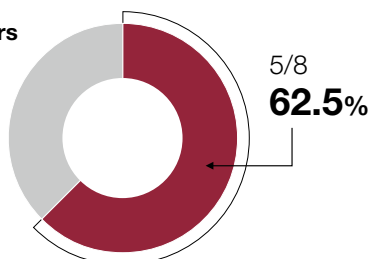


## Basic Information

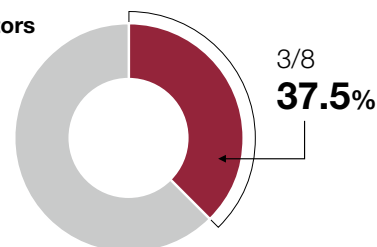
# Directors and Corporate Auditors (As of November 23, 2023)

The Ryohin Keikaku Group redefined its corporate purpose as creation of “a truthful and sustainable life for all” with the goal of creating a better world 100 years from now. With that in mind, the Group has set two themes in developing its business: “to be a part of people’s daily necessities” and “to take root in local society.” In order to achieve these objectives, we will select directors and corporate auditors who have the appropriate experience and knowledge and who will increase the diversity of the Board of Directors and Board of Auditors. In doing so, we will promote candidates from inside the Company and bring in people from outside.

Ratio of Outside Directors to All Directors



Ratio of Female Directors to All Directors



	Name	Current position	Attendance at meetings of the Board of Directors (FY2023/8)	Number of shares owned/Number of years in office	Reason for appointment
	 <b>Masaaki Kanai</b>	Chairman & Representative Director	16/16 (100%)	111,160 shares/ 23 years, 6 months	Mr. Kanai has been involved in management as a director for many years and has been performing a central role in the expansion and growth of the Company and its business. He is expected to continue contributing to the enhancement of corporate value.
	 <b>Nobuo Domae</b>	President & Representative Director	16/16 (100%)	86,200 shares/ 4 years, 6 months	Mr. Domae has extensive experience and broad knowledge as a management executive at various companies, and is expected to continue playing a central role in the Company’s “Second Founding.”
	 <b>Satoshi Shimizu</b>	Executive Vice President & Director	16/16 (100%)	6,600 shares/ 8 years, 6 months	Mr. Shimizu has extensive experience in the areas of products and stores, and is expected to play a central role in the globalization that is part of the Company’s “Second Founding.”
Outside	 <b>Masayoshi Yagyu</b>	Outside Director (Independent)	16/16 (100%)	2,700 shares/ 7 years, 6 months	Mr. Yagyu has extensive experience and broad insight as a corporate manager. He is expected to function appropriately in his role as an outside director in areas such as supervising business execution.
	 <b>Atsushi Yoshikawa</b>	Outside Director (Independent)	16/16 (100%)	4,000 shares/ 5 years, 6 months	Mr. Yoshikawa is expected to draw on his extensive experience and broad insight as a corporate manager to continue contributing as an outside director to the sustained growth and increased corporate value of the Company.
	 <b>Kumi Ito</b>	Outside Director (Independent)	13/13 <sup>1</sup> (100%)	500 shares/ 1 year	Ms. Ito has deep insight into management related to digital technology and healthcare from her experience as an outside director at several companies. We expect Ms. Ito to provide valuable suggestions and advice.
	 <b>Yuriko Kato</b>	Outside Director (Independent)	13/13 <sup>1</sup> (100%)	0 shares/ 1 year	Ms. Kato is expected to give valuable suggestions and advice as she has expert knowledge in agricultural and digital businesses. She also has deep insight into corporate management based on her experience as an entrepreneur and as an outside director at several companies.
	 <b>Mayuka Yamazaki</b>	Outside Director (Independent)	13/13 <sup>1</sup> (100%)	0 shares/ 1 year	Ms. Yamazaki is expected to give valuable suggestions and advice from various points of view. She has experience at an international post-graduate business school and as an outside director at several rapidly growing start-up companies. She is also well versed in traditional culture and art as a practitioner of Japanese flower arrangement.
	 <b>Kei Suzuki</b>	Full-time Corporate Auditor	16/16 (100%)	39,300 shares/ 2 years	Mr. Suzuki has served the Company as general manager of the Household Division, and as a director and executive officer he has held important positions in overseeing overseas business management, the HR & General Affairs Division, legal affairs and intellectual property, and the Internal Audit Office. Based on his deep insight into Ryohin Keikaku’s business, we expect him to function appropriately as a full-time corporate auditor.
	 <b>Kosuke Yamane</b>	Full-time Outside Corporate Auditor (Independent)	13/13 <sup>2</sup> (100%)	0 shares/ 1 year	As a full-time outside corporate auditor, Mr. Yamane is expected to audit operations based on his wide-ranging knowledge in the fields of accounting, finance, and information systems, based on his extensive experience in important positions related to public relations, investor relations, finance and information strategy.
Outside	 <b>Jun Arai</b>	Outside Corporate Auditor (Independent)	15/16 (94%)	2,300 shares/ 3 years, 6 months	Mr. Arai has extensive experience as a manager at multiple companies and a wide range of knowledge in accounting, finance, and corporate governance. He is expected to function appropriately as an outside corporate auditor.
	 <b>Maoko Kikuchi</b>	Outside Corporate Auditor (Independent)	— <sup>3</sup>	0 shares/ Newly appointed	Ms. Kikuchi has experience working at the Japan Fair Trade Commission and other public institutions, and as a public prosecutor in the Ministry of Justice. She has also served as an attorney both in Japan and overseas in areas including corporate legal affairs. She has also held the positions of outside director and standing outside Audit & Supervisory Board member, and is expected to function appropriately as an outside corporate auditor as she can be expected to audit operations based on her wide-ranging knowledge.

1. For Kumi Ito, Yuriko Kato and Mayuka Yamazaki, the number of meetings held and attendance at Board of Directors meetings are after their appointment as directors on November 23, 2022.

2. For Kosuke Yamane, the number of meetings held and attendance at Board of Directors meetings are after his appointment as a corporate auditor on November 23, 2022.

3. Maoko Kikuchi was appointed at the General Meeting of Shareholders held on November 23, 2023.

Competency	Prerequisite
<b>Overall corporate management</b>	The Board of Directors needs to make decisions after engaging in frank discussions of medium- to long-term strategies. We have therefore selected diverse knowledge of corporate management that is not limited to a particular industry as a prerequisite.
<b>Operations</b>	Stores are central to our business, and effective operations and expansion are crucial to our competitiveness. We have therefore selected knowledge about operations in the retail, distribution and manufacturing industries as a prerequisite.
<b>Business entrepreneurship and social entrepreneurship</b>	We have selected knowledge about business entrepreneurship and social entrepreneurship as a prerequisite for achieving our corporate purpose.
<b>Technology</b>	We aim to create services that make good use of technology as a tool and to improve convenience for our stakeholders. We have therefore selected knowledge about digital and technology management as a prerequisite.
<b>International mindset</b>	Achieving our corporate purpose requires us to contribute to various countries and regions around the world through store development and product manufacturing. We have therefore selected knowledge that includes experience in an international environment as a prerequisite.
<b>Humanities and the arts</b>	We have selected understanding of the culture and history of the countries and regions we serve and knowledge of the arts and design as prerequisites for achieving our corporate purpose.
<b>Sustainability and diversity</b>	We position achieving sustainability and diversity at the core of our business activities in order to achieve our corporate purpose. We have therefore selected an understanding of social issues such as sustainability and diversity and a strong desire to address those issues as prerequisites.
<b>Administration and risk management</b>	We have selected knowledge of personnel and labor affairs, finance, legal affairs and risk management as a prerequisite for achieving our corporate purpose.

	Overall corporate management	Operations	Business entrepreneurship and social entrepreneurship	Technology	International mindset	Humanities and the arts	Sustainability and diversity	Administration and risk management	Meetings and Committees				Concurrent positions
									Board of Directors	Nomination Advisory Committee	Remuneration Advisory Committee	Board of Auditors	
	○	○	○			○	○		○	○	○		<ul style="list-style-type: none"> <li>• Outside Director and Audit and Supervisory Committee Member, Members Co., Ltd.</li> </ul>
	○	○	○	○	○		○		◎	○	○		<ul style="list-style-type: none"> <li>• President &amp; Representative Director, MUJI HOUSE Co., Ltd.</li> <li>• Outside Director, Monex Group, Inc.</li> <li>• Scholarship Director, CO-OP Sapporo</li> </ul>
	○	○			○	○		○	○				
	○	○		○	○	○			○	◎	○		<ul style="list-style-type: none"> <li>• Outside Director, Chubu Electric Power Grid Co., Inc.</li> </ul>
	○			○	○	○	○	○	○	○	◎		<ul style="list-style-type: none"> <li>• Director and Member of Audit and Supervisory Committee, Asset Management One Co., Ltd.</li> </ul>
	○		○	○	○		○	○	○	○	○		<ul style="list-style-type: none"> <li>• Outside Director, SOMPO Holdings, Inc.</li> <li>• Outside Director, Fuji Furukawa Engineering &amp; Construction Co., Ltd.</li> <li>• Outside Director, True Data Inc.</li> <li>• Executive Director, Tsukuba University</li> <li>• Managing Partner, Office KITO GK</li> </ul>
	○		○	○	○		○		○	○	○		<ul style="list-style-type: none"> <li>• President &amp; Representative Director, M2 Labo. Inc.</li> <li>• President &amp; Representative Director, Vegibus Inc.</li> <li>• Outside Director, Shizuoka Gas Co., Ltd.</li> </ul>
	○		○		○	○	○		○	○	○		<ul style="list-style-type: none"> <li>• Outside Director and Audit and Supervisory Committee Member, M3, Inc.</li> <li>• Outside Director, RENOVA Inc.</li> </ul>
	○	○			○			○	○			◎	
	○	○		○	○		○	○	○			○	
	○				○		○	○	○			○	<ul style="list-style-type: none"> <li>• Outside Director, Sumitomo Mitsui DS Asset Management Company, Limited</li> </ul>
	○		○		○		○	○	○			○	<ul style="list-style-type: none"> <li>• Outside Director, MITSUI-SOKO HOLDINGS Co., Ltd.</li> <li>• Outside Director, Hitachi Construction Machinery Co., Ltd.</li> <li>• Managing Partner, Compass International Law Office</li> </ul>

Notes: 1. The above does not encompass all of the experience and knowledge possessed by the officers. Only the major aspects are presented.  
 2. ◎ Indicates the chairperson of each meeting or committee.

