

FAST RETAILING Results for FY2025 and Estimates for FY2026

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Disclosure of Corporate Performance

Following the Group's adoption of International Financial Reporting Standards (IFRS) from the year ending August 31, 2014, all data in this document are calculated using IFRS standards.

Business profit = Revenue – (Cost of sales + SG&A expenses)

Unless otherwise indicated, business profit shall be used to illustrate business profitability in Fast Retailing Co., Ltd. corporate results announcements from the year ended August 31, 2025.

Group Operations:

UNIQLO Japan:	UNIQLO Japan operations
UNIQLO International:	All UNIQLO operations outside of Japan
GU:	All GU operations inside and outside Japan
Global Brands:	Theory, PLST, Comptoir des Cotonniers, Princesse tam.tam

Consolidated results also include Fast Retailing Co., Ltd. performance and consolidated adjustments.

A Note on Business Forecasts

When compiling business estimates, plans and target figures in this document, the figures that are not historical facts are forward looking statements based on management's judgment in light of currently available information. These business forecasts, plans and target figures may vary materially from the actual business results depending on the economic environment, our response to market demand and price competition, and changes in exchange rates.

Group: FY2025 (Sep. 2024 - Aug. 2025)

Revenue increased and profits expanded sharply. A record result

- Revenue came in roughly in line with plan, while business profit outstripped estimates.
- Revenue expanded by approx. 10% and business profit by approx. 14% y/y in local currency terms.

Units: Billions of yen	Yr to Aug.2024	Yr to Aug.2025						
	Actual	1H Actual	y/y	2H Actual	y/y	Full Year Actual	y/y	Latest est. (Jul.10)
Revenue	3,103.8	1,790.1	+12.0%	1,610.3	+7.0%	3,400.5	+9.6%	3,400.0
Gross profit	1,673.0	954.8	+13.0%	874.0	+5.6%	1,828.8	+9.3%	-
(to revenue)	53.9%	53.3%	+0.4p	54.3%	-0.7p	53.8%	-0.1p	-
SG&A	1,187.7	653.1	+9.9%	624.5	+5.2%	1,277.7	+7.6%	-
(to revenue)	38.3%	36.5%	-0.7p	38.8%	-0.6p	37.6%	-0.7p	-
Business profit	485.3	301.6	+20.1%	249.4	+6.5%	551.1	+13.6%	540.0
(to revenue)	15.6%	16.9%	+1.2p	15.5%	-0.1p	16.2%	+0.6p	15.9%
Other income, expenses	15.5	2.5	-57.0%	10.5	+9.7%	13.1	-15.7%	5.0
Operating profit	500.9	304.2	+18.3%	260.0	+6.7%	564.2	+12.6%	545.0
(to revenue)	16.1%	17.0%	+0.9p	16.1%	-0.1p	16.6%	+0.5p	16.0%
Finance income, costs	56.2	59.5	+40.6%	26.8	+91.6%	86.3	+53.3%	90.0
Profit before income taxes	557.2	363.7	+21.5%	286.8	+11.3%	650.5	+16.8%	635.0
(to revenue)	18.0%	20.3%	+1.6p	17.8%	+0.7p	19.1%	+1.1p	18.7%
Profit attributable to owners of the parent	371.9	233.5	+19.2%	199.4	+13.3%	433.0	+16.4%	410.0
(to revenue)	12.0%	13.0%	+0.7p	12.4%	+0.7p	12.7%	+0.7p	12.1%

Group: FY2025 Highlights

- **Fourth consecutive record annual performance.**
- Continued to open quality stores. **New stores are hugely successful.**
- **UNIQLO presence rising even further globally.** Customer support for LifeWear growing, with media featuring UNIQLO worldwide.
- **Business profit margin improved 0.6p to 16.2%.** Dipped 1.3p in 3Q but improved 1.2p in 4Q. 4Q profit structure improved due to better business approach and season-end inventory management accuracy.
- Strong full-year performances and significant revenue and profit gains from **UNIQLO operations in Japan, S. Korea, SE Asia, India & Australia, N. America, and Europe.**
- While full-year profit from **UNIQLO Mainland China and the GU operation** declined, structural reforms progressed on track. Expect considerable benefits to emerge in the medium term.

Group: FY2025 Operating Profit

Revenue: ¥3.1038trln → ¥3.4005trln

	1H	2H	FY
Group	+¥ 191.1bln	+¥ 105.5bln	+¥ 296.7bln
UQ Japan	+¥ 56.4bln	+¥ 37.4bln	+¥ 93.8bln
UQ Intl.	+¥ 130.1bln	+¥ 68.2bln	+¥ 198.4bln
GU	+¥ 6.2bln	+¥ 5.2bln	+¥ 11.5bln
GB	-¥ 1.6bln	-¥ 5.6bln	-¥ 7.2bln

Forex impact

	1H	2H	FY
Group	+1.4%	-2.6%	-0.6%
USD	+2.6%	-5.3%	-1.5%
RMB	+3.4%	-5.0%	-0.9%
EUR	+1.7%	-1.8%	-0.1%
KRW	-2.4%	-8.2%	-5.4%

Gross profit margin 53.9% → 53.8%

	1H	2H	FY
Group	+0.4p	-0.7p	-0.1p
UQ Japan	+0.8p	-1.2p	-0.1p
UQ Intl.	+0.1p	-0.4p	-0.1p
GU	-0.2p	-0.3p	-0.2p
GB	+1.6p	+0.7p	+1.1p

SG&A ratio 38.3% → 37.6%

	1H	2H	FY
Group	-0.7p	-0.6p	-0.7p
UQ Japan	-1.4p	-0.9p	-1.2p
UQ Intl.	+0.4p	-0.4p	-
GU	+1.4p	+1.4p	+1.4p
GB	-2.6p	+1.0p	-0.8p

