

## Basic Information

# Management Team (As of November 26, 2021)



(Back row, left to right)

**Jun Arai**  
Outside Corporate Auditor

**Shingo Kawanokami**  
Corporate Auditor

**Asako Shimazaki**  
Director

**Satoshi Shimizu**  
Senior Managing Director

(Front row, left to right)

**Masayoshi Yagyu**  
Outside Director

**Satoru Matsuzaki**  
Vice Chairman and Director

**Masaaki Kanai**  
Chairman and Representative Director





**Satoshi Okazaki**  
Director

**Masaru Hattori**  
Outside Corporate Auditor

**Kei Suzuki**  
Full-time Corporate Auditor












**Nobuo Domae**  
President and Representative Director

**Isao Endo**  
Outside Director

**Atsushi Yoshikawa**  
Outside Director

## Basic Information

# Directors and Corporate Auditors (As of November 26, 2021)

	Name/Position	Responsibility	Attendance at meetings of the Board of Directors (Fiscal year ended August 31, 2021)	Number of years in office	Number of shares owned*	
	<b>Masaaki Kanai</b> Chairman and Representative Director	Board of Directors Remuneration Advisory Committee Nomination Advisory Committee	16/16 (100%)	21 years, 6 months	112,800 shares	
	<b>Satoru Matsuzaki</b> Vice Chairman and Director	Board of Directors	16/16 (100%)	10 years, 6 months	16,900 shares	
	<b>Nobuo Domae</b> President and Representative Director	Board of Directors (Chairperson) Remuneration Advisory Committee Nomination Advisory Committee	16/16 (100%)	2 years, 6 months	5,500 shares	
	<b>Satoshi Shimizu</b> Senior Managing Director	Board of Directors	16/16 (100%)	6 years, 6 months	3,500 shares	
	<b>Satoshi Okazaki</b> Director	Board of Directors	16/16 (100%)	6 years, 6 months	4,300 shares	
	<b>Asako Shimazaki</b> Director	Board of Directors	—	Newly elected	9,490 shares	
	<b>Isao Endo</b> Director	Board of Directors Remuneration Advisory Committee (Chairperson) Nomination Advisory Committee	15/16 (94%)	10 years, 6 months	20,800 shares	
	<b>Masayoshi Yagyu</b> Director	Board of Directors Remuneration Advisory Committee Nomination Advisory Committee (Chairperson)	15/16 (94%)	5 years, 6 months	2,700 shares	
	<b>Atsushi Yoshikawa</b> Director	Board of Directors Remuneration Advisory Committee Nomination Advisory Committee	16/16 (100%)	3 years, 6 months	2,800 shares	
	<b>Kei Suzuki</b> Full-time Corporate Auditor	Board of Directors Board of Auditors (Chairperson)	—	Newly elected	35,600 shares	
	<b>Shingo Kawanokami</b> Corporate Auditor	Board of Directors Board of Auditors	16/16 (100%)	2 years, 6 months	600 shares	
	<b>Masaru Hattori</b> Corporate Auditor	Board of Directors Board of Auditors	16/16 (100%)	13 years, 6 months	19,900 shares	
	<b>Jun Arai</b> Corporate Auditor	Board of Directors Board of Auditors	14/16 (88%)	1 year, 6 months	700 shares	

Note: The above does not encompass all of the experience and knowledge possessed by the officers. Only the major aspects are presented.

\* As of August 31, 2021

	Corporate management	Retail/Sales/ Marketing	Product development	Production/ Procurement/ Logistics	IT/General technologies	Overseas operations	Culture/ Society	ESG/ Sustainability/ Diversity	Administration	Legal affairs/ Risk management	Concurrent positions
	○	○	○	○			○	○			・ Outside Director; Audit and Supervisory Committee Member, Members Co., Ltd.
	○	○				○	○	○	○	○	—
	○	○		○	○	○	○	○			・ Outside Director, Monex Group, Inc.
	○	○	○	○		○	○				—
	○	○	○	○	○	○	○				—
	○	○	○			○	○	○			—
	○	○		○		○		○	○	○	・ Representative Director, Cena Corporation ・ Outside Director, Sompco Holdings, Inc. ・ Outside Director, Nextage Co., Ltd.
	○			○	○	○	○				・ Outside Director, Chubu Electric Power Grid Co., Inc.
	○				○	○	○	○	○	○	・ Advisor, Nomura Real Estate Development Co., Ltd.
	○	○	○			○			○	○	—
		○				○	○				—
	○								○	○	—
	○			○		○	○	○	○	○	・ Outside Director, Sumitomo Mitsui DS Asset Management Company, Limited ・ Outside Director, Kyowa Kirin Co., Ltd.



# Messages from Outside Directors

## We are building an independent corporate culture to solidify our business foundation.



**Isao Endo**

Outside Director

### At a Major Turning Point, Board Discussions Are Going Deeper

Since I was appointed as an outside director in 2011, MUJI has aggressively opened stores overseas, and grown from a Japan-centered business into a global brand. However, some issues have become apparent, such as excess inventories and core information systems. Ryohin Keikaku is now at a major turning point, and I see this as a reset period for achieving the new medium-term business plan. Therefore, discussions at Board of Directors meetings are becoming more focused and substantial, and are being conducted with greater vigor – for example, by sending back proposals that are not practical. Even though the Board of Directors already has outside directors and outside corporate auditors, I think that adding women and non-Japanese people to the Board will promote deeper discussions from even more diverse perspectives.

### Creating an Independent Corporate Culture Suited to the Company

We are striving to achieve our vision for the period leading up to 2030 – “being an indispensable part of daily life for people,” and

“taking root in local society.” This is a very appealing strategy that is characteristic of the Company. The SDGs and ESG are becoming household terms, and to that end I think MUJI’s core concepts and origins have always been rooted in sustainability. Simply stated, the times have caught up with MUJI, so Ryohin Keikaku now has to take another step forward. Now is the time for the Company to raise all aspects of management – risk management, governance, operations, and so on – to a higher level. Consequently, there is a pressing need to recruit talented professionals from outside, in addition to in-house development of human resources. Collaboration between existing employees who empathize with MUJI’s ideas and talented people from outside will lead to further evolution. In fact, that change is already starting to happen.

It is also necessary to elevate the strategy from “sharing” to “empathy.” First of all, directors and other officers need to speak passionately to division managers about the new strategies and policies in their own words. Division managers then need to talk to area and store managers to develop employees who have a sense of ownership. This will take time and effort, but it will result in employees empathizing with managers who put strategies into practice on the front lines, which will lead to actions that help achieve targets. In addition, the phrase “taking root in local society” does not specify how or what we will contribute. A key factor in achieving the goals of the medium-term business plan will be increasing the number of people who do not seek answers from upper-level management, but find and implement the answers in front-line operations – in other words, independent employees. If we foster an independent corporate culture by developing independent employees, I believe we can establish a sustainable organization that is suited to the Company.

### Overcoming Challenges and Bringing Out Our Full Potential

Some shareholders wonder why we can’t grow more when we have such great potential, and feel our efforts are insufficient. While we have unique strengths, I think there are certain challenges we have been unable to overcome. At Board of Directors meetings up to now, we have conducted discussions about strategy, but there has also been considerable debate about dealing with operational issues. As an outside director who speaks for shareholders, I will continue to monitor management while engaging in in-depth discussions to help the Company truly overcome the issues it faces and build on its strengths to achieve growth.

## **We will make further advances by thoroughly following the basics of manufacturing with our production partners.**



**Masayoshi Yagyu**

Outside Director

### **Bringing Together Employees Who Share Our Philosophy**

Since I became an outside director, I have made dozens of visits to factories in Malaysia and Vietnam that manufacture products for MUJI, as well as factories, distribution centers and other sites in Japan. The basics of manufacturing are no different from the automotive parts manufacturer where I serve as an advisor.

At Ryohin Keikaku, employees with strong individuality who share the Company's philosophy of humbly developing products as an antithesis to the mass consumption society, come together and work hard to develop and sell those products.

### **Cementing Relationships of Trust with Production Partners**

The Company has set the very ambitious targets of increasing sales by six times and profit by 10 times by 2030. To achieve those targets, it has established two key pillars: strengthening the supply chain to build a solid procurement network by 2024, and creating a global merchandise headquarters. Product planning and sales will be done by Ryohin Keikaku, but since many of the companies that it outsources production and

logistics operations to are spread out around the world, a stronger framework to control them is now essential. The Company must further raise efficiency as it expands its scale, and never allow the risk of being unable to meet quality, delivery, and cost targets to materialize. Therefore, I believe the key to success is to join hands with suppliers who understand our philosophy and will cooperate with us to gradually reduce costs while maintaining quality through continuous improvements.

