# ~ The FAST RETAILING in 2020 ~ My views on management

#### Tadashi Yanai

Chairman, President & CEO, FAST RETAILING CO., LTD.



#### The FAST RETAILING in 2020

FAST RETAILING to become the world's number one apparel retailer group by 2020.



#### The One in the World...

# Transforming ourselves into... One FAST RETAILING in the world One UNIQLO in the world

- Rethink and challenge everything in order to make FAST RETAILING the world's top apparel-retailer with UNIQLO at the core.
- Become a corporate group where all managers and employees fully understand reality and aim for the world's number one.

3



# Recapture the venture spirit

What should we do to ensure a return on our investment if we bought FAST RETAILING for 1 trillion yen?

- · Ensure top level of growth and profitability.
- · Win customers by responding to their demand.
- •Transform into a super size venture business with high profits and speedy growth.
- Employ and nurture large numbers of managers to develop business throughout the world.



#### **Global One**

Manage using best practices in the world as one, united corporate group across the globe.

- Move from a pure holding company into an operations company.
- •Establish the FAST RETAILING WAY to ensure all group companies share the values.
- Reorganize structures, organization and HR.
- Share the FR & UNIQLO structures, strengths and culture across our global network.
- ·Fully adopt globally accepted mgt. standards.
- ·Work out a Japan-born, global management style of our own.



# As youth hungry for success

- · Inspire employee participation in management.
- Managers to commit to each and every product, store and staff.
- All of us to reclaim the hearts and guts of youth hungry for success.



# Going global from Japan

- · A global, a group, a venture company.
- · From Japan, to Asia, and to the world.
- · From a UNIQLO-dominated company to a corporate group boasting multiple global brands.



# January UNIQLO – globalize operations

### From a Japanese to a Japan-born global firm

- · Make UNIQLO Japan and UNIQLO Intl into one UNIQLO.
- · Global management founded on our strengths as a Japanese company.
- ·Accelerate development of high quality, fashionable basic clothes that will sell the world over.
- Perfect global product development, merchandising & marketing.
- 'Aggressive development of multiple store networks in Asia.
- Develop global flagship stores in Europe and the US.
- ·Strengthen women's wear and expand large-format store network.



#### **Global Brands**

#### The creation of true global brands

- Discovering companies with true global brand potential and nurturing those brands to global maturity.
- Transform existing brands COMPTOIR DES CONTONNIERS, PRINCESSE TAM.TAM into true global brands.

9



# Japan Apparel

# Use UNIQLO knowledge to restructure firms as if to enter a new business area

 Replicate a second, a third UNIQLO-style success in specialty women's wear, footwear, low-cost clothing.

#### **CABIN**

Consolidate brands to become Japan's top women's wear chain within five years.

#### **GOV RETAILING**

Create a new style of footwear, low-cost clothing operation.



#### A&M

# Create a platform upon which to develop large-scale business in US and Europe.

- Purchase companies that could become potential platforms for UNIQLO in Europe and the US.
- Accelerate development of global brand portfolio by discovering brands with global potential.

11



# Global brand building

# Global marketing, global merchandising

- Develop products that sells in the world, marketing that appeal to the world.
- Brand building of UNIQLO and other group brands.
- Brand building of FAST RETAILING.



# Motivated ones to come together

#### Only motivated ones succeed in business

- Become a group of persons passionate about the business.
- Become a group of persons passionate about their jobs.
- · Committed management principles.
- · Develop leadership.

13



#### What do we stand for?

# FAST RETAILING = transform customer desires swiftly into merchandise

UNIQLO = <u>UNIQUE</u> CLOTHING WAREHOUSE

UNIQUE = ONE & ONLY

Target ONE & ONLY markets around the world



# Information-driven apparel retailer

- · Send messages across the world about our products, product information and image.
- ·Take our own brand position.



#### **CSR** activities

- · Work with persons with special needs
- Full range UNIQLO product recycling
- · Setouchi Olive Fund
- · Special Olympics sponsorship



# Regional employee system

# Permanent employee registration system for non-permanent staff

- · Promote long-term employment
- Boost store efficiency
- · Improve customer service

17



# **Ultimate Recycling**

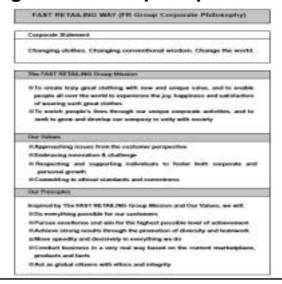
# Full range UNIQLO recycling campaigns ~ Thank You Recycle ~

- In-store collection of any UNIQLO product conducted every March and September.
- Items collected are distributed according to their condition
  - 1) Reused donated to refugee camps & other people in need
  - 2) Recycled as sound-deadening material, etc.



#### **FAST RETAILING WAY**

# Instituting the FR Group Corporate Philosophy



19



# **UNIQLO's brand message**

UNIQLO is a new-style Japanese firm making good casual clothes available for all to wear.



### To realize our mission...

We work to realize the FR Group mission and the UNIQLO's brand message.

We start new businesses, create new industries.

21



#### **FAST RETAILING**

FAST RETAILING to become the world's number one apparel-retailer developing multiple brands in the world.