



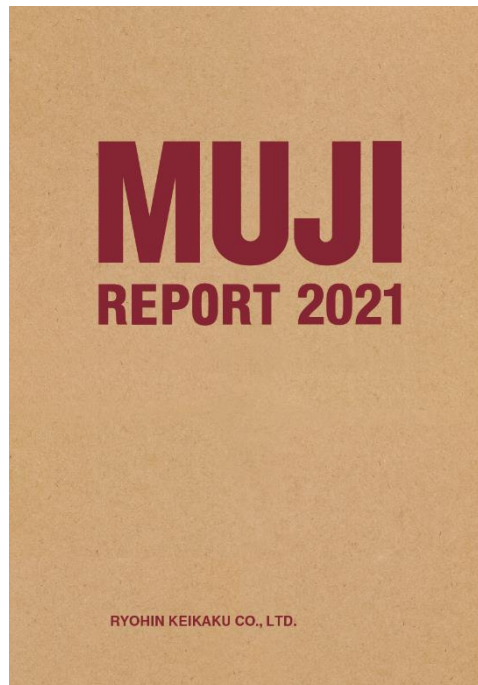
News Release

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MUJI Published Integrated Report, “MUJI REPORT 2021”

Ryohin Keikaku Co., Ltd. (Toshima-ku Tokyo; President and Representative Director: Nobuo Domae) today released the first Integrated Report, “MUJI REPORT 2021” (82 pages).



The report is designed to communicate to stakeholders the goals, management policies, and business environment for medium-to-long-term value creation based on corporate philosophy and mission. The report goes over the redefined corporate purpose under the medium-term business plan announced on July 2021 (for the fiscal years ending August 31, 2022 through August 31, 2024), as well as sustainability and ESG initiatives.

Ryohin Keikaku will work with stakeholders to create positive impact on the society and enhance its corporate value over the long term.

For details, please refer to the [Sustainability page](#).

[Main Contents of MUJI REPORT 2021]

Introduction

A brief overview of the company, including the redefined corporate purpose, 41-year history, and activity results in numbers.

Introduction Our Philosophy



Our Corporate Purpose
Our corporate purpose is to contribute to the realization of a fruitful and sustainable life for all through our products, services, stores and business activities that consider the needs and wishes of every person, nature and products, as well as a generous human ecology.

Our Two Missions
Mission 1: To provide products and services that are essential to daily life, with genuine quality and ethical values, at fair and affordable prices.
Mission 2: To serve each local region by making our business community centers that work with stakeholders to tackle local issues and make a positive impact in the region.

Our Core Value
We have striven to reduce our environmental burden and to respect individual human rights through our manufacturing, service 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.

Our Management Policy
We will exercise "public interest and public control management," where each of our employees and associates contributes to the public interest through our business activities and healthy conduct, have a sense of responsibility and law-abiding spirit in the community.

Enhancing Our Corporate Value
Through our activities, we will create a highly profitable business structure, pay taxes properly and secure profits to shareholders appropriately. Furthermore, we will strive to create positive value for the Company by making a positive impact on society together with stakeholders.

Message from the President / Mid-term Business Plan

Reasons behind updating corporate purpose, the direction we are headed, and initiatives of medium-term management plan (for the fiscal years ending August 31, 2022 through August 31, 2024).

Medium-term Business Plan Message from the President



Being an indispensable part of daily life for people and taking root in local society. These are two major themes for us as we work to build the future together with local communities.

Nobuo Domei
President and Representative Director

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

On behalf of all of us at Ryohin Keikaku, I want to express my sympathy to the many people who have been affected by the COVID-19 pandemic. I hope that the lives of everyone can return to normal very soon.

We are redefining our corporate purpose by reexamining the origins of Ryohin Keikaku. In the fiscal year ended August 31, 2021, the COVID-19 pandemic disrupted our operations in various ways, including slowing down business hours at stores, but strong sales in Japan and improved earnings overseas led to growth in revenue and profits. We introduced a new management structure in September 2021, which we consider our "Second Founding," and began by redefining our corporate purpose with the aim of creating a better world 100 years from now. The new business business plan we launched in July 2021 is incorporated in the notice we will take in our "Second Founding."

Our corporate purpose is to contribute to the realization of a fruitful 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. The corporate purpose expresses the essence of Ryohin Keikaku's business and the aim of creating a better world for all. The issue we redefined our corporate purpose for in the region of the MUJI concept that Ryohin Keikaku has established. MUJI began as a social movement of planning and manufacturing the products that are needed to help people live their lives in the perspective of people, and promoting the circulation and use of those products to build a better world.

At MUJI started back in 1980 as a private brand of Seiyu Co., Ltd. (now Seiyu SEI) with nine household goods and 31 food items that embodied the slogan "lower prices for a reason." We manufacture products that meet the needs by focusing on selection of materials, streamlining of processes and simplification of packaging, when the products are thought of from consumer perspective. This is the backbone of the brand-driven consumer society, and it is intended to benefit people from practical benefits and from their consideration that they will not really miss.

In this way, we can see that Ryohin Keikaku has been involved in a social movement that sees the perspective of people. As our business has expanded, through the perspective

of the value we provide, both among people outside the Company as well as among people within the Company, has changed from our origins. In response, we returned to the founding spirit of the Company and expressed the shared common language that everyone can understand - our corporate purpose. This is not a revision of the corporate purpose because the president changed, nor an adaptation to fit the times, but a reaffirmation that we thought corporate value being a shared goal of all of us.