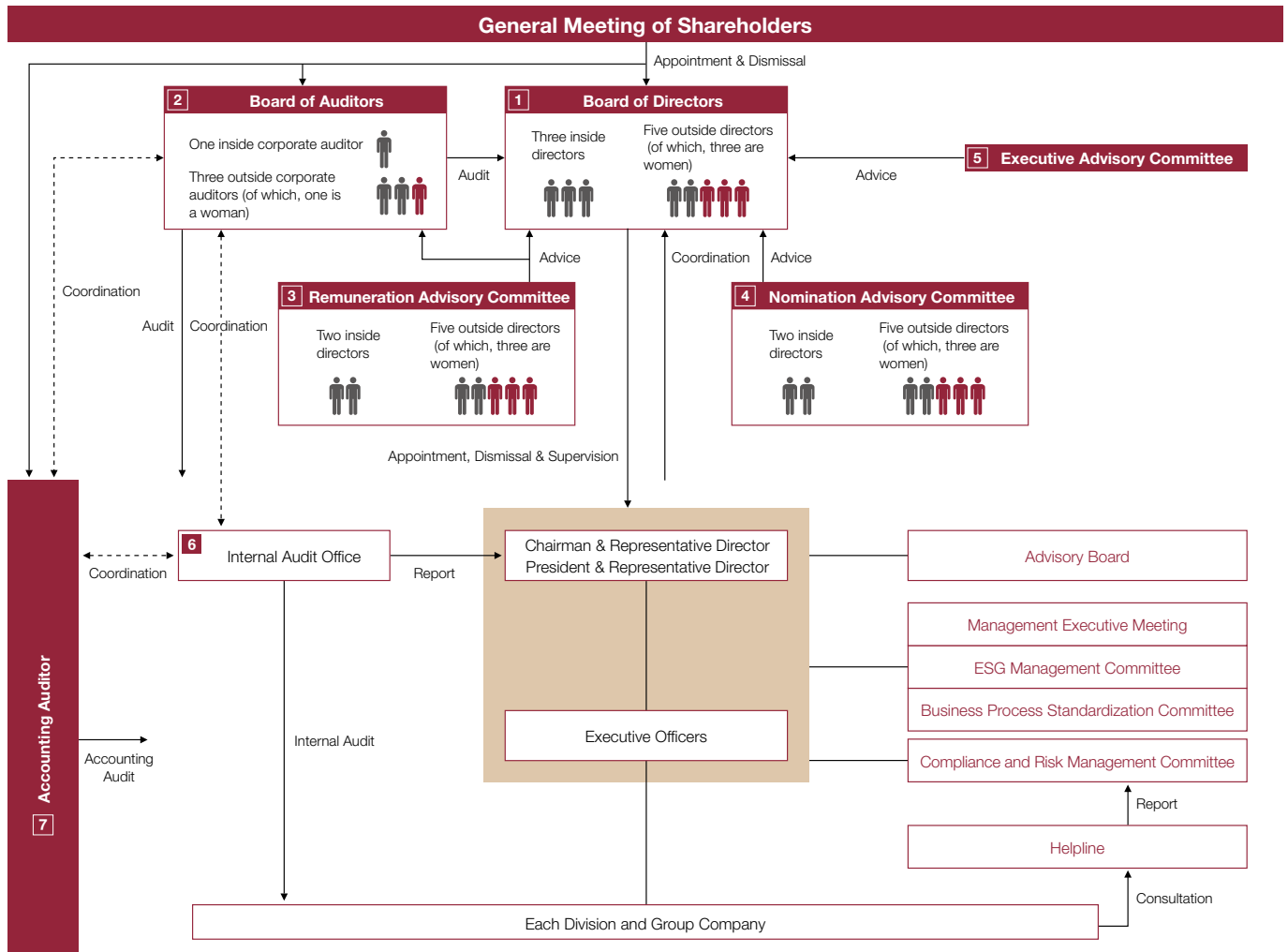
## Basic Information

# Corporate Governance

## Basic Policy

The creation of a highly transparent management system is a high priority based on our belief that establishing an effective management structure and internal control system and improving corporate governance will lead to continuous improvement of corporate value. In addition, we strive to maintain and develop good relationships with all stakeholders (shareholders, customers, employees, society, and partner companies), and to proactively disclose information in a timely manner.

## Corporate Governance System



(As of November 23, 2023)

## Activities During FY2023/8

### 1 Board of Directors

Number of meetings: 16  
Attendance rate: 99%

#### Objectives

Makes statutory resolutions on important matters related to medium- to long-term management, and matters stipulated by laws, regulations and the Articles of Incorporation. Supervises the execution of duties by executive directors and executive officers.

#### Main Topics Discussed and Related Activities

The Executive Advisory Committee, which is composed of members of the Board of Directors, convenes regularly to discuss important themes multiple times before making resolutions at Board of Directors meetings. With respect to FY2023/8, agenda items discussed and resolved included those related to the medium-term business plan, compliance and risk reports, reports and assessments of ESG initiatives, the engagement survey, and the headquarters relocation.

### 2 Board of Auditors

Number of meetings: 17  
Attendance rate: 99%

#### Objectives

Audits the general execution of duties by directors from the perspectives of legality and appropriateness. Prevents or corrects fraudulent acts, and violations of laws, regulations, and the Articles of Incorporation.

#### Main Topics Discussed and Related Activities

In order to accurately understand the status of management, the Board of Auditors participates in meetings of the Board of Directors and other important meetings; interviews directors, executive officers, and managers of subsidiaries; and conducts inspections of business sites. In addition, the Board of Auditors cooperates with the accounting auditor and the Internal Audit Office to understand the status of business and internal control; holds regular meetings with representative directors and outside directors; and raises issues and makes recommendations regarding important Group-wide issues based on the results of audits.

**3 Remuneration Advisory Committee**      Number of meetings: 8  
Attendance rate: 100%

**Objectives**

Reports to the Board of Directors and the Board of Auditors regarding issues including compensation for directors, auditors and executive officers.

**Main Topics Discussed and Related Activities**

The committee held discussions on ESG evaluation for restricted stock compensation, revision of the executive officer system, and other matters.

**4 Nomination Advisory Committee**      Number of meetings: 10  
Attendance rate: 100%

**Objectives**

Reports to the Board of Directors and Board of Auditors on issues including the appointment and dismissal of directors, auditors and executive officers.

**Main Topics Discussed and Related Activities**

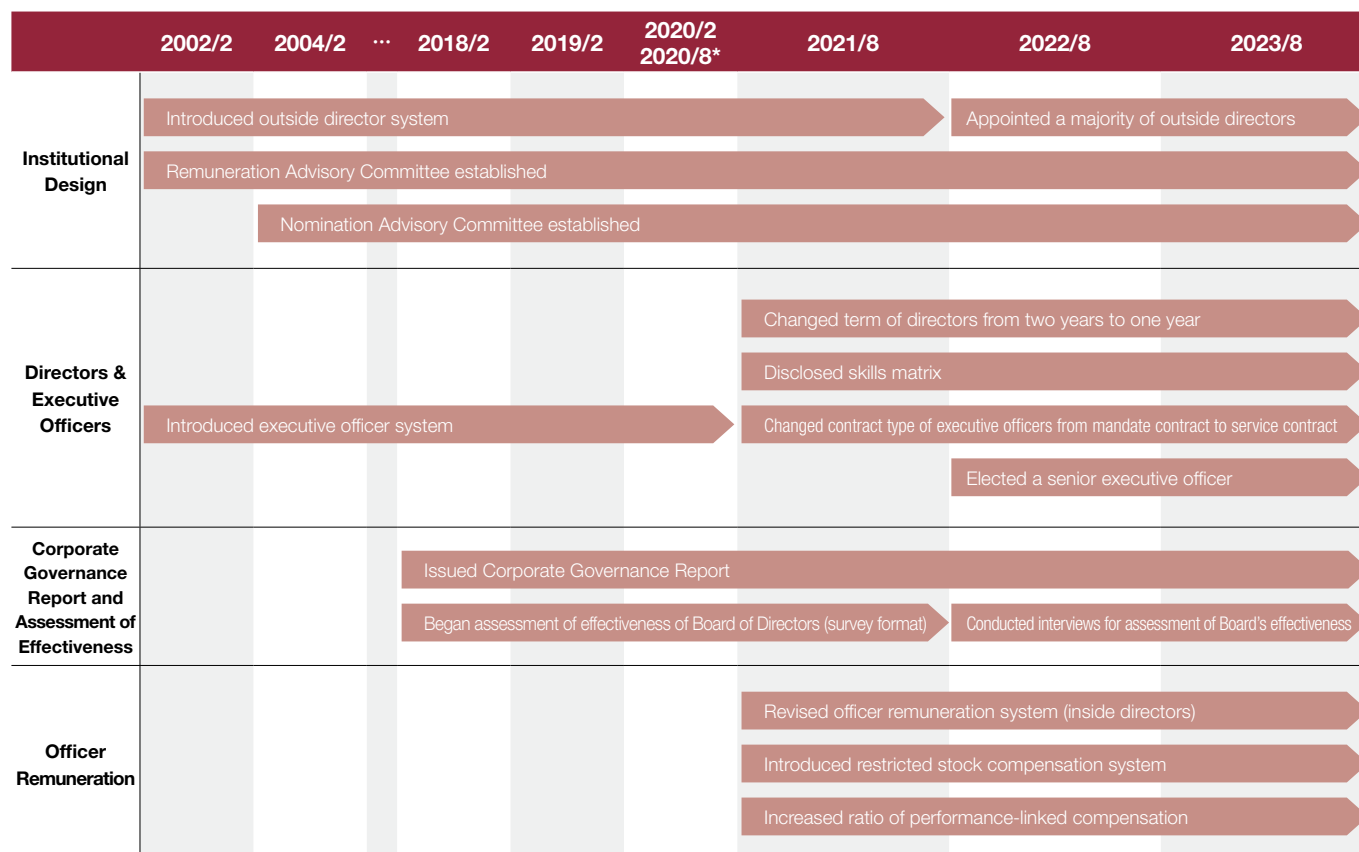
The committee held discussions on executive officer personnel, nomination of director and auditor candidates, and other matters.

