

# North America and Europe: Drivers of Global Growth

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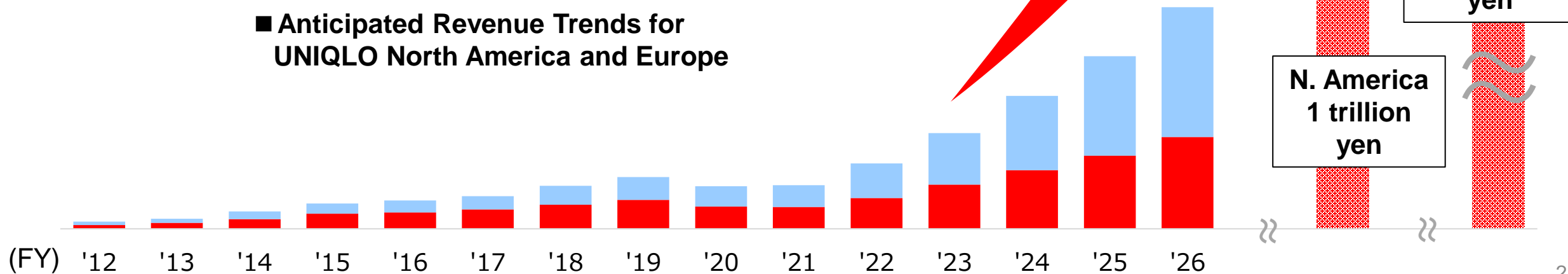
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# Expect to Achieve 500 Billion Yen in Europe, 300 Billion Yen in N. America, Ahead of Schedule

**Europe and North America as 1 trillion yen operations, then 3 trillion yen operations over medium term**

- North America and Europe operations have achieved consistent post-Covid sales growth of 30-50% a year since FY2022.
- Expect to achieve sales of 500 billion yen in Europe and 300 billion yen in North America in FY2026, one year ahead of schedule.

■ Anticipated Revenue Trends for UNIQLO North America and Europe



# Heightened UNIQLO Presence

## Accelerating customer support for “new clothes”

- Achieved double-digit combined North America and Europe same-store sales growth each year since FY2022, driven by an expansion in customer visits.

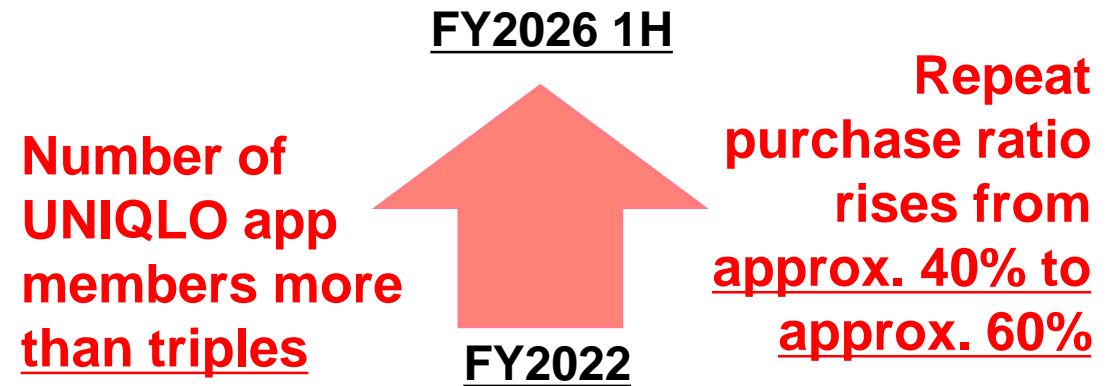
- 1) Large increase in new customers. Number of North America and Europe UNIQLO app members has more than tripled since FY2022

- 2) Huge increase in repeat customers. Repeat purchases within 1 year (ratio): approx. 40% (FY2022) → approx. 60% (FY2026 1H)

- A virtuous cycle is being created in which deeper customer awareness and understanding of UNIQLO products encourages them to seek out and pick up those products for themselves.

