



# 会社案内

## Corporate Profile

### 2019

# Message

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

Way back in December 1980, The Seiyu, Ltd. (now Seiyu GK) launched MUJI as a proprietary brand with 40 items. Today, the brand includes as many as 7,000 items which are sold in more than 900 stores in 29 countries and regions including Japan. Established in 1989 as the purveyor of MUJI goods, Ryohin Keikaku Co., Ltd. handles every step from the planning, development and manufacture of MUJI goods to their distribution and sale. This year marks the 30th year that Ryohin Keikaku has been providing goods such as clothing, household goods, and food items to the world, where they play a central role in the everyday lives of people around the globe.

Our medium-term business plan for fiscal 2017 through 2020, which we launched on March 1, 2017, mandates that we “focus on employee proficiency, and develop a culture and systems that encourage Conscience and Creativity across our organization worldwide.” We are pursuing the following priorities to reach our quantitative targets of 500 billion yen in revenue from operations, 60 billion yen in operating profit, and 15% or above in ROE.

1. Global supply chain management
2. Product development
3. Global HR management
4. Group corporate governance

In April 2019, the global flagship store MUJI Ginza opened, together with Japan’s first MUJI Diner and MUJI HOTEL GINZA. The site is ideally positioned to share MUJI’s philosophy with the world. Also this year, we are expanding our efforts to deliver “a simple, pleasant life” by, for example, working to revitalize the sense of community in housing complexes and offering a design for an autonomous bus.

We will continue to contribute to society as a sustainable global company that supplies products and services trusted by people worldwide. We would very much appreciate the continued support and understanding of our stakeholders.



Ryohin Keikaku Co., Ltd.  
President and Representative Director

松崎 暁

Satoru Matsuzaki

# Corporate Data

<b>Company name</b>	Ryohin Keikaku Co., Ltd.
<b>Location</b>	4-26-3 Higashi-ikebukuro, Toshima-ku, Tokyo, 170-8424, Japan
<b>Tel.</b>	+81-3-3989-4403 (HR & General Affairs Division)
<b>Website</b>	<a href="https://ryohin-keikaku.jp/eng/">https://ryohin-keikaku.jp/eng/</a>
<b>Establishment</b>	June 1989 (registration: May 1979)

<b>Group Companies</b>	MUJI HOUSE Co., Ltd. MUJI (HONG KONG) CO., LTD. MUJI Korea Co., Ltd. MUJI (Shanghai) Company Limited MUJI (Taiwan) Company Limited MUJI EUROPE HOLDINGS LIMITED RYOHIN KEIKAKU EUROPE LTD. RYOHIN KEIKAKU FRANCE S.A.S. MUJI ITALIA S.p.A. MUJI Deutschland GmbH MUJI SPAIN, S.L. MUJI PORTUGAL, LDA
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<b>Capital</b>	6,766,250,000 yen
<b>Fiscal year-end</b>	Last day of February
<b>Annual turnover</b>	409,697 million yen (Consolidated revenue from operations)
<b>Number of employees</b>	19,370 (including 10,233 temporary employees, consolidated)
<b>Chairman and Representative Director</b>	Masaaki Kanai
<b>President and Representative Director</b>	Satoru Matsuzaki

MUJI Sweden Aktiebolag
MUJI Switzerland AG
MUJI Finland Oy
MUJI U.S.A. Limited
MUJI CANADA LIMITED
MUJI (SINGAPORE) PRIVATE LTD.
MUJI (MALAYSIA) SDN. BHD.
MUJI Retail (Thailand) Co., Ltd.
MUJI RETAIL (AUSTRALIA) PTY LTD
Ryohin-Keikaku Reliance India Private Limited
MUJI PHILIPPINES CORP.
MUJI Global Sourcing Private Limited
MGS (Shanghai) Trading Co., Ltd.

(As of May 21, 2019)

# Corporate Philosophy

## The MUJI Vision: The Quest for the Good Product

There is no one answer to what a good product is. Simply asking the question, though, creates infinite possibilities, and we pursue them.



Natural. Anonymous. Simple. Global.

## Corporate Philosophy

### Quest Value

Identify and deliver MUJI value and appeal from the perspective of the people who use our products.

### Positive Spiral

Work toward global growth and development by operating a fair and transparent MUJI business.

