

Fast Retailing Overview and Future Outlook

Tadashi Yanai

**Fast Retailing Co., Ltd.
Chairman, President & CEO**

FAST RETAILING WAY (FR Group Corporate Philosophy)

Changing clothes.

Changing conventional wisdom.

Change the world.

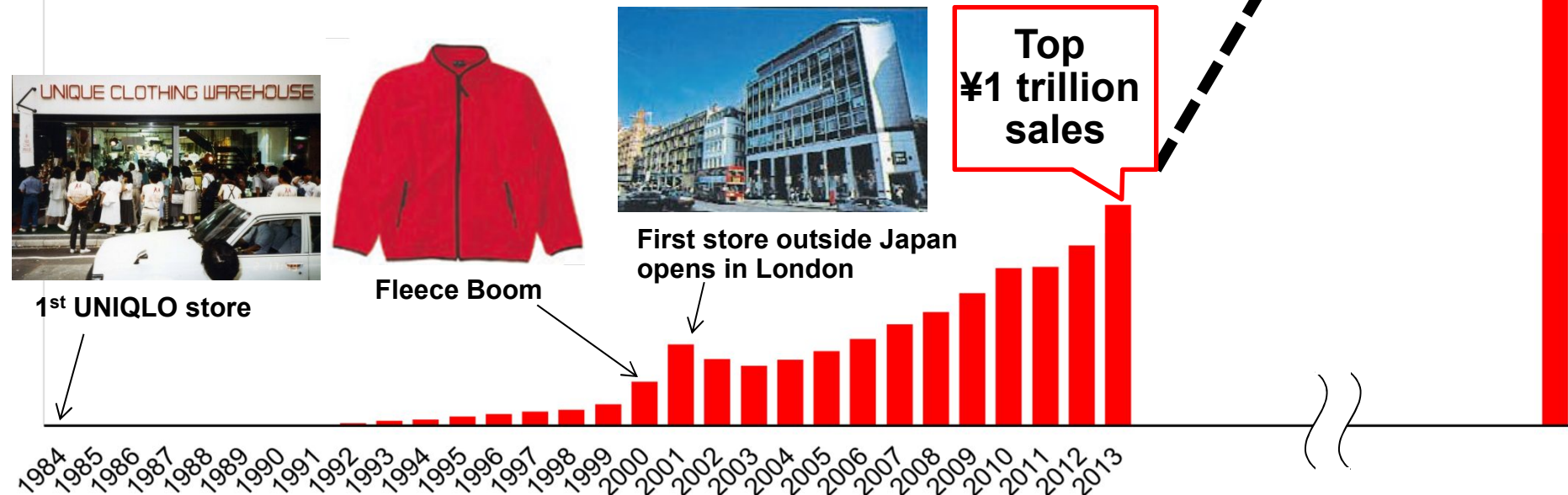
Mission

- To create truly great clothing with new and unique value, 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

Fast Retailing Performance

1984 Opened first UNIQLO store
2000 Fleece boom boosted sales growth
2001 First UNIQLO store in London
2002 First UNIQLO store in Shanghai
2005 First UNIQLO store in Hong Kong
FY2013 Group sales top ¥1 trillion

