July 9, 2026

FAST RETAILING Results for September 2025 to May 2026, and Estimates for FY2026

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FAST RETAILING

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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 is used as the measure for illustrating business profitability in Fast Retailing Co., Ltd. corporate results announcements.

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: FY2026 Third Quarter Results

Large revenue and profit gains. Performance outstrips forecasts

・Both revenue and business profit came in higher than expected due to strong performances from UNIQLO Japan and UNIQLO International.

Units: Billions of yen	Nine months to May 2026 (Sep. 2025 - May 2026)			Three months to May 2026 (Mar. 2026 - May 2026)		
	Actual	Prev. yr	y/y	Actual	Prev. yr	y/y
Revenue	**3,065.1**	2,616.7	+17.1%	**1,009.9**	826.5	+22.2%
Gross profit	**1,683.6**	1,408.5	+19.5%	**572.0**	453.7	+26.1%
(to revenue)	**54.9%**	53.8%	+1.1p	**56.6%**	54.9%	+1.7p
SG&A	**1,090.8**	964.9	+13.0%	**366.2**	311.8	+17.5%
(to revenue)	**35.6%**	36.9%	-1.3p	**36.3%**	37.7%	-1.4p
Business profit	**592.7**	443.5	+33.6%	**205.7**	141.8	+45.0%
(to revenue)	**19.3%**	17.0%	+2.3p	**20.4%**	17.2%	+3.2p
Other income, expenses	**21.6**	7.4	+192.7%	**7.9**	4.8	+64.0%
Operating profit	**614.3**	450.9	+36.2%	**213.7**	146.7	+45.7%
(to revenue)	**20.0%**	17.2%	+2.8p	**21.2%**	17.8%	+3.4p
Finance income, costs	**43.8**	69.5	-37.0%	**15.7**	10.0	+56.4%
Profit before income taxes	**658.2**	520.5	+26.5%	**229.4**	156.7	+46.3%
(to revenue)	**21.5%**	19.9%	+1.6p	**22.7%**	19.0%	+3.7p
Profit attributable to owners of the parent	**426.0**	339.0	+25.6%	**146.7**	105.5	+39.1%
(to revenue)	**13.9%**	13.0%	+0.9p	**14.5%**	12.8%	+1.7p

Group: FY2026 3Q Highlights (March-May 2026)

- Q3 consolidated results: large revenue and business profit gains.
- UNIQLO revenue and profit rose in all regions, very strong results.
- Conducted successful business that addressed changing customer lifestyles and temperatures by continuing to offer year-round items with updated materials and silhouettes and Summer items that can be worn in many different situations.
- The opening of multiple stores showcasing the UNIQLO brand in quick succession primarily in Europe and the US further enhanced global brand power and generated strong performances.
- GU revenue rise and sharp profit gain. Steady progress made on the development of items that captured mass fashion trends, improving operational accuracy, and other business structure reforms.

Group: FY2026 1Q-3Q Business Profit

Revenue ¥2.6167trln → ¥3.0651trln

	1Q - 3Q	3Q
Group	+¥448.4bln	+¥183.4bln
UQ Japan	+¥66.2bln	+¥26.0bln
UQ Intl.	+¥376.8bln	+¥149.6bln
GU	+¥9.3bln	+¥6.7bln
GB	-¥4.2bln	+¥0.8bln

Foreign exchange impact

	1Q - 3Q	3Q
Group	+3.7%	+6.6%
USD	+3.5%	+7.8%
RMB	+6.7%	+14.2%
EUR	+12.1%	+15.7%
KRW	+0.8%	+5.4%

Gross profit margin 53.8%→54.9%

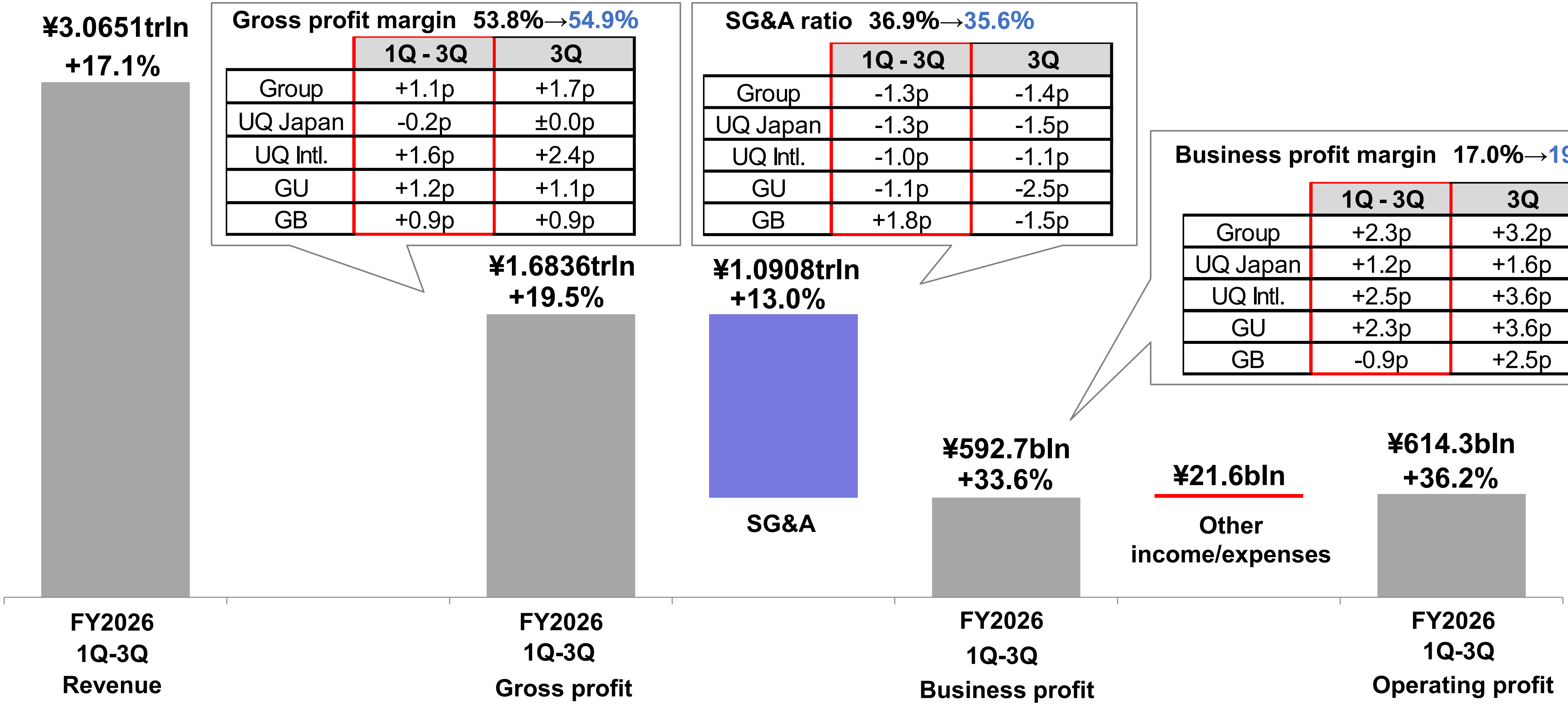
	1Q - 3Q	3Q
Group	+1.1p	+1.7p
UQ Japan	-0.2p	±0.0p
UQ Intl.	+1.6p	+2.4p
GU	+1.2p	+1.1p
GB	+0.9p	+0.9p