### Best Partnership

Deliver the abundance inherent in good products by respecting associates and building relationships of trust with business partners.

## Code of Conduct

1. Quickly and carefully respond to customer needs
2. Think and act globally
3. Prosper together with local communities
4. Act sincerely and honestly
5. Be open to communication with all



# MUJI Business

“Lower priced for a reason.” This phrase encapsulates how MUJI first began in 1980. We launched products that might almost be regarded as substandard if based on traditional criteria. Focusing on our three priorities: “Selection of materials”, “Streamlining of processes” and “Simplification of packages”, we have grown into a brand of over 7,000 no-frills quality products. Beginning in 1983 with our first stand-alone MUJI store in Aoyama, Tokyo, we now operate in 29 countries and regions around the world including Japan\*. We deliver a comfortable shopping experience for our customers by enhancing our stores and staff as well as expanding our services. We also introduced the smart phone app MUJI passport for further communication with our customers.

\*As of April 30, 2019



First 40 products when the business started in 1980



MUJI Ginza

## MUJI Main In-Store Services

### MUJI SUPPORT

#### MUJI SUPPORT

MUJI aims to become a lifestyle support centre for our customers. The advisory staff in our stores will provide all sorts of support to the needs at home, whether small or large, such as custom-length shelving, finding a replacement lid for a teapot, etc.



### MUJI BOOKS

#### MUJI BOOKS

As an oldest form of media of humankind, books have been offering a treasure trove of plain and natural words that recorded findings and tips for everyday life. MUJI BOOKS bring together classics from all ages and places, highlighting timeless words as part of a lifestyle rich with books.



### Open MUJI

#### Open MUJI

Open MUJI provides a space for customers to learn about and discuss the ideas behind MUJI. As a platform to build local ties, we regularly organize exhibits, workshops and other events featuring local creators and designers.



## 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.

<https://www.muji.net/foundmuji/>



### MUJI com MUJI on your daily route.

As a place to drop by and grab those last-minute items, MUJI com sells a selection of daily necessities from all categories. It enhances daily life with products for home, work and school and even gifts to send to others.



## Other Businesses



### Café & Meal

Café & Meal offers Simple Food using lots of vegetables. Our dishes, desserts and beverages are made from carefully selected, seasonal ingredients that are delicious and healthy.



### IDÉE

IDÉE designs, manufactures, and sells home furnishings, including original furniture, accessories, antiques, curtains, and rugs. Besides retail, it also engages in the production, consultation, and design of residential and commercial space.



### MUJI Campsites

With the idea of providing minimal services and letting nature do the rest, MUJI operates campsites and manages a total of some 230 hectares of forest in Tsunan (Niigata Prefecture), Minami-Norikura (Takayama, Gifu Prefecture), and Campagna Tsumagoi (Tsumagoi, Gunma Prefecture). Outdoor classes held at these camps are taught by people from the local communities, to raise awareness of the natural environment.



### MUJI HOUSE

MUJI House Co., Ltd. brings the MUJI style of living to home design. The MUJI home embodies the same MUJI vision as the rest of our products — comfortable, easy to use, durable with no-frills quality design and functions, and long-time favourite.





# Product development

The fundamentals of MUJI manufacturing process have not changed. The times may change, but we continue to focus on the **selection of materials, streamlining of processes, and simplification of packages** as we constantly return to our starting point to manufacture no-frills quality products.

Our goal is not to make our customers say, “This is what I want” but “This will do.” This philosophy creates satisfied customers who choose our products with a thoughtful, “This will do,” rather than an impulsive “This is what I want.” To earn this response, we focus not only on product quality and price, but also continually seek to improve our products using unique ideas to eliminate even the slightest inconvenience or discomfort.

## Selection of materials

Tasty and healthy foods. Comfortable clothing. Household goods that are, above all, easy to use. For Ryohin Keikaku, the materials we use to make such products are of the utmost importance; consequently, considerable attention is given to their selection. We search worldwide for the most suitable raw materials. We use many industrial materials as well as materials discarded by others because of their appearance - items that can be acquired in bulk at low cost. The overriding selection criteria is always quality. These activities underpin our ability to create low-priced, high-quality products.

