

# Ryohin Keikaku Group

## Modern Slavery Statement 2025

### ■ About this report

This is a joint report pursuant to Section 54 of the *UK Modern Slavery Act 2015* and Canada's *Fighting Against Forced Labour and Child Labour in Supply Chains Act*.

The companies covered by this report are Ryohin Keikaku Co., Ltd. and the following companies.

- MUJI EUROPE LIMITED (a wholly owned subsidiary of Ryohin Keikaku Co., Ltd.)
- RYOHIN KEIKAKU EUROPE LTD. (a wholly owned subsidiary of MUJI EUROPE LIMITED)
- MUJI CANADA LIMITED (a wholly owned subsidiary of Ryohin Keikaku Co., Ltd.)

Ryohin Keikaku Co., Ltd. is a Japanese retail company headquartered in Tokyo and listed on the Tokyo Stock Exchange.

This report outlines the efforts made by all companies in the Ryohin Keikaku Group (hereinafter "RK Group") during the fiscal year from September 1, 2024, to August 31, 2025 (FY2025), to prevent modern slavery (including forced labour and child labour) and human trafficking within its business operations and supply chain. The policies and explanations described in this report apply to the entire RK Group.

### ■ Structure, Activities and Supply Chains

RK Group is a global SPA (Specialty Store Retailer of Private Label Apparel) that runs specialty stores, with our main brand being "MUJI". Our operations include the planning, wholesale, and retail of an extensive range of products, including apparel, household goods, food, and other items. As of the end of August 2025, RK Group, with Japan as its central base, operates 1,474 stores in 28 regions, including the UK and Canada. RK Group consists of a Japan-based headquarters and 27 affiliates engaged in sales and material management. RK Group's consolidated operating revenue for FY2025 was JPY 784.629 billion, and it had 28,432 employees (including 14,520 part-time employees) as of the end of August 2025.

MUJI EUROPE LIMITED and RYOHIN KEIKAKU EUROPE LTD., which operate in the UK, are private companies that operate specialty retail stores and import/export and sell products. MUJI CANADA LIMITED, which operates in Canada, is a private company that operates specialty retail stores and imports and sells products.

For more information about RK Group and its business, please visit the following link:

<https://www.ryohin-keikaku.jp/en>

RK Group handles a wide range of products in three divisions: apparel, household goods, and food. RK Group does not manufacture the products by itself. All the products RK Group handles are manufactured by its production partners' factories located in Japan and other regions including, but not limited to, Mainland China, Vietnam, Thailand, Cambodia, Indonesia, India, and Bangladesh. Additionally, there are some factories located in the UK, but none in Canada. The overview of the supply chain for apparel, household goods, and food is as follows.

### Apparel

The factories where RK Group outsources the manufacture of clothing, shoes, and bags are located in Vietnam, Cambodia, Mainland China, and other Asian regions, including Japan.

### Household Goods

RK Group produces and sells various household goods including cosmetics, stationery, furniture, and fabric items. Approximately three-quarters of our cosmetics and stationery products are manufactured in Japan. Meanwhile, factories to which we outsource the production of furniture and fabric items are located in Vietnam, Mainland China, and India.

### Food

Most of the factories where RK Group outsources the manufacture of processed foods sold in Japan are located within Japan. The overseas factories are located in regions such as Mainland China, Malaysia, and France. Additionally, for the processed foods handled by RK Group's overseas sales companies, we primarily outsource manufacturing to factories located in the regions where the products are sold.

## **■ Policies and due diligence processes in relation to modern slavery (including forced labour and child labour) and human trafficking**

RK Group defines our corporate purpose as 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." To achieve this corporate purpose, we respect human rights and maintain a sound working environment for all individuals who work in our supply chain, including not only RK Group associates but also our business partners and subcontractors.

RK Group has clarified its policy to tackle prevention of modern slavery (including forced labour and child labour) and human trafficking by adopting the following documents: Ryohin Keikaku Group Human Rights Policy, Ryohin Keikaku Group Compliance Code of Conduct, and Ryohin Keikaku Code of Conduct for Production Partners. As explained below, RK Group has established a management system to effectively implement the above policy. We aim to comply with

international norms and local laws, and we receive advice and support from external experts in business and human rights, ESG, and sustainability.