¥3.4005trln
+9.6%



FY2025
Revenue

¥1.8288trln
+9.3%



FY2025
Gross profit

¥1.2777trln
+7.6%



SG&A
expenses

¥551.1bln
+13.6%



FY2025
Business profit

Operating profit margin 16.1% → 16.6%

	1H	2H	FY
Group	+0.9p	-0.1p	+0.5p
UQ Japan	+2.1p	+0.3p	+1.3p
UQ Intl.	-0.5p	-0.3p	-0.4p
GU	-1.2p	-1.4p	-1.4p

¥13.1bln

Other
income/expenses

¥564.2bln
+12.6%

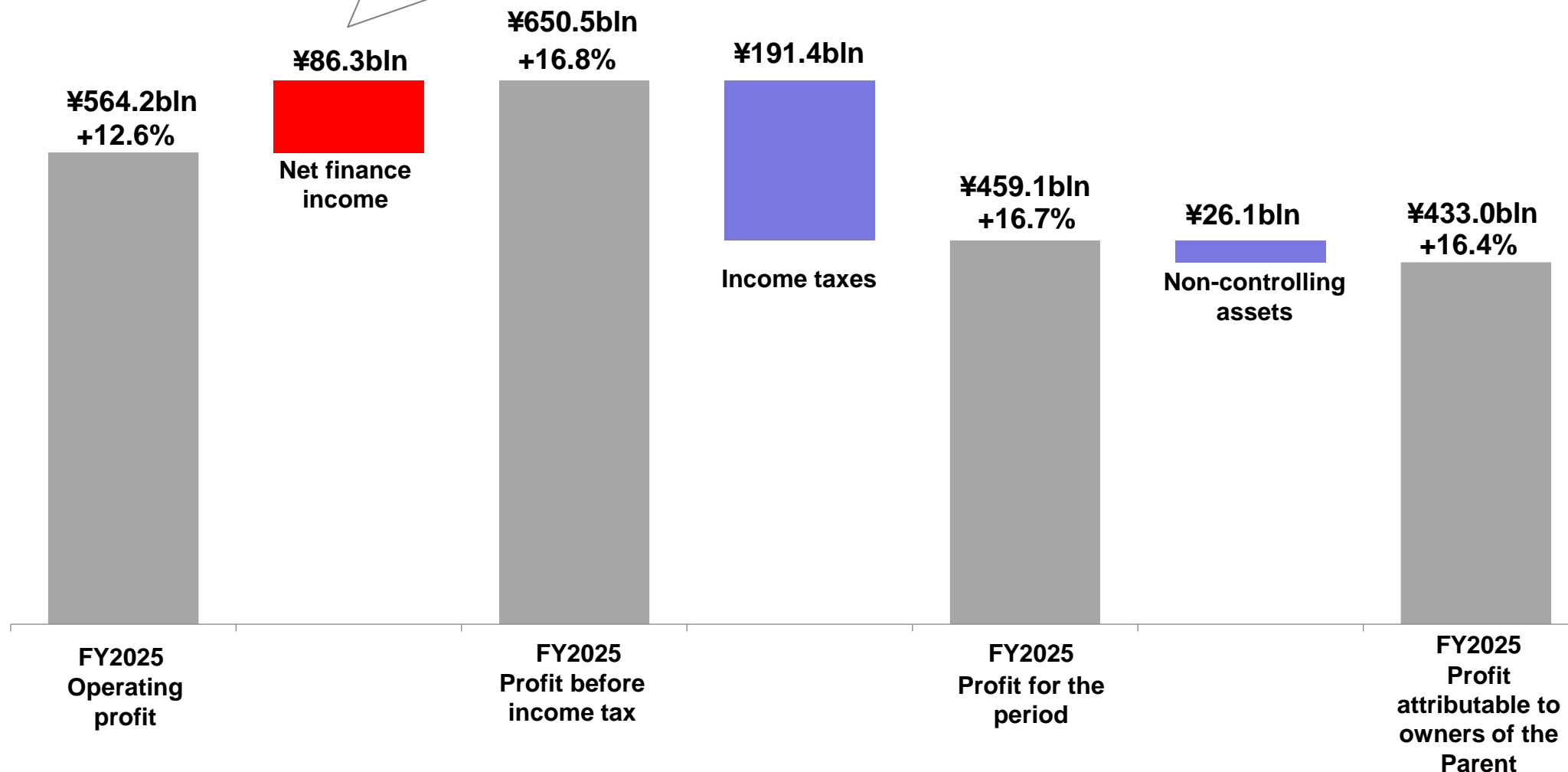


FY2025
Operating profit

Group: FY2025

Profit Attributable to Owners of the Parent

Interest income and expenses: ¥52.4bln
 Foreign exchange gain : ¥33.8bln
 *September 1, 2024 : 1USD=144.9JPY
 August 31, 2025 : 1USD=146.9JPY



