

# **Fast Retailing Results for September to November 2013 and Estimates for Fiscal 2014**

**Takeshi Okazaki**

**Fast Retailing Co., Ltd.**

**Group Senior Vice President & CFO**

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My name is Takeshi Okazaki, and I am Group Senior Vice President and CFO at Fast Retailing.

I would like to take you through our consolidated business performance for the first quarter of fiscal 2014, or the three months from September through November 2013, and our estimates for the full business year through August 2014.

<b>I. Results Sep.–Nov. 2013 (1Q)</b>	<b>P3~P16</b>
<b>II. Estimates for Fiscal 2014</b>	<b>P17~P18</b>
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### Compilation of Group Operations

Since fiscal 2013 (Year ending August 31, 2013):

UNIQLO Japan: UNIQLO Co., Ltd.

UNIQLO International: All UNIQLO operations outside of Japan

Global Brands: Includes Theory, Comptoir des Cottonniers, Princesse tam.tam, GU,  
and J Brand

### A Note on Business Forecasts

When compiling business estimates, plans and target figures in this document, the figures that are not historical facts are forward looking statements based on management's judgment in light of currently available information. These business forecasts, plans and target figures may vary materially from the actual business results depending on the economic environment, our response to market demand and price competition, and changes in exchange rates.

## Group: (1Q) Sep.-Nov. 2013

**Net sales: ¥389.0bln (+22.3% y/y)**

**Operating income: ¥64.0bln (+13.1% y/y)**

**Ordinary income: ¥68.6bln (+14.9% y/y)**

	Yr to Aug. 2013	Yr to Aug. 2014		Billions of yen
	(3 mths to Nov. 2012) Actual	(3 mths to Nov. 2013) Actual	y/y	
<b>Net sales</b>	318.1	<b>389.0</b>	+22.3%	
(to net sales)	100.0%	100.0%		
<b>Gross profit</b>	161.6	<b>199.6</b>	+23.5%	
(to net sales)	50.8%	51.3%	+0.5 p	
<b>SG&amp;A</b>	105.0	<b>135.5</b>	+29.1%	
(to net sales)	33.0%	34.8%	+1.8 p	
<b>Operating income</b>	56.6	<b>64.0</b>	+13.1%	
(to net sales)	17.8%	16.5%	-1.3 p	
<b>Ordinary income</b>	59.7	<b>68.6</b>	+14.9%	
(to net sales)	18.8%	17.7%	-1.1 p	
<b>Net income</b>	38.4	<b>41.8</b>	+8.8%	
(to net sales)	12.1%	10.8%	-1.3 p	

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First, I will look at our consolidated business performance for the first quarter from September through November 2013.

Consolidated sales increased 22.3% year-on-year to ¥389.0bln, operating income increased 13.1% to ¥64.0bln, ordinary income rose 14.9% to ¥68.6bln, and net income increased 8.8% to ¥41.8bln.



## Group: 1Q Rise in Sales & Profit

**Net sales ¥389.0bln (+22.3%, +¥70.9bln y/y)**

- UNIQLO International: +¥49.5bln
- Global Brands: +¥17.6bln
- UNIQLO Japan: +¥3.7bln

**Gross profit to net sales ratio 51.3% (+0.5p y/y)**

- Improvement at UNIQLO Japan: + 1.8p

**SG&A to net sales ratio 34.8% (+1.8p y/y)**

- Increase at UNIQLO Japan

**Operating income ¥64.0bln, up 13.1% y/y**

**Ordinary income ¥68.6bln, up 14.9% y/y**

- Foreign exchange gain: ¥4.8bln

**Net income ¥41.8bln, up 8.8% y/y**

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Taking consolidated sales first, sales expanded by 22.3%, or ¥70.9bln, year-on-year to ¥389.0bln in the first quarter from September to November 2013. That figure breaks down into an increase in sales of ¥49.5bln at UNIQLO International, ¥17.6bln at Global Brands, and ¥3.7bln at UNIQLO Japan.

The gross profit to net sales ratio improved by 0.5 point to 51.3%. The main reason for this rise was a 1.8-point improvement in the gross margin at UNIQLO Japan.

The SG&A to net sales ratio rose 1.8 points to 34.8%, due mainly to an increase in the SG&A ratio at UNIQLO Japan.

These elements taken together resulted in a 13.1% increase in operating income to ¥64.0bln.

Consolidated ordinary income expanded by 14.9% to ¥68.6bln. Against the dollar, the yen depreciated over the quarter from approximately ¥98 at the end of August to ¥102 at the end of November. This produced a first-quarter foreign exchange profit of ¥4.8bln, and the Group's balance for non-operating income improved by ¥1.4bln year-on-year as a result.

Net income increased by 8.8% year-on-year to ¥41.8bln in the first quarter.



