

# Becoming Global No.1: The Real Challenge Begins Now!

Daisuke Tsukagoshi

**FAST RETAILING CO., LTD.**

**Director, Group Senior Executive Officer & COO**

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Hello everyone. My name is Daisuke Tsukagoshi, and I am the COO of Fast Retailing Co., Ltd. Today, I will talk to you about what lies ahead for the Fast Retailing Group.

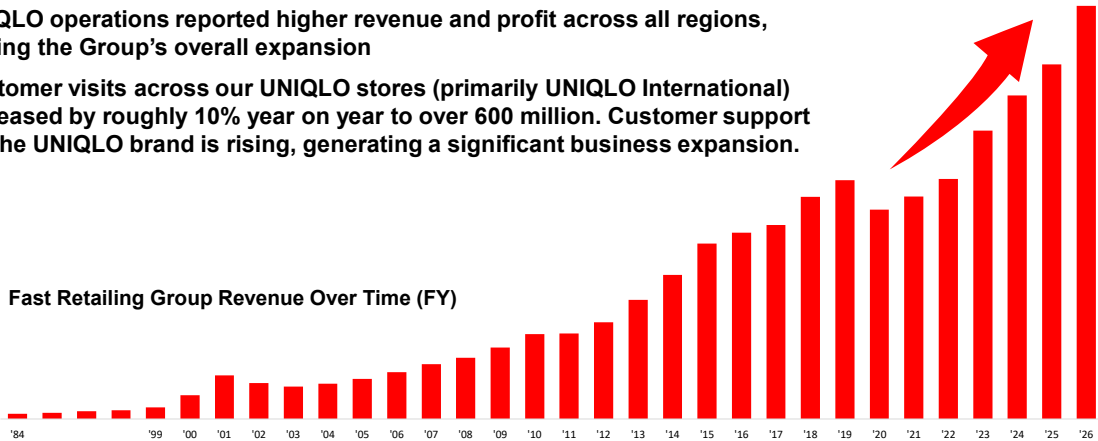
# Consistently Strong Global Growth

**Achieved record performance for 5th consecutive year on strong revenue and profit gains**

- FY2026 consolidated revenue: 3.9633 trillion yen (+16.6% y/y), business profit: 718.4 billion yen (+30.4%).
- UNIQLO operations reported higher revenue and profit across all regions, driving the Group's overall expansion
- Customer visits across our UNIQLO stores (primarily UNIQLO International) increased by roughly 10% year on year to over 600 million. Customer support for the UNIQLO brand is rising, generating a significant business expansion.

FY2026 revenue  
**3.9633 trillion yen**

Fast Retailing Group Revenue Over Time (FY)



In fiscal 2026, consolidated revenue increased by 16.6% year on year to 3.9633 trillion yen and business profit increased by 30.4% to 718.4 billion yen.

UNIQLO operations generated an outstanding performance with every market in which we operate reporting year-on-year revenue and profit gains. Those operations were the key drivers of the Group's overall expansion over the year. Customer visits across UNIQLO stores, but primarily at UNIQLO International, increased by roughly 10% year on year to over 600 million. Customer support for the UNIQLO brand is rising and business is growing rapidly.

# LifeWear: The Driver of UNIQLO Growth

## Consistently convey LifeWear concept to customers worldwide

- Similar customer focus points across the globe. Whatever the region, customer feedback about UNIQLO products puts “comfort and feel” at the top of the list. Our confident messages about product value and appeal are getting across to our customers loud and clear.
- Also actively conducting initiatives with stores to convey LifeWear concepts more clearly to customers worldwide. Roughly 20 million copies of LifeWear magazine have been released worldwide. LifeWear fan base is steadily growing.

