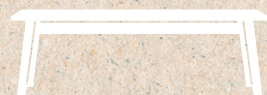


2022

# Corporate Profile





# 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

<b>Company name</b>	Ryohin Keikaku Co., Ltd.	<b>Capital</b>	6,766,250,000 yen
<b>Location</b>	4-26-3 Higashi-ikebukuro, Toshima-ku, Tokyo, 170-8424, Japan	<b>Fiscal year-end</b>	End of August
<b>Website</b>	<a href="https://ryohin-keikaku.jp/eng/">https://ryohin-keikaku.jp/eng/</a>	<b>Revenue</b>	453,689 million yen (FY2021) (Consolidated revenue)
<b>Establishment</b>	June 1989 (registration: May 1979)	<b>Number of employees</b>	18,163 (FY2021) (including 9,281 temporary employees, consolidated)
<b>Chairman and Representative Director</b>	Masaaki Kanai		
<b>President and Representative Director</b>	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 products and services that are essential to daily life, with genuine quality and ethical value, at fair 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 serve each local region by making our stores community centers that work with stakeholders to tackle local issues and make a positive impact in the region. 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. 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.

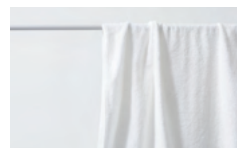


## | Household

### 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 Attachable 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 Tool Series

(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 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

## ReMUJI Expanded

From September 2021

ReMUJI is an upcycle movement since 2015 to collect used textile products of MUJI clothes from customers to be overdyed and offered as ReMUJI. Currently, there are 14 stores that sell ReMUJI items across Japan.

MUJI Shinjuku Piccadilly, reopened in September 2021, sells new colors of "overdyed clothes" as well as "re-washed clothes" that cannot be dyed, and "connected clothes" that combines multiple clothes.



"Connected clothes" sold at MUJI Shinjuku Piccadilly

## Large Refillable Paper Packaging for Hair Care, Body Soap and Hand Soap

Available from November 2021

Shampoos, conditioners, body soaps are household consumables people use daily. In consideration of its nature as well as the environment, MUJI released large refillable packaging.

The use of refillable paper packages will reduce the amount of generated waste and contribute to less reliance on plastic.



## From PET Bottle to Aluminum Can

Available from April 2021

MUJI is dedicated to the recycling of global resources and waste reduction. One such initiative, as of April 2021, is the replacement of plastic bottled beverage products with aluminum canned beverage products which is recycled back into cans again without significant degradation or waste.

MUJI also introduced another sustainability initiative, "starting from water" where water servers were installed across 300 MUJI stores as well as at other businesses and local governments as a message to our customers be mindful of the environment together with MUJI.



## Natural Garment (Kapok Fabric)

Available from March 2022

Kapok is a natural fiber obtained from a fruit that grows wild in the tropics of Asia. It is highly resilient to pests and diseases hence harmful chemicals are not needed to grow, thus reducing the impact on environment.

The light, smooth and highly elastic Kapok fiber are made into comfortable clothes and looks relaxed when worn. The clothes are unisex and easy to match with other clothes.

Kapok lineup can be purchased at MUJI Online Store as well as certain MUJI stores.



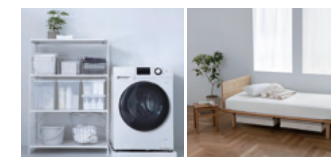
Product Example: Kapok Stand Collar Jacket

## Additional Lineup of Monthly Flat-rate Service

From March 2022

MUJI introduced monthly flat-rate service for furniture on January 2021 to reduce the need to purchase furniture, and to allow a new lifestyle of rent what you need, when you need it.

Starting March 2022, 22 new items were added to the lineup including sofas, wooden tables, and mattresses perfect for families of two or more.



## Cricket Chocolate

Available from December 2021

With the concern that the rapid increase in global population will trigger future issues such as food security and environmental problems, MUJI researched and developed a new food ingredient, cricket in order to raise awareness.

Following the release of Cricket Crackers in May 2020, we released Cricket Chocolate in December 2021, a protein bar made with cricket powder, milk chocolate, and soy puffs.



See more details \



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



# 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	473	Café&Meal MUJI	30	IDÉE	10
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## ■ Number of MUJI stores in each country / region 567

Mainland China	316	Sweden	1	Australia	5
Hong Kong	20	Switzerland	1	The Philippines	5
Taiwan	55	Finland	1	Vietnam	2
South Korea	39	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	8	Singapore	10	Qatar	2
Spain	4	Malaysia	9	Oman	1
Portugal	1	Thailand	25		
Ireland	1	India	3		

## ■ Number of Café&Meal MUJI outside Japan 25

(As of End of Feb, 2022)



## MUJI IAS Kasugai

Opened: October 22, 2021/Sales Floor: Approx. 5,464㎡

This is one of the largest MUJI stores in Japan with a sales floor area of approximately 5,464㎡. On top of selling daily necessities, food and storage products, there are three features unique to large-scale MUJI stores.

