

## FAST RETAILING - the holding company

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FAST RETAILING CO., LTD.  
EVP, member of the Board

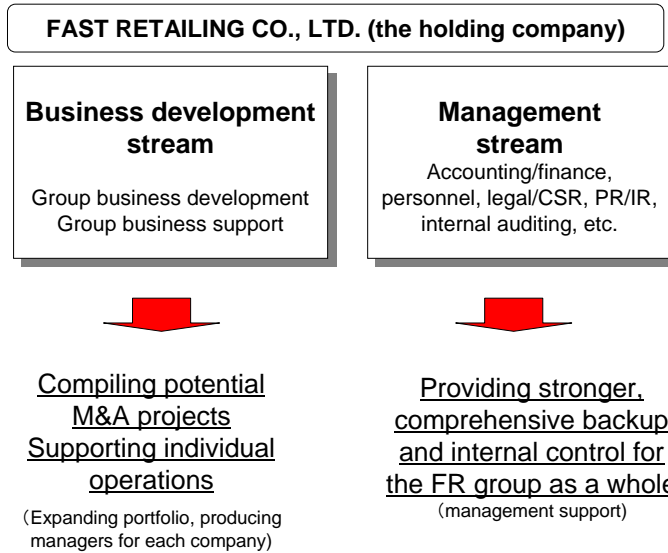
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## The aim of the holding company

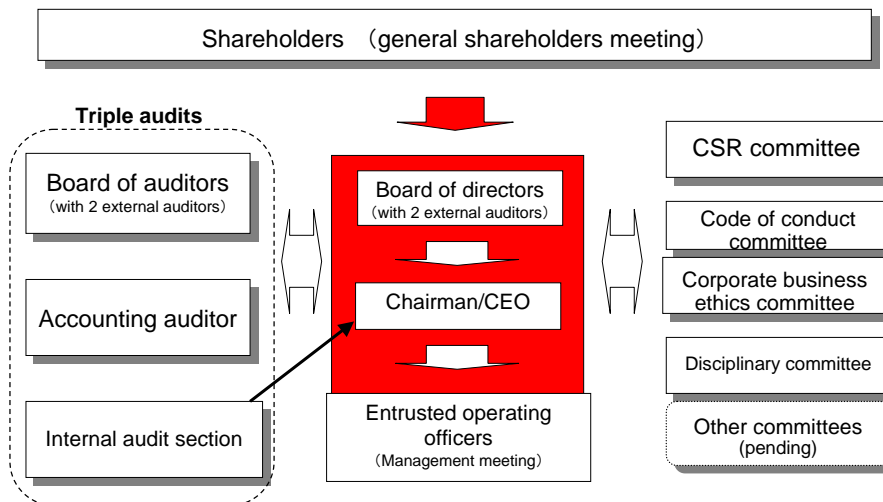
- Ensure firm corporate governance of group companies
- Attract & nurture a pool of talented future managers
- Realize global & group ambitions through new business, M&A

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## The holding company structure



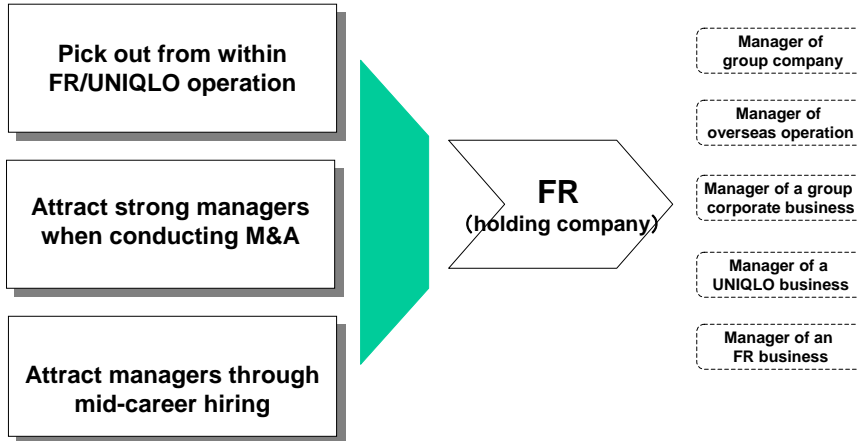
## An even stronger corporate governance



