

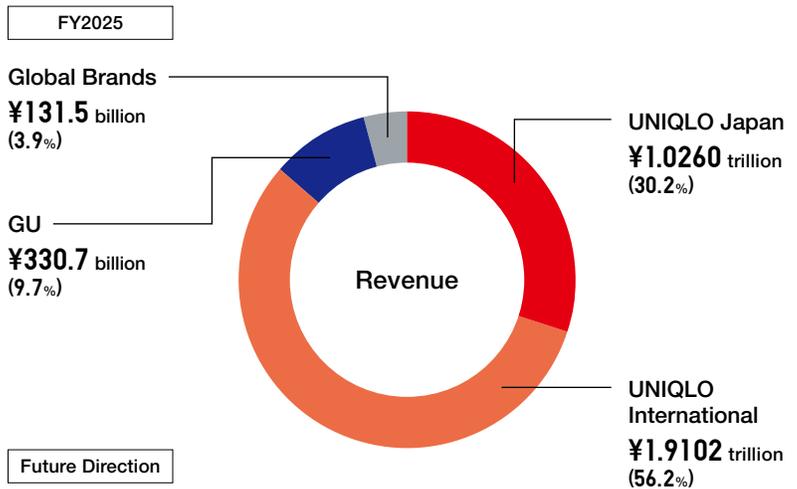
# Taking LifeWear Worldwide

Fast Retailing creates truly great clothing with new and unique value and enables people all over the world to experience the joy, happiness, and satisfaction of wearing such great clothes.



UNIQLO New York Fifth Avenue store  
(global flagship store)

# BUSINESS SEGMENTS



TAKING LifeWear  
WORLDWIDE

## UNIQLO Japan



Secure stable revenue growth and a consistent business profit margin of 15% or higher by evolving independent store management and low-cost management strategies. Increase average store size through scrap and build policies and improve inventory efficiency and productivity. Heighten Group expertise by encouraging experienced business and store managers in Japan to play an active role on the global stage.

## UNIQLO International



Achieve consistent high growth in Europe and North America through new regional flagship stores, supply chain reforms, product development, and talent education. Enhance product lineups, talent formation, and other business fundamentals in Southeast Asia to achieve even stronger growth. Promote scrap and build policies, branding, independent store management, and other proactive business strategies in Greater China markets to reassert strong growth position.

## GU



Establish a competitive brand position in global markets by refining GU's unique ability to balance low prices and fashion fun for everyone. Expand business in Japan, strengthen organizational frameworks, and develop high-quality products and store displays that capture global mass fashion trends.

## Global Brands

### Theory



COMPTOIR DES  
COTONNIERS

PRINCESSE tam•tam

Utilize UNIQLO business principles and digital consumer retail company expertise to raise the quality of management at each business (Theory, PLST, Comptoir des Cottonniers, and Princesse tam.tam). Enact reforms that help establish competitive brand positions for each label in the midrange apparel market.

# Pursuing Customer Satisfaction, Propel Further Growth

Daisuke Tsukagoshi, who was appointed FAST RETAILING CO., LTD. COO in April 2025, discusses how to promote stronger growth strategies and achieve the ¥10 trillion yearly sales target.



## DAISUKE TSUKAGOSHI

Board of Director, Group Senior Executive Officer, and COO, FAST RETAILING CO., LTD.  
Executive Director, President, and COO, UNIQLO CO., LTD.  
CEO, UNIQLO North America



What is the most important factor in maintaining high growth?

Fast Retailing is a people-focused company. The company's founder, Tadashi Yanai, spends a considerable amount of time training employees, and we know our most important focus must be our people.

Our business is the accumulated sale of every single item at every single store. To successfully compete in an increasingly uncertain world, we have to train store managers and business leaders how to operate stores that truly satisfy our customers, and replicate that achievement in different markets. I travel extensively to check in on our operations and have been impressed at the consistent development of regional flagship store managers and deepening of our management talent.

Our talent evaluations focus equally on an individual's business metrics such as sales and contributions to developing junior talent. Ultimately, we want people to work at Fast Retailing long term, and we must ensure that their personal growth inspires greater corporate growth and customer satisfaction. For this to work, a company and its employees must share common values. We offer many opportunities such as FR Conventions, local conventions, and Monthly Meetings for employees from all over the world to come together, learn about corporate philosophy and values, and embrace them as their own.



What is your priority as Fast Retailing's COO?

Boosting the number of Fast Retailing and UNIQLO fans worldwide. The first article in our corporate philosophy is a commitment to "meet the needs of our customers and generate new ones." We receive several million pieces of customer feedback each month, and addressing each one individually will generate future growth. It is also important to explore potential customer needs as we create new customers. Our hit 2025 Fall Winter HEATTECH Cashmere Blend range is a great example, and I want to speed up this kind of product development. Today, UNIQLO products are selling well in Japan and worldwide. Our hit products are popular the



TAKING LIFEWEAR  
WORLDWIDE

The FR Convention, held twice a year, is attended by approximately 4,500 Fast Retailing Group employees worldwide. Speakers share Fast Retailing's corporate philosophy and vision, and a ceremony is held to appoint new store managers.

world over. Global customer feedback fuels our product development, which is an advantage that generates even greater opportunities.

Our independent store management strategy is also key to future growth, as proven by UNIQLO's strong performance in Europe, North America, and Japan. In Mainland China, our recent transition from chain store management to independent store management is generating positive results, so we will pursue that further to encourage renewed growth.

**Q When you talk about independent store management, what do you mean?**

Best-selling items on the East Coast and West Coast differ at any given time, as will people's motivations for visiting our stores. The same can be said of Ginza and Toyosu in Japan, for instance. The only person who can really understand and decide what each store needs is that store's manager. Independent store management means giving store managers more autonomy in managing inventory, leveraging and developing talent, and optimizing customer satisfaction. In addition, every store belongs to a local community, so integrating

and engaging with those communities is also key.