To ensure human rights in the supply chain, we should verify conditions locally with our own eyes. In addition, we must sharpen our own skills and acquire the ability to engage with suppliers on an equal footing, with an eye on on-site conditions and manufacturing standards as well as a focus on our leadership capability. Teaming with production partners who are prepared to work in partnership will enable us to achieve higher goals.

### **Energizing the Board of Directors with Diverse Opinions**

We have time to chat with the chairman and president before Board meetings, which is an opportunity to talk frankly about the items on that day's agenda. We also receive briefings on the state of discussions, circumstances, and results of activities inside the Company, which is very useful in terms of formulating our opinions.

Currently, the outside directors, all of whom have expertise in specialized fields, express their opinions freely. I provide monitoring and advice in the fields of production and logistics, which are my areas of expertise, and I have been watching the evolution of the Company's factories and distribution centers. As chairperson of the Nomination Advisory Committee, I also listen to the ideas of many candidates in various settings, make judgments that take their performance into account, and select people who seem qualified.

Finally, many of the customers who purchase MUJI products are women. By adding more women to the Board of Directors, we can deepen discussions about MUJI's various measures from more diverse angles, which will support the Company's further evolution.

## A clear and consistent philosophy and support from local communities are the keys to growth.



**Atsushi Yoshikawa**

Outside Director

### Maintaining MUJI's Uniqueness Is Most Important

I have been an outside director for three years. I feel that MUJI products are made from the viewpoint of people, with a clear and consistent philosophy. The presence of MUJI products has also grown naturally in my own home. As a user of those products, I think the reason for MUJI's existence would be lost if customers thought products didn't have that MUJI uniqueness or suspected the company was just trying to clear out inventory. I believe the most important risk management task is for all employees to work on maintaining the qualities that make MUJI unique.

But implementing risk management does not mean that all risks will go away. When a risk manifests, it is important that we not avert our eyes, but take swift, appropriate action to address it. Senior management in particular, should openly and promptly share information about risks within the Company, and sincerely respond to them. If employees only look at the work in front of them, they might overlook risks or turn a blind eye to risks in their own department. In my view, creating an organization in which employees pay close attention not only to their own department but also to earlier and later processes encourages

people working on the front lines to speak up when they discover a risk. That is true risk management.

### Local Roots to Support Organic Growth

The medium-term business plan is aimed at establishing a business structure and local management teams to support organic growth in each overseas market. In entering overseas markets, we first need to clearly define the objective of our expansion in that country or region – for example, do we want to sell products or source products there? Operations in the U.S. have also begun to move in a new direction after completing Chapter 11 proceedings in August 2021, but our objective is not just to expand overseas operations; it is vital to achieve sustainable growth by developing stores in countries and regions where there is a need for MUJI products and services. A key element in putting overseas expansion on track is human resources. It is important to appoint local employees who like MUJI and want to be involved in MUJI's management to managerial positions. When I visited our stores in Vietnam and the Philippines, MUJI's concept was displayed prominently on the walls. If that leads people who share MUJI's ideology and want to work with us to join the Company, and if more of them can grow and master the basics of their job, we will broaden our access to a better pool of human resources.

### Becoming a Company That Is Appreciated

When I was appointed outside director, the agenda items and materials for Board meetings were not always provided ahead of time, but that has since been improved. For major topics of discussion, such as the new compensation system, outside directors from diverse backgrounds express their opinions and have discussions in the Executive Advisory Committee, which is separate from the Board of Directors. I am also involved in the director appointment process as a member of the Nomination Advisory Committee, and have been considering potential candidates for the next representative director since about a year ago. I also have opportunities to judge their character, and have been able to fully vet them from my position as an outside director.

Currently, the Company has set forth a management philosophy of "public-interest and people-centered management," and is committed to becoming a leader in ESG management. I am committed to doing my part as an outside director to ensure that the Company makes products that are unique to MUJI and reflect the ideas it has upheld since its founding, so that people in the communities where we operate will be glad that MUJI is there.



# Message from an Outside Corporate Auditor

**We aim to become a company that leads the sustainability movement with the ideals of change and improvement.**

## **Continually Asking “What Is a Good Product?”**

I have been an outside corporate auditor for about a year and a half. My impression of Ryohin Keikaku is that it is a company that supports daily living by bringing people “good products” that are truly necessary for their lives, and products with no frills. Up to now, Ryohin Keikaku has expanded its business with considerable speed. The Company’s values embodied by MUJI stores have clearly been accepted by many people.

## **Change, Improvement and the Challenge of Sustainability**

Ryohin Keikaku’s core value is “to contribute to people and society.” However, I feel that the lifestyles of people around the world are changing dramatically. I have the sense that society and lifestyles will not go back to the way they were before even after the COVID-19 pandemic ends. To meet the constantly changing requirements of society, Ryohin Keikaku needs to change the added value it creates while preserving its core value. A major key for any company’s growth is its ability to respond to changing markets. We cannot rest on past successes but must reform by focusing our energy on the things we should change, and maintain and further strengthen the things we should not change. Whether we will be able to keep a good balance between these two objectives will depend on the success of the current medium-term business plan. This challenge is positioned as the “Second Founding,” and the Company is implementing wide-ranging reforms, including in store expansion, product development and sales, personnel, and the compensation system.

MUJI, which was created from the core value of “contributing to people and society,” is a brand that has high affinity with sustainability, which is becoming increasingly important worldwide. I would like Ryohin Keikaku, which continues to support many people’s daily lives, to strive to be a leader in ESG management and go forward with the determination to be a company that leads sustainability at a global level.

## **Boosting the “Second Founding” from Diverse Perspectives**

Some hold the view that confirming the legality of management operations and the details of financial statements is the primary role of a corporate auditor, but I believe that we also have the important duty of judging whether management always thinks about Ryohin Keikaku and society before moving forward. The pursuit of profit is important for a company, of course, but that is



**Jun Arai**

Outside Corporate Auditor

based on premises that have no room for compromise – not neglecting the quality and safety of products, for example.

If reform and improvement are “aggressive” governance, then enhancement of internal controls and the like would be “defensive” governance. For Ryohin Keikaku, which is aiming to achieve its “Second Founding,” strengthening defensive governance is critical. For example, to ensure that identification of risks and rapid reporting and response when matters of concern arise are not delayed due to expansion of the scale of business, steps are being taken such as creating a system to correctly grasp information including product trends in a timely manner.

At Board of Auditors meetings, we have discussions from multiple viewpoints, and express our opinions to management. As a corporate auditor, I am committed to boosting the “Second Founding,” strategy, which is aggressive governance, while closely watching the progress of defensive governance improvements.