## Streamlining of processes

The processes by which each product is manufactured are subjected to careful scrutiny at MUJI. Processes that have no bearing on a product's quality such as sorting, sizing, and polishing are eliminated, leaving only those processes that are truly necessary. Even items that have been discarded because they do not meet certain standards of size and appearance are turned into products for sale. Focusing on true quality, MUJI's manufacturing processes eliminate waste and reduce costs.

## Simplification of packages

When packaging products, Ryohin Keikaku seeks not to adorn them but rather to highlight their natural colors and shapes. For this reason, we use bulk packaging and place products in plain, uniform containers. Faithful to our philosophy of simplicity, this approach is also in keeping with our policy of conserving resources and reducing waste. Thus, all MUJI products appear on store shelves in simple packaging bearing only product-related information and a price tag.



## Signature MUJI Lifestyle Basics

MUJI provides products which are considered true lifestyle basics and 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

#### Xinjiang Cotton 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.



#### 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.



#### Gel Ink Ballpoint Pen

(from 1998)

Redesigned in 2018 with interchangeable case and ink, this new ballpoint pen can be used again and again, thus doing away with disposables. Choose from a wide range of refills to suit your style and needs.



#### Cleaning System

(from 2001)

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



### Food

#### Baumkuchen Banana

(from 2000)

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



#### Butter Chicken Curry

(from 2009)

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



# Presenting our vision of a simple, pleasant life

MUJI is not just a collection of products. We aim to be a group which considers every aspect of life with care, from the smallest details to the whole planet's future. As a platform of society we want to respond with conscience and creativity to many ongoing challenges. This commitment drives us to various activities.

## MUJI's Expanding Activities

### Prioritizing Connecting with People in Everything We Do



Shokoku Ryohin  
(Good products across Japan)

Local Nippon

Embedding stores in communities

Satoyama conservation

### Capitalizing on Untapped Resources

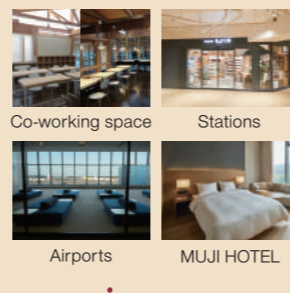


Abandoned agricultural land

School repurposing

Housing complex

### Design in Public Spaces



Co-working space

Stations

Airports

MUJI HOTEL

### Social Initiatives



Disaster assistance

Initiatives with developing countries

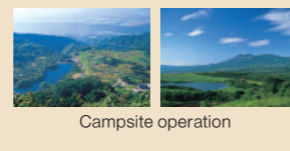
### Simple and Delicious Food



Café&Meal MUJI

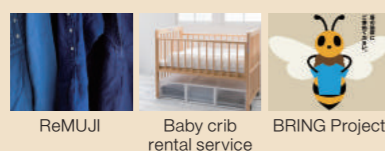
MUJI Diner

### Conserving Natural Resources



Campsite operation

### Reuse

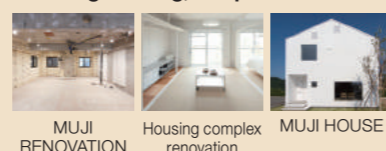


ReMUJI

Baby crib rental service

BRING Project

### Long-Lasting, Adaptable Homes



MUJI RENOVATION CLUB

Housing complex renovation

MUJI HOUSE



## Main Initiatives (Ryohin Keikaku Co., Ltd.)

### Initiatives to Revitalize Community in Housing Complexes

In December 2018, MUJlcom Hikarigaoka Yurinokishotengai opened in Hikarigaoka Park Town (Itabashi Ward, Tokyo), one of the largest commuter towns in Tokyo's 23 wards. The landscape and apartment buildings of the town, designed after World War II, center around Hikarigaoka Park, ensuring convenience, a good living environment, and access to the city center. MUJI believes that providing comfortable places where people can belong and facilitating interaction in daily life can revitalize the sense of community in housing complexes. Even before the MUJlcom store opened, MUJI staff got together with housing complex residents for informal conversation, and this led to new ties between residents. The store has a shared space where customers can take a break while shopping, and a shared kitchen that they can use free of charge, essentially making it a hub where local residents can gather and relax. Going forward, we hope to create a "helping" store with deep roots in the local community.