In 2023, we established worldwide systems to visualize real-time information such as sales, inventory levels, and customer feedback by individual store and e-commerce stock keeping unit (SKU\*). We will use this information to promote customer-driven business practices and independent store management with employees who share our values.

\*Smallest inventory management unit

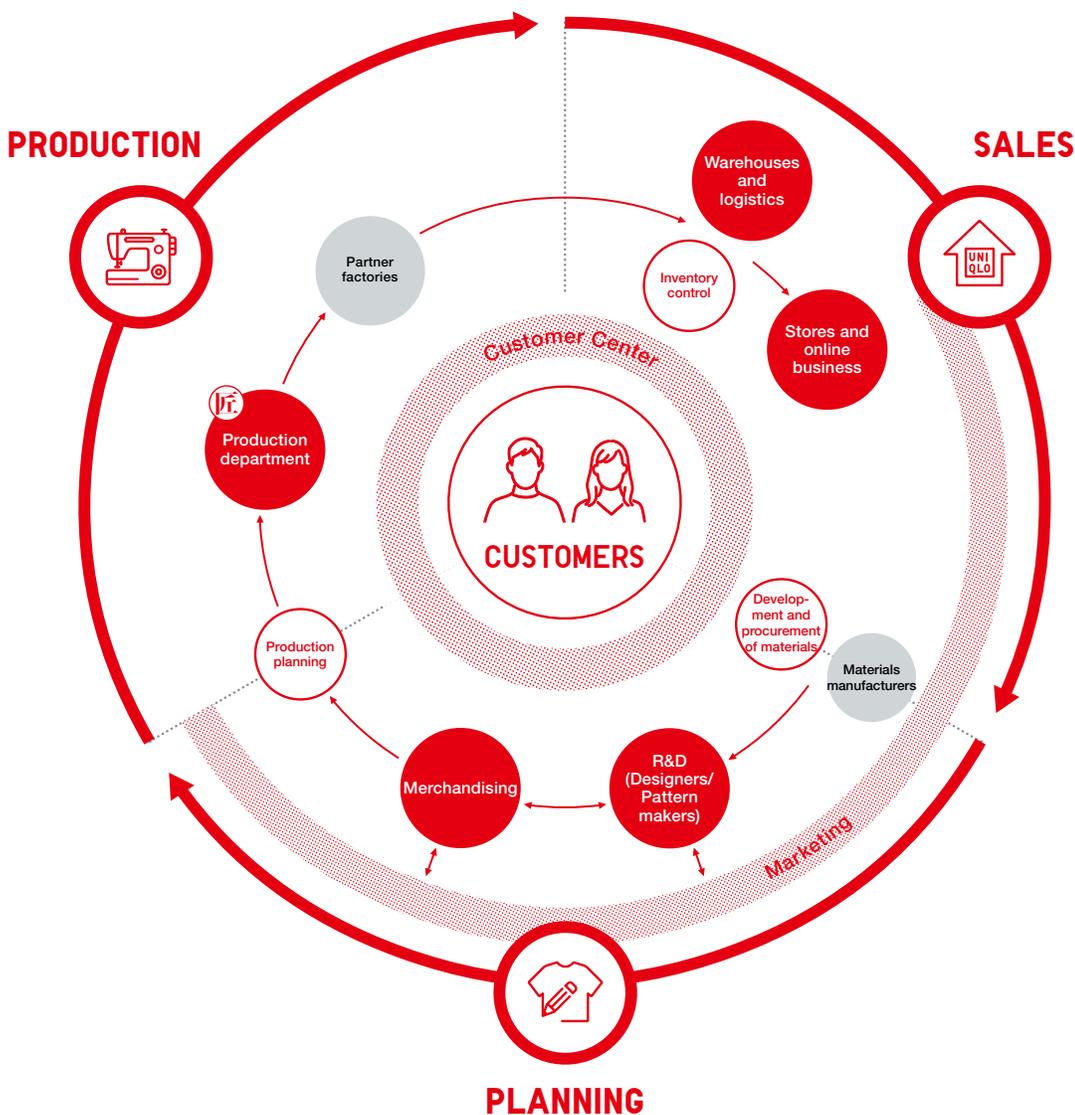


The four books written by Tadashi Yanai on Fast Retailing's philosophy and values. The books give employees the tools to integrate these ideas into their daily work.

# UNIQLO

## LifeWear's Growing Global Appeal The New Clothing Standard

UNIQLO product development and improvement stem from customer feedback. Our strength lies in our comprehensive management of clothing design and planning through production, distribution, and retail. As more people seek out clothes that make their day comfortable and enjoyable, global support for LifeWear is growing.





TAKING LIFEWEAR  
WORLDWIDE

# PLANNING

Co-Artistic Directors Christophe Lemaire and Sarah-Linh Tran lead the UNIQLO Paris R&D Center and are responsible for the Uniqlo U collection.



## START

### CUSTOMERS



### PRODUCT CONCEPT



### SELECT AND PROCURE MATERIALS



### DESIGN SAMPLES



## Research & Development (Designers/Pattern Makers)

An important part of R&D at UNIQLO is developing products that respond to customer requests, while also identifying emerging needs. Accordingly, our UNIQLO R&D centers constantly incorporate customer opinion while researching global fashion trends and new materials. One year before a product's launch date, UNIQLO representatives from teams including R&D, merchandising, marketing, and materials development hold a concept meeting to determine the designs, materials (including those with low environmental impact), and product lineup for the season. Based on those decisions, our designers begin work and turn their designs into samples. Even after a design is selected, its color and silhouette may be refined multiple times before it is truly finalized.