①Experiential-based sales floor for storage items with interior advisors on hand. ②Asaichi Odori, a daily goods market lined with stalls. ③A meeting place for residents, businesses and administrations.

Through providing a place where residents can interact with each other and implementing community promotion initiatives in cooperation with Kasugai City, MUJI IAS Kasugai aims to become a community center to the local people.



## MUJI Shinjuku Piccadilly

Opened: September 10, 2021/Sales Floor: Approx. 1,234㎡

## MUJI Shinjuku

Opened: September 10, 2021/Sales Floor: Approx. 993㎡

Located in the heart of the Shinjuku district are the reopened MUJI Shinjuku and MUJI Shinjuku Piccadilly, which are only 3-minute walk from each other. MUJI Shinjuku Piccadilly is a flagship store that was reopened to specialize in a range of products and services that focus on environmental and social issues as well as artistic items and furniture. Meanwhile MUJI Shinjuku widened its product lineup of cosmetics, frozen foods, and other items fundamental to daily life.

The stores aim to create opportunities for customers to think about the future as well as meeting the daily shopping needs.



## MUJI TOBU Dobutsu Koen Ekimae

Opened: September 16, 2021/Sales Floor: Approx. 1,989㎡

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.



## MUJIcom HIGASHI IKEBUKURO

Opened: January 15, 2022/Sales Floor: Approx. 401㎡

MUJIcom HIGASHI IKEBUKURO offering MUJI’s first takeaway meal service, MUJI Kitchen, was opened on the 1st floor of Ryohin Keikaku Headquarter. Aside from food products, there are also daily necessities including cleaning items and other everyday consumables based on the concept of “community-based small-scale store offering daily necessities within walking distance.”

The store also promotes initiatives to close the distance with the community through introduction of items sold in shops that are deeply rooted in the Ikebukuro area. Through such activities, the store aims to become a convenient and familiar place for the residents and people working in and near the Higashi-Ikebukuro area.



## MUJI Shanghai Hall of the Sun

Opened: November 11, 2021/Sales Floor: Approx. 1,059㎡

The first MUJI store together with a supermarket in Mainland China, MUJI Shanghai Hall of the Sun opened in November 2021. The store has strengthened MUJI’s daily necessities and food products, including the introduction of new items such as frozen foods, noodles and oatmeal.

Also, under the theme of “Meal Solution Super Market”, the store offers a full range of food-related products such as vegetables, meat, fish, prepared foods, bakery and groceries in cooperation with “7 Fresh” supermarket of the JD.com Group, one of China’s leading e-commerce companies.



## MUJI MIRAMAR

Opened: January 26, 2022/Sales Floor: Approx. 2,228㎡

MUJI MIRAMAR re-opened as the largest store in Taiwan on January 2022. The store offers a wide range of products fundamental to daily life, in addition to services such as Open MUJI, MUJI BOOKS, and embroidery service. Furthermore, the store presents the largest “Ryohin Market” in Taiwan where fresh vegetables and fruits are delivered directly from farms. There is also free water refill service, the first in Taiwan and services unique to this store such as Glass Lab where people can purchase and recycle glass, and even experience glass blowing.

# 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

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 the initiatives, MUJI cooperates with local governments to pursue regional vitalization and reduce impact on the environment among other issues. In 2021, MUJI signed Cooperation Agreement with eight local governments 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), then in 2022 with Miyashiro Town, Saitama Prefecture (February).

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 provides products and services to enable the concept of always ready for emergency. We focus on three aspects: products, information and people. In August 2021, MUJI began servicing businesses along with an expanded lineup of handkerchief, wearable bag, on top of the existing emergency kit. 11th to the 17th of each month is named ITSUMO MOSHIMO period where MUJI disseminates relevant information at store front and through SNS. MUJI also began Disaster Volunteer Program where employees can participate in volunteer activities in the event of a disaster. MUJI frequently holds ITSUMO MOSHIMO Caravan at various local communities to spread the theme of always ready for emergency, including at Joetsu City, Niigata Prefecture in November 2021.

## Plastic Waste Reduction and Recycling Activities

Since the launch of the brand in 1980, MUJI has continued to manufacture products considering following three perspectives: Selection of Materials, Streamlining of Processes, and Simplification of Packages.

MUJI plans to eliminate the use of plastic in terms of packaging or replace it with recycled paper and other alternative materials whenever possible. From autumn/winter 2021, MUJI gradually replaced the plastic tag pins with paper tag pins made from FSC paper, including recycled paper.

In terms of product development, MUJI released refillable large paper packaging for daily household consumables such as shampoo and body soap.

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.



## 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.





株式会社良品計画

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