FY2025 Breakdown by Group Operation

Units: Billions of yen		Yr to Aug. 2024	Yr to Aug. 2025					
		Actual	1H Actual	y/y	2H Actual	y/y	Full Year Actual	y/y
UNIQLO Japan	Revenue	932.2	541.5	+11.6%	484.5	+8.4%	1,026.0	+10.1%
	Business profit	154.3	97.5	+27.7%	83.7	+7.4%	181.3	+17.5%
	(to revenue)	16.6%	18.0%	+2.2p	17.3%	-0.1p	17.7%	+1.1p
	Other income, expenses	1.4	0.0	-91.7%	3.0	+446.6%	3.0	+118.6%
	Operating profit	155.8	97.6	+26.4%	86.7	+10.5%	184.4	+18.4%
(to revenue)	16.7%	18.0%	+2.1p	17.9%	+0.3p	18.0%	+1.3p	
UNIQLO International	Revenue	1,711.8	1,014.1	+14.7%	896.1	+8.2%	1,910.2	+11.6%
	Business profit	276.0	169.5	+13.0%	135.7	+7.8%	305.3	+10.6%
	(to revenue)	16.1%	16.7%	-0.3p	15.1%	-0.1p	16.0%	-0.1p
	Other income, expenses	7.3	-1.0	-	5.0	-22.8%	4.0	-45.7%
	Operating profit	283.4	168.5	+11.7%	140.7	+6.2%	309.3	+9.1%
(to revenue)	16.6%	16.6%	-0.5p	15.7%	-0.3p	16.2%	-0.4p	
GU	Revenue	319.1	165.8	+3.9%	164.8	+3.3%	330.7	+3.6%
	Business profit	32.4	13.1	-13.3%	15.2	-12.1%	28.3	-12.6%
	(to revenue)	10.2%	7.9%	-1.6p	9.2%	-1.7p	8.6%	-1.6p
	Other income, expenses	1.2	0.7	+299.0%	1.3	+32.2%	2.1	+74.3%
	Operating profit	33.7	13.9	-9.3%	16.5	-9.6%	30.5	-9.5%
(to revenue)	10.6%	8.4%	-1.2p	10.1%	-1.4p	9.2%	-1.4p	
Global Brands	Revenue	138.8	67.7	-2.3%	63.7	-8.2%	131.5	-5.3%
	Business profit	0.1	1.1	-	1.5	-18.3%	2.6	-
	(to revenue)	0.1%	1.7%	-	2.4%	-0.3p	2.0%	+1.9p
	Other income, expenses	0.5	-0.1	-	-3.4	-	-3.6	-
	Operating profit	0.6	0.9	-	-1.8	-	-0.9	-
(to revenue)	0.5%	1.4%	-	-	-	-	-	

Note: In addition to the above, the consolidated results also include Fast Retailing's real estate leasing business as well as adjustment amounts that are not attributable to any of the four reporting segments.

UNIQLO Japan: FY2025 Performance

Large revenue and profit gains as expected. A record result

- Operating profit: ¥184.4 billion (+18.4%) following a reversal of store-related impairment losses under other income net of costs.
- Revenue topped ¥1 trillion for the first time on product lineups better suited to weather conditions and successful product and marketing strategies.

Units: Billions of yen	Yr to Aug. 2024	Yr to Aug. 2025					
	Actual	1H Actual	y/y	2H Actual	y/y	Full Year Actual	y/y
Revenue	932.2	541.5	+11.6%	484.5	+8.4%	1,026.0	+10.1%
Gross profit (to revenue)	473.2 50.8%	271.5 50.1%	+13.6% +0.8p	248.3 51.2%	+6.0% -1.2p	519.8 50.7%	+9.9% -0.1p
SG&A (to revenue)	318.8 34.2%	173.9 32.1%	+7.0% -1.4p	164.5 34.0%	+5.3% -0.9p	338.4 33.0%	+6.2% -1.2p
Business profit (to revenue)	154.3 16.6%	97.5 18.0%	+27.7% +2.2p	83.7 17.3%	+7.4% -0.1p	181.3 17.7%	+17.5% +1.1p
Other income, expenses	1.4	0.0	-91.7%	3.0	+446.6%	3.0	+118.6%
Operating profit (to revenue)	155.8 16.7%	97.6 18.0%	+26.4% +2.1p	86.7 17.9%	+10.5% +0.3p	184.4 18.0%	+18.4% +1.3p

UNIQLO Japan: FY2025 Revenue

Same-store sales: +8.1% y/y

- 1H same-store sales: +9.8% y/y. 2H same-store sales: +6.2%
 - 1) Captured actual demand by strategically preparing products better suited to weather conditions and successfully coordinating with marketing launches.
 - 2) Spurred fresh demand by reflecting on-trend silhouettes and designs in our core items, such as sweatpants and straight jeans.
- Continued buoyant sales to visitors to Japan. This element expanded to approx. 9% of total sales.
- FY2025 EC sales: ¥152.3bln (+11.2%, y/y, 14.8% of total sales)

Same-store sales y/y	Yr to Aug.2025											
	1H	Mar.	Apr.	May.	3Q	1Q-3Q	Jun.	Jul.	Aug.	4Q	2H	Full Year
Net sales	+ 9.8%	+ 11.5%	-1.3%	+ 13.1%	+ 7.5%	+ 9.1%	+ 6.4%	+ 2.4%	+ 5.3%	+ 4.7%	+ 6.2%	+ 8.1%
Customer visits	+ 5.3%	+ 9.6%	-1.4%	+ 12.5%	+ 6.8%	+ 5.8%	+ 7.4%	+ 3.7%	+ 5.5%	+ 5.5%	+ 6.2%	+ 5.7%
Customer spend	+ 4.3%	+ 1.7%	+ 0.2%	+ 0.5%	+ 0.6%	+ 3.1%	-0.9%	-1.2%	-0.2%	-0.8%	+ 0.0%	+ 2.2%

UNIQLO Japan: Gross Profit Margin, SG&A Ratio

Gross profit margin contracted: 50.7% (−0.1p y/y)

- 1H: Improved 0.8p y/y
Primarily on improved discounting rates.
- 2H: Contracted by 1.2 p
 - 1) Cost of sales rose due to yen weakening in forward contract rates used for procurement.
 - 2) Discounting rate rose on earlier discount sales of some Spring Summer items.
- Controlled heavy season-end discount sales by discounting poor-selling items early from the March-May quarter onwards.
- 4Q gross profit margin flat y/y on improved cost of sales.