## Merchandising (Product Planning)

The merchandising team plays a vital role in the product creation process, from product planning through production. Deciding product lineups and volumes through the year is an important aspect of the department's job. To do this, merchandisers communicate closely with R&D, the production department, and other divisions to determine the designs and materials required for each season's products. They also manage the launches of our strategic products in close cooperation with other key departments. Many UNIQLO products are manufactured in lots of roughly 1 million units. The merchandising department monitors sales conditions throughout the season, issuing instructions to increase or decrease production. The team's key responsibilities include minimizing surplus stock and shortages, so that all ordered items are sold.

## Development and Procurement of Materials

UNIQLO can secure stable, high-volume supplies of top-quality materials at low cost by negotiating directly with materials manufacturers worldwide. Utilizing our economies of scale enables us to achieve more favorable terms than any other manufacturer. The materials used for our core items are particularly important. Each season, we improve the functionality, feel, silhouette, and texture of our clothes based on customer feedback. For example, we work closely with Kaihara to source denim to specific spinning standards and dyeing specifications. We also partner with world-leading synthetic fiber manufacturer Toray Industries to create innovative new fibers and materials such as the ones found in our HEATTECH range.

# PRODUCTION



UNIQLO partner dyeing factory

TAKING LifeWear  
WORLDWIDE

FINALIZE  
DESIGNS



SET PRODUCTION  
VOLUMES



START  
PRODUCTION



## Production Network

UNIQLO outsources the production of most products to partner factories in Mainland China, Vietnam, Bangladesh, Indonesia, and India. We have built strong trust with our partner factories over many years and hold an annual conference to facilitate frank dialogue with factory managers. We conduct regular audits of human rights, working environments, and management systems at all garment factories, core fabric mills and core spinning mills for UNIQLO cotton products and core auxiliary material factories. We assist low-scoring factories with the implementation of improvements. Starting in 2024, we also began introducing periodic audits for cashmere fiber-cleaning factories and spinning mills involved in producing our 100% cashmere products. UNIQLO continues to ensure responsible procurement and high-quality products by maintaining win-win relationships with partner factories.

## Production Department

We assign production department members, who manage product quality and production progress, and *Takumi* (skilled artisans) to production offices in Shanghai, Ho Chi Minh City, Dhaka, Jakarta, and Bengaluru. Production office representatives visit factories weekly to resolve any issues and ensure quality management right there on the factory floor. The production department swiftly addresses any quality concerns raised by customers and implements improvements if required.

### UNIQLO Production Offices



## UNIQLO *Takumi* Teams

By visiting factories and providing technical advice, *Takumi* establish thorough quality control and a strong relationship of trust. "I offer instruction on dyeing technology at partner factories, and this can encourage workers to embrace a new production management philosophy and to improve their factories. I am proud to be passing on expert Japanese techniques to the next generation."



 Dyer Takumi  
Kazuaki Iida

**SALES**



UNIQLO Rome Via del Corso store (Italy)



UNIQLO Meir store (Belgium)

**SHIP TO INDIVIDUAL MARKETS**



**AIR TV AND WEB COMMERCIALS**



**START ADDITIONAL PRODUCTION**



**Inventory Control**

The inventory control team works to improve management efficiency by supplying inventory that reflects the sales capabilities and product sales of each individual store. The team monitors sales and stock daily at each store and dispatches inventory to fulfill orders and maintain appropriate inventory levels. At the end of each season, merchandisers and the marketing department identify popular items and other products for continued sale, and determine the right timing for any change in prices.



Flyer included in Japanese newspapers

**Marketing**

Each season, UNIQLO conducts promotional campaigns for core products such as HEATTECH, PUFFTECH, AIRism, and Bra Tops. During the campaigns, UNIQLO advertises the products' unique qualities and features through TV commercials and online ads. We use UNIQLO apps, email, social media, and flyers delivered with newspapers to notify customers about limited-period discounts, typically of 20-30%, on new seasonal ranges.



Online advertisement

**Stores**

At the end of August 2025, UNIQLO Japan had 794 stores. UNIQLO International boasted more than twice that number at 1,725 stores, including 1,008 in Greater China; 132 in South Korea; 397 in Southeast Asia, India & Australia; 106 in North America; and 82 in Europe. We are enhancing LifeWear branding by replacing some existing stores with higher-quality ones and accelerating the opening of large-format and global flagship stores.



UNIQLO roadside store



UNIQLO Shinjuku HONTEN store (Japan)

**IN-STORE SALES AND  
E-COMMERCE CUSTOMERS**



**CUSTOMERS**



Incorporate customer feedback  
to make even better products

**PRODUCT  
CONCEPT**



**E-commerce**

Our e-commerce operation is growing increasingly important as more customers shop both online and in store. In FY2025, online sales accounted for roughly 15% of total sales (14.8% in Japan; roughly 20% each in Greater China, South Korea, North America, and Europe; and roughly 10% in Southeast Asia, India & Australia). To meet customer needs, we intend to expand services that facilitate different purchasing and delivery options, improve the convenience of our online store and app, and strengthen our information-sharing platforms through services including UNIQLO LIVE STATION.

**UNI QLO .com**



**Customer Centers**

We have Customer Centers in all markets where we operate, and we receive over 39 million pieces of customer feedback annually. By collecting, analyzing, and sharing this information with product departments, stores, and employees in a timely manner, these centers play a leading role in the development of our products and services. Most customer service at these centers is handled by employees. We now use AI to significantly increase the accuracy and speed of customer feedback analysis and dissemination.





**TAKAHIRO TAMBARA**

Group Executive Officer and CIO  
FAST RETAILING CO., LTD.

