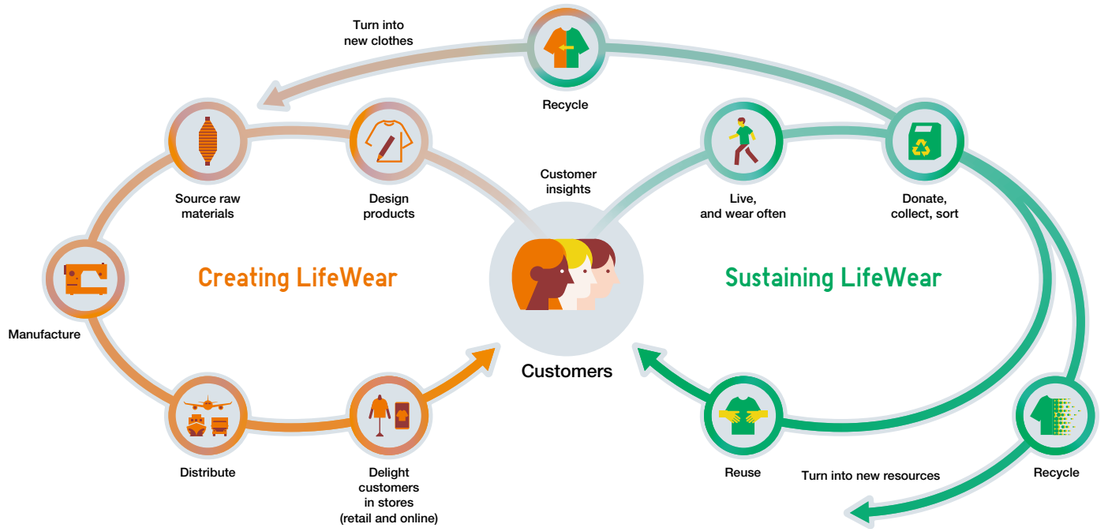
LifeWear
=
New Industry

We will enhance the sustainability of society by creating a new industry that looks beyond the point of sale. Instead, we will stay closely involved in the whole process: how clothes are made, how they are sold, and the post-sale lifecycle. In this way, we will pioneer a completely new form of sustainable apparel on the global stage.

FAST RETAILING'S NEW CLOTHING BUSINESS MODEL



Our six key areas for creating a sustainable society (Materiality)

1. Create New Value Through Products and Services
2. Respect Human Rights in Our Supply Chain
3. Respect the Environment
4. Strengthen Communities
5. Support Employee Fulfillment
6. Corporate Governance

PRODUCTS

Customer-centric Clothes Creation

MATERIALITY 1
MATERIALITY 3

POINT

Our Approach

1 Reflecting Customer Feedback in Product Development

Customer feedback is vital to product development. It is used to keep improving our products and to develop new products that perfectly capture customers' changing lifestyles. Our PUFFTECH highly functional padded outerwear is one product that is enjoying strong global sales. Customers appreciate the snug, well-sealed padding and the hand-washable, water-repellent features that make PUFFTECH a perfect fit for modern living.

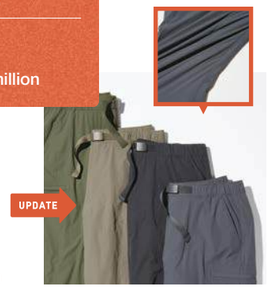
We have received an increasing volume of feedback in recent years, not only from Japan but also from our international stores, e-commerce operations, and customer centers. Immediately visualizing and commercializing this feedback enables us to develop clothes that our customers truly need.

Customer and Store Feedback Interactions (FY2025)

39.21 million

Customer Request

"It would be great if the garments stretched a bit more when doing active work. I would like both warmth and ease of movement."
(Male customer in his 40s)



We responded to this request by switching to a material that stretches both horizontally and vertically.

2 Creating Long-lasting Clothes

LifeWear emphasizes two forms of sustainability. It offers emotional sustainability via timeless designs that people can wear for a long time without growing bored. LifeWear also offers physical sustainability through the use of recycled materials as well as durability and comfort that encourages long-term wear. By improving and innovating clothing in these two ways, through LifeWear we aim to create masterpieces that will be lovingly worn for a long time. For instance, our sweatshirts are made from fuzz-free two-ply yarn that is twisted into a textured lining with delicate loops. This reduces lint and keeps items looking clean and fresh after washing. Additionally, tape used in the neckline helps maintain the product's shape even after many washes.

SWEATSHIRT

After 15 washes at KAKEN TEST CENTER, an independent contractor, our sweatshirt remained clean and fuzz-free.

Materials Procurement for Sustainable Business

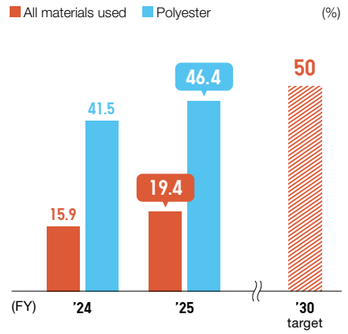
By FY2030, we aim for materials with low greenhouse gas (GHG) emissions, including recycled materials, to account for roughly 50% of all materials we use. We are making steady progress. Low-GHG materials rose to 19.4% in FY2025, including recycled polyester rising to 46.4% of all polyester used. We now use recycled cotton in some UT and jeans ranges, even though recycled natural fibers are challenging in terms of quality, price, and production volume. We are exploring more clothing-to-clothing recycling, collecting UNIQLO down products that customers no longer need so we can reuse the down and feathers.

We redefined what constitutes a preferred material and established raw material procurement guidelines so customers can purchase products with peace of mind. When procuring materials, we ensure optimal quality, price, and stable supply, while upholding human rights and reducing environmental impact across the supply chain. We defined the qualitative and quantitative standards that each material must meet in terms of GHG emissions, water consumption, biodiversity, human rights, and animal welfare to classify as a preferred material. We will keep increasing the ratio of preferred materials we use.

Scan for info on recycled products

The Round Mini Shoulder Bag in the photo is made from recycled nylon

Percentage of Materials With Low GHG Emissions, Such as Recycled Materials*



FY2024 data: 2023 Fall Winter and 2024 Spring Summer ranges. FY2025 data: 2024 Fall Winter and 2025 Spring Summer ranges
*Scope: The Fast Retailing Group

INTERVIEW

Using Customer Feedback in Product Planning

We strive to maximize the application of customer feedback to improve our products, services, and management by handling most customer service in house. In FY2025, we received 39.21 million pieces of feedback, which we organized, analyzed, visualized, and utilized. This process is much more efficient due to AI and other digital technologies, which allow us to create targeted responses to feedback. We work with our sales, e-commerce, merchandising, R&D, production, and other departments to solve issues and explore opportunities based on customer requests. We recently relaunched our EZY Jeans after incorporating feedback, and they were a big hit – an unforgettable moment for me. Satisfying our customers is a great reward.

