

Corporate Purpose

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

Two Missions

1. To provide daily necessities and services with genuine quality and ethical value, at appropriate and affordable prices.
2. To have a positive impact on each region by operating stores that serve as community centers, sharing concerns and values with local residents and collaborating with them to tackle local issues.

Core Value

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

Management Policy

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

Enhancing our Corporate Value

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

Message from the President



Ryohin Keikaku began its journey in 1980 under the slogan "Lower priced for a reason," developing products that might not entirely conform to conventional product standards. As an antithesis to the mass consumption society, the company has continued to create essential, practical products while adhering to the three principles: "selection of materials," "streamlining of processes," and "simplification of packaging" since the beginning.

Today, many countries and companies are working toward the achievement of the SDGs. For Ryohin Keikaku, however, the commitment to the SDGs' values did not begin recently. From the outset, the company has incorporated the "three principles" into product development and engaged in various initiatives addressing social issues, such as promoting disaster preparedness and repurposing closed school facilities. In September 2021, Ryohin Keikaku declared its "Second Founding" and, with its employees united, has strived to realize "a truthful and sustainable life for all" through its products, services, stores, and activities.

Moving forward, Ryohin Keikaku will continue to pursue global business expansion. However, the level of recognition and brand image of MUJI varies across countries. In planning future strategies, it is essential to revisit and carry forward the core philosophy that defines MUJI, engaging in thoughtful communication throughout this process.

I have two dreams. The first is to create a world where simplicity does not pale in comparison to luxury, but rather, where the intelligence and sensibility hidden within that simplicity are something to take pride in. The second is to ensure that each employee has ample personal time to care for their loved ones and tend to what matters most, so that their workplace is filled with excitement and pride.

With these dreams in mind, I will move forward, together with everyone living their daily lives and with all employees worldwide who are dedicated to the pursuit of growth, to realize "a truthful and sustainable life for all."

As Ryohin Keikaku moves forward, we humbly request your continued support and encouragement.

President and Representative Director
Satoshi SHIMIZU

Corporate Data

Company name	Ryohin Keikaku Co., Ltd.
Location	Iidabashi First Building 2-5-1 Koraku, Bunkyo-ku, Tokyo, 112-0004, Japan
Website	https://ryohin-keikaku.jp/en
Establishment	June 1989 (registration : May 1979)
Representative Director	Satoshi SHIMIZU, President and Representative Director
Capital	JPY 6,762.5 million
Fiscal year-end	Last day of August
Operating revenue	JPY 784,629 million(Consolidated operating revenue, as of FY2025/8)
Number of employees	28,432 including 14,520 part-timers (Consolidated, as of FY2025/8)

Management

President & Representative Director	Satoshi SHIMIZU
Member of the Board of Directors and Senior Executive Officer	Hiroataka TAKAHASHI / Takahiro MIYAZAWA / Jun YOKOHAMA
Independent Director	Atsushi YOSHIKAWA / Kumi ITO / Yuriko KATO / Mayuka YAMAZAKI / Kazuhiro HIGASHI
Full-time Corporate Auditor	Kei SUZUKI
Full-time Outside Corporate Auditor	Kosuke YAMANE
Outside Corporate Auditor	Jun ARAI / Maoko KIKUCHI

About MUJI



First 40 products when the business started in 1980

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

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

Today,* MUJI has about **1,400 stores in 28 regions around the world,** and its product lineup consists of clothing, household goods, food items, and even houses. Nevertheless, the foundation of MUJI’s philosophy has never changed since its birth. Like the compass, which always points the North, MUJI will continue to **indicate the basis and universal nature of life.**

* As of end of August, 2025

Product Development

Three Principles in Manufacturing

The fundamentals of the MUJI manufacturing process have not changed since the brand was born in 1980. We continue to focus on environmentally and socially conscious “**selection of materials,**” “**streamlining of processes,**” and “**simplification of packaging.**” We manufacture no-frills, quality products, selecting materials that take the global environment and producers into consideration, eliminating waste in all processes, and providing customers with what they truly need, in the form they want.

1. Selection of materials

To deliver tasty, healthy foods, comfortable clothing, and household goods that are, above all, easy to use, we rethink materials that are often overlooked for basic manufacturing processes. We search for full-quality materials discarded by others due solely to their appearance, industrial materials, unique local materials around the world, and seasonal ingredients that can be acquired in bulk at low cost. Regardless of origin, our overriding selection criterion is always quality. These efforts form the foundation of our ability to create low-priced, high-quality products.

2. Streamlining of processes

At MUJI, the processes by which each product is manufactured are subjected to careful scrutiny. Any steps that do not contribute to product quality—such as sorting, sizing, and polishing—are eliminated, leaving only those that are truly necessary. Even items that have been discarded for not meeting certain standards of size or appearance are repurposed and turned into products for sale. By focusing on true quality, MUJI’s manufacturing processes eliminate waste and reduce costs.

3. Simplification of packaging

Since MUJI was created, all products have appeared on store shelves in just simple packaging with product-related information and a price tag. For items that require more, we use bulk packaging and place products in shared containers to avoid excessive packaging. This approach is in keeping with our policy of conserving resources and reducing waste.



