

**~ 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.**

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.**

5

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.**

6

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.

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.

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.**

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.

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.**

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 = UNIQUE CLOTHING WAREHOUSE

UNIQUE = ONE & ONLY

Target ONE & ONLY markets around the world

14

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

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

Permanent employee registration system for non-permanent staff

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

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.

Instituting the FR Group Corporate Philosophy

FAST RETAILING WAY (FR Group Corporate Philosophy)
Corporate Statement
Changing clothes. Changing conventional wisdom. Change the world.
The FAST RETAILING Group Mission
<ul style="list-style-type: none">■ To create truly great clothing with new and unique values, and to enable people all over the world to experience the joy, happiness and satisfaction of wearing such great clothes.■ To enrich people's lives through our unique corporate activities, and to seek to grow and develop our company in unity with society.
Our Values
<ul style="list-style-type: none">■ Approaching issues from the customer perspective■ Embracing innovation & challenge■ Respecting and supporting individuals to foster both corporate and personal growth■ Committed to ethical standards and consistency.
Our Principles
<ul style="list-style-type: none">■ Inspired by The FAST RETAILING Group Mission and Our Values, we will:■ Do everything possible for our customers■ Pursue excellence and aim for the highest possible level of achievement■ Achieve strong results through the promotion of diversity and teamwork■ Move speedily and decisively in everything we do■ Conduct business in a very real way based on the current marketplace, products and facts■ Act as global citizens with ethics and integrity

19

UNIQLO's brand message

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

20

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.**

FAST RETAILING

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