▼ LifeWear magazine No.15



### Customer Focus Points for UNIQLO Products (survey period: March-August 2026, source: Fast Retailing)

| Europe |                       | North America |                            | Southeast Asia |                    | East Asia |                        |
|--------|-----------------------|---------------|----------------------------|----------------|--------------------|-----------|------------------------|
| Rank   | Item                  | Rank          | Item                       | Rank           | Item               | Rank      | Item                   |
| 1      | Comfort and feel      | 1             | Comfort and feel           | 1              | Comfort and feel   | 1         | Comfort and feel       |
| 2      | Size and fit          | 2             | Silhouette                 | 2              | Overall design     | 2         | Price/cost performance |
| 3      | Overall design        | 3             | Overall design             | 3              | Size and fit       | 3         | Texture                |
| 4      | Silhouette            | 4             | Size and fit               | 4              | Silhouette         | 4         | Overall design         |
| 5      | Texture               | 5             | Color                      | 5              | Texture            | 5         | Size and fit           |
| 6      | Color                 | 6             | Texture                    | 6              | Weather protection | 6         | Silhouette             |
| 7      | Material              | 7             | Overall materials          | 7              | Color              | 7         | Color                  |
| 8      | Weather protection    | 8             | Weather protection         | 8              | Ease of daily use  | 8         | Delivery               |
| 9      | Lightness of material | 9             | Lightness of material      | 9              | Overall materials  | 9         | Breathability          |
| 10     | Ease of daily use     | 10            | Easy to use in hot seasons | 10             | Breathability      | 10        | Overall materials      |

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I think the corporate results that we have just shared with you illustrate the growing affinity toward our unique LifeWear concept.

Our customers key UNIQLO focus points are similar the world over. The tables on this slide list the customer focus points for UNIQLO products. As you can see, “comfort and feel” sits at the of the table in every region.

This proves that our confident messages about product value and appeal are getting across to our customers loud and clear.

We also strive to consistently conduct initiatives together with stores to communicate information around the world not only about our products, but also about our LifeWear concept As part of that aim, we have released approximately 20 million copies of our LifeWear magazine, and the number of LifeWear fans is steadily increasing.

## Enhancing LifeWear's Competitive Edge (1)

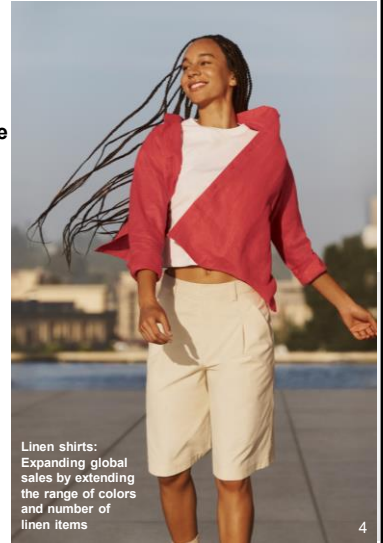
### LifeWear is inspired by customer feedback

#### • Refine and develop products based on customer feedback

- ✓ Received 42.01 million items of customer feedback in FY2026
- ✓ Objective opinions from our customer centers, not product departments, ensure customer feedback is appropriately reflected. Feedback shared across company, departments, and employees, as well as with Tadashi Yanai, to improve and refine products
- ✓ Developing solid framework for creating global hit products
- ✓ Raise UNIQLO's product development working with top global designers
- ✓ String of hit essential items continues (e.g. linen ranges and HEATTECH Cashmere Blend). Expanding color range and designs based on sales record in Europe, North America, and other markets to create a large product range

#### • Re-release products at customer request

- ✓ Re-releasing popular past products based on customer feedback hugely successful. Expand future pillar products by closely listening to customers
- ✓ Re-released AIRism 3D Masks in Japan following over 1,000 customer requests. 2026 Fall Winter AIRism Seamless V-neck Camisole re-release also proving popular
- ✓ Men's EZY Jeans are highly rated in Southeast Asia. Customer feedback inspired us to release similar items for women, and expand product support



To further consolidate customer support, we want to consistently improve LifeWear competitive edge.

First, we intend to develop and refine products based on customer feedback to enhance the finish of our essential items and improve our product development capabilities.

We currently receive a huge volume of customer opinions and requests, with 42.01 million pieces of feedback being conveyed in fiscal 2026 alone. Hearing objective opinions from independent customer centers, not product departments, ensures customer feedback is appropriately reflected. Feedback is shared across the company, departments, and employees, as well as with Tadashi Yanai, to improve and refine products.

Thanks to this growing support for LifeWear around the world, we have been able to develop increasingly solid frameworks for creating global hit products. We have been able to improve our own product development prowess by working together with world-class designers and create a string of hit essential items including our linen ranges and HEATTECH Cashmere Blend items.

We are now expanding the color range and designs of these products based on their sales record in Europe, North America, and other markets to help create an even larger product range

We have also started re-releasing popular past products based on customer feedback, and these products are proving extremely successful. We intend to listen attentively to this kind of customer feedback to help expand the number of future pillar products.