# 1Q Breakdown by Group Operation

Billions of yen

		Yr to Aug. 2013	Yr to Aug. 2014	
		(3 mths to Nov. 2012) Actual	(3 mths to Nov. 2013) Actual	y/y
<b>UNIQLO Japan</b>	<b>Net sales</b>	204.7	208.4	+1.8%
	<b>Operating income</b> (to net sales)	39.9 19.5%	42.4 20.4%	+6.2% +0.9p
<b>UNIQLO International</b>	<b>Net sales</b>	64.5	114.0	+76.8%
	<b>Operating income</b> (to net sales)	8.4 13.0%	16.5 14.5%	+97.0% +1.5p
<b>Global Brands</b>	<b>Net sales</b>	48.3	65.9	+36.5%
	<b>Operating income</b> (to net sales)	6.2 13.0%	6.8 10.4%	+9.2% -2.6p

Note: In addition to the categories listed above, the consolidated results also include sales, operating income and goodwill amortization generated by the holding company, Fast Retailing Co., Ltd. Internal transactions are not included in the sales data.

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This slide displays the breakdown of net sales and operating income for the three months from September to November 2013 by Group operation.

All three Group operations generated gains in both sales and profit in the first quarter. UNIQLO Japan sales totaled ¥208.4bln and operating income ¥42.4bln. UNIQLO International reported sales of ¥114.0bln and operating income of ¥16.5bln. Global Brands generated sales of ¥65.9bln and operating income of ¥6.8bln.



# UNIQLO Japan: (1Q) Sep.- Nov. 2013

## Sales & profit rise

Billions of yen

	Yr to Aug. 2013	Yr to Aug. 2014		Yr to Aug. 2014	
	(3 mths to Nov. 2012)	(3 mths to Nov. 2013)	y/y	Full year estimate	y/y
<b>Net sales</b> (to net sales)	205 100.0%	<b>208</b> 100.0%	+1.8%	<b>720</b> 100.0%	+5.4% +0.0 p
<b>Gross profit</b> (to net sales)	98 47.7%	<b>103</b> 49.5%	+5.8% +1.8 p	<b>350</b> 48.6%	+10.1% +2.1 p
<b>SG&amp;A</b> (to net sales)	58 28.1%	<b>61</b> 29.2%	+5.5% +1.1 p	<b>236</b> 32.7%	+6.5% +0.3 p
<b>Operating income</b> (to net sales)	40 19.5%	<b>42</b> 20.4%	+6.2% +0.9 p	<b>115</b> 15.9%	+18.2% +1.7 p

Note: The sales data does not include internal transactions.

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I would now like to go through each of our group operations in turn, starting with UNIQLO Japan.

First, we would like to apologize for the error in our initial sales forecast for UNIQLO Japan and explain the appropriate revision. Our initial forecast for fiscal 2014 sales at UNIQLO Japan of ¥728.0bln, announced on October 10, 2013, included approximately ¥8.0bln in internal transactions with UNIQLO International. In the past, we haven't included internal transactions between business segments in the sales figures. Therefore, we have now revised our fiscal 2014 sales forecast at UNIQLO Japan to the correct total of ¥720.0bln, which excludes any internal transactions.

Now back to the first-quarter performance, when the UNIQLO Japan operation reported a 1.8% year-on-year rise in sales for the September to November quarter to a total of ¥208.4bln (excluding internal transactions). Operating income expanded by 6.2% over the same period to ¥42.4bln.

Compared to our initial estimates, the sales figure fell short of target by approximately ¥9.0bln, while operating income outstripped our estimates by approximately ¥1.0bln.

I will explain these individual factors in more detail in the subsequent slides.



# UNIQLO Japan: 1Q Net Sales

**Net sales ¥208.4bln (+1.8% y/y)**

## Net sales rise 1.8% year-on-year

- Same-store sales -0.3% (Customer numbers -0.8%, Average purchase price +0.5%)
- 837 stores at end November 2013 (+5 stores year-on-year)
- Increase in average store size through “scrap and build” policy

## Sales trends

- Successful launch of cashmere and silk items in September. Sales adversely impacted by warm weather and typhoons in October. Colder weather boosted sales of HEATTECH, Ultra Light Down, Fleece, and other core winter items.
- Average purchase price up, on strong sales of higher priced items, as well as an increase in the number of HEATTECH purchases per customer.

Same-store sales	Yr to Aug. 2014				
	Sep.	Oct.	Nov.	3 mths to Nov. 2013	Dec.
Net sales	+4.4%	-13.8%	+7.7%	-0.3%	+1.1%
Customer nos.	+8.1%	-14.1%	+5.7%	-0.8%	-1.0%
Avg. purchase	-3.4%	+0.4%	+1.9%	+0.5%	+2.1%

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UNIQLO Japan sales increased 1.8% year-on-year in the first quarter. Despite the 0.3% contraction in same-store sales, overall net sales increased. The total number of directly-run UNIQLO Japan stores expanded by five to 837 stores year-on-year to the end of November, and we continued to boost the average size of our sales floor through our “scrap and build” policy of opening new large-format stores and closing smaller and regular-sized stores.

