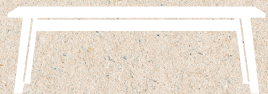
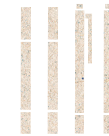


2022 – 2023

Corporate Profile



About MUJI



First 40 products when the business started in 1980

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

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

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

*As of End of Aug, 2022

Corporate Data

Company name	Ryohin Keikaku Co., Ltd.	Capital	6,766,250,000 yen
Location	4-26-3 Higashi-ikebukuro, Toshima-ku, Tokyo, 170-8424, Japan	Fiscal year-end	End of August
Website	https://ryohin-keikaku.jp/eng/	Revenue	496,171 million yen (FY2022) (Consolidated revenue)
Establishment	June 1989 (registration: May 1979)	Number of employees	19,009 (FY2022) (including 9,834 temporary employees, consolidated)
Chairman and Representative Director	Masaaki Kanai		
President and Representative Director	Nobuo Domae		

Message from the President

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

Nobuo Domae
President and Representative Director

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



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

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

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

Product Development

Three Principles in Manufacturing

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

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

Selection of materials

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

Streamlining of processes

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

Simplification of packages

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



See more details \

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

| Signature MUJI Lifestyle Basics

MUJI provides products that are considered true lifestyle basics and could support everyday life. Since these are items being used every day, we strive to deliver these basics at the quality and price that satisfy our customers.

| Apparel

Washed Broad Shirt

(from 1983)

Pre-washed to bring out the natural texture of the cotton fabric. It is a classic MUJI shirt that can be worn directly after being washed for its natural look, or as it is properly ironed.



Denim Jeans

(from 1987)

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



Good Fit Right-Angle Socks

(from 2006)

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



Comfortable Sneaker

(from 2013)

The insole is designed for comfortable walking to help minimize fatigue, and the fabric used is water-repellent.



| Household

Towel

(from 1983)

MUJI's towels are soft and highly absorbent, making them a great choice for everyday use. We provide three different thicknesses to suit different uses and preferences.



Mattress with Attachable Legs

(from 1991)

Designed to be used as a bed and as a sofa for lounging, our mattress with legs expands a room's possibilities. Since its launch, we have made continuous improvements, shifting to a steel frame for more strength and moving to washable materials for the fabric covering.



Sensitive Skincare Series: Toning Water

(from 1999)

Made with water that has naturally filtered slowly over decades in Kamaishi, Iwate Prefecture. Generous moisturizing to protect dry skin.



Cleaning Tool Series

(from 2001)

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



| Food

Baumkuchen Banana

(from 2000)

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



White Chocolate Strawberry

(from 2001)

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



Butter Chicken Curry

(from 2009)

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



See more details \



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

New Products and Services

Expansion of Apparels Using Recycled Materials

(Available from August 2022)

Based on the concept of “no waste of resources”, we have increased the number of apparel items made from recycled materials such as “recycled cotton,” “recycled wool,” “recycled nylon,” and “recycled polyester.” We collect cut-offs from the production process as well as used items, recycle them into yarn again, and make them into new products. In this way, we are doing what we can to recycle resources, reduce environmental impact and reduce waste.



Product Example: Recycled Nylon Lightweight Down Vest

The New “CLEAR CARE” Series and Refill for Skin Care Products

(Available from July/September 2022)

MUJI's CLEAR CARE Series, developed to care for skin troubles such as rough texture and large pores, has been renewed and upgraded. All items in this series are alcohol-free, and the “Pre-Lotion” is now cosmeceutical.

In addition, we released the Refills for lotion and toning water. Refills can reduce the use of plastic in packaging by 75% compared to bottles, thus reducing the total amount of plastic use. We plan to sell Refills for all skin care products in the future.



Premixed Sauce Series

(Available from October 2022)

The new Premixed Sauce Series allows customers to easily prepare meals and side dishes with ingredients they have at home. With this sauce series, authentic dishes such as Sichuan Mapo Tofu, Tandoori Chicken and Korean Style Spicy Stir-Fried Chicken, which are quite difficult to prepare from scratch, can be easily made at home by simply stir-frying vegetables and meat.



Natural Clothing (Kapok Fabric)

(Available from March 2022)

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

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

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



Product Example: Kapok Stand Collar Jacket

Items Increased for “Pick-up Online Order at Store Service”

(From October 2022)

MUJI started the “Pick-up Online Order at Store Service” from 2011. This time, we further increased the number of products covered by this service. In Japan, all MUJI products except food and extra-heavy items* can now be ordered via MUJI's online store and be picked up at stores.