#### Ryohin Keikaku Group Human Rights Policy

RK Group has established the [Ryohin Keikaku Human Rights Policy](#) to clarify its commitment to comply with international norms regarding respect for human rights, including the UN Guiding Principles on Business and Human Rights, and to fulfill our responsibility to respect human rights, including the prevention of modern slavery and human trafficking. We apply its policy to all officers and employees, and at the same time, expect and request all stakeholders, including suppliers related to our business, products, and services, to understand and comply with the policy.

#### Ryohin Keikaku Group Compliance Code of Conduct

RK Group has established the [Ryohin Keikaku Group Compliance Code of Conduct](#) to promote understanding of the significance of corporate ethics as well as legal compliance and to facilitate equitable business activities, and requires compliance from its employees. The Code clearly states that we respect individuality, human rights and privacy, eliminate discrimination, and do not tolerate harassment of any kind.

#### Ryohin Keikaku Code of Conduct for Production Partners

RK Group particularly requests that our direct contract suppliers and their contract factories (“production partners”) understand and comply with the [Ryohin Keikaku Code of Conduct for Production Partners](#), which is based on internationally recognized human rights principles and declarations, such as the International Bill of Human Rights and the core labour standards stipulated in the conventions of the International Labour Organization (ILO), and includes standards for respect for human rights, and we promote our commitment to respect human rights by working together while valuing partnerships with our production partners. The Code explicitly prohibits practices such as child labour, forced labour, human trafficking, discrimination, and harassment, and demands compliance with all relevant laws and regulations.

### **■ Human rights due diligence process to assess and manage risks of modern slavery (including forced labour and child labour) and human trafficking**

In accordance with its Human Rights Policy, RK Group will fulfill its responsibility for respecting the human rights of all stakeholders involved in its business in the entire supply chain. Specifically, following the six steps based on the United Nations Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidance for Responsible Business Conduct, we have developed a framework for human rights due diligence, continuously identifying and assessing adverse human rights impacts that our corporate activities may have on society

(including potential risks of modern slavery such as forced labour and child labour and human trafficking), and taking appropriate measures to prevent or mitigate such impacts.

### **1. Establishment of management systems to implement the policy**

In order to effectively implement the aforementioned policies in the RK Group, Ryohin Keikaku formulates human rights-related activity policies, develops and reviews its management structure, and checks progress against targets on a regular basis at the ESG Management Committee (held monthly) chaired by the President & Representative Director. In addition, we have put in place a structure for preventing human rights violations on a day-to-day basis by setting up the ESG Sub-Committee under the ESG Management Committee to promote respect for human rights, as well as by creating roadmaps for implementing initiatives for respecting human rights. These initiatives are implemented mainly by the risk management division, the ESG management division, the divisions involved in product procurement, and the human resources division in collaboration with each other.

### **2. Identification and assessment of adverse impacts**

In FY2023, with cooperation of external experts, we identified human rights issues that we should address in order to prevent human rights risks from arising in RK Group's business domains, which include the production and sales of apparel, household goods, and food. In the identification process, we also referred to international guidelines, the results of factory audits, the monitoring results of employee engagement surveys, and others. As a result, we have identified the prevention of forced labour and child labour risks, particularly in the supply chain, as one of our priority human rights issues to be addressed, as described below. We will prioritize the human rights issues identified, develop roadmaps for relevant divisions, and implement initiatives for preventing and mitigating the emergence of human rights risks, working with our stakeholders. Going forward, we will continuously monitor the effectiveness of the initiatives and review the identification and assessment of adverse impacts on human rights.

#### Methods of Assessing Human Rights Issues

We have identified high-priority human rights issues by assessing their severity and likelihood in reference to the United Nations Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidance for Responsible Business Conduct, and with cooperation of external experts. We conducted the assessment for both our operations and supply chains.

