

# MUJI

## REPORT 2024

RYOHIN KEIKAKU CO., LTD.



About MUJI REPORT

This report is intended to lead to dialogue with stakeholders by presenting goals for medium- to long-term value creation, management policies, business conditions, and other financial and non-financial information based on the philosophy and mission of Ryohin Keikaku, which is aiming to help create “a truthful and sustainable life for all.”

Information Resources

Financial Information			Non-Financial Information
<div>MUJI REPORT</div> <div>Information on medium- to long-term value creation</div>			
Securities Report (Japanese only)	Consolidated Financial Results	Investor Relations (website) <a href="https://ryohin-keikaku.jp/eng/ir/">https://ryohin-keikaku.jp/eng/ir/</a>	Sustainability (website) <a href="https://ryohin-keikaku.jp/eng/sustainability/">https://ryohin-keikaku.jp/eng/sustainability/</a>

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**Scope of This Report** Consolidated subsidiaries and consolidated companies of Ryohin Keikaku Co., Ltd.

**Period Covered** Fiscal year ended August 2024 (September 1, 2023 to August 31, 2024)

Note: Information outside this period is reported when it is appropriate to show past events and data or recent examples. In this report, amounts and number of shares that are less than one unit are rounded down, and all ratios and percentages are rounded to the nearest whole number.

Forward-Looking Statements

This report contains forward-looking statements and projections. These statements and projections are based on the Company's judgments at the time the report was produced, and include risks and uncertainties. Changes in various factors could cause actual results to differ materially from forward-looking statements and projections contained herein.





## Our Philosophy

### Our Corporate Purpose

Our corporate purpose is to contribute to the creation of “a 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.”

### Our 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.

### Our Core Value

We make efforts to reduce our environmental burden and to respect individual human rights through our product development, services and actions. Through our core value of “contributing to society and people” our employees and associates will proactively respond to issues facing society and the Earth.

### Our Management Policy

We will practice “public interest and people-centered management,” where each of our employees and associates contribute to the public interest through our business activities and locally rooted stores, have a sense of ownership and take leading roles in the community.

### Enhancing Our Corporate Value

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



Introduction

# Our History

Ryohin Keikaku’s “Grand Strategy” is to realize “a truthful and sustainable life for all.” Our “Grand Strategy” defines who we are—being useful to people and society. Of course, as a business enterprise, profit is also important, but our top priority is this “Grand Strategy.” Ryohin Keikaku has been working since its founding to make a contribution wherever it can help with social issues and people’s concerns. This approach has led to the Ryohin Keikaku of today.

1980-2000

Our Perspective

Redefining the value of goods

We aimed to minimize unnecessary elements and create products that are truly useful to consumers from the perspective of selection of materials, streamlining of processes and simplification of packaging.

2001-2015

The relationship between life and goods

We sought to give customers a feeling of rational satisfaction, expressed not with “This is what I really want,” but with “This will do.”

2016-2020

A truthful and sustainable life

By providing functional, streamlined products that help simplify and beautify people’s lives based on our concept of “conscience and creativity,” we have contributed to solving social issues with proposals for peaceful, relaxed living.

2021-

“A truthful and sustainable life for all,” and beyond

We offer affordable products that are not only essential and useful but also beneficial for the environment, producers and local communities. We will also evolve our efforts to help address local challenges, and contribute to the harmonious coexistence and development of daily life, culture and the environment together with local communities.

Products with simplicity



Evolution of Our Products

Products that fit all life occasions



Products for organizing people’s life




Products in harmony with society

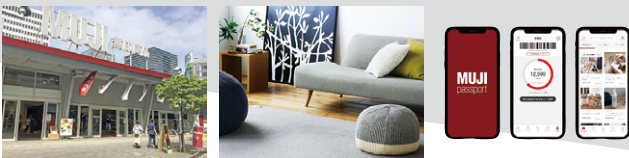


Evolution of Our Stores and Services


New store openings both in Japan and overseas




Launch of flagship stores and new services



Expansion of services close to daily life



Creation of platforms for realizing a better society



History of Ryohin Keikaku

1980

Seiyu Co., Ltd., a Japanese retail company, established Mujirushi Ryohin (MUJI) as its private brand

1983

First directly managed store, MUJI Aoyama, opened in Japan

1986

Production and procurement started outside Japan

1989

Ryohin Keikaku Co., Ltd. established

1991

Began business outside Japan (First store in U.K. and first store in Hong Kong opened)

1995

MUJI Tsunan Campsite opened

2000

Listed on the first section of the Tokyo Stock Exchange\* MUJI.net Co., Ltd. established (currently MUJI HOUSE Co., Ltd.) \* Now listed on the Tokyo Stock Exchange Prime Market

2001

MUJI Yurakucho, a flagship store for information dissemination, opened

2005

MUJI (Shanghai) Company Limited established

2006

Business transfer from IDÉE Co., Ltd.