Our History

Our perspective

Evolution of our products

Evolution of our stores and services

History

1980 - 2000

Redefining the value of goods

We aimed to minimize unnecessary elements and create products that are truly useful to consumers from the perspectives of selecting materials, streamlining processes and simplifying packaging.

Products with simplicity



New store openings both in Japan and overseas



- 1980** The Seiyu Store Co., Ltd. a Japanese retail company, established Mujirushi Ryohin (MUJI) as its private brand (starting with 9 household and 31 food products)
- 1983** First directly managed store, MUJI Aoyama, opened in Japan
- 1989** Ryohin Keikaku Co., Ltd. established
- 1991** First London store opened (in partnership with Liberty Plc)
- 2000** Promoted to listing on the first section of the Tokyo Stock Exchange

2001 - 2015

Relationship between life and goods

We sought to give customers a feeling of rational satisfaction, expressed not by an impulsive “I’ve gotta have it!,” but by a thoughtful “This is just right.”

Products for all life occasions



Launch of flagship stores and new services



- 2001** MUJI Yurakucho opened (Note: Closed in 2019)
- 2005** MUJI (Shanghai) Company Limited established
- 2013**
 - MUJI passport smartphone app launched
 - MUJI Grand Front Osaka opened as flagship store in west Japan
- 2014** MUJI Sino-Ocean Taikoo Li Chengdu opened in Chengdu, China
- 2015** MUJI Shanghai Huaihai 755 in Shanghai, China, and MUJI Fifth Avenue in New York, USA, opened

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 helped to solve social issues by providing solutions for a simple, peaceful life.

Products for organizing life



Expansion of services that support day-to-day life



- 2016** Entered the market in India as the first Japanese retailer
- 2017** MUJI HOTEL SHENZHEN opened in Shenzhen, Mainland China
- 2018** Keihan Main Line Hirakatashi Station completed, with MUJI contributing to station space design
- 2019** MUJI’s Global flagship store MUJI Ginza, MUJI Diner and Japan’s first MUJI HOTEL Ginza opened
- 2020** MUJI Naoetsu and MUJI Tokyo Ariake opened

2021 -

A truthful and sustainable life for all, and the future beyond

MUJI offers affordable, essential products that are useful and beneficial for the environment, producers and local communities. We also focus on evolving our efforts to contribute, working with local communities to ensure that daily life, culture and the environment coexist and develop in harmony with one another.