### ■ North America & Europe Combined Same-store Sales and Customer Visits (YoY)

	FY2022	FY2023	FY2024	FY2025
Same-store sales	138%	127%	117%	116%
Customer visits	119%	122%	117%	114%



(North America and Europe combined)

# High Degree of Trust in Core Products

## LifeWear becoming a part of customers' daily lives

- Popular products in USA/Europe almost the same as in Japan. Top global sellers such as Wide Sweat Pants also sell well in USA and Europe.
- Keywords in customer feedback: “Just what I was looking for”, “a wardrobe staple”, “high quality”.
- LifeWear comfort and feel, and overall size and fit are highly appreciated.
- Because Japan has fewer fixed preconceptions about clothing, we can pursue comfort and functionality from fresh perspectives – bringing new innovations to Western markets, where modern clothing originated

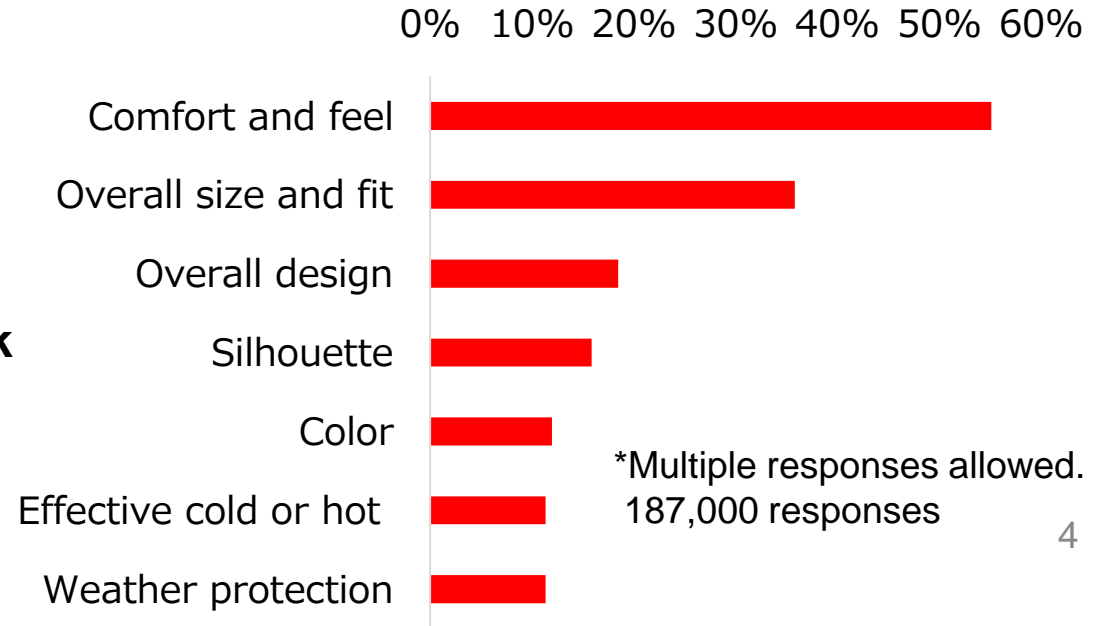
### ■ Top-selling Product Rankings (FY2026 1H)

	Japan	USA	Europe
Wide Sweat Pants	1	1	2
AlRism Cotton Crew Neck T-shirt	6	2	1
Seamless Down Parka	15	8	3

### ■ Frequent Keywords in USA and Europe Customer Feedback

- |                      |                             |                                    |
|----------------------|-----------------------------|------------------------------------|
| • Comfortable        | • The best, best in my life | • Just what I was looking for      |
| • Soft               | • High quality              | • Receive compliments when wearing |
| • Like a second skin | • Changed my life           | • A wardrobe staple                |
| • Buttery smoothness | • Like it                   | • A closet staple                  |
| • Beautiful          | • Love it                   | • A game changer                   |

### ■ USA & Europe Customer Focus Points



# Thorough Marketing of Key Differentiator Products

## Dramatic global sales growth driven by USA/Europe innovation

- Products originating in North America and Europe including Jersey Barrel Leg Pants, Baggy Curve Jeans, and Mini T-shirts also generate strong global sales.
- Product value is communicated by customers posting their own impressions and widely conveying different products' value and functionality on social media.



