

# **Fast Retailing Financial Highlights**

**Takeshi Okazaki**

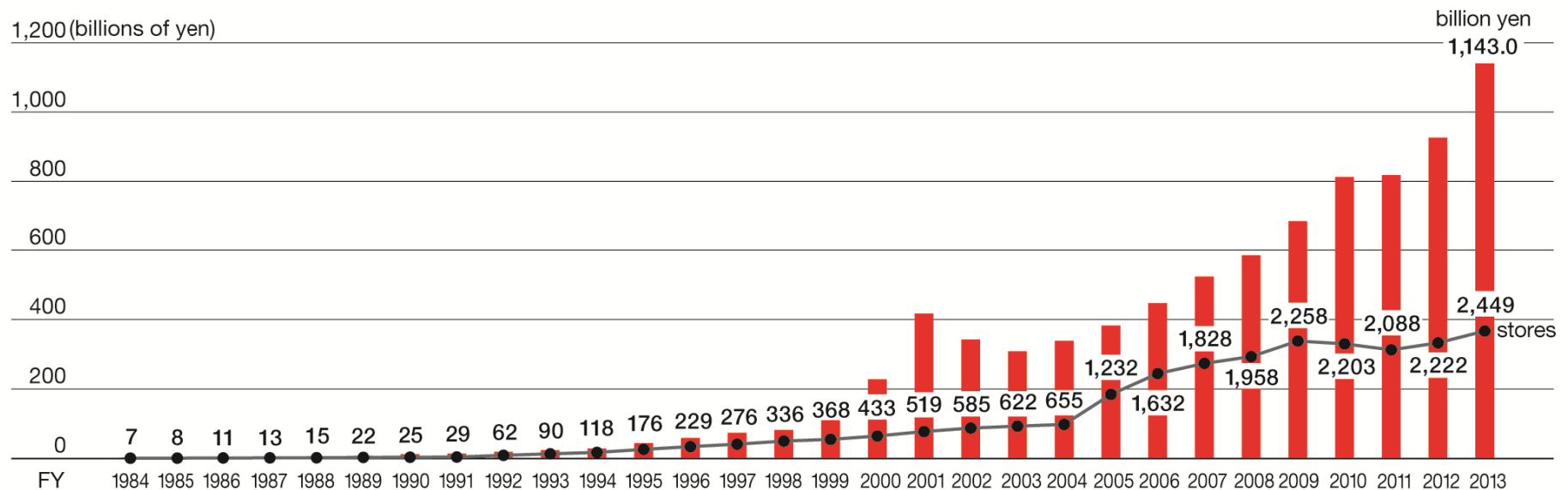