2007

First store in U.S. opened

2010

Began MUJI x JICA Project Kyrgyz

2011

Found MUJI Aoyama opened

2012

Muji Retail (Thailand) Co., Ltd. established

2013

Joined UN Global Compact Launched MUJI passport smartphone app

2014

MUJI Sino-Ocean Taikoo Li Chengdu opened

2015

Began the ReMUJI initiative to promote reuse and recycling

2016

Entered the market in India as the first Japanese retailer there

2017

Number of MUJI stores surpassed 400 both in Japan and overseas

2018

Began sales of frozen food

2019

MUJI Ginza and MUJI HOTEL GINZA opened

2020

Established production management base in Vietnam Launched MUJI passport Pay service

2021

New start under our “Second Founding” Started monthly subscription-type furniture rental service Opened Healthcare Center

2022

MUJI Hiroshima Alpark opened Started sales of MUJI products in Lawson convenience stores nationwide and through CO-OP Sapporo’s Todock home delivery system

2023

Expanded range of plastic products collected Reopened MUJI Shinjuku Yasukuni-Dori as a specialty clothing store

2024

Began holding Town Meeting events throughout Japan Wood-framed stores MUJI Karatsu and MUJI Hita opened Established development and production management subsidiaries in Cambodia, Indonesia and India Established KANIMILIVE, a general incorporated association, together with Kani City in Gifu Prefecture



Introduction

The Ryohin Keikaku Group by the Numbers

In the 44 years since MUJI was created, we have continued to design and develop no-frills, quality products by focusing on the three perspectives of selection of materials, streamlining of processes and simplification of packaging. While the scope of our activities has greatly expanded over the years, our core philosophy has remained the same.

Financial Data

Operating Revenue

JPY **661.6** billion  
(13.8% increase YoY)

Operating Profit

JPY **56.1** billion  
(69.4% increase YoY)

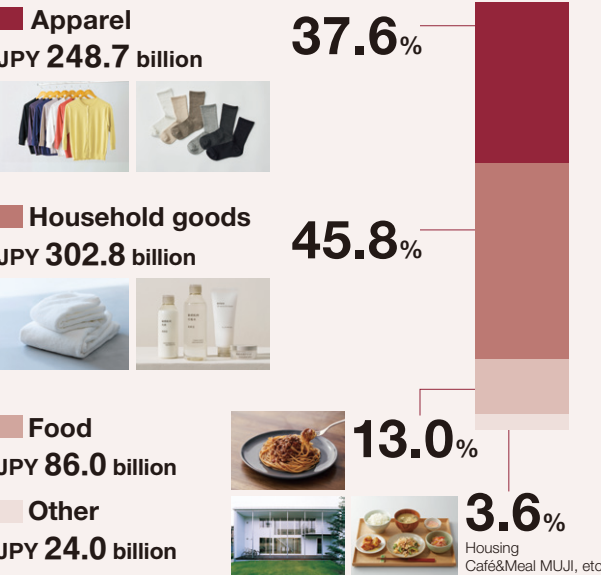
We posted record high revenue in FY2024/8 with profit driven by strong sales in Japan, in addition to the increase in the number of stores due to new store openings.

Return on Equity (ROE)

**14.9%**

In FY2024/8, ROE was 14.9% due in part to gain on the sale of headquarters. We are working to improve capital efficiency with a target of maintaining ROE at or above 15%.

Operating Revenue by Product Category



Return on Assets (ROA)

**11.6%**

In FY2024/8, ROA was 11.6%. We are working to improve capital efficiency with a target of maintaining ROA at or above 15%.

Environmental and Social Data<sup>1</sup>

Volume of Textile Products Collected

**97** t

We collect textile products sold by MUJI that have finished serving their purpose and give them new life through upcycling and recycling. The volume of textile products collected in FY2024/8 was 97 t.

Sales Volume of Reused and Upcycled Clothing Items

**55,746** items

Collected clothing items that can be transformed into new clothes by making slight modifications are upcycled and sold. Items that can no longer be worn are recycled into raw materials for clothing and other products. A total of 55,746 items were sold in FY2024/8.

Number of In-Store Collections

**159,328**

The above figure is the number of in-store collections of unneeded textile and plastic products in FY2024/8.

Volume of Plastic Products and Containers Collected

**117,688** kg

In FY2024/8, we collected 112,593 kg of plastic products (PP/PE) and 5,095 kg of plastic containers (PET). Collected products are recycled to maximize the value of petroleum-based materials. Items that meet quality standards are resold as second-hand products.