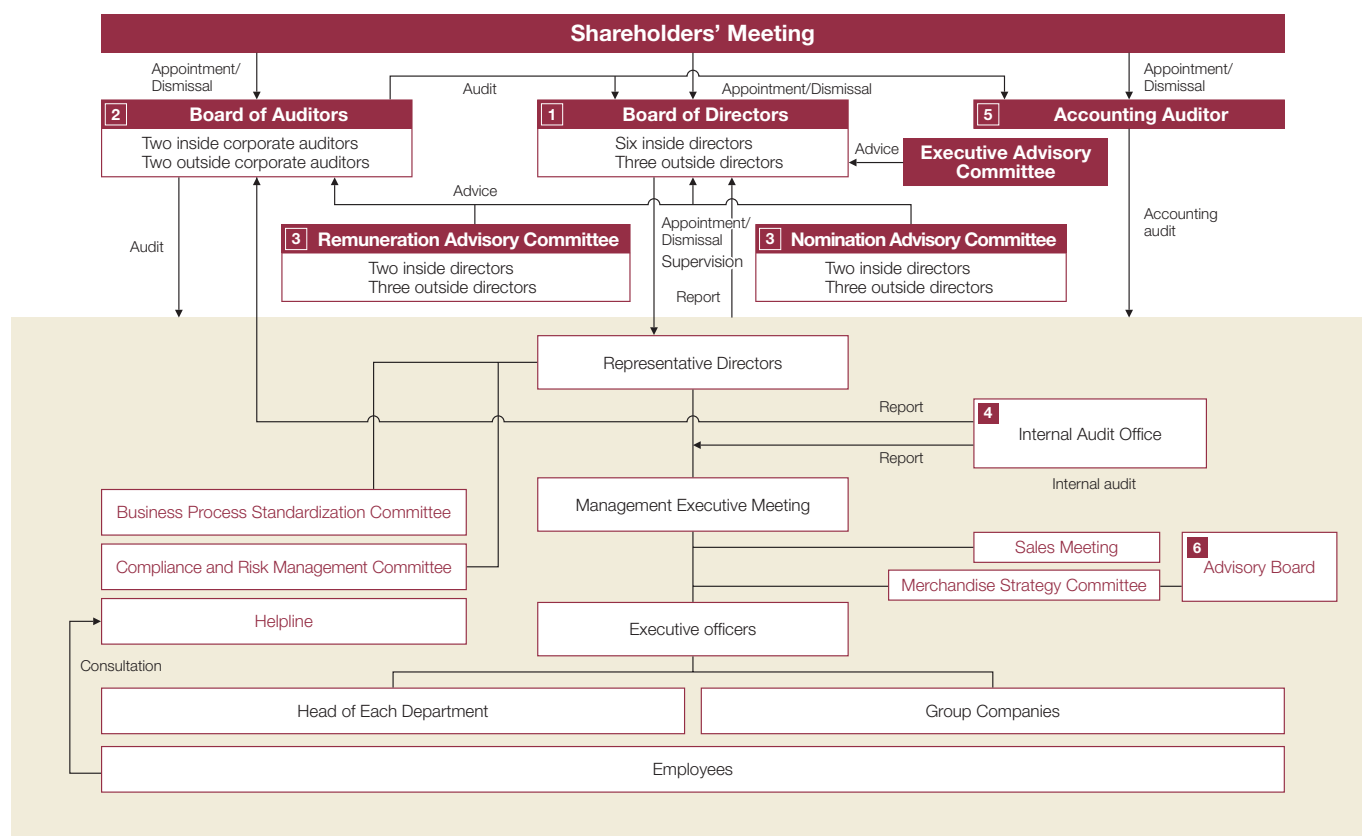
## Basic Information

# Corporate Governance

## Basic Policy

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

## Corporate Governance System



Execution of duties is led by the organizational bodies (primarily the Board of Directors) that review and confirm policies and issues related to management and business operations. At Board of Directors meetings, which are held once a month in principle, important management decisions are made, and the directors' execution of duties is monitored. In the Executive Advisory Committee, which is convened by the representative director, key issues and measures are examined. Appointment of people involved in management and the plan for amount of remuneration in line with business results are decided through the Nomination Advisory Committee and the Remuneration Advisory Committee. We have also established the HR Succession Planning Committee, Business Process Standardization Committee, Compliance and Risk Management Committee, Merchandise Strategy Committee, Occupational Safety and Health Committee, and Quality Improvement Committee as forums for cross-organizational deliberation and implementation of measures for Company-wide issues. The Board of Auditors, which audits management and operations in general, comprises four corporate auditors (two of whom are outside corporate auditors) and is a highly independent organization. It regularly meets and liaises with the accounting auditor and the Internal Audit Office, which oversees internal audits, and reports and exchanges information on accounting and compliance matters at meetings of the Board of Auditors. The full-time corporate auditor is a regular member of the Business Process Standardization Committee and works to stay informed about activities in front-line operations. In addition to these systems, we have three outside directors on our Board of Directors and are strengthening our governance system.

Monitoring of directors' execution of their duties is done by the outside directors and outside corporate auditors, and we believe that our appointment of three outside directors and two outside corporate auditors has made adequate verification from professional and objective viewpoints possible.

## 1 Board of Directors

Number of meetings: 16  
Attendance rate: 98%

Currently, taking into account the size of the Company, its organizational status and staff mobility, the Board comprises six inside directors (six directors doubling as executive officers) and three outside directors, who were appointed as independent directors in accordance with rules stipulated by the Tokyo Stock Exchange, and who are registered to the TSE. The supervisory functions and managerial responsibility of the Board of Directors are clearly stipulated, and we also promote delegation of authority, including reviews of the board system and decision-making systems as appropriate, in order to accelerate the implementation of processes.

## 2 Board of Auditors

Number of meetings: 15  
Attendance rate: 100%

The Company has adopted an audit board system. Currently, the Board of Auditors comprises four members (including one full-time corporate auditor). Two of the four members are appointed as independent officers in accordance with rules stipulated by the Tokyo Stock Exchange and these members are registered to the TSE. The Board of Auditors audits the directors' execution of their duties by attending Board meetings and checking important documents. In addition, the Board of Auditors regularly liaises with the Internal Audit Office, which conducts internal audits, and with the accounting auditor, who conducts accountancy services.

## 3 Remuneration Advisory Committee Nomination Advisory Committee

Remuneration Advisory Committee: 7 times, 100%  
Nomination Advisory Committee: 6 times, 100%

The Remuneration Advisory Committee (consisting of three outside directors, including one chairperson, and two inside directors) advises the Board of Directors on the payment of directors. The Nomination Advisory Committee (consisting of three outside directors, including one chairperson, and two inside directors) advises the Board of Directors on the nomination of directors.

## 4 Internal Audit Office

The Internal Audit Office, which currently comprises seven members, conducts internal audits. The office audits the status of compliance with internal rules and manuals at stores and headquarters, the appropriateness and effectiveness of overall business activities and procedures, etc. Audit results are regularly reported to the representative directors and the Board of Directors.

## 5 Accounting Auditor

As for financial audits, we have established an environment for fair auditing with a team comprising two certified public accountants (Ms. Miho Kawabata and Mr. Yosuke Sato), six assistant certified public accountants, and 14 other members associated with KPMG AZSA LLC.

## 6 Advisory Board

The Advisory Board is an organization unique to Ryohin Keikaku. It meets to discuss and make policy on the path MUJI should take and how to respond to the times based on our founding philosophy and sense of incongruity with society.

## Assessment of Effectiveness of the Board of Directors

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

### Summary of Assessment Process

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

#### Evaluation categories in the questionnaire:

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

(2) Based on the assessments of the directors and corporate auditors with the above questionnaire format, the Board secretariat summarized the results.

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

### Results of the Assessment

(1) Summary of Scores (Average score for each category)

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

- 1) Composition of the Board of Directors (Average score: 3.9) (Previous assessment: 4.3)
- 2) Operation of the Board of Directors (Average score: 3.6) (Previous assessment: 3.4)
- 3) Enhancement of discussions in the Board of Directors (Average score: 3.7) (Previous assessment: 3.6)
- 4) System supporting the Board of Directors (Average score: 3.4) (Previous assessment: 3.1)
- 5) Enhancement of relationship with shareholders and other stakeholders (Average score: 3.4) (Previous assessment: 3.3)

(2) Summary of Assessment Results

The results of the questionnaire above showed that the Board of Directors is evaluated as exceeding the minimum necessary level for the most part. However, we identified issues including the need to increase opportunities for making reports and discussing business execution in relation to business plans and strategies. Other issues included enhancing the system for supporting the Board of Directors through timely information sharing and further enhancement of opportunities to exchange information among independent directors.



### Future Initiatives

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

- (1) Enhancement of strategies related to medium-term business plans and regular reporting and discussions regarding the status of revolving issues with business execution
- (2) Enhancing exchange of opinions among independent directors and optimization of opportunities for information sharing
- (3) Ensuring early distribution of documents for Board of Directors meetings in advance
- (4) Enhancement of appropriate disclosure of information to all stakeholders

### Policy for Appointment and Dismissal of Directors

#### Policy for Appointment of Officers

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

#### Number and Term of Directors

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

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

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

There is no specific person or department in charge of the support system for outside directors and outside corporate auditors, but the Corporate Planning Office provides information, including distributing the agenda of Board of Directors meetings in advance, and the Internal Audit Office, which conducts internal audits, assists outside auditors in execution of their duties.

#### Training Policy

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

### Executive Remuneration System

#### Policy for Determining Executive Remuneration

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

Remuneration of outside directors and corporate auditors consists solely of base compensation, and there are no components that fluctuate with performance.

#### Determination Process

Base compensation:

Determined according to position after discussion by the Remuneration Advisory Committee, of which outside directors make up the majority of members, and the results of the discussion are reported to the Board of Directors.

Performance-based bonuses:

Determined after discussion by the Remuneration Advisory Committee, of which outside directors make up the majority, and the results of the discussion are reported to the Board of Directors.

Non-monetary compensation:

Determined after discussion by the Remuneration Advisory Committee, of which outside directors make up the majority, and the results of the discussion are reported to the Board of Directors.

### Ratio by Type of Compensation

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

The ratio of base compensation, performance-based bonuses, and non-monetary compensation, etc., is designed so that the composition will be as shown in the table below if 100% of the target is achieved.