SG&A ratio 36.9%→35.6%

	1Q - 3Q	3Q
Group	-1.3p	-1.4p
UQ Japan	-1.3p	-1.5p
UQ Intl.	-1.0p	-1.1p
GU	-1.1p	-2.5p
GB	+1.8p	-1.5p

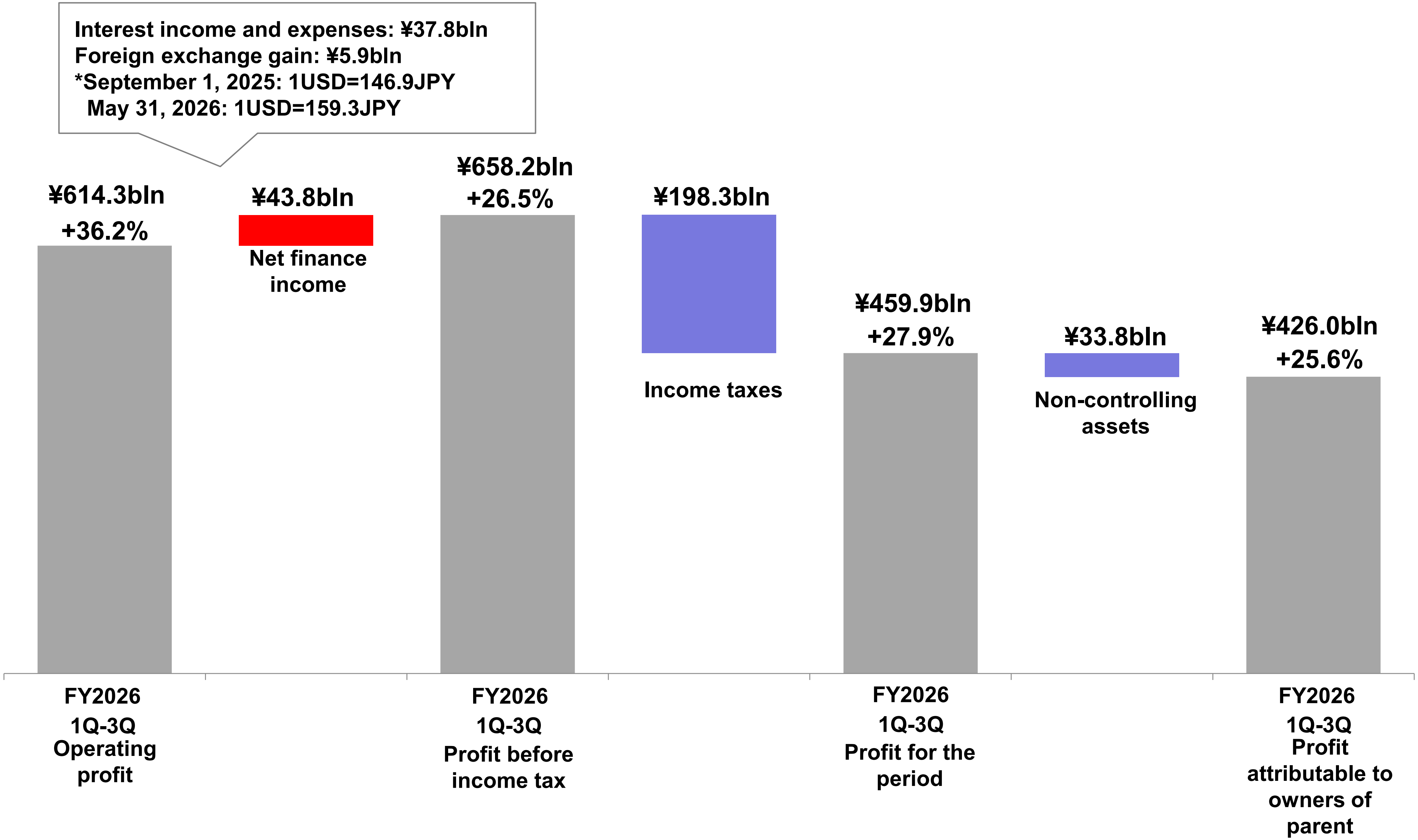
Business profit margin 17.0%→19.3%

	1Q - 3Q	3Q
Group	+2.3p	+3.2p
UQ Japan	+1.2p	+1.6p
UQ Intl.	+2.5p	+3.6p
GU	+2.3p	+3.6p
GB	-0.9p	+2.5p