## Enhancing LifeWear's Competitive Edge (2)

### Develop opportunities by leveraging global expansion strengths

#### • Develop new products that generate explosive global sales

- ✓ People's lifestyles are becoming increasingly universal worldwide so strong-selling items tend to sell well everywhere
- ✓ Growing number of local managers at our R&D centers in Tokyo, Paris, New York, Shanghai, Los Angeles, and London. Faster development of products inspired by deep-rooted local community needs
- ✓ In Fall Winter 2026, Europe led the development of casual innerwear, which has seen a strong response from customers worldwide

#### • New product potential free from seasonal influence

- ✓ Leveraging our global footprint to establish new business opportunities beyond seasonal boundaries through extended selling periods and flexible merchandising.
- ✓ In Europe and the U.S., short-sleeved Summer T-shirts are often worn directly under a piece of outerwear, so we started selling those T-shirts year-round on a global scale. Becoming a top-selling product across the year.
- ✓ Also changed casual outerwear sales from just spring and fall to year-round for those chilly summer mornings and evenings
- ✓ Taking new sales opportunities by addressing recent global unseasonal weather patterns and entering new product categories



Casual innerwear  
Blending comfort with elevated design,  
creating an item that can be worn on its  
own or as a layer

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People's lifestyles are becoming increasingly universal worldwide so strong-selling items tend to sell well everywhere.

We have a growing number of local managers at our R&D centers in Tokyo, Paris, New York, Shanghai, Los Angeles, and London and we are accelerating the development of products inspired by deep-rooted local community needs. In Fall Winter 2026, Europe led the development of casual innerwear, which is already building a strong reputation among customers worldwide.

We are leveraging our global footprint to establish new business opportunities that are not governed by seasonal factors in terms of retailing periods and merchandising.

In Europe and the United States, people often wear short-sleeved Summer T-shirts directly under a piece of outerwear, so we started selling those T-shirts throughout the year on a global scale, and they are fast developing into a top-selling product that sells well every day of the year.

We have also changed the regular sales period for our casual outerwear range. Instead of selling casual innerwear only in spring and fall, we started selling the range all year round because we realized people wanted casual outerwear to wear on chilly summer mornings and evenings as well.

We are now ready to capture new sales opportunities by addressing recent unseasonal weather patterns and challenging new product categories.

## Expanding LifeWear's Presence Worldwide (1)

### Our stores are our biggest branding venues

- Intend to continue opening multiple stores that showcase the UNIQLO brand.
- Over 60 stores worldwide with annual sales of 5 billion yen or higher in FY2026. Within that number, 10 stores boast annual sales of 10 billion yen or higher, amassing combined annual sales of approx. 140 billion yen. Our initial target is to expand stores generating at least 5 billion yen in sales to 200 stores.
- Growth driven by support for LifeWear, through the opening of high-quality stores, branding and marketing that is coordinated with sales floors.

<FY2026 stores with sales over 10 billion yen>

10 stores' combined annual sales: 140 billion yen



France  
UNIQLO Paris Opera store  
(global flagship store)



USA  
UNIQLO Soho New York store  
(global flagship store)

|    | Market | Store Name          |
|----|--------|---------------------|
| 1  | Japan  | UNIQLO GINZA        |
| 2  | USA    | New York 5th Avenue |
| 3  | France | Paris Opera         |
| 4  | Italy  | Piazza de Cordusio  |
| 5  | UK     | 311 Oxford Street   |
| 6  | Spain  | Gran Via            |
| 7  | USA    | Soho New York       |
| 8  | Japan  | SHINJUKU HONTEN     |
| 9  | Japan  | UNIQLO TOKYO        |
| 10 | Italy  | Rome Via del Corso  |

Our stores are and always will be our biggest branding venues.

Going forward, we intend to continue to open multiple stores to showcase the UNIQLO brand. In fiscal 2026, we boasted over 60 stores with annual sales of 5 billion yen or higher. Within that number, we have 10 stores that achieve annual sales of 10 billion yen or higher and produce combined annual sales of approximately 140 billion yen. Going forward, our initial target is to increase the number of stores with annual sales of at 5 billion yen to 200 stores.

Our strategy of expanding affinity toward LifeWear by opening high-quality stores and coordinating our branding, marketing, and store displays will help drive growth into the future.

