strawberries are freeze-dried and coated with white chocolate. Those irregularly sized strawberries or unevenly coated ones are also included in the package.



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.



See more details \

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

New Products and Services

Reclaimed Cotton Series

MUJI has been developing products based on the concept of "not wasting resources" ever since its birth. Reclaimed cotton is produced by manually sorting the scraps and leftovers generated in the production process of MUJI shirts and T-shirts, breaking them down into a cotton-like state, blending them with unused cotton, and spinning and weaving them again. In this way, we can make the most of materials, and this will lead to the recycling of global resources and reduction of wastes.



Example: Reclaimed cotton blend heavy weight 3/4 sleeve T-shirt (Released in September 2021)

Launch of the new items for "ITSUMO MOSHIMO" kit and expansion of the disaster prevention project (Started in August 2021)

MUJI is offering products and services useful for disaster prevention along the three axes of "products", "information" and "people." In August 2021, we released renewed "ITSUMO MOSHIMO" kit, and new items "ITSUMO MOSHIMO handkerchief" and "ITSUMO MOSHIMO wearable bag" in sequence. What is more, we launched "ITSUMO MOSHIMO period" to offer information that is useful in the event of disaster, and also introduced a "Disaster Volunteer System" which allows our employees and staff to take part in volunteer activities for the disaster-stricken area.



From PET bottles to Aluminium cans (Launched in April 2021)

MUJI has carried out various initiatives to promote global resource recycling and waste reduction. As a part of the initiatives, we changed containers for all of the beverage items from PET bottle to recyclable aluminium cans from April 2021. In addition, we have been promoting a "Water"-based sustainable project from 2020. We have expanded the reach of this initiative by installing a water refill station not only in over 300 MUJI stores, but also in companies and community hubs other than MUJI to increase opportunities for everyone to think more about environment and health.



Recycled paper Toilet Paper Long Roll (Released in March 2021)

MUJI offers everyday items that help make our daily lives more pleasant from the moment we wake up in the morning to the time we go to sleep at night. In March 2021, we launched long rolls of toilet paper made from recycled paper with no cardboard tube inside. As it is tube free, it does not produce waste. Also, it is perfect for storing for emergency as the compact size does not take up much space and the long roll lasts for a long time. We would like to continue to offer high quality and sustainable everyday items at reasonable prices under the concept of "Lower priced for a reason".



Monthly Flat-rate Service for basic furniture (Launched in January 2021)

In this age of overflowing goods, besides purchasing, MUJI wants to offer customers another option to utilize things that are truly in need with the necessary amount for the necessary period only. In this way, we wish to co-create a "simple, pleasant life" that allows us to enjoy simplicity based on the spirit of "This will do." Since January 2021, we have been offering a new monthly flat-rate service of MUJI beds, desks, chair, and storage furniture. Furthermore, from April 2021, a monthly flat-rate service for children's furniture is available in the limited stores.



Cricket Cracker (Released in May 2020)

Proposing "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 turn crickets into a source of food. Crickets are highly nutritious and have a small environmental footprint. We use cricket powder to make this cricket cracker.



See more details \



Stores

MUJI aims to realize a "Simple, Pleasant Life and Society" by offering products whose quality and meaning have been continuously refined at fair prices in the basic areas of clothing, food and housing, and by promoting independent store management where each store works to revitalize its local community. 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	456	Café&Meal MUJI	31
		IDÉE	10
■ Number of MUJI stores in each country / region			
Mainland China	299	Sweden	1
Hong Kong	20	Switzerland	1
Taiwan	54	Finland	1
South Korea	39	Denmark	1
United Kingdom	7	Poland	1
France	7	United States	10
Italy	6	Canada	9
Germany	8	Singapore	10
Spain	4	Malaysia	9
Portugal	1	Thailand	22
Ireland	1	India	3
		Australia	5
		The Philippines	5
		Vietnam	2
		Kuwait	3
		UAE	7
		Saudi Arabia	5
		Bahrain	2
		Qatar	2
		Oman	1
■ Number of Café&Meal MUJI outside Japan			25
			(As of End of Aug, 2021)



MUJI KONANDAI BIRDS

A store to collaborate with the community via food

Opened: May 14, 2021 / Sales Floor: Approx. 5,118 mf

"MUJI KONANDAI BIRDS" is the first store in the Kanto region that has a large sales area dedicated to food, upholding the theme "thanks to those who eat, thanks to those who produce." Further building on the initiatives that MUJI has been promoted, we offer a range of useful services to our customers, including a Buy-in-Bulk food service, a water refilling service as well as an on-the-day food delivery service. In addition, the store has a kitchen counter (open kitchen), the first facility of its kind in MUJI. At the kitchen counter, local customers can enjoy learning about "food" from producers, nutritionists or dietary education advisors and exchange useful information with each other. We hope the kitchen counter will become a place that shares producers' thoughts with customers and customers' feedbacks with the producers, just like a community hub that connects people through communication.



MUJI TOBU Dobutsu Koen Ekimae

A store adjacent to a supermarket

Opened: September 16, 2021 / Sales Floor: 1,989 mf

Based on the concept of "a place that produces something with the local community", "MUJI TOBU Dobutsu Koen Ekimae" offers products useful to everyday life, and values face-to-face interaction between store staff and local customers in order to be a store rooted in the local community. In addition to the "Open MUJI (Learning House)", a rental space that allows anyone to use freely, and the "Town Information Center", a base for collecting and disseminating information on the area's unique attractions and ways to enjoy them, the "Minna no Kitchen (everyone's kitchen)", a shared kitchen equipped with professional facilities (usually certified for restaurant or confectionary factory use) is installed for the first time in MUJI. What is more, the grass area named "Minna no Hiroba (everyone's plaza)" in front of the store is open to the public, and we also plan to hold activities such as morning gymnastics, markets, and clean-up activities starting from the area.