Group: FY2026 1Q-3Q

Profit Attributable to Owners of the Parent



1Q-3Q Breakdown by Group Operation

Units: Billions of yen		Nine months to May 2026 (Sep. 2025 - May 2026)			Three months to May 2026 (Mar. 2026 - May 2026)		
		Actual	Prev. yr	y/y	Actual	Prev. yr	y/y
UNIQLO Japan	Revenue	**867.6**	801.4	+8.3%	**285.9**	259.8	+10.0%
	Business profit	**172.9**	150.2	+15.1%	**62.2**	52.6	+18.3%
	(to revenue)	19.9%	18.7%	+1.2p	21.8%	20.2%	+1.6p
	Other income, expenses	**0.3**	0.3	+3.4%	**-0.3**	0.3	-
	Operating profit	**173.3**	150.6	+15.1%	**61.9**	52.9	+16.9%
	(to revenue)	20.0%	18.8%	+1.2p	21.6%	20.4%	+1.2p
UNIQLO International	Revenue	**1,834.0**	1,457.1	+25.9%	**592.6**	442.9	+33.8%
	Business profit	**345.3**	237.5	+45.4%	**112.3**	67.9	+65.2%
	(to revenue)	18.8%	16.3%	+2.5p	18.9%	15.3%	+3.6p
	Other income, expenses	**6.5**	3.1	+112.2%	**5.4**	4.1	+33.4%
	Operating profit	**351.9**	240.6	+46.2%	**117.8**	72.1	+63.4%
	(to revenue)	19.2%	16.5%	+2.7p	19.9%	16.3%	＋3.6p
GU	Revenue	**265.6**	256.2	+3.7%	**97.1**	90.4	+7.5%
	Business profit	**32.1**	25.1	+28.0%	**16.3**	11.9	+36.7%
	(to revenue)	12.1%	9.8%	+2.3p	16.8%	13.2%	+3.6p
	Other income, expenses	**1.0**	1.2	-13.1%	**0.3**	0.4	-15.3%
	Operating profit	**33.2**	26.3	+26.1%	**16.7**	12.4	+34.8%
	(to revenue)	12.5%	10.3%	+2.2p	17.2%	13.7%	+3.5p
Global Brands	Revenue	**96.3**	100.5	-4.2%	**33.6**	32.7	+2.5%
	Business profit	**1.9**	2.9	-33.4%	**2.6**	1.8	+48.3%
	(to revenue)	2.0%	2.9%	-0.9p	8.0%	5.5%	+2.5p
	Other income, expenses	**1.0**	-0.0	-	**0.5**	0.0	+405.2%
	Operating profit	**3.0**	2.8	+5.2%	**3.1**	1.9	+66.7%
	(to revenue)	3.1%	2.8%	+0.3p	9.5%	5.8%	+3.7p

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: 3Q Overview (March to May)

Large revenue and profit gains. Performance outstrips forecasts

- Strong 3Q sales of functional items that addressed changing temperatures, such as on-trend silhouette bottoms, UV Protection Parkas, and Easy Pants.
- Buoyant Golden Week and Thank You Festival sales.
- SG&A ratio improved on strong sales and continued productivity improvements, resulting in large profit gain.

Units: Billions of yen	Nine months to May 2026 (Sep. 2025 - May 2026)			Three months to May 2026 (Mar. 2026 - May 2026)		
	Actual	Prev. yr	y/y	Actual	Prev. yr	y/y
Revenue	**867.6**	801.4	+8.3%	**285.9**	259.8	+10.0%
Gross profit	**439.9**	407.6	+7.9%	**149.7**	136.0	+10.0%
(to revenue)	50.7%	50.9%	-0.2p	52.4%	52.4%	±0.0p
SG&A	**267.0**	257.4	+3.7%	**87.4**	83.4	+4.8%
(to revenue)	30.8%	32.1%	-1.3p	30.6%	32.1%	-1.5p
Business profit	**172.9**	150.2	+15.1%	**62.2**	52.6	+18.3%
(to revenue)	19.9%	18.7%	+1.2p	21.8%	20.2%	+1.6p
Other income, expenses	**0.3**	0.3	+3.4%	**-0.3**	0.3	-
Operating profit	**173.3**	150.6	+15.1%	**61.9**	52.9	+16.9%
(to revenue)	20.0%	18.8%	+1.2p	21.6%	20.4%	+1.2p

UNIQLO Japan: 3Q Revenue

Same-store sales: +9.9%

- Strong sales of year-round items such as cardigans and long-sleeve T-shirts due to varying temperatures in March and April. Baggy Barrel Leg Jeans, barrel pants, and other on-trend bottoms also drove sales.
- In May, product launches coincided perfectly with the onset of hotter weather, resulting in strong sales of Ultra Stretch Active Pants and other Easy Pants that can be worn inside or outside, as well as T-shirts, UV Protection ranges, and other core Summer items.
- Large increase in sales to overseas visitors: expanding to approx. 11% of total sales.
- E-commerce sales: ¥43.0bln (+9.5% y/y, 15.1% of total sales).
- June same-store sales: Large 14.1% y/y decline. Persistently cool temperatures and unseasonable weather events such as typhoons dampened demand for Summer items, especially in the latter half of the month.

Same-store sales y/y	Yr to Aug.2026						
	1H	Mar.	Apr.	May.	3Q	1Q-3Q	Jun.
Net sales	**+6.5%**	+9.2%	+10.2%	+10.1%	**+9.9%**	**+7.6%**	-14.1%
Customer visits	**+1.0%**	+4.5%	+6.9%	+8.4%	**+6.9%**	**+2.9%**	-15.0%
Customer spend	**+5.4%**	+4.5%	+3.1%	+1.6%	**+2.9%**	**+4.5%**	+1.1%

UNIQLO Japan: 3Q Gross Profit Margin, SG&A Ratio

Gross profit margin: 52.4% (±0.0p y/y)

- While cost of sales declined slightly, discounting rates increased slightly on more strategic sales promotions during the Golden Week and Thank You Festival sales.
- Cost of sales ratio declined slightly due to the comparatively high yen rates on the forward exchange contracts that had been secured for procurement during the 3Q. Cost of sales ratio expected to rise for 2H overall.

SG&A ratio: 30.6% (−1.5p y/y)

- Personnel and store rent cost ratios improved on the increase in sales.
- Personnel cost ratio improved due to continued in-store operational efficiencies and further improvements in productivity per person hour.

UNIQLO International: 3Q Overview

Large revenue and profit gains. Performance outstrips forecasts

- All regions reported improved business profit margins. As a result, the business profit margin for the UNIQLO International segment as a whole expanded by 3.6p to 18.9%.
- UNIQLO operations in S. Korea, the SE Asia, India and Australia region, N. America, and Europe reported higher-than-expected, large revenue and profit gains. The Greater China region generated higher revenue and double-digit profit growth as expected.
- The constant stream of exciting news including the opening of stores that showcase the LifeWear concept and ongoing updates to core products helped generate strong results.