## Expanding LifeWear's Presence Worldwide (2)

### Opening flagship and large-format stores in North America



San Francisco, USA  
UNIQLO Market Street store  
(Scheduled opening: Oct. 2026)

◀ Located on Market Street in the heart of the West Coast hub of downtown San Francisco. The store aims to satisfy the needs of a wide range of customers including tourists, office workers, and locals.

▶ New store aiming to strengthen brand presence in the new city of Miami and expand our customer base. One of Florida's largest luxury malls boasting top-tier sales and customer appeal in the U.S.

▶ This large-format store was opened in the New York World Trade Center, a global landmark. Generating strong sales of Winter ranges as well as UTme! inspired by local artists. Performance is far exceeding expectations.



Miami, USA  
UNIQLO Aventura Mall store (Scheduled opening: Nov. 2026)



New York, USA  
UNIQLO World Trade Center store  
(Opened Sep. 25)

During the Fall Winter season, in North America, we are scheduled to reopen our global flagship store in San Francisco, and we also plan to open a new large-format store in the Aventura Mall in Miami.

The new UNIQLO World Trade Center store opened in September has already far outstripped our initial expectations by generating strong sales of Winter items as well as products developed together with local artists.

## Expanding LifeWear's Presence Worldwide (3)

### Accelerating openings of high-quality stores and expanding into new cities across Europe

Cambridge, UK  
UNIQLO Grand Arcade store  
(Opened Sep. 24)



◀ The first UNIQLO store in the UK's historic university city of Cambridge. Opened in the central Grand Arcade shopping center. Developed exclusive store UTme! T-shirts and and embroidered Round Mini Shoulder Bags featuring the University motif.

▼ The first UNIQLO store in Cannes, a major city on the Côte d'Azur that is well known internationally for the Cannes Film Festival and attracts many tourists. Sells an exclusive UTme! collection compiled together with local artist Franck Lebraz and features an in-store mural installation by the artist himself.

France  
UNIQLO CANNES  
(Scheduled opening: Oct. 2026)



In Europe, we opened our first UNIQLO store in Cambridge, England on September 24. We also plan to open our first store in Cannes, France in October.

## Expanding LifeWear's Presence Worldwide (4)

### Global flagship stores opening in Mainland China

Mainland China market  
UNIQLO SHANGHAI  
Global flagship store  
(Schedule opening: October 30)



◀The UNIQLO SHANGHAI global flagship store, which used to be on Shanghai's Huaihai Middle Road, was moved to a new location in the same area and reopened (sales floor: approx. 2,800m<sup>2</sup>). Shanghai was home to the very first UNIQLO Mainland China store. We hope the new and improved store will help fulfil Mainland China market and global customer expectations and enhance the appeal of the bustling Huaihai Road area.

In the Mainland China market, we have relocated the UNIQLO SHANGHAI global flagship store to a more convenient location and are now ready to reopen the store on October 30. Going forward, we intend to create store displays and services that showcase LifeWear even more strongly by renewing, relocating, and refreshing our stores.

## Expanding LifeWear's Presence Worldwide (5)

### Accelerating store renewal in Japan



Japan  
UNIQLO KYOTO  
global flagship store  
(Scheduled opening: Nov. 6)

◀ Expanded the Kyoto Kawaramachi store and opened it as our first global flagship store in Kyoto (sales floor: approx. 3,200m<sup>2</sup>). Has a clear local customer focus while also serving as a base for conveying UNIQLO appeal to international customers. Houses the first UNIQLO COFFEE booth in western Japan.

▶ Existing store expanded to roughly 2,500m<sup>2</sup>, the biggest in eastern Tokyo with an entire UNIQLO-dedicated floor. Has one of the largest kids' sales floors in Japan, as well as UTme!, RE.UNIQLO STUDIO and UNIQLO FLOWER booths. A family- and community-oriented store featuring collaborations with local Kinshicho companies and facilities.



Japan  
UNIQLO Arcakit  
Kinshicho store  
(opened Sep. 25)

- **Fall Winter 2026:** Along with the UNIQLO KYOTO and Arcakit Kinshicho store, we are renewing multiple key stores with deep community roots such as the Setagaya Chitosedai store, Shinjuku West Exit store, and the LaLaport Toyosu store.
- **Spring Summer 2027:** Shift to opening multiple higher-quality stores in Nagoya, Osaka, Hiroshima, Fukuoka and other cities.