As I mentioned, same-store sales contracted 0.3% year-on-year. This breaks down into a 0.8% contraction in the number of customer visits, and an increase in the average purchase price per customer of 0.5%.

Looking at performance for individual months, sales increased year-on-year in September, thanks to the strong launch for our cashmere, silk, and other fall ranges. Sales then dipped in October, when persistent warm weather and unseasonal typhoons kept customers away. The onset of cold weather from the middle of November boosted sales for that month, with core winter ranges such as HEATTECH, Ultra Light Down, and fleece all performing strongly.

The average purchase price per customer expanded by 0.5% in the first quarter, as customers focused their purchases on relatively expensive items such as Ultra Light Down and cashmere. We also saw an increase in the number of HEATTECH purchases per customer.

The subsequent announcement of a 1.1% increase in same-store sales for the month of December shows that sales have continued to expand.



**Gross profit margin 49.5% (+1.8p y/y)**

**Gross margin (excluding internal transactions) performed roughly to plan, improving 0.6p year-on-year**

- **Control of discount sales and range of discount items**
- **Restricted price reductions**

Moving on to business margins, UNIQLO Japan generated a gross profit margin of 49.5% in the first quarter, up 1.8 point year-on-year.

When we exclude the before-mentioned impact of internal transactions, the gross profit margin still improved by 0.6 point year-on-year, and this figure was roughly in line with our initial expectations.

The year-on-year improvement in the gross margin was due largely to our ability to successfully control the number of discount sales and the range of items for discount, and also the magnitude of any price reductions.



**SG&A to net sales ratio 29.2% (+1.1p y/y)**

**SG&A ratio increased by 1.1p y/y but total SG&A approximately ¥4.0bln below target**

▪ Personnel	+0.6p y/y
▪ Advertising and promotion	- 0.1p
▪ Store rents	+0.3p
▪ Depreciation costs	+0.1p
▪ Other business expenses	+0.2p

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The UNIQLO Japan SG&A to net sales ratio increased 1.1 points year-on-year in the first quarter to 29.2%. Having said that, total SG&A costs came in approximately ¥4.0bln below our original estimates. As I mentioned, UNIQLO Japan sales came in lower than expected in the first quarter, and this meant that total personnel costs and store rents also came in below target. Advertising and promotion costs were affected by a shift in the annual advertising calendar.

Breaking down that 1.1% rise in the overall SG&A ratio, the personnel ratio increased 0.6 point year-on-year, the store rents ratio increased 0.3 point and the ratio for other business expenses expanded by 0.2 point year-on-year.

The increase in the personnel ratio was largely due to rising in-store personnel costs for part-time and temporary workers.

The store rent ratio increased, as the proportion of sales from stores located in cities and shopping malls continue to rise.

The other business expenses ratio increased, as inventory levels for all-year round items expanded, along with their distribution and storage costs.



# UNIQLO Intl: (1Q) Sep.–Nov. 2013 (1)

## Sales and profit gains outstrip forecasts

- China-Hong Kong-Taiwan, Korea, U.S., Europe outperform
- Southeast Asia continues strong, and roughly to plan
- 66 new stores in Asia and U.S. (512 total stores end Nov.)

Billions of yen

		Yr to Aug. 2013	Yr to Aug. 2014	
		(3 mths to Nov. 2012) Actual	(3 mths to Nov. 2013) Actual	y/y
UNIQLO International	Net sales	64.5	114.0	+76.8%
	Operating income (to net sales)	8.4 13.0%	16.5 14.5%	+97.0% +1.5p

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Turning now to UNIQLO International, the operation reported significant gains in both sales and profit, with sales expanding by an impressive 76.8% year-on-year to ¥114.0bln and operating income expanding 97.0% to ¥16.5bln.

China, Hong Kong, Taiwan, South Korea, the United States, and Europe all proved even stronger than we had expected. Southeast Asian operations also continued to perform strongly and broadly to plan.

We added a total of 68 new stores (closed two stores) in the first quarter, mainly in Asia and the United States. That brought the total number of UNIQLO International stores to 512 at the end of November 2013.