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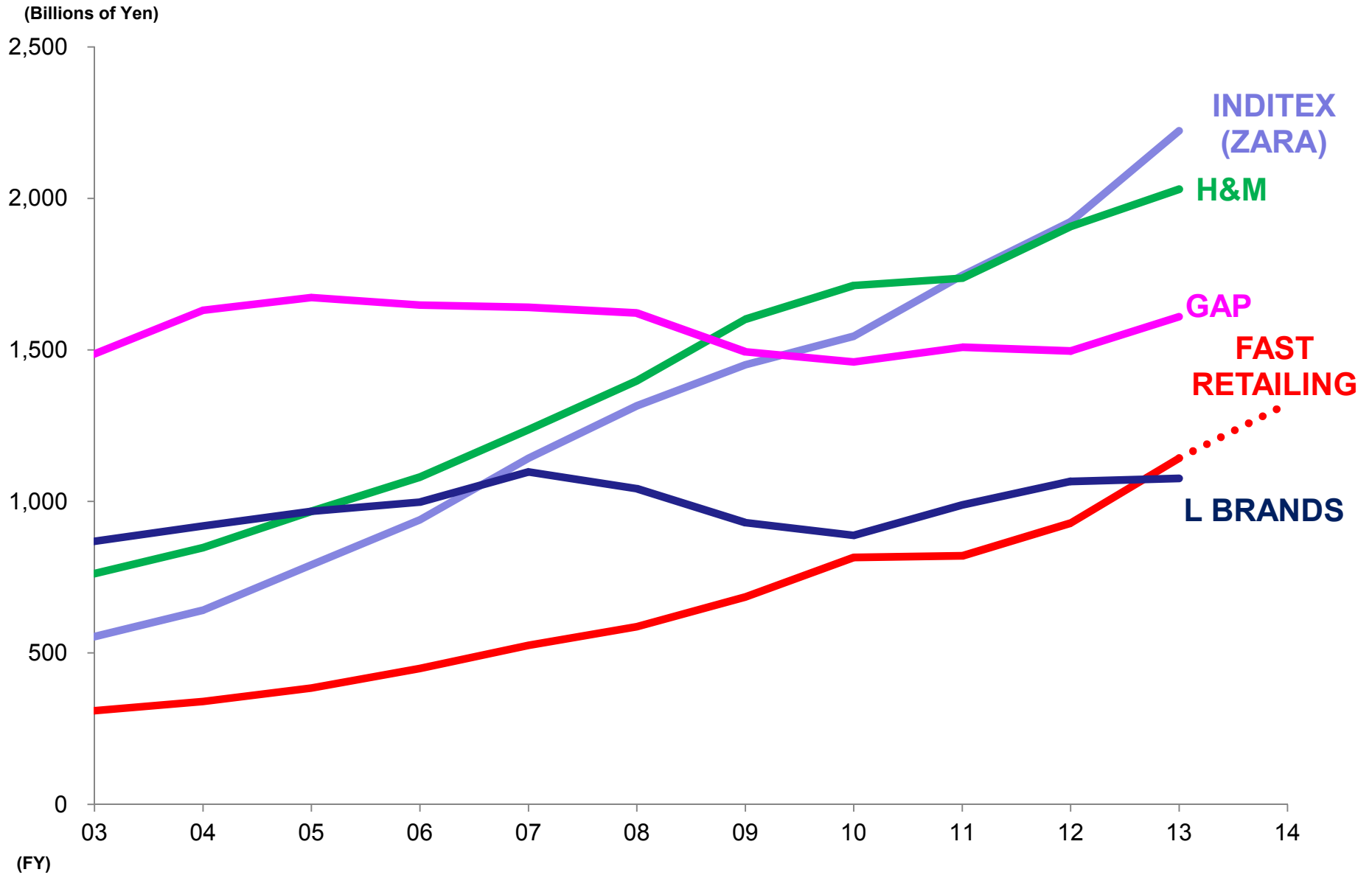
**Fast Retailing Co., Ltd.**