In Japan, we continue to open a string of flagship and large-format stores. The UNIQLO Kyoto Kawaramachi store will be transformed into the UNIQLO KYOTO global flagship store in November. The doors of the newly extended UNIQLO Arcakit Kinshicho super large-format store, with its impressive 2,500 square meter sales floor, were opened on September 25.

We are continuously refurbishing important stores with deep community across Japan to create a higher-quality nationwide store network.

## Our People: The Driving Force Behind Our Growth

### Developing leaders capable of running high-quality stores

- The key mission for business growth: Training personnel capable of managing business at the high-quality store/flagship store level.
- In September, the UNIQLO GINZA store manager became the first person in the Group to serve concurrently as a store manager and executive officer.
- Selecting store managers as trainers and trainees and enabling current store managers to use their own experience and expertise to strategically train future flagship and large-format store managers.
- Over 3,200 UNIQLO store managers working hard each day worldwide (as of end-Aug. 2026). Plan to select and train over 100 managers capable of steering future flagship and large-format stores.
- In FY2026, welcomed approx. 720 UNIQLO management candidates worldwide. Attracting outstanding talent in all markets.



**Yuki Koda**  
Store Manager, UNIQLO GINZA  
Executive Officer, Fast Retailing

2000.9 Joined Fast Retailing Co., Ltd.  
2007.3 UNIQLO Hong Kong  
2008.9 UNIQLO China  
2012.3 UNIQLO Taiwan  
2015.9 UNIQLO USA  
2021.3 Manager, New York 5th Ave. store, USA  
2022.9 UNIQLO Japan Sales Support Team  
2022.11 UNIQLO Japan UNIQLO GINZA manager  
2026.9 Group Executive Officer, Fast Retailing



It is the people who operate those stores who support our business, so our most important mission as managers looking to drive business growth is to continuously develop leaders capable of running our high-quality and flagship-level stores.

In September 2026, the UNIQLO GINZA store manager became the first person in the Group to serve concurrently as a store manager and executive officer.

We are currently building a framework that will enable us to select certain store managers as trainers, and trainees, and allow current store managers to use their own experience and expertise to strategically train future flagship and large-format store managers.

As of the end of August 2026, we had over 3,200 UNIQLO store managers across the globe working hard at their jobs every day. Going forward, we plan to select and train over 100 of these managers to capably steer our future flagship and large-format stores.

Approximately 720 UNIQLO management candidates joined the company in fiscal 2026, which is clear proof of our ability to attract outstanding talent across all markets.

I would now like to move on to explain expected business performance and strategies for each of our four business segments in fiscal 2027.

## Aiming to achieve further growth



• Focus on operational quality to create business that incorporates customer needs and enhances growth in mature markets as well.

1) Increase store size and open flagship stores faster

- ✓ Enhance customer contact points to convey the value of LifeWear

2) Service = UNIQLO

- ✓ Improve shopping experiences and services
- ✓ Use EC and digital tools to enhance customer service tailored to individual needs. Expand convenient services (in-store product pickup lockers, etc.)

3) Enhance independent store management

- ✓ Each store takes ownership of its sales plan, deciding what products to sell, in what quantities, and how to sell them, while creating compelling sales floors and executing effective SKU management

• Further reinforce the value of LifeWear, improve operational efficiency through appropriate inventory management.

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Let me talk first about UNIQLO Japan. Japan is a mature market, but we believe we can generate further growth by pursuing business that incorporates customer needs. We are focusing on transforming the quality of our operations in Japan so that we can do precisely that.

First, we will work to enhance customer contact points that convey the value of LifeWear value by increasing the size of our stores and accelerating the opening of flagship stores.

We will also strive to improve shopping experiences and services to ensure that the word UNIQLO = Service in our customer's minds. We are also using e-commerce and digital tools to provide a wider range of services that meet customer needs and plan to offer more convenient services by, for instance, installing lockers in our stores where customers can come to pick up their online purchases.

Meanwhile, we will strengthen independent store management by ensuring each store takes ownership of its own sales plan and decides what products to sell, in what quantities, and how to sell them, while creating compelling sales floors and executing effective SKU management.

These measures are designed to further reinforce the value of LifeWear while also improving operational efficiency through appropriate inventory management.