**5 Executive Advisory Committee**      This committee is composed of members of the Board of Directors, and is a forum for discussion and exchange of opinions on medium- and long-term management strategies as well as a forum for ensuring adequate prior discussion of agenda items at Board meetings.

**6 Internal Audit Office**      The Internal Audit Office, which currently comprises eight members, conducts internal audits. This office audits the status of compliance with internal rules and manuals at stores and headquarters, and the appropriateness and effectiveness of overall business activities and procedures. Audit results are reported to the Board of Directors and the Board of Auditors.

**7 Accounting Auditor**      As for financial audits, we have created an environment that facilitates fair auditing with a team comprising two certified public accountants (Mr. Hirotaka Nakata and Mr. Yosuke Sato), 11 certified public accountants who provide assistance, and 15 other members associated with KPMG AZSA LLC.

**Transition to a Stronger Corporate Governance System**



\* The Company changed its fiscal year end to August 31 as of the fiscal year ended August 31, 2020. For convenience, 2020/2 and 2020/8 are presented together in the above chart.

## Assessment of Effectiveness of the Board of Directors

The Board of Directors conducted an analysis and assessment of the Board's effectiveness based on the corporate governance policy set by the Company. The results of that assessment are summarized below.

### Summary of Assessment Process

(1) The Board of Directors set the following evaluation categories it believes are necessary for assessment of the Board's effectiveness and conducted a survey of and interviews with directors and corporate auditors.

<Evaluation categories in the questionnaire>

- ① Composition of the Board of Directors
- ② Operation of the Board of Directors
- ③ Enhancement of discussions at Board of Directors meetings
- ④ System supporting the Board of Directors
- ⑤ Enhancement of relationship with shareholders and other stakeholders
- ⑥ Other comments

(2) The Board secretariat summarized the results of its assessment of directors and corporate auditors based on the above questionnaire responses and interviews.

(3) Based on these results, the Board held discussions on each issue.

### Results of the Assessment

(1) Summary of scores

<Average score for each category>

Assessment scores are set on a scale of 1 to 5, with "1" meaning improvement necessary, "3" meaning the minimum necessary level, and "5" meaning adequate.

- ① Composition of the Board of Directors (Average score: 4.4) (Previous assessment: 3.4)
- ② Operation of the Board of Directors (Average score: 3.4) (Previous assessment: 3.4)
- ③ Enhancement of discussions at Board of Directors meetings (Average score: 3.6) (Previous assessment: 3.6)
- ④ System supporting the Board of Directors (Average score: 3.7) (Previous assessment: 3.2)
- ⑤ Enhancement of relationship with shareholders and other stakeholders (Average score: 3.8) (Previous assessment: 3.5)

(2) Summary of assessment results

The results of the questionnaire and interviews above showed that the Board of Directors is evaluated as exceeding the minimum necessary level for the most part. While the diversity of the Board improved, we identified issues related to monitoring of execution and information sharing with outside directors.

### Future Initiatives

Based on the issues identified through the effectiveness assessment of the Board of Directors, we will work on the following measures to further enhance the Board's effectiveness.

- Improving the monitoring function with thorough follow-up reports of the progress of medium-term business plan measures and other important matters
- Having discussions regarding the next medium-term business plan with a view toward 2030 and 2040
- Enhancing information sharing with outside directors
- Expanding communication opportunities with stakeholders and enhancing disclosure

## Policy for Appointment and Dismissal of Directors

### Policy for Appointment of Officers

In nominating directors, the Nomination Advisory Committee, of which independent outside directors make up the majority, discusses each candidate's qualifications, taking into consideration their previous experience, accomplishments, ability to execute tasks, and character, and reports its recommendations to the Board of Directors. In addition, when nominating outside director candidates, we select management professionals who have experience, accomplishments, and knowledge in their respective fields. The nomination is discussed by the Nomination Advisory Committee, taking into consideration the candidate's ability to provide opinions and judgments that will contribute to enhancement of the Company's medium- to long-term corporate value, and is then reported to the Board of Directors.

### Number and Term of Directors

The Company's Articles of Incorporation stipulate that the number of directors shall be no more than 11. For the term of directors, a proposal to shorten the term from two years to one year was approved at the General Meeting of Shareholders held in November 2021, for the purpose of clarifying the management responsibilities of directors and creating a management structure that enables us to respond quickly to changes in the business environment.

## Support and Training Policy for Outside Directors and Outside Corporate Auditors

### Support System for Outside Directors and Outside Corporate Auditors

There is no specific person or division in charge of the support system for outside directors and outside corporate auditors, but the Corporate Planning Division provides information, including distributing the agenda of Board of Directors meetings in advance, and the General Affairs Division assists outside auditors in the execution of their duties.

In FY2022/8, we began holding executive sessions that involve informal interviews with executive officers in order to improve information sharing with outside directors. In addition, we have enhanced support for the smooth operation of the Board of Directors by introducing a cloud-based Board management tool to improve the security of confidential information and enhance overall efficiency.

### Training Policy

We encourage directors and corporate auditors to learn about matters such as the responsibilities, duties and legal risks of officers, and to work on self-improvement such as acquiring business knowledge of the operations they supervise. External training is also provided as necessary.

## Executive Remuneration System

### Policy for Determining Executive Remuneration

To enhance corporate value, remuneration of the Company's directors consists of three types: payment of base compensation, which is a fixed amount (according to the director's position) within the total remuneration limits set by the General Meeting of Shareholders; payment of performance-based bonuses as a short-term incentive linked to the Company's performance; and non-monetary compensation as a long-term incentive to continuously increase long-term corporate value and shareholder value.

Remuneration of outside directors and corporate auditors consists solely of base compensation, and there are no components that fluctuate with performance. In addition, no executive retirement benefit system is available.

Compensation Structure and Components	Summary
Base compensation	The base compensation of the Company's directors is determined based on each director's position, and by the Board of Directors pursuant to the deliberations of the Remuneration Advisory Committee.
Performance-based bonuses (Excluding outside directors and outside corporate auditors)	The coefficient for determining bonuses is calculated (from the perspective of pursuing profit in core businesses) by modifying the base bonus using the ratio of actual to planned consolidated operating profit. It ranges from 0% to 200%.
Non-monetary compensation (Excluding outside directors and outside corporate auditors)	Non-monetary compensation is in the form of grants of restricted shares that vest upon retirement. Base grants are determined in relation to achievements in areas such as ESG that have long-term significance, and vary from 30% to 100% according to director position.

### Determination Process

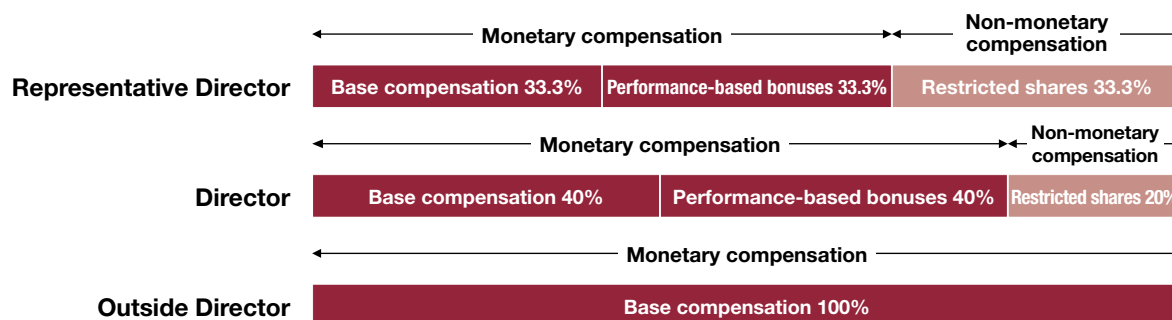
Chaired by an outside director, the Remuneration Advisory Committee determines director compensation. The committee deliberates on monetary and non-monetary compensation for each director individually, and is committed to transparency, validity and objectivity. Its reports are referred to in Board resolutions. The Remuneration Advisory Committee consists of seven members, of which five are outside directors. Having a majority of outside directors ensures thorough governance.

