

服を變へ  
常識を變へ  
世界を變へ

衣を變へ

和樹 書



Fast Retailing Group corporate philosophy:  
Changing clothes. Changing conventional wisdom. Change the world.  
(Designed by calligrapher Hakuju Kuisseko)

# INTEGRATED REPORT 2025

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## EDITORIAL STATEMENT

Fast Retailing seeks to become the world's best-loved, No. 1 brand by creating a new clothing business model, one in which the development of our business itself generates meaningful contributions to society. Our Integrated Report 2025 tells the story of how the LifeWear concept of our pillar UNIQLO operation is driving the global support for our company and its future growth potential. It also explains our philosophy as well as our approach to sustainability and related activities that form an integral part of our business. We hope that this Integrated Report 2025 facilitates communication with shareholders, investors, business partners, employees, and all other Group stakeholders.



### COVER PHOTO

The UNIQLO Meir store opened in Antwerp, Belgium, in September 2025. This new flagship store carefully complements the historic architecture of Osterrieth House, a resplendent Rococo mansion.



**BECOMING  
THE WORLD'S  
BEST-LOVED  
BRAND**



Driven by our corporate commitment to change clothes, change conventional wisdom, change the world, the Fast Retailing Group seeks to deliver the joy, happiness, and satisfaction of wearing truly great clothes to people worldwide.

Consolidated revenue, including the global development of fashion brands such as UNIQLO, GU, and Theory, totaled ¥3.4005 trillion for the year ended August 2025 (FY2025). The Group's pillar UNIQLO operation boasted 2,519 stores worldwide and sales of ¥2.9363 trillion. By managing everything from procurement and design to production and retail sales based on its LifeWear concept, UNIQLO offers unique products made from high-quality, highly functional materials at affordable prices for everyone. Meanwhile, our GU brand, which skillfully balances low prices and fashion fun, expanded annual sales to ¥330.7 billion at its 486 stores, primarily located in Japan.

The Fast Retailing Group has announced a long-term annual target of ¥10 trillion in sales. This is not merely about greater sales, but about providing the high-level service customers want and ensuring our corporate development makes the world a better place. We set challenging goals and pursue rigorous self-improvement in order to deliver better LifeWear and become the world's best-loved brand.