GPM	FY2024 Actual	FY2025	
		Actual	YoY
Full Year	50.8%	50.7%	-0.1p
1H	49.3%	50.1%	+0.8p
2H	52.4%	51.2%	-1.2p
3Q	54.5%	52.4%	-2.1p
4Q	49.9%	49.9%	±0.0p

SG&A ratio improved: 33.3% (−1.2p y/y)

- Store rent and personnel expense component ratios improved on the back of strong sales.
- Personnel expense ratio improved throughout the year. While salaries were increased, productivity per person hour also improved thanks to continued workstyle reforms, more efficient store operations, and expanding sales.

UNIQLO International: FY2025 Overview

Large revenue and profit rises. A record result. Exceeded expectations

- Revenue expanded by roughly 13% and business profit by approx. 12% in local currency terms.
- Strong revenue and profit gains from North America, Europe, South Korea, and Southeast Asia, India & Australia due to 1) rising customer support for core products, 2) effective marketing, 3) quality store openings.
- Continuing on from FY2024, in FY2025 agreed advance pricing arrangements (APA) on transfer prices with tax authorities in some countries resulted in higher royalty rates at some operations which inflated the UNIQLO International SG&A ratio by 0.2p. Strip out this impact and UNIQLO International SG&A ratio improved by 0.1p. This is offset under internal transactions for the Group, so does not impact overall consolidated performance.

Units: Billions of yen	Yr to Aug. 2024	Yr to Aug. 2025					
	Actual	1H Actual	y/y	2H Actual	y/y	Full Year Actual	y/y
Revenue	1,711.8	1,014.1	+14.7%	896.1	+8.2%	1,910.2	+11.6%
Gross profit (to revenue)	958.6 56.0%	560.0 55.2%	+15.0% +0.1p	506.9 56.6%	+7.4% -0.4p	1,066.9 55.9%	+11.3% -0.1p
SG&A (to revenue)	682.6 39.9%	390.4 38.5%	+16.0% +0.4p	371.1 41.4%	+7.3% -0.4p	761.6 39.9%	+11.6% -
Business profit (to revenue)	276.0 16.1%	169.5 16.7%	+13.0% -0.3p	135.7 15.1%	+7.8% -0.1p	305.3 16.0%	+10.6% -0.1p
Other income, expenses	7.3	-1.0	-	5.0	-22.8%	4.0	-45.7%
Operating profit (to revenue)	283.4 16.6%	168.5 16.6%	+11.7% -0.5p	140.7 15.7%	+6.2% -0.3p	309.3 16.2%	+9.1% -0.4p

Exclude forex impact:
Up approx. 13% in
local currency terms

Exclude forex impact:
Up approx. 12% in
local currency terms

Exclude forex impact:
Up approx. 10% in
local currency terms

UNIQLO International: Performance by Region

All regional operations maintained a high profit margin

- The size of the business grew across markets to be roughly equivalent across Greater China markets; the combined South Korea, the Southeast Asia, India & Australia region; and the combined Europe, and North America region.
- Business profit margins improved in South Korea, the Southeast Asia, India & Australia region, and North America.
- The business profit margin in Europe declined slightly on temporary cost increases but still maintained a high level of 14.7%.

Revenue, Business Profit and Operating Profit by Region

Units: Billions of yen	Greater China		South Korea, SE Asia, India & Australia		North America		Europe	
		YoY		YoY		YoY		YoY
Revenue	650.2	-4.0%	619.4	+14.6%	271.1	+24.5%	369.5	+33.6%
Business profit (to revenue)	89.9 13.8%	-12.5% -1.4%	116.9 18.9%	+20.5% +0.9p	44.2 16.3%	+35.1% +1.2p	54.2 14.7%	+23.7% -1.2p
Operating profit (to revenue)	92.6 14.2%	-11.6% -1.3%	116.3 18.8%	+19.2% +0.7p	44.6 16.5%	+28.1% +0.5p	55.4 15.0%	+19.2% -1.8p

Note: The Russia operation is not included in the results for the Europe region due to the suspension of operations in that market.

Greater China markets: Revenue declined and profits dipped sharply. Structural reform of operations is progressing on track

- Slightly below estimates in yen terms. Revenue: ¥650.2bln (−4.0% y/y). Business profit: ¥89.9bln (−12.5% y/y).
- Mainland China market: Revenue declined by roughly 4%, while profit contracted approx. 10% y/y
- 4Q similar to trend through 3Q with revenue down approx. 4% due to lackluster consumer appetite and the fact that the operation was in a transitional business restructuring period. 4Q business profit on a recovery trend, increasing by approx. 11%.
 - ✓ SG&A ratio improved on stronger cost controls; Lower discount rate boosted gross profit margin slightly. Agile production adjustments cut excess stock; Continued efficient inventory management, with much lower end-August stock levels compared to 2024; Operating profit declined. Various income factors recorded in 4Q in FY2024 were recorded in 3Q in FY2025
 - Revenue expanded slightly in August and September. Adoption of new business approaches proceeding on track, which we hope will yield significant benefits over the medium term. FY2025 business profit margin declined slightly. Gross profit margin contracted slightly on higher cost of sales. SG&A ratio increased slightly due to the contraction in sales.
- Hong Kong market: Revenue declined, profit fell sharply. Impacted by product lineup issues and declining customer appetite for apparel.
- Taiwan market: Revenue rose, but profit fell on higher royalty fees. Excluding that impact, profit rose slightly¹³

S. Korea, SE Asia, India & Australia: Large revenue and profit gains

- Large revenue, profit gains. Revenue: ¥619.4bln (+14.6%), business profit: ¥116.9bln (+20.5%) in yen terms. Exceeded expectations
- Higher business profit margin, slight improvements in gross profit margin, and SG&A ratios also contributed.

South Korea: Reported large revenue and profit gains

- Strong performance. Conducted weather-sensitive business throughout the period. Successfully coordinated marketing strategies and related inventory planning and store displays. Strategically posted styling options on social media. Information spread as customers posted new products such as Jersey Barrel Leg Pants and UNIQLO : C sweatpants, creating a great buzz. Leap in number of young customers helped drive strong sales.