## Business Trends by Region

- **China, Hong Kong, Taiwan: Sales, profit gains exceed plan**  
Continued expansion in China on favorable new store openings and gains in same-store sales. Strong sales and profit growth in Taiwan, as impact of multiple new store openings kicks in. Total stores: 312 at end November (33 opened, 1 closed). UNIQLO Shanghai global flagship store boosts brand visibility.
- **South Korea: Sales and profit gains exceed expectations**  
Same-store sales up on strong core winter items. 115 stores end Nov.
- **Southeast Asia: Achieves planned gains in sales and profit**  
11 new stores opened in 1Q bringing total to 50 stores at end November
- **USA: Higher than expected gains in sales and profit**  
Double-digit sales gains at three NY stores, strong performance at 10 stores opened in fall 2013. UNIQLO USA takes off under new CEO Larry Meyer
- **Europe: Higher than expected gains in sales and profit**

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Looking at business trends for individual UNIQLO International operations in the first quarter, the region encompassing China, Hong Kong, and Taiwan outstripped our expectations, reporting significant gains in both sales and profit. Favorable store expansion and increasing same-store sales contributed to the strong performance from China. Recent multiple store openings are now contributing to strong growth in both sales and profit in Taiwan.

We opened 33 new stores and closed one store in the China-Hong Kong-Taiwan region, bringing the total number of stores in that area to 312 at the end of November. The successful opening of the global flagship UNIQLO Shanghai Store on September 30 further boosted UNIQLO's brand visibility in the Chinese market.

UNIQLO South Korea exceeded our expectations in the first quarter, to generate significant gains in both sales and profit. Strong sales of core winter basics, such as fleece and HEATTECH, helped generate even greater sales than the previous year, which had already recorded a double-digit rise in same-store sales from the year before. We opened 11 new stores and closed one store in the first quarter, bringing the total number of stores at UNIQLO South Korea to 115.

UNIQLO operations in Southeast Asia (Singapore, Malaysia, Thailand, Philippines and Indonesia) reported favorable gains in both sales and profit, as planned. We opened 11 new stores in the first quarter, bringing the total number of stores in that area to 50.

UNIQLO USA generated stronger than expected gains in sales and profit in the first quarter. Our three New York stores reported double-digit gains in sales, and the 10 in-mall stores we opened in fall 2013 also performed well. UNIQLO USA is really beginning to take off under newly appointed CEO Larry Meyer, who is introducing a range of improvements in marketing, new-store openings, merchandising, etc.

UNIQLO Europe also recorded higher than expected gains in sales and profit. We opened three new stores in the first quarter, bringing the total number of UNIQLO Europe stores to 18 at end November 2013.



Slide 12 shows our new global flagship store, the UNIQLO Shanghai Store, opened on September 30, 2013.

With an impressive 8,020 square meters of sales floor space, the UNIQLO Shanghai Store is by far the biggest UNIQLO store in the world. The store also houses outlets for GU, Comptoir des Cotonniers, Princesse tam.tam, and PLST. For GU and PLST, these are their first ever outside Japan. Opening day at the new global flagship store was a huge success, with roughly 2,000 people lining up.

Please take a moment now to look at the news release relating to non-Japanese directors. As we have reported, an increasing number of non-Japanese nationals are now involved in managing individual operations, such as UNIQLO Europe, UNIQLO USA, and some of our global brands. We are also attracting an increasing number of operating officers to manage our regional headquarters. The news release introduces four of those new members, who have joined the Fast Retailing Group over the past six months. We believe that Fast Retailing's ability to attract talented, experienced personnel from all over the world will help develop our global management system and lend a further boost to our international operations.





# Global Brands: (1Q) Sep.-Nov. 2013

## Sales and profit rise, as expected

- **GU: Double-digit gains in sales and profit**  
Same-store sales rise, 39 stores opened and 3 closed (250 stores end Nov.)  
First store opened outside Japan within UNIQLO Shanghai Store
- **Theory: Rising sales, operating income falls below target**
- **CDC: Rise in sales and profit slightly above target**
- **PTT: Flat performance in line with expectations**
- **J Brand: Performs to plan, 1<sup>st</sup> Japan store opened**

		Yr to Aug. 2013 (3 mths to Nov. 2012) Actual	Yr to Aug. 2014 (3 mths to Nov. 2013) Actual		Billions of yen
				y/y	
Global Brands	Net sales	48.3	65.9	+36.5%	13
	Operating income (to net sales)	6.2 13.0%	6.8 10.4%	+9.2% ▲2.6p	

Our Global Brands segment reported gains in both sales and profit in the first quarter, with sales rising 36.5% year-on-year to ¥65.9bln and operating income rising 9.2% to ¥6.8bln. Both measures were within expectations.

Our low-priced GU casualwear label performed to plan, generating double-digit growth in both sales and profit in the first quarter. GU's same-store sales expanded, and the brand opened 39 new stores and closed 3 stores over the quarter. That boosted the total GU network to 250 stores at the end of November 2013. The September 30 opening of its first store outside Japan within the UNIQLO Shanghai Store represented a major first step for GU in its global expansion.