**Group Senior Vice President & CFO**

**Founded: Mar.1949**  
**First UNIQLO store: Opened Jan.1984**  
**FY2013: Sales 1.143 trillion yen**  
**2,449 stores globally**

## Net Sales and Store Numbers

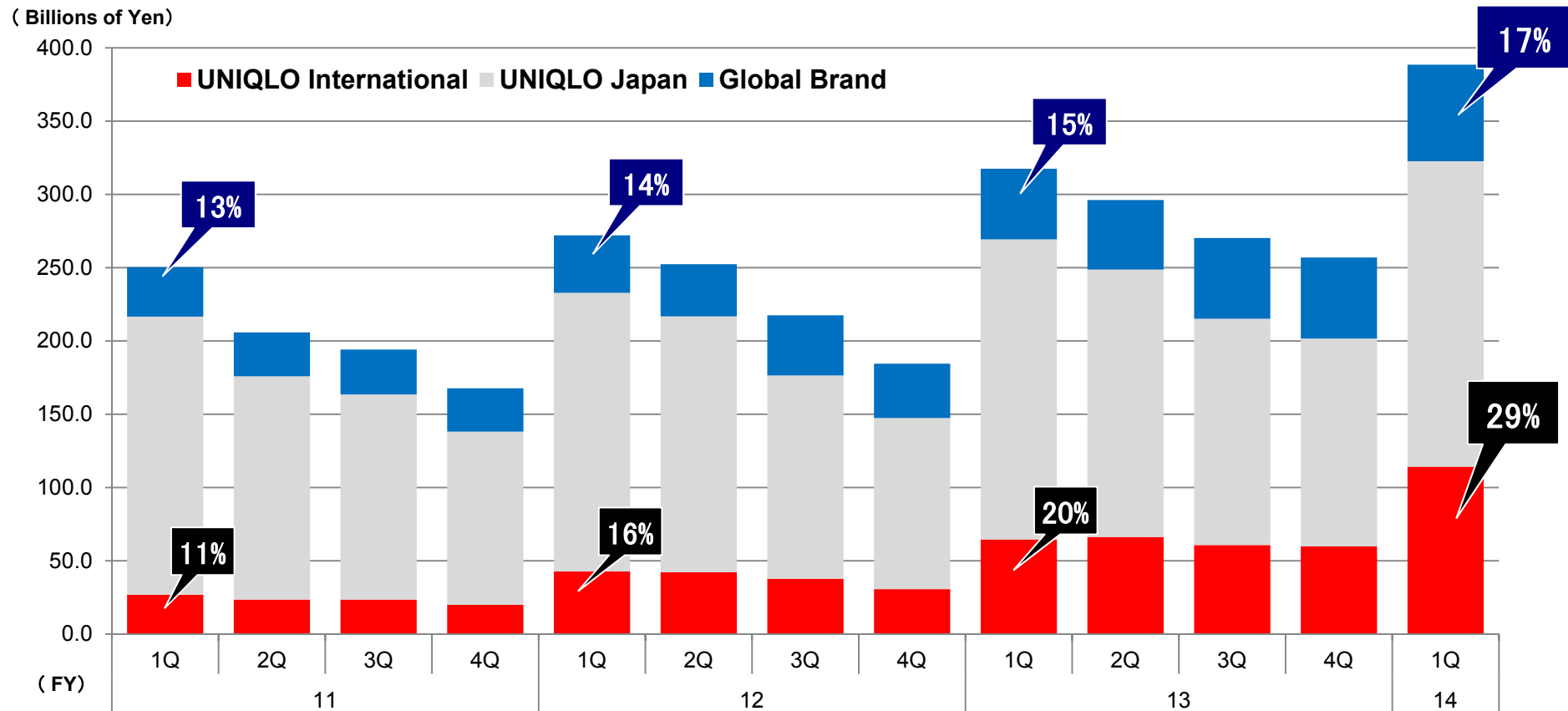