TOMOKO NOGUCHI

Customer Center Director
UNIQLO CO., LTD.

TOPICS

INNOVATION OF HEATTECH

Cashmere Blend offers a new feel

Today, UNIQLO's HEATTECH innerwear is a widely recognized winter staple. We have now released HEATTECH Cashmere Blend to satisfy customer requests to incorporate natural fibers. This highly functional innerwear is now even warmer, lighter, and silkier to the touch.

CUSTOMER FEEDBACK
I hope you can create HEATTECH products that feel soft and use natural materials.

CUSTOMER FEEDBACK
I feel warm when I wear HEATTECH, but I want even warmer HEATTECH options.

CUSTOMER FEEDBACK
I wish you made those smooth HEATTECH Cashmere Blend items for men, too.

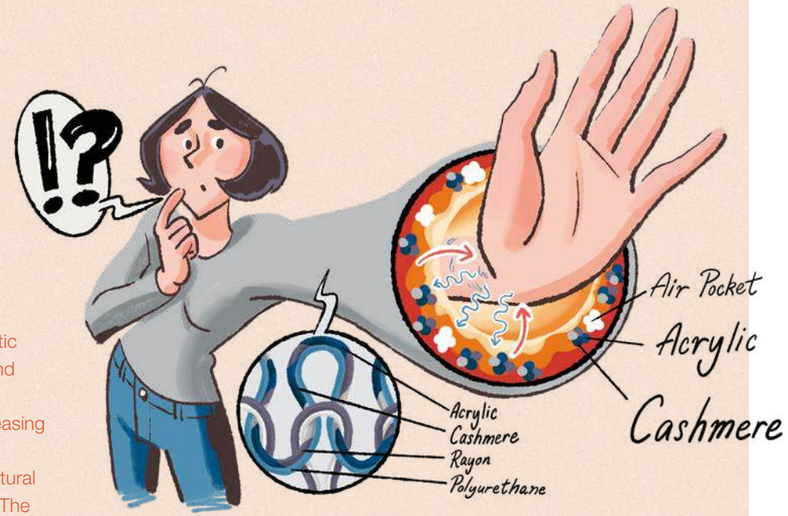
POINT 1.

Ensuring Optimal Texture and Warmth

Roughly 1.5 times warmer

HEATTECH is made from four synthetic fibers (rayon, acrylic, polyurethane, and polyester) and converts perspiration emitted from the body into heat, increasing the fabric's heat retention properties. HEATTECH Cashmere Blend uses natural cashmere fibers instead of polyester. The curly structure of the cashmere fiber traps more warmth in the inter-fiber air pockets, making HEATTECH Cashmere Blend roughly 1.5 times* warmer than conventional HEATTECH fabric.

*Based on the CLO value for clothing insulation. Compared to conventional HEATTECH fabric.



POINT 2.

Thinner, Lighter, and More Flexible

Airy and supple

HEATTECH Cashmere Blend was inspired by customers' desire to enjoy the gentle and supple feel of natural materials against their skin, together with HEATTECH's superior functionality. We chose cashmere because the texture of our cashmere sweaters and other knitwear is already a hit. We have achieved a luxurious enveloping softness by using ultra-fine raw cashmere yarn and ingenious ways of minimizing any damage to the delicate cashmere during dyeing, drying, and other processes. Customers can now enjoy layering HEATTECH Cashmere Blend items, thanks to the light and supple feel.

POINT 3.

How to Wash Delicate Natural Fabrics

Machine washable cashmere

A roughly 9% cashmere blend offers the optimal balance between functionality and texture because, while it incorporates delicate natural fibers, HEATTECH Cashmere Blend can be machine washed. Using a laundry net can help preserve the fabric's shape.

Scan to see our full range of HEATTECH Cashmere Blend products

PARTNERS

Sustainable Growth Built on Trust

MATERIALITY 2
MATERIALITY 3

POINT

Our Approach

1 Strong Partner Relationships, Sustainable Supply Chains

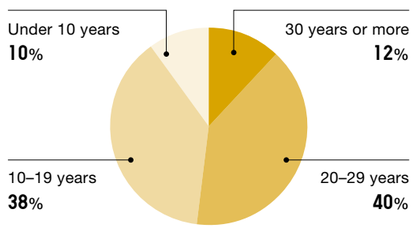
To become the world's best-loved No. 1 brand, it is vital to pursue operational growth and sustainability in tandem and build a supply chain that facilitates stable but flexible production.

The building of such a system is underpinned by the strong trust we have nurtured with the production partners to whom we outsource our fabric production and garment sewing. We share our commitment to high-quality production and proper procedures. This enables us to deliver truly great clothes to customers worldwide. We have built long-standing win-win relationships and grown together with partner factories that share our philosophy and values. In 2023, we began extending these partnerships to upstream raw materials procurement, and we are working tirelessly to stabilize quality and costs, improve lead times, reduce environmental impact, uphold human rights, and improve working environments across all processes.

We want to achieve a business model that allows us to produce and sell the right volumes of the exact products that customers want, at the exact time they want them, while minimizing impacts on people and the environment. Going forward, we will aim to build operational structures that promote further growth and make meaningful social contributions.

Length of Relationship With UNIQLO Suppliers

Top 40 suppliers, including nearly all that operate UNIQLO's partner factories (as of end August 2025).



INTERVIEW

Latest Technologies Improve Quality, Productivity and Workplaces

We have been producing UNIQLO down products for many years. Promoting sustainability is a firm UNIQLO requirement across all manufacturing processes. We share our targets with UNIQLO on improving working environments, reducing GHG emissions, and using recycled materials. We also proactively introduce the latest machinery to improve quality and efficiency, and to reduce the burden on our workers. For instance, we used to pack down by hand, and our workers were covered in feathers by the end of the day. The introduction of down-filling machines has not only dramatically improved efficiency and precision but also our working environments. We will continue to improve our production processes and working environments in order to provide customers with quality products.

HAIJIAO LI

Deputy President
Changzhou Hualida Garment Group Co., Ltd

Our premium linen shirts are made exclusively from linen that fulfills Masters of FLAX FIBRE™ certification standard. The flax is mainly grown with rainwater, limited use of inputs, is always GMO-free and all parts of the plant are used to reduce waste.