Units: Billions of yen	Nine months to May 2026 (Sep. 2025 - May 2026)			Three months to May 2026 (Mar. 2026 - May 2026)		
	Actual	Prev. yr	y/y	Actual	Prev. yr	y/y
Revenue	**1,834.0**	1,457.1	+25.9%	**592.6**	442.9	+33.8%
Gross profit	**1,048.6**	810.6	+29.4%	**349.7**	250.6	+39.5%
(to revenue)	57.2%	55.6%	+1.6p	59.0%	56.6%	+2.4p
SG&A	**703.2**	573.1	+22.7%	**237.4**	182.6	+30.0%
(to revenue)	38.3%	39.3%	-1.0p	40.1%	41.2%	-1.1p
Business profit	**345.3**	237.5	+45.4%	**112.3**	67.9	+65.2%
(to revenue)	18.8%	16.3%	+2.5p	18.9%	15.3%	+3.6p
Other income, expenses	**6.5**	3.1	+112.2%	**5.4**	4.1	+33.4%
Operating profit	**351.9**	240.6	+46.2%	**117.8**	72.1	+63.4%
(to revenue)	19.2%	16.5%	+2.7p	19.9%	16.3%	+3.6p

Exclude forex impact:
Up approx. 20% in local currency terms

Royalty rates at some operations rose due to agreed advance pricing arrangements (APA) on transfer prices. As a result, the UNIQLO International SG&A ratio rose by 0.4p. Does not impact overall consolidated performance.

Exclude forex impact:
Up approx. 48% in local currency terms

Exclude forex impact:
Up approx. 47% in local currency terms

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UNIQLO International: 3Q by Region (1)

Local currency terms

Greater China: Revenue increase, double-digit profit growth

Mainland China market: Revenue increases, generates double-digit profit growth

・Same-store sales increased. Strong sales of Easy Pants, UV Protection, UT, and other ranges thanks to enhanced marketing and buoyant demand for Summer ranges in May when temperatures rose.

・Double-digit growth in e-commerce sales.

・Improved business profit margin.

- ✓ Gross profit margin: Improved after flexible control of orders lowered discounting rates.
- ✓ SG&A ratio: Improved after the closure of unprofitable stores reduced fixed costs and greater store operation efficiencies improved the personnel cost ratio

Hong Kong and Taiwan markets: Revenue and profits both increase

・Strong sales of items that captured customer demand, such as Mini T-shirts and Baggy Barrel Leg Jeans.

・The gross profit margin improved on strictly controlled discount sales, which helped boost profits.

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UNIQLO International: 3Q by Region (2)

Local currency terms

South Korea: Double-digit revenue and profit growth

- Achieved double-digit same-store sales growth.
- Women's wear continues to sell well. Sales of men's and kids' items exceeded plan after generating buzz on social media.
- Strong sales of Jersey Barrel Leg Pants, Baggy Barrel Leg Jeans, sweatpants, and Pocketable Parkas.
- The business profit margin rose following improvements in both the gross profit margin and SG&A ratio.

SE Asia, India, and Australia: Double-digit revenue and profit growth

- Sales of UV Protection Parkas, T-shirts, and other Summer items as well as jeans, sweatpants, and other year-round products contributed to the rise in revenue.
- Double-digit growth in May same-store sales. Thank You Festival sales also proved strong.
- The business profit margin rose following improvements in both the gross profit margin and SG&A ratio.
- Nearly all markets generated double-digit revenue and profit growth, with same-store sales increasing.
- Even though the Philippines and Thailand reported double-digit revenue and profit growth, those results were slightly lower than forecast. This was due to restrictions on movement caused by energy issues including recommendations to stay and home and reduced shopping mall operating hours, which impacted consumer behavior. However, the impact on SE Asia, India, and Australia overall performance was marginal.

Local currency terms

UNIQLO International: 3Q by Region (3)

North America: Double-digit revenue and profit growth

・A strong performance with both the USA and Canada reporting double-digit revenue and profit growth.

USA:

・Successful continuous communication of store and product news also propelled double-digit same-store sales growth.

・Opened six new stores in New York, Chicago, and Boston, with all stores generating strong sales.

・On the product front, the communication of new value and information primarily relating to bottoms, including Barrel Pants, Easy Pants, and others that can be worn in multiple situations, generated not only strong sales of bottoms, but also of matching tops.

・The business profit margin improved after lower discounting rates improved the gross profit margin.

・The SG&A ratio rose on increased advertising and promotion spend associated with new store openings and expenses relating to UNIQLO's partnership with the Los Angeles Dodgers.

Canada:

・Recorded double-digit same-store sales growth on strong sales of casual outerwear, jeans, and other year-round products as well as Easy Pants, shorts, and other Summer bottoms.

・The business profit margin improved on improvements in both the gross profit margin and SG&A ratio.

UNIQLO International: 3Q by Region (4)

Local currency terms

Europe: Double-digit revenue and profit growth

- Generated double-digit growth in same-store sales.
- Strong sales of sweatpants, jeans, shirts, casual outerwear, and other year-round products that incorporated new on-trend designs and silhouettes. Linen shirts, short-sleeve knitwear, and other Summer products also contributed to the rise in revenue after temperatures started to rise from the latter half of May.
- Opened four stores in 3Q, with each generating a higher-than-anticipated performance.
- The business profit margin improved on the back of an improved gross profit margin and SG&A ratio.
  - ✓ Gross profit margin: Improved after greater control over inventory helped restrict discount sales.
  - ✓ SG&A ratio: Improved primarily on a better distribution cost ratio. In 3Q 2025, the distribution cost ratio increased due to the temporary operation of several overlapping warehouses when launching the automated warehouse. In 3Q 2026, we eliminated the multiple warehouse operation framework and distribution operational efficiency improved.