Non-Financial Data

Number of Stores in Japan and Overseas

**1,364**

As of the end of August 2024, the Ryohin Keikaku Group had 655 stores in Japan and 709 stores overseas. Includes licensed stores, Café&Meal MUJI and IDÉE

Number of Employees

**24,642**

As of the end of August 2024, the Ryohin Keikaku Group employed 24,642 people worldwide (including 12,571 non-regular employees).

Culture and Engagement Survey

I resonate with the corporate purpose.  
**78%**

We conduct a Culture and Engagement Survey for all employees of Ryohin Keikaku. The survey response in FY2024/8 was 96%. The survey is implemented and its responses are aggregated by a third-party organization.

Active Users of the MUJI passport App

**15.69** million<sup>1,2</sup>

Launched in May 2013, the MUJI passport app is now available in 11 countries/regions. In Japan, the number of active users in FY2024/8 was 15.69 million.

Percentage of Women in Managerial Positions

**29.8%**<sup>1</sup>

There are 211 women whose job description and level of responsibility are equivalent to that of "deputy manager level or above," regardless of their job title (as of the end of August 2024), and they account for 29.8% of all employees in managerial positions.

Number of Local Revitalization Activities

Number of events held  
Approx. **6,000**

Number of participants  
Approx. **270,000**

The above figures are the number of event days and people who participated in Community Market events<sup>4</sup> and workshops, ITSUMO MOSHIMO Caravans and community experience events held throughout Japan in FY2024/8. Our stores throughout Japan and the Social Good Business Division will work to address issues together with local residents, with the goal of revitalizing communities.

Percentage of Regular Employees Who Own Shares Held in Trust

**78.8%**<sup>1</sup>

We provide two incentive plans: the employee stock ownership plan (ESOP) and the trust-type employee stock incentive plan (E-SHIP). Both plans are offered to employees, including partner employees.<sup>3</sup> As of the end of August 2024, 33.4% of all employees in Japan are enrolled in an incentive plan.

Number of Stores with Solar Power Generation Equipment

**18**

In FY2024/8, solar power generation equipment was newly installed at 11 stores.

1. Scope: Ryohin Keikaku Co., Ltd. 2. Includes membership registrations through external communication apps 3. Employees contracted to work 27.5, 30 or 37.5 hours per week 4. See page 60 for more details



Introduction

Global Network (As of the end of August 2024)

We operate directly managed MUJI stores and a wholesale business in Japan and overseas, with more than 1,300 stores in 29 countries and regions. By enhancing our lineup of locally developed products and services that match lifestyles in each region, we will establish a locally rooted business model. We also focus on hiring employees locally. We will continue to expand globally with the aim of being useful to the people of each country and region where we operate to help realize “a truthful and sustainable life for all.”

 Employees

 Stores

 Cafés

 Accommodations

 Campsites

Countries/Regions  
Where We Operate

29

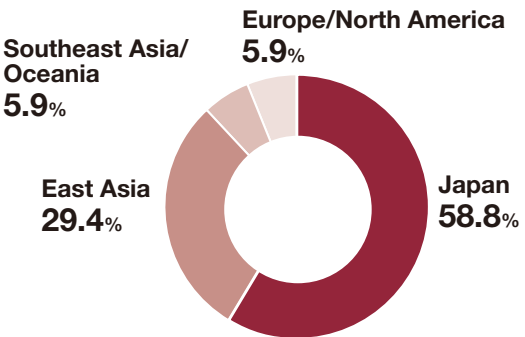
Number of Stores

1,364<sup>1</sup>

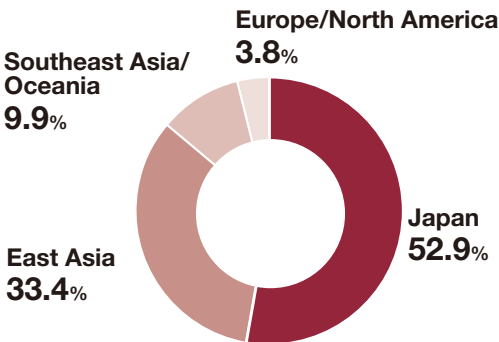
Number of Group  
Employees

24,642  
(12,571)<sup>2</sup>

Breakdown of Operating Revenue  
Ratio by Business



Breakdown of Employees by Business



1. Including licensed stores, Café&Meal MUJI and IDÉE  
2. Number of non-regular employees (average number of employees per year based on an eight-hour workday calculation method)  
3. Including licensed stores  
4. Including 8 IDÉE stores and 90 licensed stores