Better Traceability Through Strong Factory Partnerships

We have built strong trust with production partners. Since 2023, all our processes and products have been traceable from raw material place of origin to specific garment factories. We are building an in-house system to manage our supply chain and applying our standards for quality, production management, the environment, and human rights across all processes. For UNIQLO cotton products, we work with spinning mills that share our values and conduct regular audits. From 2024 Fall Winter, we began periodic traceability audits of cashmere fiber-cleaning factories and spinning mills involved in 100% cashmere products. In 2025, we began sourcing wool from designated farms in Australia and conducted trial audits to confirm no serious issues regarding animal welfare, the environment, human rights, or occupational safety.

Stronger Monitoring Builds Supply Chain Sustainability

Fast Retailing seeks to respect human rights and the environment across all stages of the supply chain. Since 2004, we have required production partners to comply with the Fast Retailing Code of Conduct for Production Partners and monitored working environments annually. Ahead of the 2027 EU legislation mandating human rights due diligence across value chains, we strengthened assessment in FY2025 to identify risks more effectively and improve inspection quality. Our new assessment covers both standard compliance and risks specific to markets and factories. We added new checks on factory governance, organizational structure, and the reliability of information shared during assessments. We can now apply stricter standards in identifying human rights risks. In FY2025, 28 factories received a Grade E rating, indicating significant risks, primarily related to long consecutive working days and unreliable information. We are working with these factories to improve performance and prevent recurrence.

Working Environment Monitoring Results at Garment Factories (Evaluation of Partner Factories)

Grade	Evaluation	FY2025 (UNIQLO)
A	Complies broadly with the Code of Conduct for Production Partners, and human rights risks are extremely low. Highly effective risk management systems in place	25 (15)
B	Complies broadly with the Code of Conduct, and human rights risks are low. Effective risk management systems in place	58 (39)
C	Does not comply with some elements of the Code, but those elements can be improved and human rights risks are moderate. Basic risk management systems in place	46 (30)
D	Does not comply with multiple elements of the Code, and human rights risks are high. Adequate risk management systems not in place	3 (3)
E	Displays serious human rights risks, including long consecutive working days, unreliable information sharing, and inadequate risk management systems. Improvements are required and the business arrangement may be reviewed	28 (19)

During FY2025, as we transitioned to the new program, some factories were audited under the previous program. Results are available on the Fast Retailing website.

Promoting Growth and Reducing GHG Emissions

Fast Retailing is targeting net-zero greenhouse gas (GHG) emissions by 2050 and is currently working toward declared interim FY2030 targets for reducing emissions from stores, offices, and UNIQLO and GU supply chain.* Fast Retailing was named an A-List company for the fourth consecutive year by the Carbon Disclosure Project (CDP) in recognition of the transparency and leadership exhibited in our climate change initiatives.

Named an A-List company for the fourth consecutive year by CDP for transparency and leadership on climate change initiatives. CDP is an international nonprofit promoting environmental disclosure and sustainable economies.

Managing All Supply Chain Processes In-house to Reduce Emissions

Use only sustainable raw materials to make LifeWear	● Switch to recycled materials ● Define and use preferred materials
Reduce the environmental impact of delivering LifeWear	● Use renewables, phase out coal, and conserve energy at factories ● Use renewables and conserve energy in stores and distribution
Offer LifeWear that meets customers' needs	● Improve production efficiency through Ariake Project
Lengthen lifespan of LifeWear	● Expand RE.UNIQLO STUDIO ● Collect clothing donations for refugees, Pre-owned Clothing Project

We are striving to achieve thorough control over all processes across our supply chain and reduce GHG emissions.

To ensure we use only sustainable raw materials when making LifeWear, we are switching to materials with low GHG emissions, including recycled materials, and expanding the use of materials proven to reduce emissions, including regenerative cotton.

We have capitalized on our strong business partnerships to limit the environmental impact of delivering LifeWear. We are reducing emissions faster than originally planned by phasing out coal use at partner factories and switching to renewable energy, among other initiatives.

To offer LifeWear that meets customers' needs, we are pursuing our Ariake Project objectives, which aim to produce, transport, and sell the exact volume of the exact products that customers want, exactly when they want them. Promoting product development based on customer feedback, refining sales plans, and shortening transport lead times has enabled us to improve inventory turnover rates, reduce discounting rates, and achieve higher sales off less stock. As part of the Ariake Project, we built a system with our business partners to help visualize production, transportation, and sales plans. New system functionality added in FY2025 enables us to check and predict GHG emissions related to all raw materials, factories, and distribution areas, thus creating a link between emissions information and production decisions.

To lengthen the lifespan of LifeWear and ensure that our customers enjoy our products for a long time, we promote initiatives that encourage extended use of our products through reuse and recycling.

To support efforts by factories to reduce GHG emissions, in some factories Fast Retailing started funding energy diagnostics in 2025. These identify excessive energy use and reduce factory operating costs.

Supply Chain* GHG Emissions Reduction Target Raised From 20% to 30%

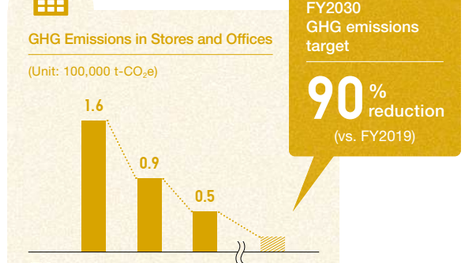
In FY2024, we reduced GHG emissions (Scope 3, Category 1) for supply chain* processes by 18.6% compared with the FY2019 base year. Given the faster-than-anticipated reduction, we increased our emissions reduction target from 20% to 30% by FY2030 and disclosed the relevant roadmap. We use our long-established trust with partner factories to promote close cooperation, extend support when required, and ensure plans to reduce emissions are firmly implemented. Our employees visit factories frequently to check on progress, identify issues with planned reductions, and review plans with factories. We have also introduced these factories to suppliers of high-efficiency, compact boilers and renewable energy systems. In 2025, we started hiring specialists to conduct energy diagnostics at some factories to identify and eliminate causes of excess energy use.