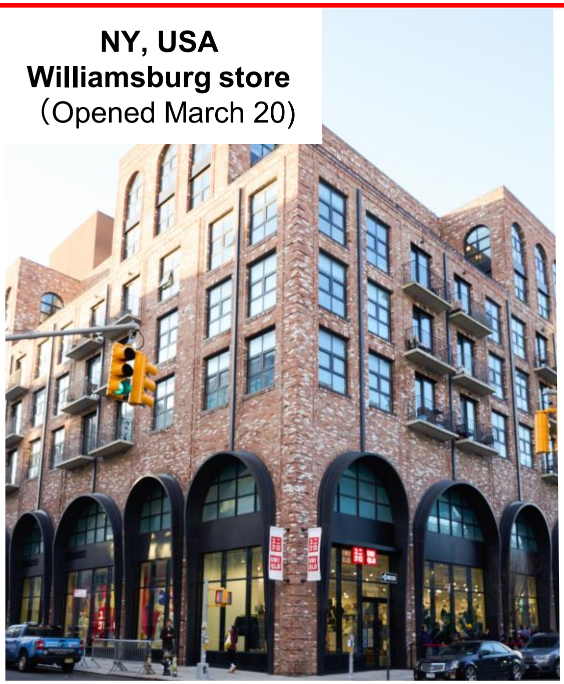
Items with Fresh Silhouettes and Items Adapted to Varying Weather Capture Demand

- Raised the sales level for year-round items such as sweatshirts/pants and jeans.
- Strong sales of Summer products that incorporated new silhouettes. Increased sales of culottes, jorts, and other bottoms that captured the latest trends also drove sales of short-length tops to complete the look.
- Greater demand for functional products that addressed changing weather. Products including Linen Blend Easy Pants, Ultra Stretch Active Wide Pants, and UV Protection Parkas, which are also comfortable to wear in hotter seasons and can be worn in a wide range of situations, captured customer needs.

A Wave of Iconic Stores Opening Worldwide!

Flagship stpre
Chicago, USA
Michigan Avenue store
(Opened March 27)

NY, USA
Williamsburg store
(Opened March 20)



NY, USA
Union Square store
(Opened April 3)

NY, USA
Bryant Park on 5th Avenue store
(Opened March 6)

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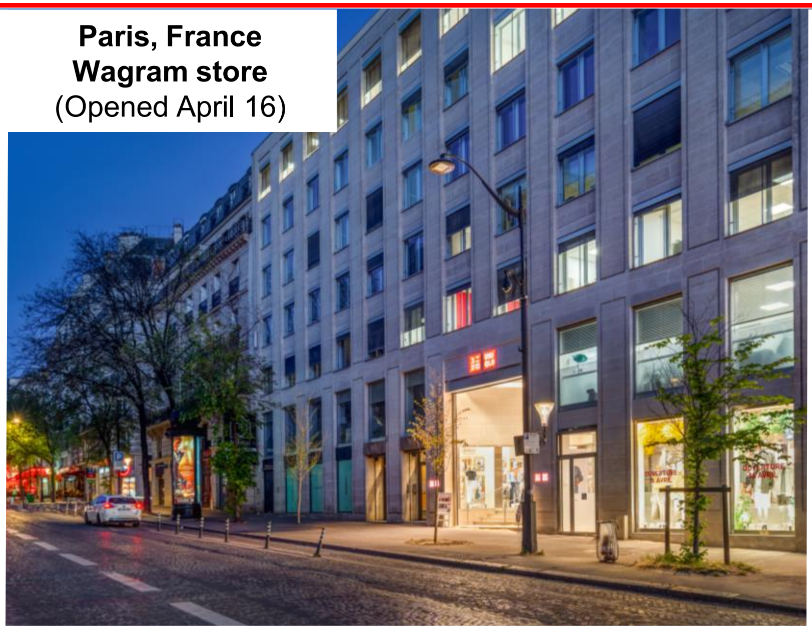
A Wave of Iconic Stores Opening Worldwide!

Global Flagship store
Seoul, S. Korea
UNIQLO Myeongdong
(Opened May 22)

Paris, France
Wagram store
(Opened April 16)



London, UK
Covent Garden store
(Expanded, updated store opened March 26)

First store in Utrecht, the Netherlands
Oudegracht store
(Opened April 30)

First store in Bristol, UK
Cabot Circus store
(Opened April 16)

LifeWear Value Gains Global Recognition

- Included in the TIME 100 Most Influential Companies list for the first time.
- TIME Magazine pinpointed simplicity as a key UNIQLO strength, and singled out UNIQLO's ability to offer highly functional, excellently designed everyday wear at prices that consumers worldwide can afford as a standout feature of the UNIQLO brand.
- Included in the Kantar BrandZ Top 100 Most Valuable Global Brands 2026 list for the second consecutive year and ranked third in the world among apparel companies. The list is compiled by Kantar Group Ltd., one of the world's leading marketing data and analytics companies.
- Aspects highly regarded by Kantar: UNIQLO's determination to establish a position based on its own unique values, differentiate itself from other companies, constantly pursue data-driven innovation, and conduct proactive marketing activities to consistently improve brand value.

GU: 3Q Overview

Revenue increase, sharp profit gain. In line with plan

- **Stronger communication of information on strategically-marketed products helped generate buoyant sales of products that captured the latest trends and customer needs, such as Barrel Ankle Pants, Sheer T-shirts, Ballet Sneakers.**

- **The business profit margin rose on improvements in the gross profit margin and SG&A ratio.**
  - ✓ **Gross profit margin: Improved on efforts to reduce cost of sales for materials, procurement, etc.**
  - ✓ **SG&A ratio: Improved thanks to efforts to reduce product numbers and stabilize inventory, which increased the efficiency of store operations and improved the personnel cost ratio.**

Units: Billions of yen	Nine months to May 2026 (Sep. 2025 - May 2026)			Three months to May 2026 (Mar. 2026 - May 2026)		
	Actual	Prev. yr	y/y	Actual	Prev. yr	y/y
Revenue	**265.6**	256.2	+3.7%	**97.1**	90.4	+7.5%
Gross profit	**133.2**	125.6	+6.1%	**49.9**	45.5	+9.8%
(to revenue)	50.2%	49.0%	+1.2p	51.4%	50.3%	+1.1p
SG&A	**101.1**	100.5	+0.6%	**33.6**	33.5	+0.2%
(to revenue)	38.1%	39.2%	-1.1p	34.6%	37.1%	-2.5p
Business profit	**32.1**	25.1	+28.0%	**16.3**	11.9	+36.7%
(to revenue)	12.1%	9.8%	+2.3p	16.8%	13.2%	+3.6p
Other income, expenses	**1.0**	1.2	-13.1%	**0.3**	0.4	-15.3%
Operating profit	**33.2**	26.3	+26.1%	**16.7**	12.4	+34.8%
(to revenue)	12.5%	10.3%	+2.2p	17.2%	13.7%	+3.5p

FAST RETAILING

Global Brands: 3Q Overview

Local currency terms

Revenue dips, profit rises in local currency terms. Performance is slightly below plan

・Sales declined by roughly 4% in local currency terms. Large downward impact from Theory operation, which is currently reforming its business structures.