Products that support society



Creation of platforms for fostering a better society

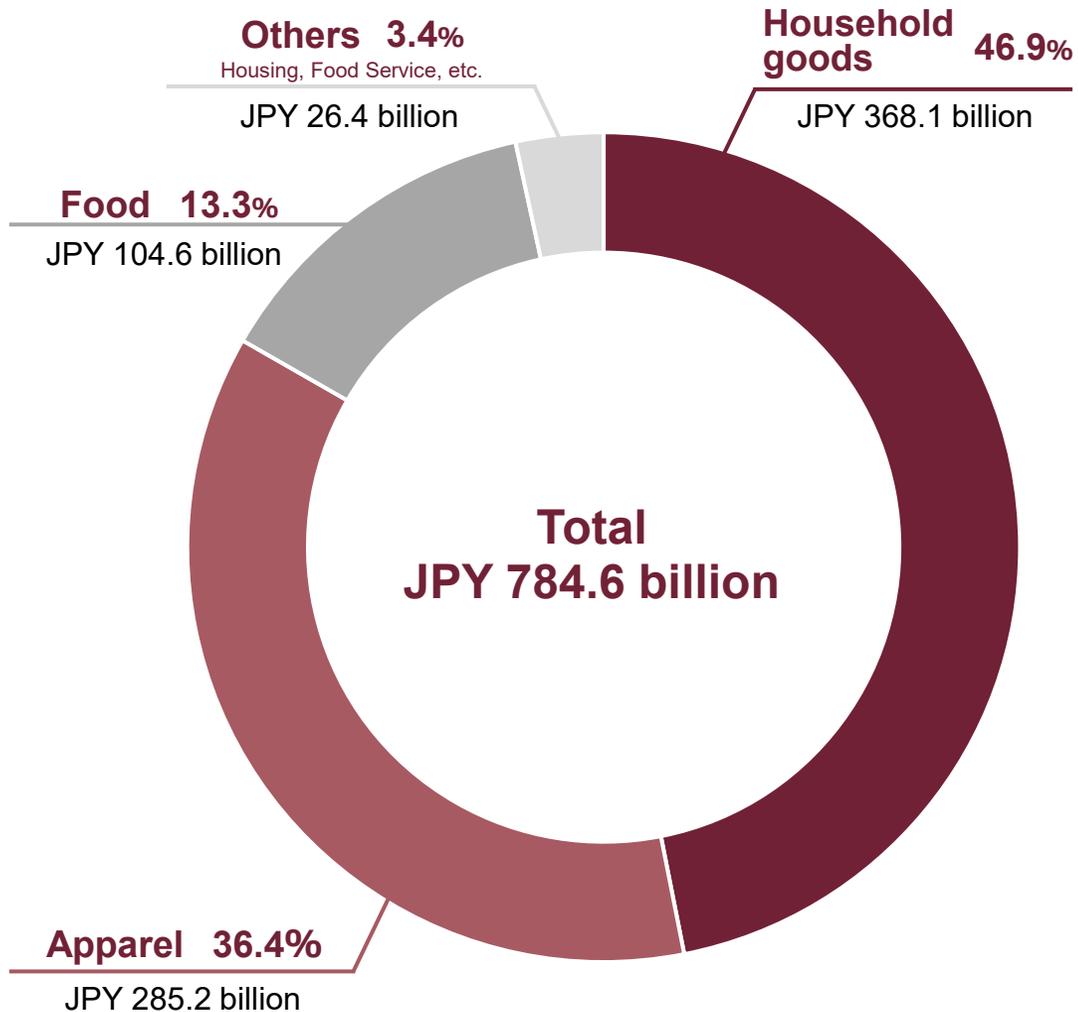


- 2021** New start under “Second Founding”
- 2022** New MUJI 500 business model launched
- 2023** MUJI STAY, utilizing idle real estate, launched
- 2024**
 - First wood-framed MUJI stores opened
 - Subsidiaries for development and production management established in Cambodia, Indonesia and India
- 2025**
 - Large-scale MUJI Aeon Mall Kashiwara store opened to serve as circular economy hub
 - MUJI ENERGY established

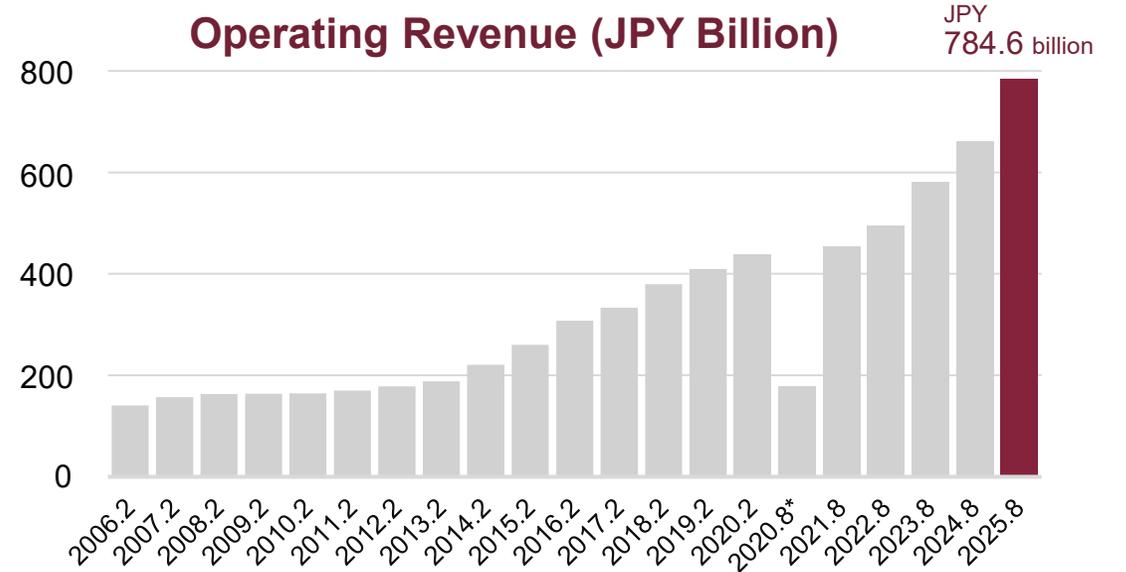
Operating Revenue and Operating Profit

(Fiscal year ended August, 31, 2025)
 Note: Ryohin Keikaku Group consolidated figures