Our affordable luxury Theory fashion label achieved higher sales in the first quarter. However, a contraction in gross margin, along with increased personnel and other business expenses, generated a fall in operating income, below target.

Our French fashion label, Comptoir des Cottonniers, reported higher than expected gains in both sales and income for the first quarter, while our French lingerie, loungewear, and swimwear brand, Princesse tam.tam, reported a flat year-on-year performance as expected.

Our premium denim J Brand label performed to plan, opening its first store in Japan in October in the vibrant Hankyu Umeda department store in Osaka, western Japan.



## Group: Balance Sheet at end Nov. 2013

Billions of yen

	End Nov. 2012	End Aug. 2013	End Nov. 2013	Change
Total Assets	697.0	885.8	<b>1,023.1</b>	+326
Current Assets	514.1	640.1	<b>769.2</b>	+255
Fixed Assets	182.8	245.6	<b>253.9</b>	+71
Liabilities	251.2	306.2	<b>390.2</b>	+139
Net Assets	445.8	579.5	<b>632.9</b>	+187

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Next, I would like to take you through our balance sheet, as of the end of November 2013.

Compared to end November 2012, total assets increased by ¥326.1bln to ¥1.0231trln. This includes an increase of ¥255.0bln in current assets and ¥71.0bln in fixed assets. As a result, net assets expanded by ¥187.1bln.

I will discuss the main components of the balance sheet in the next slide.



## Group: B/S Main Points v. end Nov. 2012

### **Current assets: +¥255.0bln (¥514.1bln⇒¥769.2bln)**

- **Cash, equivalents and securities: +¥18.9bln (¥304.5bln⇒¥323.4bln)**
- **Inventory assets: +¥72.0bln (¥111.4bln⇒¥183.4bln)**
  - UNIQLO Japan: +¥20.8bln**  
Upgrade of store fittings, increase in number of basic items sold year-round
  - UNIQLO International: +¥42.4bln** End November store total up 165 stores y/y
  - Global Brands: +¥6.9bln**  
Expansion of GU and Theory operations, consolidation of J Brand stock
- **Forward contract balance: +¥129.8bln (¥7.7bln ⇒ ¥137.6bln)**
  - UNIQLO Japan:** End-November yen rate fell below the average forward contract exchange rate. Hedge accounting so no impact on P&L

### **Fixed assets +¥71.0bln (¥182.8bln ⇒ ¥253.9bln)**

- **Tangible assets: +¥22.4bln (¥77.8bln ⇒ ¥100.2bln)**
  - UNIQLO International:** +165 stores y/y **Global Brands:** +84 stores y/y
- **Intangible assets: +¥40.8bln (¥37.5bln ⇒ ¥78.3bln)**
  - Global Brands:** Consolidation of J Brand

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First, the ¥255.0bln increase in current assets.

Cash, cash equivalents, and marketable securities increased by ¥18.9bln year-on-year to ¥323.4bln at end November 2013. This was due to an increase in operating cash flow at UNIQLO International and other business segments.

Total inventory increased by ¥72.0bln to ¥183.4bln at end November 2013 compared to end November 2012.

Inventory at UNIQLO Japan increased by ¥20.8bln at end November 2013. The upgrade of store fittings and interiors has necessitated an increase in in-store inventory, and we have also expanded the range of year-round basic items on offer.


Inventory at UNIQLO International increased by ¥42.4bln. This was due in part to an increase in the range of year-round basic items on offer. In addition, store numbers expanded by 165 stores (including the new global flagship store in Shanghai) compared to end November 2012.

Inventory levels also increased by ¥6.9bln at our Global Brands segment, due to the continued expansion of our GU and Theory operations, and the new inclusion of J Brand stock.

The balance of forward exchange contracts recorded assets worth ¥137.6bln at the end of November 2013, an increase of ¥129.8bln compared to end November 2012. We use forward exchange contracts as a long-term hedging measure to minimize foreign exchange risk at our UNIQLO Japan and other operations. The yen exchange rate at the end of November 2013 weakened to a level below our average forward contract exchange rate, resulting in a considerable increase in the balance of forward exchange contracts. Please note, this item is treated under hedge accounting and therefore has no impact on the profit and loss position.

Fixed assets increased by ¥71.0bln year-on-year at the end of November 2013. This includes a ¥22.4bln increase in tangible assets linked to the opening of 165 new stores at UNIQLO International, and 84 new stores for the Global Brands segment. It also includes a ¥40.8bln increase in intangible assets linked to the consolidation of the J Brand label.



