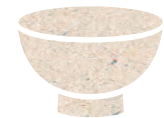


Corporate Profile

2024 — 2025

株式会社
良品計画
Ryohin Keikaku Co., Ltd.



Corporate Purpose

To contribute to the creation of “Truthful and Sustainable Life for All” through our products, services, stores and business activities; believing “human society rich in heart, with balanced relationship between human, nature and artifacts”.

Two Missions

1. To provide daily necessities and services with genuine quality and ethical value, at appropriate and affordable prices.
2. 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.

Core Value

Through our products, services, and activities, we continue to contribute to the creation of ecological and sustainable society with resource-recycling. We make effort on reducing environmental burdens and respecting individual human rights through our product making, services and actions. They are developed on our core belief “To contribute to society and people” which makes each of our employee and associates to proactively respond to issues surrounding in our society and Earth.

Management Policy

We practice Public-interest and People-centered Management, where each of our employees and associates contribute to public interest through business activities and locally-rooted stores. Each employee obtains sense of ownership to lead each activity.

Enhancing our Corporate Value

As a result of our actions, highly profitable business structure including appropriate tax payment would be constructed, enabling appropriate profit returns to shareholders. Furthermore, we will strive to apply long-term value to the company, by making positive impacts on the society together with our stakeholders.

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 1,300 stores in 29 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, 2024

Corporate Data

Company name	Ryohin Keikaku Co., Ltd.	Capital	6,766,250,000 yen
Location	Iidabashi First Building 2-5-1 Koraku, Bunkyo-ku, Tokyo, 112-0004, Japan	Fiscal year-end	End of August
Website	https://ryohin-keikaku.jp/eng/	Revenue	661,677 million yen (FY2024) (Consolidated revenue)
Establishment	June 1989 (registration: May 1979)	Number of employees	24,642 (FY2024) (including 12,571 temporary employees, consolidated)
Representative Director	Satoshi Shimizu, President and Representative Director		

Main Businesses

Store operations

MUJI was established in 1980 based on the concept of “Lower priced for a reason.” The company currently operates more than 1,000 stores as well as the MUJI Online Store - the official e-commerce site - to deliver useful products and services that enrich people's day-to-day lives wherever they may be. MUJI also offers MUJI to GO, a select shop that focuses mainly on items useful to travelers and other people on the go, as well as MUJI 500, a shop dedicated mainly to products priced at 500 yen or less, including items fundamental to daily life.

With the goal of contributing to regional revitalization, we connect customers with producers via our Shokoku Ryohin (Good products across Japan) sales channel. Accessible through stores and the online shop, this channel delivers directly to customers from production regions. We offer products that have close ties to various parts of Japan, along with the warm wishes of those producers, including products intended to protect local culture and environments, and products that help to resolve regional issues.



Construction/spatial design

We are involved in a wide range of building operations, from the design and construction of large-scale wooden structures to the sales of detached houses, apartment renovations, the design of offices, public spaces, and residential facilities, and the design of office fixtures and other products suited to these spaces.



IDÉE

IDÉE is an interior brand that was started up in 1982. Based on the concept of “Aesthetic way of life,” it introduces a wide range of products including original furniture and accessories created along with designers from around the world, selected textiles and products, vintage items, green products, music, and books. These products are sold through the directly operated IDÉE SHOP, the official online shop, and some MUJI stores.

The “Life in Art” project, which aims to expand art (=culture) into daily life, involves a variety of activities, from the introduction of artists and writers whose creations resonate regardless of their fame or era to exhibitions and the sales of collaborative works. It proposes items and ideas that nurture an aesthetic way of life through diverse values and perspectives.



Restaurants/food and agriculture

We undertake a variety of activities aimed at revitalizing regions and communities through food. At Café&Meal MUJI, which operates across Japan, we provide meals, desserts, and drinks that use plenty of local, seasonal ingredients, allowing customers to enjoy the true goodness of those foods. At the MUJI Diner in Ginza, we provide Italian and Mediterranean dishes using high-quality local ingredients that are traditional to Japan.

We also work with local municipalities and with regional producers and businesses to effectively utilize regional resources such as livestock and marine products, as well as mountains, rice fields, and farmlands, operate facilities for social interactions, develop regional products, and protect farmlands.



Accommodations

“MUJI STAY,” an accommodation service based on the concept of “One more lifestyle that blends into the region,” provides lodgings and services that enable users to experience the MUJI world view in a variety of regions. Rather than offering short-term exceptional experiences, four services - MUJI HOTEL, MUJI BASE, MUJI room, and MUJI Camp - propose community-oriented medium-to long-term stays where guests can visit repeatedly, stay longer, and enjoy the experience on a deeper level.



Product Development

Three Principles in Manufacturing

The fundamentals of MUJI manufacturing process have not changed from the time of our founding. 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.



| 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. Since 2023, we have been including kapok plant fibers and cotton in our blends and using an environmentally responsible fabric washing process.