Digital Business  
Transformation

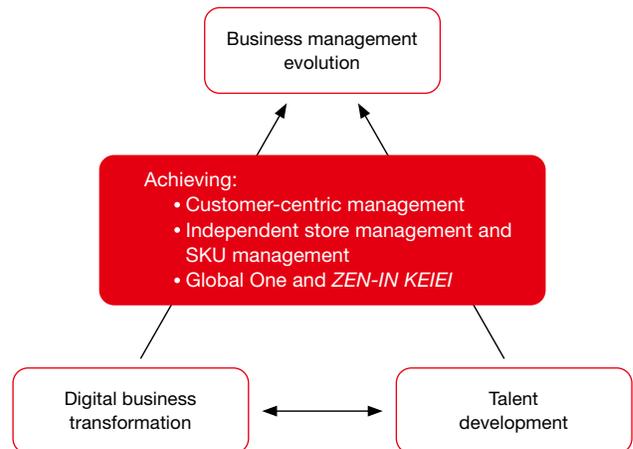


# Integrating Frontline Expertise With Digital Transformation

## Using Digital Tools to Perfect Customer-centric Business

To ensure customers can instantly purchase the clothes they want exactly when they want them, Fast Retailing launched the Ariake Project in 2017, reforming operational management and creating a new type of digital consumer retailing company. Our customers are central to all management decisions. To meet customers' needs, our staff members think and act autonomously, transform business processes, and utilize digital tools to replicate and scale those processes. This approach drives our strong growth. We promote both digital business transformation and talent development, which has enabled our headquarters and stores to gain a detailed and timely understanding of customer feedback, product information, and product flows, and swiftly pinpoint anomalies and identify business opportunities. We intend to further develop and leverage these frameworks going forward.

## Improving Operations Through Digital Business Transformation and Talent Development

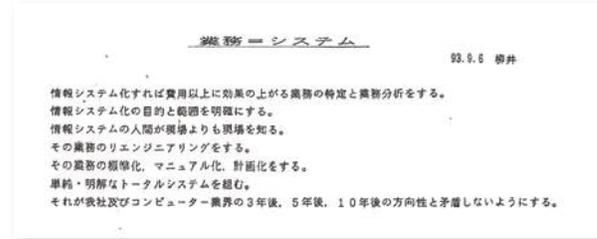


## Optimizing Digital Processes Through Frontline Expertise

Our founder, Tadashi Yanai, outlined his basic digital business transformation idea in a 1993 internal memo titled “Business = Systems.” He highlighted the importance of standardizing and planning business operations prior to digitalization. Digital technology has advanced rapidly over the subsequent 30 years, but the premise of our business and digital transformation strategies remains the same.

The Digital Business Transformation Services Department, the key driver of these changes, supports the reformation of business practices across all Group structures and operations. The department stays up to date on frontline conditions, quizzes staff on specific best practices, and incorporates that information into reproducible systems. We persistently explore all possible improvements until we find a truly effective method.

Memo written by founder Tadashi Yanai in 1993



Business = Systems

1993.9.6 Tadashi Yanai

Systemize information to identify and analyze business in ways that generate more than simple cost benefits. Clarify the purpose and scope of information systemization. Information systems personnel to know more about frontline operations than our onsite staff. Reengineer those operations through standardization, manualization, and planning. Build a simple and clear total system. Ensure this remains consistent with the direction of our company and the computer industry three, five, ten years from now.

## The Three Goals of Customer-driven Digital Business Transformation

We have established integrated, customer-centric management frameworks across planning, production, distribution, retail, and head office functions. We are capitalizing on this strength to drive digital transformation.

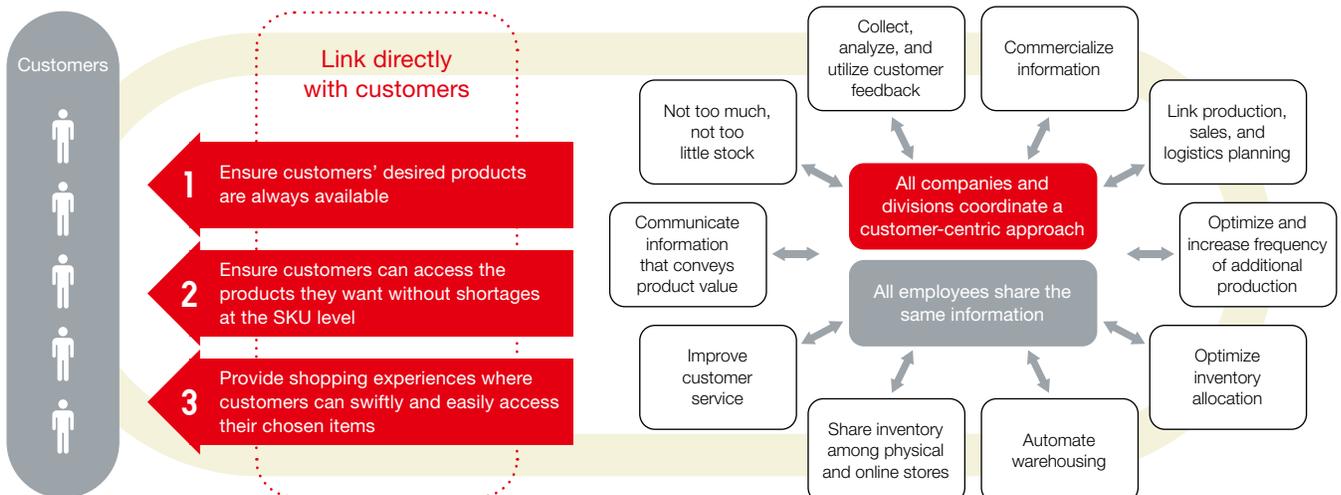
We have set three goals to promote this transformation. First, ensure customers’ desired products are always available. Centralizing and visualizing our vast customer feedback lets us instantly grasp requests and complaints, improve and develop products, increase production, and restock hit products.

Second, ensure customers can access the products

they want without shortages at the SKU level. We achieve this by introducing, linking, and optimizing algorithms from planning through retail. This lets us perfect all processes, including revising sales plans to reflect latest performance; linking production, sales, and distribution plans; sharing information with factories; allocating warehouse stock; and transporting goods to stores.