Future sales target

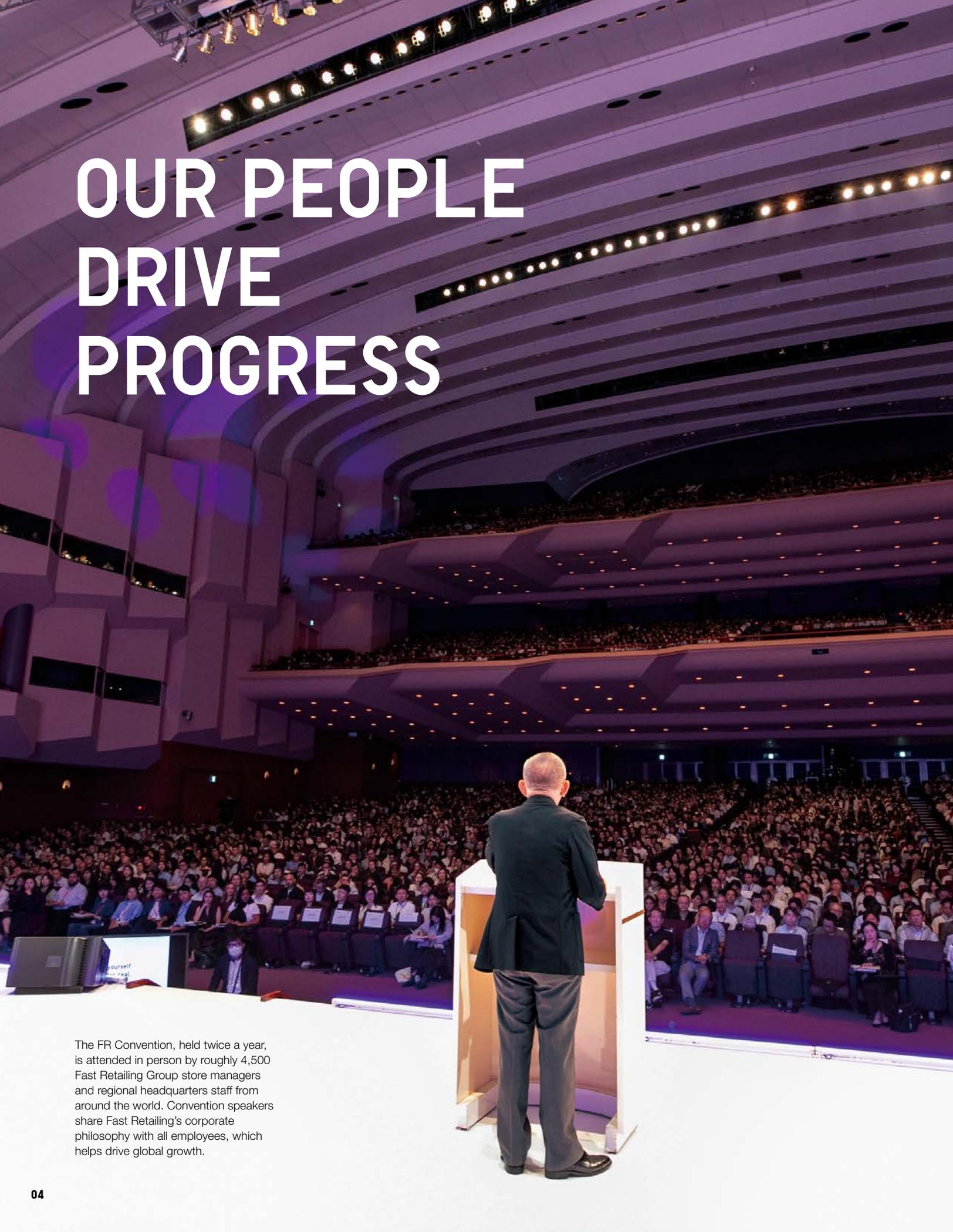
¥10 trillion

FY2025

¥3.4 trillion



# OUR PEOPLE DRIVE PROGRESS

A man in a dark suit stands at a white podium, addressing a large audience seated in a convention hall. The audience is diverse and appears engaged. The hall has a modern, curved design with multiple levels of seating. The lighting is warm and focused on the speaker.

The FR Convention, held twice a year, is attended in person by roughly 4,500 Fast Retailing Group store managers and regional headquarters staff from around the world. Convention speakers share Fast Retailing's corporate philosophy with all employees, which helps drive global growth.



Our Global One and *ZEN-IN KEIEI* management strategy, which encourages all employees to adopt a managerial mindset and best global practices, is vital to the effective execution of our business. Therefore, it is extremely important that every employee embraces our corporate philosophy and share our common aspirations and values.

Nearly all Fast Retailing employees participate in FR Conventions, Monthly Meetings, direct sessions with management and other opportunities to build affinity toward our corporate philosophy and values. Employees who display a commitment to customer-centric business create effective teams and tackle challenges, helping achieve a high level of operational growth.

We build safe and healthy working environments that allow all employees to demonstrate their full potential. We also place great importance on respecting each employee's individual skills and give them challenging opportunities that expand their horizons. Our roughly 110,000 employees in 27 markets around the world continue to drive our quest to become the world's No. 1 brand.

Number of employees worldwide

**109,990**

Employee identification with  
Fast Retailing's corporate values

**94.8%\***

\*Positive responses to a survey of 36,827 employees

# A BUSINESS THAT BENEFITS SOCIETY

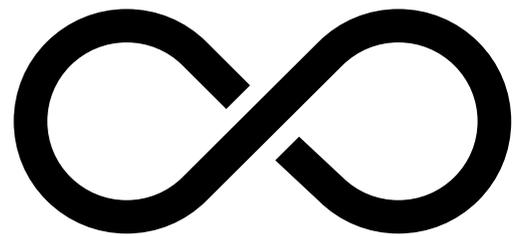




We believe it is possible to make the world a better place through the creation and selling of truly good clothes.

Good clothes are simple, high quality, highly functional, durable, and long lasting. They enrich the daily lives of people everywhere. Good clothes are also state of the art and environmentally sustainable. These clothes are made and delivered by diverse and engaged staff working in environments that vigorously protect health, safety, and human rights. LifeWear is the physical embodiment of this approach. We leverage our deep involvement in both the retail and manufacturing of clothing to create LifeWear that exceeds our customers' expectations through sustainable supply chains.

To ensure customers wear LifeWear for longer, we focus on repairing, recycling, and reusing clothes, as well as developing circular products. We also strive to promote sustainable social development by engaging customers and local communities in collaborative activities. These activities include supporting refugees, nurturing future generations, and promoting culture, art, and sport.



**Continuously contributing  
to a better world**