Theory business: Revenue fell but profit rose. Wholesale business contracted globally. Sales of Summer products dampened by cool weather at the season start. Profit rose on lower discounting rates primarily at Theory USA.

PLST business: Revenue and profit rose. Strong sales of Precious Dry and other men's ranges. E-commerce sales rose on strengthened marketing. Profit rose on greater cost controls.

CDC/PTT business: Revenue dipped but business losses contracted. End-May store numbers roughly halved (144 to 77 stores) on consolidation of overall store network (closure of unprofitable stores) as part of structural reforms.

Units: Billions of yen	Nine months to May 2026 (Sep. 2025 - May 2026)			Three months to May 2026 (Mar. 2026 - May 2026)		
	Actual	Prev. yr	y/y	Actual	Prev. yr	y/y
Revenue	96.3	100.5	-4.2%	33.6	32.7	+2.5%
Business profit	1.9	2.9	-33.4%	2.6	1.8	+48.3%
(to revenue)	2.0%	2.9%	-0.9p	8.0%	5.5%	+2.5p
Other income, expenses	1.0	-0.0	-	0.5	0.0	+405.2%
Operating profit	3.0	2.8	+5.2%	3.1	1.9	+66.7%
(to revenue)	3.1%	2.8%	+0.3p	9.5%	5.8%	+3.7p

Exclude forex impact: Down approx. 4% in local currency terms

Exclude forex impact: Up approx. 48% in local currency terms

Exclude forex impact: Up approx. 64% in local currency terms

Group: Balance Sheet (end May 2026)

Units: Billions of yen	End May. 2025	End Aug. 2025	End May. 2026	Change
Total Assets	3,698.1	3,859.3	**4,432.3**	+734.1
Current Assets	2,322.7	2,527.8	**2,930.7**	+608.0
Non-Current Assets	1,375.4	1,331.5	**1,501.6**	+126.1
Total Liabilities	1,530.4	1,531.8	**1,622.9**	+92.5
Total Equity	2,167.7	2,327.5	**2,809.4**	+641.6

Group: B/S Main Points v. end May 2025

Total assets: +¥734.1bln (¥3.6981trln→ ¥4.4323trln)

・Cash, cash equivalents, and other financial assets: +¥453.9bln (¥2.0010trln ⇒ ¥2.4549trln)
Due to increased operating cash flows primarily from UNIQLO operations.

・Property, plant and equipment and right-of-use assets: +¥119.3bln (¥774.0bln ⇒ ¥893.4bln)
Due primarily to proactive growth investment in new store openings and automated warehouses designed to help expand overall operations.

・Inventory assets: +¥48.7bln (¥448.9bln ⇒ ¥497.6bln)
✓ UNIQLO Intl.: +¥38.9bln. UNIQLO Japan: +¥12.9bln. While inventory assets increased as operations expanded, they remain at an appropriate level
✓ GU: −¥3.6bln, Global Brands: +¥0.4bln

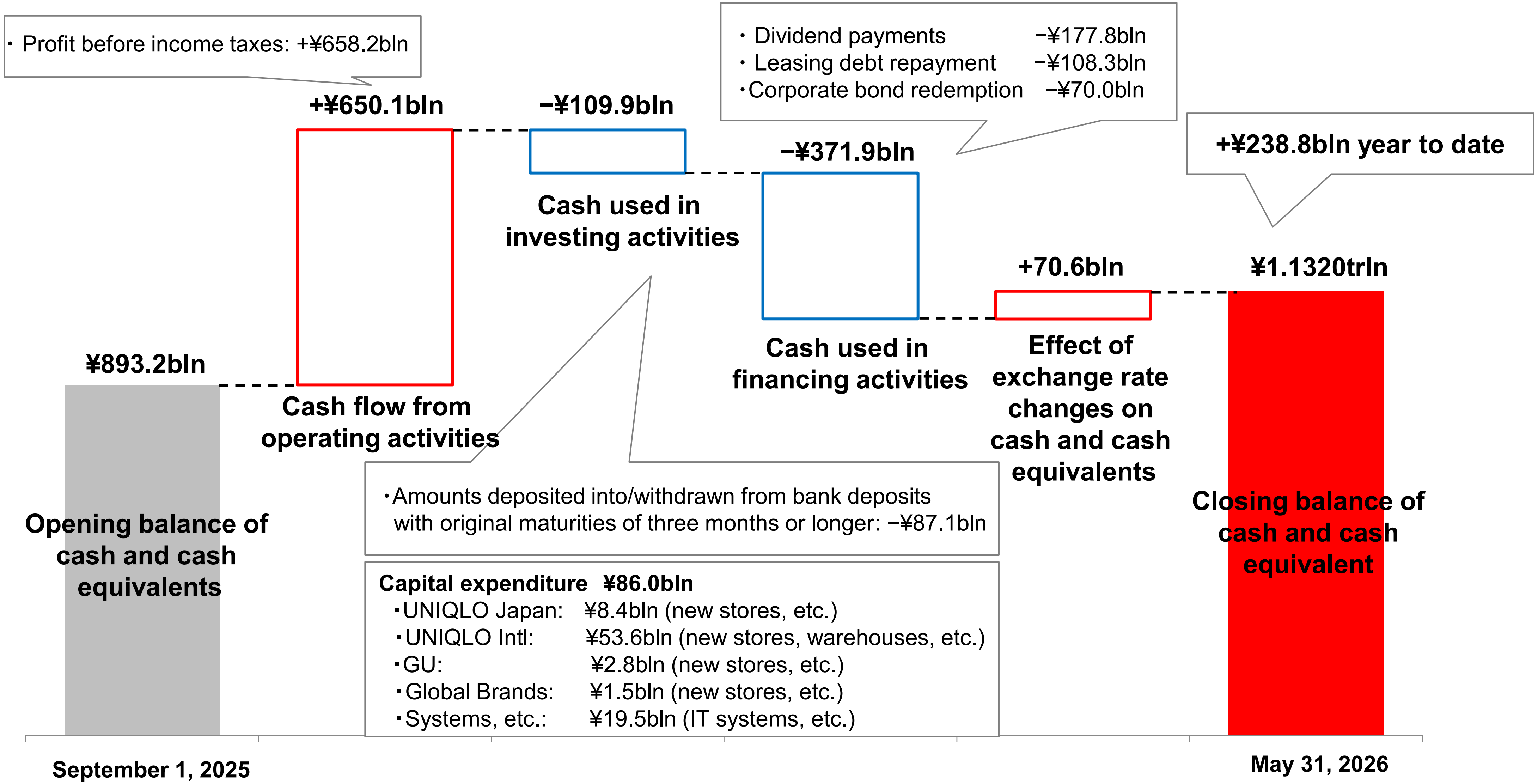
・Derivative financial assets (short & long term): +¥108.1bln (¥112.9bln⇒¥221.0bln)
Due to a widening in the gap between the average yen rate on our forward contract holdings and the end-May yen spot rate. Designed to hedge future product imports so does not impact actual corporate results