Aim for Global No. 1 with sales of ¥5 trillion





UNIQLO Japan

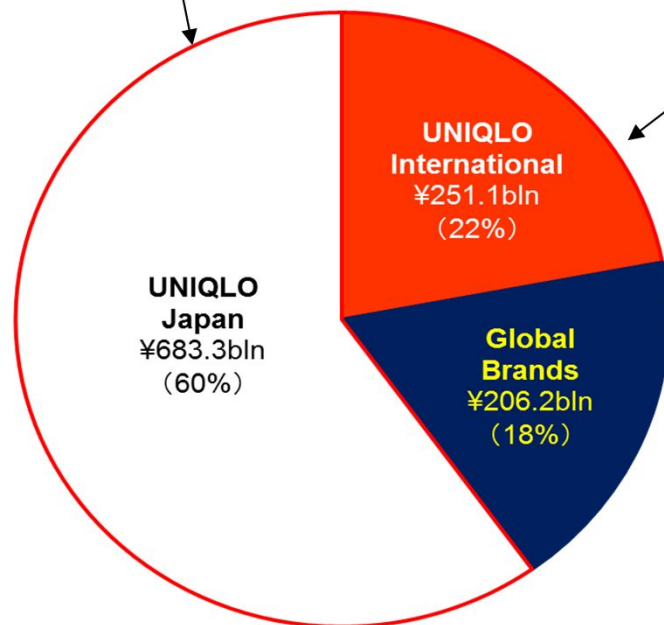
No. 1 apparel retailer in Japan



UNIQLO

International

Key driver of growth



Proportion of Group sales in fiscal 2013

Global Brands



To make GU the 2nd mainstay Group brand

theory

COMPTOIR DES
COTONNIERS

J BRAND

PRINCESSE tam•tam
PARIS

UNIQLO – the most talked about brand globally

New global flagship or hotspot stores in major global cities



UNIQLO Paris Opera Store



UNIQLO Shanghai Store



UNIQLO New York Fifth Avenue Store



UNIQLO 311 Oxford Street Store, London



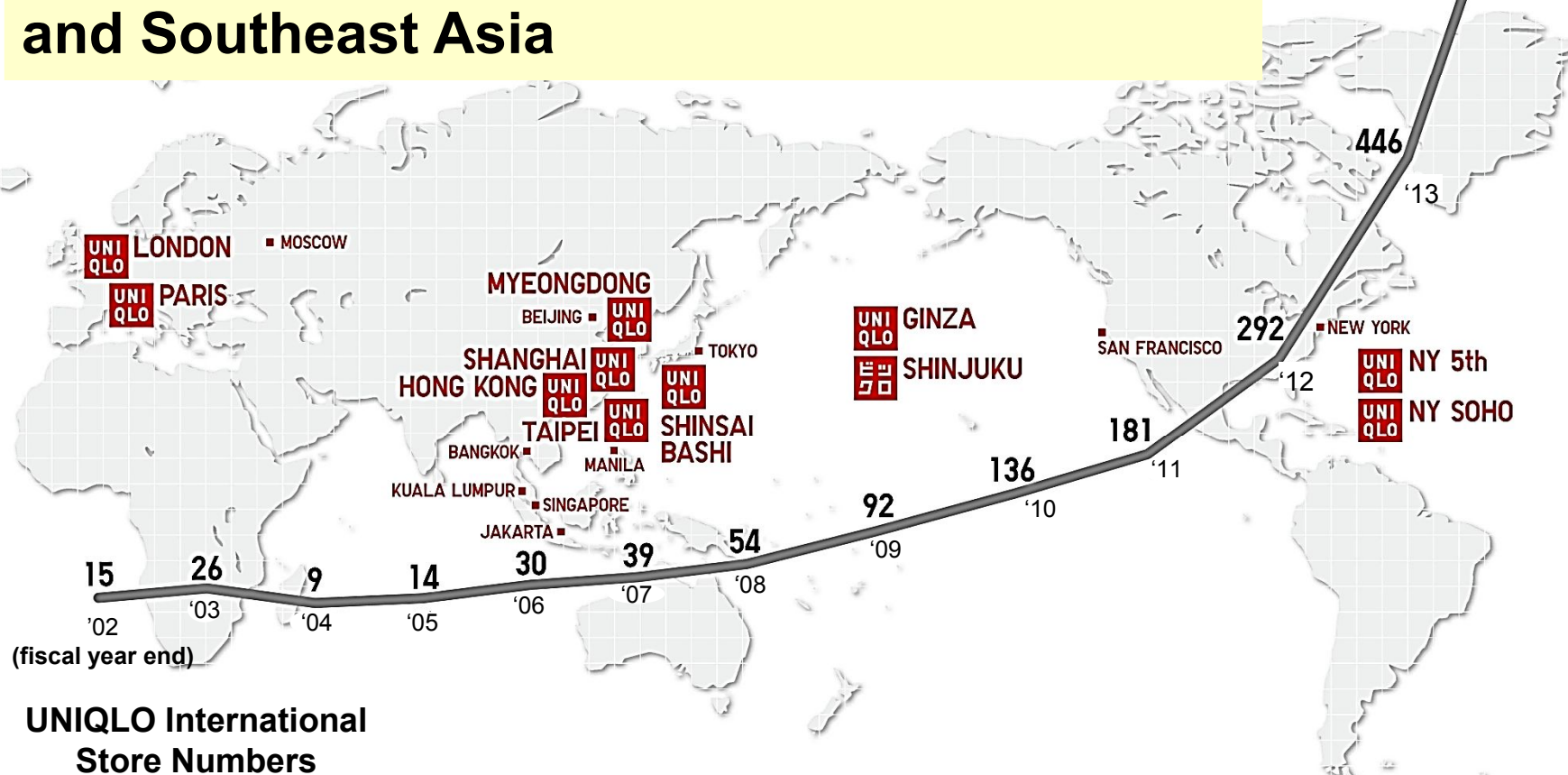
UNIQLO Lee Theatre Store, Hong Kong

UNIQLO International continues to grow strongly

FY2014 store estimate: 629 stores

Particularly strong growth in Greater China and Southeast Asia

UNIQLO
Intl. Store
FY2014
Forecast **629**
'14



**UNIQLO International
Store Numbers**

- Rapid growth in middle-income population in Greater China and SE Asia to propel consumer spending higher
- U.S. West Coast exhibits an Asian-style vibrancy with new IT industries and growing young population