In FY2024, we reduced Scope 1 & 2 emissions from our operations by 83.3% compared with FY2019 and are making good progress toward our FY2030 target of a 90% reduction. We increased the percentage of renewable electricity used in our stores and offices to 84.7% and are working toward our target of 100% by FY2030.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

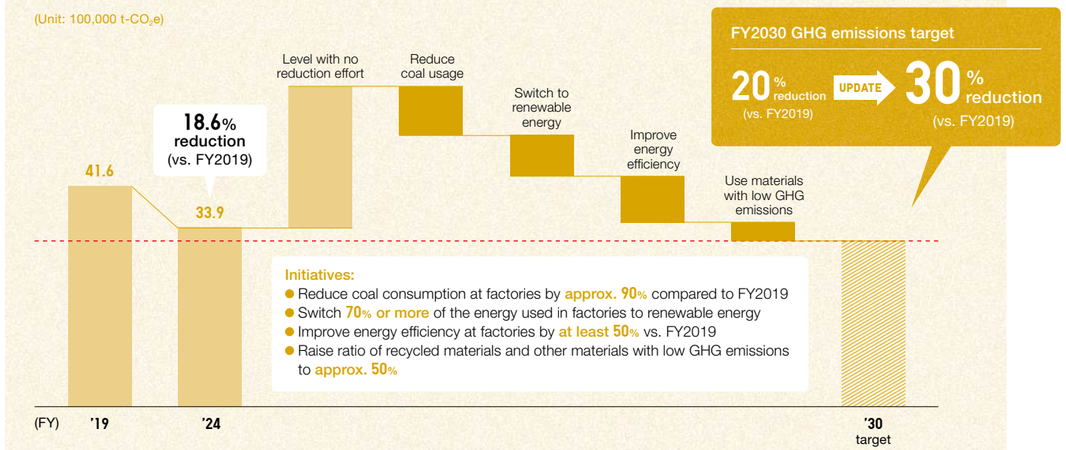
Our targets have been recognized by the SBT Initiative as science-based targets consistent with Paris Agreement standards.

SCOPE 1,2



Scope 2: Calculated on a market base

SCOPE 3



*Emissions from the manufacture of raw materials, fabric, and garments for UNIQLO and GU products

RE.UNIQLO

A Society That Treasures Its Clothing

MATERIALITY 1
MATERIALITY 3
MATERIALITY 4

POINT

Our Approach

1 Encouraging Long-term LifeWear Usage

We see the increasing legislation and growing awareness around sustainability issues as an opportunity. We do not dispose of unavoidable leftover stock and continue to sell it in the following season and beyond. We also take responsibility for our clothes after they have been sold, giving them new leases on life over a long period through reuse and recycling initiatives. LifeWear's intrinsic high quality and basic designs are all part of our effort to create a society that does not discard clothes.

2 A Circular Business Model That Reuses or Recycles All Products

Our ultimate aim is to help reduce excess waste, greenhouse gas emissions, and resource use throughout the product lifecycle.
REUSE: Since 2006, we have been collecting clothes that customers no longer wear and delivering them to people in need worldwide in refugee camps, disaster zones, and other locations. Additionally, in 2023 we launched the UNIQLO Pre-Owned Clothes Project.
RECYCLE: In 2020, we started selling recycled down products as part of our clothes-to-clothes recycling campaign. Collected clothing not fit for reuse is recycled as building insulation, soundproofing materials for cars, and more.
REDUCE: We began offering RE.UNIQLO STUDIO clothing repair and remake services in stores around the globe in 2022.

REDUCE

Reducing Waste

RE.UNIQLO STUDIO offers clothing repair and remake services. Our online store promotes the long-term use of clothes and features videos on how to take care of them.

RE.UNIQLO STUDIO

A product care video

Customers

Scan for more information on RE.UNIQLO initiatives

A new life as new clothes

RECYCLE

Clothes-to-clothes Recycling

Down and feathers are removed from donated items and recycled into new down products. We have also started a molecular recycling initiative for certain items made from a high polyester blend.

A Hybrid Recycled Down Parka made with recycled down and feathers

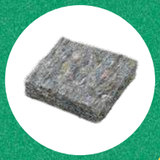
Collect and Sort

In boxes found in all UNIQLO and GU stores, we collect clothes that customers no longer need and sort them for recycling or reuse.

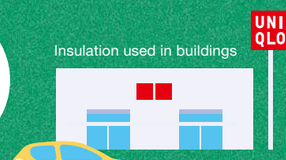
RECYCLE

Clothes-to-materials Recycling

Collected items that cannot be reused as clothes are given a new life in other ways, for example as insulation for buildings or soundproofing materials for cars.



A new life as new materials



Insulation used in buildings

Soundproofing materials for cars

REUSE

Extending Clothing's Lifespan

Clothes that can be reused are carefully categorized and donated according to recipient needs. We have enhanced operational frameworks to facilitate the full-fledged commercialization of the UNIQLO Pre-owned Clothing Project.

Supporting refugees

Selling pre-owned clothes

LifeWear = NEW INDUSTRY

RE.UNIQLO STUDIO Breathes New Life Into Clothing

In 2022, we launched our RE.UNIQLO STUDIO booths where customers can get their clothes repaired or refashioned for a fee. We are currently promoting the opening of more booths in stores worldwide.

Common requests include repairing small holes or tears in T-shirts and knitwear, uncomfortable chafing or frayed areas on jeans, and loose buttons. Our remake services that use original embroidery and traditional Japanese *Sashiko* stitching techniques to create custom designs are also popular. RE.UNIQLO STUDIO, available in 67 stores in 23 markets as of end October 2025, has generated a much stronger response than we originally anticipated.

The idea for RE.UNIQLO STUDIO stemmed from a clothing upcycling workshop held by customers and staff in August 2021 at the repair studio located in our UNIQLO flagship store in Berlin, Germany. Since then, we have encouraged various efforts to breathe new life into customers' favorite clothes, enabling them to get together with UNIQLO staff for fun activities based on shared values. Today, RE.UNIQLO STUDIO not only offers fee-based repair services but also holds workshops and provides information on effective resource use. In FY2025, regular events were held in 13 markets, and we continue to expand these awareness-building activities.

RE. UNIQLO STUDIO

Stores featuring RE.UNIQLO STUDIO

67 stores in **23** markets
(as of end October 2025)

↑

51 stores in **22** markets
(as of end October 2024)

RE.UNIQLO STUDIO opened in November 2022 in the UNIQLO Piazza Cordusio store (Italy). Our skilled staff repair and refashion UNIQLO products that have been popular since we entered the Italian market in 2019.

WORKSHOP

RE.UNIQLO STUDIO hosts hands-on clothing-repair workshops that introduce traditional Japanese culture and customs, including *Sashiko* stitching techniques.

©rakra magazine

RE.UNIQLO STUDIO in the UNIQLO DA Square store (Malaysia). At a workshop held here in October 2024, customers learned basic sewing and embroidery techniques and upcycled unwanted fabric into coasters.

The UNIQLO Regent Street store (UK) held a workshop in May 2025 on traditional *Kogin-zashi Sashiko* stitching from Aomori Prefecture, introducing a Japanese approach to cherishing items.

Conveying the Power of Clothing to Future Generations

These days, over 120 million people are living as refugees worldwide. One challenge is a chronic shortage of children's clothing. Since 2006, Fast Retailing has worked with UNHCR (the UN Refugee Agency) to provide clothing aid for refugees and internally displaced people worldwide.