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. In 2023, we switched the eyelet portions to embroidery and eliminated the metal parts, while maintaining the same level of comfort.



| Household

Fluffy Pile-Fabric Towels (from 2023)

Renewed in 2023. These towels, made from longer cotton fibers spun into two-ply yarn and woven to ensure fluffiness, are soft to the touch. They retain their fluffiness even after repeated washing.



Mattress with Attachable Legs (from 1991)

Designed to be used as a bed and as a sofa. Following release, we have continued to make improvements, such as changing to a structure that allows for the steel frame and other parts to be separated, enabling partial replacement. In 2023, it was designed to be self-assembled.



Sensitive Skincare Series (from 2000)

A hypoallergenic skin care series made with natural water from Kamaishi City, Iwate Prefecture. Renewed in the fall of 2023. Now contains only natural ingredients. Contains ceramide, which is often lacking in sensitive skin, and five types of amino acids.



Cleaning Tool Series (from 2001)

This cleaning tool series allows users to switch between a number of pole attachment heads (broom, floor wiper, etc.) to best suit where they'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.



Frying-Pan-Ready Meal Kits (from 2021)

Frozen food sets that include cut seafood & vegetables, or meat & vegetables, with sauce. Simply place the frozen ingredients in a frying pan, stir-fry, and mix in the sauce to prepare. The sets, which are primarily seafood and meat dishes, are also suitable as snacks.



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 5 times so far to pursue the best taste.



Stores

Ryohin Keikaku 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 1,300 stores in 29 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	623	Café&Meal MUJI	24	IDÉE	8
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Number of MUJI stores in each country / region

682

Mainland China	398	Ireland	1	Australia	5
Hong Kong	22	Finland	1	The Philippines	7
Taiwan	65	Denmark	1	Vietnam	9
South Korea	42	Poland	1	Kuwait	3
United Kingdom	7	United States	10	UAE	8
France	6	Canada	6	Saudi Arabia	5
Italy	5	Singapore	12	Bahrain	2
Germany	7	Malaysia	12	Qatar	2
Spain	4	Thailand	37		
Portugal	1	India	3		

Number of Café&Meal MUJI outside Japan

27 (As of End of Aug, 2024)
*includes licensed stores

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.



無印良品

500

MUJI 500

A collection of daily goods priced at 500 yen or less

We have selected a variety of daily goods and consumables essential in daily life from among MUJI's apparel items, household goods, and food products, including innerwear, kitchenware, skincare products, and retort pouch foods, manufactured in an eco-friendly manner and priced mostly at 500 yen or less.



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/>



Store Openings in Japan and Overseas

Newly Opened Stores with Special Features



Revitalizing the Kani City Area MUJI Yoshizuya Kani Opened and Regional Trading Company Formed

We have established Regional Business Units to discuss issues and share perspectives with local residents, address regional challenges, and help revitalize communities with the aim of building “a truthful and sustainable life for all.” The Gifu business unit has focused on local community revitalization activities at MUJI stores and campgrounds in the prefecture.

After signing a comprehensive Cooperation Agreement on regional revitalization with Kani City, Gifu Prefecture, in June 2023, we opened the MUJI Yoshizuya Kani store, which features an in-store library. In addition to providing basic MUJI products and services, the store aims to support child-rearing and the development of the next generation, as well as help pass on and spark interest in the city’s natural, historical, and cultural resources through library-based projects and events. In May 2024, MUJI collaborated with Kani City to establish KANIMILIVE, a general incorporated association and MUJI’s first foray into non-profit organizations. The association will sell specialty products, develop local brands, and expand sales channels to promote the local economy and attract people with regional ties, encouraging people to settle in the area.



The First MUJI Store on an Outlying Japanese Island MUJI Tsushima Opened

In March 2024, we opened a MUJI store in Tsushima City, Nagasaki Prefecture. Aiming to “to be a part of people’s daily necessities,” MUJI is opening new stores across Japan, wherever people live, even in areas with few storefronts and abandoned retail districts. Although there are supermarkets and drugstores on the island, Tsushima has few clothing or furniture stores, which has forced people in many cases to shop off-island, either by mail order or on shopping trips to less remote places. Even getting transportation to leave on a shopping trip is difficult, and all of this makes shopping a challenge. We have opened a MUJI store on the second floor of the Saiki VALUE Mitsushima grocery store in Tsushima City to help local customers with lifestyle basics and make it easier for them to shop at MUJI regularly. The store offers a selection of fundamental lifestyle products, including daily necessities, storage items, and clothing.



Largest MUJI Flagship Store in Mainland China MUJI Beijing Chaoyang Joy City

In February 2024, we opened the MUJI Beijing Chaoyang Joy City store in Chaoyang Joy City, a commercial complex in Beijing, China. With a renovation that increased the total floor space to 4,654 m², the store has become the largest MUJI flagship store in mainland China.