### Ratio by Type of Compensation

The ratio of performance-linked compensation for directors of the Company increases the higher the position.

The ratio of base compensation, performance-based bonuses, and non-monetary compensation, etc., is shown in the table below assuming 100% of the target is achieved.

In addition, performance-based bonuses range from 0% to 200%, depending on the level of achievement. The percentage of long-term incentive non-monetary compensation varies from 30% to 100% depending on the level of target achievement.

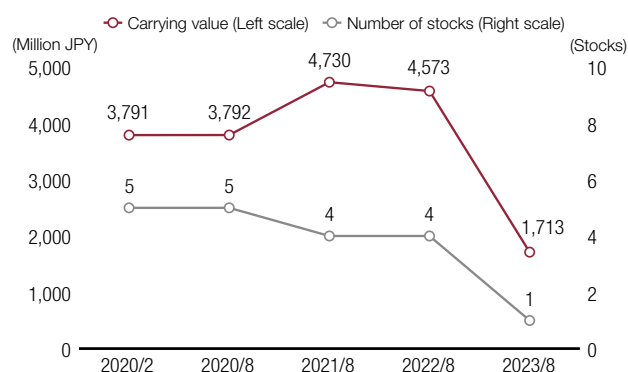


The amount for FY2023/8 is disclosed in the Securities Report (Japanese only). ▶ [https://ssl4.eir-parts.net/doc/7453/yo\\_ho\\_pdf/S100SBV6/00.pdf](https://ssl4.eir-parts.net/doc/7453/yo_ho_pdf/S100SBV6/00.pdf)

## About Cross-Shareholdings

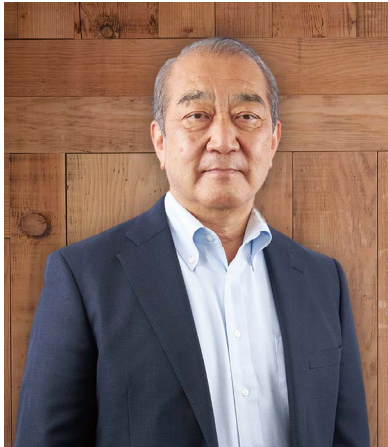
Ryohin Keikaku's policy is to sell cross-shareholdings in principle, and the Board of Directors receives reports on the reduction of cross-shareholdings every year.

In exercising voting rights of shares held as cross-shareholdings, we vote appropriately after judging the pros and cons of each proposal. We comprehensively examine factors such as whether the proposal will contribute to enhancement of the investee company's corporate value, whether it will contribute to enhancement of the Ryohin Keikaku Group's sustainable growth and medium- to long-term corporate value, and whether it conforms to the purpose of holding the shares.



## Basic Information

# Messages from Outside Officers



**Masayoshi Yagyu**

Outside Director

The Company has declared its “Second Founding,” announced the 2030 Vision and set out key tasks for realizing related goals. This includes establishing a core product lineup and strengthening the production and procurement system, as well as the creation of a corporate culture of self motivation. These moves have helped to create a strong business foundation for achieving our goal of expanding the scope and scale of the supply chain in the growth process, without changing Ryohin Keikaku’s concepts or failing to ensure efficient daily operations. In the two years since the start of the “Second Founding,” the Company has overcome difficulties and begun to see progress in various areas, such as improvement of internal systems and recruiting of external talent.

Regarding the Board of Directors, new members with diverse knowledge and experience have been added. This has led to livelier, more multifaceted discussions, and we are steering the Board toward addressing the challenges the Company faces. Among those challenges are two infrastructure improvements that may hold the key to realizing its vision.

The first strategy involves strengthening procurement and production by fostering close cooperation and continuous improvement with suppliers who understand and share Ryohin Keikaku’s aspirations. This will include getting more deeply involved in production processes in order to achieve these goals.

The second element is standardizing operations at headquarters and stores and developing systems that will form the foundation of a corporate culture of self motivation. A true corporate culture of self motivation that can support our business will not come from operations that depend on tacit knowledge or a particular individual. Standardization and development of systems means that all associates will share the same approach in order to achieve the highest quality and efficiency. Individuality will not be lost as long as people involved in the process continue to improve themselves. This standardization and development of systems are what will truly ensure that people who are a part of a culture of self motivation are able to think and act freely.

As a member of the Board of Directors, I want to help build this foundation to help realize the Company’s vision.



**Atsushi Yoshikawa**

Outside Director

Last year, I wrote that the challenge of the “Second Founding” was “at the point where the drive wheels are very hard to move,” but I feel that those wheels have steadily begun gaining traction in the past year.

The operating environment has improved significantly since the easing of the COVID-19 pandemic. Moreover, within the Company, the operating profit ratio improved through the second half of the period thanks to efforts to optimize inventory, aggressive control of logistics costs, strengthening of the online sales environment, and other measures, combined with the introduction of exciting new products and expansion of sales methods. Efforts to bolster human resources, including from outside the Company, with a focus on headquarters staff, generally proceeded as planned.

One issue is that even though the decision was made to raise prices in response to the external environment, the Company needs to further strengthen productivity in order to ensure it can maintain fair prices. As for new store openings, the Company opened 75 stores in Japan and 65 stores overseas, but not all of these stores are growing their customer base and sales as originally expected. The Company must continue to monitor its store opening policy. The Company also needs to better manage business processes in Europe.

In the Remuneration Advisory Committee, we had extensive discussions on restricted stock, a form of non-cash compensation. However, while there is definite progress toward the original ESG-related targets, we do not think this movement is yet well established in the Company, so we set the evaluation coefficient at 75%.

I will continue to oversee Ryohin Keikaku from a governance perspective as it continues its “Second Founding.”



**Kumi Ito**

Outside Director

The past year has flown by since I joined team MUJI. I have worked in management at foreign companies and startups, and am currently active as an outside director at several companies and as a director at a university, but I have never been contacted as much as I have since being appointed an outside director of Ryohin Keikaku. That alone has made me keenly aware of the appreciation and expectations people have for Ryohin Keikaku and MUJI, and the weight of my responsibility.

Ryohin Keikaku, which has embarked on its “Second Founding,” has also changed the structure of its Board of Directors, with three female outside directors joining the Board, myself included. The environment here is conducive to a candid exchange of opinions. In addition to meetings of the Board of Directors, the Nomination Advisory Committee and the Remuneration Advisory Committee, I have various chances to talk with the other outside directors, senior management, and people on the frontlines of business, including meetings with executive officers and through store inspection tours. Everyone, myself included, enthusiastically shares their views, and I often think, “Oh, I see what you mean!” during discussions.

On the other hand, I feel that there is a need to strengthen processes and systems to suit a company of this size. Efforts such as IT improvements are already under way, and I would like to keep an eye on their progress. I also think that the number of women in management can be increased. Roughly 70% of new university graduate employees are women, so there is a pipeline of candidates. Their continued professional development will be important.

All employees, from top executives to sales associates, are fans of MUJI and instinctively understand what it should do for communities and people. As such, the corporate purpose is naturally ingrained. As members of management, I believe it is important that we forge ahead with strategies and action plans that give shape to people’s ideas.



**Yuriko Kato**

Outside Director

In the year since I was appointed, I think the biggest achievement is that management’s thinking has changed dramatically. It takes conviction and strong management for a new leader to bring in fresh strategies and implement them. As an entrepreneur, I can assure you that it is a whole lot easier to just build a new organization from scratch.

A year earlier, when I was first appointed, the atmosphere made it difficult for members of management, much less employees, to fully express themselves to President Domae, who is a clear-headed strategist. However, he humbly accepted the feedback of officers and employees, and quickly sharpened his awareness and adjusted his behavior. He has enhanced open management of meetings and increased opportunities for dialogue with employees, and continued working to really understand conditions on the frontlines. I feel that our cohesiveness as a team is improving.

I have also been very impressed by the managerial ability that allowed him to quickly change business strategy while bouncing ideas off employees and the public under the difficult circumstances of the “Second Founding” of a large company.

Recognizing that the MUJI concept and values were becoming forced, management has begun building a system that respects the diversity of countries, regions and employees. The Company is evolving into a creative group that fosters people’s well-being with a perspective that takes the entire planet into consideration. I am convinced that the challenge of taking on a “Second Founding” will point the way to the manufacturing retailer business model of the future.





**Mayuka Yamazaki**

Outside Director

In the year since my association with Ryohin Keikaku began in autumn of 2022, I have seen firsthand and in various settings how the Company is honestly trying to be a positive presence. Amid a broad global trend of rethinking the emphasis on shareholder value and free-market principles, and reexamining why companies exist (their purpose), more and more companies are suddenly claiming to exist for society. But it is rare to find a company that has addressed that question sincerely and conscientiously right from the beginning.

On the other hand, the past year has been one in which the people of Ryohin Keikaku learned through trial and error how difficult it is for a company to try to be socially beneficial. The definition of “beneficial” changes with the times. Organizations are now being required to transform their way of operating and doing business. There is no precedent to follow or correct answer. Each person in the organization has to think for themselves, question things, and engage in dialogue with other members to move forward together. Based on survey results showing that employee engagement is low, Ryohin Keikaku has recently shifted direction to a people-centered policy that values members of the organization. I believe this will become the platform for realizing Ryohin Keikaku’s intention of being a socially beneficial company.