### Ryohin Keikaku and Toshima Ward Create "a Livable City where Residents Can Be Themselves"

Toshima Ward faced the issue of how to utilize small parks and children's parks. Many of these no longer match the needs of local residents due to changing times and environments. MUJI signed an FF (Female/Family Friendly) Partnership Agreement with Toshima Ward in November 2017 as a local company. Based on the concept of "a livable city where residents can be themselves," we have embraced the mission to discover and make use of the area's appeal and raise the community's value. In the process, we have deepened our involvement with the ward and the local area. We are fostering community by developing gathering places for the locals, for example, participating in the project to make Green Odori street more vibrant, holding a morning market in Hinode-cho Daini Park, and supporting an urban farm park on idle land. We aim to help resolve local issues in the future, with residents taking the lead.



©Masanobu Nishino

### Designing Station Spaces at Keihan Hirakatashi Station

Keihan Hirakatashi Station, the first station space designed by MUJI, celebrated its grand opening in December 2018. Hirakatashi Station is located in a major city of the northern Osaka area, with the third largest number of passengers on the Keihan Line passing through each day. In this project, the concept of "community development starting from the station" that was the aspiration of Keihan Hirakatashi Station, was integrated with MUJI's concept of "a simple, pleasant life." Designing the station space transformed the train station into a hub that brings together the community. A plaza was built between the MUJI store and the ticket gates, and a "collaborative marché" was held in which people and producers active in the community participated. In the ticket gate area, the small supermarket Hiraokata Moyoriichi, run jointly by the station and a commercial facility, showcases MUJI's frozen food, retort pouch food products and snacks. MUJI will continue to leverage station spaces to support the lifestyles of local residents.





# History

1983 MUJI Aoyama



2001 MUJI Yurakucho



2004 MUJI Tsumagoi Campsite



2014 Hatoyama Distribution Center



2015 MUJI Shanghai Huaihai 755



2019 MUJI Ginza



## 1980-

- **1980.12**  
MUJI established as a private brand of The Seiyu, Ltd., a Japanese retail company
- **1983.6**  
First directly managed store, MUJI Aoyama opened
- **1985.9**  
Mujirushi Ryohin Division established
- **1989.6**  
Ryohin Keikaku Co., Ltd. established
- **1991.7**  
First UK store opened  
MUJI West Soho
- **1991.11**  
First Hong Kong store opened  
MUJI Ocean Centre
- **1993.3**  
RK TRUCKS Co., Ltd. established
- **1994.12**  
Niigata Distribution Center begins operations
- **1995.4**  
First Singapore store opened  
MUJI BUGIS JUNCTION
- **1995.7**  
MUJI Tsunan Campsite opened
- **1996.8**  
MUJI Minami-Norikura Campsite opened
- **1996.12**  
Fukuoka Distribution Center begins operations
- **1998.9**  
Kobe Distribution Center begins operations
- **1998.10**  
First France store opened  
MUJI ST. SULPICE
- **1998.12**  
Withdrawn from Hong Kong and Singapore markets
- **1998.12**  
Urayasu Distribution Center begins operations

## 2000-

- **2000.5**  
MUJI.net Co., Ltd. established (Currently, MUJI HOUSE Co., Ltd.)
- **2000.8**  
Promoted to listing on the first section of the Tokyo Stock Exchange
- **2001.4**  
Re-entered Hong Kong market  
MUJI SHATIN
- **2001.11**  
MUJI Yurakucho and MUJI Namba, the first 3,300 m<sup>2</sup> scale stores, opened
- **2002.11**  
First Ireland store opened  
MUJI CHATHAM STREET
- **2003.4**  
Re-entered Singapore market  
MUJI Bugis
- **2003.11**  
First South Korea store opened  
MUJI LOTTE YOUNGPLAZA
- **2004.4**  
First Taiwan store opened  
MUJI NewYork NewYork
- **2004.7**  
MUJI Tsumagoi Campsite opened
- **2004.9**  
First Sweden store opened  
MUJI Ahlens City Stockholm
- **2004.12**  
First Italy store opened  
MUJI MILANO Corso Buenos Aires