Southeast Asia, India & Australia: Reported large revenue and profit gains

- Same-store sales increased on strong sales of HEATTECH, linen shirts, and short-sleeved knitwear, as well as year-round staples such as sweatpants and jeans.
- Thailand, the Philippines, Indonesia, Vietnam, India and Australia reported higher revenue and profit.
- Singapore revenue and profit declined. Malaysia revenue increased but profit contracted y/y.
 - ✓ Singapore: 1H revenue and profit contracted on struggling sales. 2H revenue and profit recovered on renewal of older stores and controlled discount sales; Malaysia: Profit declined on salary increases and higher royalty fees.

North America: Large revenue and profit gains

- Revenue: ¥271.1bln (+24.5%), business profit: ¥44.2bln (+35.1%), business profit margin: 16.3% (+1.2p) (yen terms). Outstripped forecasts

United States: Reported large revenue and profit gains

- Strategic preparation of seamless down, sweatwear, linen, and other core product inventory. Enhanced marketing also contributed to strong sales growth throughout the period.
- Hugely successful newly opened stores in Texas and California and elsewhere. Virtuous cycle forming in which stores become media showcases that help to further expands EC sales. Brand awareness and customer base both continue to expand.
- 4Q performance was also strong, with sharp rises in both revenue and profit. While uncertainty over the impact of additional tariffs and other economic trends lingered, customer support for UNIQLO product prices and the value they offer increased.
- UNIQLO USA full-year business profit margin improved. Business profit margin also rose in 4Q even when the impact of tariffs started to show through. In addition to revising prices and lowing discounting rates, SG&A ratio improved greatly with strict cost controls, absorbing the tariff impact.

Canada: Reported large revenue and profit gains

- Strong sales of core products with strategic marketing, such as sweatwear, T-shirts, and Sports Utility Wear.

Europe: Reports large revenue and profit gains

- Large revenue and profit gains in yen terms. Revenue: ¥369.5bln (+33.6%), business profit: ¥54.2bln (+23.7%).
- Performed roughly to plan.
- Double-digit growth in same-store sales across FY2025. Nine newly opened stores all performing strongly.
- Satisfied customer needs by holding sufficient stock of strong-selling items throughout the period, coordinating with marketing to effectively showcase product value, and incorporating fresh, modern design elements into core products.
- Strong sales of Oxford shirts, straight jeans, sweatwear, cashmere products, and other items.
- FY2025 business profit margin: 14.7% (−1.2p).

Due to higher costs caused by temporary disruption to distribution operation associated with the launch of our newly constructed automated warehouse. 4Q business profit margin improved 0.4p in 4Q once that disruption was resolved.

GU: FY2025 Performance

Revenue rises but profit dips sharply. Falls short of expectations

- Same-store sales flat y/y. Failed to optimize sales due to a lack of hit products that captured mass fashion trends and shortages of strong-selling items.
- FY2025 business profit declined after higher personnel expenses associated with salary increases and higher costs associated with the opening of the GU USA store resulted in a higher SG&A ratio.

Units: Billions of yen	Yr to Aug. 2024	Yr to Aug. 2025					
	Actual	1H Actual	y/y	2H Actual	y/y	Full Year Actual	y/y
Revenue	319.1	165.8	+3.9%	164.8	+3.3%	330.7	+3.6%
Gross profit (to revenue)	156.4 49.0%	80.1 48.3%	+3.5% -0.2p	81.1 49.2%	+2.7% -0.3p	161.2 48.8%	+3.1% -0.2p
SG&A (to revenue)	123.9 38.8%	66.9 40.4%	+7.5% +1.4p	65.9 40.0%	+6.9% +1.4p	132.8 40.2%	+7.2% +1.4p
Business profit (to revenue)	32.4 10.2%	13.1 7.9%	-13.3% -1.6p	15.2 9.2%	-12.1% -1.7p	28.3 8.6%	-12.6% -1.6p
Other income, expenses	1.2	0.7	+299.0%	1.3	+32.2%	2.1	+74.3%
Operating profit (to revenue)	33.7 10.6%	13.9 8.4%	-9.3% -1.2p	16.5 10.1%	-9.6% -1.4p	30.5 9.2%	-9.5% -1.4p

Global Brands: FY2025 Performance

Revenue declined but business profit increased. Fell short of plan

- Revenue fell on sluggish Theory sales. Business profit rose on halving of Comptoir des Cotonniers losses.
- Reported a ¥0.9bln operating loss following the recording of ¥3.9bln impairment and other losses associated with Comptoir des Cotonniers restructuring.

Theory: Revenue and profit declined. Core product sales struggled on insufficient capturing of mass trends and customer needs. Consumer appetite in the Mainland China market continued to be sluggish.

PLST: Reported large revenue and profit gains. Same-store sales increased on strong sales of wide pants, sheer sweaters, Chambray Wrap Pants, and other items. SG&A ratio and business profit margin improved due to stronger cost controls.

Comptoir des Cotonniers: Revenue fell, but losses recorded under business loss halved. Strong sales of joint UNIQLO/Comptoir des Cotonniers products and higher licence income from UNIQLO helped improve the gross profit margin. SG&A ratio improved on stronger cost controls and store consolidation.

- Operating loss expanded on the recording of ¥3.9bln impairment loss associated with restructuring.