Compiled from individual company annual reports. Calculated using January 31, 2014 exchange rates  
 (1USD= ¥102.86, 1EUR= ¥139.42, 1SEK= ¥15.79)

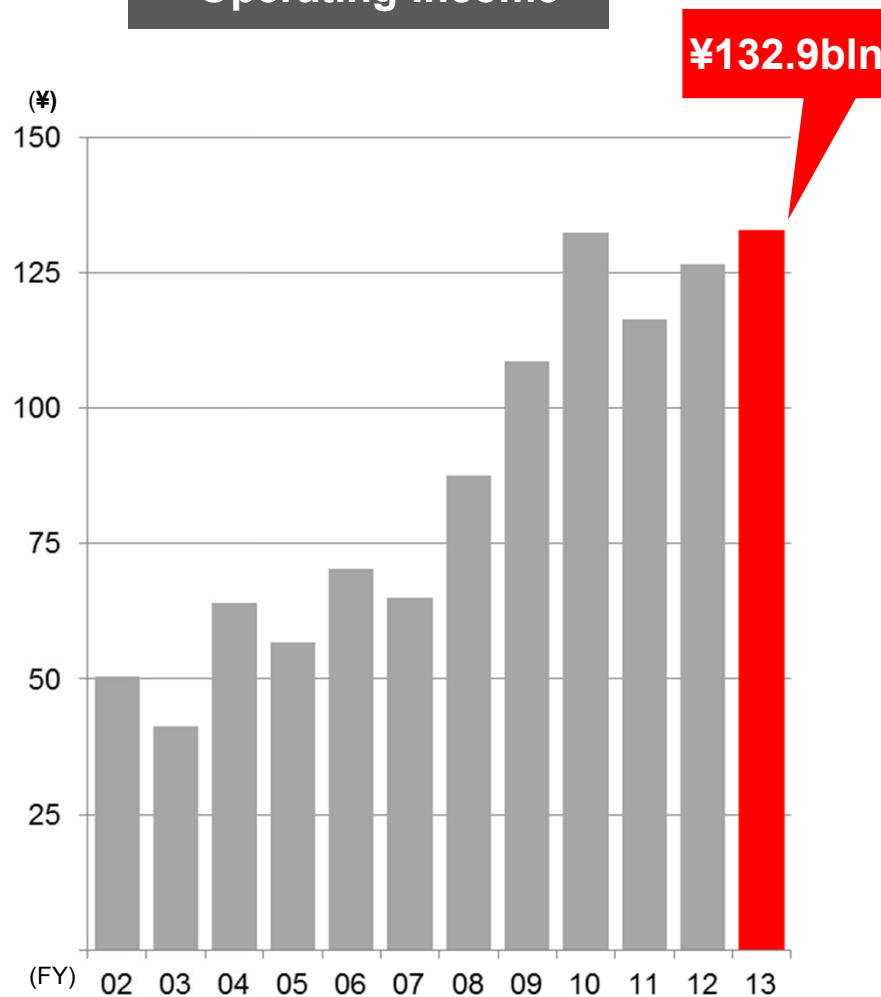
## UNIQLO International contribution is growing