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

## 2010-

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

## 2015-

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

## 2018-

- **2018.1**  
MUJI HOTEL SHENZHEN opened
- **2018.3**  
RK TRUCKS Co., Ltd. absorbed by Ryohin Keikaku
- **2018.3**  
MUJI Aeon Mall Sakaikitahanada reopened after renovations that include first large-scale section specializing in food
- **2018.4**  
Sato-no-MUJI Minnami No Sato opened in Kamogawa-shi as a multi-purpose communication terminal
- **2018.5**  
Keihan Hirakatashi Station renovated with a MUJI design
- **2018.6**  
MUJI HOTEL BEIJING opened
- **2019.4**  
MUJI Ginza global flagship store, MUJI Diner Ginza, and MUJI HOTEL GINZA opened
- **2019.4**  
First Oman store opened  
MUJI Mall of Muscat



# The Year in Review

## MUJI Aeon Mall Sakaikitanada Opens, with a Focus on Food Sales Floor

On March 20, 2018, MUJI Aeon Mall Sakaikitanada opened after renovations to increase its floor space to more than 4,300 m<sup>2</sup>, making it the world's biggest MUJI store. This is the first time that MUJI has introduced a large-scale section specializing in food. With the goal of connecting producers and consumers, this store also sells vegetables picked that very morning, dressed meat and fish brought in straight from the water or farm. The idea is to offer fresh foods brought directly from the source. Among the three basic human needs (food, clothing and housing), food is the most critical and essential part of life since we cannot survive without it. City dwellers, however, have become far removed from the farms, ranches and fisheries where food is actually produced, and have come to consume food as nothing more than mere merchandise. MUJI hopes that this large section floor specializing in food creates opportunities for customers to bring their attention back to producers and food sources and reconsider the relationship between food and people.

Opened March 20 after a renovation to increase floor space  
Sales floor: 4,317.76 m<sup>2</sup> (including Café&Meal MUJI, 400 m<sup>2</sup>)



Opened April 27 / Site area: About 7,477 m<sup>2</sup>  
MUJI sales floor: 161.98 m<sup>2</sup>



**Sato-no-MUJI**  
Minnami No Sato (Japan)

Opened May 17  
Sales floor: 1,442.40 m<sup>2</sup>



**MUJI Keihan Hirakata**  
(Japan)

Opened November 23 after a renovation to increase floor space / Sales floor: 1,472.76 m<sup>2</sup>



**MUJI Atrium**  
(Canada)

## MUJI Portland Opens as Flagship Store with Largest Floor Area in North America

On November 17, 2018, MUJI Portland opened in Portland, Oregon. It is a flagship store with the largest floor area in North America. This store is located on the first floor of a historical building close to the center of downtown Portland. In addition to featuring a wide array of MUJI goods, the store is unique in that it has created interior decor and set up services in collaboration with local partners. In the center of the store, visitors can enjoy coffee and snacks at a café stand run by local roasters, who rotate every few months. Secondhand materials produced in Portland are used generously for the store environment, and mementos collected from local residents are combined on an Art Wall created by students from an art university, creating a setting that reflects Portland's own uniqueness. MUJI will collaborate with local partners to use this store to share the approach behind MUJI craftsmanship.

Opened November 17  
Sales floor: 1,035.61 m<sup>2</sup>



Opened December 12  
Sales floor: 1,498.80 m<sup>2</sup>



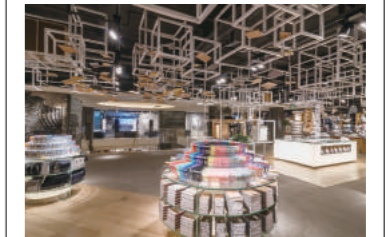
**MUJI Youngpoong Jongno**  
(Korea)

Opened December 23  
Sales floor: 2,267.01 m<sup>2</sup>



**MUJI Nanjing House of Fraser**  
(China)

Opened January 18  
Sales floor: 2,657.38 m<sup>2</sup>



**MUJI GLCC Mall**  
(China)



## MUJI HOTEL BEIJING Opens

MUJI HOTEL BEIJING opened in Beijing, China on June 30, 2018. This is the world's second MUJI HOTEL, following MUJI HOTEL SHENZHEN, which opened on January 19, 2018. The hotel is based on MUJI concepts and is operated by a Chinese subsidiary of UDS Ltd. (Odakyu Group). With the concept of "anti-gorgeous, anti-cheap", the goal is to offer great sleep at the right price, provide a space supporting both body and soul while away from home, and connect travelers to local communities. Cooperating with MUJI store and MUJI Diner, MUJI HOTEL enables customers to become more acquainted with the variety of MUJI goods and services, and experience the philosophy of MUJI.