 <b>Group: 1Q Cash Flow</b>			
Billions of yen			
	Yr to Aug. 2013 1Q	Yr to Aug. 2014 1Q	Comment
<b>Net cash provided by operating activities</b>	<b>+58.3</b>	<b>+41.9</b>	
Net income before taxes and other adjustments	+59.5	+69.3	Profit contribution from UNIQLO and other operations
Depreciation allowance, goodwill amortization	+5.7	+8.1	
Working capital	+12.3	-26.4	Change in total accounts receivable, inventory assets & accounts payable
Payment/refund of corporation tax, etc	-25.9	-24.5	
<b>Net cash used in investment activities</b>	<b>-9.2</b>	<b>-13.7</b>	
Expenditure on acquisition of tangible assets	-6.8	-10.6	Related to new store openings
Expenditure on acquisition of intangible assets	-0.8	-1.8	System investment
<b>Net cash used in financing activities</b>	<b>-15.1</b>	<b>-7.4</b>	
Dividend payment	-13.1	-15.1	FY2013 year-end dividend of 150 yen per share
<b>Increase in cash &amp; equivalents</b>	<b>38.4</b>	<b>26.9</b>	
<b>Cash &amp; equivalents period start</b>	<b>266.0</b>	<b>295.6</b>	
<b>Cash &amp; equivalents period end</b>	<b>304.4</b>	<b>323.2</b>	

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I would now like to explain our cash flow position for the September to November quarter.

We enjoyed a net cash inflow of ¥41.9bln from our operations. A ¥69.3bln profit contribution from UNIQLO worldwide operations and other Group businesses boosted income, against a working capital outflow of ¥26.4bln. This was due in part to an increase in inventory assets, and also the fact that banks were closed on the final day of August, so that some accounts had to be carried over into the current fiscal year for payment.

Outlays on investment activities totalled ¥13.7bln in the first quarter of fiscal 2014. Of this total, ¥10.6bln was spent on the acquisition of tangible assets and ¥1.8bln was spent on the acquisition of intangible assets, such as systems investment.

Capital expenditure for the Fast Retailing Group totalled ¥15.4bln in the first quarter. Of this total, ¥2.0bln was invested in UNIQLO Japan, ¥9.0bln in UNIQLO International, ¥2.3bln in Global Brands, and ¥1.7bln in systems.

Net spending on financing activities totalled ¥7.4bln, dedicated mainly to the payment of ¥15.1bln in dividends.

As a result of the above, the balance of cash and cash equivalents stood at ¥323.2bln at end November 2013.

## Group: FY2014 Forecast

**Net sales** : ¥ 1.322trln (+15.7% y/y)  
**Operating income** : ¥ 156.0bln (+17.4% y/y)  
**Ordinary income** : ¥ 155.0bln (+ 4.0% y/y)  
**Net income** : ¥ 92.0bln (+ 1.8% y/y)

	Yr to Aug. 2013	Yr to Aug. 2014		Billions of yen
	Actual	Estimate (Jan 9th)	y/y	
<b>Net sales</b> (to net sales)	1,143.0 100.0%	1,322.0 100.0%	+ 15.7%	
<b>Gross profit</b> (to net sales)	564.0 49.3%	675.5 51.1%	+ 19.8% + 1.8 <sub>p</sub>	
<b>SG&amp;A</b> (to net sales)	431.0 37.7%	519.5 39.3%	+ 20.5% + 1.6 <sub>p</sub>	
<b>Operating income</b> (to net sales)	132.9 11.6%	156.0 11.8%	+ 17.4% + 0.2 <sub>p</sub>	
<b>Ordinary income</b> (to net sales)	148.9 13.0%	155.0 11.7%	+ 4.0% - 1.3 <sub>p</sub>	
<b>Extraordinary gain or loss</b>	-7.4	-6.0	-	
<b>Net income</b> (to net sales)	90.3 7.9%	92.0 7.0%	+ 1.8% - 0.9 <sub>p</sub>	

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Slide 17 shows our consolidated forecasts for the Fast Retailing Group for fiscal 2014, or the 12 months from September 2013 through end August 2014.

We have revised our consolidated sales forecast for fiscal 2014 to ¥1.322trln (+15.7% y/y). This reflects the subtraction of ¥8.0bln in internal transactions explained earlier.

Our consolidated forecasts for the remaining indicators are the same as those announced on October 10, 2013. We expect operating income to expand 17.4% to ¥156.0bln, ordinary income to expand 4.0% to ¥155.0bln, and net income to increase 1.8% to ¥92.0bln.

## Forecasts for all business segments unchanged

Billions of yen

		Yr to Aug. 2013	Yr to Aug. 2014	
		Actual	Estimate (Jan 9th)	y/y
UNIQLO Japan	Net sales	683.3	720.0	+5.4%
	Operating income	96.8	114.5	+18.2%
	(to net sales)	14.2%	15.9%	+1.7p
UNIQLO International	Net sales	251.1	350.0	+39.3%
	Operating income	18.3	28.0	+52.6%
	(to net sales)	7.3%	8.0%	+0.7p
Global Brands	Net sales	206.2	250.0	+21.2%
	Operating income	17.4	24.0	+37.4%
	(to net sales)	8.5%	9.6%	+1.1p

Note: In addition to the categories listed above, the consolidated results also include sales, operating income and goodwill amortization generated by the holding company. Internal transactions are not included in the sales data.