Sales by Business Segment

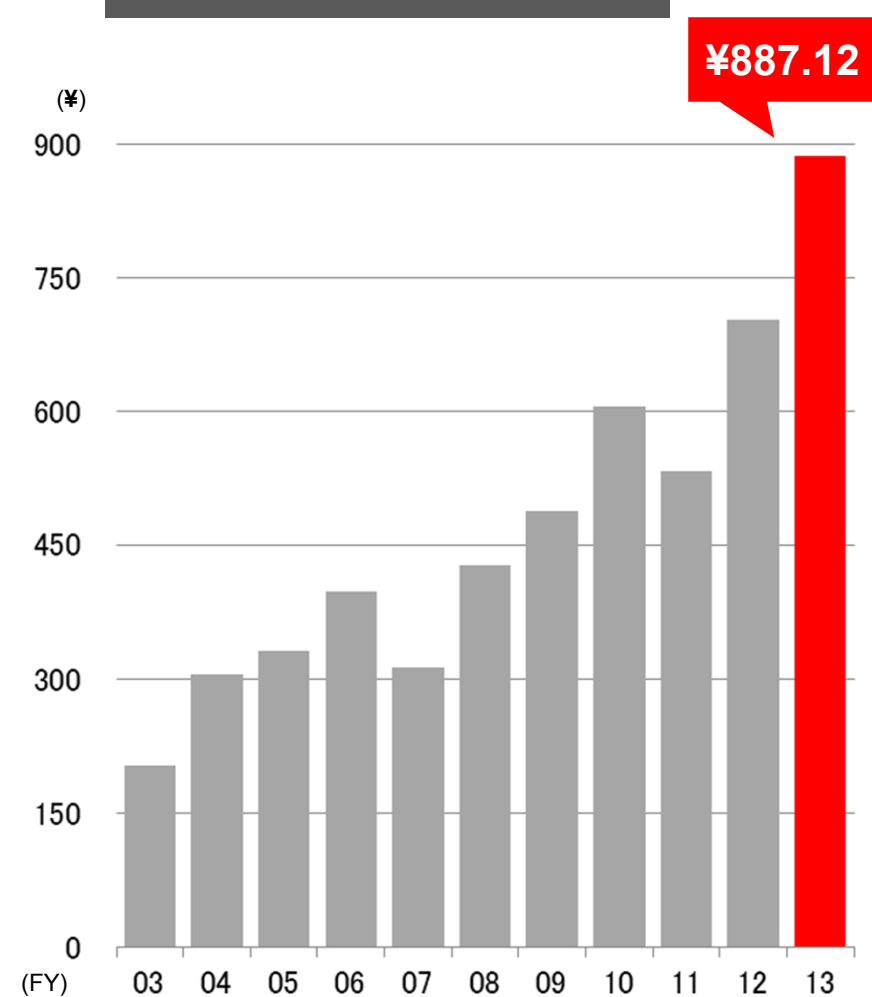


## Achieved a record profit in FY 2013

Operating Income

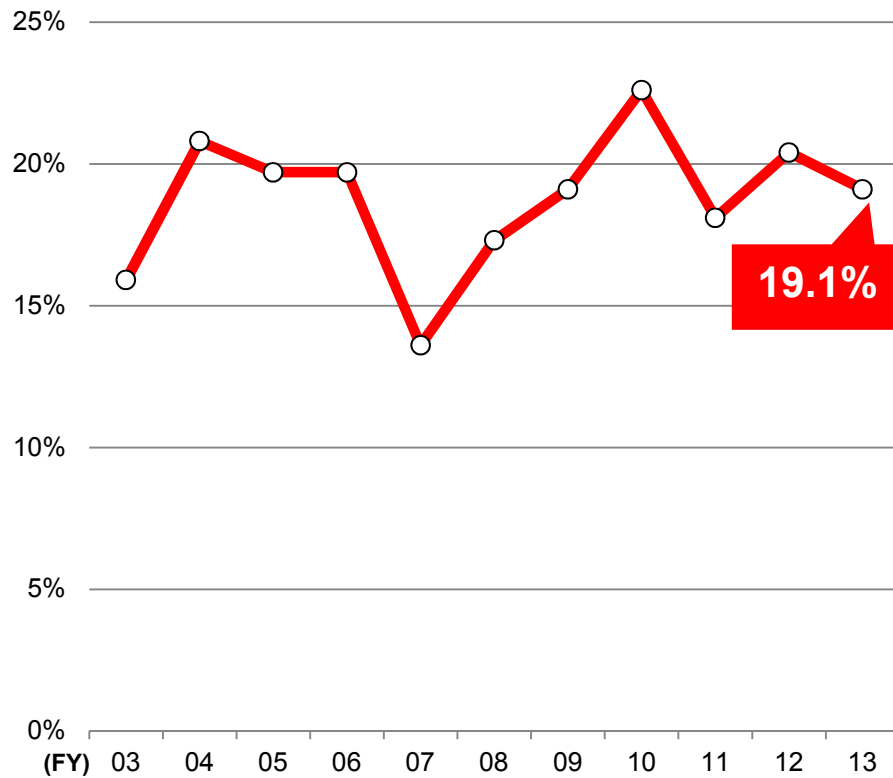


Earnings per Share (EPS)