Total liabilities: +¥92.5bln (¥1.5304trln→ ¥1.6229trln)

・Accounts payable and other short-term liabilities: +¥90.7bln (¥358.5bln ⇒ ¥449.3bln)
Increased purchases as operations grew.

・Lease liabilities (short & long term): +¥73.1bln (¥492.3bln⇒¥565.5bln) Active investment in new stores, automated warehouses

Group: 1Q-3Q Cash Flow



*Applying IFRS 16 increased cash flow from operating activities by approx. ¥100.0bln and decreased cash used in financing activities by the same amount. This change had no impact on the final cash flow figure.

Group: FY2026 Estimates

Upward revisions: Revenue: + ¥70.0bln, business profit: + ¥20.0bln

・Estimates revised to reflect corporate performance through June and bring the exchange rates assumptions for 4Q consolidated estimates in line with actual rates.

ons of yen	Yr to Aug.2025	Yr to Aug.2026		Yr to Aug.2026		Yr to Aug.2026
	Actual	Estimates (as of Apr.9)	y/y	Estimates (as of Jul.9)	y/y	3 Q Actual
Revenue	3,400.5	3,900.0	+14.7%	**3,970.0**	**+16.7%**	3,065.1
Business profit	551.1	690.0	+25.2%	**710.0**	**+28.8%**	592.7
(to revenue)	16.2%	17.7%	+1.5p	**17.9%**	**+1.7p**	19.3%
er income, expenses	13.1	10.0	-23.7%	**20.0**	**＋52.6%**	21.6
Operating profit	564.2	700.0	+24.1%	**730.0**	**+29.4%**	614.3
(to revenue)	16.6%	17.9%	+1.3p	**18.4%**	**+1.8p**	20.0%
ıance income, costs	86.3	40.0	-53.7%	**50.0**	**-42.1%**	43.8
ıt before income taxes	650.5	740.0	+13.7%	**780.0**	**+19.9%**	658.2
(to revenue)	19.1%	19.0%	-0.1p	**19.6%**	**+0.5p**	21.5%
Profit attributable to owners of the parent	433.0	480.0	+10.9%	**500.0**	**+15.5%**	426.0
(to revenue)	12.7%	12.3%	-0.4p	**12.6%**	**-0.1p**	13.9%

FY2026 Estimates by Group Operation (1)

Local currency terms

UNIQLO Intl: Expect double-digit revenue and profit growth in 2H, FY2026

・Revised up estimates for S. Korea, the SE Asia, India and Australia region, N. America, and Europe to reflect higher-than-anticipated 3Q results.

・Greater China region proceeding to plan at present. Latest forecasts unchanged.

Greater China:

・Expect 2H revenue and profit gains, FY2026 revenue gain and double-digit profit growth.

✓ Mainland China market: Rising sales trend to continue in 4Q, so expect revenue and profit gains in 2H.
Expect to be able to achieve higher revenue and double-digit profit growth in FY2026
Improved gross profit margin and SG&A ratio to help improve the full-year business profit margin.

✓ Hong Kong, Taiwan markets: Expect higher revenue and profit in 2H and FY2026

South Korea and Southeast Asia, India and Australia:

・Strong sales trend expected to continue in 4Q and revenue to rise. Predict double-digit revenue and profit growth in both 2H and FY2026. FY2026 business profit margin also forecast to improve.

Europe and North America

・Expect double-digit 2H and FY2026 revenue and profit growth. Sales growth has continued strongly since June.

・Expect FY2026 business profit margin to improve in both North America and Europe.

FAST RETAILING

FY2026 Estimates by Group Operation (2)

UNIQLO Japan: Expect revenue rise and steady business profit in 2H. Expect higher revenue and profit in FY2026

- Forecast a slight dip in 4Q revenue and a double-digit year-on-year contraction in 4Q business profit.
  - ✓Since the start of the fiscal year, we have been anticipating a decline in 4Q revenue and profit due to the high bar created by strong performance in the previous two years, along with a rise in the costs of sales ratio caused by yen depreciation
  - ✓Lower-than-planned sales in June caused by unseasonable weather are expected to result in a rise in personnel and distribution cost ratios, and a consequent increase in the 4Q SG&A ratio
  - ✓We expect an even sharper contraction in 4Q operating profit than for business profit due to the 4Q FY2025 recording of a reversal of store-related impairment losses of approx. ¥3.0 billion, and the fact that no such reversals are expected this year.
- Thanks to the higher-than-expected 3Q performance, 2H results are still expected to come in roughly on plan, despite the dip in June sales.
- Expect a rise in revenue and a steady business profit in 2H. Expect higher revenue and profit in FY2026.
- The full-year business profit margin is forecast to hold steady at a similar level to the previous year.