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

Composition (%)	Monetary compensation		Non-monetary compensation	Total
	Base compensation	Performance-based bonuses	Restricted shares	
Representative director	33.3	33.3	33.3	100
Director	40	40	20	100
Outside director	100	—	—	100

### Amount of compensation by officer category, amount by type of compensation and number of officers eligible

Officer category	Total compensation (Million JPY)	Total amount by type of compensation (Million JPY)					Number of officers eligible
		Base compensation	Stock options	Bonuses	Retirement benefits	Non-monetary compensation, etc. included at left	
Directors (excluding outside directors)	251	171	43	36	—	43	6
Corporate auditors (excluding outside corporate auditors)	12	12	—	—	—	—	1
Outside officers	50	50	—	—	—	—	6

1. Compensation paid to the Company's directors (excluding outside directors) in the form of share acquisition rights issued as stock options was approved at the 37th Ordinary General Meeting of Shareholders (May 25, 2016) to be JPY 100 million or less per year. The amount above is share acquisition rights granted to six directors, as approved at the Board of Directors meetings held on June 24, 2020 and December 23, 2020.
2. Bonuses are directors' bonuses charged to expenses as provision for bonuses for directors (and other officers) during the fiscal year.
3. Non-monetary compensation of directors (excluding outside directors) is all in the form of stock options.
4. The total amount of compensation of each officer is not disclosed as there are no officers whose total compensation exceeded JPY 100 million.
5. In addition to the compensation above, the Company issues paid stock options for which payment is made at fair value.

## About Cross-Shareholdings

### Basic Policy

We will consider holding stocks as cross-shareholdings only in cases where the effects, such as facilitation of business, are recognized as significant. We specifically verify those effects to determine whether the purpose of holding the stock, and the related benefits and risks, are commensurate with the capital cost. For cross-held stocks whose effect has diminished, the Board of Directors judges the rationality of continuing to hold the shares each year, and if it judges that holding them is no longer appropriate, we reduce the cross-held shares after considering the effect on the stock market and the Company's financial condition.

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

### Cross-Shareholdings

(Million JPY)

	2018/2	2019/2	2020/2	2020/8	2021/8
Number of stocks	8	6	5	5	4
Total amount on balance sheet	12,321	4,199	3,791	3,792	4,730



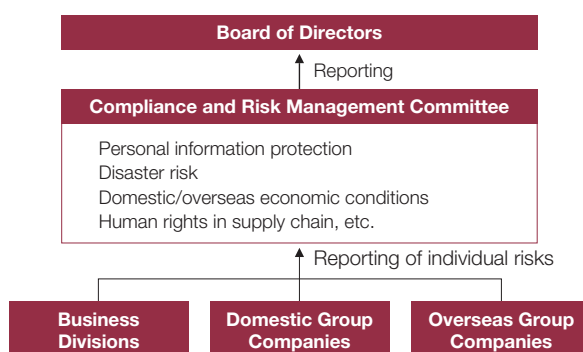
## Basic Information

# Compliance and Risk Management

## Basic Approach

We believe that the foundation for gaining the trust and support of local communities is not only legal compliance, but also fair, honest and ethical conduct by all Group employees. Therefore, the Ryohin Keikaku Group Compliance Code of Conduct has been established and is posted on the Company website as well as in a booklet distributed to directors, corporate auditors, executive officers and employees. The Group Compliance Code of Conduct is reviewed by the Board of Directors periodically, and decisions regarding its revision are made after discussion at meetings of the Board of Directors.

## Compliance and Risk Management Structure



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

## Anti-Corruption Measures

We have established anti-corruption regulations (Ryohin Keikaku Group Anti-Bribery Regulations, Anti-Bribery Guidelines) approved by the Board of Directors, which aim to prohibit bribery of public officials and ensure compliance with anti-corruption laws and regulations with regard to entertainment, gifts, invitations, donations, facilitation payments, insider trading, money laundering, embezzlement, obstruction of justice, etc. Bribery is explicitly prohibited in these regulations. Entertainment, gifts, invitations and donations are subject to the prior approval of either the department manager or the Compliance and Risk Management Committee chairperson, who approves only those items that are not deemed to be bribery. In addition, the Company seeks to fully prevent corrupt practices through the implementation of employment regulations stipulating that employees shall not offer improper entertainment, lend or borrow money or goods, or give or receive money or goods improperly in the course of business.

## Initiatives for Fostering Compliance Awareness

The Ryohin Keikaku Group Compliance Code of Conduct has been established to promote compliance with ethical standards and social norms, laws and internal regulations through in-house training programs and awareness raising activities. In accordance with the Group Compliance Code of Conduct, anti-harassment training is conducted regularly for newly appointed managers in order to prevent harassment and improve management skills. From September to December 2020, approximately 130 employees participated in this training. The Ryohin Keikaku Group also regularly holds training sessions for its employees to ensure that they are fully aware of the anti-corruption policies. In the fiscal year ended August 31, 2021, no employees were disciplined or dismissed for violation of our anti-corruption regulations or for violations of regulations related to corruption as set forth in the employment rules. In addition, we have not paid any fines, penalties or settlements in connection with corrupt practices.

## Internal Reporting System

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

This support system is available to all employees of Ryohin Keikaku and its domestic and overseas subsidiaries. This includes directors, employees (including contract employees, partner employees and part-time workers) and temporary employees.

Any person may make a report to the helpline by telephone, email (including those using an anonymous system) or in person.

The results of investigations, with the exception of the names of whistleblowers, will be reported to the president, and, if necessary, internal procedures may be taken as provided in the Rules of Employment, including the formulation of measures to prevent recurrence, the issuance of work orders and instructions, and disciplinary action and other personnel measures, as well as necessary external measures such as press releases, media relations and criminal charges.

A total of 98 consultations were received in the fiscal year ended August 31, 2021.

## Tax Policy

The overall aim of the tax policy is to reflect and support our business. The policy covers issues including ensuring a sustainable tax rate, mitigating tax risks in a timely and cost-efficient manner and complying with applicable tax laws and regulations in the countries or regions in which the Group operates.

We are committed to:

- Complying with all applicable tax laws and regulations in the countries or regions in which the Group operates. We will also follow the standards regarding tax activities issued by international organizations (OECD, EU, UN, etc.).
- Minimizing the tax risk arising from legislative and regulatory changes in each country or region.
- Applying diligence and due care in our management of the processes and procedures by which all tax-related activities are undertaken, and ensure that our tax governance is appropriate.

## Our Approach to Risk Management

We identify and assess potential risks, and depending on the possible impact and likelihood of manifestation, take measures to minimize such risk.

## Risk Management Initiatives

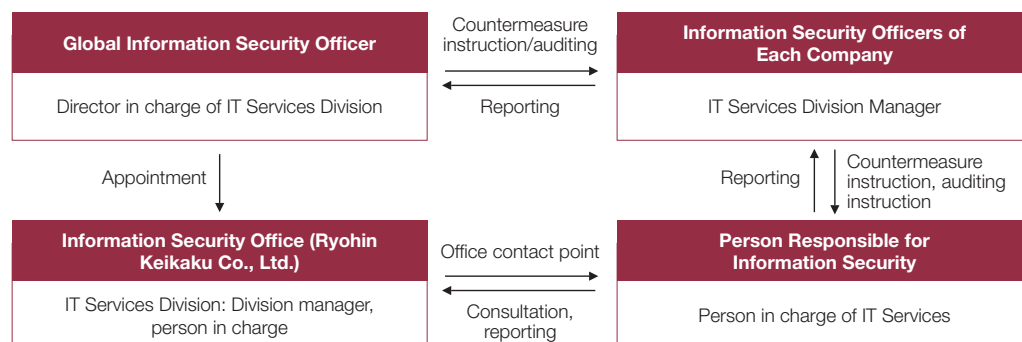
The Compliance and Risk Management Committee has prepared a risk management list to help each department recognize possible risks and understand how to respond to them. The risk management list corresponds to Ryohin Keikaku's operations manual, ensuring that information on specific responses and measures is made easily accessible. The Compliance and Risk Management Committee meets at least twice a year to determine issues, discuss responses and monitor the progress of responses. It reports the results periodically to the Board of Directors. A reporting contact point has been set up to collect comprehensive information on risks. Meetings of committees in various specialized fields are also held regularly. In particular, product quality, the Group's most important operating resource, is discussed from various angles in the Quality Improvement Committee, with the aim of further enhancing quality control.

## Response to Natural Disasters

We ensure the safety of our employees in the event of a natural disaster. We have introduced a system that enables employees to quickly report status using a smartphone application, and in order to improve effectiveness, we regularly conduct safety confirmation drills and lectures on initial responses to disasters. The headquarters office stockpiles foodstuffs on a rolling stock basis, and stores are equipped with flashlights and other emergency supplies.

## Information Security

We have established a global information security policy, and work to ensure the security of our information assets.