The Power of Clothing Project, launched in 2013, is a participatory learning program for elementary, junior high, and high school students in Japan run with UNHCR. UNIQLO employees teach a class about refugee issues and the power of clothing. After a discussion, students organize kids' clothing drives in their schools, nearby kindergartens, and local shopping areas. In FY2025, 769 schools and approximately 70,000 people participated.

Our circular clothing activities have expanded beyond Japan, with UNIQLO Singapore holding two events on Earth Day (April 22). The first was a Kids in Action program for 1,400 elementary school students. Employees taught about recycling and our RE.UNIQLO initiatives, held an upcycling workshop where students used fabric scraps to make original items, and collected clothing. The second event was a Neighbors Helping Neighbors clothing drive, with all donated UNIQLO items delivered to people in need.

The Power of Clothing Project (Japan, FY2025)

769 schools

Approx. **70,000** participants

Teaching about recycling clothes and UNIQLO's sustainability initiatives to approximately1,400 elementary school students and teachers attending a Kids in Action presentation at a school in Singapore.

INTERVIEW

Understanding UNIQLO's Social Activities With Kids in Action

I participated in the Kids in Action program as a UNIQLO employee because I believe this kind of education should be introduced at an early age. By teaching children good habits early on and encouraging them to become passionate sustainability advocates, we can spread our message into homes, schools, and communities. The event not only promoted understanding of LifeWear values but also highlighted social issues and introduced the multifaceted nature of UNIQLO's sustainability activities. Preparing for the event and taking part in internal sustainability-related training deepened my understanding of UNIQLO's social and other activities in Singapore. Even the smallest daily actions, such as collecting pre-owned clothing or encouraging people to carry reusable shopping bags, are significant.

YU JOLENE

Assistant Store Manager
Paya Lebar Quarter store
UNIQLO Singapore

COMMUNITIES

Clothing That Improves Lives

MATERIALITY 1
MATERIALITY 4

POINT

Our Approach

1 Peace and Stability are Vital to Sustainable Growth

The retail industry can only survive in stable economic and social environments. The same applies to production bases. Global society is currently grappling with serious challenges, like poverty, refugee crises, growing environmental impacts, terrorism, and regional conflict. As a global company, we are actively working to help solve social issues through the effective use of our stores, staff, products, and expertise. We are currently accelerating our efforts in the following focal areas: providing support to refugees and other people in difficult circumstances; participating in local environmental protection and conservation activities; educating young people and creating opportunities for them to engage; providing disaster relief; and developing cultural and athletic initiatives.

We assign sustainability officers to each market to better understand regional needs and issues and devise concrete solutions and action plans. We have also formed partnerships with like-minded companies, organizations, and individuals to inspire activities that contribute to sustainable societies.

The apparel industry depends on peace. Fast Retailing's overarching mission is to make people's lives more enjoyable, more comfortable, and more fulfilled through LifeWear.

The Heart of LifeWear Campaign: 1 Million HEATTECH Donations

In October 2024, UNIQLO launched The Heart of LifeWear initiative to donate 1 million new clothing items worldwide, primarily HEATTECH. This initiative is part of our consistent efforts to make the world a better place through LifeWear.

In 2024 Fall Winter, we donated over 1 million HEATTECH and other items to refugees, children, and disaster victims in 28 countries and regions worldwide. 500,000 items were sent to refugee camps in Jordan at the request of UNHCR, our partner since 2011. The remainder were distributed to people in need in markets with UNIQLO stores and neighboring markets. In Japan, we delivered 70,000 HEATTECH garments to those affected by the 2024 Noto Peninsula earthquake and to children in orphanages. In 2025 Fall Winter, we are again donating over 1 million new clothing items. 100,000 will be distributed within Japan and 500,000 will go to Syria through UNHCR for returning refugees.

HEATTECH donations in 28 countries and regions
(as of end April 2025)

1.06 million items

AIRism items included depending on local climate

Our wish is to deliver positive change to people in difficult situations

10,000 HEATTECH items donated to children in need in Vietnam

UNIQLO Welcomes Newest Global Brand Ambassador, Actor Cate Blanchett

For our Global Brand Ambassador program, UNIQLO partners with world-leading figures across different fields, leveraging their unique insights to enhance the brand's social contribution activities and promote LifeWear. In August 2025, actor Cate Blanchett joined as the brand's newest Ambassador. An Academy Award and Golden Globe winner, Cate also passionately advocates for world peace and stability as a Goodwill Ambassador for UNHCR, the UN Refugee Agency. We spoke with Cate about her appointment as a UNIQLO Global Brand Ambassador and her thoughts about the new role.

INTERVIEW

Cate Blanchett | Actor

Q. What made you become an ambassador for UNIQLO?

I've been impressed with UNIQLO's efforts to make life better and their commitment to creating collections that last. Working with UNIQLO, I felt there was a genuine opportunity to meet people where they live, an opportunity to actively delve into the notion that wearing clothes and engaging with the world around you (in your life and the lives of others) are not mutually exclusive. I identify with the company's social mission and its philosophy of giving back. Being a devotee of Clare, who's now the creative director, I'd been following the brand closely since her appointment. I've been blown away not only by her extremely covetable UNIQLO : C collection. She is infusing the brand's accessible price point with her panache, influencing the company's aesthetic as a whole.

Q. What kind of contribution to society can a brand make?

I am freelance. That's an actor's lot, so living with uncertainty has been baked into my adult life. We are living in monumentally uncertain times, so the role we play as individuals in this environment is vital. How we consume. What we consume. And, most importantly, what we give. I think the role that big influential companies like UNIQLO play in this landscape is more important than ever. I think consumers are still interested in style and in novelty, but they are interrogating each purchase more closely. They are not passive. They want to know how a brand delivers value in a world where less must not only be better; less must be more. UNIQLO has the potential to function as a social hub. My teenage kids and my mother, who's 86 years old, all wear UNIQLO. There are few brands that can relate across generations and connect people in this way.

Q. What would you like to do through your ambassador work?

Well, the possibilities are endless. There are great initiatives already in place that I'd like to amplify, such as the PEACE FOR ALL initiative, where artists and designers have made wonderful T-shirts, and clothing aid programs, like giving HEATTECH to displaced people living in extreme weather conditions. I'd love to help expand and draw even more attention to these efforts and indeed shed a light on the challenges of displacement. I also hope to encourage UNIQLO customers to take advantage of the alteration and repair services, so that they can treasure their purchases even longer. I'm a huge fan of *Sashiko* embroidery and was very excited to see such a big brand taking steps in the direction of repair.