Jersey Barrel Leg Pants



Baggy Curve Jeans



Mini T-shirt

# Our Stores are Our Most Effective Media Outlets

## N. America/Europe flagship store presence spreads worldwide

• Our flagship stores are bases for communicating product information and brand value. Located on prime major urban sites, they attract customers from all over the world.

1) Driving significant global increase in visits by customers from markets with no UNIQLO stores, and tourists

2) This increases the likelihood of strong sales performances when a new store is opened in a new city

• Flagship stores invigorate local cities and regions. UNIQLO's corporate stance is respected by local landowners and developers, which expands opportunities for securing even better new store locations and enables us to build win-win relationships.

• This successful North America and Europe model used worldwide, to accelerate the opening of flagship-class stores. We will continue to open the high-quality stores that local customers need.

### ■ FY2026 1H Top 10 Best-selling Stores

	Store Name	Market
1	Ginza	Japan
2	New York 5th Avenue	<b>USA</b>
3	Paris Opera	<b>France</b>
4	Piazza Cordusio	<b>Italy</b>
5	311 Oxford Street	<b>UK</b>
6	New York Soho	<b>UK</b>
7	Gran Via	<b>Spain</b>
8	Shinjuku HONTEN	Japan
9	Via del Corso	<b>Italy</b>
10	UNIQLO TOKYO	Japan



New York 5th Avenue store



Paris Opera store

**Belgium**

Meir store

(Opened September 25, 2025)

Welcome to  
**UNIQLO** Antwerp



# Frankfurt

Biebergasse store  
(opened October 16, 2025)



# Munich

## Leopoldstrasse store

(Opened November 6, 2025)



# New York

Bryant Park at  
5th Avenue store  
(Opened March 6, 2026)



**New York**  
**Williamsburg store**  
(Opened March 20, 2026)



**Chicago**  
Michigan Avenue store  
(Opened March 27, 2026)



**New York**  
**Union Square store**  
(Opened April 3, 2026)



# Global One and ZEN-IN KEIEI

## Working closely with frontline operations, enhancing independent store management

- Management teams hold joint discussions, share wide-ranging information on changing trends, promising products, and successful store display ideas, and gradually transform their business through swift evaluation, decision-making, and execution.
- Conducting daily business by global headquarters staff and local management teams visiting stores to help implement independent store management that meets the needs of local customers.
- Particularly successful management talent development in Europe with local staff becoming COOs.
- Applying North America/Europe independent store management globally. Independent store management efforts are also progressing in the Mainland China market.



Belgium: UNIQLO Meir store



Sweden: UNIQLO Kungsträdgården store



Mainland China: UNIQLO Nanjing Xilu store

# Generating Groupwide Growth

**By becoming the best-regarded company in North America and Europe, we can expand worldwide**

- If we can become the most highly-regarded company in North America and Europe, which are the birthplace of western-style clothing, we can expand around the globe.
- Immediate target of ¥1 trillion in sales each in Europe and North America, as a stepping stone to greater success.

## ■ Growth Potential for the Fast Retailing Group



# Become No.1 in North America and Europe!

## LifeWear: A great source of competitiveness

### Europe

- **High level of understanding and empathy for LifeWear** quality, functionality, and timeless designs.
- **UNIQLO support accelerating thanks to flagship store-focused branding.**



- Satisfy healthy demand through the honest implementation of good business practices (delivering the right product mix at the right time, high service standards, locally-focused operations). **Continue to generate strong growth of roughly 30%** by sharpening our brand.

### North America

- Entrenched support for individual products is already visible.
- Now looking to deepen **LifeWear presence and position** even further.



- Achieve **annual sales growth of roughly 30%** by accelerating our flagship store strategy and expansion into new cities, providing customers with in-store LifeWear experiences, and encouraging deeper, broader customer understanding of the brand.