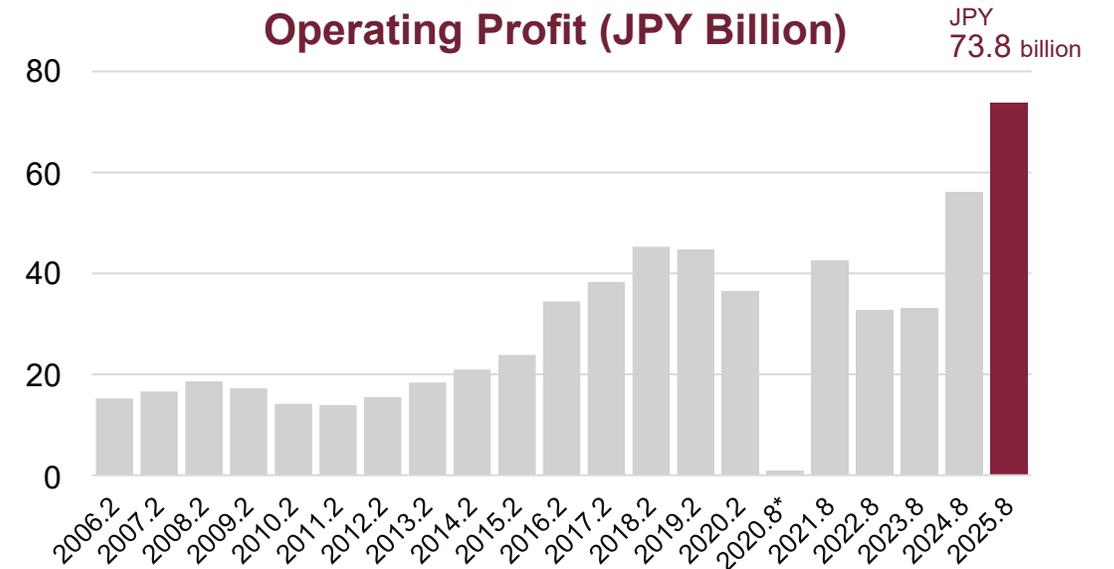
Operating Revenue by Product Category



Operating Revenue (JPY Billion)



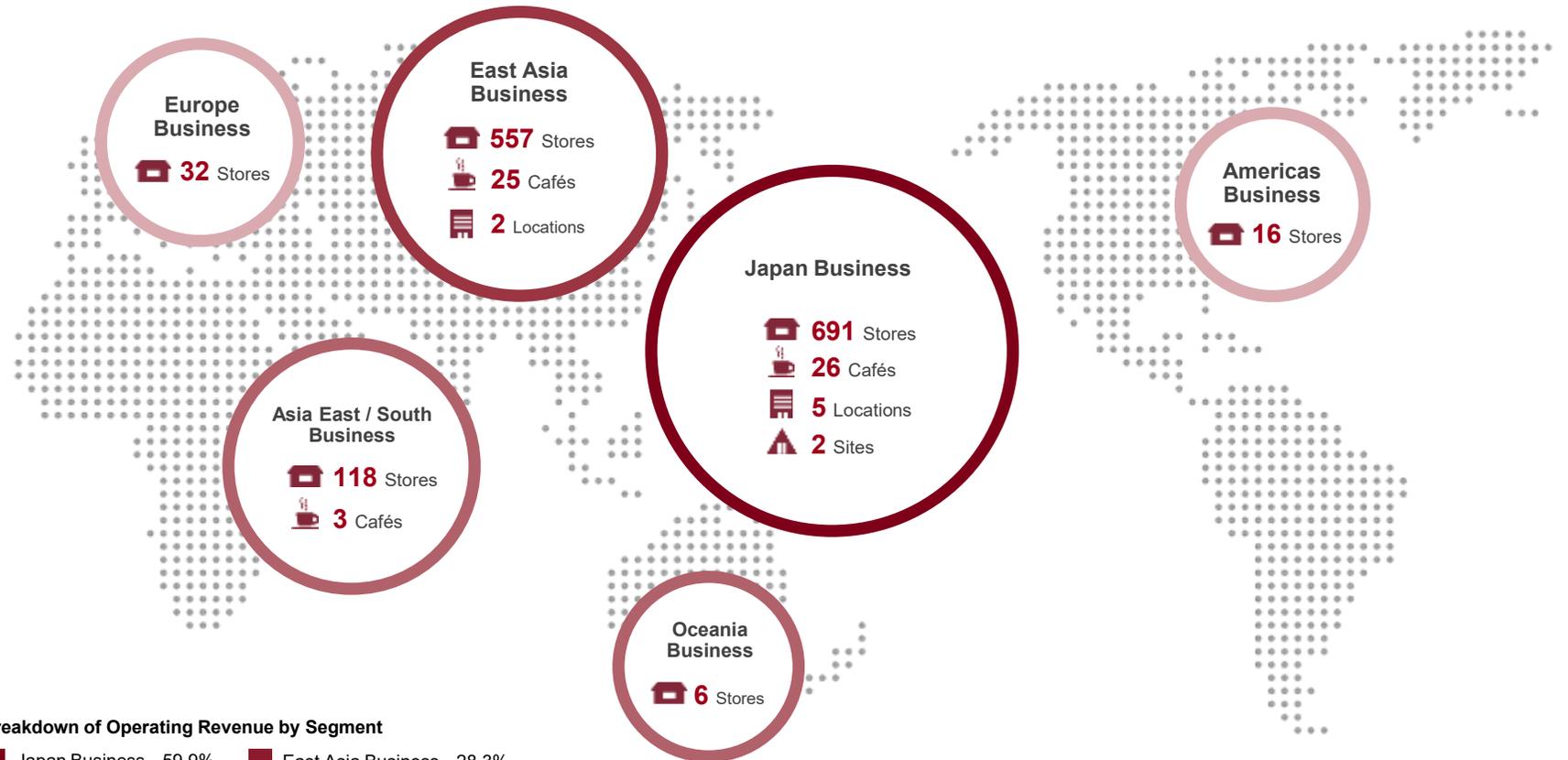
Operating Profit (JPY Billion)



* Half-year figures

Global Network

We operate directly managed MUJI stores and a wholesale business in Japan, with more than 1,400 stores in 28 regions. Enhancing our lineup of locally developed products and services to match lifestyles in each region, we create business models rooted in the local community and focus on hiring employees locally, as well.