Accelerate store openings in SE Asia and Oceania. Open first store in Melbourne in April 2014



UNIQLO Lotte Shopping Avenue Store, Indonesia



Australia
Plan to open first
store in April 2014

(At end February 2014)

Start developing full-scale retail chain, aiming to become No.1 brand in U.S.

- **Develop 100-store networks on U.S. East and West Coasts by opening a total of 20-30 stores per year**
- **Establish a strong U.S. management team**



UNIQLO Palisades Center Store opened September 2013

Continue opening stores in major European cities. First German store to open in Berlin in April 2014

Next steps in Milan and Barcelona



(At end February 2014)

Artist's impression of first store in Berlin

UNIQLO Clothes...

UNIQLO is...

...the **elements** of style.

...a **toolbox** for living.

...**clothes** that suit your values.

...how the **future** dresses.

...**beauty** in hyperpracticality.

...clothing in the **absolute**.

UNIQLO MADE FOR ALL

UNIQLO clothes represent a new category of clothing designed for ultimate daily comfort

The history of clothes:
Europe invented the dress. U.S. developed everyday jeans, T-shirts, casualwear and sportswear

New clothing category = UNIQLO clothes



Production: 700 million items per year

Production

Long-term relationships with top-class partner factories
Produce high-quality products

Materials Procurement

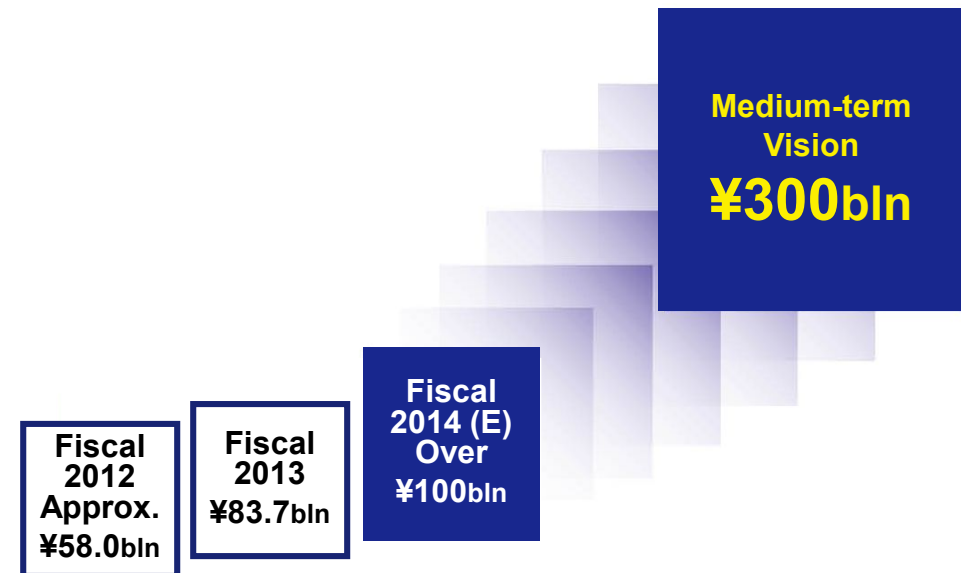
Negotiate directly with materials manufacturers worldwide
Cashmere, Supima Cotton, Merino Wool

Materials Development

Develop unique, new functional materials together with materials manufacturers
HEATTECH, AIRism, Ultra Light Down

A second Group mainstay brand

- Aiming for sales over ¥100 billion in FY2014 for GU as the low-priced fashion brand of choice
- Medium-term sales goal: ¥300 billion
- Opened first store outside Japan within the UNIQLO Shanghai Store in September 2013



Generate Group synergy benefits between Theory, Comptoir des Cotonniers, Princesse tam.tam and J Brand to help promote global growth

theory

COMPTOIR DES
COTONNIERS

PRINCESSE tam•tam
PARIS

J BRAND



Aiming for Sales of ¥5 Trillion

17

**Generate further,
faster growth by
expanding global
operations**

**FY2014 sales forecast :
¥1.32 trillion**



¥5trln sales target



**Fast Retailing aims to use
the opportunity of listing on
the Hong Kong Stock Exchange
to pursue further growth globally.**

謝謝！