Board of Directors meetings are a place where people with wonderfully varied backgrounds and knowledge are able to frankly express their unique perspectives and opinions with a high degree of psychological safety. In addition, outside directors are given ample opportunities to deepen their understanding of the Company and get feedback while maintaining their independent viewpoints. This includes having opportunities to engage in dialogue with the executive team and direct communication with employees on the frontlines. I intend to find more ways to contribute and give my wholehearted support to Ryohin Keikaku as it continues to walk a path that no other company in the world can follow.

## Message from an Outside Corporate Auditor



**Kosuke Yamane**

Full-time Outside Corporate Auditor

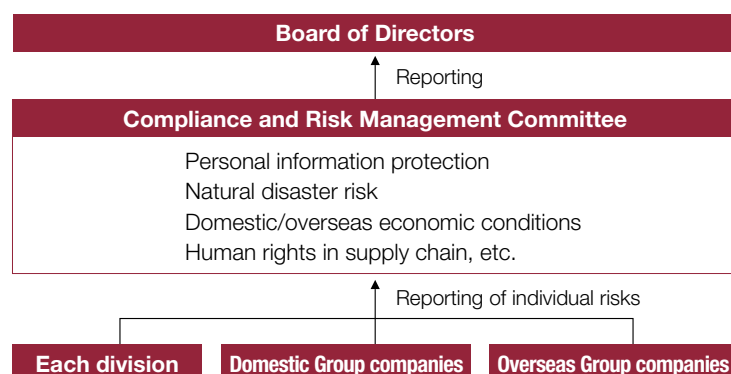
It has been a year since I was appointed as a full-time outside corporate auditor of Ryohin Keikaku. I work hard to put my 40 years of experience at Komatsu Ltd. to use in the Company’s growth. This is my first time working in the retail industry, but when it comes to manufacturing, there are many elements that are the same. The engineering chain from planning and development to production and sales, the supply chain from material procurement to delivery of products to customers, and the smooth flow of goods and information in the two chains are fundamental to strong manufacturing. We are currently insourcing some production work, and are in the process of getting more deeply involved in quality, cost and delivery (QCD) operations at factories. The key to this is respecting and trusting suppliers as business partners, and fostering a shared sense that we will grow together.

We are aiming to be a front runner in ESG management through our core business. The use of natural materials and a recycling-oriented product lineup is our differentiation strategy, and the goal is for all of our products and services to lead to a better environment and society. The role played by outside officers in strengthening governance is substantial. I intend to enhance management transparency by offering different points of view that help stimulate discussion in the Board of Directors and Board of Auditors.

I see the “Second Founding” as a way to reflect on the Company’s past to polish its strengths and improve on areas of weaknesses. As an outside corporate auditor, I will do my best to make the Company even stronger.

# Risk Management and Compliance

## Compliance and Risk Management Structure



Risk management is overseen by the Compliance and Risk Management Committee under the supervision of the Board of Directors. The committee, which is chaired by an officer of the Company, meets regularly to gather information on compliance and risks and to further discuss important issues. Matters discussed by the Compliance and Risk Management Committee are regularly reported to the Board of Directors and are shared with directors and corporate auditors.

## Business-Related Risks of Particular Significance

The Compliance and Risk Management Committee has prepared a risk management list to help each division recognize potential material risks to the Group and to come up with ways to respond to them. The risk management list corresponds to Ryohin Keikaku's operations manual, ensuring that information on specific responses and measures is easily accessible. Each division regularly reviews risk-related issues and updates the risk management list. In the review for FY2023/8, we increased the number of items in the risk management list based on recent events and incidents, and are working on ways to respond to each item.

Material risks have been divided into three categories: compliance risks related to legal violations in the areas of occupational health and safety and the supply chain; operational risks associated with information leaks and fraud; and financial and disclosure risks related to taxation and accounting. Ryohin Keikaku assesses potential material risks according to their significance and likelihood of manifestation.

### Main Countermeasures Implemented in FY2023/8

Category	Risk	Main Countermeasures
Compliance Risks	Occupational Health and Safety	<ul style="list-style-type: none"> <li>Conduct ongoing monitoring of work schedules and overtime hours for store and headquarters employees</li> <li>Assign dedicated safety management personnel to distribution centers to conduct on-site patrols, hold safety information sessions, and carry out risk assessments and hazard prediction training</li> </ul>
	Supply Chain	<ul style="list-style-type: none"> <li>Ensure the traceability of primary raw materials, conduct factory audits of key suppliers and disclose list of suppliers</li> </ul>
Operational Risks	Information Leaks	<ul style="list-style-type: none"> <li>Establish information security and risk management teams to handle the protection of personal information and to prevent external data breaches</li> </ul>
	Fraud	<ul style="list-style-type: none"> <li>Create guidelines for payment and accounting process and ensure implementation</li> </ul>
Financial and Disclosure Risks	Taxation Accounting	<ul style="list-style-type: none"> <li>Develop and manage framework to ensure thorough tax compliance, particularly as regards legal requirements such as the new Japanese invoice system and transfer pricing taxation</li> </ul>

Risk Management ▶ <https://www.ryohin-keikaku.jp/eng/sustainability/governance/risk/>

## Human Rights

### Identifying and Assessing Possible Negative Impacts on Human Rights

In 2023, Ryohin Keikaku identified 22 human rights-related issues with the help of outside experts and by referencing international standards as well as the results of factory audits and employee engagement surveys. We prioritized the issues identified by assessing their significance and likelihood of impact on our operations and the supply chain, with reference to the United Nations Guiding Principles on Business and Human Rights and the Organisation for Economic Co-operation and Development's Due Diligence Guidance. We will formulate a roadmap for each relevant department and work with stakeholders to prevent and mitigate human rights risks. We will also regularly evaluate the effectiveness of our initiatives, and continue to conduct reviews to identify and assess any negative impacts on human rights.

### Priority Human Rights Issues

Company: Harassment (including harassment from customers); discrimination; gender rights; working hour management; and access to remedy  
Supply Chain: Occupational health and safety; forced and child labor; discrimination; the environment; working hour management; gender rights; consumer safety and freedom of information; and harassment

Initiatives for Respecting Human Rights ▶ Pages 45-46

Respecting Human Rights ▶ <https://www.ryohin-keikaku.jp/eng/sustainability/supply-chain/humanrights/>

## Quality

Ryohin Keikaku inspects each process of design, development, procurement and production based on the “Ryohin Standards,” and strives to provide safe and secure products.

Approach to Quality ▶ <https://www.ryohin-keikaku.jp/eng/sustainability/activities/quality/>

### Initiatives for Quality Control

The “voices” (comments) of customers regarding our products are all registered in a dedicated database (“voice navigation system”), and the Production Division, merchandising divisions and other related divisions cooperate and respond quickly in accordance with the content. By enabling our business partners and factories to directly access the database to confirm the content, we have created an environment where we can respond to quality problems quickly. In addition, the Production Division cooperates with external inspection organizations as needed. The Production Division also leads weekly meetings to detect defects at an early stage as part of efforts to continuously improve quality.

### Management Using the Restricted Substances List for Textile Products

During FY2023/8, we joined the Apparel and Footwear International RSL Management Group (AFIRM) as part of efforts to strengthen management of chemical substances. AFIRM was established in 2004 by the Phylmar Group, a group of environmental, health and safety (EHS) and sustainability professionals. It is an international framework for managing the Restricted Substances List (RSL) in apparel and footwear. We will eliminate chemical substances with potential effects on the human body, and strive for safe and reliable quality control.

For details ▶ <https://www.ryohin-keikaku.jp/eng/sustainability/environment/chemical/>

### Strengthening Food Safety Initiatives

Ryohin Keikaku has its own legally compliant standards called the “Ryohin Standards,” designates food additives for use and sets expiration dates. We also select ingredients and devise processing and packaging methods to reduce the use of food additives.

Before launching a new product, we apply the “Ryohin Standards” to ensure rigorous quality control. This includes verifying whether product specifications and content will safely maintain their integrity until the expiration date, and whether the cooking instructions are easy to understand. In addition, we ensure that the food we provide through restaurants and ready-made meals also conforms to the “Ryohin Standards.”

In FY2023/8, we established the Food Safety Committee to reinforce the quality control system. We also conducted reviews of the “Ryohin Standards” and factory selection standards, and restructured the quality control and quality assurance system.

Responsibilities to Customers on Food ▶ <https://www.ryohin-keikaku.jp/eng/sustainability/activities/food/>

## Information Security and Protection of Personal Information

Ryohin Keikaku has formulated an Information Security Policy and a Privacy Policy to ensure it continues to earn the trust of its customers and society by taking fundamental and sophisticated measures to protect the information assets entrusted to it by its customers and other related parties, to maintain and improve its global corporate brand, and to comply with laws and regulations.

We strive to maintain and increase information security by complying with both policies, protecting information assets from various threats, and handling them appropriately.