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I will now look at fiscal 2014 estimates for each of our business segments.

We have not made any revisions this time to our actual estimates for individual segment performance in fiscal 2014. However, we are somewhat more cautious on our expectations for UNIQLO Japan profit, and, by contrast, more bullish in our expectations for UNIQLO International.

UNIQLO Japan did fall short of our sales target by roughly ¥9.0bln in the first quarter. However, when you consider the strong sales performance from December onwards, along with the fact that we have ample inventory of core winter items, we believe that sales can continue their recovery in January and February. Having said that, increased discounting over the year-end season is likely to knock the second-quarter gross margin below target. We will also work to control business expenses in order to achieve our business targets for UNIQLO Japan in fiscal 2014.

By contrast, UNIQLO International sales and profit outstripped our expectations in the first quarter by a considerable amount. However, we are not planning to make any revisions to our initial business estimates for this segment at this stage largely because the international environment has been difficult to predict of late.

Our Global Brands segment performed to plan in the first quarter, and so we have maintained the same fiscal 2014 forecasts for this segment.

Finally a note on our dividend policy for fiscal 2014. We forecast an annual dividend of ¥300 per share for the year ending August 31, 2014, split equally between an interim dividend of ¥150 and a year-end dividend of ¥150.

That completes this presentation on the Fast Retailing Group's performance for the first quarter of fiscal 2014 (September through November 2013), and our business estimates for fiscal 2014, (September 2013 through August 2014). The remaining five slides are provided for your reference.

Reference  
**UNIQLO Japan: Y/Y Forecast Assumptions**

	Yr to Aug. 2013	Yr to Aug. 2014	
	Actual	Estimate (Jan 9th)	y/y
<b>Net sales</b>	<b>683.3</b> bln	<b>720.0</b> bln	<b>+5.4%</b>
<b>Same store sales growth (Full year)</b>	<b>+ 7.3%</b>	<b>+ 1.6%</b>	<b>-</b>
1H	+3.6%	+2.5%	-
2H	+12.6%	+0.5%	-
<b>Store increase (Full year)</b>	<b>10 Stores</b>	<b>11 Stores</b>	<b>+1 Stores</b>
1H	4 Stores	-2 Stores	-6 Stores
2H	6 Stores	13 Stores	+7 Stores
<b>Gross profit (Full year)</b>	<b>46.5%</b>	<b>48.6%(47.5%)</b>	<b>+2.1p(+1.0p)</b>
1H	46.7%	48.5%(47.4%)	+1.8p(+0.7p)
2H	46.3%	48.7%(47.6%)	+2.4p(+1.3p)
<b>SG&amp;A ratio (Full year)</b>	<b>32.4%</b>	<b>32.7%</b>	<b>+ 0.3p</b>
1H	28.9%	30.0%	+1.1p
2H	36.9%	36.2%	-0.7p



Reference

## Group: FY2014 Interim Forecasts

Billions of yen

	Six month to Feb. 2013	Six month to Feb. 2014	
	Actual	Estimate (Jan 9th)	y/y
<b>Net sales</b> (to net sales)	614.8 100.0%	<b>728.5</b> 100.0%	+18.5%
<b>Gross profit</b> (to net sales)	303.9 49.4%	<b>370.5</b> 50.9%	+21.9% +1.5p
<b>SG&amp;A</b> (to net sales)	207.3 33.7%	<b>266.5</b> 36.6%	+28.6% +2.9p
<b>Operating income</b> (to net sales)	96.6 15.7%	<b>104.0</b> 14.3%	+7.6% -1.4p
<b>Ordinary income</b> (to net sales)	107.7 17.5%	<b>103.5</b> 14.2%	-4.0% -3.3p
<b>Net income</b> (to net sales)	65.4 10.6%	<b>63.5</b> 8.7%	-3.0% -1.9p

Billions of yen

	Six month to Feb. 2013	Six month to Feb. 2014		Six month to Aug. 2013	Six month to Aug. 2014	
	Actual	Estimate	y/y	Actual	Estimate	y/y
<b>Net sales</b> (to net sales)	387.2 100.0%	<b>411.0</b> 100.0%	+6.1%	296.0 100.0%	<b>309.0</b> 100.0%	+4.4%
<b>Gross profit</b> (to net sales)	180.9 46.7%	<b>199.5</b> 48.5%	+10.2% +1.8p	137.0 46.3%	<b>150.5</b> 48.7%	+9.8% +2.4p
<b>SG&amp;A</b> (to net sales)	111.9 28.9%	<b>123.5</b> 30.0%	+10.3% +1.1p	109.1 36.9%	<b>112.0</b> 36.2%	+2.6% -0.7p
<b>Operating income</b> (to net sales)	68.9 17.8%	<b>76.0</b> 18.5%	+10.2% +0.7p	27.8 9.4%	<b>38.5</b> 12.5%	+38.2% +3.1p