Ryohin Keikaku's first mission is to provide products and services that are essential to daily life, with genuine quality and ethical values, at fair and affordable prices. Ryohin Keikaku's second mission is to serve each local region by making our store community centers that work with stakeholders to tackle local issues and make a positive impact in the region.

These two missions are the basis for how we fulfill our corporate purpose.

With the first mission, we provide products and services that are essential to daily life, and we do this ourselves or through our partners. In other words, we sell products and services that value their essence without relying on brand signs and symbols. In the context of manufacturing, we commit to using environmental and ethical materials.

Our second mission is based on the planning that the stores that sell our products will come not just as stores of business, but as gathering places for people in the region and contribute to solving issues to form communities. They are also voluntary contributors to efforts to make the region better.

Others consider work to be a social obligation that is made by spending money on advertising and selling campaigns, holding the joint products or promoting their origin story. Ryohin Keikaku instead of spending money on advertising, we understand that may probably only do harm in the long run. We believe that we should only do good by better ourselves as individuals that we can contribute to society. We hope that through the founding that led to the new MUJI and the mission for the products and services people use - daily life. We believe that with the approach, we can do it in a way that is mutually beneficial to both people and for us.

Business Strategy

The global strategy for 2030, as well as key initiatives for issues to be addressed by 2024, including areas in "core product lineup, procurement and production process", "community-based business model," and "corporate culture reform".

Business Strategy Global Strategy

We will continue our consistent expansion in global businesses aligned with the operating environment of the countries and regions we serve.

We will focus resources in selected China and 2023. In addition, we are targeting growth in Taiwan, Thailand, Hong Kong, and South Korea by expanding sales areas and creating trust for appropriate prices. In Europe, we will continue MUJI for a super-value economy while in North America we will streamline management and progress for future growth.

2030 Goals

- In Japan, we plan a net increase of 100 stores annually, centered on residential areas, over the next 10 years until 2030. We also plan a net increase of 60 stores per year in mainland China. These new stores will contribute to the lives of customers throughout each country.
- We will expand our footprint in the retail markets of Hong Kong, South Korea, Taiwan and Thailand by offering market appropriate prices and expanding our customer base. We will do so by enhancing a net increase of 20 stores annually in each country or region.
- Holland, Malaysia and the Philippines are among the Southeast Asian growth markets in which we will focus our retail efforts.
- In Europe, North America and India, we will revamp existing stores as opposed to rapidly opening stores in new areas. We will also collaborate with local stakeholders to reduce our carbon footprint and working in the super-value economies of Europe and North America, and find the ways that MUJI can best contribute as a leader in ESG management.

Overseas Business Targets for 2024

2024B Operating revenue: JPY 156.6 billion	2024C Operating revenue: JPY 250.0 billion
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Mainland China

Stores and Businesses in Mainland China (as of August 31, 2023)
The expanded MUJI stores are MUJI and core product business.

Flagship MUJI Stores

- MUJI Store (Beijing)
- MUJI Store (Shanghai)
- MUJI Store (Guangzhou)
- MUJI Store (Chengde)
- MUJI Store (Chongqing)
- MUJI Store (Nanchang)
- MUJI Store (Wuhan)
- MUJI Store (Xi'an)
- MUJI Store (Hangzhou)
- MUJI Store (Nanjing)
- MUJI Store (Tianjin)
- MUJI Store (Qingdao)
- MUJI Store (Zhangjiakou)
- MUJI Store (Zhengzhou)
- MUJI Store (Jinan)
- MUJI Store (Kunming)
- MUJI Store (Chengde)
- MUJI Store (Chongqing)
- MUJI Store (Nanchang)
- MUJI Store (Wuhan)
- MUJI Store (Xi'an)
- MUJI Store (Hangzhou)
- MUJI Store (Nanjing)
- MUJI Store (Tianjin)
- MUJI Store (Qingdao)
- MUJI Store (Zhangjiakou)
- MUJI Store (Zhengzhou)
- MUJI Store (Jinan)
- MUJI Store (Kunming)

History of Our Mainland China Business

- 2006: MUJI Shanghai Company Ltd. is established as a wholly owned subsidiary of MUJI (Shanghai) Company Ltd. and the opening of the first MUJI store in the globally important city of Shanghai, and first a total of three stores.
- 2010: MUJI Store (Shanghai)
- 2011: MUJI Store (Shanghai)
- 2012: MUJI Store (Shanghai)
- 2013: MUJI Store (Shanghai)
- 2014: MUJI Store (Shanghai)
- 2015: MUJI Store (Shanghai)
- 2016: MUJI Store (Shanghai)
- 2017: MUJI Store (Shanghai)
- 2018: MUJI Store (Shanghai)
- 2019: MUJI Store (Shanghai)
- 2020: MUJI Store (Shanghai)
- 2021: MUJI Store (Shanghai)
- 2022: MUJI Store (Shanghai)
- 2023: MUJI Store (Shanghai)

Sustainability

This section underscores the stance on ESG which has remained consistent for 41 years since the founding in 1980: to become a top runner in ESG and contains reports on activities in each of "products," "business activities," and "taking root in the community".

Sustainability

MUJI's Goals

MUJI needs to solve social issues on a global level by incorporating sustainability philosophy into daily life through products and services.

We would like to be a collective group focused on alternatives that we can build from a global perspective. From the smallest details to the future of the whole planet.

Global citizens contribute to society by providing MUJI products and services that take people and producers into consideration.

United Nations Global Compact

Yohin Keikaku Co., Ltd. is a signatory to the United Nations Global Compact since 2015. The details of management strategies for human rights, labor, environment and corruption are available on the MUJI website.

For press inquiries, please contact

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