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# Reaffirming Our Determination to Become Global No.1

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



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

As you have just heard from Mr. Okazaki and Mr. Tsukagoshi, customer support for LifeWear is growing around the world.

We reaffirm our determined commitment to becoming the global No.1 brand, and are wholeheartedly progressing the reforms we need to introduce to achieve that goal.

Today, I would like to tell you what I believe are the most important elements on our journey toward becoming the world's best-loved brand.

# On the Threshold of Becoming a Global Brand

**UNIQLO included in the TIME 100 Most Influential Companies list**

**UNIQLO ranked 47th in Interbrand Best Global Brands 2025**

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In April 2026, TIME Magazine in the United States included UNIQLO in the 100 Most influential Companies list for the first time, pinpointed simplicity as a key UNIQLO strength. It also singled out UNIQLO's ability to offer highly functional, excellently designed everyday wear at prices that consumers worldwide can afford as a standout feature of the UNIQLO brand.

In addition, UNIQLO entered the top 100 global companies in the Best Global Brands 2025 list compiled by international brand consulting company, Interbrand. UNIQLO was ranked 47th in the index.

This shows that globally influential media and external organizations have started to discuss UNIQLO as one of the world's leading brands. That is a big change.

# **Our Pursuit of Becoming Global No.1 Enters a New Stage**

**Becoming the world's No.1 brand has been our goal  
ever since UNIQLO was founded.**

**We resolved to achieve it, built a plan,  
took action, and transformed ourselves.**

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We are making steady progress toward our big targets. One of those milestones includes the achievement of 10 trillion yen sales, and we are now reaching a point where that goal is coming into view.

We have cherished a clear goal of becoming global No.1 ever since UNIQLO was first founded. I did not just start saying that we wanted to become global No.1 because our expansion had gained momentum and we could see a path to succeeding globally.

Even when we had only a few dozen stores in Japan and sales had not yet reached 10 billion yen, I determined to open stores outside Japan once sales topped 300 billion yen.

We have got to where we are today by deciding and committing to achieve our goals, forming the necessary plans, taking the necessary action, and transforming ourselves in the process. This did not happen by chance.

The same thinking applies to achieving future growth as well.

# **Continuing to Challenge Ourselves**

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The important thing is to constantly transform and challenge ourselves. Today, we are standing on the starting line in the global market and embarking on a major challenge to achieve our next stage of growth. Let me explain what I mean.

# **Southeast Asia's Vast Growth Potential**

**Our appeal is evolving from that of a Japanese brand  
to that of a truly global brand.**

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Markets in the Southeast Asia, India & Australia region are a key arena for driving next-phase growth.

The significance of the UNIQLO brand is changing as affinity grows in the United States and Europe, and we are starting to be recognized as a global brand. This changing significance is most evident in the Southeast Asia, India & Australia markets.

Why? Because customer perspectives there are changing from buying UNIQLO because it is a Japanese brand to buying UNIQLO because it is a global brand.

This presents a huge opportunity for us to achieve fresh growth.

# The First-Choice Global Brand

**UNIQLO aims to become the global brand of first choice in Southeast Asia markets, where young people drive consumption and there is a global middle class.**

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The Southeast Asia market in particular has a comparatively large young population with a keen interest in fashion and a growing middle-income population that is driving consumption.

Recent statistics suggest that middle-income citizens constitute approximately 70% of the ASEAN population, or 485 million out of a total of 690 million people. Consumer demands for better quality and comfort are increasing as income levels rise, and UNIQLO is gradually becoming the global brand of choice in the region.

In the year through August 2026, sales topped 100 billion yen in Thailand and the Philippines also achieved sales of roughly 100 billion yen. Our aim is to achieve 100 billion yen businesses in each ASEAN market and drive further growth across the region.

Instead of creating clothes in Japan to sell worldwide, we intend to create new LifeWear that originates from daily life in each market around the world. In other words, we intend to satisfy customer expectations by developing product lineups tailored to local community needs and characteristics.

# The New GU

**Aiming to become a global brand alongside UNIQLO,  
GU has embarked on a new chapter with its  
Fall/Winter 2026 collection.**

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Our GU business has huge potential and is expected to become a future growth pillar for the Fast Retailing Group.

GU celebrated its 20th anniversary in 2026. To mark the occasion, we are undertaking a full-fledged product renewal, starting with the Fall Winter 2026 collection, as part of our aim to transform GU into a global brand alongside UNIQLO.



The name “GU” was inspired by the Japanese word “*jiyu*,” which means freedom and is pronounced the same way as GU, i.e. G.U. (“gee-you”).