Opened November 20 / Sales floor: 2,287.61 m<sup>2</sup>



## MUJI Kintetsu Yokkaichi Opens as a Model for Large-scale Store Development in a Department Store

MUJI Kintetsu Yokkaichi opened on November 20. This store has been collaborating with the Kintetsu Department Store in Yokkaichi since about a year ago with the theme of "creating the store together with the community." This resulted in Yokkaichi to GO, a display of the region's traditional arts and crafts and specialties that were discovered by walking along the streets of Yokkaichi and surrounding regions, and Open MUJI, an event space in which workshops are held by people active in the community. We aspire to work with the department store to give this store a role in linking the community and customers and connecting people to each other.



## MUJI Offers Design for GACHA, an Autonomous Bus That Functions in All Weather Conditions

MUJI, proposing its vision of "a simple, pleasant life" in countries and regions around the world, is working to address the wide range of issues facing contemporary societies. MUJI believes that cutting-edge technologies such as autonomous vehicles are essential in solving problems not only in cities, but also in outlying regions suffering from a declining birth rate and aging population. The GACHA is aligned with MUJI's way of thinking because it not only drives in all weather conditions, but also offers public transportation shared by everyone in the community, rather than individually-owned cars. MUJI started this joint design project in 2017 with a Finnish company that researches and develops autonomous vehicle technology. Practical trials will begin in Finland in 2019, with the goal of making GACHA available for real-world use in the near future.

## Frozen Foods Go on Sale

MUJI has launched a new series of frozen food for the dinner table that captures the delicious tastes of fresh-made food. We offer about 50 products in transparent packages that reveal the contents, which are based on the five themes of "prepared food making the most of ingredients," "global rice meals making the most of ingredients," "Japanese-style yumcha," "stews from around the world," and "freshly baked deliciousness." With no chemical additives, this line-up gives customers peace of mind and supports them in getting meals on the table every day. As of the end of February 2019, these frozen foods were sold at 13 stores in Japan and the MUJI online store. Going forward, MUJI aims to serve even more customers by increasing the number of items in our lineup and the number of stores that carry our frozen foods.