Born in Australia. Graduated from the National Institute of Dramatic Art in Australia, launching a stage career. Cate's wide-ranging film work includes Elizabeth (1998), the Lord of the Rings trilogy (2001-2003), Blue Jasmine (2013), Carol (2015), and Tár (2022). Since 2016, she has served as a Goodwill Ambassador for UNHCR, the UN Refugee Agency.

EMPLOYEES

Personal Growth, Corporate Growth

MATERIALITY 5

POINT

Our Approach

1 Growth Propelled by Proactive Global Employees

People development is key to promoting our customer-centric business. The Fast Retailing Way, our Group corporate philosophy, highlights a commitment to "respect and support individuals to foster both corporate and personal growth." Corporate success is driven by fostering employees' diverse talents and spurring personal growth.

Developing people with common values who think for themselves, take decisive action, and display integrity is a key part of this process, achieved through a cycle of challenging, evaluating, and repositioning employees.

First, we challenge our staff, then entrust strong performers with bigger tasks. They may struggle, but they can learn from mistakes and try again. Second, we conduct proper employee evaluation. Instead of relying on the assessment of one supervisor, we incorporate evaluations from senior colleagues, peers, and subordinates across different relevant departments. We value employees who take on challenges, and we have frank discussions about areas where they can improve and grow. Finally, we actively reposition employees based on performance. We appoint talented employees to important positions and busy roles, regardless of their length or type of service within the company.

Ultimately, we want to instill our Global One and *ZEN-IN KEIEI* management principles. Employees adopt a managerial mindset and embrace best global practices. We provide opportunities for direct discussions with senior management, and through our next-generation management training programs, we focus on developing diverse and agile talent.

Management-staff discussion sessions and participants (FY2025)

2,132 sessions

110,071 participants

A discussion session for new global UNIQLO store managers with Group COO Daisuke Tsukagoshi. Active discussions help promote deeper understanding of Fast Retailing's philosophy, values, and principles. They lead to better frontline business and greater success.

INTERVIEW

Diversity & Inclusion: Bringing Different People Together to Demonstrate Strong Capabilities

PECK SERENA

Theory Global Co-COO
FAST RETAILING USA Legal, Human Resources
Fast Retailing Group Officer

As a Fast Retailing Group officer, I am responsible for promoting diversity and inclusion. Diversity is all about actively welcoming people with different backgrounds and attributes into our organization. Inclusion involves embracing the opinions and personal characteristics of each individual and creating environments that enable them to demonstrate their full potential at work. Embracing different ideas is a key part of the innovative and creative process, which drives organizational growth.

Diversity & Inclusion has become an increasingly important element of Fast Retailing management as the company enters a new stage and works toward its ¥10 trillion sales target. As our geographical reach expands, we as an organization need to demonstrate more diverse capabilities and enhance our ability to respond to customer demands. Fast Retailing is committed to the dual pursuit of diversity and inclusion because both are essential to our quest to become the world's No. 1 brand.

My role is to ensure all employees understand the significance of promoting diversity and inclusion within Fast Retailing. In 2025, we conducted a global survey to gauge employee awareness and challenges faced by employees, and to pinpoint priority issues at our global headquarters and individual regional operations. We are moving forward with key initiatives while simultaneously creating awareness through our new RESPECT FOR ALL internal campaign. Through this initiative, we will cultivate a culture of respect for individual differences while continuing to strengthen our teams through shared Fast Retailing values and principles.

Discovering Future Management Talent

We have been running our annual Global Management Program since 2019, bringing together university students from all over the world to learn about the fashion retailing industry and Fast Retailing's business. Over 10,000 students applied for the 2025 program. Following a rigorous selection process, 54 successful applicants from 23 countries and regions participated in the six-day program, held at our Ariake office and inside our stores. Each year, participants learn about our business model and corporate philosophy, take part in group work, and receive mentoring opportunities. Some of these talented young people go on to work for Fast Retailing. Participants have said the site visits changed their approach to work, and they enjoyed studying the thought and innovation behind UNIQLO products.

Number of applicants for roughly 50 spots

10,255
(up 2.03x year on year)

Watch the Global Management Program introductory video

GOVERNANCE

Enhancing Corporate Governance

MATERIALITY 6

POINT

Our Approach

1 Improving Independence and Strengthening Surveillance

Fast Retailing's corporate statement is "Changing clothes. Changing conventional wisdom. Change the world." To become the world's best-loved No. 1 brand, we are determined to pursue business expansion and sustainability as one united effort. To achieve this aim, we have established an effective corporate governance structure.

Fast Retailing has an Audit & Supervisory Board, and to enhance the Board of Directors' independence and strengthen its surveillance ability, the majority of the Board's members are external directors. Our corporate officer system is designed to split management decision making and business execution, facilitating efficient management and business implementation.

We have also established a variety of committees to complement the effective functioning of the Board (see p. 73). Each committee encourages effective, open debate and decision-making that fulfills its designated purpose and responsibilities. We have also established a Sustainability Committee to promote the integrated pursuit of business operations and sustainability.

External Director Interview

Building Effective Team Management Systems

I vividly remember my first Board meeting. The spirit in the room resembled that of a recent startup, with proposals adjusted following lively discussion.

Management training is crucial for a fast-growing global company. Fast Retailing nurtures managers worldwide through training systems and dedicated processes. This should be accelerated. In due course, Mr. Yanai will then be able to hand over to an elite team. This is what I focus on as a member of the Human Resources Committee and Nomination and Remuneration Advisory Committee. The same is true for Board meetings, where many agenda items address the company's future, such as staffing and structural changes. Recently, executive officers and senior operational managers have also taken part in Board meetings to offer opinions about business execution, enabling external directors like me to learn more about executive candidates. Mr. Yanai often talks about '*One Win Nine Losses*,' and Fast Retailing's strength lies in learning from past errors to spur evolution. I have also gained insight into global markets through experience at a general trading company. Based on this, I offer advice to help build Fast Retailing into a ¥10 trillion company.

YUTAKA KYOYA

External Director

Appointed November 2022. Formerly Director at Lawson, Inc., and Division COO of Foods (Commodity) Division and Executive Vice President & Group CEO, Consumer Industry Group, Mitsubishi Corporation. Currently Representative Director, President, Officer in Charge of Next-generation Business, and CSO, Mitsubishi Shokuhin Co., Ltd.