#### Salient Human Rights Issues to be Handled with Priority

Our operations:

Harassment (including customer abuse), discrimination, gender-related human rights issues, working hours, and the right to access to remedy

Supply chains:

Labour health and safety, forced labour, child labour, discrimination, environment, working hours, gender-related human rights issues, consumer safety and right to know, and harassment

### **3. Prevention and mitigation of adverse impacts**

RK Group does not manufacture the products by itself. All the products RK Group handles are manufactured by its production partners' factories located in Japan and other regions. Some factories of the production partners are located in regions that are assessed at high risk of modern slavery including forced labour and child labour due to the lack of good governance and weak rule of law, according to reports by international organizations and non-governmental organizations. Therefore, we believe that it is extremely important for us to work on respecting human rights together with our production partners through the Code of Conduct for Production Partners.

#### Collaboration with Production Partners

As mentioned above, RK Group establishes the [Code of Conduct for Production Partners](#) for the purpose of building good partnership based on mutual trust and fulfilling its responsibility of considering the entire supply chain to secure a fair, safe, and healthy work environment and be responsible to the natural environment. This Code of Conduct is based on internationally recognized human rights principles and declarations, such as the International Bill of Human Rights and the core labour standards stipulated in the conventions of the International Labour Organization (ILO), and includes standards for respect for human rights. In accordance with the Code of Conduct, we promote initiatives for human rights by sharing the policies included on the working environment, respect for human rights, and environmental consciousness for the entire supply chain with our production partners, and by requiring them to comply with them. We have distributed and explained the Code of Conduct in Japanese, English, and Chinese to all factories in the world to which we outsource production.

We do business only with production partners that comply with the Code of Conduct and sign a pledge for compliance at our request. In addition, the Code of Conduct prohibits our production partners from sub-outsourcing to other factories that are not pre-approved by RK Group, making it mandatory for them to obtain approval from RK Group. Furthermore, it is required that production partners ensure the business activities of subcontractors also comply with this Code of Conduct.

#### Raw Material Sourcing

For our major primary raw materials (cotton, wool, down, linen, and wood), we use those that can be traced back to the production area as much as possible.

The organic cotton we use has obtained organic certification confirmed by a third-party organization. This certification is conditional on the compliance with labour conditions stipulated by the International Labour Organization (ILO).

#### Improving Working Conditions Through Collaboration with External Organizations

Since 2016, RK Group has been a participant of the Better Work programme, a joint initiative of the International Labour Organization (ILO), a UN agency that aims to improve the working environment, and the International Finance Corporation (IFC). Under this programme, the RK Group strives to improve the working environment of factories by utilizing Better Work's service of assessing the status of compliance with the labour standards of each region where factories exist and in case of any lack of compliance, seeks advice from experts and uses training services to resolve the issue.

[Stakeholder Engagement](#)>

### **4. Tracking implementation and results**

#### Regular Factory Monitoring, Audits, and Improvements through these Activities

RK Group checks factories' status of compliance with the Code of Conduct for Production Partners through regular on-site audits by third-party institutions. In addition, we share our feedback on audit results with the factories and request their management to make improvements according to audit findings, and provide support for improvement. Based on improvement reports prepared by each factory, RK Group works with the factories to identify specific activities or procedures, or the lack thereof that caused the issues, and to check out whether changes to the systems are necessary to prevent recurrence. In the event that a serious human rights violation, such as forced labour, is found in a factory and that RK Group cannot expect any correction of such violation even if we exercise our leverage, RK Group will consider dissolving its partnership with the factory in accordance with the Code of Conduct for Production Partners as an option at its discretion.

The monitoring result of the factories is reported on this webpage.

[Monitoring Production Partners](#)>

### **5. Information disclosure**

#### Disclosure through website and various reports

RK Group regularly discloses its initiatives for respecting human rights through [its website](#), [MUJI REPORT \(integrated report\)](#), and other communication tools.