FAST RETAILING

FY2026 Estimates by Group Operation (3)

Local currency terms

GU: Expect revenue rise and double-digit profit growth in 2H and FY2026

- Performance proceeding as planned, so latest estimates have not been revised.
- Expect higher revenue and double-digit profit growth in 2H and FY2026. Improved gross profit margin and SG&A ratio expected to boost the business profit margin.
- While sales slowed down slightly in June due to persistently cool weather, the few new Fall items that we have already started to introduce are generating strong sales, so we plan to boost sales in July and August through coordinated outfits that incorporate a mix of Summer and Fall items.
- Full-fledged launch of new Fall and Winter products from late August. Plan to deepen affinity for a new GU through sales personnel training and enhanced marketing.

Global Brands: Expect revenue to fall but profit to rise in 2H and FY2026

- Performance estimates have been revised down slightly to reflect 3Q results.

Theory business: Predict lower revenue but higher business profit in 2H, though anticipate full-year revenue and profit declines due to the decline in 1H profit.

PLST business : Forecast revenue and profit gains in 2H and FY2026.

CDC/PTT business: Revenue to fall but business losses to contract in 2H, FY2026.

Reference: Store Numbers (1)

Units: Stores	FY2025	FY2026 3Q Result (Sep. - May.)				FY2026 Estimates (Sep. - Aug.)			
	Yr-end	Open	Close	Change	End May.	Open	Close	Change	End Aug.
UNIQLO Operations	**2,519**	**100**	**90**	**+10**	**2,529**	**118**	**130**	**-12**	**2,507**
UNIQLO Japan*	**794**	**19**	**28**	**-9**	**785**	**22**	**34**	**-12**	**782**
Own stores	784	19	28	-9	**775**	-	-	-	**-**
Franchise stores	10	0	0	0	**10**	-	-	-	**-**
UNIQLO International	**1,725**	**81**	**62**	**+19**	**1,744**	**96**	**96**	**0**	**1,725**
Greater China	1,008	19	44	-25	**983**	24	-	-	**-**
Mainland China	902	15	42	-27	**875**	-	-	-	**-**
Hong Kong	35	0	0	0	**35**	-	-	-	**-**
Taiwan	71	4	2	+2	**73**	-	-	-	**-**
Korea	132	13	11	+2	**134**	13	-	-	**-**
S/SE Asia & Oceania	397	20	5	+15	**412**	25	-	-	**-**
Singapore	29	0	0	0	**29**	-	-	-	**-**
Malaysia	59	2	1	+1	**60**	-	-	-	**-**
Thailand	70	4	1	+3	**73**	-	-	-	**-**
The Philippines	77	6	1	+5	**82**	-	-	-	**-**
Indonesia	77	3	2	+1	**78**	-	-	-	**-**
Australia	40	0	0	0	**40**	-	-	-	**-**
Vietnam	29	2	0	+2	**31**	-	-	-	**-**
India	16	3	0	+3	**19**	-	-	-	**-**

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

（continued on next slide）

* Includes franchise stores

Reference: Store Numbers (2)

Units: Stores	FY2025	FY2026 3Q Result (Sep. - May.)				FY2026 Estimates (Sep. - Aug.)			
	Yr-end	Open	Close	Change	End May.	Open	Close	Change	End Aug.
UNIQLO International									
North America	106	16	2	+14	**120**	21	-	-	-
USA	75	10	2	+8	**83**	-	-	-	-
Canada	31	6	0	+6	**37**	-	-	-	-
Europe	82	13	0	+13	**95**	13	-	-	-
UK	21	3	0	+3	**24**	-	-	-	-
France	27	3	0	+3	**30**	-	-	-	-
Germany	9	4	0	+4	**13**	-	-	-	-
Belgium	2	1	0	+1	**3**	-	-	-	-
Spain	7	0	0	0	**7**	-	-	-	-
Sweden	3	0	0	0	**3**	-	-	-	-
The Netherlands	5	1	0	+1	**6**	-	-	-	-
Denmark	2	0	0	0	**2**	-	-	-	-
Italy	4	0	0	0	**4**	-	-	-	-
Luxembourg	1	0	0	0	**1**	-	-	-	-
Poland	1	1	0	+1	**2**	-	-	-	-
GU	**486**	**16**	**18**	**-2**	**484**	**16**	**23**	**-7**	**479**
Global Brands	**565**	**19**	**48**	**-29**	**536**	**22**	**55**	**-33**	**532**
Theory*	426	13	20	-7	**419**	-	-	-	-
PLST	41	5	6	-1	**40**	-	-	-	-
CDC/PTT*	98	1	22	-21	**77**	-	-	-	-
Total	**3,570**	**135**	**156**	**-21**	**3,549**	**156**	**208**	**-52**	**3,518**

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

* Includes franchise stores

Reference: Foreign Exchange Rates

Exchange Rates Used in Consolidated Accounts

unit : yen	1USD	1EUR	1GBP	1RMB	100KRW
FY2025 3Q 9-month average to May. 2025	149.6	161.2	192.9	20.8	10.6
FY2026 3Q 9-month average to May. 2026	154.8	180.8	207.5	22.1	10.7
FY2025 12-month average to Aug. 2025	148.7	162.9	193.9	20.6	10.6
FY2026 (E) 12-month average to Aug. 2026	155.9	182.0	209.2	22.5	10.7
FY2026 (E) 3-month average to Aug. 2026	159.3	185.7	214.4	23.5	10.6

Exchange rates Used on Balance Sheet

unit : yen	1USD	1EUR	1GBP	1RMB	100KRW
FY2025 3Q Exchange rate at end May.2025	143.9	163.6	194.2	20.0	10.5
FY2026 3Q Exchange rate at end May.2026	159.3	185.7	214.4	23.5	10.6
FY2025 Exchange rate at end Aug. 2025	146.9	171.4	198.5	20.6	10.6
FY2026 (E) Exchange rate at end Aug. 2026	159.3	185.7	214.4	23.5	10.6

Reference: Capex, Depreciation

Capex and Depreciation

Units: Billions of yen		Capex						Depreciation
		UNIQLO Japan	UNIQLO Intl.	GU	Global Brands	Systems, etc	Total	
FY2025	3Q 9 months	11.1	111.7	6.3	1.3	22.5	153.0	161.1
FY2026	3Q 9 months	8.4	53.6	2.8	1.5	19.5	86.0	174.2
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	9.2	72.4	3.5	2.0	28.7	116.0	232.4