

April 9, 2026

Significant Growth Ahead

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



The Dawn of a New Clothing Era

"Today's Basic"

Constantly Evolving

MADE FOR ALL

The Democratization of Clothing

A Market of Eight Billion

Good Management is Universal

Pursuing Excellence in Every Domain

Global One and ZEN-IN KEIEI



Theory

**COMPTOIR DES
COTONNIERS**



Building a Solid, Team-led Management Framework

A Company that is Good for Society



Always Meeting Customer Expectations

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