Information Security Policy ▶ <https://www.ryohin-keikaku.jp/eng/sustainability/governance/informationsecurity/>

Privacy Policy ▶ <https://www.ryohin-keikaku.jp/eng/corporate/privacypolicy.html>

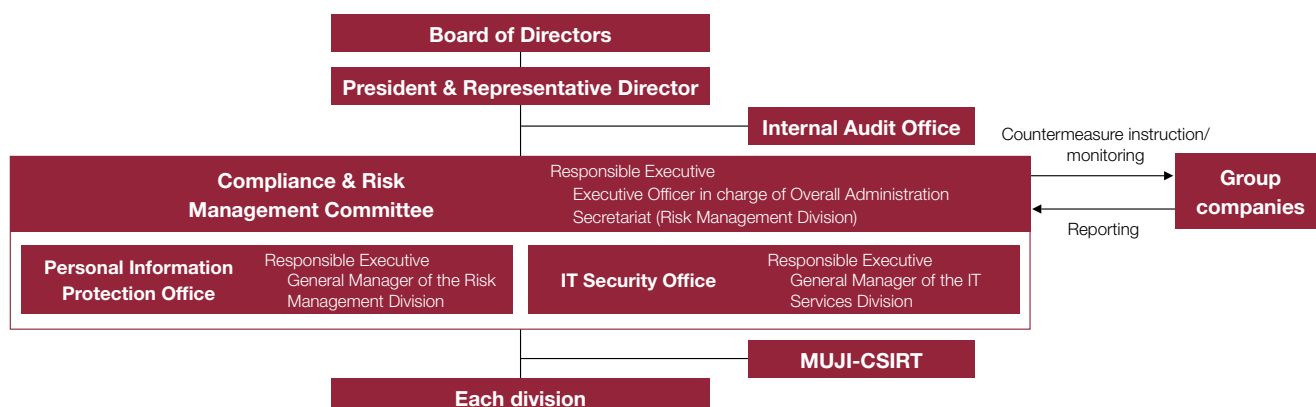
### Measures to Raise the Level of Information Security

In FY2023/8, we worked on creating systems compliant with the Information Security Management System (ISMS) and inaugurated the Information Security Incident Response Team (MUJI-CSIRT). The goal of these measures is to establish a risk management system mainly for the information security of the Ryohin Keikaku Group as a whole. To minimize risks, MUJI-CSIRT is charged with responding to and resolving cybersecurity incidents, making security improvements and conducting other related operations. Members responsible for promoting initiatives are selected by each department to ensure a rapid and efficient response across all departments. We formally joined the Nippon CSIRT Association in August 2023.

### Management System

The Compliance and Risk Management Committee oversees information security for the Group as a whole. The committee has established the IT Security Office and Personal Information Protection Office to accurately grasp the status of information security and to discuss and promote countermeasures. The Personal Information Protection Office formulates rules and policies for personal information management and manages the overall process. The IT Security Office builds, maintains and operates the IT infrastructure environment in compliance with rules and policies, and works for its continuous improvement. The IT Security Office reports on its activities to the Compliance and Risk Management Committee, which meets four times a year, and the details of deliberations are reported to the Board of Directors at least twice

a year. In addition, each Group company appoints a person in charge of information security, and strives to strengthen and thoroughly implement the information management system throughout the Group.



### Information Security Training

We provide information security training to all officers and employees, and regularly conduct the following initiatives, which are effective for continuously improving security literacy, assessing the level of understanding, and raising awareness. By promoting awareness of security throughout our organization, we aim to become a company that is resilient to cyber risks.

- (1) Conduct an e-learning course on information security for all employees at least twice a year
- (2) Conduct training on targeted e-mail attacks for all employees twice a year
- (3) Provide reminders prior to long vacations, and conduct awareness-raising activities and follow-ups during daily work

### Information Security e-Learning\*

Implemented	Training Theme	Participation Rate
December 2022	Information security	80.5%
March 2023	Personal information protection	77.5%
September 2023	Social media and stealth marketing	87.0%

\* Ryohin Keikaku Co., Ltd. only

## Compliance

### Initiatives for Fostering Compliance Awareness

The Ryohin Keikaku Group Compliance Code of Conduct has been established to promote compliance with ethical standards and social norms, laws and internal regulations through in-house training programs and awareness raising activities. Based on this code of conduct, anti-harassment training is conducted regularly for newly appointed managers to prevent harassment and improve management skills. In FY2023/8, 450 employees participated in the training.

The Compliance and Risk Management Committee, which meets regularly, reviews the status of compliance with the Group Compliance Code of Conduct, investigates any violations, identifies details and causes, and considers measures to prevent recurrence. In addition, the Compliance and Risk Management Committee regularly verifies the effectiveness of the Group Compliance Code of Conduct. No material compliance violations related to the business operations of the Group occurred in FY2023/8. The committee also confirmed no political contributions were made. Fourteen other compliance violations occurred in FY2023/8. All Group companies were notified of the incidents, and the importance of compliance was inculcated through in-house training and other measures.

Ryohin Keikaku Group Compliance Code of Conduct ▶ <https://www.ryohin-keikaku.jp/eng/sustainability/governance/compliance/>

### Internal Reporting System

We have established the Ryohin Keikaku Group Helpline to improve the effectiveness of the self-correction process, control reputational risks, ensure public trust and protect whistleblowers. The helpline prevents and detects legal violations, misconduct and harassment at an early stage, and also adds to the compliance knowledge of officers and employees.

This helpline is available to all employees of Ryohin Keikaku and its domestic and overseas subsidiaries. This includes directors, employees (including contract employees, partner employees and part-time workers) and temporary employees. Anyone may make a report to the helpline by telephone, email (including those using an anonymous system) or in person. Depending on the results of investigations, internal procedures may be initiated as provided in the Rules of Employment, including the formulation of measures to prevent recurrence, the issuance of work orders and instructions, and disciplinary action and other personnel measures, as well as necessary external measures such as press releases, media relations and criminal charges. A total of 184 requests for consultation were received in FY2023/8.

## Basic Information

# 11-Year Summary

For more IR Information ▶ <https://www.ryohin-keikaku.jp/eng/ir/>

	2013/2	2014/2	2015/2	2016/2
<b>Profit and Loss (Consolidated)</b>				
Operating income	188,350	220,620	260,254	307,532
(Domestic)	—	171,923	182,701	198,449
(Overseas)	—	48,472	77,546	109,080
Operating gross profit	87,376	101,665	122,831	150,451
Selling, general and administrative expenses	69,024	80,749	98,984	116,012
Operating profit	18,351	20,916	23,846	34,439
Operating profit ratio (%)	9.7	9.5	9.2	11.2
Ordinary profit	19,760	23,047	26,602	32,700
Net income attributable to owners of parent	10,970	17,096	16,623	21,718
Cash flows from operating activities	13,176	15,117	14,619	26,133
Cash flows from investment activities	(4,945)	(17,842)	(22,193)	(8,647)
Cash flows from financing activities	(2,540)	(5,385)	11,377	(6,520)
Depreciation	3,186	4,179	4,887	6,816
<b>Financial Position (Consolidated)</b>				
Total assets	119,360	140,229	186,947	200,919
Net assets	96,050	111,015	128,670	143,173
<b>Key Performance Indicators (Included in consolidated key financial indicators)</b>				
Return on equity (ROE) (%)	12.5	17.0	14.3	16.4
Equity ratio (%)	78.3	76.9	67.0	69.4
Return on assets (ROA) (%)	17.8	17.8	16.3	16.9
Turnover of merchandise	—	3.73	3.10	2.89
<b>Per-share Data</b>				
Earnings per share (EPS) (JPY)	40.95	64.46	62.75	81.84
Net assets per share (BPS) (JPY)	348.80	407.19	472.37	524.79
Dividends per share (JPY)	11.0	15.5	19.0	24.6
Dividend payout ratio (%)	26.9	24.0	30.3	30.1
<b>Other Data</b>				
Number of MUJI stores in Japan <sup>1</sup>	379	385	401	414
Number of MUJI stores overseas <sup>1</sup>	206	255	301	344
Total sales floor space in Japan (m <sup>2</sup> ) <sup>2</sup>	265,037	270,250	282,083	289,899
Number of regular employees	3,069	4,101	4,795	5,653
Number of non-regular employees <sup>3</sup>	5,307	6,934	7,242	7,877
Downloads of MUJI passport app (thousand people) <sup>4</sup>	—	1,407	3,367	8,850

1. Excluding Café&Meal MUJI and IDÉE

2. Total sales floor space of directly managed stores, licensed stores and Seiyu Co., Ltd.

3. Average number of employees per year based on an eight-hour workday calculation method

4. Registered members of external social media sites and various communication apps in Japan have been included from the fiscal year ended February 2019 and from the fiscal year ended February 2020 for mainland China.

5. Due to the change in fiscal year, 2020/8 covers the six-month period from March 1 to August 31, 2020.

6. Number revised from MUJI REPORT 2022

(Million JPY)

2017/2	2018/2	2019/2	2020/2	2020/8 <sup>5</sup>	2021/8	2022/8	2023/8
333,281	379,551	409,697	438,713	179,392	453,689	496,171	581,412
215,716	234,791	246,269	267,864	122,428	296,998	308,114	342,829
117,563	144,758	163,425	170,846	56,961	156,691	188,057	238,583
165,861	191,819	211,380	217,628	83,694	222,334	234,356	271,549
127,583	146,532	166,636	181,248	82,821	179,887	201,582	238,412
38,278	45,286	44,743	36,380	872	42,447	32,773	33,137
11.5	11.9	10.9	8.3	0.5	9.4	6.6	5.7
38,582	45,985	45,861	36,377	563	45,369	37,214	36,156
25,831	30,113	33,845	23,253	(16,917)	33,903	24,558	22,052
19,742	46,982	23,680	24,452	(1,758)	61,447	23,350	56,527
(9,856)	(14,290)	(5,492)	(31,435)	(4,239)	(13,538)	(16,683)	(22,106)
(14,361)	(21,759)	(9,505)	(11,467)	63,722	(15,162)	(58,647)	(11,232)
7,543	8,644	9,867	17,622	10,358	18,969	22,018	24,881
214,705	238,313	258,309	306,512	343,918	393,357	399,324	453,715
157,018	174,426	195,189	208,492	182,992	214,871	244,852	267,446
17.7	18.6	18.8	11.8	(8.8)	17.3	10.8	8.7
71.3	71.3	73.8	66.6	52.4	53.9	60.5	58.1
18.6	20.3	18.4	12.8	0.2	12.3	9.4	8.5
2.55	2.55	2.44	2.28	1.87	2.19	2.22	2.36
97.50	114.70	128.92	88.47	(64.32)	128.90	93.24	83.51
579.18	647.68	725.83	775.77	684.94	806.75	915.93	997.13
29.3	34.5	38.7	36.4	5.0	40.0	40.0	40.0
30.1	30.1	30.0	41.1	—	31.8	42.9	47.9
418	419	420	437	438	456	493	562
403	457	497	533	527	546	579	626
297,001	306,316	319,698	359,141	375,446	417,057	494,871	628,133
6,992	8,128	9,137	9,615	9,046	8,882	9,175	10,074
9,203	9,254	10,233	10,825	8,050	9,281	9,834	10,721
12,289	15,983 <sup>6</sup>	21,128 <sup>6</sup>	44,746 <sup>6</sup>	49,380	59,297	69,780	78,527