Breakdown of Operating Revenue by Segment



1. Including licensed stores, Café&Meal MUJI, and IDÉE

* As of end of August, 2025

Group Companies

<p>Japan</p>	<p>MUJI HOUSE Co., Ltd. Location : Tokyo Primary business : Home sales</p>	<p>MUJI ENERGY LLC Location : Tokyo Primary business : Renewable power, etc.</p>			
<p>East Asia</p>	<p>MUJI (Shanghai) Company Limited Location : Shanghai Primary business: Retailing of MUJI products</p>	<p>MUJI(HONG KONG)CO., LTD. Location : Hong Kong Primary business: Retailing of MUJI products</p>	<p>MUJI (Taiwan) Company Limited Location : Taipei Primary business: Retailing of MUJI products</p>	<p>MUJI Korea Co., Ltd. Location : Seoul Primary business: Retailing of MUJI products</p>	<p>MGS (Shanghai) Trading Co., Ltd. Location : Shanghai Primary business: Product procurement</p>
<p>Asia East / South & Oceania</p>	<p>MUJI(SINGAPORE) PRIVATE LTD. Location : Singapore Primary business: Retailing of MUJI products</p> <p>MUJI RETAIL (AUSTRALIA)PTY LTD Location : Melbourne Primary business: Retailing of MUJI products</p>	<p>MUJI(MALAYSIA)SDN. BHD. Location : Kuala Lumpur Primary business: Retailing of MUJI products</p> <p>MUJI Global Sourcing Vietnam Company Limited Location : Ho Chi Minh City Primary business: Sourcing and production quality control in ASEAN region</p>	<p>MUJI Retail (Thailand)Co., Ltd. Location : Bangkok Primary business: Retailing of MUJI products</p> <p>MUJI GLOBAL SOURCING (CAMBODIA) CO.,LTD. Location : Phnom Penh Primary business: Product development and production management</p>	<p>Ryohin-Keikaku Reliance India Private Limited Location : Mumbai Primary business: Retailing of MUJI products</p> <p>PT MUJI GLOBAL SOURCING INDONESIA Location : Jakarta Primary business: Product development and production management</p>	<p>MUJI PHILIPPINES CORP. Location : Manila Primary business: Retailing of MUJI products</p> <p>MUJI GLOBAL SOURCING INDIA PRIVATE LIMITED Location : Bangalore Primary business: Product development and production management</p> <p>MUJI RETAIL (VIETNAM) LIMITED LIABILITY COMPANY Location : Ho Chi Minh City Primary business: Retailing of MUJI products</p>
<p>Europe & Americas</p>	<p>MUJI Europe Limited Location : London Primary business: MUJI business headquarters in Europe</p> <p>MUJI PORTUGAL, LDA Location : Lisbon Primary business : Retailing of MUJI products</p>	<p>RYOHIN KEIKAKU EUROPE LTD. Location : London Primary business : Retailing of MUJI products</p> <p>MUJI Finland Oy Location : Helsinki Primary business : Retailing of MUJI products</p>	<p>RYOHIN KEIKAKU FRANCE S.A.S. Location : Paris Primary business : Retailing of MUJI products</p> <p>MUJI Denmark ApS Location : Copenhagen Primary business : Retailing of MUJI products</p>	<p>MUJI ITALIA S.p.A. Location : Milan Primary business : Retailing of MUJI products</p> <p>MUJI U.S.A. Limited Location : New York Primary business : Retailing of MUJI products</p>	<p>MUJI Deutschland GmbH Location : Berlin Primary business : Retailing of MUJI products</p> <p>MUJI CANADA LIMITED Location : Toronto Primary business : Retailing of MUJI products</p> <p>MUJI SPAIN, S.L. Location : Barcelona Primary business : Retailing of MUJI products</p>

Business Overview

良品計画
RYOHIN KEIKAKU

MUJI

Manufacturing and retail



MUJI / Found MUJI / MUJI 500 / MUJI to GO / Online store

Food services

Café&Meal MUJI /
Coffee and ice cream stand / Other



Construction / spatial design

MUJI House / Renovation /
Interior design / Spatial product
development



Accommodations

MUJI HOTEL / MUJI BASE /
MUJI room / MUJI Camp



IDÉE



IDÉE introduces the concept of an “aesthetic way of life” through a wide range of products, including original furniture created along with designers from around the world, selected textiles and products, plants, music, and books. In addition to product sales at directly operated IDÉE shops, the official online shop, and select MUJI stores, the brand also provides coordination, space production, direction, and design services for corporate clients.

MUJI Businesses: Product Development and Retail

Product Development and Retail



Product development

Our goal is to **support people with the basic necessities of life by offering useful daily items at fair prices** across three categories: apparel, household goods, and food. We focus on manufacturing practices that coexist harmoniously with nature and achieve circularity by creating basic, comfortable product lines that make the most of natural materials, daily necessities such as skincare items and kitchen tools, plastic storage products made from recycled materials, confectioneries made with irregular ingredients, and food products inspired by food cultures around the world.