#### List of Production Partners

RK Group firmly believes that guaranteeing transparency throughout the supply chain is our obligation to all stakeholders. By making our [list of production partners](#) publicly available, we

aim to strengthen our engagement with our production partners and foster a conducive working environment.

## **6. Correction and remedy through the Grievance Mechanism**

### Employee Helpline

RK Group has established the [Ryohin Keikaku Group Helpline](#) as a whistle-blowing system to prevent serious problems associated with corporate activities, including compliance violations, corruption, human rights issues (including harassment), and any other activities that violate (or may violate) the Group Compliance Code of Conduct. This helpline is available to all personnel within RK Group, which include officers, employees (including contract employees, partner employees, and part-time workers), and dispatched/temporary staff. Such personnel may report and consult anonymously. Privacy of those who report or consult is protected, and we prohibit any adverse treatment of personnel who consult with or report to the helpline.

### Supplier Hotline

RK Group established the [Supplier Hotline](#) as a contact point for reporting from suppliers. The hotline is a whistleblower line for our suppliers and factories in Japan that conduct business with RK Group. Any violations (or potential violations) of laws, the above policies or codes of conduct by officers or employees within the RK Group or personnel of suppliers which occur under the contract with the RK Group could be reported to this hotline.

### Hotline for Migrant Workers

Ryohin Keikaku has been participating in the Japan Platform for Migrant Workers towards Responsible and Inclusive Society ([JP-MIRAI](#)) since May 2022 to resolve various issues faced by migrant workers living in Japan with the technical intern or specified skilled worker status of residence. JP-MIRAI is comprised of various stakeholders including companies, lawyers, and non-governmental organizations, led by the Japan International Cooperation Agency (JICA). In FY2024, we participated in the Consultation and Remedy Pilot Project ([JP-MIRAI Assist](#)) started by JP-MIRAI. This project is a multilingual consultation service accessible to migrant workers. By providing support from the perspective of migrant workers, it aims to identify and resolve issues early. Currently, the service is available only for Ryohin Keikaku's employees. In the future, we intend to extend the scope to include workers in our supply chain, thereby making use of the service as a means for early detection of labour and human rights issues.

## **■ Measures taken to remediate forced labour or child labour**

As mentioned above, RK Group strives to identify and assess the risk of forced labour and child labour through the implementation of human rights due diligence processes, including factory monitoring. In addition, RK Group has established several grievance mechanisms with a view to

ensuring access to effective remedies for human rights violations such as forced labour and child labour. During this fiscal year, no use of forced labour or child labour was identified within the RK Group's operations or supply chains except for the case below.

As reported in the Factory Monitoring Results section of the [Monitoring Production Partners](#) webpage, during this fiscal year, a factory audit utilizing the Better Work Programme identified the employment of a child at one factory in Cambodia that met the definition of child labour as stipulated in our Code of Conduct for Production Partners. Through the Better Work Programme, improvements were requested. The factory agreed to guarantee the child the opportunity to receive education until reaching the legal working age and to bear the child's deemed wages and tuition fees during that period. We subsequently conducted a direct visit to the factory and arranged for a third-party visit audit to confirm the agreement's implementation.

### **■ Measures taken to remediate the loss of income to the most vulnerable families that results from any measure taken to eliminate the use of forced labour or child labour**

RK Group recognizes that efforts to prevent and reduce the risk of forced labour and child labour may have the unintended consequence of reducing the income of vulnerable members of society. In the event that the use of forced or child labour is identified within the Group's business activities and supply chains, we will take measures to address the human rights of rights holders as our first priority.

As mentioned above, in the case where child labour was identified at one factory in Cambodia, we have confirmed that the factory guarantees the child the opportunity to receive education until reaching the legal working age, and bears the child's deemed wages and tuition fees during that period. As a result of these efforts, measures are being taken to remediate the loss of income to the affected vulnerable families.

### **■ Training provided to employees on forced labour and child labour**

#### Human Rights Training for Employees

Ryohin Keikaku implements training programs for its officers and employees in Japan on the themes of business and human rights, and respect for human rights as expected of companies. Going forward, we will regularly conduct training and other programs on human rights.