## Basic Information

# ESG Data

### 2030 ESG Indices

Items	Key Performance Indicators	Initiatives in FY2022/8 (Figures Are as of August 31, 2022)	Initiatives in FY2023/8 (Figures Are as of August 31, 2023)
Eliminate plastic in packaging and various materials	100%	Percentage of packaging and materials for apparel, household goods and food products that do not use plastic (except when plastic is required for hygiene, quality and safety)	Apparel: 74.8% Household goods: 47.0% Food products: Coffee beans, nuts and other items sold by weight at some stores
		Total weight of plastic reduction (comparative reduction of current versus previous plastic packaging)	Apparel: 59 t Household goods: Under review Food products: 251 t
Design products for reuse and recycling	100%	Percentage of items designed with recycling in mind (except when hygiene concerns preclude recycling)	Household goods: 36.0%
Reuse of plastic products we collect	100%	1. Total weight of collected plastic products 2. Total weight of plastic collected for reuse (including products other than ours)	1. 21,884 kg (PET bottles 2,298 kg, other plastic products 19,591 kg) 2. 21,884 kg
Source socially and environmentally responsible cotton <sup>1</sup>	100%	Percentage of socially and environmentally responsible cotton used <sup>2,3</sup>	Apparel: 82.9% <sup>4</sup> Household goods: 66.7%
Source animal-derived materials from farms practicing animal welfare or using recycled materials	100%	Percentage of materials sourced from farms practicing animal welfare and use of recycled animal-derived materials <sup>3</sup>	Apparel Wool: 100% certified non-mulesed wool Down: 100% down certified to ensure animal welfare Household goods Wool: 100% certified non-mulesed wool Down: 100% down certified to ensure animal welfare
Perform human rights due diligence on business partners, traced back to raw materials	100% disclosure	1. Number of audits conducted (annual) 2. Breakdown of evaluation	Product manufacturers 1. 27 factories 2. A Assessment: 0 factories; B Assessment: 18 factories; C Assessment: 2 factories; D Assessment: 3 factories; E Assessment: 4 factories The four E-rated factories indicated that they had not formulated policies prohibiting child labor, and that factory employees had to bear the cost of medical examinations. We have agreed on improvement plans for all of these factories and are confirming the implementation of improvements. Material and raw material manufacturers We started conducting audits of major material manufacturers from FY2023/8. (We have already conducted some due diligence. No significant violations of law or Ryohin Keikaku's Code of Conduct were found.)
List of major suppliers, traced back to raw materials	100% disclosure	List of major suppliers	Material and raw material manufacturers 1. 43 factories 2. A Assessment: 2 factories; B Assessment: 30 factories; C Assessment: 3 factories; D Assessment: 5 factories; E Assessment: 3 factories Non-compliant items of E assessment factories included locked emergency exits, unsatisfactory safety measures due to fire extinguishers and evacuation routes being blocked by objects, and inadequate management of working hours. We have agreed on improvement plans for all of these factories and are confirming the implementation of improvements.
Reduce Group GHG emissions (Scope 1 and 2)	50% reduction	Scope 1 and 2 total (t-CO <sub>2</sub> e) Baseline: 2021/8	In March 2023, we disclosed the list of major factories that produce MUJI apparel and textile products. We are strengthening cooperation with our production partners to expand the scope of disclosure, and are working toward disclosure of a list of major factories and material and ingredient manufacturers for household goods and food products. List of Production Partners ► <a href="https://www.ryohin-keikaku.jp/eng/sustainability/supply-chain/partners/">https://www.ryohin-keikaku.jp/eng/sustainability/supply-chain/partners/</a>
Ensure stores use renewable energy	100%	Number of stores and distribution centers that use renewable energy (including headquarters and campsites)	Total in Japan: 35,819 t-CO <sub>2</sub> e 16.1% increase compared with baseline year Group total: 65,577 t-CO <sub>2</sub> e 10.8% increase compared with baseline year
Equip stores (independent store buildings) with rooftop solar panels	100%	Number of stores and distribution centers with solar power generation equipment (excluding stores that cannot install solar panels such as those in shopping malls)	Total in Japan: 40,378 t-CO <sub>2</sub> e 30.9% increase compared with baseline year Group total: Under review Increase compared with baseline year: Under review
Demonstrate commitment to diversity and inclusion by disclosing workforce composition by age, gender and race		1. Average age (regular employees) 2. Ratio of female regular employees in managerial positions (deputy manager level and above) <sup>5</sup> 3. Ratio of female employees (regular employees) 4. Ratio of non-Japanese employees (regular employees) 5. Ratio of employees with disabilities (including non-regular employees)	Installed in some stores and distribution centers CO <sub>2</sub> emissions were reduced by 1,322 t-CO <sub>2</sub> through the introduction of renewable energy. We plan to begin using renewable energy with a focus on roadside stores.
			Installed and began operation at 7 stores CO <sub>2</sub> emissions were reduced by 148 t-CO <sub>2</sub>
			1. 38.3 (Female: 36.9; Male: 40.0) 2. 20.7% 3. 55.6% 4. 1.3% 5. 3.69% Initiatives: Diversity Committee established
			1. 38.4 (Female: 37.2; Male: 39.9) 2. 27.8% 3. 54.8% 4. 1.5% 5. 3.23%

1. Starting in FY2023/8, we changed our target to "Source 100% socially and environmentally responsible cotton by 2030."

2. Cotton that we have evaluated as socially and environmentally responsible includes GOTS, CrmA and GRS. We will be adding new indexes as appropriate.

3. Figures for the relevant fiscal year are based on materials used for products sold in the spring/summer and fall/winter seasons of each year.

4. As a result of efforts to minimize the impact of COVID-19 on the supply chain and to promote stable sourcing of cotton, the percentage of organic cotton used decreased. Going forward, we will continue to increase our options in terms of socially and environmentally responsible cotton, not limited to organic cotton, to ensure stable sourcing.

## ESG Data

Scope: Ryohin Keikaku Co., Ltd.  
(As of August 31, 2023)

Items		Unit	FY2022/8 <sup>6</sup>	FY2023/8	
Environment	Energy used	City gas	MWh	5,002	5,314
		LP gas	MWh	213	333
		Kerosene	MWh	331	332
		Diesel fuel	MWh	18	17
		Gasoline	MWh	52	36
		Heat, steam and cooling	MWh	24,757	20,791
		Electricity	MWh	75,560	87,684
		Total	MWh	105,933	114,507
	Renewable energy	Amount used	MWh	3,054	3,636
		Ratio of renewable energy to energy used	%	4.0	4.1
	Greenhouse gas emissions	Scope 1	t-CO <sub>2</sub> e	1,110	1,187
		Scope 2 (Market based)	t-CO <sub>2</sub> e	34,709	39,191
		Scope 3	t-CO <sub>2</sub> e	1,059,355	1,198,241
		Total	t-CO <sub>2</sub> e	1,095,174	1,232,784
		Hydrofluorocarbon (HFCs)	t-CO <sub>2</sub> e	64	63
	Water	Water usage	m <sup>3</sup>	147,783	144,429
		Wastewater	m <sup>3</sup>	147,783	144,429
	Waste generated	General waste	t	12,259	12,299
		Industrial waste	t	1,103	1,531
	Society	Number of employees		9,960	10,648
Number of regular employees		Female	(%)	1,404 (55.6)	1,576 (54.8)
		Male	(%)	1,123 (44.4)	1,298 (45.2)
		Total		2,527	2,874
Number of non-regular employees			7,433	7,774	
Managers (deputy manager level and above) <sup>5</sup>		Female	(%)	36 (20.7)	131 (27.8)
		Male	(%)	138 (79.3)	340 (72.2)
		Total		174	471
Average age (regular employees)		Female		36.9	37.2
		Male		40.0	39.9
		Total		38.3	38.4
Average length of service (regular employees)		Female	(%)	7.8	7.9
		Male	(%)	9.4	8.8
		Total		8.5	8.3
Average annual salary (regular employees)		Thousand JPY	5,930	6,202	
Number of new university graduate hires		103	142		
Number of mid-career hires		105	224		
Ratio of mid-career hires to total new hires	%	50.5	61.2		
Voluntary turnover rate (regular employees)	%	8.25	7.34		
Ratio of employees with disabilities	%	3.69	3.23		
Governance <sup>7</sup>	Directors	Female	(%)	3 (37.5)	3 (37.5)
		Male	(%)	5 (62.5)	5 (62.5)
		Total		8	8
		Average number of years in office		5 years, 7 months	6 years, 7 months
	Outside directors	Number of outside directors		5	5
		Percentage of outside directors	%	62.5	62.5
	Board of Directors	Number of meetings	Times	16	16
Average attendance rate		%	99	99	
Compliance	Ryohin Keikaku Group Helpline consultations		148	184	
	Number of employees participating in harassment training		206	450	

5. Until FY2022/8, only employees with executive titles such as "deputy manager" or "general manager" were considered managers. As of FY2023/8, employees whose job description and level of responsibility are equivalent to that of "deputy manager" are also counted as managers, regardless of their job title or number of people in their team.

