



Toray and UNIQLO: The Second Five-year Plan Of a Strategic Partnership

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COO

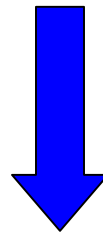
UNIQLO CO., LTD.

Strategic Partnership

UNIQLO Seeks Growth

- UNIQLO will become the world's No. 1 retailer
- Truly Great Clothing with new and unique value

To achieve this, we must form the best team in the world with the best business partners in the world



TORAY

Innovation by Chemistry

TORAY is the best synthetic fiber manufacturer in the world:

- Cutting-edge research and development
- Global production system
- High-level quality management
- Pioneers at the very top of their industry

Strategic Partnership : The First Phase

—A new business model with no global precedent—

Together, UNIQLO and TORAY will pursue a comprehensive industrial approach covering all aspects of production from materials to products, as well as planning, development and logistics.

Raw fibers and Cotton

Weaving and Dyeing

Sewing

Retailing

An integrated R&D structure from materials to finished products
“A next-generation material development project”

Health & Beauty

SUPER NATURAL

Ecology

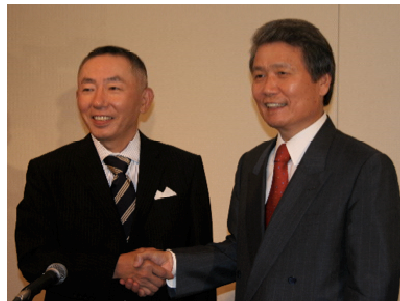
FUNCTION & COMFORT

Innovation



June 2006

Announcement of the conclusion of a strategic partnership agreement



TORAY
Innovation by Chemistry

We built a 240-billion-yen business by providing fabrics and textiles
(To date, for the five years to 2010)

Spring/Summer Season
Stylish Whites



Fall/Winter Season
HEATTECH Moist
HEATTECH Plus



Spring/Summer Season
SILKY DRY



Fall/winter Season
Machine-washable
sweater



Fall/Winter Season
Ultra-Light Down



Spring/Summer Season
Comfort Mix Sports
UV cut cardigan



2007

2008

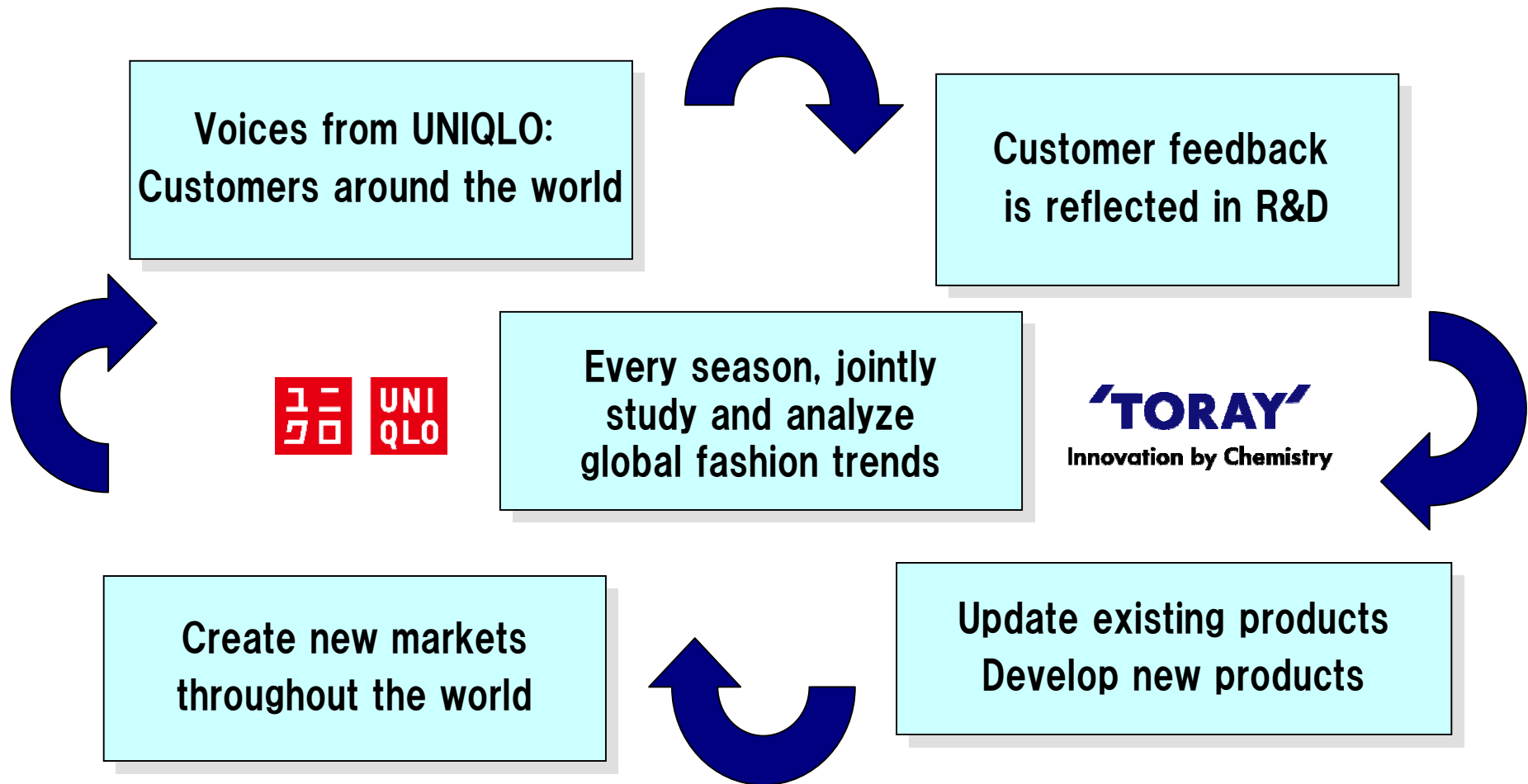
2009

2010

Strategic Partnership

The Second Five-Year Plan

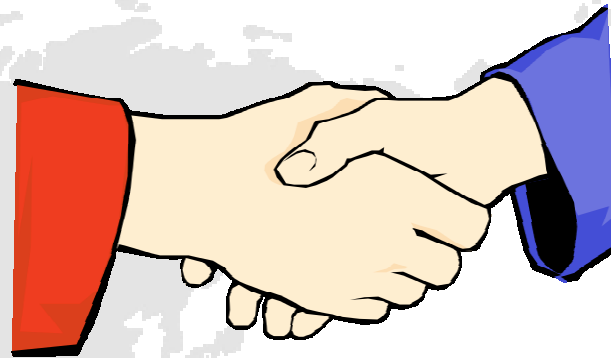
Develop great products and offer groundbreaking clothing with new value to customers throughout the world.



Strategic partnership

Goals of the Second Five-Year Plan

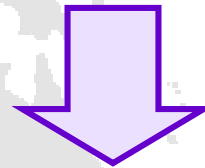
UNIQLO's
Marketing
and
Merchandising
Capabilities



TORAY's World-Class
Textile Technologies,
High Quality &
Worldwide Production
Network



New Global Growth Model
via a Japanese
Corporate Alliance



400-Billion-Yen Business

(Cumulative business results from 2011 to 2015,
70% growth planned against the first-year result)

TORAY
Innovation by Chemistry