# Main Locations

## Headquarters

Tokyo, Japan

## Distribution centers

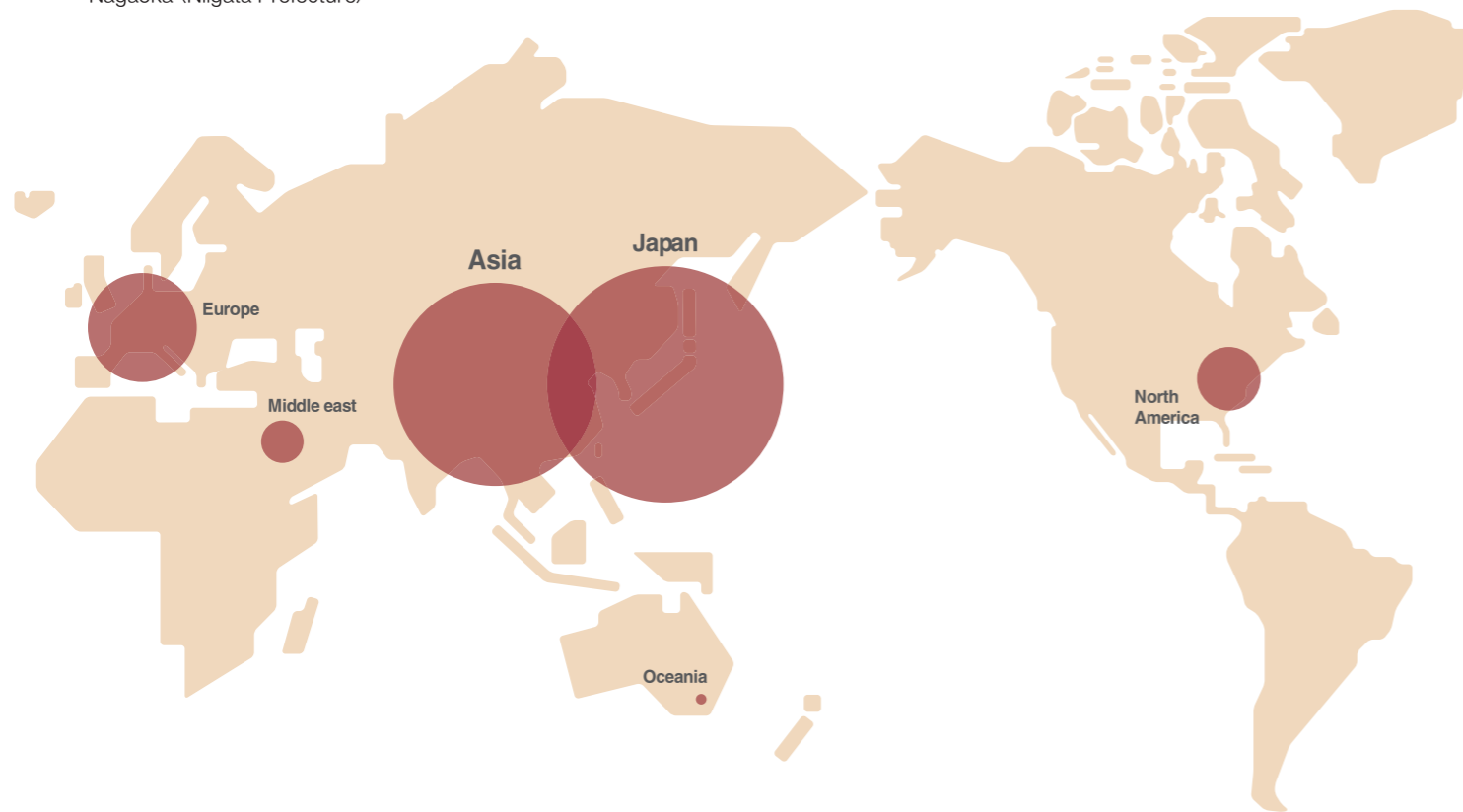
Hatoyama (Saitama Prefecture)  
Kobe (Hyogo Prefecture)  
Fukuoka (Fukuoka Prefecture)  
Nagaoka (Niigata Prefecture)

## Campsites

Tsunan (Niigata Prefecture)  
Minami-Norikura (Gifu Prefecture)  
Tsumagoi (Gunma Prefecture)

## Stores in Japan

MUJI Stores **420**  
Café&Meal MUJI **29**  
IDÉE **9**



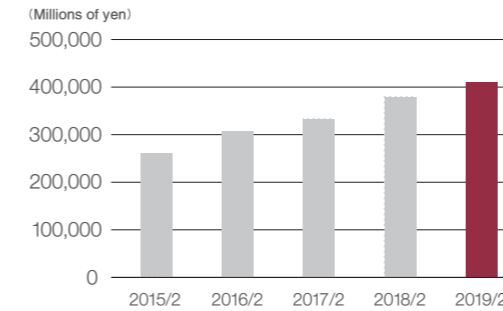
## Number of MUJI stores in each country / region

China	<b>256</b>	Portugal	<b>1</b>	India	<b>4</b>
Hong Kong	<b>20</b>	Ireland	<b>1</b>	Australia	<b>5</b>
Taiwan	<b>48</b>	Sweden	<b>1</b>	Indonesia	<b>7</b>
South Korea	<b>34</b>	Poland	<b>1</b>	The Philippines	<b>5</b>
United Kingdom	<b>11</b>	United States	<b>17</b>	Kuwait	<b>3</b>
France	<b>7</b>	Canada	<b>8</b>	UAE	<b>5</b>
Italy	<b>8</b>	Singapore	<b>11</b>	Saudi Arabia	<b>4</b>
Germany	<b>7</b>	Malaysia	<b>7</b>	Bahrain	<b>2</b>
Spain	<b>5</b>	Thailand	<b>17</b>	Qatar	<b>2</b>

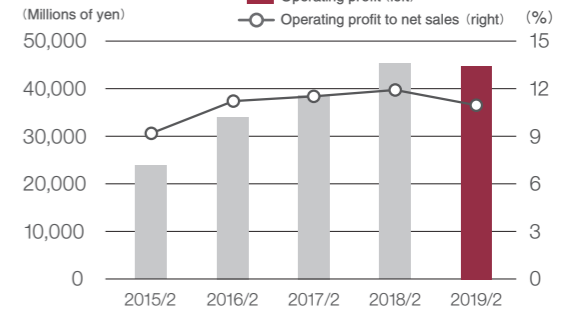
## Café & Meal MUJI outside Japan **20**