Board of Directors

Most Board of Directors members are external, strengthening supervision of decision-making by the CEO and other executive officers. To facilitate swift and accurate decision-making through substantive debate, the Board includes internal and external members with specialist knowledge, experience, and capabilities in fields relevant to Fast Retailing's business execution and management strategy. Convening 13 times in FY2025 with 99.2% attendance, the Board approved financing plans and management policies, discussed Group management systems, and addressed information security-related issues. To improve effectiveness, Fast Retailing conducts an annual survey of directors and Audit & Supervisory Board members. In response to requests to address medium- to long-term management issues, monthly Board meetings now include intensive discussions of these topics, agreed upon in advance and in order of business priority.

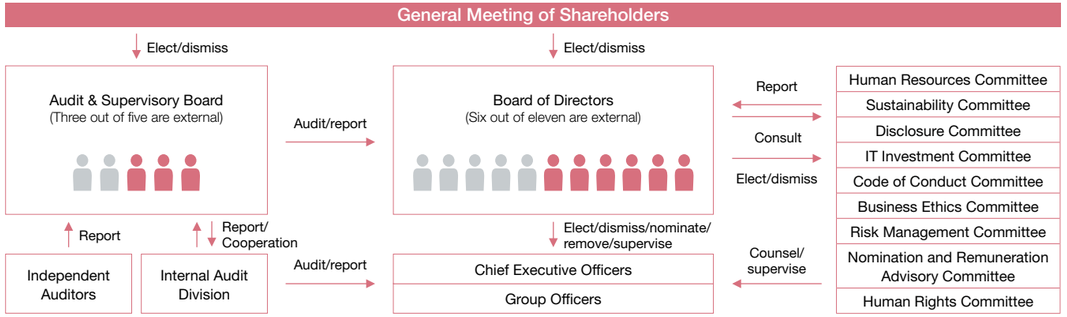
Audit & Supervisory Board

The Audit & Supervisory Board consists of five members, including three external members. Chaired by a full-time member, this Board has a high degree of independence and information-gathering capabilities. External members are experts in law and public accounting. Members attend Board of Directors meetings and monitor and verify that Board's decision-making and supervisory obligations. Members also audit the execution of director duties through regular hearings with directors, executive officers, employees, and Audit & Supervisory Board Members of subsidiaries. In FY2025, Audit & Supervisory Board discussions covered internal reporting across global operations, ways of strengthening Group management systems, and information security concerns.

Scan for more information on Corporate Governance

Scan for more information on Committees

Corporate Governance at Fast Retailing (As of November 28, 2025)



Composition of Committees (As of November 28, 2025)

●=Committee Member

		Human Resources Committee	Sustainability Committee	Disclosure Committee	IT Investment Committee	Code of Conduct Committee	Business Ethics Committee	Risk Management Committee	Nomination and Remuneration Advisory Committee	Human Rights Committee
Executive Director	Tadashi Yanai	Chairperson	●	●	Chairperson				●	
	Takeshi Okazaki	Observer	●	Chairperson	●			Chairperson		●
	Kazumi Yanai		●							
	Koji Yanai		Chairperson							
	Daisuke Tsukagoshi				Observer					●
Non-executive Director	Masaaki Shintaku	●			Observer				Chairperson	
	Naotake Ono								●	
	Kathy Mitsuko Koll		●						●	●
	Joji Kurumado								●	
	Yutaka Kyoya	●							●	
	Takeshi Kunibe								●	
Full-time Audit & Supervisory Board Member	Tomohiro Tanaka		●	Observer	Observer		●	Observer		
	Masumi Mizusawa	●	●	Observer		●		Observer		●
External Audit & Supervisory Board Member	Keiko Kaneko	●				●				●
	Takao Kashitani						●		●	
	Masakatsu Mori							Observer	●	
Number of Group Officers, External Specialties, etc.		3	7	3	4	6	7	10	0	7

Note: The Business Ethics Committee is chaired by the Officer in Charge of the Sustainability Department, the Code of Conduct Committee is chaired by the Officer in Charge of the Legal Affairs Department, and the Human Rights Committee is chaired by an outside expert. External directors and auditors offer opinions based on their respective knowledge.

Messages from Our Directors

Tadashi Yanai

Fast Retailing is aiming to boost operational growth worldwide. At the same time, we want to contribute to society through our clothing and help make the world a better place. We will continue to deliver happiness to people worldwide through LifeWear based on our corporate philosophy: “Changing clothes. Changing conventional wisdom. Change the world.”

Appointed President and CEO in September 1984, and his current position of Chairman, President & CEO in September 2005. Main concurrent positions: Chairman & CEO of UNIQLO CO., LTD.; Director & Chairman of G.U. CO., LTD.; Director of LINK THEORY JAPAN CO., LTD.; External Director at Nippon Venture Capital Co., Ltd.

Masaaki Shintaku

External Director

Independent Director

Fast Retailing is transforming into a digital consumer retail company by investing efficiently in technology and accelerating efforts to use analytical data to create new value. It is also building a reputation as a company that successfully employs digital technologies, and attracting talented IT employees to build frameworks for next-stage growth. I will support this process as an External Director.

Appointed November 2009. Previously Executive Vice President of Oracle Corp. (US) and Chairman of Oracle Corp. (Japan). Currently External Director of NTT DOCOMO BUSINESS, Inc. and Member of External Audit Committee, Juntendo University School of Medicine Juntendo Clinic.

Joji Kurumado

External Director

Independent Director

I use my experience and expertise in construction to offer proposals and advice on building sustainable next-generation stores that meet future standards. This involves envisioning the future of society and balancing profit with sustainability, all while taking necessary action in the present. As an External Director, I want to support this kind of innovation at Fast Retailing.

Appointed November 2022. In January 1982, received Japanese First-class Architect certification. Served as General Manager of Design Division, Executive Officer of Design Division, Managing Executive Officer, and Advisor at Takenaka Corporation. Currently, Adjunct and Part-time Teacher, Department of Architecture, School of Creative Science and Engineering, Waseda University, Executive Advisor, Pacific Century Hotel Co., Ltd., and Advisor, MOUNT FUJI ARCHITECTS STUDIO.

Yutaka Kyoya

External Director

Independent Director

I spent many years in the food industry, so the idea of daily necessities such as LifeWear resonates with me. The most important priority is to secure the trust of all stakeholders. I will draw on my international management knowledge and expertise to fulfill my role as External Director and support Fast Retailing in its new challenge to become the most trusted company in the world.

Appointed November 2022. Formerly Director at Lawson, Inc., and Division COO of Foods (Commodity) Division and Executive Vice President & Group CEO, Consumer Industry Group, Mitsubishi Corporation. Currently Representative Director, President, Officer in Charge of Next-generation Business, and CSO, Mitsubishi Shokuhin Co., Ltd.

Naotake Ono

External Director

Independent Director

I visit Fast Retailing’s stores as a consumer and listen to customer opinions because, based on my previous management experience, I believe that a company’s frontline operations are paramount. In Board meetings, we exchange lively opinions, and Mr. Yanai is always open to ideas. I will continue to propose management improvements gleaned from my experiences with customers.