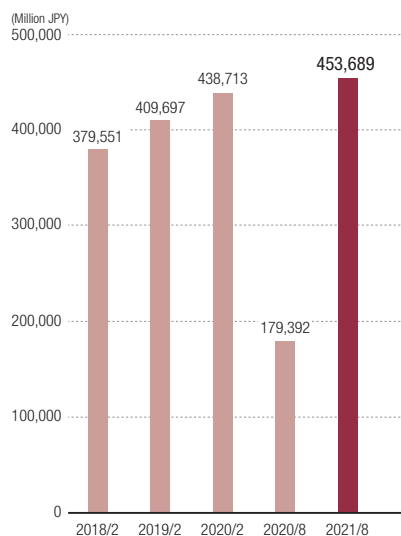




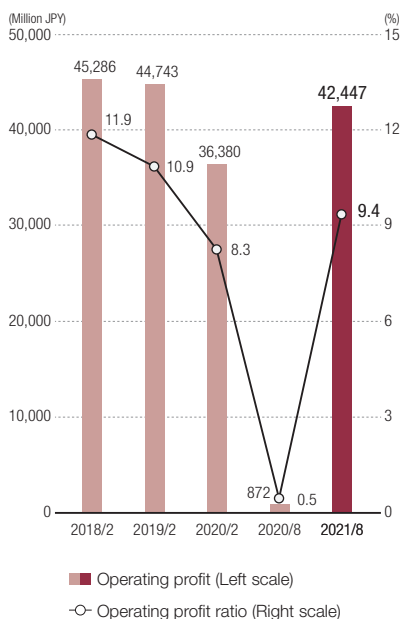
## Basic Information

# Financial and Non-Financial Highlights

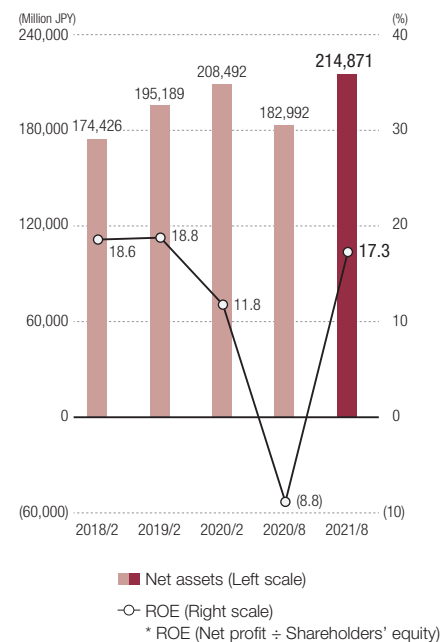
### Operating Revenue



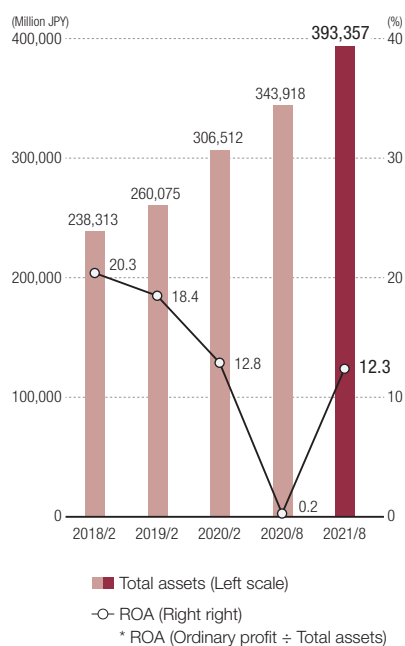
### Operating Profit/ Operating Profit Ratio



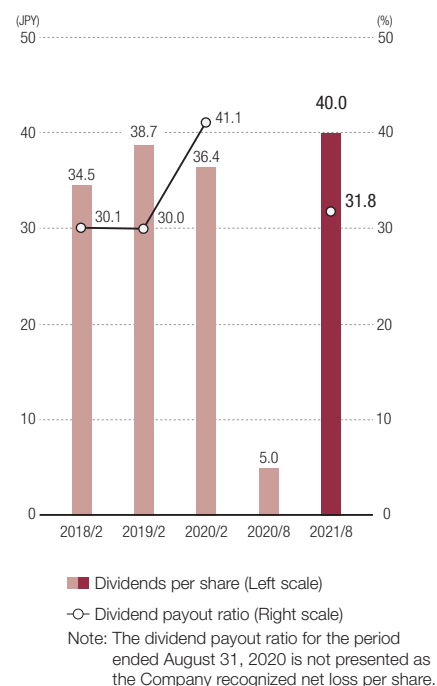
### Net Assets/ROE\*



### Total Assets/ROA\*

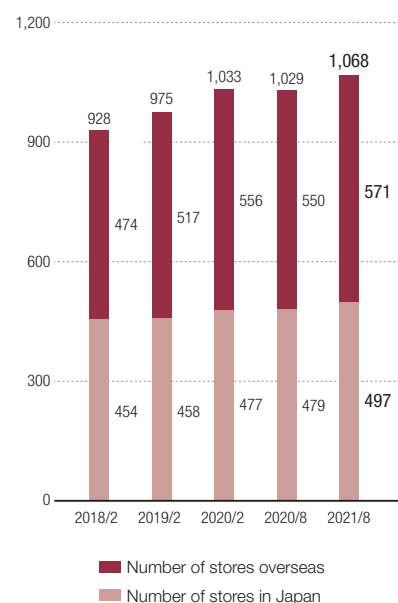


### Dividends Per Share/ Dividend Payout Ratio



### Number of Stores (Total) in Japan and Overseas

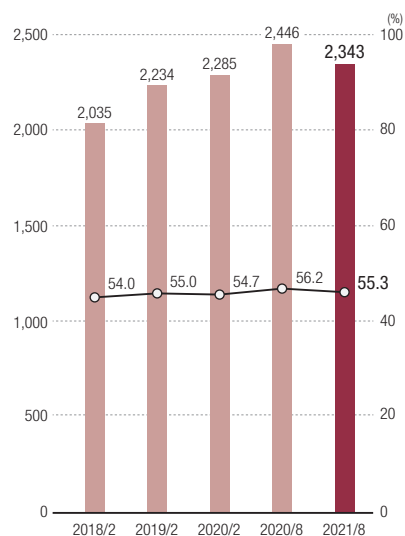
(Includes licensed stores, Café&Meal MUJI and IDÉE)



Note: 2020/8 was a six-month period from March 1 to August 31, 2020 due to a change in the fiscal year.

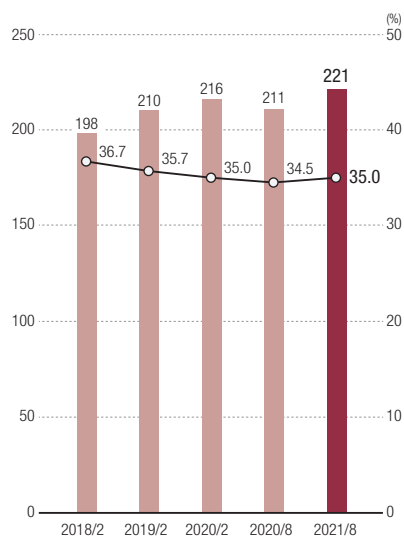
## Number of Employees/ Percentage of Female Employees\*

Number of employees at the end of the period.



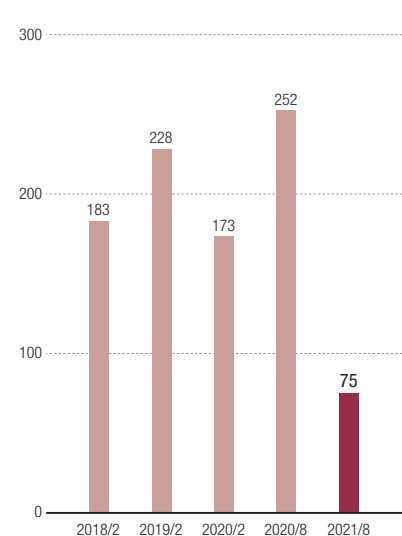
■ Number of employees (Left scale)  
○ Percentage of female employees (Right scale)

## Number of Women in Managerial Positions/Percentage of Total Managerial Positions\*



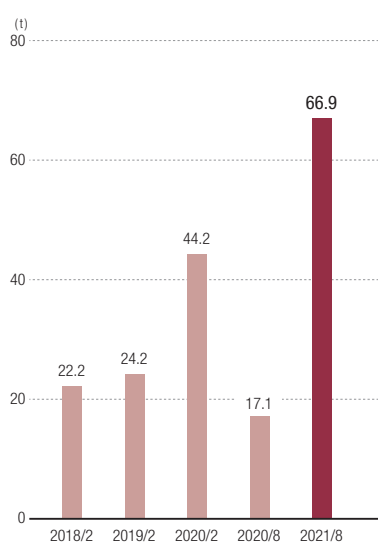
■ Number of women in managerial positions (Left scale)  
○ Percentage of total managerial positions (Right scale)