# UNIQLO International: Greater China Region

## Steadily restructuring operations



Mainland China market  
UNIQLO Shanghai West Nanjing Road store  
(global flagship store)

• The same basic business principles apply everywhere when expanding global operations. In the Mainland China market, the shift to independent store management is gradually bearing fruit.

- 1) Branding
  - ✓ Strengthen marketing as a global brand
  - ✓ Further opening of flagship stores that showcase the brand
- 2) Improving store network quality
  - ✓ Through a scrap & build strategy, improve store quality and management efficiency, boost monthly sales by 1.5 times at renewed stores
  - ✓ Actively renewing stores also boosts monthly sales
- 3) Establishing regional businesses
  - ✓ Leverage manufacturing country advantage to establish make-as-you-sell framework and optimize inventory
  - ✓ Tailor local sales floors, product mixes, and marketing
- 4) Training businesspeople
  - ✓ Send many talented local members out onto the global stage
  - ✓ Extend challenges to promote growth, deepen talent pool

Let us look now at the Greater China region. The further we expand into global markets, the more we are struck by the realization that the basic principles of business are broadly the same and have been throughout time.

In the Mainland China market, our shift to independent store management is gradually bearing fruit. In fiscal 2027, we will promote reforms centered around the four pillars of branding, improving store network quality, establishing regional businesses, and training businesspeople.

On the branding front, we will strengthen marketing as a global brand and open more flagship stores that showcase the UNIQLO brand.

We will improve the quality of our store network and boost store management efficiency by determinedly pursuing our scrap and build strategy of replacing smaller, less profitable stores with bigger ones in better locations. That strategy is generating tangible benefits, with stores that have undergone the scrap and build process often seeing monthly sales rise by approximately 1.5 times. Renovating stores can also help boost monthly sales, so we intend to actively renew stores as part of our drive to improve the quality of our stores.

In terms of establishing regional businesses, we intend to leverage Mainland China's manufacturing country advantage to establish a make-as-you-sell framework and optimize inventory. Going forward, we will tailor our sales floors, product mixes, and marketing even more closely to suit local needs.

Finally, we intend to nurture businesspeople. We already send many talent personnel from Mainland China to different parts of the world, where they are thriving and promoting our business. We intend to deepen our talent pool by offering bigger challenges and opportunities for these talented employees to grow and refine their skills.

## Significant growth potential



South Korea  
UNIQLO Myeongdong store  
(global flagship store)

### South Korea:

- Rising UNIQLO support helping to grow a 200 billion yen business in terms of sales.
- Aim to improve branding and independent store management capabilities and expand market share.

### Southeast Asia, India & Australia:

- Develop a 600 billion yen business.
- Strengthen management framework by appointing talented young personnel to COO positions and strengthening personnel in key departments.
- Further strengthen branding, advance customer-driven store and e-commerce reforms, and optimize product lineups.

We believe that the South Korea, Southeast Asia, India & Australia region has significant growth potential, so we will be focusing on this area even more closely going forward.

Growing support for the UNIQLO brand in South Korea is helping drive our targeted development of a 200 billion yen business in terms of sales. We intend to improve branding and independent store management capabilities in South Korea as part of our goal to expand market share.

The Southeast Asia, India & Australia has grown into a 600 billion yen business. We will work to enhance our management framework by appointing talented young personnel to COO positions and strengthening personnel in key departments.

We will also further strengthen our branding, customer-driven store and e-commerce reforms, and optimize product lineups.

## Continue to promote quality-driven growth



USA  
UNIQLO Michigan Avenue store

- Thoroughly pursue the policies announced along with our first-half results, continuing to generate strong growth
- Widen store openings in new cities. Promote the opening of flagship and large-format stores that showcase the UNIQLO brand. Develop branding around these stores and EC operations.
- Enhance branding that conveys our core products and corporate stance to further strengthen awareness of LifeWear.
- Strengthen recruitment of people who share our philosophy, assign standout store managers as instructors, and accelerate the training of store managers who can enact independent store management.

In North America and Europe we are thoroughly pursuing the policies outlined along with the release of our interim results to help maintain the current level of high growth.

We will keep extending our store reach and presence by opening new stores in new cities and actively opening new flagship and large-format stores that showcase the UNIQLO brand.

We will promote branding around these stores and our e-commerce operation, and we will enhance marketing that conveys our core products and corporate stance to encourage greater affinity toward LifeWear.