Appointed November 2018. Formerly Director, Senior Managing Executive Officer, Executive Vice President, President & COO, and Special Advisor to Daiwa House Industry Co., Ltd. Currently, Part-time Director of Nomura Management School Foundation and Special Advisor at Asai Ken Architectural Research Inc. and Patience Capital Group k.k., and Honorary Advisor of Daiwa House Industry Co., Ltd.

Kathy Matsui
(Kathy Mitsuko Koll)

External Director

Independent Director

Fast Retailing is accelerating its global operations and enjoying greater growth potential by promoting employee diversity. As a woman and foreign national, I aim to advise on expanding this potential. I draw on my experience in a securities company to highlight capital markets and governance perspectives. I also help develop team management that transcends national borders.

Appointed November 2021. Worked as a partner and then Vice President at Goldman Sachs Japan Co., Ltd. Currently serves as Councilor of the Fast Retailing Foundation and General Partner of MPower Partners Fund L.P.

Takeshi Kunibe

External Director

Independent Director

Corporate management must respond adequately to change. In these uncertain times, we need to anticipate change and evolve business models. I will draw on my long experience leading a financial group and supporting other companies’ business operations to help Fast Retailing in its new challenge to become the world’s No. 1 brand, while also fulfilling my supervisory function as an External Director.

Appointed November 2025. Previously Director, President, and Chairman of Sumitomo Mitsui Financial Group, Inc. Currently, External Director at Taisho Pharmaceutical Holdings Co. and Komatsu Ltd., External Director/Audit & Supervisory Committee Member, Nankai Electric Railway Co., Ltd., and External Director, The Royal Hotel, Ltd.

Messages from Our Directors

Takeshi Okazaki

Affinity for LifeWear is growing worldwide. To meet customer expectations and increase our base, we are accelerating business reforms and investing in enhancing our organizational capabilities as a global digital consumer retail company. We will strive to improve corporate value by flexibly addressing global changes in business environments, including technology, economy, social structure, and regulations, while pursuing high growth and ROE.

Appointed November 2018. Worked at the Long-Term Credit Bank of Japan and as a partner at McKinsey & Company. Joined Fast Retailing in August 2011. Main current positions: Director, UNIQLO CO., LTD, Group Senior Executive Officer & CFO, FAST RETAILING CO., LTD. and Representative Director, PLST CO., LTD.

Daisuke Tsukagoshi

Our revenue is built day by day, one store at a time, one product at a time. Sustainable growth rests on a commitment to excellence in daily operations. We remain true to our founding principle, as stated in Article 1 of our corporate philosophy: “Meet the needs of our customers and generate new ones.” We will keep managing our business sincerely and listen to customers’ voices. Across all processes, we will drive transformation based on customer feedback.

Appointed November 2025. Joined Fast Retailing March 2002. Previously General Manager, FR-MIC (Fast Retailing Management and Innovation Center). Main current positions: President and CEO, UNIQLO CO., LTD.; Director, G.U. CO., LTD.; CEO, UNIQLO USA LLC and Group Senior Executive Officer & COO, FAST RETAILING CO., LTD.

Kazumi Yanai

Fast Retailing truly wants to make the world a better place, and that will become increasingly achievable as we expand our global business. We should value “truth, goodness, and beauty,” pursue global best practices, and accelerate individual business growth. We must mobilize our worldwide talent and resources to make our company even stronger. I work to make that happen as a director and member of the founding family.

Appointed November 2018. Joined Fast Retailing in September 2009 after working at Goldman Sachs Group, Inc. and Theory LLC. Main positions: Chairman, Theory LLC and UNIQLO USA LLC, Chairman, President and CEO, LINK THEORY JAPAN CO., LTD. and Group Senior Executive Officer, FAST RETAILING CO., LTD.

Koji Yanai

The evolution of AI and other technologies and services is accelerating changes in our market environment. I work to strengthen our organizational capabilities from a corporate management perspective so we can respond flexibly. It is also important to respond swiftly to customer expectations regarding desired products and services. I aim to help realize sustainable operational growth while fulfilling our social responsibilities.

Appointed in November 2018. Joined Fast Retailing in September 2012 after working at Mitsubishi Corporation. Currently Group Senior Executive Officer, FAST RETAILING CO., LTD.

Audit & Supervisory Board Members

Keiko Kaneko

External Audit & Supervisory Board Member

Independent Director

As an external Audit & Supervisory Board Member, I take my function of supporting corporate growth seriously and also offer risk-mitigating advice from multiple angles. Companies with global operations often face unexpected challenges. I will continue to do my utmost to build solid systems for the company from a fair and objective standpoint.

Appointed November 2012. Partner at Anderson Mori & Tomotsune LPC; Statutory Auditor at UNIQLO CO., LTD.; External Director at Daifuku Co., Ltd.

Takao Kashitani

External Audit & Supervisory Board Member

Independent Director

The stronger the opinion, the more attentively Mr. Yanai listens, so auditors and directors can always conduct open-minded discussions. With over 30 years’ experience as a corporate restructuring consultant, accountant, and tax expert, I can advise on these matters and also offer suggestions on various issues that go beyond my external auditor remit.

Appointed November 2018. Director of Brain Group (Kashitani Accounting Office); President of Brain Core Co., Ltd. and FP Brain Co., Ltd.; External Director at Japan Freight Railway Company.

Masakatsu Mori

External Audit & Supervisory Board Member

Independent Director

The mission of the Audit & Supervisory Board is to carefully monitor appropriate decision-making processes, ascertain any risks that might hinder intended business plans, and check whether internal controls are in place. Fast Retailing is expanding rapidly in global markets, and I use my experience in global corporate management to help promote sustainable growth.

Appointed November 2020. Worked as chairman and then senior advisor at Accenture Japan Ltd. Currently serves as Special Advisor to the International University of Japan.

Masumi Mizusawa

Full-time Audit & Supervisory Board Member

Appointed November 2019. Joined Fast Retailing in October 2001 (served as General Manager of Investor Relations, Global Corporate Management and Control). Audit & Supervisory Board Member at LINK THEORY JAPAN CO., LTD.

Tomohiro Tanaka

Full-time Audit & Supervisory Board Member

Appointed November 2023. Joined in July 2018. Worked as Consolidated Accounting Manager of Global Corporate Management and Control, CFO of UNIQLO Taiwan LLC. Audit & Supervisory Board Member, Fast Retailing (China) Trading Co., Ltd. and 4 subsidiaries of the Company, Auditor of FR Health Insurance Organization.