# Europe Growth Strategy: Store Openings

## Promote flagship store opening and regional city expansion

- In France, UK, Germany, and Spain, we are accelerating store openings in prime locations in second- and third-tier cities as well as in Paris, London, etc. Moving from a linear to a full-spectrum store development phase.
- In other markets, we are pursuing store opening opportunities in prime locations in major cities.
- As trust in the UNIQLO brand increases, many areas where we don't have a presence are starting to approach us. We are also accelerating our expansion into new markets.
- Stores effectively convey LifeWear value and generate fast-growing e-commerce sales in each area, so we are always looking to strengthen links between stores and e-commerce operations.
- Maintain high-quality store openings and continue to open roughly 15 stores each year.



# Europe Growth Strategy: Products

## Core products harbor huge potential

- Customer expectations for UNIQLO core products are very high. Expand sales by actively promoting superior materials and functionality to customers.
  - ✓ Generate significant BLOCKTECH and HEATTECH sales growth by advertising their advanced functionality and promoting sampling opportunities.
  - ✓ Already doubled y/y linen sales by offering new brown and yellow color choices for the current year.
- Feminine clothing is especially popular in Europe. This spring, skirts and knitted polo sweaters/cardigans sold well. We will continue to strengthen women's wear.



BLOCKTECH



Linen shirts



Tiered Maxi Skirts

# North America Growth Strategy: Store Openings

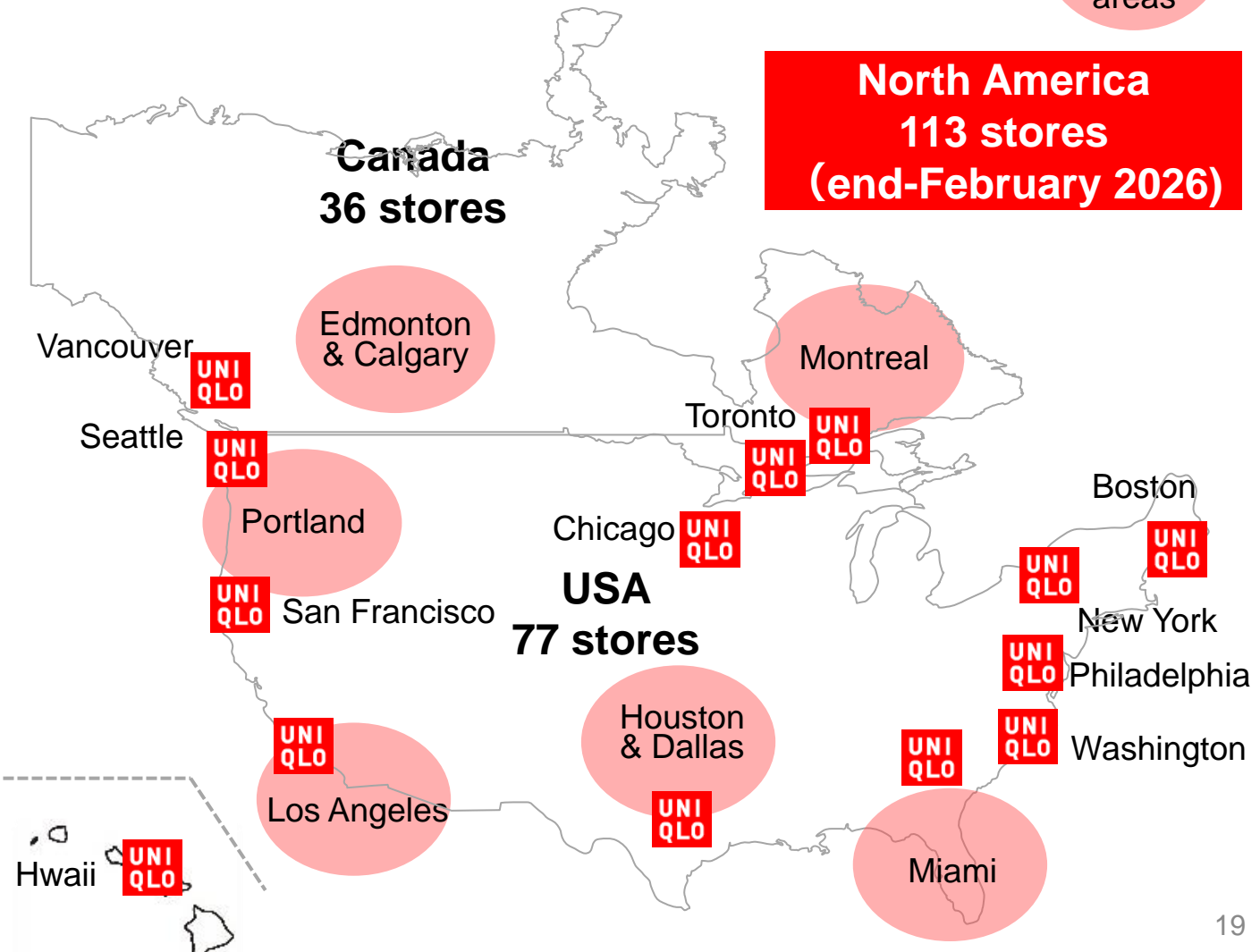
## Promote our flagship store strategy

Newly entered areas

• Aim to attract even more UNIQLO fans in USA by deepening empathy for LifeWear by:

- 1) Opening global flagship stores in major cities (including New York, San Francisco, Chicago, Houston)
- 2) Opening stores in previously untapped cities (including Portland, Miami)
- 3) Horizontally expand our success case in Texas by carving out new markets in areas with existing strong e-commerce sales

- Accelerate store openings in new cities in Canada as well.
- Maintain high-quality store openings and continue to open roughly 25 stores each year.



# North America Growth Strategy: Products

## Secure more fans faster with products that can win overwhelming support

- Determine focal products and link marketing, product, inventory, sales floors, and sales systems to facilitate unified companywide promotion.
  - ✓ The Ribbed Bra Top is a staple product in the USA. Selected products for strategic marketing and set sales targets in 2024 Spring Summer. The whole company and staff got behind efforts to prepare stock, create store displays, and enhance information communication to achieve targets and roughly double sales. Since 2024, has become a hit product that is driving sales.
  - ✓ Sales of sunglasses more than doubled this year on proactive sales efforts.
- Develop global hit products that reflect customer and staff feedback and market conditions.
- The USA Co-CEO will lead the development of items that will sell strongly worldwide by monitoring USA operations and working as the global manager for women's wear.
- Appoint Europe product manager and work closely with the six global R&D centers, Claire Waight Keller, Jonathan Anderson, and Christophe Lemaire to create perfected products.



Ribbed Bra Tops

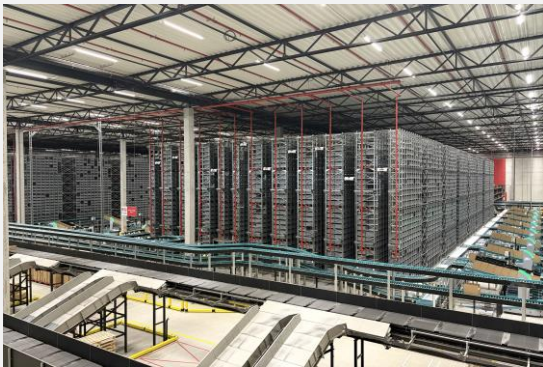
Sunglasses

# Transforming Our Supply Chain

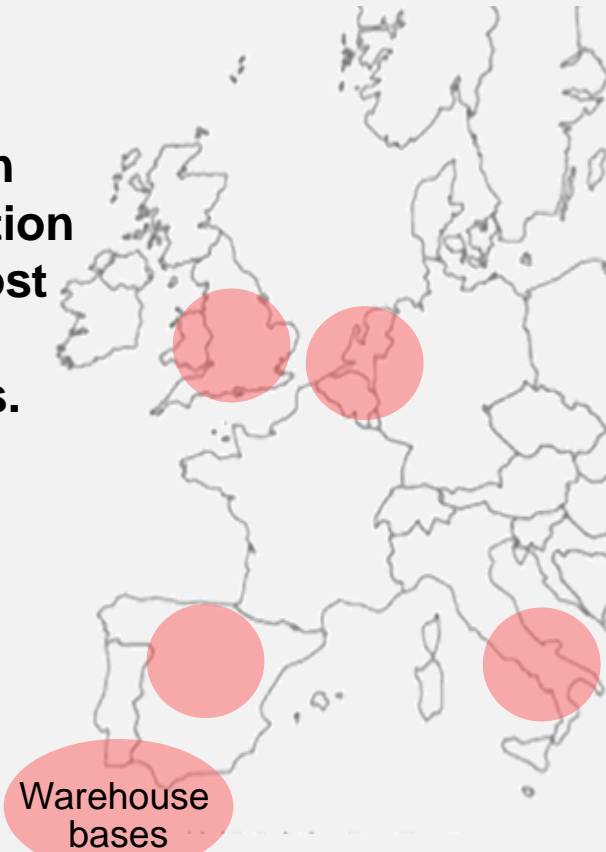
## Strengthen supply chain to improve customer satisfaction