6. Some environmental data for FY2022/8 has been revised from MUJI REPORT 2022.

7. Figures are calculated based on the composition of officers after the annual shareholders' meetings held on November 23, 2022 and November 23, 2023, respectively.

ESG Data Book ▶ <https://www.ryohin-keikaku.jp/eng/sustainability/muji-sustainability/number/>



## Basic Information

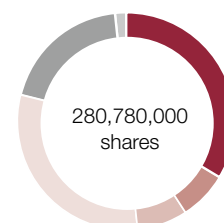
# Stock Information (As of August 31, 2023)

### Stock Overview

Total number of authorized shares: 1,123,120,000  
 Total number of issued shares: 280,780,000 shares  
 Number of shareholders: 157,917  
 Stock exchange listing: Tokyo Stock Exchange  
 Accounts settlement date: August 31  
 Ordinary General Meeting of Shareholders: Held in November each year  
 Administrator of the shareholder register: Sumitomo Mitsui Trust Bank, Limited

### Distribution of Shareholders and Number of Shares Held

Financial institutions: 94,700,247 shares  
 Securities companies: 20,197,755 shares  
 Other corporations in Japan: 20,874,219 shares  
 Corporations and individuals outside Japan: 86,168,479 shares  
 Individuals and others: 54,251,909 shares  
 Treasury shares: 4,587,391 shares



### Credit Rating Information

Long-term issuer rating: A+  
 Rating outlook: Stable  
 Rating agency: Japan Credit Rating Agency (JCR)

### Major Shareholders (Top 10)

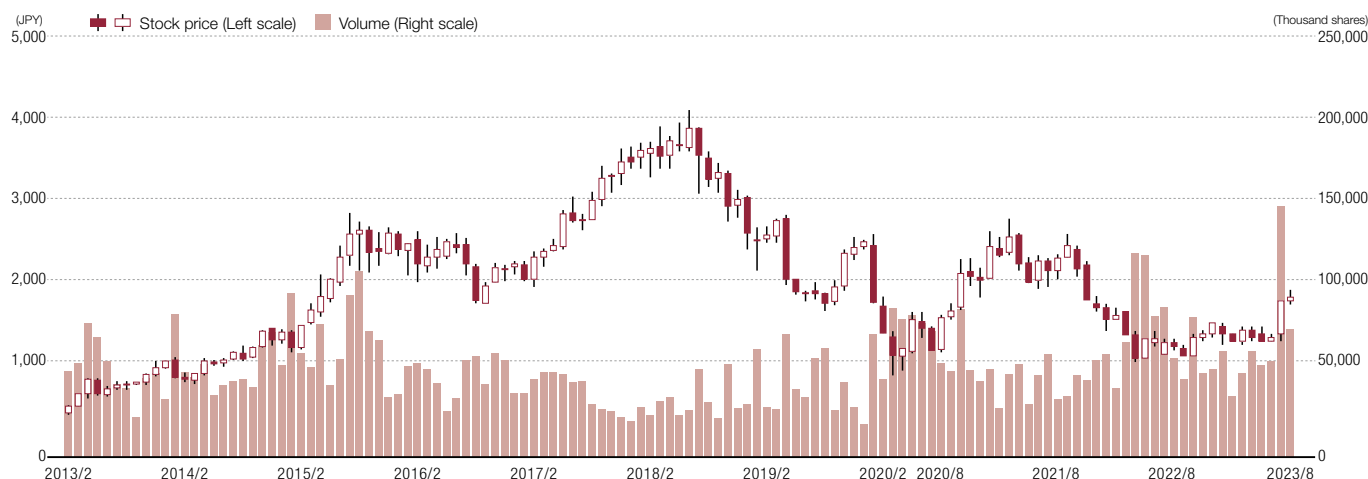
Shareholder	Shares Held (Thousands)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	41,416	14.99
Custody Bank of Japan, Ltd. (Trust Account)	25,108	9.09
Custody Bank of Japan, Ltd. (Trust Account E)	11,224	4.06
Mitsubishi Corporation	10,783	3.90
Japan Securities Finance Co., Ltd.	7,763	2.81
MSIP CLIENT SECURITIES	6,478	2.34
SMBC Nikko Securities Inc.	5,895	2.13
BNP PARIBAS ARBITRAGE SNC	5,791	2.09
Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.	5,441	1.97
JP Morgan Securities Japan Co., Ltd.	4,614	1.67

Notes: 1. The Company holds 4,587,391 shares of treasury stock, which are excluded from the list of major shareholders above. The 4,587,391 shares of treasury stock do not include 11,224,047 shares held by Mizuho Trust & Banking Co., Ltd. and 342,500 shares held by Sumitomo Mitsui Trust Bank, Limited for a stock benefit trust (J-ESOP) and 267,700 shares held by Nomura Trust & Banking Co., Ltd. for an employee shareholding incentive plan (E-SHIP).  
 2. The 11,224,047 shares held by the Custody Bank of Japan, Ltd. (Trust Account E) are for the purpose of a stock benefit trust (J-ESOP).  
 3. The shareholding ratio is calculated after deducting the 4,587,391 shares of treasury stock.

### Dividend Payout Ratio

	2017/2	2018/2	2019/2	2020/2	2020/8	2021/8	2022/8	2023/8
Consolidated dividend payout ratio	30.1%	30.1%	30.0%	41.1%	—	31.8%	42.9%	47.9%

### Stock Price and Volume



The Company conducted a 10-for-1 share split of its common shares on September 1, 2019. The stock price and trading volume are calculated assuming that the share split was conducted at the beginning of FY2011/2.

# Corporate Information (As of August 31, 2023)

**Company Name** Ryohin Keikaku Co., Ltd.  
**Address** 4-26-3 Higashi-Ikebukuro, Toshima-ku, Tokyo, 170-8424  
 Note: Headquarters was relocated in February 2024.  
 New location: Sumitomo Fudosan Iidabashi First Building, 2-5-1 Koraku, Bunkyo-ku, Tokyo

**Establishment** June 1989 (registration: May 1979)  
**Capital** JPY 6,766,250,000  
**Number of Employees** 20,795 (including 10,721 non-regular employees and others; Ryohin Keikaku Group)

For more information, please refer to the Ryohin Keikaku website.

## Website



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

## IR Information



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

## Sustainability Information



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

## External Evaluations



FTSE4Good



FTSE Blossom  
Japan

In June 2021, Ryohin Keikaku was selected for the first time for inclusion as a constituent of the FTSE4Good Index Series and the FTSE Blossom Japan Index, which are leading ESG investment indexes.

The FTSE4Good Index Series comprises companies selected by FTSE Russell of the U.K. For inclusion in the index, companies must demonstrate strong performance and meet various evaluation criteria in terms of ESG practices. These criteria are made based on international standards including the United Nations Sustainable Development Goals (SDGs). The FTSE Blossom Japan Index is a specialized ESG index focused on companies listed in Japan.

These indices have become benchmarks for investors who place importance on corporate social responsibility and sustainability. Japan's Government Pension Investment Fund (GPIF), the world's largest public pension fund, has also adopted the FTSE Blossom Japan Index as a benchmark for its ESG investment management.

## Recognition from Society

### Ryohin Keikaku Recognized in the Sustainable Brands Index 2023

Ryohin Keikaku ranked first overall for the second consecutive year in the Japan Sustainable Brands Index 2023, an SDG-focused brand survey of consumers conducted by Sustainable Brands Japan. The results were announced at the International Conference on Sustainable Brands 2024 Tokyo-Marunouchi event organized by Hakuten Corporation. The aim of the survey is to review corporate sustainability efforts from a consumer perspective and to examine how consumers' perceptions of companies influence their consumption and recommendation patterns. Ryohin Keikaku will continue to contribute to the communities where it operates and remain useful to its customers.

### Ryohin Keikaku Wins 2023 IR Award

Ryohin Keikaku received the "Most Liked!" IR Award in the 2023 IR Awards program sponsored by the Japan Investor Relations Association (JIRA). This particular award was newly established in 2020 to mark the 25th year of presenting the IR Awards. It is determined by a vote of companies that entered the IR Awards. The category was established to share the proactive IR activities of award applicants and encourage best practices. The theme for 2023 was "IR department initiatives for human resource training and empowerment." Ryohin Keikaku was one of 21 companies selected out of 199 companies that entered.

## Participation in Initiatives



### United Nations Global Compact

Since September 2013, Ryohin Keikaku has participated in the United Nations Global Compact. We conduct business in accordance with the Global Compact's ten principles in the areas of protection of human rights, the elimination of unfair labor practices, environmental responsibility and the prevention of corruption.

### Platform to Ensure the Ethical and Fair Treatment of Foreign Workers (JP-MIRAI)

Since May 2022, Ryohin Keikaku has participated in the JP-MIRAI platform, which is based on international standards, and is working with other companies and institutions to improve the working and living conditions of foreign workers in Japan.