The entire Ryohin Keikaku Group aims to help build a circular economy and a sustainable world that exists in harmony with nature, so we used many recycled materials in this renovation project, as we had for MUJI Shanghai Jing An Kerry Centre, which opened last year. Recovered clothing was reprocessed and used for decorative panels; grain stalks that would have otherwise been burned by farmers were processed and used for boards; and discarded porcelain pieces and materials from shoe soles were recycled as flooring material. The store space layout maximizes the use of natural light to reduce power consumption and still provide a bright, comfortable shopping experience. We are also developing services that are a first in China, including the MUJI CYCLE program for recovering, cleaning, and reselling MUJI furniture and the release of original MUJI wines.

This flagship store renovation is one example of how MUJI continues to expand in major cities, including those where MUJI has yet to open stores.

MUJI's Expanding Activities

Ryohin Keikaku 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.



I Making Contributions to 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 waste.



Initiatives to Contribute to Local Issue Resolution and Community Development

Aiming to realize a “a truthful and sustainable life for all,” 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 these initiatives, MUJI expands its cooperation with government ministries and agencies, as well as local governments. In 2023, MUJI signed the Sapporo Community Development Cooperation Agreement with Sapporo City in Hokkaido (December), as well as cooperation agreements with Karatsu City in Saga Prefecture (August) and Hita City in Oita Prefecture (August) to supply the disaster prevention equipment installed in local MUJI stores. As of the end of August 2024, we have signed cooperation agreements with 33 government ministries/agencies and local governments.

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 “ITSUMO MOSHIMO – always ready for emergencies,” a program that since 2011 has proposed 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. We held the caravan in eight locations in 2024. MUJI also offers disaster preparedness goods such as disaster kits containing carefully selected items that are useful for both daily life and emergencies, as well as long-shelf-life products like “White Rice for Stockpiling” and “Chocolate Yakan for Stockpiling,” which are handy during disasters. These products are for household use but can also be used for stockpiling by companies and local governments.

The concept of “ITSUMO MOSHIMO – always ready for emergencies” is also expanding overseas, with MUJI Taiwan taking up this initiative as well.



Plastic Waste Reduction and Recycling Activities

MUJI is working to eliminate the use of plastic in packaging or replace it with recycled paper and other alternative materials whenever possible. Since autumn/winter 2021, MUJI has been sequentially replacing plastic tag pins on apparel items with paper tag pins made from FSC®-certified paper, including recycled paper.

We also recover plastic storage items and PET bottles used for skincare products. We resell the collected products or recycle them to make new products that are made from recycled materials or those that contain them. We also offer a new hard paper file box, made using a lightweight and durable paper material as an alternative to plastic. “ReMUJI” is an initiative to redye clothing collected at stores and products that can no longer be sold in the manufacturing and distribution process into indigo blue and recycle them into products with new value.

ESG Initiatives

Working for a Sustainable World



Expanded Lineup of Products Made from Recycled Plastics, MUJI Mile Rewards for Plastics Dropped Off at Stores

In our efforts to build a circular economy, Ryohin Keikaku promotes the reuse, recycling, and conversion to alternative materials for all its plastic products. Toward this end, we expanded our lineup of products that utilize recycled plastic as raw materials in February 2024. Approximately 20% of the raw materials for eight items in our File Box with Recycled Polypropylene, White/Gray series, as well as approximately 30% of the raw materials for four items in our Sturdy Storage Box with Recycled Polypropylene, White/Gray series, are recycled plastic. At our stores, we collect some MUJI products that customers no longer need to promote our initiative to ensure their reuse and recycling. In order to recover even more plastic, MUJI expanded the MUJI Mile program* on May 30, 2024, Zero Waste Day, to offer miles to customers who return used plastic storage items and PET plastic skincare bottles. In addition, customers who dropped off clothing items were presented with 1,000 MUJI miles, and we also offered a limited-time giveaway of 3,000 MUJI miles to raise awareness of this initiative.

* The MUJI Mile program allows customers to earn miles by making purchases and/or checking in at MUJI brick-and-mortar and online stores. Customers who accumulate miles are eligible to receive gifts such as MUJI Shopping Points that can be used toward purchases. The program had previously been limited to the receipt of 1,000 MUJI miles to those who brought in clothing items, but this has been expanded to include plastic storage items and PET plastic skincare bottles. Gifts are limited to one per day.



Town Hall Meetings Promote Dialogue with Community Residents and Local Businesses

Aiming for people-centric management that serves the public interest, Ryohin Keikaku actively focuses on creating opportunities for dialogue with its stakeholders. Since April 2024, we have held Town Hall Meetings, small-group dialogue events focused on regional business and organized by employees at large MUJI stores. (A total of 14 Town Hall Meetings were held in the fiscal year ended August 31, 2024.) We welcome a wide spectrum of community residents and local businesses, fostering dialogue to deepen their understanding of our business activities and learn about their vision for their community and expectations of MUJI. These events are designed to bring us closer to the local community and more firmly root our business activities in these places. We will continue to hold Town Hall Meetings in more and more communities to hear about issues, share perspectives with local residents, and help create a positive impact on the community.

株式会社良品計画

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