### Europe

- Using multiple warehouses to facilitate quicker customer deliveries.
- Reducing transportation lead times from production bases and improving cost efficiencies by using diverse transport routes.

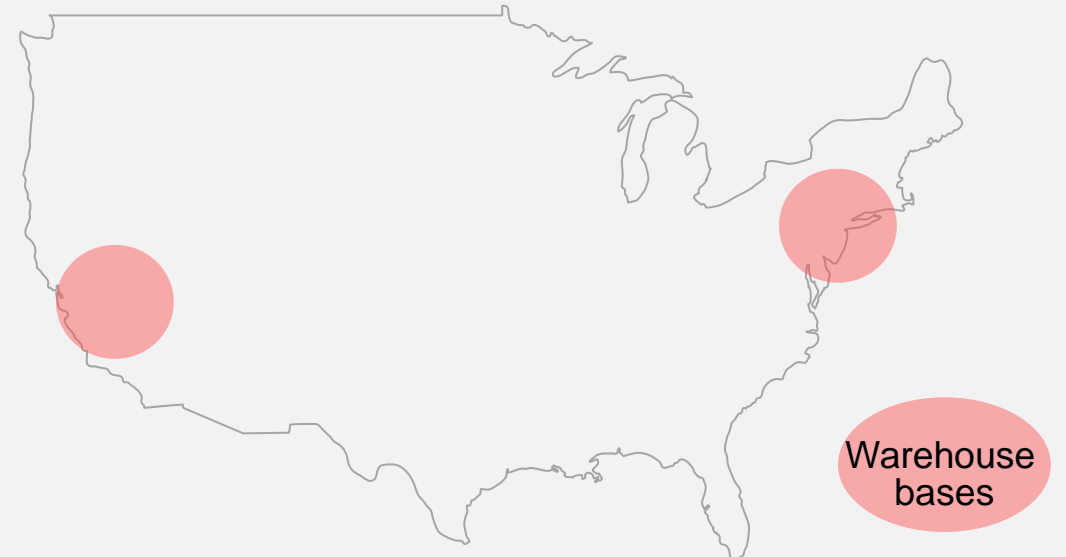


Our newly established 110,000m<sup>2</sup> automated warehouse in the Netherlands



### North America

- Shortening customer delivery lead times by expanding our autonomous warehouse framework to include East and West Coast, and enhancing partnerships with shipping companies.
- Plan to use AI to optimize warehouse inventory allocations.



# Strengthening Business Platforms

## Enhance people development to ensure customer expectations are met

- Faster discovery, recruitment, training, and promotion of excellent talent, regardless of ethnicity, nationality, age, or gender. Separately, select young people and create groups with strong teamwork, high aspirations, and passion.
- Implement FR management principles of swift evaluation, decision-making, and execution; frontline-focused management; and independent store management.
- Promote long-term employment by encouraging employees to identify with the Fast Retailing approach.



# Becoming a Trusted, Loved, Respected Brand

## UNIQLO's corporate stance fosters trust, broad partnerships



Museum of Modern Art, New York



Tate, London



Louvre Museum, Paris



The Swedish National Team



Global Brand Ambassadors Shingo Kunieda, Kei Nishikori



Los Angeles Dodgers

**Become the world's most trusted brand by  
following to our founding premise:**

**“This store exists for our customers”**