

The FAST RETAILING Group - Current production & future development

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Aim of the joint venture

Strengthen production system

- To help strengthen the production system in Bangladesh, FR will invest 10% into the joint venture set up by three of our manufacturing partners.
- To set up a company to operate the clothing, fabric and spinning plants as a subsidiary (invested company) of the joint venture firm.

The globalization of FAST RETAILING

- Global business optimum production location
- Worldwide cooperation with worthy global partner firms
- Establish 1/3 of total production outside China in the future.

Support globalization of strong partner firms

- Strong, capable partner firms help underpin UNIQLO's reputation for high quality.
- Globalization is a key management issue for our partner firms too.
- Helping partner firms globalize helps FAST RETAILING in our own globalization process.

Current production structure

Producing goods that meet UNIQLO standards anywhere in the world

- Producing/supplying 400-500 million items p.a.
- Production management track record
 - Nine years in China
 - Three years in Vietnam and South East Asia
- Opened production management office in Bangladesh (September 2008)

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Why manufacture in Bangladesh?

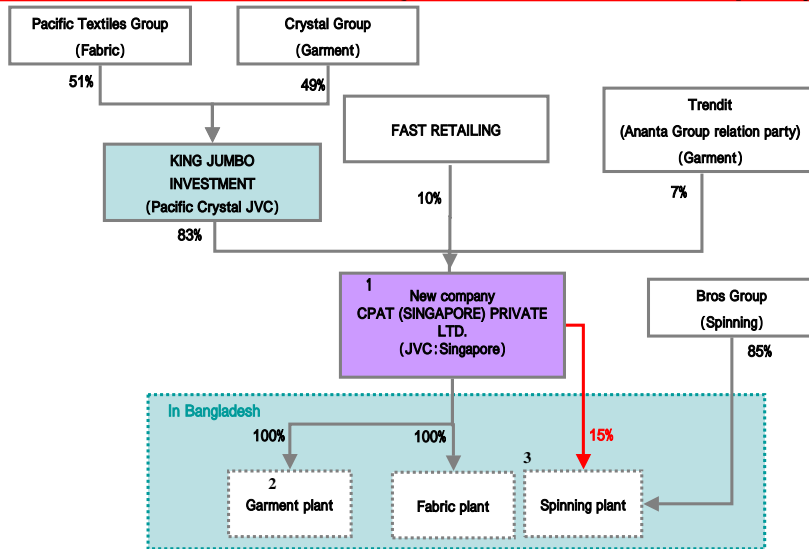
Potential new production base

- Textile industry is a major industry for the nation.
- Textile industry boasts high quality personnel.
- Track record producing clothing for Europe & US.

The Bangladeshi government is eagerly monitoring developments with the new UNIQLO production office.

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Overview of new joint venture company



- 1: Expect to establish CPAT in January 2009
- 2: Expect to begin operating garment plant in 2009
- 3: Expect to begin operating fabric and spinning plants in 2010