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UNIQLO 40th Anniversary

Tadashi Yanai
Chairman, President and CEO, Fast Retailing Co., Ltd.



Hello. My name is Tadashi Yanai, and I am Chairman, President and CEO of Fast Retailing.

In 2024, we at Fast Retailing mark the 40th anniversary of the founding of UNIQLO.

I would like to celebrate this milestone year by talking about how Fast Retailing intends to approach and manage its business operations going forward.

Going Concern

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The most important thing for any company is to operate as a going concern that can consistently and continuously conduct business well into the future, and support the interests of society as a whole.

One of the achievements of which I feel we should be most proud is our ability to generate almost entirely consistent growth over a long period of time. I believe that is where our greatest value lies.

We have always considered what is right for society, and have conducted business in a way that takes both the long-term perspective and overall benefits into account.

I think that is the precise reason for our sustainable growth, and we have no intention of altering that approach going forward.

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Past results are the true reality

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Fast Retailing's revenue has increased by approximately 400 times since the company was first listed 30 years ago.

Our stock price continues to rise, and we feel a keen and growing sense of social responsibility.

However, rather than focus on the short-term rise and fall of our stock price, we should be much more conscious of the true substance of our business management and our actual achievements.

Past track record is the only objective indicator of the true reality of any corporate entity.

I am always saying to our staff that stock price movements are like a popularity contest.

Short-term stock prices do not always reflect a company's intrinsic value.

What is more important is to pursue correct management and continued growth over a long-term period.

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Developing global management talent

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The most important element in this equation is the fostering of management personnel who can lead business operations with a global mindset.

Over twenty years have passed since we first launched our business in Europe, where Nikolina Johnston is located, and in other parts of the world. Locally hired talent from China and other markets have honed their capabilities and are now playing an active role as managers and management candidates in each market.

These personnel tend to begin their careers in one of our stores, where they develop a deep understanding of Fast Retailing's core values and ways of thinking, carrying out their daily business activities based on local community needs and customer feedback.

We will continue to select talented employees and rotate them to different locations around the world in order to strengthen our executive talent pool.

Global One, Zen-in Keiei

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Our aim is to implement our 'Global One, Zen-in Keiei' management principles.

That means ensuring all our employees correctly understand exactly where they should be headed, and always consider the very best course of action from a global perspective before acting.

To facilitate this process, we must train many managers all over the world.

We are already starting to see the results of our training efforts to date, and we will continue to create a team management style that is driven by extremely talented human resources from around the world.

All employees as “store managers”

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The fundamental idea here is to encourage all our employees around the world to view themselves as store managers, and to act as businesspeople, merchants, and leaders.

If we can encourage all employees to see themselves as managers who can run a business based on independent judgement, then we can achieve our Zen-in Keiei principle of everyone adopting a managerial mindset.

Our employees become our engine of growth, and everything else stems from there.

This would also help our in-store sales staff and head office employees develop into strategic thinkers who are capable of creating and growing business themselves.

It is equally important to develop the ability to truly understand the thoughts of our customers, both rationally and emotionally.

Employees must also learn to dress in a way that showcases their own sense of style, so they can develop a presence that customers might want to imitate.

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Due recognition and satisfactory remuneration

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To achieve these aims, we will continue to increase remuneration levels and offer competitive global wages. We will eliminate any attempt to solve problems through labor-intensive methods, and focus instead on building a management framework run by smaller teams. We are asking people to develop as strategic thinkers, and those skills could never be sold cheaply.

The abilities of all employees should be duly recognized, and employees should receive satisfactory remuneration for the work they do. Companies that operate under such a premise are the only ones that can compete successfully on the global stage.

Due recognition and satisfactory remuneration are undeniable prerequisites for becoming a world-leading brand that enjoys widely popular support.

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An interconnected world

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In recent years, it has been said that our world is becoming increasingly divided. However, even if there is some political motivation for division, people around the world are themselves increasingly sharing the same information and taking action based on the same common values.

People today are aware of information from all over the world, no matter the topic or location. If they don't know something, they can instantly look it up on the smartphone they are holding in the palm of their hand.

Our world really is shrinking, and everyone is starting to stand on a common stage. This represents a great opportunity for us to boost growth worldwide.

MADE FOR ALL

PEACE FOR ALL

LifeWear

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Our values at Fast Retailing center around MADE FOR ALL – that is, clothing for everyone – and PEACE FOR ALL – in other words, the opportunity for everyone to enjoy their everyday life in peace.

As Taku Morikawa and Nikolina Johnston mentioned earlier, more and more people in Europe, the United States, and other regions with strong clothing cultures, are beginning to gain a deeper understanding of the LifeWear values and philosophy that we are advocating.

The world has become a single market

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The business platforms, the foundations upon which companies grow, are now fully global. Customers across the globe choose only the world's best products and services, and today the most competitive international brands can enjoy overwhelmingly strong support anywhere in the world.

The structure of business has also fundamentally changed now that we have one single global market. A global player would probably need sales in the region of 10 trillion yen to gain entry to this market.

Within this type of market, I want us to achieve a new dimension of growth that transcends conventional wisdom.

We now have many of the necessary elements for achieving this growth in place, from cutting-edge information technology to world-leading production capabilities, fully automated distribution warehouses, and a network of global flagship stores in the world's major cities. We will continue to face this challenge head on and directly confront any obstacles in our path towards new growth.

Everything we do is for our customers

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We must, at all costs, avoid the temptation to grow complacent in the face of our modest current success. We must not overestimate ourselves or be overcome by the “revenge of success” paradox, in which ongoing success hinders a company’s ability to change from past practice.

The most important thing is to do everything for the sake of our customers, and to do it to the very best of our ability.

Our brand is starting to enjoy greater visibility and affinity around the world, so now is the time to revisit the original motivation for our business:

namely, always putting the customer first in everything that we do,

and growing together with local people and communities in different regions around the world.

We will continue to serve as our own harshest critic in our ongoing quest for innovation and transformation.

I believe this attitude should never be relinquished.

Changing clothes.
Changing conventional wisdom.
Change the world.



Changing clothes. Changing conventional wisdom. Change the world.

The reason we are in business is to turn this corporate statement into a daily reality. This quest both epitomizes the origins of Fast Retailing, and our ultimate destination.

I want to turn Fast Retailing into the most trusted company in the world in a way that no one has ever done before. Today, we are now in a position where that goal is no longer a mere dream.

I will continue to work with our many shareholders and partner companies to help improve the lives of our customers around the world.

I very much appreciate your continued support. Thank you.