Third, provide shopping experiences where customers can swiftly and easily access their chosen items. We leverage digital technology to improve store efficiency and provide an integrated in-store and online shopping experience.

## Promoting Digital Transformation Across All Business Domains



# GREATER CHINA

## Reinvigorating Growth With New Business Structures



**NING PAN**

CEO, UNIQLO Greater China Group Senior Executive Officer, FAST RETAILING CO., LTD.

**Q** What are your current business reforms, and what inspired them?

In FY2025, UNIQLO Greater China revenue totaled ¥650.2 billion (–4.0% year on year) and business profit ¥89.9 billion (–12.5%). Ever since we entered this region in 2002, mass store openings and efficient store management have generated strong overall growth. In the Mainland China market, while the local economy and business environment have dampened our business performance, we are now pursuing a structural transition from chain store management to independent store management to regain our strong growth trajectory.

We are focusing on four new pillars. The first, achieving business

that creates value, aims to maximize sales and optimize discount rates through strategic marketing and store displays that showcase UNIQLO functionality and value. The second, developing product lineups tailored to regional needs, encourages flexible production systems by carefully timing the introduction of strong-selling items and optimizing inventory while capitalizing on our regional manufacturer-retailer position. The third, improving store quality, has boosted scrap-and-build store sales numbers by 50% and helped create hugely successful flagship stores in Wuhan, Chengdu, and Changsha. The fourth focuses on strengthening management talent. While our pool of amazing people in Mainland China is steadily expanding, in order to accelerate local talent development, we are also dispatching business and store managers from Japan with a deep understanding of independent store management principles. These new approaches are starting to generate positive results, and we are determined to boost growth further in FY2026.

**Q** What positive results are you seeing?

Independent store management nurtures deeper understanding of the needs of individual stores and communities, and closer alignment





TAKING LIFEWEAR  
WORLDWIDE

UNIQLO Changsha Heiwado store

with customer needs. Product mixes have steadily improved since Spring Summer 2025, when we started reflecting feedback from store managers and customers in individual store sales plans. We have optimized inventory by frequently adjusting production in line with sales trends.

Opening flagship stores and promoting our products in local media is also having a positive impact. Our social media posts and constant flow of popular content with young people have enhanced appreciation of UNIQLO product value and price and greatly increased sales of Linen Shirts,

UV Protection Parkas, Barrel Leg Jeans, and other items. More people under 30 are using the UNIQLO app.

All these initiatives are boosting our credibility with customers. In Spring Summer 2025, UNIQLO UV protection items were praised for their exceptional functionality and quality in a CCTV.com feature, and UNIQLO was named a Top Brands for the 14th consecutive year in a consumer survey conducted by CBN *YiMagazine*, one of Mainland China's most influential publications. We will keep striving to be the region's most essential brand.



CCTV.com and other media introduced UNIQLO's UV protection items and helped convey their appeal to customers, who then posted on social media, generating broader interest.



UNIQLO New York Fifth Avenue store (global flagship store)

# NORTH AMERICA

## Accelerating Growth to Achieve ¥1 Trillion in Sales

**Q** How have you continued to generate strong results in a constantly changing business environment?

UNIQLO North America outstripped expectations in FY2025, generating significantly increased revenue of ¥271.1 billion (+24.5%) and business profit of ¥44.2 billion (+35.1%). Strong branding and communication of our product value are boosting customer support for and trust in UNIQLO.

Our Art and Science of LifeWear event, held at the Museum of Modern Art (MoMA) in New York in September 2025 to mark UNIQLO's 20th anniversary in the USA, drew media



Our exhibition at MoMA included a panel discussion featuring UNIQLO Global Brand Ambassador Roger Federer.

attention by showcasing UNIQLO's philosophy, history, and advanced technology. The newly refurbished sales floor at the New York Fifth Avenue flagship store ensures our great styling options and product value instantly stand out. We plan to replicate this style in all future stores. The customer enthusiasm in our North America stores and positive response to new store displays fill me with confidence about our future growth.

Our enhanced branding and promotion of independent store management are earning UNIQLO a reputation as a high-quality, essential, unique, and increasingly competitive brand. To achieve sustainable growth, we will undertake internal initiatives, developing products that effectively balance value and price, refining sales plans, and improving productivity while flexibly addressing changing external factors such as tariffs and trends in the broader economy.

**Q** How do you intend to reach your ¥1 trillion sales target?

We are nearing our ¥300 billion North America sales target, originally set for FY2027, as we advance toward our goal of ¥1 trillion in yearly sales.

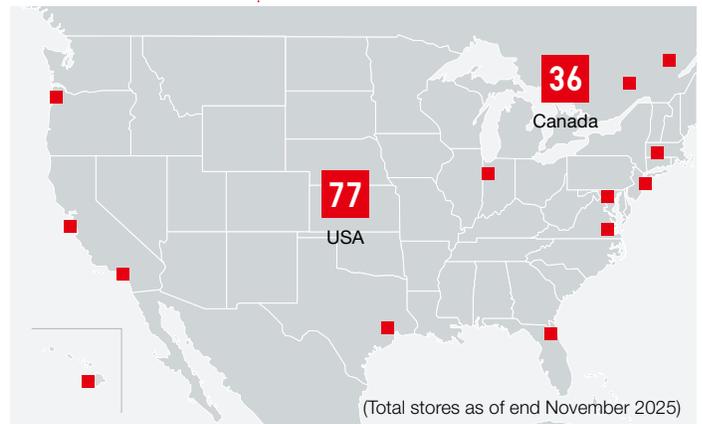
With the brand's visibility on the rise, I want to attract new UNIQLO fans at a faster pace. New York and

Los Angeles are key fashion hubs. To extend the reach of LifeWear, we will develop products in the USA that appeal to customers worldwide, and integrate our marketing, sales floors, and e-commerce to better convey information. We will accelerate the opening of flagships and other stores in high-quality shopping malls primarily on the East Coast and West Coast, while also opening stores in untapped cities with strong online sales. In 2026, we plan to open new flagship stores in major cities including New York, Boston, Chicago, and San Francisco. We will also pursue activities that benefit both ourselves and the local community. To drive these initiatives, we will build an organization operated by elite teams that exhibit strong teamwork, ambition, and passion.