Store operations

We strive to **realize a truthful and sustainable life for all** by offering quality, well-reasoned products in three fundamental categories: apparel, food, and housing. Simultaneously, **we promote independent store management so that each store benefits the local community**. The basic concept behind the simple interiors and exteriors of MUJI stores is the use of materials like wood, iron, earth, and stone, representing the natural elements of wood, metal, and soil.

MUJI Businesses

Food Services

Our goal is to create “a truthful and sustainable life for all” through food. In some MUJI stores, cafes and restaurants have been established that provide menus that are refined, yet simple enough to let the natural flavors come through, and dishes that incorporate uncommon ingredients.

Along with MUJI’s products, we provide not only safety but also offer the enjoyment and tastiness of foods that fit various lifestyles and utilize seasonal local ingredients.

Moreover, we are also creating community spaces that use the power of food to bring people together and form connections.

For more details ▶ <https://cafemeal.muji.com/jp/> (In Japanese)



MUJI Businesses

Architecture and Spatial Design

Spaces that builders and users create together for a lasting sense of attachment

We consider the whole town as “the place where we live,” and design spaces in diverse areas utilizing regional resources.

The things we value most are material selection that takes into consideration the natural environment and regional resource circulation, architectural design that incorporates many natural materials such as wood, iron and earth walls, and the process of co-creation for spaces that users will continue to feel attached to after they leave.

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

For more details ▶ <https://www.muji.net/construction/> (In Japanese)



MUJI Businesses

Accommodations

MUJI STAY: Redefining the Concept of “Living”

MUJI STAY is an initiative aimed at redefining the concept of "living," by challenging the traditional ideas of accommodations and homes, it aims to reshape how we live. Using unused spaces and resources, it creates places to stay—whether in cities, the countryside, in Japan or abroad—so that people can lead a life that truly reflects who they are.

Starting from MUJI stores located across various regions, MUJI STAY incorporates local materials, techniques, and experiences based on the unique climate, culture, and customs of each area, allowing visitors to discover new regional charms. At the same time, we provide spaces and daily necessities designed under a thoughtfully design philosophy, ensuring that people can comfortably continue their way of living—regardless of the region or living environment.

For more details ▶ <https://stay.muji.com/en/>



Other Businesses

IDÉE Business

Life in Art , Life with IDÉE

IDÉE is a brand of interiors goods launched in 1982. Based on the concept of “Aesthetic way of life,” it introduces a wide range of products including original furniture created with designers from around the world, along with a selection of textiles and related products, as well as greenery, music and books.

IDÉE also promotes the concept of “Life in Art,” offering products and experiences that encourage a lifestyle with a sense of beauty, shaped by diverse values and perspectives, from artworks by artists and creators—regardless of fame or era to vintage designs with timeless form and aged charm, handcrafted pieces that reflect the warmth of human touch, and playful upcycled creations.

For more details ▶ <https://www.ideo.co.jp> (In Japanese)



Products to Support Everyday Life

MUJI offers a wide range of useful everyday items and true lifestyle basics. Precisely because these are items used every day, we aim to provide them to more customers at the right quality and price.

Apparel



Washed Shirt

Pre-washed to bring out the natural texture of the cotton fabric, this classic MUJI shirt can be worn either with its natural wrinkles after washing or neatly ironed. The basic, classic design is highly versatile to offer a wide range of easy styling options.



100% Cotton Innerwear

Cotton innerwear that feels great against the skin. Every detail has been meticulously crafted for comfort to minimize skin irritation and burden. We use tubular knitting for seamless construction, eliminate side seams, and print care labels instead of sewing them on. (Some exceptions)

Household goods



Sensitive Skincare Series

This hypoallergenic skincare series is made with natural water from Kamaishi City, Iwate Prefecture and contains 100% natural ingredients¹ derived from “nature’s inherent power.” We offer a selection of lotions and other products chosen for their comfort, even for skin prone to dryness or irritation.

1. Includes ingredients derived from natural sources through chemical reactions



100% Bamboo Paper Series

We use fast-growing bamboo for 100% of our raw pulp. This unbleached paper series is made from bamboo that matures in just three years.

Food



Curry

To create our retort pouch curry, we traveled to India and Thailand, studying authentic curry culture and incorporating locally sourced spices and cooking methods into our product development. We have upgraded our Butter Chicken Curry five times so far, ever in pursuit of the best taste possible.



Unsorted Baumkuchen

We utilize parts that were previously discarded regardless of taste—such as unevenly baked areas or deformed sections. Stick-shaped for easy eating, with a wide variety of flavors including classics like banana Baumkuchen and black tea Baumkuchen, as well as seasonal limited-edition flavors like cherry blossom Baumkuchen.

Stores



Ryohin Keikaku aims to help realize a truthful and sustainable life for all by offering quality, well-reasoned products in three fundamental categories— apparel, food, and housing—and an independent store management approach that serves the local community. We have more than 1,400 stores in 28 regions including Japan.