Meanwhile, we strengthen the recruitment of people who share our philosophy, assign outstanding store managers as instructors, and accelerate the training of store managers who can execute independent store management.

## Advancing transformation



- GU has great global potential as an important pillar supporting future Group growth.
- Achieved growth so far by securing the support of young people and other customers with products that reflect latest mass fashion trends, such as 990 Yen Jeans and Gaucho Pants, at amazingly low prices.
- Turn GU into a competitive global brand by focusing on GU brand appeal: become the No.1 fashion brand among young people, offer products at amazingly low prices, present appealing styling options.
- Renewing the entire product lineup together with Creative Director Francesco Risso, starting with the Fall Winter 2026 collection.
- Six Fall Winter collection concepts (minimal, classic, playful, utility, sport, cozy) encourage customers to freely mix and match latest fashions and enjoy creating their own individual styles.

Next, I would like to look at the GU business. GU has great global potential as an important support pillar for future Group growth.

To date, GU has generated growth by securing the support of young people and other customers with products that reflect latest mass fashion trends, such as 990 Yen Jeans and Gaucho Pants, at amazingly low prices.

Going forward, we intend to transform GU into a competitive global brand by focusing on GU's three appeal points: becoming the No.1 fashion brand among young people, offering products at amazingly low prices, and present appealing styling options.

Starting with the Fall Winter 2026 collection, GU is renewing its entire product lineup together with new Creative Director Francesco Risso. The Fall Winter collection will enable us to enhance those styling proposals and encourage customers to freely mix and match the latest fashions and enjoy creating their own individual styles based on the collection's six distinct concepts for minimal, classic, playful, utility, sport, and cozy clothing.



**Soft Sheer Crew Neck T-shirt**  
**¥990**



**Puffy Touch Knit Polo Cardigan**  
**¥2,990**



**Cotton Boxy T-shirt**  
**¥1,990**



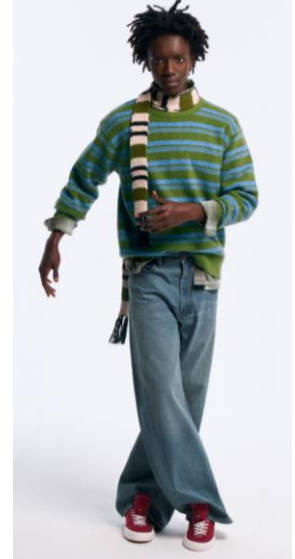
**Warm Ribbed Crew Neck T-shirt**  
**¥1,290**



**Sweat Balloon Sleeve Full Zip Parka**  
**¥3,990**



**Color Canvas Sneakers**  
**¥1,990**



**3D Barrel Jeans**  
**¥2,990**

As you can see on this slide, we are starting to see several promising GU products emerge, with trend-catching Sweat Balloon Sleeve Full Zip Parka and 3D Barrel Jeans capturing customers attention.

GU's Puffy Touch Knit Polo Cardigans and Cotton Boxy T-shirts are also generating firm sales.

While some products are performing well, GU is also experiencing some challenges. On the product front, we have not yet done enough to establish products that will serve as pillar items and enable a wide range of customers to enjoy GU's fashion fun. Also, we have not conducted sufficient marketing to firmly convey GU's appeal as a brand.

Going forward, we will continue to experiment with different products and formats with a keen eye on customer feedback in order to achieve further growth for the GU brand.

## Global Brands

### Moving forward with structural operational reforms



Theory



PLST



Comptoir des  
Cottonniers

• Generate renewed growth by refining each brand's unique identity and enhancing product and brand power.

- ✓ Theory : Renew growth by expanding hit products, enhancing styling suggestions, and reforming store displays and e-commerce operation.
- ✓ PLST : Expand business by reforming products, expanding menswear, and strengthening digital tools.
- ✓ CDC : FY2026: Finished unprofitable store closures. FY2027: Focus on branding, product development.

Finally, regarding our Global Brands business, we will promote renewed growth by refining the unique strengths of our Theory, PLST, and Comptoir des Cottonniers brands while enhancing product and brand power.

**Changing clothes.  
Changing conventional wisdom.  
Change the world.**

So let me end this presentation by reiterating this one message. The real challenge in our quest to become global No.1 begins now!

Changing clothes. Changing conventional wisdom. Change the world.

As our corporate philosophy suggests, we will never stop tackling new challenges, and I hope you will never stop supporting us in this endeavor.