**Governance and internal control for global, group management**

## Attract & nurture managers of the future

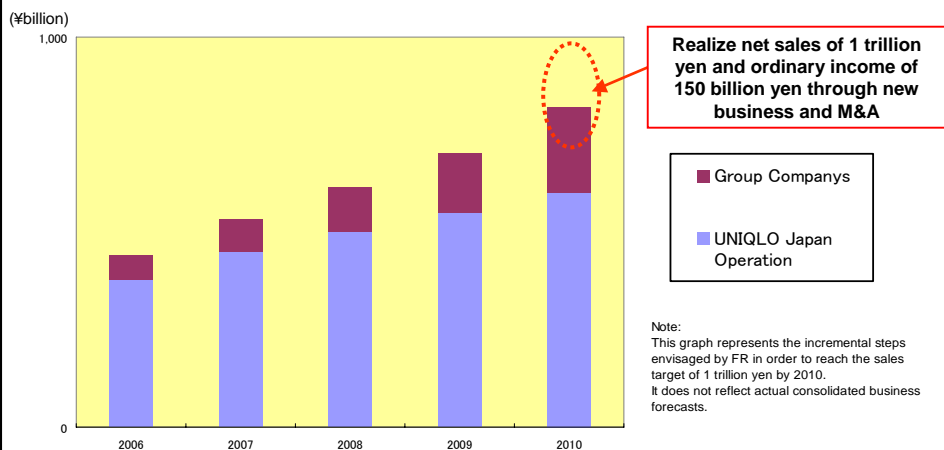
### Discovery → Selection → Follow up



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## M&A – strategic positioning

### FAST RETAILING GROUP – Projected net sales



Note:  
This graph represents the incremental steps envisaged by FR in order to reach the sales target of 1 trillion yen by 2010. It does not reflect actual consolidated business forecasts.

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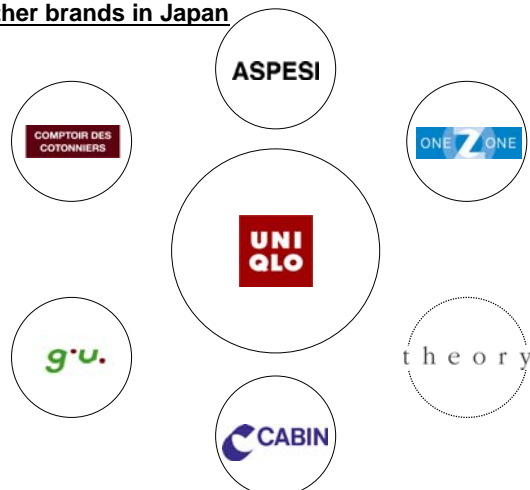
## M&A strategy – FR's aim

- Further enhance the unique strengths of the Japan-centric UNIQLO SPA retail format.
- Expand the EU-centric global brand portfolio.
- Establish a platform for FR & UNIQLO in the major world markets.

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## Enhance unique strengths of the UNIQLO SPA

### UNIQLO and other brands in Japan



Make the very best of the UNIQLO platform from store operation, new store development prowess, high efficiency, high quality supply chain

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## Expand our global brand portfolio

### Acquisition and capital injection - Theory, CDC, PTT,

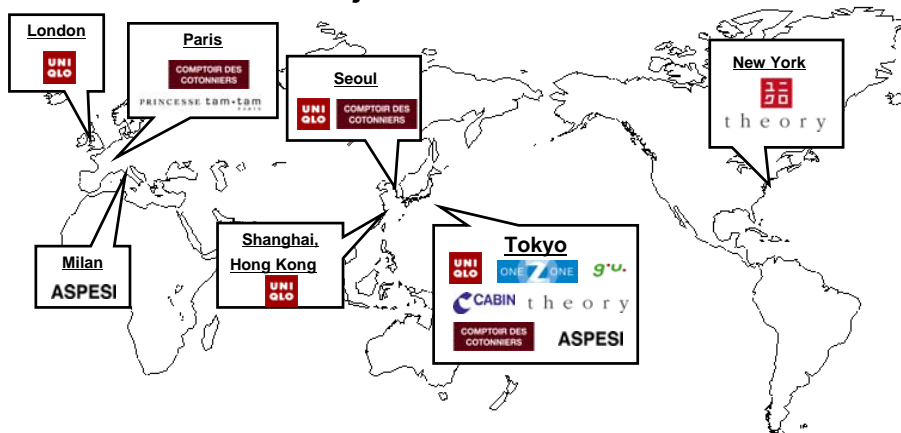
- Focus on affordable luxury
- Transform from local into global brands
- Target sales of ¥100bln for each brand

### Disciplined investment – profit, growth, ROI parameters

- Local businesses in France, Italy, etc.
- SPA operations in apparel, handbags, shoes, accessories, etc.

## A firm global platform for FR & UNIQLO

### Create corporate groups and management teams in the world's major markets



**Realize a firmly-establish management structure in each market**