**DAISUKE TSUKAGOSHI**

Board of Director, Group Senior Executive Officer, and COO, FAST RETAILING CO., LTD. Executive Director, President, and COO, UNIQLO CO., LTD. CEO, UNIQLO North America



TAKING LifeWear WORLDWIDE

# EUROPE

## Business Success Driven By Rising Brand Trust



**TAKU MORIKAWA**

CEO, UNIQLO Europe  
Group Senior Executive Officer,  
FAST RETAILING CO., LTD.

### **Q** What is driving continuing strong sales and profit growth in Europe?

Sales have increased by 30-50% each year since FY2022. FY2025 again saw impressive growth, with sales reaching ¥369.5 billion (+33.6% year on year) and business profit totaling ¥54.2 billion (+23.7%).

Among various contributing factors, the most important was rising brand visibility driven by flagship store openings. To effectively showcase UNIQLO, we open flagship stores in prime locations where we can offer products and services to many customers and deepen brand affinity.

Another factor was our focus on women's wear. Women's wear typically accounts for about 70% of sales for competing European brands, but that proportion used to be only 40% at UNIQLO. European shopper feedback revealed they wanted more dresses, skirts, and so on. We strengthened the development and marketing of these items through the London R&D Center and expanded women's wear to approximately 50% of total sales.

In addition, high praise for core UNIQLO items has boosted the number of loyal customers. Boosting our sales every year are wider color ranges and stylish adjustments to core items such as linen, cashmere, T-shirts, and down. Strong sales of

hit items including BLOCKTECH, UT, Wide Pants, and the Round Mini Shoulder Bag have boosted the sales contribution from customers under 30 to roughly 35%, making UNIQLO one of the most popular brands among young people. Enthusiasm for LifeWear among young people is very encouraging.

### **Q** What do you focus on when opening flagship stores?

The goal in opening a flagship store is not simply to boost overall store numbers. To justify opening a new UNIQLO store, we need to have reasons that are meaningful not just to us but also the local community. Naturally, we focus on finding prime locations that customers from all over the world can visit easily and on securing sufficient sales space to showcase our products and corporate values. However, it is even more important to understand the local significance of and affection for the historical buildings where we create our stores. And we look into how we might collaborate with property owners who, like us, want a UNIQLO store opening to help breathe new life into the local community. Based on those parameters, there are still many places in Europe where we could open a flagship store, so I will continue to actively promote that process.

# GROWING AFFINITY FOR LifeWear IN EUROPE

\*Total stores as of end November 2025

**UK**



**R&D Center London**  
The creative hub for our collaborative UNIQLO : C and JW ANDERSON collections, under the expert guidance of UNIQLO Creative Director Clare Waight Keller.

**UK**



**311 Oxford Street store**  
The brand's first global flagship store, which opened in Europe in 2007. Following a significant expansion in 2016, this store has become a key hub for LifeWear and London culture.

**UK**



**Regent Street store**

**DENMARK**



**Stroget store**

**SWEDEN**



**Kungsträdgården store**

**THE NETHERLANDS**



Our new 110,000 m<sup>2</sup> automated warehouse in the Netherlands is where we consolidate stock for all our physical stores in Europe. Products are automatically picked, packed, and sorted.

**THE NETHERLANDS**



**Kalverstraat store**

**GERMANY**



**Tauentzien store**  
This store, our first in Germany, opened in 2014 on a major intersection surrounded by multiple fashion brands. It became the inspiration for our RE.UNIQLO STUDIO repair and remake services.

**GERMANY**



**Koenigstrasse store**

**BELGIUM**



**Meir store**

**SPAIN**



**Passeig de Gràcia store**

**FRANCE**



**Le Marais store**

**FRANCE**



**Paris Opera store**  
Opened in 2009 and refurbished in 2023, this iconic UNIQLO store combines a historic exterior and location opposite the Opera House with an elegant infusion of Japanese culture.

**FRANCE**



**R&D Center Paris**  
The core base for our Uniqlo U design team, which attracts and inspires world-class designers and skilled pattern cutters to channel their expertise into the evolution of future LifeWear.