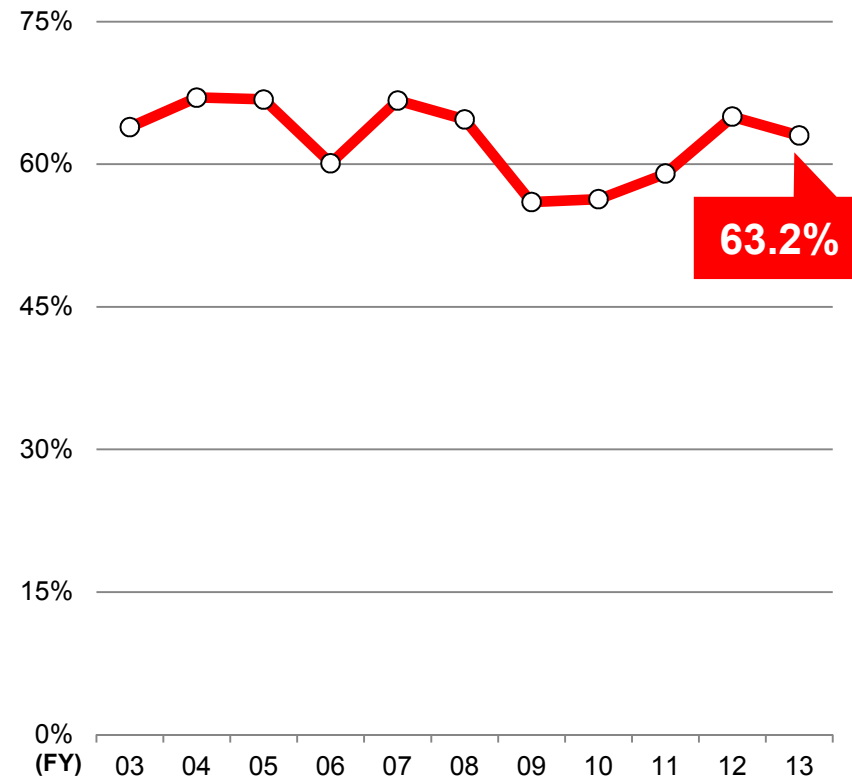


**Consistently high levels of ROE near 20%, equity ratio approx. 60%**

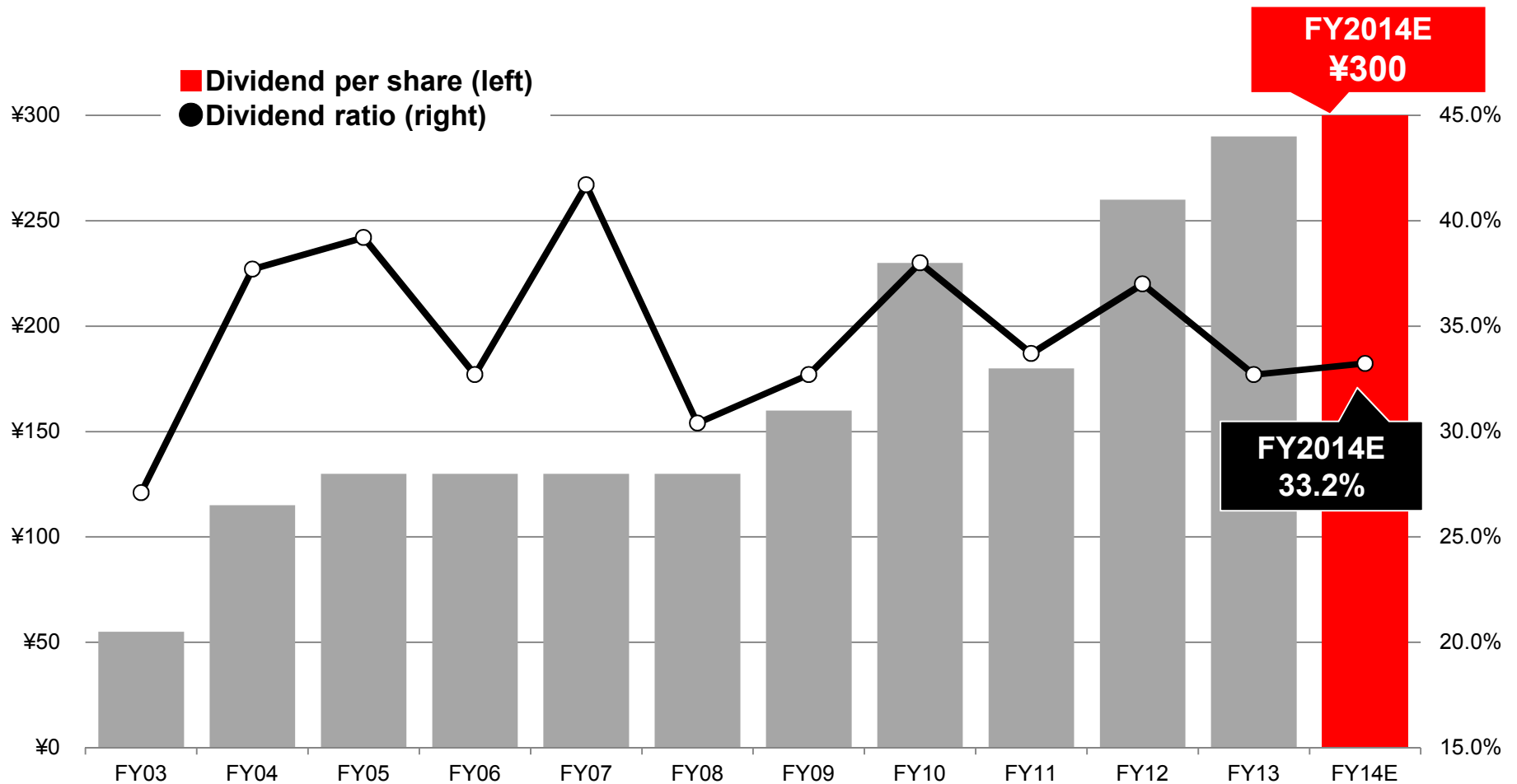
Return on Equity (ROE)