MUJI TOKYO ARIAKE

A store supporting all aspect of everyday life

Opened: December 3, 2020 / Sales Floor: 4,628㎡

MUJI TOKYO ARIAKE has one of the largest sales floor area among all MUJI stores in the Kanto area. This store aims to support the daily lives of people living in the area by providing products and services that could meet the needs of every aspect in day-to-day living. It not only provides almost all MUJI products, but also offers new products/services in three themes - "Life Support" "Home Building" and "Community Development." It wishes to become a full-scale grocery store that goes beyond the traditional concept of department store and could truly serve the daily lives of the local residents for a long time. In addition, this store is working with Koto Ward to reduce waste and create a recycling-oriented society by collecting used clothing and promoting food drive initiatives at the store.



MUJI JOYCITY TIANJIN

Opened: December 24, 2020 / Sales Floor: 3,123㎡

MUJI SHANGHAI UMAX

Opened: January 29, 2021 / Sales Floor: 3,288㎡

MUJI JOYCITY TIANJIN (Tianjing, Mainland China) opened in December 2020 and MUJI SHANGHAI UMAX (Shanghai, Mainland China) opened in January 2021. Both stores feature Café&Meal MUJI restaurants, which serve food that make the most of fresh, simple ingredients, and Open MUJI communication spaces that regularly hold events. These stores also conduct workshops to introduce local culture or Community Market to foster communication with local residents. In this way, we aim to become platforms that could connect people and the city by communicating the unique charm of the local communities.



MUJI Vincom Center Metropolis

Opened: July 3, 2021 / Sales Floor: 1,774㎡

"MUJI Vincom Center Metropolis" opened in Hanoi, the capital of Vietnam with one of the largest sales floor area among MUJI stores in Southeast Asia. The store offers a variety of services such as Embroidery Service, MUJI YOURSELF, Open MUJI, and an in-store café space, and in addition to fresh organic vegetable grown in Vietnam, local foods including coffee, dried fruits, chocolate, and rice papers are available. What is more, it aims to foster conversations with local residents to get connected with the people of Vietnam.



MUJI CHIDLOM

Opened: July 2, 2021 / Sales Floor: 1,678㎡

"MUJI CHIDLOM", which opened in 2006 as the first MUJI store in Thailand, reopened in 2021 with the sales floor area about four times wider than its former size after the relocation & expansion renovation. In addition to providing a wide range of daily necessities, the store offers products such as greenery, MUJI Labo, ReMUJI, MUJI WALKER, and IDÉE, as well as services such as the Embroidery Service, Stamp Stand, and Open MUJI. Also, a showroom has been set up in the store to help customers easily imagine what it would be like to have MUJI products – furniture, kitchenware, storage etc. at home.

[See more details](#) \



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.



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 the earth's resources and reduce wastes.



MUJI Michinoeki Namie



MUJI iias Kasugai



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, we would like to get involved by each community and carry out initiatives that contribute to the resolution of local issues and development of the community.

As a part of the initiatives, we are promoting activities with local governments to revitalize the local community, reduce negative impact on the environment, and solve local issues. In 2021, we signed Cooperation Agreement with eight local governments and cooperative, namely, Higashiawa Fishery Cooperative and Kamogawa City, Chiba Prefecture (March), Yokohama City, Kanagawa Prefecture (May), Aizuwakamatsu City, Fukushima Prefecture (May), Kumamoto City, Kumamoto Prefecture (May), Morimachi, Kayabe County, Hokkaido (June), Shinjuku Ward, Tokyo (September), Mashiko Town, Haga County, Tochigi Prefecture (October), and Kasugai City, Aichi Prefecture (October). We will continue to work with local governments, local companies, and residents to revitalize the communities and serve the daily lives of people there.

Expansion of the "mobile sales" initiative in Japan and overseas

What can we do to better serve each community, even as the way of life changes? In seeking answers to this question, we launched the initiative of "MUJI to GO" mobile sales.

In areas facing the issue of declining birth rate and population aging, our staff move around by the mobile sales bus to offer MUJI's basic everyday items. At the same time, this initiative is helping to solve local issues by listening to residents' daily concerns and problems through conversation.

"MUJI to GO" first launched in Sakata City, Yamagata Prefecture in 2020, and as of October 2021, the initiative has expanded to total of seven regions in and outside Japan, including Niigata Prefecture, Hokkaido, and Hiroshima Prefecture and Finland.

We will continue to build connections among people through our business in order to contribute to the realization of a "sustainable community and society joyful to live and dwell in."

Review of packaging and display materials

Since its birth in 1980, MUJI has continued to manufacture products considering following three perspectives: "selection of materials", "streamlining of processes" and "simplification of packaging." We have been developed no-frills quality products aiming to provide our customers with what they really need in a truly necessary way.

All MUJI products are available in simple packages or with only a tag on which the reason or background of the product is printed. We repeatedly review the packaging, display, and auxiliary materials, and we are working to eliminate plastic-based material (such as sock hooks, essential oil packaging and tag pins for apparel items), or to replace them with recycled paper or other alternative materials.



[See more details](#) \

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.



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.





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