**POLAND**



**Wars Sawa Junior store**

**LUXEMBOURG**



**UNIQLO GRAND-RUE**

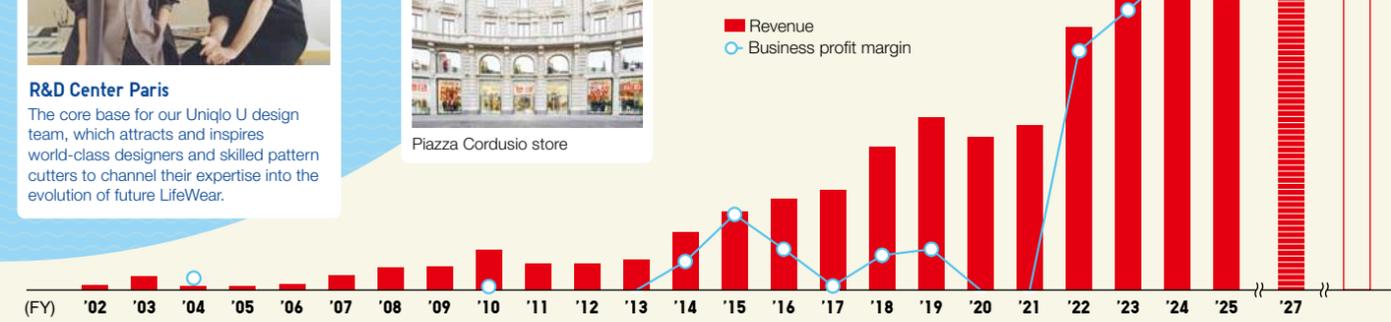
**ITALY**



**Piazza Cordusio store**

**Revenue target**  
**¥500 billion**

**UNIQLO Europe (FY2025)**  
**Revenue: 369.5 billion**  
**Business profit margin: 14.7%**



**Q** What initiatives are you pursuing to achieve your ¥1 trillion sales target?

Local customers appreciate our core products, but we haven't fully met their expectations. There is room to expand our women's and kids' ranges, and UNIQLO's functional items have not fully penetrated the market. We will build on our success with the Bra Top range by proposing new products whose features serve lifestyle needs and promise to sell well worldwide.

We will continue our regional flagship strategy while also opening stores in locations with unique characteristics. The Anancy store in France is one example. While sparsely populated, the area boasts a thriving ski resort and the UNIQLO store was welcomed because it serves local customers' needs.

We are leveraging Ariake Project business optimizations, including logistical improvements, to shorten delivery times from production sites

to Europe. In spring 2025 in the Netherlands, we opened UNIQLO's largest automated warehouse. We plan to enhance our warehousing framework to keep pace with rapid local business expansion.

Finally, talent development is vital. We are making progress in Europe on appointing people with strong local knowledge. Four of our seven Europe COOs are from Europe. We are also offering the next generation of corporate leaders systematic growth opportunities, including appointing young employees as flagship store managers.

TURN THE PAGE!



UNIQLO Meir store (Belgium)

# GU

ジーユー事業

## ファッションの楽しさを 世界に届ける



株式会社ファーストリテイリング  
グループ執行役員  
株式会社ジーユー 代表取締役社長兼CEO

黒瀬 友和

TOMOKAZU KUROSE

**Q** ジーユーのCEOに就任してから、  
重点的に取り組んでいることを  
教えてください。

ジーユーは今、新しい成長ステージに向かう変革期にあり、ユニクロの台湾やベトナム事業、ジーユーのCOOを務めてきた私が、2025年4月に、新たにCEOを任せられました。低価格帯市場でグローバルに通用するブランドの基礎を確立するために、ユニクロで得た知見、経験を存分に注入していきたいと考えています。

ジーユー事業は「ファッションと低価格」をコンセプトに、日本を中心に、売上3,307億円まで成長してきました。2024年9月には、グローバル戦略の一環として、ニューヨークのソーホーに、欧米初の店舗をオープンしました。これからは、真のグローバルブランドに進化するための取り組みを

加速していきます。

具体的には、ジーユーのブランド価値を明確に定義し、商品、売場、Eコマースの完成度を上げることで、お客様がファッションを最大限に楽しめる「ジーユーらしさ」の提供をめざします。また、マストトレンドを捉えた商品に品番数を絞り込み、生産、マーケティング、売場を連動させることで売上を最大化することに加え、生産調整能力も高めることで、在庫の欠品や過剰をなくし、利益を最大化していきます。

CEOに就任した2025年8月期下期は、



# GU

Life Wear 株式会社ユニクロ

品番数の絞り込み、販売計画の精度の改善、生産工場との連携強化により、より短リードタイムで追加生産できる体制の構築を進めてきました。お客様の声を反映し、よりお買い物やすく、スタイリングを楽しんでいただける売場改革も進めています。

**Q** 海外で長年の経験がありますが、  
グローバルで成功する上で、  
何が重要ですか？

日本でも海外でも変わりませんが、お客様

に喜んでいただける商品や、親切で丁寧なサービスを提供すること、そして、個店経営、地域と密着したサステナビリティ活動を通じて、ジーユーのファンになっていただくことが大切です。これを実現するために、最も重要なのは、お客様の声を直接聞き、実行する従業員の意識変革です。

私はCEOに就任後、ジーユーのあるべき姿を、改めて明確にしました。それが「若者支持率No.1のファッション」「驚きの価格」「魅力的なスタイリング」です。若者に最も支持され、新たなライフスタイルを生

む商品を、驚きの価格でお届けすることで、誰でも気軽にファッションを楽しむことができます。そして、コーディネートで買いたくなる、魅力的なスタイリングを提供するのがジーユーです。全従業員がめざす姿を理解し、実行できれば、大きな成果につながると確信しています。そのため、私は従業員との対話や教育に多くの時間を費やしています。世界中のお客様にファッションの楽しさを届けるために、全社一丸となって、変革を推進していきます。

# GLOBAL BRANDS

The Fast Retailing Group has labels with brand concepts and price points that are different from those of UNIQLO. We use UNIQLO's expertise as a digital consumer retailing company to boost their competitiveness and satisfy a broad range of customer needs.



---

## Theory

### Affordable Sophistication From New York

The Theory fashion brand, launched in New York in 1997, is renowned for its perfect fit and its sleek designs. The innovative brand developed a premium stretch fabric that sets it apart from the competition. Theory continues to release invigorating new collections that bring beauty and comfort to everyday life.



**PLST**

## Superior Clothing for Everyday Life

PLST's high-quality materials, silhouettes, and designs create elegant beauty in any situation. Wearing PLST is like a gentle confidence boost. It's a refined look for people living their lives to the fullest. This label offers superior clothing for everyday life at reasonable prices.

TAKING LIFEWEAR  
WORLDWIDE

**COMPTOIR DES  
COTONNIERS**

## The Allure of French Esprit

Founded in 1995, Comptoir des Cottonniers (CDC) is a French casual wear brand based on the concept of unadorned allure, and prizes values rooted in French culture and artisanship. CDC boasts high-quality materials, tailoring, attention to detail, and timelessly feminine designs. Pieces from this sophisticated collection can be beautifully worn for a lifetime.