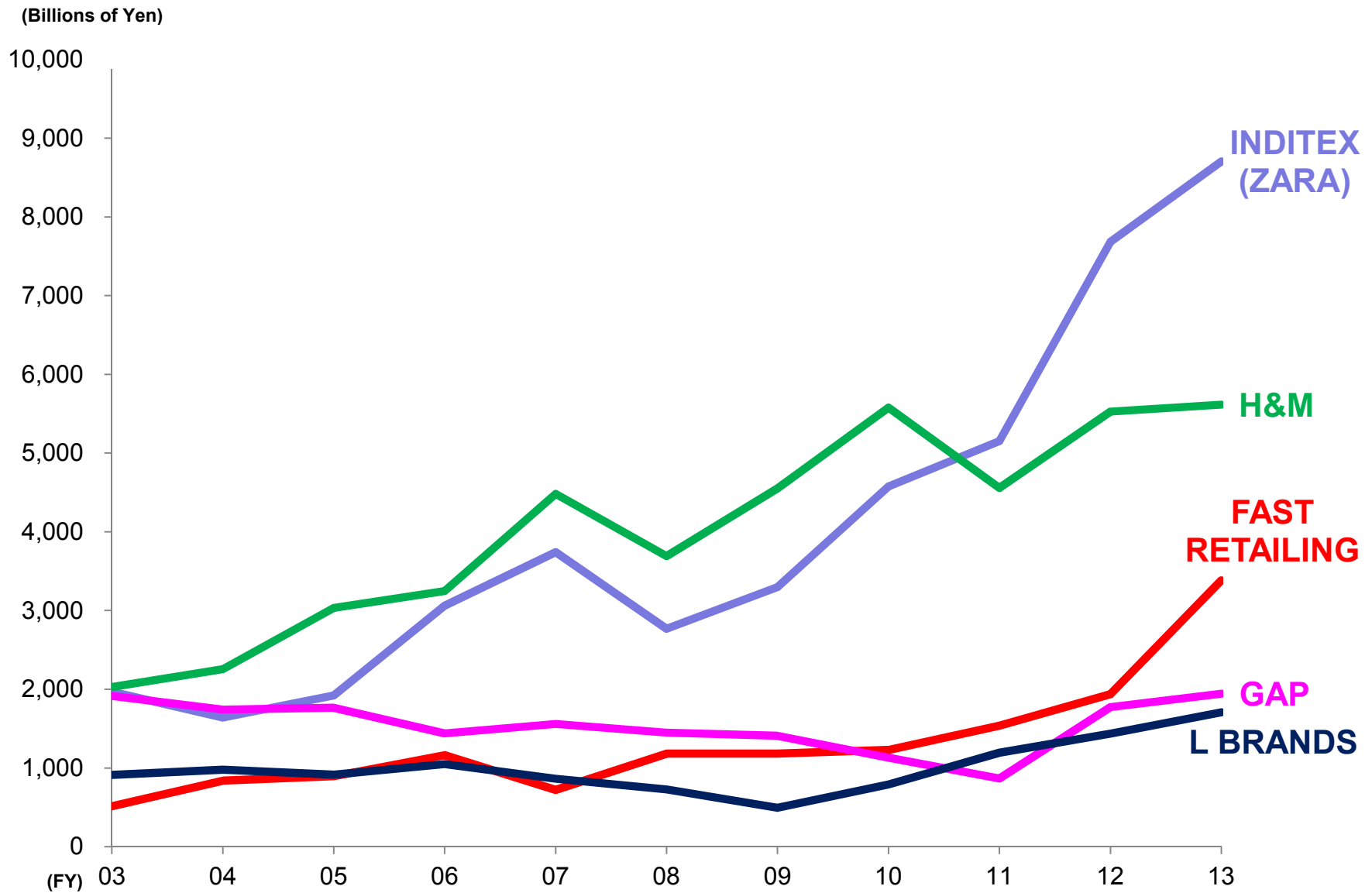


Equity Ratio



**Dividend payout ratio approx. one third of current net earnings**  
**FY2014 dividend forecast: ¥300 (+¥10 YoY)**





Calculated using the share price at end August 2013, and an exchange rate of  
 (1USD= ¥102.86, 1EUR= ¥ 39.42, 1SEK= ¥15.79)



**Boost recognition, presence of UNIQLO and other Fast Retailing Group brands in the rapidly-growing regions of Greater China and Southeast Asia**

**Expand investor base as operations grow globally**

**Increase financial and management transparency, refine quality of management as a global company**



# Fast Retailing

**Changing clothes.**

**Changing conventional wisdom.**

**Change the world.**