Regarding the prevention of harassment, which is a human rights issue requiring priority attention within our company, we conduct harassment prevention training for all group executives. Furthermore, in this fiscal year, we disseminated messages from officers regarding harassment prevention within Japan, demonstrating our stance of treating it as a priority management issue, and conducted harassment training for all employees. The training covers the definition of harassment, examples, preventive measures, and how to respond when incidents occur.

Additionally, in October 2024, we established our [Basic Policy on Harassment from Customers](#), disseminated it to all employees in Japan, and disclosed it on our website. Customer harassment is one of the priority human rights issues concerning employees that requires immediate attention. This policy clearly defines customer harassment based on the Corporate Manual for Countermeasures Against Customer Harassment created by the Ministry of Health, Labour and Welfare, outlines measures to be taken both internally and externally when customer harassment occurs, and requests the understanding and cooperation of our customers.

#### Training for Employees Involved in the Supply Chains

Since FY2019, Ryohin Keikaku has been conducting training for managers and staff involved in the supply chain covering procurement, production management, production planning, and quality assurance functions. In the training, participants learn human rights issues in the supply chain and specific examples of factory audit findings. This includes understanding what constitutes severe human rights violations including modern slavery such as forced labour and child labour and human trafficking, identifying key areas of concerns during factory visits, and the issues occurring in the supply chain along with the responses expected of companies. In FY2025, a total of 265 employees participated in the training.

#### Training for Production Partners

RK Group regularly conducts workshops for our production partners to deepen their understanding of our approach to respect human rights and the Code of Conduct for Production Partners, as well as to promote efforts to respect human rights throughout the supply chain. In December 2024, workshops were held for all Tier 1 production partners involved in apparel and household goods, with more than 70% of the targeted production partners participated. Additionally, in July 2025, we held a study session for the same target group. Over 200 production partners—representing approximately 70% of the total—actually participated, and we also distributed recordings of the briefing session at a later date. As for the food merchandising division, workshops were held for all Tier 1 production partners during FY2025.

### **■ Assessment of effectiveness in ensuring that modern slavery (including forced labour and child labour) and human trafficking are not being used and performance indicators**

As mentioned above, we work with our production partners to regularly monitor the factories. As a performance indicator demonstrating the level of human rights and environmental risks in the factories, we rate the factories on a five-point scale from A to E according to the importance and number of issues raised in the audit results, and then work to prevent and improve the issues raised as a result of the monitoring.

In FY2025, RK Group conducted onsite audits of a total of 320 factories (308 Tier1 factories and

12 Tier2 factories). As a result, there were no factories that seriously violated human rights and were thus subject to the review of business relationships, aside from correctable issues. The results of the factory monitoring and the details of performance indicator are reported [here](#).

### **Approval and attestation**

This report has been approved by the Board of Directors of Ryohin Keikaku, MUJI EUROPE LIMITED, RYOHIN KEIKAKU EUROPE LTD., and MUJI CANADA LIMITED.

In accordance with the requirements of the Act, and in particular section 11 thereof, I attest that I have reviewed the information contained in the report for the entity or entities listed above. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material respects for the purposes of the Act, for the reporting year listed above.

#### **Satoshi Shimizu**

President and Representative Director  
Ryohin Keikaku Co., Ltd.  
February 24, 2026



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*I have the authority to bind Ryohin Keikaku Co., Ltd.*

#### **Richard Rappaport**

President  
MUJI CANADA LIMITED  
February 24, 2026

**Richard Rappaport**

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*I have the authority to bind MUJI CANADA LIMITED.*

#### **Uriel Karsenti**

Managing Director  
MUJI EUROPE LIMITED  
February 24, 2026

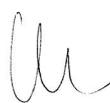


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*I have the authority to bind MUJI EUROPE LIMITED.*

#### **Uriel Karsenti**

President  
RYOHIN KEIKAKU EUROPE LTD.  
February 24, 2026



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*I have the authority to bind RYOHIN KEIKAKU EUROPE LTD.,*