Units: Billions of yen	Yr to Aug. 2024	Yr to Aug. 2025					
	Actual	1H Actual	y/y	2H Actual	y/y	Full Year Actual	y/y
Revenue	138.8	67.7	-2.3%	63.7	-8.2%	131.5	-5.3%
Business profit	0.1	1.1	-	1.5	-18.3%	2.6	-
(to revenue)	0.1%	1.7%	-	2.4%	-0.3p	2.0%	+1.9p
Other income, expenses	0.5	-0.1	-	-3.4	-	-3.6	-
Operating profit	0.6	0.9	-	-1.8	-	-0.9	-
(to revenue)	0.5%	1.4%	-	-	-	-	-

Group: Balance Sheet (End August 2025)

Units: Billions of yen	End Aug. 2024	End Aug. 2025	Change
Total Assets	3,587.5	3,859.3	+271.7
Current Assets	2,363.2	2,527.8	+164.5
Non-Current Assets	1,224.2	1,331.5	+107.2
Total Liabilities	1,519.3	1,531.8	+12.5
Total Equity	2,068.2	2,327.5	+259.2

Group: B/S Main Points v. End Aug. 2025

Total equity: +¥271.7bln (Total equity of ¥3.5875trln → ¥3.8593trln)

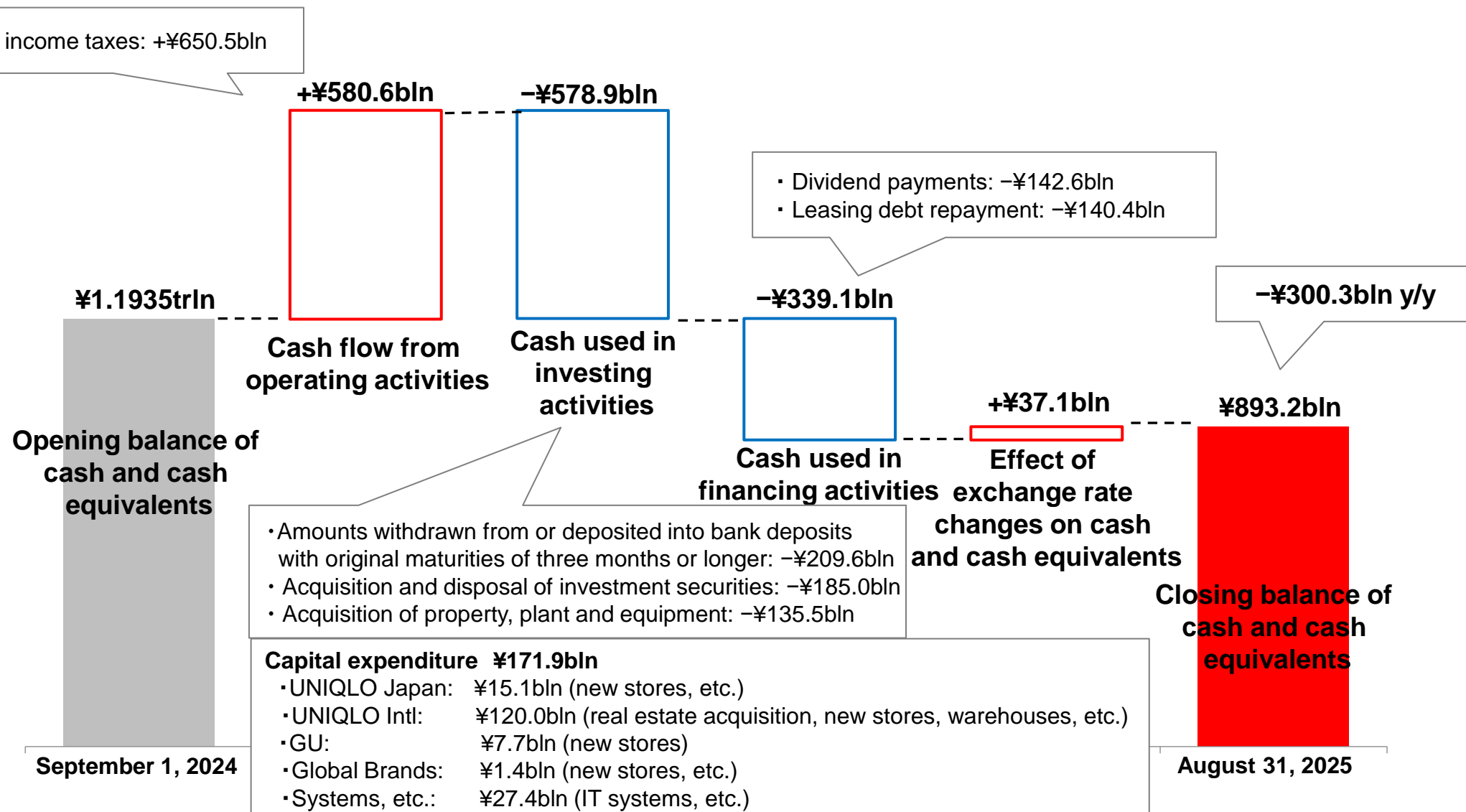
- Cash and cash equivalents: -¥300.3bln (¥1.1935trln ⇒ ¥893.2bln). Declined as cash holdings were used for highly secure investments, such as bank deposits with original maturities of three months or longer to maturity, and investment securities
- Other financial assets (short & long term): +¥405.2bln (¥806.8bln⇒¥1.2121trln);
- Inventory assets: +¥36.4bln (¥474.4bln ⇒ ¥510.9bln)
 - ✓ UNIQLO Japan: +¥21.3bln. Increased on strategic boosting of year-round items. No problem with period-end inventory level; UNIQLO Int'l: +¥17.3bln. Inventory assets increased as operations continued to expand primarily in North America, Europe, and Southeast Asia; GU: +¥2.0bln; Global Brands: -¥4.3bln
- Property, plant and equipment and right-of-use assets: +¥147.0bln (¥662.4bln ⇒ ¥809.4bln)
Due to the purchase of real estate associated with the UNIQLO Fifth Avenue store and the UNIQLO Gran Via store in Spain, new store openings and investment in automated warehouses

Total liabilities: +¥12.5bln (¥1.5193trln→¥1.5318trln)

- Lease liabilities: +¥35.4bln (¥478.0bln⇒¥513.5bln)

Due to proactive investment in the opening of new stores and automated warehouses primarily in Europe and the United States

Group: FY2025 Cash Flow



Applying IFRS 16 increased cash flow from operating activities by approx. ¥130.0bln and increased cash used in financing activities by the same amount. This change had no impact on final cash flow figure.