*Items difficult to move and weigh more than 60kg



MUJI Products Sold at LAWSON Stores in Japan

(From May 2022)

MUJI aims to provide products and services that are fundamental to the daily life of customers all over Japan. To this end, we are working with LAWSON to sell MUJI products in all LAWSON stores in Japan.



See more details \



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

Stores

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

■ Number of stores in Japan

MUJI Stores	493	Café&Meal MUJI	29	IDÉE	10
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■ Number of MUJI stores in each country / region 579

Mainland China	325	Sweden	1	Australia	5
Hong Kong	19	Switzerland	1	The Philippines	5
Taiwan	58	Finland	1	Vietnam	3
South Korea	40	Denmark	1	Kuwait	3
United Kingdom	7	Poland	1	UAE	7
France	7	United States	10	Saudi Arabia	5
Italy	6	Canada	9	Bahrain	2
Germany	7	Singapore	10	Qatar	2
Spain	4	Malaysia	9	Oman	1
Portugal	1	Thailand	25		
Ireland	1	India	3		

■ Number of Café&Meal MUJI outside Japan 25

(As of End of Aug, 2022)



MUJI Hiroshima Alpark

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

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



MUJI IAS Kasugai

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

This is one of the largest MUJI stores in Japan with a sales floor area of approximately 5,464㎡. On top of selling daily necessities, food and storage products, there are three features unique to large-scale MUJI stores. ① Experiential-based sales floor for storage items with interior advisors on hand. ② Asaichi Odori, a daily goods market lined with stalls. ③ A meeting place for residents, businesses and administrations.

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



MUJI Shinjuku Piccadilly

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

MUJI Shinjuku

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

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

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



MUJIcom HIGASHI IKEBUKURO

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

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

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



MUJI Shanghai Hall of the Sun

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

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

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



MUJI MIRAMAR

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

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

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

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



See more details \



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

Make Contribution to the Society through Business

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



Initiatives to Contribute to Local Issue Resolution and Community Development

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

As a part of the initiatives, MUJI cooperates with local governments to pursue regional vitalization and reduce impact on the environment, among other issues. In 2022, MUJI signed Cooperation Agreement with five local governments, namely, Miyashiro Town in Saitama Prefecture (February), Chiba City・Urban Renaissance Agency・Ryohin Keikaku・MUJI HOUSE (May), Hakodate City in Hokkaido (September), Tsunan Town in Niigata Prefecture (September) and Itabashi Ward of Tokyo (September). By the end of September 2022, we have already signed Cooperation Agreement with 21 local governments across Japan.

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

ITSUMO MOSHIMO – Disaster Preparedness Project

MUJI has been promoting the “ITSUMO MOSHIMO - always ready for emergency” project since 2011, which proposes the idea of incorporating preparedness into daily life. One such effort is the “ITSUMO MOSHIMO Caravan”, an event based on the concept of “connecting with the community and learning in a fun way” in which children and adults alike can enjoy learning about disaster prevention. Aiming to improve the disaster preparedness of the entire community, we held “ITSUMO MOSHIMO Caravan” in five locations in 2022: Toshima Ward of Tokyo (May), Kakamigahara City in Gifu Prefecture (June), Hiroshima City in Hiroshima Prefecture (June, July, August), Maebashi City in Gunma Prefecture (October), and Joetsu City in Niigata Prefecture (October).

In addition, in September 2022, we released the product “cardboard bed” for corporate customers, which can be easily assembled at evacuation centers. The packaging of the product can also be used as storage boxes under the bed, thus generating no waste at all.

Plastic Waste Reduction and Recycling Activities

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

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

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

See more details \



MUJI in Other Channels



MUJI to GO

A concentrated selection of MUJI

MUJI to GO shops feature selected items that are useful for travel, commuting, business, study and play. These shops offer products that travelers are happy to come across at airports—stationery items with special functions, items to make trips more fun, and things that feel like a little bit of home with you while you travel.



Found MUJI

The best from around the world

Instead of producing goods, Found MUJI takes a “search and discover” approach to lifestyle, bringing together everyday items long treasured around the world. While retaining the original essence, we make some adjustments to fit to contemporary life, culture, and custom, and bring them back to the market at reasonable prices.



MUJIcom

MUJI on your daily route

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



Online Business

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

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



Café&Meal

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



IDÉE

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



MUJI Campsites

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



MUJI HOUSE

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



株式会社良品計画

〒170-8424 東京都豊島区東池袋4-26-3

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

Ryohin Keikaku Co., Ltd.

4-26-3 Higashi-ikebukuro, Toshima-ku, Tokyo, 170-8424, Japan

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