## Number of New Employees Hired\*



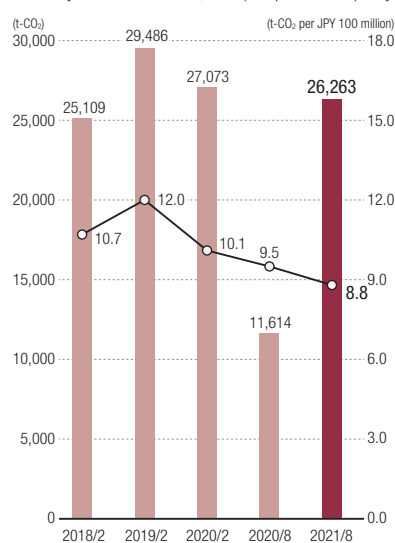
■ Total of newly graduated and mid-career hires

## Volume of Textile Products Collected\*



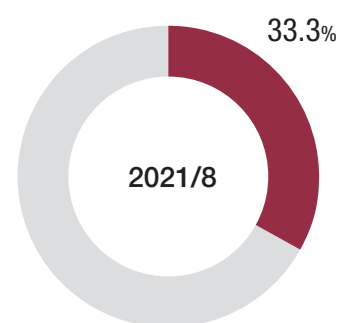
## CO<sub>2</sub> Emissions/ Emissions per Unit of Operating Revenue

Note: Ryohin Keikaku Co., Ltd. (Scope 1 and 2) only



■ CO<sub>2</sub> emissions (Left scale)  
○ Emissions per unit of operating revenue (Right scale)

## Percentage of Outside Directors



\* Ryohin Keikaku Co., Ltd. only

## Basic Information

# 11-Year Summary

	2011	2012	2013	2014	2015
<b>Profit and Loss (Consolidated)</b>					
Operating revenue	169,748	178,186	188,350	220,620	260,254
(Domestic)	—	—	—	171,923	182,701
(Overseas)	—	—	—	48,472	77,546
Gross operating profit	77,271	81,596	87,376	101,665	122,831
Selling, general and administrative expenses	63,371	66,158	69,024	80,749	98,984
Operating profit	13,900	15,438	18,351	20,916	23,846
Operating profit ratio (%)	8.2	8.7	9.7	9.5	9.2
Ordinary profit	14,229	16,135	19,760	23,047	26,602
Profit attributable to owners of parent	7,859	8,850	10,970	17,096	16,623
Cash flows from operating activities	7,155	9,729	13,176	15,117	14,619
Cash flows from investment activities	(3,381)	(4,747)	(4,945)	(17,842)	(22,193)
Cash flows from financing activities	(6,075)	(3,120)	(2,540)	(5,385)	11,377
Depreciation	3,268	3,201	3,186	4,179	4,887
<b>Financial Position (Consolidated)</b>					
Total assets	97,481	102,293	119,360	140,229	186,947
Net assets	78,502	83,528	96,050	111,015	128,670
<b>Key Performance Indicators (Included in consolidated key financial indicators)</b>					
Return on equity (ROE) (%)	10.3	11.1	12.5	17.0	14.3
Equity ratio (%)	78.9	80.0	78.3	76.9	67.0
Return on assets (ROA) (%)	14.5	16.2	17.8	17.8	16.3
Turnover of merchandise (%)	—	—	—	3.73	3.10
<b>Per-share Data</b>					
Earnings per share (EPS) (JPY) <sup>1</sup>	28.59	33.04	40.95	64.46	62.75
Net assets per share (BPS) (JPY) <sup>1</sup>	287.10	305.56	348.80	407.19	472.37
Dividends per share (JPY) <sup>1</sup>	11.0	11.0	11.0	15.5	19.0
Dividend payout ratio (%)	38.5	33.3	26.9	24.0	30.3
<b>Other Data</b>					
Number of MUJI stores in Japan	359	372	379	385	401
Number of MUJI stores overseas	134	163	206	255	301
Total sales floor space in Japan (m <sup>2</sup> ) <sup>2</sup>	261,431	263,177	265,037	270,250	282,083
Number of employees	2,595	2,734	3,069	4,101	4,795
Number of temporary employees <sup>3</sup>	4,387	4,721	5,307	6,934	7,242
Cumulative total of registered members (including MUJI passport) (thousand people) <sup>4</sup>	—	—	—	1,407	3,367

1. The Company conducted a 10-for-1 share split of its common shares on September 1, 2019. The amounts of earnings per share, net assets per share, and dividends per share are presented assuming that the share split was conducted at the beginning of the fiscal year ended February 2011.

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

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

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

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



(Million JPY)

2016	2017	2018	2019	2020/2	2020/8 <sup>5</sup>	2021
307,532	333,281	379,551	409,697	438,713	179,392	453,689
198,449	215,716	234,791	246,269	267,864	122,428	296,998
109,080	117,563	144,758	163,425	170,846	56,961	156,691
150,451	165,861	191,819	211,380	217,628	83,694	222,334
116,012	127,583	146,532	166,636	181,248	82,821	179,887
34,439	38,278	45,286	44,743	36,380	872	42,447
11.2	11.5	11.9	10.9	8.3	0.5	9.4
32,700	38,582	45,985	45,861	36,377	563	45,369
21,718	25,831	30,113	33,845	23,253	(16,917)	33,903
26,133	19,742	46,982	23,680	24,452	(1,758)	61,447
(8,647)	(9,856)	(14,290)	(5,492)	(31,435)	(4,239)	(13,538)
(6,520)	(14,361)	(21,759)	(9,505)	(11,467)	63,722	(15,162)
6,816	7,543	8,644	9,867	17,622	10,358	18,969
200,919	214,705	238,313	260,075	306,512	343,918	393,357
143,173	157,018	174,426	195,189	208,492	182,992	214,871
16.4	17.7	18.6	18.8	11.8	(8.8)	17.3
69.4	71.3	71.3	73.8	66.6	52.4	53.9
16.9	18.6	20.3	18.4	12.8	0.2	12.3
2.89	2.55	2.55	2.44	2.28	1.87	2.19
81.84	97.50	114.70	128.92	88.47	(64.32)	128.90
524.79	579.18	647.68	725.83	775.77	684.94	806.75
24.6	29.3	34.5	38.7	36.4	5.0	40.0
30.1	30.1	30.1	30.0	41.1	—	31.8
414	418	419	420	437	438	456
344	403	457	497	533	527	546
289,899	297,001	306,316	319,698	359,141	375,446	417,057
5,653	6,992	8,128	9,137	9,615	9,046	8,882
7,877	9,203	9,254	10,233	10,825	8,050	9,281
8,850	12,289	16,295	20,445	42,741	49,380	59,297

## Basic Information

# Consolidated Financial Statements

## Consolidated Balance Sheets

(Million JPY)

	As of August 31, 2021	(For reference) As of August 31, 2020
<b>Assets</b>		
<b>Current assets</b>	<b>269,047</b>	<b>224,005</b>
Cash and deposits	135,752	92,308
Notes and accounts receivable – trade	8,742	9,215
Merchandise	106,164	104,988
Work in process	204	233
Supplies	91	63
Accounts receivable – other	11,836	11,930
Other	6,267	5,304
Allowance for doubtful accounts	(11)	(40)
<b>Non-current assets</b>	<b>124,310</b>	<b>119,912</b>
<b>Property, plant and equipment</b>	<b>67,060</b>	<b>67,810</b>
Buildings and structures	28,044	27,262
Machinery, equipment and vehicles	1,591	1,968
Tools, furniture and fixtures	8,730	8,948
Land	1,537	1,866
Leased assets	49	57
Right of use assets	26,432	27,002
Construction in progress	673	704
<b>Intangible assets</b>	<b>29,479</b>	<b>24,180</b>
Goodwill	2,439	2,819
Software	24,885	19,267
Other	2,154	2,094
<b>Investments and other assets</b>	<b>27,770</b>	<b>27,921</b>
Investment securities	4,730	4,108
Deferred tax assets	2,634	2,110
Leasehold and guarantee deposits	19,595	18,624
Other	920	3,195
Allowance for doubtful accounts	(110)	(116)
<b>Assets</b>	<b>393,357</b>	<b>343,918</b>

(Million JPY)