GU’s mission is to deliver clothes to customers worldwide that enable them to enjoy some fashion fun more freely.

# **Clothing that Lets Everyone Enjoy Fashion**

**UNIQLO clothes → components to create a more  
comfortable everyday life**  
**GU clothes → components to more freely  
express your own style**

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GU will continue to offer clothes in affordable price ranges, enabling everyone to freely mix and match items and create their own different styles. In short, GU creates clothes that allows the wearer to express their own imaginative ideas and individuality more freely.

So, what differentiates GU from UNIQLO? If UNIQLO clothes are parts that help create more comfortable everyday life, GU clothes are parts that enable people to express their own style more freely.

# **Even Greater Potential Than UNIQLO**

**Approaching every store as if it were opening anew,  
bringing new value to customers.**

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And what is GU's key strength? First, GU can globally leverage the systems that UNIQLO has cultivated over many years, from production frameworks to materials procurement, quality control, distribution, inventory management, demand forecasting, and store operations. Furthermore, GU products, styling, and store displays can help establish a brand that offers fashion fun for everyone.

GU already displays a large range of great products in its stores. However, starting with the Fall Winter 2026 collection, we intend to step up our efforts even further. Approaching every store as if it were opening anew, we will bring new value to our customers.

GU has at least as much, or even more, potential than UNIQLO in this market. I want to grow GU into a one trillion yen business over the medium to long term and then generate even further growth.

# Nurturing Business Leaders

**Establish a team management framework.  
Sharpen our identity as a global brand with a clear purpose.  
Practice Global One, *ZEN-IN KEIEI* management.**

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The most important thing of all in our business is to nurture business leaders.

Our overall ambition is to grow as a group that practices Global One, *ZEN-IN KEIEI*, and independent store management whereby all employees adopt a business mindset and seek out the best global practices and all stores are autonomously managed with a keen focus on local community needs and conditions. This ambition does not just apply to UNIQLO but to all our brands. However, right now, we do not have enough business leaders to follow this through.

To achieve this goal, we need a team management framework, with a small group of people overseeing the entire company operations. We will create numerous management teams of around 10 people each across the globe and build a framework that enables the practice of Global One and *ZEN-IN KEIEI* throughout the world.



It is important to ensure that all our employees around the world approach their work with a managerial mindset. UNIQLO is a global brand with a clear philosophy. We will further clarify our position and aim for even stronger growth.

# Selecting 200 Future Business Leaders From Around the World

**Excellent store managers become excellent business leaders.**

**UNIQLO GINZA store manager, Yuki Koda, appointed Group Executive Officer, and Head of Global Store Operations Training & Development.**

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A store manager role involves some corporate management elements and many tasks that require business leader qualities. In other words, there is a direct connection between the nurturing of excellent store managers and excellent business leaders.

We are selecting roughly 200 current store managers worldwide and assigning some managers to instruct those chosen managers. In other words, we are promoting a project designed to nurture business leaders who can effectively manage store operations.

On September 1, 2026, Yuki Koda, the UNIQLO GINZA store manager, became the first person in the Fast Retailing Group to serve as both a store manager and a Group executive officer. He will take on the role of Global Store Operations Training & Development Manager.

# Growing by Developing Others

**Our biggest management challenge is developing leaders who will inherit our founding principles and philosophy.**

**No company with low compensation will attract outstanding talent.**

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People tend to think that training is about helping someone else grow, but it is much more than that. In reality, the person who grows the most when you train others is yourself. No task teaches the trainer more than the task of teaching someone else.

To achieve further growth, our most important management challenge is nurturing the talent who will inherit our founding principles and philosophy.

One fundamental premise is that companies that pay low wages will not attract outstanding talent, so we strive to become a company that consistently generates strong earnings and steadily increases employee compensation.

# **Taking Responsibility for Long-Term Performance**

**The foremost responsibility of any company  
is to remain a going concern.**

**We are committed to pursuing business activities that  
consistently enhance corporate value.**

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I have said this before, but the most important thing of all is to ensure your business serves as a successful going concern that continues to operate over a long period of time term and benefits society at large.

We are responsible for generating stable improvements in performance and enhancing long-term corporate value, without being swayed by short-term stock price fluctuations.

That is the way this business has always been managed and that approach will never change.

# **Becoming the Global No.1 Brand**

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We have been able to grow our business to date thanks to the support of our customers and the local communities where we operate. Going forward, we must never forget to whom we owe our success and we must strive to become a company that brings joy to more and more customers and seeks to create a better world.

We will continue to strive to fully realize our dream of becoming the global No.1 brand.

That completes my briefing for today. Let me finish by asking for your continued support going forward and thank you for your attention here today.