**PRINCESSE tam•tam**  
PARIS

## A French Brand That Celebrates Individuality

Princesse tam.tam (PTT) is a popular French brand that celebrates natural beauty and offers "lingerie that lets your personality shine through." Known for its high quality and original prints, PTT captures a sense of French beauty that is refined, elegant, and also playfully innocent.

# TOPICS

## Views on Independent Store Management

01

### A Management Role for Everyone



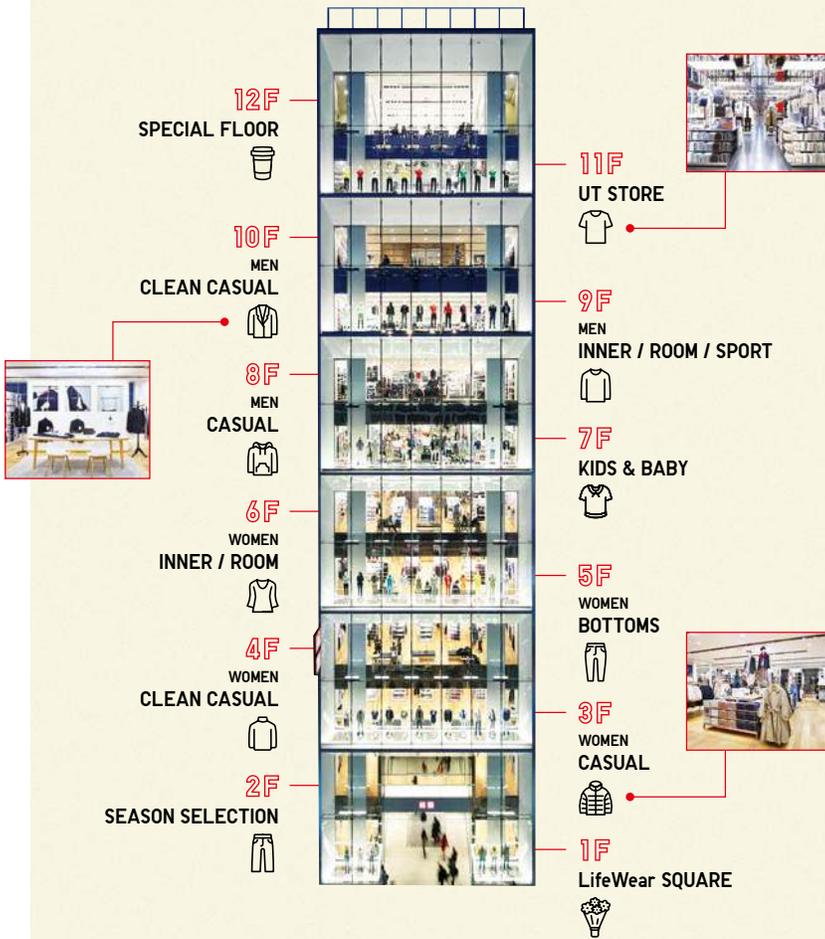
**Yuki Koda**

Manager,  
UNIQLO GINZA



The most important consideration when implementing independent store management is ensuring all staff members play pivotal roles. That's why I always listen to the opinions of my staff. I ask everyone to generate ideas and constantly challenge themselves, because that is how you grow. I developed this approach after being appointed manager of a USA flagship store. With huge sales and a huge floor space, everything required a team. Through frequent conversations with my staff, I came to see that understanding the area and the customer, and empowering the staff, would improve sales and customer satisfaction.

UNIQLO GINZA attracts customers from around 150 countries and regions, which means we sell AIRism and other staple products year-round. I optimize inventory and store displays by listening to feedback from the floor and checking sales data from wherever customers live. The business app we now use enables staff to instantly grasp any immediate or necessary action with regard to sales plans or product stock. These are some of the ways we practice independent store management.



### UNIQLO GINZA

Ranks No. 1 for sales out of roughly 2,500 UNIQLO stores worldwide. Each of the 12 floors showcases a different product feature or sustainability activity, making for a fun shopping experience.



## 02

### Sharing Our Commitment to Serve Local Communities



#### Leung Kaman

COO of  
UNIQLO Belgium,  
the Netherlands and  
Luxembourg



I have been involved in many new store openings in Europe and am convinced independent store management plays an essential role in their success. Creating stores that benefit local customers requires us to constantly question our own goals and identity, potential regional contribution, and key differentiators. All staff members must understand and embrace this approach. The new UNIQLO Koningsplein store opened in October 2024 near our first Netherlands flagship store, but its customer base is primarily local. Offering interesting product lineups, decor designed by local artists, and a community-rooted atmosphere has made many customers feel that “the arrival of UNIQLO has brightened up the city.”



#### UNIQLO KONINGSPLEIN

The UNIQLO Koningsplein store is housed in a historic building constructed in 1899. Originally a department store, the building was closed in the 1980s. Now, UNIQLO is bringing new life to the area.



## 03 Independent Store Management is Motivating



#### Kana Yamamoto

Manager, GU Marronnier  
Gate Ginza store

I enjoyed putting independent store management into practice when I was assigned to open the GU Amu Plaza Nagasaki store in 2023. I had no connection with Nagasaki, so I interviewed the staff and visited nearby commercial facilities to deepen my local knowledge. I felt inspired by the staff’s various ideas about store displays, product lineups, and ways to appeal to customers. Notably, they said that locals preferred flat to heeled shoes due to Nagasaki’s steep hillsides.

In a chain store, some things should be consistent. But within our guidelines, many elements can be adjusted. Today, I manage the GU Marronnier Gate Ginza store, and my staff and I are always looking for specific ways to boost customer satisfaction in the city center.