	As of August 31, 2021	(For reference) As of August 31, 2020
<b>Liabilities</b>		
<b>Current liabilities</b>	<b>141,716</b>	<b>55,923</b>
Accounts payable-trade	25,541	19,507
Short-term borrowings	4,630	4,482
Current portion of long-term borrowings	67,081	360
Accounts payable – other	9,966	9,323
Accrued expenses	6,196	5,389
Income taxes payable	12,702	1,536
Lease obligations	8,357	7,253
Lease termination liability	—	3,220
Provision for bonuses	1,193	964
Provision for bonuses for directors (and other officers)	66	0
Provision for point card certificates	105	198
Other	5,874	3,686
<b>Non-current liabilities</b>	<b>36,770</b>	<b>105,001</b>
Long-term borrowings	5,000	71,963
Deferred tax liabilities	820	1,970
Lease obligations	24,772	25,551
Provision for retirement benefits for directors (and other officers)	74	47
Other	6,103	5,470
<b>Liabilities</b>	<b>178,486</b>	<b>160,925</b>
<b>Net assets</b>		
<b>Shareholders' equity</b>	<b>209,709</b>	<b>181,574</b>
Share capital	6,766	6,766
Capital surplus	27,922	10,900
Retained earnings	205,995	177,874
Treasury shares	(30,973)	(13,965)
<b>Valuation and translation adjustments</b>	<b>2,487</b>	<b>(1,419)</b>
Valuation difference on available-for-sale securities	2,325	1,605
Deferred gains or losses on hedges	485	674
Foreign currency translation adjustment	(324)	(3,699)
<b>Share acquisition rights</b>	<b>605</b>	<b>931</b>
<b>Non-controlling interests</b>	<b>2,068</b>	<b>1,905</b>
<b>Net assets</b>	<b>214,871</b>	<b>182,992</b>
<b>Liabilities and net assets</b>	<b>393,357</b>	<b>343,918</b>



## Consolidated Income Statements

(Million JPY)

	Fiscal year ended August 31, 2021 (September 1, 2020 to August 31, 2021)	Fiscal year ended August 31, 2020 (March 1, 2020 to August 31, 2020)
<b>Operating revenue</b>	<b>453,689</b>	<b>179,392</b>
Operating costs	231,355	95,698
<b>Operating gross profit</b>	<b>222,334</b>	<b>83,694</b>
Selling, general and administrative expenses	179,887	82,821
<b>Operating profit</b>	<b>42,447</b>	<b>872</b>
<b>Non-operating income</b>	<b>4,420</b>	<b>637</b>
Interest income	258	123
Dividend income	103	73
Sponsorship money income	99	26
Foreign exchange gains	2,714	67
Subsidy income	526	89
Rental income	106	57
Reversal of allowance for doubtful accounts	34	—
Share of profit of entities accounted for using equity method	7	8
Other	569	189
<b>Non-operating expenses</b>	<b>1,498</b>	<b>946</b>
Interest expenses	1,395	710
Commission expenses	0	0
Loss on cancellation of contracts	3	170
Other	99	66
<b>Ordinary profit</b>	<b>45,369</b>	<b>563</b>
<b>Extraordinary income</b>	<b>4,922</b>	<b>0</b>
Gain on sales of investment securities	118	—
Gain on sales of non-current assets	721	0
Gain on step acquisitions	260	—
Gain on forgiveness of lease cancellation liability	3,135	—
Gain on reversal of share acquisition rights	677	—
Other	9	—
<b>Extraordinary losses</b>	<b>1,702</b>	<b>18,677</b>
Impairment loss	1,168	14,265
Loss on retirement of non-current assets	278	1,169
Loss on cancellation of leases	—	3,236
Loss on cancellation of rental contracts	250	—
Other	5	5
<b>Profit (loss) before income taxes</b>	<b>48,589</b>	<b>(18,113)</b>
Income taxes-current	16,450	1,845
Income taxes-deferred	(1,531)	(1,344)
<b>Profit (loss) (after amendment dated March 28, 2014)</b>	<b>33,670</b>	<b>(18,614)</b>
Profit (loss) attributable to non-controlling interests	(232)	(1,697)
<b>Profit (loss) attributable to owners of parent</b>	<b>33,903</b>	<b>(16,917)</b>

Note: "Net sales" and "Operating revenue," which previously had been reported separately, is now presented as "Operating revenue." "Cost of sales" is now presented as "Operating costs." "Gross profit" is not presented.

## Consolidated Cash Flow Statements

(Million JPY)

	Fiscal year ended August 31, 2021 (September 1, 2020 to August 31, 2021)	Fiscal year ended August 31, 2020 (March 1, 2020 to August 31, 2020)
<b>Cash flows from operating activities</b>		
Profit (loss) before income taxes	48,589	(18,113)
Depreciation	15,561	8,655
Amortization of software and others	3,714	1,854
Amortization of goodwill	847	411
Increase (decrease) in allowance for doubtful accounts	(35)	37
Increase (decrease) in provision for bonuses for directors (and other officers)	62	(37)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	27	6
Increase (decrease) in provision for sales returns	0	0
Interest and dividend income	(361)	(197)
Interest expenses	1,395	710
Foreign exchange losses (gains)	(912)	(81)
Loss (gain) on sales of investment securities	(118)	—
Share of loss (profit) of entities accounted for using equity method	(7)	(8)
Loss on retirement of non-current assets	278	1,169
Impairment loss	1,168	14,265
Loss (gain) on step acquisitions	(260)	—
Decrease (increase) in trade receivables	1,345	(225)
Decrease (increase) in inventories	(4,357)	(1,497)
Increase (decrease) in trade payables	4,541	(8,139)
Decrease (increase) in other assets	(1,034)	(235)
Increase (decrease) in other liabilities	(1,876)	2,963
Subscription rights to shares	353	177
Reversal of share acquisition rights	(677)	—
Other, net	(323)	(57)
Subtotal	67,920	1,658
Interest and dividends received	349	278
Interest paid	(1,408)	(668)
Income taxes paid	(5,414)	(3,026)
Net cash provided by (used in) operating activities	61,447	(1,758)
<b>Cash flows from investing activities</b>		
Payments into time deposits	(3)	—
Proceeds from withdrawal of time deposits	20	4,177
Purchase of property, plant and equipment	(8,487)	(4,991)
Purchase of leasehold rights, lease deposits and others	(1,584)	(781)
Collection of lease deposits and others	831	591
Purchase of intangible assets	(8,852)	(3,261)
Proceeds from sales of investment securities	218	—
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	414	—
Payments of long-term loans receivable	(669)	—
Proceeds from sale of investment property	3,104	—
Other, net	1,468	26
Net cash provided by (used in) investing activities	(13,538)	(4,239)
<b>Cash flows from financing activities</b>		
Net increase (decrease) in short-term borrowings	(342)	485
Proceeds from long-term borrowings	—	71,466
Repayments of lease obligations	(8,289)	(3,511)
Proceeds from share issuance to non-controlling shareholders	199	69
Proceeds from sales of treasury shares	—	9
Dividends paid	(6,589)	(4,796)
Dividends paid to non-controlling interests	(140)	—
Net cash provided by (used in) financing activities	(15,162)	63,722
Effect of exchange rate change on cash and cash equivalents	2,246	(151)
Net increase (decrease) in cash and cash equivalents	34,993	57,573
Cash and cash equivalents	91,599	34,025
Net increase (decrease) in cash and cash equivalents due to the change in the fiscal year	8,426	—
Cash and cash equivalents	135,019	91,599

## Basic Information

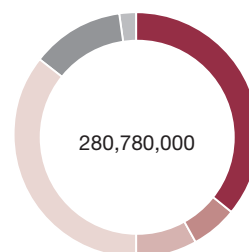
# Stockholder Information (As of August 31, 2021)

### Stock Overview

Total number of authorized shares:	1,123,120,000
Total number of issued shares:	280,780,000
Number of shareholders:	70,401
Stock exchange listing:	Tokyo Stock Exchange
Accounts settlement date:	August 31
Ordinary General Meeting of Shareholders:	Held in November each year
Administrator of the shareholder register:	Sumitomo Mitsui Trust Bank, Limited

### Distribution of Shareholders

Financial institutions:	100,817,200
Securities companies:	17,358,238
Other corporations in Japan:	22,559,988
Corporations and individuals outside Japan:	100,259,177
Individuals and others:	33,864,657
Treasury stock:	5,920,740



### Major Shareholders

Major Shareholders	Shares Held (Thousands)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	27,095	9.85
Custody Bank of Japan, Ltd. (Trust Account)	24,004	8.73
Custody Bank of Japan, Ltd. (Trust Account E)	11,231	4.08
Mitsubishi Corporation	10,783	3.92
SMBC Nikko Securities Inc.	7,201	2.62
Credit Saison Co., Ltd.	6,318	2.29
Custody Bank of Japan, Ltd. (Trust Account 9)	6,224	2.26
THE BANK OF NEW YORK MELLON AS DEPOSITARY BANK FOR DR HOLDERS	5,081	1.84
STATE STREET BANK WEST CLIENT-TREATY 505234	3,880	1.41
Japan Securities Finance Co., Ltd.	3,808	1.38