# Consolidated Financial Highlights

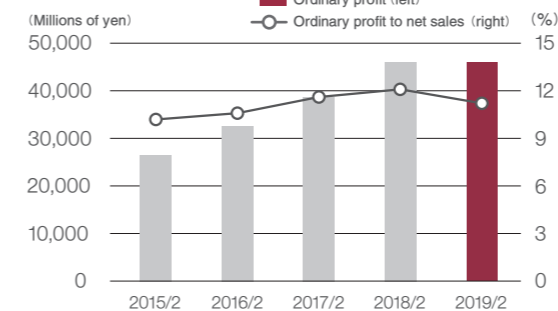
## Revenue from operations



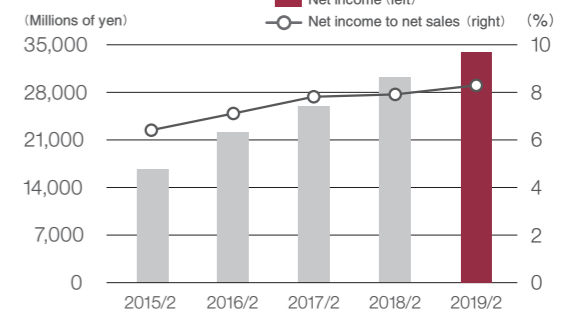
## Operating Profit / Operating Profit to net sales



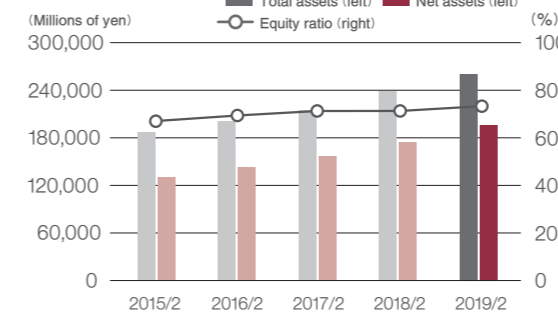
## Ordinary Profit / Ordinary Profit to net sales



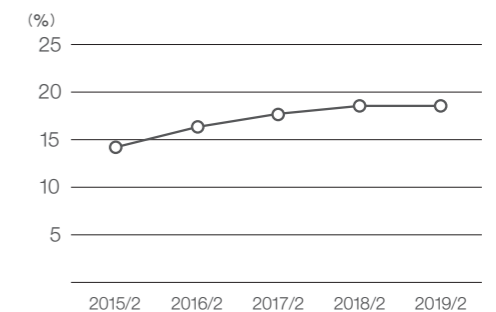
## Net income / Net income to net sales



## Total assets / Net assets / Equity ratio



## Return on equity



# Ryohin Keikaku Group in Numbers

Share of operating revenue outside Japan **39.9%**

Our business outside Japan is classified into segments: East Asia, Europe and Americas; and Asia West/South and Oceania. The largest share of operating revenue comes from the Asian parts of these segments.

Store increase outside Japan **9.1%**

Forty-three new stores were opened outside Japan. The total rose from 474 stores in fiscal 2017 to 517 stores in fiscal 2018. (This includes licensed stores and Café & Meal.)

Female managers **210**

We employ 210 female managers, including at directly managed stores in Japan, representing 35.7% of all management positions. (Ryohin Keikaku Co., Ltd.)

MUJI passport **20 million** downloads

The MUJI passport application was first launched in May 2013 in Japan. The aggregate total of downloads of the Japanese version has surpassed 13.4 million, while the aggregate total of the China, Taiwan, Korea, Hong Kong, and India versions has topped 6.7 million downloads.

Return on equity **18.8%**

ROE was 18.8% in fiscal 2018. Our target is to maintain high capital efficiency with a sustained ROE of 15% or higher.

Textiles recycling **24.2** tons/year

We have participated in the BRING Project in Japan, which aims to help build recycling-based societies, since 2010. In fiscal 2018, we recovered 24.2 tons of textiles in Ryohin Keikaku Co., Ltd.





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