Group: FY2026 Estimates

Anticipating another record performance

- Revenue: ¥3.7500 trln (+10.3%), business profit: ¥610.0bln (+10.7%).
- Expect to record ¥50.0bln under finance income net of costs. Expect to see same level as previous year in terms of interest income and expenses associated with bond management, etc.
- At this stage, do not expect to record any foreign exchange gains based on a period-start exchange rate of 1USD=146.9JPY.

Units: Billions of yen	Yr to Aug.2025	Yr to Aug.2026	
	Actual	Estimates (as of Apr.10)	y/y
Revenue	3,400.5	3,750.0	+10.3%
Business profit (to revenue)	551.1 16.2%	610.0 16.3%	+10.7% +0.1p
Other income, expenses	13.1	-	-
Operating profit (to revenue)	564.2 16.6%	610.0 16.3%	+8.1% -0.3p
Finance income, costs	86.3	50.0	-42.1%
Profit before income taxes (to revenue)	650.5 19.1%	660.0 17.6%	+1.4% -1.5p
Profit attributable to owners of the parent (to revenue)	433.0 12.7%	435.0 11.6%	+0.5% -1.1p

- Assumes similar interest income to FY2024
- Foreign exchange gains (losses) based on end-August rate (1USD=146.9JPY)

UNIQLO Int'l.: Expect large revenue and profit gain in 1H, 2H, and FY2026

• All estimates are in local currency terms.

Greater China markets:

- Expected to generate higher revenue and profit in 1H, 2H, and FY2026.
 - ✓ Aim to return Mainland China market to a growth path by promoting restructuring and new business approaches. That market is forecast to generate higher revenue and profit in 1H, 2H, and FY2026. FY2026 business profit margin also predicted to improve.
 - ✓ Hong Kong and Taiwan markets forecast to generate higher full-year revenue and profit.

South Korea: Expected to generate large revenue and profit gains in 1H, 2H, and FY2026.

Southeast Asia, India & Australia:

- Expected to generate large revenue and profit gains in FY2026.
- 1H: Revenue expected to expand sharply. However, only expect single-digit growth in operating profit due to a slight contraction in the gross profit margin caused by strategic price revisions, and a slight increase in the SG&A ratio caused by higher royalty fees.
- 2H: Expect to achieve significantly higher revenue and profit.

UNIQLO Int'l: Expect large revenue and profit gain in 1H, 2H, and FY2026

North America:

- Expect to achieve significant full-year revenue and profit gains on continued strong operational expansion. Predict a full-year business profit margin of approximately 15%.
- Intend to enhance branding, continue with structural reforms, and further strengthen our corporate competitiveness, while also offsetting the impact of additional tariffs by revising the prices of some products, improving discounting rates through more refined sales planning, and implementing cost-cutting drives.
- Impact of additional tariffs expected to be slightly larger in 1H, so expecting large revenue gain but only single-digit business profit growth in 1H, followed by large revenue and profit gains in 2H.

Europe:

- Plan to achieve considerably higher full-year revenue and profit and maintain the operation's high growth.
- 1H: Expect significant revenue growth and single-digit business profit growth on the back of a temporary increase in distribution costs because we are currently operating multiple warehouses, following the launch of automated warehousing in spring 2025.
- 2H: Expect sharp increases in both revenue and profit as the multi-warehouse framework is eliminated.
- Expect the FY2026 SG&A ratio to improve and the FY2026 business profit margin to increase slightly.

FY2026 Estimates by Group Operation (3)

UNIQLO Japan: Expect slight revenue rise and steady business profit

- Expect revenue to increase slightly and business profit to hold steady y/y in 1H, 2H, and FY2026.
- Forecast approximately 3% growth in same-store sales.
- Expect FY2026 gross profit margin to contract slightly, but plan to maintain the margin around 50%. The SG&A ratio is expected to come in roughly flat.
- Costs are expected to increase, from procurement costs inflated by a weaker yen to higher personnel and distribution costs. Aim to maintain an operating profit margin of 15% or higher by creating products that our customers support and enhancing value-focused marketing, while also setting appropriate pricing, improving discounting rates and productivity, and pursuing low-cost management.

GU: Expect higher revenue and profit in 1H, 2H, and FY2026

- Aim to generate a recovery in performance in FY2026 by pursuing further operational reforms.
- Will refine our products and styling, while also improving the quality of GU operations by making salesfloor experience smoother, improving the accuracy of volume and sales plans, and reducing product shortages or oversupply.
- Enhance business platforms to transform GU into a competitive brand on the global stage.

FY2026 Estimates by Group Operation (4)

Global Brands: Expect revenue gain and large rise in profits in FY2026

- Expect to improve segment performance by reestablishing all brand positions and pursuing further structural and operational reforms.
- Theory: Expect FY2026 revenue and profit to increase.
 - ✓ 1H: Expect revenue to decline on closure of EC outlet site, but business profit to increase
 - ✓ 2H: Predict year-on-year increases in both revenue and profit
 - ✓ Aim to reestablish brand position by enhancing branding, core product development, and marketing.
- PLST: Forecast large revenue and profit gains.
 - ✓ Revise branding, marketing, and product development to establish a new position as our medium-priced LifeWear brand.
 - ✓ Leverage digital consumer retailing industry platforms to enhance commercial operations
- Comptoir des Cotonniers: Plan to achieve higher revenue and expect a significant reduction in business losses in FY2026.
 - ✓ Pursue further structural reforms by concentrating the store network in major cities and selling Comptoir des Cotonniers and Princesse tam.tam products in the same stores.

