



Great Advances in Low-priced Fashion, Fun for Everyone



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Our customers' desire to enjoy fashion has not changed during the COVID-19 pandemic. We are witnessing a growing need not only for good design, but also for greater comfort. I believe GU was able to boost sales in FY2021 by adjusting ranges to suit changing lifestyles, expanding loungewear that balances GU-style fashion, cuteness, low prices, and comfortable fit, and by developing feminine care products that thoughtfully consider health. Also popular is GU Baby, which seeks to create clothes that facilitate babies' and young children's development and spark an interest in good clothing.

Increasingly diverse lifestyles and customer insights led us to launch our "ageless" and "genderless" concepts in Fall Winter 2021. As the names suggest, we want all customers to enjoy fashion irrespective of age, gender, or body shape. We use a diverse group of models in our TV

commercials and web advertisements to convey the fun of our ageless and genderless styles. While we do make the items as men's or women's products, our shopfloor displays enable customers to easily mix and match items and create their own unique styles.

In the past, fashion from global collections became trendy when published in magazines and other media, but now fashion originates with people in the street. Everyone enjoys the freedom to find their own style and share it on social media. People of different ages, genders, and body shapes can create unique styles with our items, all of which offer an appealing combination of fashion, practicality, and low price. By meeting the latest needs, we launch hit products.

However, there is still much to do. We must improve our inventory control systems, and we are developing frameworks to enable more timely production adjustments by pressing ahead with supply chain reforms. We are now better able to create hit products because we collect and analyze opinions from customers and store staff as part of our transformative Ariake Project.

To make shopping easier for customers, we are considering opening new stores in locations including Japanese shopping malls, roadside retail locations, and commercial buildings, and increasing the number of combined UNIQLO GU stores, which achieve some great synergies for us. We are further enhancing our fusion of physical store and online services for greater shopping convenience and a better e-commerce operation. I have deep respect for GU's YOUR FREEDOM concept, which seeks to give people the freedom to be themselves, or to find out who they are. That is how we can bring happiness to even more customers.