We will continue to contribute to people and society through our business activities in each region.

* As of end of August, 2025

Number of stores in Japan



MUJI Stores

683



Café&Meal MUJI*

26



IDÉE

8

*includes Café&Meal MUJI, Café MUJI, and MUJI Diner

Store Formats



Found MUJI

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



無印良品 500 MUJI 500

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



MUJI to GO

MUJI to GO shops feature selected items that are **useful for travel, commuting and business**. These shops offer products that travelers are happy to come across at airports, such as stationery items with special functions, items to make trips more fun, and things that let you carry your everyday life with you.



MUJI 無印良品 Online Business

In addition to operating our own online store, we also sell through e-commerce platforms such as Amazon and Rakuten Ichiba. In this way, we aim to further improve convenience and **provide customers with what they truly need, with appropriate quality and at reasonable prices**.

<https://www.muji.com>

Platforms for realizing “a Truthful and Sustainable Life for All”

Over the 45 years since MUJI was first launched, our core concepts have remained unchanged, while the scope of our activities has greatly expanded. Our core value of “contributing to society and people” is the foundation for our vision of “a truthful and sustainable life for all,” which we strive to achieve with products that ensure “a richly compassionate human society based on a balanced relationship between humans, nature and things,” as well as activities and services that help to tackle local and societal issues.

Activities for Community Engagement



Culture, Art, and Tradition



Disaster Prevention



Regional Revitalization



Resource Circulation

MUJI Business



Product Development and Retail



Healthcare Activities



Architecture and Spatial Design



Food Services



Accommodations



Renewable Power Generation

Activities (1)



Regional Revitalization

MUJI store activities aim to help tackle local challenges and revitalize local communities. Examples include: **Community Market** events featuring food and specialty products sold by local vendors, which are **planned and operated in collaboration with local residents; mobile sales buses** delivering products to customers in areas without physical MUJI stores; in-store and online sales of locally produced Shokoku Ryohin goods unique to specific areas; and **Town Hall Meetings** that enable dialogue with local residents.



Disaster Prevention

With the unpredictability of disasters, we believe it is **important to incorporate disaster preparedness into everyday life**. Our **ITSUMO MOSHIMO project** develops everyday products that are also useful during disasters, sells disaster preparedness goods, and shares information on disaster response and day-to-day preparedness. Based on **the idea of “connecting with community and having fun while learning,”** community-wide **ITSUMO MOSHIMO CARAVAN** events are held in collaboration with local governments and businesses to encourage people of all ages to learn about disaster preparedness. MUJI also conducts disaster-related workshops.

Activities (2)



Activities to Inherit Culture, Art, and Tradition

ATELIER MUJI is based on the concept of “a workshop where you can go back to the basics of life and find hints for moving forward into the future.” As a reflection of **Ryohin Keikaku’s vision of creating cultural crossroads**, we organize various events on themes such as art and design, and hold exhibitions at the gallery inside MUJI Ginza. We also hold art events in collaboration with regions to pass on culture, art and traditions.



Healthcare Activities

With the aim of providing space to support **healthy lifestyles** for members of the local community, select MUJI stores have installed equipment that customers can easily use to check their physical condition. They also work with **local governments and medical institutions to host health-focused events and workshops.**

Activities (3)



Resource Circulation

We are promoting the “**ReMUJI**” initiative, which collects unwanted clothing, plastic products, and other items at MUJI stores nationwide, aiming to **recycle used products as valuable resources as much as possible**. For clothing, we resell them after re-dyeing or remodeling, while we regenerate recycled plastic products collected into recycled raw materials and utilize them as raw materials for new clothing. In this way, we are working on **reuse and recycling**.



Renewable Power Generation

As we are involved in product development, retail and other businesses, we are working to achieve **responsible energy procurement and reduction of environmental impact**. In September 2025, we established **MUJI Energy LLC**, a renewable energy power generation company, as a joint venture with JERA Co., Inc. We will use the environmental value created by solar power generation to reduce our CO₂ emissions.

Initiatives in Japan

(Fiscal year ended August, 31, 2025)



MUJI Aeon Mall Kashihara, world's largest store, opens

In March 2025, MUJI Aeon Mall Kashihara opened in Kashihara City, Nara Prefecture, becoming the world's largest retail space. Ryohin Keikaku takes as one of its missions ensuring that stores serve as a community center to help find solutions to local issues. As a community center addressing “Nature, Circularity, and Culture,” MUJI Aeon Mall Kashihara aims “to serve as a venue for healthy gatherings for local people.” The store focuses on developing products and services by networking with producers and businesses centered on Nara Prefecture and throughout the Kinki region.

The store, with a sales floor area of 8,211.5 m², features MUJI's wide range of products for apparel, food, and housing organized into zones by lifestyle scenario. Large items in different colors, styles, and sizes are displayed with all components available, from the main unit to individual parts.

Additionally, as a hub for promoting circularity, it features a repair workshop—the first of its kind within a MUJI store—alongside resource recovery, sales of reused and unsorted items.