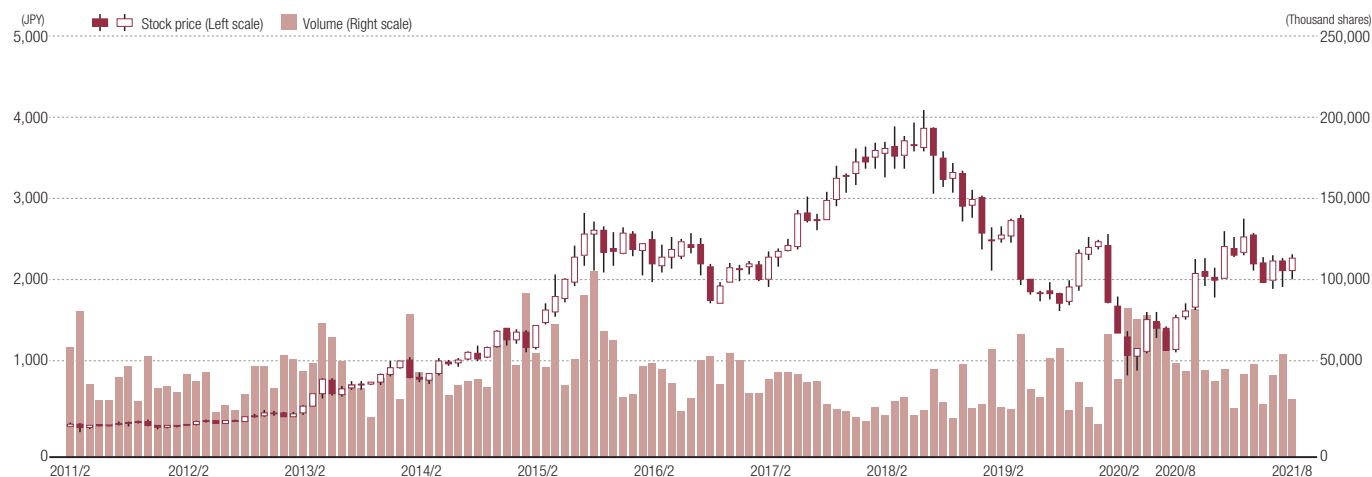
Notes:

- The Company holds 5,920,740 shares of treasury stock, but these shares are excluded from the list of major shareholders above. The 5,920,740 shares of treasury stock do not include 600,000 shares of Ryohin Keikaku's stock held by Sumitomo Mitsui Trust Bank, Limited for stock incentive compensation for the executives of overseas Group companies and 11,231,200 shares held by Mizuho Trust & Banking Co., Ltd. for the stock benefit trust (J-ESOP).
- The 11,231,200 shares held by the Custody Bank of Japan, Ltd. (Trust Account E) are for the purpose of the stock benefit trust (J-ESOP).
- The shareholding ratio is calculated after deducting the 5,920,740 shares of treasury stock.

### Dividend Payout Ratio

	2015/2	2016/2	2017/2	2018/2	2019/2	2020/2	2020/8	2021/8
Consolidated dividend payout ratio	30.3%	30.1%	30.1%	30.1%	30.0%	41.1%	—	31.8%

### Stock Price and Volume



Note: The Company conducted a 10-for-1 share split of its common shares on September 1, 2019. The stock price and trading volume are calculated assuming that the share split was conducted at the beginning of the fiscal year ended February 2011.



# Corporate Information (As of August 31, 2021)

<b>Company Name</b>	Ryohin Keikaku Co., Ltd.
<b>Address</b>	4-26-3 Higashi-Ikebukuro, Toshima-ku, Tokyo, 170-8424
<b>Establishment</b>	June 1989 (registration: May 1979)
<b>Capital</b>	JPY 6,766,250,000
<b>Number of Employees</b>	18,163 (including 9,281 temporary workers and others; Ryohin Keikaku Group)

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

## Website



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

## IR Information



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

## Sustainability Information



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

## External Evaluations



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

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

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

## Recognition from Society

### Ryohin Keikaku Ranks Second Overall and First in the Retail Distribution Category of the Japan Sustainable Brands Index

Ryohin Keikaku ranked second overall and first in the retail distribution category in the results of the Japan Sustainable Brands Index, a corporate brand survey conducted by Sustainable Brands Japan in response to the SDGs. The results were announced at the International Conference on Sustainable Brands 2021 in Yokohama, event organized by Hakuten Corporation. The aim of the survey is to review corporate sustainability efforts from a consumer perspective and to examine how consumers' perceptions of companies influence their consumption and recommendation patterns.

Ryohin Keikaku will continue to contribute to the communities where it operates and remain useful to its customers.

### Excellence Award at the 69th Nikkei Advertising Awards

The Nikkei Advertising Awards, sponsored by *The Nikkei*, started in 1952 and is one of Japan's leading advertising awards. At the 69th Nikkei Advertising Awards for 2020, Ryohin Keikaku's corporate advertisement "Like water and air" won the Excellence Award in the Distribution and Service category.



## Basic Information

# Global Network (As of August 31, 2021)

### Europe

**39 MUJI stores**

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  
MUJI Sweden Aktiebolag  
MUJI Switzerland AG  
MUJI Finland Oy  
MUJI Denmark ApS

### East Asia

**412 MUJI stores**

MUJI (HONG KONG) CO., LTD.  
MUJI Korea Co., Ltd.  
MUJI (Shanghai) Company Limited  
MUJI (Taiwan) Company Limited  
MGS (Shanghai) Trading Co., Ltd.

### Japan

**456 MUJI stores**

Ryohin Keikaku Co., Ltd.  
MUJI HOUSE Co., Ltd.

### Southeast Asia

**71 MUJI stores**

MUJI (SINGAPORE) PRIVATE LTD.  
MUJI (MALAYSIA) SDN. BHD.  
MUJI Retail (Thailand) Co., Ltd.  
Ryohin-Keikaku Reliance India Private Limited  
MUJI RETAIL (VIETNAM) LIMITED LIABILITY COMPANY  
MUJI PHILIPPINES CORP.  
MUJI GLOBAL SOURCING VIETNAM COMPANY LIMITED  
MUJI Global Sourcing Private Limited

### Oceania

**5 MUJI stores**

MUJI RETAIL (AUSTRALIA) PTY LTD

## North America

19 MUJI stores

MUJI U.S.A. Limited  
MUJI CANADA LIMITED

## Number of MUJI Stores (As of August 31, 2021)

		Stores	Open	Closed	Net increase (decrease)
Mainland China		299	30	(5)	25
Hong Kong		20	–	(1)	(1)
Taiwan		54	3	(1)	2
South Korea		39	–	(1)	(1)
East Asia (Total)		412	33	(8)	25
U.K.		7	–	(3)	(3)
France		7	1	(1)	–
Italy		6	–	(1)	(1)
Germany		8	–	–	–
Spain		4	–	–	–
Portugal		1	–	–	–
Ireland	LS <sup>1</sup>	1	–	–	–
Sweden		1	–	–	–
Switzerland		1	–	–	–
Finland		1	–	–	–
Denmark		1	1	–	1
Poland	LS <sup>1</sup>	1	–	–	–
U.S.A.		10	–	–	–
Canada		9	–	–	–
Europe and North America (Total)		58	2	(5)	(3)
Singapore		10	–	–	–
Malaysia		9	–	–	–
Thailand		22	2	–	2
India		3	–	(1)	(1)
Australia		5	–	–	–
Indonesia	LS <sup>3</sup>	–	–	(6)	(6)
Philippines	LS <sup>2</sup>	5	–	–	–
Vietnam		2	2	–	2
Kuwait	LS <sup>3</sup>	3	–	–	–
UAE	LS <sup>3</sup>	7	–	–	–
Saudi Arabia	LS <sup>3</sup>	5	1	(1)	–
Bahrain	LS <sup>3</sup>	2	–	–	–
Qatar	LS <sup>3</sup>	2	–	–	–
Oman	LS <sup>3</sup>	1	–	–	–
Southeast Asia and Oceania (Total)		76	5	(8)	(3)
Overseas (Total)		546	40	(21)	19
Directly Managed (Total)		380	21	(4)	17
LS (Total)		76	4	(2)	2
Seiyu		–	–	(1)	(1)
Japan		456	25	(7)	18
Domestic and Overseas (Total)		1,002	65	(28)	37

LS<sup>1</sup> = Stores wholesaled by MUJI EUROPE HOLDINGS LIMITED

LS<sup>2</sup> = Affiliated company accounted for by the equity method

LS<sup>3</sup> = Stores wholesaled by Ryohin Keikaku Co., Ltd.

No mark = Stores directly managed by subsidiaries