Reference

## FY2014 Store Plans by Group Company

[Units: Stores]	Yr 2013 Actual Yr-end	Yr to Aug. 2014							
		1Q (Sep. - Nov.) Actual				Forecast			
		Open	Close	Change	End Nov	Open	Close	Change	End Aug
<b>UNIQLO Operations</b>	<b>1299</b>	<b>90</b>	<b>21</b>	<b>+69</b>	<b>1,368</b>	<b>243</b>	<b>47</b>	<b>+196</b>	<b>1,495</b>
UNIQLO Japan ※	853	22	19	+3	856	55	42	+13	866
Own stores	834	22	19	+3	837	53	42	+11	845
Large-scale	177	13	0	+13	190	27	2	+25	202
Standard and others	657	9	19	-10	647	26	40	-14	643
Franchise stores	19	0	0	0	19	2	0	+2	21
UNIQLO International	446	68	2	+66	512	188	5	+183	629
China	225	27	1	+26	251	82	2	+80	305
Hong Kong	18	1	0	+1	19	5	1	+4	22
Taiwan	37	5	0	+5	42	10	0	+10	47
Korea	105	11	1	+10	115	30	2	+28	133
Singapore	12	1	0	+1	13	6	0	+6	18
Malaysia	10	2	0	+2	12	10	0	+10	20
Thailand	10	3	0	+3	13	10	0	+10	20
Philippines	6	4	0	+4	10	11	0	+11	17
Indonesia	1	1	0	+1	2	3	0	+3	4
Australia	0	0	0	0	0	1	0	+1	1
UK	10	0	0	0	10	0	0	0	10
USA	7	10	0	+10	17	15	0	+15	22
France	3	1	0	+1	4	2	0	+2	5
Russia	2	2	0	+2	4	2	0	+2	4
Germany	0	0	0	0	0	1	0	+1	1
GU	214	39	3	+36	250	70	7	+63	277
Theory ※	411	17	3	+14	425	49	3	+46	457
Comptoir des Cottonniers ※	375	2	5	-3	372	4	6	-2	373
Princesse tam.tam ※	150	2	0	+2	152	4	2	+2	152
J Brand	0	1	0	+1	1	2	0	+2	2
<b>Total</b>	<b>2,449</b>	<b>150</b>	<b>32</b>	<b>+118</b>	<b>2,568</b>	<b>372</b>	<b>65</b>	<b>+307</b>	<b>2,756</b>

Note: Excludes Mina (Commercial Facility Business) and Grameen UNIQLO stores ※Includes franchise stores





Reference

**Forex, Capex, Depreciation, Goodwill Amortization****Applicable Exchange Rates**

Yen

	1USD	1EUR	1GBP	1RMB	100KRW
Yr to Aug. 2014 3 mth average to Nov. 2013 (Actual)	98.2	132.4	156.2	16.1	9.1
Yr to Aug. 2013 3 mth average to Nov. 2012 (Actual)	78.6	100.6	126.1	12.5	7.1
Yr to Aug. 2014 Full year average to Aug. 2014 (Estimate)	94.0	120.5	143.0	15.0	8.5
Yr to Aug. 2013 Full year average to Aug. 2013 (Actual)	89.8	117.3	140.2	14.5	8.1

**Capex, Depreciation and Goodwill**

Billions of yen

	Capital spending	Depreciation	Goodwill amortization
Yr to Aug. 2014 3 mths to Nov. 2013 (Actual)	15.4	6.6	1.5
Yr to Aug. 2013 3 mths to Nov. 2012 (Actual)	10.1	4.7	0.9
Yr to Aug. 2014 Full year (Estimate)	58.4	26.2	6.0
Yr to Aug. 2013 Full year (Actual)	39.6	23.6	5.2

Breakdown of capital expenditure:

FY2013 1Q Actual: UNIQLO Japan: ¥2.5bln, UNIQLO Intl.: ¥4.7bln, Global Brands: ¥2.2bln, Systems, etc.: ¥0.4bln

FY2014 1Q Actual: UNIQLO Japan: ¥2.0bln, UNIQLO Intl.: ¥9.0bln, Global Brands: ¥2.3bln, Systems, etc.: ¥1.7bln

FY2014 Estimate: UNIQLO Japan: ¥9.8bln, UNIQLO Intl.: ¥32.0bln, Global Brands: ¥10.3bln, Systems, etc.: ¥5.7bln