FY2026 Dividend Estimates

Scheduled FY2025 dividend: ¥500

Expected FY2026 dividend: ¥520

	Interim	Yr-end	Annual
Year to Aug. 2024	175 yen	225 yen	400 yen
Year to Aug. 2025 (E) (as of Jul.10)	240 yen	240 yen	480 yen
Year to Aug. 2025 (E) (as of Oct.9) *	240 yen	260 yen	500 yen
Year to Aug. 2026 (E) (as of Oct.9) *	260 yen	260 yen	520 yen
y/y	+20 yen	-	+20 yen

*1 The final decision on the FY2025 year-end dividend will be made at the board meeting scheduled to be held on November 6, 2025.

*2 The dividend may be adjusted in the event of large fluctuations in business performance or demand for funds.

Reference: Group Company Store Numbers (1)

Units: Stores	FY2024 Yr-end	FY2025 4Q Result (Sep. - Aug.)				FY2026 Estimates (Sep. - Aug.)			
		Open	Close	Change	End Aug.	Open	Close	Change	End Aug.
UNIQLO Operations	2,495	154	130	+24	2,519	140	100	+40	2,559
UNIQLO Japan*	797	32	35	-3	794	20	20	0	794
Own stores	787	31	34	-3	784	-	-	-	-
Franchise stores	10	1	1	0	10	-	-	-	-
UNIQLO International	1,698	122	95	+27	1,725	120	80	+40	1,765
Greater China	1,032	44	68	-24	1,008	45	-	-	-
Mainland China	926	35	59	-24	902	-	-	-	-
Hong Kong	34	4	3	+1	35	-	-	-	-
Taiwan	72	5	6	-1	71	-	-	-	-
Korea	126	14	8	+6	132	10	-	-	-
S/SE Asia & Oceania	380	32	15	+17	397	25	-	-	-
Singapore	30	1	2	-1	29	-	-	-	-
Malaysia	58	7	6	+1	59	-	-	-	-
Thailand	68	3	1	+2	70	-	-	-	-
The Philippines	76	4	3	+1	77	-	-	-	-
Indonesia	72	7	2	+5	77	-	-	-	-
Australia	38	2	0	+2	40	-	-	-	-
Vietnam	25	4	0	+4	29	-	-	-	-
India	13	4	1	+3	16	-	-	-	-

(continued on next slide)

Note 1: Excludes Mina (Commercial Facility Business) and pop-up stores.

Note 2: Comptoir des Cotonniers (CDC) and Princesse tam.tam (PTT) store numbers are counted together due to consolidation of stores.

* Includes franchise stores

Reference: Group Company Store Numbers (2)

Units: Stores	FY2024 Yr-end	FY2025 4Q Result (Sep. - Aug.)				FY2026 Estimates (Sep. - Aug.)			
		Open	Close	Change	End Aug.	Open	Close	Change	End Aug.
UNIQLO International									
North America	84	23	1	+22	106	25	-	-	-
USA	61	15	1	+14	75	-	-	-	-
Canada	23	8	0	+8	31	-	-	-	-
Europe	76	9	3	+6	82	15	-	-	-
UK	19	2	0	+2	21	-	-	-	-
France	28	0	1	-1	27	-	-	-	-
Germany	10	0	1	-1	9	-	-	-	-
Belgium	3	0	1	-1	2	-	-	-	-
Spain	6	1	0	+1	7	-	-	-	-
Sweden	3	0	0	0	3	-	-	-	-
The Netherlands	2	3	0	+3	5	-	-	-	-
Denmark	1	1	0	+1	2	-	-	-	-
Italy	3	1	0	+1	4	-	-	-	-
Luxembourg	1	0	0	0	1	-	-	-	-
Poland	0	1	0	+1	1	-	-	-	-
GU	472	39	25	+14	486	15	12	+3	489
Global Brands	628	46	109	-63	565	16	35	-19	546
Theory*	442	20	36	-16	426	-	-	-	-
PLST	40	6	5	+1	41	-	-	-	-
CDC/PTT*	146	20	68	-48	98	-	-	-	-
Total	3,595	239	264	-25	3,570	171	147	+24	3,594

Note 1: Excludes Mina (Commercial Facility Business) and pop-up stores.

Note 2: Comptoir des Cotonniers (CDC) and Princesse tam.tam (PTT) store numbers are counted together due to consolidation of stores.

* Includes franchise stores

Reference: Foreign Exchange Rates

Exchange Rates Used in Consolidated Accounts

unit : yen		1USD	1EUR	1GBP	1RMB	100KRW
FY 2024	Full-year 12-month average	150.9	163.1	190.3	20.8	11.2
FY 2025	Full-year 12-month average	148.7	162.9	193.9	20.6	10.6
FY 2026 (E)	Full-year 12-month average	148.0	172.0	198.0	20.8	10.7

Exchange Rates Used on Balance Sheet

unit : yen		1USD	1EUR	1GBP	1RMB	100KRW
FY 2024	Term end exchange rate	144.9	160.5	190.8	20.4	10.9
FY 2025	Term end exchange rate	146.9	171.4	198.5	20.6	10.6
FY 2026 (E)	Term end exchange rate	146.9	171.4	198.5	20.6	10.6

Reference: Capex, Depreciation

Capex and Depreciation

Units: Billions of yen		Capex						Depreciation
		UNIQLO Japan	UNIQLO Intl.	GU	Global Brands	Systems, etc	Total	
FY2023	Full-year 12 months	23.6	33.3	8.7	1.8	34.4	102.0	186.8
FY2024	Full-year 12 months	12.0	57.6	6.7	1.6	33.9	112.1	204.3
FY2025	Full-year 12 months	15.1	120.0	7.7	1.4	27.4	171.9	216.4
FY2026 (E)	Full-year 12 months	7.5	82.4	4.3	1.6	30.4	126.3	256.9