Everybody's baumkuchen, first MUJI co-creation product, launches

Ryohin Keikaku plans and develops food products tailored to changes in local communities and lifestyles to deliver the joys and delicious flavors of food. In a first-ever initiative, we worked with customers and store employees to co-develop a new product for the long-selling MUJI Baumkuchen series, which first launched in 2000. Employees of MUJI stores across Japan brainstormed on flavors of baumkuchen they would like to try, and selected 8 flavors from the approximately 250 ideas based on the theme of “food beloved in the community.”

These 8 options were offered in an online customers vote, and the top 5 vote-getters were made into commercial baumkuchen products. With a total of 75,420 votes submitted by customers, the first-, second-, and third-place winners—Ogura Toast Flavor Baumkuchen (Tokai region), Zunda An Dome Baumkuchen (Tohoku region), and Unsorted Salted Butter Roll Flavor Baumkuchen (Shikoku region), respectively—were launched in MUJI stores across Japan in February 2025. In a second launch in May 2025, the fourth- and fifth-place winners—Haskap Berry Baumkuchen (Hokkaido region) and Unsorted Mitarashi Dango Flavor (Kansai region), respectively—were rolled out, all of which were well-received.

Initiatives Outside Japan (Fiscal year ended August, 31, 2025)



Fermented Booster Series and Sensitive Skin Series skincare products launch outside of Japan

Ryohin Keikaku uses carefully selected ingredients to create skincare products for sensitive skin at appropriate and affordable prices. Having established a unified global skincare product line, we began the launch of sales outside of Japan in Hong Kong in May 2024. In 2025, sales were expanded to mainland China, as well as Thailand, Taiwan, Singapore, Malaysia, Vietnam, and Australia. Our Fermented Booster Series has significantly boosted overall sales in the health and beauty category in mainland China, where it is marketed as the Rice Bran Series. Our Fermented Booster Essence Serum has been particularly well-received, and together with growing customer support for the Rice Bran Series for hair and body care in mainland China, recognition of MUJI's skincare brand is increasing. We will continue to expand our product lineup, as well as the number of countries and regions in which we operate.



MUJI Retail (Thailand) wins “Brand Store of the Year” in Retail Asia Awards 2025

MUJI Retail (Thailand) Co., Ltd. was named Brand Store of the Year – Thailand at the Retail Asia Awards 2025 ceremony held in Singapore in June 2025. Hosted since 2004 by *Retail Asia Magazine*, a specialty publication for the Asian retail industry, the Retail Asia Awards recognize outstanding performance by companies in the Asia-Pacific retail industry in such areas as business, technology, and excellence. The stores in Thailand, such as “MUJI One Bangkok” and “MUJI Central Chiangmai Airport,” were recognized for presenting a new retail model that serves as community centers, achieving store operations deeply rooted in local communities. We will continue 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.

ESG Initiatives

(Fiscal year ended August, 31, 2025)



Renewable power producer MUJI ENERGY established

The Ryohin Keikaku Group has set a target of reducing overall Group greenhouse gas emissions (Scope 1 & 2) by 50% compared with the fiscal year ended August 31, 2021 by the year 2030. In September 2025, the Group formed a joint venture with JERA Co., Ltd. to establish MUJI ENERGY LLC, a special purpose company that will engage in the development of solar power generation facilities and other renewable power generation projects. The electricity generated by MUJI ENERGY will be sold to JEPX,¹ while the entire environmental value of the electricity produced will be acquired by Ryohin Keikaku via JERA subsidiary JERA Cross Co., Inc. through a virtual PPA² and utilized to reduce CO₂ emissions from electricity consumption at MUJI tenant stores. By engaging directly in power generation operations, Ryohin Keikaku aims to select sites for power generation facilities in consideration of the impact on surrounding natural environments and residents, in turn creating additional environmental value.

1. JEPX: Japan Electric Power Exchange

2. A "virtual PPA" is a long-term agreement to supply the environmental value derived from renewable power, but not the electricity itself.

Note: The photo above is for illustrative purposes and does not represent actual MUJI ENERGY facilities.



First Ryohin Keikaku ESG briefing held

In May 2025, Ryohin Keikaku held an ESG briefing for institutional investors and media representatives. Based on the concept that "our core businesses = ESG management," the business potential for resource recycling and "environmentally and socially responsible products" in the apparel, household goods, and food sectors are introduced to the participants through presentation of the company president and heads of each department, and product displays and food tasting.



無印良品

Like water, like air

Many of us hold cherished memories of freshly washed clothes, gently swaying in the breeze and basking in bright sunlight – essential scenes of daily life.

MUJI has traveled the world in search of these moments, discovering landscapes filled with generosity, simplicity, and humility, as well as a deep connection between people and nature. Times may change and technology advance, but the foundations of human happiness and daily life will remain the same.

We all strive to build healthy, fulfilling lives in a place where we can relax and face our true selves, where we connect with those around us through empathy, and feel a natural bond with the world and all living things. Like water, like air, MUJI supports this way of living.